



Adopted Fiscal Year  
2019 Budget  
&  
Fiscal Years 2018-2023  
Capital Improvements  
Program





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

Kelly Burk, Mayor

Suzanne D. Fox, Vice Mayor

Ronald E. Campbell

Thomas S. Dunn II

Vanessa R. Maddox

Fernando “Marty” Martinez

Joshua P. Thiel

Kaj H. Dentler, Town Manager

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

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**Town of Leesburg**

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For the Biennium Beginning

**July 1, 2017**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Leesburg for its annual budget for the fiscal year beginning July 1, 2017.

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

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# Introduction

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### Town of Leesburg Corporate Limits

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



#### By Car

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

#### By Train

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

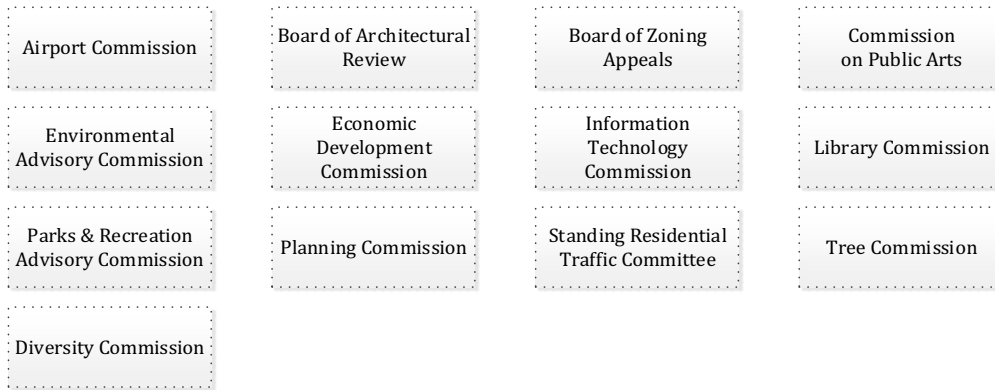
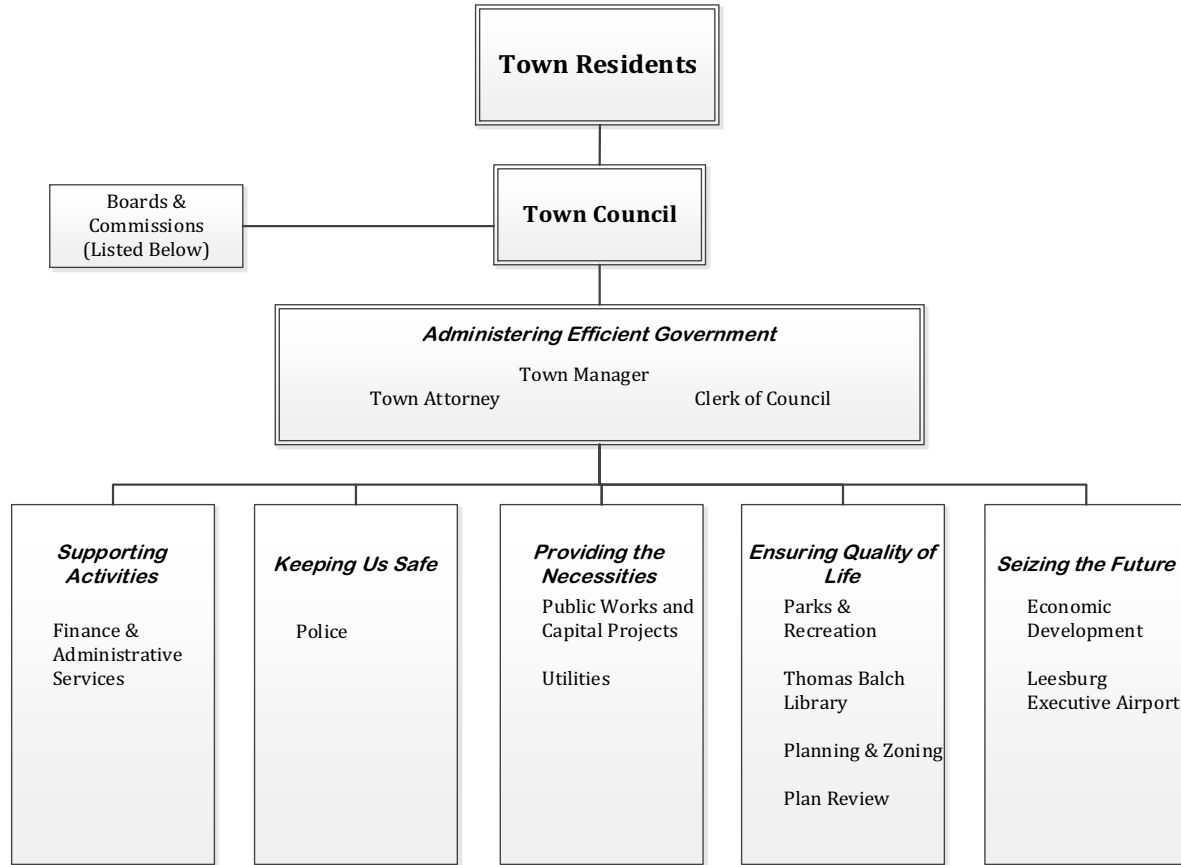
#### By Plane

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

#### By Bike

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

Town Organization Chart



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Directory of Officials



Kelly Burk  
**Mayor**



Ronald E. Campbell  
**Council Member**



Suzanne D. Fox  
**Vice Mayor**



Thomas S. Dunn II  
**Council Member**



Vanessa R. Maddox  
**Council Member**



Fernando "Marty" Martinez  
**Council Member**



Joshua P. Thiel  
**Council Member**

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Directory of Staff

**Appointed Officials**

Kaj H. Dentler, Town Manager

Barbara Notar, Town Attorney

**Senior Management**

Keith Markel, Deputy Town Manager

Scott Coffman, Airport Director

Gregory Brown, Chief of Police

Eileen Boeing, Clerk of Council

Shelby Caputo, Deputy Town Attorney

Russell Seymour, Economic Development Director

Clark Case, Finance and Administrative Services Director

Vacant, Human Resources Director

Annie Carlson, Information Technology Director

Rich Williams, Parks & Recreation Director

Susan Berry Hill, Planning & Zoning Director

William Ackman, Plan Review Director

Betsy Arnett, Public Information Officer

Renée LaFollette, Public Works & Capital Projects Director

Alexandra S. Gressitt, Thomas Balch Library Director

Amy Wyks, Utilities Director

**Management and Budget Staff**

Lisa R. Haley, Finance and Administrative Services Deputy Director

Jason L. Cournoyer, Management & Budget Officer

Cole Fazenbaker, Management Analyst

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## Vision, Mission & Values

### Vision:

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

### Mission:

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

### Values:

We value:

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

## Town Manager Transmittal Letter

July 1, 2018

Madam Mayor, Members of Town Council and Town Residents,

I am pleased to present the Town of Leesburg's Adopted Budget for Fiscal Year 2019 and the Capital Improvements Program for Fiscal Years 2018-2023. The Town remains in a very strong financial position, and the adopted budget adheres to your policy for long-range sustainability. It also remains consistent with the Town's coveted Triple AAA bond rating. Leesburg is one of only 38 towns and cities nationwide to receive AAA ratings from all three major bond rating agencies, putting the Town among the top 2% of municipalities in the country for financial management.

The headline for this year's budget is "growth." Since 2010, we have added 830 new residential units to the town, and we are currently on track to add more than 200 units in 2018 alone, with an additional 1,600 units in the development pipeline. On the non-residential side, the town has added 1.4 million square feet of new commercial space with another 1.7 million square feet currently under development. While all of this new construction increases the town's tax base and creates new job opportunities, it also brings the demand for more services. Of course, these growth trends will not continue indefinitely. The town is currently 88% built out. When the projects currently in the development process are completed, the town will be 95% built out. Although some new development will continue to occur, it will come mainly in the form of the redevelopment of existing commercial areas.

Although our financial outlook is positive today, we must remain mindful that the economy will change. We must remember that back in 2010, following the Great Recession, we were forced to reduce Town staff by more than 35 positions, almost 9% of the total workforce over a two-year period. Since then, while our Town's population has grown more than 22%, from 43,000 to over 52,000, we have added only 10 new positions or approximately 3%. For the past eight years, we have been focused on managing the local effects of the national recession and a slow economic recovery. We have been very successful in these efforts by maximizing the use of existing technology, reassigning staff to address changing workload demands, and re-engineering our business processes to create efficiencies. Of particular note, we averted a 5¢ increase in the tax rate that was projected to be needed to cover the increase in debt service in Fiscal Years 2017 through 2023.

With the Fiscal Year 2019 Budget, we must now shift our focus to managing the recent and imminent growth, or we risk losing our place among the best communities in the country. Simply put, we cannot continue to provide the level of service that our residents, businesses, and visitors expect without increasing our staffing levels and investing in new resources. We cannot expect to keep Leesburg ranked among the most desirable places in the country to live, raise a family, and own a business by merely continuing to deliver services at the same level and in the same manner as we have in the past. Ever-changing technology – and the threats that come with those changes – demand that we leverage our existing resources with smart investments in new technology and more efficient business processes.

In recognition of the demands of growth, the Adopted Fiscal Year 2019 budget is based upon maintaining a tax rate of 18.4¢ per \$100 of real estate valuation. On average, residential real estate assessments for 2018 in the Town increased approximately 4.39% over last year. The County of Loudoun has adopted a tax

rate of \$1.085 for Fiscal Year 2019 which will result in a new combined tax rate of \$1.269. Although this rate is lower than the Fiscal Year 2018 rate, Leesburg properties saw a greater average increase in assessments than the county as a whole. The average Leesburg homeowner will see an annual tax bill increase of approximately \$87. Of this increase, \$33 is attributable to the town and \$54 to Loudoun County.

**General Fund Revenue** - The General Fund revenue forecast for Fiscal Year 2019 anticipates continued growth in consumer tax revenue of approximately \$529,000 or 3.4% over the current year. This increased revenue will come from anticipated expansion in business activity through meals taxes, business licenses, sales and use taxes, and transient occupancy taxes. Further, real estate assessments of existing residential and commercial properties are up 4.62% overall. Assessments of newly constructed properties added another 1.53% for an overall increase of 6.15%, bringing the Town's total taxable assessed valuation to over \$7.5 billion. Maintaining a stable tax rate generates an additional \$909,000 in real estate taxes which has been utilized in the adopted budget to address costs associated with population and service demand growth. The additional revenue is leveraged to fulfill goals identified as part of the Town's financial sustainability plan such as funding more of the management costs of the Town's Capital Improvements Program and funding capital asset replacements, repairs and renovations.

**General Fund Expenditures** - The Adopted Fiscal Year 2019 General Fund Budget totals approximately \$59.0 million which is an increase of \$1.9 million or 3.3% over the Fiscal Year 2018 Adopted Budget. This increase derives from higher costs to maintain current levels of service and budget enhancements. For Fiscal Year 2019, there are approximately \$1.2 million in increases to the base budget including increases in funding for the Town's Capital Improvements Program management costs, new costs for Loudoun County information technology and public safety radio management, and other operational and personnel costs which are detailed on the individual department budget pages. The adopted enhancements total \$692,000 for the General Fund and are highlighted below.

**General Fund Enhancements** – Driven by growth demands, the enhancements to the General Fund budget include four (4.0 FTE) new full-time positions. Two positions are assigned to the Department of Finance and Administrative Services (DFAS). A new Business Systems Integrator in the Finance Division will provide support to more than 30 existing financial and business process systems to ensure systems are updated, integrated, and fully implemented. This position is anticipated to generate revenue to offset costs within its first year and is expected to pay for itself within 24 months through increased collections resulting from the improved automated processes. The second position in DFAS is a Customer Support Technician and Inventory Specialist in the Information Technology (IT) Division. In Fiscal Year 2017, we added a staff position to address network technology issues across the organization. The increased demand for network and enterprise program support, particularly related to system security, has divided the focus of our existing staff. The IT position will allow us to fully leverage the customer support position and will free other staff resources to address critical cyber security and enterprise program needs.

The other two new positions in the Fiscal Year 2019 enhancements are an Administrative Assistant in the Department of Plan Review (DPR) and a Construction Inspector in the Department of Public Works and Capital Projects (PW&CP). DPR currently does not have an Administrative Assistant. Shifting routine clerical and administrative tasks from the professional



engineers and planners is a more efficient, and cost-effective, use of resources. The additional Construction Inspector position will allow the Town to be more responsive to the development community in the issuance of occupancy permits. During the past year, our current inspectors were not able to keep up with inspection requests, leading to delays in reducing performance bond amounts, issuing maintenance bonds, and approving occupancy permits for new units. Given the number of residential units in the development pipeline, without an additional inspector, these delays will continue.

The other enhancements include increased funding support for cybersecurity improvements, digital document management (Laserfiche), lease space for the Airport Remote Tower, an energy saving initiative to convert streetlights to LED, and Visit Loudoun. The Remote Tower lease and the LED streetlight conversion have either offsetting revenue or on-going energy cost savings that defray the impact to the budget. The full list of adopted enhancements can be found in the Introduction Section of the budget document on page 19.

**Capital Improvements Program** - The Capital Improvements Program (CIP) totals \$168 million and includes 41 projects from FY 2018 through FY 2023. The Fiscal Year 2019 CIP budget is \$43.7 million. Three projects currently underway will be completed in early Fiscal Year 2019: the self-service fuel facility at the Leesburg Executive Airport, the trail across the Route 15 Bypass on Battlefield Parkway, and the final segment of Battlefield Parkway from the Dulles Greenway to South King Street.

Nine projects will begin construction in Fiscal Year 2019, including three major transportation efforts: utility relocation for the Battlefield/East Market interchange, Sycolin Road widening from Tolbert Lane to the southern corporate limits, and Evergreen Mill Road widening. Other projects address missing links in the Town's sidewalk network, new bus shelters, improvements at the airport, and Tuscarora Creek flood mitigation/Chesapeake Bay TMDL compliance.

An important change to the CIP is the transition of the Capital Asset Replacement Program into the Capital Improvements Program and Capital Projects Fund. The Capital Asset Replacement Program addresses repair, renovation, and replacement of the Town's General Fund capital assets such as buildings, facilities, equipment, IT infrastructure, and vehicles. The program is being transferred to the Capital Projects Fund for accounting purposes only, and there is no impact to the overall budget.

**Utilities Fund** - The budget for the Utilities Fund is approximately \$26.9 million in expenditures which is an increase of \$2.2 million or 9.1% over the Fiscal Year 2018 Adopted Budget. The Utilities Fund adopted budget includes two new positions, needed for 24/7 operation of the Water Pollution Control Facility. The Utilities Fund budget estimates sufficient revenue to cover operating costs as well as on-going water and sanitary sewer systems improvements and debt service costs for Utility-related capital improvements. This revenue estimate is based upon the utility rates approved by the Council in 2014 and includes an estimated \$800,000 in new revenue from the sale of gray-water to the Panda Energy Plant.

The Fiscal Year 2019 Adopted Budget reflects a shift from a recession management mode to a growth mode. With the addition of 830 new residential units since 2010, 200 plus units coming in 2018, and an additional 1,600 units in development pipeline, we must adjust to this new growth in order to meet the expectations of our current and future residents and businesses. We also must remain focused on our long-term financial goals to keep the Town fiscally healthy and able to survive a potential

economic downturn. The adopted budget for Fiscal Year 2019 accomplishes both financial objectives.

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

Sincerely,



Kaj H. Dentler  
Town Manager

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## Economic Outlook

The Town ended Fiscal Year 2017 in a position of strength, slightly outperforming on key financial goals in its long term sustainability plan. Fiscal Year 2018 is projected to perform in line with forecasts, while the outlook for Fiscal Year 2019 is one of measured optimism. The Town is presently enjoying the benefits realized from a business cycle in the mature growth phase. Uncertainty continues at the federal government level. Policy changes have been slow to develop, with the exception of nominations for judicial appointments and the recently passed Tax Cut and Jobs Act. This landmark tax act may impact the economic landscape for the Town for both the near and long term given that the Town's financial portfolio is linked to both business and individual tax payers. However, the Town will stay the course that is consistent with its long term plan to continue to provide high value services for low cost.

### National

The appointment of a new Chairman of the Federal Reserve Board which begins in February 2018 is anticipated to yield little change in the board's overall monetary policy. Market experts are anticipating three interest rate increases during 2018 along with continued methodical reductions in the securities held on the Fed's balance sheet. The economy is showing signs of momentum even as inflation and unemployment remain dogged at historically low levels. The board under the previous Chairman did achieve its forecast for three interest rate increases during 2017, without a noticeable negative impact on the economy which continues to show growth resiliency despite a lack of support from increased consumer spending and wages. Some economists are warning that the recent positive economic growth is not sustainable in the years ahead. Gross Domestic Product (GDP) projections are projected to be 2.76% and 2.64% in 2018 and 2019, respectively. Oil prices are trending higher, while unemployment remains low. Inflation has recently begun to show a slight increase, however it remains near than the Federal Reserve target of 2%.

### Northern Virginia/DC Metro

The Northern Virginia region is projecting flat GDP growth, with unemployment trending down in the near term. The professional and business services industry continues to lead all industry types in the state in terms of growth. Virginia ranks 13th in the country as the best place to conduct business. A noteworthy challenge for state is the continued divergence away from legacy industries such as coal mining, tobacco, and textiles to skilled industries supported by an educated work force and technology industries. The result of this migration deepens the rural/urban divide within the state as evidenced by sluggish revenue growth statewide overall, versus the economic strength of areas like Northern Virginia that rely on a skilled workforce.

### Loudoun County

Loudoun County is continuing its positive growth trajectory, with notable increases projected in its population and business growth. It is one of ten metro areas in the country with consistently positive growth over the last five years. Retaining the distinction of the wealthiest county in the nation, along with the addition of data centers to its business portfolio, Loudoun remains financially well positioned. A key link in future economic growth is anticipated with the completion of the Silver Line Metro, with stops at the Loudoun and Ashburn stations. These stations are part of phase 2 of the Metro rail project currently under construction. The stations are projected to be completed in fall of 2018 and winter of 2019, respectively. One potential challenge to economic growth from the metro is the projected trend towards flat to decreasing ridership coupled with ongoing expense of required system maintenance.

### Town of Leesburg

The Town is continuing to thrive while maintaining that delicate balance of retaining the small town charm in the midst of growth. New residential communities, such as Meadowbrook and Village Walk, are in construction, as well as planned communities like King Street Station and Tuscarora Village (formerly Leegate) that are approved for development. New businesses such as EIT and EPL Archives are contributing to the Town's growth. The vibrant historic downtown is bustling with unique and varied dining and shopping opportunities, including public art and open spaces, all adding to the Town's high quality of life vision as a great place to live, work, and play. As one of 38 towns in the nation with its AAA credit rating from all three bond rating agencies, the Town's fiscal and management practices continue to be the foundational strength of its future. The Town enjoyed strong financial results for Bank Franchise, Meals, and Sales and Use taxes in 2017 that is consistent with its growth, and this trend is projected to continue into 2018 and 2019. Investments in infrastructure, including Northern Virginia Transportation Authority (NVTA) and Virginia Department of Transportation (VDOT) funds, will continue to be a priority to the Town in the coming years to compliment the growth and development ongoing today.

## How the Budget is Organized

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

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

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

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

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

department staffing levels are included in the financial summaries section.

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

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

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

This document and other Town information can be found by visiting the Division of Finance and Administrative Service’s web page at [www.leeburgva.gov/finance](http://www.leeburgva.gov/finance) or by scanning Quick Response (QR) codes located throughout the document with your smart mobile device.



### Budget Process

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

**Budget Calendar**

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

February. Council work sessions are held, including public hearings to solicit public participation and feedback in the budgeting process. Upon conclusion, the budget is adopted in April.

**Year Two of Two-year Budget**

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

**Basis of Accounting & Budgeting**

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

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

**Year One of Two-year Budget**

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

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

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

## FY 2019 Budget Enhancements

Department / Request	Personnel	Operating & Maintenance	Capital Outlay	Offsetting Revenue	Local Tax Funding	FTE
<b>AIRPORT</b>						
<b>Remote Tower Office Lease</b>	—	\$20,000	—	\$20,000	—	—
This enhancement includes office lease costs to Loudoun County for space for the remote tower at the Leesburg Executive Airport. Leasing space at the Loudoun County facility allows for the space at the Executive Airport terminal building to be leased to aviation-based businesses at a higher rate than the Loudoun County space at this time. The use of Loudoun County leased space is recommended and supported by the Town's Airport Commission.						
<b>AIRPORT TOTAL</b>	—	\$20,000	—	\$20,000	—	—
<b>ECONOMIC DEVELOPMENT</b>						
<b>Town Contribution to VisitLoudoun</b>	—	\$35,000	—	—	\$35,000	—
This enhancement increases the contribution to VisitLoudoun included in the Fiscal Year 2018 Adopted Budget from \$60,000 to \$95,000, or back to the contribution included in Fiscal Year 2017. The Town has worked with VisitLoudoun to establish a Memorandum of Understanding (MOU) that includes expected levels of service, responsibilities and performance goals that have been mutually agreed upon. As such, in order for VisitLoudoun to achieve the requirements of the MOU the proposed additional contribution funding is necessary.						
<b>ECONOMIC DEVELOPMENT TOTAL</b>	—	\$35,000	—	—	\$35,000	—
<b>FINANCE &amp; ADMINISTRATIVE SERVICES</b>						
<b>Business Systems Integrator Position</b>	\$127,000	—	\$3,000	\$60,000	\$70,000	1.0
This enhancement is for a new Business Systems Integrator position in the Finance Division to support nearly 30 existing financial systems within the department in addition to other systems utilized Town-wide and in other departments. The position will provide dedicated support for the various systems allowing the recurring and systematic updating and implementation of business process improvements, enhanced system functionalities, and automation and streamlining of processes. This position is projected to generate additional revenue through improved and automated collection processes, and through implementing customer portals allowing for easier payments to the Town. It is estimated that within 24 months of filling this position, the additional generated revenue will fully offset the associated costs.						
<b>Cyber Security Services</b>	—	\$25,000	—	—	\$25,000	—
This enhancement will utilize contractual services in the Information Technology Division to assist the Town in developing a formal information security program, incorporating new security functions and requirements identified in a recent security assessment. This initial use of contractual services is recommended by the Town's Technology and Communications Commission.						
<b>Customer Support Technician and Inventory Specialist</b>	\$83,400	\$600	\$3,000	—	\$87,000	1.0
This enhancement is for a new Customer Support Technician and Inventory Specialist position in the Information Technology Division required to accommodate new work generated by the additional security enhancements. This new position will assume Tiers I & II support calls and technology asset management allowing existing network administrative staff to perform vital security functions as identified in a recent security assessment. This position, along with additional cyber security improvements, is recommended by the Town's Technology and Communications Commission.						
<b>Laserfiche Development Services</b>	—	\$34,000	—	—	\$34,000	—
This enhancement is to utilize contractual Laserfiche process design services in the Information Technology Division to improve core business process improvements in the Finance & Administrative and Planning & Zoning departments, as well as anticipated land development and zoning processes. Many of these initiatives were identified as a result of a Kaizen or other process improvement efforts.						
<b>Internal Cyber Security Improvements</b>	—	\$144,000	—	—	\$144,000	—
This enhancement in the Information Technology Division includes \$144,000 in applications and equipment to address core security risk management practices identified in a recent security assessment including: cloud-based computer scanning/analytics to address evolving threats (\$62,000), software/hardware patch management to protect from hacking (\$44,000), remote management of wireless access points to apply updates (\$34,000), and network performance monitoring to diagnose anomalies (\$4,000). Implementing these new systems will generate the equivalent of one full-time position of work for the IT Division. These additional systems, along with an additional position in the Division are recommended by the Town's Technology and Communications Commission.						

Department / Request	Personnel	Operating & Maintenance	Capital Outlay	Offsetting Revenue	Local Tax Funding	FTE
<b>FINANCE AND ADMINISTRATIVE SERVICES TOTAL</b>	<b>\$210,400</b>	<b>\$203,600</b>	<b>\$6,000</b>	<b>\$60,000</b>	<b>\$360,000</b>	<b>2.0</b>
<b>PLAN REVIEW</b>						
<b>Administrative Assistant</b>	<b>\$66,000</b>	<b>—</b>	<b>\$3,000</b>	<b>—</b>	<b>\$69,000</b>	<b>1.0</b>
This enhancement provides a new Administrative Assistant position in the Department of Plan Review (DPR). The department does not currently have any administrative assistants which leads to engineers spending time on clerical items. This new clerical position will allow the engineers' time to be spent more efficiently on plan review, customer service and ordinance updates. This position will also be responsible for filing and archiving which due to time constraints and volume is not currently being done efficiently.						
<b>PLAN REVIEW TOTAL</b>	<b>\$66,000</b>	<b>—</b>	<b>\$3,000</b>	<b>—</b>	<b>\$69,000</b>	<b>1.0</b>
<b>PUBLIC WORKS AND CAPITAL PROJECTS</b>						
<b>Construction Inspector</b>	<b>\$96,400</b>	<b>\$600</b>	<b>\$31,000</b>	<b>—</b>	<b>\$128,000</b>	<b>1.0</b>
This enhancement is for a new Construction Inspector position in the Department of Public Works and Capital Projects responsible for inspecting construction projects to ensure proper construction and full adherence to standards and specifications of Town ordinances. This position will allow for increased inspections for site development compliance prior to issuance of occupancy permits, inspections of post-approvals for the collection of data for the MS4 permit, additional help to property owners to achieve compliance, and a more proactive approach to construction inspections and adherence to standards in general.						
<b>LED Streetlight Conversion</b>	<b>—</b>	<b>\$20,000</b>	<b>—</b>	<b>—</b>	<b>\$20,000</b>	<b>—</b>
This enhancement is for converting sections of streetlights from mercury vapor lighting to LED lighting. LED conversion will generate both energy and cost savings with a four-year projected return-on-investment (ROI). The budget for this enhancement is located in the Transportation Division of the Department of Public Works and Capital Projects.						
<b>PUBLIC WORKS AND CAPITAL PROJECTS TOTAL</b>	<b>\$96,400</b>	<b>\$20,600</b>	<b>\$31,000</b>	<b>—</b>	<b>\$148,000</b>	<b>1.0</b>
<b>GENERAL FUND TOTAL</b>	<b>\$372,800</b>	<b>\$279,200</b>	<b>\$40,000</b>	<b>\$80,000</b>	<b>\$612,000</b>	<b>4.0</b>
<b>UTILITIES DEPARTMENT</b>						
<b>Two Water Pollution Control Operators</b>	<b>\$100,000</b>	<b>—</b>	<b>\$6,100</b>	<b>—</b>	<b>\$106,100</b>	<b>2.0</b>
This enhancement is for two new Water Pollution Control Operator positions within the Water Pollution Control Operator Division of the Utilities Department. These positions will provide coverage in process operations of Liquids, Solids, and Pumping Station operations that are 24 hours per day, seven days per week.						
<b>UTILITIES FUND TOTAL</b>	<b>\$100,000</b>	<b>—</b>	<b>\$6,100</b>	<b>—</b>	<b>\$106,100</b>	<b>2.0</b>
<b>COMBINED FUNDS TOTAL</b>	<b>\$472,800</b>	<b>\$279,200</b>	<b>\$46,100</b>	<b>\$80,000</b>	<b>\$718,100</b>	<b>6.0</b>

## The Budget in Brief

The Fiscal Year 2019 Adopted budget for all funds totals \$126,979,963. This represents an increase of \$19,378,271 or 18.0% over the Fiscal Year 2018 Budget.

Fund	FY 2018 Budget	FY 2019 Adopted	\$ Change	% Change
<b>General Fund</b>	\$57,092,150	\$58,990,160	\$1,898,010	3.3%
<b>Capital Projects Fund</b>	11,823,700	16,589,315	4,765,615	40.3%
<b>Capital Asset Replacement Fund</b>	1,466,700	0	(1,466,700)	(100%)
<b>NVTA Fund</b>	12,531,000	24,463,785	11,932,785	95.2%
<b>Utilities Fund</b>	24,688,142	26,936,703	2,248,561	9.1%
<b>Total</b>	<b>\$107,601,692</b>	<b>\$126,979,963</b>	<b>\$19,378,271</b>	<b>18.0%</b>

### General Fund

The General Fund is the operating fund for the Town and includes the funding associated with the various lines of business of the general government. The Fiscal Year 2019 budget for the General Fund totals \$58,990,160, an increase of 3.3%. The increase in the General Fund budget is attributable to enhancements totaling \$692,000; \$200,000 of additional General Fund PAY-GO (cash) contribution to the Capital Improvements Program; increases in operational costs primarily in highway maintenance, Loudoun County costs for Internet access and public safety radio maintenance and management; and personnel costs associated with average 3% performance based salary increases and benefit adjustments. Transfers are reflected in the respective department budgets for transfers from the Capital Fund for direct capital project management charges and from the Utilities Fund for administrative charges.

### Capital Asset Replacement Fund

Beginning in Fiscal Year 2019, the Capital Asset Replacement Program is transitioning from the Capital Asset Replacement Fund to the Capital Projects Fund and is included in the Town's Capital Improvements Program. As such, the Capital Asset Replacement Fund is being dissolved in Fiscal Year 2019, and will no longer be among the Town's major funds. The funding for the Capital Asset Replacement Program will continue to be used for the repair and replacement of Town capital assets.

### Capital Projects Fund

The Capital Projects Fund includes funding for the Town's Capital Improvements Program (CIP). Beginning in Fiscal Year 2019, the Capital Asset Replacement Program will transition from the Capital Asset Replacement Fund to the Capital Projects Fund, and will be included in the Town's Capital Improvements Program. The Capital Asset Replacement Program is included in the General Government Section of the CIP and includes funding of \$1,606,500 to be used for the purchase of equipment, apparatus, and vehicles for the Police Department, Parks and Recreation, and Public Works; facility maintenance requirements at Ida Lee, and information technology infrastructure investments. The Fiscal Year 2019 appropriation for the Capital Projects Fund totals \$16,589,315 or an increase of 40.3% over the Fiscal Year 2018 Adopted Budget.

Significant capital projects include:

*E. Market Street & Battlefield Parkway Interchange (15303)* - This project consists of the development of a new grade-separated interchange replacing the at-grade signalized intersection. Funding totaling \$29.7 million has been awarded in Fiscal Years 2018 and 2019 by the Northern Virginia Transportation Authority (NVTA). The total required funding for this project is \$58.3 million. (FY 2019 - \$20,346,000)

*Sycolin Road Widening Phase IV (15301)* - This project is comprised of widening and upgrading 3,400 linear feet from two lanes to four lanes with trail and sidewalk as well as appropriate turn lanes. Funding derives partially from VDOT as well as the Town's utilization of NVTA 30% local funding (FY 2019 - \$7,123,000).

*Tuscarora Creek Restoration- TMDL Projects (16301)* - This project includes stream restoration and realignment of the channel to reduce and/or eliminate erosion and improve the overall stream health. The project will be constructed in phases and concurrently with a project to mitigate flooding in the adjacent neighborhood. (FY 2019 - \$2,368,000).

### NVTA Fund

This special revenue fund includes all funding associated with the HB2313 established revenue sources dedicated to transportation and transit that is managed by the Northern Virginia Transportation Authority (NVTA). Funding can be spent only urban or secondary road construction, capital improvements that reduce congestion, other approved projects in the regional transportation plan, or for public transportation purposes. Fiscal Year 2019 funding totals \$24,463,785 and is transferred to the Capital Projects Fund for projects included in the Capital Improvements Program. Funding in Fiscal Year 2019 is primarily for East Market & Battlefield Parkway Interchange, and Sycolin Road Widening Phase IV projects.

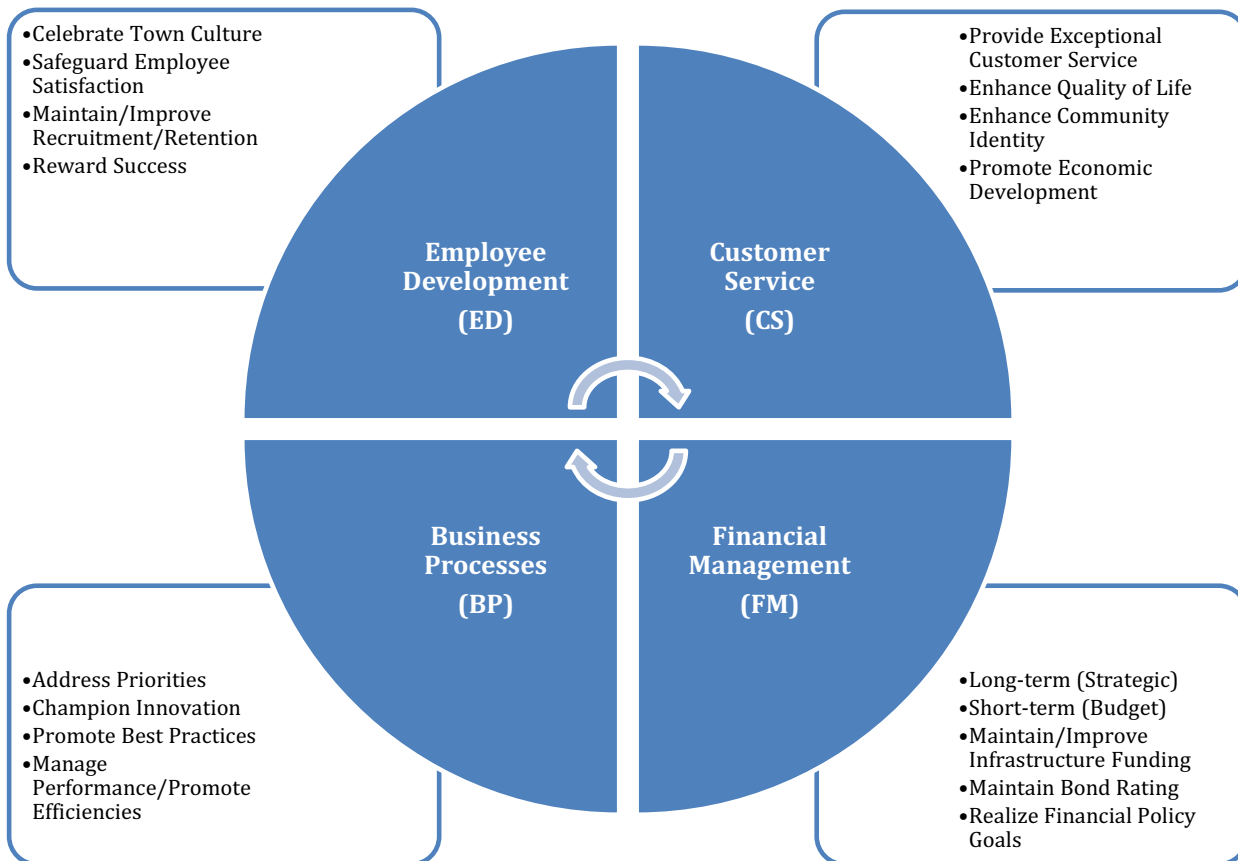
### Utilities Fund

The Utilities Fund total for the Fiscal Year 2019 budget is \$26,936,703, comprised of \$24,315,703 for operations and debt service and \$2,621,000 included in the Capital Improvements Program. The Utilities Fund provides Town water and sewer services and is funded completely by water and sewer user fees.

**Strategic Framework**

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

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





### Town Council Focus Areas

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

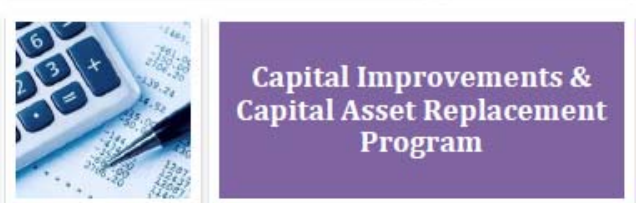
The Town Council has identified the following Strategic Focus Areas:

- **Transportation & Traffic**
- **Community & Economic Development**
- **Capital Improvements Program and Capital Asset Replacement Program**
- **Parking in Downtown Leesburg**
- **Relationship with Loudoun County**
- **Boards & Commission Structure**

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

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

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



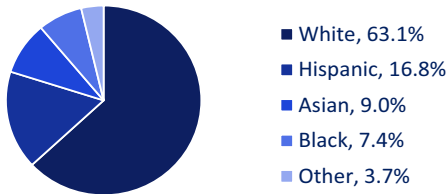
2018-19 Town and Community Information



The Basics

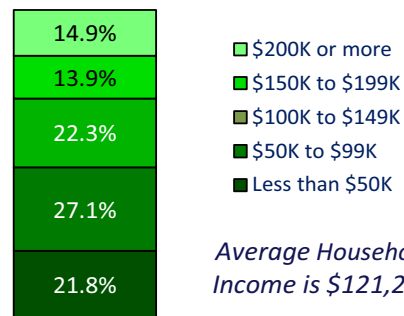
Population (July 2016)	52,607
# of Businesses	approx. 2,500
Area	12 Square Miles
% Built Out	88.5%
Vacant Land	920 acres
Lane Miles of Roadway	251

Race & Ethnicity



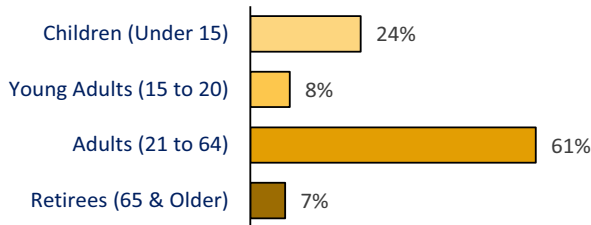
22% are foreign born  
16.5% speak two or more languages proficiently

Household Income



Average Household Income is \$121,286

Population by Age

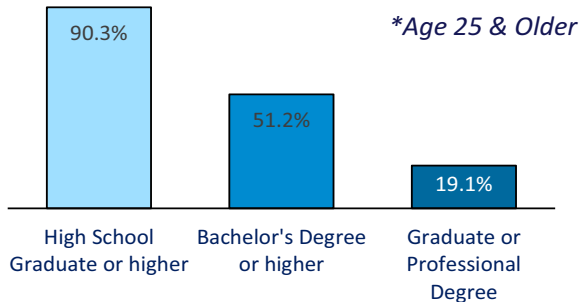


Commuting Inflow & Outflow

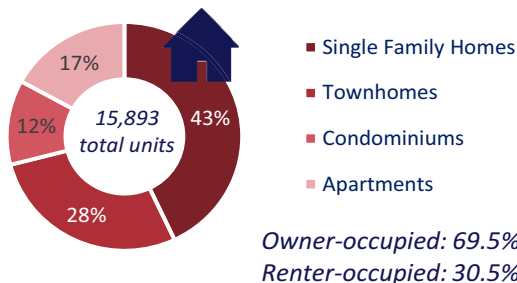


<b>From</b>	<b>To</b>
Loudoun County – 32%	NoVa & DC – 44%
NoVa & DC – 21%	Loudoun County – 27%
Leesburg – 16%	Leesburg – 13%
MD & PA – 7%	MD & PA – 6%
N Shen Valley – 7%	N Shen Valley – 2%
WV – 6%	WV – 1%
Other – 11%	Other – 7%

Highest Educational Attainment\*



Housing Stock



Top Employers

<b>Private</b>	<b>Public</b>
Wegmans	Loudoun County
K2M	Loudoun County Public Schools
Target	Federal Aviation Administration
Costco	Town of Leesburg
Loudoun Medical Group	Commonwealth of Virginia

## 2018 Financial Assessment

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

One measure of the Town's long-term financial strength is the size of the General Fund unassigned fund balance. Council recently approved a revision to the fiscal policy, resolution number 2015-018, to make steps to incrementally achieve General Fund unassigned fund balance equal to 20% of expenditures after taking

any necessary steps to fund the Debt Service Reserve and the Capital Asset Replacement Program. At the presentment of the Fiscal Year 2019 budget, the unassigned fund balance has achieved the goal of 20.0% of expenditures or \$10,892,799.

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

**Table 1: Historical Bond Rating**

	Moody's	S&P	Fitch
2015	Aaa	AAA	AAA*
2014	Aa1	AAA	AA+
2009	Aa2	AA+	AA
2006	Aa2	AA	AA
2005	Aa3	AA	AA
2003	A1	AA-	-
2000	A1	AA-	-
1999	A1	A+	-
1998	A1	A+	-
* Town received affirmation of Fitch Ratings on November 29, 2016			

## Financial Policies

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

### Financial Planning Policies

**1. Balanced Budget** – The budgeted expenditures in each of the Town's funds will be equal to the estimated current revenues from all sources.

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

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

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

## Revenue Policies

Understanding the revenue stream is essential to prudent planning. The Town's policy seeks to provide stability in order to avoid potential service disruptions caused by revenue shortfalls. The budgeted expenditures in each of the Town's funds will be equal to the estimated current revenues from all sources.

**1. Revenue Diversification** – The Town will maintain a diversified and stable revenue structure to protect it from short-term fluctuations in any one-revenue source. Revenue estimates in the budget are developed in accordance with best practices, through analysis of historical trend data from financial estimates, regular review of the Town's long term sustainability plan, and the prevailing economic climate.

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

**3. Intergovernmental Funding** – 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 grant 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.

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

## Expenditure Policies

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

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

The Town shall make use of non-debt capital funding through the use of alternate sources, such as but not limited to proffers, PAYGO, investment income and intergovernmental sources. The goal of the Town is to fund a minimum of 25% of the current portion of construction cost of capital improvement projects from current financial resources, which may be applied equally to all projects or only to specific projects.

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

A. General governmental debt service expenditures as a percentage of General Fund expenditures should not exceed 15%.

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

## Capital Budget Policies

The Town will make all capital improvements in accordance with an adopted Capital Improvements Program (CIP) or in an approved Capital Asset Replacement (CAR) project.

**1. Use of Pay-As-You Go (PAYGO) Funding** – The Town's goal is to budget an amount of cash (PAYGO) contribution for capital projects equal to 3.5% of current year budgeted General Fund operating revenues, not including inter-fund transfers.

**2. Operating Costs Impacts** – 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.

## Governmental Funds Reserve Management Policies

The goal of the Town is to progressively increase the fund balance to achieve a General Fund unassigned fund balance equal to no less than 20% of General Fund expenditures, after not including planned reserves for debt service and capital asset replacements, per the Town's Long Term Sustainability Plan. Upon achieving this level of General Fund Unassigned Fund Balance, the Town shall continue to maintain such a level at the close of each succeeding fiscal year. Use of fund balance may be necessary from time to time to meet unexpected revenue shortfalls or financial emergencies. By policy, appropriations from fund balance require a majority vote of the Council. No appropriation of the fund balance that will cause the fund balance to fall below the 20% limit will occur without prior presentation to the Council by the Town Manager of a plan and time-line for replenishing the fund balance to its minimum level within at least a 24 month time-frame.

The Town will maintain an appropriated contingency account of a minimum of \$50,000 and not to exceed 1.5% of general fund revenue to provide for any supplemental appropriations or other unanticipated expenditures.

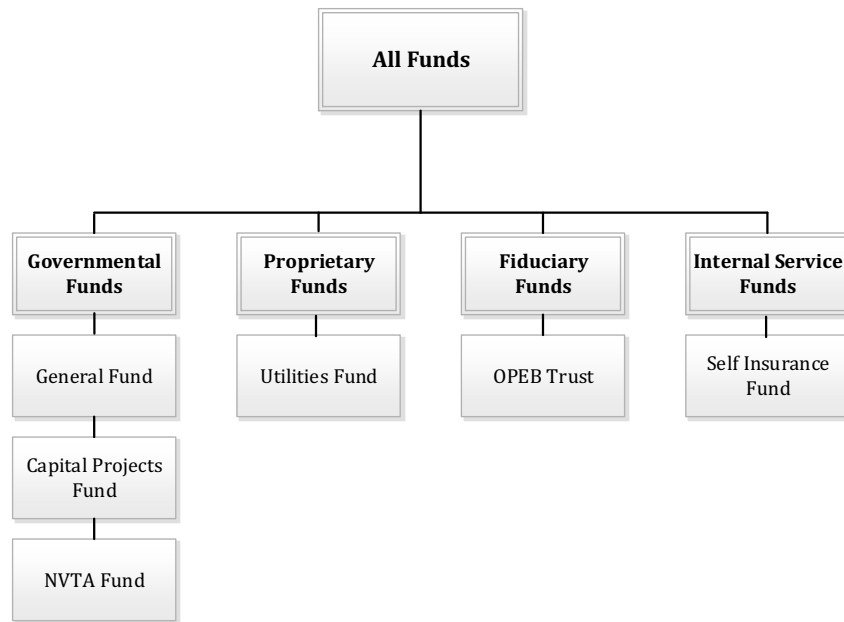
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# Financial Summaries

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Major Funds and Accounts



Financial Summaries

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

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

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

*Capital Projects Fund* - established to account for resources used for the acquisition and construction of capital facilities by the Town, except those financed by the Utilities Fund, including the newly levied transportation taxes distributed by the Northern Virginia Transportation Authority. Beginning in Fiscal Year 2019, the Capital Asset Replacement Program is being transitioned from the Capital Asset Replacement Fund to the Town's Capital Improvements Program. As such, the Capital Asset Replacement Fund has been dissolved and no longer is a major fund in the Town.

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

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

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

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

*Self Insurance Fund* - established to "self-insure" for healthcare insurance for current and retired Town employees. The essential purpose of this fund is to pay all medical liability costs rather than a fixed premium to an insurance carrier.

Summary of Revenue Sources

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

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

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

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

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

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

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

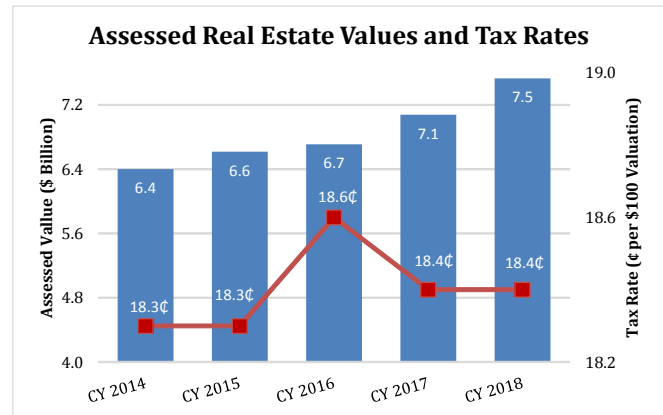
**Commonwealth of Virginia** – intergovernmental funds from the state which include sales & use tax, personal property tax relief act funding, airport grant funds, highway maintenance funding, and law enforcement assistance.

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

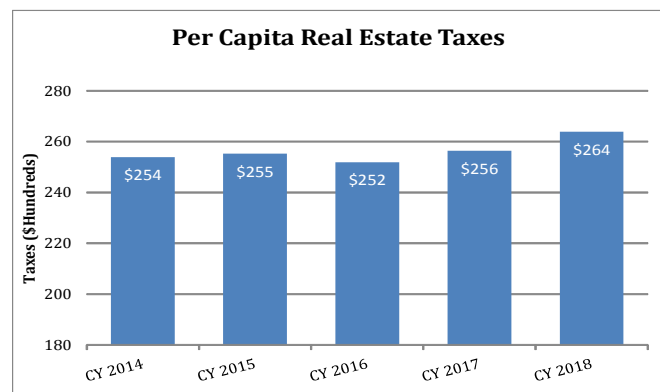
Revenue estimates in the budget are developed, in accordance with best practices, through analysis of historical trend data from financial statements, regular review of the Town’s long-term financial sustainability plan, and the prevailing economic climate facing the Town. Table 2 reflects the weighted average assessment for residential properties and the resulting average residential real estate tax bill for 2018 at a real estate tax rate of \$18.4 cents per \$100 valuation of assessed value. The following tables and charts illustrate the trends in the residential property taxes, assessed values, per capita real estate taxes, and tax rate comparisons for peer jurisdictions.

**Table 2: Average Residential Taxes 2015-2018**

Tax Year	Average Assessment	Tax Rate	Taxes
2018	\$374,822	\$0.184	\$689.67
2017	\$356,669	\$0.184	\$656.27
2016	\$348,702	\$0.186	\$648.59
2015	\$350,794	\$0.183	\$641.95



The real estate property assessment revaluation growth is 4.62% or \$367.66 million and with new construction and growth of an additional 1.53% or \$108 million, the total assessed value is \$7.53 billion or an increase of 6.15% over the 2017 assessments. The trend in real estate assessments increased resulting in a corresponding equalized residential tax rate of 17.6 cents per \$100 valuation. The 2018 real estate property tax rate remains at the current tax rate of 18.4 cents per \$100 valuation.



Increases in real estate assessments are exceeding population increases resulting in per capita real estate taxes trending slightly higher to an estimated \$264.

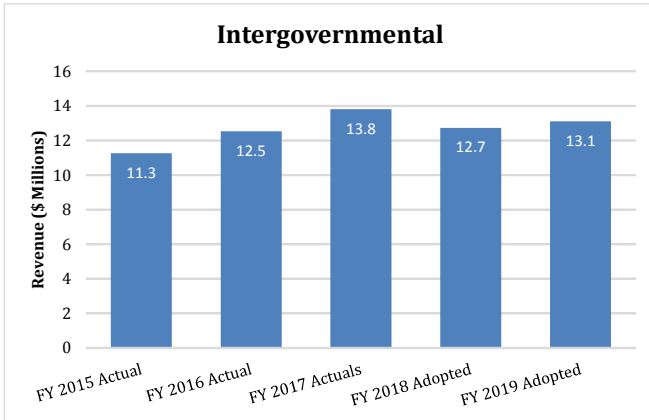
**Table 3: Real Estate Tax Rates for Virginia’s Largest Towns and Towns in Loudoun County**

Town	Population	Tax Rate
Leesburg	52,670	\$0.184
Blacksburg	44,215	\$0.250
Culpeper	17,557	\$0.100
Herndon	24,568	\$0.265
Vienna	16,522	\$0.225
<b>Loudoun Towns</b>		
Purcellville	9,232	\$0.250
Hamilton	567	\$0.280
Middleburg	751	\$0.165

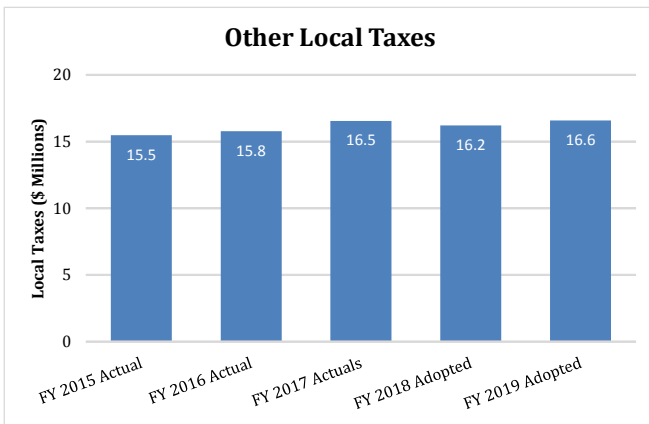
The Town of Leesburg, as Virginia’s largest town, boasts a population of 52,670 as of the July 2015 Census Bureau estimate.



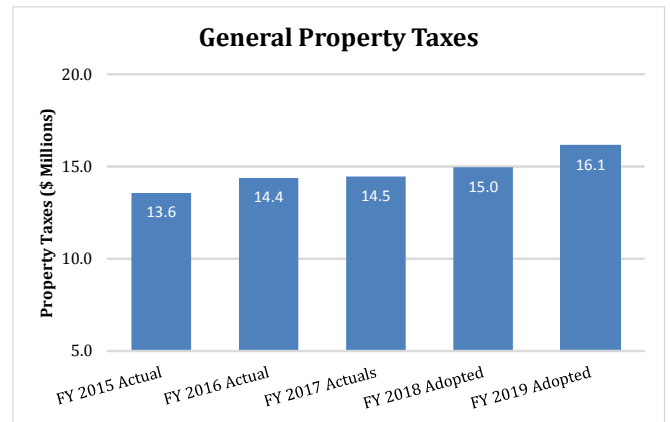
In the Fiscal Year 2019 Budget, approximately 87% of the Town’s revenue is estimated to be generated by three sources: taxes (56%), intergovernmental revenue (22%), and charges for services (9%). The following charts depict five year snapshots of historical trends for these top revenue categories: Taxes, Commonwealth of Virginia, and Charges for Services.



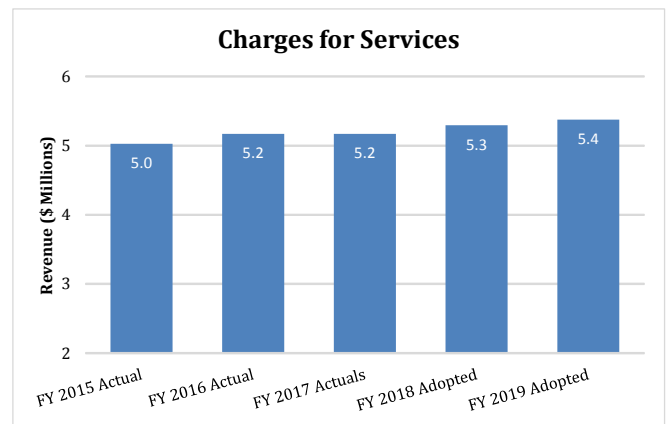
The trend in real estate taxes is one of incremental positive growth tied to real estate growth, construction and assessment evaluation increases.



Other local taxes are comprised of primarily “consumer taxes” including meals and beverage, business, professional & occupational licenses (BPOL), transient occupancy tax (TOT), bank franchise, utility, sales and use, and cigarette taxes. Several of these taxes are projected to increase such as meals and beverage and TOT; however the majority of these taxes are estimated to remain level at the Fiscal Year 2018 estimate. Cigarette taxes are continuing to decline which follows regional trends, and are projected to decrease in Fiscal Year 2019.



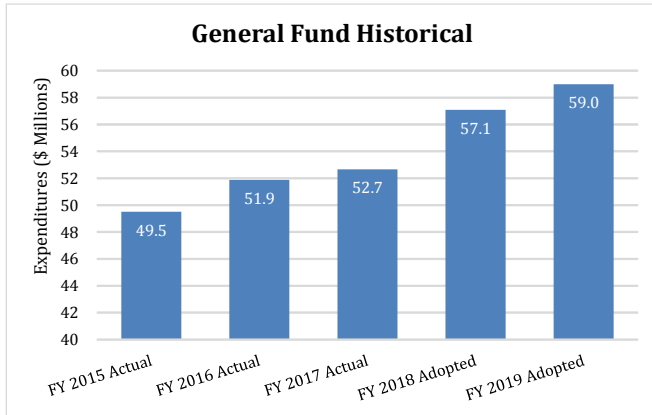
Commonwealth of Virginia represents funding from intergovernmental sources. These sources include state personal property tax relief funding, state highway maintenance funds, local gasoline tax, Loudoun County School Resource Officer contribution, and state 599 law enforcement assistance funding. The projected Fiscal Year 2019 intergovernmental revenue is increasing primarily due to additional road maintenance funding through the state’s revenue sharing program.



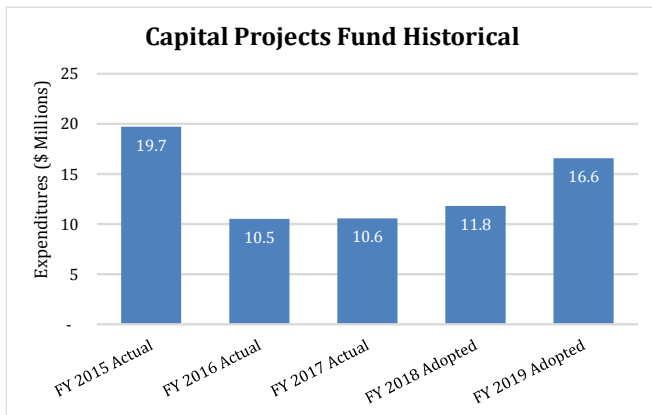
The Town’s General Fund revenue in the Charges for Services category are largely attributable to fees in support of the Parks & Recreation facility and includes revenues such as hangar lease fees at the Leesburg Executive Airport. The overall projected trend for this category remains constant for Fiscal Year 2019.

Summary of Fund Expenditures

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

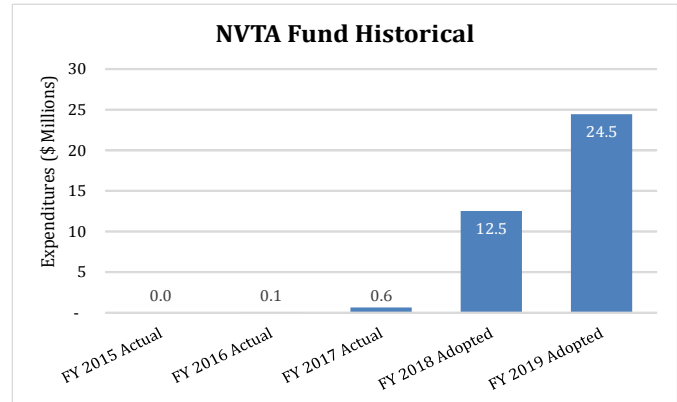


The Fiscal Year 2019 General Fund budget is approximately \$59.0 million or 3.3% higher than the Fiscal Year 2018 Adopted Budget. The increase is due mainly to budget enhancements totaling nearly \$700,000; Loudoun County costs for Internet access and public safety radio maintenance and management; increases in highway maintenance funding associated with the state’s revenue sharing program, and town-wide personnel increases attributable to salary and benefit adjustments.

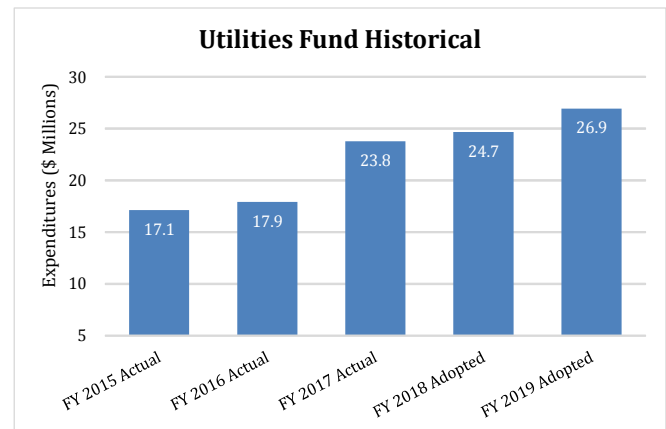


The Fiscal Year 2019 Capital Projects Fund budget is \$16.6 million or an increase of \$4.8 million over Fiscal Year 2018. The fluctuation in funding in the Capital Projects Fund is attributable to transportation capital projects in the Capital Improvements Program (CIP) or the continuance of existing projects that are primarily funded through federal and state funding.

Beginning in Fiscal Year 2019, the Town Capital Asset Replacement Program is transitioning from the Capital Asset Replacement Fund to the Capital Improvements Program and the Capital Projects Fund. The Capital Asset Replacement Program is included in the General Government Section of the CIP and includes funding of \$1,606,500 to be used for the purchase of equipment, apparatus and vehicles for the Police Department, Parks and Recreation and Public Works; facility maintenance requirements at Ida Lee, and information technology infrastructure investments.



The Fiscal Year 2019 Northern Virginia Transportation Authority (NVTA) Fund budget is \$24.5 million, an increase of \$12.6 million over the Fiscal Year 2018 Budget primarily due to regional NVTA (70%) funding for the Battlefield Parkway/ East Market Street Interchange project and use of Local NVTA (30%) funding for Sycolin Road Widening Phase IV project. The NVTA Fund provides funding for transportation related projects as part of the Capital Improvements Program.



The Fiscal Year 2019 Utilities Fund budget is \$26.9 million or an increase of \$2.2 million primarily associated with increases in capital and repair, renovation and replacement (3-R) projects. All operating and debt service is covered by Utilities Fund charges for service revenue from water and sewer fees, availability fees, and others.

**Consolidated Table- Governmental Funds**

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

	2017 Actual	2018 Budget	2019 Adopted	2020 Projected
<b>BEGINNING FUND BALANCE</b>	<b>\$ 41,485,430</b>	<b>\$ 43,406,075</b>	<b>\$ 40,583,475</b>	<b>\$ 35,686,675</b>
<b>SOURCES</b>				
Taxes	\$ 30,890,743	\$ 31,179,400	\$ 32,731,571	\$ 33,386,200
Permits & Fees	1,280,528	1,169,910	1,746,950	1,781,900
Fines & Forfeitures	378,181	448,700	448,700	457,700
Use of Money & Property	2,636,661	1,905,112	1,853,248	1,890,300
Charges for Services	5,075,406	5,295,121	5,375,521	5,483,000
Donations, Contributions & Transfers	5,723,478	2,387,899	1,852,979	1,861,900
Loudoun County	2,562,418	4,035,499	7,069,539	4,317,258
Commonwealth of Virginia	16,622,019	21,681,209	39,740,322	39,111,900
Federal Government	3,865,025	58,600	230,130	1,253,142
Other Financing Sources	17,678,857	3,179,500	4,097,500	12,798,363
<b>Total Sources</b>	<b>\$ 86,713,316</b>	<b>\$ 71,340,950</b>	<b>\$ 95,146,460</b>	<b>\$ 102,341,663</b>
<b>USES</b>				
Personnel Services	\$ 30,361,060	\$ 32,764,095	\$ 33,935,702	\$ 34,614,400
Contractual Services	8,931,427	9,029,883	9,510,192	9,700,400
Materials and Supplies	1,463,650	1,512,399	1,577,599	1,609,200
Transfer Payments	671,543	1,000,000	980,300	999,900
Grants & Contributions	1,023,499	1,193,405	1,058,405	1,079,600
Continuous Charges	2,455,649	2,960,766	2,741,922	2,796,800
Capital Outlay	3,989,658	2,020,150	489,950	499,700
Non-Departmental	—	152,000	239,000	243,800
Capital Projects	27,871,419	15,604,700	41,053,100	35,711,800
Debt Service/ Equipment Leasing	8,024,766	7,926,152	8,457,090	9,518,717
<b>Total Uses</b>	<b>\$ 84,792,671</b>	<b>\$ 74,163,550</b>	<b>\$ 100,043,260</b>	<b>\$ 96,774,317</b>
<b>Use of Fund Balance</b>	<b>\$ —</b>	<b>\$ 1,522,700</b>	<b>\$ 4,896,800</b>	<b>\$ 1,550,454</b>
<b>ENDING FUND BALANCE<sup>1</sup></b>	<b>\$ 43,406,075</b>	<b>\$ 40,583,475</b>	<b>\$ 35,686,675</b>	<b>\$ 40,352,022</b>
<b>% CHANGE IN BALANCE</b>	<b>4.6%</b>	<b>-6.5%</b>	<b>-12.1%</b>	<b>13.1%</b>

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

## Revenue by Fund

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

	General Fund	NVTA Fund	Capital Projects Fund	Utilities Fund	Total
<b>General Taxes</b>					
Real Estate Taxes	\$ 13,954,000	\$ —	\$ —	\$ —	\$ 13,954,000
Personal Property Taxes	2,190,000	—	—	—	2,190,000
Meals Taxes	5,522,021	—	—	—	5,522,021
Utility Consumption Taxes	1,547,000	—	—	—	1,547,000
Business & Occupational Taxes	3,430,000	—	—	—	3,430,000
Transient Occupancy Taxes	790,000	—	—	—	790,000
Cigarette Taxes	890,300	—	—	—	890,300
Other Local Taxes	4,408,250	—	—	—	4,408,250
<b>Sub-Total</b>	<b>\$ 32,731,571</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 32,731,571</b>
<b>Permits &amp; Fees</b>					
Zoning & Development Fees	\$ 1,260,700	\$ —	\$ —	\$ —	\$ 1,260,700
Airport User & Fuel Flow Fees	49,350	—	—	—	49,350
Fixed Based Operator Fees	70,000	—	—	—	70,000
Miscellaneous Permits & Fees	366,900	—	—	—	366,900
<b>Sub-Total</b>	<b>\$ 1,746,950</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,746,950</b>
<b>Fines &amp; Forfeitures</b>					
Parking & Traffic Fines	\$ 422,000	\$ —	\$ —	\$ —	\$ 422,000
Police Forfeitures	26,700	—	—	—	26,700
<b>Sub-Total</b>	<b>\$ 448,700</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 448,700</b>
<b>Use of Money &amp; Property</b>					
Earned Interest	\$ 170,000	\$ —	\$ —	\$ 148,000	\$ 318,000
Insurance Recoveries	110,000	—	—	—	110,000
Parking Garage & Meters	300,660	—	—	—	300,660
Sale of Surplus Property	80,000	—	—	—	80,000
Library Revenue	11,000	—	—	—	11,000
Airport Revenue	1,156,588	—	—	—	1,156,588
Miscellaneous Revenue	39,000	—	—	1,247,500	1,286,500
<b>Sub-Total</b>	<b>\$ 1,853,248</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 319,000</b>	<b>\$ 2,172,248</b>
<b>Charges for Services</b>					
Public Safety Charges	\$ 44,400	\$ —	\$ —	\$ —	\$ 44,400
Recreation Charges	4,840,621	—	—	—	4,840,621
Special Event Fees	451,500	—	—	—	451,500
Water & Sewer User Fees	—	—	—	17,200,000	17,200,000
Water & Sewer Fixed Charges	—	—	—	4,300,000	4,300,000
Water Availability Fees	—	—	—	1,069,203	1,069,203
Water Fees & Penalties	—	—	—	180,000	180,000
<b>Sub-Total</b>	<b>\$ 5,375,521</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 23,996,703</b>	<b>\$ 29,372,224</b>
<b>Donations &amp; Contributions</b>					
<b>Proffers</b>					
Sponsorships & Contributions	\$ 304,179	\$ —	\$ —	\$ —	\$ 304,179
<b>Sub-Total</b>	<b>\$ 304,179</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 304,179</b>
<b>Intergovernmental</b>					
Loudoun County	\$ 885,069	\$ —	\$ 2,030,685	\$ —	\$ 2,915,754
Commonwealth of Virginia	12,146,922	24,463,785	7,283,400	—	43,894,107
Federal Government	72,000	—	158,130	—	230,130
<b>Sub-Total</b>	<b>\$ 13,103,991</b>	<b>\$ 24,463,785</b>	<b>\$ 9,472,215</b>	<b>\$ —</b>	<b>\$ 47,039,991</b>

	General Fund	NVTA Fund	Capital Projects Fund	Utilities Fund	Total
<b>Other Financing Sources</b>					
General Fund Transfer	\$ —	\$ —	\$ 1,548,800	\$ —	\$ 1,548,800
Utilities Fund Transfer	1,351,300	—	—	—	1,351,300
Capital Projects Fund Transfer	1,429,700	—	—	—	1,429,700
Use of Fund Balance & Reserves	645,000	—	—	1,179,400	1,824,400
Bond Proceeds	—	—	4,251,800	1,441,600	5,693,400
Lease Financing	—	—	1,316,500	—	—
<b>Sub-Total</b>	<b>\$ 3,426,000</b>	<b>\$ —</b>	<b>\$ 7,117,100</b>	<b>\$ 2,621,000</b>	<b>\$ 13,164,100</b>
<b>Fund Total</b>	<b>\$ 58,990,160</b>	<b>\$ 24,463,785</b>	<b>\$ 16,589,315</b>	<b>\$ 26,936,703</b>	<b>\$ 126,979,963</b>

Financial Summaries

## Expenditures by Fund

The expenditures by fund table depicts expenditures by functional area for all appropriated funds for the Town. The total General Fund appropriation is \$58,990,160 or an increase of 3.3% over the prior year. The Fiscal Year 2019 Capital Projects Fund appropriation, which beginning in FY 2019 includes the Capital Asset Replacement Program, totals \$14,728,315. Funding in the Northern Virginia Transportation Authority (NVTA) Fund of \$25,074,785 is being utilized for transportation capital projects included in the Capital Improvements Program. The Fiscal Year 2019 expenditure budget for Utilities is \$26,936,703 and includes operating, asset replacement and repair; debt service; and capital project funding.

	General Fund	NVTA Fund	Capital Projects Fund	Utilities Fund	Total
<b>Administering Efficient Government</b>					
Town Council	\$ 273,670	\$ —	\$ —	\$ —	\$ 273,670
Town Manager	1,085,796	—	—	—	1,085,796
Town Attorney	634,710	—	—	—	634,710
Clerk of Council	225,499	—	—	—	225,499
Boards & Commissions	166,479	—	—	—	166,479
<b>Sub-Total</b>	<b>\$ 2,386,154</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 2,386,154</b>
<b>Supporting Activities</b>					
Finance and Administrative Services	\$ 5,290,527	\$ —	\$ —	\$ —	\$ 5,290,527
<b>Sub-Total</b>	<b>\$ 5,290,527</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 5,290,527</b>
<b>Keeping Us Safe</b>					
Police	\$ 14,272,434	\$ —	\$ —	\$ —	\$ 14,272,434
<b>Sub-Total</b>	<b>\$ 14,272,434</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 14,272,434</b>
<b>Providing the Necessities</b>					
Public Works and Capital Projects <sup>1</sup>	\$ 14,183,048	\$ —	\$ —	\$ —	\$ 14,183,048
Utilities	—	—	—	15,692,213	15,692,213
<b>Sub-Total</b>	<b>\$ 14,183,048</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 15,692,213</b>	<b>\$ 29,875,261</b>
<b>Ensuring Quality of Life</b>					
Parks & Recreation	\$ 7,587,188	\$ —	\$ —	\$ —	\$ 7,587,188
Back Library	507,675	—	—	—	507,675
Planning & Zoning	1,869,326	—	—	—	1,869,326
Plan Review	1,447,924	—	—	—	1,447,924
<b>Sub-Total</b>	<b>\$ 11,412,113</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 11,412,113</b>
<b>Seizing the Future</b>					
Economic Development	\$ 780,827	\$ —	\$ —	\$ —	\$ 780,827
Airport	853,967	—	—	—	853,967
<b>Sub-Total</b>	<b>\$ 1,634,794</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,634,794</b>
Non-Departmental/3R Reserve <sup>2</sup>	1,354,000	—	—	4,026,050	5,380,050
Capital Improvement Projects	—	24,463,785	16,589,315	2,621,000	43,674,100
Debt Service/ Equipment Leasing	8,457,090	—	—	4,597,440	13,054,530
<b>Fund Total</b>	<b>\$ 58,990,160</b>	<b>\$ 24,463,785</b>	<b>\$ 16,589,315</b>	<b>\$ 26,936,703</b>	<b>\$ 126,979,963</b>

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

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

Expenditures by Category

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

	General Fund	NVTA Fund	Capital Projects Fund	Utilities Fund	Total All Funds
<b>Personnel Expenditures</b>					
Full-Time Salary	\$ 20,575,394	\$ —	\$ —	\$ 5,605,325	\$ 26,180,719
Part-Time Salary	2,702,117	—	—	30,000	2,732,117
Boards & Commissions	244,150	—	—	—	244,150
Overtime, Holiday, Shift Differential	1,556,816	—	—	264,321	1,821,137
Bonuses & Incentives	110,332	—	—	—	110,332
Uniform/Car/Show Allowance	30,059	—	—	12,630	42,689
Social Security & Medicare (FICA)	1,877,558	—	—	418,098	2,295,656
Retirement (VRS)	1,919,566	—	—	506,497	2,426,063
Life Insurance	305,477	—	—	80,847	386,324
Long-term Disability Insurance	115,101	—	—	30,719	145,820
Employee Medical	3,508,428	—	—	987,564	4,495,992
Optional Benefit	393,815	—	—	104,490	498,305
Unemployment Compensation	6,360	—	—	1,920	8,280
Workers' Compensation	408,240	—	—	97,480	505,720
Other Post Employment Benefits	487,289	—	—	128,600	615,889
Salary Savings Credit	(305,000)	—	—	—	(305,000)
<b>Total Personnel Expenditures</b>	<b>\$ 33,935,702</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 8,268,491</b>	<b>\$ 42,204,193</b>
<b>Operating Expenditures</b>					
Contractual Services	\$ 9,510,192	\$ —	\$ —	\$ 2,230,208	\$ 11,740,400
Materials & Supplies	1,577,599	—	—	1,693,850	3,271,449
Transfer Payments	980,300	—	—	1,349,800	2,330,100
Grants & Contributions	1,058,405	—	—	—	1,058,405
Continuous Charges	2,741,922	—	—	1,420,969	4,162,891
Capital Outlay	489,950	—	—	728,895	1,218,845
Non-Departmental <sup>1</sup>	239,000	—	—	—	239,000
<b>Total Operating Expenses</b>	<b>\$ 16,597,368</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 7,423,722</b>	<b>\$ 24,021,090</b>
<b>Non-Operating Expenditures</b>					
Capital Expenditures	\$ —	\$ 24,463,785	\$ 16,589,315	\$ 2,621,000	\$ 43,674,100
3R Expenditures	—	—	—	4,026,050	4,026,050
Debt Service/ Equipment Leasing	8,457,090	—	—	4,597,440	13,054,530
<b>Total Non-Operating Expenditures</b>	<b>\$ 8,457,090</b>	<b>\$ 24,463,785</b>	<b>\$ 16,589,315</b>	<b>\$ 11,244,490</b>	<b>\$ 60,754,680</b>
<b>Fund Total</b>	<b>\$ 58,990,160</b>	<b>\$ 24,463,785</b>	<b>\$ 16,589,315</b>	<b>\$ 26,936,703</b>	<b>\$ 126,979,963</b>

1) Includes \$169,000 in pooled travel and training funds for Fiscal Year 2019

Financial Summaries

## Local Tax Funding Allocation

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

	Budget	Department Revenue	Local Tax Funding	Local Tax Funding (%)	Allocation of RET (μ)
<b>Administering Efficient Government</b>					
Town Council	\$ 273,670	\$ 17,100	\$ 256,570	0.5%	0.1
Town Manager	1,085,796	104,050	981,746	2.0%	0.4
Town Attorney	634,710	281,750	352,960	0.7%	0.1
Clerk of Council	225,499	7,950	217,549	0.4%	0.1
Boards & Commissions	166,479	4,500	161,979	0.3%	0.1
<b>Sub-Total</b>	<b>\$ 2,386,154</b>	<b>\$ 415,350</b>	<b>\$ 1,970,804</b>	<b>4.0%</b>	<b>0.7</b>
<b>Supporting Activities</b>					
Finance and Administrative Services	\$ 5,290,527	\$ 1,805,210	\$ 3,485,317	7.1%	1.3
<b>Sub-Total</b>	<b>\$ 5,290,527</b>	<b>\$ 1,805,210</b>	<b>\$ 3,485,317</b>	<b>7.1%</b>	<b>1.3</b>
<b>Keeping Us Safe</b>					
Police	\$ 14,272,434	\$ 2,441,689	\$ 11,830,745	24.0%	4.4
<b>Sub-Total</b>	<b>\$ 14,272,434</b>	<b>\$ 2,441,689</b>	<b>\$ 11,830,745</b>	<b>24.0%</b>	<b>4.4</b>
<b>Providing the Necessities</b>					
Public Works & Capital Projects	\$ 57,857,148	\$ 38,558,461	\$ 19,298,687	39.1%	7.2
Utilities	15,692,213	15,692,213	—	—%	—
<b>Sub-Total</b>	<b>\$ 73,549,361</b>	<b>\$ 54,250,674</b>	<b>\$ 19,298,687</b>	<b>39.1%</b>	<b>7.2</b>
<b>Ensuring Quality of Life</b>					
Parks & Recreation	\$ 7,587,188	\$ 5,130,621	\$ 2,456,567	5.0%	0.9
Bach Library	507,675	11,000	496,675	1.0%	0.2
Planning & Zoning	1,869,326	367,800	1,501,526	3.0%	0.6
Plan Review	1,447,924	1,122,500	325,424	0.7%	0.1
<b>Sub-Total</b>	<b>\$ 11,412,113</b>	<b>\$ 6,631,921</b>	<b>\$ 4,780,192</b>	<b>9.7%</b>	<b>1.8</b>
<b>Seizing the Future</b>					
Economic Development	\$ 780,827	\$ 258,179	\$ 522,648	1.1%	0.2
Airport	853,967	1,420,938	(566,971)	-1.1%	-0.2
<b>Sub-Total</b>	<b>\$ 1,634,794</b>	<b>\$ 1,679,117</b>	<b>\$ (44,323)</b>	<b>-0.0%</b>	<b>0.0</b>
<b>Other Activities</b>					
Utilities 3R Program	\$ 4,026,050	\$ 4,026,050	\$ —	—%	—
Non-Departmental	1,354,000	645,000	709,000	1.4%	0.3
Debt Service	13,054,530	5,693,400	7,361,130	14.9%	2.7
<b>Fund Total</b>	<b>\$ 126,979,963</b>	<b>\$ 77,588,411</b>	<b>\$ 49,391,552</b>	<b>100.0%</b>	<b>18.4</b>



General Fund Pro Forma

The General Fund is the primary operating fund of the Town. All general tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. The pro forma includes the Fiscal Year 2019 real estate property tax rate of 18.4 cents per \$100 of assessed value. Further, per the Town Council approved long-term sustainability plan, beginning in Fiscal Year 2016, the debt service reserve assigned fund balance is to be utilized to offset short term debt service requirement increases.

	2017 Actual	2018 Budget	2019 Adopted	2020 Projected	2021 Forecast	2022 Forecast	2023 Forecast
<b>BEGINNING FUND BALANCE<sup>1</sup></b>	\$ 25,704,617	\$ 28,115,835	\$ 27,420,835	\$ 26,775,835	\$ 25,225,381	\$ 23,564,640	\$ 22,183,566
<b>SOURCES</b>							
Taxes	\$ 30,890,743	\$ 31,179,400	\$ 32,731,571	\$ 33,386,200	\$ 34,053,900	\$ 34,735,100	\$ 35,429,800
Permits & Fees	1,280,528	1,169,910	1,746,950	1,781,900	1,817,500	1,853,900	1,891,000
Fines & Forfeitures	378,181	448,700	448,700	457,700	466,900	476,200	485,700
Use of Money & Property	2,474,166	1,738,312	1,853,248	1,890,300	1,928,100	1,966,700	2,006,000
Charges for Services	5,075,406	5,295,121	5,375,521	5,483,000	5,592,700	5,704,600	5,818,700
Donations & Contributions	290,320	659,899	304,179	310,300	316,500	322,800	329,300
Loudoun County	942,506	867,499	885,069	902,800	920,900	939,300	958,100
Commonwealth of Virginia	12,918,330	11,800,209	12,146,922	12,389,900	12,637,700	12,890,500	13,148,300
Federal Government	222,682	58,600	72,000	73,400	74,900	76,400	77,900
Other Financing Sources <sup>2</sup>	3,059,596	3,179,500	2,781,000	2,836,563	2,893,200	3,601,852	3,660,100
<b>Total Sources</b>	<b>\$ 57,532,458</b>	<b>\$ 56,397,150</b>	<b>\$ 58,345,160</b>	<b>\$ 59,512,063</b>	<b>\$ 60,702,300</b>	<b>\$ 62,567,352</b>	<b>\$ 63,804,900</b>
<b>USES</b>							
Personnel Services	\$ 30,361,060	\$ 32,764,095	\$ 33,935,702	\$ 34,614,400	\$ 35,306,700	\$ 36,012,800	\$ 36,733,100
Contractual Services	8,931,427	9,029,883	9,510,192	9,700,400	9,894,400	10,092,300	10,294,100
Materials and Supplies	1,463,650	1,512,399	1,577,599	1,609,200	1,641,400	1,674,200	1,707,700
Transfer Payments	671,543	1,000,000	980,300	999,900	1,019,900	1,040,300	1,061,100
Grants & Contributions	1,023,499	1,193,405	1,058,405	1,079,600	1,101,200	1,123,200	1,145,700
Continuous Charges	2,455,649	2,960,766	2,741,922	2,796,800	2,852,700	2,909,800	2,968,000
Capital Outlay	2,189,646	553,450	489,950	499,700	509,700	519,900	530,300
Non-Departmental	—	152,000	239,000	243,800	248,700	253,700	258,800
<b>Capital Projects</b>							
Debt Service/ Equipment Leasing	\$ 8,024,766	\$ 7,926,152	\$ 8,457,090	\$ 9,518,717	\$ 9,788,341	\$ 10,322,226	\$ 10,675,813
<b>Total Uses</b>	<b>\$ 55,121,240</b>	<b>\$ 57,092,150</b>	<b>\$ 58,990,160</b>	<b>\$ 61,062,517</b>	<b>\$ 62,363,041</b>	<b>\$ 63,948,426</b>	<b>\$ 65,374,613</b>
<b>Use of Fund Balance</b>	<b>\$ —</b>	<b>\$ 695,000</b>	<b>\$ 645,000</b>	<b>\$ 1,550,454</b>	<b>\$ 1,660,741</b>	<b>\$ 1,381,074</b>	<b>\$ 1,569,713</b>
<b>ENDING FUND BALANCE<sup>3</sup></b>	<b>\$ 28,115,835</b>	<b>\$ 27,420,835</b>	<b>\$ 26,775,835</b>	<b>\$ 25,225,381</b>	<b>\$ 23,564,640</b>	<b>\$ 22,183,566</b>	<b>\$ 20,613,853</b>
<b>% CHANGE IN BALANCE</b>	<b>9.4%</b>	<b>-4.1%</b>	<b>-2.4%</b>	<b>-5.8%</b>	<b>-6.6%</b>	<b>-5.9%</b>	<b>-7.1%</b>

1) It should be noted that the FY 2017 beginning balance includes assigned fund balance for debt service reserve of \$8,547,156.  
 2) Other Financing Sources is primarily comprised of inter-fund transfers from the Capital Projects Fund and Utilities Fund.  
 3) Ending fund balance includes the surplus of annual revenue sources for all years there is no use of fund balance.

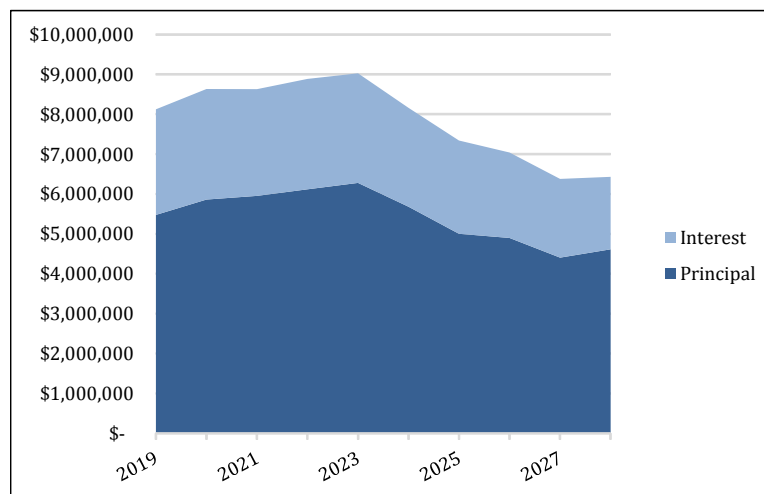
General Fund Debt

The Town’s outstanding general obligation debt is \$62,863,267 or 0.83% of total assessed value of real property for Fiscal Year 2019. The Town maintains a debt policy of bonded debt not more than 2.5% of the total assessed value of taxable property. Outstanding debt remains within the legal debt limit set by the Constitution of the Commonwealth of Virginia and Town financial policies. Debt service, including principal and interest payments are accounted for in the General Fund. The Town’s fiscal policy debt service limit states that debt service cannot exceed 15% of the General Fund expenditures in any given fiscal year. The table below includes the percentage of the anticipated debt service of estimated General Fund expenditures. The Town continues to meet or exceed its payback policy of 60% over ten years, as shown in the General Fund Annual Debt Totals chart.

	FY 2019 Adopted	FY 2020 Projected	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast
Total Taxable Assessed Valuation	\$ 7,529,868,610	\$ 7,605,167,296	\$ 7,681,218,969	\$ 7,758,031,159	\$ 7,835,611,470
Unreserved Debt Capacity <sup>1</sup>	188,246,715	190,129,182	192,030,474	193,950,779	195,890,287
Outstanding Debt	62,863,267	57,003,658	58,652,460	53,937,940	55,561,500
Proposed New Issue	—	7,601,800	1,404,000	7,900,000	6,900,000
Total Debt Subject to Limit	62,863,267	64,605,458	60,056,460	61,837,940	62,461,500
Total Available Debt Capacity (\$)	125,383,448	125,523,724	131,974,014	132,112,839	133,428,786
Total Available Debt Capacity (%)	66.6%	66.0%	68.7%	68.1%	68.1%
General Fund Operating Expenses	58,990,160	61,062,517	62,363,041	63,948,426	65,374,613
Debt Service	8,123,013	8,634,282	8,628,728	8,887,434	9,024,687
Fiscal Policy Debt Service Limit (%) <sup>2</sup>	13.8%	14.1%	13.8%	13.9%	13.8%

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

Period Ends	Principal	Interest	Total	Payout Ratio
2019	\$ 5,475,427	\$ 2,647,586	\$ 8,123,013	6.7%
2020	5,859,609	2,774,674	8,634,282	13.8%
2021	5,952,999	2,675,730	8,628,728	21.0%
2022	6,118,519	2,768,915	8,887,434	28.5%
2023	6,276,440	2,748,247	9,024,687	36.1%
2024	5,679,661	2,479,010	8,158,671	43.0%
2025	5,002,787	2,337,897	7,340,683	49.1%
2026	4,897,987	2,142,128	7,040,115	55.1%
2027	4,402,989	1,976,310	6,379,299	60.4%
2028	4,615,240	1,813,237	6,428,477	59.4%
<b>10-year Total</b>	<b>\$ 49,666,417</b>	<b>\$ 22,550,495</b>	<b>\$ 72,216,912</b>	<b>60.4%</b>
<b>All Years Total</b>	<b>\$ 82,180,000</b>	<b>\$ 28,422,544</b>	<b>\$ 110,602,544</b>	<b>100.0%</b>



**Capital Projects Fund Pro Forma**

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

	2017 Actual	2018 Budget	2019 Adopted	2020 Projected	2021 Forecast	2022 Forecast	2023 Forecast
<b>BEGINNING FUND BALANCE<sup>1</sup></b>	<b>\$ 13,659,878</b>	<b>\$ 13,456,488</b>	<b>\$ 13,162,640</b>	<b>\$ 8,910,840</b>	<b>\$ 15,126,640</b>	<b>\$ 14,126,640</b>	<b>\$ 14,126,640</b>
<b>SOURCES</b>							
Donations, Contributions & Transfers	\$ 4,082,824	\$ 1,728,000	\$ 1,548,800	\$ 1,551,600	\$ 2,485,000	\$ 2,128,600	\$ 1,955,000
Loudoun County	172,020	2,168,000	2,030,685	1,436,699	6,837,000	299,000	1,401,000
Commonwealth of Virginia	3,703,689	7,135,000	7,283,400	1,722,000	5,129,000	1,506,000	2,108,000
Federal Government	3,642,343	—	158,130	1,179,742	500,000	67,500	2,520,000
Other Financing Sources <sup>2</sup>	14,619,261	—	1,316,500	9,961,800	3,704,000	9,200,000	8,248,000
<b>Total Sources</b>	<b>\$ 26,220,137</b>	<b>\$ 11,031,000</b>	<b>\$ 12,337,515</b>	<b>\$ 15,851,841</b>	<b>\$ 18,655,000</b>	<b>\$ 13,201,100</b>	<b>\$ 16,232,000</b>
<b>USES</b>							
Capital Projects	\$ 26,423,527	\$ 11,858,700	\$ 16,589,315	\$ 9,636,041	\$ 19,655,000	\$ 13,201,100	\$ 16,280,000
<b>Total Uses</b>	<b>\$ 26,423,527</b>	<b>\$ 11,858,700</b>	<b>\$ 16,589,315</b>	<b>\$ 9,636,041</b>	<b>\$ 19,655,000</b>	<b>\$ 13,201,100</b>	<b>\$ 16,280,000</b>
<b>Use of Fund Balance</b>	<b>\$ 203,390</b>	<b>\$ 827,700</b>	<b>\$ 4,251,800</b>	<b>\$ —</b>	<b>\$ 1,000,000</b>	<b>\$ —</b>	<b>\$ 48,000</b>
<b>ENDING FUND BALANCE<sup>3</sup></b>	<b>\$ 13,456,488</b>	<b>\$ 12,628,788</b>	<b>\$ 8,910,840</b>	<b>\$ 15,126,640</b>	<b>\$ 14,126,640</b>	<b>\$ 14,126,640</b>	<b>\$ 14,078,640</b>
<b>% CHANGE IN BALANCE</b>	<b>-1.5%</b>	<b>-6.2%</b>	<b>-32.3%</b>	<b>69.8%</b>	<b>-6.6%</b>	<b>—%</b>	<b>-0.3%</b>

1) The FY 2019 Beginning Balance includes projected year-end balance of the Capital Asset Replacement Fund as it is transitioned to the Capital Projects Fund.  
 2) Other Financing Sources includes a Virginia Resource Authority- Airport Fund Revenue Bond of \$2,060,000 in FY 2020-2021 and anticipated debt issuance of General Obligation Bonds of, \$7,601,800 in FY 2020, \$1,404,000 in FY 2021, \$7,900,000 in FY 2022, and \$6,900,000 in FY 2023. Further, not included in this exhibit is a refunding of bonds in the amount of \$14,214,672 in and out as there is no fiscal impact.  
 3) Ending Fund Balance includes restricted cash that is not available for capital funding such as schools proffers.

Financial Summaries

**NVTA Fund Pro Forma**

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

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Adopted</b>	<b>2020 Projected</b>	<b>2021 Forecast</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>
<b>SOURCES</b>							
Loudoun County	\$ 1,447,892	\$ 1,000,000	\$ 4,153,785	\$ 1,977,759	\$ 1,786,000	\$ 588,000	\$ 2,804,000
Commonwealth of Virginia	—	2,746,000	20,310,000	25,000,000	2,000,000	—	—
<b>Total Sources</b>	<b>\$ 1,447,892</b>	<b>\$ 3,746,000</b>	<b>\$ 24,463,785</b>	<b>\$ 26,977,759</b>	<b>\$ 3,786,000</b>	<b>\$ 588,000</b>	<b>\$ 2,804,000</b>
<b>USES</b>							
Capital Projects	\$ 1,447,892	\$ 3,746,000	\$ 24,463,785	\$ 26,075,759	\$ 5,299,000	\$ 214,000	\$ 1,426,000
<b>Total Uses</b>	<b>\$ 1,447,892</b>	<b>\$ 3,746,000</b>	<b>\$ 24,463,785</b>	<b>\$ 26,075,759</b>	<b>\$ 5,299,000</b>	<b>\$ 214,000</b>	<b>\$ 1,426,000</b>

Utilities Fund Pro Forma

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

	2017 Actual	2018 Budget	2019 Adopted	2020 Projected	2021 Forecast	2022 Forecast	2023 Forecast
<b>SOURCES</b>							
<b>Taxes</b>							
Use of Money & Property	\$ 455,942	\$ 148,000	\$ 319,000	\$ 148,000	\$ 279,600	\$ 279,600	\$ 279,600
Charges for Services	22,654,371	21,358,142	23,996,703	25,277,212	25,782,756	26,298,400	26,824,400
Donations, Contributions & Transfers	78,968	—	—	—	—	—	—
Federal Government	13,727	—	—	—	—	—	—
Other Financing Sources <sup>2</sup>	—	—	1,441,600	4,000,000	—	4,400,000	—
<b>Total Sources</b>	<b>\$ 23,203,008</b>	<b>\$ 21,506,142</b>	<b>\$ 25,757,303</b>	<b>\$ 29,425,212</b>	<b>\$ 26,062,356</b>	<b>\$ 30,978,000</b>	<b>\$ 27,104,000</b>
<b>USES</b>							
Personnel Services	\$ 7,195,313	\$ 7,831,637	\$ 8,268,491	\$ 8,493,516	\$ 8,663,400	\$ 8,836,700	\$ 9,013,400
Contractual Services	1,014,020	2,419,910	2,230,208	2,229,808	2,274,400	2,319,900	2,366,300
Materials and Supplies	1,631,128	1,571,100	1,693,850	1,693,850	1,727,700	1,762,300	1,797,500
Transfer Payments	1,422,111	1,350,700	1,349,800	1,349,800	1,376,800	1,404,300	1,432,400
Continuous Charges	1,260,919	1,408,600	1,420,969	1,420,969	1,449,400	1,478,400	1,508,000
Capital Outlay	1,040,590	2,265,495	4,754,945	3,087,573	1,951,192	2,869,309	1,797,679
Capital Projects	2,007,058	3,182,000	2,621,000	2,550,000	4,383,800	1,616,200	929,900
Debt Service/ Equipment Leasing	2,606,561	4,658,700	4,597,440	4,966,760	5,756,089	6,445,722	6,215,098
<b>Total Uses</b>	<b>\$ 18,177,700</b>	<b>\$ 24,688,142</b>	<b>\$ 26,936,703</b>	<b>\$ 25,792,276</b>	<b>\$ 27,582,781</b>	<b>\$ 26,732,831</b>	<b>\$ 25,060,278</b>
<b>Changes to Unrestricted Net Position</b>	<b>\$ 5,025,308</b>	<b>\$ (3,182,000)</b>	<b>\$ (1,179,400)</b>	<b>\$ 3,632,936</b>	<b>\$ (1,520,425)</b>	<b>\$ 4,245,169</b>	<b>\$ 2,043,722</b>

1) The Utilities Fund FY 2017 is being reported on a budgetary basis in this exhibit; not on the full accrual basis as it is in the Comprehensive Annual Financial Report (CAFR). The unrestricted net position for FY 2017 is \$22,415,979.

2) Other Financing Sources reflect the use of debt associated with capital projects included in the Town's Capital Improvements Program.

**Utilities Fund 3R Reserve**

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

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Utilities Administration	\$ 105,000	\$ 75,500	\$ 105,500	\$ 12,500	\$ 78,000	\$ 48,000
Utilities Maintenance	458,500	525,000	460,000	235,000	100,000	400,000
Water Supply	171,500	348,000	100,000	—	465,000	90,000
Water Pollution Control	894,800	3,077,550	1,678,600	945,350	1,452,800	470,700
<b>Total Uses</b>	<b>\$ 1,629,800</b>	<b>\$ 4,026,050</b>	<b>\$ 2,344,100</b>	<b>\$ 1,192,850</b>	<b>\$ 2,095,800</b>	<b>\$ 1,008,700</b>

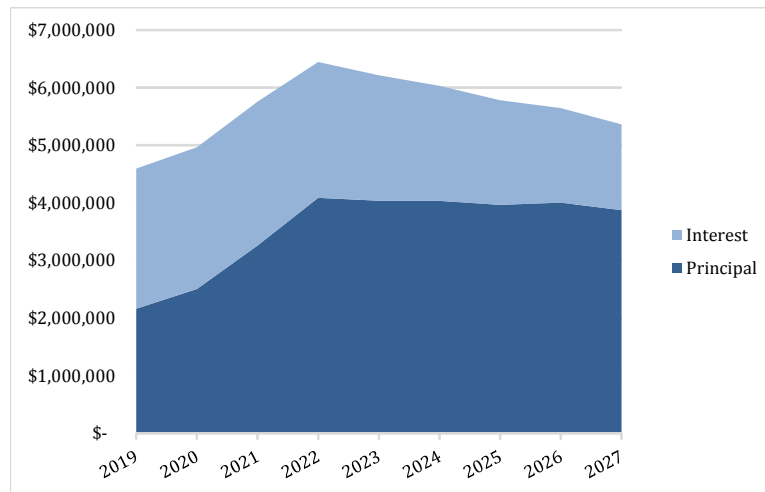
	<b>Facility Repair &amp; Renovation</b>	<b>Information Technology Upgrade</b>	<b>Vehicle/ Equipment Replacement</b>
Utilities Administration	\$ —	\$ 47,500	\$ 28,000
Utilities Maintenance	20,000	—	505,000
Water Supply	15,000	170,000	163,000
Water Pollution Control	180,000	70,000	2,827,550
<b>Sub-Total</b>	<b>\$ 215,000</b>	<b>\$ 287,500</b>	<b>\$ 3,523,550</b>
<b>3R Reserve Uses Total</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 4,026,050</b>

Utilities Fund Debt Schedule

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

	FY 2019 Adopted	FY 2020 Projected	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast
<b>Total Utility Service Charges</b>					
Net Operating Expenses	\$ 3,839,514	\$ 5,208,092	\$ 5,312,242	\$ 5,418,509	\$ 5,526,879
Net Available Revenue	(3,839,514)	(5,208,092)	(5,312,242)	(5,418,509)	(5,526,879)
Debt Service	4,597,439	4,966,760	5,756,089	6,445,722	6,215,098
Debt Coverage Target Ratio (125%)	-83.5%	-104.9%	-92.3%	-84.1%	-88.9%

Period Ends	Principal	Interest	Total	Payout Ratio
2019	\$ 2,164,287	\$ 2,433,152	\$ 4,597,439	3.4%
2020	2,504,859	2,461,901	4,966,760	7.3%
2021	3,261,800	2,494,289	5,756,089	12.4%
2022	4,087,336	2,358,386	6,445,722	18.8%
2023	4,038,015	2,177,083	6,215,098	25.1%
2024	4,034,794	1,996,832	6,031,626	31.4%
2025	3,965,469	1,816,968	5,782,437	37.6%
2026	4,005,268	1,641,203	5,646,471	43.8%
2027	3,875,266	1,487,017	5,362,283	49.9%
2028	3,195,842	1,121,195	4,317,037	51.5%
<b>10-year Total</b>	<b>\$ 31,937,094</b>	<b>\$ 18,866,832</b>	<b>\$ 50,803,925</b>	<b>49.9%</b>
<b>Fund Total</b>	<b>\$ 64,001,117</b>	<b>\$ 54,274,473</b>	<b>\$ 118,275,590</b>	<b>100.0%</b>



Financial Summaries

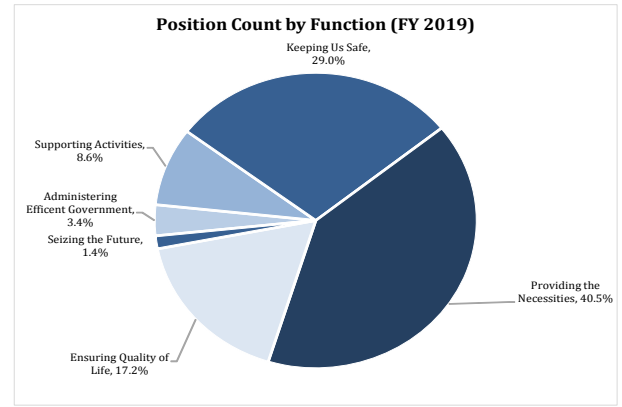
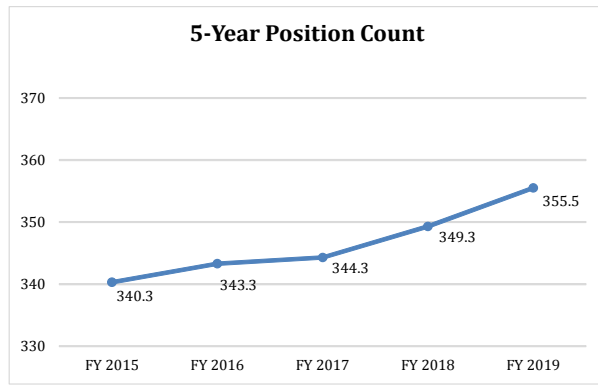
Position Summary

The Fiscal Year (FY) 2019 Adopted Budget includes 355.5 full time equivalent (FTE) positions in all funds which is comprised of 272.5 FTE in the General Fund and 83.0 FTE in the Utilities Fund. In addition, the Town utilizes temporary and flexible part time personnel on an operational needs basis that are not reflected as permanent FTE positions. The Fiscal Year 2019 Budget includes an increase of 4.2 FTE in the General Fund and 2.0 FTE in the Utilities Fund for a total of 6.2 FTE over the FY 2018 Adopted Budget. The new Fiscal Year 2019 positions includes a Business Systems Integrator (1.0 FTE) in the Finance Division of the Department of Finance and Administrative Services (DFAS); a Customer Support Technician position (1.0 FTE) in the Information Technology Division of DFAS; an Administrative Assistant I position (1.0 FTE) in the Department of Plan Review; a Construction Inspector position (1.0 FTE) in the Department of Public Works & Capital Projects; an increase of 0.2 FTE by converting a 0.8 FTE part-time Parks Planner position to a full time 1.0 FTE Open Space Planner in the Department of Public Works & Capital Projects; and two Utility Plant Operators (2.0 FTE) in the Utilities Department's Water Pollution Control Division.

Further, there have been mid-year interdepartmental reassignments of positions during FY 2018 including: 2.8 FTE from the Parks & Recreation Department to the Department of Public Works & Capital Projects; 1.0 FTE from the Department of Public Works & Capital Projects to the Clerk of Council; and 1.0 FTE from the Town Attorney Office to the Department of Public Works & Capital Projects; and 0.5 FTE from DFAS to the Parks & Recreation Department.

Function/Department	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Adopted	Change from Prior Year	Change from 2015	% Change from 2015
<b>Administering Efficient Government</b>								
Town Manager	7.0	8.0	6.0	6.0	6.0	—	-1.0	-14.3%
Town Attorney	5.0	5.0	5.0	5.0	4.0	-1.0	-1.0	-20.0%
Clerk of Council	1.0	1.0	1.0	1.0	2.0	1.0	1.0	100.0%
<b>Sub-Total</b>	<b>13.0</b>	<b>14.0</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	<b>—</b>	<b>-1.0</b>	<b>-7.7%</b>
<b>Supporting Activities</b>								
Finance	15.0	17.0	19.0	19.0	19.5	0.5	4.5	30.0%
Human Resources	4.0	4.0	4.0	4.0	4.0	—	—	—%
Information Technology	5.0	5.0	6.0	6.0	7.0	1.0	2.0	40.0%
<b>Sub- Total</b>	<b>24.0</b>	<b>26.0</b>	<b>29.0</b>	<b>29.0</b>	<b>30.5</b>	<b>1.5</b>	<b>6.5</b>	<b>27.1%</b>
<b>Keeping Us Safe</b>								
Police	103.0	103.0	103.0	103.0	103.0	—	—	—%
<b>Sub-Total</b>	<b>103.0</b>	<b>103.0</b>	<b>103.0</b>	<b>103.0</b>	<b>103.0</b>	<b>—</b>	<b>—</b>	<b>—%</b>
<b>Providing the Necessities</b>								
Public Works & Capital Projects	55.0	53.0	55.0	57.0	61.0	4.0	6.0	10.9%
Utilities	78.0	81.0	81.0	81.0	83.0	2.0	5.0	6.4%
<b>Sub-Total</b>	<b>133.0</b>	<b>134.0</b>	<b>136.0</b>	<b>138.0</b>	<b>144.0</b>	<b>6.0</b>	<b>11.0</b>	<b>8.3%</b>
<b>Ensuring Quality of Life</b>								
Planning & Zoning	12.0	12.0	12.0	14.0	14.0	—	2.0	16.7%
Plan Review	9.0	8.0	8.0	8.0	9.0	1.0	—	—%
Parks & Recreation	38.3	38.3	36.3	37.3	35.0	-2.3	-3.3	-8.6%
Thomas Balch Library	3.0	3.0	3.0	3.0	3.0	—	—	—%
<b>Sub-Total</b>	<b>62.3</b>	<b>61.3</b>	<b>59.3</b>	<b>62.3</b>	<b>61.0</b>	<b>-1.3</b>	<b>-1.3</b>	<b>-2.1%</b>
<b>Seizing the Future</b>								
Economic Development	2.0	2.0	2.0	2.0	2.0	—	—	—%
Airport	3.0	3.0	3.0	3.0	3.0	—	—	—%
<b>Sub-Total</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>—</b>	<b>—</b>	<b>—%</b>
<b>Total</b>	<b>340.3</b>	<b>343.3</b>	<b>344.3</b>	<b>349.3</b>	<b>355.5</b>	<b>6.2</b>	<b>15.2</b>	<b>4.5%</b>







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# Operating Budget

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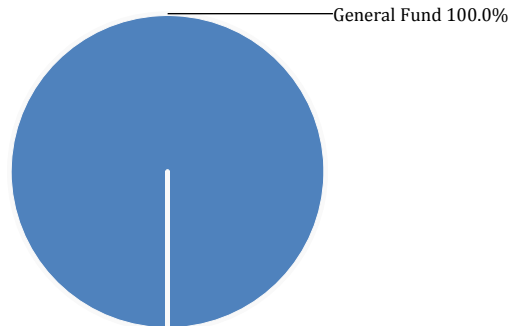
**Administering Efficient Government**

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

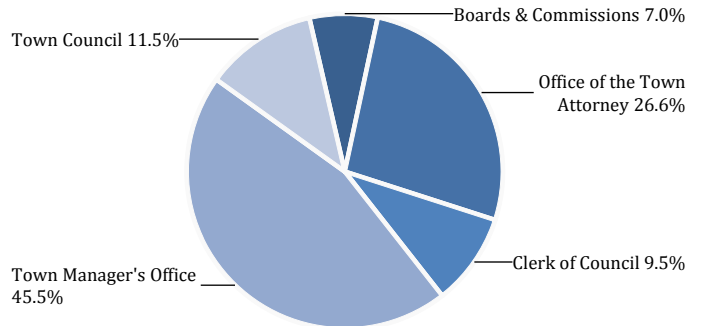
**Financial Information & Analysis**

Object Categories	FY 2017 Actual	FY 2018 Budget	FY 2018 Revised	FY 2019 Adopted	Variance	
					\$	%
<b>Sources</b>						
General Fund	\$ 2,246,871	\$ 2,233,355	\$ 2,275,801	\$ 2,386,154	\$ 152,799	6.8%
<b>Total Sources</b>	<b>\$ 2,246,871</b>	<b>\$ 2,233,355</b>	<b>\$ 2,275,801</b>	<b>\$ 2,386,154</b>	<b>\$ 152,799</b>	<b>6.8%</b>
<b>Uses</b>						
Town Council	\$ 247,807	\$ 278,776	\$ 289,979	\$ 273,670	\$ (5,106)	-1.8%
Boards & Commissions	141,490	166,500	167,197	166,479	(21)	0.0%
Town Manager’s Office	1,096,123	1,033,497	1,055,169	1,085,796	52,299	5.1%
Office of the Town Attorney	600,393	628,195	632,849	634,710	6,515	1.0%
Clerk of Council	161,058	126,387	130,607	225,499	99,112	78.4%
<b>Total Uses</b>	<b>\$ 2,246,871</b>	<b>\$ 2,233,355</b>	<b>\$ 2,275,801</b>	<b>\$ 2,386,154</b>	<b>\$ 152,799</b>	<b>6.8%</b>

Sources by Fund (2019)



Uses by Department (2019)



Administering Efficient Government



# Town Council

## Mission

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

## Description

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

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

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

The Town Council holds bi-monthly regular business meetings on the second and fourth Tuesdays of each month. On the Mondays preceding the regular Council Meetings, the Town Council holds work sessions for less formal, in-depth discussion of Town-related issues. All meetings begin at 7:00 PM and all Town residents are encouraged to attend. The Town Council meetings are broadcast on the Town's local government access channel and streamed live from the [Town's website](#). Videos of Town Council meetings are archived on the website for on-demand viewing

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

## Contact Information

Mayor Kelly Burk  
25 W. Market Street  
Leesburg, VA 20176  
[kburk@leesburgva.gov](mailto:kburk@leesburgva.gov)  
[council@leesburgva.gov](mailto:council@leesburgva.gov)  
(703) 771-2733

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*the hometown of the 21st century*



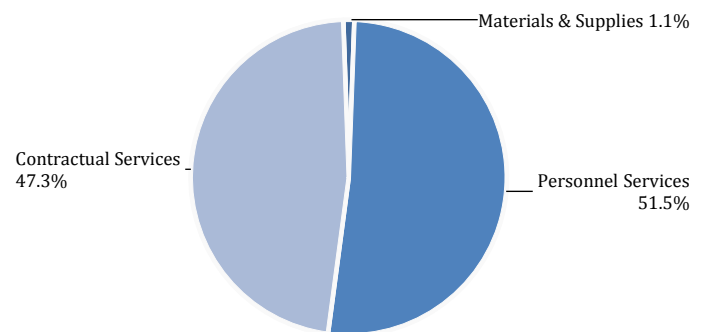
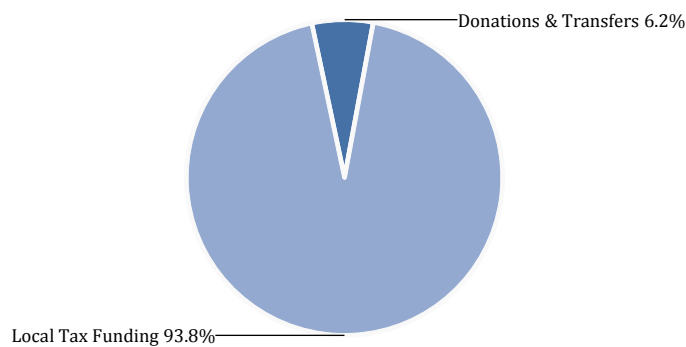
Administering Efficient Government

**Financial Information & Analysis**

Object Categories	FY 2017 Actual	FY 2018 Budget	FY 2018 Revised	FY 2019 Adopted	Variance	
					\$	%
<b>Sources</b>						
Donations & Transfers	\$ 8,247	\$ 16,800	\$ 16,800	\$ 17,100	\$ 300	1.8%
<b>Total Revenue</b>	<b>\$ 8,247</b>	<b>\$ 16,800</b>	<b>\$ 16,800</b>	<b>\$ 17,100</b>	<b>\$ 300</b>	<b>1.8%</b>
Local Tax Funding	239,560	261,976	273,179	256,570	(5,406)	-2.1%
<b>Total Sources</b>	<b>\$ 247,807</b>	<b>\$ 278,776</b>	<b>\$ 289,979</b>	<b>\$ 273,670</b>	<b>\$ (5,106)</b>	<b>-1.8%</b>
<b>Uses</b>						
Personnel Services	\$ 130,225	\$ 139,412	\$ 139,412	\$ 141,020	\$ 1,608	1.2%
Contractual Services	112,216	129,550	122,666	129,550	—	—%
Materials & Supplies	4,166	3,100	3,100	3,100	—	—%
Transfer Payments	—	—	20,087	—	—	—%
Continuous Charges	—	6,714	4,714	—	(6,714)	-100.0%
Capital Expenditures	1,200	—	—	—	—	—%
<b>Total Uses</b>	<b>\$ 247,807</b>	<b>\$ 278,776</b>	<b>\$ 289,979</b>	<b>\$ 273,670</b>	<b>\$ (5,106)</b>	<b>-1.8%</b>

Sources by Type (2019)

Uses by Object (2019)



**Budget Analysis**

The FY 2019 operating budget for the Town Council reflects a decrease of \$5,106 or 1.8% from the FY 2018 Adopted Budget. This decrease is attributable to the reallocation of liability insurance costs previously budgeted in the Town Council operating budget. The decrease is offset by increases in personnel services for adjustments to the budgeted tax requirements. The Boards and Commission budgets reflect a slight decrease of \$21 from the FY 2018 Adopted Budget due to an administrative adjustment to budgeted tax requirements.



**Boards & Commissions**

Boards & Commissions	FY 2017 Actual	FY 2018 Budget	FY 2018 Revised	FY 2019 Adopted	Variance	
					\$	%
Public Arts Commission	\$ 17,878	\$ 19,604	\$ 19,604	\$ 19,604	\$ —	—%
Economic Development Commission	5,953	10,404	10,404	10,404	—	—%
Information Technology Commission	5,665	9,204	9,204	9,204	—	—%
Parks & Recreation Commission	7,328	9,204	9,204	9,204	—	—%
Tree Commission	14,509	11,004	11,004	11,004	—	—%
Library Advisory Commission	8,085	10,429	10,429	10,354	(75)	-0.7%
Planning Commission	28,499	27,940	27,990	27,967	27	0.1%
Board of Zoning Appeals	1,507	6,459	6,459	6,459	—	—%
Board of Architectural Review	27,306	31,140	31,787	31,167	27	0.1%
Environmental Advisory Commission	10,228	12,704	12,704	12,704	—	—%
Airport Advisory Commission	6,551	9,204	9,204	9,204	—	—%
Diversity Commission	7,981	9,204	9,204	9,204	—	—%
<b>Total Combined</b>	<b>\$ 141,490</b>	<b>\$ 166,500</b>	<b>\$ 167,197</b>	<b>\$ 166,479</b>	<b>\$ (21)</b>	<b>0.0%</b>

Administering Efficient Government



# Town Manager's Office

## Mission

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

## Description

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

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

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

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



## Contact Information

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

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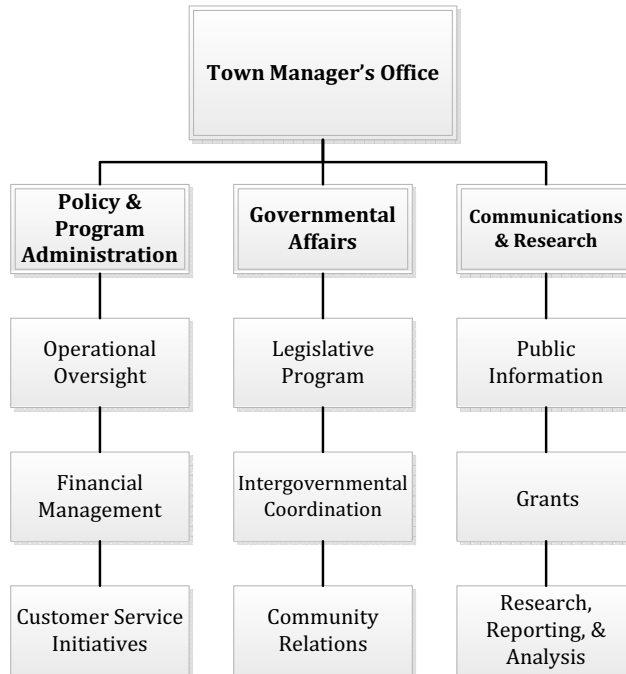


## Connect With Us



Administering Efficient Government

**Organization Chart**



**Summary of Services**

**Policy & Program Administration**

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

**Governmental Affairs**

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

**Communications & Research**

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

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

**Goals & Objectives**

Scorecard	Goal	Objective	Term
BP, CS, FM	Partner with Town Council in developing key goals and initiatives for the organization	Maintain financial sustainability plan and develop budget for Fiscal Year 2018.	Long
CS, ED	Improve customer service efforts in all departments	Town-wide training, customer service surveys, and Town-wide customer service design team	Long
BP	Evaluate and implement organizational efficiencies and business processes to streamline operations	Evaluate department structures, maintain flexible staffing to meet needs of organization and review internal business processes.	Long
ED	Support employee development opportunities	Enhance employee skill sets in technology and leadership to meet the needs of the community	Long
BP	Invest in technological enhancements that are affordable, measurably improve operations, and increase government transparency	Work with Technology and Communications Commission to review and implement potential improvements	Long
ED, CS, BP	Continue to support on-going diversity and inclusion initiatives	Work closely with Diversity Commission and local organizations.	Long

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

**Expenditures by Division**

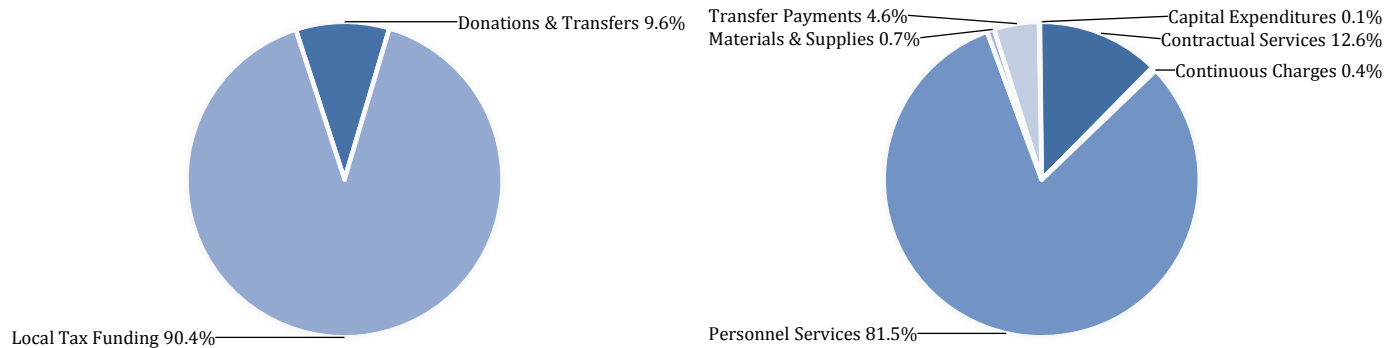
Divisions	FY 2017	FY 2018	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Town Manager's Office	\$ 851,427	\$ 741,923	\$ 756,830	\$ 787,976	\$ 46,053	6.2%
Public Information	244,696	291,574	298,339	297,820	6,246	2.1%
<b>Total</b>	<b>\$ 1,096,123</b>	<b>\$ 1,033,497</b>	<b>\$ 1,055,169</b>	<b>\$ 1,085,796</b>	<b>\$ 52,299</b>	<b>5.1%</b>

**Financial Information & Analysis**

Object Categories	FY 2017	FY 2018	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Donations & Transfers	\$ 98,247	\$ 102,800	\$ 102,800	\$ 104,050	\$ 1,250	1.2%
<b>Total Revenue</b>	<b>\$ 98,247</b>	<b>\$ 102,800</b>	<b>\$ 102,800</b>	<b>\$ 104,050</b>	<b>\$ 1,250</b>	<b>1.2%</b>
Local Tax Funding	997,876	930,697	952,369	981,746	51,049	5.5%
<b>Total Sources</b>	<b>\$ 1,096,123</b>	<b>\$ 1,033,497</b>	<b>\$ 1,055,169</b>	<b>\$ 1,085,796</b>	<b>\$ 52,299</b>	<b>5.1%</b>
<b>Uses</b>						
Personnel Services	\$ 978,665	\$ 826,826	\$ 826,826	\$ 885,465	\$ 58,639	7.1%
Contractual Services	99,790	135,596	155,765	136,556	960	0.7%
Materials & Supplies	7,245	8,075	9,778	8,075	—	—%
Transfer Payments	—	50,000	49,800	50,000	—	—%
Continuous Charges	4,275	12,000	12,000	4,700	(7,300)	-60.8%
Capital Expenditures	6,148	1,000	1,000	1,000	—	—%
<b>Total Uses</b>	<b>\$ 1,096,123</b>	<b>\$ 1,033,497</b>	<b>\$ 1,055,169</b>	<b>\$ 1,085,796</b>	<b>\$ 52,299</b>	<b>5.1%</b>
<b>Total Full-Time Equivalent (FTE)</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>—</b>	<b>—%</b>

Sources by Type (2019)

Uses by Object (2019)



**Budget Analysis**

The FY 2019 adopted operating budget for the Town Manager's Office includes an increase of \$52,299 or 5.1% primarily attributable to personnel services associated salary and benefit adjustments of existing staff, which is offset by a decrease in continuous charges associated with the redistribution of liability insurance requirements.

**Performance Measures**

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
BP	Number of informational memorandums and reports requested by Town Council as part of regular agenda packet. <i>Measures the total number of informational requests prepared by Town Manager's Office and senior staff.</i>	45	45	45	↑
BP, CS	Number of Town Manager reports and briefings provided to the Town Council. <i>Measures the total number of periodical briefings and reports prepared by Town Manager's Office.</i>	52	60	60	↑
BP	Number of citizen taskforces initiated by the Town Council. <i>Measures the number of Citizen Taskforce official meetings supported by the Town Manager's Office.</i>	1	2	2	↔
BP, CS	Number of Town Council Initiated taskforces supported by the Town Manager's Office. <i>Measures the number of Citizen Taskforce official meetings supported by the Town Manager's Office.</i>	1	2	2	↔
BP, CS	Number of Town-wide press releases issued by the Public Information Officer in the Town Manager's Office. <i>Measures the total number of press releases issued by the Public Information Office.</i>	213	225	230	↑

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

**Performance Analysis**

The primary function of the Town Manager’s Office is to provide professional leadership in the administration and execution of Town Council policies. Periodically throughout the year, the Town Manager and Town staff provide the Town Council with briefings and Town Manager reports that include important information such as land development activities, utility plant production/capacity, and other focus areas of the Council. The continuing growth in the community and the increasing complexity of issues the Council faces is projected to result in an increase in the number of briefings, reports and informational memorandums to the Council by the Town Manager.

Administering Efficient Government





# Office of the Town Attorney

## Mission

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

## Description

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

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

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

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

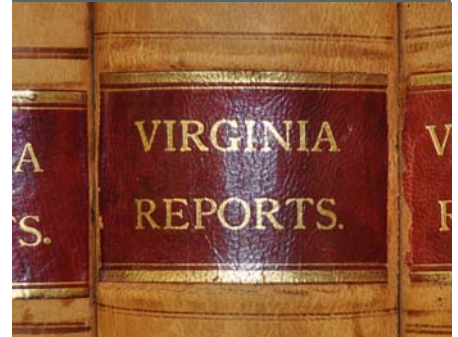
## Contact Information

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[bnotar@lesburgva.gov](mailto:bnotar@lesburgva.gov)  
(703) 771-7000

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### ADVICE & COUNSEL



### DOCUMENT REVIEW



### LITIGATION

## Organization Chart



## Summary of Services

### Advice & Counsel

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

### Document Review

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

### Legal Enforcement & Litigation

This function provides representation to the Town in the prosecution and defense of claims involving the Town. The Office is

responsible for the collection of monies owed to the Town through enforcement of the Town Code and the Code of Virginia.

**Goals & Objectives**

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

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

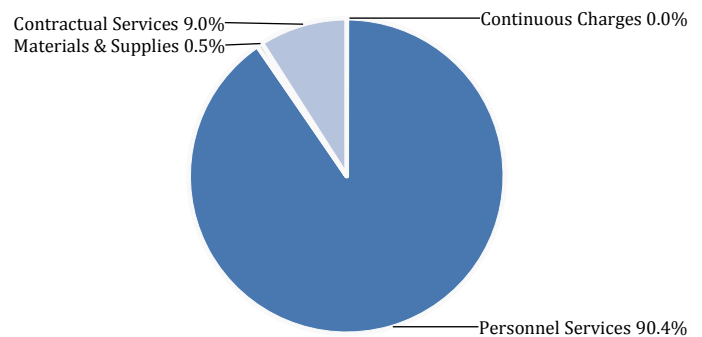
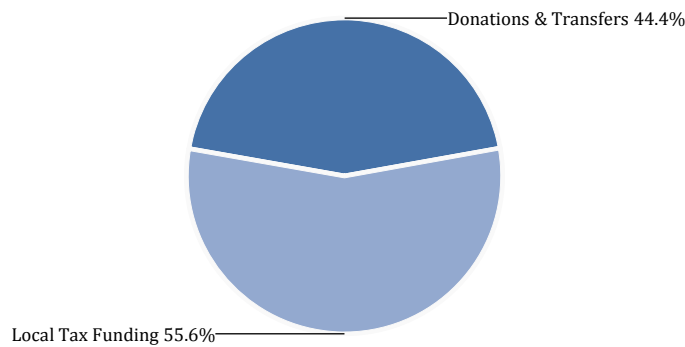
Administering Efficient Government

**Financial Information & Analysis**

Object Categories	FY 2017 Actual	FY 2018 Budget	FY 2018 Revised	FY 2019 Adopted	Variance	
					\$	%
<b>Sources</b>						
Donations & Transfers	\$ 234,109	\$ 280,400	\$ 280,400	\$ 281,750	\$ 1,350	0.5%
<b>Total Revenue</b>	<b>\$ 234,109</b>	<b>\$ 280,400</b>	<b>\$ 280,400</b>	<b>\$ 281,750</b>	<b>\$ 1,350</b>	<b>0.5%</b>
Local Tax Funding	366,284	347,795	352,449	352,960	5,165	1.5%
<b>Total Sources</b>	<b>\$ 600,393</b>	<b>\$ 628,195</b>	<b>\$ 632,849</b>	<b>\$ 634,710</b>	<b>\$ 6,515</b>	<b>1.0%</b>
<b>Uses</b>						
Personnel Services	\$ 534,363	\$ 567,095	\$ 567,095	\$ 573,800	\$ 6,705	1.2%
Contractual Services	61,838	57,400	61,554	57,400	—	—%
Materials & Supplies	2,509	3,400	3,400	3,400	—	—%
Continuous Charges	103	300	300	110	(190)	-63.3%
Capital Expenditures	1,580	—	500	—	—	—%
<b>Total Uses</b>	<b>\$ 600,393</b>	<b>\$ 628,195</b>	<b>\$ 632,849</b>	<b>\$ 634,710</b>	<b>\$ 6,515</b>	<b>1.0%</b>
<b>Total Full-Time Equivalent (FTE)</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>(1.00)</b>	<b>-20.0%</b>

Sources by Type (2019)

Uses by Object (2019)



**Budget Analysis**

The FY 2019 adopted operating budget for the Town Attorney's Office includes an increase of \$6,515 or 1.0% over the FY 2018 Adopted Budget primarily attributable to personnel services associated with salary and benefit adjustments of existing staff. Further, the number of positions in the Office is decreasing due to a unfunded, vacant position being transferred to the Department of Public Works and Capital Projects to create a new Executive Assistant position. There is no fiscal impact in the Town Attorney's Office associated with the decrease in position.

**Performance Measures**

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
BP, FM, CS, ED	Number of Council directives and initiatives <i>Measures the total number of Council directives and initiatives responded to by staff</i>	83	80	80	↔
CS	Number of Town department requests for legal representation <i>Measures the total number of requests for legal representation for all departments</i>	148	150	150	↔
BP, CS	Number of Town Commission requests for legal services <i>Measures the number of legal services provided to Town Commissions including representation at meetings and requests for information</i>	27	30	30	↔
BP	Number of Town Code violations anticipated <i>Measures the total number of violations of Town Code, zoning ordinance and other regulations prosecute</i>	13	20	20	↑
BP, FM, CS, ED	Number of taxpayer accounts processed for collections <i>Measures the total number of taxpayer accounts processed by the Town Attorney's Office for collections</i>	176	100	50	↓
BP, FM	Number of easements and land acquisition documents reviewed <i>Measures the number of easements and land acquisition documents reviewed by Town Attorney</i>	128	150	150	↑
BP	Number of contracts and agreements reviewed <i>Measures the total number of contracts and agreements reviewed by legal staff</i>	85	80	80	↔
BP, FM	Number of insurance, employment, and workers' compensation claims reviewed <i>Measures the number of claims reviewed and defended for VML insurance, Virginia Employment Commission, and workers compensation counsel</i>	55	50	50	↔
BP, ED, CS	Number of FOIA/COIA requests monitored <i>Measures the total number of FOIA/COIA requests monitored for compliance</i>	56	60	60	↔

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

**Performance Analysis**

The primary function of the Office of the Town Attorney is to provide legal support to the Town Council. As such, the number of Council directives and initiatives responded to by the Office is expected to increase due to new Town Council members, continued increase in commercial development and customer service goals. Requests for legal services from Town departments is expected to remain consistent with 2017 actuals. As a result of a new Town Council, the number of Commission requests for legal services is expected to trend upward due to new Commission and Board Members. Board of Architectural Review representation, however, will continue to decrease as a result of new policy. The number of town code violations is expected to remain constant as development continues. As a result of the increased use of administrative tools to collect delinquent accounts, it is anticipated that attorney involvement will continue to decrease each year. The number of development and capital projects will continue to progress so the number of easements and land acquisition documents reviewed by Town Attorney should remain consistent. Contract review has increased due to the complexity of many of the contracts as well as an effort to retain all contract review in-house. Freedom of Information Act and Conflict of Interest Act requests have increased due to Clerk of the Council position being filled and an increase of the Paralegal's involvement in the process. The Office of the Town Attorney will continue to work with Town Council and its internal clients in support of Town legal objectives.



# Clerk of Council

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## Mission

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

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## Description

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

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

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

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

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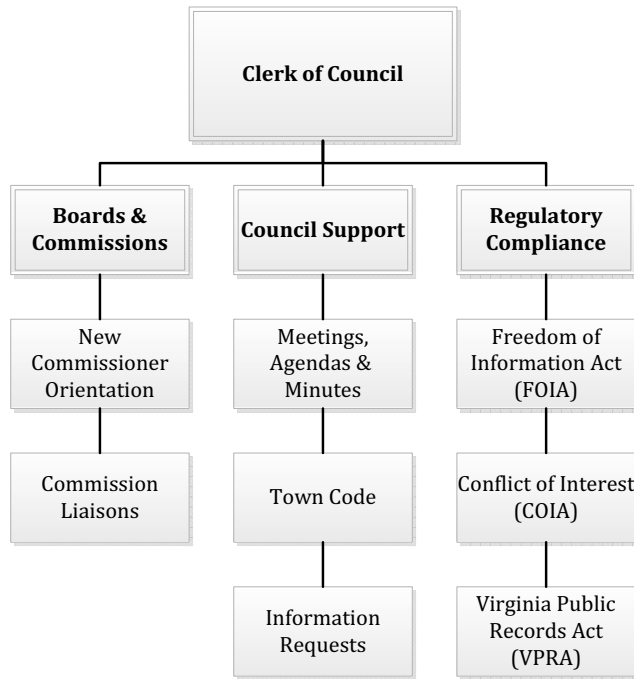
## Contact Information

Eileen Boeing, Clerk of Council  
25 W. Market Street  
Leesburg, VA 20176  
[eboeing@leesburgva.gov](mailto:eboeing@leesburgva.gov)  
(703) 771-2733

## Scan Me



**Organization Chart**



**Summary of Services**

**Boards and Commissions Support**

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

**Council Support**

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

**Regulatory Compliance**

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

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

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



**Goals & Objectives**

Scorecard	Goal	Objective	Term
BP, CS, FM	Fully automate agenda packet preparation and distribution	Save time and money by streamlining process for efficient delivery	Intermediate
		Promote customer service through ease of access	Intermediate
BP, CS	Increase records retention compliance with Section 42.1, Chapter 7 of the Code of Virginia (the Virginia Public Records Act) which governs the archiving and destruction of all documents created by or in the possession of the Town	Complete electronic archiving of property files	Intermediate
		Complete electronic archiving of Town Council minutes prior to 1990	Long
		Increase efficient answering of FOIA requests through electronic transfer of documents	Long
BP, CS	Continue to provide Council meeting minutes no more than two meetings from the original meeting date	Provide transcribed Council meeting minutes no more than two meetings after the original meeting date	Short

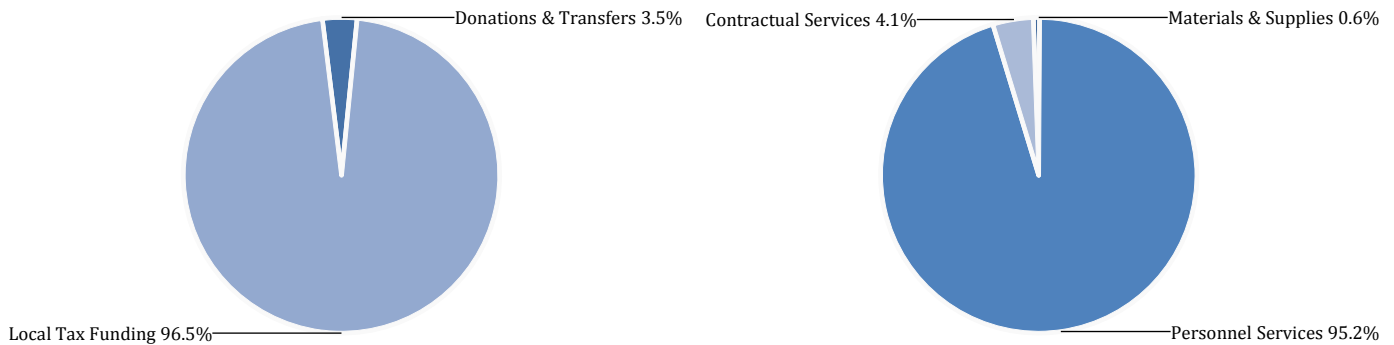
BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

**Financial Information & Analysis**

Object Categories	FY 2017 Actual	FY 2018 Budget	FY 2018 Revised	FY 2019 Adopted	Variance	
					\$	%
<b>Sources</b>						
Donations & Transfers	\$ 9,606	\$ 7,900	\$ 7,900	\$ 7,950	\$ 50	0.6%
<b>Total Revenue</b>	<b>\$ 9,606</b>	<b>\$ 7,900</b>	<b>\$ 7,900</b>	<b>\$ 7,950</b>	<b>\$ 50</b>	<b>0.6%</b>
Local Tax Funding	151,452	118,487	122,707	217,549	99,062	83.6%
<b>Total Sources</b>	<b>\$ 161,058</b>	<b>\$ 126,387</b>	<b>\$ 130,607</b>	<b>\$ 225,499</b>	<b>\$ 99,112</b>	<b>78.4%</b>
<b>Uses</b>						
Personnel Services	\$ 142,679	\$ 115,607	\$ 115,607	\$ 214,719	\$ 99,112	85.7%
Contractual Services	16,348	9,330	13,350	9,330	—	—%
Materials & Supplies	1,864	1,450	1,650	1,450	—	—%
Capital Expenditures	168	—	—	—	—	—%
<b>Total Uses</b>	<b>\$ 161,058</b>	<b>\$ 126,387</b>	<b>\$ 130,607</b>	<b>\$ 225,499</b>	<b>\$ 99,112</b>	<b>78.4%</b>
<b>Total Full-Time Equivalent (FTE)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>1.00</b>	<b>100.0%</b>

Sources by Type (2019)

Uses by Object (2019)



Administering Efficient Government

**Budget Analysis**

The FY 2019 adopted operating budget for the Clerk to the Council Associate position from the Department of Public Works and Capital Projects to the Office of the Clerk of the Council includes an increase of \$99,112 or 78.4% over the FY 2018 adopted budget primarily due to the reassignment of a Executive Office

**Performance Measures**

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
BP, CS	Number of FOIA Requests <i>Measures the total number of Freedom of Information Act request</i>	44	52	75	↑
BP, CS	Number of Council meetings supported <i>Measures the total number of Council meetings supported includes agenda packets and public notices</i>	41	45	45	↔
BP, CS	Number of new Boards and Commissions appointees processed <i>Measures the total number of Council appointees to vacancies on Boards and Commissions</i>	58	53	53	↔
BP, CS	Number of public information requests	150	150	150	↔
BP, CS	Number of Council meeting minutes prepared on time <i>Measures the total number of general requests for information from the public</i>	44	48	48	↑

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

**Performance Analysis**

The primary functions of the Office of the Clerk of Council is three-fold: meeting and administrative support to the Town Council; Boards and Commissions; and compliance with the Virginia Freedom of Information Act. Meeting and administrative support is evidenced by the number of Council meetings attended throughout the year as well as the number of agenda packets and minutes prepared on time for each Council meeting. The number of new Board and Commission appointees remains fairly constant at 10 per year, although there will be changes in the 2018 make up of Council and thus changes in the Boards and Commission appointees due to the Special Election for an open Council seat in February 2018. In addition to legislative branch support, the Clerk of Council also serves as the primary contact for Virginia Freedom of Information Act (FOIA) requests. The number of requests has increased recently despite frequently requested information being made available through electronic sources. The increase is attributable to better tracking of requests made and better staff education to identify when a request falls under FOIA. The number of public information requests (non-FOIA) is stable despite the increasing availability of electronic sources of information. New initiatives, Council activities and growth within the Town have sustained general inquiries to the Clerk's office.

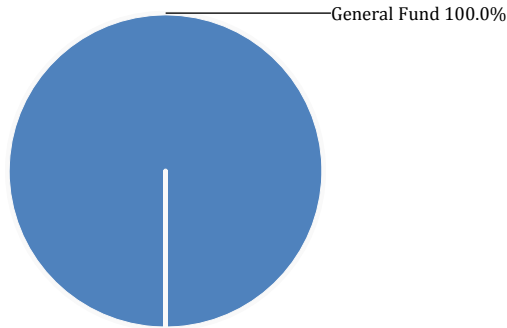
Supporting Activities

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

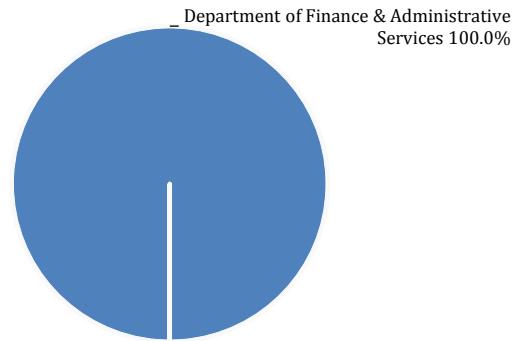
Financial Information & Analysis

Object Categories	FY 2017 Actual	FY 2018 Budget	FY 2018 Revised	FY 2019 Adopted	Variance	
					\$	%
<b>Sources</b>						
General Fund	\$ 4,553,942	\$ 4,756,952	\$ 5,137,292	\$ 5,290,527	\$ 533,575	11.2%
<b>Total Sources</b>	<b>\$ 4,553,942</b>	<b>\$ 4,756,952</b>	<b>\$ 5,137,292</b>	<b>\$ 5,290,527</b>	<b>\$ 533,575</b>	<b>11.2%</b>
<b>Uses</b>						
Department of Finance & Administrative Services	\$ 4,553,942	\$ 4,756,952	\$ 5,137,292	\$ 5,290,527	\$ 533,575	11.2%
<b>Total Uses</b>	<b>\$ 4,553,942</b>	<b>\$ 4,756,952</b>	<b>\$ 5,137,292</b>	<b>\$ 5,290,527</b>	<b>\$ 533,575</b>	<b>11.2%</b>

Sources by Fund (2019)



Uses by Department (2019)





# Department of Finance & Administrative Services

## Mission

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

## Description

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

Fiscal operations include safeguarding assets, financial accounting and reporting, timely collection of Town revenues, and budgeting for all Town funds. The Town's revenue collections, debt and investment portfolios, annual budget, and independent audit are managed within Finance. The highest level of financial reporting standards are kept in accordance with nationally recognized generally accepted accounting principles and presented in the [Comprehensive Annual Financial Report](#) which provides timely and reliable financial information to residents, investors, creditors, and legislative and oversight bodies. Through the [customer service portal](#) on the Town's website, Town residents can pay their utility bills, personal property and real estate taxes online.

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

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

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

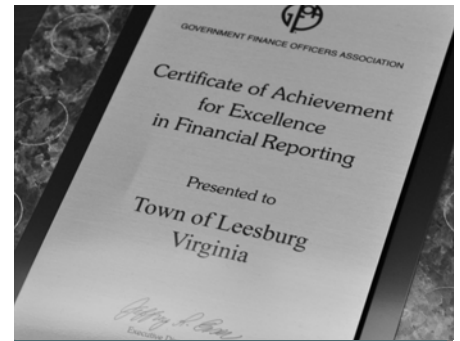
## Contact Information

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

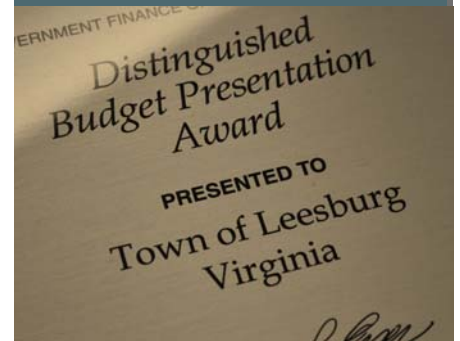
Vacant, HR Director

Annie Carlson, IT Director  
[acarlson@leesburgva.gov](mailto:acarlson@leesburgva.gov)

## Scan Me



## FINANCIAL REPORTING



## MANAGEMENT & BUDGET

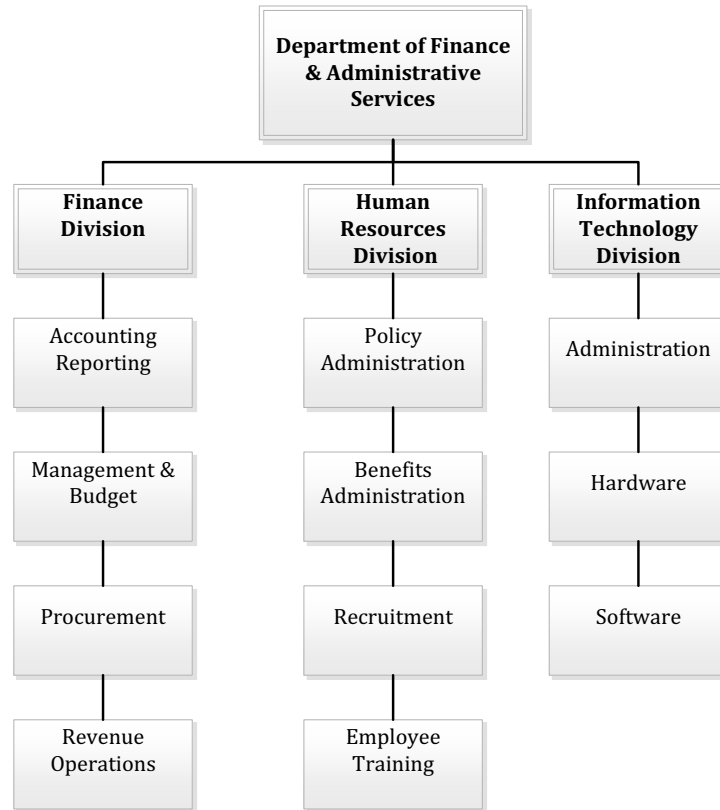


## HUMAN RESOURCES



## INFORMATION TECHNOLOGY

Organization Chart



Summary of Services

**Finance Division**

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

**Human Resources Division**

The Human Resources Division administers total compensation, including medical benefits, health and wellness programs, and retirement packages to meet the needs of Town employees. The division advertises and recruits the most qualified applicants to ensure our workforce remains highly skilled and diverse. In

addition, training programs are designed to meet the changing demands of the workforce by enhancing employees’ knowledge, skills, and abilities to prepare them for future challenges and opportunities. The division provides employee relations counseling to Town employees as necessary to improve working relationships and the work environment.

**Information Technology Division**

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

Goals & Objectives

Scorecard	Goal	Objective	Term
CS	Develop practices to enhance delivery of exceptional services to internal and external customers	Continue customer service design team and implement initiatives for continuous exemplary customer service	Intermediate
		Increase staff technical competencies through formalized training	Intermediate
		Maintain staff professional certifications and CPE credits for core competencies within the department	Long
BP, FM	Prepare and submit certified financial statements on time and in accordance with Generally Accepted Accounting Principles (GAAP)	Complete financial statements with a clean audit report	Long
		Submit CAFR to GFOA for excellence in financial reporting award	Intermediate
BP, FM	Prepare and submit a balanced budget in accordance with the Long Term Sustainability Plan	Deliver balanced budget on time per Town Code	Long
		Submit budget to GFOA for budget excellence award	Intermediate
BP, ED	Implement necessary recommendations of the Diversity Task Force to attract and recruit qualified diverse candidates	Increase outreach of recruitment efforts to diversity resources	Long
BP, CS, FM	Provide Town-wide training and development program	Increase skills and knowledge through professional development for employees	Long
BP, CS, FM	Identify areas where department processes can be more efficient and effective	Expand the use of electronic funds transfer process to pay vendors, thereby eliminating checks, increasing on-time payments, and streamlining the reconciliation process	Intermediate
		Expand the use of employee self-service module to streamline Open Enrollment	Intermediate
		Review and update the chart of accounts and expenditure object code descriptions.	Long
BP, FM, CS	Utilize Sharepoint for increased efficiencies through automated work flow to foster greater collaboration.	Develop integrated P-Card expenditure import and analytics.	Short
BP, CS, FM	Leverage transformational technologies, e.g. cloud computing, for improved operational efficiencies.	Pilot and implement cloud technologies for lower cost of ownership, data redundancy and improved system delivery. Develop Technology plan including long-term strategy, infrastructure build-out, disaster recovery, continuity of operations, and cyber-security.	Intermediate
BP, CS, FM	Expand the development of town owned fiber optic infrastructure.	Continue to obtain dark fiber infrastructure backbone throughout the Town via the right-of-way permit process with an eye toward minimizing the need for leased fiber.	Long
BP, CS, ED	Increase departmental staff technical skills	Allow staff to increase technical competencies through formalized training programs	Long
CS, ED, FM	Use LaserFiche tools to enhance workflow, reporting capabilities, and customer service	Implement an LaserFiche program that will improve accuracy, speed, and efficiency within the department for processing PAF's and other forms	Intermediate

Supporting Activities

Scorecard	Goal	Objective	Term
<b>ED, FM</b>	Enhance the onboarding and off-boarding system for new hires to assist with training in the first 90 days and upon departure	Improve employee development, retention, and morale through a formalized mentoring and training program	Intermediate
<b>BP, CS, FM</b>	Provide Townwide customer service and supervisory training	Promote excellence in customer service through professional development for employees	Intermediate
<b>BP, ED</b>	Increase the Town's percentage of minority applicants and hires	Increase outreach of recruitment efforts to diversity resources	Long
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>			



**Expenditures by Division**

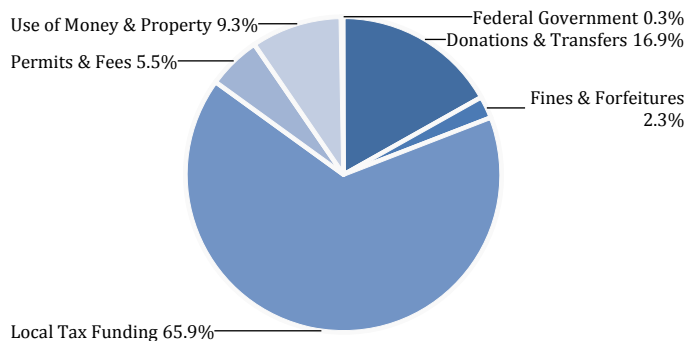
Divisions	FY 2017	FY 2018	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Finance Division	\$ 2,538,237	\$ 2,627,004	\$ 2,879,006	\$ 2,752,986	\$ 125,982	4.8%
Human Resources Division	563,012	564,721	587,991	584,920	20,199	3.6%
Information Technology Division	1,452,693	1,565,227	1,670,295	1,952,621	387,394	24.8%
<b>Total</b>	<b>\$ 4,553,942</b>	<b>\$ 4,756,952</b>	<b>\$ 5,137,292</b>	<b>\$ 5,290,527</b>	<b>\$ 533,575</b>	<b>11.2%</b>

**Financial Information & Analysis**

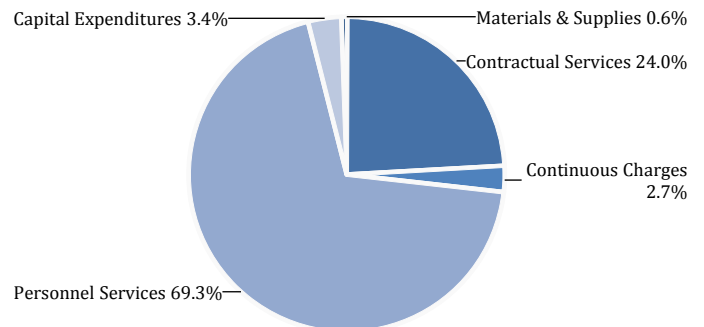
Object Categories	FY 2017	FY 2018	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Permits & Fees	\$ 118,550	\$ 100,000	\$ 112,000	\$ 289,000	\$ 189,000	189.0%
Fines & Forfeitures	117,013	100,000	100,000	120,000	20,000	20.0%
Use of Money & Property	404,384	397,340	397,340	490,660	93,320	23.5%
Donations & Transfers	886,594	849,500	849,500	892,150	42,650	5.0%
Federal Government	13,727	28,400	28,400	13,400	(15,000)	-52.8%
<b>Total Revenue</b>	<b>\$ 1,540,267</b>	<b>\$ 1,475,240</b>	<b>\$ 1,487,240</b>	<b>\$ 1,805,210</b>	<b>\$ 329,970</b>	<b>22.4%</b>
Local Tax Funding	3,013,674	3,281,712	3,650,052	3,485,317	203,605	6.2%
<b>Total Sources</b>	<b>\$ 4,553,942</b>	<b>\$ 4,756,952</b>	<b>\$ 5,137,292</b>	<b>\$ 5,290,527</b>	<b>\$ 533,575</b>	<b>11.2%</b>

<b>Uses</b>						
Personnel Services	\$ 3,268,357	\$ 3,399,601	\$ 3,399,601	\$ 3,665,341	\$ 265,740	7.8%
Contractual Services	1,016,170	1,151,663	1,403,939	1,271,418	119,755	10.4%
Materials & Supplies	37,286	29,872	33,633	32,872	3,000	10.0%
Transfer Payments	44	—	100,000	—	—	—%
Continuous Charges	116,048	146,616	150,105	141,696	(4,920)	-3.4%
Capital Expenditures	116,036	29,200	50,014	179,200	150,000	513.7%
<b>Total Uses</b>	<b>\$ 4,553,942</b>	<b>\$ 4,756,952</b>	<b>\$ 5,137,292</b>	<b>\$ 5,290,527</b>	<b>\$ 533,575</b>	<b>11.2%</b>
<b>Total Full-Time Equivalent (FTE)</b>	<b>29.00</b>	<b>29.00</b>	<b>28.50</b>	<b>29.50</b>	<b>0.50</b>	<b>1.7%</b>

Sources by Type (2019)



Uses by Object (2019)



**Budget Analysis**

The FY 2019 adopted operating budget for the Department of Finance and Administrative Services shows an increase of \$533,575 or 11.2% over the FY 2018 Adopted Budget. The increase is largely the result of budget enhancements totaling \$420,000 which includes a new Business Systems Integrator position in the Finance Division; a new Customer Service Technician/ Inventory Specialist in the

Information Technology Division; contractual services, applications and equipment for internal cyber security improvements; and contractual services to assist in improving business processes through the use of Laserfiche. Further, the adopted FY 2019 budget includes funding of \$28,000 for costs associated internet access and email gateway services provided by Loudoun County being shifted

to the Town. It should be noted that an unfunded, vacant 0.5 FTE, regular part-time position was reassigned to the Department of Parks & Recreation during FY 2018 to convert a regular part-time event planner into a regular full-time position.

Through anticipated and implemented improved business processes and improved leveraging of over 29 existing business

systems, projected revenue for FY 2019 is estimated to increase to \$1,805,210 or an increase of \$329,970 or 22.4% over the current year projection. As a result, the budgeted use of local tax funding is \$3,485,317 or an increase of \$203,605 or 6.2% over the FY 2018 Adopted Budget.

**Performance Measures**

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
BP, FM	Business process enhancements <i>Measures the number of business process improvements implemented</i>	20	11	10	↔
BP, FM	Number of bank reconciliations performed within 30 days of close of a business month <i>Measures the number of bank reconciliations performed within 30 days of the close of the business month</i>	12	12	12	↑
BP, FM	Number of purchase orders issued in a fiscal year <i>Measures the number of purchase orders issued in a fiscal year</i>	1269	1275	1300	↔
FM	Number of OSHA recordable accidents <i>Measures the total number of accidents that require medical treatment and go on the OSHA 300 log</i>	21	18	15	↓
FM	Number of full-time new hires <i>Measures the total number of full-time employees hired</i>	36	36	18	↓
ED, BP	Average number of days to fill a position <i>Measures the average number of days from job advertisement to offer extension</i>	66	60	50	↓
ED	Number of Town-wide training sessions conducted <i>Measures the total number of Town-wide training sessions conducted</i>	48	45	45	↔
BP, CS	Number of voluntary employee separations <i>Measures the total number of voluntary employee turnover (does not include terminations or retirements)</i>	17	17	17	↔
BP, CS	Number of help desk tickets submitted to IT Department <i>Measures the number of help tickets issued requiring tech support</i>	2544	2374	2200	↔
CS	Percentage surveyed satisfaction rating (ICMA benchmark 90.9%) <i>Measures the percentage satisfaction to the question: "How would you rate your current IT support on a scale of 1 to 5 with 5 being the highest?"</i>	89%	92%	93%	↑
BP, CS	Percentage Town network availability <i>Measures the percentage of time the Town's private network is available</i>	99.7%	99.9%	99.9%	↑
BP, CS	Percentage of Real Estate Taxes collected <i>Measures the percentage of Real Estate taxes collected during FY compared to FY amounts due</i>	98.6%	98.8%	98.7%	↔
BP, CS	Percentage of Personal Property (PPTax) taxes collected with 60 Days of Due Date <i>Measures the percentage of PPTax collected within 60 days of the due date</i>	79.0%	80.0%	79.5%	↔
BP, CS	Percentage of Business Professional License Tax (BPOL) collected <i>Collection percentage is based upon the payments received from customer self-reported gross receipts</i>	98.5%	97.6%	98.1%	↑
BP, CS	Percentage of meals tax collected <i>Measures the percentage of meals taxes collected</i>	99.0%	98.6%	98.8%	↔
BP, FM	Dollar value change of purchase card (p-card) rebates <i>Measures the percentage increase in total dollar value of rebates received for using the Town purchase card for small payments</i>	3%	3%	3%	↔
BP, CS	Dollar value of procurement services <i>Measures the dollar value of procurement services per \$100 spend; per transaction</i>	\$17.14	\$12.27	\$12.84	↓

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
BP, FM	GFOA certificate - Budget and Financial Reporting <i>Measures the receipt of the GFOA Excellence in Budget Reporting and Financial Reporting Certification</i>	YES	YES	YES	↔
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>					

**Performance Analysis**

The Department of Finance and Administrative Services continues to prioritize operational efficiencies that yield an improved customer experience while increasing budgetary savings Town-wide. These positive trends are expected to continue. In revenue collections, technology is being leveraged to enhance streamlined payments and processes, while providing focused effort on collections of both business and residential taxes. Similarly, the Human Resources Division is implementing tools for more efficient applicant processing, electronic on-boarding of new hires, and required record retention. The Information Technology Division is positioning itself to be responsive to the changing technological landscape and secure the information and technology systems that are used Town-wide from electronic threats of cyber warfare, which is increasing the demand for deployment of new security measures and staffing.



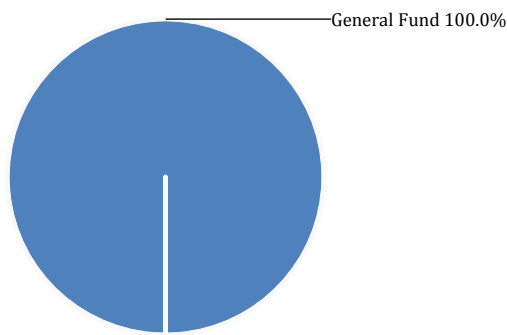
## Keeping Us Safe

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

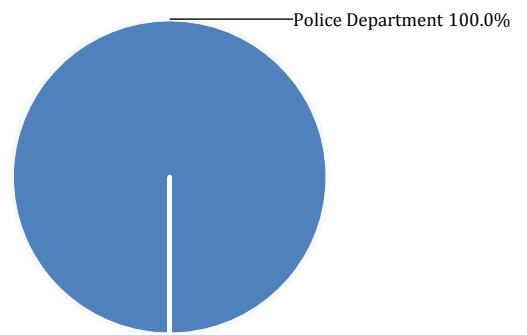
### Financial Information & Analysis

Object Categories	FY 2017 Actual	FY 2018 Budget	FY 2018 Revised	FY 2019 Adopted	Variance	
					\$	%
<b>Sources</b>						
General Fund	\$ 12,043,994	\$ 13,733,335	\$ 13,735,707	\$ 14,272,434	\$ 539,099	3.9%
<b>Total Sources</b>	<b>\$ 12,043,994</b>	<b>\$ 13,733,335</b>	<b>\$ 13,735,707</b>	<b>\$ 14,272,434</b>	<b>\$ 539,099</b>	<b>3.9%</b>
<b>Uses</b>						
Police Department	\$ 12,043,994	\$ 13,733,335	\$ 13,735,707	\$ 14,272,434	\$ 539,099	3.9%
<b>Total Uses</b>	<b>\$ 12,043,994</b>	<b>\$ 13,733,335</b>	<b>\$ 13,735,707</b>	<b>\$ 14,272,434</b>	<b>\$ 539,099</b>	<b>3.9%</b>

Sources by Fund (2019)



Uses by Department (2019)





# Police Department

## Mission

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

## Description

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

The Leesburg Police Department consists of two major operating divisions: Administrative and Operational Support Division and Operations Division. The divisions include the following sections: Criminal Investigations, Patrol Operations, Administrative Support, Operational Support and Information Services.

The current authorized strength is 85 sworn officers and 18 non-sworn personnel who provide law enforcement services and staffing at our [main facility](#) which is open to the public 24 hours a day, seven days a week. In addition to its law enforcement role, LPD provides several community programs, including [Vacation House Checks](#), [Youth Outreach Programs](#), [Citizen's Police Academy](#), [Citizen's Support Team](#), and [Child Safety Seat Inspections](#). LPD develops and maintains Town-wide crisis response plans and serves as the emergency management component of Town government. In addition to outreach activities, the Police Department provides law enforcement services to Town-sponsored and individually planned special events throughout the year. These events are staffed by off-duty officers and with the exception of Town-sponsored or waived-fee events, staffing is paid for by the individual or group requesting services.

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

## Contact Information

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

## Scan Me



## Connect With Us



ADMINISTRATION



PATROL OPERATIONS

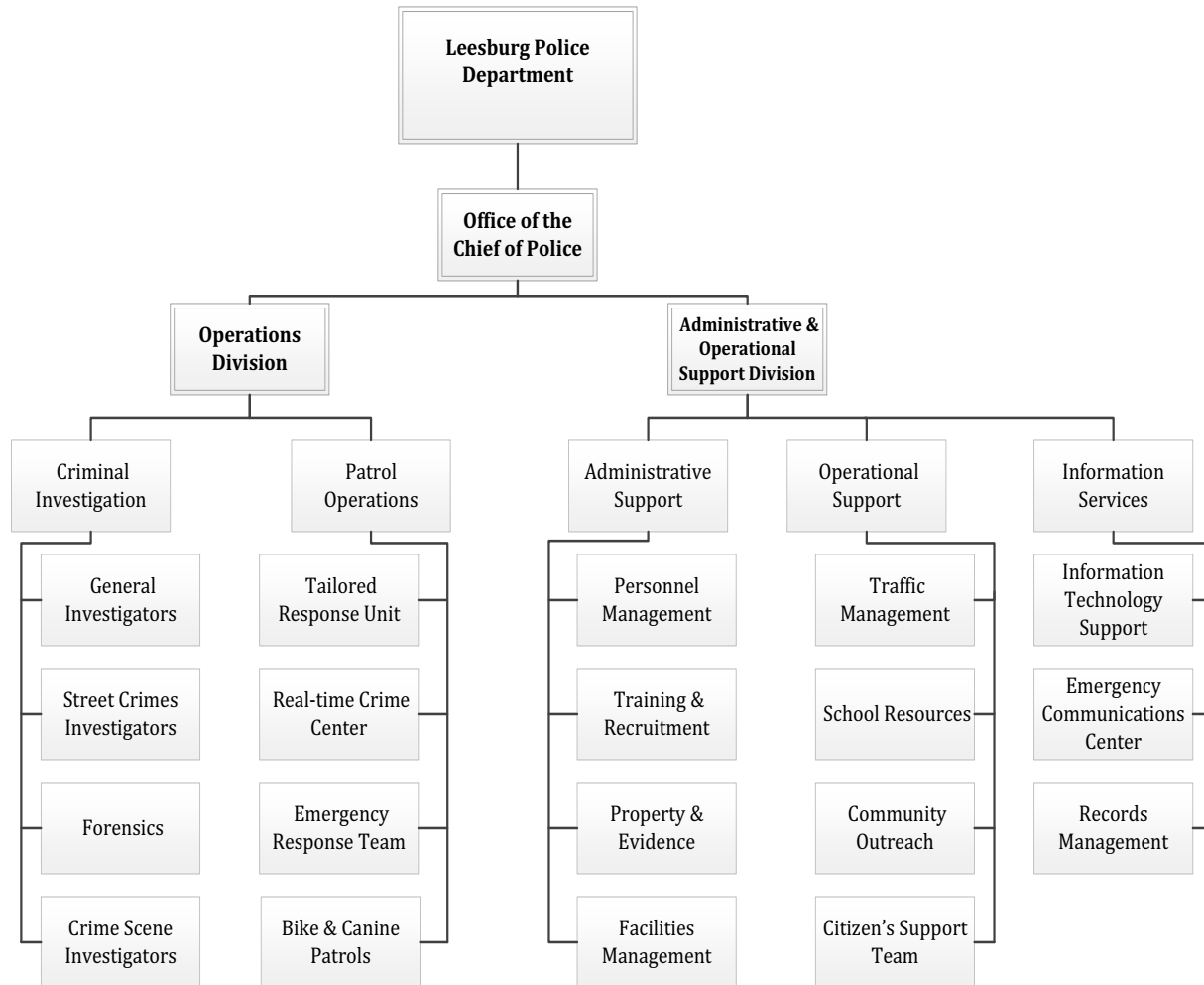


INVESTIGATIONS



COMMUNITY OUTREACH

Organization Chart



Summary of Services

**Criminal Investigation Section**

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

**Patrol Operations Section**

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

**Administrative Support Section**

The Administrative Support Section is responsible for providing the direction and infrastructure support necessary for a modern police

agency to function. It supports the Department Strategic Goal of enhancing police professionalism and community trust through accountability, performance measures, and adoption of modern police practices.

**Operational Support Section**

The Operational Support Section provides sophisticated and comprehensive prevention and support functions to other department programs. These programs range from tailored enforcement actions such as traffic management, bike patrols, accident reconstruction, commercial/retail crime prevention, school security, and youth intervention strategies within the schools. The Section supports the Department Strategic Goal of facilitating crime and disorder prevention and reduction through proactive problem-solving strategies and community partnerships. The Citizen's Support Team works with the Department and Operational Support Section. The Citizen's Support Team is composed of dedicated community volunteers who supplement police resources during special events and support community policing activities. Trained by the Leesburg Police Department in traffic direction techniques, the volunteers help with traffic control



during parades and other special events and often are called up for emergency traffic duty during fires, serious traffic accidents, and hazardous incidents and situations. These volunteers also provide additional vehicle patrols in the community and report back any suspicious activity. They take no law enforcement actions but act solely as observers while officers are en route.

**Information Services Section**

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

**Goals & Objectives**

Scorecard	Goal	Objective	Term
BP, CS	Reduce the number of larceny cases occurring by 5% each year for a three year period	Increase the number of assigned personnel to high theft from vehicle crime areas through the incorporation of blitz operations at targeted locations	Short
		Enhance coverage of the lock, take, or hide message through a concentrated social and multimedia campaign	Intermediate
		Work with the Commonwealth Attorney's Office to identify and prosecute repeat offenders	Long
BP, CS	Reduce the crash rate on major arterial routes within the Town by 5% each year for a three year period	Increase the number of assigned personnel to high crash locations for monthly specialized enforcement blitzes	Short
		Develop a traffic safety enforcement strategy that concentrates dedicated traffic officers along high volume routes during times of peak traffic	Intermediate
		Work with Council and other Town departments to incorporate safe and efficient traffic flow as a major priority in all new developments and redevelopments	Long
CS, ED	Enhance police professionalism and community trust through the adoption of modern police practices by incorporating new performance measures of accountability each year for a three year period	Maintain a ratio of formal complaints filed to formal police contacts to less than 2% of total contacts	Short
		Achieve quality assurance survey results of 90% of evaluated contacts meets or exceeds customer expectations	Intermediate
		Develop and implement a community wide survey to measure community perception of safety and achieve a rating greater than 80% that feel safe or very safe in their community	Long
BP, CS, ED	Increase public/Community outreach by 15% each year for a three year period	Increase the number of professional media releases and social media engagements and provide for a mechanism to cover town wide emergency media releases during off hours	Short
		Develop a social media strategy and program to provide outreach to all aspects of the community with an emphasis on those under 30	Intermediate
		Develop and implement a comprehensive program to educate the community on public safety issues using all available formats including social media	Long
BP, CS, ED	Increase recruitment initiatives and outreach	Develop a plan to increase participation in recruitment fairs, job fairs, and college visits to attract high quality applicants to fill vacant positions.	Intermediate

Keeping Us Safe

<b>Scorecard</b>	<b>Goal</b>	<b>Objective</b>	<b>Term</b>
<b>BP, CS, ED</b>	Increase and enhance specialized operational programs	Re-staff Traffic Management Unit (supervisor and vacant motor unit position). Reinstate PD K9 Unit.	Short
<b>BP, CS</b>	Increase operational and administrative efficiency through crime and traffic analysis.	Develop an internal crime an traffic analysis program in order to accurately analyze data to determine crime and traffic trends and issues.	Long

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

**Expenditures by Division**

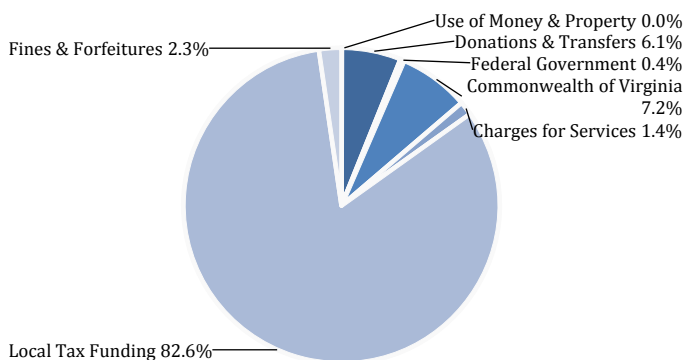
Divisions	FY 2017	FY 2018	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Administrative Support	\$ 2,086,065	\$ 2,119,042	\$ 2,277,561	\$ 2,636,769	\$ 517,727	24.4%
Patrol Operations	4,912,942	5,917,223	5,763,568	5,814,010	(103,213)	-1.7%
Criminal Investigations	1,275,204	1,418,996	1,422,297	1,574,466	155,470	11.0%
Community Services	1,539,136	1,865,581	1,862,788	1,767,590	(97,991)	-5.3%
Information Services	1,582,259	1,762,193	1,759,193	1,830,159	67,966	3.9%
Citizen's Support Team	3,484	5,395	5,395	4,535	(860)	-15.9%
Fire & Rescue	644,905	644,905	644,905	644,905	—	—%
<b>Total</b>	<b>\$ 12,043,994</b>	<b>\$ 13,733,335</b>	<b>\$ 13,735,707</b>	<b>\$ 14,272,434</b>	<b>\$ 539,099</b>	<b>3.9%</b>

**Financial Information & Analysis**

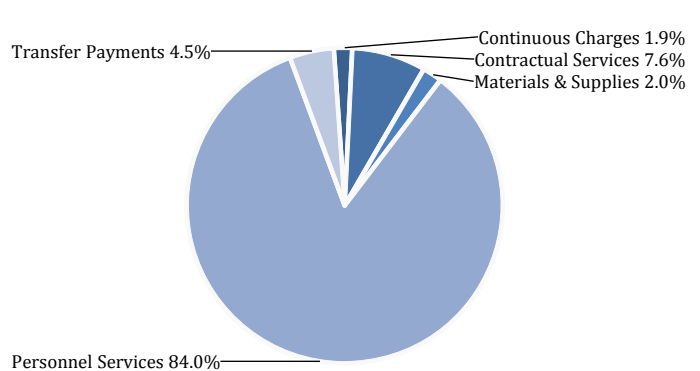
Object Categories	FY 2017	FY 2018	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Fines & Forfeitures	\$ 261,168	\$ 348,700	\$ 348,700	\$ 328,700	\$ (20,000)	-5.7%
Use of Money & Property	10,494	1,000	1,000	5,000	4,000	400.0%
Charges for Services	190,242	200,800	200,800	200,800	—	—%
Donations & Transfers	785,160	847,149	847,499	863,569	16,420	1.9%
Commonwealth of Virginia	994,282	975,020	975,020	1,029,660	54,640	5.6%
Federal Government	41,002	58,600	58,600	58,600	—	—%
<b>Total Revenue</b>	<b>\$ 2,282,349</b>	<b>\$ 2,431,269</b>	<b>\$ 2,431,619</b>	<b>\$ 2,486,329</b>	<b>\$ 55,060</b>	<b>2.3%</b>
Local Tax Funding	9,761,645	11,302,066	11,304,088	11,786,105	484,039	4.3%
<b>Total Sources</b>	<b>\$ 12,043,994</b>	<b>\$ 13,733,335</b>	<b>\$ 13,735,707</b>	<b>\$ 14,272,434</b>	<b>\$ 539,099</b>	<b>3.9%</b>

<b>Uses</b>						
Personnel Services	\$ 10,124,531	\$ 11,784,371	\$ 11,622,371	\$ 11,992,033	\$ 207,662	1.8%
Contractual Services	704,468	753,537	791,957	1,082,834	329,297	43.7%
Materials & Supplies	282,310	282,025	305,450	284,225	2,200	0.8%
Transfer Payments	644,905	644,905	654,905	644,905	—	—%
Continuous Charges	248,747	268,497	242,555	268,437	(60)	0.0%
Capital Expenditures	39,032	—	118,469	—	—	—%
<b>Total Uses</b>	<b>\$ 12,043,994</b>	<b>\$ 13,733,335</b>	<b>\$ 13,735,707</b>	<b>\$ 14,272,434</b>	<b>\$ 539,099</b>	<b>3.9%</b>
<b>Total Full-Time Equivalent (FTE)</b>	<b>103.00</b>	<b>103.00</b>	<b>103.00</b>	<b>103.00</b>	<b>—</b>	<b>—%</b>

Sources by Type (2019)



Uses by Object (2019)



**Budget Analysis**

The adopted FY 2019 operating budget for the Leesburg Police Department includes an increase of \$539,099 or 3.9% over the FY 2018 Adopted Budget. This increase is attributable to personnel services increase of \$207,662 due to salary and benefit adjustments. Further, the operating budget increase of \$331,437 is primarily due to an increase of \$201,000 for costs related to the Department's radio licensing, maintenance and support previously funded by

Loudoun County being shifted to the Town, and contractual maintenance and communications services related to the implementation of body worn cameras for officers. The funding of \$201,000 is required to continue relying on Loudoun County staff support in maintaining, replacing, repairing and managing the consistent operation of the 114 portable radios and 75 mobile radios within the Police Department.

**Performance Measures**

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
BP, CS, ED	Recruitment initiatives and outreach <i>Measures the total number of recruitment outreach efforts in a calendar year</i>	15	10	15	↔
BP, CS	Rate for thefts from automobiles <i>Measures the change by percentage of thefts from automobile cases occurring</i>	61.66%	-70.19%	0%	↓
BP, CS	Number of traffic citations <i>Measures the total number of traffic citations issued in a calendar year</i>	5,572	6,000	6,000	↑
BP, CS	Number of traffic safety blitzes and special enforcement details <i>Measures the total number of traffic safety blitzes and details in a calendar year</i>	787	800	800	↔
BP, CS	Number of vehicular crashes <i>Measures the total number of vehicular crashes responded to in a calendar year</i>	1,127	1,200	1,200	↑
CS, ED	Percentage use of force cases <i>Measures the ratio of use of force cases to number of arrests</i>	3.3%	3.0%	3.0%	↔
CS, ED	Percentage of formal complaints filed <i>Measures the ratio of the number of formal complaints to number of formal police contacts</i>	0.03%	0.03%	0.01%	↓
CS, ED, BP	Number of public outreach engagements <i>Measures the number of professional press releases issued and the number of social media postings</i>	407	500	500	↑

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

**Performance Analysis**

Keeping the Leesburg community safe continues to be the top priority for the Leesburg Police Department. Through proactive policing strategies and working with local businesses and operators, a reduction rate (percentage) for thefts from automobiles is projected for 2018. The Town experienced a rash of thefts from vehicles in 2017. Eight arrests were made in relation to these incidents. Enforcement activities through safety/traffic blitzes along Town roads and thoroughfares are showing positive results as evidenced by their the number of specialized traffic details (800). The number of use of force cases slightly increased to 3.3% of all arrest in 2017. This is as a result of an increase in Emergency Custody Orders (ECO) and Temporary Detention Orders (TDO), and the inclusion of those arrests in 2017's reporting. This increase reemphasizes the importance of Crisis Intervention Training (CIT) for sworn and non-sworn members of the Department. Currently, 68% of all uniformed officers and 69% of all dispatchers have completed CIT training. The number of formal complaints filed increased slightly by 0.01% of all police contacts.

Providing the Necessities

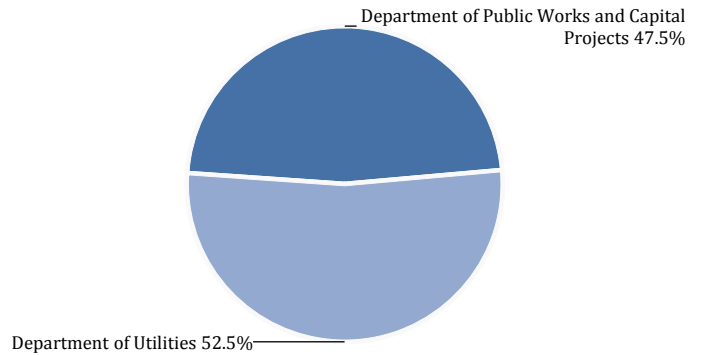
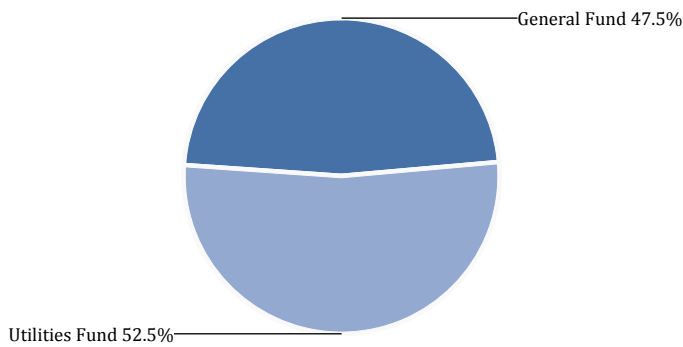
Maintaining core infrastructure, managing capital improvement projects, and ensuring safe and reliable drinking water is the responsibility of the Town’s Department of Public Works and Capital Projects, and Utilities Department. This function also oversees Town wastewater and stormwater programs, street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

Financial Information & Analysis

Object Categories	FY 2017 Actual	FY 2018 Budget	FY 2018 Revised	FY 2019 Adopted	Variance	
					\$	%
<b>Sources</b>						
General Fund	\$ 13,540,983	\$ 14,330,618	\$ 16,400,801	\$ 14,183,048	\$ (147,570)	-1.0%
Utilities Fund	18,136,961	15,201,641	15,558,765	15,692,213	490,572	3.2%
<b>Total Sources</b>	<b>\$ 31,677,944</b>	<b>\$ 29,532,259</b>	<b>\$ 31,959,567</b>	<b>\$ 29,875,261</b>	<b>\$ 343,002</b>	<b>1.2%</b>
<b>Uses</b>						
Department of Public Works and Capital Projects	\$ 13,540,983	\$ 14,330,618	\$ 16,400,801	\$ 14,183,048	\$ (147,570)	-1.0%
Department of Utilities	18,136,961	15,201,641	15,558,765	15,692,213	490,572	3.2%
<b>Total Uses</b>	<b>\$ 31,677,944</b>	<b>\$ 29,532,259</b>	<b>\$ 31,959,567</b>	<b>\$ 29,875,261</b>	<b>\$ 343,002</b>	<b>1.2%</b>

Sources by Fund (2019)

Uses by Department (2019)





# Department of Public Works and Capital Projects

## Mission

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

## Description

The Department of Public Works and Capital Projects is responsible for a wide variety of municipal services to residents and businesses within the Town of Leesburg. Key responsibilities include the design and construction aspects of the Town's [Capital Improvements Program](#) (CIP), engineering services, storm drainage and stormwater management, transportation, maintenance services of municipal buildings, public roads and sidewalks, traffic signals and signs, bonding for developer projects, and Town-owned motor vehicles and equipment. One of the major challenges facing Public Works is the aging infrastructure that was installed during the major growth that occurred from the early 1980's and continued into the mid-1990's. All of the infrastructure installed during this growth is now between 25 and 30 years old and will begin to require some extensive maintenance. As part of the general administration of the Town's multi-million dollar CIP program, the Capital Projects Division coordinates with the Virginia Department of Transportation, Virginia Department of Environmental Quality, Loudoun County, Northern Virginia Transportation Authority, the Federal Aviation Administration, and the Virginia Department of Aviation to secure funding for transportation, stormwater and airport projects within the Town of Leesburg. The Department provides [brush and fall bulk leaf collection](#), snow removal, mowing and maintenance of municipal land as well as support activities for other Town departments and special events. Public Works & Capital Projects administration manages the contract for [curbside refuse, recycling, and yard waste collection](#) for residential and downtown historic district properties, as well as oversight of the [recycling drop-off facility](#). Technical and engineering services are provided for traffic & transportation studies, stormwater permit compliance, and plan review for road construction, stormwater improvements and capital projects. In addition, Public Works & Capital Projects offers a variety of public education and outreach services to local organizations, schools, and community associations to inform the public of the services the Department provides. The Department coordinates with the Executive Office to host [Keep Leesburg Beautiful](#), an annual month-long campaign each April that offers volunteer opportunities to individuals and groups to participate in cleanup activities and storm drain marking efforts. For more information, please visit the Department of Public Works and Capital Projects web page at [www.leesburgva.gov/publicworks](http://www.leesburgva.gov/publicworks)

## Contact Information

Renee LaFollette P.E.,  
Director of Public Works  
25 West Market Street  
Leesburg, VA 20176  
[rlafollette@leesburgva.gov](mailto:rlafollette@leesburgva.gov)  
(703) 737-6071

## Scan Me



CAPITAL PROJECTS



STREET MAINTENANCE



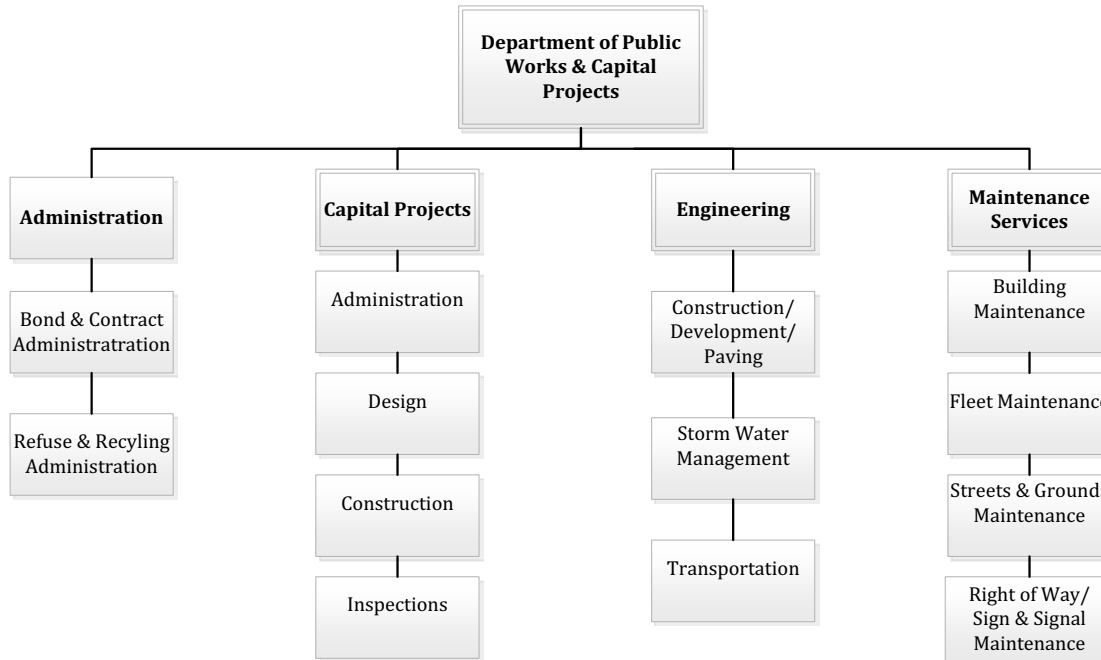
FLEET MAINTENANCE



ENGINEERING

Providing the Necessities

**Organization Chart**



**Summary of Services**

**Administration**

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

**Capital Projects**

The Capital Projects division involves administration, design, construction and inspection of projects within the Capital Improvements Program (CIP). The administrative function oversees support of the design and construction activities and communication with residents, businesses, and the traveling public. The division facilitates public outreach efforts such as newspaper ads and direct mailings, and interacts directly with residents and businesses via both email and phone. Design involves the procurement of design and engineering services and the actual design for the projects included in the CIP. Project managers are responsible for overseeing the design quality, budget, and schedule to include contract management, review of designs and recommendations for approval. This process requires coordination with the Departments of Plan Review and Utilities for items related to public services. The division, in conjunction with Town Attorney’s Office, acquires easements and rights-of-way needed to

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

**Engineering**

Engineering services are provided for construction and development, stormwater management, and transportation. The division is responsible for the review of all engineering construction drawings for stormwater Best Management Practices (BMP), erosion and sediment control, final pavement designs, and traffic signal structures associated with public and private infrastructure improvements submitted in support of development or capital improvement projects proposed within the Town limits. The division reviews rezoning and special exception applications and collaborates with the Department of Plan Review to develop design



and construction standards as well as land development regulation policies. Division staff administers the Town's Municipal Separate Storm Sewer System (MS4) Permit under the National Pollutant Discharge Elimination System Phase II Program and attends Environmental Advisory Commission, Watershed Committee and MS4 Permit watershed related meetings. The inspectors provide assistance to the transportation staff for inspection of work in public right-of-way and respond to all construction-related citizen concerns and complaints. Inspectors coordinate and process all developer-requested bond reduction and bond release requests. Responsibilities include inspections of existing storm sewer outfalls, stormwater ponds, and BMP structures as required by the current MS4 permit. This division manages the annual street resurfacing program and prepares technical reports for the Town Council, Planning Commission, Town Manager and other departments as necessary. The division reviews all traffic studies for developer and Town generated projects, directs and coordinates traffic signal and street light installation, issues and inspects right-of-way permits, staffs the Leesburg Standing Residential Traffic Committee, performs traffic counts and intersection studies, and performs inspection services for 20 bridges within the corporate limits and coordinates maintenance activities when necessary.

**Maintenance Services**

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

replacement of building systems. Streets Maintenance Division oversees the more than 257 lane miles of the Town's street system including sidewalks and trails and grounds maintenance for right-of-ways and some large green space park areas. This work includes mowing, road repairs, patching, repaving, shoulder maintenance, snow removal, road striping and pavement marking, sign maintenance, repairs to the sidewalk, curb and gutter system, street sweeping, brush pickup, trash and debris cleanup, leaf collection, and storm sewer system maintenance and repair, support to the Town's numerous special events and provides traffic control during emergencies in conjunction with the Leesburg Police Department. In addition, The Streets Maintenance Division provides operators and equipment to other departments as needed and assists other departments in emergency situations. The Fleet Maintenance Division manages the Public Works Facility Fueling Station, hazardous waste disposal, and preventative maintenance schedules for all of the 490 Town-owned vehicles and pieces of equipment including performing state safety inspections of Town-owned vehicles. The Transportation Division is responsible for the installation, operation and maintenance of new and existing street lights and is responsible for the computerized traffic signal management system of the more than 60 traffic signals within the Town limits.

**Goals & Objectives**

Scorecard	Goal	Objective	Term
BP, CS, ED	Comply with and implement new regulatory requirements of the Virginia Stormwater Management Act and Regulations (VSMP)	Train Public Works staff to use and administer revised Town storm water regulations	Intermediate
		Enroll staff in DEQ classes for revised SWM/BMP regulations in order to obtain required certificates of competency in the new VSMP	Intermediate
		Coordinate with the Department of Plan Review, Loudoun County, and DEQ to implement the new VSMP regulations	Long
BP, CS	Improve efficiency and lower cost for basic street maintenance services	Review staff training levels; complete training as necessary	Intermediate
		Evaluate and select contractors for selected outsourcing available services, such as detention pond maintenance, mowing and trail maintenance.	Intermediate
		Utilize latest technology in maintenance and repairs	Long
BP, CS	Ensure zero additional disposal costs for chipped brush and leaf disposal	Identify new locations for disposal of collected debris	Long
		Negotiate favorable terms for current disposal locations	Long
BP, CS	Improve brush and leaf collection efficiencies	Collect data and monitor routing for efficient brush and leaf collection	Intermediate
		Evaluate the benefit of routing software to fully utilize GPS devices in vehicles.	Intermediate

Providing the Necessities

Scorecard	Goal	Objective	Term
FM	Increase energy savings to achieve the Town Council policy of 10% reduction	Research and implement new equipment and software technologies, fine-tune building system control devices	Long
BP	Improve Town buildings security	Evaluate Town wide security and safety needs; determine budget impacts and implement changes	Long
BP	Maintain a reliable Town Fleet of vehicles and equipment minimal downtime and long service life	Complete routine maintenance and factory recommended preventative maintenance required by mileage/annual intervals for 95% fleet compliance rate	Long
		Stay current with modern automotive technology advancements through staff to training sessions and updated service manuals	Short
		Receive briefing from factory representatives on the latest diagnostic equipment	Long
FM	Maintain parts stock level (inventory) and review annually	Perform monthly partial count of inventory and a complete count annually	Long
		Review inventory annually to prevent overstocking/understocking and return of unused stock due to sale of surplus equipment and vehicles	Long
		Utilize Fleet Maintenance software to track inventory	Long
BP, CS	Increase recycling rate to achieve the Town Plan goal of 50%	Explore option to provide totters with lids for trash and recycling	Intermediate
		Research successful recycling programs in other jurisdictions	Short
		Collaborate with the Environmental Advisory Commission (EAC) to explore new ways to promote recycling	Intermediate
		Education of public including community document shredding events, educational Town-wide mailings and website development	Long
		Research alternate locations for a replacement drop-off center on the south side of Leesburg	Long
BP, CS	Increase resident awareness and utilization of yard waste collection	Increase website information on yard waste collection	Short
		Work with Environmental Advisory Commission (EAC) to promote a means to increase yard waste collection and decrease brush collection pickups.	Intermediate
		Send out Townwide mailings with information on yard waste collection and utilize door hangers and a free paper bag for yard waste to help with education of residents	Long

**Providing the Necessities**

**Department of Public Works and Capital Projects**

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

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

Providing the Necessities

**Expenditures by Division**

Divisions	FY 2017	FY 2018	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	\$	%
PW Administration	\$ 729,507	\$ 850,660	\$ 1,084,631	\$ 928,032	\$ 77,372	9.1%
Engineering & Inspections	625,206	600,338	714,039	746,955	146,617	24.4%
Streets & Ground Maintenance	4,611,546	4,950,783	5,959,157	4,910,918	(39,865)	-0.8%
Building Maintenance	1,133,826	1,059,042	1,264,608	1,235,265	176,223	16.6%
Fleet Maintenance	1,330,217	1,634,400	1,791,341	1,471,641	(162,759)	-10.0%
Refuse Collection & Recycling	2,922,070	2,828,222	2,830,145	2,884,222	56,000	2.0%
Traffic Management	1,100,079	1,160,173	1,387,437	1,251,815	91,642	7.9%
Regional Transportation	268,444	296,000	342,975	296,000	—	—%
Capital Projects	820,088	951,000	1,026,468	458,200	(492,800)	-51.8%
<b>Total</b>	<b>\$ 13,540,983</b>	<b>\$ 14,330,618</b>	<b>\$ 16,400,801</b>	<b>\$ 14,183,048</b>	<b>\$ (147,570)</b>	<b>-1.0%</b>

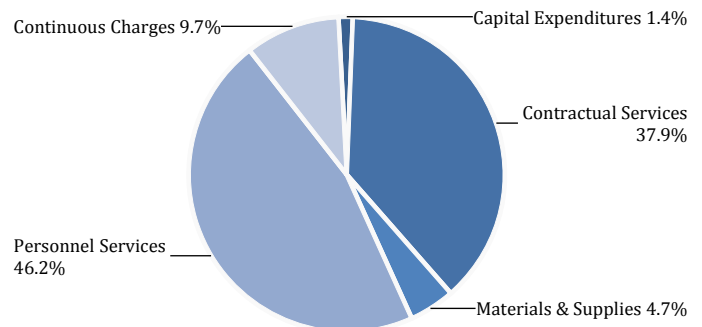
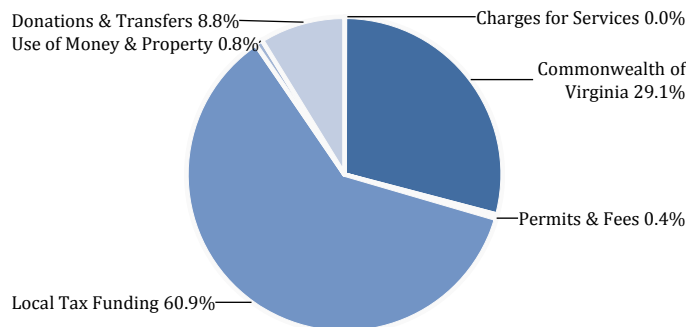
**Financial Information & Analysis**

Object Categories	FY 2017	FY 2018	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Permits & Fees	\$ 13,440	\$ 10,000	\$ 10,000	\$ 60,400	\$ 50,400	504.0%
Use of Money & Property	193,540	90,000	90,000	110,000	20,000	22.2%
Charges for Services	30,850	4,700	4,700	5,100	400	8.5%
Donations & Transfers	1,785,810	1,724,650	1,922,850	1,241,900	(482,750)	-28.0%
Commonwealth of Virginia	4,519,871	3,964,848	3,964,848	4,122,461	157,613	4.0%
<b>Total Revenue</b>	<b>\$ 6,543,510</b>	<b>\$ 5,794,198</b>	<b>\$ 5,992,398</b>	<b>\$ 5,539,861</b>	<b>\$ (254,337)</b>	<b>-4.4%</b>
Local Tax Funding	6,997,473	8,536,420	10,408,403	8,643,187	106,767	1.3%
<b>Total Sources</b>	<b>\$ 13,540,983</b>	<b>\$ 14,330,618</b>	<b>\$ 16,400,801</b>	<b>\$ 14,183,048</b>	<b>\$ (147,570)</b>	<b>-1.0%</b>

<b>Uses</b>						
Personnel Services	\$ 5,757,239	\$ 6,235,224	\$ 6,235,224	\$ 6,662,604	\$ 427,380	6.9%
Contractual Services	5,645,021	5,255,330	6,956,756	5,469,980	214,650	4.1%
Materials & Supplies	593,406	626,560	654,635	676,560	50,000	8.0%
Transfer Payments	282,742	316,000	362,975	(235,500)	(551,500)	-174.5%
Continuous Charges	1,097,251	1,497,254	1,620,162	1,400,654	(96,600)	-6.5%
Capital Expenditures	165,325	400,250	571,048	208,750	(191,500)	-47.8%
<b>Total Uses</b>	<b>\$ 13,540,983</b>	<b>\$ 14,330,618</b>	<b>\$ 16,400,801</b>	<b>\$ 14,183,048</b>	<b>\$ (147,570)</b>	<b>-1.0%</b>
<b>Total Full-Time Equivalent (FTE)</b>	<b>55.00</b>	<b>57.00</b>	<b>57.00</b>	<b>61.00</b>	<b>4.00</b>	<b>7.0%</b>

Sources by Type (2019)

Uses by Object (2019)



**Budget Analysis**

The FY 2019 adopted operating budget for the Department of Public Works and Capital Projects includes a decrease of \$147,570 or 1.0% from the FY 2018 Adopted Budget. The decrease is primarily a result of a budgeting change for FY 2019 regarding project management costs associated with projects included in the Town's Capital Improvements Program (CIP) and the reassignment of an Executive Office Associate position to the Office of the Clerk of the Council. Beginning in FY 2019, project management costs of \$483,500 for the Capital Projects Division budgeted to projects in the Town's CIP are no longer budgeted in the General Fund. As a result, the transfer from the Capital Projects Fund is reduced along with the expenditure budget. It should be noted that the remaining funding in the Capital Projects Division continues to be completely offset by administrative overhead costs within the Capital Projects Fund for the Town's CIP resulting in no net fiscal impact to the General Fund.

This decrease is offset by increases due to the enhancement Construction Inspector position in the Engineering & Inspections Division and transferring of three positions from the Department of Parks and Recreation (two Maintenance Worker positions and an Open Space Planner position). Further, other operating increases are attributable to contractual increases related to refuse and recycling collection services; electricity costs associated with additional traffic signals town-wide; and contractual services for milling and paving requirements. It should be noted the elimination of budgeted, one-time expenditures associated with outfitting an additional crew in FY 2018 offsets a portion of these increases.

The FY 2019 estimated revenue includes an increase in the maintenance funding from the Virginia Department of Transportation and the reallocation of insurance recovery revenue.

**Performance Measures**

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
BP, CS	Number of land development bond inspection and processing actions <i>Measures the total number of developer requests for land development bond extensions, reductions, and bond release actions</i>	35	40	45	↑
BP, FM	Dollar value of fees collected for land development bonding actions <i>Measures the dollar value of fees collected for bond extensions, reductions, and bond release actions</i>	\$22,500	\$27,000	\$30,600	↑
FM	Capital projects administrative expenditures to total yearly CIP expenditures <i>Ratio of administrative expenditures to capital project expenditures</i>	2.9%	3.1%	2.2%	↔
BP	Number of projects in design <i>Measures the total number of capital projects in design</i>	16	17	12	↓
BP	Number of capital projects under construction <i>Measures the total number of capital projects under construction</i>	10	15	12	↓
BP, FM	Percentage of hours worked on curbside brush collection <i>Measures the % of workable hours used on curbside brush collection, based on 48,762.5 available hours</i>	13.0%	12.0%	12.0%	↔
BP, FM	Percentage of hours worked on curbside leaf collection <i>Measures the % of workable hours used on curbside leaf collection, based on 48,762.5 available hours</i>	7.0%	8.0%	9.0%	↔
FM	Percentage of capital projects completed on schedule <i>Measures the percentage of capital projects completed on schedule</i>	63%	65%	75%	↑
FM	Percentage of capital projects completed within budget <i>Measures the percentage of capital projects completed within budget</i>	85%	90%	75%	↓
BP, FM	Percentage of Building Maintenance calls responded to in 48 hours <i>Measures the percentage of building maintenance calls completed in 48 hours</i>	92%	90%	90%	↔
BP, FM	Percentage of Fleet available <i>Measures the percentage of all vehicles and equipment available on a daily basis</i>	95%	95%	95%	↔
BP, CS	Percentage recycling rate for the Town of Leesburg <i>Measures the percentage of recyclable materials collected</i>	36%	37%	38%	↔
CS	Percentage of trouble calls completed in less than the targeted time <i>Percentage of traffic signal trouble calls responded to within 30 minutes during business hours</i>	99%	100%	100%	↔

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

Providing the Necessities

**Performance Analysis**

The Department of Public Works and Capital Projects continues to promote efficiencies in all operations, and service delivery. The department strives to maintain the Town's aging infrastructure with in-house and contracted resources as cost effectively as possible to maintain a high level of service. With between 12 and 17 capital projects consistently in design and/or construction, the Capital Projects Division continues to manage projects of increasing complexity, with its primary focus on regional roadways within the Town, financed in large part by anticipated funding from Northern Virginia Transportation Authority (NVTA).

The availability of the Town's fleet remains high at 95% and operational continuity at 92% for facilities in FY 2017. Due to the anticipated implementation of a new asset management system in 2019-2020, the Fleet Division and Building Maintenance Division are to anticipated improve upon this success despite the growth in the fleet and number and aging of facilities. The strategic use of the Capital Asset Replacement Program to proactively target required replacements results in improved productivity and improved continuity of operations.

In FY 2017, Town staff conducted a comprehensive evaluation of the brush and leaf collection operations through a Kaizen, for which several identified efficiencies and process improvement measures have been implemented. These improvements will allow the Streets Division staff to decrease the percentage of annual hours spent on collection efforts; which allows for increased ability for the same staff to maintain the Town's street system of over 257 lane miles including pavement, curbage, sidewalks, trails, right-of-way grounds and signage.

# Department of Utilities

## Mission

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

## Description

The Department of Utilities is responsible for providing quality water and sanitary sewer services to utility customers in a manner that balances social, environmental, and economic factors. As an enterprise fund, the Department is a self-supporting entity that is funded solely by user fees charged to water and sewer customers and therefore receives no general tax funding from the Town. Utility customers are billed quarterly and revenues are reinvested into the operation, maintenance, and construction of the Town's water and sewer systems. In April 2017, the Kenneth B. Rollins Water Filtration Plant received the Virginia Department of Health's (VDH) Excellence in Waterworks Performance Award for the thirteenth consecutive year.

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

In a concerted effort to provide water and sewer customers with quality services and programs, new and existing customers can [start or stop](#) service at their request by completing a simple on-line form. Customers can also view their water usage on-line and sign up to receive an e-mail or text for high water usage alerts. In addition, the Department provides a variety of [payment options](#) in order to serve the diverse needs of our customers. The Department provides after-hours emergency services in case of significant water or sewer service problems. As a member of [Miss Utility](#), the Town assures that all underground public water and sewer lines are clearly marked for developers, contractors and homeowners before they dig.

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

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

## Contact Information

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## Scan Me



ADMINISTRATION



UTILITY MAINTENANCE



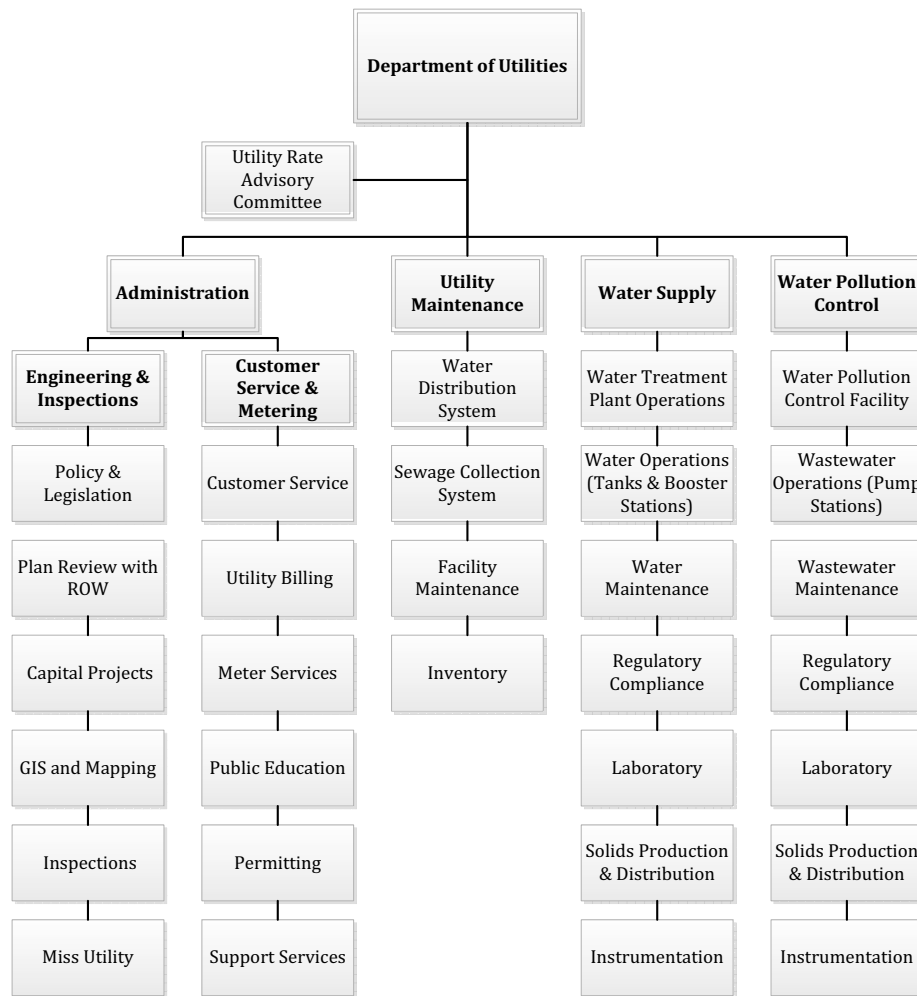
WATER SUPPLY



POLLUTION CONTROL

Providing the Necessities

Organization Chart



Summary of Services

**Administration**

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

water meter installation for new utility services, and maintaining the automated meter reading system.

**Utility Maintenance**

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



**Water Supply**

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

**Water Pollution Control**

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

**Goals & Objectives**

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

Providing the Necessities

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

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

**Expenditures by Division**

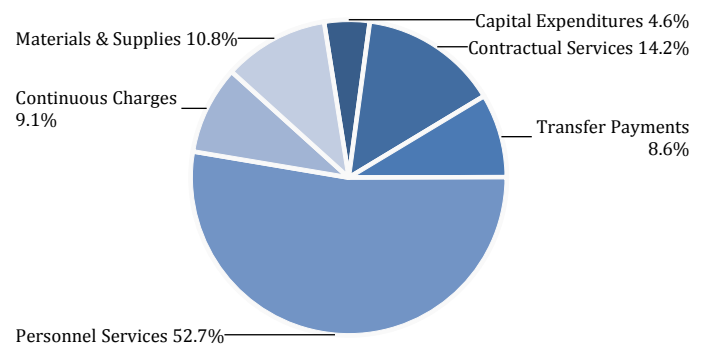
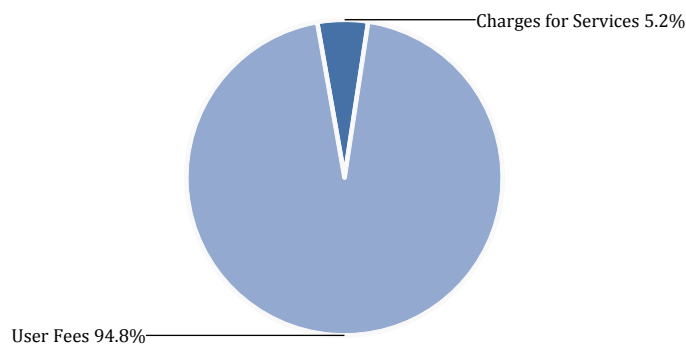
Divisions	FY 2017	FY 2018	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Utilities Administration	\$ 8,870,137	\$ 4,368,666	\$ 4,575,359	\$ 4,496,391	\$ 127,725	2.9%
Utilities Lines & Maintenance	2,287,821	2,924,951	3,059,971	3,243,186	318,235	10.9%
Water Supply	2,969,394	3,420,703	3,173,088	3,346,701	(74,002)	-2.2%
Water Pollution Control	4,009,609	4,487,321	4,750,348	4,605,935	118,614	2.6%
<b>Total</b>	<b>\$ 18,136,961</b>	<b>\$ 15,201,641</b>	<b>\$ 15,558,765</b>	<b>\$ 15,692,213</b>	<b>\$ 490,572</b>	<b>3.2%</b>

**Financial Information & Analysis**

Object Categories	FY 2017	FY 2018	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Charges for Services	\$ 83,347	\$ —	\$ —	\$ 812,500	\$ 812,500	—%
<b>Total Revenue</b>	<b>\$ 83,347</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 812,500</b>	<b>\$ 812,500</b>	<b>—%</b>
User Fees	18,053,614	15,201,641	15,558,765	14,879,713	(321,928)	-2.1%
<b>Total Sources</b>	<b>\$ 18,136,961</b>	<b>\$ 15,201,641</b>	<b>\$ 15,558,765</b>	<b>\$ 15,692,213</b>	<b>\$ 490,572</b>	<b>3.2%</b>
<b>Uses</b>						
Personnel Services	\$ 7,317,238	\$ 7,831,636	\$ 7,831,636	\$ 8,268,491	\$ 436,855	5.6%
Contractual Services	1,014,020	2,447,310	2,538,833	2,230,208	(217,102)	-8.9%
Materials & Supplies	1,529,058	1,571,100	1,888,327	1,693,850	122,750	7.8%
Transfer Payments	1,367,057	1,323,300	1,323,300	1,349,800	26,500	2.0%
Continuous Charges	1,260,919	1,392,600	1,481,991	1,420,969	28,369	2.0%
Capital Expenditures	5,648,669	635,695	494,679	728,895	93,200	14.7%
<b>Total Uses</b>	<b>\$ 18,136,961</b>	<b>\$ 15,201,641</b>	<b>\$ 15,558,765</b>	<b>\$ 15,692,213</b>	<b>\$ 490,572</b>	<b>3.2%</b>
<b>Total Full-Time Equivalent (FTE)</b>	<b>81.00</b>	<b>81.00</b>	<b>81.00</b>	<b>83.00</b>	<b>2.00</b>	<b>2.5%</b>

Sources by Type (2019)

Uses by Object (2019)



**Budget Analysis**

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

The FY 2019 adopted operating budget for the Utilities Department increases \$490,572 or 3.2% over the FY 2018 Adopted Budget. The increase is associated with the two new Water Pollution Control Operator enhancement positions; one-time capital outlay purchases to address safety issues in the utility facilities, contractual services for consulting services for maintenance and safety compliance; and salary and benefit adjustments for existing staff. The operating budget in FY 2017 included the Utilities Fund costs for repair, renovation, and replacement (3R) of existing for equipment,

vehicles and facilities. Beginning in FY 2018, the Utilities Fund 3-R Reserve is separated from operations. Further details can be found in the Financial Summaries section of this document.

Revenue estimates for FY 2019 account for water and sewer rate increases previously approved by the Town Council as well as revenue associated with the Panda Energy partnership.

**Performance Measures**

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
BP, CS	Number of utility bills processed <i>Measures the total number of utility bills processed</i>	64,636	65,500	66,200	↑
BP, CS	Number of plans reviewed <i>Measures the total number of plans reviewed</i>	207	225	200	↑
BP, CS	Number of water/sewer system model requests <i>Measures the total number of water/sewer system model requests completed</i>	18	20	20	↑
BP, CS	Dollar value of public facility permit fees <i>Measures the dollar value of public facility permit fees collected</i>	\$2,407,869	\$2,100,000	\$2,300,000	↑
BP, CS	Number of public facility permits processed <i>Measures the total number of public facility permits processed</i>	125	130	130	↑
BP, CS	Number of Cross Connection compliance inspections <i>Measures the total number of high hazard devices inspected</i>	448	440	440	↓
BP, CS	Number of inspections of facilities with industrial waste discharge <i>Measures the total number of inspections for industrial waste users</i>	173	200	215	↑
BP	Number of Miss Utility requests received and completed <i>Measures the total number of Miss Utility "request to locate" water and sewer lines</i>	7,632	7,500	7,600	↓
CS	Number of non-emergency and emergency customer service calls <i>Measures the total number of responses to non emergency calls with in 48 hours, and emergency calls within 4 hours</i>	280	270	270	↓
BP	Number of large water meters tested <i>Measures the total number of large meters (3" and above) tested for accuracy</i>	28	28	28	↔
CS	Number of fire hydrant inspections and maintenance completed <i>Measures the total number of fire hydrant inspections and preventative maintenance services</i>	1,350	1,350	1,370	↔
BP	Number of equipment preventive maintenance services performed at water and wastewater facilities <i>Measures the total number of equipment preventative maintenance services provided at water and wastewater facilities by utility maintenance staff</i>	2,800	2,825	2,830	↑
CS	Number of lateral sewer inspections <i>Measures the total number of lateral connections evaluated during sewer main inspection</i>	252	300	300	↑
BP	Number of sanitary sewer pipeline evaluations (feet) <i>Measures the total number of pipeline evaluations by closed circuit TV of the wastewater collection system</i>	88,536	100,000	100,000	↑
BP, CS	Routine Cleaning of the Sanitary Sewer system <i>Measures the length of pipeline by linear foot cleaned to assure proper operation of system</i>	162,194	155,000	160,000	↓
CS, ED, FM	Dollar cost of water production per 1,000 gallons of water produced <i>Measures the water production cost per 1,000 gallons of water produced</i>	\$1.90	\$1.90	\$1.90	↔
CS, ED, FM	Number of water quality samples <i>Measures the total number of water quality samples required for federal and state regulations</i>	20,785	20,800	20,900	↑
CS, ED	Number of water quality customer service requests <i>Measures the total number of water quality customer service requests responded to within 24 hours</i>	20	20	20	↔

Providing the Necessities

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
ED, FM	Number of preventative maintenance work orders at the water filtration facility <i>Measures the total number of preventative maintenance work orders performed at the water facility by water supply staff</i>	529	650	600	↑
CS	Number of water production process valves manually operated and tested <i>Measures the total number of water production valves manually operated and tested to ensure operating efficiency</i>	238	240	240	↔
CS, ED, FM	Dollar cost of wastewater treatment per 1,000 gallons treated <i>Measures the wastewater treatment cost per 1,000 gallons treated</i>	\$3.20	\$3.50	\$3.74	↑
FM, ED	Number of preventative maintenance work orders at the wastewater facility <i>Measures the total number of preventative maintenance work orders performed at the wastewater facility by water pollution control staff</i>	338	400	450	↑
BP, FM	Number of dry tons of biosolids generated <i>Measures the total number of dry tons of biosolids generated at the wastewater facility</i>	1,057	1,050	1,107	↔
BP, FM	Dollar value of Class A Exceptional Quality Biosolid (TLC) sales <i>Measures the dollar value of Class A Exceptional Quality Bio Solid sales</i>	\$70,470	\$70,000	\$70,000	↔

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

**Performance Analysis**

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

In parallel with the continuing growth of the Town, the number of utility bills processed is anticipated to increase by more than 10% or from 65,500 to 66,200. The number of high hazard devices inspected, Miss Utility requests received and completed, and fire hydrant inspections and maintenance completed are trending higher in conjunction with the anticipated growth due to Town-wide development. In addition, the length of pipeline for the sanitary sewer system is increasing as well as the number of preventative maintenance work orders at the Water Filtration plant. The Town remains proactive in its strategies to diversify the utility through its water testing contract services, and bio-solids sale.

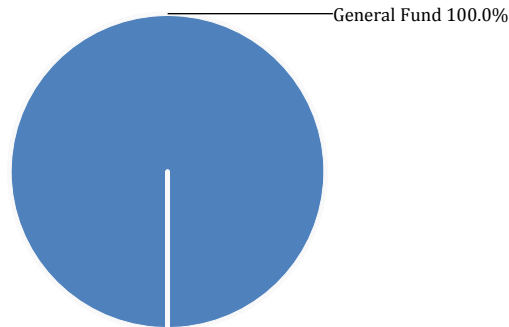
Ensuring Quality of Life

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

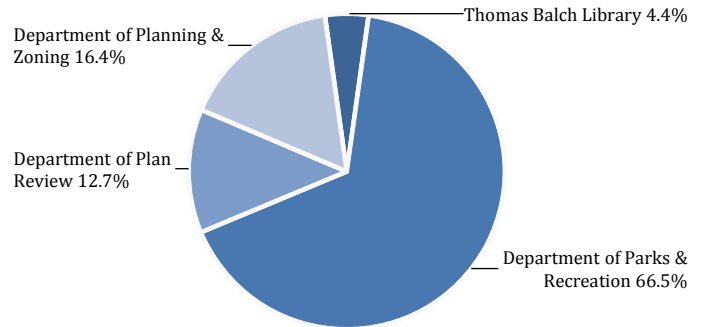
Financial Information & Analysis

Object Categories	FY 2017 Actual	FY 2018 Budget	FY 2018 Revised	FY 2019 Adopted	Variance	
					\$	%
<b>Sources</b>						
General Fund	\$ 10,756,476	\$ 11,695,603	\$ 12,078,398	\$ 11,412,113	\$ (283,490)	-2.4%
<b>Total Sources</b>	<b>\$ 10,756,476</b>	<b>\$ 11,695,603</b>	<b>\$ 12,078,398</b>	<b>\$ 11,412,113</b>	<b>\$ (283,490)</b>	<b>-2.4%</b>
<b>Uses</b>						
Department of Parks & Recreation	\$ 7,357,516	\$ 7,856,261	\$ 8,049,385	\$ 7,587,188	\$ (269,073)	-3.4%
Thomas Balch Library	482,585	490,061	506,861	507,675	17,614	3.6%
Department of Planning & Zoning	1,582,635	1,999,182	2,099,060	1,869,326	(129,856)	-6.5%
Department of Plan Review	1,333,739	1,350,099	1,423,090	1,447,924	97,825	7.2%
<b>Total Uses</b>	<b>\$ 10,756,476</b>	<b>\$ 11,695,603</b>	<b>\$ 12,078,398</b>	<b>\$ 11,412,113</b>	<b>\$ (283,490)</b>	<b>-2.4%</b>

Sources by Fund (2019)



Uses by Department (2019)







# Department of Parks & Recreation

## Mission

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

## Description

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

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

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

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

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

## Contact Information

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

## Scan Me



## Connect With Us



ADMINISTRATION

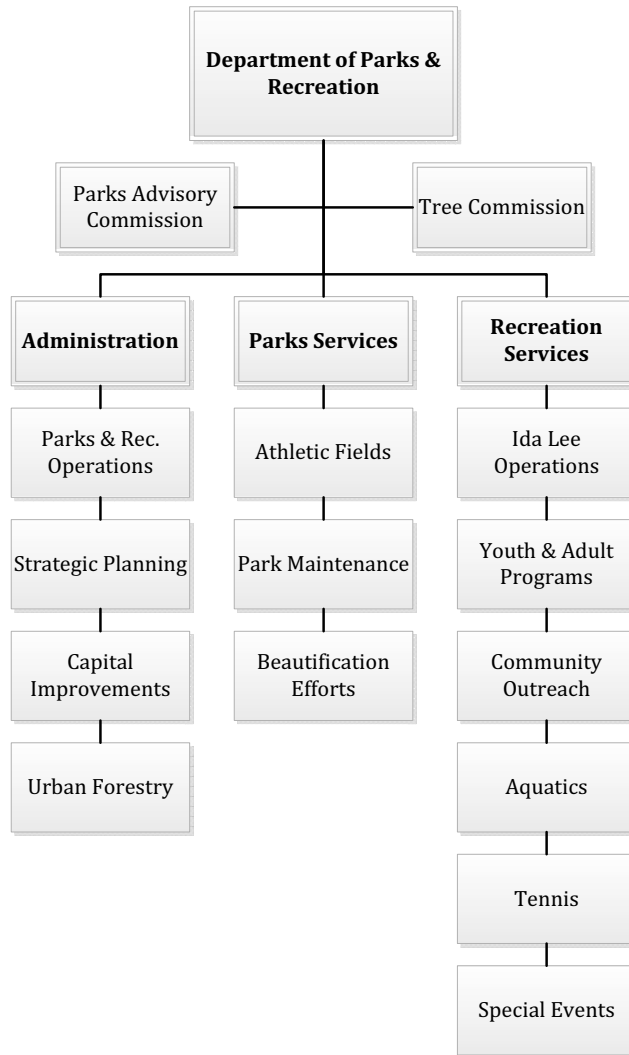


PARKS



RECREATION

Organization Chart



Summary of Services

**Administration Division**

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

**Parks Services Division**

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

**Recreation Services Division**

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

**Goals & Objectives**

Scorecard	Goal	Objective	Term
BP, CS, ED	Deliver exceptional customer service throughout the department.	Development of division specific customer service training programs	Short
		Implement various methodologies department wide to solicit customer input and feedback	Intermediate
		Enhance functionality of the department's web site in order to improve service delivery	Long
BP, CS, FM	Increase Departmental revenue in targeted program areas by 2% in FY 2019	Continued evaluation of current fee structure and offerings to ensure market compatibility	Short
		Expand social media presence in order to increase departmental social media "followers"	Intermediate
		Expand market penetration through program specific marketing plans	Intermediate
BP, CS	Continued implementation of facility and program compliance plan relating to the Americans with Disabilities Act 2010 standards during FY 2019	Compile compliance audits into a formalized implementation plan.	Intermediate
		Identify and incorporate immediate modifications while identifying funding sources for future projects.	Intermediate
CS, ED	Implement online public access to the departments Memorial Tree & Bench program and park amenities listing during FY 2019	Incorporate into the Town's website the GPS coordinates and GPS mapping to allow public access to specific memorial locations and park amenities	Long
CS, ED, FM	Continued support of Town developed initiatives to promote the viability of Leesburg and its business community	Expand market penetration through event specific marketing plans	Intermediate
		Incorporate operational practices to enhance the appearance of downtown	Long
		Provide logistical and planning support in the production of Economic Development Department events	Long
CS, BP, FM	Operate departmental facilities within the most energy efficient manner possible	Evaluate lighting systems and determine ROI on a phased transition to LED.	Intermediate
		Educate staff on simple measures they can take to minimize energy waste.	Short
		Incorporate "smart building" technology wherever possible.	Long
BP,FM	Recruit and maintain an adaptable workforce to meet changing departmental and town wide needs.	Utilize the varied backgrounds of staff to achieve departmental goals.	Short
		Develop a formalized cross training program to ensure continuity of operations in the event of staff absences.	Intermediate
		Expand recruitment efforts to multitalented and diverse employees that will benefit the department and town as a whole.	Long

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

**Expenditures by Division**

Divisions	FY 2017	FY 2018	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	\$	%
P&R Administration	\$ 636,811	\$ 734,353	\$ 801,387	\$ 572,716	\$ (161,637)	-22.0%
Parks	1,293,203	1,405,598	1,493,949	1,259,968	(145,630)	-10.4%
Recreation	5,427,502	5,716,310	5,754,049	5,754,504	38,194	0.7%
<b>Total</b>	<b>\$ 7,357,516</b>	<b>\$ 7,856,261</b>	<b>\$ 8,049,385</b>	<b>\$ 7,587,188</b>	<b>\$ (269,073)</b>	<b>-3.4%</b>

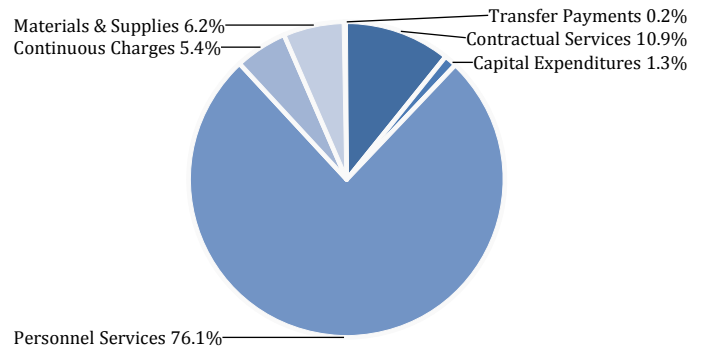
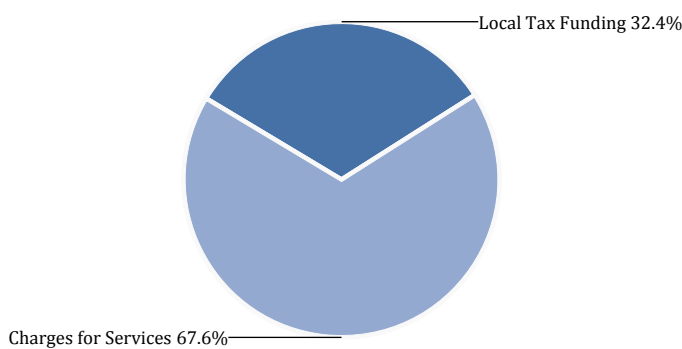
**Financial Information & Analysis**

Object Categories	FY 2017	FY 2018	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Use of Money & Property	\$ 6,435	\$ —	\$ —	\$ —	\$ —	—%
Charges for Services	4,938,986	5,088,621	5,088,621	5,130,621	42,000	0.8%
Donations & Transfers	5,579	140,360	140,360	—	(140,360)	-100.0%
<b>Total Revenue</b>	<b>\$ 4,951,000</b>	<b>\$ 5,228,981</b>	<b>\$ 5,228,981</b>	<b>\$ 5,130,621</b>	<b>\$ (98,360)</b>	<b>-1.9%</b>
Local Tax Funding	2,406,516	2,627,280	2,820,404	2,456,567	(170,713)	-6.5%
<b>Total Sources</b>	<b>\$ 7,357,516</b>	<b>\$ 7,856,261</b>	<b>\$ 8,049,385</b>	<b>\$ 7,587,188</b>	<b>\$ (269,073)</b>	<b>-3.4%</b>

<b>Uses</b>						
Personnel Services	\$ 5,576,872	\$ 5,839,333	\$ 5,829,333	\$ 5,772,650	\$ (66,683)	-1.1%
Contractual Services	765,044	895,370	1,025,524	825,370	(70,000)	-7.8%
Materials & Supplies	436,259	462,212	474,852	472,212	10,000	2.2%
Transfer Payments	144	12,500	115,860	12,500	—	—%
Continuous Charges	494,019	548,846	385,921	406,456	(142,390)	-25.9%
Capital Expenditures	85,178	98,000	217,895	98,000	—	—%
<b>Total Uses</b>	<b>\$ 7,357,516</b>	<b>\$ 7,856,261</b>	<b>\$ 8,049,385</b>	<b>\$ 7,587,188</b>	<b>\$ (269,073)</b>	<b>-3.4%</b>
<b>Total Full-Time Equivalent (FTE)</b>	<b>36.30</b>	<b>37.30</b>	<b>37.80</b>	<b>35.00</b>	<b>(2.30)</b>	<b>-6.2%</b>

Sources by Type (2019)

Uses by Object (2019)



**Budget Analysis**

The FY 2019 adopted operating budget for the Department of Parks and Recreation includes a decrease of \$269,073 or 3.4% from the FY 2018 Adopted Budget. This decrease is primarily attributable to three positions being transferred to the Department of Public Works and Capital Projects (two Maintenance workers and the Open Space Planner), and the elimination of leasing costs associated with the Olde Izaak Walton Park due to the transferring of ownership to the Town through a developer proffered contribution. These decreases

are offset by personnel increases for salary and benefit adjustments of existing staff including an increase of 0.5 FTE to convert a part-time event planner position to a regular, full-time position during FY 2018, and operational increases primarily associated with maintenance efforts at the park facilities. The FY 2019 revenue is estimated to decrease \$98,360 or 1.9% from the FY 2018 Adopted Budget primarily due to the elimination of one-time proffer revenue of \$142,360 included in the FY 2018 budget associated with the Olde

Izaak Walton Park lease; which is offset by projected increases of \$42,000 in charges for service primarily associated with the Tennis Center program activity.

**Performance Measures**

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
BP, FM	Percentage departmental cost recovery <i>Measures the percentage of revenue to expenditure cost recovery of all divisions within the department</i>	67%	67%	67%	↔
BP, FM	Number of Ida Lee Park recreational facility visits <i>Measures the total number of Ida Lee Park Recreation Center, Tennis Center, &amp; outdoor pool users via daily or pass admissions</i>	392,632	393,000	394,000	↑
CS	Number of recreation programs offered <i>Measures the total number of recreational programs offered by the department</i>	6,203	6,200	6,250	↔
CS, FM	Percentage of recreation program registration <i>Measures the percentage of recreation programs offered that are actually held</i>	90%	90%	90%	↔
BP, CS	Percentage of on-line registrations <i>Measure the percentage of all recreation program registrations that are performed on-line</i>	56%	56%	57%	↔
CS	Number of athletic field events <i>Measures the total number of athletic games and practices scheduled on fields maintained by the department</i>	3,041	3,100	3,100	↔
CS	Number of special events offered <i>Measures the total number of special events managed and produced by the department</i>	13	12	13	↔
BP, FM	Dollar value of special event costs per capita <i>Measures the net cost per capita for the special events produced by the department</i>	\$2.40	\$2.40	\$2.40	↔
BP, CS	Number of community outreach hours provided <i>Measures the total number of recreational community outreach service hours provided to identified site locations</i>	1,519	1,519	1,540	↑
BP, CS	Number of community outreach attendance <i>Measures the total number of attendees for all community outreach site locations</i>	4,175	5,050	5,100	↑
CS, FM	Number of Parks and Recreation facility rental hours <i>Measures the total number of hours of park, room, and amenity rentals</i>	14,052	14,200	14,250	↑

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

**Performance Analysis**

Ensuring that the Leesburg community retains the quality of life that residents have come to expect is the top priority for the Department of Parks & Recreation. Through quality programming and state-of-the-art facilities, the Department continues to see an increase in the number of recreational facility visits (392,632,) at Ida Lee, the Tennis Center, and the outdoor pool. Overall, recreation programming is continuing to trend upward as the number of programs will increase to an estimated 6,203 and the number of athletic field events is anticipated to increase to 3,100 in FY 2019. Facility rentals are also trending upward while the number of special events has remained constant. Even though the department has expanded its services and offerings, the percentage cost recovery has remained around 67% because of increasing overhead costs as well as maintaining program fees at competitive market rates.



# Thomas Balch Library

## Mission

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

## Description

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

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

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

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

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

### Library Hours:

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

## Contact Information

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

## Scan Me



ADMINISTRATION



LIBRARY OPERATIONS



COMMUNITY SERVICES

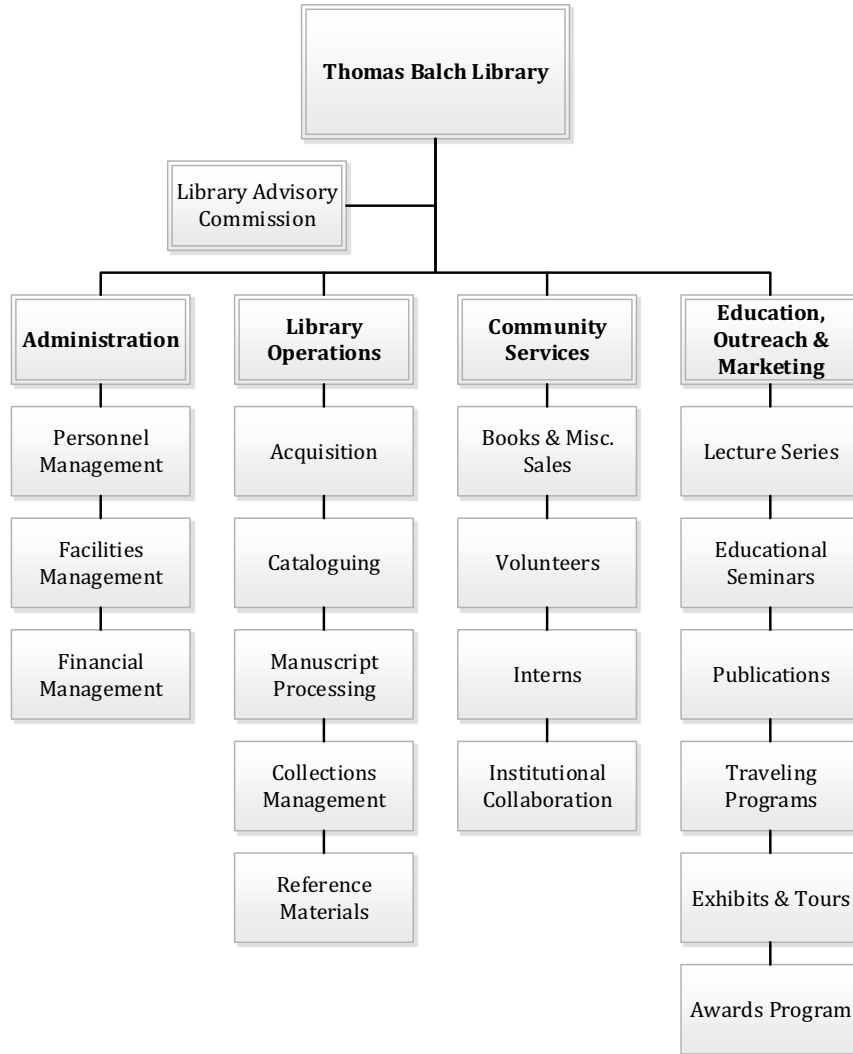


EDUCATION & OUTREACH

## Connect With Us



Organization Chart



Summary of Services

Administration

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

Library Operations

Library Operations acquires printed, digital, manuscript, visual, and oral materials documenting the history of the Town of Leesburg and Loudoun County through donation and purchase. Library staff accessions, processes, digitizes, describes or catalogues, and makes these materials available to library patrons for research. Collection materials include books, oral histories, periodicals, maps, visual collections, newspapers, and manuscripts providing researchers, students, and the purely curious an opportunity to study and understand the history of Loudoun businesses, cultural resources, communities, individuals and families, local government and public leaders, and organizations in the Town of Leesburg and Northern Virginia. Management of collection materials includes inventory control and preservation. Library staff provides on-site and off-site research assistance via Facebook, mail, email, fax, or phone. Periodic surveys assist the library in determining patron needs and in incorporating recommendations from the community into its acquisitions, operations and programming. Interlibrary loan services are



provided on a fee basis to assist those seeking materials not housed at the library. The library works cooperatively with statewide and national organizations such as VIVA, VAMPS, Archives Grid, and the Library of Congress to increase global awareness of holdings.

**Community Services**

Thomas Balch Library collaborates with a variety of educational and community organizations, such as libraries, schools and colleges, retirement centers, and historic sites to share and maximize resources. The library maintains an active volunteer program and an internship program. Volunteers assist with operational duties in collection management, reference, and outreach and marketing. Internships provide students an opportunity to learn about the operation of a special collections library while providing tangible benefits to the library in processing manuscript collections.

**Education, Outreach & Marketing**

Library staff markets the library, its collections and services, locally and regionally, through a variety of print and electronic media as well as through the library’s special events. These efforts are aimed at increasing awareness and use of the library’s collections and advocating for the historical significance of the Town of Leesburg and Loudoun County by illustrating the intellectual proximity between history and genealogy. Working cooperatively with the Library Commission, the library presents annual recognition awards to selected local historians for distinguished service in preserving the history of Loudoun County and when possible to a student with an outstanding local history submission to the Loudoun County Public Schools Social Science Fair. Library staff makes on- and off-site presentations on topics of local history and genealogy to school groups, civic organizations and other groups and participates in national history events such as National History Day.

**Goals & Objectives**

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

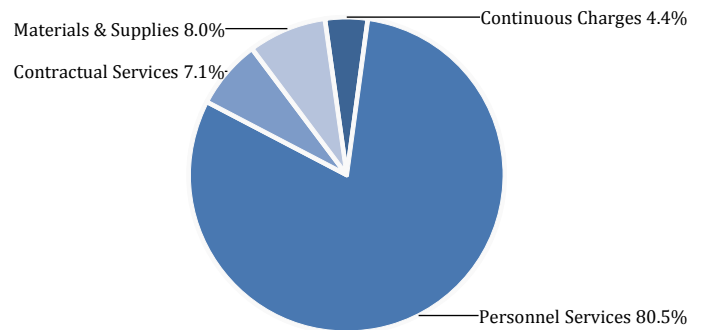
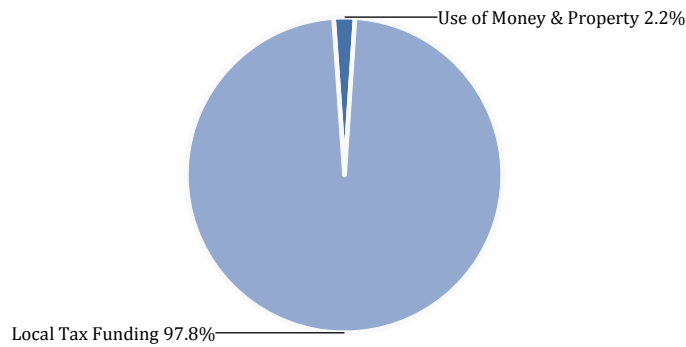
*BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management*

**Financial Information & Analysis**

Object Categories	FY 2017 Actual	FY 2018 Budget	FY 2018 Revised	FY 2019 Adopted	Variance	
					\$	%
<b>Sources</b>						
Use of Money & Property	\$ 12,829	\$ 16,000	\$ 16,000	\$ 11,000	\$ (5,000)	-31.3%
Donations & Transfers	7,707	—	2,326	—	—	—%
<b>Total Revenue</b>	<b>\$ 20,536</b>	<b>\$ 16,000</b>	<b>\$ 18,326</b>	<b>\$ 11,000</b>	<b>\$ (5,000)</b>	<b>-31.3%</b>
Local Tax Funding	462,049	474,061	488,535	496,675	22,614	4.8%
<b>Total Sources</b>	<b>\$ 482,585</b>	<b>\$ 490,061</b>	<b>\$ 506,861</b>	<b>\$ 507,675</b>	<b>\$ 17,614</b>	<b>3.6%</b>
<b>Uses</b>						
Personnel Services	\$ 390,585	\$ 391,434	\$ 393,760	\$ 408,871	\$ 17,437	4.5%
Contractual Services	39,081	35,806	47,356	35,983	177	0.5%
Materials & Supplies	31,440	40,655	37,655	40,655	—	—%
Continuous Charges	20,940	22,166	25,091	22,166	—	—%
Capital Expenditures	540	—	3,000	—	—	—%
<b>Total Uses</b>	<b>\$ 482,585</b>	<b>\$ 490,061</b>	<b>\$ 506,861</b>	<b>\$ 507,675</b>	<b>\$ 17,614</b>	<b>3.6%</b>
<b>Total Full-Time Equivalent (FTE)</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>—</b>	<b>—%</b>

Sources by Type (2019)

Uses by Object (2019)



**Budget Analysis**

The FY 2019 adopted operating budget for the Thomas Balch Library includes an increase of \$17,614 or 3.6% over the FY 2018 Adopted Budget. This increase is largely attributable to increases for personnel services to utilize additional flexible part-time staff and salary and benefit adjustments of existing employees.

Performance Measures

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
BP, CS	Number of annual visitors <i>Measures the total number of visitors as recorded by electronic eye</i>	33,543	32,000	32,000	↑
BP, CS	Number of reference requests <i>Measures the total number of reference requests serviced</i>	26,700	28,000	28,000	↑
BP, CS	Number of Library programs offered <i>Measures the total number of public events produced by staff</i>	144	123	123	↓
BP, CS	Number of Library program attendees <i>Measures the total number of patrons attending programs</i>	3,047	2,500	2,600	↓
BP, CS, FM	Number of meeting room bookings <i>Measures the total number of non-library events held at the facility</i>	104	100	100	↔
BP, CS, FM	Number of non-library program attendees <i>Measures the total number of attendees at programs not sponsored by the library</i>	1,590	1,500	1,500	↔
BP, FM	Dollar value of revenue generated <i>Measures the total revenue generated from meeting room rentals, sale of books, and related products</i>	\$13,985	\$13,000	\$13,000	↔
BP, FM	Dollar value of external support <i>Measures the total value of library volunteers and interns; Friends of TBL and Black History hours and NUCMC support; grants and other organizational support</i>	\$283,192	\$200,000	\$210,000	↓
BP, CS	Number of annual additions to catalogue <i>Measures the total number of backlogged collection materials and new materials added to catalogues</i>	17,088	2,000	2,000	↔

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

Performance Analysis

The Thomas Balch Library welcomed more than 33,500 visitors in FY 2017, while responding to more than 26,000 requests for reference services. Efforts continue to expand awareness of the Library’s offerings through strengthening of collaborative relationships with the Library’s regional partners. The number of meeting room bookings are trending slightly downward. Issues with integrating special collection library materials into the new cataloging system remain and library staff continues to work with Loudoun County Public Library staff to resolve these issues.

The additions to the catalogues noted for FY 2017 are primarily tied to processing of backlogged collection materials. The Library continues to receive offerings for outstanding manuscript collections; however due to staffing limits and space constraints, the number of book collections accepted, processed and made available each year is anticipated to decrease over the next few years; every effort will be made to accept archival and manuscript collection.

In FY 2017, many new, unique library programs were offered resulting in a higher number of programs 144, attendees of 3,047 and consequently increased hours donated by volunteers valued at over \$255,000 along with grant funding of nearly \$28,000. Future programming still heavily relies on volunteer support, and as such, is difficult to project; however, the Library will continue to hold recurring, planned programming, and continue to receive significant value from library volunteer service and support from organizations.



# Department of Planning & Zoning

## Mission

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

## Description

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

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

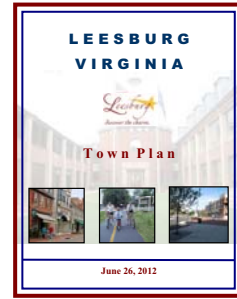
In addition to support to Boards and Commissions, the Department of Planning & Zoning consists of four major operating functions: Administration, Application Review, Comprehensive Planning, and Zoning.

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

## Contact Information

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## Scan Me



Organization Chart



Summary of Services

**Administration**

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

**Application Review**

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

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

**Comprehensive Planning**

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

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

**Zoning**

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

**Board and Commission Support**

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

Ensuring Quality of Life

**Goals & Objectives**

Scorecard	Goal	Objective	Term
BP, CS	Maintain Town Plan to assure that it reflects community goals for the short and long term future and facilitate efforts by Town officials to implement Town Plan goals and policies through the Town Plan Action Program.	Review and update land use policies as necessary to assure that the Town's residential to non-residential land use ratio is balanced in a way that contributes to a sustainable tax base.	Long
		Update Chapter 8, Economic Development as directed by Town Council.	Intermediate
		Review and update the Town Plan as necessary to meet State Code requirements.	Long
BP, CS	Continually evaluate land development review processes to identify areas for improvement.	Develop and implement templates and guidelines for referral agents to use when writing referral comments for PZ project managers. These templates and guidelines will help to elevate the quality of comments received and which should result in less time for PZ project managers to produce consolidated comment letters for applicants.	Short
		Conduct internal assessments, through a Kaizen event or other means, to improve work flow for the review of certificates of approval, zoning permits and occupancy permits.	Intermediate

Scorecard	Goal	Objective	Term
<b>BP, ED</b>	Maximize use of technology to increase efficiency and effectiveness for all Planning and Zoning work program areas.	Digitize new land development applications upon acceptance for processing and update regularly per the Department SOP throughout the land development review process.	Long
		Digitize all archival records by 2019.	Long
		Assure that staff have the necessary hardware and software to maximize work efficiencies.	Intermediate
		Identify training needs on a regular basis and support staff training opportunities.	Short
		Identify and provide training for staff to increase GIS capabilities.	Intermediate
		Maximize use of website for application and permit management, to provide information to the public and to conduct outreach efforts.	Intermediate
		Participate with Loudoun County in the selection of a new electronic plan review system including replacement of LMIS with a new parcel-based software system. Implement such system in the Town of Leesburg.	Long
<b>BP</b>	Assure that the Zoning Ordinance is, and continues to be, a tool that will effectively implement community goals.	Review Article 7 to identify ways to improve regulations in the Crescent Design District to achieve goals for the district. Amend the Zoning Ordinance accordingly.	Short
		Maintain the Town's historic district by updating building surveys for properties in the H-1 Old and Historic District and make the database available to the public.	Long
		Maintain the Zoning Ordinance by conducting the Annual Batch amendment process. Update and Revise Article 14, Landscaping.	Long
		Review the B-1 District in the Downtown to identify ways to facilitate the economic and residential goals for the Downtown. Amend the Zoning Ordinance accordingly.	Intermediate

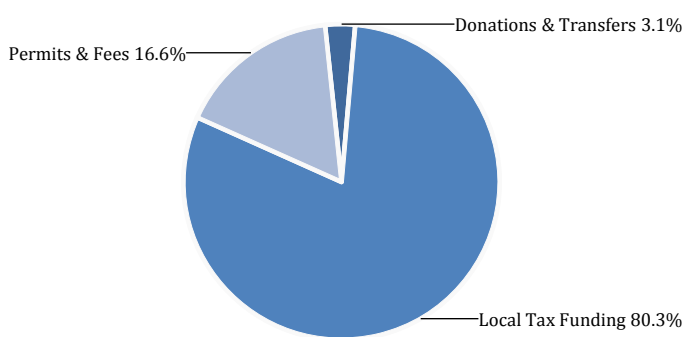
*BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management*



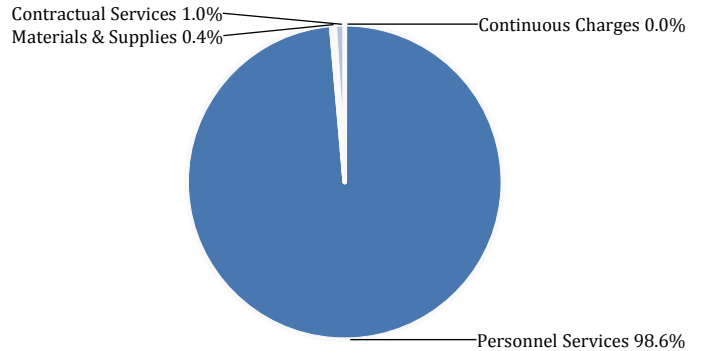
**Financial Information & Analysis**

Object Categories	FY 2017 Actual	FY 2018 Budget	FY 2018 Revised	FY 2019 Adopted	Variance	
					\$	%
<b>Sources</b>						
Permits & Fees	\$ 179,710	\$ 228,000	\$ 228,000	\$ 310,700	\$ 82,700	36.3%
Charges for Services	932	—	—	—	—	—%
Donations & Transfers	100,306	131,700	131,700	57,100	(74,600)	-56.6%
<b>Total Revenue</b>	<b>\$ 280,948</b>	<b>\$ 359,700</b>	<b>\$ 359,700</b>	<b>\$ 367,800</b>	<b>\$ 8,100</b>	<b>2.3%</b>
Local Tax Funding	1,301,687	1,639,482	1,739,360	1,501,526	(137,956)	-8.4%
<b>Total Sources</b>	<b>\$ 1,582,635</b>	<b>\$ 1,999,182</b>	<b>\$ 2,099,060</b>	<b>\$ 1,869,326</b>	<b>\$ (129,856)</b>	<b>-6.5%</b>
<b>Uses</b>						
Personnel Services	\$ 1,534,688	\$ 1,829,932	\$ 1,829,932	\$ 1,843,291	\$ 13,359	0.7%
Contractual Services	31,808	137,300	236,363	19,145	(118,155)	-86.1%
Materials & Supplies	7,060	6,600	6,575	6,600	—	—%
Continuous Charges	264	350	350	290	(60)	-17.1%
Capital Expenditures	8,816	25,000	25,840	—	(25,000)	-100.0%
<b>Total Uses</b>	<b>\$ 1,582,635</b>	<b>\$ 1,999,182</b>	<b>\$ 2,099,060</b>	<b>\$ 1,869,326</b>	<b>\$ (129,856)</b>	<b>-6.5%</b>
<b>Total Full-Time Equivalent (FTE)</b>	<b>12.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>—</b>	<b>—%</b>

Sources by Type (2019)



Uses by Object (2019)



**Budget Analysis**

The FY 2019 adopted operating budget for the Department of Planning and Zoning includes a decrease of \$129,856 or 6.5% from the FY 2018 Adopted Budget. This decrease is primarily due to the elimination of one-time expenditures included in the FY 2018 budget for Town Plan amendment consulting services and capital expenditures associated with the new Zoning Inspector enhancement position.

The FY 2019 revenue estimates are up \$8,100 or 2.3% primarily due an increase in the anticipated number of permits and zoning applications. This increase is offset by the elimination of one-time use of proffer revenue in FY 2018 for the update to the Town Plan removal of the Dulles Greenway near the Crescent Parke development.

Performance Measures

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
BP, CS	Number of zoning permits issued for large projects <i>Measures the total number of zoning permits issued for new residential and commercial construction</i>	194	200	400	↑
BP, CS	Average zoning permit processing time for large projects <i>Measures the average number of days to issue zoning permits for new residential and commercial construction</i>	4	4	4	↔
BP, CS	Number of other permits issued for small projects <i>Measures the total number of zoning permits issued for small projects (e.g.. decks, sheds, signs, and occupancy and use permits)</i>	876	800	960	↑
BP, CS	Average other permit processing time for small projects <i>Measures the average number of minutes to issue zoning permits for small projects (e.g.. decks, sheds, signs, and occupancy and use permits)</i>	20	20	20	↔
BP, CS	Number of zoning violations processed <i>Measures the total number of zoning violations for signs, inoperable vehicles, excessive occupancy, illegal use, etc.</i>	140	170	170	↑
BP, CS	Number of COAs issued by the BAR <i>Measures the total number of certificate of appropriateness applications acted on by the BAR</i>	52	63	63	↑
BP, CS	Number of COAs reviewed administratively <i>Measures the total number of certificate of appropriateness applications processed by staff</i>	62	75	90	↑
BP, CS	Number of special exception, rezoning, and commission permit applications and Town Plan amendments <i>Measures the total number of special exception and rezoning applications processed by staff</i>	41	33	26	↓
BP, CS	Percentage of special exception, rezoning, commission permit applications and Town Plan amendments reviewed per procedures manual <i>Measures the percentage of time that staff reviews each submission per the 45 day target</i>	85%	85%	90%	↑
BP, CS	Average number of days to complete consolidated comment letter for special exception, rezoning, commission permit applications and Town Plan amendments <i>Measures the average number of days to issues a CCL per the 45 day target</i>	42	40	40	↔
BP, CS	Number of zoning ordinance amendments processed <i>Measures the total number of zoning ordinance amendments initiated by Council and processed by staff</i>	6	9	5	↔

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

Performance Analysis

The Department of Planning and Zoning’s primary function is to oversee the growth of community development in the Town through zoning administration, legislative land development application review, and comprehensive planning. Zoning permits in FY 2017 for residential homes and commercial development projects were up by 35% over the prior year. Permitting and inspections associated with large projects are expected to increase substantially over the next several years as residential projects including Meadowbrook and Crescent Parke start construction. Zoning violation caseload has remained steady although time spent on outreach and education about zoning code compliance will increase due to an enhancement in staff resources that occurred in 2017.

In FY 2017, staff reviewed about the same number of rezoning and special exception land development applications as the previous fiscal year. For those 41 cases, there were a total of 50 submissions which is down from last year which may be attributed to the fact that some of the applications were put on hold by the applicants. The amount of time spent on each land development application depends on the complexity of the proposal (e.g. rezoning with

special exceptions), whether the proposal follows the Town Plan, and whether zoning modifications are sought. The target time for reviewing each submission is 45 days and staff met that target 85% of the time in the past year which is improvement over the past year. Work on zoning text amendments continues to be a major work area for Zoning staff.

The total number of Certificates of Appropriateness (COA’s) received and reviewed by the Board of Architecture Review (BAR) and staff was 114 which is a decrease from the previous fiscal year. Over the past 6 years, this caseload has varied between 111 to 170 cases per fiscal year. Staff projects a gradual increase in COA applications as the national and local economies continue to strengthen. The goal over time is to increase administrative review of less complex COA’s which would allow the BAR to focus on more complex applications that have a greater impact on the Historic District.

# Department of Plan Review

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## Mission

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

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## Description

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

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

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

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



FRONT COUNTER SERVICES



PLAN REVIEW

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## Contact Information

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## Scan Me



Organization Chart



Summary of Services

**Front Counter Operations**

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

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

**Plan Review Operations**

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

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

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

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

**Goals & Objectives**

Scorecard	Goal	Objective	Term
BP, CS, FM	Ensure Plan Review process continues to be efficient, business friendly, and predictable	Review all first submission site plans and subdivision plans within the state mandated 60 day time limit	Long
		Provide complete and solution-oriented consolidated review comment letters	Long
		Review all subsequent submission site plans and subdivision plans within the state mandated 45 day time limit	Long
		Improve Plan Review Process to reduce number of Submissions and shorten review times	Intermediate
		Continue to meet with applicants between submissions to assist with finding acceptable solutions to Town comments	Long
BP, CS, ED	Conform to all new Department of Conservation and Recreation and FEMA required floodplain ordinances and regulations	Train key DPR staff as well as the Private Sector on new floodplain ordinances and regulations to ensure new requirements are fully implemented with all future floodplain studies submitted for review and approval.	Short
BP, CS, FM	Digitize all department files by 2025	Purge old engineering files and maintain a "paperless" digital system for approved construction plans as well as all active and new correspondence files	Long
BP, CS, FM	Assist other Town departments with Plan Review services	Attend meetings for rezoning and special exception applications and provide the Department of Planning & Zoning with written comments for deficiencies within the applicable submission documents	Long
		Attend meetings and provide Capital Projects with plan review and project management services as requested.	Long
BP, CS, FM	Transition out of the current Land Management system and into the County's new land records management system	Fully utilize the County's new land records management system once it has been procured, implemented and operational.	Intermediate
BP, CS, FM	Develop and implement a Paperless Review Process consistent with what the County may adopt in the future	Work with the County and their consultants to develop and implement a paperless review process for Site Plans, Construction Plans and other types of Land Development Applications.	Long
BP, CS, ED	Prepare a batch amendment to update the Design and Construction Standards Manual (DCSM) to address inconsistencies and provide better clarity.	Work with the Private Sector and ESI to prepare updates to various sections of the DCSM to eliminate inconsistencies and provide updates and clarity to help streamline the plan review process.	Short

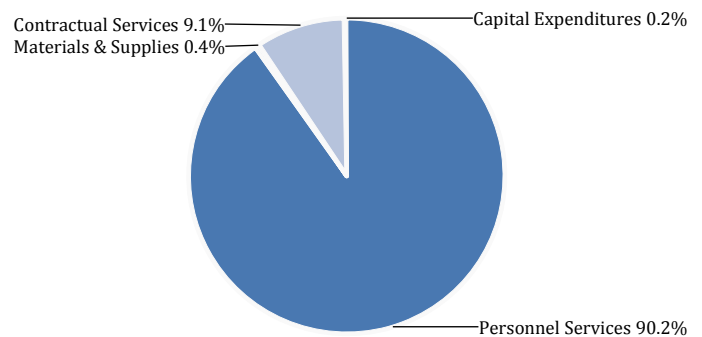
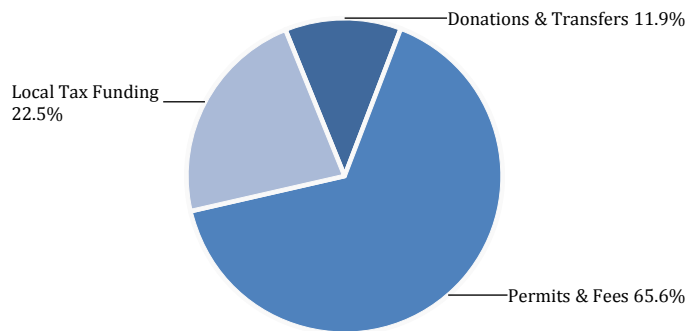
*BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management*

**Financial Information & Analysis**

Object Categories	FY 2017 Actual	FY 2018 Budget	FY 2018 Revised	FY 2019 Adopted	Variance	
					\$	%
<b>Sources</b>						
Permits & Fees	\$ 1,059,746	\$ 700,000	\$ 700,000	\$ 950,000	\$ 250,000	35.7%
Donations & Transfers	136,853	170,600	170,600	172,500	1,900	1.1%
<b>Total Revenue</b>	<b>\$ 1,196,599</b>	<b>\$ 870,600</b>	<b>\$ 870,600</b>	<b>\$ 1,122,500</b>	<b>\$ 251,900</b>	<b>28.9%</b>
Local Tax Funding	137,140	479,499	552,490	325,424	(154,075)	-32.1%
<b>Total Sources</b>	<b>\$ 1,333,739</b>	<b>\$ 1,350,099</b>	<b>\$ 1,423,090</b>	<b>\$ 1,447,924</b>	<b>\$ 97,825</b>	<b>7.2%</b>
<b>Uses</b>						
Personnel Services	\$ 1,241,217	\$ 1,213,126	\$ 1,213,126	\$ 1,306,751	\$ 93,625	7.7%
Contractual Services	87,309	130,473	203,464	131,673	1,200	0.9%
Materials & Supplies	4,543	6,500	6,500	6,500	—	—%
Capital Expenditures	670	—	—	3,000	3,000	—%
<b>Total Uses</b>	<b>\$ 1,333,739</b>	<b>\$ 1,350,099</b>	<b>\$ 1,423,090</b>	<b>\$ 1,447,924</b>	<b>\$ 97,825</b>	<b>7.2%</b>
<b>Total Full-Time Equivalent (FTE)</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>1.00</b>	<b>12.5%</b>

Sources by Type (2019)

Uses by Object (2019)



**Budget Analysis**

The FY 2019 adopted operating budget for the Department of Plan Review includes an increase of \$97,825 or 7.2% increase over the FY 2018 Adopted Budget. This increase is primary attributable to the new Administrative Assistant enhancement position. In addition,

FY 2019 revenue is projected to increase \$251,900 or 28.9% over the FY 2018 Adopted Budget due to anticipated development activity and site plan application submissions.

**Performance Measures**

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
BP, FM	Number of Major Land Development Reviews by DPR <i>Measures the total number of major land development reviews by DPR</i>	205	160	150	↔
BP, FM	Number of Minor Land Development Reviews by DPR <i>Measures the total number of minor land development reviews by DPR</i>	195	150	130	↔
FM	Number of new first submission Site Plans <i>Measures the market activity for new commercial applications</i>	24	18	16	↔
BP, CS	Average number of staff days for first submission site plan review <i>Measures quality of the site plan and efficiency of staff</i>	55	55	55	↔

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
BP, FM	Average number of applicant days to address first submission site plan comments <i>Measures quality of site plan and efficiency of applicant's engineer</i>	105	70	70	↓
BP, CS	Average number of staff days for subsequent submission site plan review <i>Measures quality of subsequent submission site plan and efficiency of staff</i>	34	35	35	↔
BP, FM	Average number of applicant days to address subsequent submission site plan comments <i>Measures quality of subsequent submission site plan and efficiency of applicant's engineer</i>	34	35	35	↔
BP, CS	Average number of staff days for first submission subdivision plan review <i>Measures quality of subdivision plan and efficiency of staff</i>	62	55	50	↓
BP, FM	Average number of applicant days to address first submission subdivision plan comments <i>Measures quality of subdivision plan and efficiency of applicant's engineer</i>	78	75	75	↓
BP, CS	Average number of staff days for subsequent submission subdivision plan review <i>Measures quality of subsequent submission subdivision plan and efficiency of staff</i>	35	35	30	↔
BP, FM	Average number of applicant days to address subsequent submission subdivision plan comments <i>Measures quality of subsequent submission subdivision plan and efficiency of applicant's engineer</i>	57	60	60	↑
BP, CS	Percentage of plans reviewed within the State mandated time frames <i>Measures quality of plan and efficiency of staff</i>	98%	100%	100%	↑
BP, CS, FM	Number of Major Home Improvement Plans processed by DPR <i>Measures the market activity for home improvement</i>	37	35	35	↔
BP, CS, FM	Number of Virginia Stormwater Management Program reviews handled by Staff <i>Measures the amount of work transferred from the State to the Locality</i>	60	60	50	↔

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

Ensuring Quality of Life

**Performance Analysis**

Land development in the Town is a reflection of a mature community that is approaching build out with pocket areas of redevelopment. The department continues to focus on providing an efficient, business friendly, and predictable plan review process for businesses and Town residents as reflected in the projected reductions in staff time required for first submission reviews and comments, as well as the corresponding subsequent submission reviews.

The market activity for commercial development had a tremendous spike in new site plan submissions in 2017 with a total of 24 new Site Plan applications. In the past years as well as forecasted for the next 2 years, the trend should hold steady with the total number of new first submission site plans reviewed averaging 16 -18 new site plans. The average number of staff days required for plan review for: First submission of site plans, trended slightly downward from 58 days (in calendar year 2016) to 55 days; subsequent submissions of site plans remained steady at 34 days. It is anticipated that the average number of staff days required for plan review, for first and subsequent submission site plans, will remain similar as the workload continues to stabilize in 2018. The Town's staff continues to provide efficient plan review by meeting the State mandated time frames for plan review over 98% of the time.





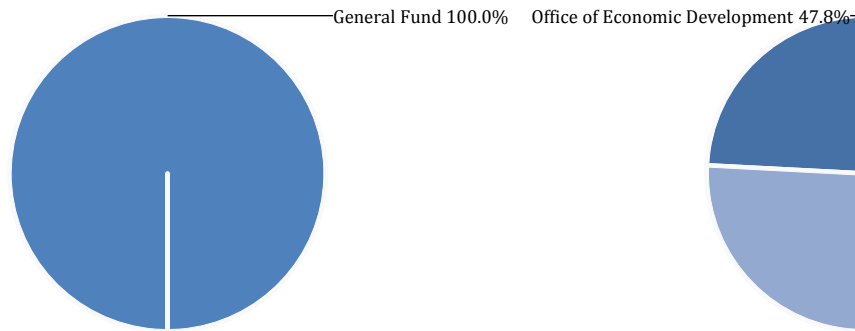
Seizing the Future

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

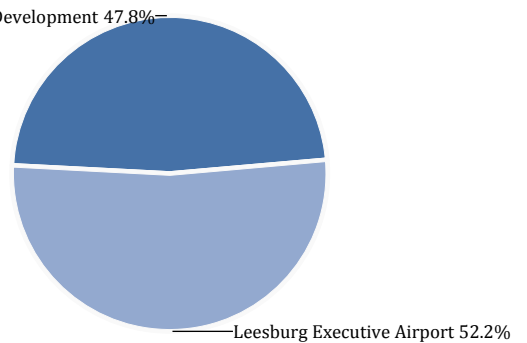
Financial Information & Analysis

Object Categories	FY 2017 Actual	FY 2018 Budget	FY 2018 Revised	FY 2019 Adopted	Variance	
					\$	%
<b>Sources</b>						
General Fund	\$ 1,504,228	\$ 1,569,135	\$ 1,638,331	\$ 1,634,794	\$ 65,659	4.2%
<b>Total Sources</b>	<b>\$ 1,504,228</b>	<b>\$ 1,569,135</b>	<b>\$ 1,638,331</b>	<b>\$ 1,634,794</b>	<b>\$ 65,659</b>	<b>4.2%</b>
<b>Uses</b>						
Office of Economic Development	\$ 759,736	\$ 811,063	\$ 818,282	\$ 780,827	\$ (30,236)	-3.7%
Leesburg Executive Airport	744,492	758,072	820,049	853,967	95,895	12.6%
<b>Total Uses</b>	<b>\$ 1,504,228</b>	<b>\$ 1,569,135</b>	<b>\$ 1,638,331</b>	<b>\$ 1,634,794</b>	<b>\$ 65,659</b>	<b>4.2%</b>

Sources by Fund (2019)



Uses by Department (2019)



Seizing the Future



# Office of Economic Development

## Mission

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

## Description

In coordination with the [Economic Development Commission](#), the Office focuses its efforts on programs that help ensure long term financial stability and quality of life by diversifying job opportunities. The Office of Economic Development works to create a favorable business climate in Leesburg that attracts investors to our community with fewer risks and higher returns than other locations. The division conducts a comprehensive business development program that consists of strategies to attract new businesses, retain and expand existing businesses, and support entrepreneurial, and high growth businesses. Downtown revitalization and tourism efforts continue to be coordinated with our community partners, including [Visit Loudoun](#), the [Historic Downtown Leesburg Association](#), Village at Leesburg, Leesburg Corner Premium Outlets, the Commission on Public Art, Friends of Leesburg Public Art and downtown business stakeholders. Growing the [Arts & Cultural District](#) is accomplished by collaborating with and supporting the arts and cultural organizations to deepen the Downtown as a vibrant and energetic destination for arts, entertainment, and dining. Located in historic Downtown Leesburg, the [Mason Enterprise Center-Leesburg business incubator](#) (MEC-Leesburg) operates under the umbrella of George Mason University and in partnership with the Town of Leesburg and Loudoun County. The affiliation with Mason provides small businesses an accredited unbiased resource and provides the local community a trusted and effective partner supporting entrepreneurship and economic development. As the home of the MEC-Leesburg business incubator and the Small Business Development Center (SBDC) at MEC-Leesburg, this established hub of entrepreneurship works with Economic Development staff to provide events, facilities and one-on-one business advising to help companies launch, work and grow. In Fiscal Year 2017, the SBDC assisted 235 clients through business advising, helped companies create 303 new jobs and retain 91 jobs, and receive \$2.34 million in reported investments. Over the past six years the incubator has graduated 72 companies, with 49% remaining in Leesburg. The Office provides administrative support to the Economic Development Commission, implements a [business retention program](#), [business attraction program](#), and other programming in collaboration with our community partners. The Office of Economic Development is the "Start Here" of business development.

## Contact Information

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(703) 737-6530

## Scan Me



## Connect With Us

Watch us on



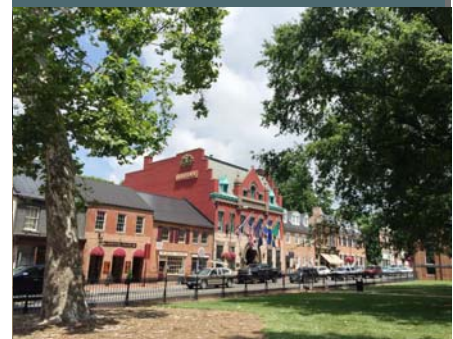
## ADMINISTRATION



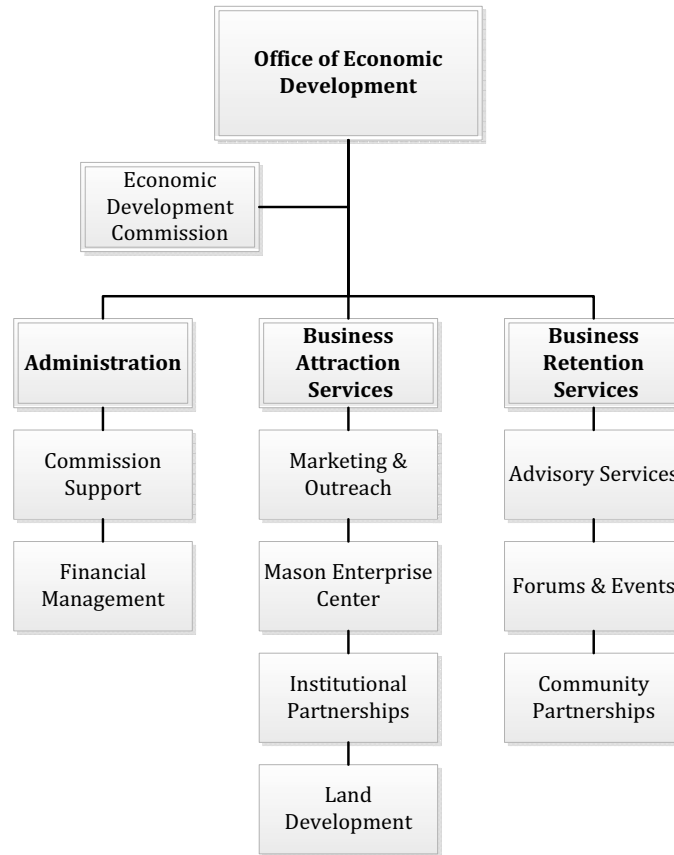
## BUSINESS ATTRACTION



## BUSINESS RETENTION



Organization Chart



Summary of Services

**Administration**

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

**Business Attraction Services**

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

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

**Business Retention Services**

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

**Goals & Objectives**

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

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

Seizing the Future

## Expenditures by Division

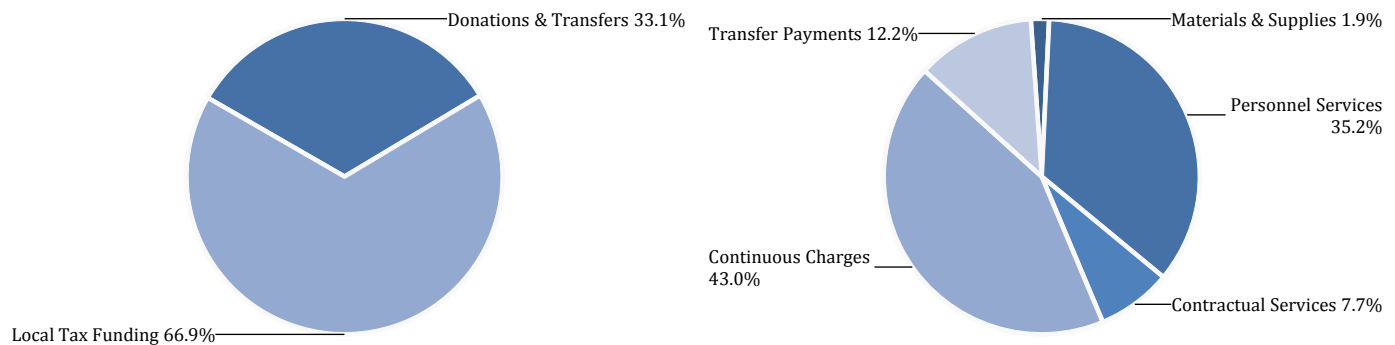
Divisions	FY 2017	FY 2018	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	\$	%
Office of Economic Development	\$ 405,935	\$ 475,840	\$ 483,059	\$ 437,604	\$ (38,236)	-8.0%
Mason Enterprise Center	353,801	335,223	335,223	343,223	8,000	2.4%
<b>Total</b>	<b>\$ 759,736</b>	<b>\$ 811,063</b>	<b>\$ 818,282</b>	<b>\$ 780,827</b>	<b>\$ (30,236)</b>	<b>-3.7%</b>

## Financial Information &amp; Analysis

Object Categories	FY 2017	FY 2018	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Donations & Transfers	\$ 257,566	\$ 258,179	\$ 258,179	\$ 258,179	\$ —	—%
<b>Total Revenue</b>	<b>\$ 257,566</b>	<b>\$ 258,179</b>	<b>\$ 258,179</b>	<b>\$ 258,179</b>	<b>\$ —</b>	<b>—%</b>
Local Tax Funding	502,170	552,884	560,103	522,648	(30,236)	-5.5%
<b>Total Sources</b>	<b>\$ 759,736</b>	<b>\$ 811,063</b>	<b>\$ 818,282</b>	<b>\$ 780,827</b>	<b>\$ (30,236)</b>	<b>-3.7%</b>
<b>Uses</b>						
Personnel Services	\$ 242,277	\$ 248,957	\$ 248,957	\$ 275,221	\$ 26,264	10.5%
Contractual Services	57,546	59,533	66,612	60,033	500	0.8%
Materials & Supplies	12,960	14,550	14,550	14,550	—	—%
Transfer Payments	100,150	160,000	160,000	95,000	(65,000)	-40.6%
Continuous Charges	346,802	328,023	328,163	336,023	8,000	2.4%
<b>Total Uses</b>	<b>\$ 759,736</b>	<b>\$ 811,063</b>	<b>\$ 818,282</b>	<b>\$ 780,827</b>	<b>\$ (30,236)</b>	<b>-3.7%</b>
<b>Total Full-Time Equivalent (FTE)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>—</b>	<b>—%</b>

Sources by Type (2019)

Uses by Object (2019)



## Budget Analysis

The FY 2019 adopted operating budget for the Office of Economic Development shows a decrease of \$30,236 or 3.7% from the FY 2018 Adopted Budget. The decrease is primarily due to the elimination of funding of \$100,000 included in the FY 2018 Adopted Budget for a Town initiative that is no longer required. This decrease is partially offset by personnel services increases as a result of personnel turnover, and an increase of \$35,000 to the Town contribution provided to VisitLoudoun to the level of the FY 2017 contribution level of \$90,000.

**Performance Measures**

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
BP, CS	Number of new business licenses issued <i>Measures the total number of new business licenses issued in the preceding calendar year</i>	357	300	400	↑
BPCS	Total attendance of Leesburg Economic Development events <i>Measures the total number of participants in activities sponsored by Leesburg Economic Development Department</i>	388	500	600	↑
BP, CS	Number of visits to/contacts with existing businesses to build/renew relationships <i>Measures the total number of business contacts including prospects, MEC client, SBDC clients, government contractors and existing, individual businesses reached</i>	239	350	625	↑
BP, CS, FM	Number of new HUBZone businesses locating to Leesburg <i>Measures the number of businesses located in Town and seeking HUBZone program opportunities</i>	12	16	20	↑

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

**Performance Analysis**

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

In FY 2019, staff will continue to focus on marketing and communication efforts to attract and retain the best business fits for Leesburg. Implementation and tracking tools such as Salesforce and Google Analytics will allow staff to illuminate business transactions. Tracking the businesses that land in Leesburg, their number of employees and their contract awards as part of being in the Leesburg HUBZone is a new measure.





# Leesburg Executive Airport

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## Mission

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

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## Description

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

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

The airport is the second busiest general aviation airport in the Commonwealth and home to over 245 locally-based aircraft. A multitude of [aviation businesses](#) are based at Leesburg Executive Airport, including four certified [flight schools](#), a medical evacuation helicopter service, an aircraft repair facility, charter jet services, aircraft sales offices, and a Federal Aviation Administration office facility. This business activity creates 586 jobs resulting in a total economic impact of over \$121 million the local community.

The single 5,500 foot long runway is well equipped to handle the largest corporate jet aircraft flying today and the airport sees more than 115,000 takeoffs and landings each year. An instrument landing system, approach lighting system, and automated weather station allow aircraft to arrive even in inclement weather conditions. The airport is host to the first [Remote Control Tower](#) constructed in the United States.

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

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

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## Contact Information

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## ScanMe



ADMINISTRATION



OPERATIONS

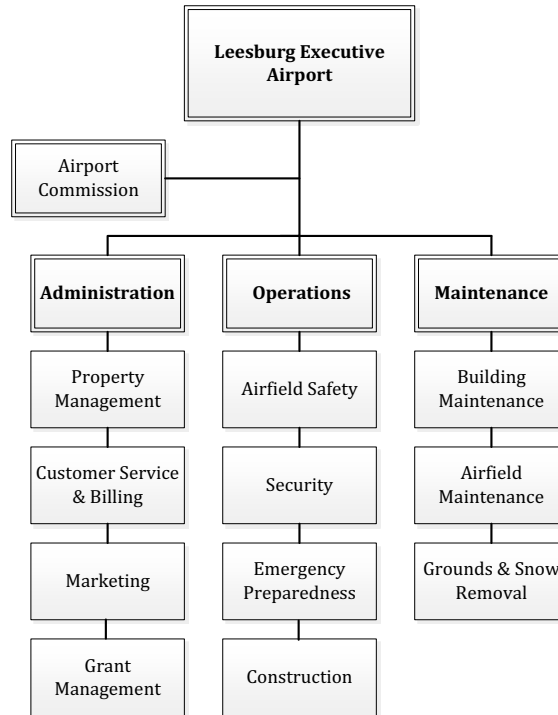


MAINTENANCE



AIR SHOW

Organization Chart



Summary of Services

**Administration**

The Administration function services airport tenants and customers by overseeing commercial leases, aircraft hangar and tie-down rental agreements, license fees and customer billing. Airport administration ensures airport businesses and users are compliant with the adopted Airport Rules, Regulations, and Minimum Standards. Administration also markets the airport to new businesses and promotes community involvement in aviation through the annual [Leesburg Air Show](#).

**Airport Operations**

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

**Airport Maintenance**

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

Goals & Objectives

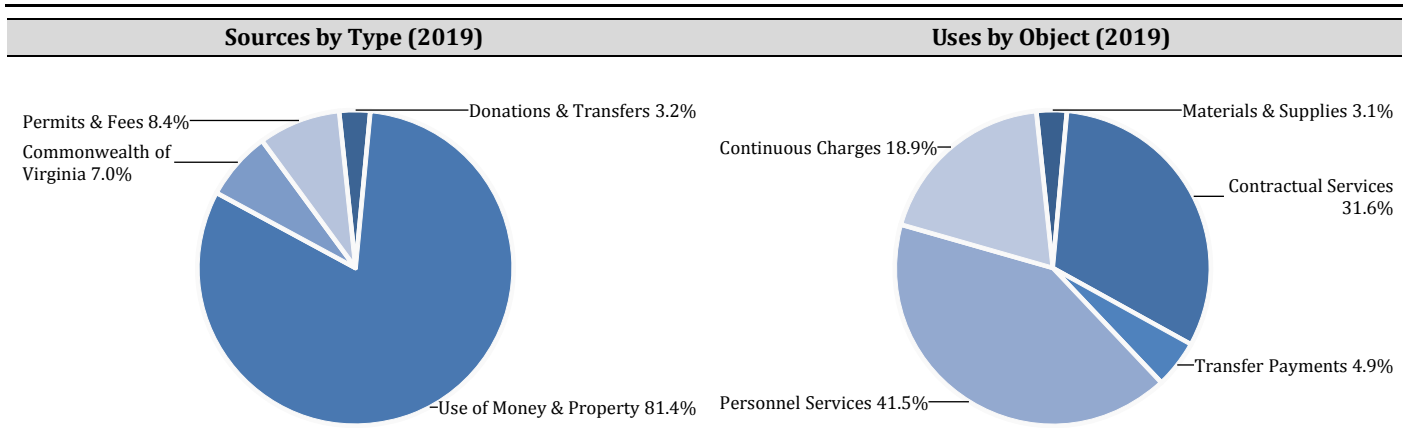
Scorecard	Goal	Objective	Term
BP, CS, FM	Improve airport safety and efficiency through provision of air traffic control services.	Continue efforts with the FAA to establish a remote air traffic control tower and gain acceptance to the FAA Contract Tower Program.	Long
BP, CS, FM	Position the airport to be a regional economic driver by providing exceptional amenities and facilities.	Promote and enhance commercial aviation services to support and attract corporate and general aviation customers.	Long
		Develop airport properties in a manner consistent with the Airport Master Plan to support regional economic growth, business aviation, and general aviation activities.	Long
		Improve local community outreach and promote involvement in aviation through annual events including the Spring Airport Open House, Leesburg Air Show, and ProJet Aviation Expo.	Short
		Improve the local attractions information available to users at the airport terminal.	Short
BP, CS, FM	Implement preventative maintenance and operational strategies to improve airport operations and efficiencies.	Perform preventative maintenance on runways and aprons through state sponsored pavement evaluation and maintenance funding programs.	Long
		Seek energy efficient solutions during component replacements and project design such as lighting, building HVAC, and airfield systems.	Long

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

Seizing the Future

Financial Information & Analysis

Object Categories	FY 2017	FY 2018	FY 2018	FY 2019	Variance	
	Actual	Budget	Revised	Adopted	\$	%
<b>Sources</b>						
Permits & Fees	\$ 120,176	\$ 119,310	\$ 119,310	\$ 119,350	\$ 40	0.0%
Use of Money & Property	1,088,720	1,122,072	1,122,072	1,156,588	34,516	3.1%
Donations & Transfers	42,947	45,000	45,000	45,000	—	—%
Commonwealth of Virginia	82,780	100,000	100,000	100,000	—	—%
<b>Total Revenue</b>	<b>\$ 1,334,623</b>	<b>\$ 1,386,382</b>	<b>\$ 1,386,382</b>	<b>\$ 1,420,938</b>	<b>\$ 34,556</b>	<b>2.5%</b>
Local Tax Funding	(590,130)	(628,310)	(566,333)	(566,971)	61,339	—%
<b>Total Sources</b>	<b>\$ 744,492</b>	<b>\$ 758,072</b>	<b>\$ 820,049</b>	<b>\$ 853,967</b>	<b>\$ 95,895</b>	<b>12.6%</b>
<b>Uses</b>						
Personnel Services	\$ 319,322	\$ 333,602	\$ 333,602	\$ 354,307	\$ 20,705	6.2%
Contractual Services	256,845	267,870	297,824	269,870	2,000	0.7%
Materials & Supplies	33,880	26,600	26,899	26,600	—	—%
Transfer Payments	7,246	—	23,000	41,800	41,800	—%
Continuous Charges	127,200	130,000	138,724	161,390	31,390	24.1%
<b>Total Uses</b>	<b>\$ 744,492</b>	<b>\$ 758,072</b>	<b>\$ 820,049</b>	<b>\$ 853,967</b>	<b>\$ 95,895</b>	<b>12.6%</b>
<b>Total Full-Time Equivalent (FTE)</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>—</b>	<b>—%</b>



**Budget Analysis**

The FY 2019 adopted operating budget for the Leesburg Executive Airport includes an increase of \$95,895 or 12.6% over the FY 2018 Adopted Budget due primarily to local funding matches for capital projects at the Airport, reallocation of liability insurance costs, lease costs associated with the Remote Tower operations, and personnel costs associated with salary and benefit adjustments for existing

staff. FY 2019 Revenue is estimated to increase \$34,556 or 2.5% over the FY 2018 Adopted Budget due primarily to monthly lease cost increases endorsed and approved by the Airport Commission.

**Performance Measures**

Scorecard	Description	FY 2017 Actual	FY 2018 Estimate	FY 2019 Target	Trend
BP	Number of locally based aircraft <i>Measures the total number of locally based aircraft</i>	245	249	250	↔
BP	Number of estimated aircraft movements <i>Measures the total number of Federal Aviation Administration forecasted annual takeoffs and landings</i>	115,655	116,000	117,000	↑
FM	Dollar value of operating cost per aircraft movement <i>Measures the estimated operating cost per aircraft arrival or departure</i>	\$4.74	\$6.34	\$6.50	↔
BP	Percentage tie-down occupancy rate <i>Measures the percentage occupancy of aircraft tie-down parking spots under lease</i>	83%	85%	88%	↑
BP, FM	Percentage hangar occupancy rate <i>Measures the percentage occupancy of Town-owned hangars under lease</i>	100%	100%	100%	↔
FM	Number of customers on T-hangar waiting list <i>Measures the total number of wait list deposits held for Town-owned T-hangars</i>	50	53	50	↔
BP	Number of on-airport incidents or accidents <i>Measures the total number of major and minor aircraft accidents or safety incidents</i>	1	1	0	↓
CS	Number of noise complaints <i>Measures the total number of noise complaints received due to aircraft arriving and departing</i>	28	30	25	↔

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

**Performance Analysis**

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

the airport remains high and furthering the safety at the airport is the anticipated operation of the remote control tower beginning in 2018.

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# **Capital Improvements Program**

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## CIP Summary

### Capital Improvements Program (CIP)

The Capital Improvements Program (CIP) represents a guide for financial decisions, annual budgeting, and the coordination of major public investments in the preservation and expansion of the Town's fixed asset infrastructure. The Leesburg comprehensive plan provides guidance for managing development, services and public infrastructure. The CIP is designed to be consistent with and to promote the development of infrastructure consistent with the Town Plan. Beginning in Fiscal Year 2019, the Capital Asset Replacement Program is being transitioned from the Capital Asset Replacement Fund to the Town's CIP.

A capital project is defined as a construction, renovation or demolition project, or acquisition of land or other assets, valued in excess of \$60,000, and with a useful life in excess of five years. A Capital Asset Replacement Program (CARP) project is defined as a planned non-recurring renovation, replacement, or repair of an asset valued at \$5,000 or more and a useful life of two years or more. The CIP includes capital projects, continuing programs, and capital equipment. This plan shows how the Town will address its public facility and other infrastructure needs, and the types of funding available over the next six years. In Fiscal Year 2019, total CIP investments are \$43,674,100.

### How the CIP is Organized

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

#### Capital Projects Fund

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

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

- **Bonds** - General Obligation & Utilities Bonds
- **PAY-GO** - General Fund & Utilities Fund pay-as-you-go funding (cash)
- **Intergovernmental** - Federal, State, County, & Northern Virginia Transportation Authority (NVRTA)
- **Proffers & Donations** - Proffers & Monetary Donations

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

In the FY 2018-2023 CIP, 85% of all capital improvements are found in Streets & Highways and Storm Drainage. In Fiscal Year 2019, close to \$32.0 million is for transportation projects such as East Market Street (Route 7) and Battlefield Parkway Interchange and phase IV of the widening of Sycolin Road. These projects are part of the heavily traveled regional transportation network and are included in the Streets & Highways section of this document.

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

Project Title (Project Number)- Expected Completion

**Downtown Street Lighting (07309)**- Winter/ Spring 2018

**Battlefield Parkway- Rt. 15 to Dulles Greenway (07315)**  
- Summer 2018

**Hospital Water Storage Tank Re-coating & Rehabilitation (18001)** - Summer 2018

**Market Street/King Street Intersection Drainage (17016)**  
- Summer 2018

**Security System at Water Pollution Control Facility Phase II (17009)**- Summer 2018

**Traffic Signal at South King Street & Clubhouse Drive (18005)**-  
Summer 2018

**Airport Self-Service Fuel Facility (18004)**- Fall 2018

**Battlefield Parkway Trail Across Rt. 15 Bypass (17012)**  
- Summer 2019

**Airport Maintenance Facility (19NEW1)**- Summer 2019

**Water Pollution Control Plant Tanks- Re-coating & Rehabilitation (18002)**- Summer 2019

The following four projects and the Capital Asset Replacement Program are new additions included in the CIP added as part of the adopted Fiscal Year 2019 budget:

**Capital Asset Replacement Program (CARP)**- General Government

**Police Station Expansion (21NEW1)**- General Government

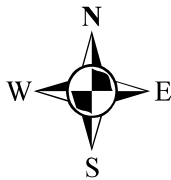
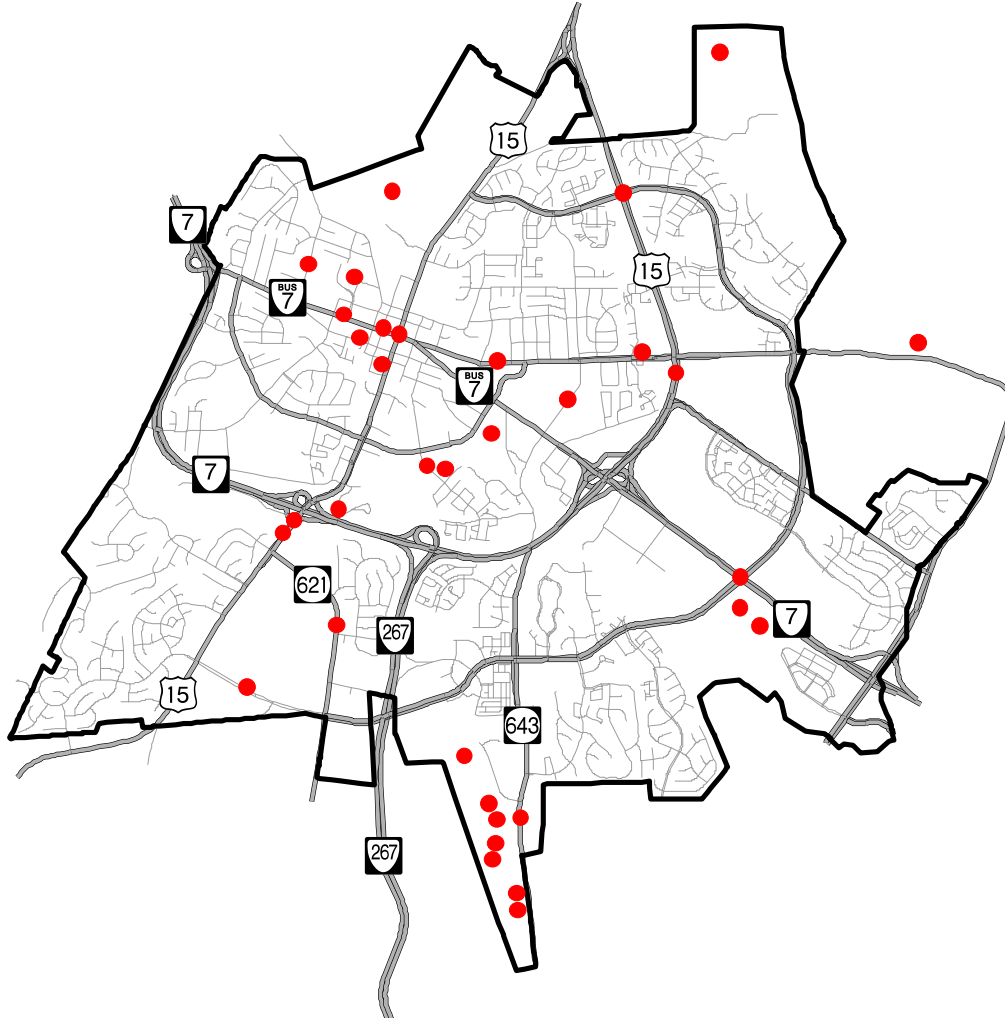
**Town Shop Expansion and Refurbishment (23NEW2)** - General Government

**Edwards Ferry Road Sidewalk, Bus Shelters, and Bus Route Signs (19NEW1)** - Streets and Highways

**Liberty Street SW Storm Drainage Improvements (23NEW1)** - Storm Drainage

Capital Improvements Program (CIP) Map

The FY 2018-2023 Capital Improvements Program (CIP) details 41 projects in the Town of Leesburg. The map below depicts project specific locations within the town limits. The CIP also includes Town-wide projects within town limits, which are further detailed within their prescribed sections of the CIP.





Sources by Fund

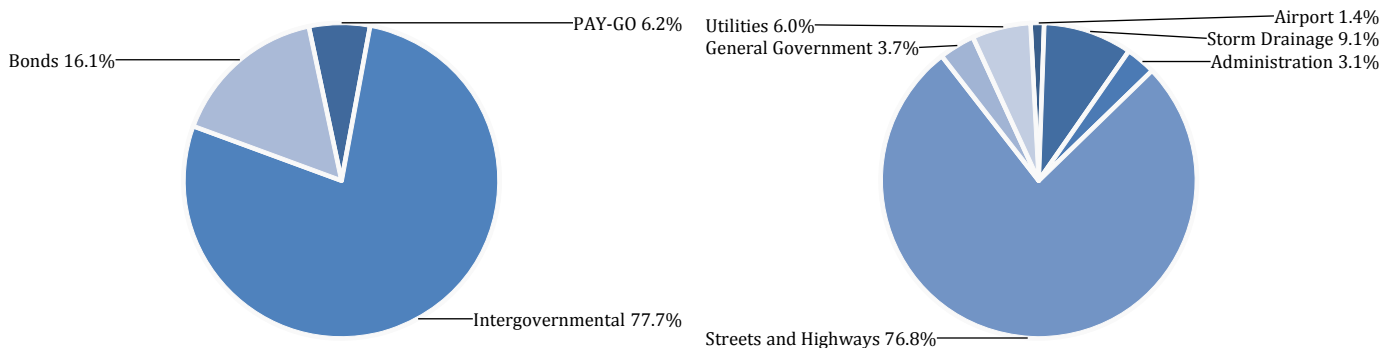
Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Funds Required
<b>Capital Projects Fund</b>							
GO Bonds	\$ 34,860,600	\$ 8,441,100	\$ 827,700	\$ 4,251,800	\$ 18,590,000	\$ 23,669,500	\$ 2,750,000
Revenue Bonds	2,060,000	—	—	—	2,060,000	2,060,000	—
Lease Financing	6,516,500	—	—	1,316,500	5,200,000	6,516,500	—
PAY-GO	10,669,800	582,800	1,000,000	1,548,800	7,410,200	9,959,000	80,000
Monetary Donation	102,000	—	102,000	—	—	102,000	—
Proffers	2,186,000	850,000	626,000	—	710,000	1,336,000	—
County - Gas Tax	2,794,200	1,476,500	1,168,000	149,700	—	1,317,700	—
County - Capital Contribution	12,854,684	—	1,000,000	1,880,985	9,973,699	12,854,684	—
State - DEQSLAF	641,100	641,100	—	—	—	—	—
State - DOAV	2,679,200	—	50,000	307,200	2,002,000	2,359,200	320,000
State - VDOT	41,410,000	10,585,800	7,085,000	6,976,200	8,463,000	22,524,200	8,300,000
Federal - FAA	7,978,500	—	—	141,000	4,237,500	4,378,500	3,600,000
Federal - CDBG	46,872	—	—	17,130	29,742	46,872	—
<b>Total Capital Projects Fund</b>	<b>\$ 124,799,456</b>	<b>\$ 22,577,300</b>	<b>\$ 11,858,700</b>	<b>\$ 16,589,315</b>	<b>\$ 58,724,141</b>	<b>\$ 87,172,156</b>	<b>\$ 15,050,000</b>
<b>Utilities Fund</b>							
Utilities Bonds	11,949,000	3,543,500	1,750,050	1,441,600	5,213,850	8,405,500	—
PAY-GO Utilities	9,776,650	2,899,250	1,431,950	1,179,400	4,266,050	6,877,400	—
<b>Total Utilities Fund</b>	<b>\$ 21,725,650</b>	<b>\$ 6,442,750</b>	<b>\$ 3,182,000</b>	<b>\$ 2,621,000</b>	<b>\$ 9,479,900</b>	<b>\$ 15,282,900</b>	<b>—</b>
<b>NVTA Fund</b>							
County - NVTA 30%	17,160,544	400,000	2,746,000	4,153,785	6,014,759	12,914,544	3,846,000
State - NVTA 70%	216,035,000	4,975,000	9,750,000	20,310,000	27,000,000	57,060,000	154,000,000
<b>Total NVTA Fund</b>	<b>\$ 233,195,544</b>	<b>\$ 5,375,000</b>	<b>\$ 12,496,000</b>	<b>\$ 24,463,785</b>	<b>\$ 33,014,759</b>	<b>\$ 69,974,544</b>	<b>\$ 157,846,000</b>
<b>Total Sources</b>	<b>\$ 379,720,650</b>	<b>\$ 34,395,050</b>	<b>\$ 27,536,700</b>	<b>\$ 43,674,100</b>	<b>\$ 101,218,800</b>	<b>\$ 172,429,600</b>	<b>\$ 172,896,000</b>

Uses by CIP Category

Category/Uses	Total Project Cost	Expended through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Project Cost
Administration	\$ 8,763,200	—	\$ 1,406,700	\$ 1,337,800	\$ 6,018,700	\$ 8,763,200	—
General Government	28,311,800	4,736,300	—	1,606,500	19,219,000	20,825,500	2,750,000
Parks & Recreation	6,400,000	—	—	—	6,400,000	6,400,000	—
Streets and Highways	289,149,400	19,446,400	22,462,000	33,523,800	47,571,200	103,557,000	166,146,000
Storm Drainage	9,007,600	3,769,600	334,000	3,978,000	926,000	5,238,000	—
Airport	16,363,000	—	152,000	607,000	11,604,000	12,363,000	4,000,000
Utilities	21,725,650	6,442,750	3,182,000	2,621,000	9,479,900	15,282,900	—
<b>Total Uses</b>	<b>\$ 379,720,650</b>	<b>\$ 34,395,050</b>	<b>\$ 27,536,700</b>	<b>\$ 43,674,100</b>	<b>\$ 101,218,800</b>	<b>\$ 172,429,600</b>	<b>\$ 172,896,000</b>

CIP Sources by Type (2019)

CIP Uses by Category (2019)





**Administration**

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

**Sources of Funding**

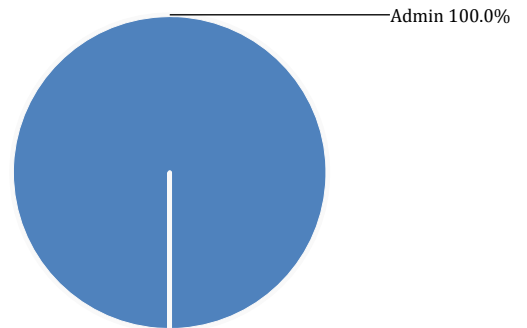
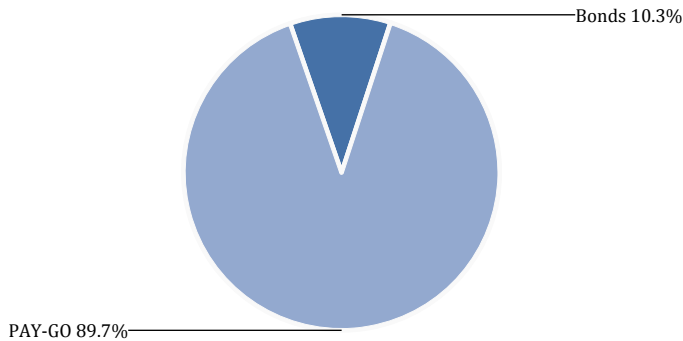
Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Funds Required
<b>Capital Projects Fund</b>							
GO Bonds	\$ 544,500	—	\$ 406,700	\$ 137,800	—	\$ 544,500	—
PAY-GO	8,218,700	—	1,000,000	1,200,000	6,018,700	8,218,700	—
<b>Total Sources</b>	<b>\$ 8,763,200</b>	<b>—</b>	<b>\$ 1,406,700</b>	<b>\$ 1,337,800</b>	<b>\$ 6,018,700</b>	<b>\$ 8,763,200</b>	<b>—</b>

**Uses by Project**

Projects	Total Project Cost	Expended through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Project Cost
Capital Projects Fund Administration - Admin	\$ 8,763,200	—	\$ 1,406,700	\$ 1,337,800	\$ 6,018,700	\$ 8,763,200	—
<b>Total Uses</b>	<b>\$ 8,763,200</b>	<b>—</b>	<b>\$ 1,406,700</b>	<b>\$ 1,337,800</b>	<b>\$ 6,018,700</b>	<b>\$ 8,763,200</b>	<b>—</b>

Sources by Type (2019)

Uses by Project (2019)



**TITLE:** Capital Projects Fund Administration (Admin)

**STATUS:** Ongoing

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

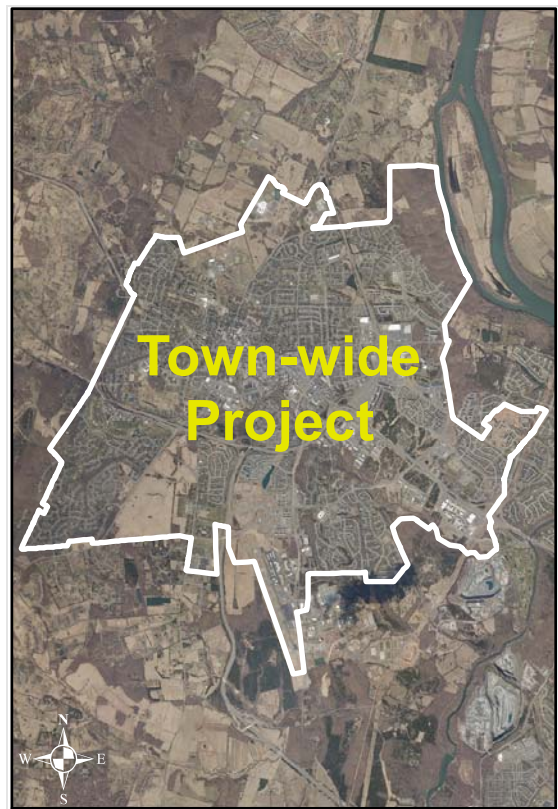
**OPERATING IMPACT:** None

**GOAL ADDRESSED:** •2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 544,500	—	\$ 406,700	\$ 137,800	—	—	—	—	\$ 544,500	—
PAY-GO	8,218,700	—	1,000,000	1,200,000	1,325,600	1,459,000	1,795,100	1,439,000	8,218,700	—
<b>Total Sources</b>	<b>\$ 8,763,200</b>	<b>—</b>	<b>\$ 1,406,700</b>	<b>\$ 1,337,800</b>	<b>\$ 1,325,600</b>	<b>\$ 1,459,000</b>	<b>\$ 1,795,100</b>	<b>\$ 1,439,000</b>	<b>\$ 8,763,200</b>	<b>—</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 8,763,200	—	\$ 1,406,700	\$ 1,337,800	\$ 1,325,600	\$ 1,459,000	\$ 1,795,100	\$ 1,439,000	\$ 8,763,200	—
<b>Total Uses</b>	<b>\$ 8,763,200</b>	<b>—</b>	<b>\$ 1,406,700</b>	<b>\$ 1,337,800</b>	<b>\$ 1,325,600</b>	<b>\$ 1,459,000</b>	<b>\$ 1,795,100</b>	<b>\$ 1,439,000</b>	<b>\$ 8,763,200</b>	<b>—</b>

**Operating Impact**

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

General Government

Capital projects in the General Government category include continued investments in Downtown Improvements such as street lighting, sidewalk, and road improvements; the replacement of the Computer Aided Dispatch system and renovation of the Dispatch Center; the refurbishment of the Town Shop; and the expansion of the Police Station. Beginning in FY 2019, the Capital Asset Replacement Program is being transitioned from the Capital Asset Replacement Fund to the Town's Capital Improvements Program. The total cost of General Government projects for FY 2019 is \$1,606,500.

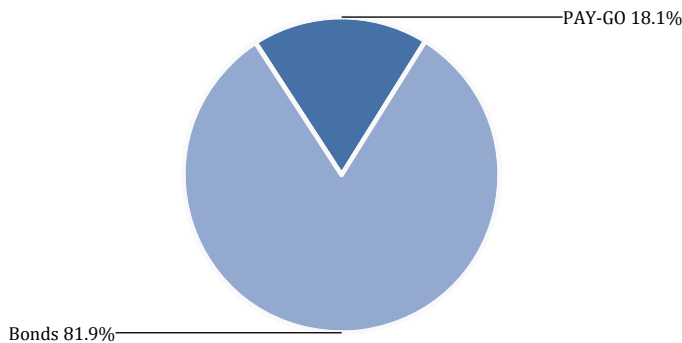
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Funds Required
<b>Capital Projects Fund</b>							
GO Bonds	\$ 20,546,300	\$ 4,436,300	—	—	\$ 13,360,000	\$ 13,360,000	\$ 2,750,000
Lease Financing	6,516,500	—	—	1,316,500	5,200,000	6,516,500	—
PAY-GO	1,249,000	300,000	—	290,000	659,000	949,000	—
<b>Total Sources</b>	<b>\$ 28,311,800</b>	<b>\$ 4,736,300</b>	<b>—</b>	<b>\$ 1,606,500</b>	<b>\$ 19,219,000</b>	<b>\$ 20,825,500</b>	<b>\$ 2,750,000</b>

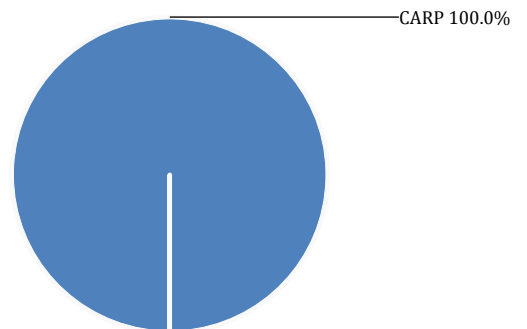
Uses by Project

Projects	Total Project Cost	Expended through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Project Cost
Capital Asset Replacement Program - CARP	\$ 6,806,500	—	—	\$ 1,606,500	\$ 5,200,000	\$ 6,806,500	—
Downtown Improvements - 10304	5,475,300	4,736,300	—	—	739,000	739,000	—
Police Station Expansion - 21NEW1	12,600,000	—	—	—	12,600,000	12,600,000	—
Replacement/Upgrade Computer Aided Dispatch System and Center - 20NEW1	370,000	—	—	—	370,000	370,000	—
Town Shop Expansion and Refurbishment - 23NEW2	3,060,000	—	—	—	310,000	310,000	2,750,000
<b>Total Uses</b>	<b>\$ 28,311,800</b>	<b>\$ 4,736,300</b>	<b>—</b>	<b>\$ 1,606,500</b>	<b>\$ 19,219,000</b>	<b>\$ 20,825,500</b>	<b>\$ 2,750,000</b>

Sources by Type (2019)



Uses by Project (2019)



**TITLE:** Capital Asset Replacement Program (CARP)

**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** The Capital Asset Replacement Program (CARP) provides funding for the repair, renovation, and replacement of General Fund fixed assets including equipment, facilities, information technology infrastructure, and vehicles/apparatus. Beginning in FY 2019, the CARP is being transitioned from the Capital Asset Replacement Fund to the Capital Projects Fund and included in the Town's Capital Improvements Program. Further, in FY 2018 CARP began utilizing short-term, leasing financing for the recurring, annual asset replacement requirements totaling of approximately \$1.3 million. Other financing sources, when available, are utilized in order to address replacement requirements. Per the Town Council's Long Term Financial Sustainability Plan, excess unassigned fund balance in the General Fund is to be used toward funding the CARP.

**OPERATING IMPACT:** Replacement of aging equipment, vehicles and infrastructure in many cases should result in recurring, operating cost savings.

**GOAL ADDRESSED:** Town Council Focus Area- Fiscal/ Financial Issues

- Develop a master plan for maintaining, upgrading and replacing infrastructure inclusive of a funding strategy.
- Develop a capital maintenance program as part of the Capital Improvements Program inclusive of life cycle costs.

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required	
			2018	2019	2020	2021	2022	2023			
Lease Financing	\$ 6,516,500	—	—	\$ 1,316,500	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 6,516,500	—
PAY-GO	290,000	—	—	290,000	—	—	—	—	—	290,000	—
<b>Total Sources</b>	<b>\$ 6,806,500</b>	—	—	<b>\$ 1,606,500</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>	<b>\$ 6,806,500</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Vehicles/ Apparatus Replacement	\$ 2,745,800	—	—	\$ 578,000	\$ 566,300	\$ 526,500	\$ 525,000	\$ 550,000	\$ 2,745,800	—
IT Infrastructure	1,918,900	—	—	366,200	343,400	404,300	405,000	400,000	1,918,900	—
Facility Repair/ Renovation	2,141,800	—	—	662,300	390,300	369,200	370,000	350,000	2,141,800	—
<b>Total Uses</b>	<b>\$ 6,806,500</b>	—	—	<b>\$ 1,606,500</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>	<b>\$ 6,806,500</b>	—

**Operating Impact**

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

**TITLE:** Downtown Improvements (10304)

**STATUS:** Ongoing

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

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

Future phases of the project will include reconstructing the roadway, adding crosswalks, and replacing the sidewalk and curb between Cornwall Street and North Street and replacing the curb and sidewalk on the west side of King Street between Market Street and Cornwall Street.

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

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



General Government

**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 5,136,300	\$ 4,436,300	—	—	\$ 700,000	—	—	—	\$ 700,000	—
PAY-GO	339,000	300,000	—	—	39,000	—	—	—	39,000	—
<b>Total Sources</b>	<b>\$ 5,475,300</b>	<b>\$ 4,736,300</b>	—	—	<b>\$ 739,000</b>	—	—	—	<b>\$ 739,000</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 200,300	\$ 161,300	—	—	\$ 39,000	—	—	—	\$ 39,000	—
Land	100,000	50,000	—	—	50,000	—	—	—	50,000	—
Design/Engineering	825,000	675,000	—	—	150,000	—	—	—	150,000	—
Utility Relocation	150,000	150,000	—	—	—	—	—	—	—	—
Construction	4,200,000	3,700,000	—	—	500,000	—	—	—	500,000	—
<b>Total Uses</b>	<b>\$ 5,475,300</b>	<b>\$ 4,736,300</b>	—	—	<b>\$ 739,000</b>	—	—	—	<b>\$ 739,000</b>	—

**Operating Impact**

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

**TITLE:** Police Station Expansion (21NEW1)

**STATUS:** Future

**PROGRAM DESCRIPTION:** Expansion of the existing Police Department headquarters at the Public Safety Center located at 65 Plaza Street, NE. The current building was constructed in 1997 when the Leesburg population was approximately 24,000. Since that original construction, the Town’s population has more than doubled. A Needs Assessment and Master Plan Options Study prepared in 2010 forecast that the Police Department would need approximately 14,800 square feet of office space and an additional 6,200 square feet of technical support space within 25 years. Subsequent to completing that study, the Technical Support building was expanded in 2013.

This project will provide the first phase of expansion of the Police Department headquarters in accordance with the Needs Assessment study. Future expansions will be required as the Town as the police force continues to grow.

**OPERATING IMPACT:** Additional maintenance and operating costs for the larger facility.

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Summer 2021	Summer 2023



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP	Future Funds Required
GO Bonds	\$ 12,000,000	—	—	—	—	\$ 1,100,000	\$ 4,900,000	\$ 6,000,000	\$ 12,000,000	—
PAY-GO	600,000	—	—	—	—	100,000	200,000	300,000	600,000	—
<b>Total Sources</b>	<b>\$ 12,600,000</b>	—	—	—	—	<b>\$ 1,200,000</b>	<b>\$ 5,100,000</b>	<b>\$ 6,300,000</b>	<b>\$ 12,600,000</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP	Future Project Cost
Project Management	\$ 600,000	—	—	—	—	\$ 100,000	\$ 200,000	\$ 300,000	\$ 600,000	—
Design/Engineering	1,100,000	—	—	—	—	1,100,000	—	—	1,100,000	—
Construction	10,900,000	—	—	—	—	—	4,900,000	6,000,000	10,900,000	—
<b>Total Uses</b>	<b>\$ 12,600,000</b>	—	—	—	—	<b>\$ 1,200,000</b>	<b>\$ 5,100,000</b>	<b>\$ 6,300,000</b>	<b>\$ 12,600,000</b>	—

**Operating Impact**

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



**TITLE:** Replacement/Upgrade Computer Aided Dispatch System and Center (20NEW1)

**STATUS:** Future

**PROGRAM DESCRIPTION:** This project replaces the current dispatch and records management system with an upgraded Police Department's system implementing technology utilized in the region and providing better integration with emergency communication centers in surrounding jurisdictions. The identified system is part of the integration with Loudoun County system that was instituted in fall 2016.

**OPERATING IMPACT:** N/A

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



General Government

**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 360,000	—	—	—	\$ 360,000	—	—	—	\$ 360,000	—
PAY-GO	10,000	—	—	—	10,000	—	—	—	10,000	—
<b>Total Sources</b>	<b>\$ 370,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 370,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 370,000</b>	<b>—</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 10,000	—	—	—	\$ 10,000	—	—	—	\$ 10,000	—
Construction	360,000	—	—	—	360,000	—	—	—	360,000	—
<b>Total Uses</b>	<b>\$ 370,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 370,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 370,000</b>	<b>—</b>

**Operating Impact**

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

**TITLE:** Town Shop Expansion and Refurbishment (23NEW2)

**STATUS:** Future

**PROGRAM DESCRIPTION:** Expansion of the existing Department of Public Works and Capital Projects shop facility located at 1393 Russell Branch Parkway. The existing building consists of a 14,000 square foot office and automotive shop constructed in 1989, when the Town’s population was approximately 16,000. The facility has not been enlarged during the past 30 years, although the Town’s population has more than tripled.

This project will add approximately 4,864 square feet of additional usable office space to the facility and will allow for consolidation of various public works and capital projects functions that are currently located in three facilities within the Town to make the operations more efficient.

**OPERATING IMPACT:** Additional maintenance and operating costs for the larger facility.

**GOAL ADDRESSED:** 2012 Town Plan

- The Community Facilities and Services goal calls for providing community facilities and services in a cost effective manner.

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 3,050,000	—	—	—	—	—	—	\$ 300,000	\$ 300,000	\$ 2,750,000
PAY-GO	10,000	—	—	—	—	—	—	10,000	10,000	—
<b>Total Sources</b>	<b>\$ 3,060,000</b>	—	—	—	—	—	—	<b>\$ 310,000</b>	<b>\$ 310,000</b>	<b>\$ 2,750,000</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 60,000	—	—	—	—	—	—	\$ 10,000	\$ 10,000	\$ 50,000
Design/Engineering	300,000	—	—	—	—	—	—	300,000	300,000	—
Construction	2,700,000	—	—	—	—	—	—	—	—	2,700,000
<b>Total Uses</b>	<b>\$ 3,060,000</b>	—	—	—	—	—	—	<b>\$ 310,000</b>	<b>\$ 310,000</b>	<b>\$ 2,750,000</b>

**Operating Impact**

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

**Parks & Recreation**

Capital projects in the Parks & Recreation category include the addition of Veterans Park in FY 2020; the AV Symington spray ground in FY 2021; and the Tuscarora Creek Trail Phase 1 beginning in FY 2022. Capital funding is not required for Parks & Recreation capital investments for FY 2019.

**Sources of Funding**

Sources	Total Required Project Funding	Funded through 6/30/17	2018 2019 2020 - 2023			Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020 - 2023		
<b>Capital Projects Fund</b>							
GO Bonds	\$ 304,000	—	—	—	\$ 304,000	\$ 304,000	—
PAY-GO	146,000	—	—	—	146,000	146,000	—
Proffers	150,000	—	—	—	150,000	150,000	—
County- Capital Contribution	5,800,000	—	—	—	5,800,000	5,800,000	—
<b>Total Sources</b>	<b>\$ 6,400,000</b>	—	—	—	<b>\$ 6,400,000</b>	<b>\$ 6,400,000</b>	—

**Uses by Project**

Projects	Total Project Cost	Expended through 6/30/17	2018 2019 2020 - 2023			Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020 - 2023		
AV Symington Aquatic Center Water Play Area (Spray Ground) - 21NEW1	\$ 454,000	—	—	—	\$ 454,000	\$ 454,000	—
Tuscarora Creek Trail Phase I - 22NEW1	1,800,000	—	—	—	1,800,000	1,800,000	—
Veterans Park at Balls Bluff - 21NEW2	4,146,000	—	—	—	4,146,000	4,146,000	—
<b>Total Uses</b>	<b>\$ 6,400,000</b>	—	—	—	<b>\$ 6,400,000</b>	<b>\$ 6,400,000</b>	—

**TITLE:** AV Symington Aquatic Center Water Play Area (Spray Ground) (21NEW1)

**STATUS:** Future

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

**OPERATING IMPACT:** Negligible impact on maintenance of the outdoor pool facility.

**GOAL ADDRESSED:**

2012 Town Plan

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

2010-2014 Parks and Recreation Strategic Plan

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

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

**TITLE:** Tuscarora Creek Trail Phase I (22NEW1)

**STATUS:** Future

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

**OPERATING IMPACT:** Funds for trail repair and maintenance.

**GOAL ADDRESSED:**

2012 Town Plan

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

2015 - 2019 Parks and Recreation Strategic Plan

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

**Significant Dates**

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



Parks & Recreation

**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
County- Capital Contribution	\$ 1,800,000	—	—	—	—	\$ 100,000	\$ 299,000	\$ 1,401,000	\$ 1,800,000	—
<b>Total Sources</b>	<b>\$ 1,800,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 100,000</b>	<b>\$ 299,000</b>	<b>\$ 1,401,000</b>	<b>\$ 1,800,000</b>	<b>—</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 362,000	—	—	—	—	—	\$ 124,000	\$ 238,000	\$ 362,000	—
Land	120,000	—	—	—	—	—	—	120,000	120,000	—
Design/Engineering	395,000	—	—	—	—	100,000	175,000	120,000	395,000	—
Construction	923,000	—	—	—	—	—	—	923,000	923,000	—
<b>Total Uses</b>	<b>\$ 1,800,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 100,000</b>	<b>\$ 299,000</b>	<b>\$ 1,401,000</b>	<b>\$ 1,800,000</b>	<b>—</b>

**Operating Impact**

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

**TITLE:** Veterans Park at Balls Bluff (21NEW2)

**STATUS:** Future

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

**OPERATING IMPACT:** Long term park operating costs.

**GOAL ADDRESSED:**

2012 Town Plan

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

2015 - 2019 Parks and Recreation Strategic Plan

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

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Fall 2020	Fall 2021



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

Streets and Highways

The Streets & Highways category is the largest area of investment in the FY 2018-23 Capital Improvements Plan. This emphasis is a continuation of the Town's commitment to provide high quality streets and roads to meet the demands of our community. Major projects in FY 2019 include the East Market Street (Rte. 7)/Battlefield Parkway Interchange; the widening of Evergreen Mill Road; construction of the sidewalk on Morven Park Road; continuation of the widening of Sycolin Road; and sidewalk improvements on West Market Street from Ayr Street to Morven Park Road. The total cost of Street & Highway Capital Improvements for FY 2019 is \$33,523,800.

Sources of Funding

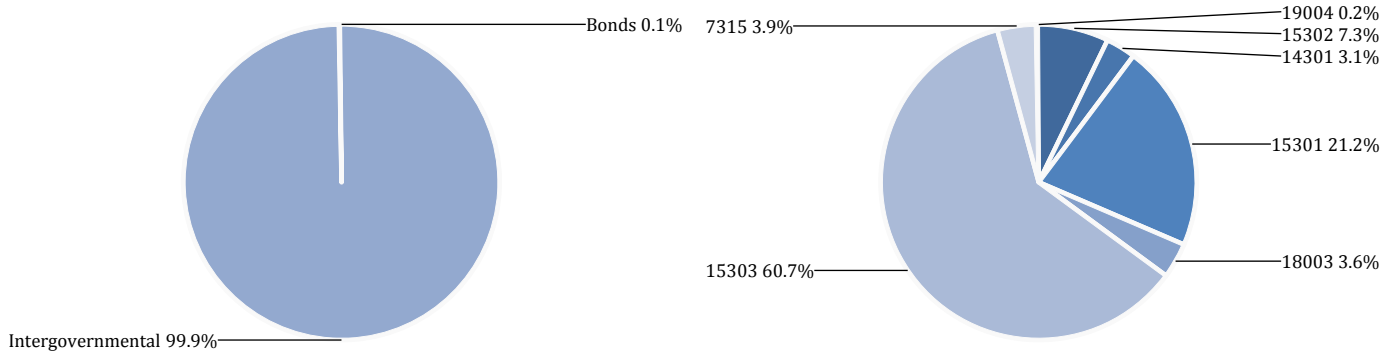
Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Funds Required
<b>Capital Projects Fund</b>							
GO Bonds	\$ 2,930,300	\$ 1,807,300	\$ 87,000	\$ 36,000	\$ 1,000,000	\$ 1,123,000	—
PAY-GO	531,800	201,800	—	—	330,000	330,000	—
Proffers	1,186,000	—	626,000	—	560,000	1,186,000	—
County - Gas Tax	2,794,200	1,476,500	1,168,000	149,700	—	1,317,700	—
County- Capital Contribution	7,054,684	—	1,000,000	1,880,985	4,173,699	7,054,684	—
State - VDOT	41,410,000	10,585,800	7,085,000	6,976,200	8,463,000	22,524,200	8,300,000
Federal - CDBG	46,872	—	—	17,130	29,742	46,872	—
<b>Total Capital Projects Fund</b>	<b>\$ 55,953,856</b>	<b>\$ 14,071,400</b>	<b>\$ 9,966,000</b>	<b>\$ 9,060,015</b>	<b>\$ 14,556,441</b>	<b>\$ 33,582,456</b>	<b>\$ 8,300,000</b>
<b>NVTA Fund</b>							
County - NVTA 30%	17,160,544	400,000	2,746,000	4,153,785	6,014,759	12,914,544	3,846,000
State - NVTA 70%	216,035,000	4,975,000	9,750,000	20,310,000	27,000,000	57,060,000	154,000,000
<b>Total NVTA Fund</b>	<b>\$ 233,195,544</b>	<b>\$ 5,375,000</b>	<b>\$ 12,496,000</b>	<b>\$ 24,463,785</b>	<b>\$ 33,014,759</b>	<b>\$ 69,974,544</b>	<b>\$ 157,846,000</b>
<b>Total Sources</b>	<b>\$ 289,149,400</b>	<b>\$ 19,446,400</b>	<b>\$ 22,462,000</b>	<b>\$ 33,523,800</b>	<b>\$ 47,571,200</b>	<b>\$ 103,557,000</b>	<b>\$ 166,146,000</b>

Uses by Project

Projects	Total Project Cost	Expended through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Project Cost
Battlefield Parkway - Rt. 15 to Dulles Greenway - 07315	\$ 15,830,000	\$ 10,208,800	\$ 4,301,000	\$ 1,320,200	—	\$ 5,621,200	—
Battlefield Parkway / Route 15 Bypass Interchange - 21NEW1	59,000,000	—	—	—	2,000,000	2,000,000	57,000,000
Battlefield Parkway Trail Across the Rt 15 Bypass - 17012	798,000	161,000	637,000	—	—	637,000	—
Davis Court Bridge Conversion - 20NEW1	560,000	—	—	—	560,000	560,000	—
E. Market St. & Battlefield Pkwy Interchange - 15303	58,330,200	3,634,200	9,350,000	20,346,000	25,000,000	54,696,000	—
Edwards Ferry Road NE Sidewalk Improvements - 22NEW1	1,094,000	—	—	—	1,094,000	1,094,000	—
Edwards Ferry Road Sidewalk, Bus Shelters & Bus Route Signs - 19004	166,800	—	—	60,600	106,200	166,800	—
Evergreen Mill Rd. Widening - 15302	15,989,200	903,200	337,000	2,436,000	12,313,000	15,086,000	—
Morven Park Road Sidewalk - 14301	2,341,000	—	283,000	1,024,000	1,034,000	2,341,000	—
Royal Street Improvements - Church St to Wirt St - 23NEW1	4,392,000	—	—	—	546,000	546,000	3,846,000
Rt. 15 Bypass/Edwards Ferry Rd. Interchange - 09307	112,239,400	1,770,400	435,000	—	4,734,000	5,169,000	105,300,000
South King Street Bridge over Tuscarora Creek Deck Replacement - 23NEW2	184,000	—	—	—	184,000	184,000	—
Sycolin Rd. Widening Phase IV - 15301	15,934,800	2,768,800	6,043,000	7,123,000	—	13,166,000	—
Traffic Signal at South King Street & Clubhouse Drive - 18005	626,000	—	626,000	—	—	626,000	—
West Market Street - Ayr Street to Morven Park Road Sidewalk Improvements - 18003	1,664,000	—	450,000	1,214,000	—	1,664,000	—
<b>Total Uses</b>	<b>\$ 289,149,400</b>	<b>\$ 19,446,400</b>	<b>\$ 22,462,000</b>	<b>\$ 33,523,800</b>	<b>\$ 47,571,200</b>	<b>\$ 103,557,000</b>	<b>\$ 166,146,000</b>

Sources by Type (2019)

Uses by Project (2019)





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

**STATUS:** Ongoing

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 1,379,000	\$ 1,379,000	—	—	—	—	—	—	—	—
County- Capital Contribution	1,000,000	—	1,000,000	—	—	—	—	—	1,000,000	—
County - NVTA 30%	701,000	—	701,000	—	—	—	—	—	701,000	—
State - VDOT	12,750,000	8,829,800	2,600,000	1,320,200	—	—	—	—	3,920,200	—
<b>Total Sources</b>	<b>\$ 15,830,000</b>	<b>\$ 10,208,800</b>	<b>\$ 4,301,000</b>	<b>\$ 1,320,200</b>	—	—	—	—	<b>\$ 5,621,200</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17	Year						Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 909,800	\$ 808,800	\$ 101,000	—	—	—	—	—	\$ 101,000	—
Land	150,000	300,000	—	—	—	—	—	—	—	—
Design/Engineering	1,100,000	1,050,000	—	—	—	—	—	—	—	—
Utility Relocation	370,000	370,000	—	—	—	—	—	—	—	—
Construction	13,300,200	7,680,000	4,200,000	1,320,200	—	—	—	—	5,520,200	—
<b>Total Uses</b>	<b>\$ 15,830,000</b>	<b>\$ 10,208,800</b>	<b>\$ 4,301,000</b>	<b>\$ 1,320,200</b>	—	—	—	—	<b>\$ 5,621,200</b>	—

**Operating Impact**

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

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

**STATUS:** Future

**PROGRAM DESCRIPTION:** This project consists of development of an Interchange Justification Report (IJR) for a new grade separated interchange at the current signalized intersection between the Route 15 Leesburg Bypass and Battlefield Parkway. Route 15 is part of the National Highway System that serves as a major commuter route for residents from northern Loudoun County, Maryland and Pennsylvania travelling to employment centers in eastern Loudoun County, Fairfax County, and points further east. The intersection with Battlefield Parkway is one of three signalized intersections on the bypass. The other two traffic signals will be removed with the future construction of an interchange at Edwards Ferry Road and Fort Evans Road.

The Battlefield Parkway intersection experiences routine congestion, especially during the afternoon peak periods when northbound traffic on Route 15 backs up into the area. In addition to the vehicular traffic issues, the Bypass acts as a barrier to discourage pedestrians and bicycles from traveling between the residential and recreational areas east and west of Route 15. The initial step of developing an interchange is to prepare an IJR. This study will evaluate the need for the interchange, compare alternative designs, analyze environmental impacts, and establish a project budget. Funding for the IJR will be requested from the Northern Virginia Transportation Authority (NVTA) using regional (70%) funding.

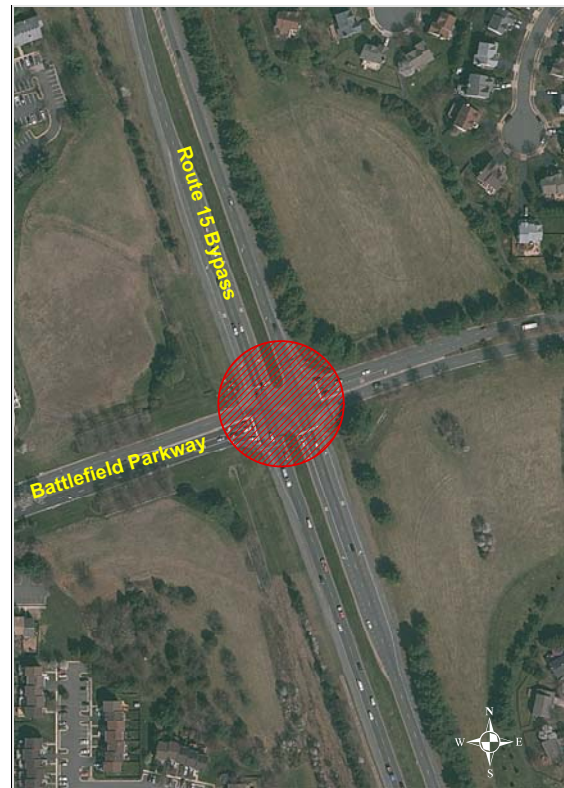
**OPERATING IMPACT:** TBD

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
TBD	TBD	TBD



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP	Future Funds Required
State - NVTA 70%	\$ 59,000,000	—	—	—	—	\$ 2,000,000	—	—	\$ 2,000,000	\$ 57,000,000
<b>Total Sources</b>	<b>\$ 59,000,000</b>	—	—	—	—	<b>\$ 2,000,000</b>	—	—	<b>\$ 2,000,000</b>	<b>\$ 57,000,000</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP	Future Project Cost
Project Management	\$ 200,000	—	—	—	—	\$ 200,000	—	—	\$ 200,000	—
Design/Engineering	1,800,000	—	—	—	—	1,800,000	—	—	1,800,000	—
Construction	57,000,000	—	—	—	—	—	—	—	—	57,000,000
<b>Total Uses</b>	<b>\$ 59,000,000</b>	—	—	—	—	<b>\$ 2,000,000</b>	—	—	<b>\$ 2,000,000</b>	<b>\$ 57,000,000</b>

**Operating Impact**

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

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

**STATUS:** Ongoing

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

The project will include sidewalk extension to the Bypass on the west, a trail extension from the Bypass to the east, and pedestrian signals and crosswalk at the Route 15 Bypass. The total length of the project is approximately 2,000 feet.

**OPERATING IMPACT:** Increased costs for maintenance of the trail.

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

Streets and Highways

**TITLE:** Davis Court Bridge Conversion (20NEW1)

**STATUS:** Future

**PROGRAM DESCRIPTION:** Davis Court provides the only vehicular access into Olde Izaak Walton Park and the Town's Dog Park. The proposed Crescent Park development will provide alternate vehicular access to Olde Izaak Walton Park. After the alternate access is developed, the existing substandard bridge can be converted to provide non-motorized access only. The existing bridge was constructed in 1971. Based on recent inspections, the bridge is classified as being structurally deficient.

**OPERATING IMPACT:** Reduced bridge maintenance costs

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

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

**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** This project consists of development of a new grade-separated interchange on East Market Street (Route 7) at Battlefield Parkway. The existing at-grade signalized intersection at this location is heavily congested and has one of the highest accident rates in the Town. East Market Street and Battlefield Parkway serve as major commuter routes. The existing retail centers in this area generate significant traffic volumes which will increase as proposed new projects are constructed. This project is a high priority interchange for Loudoun County and the Town and is included in the VDOT 2040 plan.

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

**OPERATING IMPACT:** TBD

**GOAL ADDRESSED:** 2012 Town Plan

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



**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Summer 2019	Summer 2019	Fall 2021

**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 238,900	\$ 167,900	\$ 35,000	\$ 36,000	—	—	—	—	\$ 71,000	—
PAY-GO	91,300	91,300	—	—	—	—	—	—	—	—
State - NVTA 70%	58,000,000	3,375,000	9,315,000	20,310,000	25,000,000	—	—	—	54,625,000	—
<b>Total Sources</b>	<b>\$ 58,330,200</b>	<b>\$ 3,634,200</b>	<b>\$ 9,350,000</b>	<b>\$ 20,346,000</b>	<b>\$ 25,000,000</b>	—	—	—	<b>\$ 54,696,000</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17	Year						Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 330,200	\$ 259,200	\$ 35,000	\$ 36,000	—	—	—	—	\$ 71,000	—
Land	5,000,000	—	5,000,000	—	—	—	—	—	5,000,000	—
Design/Engineering	4,000,000	3,375,000	625,000	—	—	—	—	—	625,000	—
Utility Relocation	4,000,000	—	3,690,000	310,000	—	—	—	—	4,000,000	—
Construction	45,000,000	—	—	20,000,000	25,000,000	—	—	—	45,000,000	—
<b>Total Uses</b>	<b>\$ 58,330,200</b>	<b>\$ 3,634,200</b>	<b>\$ 9,350,000</b>	<b>\$ 20,346,000</b>	<b>\$ 25,000,000</b>	—	—	—	<b>\$ 54,696,000</b>	—

**Operating Impact**

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

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

**STATUS:** Future

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

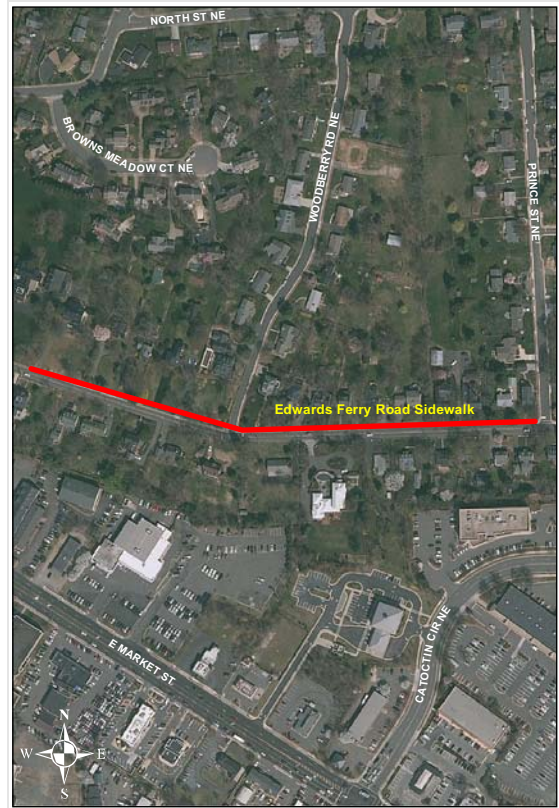
**OPERATING IMPACT:** None

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

**TITLE:** Edwards Ferry Road Sidewalk, Bus Shelters & Bus Route Signs (19004)

**STATUS:** New

**PROGRAM DESCRIPTION:** Construction of a missing link of sidewalk along the north side of Edwards Ferry Road between Heritage Way and the Loudoun County Shenandoah Building; installation of two new bus shelters on Edwards Ferry Road (one on the north side of the street near the Shenandoah Building, and on the south side of the street west of Heritage Way), and installation of new bus route signs town-wide.

The project will primarily serve low income residents of northeast Leesburg who rely on walking or public transportation to get to and from County services, work, and shopping locations. This project is contingent on receipt of Community Development Block Grant (CDBG) funding. Also, Loudoun County has committed to providing a portion of the project funding.

**OPERATING IMPACT:** Minor increased maintenance for the new sidewalk and lighting. Loudoun County will be responsible for maintenance of the bus shelters.

**GOAL ADDRESSED:** 2012 Town Plan

- The Transportation goal calls for a safe, convenient, and efficient motorized and non-motorized transportation system that satisfies the mobility needs of Town residents.
- Objective 4 encourages the increase in use of public transit service to reduce motor vehicle use and traffic congestion, reduce automobile emissions, and improve air quality.
- Objective 5 promotes walking as a legitimate alternative to single-occupant automobile for trips less than one mile in length.
- 



**Significant Dates**

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

**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
County- Capital Contribution	\$ 54,684	—	—	\$ 19,985	\$ 34,699	—	—	—	\$ 54,684	—
County - NVTA 30%	65,244	—	—	23,485	41,759	—	—	—	65,244	—
Federal - CDBG	46,872	—	—	17,130	29,742	—	—	—	46,872	—
<b>Total Sources</b>	<b>\$ 166,800</b>	—	—	<b>\$ 60,600</b>	<b>\$ 106,200</b>	—	—	—	<b>\$ 166,800</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 10,500	—	—	\$ 3,500	\$ 7,000	—	—	—	\$ 10,500	—
Land	19,100	—	—	19,100	—	—	—	—	19,100	—
Design/Engineering	38,000	—	—	38,000	—	—	—	—	38,000	—
Construction	99,200	—	—	—	99,200	—	—	—	99,200	—
<b>Total Uses</b>	<b>\$ 166,800</b>	—	—	<b>\$ 60,600</b>	<b>\$ 106,200</b>	—	—	—	<b>\$ 166,800</b>	—

**Operating Impact**

Operating/Maintenance	2018	2019	2020	2021	2022	2023	Total for 6 Yr CIP
General Maintenance	—	—	—	\$ 500	\$ 500	\$ 500	\$ 1,500
<b>Total Impact</b>	—	—	—	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 1,500</b>

Streets and Highways

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

**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Widen approximately 1.3 mile of Evergreen Mill Road from the Heritage High School entrance (south of Battlefield Parkway) to South King Street (Route 15). The existing two-lane road will be widened to a four-lane street with sidewalk on one side and a shared use path on the other side. The project will include utility relocations, curb, gutter, and storm drainage.

Project funding is primarily from the Loudoun County Capital Improvement Program, NVTA 30% and VDOT revenue sharing.

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

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 1,070,000	\$ 70,000	—	—	—	\$ 1,000,000	—	—	\$ 1,000,000	—
PAY-GO	33,200	33,200	—	—	—	—	—	—	—	—
County - Capital Contribution	6,000,000	—	—	1,861,000	1,402,000	2,737,000	—	—	6,000,000	—
County - NVTA 30%	3,886,000	400,000	187,000	—	—	3,299,000	—	—	3,486,000	—
State - VDOT	5,000,000	400,000	150,000	575,000	750,000	3,125,000	—	—	4,600,000	—
<b>Total Sources</b>	<b>\$ 15,989,200</b>	<b>\$ 903,200</b>	<b>\$ 337,000</b>	<b>\$ 2,436,000</b>	<b>\$ 2,152,000</b>	<b>\$ 10,161,000</b>	—	—	<b>\$ 15,086,000</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17	Year						Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 689,200	\$ 103,200	\$ 37,000	\$ 36,000	\$ 152,000	\$ 361,000	—	—	\$ 586,000	—
Land	500,000	—	100,000	400,000	—	—	—	—	500,000	—
Design/Engineering	1,600,000	800,000	200,000	600,000	—	—	—	—	800,000	—
Utility Relocation	1,400,000	—	—	1,400,000	—	—	—	—	1,400,000	—
Construction	11,800,000	—	—	—	2,000,000	9,800,000	—	—	11,800,000	—
<b>Total Uses</b>	<b>\$ 15,989,200</b>	<b>\$ 903,200</b>	<b>\$ 337,000</b>	<b>\$ 2,436,000</b>	<b>\$ 2,152,000</b>	<b>\$ 10,161,000</b>	—	—	<b>\$ 15,086,000</b>	—

**Operating Impact**

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



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

**STATUS:** Ongoing

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
County - NVTA 30%	\$ 2,341,000	—	\$ 283,000	\$ 1,024,000	\$ 1,034,000	—	—	—	\$ 2,341,000	—
<b>Total Sources</b>	<b>\$ 2,341,000</b>	<b>—</b>	<b>\$ 283,000</b>	<b>\$ 1,024,000</b>	<b>\$ 1,034,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 2,341,000</b>	<b>—</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17	Year						Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 241,000	—	\$ 33,000	\$ 74,000	\$ 134,000	—	—	—	\$ 241,000	—
Land	200,000	—	100,000	100,000	—	—	—	—	200,000	—
Design/Engineering	400,000	—	150,000	250,000	—	—	—	—	400,000	—
Utility Relocation	200,000	—	—	200,000	—	—	—	—	200,000	—
Construction	1,300,000	—	—	400,000	900,000	—	—	—	1,300,000	—
<b>Total Uses</b>	<b>\$ 2,341,000</b>	<b>—</b>	<b>\$ 283,000</b>	<b>\$ 1,024,000</b>	<b>\$ 1,034,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>\$ 2,341,000</b>	<b>—</b>

**Operating Impact**

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

Streets and Highways

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

**STATUS:** Future

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

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

**OPERATING IMPACT:** Increased sidewalk and storm drain system maintenance

**GOAL ADDRESSED:** 2012 Town Plan

- Transportation Objective 5 calls for providing a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes bicycling and walking.
- Community Facilities and Services Objective 8 calls for providing adequate storm water management that meets state and federal criteria for water quality.

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Summer 2023	Spring 2024	Fall 2024



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
County - NVTA 30%	\$ 4,392,000	—	—	—	—	—	—	\$ 546,000	\$ 546,000	\$ 3,846,000
<b>Total Sources</b>	<b>\$ 4,392,000</b>	—	—	—	—	—	—	<b>\$ 546,000</b>	<b>\$ 546,000</b>	<b>\$ 3,846,000</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 192,000	—	—	—	—	—	—	\$ 96,000	\$ 96,000	\$ 96,000
Land	300,000	—	—	—	—	—	—	150,000	150,000	150,000
Design/Engineering	600,000	—	—	—	—	—	—	300,000	300,000	300,000
Construction	3,300,000	—	—	—	—	—	—	—	—	3,300,000
<b>Total Uses</b>	<b>\$ 4,392,000</b>	—	—	—	—	—	—	<b>\$ 546,000</b>	<b>\$ 546,000</b>	<b>\$ 3,846,000</b>

**Operating Impact**

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

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

**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** The project consists of the development of a new grade-separated interchange on Edwards Ferry Road at the Route 15 Leesburg Bypass and will include the intersection at Fort Evans Road. These two existing signalized at-grade intersections are heavily congested and have high accident rates. Route 15 serves as a major commuter route, and there are numerous large retail developments in the area that generate significant traffic volumes. Currently, large volumes of pedestrian traffic cross the bypass between the residential areas inside the bypass and the commercial development outside the bypass.

**OPERATING IMPACT:** TBD

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
TBD	TBD	TBD



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 170,400	\$ 170,400	—	—	—	—	—	—	—	—
PAY-GO	330,000	—	—	—	—	100,000	110,000	120,000	330,000	—
State - NVTA 70%	99,035,000	1,600,000	435,000	—	—	—	—	—	435,000	97,000,000
State - VDOT	12,704,000	—	—	—	—	1,204,000	1,500,000	1,700,000	4,404,000	8,300,000
<b>Total Sources</b>	<b>\$ 112,239,400</b>	<b>\$ 1,770,400</b>	<b>\$ 435,000</b>	<b>—</b>	<b>—</b>	<b>\$ 1,304,000</b>	<b>\$ 1,610,000</b>	<b>\$ 1,820,000</b>	<b>\$ 5,169,000</b>	<b>\$ 105,300,000</b>

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 535,400	\$ 170,400	\$ 35,000	—	—	\$ 100,000	\$ 110,000	\$ 120,000	\$ 365,000	—
Land	5,000,000	—	—	—	—	—	—	—	—	5,000,000
Design/Engineering	12,704,000	1,600,000	400,000	—	—	1,204,000	1,500,000	1,700,000	4,804,000	6,300,000
Utility Relocation	2,000,000	—	—	—	—	—	—	—	—	2,000,000
Construction	92,000,000	—	—	—	—	—	—	—	—	92,000,000
<b>Total Uses</b>	<b>\$ 112,239,400</b>	<b>\$ 1,770,400</b>	<b>\$ 435,000</b>	<b>—</b>	<b>—</b>	<b>\$ 1,304,000</b>	<b>\$ 1,610,000</b>	<b>\$ 1,820,000</b>	<b>\$ 5,169,000</b>	<b>\$ 105,300,000</b>

**Operating Impact**

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

Streets and Highways

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

**STATUS:** Future

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

**OPERATING IMPACT:** Reduced maintenance expense.

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

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

**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Widen and upgrade 3,400 linear feet of Sycolin Road from two lanes to four lanes with trail and sidewalk and appropriate turn lanes. The project limits extend from 550 feet south of Tolbert Lane to the southern corporate limits. Sycolin Road will serve significant projected urban growth in the area between Leesburg and the Dulles/Route 28 corridor. This project is the final phase of the widening of Sycolin Road between the Town's southern corporate limits and the Route 15/7 Bypass.

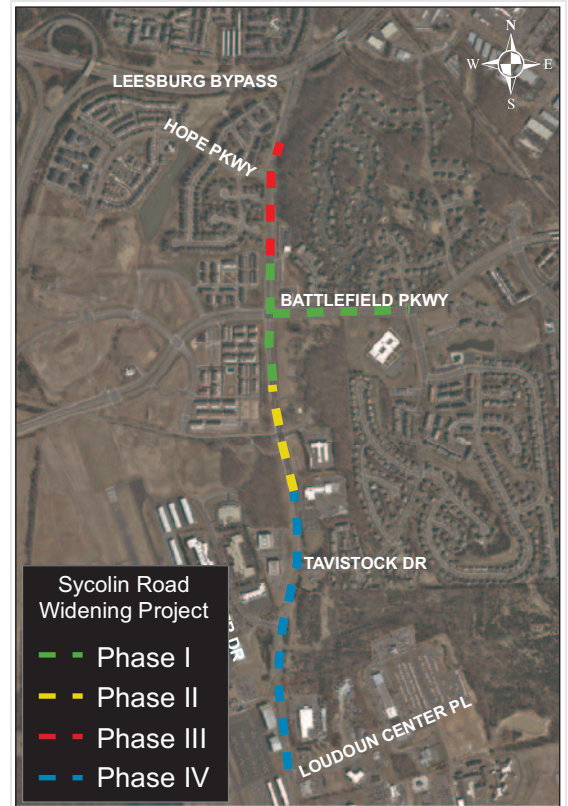
**OPERATING IMPACT:** VDOT's maintenance payments will increase with construction of two more lanes.

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Fall 2017	Summer 2018	Winter 2019/2020



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

**TITLE:** Traffic Signal at South King Street & Clubhouse Drive (18005)

**STATUS:** Ongoing

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

**OPERATING IMPACT:** Reduced costs for repair and maintenance.

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

**TITLE:** West Market Street - Ayr Street to Morven Park Road Sidewalk Improvements (18003)

**STATUS:** Ongoing

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

**OPERATING IMPACT:** None

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

Streets and Highways





**Storm Drainage**

Funding for the Storm Drainage category will continue in the FY 2018-23 Capital Improvements Program. The total cost of Storm Drainage Capital Improvements is \$3,978,000 in FY 2019 in order to continue the improvements to the Tuscarora Creek to mitigate flooding and to begin the concurrent restoration and realignment of the stream.

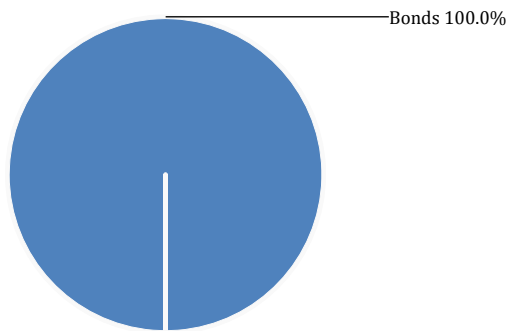
**Sources of Funding**

Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Funds Required
<b>Capital Projects Fund</b>							
GO Bonds	\$ 7,435,500	\$ 2,197,500	\$ 334,000	\$ 3,978,000	\$ 926,000	\$ 5,238,000	—
PAY-GO	81,000	81,000	—	—	—	—	—
Proffers	850,000	850,000	—	—	—	—	—
State - DEQSLAF	641,100	641,100	—	—	—	—	—
<b>Total Sources</b>	<b>\$ 9,007,600</b>	<b>\$ 3,769,600</b>	<b>\$ 334,000</b>	<b>\$ 3,978,000</b>	<b>\$ 926,000</b>	<b>\$ 5,238,000</b>	<b>—</b>

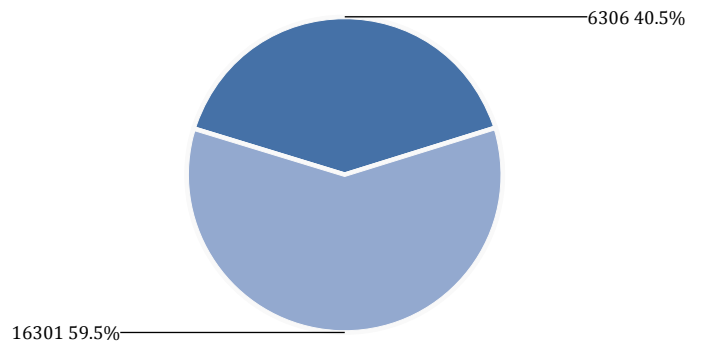
**Uses by Project**

Projects	Total Project Cost	Expended through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Project Cost
Liberty Street SW Storm Drainage Improvements - 23NEW1	\$ 600,000	—	—	—	\$ 600,000	\$ 600,000	—
Market Street/King Street Intersection and Alley Between 3 and 5 S. King Street Improvements - 17016	850,000	850,000	—	—	—	—	—
Tuscarora Creek Flood Mitigation - 06306	3,738,300	1,468,300	334,000	1,610,000	326,000	2,270,000	—
Tuscarora Creek Restoration - TMDL Project - 16301	3,819,300	1,451,300	—	2,368,000	—	2,368,000	—
<b>Total Uses</b>	<b>\$ 9,007,600</b>	<b>\$ 3,769,600</b>	<b>\$ 334,000</b>	<b>\$ 3,978,000</b>	<b>\$ 926,000</b>	<b>\$ 5,238,000</b>	<b>—</b>

Sources by Type (2019)



Uses by Project (2019)



**TITLE:** Liberty Street SW Storm Drainage Improvements (23NEW1)

**STATUS:** Future

**PROGRAM DESCRIPTION:** Improvement to the existing storm sewer system on Liberty Street between Loudoun Street and West Market Street to correct drainage system deficiencies which cause flooding of the street and an adjacent house. A study being performed in FY 2018 will recommend improvements to mitigate the flooding.

**OPERATING IMPACT:** None

**GOAL ADDRESSED:** 2012 Town Plan

- The Community Facilities and Services goal is to provide community facilities and services in a cost-effective, equitable, and environmentally sensitive manner. Objective 8 addresses providing adequate stormwater management facilities.

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17							Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 600,000	—	—	—	—	—	—	\$ 600,000	\$ 600,000	—
<b>Total Sources</b>	<b>\$ 600,000</b>	—	—	—	—	—	—	<b>\$ 600,000</b>	<b>\$ 600,000</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17							Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 25,000	—	—	—	—	—	—	\$ 25,000	\$ 25,000	—
Design/Engineering	125,000	—	—	—	—	—	—	125,000	125,000	—
Construction	450,000	—	—	—	—	—	—	450,000	450,000	—
<b>Total Uses</b>	<b>\$ 600,000</b>	—	—	—	—	—	—	<b>\$ 600,000</b>	<b>\$ 600,000</b>	—

**Operating Impact**

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

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

**STATUS:** Ongoing

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

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2017	Summer 2017	Summer 2018



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

Storm Drainage

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

**STATUS:** Ongoing

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

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

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

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

**STATUS:** Ongoing

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

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

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

Storm Drainage



Airport

Improvements to the Leesburg Executive Airport continue to be a priority for the Town. Capital projects for FY 2019 in this category include the construction of a maintenance/storage facility; the initial phase of North Hangars; and taxiway and runway lighting rehabilitation. The total cost of Airport Capital Improvements for FY 2019 is \$607,000.

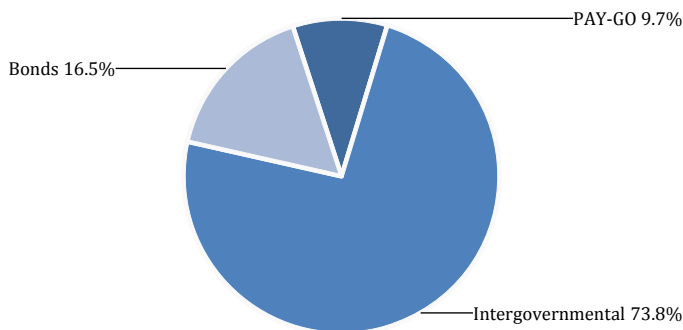
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Funds Required
<b>Capital Projects Fund</b>							
GO Bonds	\$ 3,100,000	—	—	\$ 100,000	\$ 3,000,000	\$ 3,100,000	—
Revenue Bonds	2,060,000	—	—	—	2,060,000	2,060,000	—
PAY-GO	443,300	—	—	58,800	256,500	315,300	80,000
Monetary Donation	102,000	—	102,000	—	—	102,000	—
State - DOAV	2,679,200	—	50,000	307,200	2,002,000	2,359,200	320,000
Federal - FAA	7,978,500	—	—	141,000	4,237,500	4,378,500	3,600,000
<b>Total Sources</b>	<b>\$ 16,363,000</b>	<b>—</b>	<b>\$ 152,000</b>	<b>\$ 607,000</b>	<b>\$ 11,604,000</b>	<b>\$ 12,363,000</b>	<b>\$ 4,000,000</b>

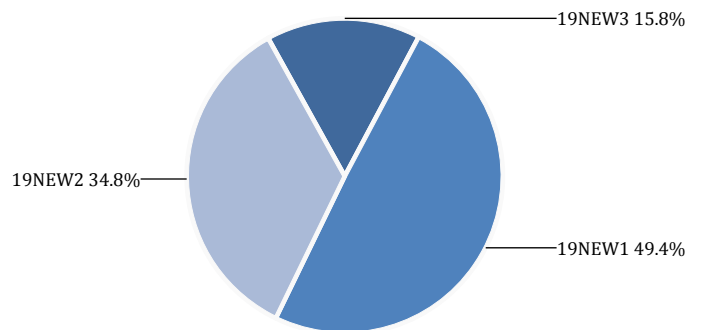
Uses by Project

Projects	Total Project Cost	Expended through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Project Cost
Airport Apron Paving - 23NEW1	\$ 1,616,000	—	—	—	\$ 1,616,000	\$ 1,616,000	—
Airport FBO Hangar Purchase - 22NEW2	3,010,000	—	—	—	3,010,000	3,010,000	—
Airport Maintenance/ Storage Facility - 19NEW1	300,000	—	—	300,000	—	300,000	—
Airport North Hangars - 19NEW2	4,925,000	—	—	211,000	4,714,000	4,925,000	—
Airport Parallel Taxiway Relocation - 23NEW3	5,052,000	—	—	—	1,052,000	1,052,000	4,000,000
Airport Runway 17 Approach Lighting (ODALS) Upgrade - 22NEW1	297,000	—	—	—	297,000	297,000	—
Airport Self-Service Fuel Facility - 18004	152,000	—	152,000	—	—	152,000	—
Taxiway & Runway Lighting Rehabilitation - 19NEW3	1,011,000	—	—	96,000	915,000	1,011,000	—
<b>Total Uses</b>	<b>\$ 16,363,000</b>	<b>—</b>	<b>\$ 152,000</b>	<b>\$ 607,000</b>	<b>\$ 11,604,000</b>	<b>\$ 12,363,000</b>	<b>\$ 4,000,000</b>

Sources by Type (2019)



Uses by Project (2019)



**TITLE:** Airport Apron Paving (23NEW1)

**STATUS:** Future

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

Draft 2016 Airport Master Plan

- Identifies the apron pavement as needing rehabilitation.

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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



**TITLE:** Airport FBO Hangar Purchase (22NEW2)

**STATUS:** Future

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

**OPERATING IMPACT:** Increased building maintenance costs.

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

Airport

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

**STATUS:** New

**PROGRAM DESCRIPTION:** Construct a facility for storage of equipment needed to maintain the airport property. Currently equipment is stored in areas that are too small to allow the equipment to be completely out of the weather. Portions of the project costs for design and construction are eligible for funding by the Virginia Department of Aviation.

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

**GOAL ADDRESSED:** 2012 Town Plan

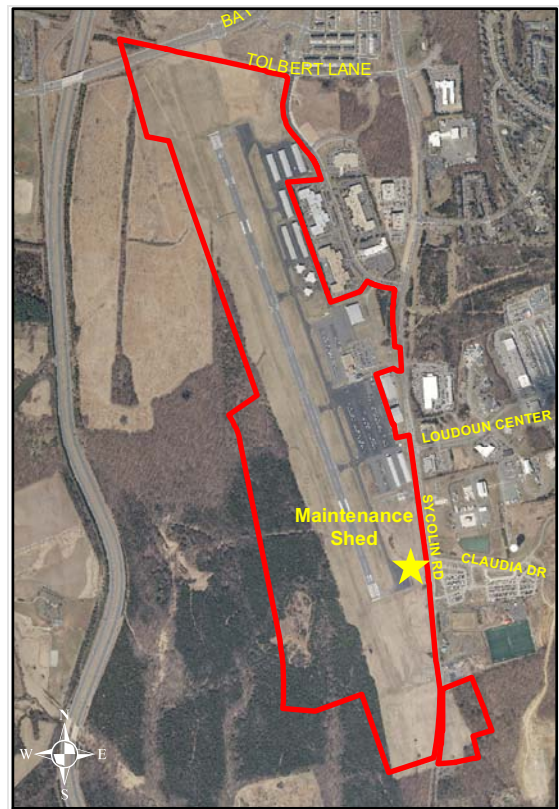
- Transportation Objective 6 calls for promotion and protection of the Leesburg Executive Airport as a primary reliever airport within the regional air transportation system.

2006 Airport Master Plan

- Requires preservation and protection of airport property.

**Significant Dates**

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



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
GO Bonds	\$ 100,000	—	—	\$ 100,000	—	—	—	—	\$ 100,000	—
State - DOAV	200,000	—	—	200,000	—	—	—	—	200,000	—
<b>Total Sources</b>	<b>\$ 300,000</b>	—	—	<b>\$ 300,000</b>	—	—	—	—	<b>\$ 300,000</b>	—

**Planned Uses**

Uses	Total Project Cost	Expended through 6/30/17	Year						Total for 6 Yr CIP	Future Project Cost
			2018	2019	2020	2021	2022	2023		
Project Management	\$ 12,000	—	—	\$ 12,000	—	—	—	—	\$ 12,000	—
Design/Engineering	50,000	—	—	50,000	—	—	—	—	50,000	—
Construction	238,000	—	—	238,000	—	—	—	—	238,000	—
<b>Total Uses</b>	<b>\$ 300,000</b>	—	—	<b>\$ 300,000</b>	—	—	—	—	<b>\$ 300,000</b>	—

**Operating Impact**

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

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

**STATUS:** New

**PROGRAM DESCRIPTION:** Construction will include 26 T-hangars, three corporate hangars, aprons and storm drainage on the north end of the property. The Town will apply to the Virginia Department of Aviation (DOAV) and Federal Aviation Administration for funding participation on the site work and paving. Project is in accordance with the Airport Master Plan.

**OPERATING IMPACT:** Minimal electric costs.

**GOAL ADDRESSED:** 2012 Town Plan

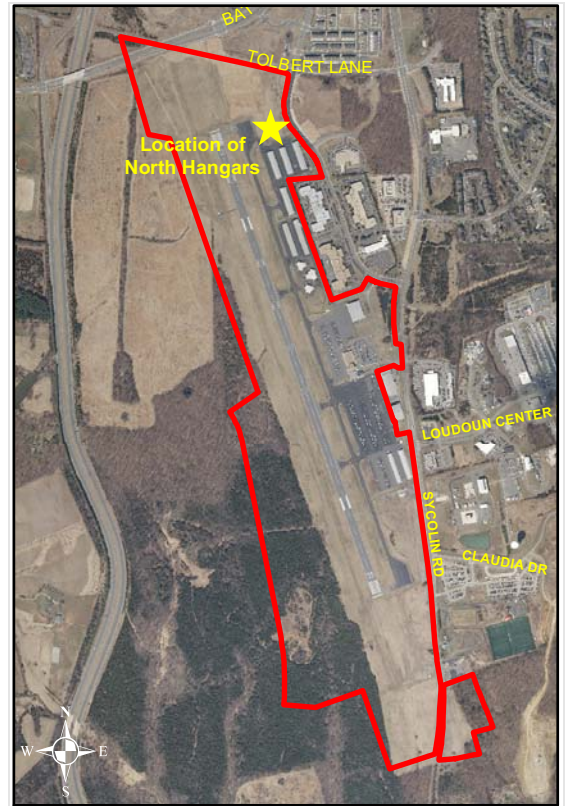
- Transportation Objective 6 calls for promotion and protection of the Leesburg Executive Airport as a primary reliever airport within the regional air transportation system.

2006 Airport Master Plan

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

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Summer 2019	Fall 2021



**Funding Sources**

Sources	Total Required Project Funding	Funded through 6/30/17	Year						Total for 6 Yr CIP	Future Funds Required
			2018	2019	2020	2021	2022	2023		
Revenue Bonds	\$ 2,060,000	—	—	—	\$ 1,060,000	\$ 1,000,000	—	—	\$ 2,060,000	—
PAY-GO	165,000	—	—	51,000	32,000	82,000	—	—	165,000	—
State - DOAV	1,800,000	—	—	100,000	900,000	800,000	—	—	1,800,000	—
Federal - FAA	900,000	—	—	60,000	340,000	500,000	—	—	900,000	—
<b>Total Sources</b>	<b>\$ 4,925,000</b>	—	—	<b>\$ 211,000</b>	<b>\$ 2,332,000</b>	<b>\$ 2,382,000</b>	—	—	<b>\$ 4,925,000</b>	—

**Planned Uses**

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

**Operating Impact**

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

Airport

**TITLE:** Airport Parallel Taxiway Relocation (23NEW3)

**STATUS:** Future

**PROGRAM DESCRIPTION:** Relocation and reconstruction of the existing parallel taxiway further from the runway in order to meet Federal Aviation Administration (FAA) standards.

**OPERATING IMPACT:** None

**GOAL ADDRESSED:** 2012 Town Plan

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

Draft 2016 Airport Master Plan

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

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

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

**STATUS:** Future

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

**OPERATING IMPACT:** Increased electricity & maintenance costs.

**GOAL ADDRESSED:** 2012 Town Plan

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

Draft 2016 Airport Master Plan

- Identifies need for upgrade of the approach light system.

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

Airport

**TITLE:** Airport Self-Service Fuel Facility (18004)

**STATUS:** Ongoing

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

Draft 2016 Airport Master Plan

- Identifies need for self-service fueling facilities.

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Summer 2018	Fall 2018



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

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

**STATUS:** New

**PROGRAM DESCRIPTION:** This project will rehabilitate and upgrade the Runway and Taxiway Lighting System at the Leesburg Executive Airport. Light-emitting diode (LED) light components will be used where approved by the Federal Aviation Administration (FAA) for improved reliability and lower energy use.

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

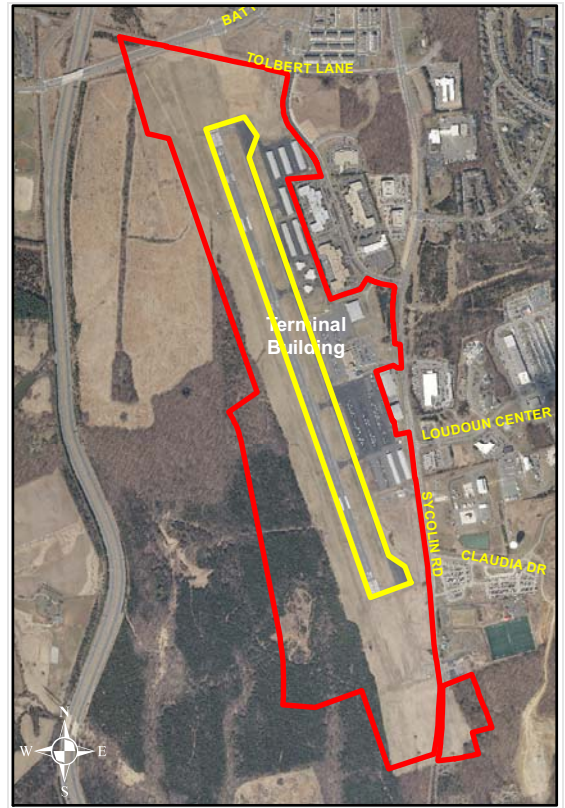
**OPERATING IMPACT:** Reduction in annual electric costs and light bulb replacement costs

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

Airport





Utilities

Investments in the Town’s water and sewer system are estimated at \$2,621,000 for FY 2019 for miscellaneous water & sewer system improvements, and the re-coating and rehabilitation of storage tanks located at the Water Pollution Control Plant.

Sources of Funding

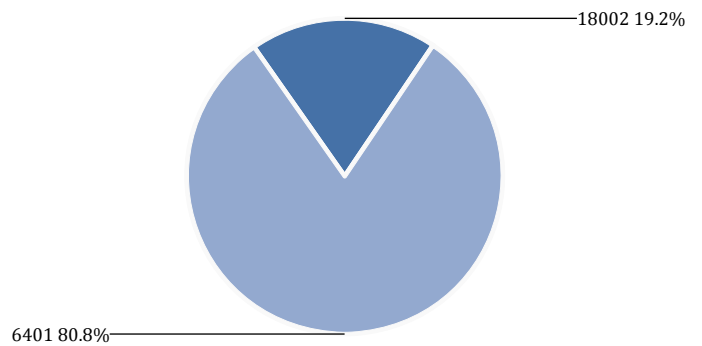
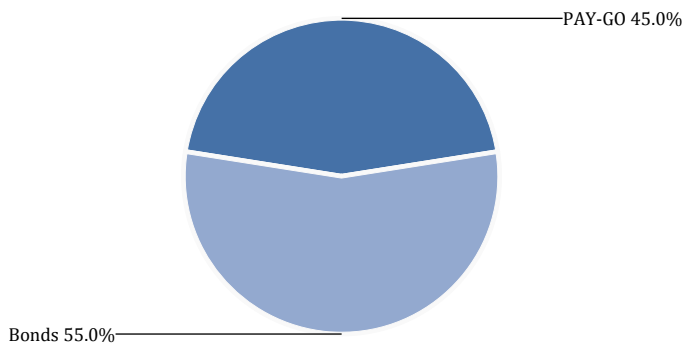
Sources	Total Required Project Funding	Funded through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Funds Required
<b>Utilities Fund</b>							
Utilities Bonds	\$ 11,949,000	\$ 3,543,500	\$ 1,750,050	\$ 1,441,600	\$ 5,213,850	\$ 8,405,500	—
PAY-GO Utilities	9,776,650	2,899,250	1,431,950	1,179,400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

Uses by Project

Projects	Total Project Cost	Expended through 6/30/17	2018	2019	2020 - 2023	Total for 6 Yr CIP	Future Project Cost
Hospital Water Storage Tank Recoating and Rehabilitation - 18001	\$ 312,000	—	\$ 312,000	—	—	\$ 312,000	—
Misc. Waterline & Sanitary Sewer Improvements, Repairs, and I&I Mitigation - 06401	17,295,650	6,192,750	2,125,000	2,119,000	6,858,900	11,102,900	—
Security System at Water Pollution Control Facility Phase II - 17009	493,000	250,000	243,000	—	—	243,000	—
Water Booster Pump Station at Loudoun Water Interconnect - 20NEW1	1,713,000	—	—	—	1,713,000	1,713,000	—
Water Pollution Control Plant Storage Tanks - Recoating & Rehabilitation - 18002	1,004,000	—	502,000	502,000	—	1,004,000	—
Water Treatment Plant Filter #1 and #2 Underdrain Replacement - 21NEW3	908,000	—	—	—	908,000	908,000	—
<b>Total Uses</b>	<b>\$ 21,725,650</b>	<b>\$ 6,442,750</b>	<b>\$ 3,182,000</b>	<b>\$ 2,621,000</b>	<b>\$ 9,479,900</b>	<b>\$ 15,282,900</b>	<b>—</b>

Sources by Type (2019)

Uses by Project (2019)



**TITLE:** Hospital Water Storage Tank Recoating and Rehabilitation (18001)

**STATUS:** Ongoing

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

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

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

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

Department of Utilities Strategic Plan

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

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

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

**STATUS:** Ongoing

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

1987 Water and Sewer System Master Plan

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

**Significant Dates**

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



Utilities

**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

Detailed Cost Breakdown

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

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

**STATUS:** Ongoing

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

**OPERATING IMPACT:** Minimal

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Summer 2016	Summer 2018



Utilities

**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

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

**STATUS:** Future

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

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

**GOAL ADDRESSED:** 2012 Town Plan

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

Department of Utilities Strategic Plan

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

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

**TITLE:** Water Pollution Control Plant Storage Tanks - Recoating & Rehabilitation (18002)

**STATUS:** Ongoing

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

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

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

**OPERATING IMPACT:** None

**GOAL ADDRESSED:** 2012 Town Plan

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



Utilities

**Significant Dates**

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

**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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

**TITLE:** Water Treatment Plant Filter #1 and #2 Underdrain Replacement (21NEW3)

**STATUS:** Future

**PROGRAM DESCRIPTION:** Improvement project consisting of removal of filter media, filter bottom replacement and installation of an air-scour system for both filters #1 and #2. The filter media was last replaced in 1993. This project will improve the Water Treatment Plant hydraulic performance, eliminate negative head conditions experienced during high flows and provide the ability to add additional filter media if required to meet future water quality regulations.

**OPERATING IMPACT:** Filter #1 and #2 will be constructed with air and water backwash which will allow for greater bed expansion during filter backwashing operations. Also, increasing filter bed depth will allow for higher filtration rates and improve negative head conditions.

**GOAL ADDRESSED:** 2012 Town Plan

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

**Significant Dates**

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



**Funding Sources**

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

**Planned Uses**

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

**Operating Impact**

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



**Future Projects**

**Priority Future Capital Projects**

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

Project Name	Project Summary	Estimated Cost	Status
Improvements at Catoclin Circle/Edwards Ferry Road Intersection (07303)	Traffic studies have shown that improvements to traffic flow are warranted at this intersection. A Loudoun County proffer in connection with the courthouse expansion project will partially fund the intersection improvements. Final decisions regarding the need for and type of improvements required was delayed until completion of the Lowenbach Street improvement project (Project Number 05303) . Implementation of this project will be based on an analysis of the impact of opening the neighborhood streets and the completion of the courthouse expansion.	TBD	Lowenbach subdivision improvements were completed in 2016. Analysis of the intersection will be conducted.
Chesapeake Bay TMDL Future Phases	Existing project will only satisfy requirements for several years.	\$1,500,000	Awaiting funding.
Airport Remote Tower Control Room	Costs associated with the purchase of equipment for the tower control room in the Loudoun County owned building on Miller Drive. Costs include computers, wiring, desks, servers associated with the remote tower project. State and Federal funding may be available to offset major costs.	TBD	Negotiating logistics and scope.

Future Projects

**Potential Future Capital Projects**

The following list of potential future projects are for Town Council consideration based upon available funding and priorities. In some instances, additional research is required before a specific recommendation can be made. The projects are broken down by capital improvement category and include a brief project summary. Any estimates provided are subject to change based upon modifications in project scope, economic conditions, and timing.

**GENERAL GOVERNMENT**

Project Name	Project Summary
New Downtown Parking Garage	Construction of a new parking garage to serve the downtown area.
Town Hall Campus Improvements	Various improvements throughout the 2.4 acre of land surrounding Town Hall. Improvements are to be identified as part of the Town Hall Campus Master Plan.

**PARKS & RECREATION**

Project Name	Project Summary
Ida Lee Park Tennis Court - Seasonal Air Structure	Seasonal air structure with storage building and entrance structures over an existing three court pod, including beam for anchoring the air structure around the court perimeter, new exterior lighting and fencing.
Lawson Road Bicycle/Pedestrian Crossing of Tuscarora Creek	New stream crossing to provide bicycle and pedestrian access to the W&OD Trail from residential communities.
Olde Izaak Walton Park Improvements	Upgrade existing facilities and develop new amenities at the park.
Tuscarora Creek Trail Phase II	Trail from Brandon Park at Harrison Street to Davis Avenue and Olde Izaak Walton Park via the Tuscarora Creek stream valley. This 2,500 linear foot trail provides access to Olde Izaak Walton Park, and includes a crossing of Tuscarora Creek.

**STREETS & HIGHWAYS**

Project Name	Project Summary
1st, 2nd & Wirt Street, SW	Storm drainage improvements including curb and gutter to alleviate flooding of yards and drainage problems along 1st Street west of South King Street, 2nd Street and Wirt Street SW. Project improvements to be sensitive to existing neighborhood character.
Ayr Street Sidewalk	Construct a new sidewalk on Ayr Street between West Market Street and Cornwall Street for pedestrian safety
Church Street Improvements Phase II - Royal to Town Branch (07304)	Project includes extension of paved roadway approximately 200 feet towards the W&OD Trail to connect to future private development. The project includes construction of a Crescent District water feature at the southern end of Church Street adjacent to the proposed King Street Station project.
Davis Avenue Sidewalk	Install sidewalk on both sides of Davis Avenue from South King Street to the Valley View Drive intersection.
Downtown Sidewalk Improvements	Construct new sidewalks and improve existing sidewalks throughout the downtown to improve walk-ability and to meet ADA standards.
Dry Mill Road Sidewalk and Drainage Improvements (Catocin to W&OD)	Sidewalk and drainage improvements from the W&OD trail to Catocin Circle.
Liberty Street Improvements (Loudoun Street to Liberty Parking Lot)	Upgrade this segment of Liberty Street to provide sidewalks and improve drainage. These improvements will enhance pedestrian access to the public parking lot. The improvements will consider converting Liberty Street to one-way.
Monroe Street Improvements	Curb, gutter, sidewalk, and drainage improvements to approximately 850 feet of Monroe Street between South King Street and the cul-de-sac near Madison House.

**STREETS & HIGHWAYS**

Project Name	Project Summary
North King Street at North Street Traffic Signal	Loudoun County has proffered a signal at this location. This signal will be needed when the courthouse expansion project is completed.
Old Waterford Road Improvements (from Fairview Street to the Rust Library)	Provide curb, gutter, and missing sidewalk link on Old Waterford Road. The purpose of the project is to improve drainage and pedestrian accessibility.
Plaza Street Sidewalk	Construction of approximately 1,000 linear feet of sidewalk along the west side of Plaza Street between the Police Station and Edwards Ferry Road. This segment of sidewalk will complete a missing link and will improve pedestrian access and safety for residents of the Fields of Leesburg apartments and other residents in northeast Leesburg.
Royal Street Improvements east of Harrison Street	Sidewalk, parking and drainage improvements
Royal Street Improvements (Liberty Street to Wirt Street)	Improve pedestrian access and storm drainage on this block of Royal Street by providing curb and gutter and sidewalks. The project will consider converting portions of Royal Street to one-way.
West Market Street/Morven Park Road/Loudoun Street Intersection Improvements	Intersection improvements to improve vehicular and pedestrian safety and traffic congestion. Study completed in March 2009 on potential design options.

Future Projects

**STORM DRAINAGE**

Project Name	Project Summary
South Street at South King Street	Storm drainage improvements to alleviate flooding of a single family home at the corner of South Street and South King Street. Project dependent upon future nearby development.
Town Branch at Mosby Drive	Purpose of the project is to stabilize the eroding channel and reduce potential flooding.
Town Branch Stream Restoration	Stream channel improvements to Town Branch between Catocin Circle and South King Street. The purpose of the project is to alleviate flooding and to restore the stream channel.
Tuscarora Creek Stream Restoration (from downstream of the Leesburg Bypass to near Lawson Road)	Improvements to the Tuscarora Creek stream channel to mitigate erosion and stream degradation.

**AIRPORT**

Project Name	Project Summary
Runway 17 Extension	Extend the runway for approximately 500 linear feet to accommodate larger aircraft. Project is part of the Federal Aviation Administration (FAA) and Town Master Plan for the airport. Significant funding to be provided by FAA and the Virginia Department of Aviation.
South Apron Expansion Phase II	This project is the final phase of the South Apron Development project. It is contiguous with the recently completed South Apron Expansion Phase I and the South Apron Hangar project. It includes incidental development of additional aircraft tie-downs, wash rack, and relocation of the existing fuel farm.

**UTILITIES**

<b>Project Name</b>	<b>Project Summary</b>
TMDL Improvements	Improvements to the Water Pollution Control Facility to meet regulatory requirements for Chesapeake Bay total maximum daily load (TMDL) reduction for nitrogen and phosphorus.
Utilities Maintenance Equipment and Material Storage Building	New building to provide a climate controlled enclosure for equipment, vehicles and materials. Protection of equipment and materials from the environment will reduce wear and tear and provide longer life spans for pipes, valves, and other water/sewer equipment.

**Adopted Capital Improvements Program (CIP) Supplemental Information**

**CIP Development**

The CIP is developed by a process that identifies potential capital projects for a six-year period. A thorough review and analysis of the projects, related priorities, and the Town’s financial capabilities to fund projects is conducted. A schedule is prepared and approved by the Town Manager. Finally, The CIP is reviewed and recommended by the Planning Commission to the Town Council for evaluation and adoption. The CIP is updated annually prior to adoption of the budget.

**Relationship to Town Plan**

The CIP and Town Plan are integrally related and mutually supportive. Capital projects identified in the CIP are designed to support the goals and objectives of the Town Plan. The Town Plan provides the framework related to the overall goals and objectives guiding land development in the Town. A copy of the Town Plan can be located [here](#).

**Relationship to Debt Financing**

The Town’s capital projects plan addresses the increasing demand for public facilities, water & sewer, and infrastructure. Consistent with the Town’s fiscal policy and best practices in debt financing, bonds are periodically issued to support the development and construction of capital projects.

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

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

Debt service is the Town’s first funding obligation. Bonds issued in a particular fiscal year require increased General Fund or Utilities Fund resources in the following year’s budget. For future funding of the CIP, the Town anticipates issuing bonds potentially annually beginning in FY 2019. It is the Town’s policy to limit debt financing to fund capital projects that have useful lives that will exceed the bond repayment period. The following chart depicts the key financial ratio targets of the Town for the six year planning period. The Town continues to meet and or exceed the target ratios, maintaining compliance with its overall fiscal policy.

**Projected Financial Ratio Target**

	2018	2019	2020-23
Debt Financing	9.4%	16.5%	28.3%
Debt Service of Gen. Exp. ≤ 15%	13.9%	13.8%	14.4%
Bond Debt to Assessed Value ≤2.5%	0.89%	0.75%	0.80%

Other capital budgeting and debt policies are outlined below:

- The Town will make all capital improvements in accordance with the adopted Capital Improvements Program.
- The Town will develop a multi-year plan for capital improvements, which considers the Town’s development policies and links development proffers resulting from conditional zonings with the capital plan.
- The Town will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.
- The Town will make use of non-debt capital funding through the use of alternate sources, including proffers and pay-as-you-go financing. The goal is to finance at least 25% of the current portion of construction and acquisition costs of capital assets, improvements, and infrastructure through the use of non-debt sources.
- The Town will not fund non-capital operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to capital improvements, projects, equipment, or related expenditures that cannot be financed from current financial resources.
- The Town will, when financing capital improvements or other projects or equipment by issuing bonds or entering into capital leases, repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.
- The Town is cognizant of its debt burden and will continue to offset its impact through rapid payback. An average payback of at least 60% in ten years will be maintained except for projects with a known revenue stream.
- The Town will annually calculate target debt ratios. The Town’s debt capacity shall be maintained within the following primary goals:
- Debt service expenditures as a percentage of General Fund expenditures should not exceed 15%.
- Bonded debt of the Town shall not exceed 2.5% of the total assessed value of taxable property in the Town.
- The Town will follow a policy of full disclosure in every annual financial report and financing official statement/offering document.
- The Town will maintain good communications about its financial condition with bond and credit rating institutions.



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## **Supplemental Information**

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**2018-2019 Tax and Fees Ordinance**

The Town of  
**Leesburg,**  
**Virginia**

PRESENTED: April 10, 2018ORDINANCE NO. 2018-O-010ADOPTED: April 10, 2018

AN ORDINANCE: ORDAINING CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS), ARTICLE II (TAXATION GENERALLY), SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), AND APPENDIX B (FEE SCHEDULE) SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AIRCRAFT, AND SETTING UTILITY WATER AND SEWER RATES

AMENDING CHAPTER 32 (TRAFFIC AND VEHICLES), ARTICLE V (STOPPING, STANDING AND PARKING), DIVISION 1 (GENERALLY), SECTION 32-141 (PARKING PROHIBITED IN SPECIFIC PLACES; FINE SCHEDULE AND SETTLEMENT OF PARKING VIOLATIONS)

The Council of the Town of Leesburg in Virginia hereby ordains:

**SECTION I.** That Chapter 20 (Licenses, Taxation and Miscellaneous Regulations), Article II (Taxation Generally), Section 20-22 (Annual levy and rate of taxes) of the Leesburg Town Code is hereby re-ordained to read as follows:

Taxes shall be levied and collected as provided by law on taxable real estate, vehicles used as mobile homes or offices, aircraft, tangible personal property, public service corporations, and bank capital in the town for each tax year beginning January 1<sup>st</sup> and ending December 31<sup>st</sup> for the support of the town government, payment of interest on town debt and for other town purposes. Each person assessed taxes by the town shall pay them as required by law.

**SECTION II.** That Chapter 32 (Traffic and Vehicles), Article V (Stopping, Standing and Parking), Section 32-141 (Parking Prohibited in Specific Places; Fine Schedule and Settlement of Parking Violations) is hereby amended as follows:

- (d) Fine schedule. Fines for violations of this article as follows:  
 Overtime parking ~~\$10.00~~ **\$20.00**

## 2018-2019 Tax and Fees Ordinance (continued)

-2-

AN ORDINANCE: ORDAINING CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS), ARTICLE II (TAXATION GENERALLY), SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), AND APPENDIX B (FEE SCHEDULE) SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AIRCRAFT, AND SETTING UTILITY WATER AND SEWER RATES

AMENDING CHAPTER 32 (TRAFFIC AND VEHICLES), ARTICLE V (STOPPING, STANDING AND PARKING), DIVISION 1 (GENERALLY), SECTION 32-141 (PARKING PROHIBITED IN SPECIFIC PLACES; FINE SCHEDULE AND SETTLEMENT OF PARKING VIOLATIONS)

**SECTION III.** Appendix B Fee Schedule amended as follows:

- Sec. 6-25. Leesburg Executive Airport.  
(2) *Monthly rentals:*

	<i>Fee</i>
North Corporate Hangars	<del>\$2,200.00</del> <b><u>\$2,300.00</u></b>
South Corporate Hangars	\$1,900.00
North T-Hangars	<del>\$500.00</del> <b><u>\$600.00</u></b>
North T-Hangars C-1 & C-7	<del>\$534.00</del> <b><u>\$634.00</u></b>
South T-Hangars	<del>\$550.00</del> <b><u>\$600.00</u></b>
Tie-downs	\$120.00

- Sec. 20-22. Annual tax levy:  
(1) Taxes on all real estate and all tangible personal property, except the property of public service corporations:

Classification of Property	Rate of Tax per \$100.00 per Assessed Value
a. Real estate	\$0.184
b. Vehicles used as mobile homes or offices	\$0.184
c. Aircraft	\$0.001
d. All other tangible personal property	\$1.00

2018-2019 Tax and Fees Ordinance (continued)

-3-

AN ORDINANCE: ORDAINING CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS), ARTICLE II (TAXATION GENERALLY), SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), AND APPENDIX B (FEE SCHEDULE) SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AIRCRAFT, AND SETTING UTILITY WATER AND SEWER RATES

AMENDING CHAPTER 32 (TRAFFIC AND VEHICLES), ARTICLE V (STOPPING, STANDING AND PARKING), DIVISION 1 (GENERALLY), SECTION 32-141 (PARKING PROHIBITED IN SPECIFIC PLACES; FINE SCHEDULE AND SETTLEMENT OF PARKING VIOLATIONS)

- (2) Taxes of all real estate and all tangible personal property of public service corporations shall be as follows:

Classification of Property	Rate of Tax per \$100.00 per Assessed Value
a. Real estate	\$0.184
b. All other tangible personal property	\$1.00

- (3) Tax on all bank capital: \$0.80 per \$100.00 of the net capital of banks located in the town (established by the council pursuant to Code of Virginia, ~~section 58.1-1209~~ ~~tit. 58, ch. 10.01~~).

- Sec. 20-24. Tangible personal property tax rates for qualified vehicles: **\$1.00 per \$100.00 of assessed value.**

Tangible Personal Property Qualified Vehicle (Non-Commercial)	Rate of Tax per \$100.00 per Assessed Value
a. <del>Up to the first \$20,000.00 of a qualified vehicle</del>	<del>\$0.48</del>
b. <del>Over the first \$20,000.00 of a qualified vehicle</del>	<del>\$1.00</del>

- Sec. 32-211. Parking fees for spaces rented on a monthly basis: ~~\$60.00~~**\$65.00** per month for each reserved space and ~~\$40.00~~**\$45.00** per month for each unreserved space.

- Sec. 34-60. Water use rates:

**Class Residential Individually Metered (Single Family)**

Inside Town – Consumption Charge per 1,000 gallons:

Tier 1: 0 - 6,000 Gallons	\$4.71
Tier 2: 6,001 - 15,000 Gallons	\$5.89
Tier 3: 15,001 - 30,000 Gallons	\$7.07
Tier 4: > 30,001 Gallons	\$9.21

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**2018-2019 Tax and Fees Ordinance (continued)**

-4-

AN ORDINANCE: ORDAINING CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS), ARTICLE II (TAXATION GENERALLY), SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), AND APPENDIX B (FEE SCHEDULE) SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AIRCRAFT, AND SETTING UTILITY WATER AND SEWER RATES

AMENDING CHAPTER 32 (TRAFFIC AND VEHICLES), ARTICLE V (STOPPING, STANDING AND PARKING), DIVISION 1 (GENERALLY), SECTION 32-141 (PARKING PROHIBITED IN SPECIFIC PLACES; FINE SCHEDULE AND SETTLEMENT OF PARKING VIOLATIONS)

Outside Town – Consumption Charge per 1,000 gallons:

Tier 1: 0 - 6,000 Gallons	\$6.65
Tier 2: 6,001- 15,000 Gallons	\$8.31
Tier 3: 15,001 - 30,000 Gallons	\$9.97
Tier 4: > 30,001 Gallons	\$12.99

**Class Residential Master Metered (Apartments) and Nonresidential**

Inside Town – Consumption Charge per 1,000 gallons

Tier 1: All Use	\$6.35
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Outside Town – Consumption Charge per 1,000 gallons

Tier 1: All Use	\$8.95
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**Class Irrigation and Cooling Tower Customers**

Inside Town – Consumption Charge per 1,000 gallons

Tier 1: 0 - 240,000 Gallons	\$7.07
Tier 2: >240,001 Gallons	\$9.21

Outside Town – Consumption Charge per 1,000 gallons

Tier 1: 0 - 240,000 Gallons	\$9.97
Tier 2: > 240,001 Gallons	\$12.99

- Sec. 34-61. Fixed water and account charge per quarter:

**Class Residential Individually Metered (Single Family)**

Account Charge (Per Bill)	\$8.09
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Water Meter Size (Per Meter):

5/8" to 3/4"	\$24.73
Full 3/4"	\$24.85
1"	\$26.87
1½"	\$38.48
2"	\$40.01

## 2018-2019 Tax and Fees Ordinance (continued)

-5-

AN ORDINANCE: ORDAINING CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS), ARTICLE II (TAXATION GENERALLY), SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), AND APPENDIX B (FEE SCHEDULE) SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AIRCRAFT, AND SETTING UTILITY WATER AND SEWER RATES

AMENDING CHAPTER 32 (TRAFFIC AND VEHICLES), ARTICLE V (STOPPING, STANDING AND PARKING), DIVISION 1 (GENERALLY), SECTION 32-141 (PARKING PROHIBITED IN SPECIFIC PLACES; FINE SCHEDULE AND SETTLEMENT OF PARKING VIOLATIONS)

**Class Residential Master Metered (Apartments) and Nonresidential**

Account Charge (Per Bill)	\$8.09
Water Meter Size (Per Meter):	
5/8" to 3/4"	\$24.73
Full 3/4"	\$35.36
1"	\$58.39
1 1/2"	\$122.52
2"	\$187.08
3"	\$356.87
4"	\$548.71
6"	\$1,075.99
8"	\$1,741.15

**Class Irrigation and Cooling Tower**

Account Charge (Per Bill)	\$8.09
Water Meter Size (Per Meter):	
5/8" to 3/4"	\$24.73
Full 3/4"	\$35.36
1"	\$58.39
1 1/2"	\$122.52
2"	\$187.08
3"	\$356.87
4"	\$548.71
6"	\$1,075.99
8"	\$1,741.15

- Sec. 34-155. Sewer use charge where connection made to both water and sewer system:

**Class Residential Individually Metered (Single Family)**

Inside Town – Consumption Charge per 1,000 gallons	
0 - 36,000 Gallons	\$6.29
> 36,001 Gallons	\$0.00

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**2018-2019 Tax and Fees Ordinance (continued)**

-6-

AN ORDINANCE: ORDAINING CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS), ARTICLE II (TAXATION GENERALLY), SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), AND APPENDIX B (FEE SCHEDULE) SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AIRCRAFT, AND SETTING UTILITY WATER AND SEWER RATES

AMENDING CHAPTER 32 (TRAFFIC AND VEHICLES), ARTICLE V (STOPPING, STANDING AND PARKING), DIVISION 1 (GENERALLY), SECTION 32-141 (PARKING PROHIBITED IN SPECIFIC PLACES; FINE SCHEDULE AND SETTLEMENT OF PARKING VIOLATIONS)

Outside Town – Consumption Charge per 1,000 gallons  
 0 - 36,000 Gallons \$9.56  
 > 36,001 Gallons \$0.00

**Class Residential Master Metered (Apartments) and Nonresidential**

Inside Town – Consumption Charge per 1,000 gallons  
 Inside Town \$6.29  
 Outside Town – Consumption Charge per 1,000 gallons  
 Outside Town \$9.56

- Sec. 34-156. Fixed sewer charge per quarter where connection to both water and sewer system:

**Class Residential Individually Metered (Single Family)**

Water Meter Size (Per Meter)  
 5/8" to 3/4" \$24.58  
 Full 3/4" \$24.58  
 1" \$24.58  
 1½" \$24.58  
 2" \$24.58

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

Water Meter Size (Per Meter)  
 5/8" to 3/4" \$24.58  
 Full 3/4" \$36.87  
 1" \$61.45  
 1½" \$122.90  
 2" \$196.64  
 3" \$393.28  
 4" \$614.50  
 6" \$1,229.00  
 8" \$1,966.40

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**2018-2019 Tax and Fees Ordinance (continued)**

-7-

AN ORDINANCE: ORDAINING CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS), ARTICLE II (TAXATION GENERALLY), SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), AND APPENDIX B (FEE SCHEDULE) SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AIRCRAFT, AND SETTING UTILITY WATER AND SEWER RATES

AMENDING CHAPTER 32 (TRAFFIC AND VEHICLES), ARTICLE V (STOPPING, STANDING AND PARKING), DIVISION 1 (GENERALLY), SECTION 32-141 (PARKING PROHIBITED IN SPECIFIC PLACES; FINE SCHEDULE AND SETTLEMENT OF PARKING VIOLATIONS)

- Sec. 34-157. Flat sewer charge, account charge and fixed sewer charge per quarter where connection made to sewer system only:

Inside Town – Sewer Only Flat Charge per quarter	\$94.35
Inside Town – Sewer Only Fixed Charge and Account Charge per quarter	\$32.67
Outside Town – Sewer Only Flat Charge per quarter	\$143.40
Outside Town – Sewer Only Fixed Charge and Account Charge per quarter	\$32.67

**SECTION IV.** All prior ordinances in conflict herewith are hereby repealed.

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

**SECTION VI.** This ordinance shall be effective as follows:

- a. Tax rates on real estate, vehicles used as mobile homes or offices; tangible personal property, real estate and personal property of public service corporations, and aircraft are effective upon adoption of this ordinance;
- b. All other fees and utility water and sewer rates shall become effective July 1, 2018.

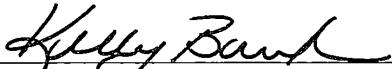
**2018-2019 Tax and Fees Ordinance (continued)**

-8-

AN ORDINANCE: ORDAINING CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS), ARTICLE II (TAXATION GENERALLY), SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), AND APPENDIX B (FEE SCHEDULE) SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AIRCRAFT, AND SETTING UTILITY WATER AND SEWER RATES

AMENDING CHAPTER 32 (TRAFFIC AND VEHICLES), ARTICLE V (STOPPING, STANDING AND PARKING), DIVISION 1 (GENERALLY), SECTION 32-141 (PARKING PROHIBITED IN SPECIFIC PLACES; FINE SCHEDULE AND SETTLEMENT OF PARKING VIOLATIONS)

PASSED this 10<sup>th</sup> day of April, 2018.

  
\_\_\_\_\_  
Kelly Burk, Mayor  
Town of Leesburg

ATTEST:  
  
\_\_\_\_\_  
Debra Brown  
Clerk of Council



## FY 2019 Budget Ordinance

The Town of  
**Leesburg,  
Virginia**

PRESENTED: April 10, 2018ORDINANCE NO. 2018-O-012ADOPTED: April 10, 2018

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2019; MAKING APPROPRIATIONS FOR FISCAL YEAR 2019 FOR THE GENERAL FUND, UTILITIES FUND, CAPITAL PROJECTS FUND, AND NORTHERN VIRGINIA TRANSPORTATION AUTHORITY (NVTA) FUND; AMENDMENTS TO THE BUDGET AND SUPPLEMENTAL APPROPRIATIONS BY COUNCIL RESOLUTION; AND AUTHORIZING AND DIRECTING THE TOWN MANAGER TO TAKE ALL STEPS NECESSARY AND PRUDENT TO EFFECTUATE THE IMPLEMENTATION OF THE ORDINANCE

The Council of the Town of Leesburg in Virginia hereby ordains:

**SECTION I.** The budget for the fiscal year beginning July 1, 2018, and ending June 30, 2019, is hereby adopted to include the total of \$126,979,963 to include the totals in the categories and accounts to the General Fund in the amount of \$58,990,160; Utilities Fund in the amount of \$26,936,703; Capital Projects Fund in the amount of \$16,589,315; and the NVTA Fund in the amount of \$24,463,785.

**SECTION II.** The amounts reflected in the budget for the fiscal year beginning July 1, 2018, and ending June 30, 2019, are hereby appropriated a total of \$126,979,963 to include the totals in the categories and accounts to the General Fund in the amount of \$58,990,160; Utilities Fund in the amount of \$26,936,703; Capital Projects Fund in the amount of \$16,589,315; and the NVTA Fund in the amount of \$24,463,785.

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

**SECTION IV.** The Town Manager is hereby authorized and directed to take all appropriate administrative actions necessary and prudent to effectuate implementation of this ordinance including, but not limited to, transferring money within and between funds, paying all

## FY 2019 Budget Ordinance (continued)

-2-

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2019; MAKING APPROPRIATIONS FOR FISCAL YEAR 2019 FOR THE GENERAL FUND, UTILITIES FUND, CAPITAL PROJECTS FUND, AND NORTHERN VIRGINIA TRANSPORTATION AUTHORITY (NVTA) FUND; AMENDMENTS TO THE BUDGET AND SUPPLEMENTAL APPROPRIATIONS BY COUNCIL RESOLUTION; AND AUTHORIZING AND DIRECTING THE TOWN MANAGER TO TAKE ALL STEPS NECESSARY AND PRUDENT TO EFFECTUATE THE IMPLEMENTATION OF THE ORDINANCE

short and long term debt due, and re-appropriating and establishing necessary encumbrances and grant funding balance and related reservations of fund balance at fiscal year-end.


**SECTION V.** Appropriations designated for Capital Projects, unexpended as of June 30, 2018, are hereby re-appropriated for those projects. The re-appropriation of these funds is in addition to the appropriations for Capital Improvement Projects for Fiscal Year 2019. Upon completion of a capital project, staff has authorization to close-out said project and transfer to the source any remaining balances. This section applies to all existing appropriations for capital projects at June 30, 2018 and appropriation for capital projects in Fiscal Year 2019 capital budget.

**SECTION VI.** All prior ordinances and resolutions in conflict herewith are hereby repealed.

**SECTION VII.** If any provision of this ordinance is declared invalid, the decision shall not affect the validity of the ordinance as a whole or any remaining provisions of the ordinance.

**SECTION VIII.** This ordinance shall be effective July 1, 2018.

PASSED this 10<sup>th</sup> day of April, 2018.

  
Kelly Burk, Mayor  
Town of Leesburg

ATTEST:

  
Clerk of Council

P:\Ordinances\2018\0410 Adopting the Fiscal Year 2019 Budget

FY 2018-2023 Capital Improvements Program (CIP) Resolution

The Town of  
Leesburg,  
Virginia

PRESENTED: April 10, 2018

RESOLUTION NO. 2018-056

ADOPTED: April 10, 2018

A RESOLUTION: ADOPTING THE FISCAL YEAR 2018-2023 CAPITAL IMPROVEMENTS PROGRAM IN THE AMOUNT OF \$172,429,600


WHEREAS, Section 15.2-2239 of the 1950 Code of Virginia, as amended, authorizes the preparation and annual review of a Capital Improvements Program (CIP); and

WHEREAS, the Town Manager submitted a preliminary CIP to the Leesburg Planning Commission on February 1, 2018; and

WHEREAS, the Leesburg Planning Commission held a public hearing on the preliminary CIP on February 15, 2018, reviewed the preliminary CIP for compliance with the Town Plan and approved a motion with recommendations concerning the CIP for adoption by the Town Council on February 15, 2018; and

THEREFORE, RESOLVED by the Council of the Town of Leesburg in Virginia the proposed CIP for Fiscal Years 2018-2023 totaling \$172,429,600 is approved.

PASSED this 10<sup>th</sup> day of April, 2018.

  
\_\_\_\_\_  
Kelly Burk, Mayor  
Town of Leesburg

ATTEST:  
  
\_\_\_\_\_  
Clerk of Council

Supplemental



## Adopted FY 2019 Salary Schedules

## General Government Pay Grades

Grade	Beginning	Ending
1	\$22,974	\$41,098
2	\$26,070	\$44,632
3	\$28,312	\$48,471
4	\$30,748	\$52,639
5	\$33,392	\$57,166
6	\$36,262	\$62,082
7	\$39,384	\$67,421
8	\$42,767	\$73,221
9	\$45,995	\$79,129
10	\$49,949	\$85,514
11	\$54,244	\$92,869
12	\$58,911	\$100,856
13	\$63,976	\$109,528
14	\$69,478	\$118,946
15	\$75,454	\$129,177
16	\$81,943	\$140,285
17	\$88,989	\$152,350
18	\$96,644	\$165,454
19	\$104,955	\$179,680
20	\$113,351	\$190,250

## Public Safety Pay Grades

Grade	Beginning	Ending
P1	\$53,233	\$89,590
P2	\$55,895	\$94,100
P3	\$58,690	\$98,772
P4	\$61,624	\$103,711
P6	\$64,706	\$108,886
P7	\$76,941	\$131,689
P8	\$83,559	\$143,016
P9	\$90,744	\$155,314

## Communications Staff Pay Grades

Grade	Beginning	Ending
CT1	\$45,136	\$75,961
CT2	\$47,392	\$79,760
CT3	\$49,761	\$83,749
CTS	\$52,250	\$87,935
ISM	\$63,151	\$106,284



**FY 2019 Regular Full-Time Positions**

<b>Regular Full-Time Positions</b>	<b>Grade</b>	<b># of Positions</b>	<b>FTE Count</b>
<b>ADMINISTERING EFFICIENT GOVERNMENT</b>			
<b><i>Town Manager's Office</i></b>		<b>8</b>	<b>6.0</b>
Town Manager		1	1.0
Deputy Town Manager	20	1	1.0
Assistant Town Manager (unbudgeted)	18	1	0.0
Executive Associate I	9	1	1.0
Public Information Officer	14	1	1.0
Executive Office Associate II	10	1	1.0
Receptionist - Part-time	5	2	1.0
<b><i>Office of the Town Attorney</i></b>		<b>4</b>	<b>4.0</b>
Town Attorney		1	1.0
Deputy Town Attorney	16	1	1.0
Land Acquisition Manager	13	1	1.0
Paralegal	10	1	1.0
<b><i>Clerk of Council</i></b>		<b>2</b>	<b>2.0</b>
Clerk of Council	13	1	1.0
Executive Office Associate I	9	1	1.0
<b>SUPPORTING ACTIVITIES</b>			
<b><i>Department of Finance and Administrative Services</i></b>		<b>31</b>	<b>30.5</b>
<b><i>Finance Division</i></b>		<b>20</b>	<b>19.5</b>
Director Finance and Administrative Services	19	1	1.0
Deputy Director/ Treasurer	16	1	1.0
Controller	15	1	1.0
Finance Operations Manager	15	1	1.0
Business Systems Integrator	12	1	1.0
Purchasing Officer	15	1	1.0
Accounting Manager	14	1	1.0
Management/ Budget Officer	15	1	1.0
Management Analyst	12	1	1.0
Staff Accountant	12	1	1.0
Customer Service Supervisor	12	1	1.0
Delinquent Billings Collector	10	1	1.0
Parking Enforcement Officer - Part-time	5	1	0.5
Executive Associate I	9	1	1.0
Accounting Associate II -III	8-10	6	6.0
<b><i>Human Resources Division</i></b>		<b>4</b>	<b>4.0</b>
Human Resources Director	17	1	1.0
Benefits Administrator	12	1	1.0
Human Resources Analyst	12	1	1.0
Human Resources Generalist	12	1	1.0
<b><i>Information Technology Division</i></b>		<b>7</b>	<b>7.0</b>
Information Technology Director	17	1	1.0
GIS Coordinator	13	1	1.0
IT Project Manager III	13	1	1.0
Network Administrator I-II	10-12	2	2.0
Senior Systems Analyst	13	1	1.0
Customer Support Technician	9	1	1.0
<b>KEEPING US SAFE</b>			
<b><i>Leesburg Police Department</i></b>		<b>103</b>	<b>103.0</b>
<b><i>Administration</i></b>		<b>12</b>	<b>12.0</b>
Chief of Police	19	1	1.0
Major	P9	1	1.0
Captain	P8	1	1.0
Lieutenant	P7	2	2.0
Police Officer I - Master Police Officer	P1-P4	5	5.0
Executive Associate I	9	1	1.0
Administrative Associate I	7	1	1.0
<b><i>Patrol Operations</i></b>		<b>50</b>	<b>50.0</b>
Captain	P8	1	1.0

Supplemental

Regular Full-Time Positions	Grade	# of Positions	FTE Count
Lieutenant	P7	2	2.0
Sergeant	P6	6	6.0
Police Officer I (unbudgeted)	P1	1	1.0
Police Officer I- Master Police Officer	P1-P4	40	40.0
<b>Criminal Investigations</b>		<b>13</b>	<b>13.0</b>
Lieutenant	P7	1	1.0
Sergeant	P6	1	1.0
Police Officer I (unbudgeted)	P1	1	1.0
Police Officer II - Master Police Officer	P2-P4	10	10.0
<b>Community Services</b>		<b>13</b>	<b>13.0</b>
Lieutenant	P7	1	1.0
Sergeant	P6	2	2.0
Police Officer I - Master Police Officer	P1-P4	10	10.0
<b>Information Services</b>		<b>15</b>	<b>15.0</b>
Sergeant	P6	1	1.0
Communications Technician Supervisor	CTS	4	4.0
Communications Technician I-III	CT1-CT3	9	9.0
IT Specialist - Police	12	1	1.0
<b>PROVIDING THE NECESSITIES</b>			
<b>Department of Public Works &amp; Capital Projects</b>		<b>61</b>	<b>61.0</b>
<b>Administration</b>		<b>6</b>	<b>6.0</b>
Director of Public Works	18	1	1.0
Operations Manager	15	1	1.0
Public Works Manager	16	1	1.0
Public Works Planner	15	1	1.0
Executive Associate I	9	1	1.0
Administrative Associate I	7	1	1.0
<b>Capital Projects</b>		<b>5</b>	<b>5.0</b>
Capital Projects Manager	16	1	1.0
Senior Engineer	13	1	1.0
Project Manager Construction & Engineering	14	1	1.0
Construction Inspector	11	1	1.0
Executive Associate I	9	1	1.0
<b>Traffic Management</b>		<b>3</b>	<b>3.0</b>
Transportation Engineer	15	1	1.0
Traffic Signal Technician I	8	1	1.0
Traffic Technician	11	1	1.0
<b>Engineering</b>		<b>5</b>	<b>5.0</b>
Senior Engineer	13	1	1.0
Construction Inspector Supervisor	12	1	1.0
Construction Inspector	11	3	3.0
<b>Streets and Grounds Maintenance</b>		<b>31</b>	<b>31.0</b>
Superintendent	14	1	1.0
Assistant Superintendent	12	1	1.0
Construction Project Coordinator	11	1	1.0
Maintenance Supervisor	11	1	1.0
Equipment Operator	10	1	1.0
Maintenance Worker Technician II-III	7-8	2	2.0
Maintenance Worker I-IV	6-9	23	23.0
Administrative Associate II	8	1	1.0
<b>Building Maintenance Services</b>		<b>5</b>	<b>5.0</b>
Superintendent	14	1	1.0
Maintenance Supervisor	11	1	1.0
Maintenance Worker IV	9	1	1.0
Building Technician III	9	2	2.0
<b>Fleet Maintenance Services</b>		<b>6</b>	<b>6.0</b>
Superintendent	14	1	1.0
Assistant Superintendent	12	1	1.0
Fleet Maintenance Supervisor	11	1	1.0
Fleet Maintenance Technician I-II	8-9	3	3.0



Regular Full-Time Positions	Grade	# of Positions	FTE Count
<b>PROVIDING THE NECESSITIES</b>			
<b>Utilities Department</b>		<b>83</b>	<b>83.0</b>
<b>Administration &amp; Customer Service Division</b>		<b>22</b>	<b>22.0</b>
Director of Utilities	18	1	1.0
Deputy Director of Utilities	16	1	1.0
Senior Engineer	13	2	2.0
GIS/Asset Management Coordinator	13	1	1.0
Environmental Compliance Inspector	9	1	1.0
Meter Supervisor	12	1	1.0
Utility Inspector Supervisor	12	1	1.0
Utility Inspector	9-11	3	3.0
Maintenance Worker I	6	1	1.0
Utility Technician I-II	8-9	4	4.0
Customer Service Supervisor	12	1	1.0
Senior Customer Service Representative	9	1	1.0
Utilities Analyst	11	1	1.0
Customer Service Representative III	8	2	2.0
Executive Associate I	9	1	1.0
<b>Maintenance Division</b>		<b>21</b>	<b>21.0</b>
Utilities Maintenance Manager	14	1	1.0
Deputy Utilities Maintenance Manager	13	1	1.0
Utilities Maintenance Supervisor	12	3	3.0
Equipment Operator I	8	1	1.0
Utility Tech Maintenance Trainee	7	1	1.0
Utility Maintenance Technician I-IV	8-11	8	8.0
Utility Maintenance Worker I-III	6-8	6	6.0
<b>Water Supply Division</b>		<b>15</b>	<b>15.0</b>
Utility Plant Manager	15	1	1.0
Deputy Utility Plant Manager	14	1	1.0
Utility Plant Supervisor	12	3	3.0
Senior Utility Plant Operator	10	5	5.0
Utility Plant Operator I-II	8-9	4	4.0
Utility Maintenance Worker II	7	1	1.0
<b>Water Pollution Control Division</b>		<b>25</b>	<b>25.0</b>
Utility Plant Manager	15	1	1.0
Deputy Utility Plant Manager	14	1	1.0
Chief Plant Manager	13	1	1.0
Assistant Plant Manager	13	1	1.0
Senior Utility Plant Operator	10	1	1.0
Administrative Associate II	8	1	1.0
Utility Plant Supervisor	12	1	1.0
Laboratory Coordinator	10	1	1.0
Laboratory Supervisor	12	1	1.0
Utility Plant Operator I-II	8-9	10	10.0
Utility Operator Trainee	7	5	5.0
Utility Maintenance Worker II-III	7-8	1	1.0
<b>ENSURING QUALITY OF LIFE</b>			
<b>Department of Parks &amp; Recreation</b>			
<b>Administration</b>		<b>3</b>	<b>3.0</b>
Director of Parks & Recreation	18	1	1.0
Deputy Director of Parks & Recreation	16	1	1.0
Executive Associate I	9	1	1.0
<b>Parks Division</b>		<b>10</b>	<b>10.0</b>
Parks Manager	12	1	1.0
Lead Groundskeeper	9	2	2.0
Groundskeeper	8	7	7.0
<b>Recreation Division</b>		<b>23</b>	<b>22.0</b>
Recreation Superintendent	14	1	1.0
Aquatics Manager	12	1	1.0
Building Services Supervisor	10	1	1.0
Events and Outreach Manager	12	1	1.0

Regular Full-Time Positions	Grade	# of Positions	FTE Count
<b>Recreation Division (Continued)</b>			
Programs and Fitness Manager	12	1	1.0
Fitness Supervisor	10	1	1.0
Recreation Programs Supervisor	10	2	2.0
Aquatics Supervisor	10	1	1.0
System Technician	10	1	1.0
Head Tennis Teaching Professional	9	1	1.0
Tennis Supervisor	8	1	1.0
Events Coordinator	10	1	1.0
Events Assistant Coordinator	8	1	1.0
Outreach Program Coordinator	8	1	1.0
Outreach Program Coordinator - Part-time	8	1	0.5
Preschool Teacher - Part-time	8	1	0.5
Assistant Aquatics Supervisor	8	1	1.0
Custodian	5	4	4.0
Head Preschool Teacher	8	1	1.0
<b>Thomas Balch Library</b>		<b>3</b>	<b>3.0</b>
Library Director	17	1	1.0
Curator of Manuscripts and Archives	10	1	1.0
Library Assistant	7	1	1.0
<b>Department of Planning and Zoning</b>		<b>14</b>	<b>14.0</b>
Director of Planning and Zoning	18	1	1.0
Deputy Director of Planning and Zoning	16	1	1.0
Zoning Administrator	15	1	1.0
Assistant Zoning Administrator	14	1	1.0
Senior Planning Project Manager	14	1	1.0
Senior Planner	13	4	4.0
Zoning Analyst	11	1	1.0
Zoning Inspector	11	2	2.0
Planning and Zoning Assistant	10	1	1.0
Executive Associate I	9	1	1.0
<b>Department of Plan Review</b>		<b>9</b>	<b>9.0</b>
Director of Plan Review	18	1	1.0
Project Manager	15	2	2.0
Senior Engineer	13	3	3.0
Senior Planner	13	1	1.0
CPI Counter Technician	10	1	1.0
Administrative Assistant I	7	1	1.0
<b>SEIZING THE FUTURE</b>			
<b>Office of Economic Development</b>		<b>2</b>	<b>2.0</b>
Economic Development Director	17	1	1.0
Business Development Manager	11	1	1.0
<b>Leesburg Executive Airport</b>		<b>3</b>	<b>3.0</b>
Airport Director	17	1	1.0
Maintenance Supervisor	10	1	1.0
Maintenance Worker II	7	1	1.0
<b>TOWN TOTAL</b>		<b>359</b>	<b>355.5</b>

## Glossary of Budget Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Budgetary Basis** - 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 five or more years.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Disbursement** - The expenditure of money from an account.

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

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

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

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

**Equalized Residential Tax Rate** - The real estate property tax rate that yields the equivalent tax revenue on average per residential unit for those properties included in the previous year assessment rolls based on the annual revaluation calculated by the Loudoun County Commissioner of Revenue's Office.

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

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

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

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

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

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

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

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

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

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

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

**Gas Tax** - Local gasoline optional taxes levied by Loudoun County that can only be used for transportation purposes. Funding is provided to the Town of Leesburg as a grant award from Loudoun County.

**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., streets, water lines, sewer lines, public buildings, and parks).

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

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

**Kaizen** - A business management system or philosophy aimed at producing ongoing incremental improvements throughout an organization.

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

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

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

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

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

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

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

**Nominal Dollars** - The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would reflect the real purchasing power of money today. (See Constant or Real Dollars)

**NVTA Local 30%** - Transportation capital funding deriving from the North Virginia Transportation Authority excise taxes of which 30% is distributed to the localities included in the NVTA annually. The Town of Leesburg is allocated a portion of the Loudoun County portion based on estimated school age population.

**NVTA Regional 70%** - Transportation capital funding deriving from the North Virginia Transportation Authority excise taxes that is appropriated by the NVTA Board annually and distributed to the grantee localities on a reimbursement basis for transportation capital projects.

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

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

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

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

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

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

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

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

**Reserve** - An account used either to set aside budgeted revenues that are not required for expenditures 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** - Point of origin of specific revenues.

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

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

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

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

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

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

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

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

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

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

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

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**Glossary of Acronyms**

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