



The Town of Leesburg, Virginia

FY 2010 Adopted Budget
and
Capital Improvements Program
FY 2010-2014





TOWN OF LEESBURG

FY 2010

ADOPTED BUDGET

AND

CAPITAL IMPROVEMENTS PROGRAM FY 2010-2014

Leesburg Town Council

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John A. Wells, Town Manager



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Leesburg for its annual budget for the fiscal year beginning July 1, 2008.

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

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

**TOWN OF LEESBURG
FY 2010 ADOPTED BUDGET AND
CAPITAL IMPROVEMENTS PROGRAM FY 2010-2014**

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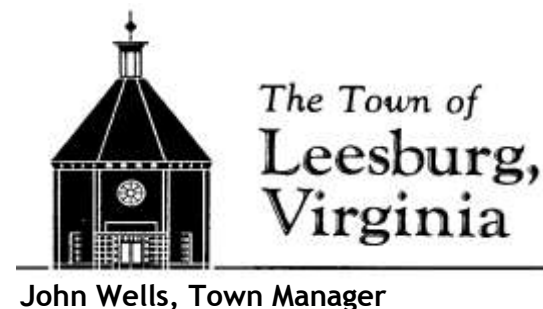
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July 1, 2009

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

Madam Mayor and Members of Town Council:

I am pleased to present the Adopted Town Budget for Fiscal Year 2010 and the Adopted 5-Year Capital Improvements Program (CIP) that outline the town's priorities for the coming year. The Fiscal Year 2010 Budget was developed, reviewed, and adopted against a backdrop of economic challenges and fiscal uncertainty at the national and state level. The Leesburg economy is not immune from many of the economic challenges; however, the fiscal state of the Town remains strong in large part due to the proactive fiscal planning efforts of the financial staff, Mayor and Council. The Adopted Budget for Fiscal Year 2010 is a responsible budget in light of the current economy. It reduces real estate tax burden on the average homeowner, maintains services at lower costs with fewer staff, and maintains the Town's commitment to critical capital projects that affect transportation and neighborhood drainage issues.

Financial Overview

The FY 2010 Adopted Budget, which encompasses general government, utility and airport operations, debt service, and our capital budget totals \$94,249,443. This represents a decrease of \$6.2 million, or 6.1%, compared to the FY 2009 budget and is summarized below.

	<i>2009 Budget</i>	<i>2010 Budget</i>	<i>Difference</i>	<i>% Change</i>
General Fund	\$45,962,714	\$45,197,609	(\$765,105)	(1.7%)
Utilities Fund	25,512,633	23,733,964	(1,778,669)	(7.0%)
Airport Fund	4,424,617	6,201,631	1,777,014	40.2%
Capital Projects	24,552,824	19,116,239	(5,406,585)	(22.0%)
Total	\$100,422,788	\$ 94,249,443	(\$6,173,345)	(6.1%)

The Adopted 5-Year Capital Improvements Program is also provided. The CIP includes funding for 45 different projects and totals \$81,382,019 over the next five years.

Considerations in the Development of the Budget

Leading up to the adoption of the budget, the Mayor and Council were provided briefings over a period of several months regarding the economy, projections of assessed property values, the Auditor's Report for fiscal year 2008 operations, financial projections for fiscal year 2009, cost containment measures for the current fiscal year and the likely fiscal limitations for the coming fiscal year (2010). Based on these briefings, the FY 2010 Budget was adopted based on the following framework:

- The impacts of the current economic recession will affect the FY 2010 and FY 2011 budgets.
- Real estate property values will likely continue to decline over the next two fiscal years.
- Consumer discretionary spending will likely remain soft, with only moderate increases.
- There will not likely be any new direct federal and state revenue to assist the Town.
- State revenues will remain flat at best.
- Continue to creatively evaluate different ways to deliver services to Town residents in an effort to reduce costs.
- Current services and service levels should be maintained to the extent possible.
- Reduce or hold constant most of Town government spending.
- Maintain Council's commitment to capital projects focused on transportation and storm drainage.
- Provide tax relief for the average homeowner.
- Create an overall budget proposal that balances these goals and is fiscally sound in both the short term and the long term.

With this framework in mind along with an active awareness of the Town's formal Fiscal Policy, I believe this budget strikes the balance the Council directed.

Budget Overview

The adopted budget totals \$94.2 million and provides for a reduced real property tax bill for the average single family homeowner of approximately 8.1%. Owners of townhouses and condominiums will see a reduction on average of approximately 22%. To achieve this effort, the following budget guidance was provided to all departments:

- No cost of living or performance increases for employees.
- Delay the replacement schedule for desktop computer technology.
- Department budgets would only include training to maintain employee certifications.
- Limit capital outlays.
- Most inflationary increases would need to be absorbed within the overall budget.
- Priority was given to the creative use of existing resources to maintain service levels or reduce costs.

While this list sounds like a dour environment to establish a budget proposal, I am proud to say that our employees stepped up to the challenge of not just meeting the “numbers,” but have brought a creative eye toward the delivery of services.

This past year has been one of significant change in our organization. Within the past year, we have totally restructured our land development processes and organizational structure. We have undertaken a new model for deployment of our public safety resources. Our utility resources have been restructured to improve services and consolidate supervisory positions. We have opened two new recreational facilities that are generating a profit. We have taken initiatives at our airport that are building a solid financial base for the future. Staff resources are being re-deployed to improve our grant writing efforts and to improve our community outreach and communications.

We have shown a commitment to our employees and they have responded by meeting the fiscal challenges with creativity, commitment, and sacrifice. They are showing a level of quiet pride and “ownership” that are the cornerstones of the organizational culture change we have talked about and you have directed.

Budget Highlights

The Adopted General Government or General Fund Budget is \$45.2 million. This reflects savings of \$2.6 million over what the budget would have been without the cost containment efforts as directed by Council and noted above.

The budget does make allowance for the opening of the new outdoor pool at Ida Lee Park. The pool was made possible by the generous contribution of A.V. Symington. The pool (as does the tennis center) will generate revenues that will offset all operational costs and most of the outstanding debt that was needed for the project.

The budget also provides for a savings in the area of legal services by limiting our outside counsel costs and making greater use of our in-house resources.

Finally, the General Fund Budget redirects resources in Parks and Recreation to provide support and back up staff to the volunteer efforts of the popular and successful Acoustic on the Green concerts downtown. In order to accomplish this, Court and Market Days program will be discontinued with some of the savings being re-directed to the Acoustic on the Green effort. This will be an overall cost savings to the town, and a better return on our investment.

The Adopted Utility Fund Budget is \$23.7 million. The operating component of the budget reflects a slight decrease despite significantly increasing costs of chemicals and utility services. This occurs because three positions in the department are frozen and unfilled. Regarding water and sewer rates, we are currently engaging the services of a rate consultant who will provide a study and rate recommendations to the Town Council later this calendar year.

The Airport Fund Budget totals \$6.2 million. The Operations Budget reflects a \$103,165 decrease due to completion of necessary resurfacing of taxiways and ramps in FY 2009. The Capital Budget increased by \$1.7 million to \$4.7 million to purchase safety equipment and acquire land for future development. Ninety-eight percent of this cost is expected to be covered by the Federal Aviation Administration and Virginia Department of Aviation. Debt service has increased \$162,679 to reflect the initial bond payment for construction of the South Apron Hangars, which will be placed in service by FY 2010.

The Capital Budget

The Adopted Capital Improvements Program (CIP) reflects the policy goal of maintaining the Town's commitment to existing projects in the areas of transportation and storm drainage. Over the next year, we will see the completion of several significant capital improvement projects in the Town. These include:

- Battlefield Parkway from Kincaid Boulevard to Route 7
- Dry Mill, Wage and Anne drainage improvements
- Construction of two new water tanks (Carr Tank #2 and Sycolin Tank)

- Recoating two existing water tanks
- North King Street drainage improvements
- Drainage improvements on Edwards Ferry Road at Colonial Square

Construction will begin in FY 2010 on the following projects:

- Lowenbach Street improvements
- Virts Corner Road improvements
- Sycolin Road Widening (Phase II)
- Old Waterford Road Sidewalk
- Town Branch at Mosby Drive Channel improvements
- Downtown improvements (Phase I – King Street)
- Downtown street lights (Phase I)
- Ida Lee Maintenance Building

It is important to note that the capital improvement plan includes a total of 45 capital projects. Only three years ago, that total was 84. While some projects have been merged or dropped at citizen requests, or moved out of the CIP for financial reasons, a large number (36 Total – 26 construction and 10 studies) of projects have been finished.

A key component of completing these projects was a commitment to maintain the schedules included in the CIP. In addition, the overall fiscal policy provides critical guidance in terms of the use of debt and debt financing.

Changes in the Capital Plan include a delay in the development of Veterans Park due to financial limitations. An 86-acre site with frontage on the Potomac River, Veterans Park represents a significant Town asset that is now planned to be developed at a future date after some of our pressing capital project needs are met and our economy is in a stronger position. This is also the case for the 3rd Soccer Field/Lacrosse Field at Ida Lee Park.

We are moving forward with the redesigned maintenance building at Ida Lee that will make use of proffer funds and protect our equipment investment at the Park.

The lack of state funding for regional transportation links remains our greatest challenge to address the capital needs of the Town and the region. Projects such as Battlefield Parkway from the Greenway to South Route 15, the Interchange at the Bypass and Edwards Ferry Road, the Sycolin

Flyover at the Bypass, the Sycolin Road Widening Phase III, and the South King Street Widening are all projects that are simply a state responsibility. The cost of these projects alone is equal to the entire budget of the Town for FY 2010.

The FY 2010 Adopted Budget also reflects the Council's interest in investments in the Downtown. The document includes construction funds for the King Street Improvement Project as well as over \$4 million for other downtown investments recommended by the Downtown Improvement Association and highlighted in the urban land institute study. In addition, we need to actively explore the opportunity to organizationally restructure private and public efforts downtown in a manner to promote collaboration, ability to solicit and receive grants, and establish accountability to address the needs of our business community.

Loudoun County will be completing an upgrade to its public safety radio system in FY 2010. To continue the ability to dispatch town police officers efficiently, effectively, and maintain essential radio interoperability with the County and surrounding jurisdictions, an upgrade of the Town's police department radio system in FY 2010 is necessary. The total cost of this upgrade is \$322,000. To mitigate its financial impact, the budget includes funds to lease-purchase the equipment over the next several years.

Evaluating and Restructuring Town Operations and Solidifying our Financial Position

Over the past four years, the Mayor and Town Council and Town staff have been working very quietly, in a businesslike manner, to evaluate how our government works, examine more cost effective ways to deliver the services that our citizens expect, and have our financial house in order so that we are in a position to deal with difficult financial times. Those efforts are paying off today and will continue to guide us through this difficult economic recession. Among the efforts the Council has supported and/or directed are:

- Adoption of a formal fiscal policy to guide decision-making which provides financial stability, especially during difficult economic conditions.
- Increase of the Town's fiscal reserve from 10% to 15%.
- Establishment of the Revenue Stabilization Fund and allocations over the past two years totaling \$1.4 million.
- Re-evaluation and restructuring of our land development process to better address the needs of the development community. Implemented less than a year ago, early feedback is positive and indicating we are moving in the right direction.

- Cross-training employees and capitalizing on opportunities to make better use of existing staff resources. Specifically, we are now using existing Utility and Public Works inspectors to conduct inspections on capital projects--saving the Town between \$300,000 and \$500,000 in contractual expenditures over the next two years.
- Cross-training employees in our Construction Inspection and Zoning Inspection areas to allow construction inspectors to do the work currently done by Zoning. This pilot program will allow us to freeze a currently vacant Zoning Inspector position and save the town \$80,000 next year and possibly permanently.
- Hiring new staff with broader backgrounds and eliminate specializations that would add new positions. This is happening in the Planning Department allowing for a Planning position to be unfunded and frozen, saving over \$75,000.
- Implementation of more efficient organizational structures to limit or reduce supervisory positions. Over the past several months, we have merged two work units in the Utility Department under the Utility Maintenance Division, which allowed for the elimination of a supervisor position and saved the town approximately \$100,000.
- In areas where workload has decreased, we are decreasing staff. The position of Assistant Director of HR has been eliminated from the budget saving over \$100,000.
- We have looked at ways of using existing resources more effectively such as re-deployment of officers in the Police Department.
- Increased use of volunteers to support operations creating cost savings to the taxpayer. The best example of this effort is at the Thomas Balch Library with over 2,600 of volunteer hours saving over \$55,000.
- More focused effort in the area of grants and use of outside funding. As encouraged by the Council, the Friends of Balch Library held their first annual fundraiser at Oak Hill, raising over \$20,000.

The proposed budget eliminates three positions and freezes eight other positions in FY 2010. This action is in addition to four positions eliminated from prior year budgets in a continuing effort to streamline programs and operations.

We have an emerging organizational culture that emphasizes creativity, caring, professionalism, and ownership by the employees--committed to friendly service for our residents and bringing a problem-solving attitude to the table to tackle any problem. It is that very culture that brought about

the program and operational changes included in the FY 2010 Adopted Budget that allows us to see the “big picture” of the Town and not just focused on an individual department or program.

Acknowledgements

I would like to acknowledge the support of the Mayor and Town Council and the hard work of the entire Town staff in the development, review and adoption of this budget, including Norm Butts, Annie Carlson, Bob Berkey, and Kaj Dentler, as well as, other Finance Department staff who have coordinated this overall effort. Budget development and administration are the largest internal undertakings of organizations in the public and private sectors, and everyone’s efforts are appreciated.

Town staff and I look forward to working together with you to implement the short and long term direction this budget sets for FY 2010 as we maintain a watchful eye on current economic conditions affecting the Town.

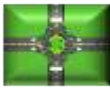
Sincerely,



John Wells
Town Manager

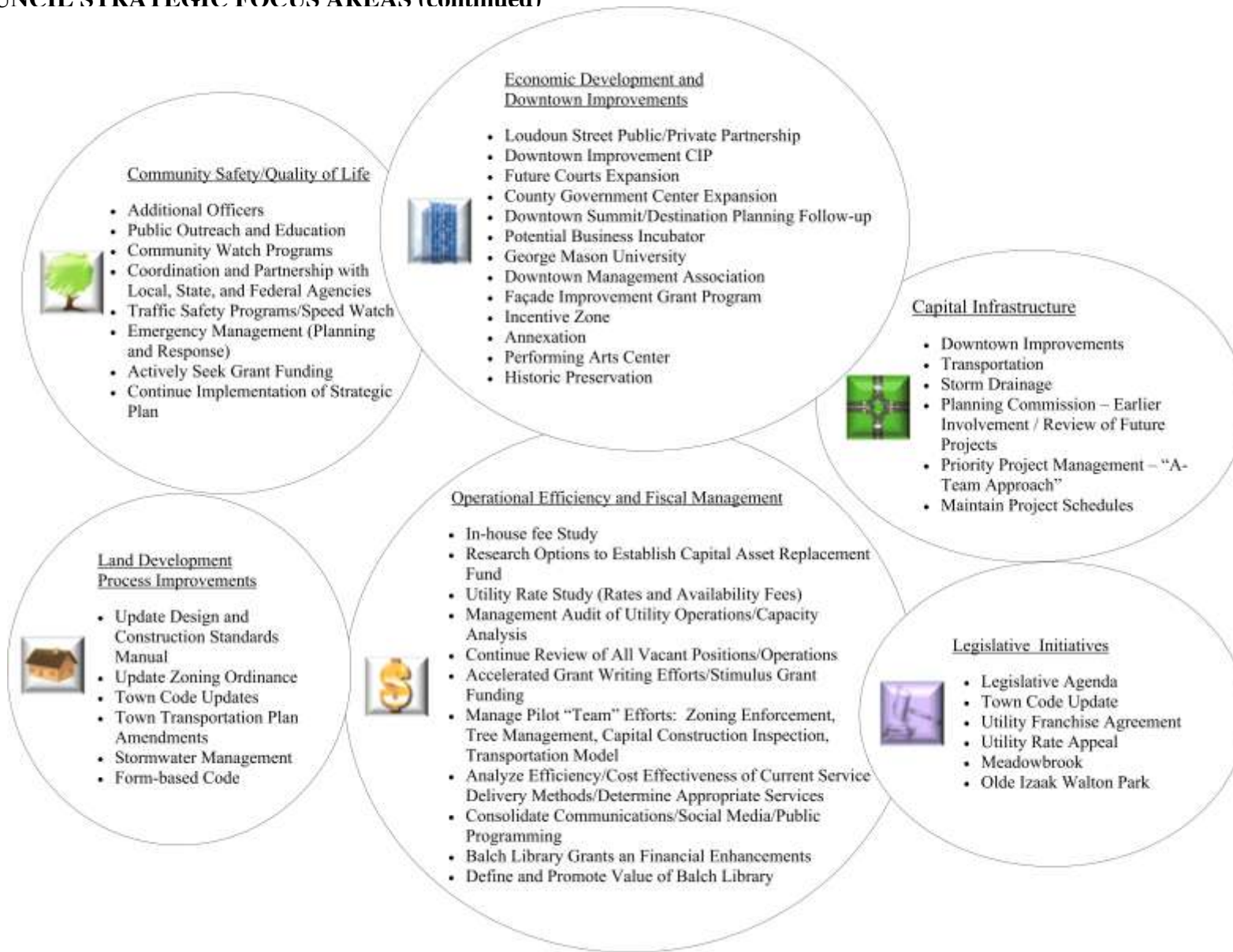
TOWN COUNCIL STRATEGIC FOCUS AREAS**1.2 Town Council Strategic Focus Areas, FY 2010**

The Town Council recently updated its strategic focus areas used in the Town Manager's long-term planning process. During preparation of the budget, each department was directed to identify goals and performance measures within this revised framework. Throughout this document, departmental objectives and performance measures appear together with departmental budgetary information. This synthesis of qualitative and quantitative information will help all the Town's stakeholders – residents, businesses, elected officials, vendors, neighbors, other governmental entities, and staff – understand where the Town is going in FY 2010 and where it has been.

**Economic Development and Downtown Improvements****Operational Efficiency and Fiscal Management****Community Safety / Quality of Life****Land Development Process Improvements****Capital Infrastructure****Legislative Initiatives****1.2.1 Major Initiatives, Objectives, and Strategies for FY 2010**

Below are selected high-priority initiatives, objectives, and strategies central to the success of the Town Council during FY 2010. All department objectives appear with the department's budget in the following pages. See Section 9.6 for all FY 2010 initiatives, objectives, and strategies arranged by strategic focus area.

TOWN COUNCIL STRATEGIC FOCUS AREAS (continued)



FISCAL POLICY**1.3 Fiscal Policy**

The Town Council's adopted fiscal policy guides financial decision-making with the following elements:

Effective fiscal policy for Town government:

- Links long-term financial planning with short-term daily operations.
- Stabilizes Town financial status to ensure that organizational goals and objectives are met and that effective public policy decisions are implemented.
- Protects the Town from emergency fiscal crisis, ensuring the maintenance of services in the event of an unforeseen occurrence. Ensures the highest possible credit and bond ratings by meeting the demands of bond rating agencies through sound, conservative financial decision-making.

SECTION I. Accounting, Auditing, and Financial Reporting

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

SECTION II. Asset Management

- a. The Town will capitalize all fixed assets with a value greater than \$5,000 and an expected life of two years or more.
- b. The operating budget will provide for minor and preventive maintenance.

FISCAL POLICY (continued)**SECTION II. Asset Management (continued)**

- c. The capital budget will provide for the acquisition of fixed assets and the construction, or total replacement of physical facilities to include additions to existing facilities, which increase the square footage or asset value of that facility or other asset. The Town will protect its assets by maintaining adequate insurance coverage through either commercial insurance or risk pooling arrangements with other governmental entities.

SECTION III. Revenue Management

- a. The Town will maintain a diversified and stable revenue structure to protect it from short-run fluctuations in any one-revenue source.
- b. The Town will estimate its annual revenues by an objective, analytical process.
- c. The Town, where practicable, will institute user fees and charges for specialized programs and services. Rates will be established to recover operational as well as overhead or indirect costs and capital or debt service costs. The Town will periodically review user fee charges and related expenditures to determine if pre-established recovery goals are being met.
- d. The Town will follow an aggressive policy of collecting revenue.
- e. The Town should routinely identify intergovernmental aid funding possibilities. However, before applying for or accepting intergovernmental aid, the Town will assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits as a budgetary matter. All grant applications, prior to submission, must be approved by the Town Manager; grants and donations may be accepted only by the Town Council; and no grant will be accepted that will incur management and reporting costs greater than the grant amount.

SECTION IV. Budget Management**Operating Budgets**

- a. The Town, to maximize planning efforts, intends to prepare the operating budget with a multi-year perspective.

FISCAL POLICY (continued)**SECTION IV. Budget Management – Operating Budgets (continued)**

- b. The budget is a plan for raising and allocating resources. The objective is to enable service delivery within available resources. Services must be delivered to residents and taxpayers at a level which will meet real needs as efficiently and effectively as possible.
- c. The Town will fund current expenditures with current revenues and use nonrecurring revenues for nonrecurring expenditures.
- d. It is important that a positive undesignated fund balance and a positive cash balance be shown in all governmental funds at the end of each fiscal year. When deficits appear to be forthcoming within a fiscal year, spending during the fiscal year must be reduced sufficiently to create a positive undesignated fund balance and a positive cash balance.
- e. Where possible, the Town will integrate performance measurements and productivity indicators within the budget. This should be done in an effort to continue to improve the efficiency and effectiveness of Town programs and employees. Performance measurement should become a dynamic part of Town government administration.
- f. The budget must be structured so that the Town Council and the general public can readily establish the relationship between revenues, expenditures and the achievement of service objectives.
- g. Budgetary reviews by the Town Council and Town Manager will focus on the following basic concepts:

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

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

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

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

FISCAL POLICY (continued)**SECTION IV. Budget Management (continued)****Capital Budgets**

- h. The Town will make all capital improvements in accordance with an adopted capital improvements program.
- i. The Town will develop a multi-year plan for capital improvements, which considers the Town's development policies and links development proffers resulting from conditional zonings with the capital plan.
- j. The Town will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.
- k. The Town will make use of non-debt capital financing through the use of alternate sources, including proffers and pay-as-you-go financing. The goal is to finance 25% of the current portion of construction and acquisition costs of capital assets, improvements, and infrastructure (in excess of proffers) through the use of such non-debt sources.

SECTION V. Debt and Cash Management**Debt Management**

- a. The Town will not fund current operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current financial resources.
- b. The goal of the Town is to finance 25% of the current portion of construction cost of capital improvements (in excess of proffers) from current financial resources. The amount provided in current resources may be applied equally to all projects or only to specific projects.
- c. The Town will, when financing capital improvements or other projects or equipment by issuing bonds or entering into capital leases, repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.
- d. The Town is cognizant of its higher than average debt burden and should continue to offset its impact through rapid payback. An average payback of at least 60% in ten years should be maintained, except for projects with a known revenue stream.

FISCAL POLICY (continued)**SECTION V. Debt and Cash Management – Debt Management (continued)**

- e. The Town will annually calculate target debt ratios. The Town's debt capacity shall be maintained within the following primary goals:

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

Bonded debt of the Town shall not exceed 2.5% of the total assessed value of taxable property in the Town nor 3.5% of the total personal income of residents of the Town.

- f. The Town will follow a policy of full disclosure in every annual financial report and financing official statement/offering document.
- g. The Town will maintain good communications about its financial condition with bond and credit rating institutions.

Cash Management

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

SECTION VI. Reserve Funds Management

- a. The General Fund undesignated fund balance at the close of each fiscal year should be equal to no less than 15% of general fund expenditures.
- b. The Utilities Fund undesignated fund balance at the close of each fiscal year should be equal to no less than 200% of operating revenues.
- c. The Town will maintain an appropriated contingency account not to exceed 1.5% of general fund revenue to provide for any supplemental appropriations or other unanticipated expenditures.

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2.1 Town of Leesburg History

Established in 1758, the Town of Leesburg is the seat of Loudoun County, Virginia. The original settlement, located at the intersection of the old Carolina Road (now U.S. Route 15) and the Alexandria Road (now State Route 7), was called “George Town.” When the Virginia General Assembly formally recognized the Town in 1758, it was renamed to honor the influential Lee family of Virginia. Laid out along six streets in 70 half-acre lots, the first plan of Leesburg encompassed 57 acres. Through the 19th century and the first half of the 20th century, Leesburg grew moderately in land area but very little in population. In 1950, the population – at 1,700 – was virtually unchanged from a century earlier. However, the Town’s growth, in both land area and population, accelerated dramatically through the second half of the 20th century and beginning of the 21st century. Present-day Leesburg encompasses 7,976 acres (12.46 square miles) and a population of 38,206.



Photo by Dave Galen

2.2 Demographics

Population Growth.

Since the 2000 U.S. Census, the Town’s population has grown 35%, from 28,311 to an estimated 38,206 (Source: Loudoun County Department of Management & Financial Services). At full build-out (current Town limits), the Town’s population is projected to be approximately 50,000 (Source: Town of Leesburg Transportation Model).

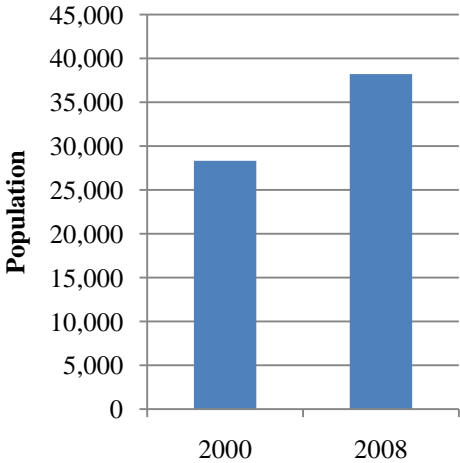


Chart 2.1 Leesburg Population

Population by Age.

Chart 2.2 below left shows the Town’s population broken out by age cohort. In broader terms, 30% of the Town’s population are children, 64% are age 20 to 64 (primary labor force) and 6% are 65 and older, as illustrated in Chart 2.3 below right (Source: 2005-2007 ACS).

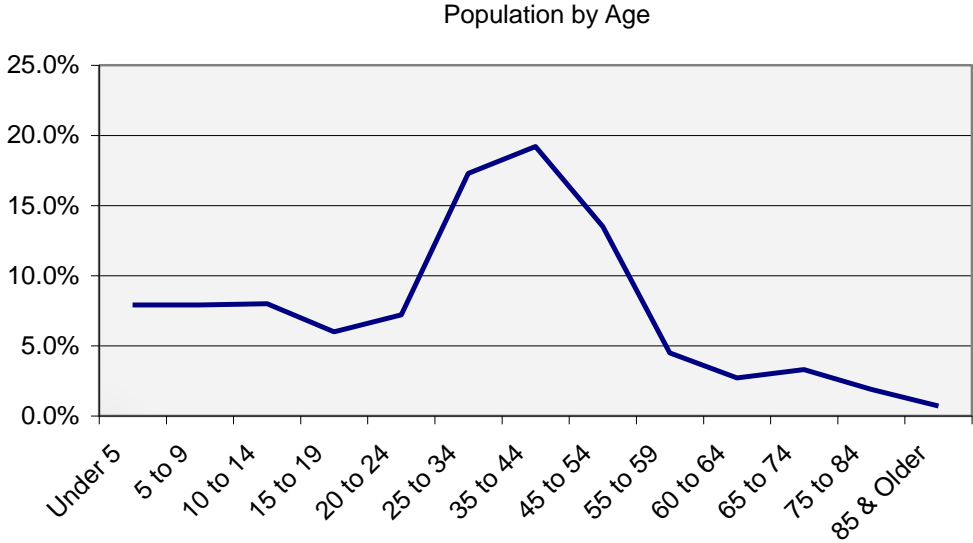


Chart 2.2 Leesburg Population by Age, 2005-2007

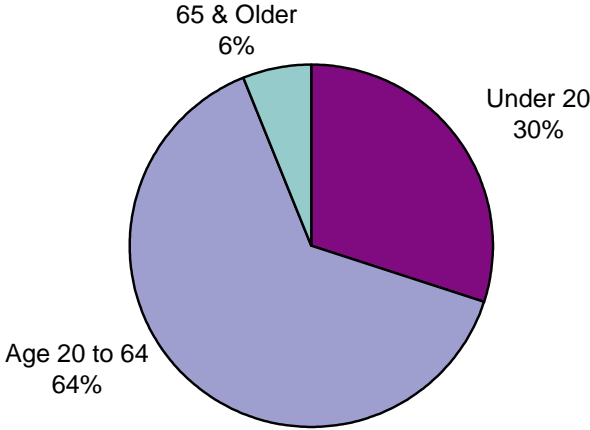
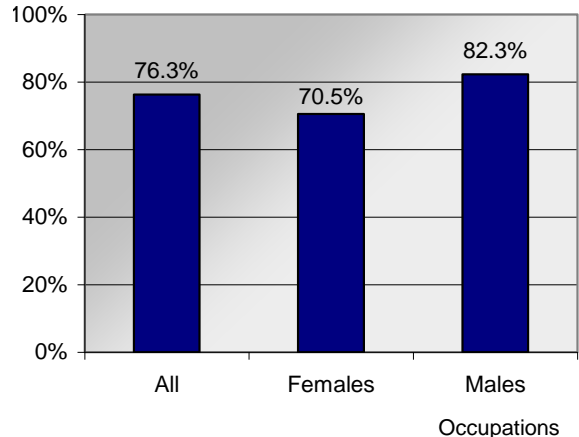


Chart 2.3 Leesburg Population by Age, 2005-2007

Chart 2.4 Leesburg Labor Force Participation (16 and older)



2.2 Demographics (continued)

Labor Force Participation, Occupations & Educational Attainment.

Labor force participation, occupations and educational attainment are all good indicators of the economic health of a community, and its capacity for continued economic growth. Chart 2.4 to the left shows the percentage of the Town’s population, age 16 and older, in the labor force (employed or seeking employment). Chart 2.5 shows the occupation categories for the civilian employed population, age 16 and older. Chart 2.6 shows the highest educational attainment of the population, age 25 and older. (Source: 2005-2007 ACS).

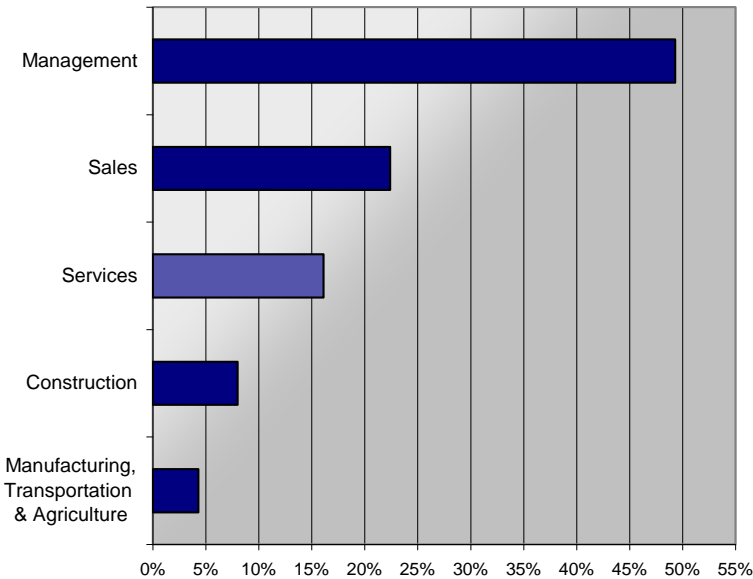


Chart 2.5 Leesburg Occupations (16 and older)

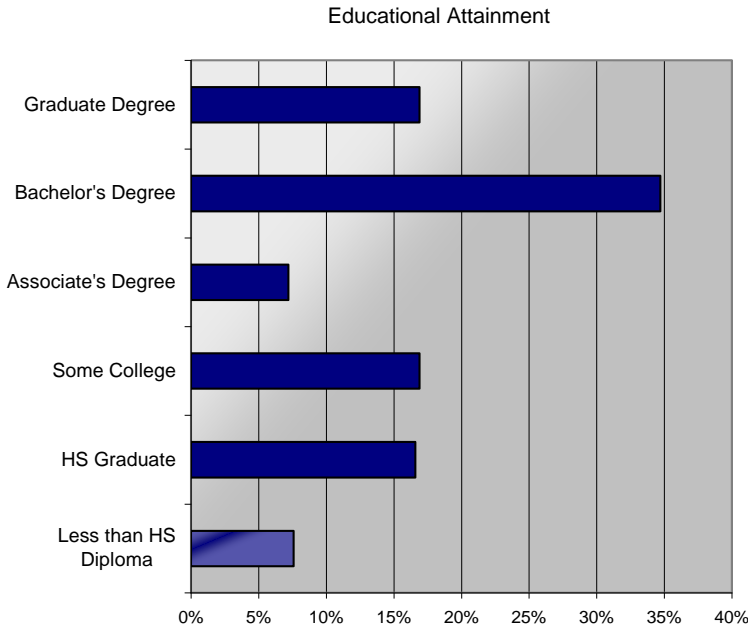
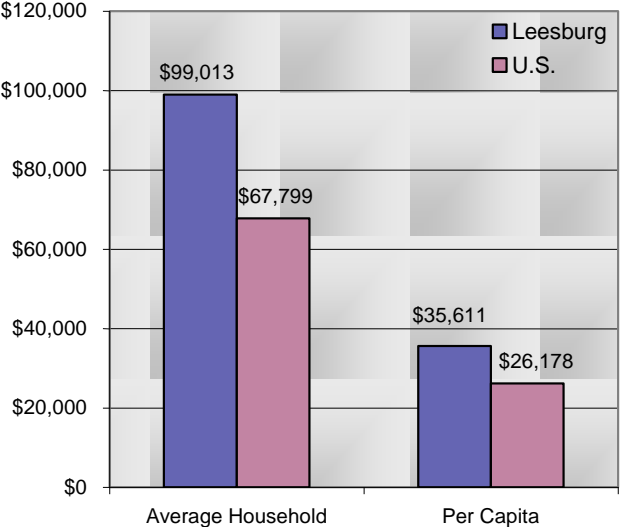


Chart 2.6 Leesburg Educational Attainment (25 and older)

2.2 Demographics (continued)

Income.
 Reflective of the Town’s highly skilled and highly educated population, both average household income and per capita income is significantly higher than the U.S. averages see Chart 2.7 (Source: 2005-2007 ACS).

Chart 2.7 Household and Per Capita Income



Race/Ethnic Distribution.
 The Town’s population continues become more diverse, across several measures, as illustrated in Charts 2.8-10 (Source: 2005-2007 ACS).

Racial Distribution

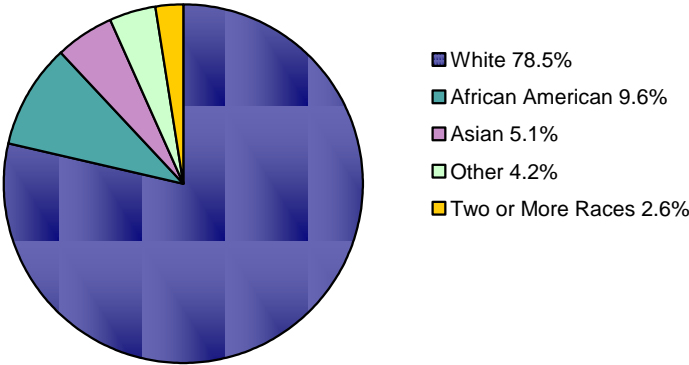


Chart 2.8 Racial Distribution in Leesburg

Hispanic, 9.9%

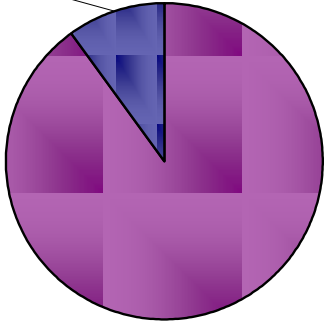


Chart 2.9 Hispanic % of Leesburg Population

Foreign Born, 13.4%

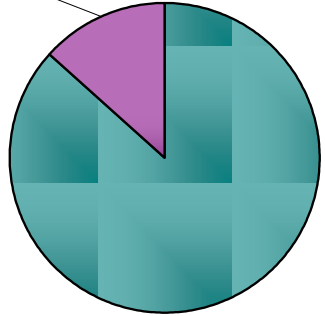


Chart 2.10 Foreign-born % of Leesburg Population

2.3 Housing

At the end of 2008, the Town of Leesburg had 14,547 housing units, representing a 36% growth in units since the 2000 U.S. Census. Single Family Houses represent 46% of the Town’s housing stock, with the remainder split about evenly between Townhomes (also known as Single Family Attached) and Multifamily Units (both condominiums and apartments), as illustrated in Chart 2.11. The Town’s growth in new residential units has slowed considerably the peak year of 2002, largely due to the absorption of vacant residential land. Chart 2.12 shows annual new residential units constructed. (Source: Loudoun County Land Management Information System).

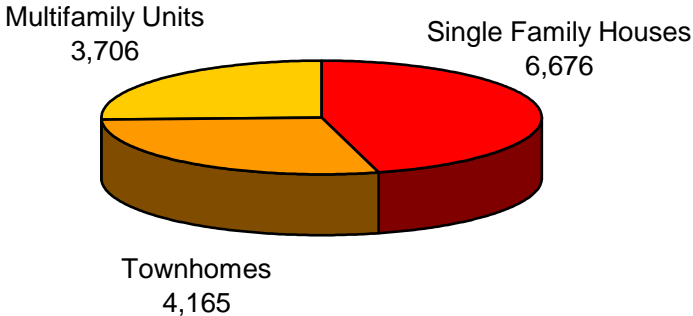


Chart 2.11 Total Housing Stock, 2008

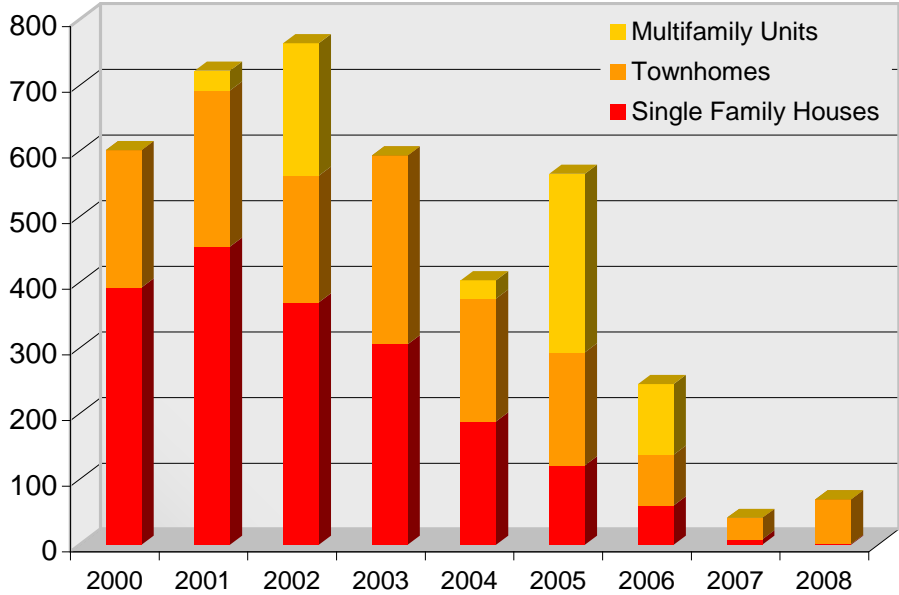


Chart 2.12 Annual New Housing Units

2.4 Commercial Square Footage

The Town of Leesburg, as of the end of 2008, has approximately 9.8 million square feet of non-residential space. The two largest sectors are retail (2.9 million sq ft) and institutional (2.8 million sq ft), which each represent about 29% of the total space in the Town. Chart 2.13 provides details for all of the major categories. From 2000 to 2008, the Town saw a 36% increase in non-residential space, with 2.7 million square feet of new construction. During this time period, the retail sector increased 67% and the office sector increased 76%. This increase in commercial space brings with it increased opportunity for additional tax revenues from businesses and additional employment for residents. Chart 2.14 shows annual new commercial construction, by category. (Source: Loudoun County Land Management Information System).

Chart 2.13 Commercial Space by Type in 2008

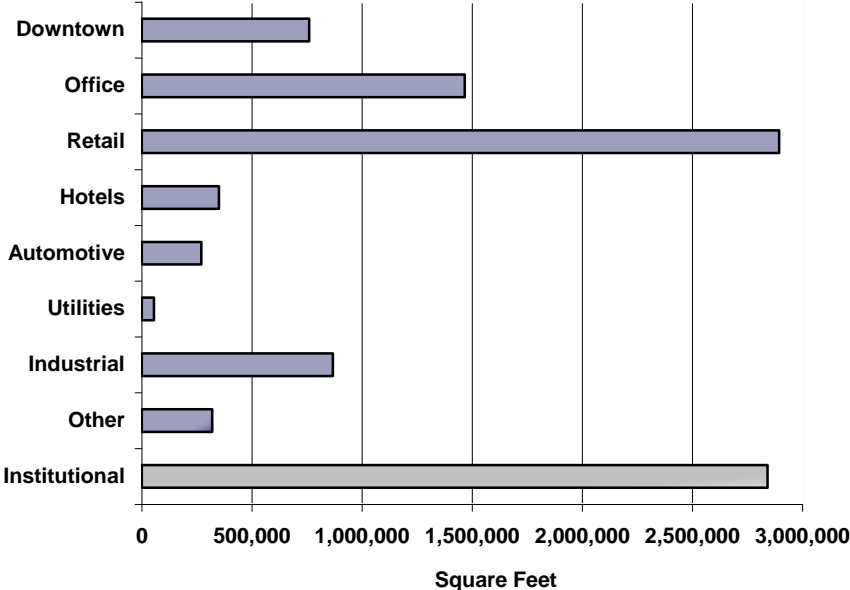
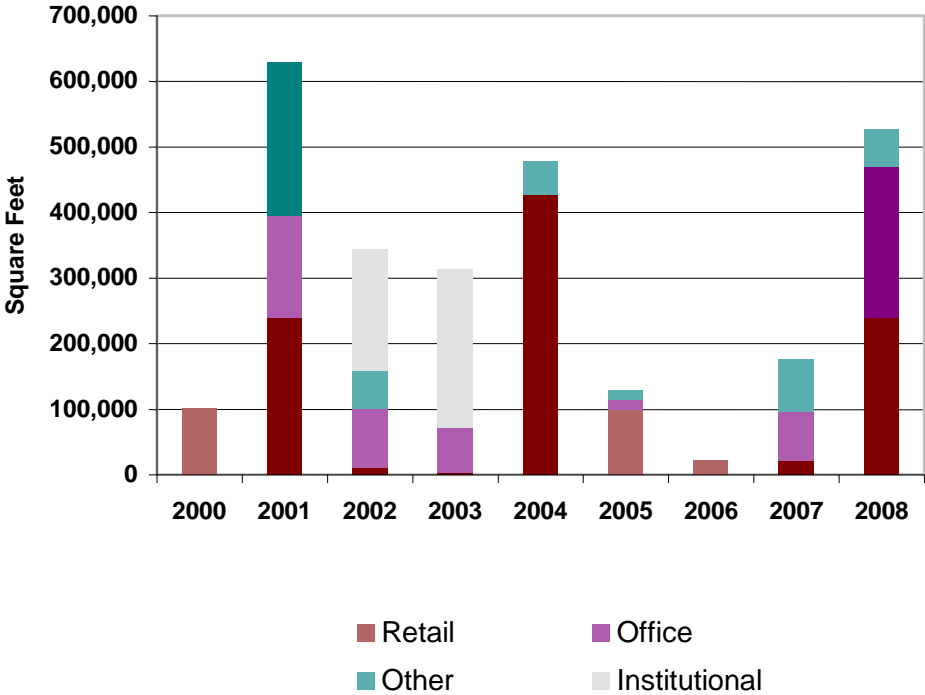


Chart 2.14 Annual New Commercial Construction



2.5 Schools

The Town of Leesburg is served by Loudoun County Public Schools. There are currently seven elementary schools, three middle schools and two high schools located within the Town limits, although the attendance zones for these schools extend beyond the Town boundaries. In addition, the Douglass School, Loudoun County’s center for alternative education, and the Monroe Technology Center, Loudoun County’s career and technical academy, are located in Leesburg and draw students from the entire County. The map below shows the locations of these 14 schools. Table 2.1 summarizes enrollment as of September 30, 2008 (*Source: Loudoun County Public Schools*).

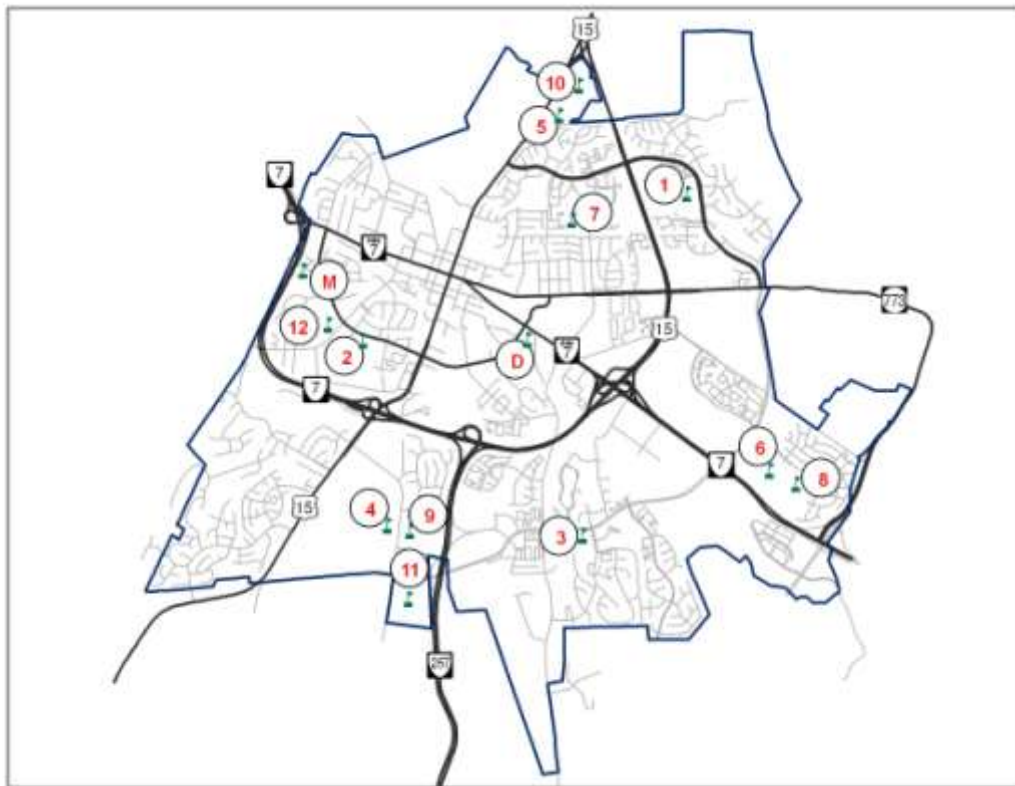


Chart 2.15 Location of Public Schools in Leesburg

Table 2.1 Leesburg Public Schools Enrollment

Elementary Schools		
1	Ball's Bluff	723
2	Catoctin	528
3	Cool Spring	759
4	Evergreen Mill	658
5	Frances Hazel Reid	828
6	John W. Tolbert	926
7	Leesburg	541
Middle Schools		
8	Harper Park	839
9	J. L. Simpson	865
10	Smart's Mill	922
High Schools		
11	Heritage	1,807
12	Loudoun County	1,485
Total Enrollment		10,881

M Monroe Technology Center
 D Douglass School

2.6 Governance and Organization

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

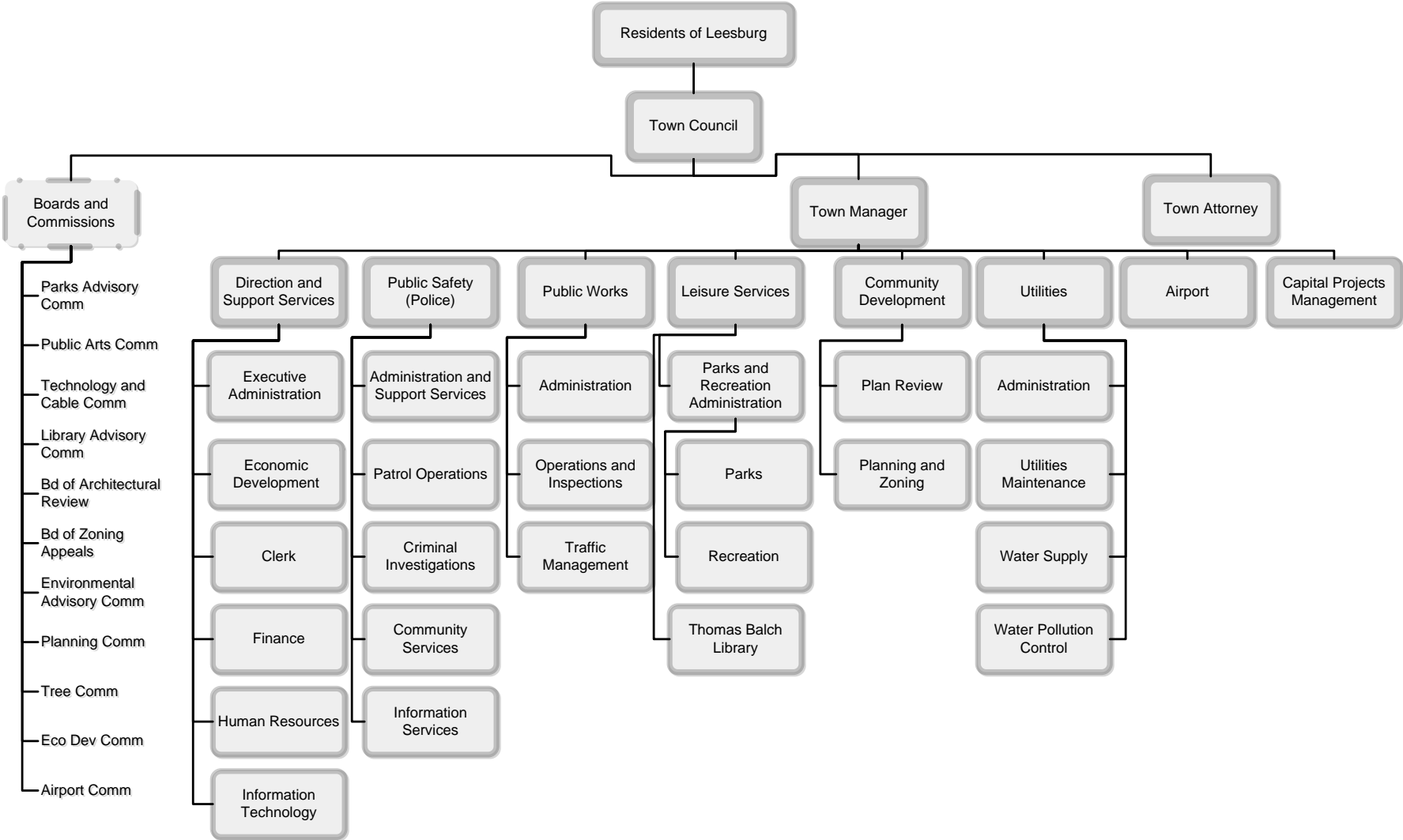
The Council appoints a Town Manager to act as chief executive officer of the Town. He serves at the pleasure of the Council, carries out its policies, directs business procedures, and has the power of appointment and removal of all Town employees. Duties and responsibilities of the Town Manager include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

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

The Town has various operating departments: Town Manager, Town Attorney, Clerk of Council, Human Resources, Information Technology, Finance, Police, Public Works, Planning and Zoning, Parks and Recreation, Plan Review, Capital Projects Management, and Utilities. The Town also operates a municipal airport. Each department has a director who is responsible to the Town Manager.

2.7 Organizational Chart

Chart 2.16 Leesburg Organizational Chart



2.8 Changes to Personnel Complement

Table 2.2 Changes to FY 2010 Personnel Complement

Department	Title	Number of	
		Positions/ FTEs	Position Type
ADDED POSITIONS			
Town Attorney	Deputy Town Attorney	0.40	Regular Full-time
Capital Projects Management	Administrative Associate II	0.00	Regular Full-time (converted from Temporary Full-time)
Parks and Recreation	Outdoor Pool	4.25	Flexible Part-time
Parks and Recreation	Tennis Instruction	0.60	Flexible Part-time
	TOTAL	5.25	
ELIMINATED POSITIONS			
Human Resources	Assistant Human Resources Director	(1.00)	Regular Full-time
Parks and Recreation	Fitness Manager	(1.00)	Regular Full-time
Utilities	Maintenance Supervisor	(1.00)	Regular Full-time
Parks and Recreation	Front Desk Supervisor	(0.50)	Flexible Part-time
	TOTAL	(3.50)	
FROZEN/UNFUNDED POSITIONS			
Parks and Recreation	Assistant Aquatics Supervisor	(1.00)	Regular Full-time
Planning and Zoning	Senior Planner	(1.00)	Regular Full-time
Planning and Zoning	Transportation Planner	(1.00)	Regular Full-time
Planning and Zoning	Zoning Inspector	(1.00)	Regular Full-time
Capital Projects Management	Director of Capital Projects Management	(1.00)	Regular Full-time
Utilities	Environmental Compliance Officer	(1.00)	Regular Full-time
Utilities	Maintenance Worker II	(1.00)	Regular Full-time
Utilities	Senior Utility Plant Operator	(1.00)	Regular Full-time
	TOTAL	(8.00)	

2.9 FY 2010 Personnel Complement

Note: Any position or classification changes made during FY 2009 have been included in the FY 2009 Authorized column.

	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Proposed	FY 2010 Adopted
DIRECTION AND SUPPORT SERVICES					
Town Manager's Office					
Executive Administration					
Town Manager	-	1	1	1	1
Deputy Town Manager	19	-	1	1	1
Deputy Town Manager	18	1	-	-	-
Assistant to Town Manager	14	2	2	2	2
Research Manager (moved from Economic Development and Tourism)	14	-	-	1	1
GIS Analyst (moved from Economic Development and Tourism)	11	-	-	1	1
Executive Office Associate II	10	1	1	1	1
Management Specialist/Deputy Clerk (funding split with Clerk of the Council)	10	0.5	0.5	0.5	0.5
Executive Office Associate I	9	1	1	1	1
Economic Development and Tourism					
Economic Research Analyst	14	-	1	-	-
Economic Development Manager	14	-	1	1	1
Business Retention Coordinator	11	-	1	1	1
GIS Technician	11	-	1	-	-
Sub-total		6.5	10.5	10.5	10.5
Town Attorney					
Town Attorney	-	1	1	1	1
Deputy Town Attorney (Regular Full-time)	-	-	-	1	1
Deputy Town Attorney (Regular Part-time)	-	-	0.6	-	-
Senior Legal Secretary	9	1	1	1	1
Sub-total		2	2.6	3	3
Clerk of the Council					
Clerk of Council	11	1	1	1	1
Management Specialist/Deputy Clerk (funding split with Town Manager Office)	10	0.5	0.5	0.5	0.5
Sub-total		1.5	1.5	1.5	1.5

2.9 FY 2010 Personnel Complement (continued)

DIRECTION AND SUPPORT SERVICES (continued)	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Proposed	FY 2010 Adopted
Finance					
Director of Finance	18	1	1	1	1
Deputy Director of Finance	16	1	-	-	-
Chief Accountant	16	1	1	1	1
Purchasing Officer	15	1	1	1	1
Senior Management/Budget Analyst	14	2	2	2	2
General Services Supervisor	14	1	1	1	1
Senior Accountant	14	-	1	1	1
Staff Accountant	12	1	1	1	1
Payroll Specialist	9	1	1	1	1
Purchasing Associate I	9	1	1	1	1
Administrative Associate II	8	1	1	1	1
Accounting Associate I-II	6-8	6	6	6	6
Customer Service Technician	5	1	1	1	1
Parking Attendant/Officer (RPT)	5	1.5	1.5	1.5	1.5
Sub-total		19.5	19.5	19.5	19.5
Human Resources					
Director, Human Resources	17	1	1	1	1
Assistant Director (position eliminated in FY 2010)	15	1	1	-	-
Benefits Administrator	12	1	1	1	1
Human Resources Specialist II	12	2	1	1	1
Human Resources Specialist I	11	-	-	-	-
Administrative Associate II	8	1	1	1	1
Office Associate II (TFT)	6	-	1	1	1
Office Associate II (RPT)	6	0.5	-	-	-
Office Associate I (TFT)	5	-	1	1	1
Office Associate I (RPT)	5	1.5	0.5	0.5	0.5
Office Associates I-II (FPT) (see Flexible Part-time Positions Table below)	5-6				
Sub-total		8	7.5	6.5	6.5
Information Technology					
Director, Information Technology	18	1	1	1	1
IT Project Manager II	12	1	1	1	1
Network Administrator II	12	1	1	1	1
Web Developer	11	1	1	1	1
Network Administrator I	11	1	1	1	1
Administrative Technician	9	1	1	1	1
Sub-total		6	6	6	6
TOTAL DIRECTION AND SUPPORT SERVICES		43.5	47.6	47	47

2.9 FY 2010 Personnel Complement (continued)

	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Proposed	FY 2010 Adopted
PUBLIC SAFETY					
Administrative and Operational Support					
Chief of Police	18	1	1	1	1
Captain	P8	1	1	1	1
Lieutenant	P7	1	1	1	1
Sergeant	P6	1	1	1	1
Police Officer III	P3	1	-	-	-
Police Academy Instructor	P2	1	1	1	1
Administrative Services Coordinator	10	1	1	1	1
Executive Associate I	9	1	1	1	1
Administrative Associate I	7	1	1	1	1
Sub-total		9	8	8	8
Patrol Operations					
Captain	P8	1	1	1	1
Lieutenant	P7	2	2	2	2
Sergeant	P6	6	6	6	6
Police Officer I - Master Police Officer	P1-P4	39	39	39	41
Sub-total		48	48	48	50
Community Services					
Lieutenant	P7	1	1	1	1
Sergeant	P6	1	1	1	1
Police Officer I - Master Police Officer	P1-P4	10	10	10	10
Sub-total		12	12	12	12
Criminal Investigations					
Lieutenant	P7	1	1	1	1
Sergeant	P6	1	1	1	1
Crime Scene Technician	11	1	1	1	1
Police Officer II - Master Police Officer	P2-P4	8	9	9	9
Family Crimes Investigator	P1	-	1	1	1
Sub-total		11	13	13	13
Information Services					
Information Systems Supervisor	ISM	1	-	-	-
Sergeant	P6	-	1	1	1
Communications Technician I-II	CT1-CT2	12	12	12	12
Police Records Assistant	7	2	2	2	2
Sub-total		15	15	15	15
TOTAL POLICE		95	96	96	98

2.9 FY 2010 Personnel Complement (continued)

	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Proposed	FY 2010 Adopted
PUBLIC WORKS					
Public Works Administration					
Director Public Works	18	1	1	1	1
Deputy Director, Public Works	16	1	1	1	1
Executive Associate I	9	1	1	1	1
Administrative Associate II	8	2	1	1	1
Sub-total		5	4	4	4
Engineering and Inspections					
Chief of Engineering	17	1	-	-	-
Chief Operations/Inspections	15	1	1	1	1
Assistant Chief of Engineering	15	1	-	-	-
Senior Engineer	13	5	1	1	1
Construction Inspector Supervisor	12	1	1	1	1
Construction Inspector (one position converted to AA II and moved to Plan Review in FY 2009)	11	4	3	3	3
Sub-total		13	6	6	6
Streets and Grounds Maintenance					
Superintendent	14	1	1	1	1
Assistant Superintendent	12	2	2	2	2
Maintenance Supervisor	11	2	2	2	2
Heavy Equip. Operator	10	1	1	1	1
Maintenance Worker I-IV	5-9	23	23	23	23
Administrative Associate II	8	1	1	1	1
Sub-total		30	30	30	30
Building Maintenance					
Superintendent	14	1	1	1	1
Maintenance Supervisor	11	1	1	1	1
Maintenance Worker I-II	5-6	2	2	2	2
Sub-total		4	4	4	4

2.9 FY 2010 Personnel Complement (continued)

PUBLIC WORKS (continued)	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2009 Proposed	FY 2010 Adopted
Fleet Maintenance					
Superintendent	14	1	1	1	1
Asst. Superintendent	12	1	1	1	1
Fleet Maintenance Technician I-III	8-10	4	4	4	4
Sub-total		6	6	6	6
Traffic Management					
Transportation Engineer	15	1	1	1	1
Engineer	11	1	1	1	1
Traffic Technician	11	1	1	1	1
Sub-total		3	3	3	3
TOTAL PUBLIC WORKS		61	53	53	53
LEISURE SERVICES					
PARKS AND RECREATION					
Administration					
Director, Parks & Recreation	18	1	1	1	1
Recreation Projects Coordinator (RPT)	12	0.5	0.5	0.5	0.5
Executive Associate I	9	1	1	1	1
Administrative Associate II	8	1	1	1	1
Sub-total		3.5	3.5	3.5	3.5
Parks					
Assistant Director for Parks	15	1	1	1	1
Parks and Grounds Supervisor	12	1	1	1	1
Outdoor Facilities Supervisor	9	1	1	1	1
Lead Groundskeeper	9	2	2	2	2
Groundskeeper II	8	4	4	4	4
Maintenance Worker II	6	-	1	1	1
Park Attendant (RPT)	5	0.5	-	-	-
Park Attendants (FPT) (see Flexible Part-time Positions Table below)	-				
Sub-total		9.5	10	10	10

2.9 FY 2010 Personnel Complement (continued)

PARKS AND RECREATION (continued)	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Proposed	FY 2010 Adopted
Recreation					
Assistant Director for Recreation	15	1	1	1	1
Aquatics Manager	12	1	1	1	1
Recreation & Events Program Manager	12	1	1	1	1
Building Services Manager	12	1	1	1	1
Fitness and Sports Manager (position eliminated in 2010)	12	1	1	-	-
Maintenance Supervisor	11	1	1	1	1
Outreach Programs Supervisor	10	1	1	1	1
Recreation Supervisor	10	4	4	4	4
Aquatics Supervisor	10	1	1	1	1
Fitness Supervisor	10	1	1	1	1
Systems Technician I	10	1	1	1	1
Head Tennis Professional	8	1	1	1	1
Outreach Asst. Supervisor	8	2	2	2	2
Head Preschool Teacher	8	1	1	1	1
Assistant Aquatics Supervisor (one position frozen/unfunded in 2010)	8	2	3	3	3
Front Desk Supervisor	8	2	2	1	1
Maintenance Worker I-III	5-8	5	5	5	5
Regular Part-time Staff (RPT)	-	3.5	3	3	3
Flexible Part-time Staff (FPT) (see Flexible Part-time Positions Table below)	-				
Sub-total		30.5	31	29	29
Total Parks and Recreation		43.5	44.5	42.5	42.5
THOMAS BALCH LIBRARY					
Library Director	14	1	1	1	1
Library Specialist	8	2	2	2	2
Archivist	8	1	1	1	1
Library Assistant	7	1	1	1	1
Flexible Part-time Staff (FPT) (see Flexible Part-time Positions Table below)	-				
Total Library		5	5	5	5
TOTAL LEISURE SERVICES		48.5	49.5	47.5	47.5

2.9 FY 2010 Personnel Complement (continued)

	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Proposed	FY 2010 Adopted
COMMUNITY DEVELOPMENT					
Planning and Zoning					
Director, Planning and Zoning	18	1	1	1	1
Deputy Director, Planning and Zoning	16	2	1	1	1
Zoning Administrator	15	1	1	1	1
Comprehensive Planner	14	-	1	1	1
Deputy Zoning Administrator	13	1	1	1	1
Senior Planner	13	9	6	6	6
Planner (two positions frozen/unfunded in FY 2010)	11	1	-	-	-
Urban Forester	11	2	1	1	1
GIS Technician	11	1	-	-	-
Zoning Inspector (one position frozen/unfunded in FY 2010)	10	2	2	2	2
Planning and Zoning Assistant	9	1	1	1	1
Administrative Associate II	8	2	1	1	1
Sub-Total		23	16	16	16
Plan Review					
Director	18	-	1	1	1
Project Manager	15	-	2	2	2
Senior Engineer	13	-	4	4	4
Senior Planner	13	-	2	2	2
CPI Counter Manager	13	-	1	1	1
CPI Counter Tech	11	-	2	2	2
Executive Associate I	9	-	1	1	1
Administrative Associate II (converted from Const Insp. and moved from Public Works in 2009)	8	-	1	1	1
Sub-total		-	14	14	14
Economic Development and Tourism (moved to Town Manager's Office)					
Director, Econ. Development	17	1	-	-	-
Tourism and Marketing Manager	12	1	-	-	-
Downtown Coordinator	10	1	-	-	-
Sub-total		3	-	-	-
TOTAL COMMUNITY DEVELOPMENT		26	30	30	30
TOTAL GENERAL FUND		274	276.1	275.5	275.5
TOTAL GENERAL FUND – FUNDED POSITIONS (not including frozen/unfunded)		274	276.1	272.5	272.5

2.9 FY 2010 Personnel Complement (continued)

	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Proposed	FY 2010 Adopted
CAPITAL PROJECTS FUND					
Capital Projects Management					
Director, Capital Projects Management (position frozen/unfunded in 2010)	18	1	1	1	1
Assistant Director OCPM	15	2	2	2	2
Senior Engineer	13	3	4	4	4
Engineer	11	1	1	1	1
Inspector	11	1	1	1	1
Executive Associate I	9	1	1	1	1
Administrative Associate II	8	-	-	1	1
Administrative Associate II (TFT)	8	-	1	-	-
TOTAL CAPITAL PROJECTS FUND		9	11	11	11
TOTAL CAPITAL PROJECTS FUND – FUNDED POSITIONS (not including frozen/unfunded)		9	11	10	10
UTILITIES FUND					
Utilities Administration					
Director of Utilities	18	1	1	1	1
Deputy Director of Utilities	16	1	1	1	1
Utilities Engineer	13	2	2	2	2
Environmental Compliance Officer (position frozen/unfunded in 2010)	11	1	1	1	1
Utilities Generalist	10	1	1	1	1
Administrative Associate II	8	1	1	1	1
Sub-total		7	7	7	7
Maintenance					
Utilities Maintenance Manager	15	1	1	1	1
Asst. Superintendent	13	2	2	2	2
Utility Inspection Supervisor	12	1	1	1	1
Utility Maintenance Supervisor	12	3	4	4	4
Utility Inspector	11	3	3	3	3
Utility Technician I-IV	8-11	9	9	8	8
Equipment Operator I-III	8-10	3	3	3	3
Inspector I	9	1	1	1	1
Utility Maintenance Technician I-II	8-9	-	3	4	4
Administrative Associate II	8	1	1	1	1
Utility Maintenance Worker I-III	5-8	6	6	6	6
Office Associate I	5	1	1	1	1
Sub-total		31	35	35	35

2.9 FY 2010 Personnel Complement (continued)

UTILITIES FUND (continued)	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Proposed	FY 2010 Adopted
Water Supply					
Utility Plant Manager	15	1	1	1	1
Deputy Utility Plant Manager	14	1	1	1	1
Assistant Utility Plant Manager	13	1	1	1	1
Utility Plant Supervisor	12	2	3	3	3
Sr. Utility Plant Operator (one position frozen/unfunded in 2010)	10	4	4	4	4
Utility Plant Operator	8	6	5	5	5
Utility Maintenance Worker I-III	5-8	2	2	2	2
Sub-total		17	17	17	17
Water Pollution Control					
Utility Plant Manager	15	1	1	1	1
Deputy Utility Plant Manager	14	1	1	1	1
Assistant Plant Manager	13	1	1	1	1
Maintenance Supervisor	12	1	1	-	-
Utility Plant Supervisor	12	3	3	3	3
Utility Technician I-IV	8-11	3	3	3	3
Senior Utility Plant Operator	10	3	3	3	3
Laboratory Coordinator	10	1	1	1	1
Utility Plant Operator	8	7	7	7	7
Utility Maintenance Worker I-III (one position frozen/unfunded in 2010)	5-8	5	5	5	5
Sub-total		26	26	25	25
Utility Maintenance (moved to Maintenance)					
Superintendent	14	1	-	-	-
Maintenance Supervisor	12	1	-	-	-
Utility Maintenance Technician I-II	8-9	3	-	-	-
Sub-total		5	-	-	-
TOTAL UTILITIES FUND		86	85	84	84
TOTAL UTILITIES FUND – FUNDED POSITIONS (not including frozen/unfunded)		86	82	82	81

2.9 FY 2010 Personnel Complement (continued)

	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Proposed	FY 2010 Adopted
AIRPORT FUND					
Airport Operations					
Airport Director	17	1	1	1	1
Maintenance Supervisor	10	1	1	1	1
Executive Associate I	9	1	1	1	1
Maintenance Worker I-II	5-7	1	1	1	1
TOTAL AIRPORT FUND		4	4	4	4
GRAND TOTAL ALL FUNDS					
		373	376.1	374.5	374.5
GRAND TOTAL ALL FUNDS – FUNDED POSITIONS (not including frozen/unfunded)					
		373	373.1	367.5	365.5
TOTAL FULL-TIME POSITIONS					
		365	367	366	366
TOTAL FULL-TIME POSITIONS (not including frozen/unfunded)					
		365	364	360	358
TOTAL REGULAR PART-TIME AND TEMPORARY FULL-TIME POSITIONS (FTEs)					
		8.0	9.1	7.5	7.5

	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Proposed	FY 2010 Adopted
FLEXIBLE PART-TIME POSITIONS (ALL FUNDS), FTEs					
GENERAL FUND					
Human Resources, Office Associate II	6	2.5	1	1	1
Leisure Services, Parks	-	1.5	1.5	1.5	1.5
Leisure Services, Recreation	-	51.8	63.8	68.15	68.15
Thomas Balch Library	-	1.23	1.23	1.23	1.23
CAPITAL PROJECTS FUND		-	-	-	-
UTILITIES FUND		-	-	-	-
AIRPORT FUND		-	-	-	-
TOTAL FLEXIBLE PART-TIME POSITIONS		57.03	67.53	71.88	71.88

2.10 FY 2010 Salary Schedules

Table 2.3 GENERAL GOVERNMENT PAY GRADES, FY 2010

Grade	Beginning, \$	Ending, \$
1	20,783	34,884
2	22,572	37,885
3	24,512	41,143
4	26,621	44,681
5	28,910	48,523
6	31,396	52,696
7	34,098	57,228
8	37,027	62,151
9	39,821	67,166
10	43,246	72,585
11	46,964	78,828
12	51,004	85,608
13	55,390	92,969
14	60,153	100,963
15	65,327	109,647
16	70,945	119,076
17	77,046	129,317
18	83,673	140,440
19*	90,869	152,515

* Grade 19 added to more accurately reflect relationships between department directors (grade 18), Deputy Town Manager (grade 19), and the Town Manager (no grade).

2.10 FY 2010 Salary Schedules (continued)

PUBLIC SAFETY PAY GRADES, FY 2010

Table 2.4 Sworn Staff

Grade	Title	Beginning, \$	Ending, \$
P1	Police Officer 1	46,089	76,045
P2	Police Officer 2	48,393	79,848
P3	Police Officer 3	50,813	83,840
P4	Master Police Officer 1	53,353	88,032
P6	Sergeant	56,021	92,434
P7	Lieutenant	66,615	111,780
P8	Captain	72,344	121,394
P9	Major	78,565	131,833

Table 2.5 Communication Staff

Grade	Title	Beginning, \$	Ending, \$
CT1	Communications Technician 1	39,078	64,477
CT2	Communications Technician 2	41,032	67,701
CT3	Communications Technician 3	43,083	71,088
CTS	Communications Technician Supervisor	45,237	74,641
ISM	Info Services Manager	54,676	90,215

Financial Summaries – All Funds

3.1 Revenue Summary

	FY 2008 Actual	FY 2009 Budgeted	FY 2009 Estimated	FY 2010 Proposed	FY 2010 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
General Fund							
Real Estate Taxes	\$11,738,996	\$12,091,692	\$12,275,000	\$11,416,860	\$11,326,140	(\$765,552)	(6.3)
Personal Property Taxes	1,678,271	1,434,893	1,500,000	1,580,000	1,580,000	145,107	10.1
Other Local Taxes	8,687,126	8,970,000	9,060,000	8,950,000	8,950,000	(20,000)	(0.2)
Permits and Fees	430,808	390,000	510,000	450,000	450,000	60,000	15.4
Fines and Forfeitures	326,047	340,000	354,000	345,000	395,000	55,000	16.2
Use of Money and Property	1,796,237	1,337,000	1,151,000	1,167,000	1,167,000	(170,000)	(12.7)
Charges for Services	3,865,044	4,207,877	4,197,877	4,607,112	4,672,112	464,235	11.0
Donations, Receipts and Transfers	2,280,918	2,619,712	2,619,712	2,879,278	2,927,278	307,566	11.7
Intergovernmental	13,317,771	11,769,180	12,489,441	12,868,740	12,868,740	1,099,560	9.3
Other Financing Sources	410,046	2,802,360	1,348,970	1,542,812	861,339	(1,941,021)	(69.26)
Total	\$44,531,264	\$45,962,714	\$45,506,000	\$45,806,802	\$45,197,609	(\$765,105)	(1.7)
Capital Projects Funds							
Donations, Receipts and Transfers	\$1,530,016	\$8,533,487	\$6,869,136	\$3,711,187	\$3,711,187	(\$4,822,300)	(56.5)
Intergovernmental	3,283,650	4,950,842	1,008,578	3,854,821	3,854,821	(1,096,021)	(22.1)
Other Financing Sources	6,497,165	11,038,495	8,790,812	11,605,149	11,550,231	511,736	4.6
Total	\$11,310,831	\$24,522,824	\$16,668,526	\$19,171,157	\$19,116,239	(\$5,406,585)	(22.0)
Utilities Fund							
Charges for Services	\$12,435,190	\$14,371,000	\$13,789,000	\$14,312,000	\$14,312,000	(\$59,000)	(0.4)
Availability & Connection Fees	2,278,110	2,395,000	5,500,000	1,512,000	1,512,000	(883,000)	(36.9)
Interest	1,238,869	2,000,000	500,000	500,000	500,000	(1,500,000)	(75.0)
Bond Proceeds	8,231,864	4,065,600	2,942,770	3,131,994	3,131,994	(933,606)	(23.0)
Fund Balance	6,206,643	2,681,033	1,038,716	4,675,446	4,277,970	1,596,937	59.6
Total	\$30,390,676	\$25,512,633	\$23,770,486	\$24,131,440	\$23,733,964	(\$1,778,669)	(7.0)

3.1 Revenue Summary (continued)

	FY 2008 Actual	FY 2009 Budgeted	FY 2009 Estimated	FY 2010 Proposed	FY 2010 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Airport Fund							
Leases	\$740,678	\$843,502	\$794,687	\$944,777	\$944,777	\$101,275	12.0
FBO Fees	153,268	90,386	99,000	78,000	78,000	(\$12,386)	(13.7)
Maintenance Reimbursement	8,357	8,000	8,000	8,000	8,000	\$0	0.0
Airport User Fees	26,100	30,000	27,000	30,900	30,900	\$900	3.0
Fuel Flow Fees	0	27,824	27,824	27,824	27,824	\$0	0.0
Insurance Recoveries	56,080						
Miscellaneous	2,091	3,000	3,000	3,000	3,000	\$0	0.0
Grants	152,703	1,473,830	1,380,625	4,641,000	4,641,000	\$3,167,170	214.9
Other Financing Sources	16,902	1,948,075	2,005,044	481,583	468,130	(\$1,479,945)	(76.0)
Transfer from General Fund	204,258					\$0	
Total	\$1,360,437	\$4,424,617	\$4,345,180	\$6,215,084	\$6,201,631	\$1,777,014	40.2
Total Revenues All Funds	\$87,593,208	\$100,422,788	\$90,290,192	\$95,324,483	\$94,249,443	(\$6,173,345)	(6.1)

3.2 Expenditure Summary by Program, FY 2008-2010

	FY 2008	FY 2009	FY 2009	FY 2010	FY 2010	\$ Increase	% Increase
	Actual	Budgeted	Estimated	Proposed	Adopted	(Decrease)	(Decrease)
Direction and Support Services	\$6,634,597	\$7,784,708	\$7,674,938	\$7,363,101	\$7,089,813	(\$694,895)	(8.9)
Public Safety	9,623,503	10,923,899	10,708,169	10,825,978	10,935,063	11,164	0.1
Public Works	11,189,028	11,585,929	11,255,711	11,337,453	11,143,888	(442,041)	(3.8)
Leisure Services	7,045,687	7,476,705	7,280,254	7,704,817	7,585,968	109,263	1.5
Community Development	3,192,965	3,496,604	3,329,059	3,633,167	3,490,761	(5,843)	(0.2)
Transfers Out	1,609,918	7,000				(7,000)	(100.0)
Personnel Services Adjustments		(570,000)		(180,000)	(180,000)	390,000	(68.4)
Debt Service	5,235,566	5,257,869	5,257,869	5,122,286	5,132,116	(125,753)	(2.4)
Total	\$44,531,264	\$45,962,714	\$45,506,000	\$45,806,802	\$45,197,609	(\$765,105)	(1.7)
Capital Projects Funds							
Operations	\$1,272,057	\$1,585,993	\$1,464,118	\$1,428,592	\$1,373,674	(\$212,319)	(13.4)
Capital Projects	10,038,774	22,936,831	15,204,408	17,742,565	17,742,565	(5,194,266)	(22.6)
Total	\$11,310,831	\$24,522,824	\$16,668,526	\$19,171,157	\$19,116,239	(\$5,406,585)	(22.0)
Utilities Fund							
Operations	\$12,417,102	\$12,770,149	\$12,425,360	\$13,129,255	\$12,731,779	(\$38,370)	(0.3)
Capital Projects	14,967,026	7,392,000	5,994,642	5,694,534	5,694,534	(1,697,466)	(23.0)
Debt Service	3,006,548	5,350,484	5,350,484	5,307,651	5,307,651	(42,833)	(0.8)
Total	\$30,390,676	\$25,512,633	\$23,770,486	\$24,131,440	\$23,733,964	(\$1,778,669)	(7.0)
Airport Fund							
Operations	\$906,485	\$1,045,922	\$1,031,485	\$956,210	\$942,757	(\$103,165)	(9.9)
Capital Projects	261,167	3,002,500	2,937,500	4,720,000	4,720,000	1,717,500	57.2
Debt Service	192,785	376,195	376,195	538,874	538,874	162,679	43.2
Total	\$1,360,437	\$4,424,617	\$4,345,180	\$6,215,084	\$6,201,631	\$1,777,014	40.2
Total Expenditures All Funds	\$87,593,208	\$100,422,788	\$90,290,192	\$95,324,483	\$94,249,443	(\$6,173,345)	(6.1)

3.3 Expenditure Summary by Category – FY 2010

	General Fund	Cap. Proj. Fund	Utilities Fund	Airport Fund	Total All Funds
Personnel Expenditures					
Salaries	\$20,244,644	\$808,408	\$4,861,992	\$265,861	\$26,180,905
Social Security and Medicare	1,549,421	61,733	370,825	20,210	2,002,189
Retirement	2,186,583	102,337	618,126	33,257	2,940,303
Health Insurance	2,291,670	103,112	789,832	28,194	3,212,808
Life Insurance	138,137	6,466	39,053	2,101	185,757
Long-term Disability Insurance	144,859	6,780	40,954	2,203	194,796
Unemployment Compensation Insurance	7,649	272	2,176	109	10,206
Workers Compensation Insurance	317,499	1,183	131,778	4,812	455,272
Optional Benefits	330,465	10,951	95,550	5,160	442,126
Other Post Employment Benefits (OPEB)	554,601	26,017	157,151	8,455	746,224
Total Personnel	\$27,765,528	\$1,127,259	\$7,107,437	\$370,362	\$36,370,586
Operating Expenditures					
Contractual Services	\$7,364,145	\$113,555	\$701,358	\$155,003	\$8,334,061
Materials and Supplies	1,363,071	10,900	1,221,400	40,435	2,635,806
Transfer Payments	1,163,262		1,983,333	228,489	3,375,084
Continuous Charges	2,197,433	120,460	1,557,916	145,258	4,021,067
Capital Expenditures	212,054	1,500	160,335	3,210	377,099
Total Operating	\$12,299,965	\$246,415	\$5,624,342	\$572,395	\$18,743,117
Capital Expenditures					
Capital Outlay		\$17,742,565	\$5,694,534	\$4,720,000	\$28,157,099
Debt Service	5,132,116		5,307,651	538,874	10,978,641
Total Capital	\$5,132,116	\$17,742,565	\$11,002,185	\$5,258,874	\$39,135,740
GRAND TOTAL	\$45,197,609	\$19,116,239	\$23,733,964	\$6,201,631	\$94,249,443

3.4 Budget Adjustments (Program Change Proposals)

Program Change Proposals (PCPs) provide a means for departments to propose changes from one year to the next. PCPs can be changes in expenditures and may include enhancements, restorations, additions, or reductions of new or existing programs. A PCP includes an explanation and a full cost of the change proposed. Revenue changes are reflected in the narratives.

Table 3.1 Program Change Proposals					
Priority		Description	Cost	FTE	Council Action
General Government					
1		Lease purchase replacement vehicles for Police and Public Works - Debt Service	\$61,250		
		Total	\$61,250		\$61,250
Direction & Support					
1	Town Attorney	Change Part-Time Deputy Town Attorney to Full-time Cost of change is offset by reduction to outside legal services	\$0	.4	
1	Information Technology	Replace current telephone system with lease purchase of Voice Over Internet Protocol Phone System (VOIP)	\$0		
		Total	\$0	.4	0
Public Safety					
1	Police	Upgrade radio system using lease purchase - Debt Service	\$71,900		
		Total	\$71,900		\$71,900
Leisure Services					
1	Parks & Recreation	Full year funding for outdoor pool	\$231,852	4.25	
		Discontinue Court & Market Days – P&R	(\$28,415)		
		Discontinue Court & Market Days – Police & PW	(\$5,329)		
		Provide funding for Acoustics on the Green	\$15,000		
		Total	\$213,108	4.25	\$213,108
Capital Projects Fund					
1	Capital Projects Management	Change Temporary Full-Time Administrative Associate position to Permanent Full-Time	\$3,061		\$3,061
Utility Fund					
1	Utility Operations	Lease purchase replacement vehicles and equipment	\$42,830		\$42,830
GRAND TOTAL			\$392,149	4.65	\$392,149

3.5 Debt Service Summaries

Table 3.2 Outstanding Long-term Debt			
Description	Governmental Activities	Business-Type Activities	Totals
Bond Long-term Debt			
1997 Utility Revenue Refunding		\$3,000,000	\$3,000,000
1998 General Obligation Refundi	5,243,097	1,151,903	6,395,000
1999 Public Improvement	2,460,000		2,460,000
1999 VRA Utility Revenue		7,873,269	7,873,269
2000 Public Improvement	3,075,345	1,019,655	4,095,000
2001 General Obligation	3,285,359		3,285,359
2003 General Obligation Refundi	1,322,090	547,910	1,870,000
2003 General Obligation	1,044,360		1,044,360
2004 General Obligation Refundi	1,303,275	102,102	1,405,377
2005 General Obligation	8,585,000		8,585,000
2006 General Obligation		55,445,000	55,445,000
2006B General Obligation and Re	17,525,025	2,184,975	19,710,000
2007 Bond Anticipation Note	5,000,000		5,000,000
Total Bonds Payable	\$48,843,551	\$71,324,814	\$120,168,365

GENERAL FUND

4.1 GENERAL FUND OPERATING PRO-FORMA
FY 2010 to FY 2014

	Actual FY 2008	Estimated FY 2009	Budgeted FY 2010	Projected FY 2011	Projected FY 2012	Projected FY 2013	Projected FY 2014
Sources of Funds							
Real Estate Taxes	11,738,996	12,275,000	11,326,140	11,416,860	11,531,029	11,761,649	11,996,882
Personal Property Taxes	1,678,271	1,500,000	1,580,000	1,611,600	1,643,832	1,676,709	1,710,243
Other Local Taxes	8,687,126	9,060,000	8,950,000	9,129,000	9,311,580	9,497,812	9,687,768
Permits, Fees and Licenses	430,808	510,000	450,000	459,000	468,180	477,544	487,094
Fines and Forfeitures	326,047	354,000	395,000	402,900	410,958	419,177	427,561
Use of Money and Property	1,796,237	1,151,000	1,167,000	1,190,340	1,214,147	1,238,430	1,263,198
Charges for Services	3,865,044	4,197,877	4,672,112	4,765,554	4,860,865	4,958,083	5,057,244
Revenue from Other Governments	13,317,771	12,489,441	12,868,740	13,126,115	13,388,637	13,656,410	13,929,538
Transfers & Donations	2,280,918	2,619,712	2,927,278	2,985,824	2,765,040	2,647,961	2,700,920
Total Sources	44,121,218	44,157,030	44,336,270	45,087,193	45,594,268	46,333,773	47,260,449
Uses of Funds							
Personnel Expenditures	25,232,931	26,540,388	27,765,528	28,320,839	28,887,255	29,465,000	30,054,300
Operating Expenditures	11,086,003	12,589,484	12,087,911	12,329,669	12,576,263	12,827,788	13,084,344
Capital Outlay	1,281,043	1,118,259	212,054	216,295	220,621	225,033	229,534
Debt Service	5,321,369	5,257,869	5,132,116	6,251,417	6,886,752	7,356,228	6,992,112
Transfer to Capital Projects Fund	1,405,660	-	-	-	-	-	-
Transfer to Airport Fund	204,258	-	-	-	-	-	-
Total Uses	44,531,264	45,506,000	45,197,609	47,118,220	48,570,891	49,874,050	50,360,290
Surplus/(Deficit) from Operations	(410,046)	(1,348,970)	(861,339)	(2,031,027)	(2,976,623)	(3,540,276)	(3,099,841)

GENERAL FUND

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UTILITIES FUND

4.2 UTILITIES FUND OPERATING PRO-FORMA
FY 2010 to FY 2014

(in thousand dollars)

	Actual FY 2008	Estimated FY 2009	Budgeted FY 2010	Projected FY 2011	Projected FY 2012	Projected FY 2013	Projected FY 2014
Sources of Funds							
Water Service Charges	6,045	6,092	6,495	6,625	6,757	6,893	7,030
Water Base Charges	562	584	622	634	647	660	673
Sewer Service Charges	5,427	5,575	5,962	6,081	6,203	6,327	6,453
Sewer Base Charges	557	578	615	627	640	653	666
Availability, Connection & Pro-Rata	2,304	5,500	1,512	1,542	1,573	1,605	1,637
Interest Earnings	2,100	500	500	765	780	796	812
Miscellaneous	901	460	618	630	643	656	669
Total Sources	17,896	19,289	16,324	16,905	17,244	17,588	17,940
Uses of Funds							
Administration	976	1,124	975	995	1,014	1,035	1,055
Utility Lines	3,494	3,196	3,300	3,366	3,433	3,502	3,572
Water Supply	2,564	2,520	2,895	2,953	3,012	3,072	3,134
Water Pollution Control	3,445	3,581	3,588	3,660	3,733	3,808	3,884
Transfer to General Fund	2,146	2,004	1,973	2,012	2,053	2,094	2,136
Debt Service	4,897	5,350	5,308	5,830	6,310	6,790	6,790
Total Uses	17,522	17,775	18,039	18,816	19,555	20,300	20,570
Gain/(Loss) from Operations	374	1,514	(1,715)	(1,910)	(2,312)	(2,712)	(2,630)

UTILITIES FUND

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AIRPORT FUND

4.3 AIRPORT FUND OPERATING PRO-FORMA

FY 2010 TO FY 2014

	Actual FY 2008	Estimated FY 2009	Budgeted FY 2010	Projected FY 2011	Projected FY 2012	Projected FY 2013	Projected FY 2014
Sources of Funds							
Lease Revenue	740,676	794,687	944,777	1,038,811	1,069,975	1,102,075	1,135,137
FBO Fees	153,268	99,000	78,000	99,000	99,000	99,000	99,000
Airport User Fees	26,100	27,000	30,900	31,827	32,782	33,765	34,778
Fuel Flow Fees	0	27,824	27,824	28,383	28,667	28,954	29,244
Maintenance Reimbursement	8,357	8,000	8,000	8,000	8,000	8,000	8,000
Transfer from General Fund	204,258	0	0	0	0	0	-
Insurance Proceeds	46,080	0	0	0	0	0	-
Revenue from Other Governments	10,536	74,980	0	0	0	0	-
Miscellaneous	11,449	3,000	3,000	4,000	4,000	4,000	4,000
Total Sources	1,200,724	1,034,491	1,092,501	1,210,021	1,242,424	1,275,794	1,310,159
Uses of Funds							
Salaries, Wages, & Benefits	358,348	377,520	370,362	370,811	378,228	389,575	401,262
Other Operating Expenditures	352,743	432,565	343,906	370,382	377,790	385,346	396,906
Transfer to General Fund	192,804	221,400	228,489	234,883	241,930	249,188	256,663
Debt Service	446,806	376,195	538,874	663,703	602,200	580,177	538,759
Total Uses	1,350,701	1,407,680	1,481,631	1,639,779	1,600,148	1,604,286	1,593,590
Gain/(Loss) from Operations	(149,977)	(373,189)	(389,130)	(429,758)	(357,724)	(328,492)	(283,431)

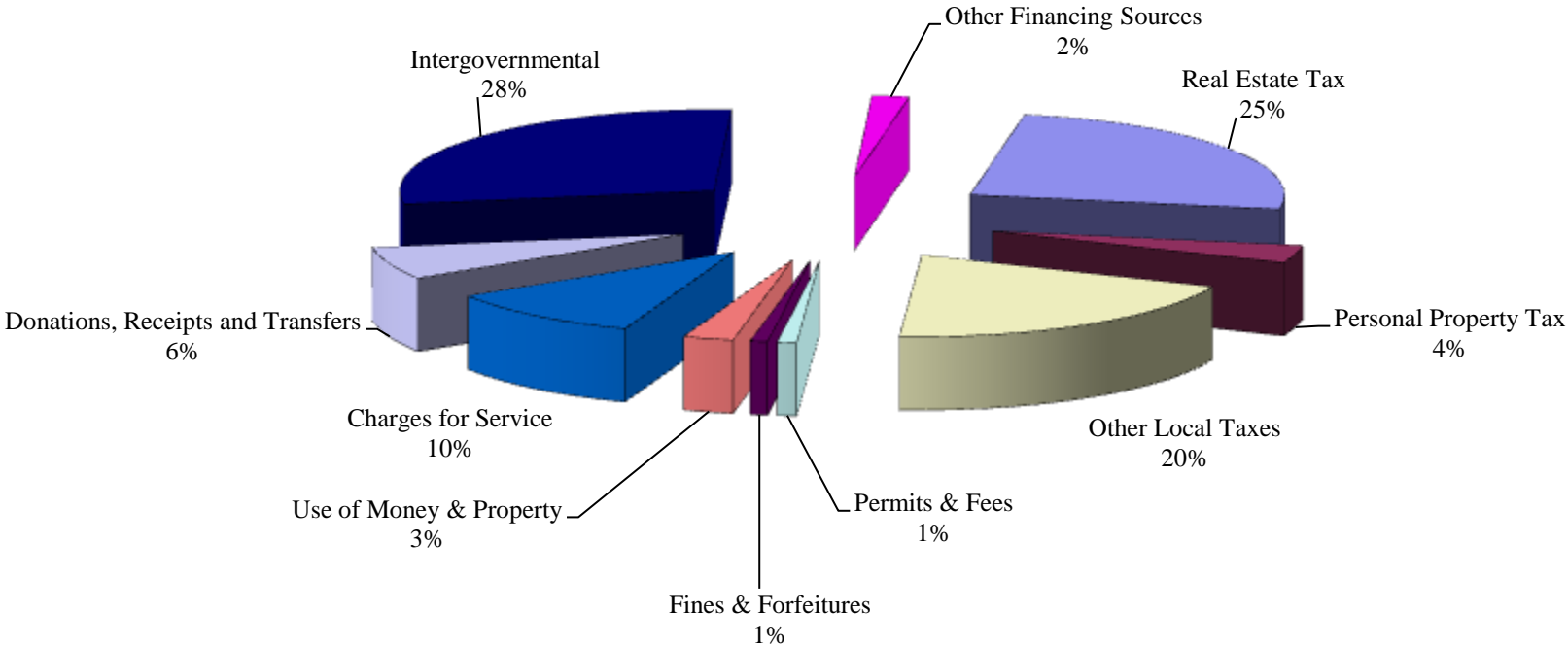
AIRPORT FUND

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GENERAL FUND SUMMARIES

5.1 General Fund Summaries

Chart 5.1 General Fund Revenue Percentages by Category, FY 2010



GENERAL FUND SUMMARIES (continued)

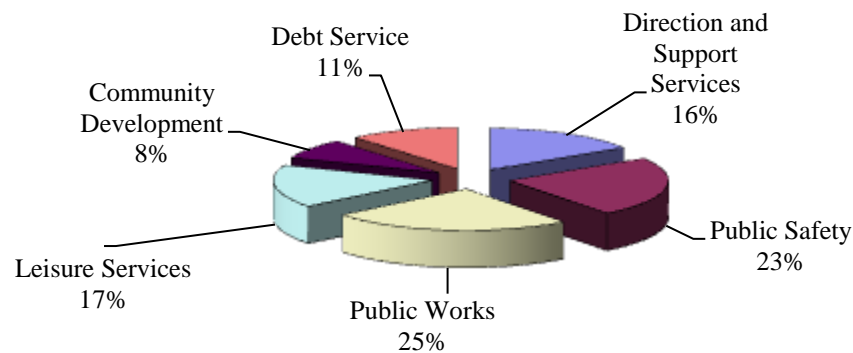


Chart 5.2 Adopted FY 2010 General Fund Expenditures by Program

Table 5.1 Adopted FY 2010 General Fund Expenditures by Program

Program	FY 2010 Adopted
Direction and Support Services	\$7,089,813
Public Safety	10,935,063
Public Works	11,143,888
Leisure Services	7,585,968
Community Development	3,490,761
Personnel Services Adjustment	(180,000)
Debt Service	5,132,116
Total	\$45,197,609

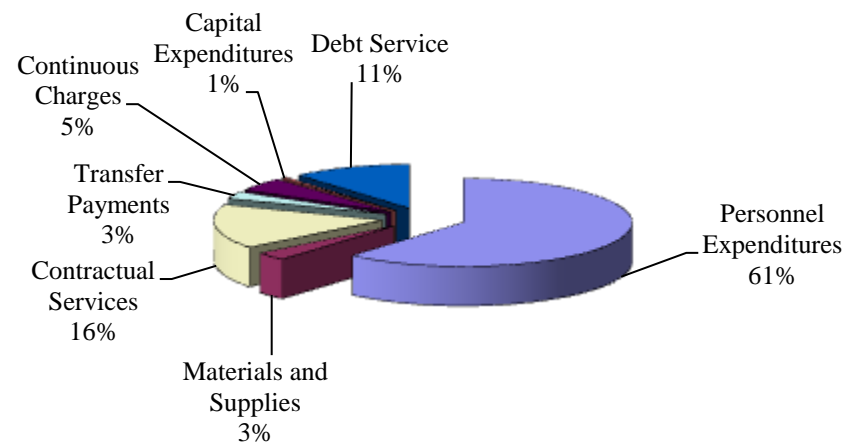


Chart 5.3 Adopted General Fund Expenditures by Category

Table 5.2 Adopted General Fund Expenditures by Category

Category	FY 2010 Adopted
Personnel Expenditures	\$27,765,528
Materials and Supplies	1,363,071
Contractual Services	7,364,145
Transfer Payments (e.g., VRTA)	1,163,262
Continuous Charges	2,197,433
Capital Expenditures	212,054
Debt Service	5,132,116
Total	\$45,197,609

GENERAL FUND SUMMARIES (continued)

5.1 General Fund Summaries (continued)

The “funding summary” categories used in Table 5.3 below are used to illustrate funding for departmental operating budgets. These categories differ from those used for Table 5.4, General Fund Revenue below.

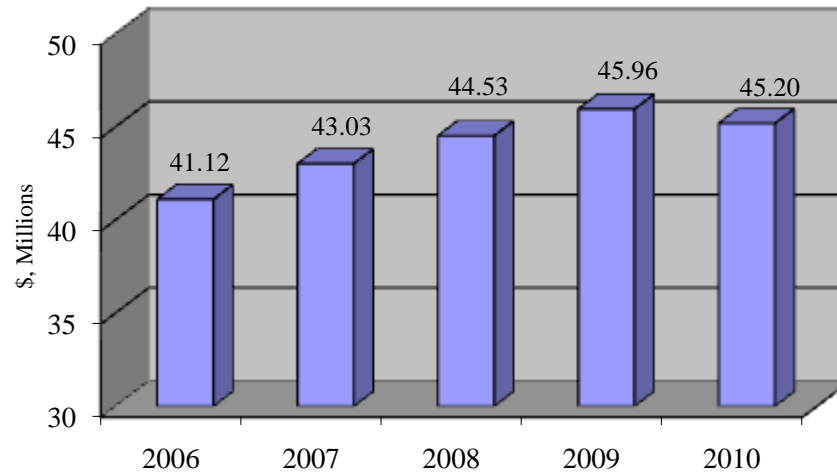
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Direction and Support Servi	\$6,634,597	\$7,784,708	\$7,674,938	\$7,363,101		\$7,363,101	\$7,089,813	(\$694,895)	(8.9)
Public Safety	9,623,503	10,923,899	10,708,169	10,828,444	(2,466)	10,825,978	10,935,063	11,164	0.1
Public Works	11,189,028	11,585,929	11,255,711	11,340,316	(2,863)	11,337,453	11,143,888	(442,041)	(3.8)
Leisure Services	7,045,687	7,476,705	7,280,254	7,486,380	218,437	7,704,817	7,585,968	109,263	1.5
Community Development	3,192,965	3,496,604	3,329,059	3,633,167		3,633,167	3,490,761	(5,843)	(0.2)
Transfers Out	1,609,918	7,000						(7,000)	(100.0)
Personnel Services Adjustment		(570,000)		(180,000)		(180,000)	(180,000)	390,000	(68.4)
Debt Service	5,235,566	5,257,869	5,257,869	4,989,136	133,150	5,122,286	5,132,116	(125,753)	(2.4)
TOTAL	\$44,531,264	\$45,962,714	\$45,506,000	\$45,460,544	\$346,258	\$45,806,802	\$45,197,609	(\$765,105)	(1.7)
Personnel Summary									
Full-time	266.00	267.00	268.00	267.00		267.00	267.00		
Part-time	65.03	77.63	75.63	75.13	4.25	79.38	79.38	1.75	2.25
TOTAL	331.03	344.63	343.63	342.13	4.25	346.38	346.38	1.75	0.51
Funding Summary									
General Fund	\$32,124,108	\$33,434,844	\$33,154,310	\$32,466,471	\$123,629	\$32,590,100	\$31,522,479	(1,912,365)	(5.7)
Permits and Fees	413,676	390,000	510,000	450,000		450,000	450,000	60,000	15.4
Fines and Forfeitures	326,047	340,000	354,000	345,000		345,000	395,000	55,000	16.2
Use of Money and Property	1,691,068	1,312,000	1,121,000	1,137,000		1,137,000	1,167,000	(145,000)	(11.1)
Charges for Services	3,781,680	4,139,877	4,144,877	4,326,483	222,629	4,549,112	4,672,112	532,235	12.9
Donations/Transfers	2,212,450	2,357,813	2,357,813	2,265,530		2,265,530	2,520,958	163,145	6.9
Intergovernmental	3,967,996	3,928,180	3,804,000	4,063,740		4,063,740	4,063,740	135,560	3.5
Proffers and Developer Con	14,239	60,000	60,000	406,320		406,320	406,320	346,320	577.2
TOTAL	\$44,531,264	\$45,962,714	\$45,506,000	\$45,460,544	\$346,258	\$45,806,802	\$45,197,609	(\$765,105)	(1.7)

GENERAL FUND SUMMARIES (continued)

5.1 General Fund Summaries (continued)

5.1.1 Revenues

Chart 5.4 General Fund Revenue, FY 2006-2010



Descriptions of General Fund Revenues

Chart 5.4 depicts General Fund revenue for five years to include FY 2010. The rate of growth has slowed and there is a decline between FY 2009 and FY 2010 due to the current economic conditions and a decline in the assessed value of residential real estate. Table 5.4 below lists the categories into which the General Fund Revenue is separated.

GENERAL FUND SUMMARIES (continued)

5.1.1 Revenues (continued)

	FY 2008 Actual	FY 2009 Budgeted	FY 2009 Estimated	FY 2010 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
General Fund						
Real Estate Taxes	\$11,738,996	\$12,091,692	\$12,275,000	\$11,326,140	(\$765,552)	(6.3)
Personal Property Taxes	1,678,271	1,434,893	1,500,000	1,580,000	\$145,107	10.1
Other Local Taxes	8,687,126	8,970,000	9,060,000	8,950,000	(\$20,000)	(0.2)
Permits and Fees	430,808	390,000	510,000	450,000	\$60,000	15.4
Fines and Forfeitures	326,047	340,000	354,000	395,000	\$55,000	16.2
Use of Money and Property	1,796,237	1,337,000	1,151,000	1,167,000	(\$170,000)	(12.7)
Charges for Services	3,865,044	4,207,877	4,197,877	4,672,112	\$464,235	11.0
Donations, Receipts and Transfers	2,280,918	2,619,712	2,619,712	2,927,278	\$307,566	11.7
Intergovernmental	13,317,771	11,769,180	12,489,441	12,868,740	\$1,099,560	9.3
Other Financing Sources	410,046	2,802,360	1,348,970	861,339	(\$1,941,021)	(69.3)
Total	\$44,531,264	\$45,962,714	\$45,506,000	\$45,197,609	(\$765,105)	(1.66)

GENERAL FUND SUMMARIES (continued)**5.1.1 Revenues (continued)****Real Estate Tax**

Revenues from general property taxes (real estate and personal property) are budgeted at \$12,906,140. This includes \$10,976,140 in real estate taxes, \$1,520,000 in personal property taxes, \$175,000 for public service corporation taxes and \$235,000 for penalties and delinquencies. (see Table 5.2).

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

- **Real Estate Tax:** A tax imposed on the assessed valuation of real estate appraised at 100 percent of its fair market value. Assessment information is provided by Loudoun County. The calendar year 2010 tax rate is adopted at 19.5 cents per \$100 valuation.
- **Delinquent Real Estate Tax:** Semi-annual real estate taxes that have not been paid by the June 5 and December 5 due dates. The penalty for delinquent taxes is a \$2 minimum or 10 percent of the taxes due, whichever is greater, but not to exceed the amount of the tax.
- **Interest – All Property Taxes:** For the first year of the delinquency, 10 percent interest is charged on delinquent taxes after January 1 and July 1 of the previous year due dates of June 5 and December 5.
- **Tax Relief for Disabled/Elderly:** A real estate tax exemption for qualified owners who are permanently totally disabled or 65 years of age or older as of December 31 of the previous year and have a gross income not exceeding the greater of \$72,000 or the U.S. Department of Housing and Urban Development income limits to qualify for Federal housing assistance in the metropolitan statistical area, and a net worth of not more than \$440,000 excluding the value of the principal residence and lot size up to 10 acres.

GENERAL FUND SUMMARIES (continued)

5.1.1 Revenues (continued)

Real Estate Tax (continued)

Chart 5.5 Assessed Real Estate Values and Tax Rates, FY 2006-2010

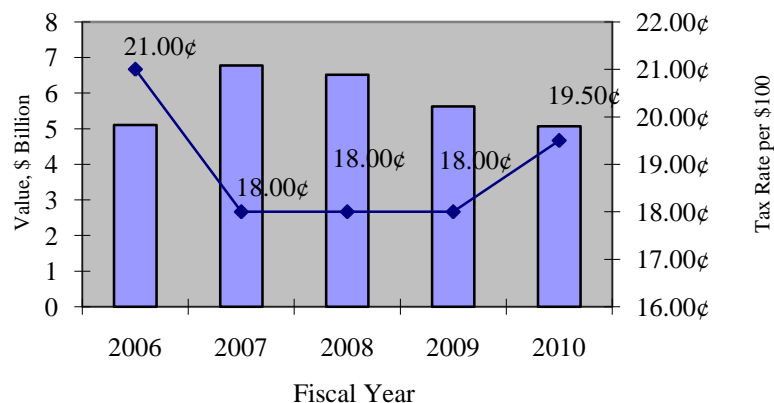


Chart 5.5 above illustrates the trends in assessed values of real estate and the Leesburg real property tax rates over the past four years and projected values for 2010.

Chart 5.6 above illustrates the changes that have occurred over the past several years in the Town’s per capita real estate tax bills for the last four years and projected value for 2010.

The adopted tax rate for FY 2010 is \$19.5 cents. Table 5.5 at right shows that Leesburg’s 2010 tax rate of \$0.195 would still be one of the lowest tax rates among the five Virginia towns with the largest populations (2007 U.S. Census estimates).

Chart 5.6 Per Capita Real Estate Tax Bills, 2006-2010

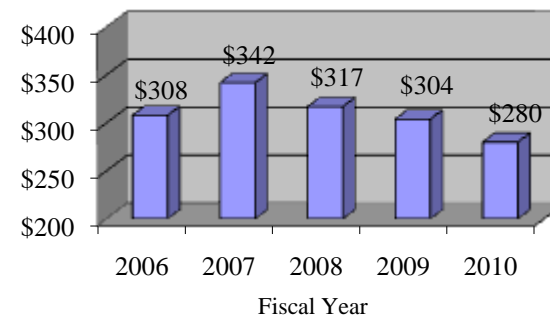


Table 5.5 FY 2010 Real Estate Tax Rates for Virginia’s Five Largest Towns

Town (pop.)	FY 2010 Adopted Tax Rate
Herndon (21,885)	0.2600
Vienna (14,848)	0.2331 (proposed)
Blacksburg (41,291)	0.2200
Leesburg (38,465)	0.1950
Christiansburg (19,176)	0.1126
Average	\$ 0.2041

GENERAL FUND SUMMARIES (continued)**5.1.1 Revenues (continued)****Personal Property Tax**

- **Personal Property Tax:** A tax imposed on the assessed valuation of personal property appraised at 100 percent of the fair market value of cars, vans, motorcycles, and trailers. Assessment information is provided by Loudoun County. The tax rate adopted for tax year 2010 is \$1.00 per \$100 valuation. Beginning with tax year 2006, the Commonwealth of Virginia changed the calculation of the personal property tax credit from 70% of the tax to be paid for qualified vehicles to a fixed annual payment to local jurisdictions under the Personal Property Tax Relief Act. Accordingly, the Town of Leesburg receives a payment of approximately \$1,450,000 annually. In tax year 2007, the fixed payment received from the Commonwealth covered 55% of the tax owed for qualified vehicles. The percentage of personal property tax relief for tax year 2009 will be computed in July 2009 when the actual assessed values are available.
- **Delinquent Personal Property:** Annual personal property taxes that have not been paid by October 5. The penalty for delinquent taxes is 10% of the tax amount due. Starting on November 1, interest accrues at the rate of 10% per annum.
- **Tax Relief for Disabled/Elderly:** A personal property tax exemption for qualified owners who are permanently and totally disabled or 65 years of age or older as of December 31 of the previous year who have a gross income not to exceed the greater of \$52,000 or the U.S. Department of Housing and Urban Development income limits to qualify for Federal housing assistance in the metropolitan statistical area, and a net worth of not more than \$195,000, excluding the value of the principal residence and size lot up to one acre.

GENERAL FUND SUMMARIES (continued)

5.1.1 Revenues (continued)

Other Local Taxes

Taxes in this category are shown below. Consumer-related taxes are expected to decline approximately \$20,000 based upon collections for the first half of FY 2009. Revenue from the Transient Occupancy Tax is expected to decline \$25,000 and Cigarette Tax revenue is expected to continue to decline (\$55,000) based upon the trend over the last several years. These declines are offset by estimated slight increases in Meals Tax of \$25,000 and Motor Vehicle Licenses of \$10,000.

Table 5.6 Other Local Taxes, FY 2008-2010

	FY 2008 Actual	FY 2009 Budgeted	FY 2009 Estimated	FY 2010 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Business and Occupational Tax	\$2,554,890	\$2,600,000	\$2,720,000	\$2,625,000	\$25,000	1.0
Transient Occupancy Tax	681,540	825,000	800,000	800,000	(\$25,000)	(3.0)
Meals Tax	3,198,750	3,150,000	3,150,000	3,175,000	\$25,000	0.8
Bank Franchise Tax	464,023	600,000	600,000	600,000	\$0	0.0
Daily Rental Tax	15,387	20,000	20,000	20,000	\$0	0.0
Utility Consumption Tax	146,586	150,000	150,000	150,000	\$0	0.0
Cigarette Tax	871,299	925,000	890,000	870,000	(\$55,000)	(5.9)
Motor Vehicle Licenses	754,651	700,000	730,000	710,000	\$10,000	1.4
Total	\$8,687,126	\$8,970,000	\$9,060,000	\$8,950,000	(\$20,000)	(0.2)

GENERAL FUND SUMMARIES (continued)

5.1.1 Revenues (continued)

Other Local Taxes (continued)

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

Gross Receipts Tax Rates:

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

Flat Tax Rates:

Building and Savings and Loan Associations:	Associations having a principal office in the Town pay an annual tax of \$50.00. Associations doing business on a mutual plan and making loans to only stockholders; those organized and making loans only in the Town and surrounding subdivisions pay an annual tax of \$25.
Cable Television Companies	\$ 25.00 annually
Fortune Tellers	\$500.00 annually
Peddlers and Itinerant Vendors	\$250.00 annually
Alcohol Beverages:	
Retail "on or off" wine and beer	\$ 37.50 annually
Retail "on" beer	\$ 25.00 annually
Retail "on & off" wine and beer	\$ 75.00 annually
Private non-profit club w/restaurant	\$350.00 annually
Mixed Beverage Licenses (Restaurant):	
50 to 100 seats	\$200.00 annually
101 to 150 seats	\$350.00 annually
Over 150 seats	\$500.00 annually
Coin Operated Amusement Machines:	
1 to 5 machines	\$100.00 annually
6 to 9 machines	\$150.00 annually
Over 10 machines	\$200.00 annually

GENERAL FUND SUMMARIES (continued)**5.1.1 Revenues (continued)****Other Local Taxes (continued)**

- **Transient Occupancy Tax:** A tax of 6 percent on the total amount paid for transient lodging.
- **Meals Tax:** A tax of 3.5 percent of all gross receipts for prepared food served within the Town (maximum rate allowable by law, 4%).
- **Bank Franchise Tax:** A tax on net bank capital of \$0.80 per \$100 on all banks located in the Town.
- **Daily Short-Term Rental Taxes:** A tax of 1 percent on the gross proceeds from rentals.
- **Utility Consumption Tax:** This tax is based on the purchase of utility service within the corporate limits.

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

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

- **Cigarette Tax:** A tax of \$.50 per pack of twenty cigarettes or 12.5 mill for each cigarette in packs that are greater or less than 20 cigarettes.
- **Motor Vehicle Licenses:** \$25 for a car and \$15 for a motorcycle. There is a fine of up to \$100 for failure to display the appropriate vehicle decal.

GENERAL FUND SUMMARIES (continued)

5.1.1 Revenues (continued)

Permits and Fees

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

Zoning and development fee revenue was expected to decline in FY 2009. However, revenue projections for the year have been adjusted up by \$120,000 to \$450,000. Collections of this revenue category, however, are expected to decline in FY 2010 as the economy weakens and development and housing construction decline.

Table 5.7 Permits, Fees, and Licenses, FY 2008-2010

	FY 2008 Actual	FY 2009 Budgeted	FY 2009 Estimated	FY 2010 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Zoning and Development Fees	\$413,512	\$330,000	\$450,000	\$400,000	\$70,000	21.2
Miscellaneous Permits, Fees, and Licenses	17,296	60,000	60,000	50,000	(\$10,000)	(16.7)
Total	\$430,808	\$390,000	\$510,000	\$450,000	\$60,000	15.4

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

GENERAL FUND SUMMARIES (continued)

5.1.1 Revenues (continued)

Fines and Forfeitures

Overall Fines and Forfeitures are expected to increase by \$55,000. Traffic fines are expected to increase by \$70,000 as a result of proactive enforcement activity and an anticipated increase in formula based revenue received from the Courts. Based upon the status of prosecutions, the police department does not anticipate any distribution of forfeitures in FY 2009 and FY 2010. The receipt of police forfeiture revenue is based upon successful prosecution and liquidation of any assets seized by authorities.

Table 5.8 Fines and Forfeitures, FY 2008-2010

	FY 2008 Actual	FY 2009 Budgeted	FY 2009 Estimated	FY 2010 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Traffic Fines	\$255,111	\$250,000	\$260,000	\$320,000	\$70,000	28.0
Parking Ticket Fines	\$70,936	\$90,000	\$94,000	\$75,000	(\$15,000)	(16.7)
Police Forfeitures						
Total	\$326,047	\$340,000	\$354,000	\$395,000	\$55,000	16.2

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

GENERAL FUND SUMMARIES (continued)

5.1.1 Revenues (continued)

Use of Money and Property

Revenue is expected to decline \$170,000. The primary reason is the projected decrease of \$175,000 in interest income. This is directly attributable to the impact of the ongoing economic downturn on major interest rates and return on investments. Future interest earnings, which are directly impacted by economic conditions, are not expected to increase in the near term. Income from the parking garage and the sale of surplus property are expected to increase slightly, while revenue from the Balch Library and recoveries are expected to remain at current levels.

Table 5.9 Use of Money and Property, FY 2008-2010

	FY 2008 Actual	FY 2009 Budgeted	FY 2009 Estimated	FY 2010 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Interest	\$1,479,819	\$875,000	\$700,000	\$700,000	(\$175,000)	(20.0)
Parking Meters	\$62,105	\$75,000	\$75,000	\$70,000	(\$5,000)	(6.7)
Parking Garage	\$109,464	\$120,000	\$115,000	\$125,000	\$5,000	4.2
Sale of Surplus Property	\$43,064	\$25,000	\$30,000	\$30,000	\$5,000	20.0
Balch Library	16,495	16,000	16,000	16,000	\$0	0.0
Recoveries	85,290	226,000	215,000	226,000	\$0	0.0
Total	\$1,796,237	\$1,337,000	\$1,151,000	\$1,167,000	(\$170,000)	(12.7)

- **Interest:** Income resulting from the investment of the Town’s cash assets.
- **Parking Meters:** Coinage collected from parking meters. The current parking meter rate is \$0.50 per hour, regardless of meter time limit. Meter time limits range from 30 minutes to 4 hours, depending upon location.
- **Parking Garage:** Income from daily parking fees and monthly parking permits issued for Town Hall Parking Garage. Daily parking rates are \$0.50 per hour after first hour (first hour is free) through the fifth hour and \$1.00 per hour thereafter, with a maximum

daily rate of \$5.00. Monthly permits for reserved parking spaces in the basement of the garage are \$60 per month; permits for unreserved spaces on upper levels \$40 per month.

- **Sale of Surplus Property:** The disposal of vehicles and equipment no longer needed by the Town are sold at public auction or by sealed bid.
- **Balch Library:** Fees charged for services provided by the Balch Library. These include: \$3.00 for an inter-library loan; \$0.20 for photocopying; \$10.00 per hour for three hour class sessions; and meeting room rental use fees of \$10 per hour for non profits and \$20 per hour for others. A \$10 kitchen use fee, if needed, is added to the meeting room rentals.
- **Recoveries:** This category includes recoveries received from citizens and from insurance carriers for damage to Town property.

GENERAL FUND SUMMARIES (continued)

5.1.1 Revenues (continued)

Charges for Services

This category shows the costs recovered for certain Town publications offered to the public, fingerprinting, parks and recreation fees, and other services offered by the Town. Total revenues for parks and recreation programs are projected to increase \$469,235 from \$4,134,877 in FY 2009 to \$4,604,112 in FY 2010. The majority of the increase is an estimated \$230,000 for a full years operation of the outdoor pool scheduled to open in FY 2009 and \$170,000 for tennis. Additional increases are expected in Special Events (\$50,000), Aquatics (\$12,000), and Child Care (\$7,235).

Table 5.10 Charges for Services, FY 2008-2010

	FY 2008 Actual	FY 2009 Budgeted	FY 2009 Estimated	FY 2010 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Publications	\$5,208	\$8,000	\$8,000	\$8,000	\$0	0.0
Police Reports/Fingerprints	\$4,873	\$5,000	\$5,000	\$5,000	\$0	0.0
Police Extraditions	\$4,040		\$5,000	\$5,000	\$5,000	
Parks and Recreation Fees	\$3,772,767	\$4,134,877	\$4,134,877	\$4,604,112	\$469,235	11.3
Miscellaneous Revenue	78,156	60,000	45,000	50,000	(\$10,000)	(16.7)
Total	\$3,865,044	\$4,207,877	\$4,197,877	\$4,672,112	\$464,235	11.0

- **Publications:** Charges for the sale of Town publications (e.g., Town Plan, Zoning Ordinance, reports, etc.).
- **Fees for Reports/Fingerprinting:** Charges for retrieving and copying police reports and fingerprinting at Police Headquarters. The fees are \$6.00 for a police report and \$5.00 for fingerprinting.
- **Police Extraditions:** Reimbursement from the state for expenses related to transporting subjects from other jurisdictions to face charges.

GENERAL FUND SUMMARIES (continued)

5.1.1 Revenues (continued)

Charges for Services (continued)

- **Parks and Recreation Fees:** Fees imposed on various services and programs offered by the Leesburg Parks and Recreation Department.
- **Miscellaneous Revenue:** This includes revenue for services provided by the Town and reimbursement to the Police Department for canine supplies.

	FY 2008 Actual	FY 2009 Budgeted	FY 2009 Estimated	FY 2010 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Admissions and Membership Passes	\$1,773,235	\$1,978,000	\$1,978,000	\$1,978,000		
Tennis/Racquetball Fees	400,383	395,000	395,000	565,000	170,000	43.0
Aquatic Fitness and Classes	506,852	430,000	430,000	442,000	12,000	2.8
Sports Programs	115,526	110,000	110,000	110,000		
Recreation and Exercise Classes	204,039	235,620	235,620	235,620		
Childcare/Preschool/Camps	321,316	327,257	327,257	334,492	7,235	2.2
Personal Trainers	261,910	213,000	213,000	213,000		
Special Events and Projects	157,511	150,000	150,000	200,000	50,000	33.3
Outdoor Pool		280,000	280,000	510,000	230,000	82.1
Miscellaneous	31,995	16,000	16,000	16,000		
Total	\$3,772,767	\$4,134,877	\$4,134,877	\$4,604,112	\$469,235	11.3

GENERAL FUND SUMMARIES (continued)

5.1.1 Revenues (continued)

Donations, Receipts, and Transfers

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

The transfer from the Irwin Uran Trust Fund is proposed to increase by \$193,286 from \$159,652 in FY 2009 to \$352,938 in FY 2010. This includes \$66,835 for community agencies, \$67,012 as the Town’s contribution for the second year of a County grant for the police family crime investigator, and \$219,091 for Community Outreach programs in the Parks and Recreation Department. Proffers are being used to fund community agency grants to the fire department and rescue squad (\$257,320) and Parks and Recreation programs (\$94,000). Transfers from the Utilities and Airport Funds have declined based upon FY 2010 budget reductions for General Fund agencies and the impact of the reorganization on the inspections functions.

- **Transfers:** The transfer of funds from the Utilities and Airport Funds to reimburse the General Fund for the financial and administrative support provided to these departments.
- **Developer/Private Contributions:** Revenue received by the Town from developers and citizens.

Table 5.12 Donations, Receipts, and Transfers, FY 2008-2010

	FY 2008 Actual	FY 2009 Budgeted	FY 2009 Estimated	FY 2010 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Utilities Fund Transfer	\$2,021,184	\$2,004,160	\$2,004,160	\$1,790,786	(\$213,374)	(10.6)
Airport Fund Transfer	\$192,803	\$221,400	\$221,400	\$202,734	(\$18,666)	(8.4)
Uran Trust Fund Transfer	\$41,073	\$159,652	\$159,652	\$352,938	\$193,286	121.1
Symington Fund		\$169,500	\$169,500	\$169,500		
Developer Contributions	\$14,429	\$60,000	\$60,000	\$55,000	(\$5,000)	(8.3)
Proffers				\$351,320	\$351,320	
Private Contributions	\$11,429	\$5,000	\$5,000	\$5,000		
Total	\$2,280,918	\$2,619,712	\$2,619,712	\$2,927,278	\$307,566	11.7

GENERAL FUND SUMMARIES (continued)

5.1.1 Revenues (continued)

Intergovernmental Revenue

Sales and use, personal property, and communications tax receipts have increased based upon recent receipts. Highway maintenance funding has grown based upon a projected increase in the number of lane miles. Law Enforcement Assistance funding has declined based upon changes in funding by the State.

- **Sales and Use Tax:** The Commonwealth returns one percent of the sales tax collected to the counties. Loudoun County receives 50 percent of the one percent returned by the Commonwealth. The remaining 50 percent is distributed based on the number of school age population in the incorporated towns and the County. Leesburg receives 8% of the 50% made available to the seven towns in Loudoun County.
- **Personal Property Tax Relief:** Revenue received from the Commonwealth of Virginia for relief of personal property taxes.
- **Car Rental Tax:** A tax of one percent on the gross proceeds from the rental of vehicles to be

Table 5.13 Intergovernmental Revenue, FY 2008-2010

	FY 2008 Actual	FY 2009 Budgeted	FY 2009 Estimated	FY 2010 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
State Funding						
Sales and Use Tax	\$4,085,457	\$4,000,000	\$4,000,000	\$4,125,000	\$125,000	3.1
Personal Property Tax Relief	1,468,941	1,400,000	1,468,941	1,450,000	50,000	3.6
Car Rental Tax	74,582	87,000	85,000	80,000	(7,000)	(8.0)
VA Commission for Arts Grant	5,000	5,000	5,000	5,000		
Communication Taxes	3,638,819	2,324,100	3,024,100	3,130,000	805,900	34.7
Highway Maintenance	2,478,332	2,500,000	2,500,000	2,700,000	200,000	8.0
State Fireman's Fund	74,630	60,000	60,000	60,000		
Law Enforcement Assistance	985,962	986,000	935,000	917,240	(68,760)	(7.0)
Miscellaneous State Grants and Revenue	14,435	25,000	25,000	25,000		
Total State Funding	\$12,826,158	\$11,387,100	\$12,103,041	\$12,492,240	\$1,105,140	9.7
County Funding						
CDBG Grant	\$13,411					
County Gas Tax	15,000					
Family Crimes Investigator		32,000	32,000	32,000		
School Resource Officers	247,200	242,680	247,000	247,000	4,320	1.8
Total County Funding	\$275,611	\$274,680	\$279,000	\$279,000	\$4,320	1.6
Federal Funding						
Byrne Grant	\$18,402					
Gang Officer Grant	63,124	77,500	77,500	77,500		
COPS Technology Grant	114,250					
Other Federal Grants	20,226	29,900	29,900	20,000	(\$9,900)	(33.1)
Total Federal Funding	\$216,002	\$107,400	\$107,400	\$97,500	(\$9,900)	(9.2)
GRAND TOTAL	\$13,317,771	\$11,769,180	\$12,489,441	\$12,868,740	\$1,099,560	9.3

GENERAL FUND SUMMARIES (continued)

paid by the rental business.

5.1.1 Revenues (continued)**Intergovernmental Revenue (continued)**

- **Virginia Commission for the Arts Grant:** Proceeds from a state grant for the advancement of the arts.
- **Communication Tax:** This includes the taxes on telecommunications, utilities, cable TV, and right-of-way use.
- **Highway Maintenance:** Quarterly payments from the Virginia Department of Transportation for maintaining primary and secondary roads and related infrastructure maintenance within the Corporate limits. The allocation is based on the number of primary and secondary road miles within the Town limits and the Commonwealth's approved allocation rate.
- **State Fireman's Fund:** Payment from the Commonwealth to localities with fire and rescue departments to help defray the cost of providing fire and rescue services.
- **Law Enforcement Assistance:** Reimbursement from the Commonwealth to localities with police departments to help defray the cost of providing public safety services. The distribution is based on the number of sworn officers and the most recent census of population.
- **Miscellaneous State Grants:** One-time grants received from the Commonwealth or grants that are not identified for a specific purpose.
- **SRO (School Resource Officer) Grant:** Grant received from Loudoun County for School Resource Officers.
- **Gang Officer Grant:** A grant for personnel costs, overtime, and rental of a vehicle for an officer to represent the Town on the Northern Virginia Regional Gang Task Force.
- **COPS Technology Grant:** A Federal Community Oriented Policing grant from the Department of Justice for purchasing mobile data computers and upgrading the department telephone system.
- **CDBG Grant:** A Community Development Block Grant is used for community related projects. The funding for FY 2008 is being used to fund the Camp Scholarship Project for low and moderate income families to enroll their children in Leesburg-based summer camps.
- **Family Crimes Investigator:** A County grant for 50% of the personnel costs for creation of a family crimes investigator.

GENERAL FUND SUMMARIES (continued)**5.1.2 General Fund Expenditures Summaries**

Each year undesignated fund balance is available as a source of funding to be applied to the next fiscal year's budget. An undesignated fund balance of \$14,106,208 was available at the end of FY 2008. The FY 2010 Budget is balanced by using \$861,339 of this amount. The remaining funds are set aside based on the Council's fiscal policy of 15% of General Fund expenditures.

The projected fund balance of \$12,757,238 at the end of FY 2009 will be sufficient to meet the Council's fiscal policy of a 15% fiscal reserve of \$6,825,900 (based on FY 2009 estimated General Fund expenditures) and to keep \$1,400,000 in the Revenue Stabilization Reserve. This balance was achieved through prudent financial management on the part of the Town Council and staff.

DIRECTION AND SUPPORT SERVICES

5.2 Direction and Support Services - Summary

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

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

Table 5.14 DIRECTION AND SUPPORT SERVICES BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Town Council	\$925,346	\$945,512	\$932,512	\$938,915		\$938,915	\$952,915	\$7,403	0.8
Town Manager	930,204	1,956,968	1,921,388	1,944,847		1,944,847	1,910,790	(46,178)	(2.4)
Cable Commission	5,011	6,780						(6,780)	(100.0)
Comm. On Public Art	3,054	14,520	14,520	6,520		6,520	6,520	(8,000)	(55.1)
Utility Rate Commission	378								
Town Attorney	400,430	484,833	473,562	500,915		500,915	449,452	(35,381)	(7.3)
Clerk of Council	180,944	147,719	147,419	142,819		142,819	142,124	(5,595)	(3.8)
Finance	2,341,358	2,370,646	2,347,080	2,359,745		2,359,745	2,349,947	(20,699)	(0.9)
Human Resources	725,900	752,268	742,205	569,047		569,047	588,203	(164,065)	(21.8)
Information Technology	1,117,296	1,098,942	1,089,732	893,773		893,773	890,677	(208,265)	(19.0)
Info. Tech. Comm.	4,676	6,520	6,520	6,520		6,520	6,520		
TOTAL	\$6,634,597	\$7,784,708	\$7,674,938	\$7,363,101		\$7,363,101	\$7,297,148	(\$487,560)	(6.3)
Personnel Summary									
Full-time	40.0	43.0	43.0	43.0	1.0	44.0	43.0	1.0	2.3
Part-time	6.0	6.6	5.6	5.6	(0.6)	5.0	5.0	(1.6)	(24.2)
TOTAL	46.0	49.6	48.6	48.6	0.4	49.0	48.0	(0.6)	(1.2)

DIRECTION AND SUPPORT SERVICES

5.2 Town Council

Program Description



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

Table 5.15 TOWN COUNCIL BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$60,246	\$61,900	\$61,900	\$61,900		\$61,900	\$61,900		
Contractual Services	101,210	100,200	100,200	141,300		141,300	107,300	7,100	7.1
Materials and Supplies	2,835	4,187	4,187	3,000		3,000	3,000	(1,187)	(28.3)
Transfer Payments	731,448	746,225	736,225	698,065		698,065	746,065	(160)	(0.0)
Continuous Charges	29,607	33,000	30,000	34,650		34,650	34,650	1,650	5.0
TOTAL	\$925,346	\$945,512	\$932,512	\$938,915		\$938,915	\$952,915	\$7,403	0.8
Funding Summary									
General Fund	\$879,273	\$860,687	\$847,687	\$657,760		\$657,760	\$623,760	(\$236,927)	(27.5)
Proffer				257,320		257,320	257,320	257,320	
Uran Fund	41,073	79,825	79,825	18,835		18,835	66,835	(12,990)	(16.3)
VA Comm Arts Grant	5,000	5,000	5,000	5,000		5,000	5,000		
TOTAL	\$925,346	\$945,512	\$932,512	\$938,915		\$938,915	\$952,915	\$7,403	0.8

DIRECTION AND SUPPORT SERVICES (continued)

5.2.1 Town Council (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Continue to implement action steps to achieve the Council’s goals identified during the strategic planning work sessions. • Increase communication with Town residents to identify a “report card” on success of implementation of the key goals and projects. 	<ul style="list-style-type: none"> • Adopted the annual budget that included a reduced tax bill. • Continued to implement action steps to achieve the Council’s goals identified during the strategic planning work sessions. 	<ul style="list-style-type: none"> • Aggressively explore opportunities for public/private partnerships (with all departments). • Continue to implement action steps to achieve the Council’s goals identified during the strategic planning work sessions. • Increase communication with Town residents to identify a “report card” on success of implementation of the key goals and projects.
 Land Development Process Improvements		
<ul style="list-style-type: none"> • Continue to implement the revised Town Plan. 	<ul style="list-style-type: none"> • Continued implementing the revised Town Plan. 	<ul style="list-style-type: none"> • Continue to implement the revised Town Plan.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.1 Town Council (continued)

The agencies listed below are non-Town organizations providing services to citizens of Leesburg. The FY 2010 proposed amounts are based upon an approved Town Council formula.

Table 5.16 COMMUNITY AGENCY GRANTS				
	FY 2008 Actual	FY 2009 Budget	FY 2010 Requests	FY 2010 Adopted
PUBLIC SAFETY				
All-Night Graduation*	\$2,000	\$2,000	\$2,000	\$2,000
Leesburg Volunteer Fire Company ¹	\$318,330	\$350,000	\$385,000	\$373,830
Loudoun County Rescue Squad	\$234,900	\$234,900	\$234,900	\$234,900
SOCIAL SERVICES				
Interfaith Relief*	\$12,500	\$12,500		12,000
La Voz	\$2,500	\$625		
Liberty's Promise	\$1,000	0		
Loudoun Cares*	0	0		12,000
Loudoun Community Health Center	0	0	\$30,000	0
Loudoun County Red Cross	\$5,150	\$2,500		
Loudoun Free Clinic*	\$12,500	\$12,500		12,000
Loudoun Literacy Council*	\$1,000	\$750	\$1,000	\$500
Loudoun Volunteer Caregivers*	\$5,923	\$10,000		12,000
Mothernet/Inmed*	\$1,000	\$500	\$5,000	\$335
Northeast Quadrant Coalition	0	0		
Northern Virginia Family Services	\$5,000	\$2,500		
Prince Hall Free Masons	\$1,000	\$750	\$750	\$500
YMCA	\$5,000	\$2,500		
BUSINESS SERVICE				
Loudoun Co. Small Bus. Dev. Center	\$10,000	\$10,000	\$10,000	\$10,000
TOURISM SERVICE				
Loudoun Convention & Visitors Association	\$100,000	\$100,000	\$200,000	\$100,000
TOURISM PRODUCTS				
Bluemont Concert Series ²	\$13,200	\$10,000	\$10,000	\$10,000
First Night Leesburg*	\$1,650	\$825		
Library Foundation/August Court Days	0	0		
Loudoun Academy of the Arts			\$15,000	0
Loudoun Arts Council	\$13,200	\$3,000		
Loudoun Border Guards	\$4,000	0		
Loudoun Museum	\$16,500	\$8,250		
Marshall Center*	\$16,500	\$8,250	\$16,000	\$16,000
Youth Music Preservation Association	\$1,320	0		
	GRANTS TOTAL	\$784,173		
SPECIAL PURPOSE GRANTS				
First Friday Leesburg*		\$13,200		
	SPECIAL PURPOSE GRANTS TOTAL	\$13,200		
	GRAND TOTAL	\$785,550	\$909,650	\$796,065

*Funded with Uran Funds (\$66,835)

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

² Includes \$5,000 Virginia Commission for the Arts Grant.

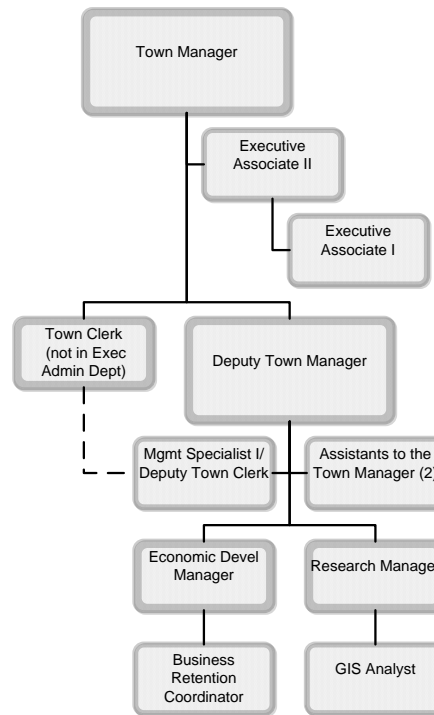
DIRECTION AND SUPPORT SERVICES (continued)

5.2.2 Town Manager

Program Description

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

Chart 5.7 Town Manager Organizational Chart



DIRECTION AND SUPPORT SERVICES (continued)

5.2.2 Town Manager (continued)

Table 5.17 TOWN MANAGER BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Executive Administration	\$930,204	\$1,032,314	\$1,029,564	\$1,291,153		\$1,291,153	\$1,277,358	\$245,044	23.7
Economic Development and Tourism		738,140	705,310	440,639		440,639	420,377	(317,763)	(43.0)
Economic Develop Commission		5,720	5,720	5,720		5,720	5,720		
Transfer to VRTA		180,794	180,794	207,335		207,335	207,335	26,541	14.7
TOTAL	\$930,204	\$1,956,968	\$1,921,388	\$1,944,847		\$1,944,847	\$1,910,790	(\$46,178)	(2.4)
Personnel Summary									
Full-time	6.5	10.5	10.5	10.5		10.5	10.5		
TOTAL	6.5	10.5	10.5	10.5		10.5	10.5		
Funding Summary									
General Fund	\$828,438	\$1,833,595	\$1,798,015	\$1,859,655		\$1,859,655	\$1,825,598	(\$7,997)	(0.4)
Utilities Fund	85,121	102,748	102,748	69,300		69,300	69,300	(33,448)	(32.6)
Airport Fund	16,645	20,625	20,625	15,892		15,892	15,892	(4,733)	(22.9)
TOTAL	\$930,204	\$1,956,968	\$1,921,388	\$1,944,847		\$1,944,847	\$1,910,790	(\$46,178)	(2.4)

DIRECTION AND SUPPORT SERVICES (continued)

5.2.3 Executive Administration

Program Description

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

Table 5.18 EXECUTIVE ADMINISTRATION BUDGET SUMMARY






Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$729,582	\$853,064	\$852,014	\$1,086,213		\$1,086,213	\$1,082,318	\$229,254	26.9
Contractual Services	172,400	160,950	159,950	191,140		191,140	181,240	20,290	12.6
Materials and Supplies	23,759	13,700	13,000	9,200		9,200	9,200	(4,500)	(32.8)
Continuous Charges	2,854	4,600	4,600	4,600		4,600	4,600		
Capital Outlay	1,609								
TOTAL	\$930,204	\$1,032,314	\$1,029,564	\$1,291,153		\$1,291,153	\$1,277,358	\$245,044	23.7
Personnel Summary									
Full-time	6.5	6.5	6.5	8.5		8.5	8.5	2.0	30.8
TOTAL	6.5	6.5	6.5	8.5		8.5	8.5	2.0	30.8

FUTURE BUDGET CONSIDERATIONS:

- ❖ Reinstate a public administration internship program.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.3 Executive Administration (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
 Economic Development and Downtown Improvements		
<ul style="list-style-type: none"> Continue to support a comprehensive economic development plan and education program. 		<ul style="list-style-type: none"> Future courts expansion (with Planning and Zoning) County government center expansion (with Economic Development and Planning and Zoning).
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> Continue to assist the Council with its goal setting and decision-making process. Support employee newsletter to improve interdepartmental communications. 	<ul style="list-style-type: none"> Enhanced grant writing and public communication efforts by reorganizing staff duties. Successfully provided legislative support to Council throughout the year. Produced the FY 2008 Annual Report. 	<ul style="list-style-type: none"> Continue to assist the Town Council with its goal setting and decision-making process. Management audit of Utility operations/capacity analysis (with Utilities and Finance). Accelerate pursuit of grants, especially stimulus grant funding. Consolidate communications, social media and public programming. Manage pilot “team” efforts: Zoning Enforcement, Capital Construction Inspection, Transportation Model (with Public Works, Parks and Recreation, Planning and Zoning, Utilities, and Capital Projects). Produce employee newsletter to improve interdepartmental communication. Aggressively explore opportunities for public/private partnerships (with all departments).
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> Continue to address quality of life issues, citizen participation, and interdepartmental coordination via the Community Enhancement Team. Continue to provide support to Town special events and publications. 		<ul style="list-style-type: none"> Continue addressing quality of life issues, citizen participation, and interdepartmental coordination via the Community Enhancement Team. Continue supporting Town special events and publications. Help Police establish Community Watch programs (Public Information Officer).
 Land Development Process Improvements		
	<ul style="list-style-type: none"> Continuation of improvements in the land development process including a quarterly “scorecard” or report on progress and by emphasizing a liaison role within the executive department to land development departments. 	<ul style="list-style-type: none"> Amend Town Transportation Plan (with Planning and Zoning and Public Works). Continue improvements in the land development process.
 Capital Infrastructure		
		<ul style="list-style-type: none"> Priority project management – “A-Team” approach (with Town Attorney, Public Works, Planning and Zoning, Plan Review, Utilities, and Capital Projects Management).

DIRECTION AND SUPPORT SERVICES (continued)

FY 2009 Objectives FY 2009 Accomplishments FY 2010 Objectives



Legislative Initiatives

- Coordinate legislative agenda.
- Renew utility franchise agreement (with Town Attorney).

Performance Measures



Operational Efficiency and Fiscal Management

	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimated
Input					
#FTE		6	6	6.5	6.5
Dollars Spent		\$893,747	\$812,718	\$1,043,745	\$1,029,564
Output					
# Requests for information during work session and Council meetings		550	550	570	580
Number of work session and meetings attended		48	48	48	48
Efficiency					
Average time (days) per request fulfillment		5	5	5	5
Outcome					
Percentage of requests responded to in five or fewer working days		100%	100%	100%	100%

DIRECTION AND SUPPORT SERVICES (continued)

5.2.4 Economic Development and Tourism Division



Program Description

The Economic Development Department’s mission is to ensure 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 while retaining the charming, historical, hometown atmosphere. Commercial, industrial, residential, social and cultural impact will be considered as growth and development takes place. The Economic Development Division conducts a comprehensive business development program that consists of separate strategies for business retention, business attraction and entrepreneurial development. The following three focus areas underline the task forces of the Economic Development Commission and the work plan of the Economic Development staff; Customer Service Focus, Destination for Arts, Entertainment and Dining and Leverage Emerging Growth Opportunities. The Downtown revitalization and tourism efforts are coordinated among community groups, of which the Economic Development Department plays a key role.

Table 5.19 ECONOMIC DEVELOPMENT AND TOURISM BUDGET SUMMARY									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services		\$419,490	\$415,860	\$195,239		\$195,239	\$194,977	(\$224,513)	(53.5)
Contractual Services		288,650	260,450	219,400		219,400	199,400	(89,250)	(30.9)
Materials and Supplies		28,000	27,000	26,000		26,000	26,000	(2,000)	(7.1)
Continuous Charges		2,000	2,000					(2,000)	(100.0)
Capital Outlay									
TOTAL		\$738,140	\$705,310	\$440,639		\$440,639	\$420,377	(\$317,763)	(43.0)
Personnel Summary									
Full-time		4.0	4.0	2.0		2.0	2.0	(2.0)	(50.0)
TOTAL		4.0	4.0	2.0		2.0	2.0	(2.0)	(50.0)

DIRECTION AND SUPPORT SERVICES (continued)

5.2.4 Economic Development and Tourism Division (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
 Economic Development and Downtown Improvements		
<ul style="list-style-type: none"> • Completion of development review process improvements and greater outreach to the development and business communities to improve the Town’s “business friendly” image. • Completion of a feasibility study for an incubator/telework center and implementation of an entrepreneurial support program. • Implementation of an expanded business recruitment program, including additional trade show participation and direct-mail campaigns. • Implementation of an expanded direct-mail marketing program to the local residents to promote the Town’s shopping, dining, and entertainment options. 	<ul style="list-style-type: none"> • Business retention coordinator was hired to implement the department’s business retention and expansion strategies. • Took a leadership role in GMU/NoVA Planning Group work while engaging in an assessment of a commercialization center for Leesburg with George Mason Enterprise Center and the ED Task Force. • Distributed <i>Leesburg at Leisure</i> to local shopping, dining, and entertainment options. • Hosted annual Business Appreciation Award ceremony, Banker’s Roundtable and Hospitality Forum in an effort to bring added value to the business community by opening lines of communication among businesses and policy makers. • Realigned EDC Task Forces to coordinate with other Town commissions (EAC and Telecommunications) and community organizations to provide a sustainable approach to business growth and development throughout the Town. • Active participation in the improved land development review process to sustain the “business friendly” image. 	<ul style="list-style-type: none"> • Continue efforts to create incentive zones in the downtown and Crescent District commercial areas for the development of desired businesses. • Expand the business retention and attraction program to include community partners including industry leaders and stakeholders. • Sustain programs to promote the Town’s shopping, dining, and entertainment options through direct-mail programs and comprehensive website improvements. • Downtown summit/destination planning follow-up. • Develop a façade improvement grant program. • Promote Loudoun Street public/private partnership (with Capital Projects Management, Public Works, Parks and Recreation and Finance). • Downtown Improvement capital projects (with Capital Projects Management, Public Works, and Parks and Recreation). • County government center expansion (with Executive and Planning and Zoning). • Support development of downtown management association (with Economic Development).
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Create technology and/or tourism zones in the downtown and Crescent District to provide incentives for desired businesses. 		<ul style="list-style-type: none"> • Continue coordinated efforts to benchmark and expand the Town’s business tax base. • Aggressively explore opportunities for public/private partnerships (with all departments). • Sustain leadership position in the land management and development review process through relationships with property owners, developers and community stakeholders.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.5 Economic Development Commission

Program Description

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

Table 5.20 ECONOMIC DEVELOPMENT COMMISSION BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,236	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services		1,200	1,200	1,200		1,200	1,200		
TOTAL	\$3,236	\$5,720	\$5,720	\$5,720		\$5,720	\$5,720		
Funding Summary									
General Fund	\$3,236	\$5,720	\$5,720	\$5,720		\$5,720	\$5,720		
TOTAL	\$3,236	\$5,720	\$5,720	\$5,720		\$5,720	\$5,720		

DIRECTION AND SUPPORT SERVICES (continued)

5.2.6 Cable Commission

Program Description

The Cable Commission was discontinued per Ordinance 2008-O-17 passed by the Council on June 24, 2008. Its functions have been transferred to the newly created Technology and Communications Commission. The budgetary summary has been provided for prior years.

Table 5.21 CABLE COMMISSION BUDGET SUMMARY									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$4,491	\$4,520						(\$4,520)	(100.0)
Contractual Services	520	1,010						(\$1,010)	(100.0)
Materials and Supplies		1,250						(\$1,250)	
TOTAL	\$5,011	\$6,780						(\$6,780)	(100.0)
Funding Summary									
General Fund	\$5,011	\$6,780						(\$6,780)	(100.0)
TOTAL	\$5,011	\$6,780						(\$6,780)	(100.0)

DIRECTION AND SUPPORT SERVICES (continued)

5.2.7 Commission on Public Arts

Program Description

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

Table 5.22 COMMISSION ON PUBLIC ARTS BUDGET SUMMARY									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$2,530	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services	250	9,850	9,850	1,850		1,850	1,850	(8,000)	(81.2)
Materials and Supplies	274	150	150	150		150	150		
TOTAL	\$3,054	\$14,520	\$14,520	\$6,520		\$6,520	\$6,520	(\$8,000)	(55.1)
Funding Summary									
General Fund	\$3,054	\$14,520	\$14,520	\$6,520		\$6,520	\$6,520	(\$8,000)	(55.1)
TOTAL	\$3,054	\$14,520	\$14,520	\$6,520		\$6,520	\$6,520	(\$8,000)	(55.1)

DIRECTION AND SUPPORT SERVICES (continued)

5.2.8 Utility Rate Advisory Commission

Program Description

The Utility Rate Advisory Commission was established to provide the Town Council with information and recommendations on utility rates.

Table 5.23 UTILITY RATE ADVISORY COMMISSION BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services									
Contractual Services									
Materials and Supplies	\$378								
TOTAL	\$378								
Funding Summary									
General Fund	\$378								
TOTAL	\$378								

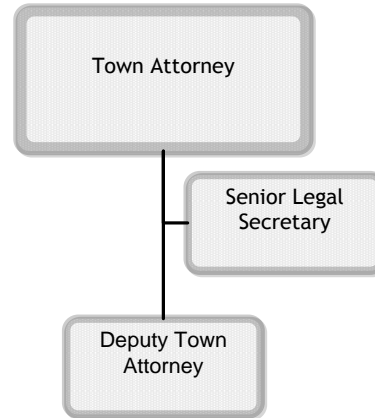
DIRECTION AND SUPPORT SERVICES (continued)

5.2.9 Town Attorney

Program Description

The Town Attorney provides legal services for the benefit of the Town Council, Planning Commission, Board of Architectural Review, Board of Zoning Appeals, Town Manager, Town Departments, and staff. These services include (but are not limited to) advising, preparation and review of documents, collections, court appearances, legal research to the above entities and individuals.

Chart 5.8 Town Attorney Organizational Chart



DIRECTION AND SUPPORT SERVICES (continued)

5.2.9 Town Attorney (continued)

Table 5.24 TOWN ATTORNEY BUDGET SUMMARY									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$319,832	\$265,763	\$263,103	\$342,930		\$342,930	\$341,467	\$75,704	28.5
Contractual Services	69,527	174,820	166,209	112,520		112,520	62,520	(112,300)	(64.2)
Materials and Supplies	4,896	7,200	7,200	4,800		4,800	4,800	(2,400)	(33.3)
Continuous Charges	2,292	33,250	33,250	36,501		36,501	36,501	3,251	9.8
Capital Outlay	3,883	3,800	3,800	4,164		4,164	4,164	364	9.6
TOTAL	\$400,430	\$484,833	\$473,562	\$500,915		\$500,915	\$449,452	(\$35,381)	(7.3)
Personnel Summary									
Full-time	2.0	2.0	2.0	2.0	1.0	3.0	3.0	1.0	50.0
Part-time		0.6	0.6	0.6	(0.6)			(0.6)	(100.0)
TOTAL	2.0	2.6	2.6	2.6	0.4	3.0	3.0	0.4	15.4
Funding Summary									
General Fund	\$320,077	\$438,340	\$427,069	\$461,064		\$461,064	\$409,601	(\$28,739)	(6.6)
Utilities Fund	73,048	29,058	29,058	24,907		24,907	24,907	(4,151)	(14.3)
Airport Fund	7,305	17,435	17,435	14,944		14,944	14,944	(2,491)	(14.3)
TOTAL	\$400,430	\$484,833	\$473,562	\$500,915		\$500,915	\$449,452	(\$35,381)	(7.3)

DIRECTION AND SUPPORT SERVICES (continued)

5.2.9 Town Attorney (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
--------------------	-------------------------	--------------------



Operational Efficiency and Fiscal Management

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> • Review and comment on Town file retention policies including email. | <ul style="list-style-type: none"> • Reviewed and commented on Town file retention policies including e-mail. | <ul style="list-style-type: none"> • Initiate and implement collection proceedings against delinquent tax and rate payers. • Aggressively explore opportunities for public/private partnerships (with all departments). |
|---|--|---|



Land Development Process Improvements

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> • Review and update (with staff) zoning ordinances as necessary. | <ul style="list-style-type: none"> • Reviewed and updated (with staff) zoning ordinances as necessary. • Completed review of BAR Guidelines. | <ul style="list-style-type: none"> • Review and update zoning ordinances. • Review and participate in Annexation Area Development Policies. • Provide support for zoning violations and prosecution. • Update easement language. • Review and update (with staff) Zoning Ordinance as necessary. |
|--|--|---|



Capital Infrastructure

- Priority project management – “A-Team approach” (with Executive, Public Works, Planning and Zoning, Plan Review, Utilities, and Capital Projects Management).
- Maintain Capital Improvement Project Schedules (with Executive, Public Works, Plan Review, and Capital Projects Management).



Legislative Initiatives

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> • Continue to provide legal services and support to the Town Council, Planning Commission, Departments and staff. • Update Town Code. • Work with staff to update the Human Resources Manual and Policies. • Respond to Town Departments and staff on legal issues and inquiries in a prompt, courteous, and professional manner. • Manage case files with outside counsel. | <ul style="list-style-type: none"> • Provided legal services and support to the Town Council, Planning Commission, departments and staff. • Updated Town Code. • Worked with staff to update the Human Resources Manual and policies. • Responded to Town Departments and staff on legal issues and inquiries in a prompt, courteous and professional manner. • Managed case files with outside counsel. | <ul style="list-style-type: none"> • Renew utility franchise agreement (with Executive Department). • Pursue utility rate appeal. • Pursue resolution to Meadowbrook case. • Revise Olde Izaak Walton Park lease agreement. • Continue to provide legal services and support to the Town Council, Planning Commission, departments and staff. • Respond to Town departments and staff on legal issues and inquiries in a prompt, courteous and professional manner. • Manage case files with outside counsel. |
|---|---|--|

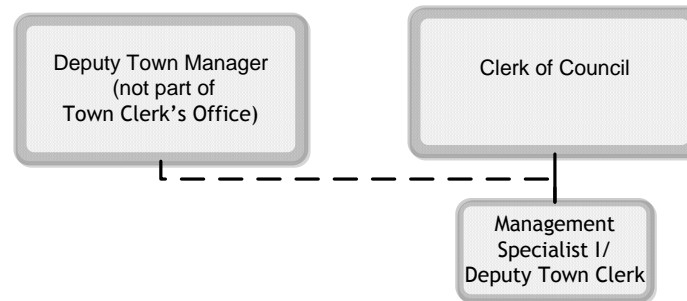
DIRECTION AND SUPPORT SERVICES (continued)

5.2.10 Clerk of Council

Program Description

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

Chart 5.9 Clerk of Council Organizational Chart



DIRECTION AND SUPPORT SERVICES (continued)



5.2.10 Clerk of Council (continued)

Table 5.25 CLERK OF COUNCIL BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$164,230	\$133,505	\$133,505	\$133,455		\$133,455	\$132,760	(\$745)	(0.6)
Contractual Services	12,474	10,250	10,250	6,400		6,400	6,400	(3,850)	(37.6)
Materials and Supplies	2,568	3,300	3,000	2,300		2,300	2,300	(1,000)	(30.3)
Continuous Charges	474	664	664	664		664	664		
Capital Outlay	1,198								
TOTAL	\$180,944	\$147,719	\$147,419	\$142,819		\$142,819	\$142,124	(\$5,595)	(3.8)
Personnel Summary									
Full-time	1.5	1.5	1.5	1.5		1.5	1.5		
TOTAL	1.5	1.5	1.5	1.5		1.5	1.5		
Funding Summary									
General Fund	\$180,944	\$142,639	\$142,339	\$138,434		\$138,434	\$137,739	(\$4,900)	(3.4)
Utilities Fund		3,810	3,810	3,289		3,289	3,289	(521)	(13.7)
Airport Fund		1,270	1,270	1,096		1,096	1,096	(174)	(13.7)
TOTAL	\$180,944	\$147,719	\$147,419	\$142,819		\$142,819	\$142,124	(\$5,595)	(3.8)

DIRECTION AND SUPPORT SERVICES (continued)

5.2.10 Clerk of Council (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Clerk will begin her first year at the Certified Municipal Clerk’s Institute. • Investigate possible software and process changes to streamline the agenda process to save staff time and materials. • Continue participation in annual training for Town boards, commissions, members and staff liaisons. • Implement Records Management training program for staff. 	<ul style="list-style-type: none"> • Due to the expense of commercially available electronic agenda management software, the Clerk’s offices has instituted an inexpensive electronic agenda process which eliminated many of the paper copies of the agenda that were published for Council Members and the press. Significant savings were realized in time and materials. • Participated in annual training for Town boards, commissions and staff liaisons. • Worked to educate Town staff on the Virginia Records Management Act to decrease number of records sent to storage. • The Clerk completed the first year of the Certified Municipal Clerk’s Institute. 	<ul style="list-style-type: none"> • Offer training to Town Council members on use of electronic formats for agenda documents to move to a completely electronic agenda. • Request electronic copies of all plans through the Department of Plan Review to reduce the number of paper plan copies requested of developers. • Work closely with individual departments on records retention, storage and destruction issues. • Scheduled to host Virginia Municipal Clerk’s Association Region VII Fourth Quarter meeting. • Offer all Council meetings streamed live on the web to increase public access and participation in municipal activities. • Aggressively explore opportunities for public/private partnerships (with all departments).
 Legislative Initiatives		
<ul style="list-style-type: none"> • Publish Supplement No. 30 of the Town Code. 	<ul style="list-style-type: none"> • The Clerk’s office did not publish hard copies of Supplement 30 of the Town Code because of the Town Code rewrite project initiated through the Town Attorney’s office. Delay of this publication and inclusion in the Town Code rewrite saves the Town on printing costs for two runs of the Town Code in one fiscal year. The publicly accessible electronic Town Code has been updated. • Coordinated Certified Planning Commissioner training offered in Leesburg rather than another jurisdiction saving travel expenses for Planning Commissioner certification, ensuring more Planning Commission members (and Town Council Members) were able to achieve certification, and increasing visitors from municipal governments throughout Virginia. 	<ul style="list-style-type: none"> • Publish Town Code rewrite (including Supplement 30) in conjunction with the Town Attorney’s office.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.10 Clerk of Council (continued)

Performance Measures



Operational Efficiency and Fiscal Management

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Estimated
Input					
# FTE		2	2	1.5	1.5
Output					
# Council meetings supported		52	52	45	52
# Council agenda packets prepared		52	52	45	52
# Council agendas prepared within established timeframe		52	52	45	52
# of cubic feet of records recycled or destroyed		305	155	23.25	150
# Council agendas posted on Town web site			7	45	45
# Freedom of Information Requests Processed					27
# of Public Notices Advertised					45
Efficiency					
Percentage of minutes approved by next Council meeting and available to the public		95%	95%	100%	100%
Percentage of agenda packets delivered on time		100%	100%	100%	100%
Council agendas on Town web site			7%	100%	100%
Outcome					
Council rating of accuracy of minutes		Satisfactory	Satisfactory	Satisfactory	Satisfactory
Council rating of accuracy of agenda materials		Satisfactory	Satisfactory	Satisfactory	Satisfactory

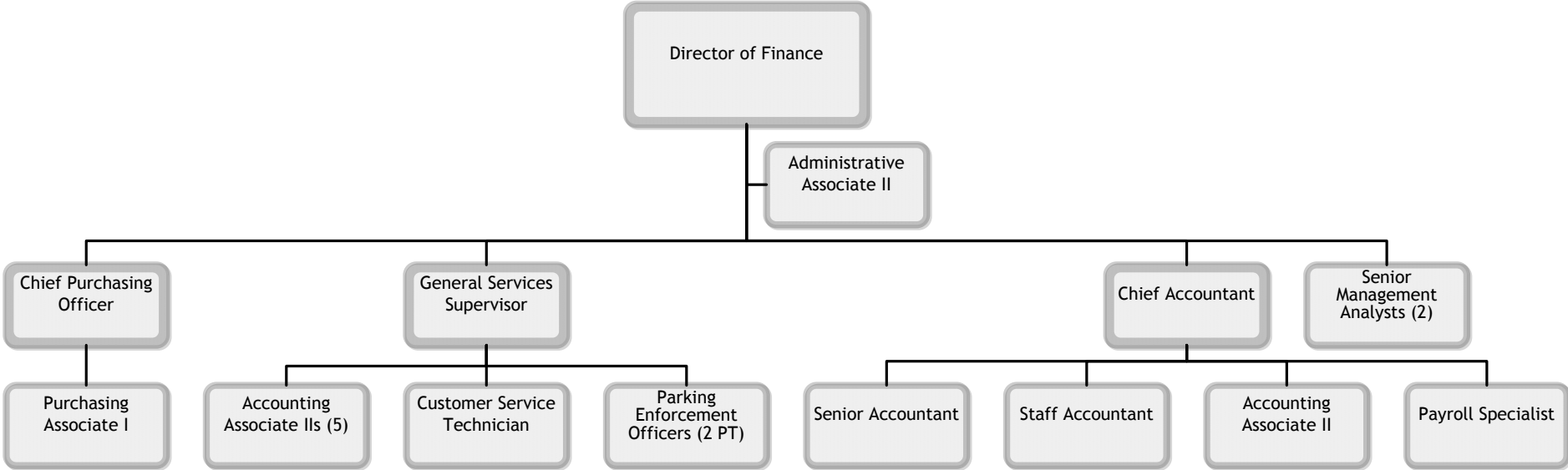
DIRECTION AND SUPPORT SERVICES (continued)

5.2.11 Finance

Program Description

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

Chart 5.10 Finance Department Organizational Chart



DIRECTION AND SUPPORT SERVICES (continued)



5.2.11 Finance (continued)

Table 5.26 FINANCE DEPARTMENT BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,719,097	\$1,779,086	\$1,755,520	\$1,788,069		\$1,788,069	\$1,782,271	\$3,185	0.2
Contractual Services	422,632	369,830	369,830	384,880		384,880	384,880	15,050	4.1
Materials and Supplies	23,123	38,200	38,200	37,900		37,900	33,900	(4,300)	(11.3)
Continuous Charges	174,510	181,130	181,130	146,496		146,496	146,496	(34,634)	(19.1)
Capital Outlay	1,996	2,400	2,400	2,400		2,400	2,400		
TOTAL	\$2,341,358	\$2,370,646	\$2,347,080	\$2,359,745		\$2,359,745	\$2,349,947	(\$20,699)	(0.9)
Personnel Summary									
Full-time	18.0	18.0	18.0	18.0		18.0	18.0		
Part-time	1.5	1.5	1.5	1.5		1.5	1.5		
TOTAL	19.5	19.5	19.5	19.5		19.5	19.5		
Funding Summary									
General Fund		\$219,769	\$383,203	\$376,859		\$376,859	\$367,061	\$147,292	67.0
Utilities Fund	733,797	694,644	694,644	721,049		721,049	721,049	26,405	3.8
Airport Fund	73,716	70,233	70,233	65,837		65,837	65,837	(4,396)	(6.3)
Parking Ticket Fines	70,936	90,000	94,000	75,000		75,000	75,000	(15,000)	(16.7)
Interest Earnings	1,479,819	875,000	700,000	700,000		700,000	700,000	(175,000)	(20.0)
Parking Meters & Gar	109,464	195,000	190,000	195,000		195,000	195,000		
Recoveries	85,290	226,000	215,000	226,000		226,000	226,000		
TOTAL	\$2,553,022	\$2,370,646	\$2,347,080	\$2,359,745		\$2,359,745	\$2,349,947	(\$20,699)	(0.9)

DIRECTION AND SUPPORT SERVICES (continued)

5.2.11 Finance (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
 Economic Development and Downtown Improvements		
<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> • Promote Loudoun Street public/private partnership (with Capital Projects Management, Economic Development, Public Works, and Parks and Recreation).
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Investigate the feasibility of charging for credit card fees/service charges for BPOL taxes. • Continue to provide customers with more options and efficiencies for paying taxes and Town bills. • Complete implementation of the MUNIS business license module. • Implement the MUNIS module for contract and bid management. • Complete updating of payroll business practices, in coordination with Human Resources, to increase the efficiency and accuracy of payroll transactions. 	<ul style="list-style-type: none"> • Continuing the research effort to identify and analyze options for customers to pay Town bills • Completed implementation of MUNIS business license module. • Initiated implementation of the contracts module of MUNIS. • Completed upgrade of MUNIS to version 6.4. • Received Government Finance Officers Association (GFOA) awards for distinguished budget presentation and financial reporting. • Initiated standardization of timesheets to increase efficiency of the department. • Continued efforts to document and update operational policies and procedures for the department. 	<ul style="list-style-type: none"> • Conduct in-house fee study and recommend revised fees where necessary. • Research options to establish capital asset replacement fund. • Conduct utility rate study (with Utilities) to revise utility rates and availability fees as necessary. • Management audit of Utility operations/capacity analysis (with Utilities and Executive). • Initiate and substantially complete implementation of the utility billing module of MUNIS. • Substantially complete implementation of the contracts module of MUNIS. • Continue to update payroll business practices, in coordination with Human Resources, to increase accuracy of payroll transactions. • Complete decentralization of timesheet preparation. • Continue to develop and update standard operating procedures documenting all aspects of department operations. • Aggressively explore opportunities for public/private partnerships (with all departments).

DIRECTION AND SUPPORT SERVICES (continued)

5.2.11 Finance (continued)

Performance Measures



Operational Efficiency and Fiscal Management

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
Expenditures (in thousands \$)	\$1,991	\$1,929	\$2,231	\$2,236	\$2,347
Direct labor hours ¹	30,870	34,300	33,159	33,014	33,159
Output					
Accounts payable transactions	16,872	17,991	15,984	15,532	15,600
Personal property tax bills processed	40,835	41,938	41,693	41,469	41,200
Real estate tax bills processed	25,554	25,716	27,076	27,231	27,300
Water and sewer bills processed	57,300	60,290	60,923	60,828	61,000
Payroll checks issued	13,353	14,542	15,765	15,817	15,790
Value of purchases processed (\$000)		\$21,665	\$22,804	\$21,259	\$21,000
Efficiency					
A/P transactions/hour	9.84	10.49	9.32	8.86	8.90
PP tax bills processed/hour	23.81	24.45	24.31	24.49	24.02
RE tax bills processed/hour	14.90	14.99	15.79	16.17	15.92
W/S bills processed/hour	22.27	23.43	23.68	24.02	23.71
Payroll checks processed/hour	7.79	8.48	9.19	9.45	9.21
Outcome					
Undesignated fund balance (%) ²	27.3	36.0	35.5	30.1	30.8
GFOA financial reporting award	yes	yes	yes	yes	yes
GFOA distinguished budget award	yes	yes	yes	yes	yes
Finance management coefficient ³	1.4	1.2	1.7	1.8	1.8

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

2. Undesignated Fund balance divided by General Fund Expenditures.

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

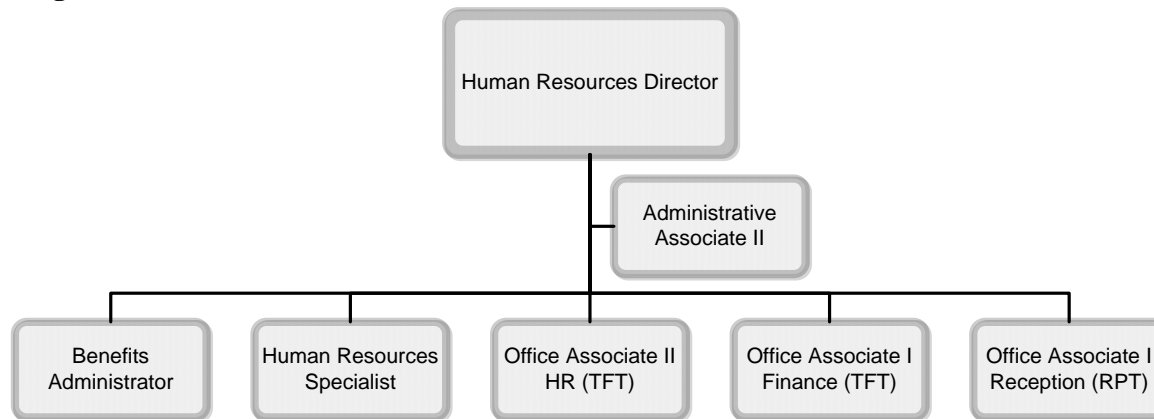
DIRECTION AND SUPPORT SERVICES (continued)

5.2.12 Human Resources

Program Description

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

Chart 5.11 Human Resources Organizational Chart



DIRECTION AND SUPPORT SERVICES (continued)

5.2.12 Human Resources (continued)

Table 5.27 HUMAN RESOURCES BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$478,053	\$562,523	\$560,050	\$455,802		\$455,802	\$460,958	(\$101,565)	(18.1)
Contractual Services	235,976	182,995	175,405	107,495		107,495	121,495	(61,500)	(33.6)
Materials and Supplies	8,280	6,750	6,750	5,750		5,750	5,750	(1,000)	(14.8)
Continuous Charges	1,620								
Capital Outlay	1,971								
TOTAL	\$725,900	\$752,268	\$742,205	\$569,047		\$569,047	\$588,203	(\$164,065)	(21.8)
Personnel Summary									
Full-time	6.0	5.0	5.0	4.0		4.0	4.0	(1.0)	(20.0)
Part-time	4.5	4.5	3.5	3.5		3.5	3.5	(1.0)	(22.2)
TOTAL	10.5	9.5	8.5	7.5		7.5	7.5	(2.0)	(21.1)
Funding Summary									
General Fund	\$519,431	\$585,628	\$575,565	\$450,699		\$450,699	\$469,855	(\$115,773)	(19.8)
Utilities Fund	198,865	160,324	160,324	113,551		113,551	113,551	(46,773)	(29.2)
Airport Fund	7,604	6,316	6,316	4,797		4,797	4,797	(1,519)	(24.1)
TOTAL	\$725,900	\$752,268	\$742,205	\$569,047		\$569,047	\$588,203	(\$164,065)	(21.8)

FUTURE BUDGET CONSIDERATIONS:

- ❖ Purchase of equipment necessary to install kiosks in Town facilities for job applicants to complete applications.
- ❖ Purchase of training software modules for employee computer training as necessary.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.12 Human Resources (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
--------------------	-------------------------	--------------------



Operational Efficiency and Fiscal Management

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> • Continuously improve Human Resources programs and process to ensure they promote the best possible customer service and excellence in government. • Communicate accurate, timely, and meaningful information to both external and internal customers. • Implement technology enhancements to support Human Resources management business processes. • Complete an in-house benefits and salary survey to ensure the Town is competitive with public sector and private sector employees. • Continue to develop employee newsletter to share updated insurances and other benefit information. | <ul style="list-style-type: none"> • Completed Employee Performance process. • Completed Salary Survey. • Completed Employee Handbook. • Initiated back-scanning of all Human Resources files into Laserfiche. • Reviewed health insurance with healthcare providers. • Continued meetings at all facilities. • Provided forty-nine (49) Town-wide quality trainings to enhance employee professional growth and development. • Completed a 10-week Spanish training class in order to provide excellent customer service. • Completed three (3) sessions of supervisory training with outside consultant. | <ul style="list-style-type: none"> • Continue review of all vacant positions in operations. • Implement MUNIS Applicant Tracking module. • Communicate accurate, timely and meaningful information to both external and internal customers. • Continue Town-wide safety audit. • Continue MUNIS enhancements to the Human Resources business process. • Enhance employee wellness program to improve overall health awareness and reduce medical claims. • Aggressively explore opportunities for public/private partnerships (with all departments). |
|---|---|--|

DIRECTION AND SUPPORT SERVICES (continued)

5.2.12 Human Resources (continued)

Performance Measures



Operational Efficiency and Fiscal Management

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY08 Actual	CY 09 Estimated
Input					
# FTE	6	5	8	8	8
Output					
Applications processed (FT and PT)	1,120	1,745	2,262	1,945	2,047
Positions advertised (FT and PT)	49	50	38	57	46
New hires (FT and PT)		115	148	166	75
Reported Worker's Compensation claims		37	55	30	30
All town training courses		22	20	30	30

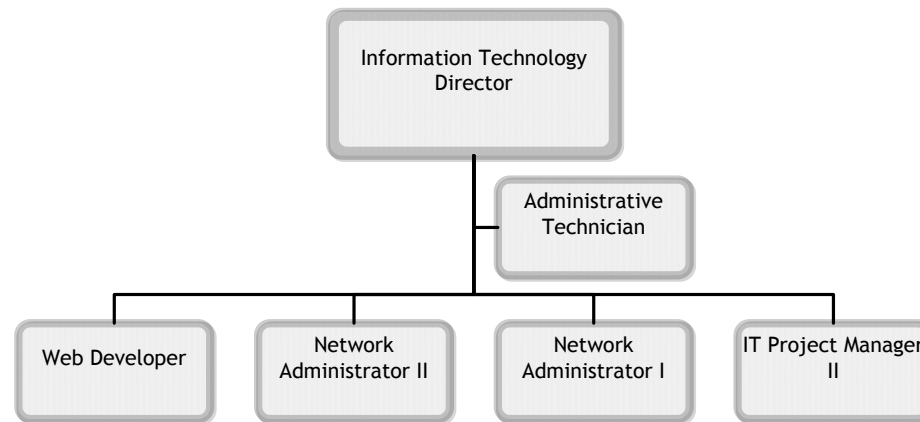
DIRECTION AND SUPPORT SERVICES (continued)

5.2.13 Information Technology

Program Description

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

Chart 5.12 Information Technology Organizational Chart



DIRECTION AND SUPPORT SERVICES (continued)

5.2.13 Information Technology (continued)


Table 5.28 INFORMATION TECHNOLOGY BUDGET SUMMARY									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$614,680	\$675,742	\$675,742	\$675,986		\$675,986	\$672,890	(\$2,852)	(0.4)
Contractual Services	199,859	250,500	247,190	178,887		178,887	178,887	(71,613)	(28.6)
Materials and Supplies	21,834	31,800	26,800	24,300		24,300	24,300	(7,500)	(23.6)
Continuous Charges	152	400		600		600	600	200	50.0
Capital Outlay	280,771	140,500	140,000	14,000		14,000	14,000	(126,500)	(90.0)
TOTAL	\$1,117,296	\$1,098,942	\$1,089,732	\$893,773		\$893,773	\$890,677	(\$208,265)	(19.0)
Personnel Summary									
Full-time	6.0	6.0	6.0	6.0		6.0	6.0		
TOTAL	6.0	6.0	6.0	6.0		6.0	6.0		
Funding Summary									
General Fund	\$943,108	\$875,286	\$866,076	\$734,729		\$734,729	\$731,633	(\$143,653)	(16.4)
Utilities Fund	165,720	212,410	212,410	150,230		150,230	150,230	(62,180)	(29.3)
Airport Fund	8,468	11,246	11,246	8,814		8,814	8,814	(2,432)	(21.6)
TOTAL	\$1,117,296	\$1,098,942	\$1,089,732	\$893,773		\$893,773	\$890,677	(\$208,265)	(19.0)

Future Budget Considerations

- ❖ Maintenance in 2013 for Voice-over-IP system
- ❖ Separate Internet circuit for fault tolerance in the event that the County Internet circuit is down
- ❖ Second data circuit between the Police Department data center and Town Hall to ensure there is a redundant connection to prevent an interruption of service.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.13 Information Technology (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Continue to implement remaining MUNIS modules. • Work with departments to create an on-line knowledge base for use by all employees. • Investigate outsourcing opportunities. • Manage VOIP implementation at Utility Maintenance Division and Police. • Plan Town-wide migration to VOIP. • Prepare IT Disaster Recovery and Strategic Security Plans. • Investigate enhancing the Town website to promote e-service opportunities for public. • Improve cost effectiveness through efficient use of printers and peripherals. • Continue implementation of the Laserfiche records management system. 	<ul style="list-style-type: none"> • Continuation of MUNIS Implementation. • Expansion of use of Track It database to include solutions area. • Completed installation of VOIP systems for both Leesburg Police and Utility Lines Maintenance buildings. • Completed migration plan for implementation of Town-wide VOIP system. • Continued implementation of Laserfiche records management system. • Installation and configuration of Granicus web-streaming solution. • Began implementation of new Town website. 	<ul style="list-style-type: none"> • Completion of Work Order and Utility Billing MUNIS modules. • Continuation of management of MUNIS system. • Complete and rollout new Town of Leesburg website. • Replace approximately ½ of Town Blackberry devices. • Continued implementation of Laserfiche records management system. • Installation, project management, configuration and maintenance of VOIP for new phone system. • Management and configuration of phone system and cable plant infrastructure for new Ida Lee Pool facility. • Aggressively explore opportunities for public/private partnerships (with all departments).

DIRECTION AND SUPPORT SERVICES (continued)

5.2.13 Information Technology (continued)

Performance Measure



Operational Efficiency and Fiscal Management

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
#FTE	5	5	5	6	6
Output					
Local area networks	11	13	14	14	15
Locations supported	9	10	10	14	15
Servers administered	30	30	32	33	42
Networked PCs	291	325	330	332	350
Printers supported	128	150	140	140	127
Work orders completed per month	105	123	140	150	200
Total number of devices managed	514	586	639	659	673
Efficiency					
Average number work orders completed per employee per month	21	25	28	25	33
Devices managed per employee	103	117	128	110	112

DIRECTION AND SUPPORT SERVICES (continued)

5.2.14 Technology and Communications Commission

Program Description

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

Table 5.29 TECHNOLOGY AND COMMUNICATIONS COMMISSION BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$4,533	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services	143	1,900	1,900	1,900		1,900	1,900		
Materials and Supplies		100	100	100		100	100		
TOTAL	\$4,676	\$6,520	\$6,520	\$6,520		\$6,520	\$6,520		
Funding Summary									
General Fund	\$4,676	\$6,520	\$6,520	\$6,520		\$6,520	\$6,520		
TOTAL	\$4,676	\$6,520	\$6,520	\$6,520		\$6,520	\$6,520		

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PUBLIC SAFETY

5.3.1 Public Safety - Summary

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

Table 5.30 PUBLIC SAFETY BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Police Department	\$9,567,778	\$10,863,899	\$10,648,169	\$10,768,444	(\$2,466)	\$10,765,978	\$10,875,063	\$11,164	0.1
Transfer to Fire Department	55,725	60,000	60,000	60,000		60,000	60,000		
TOTAL	\$9,623,503	\$10,923,899	\$10,708,169	\$10,828,444	(\$2,466)	\$10,825,978	\$10,935,063	\$11,164	0.1
Personnel Summary									
Full-time	95.0	96.0	96.0	96.0		96.0	98.0	2.0	2.1
TOTAL	95.0	96.0	96.0	96.0		96.0	98.0	2.0	2.1

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

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

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

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

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

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

PUBLIC SAFETY (continued)

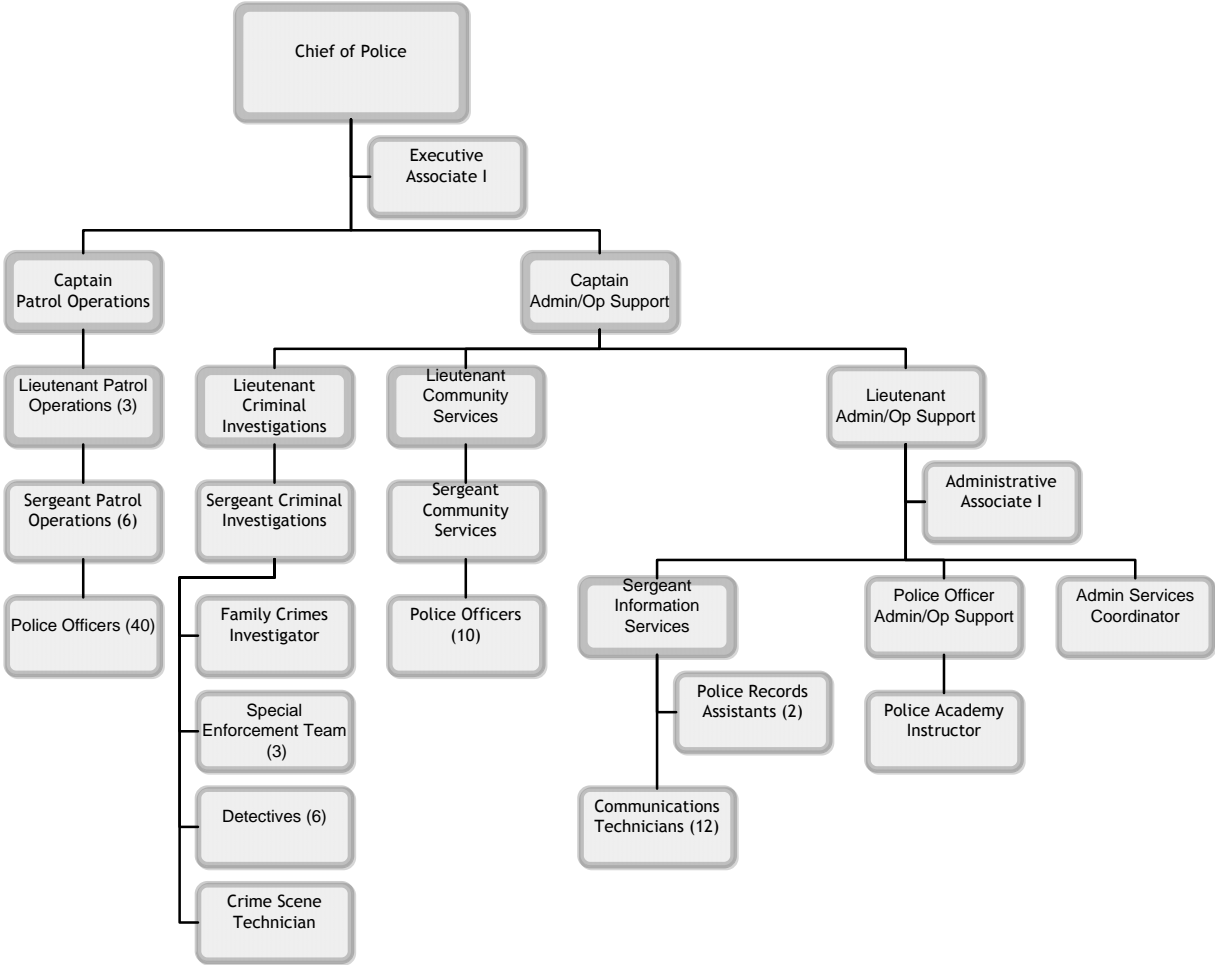
5.3.2 Police Department Summary (continued)

Table 5.31 POLICE DEPARTMENT BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Admin & Operation Supp	\$1,742,611	\$2,039,904	\$1,969,420	\$1,663,820		\$1,663,820	\$1,658,120	(\$381,784)	(18.7)
Patrol Operations	4,366,174	4,767,420	4,697,370	4,952,757	(322)	4,952,435	5,083,066	\$315,646	6.6
Criminal Investigations	1,038,496	1,309,456	1,294,180	1,391,488		1,391,488	1,385,522	\$76,066	5.8
Community Services	1,090,996	1,329,113	1,309,848	1,318,255	(2,144)	1,316,111	1,310,577	(\$18,536)	(1.4)
Information Services	1,327,445	1,412,201	1,371,551	1,436,319		1,436,319	1,431,973	\$19,772	1.4
Support Team	2,056	5,805	5,800	5,805		5,805	5,805		
TOTAL	\$9,567,778	\$10,863,899	\$10,648,169	\$10,768,444	(\$2,466)	\$10,765,978	\$10,875,063	\$11,164	0.1
Personnel Summary									
Full-time	95.0	96.0	96.0	96.0		96.0	98.0	2.0	2.1
TOTAL	95.0	96.0	96.0	96.0		96.0	98.0	2.0	2.1
Funding Summary									
General Fund	\$7,855,627	\$9,034,226	\$8,850,176	\$8,992,684	(\$2,466)	\$8,990,218	\$9,049,303	\$15,077	0.2
Utilities Fund	14,760	109,722	109,722	108,340		108,340	108,340	(1,382)	(1.3)
Airport Fund	4,428	21,944	21,944	21,668		21,668	21,668	(276)	(1.3)
Uran Fund		79,827	79,827	67,012		67,012	67,012	(12,815)	(16.1)
Traffic Fines	255,111	250,000	260,000	270,000		270,000	320,000	70,000	28.0
Police Reports/Fingerprt	4,873	5,000	5,000	5,000		5,000	5,000		
Extradiction Reimburse	4,040		5,000	5,000		5,000	5,000	5,000	
Law Enf Assistance State	985,962	986,000	935,000	917,240		917,240	917,240	(68,760)	(7.0)
County SRO Funding	247,200	242,680	247,000	247,000		247,000	247,000	4,320	1.8
County Family Crimes Ct		32,000	32,000	32,000		32,000	32,000		
COPS Technology Grant	114,250								
Gang Grant	63,125	77,500	77,500	77,500		77,500	77,500		
Misc. Grants	18,402	25,000	25,000	25,000		25,000	25,000		
TOTAL	\$9,567,778	\$10,863,899	\$10,648,169	\$10,768,444	(\$2,466)	\$10,765,978	\$10,875,063	\$11,164	0.1

PUBLIC SAFETY (continued)

Chart 5.13 Police Department Organizational Chart



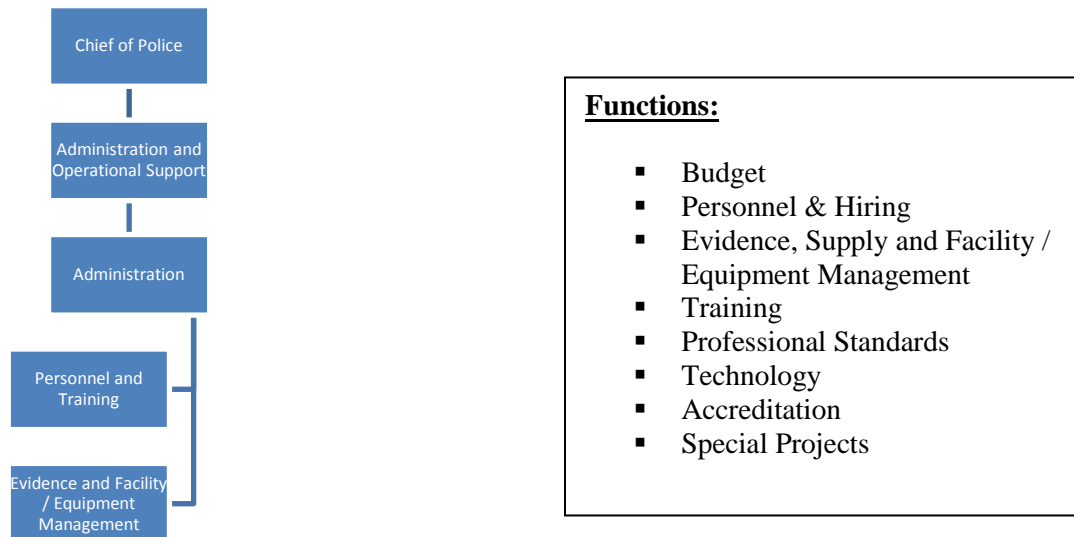
PUBLIC SAFETY (continued)

5.3.3 Police - Administrative and Operational Support Division

Program Description

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

Chart 5.14 Police Administrative and Operational Support Division Organizational Chart



PUBLIC SAFETY (continued)

5.3.3 Police - Administrative and Operational Support Division (continued)

Table 5.32 ADMINISTRATIVE AND OPERATIONAL SUPPORT BUDGET SUMMARY									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$835,263	\$1,034,308	\$1,023,240	\$954,988		\$954,988	\$951,788	(\$82,520)	(8.0)
Contractual Services	326,281	536,459	486,350	427,190		427,190	424,690	(\$111,769)	(20.8)
Materials and Supplies	92,778	103,900	97,000	103,500		103,500	103,500	(\$400)	(0.4)
Continuous Charges	132,424	141,337	141,330	148,142		148,142	148,142	\$6,805	4.8
Capital Outlay	355,865	223,900	221,500	30,000		30,000	30,000	(\$193,900)	(86.6)
TOTAL	\$1,742,611	\$2,039,904	\$1,969,420	\$1,663,820		\$1,663,820	\$1,658,120	(\$381,784)	(18.7)
Personnel Summary									
Full-time	9.0	9.0	8.0	8.0		8.0	8.0	(1.0)	(11.1)
TOTAL	9.0	9.0	8.0	8.0		8.0	8.0	(1.0)	(11.1)

PUBLIC SAFETY (continued)

5.3.3 Police - Administrative and Operational Support Division (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
--------------------	-------------------------	--------------------



Operational Efficiency and Fiscal Management

- Aggressively explore opportunities for public/private partnerships (with all departments).



Community Safety / Quality of Life

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • Complete implementation of the Computed Aided Dispatch/Records Management System. • Integrate the Town GIS mapping with Crime Analysis efforts. • Maintain State of Virginia accreditation and begin the national accreditation process. • Expand the police recruitment effort to additional geographic areas. • Continue to aggressively seek out appropriate grant funding. | <ul style="list-style-type: none"> • Worked with County and Federal officials to obtain funding to improve the department’s capability to respond to emergency situations and critical incidents. • Implemented new VOIP phone system. • Continued implementation of strategic plan. • Completed the Technology Enhancement Program by fully implementing LINx program. • Completed implementation of CAD/RMS solutions. • Continued the career development program. • Refined hiring process to make it faster, and still produce a high quality candidate. • Improved department effectiveness through individual and collective training. • Conducted internal re-engineering reviews to improve efficiency and effectiveness. • Improved community notification through Alert Loudoun/Leesburg and CrimeReports. • Expanded parking for improved officer safety and citizen access. • Continued planning with Loudoun County for emergency operations and contingency planning. | <ul style="list-style-type: none"> • Complete implementation of new radio system with Loudoun County. • Complete utilization of new CAD/RMS solutions. • Continue the career development program. • Integrate GIS mapping with Crime Analysis. • Maintain State Accreditation and evaluate National Accreditation. • Continue to refine hiring process to make it faster, and still produce a high quality candidate. • Expand recruitment efforts into geographic areas not normally covered. • Improve department effectiveness through individual and collective training. • Continue to aggressively seek out appropriate grant funding. • Continue to infuse the intelligence-led policing process department wide. |
|--|---|--|

PUBLIC SAFETY (continued)

5.3.3 Police - Administrative and Operational Support Division (continued)

Performance Measure



Operational Efficiency and Fiscal Management

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Estimated
Input					
#FTE	9	9	9	8	8
Dollars spent	\$1,880,475	\$1,993,228	\$2,015,333	\$2,056,022	\$2,041,576
Output					
# Hours of personnel training	3,131	4,042	3,325	3,196	3,100
# Staff receiving training	53	67	57	56	55
Efficiency					
Percent of personnel receiving training	70%	90%	61%	73%	70%
Average hours training received per staff member	59	60.3	58.3	56.5	50

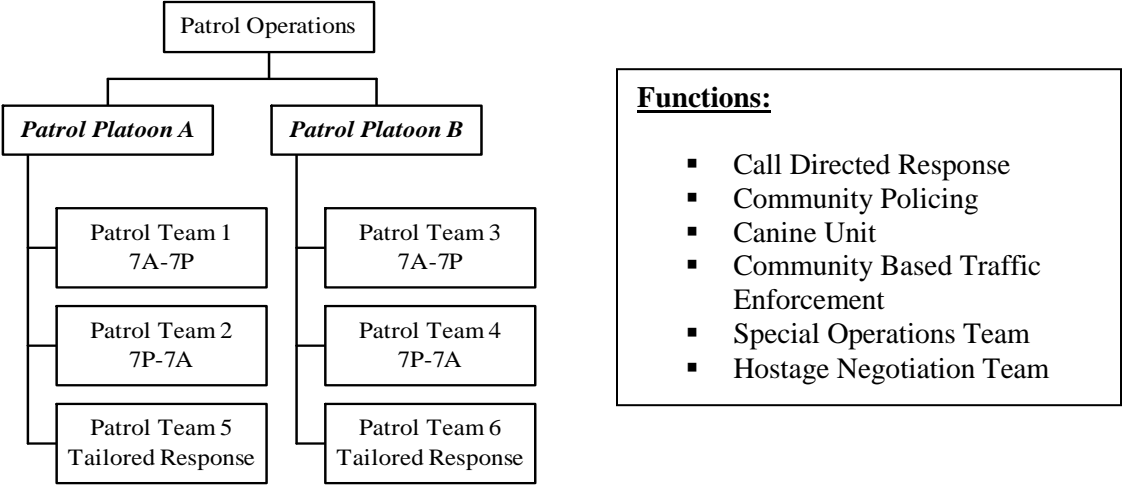
PUBLIC SAFETY (continued)

5.3.4 Police - Patrol Operations Division

Program Description

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

Chart 5.15 Patrol Operations Division Organizational Chart



PUBLIC SAFETY (continued)


5.3.4 Police - Patrol Operations Division

Table 5.33 PATROL OPERATIONS BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$4,226,770	\$4,596,310	\$4,540,310	\$4,804,862	(\$322)	\$4,804,540	\$4,916,871	\$320,561	7.0
Contractual Services	14,467	38,860	34,860	27,045		27,045	27,045	(11,815)	(30.4)
Materials and Supplies	77,080	120,850	110,800	120,850		120,850	120,850		
Capital Outlay	47,857	11,400	11,400				18,300	6,900	60.5
TOTAL	\$4,366,174	\$4,767,420	\$4,697,370	\$4,952,757	(\$322)	\$4,952,435	\$5,083,066	\$315,646	6.6
Personnel Summary									
Full-time	48.0	48.0	48.0	48.0		48.0	50.0	2.0	4.2
TOTAL	48.0	48.0	48.0	48.0		48.0	50.0	2.0	4.2

PUBLIC SAFETY (continued)

5.3.4 Police - Patrol Operations Division (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> • Continue to focus on long range solutions to community problems. • Continue to develop a comprehensive Town emergency operations plan and provide training to staff to improve operational readiness. • Expand patrol participation in Technology Plan by implementing state of the art vehicle mounted video cameras in Department vehicles. 	<ul style="list-style-type: none"> • Responded to and handled over 63,000 police activities (citizen generated calls for service and officer generated activities). • Implemented the new Community Commander Program and divided the Town into three police districts for enhanced service delivery. • Continued to refine and utilize the Crime and Traffic Accountability Program, a geographic based accountability system designed to identify and track crime trends and hotspots. This system improves crime reduction strategies and internal communication. • Held serious crime at or below last year's rate of occurrence. • Achieved a 96% level of Exceeds or Meets Expectations in Quality Assurance Surveys for public safety service delivery. A new survey format has been implemented to enhance accuracy as well as broadening the number of responses. • Continued planning with Loudoun County for emergency operations and contingency planning. • Deployed state-of-the-art in-car camera system (IACP Video). 	<ul style="list-style-type: none"> • Continue to deploy resources to address crime and public safety issues throughout the Town in the most efficient and effective manner. • Continue to focus on working toward achieving long range, solutions to community problems • Continue to emphasize a customer focus and the importance of building strong partnerships in a diverse community. • Continue with the development of comprehensive department and Town emergency plans and to provide training to staff to improve operational readiness. • Review and refine the new community policing areas within the three police districts to achieve maximum efficiency and effectiveness. • Participate in the intelligence-led policing process.

PUBLIC SAFETY (continued)

5.3.4 Police - Patrol Operations Division (continued)

Performance Measures



Community Safety / Quality of Life

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Estimated
Input					
#FTE	44	50	48	48	48
Dollars spent	\$3,610,771	\$3,948,160	\$4,560,079	\$4,817,023	\$4,765,070
Output					
# of calls handled	52,039	56,682	54,494	63,242 (est)	65,000
# citizen calls for service	25,963	25,251	29,418	29,086 (est)	30,000
# officer generated calls	26,335	26,518	27,264	34,156 (est)	35,000
Efficiency					
Calls handled per officer	1,269	1,232	1,222	1,437	1,475
# arrests made by patrol officers	1,879	1,745	1,432	1,229	1,250
# traffic summons issued by patrol	4,913	5,646	5,073	5,371	5,400
Outcome					
Percentage of survey results rating service as "meets or exceeds" expectations	99.4%	99.8%	99%	96%	95%
Priority response time		4.07 minute	5.28 minutes	4.40 minutes	5 minutes
Routine call response time		8.43 minutes	8 minutes	11.3 minutes	11 minutes

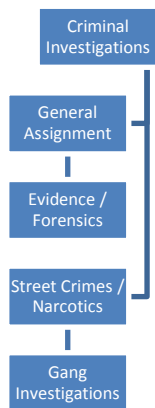
PUBLIC SAFETY (continued)

5.3.5 Police - Criminal Investigations Division

Program Description

The Criminal Investigation Section provides comprehensive investigative follow up to serious criminal activity the Town by employing modern criminalistics and forensic tools to assist in the apprehension and prosecution of criminals.

Chart 5.16 Criminal Investigations Division Organizational Chart



- Functions:**
- Follow up criminal investigations for crimes against persons and property
 - Narcotic enforcement and task force operations
 - Forensic Crime Lab
 - Surveillance
 - Extradition
 - Gang Intelligence

PUBLIC SAFETY (continued)


5.3.5 Police - Criminal Investigations Division (continued)

Table 5.34 CRIMINAL INVESTIGATIONS BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$964,974	\$1,172,976	\$1,161,000	\$1,312,256		\$1,312,256	\$1,306,290	\$133,314	11.4
Contractual Services	11,912	42,830	39,530	28,155		28,155	28,155	(14,675)	(34.3)
Materials and Supplies	15,175	17,600	17,600	16,187		16,187	16,187	(1,413)	(8.0)
Continuous Charges	12,510	29,100	29,100	28,800		28,800	28,800	(300)	(1.0)
Capital Outlay	33,925	46,950	46,950	6,090		6,090	6,090	(40,860)	(87.0)
TOTAL	\$1,038,496	\$1,309,456	\$1,294,180	\$1,391,488		\$1,391,488	\$1,385,522	\$76,066	5.8
Personnel Summary									
Full-time	11.0	12.0	13.0	13.0		13.0	13.0	1.0	8.3
TOTAL	11.0	12.0	13.0	13.0		13.0	13.0	1.0	8.3

PUBLIC SAFETY (continued)

5.3.5 Police - Criminal Investigations Division (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> • Train detectives in basic crime analysis, crime mapping, and criminal intelligence analysis. • Develop crime analysis and mapping reports as a tool for predicting crime trends. • Improve the intelligence based policing capabilities through the use of advanced information technologies and equipment. • Train detectives in cyber crimes, sex crimes and white collar crimes investigations. • Continue to use crime databases to aid in case investigations and closures. 	<ul style="list-style-type: none"> • Enhanced computer crimes and forensic examination abilities by joining FBI Child Exploitation Task Force, secret service Electronic Crimes Task Force, VA Police Internet Crimes Against Children Task Force, yielding arrests of child predators. • Conducted follow up investigations and arrests in serious crimes including murder, sexual assault and battery, malicious wounding, and indecent liberties on minors. Investigations enhanced with modern forensic collection techniques. • Used intelligence-based policing model to solve serial crimes perpetrated by organized criminal groups responsible for vehicle larcenies/burglaries. Effort resulted in arrests of 40+ individuals, clearance of 50+ incidents and recovery of thousands of dollars in stolen property. • Several identity theft arrests, use of stolen credit cards, check fraud, and embezzlement from financial institutions and businesses. • Special Enforcement Team conducted numerous arrests for sale of illegal drugs, prostitution, and gang activity. • Identification of drug and gang members and case resolution enhanced by using data bases, new investigative techniques, and close partnerships with School Resource Officers, the Loudoun County Sheriff and regional law enforcement gang and drug units, the FBI, ATF; and ICE. 	<ul style="list-style-type: none"> • Utilize existing crime data bases and analytical tools to assist in solving cases. • Develop crime analysis and mapping reports as tools for predicting crime trends and support for identifying organized crime groups. • Improve intelligence based policing process through the acquisition of i2 software and dedicated crime analysis. • Maintain a robust training schedule to ensure detectives and crime scene technician receive the latest instruction in areas of homicide, cyber crimes, family crimes, white collar crimes, and forensic computer and crime scene processing. • Continue development and implementation of intelligence led policing by incorporating the CIS mission with the new district command structure. • Maintain a close working relationship with county, state and federal law enforcement and prosecution offices.

PUBLIC SAFETY (continued)

5.3.5 Police - Criminal Investigations Division (continued)

Performance Measure



Community Safety / Quality of Life

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

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Estimated
Input					
#FTE	9	9	12	13	13
Dollars spent	\$705,526	\$985,032	\$1,231,565	\$1,308,145	\$1,309,456
Input					
# of cases assigned to division				726	675
# criminal intelligence projects assigned				17	17
Outcome					
# of cases closed				467	400
# of cases closed by arrest or exceptional police means				242	200
# of criminal intelligence projects researched				7	7
Efficiency					
% of cases closed by arrest, victim recovery, or exceptional means				51.8%	50%

PUBLIC SAFETY (continued)

5.3.6 Police - Community Services Division

Program Description

The Community Services Section provides sophisticated and comprehensive prevention and support functions to other Department programs. These programs range from tailored enforcement actions such as traffic management, bike patrols, accident reconstruction, commercial/retail crime prevention, school security, and youth intervention strategies within the schools.

Chart 5.17 Community Services Division Organizational Chart



Functions:

- Specialized Traffic Enforcement
- Traffic Management
- Accident Reconstruction
- School Security
- School/ Youth Intervention Programs
- Commercial/Retail Crime Prevention
- CPTED
- Bike Patrol
- Special Events

PUBLIC SAFETY (continued)

5.3.6 Police - Community Services Division (continued)

Table 5.35 COMMUNITY SERVICES BUDGET SUMMARY


Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,054,216	\$1,275,998	\$1,260,498	\$1,270,215	(\$2,144)	\$1,268,071	\$1,262,537	(\$13,461)	(1.1)
Contractual Services	8,297	19,105	16,850	13,030		13,030	13,030	(6,075)	(31.8)
Materials and Supplies	12,256	25,010	23,500	24,010		24,010	24,010	(1,000)	(4.0)
Continuous Charges	7,509	9,000	9,000	9,000		9,000	9,000		
Capital Outlay	8,718			2,000		2,000	2,000	2,000	100.0
TOTAL	\$1,090,996	\$1,329,113	\$1,309,848	\$1,318,255	(\$2,144)	\$1,316,111	\$1,310,577	(\$18,536)	(1.4)
Personnel Summary									
Full-time	12.0	12.0	12.0	12.0		12.0	12.0		
TOTAL	12.0	12.0	12.0	12.0		12.0	12.0		

FUTURE BUDGET CONSIDERATIONS:

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

PUBLIC SAFETY (continued)

5.3.6 Police - Community Services Division (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> • Improve overall training and staff capabilities in the area of Crash Reconstruction/Investigation. • Continue to implement the CTAP program to identify and address traffic “hotspots”. • Maintain established level of customer satisfaction regarding youth outreach programs. • Obtain Gang Resistance Education and Training (GREAT) certification for all SRO’s in the unit. 	<ul style="list-style-type: none"> • Continued to enhance department outreach programs to school age members of the community. • Hosted and conducted 60 youth-based programs and 34 adult based programs. • Incorporated concepts and ideas from CTAP in identifying and dealing with traffic “hotspots” and conducted 230 specialized traffic enforcement details. • Managed and coordinated police services to 130 special events. • Studied the use of technology in traffic safety and management and began analysis and review of photo red light programs and options. • Provided a more proactive review in plan review and commercial crime prevention programs by incorporating Crime Prevention Through Environmental Design (CEPTED) doctrine and principles. 	<ul style="list-style-type: none"> • Establish Community Watch programs (with Executive) • Maintain full staffing as authorized in the Traffic Management Unit (4). • Improve overall training and capabilities in the area of Crash Reconstruction and Investigation. • Continue effective information sharing regarding traffic hotspots with the CTAP program. • Maintain established level of customer satisfaction regarding youth outreach programs. • Obtain Gang Resistance Education and Training (GREAT) certification for all School Resources Officers in the unit. • Participate in the intelligence-led policing process.

PUBLIC SAFETY (continued)

5.3.6 Police - Community Services Division (continued)

Performance Measures



Community Safety / Quality of Life

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Estimated
Input					
#FTE	11	12	12	12	12
Dollars spent	\$939,355	\$1,107,567	\$1,291,294	\$1,343,722	\$1,329,793
Output					
# youth-based programs	18	19	44	60	66
# adult-based incident reports			33	34	34
# specialized traffic details			226	230	253
# special event details			126	130	130
Outcome					
# youth received training	5,464	4,223	4,167	4,627	5,090
# adults receiving training			436	438	482
# citations issued on specialized traffic details			848	900	1,260
Outcome					
% students rating mentoring program "excellent"		100%	100%	100%	100%
% parents rating car seat installation program as "excellent"		100%	100%	100%	100%
% change in traffic collisions from previous year		-22%	-3.6%	-6%	-7%

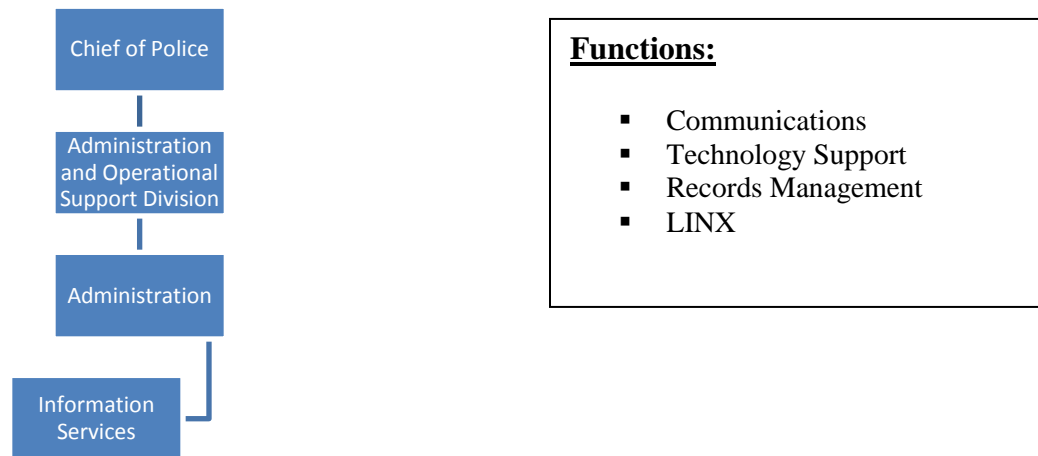
PUBLIC SAFETY (continued)

5.3.7 Police - Information Services Division

Program Description

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

Chart 5.18 Information Services Division Organizational Chart



PUBLIC SAFETY (continued)

5.3.7 Police - Information Services Division (continued)

Table 5.36 INFORMATION SERVICES BUDGET SUMMARY



Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,125,601	\$1,223,551	\$1,184,551	\$1,219,271		\$1,219,271	\$1,214,925	(\$8,626)	(0.7)
Contractual Services	36,936	125,400	125,000	153,848		153,848	153,848	28,448	22.7
Materials and Supplies	8,110	12,400	12,000	12,400		12,400	12,400		
Continuous Charges	13,060	18,000	18,000	17,800		17,800	17,800	(200)	(1.1)
Capital Outlay	143,738	32,850	32,000	33,000		33,000	33,000	150	0.5
TOTAL	\$1,327,445	\$1,412,201	\$1,371,551	\$1,436,319		\$1,436,319	\$1,431,973	\$19,772	1.4
Personnel Summary									
Full-time	15.0	15.0	15.0	15.0		15.0	15.0		
TOTAL	15.0	15.0	15.0	15.0		15.0	15.0		

FUTURE BUDGET CONSIDERATIONS:

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

PUBLIC SAFETY (continued)

5.3.7 Police - Information Services Division (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Complete implementation of new CAD/RMMS software system. • Continue refinement of records management effort. • Continue development and refinement of operational standard operating procedures. 	<ul style="list-style-type: none"> • Conducted internal re-engineering reviews to improve efficiency and effectiveness. • Improved supervisory span of control through personnel re-engineering. • Processed 63,242 (est) police activities. • Dispatched 29,086 (est) calls for service and handled 34,156(est) officer generated activities • Maintained career development program. • Completed implementation of new software systems for CAD/RMS. • Refined Records management for implementation of LINx. • Continued to maintain appropriate accreditation standards. <p>Began planning /coordinating with Loudoun County DIT and public safety agencies on upgrade of 800 MHz radio system.</p>	<ul style="list-style-type: none"> • Complete implementation/utilization of New World CAD/RMS software systems. • Continue to refine Records Management to incorporate all features of LINx. • Maintain career development program, ensure employees maintain proficiencies . • Continue the refinement of a section SOP. • Maintain appropriate Accreditation standards. • Continue /complete implementation with Loudoun County DIT and public safety agencies on upgrade of 800 MHz radio system.
 Community Safety / Quality of Life		
		<ul style="list-style-type: none"> • Participate in the Intelligence-led policing process.

PUBLIC SAFETY (continued)

5.3.7 Police - Information Services Division (continued)

Performance Measure

 Operational Efficiency and Fiscal Management

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Estimated
Input					
#FTE	15	15	15	15	15
Dollars spent	\$901,773	\$1,145,622	\$1,377,034	\$1,426,046	\$1,309,456
Output					
Total calls	52,039	56,682	54,494	63,242 (est)	60,000
# Officer generated calls	25,521	29,418	28,594	29,086 (est)	29,000
# Citizen generated calls	26,518	27,264	25,900	34,156 (est)	31,000
Efficiency					
Average # calls handled per dispatcher	4,336	4,723	4,833	5,270	5,000
Outcome					
Average process time for all priorities of calls (minutes)	2.44	3.38	4.44	4.58	4.50

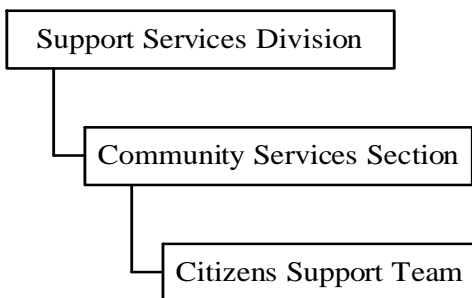
PUBLIC SAFETY (continued)

5.3.8 Police - Citizen's Support Team

Program Description

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

Chart 5.19 Citizen's Support Team Organizational Chart



- Functions:**
- Special Events
 - Neighborhood Patrol
 - Traffic Control
 - Emergency Response Support

Table 5.37 CITIZEN'S SUPPORT TEAM BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Contractual Services	\$165	\$1,060	\$1,060	\$1,060		\$1,060	\$1,060		
Materials and Supplies	232	1,545	1,540	1,545		1,545	1,545		
Continuous Charges	1,659	2,200	2,200	2,200		2,200	2,200		
Capital Outlay		1,000	1,000	1,000		1,000	1,000		
TOTAL	\$2,056	\$5,805	\$5,800	\$5,805		\$5,805	\$5,805		

PUBLIC SAFETY (continued)

5.3.8 Citizen's Support Team (continued)

FY 2009 Objectives FY 2009 Accomplishments FY 2010 Objectives



Community Safety / Quality of Life

- | | | |
|---|--|--|
| <ul style="list-style-type: none"> • Continue to provide staff assistance to support community activities. • Attempt to recruit additional members to the Team. | <ul style="list-style-type: none"> • Provided staffing assistance for 18 special events in the Town of Leesburg. • Provided over 7,700 hours of volunteer time in special event staffing, department representation, and proactive patrol. • Provided a savings of approximately 2,125 man-hours of sworn officer time. | <ul style="list-style-type: none"> • Continue to provide over 5,000 man-hours of support to community in special event and proactive patrol. • Continue to provide an approximate savings of over \$40,000 in police services. • Continue to promote, recruit, and expand the membership of the Team. • Improve team effectiveness through individual and collective training. |
|---|--|--|

Performance Measures



Community Safety / Quality of Life

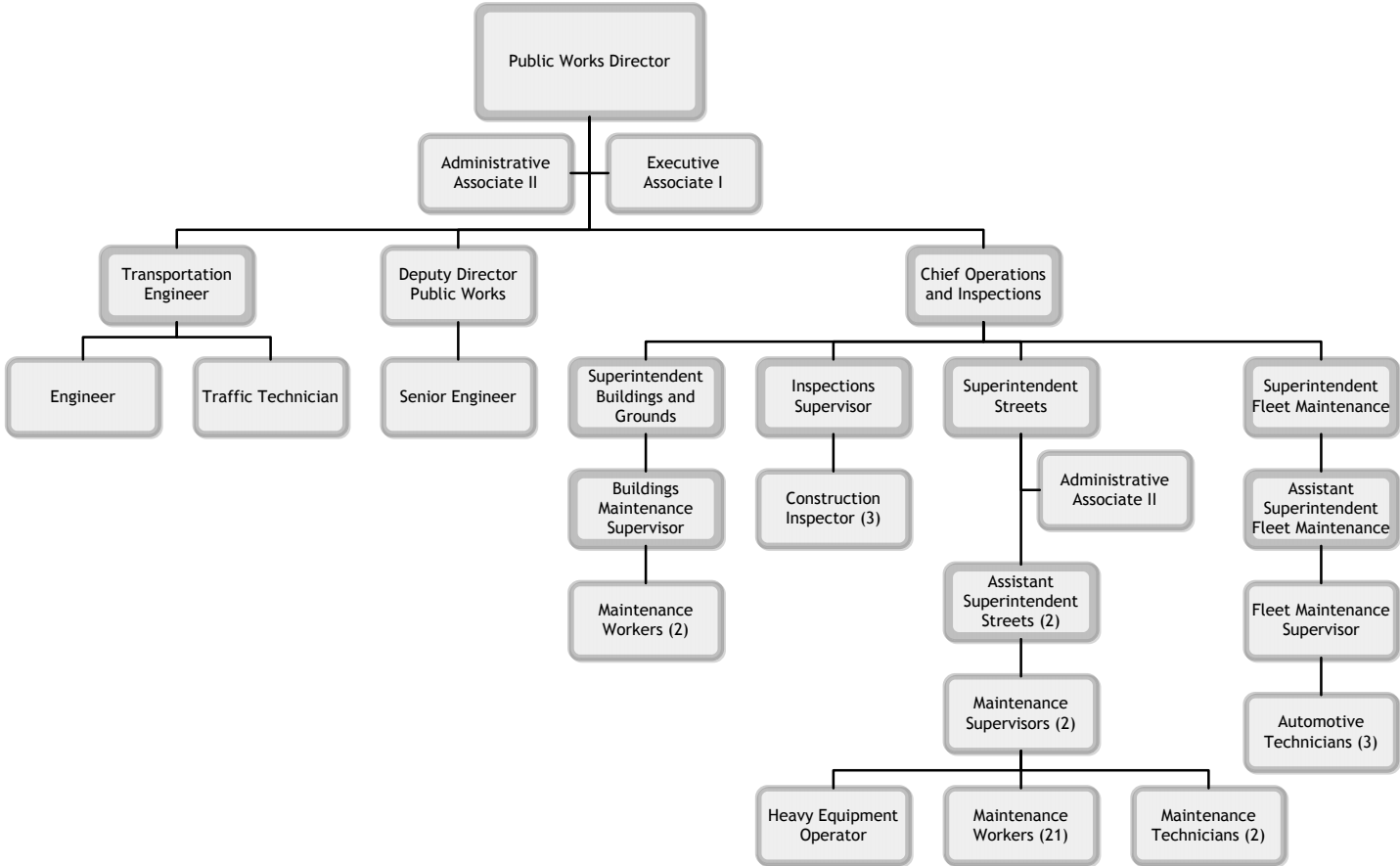
	CY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
# Volunteers	17	17	15	15	25
Dollars spent	\$5,000	\$4,964	\$5,805	\$5,805	\$5,805
Output					
# Hours for special events/proactive patrol	8,011	8,479	8,500	7,730	8,000
Efficiency					
# sworn officer hours replaced (factor of 25%)	2,002	2,119	2,125	1,925	2,000
Outcome					
Dollars saved	\$32,000	\$43,000	\$45,000	\$41,000	\$42,000

PUBLIC WORKS

5.4.1 Public Works - Summary

The Public Works function includes all divisions of the Public Works Department (see Chart 5.21 below).

Chart 5.20 Public Works Organizational Chart



PUBLIC WORKS (continued)

5.4.1 Public Works - Summary (continued)

Table 5.38 PUBLIC WORKS BUDGET SUMMARY									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Administration	\$563,438	\$527,204	\$521,224	\$530,885		\$530,885	\$526,472	(\$732)	(0.1)
Eng. and Inspections	1,702,228	924,255	906,910	815,632		815,632	733,207	(\$191,048)	(20.7)
Streets and Grounds	3,430,753	4,047,222	3,883,720	4,067,706	(2,863)	4,064,843	3,841,886	(\$205,336)	(5.1)
Building Maintenance	932,064	958,022	926,220	941,141		941,141	925,667	(\$32,355)	(3.4)
Fleet Maintenance	1,281,199	1,354,999	1,343,660	1,341,127		1,341,127	1,326,696	(\$28,303)	(2.1)
Refuse and Recycling	2,514,937	2,632,250	2,572,200	2,632,775		2,632,775	2,632,775	\$525	0.0
Traffic Management	764,409	1,141,977	1,101,777	1,011,050		1,011,050	949,850	(\$192,127)	(16.8)
TOTAL	\$11,189,028	\$11,585,929	\$11,255,711	\$11,340,316	(\$2,863)	\$11,337,453	\$10,936,553	(\$649,376)	(5.6)
Personnel Summary									
Full-time	61.0	53.0	53.0	53.0		53.0			
TOTAL	61.0	53.0	53.0	53.0		53.0			
Funding									
General Fund	\$7,917,323	\$8,331,891	\$8,001,673	\$8,101,054	(\$2,863)	\$8,098,191	\$7,697,291	(\$634,600)	(7.6)
Utilities Fund	708,129	640,126	640,126	465,436		465,436	465,436	(\$174,690)	(27.3)
Airport Fund	71,005	53,912	53,912	28,826		28,826	28,826	(\$25,086)	(46.5)
Developer Contribution	14,239	60,000	60,000	45,000		45,000	45,000	(\$15,000)	(25.0)
Highway Maint Fund	2,478,332	2,500,000	2,500,000	2,700,000		2,700,000	2,700,000	\$200,000	8.0
TOTAL	\$11,189,028	\$11,585,929	\$11,255,711	\$11,340,316	(\$2,863)	\$11,337,453	\$10,936,553	(\$649,376)	(5.6)

PUBLIC WORKS (continued)

5.4.2 Public Works – Administration

Program Description

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



Table 5.39 ADMINISTRATION BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY2009 Estimated	FY2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$550,091	\$507,489	\$501,509	\$512,285		\$512,285	\$509,872	\$2,383	0.5
Contractual Services	10,524	10,000	10,000	10,000		10,000	10,000		
Materials and Supplies	2,823	6,015	6,015	5,100		5,100	3,100	(\$2,915)	(48.5)
Continuous Charges		1,000	1,000	1,000		1,000	1,000		
Capital Outlay		2,700	2,700	2,500		2,500	2,500	(\$200)	(7.4)
TOTAL	\$563,438	\$527,204	\$521,224	\$530,885		\$530,885	\$526,472	(\$732)	(0.1)
Personnel Summary									
Full-time	5.0	5.0	4.0	4.0		4.0	4.0	(1.0)	(20.0)
TOTAL	5.0	5.0	4.0	4.0		4.0	4.0	(1.0)	(20.0)

PUBLIC WORKS (continued)

5.4.2 Public Works – Administration (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
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 <p>Economic Development and Downtown Improvements</p>		<ul style="list-style-type: none"> • Promote Loudoun Street public/private partnership (with Capital Projects Management, Economic Development, Finance, and Parks and Recreation). • Downtown Improvement capital projects (with Capital Projects Management, Economic Development, and Parks and Recreation). • Annexation (with Planning and Zoning, Executive, and Utilities).
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> • Initiate implementation of MUNIS work order and fleet maintenance module. 	<ul style="list-style-type: none"> • Maintained a high level of quality and customer satisfaction in the various service areas provided under the Public Works Department umbrella. • Provided additional opportunities for the distribution of information via the Town’s website. Through the reinventions of the Town’s website design and distribution of editing/content rights, the Department of Public Works added more information and on-line services in order to provide residents and the general public with easy to navigate information and expanded on-line capabilities to expedite service and response time. 	<ul style="list-style-type: none"> • Manage pilot “team” efforts: Zoning Enforcement, Tree Management, Capital Construction Inspection, Transportation Model (with Executive, Parks and Recreation, Planning and Zoning, Utilities, and Capital Projects Management). • To maintain a high level of quality and customer service areas provided under the Public Works Department umbrella. • Continue to update and add content to the Town website, seeking innovative ways to publicize Public Works’ services. • Aggressively explore opportunities for public/private partnerships (with all departments).

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

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

Engineering:

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

Inspections:

- Inspecting developer construction projects to ensure the highest quality infrastructure by enforcing construction standards and specifications.
- Providing inspection assistance to the Traffic Division for work in public right-of-way.

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

PUBLIC WORKS (continued)

5.4.3 Engineering and Inspections (continued)

Table 5.40 ENGINEERING AND INSPECTIONS BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,474,431	\$713,580	\$705,795	\$650,047		\$650,047	\$646,622	(\$66,958)	(9.4)
Contractual Services	200,225	167,560	160,000	150,630		150,630	71,630	(\$95,930)	(57.3)
Materials and Supplies	13,594	6,660	6,660	5,455		5,455	5,455	(\$1,205)	(18.1)
Continuous Charges	3,320	4,000	4,000	4,000		4,000	4,000		
Capital Outlay	10,658	32,455	30,455	5,500		5,500	5,500	(\$26,955)	(83.1)
TOTAL	\$1,702,228	\$924,255	\$906,910	\$815,632		\$815,632	\$733,207	(\$191,048)	(20.7)
Personnel Summary									
Full-time	13.0	6.0	6.0	6.0		6.0	6.0		
TOTAL	13.0	6.0	6.0	6.0		6.0	6.0		

FUTURE BUDGET CONSIDERATIONS:

- ❖ Incorporate additional State requirements related to the Town's MS4 permit such as additional public awareness through advertisements, brochures and mailings. It is also anticipated that future MS4 permit requirements will require additional staff time and lab cost related to performing water quality testing of the Town's streams and storm water outfalls. Additional resources may be needed to update and maintain storm drainage maps and attribute data tables.

PUBLIC WORKS (continued)

5.4.3 Engineering and Inspections (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
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Operational Efficiency and Fiscal Management

- | | |
|---|---|
| <ul style="list-style-type: none"> • Worked with the Department of Plan Review and Utilities to continue electronic filing storage system for as-built plans to eliminate paper copies or store them at the County storage facility. | <ul style="list-style-type: none"> • Continue inventory of as-built and record drawings. |
|---|---|



Land Development Process Improvements

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> • Continue to improve the level of inspections for public improvements made by developers. | <ul style="list-style-type: none"> • Conducted best management practice (BMP) and erosion and sediment control reviews of construction drawings, final development plans, site plans, and minor site plans in support of the Department of Plan Review. | <ul style="list-style-type: none"> • Continue to perform review of plans for BMP compliance in coordination with Department of Plan Review. |
|--|--|--|



Capital Infrastructure

Engineering:

- Continue implementation of the NPDES-Phase II Storm Water Program.
- Update the next five year MS-4 permit and prepare the first annual report for storm water overfalls as mandated by the US EPA.

Inspections:

- Continue to conduct asphalt inspections of all Town maintained roads to determine future repaving schedules.
- Continue to work with developers, contractors, and the Capital Projects Management Department to insure Town CIP projects are kept on schedule.
- Continue to update and field verify the overall Town-wide storm water maps.
- Continue to update and field verify Town-wide sidewalk and trail inventory maps.

- | | |
|--|---|
| <ul style="list-style-type: none"> • Shared inspection staff with CPM. • Worked with the IT Department to develop updated Town-wide storm sewer system maps and attribute tables. • Attended weekly progress meetings with Kettler to ensure the River Creek Parkway/Route 7 Interchange and Village at Leesburg sites were kept on track. • Inspected 15% of the Town’s storm sewer outfalls as required by the Virginia Department of Conservation and Recreation to conform with the Town’s MS-4 permit. • Completed Part I and implemented Part II of the MS-4 permit program of our current NPDES – Phase II permits as mandated by the Virginia Department of Conservation and Recreation (DCR) for the Town’s storm drainage system discharge and industrial permits for the airport, waste water plant and the public works maintenance facility. | <ul style="list-style-type: none"> • Priority project management – “A-Team approach” (with Executive, Town Attorney, Planning and Zoning, Plan Review, Utilities, and Capital Projects Management). • Maintain Capital Improvement Project Schedules (with Executive, Town Attorney, Plan Review, and Capital Projects Management). • Continue to conduct asphalt inspections of all Town maintained roads to records the condition of the pavement to determine future repaving schedules. • Continue to work with Capital Projects Management and Utilities Departments to inspect capital projects. • Continue implementation of National Pollution Discharge Elimination System-Phase II Storm water Program for the next 5 year MS-4 permit cycle with the State. Prepare the first annual report (associated with the new permit) as required by the National Pollutant Discharge Elimination System Permit for storm water outfalls as mandated by U.S. EPA. • Continue to inspect all Town storm sewer outfalls as required by the Virginia Department of Conservation and Recreation to be in conformance with the Town’s MS-4 permit. |
|--|---|

PUBLIC WORKS (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY09 Estimated
Input					
#FTE		4	3	3	3
Dollars spent		\$42,000	\$24,600	\$26,400	\$36,000
Output					
# Developer requests that require Council action		70	41	44	60
Efficiency					
Percentage of requests responded to within 15 days		100%	100%	100%	100%
Average cost per request response		\$621	\$666	\$600	\$600
Average # of request responses per inspector		17.5	18.8	14.6	20.0

PUBLIC WORKS (continued)

5.4.4 Streets and Grounds Maintenance

Program Description

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

Table 5.41 STREETS AND GROUNDS MAINTENANCE BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$2,029,452	\$2,216,612	\$2,216,610	\$2,275,666	(\$2,863)	\$2,272,803	\$2,237,846	\$21,234	1.0
Contractual Services	1,008,121	1,291,610	1,283,110	1,288,765		1,288,765	1,188,765	(\$102,845)	(8.0)
Materials and Supplies	158,699	235,300	221,300	255,535		255,535	235,535	\$235	0.1
Continuous Charges	14,861	166,600	130,600	236,440		236,440	168,440	\$1,840	1.1
Capital Outlay	219,620	137,100	32,100	11,300		11,300	11,300	(\$125,800)	(91.8)
TOTAL	\$3,430,753	\$4,047,222	\$3,883,720	\$4,067,706	(\$2,863)	\$4,064,843	\$3,841,886	(\$205,336)	(5.1)
Personnel Summary									
Full-time	30.0	30.0	30.0	30.0		30.0	30.0		
TOTAL	30.0	30.0	30.0	30.0		30.0	30.0		

PUBLIC WORKS (continued)

5.4.4 Streets and Grounds Maintenance (continued)

FUTURE BUDGET CONSIDERATIONS:

- ❖ The cost of street repaving is tied to the cost of oil. An increase in the price of oil will cause paving costs to increase in the future. The number of paved lane miles continues to increase due to development.
- ❖ As trees in the newer neighborhoods have begun to mature, there has been a large increase in the demand for brush and leaf collection. This demand will increase for the next several years as more trees are being planted and the older trees continue to increase in size.

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
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 Operational Efficiency and Fiscal Management		
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|--|--|--|
| <ul style="list-style-type: none"> • Develop long-range forecasts to assist with meeting Town needs in an efficient and cost effective manner. • | <ul style="list-style-type: none"> • Assisted Police with 25 employees working a total of 222 hours on the Obama Palin campaign events while 21 employees worked a total of 107 hours of preparation, set-up and tear-down. | <ul style="list-style-type: none"> • Work on improving maintenance of storm ponds and systems as required by the MS-4 permit. • Seek new and innovative methods for leaf and brush disposal with emphasis on recycling and cost reduction. • Implement a salt brine ice control system to reduce costs for chemicals while maintaining acceptable control levels. |
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 Community Safety / Quality of Life		
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- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • Clear silt and debris from storm drainage outfalls. • Continue to provide trash pickup and leaf collection programs. • | <ul style="list-style-type: none"> • Collected and disposed of debris, brush and limbs from citizen's properties after major storms as part of general pickup process. Made 11,567 curbside stops using 5,271 hours. Chipped 431 loads of brush. • Provided 1,903 hours of assistance to the Parks Staff for 22 special events. • Spent 8,139 hours mowing right-of-way, which includes 1,912 hours mowing at various park sites. • Collected over 262 truckloads of leaves during the Fall Leaf Pickup Program. • Installed a new drainage structure on West Market to prevent South King from flooding. • | <ul style="list-style-type: none"> • Clear silt and debris from storm drainage outfalls. • Continue to provide brush pickup and leaf collection programs. • Continue maintenance of roadways as needed (shoulders, mowing, trim brush, remove dead trees, replace signs, patch potholes). |
|--|---|--|

PUBLIC WORKS (continued)

5.4.4 Streets and Grounds Maintenance (continued)

Performance Measure

 Operational Efficiency and Fiscal Management

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

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Estimated
Input					
Dollars spent	\$142,001	\$177,926	\$196,130	\$275,067*	\$290,000
Output					
# Curbside brush pickups	8,353	10,481	10,000	11,567	12,000
Efficiency					
Cost per pickup	\$17	\$16.98	\$19.61	\$23.78	\$24.16
Percentage of pickups completed within 24 hours	60%	60%	65%	65%	70%
Percentage of pickups completed within 48 hours	80%	80%	90%	90%	90%

* From June 4 thru June 11, 2008 damage from a major storm damage resulted in 945 stops resulting in 73 loads of brush and debris. On June 18 and June 19, 2008, another storm produced 19 loads of brush and debris.

PUBLIC WORKS (continued)

5.4.4 Streets and Grounds Maintenance (continued)

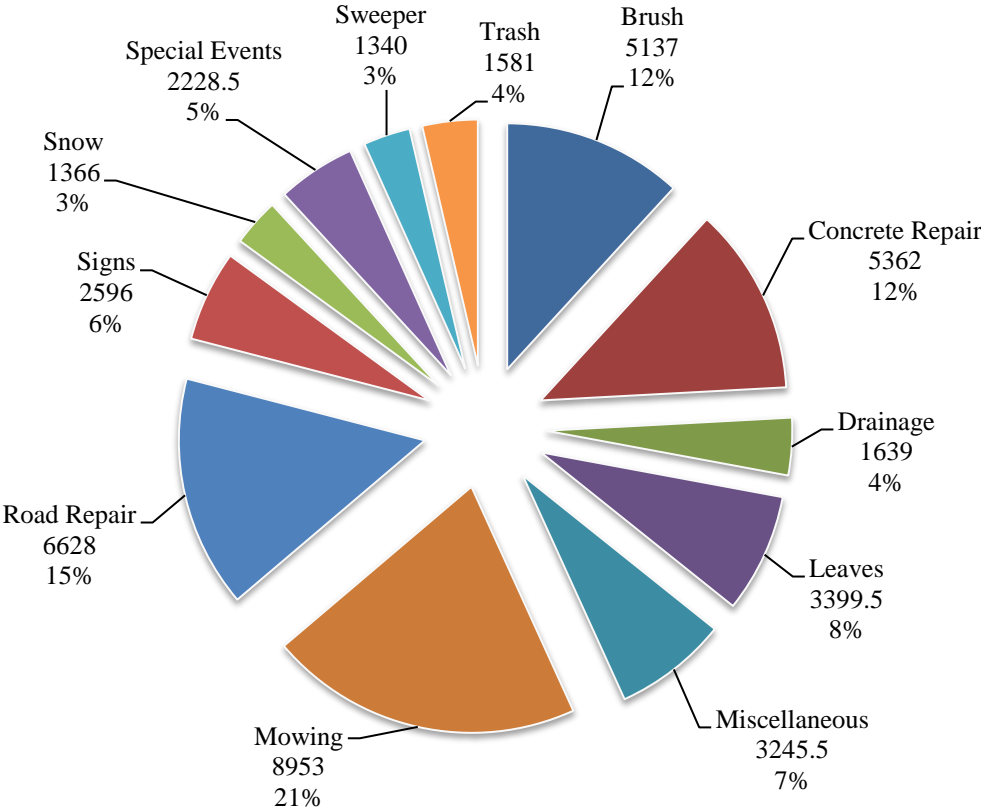


Chart 5.21 Actual Hours Worked (43,475.5) and Percentage of Total, CY 2008

PUBLIC WORKS (continued)

5.4.4 Streets and Grounds Maintenance (continued)

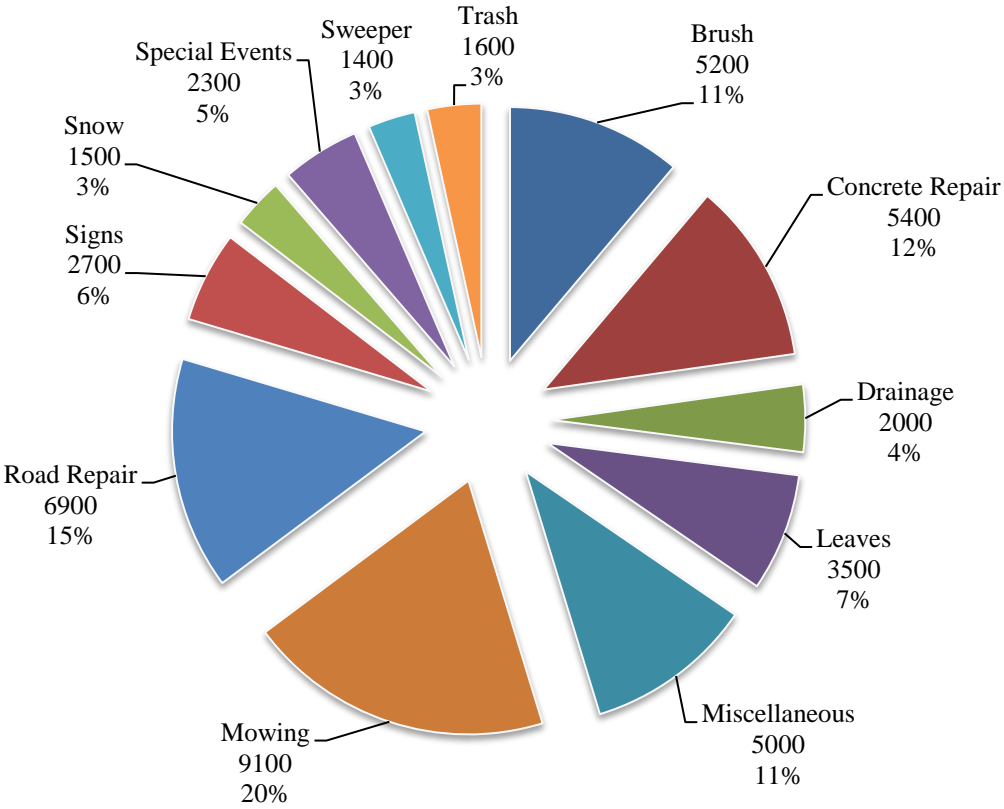


Chart 5.22 Projected Hours (46,400) Work, FY 2010

PUBLIC WORKS (continued)

5.4.5 Building Maintenance

Program Description

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

Table 5.42 BUILDING MAINTENANCE BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$338,886	\$327,022	\$324,120	\$342,181		\$342,181	\$340,707	\$13,685	4.2
Contractual Services	318,667	357,900	335,000	351,400		351,400	337,400	(\$20,500)	(5.7)
Materials and Supplies	35,667	33,100	31,100	33,100		33,100	33,100		
Continuous Charges	195,873	198,000	198,000	173,460		173,460	173,460	(\$24,540)	(12.4)
Capital Outlay	42,971	42,000	38,000	41,000		41,000	41,000	(\$1,000)	(2.4)
TOTAL	\$932,064	\$958,022	926,220	\$941,141		\$941,141	\$925,667	(\$32,355)	(3.4)
Personnel Summary									
Full-time	4.0	4.0	4.0	4.0		4.0	4.0		
TOTAL	4.0	4.0	4.0	4.0		4.0	4.0		

FUTURE BUDGET CONSIDERATIONS:

- ❖ An additional employee will be required for maintenance of the parking deck and downtown buildings.
- ❖ Costs will increase for maintenance and replacement of furnishings and fixtures in Town Hall due to age and use of the building.

PUBLIC WORKS (continued)

5.4.5 Building Maintenance (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
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Operational Efficiency and Fiscal Management

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|---|---|--|
| <ul style="list-style-type: none"> • Replace final section of the roof at the Public Works facility. | <ul style="list-style-type: none"> • Replaced main fire control panel in Town Hall. • Completed replacement of the Balch Library fence. • Replaced a section of the roof on Public Works facility. | |
|---|---|--|



Community Safety / Quality of Life

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> • Begin renovation of the Loudoun Museum. • Initiate replacement of Town Parking Deck lighting. • Continue to upgrade the electrical and HVAC systems at Town Hall. | <ul style="list-style-type: none"> • Retrofitted control system of Town Hall RTUs to increase energy efficiency and comfort. • Ongoing retrofit of HVAC system at Town Hall with new VAV controllers. | <ul style="list-style-type: none"> • Begin retrofit of parking deck lighting system to improve energy efficiency and interior lighting. • Begin renovations at the Loudoun Museum and Log Cabin to preserve and improve the structures. • Continue to upgrade VAV controls o the Town Hall HVAC system to improve control and decrease energy use, at the same time this will improve indoor air quality. |
|---|---|--|

PUBLIC WORKS (continued)

5.4.5 Building Maintenance (continued)

Performance Measure

 Operational Efficiency and Fiscal Management

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

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Estimated
Input					
#FTE		4	4	4	4
# of facilities maintained		12	12	12	12
Square footage of facilities maintained		264,796	264,796	264,796	264,796
# Service calls received		1,134	1,360	1,475	1,269
Output					
# Service calls completed		1,134	1,234	1,392	1,275
# Service calls completed within 48 hours		1,088	1,193	1,322	1,251
Efficiency					
Percentage of service calls completed within 48 hours		96%	96%	95%	97%
Average square footage maintained per employee		66,199	66,199	66,199	66,199
Average # of service calls completed per employee		183.5	311	348	318
Average # of facilities maintained per employee		3	3	3	3

PUBLIC WORKS (continued)

5.4.6 Fleet Maintenance

Program Description

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

Table 5.43 FLEET MAINTENANCE BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$565,526	\$609,769	\$602,750	\$609,617		\$609,617	\$605,186	(\$4,583)	(0.8)
Contractual Services	26,934	47,270	47,000	45,650		45,650	35,650	(11,620)	(24.6)
Materials and Supplies	179,576	181,410	179,410	177,210		177,210	177,210	(4,200)	(2.3)
Insurance Claim Repl.	44,792	60,000	60,000	60,000		60,000	60,000		
Continuous Charges	464,371	451,550	449,500	448,650		448,650	448,650	(2,900)	(0.6)
Capital Outlay		5,000	5,000					(5,000)	100.0
TOTAL	\$1,281,199	\$1,354,999	\$1,343,660	\$1,341,127		\$1,341,127	\$1,326,696	(\$28,303)	(2.1)
Personnel Summary									
Full-time	6.0	6.0	6.0	6.0		6.0	6.0		
TOTAL	6.0	6.0	6.0	6.0		6.0	6.0		


PUBLIC WORKS (continued)

5.4.6 Fleet Maintenance (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
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 Economic Development and Downtown Improvements		
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- Complied with DEQ regulations for in-ground gas and fuel storage and waste oil tanks and vehicle emissions.

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

- Technician obtained his State Inspection license.
- Managed additional equipment auction of surplus Town-owned equipment.
- Supported emergency snow situations by providing manpower to operate and repair equipment.
- Assisted multiple departments in compliance with State vehicle purchasing process.

- Keep Town fleet vehicles and equipment on the road with minimal downtime.
- Implement new inventory management system.
- Maintain preventative maintenance schedule for all fleet vehicles.
- Upgrade the air compressor that is 21 years old.
- Provide budget information to other departments for vehicle purchases.
- Notify departments when vehicles are scheduled for replacement to assist with budget preparation.
- Increase assistance to multiple departments in support of compliance with State Vehicle purchasing process including completing eVA order forms for Finance Department.
- Reduce non-availability duration of Town-owned vehicles by increasing number of state safety inspectors on staff.
- Buy new fleet software.

PUBLIC WORKS (continued)

5.4.6 Fleet Maintenance (continued)

Performance Measure

 Operational Efficiency and Fiscal Management

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

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Estimated
Input					
#FTE to complete job	1	1	1	1	1
Dollars spent on oil filters	\$15,175	\$17,559	\$18,064	\$19,946	\$24,879
# Gasoline powered vehicles/equipment	320	340	342	349	349
# Diesel powered vehicles/equipment	108	127	130	131	131
Output					
# Gasoline powered vehicles/equipment serviced	301	323	331	339	361
# Diesel powered vehicles/equipment serviced	103	124	127	128	135
Efficiency					
Cost per gasoline vehicle maintained	\$22.23	\$22.78	\$24.86	\$26	\$33
Cost per diesel vehicle maintained	\$74.65	\$77.28	\$81.36	\$83	\$102
Percentage of gasoline vehicles serviced on/before scheduled interval	94%	95%	96%	97%	97%
Percentage of diesel vehicles serviced on/before scheduled interval	95%	98%	98%	98%	98%

PUBLIC WORKS (continued)

5.4.7 Refuse Collection and Recycling

Program Description

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

Table 5.44 REFUSE COLLECTION AND RECYCLING BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services									
Contractual Services	\$2,505,456	\$2,625,250	\$2,565,200	\$2,624,330		\$2,624,330	\$2,624,330	(\$920)	(0.0)
Materials and Supplies	9,481	7,000	7,000	8,445		8,445	8,445	1,445	20.6
TOTAL	\$2,514,937	\$2,632,250	\$2,572,200	\$2,632,775		\$2,632,775	\$2,632,775	\$525	0.0

FUTURE BUDGET CONSIDERATIONS:

- ❖ Additional opportunities for community document shredding events have been requested after the success of the first two events the Town sponsored. The Town may wish to consider providing additional special recycling opportunities to Town residents. Such special events may help reduce landfill tipping fees for trash disposal and increase the Town's annual recycling rate.

PUBLIC WORKS (continued)

5.4.7 Refuse Collection and Recycling (continued)

FY 2009 Objectives FY 2009 Accomplishments FY 2010 Objectives

 **Community Safety / Quality of Life**

- Increase the service efficiency of the refuse contractor.
- Continue efforts toward same day pickup of bulk materials.
- Provided two community document shredding events free to residents.
- Maintained Town-wide recycling rate of 26%, which is greater than State requirement of 25%.
- Service delivery efficiencies – same day pickup of bulk material and recycling.
- Semi-annual community document shredding events to increase recycling rate to comply with State requirements.
- Increase the types of materials that can be recycled.
- Addition of community document shredding events to increase recycling rates and reduce paper and some cardboard from being sent to the landfill.

Performance Measures

 **Operational Efficiency and Fiscal Management**

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

 **Community Safety / Quality of Life**

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Estimated
Input					
Residential Curbside Pickups	1,092,000	1,098,000	1,102,400	1,105,400	1,105,600
Commercial Curbside Pickups	53,820	54,600	55,000	55,000	55,000
Output					
Total number of complaints	140	144	139	150	150
Efficiency					
Percentage of complaints vs. # of pickups	0.012%	0.013%	0.012%	0.012%	0.012%

PUBLIC WORKS (continued)

5.4.8 Traffic Management

Program Description

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





Table 5.45 TRAFFIC MANAGEMENT BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$292,315	\$343,077	\$340,500	\$349,431		\$349,431	\$348,231	\$5,154	1.5
Contractual Services	20,308	124,900	100,000	75,400		75,400	75,400	(49,500)	(39.6)
Materials and Supplies	35,925	25,500	25,000	29,300		29,300	29,300	3,800	14.9
Transfer Payments	4,325	50,000	50,000	50,000		50,000	50,000		
Continuous Charges	365,441	407,000	400,000	435,419		435,419	435,419	28,419	7.0
Capital Outlay	46,095	191,500	186,277	71,500		71,500	11,500	(180,000)	(94.0)
TOTAL	\$764,409	\$1,141,977	\$1,101,777	\$1,011,050		\$1,011,050	\$949,850	(\$192,127)	(16.8)
Personnel Summary									
Full-time	3.0	3.0	3.0	3.0		3.0	3.0		
TOTAL	3.0	3.0	3.0	3.0		3.0	3.0		

PUBLIC WORKS (continued)

5.4.8 Traffic Management (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
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 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Provide review and inspection of work performed by property owners and utility companies on public rights-of-way. 	<ul style="list-style-type: none"> • Provided staff and technical support to the Leesburg Standing Residential Traffic Committee and assisted in preparing all meeting agendas, presentations and traffic studies. 	<ul style="list-style-type: none"> • Provide review and inspection of work performed for property owners and utility companies in public right-of-way.
 Community Safety / Quality of Life		
	<ul style="list-style-type: none"> • Coordinated the installation of the Driver Feedback sign. 	
 Land Development Process Improvements		
	<ul style="list-style-type: none"> • Provided technical transportation comments to the Planning and Zoning Department for all special exception and rezoning applications. 	<ul style="list-style-type: none"> • Amend Town Transportation Plan (with Executive and Planning and Zoning).
 Capital Infrastructure		
<ul style="list-style-type: none"> • Continue to assist with the design and construction of Battlefield Parkway and Kincaid to Route 7 projects. • Coordinate the implementation of traffic calming projects. • Coordinate the design and installation of traffic signals. • Coordinate activities for transportation planning and improvement projects for the Town and Northern Virginia Transportation Authority. • Provide technical support to VDOT for the Route 7/15 Bypass widening to six lanes from East Market Street to South King Street including the flyover at Sycolin Road. 	<ul style="list-style-type: none"> • Conducted the annual update inspections of all streets and bridges. • Coordinated the installation of the traffic signal management computer system. • Provided review and support for the coordination of the Battlefield Parkway project from Kincaid Boulevard to Route 7. 	<ul style="list-style-type: none"> • Assist with the design/build activity on the Battlefield Parkway project from Route 7 to Kincaid Boulevard. • Coordinate the implementation of traffic calming projects. • Coordinate the design and installation of new traffic signals. • Coordinate activities for transportation planning and improvement projects for the Town at the Northern Virginia Transportation Authority (NVTA) • Provide technical support to VDOT for the Route 7/15 Bypass widening to six (6) lanes from East Market Street to South King Street including the Flyover at Sycolin Road.

PUBLIC WORKS (continued)

5.4.8 Traffic Management (continued)

Performance Measure

 **Operational Efficiency and Fiscal Management**

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

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Estimated
Input					
Dollars spent	\$119,000	\$124,000	\$127,000	\$148,000	\$173,000
# Traffic signals	34	35	36	42	49
Output					
# Service calls	116	67	47	78	78
Efficiency					
Percentage of service calls completed within 30 minutes during business hours	95%	96%	96%	96%	96%
Percentage of service calls completed within 60 minutes after business hours	95%	96%	96%	95%	95%
Percentage of service calls completed in less than the targeted time	95%	96%	96%	95%	95%
Cost of service per signal	\$3,500	\$3,548	\$3,528	\$3,524	\$3,531

LEISURE SERVICES

5.5.1 Leisure Services – Summary

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

Table 5.46 LEISURE SERVICES BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Parks and Recreation	\$6,554,151	\$6,942,897	\$6,753,746	\$6,952,824	\$218,437	\$7,171,261	\$7,058,499	\$115,602	1.7
Parks Advisory Commission	3,346	4,520	4,520	4,520		4,520	4,520		
Thomas Balch Library	481,243	523,268	515,968	523,016		523,016	521,449	(1,819)	(0.3)
Library Advisory Commission	6,947	6,020	6,020	6,020		6,020	6,020		
TOTAL	\$7,045,687	\$7,476,705	\$7,280,254	\$7,486,380	\$218,437	\$7,704,817	\$7,590,488	\$113,783	1.5
Personnel Summary									
Full-time	44.00	45.00	46.00	45.00		45.00	45.00		
Part-time	59.03	71.03	70.03	70.13	4.25	74.38	74.38	3.35	4.7
TOTAL	103.03	116.03	116.03	115.13	4.25	119.38	119.38	3.35	2.9

LEISURE SERVICES (continued)**5.5.2 Parks and Recreation Summary****Program Description**

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

LEISURE SERVICES (continued)

5.5.2 Parks and Recreation Summary (continued)

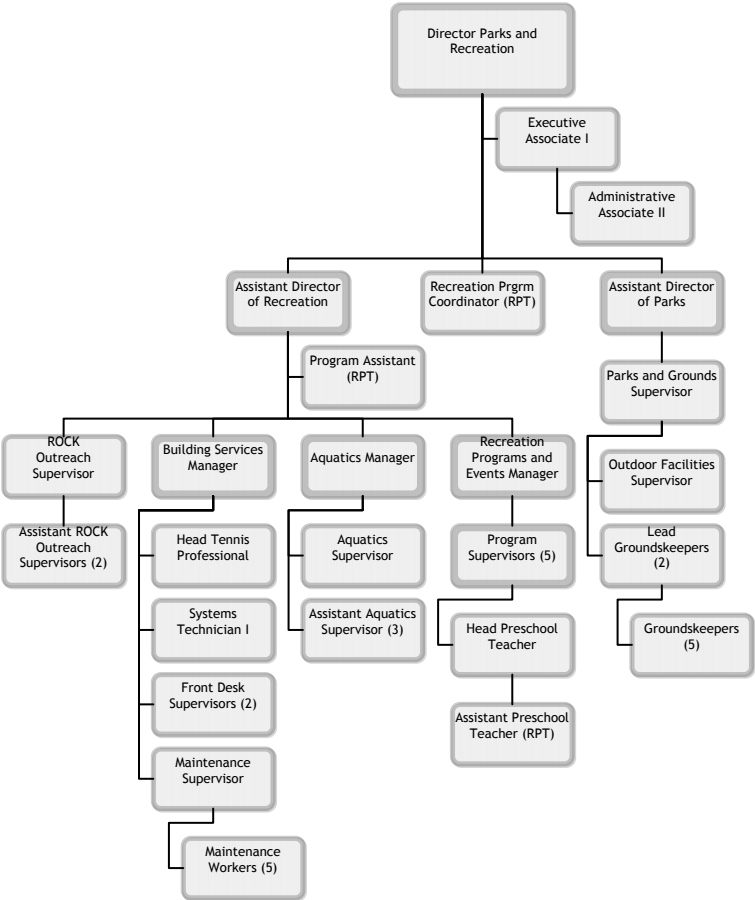


Chart 5.23 Parks and Recreation Organizational Chart

LEISURE SERVICES (continued)

5.5.2 Parks and Recreation Summary (continued)

Table 5.47 PARKS AND RECREATION BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Administration Division	\$310,076	\$389,327	\$376,000	\$390,711		\$390,711	\$386,181	(\$3,146)	(0.8)
Parks Division	1,158,060	1,213,853	1,173,433	1,237,901		1,237,901	1,179,438	(\$34,415)	(2.8)
Recreation Division	5,086,015	5,339,717	5,204,313	5,324,212	218,437	5,542,649	5,492,880	\$153,163	2.9
TOTAL	\$6,554,151	\$6,942,897	\$6,753,746	\$6,952,824	\$218,437	\$7,171,261	\$7,058,499	\$115,602	1.7
Personnel Summary									
Full-time	39.00	40.00	41.00	40.00		40.00	40.00		
Part-time	57.80	69.80	68.80	69.90	4.25	74.15	73.15	3.35	4.80
TOTAL	96.80	109.80	109.80	109.90	4.25	114.15	113.15	3.35	3.05
Funding									
General Fund	\$2,781,384	\$2,808,020	\$2,618,869	\$2,323,250		\$2,319,058	\$2,141,296	(\$666,724)	(23.7)
Uran Fund				219,091		219,091	219,091	219,091	100.0
Proffer				94,000		94,000	94,000	94,000	100.0
Recreation Charges	3,772,767	4,134,877	4,134,877	4,316,483	222,629	4,539,112	4,604,112	469,235	11.3
TOTAL	\$6,554,151	\$6,942,897	\$6,753,746	\$6,952,824	\$222,629	\$7,171,261	\$7,058,499	\$115,602	1.7

LEISURE SERVICES (continued)

5.5.3 Parks and Recreation – Administration Division

Program Description



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

Table 5.48 PARKS AND RECREATION ADMINISTRATION BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$266,455	\$333,527	\$330,200	\$343,311		\$343,311	\$341,781	\$8,254	2.5
Contractual Services	28,477	37,900	27,900	29,500		29,500	28,500	(9,400)	(24.8)
Materials and Supplies	6,872	7,500	7,500	7,500		7,500	6,500	(1,000)	(13.3)
Continuous Charges	8,272	10,400	10,400	10,400		10,400	9,400	(1,000)	(9.6)
Capital Outlay									
TOTAL	\$310,076	\$389,327	\$376,000	\$390,711		\$390,711	\$386,181	(\$3,146)	(0.8)
Personnel Summary									
Full-time	3.0	3.0	3.0	3.0		3.0	3.0		
Part-time	0.5	0.5	0.5	0.5		0.5	0.5		
TOTAL	3.5	3.5	3.5	3.5		3.5	3.5		

LEISURE SERVICES (continued)

5.5.3 Parks and Recreation – Administration Division (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
 Operational Efficiency and Fiscal Management		
		<ul style="list-style-type: none"> • Manage pilot “team” efforts: Zoning Enforcement, Tree Management, Capital Construction Inspection, Transportation Model (with Executive, Public Works, Planning and Zoning, Utilities, and Capital Projects Management). • Aggressively explore opportunities for public/private partnerships (with all departments).
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> • To open the Outdoor Pool at Ida Lee. • To develop and open Morven Meadows Park in cooperation with Morven Park and the Friends Group. • To continue implementation of the 20-Year Comprehensive Plan for Parks, Recreation, Open spaces, Trails and Greenways. • To pursue National Accreditation for the Parks and Recreation Department. 	<ul style="list-style-type: none"> • Opened the A.V. Symington Aquatics Center at Ida Lee Park. • Developed and opened dog park at Olde Izaak Walton Park in cooperation with Friends Group. • Completed design and engineering work for the Maintenance Facility at Ida Lee Park. 	<ul style="list-style-type: none"> • To oversee, develop, and open Potomac Crossing Park. • To begin the process of developing site specific Master plans at various Town parks. • To continue implementation of the 20-Year Comprehensive Plan for Parks, Recreation, Open Space, Trails and Greenways. • To develop and open the Maintenance Facility at Ida Lee Park.

LEISURE SERVICES (continued)

5.5.4 Parks and Recreation – Parks Division

Program Description

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

Table 5.49 PARKS AND RECREATION - PARKS DIVISION BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$723,821	\$772,123	\$747,223	\$824,211		\$824,211	\$815,548	\$43,425	5.6
Contractual Services	84,666	118,700	106,200	89,500		89,500	77,500	(41,200)	(34.7)
Materials and Supplies	136,641	139,820	136,800	137,820		137,820	137,820	(2,000)	(1.4)
Continuous Charges	155,239	163,210	163,210	176,370		176,370	138,570	(24,640)	(15.1)
Capital Outlay	57,693	20,000	20,000	10,000		10,000	10,000	(10,000)	(50.0)
TOTAL	\$1,158,060	\$1,213,853	\$1,173,433	\$1,237,901		\$1,237,901	\$1,179,438	(\$34,415)	(2.8)
Personnel Summary									
Full-time	9.0	9.0	10.0	10.0		10.0	10.0	1.0	11.1
Part-time	2.0	2.0	1.5	1.5		1.5	1.5	(0.5)	(25.0)
TOTAL	11.0	11.0	11.5	11.5		11.5	11.5	0.5	4.5

LEISURE SERVICES (continued)

5.5.4 Parks and Recreation – Parks Division (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
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Economic Development and Downtown Improvements

- Promote Loudoun Street public/private partnership (with Capital Projects Management, Economic Development, Finance, and Public Works).
- Downtown Improvement capital projects (with Capital Projects Management, Economic Development, and Public Works).



Community Safety / Quality of Life

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> • To provide temporary access at Veteran’s Park. • To open and begin operation and programming of Potomac Crossing Park. • To provide site maintenance support for new outdoor pool and tennis center at Ida Lee Park. • To provide site maintenance and operation of new Morven Meadows Park. • To renovate Catoclin Skatepark. | <ul style="list-style-type: none"> • Completed construction of dog park at Olde Izaak Walton Park. • Completed A.V. Symington Aquatic Center landscaping. • Completed new playground at Brandon Park through the use of CDBG funds. • Expanded game slot opportunities at all athletic field sites. • Developed new field use guidelines for the allocation of athletic fields. | <ul style="list-style-type: none"> • To provide temporary access improvements at Veteran’s Park. • To open and begin operation and programming of Potomac Crossing Park. • To provide site maintenance and operation of new dog park at Olde Izaak Walton Park. |
|--|--|--|

LEISURE SERVICES (continued)

5.5.4 Parks and Recreation – Parks Division (continued)

Performance Measures

 Community Safety / Quality of Life  Operational Efficiency and Fiscal Management

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
# FTE	8.2	9.2	9.2	9.2	9.2
Dollars spent	\$894,700	\$963,792	\$1,130,000	\$1,149,762	\$1,198,853
# Hours spent: Field maintenance		4,860	5,000	6,000	6,500
# Hours spent: General park maintenance		6,240	6,000	6,200	6,200
# Hours spent: Improvement projects		640	640	800	700
Output					
# Athletic games played	900	900	1,100	1,350	1,500
# Park improvement projects completed	3	2	3	6	5
Efficiency					
Annual Cost per Capita	\$25.06	\$26.40	\$29.73	\$30.25	\$31.13
Effectiveness					
Complaints received		20	10	10	8

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division

Program Description



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

Table 5.50 PARKS AND RECREATION - RECREATION DIVISION BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,871,491	\$4,050,521	\$3,963,303	\$3,975,016	\$187,842	\$4,162,858	\$4,128,089	\$77,568	1.9
Contractual Services	697,058	717,310	675,310	724,160	305	\$724,465	718,465	\$1,155	0.2
Materials and Supplies	221,210	243,094	237,000	272,244	17,090	\$289,334	280,334	\$37,240	15.3
Continuous Charges	286,391	319,292	319,200	346,292	13,200	\$359,492	359,492	\$40,200	12.6
Capital Outlay	9,865	9,500	9,500	6,500		\$6,500	6,500	(\$3,000)	(31.6)
TOTAL	\$5,086,015	\$5,339,717	\$5,204,313	\$5,324,212	\$218,437	\$5,542,649	\$5,492,880	\$202,932	3.8
Personnel Summary									
Full-time	27.00	28.00	28.00	27.00		27.00	27.00	(1.00)	(3.6)
Part-time	55.30	67.30	66.80	66.90	4.25	71.15	71.15	3.85	5.7
TOTAL	82.30	95.30	94.80	93.90	4.25	98.15	98.15	2.85	3.0

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> Exceed revenue goals while operating within established guidelines. 	<ul style="list-style-type: none"> Exceeded projected FY 09 Tennis Revenues by 25%. 	
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> Construct and open outdoor pool at Ida Lee Park. Increase the number of recreation based program offerings by 5%. 	<ul style="list-style-type: none"> Replaced aging white coat for the Auxiliary pool at Ida Lee Recreation Center. Installed new drain covers for both pools at Ida Lee Park Recreation Center to be in compliance with the new Virginia Graeme Baker Act Federal guidelines. Established partnership with Dodona Manor for the Veterans Day Observance. Community Outreach successfully implemented the NRPA Sajai Pilot Program. Initiated the “5,000-Hour Challenge” Program with Catoctin Elementary School as part of the departments Step Up To Health initiative to combat childhood obesity. 	<ul style="list-style-type: none"> Successfully manage the first season of the A.V. Symington Aquatic Center. Exceed revenue goals while operating within established guidelines. Inspect and upgrade indoor slide and diving board for indoor pool at Ida Lee Park Recreation Center. Host first Annual Community Health Fair. Increase number of preschool students in four year old program.

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division (continued)

Performance Measure

 Community Safety / Quality of Life

 Operational Efficiency and Fiscal Management

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
# FTE	75.3	75.3	76.6	76.6	77.6
Dollars spent	\$3,369,560	\$3,461,011	\$3,665,686	\$3,350,961	\$4,787,055
Output					
# Programs offered	2,284	2,328	2,629	3,098	3,158
# Program participants	18,272	18,264	18,519	19,586	22,525
# Ida Lee pass visits	217,089	253,297	233,649	245,503	247,965
# Ida Lee daily admissions	67,522	76,074	83,299	76,590	77,793
Revenue generated	\$2,979,892	\$3,097,310	\$3,276,768	\$3,617,123	\$4,134,877
Outcome					
Percentage of programs rated as good or excellent by participants	90%	94%	94%	95%	95%
Efficiency					
Cost recovery rate (70% Town Council mandate)	88%	89%	88%	83%	86%
Cost per capita after revenue	\$10.91	\$9.84	\$11.35	\$19.31	\$17.16

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division (continued)

Performance Measure

Program: Special Events



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
#FTE	1	1	1	1	1
Dollars spent	\$207,675	\$283,038	\$232,449	\$241,989	\$292,313
Output					
# of events offered	13	12	12	11	11
# Program participants	67,839	57,000	67,589	56,460	64,600
Revenues generated	\$163,485	\$155,830	\$169,237	\$155,770	\$150,000
Outcome					
# of events receiving local, state or national awards	2	3	3	4	5
Efficiency					
Cost per capita after revenue	\$1.24	\$3.44	\$1.66	\$2.27	\$3.75
Cost per participant after revenue	\$.65	\$2.23	\$.93	\$1.52	\$2.20

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division (continued)

Performance Measure

Program: Community Outreach



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
# FTE	2.3	2.3	3.5	3.5	3.5
Dollars spent	\$9,180	\$141,575	\$188,345	\$194,601	\$231,855
Grants/Donations Received		\$10,772	\$10,772	\$1,500	\$4,000
Output					
# program sites		3	4	4	4
# activity hours		820	1,385	1,392	1,432
# program participants		363	385	280	300
Efficiency					
Cost per program hour offered		\$172	\$136	\$140	\$161
Cost per capita after revenue		3.83	\$4.95	\$5.12	\$6.10
Cost per participant		\$390	\$490	\$695	\$828
Effectiveness					
Attendance rate		61%	55%	65%	65%

LEISURE SERVICES (continued)

5.5.6 Parks and Recreation Advisory Commission

Program Description

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

Table 5.51 PARKS AND RECREATION ADVISORY COMMISSION BUDGET SUMMARY									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,346	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
TOTAL	\$3,346	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Funding Summary									
General Fund	\$3,346	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
TOTAL	\$3,346	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		

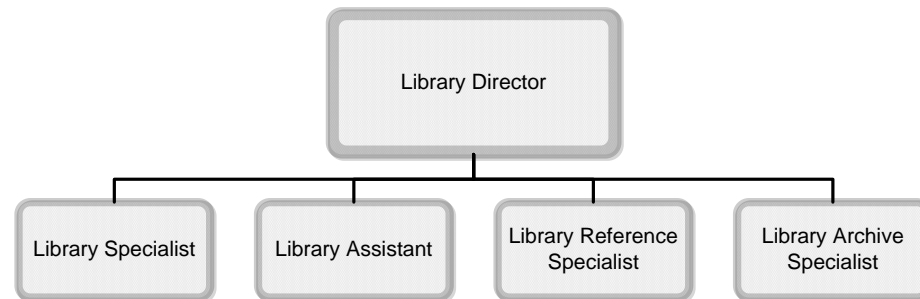
LEISURE SERVICES (continued)

5.5.7 Thomas Balch Library

Program Description

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

Chart 5.24 Thomas Balch Library Organizational Chart



LEISURE SERVICES (continued)

5.5.7 Thomas Balch Library (continued)

Table 5.52 THOMAS BALCH LIBRARY BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$391,976	\$408,313	\$405,313	\$422,839		\$422,839	\$421,272	\$12,959	3.2
Contractual Services	37,468	46,156	45,156	38,588		38,588	38,588	(\$7,568)	(16.4)
Materials and Supplies	30,112	35,500	34,320	36,500		36,500	36,500	\$1,000	2.8
Continuous Charges	21,687	25,949	24,949	25,089		25,089	25,089	(\$860)	(3.3)
Capital Outlay		7,350	6,230					(\$7,350)	(100.0)
TOTAL	\$481,243	\$523,268	\$515,968	\$523,016		\$523,016	\$521,449	(\$1,819)	(0.3)
Personnel Summary									
Full-time	5.00	5.00	5.00	5.00		5.00	5.00		
Part-time	1.23	1.23	1.23	1.23		1.23	1.23		
TOTAL	6.23	6.23	6.23	6.23		6.23	6.23		
Funding Summary									
General Fund	\$464,748	\$507,268	\$499,968	\$507,016		\$507,016	\$505,449	(\$1,819)	(0.4)
Library Revenues	16,495	16,000	16,000	16,000		16,000	16,000		
TOTAL	\$481,243	\$523,268	\$515,968	\$523,016		\$523,016	\$521,449	(\$1,819)	(0.3)

FUTURE BUDGET CONSIDERATIONS:

- Security system including electronically monitored access (locks).
- WIFI and TV for FIOS connection for patrons.
- Access to electronic collections such as JSTOR (Journal Storage) for patrons.
- Extending library hours to meet patron requests and staffing to meet increasing patron and administrative demands.
- Space for processing and storing collections. Space for lectures and programs.

LEISURE SERVICES (continued)

5.5.7 Thomas Balch Library (continued)

FY 2009 Objectives

FY 2009 Accomplishments

FY 2010 Objectives



Operational Efficiency and Fiscal Management

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> • Support, at no taxpayer expense, the efforts of the Friends of the Thomas Balch Library in the creation of an endowment. • Collect, preserve, and make available through processing and cataloguing primary and secondary resources documenting local and regional history and genealogy. • Continue to establish and implement guidelines and best practices for processing, arranging, and describing manuscript and visual materials and PastPerfect. • Conduct biannual survey of patrons to solicit research and access interests and needs to assist in short and long range planning. • Maintain and develop outreach programming and marketing of TBL. • Foster teamwork among staff, Commission, Friends of TBL, Inc. and the Black History Committee. | <ul style="list-style-type: none"> • “An Evening with James Monroe Bringing History Alive” Friends fundraiser for TBL September 20, 2008. • Managed collections through inventorying, processing, cataloguing and electroincposting of collection guides. Improved patron access to TBL online subscriptions through design and implementation of a splash page. • Published biannual <i>Balch Column</i>; revised and created new TBL brochures for distribution and promotion; published Loudoun 250th Anniversary Lecture Series Booklet/DVD; added 3 post cards and a mouse pad to retail materials. • Continued collaboration with Friends of Thomas Balch Library, Inc. on marketing strategies to promte awareness of Thomas Balch Libarary and continued collaboration with other historical organizations in Loudoun for the Leesburg 250th Anniversary. | <ul style="list-style-type: none"> • Collect, preserve, and make available through processing and cataloguing primary and secondary resources documenting local and regional history and genealogy. • Continue to establish and implement guidelines and best practices for processing, arranging, and describing manuscript and visual materials and PastPerfect. • Conduct biannual survey of patrons to solicit research and access interests and needs to assist in short and long range planning. • Foster cooperation and teamwork among staff, Thomas Balch Library Advisory Commission, Friends of the Thomas Balch Library, Inc. and the Black History Committee of the Friends of Thomas Balch Library, Inc. • Seek opportunities for alternative funding sources including grants and other financial enhancements. • Aggressively explore opportunities for public/private partnerships (with all departments). |
|--|---|---|



Community Safety / Quality of Life

- | | | |
|---|--|--|
| <ul style="list-style-type: none"> • Special lecture series and exhibit for Leesburg’s 250th Anniversary modeled after the Loudoun County 250 Lecture Series. | <ul style="list-style-type: none"> • Provided community enrichment through genealogical and historical programs, book signings, exhibits, lectures, tours, Leesburg 250th Anniversary Lecture series and a series about using the library. | <ul style="list-style-type: none"> • Maintain and develop outreach programming for and marketing of Thomas Balch Library including production of a booklet/DVD of the Leesburg 250th Anniversary Lecture series. |
|---|--|--|

LEISURE SERVICES (continued)

5.5.7 Thomas Balch Library (continued)

Performance Measure



Operational Efficiency and Fiscal Management

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
#FTE	5	5	5	5	5
#FPT	5	5	5	5	5
Dollars spent	\$464,164	\$385,868	\$466,985	\$477,248	\$523,268
Annual volunteer hours	1,449	749	633	706	600
Annual intern hours			290	253	TBD
Annual volunteer hours (Friends of the Balch)	1,573	1,257	2,116	1,992	2,000
Output					
Annual capital assets	\$10,006	\$11,268	\$28,380	\$30,029	\$32,000
Annual acquisitions (donations of materials)	254	259	199	203	240
Annual reference requests	9,169	15,215	17,130	28,975	25,000
Grant funding received	\$6,920	\$3,500	\$13,960	\$42,853	\$37,012
Annual collections processed	6	9	23	33	20
Efficiency					
Cost saved due to use of volunteer hours	\$30,139	\$16,268	\$20,699	\$20,887	\$13,068
Cost saved due to use of Friends of the Balch volunteer hours	\$32,718	\$27,302	\$45,960	\$41,861	\$43,560
Outcome					
Revenue (book sales, meeting room use, donations, copies)	\$19,328	\$21,169	\$23,726	\$25,687	\$20,000
# Annual patron visits	13,476	13,940	12,536	13,555	12,500
# Annual program attendance	1,086	1,355	1,668	1,292	1,200
# Annual additions to catalogue	1,340	1,344	1,872	2,426	2,000

LEISURE SERVICES (continued)

5.5.8 Thomas Balch Library Commission

Program Description

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

Table 5.53 THOMAS BALCH LIBRARY COMMISSION BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$4,510	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services	2,126	1,000	1,000	1,000		1,000	1,000		
Materials and Supplies	311	500	500	500		500	500		
TOTAL	\$6,947	\$6,020	\$6,020	\$6,020		\$6,020	\$6,020		
Funding Summary									
General Fund	\$6,947	\$6,020	\$6,020	\$6,020		\$6,020	\$6,020		
TOTAL	\$6,947	\$6,020	\$6,020	\$6,020		\$6,020	\$6,020		

COMMUNITY DEVELOPMENT

5.6.1 Community Development - Summary

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

Planning and Zoning Boards and Commissions

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

Table 5.54 COMMUNITY DEVELOPMENT BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Planning and Zoning	\$2,325,630	\$1,721,260	\$1,571,210	\$1,721,329		\$1,721,329	\$1,588,056	(\$133,204)	(7.7)
Bd. of Arch. Review	20,897	25,275	25,275	25,275		25,275	25,275		
Bd. of Zoning Appeals	1,896	3,730	3,730	3,730		3,730	3,730		
Env. Advisory Commission	16,062	7,020	7,020	7,020		7,020	7,020		
Planning Commission	22,503	26,275	26,275	26,275		26,275	26,275		
Tree Commission	6,984	6,520	6,520	6,520		6,520	6,520		
Plan Review		1,706,524	1,689,029	1,843,018		1,843,018	1,833,885	\$127,361	7.5
Economic Development	616,877								
Econ Development Comm	3,236								
Transfer to VRTA	178,880								
TOTAL	\$3,192,965	\$3,496,604	\$3,329,059	\$3,633,167		\$3,633,167	\$3,490,761	(\$5,843)	(0.2)
Personnel Summary									
Full-time	26.0	29.0	30.0	30.0		30.0	30.0	1.0	3.4
TOTAL	26.0	29.0	30.0	30.0		30.0	30.0	1.0	3.4

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning Summary

Program Description

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

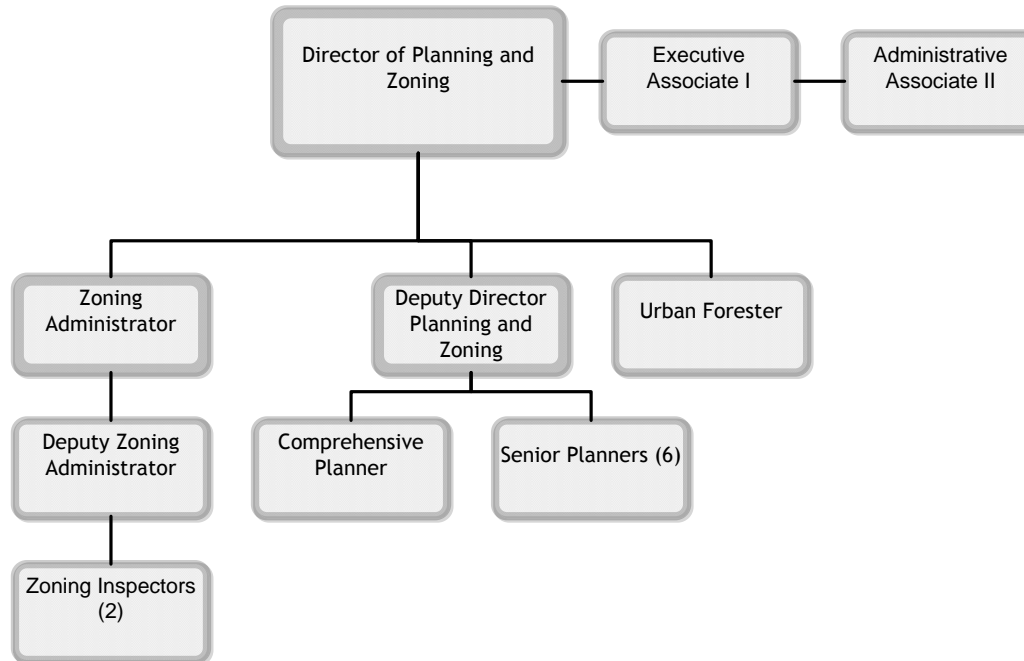
Table 5.55 PLANNING AND ZONING BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$2,094,439	\$1,577,135	\$1,434,790	\$1,537,699		\$1,537,699	\$1,433,226	(\$143,909)	(9.1)
Contractual Services	218,366	117,715	115,310	169,090		169,090	140,290	\$22,575	19.2
Materials and Supplies	8,070	13,790	11,790	9,780		9,780	9,780	(\$4,010)	(29.1)
Continuous Charges	2,849	3,320	2,320	2,460		2,460	2,460	(\$860)	(25.9)
Capital Outlay	1,906	9,300	7,000	2,300		2,300	2,300	(\$7,000)	(75.3)
TOTAL	\$2,325,630	\$1,721,260	\$1,571,210	\$1,721,329		\$1,721,329	\$1,588,056	(\$133,204)	(7.7)
Personnel Summary									
Full-time	23.0	16.0	16.0	16.0		16.0			
TOTAL	23.0	16.0	16.0	16.0		16.0			
Funding Summary									
General Fund	\$1,909,188	\$1,678,922	\$1,528,872	\$1,707,661		\$1,707,661	\$1,574,388	(\$104,534)	(6.2)
Utilities Fund	\$1,844	\$40,814	\$40,814	\$13,668		\$13,668	\$13,668	(\$27,146)	(66.5)
Airport Fund	\$922	\$1,524	\$1,524						
Zoning & Develop Fees	413,676								
TOTAL	\$2,325,630	\$1,721,260	\$1,571,210	\$1,721,329		\$1,721,329	\$1,588,056	(\$133,204)	(7.7)

COMMUNITY DEVELOPMENT (continued)




5.6.2 Planning and Zoning Budget Summary (continued)

Chart 5.25 Planning and Zoning Organization Chart



COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
 <p>Economic Development and Downtown Improvements</p>		<ul style="list-style-type: none"> • Future courts expansion (with Executive). • County government center expansion (with Executive and Economic Development). • Annexation (with Executive, Public Works, and Utilities) • Continue historic preservation efforts.
 <p>Operational Efficiency and Fiscal Management</p>	<ul style="list-style-type: none"> • Instituted full staff utilization of LMIS. • Reorganized the website to be more user friendly and customer oriented. 	<ul style="list-style-type: none"> • Manage pilot “team” efforts: Zoning Enforcement, Tree Management, Capital Construction Inspection, Transportation Model (with Executive, Public Works, Parks and Recreation, Utilities, and Capital Projects Management). • Aggressively explore opportunities for public/private partnerships (with all departments).
 <p>Land Development Process Improvements</p> <ul style="list-style-type: none"> • Complete the re-write of the Zoning Ordinance and form-based code. • Complete remaining zoning ordinance amendments, e.g., planned development districts and Creek Valley buffer modifications. • Complete the form-based code for the Crescent District and B-2 zoning areas. • Complete tree protection ordinance. • Complete bicycle/pedestrian plan and revise the transportation element of the Town Plan to update the network and levels of service. • Complete work on joint planning/annexation efforts with Loudoun County. • Develop downtown master plan to determine development potential, parking, streetscape, and other capital needs. Plan will address build-out for historic district, Cornwall area, and changes resulting from the County move and Courts expansion. • Bring the Board of Architectural Review H-1 guidelines to Planning Commission and Council by fall of 2008. 	<ul style="list-style-type: none"> • Processed 10 Zoning Ordinance Amendments. • Developed and reviewed drafts of Form Based Code for Crescent District including two major test cases. • Completed revision of H-1 Guidelines. • Completed four amendments to Town Plan. • Completed annual Town Plan Monitoring Report. • Updated Applicant User Manual. • Completed updates and revisions to special exception and rezoning procedures manual. • Continued reorganization of department to streamline land development review process and increase review efficiencies. • Initiated an inter-departmental team to address urban forestry planting and maintenance issues. • Amended Town Code to include a Tree Ordinance and amended the Zoning Ordinance and the DCSM to include Tree preservation and planting provisions including a tree bank. 	<ul style="list-style-type: none"> • Develop regular schedule for reviewing and maintaining the Zoning Ordinance. • Complete remaining zoning ordinance amendments. • Complete the Form Based Code for the Crescent District. • Complete work on joint planning/annexation efforts with Loudoun County. • Review and amend the H-2 Guidelines. • Amend Town Transportation Plan (with Executive and Public Works).

COMMUNITY DEVELOPMENT (continued)

FY 2009 Objectives FY 2009 Accomplishments FY 2010 Objectives



Capital Infrastructure

- Priority project management – “A-Team approach” (with Executive, Town Attorney, Public Works, Plan Review, Utilities, and Capital Projects Management).
- Support Planning Commission in earlier review of Capital Improvements Program, especially future projects.

Performance Measures



Land Development Process Improvements

Objective: To thoroughly review land development plans and applications within department mandated timelines.

	CY2006 Actual	CY2007 Actual	CY2008 Estimated	CY2008 Actual	CY2009 Estimated
Input					
# FTE		2	2	2*	2
Number of special exception submissions received		29	25	40°	30
Output					
Number submissions responded to within 28 days		27	25	34	28
Outcome					
Number of submissions reviewed		29	25	40	30
Efficiency					
Avg # days to complete special exception plat review		24	23	25	25
% submissions reviewed within 28 days		93%	100%	85%	95%
Avg # submissions before Council final action for cases approved in Calendar Year		3.3	2.5	2.8^	2.5

* Number of Full Time Employees devoted to rezoning and special exception casework dropped below 2 for a period of 5 months this year. June through December the equivalent of 2 FTE has been devoted to these cases but spread among four different employees.

°38 submissions received as of 11/24/08

^48 submissions ÷ 17 cases = 2.8 (includes 4 cases with 1 submission before approval and 1 with 6)

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures (continued)



Land Development Process Improvements

Objective: To thoroughly review land development plans and applications within department mandated timelines.

	CY2006 Actual	CY2007 Actual	CY2008 Estimated	CY2008 Actual	CY2009 Estimated
Input					
# FTE			2	2*	2
Number of rezoning submissions received		12	10	20°	21
Output					
Number of rezoning submissions reviewed within 28 days		10	9	16	18
Outcome					
Number of rezoning submissions reviewed		12	10	20	21
Efficiency					
Average number of days required to complete rezoning submission review		26	26	28	28
% of rezoning submissions reviewed within 28 days		83%	91%	80%	85%
Average number of submissions before Council final action of cases approved in Calendar Year		4	4	6^	3

* Number of Full Time Employees devoted to rezoning and special exception casework dropped below 2 for a period of 5 months this year. June through December the equivalent of 2 FTE has been devoted to these cases but spread among four different employees.

°18 submissions received as of 11/24/08

^18 submissions ÷ 3 cases = 6 (includes 1 case with 2 submissions; 1 case with 3 submissions; and 1 case with 13 submissions [Market Square at Potomac Station] before approval)

COMMUNITY DEVELOPMENT (continued)

5.6.3 Board of Architectural Review

Program Description

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

Table 5.56 BOARD OF ARCHITECTURAL REVIEW BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/% Increase/ (Decrease) (Decrease)
Personnel Services	\$17,783	\$22,775	\$22,775	\$22,775		\$22,775	\$22,775	
Contractual Services	3,114	2,000	2,000	2,000		2,000	2,000	
Materials and Supplies		500	500	500		500	500	
TOTAL	\$20,897	\$25,275	\$25,275	\$25,275		\$25,275	\$25,275	
Funding Summary								
General Fund	\$20,897	\$25,275	\$25,275	\$25,275		\$25,275	\$25,275	
TOTAL	\$20,897	\$25,275	\$25,275	\$25,275		\$25,275	\$25,275	

COMMUNITY DEVELOPMENT (continued)

5.6.4 Board of Zoning Appeals

Program Description

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

Table 5.57 BOARD OF ZONING APPEALS BUDGET SUMMARY								
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease) % Increase/ (Decrease)
Personnel Services	\$1,887	\$3,230	\$3,230	\$3,230		\$3,230	\$3,230	
Contractual Services	9	500	500	500		500	500	
TOTAL	\$1,896	\$3,730	\$3,730	\$3,730		\$3,730	\$3,730	
Funding Summary								
General Fund	\$1,896	\$3,730	\$3,730	\$3,730		\$3,730	\$3,730	
TOTAL	\$1,896	\$3,730	\$3,730	\$3,730		\$3,730	\$3,730	

COMMUNITY DEVELOPMENT (continued)

5.6.5 Environmental Advisory Commission

Program Description

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

Table 5.58 ENVIRONMENTAL ADVISORY COMMISSION BUDGET SUMMARY									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,716	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services	9,717	2,000	2,000	2,000		2,000	2,000		
Materials and Supplies	2,629	500	500	500		500	500		
TOTAL	\$16,062	\$7,020	\$7,020	\$7,020		\$7,020	\$7,020		
Funding Summary									
General Fund	\$16,062	\$7,020	\$7,020	\$7,020		\$7,020	\$7,020		
TOTAL	\$16,062	\$7,020	\$7,020	\$7,020		\$7,020	\$7,020		

COMMUNITY DEVELOPMENT (continued)

5.6.6 Planning Commission

Program Description

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

Table 5.59 PLANNING COMMISSION BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$21,734	\$22,775	\$22,775	\$22,775		\$22,775	\$22,775		
Contractual Services	667	3,000	3,000	3,000		3,000	3,000		
Materials and Supplies	102	500	500	500		500	500		
TOTAL	\$22,503	\$26,275	\$26,275	\$26,275		\$26,275	\$26,275		
Funding Summary									
General Fund	\$22,503	\$26,275	\$26,275	\$26,275		\$26,275	\$26,275		
TOTAL	\$22,503	\$26,275	\$26,275	\$26,275		\$26,275	\$26,275		

COMMUNITY DEVELOPMENT (continued)

5.6.7 Tree Commission

Program Description

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

Table 5.60 TREE COMMISSION BUDGET SUMMARY									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,184	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services	3,800	2,000	2,000	2,000		2,000	2,000		
TOTAL	\$6,984	\$6,520	\$6,520	\$6,520		\$6,520	\$6,520		
Funding Summary									
General Fund	\$6,984	\$6,520	\$6,520	\$6,520		\$6,520	\$6,520		
TOTAL	\$6,984	\$6,520	\$6,520	\$6,520		\$6,520	\$6,520		

COMMUNITY DEVELOPMENT (continued)**5.6.8 Plan Review Summary****Program Description**

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

Plan Review:

- Reviews and approves all construction drawings for developer-installed public and private infrastructure improvements submitted in support of development as well as all capital improvement projects proposed within the Town limits.
- Reviews and approves all subdivision and site plans for proposed land development projects.
- Reviews and approves all preliminary, easement, subdivision and right-of-way plats.
- Reviews and approves all floodplain and floodplain alteration studies.
- Updates and maintains the land development portion of the Land Management Information System (LMIS) tracking system.
- Meets with the private sector engineers on each project to promote clear communication for resolution of all comments.
- Reviews and comments on rezoning and special exception applications.
- Revises Design and Construction Standards Manual (DCSM) as necessary.
- Meets with citizens to answer questions and solicit neighborhood input as needed and attends all applicable Town Council and Planning Commission meetings.
- Prepares and distributes technical reports for Town Council, Planning Commission, Town Manager, and other departments.

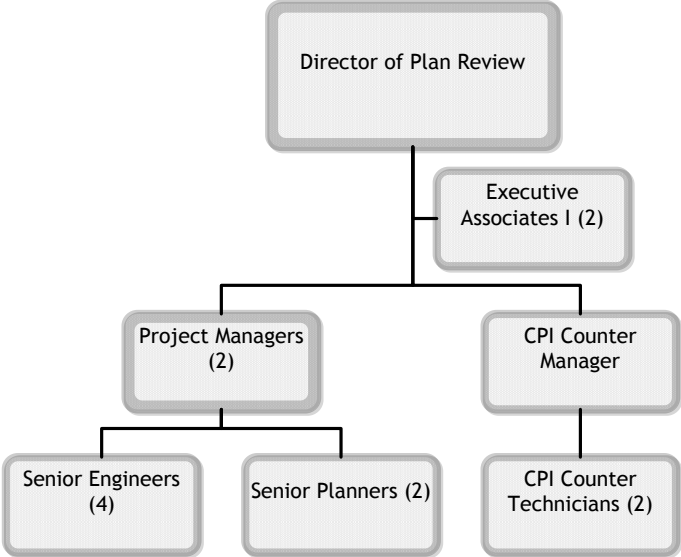
Central Plan Intake:

- Receives all land development applications for all types of plans and document submittals noted above.
- Prepares all applicable internal and external agency referrals and distributes accordingly.
- Sets up and manages LMIS system for the department.
- Scans all applicable land development documents into LMIS.
- Reviews all zoning permit applications and issues all applicable zoning permits.

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Chart 5.26 Plan Review Organizational Chart



COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Table 5.61 PLAN REVIEW BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services		\$1,535,714	\$1,524,614	\$1,665,629		\$1,665,629	\$1,659,296	\$123,582	8.0
Contractual Services		\$148,070	\$143,720	\$154,889		\$154,889	\$152,089	\$4,019	2.7
Materials and Supplies		\$10,495	\$10,495	\$10,000		\$10,000	\$10,000	(\$495)	(4.7)
Continuous Charges				\$2,000		\$2,000	\$2,000	\$2,000	
Capital Outlay		\$12,245	\$10,200	\$10,500		\$10,500	\$10,500	(\$1,745)	(14.3)
TOTAL		\$1,706,524	\$1,689,029	\$1,843,018		\$1,843,018	\$1,833,885	\$127,361	7.5
Personnel Summary									
Full-time		13.0	14.0	14.0		14.0	14.0	1.0	7.7
TOTAL		13.0	14.0	14.0		14.0	14.0	1.0	7.7
Funding Summary									
General Fund		\$1,316,524	\$1,179,029	\$1,264,070		\$1,264,070	\$1,254,937	(\$61,587)	(4.7)
Utilities Fund				\$101,616		\$101,616	\$101,616	\$101,616	
Airport Fund				\$27,332		\$27,332	\$27,332	\$27,332	
Zoning & Develop Fees		\$390,000	\$510,000	\$450,000		\$450,000	\$450,000	\$60,000	15.4
TOTAL		\$1,706,524	\$1,689,029	\$1,843,018		\$1,843,018	\$1,833,885	\$127,361	7.5

FUTURE BUDGET CONSIDERATIONS:

- ❖ An additional Water Resource Engineer may be needed in the near future to ensure projects can be processed quicker and more efficiently in the future.
- ❖ Additional funds will be needed to transform all of the paper file copies of plans, as-builts and correspondence files into a more efficient user friendly paperless (digital) filing system.

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
--------------------	-------------------------	--------------------



Operational Efficiency and Fiscal Management

- | | |
|---|---|
| <ul style="list-style-type: none"> Created a front counter to accept all Land Development related applications. Created a department website. | <ul style="list-style-type: none"> Refine web page for DPR and add access to the DCSM and SLDRs. Aggressively explore opportunities for public/private partnerships (with all departments). |
|---|---|



Land Development Process Improvements

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> Develop, implement, and manage a Project Manager Review System for all plans submitted to the Town for review, and establish a single point of contact for land development projects. Develop, with the assistance of the Engineers and Surveyors Institute (ESI), continuing refinements to the Peer Review, Education, and Technical Issues Programs for the Town. Review all construction plans in accordance with timelines mandated by the State of Virginia and prepare consolidated Town comments. Update DCSM subdivision and land development regulations as needed. | <ul style="list-style-type: none"> Developed a user-friendly Land Development Application and checklists for land development submittals. Implemented “Project Manager” system for all land development applications. Developed a “Unified Comment Letter” with code references for all comments, requirements vs. recommendations, and consolidated comments without interdepartmental conflicts. Implemented County LMIS system for all land development projects. Conducted over 200 engineering and planning reviews in support of Development Plans or Submission Plats. Reviewed approximately 95% of all land development applications within the State Mandated review times. Completed Ph. I Updates to Design Constructions Man. – Art. 5 (Stormwater). Developed a monthly newsletter sent via e-mail to land use attorneys and land development engineers and planners. | <ul style="list-style-type: none"> Continue to strive for review times for all types of construction drawings to less than 60 days for a first submission and 45 days for all subsequent submissions with a goal of a 2 submissions plus signature set submission process for plans that adhere to the priority processing requirements. Continue consolidated, unified review comments. Refine the Project Manager Review System for all land development plans submitted for review. Refine the Peer Review, Education, and Technical Issues Programs with the help of ESI Update DCSM Phase 2, Article 5 (Stormwater) and Chapter 7 (Transportation). Update SLDRs as needed. Develop and implement a paperless filing system. Promote more face to face meetings with the applicant and their engineers to improve communication and the quality of the review process. |
|--|---|---|



Capital Infrastructure

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> Assist the Capital Projects Management Department with reviews to assist with meeting capital project implementation schedules. | <ul style="list-style-type: none"> Provided priority reviews of CPM construction plans when needed to meet construction schedules. Provided “Priority Review Processing” for projects for Town Manager. | <ul style="list-style-type: none"> Priority project management – “A-Team approach” (with Executive, Town Attorney, Public Works, Planning and Zoning, Utilities, and Capital Projects Management). Maintain Capital Improvement Project Schedules (with Executive, Town Attorney, Public Works, and Capital Projects Management). |
|---|---|---|

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures

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

 Operational Efficiency and Fiscal Management

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

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 2009 Estimated
Input					
# Full Time Project Managers	-	-	-	-	2
# Full Time Engineers	5	5	5	5	4
# Full Time Planners	4	3	4	3	2
Number of subdivision plans received	3	9	2	7	5
Output					
Number of subdivision plans reviewed within 60 days	0	9	2	7	5
% Time Spent Reviewing Plans	-	55.7	54.8	55	55
Outcome					
Number of subdivision plans reviewed	3	9	2	7	5
Average number of days with applicant between submissions	288	67	127	100	100
Average number of days required to complete subdivision plan review	69	47	14	45	45
Average number of submissions before signature sets were requested	3	3	3	3	3
Efficiency					
% of subdivision plans reviewed within 60 days	0%	100 %	100 %	100 %	100 %

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures (continued)

 Operational Efficiency and Fiscal Management

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

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 2009 Estimated
Input					
# Full Time Project Managers	-	-	-	-	2
# Full Time Engineers	5	5	5	5	4
# Full Time Planners	4	3	4	3	2
Number of subdivision plans received	11	9	15	15	10
Output					
Number of subdivision plans reviewed within 45 days	7	8	14	15	10
Outcome					
Number of subdivision plans reviewed	11	9	15	15	10
Average number of days with applicant between submissions	195	96	111	90	90
Average number of days required to complete subdivision plan review	44	30	38	40	40
Average number of submissions before signature sets were requested	3	3	3	3	3
Efficiency					
% of subdivision plans reviewed within 45 days	63.6%	88.9 %	93.3 %	100 %	100 %

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures (continued)



Operational Efficiency and Fiscal Management

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

		CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 2009 Estimated
Input					
# Full Time Project Managers	-	-	-	-	2
# Full Time Engineers	5	5	5	5	4
# Full Time Planners	4	3	4	3	2
Number of site plans received	26	14	6	20	20
Output					
Number of site plans reviewed within 60 days	17	13	5	20	20
% Time Spent Reviewing Plans		55.7	54.8	55	55
Outcome					
Number of site plans reviewed	26	14	6	20	20
Average number of days with applicant between submissions	112	181	119	90	90
Average number of days required to complete site plan review	43	42	37	50	50
Average number of submissions before signature sets were requested	3	3	3	2.5	2.5
Efficiency					
% of site plans reviewed within 60 days	65.4	92.9	83.3	100	100

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures (continued)

 Operational Efficiency and Fiscal Management

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

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 2009 Estimated
Input					
# Full Time Project Managers	-	-	-	-	2
# Full Time Engineers	5	5	5	5	4
# Full Time Planners	4	3	4	3	2
Number of site plans received	54	50	33	35	35
Output					
Number of site plans reviewed within 45 days	40	44	28	35	35
Outcome					
Number of site plans reviewed	54	50	33	35	35
Average number of days with applicant between submissions	78	170	104	90	90
Average number of days required to complete site plan review	33	30	36	40	40
Average number of submissions before signature sets were requested	3	3	3	2.5	2.5
Efficiency					
% of site plans reviewed within 45 days	74.1%	88.0 %	84.8 %	100 %	100 %

COMMUNITY DEVELOPMENT (continued)

5.6.9 Former Economic Development and Tourism

Program Description

The Economic Development and Tourism Department was moved to Direction and Support Services in FY 2009. Budgetary information for FY 2008 is displayed in the Community Development Section for reference purposes. Budgetary and program information for FY 2009-10 are presented in the section on the Town Manager's Office above.

Table 5.62 FORMER ECONOMIC DEVELOPMENT AND TOURISM BUDGET SUMMARY (PRIOR YEARS)									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$270,534								
Contractual Services	323,022								
Materials and Supplies	11,093								
Continuous Charges	1,524								
Capital Outlay	10,704								
TOTAL	\$616,877								
Personnel Summary									
Full-time	3.0								
TOTAL	3.0								
Funding Summary									
General Fund	\$616,877								
TOTAL	\$616,877								

COMMUNITY DEVELOPMENT (continued)

5.6.10 Former Economic Development Commission

Program Description

The Economic Development Commission was moved to Direction and Support Services in FY 2009. Budgetary information for FY 2008 is displayed in the Community Development Section for reference purposes. Budgetary and program information for FY 2009-10 are presented in the section on the Town Manager's Office above.

Table 5.63 FORMER ECONOMIC DEVELOPMENT COMMISSION BUDGET SUMMARY (PRIOR YEARS)									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,236								
Contractual Services									
TOTAL	\$3,236								
Funding Summary									
General Fund	\$3,236								
TOTAL	\$3,236								

COMMUNITY DEVELOPMENT (continued)

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DEBT SERVICE AND TRANSFERS TO OTHER FUNDS

5.7.1 General Fund Debt Service Summary

Program Description

The debt service section of the General Fund budget accounts for the payment of interest and principal of general long-term debt. General long-term debt includes general obligation bonds supported by the full faith and credit of the Town. Pursuant to the Town Charter and the Code of Virginia, the Town is authorized to issue general obligation bonds. State law limits the amount of outstanding Town debt to ten percent of the assessed value of the real estate subject to taxation. In FY 2008, the Town issued Bond Anticipation Notes in the amount of \$5,000,000 to provide short term financing for construction of the indoor tennis facility and outdoor pool at Ida Lee Park. Interest on the notes is being paid from the Symington Fund. For FY 2010, the scheduled debt service of \$4,989,136 has been increased to \$5,122,286 for the lease purchase of vehicles and equipment, and the replacement of the Police radio system. A lease purchase of equipment for the VOIP telephone system has been allocated to the departments.

Table 5.64 DEBT SERVICE BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Principal	\$3,224,456	\$3,207,922	\$3,207,922	\$3,140,854		\$3,140,854	\$3,146,881	(\$61,041)	(1.9)
Interest	2,011,110	2,049,947	2,049,947	1,981,432		1,981,432	1,985,235	(\$64,712)	(3.2)
TOTAL	\$5,235,566	\$5,257,869	\$5,257,869	\$5,122,286		\$5,122,286	\$5,132,116	(\$125,753)	(2.4)
Funding Summary									
General Fund	\$5,235,566	\$5,088,369	\$5,088,369	\$4,952,786		\$4,952,786	\$4,962,616	(\$125,753)	(2.5)
Symington Fund		169,500	169,500	169,500		169,500	169,500		100.0
TOTAL	\$5,235,566	\$5,257,869	\$5,257,869	\$5,122,286		\$5,122,286	\$5,132,116	(\$125,753)	(2.4)

DEBT SERVICE AND TRANSFERS TO OTHER FUNDS

5.7.2 Transfers to Other Funds Summary

Program Description

This section of the budget identifies transfers made from the General Fund to the Capital Projects and Airport Funds. In previous years, the transfers to the Capital Projects Fund were to fund certain capital projects and the Department of Capital Project Management, which manages the Capital Improvements Program. Funds were also transferred to the Airport Fund. The Proposed FY 2010 Budget uses no transfers from the General Fund.

Table 5.65 TRANSFERS TO OTHER FUNDS BUDGET SUMMARY									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Approved	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Capital Projects Fund	\$1,405,660	\$7,000						(\$7,000)	(100.0)
Airport Fund	204,258								
TOTAL	\$1,609,918	\$7,000						(\$7,000)	(100.0)
Funding Summary									
General Fund	\$1,609,918	\$7,000						(\$7,000)	(100.0)
TOTAL	\$1,609,918	\$7,000						(\$7,000)	(100.0)

UTILITIES DEPARTMENT

6 Utilities Fund

6.1 Utilities Fund Summaries

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

Table 6.1 UTILITIES FUND BUDGETSUMMARY									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Operations	\$12,417,102	\$12,770,149	\$12,425,360	\$13,129,255		\$13,129,255	\$12,731,779	(\$38,370)	(0.3)
Capital Improvements	14,967,026	7,392,000	5,994,642	5,694,534		5,694,534	5,694,534	(\$1,697,466)	(23.0)
Debt Service	3,006,548	5,350,484	5,350,484	5,307,651		5,307,651	5,307,651	(\$42,833)	(0.8)
TOTAL	\$30,390,676	\$25,512,633	\$23,770,486	\$24,131,440		\$24,131,440	\$23,733,964	(\$1,778,669)	(7.0)
Personnel Summary									
Full-time	86.0	85.0	85.0	84.0		84.0	84.0	(1.0)	(1.2)
TOTAL	86.0	85.0	85.0	84.0		84.0	84.0	(1.0)	(1.2)
Funding Summary									
Current Revenue	\$22,158,812	\$21,447,033	\$20,827,716	\$20,999,446		\$20,999,446	\$20,601,970	(\$845,063)	(3.9)
Revenue Bonds	8,231,864	4,065,600	2,942,770	3,131,994		3,131,994	3,131,994	(\$933,606)	(23.0)
TOTAL	\$30,390,676	\$25,512,633	\$23,770,486	\$24,131,440		\$24,131,440	\$23,733,964	(\$1,778,669)	(7.0)

UTILITIES DEPARTMENT (continued)

6.2 Revenues

The following table shows the various Utilities Fund revenue components. The table below summarizes water and sewer service charge calculations for FY 2010. These rates were adopted by the Council in December 2005 and are based on the results of the Water and Sewer Rate Study prepared for the Town by Municipal and Financial Services Group, LLP (M&FSG).

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

Usage Fees

Table 6.2 Current Water and Sewer Charges, effective July 2009

Water	Utility Rates, \$	Sewer	Utility Rates, \$
User Fees in Town		User Fees in Town	
Consumption charge (1,000 gallons)	3.24	Sewer charge (1,000 gallons) based on winter quarter use	4.33
Surcharge rate (1,000 gallons)	4.41	Qualifying elderly (25% discount)	3.25
Qualifying elderly (25% discount)	2.43	Sewer only	113.00
Out of town user fees		Out of town user fees	
Consumption charge (1,000 gallons)	6.49	Sewer use charge (1,000)	8.66
Surcharge rate (1,000 gallons)	8.83	Sewer only	225.00
Fixed charge (5/8" meter) all accounts	6.30	Fixed charge (5/8" meter)	6.30
Deposit		Deposit	
Residential	65.00	Residential	65.00
Non-residential (200% of est. use)		Non-residential (200% of est. use)	
Availability fees (water)		Availability fees (sewer)	
Multi-family, town home, mobile home	3,744.00	Multi-family, town home, mobile home	5,852.00
Single-family detached duplex	4,683.00	Single-family detached duplex	7,292.00
Commercial, non-residential	13.33 per gpd (4,683 min.)	Commercial, non-residential	20.20 per gpd (7,292 min.)
Service charge – new account	10.00	Service charge – new account	10.00

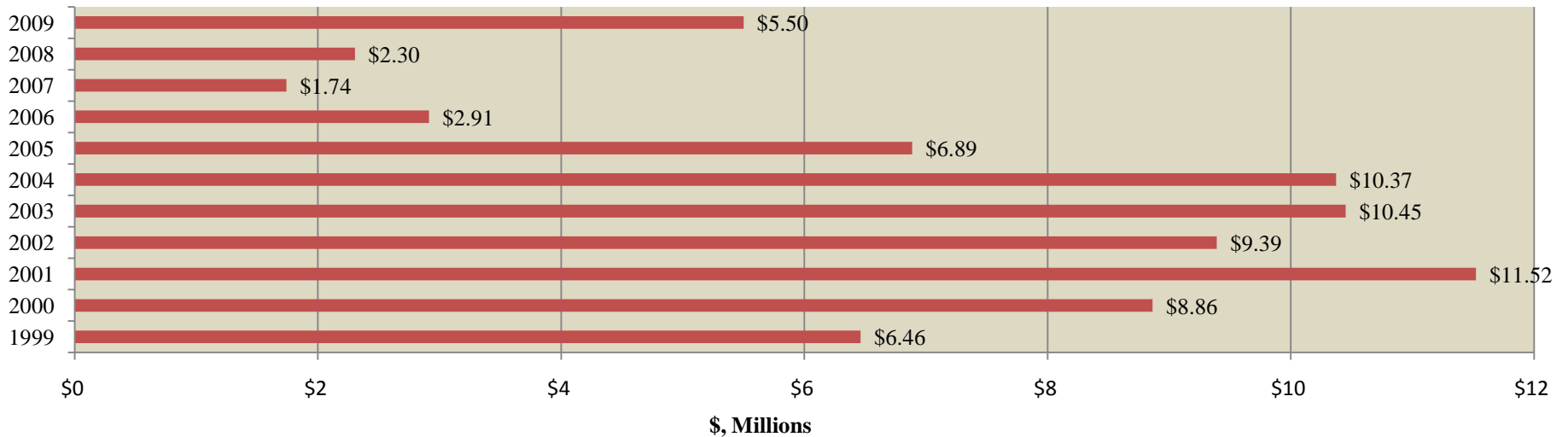
UTILITIES DEPARTMENT (continued)

6.2 Revenues (continued)

Availability and Connection Fees

The Leesburg Town Council adheres to a philosophy of “growth pays for growth” in funding utility capital projects necessary to better serve existing utility customers and to meet the needs of an expanding customer base, largely through the collection of water and sewer availability and pro-rata fees. The Town presently charges a fee of \$11,975 (effective July 1, 2009), for combined water and sewer on a single family, residential dwelling. Non-residential customers are charged a combined rate of \$33.53 per gallon per day of estimated flow, with a minimum charge of \$11,975. Based on projections for new construction in FY 2010, the Town expects to collect \$2.1 million in pro-rata and availability fees in FY 2010. As the following graph depicts, Leesburg’s availability and connection fee collections since FY 1999 have fluctuated dramatically due to the growth in residential and commercial development in Town.

Chart 6.1 Availability and Connection Fees, FY 1999-2009 (\$, millions)



UTILITIES DEPARTMENT (continued)

6.3 Operations Summary

Department Description

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

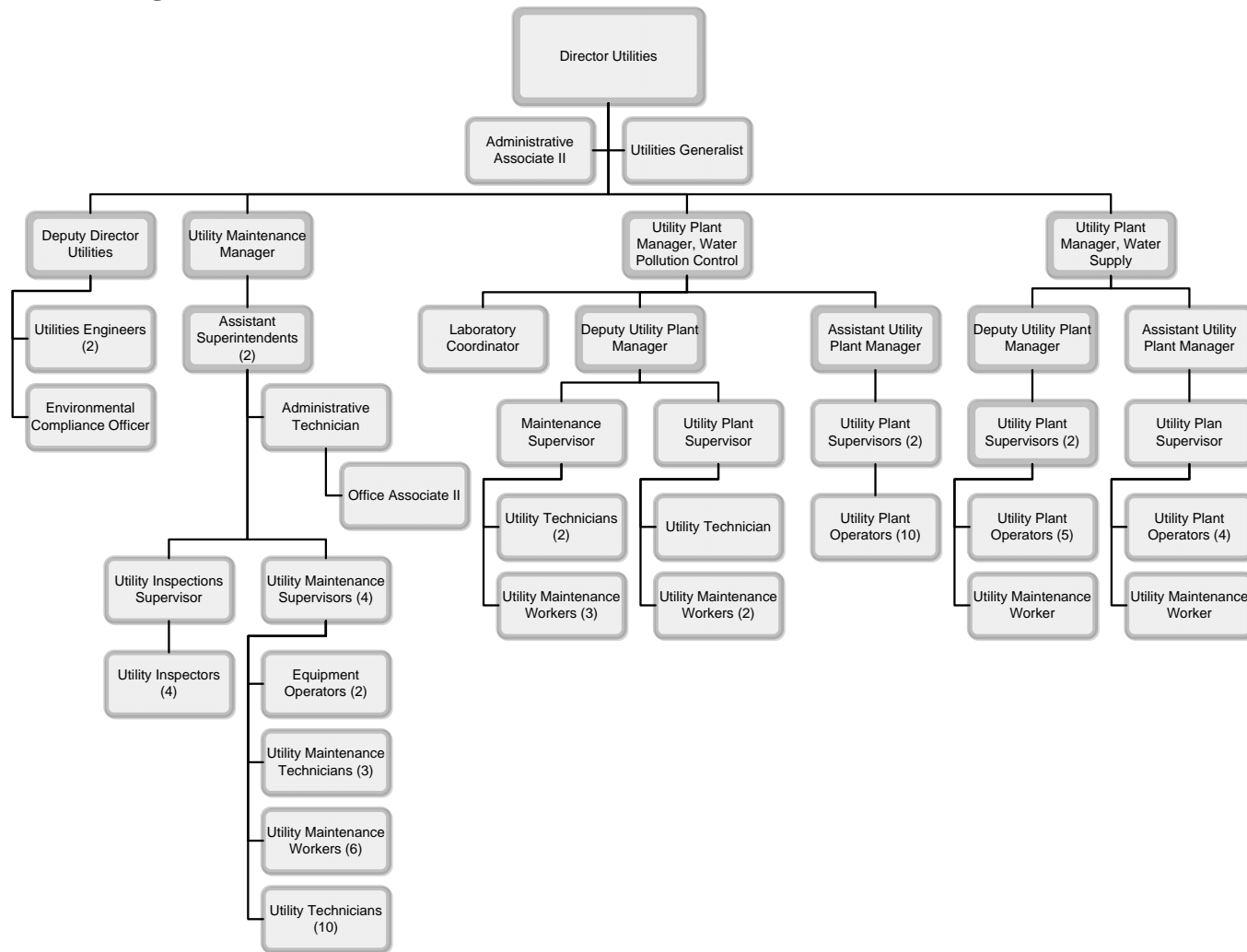
Table 6.3 UTILITIES DEPARTMENT OPERATIONS BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Administration	\$3,217,596	\$3,190,899	\$3,128,800	\$2,951,496		\$2,951,496	\$2,948,071	(242,828)	(7.6)
Utility Maintenance	2,887,677	3,368,172	3,195,900	3,313,994		3,313,994	3,300,413	(67,759)	(2.0)
Water Supply	2,444,024	2,562,887	2,519,700	3,201,882		3,201,882	2,894,935	332,048	13.0
Water Pollution Control Maintenance	3,446,144 421,571	3,648,191	3,580,960	3,661,883		3,661,883	3,588,360	(59,831)	(1.6)
TOTAL	\$12,417,012	\$12,770,149	\$12,425,360	\$13,129,255		\$13,129,255	\$12,731,779	(38,370)	(0.3)
Personnel Summary									
Full-time	86.0	85.0	85.0	84.0		84.0	84.0	(1.0)	(1.2)
TOTAL	86.0	85.0	85.0	84.0		84.0	84.0	(1.0)	(1.2)

UTILITIES DEPARTMENT (continued)

6.3 Operations Summary (continued)

Chart 6.2 Utilities Department Organizational Chart



UTILITIES DEPARTMENT (continued)

6.4 Administration Division

Program Description

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

Table 6.4 UTILITIES - ADMINISTRATION DIVISION BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$835,606	\$866,869	\$813,870	\$786,687		\$786,687	\$783,262	(\$83,607)	(9.6)
Contractual Services	317,785	143,270	137,000	110,260		110,260	110,260	(33,010)	(23.0)
Materials and Supplies	6,467	6,000	4,800	5,500		5,500	5,500	(500)	(8.3)
Transfer	2,021,184	2,139,160	2,139,130	1,983,333		1,983,333	1,983,333	(155,827)	(7.3)
Continuous Charges	7,943	7,000	6,000	58,116		58,116	58,116	51,116	730.2
Capital Outlay	28,611	28,600	28,000	7,600		7,600	7,600	(21,000)	(73.4)
TOTAL	\$3,217,596	\$3,190,899	\$3,128,800	\$2,951,496		\$2,951,496	\$2,948,071	(\$242,828)	(7.6)
Personnel Summary									
Full-time	7.0	7.0	7.0	7.0		7.0	7.0		
TOTAL	7.0	7.0	7.0	7.0		7.0	7.0		

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
--------------------	-------------------------	--------------------



Economic Development and Downtown Improvements

- Annexation (with Executive, Planning and Zoning, and Public Works).



Operational Efficiency and Fiscal Management

- Award contract for next phase of water, sanitary sewer system improvements, and I/I valued at \$600,000.
- Administer and complete construction of the water treatment plant expansion, and the water pollution control facility expansion.
- Continue representing Town in various organizations.
- Implement the alternatives recommended in the Lower Sycolin System Study.

- Calibrated and updated Town’s water system model.
- Continued with finalizing the GPS based utility maps
- Continued with implementation of I/I reduction program.

- Conduct utility rate study (with Finance) to revise utility rates and availability fees as necessary.
- Produce updated water and sewer system maps.
- Implement the utility based GPS maps.
- Management audit of Utility operations/capacity analysis (with Finance and Executive).
- Manage pilot “team” efforts: Zoning Enforcement, Tree Management, Capital Construction Inspection, Transportation Model (with Executive, Public Works, Parks and Recreation, Planning and Zoning, and Capital Projects Management).
- Aggressively explore opportunities for public/private partnerships (with all departments).



Community Safety / Quality of Life

- Obtain E3 status for the Environmental Management System for the Water Pollution Control Facility and continue implementation with other divisions.
- Investigate the feasibility of using untreated well water to irrigate Town property/uses.
- Continue implementation of the Capacity Management Operations Maintenance (CMOM) at Utility Maintenance Division (UMD); and Environmental Management System at Utility Maintenance Division (UMD) and water treatment plant.
- Obtain E2 status from Department of Environmental Quality for UMD.
- Continue public education regarding water conservation with educational presentations in schools, participation in the Town’s Flower and Garden Show, and the annual Kiwanis Halloween Parade.

- Continued implementation of Wise Water Program, FOG and other educational activities to inform the public about safety of water and care required for maintaining health utility systems.
- Continued with implementation of EMS at Utility Maintenance Division.
- Continued with implementation of energy cost savings at water pollution control facility and offsite pumping station.

- Complete a survey of all industrial discharges for compliance with DEQ permit requirements.
- Obtain E2 status for UMD from DEQ.
- Implement EMS at WSD.
- Continue with efforts to implement FOG program.

UTILITIES DEPARTMENT (continued)



Land Development Process Improvements

- Took over the review and approval of utility related sections of DCSM as part of Town Manager’s mandate for reorganization and change.
- Continue with review and approval of construction plans meeting set goals.



Capital Infrastructure

- Continued work toward completion of design of Lower Tuscarora Creek sewage conveyance system and through combining two stations into one was able to save the utility fund over \$1 million in capital costs.
- Completed construction of the water pollution control facility and water plan expansions.
- Continued work toward elimination of the existing Big Springs pump station and creation of a new regional sewage pumping station to serve the new high school, Ida Lee, Exeter and other vacant lands.
- Began construction of Carr Tank No. 2.
- Completed Wirt Street waterline replacement project.
- Priority project management – “A-Team approach” (with Executive, Town Attorney, Public Works, Planning and Zoning, Plan Review, and Capital Projects Management).
- Complete the design of Lower Tuscarora Creek Sewer conveyance system.
- Complete the construction of Carr Tank No. 2.
- Complete the construction of Route 643 Water Tank.
- Award contracts for painting of existing Carr Tank No. 1 and Hog Back Mountain Tank.

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

Performance Measures



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
# FTE	.70	.75	.80	.80	0.2*
Total devices inspected	1,125	1,200	1,239	1,264	1,290
High Hazard-Commercial Connections (Require annual inspections)	500	555	565	576	580
High Hazard-Residential Connections (Require testing record)	400	415	434	441	455
Moderate and Low Hazard Bi-annual inspection	225	230	240	247	255
Output					
High Hazard-Commercial Connections (Require annual inspections)	500	555	565	576	580
Moderate and Low Hazard Bi-annual inspection	225	230	240	247	255
Outcome					
Percent of High Hazard-Commercial inspected	60%	60%	50%	45%	45%
Percent of High Hazard-Commercial restaurant records submitted	100%	100%	100%	100%	100%
Percent of High Hazard-residential inspection test records submitted	100%	100%	100%	100%	100%
Percent of Moderate and Low Hazard inspected Bi-Annually	50%	52%	50%	50%	50%

* Changes in FY 2009 due to loss of staff.

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
#FTE	.3	.25	.2	.2	.1
Total industrial waste discharge connections	330	350	357	367	389
Output					
# Connections inspected	155	225	200	100	80
Percentage of connections inspected	47%	64%	64%	27%	20%
Efficiency					
Cost per inspection	\$119	\$72	\$39	\$40	\$20

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

 Operational Efficiency and Fiscal Management

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
# of requests for PFP's received	518	258	101	120	120
# FTE	1.2	.6	.25	.25	.25
Output					
# of responses provided within 3 business days	468	231	81	109	120
Cost per permit FTE	\$180	\$188	\$211	\$217	\$226
Outcome					
Percent of responses made within 3 days	90%	89%	81%	90%	100%

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

 Operational Efficiency and Fiscal Management

Objective: To perform all first submission subdivision, site plan, rezoning, and special exception application construction drawing plan reviews within the State mandated period of 60 days from date of receipt of the submission.

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Estimated
Input					
Number of plans received	29	31	30	102	100
Output					
Number of plans reviewed within 60 days	29	31	30	102	100
Outcome					
Number of plans reviewed	29	31	30	102	100
Efficiency					
Average number of days required to complete plan review	5	25	23	28	25
% of plans reviewed within 60 days	100%	100%	100%	100%	100%

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

 Operational Efficiency and Fiscal Management

Objective: To perform all subsequent subdivision, site plan, rezoning, and special exception applications construction drawing plan reviews within the State mandated period of 45 days from date of receipt of the submission.

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Estimated
Input					
Number of plans received for subsequent review	44	68	71	79	120
Output					
Number of subsequent plan reviews completed within 45 days	44	68	71	79	120
Outcome					
Number of plans receiving a subsequent review	44	68	71	79	120
Efficiency					
Average number of days required to complete a subsequent plan review	8	14	18	21	40
% of subsequent plans reviewed within 45 days	100%	100%	100%	100%	100%

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)



Operational Efficiency and Fiscal Management

Objective: To perform all requests for computer modeling of water and sewer systems within 14 days from the date of receipt of the request.

	CY 05 Actual	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Estimated
Input					
Number of requests received	58	27	44	51	82
Output					
Number of requests processed within 14 days	58	27	44	51	82
Efficiency					
Average number of days required to process request	1	2	4	3	3
% requests completed within 14 days	100%	100%	100%	100%	100%

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division

Program Budget Summary

The Utility Maintenance Division is responsible for the maintenance of both the water treatment and distribution systems and the wastewater collection and treatment systems.

The Town's Utility System consists of 15,076 service connections which includes 2,964 "out of town" connections. The water distribution system consists of 1 well, 4 water booster stations, 209 miles of water mains ranging in size from 2" to 24". There are 2,345 fire hydrants, 6,525 water valves and 89 air release valves. The sanitary sewer collection system consists of 170 miles of gravity sewer ranging from 4" to 33". There are 4,725 manholes, 9 pumping stations and 9.9 miles of force mains.

- Responded to all water and sewer request for service and perform all system repairs, emergencies and non emergencies.
- Maintain the "Fixed base" automatic meter reading system and perform all water meter testing maintenance & repair.
- Perform testing, maintenance and repair of all system fire hydrants.
- Perform all water system control valve operations and conduct all water line flushing operations.
- Limited construction of new water & sewer line extension projects and installation of new services within the existing system.
- Perform all sanitary sewer cleaning, (routine & emergency)
- Perform sanitary sewer maintenance inspection using closed circuit TV equipment.
- Perform sanitary sewer system flow monitoring
- Perform water system water loss control. (Pro active leak detection)
- Perform inspections, testing, and acceptance of all new water and sewer lines on all Town projects and on all developer projects.
- Perform all routine high duty pump and motor maintenance and repair at the water and wastewater facilities.
- Maintain water and wastewater plant chemical pumps.
- Perform all routine sanitary sewer pumping station maintenance.

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

Table 6.5. UTILITY MAINTENANCE DIVISION BUDGET SUMMARY									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$2,253,483	\$2,778,576	\$2,650,800	\$2,741,381		\$2,741,381	\$2,727,800	(\$50,776)	(1.8)
Contractual Services	150,181	155,396	120,100	134,258		134,258	134,258	(21,138)	(13.6)
Materials and Supplies	291,647	221,700	216,000	228,600		228,600	228,600	6,900	3.1
Continuous Charges	39,712	69,000	69,000	69,000		69,000	69,000		
Capital Outlay	152,744	143,500	140,000	140,755		140,755	140,755	(2,745)	(1.9)
TOTAL	\$2,887,767	\$3,368,172	\$3,195,900	\$3,313,994		\$3,313,994	\$3,300,413	(\$67,759)	(2.0)
Personnel Summary									
Full-time	31.0	35.0	35.0	35.0		35.0	35.0		
TOTAL	31.0	35.0	35.0	35.0		35.0	35.0		

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
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Operational Efficiency and Fiscal Management

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|---|---|--|
| <ul style="list-style-type: none"> • Continue the fire hydrant maintenance program to maintain and improve I.S.O. rating of 4. • Continue improvement of employee educational and safety program. • Continue finding and eliminating sources of infiltration and inflow found during closed circuit television inspection of sanitary sewer system using latest technology. • Maintain and improve preventive maintenance programs that effectively locate and correct problems before they become complaints. Develop water system valve exercise program. • Replace/rehabilitate 25% of problem sanitary sewer laterals. | <ul style="list-style-type: none"> • Responded to 647 customer service requests for water leaks, sewer backups, water pressure issues, and other system problems. • Coordinated the installation and inspection of 123 new water and sewer connections. • Responded to 8,626 requests to locate water and sewer lines (Miss Utility). • Completed the closed circuit television (CCTV) evaluation of 137,000 feet of sewer mains, 2,255 laterals and flow monitoring. • Cleaned 353,148 feet of sanitary sewer system mains and 18,120 feet of laterals. • Performed inspection, testing and acceptance of water and sewer lines in new construction projects and all water and sewer inspections on capital projects. • Completed routine maintenance of equipment for the WTP and WPCF. • Checked and operated 25% of system water valves (Valve Exercising Program). | <ul style="list-style-type: none"> • Maintain fire hydrant maintenance program and improve the current I.S.O. rating of 4. • Continue improvement to educational and safety program for employee development. • Continue eliminating sources of infiltration and inflow found during closed circuit television inspection of sanitary sewer system. • Maintain and improve preventive maintenance programs that locate and correct problems before they become complaints. • Continue to perform pro-active sanitary sewer maintenance inspections to reduce the possibility of sanitary sewer backup and overflow. • Continue system valve exercise program. • Replace/rehab 20% problem sanitary sewer laterals (114 problem laterals, 7 were replaced in '09). • Provide routine maintenance and repairs at WTP, WPCF, and pumping stations. • Cut inflow in manholes with flexible chimney seals. • Perform in house maintenance of I&I in manholes by grouting leaks. • Continue with review and approval of construction plans meeting set goals. |
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Community Safety / Quality of Life

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> • Continue to perform main and lateral maintenance inspections to reduce the possibility of backup and overflows. • Continue to develop public awareness programs to reduce sanitary sewer problems due to grease accumulation. • Develop and implement a Tree Root Control Program to reduce cleaning frequency of clay lines and laterals (trouble areas). | <ul style="list-style-type: none"> • Continued leak detection, meter testing and water system monitoring in an effort to minimize “unaccounted for water”, and repaired 58 leaks. | <ul style="list-style-type: none"> • Continue to develop awareness programs that will reduce sanitary sewer system problems due to accumulation of grease. • Develop and implement a root control program to reduce cleaning frequency of clay lines and laterals (trouble areas). • Continue programs to keep “unaccounted for” water at a minimum. |
|--|--|---|

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

Performance Measure

 Community Safety / Quality of Life  Operational Efficiency and Fiscal Management

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
#FTE	1.6	1.8	1.8	1.8	1.8
Output					
# Gallons of water pumped	1,522,007,600	1,604,723,500	1,733,000,000	1,798,000,000	1,631,982,900
# Gallons of water billed	1,344,374,000	1,433,897,000	1,459,843,000	1,600,000,000	1,546,426,000
# Gallons of water leaks detected	5,020,000	5,500,000	5,100,000	5,000,000	1,000,000
# Gallons used by Town facilities	27,235,578	25,920,520	49,553,140	53,000,000	25,053,440
Efficiency					
Percentage of unaccounted-for-water	7%	7.52%	6%	5%	5%

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
#FTE	1.8	1.5	1.5	1.25	1.25
# Requests received	17,576	15,107	10,435	8,628	8,700
Output					
# Requests completed	13,000	17,576	15,107	10,435	12,000
Cost per completed request	\$7.34	\$7.47	\$7.76	\$12.00	\$12.49
Efficiency					
Percentage of requests completed	100%	100%	100%	100%	100%

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

 Community Safety / Quality of Life  Operational Efficiency and Fiscal Management

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
#FTE	.75	.85	.85	.85	.85
# Hydrants in the system	2,178	2,200	2,235	2,345	2,345
# Hydrants to test	1,500	1,050	1,117	1,172	1,172
Output					
# Hydrants tested	1,500	1,050	1,117	1,172	1,172
Efficiency					
Percentage of hydrants tested	100%	100%	100%	100%	100%
Cost per hydrant test	\$45.36	\$73.44	\$69.04	\$71.82	\$75.00

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

 Community Safety / Quality of Life  Operational Efficiency and Fiscal Management

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
#FTE	1.7	1.5	1.5	1.5	1.5
# Emergency service calls	199	166	144	148	154
#Non-emergency service calls	314	252	244	223	244
Output					
# Emergency service calls responded to within 4 hours	195	158	144	148	144
# Non-emergency service calls responded to Within 48 hours	227	165	156	183	156
Efficiency					
Percentage of emergency service calls responded to within 4 hours	98%	96%	100%	100%	100%
Percentage of non-emergency service calls responded to within 48 hours	73%	96%	64%	82%	64%
Cost per service call	\$205	\$233	\$242	\$271	\$280

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

 Operational Efficiency and Fiscal Management

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
# Pieces of equipment	335	335	340	360	360
Output					
# Pieces of equipment serviced annually	265	265	270	280	280
# Pieces of equipment serviced biannually	70	70	70	80	80
Efficiency					
Average time required to service per piece of equipment (hours)	1	1	1	1	1
Percentage of equipment serviced	100%	100%	100%	100%	100%

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division

Program Summary

The Water Supply Division (WSD) is responsible for the production of aesthetically pleasing and chemically pure water that meets or exceeds quality standards established by the Safe Drinking Water Act; produces water in sufficient quantity to provide adequate fire protection and satisfy domestic needs for Leesburg citizens which ensures protection of public health and environment for the Leesburg service area.

The Division maintains the 12.5 MGD Water Filtration Plant, three Water Storage Tanks, four Water Booster Pumping Stations, and one Ground Water Facility ; develops special treatment techniques which provide for efficient and less costly operations; prepares water quality reports for mailing to Leesburg citizens; prepares monthly reports for state agencies; maintains a state certified laboratory for commercial water testing; monitors water levels in storage facilities and water pressure in the distribution system; provides training and educational programs for career development; and conducts water testing throughout approximately 215 miles of distribution system piping for chemical and bacteriological quality.

Table 6.6 WATER SUPPLY DIVISION BUDGET SUMMARY									
Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,416,188	\$1,476,587	\$1,455,200	\$1,516,632		\$1,516,632	\$1,509,685	\$33,098	2.2
Contractual Services	190,228	200,300	200,300	629,150		629,150	329,150	128,850	64.3
Materials and Supplies	365,456	448,200	448,200	574,300		574,300	574,300	126,100	28.1
Continuous Charges	447,218	401,800	401,800	469,800		469,800	469,800	68,000	16.9
Capital Outlay	24,934	36,000	14,200	12,000		12,000	12,000	(24,000)	(66.7)
TOTAL	\$2,444,024	\$2,562,887	\$2,519,700	\$3,201,882		\$3,201,882	\$2,894,935	\$332,048	13.0
Personnel Summary									
Full-time	17.0	17.0	17.0	17.0		17.0	17.0		
TOTAL	17.0	17.0	17.0	17.0		17.0	17.0		

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
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Operational Efficiency and Fiscal Management

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> Utilize cost savings techniques to reduce water production costs. Provide educational and safety programs for operator development. Continue monthly WSD Organizational, Safety & Development training. | <ul style="list-style-type: none"> Instituted cost saving techniques to reduce water production costs. Completed monthly WSD Organizational, Development, & Safety Training. Met EPA continuing education training requirements to maintain operator licenses. | <ul style="list-style-type: none"> Utilize cost saving techniques to reduce water production costs. Provide educational and safety programs for operator certification and development. Continue monthly WSD Organizational, Safety, & Development Training. Comply with EPA training requirements to maintain operator licenses. Complete Hogback Tank Recoating. |
|---|---|---|



Community Safety / Quality of Life

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> Initiate programs to meet compliance schedules and testing mandates by the Safe Drinking Water Act Amendments and the VDH. Comply with EPA training requirements to maintain operator's license. Mail Consumer Confidence Reports to all water customers in the Town of Leesburg. | <ul style="list-style-type: none"> Completed and mailed Consumer Confidence Reports to all customers in the Town of Leesburg. Received "Excellence in Operation" award from Virginia Department of Health. Complied with all testing requirements mandated by the Safe Drinking Water Act and the VDH (Virginia Department of Health). | <ul style="list-style-type: none"> Initiate programs to meet compliance schedules and testing mandated by the Virginia Department of Health and Safe Drinking Water Act Amendments. Mail Consumer Confidence Reports to all water customers in the Town of Leesburg. |
|---|---|--|



Capital Infrastructure

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> Complete construction of Route 643 water booster station upgrade. | <ul style="list-style-type: none"> Completed design and began construction of Sycolin Tank and carr Tank #2 water storage tanks. Completed construction of 12.5 MGD WTP upgrade. Completed VFD installation and roof replacement phases of 643 Booster Station improvements. Completed construction of Carr Tank No. 2. | <ul style="list-style-type: none"> Priority project management – "A-Team approach" (with Executive, Town Attorney, Public Works, Planning and Zoning, Plan Review, and Utilities). Complete construction of Sycolin Road Tank. Complete Carr Tank #1 Recoating. Develop Pump Efficiency Evaluation Program. |
|---|---|---|

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

Performance Measure



Operational Efficiency and Fiscal Management

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
Cost for water production	\$1,850,655	\$1,984,149	\$2,153,530	\$2,387,861	\$2,450,000
Output					
Finished water production (BG)	1.6	1.625	1.72	1.615	1.7
Efficiency					
Production cost per 1000 G	\$1.15	\$1.22	\$1.25	\$1.47	\$1.44
Percentage increase/decrease in production cost	2%	6%	2%	17.6%	(2%)

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

 Community Safety / Quality of Life  Operational Efficiency and Fiscal Management

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
# Compliance samples collected	20,906	20,500	20,440	20,472	20,500
Output					
% of compliance samples collected per guidelines/schedules	100%	100%	100%	100%	100%
Efficiency					
% of compliance samples meeting Federal/State contaminant levels	100%	100%	100%	100%	100%

 Community Safety / Quality of Life  Operational Efficiency and Fiscal Management

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
# FTE	2	2	2	2	2
# Water quality service requests	15	11	18	26	25
Output					
% of requests responded to within 24 hours	100%	100%	100%	100%	100%
Efficiency					
% of satisfied callers	100%	100%	100%	100%	100%

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division

Program Description

The Water Pollution Control Division (WPCD) is responsible for the safe and efficient treatment of all wastewater generated within the Leesburg Service Area, and the subsequent stabilization and disposal of the solid wastes produced, to ensure the protection of public health and the environment. This responsibility includes the operation of the 7.5 MGD Water Pollution Control Facility (WPCF), Dechlorination and Outfall Facility, eight (8) remote wastewater pumping stations, management of the *TLC* Distribution and Marketing Programs, and the two WPCD laboratories (a total of 36 buildings plus 75 treatment unit structures). These responsibilities also include monitoring of WPCD personnel training requirements and compliance with numerous federal, state and local regulations. Additional responsibilities include calibration and maintenance of all town portable gas meters and response to environmental complaints or requests for assistance from town citizens and consultants, and management of the Mosquito Control Program.

Table 6.7 WATER POLLUTION CONTROL DIVISION BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,985,185	\$2,102,791	\$2,090,000	\$2,148,983		\$2,148,983	\$2,086,690	(\$16,101)	(0.8)
Contractual Services	119,919	140,400	102,460	138,900		138,900	127,670	(12,730)	(9.1)
Materials and Supplies	415,494	419,000	404,000	413,000		413,000	413,000	(6,000)	(1.4)
Continuous Charges	903,279	873,000	871,500	961,000		961,000	961,000	88,000	10.1
Capital Outlay	22,267	113,000	113,000					(113,000)	(100.0)
TOTAL	\$3,446,144	\$3,648,191	\$3,580,960	\$3,661,883		\$3,661,883	\$3,588,360	(\$59,831)	(1.6)
Personnel Summary									
Full-time	26.0	26.0	26.0	25.0		25.0	25.0	(1.0)	(3.8)
TOTAL	26.0	26.0	26.0	25.0		25.0	25.0	(1.0)	(3.8)

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
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Operational Efficiency and Fiscal Management

- Continue implementation of Environmental Management System.
- Receive Virginia Discharge Permit and VPA Sludge Permit and comply with the requirements of both.
- Continue implementation of the Mosquito Control Program.

- Continued compliance with all regulatory requirements for the Maryland and Virginia discharge permits, biosolids reuse and solid waste disposal, community and employee safety and health, and all other EPA, OSHA, VDOT, Town of Leesburg and Loudoun County regulatory requirements.
- Received a modification to the Virginia Air Emissions Permit to operate a new 4160 volt emergency generator.
- Implemented a new Spill Prevention, Control and Countermeasures Plan required by the installation of the new 10,000 gallon above ground fuel storage tank for the emergency generator.
- Received a new Virginia Discharge and Sludge Permit since the State of Maryland has delegated Leesburg's permit back to Virginia authorities.
- Continued participation in Virginia Nutrient Exchange Association to sell excess nitrogen credits and purchase phosphorous credits in order to postpone upgrading the WPCF for approximately 10 years.
- Developed and implemented several new Safety and Health Programs, including a Risk Reduction Program to identify, implement and document actions taken to reduce to improve employee safety and health.

- Continue to resolve any warranty issues related to the WPCF Upgrade and Expansion Project 7.5 and optimize the treatment and odor control unit process.
- Assist with renewal of the Industrial Storm Water Permit for the WPCF and PWF.
- Comply with the pending Virginia Environmental Laboratory Certification regulations.
- Continue implementation of the Environmental Management System and Mosquito Control Program.



Community Safety / Quality of Life

- Continue to comply with health and environmental related permit requirements.

- Continue to comply with all new and existing health and environmental related permit requirements as outlined above.

UTILITIES DEPARTMENT (continued)

FY 2009 Objectives

FY 2009 Accomplishments

FY 2010 Objectives



Capital Infrastructure

- Complete the construction and start up phases of WPCF Upgrade and Expansion project.

- Completed construction startup phases for all new treatment and odor control unit processes related to WPCF Project 7.5.
- Assisted with the planning and/or design phases of the Loudoun County Adult Detention Facility’s wastewater pumping station expansion and the new Lower Tuscarora Creek and Big Springs wastewater pumping stations.

- Continue to identify and implement energy reduction and other cost saving programs.

- Continue to assist with the planning and/or design phases of the interim Lower Tuscarora Creek, Middle Sycolin Creek and permanent Lower Tuscarora Creek wastewater pumping stations.
- Continue assistance with the New Big Spring Pump Station construction and its eventual operation.

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
Cost for liquid treatment systems	\$404,309	\$462,000	\$497,000	\$535,000	\$875,000
Output					
# MG wastewater treated	1,296.4	1,346.7	1,354.15	1,400	1,450
Efficiency					
Cost per MG treated	\$311.87	\$343.06	\$367.02	\$382.14	\$603.44
Change in cost per MG	14%	10%	7%	4%	57%

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division (continued)

 Operational Efficiency and Fiscal Management

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
Cost for solid treatment systems	\$441,304	\$430,700	\$425,000	\$570,000	\$580,000
Output					
# DT solids generated	1,140.4	1,080.6	851.94	931.22	950
Efficiency					
Cost per DT generated	\$386.97	\$398.86	\$498.86	\$612	\$610
Change in cost per DT	.7%	3%	25%	22.7%	0%

UTILITIES DEPARTMENT (continued)

6.8 Former Maintenance Division

Program Description

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

Table 6.8 FORMER MAINTENANCE DIVISION BUDGET SUMMARY (PRIOR YEARS)

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$410,210								
Contractual Services	3,155								
Materials and Supplies	8,206								
Continuous Charges									
Capital Outlay									
TOTAL	\$421,571								
Personnel Summary									
Full-time	5.0								
TOTAL	5.0								

UTILITIES DEPARTMENT (continued)

6.9 Utilities - Capital Improvements Program

Program Description

The Utilities Fund Capital Improvements Program accounts are used to account for the capital additions to the Town's water and sewer utility systems. See Section 8.8 for details on the Utilities Fund Capital Improvements Program.

Table 6.9 UTILITIES CAPITAL IMPROVEMENTS BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Utility Maintenance	\$2,976,236	\$2,000,000	\$825,000	\$825,000		\$825,000	\$825,000	(\$1,175,000)	(58.8)
Water Supply	8,390,625	5,032,000	4,686,012	4,409,534		4,409,534	4,409,534	(622,466)	(12.4)
Water Pollution Control	3,600,165	360,000	483,630	460,000		460,000	460,000	100,000	27.8
TOTAL	\$14,967,026	\$7,392,000	\$5,994,642	\$5,694,534		\$5,694,534	\$5,694,534	(\$1,697,466)	(23.0)

UTILITIES DEPARTMENT (continued)

6.10 Utilities - Debt Service

Program Description

The Utilities Fund Debt Service accounts are used for the payment of principal and interest of the long-term debt of the Fund. Long-term debt includes serial bonds supported by the full faith and credit of the Town and revenue bonds supported by the revenues of the utility system. Debt is issued for water and sewer capital acquisition and facilities. A more detailed summary of the Town’s long-term debt can be found in the Debt Summary of this budget document. In FY 2010, the Fund used a lease purchase to secure replacement vehicles. The debt service reflects the initial payment for the lease purchase.

Table 6.10 UTILITIES DEBT SERVICE BUDGET SUMMARY									
Expense Summary	FY 2008	FY 2009	FY 2009	FY 2010	FY 2010	FY 2010	FY 2010	\$ Increase/ (Decrease)	% Increase/ (Decrease)
	Actual	Budget	Estimated	Base	PCPs	Proposed	Adopted		
Principal		\$2,507,721	\$2,507,721	\$2,539,582		\$2,540,154	\$2,540,154	\$32,433	27.9
Interest	3,006,548	2,842,763	2,842,763	2,768,069		2,767,497	2,767,497	(75,266)	(3.2)
TOTAL	\$3,006,548	\$5,350,484	\$5,350,484	\$5,307,651		\$5,307,651	\$5,307,651	(\$42,833)	9.3

AIRPORT

7 Airport

7.1 Airport Fund Summaries

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

Table 7.1 AIRPORT FUND BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Operations	\$903,895	\$1,041,402	\$1,026,965	\$951,690		\$951,690	\$938,237	(\$103,165)	(9.9)
Airport Commission	2,590	4,520	4,520	4,520		4,520	4,520		
Capital Expenditures	261,167	3,002,500	2,937,500	4,720,000		4,720,000	4,720,000	\$1,717,500	57.2
Debt Service	192,785	376,195	376,195	538,874		538,874	538,874	\$162,679	43.2
TOTAL	\$1,360,437	\$4,424,617	\$4,345,180	\$6,215,084		\$6,215,084	\$6,201,631	\$1,777,014	40.2
Personnel Summary									
Full-time	4.0	4.0	4.0	4.0		4.0	4.0		
TOTAL	4.0	4.0	4.0	4.0		4.0	4.0		
Funding Summary									
Airport Fund	\$812,520	\$1,347,137	\$1,407,680	\$1,495,084		\$1,495,084	\$1,481,631	\$134,494	10.0
Bonds	190,956	1,603,650	1,556,875	79,000		79,000	79,000	(\$1,524,650)	(95.1)
Grants	152,703	1,473,830	1,380,625	4,641,000		4,641,000	4,641,000	\$3,167,170	214.9
General Fund	204,258								
TOTAL	\$1,360,437	\$4,424,617	\$4,345,180	\$6,215,084		\$6,215,084	\$6,201,631	\$1,777,014	40.2

AIRPORT (continued)

7.2 Operations

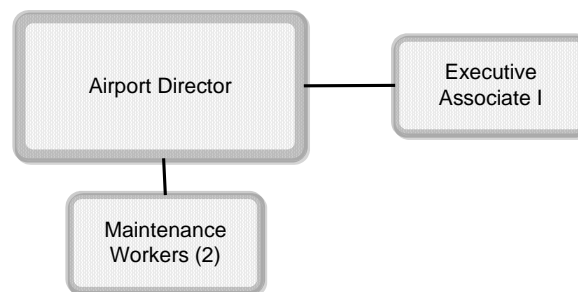
Program Description

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

Table 7.2 AIRPORT OPERATIONS BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$358,348	\$373,227	\$373,000	\$367,140		\$367,140	\$365,842	(\$7,385)	(2.0)
Contractual Services	213,183	279,658	270,250	167,158		167,158	155,003	(\$124,655)	(44.6)
Materials and Supplies	42,495	45,132	40,330	40,435		40,435	40,435	(\$4,697)	(10.4)
Transfer to General Fund	192,804	221,400	221,400	228,489		228,489	228,489	\$7,089	3.2
Continuous Charges	97,065	121,985	121,985	145,258		145,258	145,258	\$23,273	19.1
Capital Outlay				3,210		3,210	3,210	\$3,210	100.0
TOTAL	\$903,895	\$1,041,402	\$1,026,965	\$951,690		\$951,690	\$938,237	(\$103,165)	(9.9)
Personnel Summary									
Full-time	4.0	4.0	4.0	4.0		4.0	4.0		
TOTAL	4.0	4.0	4.0	4.0		4.0	4.0		

Chart 7.1 Airport Organizational Chart



AIRPORT (continued)**7.2 Operations (continued)****BUDGET HIGHLIGHT:**

- ❖ The pro forma statement shows steady growth in lease revenue. This is a result of the addition of hangars on the south apron and rate increases for existing tie-downs, hangars, and user fees. The rate increases are: \$66 for corporate hangars (\$2,190 to \$2,226); \$13 for hangar center units (\$440 to \$453); \$14 for hangar end units (\$462 to \$476); \$3 for tie-downs (\$110 to \$113); \$.0012 for user fees; aircraft other than jets (\$.0385 to \$.0396) times the gross aircraft weight; \$18 for jet aircraft 20,000 lbs. or less (\$600 to \$618); \$36 for aircraft greater than 20,000 lbs. up to and including 40,000 lbs. (\$1,200 to \$1,236); \$54 for aircraft greater than 40,000 lbs. (\$1,800 to \$1,854). These increases are proposed to take effect July 1, 2009.

FUTURE BUDGET CONSIDERATIONS:

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

AIRPORT (continued)

7.2 Operations (continued)

FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
--------------------	-------------------------	--------------------



Operational Efficiency and Fiscal Management

- | | | |
|---|--|--|
| <ul style="list-style-type: none"> • Conduct annual reviews of fees and charges to track market and inflationary impacts with a goal of improving the balance sheet of the Airport Fund. • Conduct an environmental assessment, receive an appraisal, and purchase property southwest of the Airport. | <ul style="list-style-type: none"> • Research continues to assess the fees, rates and charges to remain competitive with surrounding airports and improve the airport balance sheet. • The environmental assessment for the southwest land acquisition has been done. The property needs to be appraised and that process reviewed by the FAA. • The property in the runway protection zone has been appraised and a grant request will be submitted in early 2009. | <ul style="list-style-type: none"> • Aggressively explore opportunities for public/private partnerships (with all departments). |
|---|--|--|



Capital Infrastructure

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • Complete construction of 10 T-Hangers and 6 Corporate Hangars adjacent to the South Apron Expansion Phase I project. It is anticipated the hangars will generate sufficient revenue to cover the debt services and operational costs. | <ul style="list-style-type: none"> • The South Apron Phase I is nearing completion. The asphalt portion for the tie-downs is done with the exception of asphalt sealing which will be done in the spring of '09. The hangar portion is on track for summer '09 completion. • RZF Aviation has completed its 25,000 square foot corporate hangar construction. | <ul style="list-style-type: none"> • Begin design phase for the final portion of the perimeter fence. • Begin design of South Apron Phase II. • To complete the Instrument Landing System installation (Glideslope portion). • To extend an offer to purchase land on the southwest side of the airport and apply for a grant from the FAA for the acquisition. |
|---|---|---|

AIRPORT (continued)

7.2 Operations (continued)

Performance Measures



Operational Efficiency and Fiscal Management

Objective: Ensure all hangars and tie downs are occupied.

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

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
# Hangars available	51	51	51	51	41
# Tie-downs available	146	146	146	146	118
# Work orders filed	43	50	67	65	78
Output					
# Hangars occupied	51	51	50	50	40
# Tie-downs occupied	146	146	146	146	118
Average time (hours) to complete work orders	72	72	72	72	72
Efficiency					
Percentage of hangars occupied	100%	100%	99%	99%	99%
Percentage of tie-downs occupied	100%	100%	100%	100%	100%
Percentage of work orders completed in 72 hours			100%	100%	100%

In FY 2009, 10 T hangars and 29 tie-downs were demolished on the south apron.

AIRPORT (continued)

7.3 Airport Commission

Program Description

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

Table 7.3 AIRPORT COMMISSION BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$2,590	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
TOTAL	\$2,590	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Funding Summary									
Airport Fund	\$2,590	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
TOTAL	\$2,590	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		

AIRPORT (continued)

7.4 Airport Capital Improvements Program

Program Description

The Airport Capital Improvements Program includes capital additions and improvements to the Leesburg Executive Airport. See Section 8.9 for more details on projects planned for FY 2010.

Table 7.4 AIRPORT CAPITAL IMPROVEMENTS BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Airport Improvements	\$261,167	\$3,002,500	\$2,937,500	\$4,720,000		\$4,720,000	\$4,720,000	\$1,717,500	57.2
TOTAL	\$261,167	\$3,002,500	\$2,937,500	\$4,720,000		\$4,720,000	\$4,720,000	\$1,717,500	57.2

AIRPORT (continued)

7.5 Debt Service

Program Description

Airport Fund Debt Service is used for the payment of principal and interest on long-term debt in the Airport Fund. Long-term debt is comprised of serial bonds supported by the full faith and credit of the Town. This debt was issued for major capital improvements to the airport such as runway improvements, construction of the new terminal building, and land acquisition. A more detailed summary of the Town’s long-term debt can be found in the Debt Summary Section of this budget document. The increase in the debt service for FY 2010 is a result of the anticipated completion of the South Apron Hangar capital project. When the hangars are occupied, the project is expended to generate sufficient revenue to cover operating costs and debt service for the hangars’ construction.

Table 7.5 AIRPORT DEBT SERVICE BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Principal		\$193,442	\$193,442	\$285,304		\$285,304	\$284,304	\$90,862	47.0
Interest	192,785	182,753	182,753	253,570		253,570	253,570	70,817	38.8
TOTAL	\$192,785	\$376,195	\$376,195	\$538,874		\$538,874	\$537,874	\$161,679	43.0

CAPITAL PROJECTS MANAGEMENT

8.1 Capital Projects Budget Summary

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

Table 8.1 CAPITAL PROJECTS BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Operations	\$1,272,057	\$1,585,993	\$1,464,118	\$1,425,531	\$3,061	\$1,428,592	\$1,373,674	(\$212,319)	(13.4)
Capital Projects	10,038,774	22,936,831	15,204,408	17,742,565		17,742,565	17,742,565	(5,194,266)	(22.6)
TOTAL	\$11,310,831	\$24,522,824	\$16,668,526	\$19,168,096	\$3,061	\$19,171,157	\$19,116,239	(\$5,406,585)	(22.0)
Personnel Summary									
Full-time	9.0	10.0	10.0	10.0	1.0	11.0	11.0	1.0	10.0
Temporary Full-time			1.0	1.0	(1.0)				
TOTAL	9.0	10.0	11.0	11.0		11.0	11.0	1.0	10.0
Funding Summary									
General Obligation Bonds	\$6,478,957	\$11,038,495	\$8,790,812	\$11,602,853	\$2,296	\$11,605,149	\$11,488,961	\$450,466	4.1
Trust Funds/Donations	110,768		4,990,010						
Capital Projects Fund Cas	25,208	5,386,508	366,030	356,383	765	357,148	418,419	(4,968,090)	(92.2)
General Fund Cash	1,405,660	7,000	7,000					(7,000)	(100.0)
Proffers	6,588	3,139,979	1,506,097	3,354,039		3,354,039	3,354,039	214,060	6.8
Loudoun County - Gas T	3,184,618	2,450,842	670,488	1,172,119		1,172,119	1,172,119	(1,278,723)	(52.2)
Loudoun County - Other				679,821		679,821	679,821	679,821	
State - Department of Tra	99,032	1,500,000	338,090	1,002,881		1,002,881	1,002,881	(497,119)	(33.1)
Federal - Transportation		1,000,000		1,000,000		1,000,000	1,000,000		
TOTAL	\$11,310,831	\$24,522,824	\$16,668,526	\$19,168,096	\$3,061	\$19,171,157	\$19,116,239	(\$5,406,585)	(22.0)

CAPITAL PROJECTS MANAGEMENT (continued)

8.2 Department of Capital Projects Management Summary

Program Description

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

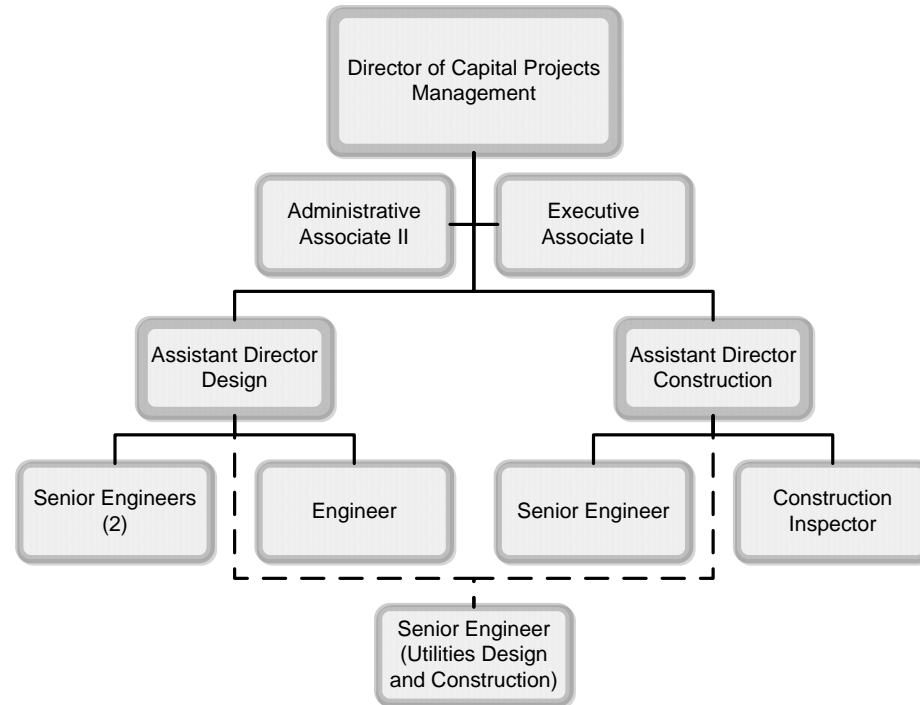
Table 8.2 CAPITAL PROJECTS MANAGEMENT BUDGET SUMMARY

Expense Summary	FY 2008 Actual	FY 2009 Budget	FY 2009 Estimated	FY 2010 Base	FY 2010 PCPs	FY 2010 Proposed	FY 2010 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,037,235	\$1,160,118	\$1,060,118	\$1,129,116	\$3,061	\$1,132,177	\$1,127,259	(\$27,941)	(2.4)
Contractual Services	117,983	337,875	317,000	162,055		162,055	113,555	(224,320)	(66.4)
Materials and Supplies	7,942	10,900	10,000	10,900		10,900	10,900		
Continuous Charges	97,633	70,000	70,000	120,460		120,460	120,460	50,460	72.1
Capital Outlay	11,264	7,100	7,000	3,000		3,000	1,500	(5,600)	(78.9)
TOTAL	\$1,272,057	\$1,585,993	\$1,464,118	\$1,425,531	\$3,061	\$1,428,592	\$1,373,674	(\$212,319)	(13.4)
Personnel Summary									
Full-time	9.0	10.0	10.0	10.0	1.0	11.0	11.0	1.0	10.0
Temporary Full-time			1.0	1.0	(1.0)				
TOTAL	9.0	10.0	11.0	11.0		11.0	11.0	1.0	10.0
Funding Summary									
Transfer General Fund	\$1,272,057	\$7,000						(\$7,000)	(100.0)
Capital Projects Fund		1,578,993	1,464,118	1,425,531	3,061	1,428,592	1,373,674	(205,319)	(13.0)
TOTAL	\$1,272,057	\$1,585,993	\$1,464,118	\$1,425,531	\$3,061	\$1,428,592	\$1,373,674	(\$212,319)	(13.4)

CAPITAL PROJECTS MANAGEMENT (continued)

8.2. Department of Capital Projects Management Summary (continued)




Chart 8.1 Capital Projects Management Organizational Chart



CAPITAL PROJECTS MANAGEMENT (continued)

8.2 Department of Capital Projects Management Summary (continued)


FY 2009 Objectives	FY 2009 Accomplishments	FY 2010 Objectives
--------------------	-------------------------	--------------------

 <p>Economic Development and Downtown Improvements</p>		<ul style="list-style-type: none"> • Promote Loudoun Street public/private partnership (with Parks and Recreation, Economic Development, Finance, and Public Works). • Downtown Improvement capital projects (with Economic Development, Parks and Recreation and Public Works).
 <p>Operational Efficiency and Fiscal Management</p>		<ul style="list-style-type: none"> • Manage pilot “team” efforts: Zoning Enforcement, Tree Management, Capital Construction Inspection, Transportation Model (with Executive, Public Works, Parks and Recreation, Public Works, and Utilities). • Aggressively explore opportunities for public/private partnerships (with all departments).
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> • Complete design of 33 projects. • Complete construction of 25 capital projects. 	<ul style="list-style-type: none"> • Awarded engineering design and study contracts for 11 projects. • Completed 6 engineering studies for potential future capital projects. • Performed design on 36 capital projects and completed design on 19 projects. • Eighteen (18) capital projects completed construction including the Ida Lee Outdoor Pool facility. • Nine (9) capital projects with construction continuing. • Awarded 15 construction contracts; including key drainage projects such as: N King Street, Dry Mill/Wage/Anne Drive, Country Club, and Edwards Ferry at Colonial Square. 	<ul style="list-style-type: none"> • Priority project management – “A-Team approach” (with Executive, Town Attorney, Public Works, Planning and Zoning, Plan Review, and Utilities). • Maintain Capital Improvement Project Schedules (with Executive, Town Attorney, Public Works, and Capital Projects Management). • 25 projects in design. • 18 projects will be under construction or will be completed. • 11 land acquisitions for right-of-way, easements, and full parcel acquisition. • Downtown improvement projects. • Transportation improvement projects. • Storm drainage improvement projects. • Utilize more in-house inspection to help reduce construction costs. • Bring Planning Commission in earlier in review of Capital Improvements Program, especially future projects.

CAPITAL PROJECTS MANAGEMENT (continued)

8.2. Department of Capital Projects Management Summary (continued)

Performance Measure

 Community Safety / Quality of Life  Operational Efficiency and Fiscal Management

	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Estimated
Input					
Dollars spent (000s)		\$1,098	\$1,162	\$1,406	\$1,603
# FTEs		7	10	10	10
# of projects under management		50	64	59	65
Output					
# of projects in design		26	44	41	40
# of projects under construction		24	20	18	25
Efficiency					
% of projects completed on schedule		86%	100%	85%	70%
% of projects completed within budget		100%	100%	90%	90%

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CIP INTRODUCTION**8.3 Introduction****Capital Improvements Program Process**

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

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

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

Relationship to Town Plan

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

Relationship to Debt Financing

The Town has an aggressive capital projects plan to coincide with its rapid growth in population. Funding of capital projects is subject to the fiscal policy adopted by the Town Council in 2005 (see Section 1.3, Fiscal Policy). Funding for the CIP is predicated on the following funding percentages:

CIP INTRODUCTION (continued)

Relationship to Debt Financing (continued)

Table 8.3 Percentages of Funding Sources for FY 2010	
General Obligation and Revenue Bonds	60.3
Cash from Trusts, Capital Projects, and Utilities Funds	1.5
Funds from Federal, State, and County Governments	20.4
Proffers from Private Developers and Others	17.8
All Sources	100.0

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

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

Debt service is the Town’s first funding obligation. Bonds issued in a particular fiscal year require increased general fund resources in the following year’s budget. For future funding of the CIP, we anticipate issuing bonds each fiscal year between 2009 and 2012. As the Town plans for the future capital needs of the community, emphasis must be placed on the long-term impact of debt on the Town. Leesburg has used long-term debt to fund many of its capital improvement projects and infrastructure improvements. Some of the assets acquired recently by the Town through the issuance of bonds have been: the Ida Lee Recreation Center Tennis Bubble, Public Works Salt Storage Dome, West Market Street Improvements, and Brown’s Meadow Court Storm Drainage Improvements.

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

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

- The Town will make all capital improvements in accordance with an adopted capital improvements program.
- The Town will develop a multi-year plan for capital improvements, which considers the Town's development policies and links development proffers resulting from conditional zonings with the capital plan.
- The Town will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.
- The Town will make use of non-debt capital financing through the use of alternate sources, including proffers and pay-as-you-go financing. The goal is to finance at least 25% of the current portion of construction and acquisition costs of capital assets, improvements, and infrastructure (in excess of proffers) through the use of non-debt sources.
- The Town will not fund non-capital operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to capital improvements, projects, equipment or related expenditures that cannot be financed from current financial resources.
- The Town will, when financing capital improvements or other projects or equipment by issuing bonds or entering into capital leases, repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.
- The Town is cognizant of its higher than average debt burden and will continue to offset its impact through rapid payback. An average payback of at least 60% in ten years will be maintained except for projects with a known revenue stream.
- The Town will annually calculate target debt ratios. The Town's debt capacity shall be maintained within the following primary goals:
 - Debt service expenditures as a percentage of governmental fund expenditures should not exceed 15%.
 - Bonded debt of the Town shall not exceed 2.5% of the total assessed value of taxable property in the Town nor 3.5% of the total personal income of residents of the Town.
- The Town will follow a policy of full disclosure in every annual financial report and financing official statement/offering document.
- The Town will maintain good communications about its financial condition with bond and credit rating institutions.

CIP INTRODUCTION (continued)

Relationship to Debt Financing (continued)

Table 8.4 Projected Financial Ratios, FY 2010-2014					
<u>Financial Ratio Targets</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Debt Financing ≤ 75%	59.37%	63.19%	67.62%	69.14%	74.67%
Debt Service of Gov. Exp. ≤ 15%	12.63%	13.34%	14.26%	14.72%	13.67%
Bond Debt to Assessed Value ≤ 2.5%	1.04%	1.17%	1.28%	1.34%	1.22%
Bond Debt to Personal Income ≤ 3.5%	2.88%	3.15%	3.37%	3.50%	3.15%

Summary of Capital Projects

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

Capital Projects Fund

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

Utilities Fund

- Utility Maintenance
- Water Supply
- Water Pollution Control

Airport Fund

The project schedule is a master list of projects organized by functional area. Individual projects are shown on the project summary pages along with sources of funding. The following are the projects funded for FY 2010. Funding shown in FY 2011-2014 is for planning purposes only.

CIP INTRODUCTION (continued)

Summaries of Sources

Table 8.5.A Sources of Funds - By Fund

FUNDS SEPARATED	Total Required Project Funding	Funded through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Required
Capital Projects Fund									
General Obligation Bonds	\$44,491,925	\$7,624,696	\$10,458,705	\$8,263,524	\$6,455,000	\$3,325,000	\$2,850,000	\$31,352,229	\$5,515,000
Trust Funds/Donations	100,000								100,000
Capital Projects Fund Cash	1,900,000		75,000	75,000	475,000	1,275,000		1,900,000	
Proffers (incl. Anticipated and Dev. Contrib.)	6,887,292	1,395,303	3,354,039	606,476	50,000	567,474	50,000	4,627,989	864,000
Loudoun County - Gas Tax	8,161,157	439,038	1,172,119	550,000	1,500,000	632,526		3,854,645	3,867,474
Loudoun County - Other	679,821		679,821					679,821	
State - Department of Natural Resources	200,000								200,000
State - Department of Transportation	64,354,582	600,781	1,002,881	1,864,920	1,200,000	200,000	200,000	4,467,801	59,286,000
Federal - Transportation	5,400,000		1,000,000	1,050,000	1,350,000	1,000,000	1,000,000	5,400,000	
Total - Capital Projects Fund	\$132,174,777	\$10,059,818	\$17,742,565	\$12,409,920	\$11,030,000	\$7,000,000	\$4,100,000	\$52,282,485	\$69,832,474
Utilities Fund									
Utilities Fund Cash	\$14,358,620	\$3,934,580	\$2,562,540	\$1,080,000	\$5,114,250	\$564,750	\$1,102,500	\$10,424,040	
Utilities Fund Bonds	17,549,426	4,808,933	3,131,993	1,320,000	6,250,750	690,250	1,347,500	12,740,493	
Total - Utilities Fund	\$31,908,047	\$8,743,513	\$5,694,534	\$2,400,000	\$11,365,000	\$1,255,000	\$2,450,000	\$23,164,534	
Airport Fund									
General Obligation Bonds	\$195,330	\$2,000	\$79,000	\$1,000	\$9,000	\$37,000	\$10,000	\$136,000	\$57,330
State - Department of Aviation	322,170	3,000	118,500	1,500	13,500	18,000	15,000	166,500	152,670
Federal Aviation Administration	7,263,850	175,000	4,522,500	47,500	427,500	160,000	475,000	5,632,500	1,456,350
Total - Airport Fund	\$7,781,350	\$180,000	\$4,720,000	\$50,000	\$450,000	\$215,000	\$500,000	\$5,935,000	\$1,666,350
TOTAL ALL FUNDS	\$171,864,174	\$18,983,331	\$28,157,099	\$14,859,920	\$22,845,000	\$8,470,000	\$7,050,000	\$81,382,019	\$71,498,824

CIP INTRODUCTION (continued)

Summaries of Sources (continued)

Table 8.5.B Sources of Funds - Funds Combined

FUNDS COMBINED	Total Required Project Funding	Funded through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Required
General Obligation Bonds	\$44,687,255	\$7,626,696	\$10,537,705	\$8,264,524	\$6,464,000	\$3,362,000	\$2,860,000	\$31,488,229	\$5,572,330
Trust Funds/Donations	100,000								100,000
Capital Projects Fund Cash	1,900,000		75,000	75,000	475,000	1,275,000		1,900,000	
Utilities Fund Cash	14,358,621	3,934,580	2,562,540	1,080,000	5,114,250	564,750	1,102,500	10,424,040	
Utilities Fund Bonds	17,549,427	4,808,933	3,131,994	1,320,000	6,250,750	690,250	1,347,500	12,740,494	
Proffers (incl. Anticipated and Dev. Contrib.)	6,887,292	1,395,303	3,354,039	606,476	50,000	567,474	50,000	4,627,989	864,000
Loudoun County - Gas Tax	8,161,157	439,038	1,172,119	550,000	1,500,000	632,526		3,854,645	3,867,474
Loudoun County - Other	679,821		679,821					679,821	
State - Department of Aviation	322,170	3,000	118,500	1,500	13,500	18,000	15,000	166,500	152,670
State - Department of Natural Resources	200,000								200,000
State - Department of Transportation	64,354,582	600,781	1,002,881	1,864,920	1,200,000	200,000	200,000	4,467,801	59,286,000
Federal - Transportation	5,400,000		1,000,000	1,050,000	1,350,000	1,000,000	1,000,000	5,400,000	
Federal Aviation Administration	7,263,850	175,000	4,522,500	47,500	427,500	160,000	475,000	5,632,500	1,456,350
TOTAL ALL FUNDS	\$171,864,175	\$18,983,332	\$28,157,099	\$14,859,920	\$22,845,000	\$8,470,000	\$7,050,000	\$81,382,019	\$71,498,824

CIP INTRODUCTION (continued)

Summary of Uses

Table 8.6 Uses of Funds

Proj. No.	Project Description	Project Total Cost	Exp through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Req.
Capital Projects Fund										
General Government										
07309	Downtown Street Lighting	\$2,120,000	\$85,000	\$425,000	\$410,000	\$600,000	\$300,000	\$300,000	\$2,035,000	1
10304	Downtown Improvements, Ph. I	600,000		600,000					600,000	2
10306	Downtown Improvements, Ph. II	4,400,000		50,000	400,000	350,000	1,100,000	1,400,000	3,300,000	1,100,000
08308	Town-wide Tree Canopy	350,000	100,000	50,000	50,000	50,000	50,000	50,000	250,000	4
	Total General Government	\$7,470,000	\$185,000	\$1,125,000	\$860,000	\$1,000,000	\$1,450,000	\$1,750,000	\$6,185,000	\$1,100,000
Parks & Recreation										
12302	Catoctin SkatePark Renovation	\$400,000								\$400,000
12303	Ida Lee Park Maintenance Building	715,000	85,000	530,000	100,000				630,000	
01301	Ida Lee Soccer/Lacrosse Field No. 3	575,000								575,000
07317	Ida Lee Land Acquisition	1,000,000		1,000,000					1,000,000	
08302	South King St. Trail Extension	1,250,000	100,000	150,000				1,000,000	1,150,000	
08310	Southwest Connector Trail	7,575,000	400,000	575,000	1,950,000	3,900,000	750,000		7,175,000	
02302	Veterans Park at Balls Bluff, Phase I	2,300,000	100,000							2,200,000
	Total Parks & Recreation	\$13,815,000	\$685,000	\$2,255,000	\$2,050,000	\$3,900,000	\$750,000	\$1,000,000	\$9,955,000	\$3,175,000
Streets & Highways										
11302	Advanced Transportation Mgmt Sys., Ph II	\$400,000			\$50,000	\$350,000			\$400,000	
08303	Battlefield Pkwy. - Edwards Ferry to Ft. Evans	8,120,000	3,700,000	3,240,000	1,180,000				4,420,000	
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	13,500,000	762,256	2,237,744					2,237,744	10,500,000
06303	Battlefield Pkwy. - Kincaid Blvd. to Rt. 7	895,230	258,230	637,000					637,000	
07303	Catoctin Cir./Edwards Ferry - Traf Sig and Lft	891,947	1,947							890,000
07304	Church St. Improvements	450,000				75,000	175,000	200,000	450,000	
09307	Edwards Ferry Rd. at Leesburg Bypass Intercl	35,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	30,000,000
05302	Edwards Ferry at Rt. 15 Bypass Right Turn Im	1,040,000	150,000	190,000	700,000				890,000	
05303	Lowenbach St. Improvements	4,925,000	870,000	1,275,000	1,950,000	830,000			4,055,000	
14301	Morven Park Road Sidewalk	1,200,000						150,000	150,000	1,050,000
07302	Old Waterford Rd. Sidewalk	660,000	70,000	225,000	365,000				590,000	
01302	Rt. 15 (South King St.) Widening	15,200,000	500,000	250,000	200,000	1,000,000			1,450,000	13,250,000
07313	Sycolin Rd. Widening Ph. II	2,005,078	12,337	1,247,821	744,920				1,992,741	
98301	Sycolin Rd. Widening Ph. III	14,410,500	1,043,026	300,000	950,000	1,500,000	750,000		3,500,000	9,867,474
10307	Traffic Signal at Tavistock and Battlefield	300,000		50,000	250,000				300,000	
07312	Virts Corner Improvements	2,225,000	200,000	1,725,000	300,000				2,025,000	
	Total Streets & Highways	\$101,222,755	\$7,567,796	\$12,377,565	\$7,689,920	\$4,755,000	\$1,925,000	\$1,350,000	\$28,097,485	\$65,557,474

CIP INTRODUCTION (continued)

Summary of Uses (continued)

Table 8.6 Uses of Funds (continued)

Proj. No.	Project Description	Project Total Cost	Exp through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Req.
Storm Drainage										
06311	Mount Olive Baptist Church Drainage Improv	\$575,000	\$50,000	\$105,000	\$420,000				\$525,000	28
05305	Dry Mill/Wage/Anne Storm Improvements	1,350,000	550,000	800,000					800,000	29
06317	Fields at Leesburg Apartments and Meadows	2,062,022	27,022	100,000	135,000	600,000	1,200,000		2,035,000	30
01305	North King St. Improvements	1,455,000	805,000	650,000					650,000	31
07307	Town Branch at Mosby Dr.	480,000	50,000	125,000	305,000				430,000	32
10305	Town Branch Improvements	2,000,000		75,000	75,000	175,000	1,675,000		2,000,000	33
06306	Tuscarora Creek Flood Mitigation	895,000	80,000	90,000	725,000				815,000	34
09302	Woodberry Rd. Drainage and Street Improver	850,000	60,000	40,000	150,000	600,000			790,000	35
	Total Storm Drainage	\$9,667,022	\$1,622,022	\$1,985,000	\$1,810,000	\$1,375,000	\$2,875,000		\$8,045,000	
	Total Capital Fund Projects	\$132,174,777	\$10,059,818	\$17,742,565	\$12,409,920	\$11,030,000	\$7,000,000	\$4,100,000	\$52,282,485	\$69,832,474
Utilities Fund Projects										
Utility Lines										
06401	Misc. Waterline and San. Sewer Imps., Reps.,	\$6,396,047	\$2,101,047	\$825,000	\$400,000	\$365,000	\$255,000	\$2,450,000	\$4,295,000	36
	Total Utility Lines	\$6,396,047	\$2,101,047	\$825,000	\$400,000	\$365,000	\$255,000	\$2,450,000	\$4,295,000	
Water Supply										
05402	Carr Tank No. 2	\$4,172,000	\$4,072,000	\$100,000					\$100,000	37
07403	Carr Tank No. 1 Recoating	1,125,000	25,466	1,099,534					1,099,534	38
02402	Hogback Mountain Tank Recoating	515,000	25,000	490,000					490,000	39
05403	Route 643 Water Tank	4,640,000	1,920,000	2,720,000					2,720,000	40
	Total Water Supply	\$10,452,000	\$6,042,466	\$4,409,534					\$4,409,534	
Water Pollution Control										
10401	Lower Tuscarora Creek Sewage Conveyance S	\$15,060,000	\$600,000	\$460,000	\$2,000,000	\$11,000,000	\$1,000,000		\$14,460,000	41
	Total Water Pollution Control	\$15,060,000	\$600,000	\$460,000	\$2,000,000	\$11,000,000	\$1,000,000		\$14,460,000	
	Total Utility Fund Projects	\$31,908,047	\$8,743,513	\$5,694,534	\$2,400,000	\$11,365,000	\$1,255,000	\$2,450,000	\$23,164,534	
Airport Fund Projects										
09502	Airport Instrument Landing System Grading	\$850,000	\$80,000	\$770,000					\$770,000	42
09503	Navigation Aids Upgrades	550,000		50,000	50,000	450,000			550,000	43
08502	South Apron Expansion, Ph. II	2,381,350					215,000	500,000	715,000	1,666,350
11501	Land Acquisition - Airport Expansion SW Enc	4,000,000	100,000	3,900,000					3,900,000	45
	Total Airport Fund Projects	\$7,781,350	\$180,000	\$4,720,000	\$50,000	\$450,000	\$215,000	\$500,000	\$5,935,000	\$1,666,350
	TOTAL PROJECTS ALL FUNDS	\$171,864,174	\$18,983,331	\$28,157,099	\$14,859,920	\$22,845,000	\$8,470,000	\$7,050,000	\$81,382,019	\$71,498,824

GENERAL GOVERNMENT PROJECTS

8.4 General Government Projects

In this category, for FY 2010, funds are provided for Downtown Improvements projects (\$650,000), as well as the continuation of projects from last year's CIP, such as the Downtown Street Lighting project (\$425,000). See Table 8.7, below.

Table 8.7 General Government Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Required
General Obligation Bonds		\$5,830,348	\$95,348	\$875,000	\$610,000	\$450,000	\$1,200,000	\$1,500,000	\$4,635,000	\$1,100,000
Capital Projects Fund Cash		\$300,000				\$300,000			\$300,000	
Proffers		339,652	89,652	50,000	50,000	50,000	50,000	50,000	250,000	
State - Department of Transportation (VDOT)		1,000,000		200,000	200,000	200,000	200,000	200,000	1,000,000	
Total		\$7,470,000	\$185,000	\$1,125,000	\$860,000	\$1,000,000	\$1,450,000	\$1,750,000	\$6,185,000	\$1,100,000

Proj. No.	Uses	Total Project Cost	Exp through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Required
NEW	Downtown Improvements, Ph. I	\$600,000		\$600,000					\$600,000	
NEW	Downtown Improvements, Ph. II	4,400,000		50,000	400,000	350,000	1,100,000	1,400,000	3,300,000	1,100,000
07309	Downtown Street Lighting	2,120,000	85,000	425,000	410,000	600,000	300,000	300,000	2,035,000	
08308	Town-wide Tree Canopy	350,000	100,000	50,000	50,000	50,000	50,000	50,000	250,000	
Total - General Government		\$7,470,000	\$185,000	\$1,125,000	\$860,000	\$1,000,000	\$1,450,000	\$1,750,000	\$6,185,000	\$1,100,000

GENERAL GOVERNMENT PROJECTS (continued)

TITLE: Downtown Improvements Phase I (New)
STATUS: New **PROJECT MANAGER:** B. Ference

PROGRAM DESCRIPTION: The Downtown Improvement Association with assistance from the Urban Land Institute, prepared a report that recommended a variety of infrastructure improvement projects in the downtown area. These improvements encompass both public improvements and public-private partnerships to make the downtown a more vibrant area. The initial phase of the project involves improvements to the King Street corridor to make it more pedestrian-friendly, to improve aesthetics and to accommodate outdoor cafes.

CONSTRUCTION START DATE: Spring 2010

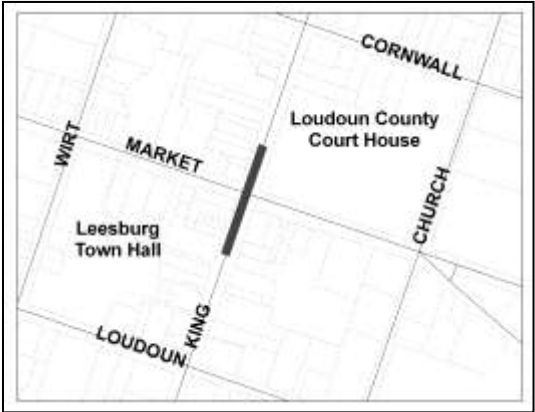
ESTIMATED COMPLETION DATE: Summer 2010

OPERATING IMPACT:

GOAL ADDRESSED:

2005 Town Plan

The Transportation element calls for a safe, convenient and aesthetically pleasing transportation environment to promote walking and to strengthen the local character.



Sources:	Total Required Project Funding	Funded through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Bonds	\$600,000		\$600,000					\$600,000	
TOTAL	\$600,000		\$600,000					\$600,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Design	\$75,000		\$75,000					\$75,000	
Construction	\$525,000		\$525,000					\$525,000	
TOTAL	\$600,000		\$600,000					\$600,000	

GENERAL GOVERNMENT PROJECTS (continued)

TITLE: Downtown Improvements Phase II (New)
STATUS: New **PROJECT MANAGER:** B. Ference

PROGRAM DESCRIPTION: The Downtown Improvement Association with assistance from the Urban Land Institute, prepared a report that recommended a variety of infrastructure improvement projects in the downtown area. These improvements encompass both public improvements and public-private partnerships to make the downtown a more vibrant area. The second phase of the project involves implementing other public infrastructure improvements identified in the study. This includes sidewalks and crosswalks, drainage improvements, traffic calming, and other streetscape and aesthetic improvements within the historic district.

CONSTRUCTION START DATE: Spring 2014

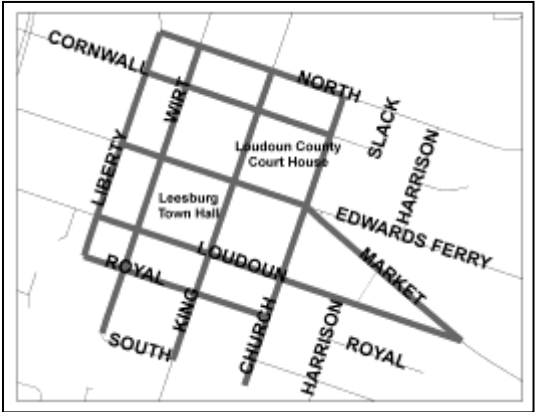
ESTIMATED COMPLETION DATE: Summer 2016

OPERATING IMPACT:

GOAL ADDRESSED:

2005 Town Plan

The Transportation element calls for a safe, convenient and aesthetically pleasing transportation environment to promote walking and to strengthen the local character.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Bonds	\$4,100,000		\$50,000	\$400,000	\$50,000	\$1,100,000	\$1,400,000	\$3,000,000	\$1,100,000
Capital Projects									
Fund Cash	300,000				300,000			300,000	
TOTAL	\$4,400,000		\$50,000	\$400,000	\$350,000	\$1,100,000	\$1,400,000	\$3,300,000	\$1,100,000

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Design	\$450,000		\$50,000	\$100,000	\$100,000	\$100,000	\$100,000	\$450,000	
Construction	3,950,000			300,000	250,000	1,000,000	1,300,000	2,850,000	1,100,000
TOTAL	\$4,400,000		\$50,000	\$400,000	\$350,000	\$1,100,000	\$1,400,000	\$3,300,000	\$1,100,000

GENERAL GOVERNMENT PROJECTS (continued)

TITLE: Downtown Street Lighting (07309)
STATUS: Ongoing **PROJECT MANAGER:** A. Geiger

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

Existing streetlight poles are rusted, 50 years old and need to be replaced. The project area is on King Street (North Street to south of Loudoun Street); Market Street and Loudoun Street (from Liberty Street to Wirt Street); and Wirt Street (Market Street to Loudoun Street). The project requires that a design compatible with the historic district and requires Board of Architectural Review approval. Initial project funding of \$500,000 (80% grant/20% local) is through two separate SAFETEA-LU Transportation Enhancement Funding awards from VDOT. The Town has applied for additional Enhancement Funding and will continue to do so in subsequent years. Start of project delayed due to delay in receipt of funding. If additional funds are not received, we will not go forward with the project.

PLANNED FINANCING

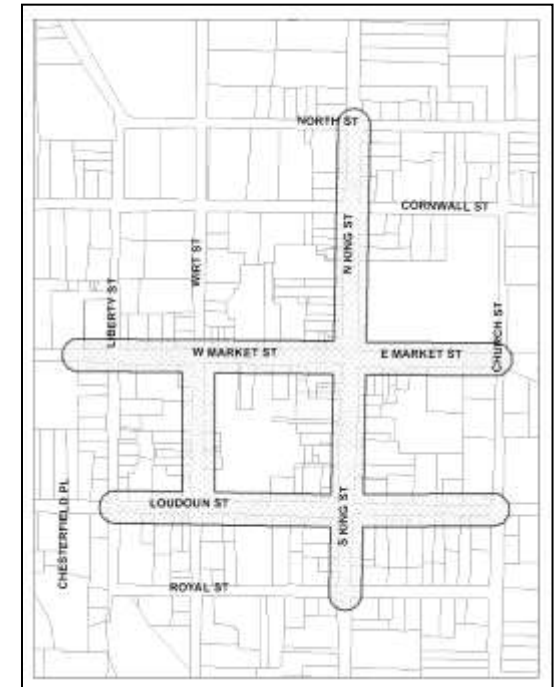
Sources:	Project Total Cost	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
VDOT (SAFETEA-LU)	\$1,000,000		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	
G.O. Bonds	1,120,000	85,000	225,000	210,000	400,000	100,000	100,000	1,035,000	
TOTAL	\$2,120,000	\$85,000	\$425,000	\$410,000	\$600,000	\$300,000	\$300,000	\$2,035,000	

PLANNED EXPENDITURES

Uses:	Project Total Cost	Expended through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
Land	\$10,000			\$10,000				\$10,000	
Design/Eng	160,000	85,000	25,000	25,000	25,000			75,000	
Const.	1,950,000		400,000	375,000	575,000	300,000	300,000	1,950,000	
TOTAL	\$2,120,000	\$85,000	\$425,000	\$410,000	\$600,000	\$300,000	\$300,000	\$2,035,000	

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
Dominion Power (additional cost of new lights)	\$4,000	\$6,000	\$8,000	\$10,000	\$11,000	\$39,000
TOTAL	\$4,000	\$6,000	\$8,000	\$10,000	\$11,000	\$39,000



CONSTRUCTION START DATE: Fall 2009

EST. COMPLETION DATE: Spring 2014

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

GOAL ADDRESSED:

2005 Town Plan. Transportation element calls for safe, convenient and efficient multi-modal transportation system to maintain Town's character. The Natural Resources element calls for energy efficiency and outdoor lighting that reduces glare and impacts on the night sky.

GENERAL GOVERNMENT PROJECTS (continued)

TITLE: Town-wide Tree Canopy (08308)
STATUS: Ongoing **PROJECT MANAGER:** A. Geiger

PROGRAM DESCRIPTION: This project provides annual funding to plant trees along roadways, trails, and in communities to enhance the tree canopy. Initial efforts will focus on existing sections of Battlefield Parkway to enhance roadway aesthetics. Tree planting will be in keeping with the general tree planting guidelines approved by VDOT and in accordance with the “Town-wide Tree Planting Plan” prepared in 2008. This project is in support of the Leesburg Urban Forestry Management Plan and will comply with the Zero-Net Tree Canopy Loss Program for capital projects.

CONSTRUCTION START DATE: Spring 2008

ESTIMATED COMPLETION DATE: Ongoing

OPERATING IMPACT: Increase in costs for tree planting and maintenance.

PLANNED FINANCING

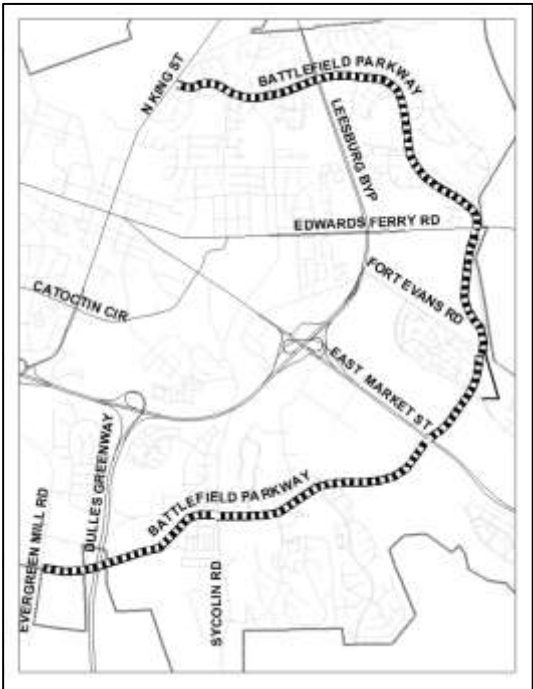
Sources:	Total Required Project Funding	Funded through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Bonds	\$10,348	\$10,348							
Proffers	339,652	89,652	50,000	50,000	50,000	50,000	50,000	250,000	
TOTAL	\$350,000	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Design	\$55,000	\$10,000	\$15,000		\$15,000		\$15,000	\$45,000	
Construction	295,000	90,000	35,000	50,000	35,000	50,000	35,000	205,000	
TOTAL	\$350,000	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	

OPERATING IMPACT

Operating/Maintenance:						TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
3-year establishment protocol (Public Works)	\$10,000	\$20,000	\$30,000	\$30,000	\$30,000	\$120,000
TOTAL	\$10,000	\$20,000	\$30,000	\$30,000	\$30,000	\$120,000



GOAL ADDRESSED

Section 6.4.4 of the 2006 Urban Forestry Management Plan, *Tree Planting Process*.
 2005 Town Plan and the 2006 Urban Forestry Management Plan
 This project begins the development of a funded program for planting and maintaining trees.
 Piedmont Community Tree Guide: Benefits, Costs and Strategic Planting
 USDA Forest Service General Technical Report PSW-GTR-200, November 2006.

GENERAL GOVERNMENT PROJECTS (continued)

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PARKS AND RECREATION PROJECTS

8.5 Parks and Recreation Projects

Funding in FY 2010 includes money for the beginning of construction of the Southwest Connector Trail (\$575,000) and Ida Lee Land Acquisition (\$1 million). See Table 8.8, below.

Table 8.8 Parks and Recreation Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Required
General Obligation Bonds		\$11,705,150	\$505,150	\$725,000	\$1,950,000	\$3,900,000	\$750,000	\$1,000,000	\$8,325,000	\$2,875,000
Corporate Donation		100,000								100,000
Proffers		1,809,850	179,850	1,530,000	100,000				1,630,000	
State - Department of Natural Resources		200,000								200,000
Total		\$13,815,000	\$685,000	\$2,255,000	\$2,050,000	\$3,900,000	\$750,000	\$1,000,000	\$9,955,000	\$3,175,000
Proj. No.	Uses	Total Project Cost	Exp through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Required
12302	Catoctin SkatePark Renovation	\$400,000								\$400,000
07317	Ida Lee Land Acquisition	1,000,000		1,000,000					1,000,000	
12303	Ida Lee Park Maintenance Building	715,000	85,000	530,000	100,000				630,000	
01301	Ida Lee Soccer/Lacrosse Field No. 3	575,000								575,000
08302	South King St. Trail Extension	1,250,000	100,000	150,000				1,000,000	1,150,000	
08310	Southwest Connector Trail	7,575,000	400,000	575,000	1,950,000	3,900,000	750,000		7,175,000	
02302	Veterans Park at Balls Bluff, Phase I	2,300,000	100,000							2,200,000
Total - Parks and Recreation		\$13,815,000	\$685,000	\$2,255,000	\$2,050,000	\$3,900,000	\$750,000	\$1,000,000	\$9,955,000	\$3,175,000

PARKS AND RECREATION PROJECTS (continued)

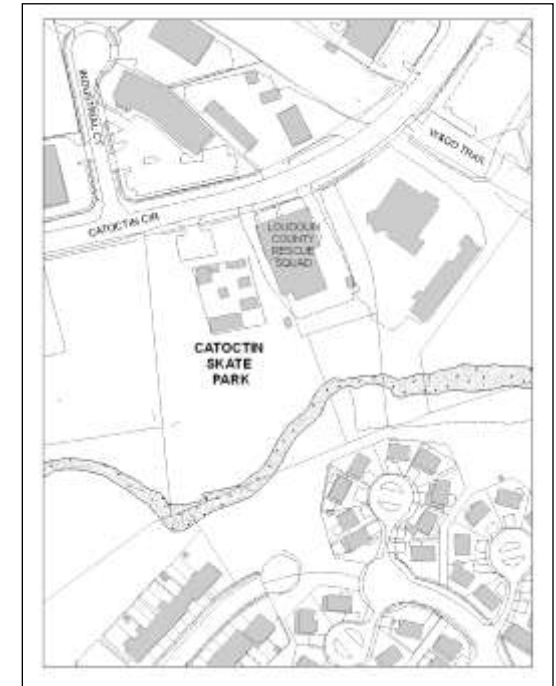
TITLE: Catoctin SkatePark Renovation (12302)
STATUS: Ongoing **PROJECT MANAGER:** A. Geiger

PROGRAM DESCRIPTION: Replacement of existing structure and installation of new features at Catoctin SkatePark. Facility opened in 1998 and has not been renovated. Discussions are currently underway with Loudoun County Rescue Squad regarding their acquisition of this property.

CONSTRUCTION START DATE: Fall 2014

ESTIMATED COMPLETION DATE: Spring 2015

OPERATING IMPACT: None.



GOAL ADDRESSED: Development of the components of a strong community parks and recreation program as outlined in the 2005 Town Plan and the Parks and Recreation Strategic Plan.

PLANNED FINANCING

Sources:	Project Total Cost	Funded through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
Bonds	\$300,000								\$300,000
Corporate Donations	100,000								100,000
TOTAL	\$400,000								\$400,000

PLANNED EXPENDITURES

Uses:	Project Total Cost	Expended through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
Land	\$400,000								\$400,000
TOTAL	\$400,000								

OPERATING IMPACT

Operating/Maintenance:	Year					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						

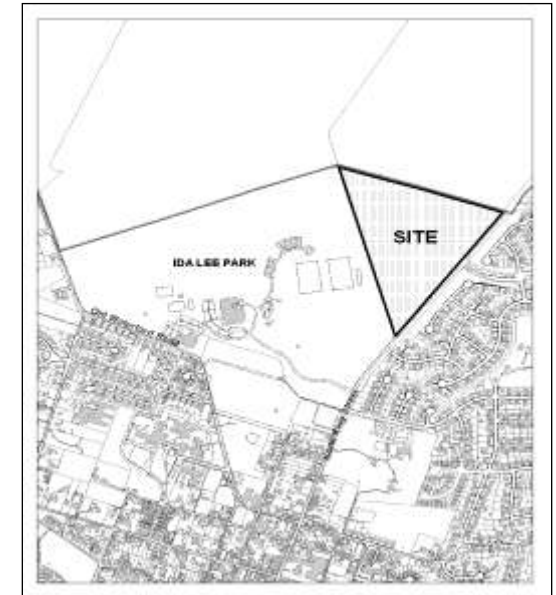
PARKS AND RECREATION PROJECTS (continued)

TITLE: Ida Lee Land Acquisition (07317)
STATUS: Ongoing **PROJECT MANAGER:** K. Dentler

PROGRAM DESCRIPTION: Purchase approximately 40 acres of open space within the Town limits north of and contiguous to Ida Lee Park.

ESTIMATED PURCHASE DATE: Spring 2010

OPERATING IMPACT: General park maintenance requirements until actual use is approved by Town Council.



PLANNED FINANCING

Sources:	Project Total Cost	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
Proffer (Anticipated)	\$1,000,000		\$1,000,000					\$1,000,000	
TOTAL	\$1,000,000		\$1,000,000					\$1,000,000	

PLANNED EXPENDITURES

Uses:	Project Total Cost	Expended through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
Land	\$1,000,000		\$1,000,000					\$1,000,000	
TOTAL	\$1,000,000		\$1,000,000					\$1,000,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
General park maintenance	\$8,000	\$8,240	\$8,487	\$8,742	\$9,004	\$42,473
TOTAL	\$8,000	\$8,240	\$8,487	\$8,742	\$9,004	\$42,473

GOAL ADDRESSED:

2005 Town Plan and 2002 20-year Parks, Recreation and Open Space Plan

A quality of life that includes recreation facilities.

Variety of recreational opportunities.

To develop a comprehensive park system.

Parks & Recreation Strategic Plan

- Develop a comprehensive park system.

- Continue to implement the Ida Lee Park Master Plan.

PARKS AND RECREATION PROJECTS (continued)

TITLE: Ida Lee Park Maintenance Building (12303)
STATUS: Ongoing **PROJECT MANAGER:** P. Webster

PROGRAM DESCRIPTION: Construct a facility to serve as the operational center for the Parks Division of the Department of Parks and Recreation. The facility will include a operations building (approximately 2,000 ft² with service bays, work station / office, and storage), a storage shed for Master Gardeners, outside storage bins, and new access and parking. The existing maintenance structure at Ida Lee Park is an inadequate old shed which will be renovated as part of this project.

CONSTRUCTION START DATE: Winter (January-March) 2010

ESTIMATED COMPLETION DATE: Fall 2010

OPERATING IMPACT: Increased utility costs over existing costs.

PLANNED FINANCING

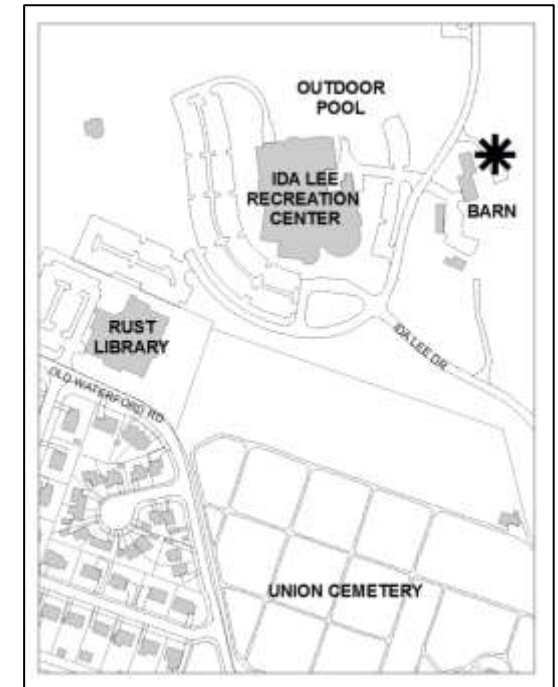
Sources:	Project Total Cost	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
Proffers/Antic. Proffers	\$715,000	\$85,000	\$530,000	\$100,000				\$630,000	
TOTAL	\$715,000	\$85,000	\$530,000	\$100,000				\$630,000	

PLANNED EXPENDITURES

Uses:	Project Total Cost	Expended through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
Design	\$115,000	\$85,000	\$30,000					\$30,000	
Construction	600,000		500,000	100,000				600,000	
TOTAL	\$715,000	\$85,000	\$530,000	\$100,000				\$630,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
Maintenance	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502	\$21,237
TOTAL	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502	\$21,237



GOAL ADDRESSED: Development of the components of a strong community parks and recreation program as outlined in the 2005 Town Plan and the Parks and Recreation Strategic Plan.

Specific Project Goal

To provide support facilities that enable the Town to deliver the Parks and Recreation services outlined in the 2005 Town Plan.

PARKS AND RECREATION PROJECTS (continued)

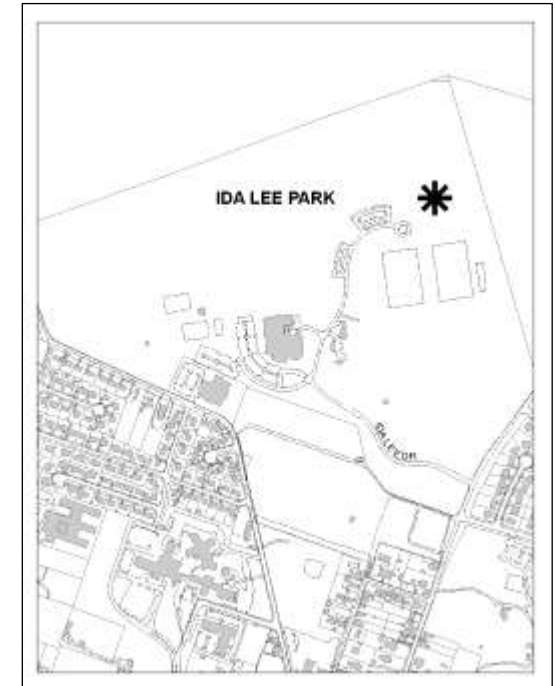
TITLE: Ida Lee Soccer/Lacrosse Field No. 3 (01301)
STATUS: Ongoing **PROJECT MANAGER:** A. Geiger

PROGRAM DESCRIPTION: Development of a third irrigated soccer/lacrosse field at Ida Lee Park, with shelter and storage. Shelter building is approximately 1,000 square feet. Project has approved construction plans (field, \$400,000; shelter, \$100,000).

CONSTRUCTION DATE: TBD

ESTIMATED COMPLETION DATE: TBD

OPERATING IMPACT: Normal field operations costs; mowing, turf management, athletic field supplies, irrigation operation and repair.



PLANNED FINANCING

Sources:	Project Total Cost	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
G.O. Bonds	\$575,000								\$575,000
TOTAL	\$575,000								\$575,000

PLANNED EXPENDITURES

Uses:	Project Total Cost	Expended through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
Construction	\$575,000								\$575,000
TOTAL	\$575,000								\$575,000

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						

GOAL ADDRESSED:

Development of the components of a strong community parks and recreation program as outlined in the 2005 Town Plan and the Parks and Recreation Strategic Plan.

PARKS AND RECREATION PROJECTS (continued)

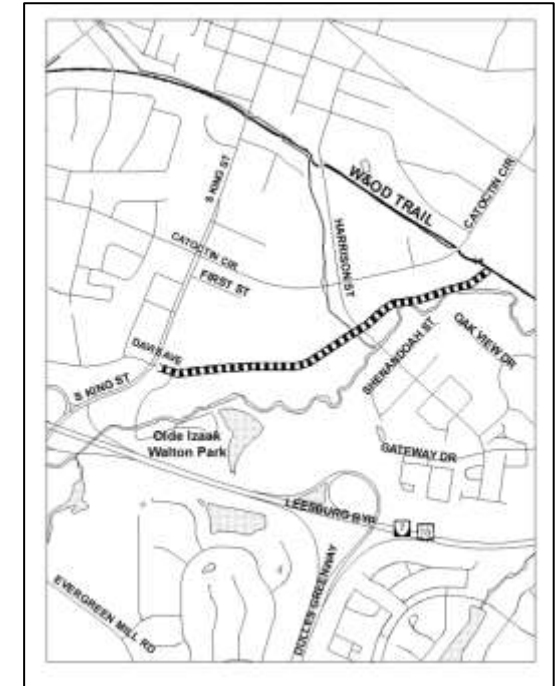
TITLE: South King Street Trail Extension (08302)
STATUS: Ongoing **PROJECT MANAGER:** A. Geiger

PROGRAM DESCRIPTION: Trail from Davis Avenue to W&OD Trail at Douglass Community Center via the Tuscarora Creek Stream Valley. Total length of trail is approximately 4,000 linear feet, and includes a crossing of Town Branch near Brandon Park. This trail will provide access to the Crescent District, Olde Izaak Walton Park, Catocin Skate Park, Douglass Community Center, and W&OD Trail. Due to budget and staffing constraints, project has been delayed about 18 months.

CONSTRUCTION START DATE: Summer 2010

ESTIMATED COMPLETION DATE: Fall 2011

OPERATING IMPACT: Funds for trail repair, mowing, and trash and graffiti removal.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
G.O. Bonds	\$1,155,150	\$5,150	\$150,000				\$1,000,000	\$1,150,000	
Proffers	\$94,850	\$94,850							
TOTAL	\$1,250,000	\$100,000	\$150,000				\$1,000,000	\$1,150,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$100,000						\$100,000	\$100,000	
Design/Eng.	250,000	\$100,000	\$150,000					150,000	
Construction	900,000						900,000	900,000	
TOTAL	\$1,250,000	\$100,000	\$150,000				\$1,000,000	\$1,150,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						

GOALS ADDRESSED:

2005 Town Plan & 2002 20-Year Parks, Recreation & Open Space Plan

Construct integrated alternative transportation modes, including pedestrian paths and bikeways.

Create a park and greenway system including biking trails.

Trail delineated on the bicycle/ pedestrian facilities policy map.

PARKS AND RECREATION PROJECTS (continued)

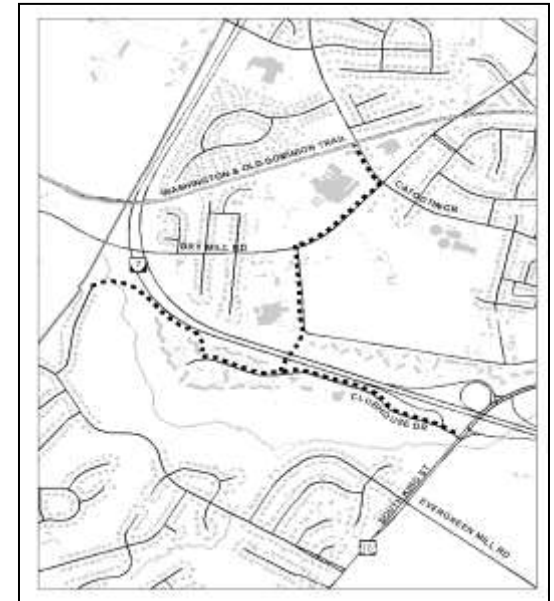
TITLE: Southwest Connector Trail (08310)
STATUS: Ongoing **PROJECT MANAGER:** A. Geiger

PROGRAM DESCRIPTION: Development of a 9,000-foot long trail system to connect southwest Leesburg with the W&OD Trail and other points north of the Bypass. The trails consist of several segments: (1) connection between the Chancellor Street cul-de-sac and Clubhouse Drive, including a bridge over Dry Mill Branch; (2) along Clubhouse Drive between Clubhouse Apartments and South King Street; (3) bridge across the Leesburg Bypass, connecting Clubhouse Drive with Lee Avenue; (4) along Lee Avenue between Davis Drive and Dry Mill Road; (5) along Dry Mill Road between Lee Avenue and Catoctin Circle; and (6) along Catoctin Circle between Dry Mill Road and the W&OD Trail. The project has been combined with project number 07305: Clubhouse Drive Sidewalk.

CONSTRUCTION START DATE: Spring 2011

ESTIMATED COMPLETION DATE: Spring 2013

OPERATING IMPACT: Funds for trail repair, mowing, and trash and graffiti removal.



GOALS ADDRESSED:

2005 Town Plan

Construct integrated alternative transportation modes, including pedestrian paths and bikeways.

Create a park and greenway system including biking trails.

Trail delineated on the bicycle/pedestrian facilities policy map.

Ad Hoc SE / SW Trail Committee Report

Address trail access in the SE and SW quadrants of Town.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
G.O. Bonds	\$7,575,000	\$400,000	\$575,000	\$1,950,000	\$3,900,000	\$750,000		\$7,175,000	
TOTAL	\$7,575,000	\$400,000	\$575,000	\$1,950,000	\$3,900,000	\$750,000		\$7,175,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$1,000,000		\$150,000	\$850,000				\$1,000,000	
Design/Eng.	\$575,000	\$400,000	\$75,000	\$100,000				\$175,000	
Construction	\$6,000,000		\$350,000	\$1,000,000	\$3,900,000	\$750,000		\$6,000,000	
TOTAL	\$7,575,000	\$400,000	\$575,000	\$1,950,000	\$3,900,000	\$750,000		\$7,175,000	

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
			\$20,000	\$20,600	\$21,218	\$61,818
TOTAL			\$20,000	\$20,600	\$21,218	\$61,818

PARKS AND RECREATION PROJECTS (continued)

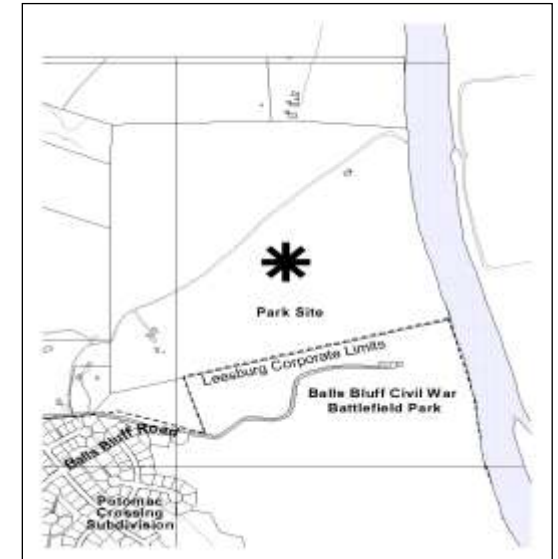
TITLE: Veterans Park at Balls Bluff, Phase I (02302)
STATUS: Ongoing **PROJECT MANAGER:** A. Geiger

PROGRAM DESCRIPTION: Design and construction of public recreational facilities including a public access road, parking, boat launch, picnic areas and meadow. Future work may include pavilions, disc golf course, additional parking and a visitors center.

CONSTRUCTION START DATE: TBD

ESTIMATED COMPLETION DATE: TBD

OPERATING IMPACT: Long-term park operating costs including maintenance and material costs.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
G.O. Bonds	\$2,100,000	\$100,000							\$2,000,000
Grant - State Park	200,000								200,000
TOTAL	\$2,300,000	\$100,000							\$2,200,000

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$25,000								\$25,000
Design/Eng	275,000	100,000							175,000
Construction	2,000,000								2,000,000
TOTAL	\$2,300,000	\$100,000							\$2,200,000

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
TOTAL						

GOAL ADDRESSED:

2005 Town Plan & 2002 20-Year Parks, Recreation & Open Space Plan

- To develop a comprehensive park system.
- To ensure parks and facilities are safe and accessible.
- To improve and enhance environmental quality, recreation, conservation, and cultural heritage.

STREETS, HIGHWAYS, BUILDINGS AND GROUNDS PROJECTS

8.6 Streets, Highways, Buildings, and Grounds Projects

The FY 2010 Streets, Highways, Buildings, and Grounds projects include \$12.3 million in improvements. Major projects include: Battlefield Parkway (\$6.1 million), Lowenbach Street (\$1.3 million), Sycolin Road Ph. II-III (\$1.5 million), and Virts Corner Improvements (\$1.7 million). See Table 8.9 below.

Table 8.9 Streets, Highways, Buildings, and Grounds Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Required
General Obligation Bonds		\$19,418,183	\$5,451,915	\$7,027,744	\$3,968,524	\$905,000	\$175,000	\$350,000	\$12,426,268	\$1,540,000
Proffers (including Dev Contrib and Antic. Proffer)		4,209,012	1,076,062	1,695,000	456,476		117,474		2,268,950	864,000
Loudoun County - Gas Tax		8,161,157	439,038	1,172,119	550,000	1,500,000	632,526		3,854,645	3,867,474
Loudoun County - Other		679,821		679,821					679,821	
State - Department of Transportation		63,354,582	600,781	802,881	1,664,920	1,000,000			3,467,801	59,286,000
Federal - Transportation (CMAQ and RSTP)		5,400,000		1,000,000	1,050,000	1,350,000	1,000,000	1,000,000	5,400,000	
Total		\$101,222,755	\$7,567,796	\$12,377,565	\$7,689,920	\$4,755,000	\$1,925,000	\$1,350,000	\$28,097,485	\$65,557,474

Proj. No.	Uses	Total Project Cost	Exp through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Required
11302	Advanced Transportation Mgmt Sys, Ph II	\$400,000			\$50,000	\$350,000			\$400,000	
08303	Battlefield Pkwy. - Edwards Ferry to Ft. Evans	8,120,000	3,700,000	3,240,000	1,180,000				4,420,000	
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	13,500,000	762,256	2,237,744					2,237,744	10,500,000
06303	Battlefield Pkwy. - Kincaid Blvd. to Rt. 7	895,230	258,230	637,000					637,000	
07303	Catoctin Cir./Edwards Ferry - Traf Sig/Lft Trn Ln	891,947	1,947							890,000
07304	Church St. Improvements	450,000				75,000	175,000	200,000	450,000	
09307	Edwards Ferry Rd. at Leesburg Bypass Interchange	35,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	30,000,000
05302	Edwards Ferry at Rt. 15 Bypass Right Turn Imps	1,040,000	150,000	190,000	700,000				890,000	
05303	Lowenbach St. Improvements	4,925,000	870,000	1,275,000	1,950,000	830,000			4,055,000	
14301	Morven Park Road Sidewalk	1,200,000						150,000	150,000	1,050,000
07302	Old Waterford Rd. Sidewalk	660,000	70,000	225,000	365,000				590,000	
01302	Rt. 15 (South King St.) Widening	15,200,000	500,000	250,000	200,000	1,000,000			1,450,000	13,250,000
07313	Sycolin Rd. Widening Ph. II	2,005,078	12,337	1,247,821	744,920				1,992,741	
98301	Sycolin Rd. Widening Ph. III	14,410,500	1,043,026	300,000	950,000	1,500,000	750,000		3,500,000	9,867,474
10307	Traffic Signal at Tavistock and Battlefield	300,000		50,000	250,000				300,000	
07312	Virts Corner Improvements	2,225,000	200,000	1,725,000	300,000				2,025,000	
Total - Streets, Highways, Bldngs & Grnds		\$101,222,755	\$7,567,796	\$12,377,565	\$7,689,920	\$4,755,000	\$1,925,000	\$1,350,000	\$28,097,485	\$65,557,474

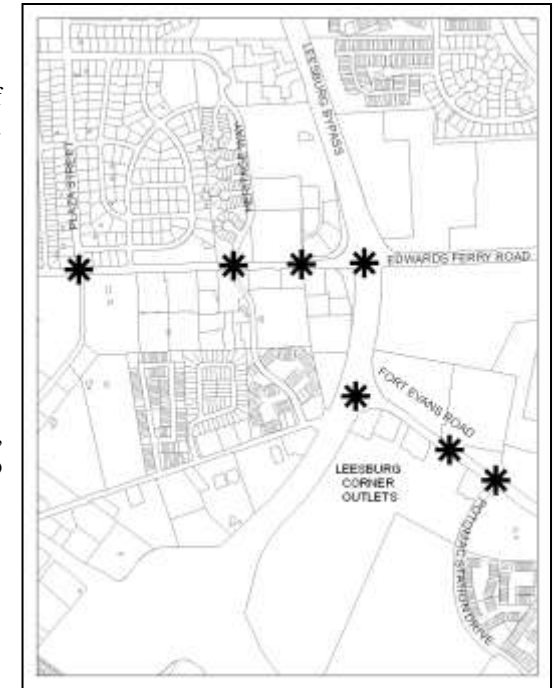
STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

TITLE: Advanced Transportation Management System, Phase II (11302)
STATUS: Ongoing **PROJECT MANAGER:** R. LaFollette

PROGRAM DESCRIPTION: This project includes electronic connection of existing traffic signals to allow monitoring of the system from a control center in Town Hall. This project will improve congestion and air quality by enhancing traffic flow. Signals to be included in this phase are:

- Edwards Ferry Road at Plaza Street
- Edwards Ferry Road at Heritage Way
- Edwards Ferry Road at Shenandoah Square
- Edwards Ferry Road at the Route 15 Bypass
- Ft. Evans Road at the Route 15 Bypass
- Ft. Evans Road at the Leesburg Corner Premium Outlet Mall entrance, and
- Ft. Evans Road at Potomac Station Drive

This is a continuation of Phase I of the project to provide better traffic flow throughout the Town on the two major corridors, Route 15 and Route 7 between Fort Evans Road and Fairview Avenue along Market Street, and from Country Club Drive to Market Street on Route 15.



CONSTRUCTION START DATE: Fall 2011
ESTIMATED COMPLETION DATE: Summer 2012
OPERATING IMPACT: Minimal

GOAL ADDRESSED:

2005 Town Plan

Transportation element requires a safe, convenient, and efficient motorized transportation system that satisfies both the short-term and long-term transportation mobility needs of Town residents and visitors.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
RSTP	\$100,000			\$50,000	\$50,000			\$100,000	
CMAQ	300,000				300,000			300,000	
TOTAL	\$400,000			\$50,000	\$350,000			\$400,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Expended through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
Design/Eng.	\$100,000			\$50,000	\$50,000			\$100,000	
Construction	300,000				300,000			300,000	
TOTAL	\$400,000			\$50,000	\$350,000			\$400,000	

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
TOTAL						

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

TITLE: Battlefield Parkway - Edwards Ferry Road to Fort Evans Road (08303)
STATUS: Ongoing **PROJECT MANAGER:** T. Brandon

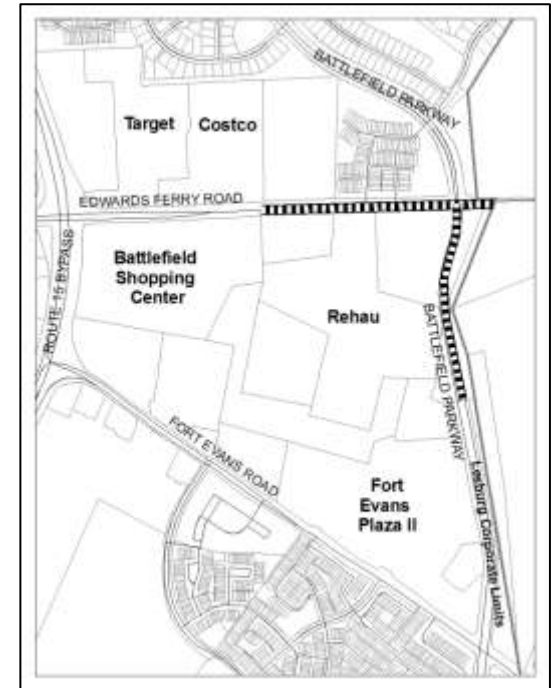
PROGRAM DESCRIPTION: The project includes construction of approximately 1,650 feet of 4-lane arterial roadway with a sidewalk and multi-use trail immediately south of Edwards Ferry Road. This section includes improvements to the Battlefield Parkway / Edwards Ferry Road intersection, and links the existing Parkway north of Edwards Ferry Road with a segment currently being constructed by a private developer in connection with the Fort Evans Plaza shopping center immediately north of Fort Evans Road. The limits of the project have been extended to include widening of approximately 1,600 feet of Edwards Ferry Road between Battlefield Shopping Center and Battlefield Parkway (previous CIP project number 10301). This will complete Edwards Ferry Road as a four-lane divided roadway between the Bypass and the Town limits. By completing this final segment of Battlefield Parkway between North King Street and East Market Street, access to the northern portions of the Town will be improved and congestion on the Route 15 Bypass will be reduced.

CONSTRUCTION START DATE: Fall 2008

ESTIMATED COMPLETION DATE: Spring 2011

OPERATING IMPACT: Additional lane mile maintenance costs offset to some degree by an increase in VDOT's maintenance payments (future reimbursement rate TBD).

GOAL ADDRESSED: Reduce congestion on Rt. 15 Bypass; provide additional access to north Leesburg.



2005 Town Plan

Transportation element requires 4-lane divided highway with acceleration/deceleration lanes.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Bonds	8,050,000	\$3,630,000	\$3,240,000	\$1,180,000				\$4,420,000	
Proffers	70,000	70,000							
TOTAL	\$8,120,000	\$3,700,000	\$3,240,000	\$1,180,000				\$4,420,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	1,200,000	\$1,200,000							
Design/Eng.	720,000	600,000	120,000					120,000	
Construction	6,200,000	1,900,000	3,120,000	1,180,000				4,300,000	
TOTAL	\$8,120,000	\$3,700,000	\$3,240,000	\$1,180,000				\$4,420,000	

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
Lane Mile Maintenance			\$44,000	\$44,000	\$44,000	\$132,000

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

TITLE: Battlefield Parkway - Kincaid Boulevard to Route 7 (06303)
STATUS: Ongoing **PROJECT MANAGER:** T. Brandon

PROGRAM DESCRIPTION: Construction of a 3,500-foot segment of arterial roadway between East Market Street (Route 7) and Kincaid Boulevard. Major elements of the project are parallel 1,250-foot bridges over the W&OD Trail and Tuscarora Creek, sidewalk and multi-use trail, soundwalls, and an intersection to accommodate future Russell Branch Parkway. Completion of this segment will reduce congestion and improve traffic flow in the region and provide access for the residential neighborhoods in this portion of the Town. VDOT is administering the project under a design-build contract. The tables below indicate anticipated total funding levels and sources for the total project; and the planned financing and expenditures for Town of Leesburg funding sources. A waterline will also be constructed as part of this project. Cost and funding of the waterline are included in Utilities Fund Project No. 06401: Miscellaneous Waterline and Sanitary Sewer Replacements and I/I Mitigation.

Source	Total
Regional Surface Transportation Program (RSTP)	\$5,870,344
Federal STP	17,545
VDOT Urban Fund (Federal and State combined)	12,012,146
SAFETEA-LU Federal Earmark Funds	1,733,201
FHWA Demonstration Fund (Congressman Wolf)	6,956,600
FHWA Public Land Highway Fund	2,523,164
VDOT Transportation Partnership Opportunity Fund	5,000,000
Developer Contributions	887,000
	\$35,000,000

CONSTRUCTION START DATE: Winter 2008



ESTIMATED COMPLETION DATE: Fall 2009

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
G.O. Bonds	8,230	\$8,230							
Dev. Contrib. (Proffers)	887,000	250,000	637,000					637,000	
TOTAL	\$895,230	\$258,230	\$637,000					\$637,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Design/Eng.	\$8,230	\$8,230							
Construction	887,000	250,000	637,000					637,000	
TOTAL	\$895,230	\$258,230	\$637,000					\$637,000	

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
Additional Lane Mile Maintenance	\$64,000	\$64,000	\$64,000	\$64,000	\$64,000	\$320,000
TOTAL	\$64,000	\$64,000	\$64,000	\$64,000	\$64,000	\$320,000

OPERATING IMPACT: Additional lane mile maintenance costs offset to some degree by an increase in VDOT’s maintenance payments (future reimbursement rate TBD).

GOAL ADDRESSED: Reduce traffic volume on Rt. 15 Bypass and provide additional access to southern Leesburg.

2005 Town Plan: Transportation element requires 4-lane divided highway with acceleration/deceleration lanes.

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

TITLE: Battlefield Parkway - Route 15 to Dulles Greenway (07315)
STATUS: Ongoing **PROJECT MANAGER:** T. Brandon

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

CONSTRUCTION START DATE: TBD

ESTIMATED COMPLETION DATE: TBD

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

PLANNED FINANCING

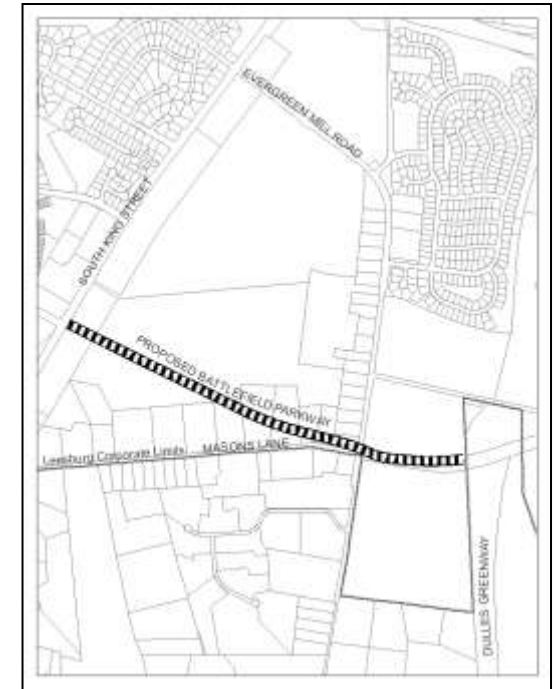
Sources:	Total Required Project Funding	Funded through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
G.O. Bonds	\$3,000,000	\$762,256	\$2,237,744					\$2,237,744	
Future VDOT	\$10,500,000								10,500,000
TOTAL	\$13,500,000	\$762,256	\$2,237,744					\$2,237,744	\$10,500,000

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$2,100,000		\$2,100,000					\$2,100,000	
Design/Eng.	900,000	762,256	137,744					137,744	
Construction	10,500,000								10,500,000
TOTAL	\$13,500,000	\$762,256	\$2,237,744					\$2,237,744	\$10,500,000

OPERATING IMPACT

Operating/Maintenance:	Year					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						



GOAL ADDRESSED: Reduce traffic volume on Rt. 15 Bypass and provide additional access to southwest Leesburg.

2005 Town Plan

Transportation element requires 4-lane divided highway with acceleration/deceleration lanes.

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

TITLE: Catoctin Circle / Edwards Ferry Road Intersection - Traffic Signal and Left Turn Lane (07303)
STATUS: Ongoing **PROJECT MANAGER:** T. Brandon

PROGRAM DESCRIPTION: Traffic studies have shown that a traffic signal and additional turn lanes are warranted at this intersection. A Loudoun County proffer in connection with the courthouse expansion project will fund the traffic signal. This project also includes a left turn lane for westbound traffic from Edwards Ferry Road onto southbound Catoctin Circle. The timing of this project was established to coincide with the completion of the Lowenbach Street improvement project (Project Number 05303). Implementation of this project will be based on an analysis of the impact of opening the neighborhood streets.

CONSTRUCTION START DATE: TBD

ESTIMATED COMPLETION DATE: TBD

PLANNED FINANCING

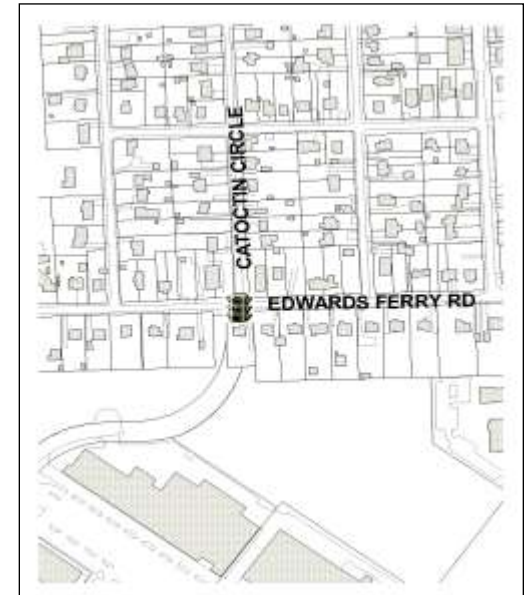
Sources:	Total Required Project Funding	Funded through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
G.O. Bonds	\$491,947	\$1,947							\$490,000
Proffer	400,000								400,000
TOTAL	\$891,947	\$1,947							\$890,000

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$110,000								\$110,000
Design/Eng.	101,947	1,947							100,000
Equipment	180,000								180,000
Construction	500,000								500,000
TOTAL	\$891,947	\$1,947							\$890,000

OPERATING IMPACT

Operating/Maintenance:						TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						



OPERATING IMPACT: Minimal electrical costs.

GOAL ADDRESSED:

2005 Town Plan

The Transportation element calls for a transportation system that does not adversely impact community and neighborhood integrity.

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

TITLE: Church Street Improvements (07304)
STATUS: Ongoing **PROJECT MANAGER:** T. Brandon

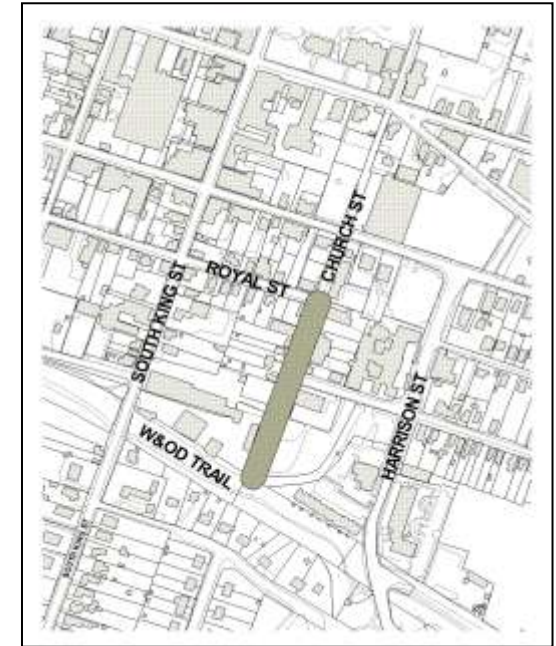
PROGRAM DESCRIPTION: This approximately 900-foot long project includes constructing curb and gutter and sidewalk along the west side of Church Street, for a three-block segment between Loudoun Street and the W&OD Trail right-of-way. The project also includes extending the paved section of Church Street approximately 200 feet south to the W&OD Trail. The project requires the approval of the Board of Architectural Review. The project has been extended to include the segment between Loudoun Street and Royal Street. Implementation of this project has been rescheduled due to public and private developments in the area, including the construction of a Crescent District Water Feature at the southern end of Church Street and the adjacent proposed Waterford development between Church Street and South King Street.

CONSTRUCTION START DATE: Spring 2013

ESTIMATED COMPLETION DATE: Summer 2014

OPERATING IMPACT: Minimal increase in maintenance of sidewalk and drainage system

GOAL ADDRESSED: Improve existing roadways to provide better drainage and safe pedestrian pathways.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
G.O. Bonds	\$450,000				\$75,000	\$175,000	\$200,000	\$450,000	
TOTAL	\$450,000				\$75,000	\$175,000	\$200,000	\$450,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Design/Eng.	\$150,000				\$75,000	\$75,000		\$150,000	
Construction	300,000					100,000	200,000	300,000	
TOTAL	\$450,000				\$75,000	\$175,000	\$200,000	\$450,000	

OPERATING IMPACT

Operating/Maintenance:	Year					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						

2005 Town Plan

Have a safe, convenient, and efficient transportation system while maintaining the Town's character.

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

TITLE: Edwards Ferry Road at Leesburg Bypass Interchange (09307)
STATUS: New **PROJECT MANAGER:** T. Brandon

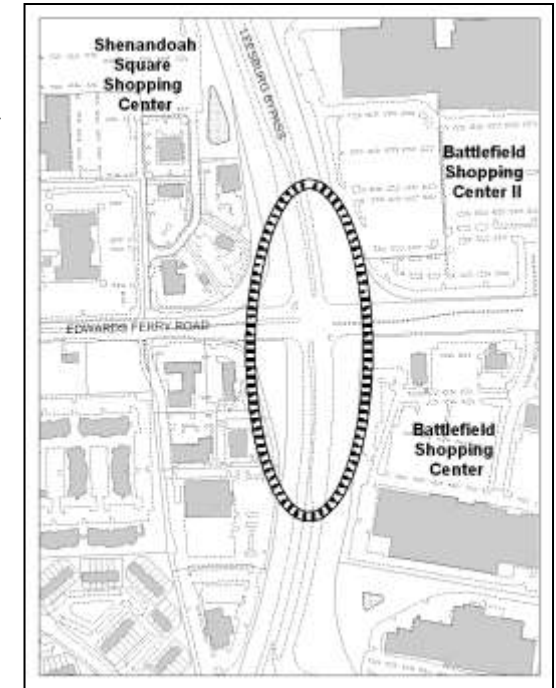
PROGRAM DESCRIPTION: The area surrounding the intersection between Edwards Ferry Road and the Leesburg Bypass has experienced significant commercial growth during the past 15 years. As a result, traffic volumes are beyond the capacity of the existing at-grade intersection, and the area routinely experiences significant congestion and traffic delays. This project will develop a new grade-separated interchange, which will improve traffic flow and will provide pedestrian access across the bypass. The cost estimate will be revised based on preliminary design.

A recent analysis by VDOT ranked this project as third most effective in the region for reducing traffic delays.

CONSTRUCTION START DATE: TBD

ESTIMATED COMPLETION DATE: TBD

OPERATING IMPACT: Increased maintenance of bridge structure.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Future VDOT	\$30,000,000								\$30,000,000
VDOT RSTP	5,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	
TOTAL	\$35,000,000		\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000	\$30,000,000

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Engineering	\$6,000,000		\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000	\$1,000,000
Right of Way	2,000,000								2,000,000
Construction	27,000,000								27,000,000
TOTAL	\$35,000,000		\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000	\$30,000,000

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
TOTAL						

GOAL ADDRESSED:

2005 Town Plan

Have a safe, convenient, and efficient multi-modal transportation system while maintaining the Town's character.

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

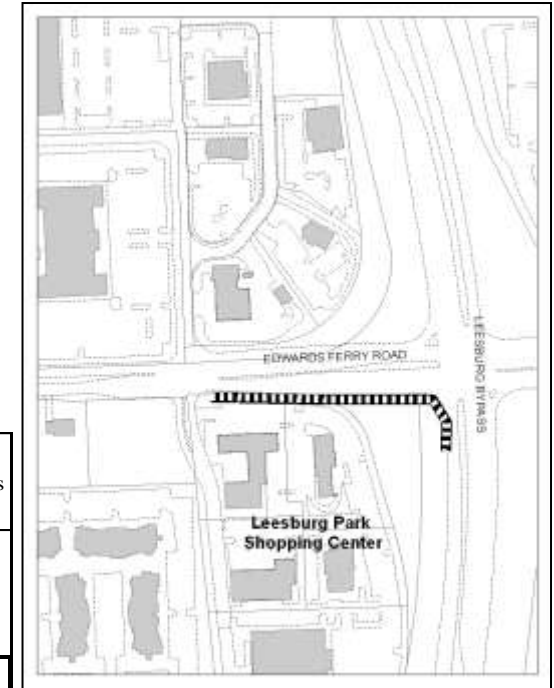
TITLE: Edwards Ferry Road at Route 15 Bypass Right Turn Lane Improvements (05302)
STATUS: Ongoing **PROJECT MANAGER:** T. Brandon

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

CONSTRUCTION START DATE: Spring 2010

ESTIMATED COMPLETION DATE: Spring 2011

OPERATING IMPACT: Minimal increase in maintenance costs.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
G.O. Bonds	\$240,000	\$16,476		\$223,524				\$223,524	
Proffers	380,000	133,524	190,000	56,476				246,476	
VDOT	420,000			420,000				420,000	
TOTAL	\$1,040,000	\$150,000	\$190,000	\$700,000				\$890,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$50,000		\$50,000					\$50,000	
Design/Eng.	190,000	150,000	40,000					40,000	
Construction	800,000		100,000	700,000				800,000	
TOTAL	\$1,040,000	\$150,000	\$190,000	\$700,000				\$890,000	

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
Op. and maint. of two new signal heads						
TOTAL						

GOALS ADDRESSED:

2005 Town Plan

Have a safe, convenient, and efficient multi-modal transportation system while maintaining the Town’s character.

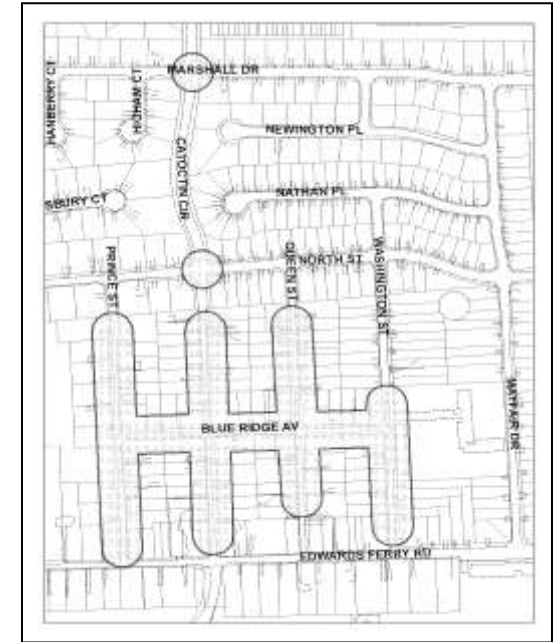
STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

TITLE: Lowenbach Street Improvements (05303)
STATUS: Ongoing **PROJECT MANAGER:** A. Geiger

PROGRAM DESCRIPTION: Improvements to Prince Street, Catoctin Circle, Queen Street, Washington Street, and Blue Ridge Avenue within the Lowenbach Subdivision. Improvements include street widening and reconstruction, new curb and gutter, brick sidewalk on one side, and a new storm drainage system. Traffic calming provided as part of the project will include traffic bump-outs, speed tables, and providing traffic circles at North Street and Catoctin Circle and at Marshall Street and Catoctin Circle. Improvements will also include upgrade of water and sanitary sewer lines within the neighborhood. The estimated cost of these upgrades is included in Utility Fund Project Number 06401: Miscellaneous Waterline and Sanitary Sewer Replacements and I/I Mitigation.

CONSTRUCTION START DATE: Fall 2006 – Traffic circles (completed)
 Winter 2009 – Preliminary utility construction
 Spring 2009 – Street and drainage improvements

ESTIMATED COMPLETION DATE: Fall 2011



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
G.O. Bonds	\$4,925,000	\$870,000	\$1,275,000	\$1,950,000	\$830,000			\$4,055,000	
TOTAL	\$4,925,000	\$870,000	\$1,275,000	\$1,950,000	\$830,000			\$4,055,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$100,000	\$50,000	\$25,000	\$25,000				\$50,000	
Design/Eng.	525,000	450,000	50,000	25,000				75,000	
Construction	4,300,000	370,000	1,200,000	1,900,000	830,000			3,930,000	
TOTAL	\$4,925,000	\$870,000	\$1,275,000	\$1,950,000	\$830,000			\$4,055,000	

OPERATING IMPACT

Operating/Maintenance:	Year					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						

OPERATING IMPACT: Minimal increase in street and storm drain maintenance costs.

GOALS ADDRESSED:

2005 Town Plan

Transportation element calls for a safe, convenient, efficient multi-modal transportation system with no adverse impact on community/neighborhood integrity.

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

TITLE: Morven Park Road Sidewalk (New)

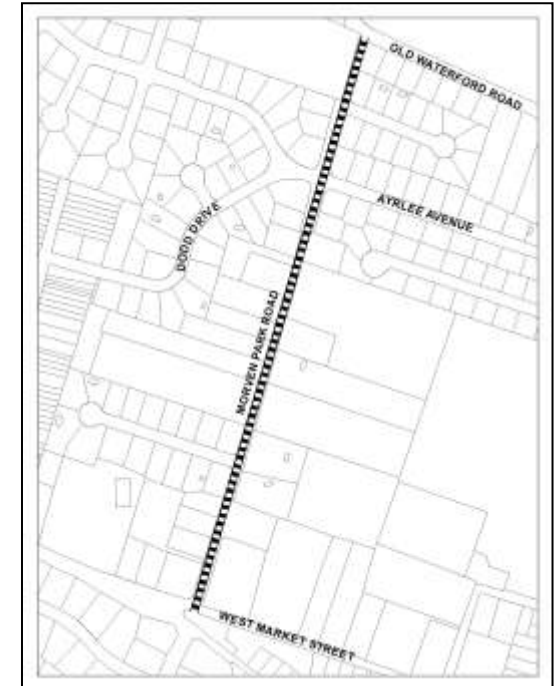
STATUS: New **PROJECT MANAGER:** P. Webster

PROGRAM DESCRIPTION: Construction of 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 also includes completion of curb and gutter and storm drainage along the road to improve drainage and to provide a uniform roadway section.

CONSTRUCTION START DATE: TBD

ESTIMATED COMPLETION DATE: TBD

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



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
G.O. Bonds	\$1,200,000						\$150,000	\$150,000	\$1,050,000
TOTAL	\$1,200,000						\$150,000	\$150,000	\$1,050,000

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$225,000								\$225,000
Design/Eng.	175,000						150,000	150,000	25,000
Construction	800,000								800,000
TOTAL	\$1,200,000						\$150,000	\$150,000	\$1,050,000

GOAL ADDRESSED:

2005 Town Plan

The Transportation element calls for a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes walking.

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

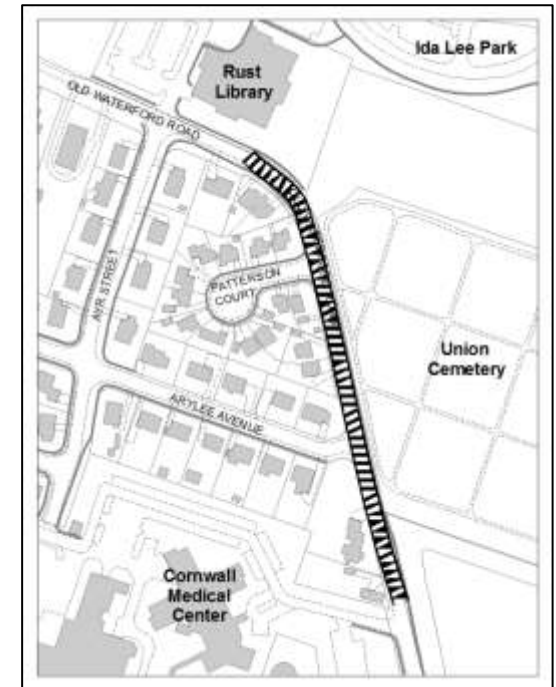
TITLE: Old Waterford Road Sidewalk (07302)
STATUS: Ongoing **PROJECT MANAGER:** S. Azhar

PROGRAM DESCRIPTION: Construction of missing segments of sidewalk adjacent to Old Waterford Road in the vicinity of Ayrlee Avenue to provide a continuous pedestrian access route between the downtown area and Rust Library. The project also includes addition of curb and gutter on the east side of the road adjacent to Union Cemetery to improve drainage and mitigate flooding at low points in the cemetery and to provide a uniform roadway section.

CONSTRUCTION START DATE: Spring 2010

ESTIMATED COMPLETION DATE: Fall 2010

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



GOAL ADDRESSED:

2005 Town Plan

The Transportation element calls for a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes walking.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
G.O. Bonds	\$660,000	\$70,000	\$225,000	\$365,000				\$590,000	
TOTAL	\$660,000	\$70,000	\$225,000	\$365,000				\$590,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	20,000		\$20,000					20,000	
Design/Eng.	80,000	70,000	10,000					10,000	
Construction	560,000		195,000	365,000				560,000	
TOTAL	\$660,000	\$70,000	\$225,000	\$365,000				\$590,000	

OPERATING IMPACT

Operating/Maintenance:	Year					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						

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

TITLE: Route 15 (South King Street) Widening (01302)
STATUS: Ongoing **PROJECT MANAGER:** P. Webster

PROGRAM DESCRIPTION: South King Street (Route 15) is a principal arterial route and major link in the regional network serving Northern Virginia, the metro area, and the Mid-Atlantic region and serves as the primary southern gateway to the Town. Widening section to four lanes is a regional project, currently included in COG’s long-range plan and VDOT’s statewide plan.

Project widens Route 15 from two to four lanes for approximately 5,800 feet from Evergreen Mill Road to the southern corporate limits. The project will include a multiuse trail along the west side (formerly included as CIP project number 08306, South King Street Trail Phase II), sidewalk on the east side, and a landscaped median. Costs include overhead relocation of existing utilities. The design will evaluate undergrounding these lines.

Schedule has been accelerated to reflect additional funding received from Loudoun County (VDOT Secondary Road Funds) and expected funds from VDOT (RSTP and Urban Funds) and from the Northern Virginia Transportation Authority (NVTA).



CONSTRUCTION START DATE: TBD

ESTIMATED COMPLETION DATE: TBD

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

GOAL ADDRESSED:

2005 Town Plan

Transportation element recommends widening Rt. 15 (South King Street) to four lanes.

The Southwest Sector objective calls for the design of South King Street with consideration given to it being a gateway to the Town and an essential segment of the Journey through Hallowed Ground.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Bonds	\$46,338	\$46,338							
VDOT	5,689,662	453,662	250,000	200,000	1,000,000			1,450,000	3,786,000
Future VDOT	9,000,000								9,000,000
Proffers	464,000								464,000
TOTAL	\$15,200,000	\$500,000	\$250,000	\$200,000	\$1,000,000			\$1,450,000	\$13,250,000

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$1,000,000				\$1,000,000			\$1,000,000	
Design/Eng.	950,000	500,000	250,000	200,000				450,000	
Construction	13,250,000								13,250,000
TOTAL	\$15,200,000	\$500,000	\$250,000	\$200,000	\$1,000,000			\$1,450,000	\$13,250,000

OPERATING IMPACT

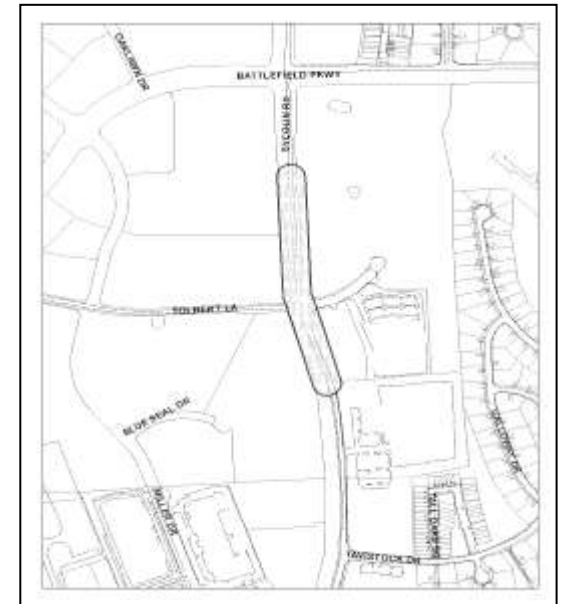
Operating/Maintenance:	Year					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	

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

TITLE: Sycolin Road Widening Phase II (Tolbert Lane Intersection) (07313)
STATUS: Ongoing **PROJECT MANAGER:** R. LaFollette

PROGRAM DESCRIPTION: Upgrade Sycolin Road (Route 643) from a two- to a four-lane road from approximately 700 feet south of the Battlefield Parkway / Lawson Road intersection to just south of Tolbert Lane. This project will extend the Phase I Sycolin Road improvements at the Battlefield Parkway intersection that were recently completed. Sycolin Road/Plaza Street, between the southern corporate limits to Battlefield Parkway near the northern edge of town, is the only continuous north-south arterial route in Leesburg other than Route 15. Route 643 will serve significant projected urban growth in the area between Leesburg and the Dulles/Route 28 corridor. The schedule has been adjusted due to FEMA flood plain issues. Estimated costs for a required water line relocation has been included in Utility Fund Project Number 08401: Water System Improvements.

CONSTRUCTION START DATE: Summer 2009



ESTIMATED COMPLETION DATE: Fall 2010

OPERATING IMPACT: Additional lane mile maintenance costs offset to some degree by an increase in VDOT's maintenance payments (future reimbursement rate TBD).

GOAL ADDRESSED:

2005 Town Plan

The Transportation element calls for construction of four undivided lanes on Route 643 with acceleration/deceleration lanes.

Expand the transportation system that does not adversely impact community and neighborhood integrity.

Provide a safe convenient, continuous, compatible, and aesthetically pleasing transportation environment.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
G.O. Bonds	\$12,337	\$12,337							
Loudoun County - Other	679,821		679,821					679,821	
Dev. Contrib. (Proffer)	568,000		568,000					568,000	
VDOT	744,920			744,920				744,920	
TOTAL	\$2,005,078	\$12,337	\$1,247,821	\$744,920				\$1,992,741	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Expended through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
Design/Eng.	\$12,337	\$12,337							
Construction	1,992,741		1,247,821	744,920				1,992,741	
TOTAL	\$2,005,078	\$12,337	\$1,247,821	\$744,920				\$1,992,741	

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
Additional lane miles		\$8,000	\$8,000	\$8,000	\$8,000	\$32,000
TOTAL		\$8,000	\$8,000	\$8,000	\$8,000	\$32,000

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

TITLE: Sycolin Road Widening Phase III
(Hope Parkway to Battlefield Parkway and Tolbert Lane to southern corporate limits) (98301)
STATUS: Ongoing **PROJECT MANAGER:** P. Webster

PROGRAM DESCRIPTION: Upgrade two segments of Sycolin Road (Route 643) from two-lanes to a four-lane road. The project has been separated into two phases in order to accelerate construction. The phases are: Phase IIIA - From approximately 700 feet north of Battlefield Parkway (Lawson Road) to approximately 300 feet north of Hope Parkway; and Phase IIIB - From Tolbert Lane to the southern corporate limits. Estimated costs for a required water line relocation has been included in Utility Fund Project 06401- Miscellaneous Waterline and Sanitary Sewer Replacements and I/I Mitigation.

CONSTRUCTION START DATES: Phase IIIA – Fall 2011, Phase IIIB - TBD (pending identification of funding sources)

PLANNED FINANCING

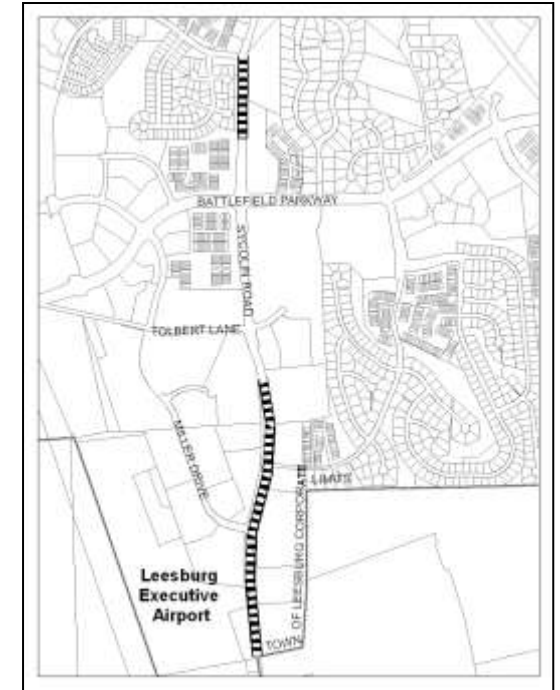
Sources:	Total Required Project Funding	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Loudoun County Gas Tax	6,970,488	420,488		550,000	1,500,000	632,526		2,682,526	3,867,474
Proffers	1,322,538	622,538	300,000	400,000				700,000	
Traffic Signal Proffer	117,474					117,474		117,474	
VDOT	6,000,000								6,000,000
TOTAL	\$14,410,500	\$1,043,026	\$300,000	\$950,000	\$1,500,000	\$750,000		\$3,500,000	\$9,867,474

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$400,000			\$400,000				\$400,000	
Design/Eng.	1,093,026	643,026	300,000	150,000				450,000	
O/H Util. Reloc.	800,000	400,000		400,000				400,000	
Construction	12,117,474				1,500,000	750,000		2,250,000	9,867,474
TOTAL	\$14,410,500	\$1,043,026	\$300,000	\$950,000	\$1,500,000	\$750,000		\$3,500,000	\$9,867,474

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						



ESTIMATED COMPLETION DATES:

Phase IIIA – Winter 2012/2013

Phase IIIB - TBD

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

GOAL ADDRESSED: 2005 Town Plan: The Transportation element calls for four undivided lanes on Route 643 with acceleration/deceleration lanes.

Expand the transportation system so that it does not adversely impact community and neighborhood integrity.

Provide safe convenient, continuous, compatible, aesthetically pleasing transportation environment.

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

TITLE: Traffic Signal at Tavistock Drive and Battlefield Parkway (10307)
STATUS: New **PROJECT MANAGER:** P. Webster

PROGRAM DESCRIPTION: New vehicle traffic signal and pedestrian signals at the intersection of Battlefield parkway and Tavistock Drive. Traffic studies estimate that the intersection will meet warrants for a signal in 2014.

CONSTRUCTION START DATE: Spring 2014

ESTIMATED COMPLETION DATE: Summer 2014

PLANNED FINANCING

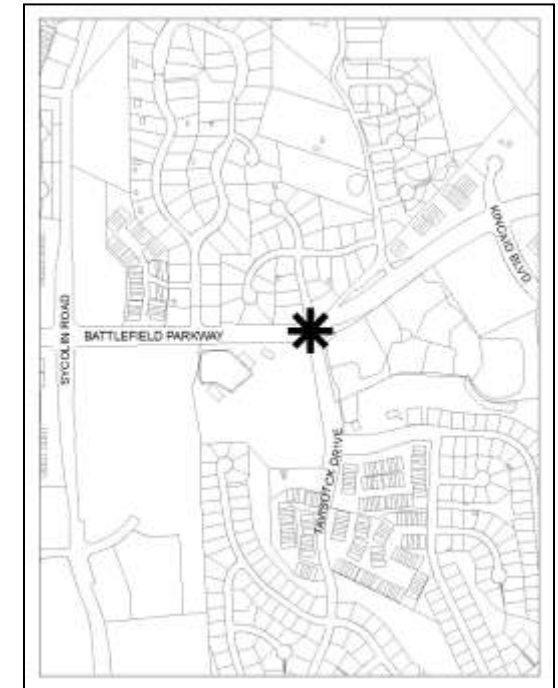
Sources:	Total Required Project Funding	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
Bonds	\$300,000		\$50,000	\$250,000				\$300,000	
TOTAL	\$300,000		\$50,000	\$250,000				\$300,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Expended through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
Design	\$50,000		\$50,000					\$50,000	
Construction	250,000			250,000				250,000	
TOTAL	\$300,000		\$50,000	\$250,000				\$300,000	

OPERATING IMPACT

	Total Project Cost	Expended through 6/30/09	OPERATING IMPACT					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
Maintenance	\$600						\$600	\$600	
TOTAL	\$600						\$600	\$600	



GOAL ADDRESSED:

2005 Town Plan

Transportation element requires a safe, convenient, and efficient motorized transportation system that satisfies both the short-term and long-term transportation mobility needs of Town residents and visitors.

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

TITLE: Virts Corner Improvements (07312)
STATUS: Ongoing **PROJECT MANAGER:** T. Brandon

PROGRAM DESCRIPTION: This project improves the intersection of South King Street, Masons Lane, and Gleedsville Road at the southern corporate limits of the Town. The project was originally part of the South King Street widening project, but was separated out in order to accelerate construction. Completion of a new interchange on the Dulles Greenway with Battlefield Parkway is expected to significantly increase traffic volume at this intersection. A primary gateway sign will be constructed as part of this project.

CONSTRUCTION START DATE: Summer 2009

ESTIMATED COMPLETION DATE: Summer 2010

OPERATING IMPACT: Minimal additional electricity cost.

GOAL ADDRESSED:

2005 Town Plan

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
G.O. Bonds	\$34,331	\$34,331							
Loudoun County Gas Tax	1,190,669	18,550	1,172,119					1,172,119	
VDOT	1,000,000	147,119	552,881	300,000				852,881	
TOTAL	\$2,225,000	\$200,000	\$1,725,000	\$300,000				\$2,025,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$50,000	\$50,000							
Design/Eng.	150,000	150,000							
Construction	2,025,000		1,725,000	300,000				2,025,000	
TOTAL	\$2,225,000	\$200,000	\$1,725,000	\$300,000				\$2,025,000	

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
Electricity	\$600	\$600	\$600	\$600	\$600	\$3,000
TOTAL	\$600	\$600	\$600	\$600	\$600	\$3,000



The Transportation element recommends widening Route 15 Business (South King) to four lanes.

The Southwest Sector objective calls for the design of South King Street with consideration given to its being a gateway to the Town and an essential segment of the Journey through Hallowed Ground.

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STORM DRAINAGE PROJECTS

CIP 8.7 Storm Drainage Projects

Funding in the amount of \$1.9 million is included for storm drainage projects in FY 2010. Major improvements are proposed for Dry Mill/Wage/ Anne (\$800,000) and North King Street (\$650,000). See Table 8.10, below. Note: The Town will continue to conduct drainage studies to review problem areas throughout Town. Funding for the studies is included in contractual services in Capital Projects Management operating budget.

Table 8.10 Storm Drainage Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Required
General Obligation Bonds		\$7,538,244	\$1,572,283	\$1,830,961	\$1,735,000	\$1,200,000	\$1,200,000		\$5,965,961	
Capital Projects Fund Cash		1,600,000		\$75,000	\$75,000	\$175,000	\$1,275,000		1,600,000	
Proffers		528,778	49,739	79,039			400,000		479,039	
Total		\$9,667,022	\$1,622,022	\$1,985,000	\$1,810,000	\$1,375,000	\$2,875,000		\$8,045,000	

Proj. No.	Uses	Total Project Cost	Exp through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Required
05305	Dry Mill/Wage/Anne Storm Improvements	\$1,350,000	\$550,000	\$800,000					\$800,000	
06317	Fields at Leesburg Apartments and Meadows Lan	2,062,022	27,022	100,000	135,000	600,000	1,200,000		2,035,000	
06311	Mount Olive Baptist Church Drainage Improveme	575,000	50,000	105,000	420,000				525,000	
01305	North King St. Improvements	1,455,000	805,000	650,000					650,000	
07307	Town Branch at Mosby Dr.	480,000	50,000	125,000	305,000				430,000	
10305	Town Branch Improvements	2,000,000		75,000	75,000	175,000	1,675,000		2,000,000	
06306	Tuscarora Creek Flood Mitigation	895,000	80,000	90,000	725,000				815,000	
09302	Woodberry Rd. Drainage and Street Improvement	850,000	60,000	40,000	150,000	600,000			790,000	
Total - Storm Drainage		\$9,667,022	\$1,622,022	\$1,985,000	\$1,810,000	\$1,375,000	\$2,875,000		\$8,045,000	

STORM DRAINAGE PROJECTS (continued)

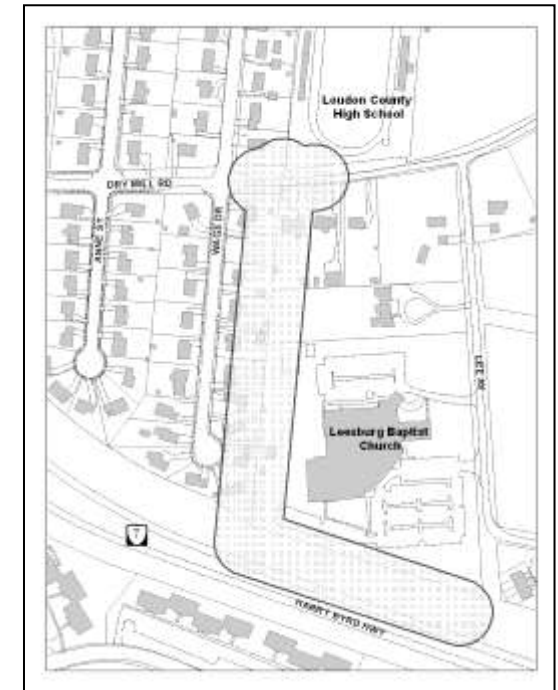
TITLE: Dry Mill/Wage/Anne Storm Improvements (05305)
STATUS: Ongoing **PROJECT MANAGER:** T. Brandon

PROGRAM DESCRIPTION: Improvements to address street and drainage problems within the residential areas in the vicinity of Dry Mill Road, Wage Drive, and Anne Street. Improvements include development of a new drainage system to divert portions of the watershed away from the existing inadequate storm drain system serving Wage Drive and Anne Street.

CONSTRUCTION START DATE: Winter 2009

ESTIMATED COMPLETION DATE: Winter 2010

OPERATING IMPACT: None.



GOAL ADDRESSED:

2005 Town Plan

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Bonds	\$1,350,000	\$550,000	\$800,000					\$800,000	
TOTAL	\$1,350,000	\$550,000	\$800,000					\$800,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$100,000	\$100,000							
Design/Eng.	150,000	150,000							
Construction	1,100,000	300,000	800,000					800,000	
TOTAL	\$1,350,000	\$550,000	\$800,000					\$800,000	

OPERATING IMPACT

Operating/Maintenance:	Year					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						

STORM DRAINAGE PROJECTS (continued)

TITLE: Fields at Leesburg Apartments and Meadows Lane Storm Drainage (06317)
STATUS: Ongoing **PROJECT MANAGER:** T. Brandon

PROGRAM DESCRIPTION: Residents in northeast Leesburg have reported several specific areas in the Plaza Street / Fort Evans Road area where stormwater runoff does not adequately flow to the public and private storm drain systems. A storm drainage study was completed in 2007 that provided recommendations for mitigation of the drainage problems. Storm drainage improvements include the following drainage areas, all within the same watershed:

- Meadows Lane
- The Fields at Leesburg Apartments near Police Headquarters
- The Fields at Leesburg Apartments/Plaza Street Storm Drain

This project will implement the recommendations of that study.

CONSTRUCTION START DATE: Spring 2012

ESTIMATED COMPLETION DATE: Spring 2013

PLANNED FINANCING

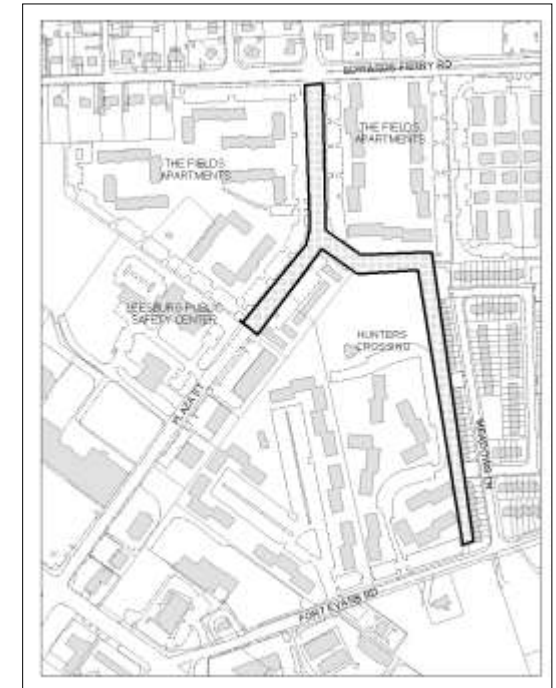
Sources:	Total Required Project Funding	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Bonds	\$2,062,022	\$27,022	\$100,000	\$135,000	\$600,000	\$1,200,000		\$2,035,000	
TOTAL	\$2,062,022	\$27,022	\$100,000	\$135,000	\$600,000	\$1,200,000		\$2,035,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$150,000			\$50,000	\$100,000			\$150,000	
Design/Eng.	212,022	27,022	100,000	85,000				185,000	
Construction	1,700,000				500,000	1,200,000		1,700,000	
TOTAL	\$2,062,022	\$27,022	\$100,000	\$135,000	\$600,000	\$1,200,000		\$2,035,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						



OPERATING IMPACT: None.

GOAL ADDRESSED:

2005 Town Plan

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality.

STORM DRAINAGE PROJECTS (continued)

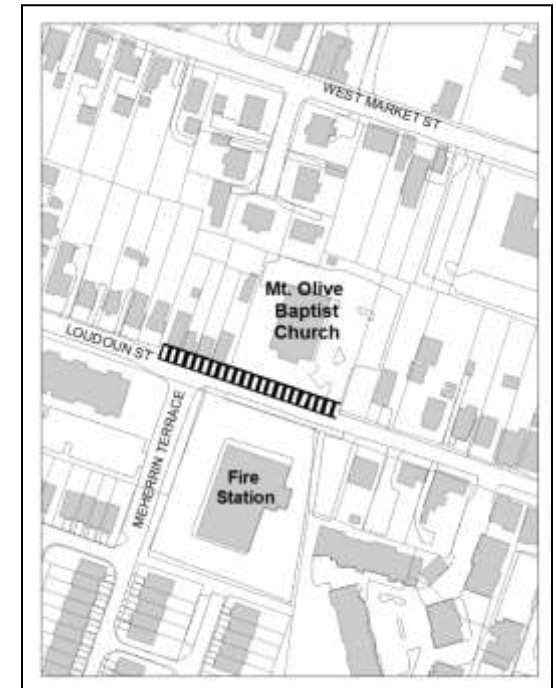
TITLE: Mount Olive Baptist Church Drainage Improvements (06311)
STATUS: Ongoing **PROJECT MANAGER:** T. Brandon

PROGRAM DESCRIPTION: Property owners along the north side of Loudoun Street near Mount Olive Baptist Church have reported poor drainage conditions and flooding. This project deals with the area bounded by Ayr, Liberty, West Market, and Loudoun Streets. A drainage study was completed in 2007 that recommended certain improvements to mitigate localized flooding of these properties. This project will implement the recommendations of that study.

CONSTRUCTION START DATE: Summer 2010

ESTIMATED COMPLETION DATE: Spring 2011

OPERATING IMPACT: None.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Bonds	\$575,000	\$50,000	\$105,000	\$420,000				\$525,000	
TOTAL	\$575,000	\$50,000	\$105,000	\$420,000				\$525,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$70,000		\$70,000					\$70,000	
Design/Eng.	85,000	50,000	35,000					35,000	
Construction	420,000			420,000				420,000	
TOTAL	\$575,000	\$50,000	\$105,000	\$420,000				\$525,000	

OPERATING IMPACT

Operating/Maintenance:						TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						

GOAL ADDRESSED:

2005 Town Plan

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality.

STORM DRAINAGE PROJECTS (continued)

TITLE: North King Street Storm Drainage Improvements (01305)
STATUS: Ongoing **PROJECT MANAGER:** A. Geiger/W, Quttaineh

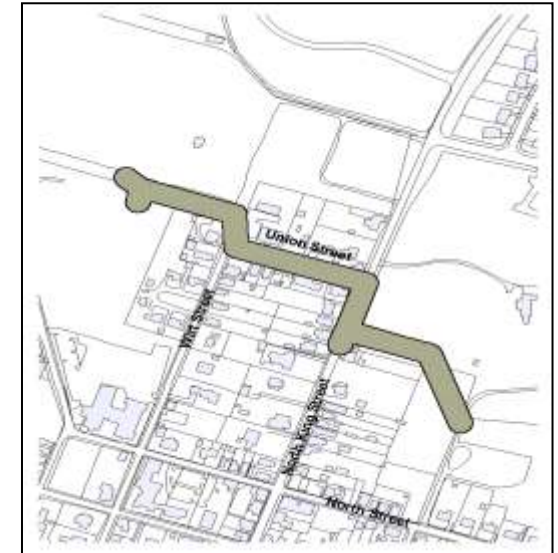
PROGRAM DESCRIPTION: The existing system is old and undersized. Some sections were constructed in areas where easements were not secured. The area to the east of King Street remains wet after rain. This project, designed to improve the drainage in this area and replace the old storm sewer, was identified in the 1975 storm drainage study. Included with this project is a permanent improvement to the hospital outfall retaining mature trees to the extent possible. Also included is replacement of water services along North King Street between North Street and Ida Lee Park. Design of this project will be coordinated with the Board of Architectural Review. Waterline replacement cost is included in Utility Fund Project 06401: Miscellaneous Waterline and Sanitary Sewer Replacements.

CONSTRUCTION START DATE: Winter 2009

ESTIMATED COMPLETION DATE: Winter 2010

OPERATING IMPACT: None.

GOAL ADDRESSED:



2005 Town Plan

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP	Future Funds Required
Bonds	\$1,455,000	\$805,000	\$650,000					\$650,000	
TOTAL	\$1,455,000	\$805,000	\$650,000					\$650,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP	Future Funds Required
Land	\$105,000	\$105,000							
Design/Eng.	200,000	200,000							
Construction	1,150,000	500,000	650,000					650,000	
TOTAL	\$1,455,000	\$805,000	\$650,000					\$650,000	

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
TOTAL						

STORM DRAINAGE PROJECTS (continued)

TITLE: Town Branch at Mosby Drive (07307)
STATUS: Ongoing **PROJECT MANAGER:** T. Brandon

PROGRAM DESCRIPTION: Improvements to protect the existing structures at the end of Morven Park Road from the 100-year flood.

CONSTRUCTION START DATE: Spring 2010

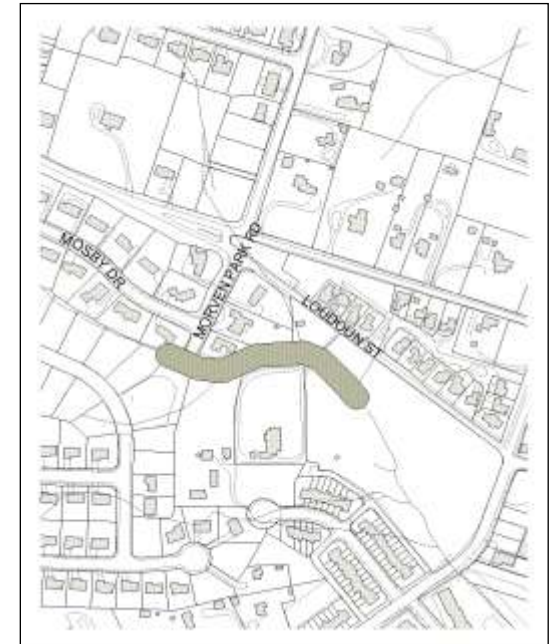
ESTIMATED COMPLETION DATE: Fall 2010

OPERATING IMPACT: None.

GOAL ADDRESSED:

2005 Town Plan

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality. The Natural Resources element calls for restoring the ecological integrity of streams.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Bonds	\$351,222	\$261	\$45,961	\$305,000				\$350,961	
Proffers	\$128,778	\$49,739	\$79,039					\$79,039	
TOTAL	\$480,000	\$50,000	\$125,000	\$305,000				\$430,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$15,000		\$15,000					\$15,000	
Design/Eng.	60,000	50,000	10,000					10,000	
Construction	405,000		100,000	305,000				405,000	
TOTAL	\$480,000	\$50,000	\$125,000	\$305,000				\$430,000	

OPERATING IMPACT

Operating/Maintenance:						TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	

STORM DRAINAGE PROJECTS (continued)

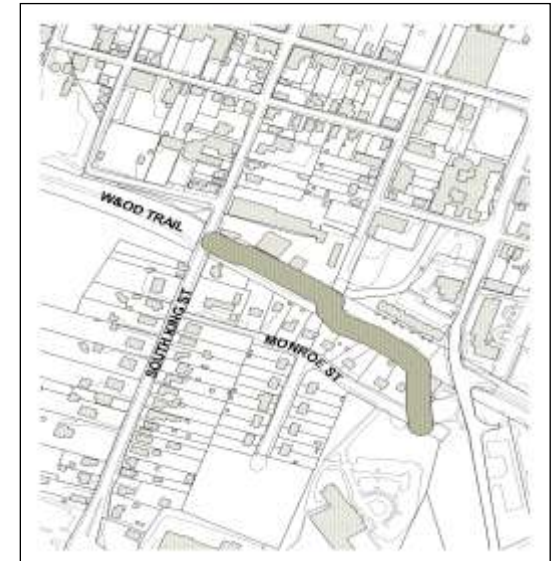
TITLE: Town Branch Improvements (10305)
STATUS: New **PROJECT MANAGER:** T. Brandon

PROGRAM DESCRIPTION: Multiple phase project to provide stream channel improvements and provide amenities to the Town Branch corridor. The improvements will provide a focal point that encourages use of the flood plain property. Specific improvements include channel improvements for flood mitigation between Monroe Street and South King Street, bicycle and pedestrian facilities, development of a water feature near Church Street, and other amenities. The purpose of the project is to alleviate flooding and be consistent with the Crescent District Master Plan. Developer contribution is anticipated for a component of this project (currently known as “Chuck Jones Plaza”).

CONSTRUCTION START DATE: Spring 2013

ESTIMATED COMPLETION DATE: Summer 2014

OPERATING IMPACT: Increased maintenance of facilities.



GOAL ADDRESSED: Conserve, restore, and improve existing drainage system to effectively manage stormwater in the Historic District.

2005 Town Plan

(1) Land Use: Design improvements to Town Branch corridor as amenities for public use. (2) Natural Resources: Protect and restore the ecological integrity of streams. (3) Community Facilities and Services: Provision of adequate storm water management that meets state and federal criteria for water quality. (4) Parks and Recreation: Encourage pedestrian and bicycle access. (5) Community Design: Ensure Town capital projects make a positive contribution to the Town’s character. **Crescent District Master Plan:** Public and private development should be coordinated and the character of the Town should be enforced and extended.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Proffers (Dev Cont)	\$400,000					\$400,000		\$400,000	
Capital Projects Fund Cash	1,600,000		75,000	75,000	175,000	1,275,000		1,600,000	
TOTAL	\$2,000,000		\$75,000	\$75,000	\$175,000	\$1,675,000		\$2,000,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$100,000				\$50,000	\$50,000		\$100,000	
Design/Eng.	400,000		75,000	75,000	125,000	125,000		400,000	
Construction	1,500,000					1,500,000		1,500,000	
TOTAL	\$2,000,000		\$75,000	\$75,000	\$175,000	\$1,675,000		\$2,000,000	

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
TOTAL						

STORM DRAINAGE PROJECTS (continued)

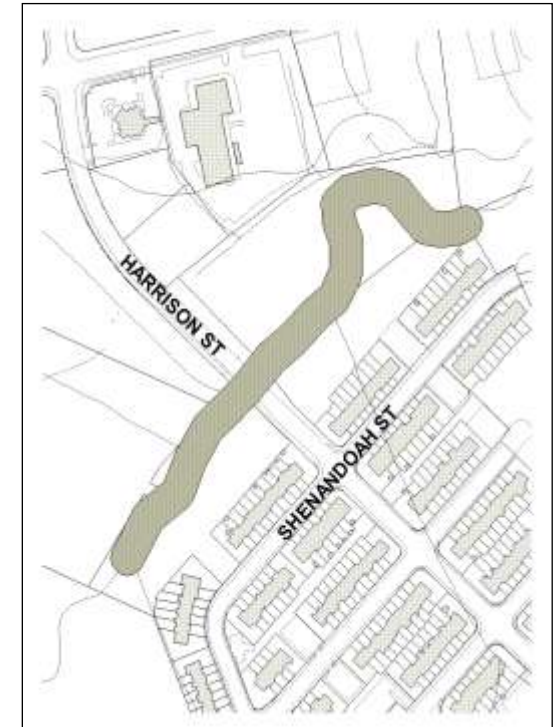
TITLE: Tuscarora Creek Flood Mitigation (06306)
STATUS: Ongoing **PROJECT MANAGER:** T. Brandon

PROGRAM DESCRIPTION: Channel improvements to Tuscarora Creek to control the 100-year flood event as identified in the Storm Water Management Master Plan. Design features to be coordinated with the Crescent District Design. This project will be coordinated with the proposed Brandon Park Development.

CONSTRUCTION START DATE: Fall 2010

ESTIMATED COMPLETION DATE: Summer 2011

OPERATING IMPACT: None.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Bonds	\$895,000	\$80,000	\$90,000	\$725,000				\$815,000	
TOTAL	\$895,000	\$80,000	\$90,000	\$725,000				\$815,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$25,000		\$25,000					\$25,000	
Design/Eng.	145,000	80,000	65,000					65,000	
Construction	725,000			725,000				725,000	
TOTAL	\$895,000	\$80,000	\$90,000	\$725,000				\$815,000	

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
TOTAL						

GOAL ADDRESSED: Increase existing drainage system capacity with construction of flood control upgrades consistent with 1990 Stormwater Management Master Plan.

2005 Town Plan

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality.

The Natural Resources element calls for restoring the ecological integrity of streams.

STORM DRAINAGE PROJECTS (continued)

TITLE: Woodberry Road Drainage and Street Improvements (09302)

STATUS: Ongoing **PROJECT MANAGER:** S. Azhar

PROGRAM DESCRIPTION: Design and construction of street improvements including curb and gutter, sidewalk and storm drainage to improve road drainage and pedestrian access. This project extends approximately 800 feet from Edwards Ferry Road to the existing curb and gutter section near North Street. The scope of the project has been expanded to include sidewalks on one side.

CONSTRUCTION START DATE: Summer 2011

ESTIMATED COMPLETION DATE: Summer 2012

OPERATING IMPACT: None.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Bonds	\$850,000	\$60,000	\$40,000	\$150,000	\$600,000			\$790,000	
TOTAL	\$850,000	\$60,000	\$40,000	\$150,000	\$600,000			\$790,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$25,000			\$25,000				\$25,000	
Design/Eng.	125,000	60,000	40,000	25,000				65,000	
Construction	700,000			100,000	600,000			700,000	
TOTAL	\$850,000	\$60,000	\$40,000	\$150,000	\$600,000			\$790,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						

GOAL ADDRESSED:

2005 Town Plan

Have a safe, convenient, and efficient transportation system while maintaining the Town's character.

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality.

STORM DRAINAGE PROJECTS (continued)

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UTILITIES FUND PROJECTS

8.8 Utilities Fund Capital Projects

The major utility projects for FY 2010 include \$2.72 million to continue construction of Route 643 Tank and \$1.1 million to complete recoating of Carr Tank No. 1. See Table 8.11, below.

Table 8.11 Utilities Fund Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Required
Utilities Fund Cash		\$14,358,620	\$3,934,580	\$2,562,540	\$1,080,000	\$5,114,250	\$564,750	\$1,102,500	\$10,424,040	
Utilities Fund Bonds		17,549,427	4,808,933	3,131,994	1,320,000	6,250,750	690,250	1,347,500	12,740,494	
Total		\$31,908,047	\$8,743,513	\$5,694,534	\$2,400,000	\$11,365,000	\$1,255,000	\$2,450,000	\$23,164,534	
Proj. No.	Uses	Total Project Cost	Exp through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Required
Utility Maintenance										
06401	Misc. Waterline and San. Sewer In	\$6,396,047	\$2,101,047	\$825,000	\$400,000	\$365,000	\$255,000	\$2,450,000	\$4,295,000	
Total Utility Maintenance		\$6,396,047	\$2,101,047	\$825,000	\$400,000	\$365,000	\$255,000	\$2,450,000	\$4,295,000	
Water Supply										
07403	Carr Tank No. 1 Recoating	\$1,125,000	\$25,466	\$1,099,534					\$1,099,534	
05402	Carr Tank No. 2	4,172,000	4,072,000	100,000					100,000	
02402	Hogback Mountain Tank Recoatir	515,000	25,000	490,000					490,000	
05403	Route 643 Water Tank	4,640,000	1,920,000	2,720,000					2,720,000	
Total Water Supply		\$10,452,000	\$6,042,466	\$4,409,534					\$4,409,534	
Water Pollution Control										
10401	Lower Tuscarora Creek Sewage Ct	\$15,060,000	\$600,000	\$460,000	\$2,000,000	\$11,000,000	\$1,000,000		\$14,460,000	
Total Water Pollution Control		\$15,060,000	\$600,000	\$460,000	\$2,000,000	\$11,000,000	\$1,000,000		\$14,460,000	
Total - Utilities Fund		\$31,908,047	\$8,743,513	\$5,694,534	\$2,400,000	\$11,365,000	\$1,255,000	\$2,450,000	\$23,164,534	

UTILITIES FUND PROJECTS (continued)

TITLE: Miscellaneous Waterline and Sanitary Sewer Improvements, Replacements, and I/I Mitigation (06401)
STATUS: Ongoing **PROJECT MANAGER:** A. Pariroo

PROGRAM DESCRIPTION: This project constitutes the on-going maintenance/replacement of old and deteriorated sanitary sewers and waterlines, and infiltration and inflow (I/I) mitigation, plus waterline and sanitary sewer replacements/improvements associated with non-utility CIP projects such as street improvements, storm sewer improvements and trails. Table in the next page provides a listing of the projects and proposed scheduling.

CONSTRUCTION START DATE: Ongoing

ESTIMATED COMPLETION DATE: Ongoing

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

GOAL ADDRESSED:

Maintain the structural integrity of the water distribution system and sewers, and provide a more reliable and operable water distribution system.

2005 Town Plan

Continue to provide adequate water supply and wastewater collection and treatment that meet state and federal criteria for water quality.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Utilities Fund Bonds	\$3,517,826	\$1,155,576	\$453,750	\$220,000	\$200,750	\$140,250	\$1,347,500	\$2,362,250	
Utilities Fund Cash	2,878,221	945,471	371,250	180,000	164,250	114,750	1,102,500	1,932,750	
TOTAL	\$6,396,047	\$2,101,047	\$825,000	\$400,000	\$365,000	\$255,000	\$2,450,000	\$4,295,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Design/Eng.	\$640,000		\$50,000	\$50,000	\$35,000	\$55,000	\$450,000	\$640,000	
Construction	5,756,047	2,101,047	775,000	350,000	330,000	200,000	2,000,000	3,655,000	
TOTAL	\$6,396,047	\$2,101,047	\$825,000	\$400,000	\$365,000	\$255,000	\$2,450,000	\$4,295,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						

FY 2010-2014 CAPITAL IMPROVEMENTS PROGRAM

UTILITIES FUND PROJECTS (continued)

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

Fiscal Year	2010		2011		2012		2013		2014	
	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost
I/I Mitigation	Church, E. Market, Harrison, Royal and Wilson (Phase 8)	\$ 175,000	Catoctin Circle, S. King, and Monroe St (Phase 9)	\$ 200,000	Leesburg Manor, Meadows Lane, Parker Court, Loudoun St, Woodberry Rd, Liberty St, Church St (Phase 10)	\$ 200,000	Bluemon Dr, Prospect Dr, Belmone Pl, Lafayette Pl (Phase 11)	\$ 200,000	Catoctin Circle, Prospect Place, Prospect Dr, Valleyview Dr (Phase 12)	\$ 150,000
Waterline	Sycolin Rd Widening Phase II (CIP #07313)	\$ 300,000	Lowenbach Street Improvements (CIP #05303)	\$200,000					Edwards Ferry Road water transmission parallel pipe (12,000 lf of 24" pipe)	\$ 2,300,000
	Dry Mill Road Improvements (CIP #01303)	\$ 50,000								
Sewer	North King Street Drain. Improvements (CIP #01305)	\$ 100,000			Catoctin Circle (King St to Dry Mill Rd)	\$ 165,000	Rollins Place and Daily Place	\$ 55,000		
	Lowenbach Street Improvements (CIP #05303)	\$ 200,000								
Total Cost		\$ 825,000		\$ 400,000		\$ 365,000		\$ 255,000		\$ 2,450,000

UTILITIES FUND PROJECTS (continued)

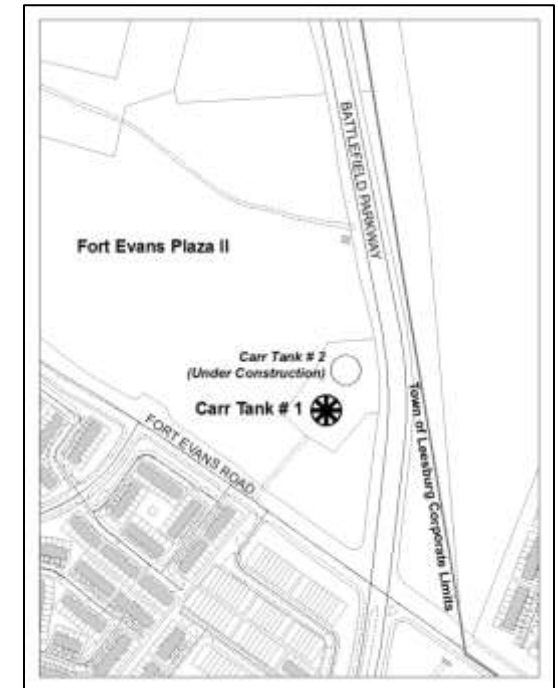
TITLE: Carr Tank No. 1 Recoating and Rehabilitation (07403)
STATUS: Ongoing **PROJECT MANAGER:** A. Pariroo

PROGRAM DESCRIPTION: Project includes surface preparation, recoating of the elevated tank’s interior, exterior, lead paint abatement, cathodic protection systems replacement, and other miscellaneous improvements. The interior was coated in 1977 and the exterior was recoated in 1986 and both are in need of recoating. Lead paint removal will require containment of the dust, thus adding to the cost of the project.

ESTIMATED CONSTRUCTION START DATE: Fall 2009

ESTIMATED COMPLETION DATE: Spring 2010

OPERATING IMPACT: None.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Bonds	\$618,750	\$14,006	\$604,744					\$604,744	
Utilities Fund Cash	506,250	11,460	494,790					494,790	
TOTAL	\$1,125,000	\$25,466	\$1,099,534					\$1,099,534	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Design/Eng.	\$75,000	\$25,000	\$50,000					\$50,000	
Construction	1,050,000	466	1,049,534					1,049,534	
TOTAL	\$1,125,000	\$25,466	\$1,099,534					\$1,099,534	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						

GOAL ADDRESSED:

2005 Town Plan

Continue to provide adequate water supply that meets state and federal criteria for water quality.

UTILITIES FUND PROJECTS (continued)

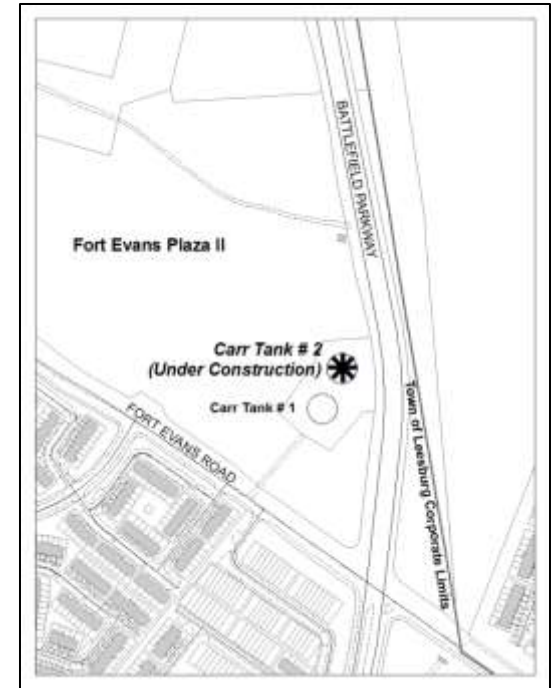
TITLE: Carr Tank No. 2 (05402)
STATUS: Ongoing **PROJECT MANAGER:** A. Pariroo

PROGRAM DESCRIPTION: Project includes the construction of a 1.5 million gallon elevated water storage tank located adjacent to and similar to the existing Carr Tank located on Fort Evans Road.

ESTIMATED CONSTRUCTION START DATE: Fall 2007

ESTIMATED COMPLETION DATE: Summer 2009

OPERATING IMPACT: Site maintenance and tank recoating at approximately 10-year intervals.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Utilities Fund Bonds	\$2,294,600	\$2,239,600	\$55,000					\$55,000	
Utilities Fund Cash	1,877,400	1,832,400	45,000					45,000	
TOTAL	\$4,172,000	\$4,072,000	\$100,000					\$100,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Design/Eng.	\$320,000	\$320,000							
Construction	3,852,000	3,752,000	100,000					100,000	
TOTAL	\$4,172,000	\$4,072,000	\$100,000					\$100,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						

GOAL ADDRESSED:

2005 Town Plan

Continue to provide adequate water supply that meets state and federal criteria for water quality.

UTILITIES FUND PROJECTS (continued)

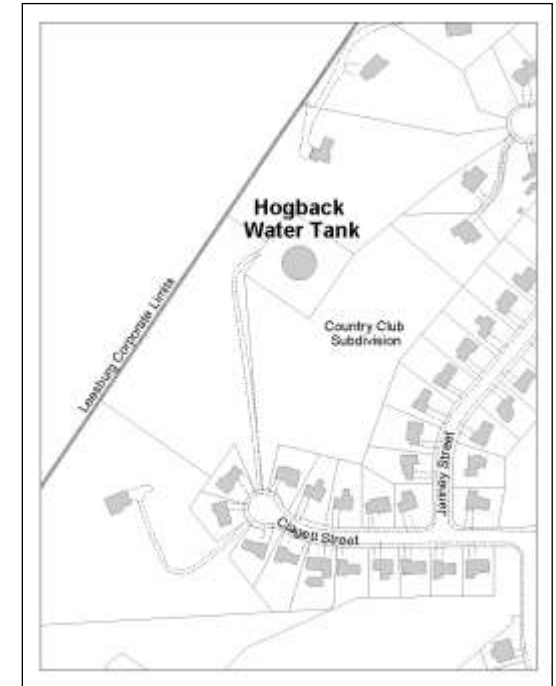
TITLE: Hogback Mountain Tank Recoating and Rehabilitation (02402)
STATUS: Ongoing **PROJECT MANAGER:** A. Pariroo

PROGRAM DESCRIPTION: Project includes surface preparation and recoating of the standpipe tank’s interior and exterior. Interior has not been recoated since the tank’s construction in 1989. Exterior was last recoated in 2000. In addition, water inlet/outlet pipes in the tank will be modified to improve water turn-over rate in the tank in order to avoid water stagnation. The project does not involve lead paint removal.

CONSTRUCTION START DATE: Fall 2009

ESTIMATED COMPLETION DATE: Spring 2010

OPERATING IMPACT: None.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Utilities Fund Bonds	\$283,250	\$13,750	\$269,500					\$269,500	
Utilities Fund Cash	231,750	11,250	220,500					220,500	
TOTAL	\$515,000	\$25,000	\$490,000					\$490,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Design/Eng.	\$65,000	\$25,000	\$40,000					\$40,000	
Construction	450,000		450,000					450,000	
TOTAL	\$515,000	\$25,000	\$490,000					\$490,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						

GOAL ADDRESSED:

2005 Town Plan

Continue to provide adequate water supply that meets state and federal criteria for water quality.

UTILITIES FUND PROJECTS (continued)

TITLE: Route 643 (Sycolin Road) Water Tank and Pump Station Upgrade (05403)
STATUS: Ongoing **PROJECT MANAGER:** A. Pariroo

PROGRAM DESCRIPTION: Construction of a 1.5 million gallon elevated tank and approximately 350 feet of 16” waterline at the County’s new Fire and Rescue Complex, and upgrade of Route 643 or Sycolin Pumping Station (new variable frequency drives, roof, painting, etc.).

CONSTRUCTION START DATE: Pumping Station: Winter 2008 (complete)
 Tank: Fall 2008

ESTIMATED COMPLETION DATE: Spring 2010

OPERATING IMPACT: Site maintenance and tank recoating at approximately 10-year intervals.



GOAL ADDRESSED:

2005 Town Plan

Continue to provide adequate water supply that meets state and federal criteria for water quality.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP	Future Funds Required
Bonds	\$2,552,000	\$1,056,000	\$1,496,000					\$1,496,000	
Utilities Fund Cash	2,088,000	864,000	1,224,000					1,224,000	
TOTAL	\$4,640,000	\$1,920,000	\$2,720,000					\$2,720,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP	Future Funds Required
Design/Eng.	\$420,000	\$420,000							
Construction	4,220,000	1,500,000	2,720,000					2,720,000	
TOTAL	\$4,640,000	\$1,920,000	\$2,720,000					\$2,720,000	

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
TOTAL						

UTILITIES FUND PROJECTS (continued)

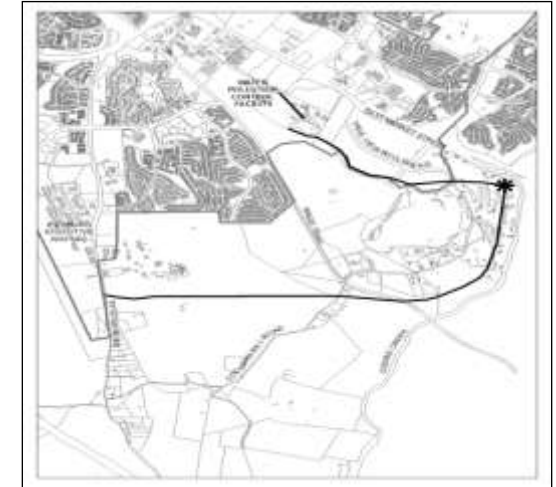
TITLE: Lower Tuscarora Creek Sewage Conveyance System (10401)
STATUS: Ongoing **PROJECT MANAGER:** A. Pariroo

PROGRAM DESCRIPTION: Design and construction of Lower Tuscarora Creek Sewage Conveyance System consisting of gravity sewers, force main, and a pumping station. The project will serve areas south of the Town’s incorporated boundary, and north of Cochran Mill Road between the Dulles Greenway and Route 7 east. This project includes former project #07404, Lower Sycolin Sewage Conveyance System.

CONSTRUCTION START DATE: Spring 2011

ESTIMATED COMPLETION DATE: Fall 2012

OPERATING IMPACT: Operation and maintenance cost will increase.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Revenue Bonds	\$8,283,000	\$330,000	\$253,000	\$1,100,000	\$6,050,000	\$550,000	\$0	\$7,953,000	
Utilities Fund	\$6,777,000	\$270,000	\$207,000	\$900,000	\$4,950,000	\$450,000	\$0	\$6,507,000	
TOTAL	\$15,060,000	\$600,000	\$460,000	\$2,000,000	\$11,000,000	\$1,000,000	\$0	\$14,460,000	\$0

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$260,000	\$0	\$260,000					\$260,000	
Design/Eng.	\$800,000	\$600,000	\$200,000					\$200,000	
Construction	\$14,000,000	\$0		\$2,000,000	\$11,000,000	\$1,000,000		\$14,000,000	
TOTAL	\$15,060,000	\$600,000	\$460,000	\$2,000,000	\$11,000,000	\$1,000,000	\$0	\$14,460,000	\$0

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
				\$24,000	\$24,000	\$48,000
TOTAL	\$0	\$0	\$0	\$24,000	\$24,000	\$48,000

GOAL ADDRESSED:

2005 Town Plan

Continue to provide adequate wastewater collection and treatment that meet state and federal criteria for water quality.

1987 Water & Sewer Master Plan

The adopted Water and Sewer System Master Plan proposed the construction of a regional sewage conveyance system to serve the area.

AIRPORT FUND PROJECTS

8.9 Airport Fund Projects

The major airport project for FY 2010 is the purchase of additional land southwest of the airport (\$3.9 million). See Table 8.12, below.

Table 8.12 Airport Fund Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Required
General Obligation Bonds		\$195,330	\$2,000	\$79,000	\$1,000	\$9,000	\$37,000	\$10,000	\$136,000	\$57,330
State - Department of Aviation		322,170	3,000	118,500	1,500	13,500	18,000	15,000	166,500	152,670
Federal Aviation Administration		7,263,850	175,000	4,522,500	47,500	427,500	160,000	475,000	5,632,500	1,456,350
Total		\$7,781,350	\$180,000	\$4,720,000	\$50,000	\$450,000	\$215,000	\$500,000	\$5,935,000	\$1,666,350
Proj. No.	Uses	Total Project Cost	Exp through 6/30/09	2010	2011	2012	2013	2014	Total for 5-Yr CIP	Future Funds Required
09502	Airport Instrument Landing System Grading	\$850,000	\$80,000	\$770,000					\$770,000	
11501	Land Acquisition - Airport Expansion SW End	4,000,000	100,000	3,900,000					3,900,000	
09503	Navigation Aids Upgrades	550,000		50,000	50,000	450,000			550,000	
08502	South Apron Expansion, Ph. II	2,381,350					215,000	500,000	715,000	1,666,350
Total - Airport Fund		\$7,781,350	\$180,000	\$4,720,000	\$50,000	\$450,000	\$215,000	\$500,000	\$5,935,000	\$1,666,350

AIRPORT FUND PROJECTS (continued)

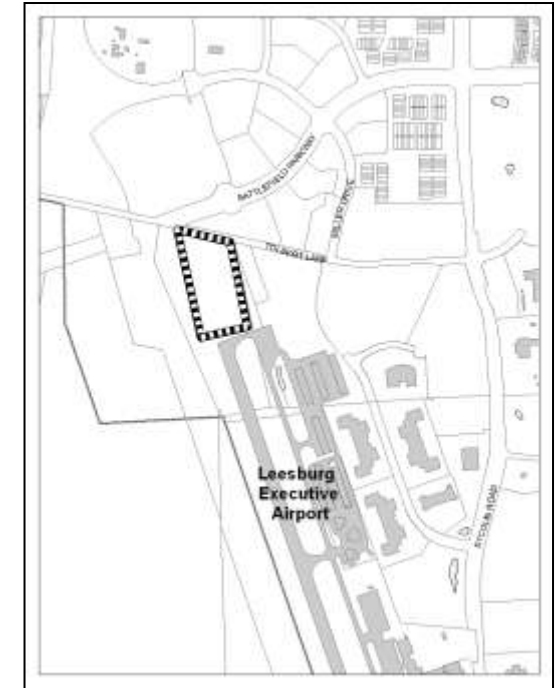
TITLE: Airport Instrument Landing System (ILS) Grading (09502)
STATUS: Ongoing **PROJECT MANAGER:** T. Brandon

PROGRAM DESCRIPTION: Since 2002, there have been three fatal accidents involving aircraft using the Leesburg Executive Airport. These accidents have resulted in seven deaths. In response to these accidents, FAA recommended installation of a glide slope antenna to provide a Category I ILS approach. FAA will be responsible for acquiring and installing all equipment. The Town will be responsible for grading the area for the equipment at 100% FAA's cost. This project was added to the town's CIP in accordance with the FAA's request to the town to perform necessary grading to accommodate the ILS system in an effort to accelerate the project and to prevent expiration of the funds provided by Congressman Wolf. FAA funding procured by Congressman Frank Wolf will be used for these improvements. FAA has committed \$450,000 to the Town for this grading project which is being used for design services. Additional FAA funding will be provided prior to the Town committing to perform the construction. FAA will be responsible for operation and maintenance of the ILS facilities.

CONSTRUCTION START DATE: Fall 2009

ESTIMATED COMPLETION DATE: Summer 2010

OPERATING IMPACT: None.



PLANNED FINANCING

Sources	Project Total Cost	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
FAA Funds	\$850,000	\$80,000	\$770,000					\$770,000	
TOTAL	\$850,000	\$80,000	\$770,000					\$770,000	

Planned Expenditures

Uses	Project Total Cost	Exp through 6/30/09	Planned Expenditures					TOTAL for 5-Yr CIP	Future Funds Req'd
			2010	2011	2012	2013	2014		
Engineering	\$120,000	\$80,000	\$40,000					\$40,000	
Construction	730,000		730,000					730,000	
TOTAL	\$850,000	\$80,000	\$770,000					\$770,000	

OPERATING IMPACT

Operating/Maintenance:	2010	2011	2012	2013	2014	TOTAL for 5-Yr CIP
TOTAL						

GOAL ADDRESSED:

2005 Town Plan

Safe, convenient, and efficient multi-modal transportation system.

2006 Airport Master Plan

Enhance Airport safety.

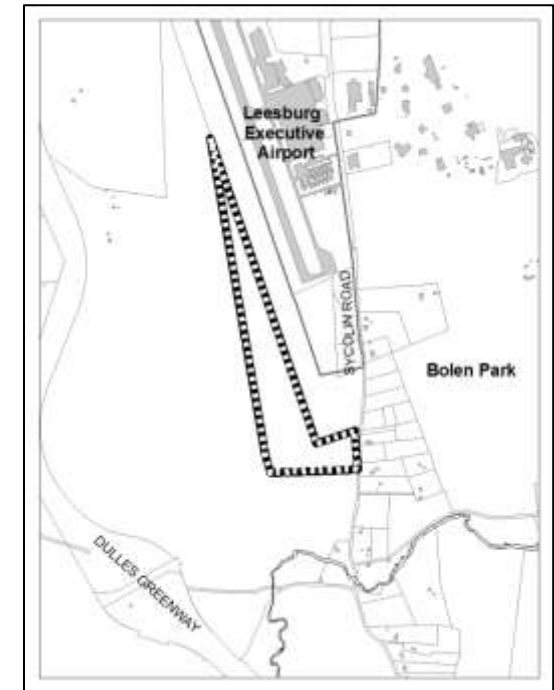
AIRPORT FUND PROJECTS (continued)

TITLE: Land Acquisition - Airport Expansion South West End of Airport (11501)
STATUS: Ongoing **PROJECT MANAGER:** T. Brandon

PROGRAM DESCRIPTION: This project includes the purchase of 40 acres of property to the south west and adjacent to the existing airport property. The property will be used for future airport expansion to accommodate corporate users. This project has been identified on the current 6-year State and Federal ACIP, and grant funds will be programmed. This project was accelerated during FY 08 after the CIP adoption to accommodate FAA’s request. The Town’s share is 2%.

ESTIMATED PURCHASE DATE: Spring 2010

OPERATING IMPACT: Additional mowing until the area is developed. Additional revenue after development.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
FAA Grant	\$3,800,000	\$95,000	\$3,705,000					\$3,705,000	
DOAV Grant	120,000	3,000	117,000					117,000	
Bonds	80,000	2,000	78,000					78,000	
TOTAL	\$4,000,000	\$100,000	\$3,900,000					\$3,900,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Expended through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Land	\$4,000,000	\$100,000	\$3,900,000					\$3,900,000	
TOTAL	\$4,000,000	\$100,000	\$3,900,000					\$3,900,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						

GOAL ADDRESSED: Increased operating capacity and aircraft storage revenues.

2005 Town Plan

Promote and protect Leesburg Executive Airport.

2006 Airport Master Plan

Preserve and protect airport property, and enhance safety and identified need for additional space.

AIRPORT FUND PROJECTS (continued)

TITLE: Navigation Aids Upgrades (09503)
STATUS: Ongoing **PROJECT MANAGER:** T. Brandon

PROGRAM DESCRIPTION: Replacement of Precision Approach Path Indicators (PAPIS), addition of two Omni Directional Approach Lights System (ODALS), and upgrade and relocation of the Automated Weather Observation System (AWOS). This project was added to last year’s budget to increase safety and because existing equipment is outdated and no longer manufactured, causing increased maintenance cost. It was recommended by the Airport Director and supported by the FAA. Installation of the new navigational aids under this project will be scheduled after Instrument Landing System is commissioned by the FAA (Project 09502).

CONSTRUCTION START DATE: Summer 2011

ESTIMATED COMPLETION DATE: Winter 2011

PLANNED FINANCING

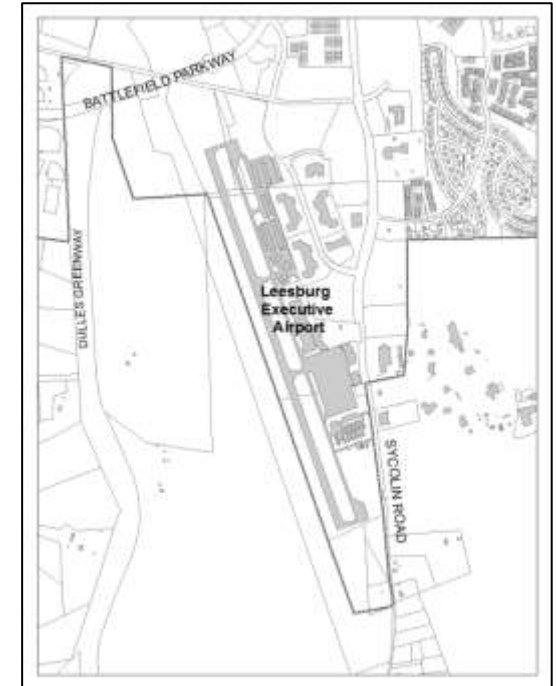
Sources:	Total Required Project Funding	Funded through 6/30/09	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
FAA Grant	\$522,500		\$47,500	\$47,500	\$427,500			\$522,500	
DOAV Grant	16,500		1,500	1,500	13,500			16,500	
Bonds	11,000		1,000	1,000	9,000			11,000	
TOTAL	\$550,000		\$50,000	\$50,000	\$450,000			\$550,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Design/Eng.	\$100,000		\$50,000	\$50,000				\$100,000	
Construction	\$450,000				450,000			450,000	
TOTAL	\$550,000		\$50,000	\$50,000	\$450,000			\$550,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						



OPERATING IMPACT: Reduced due to replacement of aging equipment.

GOAL ADDRESSED:

2005 Town Plan

Promote and protect Leesburg Executive Airport.

2006 Airport Master Plan: Preserve and protect airport property, and enhance safety.

AIRPORT FUND PROJECTS (continued)

TITLE: South Apron Expansion, Phase II (08502)
STATUS: Ongoing **PROJECT MANAGER:** R. LaFollette

PROGRAM DESCRIPTION: This project is the final phase of the South Apron Development project. It is contiguous with the recently completed South Apron Expansion Phase I. It includes incidental development of additional aircraft tie-downs and relocation of the existing fuel farm. In order to accommodate drainage from this project and future development of the south end of the airport, a comprehensive drainage analyses will be prepared. This project has been identified on the current 6-year State ACIP, and grant funds have been programmed. The project will be funded using 95% federal, 3% state, and 2% Town funding.

CONSTRUCTION START DATE: Spring 2014

ESTIMATED COMPLETION DATE: Spring 2015

PLANNED FINANCING

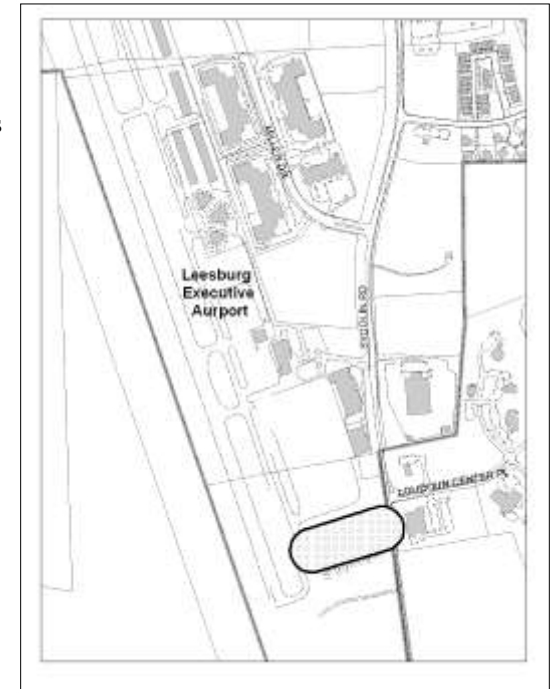
Sources:	Total Required Project Funding	Funded through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
FAA	\$2,091,350					\$160,000	\$475,000	\$635,000	\$1,456,350
DOAV Grant	185,670					18,000	15,000	33,000	152,670
Bonds	104,330					37,000	10,000	47,000	57,330
TOTAL	\$2,381,350					\$215,000	\$500,000	\$715,000	\$1,666,350

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/09						TOTAL for 5-Yr CIP	Future Funds Required
			2010	2011	2012	2013	2014		
Design/Eng.	\$215,000					\$215,000		\$215,000	
Construction	2,166,350						500,000	\$500,000	1,666,350
TOTAL	\$2,381,350					\$215,000	\$500,000	\$715,000	\$1,666,350

OPERATING IMPACT

Operating/Maintenance:						TOTAL for 5-Yr CIP
	2010	2011	2012	2013	2014	
TOTAL						



OPERATING IMPACT: Increased maintenance if the tie-down area, and increased revenue from tie-down leases.

GOALS ADDRESSED: Increased operating capacity.

2005 Town Plan: Protect Leesburg Executive Airport

2006 Airport Master Plan

Preserve and protect airport property and enhance safety and identified need for additional space.

AIRPORT FUND PROJECTS (continued)

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SUMMARIES OF FUNDING BY SOURCE

8.10 Summaries of Funding by Source

Table 8.13 General Obligation Bonds										
Proj. No.	Project Description	Total Source	Exp through					Total for 5-Yr CIP	Future Funds Req.	
			6/30/09	2010	2011	2012	2013			2014
General Government										
07309	Downtown Street Lighting	\$1,120,000	\$85,000	\$225,000	\$210,000	\$400,000	\$100,000	\$100,000	\$1,035,000	
10304	Downtown Improvements, Ph. I	600,000		600,000					600,000	
10306	Downtown Improvements, Ph. II	4,100,000		50,000	400,000	50,000	1,100,000	1,400,000	3,000,000	1,100,000
08308	Town-wide Tree Canopy	10,348	10,348							
Total General Government		\$5,830,348	\$95,348	\$875,000	\$610,000	\$450,000	\$1,200,000	\$1,500,000	\$4,635,000	\$1,100,000
Parks & Recreation										
12302	Catoctin SkatePark Renovation	\$300,000								\$300,000
01301	Ida Lee Soccer/Lacrosse Field No. 3	575,000								575,000
08302	South King St. Trail Extension	1,155,150	5,150	150,000				\$1,000,000	1,150,000	
08310	Southwest Connector Trail	7,575,000	400,000	575,000	1,950,000	3,900,000	750,000		7,175,000	
02302	Veterans Park at Balls Bluff, Phase I	2,100,000	100,000							2,000,000
Total Parks & Recreation		\$11,705,150	\$505,150	\$725,000	\$1,950,000	\$3,900,000	\$750,000	\$1,000,000	\$8,325,000	\$2,875,000
Streets, Highways, Buildings & Grounds										
08303	Battlefield Pkwy. - Edwards Ferry to Ft. Evans	\$8,050,000	\$3,630,000	\$3,240,000	\$1,180,000				\$4,420,000	
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	3,000,000	762,256	2,237,744					2,237,744	
06303	Battlefield Pkwy. - Kincaid Blvd. to Rt. 7	8,230	8,230							
07303	Catoctin Cir./Edwards Ferry - Traf Sig and Lft	491,947	1,947							490,000
07304	Church St. Improvements	450,000				75,000	175,000	\$200,000	450,000	
05302	Edwards Ferry at Rt. 15 Bypass Right Turn Im	240,000	16,476		223,524				223,524	
05303	Lowenbach St. Improvements	4,925,000	870,000	1,275,000	1,950,000	830,000			4,055,000	
14301	Morven Park Road Sidewalk	1,200,000						\$150,000	150,000	1,050,000
07302	Old Waterford Rd. Sidewalk	660,000	70,000	225,000	365,000				590,000	
01302	Rt. 15 (South King St.) Widening	46,338	46,338							
07313	Sycolin Rd. Widening Ph. II	12,337	12,337							
10307	Traffic Signal at Tavistock and Battlefield	300,000		50,000	250,000				300,000	
07312	Virts Corner Improvements	34,331	34,331							
Total Streets, Highways, Buildings & Grounds		\$19,418,183	\$5,451,915	\$7,027,744	\$3,968,524	\$905,000	\$175,000	\$350,000	\$12,426,268	\$1,540,000

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.13 General Obligation Bonds (continued)

Proj. No.	Project Description	Total Source	Exp through					Total for 5-Yr CIP	Future Funds Req.	
			6/30/09	2010	2011	2012	2013			2014
Storm Drainage										
06311	Mount Olive Baptist Church Drainage Improvements	\$575,000	\$50,000	\$105,000	\$420,000				\$525,000	
05305	Dry Mill/Wage/Anne Storm Improvements	1,350,000	550,000	800,000					800,000	
06317	Fields at Leesburg Apartments and Meadows Lane Storm	2,062,022	27,022	100,000	135,000	600,000	1,200,000		2,035,000	
01305	North King St. Improvements	1,455,000	805,000	650,000					650,000	
07307	Town Branch at Mosby Dr.	351,222	261	45,961	305,000				350,961	
06306	Tuscarora Creek Flood Mitigation	895,000	80,000	90,000	725,000				815,000	
09302	Woodberry Rd. Drainage and Street Improvements	850,000	60,000	40,000	150,000	600,000			790,000	
Total Storm Drainage		\$7,538,244	\$1,572,283	\$1,830,961	\$1,735,000	\$1,200,000	\$1,200,000		\$5,965,961	
Total General Fund Projects		\$44,491,925	\$7,624,696	\$10,458,705	\$8,263,524	\$6,455,000	\$3,325,000	\$2,850,000	\$31,352,229	\$5,515,000
Airport Fund Projects										
09503	Navigation Aids Upgrades	\$11,000		\$1,000	\$1,000	\$9,000			\$11,000	
08502	South Apron Expansion, Ph. II	104,330					37,000	10,000	47,000	57,330
11501	Land Acquisition - Airport Expansion South West End of	80,000	2,000	78,000					78,000	
Total Airport Fund Projects		\$195,330	\$2,000	\$79,000	\$1,000	\$9,000	\$37,000	\$10,000	\$136,000	\$57,330
Total General Obligation Bonds		\$44,687,255	\$7,626,696	\$10,537,705	\$8,264,524	\$6,464,000	\$3,362,000	\$2,860,000	\$31,488,229	\$5,572,330

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.14 Trust Funds and Donations

Proj. No.	Project Description	Total Source	Exp through					Total for 5-Yr CIP	Future Funds Req.
			6/30/09	2010	2011	2012	2013		
Parks & Recreation									
12302	Catoctin SkatePark Renovation	\$100,000							\$100,000
	Total Parks and Recreation	\$100,000							\$100,000
	Total Trust Funds/Donations	\$100,000							\$100,000

Table 8.15 Capital Projects Fund Cash

Proj. No.	Project Description	Total Source	Exp through					Total for 5-Yr CIP	Future Funds Req.
			6/30/09	2010	2011	2012	2013		
General Government									
10306	Downtown Improvements, Ph. II	\$300,000				\$300,000			\$300,000
	Total General Government	\$300,000				\$300,000			\$300,000
Storm Drainage									
10305	Town Branch Improvements	\$1,600,000		\$75,000	\$75,000	\$175,000	\$1,275,000		\$1,600,000
	Total Storm Drainage	\$1,600,000		\$75,000	\$75,000	\$175,000	\$1,275,000		\$1,600,000
	Total Capital Projects Fund Cash	\$1,900,000		\$75,000	\$75,000	\$475,000	\$1,275,000		\$1,900,000

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.16 Utilities Fund Cash

Proj. No.	Project Description	Exp through							Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/09	2010	2011	2012	2013	2014		
Utility Lines										
06401	Misc. Waterline and San. Sewer Imps., Reps., I/I Mitigatio	\$2,878,221	\$945,471	\$371,250	\$180,000	\$164,250	\$114,750	\$1,102,500	\$1,932,750	
Total Utility Lines		\$2,878,221	\$945,471	\$371,250	\$180,000	\$164,250	\$114,750	\$1,102,500	\$1,932,750	
Water Supply										
05402	Carr Tank No. 2	\$1,877,400	\$1,832,400	\$45,000					\$45,000	
07403	Carr Tank No. 1 Recoating	506,250	11,460	494,790					494,790	
02402	Hogback Mountain Tank Recoating	231,750	11,250	220,500					220,500	
05403	Route 643 Water Tank	2,087,999	863,999	1,224,000					1,224,000	
Total Water Supply		\$4,703,399	\$2,719,109	\$1,984,290					\$1,984,290	
Water Pollution Control										
10401	Lower Tuscarora Creek Sewage Conveyance System	\$6,777,000	\$270,000	\$207,000	\$900,000	\$4,950,000	\$450,000		\$6,507,000	
Total Water Pollution Control		\$6,777,000	\$270,000	\$207,000	\$900,000	\$4,950,000	\$450,000		\$6,507,000	
Total Utility Fund Cash		\$14,358,621	\$3,934,580	\$2,562,540	\$1,080,000	\$5,114,250	\$564,750	\$1,102,500	\$10,424,040	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.17 Utilities Fund Bonds

Proj. No.	Project Description	Exp through						Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/09	2010	2011	2012	2013		
Utility Lines									
06401	Misc. Waterline and San. Sewer Imps., Reps., I/I Mitigatio	\$3,517,826	\$1,155,576	\$453,750	\$220,000	\$200,750	\$140,250	\$1,347,500	\$2,362,250
Total Utility Lines		\$3,517,826	\$1,155,576	\$453,750	\$220,000	\$200,750	\$140,250	\$1,347,500	\$2,362,250
Water Supply									
05402	Carr Tank No. 2	\$2,294,600	\$2,239,600	\$55,000					\$55,000
07403	Carr Tank No. 1 Recoating	618,750	14,006	604,744					604,744
02402	Hogback Mountain Tank Recoating	283,250	13,750	269,500					269,500
05403	Route 643 Water Tank	2,552,001	1,056,001	1,496,000					1,496,000
Total Water Supply		\$5,748,601	\$3,323,357	\$2,425,244					\$2,425,244
Water Pollution Control									
10401	Lower Tuscarora Creek Sewage Conveyance System	\$8,283,000	\$330,000	\$253,000	\$1,100,000	\$6,050,000	\$550,000		\$7,953,000
Total Water Pollution Control		\$8,283,000	\$330,000	\$253,000	\$1,100,000	\$6,050,000	\$550,000		\$7,953,000
Total Utility Fund Bonds		\$17,549,427	\$4,808,933	\$3,131,994	\$1,320,000	\$6,250,750	\$690,250	\$1,347,500	\$12,740,494

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.18 Proffers (including Developer Contributions and Anticipated Proffers)

Proj. No.	Project Description	Exp through						Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/09	2010	2011	2012	2013		
General Government									
08308	Town-wide Tree Canopy	\$339,652	\$89,652	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
	Total General Government	\$339,652	\$89,652	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Parks & Recreation									
12303	Ida Lee Park Maintenance Building	\$715,000	\$85,000	\$530,000	\$100,000				\$630,000
07317	Ida Lee Land Acquisition	1,000,000		1,000,000					1,000,000
08302	South King St. Trail Extension	94,850	94,850						
	Total Parks & Recreation	\$1,809,850	\$179,850	\$1,530,000	\$100,000				\$1,630,000
Streets, Highways, Buildings & Grounds									
08303	Battlefield Pkwy. - Edwards Ferry to Ft. Evans	\$70,000	\$70,000						
06303	Battlefield Pkwy. - Kincaid Blvd. to Rt. 7	887,000	250,000	637,000					637,000
05302	Edwards Ferry at Rt. 15 Bypass Right Turn Imps	380,000	133,524	190,000	56,476				246,476
01302	Rt. 15 (South King St.) Widening	464,000							464,000
07313	Sycolin Rd. Widening Ph. II	568,000		568,000					568,000
98301	Sycolin Rd. Widening Ph. III	1,440,012	622,538	300,000	400,000		117,474		817,474
07303	Catoctin Cir./Edwards Ferry - Traf Sig and Lft Turn Lane	400,000							400,000
	Total Streets, Highways, Buildings & Grounds	\$4,209,012	\$1,076,062	\$1,695,000	\$456,476		\$117,474		\$2,268,950
Storm Drainage									
07307	Town Branch at Mosby Dr.	\$128,778	\$49,739	\$79,039					\$79,039
10305	Town Branch Improvements	400,000				400,000			400,000
	Total Storm Drainage	\$528,778	\$49,739	\$79,039		\$400,000			\$479,039
	Total Proffers	\$6,887,292	\$1,395,303	\$3,354,039	\$606,476	\$50,000	\$567,474	\$50,000	\$4,627,989

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.19 Loudoun County Gas Tax

Proj. No.	Project Description	Exp through							Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/09	2010	2011	2012	2013	2014		
Streets and Highways										
98301	Sycolin Rd. Widening Ph. III	\$6,970,488	\$420,488		\$550,000	\$1,500,000	\$632,526		\$2,682,526	\$3,867,474
07312	Virts Corner Improvements	1,190,669	18,550	1,172,119					1,172,119	
Total Streets and Highways		\$8,161,157	\$439,038	\$1,172,119	\$550,000	\$1,500,000	\$632,526		\$3,854,645	\$3,867,474
Total Loudoun County Gas Tax		\$8,161,157	\$439,038	\$1,172,119	\$550,000	\$1,500,000	\$632,526		\$3,854,645	\$3,867,474

Table 8.20 Loudoun County - Other

Proj. No.	Project Description	Exp through							Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/09	2010	2011	2012	2013	2014		
Streets and Highways										
07313	Sycolin Rd. Widening Ph. II	\$679,821		\$679,821					\$679,821	
Total Streets and Highways		\$679,821		\$679,821					\$679,821	
Total Loudoun County - Other		\$679,821		\$679,821					\$679,821	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.21 State - Department of Aviation (DOAV)

Proj. No.	Project Description	Exp through							Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/09	2010	2011	2012	2013	2014		
Airport Fund Projects										
09503	Navigation Aids Upgrades	\$16,500		\$1,500	\$1,500	\$13,500			\$16,500	
08502	South Apron Expansion, Ph. II	185,670					\$18,000	\$15,000	33,000	\$152,670
11501	Land Acquisition - Airport Expansion South West End	120,000	3,000	117,000					117,000	
Total Airport Fund Projects		\$322,170	\$3,000	\$118,500	\$1,500	\$13,500	\$18,000	\$15,000	\$166,500	\$152,670
Total State - DOAV		\$322,170	\$3,000	\$118,500	\$1,500	\$13,500	\$18,000	\$15,000	\$166,500	\$152,670

Table 8.22 State - Department of Natural Resources (DNR)

Proj. No.	Project Description	Exp through							Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/09	2010	2011	2012	2013	2014		
Parks and Recreation										
02302	Veterans Park at Balls Bluff, Ph. I	\$200,000								\$200,000
Total Parks and Recreation		\$200,000								\$200,000
Total State - DNR		\$200,000								\$200,000

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.23 State - Department of Transportation (VDOT)

Proj. No.	Project Description	Total Source	Exp through					Total for 5-Yr CIP	Future Funds Req.	
			6/30/09	2010	2011	2012	2013			2014
General Government										
07309	Downtown Street Lighting	\$1,000,000		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	
	Total General Government	\$1,000,000		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	
Streets and Highways										
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	\$10,500,000								\$10,500,000
05302	Edwards Ferry at Rt. 15 Bypass Right Turn Imps	420,000			420,000				420,000	
09307	Edwards Ferry Rd. at Leesburg Bypass Interchange	30,000,000								30,000,000
01302	Rt. 15 (South King St.) Widening	14,689,662	453,662	250,000	200,000	1,000,000			1,450,000	12,786,000
07313	Sycolin Rd. Widening Ph. II	744,920			744,920				744,920	
98301	Sycolin Rd. Widening Ph. III	6,000,000								6,000,000
07312	Virts Corner Improvements	1,000,000	147,119	552,881	300,000				852,881	
	Total Streets and Highways	\$63,354,582	\$600,781	\$802,881	\$1,664,920	\$1,000,000			\$3,467,801	\$59,286,000
	Total State - VDOT	\$64,354,582	\$600,781	\$1,002,881	\$1,864,920	\$1,200,000	\$200,000	\$200,000	\$4,467,801	\$59,286,000

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.24 Federal - Transportation (CMAQ and RSTP)

Proj. No.	Project Description	Total Source		Exp through					Total for 5-Yr CIP	Future Funds Req.
				6/30/09	2010	2011	2012	2013		
Streets and Highways										
11302	Advanced Transportation Mgmt Sys, Ph. II	\$400,000				\$50,000	\$350,000			\$400,000
09307	Edwards Ferry Rd. at Leesburg Bypass Interchange	5,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Total Streets and Highways		\$5,400,000		\$1,000,000	\$1,050,000	\$1,350,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,400,000
Total Federal - Transportation		\$5,400,000		\$1,000,000	\$1,050,000	\$1,350,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,400,000

Table 8.25 Federal - Federal Aviation Administration (FAA)

Proj. No.	Project Description	Total Source		Exp through					Total for 5-Yr CIP	Future Funds Req.
				6/30/09	2010	2011	2012	2013		
Airport Fund Projects										
09502	Airport Instrument Landing System Grading	\$850,000		\$80,000	\$770,000					\$770,000
09503	Navigation Aids Upgrades	522,500			47,500	47,500	427,500			522,500
08502	South Apron Expansion, Ph. II	2,091,350						160,000	475,000	635,000
11501	Land Acquisition - Airport Expansion South West End	3,800,000		95,000	3,705,000					3,705,000
Total Airport Fund Projects		\$7,263,850		\$175,000	\$4,522,500	\$47,500	\$427,500	\$160,000	\$475,000	\$5,632,500
Total Federal - FAA		\$7,263,850		\$175,000	\$4,522,500	\$47,500	\$427,500	\$160,000	\$475,000	\$1,456,350

POTENTIAL FUTURE CAPITAL PROJECTS

8.11 POTENTIAL FUTURE CAPITAL PROJECTS

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

GENERAL GOVERNMENT

PROJECT	COST RANGE	PROJECT SUMMARY
Town Hall Renovations	Less than \$1 million	Reconfiguring the lower level to maximize space, securing the Finance Department and maximizing the first floor, reconfiguring the second floor, some modification to the third floor.

PARKS AND RECREATION

PROJECT	COST RANGE	PROJECT SUMMARY
Ida Lee Park Trail Ph III	Less than \$1 million	Construct a 2,400 linear foot trail along the west side of North King Street and the north side of Ida Lee Drive to provide safe access to the Ida Lee Park Recreation Center and Rust Library.
Ida Lee Park Farmhouse Addition	Less than \$500,000	Addition of approximately 2,000 square feet of office space to the existing farmhouse for current and future staff needs.
Veterans Park, Phase II	\$5-7 million	This project will build pavilions, a disc golf course, additional parking, and a visitor's center, consistent with Veterans Park Master Plan.
Olde Izaak Walton Pond	Less than \$1 million	Improve the condition of the pond at the park. Pending further council discussion of long-term disposition of the property.
Robinson Park Improvements	Less than \$1 million	Construct playground, shelter, and additional parking.

POTENTIAL FUTURE CAPITAL PROJECTS (continued)

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS

PROJECT	COST RANGE	PROJECT SUMMARY
1 st Street Extension	\$1-3 million	Extend 1 st Street from the car wash to Davis Avenue
1 st , 2 nd & Wirt Street, SW	\$1-2 million	Design and construction of storm drainage improvements including concrete curb and gutter to alleviate flooding of yards and drainage problems along 1 st Street west of South King Street, 2 nd Street and Wirt Street, SW.
Battlefield at Route 7 Interchange	\$20-30 million	Construct a grade separated interchange at this location. This part of Route 7 is maintained by VDOT. Project should be funded by VDOT.
Evergreen Mill Road Improvements	\$10-15 million	Design and construction of 4-laning of Evergreen Mill Road between South King Street and Battlefield parkway at the south corporate limits, including sidewalk and multi-use trail.
Harrison Street Extension	\$2-3 million	Extend Harrison Street from North Street to Oakcrest Manor Drive.
Lawson Road Bicycle/Pedestrian Crossing of Tuscarora Creek	\$500,000 to \$1 million	Design and construction of a new stream crossing to provide bicycle and pedestrian access to the W&OD Trail from residential communities.
Morven Park Road Improvements	\$1-3 million	Street improvements and sidewalk on Morven Park Road between West Market Street and Old Waterford Road.
North King Street at North Street Traffic Signal	Less than \$500,000	Loudoun County has proffered a signal at that location. This signal will be needed when the courthouse expansion project is completed.
Partial Market St. & Loudoun St.	Less than \$500,000	Establish one-way traffic flow by diverting eastbound Market Street traffic onto south Harrison Street to allow the intersection of Loudoun Street and Harrison Street to be channeled to contribute to the continuous flow of traffic on both southbound Harrison and Loudoun Streets.
West Market Street/Morven Park Road/Loudoun Street Intersection Improvements	\$500,000 to \$1 million	Design and construction of intersection improvements to improve vehicular and pedestrian safety and traffic congestion.

POTENTIAL FUTURE CAPITAL PROJECTS (continued)

STORM DRAINAGE

PROJECT	COST RANGE	PROJECT SUMMARY
North King Street at Union Cemetery	Less than \$500,000	Install storm drainage system on the west side of North King Street near Union Cemetery to prevent flooding of homes.
Woodberry Road Drainage Phase II	Less than \$500,000	Alleviate flooding of yards in the lower portion of the block bounded by Woodberry Drive, North Street, and Wildman Road.
South Street at South King Street	Less than \$500,000	Storm drainage improvements to alleviate flooding of a single family home at the corner of South Street and South King Street.
Turner Harwood, Phases I & II	\$1-2 million	Channel improvements to adequately accommodate storm water runoff from Fort Evans Road, Plaza Street, Edwards Ferry Road, and Leesburg Plaza.

UTILITIES

PROJECT	COST RANGE	PROJECT SUMMARY
Bioprocess Intelligent Optimization System (BIOS)	Less than \$500,000	Purchase system for Water Pollution Control Division to optimize air supply by blowers by calibrating nitrifying/denitrifying activated sludge treatment process. Payback expected in five years.
Town wide service area water system improvements	Less than \$5 million	New waterlines to insure water availability to the town wide service area. Projects will be defined based on an engineering study.
Water Treatment Plant Expansion	\$10-15 million	Future water treatment plant expansion to meet any potential future service area demands.
Water Pollution Control Facility Expansion	\$15-\$20 million	The need for further expansion/upgrade will depend on the growth rate of the plant's service area as well as compliance with new regulations.

POTENTIAL FUTURE CAPITAL PROJECTS (continued)**AIRPORT**

PROJECT	COST RANGE	PROJECT SUMMARY
South Apron Expansion, Phase III	\$1-2 million	This project, formerly a portion of the South Area Development project, has been separated from the other work. It is contiguous to the South Apron Development Phase I and II projects and includes construction of approximately 23 tie-downs.
Runway 17 Extension	\$5-7 million	Extend the runway for approximately 500 feet to accommodate larger aircraft.
Parcel Consolidation	Less than \$250,000	Consolidate approximately 17 individual parcels.

BUDGET CALENDAR**9.1 FY 2010 Budget Calendar****SEPTEMBER 2008**

Capital Improvements Program (CIP) kickoff with departments

OCTOBER 2008

CIP requests submitted to Capital Projects Management (CPM) and the Department of Finance (DOF)

Performance measures kickoff

NOVEMBER 2008

Budget kickoff with departments

Performance measures submitted to DOF

Budget Committee/CPM meeting on CIP with Town Manager and departments

DECEMBER 2008

Budget requests submitted to DOF

Budget Committee/department meetings on operating budgets with Town Manager

JANUARY 2009

Budget Committee/department meetings on operating budgets with Town Manager

FEBRUARY 2009

DOF develops draft budget

Budget Committee/CPM meetings on CIP with Town Manager

Preliminary CIP provided to Planning Commission

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

MARCH 2009

Planning Commission public hearing on CIP

Town Council work sessions on budget and CIP

Town Council public hearing on budget and CIP

APRIL 2009

Town Council sets tax rate and adopts budget and CIP

BUDGET PROCESS**9.2 Budget Process**

The budget process in Leesburg starts with the “Budget Kickoff,” the distribution of budget request packages to all department directors. These packages include a brief message from the Town Manager along with general instructions for completing the various forms which, when completed, include proposed expenditures, capital outlays, departmental accomplishments, future objectives, performance measures, and other budget data. Concurrently, the Finance Director and Management Analysts supervise the preparation of the annual five-year Capital Improvements Program (CIP). Capital outlays approved in the CIP for the upcoming fiscal year are incorporated into the proposed budget.

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

The next step in the budget process involves preparation of the budget document. The Finance Department prepares the final proposed revenue and expenditure estimates for each department covering all funds. The Management Analysts prepare supplemental materials and the staffing plan, both in consultation with the Manager. The proposed budget is submitted to the Council in February. Several Council workshops are held before and after the required public hearing. The budget is adopted in April.

The Town’s General Fund and Capital Projects Fund budgets are prepared on the modified accrual basis of accounting. The budgets for the Utilities Fund and Airport Fund are prepared on the full accrual basis since these funds are accounted for as Enterprise Fund operations. All fund budgets are prepared and accounted for on a basis consistent with generally accepted accounting principles (GAAP).

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

FUND STRUCTURE AND DESCRIPTIONS

9.3 Fund Structure and Descriptions

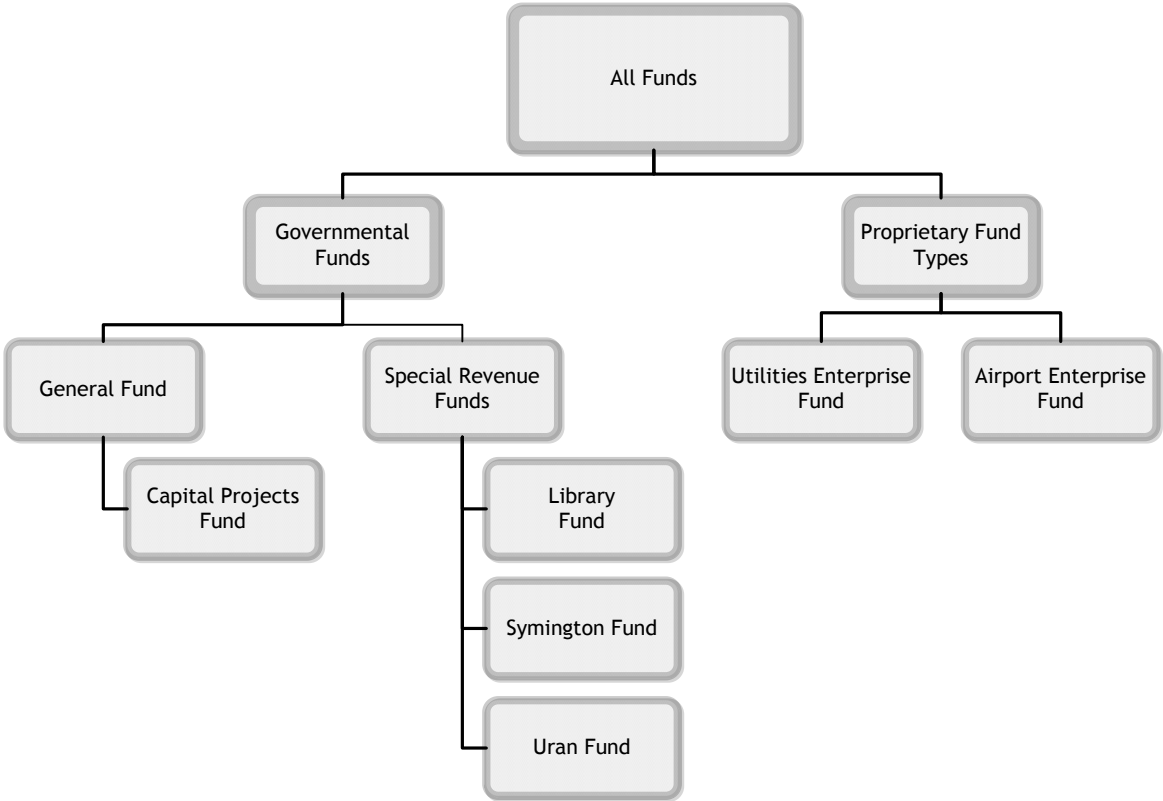


Chart 9.1 Town of Leesburg Fund Structure

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

FUND STRUCTURE AND DESCRIPTIONS (continued)**9.3 Fund Structure and Descriptions (continued)**

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

Governmental Fund Types

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

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

Special Revenue Fund: Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Proprietary Fund Types

Enterprise Funds: The Town has two enterprise funds: the Airport Fund and Utilities Fund. These funds were established to account for the operations, investing and financing activities of self-supporting activities of the Town that provide service to the public on a user fee basis.

GLOSSARY OF ACRONYMS

9.4 Glossary of Acronyms

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

GLOSSARY OF ACRONYMS (continued)

9.4 Glossary of Acronyms (continued)

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

GLOSSARY OF ACRONYMS (continued)

9.4 Glossary of Acronyms (continued)

NVTA	Northern Virginia Transportation Authority
O&M	Operations and Maintenance
OMB	Office of Management and Budget
OSHA	Occupational Safety and Health Administration
PCI	Pavement Condition Index
PCP	Program Change Proposal
PDA	Personal Data Assistant
PFP	Public Facilities Permit
PT	Part-time
READI	Response to Emergencies and Disasters Institute
RFP	Request for Proposal
ROCK	Recreation Outreach for Community Kids
RSTP	Regional Service Transportation Program
SCADA	Supervisory Control and Data Acquisition
SCGM	Standby Generator Curtailable Management
SCR	Silicon Rectifier Controller
SOP	Standard Operating Procedure
SRO	School Resource Officers
SRTC	Standing Residential Traffic Committee
TEA-21	Transportation Equity Act for the 21 st Century
TLC	Tuscarora Landscaper's Choice
TOLNET	Town of Leesburg Intranet
USTA	United States Tennis Association
VDH	Virginia Department of Health
VDOT	Virginia Department of Transportation
VoIP	Voice over Internet Protocol
VRTA	Virginia Regional Transportation Association
WPCD	Water Pollution Control Division
WPCF	Water Pollution Control Facility
WPZ	Western Pressure Zone
WTP	Water Treatment Plant
YMCA	Young Men's Christian Association

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GLOSSARY OF BUDGET TERMS**9.5 Glossary of Budget Terms**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET TERMS (continued)**9.5 Glossary of Budget Terms (continued)**

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.

GLOSSARY OF BUDGET TERMS (continued)**9.5 Glossary of Budget Terms (continued)**

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.

GLOSSARY OF BUDGET TERMS (continued)**9.5 Glossary of Budget Terms (continued)**

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 .5 of a full-time position based on 2080.

GLOSSARY OF BUDGET TERMS (continued)**9.5 Glossary of Budget Terms (continued)**

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.

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

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

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

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

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

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

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

Lapsing Appropriation - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any 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.

GLOSSARY OF BUDGET TERMS (continued)**9.5 Glossary of Budget Terms (continued)**

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 interfund transfers and interdepartmental charges.

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET TERMS (continued)**9.5 Glossary of Budget Terms (continued)**

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

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

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

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

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

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

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

Revenue - Sources of income financing the operations of government.

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

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

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

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

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

GLOSSARY OF BUDGET TERMS (continued)**9.5 Glossary of Budget Terms (continued)**

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

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

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

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

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

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

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

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

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


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

FY 2010 INITIATIVES, OBJECTIVES, AND STRATEGIES


9.6 FY 2010 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area

 Economic Development and Downtown Improvements	
Direction and Support Services – Executive Administration	<ul style="list-style-type: none"> • Future courts expansion (with Planning and Zoning) • County government center expansion (with Economic Development and Planning and Zoning).
Direction and Support Services – Economic Development	<ul style="list-style-type: none"> • Continue efforts to create incentive zones in the downtown and Crescent District commercial areas for the development of desired businesses. • Expand the business retention and attraction program to include community partners including industry leaders and stakeholders. • Sustain programs to promote the Town’s shopping, dining, and entertainment options through direct-mail programs and comprehensive website improvements. • Downtown summit/destination planning follow-up. • Develop a façade improvement grant program. • Promote Loudoun Street public/private partnership (with Capital Projects Management, Public Works, Parks and Recreation and Finance). • Downtown Improvement capital projects (with Capital Projects Management, Public Works, and Parks and Recreation). • County government center expansion (with Executive and Planning and Zoning). • Support development of downtown management association (with Economic Development).
Direction and Support Services - Finance	<ul style="list-style-type: none"> • Promote Loudoun Street public/private partnership (with Capital Projects Management, Economic Development, Public Works, and Parks and Recreation).
Public Works - Administration	<ul style="list-style-type: none"> • Promote Loudoun Street public/private partnership (with Capital Projects Management, Economic Development, Finance, and Parks and Recreation). • Downtown Improvement capital projects (with Capital Projects Management, Economic Development, and Parks and Recreation). • Annexation (with Planning and Zoning, Executive, and Utilities).
Parks and Recreation - Parks	<ul style="list-style-type: none"> • Promote Loudoun Street public/private partnership (with Capital Projects Management, Economic Development, Finance, and Public Works). • Downtown Improvement capital projects (with Capital Projects Management, Economic Development, and Public Works).
Planning and Zoning	<ul style="list-style-type: none"> • Future courts expansion (with Executive). • County government center expansion (with Executive and Economic Development). • Annexation (with Executive, Public Works, and Utilities) • Continue historic preservation efforts.
Utilities - Administration	<ul style="list-style-type: none"> • Annexation (with Executive, Planning and Zoning, and Public Works).
Capital Projects Management	<ul style="list-style-type: none"> • Promote Loudoun Street public/private partnership (with Parks and Recreation, Economic Development, Finance, and Public Works). • Downtown Improvement capital projects (with Economic Development, Parks and Recreation and Public Works).


FY 2010 INITIATIVES, OBJECTIVES, AND STRATEGIES (continued)

 Operational Efficiency and Fiscal Management	
Direction and Support Services – Town Council	<ul style="list-style-type: none"> • Aggressively explore opportunities for public/private partnerships (with all departments). • Continue to implement action steps to achieve the Council’s goals identified during the strategic planning work sessions. • Increase communication with Town residents to identify a “report card” on success of implementation of the key goals and projects.
Direction and Support Services – Executive Administration	<ul style="list-style-type: none"> • Continue to assist the Town Council with its goal setting and decision-making process. • Management audit of Utility operations/capacity analysis (with Utilities and Finance). • Accelerate pursuit if grants, especially stimulus grant funding. • Consolidate communications, social media and public programming. • Manage pilot “team” efforts: Zoning Enforcement, Capital Construction Inspection, Transportation Model (with Public Works, Parks and Recreation, Planning and Zoning, Utilities, and Capital Projects). • Produce employee newsletter to improve interdepartmental communication. • Aggressively explore opportunities for public/private partnerships (with all departments).
Direction and Support Services – Economic Development	<ul style="list-style-type: none"> • Continue coordinated efforts to benchmark and expand the Town’s business tax base. • Aggressively explore opportunities for public/private partnerships (with all departments).
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> • Initiate and implement collection proceedings against delinquent tax and rate payers. • Aggressively explore opportunities for public/private partnerships (with all departments).
Direction and Support Services – Clerk of Council	<ul style="list-style-type: none"> • Offer training to Town Council members on use of electronic formats for agenda documents to move to a completely electronic agenda. • Request electronic copies of all plans through the Department of Plan Review to reduce the number of paper plan copies requested of developers. • Work closely with individual departments on records retention, storage and destruction issues. • Scheduled to host Virginia Municipal Clerk’s Association Region VII Fourth Quarter meeting. • Offer all Council meetings streamed live on the web to increase public access and participation in municipal activities. • Aggressively explore opportunities for public/private partnerships (with all departments).
Direction and Support Services – Finance	<ul style="list-style-type: none"> • Conduct in-house fee study and recommend revised fees where necessary. • Research options to establish capital asset replacement fund. • Conduct utility rate study (with Utilities) to revise utility rates and availability fees as necessary. • Management audit of Utility operations/capacity analysis (with Utilities and Executive). • Initiate and substantially complete implementation of the utility billing module of MUNIS. • Substantially complete implementation of the contracts module of MUNIS. • Continue to update payroll business practices, in coordination with Human Resources, to increase accuracy of payroll transactions. • Complete decentralization of timesheet preparation. • Continue to develop and update standard operating procedures documenting all aspects of department operations. • Aggressively explore opportunities for public/private partnerships (with all departments).


FY 2010 INITIATIVES, OBJECTIVES, AND STRATEGIES (continued)

 Operational Efficiency and Fiscal Management	
Direction and Support Services – Human Resources	<ul style="list-style-type: none"> • Continue review of all vacant positions in operations. • Implement MUNIS Applicant Tracking module. • Communicate accurate, timely and meaningful information to both external and internal customers. • Continue Town-wide safety audit. • Continue MUNIS enhancements to the Human Resources business process. • Enhance employee wellness program to improve overall health awareness and reduce medical claims. • Aggressively explore opportunities for public/private partnerships (with all departments).
Direction and Support Services - Information Technology	<ul style="list-style-type: none"> • Completion of Work Order and Utility Billing MUNIS modules. • Continuation of management of MUNIS system. • Complete and rollout new Town of Leesburg website. • Replace approximately ½ of Town Blackberry devices. • Continued implementation of Laserfiche records management system. • Installation, project management, configuration and maintenance of VOIP for new phone system. • Management and configuration of phone system and cable plant infrastructure for new Ida Lee Pool facility. • Aggressively explore opportunities for public/private partnerships (with all departments).
Police – Administrative and Operational Support	<ul style="list-style-type: none"> • Aggressively explore opportunities for public/private partnerships (with all departments).
Police – Information Services	<ul style="list-style-type: none"> • Complete implementation/utilization of New World CAD/RMS software systems. • Continue to refine Records Management to incorporate all features of LINx. • Maintain career development program, ensure employees maintain proficiencies. • Continue the refinement of a section SOP. • Maintain appropriate Accreditation standards. • Continue /complete implementation with Loudoun County DIT and public safety agencies on upgrade of 800mhz radio system.
Public Works - Administration	<ul style="list-style-type: none"> • Manage pilot “team” efforts: Zoning Enforcement, Tree Management, Capital Construction Inspection, Transportation Model (with Executive, Parks and Recreation, Planning and Zoning, Utilities, and Capital Projects Management). • To maintain a high level of quality and customer service areas provided under the Public Works Department umbrella. • Continue to update and add content to the Town website, seeking innovative ways to publicize Public Works’ services. • Aggressively explore opportunities for public/private partnerships (with all departments).
Public Works – Engineering and Inspections	<ul style="list-style-type: none"> • Continue inventory of as-built and record drawings. • Aggressively explore opportunities for public/private partnerships (with all departments).
Public Works – Streets and Grounds Maintenance	<ul style="list-style-type: none"> • Work on improving maintenance of storm ponds and systems as required by the MS-4 permit. • Seek new and innovative methods for leaf and brush disposal with emphasis on recycling and cost reduction. • Implement a salt brine ice control system to reduce costs for chemicals while maintaining acceptable control levels. • Aggressively explore opportunities for public/private partnerships (with all departments).
Public Works – Fleet Maintenance	<ul style="list-style-type: none"> • Keep Town fleet vehicles and equipment on the road with minimal downtime.

FY 2010 INITIATIVES, OBJECTIVES, AND STRATEGIES (continued)


 Operational Efficiency and Fiscal Management	
	<ul style="list-style-type: none"> • Implement new inventory management system. • Maintain preventative maintenance schedule for all fleet vehicles. • Upgrade the air compressor that is 21 years old. • Provide budget information to other departments for vehicle purchases. • Notify departments when vehicles are scheduled for replacement to assist with budget preparation. • Increase assistance to multiple departments in support of compliance with State Vehicle purchasing process including completing eVA order forms for Finance Department. • Reduce non-availability duration of Town-owned vehicles by increasing number of state safety inspectors on staff. • By new fleet software.
Public Works – Traffic Management	<ul style="list-style-type: none"> • Provide review and inspection of work performed for property owners and utility companies in public right-of-way.
Parks and Recreation - Administration	<ul style="list-style-type: none"> • Manage pilot “team” efforts: Zoning Enforcement, Tree Management, Capital Construction Inspection, Transportation Model (with Executive, Public Works, Planning and Zoning, Utilities, and Capital Projects Management). • Aggressively explore opportunities for public/private partnerships (with all departments).
Thomas Balch Library	<ul style="list-style-type: none"> • Collect, preserve, and make available through processing and cataloguing primary and secondary resources documenting local and regional history and genealogy. • Continue to establish and implement guidelines and best practices for processing, arranging, and describing manuscript and visual materials and PastPerfect. • Conduct biannual survey of patrons to solicit research and access interests and needs to assist in short and long range planning. • Foster cooperation and teamwork among staff, Thomas Balch Library Advisory Commission, Friends of the Thomas Balch Library, Inc. and the Black History Committee of the Friends of Thomas Balch Library, Inc. • Seek opportunities for alternative funding sources including grants and other financial enhancements. • Aggressively explore opportunities for public/private partnerships (with all departments).
Planning and Zoning	<ul style="list-style-type: none"> • Manage pilot “team” efforts: Zoning Enforcement, Tree Management, Capital Construction Inspection, Transportation Model (with Executive, Public Works, Parks and Recreation, Utilities, and Capital Projects Management). • Aggressively explore opportunities for public/private partnerships (with all departments).
Plan Review	<ul style="list-style-type: none"> • Refine web page for DPR and add access to the DCSM and SLDRs. • Aggressively explore opportunities for public/private partnerships (with all departments).
Utilities - Administration	<ul style="list-style-type: none"> • Conduct utility rate study (with Finance) to revise utility rates and availability fees as necessary. • Produce updated water and sewer system maps. • Implement the utility based GPS maps. • Management audit of Utility operations/capacity analysis (with Finance and Executive). • Manage pilot “team” efforts: Zoning Enforcement, Tree Management, Capital Construction Inspection, Transportation Model (with Executive, Public Works, Parks and Recreation, Planning and Zoning, and Capital Projects Management). • Aggressively explore opportunities for public/private partnerships (with all departments).

FY 2010 INITIATIVES, OBJECTIVES, AND STRATEGIES (continued)


 Operational Efficiency and Fiscal Management	
Utilities - Maintenance	<ul style="list-style-type: none"> • Maintain fire hydrant maintenance program and improve the current I.S.O. rating of 4. • Continue improvement to educational and safety program for employee development. • Continue eliminating sources of infiltration and inflow found during closed circuit television inspection of sanitary sewer system. • Maintain and improve preventive maintenance programs that locate and correct problems before they become complaints. • Continue to perform pro-active sanitary sewer maintenance inspections to reduce the possibility of sanitary sewer backup and overflow. • Continue system valve exercise program. • Replace/rehab 20% problem sanitary sewer laterals (114 problem laterals, 7 were replaced in '09). • Provide routine maintenance and repairs at WTP, WPCF, and pumping stations. • Cut inflow in manholes with flexible chimney seals. • Perform in house maintenance of I&I in manholes by grouting leaks. • Continue with review and approval of construction plans meeting set goals.
Utilities – Water Supply	<ul style="list-style-type: none"> • Utilize cost saving techniques to reduce water production costs. • Provide educational and safety programs for operator certification and development. • Continue monthly WSD Organizational, Safety, & Development Training. • Comply with EPA training requirements to maintain operator licenses. • Complete Hogback Tank Recoating.
Utilities - Water Pollution Control	<ul style="list-style-type: none"> • Continue to resolve any warranty issues related to the WPCF Upgrade and Expansion Project 7.5 and optimize the treatment and odor control unit process. • Assist with renewal of the Industrial Storm Water Permit for the WPCF and PVMF. • Comply with the pending Virginia Environmental Laboratory Certification regulations. • Continue implementation of the Environmental Management System and Mosquito Control Program.
Airport Operations	<ul style="list-style-type: none"> • Aggressively explore opportunities for public/private partnerships (with all departments).
Capital Projects Management	<ul style="list-style-type: none"> • Manage pilot “team” efforts: Zoning Enforcement, Tree Management, Capital Construction Inspection, Transportation Model (with Executive, Public Works, Parks and Recreation, Public Works, and Utilities). • Aggressively explore opportunities for public/private partnerships (with all departments).

FY 2010 INITIATIVES, OBJECTIVES, AND STRATEGIES (continued)


9.6 FY 2010 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Community Safety / Quality of Life	
Direction and Support Services – Executive Administration	<ul style="list-style-type: none"> • Continue addressing quality of life issues, citizen participation, and interdepartmental coordination via the Community Enhancement Team. • Continue supporting Town special events and publications. • Help Police establish Community Watch programs (Public Information Officer).
Police – Administrative and Operational Support	<ul style="list-style-type: none"> • Complete implementation of new radio system with Loudoun County. • Complete utilization of new CAD/RMS solutions. • Continue the career development program. • Integrate GIS mapping with Crime Analysis. • Maintain State Accreditation and evaluate National Accreditation. • Continue to refine hiring process to make it faster, and still produce a high quality candidate. • Expand recruitment efforts into geographic areas not normally covered. • Improve department effectiveness through individual and collective training. • Continue to aggressively seek out appropriate grant funding. • Continue to infuse the intelligence-led policing process department wide.
Police – Patrol Operations	<ul style="list-style-type: none"> • Continue to deploy resources to address crime and public safety issues throughout the Town in the most efficient and effective manner. • Continue to focus on working toward achieving long range. solutions to community problems • Continue to emphasize a customer focus and the importance of building strong partnerships in a diverse community. • Continue with the development of comprehensive department and Town emergency plans and to provide training to staff to improve operational readiness. • Review and refine the new community policing areas within the three police districts to achieve maximum efficiency and effectiveness. • Participate in the intelligence-led policing process.
Police – Criminal Investigations	<ul style="list-style-type: none"> • Utilize existing crime data bases and analytical tools to assist in solving cases. • Develop crime analysis and mapping reports as tools for predicting crime trends and support for identifying organized crime groups. • Improve intelligence based policing process through the acquisition of i2 software and dedicated crime analysis. • Maintain a robust training schedule to ensure detectives and crime scene technician receive the latest instruction in areas of homicide, cyber crimes, family crimes, white collar crimes, and forensic computer and crime scene processing. • Continue development and implementation of intelligence led policing by incorporating the CIS mission with the new district command structure. • Maintain a close working relationship with county, state and federal law enforcement and prosecution offices.
Police – Community Services	<ul style="list-style-type: none"> • Establish Community Watch programs (with Executive)

FY 2010 INITIATIVES, OBJECTIVES, AND STRATEGIES (continued)


 Community Safety / Quality of Life	
	<ul style="list-style-type: none"> • Maintain full staffing as authorized in the Traffic Management Unit (4). • Improve overall training and capabilities in the area of Crash Reconstruction and Investigation. • Continue effective information sharing regarding traffic hotspots with the CTAP program. • Maintain established level of customer satisfaction regarding youth outreach programs. • Obtain Gang Resistance Education and Training (GREAT) certification for all School Resources Officers in the unit. • Participate in the intelligence-led policing process.
Police – Information Services	<ul style="list-style-type: none"> • Participate in the Intelligence-led policing process.
Police – Citizen’s Support Team	<ul style="list-style-type: none"> • Continue to provide over 5,000 man-hours of support to community in special event and proactive patrol. • Continue to provide an approximate savings of over \$40,000 in police services. • Continue to promote, recruit, and expand the membership of the Team. • Improve team effectiveness through individual and collective training.
Public Works – Streets and Grounds Maintenance	<ul style="list-style-type: none"> • Clear silt and debris from storm drainage outfalls. • Continue to provide brush pickup and leaf collection programs. • Continue maintenance of roadways as needed (shoulders, mowing, trim brush, remove dead trees, replace signs, patch potholes).
Public Works – Building Maintenance	<ul style="list-style-type: none"> • Begin retrofit of parking deck lighting system to improve energy efficiency and interior lighting. • Begin renovations at the Loudoun Museum and Log Cabin to preserve and improve the structures. • Continue to upgrade VAV controls o the Town Hall HVAC system to improve control and decrease energy use, at the same time this will improve indoor air quality.
Public Works – Refuse Collection and Recycling	<ul style="list-style-type: none"> • Service delivery efficiencies – same day pickup of bulk material and recycling. • Semi-annual community document shredding events to increase recycling rate to comply with State requirements. • Increase the types of materials that can be recycled. • Addition of community document shredding events to increase recycling rates and reduce paper and some cardboard from being sent to the landfill.
Parks and Recreation - Administration	<ul style="list-style-type: none"> • To oversee, develop, and open Potomac Crossing Park. • To begin the process of developing site specific Master plans at various Town parks. • To continue implementation of the 20-Year Comprehensive Plan for Parks, Recreation, Open Space, Trails and Greenways. • To develop and open the Maintenance Facility at Ida Lee Park.
Parks and Recreation - Parks	<ul style="list-style-type: none"> • To provide temporary access improvements at Veteran’s Park. • To open and begin operation and programming of Potomac Crossing Park. • To provide site maintenance and operation of new dog park at Olde Izaak Walton Park.
Parks and Recreation - Recreation	<ul style="list-style-type: none"> • Successfully manage the first season of the A.V. Symington Aquatic Center. • Exceed revenue goals while operating within established guidelines. • Inspect and upgrade indoor slide and diving board for indoor pool at Ida Lee Park Recreation Center. • Host first Annual Community Health Fair. • Increase number of preschool students in four year old program.

FY 2010 INITIATIVES, OBJECTIVES, AND STRATEGIES (continued)

 Community Safety / Quality of Life	
Thomas Balch Library	<ul style="list-style-type: none"> • Maintain and develop outreach programming for and marketing of Thomas Balch Library including production of a booklet/DVD of the Leesburg 250th Anniversary Lecture series.
Utilities - Administration	<ul style="list-style-type: none"> • Complete a survey of all industrial discharges for compliance with DEQ permit requirements. • Obtain E2 status for UMD from DEQ. • Implement EMS at WSD. • Continue with efforts to implement FOG program.
Utilities - Maintenance	<ul style="list-style-type: none"> • Continue to develop awareness programs that will reduce sanitary sewer system problems due to accumulation of grease. • Develop and implement a root control program to reduce cleaning frequency of clay lines and laterals (trouble areas). • Continue programs to keep “unaccounted for” water at a minimum.
Utilities – Water Supply	<ul style="list-style-type: none"> • Initiate programs to meet compliance schedules and testing mandated by the Virginia Department of Health and Safe Drinking Water Act Amendments. • Mail Consumer Confidence Reports to all water customers in the Town of Leesburg.
Utilities - Water Pollution Control	<ul style="list-style-type: none"> • Continue to comply with all new and existing health and environmental related permit requirements as outlined above. • Continue to identify and implement energy reduction and other cost saving programs.


FY 2010 INITIATIVES, OBJECTIVES, AND STRATEGIES (continued)

9.6 FY 2010 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)


 Land Development Process Improvements	
Direction and Support Services – Town Council	<ul style="list-style-type: none"> • Continue to implement the revised Town Plan.
Direction and Support Services – Executive Administration	<ul style="list-style-type: none"> • Amend Town Transportation Plan (with Planning and Zoning and Public Works). • Continue improvements in the land development process.
Direction and Support Services – Economic Development	<ul style="list-style-type: none"> • Sustain leadership position in the land management and development review process through relationships with property owners, developers and community stakeholders.
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> • Review and update zoning ordinances. • Review and participate in Annexation Area Development Policies. • Provide support for zoning violations and prosecution. • Update easement language. • Review and update (with staff) Zoning Ordinance as necessary.
Public Works – Engineering and Inspections	<ul style="list-style-type: none"> • Continue to perform review of plans for BMP compliance in coordination with Department of Plan Review.
Public Works – Traffic Management	<ul style="list-style-type: none"> • Amend Town Transportation Plan (with Executive and Planning and Zoning).
Planning and Zoning	<ul style="list-style-type: none"> • Develop regular schedule for reviewing and maintaining the Zoning Ordinance. • Complete remaining zoning ordinance amendments. • Complete the Form Based Code for the Crescent District. • Complete work on joint planning/annexation efforts with Loudoun County. • Review and amend the H-2 Guidelines. • Amend Town Transportation Plan (with Executive and Public Works).
Plan Review	<ul style="list-style-type: none"> • Continue to strive for review times for all types of construction drawings to less than 60 days for a first submission and 45 days for all subsequent submissions with a goal of a 2 submissions plus signature set submission process for plans that adhere to the priority processing requirements. • Continue consolidated, unified review comments. • Refine the Project Manager Review System for all land development plans submitted for review. • Refine the Peer Review, Education, and Technical Issues Programs with the help of ESI • Update DCSM Phase 2, Article 5 (Stormwater) and Chapter 7 (Transportation). • Update SLDRs as needed. • Develop and implement a paperless filing system. • Promote more face to face meetings with the applicant and their engineers to improve communication and the quality of the review process.
Utilities - Administration	<ul style="list-style-type: none"> • Continue with review and approval of construction plans meeting set goals.

FY 2010 INITIATIVES, OBJECTIVES, AND STRATEGIES (continued)

9.6 FY 2010 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)


 Capital Infrastructure	
Direction and Support Services – Executive Administration	<ul style="list-style-type: none"> • Priority project management – “A-Team” approach (with Town Attorney, Public Works, Planning and Zoning, Plan Review, Utilities, and Capital Projects Management).
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> • Priority project management – “A-Team approach” (with Executive, Public Works, Planning and Zoning, Plan Review, Utilities, and Capital Projects Management). • Maintain Capital Improvement Project Schedules (with Executive, Public Works, Plan Review, and Capital Projects Management).
Public Works – Engineering and Inspections	<ul style="list-style-type: none"> • Priority project management – “A-Team approach” (with Executive, Town Attorney, Planning and Zoning, Plan Review, Utilities, and Capital Projects Management). • Maintain Capital Improvement Project Schedules (with Executive, Town Attorney, Plan Review, and Capital Projects Management). • Continue to conduct asphalt inspections of all Town maintained roads to records the condition of the pavement to determine future repaving schedules. • Continue to work with Capital Projects Management and Utilities Departments to inspect capital projects. • Continue implementation of National Pollution Discharge Elimination System-Phase II Storm water Program for the next 5 year MS-4 permit cycle with the State. Prepare the first annual report (associated with the new permit) as required by the National Pollutant Discharge Elimination System Permit for storm water outfalls as mandated by U.S. EPA. • Continue to inspect all Town storm sewer outfalls as required by the Virginia Department of Conservation and Recreation to be in conformance with the Town’s MS-4 permit.
Public Works – Traffic Management	<ul style="list-style-type: none"> • Assist with the design/build activity on the Battlefield Parkway project from Route 7 to Kincaid Boulevard. • Coordinate the implementation of traffic calming projects. • Coordinate the design and installation of new traffic signals. • Coordinate activities for transportation planning and improvement projects for the Town at the Northern Virginia Transportation Authority (NVTA) • Provide technical support to VDOT for the Route 7/15 Bypass widening to six (6) lanes from East Market Street to South King Street including the Flyover at Sycolin Road.
Planning and Zoning	<ul style="list-style-type: none"> • Priority project management – “A-Team approach” (with Executive, Town Attorney, Public Works, Plan Review, Utilities, and Capital Projects Management). • Support Planning Commission in earlier review of Capital Improvements Program, especially future projects.
Plan Review	<ul style="list-style-type: none"> • Priority project management – “A-Team approach” (with Executive, Town Attorney, Public Works, Planning and Zoning, Utilities, and Capital Projects Management). • Maintain Capital Improvement Project Schedules (with Executive, Town Attorney, Public Works, and Capital Projects Management).

FY 2010 INITIATIVES, OBJECTIVES, AND STRATEGIES (continued)

 Capital Infrastructure	
Utilities - Administration	<ul style="list-style-type: none"> • Priority project management – “A-Team approach” (with Executive, Town Attorney, Public Works, Planning and Zoning, Plan Review, and Capital Projects Management). • Complete the design of Lower Tuscarora Creek Sewer conveyance system. • Complete the construction of Carr Tank No. 2. • Complete the construction of Route 643 Water Tank. • Award contracts for painting of existing Carr Tank No. 1 and Hog Back Mountain Tank.
Utilities – Water Supply	<ul style="list-style-type: none"> • Priority project management – “A-Team approach” (with Executive, Town Attorney, Public Works, Planning and Zoning, Plan Review, and Utilities). • Complete construction of Sycolin Road Tank. • Complete Carr Tank #1 Recoating. • Develop Pump Efficiency Evaluation Program.
Utilities - Water Pollution Control	<ul style="list-style-type: none"> • Continue to assist with the planning and/or design phases of the interim Lower Tuscarora Creek, Middle Sycolin Creek and permanent Lower Tuscarora Creek wastewater pumping stations. • Continue assistance with the New Big Spring Pump Station construction and its eventual operation.
Airport Operations	<ul style="list-style-type: none"> • Begin design phase for the final portion of the perimeter fence. • Begin design of South Apron Phase II. • To complete the Instrument Landing System installation (Glideslope portion). • To extend an offer to purchase land on the southwest side of the airport and apply for a grant from the FAA for the acquisition.
Capital Projects Management	<ul style="list-style-type: none"> • Priority project management – “A-Team approach” (with Executive, Town Attorney, Public Works, Planning and Zoning, Plan Review, and Utilities). • Maintain Capital Improvement Project Schedules (with Executive, Town Attorney, Public Works, and Capital Projects Management). • 25 projects in design. • 18 projects will be under construction or will be completed. • 11 land acquisitions for right-of-way, easements, and full parcel acquisition. • Downtown improvement projects. • Transportation improvement projects. • Storm drainage improvement projects. • Utilize more in-house inspection to help reduce construction costs. • Bring Planning Commission in earlier in review of Capital Improvements Program, especially future projects.

FY 2010 INITIATIVES, OBJECTIVES, AND STRATEGIES (continued)

9.6 FY 2010 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Legislative Initiatives	
Direction and Support Services – Executive Administration	<ul style="list-style-type: none"> • Coordinate legislative agenda. • Renew utility franchise agreement (with Town Attorney).
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> • Renew utility franchise agreement (with Executive Department). • Pursue utility rate appeal. • Pursue resolution to Meadowbrook case. • Revise Olde Izaak Walton Park lease agreement. • Continue to provide legal services and support to the Town Council, Planning Commission, departments and staff. • Respond to Town departments and staff on legal issues and inquiries in a prompt, courteous and professional manner. • Manage case files with outside counsel.
Direction and Support Services – Clerk of Council	<ul style="list-style-type: none"> • Publish Town Code rewrite (including Supplement 30) in conjunction with the Town Attorney’s office.