



Adopted Fiscal Year
2020-2021 Budget
&
Fiscal Years 2020-2025
Capital Improvements
Program





**FY 2020
Adopted Budget
&
FY 2020-2025 Capital Improvements Program**

Kelly Burk, Mayor

Fernando “Marty” Martinez, Vice Mayor

Ronald E. Campbell

Thomas S. Dunn II

Suzanne D. Fox

Neil Steinberg

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
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Town of Leesburg

Virginia

For the Fiscal Year Beginning

July 1, 2018

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, 2018.

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

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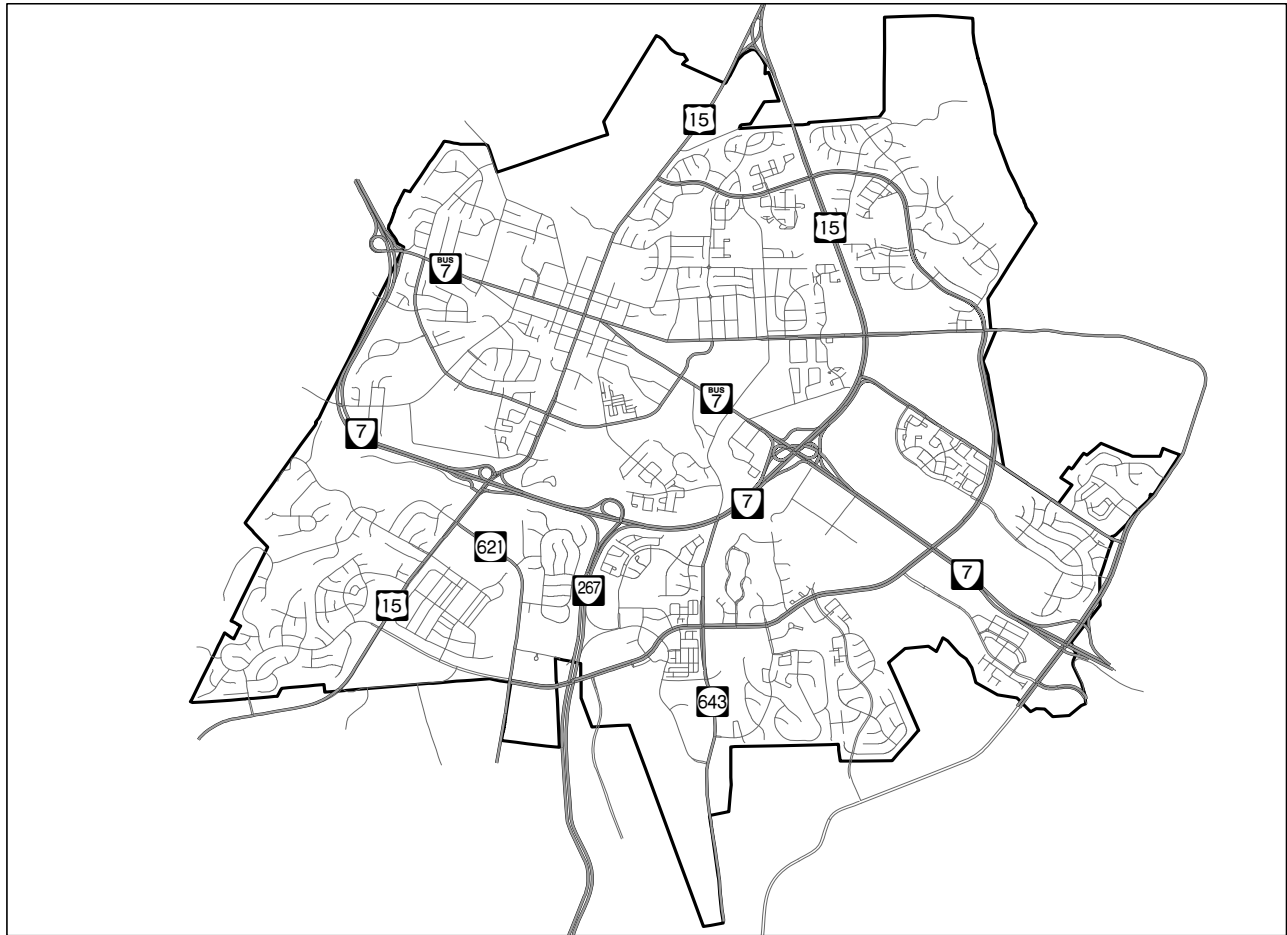


Introduction



Town of Leesburg Corporate Limits

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



By Car

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

By Train

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

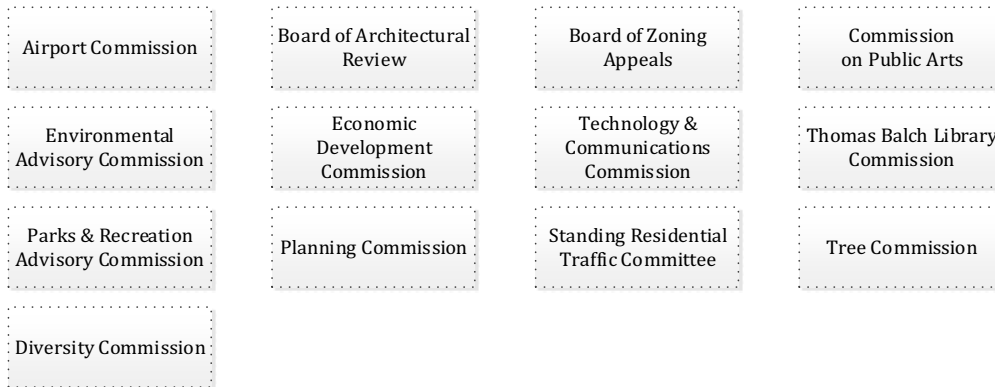
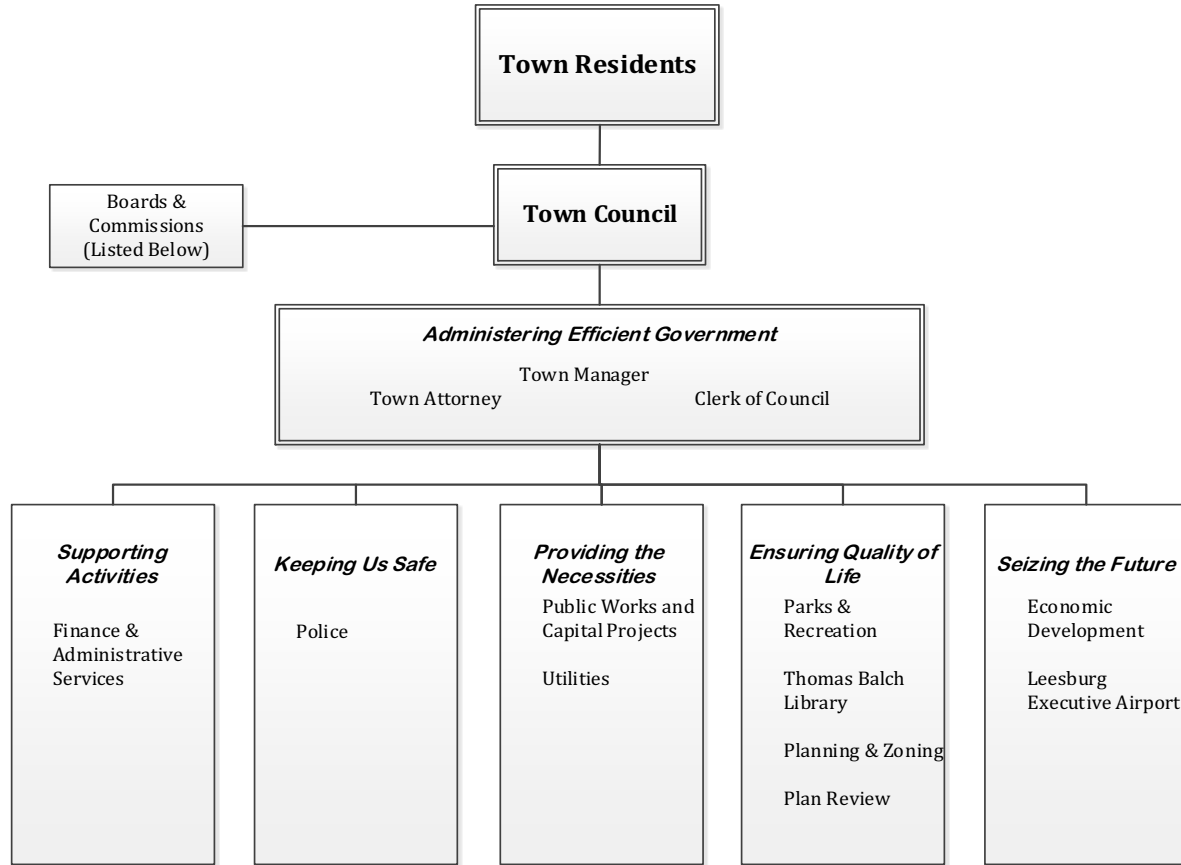
By Plane

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



Directory of Officials



Kelly Burk
Mayor



Ronald E. Campbell
Council Member



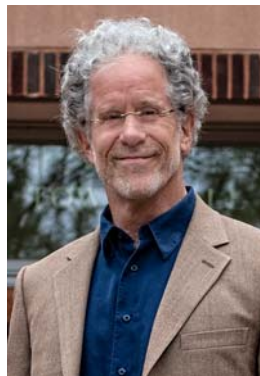
Fernando "Marty" Martinez
Vice Mayor



Thomas S. Dunn II
Council Member



Suzanne D. Fox
Council Member



Neil Steinberg
Council Member



Joshua P. Thiel
Council Member

Directory of Staff

Appointed Officials

Kaj H. Dentler, Town Manager

Barbara Notar, Town Attorney

Senior Management

Keith Markel, Deputy Town Manager

Scott Coffman, Airport 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

Josh Didawick, Human Resources Director

Jakub Jedrzejczak, 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

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, 2019

Madam Mayor, Members of Town Council, and Town Residents:

The Town of Leesburg's budget for Fiscal Year 2020, and the Capital Improvements Program for Fiscal Years 2020-2025 were adopted by the Town Council on March 26, 2019. In addition, the Council also adopted the provisional budget for Fiscal Year 2021.

The Town remains in a very strong financial position, and the adopted budgets adhere to your policy for long-term sustainability. It also remains consistent with the Town's coveted Triple, AAA bond rating. Leesburg is one of only a few dozen towns and cities nationwide to hold AAA ratings from all three major rating agencies which puts the Town among the top 2% of municipalities in the country.

The main focus areas for this budget are emergency management, public safety, information technology, capital improvements, and utilities (water and sewer). Town management continues to emphasize customer service, and organizational efficiency through the use of technology, evaluation and redesign of existing business processes, and the reassignment of existing resources to address current needs.

The Fiscal Year 2020 budget is based upon maintaining the real estate property tax rate of 18.4¢ per \$100 of assessed value. On average, existing residential real estate assessments in the Town increased approximately 3.8% for 2019. With the increased assessments, the average Leesburg single family home owner will see an annual tax bill increase of approximately \$33.

General Fund Revenue – The General Fund revenue forecast for Fiscal Year 2020 anticipates continued growth in consumer tax revenue of approximately \$570,000 or 3.3% over the Fiscal Year 2019 estimates. This increased revenue will come from anticipated expansion in business activity through meals taxes, bank franchise taxes, business licenses, and transient occupancy taxes. Further, real estate assessments of existing residential and commercial properties are up 3.8% overall. There were 211 newly constructed properties in 2018, bringing the Town's total taxable assessed valuation to approximately \$7.9 billion. The additional revenue is leveraged to fulfill goals identified as part of the Town's financial sustainability plan such as funding an annual increase of \$200,000 towards project management costs of the Town's Capital Improvements Program, and partially funding the Capital Asset Replacements Program.

General Fund Expenditures - The Fiscal Year 2020 General Fund budget totals nearly \$60.1 million which is an increase of \$1.2 million or 2.0% over the Fiscal Year 2019 Adopted Budget. Of this increase, approximately \$806,000 is due to increasing personnel and operating costs required to maintain current levels of service, and a \$300,000 increase to the recycling and refuse contract for Fiscal Year 2020. The annual solid waste collection contract increase is associated with town growth, escalation costs related to the Consumer Price Index (CPI), and a \$200,000 increase in recycling disposal costs. The remaining increases in the General Fund are new requests, or enhancements, totaling \$352,500.

Also included in the Fiscal Year 2020 budget is a phase out of the Town's optional contribution to the Leesburg Volunteer Fire Company and to the Loudoun County Volunteer Rescue Squad resulting in a total decrease of approximately \$333,670 in Fiscal Year 2020. A General Fund balance will be reserved, after all Town Fiscal Policies are achieved, to provide a single, last contribution of \$499,950 in total to the two volunteer companies reflective of

amount they received in Fiscal Year 2019. The elimination of these contributions will result in a decrease of nearly \$500,000 annually. The phase out of the volunteer company contribution is intended to eliminate a duplicative tax payer contribution for fire and rescue services that is a primary responsibility of the County.

General Fund Enhancements - The key enhancements in the General Fund budget include eight (8) new full-time positions. The top enhancement priority identified in the budget is an emergency management director position. This position will report directly to the Town Manager, and will be responsible for the preparation, planning, training, and management of the Town's response efforts during emergencies. The Fiscal Year 2020 budget includes partial year funding of \$83,000 for this position and associated operating costs which will allow the position to be hired in January 2020.

Four enhancement positions are included in the Police Department. Due to significant vacancies over the last few years, staffing in the Police Department has not been increased for five years despite an increase of over 10% in the Town's population. Over the past two years, the department's recruiting efforts have resulted in every authorized position being filled so the department is now able to identify critical staffing needs for Fiscal Year 2020 including three (3) patrol officers and a special investigations detective. The patrol officers will address the creation of new patrol sectors associated with the Town's recent growth by providing increased coverage and improved emergency responsiveness. The special investigations detective will be dedicated to investigating cases involving the opioid crisis and gang activity. Similar to the emergency management director position, these positions are partially funded in Fiscal Year 2020 to allow for hiring of the positions in January 2020. The Fiscal Year 2020 includes funding of \$208,000 for these four positions including all associated operating costs.

The three other new positions are in the departments of Finance and Administrative Services, and Public Works & Capital Projects. In the Finance and Administrative Services Department, a new systems administrator in the Information Technology Division will manage IT assets including the ever-increasing number of mobile devices. The addition of this position is consistent with the Town's Information Technology Strategic Plan that identifies the systems administrator as the top priority amongst its recommendations. The Fiscal Year 2020 includes partial year funding for this position of \$61,500 for which the position will be hired in January 2020.

The other proposed, new full-time positions are two Capital Projects Managers in the Public Works and Capital Projects Department which addresses an increased need to manage the workload associated with the Town's Capital Improvements Program (CIP). Since Fiscal Year 2012, the CIP has nearly tripled, and the complexity and scale of the projects has increased. Specifically, the current CIP includes an expansion of the Town's police station and the Town's public works maintenance shop. These types of projects require not only more resources, but specific construction knowledge, contractual experience, and project management expertise. While the cost for these positions is \$270,000, they are funded using CIP revenue sources so there is no local tax funding required.

Capital Improvements Program – The proposed six-year Capital Improvements Program (CIP) totals \$203 million and includes 63 projects. Several projects previously listed in the Future Potential and Future Priority Section have been programmed in the later years of the six-year plan including Royal Street Drainage Improvements east of Harrison Street, Monroe Street and Madison Court Improvements, the Utilities Storage Facility, and Town Hall Campus Improvements. In addition, a number of major projects

will be completed by the end of Fiscal Year 2019, and are no longer included in the six-year CIP such as Battlefield Parkway from South King Street to the Dulles Greenway, the U.S. Customs facility at the airport, and the Edwards Ferry Road sidewalk and bus shelters.

The Fiscal Year 2020 CIP budget is \$52.4 million and includes 23 projects. The majority of the costs are for transportation improvements. Projects that will be completed during Fiscal Year 2020 include Downtown Improvements, the Battlefield Parkway trail across the Route 15 Bypass, the Sycolin Road widening, the Tuscarora Creek flood mitigation and stream restoration, the West Market Street sidewalk, sidewalk improvements on Edwards Ferry Road, and the airport taxiway and runway lighting rehabilitation.

Projects that will begin construction in Fiscal Year 2020 and carry over to future years include the expansion of the Leesburg Police Headquarters, the East Market Street and Battlefield Parkway interchange, the Evergreen Mill Road widening, the airport north hangars, the airport storage and maintenance facility, and multiple equipment replacements and upgrades at Utilities Department facilities.

As part of the Town's financial goal of fully funding Town capital project management costs on an ongoing, pay-as-you-go (cash) basis, the proposed Fiscal Year 2020 Budget includes the planned increase of \$200,000 over Fiscal Year 2019. The resulting projected total pay-as-you-go (cash) contribution to the Town's Capital Improvements Program for Fiscal Year 2020 is \$1.4 million of the estimated \$2.3 million in administrative overhead and project management costs. Similar increases to the pay-as-you-go (cash) contribution will continue in future years until all administrative and project management costs are fully funded.

Northern Virginia Transportation Authority (NVTA) Fund - Effective July 1, 2018, the grantor's tax and transient occupancy tax revenue associated with the NVTA are now directed to the Washington Metropolitan Area Transit Authority (WMATA) for use in funding Metro-rail capital expenses. The redirection of these funding sources reflect approximately 15-20% of the annual funding from the NVTA utilized for transportation related projects in the Town's Capital Improvements Program (CIP). The new estimates for this funding are reflected in the out years of the Fiscal Year 2020-2025 CIP Budget. Funding for projects in Fiscal Year 2020 has already been secured including East Market Street and Battlefield Parkway Interchange, Morven Park Road Sidewalk, and Route 15 Bypass/Edwards Ferry Road Interchange.

Utilities Fund - The Fiscal Year 2020 budget for the Utilities Fund which includes capital projects is \$30.2 million in expenditures, an increase of \$3.3 million or 12.1% over the Fiscal Year 2019 Budget. The Fiscal Year 2020 budget is based upon the water and sewer rates adopted by the Council at their January 22, 2019 regular meeting, and reflects a 4.5% increase as recommended by the Town's rate consultant.

The Utilities Fund budget includes four new full-time positions comprised of a project manager, an inspector, a maintenance worker, and a water plant operator. Operational needs are based on maintenance of existing infrastructure, inspection of utility extensions, timely repairs, prompt customer service response, meeting regulatory standards, ensuring high quality drinking water, and efficient wastewater treatment. Significant capital projects include town-wide waterline and sewer improvements and repairs, and improvements at the water pollution control facility.

The Fiscal Year 2020 budget focuses on key areas including emergency management, public safety, information technology, capital improvements, and utilities. All of these areas, plus other Town departments, are facing challenges related to the growth of

the Town. Many departmental requests are not addressed in this budget, but remain worthy of future discussion.

In closing, I want to take this opportunity to state my continued appreciation for the Town's employees who are committed to providing exceptional customer service and organizational efficiency while ensuring performance excellence. Their efforts are key to the Town's overall success as they ultimately deliver the core services to the Town's residents, businesses, and visitors.

Sincerely,



Kaj H. Dentler
Town Manager

Economic Outlook

Fiscal Year 2018 resulted in another strong financial performance for the Town, outperforming its long term sustainability plan for the fourth consecutive year. The strength in performance comes as a result of committed adherence to the long term financial plan, along with a surge in growth that bolstered business activity and consumer taxes, as well as land development fees, which are projected to achieve positive results in Fiscal Year 2019. Underscored by a return to volatility in the financial markets and with December 2018 being the worst December on record since the downturn, the prevailing climate is littered with plausible threats to continued bullish economic performance results. Led by a business cycle that is historic in terms the length of time in the mature growth phase, the worsening global economic landscape, as seen in the currency crisis in Argentina, Turkey, and Italy, and trade wars with China over imposed tariffs from the United States, Fiscal Year 2020 has the potential to prove significantly more challenging to navigate. Under this shroud of uncertainty, the presidency of Donald Trump moves past the headline grabbing mid-term elections, which ushered in a gridlock prone divided Congress failing to reach compromises to date regarding advancements on immigration policy, health care, and fully funding the Federal Government. While these issues can create headwinds with longer term effects, the Town will remain committed and consistent to adhering to its long term plan, in order to meet its goals of delivering high quality services with an equally high quality of life for its residents.

National

The Federal Open Market Committee (FOMC), under the direction of Federal Reserve Chairman Jerome Powell, executed a fourth interest rate increase in December 2018, for a total of nine increases in the last three years, as the Fed continues to unwind the unprecedented quantitative easing utilized during the last recession. The commentary following this move was noted as a softer stance on the strength in future economic growth, along with a hold on the projected future interest rate increases in 2019. With equity markets suggesting economic slowing, and the spread of the yields on Treasury Securities very narrow, along with the flattening of the yield curve, economy watchers are quick to point to its history as an accurate predictor of recession should the yield curve invert fully for an extended time. To further complicate matters, the White House has been particularly critical regarding the actions of the Fed, which attempts to remain politically neutral in administering monetary policy. Calendar year 2019 headlines include repeated market volatility and the Federal Government shutdown, along with a Federal deficit that is expected to eclipse one trillion dollars. Estimates for GDP are projected lower in 2019 at 2.1% and 2% for 2020, while current inflation estimates, of 2.1% falling in 2019 and 2020. Unemployment is anticipated to remain steady at 3.5%, for 2019 and 3.6% in 2020.

Northern Virginia/DC Metro

Economic prospects for the Northern Virginia region are trending positive looking ahead to 2020, with the notable bright spot being Amazon's decision to relocate a portion of its HQ2 to Arlington, dubbed National Landing. Amazon's search was a highly competitive and well publicized process, and the resulting relocation is anticipated to create 25,000 jobs, increase the demand for housing, office space and retail, as well as boost construction activity and continue to send population figures higher. One of the selling points for Amazon was the availability of world-class talent,

which is a strength of the Northern Virginia area that touts a highly skilled workforce and remains a sought after location for business both globally and nationally. 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 the 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

Growth is the common theme for the region, and Loudoun County is no exception. The growth is largely attributable data centers, handling upwards of 70% of internet traffic, but is also a result of a strong job market. Loudoun County ended fiscal year 2018 with more than \$99 million in surplus from taxes, primarily from data centers. Unemployment remains below the national average of 3.9%, coming in at 2.4%. Again being named the fastest growing county in Virginia, with more than 400,000 residents, Loudoun has the top US median household income, resulting in high consumer purchasing power. A complimentary element to Loudoun County's growth is the completion of the Silver Line Metro, with stops at the Loudoun and Ashburn stations. The 2.3 mile extension of the system is 86% complete, and is scheduled to be operational in 2020.

Town of Leesburg

The Town enjoys the distinction of being the largest town in the Commonwealth, with an estimated population of more than 54,000. Leesburg remains one of only 40 triple, AAA rated cities and towns nationwide. Increased growth in consumer and business activities has resulted in continued positive performance results against its long term sustainability plan. The Town epitomizes a great place to live, work, and play, evidenced by its ability to attract market leading companies. The growth of the Town is attributable to a strong economy and healthy job market, as evidenced by low unemployment in the region. This growth will likely influence the focus of service delivery to areas such as public safety, continued transportation improvements and investment in infrastructure through the leveraging of Northern Virginia Transportation Authority (NVTA) and Virginia Department of Transportation (VDOT) funding, maintaining open space, and encouraging commercial development. The challenge in 2020 and beyond remains obtaining the delicate balance between growth opportunities and the core vision of cultivating a high quality of life.

How the Budget is Organized

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

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

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

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

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

department staffing levels are included in the financial summaries section.

In the third section, Town departments are grouped functionally into six sub-sections to allow the reader to focus on the areas that are of most interest. Individual department 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.leesburgva.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

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

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 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 during the last Town Council meeting in March.

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 or other expenditure reductions.

Basis of Accounting & Budgeting

The Town’s General 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) with accordance to the Town’s long-term sustainability plan. 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.

FY 2020 Budget Enhancements

Department / Request	Personnel	Operating & Maintenance	Capital Outlay	Offsetting Revenue	Local Tax Funding	FTE
TOWN MANAGER'S OFFICE						
Emergency Management Director	\$71,000	\$12,000	—	—	\$83,000	1.0
This enhancement is for an Emergency Management Director position within the Town Manager's Office. This position will be responsible for the preparation, planning and management of the Town's response efforts during emergencies. Currently, there is no dedicated position to manage the Town's emergency preparedness. Emergency response is critical and complex for a Town the size of Leesburg, and a dedicated professional will allow the Town to be more prepared and capable in responding when faced with emergency situations. The position will have a delayed hiring until January in order to decrease the local tax funding needed for FY 2020.						
TOWN MANAGER'S OFFICE TOTAL	\$71,000	\$12,000	—	—	\$83,000	1.0
LEESBURG POLICE DEPARTMENT						
3 Patrol Officers	\$120,000	\$36,000	—	—	\$156,000	3.0
This enhancement is for three new Patrol Officers in the Police Department. The Town population is projected to exceed 55,000 in Fiscal Year 2020 along with nearly 1,900 new residential units and 1.5 million square feet of commercial space in the by-right development pipeline. These positions will address the resulting additional patrol sectors associated with the Town's growth; provide increased coverage of Town limits to maintain and/or improve emergency responsiveness. The position will have a delayed hiring until January in order to decrease the local tax funding needed for FY 2020.						
Special Investigations Detective	\$40,000	\$12,000	—	—	\$52,000	1.0
This enhancement is for an additional Special Investigations Detective in the Police Department's Criminal Investigations Unit. This position will be dedicated to investigating cases involving narcotics, opioids and gang activity, which is an issue facing the Town and the Northern Virginia region. The additional position will allow for more efficient law enforcement tactical abilities in the Criminal Investigations Unit as it will provide sufficient number of staff to conduct task force operations without relying on personnel from other units within the Department. The position will have a delayed hiring until January in order to decrease the local tax funding needed for FY 2020.						
POLICE DEPARTMENT TOTAL	\$160,000	\$48,000	—	—	\$208,000	4.0
FINANCE & ADMINISTRATIVE SERVICES						
Systems Administrator	\$58,500	—	\$3,000	—	\$61,500	1.0
This enhancement is for an Information Technology (IT) Systems Administrator position in the IT Division of the Department of Finance & Administrative Services (DFAS). This position reflects the highest priority of the Town's recent IT Strategic Plan and is endorsed by the Town's Information Technology Commission. The position will manage over 1,000 devices and nine systems used to run, administer, and configure the devices. As the Town relies more on technology and the mobility that these devices provide, the number of devices will continue to increase; for which dedicated staff resources are required. Further, this position will be responsible for the implementing a proactive approach to ensuring operating systems, applications and hardware are up to date and that all routine, recurring maintenance is completed. The position will have a delayed hiring until January in order to decrease the local tax funding needed for FY 2020.						
FINANCE AND ADMINISTRATIVE SERVICES TOTAL	\$58,500	—	\$3,000	—	\$61,500	1.0
PUBLIC WORKS AND CAPITAL PROJECTS						
2 Project Managers	\$270,000	—	—	\$270,000	—	2.0
This enhancement is for two additional Project Managers in the Office of Capital Projects within the Department of Public Works and Capital Projects. The positions will be funded through the Capital Projects Fund. The positions are required to manage the workload associated with the Town's Capital Improvements Program. It should be noted that the Office of Capital Projects had a total of five positions eliminated in Fiscal Years 2011-2012; leaving three Project Managers, a Construction Manager and an Executive Associate. Since Fiscal Year 2012, the Capital Improvements Program continues to expand as the six year plan has nearly tripled and the complexity and scale of the projects has increased. The Fiscal Year 2020-2025 Capital Improvements Program includes 63 projects and funding of approximately \$204 million. The positions are to be funded utilizing Capital Improvements Program revenue sources. As a result, there is no local tax funding required in the General Fund for this new position.						
PUBLIC WORKS AND CAPITAL PROJECTS TOTAL	\$270,000	—	—	\$270,000	—	2.0

Department / Request	Personnel	Operating & Maintenance	Capital Outlay	Offsetting Revenue	Local Tax Funding	FTE
GENERAL FUND TOTAL	\$559,500	\$60,000	\$3,000	\$270,000	\$352,500	8.0
UTILITIES DEPARTMENT						
Project Manager	\$128,000	—	—	—	—	1.0
This enhancement is for a Project Manager position within the Administration Division of the Utilities Department. The Utilities Capital Improvements Program (CIP) and Repair, Rehabilitation, and Replacement (3R) projects require day to day coordination with engineers, inspectors, contractors, and administrative staff to assure prompt contract management and delivery.						
Water and Sewer Inspector	\$103,000	—	—	—	—	1.0
This enhancement is for a Utilities Inspector within the Administration Division of the Utilities Department. Increased land and building development necessitates a water and sewer inspector to inspect the connection and installation of new water and sewer infrastructure.						
Maintenance Worker	\$85,000	—	—	—	—	1.0
This enhancement is for a Maintenance Worker position within the Administration Division of the Utilities Department. As development has increased, the volume of utility locate tickets to mark and protect the water and sewer lines throughout the Town has also increased. This position will assist with completing VA 811 (Miss Utility) tickets in accordance with state regulations.						
Water Plant Operator	\$85,000	—	—	—	—	1.0
This enhancement is for a Water Plant Operator position within the Water Supply Division of the Utilities Department. This position will improve coverage and reliability of licensed operators and provide for succession planning by familiarizing incoming operators with the Town water treatment plant and the standards and protocols necessary for successful award winning operations.						
UTILITIES FUND TOTAL	\$401,000	—	—	—	—	4.0
COMBINED FUNDS TOTAL	\$960,500	\$60,000	\$3,000	\$270,000	\$352,500	12.0

The Budget in Brief

The Fiscal Year 2020 budget for all funds totals \$138,215,785. This represents an increase of \$11,235,822 or 8.8% over the Fiscal Year 2019 budget.

Fund	FY 2019 Budget	FY 2020 Adopted	\$ Change	% Change
General Fund	\$58,990,160	\$60,149,298	\$1,159,138	2.0%
Capital Projects Fund	16,589,315	14,196,000	(2,393,315)	(14.4%)
NVTA Fund	24,463,785	33,671,300	9,207,515	37.6%
Utilities Fund	26,936,703	30,199,187	3,262,484	12.1%
Total	\$126,979,963	\$138,215,785	\$11,235,822	8.8%

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 2020 budget for the General Fund totals \$60,149,298, an increase of 2.0%. The increase in the General Fund budget is attributable to enhancements totaling \$352,500; \$200,000 of additional General Fund PAY-GO (cash) contribution to the Capital Improvements Program; increases in operational costs primarily in recycling and refuse contracted services, 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 Projects Fund

The Capital Projects Fund includes funding for the Town's Capital Improvements Program (CIP). The Fiscal Year 2020 appropriation for the Capital Projects Fund totals \$14,196,000 or a decrease of 14.4% from the Fiscal Year 2019 Adopted Budget. Of the Fiscal Year 2020 appropriation, \$1,531,000 is included for the Capital Asset Replacement Program within the General Government Section of the CIP. This funding is 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.

Northern Virginia Transportation Authority (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 on urban or secondary road construction, capital improvements that reduce congestion, other approved projects in the regional transportation plan, or for public transportation purposes. Funding totals \$33,671,300 in Fiscal Year 2020 of the Capital Improvements Program.

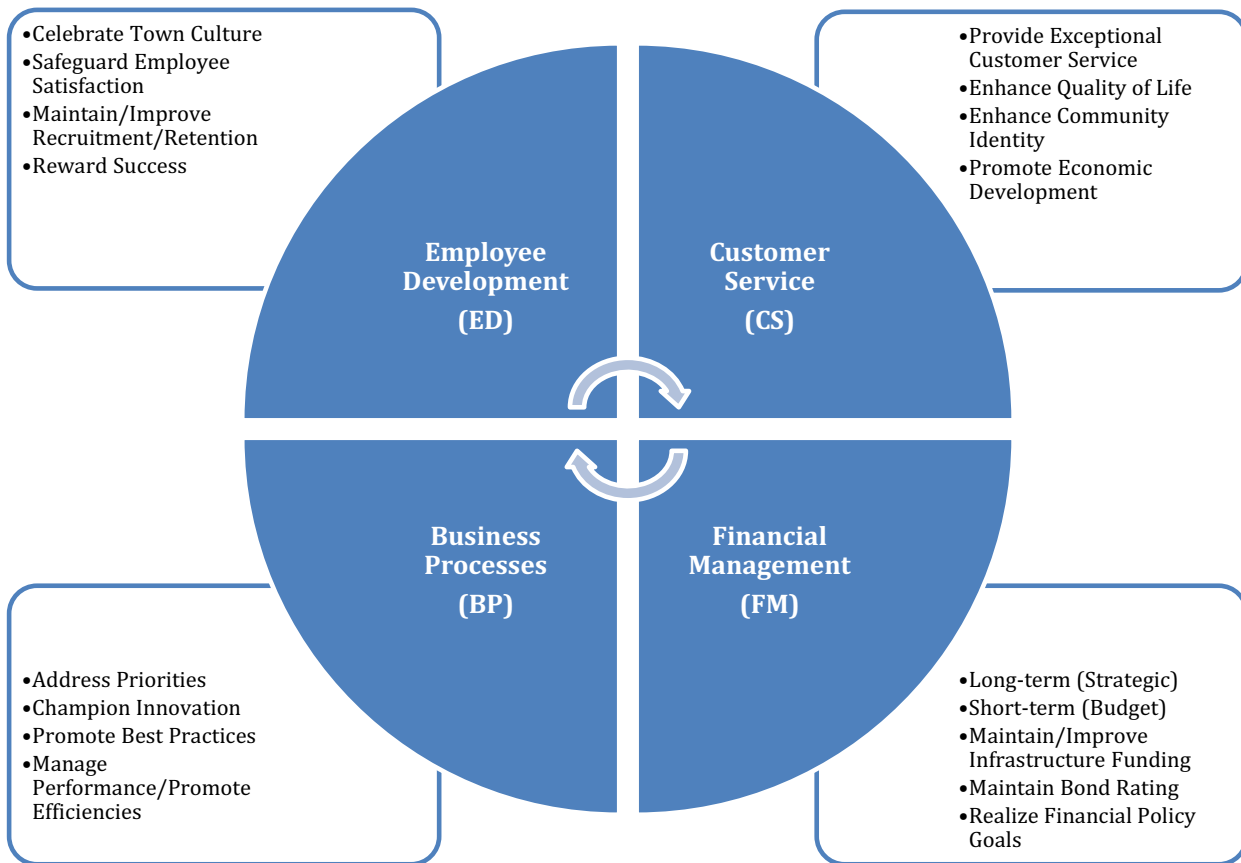
Utilities Fund

The Utilities Fund total for the Fiscal Year 2020 budget is \$30,199,187; comprised of \$20,279,763 for operations and capital replacement, \$5,408,324 for debt service, and \$4,511,100 included in the Capital Improvements Program. The Fiscal Year 2020 budget reflects the first year of the five-year work plan related to the Council approved water and sewer rates. 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 following reflect the Strategic Focus Areas for Fiscal Year 2020:

- **Emergency Preparedness and Public Safety**
- **Securing and Leveraging Information Technology**
- **Servicing the Continued Growth and Development of the Town of Leesburg**
- **Transportation and Pedestrian Infrastructure**
- **Sustainable Town Water and Sewer Utilities System**
- **Comprehensive Review of the Town Plan**
- **Public Outreach and Engagement**

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.



Emergency Preparedness and Public Safety



Securing and Leveraging Information Technology




Servicing the Growth and Development in the Town



Transportation and Pedestrian Infrastructure




Sustainable Water and Sewer Utilities System



Comprehensive Review of the Town Plan




Public Outreach and Engagement

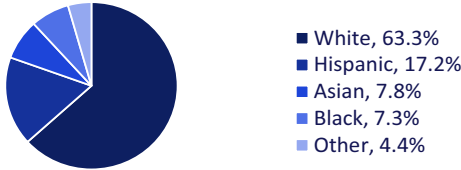
2020-21 Town and Community Information



The Basics

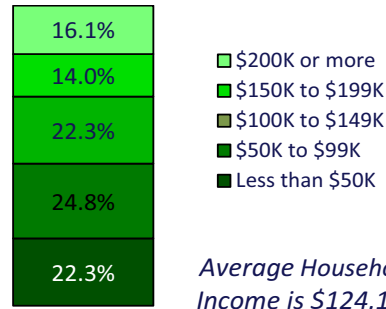
Population (July 2017)	54,215
# of Businesses	approx. 2,500
Area	12 Square Miles
% Built Out	90%
Vacant Land	765 acres
Lane Miles of Roadway	251

Race & Ethnicity

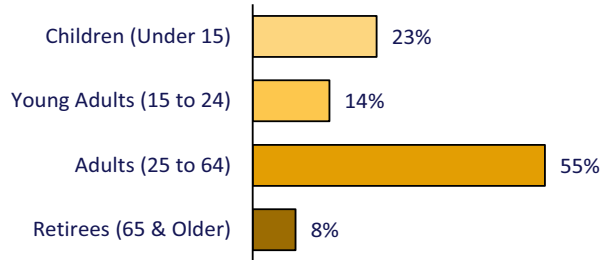


21.7% are foreign born
21.5% speak two or more languages proficiently

Household Income



Population by Age

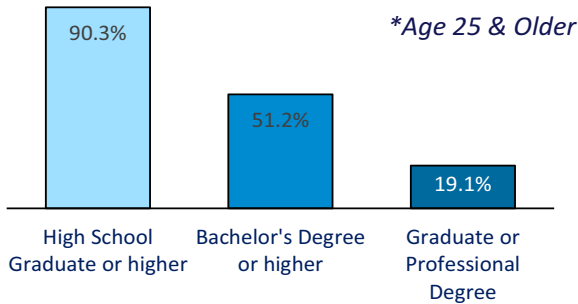


Commuting Inflow & Outflow

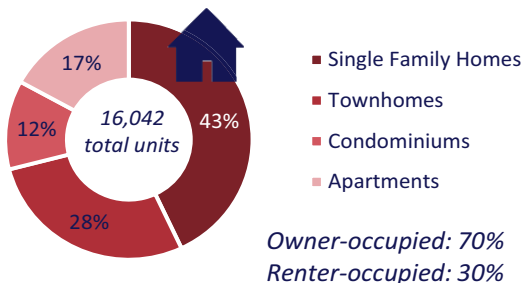


From	To
Loudoun County – 32%	NoVa & DC – 44%
NoVa & DC – 21%	Loudoun County – 27%
Leesburg – 16%	Leesburg – 13%
MD & PA – 7%	MD & PA – 6%
N Shen Valley – 7%	N Shen Valley – 2%
WV – 6%	WV – 1%
Other – 11%	Other – 7%

Highest Educational Attainment*



Housing Stock



Top Employers

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

2019 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 approved a revision to the fiscal policy, resolution number 2015-018, to make the 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 2020 budget, the unassigned fund balance has achieved the goal of 20% of expenditures or \$11,183,631.

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, Moody’s, Standard & Poor’s, and Fitch, 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 from Moody’s on March 22, 2019			

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. The following sections represent and reference the Town’s fiscal policy as amended by Resolution No. 2017-097.

Accounting, Auditing and Financial Reporting

a. The Town will establish and maintain the highest standards of accounting practices in conformance with uniform financial reporting in Virginia and generally accepted accounting principles

for governmental entities as promulgated by the Governmental Accounting Standards Board and Auditor of Public Accounts (APA).

b. The Town will engage an independent firm of certified public accountants to perform an annual financial and compliance audit according to Generally Accepted Governmental Auditing Standards (GAGAS) and Title 2 Code of Federal Regulations Part 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Single Audit Act) and will have these accountants publicly issue an opinion, which will be incorporated in a comprehensive annual financial report.

c. The Town will annually seek both the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting and the Government Finance Officers Associations Distinguished Budget Presentation Award.

Asset Management

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

Revenue Management**General Fund**

- a. The Town will maintain a diversified and stable revenue structure to protect it from short-run 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.
- b. The Town will conservatively estimate its annual revenues by an objective, analytical process.
- c. The Town, where practicable, will institute user fees and charges for specialized programs and services. Rates will be established to recover operational as well as overhead or indirect costs and capital or debt service costs, and the Town will periodically review user fee charges and related expenditures to determine if pre-established recovery goals are being met.
- d. The Town will follow an aggressive policy of collecting revenue.
- e. The Town should routinely identify intergovernmental aid funding possibilities. However, before applying for or accepting intergovernmental aid, the Town will assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental 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.

Utilities Fund

- f. The Town will strive to set water and sewer rates based on the actual cost to deliver each service. The Town will periodically review the components that make up the rates and fees through a cost-of-service study for every service provided. However, nothing in this policy shall prohibit the Town from establishing fair and reasonable rates that provide for a differential between in town and out of town customers.
- g. The Town will set rates to achieve a positive net income and cash flow each year.
- h. The Town will set rates to cover all current costs and to allow the fund to meet all bond covenant, state, and federal requirements. If a deficit between current revenue and current expenditures occurs, the Town will take all necessary steps to reduce and eliminate said deficit by reducing expenditures or enhancing revenues including

additional water service opportunities while ensuring adequate capacity in water and wastewater facilities is maintained.

- i. The Town will track, monitor, and report quarterly on the key variables of the rate model. Also, the Town will set rates that are based on annually updated 5-year forecasts of operating and capital budgets.
- j. Based on the 5-year forecasts, the Town will attempt to implement any required rate increases in a gradual and predictable manner and avoid large, one-time rate increases to ensure predictable and sustainable rates over the long-term, while providing sufficient funding for maintaining system infrastructure.
- k. As cash reserves and revenues permit, the Town will establish a rate stabilization reserve or other similar innovative approaches to mitigate the need for large rate increases. Further, the Town shall evaluate rates regularly, to include increases if necessary, to avoid large one-time increases, and maintain infrastructure.

Budget Management**Operating Budget**

- a. The Town, to maximize planning efforts, intends to prepare the operating budget with a multi-year perspective.
- b. The budget is a plan for raising and allocating resources. The objective is to enable service delivery within available resources. Services must be delivered to residents and taxpayers at a level, which will meet real needs as efficiently and effectively as possible.
- c. The Town will fund current expenditures with current revenues and use nonrecurring revenues for nonrecurring expenditures.
- d. The Town will maintain a positive unassigned fund balance for the total of all governmental funds at the end of each fiscal year. When deficits appear to be forthcoming within a fiscal year, spending during the fiscal year must be reduced sufficiently to create a positive unassigned fund balance and a positive cash balance.
- e. Where possible, the Town will integrate performance measurements and productivity indicators within the budget. This should be done in an effort to continue to improve the efficiency and effectiveness of Town programs and employees. Performance measurement is a long term goal of Town government administration.
- f. The budget must be structured so that the Town Council and the general public can readily establish the relationship between revenues, expenditures and the achievement of service objectives.

g. Budgetary reviews by the Town Council and Town Manager will focus on the following basic concepts:

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

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

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

New Programs Proposed new programs must also be submitted as individual budgetary requests requiring detailed justification. New

programs will be evaluated on the same basis as program expansions to include analysis of long-term fiscal impacts.

Capital Budget

h. 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. Capital improvement projects in the CIP are defined as assets having a useful life of five years or more and an acquisition cost of \$60,000 or more. A CAR 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.

i. The Town will develop a multi-year plan for capital improvements, which considers the Town's development policies and links development proffers resulting from conditional zonings with the capital plan.

j. The Town will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.

k. The Town's goal is to budget an amount of cash (pay-as-you-go or PAY-GO) contribution for capital projects equal to 3.5% of current year budgeted General Fund operating revenues, not including inter-fund transfers. This best practice will be achieved by adding 0.25% or more annually to the contribution to the Capital Fund until the target level is reached. While it is the Town's full intent to use this pay-as-you-go funding annually for capital projects, should revenue shortfalls or unanticipated operating expenditures occur in the General Fund, this funding may be used as a temporary source of budgetary flexibility. A reduction of PAY-GO funding may be necessary from time to time to meet unexpected revenue shortfalls or financial emergencies. No reduction of PAY-GO funding will occur without prior presentation to the Council by the Town Manager of a plan and timeline for restoring the appropriation to the 3.5% level within no more than 24 months approved by a majority vote of Council.

Debt and Cash Management

Debt Management

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

b. The Town shall make use of non-debt capital funding through the use of alternate sources, such as but not limited to proffers, PAY-GO, 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.

c. The Town will, when financing capital improvements or other projects or equipment by issuing bonds or entering into capital leases, repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.

d. The Town is cognizant of its debt burden and should continue to offset its impact through rapid payback. An average payback of at

least 60% in ten years should be maintained except for projects with a known revenue stream.

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

1. General governmental debt service expenditures as a percentage of General Fund expenditures should not exceed 15%.
2. Bonded general governmental debt of the Town shall not exceed 2.5% of the total assessed value of taxable property in the Town.

f. The Town will follow a policy of full and timely disclosure in every annual financial report and financing official statement/offering document. The Town will make all event disclosures and other disclosures required by Securities and Exchange Commission rule 15c2-12 on a timely basis.

g. The Town will maintain good communications about its financial condition with bond and credit rating institutions.

Cash Management

h. The Town will maintain an investment policy based on the Government Finance Officers Association model investment policy, and the investment policies and procedures of the Director of Finance shall become a part of this policy.

i. The Town will, where permitted by law, pool cash from its various funds for investment purposes and will invest revenue to maximize the rate of return while maintaining a low level of risk.

Reserve Funds Management

Governmental Funds

a. 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.

b. 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.

Enterprise Funds

c. The Utilities will maintain a ninety (90) day operations and maintenance (O&M) reserve to provide funds for any potential lag in operating revenues or unplanned expenditures. Unrestricted net position including the ninety (90) day O&M reserve at the close of each fiscal year should be equal to no less than 75% of operating revenues, excluding availability fees.

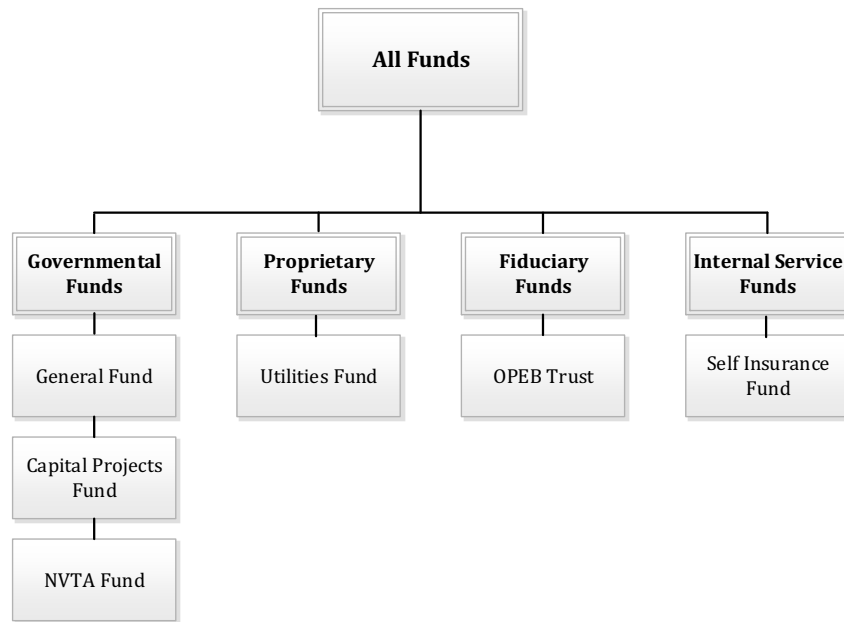
d. The Utilities Fund will establish a repair, renewal, and replacement reserve (3R), to provide funds to pay for unexpected major repairs, replacement, or rehabilitation of system assets of a minimum of one percent (1.00%) of the historical value of underground infrastructure at the end of any given fiscal year, specifically water and sewer lines.

e. The Utilities Fund's operating budget will include an annual emergency contingency appropriation of at least \$100,000. The appropriation may only be used for significant emergency repairs not included in the operating budget. Use of the emergency contingency budget requires Town Manager approval and notification to Town Council.

Financial Summaries



Major Funds and Accounts



Financial Summaries

A fund is a separate accounting entity designed to track particular revenue and expense activity. The Town of Leesburg has 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 tax, 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.

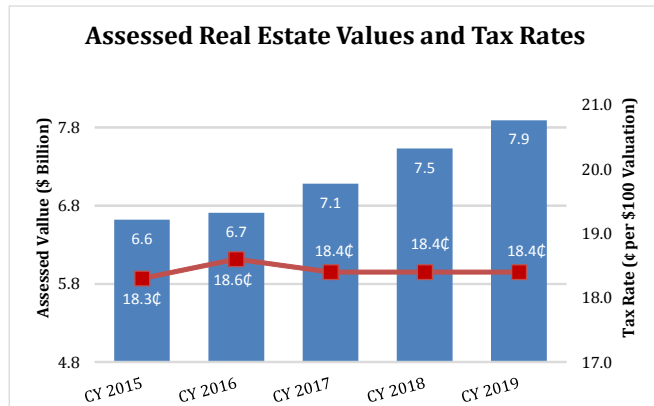
Commonwealth of Virginia – Intergovernmental funds from the state which include sales & use tax, personal property tax relief act funding, airport grant funds, highway maintenance funding, and law enforcement assistance.

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

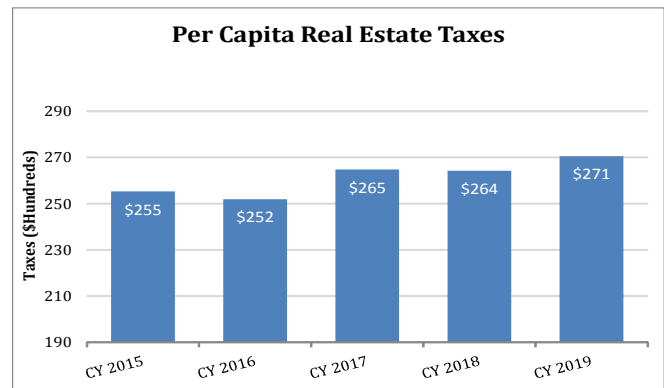
Revenue estimates in the budget are developed, in accordance with best practices, through analysis of historical trend data from financial statements, regular review of the Town’s long-term financial sustainability plan, and the prevailing economic climate facing the Town. Table 2 reflects the average assessment for residential properties and the resulting average residential real estate tax bill for 2019 at a real estate tax rate of 18.4¢ 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 2016-2019

Tax Year	Average Assessment	Tax Rate	Taxes
2019	\$393,296	\$0.184	\$723.66
2018	\$375,374	\$0.184	\$690.69
2017	\$356,669	\$0.184	\$656.27
2016	\$348,702	\$0.186	\$648.59



The real estate property assessment revaluation growth is 3.82% or \$287 million and with new construction and growth of an additional 1.15% or \$87 million, the total assessed value is \$7.89 billion or an increase of 4.97% over the 2018 assessments. The trend in real estate assessments increased resulting in a corresponding equalized residential tax rate of 17.6¢ per \$100 valuation. The 2019 real estate property tax rate is 18.4¢ per \$100 valuation.



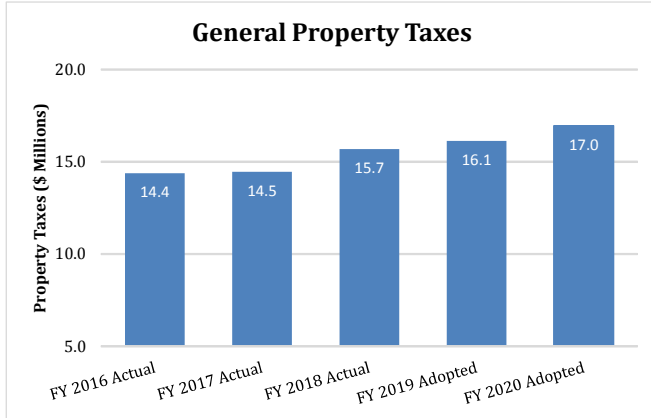
Increases in real estate assessments are exceeding population increases resulting in per capita real estate taxes trending higher to an estimated \$271; primarily due to real estate revaluations outpacing the estimated population growth for 2019.

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

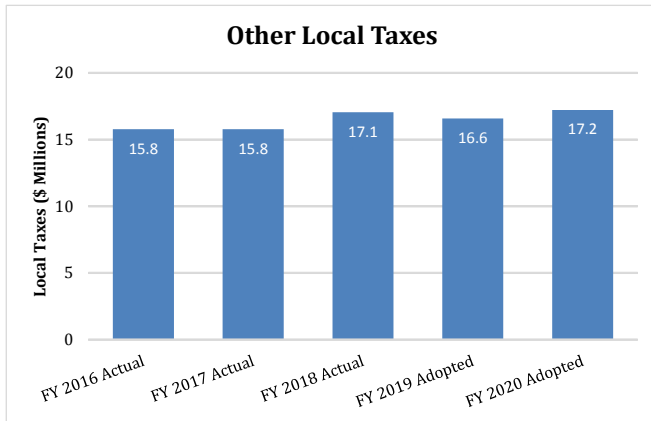
Town	Population	Tax Rate
Leesburg	54,215	\$0.184
Blacksburg	44,563	\$0.260
Culpeper	18,413	\$0.100
Herndon	24,532	\$0.265
Vienna	16,544	\$0.225
Loudoun Towns		
Purcellville	9,771	\$0.250
Hamilton	640	\$0.280
Middleburg	851	\$0.165

The Town of Leesburg, as Virginia’s largest town, boasts a population of 54,215 as of the July 2016 Census Bureau estimate.

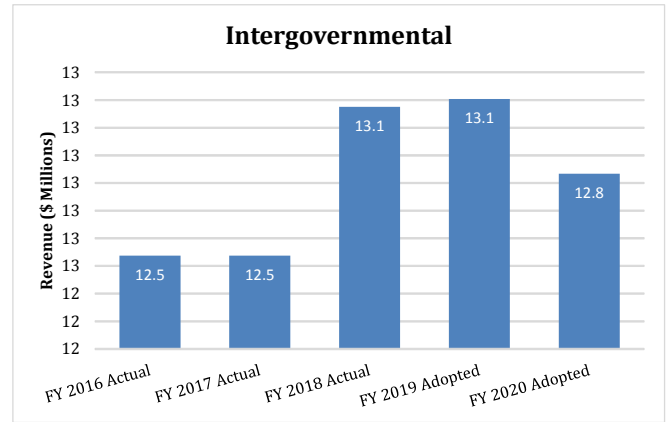
In the Fiscal Year 2020 Budget, approximately 87.5% of the Town’s revenue is estimated to be generated by three sources: taxes (57.4%), intergovernmental revenue (21.1%), and charges for services (9.0%). The following charts depict five year snapshots of historical trends for these top revenue categories: General Property Taxes, Other Local Taxes, Intergovernmental, and Charges for Services.



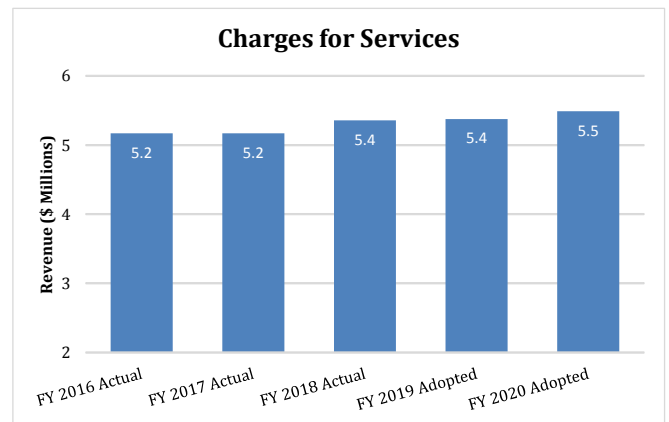
The incremental positive growth in general property taxes tied to real estate growth, construction and assessment evaluation increases.



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 relatively level at the Fiscal Year 2019 estimate. Cigarette taxes are continuing to decline which follows regional trends, and are projected to decrease in Fiscal Year 2020.



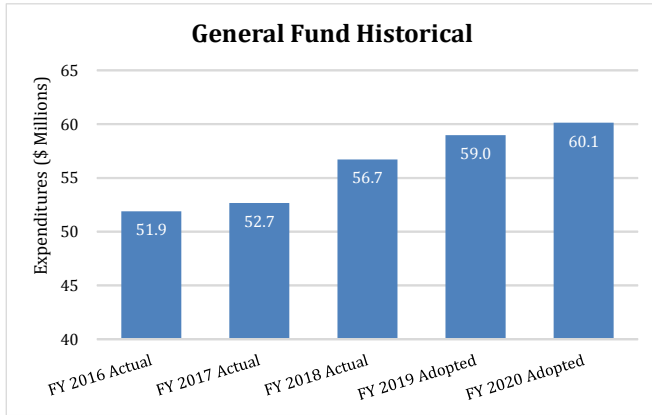
Intergovernmental sources include funding received from the Commonwealth of Virginia, Loudoun County and Federal government such as state personal property tax relief funding, state highway maintenance funds, Loudoun County School Resource Officer contribution, and state 599 law enforcement assistance funding. The projected Fiscal Year 2020 intergovernmental revenue is increasing primarily due to additional road maintenance funding through the state’s revenue sharing program.



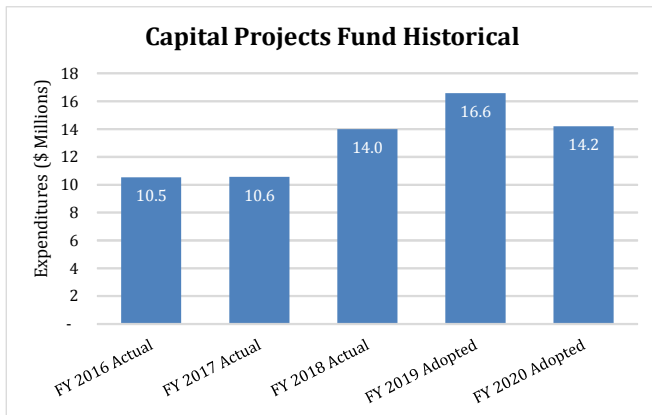
The Town’s General Fund revenue in the Charges for Services category are largely attributable to fees in support of the Parks and Recreation facility and includes revenues such as hangar lease fees at the Leesburg Executive Airport. The overall projected trend for this category remains slightly increased due to some programming revenue increasing within Department of Parks and Recreation and anticipated lease revenue at the Airport.

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.

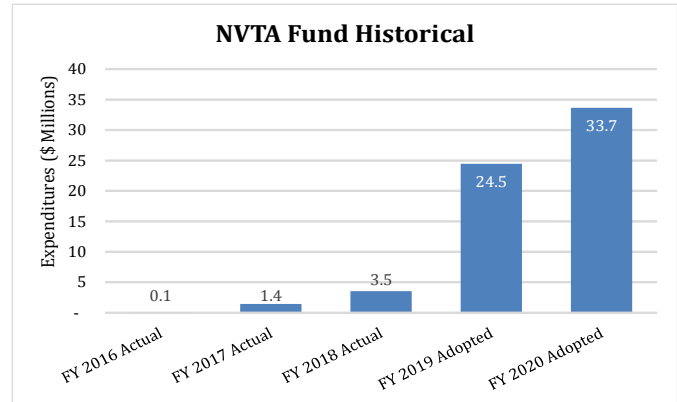


The Fiscal Year 2020 General Fund budget is approximately \$60.1 million or 2.0% higher than the Fiscal Year 2019 Adopted Budget. The increase is due mainly to budget enhancements totaling \$352,500; approximately \$720,000 for base budget adjustments; \$300,000 increase for recycling and refuse contracted services; \$200,000 for an increased contribution for the Capital Improvements Program; and town-wide personnel increases attributable to salary and benefit adjustments.

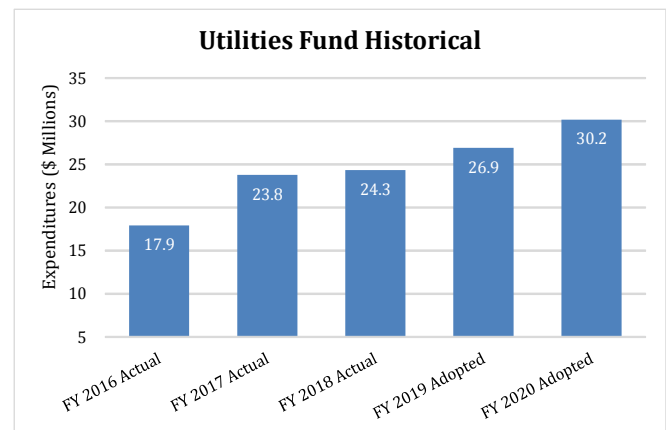


The Fiscal Year 2020 Capital Projects Fund budget is nearly \$14.2 million or a decrease of \$2.4 million from Fiscal Year 2019. The fluctuation in funding in the Capital Projects Fund is attributable to transportation capital projects in the Capital Improvements Program (CIP) or the continuance of existing projects that are primarily funded through federal and state funding.

Further, the Capital Asset Replacement Program is included in the General Government Section of the CIP and includes funding of \$1,531,000 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 2020 Northern Virginia Transportation Authority (NVTA) Fund budget is \$33.7 million, an increase of \$9.2 million from the Fiscal Year 2019 Budget primarily due to regional NVTA (70%) funding for the Battlefield Parkway/ East Market Street Interchange project. The NVTA Fund provides funding for transportation related projects as part of the Capital Improvements Program.



The Fiscal Year 2020 Utilities Fund budget is \$30.2 million or an increase of \$3.3 million primarily associated with increases in capital and repair, renovation and replacement (3R) 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 Governmental Funds Table

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 (NVTA) Fund. The Fund Schedule for the Utilities Fund can be found in the Financial Summaries Section.

	2018 Actual	2019 Budget	2020 Adopted	2021 Provisional
BEGINNING FUND BALANCE	\$ 43,693,258	\$ 48,113,732	\$ 43,216,932	\$ 39,886,433
SOURCES¹				
Taxes	\$ 32,750,526	\$ 32,731,571	\$ 34,180,250	\$ 35,249,355
Permits & Fees	1,482,834	1,746,950	1,483,150	1,483,150
Fines & Forfeitures	426,404	448,700	483,700	483,700
Use of Money & Property	2,095,231	1,853,248	2,153,837	2,158,657
Charges for Services	5,357,953	5,336,521	5,448,621	5,547,927
Donations, Contributions & Transfers	6,791,554	1,891,979	1,348,479	15,609,179
Loudoun County	3,309,161	7,069,539	5,596,047	11,968,043
Commonwealth of Virginia	23,180,586	39,808,322	45,976,675	22,428,779
Federal Government	1,541,359	230,130	1,282,000	632,000
Other Financing Sources	3,275,837	4,029,500	15,754,640	14,590,570
Total Sources	\$ 80,211,445	\$ 95,146,460	\$ 104,686,099	\$ 110,151,360
USES				
Personnel Services	\$ 32,170,484	\$ 33,935,702	\$ 35,961,647	\$ 36,996,092
Contractual Services	9,061,554	9,510,192	9,413,451	9,731,170
Materials and Supplies	1,421,939	1,577,599	1,639,549	1,672,582
Transfer Payments	1,778,749	1,030,300	747,100	709,692
Grants & Contributions	1,051,733	1,078,405	597,500	647,350
Continuous Charges	2,411,546	2,741,922	2,734,197	2,788,881
Capital Outlay	2,660,010	489,950	316,950	323,289
Non-Departmental	—	169,000	169,000	172,380
Capital Projects	15,439,251	41,053,100	47,867,300	50,865,300
Debt Service/ Equipment Leasing	7,961,953	8,457,090	8,569,904	9,061,166
Total Uses	\$ 73,957,219	\$ 100,043,260	\$ 108,016,598	\$ 112,967,902
Use of Fund Balance	\$ —	\$ 4,896,800	\$ 3,330,499	\$ 2,816,542
ENDING FUND BALANCE²	\$ 49,947,484	\$ 43,750,784	\$ 39,886,433	\$ 37,069,891
% CHANGE IN BALANCE	14.3%	-9.1%	-7.7%	-7.1%

1) Sources can vary from fiscal year to fiscal year due primarily to sources tied to specific Capital Projects.

2) 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
General Taxes					
Real Estate Taxes	\$ 14,723,000	\$ —	\$ —	\$ —	\$ 14,723,000
Personal Property Taxes	2,240,000	—	—	—	2,240,000
Meals Taxes	5,815,000	—	—	—	5,815,000
Utility Consumption Taxes	1,547,000	—	—	—	1,547,000
Business & Occupational Taxes	3,650,000	—	—	—	3,650,000
Transient Occupancy Taxes	860,000	—	—	—	860,000
Cigarette Taxes	825,000	—	—	—	825,000
Other Local Taxes	4,520,250	—	—	—	4,520,250
Sub-Total	\$ 34,180,250	\$ —	\$ —	\$ —	\$ 34,180,250
Permits & Fees					
Zoning & Development Fees	\$ 1,015,700	\$ —	\$ —	\$ —	\$ 1,015,700
Airport User & Fuel Flow Fees	49,350	—	—	—	49,350
Fixed Based Operator Fees	70,000	—	—	—	70,000
Miscellaneous Permits & Fees	348,100	—	—	—	348,100
Sub-Total	\$ 1,483,150	\$ —	\$ —	\$ —	\$ 1,483,150
Fines & Forfeitures					
Parking & Traffic Fines	\$ 457,000	\$ —	\$ —	\$ —	\$ 457,000
Police Forfeitures	26,700	—	—	—	26,700
Sub-Total	\$ 483,700	\$ —	\$ —	\$ —	\$ 483,700
Use of Money & Property					
Earned Interest	\$ 426,400	\$ —	\$ —	\$ 319,000	\$ 745,400
Insurance Recoveries	110,000	—	—	—	110,000
Parking Garage & Meters	290,400	—	—	—	290,400
Sale of Surplus Property	80,000	—	—	—	80,000
Library Revenue	11,000	—	—	—	11,000
Airport Revenue	1,211,037	—	—	—	1,211,037
Miscellaneous Revenue	39,300	—	—	1,247,500	1,286,800
Sub-Total	\$ 2,153,837	\$ —	\$ —	\$ 319,000	\$ 2,472,837
Charges for Services					
Public Safety Charges	\$ 86,300	\$ —	\$ —	\$ —	\$ 86,300
Recreation Charges	4,869,621	—	—	—	4,869,621
Special Event Fees	492,700	—	—	—	492,700
Water & Sewer User Fees	—	—	—	17,200,000	17,200,000
Water & Sewer Fixed Charges	—	—	—	4,199,556	4,199,556
Water Availability Fees	—	—	—	2,542,031	2,542,031
Water Fees & Penalties	—	—	—	180,000	180,000
Sub-Total	\$ 5,487,921	\$ —	\$ —	\$ 25,369,087	\$ 30,857,008
Donations & Contributions					
Proffers	\$ —	\$ —	\$ 1,000,000	\$ —	\$ 1,000,000
Sponsorships & Contributions	309,179	—	—	—	309,179
Sub-Total	\$ 309,179	\$ —	\$ 1,000,000	\$ —	\$ 1,309,179
Intergovernmental					
Loudoun County	\$ 907,347	\$ —	\$ 3,417,400	\$ —	\$ 4,324,747
Commonwealth of Virginia	11,854,675	33,671,300	1,722,000	—	47,247,975
Federal Government	72,000	—	1,210,000	—	1,282,000
Sub-Total	\$ 12,834,022	\$ 33,671,300	\$ 6,349,400	\$ —	\$ 52,854,722

	General Fund	NVTA Fund	Capital Projects Fund	Utilities Fund	Total
Other Financing Sources					
Utilities Fund Transfer	\$ 1,421,440	\$ —	\$ —	\$ —	\$ 1,421,440
Capital Projects Fund Transfer	1,218,300	—	—	—	1,218,300
Use of Fund Balance & Reserves	577,499	—	2,753,000	2,029,100	5,359,599
Bond Proceeds	—	—	2,802,600	2,482,000	5,284,600
Lease Financing	—	—	1,291,000	—	—
Sub-Total	\$ 3,217,239	\$ —	\$ 6,846,600	\$ 4,511,100	\$ 14,574,939
Fund Total	\$ 60,149,298	\$ 33,671,300	\$ 14,196,000	\$ 30,199,187	\$ 138,215,785

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 \$60,149,298 or an increase of 3.3% over the prior year. The Fiscal Year 2020 Capital Projects Fund appropriation totals \$14,196,000. Funding in the Northern Virginia Transportation Authority (NVTA) Fund of \$33,671,300 is being utilized for transportation capital projects included in the Capital Improvements Program. The Fiscal Year 2020 expenditure budget for Utilities is \$30,199,187 and includes operating, asset replacement and repair; debt service; and capital project funding.

	General Fund	NVTA Fund	Capital Projects Fund	Utilities Fund	Total
Administering Efficient Government					
Town Council	\$ 263,290	\$ —	\$ —	\$ —	\$ 263,290
Town Manager	1,255,819	—	—	—	1,255,819
Town Attorney	661,456	—	—	—	661,456
Clerk of Council	247,179	—	—	—	247,179
Boards & Commissions	156,271	—	—	—	156,271
Sub-Total	\$ 2,584,015	\$ —	\$ —	\$ —	\$ 2,584,015
Supporting Activities					
Finance and Administrative Services	\$ 5,774,199	\$ —	\$ —	\$ —	\$ 5,774,199
Sub-Total	\$ 5,774,199	\$ —	\$ —	\$ —	\$ 5,774,199
Keeping Us Safe					
Police	\$ 14,378,194	\$ —	\$ —	\$ —	\$ 14,378,194
Sub-Total	\$ 14,378,194	\$ —	\$ —	\$ —	\$ 14,378,194
Providing the Necessities					
Public Works and Capital Projects ¹	\$ 14,010,774	\$ —	\$ —	\$ —	\$ 14,010,774
Utilities	—	—	—	16,383,963	16,383,963
Sub-Total	\$ 14,010,774	\$ —	\$ —	\$ 16,383,963	\$ 30,394,737
Ensuring Quality of Life					
Parks & Recreation	\$ 7,702,878	\$ —	\$ —	\$ —	\$ 7,702,878
Bach Library	529,664	—	—	—	529,664
Planning & Zoning	1,963,192	—	—	—	1,963,192
Plan Review	1,473,799	—	—	—	1,473,799
Sub-Total	\$ 11,669,533	\$ —	\$ —	\$ —	\$ 11,669,533
Seizing the Future					
Economic Development	\$ 815,058	\$ —	\$ —	\$ —	\$ 815,058
Airport	868,621	—	—	—	868,621
Sub-Total	\$ 1,683,679	\$ —	\$ —	\$ —	\$ 1,683,679
Non-Departmental ²	1,479,000	—	—	3,895,800	5,374,800
Capital Improvement Projects	—	33,671,300	14,196,000	4,511,100	52,378,400
Debt Service/ Equipment Leasing	8,569,904	—	—	5,408,324	13,978,228
Fund Total	\$ 60,149,298	\$ 33,671,300	\$ 14,196,000	\$ 30,199,187	\$ 138,215,785

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 (\$330,000) 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
Personnel Expenditures					
Full-Time Salary	\$ 22,149,604	\$ —	\$ —	\$ 6,039,398	\$ 28,189,002
Part-Time Salary	2,803,238	—	—	40,000	2,843,238
Boards & Commissions	244,150	—	—	—	244,150
Overtime, Holiday, Shift Differential	1,574,666	—	—	273,900	1,848,566
Bonuses & Incentives	110,332	—	—	—	110,332
Uniform/Car/Shoe Allowance	31,115	—	—	13,100	44,215
Social Security & Medicare (FICA)	1,941,691	—	—	428,863	2,370,554
Retirement (VRS)	2,015,623	—	—	525,576	2,541,199
Life Insurance	308,461	—	—	80,578	389,039
Long-term Disability Insurance	125,630	—	—	34,231	159,861
Employee Medical	3,581,436	—	—	1,009,224	4,590,660
Optional Benefit	367,625	—	—	104,490	472,115
Unemployment Compensation	2,786	—	—	830	3,616
Workers' Compensation	408,240	—	—	97,480	505,720
Other Post Employment Benefits	627,050	—	—	183,000	810,050
Salary Savings Credit	(330,000)	—	—	—	(330,000)
Total Personnel Expenditures	\$ 35,961,647	\$ —	\$ —	\$ 8,830,670	\$ 44,792,317
Operating Expenditures					
Contractual Services	\$ 9,413,451	\$ —	\$ —	\$ 2,488,008	\$ 11,901,459
Materials & Supplies	1,639,549	—	—	1,797,650	3,437,199
Transfer Payments	747,100	—	—	1,226,640	1,973,740
Grants & Contributions	597,500	—	—	—	597,500
Continuous Charges	2,734,197	—	—	1,462,395	4,196,592
Capital Outlay	316,950	—	—	578,600	895,550
Non-Departmental ¹	169,000	—	—	—	169,000
Total Operating Expenses	\$ 15,617,747	\$ —	\$ —	\$ 7,553,293	\$ 23,171,040
Non-Operating Expenditures					
Capital Expenditures	\$ —	\$ 33,671,300	\$ 14,196,000	\$ 4,511,100	\$ 52,378,400
3R Expenditures	—	—	—	3,895,800	3,895,800
Debt Service/ Equipment Leasing	8,569,904	—	—	5,408,324	13,978,228
Total Non-Operating Expenditures	\$ 8,569,904	\$ 33,671,300	\$ 14,196,000	\$ 13,815,224	\$ 70,252,428
Fund Total	\$ 60,149,298	\$ 33,671,300	\$ 14,196,000	\$ 30,199,187	\$ 138,215,785

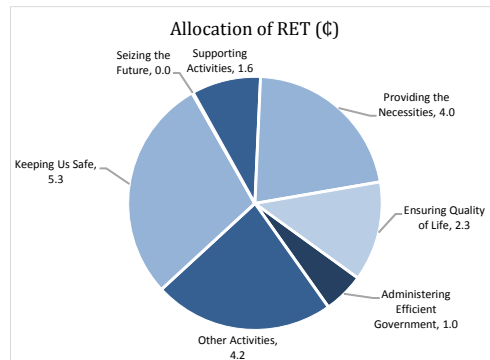
1) Includes \$169,000 in pooled travel and training funds for Fiscal Year 2020

Financial Summaries

Local Tax Funding Allocation

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

	Budget	Department Revenue	Local Tax Funding	Local Tax Funding (%)	Allocation of RET (μ)
Administering Efficient Government					
Town Council	\$ 263,290	\$ 17,922	\$ 245,368	0.6%	0.1
Town Manager	1,255,819	108,516	1,147,303	2.8%	0.5
Town Attorney	661,456	291,731	369,725	0.9%	0.2
Clerk of Council	247,179	8,275	238,904	0.6%	0.1
Boards & Commissions	156,271	4,500	151,771	0.4%	0.1
Sub-Total	\$ 2,584,015	\$ 430,944	\$ 2,153,071	5.2%	1.0
Supporting Activities					
Finance and Administrative Services	\$ 5,774,199	\$ 2,146,019	\$ 3,628,180	8.8%	1.6
Sub-Total	\$ 5,774,199	\$ 2,146,019	\$ 3,628,180	8.8%	1.6
Keeping Us Safe					
Police	\$ 14,378,194	\$ 2,559,616	\$ 11,818,578	28.7%	5.3
Sub-Total	\$ 14,378,194	\$ 2,559,616	\$ 11,818,578	28.7%	5.3
Providing the Necessities					
Public Works	\$ 14,010,774	\$ 5,105,561	\$ 8,905,213	21.6%	4.0
Utilities	21,792,287	21,792,287	—	—%	—
Sub-Total	\$ 35,803,061	\$ 26,897,848	\$ 8,905,213	21.6%	4.0
Ensuring Quality of Life					
Parks & Recreation	\$ 7,702,878	\$ 5,159,621	\$ 2,543,257	6.2%	1.1
Bach Library	529,664	11,000	518,664	1.3%	0.2
Planning & Zoning	1,963,192	369,981	1,593,211	3.9%	0.7
Plan Review	1,473,799	884,800	588,999	1.4%	0.3
Sub-Total	\$ 11,669,533	\$ 6,425,402	\$ 5,244,131	12.7%	2.3
Seizing the Future					
Economic Development	\$ 815,058	\$ 258,179	\$ 556,879	1.4%	0.2
Airport	868,621	1,480,387	(611,766)	-1.5%	-0.3
Sub-Total	\$ 1,683,679	\$ 1,738,566	\$ (54,887)	-0.1%	0.0
Other Activities					
General Fund Capital Projects	\$ 47,867,300	\$ 47,867,300	\$ —	—%	—
Utilities Fund Capital Projects	4,511,100	4,511,100	—	—%	—
Utilities 3R Program	3,895,800	3,895,800	—	—%	—
Non-Departmental	1,479,000	—	1,479,000	3.6%	0.7
Debt Service	8,569,904	577,499	7,992,405	19.4%	3.6
Fund Total	\$ 138,215,785	\$ 92,538,994	\$ 41,165,691	100.0%	18.4



General Fund Pro Forma

The General Fund is the primary operating fund of the Town. All general tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. The pro forma includes the Fiscal Year 2020 real estate property tax rate of 18.4¢ 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.

	2018 Actual	2019 Adopted	2020 Adopted	2021 Provisional	2022 Forecast	2023 Forecast	2024 Forecast
BEGINNING FUND BALANCE	\$ 28,115,835	\$ 30,384,190	\$ 29,739,190	\$ 29,161,691	\$ 27,924,434	\$ 25,111,876	\$ 24,627,091
SOURCES							
Taxes	\$ 32,750,526	\$ 32,731,571	\$ 34,180,250	\$ 35,249,355	\$ 35,954,300	\$ 36,673,500	\$ 37,407,000
Permits & Fees	1,482,834	1,746,950	1,483,150	1,483,150	1,512,800	1,543,100	1,574,000
Fines & Forfeitures	426,404	448,700	483,700	483,700	493,400	503,300	513,400
Use of Money & Property	1,932,736	1,853,248	2,153,837	2,158,657	2,201,800	2,245,800	2,290,700
Charges for Services	5,357,953	5,336,521	5,448,621	5,547,927	5,658,900	5,772,100	5,887,500
Donations & Contributions	782,323	343,179	348,479	347,179	354,100	361,200	368,400
Loudoun County	861,269	885,069	907,347	925,143	943,600	962,500	981,800
Commonwealth of Virginia	12,103,148	12,214,922	11,854,675	12,053,779	12,294,900	12,540,800	12,791,600
Federal Government	119,284	72,000	72,000	72,000	73,400	74,900	76,400
Other Financing Sources ¹	3,169,834	2,713,000	2,639,740	2,668,170	2,721,400	3,426,552	3,481,300
Total Sources	\$ 58,986,311	\$ 58,345,160	\$ 59,571,799	\$ 60,989,060	\$ 62,208,600	\$ 64,103,752	\$ 65,372,100
USES							
Personnel Services	\$ 32,170,484	\$ 33,935,702	\$ 35,961,647	\$ 36,996,092	\$ 37,736,000	\$ 38,490,700	\$ 39,260,500
Contractual Services	9,061,554	9,510,192	9,413,451	9,731,170	9,925,800	10,124,300	10,326,800
Materials and Supplies	1,421,939	1,577,599	1,639,549	1,672,582	1,706,000	1,740,100	1,774,900
Transfer Payments	1,778,749	1,030,300	747,100	709,692	723,900	738,400	753,200
Grants & Contributions	1,051,733	1,078,405	597,500	647,350	660,300	673,500	687,000
Continuous Charges	2,411,546	2,741,922	2,734,197	2,788,881	2,844,700	2,901,600	2,959,600
Capital Outlay	859,998	489,950	316,950	323,289	329,800	336,400	343,100
Non-Departmental	—	169,000	169,000	172,380	175,800	179,300	182,900
Debt Service/ Equipment Leasing	\$ 7,961,953	\$ 8,457,090	\$ 8,569,904	\$ 9,184,881	\$ 10,918,858	\$ 9,404,237	\$ 10,665,627
Total Uses	\$ 56,717,956	\$ 58,990,160	\$ 60,149,298	\$ 62,226,317	\$ 65,021,158	\$ 64,588,537	\$ 66,953,627
Use/ (Addition) of Fund Balance	\$ (2,268,355)	\$ 645,000	\$ 577,499	\$ 1,237,257	\$ 2,812,558	\$ 484,785	\$ 1,581,527
ENDING FUND BALANCE²	\$ 30,384,190	\$ 29,739,190	\$ 29,161,691	\$ 27,924,434	\$ 25,111,876	\$ 24,627,091	\$ 23,045,564
% CHANGE IN BALANCE	8.1%	-4.1%	-1.9%	-4.2%	-10.1%	-1.9%	-6.4%

1) Other Financing Sources is primarily comprised of inter-fund transfers from the Capital Projects Fund and Utilities Fund.
 2) Ending fund balance includes the surplus of annual revenue sources for all years there is no use of fund balance.

Financial Summaries

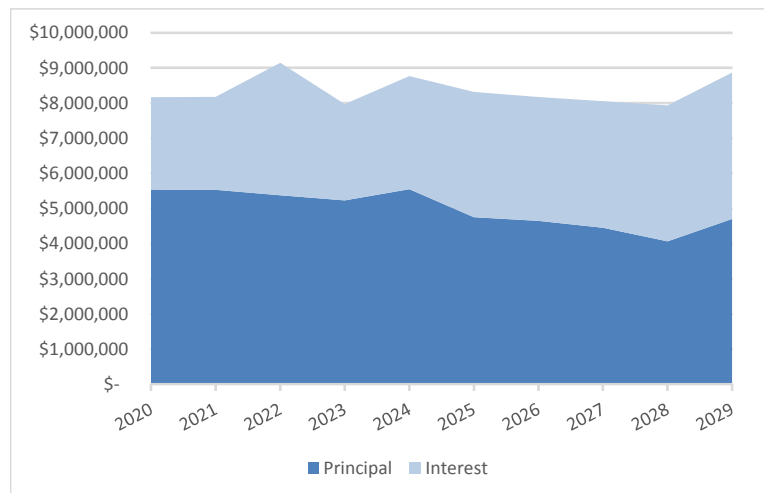
General Fund Debt

The Town’s outstanding general obligation debt is \$62,863,267 or 0.8% of total assessed value of real property for Fiscal Year 2020. 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 2020 Adopted	FY 2021 Provisional	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
Total Taxable Assessed Valuation	\$ 7,893,240,660	\$ 7,972,173,067	\$ 8,051,894,797	\$ 8,132,413,745	\$ 8,213,737,883
Unreserved Debt Capacity ¹	197,331,017	199,304,327	201,297,370	203,310,344	205,343,447
Outstanding Debt	62,863,267	57,334,121	51,959,457	46,730,472	64,979,370
Proposed New Issue	—	—	—	23,797,300	—
Total Debt Subject to Limit	62,863,267	57,334,121	51,959,457	70,527,772	64,979,370
Total Available Debt Capacity (\$)	134,467,750	141,970,206	149,337,913	132,782,572	140,364,077
Total Available Debt Capacity (%)	68.1%	71.2%	74.2%	65.3%	68.4%
General Fund Operating Expenses	60,149,298	62,226,317	65,021,158	64,588,537	66,953,627
Debt Service	8,166,258	8,176,732	9,144,675	7,969,445	8,769,240
Fiscal Policy Debt Service Limit (%) ²	13.6%	13.1%	14.1%	12.3%	13.1%

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
2020	\$ 5,525,129	\$ 2,641,129	\$ 8,166,258	5.8%
2021	5,529,146	2,647,586	8,176,732	11.6%
2022	5,374,664	3,770,011	9,144,675	17.3%
2023	5,228,985	2,740,460	7,969,445	22.8%
2024	5,548,402	3,220,838	8,769,240	28.6%
2025	4,752,727	3,562,125	8,314,852	33.7%
2026	4,647,928	3,521,470	8,169,398	38.5%
2027	4,452,086	3,600,416	8,052,502	43.2%
2028	4,064,510	3,869,343	7,933,853	47.5%
2029	4,700,890	4,167,797	8,868,687	52.5%
10-year Total	\$ 49,824,468	\$ 33,741,173	\$ 83,565,640	52.5%
All Years Total	\$ 94,968,807	\$ 22,654,822	\$ 117,623,629	100.0%



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 bond issues are likely in Fiscal Year 2023. 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.

	2018 Actual	2019 Adopted	2020 Adopted	2021 Provisional	2022 Forecast	2023 Forecast	2024 Forecast
BEGINNING FUND BALANCE¹	\$ 13,456,488	\$ 17,729,542	\$ 13,477,742	\$ 10,724,742	\$ 9,021,742	\$ 8,057,542	\$ 8,875,442
SOURCES							
Donations, Contributions & Transfers	\$ 4,658,897	\$ 1,548,800	\$ 1,000,000	\$ 15,262,000	\$ 448,000	\$ 2,128,600	\$ 2,255,000
Loudoun County	1,000,000	2,030,685	3,417,400	6,837,000	299,000	1,401,000	1,401,000
Commonwealth of Virginia	11,077,438	7,283,400	1,722,000	10,375,000	1,506,000	2,058,000	1,820,000
Federal Government	1,422,075	158,130	1,210,000	560,000	67,500	2,520,000	1,840,000
Other Financing Sources ²	106,003	1,316,500	4,093,600	11,922,400	13,114,900	2,732,300	4,295,200
Total Sources	\$ 18,264,413	\$ 12,337,515	\$ 11,443,000	\$ 44,956,400	\$ 15,435,400	\$ 10,839,900	\$ 11,611,200
USES							
Capital Projects	\$ 13,991,359	\$ 16,589,315	\$ 14,196,000	\$ 46,659,400	\$ 16,399,600	\$ 10,022,000	\$ 11,028,100
Total Uses	\$ 13,991,359	\$ 16,589,315	\$ 14,196,000	\$ 46,659,400	\$ 16,399,600	\$ 10,022,000	\$ 11,028,100
Use of Fund Balance	\$ (4,273,054)	\$ 4,251,800	\$ 2,753,000	\$ 1,703,000	\$ 964,200	\$ —	\$ (583,100)
ENDING FUND BALANCE³	\$ 17,729,542	\$ 13,477,742	\$ 10,724,742	\$ 9,021,742	\$ 8,057,542	\$ 8,875,442	\$ 9,458,542
% CHANGE IN BALANCE	31.8%	-24.0%	-20.4%	-15.9%	-10.7%	10.2%	6.6%

1) The FY 2020 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 annual equipment leasing financing associated with the Capital Asset Replacement Program; Virginia Resource Authority- Airport Fund Revenue Bond of \$1,092,000 in FY 2020 and \$1,300,000 in FY 2021; and the use of General Obligation Line of Credit totaling of \$1,503,300 in FY 2020; \$9,049,000 in FY 2021; \$11,372,400 in FY 2022; \$1,593,600 in FY 2023; and \$3,572,400 in FY 2024.
 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.

	2018 Actual	2019 Adopted	2020 Adopted	2021 Provisional	2022 Forecast	2023 Forecast	2024 Forecast
SOURCES							
Loudoun County	\$ 1,447,892	\$ 4,153,785	\$ 1,271,300	\$ 4,205,900	\$ 86,000	\$ 646,600	\$ 4,498,000
Commonwealth of Virginia	—	20,310,000	32,400,000	—	—	—	450,000
Total Sources	\$ 1,447,892	\$ 24,463,785	\$ 33,671,300	\$ 4,205,900	\$ 86,000	\$ 646,600	\$ 4,948,000
USES							
Capital Projects	\$ 1,447,892	\$ 24,463,785	\$ 33,671,300	\$ 4,205,900	\$ 214,000	\$ 1,426,000	\$ 4,836,000
Total Uses	\$ 1,447,892	\$ 24,463,785	\$ 33,671,300	\$ 4,205,900	\$ 214,000	\$ 1,426,000	\$ 4,836,000

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 (CIP) as well as repair, renovation, and replacement (3R) requirements to adequately maintain operations on aging utility systems. Effective in Fiscal Year 2020, the newly adopted water and sewer rates are reflected with the associated operating and capital expenditures.

	2018 Actual	2019 Adopted	2020 Adopted	2021 Provisional	2022 Forecast	2023 Forecast	2024 Forecast
SOURCES							
Use of Money & Property	\$ 756,965	\$ 319,000	\$ 319,000	\$ 375,100	\$ 407,500	\$ 435,300	\$ 468,200
Charges for Services	23,898,853	23,996,703	25,369,087	28,369,989	29,381,393	30,158,025	31,525,127
Other Financing Sources ²	\$ —	\$ 1,441,600	\$ 2,482,000	\$ 3,261,700	\$ 5,490,505	\$ 5,314,310	\$ 5,750,545
Total Sources	\$ 24,655,818	\$ 25,757,303	\$ 28,170,087	\$ 32,006,789	\$ 35,279,398	\$ 35,907,635	\$ 37,743,872
USES							
Personnel Services	\$ 7,911,598	\$ 8,268,491	\$ 8,830,670	\$ 9,543,591	\$ 10,131,500	\$ 10,625,100	\$ 11,137,600
Contractual Services	1,221,131	2,230,208	2,488,008	2,632,298	2,684,900	2,738,600	2,793,400
Materials and Supplies	1,861,888	1,693,850	1,797,650	1,877,150	1,914,700	1,953,000	1,992,100
Transfer Payments	1,281,994	1,349,800	1,226,640	1,435,339	1,464,000	1,493,300	1,523,200
Continuous Charges	1,315,285	1,420,969	1,462,395	1,474,734	1,504,200	1,534,300	1,565,000
Capital Outlay	1,561,538	4,754,945	4,474,400	1,992,022	3,190,040	5,438,740	6,936,099
Capital Projects	956,233	2,621,000	4,511,100	5,930,200	8,398,614	6,731,577	5,275,400
Debt Service	2,423,958	4,597,440	5,408,324	5,516,490	5,756,089	6,445,722	6,215,098
Total Uses	\$ 18,533,625	\$ 26,936,703	\$ 30,199,187	\$ 30,401,824	\$ 35,044,043	\$ 36,960,339	\$ 37,437,897
Changes to Unrestricted Net Position³	\$ 6,122,193	\$ (1,179,400)	\$ (2,029,100)	\$ 1,604,965	\$ 235,355	\$ (1,052,704)	\$ 305,975

1) The Utilities Fund FY 2018 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 2018 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.

3) Negative Changes to Unrestricted Net Position reflect use of reserves

Utilities Fund 3R Reserve

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

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Utilities Administration	\$ 75,500	\$ 222,500	\$ 47,000	\$ 47,000	\$ 47,000	\$ 47,000
Utilities Maintenance	525,000	601,500	437,000	140,000	500,000	—
Water Supply	348,000	362,000	550,000	745,000	1,040,000	670,000
Water Pollution Control	3,077,550	2,709,800	352,950	446,100	552,600	865,500
Total Uses	\$ 4,026,050	\$ 3,895,800	\$ 1,386,950	\$ 1,378,100	\$ 2,139,600	\$ 1,582,500

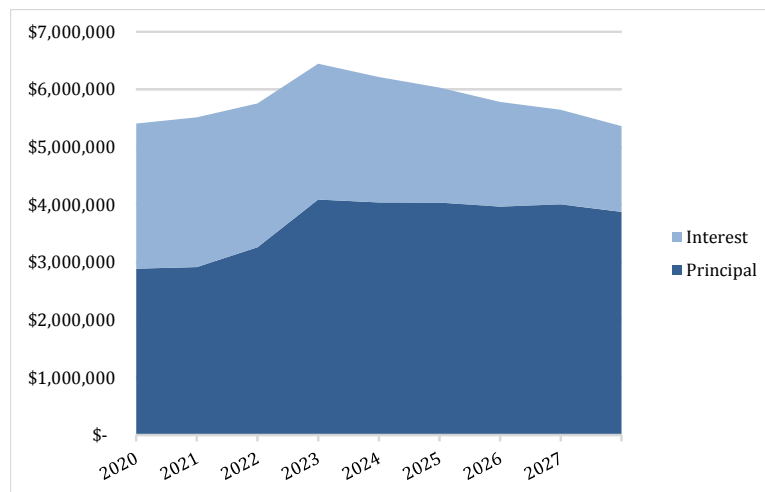
	Facility Repair & Renovation	Information Technology Upgrade	Vehicle/ Equipment Replacement
Utilities Administration	\$ —	\$ 150,500	\$ 72,000
Utilities Maintenance	25,000	—	576,500
Water Supply	—	—	362,000
Water Pollution Control	2,029,800	580,000	100,000
Sub-Total	\$ 2,054,800	\$ 730,500	\$ 1,110,500
3R Reserve Uses Total	\$ —	\$ —	\$ 3,895,800

Utilities Fund Debt Schedule

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

	FY 2020 Adopted	FY 2021 Provisional	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
Total Utility Service Charges	\$ 28,170,087	\$ 32,006,789	\$ 35,279,398	\$ 35,907,635	\$ 37,743,872
Net Operating Expenses	14,578,723	15,527,773	16,235,300	16,851,000	17,488,100
Net Available Revenue	13,591,364	16,479,016	19,044,098	19,056,635	20,255,772
Debt Service	5,408,324	5,516,490	5,756,089	6,445,722	6,215,098
Debt Coverage Target Ratio (125%)	251.3%	298.7%	330.9%	295.6%	325.9%

Period Ends	Principal	Interest	Total	Payout Ratio
2020	\$ 2,888,574	\$ 2,519,749	\$ 5,408,323	4.5%
2021	2,915,951	2,600,539	5,516,490	9.1%
2022	3,261,800	2,494,289	5,756,089	14.2%
2023	4,087,336	2,358,386	6,445,722	20.6%
2024	4,038,015	2,177,083	6,215,098	26.9%
2025	4,034,794	1,996,832	6,031,626	33.2%
2026	3,965,469	1,816,968	5,782,437	39.4%
2027	4,005,268	1,641,203	5,646,471	45.6%
2028	3,875,266	1,487,017	5,362,283	51.7%
2029	3,657,842	1,331,195	4,989,037	52.9%
10-year Total	\$ 36,730,315	\$ 20,423,261	\$ 57,153,576	57.4%
Fund Total	\$ 64,001,117	\$ 54,274,473	\$ 118,275,590	100.0%



Financial Summaries

Position Summary

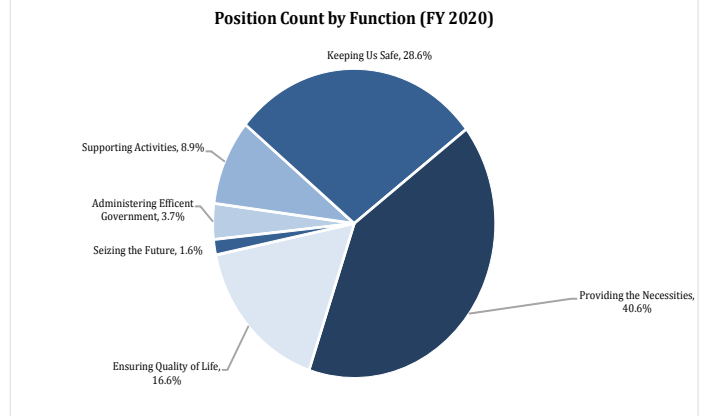
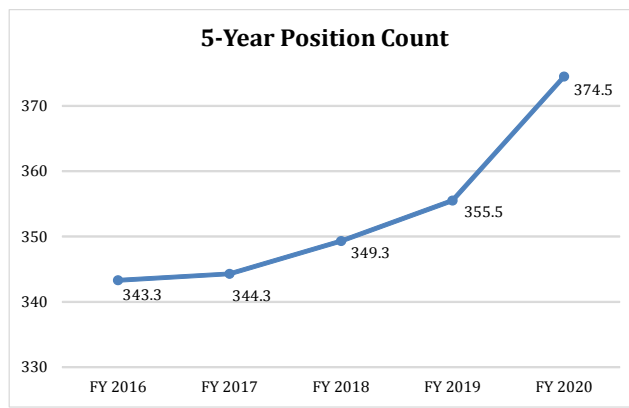
The Fiscal Year 2020 Budget includes 374.5 full time equivalent (FTE) positions in all funds which is comprised of 287.5 FTE in the General Fund and 87.0 FTE in the Utilities Fund. In addition, the Town utilizes temporary and flexible part time personnel on an operational needs basis that are not reflected as permanent FTE positions.

The Fiscal Year 2020 Budget includes an increase of twelve enhancement positions (8.0 FTE in the General Fund and 4.0 FTE in the Utilities Fund).

The new Fiscal Year 2020 enhancement positions in the General Fund include: an Emergency Management Director (1.0 FTE) in the Town Manager’s Office; three Patrol Officers (3.0 FTE), and a Sergeant/ Detective (1.0 FTE) in the Leesburg Police Department; an IT Systems Administrator (1.0 FTE) in the Department of Finance & Administrative Services; and two Project Managers (2.0 FTE) in the Department of Public Works and Capital Projects.

The enhancement positions for Fiscal Year 2020 in the Utilities Fund include: a Project Manager (1.0 FTE); a Water and Sewer Inspector (1.0 FTE); a Maintenance Worker (1.0 FTE); and a Water Plant Operator (1.0 FTE) in the Utilities Department.

Function/Department	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 Adopted	Change from Prior Year	Change from 2016	% Change from 2016
Administering Efficient Government								
Town Manager	8.0	6.0	6.0	6.0	8.0	2.0	—	—%
Town Attorney	5.0	5.0	5.0	4.0	4.0	—	-1.0	-20.0%
Clerk of Council	1.0	1.0	1.0	2.0	2.0	—	1.0	100.0%
Sub -Total	14.0	12.0	12.0	12.0	14.0	2.0	—	—%
Supporting Activities								
Finance	17.0	19.0	19.0	19.5	21.5	2.0	4.5	26.5%
Human Resources	4.0	4.0	4.0	4.0	4.0	—	—	—%
Information Technology	5.0	6.0	6.0	7.0	8.0	1.0	3.0	60.0%
Sub- Total	26.0	29.0	29.0	30.5	33.5	3.0	7.5	28.8%
Keeping Us Safe								
Police	103.0	103.0	103.0	103.0	107.0	4.0	4.0	3.9%
Sub-Total	103.0	103.0	103.0	103.0	107.0	4.0	4.0	3.9%
Providing the Necessities								
Public Works & Capital Projects	53.0	55.0	57.0	61.0	65.0	4.0	12.0	22.6%
Utilities	81.0	81.0	81.0	83.0	87.0	4.0	6.0	7.4%
Sub-Total	134.0	136.0	138.0	144.0	152.0	8.0	18.0	13.4%
Ensuring Quality of Life								
Planning & Zoning	12.0	12.0	14.0	14.0	14.0	—	2.0	16.7%
Plan Review	8.0	8.0	8.0	9.0	9.0	—	1.0	12.5%
Parks & Recreation	38.3	36.3	37.3	35.0	36.0	1.0	-2.3	-6.0%
Thomas Bakh Library	3.0	3.0	3.0	3.0	3.0	—	—	—%
Sub-Total	61.3	59.3	62.3	61.0	62.0	1.0	0.7	1.1%
Seizing the Future								
Economic Development	2.0	2.0	2.0	2.0	2.5	0.5	0.5	25.0%
Airport	3.0	3.0	3.0	3.0	3.5	0.5	0.5	16.7%
Sub-Total	5.0	5.0	5.0	5.0	6.0	1.0	1.0	20.0%
Total	343.3	344.3	349.3	355.5	374.5	19.0	31.2	9.1%



Historical Position Changes

FY 2019: 6.2 FTE positions were added over FY 2018: 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.

FY 2018: 5.0 FTE were added over FY 2017: a Streets Maintenance Crew (3.0 FTE) in the Department of Public Works and Capital Projects; a Zoning Inspector position (1.0 FTE) in the Department of Planning and Zoning; and a Parks Maintenance Worker position (1.0 FTE) in the Department of Parks & Recreation.

Further, there were 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.

FY 2017: 1.0 FTE was added over FY 2016 for a Network Administer in the Information Technology Division of the Department of Finance and Administrative Services (DFAS).



Operating Budget



Administering Efficient Government

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

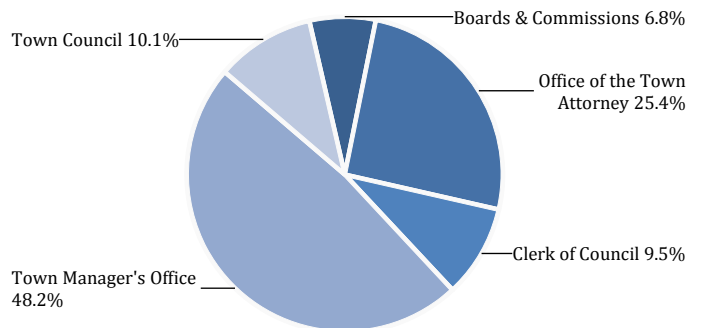
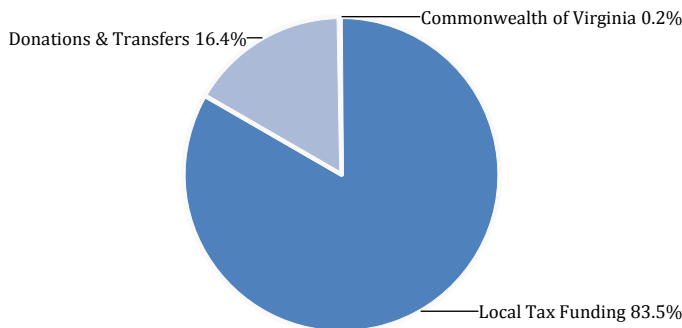
Financial Information & Analysis

Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance		Pg #
	Actual	Budget	Revised	Adopted	Provisional	\$	%	
Sources								
Charges for Services	\$ 1,490	\$ 0	\$ 0	\$ 0	\$ 0	\$ —	0.0%	
Donations & Transfers	408,400	410,850	410,850	426,444	429,611	15,594	3.8%	
Commonwealth of Virginia	4,500	4,500	4,500	4,500	4,500	—	—%	
Total Sources	\$ 414,390	\$ 415,350	\$ 415,350	\$ 430,944	\$ 434,111	\$ 15,594	3.8%	
Local Tax Funding	1,817,264	1,970,804	2,140,048	2,173,279	2,292,631	202,475	10.3%	
Total Sources	\$ 2,231,654	\$ 2,386,154	\$ 2,555,398	\$ 2,604,223	\$ 2,726,742	\$ 218,069	9.1%	
Uses								
Town Council	\$ 280,712	\$ 273,670	\$ 276,487	\$ 263,290	\$ 275,943	\$ (10,380)	-3.8%	55
Boards & Commissions	132,099	166,479	172,921	176,479	166,916	10,000	6.0%	
Town Manager’s Office	983,437	1,085,796	1,119,558	1,255,819	1,357,075	170,023	15.7%	59
Office of the Town Attorney	632,560	634,710	755,979	661,456	674,685	26,746	4.2%	65
Clerk of Council	202,848	225,499	230,453	247,179	252,123	21,680	9.6%	71
Total Uses	\$ 2,231,654	\$ 2,386,154	\$ 2,555,398	\$ 2,604,223	\$ 2,726,742	\$ 218,069	9.1%	

Administering Efficient Government

Sources by Fund (2020)

Uses by Department (2020)





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

Contact Information

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(703) 771-2733

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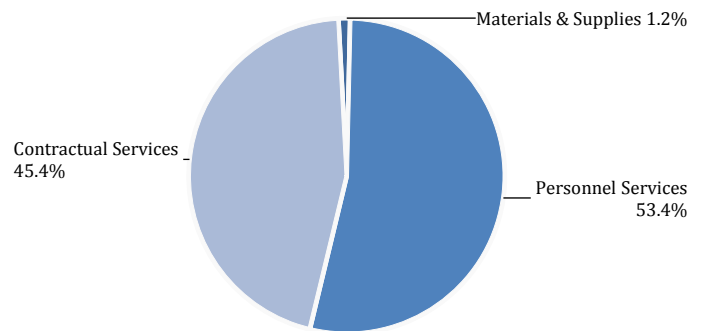
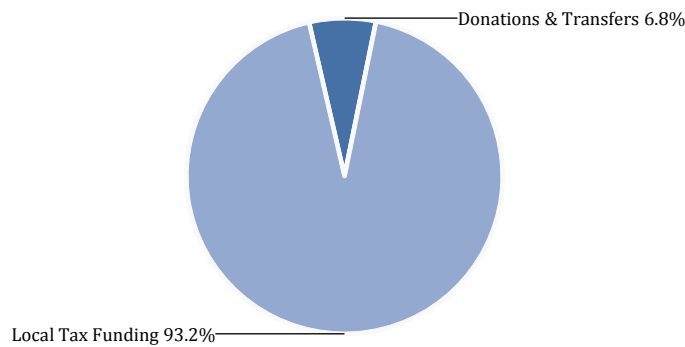
Administering Efficient Government

Financial Information & Analysis

Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Sources							
Donations & Transfers	\$ 16,800	\$ 17,100	\$ 17,100	\$ 17,922	\$ 18,223	\$ 822	4.8%
Total Revenue	\$ 16,800	\$ 17,100	\$ 17,100	\$ 17,922	\$ 18,223	\$ 822	4.8%
Local Tax Funding	263,912	256,570	259,387	245,368	257,720	(11,202)	-4.4%
Total Sources	\$ 280,712	\$ 273,670	\$ 276,487	\$ 263,290	\$ 275,943	\$ (10,380)	-3.8%
Uses							
Personnel Services	\$ 145,063	\$ 141,020	\$ 141,020	\$ 140,640	\$ 140,640	\$ (380)	-0.3%
Contractual Services	105,041	129,550	130,770	119,550	132,141	(10,000)	-7.7%
Materials & Supplies	3,656	3,100	4,697	3,100	3,162	—	—%
Transfer Payments	20,087	—	—	—	—	—	—%
Capital Expenditures	6,865	—	—	—	—	—	—%
Total Uses	\$ 280,712	\$ 273,670	\$ 276,487	\$ 263,290	\$ 275,943	\$ (10,380)	-3.8%
Total Full-Time Equivalent (FTE)	—	—	—	—	—	—	—%

Sources by Type (2020)

Uses by Object (2020)



Budget Analysis

The Fiscal Year 2020 operating budget for the Town Council reflects a slight decrease of \$10,380 from the prior year associated with benefit adjustments and the reallocation of \$10,000 from the Downtown Entertainment Grant Program to the Public Arts Commission.

The Fiscal Year 2020 Boards and Commission budgets includes a \$10,000 increase or 6.0% over the Fiscal Year 2019 budget level due to a \$10,000 increase for the Public Arts Commission.

Boards & Commissions

Boards & Commissions	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Public Arts Commission	\$ 15,433	\$ 19,604	\$ 22,929	\$ 29,604	\$ 19,812	\$ 10,000	51.0%
Economic Development Commission	5,572	10,404	10,404	10,404	10,428	—	—%
Information Technology Commission	6,251	9,204	9,204	9,204	9,204	—	—%
Parks & Recreation Commission	6,659	9,204	9,204	9,204	9,204	—	—%
Tree Commission	9,313	11,004	11,004	11,004	11,040	—	—%
Library Advisory Commission	8,799	10,354	10,434	10,354	10,377	—	—%
Planning Commission	27,173	27,967	30,732	27,967	27,973	—	—%
Board of Zoning Appeals	754	6,459	6,459	6,459	6,459	—	—%
Board of Architectural Review	27,392	31,167	31,167	31,167	31,237	—	—%
Environmental Advisory Commission	10,672	12,704	12,704	12,704	12,774	—	—%
Airport Advisory Commission	6,659	9,204	9,476	9,204	9,204	—	—%
Diversity Commission	7,420	9,204	9,204	9,204	9,204	—	—%
Total Combined	\$ 132,099	\$ 166,479	\$ 172,921	\$ 176,479	\$ 166,916	\$ 10,000	6.0%

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 while ensuring 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 development and four seasonal newsletters highlighting Town events, services and news. The Town Manager's Office responds promptly to [resident inquires and requests](#), and disseminates [public information](#) regarding Town activities and events through a variety of media channels.

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.



Contact Information

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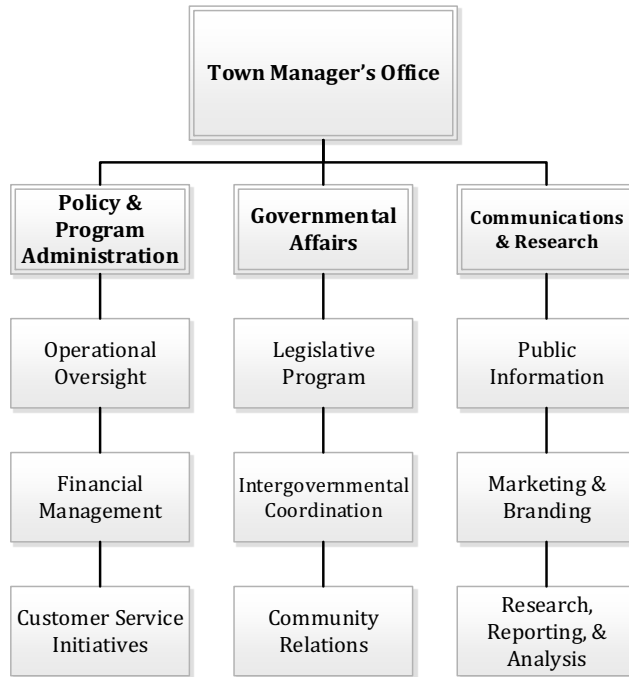


Administering Efficient Government

Connect With Us



Organization Chart



Summary of Services

Policy & Program Administration

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

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

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, print publications, 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.

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 annual budget	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 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Town Manager's Office	\$ 690,881	\$ 787,976	\$ 792,576	\$ 864,227	\$ 957,051	\$ 76,251	9.7%
Public Information	292,556	297,820	326,982	391,592	400,024	93,772	31.5%
Total	\$ 983,437	\$ 1,085,796	\$ 1,119,558	\$ 1,255,819	\$ 1,357,075	\$ 170,023	15.7%

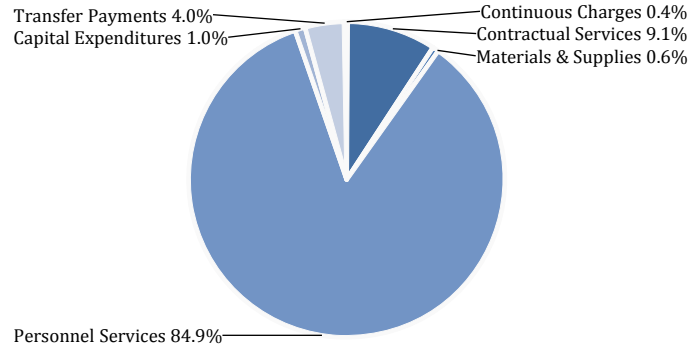
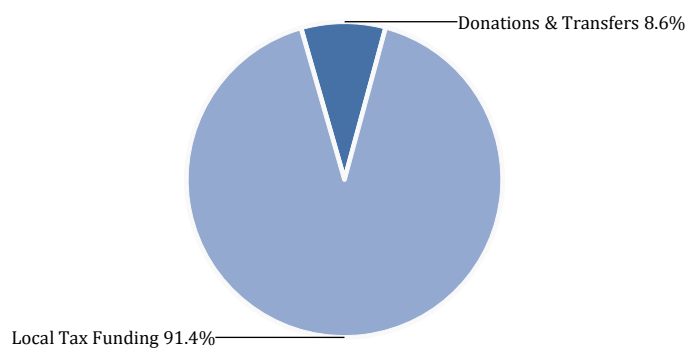
Financial Information & Analysis

Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Sources							
Donations & Transfers	\$ 103,300	\$ 104,050	\$ 104,050	\$ 108,516	\$ 109,831	\$ 4,466	4.3%
Total Revenue	\$ 103,300	\$ 104,050	\$ 104,050	\$ 108,516	\$ 109,831	\$ 4,466	4.3%
Local Tax Funding	880,137	981,746	1,015,508	1,147,303	1,247,244	165,557	16.9%
Total Sources	\$ 983,437	\$ 1,085,796	\$ 1,119,558	\$ 1,255,819	\$ 1,357,075	\$ 170,023	15.7%

Uses							
Personnel Services	\$ 845,009	\$ 885,465	\$ 942,968	\$ 1,065,878	\$ 1,162,734	\$ 180,413	20.4%
Contractual Services	122,284	136,556	137,566	114,166	117,050	(22,390)	-16.4%
Materials & Supplies	8,084	8,075	8,275	8,075	8,237	—	—%
Transfer Payments	—	50,000	26,403	50,000	51,000	—	—%
Continuous Charges	8,060	4,700	3,346	4,700	4,794	—	—%
Capital Expenditures	—	1,000	1,000	13,000	13,260	12,000	1,200.0%
Total Uses	\$ 983,437	\$ 1,085,796	\$ 1,119,558	\$ 1,255,819	\$ 1,357,075	\$ 170,023	15.7%
Total Full-Time Equivalent (FTE)	6.00	6.00	6.00	8.00	8.00	2.00	33.3%

Sources by Type (2020)

Uses by Object (2020)



Budget Analysis

The Fiscal Year 2020 operating budget for the Town Manager's Office reflects an increase of \$170,023 or 15.7% over the Fiscal Year 2019 Adopted Budget. The Fiscal Year 2020 budget includes partial year funding for the addition of the enhancement of an Emergency Management position in the Town Manager's Office. An Assistant Public Information Officer in the Public Information Division is also included that has no fiscal impact to the Fiscal Year 2020 budget as the position cost has been completely offset by reductions in operating costs. In addition, the increase also is attributable to salary and benefit adjustments of existing and newly hired employees.

Performance Measures

Scorecard	Description	FY 2018 Actual	FY 2019 Estimate	FY 2020 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>	221	225	230	↑
BP, CS	Average daily total reach of Town's Facebook account <i>Measures the total number of people who see content or posts from the Town's Facebook page.</i>	2,529	3,700	4,000	↑

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. Throughout the year, the Town Manager and Town staff regularly provide the Town Council with briefings and Town Manager reports that include important information such as land development activities, utility plant production/capacity, and other focus areas of the Council. The continuing growth in the community and the increasing complexity of issues the Council faces is projected to result in an increase in the number of briefings, reports and informational memorandums to the Council by the Town Manager.



Office of the Town Attorney

Mission

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

Description

Appointed by the Town Council, the Town Attorney serves as the legal advisor to the Town Council, Boards and Commissions, Town Manager and all departments of the Town.

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 current and in accordance with state and federal law and is responsible for advocating and implementing the [Town Council's legislative agenda](#). Finally, the Town Attorney attends Town Council meetings, the Planning Commission meetings, and, as needed, the Board of Architectural Review meetings and is an integral part of the review of land development applications and the proffers that are associated with rezoning and other applications.

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

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

For more information, please visit the Office of the Town Attorney's web-page at www.leesburgva.gov/attorney.

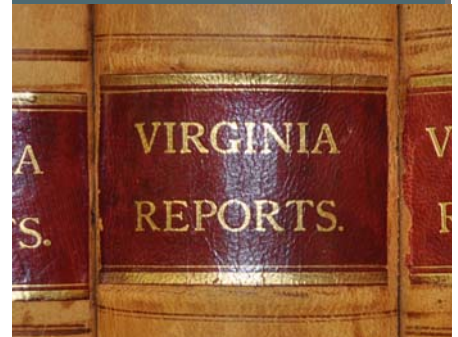
Contact Information

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ADVICE & COUNSEL

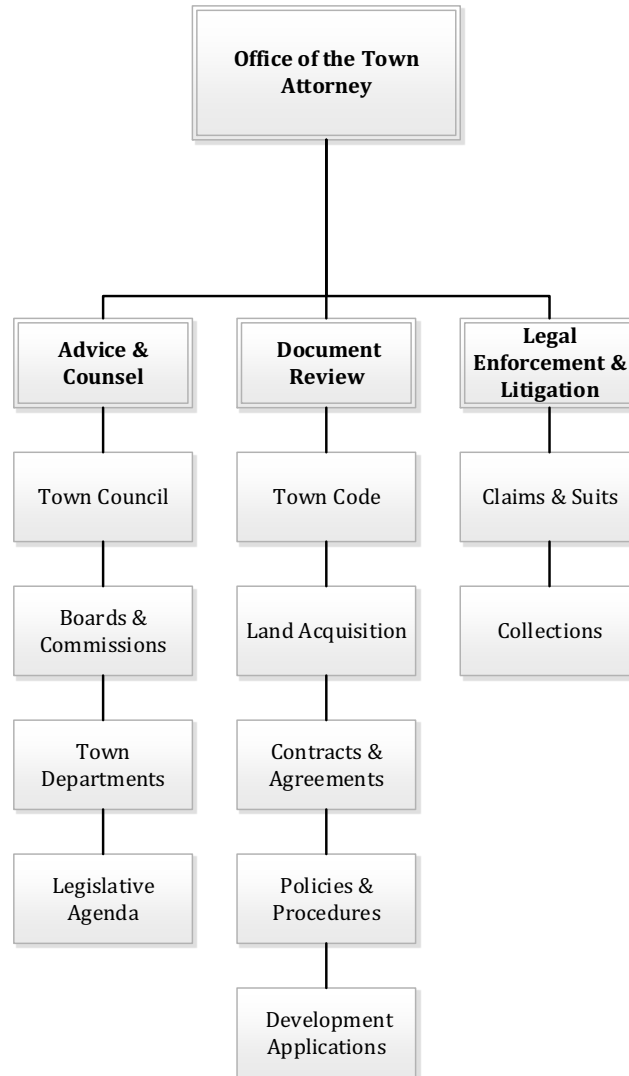


DOCUMENT REVIEW



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. The Office also enforces the Town Zoning Ordinance and other provisions of the Town Code.

Goals & Objectives

Scorecard	Goal	Objective	Term
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.	Attend all Council meetings, participate in legislative agenda committee meetings, and respond to Council member inquiries; prepare and/or review resolutions and ordinances.	Short
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	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	Long
BP, CS, ED, FM	Land acquisition and easement practice	Prepare and review deed of easements as needed for developments and improvements to Town property, work with outside counsel to efficiently resolve condemnation matters	Long
BP	Review department contracts and agreements as requested by the Procurement Officer or Department Director	Continue to review department contracts and agreements	Long
BP, CS, ED, FM	Represent the Town in all VML Insurance 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	Assist departments with requests and research	Long

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

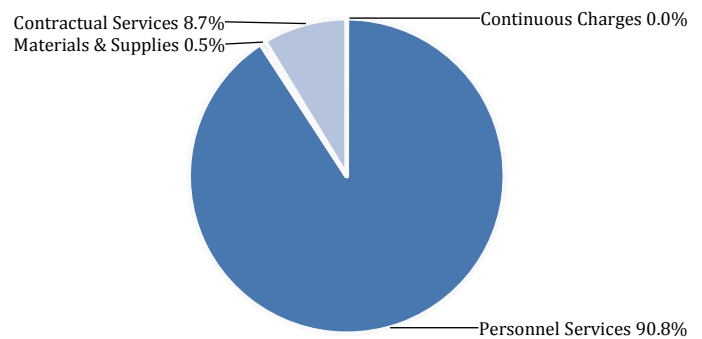
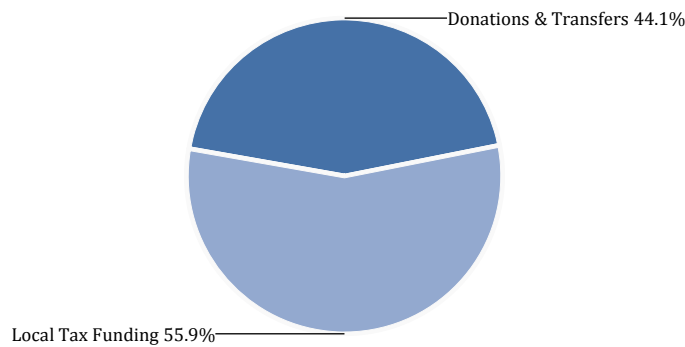
Administering Efficient Government

Financial Information & Analysis

Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Sources							
Donations & Transfers	\$ 280,400	\$ 281,750	\$ 281,750	\$ 291,731	\$ 293,203	\$ 9,981	3.5%
Total Revenue	\$ 280,400	\$ 281,750	\$ 281,750	\$ 291,731	\$ 293,203	\$ 9,981	3.5%
Local Tax Funding	352,160	352,960	474,229	369,725	381,482	16,765	4.7%
Total Sources	\$ 632,560	\$ 634,710	\$ 755,979	\$ 661,456	\$ 674,685	\$ 26,746	4.2%
Uses							
Personnel Services	\$ 580,586	\$ 573,800	\$ 573,776	\$ 600,546	\$ 612,557	\$ 26,746	4.7%
Contractual Services	48,891	57,400	178,725	57,400	58,548	—	—%
Materials & Supplies	2,386	3,400	3,400	3,400	3,468	—	—%
Continuous Charges	202	110	78	110	112	—	—%
Capital Expenditures	495	—	—	—	—	—	—%
Total Uses	\$ 632,560	\$ 634,710	\$ 755,979	\$ 661,456	\$ 674,685	\$ 26,746	4.2%
Total Full-Time Equivalent (FTE)	5.00	4.00	4.00	4.00	4.00	—	—%

Sources by Type (2020)

Uses by Object (2020)



Budget Analysis

The Fiscal Year 2020 operating budget for the Office of the Town Attorney reflects an increase of \$26,746 or 4.2% over the Fiscal Year 2019 Adopted Budget attributable to salary and benefit adjustments for existing staff.

Performance Measures

Scorecard	Description	FY 2018 Actual	FY 2019 Estimate	FY 2020 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>	107	60	120	↑
CS	Number of Town department requests for legal representation <i>Measures the total number of requests for legal representation for all departments</i>	181	151	200	↑
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>	46	50	50	↔
BP	Number of Town Code violations anticipated <i>Measures the total number of violations of Town Code, zoning ordinance and other regulations prosecute</i>	5	5	5	↔
BP, FM, CS, ED	Number of taxpayer accounts processed for collections <i>Measures the total number of taxpayer accounts processed by the Town Attorney's Office for collections</i>	57	20	10	↓
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>	124	150	150	↑
BP	Number of contracts and agreements reviewed <i>Measures the total number of contracts and agreements reviewed by legal staff</i>	80	75	100	↑
BP, ED, CS	Number of FOIA/COIA requests monitored	16	20	20	↔

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 and department directors. As such, the number of Council directives and initiatives responded to by the Office, and the associated department requests is expected to increase due to a new Town Council member, continued increase in commercial development and customer service goals. The number of Commission requests for legal services is expected to trend upward due to the same reasons as above. BAR representation, however, will continue to decrease as a result of the previously implemented policy where a lawyer no longer attends BAR meetings. 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 in collection matters. The number of development and capital projects will continue to progress so the number of easements and land acquisition documents reviewed by TAO should remain consistent. Contract review has increased due to the complexity of many of the contracts as well as an effort to retain most, if not all, contract review in-house. FOIA/COIA requests remained consistent due to Clerk being more comfortable responding to simple requests for information and only contacting the TAO on the more complicated requests. The Office of the Town Attorney will continue to work with Town Council and its internal clients in support of Town legal objectives.

Administering Efficient Government



Clerk of Council

Mission

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

Description

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

Contact Information

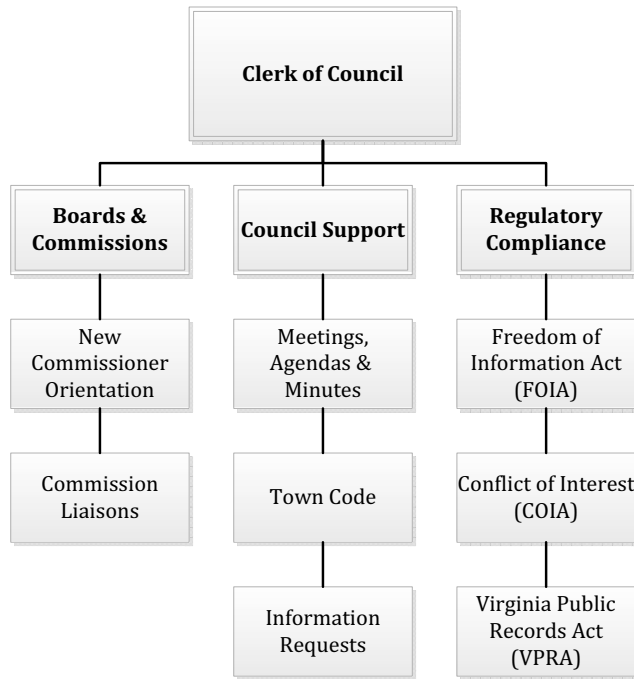
Eileen Boeing, Clerk of Council
25 W. Market Street
Leesburg, VA 20176
eboeing@leesburgva.gov
(703) 771-2733

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Administering Efficient Government

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 townwide electronic archiving of records	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

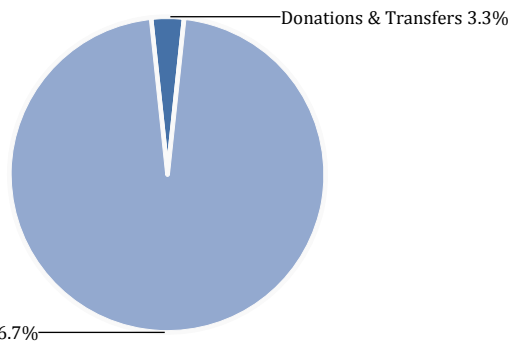
BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Financial Information & Analysis

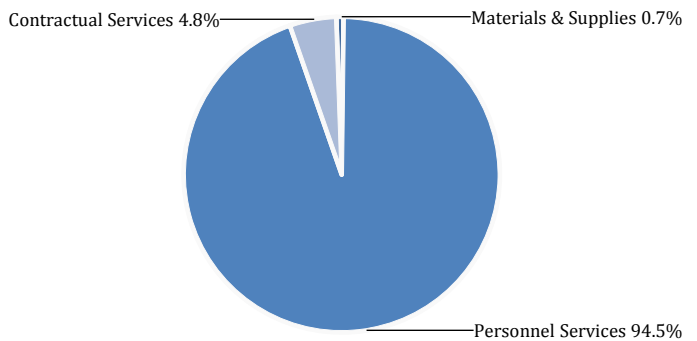
Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Sources							
Charges for Services	\$ 1,490	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Donations & Transfers	7,900	7,950	7,950	8,275	8,354	325	4.1%
Total Revenue	\$ 9,390	\$ 7,950	\$ 7,950	\$ 8,275	\$ 8,354	\$ 325	4.1%
Local Tax Funding	193,457	217,549	222,503	238,904	243,769	21,355	9.8%
Total Sources	\$ 202,848	\$ 225,499	\$ 230,453	\$ 247,179	\$ 252,123	\$ 21,680	9.6%
Uses							
Personnel Services	\$ 184,937	\$ 214,719	\$ 214,706	\$ 233,544	\$ 238,215	\$ 18,825	8.8%
Contractual Services	15,347	9,330	14,297	11,785	12,021	2,455	26.3%
Materials & Supplies	2,564	1,450	1,450	1,850	1,887	400	27.6%
Total Uses	\$ 202,848	\$ 225,499	\$ 230,453	\$ 247,179	\$ 252,123	\$ 21,680	9.6%
Total Full-Time Equivalent (FTE)	1.00	1.00	1.00	2.00	2.00	1.00	100.0%

Administering Efficient Government

Sources by Type (2020)



Uses by Object (2020)



Budget Analysis

The Fiscal Year 2020 operating budget for the Clerk of the Council includes an increase of \$21,680 or 9.6% over the Fiscal Year 2019 Adopted Budget. This increase is primarily due to salary and benefit adjustments of existing staff, and increases to contracted services including Town Code publishing services with Municode due to the number of Town Code revisions anticipated to be approved by the Town Council.

Performance Measures

Scorecard	Description	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target	Trend
BP, CS	Number of FOIA Requests <i>Measures the total number of Freedom of Information Act request</i>	127	125	125	↔
BP, CS	Number of Council meetings supported <i>Measures the total number of Council meetings supported includes agenda packets and public notices</i>	44	44	44	↔
BP, CS	Number of new Boards and Commissions appointees processed <i>Measures the total number of Council appointees to vacancies on Boards and Commissions</i>	19	70	25	↔
BP, CS	Number of public information requests <i>Measures the total number of general requests for information from the public</i>	150	150	150	↔
BP, CS	Number of Council meeting minutes prepared on time <i>Measures the total number of minutes ready for approval at the next Council meeting</i>	44	44	44	↔

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 19 per year, although there will be changes in Fiscal Year 2019 due to the election and the resulting appointments and reappointments to Boards and Commissions. There are three re-elected Council members and one new Council Member each appointing a member to 13 separate Boards or Commissions for a total of 52 expected appointments processed in the Clerk’s office in Fiscal Year 2019. This is addition to the normal turnover of 19 per year amounts to approximately 71 Boards and Commission appointments potentially in Fiscal Year 2019. The projected number for Fiscal Year 2020 resumes the normal level of approximately 19 appointments per year. 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 increasingly 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, records management oversight, Council activities and growth within the Town have sustained general inquiries to the Clerk’s Office.

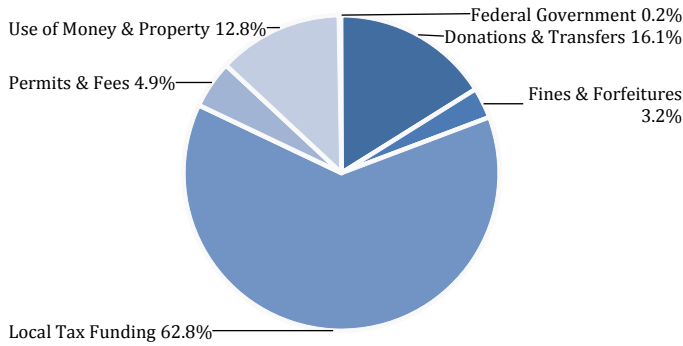
Supporting Activities

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.

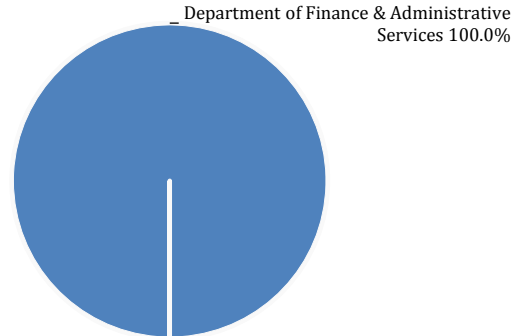
Financial Information & Analysis

Object Categories	FY 2018 Actual	FY 2019 Budget	FY 2019 Revised	FY 2020 Adopted	FY 2021 Provisional	Variance		Pg #
						\$	%	
Sources								
Permits & Fees	\$ 169,861	\$ 289,000	\$ 289,000	\$ 282,200	\$ 282,200	\$ (6,800)	-2.4%	
Fines & Forfeitures	182,600	120,000	120,000	182,000	182,000	62,000	51.7%	
Use of Money & Property	663,886	490,660	490,660	736,800	741,620	246,140	50.2%	
Donations & Transfers	873,923	892,150	892,150	931,619	943,362	39,469	4.4%	
Federal Government	13,201	13,400	13,400	13,400	13,400	—	—%	
Total Sources	\$ 1,903,472	\$ 1,805,210	\$ 1,805,210	\$ 2,146,019	\$ 2,162,582	\$ 340,809	18.9%	
Local Tax Funding	2,840,428	3,485,317	3,830,873	3,628,180	3,789,889	142,863	4.1%	
Total Sources	\$ 4,743,900	\$ 5,290,527	\$ 5,636,083	\$ 5,774,199	\$ 5,952,471	\$ 483,672	9.1%	
Uses								
Department of Finance & Administrative Services	\$ 4,743,900	\$ 5,290,527	\$ 5,636,083	\$ 5,774,199	\$ 5,952,471	\$ 483,672	9.1%	77
Total Uses	\$ 4,743,900	\$ 5,290,527	\$ 5,636,083	\$ 5,774,199	\$ 5,952,471	\$ 483,672	9.1%	

Sources by Fund (2020)



Uses by Department (2020)





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, procurement processes, annual budget, and independent audit are managed within the Finance Division. The highest level of financial reporting standards are kept in accordance with nationally recognized Generally Accepted Accounting Principles (GAAP) 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 general bills, tax bills and utility bills online.

The Human Resources (HR) Department serves those who serve the Town. From recruitment to off-boarding and retirement, HR plays an important role throughout an employee's life-cycle with the Town. Human resources staff works as a strategic partner to design, implement and administer programs to attract talented public servants, then works to cultivate a diverse, high-performing workforce.

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.

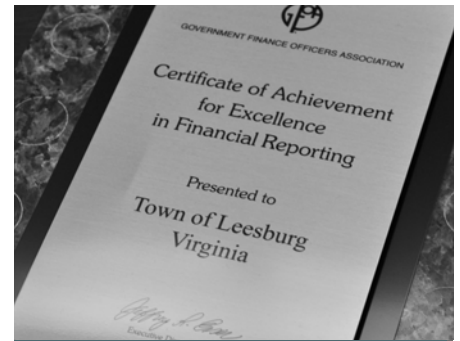
For more information, please visit the Department of Finance and Administrative Services' webpage at www.leesburgva.gov/finance.

Contact Information

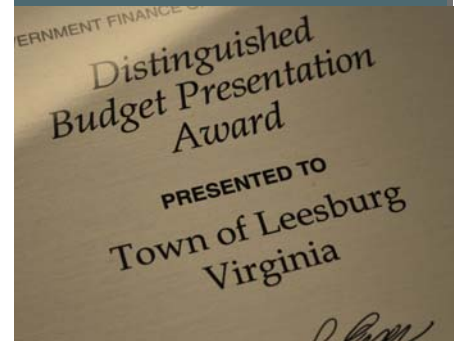
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Josh Didawick, HR Director
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Jakub Jedrzejczak, IT Director
jjedrzejczak@leesburgva.gov

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FINANCIAL REPORTING



MANAGEMENT & BUDGET

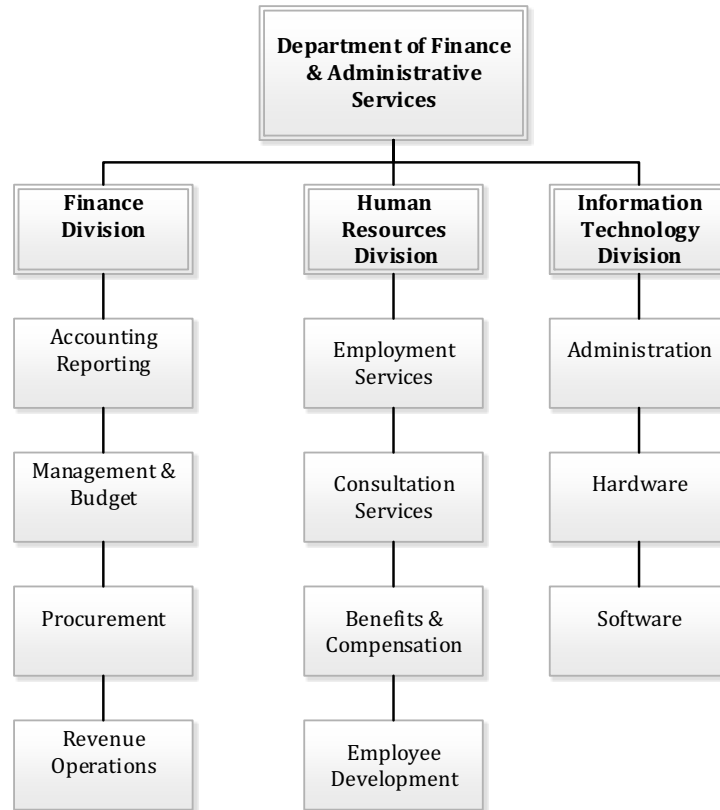


HUMAN RESOURCES



INFORMATION TECHNOLOGY

Organization Chart



Summary of Services

Finance Division

The Finance Division consists of accounting & reporting, management and budget, procurement, debt and investment management, and revenue collections. Accounting staff processes and records Town financial transactions and ensures the accuracy of assets, liabilities, fund balances, accounting for debt, administration of accounts payable, payroll and reporting of revenues and expenses; treasury functions include cash, debt, and investment management; Management and Budget provides analytical support to the Town Council, Town Manager, and other Town departments. The Procurement Office manages the acquisition of goods, services, insurance, purchasing card payments, surplus property and risk management for all departments. Revenue Collections is responsible for billing and collection of all Town taxes including personal property, meals, business and professional, general service bills, 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, Town Hall Garage, and the public parking lots..

Human Resources Division

Human Resources works with hiring managers to recruit and select the most qualified candidates. By supporting departments across the organization, Human Resources staff has unique perspective to provide guidance and assistance to employees and supervisors on

policy development, performance management and employee relations matters. From pay to benefits and incentives, human resources administers and proposes total reward policies with the aim of recruiting top candidates and retaining high performers in a competitive labor market. Finally, Human Resources oversees Town-wide training and development opportunities and assists departments in designing programming specific to their needs.

Information Technology Division

The mission of the Information Technology Division is to support DFAS by providing exceptional technology services to internal and external customers by maintaining a robust, secure and highly available network and deploying innovative technologies and solutions while embracing values of teamwork, curiosity, dedication, and innovation. 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 Geographic Information System (GIS) capabilities; the Town’s intra-net and internet websites and 1,500 end-user devices including computers, tablets, cell and smart phones, 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
ED, FM	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
BP, CS, FM	Provide Townwide customer service and supervisory training	Promote excellence in customer service through professional development for employees	Intermediate
BP, ED	Increase the Town's percentage of minority applicants and hires	Increase outreach of recruitment efforts to diversity resources	Long
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>			

Expenditures by Division

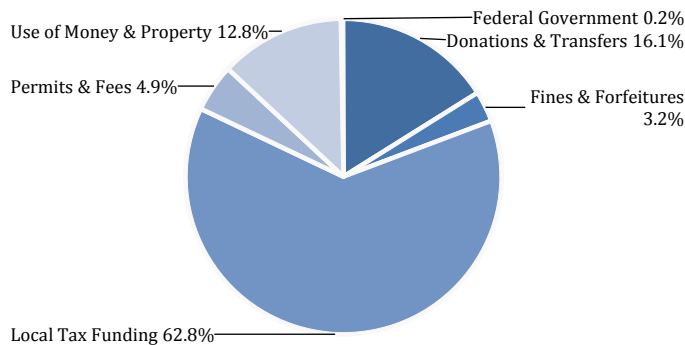
Divisions	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Finance Division	\$ 2,600,494	\$ 2,752,986	\$ 2,988,139	\$ 3,061,511	\$ 3,122,741	\$ 308,525	11.2%
Human Resources Division	594,632	584,920	598,561	660,569	673,780	75,649	12.9%
Information Technology Division	1,548,774	1,952,621	2,049,384	2,052,119	2,155,950	99,498	5.1%
Total	\$ 4,743,900	\$ 5,290,527	\$ 5,636,083	\$ 5,774,199	\$ 5,952,471	\$ 483,672	9.1%

Financial Information & Analysis

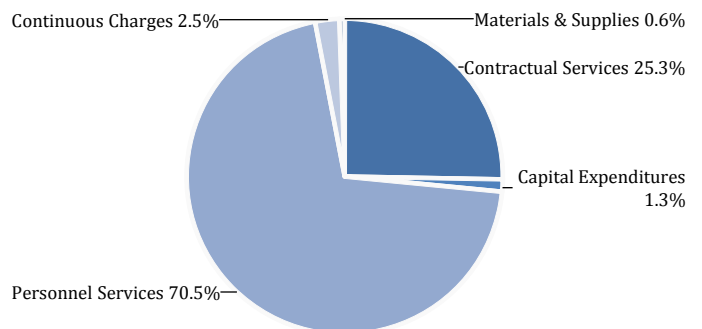
Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Sources							
Permits & Fees	\$ 169,861	\$ 289,000	\$ 289,000	\$ 282,200	\$ 282,200	\$ (6,800)	-2.4%
Fines & Forfeitures	182,600	120,000	120,000	182,000	182,000	62,000	51.7%
Use of Money & Property	663,886	490,660	490,660	736,800	741,620	246,140	50.2%
Donations & Transfers	873,923	892,150	892,150	931,619	943,362	39,469	4.4%
Federal Government	13,201	13,400	13,400	13,400	13,400	—	—%
Total Revenue	\$ 1,903,472	\$ 1,805,210	\$ 1,805,210	\$ 2,146,019	\$ 2,162,582	\$ 340,809	18.9%
Local Tax Funding	2,840,428	3,485,317	3,830,873	3,628,180	3,789,889	142,863	4.1%
Total Sources	\$ 4,743,900	\$ 5,290,527	\$ 5,636,083	\$ 5,774,199	\$ 5,952,471	\$ 483,672	9.1%

Uses							
Personnel Services	\$ 3,349,787	\$ 3,665,341	\$ 3,665,209	\$ 4,068,490	\$ 4,212,649	\$ 403,149	11.0%
Contractual Services	1,173,600	1,271,418	1,521,216	1,458,841	1,488,017	187,423	14.7%
Materials & Supplies	25,089	32,872	34,313	32,872	33,529	—	—%
Transfer Payments	254	—	75,000	—	—	—	—%
Continuous Charges	138,669	141,696	145,383	141,696	144,530	—	—%
Capital Expenditures	56,500	179,200	194,962	72,300	73,746	(106,900)	-59.7%
Total Uses	\$ 4,743,900	\$ 5,290,527	\$ 5,636,083	\$ 5,774,199	\$ 5,952,471	\$ 483,672	9.1%
Total Full-Time Equivalent (FTE)	29.00	30.50	30.50	33.50	34.50	3.00	9.8%

Sources by Type (2020)



Uses by Object (2020)



Budget Analysis

The Fiscal Year 2020 operating budget for the Department of Finance and Administrative Services includes an increase of \$483,672 or 9.1% over the FY 2019 Adopted Budget. The increase is largely the result of: the addition of 3.0 FTE for the conversion of a part-time Parking Enforcement position to a full-time Parking Supervisor (0.5 FTE), a new Front Counter position (1.0 FTE) that is offset through

a transfer from the Utilities Fund, a part-time Customer Service Specialist (0.5 FTE); and partial year funding for an IT Systems Administrator position in the IT Division (1.0 FTE); increase of approximately \$160,000 for costs associated with the consolidated billing transition to Loudoun County; and salary and benefit adjustments for existing staff. In addition, the Fiscal Year 2021

Provisional Budget reflects the addition of an IT Business Analyst position as recommended in the Town Council endorsed IT Strategic Plan.

Through anticipated and implemented improved business processes and improved leveraging of over 29 existing business systems, projected revenue for Fiscal Year 2020 is estimated to increase to \$2,162,582; an increase of \$340,809 or 18.9% over the

current year projection. The increase in revenue is primarily due to projected investment earnings, increases in parking fines, and inter-fund transfers including the Utilities Fund transfer increase attributable to the Front Counter position. As a result, the budgeted use of local tax funding is \$3,789,889 or an increase of \$142,863 or 4.1% over the Fiscal Year 2019 Adopted Budget.

Performance Measures

Scorecard	Description	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target	Trend
BP, FM	Percentage of liquid assets placed in higher yielding investments <i>Measures the percentage of liquid assets placed in higher yielding investments than offered by the bank</i>	83.0%	85.0%	85.0%	↑
FM	Number of OSHA recordable accidents <i>Measures the total number of accidents requiring medical treatment and go on the OSHA 300 log</i>	14	18	12	↓
ED, BP	Average number of days to fill a position <i>Measures the average number of days from job advertisement to offer extension (non-continuous recruitments)</i>	64	60	55	↓
BP, ED, CS	Diversity recruitment <i>Measures the percentage of minority candidates applying for jobs with the Town</i>	28.8%	29.0%	30.0%	↑
ED	Average training feedback <i>Measures the evaluation scores from those participating in HR-provided training on a 5-point scale</i>	n/a	3.75	3.75	↔
BP, CS	Percentage of IT machines backed up on a timely basis <i>Measures the percentage of backups that occur according to schedule</i>	n/a	99.9%	99.9%	↔
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>	81.0%	85.0%	85.0%	↑
BP, CS	Percentage of IT help desk issues resolved or addressed within Service Level Agreement timeframe <i>Measures the degree to which IT meets customer expectations</i>	n/a	85.0%	90.0%	↑
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>	18.6%	15%	15%	↔
BP, CS	Dollar value of procurement services <i>Measures the dollar value of procurement services per \$100 spend; per transaction</i>	\$11.81	\$14.89	\$13.94	↑

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

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 business professional, occupational licenses (BPOL), meals tax, 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.

The Department continues to encourage and empower the broader use of purchase cards as a more efficient and fiscally improved process for procurement. As a result, significant gains continue in the dollars earned in rebates as well as offsetting the costs associated with procurement services. In Fiscal Year 2019, a buyer position was added to address the backlog and increased work-flow deriving from large, complex procurements. The costs per \$100 spent is anticipated to increase as a result of this additional, dedicated position; however, the resulting ability and capacity to keep up with workload demands allows for improved productivity town-wide and more competitive bidding will result in lower pricing of goods and services purchased.



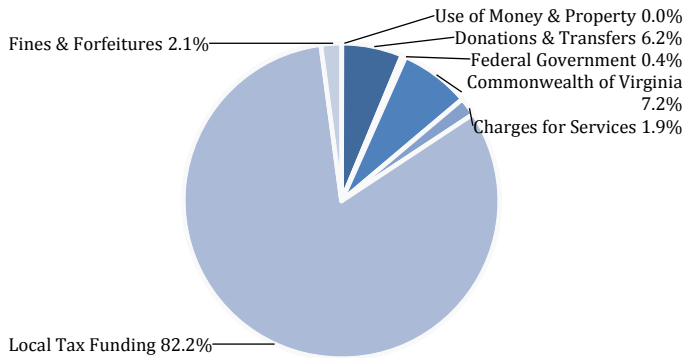
Keeping Us Safe

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.

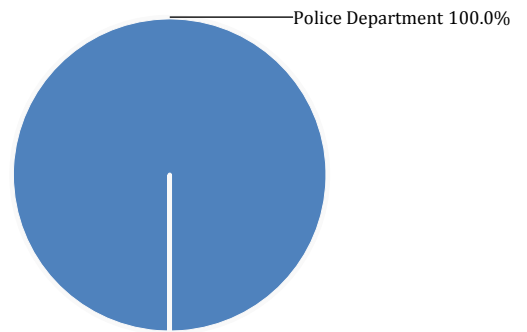
Financial Information & Analysis

Object Categories	FY 2018 Actual	FY 2019 Budget	FY 2019 Revised	FY 2020 Adopted	FY 2021 Provisional	Variance		Pg #
						\$	%	
Sources								
Fines & Forfeitures	\$ 243,804	\$ 328,700	\$ 328,700	\$ 301,700	\$ 301,700	\$ (27,000)	-8.2%	
Use of Money & Property	3,794	5,000	5,000	5,000	5,000	—	—%	
Charges for Services	249,322	200,800	200,800	269,000	269,000	68,200	34.0%	
Donations & Transfers	953,830	863,569	863,569	892,656	913,508	29,087	3.4%	
Commonwealth of Virginia	998,459	1,029,660	1,029,660	1,032,660	1,050,413	3,000	0.3%	
Federal Government	44,379	58,600	58,600	58,600	58,600	—	—%	
Total Sources	\$ 2,493,588	\$ 2,486,329	\$ 2,486,329	\$ 2,559,616	\$ 2,598,221	\$ 73,287	2.9%	
Local Tax Funding	10,721,025	11,786,105	11,924,383	11,818,578	12,246,116	32,473	0.3%	
Total Sources	\$ 13,214,612	\$ 14,272,434	\$ 14,410,712	\$ 14,378,194	\$ 14,844,337	\$ 105,760	0.7%	
Uses								
Police Department	\$ 13,214,612	\$ 14,272,434	\$ 14,410,712	\$ 14,378,194	\$ 14,844,337	\$ 105,760	0.7%	87
Total Uses	\$ 13,214,612	\$ 14,272,434	\$ 14,410,712	\$ 14,378,194	\$ 14,844,337	\$ 105,760	0.7%	

Sources by Fund (2020)



Uses by Department (2020)





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 89 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

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Connect With Us



ADMINISTRATION



PATROL OPERATIONS



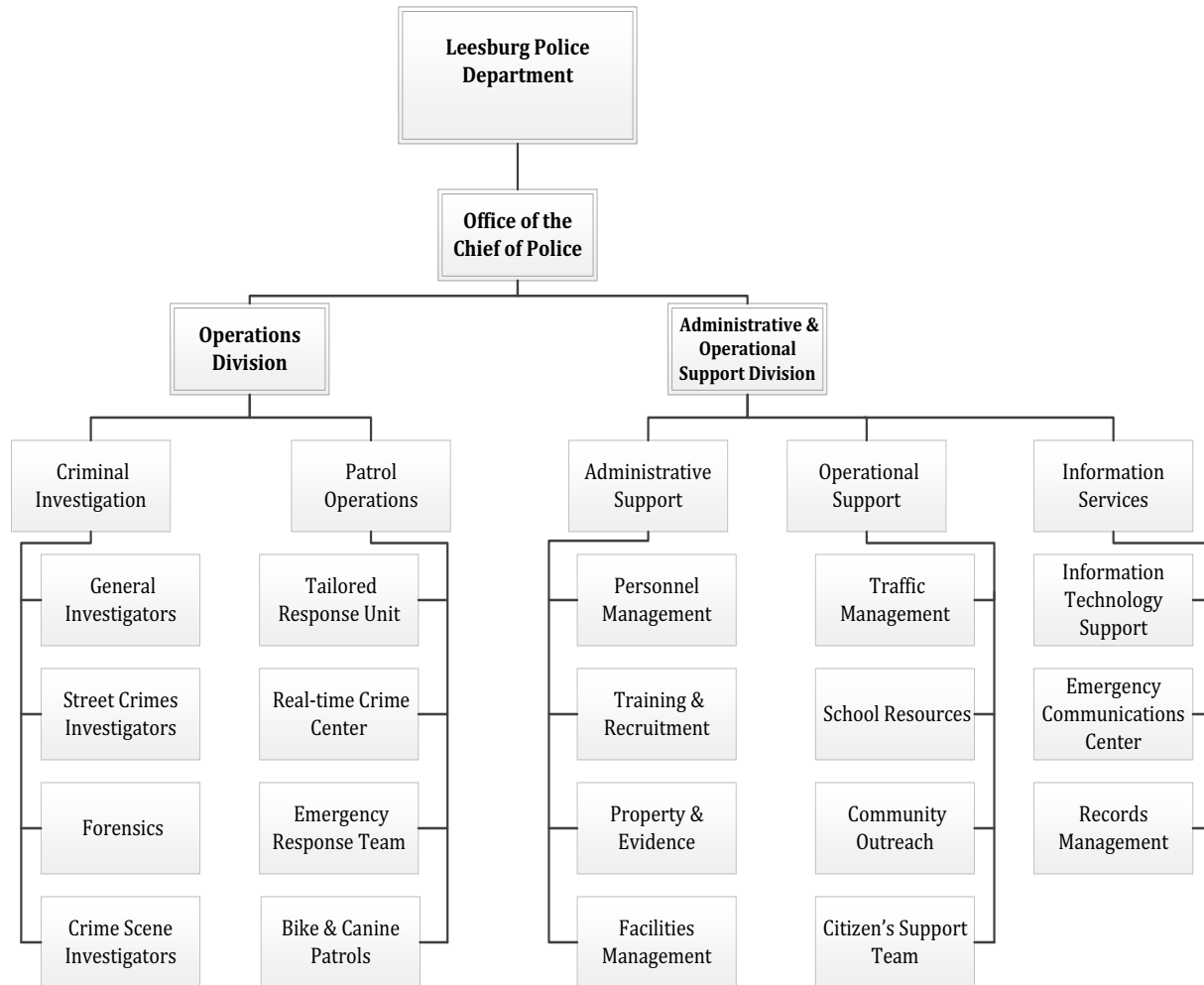
INVESTIGATIONS



COMMUNITY OUTREACH

Keeping Us Safe

Organization Chart



Summary of Services

Criminal Investigation Section

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

Patrol Operations Section

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

Administrative Support Section

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

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

Operational Support Section

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

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

Information Services Section

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

Goals & Objectives

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

Keeping Us Safe

Scorecard	Goal	Objective	Term
BP, CS, ED	Increase and enhance specialized operational programs	Staff Traffic Management Unit (supervisor and vacant motor unit position).	Short
BP, CS	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.	Short

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

Expenditures by Division

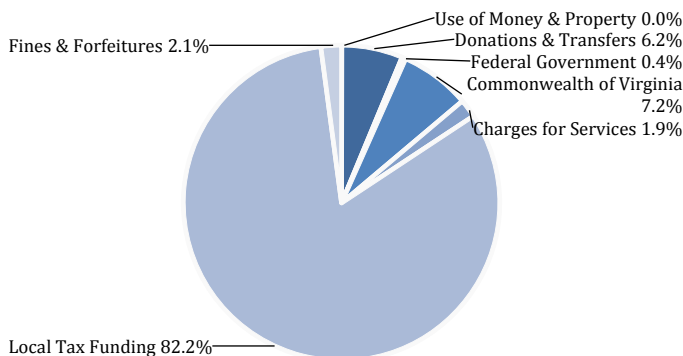
Divisions	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Administrative Support	\$ 2,226,775	\$ 2,636,769	\$ 2,803,060	\$ 2,734,386	\$ 2,789,074	\$ 97,617	3.7%
Patrol Operations	5,522,715	5,814,010	5,814,259	5,977,715	6,232,989	163,705	2.8%
Criminal Investigations	1,400,876	1,574,466	1,563,234	1,651,411	1,728,358	76,945	4.9%
Community Services	1,668,222	1,767,590	1,748,941	1,935,648	1,976,201	168,058	9.5%
Information Services	1,747,783	1,830,159	1,831,182	1,929,499	1,968,089	99,340	5.4%
Citizen's Support Team	3,336	4,535	5,131	4,535	4,626	—	—%
Fire & Rescue	644,905	644,905	644,905	145,000	145,000	(499,905)	-
Total	\$ 13,214,612	\$ 14,272,434	\$ 14,410,712	\$ 14,378,194	\$ 14,844,337	\$ 105,760	0.7%

Financial Information & Analysis

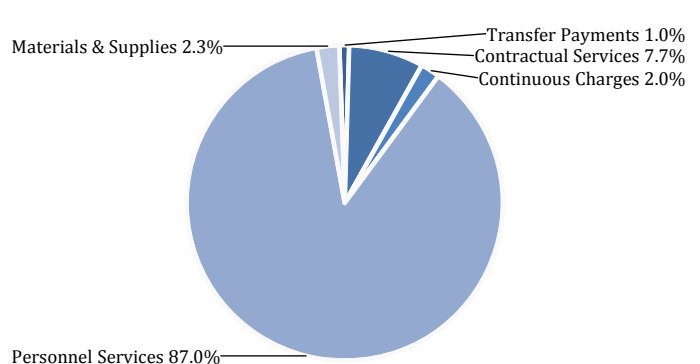
Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Sources							
Fines & Forfeitures	\$ 243,804	\$ 328,700	\$ 328,700	\$ 301,700	\$ 301,700	\$ (27,000)	-8.2%
Use of Money & Property	3,794	5,000	5,000	5,000	5,000	—	—%
Charges for Services	249,322	200,800	200,800	269,000	269,000	68,200	34.0%
Donations & Transfers	953,830	863,569	863,569	892,656	913,508	29,087	3.4%
Commonwealth of Virginia	998,459	1,029,660	1,029,660	1,032,660	1,050,413	3,000	0.3%
Federal Government	44,379	58,600	58,600	58,600	58,600	—	—%
Total Revenue	\$ 2,493,588	\$ 2,486,329	\$ 2,486,329	\$ 2,559,616	\$ 2,598,221	\$ 73,287	2.9%
Local Tax Funding	10,721,025	11,786,105	11,924,383	11,818,578	12,246,116	32,473	0.3%
Total Sources	\$ 13,214,612	\$ 14,272,434	\$ 14,410,712	\$ 14,378,194	\$ 14,844,337	\$ 105,760	0.7%

Uses							
Personnel Services	\$ 11,089,234	\$ 11,992,033	\$ 11,961,377	\$ 12,512,983	\$ 12,944,481	\$ 520,950	4.3%
Contractual Services	687,374	1,082,834	951,406	1,100,426	1,122,435	17,592	1.6%
Materials & Supplies	307,397	284,225	304,136	331,745	338,620	47,520	16.7%
Transfer Payments	654,905	644,905	648,723	145,000	145,000	(499,905)	-77.5%
Continuous Charges	252,879	268,437	261,525	288,040	293,801	19,603	7.3%
Capital Expenditures	222,823	—	283,545	—	—	—	—%
Total Uses	\$ 13,214,612	\$ 14,272,434	\$ 14,410,712	\$ 14,378,194	\$ 14,844,337	\$ 105,760	0.7%
Total Full-Time Equivalent (FTE)	103.00	103.00	103.00	107.00	107.00	4.00	3.9%

Sources by Type (2020)



Uses by Object (2020)



Budget Analysis

The Fiscal Year 2020 operating budget for the Leesburg Police Department includes an increase of \$105,670 or 0.7% over the Fiscal Year 2019 Adopted Budget. This increase is primarily attributable to the addition of partial year funding for 4.0 FTE including a Sergeant/ Detective (1.0 FTE) and three Patrol Officers (3.0 FTE) and associated operating costs. In addition, part of the personnel services increases are partially associated with salary and benefit adjustments for existing staff.

The Fiscal Year 2020 budget also includes the elimination of the Town's contribution to the Leesburg Volunteer Fire Company and the Loudoun County Volunteer Rescue Squad or a decrease of approximately \$499,905 from the Fiscal Year 2019 Adopted Budget

The last contribution to the two Volunteer Companies will derive from a reservation of Fiscal Year 2019 General Fund balance after all fiscal policy requirements are met. The Town will continue to coordinate with the two Volunteer Companies to provide any state funding opportunities.

The Fiscal Year 2020 Proposed budget includes an increase of departmental revenue of \$73,287 or 2.9% over the Fiscal Year 2019 Adopted Budget associated with the anticipated contribution from Loudoun County for the School Resource Officer program, increases in Commonwealth of Virginia 599 funding, and expected increases in other programs such as false alarm fees.

Performance Measures

Scorecard	Description	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target	Trend
BP, CS, ED	Recruitment initiatives and outreach <i>Measures the total number of recruitment outreach efforts</i>	37	37	37	↔
BP, CS	Rate for thefts from automobiles <i>Measures the change by percentage of thefts from automobile cases occurring</i>	71.16%	0.27%	-5.00%	↓
BP, CS	Number of traffic citations <i>Measures the total number of traffic citations issued</i>	8080	8673	8700	↑
BP, CS	Number of traffic safety blitzes and special enforcement details <i>Measures the total number of traffic safety blitzes and details</i>	1145	1163	1200	↑
BP, CS	Number of vehicular crashes <i>Measures the total number of vehicular crashes responded to</i>	1665	1203	1100	↓
CS, ED	Percentage use of force cases <i>Measures the ratio of use of force cases to number of arrests</i>	1.74%	1.25%	1.00%	↓
CS, ED	Percentage of formal complaints filed <i>Measures the ratio of the number of formal complaints to number of formal police contacts</i>	0.02%	0.03%	0.02%	↔
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>	481	522	550	↑

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. Enforcement activities through safety/traffic blitzes along Town roads and thoroughfares are showing positive results as evidenced by the number of traffic specialized traffic details (1145). The number of use of force cases is declining at 1.74% of all arrests while the number of formal complaints of all police contacts decreased slightly by 0.01%.

Providing the Necessities

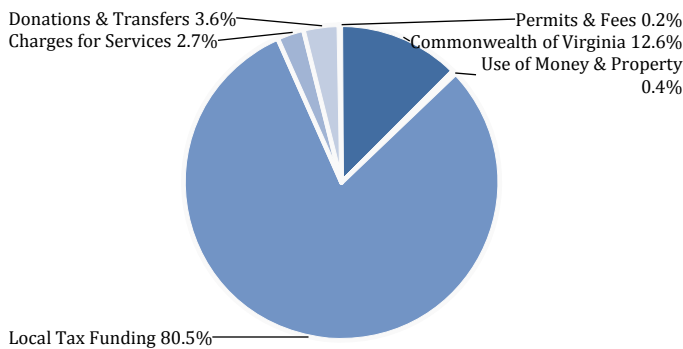
Maintaining core infrastructure, managing capital improvement projects, and ensuring safe and reliable drinking water is the responsibility of the Town’s Department of Public Works and Capital Projects, and Utilities departments. This function also oversees Town wastewater and stormwater programs, street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

Financial Information & Analysis

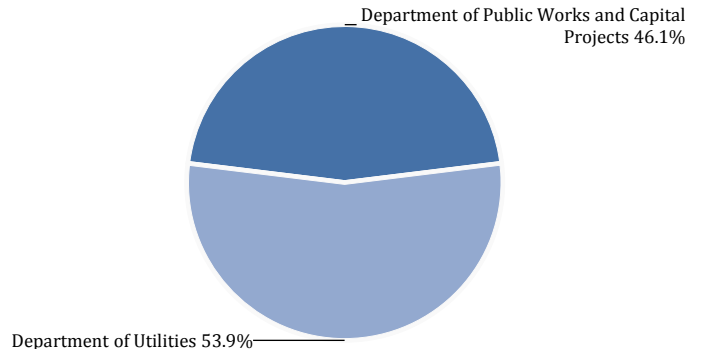
Object Categories	FY 2018 Actual	FY 2019 Budget	FY 2019 Revised	FY 2020 Adopted	FY 2021 Provisional	Variance		Pg #
						\$	%	
Sources								
Permits & Fees	\$ 62,536	\$ 60,400	\$ 60,400	\$ 60,400	\$ 60,400	\$ —	—%	
Use of Money & Property	118,773	110,000	110,000	110,000	110,000	—	—%	
Charges for Services	833,734	817,600	817,600	832,500	832,500	14,900	1.8%	
Donations & Transfers	1,152,766	1,241,900	1,318,150	1,097,587	1,104,266	(144,313)	-11.6%	
Commonwealth of Virginia	4,110,761	4,122,461	4,522,461	3,817,574	3,893,925	(304,887)	-7.4%	
Total Sources	\$ 6,278,570	\$ 6,352,361	\$ 6,828,611	\$ 5,918,061	\$ 6,001,091	\$ (434,300)	-6.8%	
Local Tax Funding	26,907,769	23,522,900	27,512,505	24,476,676	25,939,386	953,776	4.1%	
Total Sources	\$ 33,186,339	\$ 29,875,261	\$ 34,341,116	\$ 30,394,737	\$ 31,940,477	\$ 519,476	1.7%	

Uses								
Department of Public Works and Capital Projects	\$ 13,678,895	\$ 14,183,048	\$ 16,691,696	\$ 14,010,774	\$ 14,372,975	\$ (172,274)	-1.2%	95
Department of Utilities	19,507,443	15,692,213	17,649,421	16,383,963	17,567,502	691,750	4.4%	103
Total Uses	\$ 33,186,339	\$ 29,875,261	\$ 34,341,116	\$ 30,394,737	\$ 31,940,477	\$ 519,476	1.7%	

Sources by Fund (2020)



Uses by Department (2020)





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

Contact Information

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

Scan Me



ADMINISTRATION



CAPITAL PROJECTS



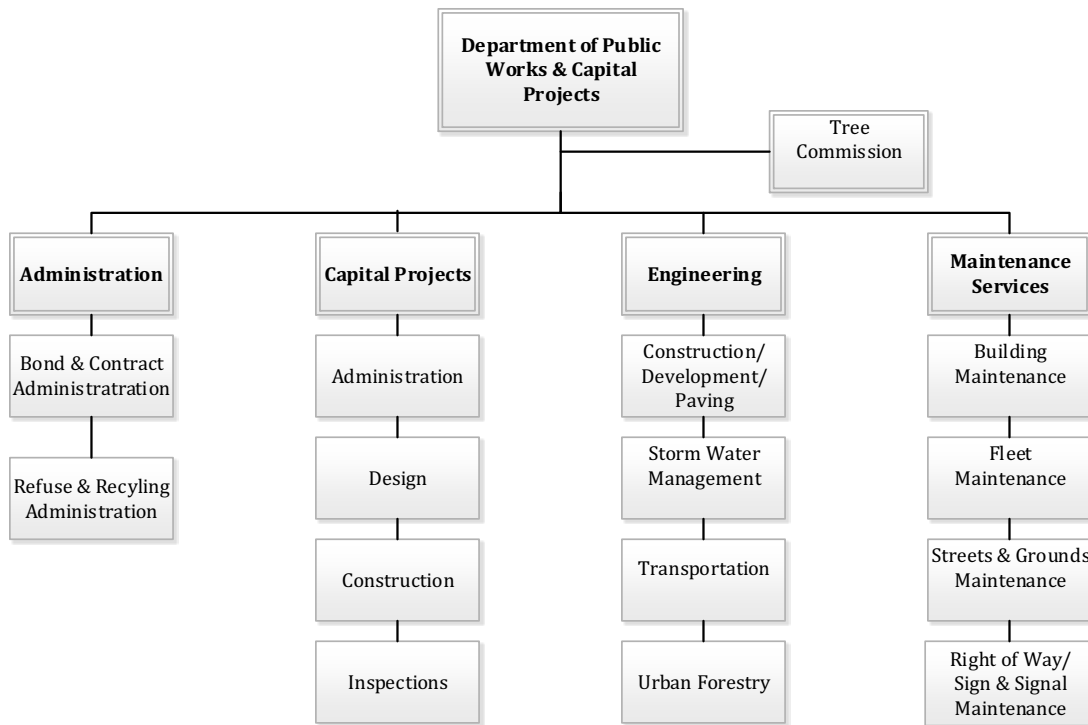
ENGINEERING



MAINTENANCE SERVICES

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)	Implement a continuing education program across all affected departments to include Plan Review, Parks & Rec, Police	Intermediate
		Enroll staff in DEQ classes for revised SWM/BMP regulations in order to obtain and maintain required certificates of competency in the new VSMP	Intermediate
		Coordinate with the Department of Plan Review, Office of Capital Projects Management, Loudoun County, and DEQ to implement the current VSMP regulations	Long
BP, CS	Improve efficiency and lower cost for basic street maintenance services	Review staff training levels; complete training as necessary	Intermediate
		Evaluate and select contractors for selected outsourcing available services, such as detention pond maintenance and shoulder grading.	Intermediate
		Utilize latest technology in maintenance and repairs	Long
BP, CS	Ensure zero additional disposal fees for chipped brush and leaf disposal	Identify new locations for disposal of collected debris	Long
		Negotiate favorable terms for current disposal locations	Long

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
		When needing to replace building system equipment such as HVAC, boilers, etc. utilize high efficiency, energy star equipment	Long
		When replacing lighting, utilize LED lights and fixtures where possible	Long
BP	Improve Town buildings security	Evaluate Town wide security and safety needs; determine budget impacts and implement changes	Long
BP	Maintain a reliable Town Fleet of vehicles and equipment minimal downtime and long service life	Complete routine maintenance and factory recommended preventative maintenance required by mileage/annual intervals for 95% fleet availability	Long
		Stay current with modern automotive technology advancements through staff to training sessions and updated service manuals	Short
		Obtain laptop with heavy truck diagnostic software and achieve needed training	Intermediate
		Receive briefing from factory representatives on the latest diagnostic equipment	Intermediate
		Migrate Fleet data from Dossier to Lucity for improved tracking and reporting	Intermediate
FM	Analyze and improve parts stocking process (inventory) and storage to improve purchasing efficiency	Implement quarterly inventory review to prevent overstocking and return of unused stock due to sale of surplus equipment and vehicles	Long
		Migrate equipment stock (inventory) from Dossier to Lucity for better tracking and reporting	Intermediate
BP, CS	Increase recycling rate to achieve the Town Plan goal of 50%	Maintain new Toter program for trash and recycling	Long
		Collaborate with the Economic Development Committee (ED) to work with commercial businesses to increase recycling	Long
		Collaborate with the Environmental Advisory Commission (EAC) to explore new ways to promote recycling	Intermediate
		Education of public including community document shredding events, educational Town-wide mailings and website development	Long
		Research alternate locations for a replacement drop-off center on the south side of Leesburg	Long
BP, CS	Increase resident awareness and utilization yard waste collection	Increase website information on yard waste collection	Intermediate
		Work with Environmental Advisory Commission (EAC) to promote a means to increase yard waste collection and decrease brush collection pickups.	Intermediate
		Send out Townwide mailings with information on yard waste collection	Long

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
		Utilize the existing software to provide continuous traffic volume data which will create real-time arterial speed/congestion information	Long
		Complete fiber communication connections to all traffic signals	Long
BP, ED	Proactively monitor project schedules for compliance with the approved CIP to obtain improvement in the number of projects completed on schedule	Utilize Microsoft Project to create and maintain schedules	Intermediate
		Regular coordination meetings with all involved departments, utility companies, and outside consultants.	Long
BP, FM	Proactively and consistently monitor project finances to adhere to set budgets for design, land acquisition, utility relocation and construction to obtain improvement in the number of projects completed on budget	Ensure that project managers stay current with the budget process, and maintain ownership in the project budget.	Intermediate
		Utilize Munis for the available reports to track expenditures	Intermediate
BP, ED	Ensure that the department is in compliance with existing policies and procedures	Maintain compliance with the Virginia Public Procurement Act for procuring goods and services.	Intermediate
		Review and maintain the department SOP for design, construction, land acquisition, and bonding, etc.	Long
		Utilize established Technical Review Committee to bring all involved departments together on projects to address design issues and schedules.	Long
		Migrate all SOP's to the new format	Long
BP	Proactively work with the utility companies for the relocations associated with Town capital projects	Maintain contacts with responsible staff at 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
		Input asset data into the new system	Intermediate
		Schedule all Preventive Maintenance for systems within the new asset management system	Intermediate
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>			

Providing the Necessities

Expenditures by Division

Divisions	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
PW Administration	\$ 891,304	\$ 928,032	\$ 1,049,350	\$ 1,103,307	\$ 1,125,373	\$ 175,275	18.9%
Engineering & Inspections	692,396	746,955	752,842	750,071	765,072	3,116	0.4%
Streets & Ground Maintenance	4,854,455	4,910,918	6,241,971	4,550,980	4,642,000	(359,938)	-7.3%
Building Maintenance	1,240,158	1,235,265	1,540,228	1,250,157	1,275,160	14,892	1.2%
Fleet Maintenance	1,357,024	1,471,641	1,514,609	1,392,176	1,420,020	(79,465)	-5.4%
Refuse Collection & Recycling	2,789,898	2,884,222	3,162,617	3,214,276	3,359,546	330,054	11.4%
Traffic Management	1,178,198	1,251,815	1,527,301	1,234,190	1,259,874	(17,625)	-1.4%
Regional Transportation	290,317	296,000	296,846	305,000	311,100	9,000	3.0%
Capital Projects	385,146	458,200	605,934	210,617	214,830	(247,583)	-54.0%
Total	\$ 13,678,895	\$ 14,183,048	\$ 16,691,696	\$ 14,010,774	\$ 14,372,975	\$ (172,274)	-1.2%

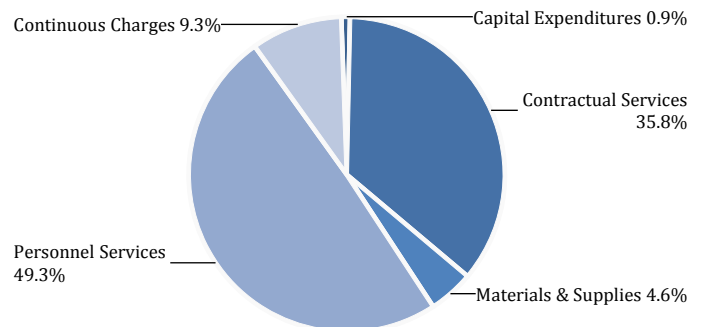
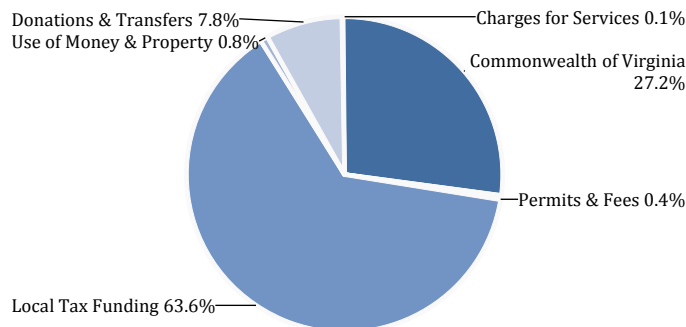
Financial Information & Analysis

Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Sources							
Permits & Fees	\$ 62,536	\$ 60,400	\$ 60,400	\$ 60,400	\$ 60,400	\$ —	—%
Use of Money & Property	62,953	110,000	110,000	110,000	110,000	—	—%
Charges for Services	29,950	5,100	5,100	20,000	20,000	14,900	292.2%
Donations & Transfers	1,152,766	1,241,900	1,241,900	1,097,587	1,104,266	(144,313)	-11.6%
Commonwealth of Virginia	4,110,761	4,122,461	4,522,461	3,817,574	3,893,925	(304,887)	-7.4%
Total Revenue	\$ 5,418,967	\$ 5,539,861	\$ 5,939,861	\$ 5,105,561	\$ 5,188,591	\$ (434,300)	-7.8%
Local Tax Funding	8,259,929	8,643,187	10,751,835	8,905,213	9,184,384	262,026	3.0%
Total Sources	\$ 13,678,895	\$ 14,183,048	\$ 16,691,696	\$ 14,010,774	\$ 14,372,975	\$ (172,274)	-1.2%

Uses							
Personnel Services	\$ 6,202,036	\$ 6,662,604	\$ 6,658,670	\$ 7,231,280	\$ 7,377,256	\$ 568,676	8.5%
Contractual Services	5,520,999	5,469,980	7,101,520	5,252,009	5,439,034	(217,971)	-4.0%
Materials & Supplies	524,610	676,560	848,291	679,965	693,565	3,405	0.5%
Transfer Payments	(150,606)	(235,500)	(102,904)	(650,900)	(665,268)	(415,400)	—%
Continuous Charges	1,108,937	1,400,654	1,603,747	1,368,720	1,396,094	(31,934)	-2.3%
Capital Expenditures	472,919	208,750	582,372	129,700	132,294	(79,050)	-37.9%
Total Uses	\$ 13,678,895	\$ 14,183,048	\$ 16,691,696	\$ 14,010,774	\$ 14,372,975	\$ (172,274)	-1.2%
Total Full-Time Equivalent (FTE)	57.00	61.00	61.00	65.00	68.00	4.00	6.6%

Sources by Type (2020)

Uses by Object (2020)



Budget Analysis

The Department of Public Works and the Office of Capital Projects Fiscal Year 2020 operating budget includes an overall decrease of \$172,274 or 1.2% primarily as a result of the anticipated loss of \$500,000 in State Revenue Sharing funding associated with milling and paving maintenance funding; a reduction in capital outlay requirements for Fiscal Year 2020; and an increase in the allocated project management costs to the Capital Improvements Program. The Fiscal Year 2020 budget includes an increase of \$330,000 for anticipated recycling and refuse contracted services, and increases in personnel services associated with salary and benefits adjustments of existing staff. Further, the Fiscal Year 2020 budget includes the addition of 3.0 FTE for a Deputy Director position, a Mechanic position, and two Capital Projects Managers. There is no fiscal impact to these positions in Fiscal Year 2020, as all associated costs have been offset by operating cost reductions. The Capital

Projects Managers are to be paid through a transfer from the Capital Improvements Program.

The Provisional Fiscal Year 2021 Budget includes identified enhancements totaling \$450,000 associated with the addition of a three-man maintenance crew and the associated capital outlay and operating costs. In addition, an estimated increase of \$145,000 for the recycling and refuse contracted services is included due to additional residential units expected to be completed, and annual contractual increases

The Fiscal Year 2020 budget revenue estimates are decreasing from the Fiscal Year 2019 Adopted Budget due primarily to the elimination of the State Revenue Sharing Funding of \$500,000 for milling and paving maintenance.

Performance Measures

Scorecard	Description	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target	Trend
CS	Percentage of hours worked on curbside brush collection <i>Measures the % of workable hours used on curbside brush collection, based on approx. 48,547 average available hours</i>	14.5%	13.2%	12.4%	↔
CS	Percentage of hours worked on curbside leaf collection <i>Measures the % of workable hours used on curbside leaf collection, based on approx. 48,547 average available hours</i>	8.5%	8.0%	8.0%	↔
FM	Percentage of capital projects completed on schedule <i>Measures the percentage of capital projects completed on schedule</i>	75%	63%	75%	↔
FM	Percentage of capital projects completed within budget <i>Measures the percentage of capital projects completed within budget</i>	83%	80%	80%	↔
BP, FM	Percentage of Building Maintenance calls responded to in 48 hours <i>Measures the percentage of building maintenance calls completed in 48 hours</i>	88%	85%	87%	↔
BP, FM	Percentage of Fleet available <i>Measures the percentage of all vehicles and equipment available on a daily basis</i>	95%	95%	95%	↔
BP, CS	Percentage recycling rate for the Town of Leesburg <i>Measures the percentage of recyclable materials collected by the total tonnage combined refuse and recycling collected</i>	40%	41%	42%	↑
BP, CS	Percentage of refuse and recycling collected on-time <i>Measures the percentage of refuse and recycling collected the same day or as scheduled</i>	99.3%	99.9%	100%	↑
CS	Percentage of trouble calls completed in less than the targeted time <i>Percentage of traffic signal trouble calls responded to within 30 minutes during business hours</i>	99%	99%	100%	↑
BP,CS	Percentage pavement with a pavement condition index of 60 or better <i>Measures the condition that roadways are being maintained</i>	76%	78%	80%	↑

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

Performance Analysis

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

anticipated funding from Northern Virginia Transportation Authority (NVTA).



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 2018, the Kenneth B. Rollins Water Filtration Plant received the Virginia Department of Health's (VDH) Excellence in Waterworks Performance Award for the fourteenth 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.

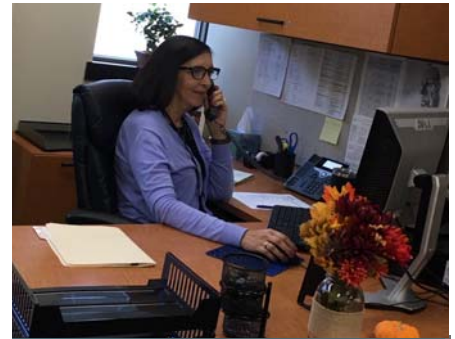
As a public steward of water resources, the Department of Utilities provides [educational](#) and outreach programs designed to inform water and sewer customers on how they can contribute to conserving and maintaining Town water in their homes and businesses, including information geared toward early [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.

Contact Information

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Scan Me



ADMINISTRATION



UTILITY MAINTENANCE



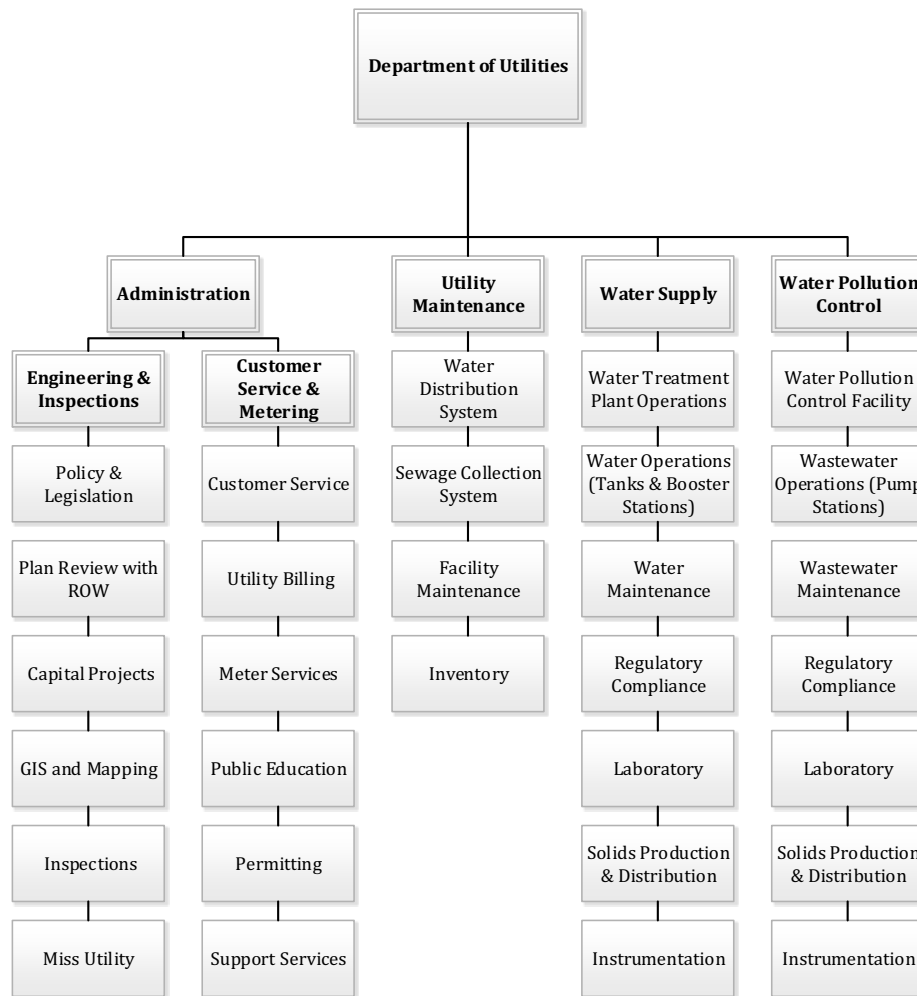
WATER SUPPLY



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 (WPCF) 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 11 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
CS	Customer Driven - Train and nurture employees with the knowledge and skills necessary to provide exceptional customer service.	Prepare and distribute annual water quality reports; Consumer Confidence Report (CCR) to all Town of Leesburg customers	Short
		Provide accurate billing, easy methods of payment, access to usage history, and a positive interaction experience with staff	Short
		Provide uninterrupted water and sanitary sewer services. If interruption occurs, minimize duration of impact	Short
		Review and improve our processes for managing accounts, handling payments, resolving billing issues, responding to information and field service request and notification to customers. Identify way to streamline processes and implement changes	Intermediate
		Continue to plan and manage the Town's water supply and wastewater treatment for long term reliability and efficiency	Long

Scorecard	Goal	Objective	Term
ED	Committed to Employees - Commit to employment practices that promote individual and organization excellence.	Build and Maintain a diverse, skilled, accountable, and teamwork oriented work force; provide educational and IT training programs; expand employee development plan to improve knowledge and understanding of divisional and individual responsibilities; promote certification and development	Short
		Comply with training requirements to maintain operator licenses and earn Continuing Professional Education (CPE) credits	Intermediate
		Promote growth and longevity in the workplace with career ladders	Short
		Plan for workforce succession and provide cross training opportunities for employees to improve employee satisfaction and build a more robust work force	Intermediate
		Provide a safe work environment for all employees. Enhance safety program with third party update of safety procedures and inspection and correction for deficiencies	Intermediate
BP, CS	Stewards of the Environment - Protect our environment through sound policies, operational practices and public education.	Comply with all applicable local, state and federal regulations including but not limited to Safe Water Drinking Act (SWDA)	Short
		Comply with upcoming storm water regulations and assist with laboratory testing of permitted Town sites	Intermediate
		Work with fellow Potomac River Utilities to identify and develop plans and strategies for potential contamination events including participation in regional meetings and table top exercises.	Intermediate
		Continue pH manipulation program using sulfuric acid for Disinfection Byproduct (DBP) precursor removal	Long
		Install sewer flow monitors to evaluate flow patterns for reduction of I&I (Infiltration and Inflow) in sanitary sewer system	Intermediate
		Enhance current distribution system and household plumbing corrosion control efforts through treatment process changes	Short
		Track water usage and strive to maintain non-revenue/unaccounted for water value below 10%	Intermediate

Scorecard	Goal	Objective	Term
BP, FM	Business Processes - Optimize use of technology and asset functionality to enhance operational effectiveness and efficiency.	Install cellular communications, electronic security features and remote computer control programming at remote water and wastewater pumping facilities	Intermediate
		Continue data entry and tracking of work orders, inspections, and infrastructure condition in asset management program and Geographic Information Systems (GIS)	Intermediate
		Regularly identify emerging technology trends and adjust technology based on changing business requirements including but not limited to trenchless	Intermediate
		Continue to perform pump efficiency testing on an annual basis to ensure pumps are operating at optimum capacity	Short
		Track gas and electric usage and reduce usage when possible especially when replacing aging equipment	Short
		Track and forecast future nutrient loadings to ensure infrastructure capacity meets future regulations	Intermediate
		Complete preventative and proactive maintenance work orders and track through asset management program to ensure maximum life of all assets	Long
		Implement a long-term strategy for replacing infrastructure before the end of its useful life	Long
FM	Fiscally Responsible - Manage our resources to ensure that the Department is fiscally and operationally responsible.	Invest in upgrades, repair, replacement and rehabilitation of water and wastewater infrastructure to ensure water and sanitary sewer system have reliable pipes, pumps, valves, and treatment facilities	Intermediate
		Identify and prioritize critical asset for upgrade, repair, replacement or rehabilitation	Intermediate
		Investigate additional revenue sources	Intermediate
		Forecast accurate revenue and expenditures; annual review of rates and update financial plan	Intermediate
		Ensure sufficient water quantity to satisfy both domestic and fire protection needs for current customers; project future water demands with a planning projection of five years	Intermediate
		Work with rate consultant to recommend fair, equitable, and reasonable utility rates and rate structure	Short
		Maintain adequate cash reserves and high credit rating by continuing best practices for financial management	Long
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>			

Providing the Necessities

Expenditures by Division

Divisions	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Utilities Administration	\$ 9,203,278	\$ 4,496,391	\$ 4,700,816	\$ 4,819,587	\$ 5,160,830	\$ 323,196	7.2%
Utilities Lines & Maintenance	2,734,379	3,243,186	3,573,757	3,233,525	3,628,257	(9,661)	-0.3%
Water Supply	3,100,506	3,346,701	3,449,989	3,539,718	3,689,662	193,017	5.8%
Water Pollution Control	4,469,280	4,605,935	5,924,859	4,791,133	5,088,753	185,198	4.0%
Total	\$ 19,507,443	\$ 15,692,213	\$ 17,649,421	\$ 16,383,963	\$ 17,567,502	\$ 691,750	4.4%

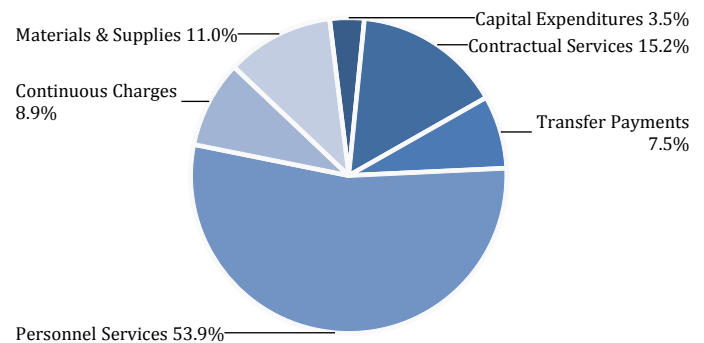
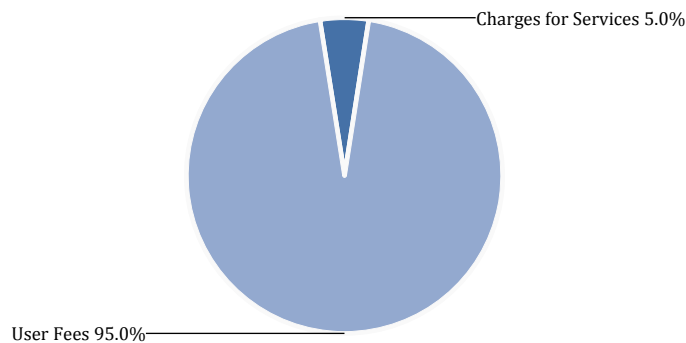
Financial Information & Analysis

Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Sources							
Use of Money & Property	\$ 55,820	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Charges for Services	803,784	812,500	812,500	812,500	812,500	—	—%
Donations & Transfers	—	—	76,250	—	—	—	—%
Total Revenue	\$ 859,603	\$ 812,500	\$ 888,750	\$ 812,500	\$ 812,500	\$ —	—%
User Fees	18,647,840	14,879,713	16,760,671	15,571,463	16,755,002	691,750	4.6%
Total Sources	\$ 19,507,443	\$ 15,692,213	\$ 17,649,421	\$ 16,383,963	\$ 17,567,502	\$ 691,750	4.4%

Uses							
Personnel Services	\$ 7,911,598	\$ 8,268,491	\$ 8,270,981	\$ 8,830,670	\$ 9,543,591	\$ 562,179	6.8%
Contractual Services	1,221,131	2,230,208	3,826,830	2,488,008	2,632,298	257,800	11.6%
Materials & Supplies	1,792,073	1,693,850	1,821,808	1,797,650	1,877,150	103,800	6.1%
Transfer Payments	1,281,994	1,349,800	1,365,840	1,226,640	1,435,339	(123,160)	-9.1%
Continuous Charges	1,315,285	1,420,969	1,463,622	1,462,395	1,474,734	41,426	2.9%
Capital Expenditures	5,985,362	728,895	900,340	578,600	604,390	(150,295)	-20.6%
Total Uses	\$ 19,507,443	\$ 15,692,213	\$ 17,649,421	\$ 16,383,963	\$ 17,567,502	\$ 691,750	4.4%
Total Full-Time Equivalent (FTE)	81.00	83.00	83.00	87.00	91.00	4.00	4.8%

Sources by Type (2020)

Uses by Object (2020)



Budget Analysis

The Fiscal Year 2020 operating budget for the Utilities Department includes an increase of \$691,750 or 4.4% over the Fiscal Year 2019 Adopted Budget. This increase is a result of a comprehensive evaluation of operations as part of the recent water and sewer rate study approved by the Town Council (January 2019). The increase in expenditures is attributable to the addition of four new positions including a Project Manager, a Water and Sewer Inspector, a

Maintenance Worker and a Water Plant Operator and associated operating costs of these position; salary and benefit adjustments for existing staff; and capital re-investment projects including contracted services. The operating budget is completely covered by Utilities System revenue, and therefore, no local tax funding is required.

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

Performance Measures

Scorecard	Description	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target	Trend
BP, CS	Percentage of sanitary sewer mains cleaned <i>Measures the percent of the sanitary sewer cleaned</i>	20%	21%	24%	↑
BP, CS	Percentage of sanitary sewer mains televised <i>Measures the linear feet of sewer mains televised compared to total linear feet of sanitary sewer system</i>	10%	11%	11%	↑
BP, CS	Percentage of water main leaks and breaks <i>Measures the number of leaks and pipeline breaks per mile of water distribution system</i>	11%	13%	14%	↑
BP, CS	Percentage of fire hydrants inspected and maintained <i>Measures the number of fire hydrants inspected and maintained through the water distribution system</i>	55%	50%	49%	↓
BP, CS	Percentage of water main valves inspected and exercised <i>Measures the number of water main valves inspected and exercised in the water distribution system</i>	9%	9%	9%	↔
BP, CS	Percentage of customers experiencing back ups caused by the Town’s sanitary sewer system <i>Measures the number of customers impacted with a sewer back up</i>	0.2%	0.1%	0.1%	↓
CS, ED, FM	Percentage of Class I License of Water and Wastewater Operators <i>Measures the numbers of operators who have Class I license</i>	44%	42%	49%	↑
CS, ED, FM	Capital Reinvestment <i>Measures the total expenditures to the total present worth of utility system assets</i>	1%	2%	2%	↑
CS, ED, FM	Cost per thousand gallons of wastewater produced (O&M expenses) <i>Measures the wastewater treatment (operating and capital) cost per 1,000 gallons treated</i>	\$2.65	\$2.61	\$3.12	↑
CS, ED, FM	Cost per thousand gallons of water produced (O&M expenses) <i>Measures the water production (operating) cost per 1,000 gallons of water produced</i>	\$1.88	\$2.01	\$2.11	↑
CS, ED, FM	Percentage of produced water that fails to reach customers and cannot otherwise be accounted for through authorized usage <i>Measures the amount of water that is not billed or accounted for as non-revenue water</i>	6.2%	6.0%	5.8%	↓
BP, CS	Percentage of wastewater samples that meet or exceed compliance standards <i>Measures the number of wastewater samples that meet or exceed Federal and State regulations</i>	100%	100%	100%	↔
CS, ED	Percentage of water quality tests that meet compliance standards <i>Measures the total number of water quality samples required for federal and state regulations</i>	100%	100%	100%	↔
BP, FM	Percentage of customers that complain about water quality <i>Measures the total number of water quality customer service requests</i>	0.2%	0.2%	0.2%	↔

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. Water and sewer treatment and delivery is the most capital-intensive of all utility services. Today’s utilities are experiencing industry wide reductions in water usage, coupled with increasing costs of operations, maintenance and replacement of aging infrastructure. In parallel with the continuing growth of the Town, the Town remains proactive in its strategies for preventative maintenance programs in

order to provide uninterrupted service to customers. In January 2019, the Town Council adopted a five-year water and sewer rate plan focused on the reinvestment of the Town’s aging infrastructure at the lowest possible cost.

Providing the Necessities



Ensuring Quality of Life

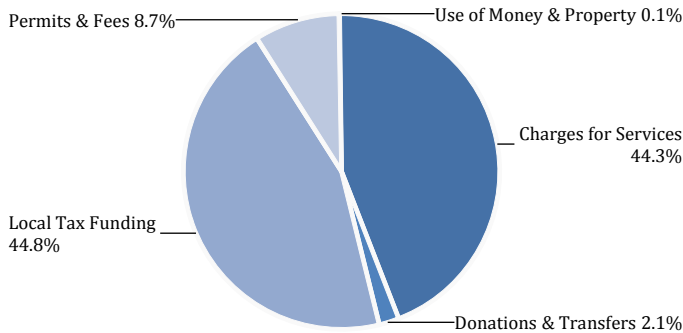
This functional category includes the Department of Parks and Recreation, Thomas Balch Library, the Department of Planning & Zoning, the Department of Plan Review. In sum, these departments provide essential community, planning, and recreational services and amenities that afford Leesburg residents and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

Financial Information & Analysis

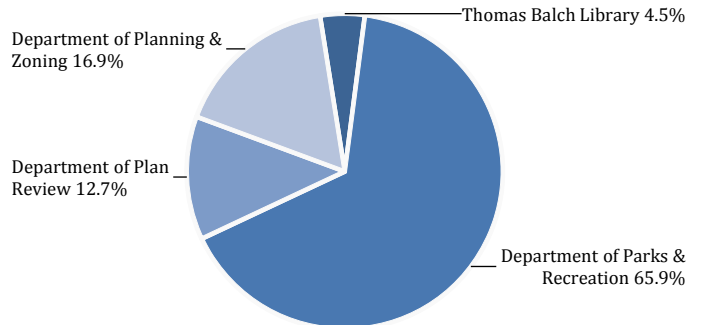
Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance		Pg #
	Actual	Budget	Revised	Adopted	Provisional	\$	%	
Sources								
Permits & Fees	\$ 1,145,229	\$ 1,260,700	\$ 1,260,700	\$ 1,015,700	\$ 1,015,700	\$ (245,000)	-19.4%	
Use of Money & Property	14,304	11,000	11,000	11,000	11,000	—	—%	
Charges for Services	5,077,190	5,130,621	5,130,621	5,159,621	5,258,927	29,000	0.6%	
Donations & Transfers	414,059	229,600	233,250	239,081	241,566	9,481	4.1%	
Total Sources	\$ 6,650,782	\$ 6,631,921	\$ 6,635,571	\$ 6,425,402	\$ 6,527,193	\$ (206,519)	-3.1%	
Local Tax Funding	4,702,086	4,780,192	5,202,324	5,223,923	5,391,585	443,731	9.3%	
Total Sources	\$ 11,352,868	\$ 11,412,113	\$ 11,837,895	\$ 11,649,325	\$ 11,918,778	\$ 237,212	2.1%	

Uses								
Department of Parks & Recreation	\$ 7,566,122	\$ 7,587,188	\$ 7,807,384	\$ 7,682,670	\$ 7,872,788	\$ 95,482	1.3%	113
Thomas Balch Library	496,808	507,675	528,595	529,664	540,258	21,989	4.3%	119
Department of Planning & Zoning	1,955,604	1,869,326	1,935,723	1,963,192	2,002,457	93,866	5.0%	125
Department of Plan Review	1,334,334	1,447,924	1,566,193	1,473,799	1,503,275	25,875	1.8%	131
Total Uses	\$ 11,352,868	\$ 11,412,113	\$ 11,837,895	\$ 11,649,325	\$ 11,918,778	\$ 237,212	2.1%	

Sources by Fund (2020)



Uses by Department (2020)





Department of Parks & Recreation

Mission

The Department of Parks & Recreation provides exceptional programs, amenities and services to meet the diverse recreational interests and enhance the quality of life for the Leesburg community.

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 featuring 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 other Town-owned sports facilities including the Freedom Park athletic complex, the Ida Lee Park soccer/lacrosse fields, the baseball and football fields at Robinson Park, and the Eric Brown Skate Plaza at Catoctin Park. The Department provides beautification efforts throughout the Town, including the installation and maintenance of the downtown hanging flower baskets and planters, the landscaping surrounding the Town's various municipal buildings, and the implementation of the downtown as a park initiative.

The Department of Parks & Recreation 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](#). Participation is 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 Airshow, TASTE Leesburg, and Holidays in Leesburg. These major events, along with numerous smaller offerings, provide opportunities for residents to come together and create a sense of community within Leesburg.

For registration and additional information please call (703) 777-1368 or visit www.IdaLee.org



ADMINISTRATION



PARKS



RECREATION

Contact Information

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

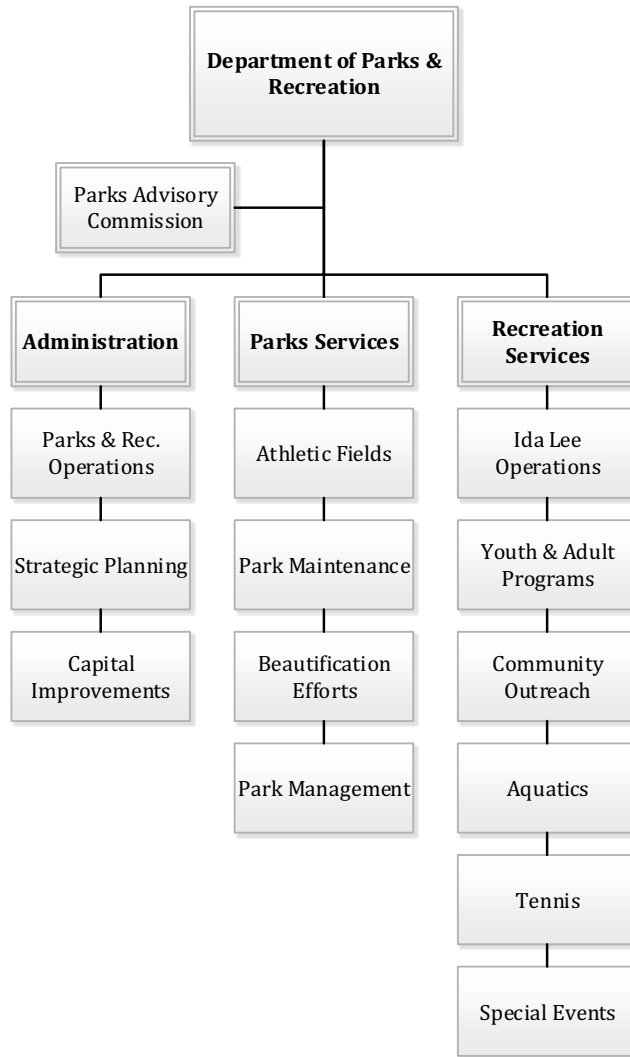
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Connect With Us



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 Services 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: 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, A.V. 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 Airshow, TASTE Leesburg, Holidays in Leesburg, and providing event planning support to the Town’s Office of Economic Development.

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 website in order to improve service delivery	Long
BP, CS, FM	Increase Departmental revenue in targeted program areas by 2% in FY 2020	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 2020	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 FY2020	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

Scorecard	Goal	Objective	Term
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

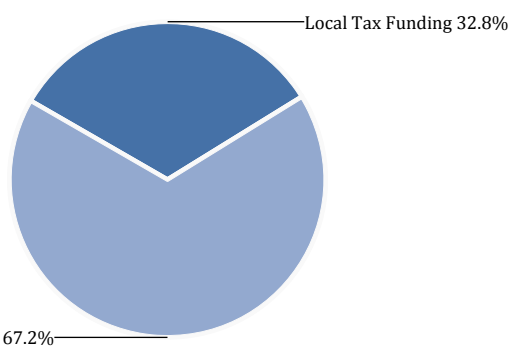
Divisions	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
P&R Administration	\$ 697,140	\$ 572,716	\$ 641,134	\$ 597,321	\$ 609,267	\$ 24,605	4.3%
Parks	1,337,036	1,259,968	1,370,113	1,354,620	1,381,712	94,652	7.5%
Recreation	5,531,946	5,754,504	5,796,137	5,730,729	5,881,809	(23,775)	-0.4%
Total	\$ 7,566,122	\$ 7,587,188	\$ 7,807,384	\$ 7,682,670	\$ 7,872,788	\$ 95,482	1.3%

Financial Information & Analysis

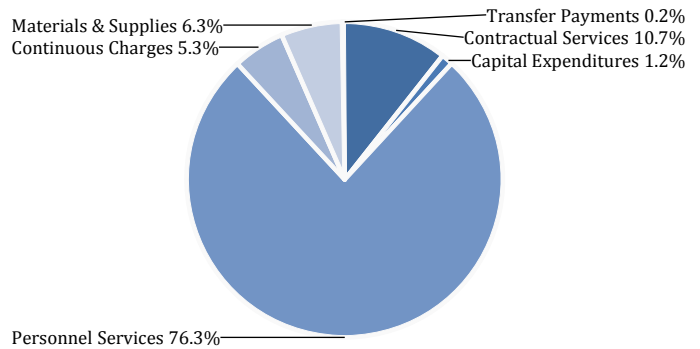
Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Sources							
Use of Money & Property	\$ 4,530	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Charges for Services	5,076,883	5,130,621	5,130,621	5,159,621	5,258,927	29,000	0.6%
Donations & Transfers	27,871	—	3,650	—	—	—	—%
Total Revenue	\$ 5,109,284	\$ 5,130,621	\$ 5,134,271	\$ 5,159,621	\$ 5,258,927	\$ 29,000	0.6%
Local Tax Funding	2,456,838	2,456,567	2,673,113	2,523,049	2,613,861	66,482	2.7%
Total Sources	\$ 7,566,122	\$ 7,587,188	\$ 7,807,384	\$ 7,682,670	\$ 7,872,788	\$ 95,482	1.3%

Uses							
Personnel Services	\$ 5,646,984	\$ 5,772,650	\$ 5,729,031	\$ 5,860,738	\$ 5,977,952	\$ 88,088	1.5%
Contractual Services	839,093	825,370	924,238	825,310	878,281	(60)	0.0%
Materials & Supplies	465,816	472,212	475,645	480,712	490,327	8,500	1.8%
Transfer Payments	120,810	12,500	12,500	12,500	12,750	—	—%
Continuous Charges	425,418	406,456	409,317	410,410	418,618	3,954	1.0%
Capital Expenditures	68,001	98,000	256,653	93,000	94,860	(5,000)	-5.1%
Total Uses	\$ 7,566,122	\$ 7,587,188	\$ 7,807,384	\$ 7,682,670	\$ 7,872,788	\$ 95,482	1.3%
Total Full-Time Equivalent (FTE)	37.30	35.00	35.00	36.00	36.00	1.00	2.9%

Sources by Type (2020)



Uses by Object (2020)



Budget Analysis

The Fiscal Year 2020 operating budget for the Department of Parks & Recreation includes an increase of \$95,482 or 1.3% over the Fiscal Year 2019 Adopted Budget. This increase is attributable to salary and benefits adjustment of existing staff, contractual services, and programming costs. In addition, the Fiscal Year 2020 budget includes an additional 1.0 FTE for a Outdoor Facilities Supervisor position. There is no fiscal impact to the Fiscal Year 2020 budget as

the position cost has been completely offset by reductions in operating costs or increased revenue.

Performance Measures

Scorecard	Description	FY 2018 Actual	FY 2019 Estimate	FY 2020 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, & outdoor pool users via daily or pass admissions</i>	391,501	392,000	393,000	↑
CS	Number of recreation programs offered <i>Measures the total number of recreational programs offered by the department</i>	7,272	7,300	7,300	↔
CS, FM	Percentage of recreation program registration <i>Measures the percentage of recreation programs offered that are actually held</i>	83%	85%	85%	↑
BP, CS	Percentage of on-line registrations <i>Measure the percentage of all recreation program registrations that are performed on-line</i>	59%	59%	60%	↔
CS	Number of athletic field events <i>Measures the total number of athletic games and practices scheduled on fields maintained by the department</i>	2,479	2,600	2,600	↔
CS	Number of special events offered <i>Measures the total number of special events managed and produced by the department</i>	12	13	13	↔
BP, FM	Dollar value of special event costs per capita <i>Measures the net cost per capita for the special events produced by the department</i>	\$3.09	\$3.97	\$3.97	↑
BP, CS	Number of event applications received <i>Measures the number of event permit applications received by the department</i>	53	56	60	↑
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>	1,415	1,500	1,540	↑
BP, CS	Number of community outreach attendance <i>Measures the total number of attendees for all community outreach site locations</i>	4,940	5,000	5,400	↑
CS, FM	Number of Parks and Recreation facility rental hours <i>Measures the total number of hours of park, room, and amenity rentals</i>	15,663	16,201	16,751	↑

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 is projecting an increase in the number of recreational facility visits in FY 2020 (393,000) 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 7,300 and the number of athletic field events is anticipated to remain constant at 2,600 in FY 2020. The number of Special Event applications processed by the department in FY 2020 is projected to increase to 60, while the number of Town produced special events is anticipated to show no increase. Even though the department has expanded its services and offerings, the percentage cost recovery has remained constant at approximately 67% due to increasing overhead costs, while 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. Collection materials include books, digital materials, oral histories, periodicals, maps, visual collections, newspapers, and manuscripts that provide researchers, students, and the purely curious an opportunity to study and understand the history of Loudoun businesses, cultural resources, communities, individuals and families, local government and public leaders, and organizations in the Town of Leesburg and Northern Virginia.

As a historical and genealogical research facility, the library provides the opportunity to put a human face on history through shared knowledge. The library is a designated [Underground Railroad](#) research site. Historical "factoids" obtained from collections held by the library are posted weekly on the 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 preservation, historical, cultural, and genealogical research strategies, quarterly and monthly exhibits focusing on issues of regional significance, and group tours for researchers and history enthusiasts. The library offers a comprehensive [internship and volunteer](#) program and operates a small store with local and regional history books and genealogy materials.

Thomas Balch Library consists of four major operating functions: Administration, Library Operations, Community Services, and Education, Outreach, & Marketing. For more information, please visit the Thomas Balch Library's webpage at www.leesburgva.gov/library.

Library Hours:

Monday & Friday:	10:00AM-5:00PM
Tuesday:	10:00AM-8:00PM
Wednesday:	2:00PM-8:00PM
Thursday:	10:00AM-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
(703) 771-7196

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ADMINISTRATION



LIBRARY OPERATIONS



COMMUNITY SERVICES

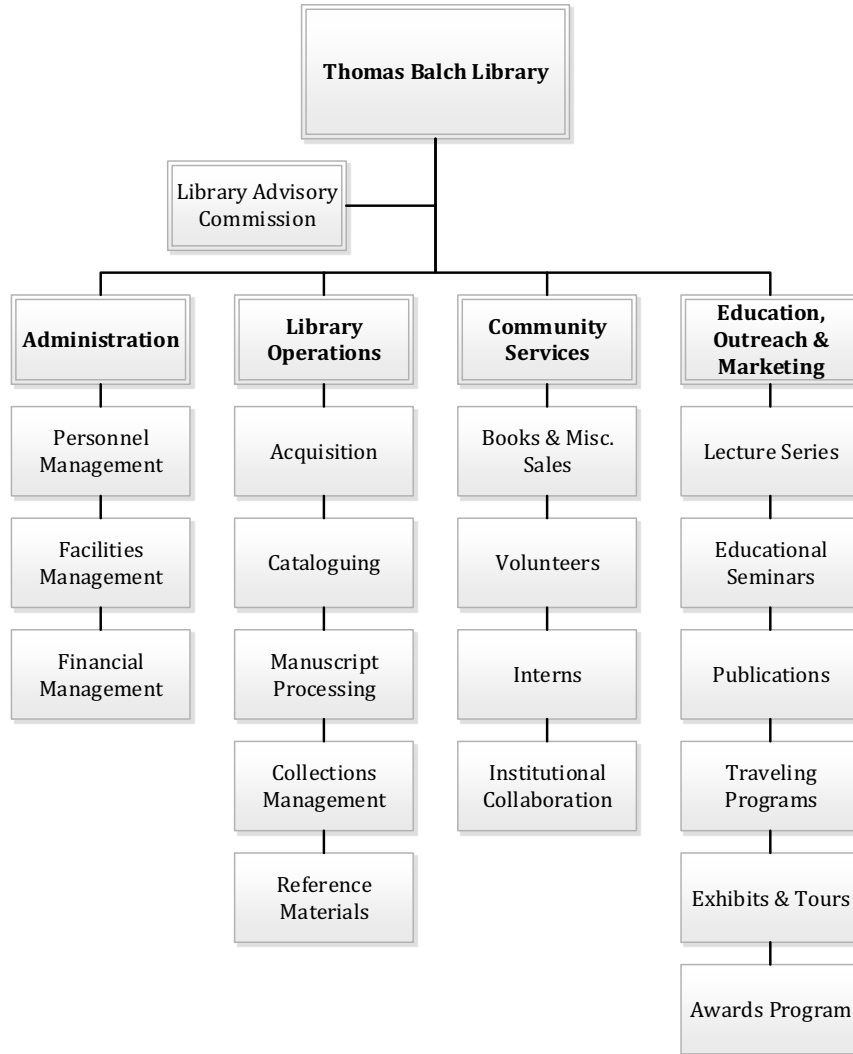


EDUCATION & OUTREACH

Connect With Us



Organization Chart



Summary of Services

Administration

The administration function includes personnel management; oversight and control of funds appropriated to run the facility; and management of the physical plant and meeting room rental space. 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 staff liaison to the Thomas Balch Library Advisory Commission and Friends of the Thomas Balch Library and serves on the Thomas Balch Library Foundation Board.

Library Operations

The library 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. Management of collection materials includes inventory control and preservation. Library staff provides onsite and offsite research

assistance via Facebook, mail, email, fax, or phone. Periodic surveys assist the library in determining patron needs and in incorporating recommendations from the community into its acquisitions, operations and programming. Interlibrary loan services are provided on a fee basis to assist those seeking materials not housed at the library. The library works cooperatively with statewide and national organizations such as VIVA, VAMPS, Archives Grid, and the Library of Congress to increase global awareness of holdings.

Community Services

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

library while providing tangible benefits to the library in processing manuscript collections.

Education, Outreach & Marketing

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

between history and genealogy. Working cooperatively with the Library Commission, the library presents annual recognition awards to selected local historians for distinguished service in preserving the history of Loudoun County. 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.

Ensuring Quality of Life

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	Find storage space for collections	Investigate options for additional 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, and 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

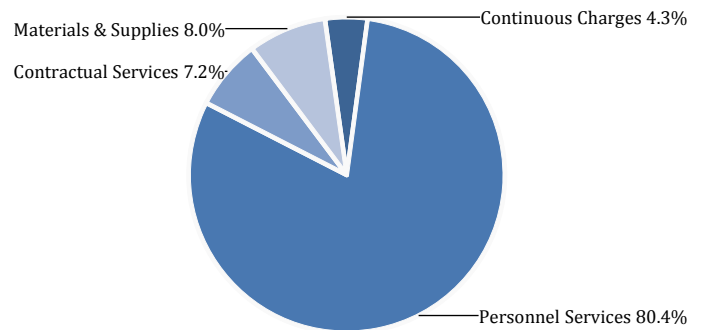
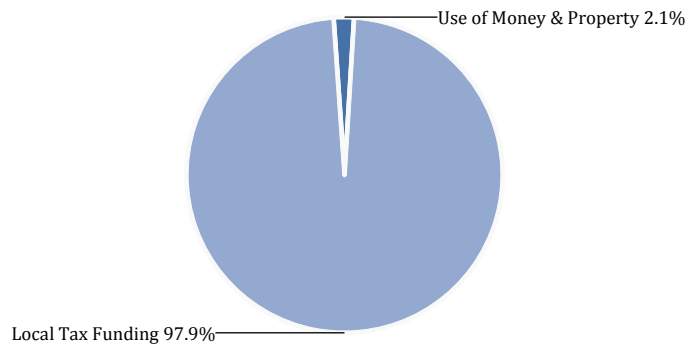
BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Financial Information & Analysis

Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Sources							
Use of Money & Property	\$ 9,774	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ —	—%
Donations & Transfers	874	—	—	—	—	—	—%
Total Revenue	\$ 10,649	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ —	—%
Local Tax Funding	486,159	496,675	517,595	518,664	529,258	21,989	4.4%
Total Sources	\$ 496,808	\$ 507,675	\$ 528,595	\$ 529,664	\$ 540,258	\$ 21,989	4.3%
Uses							
Personnel Services	\$ 408,346	\$ 408,871	\$ 420,756	\$ 426,089	\$ 434,611	\$ 17,218	4.2%
Contractual Services	30,468	35,983	47,213	38,163	38,926	2,180	6.1%
Materials & Supplies	30,386	40,655	40,655	42,430	43,279	1,775	4.4%
Continuous Charges	21,993	22,166	17,972	22,982	23,442	816	3.7%
Capital Expenditures	5,615	—	1,999	—	—	—	—%
Total Uses	\$ 496,808	\$ 507,675	\$ 528,595	\$ 529,664	\$ 540,258	\$ 21,989	4.3%
Total Full-Time Equivalent (FTE)	3.00	3.00	3.00	3.00	3.00	—	—%

Sources by Type (2020)

Uses by Object (2020)



Budget Analysis

The Thomas Balch Library Fiscal Year 2020 operating budget includes an increase of \$21,989 or 4.3% over the Fiscal Year 2019 Adopted Budget that is largely attributable to increases in personnel services for salary and benefit adjustments for existing staff, and to continue to utilize flexible part time staff. Overall Town staffing needs remain a focus; however, the Library continues to manage its resources well and leverages its relationship with community and institutional partners effectively in order to provide value added services to Library patrons.

Performance Measures

Scorecard	Description	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target	Trend
BP, CS	Number of annual visitors <i>Measures the total number of visitors as recorded by electronic eye</i>	33,543	34,236	34,000	↔
BP, CS	Number of reference requests <i>Measures the total number of reference requests serviced</i>	26,700	32,232	35,000	↑
BP, CS	Number of Library programs offered <i>Measures the total number of public events produced by staff</i>	144	126	126	↓
BP, CS	Number of Library program attendees <i>Measures the total number of patrons attending programs</i>	3,047	3,328	3,500	↑
BP, CS, FM	Number of meeting room bookings <i>Measures the total number of non-library events held at the facility</i>	104	82	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	1,313	2,000	↑
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	\$210,921	\$175,000	↓

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

Performance Analysis

The Thomas Balch Library continues to welcome over 34,000 visitors annually, while responding to more than 32,000 requests for reference services. Overall library programs offered have remained the same despite decreased staffing due to staffing turnover. 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 Library continues to receive outstanding manuscript collections though insufficient staffing limits the number of collections processed and made available each year. Space constraints adversely affect the ability to accept all worthy donations.



Department of Planning & Zoning

Mission

The Department of Planning and Zoning facilitates 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 rezonings and [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. This Commission spearheads education, outreach, award programs and hands-on projects to preserve and enhance the natural and built environment in the Town.

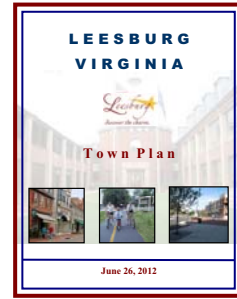
In addition to support to Boards and Commissions, the Department of Planning and Zoning consists of four major operating functions: Administration, Application Review, Comprehensive Planning, and Zoning.

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

Contact Information

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(703) 771-2770

Scan Me



Organization Chart



Summary of Services

Administration

The administration function provides oversight and coordination to the planning and zoning services delivered to the Town, with special emphasis on records management, which is required for compliance with the Virginia Public Records Act. Administration supports education and outreach efforts to inform residents and businesses about special projects, zoning ordinance updates, and Town Plan amendments. Information is available to interested parties via topic-specific internet webpages, listservs, LIAM, the Leesburg Interactive Application Map, and an interactive zoning 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.	Conduct a comprehensive review of the Town Plan and update policies as necessary to assure that the Town has an updated map for achieving community land development goals.	Intermediate
		Assure that Town Plan policies are clear and that strategic steps are identified through an Action Program to help achieve community goals.	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

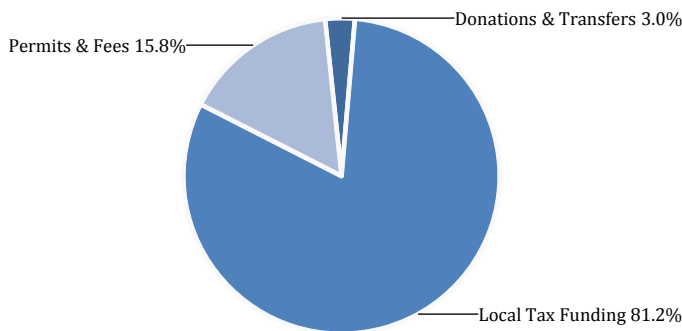
Scorecard	Goal	Objective	Term
BP, ED	Maximize use of technology to increase efficiency and effectiveness for all Planning and Zoning work program areas.	Digitize new land development applications upon acceptance for processing and update regularly per the Department SOP throughout the land development 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.	
		Identify and provide training for staff to increase GIS capabilities.	Intermediate
		Maximize use of website for application and permit management including filing and payment for applications and to provide information on the public and to conduct outreach efforts.	Intermediate
		Participate with Loudoun County in the development of a replacement of LMIS with a new parcel-based software system. Implement such system in the Town of Leesburg. Collaborate with Loudoun County on their initiative to implement electronic plan review and implement it in Leesburg.	Long
BP	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.	Intermediate
		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.	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
		Update the Zoning Ordinance to reflect contemporary uses and standards. Make it more user friendly by ensuring it is searchable and includes graphics and illustrations as a means of explaining zoning requirements.	Intermediate

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

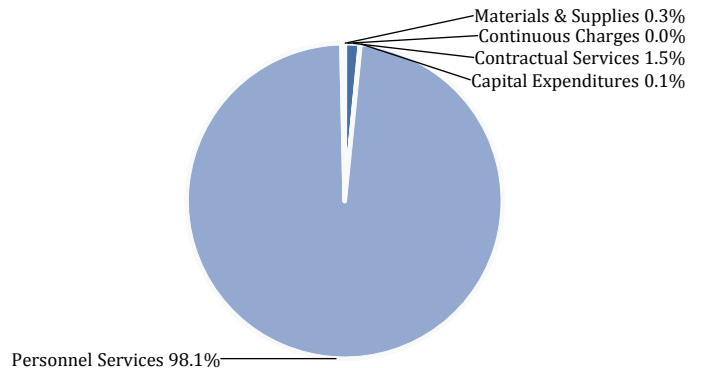
Financial Information & Analysis

Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Sources							
Permits & Fees	\$ 235,399	\$ 310,700	\$ 310,700	\$ 310,700	\$ 310,700	\$ —	—%
Charges for Services	307	—	—	—	—	—	—%
Donations & Transfers	214,713	57,100	57,100	59,281	59,727	2,181	3.8%
Total Revenue	\$ 450,419	\$ 367,800	\$ 367,800	\$ 369,981	\$ 370,427	\$ 2,181	0.6%
Local Tax Funding	1,505,185	1,501,526	1,567,923	1,593,211	1,632,030	91,685	6.1%
Total Sources	\$ 1,955,604	\$ 1,869,326	\$ 1,935,723	\$ 1,963,192	\$ 2,002,457	\$ 93,866	5.0%
Uses							
Personnel Services	\$ 1,760,921	\$ 1,843,291	\$ 1,843,289	\$ 1,925,177	\$ 1,963,681	\$ 81,886	4.4%
Contractual Services	159,422	19,145	85,472	30,025	30,626	10,880	56.8%
Materials & Supplies	8,149	6,600	6,600	6,600	6,732	—	—%
Continuous Charges	331	290	362	290	296	—	—%
Capital Expenditures	26,780	—	—	1,100	1,122	1,100	—%
Total Uses	\$ 1,955,604	\$ 1,869,326	\$ 1,935,723	\$ 1,963,192	\$ 2,002,457	\$ 93,866	5.0%
Total Full-Time Equivalent (FTE)	14.00	14.00	14.00	14.00	14.00	—	—%

Sources by Type (2020)



Uses by Object (2020)



Budget Analysis

The Fiscal Year 2020 operating budget for the Department of Planning and Zoning includes an increase of \$93,886 or 5.0% primarily due to salary and benefits of existing and recently hired employees as well as \$10,000 for phase 1 of 3 in updating survey records for the contributing structures in the H-1 District.

Performance Measures

Scorecard	Description	FY 2018 Actual	FY 2019 Estimate	FY 2020 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>	131	225	300	↑
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>	994	900	1,000	↑

Scorecard	Description	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target	Trend
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>	171	250	250	↑
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>	65	50	50	↔
BP, CS	Number of COAs reviewed administratively <i>Measures the total number of certificate of appropriateness applications processed by staff</i>	73	75	75	↑
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>	40	26	22	↓
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>	89%	90%	95%	↑
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>	38	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>	10	9	9	↔

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

Performance Analysis

The primary function of the Department of Planning and Zoning is to oversee the growth of community development in the Town through zoning administration, legislative land development application review, and comprehensive planning. Zoning permits for residential homes and commercial development projects were up by 10% over a year ago. Zoning permits for larger projects such as new residential or commercial were down from the previous year but permits for smaller projects such as decks, sheds or signs were up. 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. In 2017 an additional Zoning Inspector was added and this has led to a better ability to follow up on complaints and zoning issues. Consequently zoning violation caseload has increased by 22%. Zoning Inspectors continue to spend time on outreach and education in the community about zoning code compliance. In the last fiscal year staff reviewed about the same number of rezoning and special exception land development applications as the previous fiscal year. However, for those 40 cases, there were a total of 63 submissions which is up 26% from the previous year. Applicants are given the opportunity to choose whether to pursue resolution of issues with staff after the second submission comments are provided or to go forward to work with the Planning Commission on remaining issues. Staff is seeing an uptick in the number of submissions that are submitted to resolve issues prior to going forward in the public review process with the Planning Commission and Town Council. The amount of time spent on each land development application depends on the complexity of the proposal (e.g. rezoning accompanied by 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 89% 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.

In Fiscal Year 2018 the total number of Certificates of Appropriateness (COA's) received and reviewed by the Board of Architecture Review (BAR) and staff was 138 which is a 21% increase from the previous fiscal year. Over the past 6 years, this caseload has varied between 114 to 170 cases per fiscal year with the average being 135 cases. Staff projects that COA applications for FY19 will be slightly less than this average, however if the national and local economies continue to strengthen and property owners continue to invest in their properties application levels may continue at the average rate or higher. The goal over time is to increase administrative review of less complex COA's which would allow the BAR to focus on more complex applications that have a greater impact on the Historic District.

Department of Plan Review

Mission

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

Description

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

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

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

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



FRONT COUNTER SERVICES



PLAN REVIEW

Contact Information

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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.

Plan Review Operations is also the State’s Administrator for managing the Virginia Stormwater Management Program (VSMP) for all construction projects within the Town’s corporate limits. As such, Plan Review Staff is now responsible for the entire review of all Virginia Pollution Discharge Elimination System (VPDES) and Storm Water Pollution Prevention Plan (SWPPP) permits and recommends approval of these permits to the Virginia Department of Environmental Quality (DEQ) who issues the formal State 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.	Short
		Continue to meet with applicants between submissions to assist with finding acceptable solutions to Town comments.	Long
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

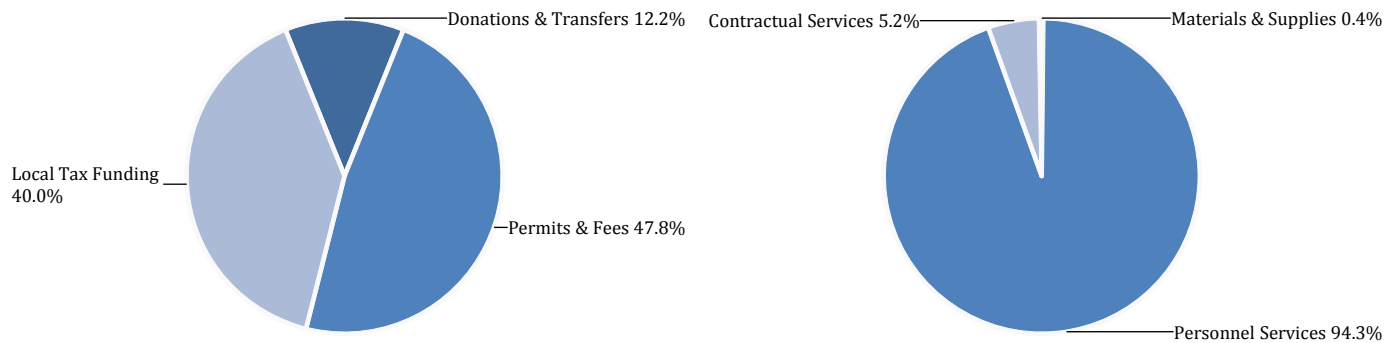
BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Financial Information & Analysis

Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Sources							
Permits & Fees	\$ 909,830	\$ 950,000	\$ 950,000	\$ 705,000	\$ 705,000	\$ (245,000)	-25.8%
Donations & Transfers	170,600	172,500	172,500	179,800	181,839	7,300	4.2%
Total Revenue	\$ 1,080,430	\$ 1,122,500	\$ 1,122,500	\$ 884,800	\$ 886,839	\$ (237,700)	-21.2%
Local Tax Funding	253,904	325,424	443,693	588,999	616,436	263,575	81.0%
Total Sources	\$ 1,334,334	\$ 1,447,924	\$ 1,566,193	\$ 1,473,799	\$ 1,503,275	\$ 25,875	1.8%
Uses							
Personnel Services	\$ 1,256,645	\$ 1,306,751	\$ 1,352,239	\$ 1,390,376	\$ 1,418,184	\$ 83,625	6.4%
Contractual Services	72,550	131,673	204,455	76,923	78,461	(54,750)	-41.6%
Materials & Supplies	5,138	6,500	6,005	6,500	6,630	—	—%
Capital Expenditures	—	3,000	3,495	—	—	(3,000)	-100.0%
Total Uses	\$ 1,334,334	\$ 1,447,924	\$ 1,566,193	\$ 1,473,799	\$ 1,503,275	\$ 25,875	1.8%
Total Full-Time Equivalent (FTE)	8.00	9.00	9.00	9.00	9.00	—	—%

Sources by Type (2020)

Uses by Object (2020)



Budget Analysis

The Department of Plan Review Fiscal Year 2020 operating budget reflects an increase of \$25,875 or 1.8% primarily due to salary and benefit adjustments for existing staff. In addition, contractual services funding has been reallocated to personnel services for a

flexible part time engineer that cost significantly less compared to contractual services and provides a more efficient use of resources. There is no fiscal impact to the reallocation of resources between contracted and personnel services.

Performance Measures

Scorecard	Description	FY 2018 Actual	FY 2019 Estimate	FY 2020 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>	160	150	150	↓
BP, FM	Number of Minor Land Development Reviews by DPR <i>Measures the total number of minor land development reviews by DPR</i>	150	130	130	↓
FM	Number of new first submission Site Plans <i>Measures the market activity for new commercial applications</i>	18	16	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 2018 Actual	FY 2019 Estimate	FY 2020 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>	70	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>	35	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>	35	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>	55	50	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>	75	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	30	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>	60	60	60	↑
BP, CS	Percentage of plans reviewed within the State mandated time frames <i>Measures quality of plan and efficiency of staff</i>	95%	98%	100%	↑
BP, CS, FM	Number of Major Home Improvement Plans processed by DPR <i>Measures the market activity for home improvement</i>	35	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	50	50	↓

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

Performance Analysis

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

The market activity for commercial development continued to process a very high volume of new site plan submissions in calendar year 2018 with a total of 12 new Site Plan applications. This is slightly less than the previous 3 year trend of 16-18 new Site Plan Submissions. Forecasting the next 2 years, the trend should hold steady with the total number of new first submission site plans reviewed averaging 12-15 new site plans. In calendar year 2018, a few of the larger applications under review were: Meadowbrook Sections 3&4 (Approved), Site Plan for Leesburg Technology Park (Approved), Potomac Station Market Place, Phase 1 Infrastructure

Plans (Approved), Potomac Station Market Place, Phase 2 Infrastructure Plans (Approved), Leegate Public Improvement Site Plan and Residential Preliminary Plan (Approved) and the King Street KMI Site Plan (Approved). 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 will remain similar as the workload continues to stabilize in calendar year 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.



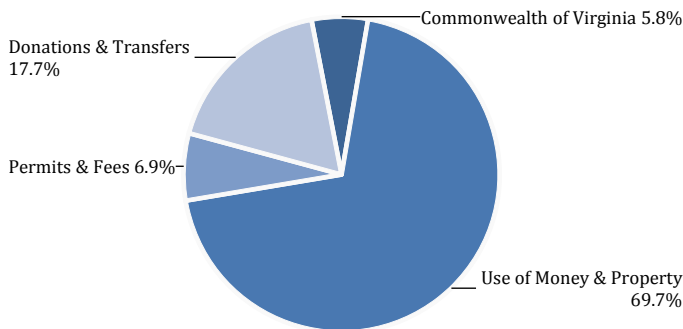
Seizing the Future

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.

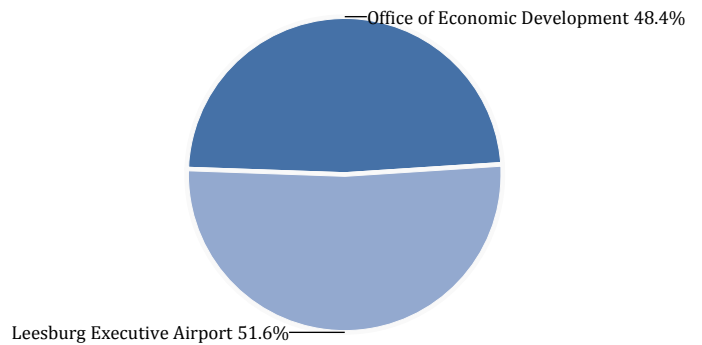
Financial Information & Analysis

Object Categories	FY 2018 Actual	FY 2019 Budget	FY 2019 Revised	FY 2020 Adopted	FY 2021 Provisional	Variance		Pg #
						\$	%	
Sources								
Permits & Fees	\$ 101,932	\$ 119,350	\$ 119,350	\$ 119,350	\$ 119,350	\$ —	—%	
Use of Money & Property	1,120,556	1,156,588	1,156,588	1,211,037	1,211,037	54,449	4.7%	
Donations & Transfers	314,100	303,179	303,179	308,179	308,179	5,000	1.6%	
Commonwealth of Virginia	72,404	100,000	100,000	100,000	100,000	—	—%	
Total Sources	\$ 1,608,993	\$ 1,679,117	\$ 1,679,117	\$ 1,738,566	\$ 1,738,566	\$ 59,449	3.5%	
Local Tax Funding	(145,476)	(44,323)	11,836	(54,887)	(21,013)	(10,564)	0.0%	
Total Sources	\$ 1,463,517	\$ 1,634,794	\$ 1,690,953	\$ 1,683,679	\$ 1,717,553	\$ 48,885	3.0%	
Uses								
Office of Economic Development	\$ 678,103	\$ 780,827	\$ 793,020	\$ 815,058	\$ 831,559	\$ 34,231	4.4%	139
Leesburg Executive Airport	785,414	853,967	897,932	868,621	885,994	14,654	1.7%	145
Total Uses	\$ 1,463,517	\$ 1,634,794	\$ 1,690,953	\$ 1,683,679	\$ 1,717,553	\$ 48,885	3.0%	

Sources by Fund (2020)



Uses by Department (2020)





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

The Office of Economic Development is dedicated to establishing the Town of Leesburg as a premier business location and travel destination in Virginia. The Office works to create a favorable business climate in Leesburg that attracts investors to our community, helping to ensure the long-term financial stability and quality of life for our Town and residents. Serving as the point of contact for both existing and new businesses within the Town, the Office of Economic Development strives to attract new businesses in both entrepreneurial and high-growth market segments, as well as increase local awareness of existing local businesses by encouraging consumers to "think locally" for their business and personal needs/services.

Tourism and downtown revitalization efforts continue to be coordinated with community partners, including Visit Loudoun, the Village at Leesburg, Leesburg Corner Premium Outlets, the Historic Downtown Leesburg Association, the Commission on Public Art, Friends of Leesburg Public Art and downtown business stakeholders.

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. This 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. Additionally, as the home of the Small Business Development Center (SBDC), the MEC-Leesburg is the firmly established hub of entrepreneurship for Leesburg and Loudoun. Monthly programs and events focus on the growth of scalable businesses in order to enhance the entrepreneurial ecosystem.

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 including the MEC-Leesburg, the Small Business Development Center, [Loudoun County Chamber of Commerce](#) and [Visit Loudoun](#). In addition, the Office plays a dynamic role in providing business advocacy services among Town departments for land development process, which ultimately lessens the residential tax burden through growth in the commercial tax base. The Office of Economic Development is the "Start Here" of business development.

Contact Information

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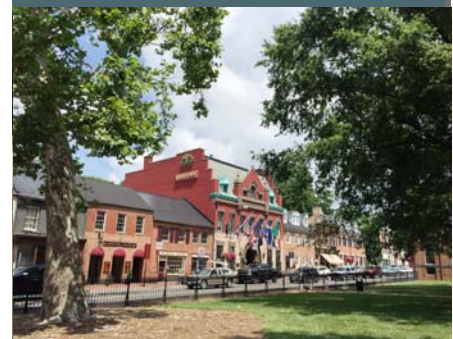
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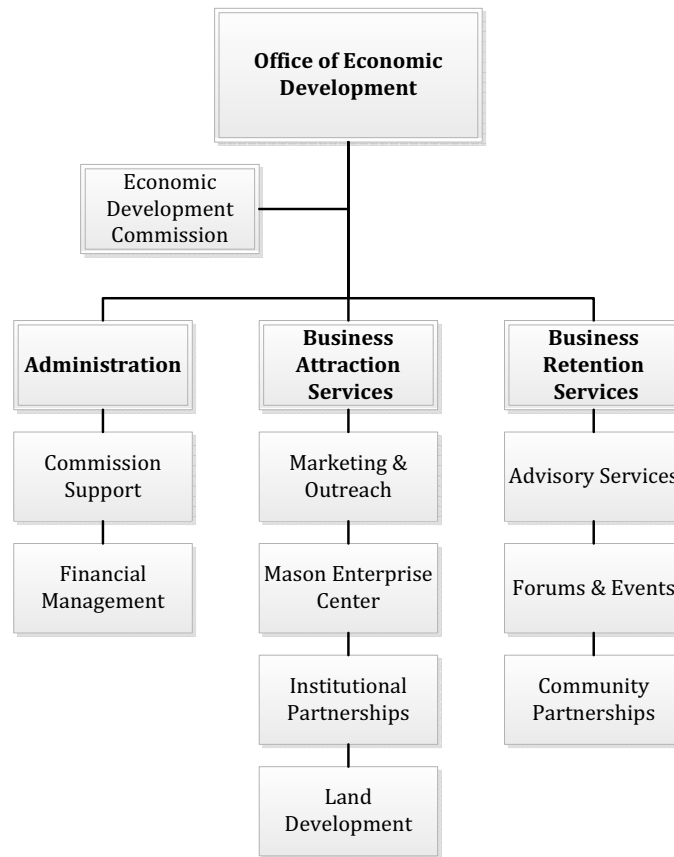
BUSINESS ATTRACTION



BUSINESS RETENTION



Organization Chart



Summary of Services

Administration

The administration function includes management of the Office of Economic Development and providing support to the Economic Development Commission. The Office works closely with regional partners, including the Mason Enterprise Center (MEC), Loudoun County Department of Economic Development, the Loudoun County Chamber of Commerce, Visit Loudoun and the Loudoun County Public School Business Partnership Council to ensure Leesburg remains a destination of choice. 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 web-page, 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 of Economic Development (OED). This involves marketing and promoting the Town's assets to attract new businesses and investment. A key element to the success of this effort is the local business climate. To that end, the OED works closely with other Town departments, serving as an Ombudsman for the local business community. Additional 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 OED 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 industry sectors that match our local workforce and needs. Examples include government agencies and contracting, health innovation and technology, medical industry, information and communication technology, retail, hospitality, agricultural related segments 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 the local business community, connecting them 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 continued business growth in Town.

Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS	Enhance the Department's role in facilitating business projects within the Town and creating a strong business community.	Facilitate an efficient business-friendly environment through cross-departmental collaboration.	Short
		In partnership with other Town departments, work to develop new plans and update existing guidelines, processes and regulations to match current market demands.	Long
FM, BP, CS	Enhance Leesburg's financial well being and stability by expanding and diversifying the local commercial base and execute programs that boost job growth, business revenues and community engagement.	Continue and expand a comprehensive marketing and product development initiative to retain, attract and grow businesses and entrepreneurship.	Short
		Actively attract and retain businesses that are complementary to Leesburg's strength in workforce, housing, and quality of life.	Short
		Enhance marketing and media strategies to attract site selectors, brokers, developers and executives and heighten awareness of Leesburg as an outstanding business location.	Intermediate
		Foster a collaborative environment by facilitating, connecting and matchmaking among business clients, service providers and government programs based on specific business needs.	Short
FM, CS	Partner with public and private organizations to support and implement joint plans to strengthen Leesburg as a sustainable multi-use location.	Focus on the positive and unique qualities of the Downtown Historic District as a business and tourism destination.	Intermediate
		Continue to partner with organizations such as the MEC, SBDC and Chamber of Commerce, that support our entrepreneurial and small business environment.	Short
		Work closely with Visit Loudoun on promoting the Town as a vibrant Tourism and Visitor destination.	Intermediate
		Seek grants to develop additional opportunities to highlight and promote Leesburg.	Long

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

Seizing the Future

Expenditures by Division

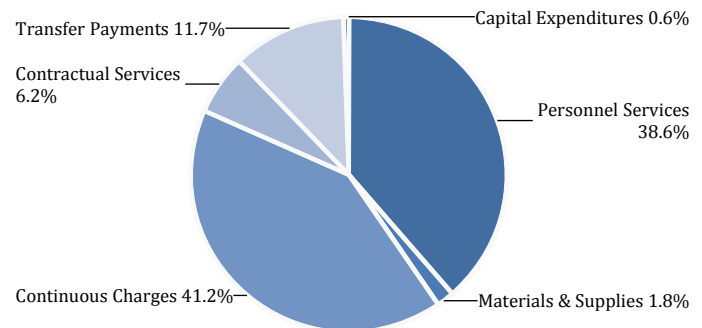
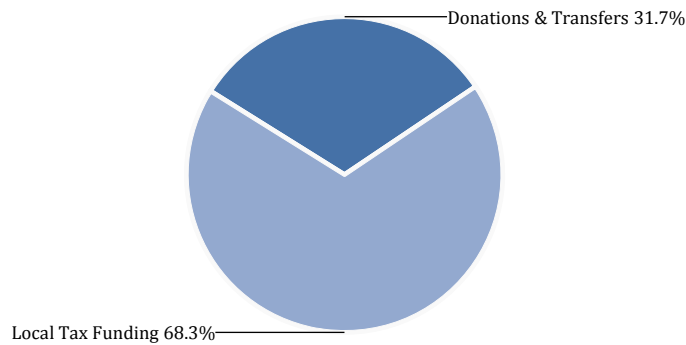
Divisions	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Office of Economic Development	\$ 343,788	\$ 437,604	\$ 449,797	\$ 471,835	\$ 488,816	\$ 34,231	7.8%
Mason Enterprise Center	334,314	343,223	343,223	343,223	342,743	—	—%
Total	\$ 678,103	\$ 780,827	\$ 793,020	\$ 815,058	\$ 831,559	\$ 34,231	4.4%

Financial Information & Analysis

Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Sources							
Donations & Transfers	\$ 258,179	\$ 258,179	\$ 258,179	\$ 258,179	\$ 258,179	\$ —	—%
Total Revenue	\$ 258,179	\$ 258,179	\$ 258,179	\$ 258,179	\$ 258,179	\$ —	—%
Local Tax Funding	419,924	522,648	534,841	556,879	573,380	34,231	6.5%
Total Sources	\$ 678,103	\$ 780,827	\$ 793,020	\$ 815,058	\$ 831,559	\$ 34,231	4.4%
Uses							
Personnel Services	\$ 240,880	\$ 275,221	\$ 275,194	\$ 314,502	\$ 320,792	\$ 39,281	14.3%
Contractual Services	35,563	60,033	72,253	50,133	51,336	(9,900)	-16.5%
Materials & Supplies	13,603	14,550	14,550	14,550	14,841	—	—%
Transfer Payments	60,000	95,000	95,000	95,000	96,900	—	—%
Continuous Charges	328,056	336,023	336,023	336,023	342,743	—	—%
Capital Expenditures	—	—	—	4,850	4,947	4,850	—%
Total Uses	\$ 678,103	\$ 780,827	\$ 793,020	\$ 815,058	\$ 831,559	\$ 34,231	4.4%
Total Full-Time Equivalent (FTE)	2.00	2.00	2.00	2.50	2.50	0.50	25.0%

Sources by Type (2020)

Uses by Object (2020)



Budget Analysis

The Fiscal Year 2020 operating budget for the Office of Economic Development has an increase of \$34,231 or 4.4% over the Fiscal Year 2019 Adopted Budget. This increase is primarily due to the salary and benefit adjustments for existing and newly hired employees as well as the addition of a regular part-time Administrative Associate position and the associated operating costs.

Performance Measures

Scorecard	Description	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target	Trend
FM, CS	Annual Percentage Increase in Business Related Tax Revenue <i>BPOL, Sales, Meals and Beverages, Transient Occupancy</i>	4.10%	4.30%	4.50%	↑
CS, BP	Interactions with Existing and Prospective Business to Build/Maintain Strong Relationships <i>Measures the total number of interactions with existing businesses and new business prospects</i>	131	300	400	↑
CS, BP	Event Attendance <i>Measures the total number of participants in activities hosted and/or co-hosted by the Leesburg Office Economic Development</i>	391	450	550	↑
FM, CS	Total Number of Businesses in Leesburg <i>Measures the total number of active business licenses within the Town of Leesburg</i>	2,409	2,490	2,500	↔
FM, CS	Number of New Business Licenses Issued <i>Measures the total number of new business licenses issued in the preceeding calendar year</i>	326	300	300	↔

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

Performance Analysis

The Office of Economic Development focuses both on the retention and expansion of our existing business base, as well as the attraction of industries within growing segments that best fit the needs of our local market. Additionally, OED continues to develop and implement numerous business initiatives, based upon needs identified through our Existing Industry Visitation program.

Several new developments with a commercial focus broke ground during Fiscal Year 2019. Examples include the Leesburg Tech Park, which will bring online much-needed new commercial space in 2020; and the ION International Training Center, which will serve as a new major destination for our local market. This trend is continuing into Fiscal Year 2020.

The local entrepreneurial landscape has seen significant growth, creating both need and new opportunities. New shared workspace centers have come online to assist in providing space for these startup firms. Additionally, collaboration with George Mason University through the Mason Enterprise Center (MEC) continues to show positive results in attracting and retain entrepreneurial companies. In Fiscal Year 2018, 28 companies graduated from the incubator program, with 18 choosing to remain in Loudoun County, 9 of which located within the Town of 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.

In Fiscal Year 2020, Economic Development staff will continue to focus on marketing and communication efforts to attract and retain the best business fits for Leesburg. Implementation of Costar, an online commercial real estate information center, will provide staff with an accurate online database of available commercial sites and buildings in Leesburg, to enhance our marketing efforts and responses to business prospects. Additionally, Costar will allow us to track important statistics such as vacancy rates, to better determine local development needs. Also, in Fiscal Year 2020 we will begin tracking percentage changes in annual business-related tax revenue to better monitor the local economic base.



Leesburg Executive Airport

Mission

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

Description

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

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

The airport is the second busiest general aviation airport in the Commonwealth and home to over 245 locally-based aircraft. A multitude of [aviation businesses](#) are based at Leesburg Executive Airport, including 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.

Contact Information

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ADMINISTRATION



OPERATIONS

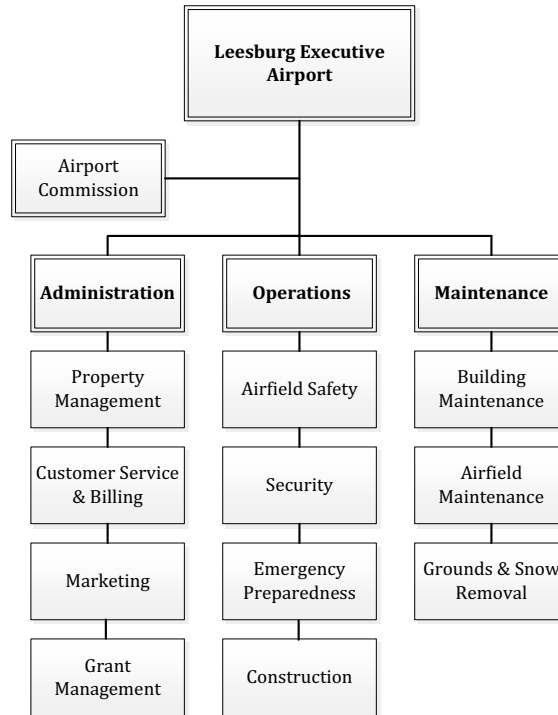


MAINTENANCE



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

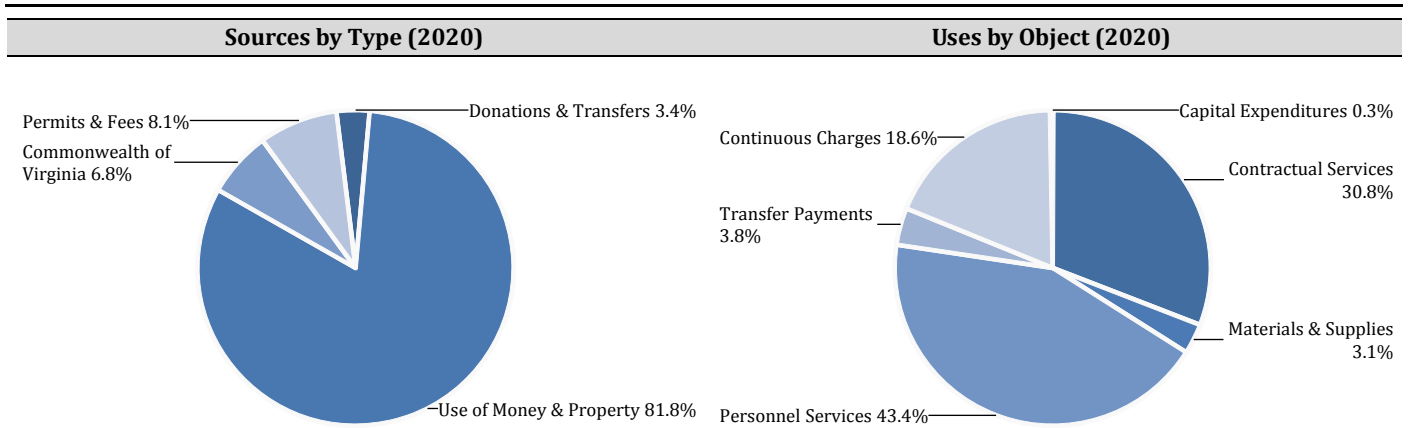
Goals & Objectives

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

Financial Information & Analysis

Object Categories	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	Variance	
	Actual	Budget	Revised	Adopted	Provisional	\$	%
Sources							
Permits & Fees	\$ 101,932	\$ 119,350	\$ 119,350	\$ 119,350	\$ 119,350	\$ —	—%
Use of Money & Property	1,120,556	1,156,588	1,156,588	1,211,037	1,211,037	54,449	4.7%
Donations & Transfers	55,921	45,000	45,000	50,000	50,000	5,000	11.1%
Commonwealth of Virginia	72,404	100,000	100,000	100,000	100,000	—	—%
Total Revenue	\$ 1,350,814	\$ 1,420,938	\$ 1,420,938	\$ 1,480,387	\$ 1,480,387	\$ 59,449	4.2%
Local Tax Funding	(565,400)	(566,971)	(523,006)	(611,766)	(594,393)	(44,795)	—%
Total Sources	\$ 785,414	\$ 853,967	\$ 897,932	\$ 868,621	\$ 885,994	\$ 14,654	1.7%
Uses							
Personnel Services	\$ 341,358	\$ 354,307	\$ 354,468	\$ 376,775	\$ 384,311	\$ 22,468	6.3%
Contractual Services	244,016	269,870	279,920	267,670	273,023	(2,200)	-0.8%
Materials & Supplies	24,739	26,600	29,599	26,950	27,489	350	1.3%
Transfer Payments	48,300	41,800	74,240	33,000	33,660	(8,800)	-21.1%
Continuous Charges	127,001	161,390	159,706	161,226	164,451	(164)	-0.1%
Capital Expenditures	—	—	—	3,000	3,060	3,000	—%
Total Uses	\$ 785,414	\$ 853,967	\$ 897,932	\$ 868,621	\$ 885,994	\$ 14,654	1.7%
Total Full-Time Equivalent (FTE)	3.00	3.00	3.00	3.50	3.50	0.50	16.7%



Budget Analysis

The Fiscal Year 2020 operating budget for the Leesburg Executive Airport reflects an increase of \$14,654 or 1.7% from the Fiscal Year 2019 Adopted Budget due to salary and benefit adjustments for existing staff and the addition of a regular part-time Administrative Associate position and the associated operating costs. Fiscal Year

2020 revenue is estimated to increase \$59,449 or 1.7% over the Fiscal Year 2019 estimates due to addition revenue deriving from new leases.

Performance Measures

Scorecard	Description	FY 2018 Actual	FY 2019 Estimate	FY 2020 Target	Trend
BP	Number of locally based aircraft <i>Measures the total number of locally based aircraft</i>	245	245	255	↔
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%	80%	85%	↑
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>	58	63	60	↔
BP	Number of on-airport incidents or accidents <i>Measures the total number of major and minor aircraft accidents or safety incidents</i>	1	0	0	↓
CS	Number of noise complaints <i>Measures the total number of noise complaints received due to aircraft arriving and departing</i>	36	28	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 unchanged, while the number of aircraft movements is trending slightly higher at 116,000. The 100% occupancy rate for hangars, and the number of customers on the corporate and T-hangar waiting lists highlight the growth potential for the airport. Occupancy rates for tie-down spaces steady and the number of locally based aircraft remains flat. The overall safety at the airport remains high with only a single minor accident in 2016.

Capital Improvements Program



Capital Improvements Program (CIP) Summary

Capital Improvements Program (CIP)

The Capital Improvements Program (CIP) represents a guide for financial decisions, annual budgeting, and the coordination of major public investments in the preservation and expansion of the Town's fixed asset infrastructure. The Leesburg comprehensive plan provides guidance for managing development, services and public infrastructure. The CIP is designed 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 2020, total CIP investments are \$52,378,400.

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 2020-2025 CIP, 43.2% of all capital improvements are for Streets & Highways, and 40.2% is attributable to General Government and Utilities.

The following ten projects are anticipated to be completed during Fiscal Years 2019 and 2020:

Project Title (Project Number)- Expected Completion

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

Downtown Improvements (10304)- Summer 2020

Sycolin Road Widening Phase IV (15301)- Summer 2020

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

West Market Street: Ayr Street To Morven Park Road Sidewalk Improvements (18003)- Winter 2019/2020

Tuscarora Creek Flood Mitigation (06306)- Summer 2020

Tuscarora Creek Restoration- TMDL (16301)- Summer 2020

Airport Taxiway & Runway Lighting Rehabilitation (19003)-
Spring 2020

**Water Pollution Control Facility (WCPF) Storage Tanks-
Re-coating & Rehabilitation (18002)**- Summer 2020

Traffic Signal at South King Street & Clubhouse Drive (18005)-
Spring 2020

Twenty eight new projects have been added to the FY 2020-25 Capital Improvements Program. The majority of these new projects are upgrades to the Town's utilities system; with twelve new projects to improve the Water Pollution Control Facility, five new projects to improve the Water Treatment Plant and distribution system, and three new projects to improve both portions of the utilities facilities.

The remaining eight new projects are:

Bus Shelters- Town-wide (20003)- Streets & Highways

Catoctin Circle Trail (25NEW1)- Streets & Highways

Church Street, South Street and Harrison Street Improvements (24NEW3)- Streets & Highways

Miscellaneous Roadway, Pedestrian and ADA Projects (20005)-
Streets & Highways

Monroe Street & Madison Court Improvements (25NEW2)-
Streets & Highways

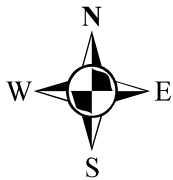
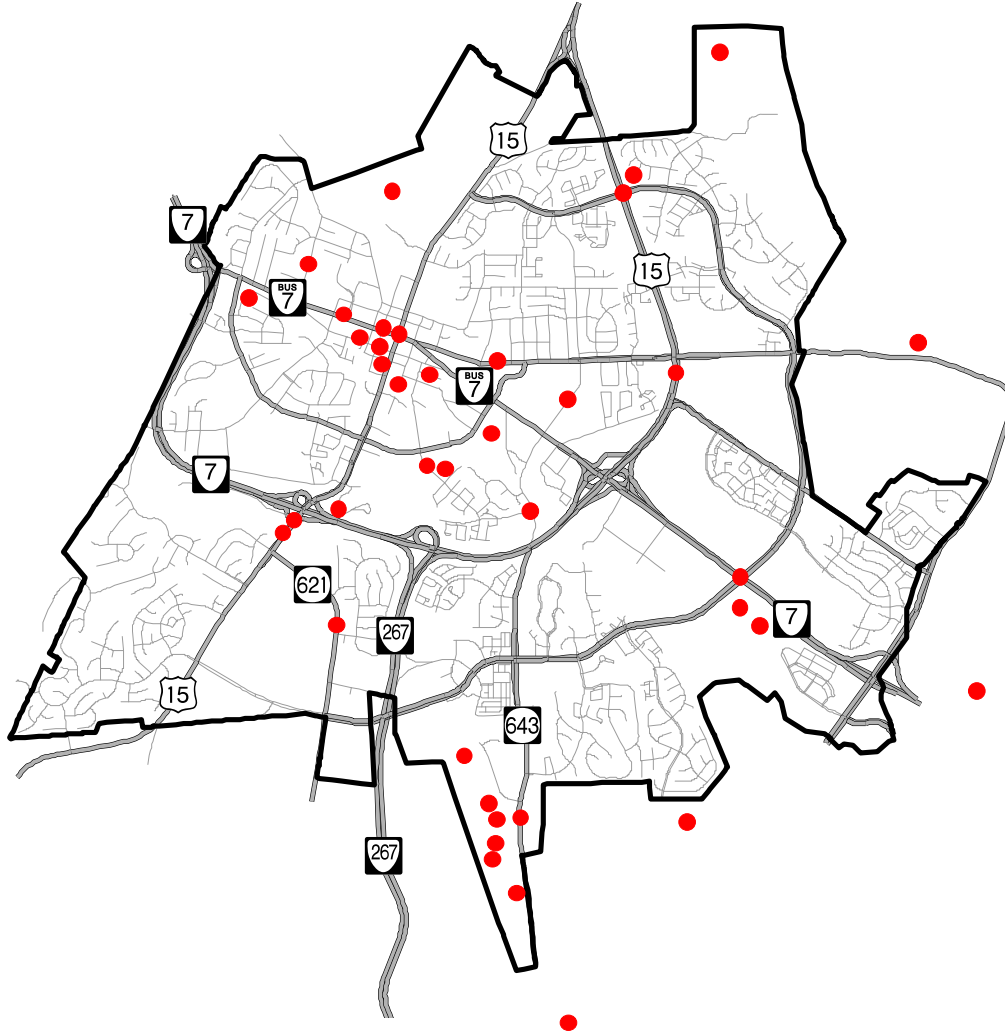
Royal Street SE Storm Drainage Improvements (25NEW1)-
Storm Drainage

Town Hall Campus Improvements Phase I (21NEW3)- Parks &
Recreation

Traffic Signal- Sycolin Road & Gateway Drive (24NEW2)-
Streets & Highways

Capital Improvements Program (CIP) Map

The FY 2020-2025 Capital Improvements Program (CIP) details 63 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.



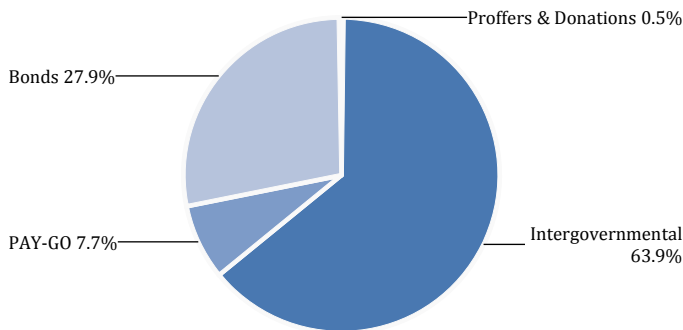
Sources by Fund

Sources	Total Required Project Funding	Funded through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 39,743,500	\$ 11,707,100	\$ 1,710,600	\$ 9,597,400	\$ 16,728,400	\$ 28,036,400	—
Revenue Bonds	2,392,000	—	1,092,000	1,300,000	—	2,392,000	—
Lease Financing	10,257,500	1,316,500	1,291,000	1,400,000	6,250,000	8,941,000	—
PAY-GO	13,852,200	931,600	2,753,000	1,650,600	8,126,000	12,580,600	340,000
Monetary Donation	—	—	—	—	—	—	—
Proffers	2,033,400	—	1,000,000	262,000	771,400	2,033,400	—
County - Gas Tax	2,794,200	2,794,200	—	—	—	—	—
County - Capital Contribution	13,800,000	1,861,000	3,417,400	6,821,600	1,700,000	11,939,000	—
State - DEQSLAF	641,100	641,100	—	—	—	—	—
State - DOAV	2,449,200	107,200	972,000	800,000	470,000	2,342,000	—
State - VDOT	152,880,500	12,497,000	750,000	23,275,000	6,358,500	30,383,500	110,000,000
Federal - FAA	8,118,500	141,000	1,150,000	500,000	6,267,500	7,977,500	—
Federal - ARRA	—	—	—	—	—	—	—
Federal - CDBG	360,000	—	60,000	60,000	240,000	360,000	—
Total Capital Projects Fund	\$ 249,322,100	\$ 31,996,700	\$ 14,196,000	\$ 45,666,600	\$ 46,911,800	\$ 106,985,400	\$ 110,340,000
Utilities Fund							
Utilities Bonds	32,982,145	552,000	2,482,000	3,261,700	21,805,195	27,548,895	4,881,250
PAY-GO Utilities	26,985,655	452,000	2,029,100	2,668,500	17,842,305	22,539,905	3,993,750
Total Utilities Fund	\$ 59,967,800	\$ 1,004,000	\$ 4,511,100	\$ 5,930,200	\$ 39,647,500	\$ 50,088,800	\$ 8,875,000
NVTA Fund							
County - NVTA 30%	21,151,000	6,575,300	1,271,300	4,205,900	7,998,500	13,475,700	1,100,000
State - NVTA 70%	124,885,000	35,035,000	32,400,000	—	450,000	32,850,000	57,000,000
Total NVTA Fund	\$ 146,036,000	\$ 41,610,300	\$ 33,671,300	\$ 4,205,900	\$ 8,448,500	\$ 46,325,700	\$ 58,100,000
Total Sources	\$ 455,325,900	\$ 74,611,000	\$ 52,378,400	\$ 55,802,700	\$ 95,007,800	\$ 203,399,900	\$ 177,315,000

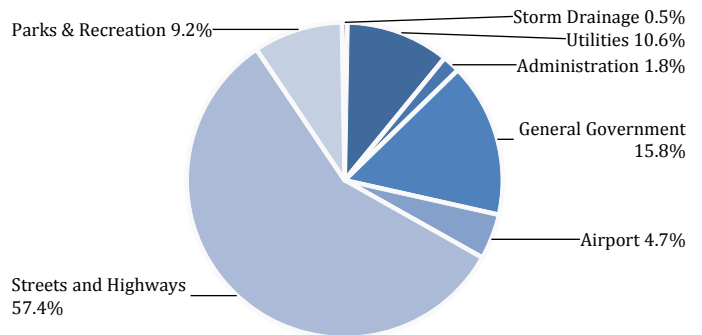
Uses by CIP Category

Category/Uses	Total Project Cost	Expended through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Project Cost
Administration	\$ 9,563,000	—	\$ 1,218,300	\$ 1,010,400	\$ 7,334,300	\$ 9,563,000	—
General Government	38,821,800	7,152,800	5,450,400	8,823,400	17,395,200	31,669,000	—
Parks & Recreation	6,806,900	—	—	5,106,900	1,700,000	6,806,900	—
Streets and Highways	315,145,500	58,915,600	37,434,000	32,028,900	18,327,000	87,789,900	168,440,000
Storm Drainage	8,659,900	7,231,600	517,600	302,900	607,800	1,428,300	—
Airport	16,361,000	307,000	3,247,000	2,600,000	9,996,000	16,054,000	—
Utilities	59,967,800	1,004,000	4,511,100	5,930,200	39,647,500	50,088,800	8,875,000
Total Uses	\$ 455,325,900	\$ 74,611,000	\$ 52,378,400	\$ 55,802,700	\$ 95,007,800	\$ 203,399,900	\$ 177,315,000

CIP Sources by Type (2020)



CIP Uses by Category (2020)



Project Summary

Project Name	Total Project Cost	Expended through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Project Cost	Page No.
Admin								
Capital Projects Fund Administration - Admin	\$ 9,563,000	—	\$ 1,218,300	\$ 1,010,400	\$ 7,334,300	\$ 9,563,000	—	158
Total Admin	\$ 9,563,000	—	\$ 1,218,300	\$ 1,010,400	\$ 7,334,300	\$ 9,563,000	—	
General								
Capital Asset Replacement Program - CARP	10,787,500	1,606,500	1,531,000	1,400,000	6,250,000	9,181,000	—	160
Downtown Improvements - 10304	5,475,300	4,736,300	739,000	—	—	739,000	—	162
Downtown Street Lighting - 07309	810,000	810,000	—	—	—	—	—	163
Police Station Expansion - 20001	16,594,400	—	1,106,100	7,423,400	8,064,900	16,594,400	—	164
Replacement/ Upgrade CAD/RMS System - 20002	2,074,300	—	2,074,300	—	—	2,074,300	—	165
Town Shop Expansion and Refurbishment - 23NEW2	3,080,300	—	—	—	3,080,300	3,080,300	—	166
Total General	\$ 38,821,800	\$ 7,152,800	\$ 5,450,400	\$ 8,823,400	\$ 17,395,200	\$ 31,669,000	—	
Parks								
AV Symington Aquatic Center Water Play Area (Spray Ground) - 21NEW1	460,300	—	—	460,300	—	460,300	—	168
Town Hall Campus Improvements Phase I - 21NEW3	333,500	—	—	333,500	—	333,500	—	169
Tuscarora Creek Trail Phase I - 22NEW1	1,850,000	—	—	150,000	1,700,000	1,850,000	—	170
Veterans Park at Ball's Bluff - 21NEW2	4,163,100	—	—	4,163,100	—	4,163,100	—	171
Total Parks	\$ 6,806,900	—	—	\$ 5,106,900	\$ 1,700,000	\$ 6,806,900	—	
Streets								
Battlefield Parkway / Route 15 Bypass Interchange - 20004	59,355,000	—	2,055,000	—	—	2,055,000	57,300,000	175
Battlefield Parkway Trail Across the Rt 15 Bypass - 17012	798,000	798,000	—	—	—	—	—	176
Bus Shelters - Townwide - 20003	728,100	—	120,300	120,600	487,200	728,100	—	177
Catoctin Circle Trail - 25NEW1	364,400	—	—	—	364,400	364,400	—	178
Church Street, South Street, Harrison Street Improvements - 24NEW3	1,584,100	—	—	—	1,584,100	1,584,100	—	179
Davis Court Bridge Conversion - 21NEW1	574,800	—	—	112,000	462,800	574,800	—	180
E. Market St. & Battlefield Pkwy Interchange - 15303	77,370,200	33,330,200	26,020,000	18,020,000	—	44,040,000	—	181
Edwards Ferry Road NE Sidewalk Improvements - 20006	1,109,200	—	214,000	895,200	—	1,109,200	—	182
Evergreen Mill Rd. Widening - 15302	16,063,000	3,676,200	2,167,400	10,219,400	—	12,386,800	—	183
Miscellaneous Roadway, Pedestrian, and ADA Projects - 20005	2,436,000	—	400,000	400,000	1,636,000	2,436,000	—	184
Monroe Street & Madison Court Improvements - 25NEW2	2,475,300	—	—	—	1,335,300	1,335,300	1,140,000	185
Morven Park Road Sidewalk - 14301	2,349,200	1,307,000	1,042,200	—	—	1,042,200	—	186
Royal Street Improvements - Church St to Wirt St - 23NEW1	4,453,200	—	—	—	4,453,200	4,453,200	—	187
Rt. 15 Bypass/Edwards Ferry Rd. Interchange - 09307	126,933,000	2,205,400	5,415,100	2,261,700	7,050,800	14,727,600	110,000,000	188
South King Street Bridge over Tuscarora Creek Deck Replacement - 23NEW2	194,600	—	—	—	194,600	194,600	—	189
Sycolin Rd. Widening Phase IV - 15301	15,934,800	15,934,800	—	—	—	—	—	190
Traffic Signal - Sycolin Road & Gateway Drive - 24NEW2	758,600	—	—	—	758,600	758,600	—	191
West Market Street - Ayr Street to Morven Park Road Sidewalk Improvements - 18003	1,664,000	1,664,000	—	—	—	—	—	192
Total Streets	\$ 315,145,500	\$ 58,915,600	\$ 37,434,000	\$ 32,028,900	\$ 18,327,000	\$ 87,789,900	\$ 168,440,000	
Storm								
Liberty Street SW Storm Drainage Improvements - 23NEW1	607,800	—	—	—	607,800	607,800	—	194
Royal Street SE Storm Drainage Improvements - 20007	492,900	—	190,000	302,900	—	492,900	—	195
Tuscarora Creek Flood Mitigation - 06306	3,739,900	3,412,300	327,600	—	—	327,600	—	196
Tuscarora Creek Restoration - TMDL Project - 16301	3,819,300	3,819,300	—	—	—	—	—	197
Total Storm	\$ 8,659,900	\$ 7,231,600	\$ 517,600	\$ 302,900	\$ 607,800	\$ 1,428,300	—	

Project Summary

Project Name	Total Project Cost	Expended through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Project Cost	Page No.
Airport								
Airport Apron Paving - 23NEW1	1,621,000	—	—	—	1,621,000	1,621,000	—	200
Airport FBO Hangar Purchase - 22NEW2	3,010,000	—	—	—	3,010,000	3,010,000	—	201
Airport North Hangars - 19002	5,354,000	211,000	2,332,000	2,600,000	—	5,143,000	—	202
Airport Parallel Taxiway Relocation - 23NEW3	5,068,000	—	—	—	5,068,000	5,068,000	—	203
Airport Runway 17 Approach Lighting (ODALS) Upgrade - 20006	297,000	—	—	—	297,000	297,000	—	
Taxiway & Runway Lighting Rehabilitation - 19003	1,011,000	96,000	915,000	—	—	915,000	—	205
Total Airport	\$ 16,361,000	\$ 307,000	\$ 3,247,000	\$ 2,600,000	\$ 9,996,000	\$ 16,054,000	—	
Utilities								
Automated Water Meter Reading and Meter Technology System Upgrade - 25NEW2	5,074,600	—	—	—	2,074,600	2,074,600	3,000,000	209
Enhanced Multi-Barrier Treatment Technology - 22NEW2	2,135,800	—	—	—	2,135,800	2,135,800	—	210
Excavated Materials Holding and Drying Facility - 23NEW2	758,000	—	—	—	758,000	758,000	—	211
Lower Sycolin Sanitary Sewer Pump Station Third Pump - 22NEW1	272,500	—	—	—	272,500	272,500	—	212
Sanitary Sewer Pump Station Upgrades - 20503	4,316,900	—	176,200	776,800	2,488,900	3,441,900	875,000	213
Town-wide Sanitary Sewer Improvements and Repairs - 20506	4,633,400	—	704,900	675,700	2,627,800	4,008,400	625,000	214
Town-wide Waterline Improvements and Repairs - 20505	10,545,500	—	2,061,600	2,034,000	5,074,900	9,170,500	1,375,000	216
Utility System Storage Facility - 21NEW1	1,548,700	—	—	507,500	1,041,200	1,548,700	—	218
Water Booster Pump Station at Loudoun Water Interconnect - 20504	1,869,900	—	—	429,300	1,440,600	1,869,900	—	219
Water Pollution Control Facility Backup Generator - 24NEW2	764,300	—	—	—	764,300	764,300	—	220
Water Pollution Control Facility Chemical Building Addition - 24NEW1	2,158,300	—	—	—	2,158,300	2,158,300	—	221
Water Pollution Control Facility Debris Screen System - 23NEW3	1,669,600	—	—	—	1,669,600	1,669,600	—	222
Water Pollution Control Facility Digester Boiler Replacement - 20502	508,500	—	508,500	—	—	508,500	—	223
Water Pollution Control Facility Digester Dome Replacements - 25NEW4	3,158,700	—	—	—	1,658,700	1,658,700	1,500,000	224
Water Pollution Control Facility Dryer Drum Replacement - 25NEW3	2,014,700	—	—	—	1,014,700	1,014,700	1,000,000	225
Water Pollution Control Facility Gas Train Replacement - 20501	508,500	—	508,500	—	—	508,500	—	226
Water Pollution Control Facility Odor Control (Biofilter) Media Replacement - 22NEW3	722,500	—	—	—	722,500	722,500	—	227
Water Pollution Control Facility Odor Control Improvements - 25NEW5	1,529,000	—	—	—	1,529,000	1,529,000	—	228
Water Pollution Control Facility Storage Tanks - Re-coating & Rehabilitation - 18002	4,822,100	1,004,000	551,400	552,000	2,214,700	3,318,100	500,000	229
Water Pollution Control Facility Tuscarora Landscaper's Choice (TLC) Solids Silo - 23NEW4	653,000	—	—	—	653,000	653,000	—	230
Water Storage Tank Recoating - Carr Tank II - 25NEW1	1,328,300	—	—	—	1,328,300	1,328,300	—	231
Water Supply and Wastewater SCADA Systems Replacement - 22NEW4	3,192,500	—	—	—	3,192,500	3,192,500	—	232
Water Supply Emergency II and III Interconnect - 23NEW5	3,189,400	—	—	—	3,189,400	3,189,400	—	233
Water Treatment Plant Filter #1 and #2 Underdrain Replacement - 21NEW3	954,900	—	—	954,900	—	954,900	—	234
Water Treatment Plant Sludge Disposal Improvements - 23NEW1	1,638,200	—	—	—	1,638,200	1,638,200	—	235
Total Utilities	\$ 59,967,800	\$ 1,004,000	\$ 4,511,100	\$ 5,930,200	\$ 39,647,500	\$ 50,088,800	\$ 8,875,000	
Total Uses by Project	\$ 455,325,900	\$ 74,611,000	\$ 52,378,400	\$ 55,802,700	\$ 95,007,800	\$ 203,399,900	\$ 177,315,000	

CIP Summary



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 2020-25 Capital Improvement Program. Direct project management costs are included and funded in each separate project throughout the Capital Improvements Program.

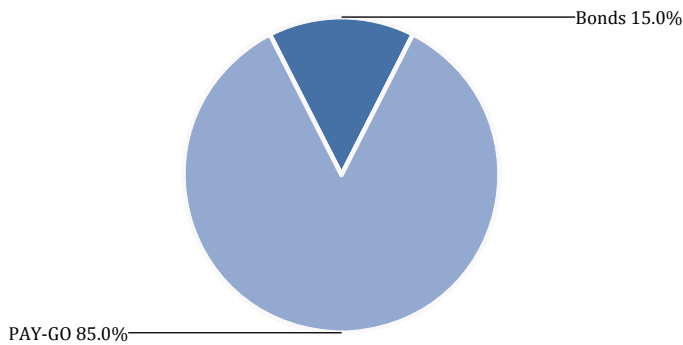
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 831,700	—	\$ 182,300	—	\$ 649,400	\$ 831,700	—
PAY-GO	8,731,300	—	1,036,000	1,010,400	6,684,900	8,731,300	—
Total Capital Projects Fund	\$ 9,563,000	—	\$ 1,218,300	\$ 1,010,400	\$ 7,334,300	\$ 9,563,000	—
Total Sources	\$ 9,563,000	—	\$ 1,218,300	\$ 1,010,400	\$ 7,334,300	\$ 9,563,000	—

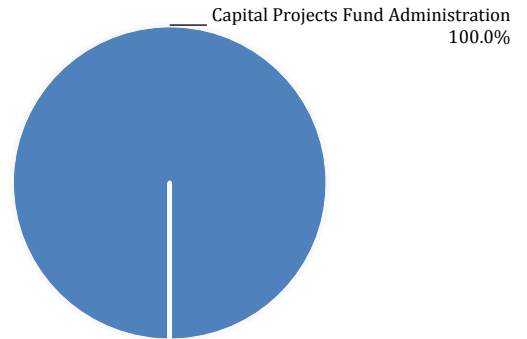
Uses by Project

Projects	Total Project Cost	Expended through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Project Cost
Admin - Capital Projects Fund Administration	\$ 9,563,000	—	\$ 1,218,300	\$ 1,010,400	\$ 7,334,300	\$ 9,563,000	—
Total Uses	\$ 9,563,000	—	\$ 1,218,300	\$ 1,010,400	\$ 7,334,300	\$ 9,563,000	—

Sources by Type (2020)



Uses by Project (2020)



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.

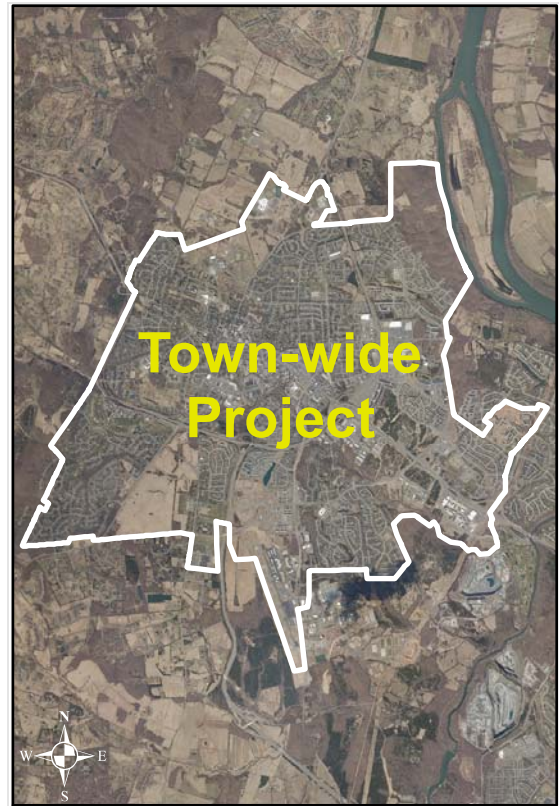
OPERATING IMPACT: None

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 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 831,700	—	\$ 182,300	—	—	\$ 421,400	\$ 228,000	—	\$ 831,700	—
PAY-GO	8,731,300	—	1,036,000	1,010,400	1,413,000	1,440,000	1,710,400	2,121,500	8,731,300	—
Total Sources	\$ 9,563,000	—	\$ 1,218,300	\$ 1,010,400	\$ 1,413,000	\$ 1,861,400	\$ 1,938,400	\$ 2,121,500	\$ 9,563,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 9,563,000	—	\$ 1,218,300	\$ 1,010,400	\$ 1,413,000	\$ 1,861,400	\$ 1,938,400	\$ 2,121,500	\$ 9,563,000	—
Total Uses	\$ 9,563,000	—	\$ 1,218,300	\$ 1,010,400	\$ 1,413,000	\$ 1,861,400	\$ 1,938,400	\$ 2,121,500	\$ 9,563,000	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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 Police Department's Computer Aided Dispatch and Records Management systems and the expansion of the Police Station. In FY 2019, the Capital Asset Replacement Program was transitioned from the Capital Asset Replacement Fund to the Town's Capital Improvements Program and is included in the General Government category. The total cost of General Government projects for FY 2020 is \$5,450,400.

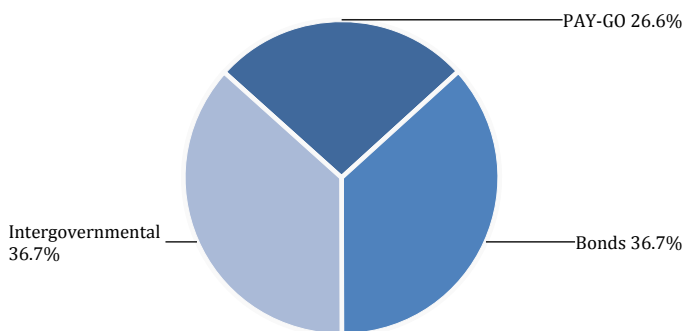
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 23,501,300	\$ 4,646,300	\$ 710,700	\$ 7,209,100	\$ 10,935,200	\$ 18,855,000	—
Lease Financing	10,257,500	1,316,500	1,291,000	1,400,000	6,250,000	8,941,000	—
PAY-GO	2,463,000	590,000	1,448,700	214,300	210,000	1,873,000	—
County- Capital Contribution	2,000,000	—	2,000,000	—	—	2,000,000	—
State - VDOT	600,000	600,000	—	—	—	—	—
Total Capital Projects Fund	\$ 38,821,800	\$ 7,152,800	\$ 5,450,400	\$ 8,823,400	\$ 17,395,200	\$ 31,669,000	—
Total Sources	\$ 38,821,800	\$ 7,152,800	\$ 5,450,400	\$ 8,823,400	\$ 17,395,200	\$ 31,669,000	—

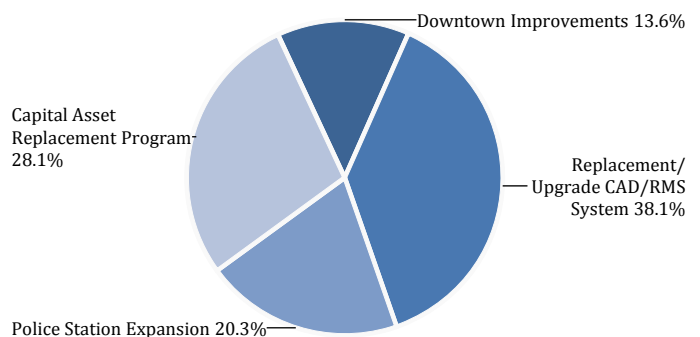
Uses by Project

Projects	Total Project Cost	Expended through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Project Cost
CARP - Capital Asset Replacement Program	\$ 10,787,500	\$ 1,606,500	\$ 1,531,000	\$ 1,400,000	\$ 6,250,000	\$ 9,181,000	—
10304 - Downtown Improvements	5,475,300	4,736,300	739,000	—	—	739,000	—
07309 - Downtown Street Lighting	810,000	810,000	—	—	—	—	—
20001 - Police Station Expansion	16,594,400	—	1,106,100	7,423,400	8,064,900	16,594,400	—
20002 - Replacement/ Upgrade CAD/RMS System	2,074,300	—	2,074,300	—	—	2,074,300	—
23NEW2 - Town Shop Expansion and Refurbishment	3,080,300	—	—	—	3,080,300	3,080,300	—
Total Uses	\$ 38,821,800	\$ 7,152,800	\$ 5,450,400	\$ 8,823,400	\$ 17,395,200	\$ 31,669,000	—

Sources by Type (2020)



Uses by Project (2020)



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. In FY 2019, the CARP transitioned from the Capital Asset Replacement Fund to the Capital Projects Fund to be 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.

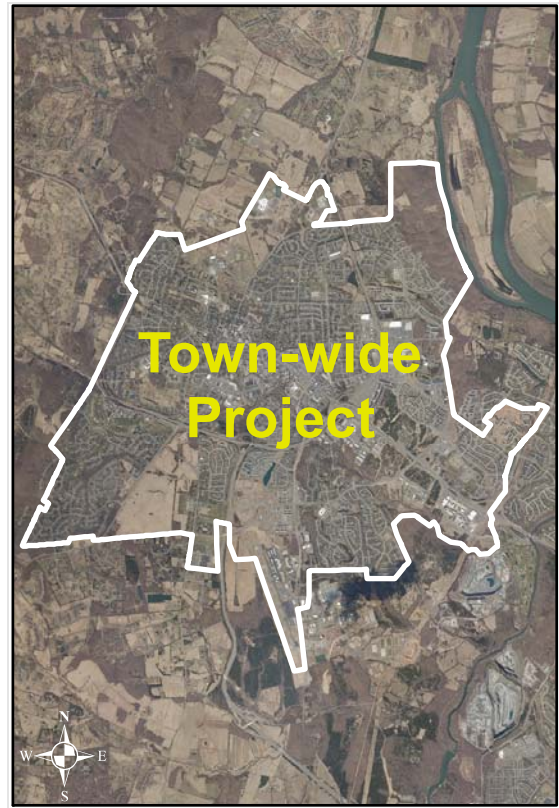
OPERATING IMPACT: Replacement of aging equipment, vehicles and infrastructure in many cases should result in recurring, operating cost savings.

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 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Lease Financing	\$ 10,257,500	\$ 1,316,500	\$ 1,291,000	\$ 1,400,000	\$ 2,250,000	\$ 1,400,000	\$ 1,300,000	\$ 1,300,000	\$ 8,941,000	—
PAY-GO	530,000	290,000	240,000	—	—	—	—	—	240,000	—
Total Sources	\$ 10,787,500	\$ 1,606,500	\$ 1,531,000	\$ 1,400,000	\$ 2,250,000	\$ 1,400,000	\$ 1,300,000	\$ 1,300,000	\$ 9,181,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Vehicles/ Apparatus Replacement	\$ 4,429,200	\$ 578,000	\$ 1,011,000	\$ 510,500	\$ 488,400	\$ 717,300	\$ 574,000	\$ 550,000	\$ 3,851,200	—
IT Infrastructure	2,479,900	366,200	195,000	129,100	1,304,200	85,400	—	400,000	2,113,700	—
Facility Repair/ Renovation	3,878,400	662,300	325,000	760,400	457,400	597,300	726,000	350,000	3,216,100	—
Total Uses	\$ 10,787,500	\$ 1,606,500	\$ 1,531,000	\$ 1,400,000	\$ 2,250,000	\$ 1,400,000	\$ 1,300,000	\$ 1,300,000	\$ 9,181,000	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

FY 2020 Capital Asset Replacement Program (CARP) List

Asset/Project	Estimated Cost
VEHICLES/APPARATUS REPLACEMENT	
Six Police Cruisers	\$ 276,000
2008 Ford F150 Truck #31	35,000
2001 Trackless Tractor	75,000
Ida Lee Recreation Center Exercise Equipment (phased over three years)	200,000
2009 Ford F350 Dump Truck	80,000
2006 Ford F350 Super Duty Truck #339	42,000
2006 Ford F350 Super Duty Truck #345	42,000
2011 John Deere Utility Reel Mower	33,000
2008 Chevrolet Van #502	30,000
2007 GMC Truck #501	38,000
2009 Ford F-450 Dump Truck	130,000
2006 Chevrolet Truck #500	30,000
Vehicles / Apparatus Replacement Subtotal	\$ 1,011,000
IT INFRASTRUCTURE	
Replacement of Land Management Information System (phased over four years)	\$ 100,000
Computer Replacements	95,000
IT Infrastructure Subtotal	\$ 195,000
FACILITY REPAIR/RENOVATION	
Ida Lee Recreation Back-Up Generator	\$ 325,000
Facility Repair / Renovation Subtotal	\$ 325,000
FY 2020 Capital Asset Replacement Program Total	\$ 1,531,000

TITLE: Downtown Improvements (10304)

STATUS: Ongoing

PROGRAM DESCRIPTION: The purpose of the Downtown Improvements project is to make the downtown a more vibrant area.

The final phase of the Downtown Improvements project includes replacement of sidewalk and curb and gutter, reconstructing the roadway pavement, and adding crosswalks on North King Street between Market Street and Cornwall Street. The work will be coordinated with the Downtown Streetlight project to provide decorative lighting on this section of downtown streets.

Projects completed to date include new and widened brick sidewalks, new crosswalks, raised crosswalk and other traffic calming, replaced curb and gutter, storm drainage improvements, underground utility improvements, overhead utility relocations, and street trees. Work has been completed at the East End Triangle, in the alleys between Lassiter Way and South King Street, along South King Street, and along Loudoun Street SE.

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



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 5,136,300	\$ 4,436,300	\$ 700,000	—	—	—	—	—	\$ 700,000	—
PAY-GO	339,000	300,000	39,000	—	—	—	—	—	39,000	—
Total Sources	\$ 5,475,300	\$ 4,736,300	\$ 739,000	—	—	—	—	—	\$ 739,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 200,300	\$ 161,300	\$ 39,000	—	—	—	—	—	\$ 39,000	—
Land	100,000	50,000	50,000	—	—	—	—	—	50,000	—
Design/Engineering	825,000	675,000	150,000	—	—	—	—	—	150,000	—
Utility Relocation	150,000	150,000	—	—	—	—	—	—	—	—
Construction	4,200,000	3,700,000	500,000	—	—	—	—	—	500,000	—
Total Uses	\$ 5,475,300	\$ 4,736,300	\$ 739,000	—	—	—	—	—	\$ 739,000	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
General Maintenance	\$ 5,200	\$ 5,300	\$ 5,500	\$ 5,600	\$ 5,800	\$ 6,000	\$ 33,400
Total Impact	\$ 5,200	\$ 5,300	\$ 5,500	\$ 5,600	\$ 5,800	\$ 6,000	\$ 33,400

TITLE: Downtown Street Lighting (07309)

STATUS: Ongoing

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

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

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

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Fall 2016	Spring 2017	Summer 2020



General Government

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 210,000	\$ 210,000	—	—	—	—	—	—	—	—
State - VDOT	600,000	600,000	—	—	—	—	—	—	—	—
Total Sources	\$ 810,000	\$ 810,000	—	—	—	—	—	—	—	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 10,000	\$ 10,000	—	—	—	—	—	—	—	—
Design/Engineering	100,000	100,000	—	—	—	—	—	—	—	—
Utility Relocation	400,000	400,000	—	—	—	—	—	—	—	—
Construction	300,000	300,000	—	—	—	—	—	—	—	—
Total Uses	\$ 810,000	\$ 810,000	—	—	—	—	—	—	—	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Police Station Expansion (20001)

STATUS: New

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	Winter 2020/2021	Summer 2022



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 15,080,100	—	\$ 6,100	\$ 7,209,100	\$ 7,864,900	—	—	—	\$ 15,080,100	—
PAY-GO	1,514,300	—	1,100,000	214,300	200,000	—	—	—	1,514,300	—
Total Sources	\$ 16,594,400	—	\$ 1,106,100	\$ 7,423,400	\$ 8,064,900	—	—	—	\$ 16,594,400	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 594,400	—	\$ 106,100	\$ 223,400	\$ 264,900	—	—	—	\$ 594,400	—
Design/Engineering	1,250,000	—	1,000,000	250,000	—	—	—	—	1,250,000	—
Construction	14,750,000	—	—	6,950,000	7,800,000	—	—	—	14,750,000	—
Total Uses	\$ 16,594,400	—	\$ 1,106,100	\$ 7,423,400	\$ 8,064,900	—	—	—	\$ 16,594,400	—

Operating Impact

Operating/Maintenance							Total for 6 Yr CIP
	2020	2021	2022	2023	2024	2025	
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Replacement/ Upgrade CAD/RMS System (20002)

STATUS: New

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	Spring 2021



General Government

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 4,600	—	\$ 4,600	—	—	—	—	—	\$ 4,600	—
PAY-GO	69,700	—	69,700	—	—	—	—	—	69,700	—
County- Capital Contribution	2,000,000	—	2,000,000	—	—	—	—	—	2,000,000	—
Total Sources	\$ 2,074,300	—	\$ 2,074,300	—	—	—	—	—	\$ 2,074,300	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 74,300	—	\$ 74,300	—	—	—	—	—	\$ 74,300	—
Construction	2,000,000	—	2,000,000	—	—	—	—	—	2,000,000	—
Total Uses	\$ 2,074,300	—	\$ 2,074,300	—	—	—	—	—	\$ 2,074,300	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
General Maintenance	—	—	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 600,000
Total Impact	—	—	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 600,000

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 4,900 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	Winter 2020/2021	Summer 2022



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 3,070,300	—	—	—	—	\$ 303,100	\$ 2,767,200	—	\$ 3,070,300	—
PAY-GO	10,000	—	—	—	—	10,000	—	—	10,000	—
Total Sources	\$ 3,080,300	—	—	—	—	\$ 313,100	\$ 2,767,200	—	\$ 3,080,300	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 80,300	—	—	—	—	\$ 13,100	\$ 67,200	—	\$ 80,300	—
Design/Engineering	300,000	—	—	—	—	300,000	—	—	300,000	—
Construction	2,700,000	—	—	—	—	—	2,700,000	—	2,700,000	—
Total Uses	\$ 3,080,300	—	—	—	—	\$ 313,100	\$ 2,767,200	—	\$ 3,080,300	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Parks & Recreation

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

Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 636,600	—	—	\$ 636,600	—	\$ 636,600	—
PAY-GO	220,300	—	—	220,300	—	220,300	—
Proffers	150,000	—	—	150,000	—	150,000	—
County- Capital Contribution	5,800,000	—	—	4,100,000	1,700,000	5,800,000	—
Total Capital Projects Fund	\$ 6,806,900	—	—	\$ 5,106,900	\$ 1,700,000	\$ 6,806,900	—
Total Sources	\$ 6,806,900	—	—	\$ 5,106,900	\$ 1,700,000	\$ 6,806,900	—

Uses by Project

Projects	Total Project Cost	Expended through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Project Cost
21NEW1 - AV Symington Aquatic Center Water Play Area (Spray Ground)	\$ 460,300	—	—	\$ 460,300	—	\$ 460,300	—
21NEW3 - Town Hall Campus Improvements Phase I	333,500	—	—	333,500	—	333,500	—
22NEW1 - Tuscarora Creek Trail Phase I	1,850,000	—	—	150,000	1,700,000	1,850,000	—
21NEW2 - Veterans Park at Ball's Bluff	4,163,100	—	—	4,163,100	—	4,163,100	—
Total Uses	\$ 6,806,900	—	—	\$ 5,106,900	\$ 1,700,000	\$ 6,806,900	—

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 master plan 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.

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 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 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 301,000	—	—	\$ 301,000	—	—	—	—	\$ 301,000	—
PAY-GO	9,300	—	—	9,300	—	—	—	—	9,300	—
Proffers	150,000	—	—	150,000	—	—	—	—	150,000	—
Total Sources	\$ 460,300	—	—	\$ 460,300	—	—	—	—	\$ 460,300	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 60,300	—	—	\$ 60,300	—	—	—	—	\$ 60,300	—
Design/Engineering	10,000	—	—	10,000	—	—	—	—	10,000	—
Construction	390,000	—	—	390,000	—	—	—	—	390,000	—
Total Uses	\$ 460,300	—	—	\$ 460,300	—	—	—	—	\$ 460,300	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Town Hall Campus Improvements Phase I (21NEW3)

STATUS: Future

PROGRAM DESCRIPTION: Development of initial phases of improvements to the Town Hall Campus in accordance with the master plan approved in 2018. Project includes improvements adjacent to the Loudoun Street entrance to the Town Hall parking garage, the Mervin Jackson Park East and West Panels adjacent to the parking garage, and improvements to the Market Street parking garage entrance.

OPERATING IMPACT: Long term park operating costs.

GOAL ADDRESSED:

2012 Town Plan

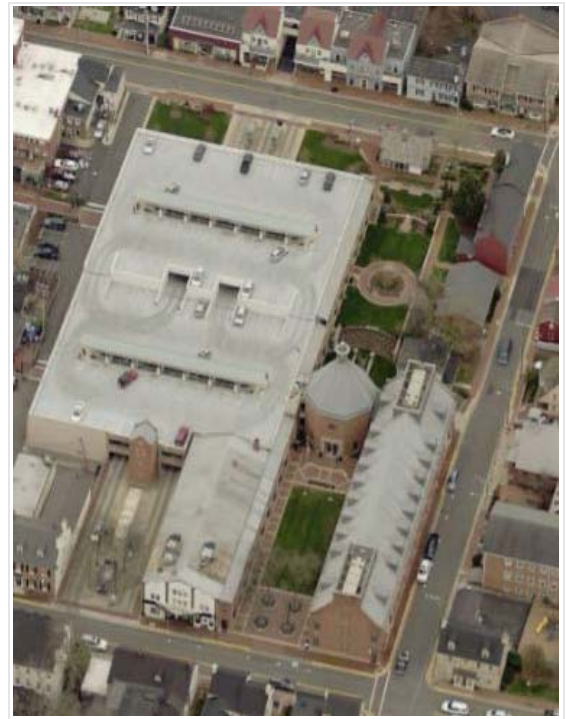
- Parks and Recreation Objective 3 calls for a balanced and adequate distribution of recreation facilities within all sectors of Leesburg.

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	Summer 2021



Parks & Recreation

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 318,500	—	—	\$ 318,500	—	—	—	—	\$ 318,500	—
PAY-GO	15,000	—	—	15,000	—	—	—	—	15,000	—
Total Sources	\$ 333,500	—	—	\$ 333,500	—	—	—	—	\$ 333,500	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 33,500	—	—	\$ 33,500	—	—	—	—	\$ 33,500	—
Design/Engineering	50,000	—	—	50,000	—	—	—	—	50,000	—
Construction	250,000	—	—	250,000	—	—	—	—	250,000	—
Total Uses	\$ 333,500	—	—	\$ 333,500	—	—	—	—	\$ 333,500	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
General Maintenance	—	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Total Impact	—	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000

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



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
PAY-GO	\$ 50,000	—	—	\$ 50,000	—	—	—	—	\$ 50,000	—
County- Capital Contribution	1,800,000	—	—	100,000	299,000	1,401,000	—	—	1,800,000	—
Total Sources	\$ 1,850,000	—	—	\$ 150,000	\$ 299,000	\$ 1,401,000	—	—	\$ 1,850,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 412,000	—	—	\$ 50,000	\$ 124,000	\$ 238,000	—	—	\$ 412,000	—
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	—
Total Uses	\$ 1,850,000	—	—	\$ 150,000	\$ 299,000	\$ 1,401,000	—	—	\$ 1,850,000	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Veterans Park at Ball's 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 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 17,100	—	—	\$ 17,100	—	—	—	—	\$ 17,100	—
PAY-GO	146,000	—	—	146,000	—	—	—	—	146,000	—
County- Capital Contribution	4,000,000	—	—	4,000,000	—	—	—	—	4,000,000	—
Total Sources	\$ 4,163,100	—	—	\$ 4,163,100	—	—	—	—	\$ 4,163,100	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 163,100	—	—	\$ 163,100	—	—	—	—	\$ 163,100	—
Design/Engineering	500,000	—	—	500,000	—	—	—	—	500,000	—
Construction	3,500,000	—	—	3,500,000	—	—	—	—	3,500,000	—
Total Uses	\$ 4,163,100	—	—	\$ 4,163,100	—	—	—	—	\$ 4,163,100	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
General Maintenance	—	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Total Impact	—	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000

Parks & Recreation



Streets and Highways

The Streets & Highways category is the largest area of investment in the FY 2020-25 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 2020 include the Battlefield Parkway/ Route 15 Bypass Interchange; bus shelters town-wide; East Market Street (Rte. 7)/Battlefield Parkway Interchange; the widening of Evergreen Mill Road; construction of the sidewalk on Morven Park Road; sidewalk improvements on Edwards Ferry Road NE, Miscellaneous Roadway, Pedestrian and ADA Projects; and the interchange at Edwards Ferry Road/ Route 15 Bypass. The total cost of Street & Highway Capital Improvements for FY 2020 is \$37,434,000.

Sources of Funding

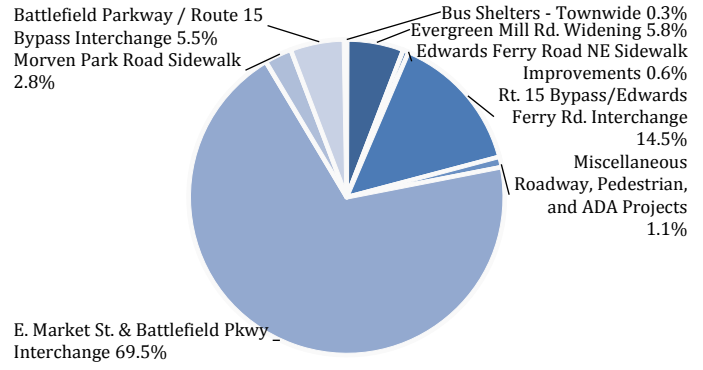
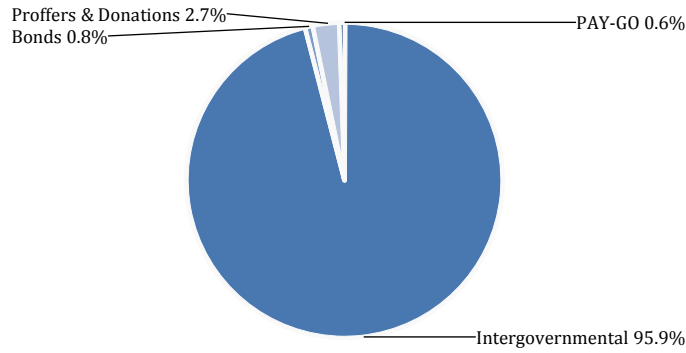
Sources	Total Required Project Funding	Funded through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 3,836,100	\$ 551,300	\$ 300,000	\$ 1,448,800	\$ 1,536,000	\$ 3,284,800	—
PAY-GO	1,955,300	201,800	235,300	205,600	972,600	1,413,500	340,000
Proffers	1,883,400	—	1,000,000	112,000	771,400	1,883,400	—
County - Gas Tax	2,794,200	2,794,200	—	—	—	—	—
County- Capital Contribution	6,000,000	1,861,000	1,417,400	2,721,600	—	4,139,000	—
State - VDOT	152,280,500	11,897,000	750,000	23,275,000	6,358,500	30,383,500	110,000,000
Federal - CDBG	360,000	—	60,000	60,000	240,000	360,000	—
Total Capital Projects Fund	\$ 169,109,500	\$ 17,305,300	\$ 3,762,700	\$ 27,823,000	\$ 9,878,500	\$ 41,464,200	\$ 110,340,000
NVTA Fund							
County - NVTA 30%	21,151,000	6,575,300	1,271,300	4,205,900	7,998,500	13,475,700	1,100,000
State - NVTA 70%	124,885,000	35,035,000	32,400,000	—	450,000	32,850,000	57,000,000
Total NVTA Fund	\$ 146,036,000	\$ 41,610,300	\$ 33,671,300	\$ 4,205,900	\$ 8,448,500	\$ 46,325,700	\$ 58,100,000
Total Sources	\$ 315,145,500	\$ 58,915,600	\$ 37,434,000	\$ 32,028,900	\$ 18,327,000	\$ 87,789,900	\$ 168,440,000

Uses by Project

Projects	Total Project Cost	Expended through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Project Cost
20004 - Battlefield Parkway / Route 15 Bypass Interchange	\$ 59,355,000	—	\$ 2,055,000	—	—	\$ 2,055,000	\$ 57,300,000
17012 - Battlefield Parkway Trail Across the Rt 15 Bypass	798,000	798,000	—	—	—	—	—
20003 - Bus Shelters - Townwide	728,100	—	120,300	120,600	487,200	728,100	—
25NEW1 - Catocin Circle Trail	364,400	—	—	—	364,400	364,400	—
24NEW3 - Church Street, South Street, Harrison Street Improvements	1,584,100	—	—	—	1,584,100	1,584,100	—
21NEW1 - Davis Court Bridge Conversion	574,800	—	—	112,000	462,800	574,800	—
15303 - E. Market St. & Battlefield Pkwy Interchange	77,370,200	33,330,200	26,020,000	18,020,000	—	44,040,000	—
20006 - Edwards Ferry Road NE Sidewalk Improvements	1,109,200	—	214,000	895,200	—	1,109,200	—
15302 - Evergreen Mill Rd. Widening	16,063,000	3,676,200	2,167,400	10,219,400	—	12,386,800	—
20005 - Miscellaneous Roadway, Pedestrian, and ADA Projects	2,436,000	—	400,000	400,000	1,636,000	2,436,000	—
25NEW2 - Monroe Street & Madison Court Improvements	2,475,300	—	—	—	1,335,300	1,335,300	1,140,000
14301 - Morven Park Road Sidewalk	2,349,200	1,307,000	1,042,200	—	—	1,042,200	—
23NEW1 - Royal Street Improvements - Church St to Wirt St	4,453,200	—	—	—	4,453,200	4,453,200	—
09307 - Rt. 15 Bypass/Edwards Ferry Rd. Interchange	126,933,000	2,205,400	5,415,100	2,261,700	7,050,800	14,727,600	110,000,000
23NEW2 - South King Street Bridge over Tuscarora Creek Deck Replacement	194,600	—	—	—	194,600	194,600	—
15301 - Sycolin Rd. Widening Phase IV	15,934,800	15,934,800	—	—	—	—	—
24NEW2 - Traffic Signal - Sycolin Road & Gateway Drive	758,600	—	—	—	758,600	758,600	—
18003 - West Market Street - Ayr Street to Morven Park Road Sidewalk Improvements	1,664,000	1,664,000	—	—	—	—	—
Total Uses	\$ 315,145,500	\$ 58,915,600	\$ 37,434,000	\$ 32,028,900	\$ 18,327,000	\$ 87,789,900	\$ 168,440,000

Sources by Type (2020)

Uses by Project (2020)



TITLE: Battlefield Parkway / Route 15 Bypass Interchange (20004)

STATUS: New

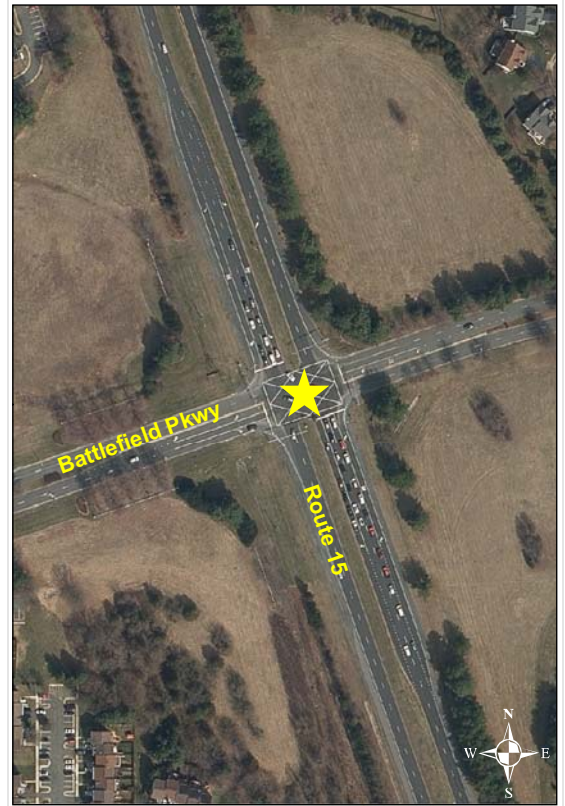
PROGRAM DESCRIPTION: This project consists of development of an Interchange Justification Report (IJR) for a new grade separated interchange at the current signalized intersection between the Route 15 Leesburg Bypass and Battlefield Parkway. Route 15 is part of the National Highway System that serves as a major commuter route for residents from northern Loudoun County, Maryland and Pennsylvania traveling 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.

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.



Streets and Highways

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
TBD	TBD	TBD

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 5,000	—	\$ 5,000	—	—	—	—	—	\$ 5,000	—
PAY-GO	350,000	—	50,000	—	—	—	—	—	50,000	300,000
State - NVTA 70%	59,000,000	—	2,000,000	—	—	—	—	—	2,000,000	57,000,000
Total Sources	\$ 59,355,000	—	\$ 2,055,000	—	—	—	—	—	\$ 2,055,000	\$ 57,300,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 355,000	—	\$ 55,000	—	—	—	—	—	\$ 55,000	\$ 300,000
Design/Engineering	2,000,000	—	2,000,000	—	—	—	—	—	2,000,000	—
Construction	57,000,000	—	—	—	—	—	—	—	—	57,000,000
Total Uses	\$ 59,355,000	—	\$ 2,055,000	—	—	—	—	—	\$ 2,055,000	\$ 57,300,000

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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

STATUS: Ongoing

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

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

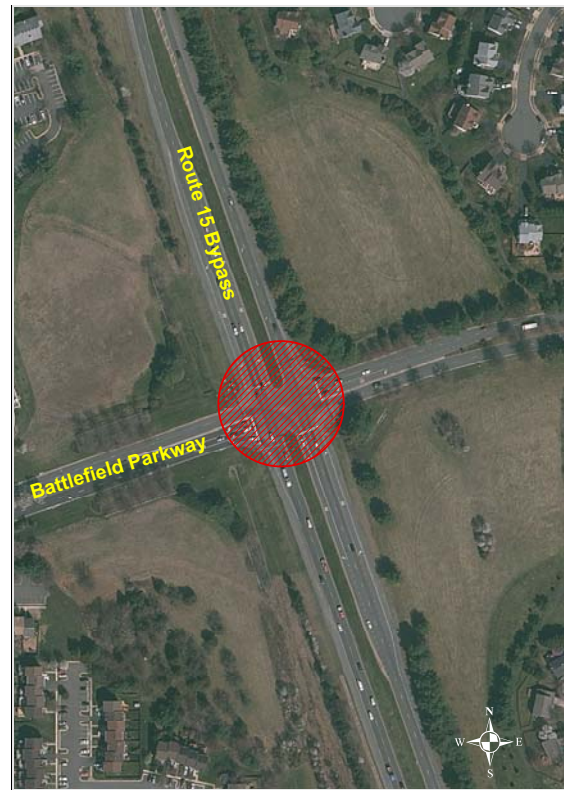
OPERATING IMPACT: Increased costs for maintenance of the trail.

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	Summer 2019	Fall 2019



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 72,000	\$ 72,000	—	—	—	—	—	—	—	—
State - VDOT	726,000	726,000	—	—	—	—	—	—	—	—
Total Sources	\$ 798,000	\$ 798,000	—	—	—	—	—	—	—	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 72,000	\$ 72,000	—	—	—	—	—	—	—	—
Land	20,000	20,000	—	—	—	—	—	—	—	—
Design/Engineering	140,000	140,000	—	—	—	—	—	—	—	—
Utility Relocation	66,000	66,000	—	—	—	—	—	—	—	—
Construction	500,000	500,000	—	—	—	—	—	—	—	—
Total Uses	\$ 798,000	\$ 798,000	—	—	—	—	—	—	—	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
Lane Mile Maintenance	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,000
Total Impact	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,000

TITLE: Bus Shelters - Townwide (2003)

STATUS: New

PROGRAM DESCRIPTION: Multi-year project for design and construction of bus shelters at existing bus stops throughout Leesburg. The goal of the project is to improve conditions for bus transit users, and to encourage greater use of the bus system. Bus stops will be selected based on criteria including ridership and site conditions. Funding applications will be made to Loudoun County for Community Development Block Grant funding on an annual basis. The locations of the stops will be coordinated with Loudoun Transit.

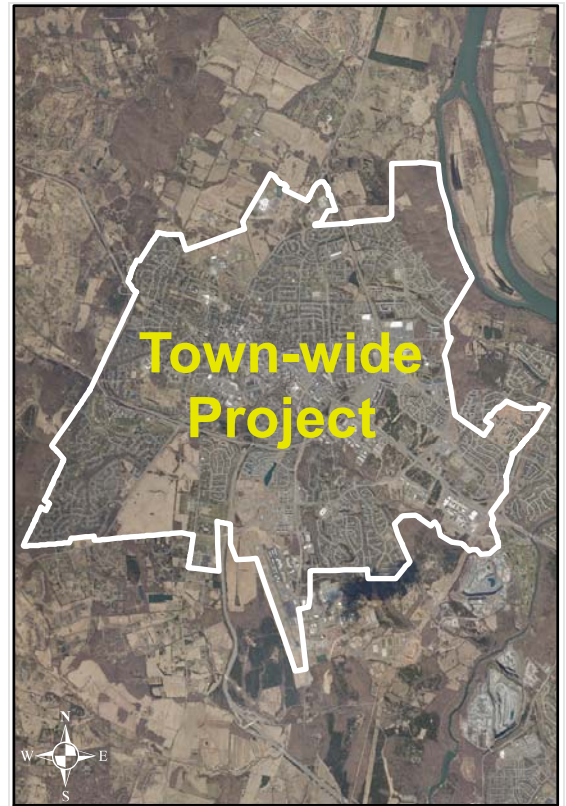
OPERATING IMPACT: Minimal maintenance of bus shelters.

GOAL ADDRESSED: 2012 Town Plan

- Transportation Objective 4 calls for increasing the use of public transit service by local residents, employees, and visitors align to help reduce motor vehicle use and traffic congestion, reduce automobile emissions, and improve air quality.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Spring 2020	Spring 2020	On-Going



Streets and Highways

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	ESTIMATED COMPLETION						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
PAY-GO	\$ 368,100	—	\$ 60,300	\$ 60,600	\$ 61,500	\$ 61,600	\$ 61,700	\$ 62,400	\$ 368,100	—
Federal - CDBG	360,000	—	60,000	60,000	60,000	60,000	60,000	60,000	360,000	—
Total Sources	\$ 728,100	—	\$ 120,300	\$ 120,600	\$ 121,500	\$ 121,600	\$ 121,700	\$ 122,400	\$ 728,100	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	ESTIMATED COMPLETION						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 38,100	—	\$ 5,300	\$ 5,600	\$ 6,500	\$ 6,600	\$ 6,700	\$ 7,400	\$ 38,100	—
Land	30,000	—	5,000	5,000	5,000	5,000	5,000	5,000	30,000	—
Design/Engineering	180,000	—	30,000	30,000	30,000	30,000	30,000	30,000	180,000	—
Utility Relocation	30,000	—	5,000	5,000	5,000	5,000	5,000	5,000	30,000	—
Construction	450,000	—	75,000	75,000	75,000	75,000	75,000	75,000	450,000	—
Total Uses	\$ 728,100	—	\$ 120,300	\$ 120,600	\$ 121,500	\$ 121,600	\$ 121,700	\$ 122,400	\$ 728,100	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
General Maintenance	—	\$ 500	\$ 1,000	\$ 1,500	\$ 2,000	\$ 2,500	\$ 7,500
Total Impact	—	\$ 500	\$ 1,000	\$ 1,500	\$ 2,000	\$ 2,500	\$ 7,500

TITLE: Catoctin Circle Trail (25NEW1)

STATUS: Future

PROGRAM DESCRIPTION: Design and construction of approximately 500 linear feet of asphalt trail along the east side of Catoctin Circle, between West Market Street and an existing trail that ends near Ashton Downs subdivision. The project will include crosswalks and pedestrian signals at the West Market Street intersection.

OPERATING IMPACT: Increased maintenance for trail and pedestrian signals

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
NA	Winter 2024/2025	Summer 2025



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required	
			2020	2021	2022	2023	2024	2025			
County - NVTA 30%	\$ 364,400	—	—	—	—	—	—	\$ 77,500	\$ 286,900	\$ 364,400	—
Total Sources	\$ 364,400	—	—	—	—	—	—	\$ 77,500	\$ 286,900	\$ 364,400	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost	
			2020	2021	2022	2023	2024	2025			
Project Management	\$ 44,400	—	—	—	—	—	—	\$ 7,500	\$ 36,900	\$ 44,400	—
Land	10,000	—	—	—	—	—	—	10,000	—	10,000	—
Design/Engineering	60,000	—	—	—	—	—	—	60,000	—	60,000	—
Construction	250,000	—	—	—	—	—	—	—	250,000	250,000	—
Total Uses	\$ 364,400	—	—	—	—	—	—	\$ 77,500	\$ 286,900	\$ 364,400	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Church Street, South Street, Harrison Street Improvements (24NEW3)

STATUS: Future

PROGRAM DESCRIPTION: Design and construction of roadway and sidewalk improvements on Church Street (from Royal Street to South Street), South Street (between Church Street and Harrison Street) and Harrison Street (south of the South Street intersection). The proposed improvements will include new curb and gutter where needed, completion of missing sidewalk segments, and other roadway modifications to promote traffic calming and pedestrian safety.

OPERATING IMPACT: Additional maintenance and operation of the signal

GOAL ADDRESSED: 2012 Town Plan

- 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
NA	Spring 2024	Summer 2024



Streets and Highways

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
County - NVTA 30%	\$ 1,584,100	—	—	—	—	—	\$ 273,100	\$ 1,311,000	\$ 1,584,100	—
Total Sources	\$ 1,584,100	—	—	—	—	—	\$ 273,100	\$ 1,311,000	\$ 1,584,100	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost	
			2020	2021	2022	2023	2024	2025			
Project Management	\$ 69,100	—	—	—	—	—	—	\$ 33,100	\$ 36,000	\$ 69,100	—
Land	40,000	—	—	—	—	—	—	40,000	—	40,000	—
Design/Engineering	200,000	—	—	—	—	—	—	200,000	—	200,000	—
Utility Relocation	25,000	—	—	—	—	—	—	—	25,000	25,000	—
Construction	1,250,000	—	—	—	—	—	—	—	1,250,000	1,250,000	—
Total Uses	\$ 1,584,100	—	—	—	—	—	—	\$ 273,100	\$ 1,311,000	\$ 1,584,100	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Davis Court Bridge Conversion (21NEW1)

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 Parke 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 2022/2023	Summer 2023



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Proffers	\$ 574,800	—	—	\$ 112,000	\$ 462,800	—	—	—	\$ 574,800	—
Total Sources	\$ 574,800	—	—	\$ 112,000	\$ 462,800	—	—	—	\$ 574,800	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 74,800	—	—	\$ 12,000	\$ 62,800	—	—	—	\$ 74,800	—
Land	50,000	—	—	—	50,000	—	—	—	50,000	—
Design/Engineering	100,000	—	—	100,000	—	—	—	—	100,000	—
Construction	350,000	—	—	—	350,000	—	—	—	350,000	—
Total Uses	\$ 574,800	—	—	\$ 112,000	\$ 462,800	—	—	—	\$ 574,800	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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

STATUS: Ongoing

PROGRAM DESCRIPTION: This project consists of 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.

OPERATING IMPACT: Additional bridge and roadway maintenance

GOAL ADDRESSED: 2012 Town Plan

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



Streets and Highways

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
Summer 2019	Summer 2019	Winter 2021 / 2022

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 238,900	\$ 238,900	—	—	—	—	—	—	—	—
PAY-GO	131,300	91,300	20,000	20,000	—	—	—	—	40,000	—
Proffers	1,000,000	—	1,000,000	—	—	—	—	—	1,000,000	—
State - NVTA 70%	58,000,000	33,000,000	25,000,000	—	—	—	—	—	25,000,000	—
State - VDOT	18,000,000	—	—	18,000,000	—	—	—	—	18,000,000	—
Total Sources	\$ 77,370,200	\$ 33,330,200	\$ 26,020,000	\$ 18,020,000	—	—	—	—	\$ 44,040,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 370,200	\$ 330,200	\$ 20,000	\$ 20,000	—	—	—	—	\$ 40,000	—
Land	5,000,000	5,000,000	—	—	—	—	—	—	—	—
Design/Engineering	4,000,000	4,000,000	—	—	—	—	—	—	—	—
Utility Relocation	4,000,000	4,000,000	—	—	—	—	—	—	—	—
Construction	64,000,000	20,000,000	26,000,000	18,000,000	—	—	—	—	44,000,000	—
Total Uses	\$ 77,370,200	\$ 33,330,200	\$ 26,020,000	\$ 18,020,000	—	—	—	—	\$ 44,040,000	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
General Maintenance	—	—	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 100,000
Total Impact	—	—	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 100,000

TITLE: Edwards Ferry Road NE Sidewalk Improvements (20006)

STATUS: New

PROGRAM DESCRIPTION: Replace approximately 0.25 mile of sidewalk along the north side of Edwards Ferry Road from west of Woodberry Road (near 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.

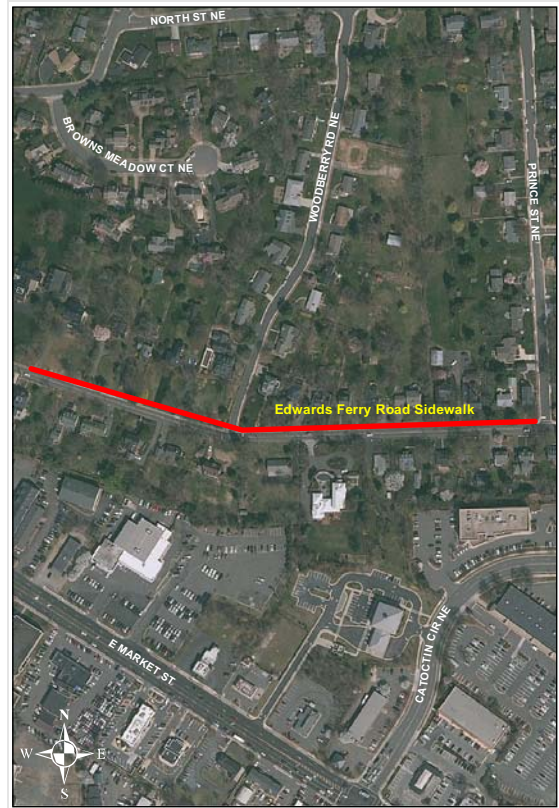
OPERATING IMPACT: Minimal

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 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
County - NVTA 30%	\$ 1,109,200	—	\$ 214,000	\$ 895,200	—	—	—	—	\$ 1,109,200	—
Total Sources	\$ 1,109,200	—	\$ 214,000	\$ 895,200	—	—	—	—	\$ 1,109,200	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 209,200	—	\$ 64,000	\$ 145,200	—	—	—	—	\$ 209,200	—
Land	100,000	—	50,000	50,000	—	—	—	—	100,000	—
Design/Engineering	100,000	—	100,000	—	—	—	—	—	100,000	—
Construction	700,000	—	—	700,000	—	—	—	—	700,000	—
Total Uses	\$ 1,109,200	—	\$ 214,000	\$ 895,200	—	—	—	—	\$ 1,109,200	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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
Winter 2019/2020	Summer 2020	Summer 2021



Streets and Highways

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 1,143,800	\$ 70,000	—	\$ 1,073,800	—	—	—	—	\$ 1,073,800	—
PAY-GO	33,200	33,200	—	—	—	—	—	—	—	—
County - Capital Contribution	6,000,000	1,861,000	1,417,400	2,721,600	—	—	—	—	4,139,000	—
County - NVTA 30%	3,886,000	587,000	—	3,299,000	—	—	—	—	3,299,000	—
State - VDOT	5,000,000	1,125,000	750,000	3,125,000	—	—	—	—	3,875,000	—
Total Sources	\$ 16,063,000	\$ 3,676,200	\$ 2,167,400	\$ 10,219,400	—	—	—	—	\$ 12,386,800	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 763,000	\$ 176,200	\$ 167,400	\$ 419,400	—	—	—	—	\$ 586,800	—
Land	500,000	500,000	—	—	—	—	—	—	—	—
Design/Engineering	1,600,000	1,600,000	—	—	—	—	—	—	—	—
Utility Relocation	1,400,000	1,400,000	—	—	—	—	—	—	—	—
Construction	11,800,000	—	2,000,000	9,800,000	—	—	—	—	11,800,000	—
Total Uses	\$ 16,063,000	\$ 3,676,200	\$ 2,167,400	\$ 10,219,400	—	—	—	—	\$ 12,386,800	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
Lane Mile Maintenance	—	—	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 80,000
Total Impact	—	—	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 80,000

TITLE: Miscellaneous Roadway, Pedestrian, and ADA Projects (20005)

STATUS: New

PROGRAM DESCRIPTION: Multi-year project for design and construction of miscellaneous improvements to roadways, trails, and sidewalks to extend the long-term life of the facilities and to meet the requirements of the Americans with Disabilities Act (ADA). This work will involve enhancing handicap ramps and crosswalks, eliminating trip hazards, deep patching of roadway pavements, construction of missing link sidewalks, and other related work.

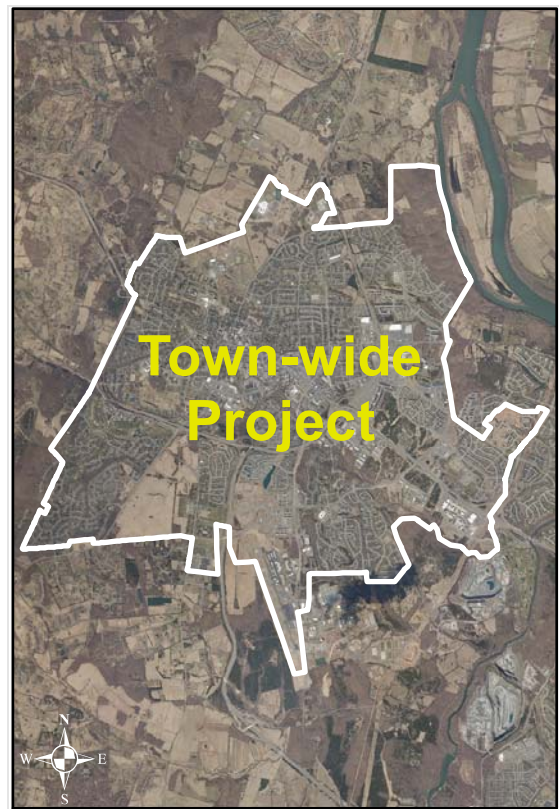
OPERATING IMPACT: Minimal

GOAL ADDRESSED: 2012 Town Plan

- Chapter 9 Transportation Objective 1 calls for the Town to maintain the adopted roadway level of service standards for all roadways within the Town, and 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
NA	Fall 2019	On-Going



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 2,206,000	—	\$ 295,000	\$ 375,000	\$ 382,700	\$ 382,800	\$ 383,600	\$ 386,900	\$ 2,206,000	—
PAY-GO	230,000	—	105,000	25,000	25,000	25,000	25,000	25,000	230,000	—
Total Sources	\$ 2,436,000	—	\$ 400,000	\$ 400,000	\$ 407,700	\$ 407,800	\$ 408,600	\$ 411,900	\$ 2,436,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 186,000	—	\$ 25,000	\$ 25,000	\$ 32,700	\$ 32,800	\$ 33,600	\$ 36,900	\$ 186,000	—
Design/Engineering	300,000	—	50,000	50,000	50,000	50,000	50,000	50,000	300,000	—
Construction	1,950,000	—	325,000	325,000	325,000	325,000	325,000	325,000	1,950,000	—
Total Uses	\$ 2,436,000	—	\$ 400,000	\$ 400,000	\$ 407,700	\$ 407,800	\$ 408,600	\$ 411,900	\$ 2,436,000	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Monroe Street & Madison Court Improvements (25NEW2)

STATUS: Future

PROGRAM DESCRIPTION: Design and construction of improvements to approximately 850 linear feet of Monroe Street, SE from South King Street to the cul-de-sac at Madison House, and approximately 500 linear feet of Madison Court, SE from Monroe Street to the cul-de-sac. The improvements will include new curb and gutter, on-street parking on one side, sidewalk on one side, and storm drainage.

OPERATING IMPACT: Increase maintenance for sidewalk and drainage system

GOAL ADDRESSED: 2012 Town Plan

- 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
Fall 2024	Spring 2025	Summer 2026



Streets and Highways

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required	
			2020	2021	2022	2023	2024	2025			
PAY-GO	\$ 100,000	—	—	—	—	—	—	\$ 10,000	\$ 50,000	\$ 60,000	\$ 40,000
County - NVTA 30%	2,375,300	—	—	—	—	—	—	203,300	1,072,000	1,275,300	1,100,000
Total Sources	\$ 2,475,300	—	—	—	—	—	—	\$ 213,300	\$ 1,122,000	\$ 1,335,300	\$ 1,140,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost	
			2020	2021	2022	2023	2024	2025			
Project Management	\$ 125,300	—	—	—	—	—	—	\$ 13,300	\$ 72,000	\$ 85,300	\$ 40,000
Land	200,000	—	—	—	—	—	—	—	200,000	200,000	—
Design/Engineering	200,000	—	—	—	—	—	—	200,000	—	200,000	—
Utility Relocation	50,000	—	—	—	—	—	—	—	50,000	50,000	—
Construction	1,900,000	—	—	—	—	—	—	—	800,000	800,000	1,100,000
Total Uses	\$ 2,475,300	—	—	—	—	—	—	\$ 213,300	\$ 1,122,000	\$ 1,335,300	\$ 1,140,000

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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
Fall 2019	Summer 2020	Summer 2021



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
County - NVTA 30%	\$ 2,349,200	\$ 1,307,000	\$ 1,042,200	—	—	—	—	—	\$ 1,042,200	—
Total Sources	\$ 2,349,200	\$ 1,307,000	\$ 1,042,200	—	—	—	—	—	\$ 1,042,200	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 249,200	\$ 107,000	\$ 142,200	—	—	—	—	—	\$ 142,200	—
Land	200,000	200,000	—	—	—	—	—	—	—	—
Design/Engineering	400,000	400,000	—	—	—	—	—	—	—	—
Utility Relocation	200,000	200,000	—	—	—	—	—	—	—	—
Construction	1,300,000	400,000	900,000	—	—	—	—	—	900,000	—
Total Uses	\$ 2,349,200	\$ 1,307,000	\$ 1,042,200	—	—	—	—	—	\$ 1,042,200	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
Lane Mile Maintenance	—	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
Total Impact	—	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000

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



Streets and Highways

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
County - NVTA 30%	\$ 4,453,200	—	—	—	—	\$ 575,900	\$ 3,877,300	—	\$ 4,453,200	—
Total Sources	\$ 4,453,200	—	—	—	—	\$ 575,900	\$ 3,877,300	—	\$ 4,453,200	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 253,200	—	—	—	—	\$ 125,900	\$ 127,300	—	\$ 253,200	—
Land	300,000	—	—	—	—	150,000	150,000	—	300,000	—
Design/Engineering	600,000	—	—	—	—	300,000	300,000	—	600,000	—
Construction	3,300,000	—	—	—	—	—	3,300,000	—	3,300,000	—
Total Uses	\$ 4,453,200	—	—	—	—	\$ 575,900	\$ 3,877,300	—	\$ 4,453,200	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 170,400	\$ 170,400	—	—	—	—	—	—	—	—
PAY-GO	665,400	—	—	100,000	58,500	195,000	204,700	107,200	665,400	—
County - NVTA 30%	348,300	—	15,100	11,700	86,000	70,700	66,800	98,000	348,300	—
State - NVTA 70%	7,435,000	2,035,000	5,400,000	—	—	—	—	—	5,400,000	—
State - VDOT	118,313,900	—	—	2,150,000	1,500,000	1,570,000	1,500,000	1,593,900	8,313,900	110,000,000
Total Sources	\$ 126,933,000	\$ 2,205,400	\$ 5,415,100	\$ 2,261,700	\$ 1,644,500	\$ 1,835,700	\$ 1,771,500	\$ 1,799,100	\$ 14,727,600	\$ 110,000,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 1,553,000	\$ 205,400	\$ 265,100	\$ 111,700	\$ 134,500	\$ 265,700	\$ 271,500	\$ 299,100	\$ 1,347,600	—
Land	5,000,000	—	3,000,000	1,000,000	1,000,000	—	—	—	5,000,000	—
Design/Engineering	9,980,000	2,000,000	2,150,000	1,150,000	510,000	1,570,000	1,500,000	1,100,000	7,980,000	—
Utility Relocation	400,000	—	—	—	—	—	—	400,000	400,000	—
Construction	110,000,000	—	—	—	—	—	—	—	—	110,000,000
Total Uses	\$ 126,933,000	\$ 2,205,400	\$ 5,415,100	\$ 2,261,700	\$ 1,644,500	\$ 1,835,700	\$ 1,771,500	\$ 1,799,100	\$ 14,727,600	\$ 110,000,000

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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



Streets and Highways

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
State - VDOT	\$ 194,600	—	—	—	—	\$ 194,600	—	—	\$ 194,600	—
Total Sources	\$ 194,600	—	—	—	—	\$ 194,600	—	—	\$ 194,600	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 44,600	—	—	—	—	\$ 44,600	—	—	\$ 44,600	—
Construction	150,000	—	—	—	—	150,000	—	—	150,000	—
Total Uses	\$ 194,600	—	—	—	—	\$ 194,600	—	—	\$ 194,600	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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.

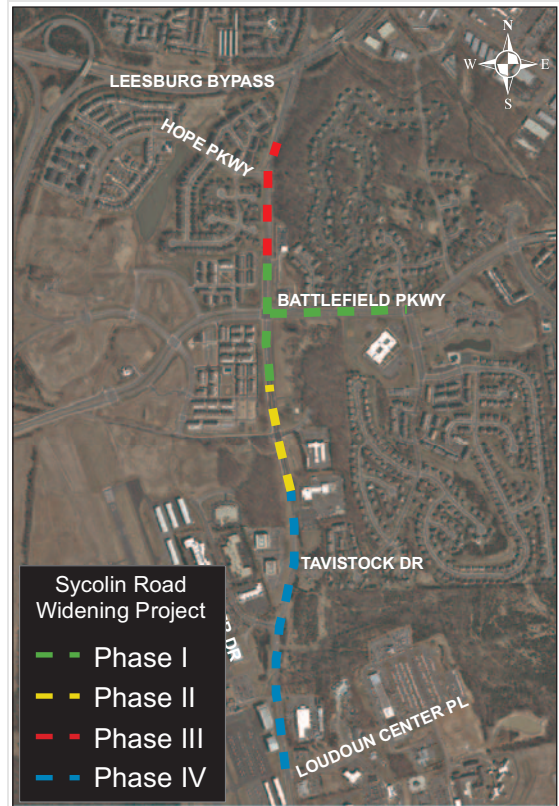
OPERATING IMPACT: VDOT's maintenance payments will increase with construction of two more lanes.

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
Summer 2018	Winter 2018/2019	Summer 2020



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
PAY-GO	\$ 77,300	\$ 77,300	—	—	—	—	—	—	—	—
County - Gas Tax	2,794,200	2,794,200	—	—	—	—	—	—	—	—
County - NVTA 30%	3,017,300	3,017,300	—	—	—	—	—	—	—	—
State - VDOT	10,046,000	10,046,000	—	—	—	—	—	—	—	—
Total Sources	\$ 15,934,800	\$ 15,934,800	—	—	—	—	—	—	—	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 434,800	\$ 434,800	—	—	—	—	—	—	—	—
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	13,000,000	—	—	—	—	—	—	—	—
Total Uses	\$ 15,934,800	\$ 15,934,800	—	—	—	—	—	—	—	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
Lane Mile Maintenance	\$ 45,000	\$ 47,000	\$ 48,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 290,000
Total Impact	\$ 45,000	\$ 47,000	\$ 48,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 290,000

TITLE: Traffic Signal - Sycolin Road & Gateway Drive (24NEW2)

STATUS: Future

PROGRAM DESCRIPTION: Construct a new traffic signal at the intersection of Sycolin Road and Gateway Drive. The signal is anticipated to be warranted due to increased traffic volumes in the area.

OPERATING IMPACT: Additional maintenance and operation of the signal

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
NA	Spring 2024	Summer 2024



Streets and Highways

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Proffers	\$ 308,600	—	—	—	—	—	—	\$ 308,600	—	—
State - NVTA 70%	450,000	—	—	—	—	—	—	450,000	—	—
Total Sources	\$ 758,600	—	—	—	—	—	—	\$ 758,600	—	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 33,600	—	—	—	—	—	—	\$ 33,600	—	—
Land	40,000	—	—	—	—	—	—	40,000	—	—
Design/Engineering	60,000	—	—	—	—	—	—	60,000	—	—
Construction	625,000	—	—	—	—	—	—	625,000	—	—
Total Uses	\$ 758,600	—	—	—	—	—	—	\$ 758,600	—	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
General Maintenance	—	—	—	—	—	\$ 1,000	\$ 1,000
Total Impact	—	—	—	—	—	\$ 1,000	\$ 1,000

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.

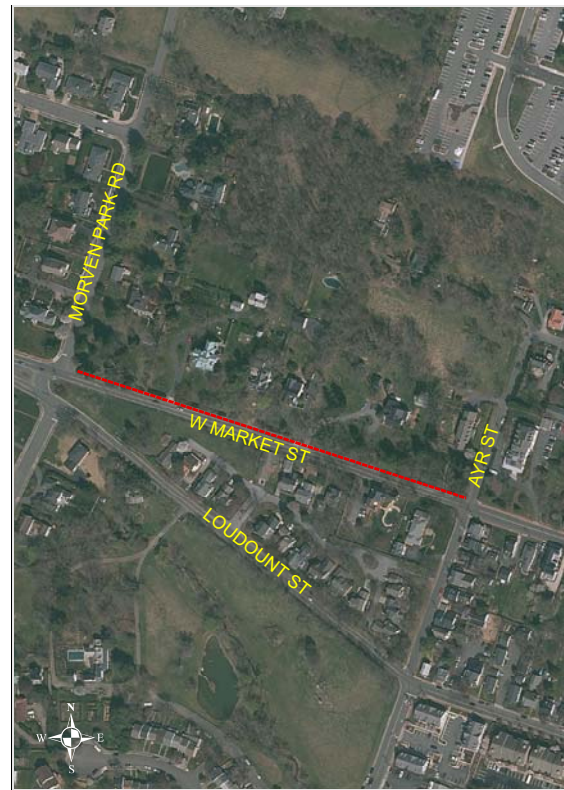
OPERATING IMPACT: None

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
Spring 2019	Summer 2019	Winter 2019/2020



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
County - NVTA 30%	\$ 1,664,000	\$ 1,664,000	—	—	—	—	—	—	—	—
Total Sources	\$ 1,664,000	\$ 1,664,000	—	—	—	—	—	—	—	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 164,000	\$ 164,000	—	—	—	—	—	—	—	—
Land	125,000	125,000	—	—	—	—	—	—	—	—
Design/Engineering	200,000	200,000	—	—	—	—	—	—	—	—
Construction	1,175,000	1,175,000	—	—	—	—	—	—	—	—
Total Uses	\$ 1,664,000	\$ 1,664,000	—	—	—	—	—	—	—	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Storm Drainage

Funding for the Storm Drainage category will continue in the FY 2020-25 Capital Improvements Program. The total cost of Storm Drainage Capital Improvements is \$517,600 in FY 2020 in order to continue the improvements to the Tuscarora Creek to mitigate flooding, begin the storm drainage improvements on Royal Street SE, and to begin the concurrent restoration and realignment of the stream.

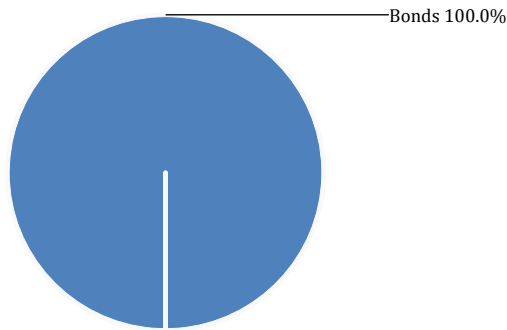
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 7,937,800	\$ 6,509,500	\$ 517,600	\$ 302,900	\$ 607,800	\$ 1,428,300	—
PAY-GO	81,000	81,000	—	—	—	—	—
State - DEQSLAF	641,100	641,100	—	—	—	—	—
Total Capital Projects Fund	\$ 8,659,900	\$ 7,231,600	\$ 517,600	\$ 302,900	\$ 607,800	\$ 1,428,300	—
Total Sources	\$ 8,659,900	\$ 7,231,600	\$ 517,600	\$ 302,900	\$ 607,800	\$ 1,428,300	—

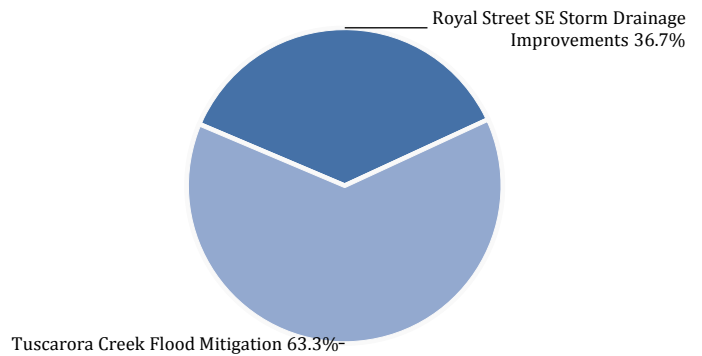
Uses by Project

Projects	Total Project Cost	Expended through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Project Cost
23NEW1 - Liberty Street SW Storm Drainage Improvements	\$ 607,800	—	—	—	\$ 607,800	\$ 607,800	—
20007 - Royal Street SE Storm Drainage Improvements	492,900	—	190,000	302,900	—	492,900	—
06306 - Tuscarora Creek Flood Mitigation	3,739,900	3,412,300	327,600	—	—	327,600	—
16301 - Tuscarora Creek Restoration - TMDL Project	3,819,300	3,819,300	—	—	—	—	—
Total Uses	\$ 8,659,900	\$ 7,231,600	\$ 517,600	\$ 302,900	\$ 607,800	\$ 1,428,300	—

Sources by Type (2020)



Uses by Project (2020)



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 will include recommended 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 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 607,800	—	—	—	—	\$ 607,800	—	—	\$ 607,800	—
Total Sources	\$ 607,800	—	—	—	—	\$ 607,800	—	—	\$ 607,800	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 32,800	—	—	—	—	\$ 32,800	—	—	\$ 32,800	—
Design/Engineering	125,000	—	—	—	—	125,000	—	—	125,000	—
Construction	450,000	—	—	—	—	450,000	—	—	450,000	—
Total Uses	\$ 607,800	—	—	—	—	\$ 607,800	—	—	\$ 607,800	—

Operating Impact

Operating/Maintenance	Year						Total for 6 Yr CIP
	2020	2021	2022	2023	2024	2025	
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Royal Street SE Storm Drainage Improvements (20007)

STATUS: New

PROGRAM DESCRIPTION: Design and construction of drainage improvements on Royal Street, SE east of Harrison Street. Improvements will mitigate localized flooding of residential buildings along the north side of the street.

OPERATING IMPACT: Increased maintenance of additional storm sewer pipes and structures.

GOAL ADDRESSED: 2012 Town Plan

- 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
Spring 2024	Fall 2024	Spring 2025



Storm Drainage

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 492,900	—	\$ 190,000	\$ 302,900	—	—	—	—	\$ 492,900	—
Total Sources	\$ 492,900	—	\$ 190,000	\$ 302,900	—	—	—	—	\$ 492,900	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 42,900	—	\$ 15,000	\$ 27,900	—	—	—	—	\$ 42,900	—
Land	50,000	—	50,000	—	—	—	—	—	50,000	—
Design/Engineering	100,000	—	100,000	—	—	—	—	—	100,000	—
Utility Relocation	25,000	—	25,000	—	—	—	—	—	25,000	—
Construction	275,000	—	—	275,000	—	—	—	—	275,000	—
Total Uses	\$ 492,900	—	\$ 190,000	\$ 302,900	—	—	—	—	\$ 492,900	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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
Spring 2019	Spring 2019	Summer 2020



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 3,705,200	\$ 3,377,600	\$ 327,600	—	—	—	—	—	\$ 327,600	—
PAY-GO	34,700	34,700	—	—	—	—	—	—	—	—
Total Sources	\$ 3,739,900	\$ 3,412,300	\$ 327,600	—	—	—	—	—	\$ 327,600	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 250,100	\$ 222,500	\$ 27,600	—	—	—	—	—	\$ 27,600	—
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	2,565,000	—	—	—	—	—	—	—	—
Total Uses	\$ 3,739,900	\$ 3,412,300	\$ 327,600	—	—	—	—	—	\$ 327,600	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
General Maintenance	—	\$ 5,000	\$ 10,000	\$ 10,300	\$ 10,600	\$ 11,000	\$ 46,900
Total Impact	—	\$ 5,000	\$ 10,000	\$ 10,300	\$ 10,600	\$ 11,000	\$ 46,900

TITLE: Tuscarora Creek Restoration - TMDL Project (16301)

STATUS: Ongoing

PROGRAM DESCRIPTION: This project includes stream restoration, realignment of the channel to reduce and/or eliminate erosion 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
Spring 2019	Spring 2019	Summer 2020



Storm Drainage

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
GO Bonds	\$ 3,131,900	\$ 3,131,900	—	—	—	—	—	—	—	—
PAY-GO	46,300	46,300	—	—	—	—	—	—	—	—
State - DEQSLAF	641,100	641,100	—	—	—	—	—	—	—	—
Total Sources	\$ 3,819,300	\$ 3,819,300	—	—	—	—	—	—	—	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 217,100	\$ 217,100	—	—	—	—	—	—	—	—
Land	40,000	40,000	—	—	—	—	—	—	—	—
Design/Engineering	265,200	265,200	—	—	—	—	—	—	—	—
Utility Relocation	20,000	20,000	—	—	—	—	—	—	—	—
Construction	3,277,000	3,277,000	—	—	—	—	—	—	—	—
Total Uses	\$ 3,819,300	\$ 3,819,300	—	—	—	—	—	—	—	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
General Maintenance	\$ 10,000	\$ 10,300	\$ 10,600	\$ 11,000	\$ 11,300	\$ 11,600	\$ 64,800
Total Impact	\$ 10,000	\$ 10,300	\$ 10,600	\$ 11,000	\$ 11,300	\$ 11,600	\$ 64,800



Airport

Improvements to the Leesburg Executive Airport continue to be a priority for the Town. Capital projects for FY 2020 in this category include the construction of the North Hangars and the ongoing taxiway and runway lighting rehabilitation. The total cost of Airport Capital Improvements for FY 2020 is \$3,247,000.

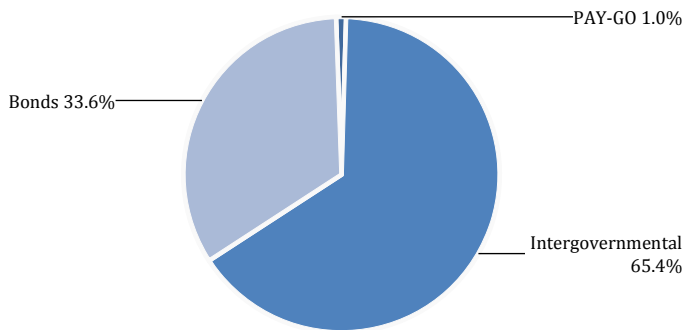
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$ 3,000,000	—	—	—	\$ 3,000,000	\$ 3,000,000	—
Revenue Bonds	2,392,000	—	1,092,000	1,300,000	—	2,392,000	—
PAY-GO	401,300	58,800	33,000	—	258,500	342,500	—
State - DOAV	2,449,200	107,200	972,000	800,000	470,000	2,342,000	—
Federal - FAA	8,118,500	141,000	1,150,000	500,000	6,267,500	7,977,500	—
Total Capital Projects Fund	\$ 16,361,000	\$ 307,000	\$ 3,247,000	\$ 2,600,000	\$ 9,996,000	\$ 16,054,000	—
Total Sources	\$ 16,361,000	\$ 307,000	\$ 3,247,000	\$ 2,600,000	\$ 9,996,000	\$ 16,054,000	—

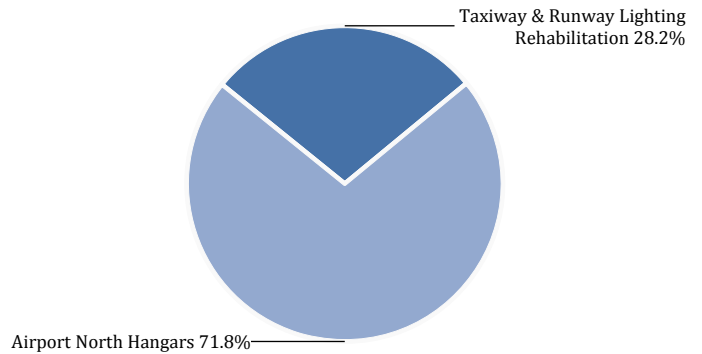
Uses by Project

Projects	Total Project Cost	Expended through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Project Cost
23NEW1 - Airport Apron Paving	\$ 1,621,000	—	—	—	\$ 1,621,000	\$ 1,621,000	—
22NEW2 - Airport FBO Hangar Purchase	3,010,000	—	—	—	3,010,000	3,010,000	—
19002 - Airport North Hangars	5,354,000	211,000	2,332,000	2,600,000	—	5,143,000	—
23NEW3 - Airport Parallel Taxiway Relocation	5,068,000	—	—	—	5,068,000	5,068,000	—
22NEW1 - Airport Runway 17 Approach Lighting (ODALS) Upgrade	297,000	—	—	—	297,000	297,000	—
19003 - Taxiway & Runway Lighting Rehabilitation	1,011,000	96,000	915,000	—	—	915,000	—
Total Uses	\$ 16,361,000	\$ 307,000	\$ 3,247,000	\$ 2,600,000	\$ 9,996,000	\$ 16,054,000	—

Sources by Type (2020)



Uses by Project (2020)



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 2019 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 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
PAY-GO	\$ 53,000	—	—	—	—	\$ 53,000	—	—	\$ 53,000	—
State - DOAV	128,000	—	—	—	—	128,000	—	—	128,000	—
Federal - FAA	1,440,000	—	—	—	—	1,440,000	—	—	1,440,000	—
Total Sources	\$ 1,621,000	—	—	—	—	\$ 1,621,000	—	—	\$ 1,621,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 21,000	—	—	—	—	\$ 21,000	—	—	\$ 21,000	—
Design/Engineering	100,000	—	—	—	—	100,000	—	—	100,000	—
Construction	1,500,000	—	—	—	—	1,500,000	—	—	1,500,000	—
Total Uses	\$ 1,621,000	—	—	—	—	\$ 1,621,000	—	—	\$ 1,621,000	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

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.

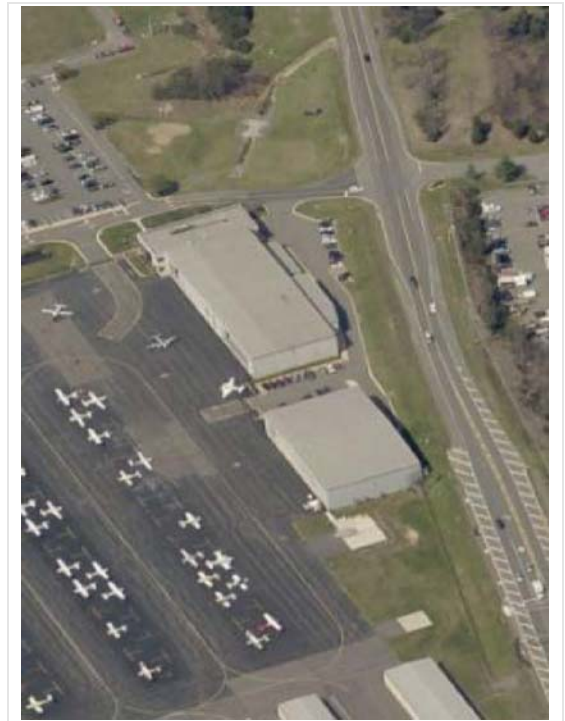
OPERATING IMPACT: Increased building maintenance costs.

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 2022



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	2020	2021	2022	2023	2024	2025	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	—
Total Sources	\$ 3,010,000	—	—	—	\$ 3,010,000	—	—	—	\$ 3,010,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	2020	2021	2022	2023	2024	2025	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	—
Total Uses	\$ 3,010,000	—	—	—	\$ 3,010,000	—	—	—	\$ 3,010,000	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Airport

TITLE: Airport North Hangars (19002)

STATUS: Ongoing

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

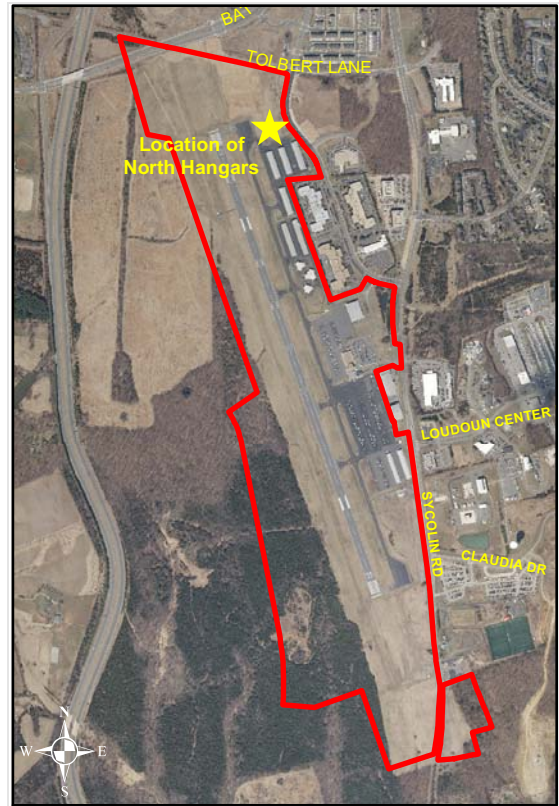
- Transportation Objective 6 calls for promotion and protection of the Leesburg Executive Airport as a primary reliever airport within the regional air transportation system.

Draft 2019 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	Spring 2020	Fall 2021



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Revenue Bonds	\$ 2,392,000	—	\$ 1,092,000	\$ 1,300,000	—	—	—	—	\$ 2,392,000	—
PAY-GO	102,000	51,000	—	—	—	—	—	—	51,000	—
State - DOAV	1,900,000	100,000	900,000	800,000	—	—	—	—	1,800,000	—
Federal - FAA	960,000	60,000	340,000	500,000	—	—	—	—	900,000	—
Total Sources	\$ 5,354,000	\$ 211,000	\$ 2,332,000	\$ 2,600,000	—	—	—	—	\$ 5,143,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 136,000	\$ 11,000	\$ 32,000	\$ 82,000	—	—	—	—	\$ 125,000	—
Design/Engineering	400,000	200,000	—	—	—	—	—	—	200,000	—
Construction	4,818,000	—	2,300,000	2,518,000	—	—	—	—	4,818,000	—
Total Uses	\$ 5,354,000	\$ 211,000	\$ 2,332,000	\$ 2,600,000	—	—	—	—	\$ 5,143,000	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
Electricity	—	—	\$ 800	\$ 800	\$ 800	\$ 800	\$ 3,200
General Maintenance	—	—	2,200	2,200	2,200	2,200	8,800
Total Impact	—	—	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 12,000

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 2019 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	Spring 2024	Summer 2025



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
PAY-GO	\$ 168,000	—	—	—	—	\$ 88,000	\$ 40,000	\$ 40,000	\$ 168,000	—
State - DOAV	320,000	—	—	—	—	80,000	120,000	120,000	320,000	—
Federal - FAA	4,580,000	—	—	—	—	900,000	1,840,000	1,840,000	4,580,000	—
Total Sources	\$ 5,068,000	—	—	—	—	\$ 1,068,000	\$ 2,000,000	\$ 2,000,000	\$ 5,068,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 118,000	—	—	—	—	\$ 68,000	\$ 25,000	\$ 25,000	\$ 118,000	—
Design/Engineering	1,000,000	—	—	—	—	1,000,000	—	—	1,000,000	—
Construction	3,950,000	—	—	—	—	—	1,975,000	1,975,000	3,950,000	—
Total Uses	\$ 5,068,000	—	—	—	—	\$ 1,068,000	\$ 2,000,000	\$ 2,000,000	\$ 5,068,000	—

Operating Impact

Operating/Maintenance							Total for 6 Yr CIP
	2020	2021	2022	2023	2024	2025	
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Airport

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 omni-directional 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 2019 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 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
PAY-GO	\$ 27,500	—	—	—	\$ 13,500	\$ 14,000	—	—	\$ 27,500	—
State - DOAV	22,000	—	—	—	6,000	16,000	—	—	22,000	—
Federal - FAA	247,500	—	—	—	67,500	180,000	—	—	247,500	—
Total Sources	\$ 297,000	—	—	—	\$ 87,000	\$ 210,000	—	—	\$ 297,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 22,000	—	—	—	\$ 12,000	\$ 10,000	—	—	\$ 22,000	—
Land	25,000	—	—	—	25,000	—	—	—	25,000	—
Design/Engineering	50,000	—	—	—	50,000	—	—	—	50,000	—
Construction	200,000	—	—	—	—	200,000	—	—	200,000	—
Total Uses	\$ 297,000	—	—	—	\$ 87,000	\$ 210,000	—	—	\$ 297,000	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Taxiway & Runway Lighting Rehabilitation (19003)

STATUS: Ongoing

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.

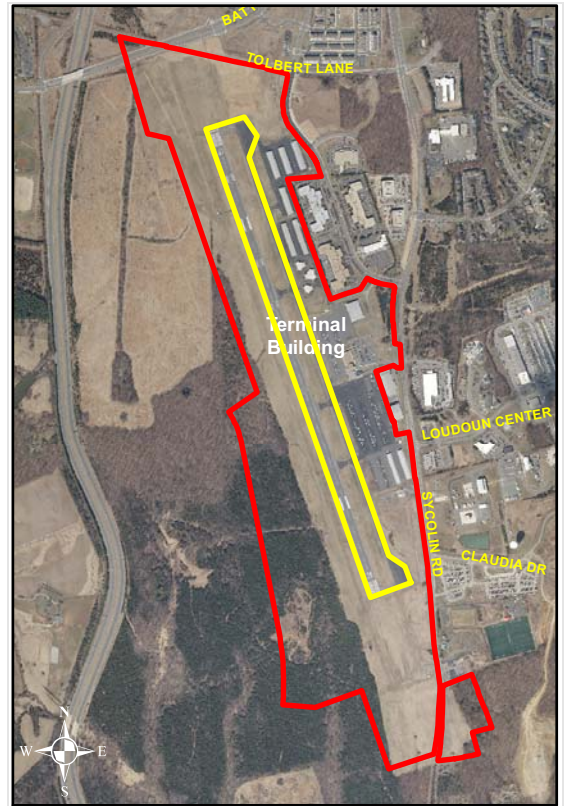
OPERATING IMPACT: Reduction in annual electric costs and light bulb replacement costs

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	Summer 2019	Spring 2020



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
PAY-GO	\$ 40,800	\$ 7,800	\$ 33,000	—	—	—	—	—	\$ 33,000	—
State - DOAV	79,200	7,200	72,000	—	—	—	—	—	72,000	—
Federal - FAA	891,000	81,000	810,000	—	—	—	—	—	810,000	—
Total Sources	\$ 1,011,000	\$ 96,000	\$ 915,000	—	—	—	—	—	\$ 915,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 21,000	\$ 6,000	\$ 15,000	—	—	—	—	—	\$ 15,000	—
Design/Engineering	90,000	90,000	—	—	—	—	—	—	—	—
Construction	900,000	—	900,000	—	—	—	—	—	900,000	—
Total Uses	\$ 1,011,000	\$ 96,000	\$ 915,000	—	—	—	—	—	\$ 915,000	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Airport



Utilities

As a result of the recent water and sewer rates study, a comprehensive needs assessment was conducted for the Town's utilities system. The FY 2020-25 reflects the identified capital needs, and investments in the Town's water and sewer system estimated at \$4,511,100 for FY 2020. Capital projects for FY 2020 include Sanitary Sewer Pump Station Upgrades; Town-wide Sanitary Sewer and Waterline Improvements and Repairs; the replacement of the Gas Train and Digester Boiler and the re-coating and rehabilitation of storage tanks at the Water Pollution Control Facility.

Sources of Funding

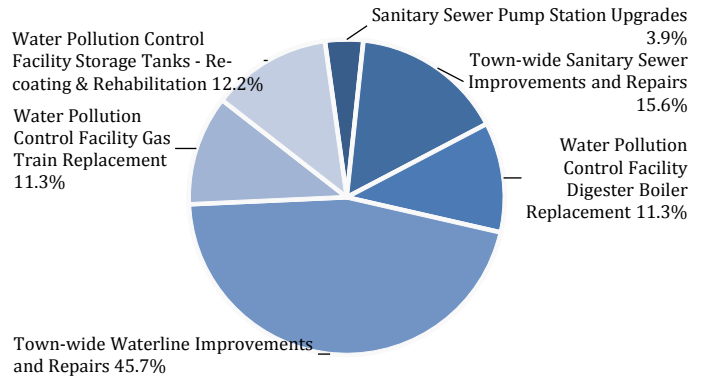
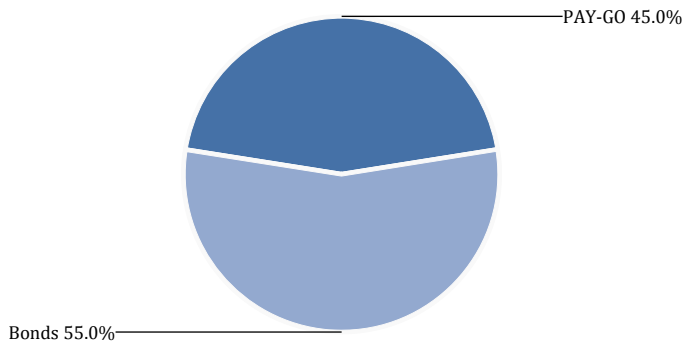
Sources	Total Required Project Funding	Funded through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Funds Required
Utilities Fund							
Utilities Bonds	\$ 32,982,145	\$ 552,000	\$ 2,482,000	\$ 3,261,700	\$ 21,805,195	\$ 27,548,895	\$ 4,881,250
PAY-GO Utilities	26,985,655	452,000	2,029,100	2,668,500	17,842,305	22,539,905	3,993,750
Total Utilities Fund	\$ 59,967,800	\$ 1,004,000	\$ 4,511,100	\$ 5,930,200	\$ 39,647,500	\$ 50,088,800	\$ 8,875,000
Total Sources	\$ 59,967,800	\$ 1,004,000	\$ 4,511,100	\$ 5,930,200	\$ 39,647,500	\$ 50,088,800	\$ 8,875,000

Uses by Project

Projects	Total Project Cost	Expended through 6/30/19	2020	2021	2022 - 2025	Total for 6 Yr CIP	Future Project Cost
25NEW2 - Automated Water Meter Reading and Meter Technology System Upgrade	\$ 5,074,600	—	—	—	\$ 2,074,600	\$ 2,074,600	\$ 3,000,000
22NEW2 - Enhanced Multi-Barrier Treatment Technology	2,135,800	—	—	—	2,135,800	2,135,800	—
23NEW2 - Excavated Materials Holding and Drying Facility	758,000	—	—	—	758,000	758,000	—
22NEW1 - Lower Sycolin Sanitary Sewer Pump Station Third Pump	272,500	—	—	—	272,500	272,500	—
20503 - Sanitary Sewer Pump Station Upgrades	4,316,900	—	176,200	776,800	2,488,900	3,441,900	875,000
20506 - Town-wide Sanitary Sewer Improvements and Repairs	4,633,400	—	704,900	675,700	2,627,800	4,008,400	625,000
20505 - Town-wide Waterline Improvements and Repairs	10,545,500	—	2,061,600	2,034,000	5,074,900	9,170,500	1,375,000
21NEW1 - Utility System Storage Facility	1,548,700	—	—	507,500	1,041,200	1,548,700	—
20504 - Water Booster Pump Station at Loudoun Water Interconnect	1,869,900	—	—	429,300	1,440,600	1,869,900	—
24NEW2 - Water Pollution Control Facility Backup Generator	764,300	—	—	—	764,300	764,300	—
24NEW1 - Water Pollution Control Facility Chemical Building Addition	2,158,300	—	—	—	2,158,300	2,158,300	—
23NEW3 - Water Pollution Control Facility Debris Screen System	1,669,600	—	—	—	1,669,600	1,669,600	—
20502 - Water Pollution Control Facility Digester Boiler Replacement	508,500	—	508,500	—	—	508,500	—
25NEW4 - Water Pollution Control Facility Digester Dome Replacements	3,158,700	—	—	—	1,658,700	1,658,700	1,500,000
25NEW3 - Water Pollution Control Facility Dryer Drum Replacement	2,014,700	—	—	—	1,014,700	1,014,700	1,000,000
20501 - Water Pollution Control Facility Gas Train Replacement	508,500	—	508,500	—	—	508,500	—
22NEW3 - Water Pollution Control Facility Odor Control (Biofilter) Media Replacement	722,500	—	—	—	722,500	722,500	—
25NEW5 - Water Pollution Control Facility Odor Control Improvements	1,529,000	—	—	—	1,529,000	1,529,000	—
18002 - Water Pollution Control Facility Storage Tanks - Re-coating & Rehabilitation	4,822,100	1,004,000	551,400	552,000	2,214,700	3,318,100	500,000
23NEW4 - Water Pollution Control Facility Tuscarora Landscaper's Choice (TLC) Solids Silo	653,000	—	—	—	653,000	653,000	—
25NEW1 - Water Storage Tank Recoating - Carr Tank II	1,328,300	—	—	—	1,328,300	1,328,300	—
22NEW4 - Water Supply and Wastewater SCADA Systems Replacement	3,192,500	—	—	—	3,192,500	3,192,500	—
23NEW5 - Water Supply Emergency II and III Interconnect	3,189,400	—	—	—	3,189,400	3,189,400	—
21NEW3 - Water Treatment Plant Filter #1 and #2 Underdrain Replacement	954,900	—	—	954,900	—	954,900	—
23NEW1 - Water Treatment Plant Sludge Disposal Improvements	1,638,200	—	—	—	1,638,200	1,638,200	—
Total Uses	\$ 59,967,800	\$ 1,004,000	\$ 4,511,100	\$ 5,930,200	\$ 39,647,500	\$ 50,088,800	\$ 8,875,000

Sources by Type (2020)

Uses by Project (2020)



TITLE: Automated Water Meter Reading and Meter Technology System Upgrade (25NEW2)

STATUS: Future

PROGRAM DESCRIPTION: A multi-year phased replacement of water meters and upgrade of the automated meter reading system allows continually increased accuracy, efficiency, and productivity in metering, billing processes and customer service. Phased implementation ensures quality control and replacement of batteries and transmitter units at appropriately scheduled intervals.

OPERATING IMPACT: None

GOAL ADDRESSED: •2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply to meet state and federal criteria. This project promotes long term financial stability with accurate and timely quarterly utility bills.



Utilities

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Summer 2025	Summer 2028

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 2,791,000	—	—	—	—	—	—	\$ 1,141,000	\$ 1,141,000	\$ 1,650,000
PAY-GO Utilities	2,283,600	—	—	—	—	—	—	933,600	933,600	1,350,000
Total Sources	\$ 5,074,600	—	—	—	—	—	—	\$ 2,074,600	\$ 2,074,600	\$ 3,000,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 74,600	—	—	—	—	—	—	\$ 74,600	\$ 74,600	—
Construction	5,000,000	—	—	—	—	—	—	2,000,000	2,000,000	3,000,000
Total Uses	\$ 5,074,600	—	—	—	—	—	—	\$ 2,074,600	\$ 2,074,600	\$ 3,000,000

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Enhanced Multi-Barrier Treatment Technology (22NEW2)

STATUS: Future

PROGRAM DESCRIPTION: The Town has completed monitoring of the Potomac River for compliance with Round 2 of the Environmental Protection Agency (EPA) Long Term 2 Enhanced Surface Water Treatment Rule (LT2ESWTR Round 2). The EPA created this rule to increase protection against microbial pathogens such as Cryptosporidium and Giardia in public water systems that use surface water sources. Recent monitoring of the Potomac River detected Cryptosporidium oocysts. The Town’s existing water treatment process removes these pathogens. This project addresses regulatory requirements that are associated with the presence of Cryptosporidium and adds an additional process to remove pathogens through a multi-barrier approach.

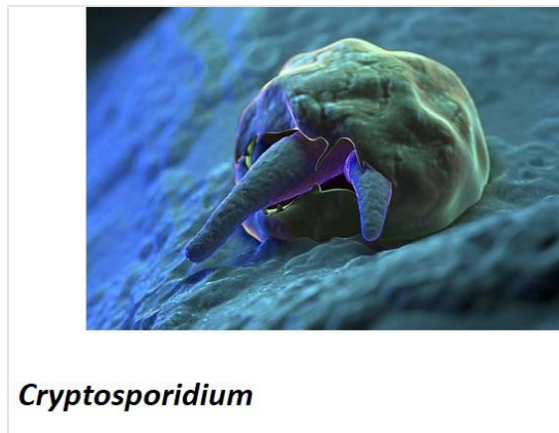
OPERATING IMPACT: Increase operating and maintenance of the water treatment system.

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply to meet state and federal criteria. Development of additional treatment technology at the WTP will ensure compliance of EPA rules.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Fall 2022	Spring 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 1,175,000	—	—	—	\$ 1,175,000	—	—	—	\$ 1,175,000	—
PAY-GO Utilities	960,800	—	—	—	960,800	—	—	—	960,800	—
Total Sources	\$ 2,135,800	—	—	—	\$ 2,135,800	—	—	—	\$ 2,135,800	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 135,800	—	—	—	\$ 135,800	—	—	—	\$ 135,800	—
Design/Engineering	200,000	—	—	—	200,000	—	—	—	200,000	—
Construction	1,800,000	—	—	—	1,800,000	—	—	—	1,800,000	—
Total Uses	\$ 2,135,800	—	—	—	\$ 2,135,800	—	—	—	\$ 2,135,800	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
General Maintenance	—	—	—	\$ 31,000	\$ 31,000	\$ 31,000	\$ 93,000
Total Impact	—	—	—	\$ 31,000	\$ 31,000	\$ 31,000	\$ 93,000

TITLE: Excavated Materials Holding and Drying Facility (23NEW2)

STATUS: Future

PROGRAM DESCRIPTION: This project includes design and construction of a materials disposal facility capable of storing 5,000 gallons of slurry from Town's vacuum excavations is required to meet Department of Environmental Quality (DEQ)'s storm permitting requirements.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply and wastewater treatment and collection to meet state and federal criteria. This project will allow the Town to meet Virginia Department of Environmental Quality storm water regulations.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Summer 2023	Winter 2023/2024



Utilities

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 417,000	—	—	—	—	\$ 417,000	—	—	\$ 417,000	—
PAY-GO Utilities	341,000	—	—	—	—	341,000	—	—	341,000	—
Total Sources	\$ 758,000	—	—	—	—	\$ 758,000	—	—	\$ 758,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 8,000	—	—	—	—	\$ 8,000	—	—	\$ 8,000	—
Design/Engineering	100,000	—	—	—	—	100,000	—	—	100,000	—
Construction	650,000	—	—	—	—	650,000	—	—	650,000	—
Total Uses	\$ 758,000	—	—	—	—	\$ 758,000	—	—	\$ 758,000	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Lower Sycolin Sanitary Sewer Pump Station Third Pump (22NEW1)

STATUS: Future

PROGRAM DESCRIPTION: Installation of a third submersible pump at the Lower Sycolin pump station for redundancy and address sanitary sewer flow based on engineering design and proposed development.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate wastewater collection to meet state and federal criteria. This project will ensure permit compliance and efficient pump station operations as sanitary sewer demands and service are population increase.

Significant Dates

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



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 150,000	—	—	—	\$ 150,000	—	—	—	\$ 150,000	—
PAY-GO Utilities	122,500	—	—	—	122,500	—	—	—	122,500	—
Total Sources	\$ 272,500	—	—	—	\$ 272,500	—	—	—	\$ 272,500	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 22,500	—	—	—	\$ 22,500	—	—	—	\$ 22,500	—
Construction	250,000	—	—	—	250,000	—	—	—	250,000	—
Total Uses	\$ 272,500	—	—	—	\$ 272,500	—	—	—	\$ 272,500	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Sanitary Sewer Pump Station Upgrades (20503)

STATUS: New

PROGRAM DESCRIPTION: This multi year project will evaluate, design, install and construct identified upgrades and refurbishments at the various sanitary sewer pump stations. Most pump stations are approaching 20 years of age and pumps and controls will be exceeding the useful life. Pump stations to be improved include Cattail, Goose Creek, Ida Lee, and Potomac.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate wastewater collection to meet state and federal criteria. This project will ensure permit compliance and efficient sanitary pump station operations.



Utilities

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Spring 2020	Summer 2026

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 2,374,250	—	\$ 97,000	\$ 427,000	\$ 428,000	\$ 428,000	\$ 428,000	\$ 85,000	\$ 1,893,000	\$ 481,250
PAY-GO Utilities	1,942,650	—	79,200	349,800	349,500	350,100	350,800	69,500	1,548,900	393,750
Total Sources	\$ 4,316,900	—	\$ 176,200	\$ 776,800	\$ 777,500	\$ 778,100	\$ 778,800	\$ 154,500	\$ 3,441,900	\$ 875,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 316,900	—	\$ 51,200	\$ 51,800	\$ 52,500	\$ 53,100	\$ 53,800	\$ 54,500	\$ 316,900	—
Utility Relocation	400,000	—	12,500	72,500	72,500	72,500	72,500	10,000	312,500	87,500
Construction	3,600,000	—	112,500	652,500	652,500	652,500	652,500	90,000	2,812,500	787,500
Total Uses	\$ 4,316,900	—	\$ 176,200	\$ 776,800	\$ 777,500	\$ 778,100	\$ 778,800	\$ 154,500	\$ 3,441,900	\$ 875,000

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Town-wide Sanitary Sewer Improvements and Repairs (20506)

STATUS: New

PROGRAM DESCRIPTION: This project undertakes on-going maintenance and replacement of old deteriorated sanitary sewers, mitigates infiltration and inflow (I&I) and improves sanitary sewer associated with other capital projects. The table on the next page provides a listing of the projects, design and/or construction costs and proposed scheduling.

In previous Capital Improvements Programs, project number 06401 – Miscellaneous Waterline & Sanitary Sewer Improvements, Repairs and I&I Mitigation included replacement and upgrades to both waterlines and sanitary sewer lines. Beginning in the FY 2020-25 Capital Improvements Program, project 06401 has been separated into two new CIP projects (20506 and 20505) – one for each of the two systems.

OPERATING IMPACT: Maintenance costs should be reduced due to the improved structural integrity of the sewer lines.

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate wastewater collection and treatment to meet state and federal criteria. This project includes replacement or relining of aging sanitary sewer mains and rehabilitation of sanitary sewer manholes.

Significant Dates

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



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 2,549,000	—	\$ 388,000	\$ 372,000	\$ 362,000	\$ 378,000	\$ 345,000	\$ 360,000	\$ 2,205,000	\$ 344,000
PAY-GO Utilities	2,084,400	—	316,900	303,700	296,900	309,000	283,000	293,900	1,803,400	281,000
Total Sources	\$ 4,633,400	—	\$ 704,900	\$ 675,700	\$ 658,900	\$ 687,000	\$ 628,000	\$ 653,900	\$ 4,008,400	\$ 625,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 160,900	—	\$ 24,900	\$ 25,700	\$ 26,400	\$ 27,000	\$ 28,000	\$ 28,900	\$ 160,900	—
Construction	4,472,500	—	680,000	650,000	632,500	660,000	600,000	625,000	3,847,500	625,000
Total Uses	\$ 4,633,400	—	\$ 704,900	\$ 675,700	\$ 658,900	\$ 687,000	\$ 628,000	\$ 653,900	\$ 4,008,400	\$ 625,000

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Utilities

Capital Improvements Program

Description	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Sewer						
Pipe Lateral Rehabilitation	\$ 458,000	\$ 420,000	\$ —	\$ —	\$ —	\$ —
Pipe Rehabilitation	222,000	—	—	—	—	—
Manhole Rehabilitation Lining	—	230,000	632,500	660,000	600,000	625,000
Project Management	24,900	25,700	26,400	27,000	28,000	28,900
Total Cost	\$ 704,900	\$ 675,700	\$ 658,900	\$ 687,000	\$ 628,000	\$ 653,900

TITLE: Town-wide Waterline Improvements and Repairs (20505)

STATUS: New

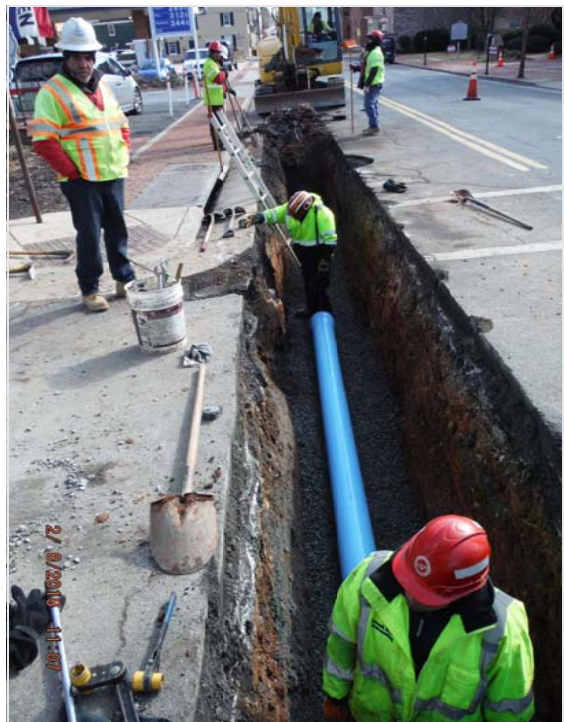
PROGRAM DESCRIPTION: This project undertakes on-going replacement and upgrades to old deteriorated waterlines associated with waterline capacity improvements and other capital projects. The table on the next page provides a listing of the projects, design and/or construction costs and proposed scheduling.

In previous Capital Improvements Programs, project number 06401 – Miscellaneous Waterline & Sanitary Sewer Improvements, Repairs and I&I Mitigation included replacement and upgrades to both waterlines and sanitary sewer lines. Beginning in the FY 2020-25 Capital Improvements Program, project 06401 has been separated into two new CIP projects (20506 and 20505) – one for each of the two systems.

OPERATING IMPACT: Maintenance and treatment costs should be reduced due to the improved structural integrity of the waterlines. 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 to meet state and federal criteria.



Significant Dates

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

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 5,799,895	—	\$ 1,134,000	\$ 1,118,700	\$ 1,000,505	\$ 508,310	\$ 545,545	\$ 736,835	\$ 5,043,895	\$ 756,000
PAY-GO Utilities	4,745,605	—	927,600	915,300	818,595	415,890	446,355	602,865	4,126,605	619,000
Total Sources	\$ 10,545,500	—	\$ 2,061,600	\$ 2,034,000	\$ 1,819,100	\$ 924,200	\$ 991,900	\$ 1,339,700	\$ 9,170,500	\$ 1,375,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 528,000	—	\$ 81,600	\$ 84,000	\$ 86,600	\$ 89,200	\$ 91,900	\$ 94,700	\$ 528,000	—
Design/Engineering	1,001,750	—	198,000	195,000	173,250	83,500	90,000	124,500	864,250	137,500
Construction	9,015,750	—	1,782,000	1,755,000	1,559,250	751,500	810,000	1,120,500	7,778,250	1,237,500
Total Uses	\$ 10,545,500	—	\$ 2,061,600	\$ 2,034,000	\$ 1,819,100	\$ 924,200	\$ 991,900	\$ 1,339,700	\$ 9,170,500	\$ 1,375,000

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

Utilities

Capital Improvements Program

Description	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
WATER						
Cornwall St NW from Memorial Dr NW to Liberty St NW	\$ 650,000	\$ —	\$ —	\$ —	\$ —	\$ —
Cornwall St NW from Liberty St NW to N King St	930,000	675,000	—	—	—	—
The Fields at Leesburg (Loudoun House) Service Lines Replacement	400,000	—	—	—	—	—
Hancock Pl NE Service Lines Replacement	—	990,000	—	—	—	—
E Market St from Loudoun St SE to Harrison St SE	—	285,000	500,000	—	—	—
Old Waterford Rd NW from Morven Park Rd NW to VFW Post 1177	—	—	400,000	—	—	—
Wage Drive SW Service Line Transfers	—	—	600,000	—	—	—
South St SE at Harrison St SE and Church St SE	—	—	232,500	—	—	—
Royal St SW from S King St to Liberty St SW	—	—	—	835,000	765,000	—
Edwards Ferry Rd NE from Mayfair Dr NE to Heritage Wy NE	—	—	—	—	—	650,000
S King St from South St SW to Loudoun St SE	—	—	—	—	135,000	595,000
Project Management	81,600	84,000	86,600	89,200	91,900	94,700
Total Cost	\$ 2,061,000	\$ 2,034,000	\$ 1,819,100	\$ 924,200	\$ 991,900	\$ 1,339,700

Utilities

TITLE: Utility System Storage Facility (21NEW1)

STATUS: Future

PROGRAM DESCRIPTION: This project includes design and construction of an equipment storage facility to protect and extend the useful life of materials and equipment currently stored outdoors exposed to extreme weather conditions.

OPERATING IMPACT: Additional costs to operate and maintain the building.

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply and wastewater treatment and collection to meet state and federal criteria. This project will improve operating efficiency by protecting and maintaining equipment from the elements.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Summer 2021	Winter 2022/2023



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 852,000	—	—	\$ 279,000	\$ 573,000	—	—	—	\$ 852,000	—
PAY-GO Utilities	696,700	—	—	228,500	468,200	—	—	—	696,700	—
Total Sources	\$ 1,548,700	—	—	\$ 507,500	\$ 1,041,200	—	—	—	\$ 1,548,700	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 48,700	—	—	\$ 7,500	\$ 41,200	—	—	—	\$ 48,700	—
Design/Engineering	150,000	—	—	150,000	—	—	—	—	150,000	—
Construction	1,350,000	—	—	350,000	1,000,000	—	—	—	1,350,000	—
Total Uses	\$ 1,548,700	—	—	\$ 507,500	\$ 1,041,200	—	—	—	\$ 1,548,700	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
General Maintenance	—	—	—	\$ 20,000	\$ 20,000	\$ 20,000	\$ 60,000
Total Impact	—	—	—	\$ 20,000	\$ 20,000	\$ 20,000	\$ 60,000

TITLE: Water Booster Pump Station at Loudoun Water Interconnect (20504)

STATUS: Future

PROGRAM DESCRIPTION: This project ensures adequate water is available to customers during water emergencies through the existing interconnection with Loudoun Water at Riverside Parkway. The current interconnect is capable of providing approximately one half of the Town's average daily demand. The proposed improvements will provide adequate pressure to meet the Town's average demand.

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 to meet state and federal criteria. This project will reduce the risk of interrupted water supply including fire fighting to Town customers during water emergencies and Water Treatment Plant maintenance activities.



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Winter 2021/2022	Spring 2023

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 1,028,000	—	—	\$ 236,000	\$ 792,000	—	—	—	\$ 1,028,000	—
PAY-GO Utilities	841,900	—	—	193,300	648,600	—	—	—	841,900	—
Total Sources	\$ 1,869,900	—	—	\$ 429,300	\$ 1,440,600	—	—	—	\$ 1,869,900	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 169,900	—	—	\$ 79,300	\$ 90,600	—	—	—	\$ 169,900	—
Design/Engineering	350,000	—	—	350,000	—	—	—	—	350,000	—
Construction	1,350,000	—	—	—	1,350,000	—	—	—	1,350,000	—
Total Uses	\$ 1,869,900	—	—	\$ 429,300	\$ 1,440,600	—	—	—	\$ 1,869,900	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Water Pollution Control Facility Backup Generator (24NEW2)

STATUS: Future

PROGRAM DESCRIPTION: Installation of a backup generator at the Water Pollution Control Facility for system redundancy and reliability to allow for continued operations during emergencies. The project will evaluate inclusion of the Utility Maintenance Building for emergency power generation needs.

OPERATING IMPACT: Increased maintenance and operating costs of the generator.

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate wastewater collection and treatment to meet state and federal criteria. This project will provide reliable electric power to enable continued reliable operations during emergencies.



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Spring 2024	Summer 2024

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 420,000	—	—	—	—	—	—	\$ 420,000	—	—
PAY-GO Utilities	344,300	—	—	—	—	—	—	344,300	—	—
Total Sources	\$ 764,300	—	—	—	—	—	—	\$ 764,300	—	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 14,300	—	—	—	—	—	—	\$ 14,300	—	—
Design/Engineering	75,000	—	—	—	—	—	—	75,000	—	—
Construction	675,000	—	—	—	—	—	—	675,000	—	—
Total Uses	\$ 764,300	—	—	—	—	—	—	\$ 764,300	—	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
General Maintenance	—	—	—	—	—	\$ 10,000	\$ 10,000
Total Impact	—	—	—	—	—	\$ 10,000	\$ 10,000

TITLE: Water Pollution Control Facility Chemical Building Addition (24NEW1)

STATUS: Future

PROGRAM DESCRIPTION: Construction of a new chemical building at the Water Pollution Control Facility (WPCF) to allow for efficient distribution of sodium hydroxide and ferric chloride. The current chemical lines are far from the application point. The new building location will eliminate the current operational and maintenance issues with chemical lines freezing or breaking.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate wastewater collection and treatment to meet state and federal criteria. This project will improve conveyance of chemicals throughout the WPCF for efficient operations and increased reliability in meeting federal and state regulations.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Spring 2024	Fall 2026



Utilities

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 1,187,000	—	—	—	—	—	—	\$ 1,187,000	—	—
PAY-GO Utilities	971,300	—	—	—	—	—	—	971,300	—	—
Total Sources	\$ 2,158,300	—	—	—	—	—	—	\$ 2,158,300	—	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 158,300	—	—	—	—	—	—	\$ 158,300	—	—
Construction	2,000,000	—	—	—	—	—	—	2,000,000	—	—
Total Uses	\$ 2,158,300	—	—	—	—	—	—	\$ 2,158,300	—	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Water Pollution Control Facility Debris Screen System (23NEW3)

STATUS: Future

PROGRAM DESCRIPTION: The existing bar screens at the Water Pollution Control Facility do not efficiently remove debris. This project will evaluate, design and construct a fine debris screen system to remove debris that negatively impacts treatment process and equipment.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate wastewater treatment to meet state and federal criteria. This project will protect equipment and improve operational efficiencies by adding a fine screen at the beginning of the treatment process.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Spring 2023	Spring 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 918,000	—	—	—	—	\$ 420,000	\$ 498,000	—	\$ 918,000	—
PAY-GO Utilities	751,600	—	—	—	—	343,500	408,100	—	751,600	—
Total Sources	\$ 1,669,600	—	—	—	—	\$ 763,500	\$ 906,100	—	\$ 1,669,600	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 169,600	—	—	—	—	\$ 13,500	\$ 156,100	—	\$ 169,600	—
Design/Engineering	150,000	—	—	—	—	150,000	—	—	150,000	—
Construction	1,350,000	—	—	—	—	600,000	750,000	—	1,350,000	—
Total Uses	\$ 1,669,600	—	—	—	—	\$ 763,500	\$ 906,100	—	\$ 1,669,600	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Water Pollution Control Facility Digester Boiler Replacement (20502)

STATUS: New

PROGRAM DESCRIPTION: This project replaces the 31-year old digester boiler at the Water Pollution Control Facility that has exceeded useful life, in order to gain operational efficiency.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate wastewater treatment to meet state and federal criteria. Digester boiler replacement will gain operational efficiency for the system.

Significant Dates

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



Utilities

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 280,000	—	\$ 280,000	—	—	—	—	—	\$ 280,000	—
PAY-GO Utilities	228,500	—	228,500	—	—	—	—	—	228,500	—
Total Sources	\$ 508,500	—	\$ 508,500	—	—	—	—	—	\$ 508,500	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 8,500	—	\$ 8,500	—	—	—	—	—	\$ 8,500	—
Construction	500,000	—	500,000	—	—	—	—	—	500,000	—
Total Uses	\$ 508,500	—	\$ 508,500	—	—	—	—	—	\$ 508,500	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Water Pollution Control Facility Digester Dome Replacements (25NEW4)

STATUS: Future

PROGRAM DESCRIPTION: This project includes the design and construction of two replacement domes of 48-year old digesters A & B. Digester domes C & D installed in 1987 and 1994 respectively are anticipated to be replaced in 2027.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate wastewater treatment to meet state and federal criteria. Replacement of digester domes will increase efficiency and possibly reduce odor to adjacent properties.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Summer 2025	Summer 2027



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 1,737,000	—	—	—	—	—	—	\$ 912,000	\$ 912,000	\$ 825,000
PAY-GO Utilities	1,421,700	—	—	—	—	—	—	746,700	746,700	675,000
Total Sources	\$ 3,158,700	—	—	—	—	—	—	\$ 1,658,700	\$ 1,658,700	\$ 1,500,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 158,700	—	—	—	—	—	—	\$ 158,700	\$ 158,700	—
Design/Engineering	300,000	—	—	—	—	—	—	150,000	150,000	150,000
Construction	2,700,000	—	—	—	—	—	—	1,350,000	1,350,000	1,350,000
Total Uses	\$ 3,158,700	—	—	—	—	—	—	\$ 1,658,700	\$ 1,658,700	\$ 1,500,000

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Water Pollution Control Facility Dryer Drum Replacement (25NEW3)

STATUS: Future

PROGRAM DESCRIPTION: Replacement of a 25 year old Dryer Drum and its associated handling equipment to ensure continued treatment operations and gain efficiency in the biosolids drying process.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate wastewater treatment to meet state and federal criteria. Replacement of this 25 year old equipment will increase efficiency in operations and ensure the Town's ongoing compliance with regulatory permitting.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Summer 2025	Summer 2027



Utilities

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 1,108,000	—	—	—	—	—	—	\$ 558,000	\$ 558,000	\$ 550,000
PAY-GO Utilities	906,700	—	—	—	—	—	—	456,700	456,700	450,000
Total Sources	\$ 2,014,700	—	—	—	—	—	—	\$ 1,014,700	\$ 1,014,700	\$ 1,000,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 14,700	—	—	—	—	—	—	\$ 14,700	\$ 14,700	—
Design/Engineering	200,000	—	—	—	—	—	—	200,000	200,000	—
Construction	1,800,000	—	—	—	—	—	—	800,000	800,000	1,000,000
Total Uses	\$ 2,014,700	—	—	—	—	—	—	\$ 1,014,700	\$ 1,014,700	\$ 1,000,000

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Water Pollution Control Facility Gas Train Replacement (20501)

STATUS: New

PROGRAM DESCRIPTION: The dryer furnace piping for natural gas (gas train) in the dryer building at the Water Pollution Control Facility is 17 years old and requires replacement as the furnace is being replaced in 2019. This project will also evaluate the furnace control panel and provide replacement if required.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate wastewater treatment to meet state and federal criteria. This project will improve safety, reliability and operational efficiency of the dryer facility.

Significant Dates

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



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 280,000	—	\$ 280,000	—	—	—	—	—	\$ 280,000	—
PAY-GO Utilities	228,500	—	228,500	—	—	—	—	—	228,500	—
Total Sources	\$ 508,500	—	\$ 508,500	—	—	—	—	—	\$ 508,500	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 8,500	—	\$ 8,500	—	—	—	—	—	\$ 8,500	—
Construction	500,000	—	500,000	—	—	—	—	—	500,000	—
Total Uses	\$ 508,500	—	\$ 508,500	—	—	—	—	—	\$ 508,500	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Water Pollution Control Facility Odor Control (Biofilter) Media Replacement (22NEW3)

STATUS: Future

PROGRAM DESCRIPTION: Based on the odor control study report, this project will address odor control measures with replacing carbon based filter media of existing influent and primary odor control systems.

OPERATING IMPACT:

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate wastewater treatment to meet state and federal criteria. Improvements to existing odor control systems will mitigate odors and gain operational efficiency.



Utilities

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Winter 2021/2022	Summer 2022

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 397,000	—	—	—	\$ 397,000	—	—	—	\$ 397,000	—
PAY-GO Utilities	325,500	—	—	—	325,500	—	—	—	325,500	—
Total Sources	\$ 722,500	—	—	—	\$ 722,500	—	—	—	\$ 722,500	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 22,500	—	—	—	\$ 22,500	—	—	—	\$ 22,500	—
Design/Engineering	75,000	—	—	—	75,000	—	—	—	75,000	—
Construction	625,000	—	—	—	625,000	—	—	—	625,000	—
Total Uses	\$ 722,500	—	—	—	\$ 722,500	—	—	—	\$ 722,500	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Water Pollution Control Facility Odor Control Improvements (25NEW5)

STATUS: Future

PROGRAM DESCRIPTION: With development occurring near the Water Pollution Control Facility (WPCF), this project will implement odor control measures recommended in the engineering odor control study report.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate wastewater treatment to meet state and federal criteria. This project will mitigate odors from the WPCF and install recommended odor control measures.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Spring 2024	Summer 2025



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	\$ 841,000	—	—	—	—	—	\$ 420,000	\$ 421,000	\$ 841,000	—
PAY-GO Utilities	688,000	—	—	—	—	—	344,300	343,700	688,000	—
Total Sources	\$ 1,529,000	—	—	—	—	—	\$ 764,300	\$ 764,700	\$ 1,529,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP	Future Project Cost
Project Management	\$ 29,000	—	—	—	—	—	\$ 14,300	\$ 14,700	\$ 29,000	—
Construction	1,500,000	—	—	—	—	—	750,000	750,000	1,500,000	—
Total Uses	\$ 1,529,000	—	—	—	—	—	\$ 764,300	\$ 764,700	\$ 1,529,000	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Water Pollution Control Facility Storage Tanks - Re-coating & Rehabilitation (18002)

STATUS: Ongoing

PROGRAM DESCRIPTION: Rehabilitation projects will be based on engineering inspections of water pollution control and process storage tanks. Potential facilities and scope of work include re-coat and rehabilitate digester B, 6 reactors, and 6 basins. Install new liners and re-coat girders at emergency storage basins A & B.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate wastewater treatment to meet state and federal criteria. This project is part of the requirements to keep the wastewater treatment facility in good operating condition to meet state and federal regulations.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
N/A	Spring 2019	Summer 2026



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 2,652,000	\$ 552,000	\$ 303,000	\$ 304,000	\$ 304,000	\$ 304,000	\$ 305,000	\$ 305,000	\$ 1,825,000	\$ 275,000
PAY-GO Utilities	2,170,100	452,000	248,400	248,000	248,700	249,300	249,000	249,700	1,493,100	225,000
Total Sources	\$ 4,822,100	\$ 1,004,000	\$ 551,400	\$ 552,000	\$ 552,700	\$ 553,300	\$ 554,000	\$ 554,700	\$ 3,318,100	\$ 500,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 322,100	\$ 4,000	\$ 51,400	\$ 52,000	\$ 52,700	\$ 53,300	\$ 54,000	\$ 54,700	\$ 318,100	—
Construction	4,500,000	1,000,000	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	500,000
Total Uses	\$ 4,822,100	\$ 1,004,000	\$ 551,400	\$ 552,000	\$ 552,700	\$ 553,300	\$ 554,000	\$ 554,700	\$ 3,318,100	\$ 500,000

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Water Pollution Control Facility Tuscarora Landscaper's Choice (TLC) Solids Silo (23NEW4)

STATUS: Future

PROGRAM DESCRIPTION: This project includes design and construction of a fourth biosolids silo for storage of the "Tuscarora Landscaper's Choice" (TLC) soil amendment that is produced as a byproduct of the Water Pollution Control Facilities operations. There is a projected increase of biosolids volume production resulting from increased development in the area. The project will also include inspection and condition assessment of the three existing silos.

OPERATING IMPACT:

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate wastewater treatment to meet state and federal criteria. This project will ensure adequate biosolids storage based on expected population growth.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Spring 2023	Spring 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 359,000	—	—	—	—	\$ 359,000	—	—	\$ 359,000	—
PAY-GO Utilities	294,000	—	—	—	—	294,000	—	—	294,000	—
Total Sources	\$ 653,000	—	—	—	—	\$ 653,000	—	—	\$ 653,000	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 153,000	—	—	—	—	\$ 153,000	—	—	\$ 153,000	—
Design/Engineering	50,000	—	—	—	—	50,000	—	—	50,000	—
Construction	450,000	—	—	—	—	450,000	—	—	450,000	—
Total Uses	\$ 653,000	—	—	—	—	\$ 653,000	—	—	\$ 653,000	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Water Storage Tank Recoating -Carr Tank II (25NEW1)

STATUS: Future

PROGRAM DESCRIPTION: This project will inspect and recoat the Town's Carr II water storage tank and perform minor modifications to interior draining system to enhance de-watering and cleaning activities. Carr II was last painted in 2009.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply to meet state and federal criteria. This project helps to maintain the integrity of the water storage facilities as a critical component of overall water quality as outlined by the Virginia Department of Health.



Utilities

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Spring 2025	Summer 2026

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 731,000	—	—	—	—	—	—	\$ 731,000	\$ 731,000	—
PAY-GO Utilities	597,300	—	—	—	—	—	—	597,300	597,300	—
Total Sources	\$ 1,328,300	—	—	—	—	—	—	\$ 1,328,300	\$ 1,328,300	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 28,300	—	—	—	—	—	—	\$ 28,300	\$ 28,300	—
Design/Engineering	200,000	—	—	—	—	—	—	200,000	200,000	—
Construction	1,100,000	—	—	—	—	—	—	1,100,000	1,100,000	—
Total Uses	\$ 1,328,300	—	—	—	—	—	—	\$ 1,328,300	\$ 1,328,300	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Water Supply and Wastewater SCADA Systems Replacement (22NEW4)

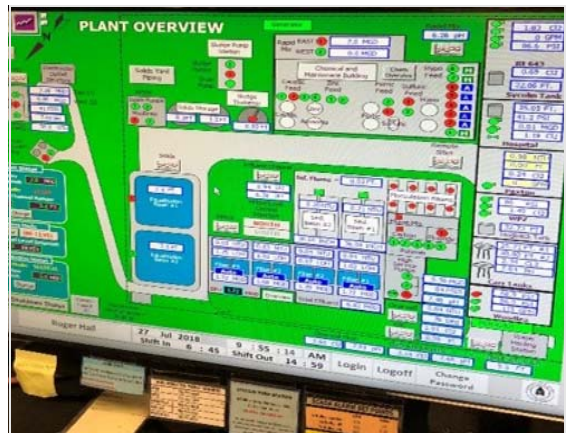
STATUS: Future

PROGRAM DESCRIPTION: The Supervisory Control and Data Acquisition (SCADA) of the Town's water supply and wastewater systems were originally designed and installed in 2002. SCADA systems provide means to control all plant and system processes. The current systems are not commonly used in the United States. The Town's SCADA system will be converted to a commonly used system and utility plant operations will be readily supported through the implementation of this project, providing greater security and efficient operation of the utility treatment plants' process control network.

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. This project improves the resilience of the water supply and wastewater process control networks.



Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Fall 2022	Fall 2025

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 1,756,000	—	—	—	\$ 309,000	\$ 723,000	\$ 724,000	—	\$ 1,756,000	—
PAY-GO Utilities	1,436,500	—	—	—	253,300	591,100	592,100	—	1,436,500	—
Total Sources	\$ 3,192,500	—	—	—	\$ 562,300	\$ 1,314,100	\$ 1,316,100	—	\$ 3,192,500	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 192,500	—	—	—	\$ 62,300	\$ 64,100	\$ 66,100	—	\$ 192,500	—
Design/Engineering	500,000	—	—	—	500,000	—	—	—	500,000	—
Construction	2,500,000	—	—	—	—	1,250,000	1,250,000	—	2,500,000	—
Total Uses	\$ 3,192,500	—	—	—	\$ 562,300	\$ 1,314,100	\$ 1,316,100	—	\$ 3,192,500	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Water Supply Emergency II and III Interconnect (23NEW5)

STATUS: Future

PROGRAM DESCRIPTION: This project includes design and construction of a second finished water interconnect with Loudoun Water(LW) in the Sycolin Zone to enhance water security in the event of a water emergency. This project may also complete a third connection with Leesburg's Water Treatment Plant (WTP) and LW at Loudoun Water Raw Water Pumping Station.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply to meet state and federal criteria. This project protects the Town from interrupted water supply and fire fighting including during water emergencies and WTP maintenance activities.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Fall 2023	Spring 2025



Utilities

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 1,754,000	—	—	—	—	\$ 876,000	\$ 878,000	—	\$ 1,754,000	—
PAY-GO Utilities	1,435,400	—	—	—	—	717,300	718,100	—	1,435,400	—
Total Sources	\$ 3,189,400	—	—	—	—	\$ 1,593,300	\$ 1,596,100	—	\$ 3,189,400	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 189,400	—	—	—	—	\$ 93,300	\$ 96,100	—	\$ 189,400	—
Design/Engineering	400,000	—	—	—	—	400,000	—	—	400,000	—
Construction	2,600,000	—	—	—	—	1,100,000	1,500,000	—	2,600,000	—
Total Uses	\$ 3,189,400	—	—	—	—	\$ 1,593,300	\$ 1,596,100	—	\$ 3,189,400	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—

TITLE: Water Treatment Plant Filter #1 and #2 Underdrain Replacement (21NEW3)

STATUS: Future

PROGRAM DESCRIPTION: Improvement project consisting of removal of filter media, filter bottom replacement and installation of an air-scour system for both filters #1 and #2 at the Water Treatment Plant. These filter underdrains were originally installed in 1980, and the filter media was last replaced in 1993. This project will improve the daily treatment flow (hydraulic performance) at the Water Treatment Plant and reduce filter treatment restrictions currently encountered when the plant is operating at a high flow rate.

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 to meet state and federal criteria. This project replaces aged filter underdrain systems with a newer efficient design that improves operation of the filters and the water plant.



Significant Dates

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

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	Year						Total for 6 Yr CIP	Future Funds Required
			2020	2021	2022	2023	2024	2025		
Utilities Bonds	\$ 525,000	—	—	\$ 525,000	—	—	—	—	\$ 525,000	—
PAY-GO Utilities	429,900	—	—	429,900	—	—	—	—	429,900	—
Total Sources	\$ 954,900	—	—	\$ 954,900	—	—	—	—	\$ 954,900	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	Year						Total for 6 Yr CIP	Future Project Cost
			2020	2021	2022	2023	2024	2025		
Project Management	\$ 54,900	—	—	\$ 54,900	—	—	—	—	\$ 54,900	—
Design/Engineering	200,000	—	—	200,000	—	—	—	—	200,000	—
Construction	700,000	—	—	700,000	—	—	—	—	700,000	—
Total Uses	\$ 954,900	—	—	\$ 954,900	—	—	—	—	\$ 954,900	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
General Maintenance	—	—	—	—	—	\$ 500	\$ 500
Total Impact	—	—	—	—	—	\$ 500	\$ 500

TITLE: Water Treatment Plant Sludge Disposal Improvements (23NEW1)

STATUS: Future

PROGRAM DESCRIPTION: This project replaces 18 year old equipment with an efficient solution for accumulating, mixing and removing Water Treatment Plant (WTP) sludge. The current process of mixing, storing and maintaining WTP sludge is inefficient due to excess energy consumption and manual labor. The improvement will install modernized equipment and save labor and energy expenses at the WTP.

OPERATING IMPACT: None

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Objectives 5 and 6 call for providing adequate water supply to meet state and federal criteria. Improvements to this system will reduce energy consumption associated with constant mix pump operation and manual labor involved in tank cleaning.

Significant Dates

UTILITY RELOCATION START	CONSTRUCTION START	ESTIMATED COMPLETION
NA	Fall 2022	Fall 2023



Utilities

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	\$ 901,000	—	—	—	—	\$ 901,000	—	—	\$ 901,000	—
PAY-GO Utilities	737,200	—	—	—	—	737,200	—	—	737,200	—
Total Sources	\$ 1,638,200	—	—	—	—	\$ 1,638,200	—	—	\$ 1,638,200	—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP	Future Project Cost
Project Management	\$ 138,200	—	—	—	—	\$ 138,200	—	—	\$ 138,200	—
Design/Engineering	225,000	—	—	—	—	225,000	—	—	225,000	—
Construction	1,275,000	—	—	—	—	1,275,000	—	—	1,275,000	—
Total Uses	\$ 1,638,200	—	—	—	—	\$ 1,638,200	—	—	\$ 1,638,200	—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025	Total for 6 Yr CIP
N/A	—	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—	—



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
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.
Battlefield Parkway intersection with Solitude Court Left Turn Improvements	When Kincaid Boulevard is opened upon completion of Crosstrail Boulevard, additional traffic volumes are expected at the intersection of Battlefield Parkway with Kincaid Boulevard and Solitude Court. Left turns from Solitude Court to Battlefield Parkway are anticipated to be more difficult. Improvements to the intersection are being considered to mitigate these additional traffic volumes.	TBD	
Catoctin Circle/Edwards Ferry Road Intersection Improvements	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. County Courthouse expansion is underway. Analysis of the intersection will be conducted.
Chesapeake Bay TMDL Future Phases	Recently completed stormwater management pond retrofit projects and on-going stream restoration projects will meet the short-term Chesapeake Bay Total Maximum Discharge Load (TMDL) requirements established by EPA and the state. Additional improvement projects will be required to meet long-term goals.	\$1,500,000	Awaiting funding.
E-Citation Implementation	Implementation of a e-citation program in the Police Department that automates the citation issuance process and requires smart devices, software, and each police cruiser to be equipped with a scanner/printer.	TBD	E-Summons fees are being collected and held in a reserve until sufficient funding is available.

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
ADA Improvements Town wide	After American Disability Act (ADA) Transition Plan Update is completed, priority projects required to bring the Town into compliance with ADA regulations will be added to the CIP.
E-Citation Implementation	Implementation of a e-citation program in the Police Department that automates the citation issuance process and requires smart devices, software, and each police cruiser to be equipped with a scanner/printer.
Rehabilitation of Town Hall Garage	An assessment of the parking garage is being conducted in Fiscal Year 2020 in order to determine if any repairs or rehabilitation is required at the Town Hall parking garage, which was constructed in 1990.
New Downtown Parking Garage	Construction of a new parking garage to serve the downtown area.
Relocation of Information Technology Main Equipment Room	Relocation of the main equipment room for information technology to a larger, more secure location.

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.

STREETS & HIGHWAYS

Project Name	Project Summary
Dry Mill Road Sidewalk and Drainage Improvements (Catoclin to W&OD)	Sidewalk and drainage improvements from the W&OD trail to Catoclin 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.
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.
Route 7 Bypass Widening - West Market Street to Dulles Greenway	VDOT / Loudoun County project to widen the Bypass to 6 lanes (3 lanes in each direction). Project will include modifications to interchanges, modification or replacement of bridges as required, and installation of noise walls. Town will cooperate with VDOT and Loudoun County in completion of the improvements.
Royal Street Improvements east of Harrison Street	Sidewalk, parking and drainage improvements
West Market Street/Morven Park Road/Loudoun Street Intersection Improvements	Intersection improvements to improve vehicular and pedestrian safety and traffic congestion. Study completed in March 2009 on potential design options.

STORM DRAINAGE

Project Name	Project Summary
South Street at South King Street	Storm drainage improvements to alleviate flooding of a single family home at the corner of South Street and South King Street. Project dependent upon future 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 Catoclin Circle and the W&OD Trail bridge between South King and Harrison Streets. 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

Project Name	Project Summary
Carr Tank I Recoating	Inspect and recoat the Carr 1 tank and perform interior touch ups. This tank was last painted in 2010.
Sycolin Road Tank Recoating	Inspect and recoat the Sycolin tank and perform interior touch ups. This tank was last painted in 2010.
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.
Water Pressure Zone Pump Station Backup Generator	Install an emergency generator to operate the pump station that feeds all of the Western Pressure Zone to provide system redundancy during emergencies.

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 utilizing general obligation line of credit and issuing bond to payoff the line of credit in FY 2023. 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

	2020	2021	2022-25
Debt Financing	12.5%	16.5%	28.3%
Debt Service of Gen. Exp. ≤ 15%	12.2%	12.5%	13.9%
Bond Debt to Assessed Value ≤2.5%	0.80%	0.72%	0.76%

Other capital budgeting and debt policies are outlined below:

- The Town will make all capital improvements in accordance with the adopted Capital Improvements Program.
- The Town will develop a multi-year plan for capital improvements, which considers the Town’s development policies and links development proffers resulting from conditional zonings with the capital plan.
- The Town will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.
- The Town will make use of non-debt capital funding through the use of alternate sources, including proffers and pay-as-you-go financing. The goal is to finance at least 25% of the current portion of construction and acquisition costs of capital assets, improvements, and infrastructure through the use of non-debt sources.
- The Town will not fund non-capital operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to capital improvements, projects, equipment, or related expenditures that cannot be financed from current financial resources.
- The Town will, when financing capital improvements or other projects or equipment by issuing bonds or entering into capital leases, repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.
- The Town is cognizant of its debt burden and will continue to offset its impact through rapid payback. An average payback of at least 60% in ten years will be maintained except for projects with a known revenue stream.
- The Town will annually calculate target debt ratios. The Town’s debt capacity shall be maintained within the following primary goals:
- Debt service expenditures as a percentage of General Fund expenditures should not exceed 15%.
- Bonded debt of the Town shall not exceed 2.5% of the total assessed value of taxable property in the Town.
- The Town will follow a policy of full disclosure in every annual financial report and financing official statement/offering document.
- The Town will maintain good communications about its financial condition with bond and credit rating institutions.



Supplemental Information



2019-2020 Tax and Fees Ordinance

The Town of
Leesburg,
Virginia

PRESENTED: March 26, 2019ORDINANCE NO.: 2019-O-008ADOPTED: March 26, 2019

AN ORDINANCE: SETTING THE REAL TAXABLE PROPERTY RATE FOR TAX YEAR 2019; AMENDING APPENDIX B – FEE SCHEDULE, SECTION 20-22; REPEALING APPENDIX B – FEE SCHEDULE, SECTION 11-111

The Council of the Town of Leesburg in Virginia hereby ordains:

SECTION I. That the tax rate for real taxable property for tax year 2019 shall be set at:

1. Real estate; manufactured or mobile homes - **\$0.184** per \$100.00 of assessed value.
2. Real estate; tangible personal property for public service corporations (excluding aircraft and motor vehicles) - **\$0.184** per \$100.00 of assessed value.

SECTION II. Section 20-22. Annual levy and rate of taxes in Appendix B – Fee Schedule:

(a) Real taxable property:

Classification of Property	Rate of Tax per \$100.00 of Assessed Value
Real estate; manufactured or mobile homes	\$0.184
Real estate; tangible personal property for public service corporations (excluding aircraft and motor vehicles)	\$0.184

SECTION III. Section 11-111. Ida Lee Recreation Center Fees / A.V. Symington Aquatic Center in Appendix B – Fee Schedule is hereby repealed:

~~Sec. 11-111. Ida Lee Recreation Center Fees:~~

	Leesburg Residents	All Others
1. Daily Admission:		
Adult	\$5.50	\$7.50
Youth	4.00	5.25
Senior	4.00	5.25
2. 25 Admission:		
Adult	121.00	160.00
Youth	93.00	123.00
Senior	93.00	123.00
3. Memberships:		
Single Adult		
1 year	429.00	571.00
6 month	236.00	314.00
30 day	52.00	69.00

2018-2019 Tax and Fees Ordinance (continued)

-2-

AN ORDINANCE: SETTING THE REAL TAXABLE PROPERTY RATE FOR TAX YEAR 2019; AMENDING APPENDIX B – FEE SCHEDULE, SECTION 20-22; REPEALING APPENDIX B – FEE SCHEDULE, SECTION 11-111

<i>Two Adults</i>		
1 year	803.00	1070.00
6 month	434.00	578.00
30 day	92.00	122.00
<i>Family Dependent</i>		
1 year	124.00	165.00
6 month	107.00	142.00
30 day	24.00	32.00
<i>Single Dependent</i>		
1 year	349.00	465.00
6 month	191.00	254.00
30 day	41.00	54.00
<i>Family</i>		
1 year	1,035.00	1,379.00
6 month	565.00	753.00
30 day	115.00	153.00
<i>Senior</i>		
1 year	620.00	826.00
6 month	354.00	472.00
30 day	75.00	100.00
<i>Senior Couple</i>		
1 year	620.00	826.00
6 month	354.00	472.00
30 day	75.00	100.00

Sec. 11-111. A.V. Symington Aquatic Center Fees:

<i>Daily Fees for Residents:</i>	
Two and Under	Free
Monday-Friday	\$5.00 youth and seniors \$6.00 adults (ages 16-59)
Saturday and Sunday	\$6.00 youth and seniors \$7.00 adults (ages 16-59)
After 6:00 p.m.	\$4.00
<i>Daily Fees for Nonresidents:</i>	
Two and Under	Free
Monday-Friday	\$8.00 youth and seniors \$9.00 adults (ages 16-59)
Saturday and Sunday	\$9.00 youth and seniors

2018-2019 Tax and Fees Ordinance (continued)

-3-

AN ORDINANCE: SETTING THE REAL TAXABLE PROPERTY RATE FOR TAX YEAR 2019; AMENDING APPENDIX B – FEE SCHEDULE, SECTION 20-22; REPEALING APPENDIX B – FEE SCHEDULE, SECTION 11-111

	\$10.00 adults (ages 16-59)
After 6:00 p.m.	\$6.00
<i>Multiple Visit Passes (for residents only):</i>	
15-Visit Pass	\$60.00 for youth and seniors
	\$75.00 for adults
30-Visit Pass	\$100.00 for youth and seniors
	\$125.00 for adults


SECTION IV. This ordinance shall not affect the type and amount of fees charged and collected for use of the Ida Lee Recreation Center or A.V. Symington Aquatic Center, and the repeal of this fee schedule acts solely to eliminate information that inadvertently remained in Appendix B – Fee Schedule after re-codification.

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

SECTION VI. 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 VII. This ordinance shall become effective upon adoption.

PASSED this 26th day of March, 2019.


 Kelly Burk Mayor
 Town of Leesburg

ATTEST:


 Clerk of Council

LF\LeesburgRMS\Town_Clerk\Ordinances\2019\0326 Adoption of Property Tax Rate and Fee Rates for Fiscal Year 2020



FY 2020-2025 Capital Improvements Program (CIP) Resolution

The Town of
**Leesburg,
Virginia**

PRESENTED: March 26, 2019

RESOLUTION NO. 2019-053

ADOPTED: March 26, 2019

A RESOLUTION: ADOPTING THE FISCAL YEAR 2020-2025 CAPITAL IMPROVEMENTS PROGRAM IN THE AMOUNT OF \$203,399,900

WHEREAS, Section 15.2-2239 of the 1950 Code of Virginia, as amended, authorizes the preparation and annual review of a Capital Improvements Program; and

WHEREAS, the Town Manager submitted a preliminary Capital Improvements Program to the Planning Commission on January 17, 2019; and

WHEREAS, the Planning Commission held a public hearing on the preliminary Capital Improvements Program on February 7, 2019, reviewed the preliminary Capital Improvements Program for compliance with the Town Plan and approved a motion with recommendations concerning the Capital Improvements Program for adoption by the Town Council on February 7, 2019; and

WHEREAS, Town Council held a dedicated budget work session on February 25, 2019 on the proposed Capital Improvements Program.

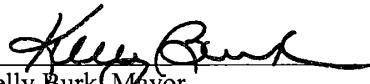
WHEREAS, as set forth in the budget, the Town intends to finance certain Capital Projects through the incurrence of tax-exempt bonds or other obligations (collectively, the "Bonds"). The Town is authorized to pay the costs of such Capital Projects from available funds of the Town and reimburse the Town for such costs from the proceeds of one or more series of Bonds. The principal amount of the Bonds is not expected to exceed the amounts set forth in the budget plus any amount necessary for closing costs. This ordinance shall represent a declaration of "official intent" under Treas. Regs. § 1.150-2. On the date each expenditure is paid from available funds of the Town, it

A RESOLUTION: ADOPTING THE FISCAL YEAR 2020-2025 CAPITAL IMPROVEMENTS PROGRAM IN THE AMOUNT OF \$203,399,900

will be a capital expenditure (or would be with a proper election) under general federal income tax principles or will otherwise comply with the requirements of Treas. Regs. § 1.150-2(d)(3). The Town reasonably expects to reimburse itself for the expenditures made to finance such Capital Projects before the issuance of the Bonds from the proceeds of the Bonds, and this approach is consistent with the budgetary and financial circumstances of the Town. The expenditures to be reimbursed will be paid from one or more of the following funds: Capital Projects Fund, Utilities Fund, and Northern Virginia Transportation Authority Fund, all of which are more specifically described in the Town's budget document which is incorporated herein by reference.

THEREFORE, RESOLVED, by the Council of the Town of Leesburg in Virginia the proposed Capital Improvements Program for Fiscal Years 2020-2025 totaling \$203,399,900 is approved.

PASSED this 26th day of March, 2019.


Kelly Burk, Mayor
Town of Leesburg

ATTEST:


Clerk of Council

 FY 2020 Budget Ordinance

The Town of
Leesburg,
Virginia

PRESENTED: March 26, 2019ORDINANCE NO. 2019-O-009ADOPTED: March 26, 2019

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2020; MAKING APPROPRIATIONS FOR FISCAL YEAR 2020 FOR THE GENERAL FUND, UTILITIES FUND, CAPITAL PROJECTS FUND, AND NORTHERN VIRGINIA TRANSPORTATION AUTHORITY (NVRTA) 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, 2019, and ending June 30, 2020, is hereby adopted to include the total of \$138,215,785 in the categories and accounts of the General Fund in the amount of \$60,149,298; the Utilities Fund in the amount of \$30,199,187; the Capital Projects Fund in the amount of \$14,196,000; and the Northern Virginia Transportation Authority (NVRTA) Fund in the amount of \$33,671,300.

SECTION II. The amounts reflected in the budget for the fiscal year beginning July 1, 2019, and ending June 30, 2020, are hereby appropriated a total of \$138,215,785 in the categories and accounts of the General Fund in the amount of \$60,149,298; the Utilities Fund in the amount of \$30,199,187; the Capital Projects Fund in the amount of \$14,196,000; and the Northern Virginia Transportation Authority (NVRTA) Fund in the amount of \$33,671,300.

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

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

FY 2020 Budget Ordinance (continued)

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AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2020; MAKING APPROPRIATIONS FOR FISCAL YEAR 2020 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

ordinance including, but not limited to, transferring money within and between funds, paying all short and long term debt due, and re-appropriating and establishing necessary encumbrances including purchase card transactions crossing fiscal years 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, 2019, 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 2020. 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, 2019 and appropriation for capital projects in Fiscal Year 2019 capital budget.

SECTION VI. A reservation of Fiscal Year 2019 fund balance of \$499,905 is hereby made, after all of the Town's fiscal policy requirements are achieved, for a final contribution of \$255,000 to the Leesburg Volunteer Fire Company and \$244,905 to the Loudoun County Volunteer Rescue Squad. Upon future appropriation by Town Council of the reservation herein referenced, the Town Manager is hereby authorized to take all necessary actions to administer the payments upon formal request for payment from the two entities per an executed Town Community Agency Funding Agreement.

SECTION VII. All prior ordinances and resolutions in conflict herewith are hereby repealed.

FY 2020 Budget Ordinance (continued)

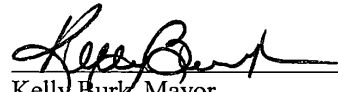
-3-

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2020; MAKING APPROPRIATIONS FOR FISCAL YEAR 2020 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

SECTION VIII. 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 IX. This ordinance shall be effective July 1, 2019.

PASSED this 26th day of March, 2019.



Kelly Burk, Mayor
Town of Leesburg

ATTEST:



Clerk of Council



FY 2020 Salary Schedules

General Government Pay Grades

Grade	Beginning	Ending
5	\$35,062	\$60,024
6	\$38,075	\$65,186
7	\$41,353	\$70,792
8	\$44,905	\$76,882
9	\$48,295	\$83,085
10	\$52,446	\$89,790
11	\$56,956	\$97,512
12	\$61,857	\$105,896
13	\$67,175	\$115,044
14	\$72,952	\$124,893
15	\$79,227	\$135,636
16	\$86,040	\$147,299
17	\$93,438	\$159,968
18	\$101,476	\$173,727
19	\$110,203	\$188,727
20	\$119,019	\$199,763

General Government-
IT Professionals/ Technical Engineers Pay Grades

Grade	Beginning	Ending
T1	\$50,595	\$86,516
T2	\$54,944	\$93,954
T3	\$59,668	\$102,033
T4	\$64,802	\$110,812
T5	\$70,374	\$120,339
T6	\$76,426	\$130,688
T7	\$82,999	\$141,929

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 2020 Regular Full-Time Positions

Regular Full-Time Positions	Grade	# of Positions	FTE Count
ADMINISTERING EFFICIENT GOVERNMENT			
<i>Town Manager's Office</i>		10	8.0
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
Public Information Assistant	10	1	1.0
Emergency Management Director	16	1	1.0
Executive Office Associate II	10	1	1.0
Receptionist - Part-time	5	2	1.0
<i>Office of the Town Attorney</i>		4	4.0
Town Attorney		1	1.0
Deputy Town Attorney	16	1	1.0
Land Acquisition Manager	13	1	1.0
Paralegal	10	1	1.0
<i>Clerk of Council</i>		2	2.0
Clerk of Council	13	1	1.0
Executive Office Associate I	9	1	1.0
SUPPORTING ACTIVITIES			
<i>Department of Finance and Administrative Services</i>		34	33.5
<i>Finance Division</i>		22	21.5
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
Finance Operations Supervisor	12	1	1.0
Business Systems Integrator	12	1	1.0
Purchasing Officer	15	1	1.0
Purchasing Buyer	9	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
Billing and Collections Coordinator	10	1	1.0
Delinquent Billings Collector	10	1	1.0
Parking Enforcement Officer	5	1	1.0
Executive Associate I	9	1	1.0
Business Tax Specialist	10	1	1.0
Accounting Associate II -III	8-10	5	4.5
<i>Human Resources Division</i>		4	4.0
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
<i>Information Technology Division</i>		8	8.0
Information Technology Director	18	1	1.0
Deputy IT Director	16	1	1.0
Systems Administrator	13	1	1.0
GIS Coordinator	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
KEEPING US SAFE			
<i>Leesburg Police Department</i>		107	107.0
<i>Administration</i>		12	12.0
Chief of Police	19	1	1.0
Deputy Chief of Police	P9	1	1.0
Captain	P8	1	1.0

Supplemental

Regular Full-Time Positions	Grade	# of Positions	FTE Count
Lieutenant	P7	2	2.0
Police Officer I - Master Police Officer	P1-P4	4	5.0
Executive Associate I	9	1	1.0
Administrative Associate I	7	1	1.0
Crime Analyst	14	1	1.0
Patrol Operations		48	48.0
Captain	P8	1	1.0
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	38	38.0
Criminal Investigations		17	17.0
Lieutenant	P7	1	1.0
Sergeant	P6	2	2.0
Police Officer I (unbudgeted)	P1	1	1.0
Police Officer II - Master Police Officer	P2-P4	13	13.0
Community Services		14	14.0
Lieutenant	P7	1	1.0
Sergeant	P6	2	2.0
Police Officer I - Master Police Officer	P1-P4	11	11.0
Information Services		16	16.0
Sergeant	P6	1	1.0
Communications Technician Supervisor	CTS	4	4.0
Communications Technician I-III	CT1-CT3	9	9.0
Records Supervisor	CTS	1	1.0
IT Specialist - Police	12	1	1.0
PROVIDING THE NECESSITIES			
Department of Public Works & Capital Projects		65	65.0
Administration		7	7.0
Director of Public Works	18	1	1.0
Deputy Director of Public Works	16	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
Capital Projects		7	7.0
Capital Projects Manager	16	1	1.0
Senior Engineer	13	1	1.0
Project Manager Construction & Engineering	14	3	3.0
Construction Inspector	11	1	1.0
Executive Associate I	9	1	1.0
Traffic Management		3	3.0
Transportation Engineer	15	1	1.0
Traffic Signal Technician I	8	1	1.0
Traffic Technician	11	1	1.0
Engineering		5	5.0
Senior Engineer	13	1	1.0
Construction Inspector Supervisor	12	1	1.0
Construction Inspector	11	3	3.0
Streets and Grounds Maintenance		31	31.0
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
Building Maintenance Services		5	5.0

Regular Full-Time Positions	Grade	# of Positions	FTE Count
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
Fleet Maintenance Services		7	7.0
Superintendent	14	1	1.0
Assistant Superintendent	12	1	1.0
Fleet Maintenance Supervisor	11	1	1.0
Fleet Maintenance Technician I-II	8-9	4	4.0
PROVIDING THE NECESSITIES			
Utilities Department		87	87.0
Administration & Customer Service Division		25	25.0
Director of Utilities	18	1	1.0
Deputy Director of Utilities	16	1	1.0
Project Manager	14	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	4	4.0
Maintenance Worker I-II	6-8	2	2.0
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
Maintenance Division		21	21.0
Utilities Maintenance Manager	14	1	1.0
Deputy Utilities Maintenance Manager	13	1	1.0
Utilities Maintenance Supervisor	12	3	3.0
Equipment Operator I	8	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
Water Supply Division		16	16.0
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	5	5.0
Utility Maintenance Worker II	7	1	1.0
Water Pollution Control Division		25	25.0
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
ENSURING QUALITY OF LIFE			
Department of Parks & Recreation		37	36.0
Administration		3	3.0
Director of Parks & Recreation	18	1	1.0
Deputy Director of Parks & Recreation	16	1	1.0

Supplemental

Regular Full-Time Positions	Grade	# of Positions	FTE Count
Executive Associate I	9	1	1.0
Parks Division		11	11.0
Parks Manager	12	1	1.0
Outdoor Facilities Supervisor	9	1	1
Lead Groundskeeper	9	2	2.0
Groundskeeper	8	7	7.0
Recreation Division		23	22.0
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
Recreation Division (Continued)			
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
Thomas Balch Library		3	3.0
Library Director	17	1	1.0
Curator of Manuscripts and Archives	10	1	1.0
Library Assistant	7	1	1.0
Department of Planning and Zoning		14	14.0
Director of Planning and Zoning	18	1	1.0
Deputy Director of Planning and Zoning	16	1	1.0
Zoning Administrator	15	1	1.0
Assistant Zoning Administrator	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
Department of Plan Review		9	9.0
Director of Plan Review	18	1	1.0
Project Manager	15	2	2.0
Senior Engineer	13	3	3.0
Senior Planner	13	1	1.0
CPI Counter Technician	10	1	1.0
Administrative Assistant I	7	1	1.0
SEIZING THE FUTURE			
Office of Economic Development		3	2.5
Economic Development Director	17	1	1.0
Business Development Manager	11	1	1.0
Administrative Assistant I	7	1	0.5
Leesburg Executive Airport		3	3.5
Airport Director	17	1	1.0
Maintenance Supervisor	10	1	1.0
Maintenance Worker II	7	1	1.0
Administrative Assistant I	7	1	0.5
TOWN TOTAL		378	374.5

Glossary of Budget Terms

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

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

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

Annualized - 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.

Availability Fee - A one-time charge to new customers prior to connecting to the utilities system to recover capital costs of delivering water and sewer service. The amount of the fee is based on the proposed water demand and sewer use of the future customer. Payment of the fee reserves capacity of the Town's water and sewer system.

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 roles 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.

Glossary of Acronyms

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