

Adopted
Fiscal Year 2022 Budget
&
Fiscal Years 2022-2027
Capital Improvements Program
For the Fiscal Year Ending June 30, 2022





**Fiscal Year 2022
Adopted Budget
&
Fiscal Year 2022-2027 Capital Improvements Program**

Kelly Burk, Mayor

Fernando “Marty” Martinez, Vice Mayor

Ara Bagdasarian

Zach Cummings

Suzanne D. Fox

Kari Nancy

Neil Steinberg

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 Biennium Beginning

July 1, 2020

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, 2020.

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.

Table of Contents

Introduction	9	Town Manager's Office	59
Town of Leesburg Corporate Limits	11	Mission	59
Town Organization Chart	12	Description	59
Directory of Officials	13	Organization Chart	60
Directory of Staff	14	Summary of Services	60
Vision, Mission & Values	15	Goals & Objectives	61
Town Manager Transmittal Letter	16	Expenditures by Division	62
Economic Outlook	18	Financial Information & Analysis	62
How the Budget is Organized	20	Performance Measures	63
FY 2022 Budget Enhancements	22	Office of the Town Attorney	65
The Budget in Brief	23	Mission	65
Strategic Framework	24	Description	65
Town Council Focus Areas	25	Organization Chart	66
2021-22 Town and Community Information	26	Summary of Services	66
Financial Assessment	27	Goals & Objectives	67
Financial Policies	27	Financial Information & Analysis	68
Financial Summaries	31	Performance Measures	69
Major Funds and Accounts	32	Clerk of Council	71
Summary of Revenue Sources	34	Mission	71
Summary of Fund Expenditures	36	Description	71
Consolidated Governmental Funds Table	37	Organization Chart	72
Revenue by Fund	38	Summary of Services	72
Expenditures by Fund	40	Goals & Objectives	73
Expenditures by Category	41	Financial Information & Analysis	74
Local Tax Funding Allocation	42	Performance Measures	75
General Fund Pro Forma	43	Supporting Activities	77
General Fund Debt	44	Financial Information & Analysis	77
Capital Projects Fund Pro Forma	45	Department of Finance & Administrative	
NVT A Fund Pro Forma	46	Services	79
Utilities Fund Pro Forma	47	Mission	79
Utilities Fund Debt Schedule	48	Description	79
Position Summary	49	Organization Chart	80
Operating Budget	51	Summary of Services	80
Administering Efficient Government	53	Goals & Objectives	81
Financial Information & Analysis	53	Expenditures by Division	82
Town Council	55	Financial Information & Analysis	82
Mission	55	Performance Measures	83
Description	55	Keeping Us Safe	85
Financial Information & Analysis	56	Financial Information & Analysis	85
Boards & Commissions	57	Police Department	87
		Mission	87
		Description	87
		Organization Chart	87

Summary of Services	88	Department of Planning & Zoning	129
Police Department (continued)		Mission	129
Goals & Objectives	89	Description	129
Expenditures by Division	91	Organization Chart	130
Financial Information & Analysis	91	Summary of Services	130
Performance Measures	93	Goals & Objectives	131
Providing the Necessities	95	Financial Information & Analysis	133
Financial Information & Analysis	95	Performance Measures	134
Department of Public Works and Capital Projects	97	Department of Plan Review	137
Mission	97	Mission	137
Description	97	Description	137
Organization Chart	98	Organization Chart	138
Summary of Services	98	Summary of Services	138
Goals & Objectives	99	Goals & Objectives	139
Expenditures by Division	103	Financial Information & Analysis	140
Financial Information & Analysis	103	Performance Measures	141
Performance Measures	105	Seizing the Future	143
Department of Utilities	107	Financial Information & Analysis	143
Mission	107	Office of Economic Development	145
Description	107	Mission	145
Organization Chart	108	Description	145
Summary of Services	108	Organization Chart	146
Goals & Objectives	109	Summary of Services	146
Expenditures by Division	112	Goals & Objectives	147
Financial Information & Analysis	112	Expenditures by Division	148
Performance Measures	113	Financial Information & Analysis	148
Ensuring Quality of Life	115	Performance Measures	149
Financial Information & Analysis	115	Leesburg Executive Airport	151
Department of Parks & Recreation	117	Mission	151
Mission	117	Description	151
Description	117	Organization Chart	152
Organization Chart	118	Summary of Services	152
Summary of Services	118	Goals & Objectives	153
Goals & Objectives	119	Financial Information & Analysis	153
Expenditures by Division	120	Performance Measures	155
Financial Information & Analysis	120	Capital Improvements Program (CIP)	157
Performance Measures	122	CIP Summary	159
Thomas Balch Library	123	Administration	165
Mission	123	Capital Projects Fund Administration (Admin)	166
Description	123		
Organization Chart	124		
Summary of Services	124		
Goals & Objectives	125		
Financial Information & Analysis	126		
Performance Measures	127		

General Government	167	Morven Park Road Sidewalk (14301)	199
Capital Asset Replacement Program (CARP)	168	Plaza Street Sidewalk (25303)	200
Downtown Street Lights Phase II (22102)	170	Royal Street Improvements - Church Street to Wirt Street (23301)	201
Police Station Expansion (20001)	171	Route 15 Bypass/Edwards Ferry Road Interchange (09307)	202
Town Hall Parking Garage Structural Repairs (23102)	172	South King Street Bridge over Tuscarora Creek Deck Replacement (23302)	203
Town Shop Expansion and Refurbishment (23101)	173	Traffic Signal - Sycolin Road & Gateway Drive (24302)	204
Parks & Recreation	175	Storm Drainage	205
AV Symington Aquatic Center Water Play Area (21201)	176	Lawson Road Pedestrian Crossing of Tuscarora Creek (27401)	206
Ida Lee Park Tennis Court - Pickleball - Junior Tennis Courts (25203)	177	Liberty Street SW Storm Drainage Improvements (23401)	207
Ida Lee Park Tennis Court - Air Structure (25202)	178	Market Street/King Street Intersection and Alley Between 3 and 5 South King Street Improvements (17016)	208
Ida Lee Recreation Center - Indoor Pool Roof Rehabilitation (20201)	179	Royal Street SE Storm Drainage Improvements (20007)	209
Town Hall Campus Improvements Phase I (21202)	180	Town Branch Stream Channel Improvements at Mosby Drive - Catoctin Circle to Morven Park Road (23402)	210
Tuscarora Creek Trail Phase I (22201)	181	Airport	211
Veterans Park at Balls Bluff (21203)	182	Airport Apron Paving (23001)	214
Washington & Old Dominion Trail Lighting (25201)	183	Airport FBO Hangar Purchase (22001)	215
Streets and Highways	185	Airport North Hangars (19002)	216
Ayr Street NW Sidewalk Improvements (27301)	187	Airport Parallel Taxiway Relocation (23002)	217
Battlefield Parkway / Route 15 Bypass Interchange (20004)	188	Airport RPZ Land Acquisition (25002)	218
Bus Shelters- Town-wide (20003)	189	Airport Runway Pavement Rehabilitation (23003)	219
Catoctin Circle Trail (25301)	190	Airport West Side Land Development (25001)	220
Church Street, South Street, Harrison Street Improvements (24301)	191	Utilities	221
Davis Court Bridge Conversion (21301)	192	Automated Water Meter Reading and Meter Technology System Upgrade (25501)	223
East Market Street Improvements (Plaza Street NE to Fort Evans Road NE) (22302)	193	Enhanced Multi-Barrier Treatment Technology (22501)	224
East Market Street & Battlefield Parkway Interchange (15303)	194	Excavated Materials Holding and Drying Facility (23501)	225
Edwards Ferry Road NE Sidewalk Improvements (20006)	195	Lower Sycolin Sanitary Sewer Pump Station Third Pump (22502)	226
Evergreen Mill Road Widening (15302)	196	Sanitary Sewer Pump Station Upgrades (20503)	227
King Street Improvements - Market Street to North Street (25304)	197	Town-wide Sanitary Sewer Improvements and Repairs (20506)	228
Miscellaneous Roadway, Pedestrian, and ADA Projects (20005)	198		
Monroe Street & Madison Court Improvements (25302)	199		

Utilities (continued)		Supplemental Information	259
Town-wide Waterline Improvements and Repairs (20505)	230	2021-22 Tax and Fees Ordinance	261
Utility System Storage Facility (21501)	232	FY 2022-27 CIP Resolution	263
Water Booster Pump Station at Loudoun Water Interconnect (20504)	233	FY 2022 Budget Ordinance	267
Water Plant Expansion (22508)	234	FY 2022 Unfunded Enhancement Requests	271
Water Pollution Control Facility Backup Generator (24501)	235	FY 2022 Unfunded Capital Asset Replacement Program Requests	272
Water Pollution Control Facility Chemical Building Addition (24502)	236	FY 2022-2027 Capital Improvements Program-Project Management/ Administrative Overhead	273
Water Pollution Control Facility Debris Screen System (23502)	237	Leesburg Executive Airport Operations-Proforma	275
Water Pollution Control Facility Digester Dome Replacements (25502)	238	FY 2022 Salary Schedules	277
Water Pollution Control Facility Dryer Drum Replacement (25503)	239	FY 2022 Regular Full-Time Positions	279
Water Pollution Control Facility Expansion (22509)	240	Glossary of Budget Terms	285
Water Pollution Control Facility Odor Control And Biofilter Media Replacement (25504)	241	Glossary of Acronyms	289
Water Pollution Control Facility Storage Tanks - Re-coating & Rehabilitation (18002)	242		
Water Pollution Control Facility Tuscarora Landscaper's Choice (TLC) Solids Silo (23503)	243		
Western Pressure Zone Pump Station Backup Generator (27503)	244		
Water Storage Tank Recoating - Carr Tank I (27501)	245		
Water Storage Tank Recoating - Carr Tank II (25505)	246		
Water Storage Tank Recoating - Sycolin Road Tank (27502)	247		
Water Supply and Wastewater SCADA Systems Replacement (22504)	248		
Water Supply Emergency II and III Interconnect (23504)	249		
Water Treatment Plant Sludge Disposal Improvements (23505)	250		
Utilities Repair, Replacement and Rehabilitation (3-R)	251		
Future Projects	253		
Priority Future Capital Projects	253		
Potential Future Capital Projects	255		
Capital Improvements Program (CIP)	257		
Supplemental Information			

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 Washington, D.C.



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.

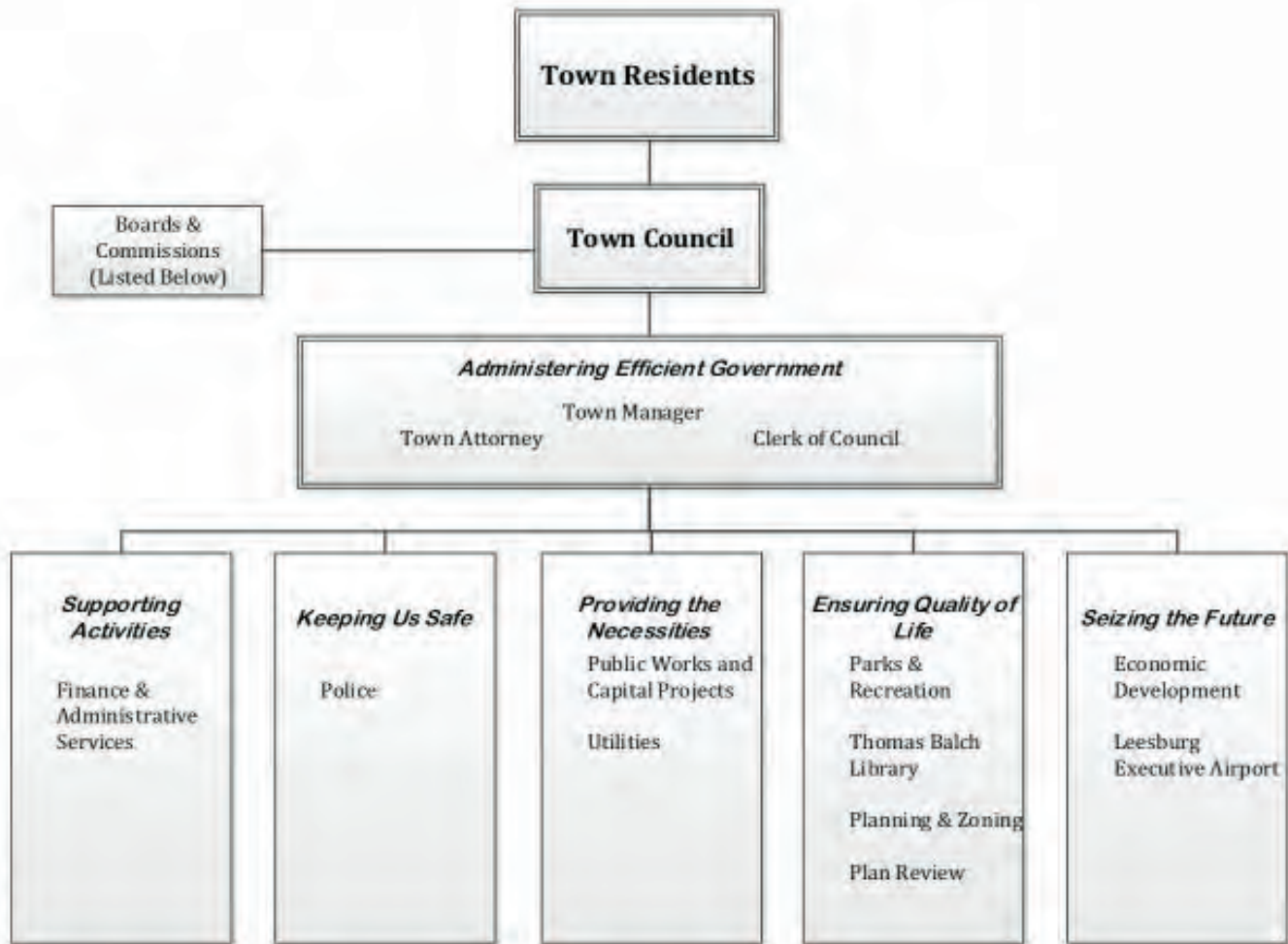
By Plane

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



Ara Bagdasarian
Council Member



Fernando "Marty" Martinez
Vice Mayor



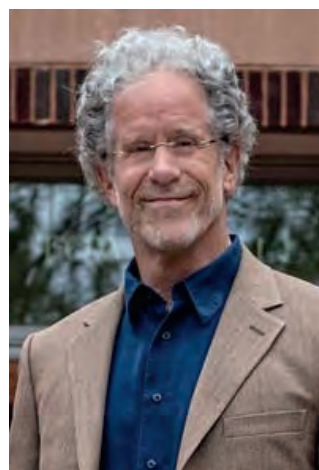
Zach Cummings
Council Member



Suzanne D. Fox
Council Member



Kari Nancy
Council Member



Neil Steinberg
Council Member

Directory of Staff

Appointed Officials

Kaj H. Dentler, Town Manager

Christopher P. Spera, Town Attorney

Senior Management

Keith Markel, Deputy Town Manager

Scott Coffman, Airport Director

Gregory Brown, Chief of Police

Eileen Boeing, Clerk of Council

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, Senior 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, 2021

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

The adopted budget for Fiscal Year 2022 and the Capital Improvements Program for Fiscal Years 2022-2027 was approved by Town Council on March 23, 2021. While it is difficult to predict the future impact of the COVID-19 pandemic on the Town's economy and operations, the adopted budget utilized recent financial trends and forecasting best practices to develop a realistic financial plan for Fiscal Year 2022. Since March 2020, the Town has adapted to the current health crisis by updating departmental procedures to enhance the safety of employees and citizens while continuing to provide essential services. Due to the volatility and uncertainties stemming from the ongoing COVID-19 pandemic, a conscious decision was made to use a single-year budget plan for the foreseeable future instead of the 2-year budget plan that has been used the last several years.

The COVID-19 pandemic affected local governments nationwide. In March 2020, the Town took swift, pro-active management actions to identify savings in every department, and instituted hiring freezes to help offset a significant decline in revenues primarily due to the effects of the pandemic-related emergency restrictions on the business community. The respective management reductions were continued into Fiscal Year 2021 which enabled the Town to mitigate the loss of revenue from decreased business activity such as business licenses, meals taxes, and lodging taxes. While the Town has been conservative in forecasting how quickly these revenues will recover, further adjustments to the adopted budget may still be necessary.

General Fund Revenue – The adopted Fiscal Year 2022 budget retains the current real estate property tax rate of 18.4 cents per \$100 of assessed value. The Town continues to be a highly desirable community to live and work. Despite the COVID-19 pandemic, the demand for housing has increased dramatically while inventory remains very low. As a result, assessments of existing residential properties increased 8.1%, and the addition of more than 250 new, above market rate housing units increased the residential tax base another 2%, for a total year-over-year increase of 10.1%. On the commercial side, assessments of existing commercial properties decreased 8.9%, while new commercial construction added 0.9% to the tax base for an overall decrease of 8%. Residential properties comprise 75% of the Town's total real estate tax base, and commercial properties are 25%. Combined, total real estate assessments in the Town increased approximately 5% for tax year 2021.

With the increased assessments for 2021 at the adopted tax rate of 18.4 cents per \$100 of assessed value, the average Leesburg home owner real estate tax bill is estimated to increase, on average, approximately \$62 annually or just over \$5 per month. Real estate taxes, both residential and commercial, are projected to total \$16.2 million and comprise 25% of the Town's total General Fund revenue.

Business activity revenues, as well as departmental revenues, similarly suffered from the negative effects of the COVID-19 pandemic. Fiscal Year 2021 is projected to have a revenue shortfall of over \$5 million as a result of reduced revenue including, but not limited to, meals tax (\$970,000), business licenses (\$500,000), hotel tax also known as transient occupancy tax (\$463,000), Parks and Recreation fees (\$2,151,000), and Town investment income (\$581,000).

The adopted Fiscal Year 2022 budget is based on some revenues related to consumer activity (business licenses, meals taxes, and sales taxes) returning to pre-COVID-19 pandemic levels by June 2022, but with no growth beyond pre-pandemic levels. Other significant revenue sources are projected to take longer to recover to pre-pandemic levels including Parks and Recreation revenue, investment income, communications tax, and hotel tax.

The COVID-19 pandemic has severely impacted attendance and revenue generation at the Ida Lee Park Recreation Center and outdoor pool (A.V. Symington Aquatics Center). The Fiscal Year 2022 Budget projects these two facilities will generate 30% less revenue compared to pre-pandemic levels and compared to the Fiscal Year 2021 Adopted Budget estimates. Investment income is expected to be down 84% compared to the Fiscal Year 2021 Adopted Budget estimate due to the lower Federal Reserve interest rates which are not expected to increase before 2023. Further, communications tax and hotel tax are both expected to remain lower due to pandemic-related consumer behavior changes. With decreases and no growth in many of the Town's revenue sources in Fiscal Year 2022, the Town is relying on the use of strategic reserves per the Town's multi-year financial plan, continuation of approved land development projects, and growth in the real property tax revenue base to sustain Town operations in order to meet expected service levels.

Multi-Year Financial Plan – The adopted Fiscal Year 2022 Budget reflects the third year of the Town's multi-year financial plan that was pro-actively implemented to address the economic impacts of the COVID-19 pandemic. Working closely with the Town's financial advisor, Davenport and Company LLC, the Town has completed a strategic restructuring of debt in Fiscal Year 2020, which took advantage of the historically low interest rates, affording an opportunity to establish a Revenue Stabilization Reserve.

In addition, other General Fund reserves have been made available to address anticipated revenue shortfalls in Fiscal Years 2022 through 2024. These reserves include use of unassigned fund balance resulting from management reductions to expenditures in Fiscal Year 2020 as well as financial relief from CARES Act of 2020 funding. The Fiscal Year 2022 budget adoption process included establishment of the Revenue Stabilization Reserve and the use of the available reserves. A critical component of the multi-year plan to maintain long-term, financial sustainability includes future revenue from a potential revenue sharing agreement with the County of Loudoun for

providing water and sanitary sewer service to data centers. Also, the Town expects to receive grant funding from the newly approved American Rescue Plan Act, but specific amounts to be received and what restrictions will apply are not yet available. When funding and more information is received the Town staff will work with Town Council to program those funds toward appropriate one-time uses that will help the Town's economy recover in the most effective ways for the greatest long-term benefit.

General Fund Expenditures - The adopted Fiscal Year 2022 Budget is approximately \$65.4 million which is an increase of \$2.8 million or 4.6% over the Fiscal Year 2021 Adopted Budget, primarily due to the enhancements described below, debt service, workers compensation costs, and pay-for-performance for employees.

In addition, two enhancements are included in the adopted budget that address a strategic financial need and an economic recovery priority identified by Council.

- \$300,000 to provide additional emergency management funds to respond to inclement weather conditions such as snow and ice storms, tornados, etc.
- \$177,086 to continue the downtown outdoor dining program on King Street between Market and Loudoun Streets for ten months during Fiscal Year 2022.

Details of these enhancements are included on page 22 of this document.

Capital Improvements Program (CIP) - The adopted six-year Capital Improvements Program for Fiscal Years 2022 through 2027 is approximately \$210.1 million and includes 69 projects. In Fiscal Year 2022, the budget is approximately \$46.7 million and includes 33 projects.

The Fiscal Year 2022 program focuses on the completion of downtown improvements, Town facility needs, investment in capital asset replacements, and includes prioritizing those projects previously deferred due to the economic impact created by the COVID-19 pandemic. Projects that are underway from previous years include the interchange at Battlefield Parkway and Route 7/ East Market Street, expansion and renovation of the Leesburg Police Headquarters on Plaza Street, Evergreen Mill Road widening, airport north hangars, airport storage and maintenance facility, and multiple equipment replacements and infrastructure upgrades at facilities managed by the Department of Utilities.

One of the Council's strategic goals for the Capital Projects Fund has been to pay all administrative overhead and project management costs entirely with non-debt related funding sources including cash. In the Fiscal Year 2021 budget, approximately two-thirds of these costs were funded on a pay-as-you-go (cash) basis with the plan of increasing cash funding incrementally each year by \$200,000 to achieve full pay-as-you-go (cash) funding in Fiscal Year 2025.

The adopted budget fully funds all administrative overhead costs in with cash for Fiscal Year 2022, with all direct project management costs being funded through other sources available

to the Town. This approach reduces the pay-as-you-go (cash) amount from the projected \$1.8 million to \$1.305 million which is a savings of \$495,000. As a result, \$495,000 has been allocated in the adopted budget to be used as follows: \$195,000 for increased cash funding of project management costs directly related to projects in Fiscal Year 2022, and \$300,000 to support emergency management responses primarily related to inclement weather conditions.

Northern Virginia Transportation Authority (NVT) Fund - The Town's Fiscal Year 2022-2027 Capital Improvements Program includes the use of nearly \$14.1 million in funding from the Northern Virginia Transportation Authority for transportation-related capital projects. For Fiscal Year 2022, \$3,450,000 is programmed for the interchange project at Battlefield Parkway and Route 15 North, Edwards Ferry Road NE sidewalk improvements, Morven Park Road Sidewalk, and Evergreen Mill Road widening.

Utilities Fund - The adopted budget for the Utilities Fund which includes capital projects, capital asset replacements, and operations is \$43.6 million in expenditures. This increase of \$9.6 million over the Fiscal Year 2021 Adopted Budget is mainly attributable to the increase in capital reinvestment which accounts for \$7.8 million of the year-over-year increase. Other factors include continued implementation of the rate study recommendations, four new positions, and commencement of preliminary engineering design for future expansions of the Water Pollution Control Facility and the Water Filtration Plant. All operational expenditure increases are tied to growth of the utilities system driven by new development; on-going maintenance of aging infrastructure; timely repairs and responsive customer service; compliance with regulatory standards; ensuring high quality water; and efficient water pollution operations.

In closing, the adopted Fiscal Year 2022 General Fund budget retains the current Town real estate tax rate of 18.4 cents while continuing to fund current levels of service. This budget funds the Town in the midst of a growing population despite the continued economic impacts of the on-going COVID-19 pandemic. The Town's multi-year financial plan has positioned the Town financially to maintain service levels with a stable tax rate in Fiscal Year 2022.

Throughout the current crisis, the employees of the Town of Leesburg have continued their commitment to the delivery of exceptional customer service. Our dedicated employees are the organization's best asset, and their efforts are key to the Town's overall success as they deliver the core services to our residents, businesses, customers, and visitors.

Sincerely,



Kaj H. Dentler
Town Manager

Economic Outlook

Facing a continued battle with the worldwide pandemic, COVID-19, the new administration taking the reins in Washington, D.C., under the leadership of Democratic President Joe Biden, is facing a myriad of national challenges and crises. Changes in leadership in Congress and the White House have changed the outlook for additional economic stimulus and potentially federal aide to state and local governments. The outlook for interest rates is that interest rates for both borrowers and investors are going to remain at historic lows for the foreseeable future.

After a historic drop in the stock market and record levels of unemployment in February 2020, the US entered a very deep recession. In response, actions were undertaken by the Federal Government and the Federal Reserve under former President Donald Trump, and the recession was quickly declared over April 7, 2020. Notwithstanding, the nation remains a tale of two existences. As reported in various business periodicals, the US appears to be experiencing a “K” shaped economic recovery. This type of recovery is different for people and industries in terms of the length of time, rate, and magnitude. For example, stock indexes are enjoying all-time highs and real gross domestic product (GDP) for the third quarter of 2020 increased 33.4%. However, the majority of stocks are down from pre-pandemic levels, while the high flyers, particularly in technology, have soared driving up stock indexes overall. Yet, unemployment and jobless claims persist, and travel and hospitality industries continue to struggle in the current landscape.

The Town of Leesburg’s strong financial position should allow for successful navigation through Fiscal Year 2021. Current projects predict an additional \$5.52 million revenue shortfall through the first two quarters of Fiscal Year 2021, which began on July 1, 2020. The outlook depicted below reflects pre-COVID-19 conditions.

Town of Leesburg

The Town received more than \$9.6 million in CARES funding in 2020 as a grant recipient. A large portion of these funds were distributed as grants to businesses and non-profit entities to help support them during the economic upheaval of COVID-19. In addition, Leesburg’s Town Manager, took strategic steps to execute a multiyear financial plan to address financial impacts on Town operations. Facing a more than \$3 million revenue shortfall in Fiscal Year 2020 and more than \$5 million in Fiscal Year 2021, the Town deployed management measures to curtail spending in the short term. This included freezing vacant positions, canceling contracts, and deferring vehicle and equipment replacements. The cornerstone of the plan was completing a strategic debt refunding and restructuring freeing up \$3.9 million of one-time budgetary debt savings. The realized debt savings will allow for establishing a best practice revenue stabilization reserve to maintain a stable real estate tax rate and provide the Town financial flexibility through Fiscal Year 2024, as the economy recovers more fully. Maintaining a stable real estate tax rate is an essential element to providing high quality low cost services the community demands.

The Town continues to be a premier community in Loudoun County Virginia, as seen by the continued strength in its commercial and residential development. The Town’s residential

home inventory is currently not keeping pace with vigorous demand, even in the midst of the pandemic, with its emphasis on quality of life and varied community amenities. Some of the core services provided by the Town’s more than \$135 million annual operating and capital improvements budget include: providing parks and recreation facilities and programs, a genealogical and research library, police services for residents, businesses, and visitors, and refuse and recycling services. Leesburg enjoys the distinction of being one of six AAA towns or cities in Virginia, as rated by Moody’s, Fitch Ratings, and Standard & Poor’s. The confirmation of these ratings in December 2020 during the heart of the COVID-19 pandemic is a true testament to the sound financial condition and strength of the Town’s management. Leesburg’s tax portfolio is optimized through a well-balanced mix of real estate, commercial and other consumer taxes, which avoids an overreliance on any one tax category. The Town remains focused on being resilient in this tumultuous point in time by continuing to deliver outstanding customer service and value to the community. The Town’s economy benefits significantly from its strategic location in Loudoun County and Northern Virginia which provides a vital and stable economic environment due to the presence of governmental and high technology employers.

Loudoun County

Loudoun County continues to enjoy economic vitality, growth, and change as the number one county in America for household income, 11 years running per the US Census Bureau. It also stands as Virginia’s third-most populous county. Despite the pandemic, Loudoun County’s economic base remains strong for its more than 413,000 residents, and is enjoying continued revenue windfalls from its many data centers, a key financial strategy instituted by the Board of Supervisors. Loudoun County is not immune from the effects of the pandemic. The Bureau of Labor Statics noted that unemployment peaked in April 2020 at 9.9% but returned to 3.90% by the end of 2020. The long awaited Silver Line Metro, lauded as a transportation relief and job generator, is expected to be substantially complete in calendar year 2021 after significant delays.

Northern Virginia/DC Metro

The current outlook for the state of Virginia is rebounding. The state enjoys an income balance from its diverse industries ranging from technology to military to farming and cattle. According to Virginia’s Municipal League e-newsletter in January 2021, general fund revenue performance was ahead of projections through December 2020 at 7.8%. Unemployment remains steady at around 5%. More than half of recent unemployment filings were in food service, health care, administration, waste services, and retail trade. In contrast, Northern Virginia has been noted as performing better than most regions in the state. This is mostly attributable to the large presence federal government and technology companies. Further, many professional occupations prominent in this area successfully lend themselves to remote work. Reston, VA was recently was named by Money magazine as the #1 best place to live if you work from home. The complete impact of the pandemic remains to be seen, but Northern Virginia and its surrounding areas are continuing their leadership in economic performance.

National

In response to the pandemic, many industries and vocations in the nation categorically shifted to remote working. For many US workers this alternative way of work was not an option, and led to scores of workers being let go from their jobs. In March 2020, a \$2 trillion emergency relief bill, CARES Act, was passed into law as the national unemployment level peaked at 14.7% in April 2020. This measure provided emergency relief funds to individuals, large corporations, small businesses, state and local governments, and health and education, in an effort to combat historic unemployment and other economic shocks resulting from the pandemic. The effectiveness of the relief package remains a debatable issue, however, there is also optimism for a second relief package under the new administration. The Federal Open Market Committee (FOMC) estimates that unemployment is likely to decline gradually, from the current 6.7% level, down to 5% in 2021, 4.2% in 2022, and 3.7% in 2023. The Federal Reserve has indicated that interest rates are very likely to be staying at or near 0.25% through 2023 amid concerns of the economic recovery slowing. Looking to GDP, it is projected to grow by 4.2% from 2020 to 2021, and consumer spending is estimated to rise to nearly 7% in 2022. Consumers often have a significant supportive effect on our nation's economy.

Some of the optimism in consumer behavior, is correlated to the recent vaccine roll out that is anticipated to reach many Americans by summer 2021. Meanwhile, recommended business and consumer restrictions, social distancing, and other safety protocols continue to be a regular part of everyday 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 demographic 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 Human Resources Information Technology
<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 (e.g. charges for services, personnel costs, etc.). Also included are Department Goals & Objectives which are categorized by short (within the fiscal year), intermediate (1 to 3 years), and long (more than 3 years) term time frames.

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/departments/finance or by scanning Quick Response (QR) codes located throughout the document with your smart mobile device.



Budget Process

The Town of Leesburg’s operating budget is on an annual cycle. 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
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

Budget Development Process

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.

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.

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.

Fiscal Year 2022 Budget Enhancements

Department / Request	Personnel	Operating & Maintenance	Capital Outlay	Offsetting Revenue	Local Tax Funding	FTE
DEPARTMENT OF PUBLIC WORKS & CAPITAL PROJECTS						
Emergency and Inclement Weather Response	\$—	\$300,000	\$—	\$—	\$300,000	—
This enhancement is to increase budget for snow removal services to include multiple 24 hour storms, increased lane miles and contractor equipment. Request is based on the past 2-4 years of snow response for the Town through the use of a contractor work force working with Town staff, equipment, salt, sand, overtime and equipment parts for repairs. Lane miles have significantly increased over the past 10 years. Based on the level of equipment and staff needed for response, new bid pricing, etc. this line item could be as high as \$1.4 to \$2.2 million in any given year.						
DEPARTMENTS OF PUBLIC WORKS & CAPITAL PROJECTS, PARKS & RECREATION, AND POLICE						
Downtown Outdoor Dining Program	\$169,506	\$7,580	\$—	\$—	\$177,086	—
This enhancement is for staffing levels needed to implement the Downtown Outdoor Dining Program. The program entails closing a portion of King Street to traffic in order to promote outdoor dining in the downtown. Staffing levels include two Police Officers (\$104,420), one Parks & Recreations staff (\$25,255), and one Public Works & Capital Projects staff (\$39,831).						
GENERAL FUND TOTAL	\$169,506	\$307,580	\$—	\$—	\$477,086	0.0
UTILITIES DEPARTMENT						
Utilities System Maintenance Technician	\$97,836	\$480	\$3,370	\$—	\$—	1.0
This enhancement is for a Utilities System Maintenance position within the Utilities Maintenance Division of the Utilities Department. This position is responsible for preventative maintenance work orders for both water and wastewater systems including emergency response and repairs. The request includes a vehicle, tools, uniforms, and equipment. This enhancement request is included in the Town Council's approved five-year water and sewer rate study and is covered by the revenue from the resulting rate structure.						
Water Pollution Control Operator	\$88,270	\$500	\$1,050	\$—	\$—	1.0
This enhancement is for a Water Pollution Control Operator position within the Water Pollution Control Division of the Utilities Department. This position allows for redundancy and reliability of licensed operators and succession planning. The request includes a computer and uniforms. This enhancement request is included in the Town Council's approved five-year water and sewer rate study and is covered by the revenue from the resulting rate structure.						
Utilities Plant Maintenance Technician	\$97,836	\$480	\$3,370	\$—	\$—	1.0
This enhancement is for a Utilities Plant Technician position within the Utilities Maintenance Division of the Utilities Department. This position is responsible for preventative maintenance work orders at both treatment facilities. The request includes a vehicle, tools, uniforms, and equipment. This enhancement request is included in the Town Council's approved five-year water and sewer rate study and is covered by the revenue from the resulting rate structure.						
Customer Service Representative	\$97,817	\$480	\$5,650	\$—	\$—	1.0
This enhancement is for a Customer Service Representative position within the Administration Division of the Utilities Department. This position will provide customer service and billing assistance to customers. This enhancement request is included in the Town Council's approved five-year water and sewer rate study and is covered by the revenue from the resulting rate structure.						
UTILITIES FUND TOTAL	\$381,759	\$1,940	\$13,440	\$—	\$—	4.0
COMBINED FUNDS TOTAL	\$551,265	\$309,520	\$13,440	\$—	\$477,086	4.0

The Budget in Brief

The Fiscal Year 2022 adopted budget for all funds totals \$137,274,803. This represents an overall decrease of \$6,679,341 or 4.6% from the Fiscal Year 2021 budget. The following table reflects the Fiscal Year 2022 adopted budget for the General Fund and Utilities Fund, and the Fiscal Year 2022-2027 Capital Improvements Program for the Capital Projects and Northern Virginia Transportation Authority (NVTA) Funds.

Fund	FY 2021 Budget	FY 2022 Adopted	\$ Change	% Change
General Fund	\$62,520,513	\$65,366,346	\$2,845,833	4.6 %
Capital Projects Fund	43,236,800	24,860,100	(18,376,700)	(42.5)%
NVTA Fund	4,205,900	3,450,000	(755,900)	(18.0)%
Utilities Fund	33,990,931	43,598,357	9,607,426	28.3 %
Total	\$143,954,144	\$137,274,803	\$(6,679,341)	(4.6)%

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 2022 budget for the General Fund totals \$65,366,346, an increase of 4.6%. The increase in the General Fund budget is attributable to the enhancements totaling \$477,086 comprised of \$300,000 for inclement weather/emergency funding reserve and \$177,086 to provide weekend outdoor dining in the downtown. In addition, the General Fund includes funding associated with full-year funding of a Senior Systems Analyst position that was partially funded in Fiscal Year 2021, a reclassified, reassigned position from the Department of Parks & Recreation to the Town Attorney's Office to create a new Assistant Town Attorney, a reclassification of a part-time Accounting Associate position to create a Contract Specialist position in the Department of Finance & Administrative Services that is funded evenly between the General Fund and Utilities Fund. Further, the General Fund increase includes an increase in debt service requirements associated with the Capital Improvements Program, required base operating costs associated with contractual increases, and personnel costs associated with average 3% performance based salary increases and benefit adjustments.

Reimbursements are reflected in the respective department budgets from the Capital Projects 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 2021 appropriation for the Capital Projects Fund totals \$24,860,100 or a decrease of 42.5% from the Fiscal Year 2021 budget. Of the Fiscal Year 2022 appropriation, \$2,000,000 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 & 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 \$3,450,000 in Fiscal Year 2022 of the Capital Improvements Program. The decrease in the Fiscal Year 2022 Adopted Budget from the Fiscal Year 2021 budget is primarily due to one-time, NVTA Regional 70% funding for the Battlefield Parkway/Market Street Interchange project included in Fiscal Year 2021.

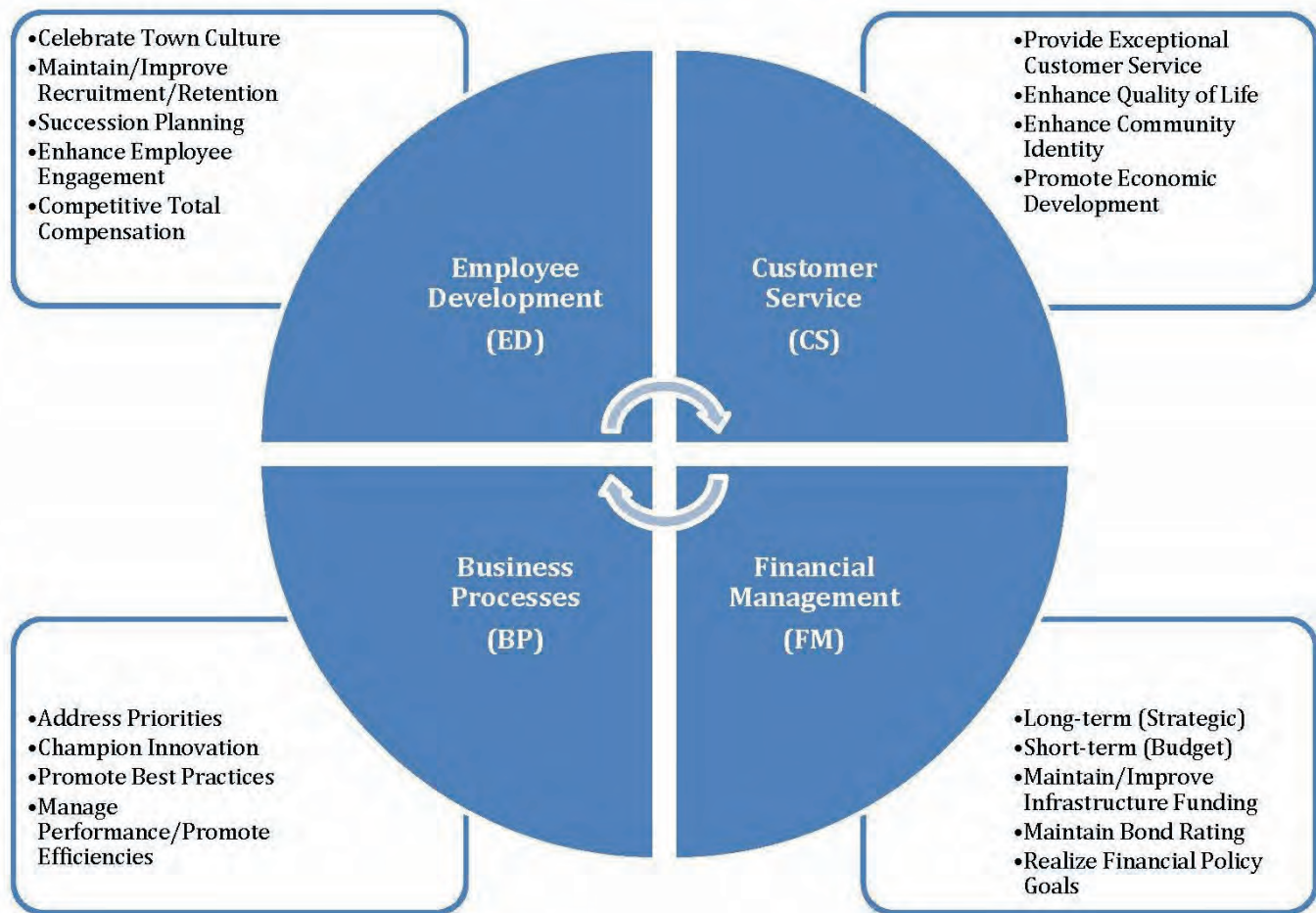
Utilities Fund

The Utilities Fund total for the Fiscal Year 2022 budget is \$43,598,357, an increase of \$9,607,426 or 28.3% over the Fiscal Year 2021 budget and is comprised of \$19,404,058 for operations, \$5,823,299 for debt service, and \$18,371,000 included in the Capital Improvements Program. The operations budget for the Utilities Fund includes four enhancement positions: an Utilities System Maintenance Technician, a Water Pollution Control Operator, an Utilities Plant Maintenance Technician, and a Customer Service Representative. The Fiscal Year 2021 budget reflects the third 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 2022:

- **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**
- **Enhance Utility Operating Excellence through innovation, sustainability and adoption of best practices**
- **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.



2021-2022 Town and Community Information

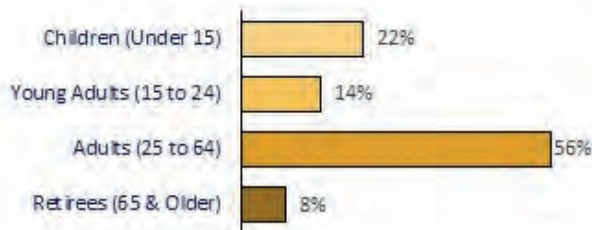


Race & Ethnicity

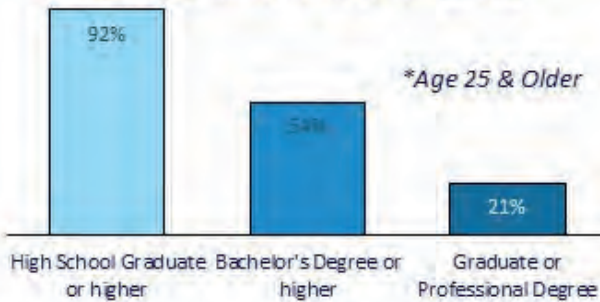


21% are foreign born
17% speak English and one other language proficiently

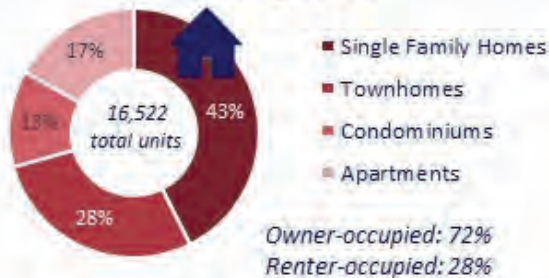
Population by Age



Highest Educational Attainment*



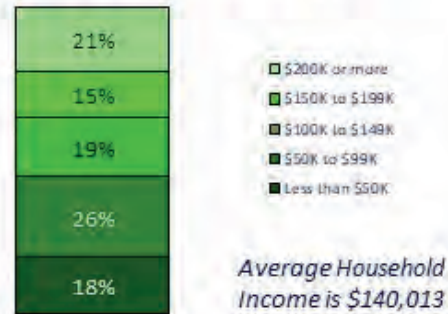
Housing Stock



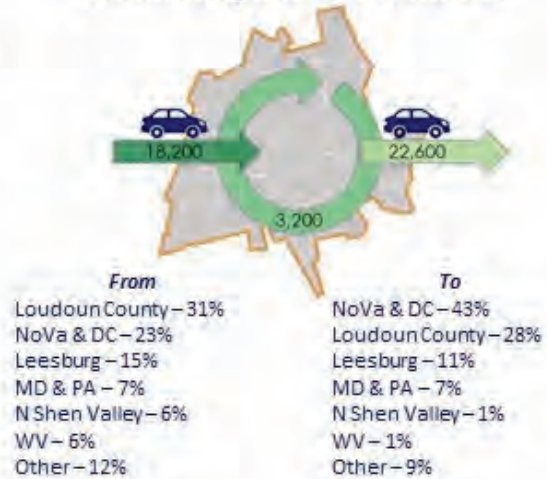
The Basics

Population (July 2019)	53,727
Area	12.65 sq mi
% Built Out	92%
Vacant Land	667 acres
# of Businesses	approx. 2,600
Commercial Space	12,630,000 sq ft

Household Income



Commuting Inflow & Outflow



Top Employers

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

Sources: U.S. Census Bureau (2019 ACS 5-Year Estimates and 2018 LEHD); Virginia Employment Commission; Loudoun County LMIS

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. As of June 30, 2020, the fiscal policy requirement of maintaining an unassigned fund balance equivalent to 20% of General Fund expenditures or \$11,454,568 has been achieved.

The Town's bond ratings are further evidence of its financial strength. In December 2020, Town received reaffirmation of the highest possible credit ratings (AAA) 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. The table below illustrates the progressively increasing financial resiliency of the Town.

Table 1: Historical Bond Rating

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

Financial Policies

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

j. Based on the five-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.

h. 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.

i. 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 timeline 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 Fund 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.

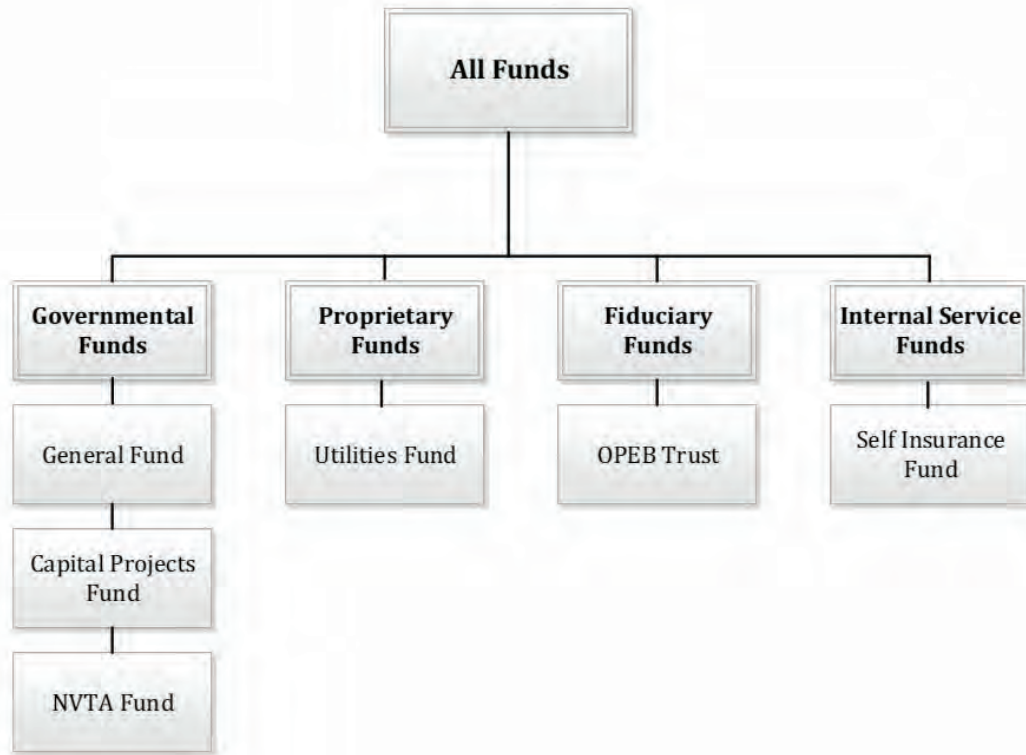
d. The Utilities Fund will establish a repair, renewal, and replacement reserve (3R), to provide funds to pay for unexpected major repairs, replacement, or rehabilitation of system assets of a minimum of one percent (1.0%) of the historical value of underground infrastructure at the end of any given 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



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, meals and beverage 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 related fees.

Donations & Transfers – Funds donated or received by the Town as well as interfund 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.

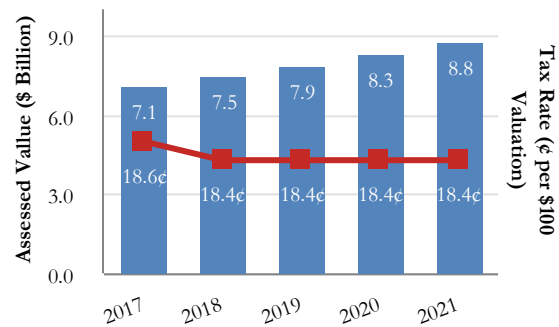
Federal Government – Primarily grant funds from the Federal Aviation Administration and various law enforcement grants.

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 2020 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 2017-2021

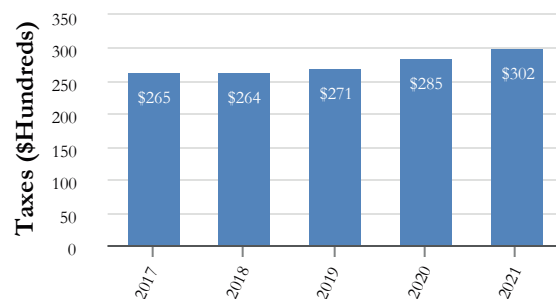
Tax Year	Average Assessment	Tax Rate	Taxes
2021	\$454,020	\$0.184	\$835.40
2020	\$414,569	\$0.184	\$765.82
2019	\$394,712	\$0.184	\$726.27
2018	\$375,374	\$0.184	\$690.69
2017	\$356,669	\$0.184	\$656.27

Assessed Real Estate Values and Tax Rates



The real estate property assessment revaluation growth is 3.34% or \$279 million and with new construction and growth of an additional 1.7% or \$141.3 million, the total assessed value is \$8.8 billion or an overall increase of 5.0% over the 2020 assessments. The trend in real estate assessments increased resulting in a corresponding equalized tax rate of 17.8¢ per \$100 valuation. The 2022 approved real estate property tax rate is 18.4¢ per \$100 valuation.

Per Capita Real Estate Taxes



Real estate taxes per capita are increasing in 2021 to \$302 primarily due to the most recent US Census population estimate from July 2019 for the Town of Leesburg decreasing to 53,727 from 54,215 along with overall increases in real estate assessments.

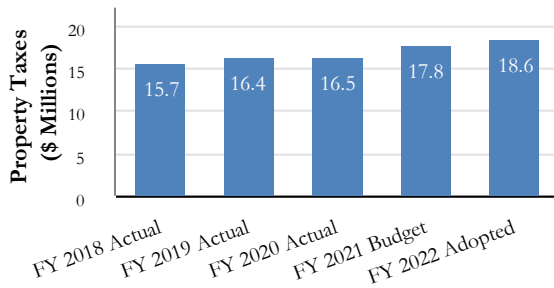
Table 3: Real Estate Tax Rates for Virginia’s Largest Towns and Towns in Loudoun County

Town	Population	Tax Rate
Loudoun County Towns		
Leesburg*	53,727	\$0.184
Purcellville	9,897	\$0.250
Hamilton	567	\$0.280
Middleburg	539	\$0.153
Other Virginia Towns		
Herndon	24,532	\$0.265
Vienna	16,489	\$0.225

*July 2019 Census Bureau estimate

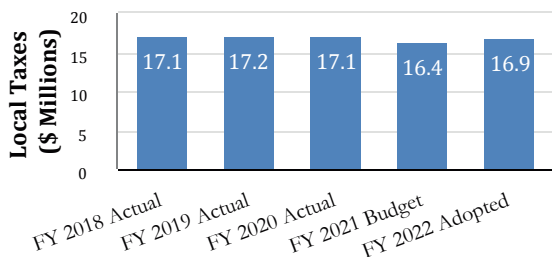
In the Fiscal Year 2022 Budget, approximately 87.6% of the Town’s General Fund revenue is estimated to be generated by three sources: taxes (57.4%), intergovernmental revenue (22.5%), and charges for services (8.4%). The following charts depict five year snapshots of historical trends for these top revenue categories: General Property Taxes, Other Local Taxes, Intergovernmental, and Charges for Services.

General Property Taxes



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

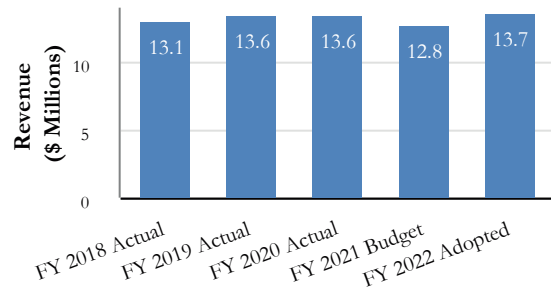
Other Local Taxes



Other local taxes are comprised of primarily “consumer taxes” including meals and beverage, business, professional &

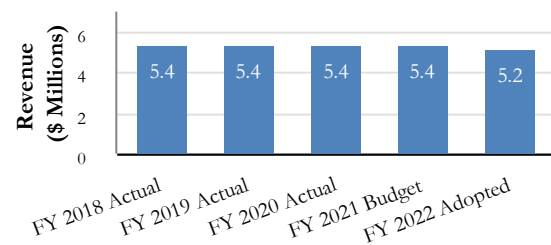
occupational licenses (BPOL), transient occupancy tax (TOT), bank franchise, utility, sales and use, and cigarette taxes. Several of these taxes are projected to decrease in Fiscal Year 2022 compared to the prior year estimates primarily due to anticipated prolonged economic conditions as a result of the COVID-19 pandemic; specifically meals and beverage, BPOL and TOT; however the majority of the other taxes within the category are estimated to remain relatively level. Further, cigarette taxes and communications taxes are continuing to decline which follows regional trends, and are projected to decrease in Fiscal Year 2022.

Intergovernmental



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 2022 intergovernmental revenue is estimated to increase primarily due to additional anticipated state highway maintenance funding and an increase in state 599 law enforcement assistance funding.

Charges for Services



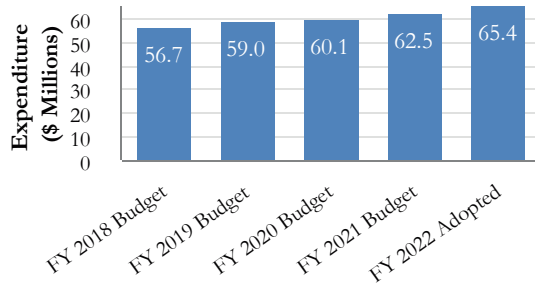
The Town’s General Fund revenue in the Charges for Services category are largely attributable to fees in support of the Parks and Recreation facility and revenues such as hangar lease fees at the Leesburg Executive Airport. The overall projected trend for this category remains slightly decreased due to some programming and Ida Lee Recreation Center revenue decreasing within Department of Parks & Recreation that is offset by additional revenue attributable to opening of the new Tennis Air Structure.

Summary of Fund Expenditures

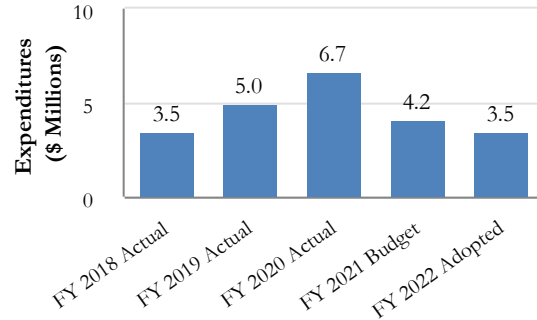
The budget for the Town of Leesburg consists of the major governmental and enterprise funds. These include the General Fund, Capital Projects Fund, Utilities Fund, and the Northern Virginia Transportation Authority (NVTA) Fund. The charts below depict historical expenditures of these funds.

Further, the Capital Asset Replacement Program is included in the General Government Section of the CIP and includes funding of \$2,000,000 to be used for the purchase of equipment, apparatus and vehicles for the Police Department, Parks & Recreation and Public Works; facility maintenance requirements at Ida Lee Park, and information technology infrastructure investments.

General Fund Historical



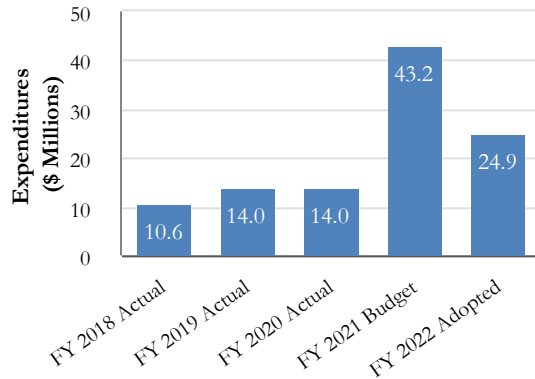
NVTA Fund Historical



The Fiscal Year 2022 General Fund budget is approximately \$65.4 million or \$2.8 million higher than the Fiscal Year 2021 Adopted Budget. The increase is due largely to: requested budget enhancements totaling \$537,086; approximately \$317,000 for base budget adjustments; nearly \$771,000 increase in debt service requirements, and town-wide personnel increases attributable to salary and benefit adjustments.

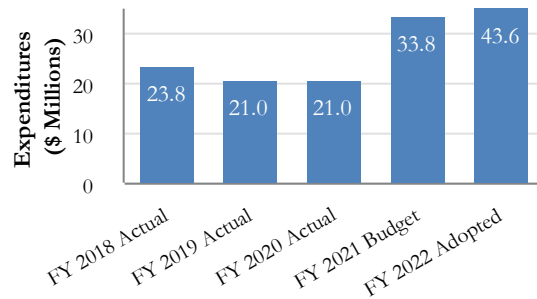
The Fiscal Year 2022 Northern Virginia Transportation Authority (NVTA) Fund budget is \$3.5 million, a decrease of \$0.7 million from the Fiscal Year 2021 Budget primarily due the elimination of one-time regional NVTA (70%) funding for the Battlefield Parkway/ East Market Street Interchange project. The NVTA Fund provides funding for transportation related projects as part of the Capital Improvements Program.

Capitals Projects Fund Historical



The Fiscal Year 2022 Capital Projects Fund budget is nearly \$24.9 million or a decrease of \$18.3 million from Fiscal Year 2021. The fluctuation 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; notably the Interchange at Market Street and Battlefield Parkway.

Utilities Fund Historical



The Fiscal Year 2022 Utilities Fund budget is \$43.6 million or an increase of \$9.8 million primarily associated with increases in funding associated with capital projects in the Town's Capital Improvements Program and operating increases associated with four new enhancement positions; and debt service requirements. 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.

	2020 Actual	2021 Budget	2022 Adopted
BEGINNING FUND BALANCE	\$46,360,239	\$42,813,902	\$31,482,545
SOURCES¹			
Taxes	\$30,681,625	\$35,028,600	\$35,525,500
Permits & Fees	1,582,992	1,430,750	1,375,750
Fines & Forfeitures	426,867	542,000	542,000
Use of Money & Property	2,719,823	2,509,576	1,924,576
Charges for Services	3,556,396	5,533,615	5,205,115
Contributions and Proffers	2,348,880	2,921,879	4,380,533
Miscellaneous	109,750	—	—
Intergovernmental	27,976,350	46,611,438	22,843,264
Other Financing Sources	3,391,287	4,053,998	18,413,700
Total Sources	\$72,793,970	\$98,631,856	\$90,210,438
USES			
Personnel Services	\$33,515,034	\$37,282,516	\$38,990,193
Contractual Services	10,105,675	10,463,127	10,643,975
Materials & Supplies	1,354,922	1,680,884	1,772,484
Transfer Payments	—	1,630,000	1,465,000
Grants & Contributions	1,632,227	(262,665)	(484,100)
Continuous Charges	2,265,502	2,718,478	2,736,641
Capital Outlay	575,314	326,000	454,160
Non-Departmental	—	169,000	504,000
Capital Projects	18,205,678	47,442,700	28,310,100
Debt Service/ Equipment Leasing	8,685,955	8,513,173	9,283,993
Total Uses	\$76,340,307	\$109,963,213	\$93,676,446
Use of Fund Balance	\$(3,546,337)	\$(11,331,357)	\$(3,466,008)
ENDING FUND BALANCE²	\$42,813,902	\$31,482,545	\$28,016,537
% CHANGE IN BALANCE	(7.65)%	(26.47)%	(11.01)%

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	\$16,209,500	\$—	\$—	\$—	\$16,209,500
Personal Property Taxes	2,150,000	—	—	—	2,150,000
Meals Taxes	5,825,000	—	—	—	5,825,000
Utility Consumption Taxes	1,525,000	—	—	—	1,525,000
Business & Occupational Taxes	3,700,000	—	—	—	3,700,000
Transient Occupancy Taxes	814,000	—	—	—	814,000
Cigarette Taxes	715,000	—	—	—	715,000
Other Local Taxes	4,783,500	—	—	—	4,783,500
Sub-Total	\$35,722,000	\$—	\$—	\$—	\$35,722,000
Permits & Fees					
Zoning & Development Fees	\$960,700	\$—	\$—	\$—	\$960,700
Airport User & Fuel Flow Fees	52,750	—	—	—	52,750
Fixed Based Operator Fees	65,000	—	—	—	65,000
Miscellaneous Permits & Fees	336,600	—	—	6,700	343,300
Sub-Total	\$1,415,050	\$—	\$—	\$6,700	\$1,421,750
Fines & Forfeitures					
Parking & Traffic Fines	\$575,700	\$—	\$—	\$—	\$575,700
Police Forfeitures	10,000	—	—	—	10,000
Sub-Total	\$585,700	\$—	\$—	\$—	\$585,700
Use of Money & Property					
Earned Interest	\$115,000	\$—	\$—	\$130,000	\$245,000
Insurance Recoveries	110,000	—	—	—	110,000
Parking Garage & Meters	331,480	—	—	—	331,480
Sale of Surplus Property	85,000	—	—	5,000	90,000
Library Revenue	8,000	—	—	—	8,000
Airport Revenue	1,207,096	—	—	—	1,207,096
Miscellaneous Revenue	68,000	—	—	352,395	420,395
Sub-Total	\$1,924,576	\$—	\$—	\$487,395	\$2,411,971
Charges for Services					
Public Safety Charges	\$111,300	\$—	\$—	\$—	\$111,300
Recreation Charges	4,879,015	—	—	—	4,879,015
Special Event Fees	214,800	—	—	—	214,800
Water & Sewer User Fees	—	—	—	18,463,771	18,463,771
Water & Sewer Fixed Charges	—	—	—	4,966,946	4,966,946
Water Availability Fees	—	—	—	—	—
Water Fees & Penalties	—	—	—	1,302,545	1,302,545
Sub-Total	\$5,205,115	\$—	\$—	\$24,733,262	\$29,938,377

	General Fund	NVTA Fund	Capital Projects Fund	Utilities Fund	Total
Donations & Contributions					
Proffers	\$—	\$—	\$2,525,000	\$—	\$2,525,000
Sponsorships & Contributions	351,233	—	—	—	351,233
Sub-Total	\$351,233	\$—	\$2,525,000	\$—	\$2,876,233
Intergovernmental					
Loudoun County	\$932,111	\$—	\$4,109,000	\$—	\$5,041,111
Commonwealth of Virginia	12,666,653	3,450,000	325,000	—	16,441,653
Federal Government	139,000	—	1,025,000	—	1,164,000
Sub-Total	\$13,737,764	\$3,450,000	\$5,459,000	\$—	\$22,646,764
Other Financing Sources					
Utilities Fund Reimbursement	\$1,694,000	\$—	\$—	\$—	\$1,694,000
Capital Projects Fund Reimbursement	1,264,900	—	—	—	1,264,900
Use of Fund Balance & Reserves	3,466,008	—	1,465,000	9,424,300	14,355,308
Bond Proceeds	—	—	15,411,100	8,946,700	24,357,800
Lease Financing	—	—	—	—	—
Sub-Total	\$6,424,908	\$—	\$16,876,100	\$18,371,000	\$41,672,008
Fund Total	\$65,366,346	\$3,450,000	\$24,860,100	\$43,598,357	\$137,274,803

Expenditures by Fund

The expenditures by fund table depicts expenditures by functional area for all appropriated funds for the Town. The total Fiscal Year 2022 General Fund appropriation is \$65,366,346. The Fiscal Year 2022 Capital Projects Fund appropriation totals \$24,860,100. Funding in the Northern Virginia Transportation Authority (NVTA) Fund of \$3,450,000 is being utilized for transportation capital projects included in the Capital Improvements Program. The Fiscal Year 2022 adopted budget for Utilities is \$43,598,357 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	\$323,254	\$—	\$—	\$—	\$323,254
Town Manager	1,571,099	—	—	—	1,571,099
Town Attorney	865,570	—	—	—	865,570
Clerk of Council	294,838	—	—	—	294,838
Boards & Commissions	166,488	—	—	—	166,488
Sub-Total	\$3,221,249	\$—	\$—	\$—	\$3,221,249
Supporting Activities					
Finance and Administrative Services	\$7,136,928	\$—	\$—	\$—	\$7,136,928
Sub-Total	\$7,136,928	\$—	\$—	\$—	7,136,928
Keeping Us Safe					
Police	\$15,488,507	\$—	\$—	\$—	\$15,488,507
Sub-Total	\$15,488,507	\$—	\$—	\$—	\$15,488,507
Providing the Necessities					
Public Works and Capital Projects ¹	\$15,264,549	\$—	\$—	\$—	\$15,264,549
Utilities	—	—	—	19,404,058	19,404,058
Sub-Total	\$15,264,549	\$—	\$—	\$19,404,058	\$34,668,607
Ensuring Quality of Life					
Parks & Recreation	\$7,908,627	\$—	\$—	\$—	\$7,908,627
Balch Library	557,122	—	—	—	557,122
Planning & Zoning	2,118,657	—	—	—	2,118,657
Plan Review	1,567,867	—	—	—	1,567,867
Sub-Total	\$12,152,273	\$—	\$—	\$—	\$12,152,273
Seizing the Future					
Economic Development	\$845,450	\$—	\$—	\$—	\$845,450
Airport	843,397	—	—	—	843,397
Sub-Total	\$1,688,847	\$—	\$—	\$—	\$1,688,847
Non-Departmental ²	\$1,130,000	\$—	\$—	\$—	\$1,130,000
Capital Improvement Projects	—	3,450,000	24,860,100	18,371,000	46,681,100
Debt Service/ Equipment Leasing	9,283,993	—	—	5,823,299	15,107,292
Fund Total	\$65,366,346	\$3,450,000	\$24,860,100	\$43,598,357	\$137,274,803

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)Non-Departmental includes (\$539,000) 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	\$24,070,561	\$—	\$—	\$6,848,058	\$30,918,619
Part-Time Salary	2,832,766	—	—	114,000	2,946,766
Boards & Commissions	244,150	—	—	—	244,150
Overtime, Holiday, Shift Differential	1,673,367	—	—	338,795	2,012,162
Bonuses & Incentives	239,412	—	—	—	239,412
Uniform/Car/Shoe Allowance	33,817	—	—	14,928	48,745
Social Security & Medicare (FICA)	2,208,622	—	—	565,094	2,773,716
Retirement (VRS)	2,599,105	—	—	739,593	3,338,698
Life Insurance	322,494	—	—	91,765	414,259
Long-term Disability Insurance	170,883	—	—	48,623	219,506
Employee Healthcare Insurance	3,671,628	—	—	1,136,328	4,807,956
Optional Benefit	381,360	—	—	122,550	503,910
Unemployment Compensation	47,917	—	—	13,698	61,615
Workers' Compensation	588,111	—	—	150,047	738,158
Other Post Employment Benefits	445,000	—	—	140,000	585,000
Salary Savings Credit	(539,000)	—	—	(140,000)	(679,000)
Total Personnel Expenditures	\$38,990,193	\$—	\$—	\$10,183,479	\$49,173,672
Operating Expenditures					
Contractual Services	\$10,643,975	\$—	\$—	\$3,615,734	\$14,259,709
Materials & Supplies	1,772,484	—	—	2,031,650	3,804,134
Transfer Payments	1,465,000	—	—	—	1,465,000
Grants & Contributions	(484,100)	—	—	1,331,180	847,080
Continuous Charges	2,736,641	—	—	1,524,765	4,261,406
Capital Outlay	454,160	—	—	717,250	1,171,410
Non-Departmental ¹	504,000	—	—	—	504,000
Total Operating Expenses	\$17,092,160	\$—	\$—	\$9,220,579	\$26,312,739
Non-Operating Expenditures					
Capital Expenditures	\$—	\$3,450,000	\$24,860,100	\$18,371,000	\$46,681,100
Debt Service/ Equipment Leasing	9,283,993	—	—	5,823,299	15,107,292
Total Non-Operating Expenditures	\$9,283,993	\$3,450,000	\$24,860,100	\$24,194,299	\$61,788,392
Fund Total	\$65,366,346	\$3,450,000	\$24,860,100	\$43,598,357	\$137,274,803

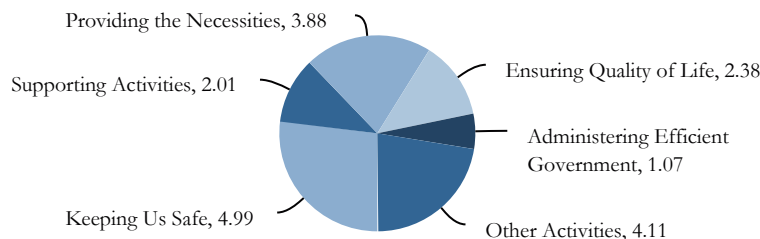
¹Includes \$169,000 in pooled travel and training funds and \$35,000 for potential pending market rate adjustments required for specific job classes for Fiscal Year 2022.

Local Tax Funding Allocation

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

	Budget	Department Revenue	Local Tax Funding	Local Tax Funding(%)	Allocation of Real Estate Tax Rate
Administering Efficient Government					
Town Council	\$323,254	\$51,026	\$272,228	0.58 %	0.11
Town Manager	1,571,099	123,613	1,447,486	3.10 %	0.57
Town Attorney	865,570	323,667	541,903	1.16 %	0.21
Clerk of Council	294,838	9,301	285,537	0.61 %	0.11
Boards & Commissions	166,488	4,500	161,988	0.35 %	0.06
Sub-Total	\$3,221,249	\$512,107	\$2,709,142	5.81 %	1.07
Supporting Activities					
Finance and Administrative Services	\$7,136,928	\$2,029,153	\$5,107,775	10.95 %	2.01
Sub-Total	\$7,136,928	\$2,029,153	\$5,107,775	10.95 %	2.01
Keeping Us Safe					
Police	\$15,488,507	\$2,846,827	\$12,641,680	27.09 %	4.99
Sub-Total	\$15,488,507	\$2,846,827	\$12,641,680	27.09 %	4.99
Providing the Necessities					
Public Works	\$15,264,549	\$5,437,564	\$9,826,985	21.06 %	3.88
Utilities	25,227,357	25,227,357	—	— %	—
Sub-Total	\$40,491,906	\$30,664,921	\$9,826,985	21.06 %	3.88
Ensuring Quality of Life					
Parks & Recreation	\$7,908,627	\$4,879,015	\$3,029,612	6.49 %	1.19
Balch Library	557,122	11,000	546,122	1.17 %	0.22
Planning & Zoning	2,118,657	376,477	1,742,180	3.73 %	0.69
Plan Review	1,567,867	859,075	708,792	1.52 %	0.28
Sub-Total	\$12,152,273	\$6,125,567	\$6,026,706	12.92 %	2.38
Seizing the Future					
Economic Development	\$845,450	\$280,233	\$565,217	1.21 %	0.22
Airport	843,397	1,476,446	(633,049)	(1.36)%	(0.25)
Sub-Total	\$1,688,847	\$1,756,679	\$(67,832)	(0.15)%	(0.03)
Other Activities					
General Government Capital Projects	\$28,310,100	\$28,310,100	\$—	— %	—
Utilities Fund Capital Projects	18,371,000	18,371,000	—	— %	—
Non-Departmental	1,130,000	—	1,130,000	2.42 %	0.45
General Fund Debt Service	9,283,993	—	9,283,993	19.90 %	3.66
Fund Total	\$137,274,803	\$90,616,354	\$46,658,449	100.00 %	18.40

Allocation of RET (¢)



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 real estate property tax rate of 18.4¢ per \$100 of assessed value for Fiscal Year 2022. 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.

	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
BEGINNING FUND BALANCE	\$26,435,920	\$26,468,342	\$25,667,985	\$22,201,977	\$19,520,937	\$16,543,018	\$13,672,052
SOURCES							
Taxes	\$32,442,839	\$35,028,600	\$35,525,500	\$36,236,010	\$36,960,730	\$37,699,945	\$38,453,944
Permits & Fees	1,825,388	1,430,750	1,375,750	1,403,265	1,431,330	1,459,957	1,489,156
Fines & Forfeitures	426,867	542,000	542,000	552,840	563,897	575,175	586,678
Use of Money & Property	2,421,036	2,509,576	1,924,576	1,963,068	2,002,329	2,042,375	2,083,223
Charges for Services	3,556,396	5,533,615	5,205,115	5,309,217	5,415,402	5,523,710	5,634,184
Donations & Contributions	379,687	348,479	390,533	398,344	406,311	414,437	422,725
Loudoun County	911,181	924,282	932,111	950,753	969,768	989,164	1,008,947
Commonwealth of Virginia	13,675,784	12,411,856	12,863,153	13,120,416	13,382,824	13,650,481	13,923,490
Federal Government	121,366	139,000	139,000	141,780	144,616	147,508	150,458
Other Financing Sources ¹	4,701,157	2,851,998	3,002,600	3,062,652	3,123,905	3,186,383	3,250,111
Total Sources	\$60,461,700	\$61,720,156	\$61,900,338	\$63,138,345	\$64,401,112	\$65,689,134	\$67,002,917
USES							
Personnel Services	\$34,371,213	\$37,282,516	\$38,990,193	\$39,769,997	\$40,565,397	\$41,376,705	\$42,204,239
Contractual Services	10,105,675	10,463,127	10,643,975	10,856,855	11,073,992	11,295,471	11,521,381
Materials and Supplies	1,354,922	1,680,884	1,772,484	1,807,934	1,844,092	1,880,974	1,918,594
Transfer Payments	1,951,784	1,630,000	1,465,000	1,494,300	1,524,186	1,554,670	1,585,763
Grants & Contributions	1,632,227	(262,665)	(484,100)	(493,782)	(503,658)	(513,731)	(524,005)
Continuous Charges	2,265,502	2,718,478	2,736,641	2,791,374	2,847,201	2,904,145	2,962,228
Capital Outlay	575,314	326,000	454,160	463,243	472,508	481,958	491,597
Non-Departmental	343,125	169,000	504,000	514,080	524,362	534,849	545,546
Debt Service/ Equipment Leasing	7,829,516	8,513,173	9,283,993	8,615,384	9,030,951	9,045,059	7,932,509
Total Uses	\$60,429,278	\$62,520,513	\$65,366,346	\$65,819,385	\$67,379,031	\$68,560,100	\$68,637,852
Use/ (Addition) of Fund Balance	\$(32,422)	\$800,357	\$3,466,008	\$2,681,040	\$2,977,919	\$2,870,966	\$1,634,935
ENDING FUND BALANCE²	\$26,468,342	\$25,667,985	\$22,201,977	\$19,520,937	\$16,543,018	\$13,672,052	\$12,037,117
% CHANGE IN BALANCE	(0.12)%	3.02 %	13.50 %	12.08 %	15.26 %	17.35 %	11.96 %

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.

General Fund Debt

The Town’s current outstanding general obligation debt is \$43,635,634 or 0.5% of total assessed value of real property for Fiscal Year 2022. 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 Government 10-year Debt Amortization and Pay-out Ratio Schedule chart.

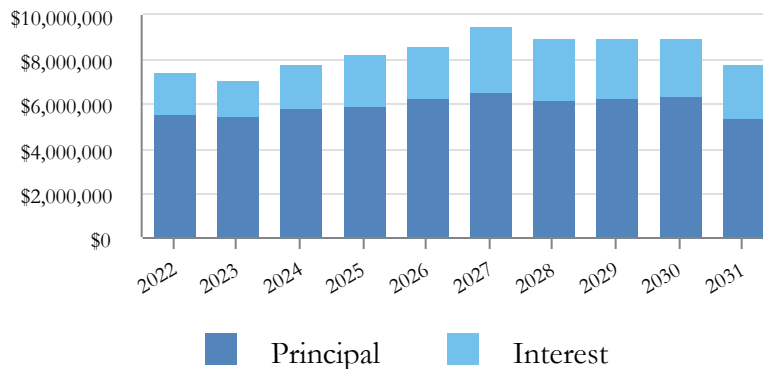
	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Total Taxable Assessed Valuation	\$8,768,689,480	\$8,944,063,270	\$9,122,944,535	\$9,305,403,426	\$9,491,511,494
Unreserved Debt Capacity ¹	219,217,237	223,601,582	228,073,613	232,635,086	237,287,787
Outstanding Debt	43,635,634	38,075,970	32,611,985	53,375,279	47,414,748
Proposed New Issue	—	—	26,600,000	—	23,000,000
Total Debt Subject to Limit	43,635,634	38,075,970	59,211,985	53,375,279	70,414,748
Total Available Debt Capacity (\$)	175,581,603	185,525,612	168,861,628	179,259,807	166,873,039
Total Available Debt Capacity (%)	80 %	83 %	74 %	77 %	70 %
General Fund Operating Expenses	65,366,346	65,819,384	67,379,031	68,560,101	68,637,851
Debt Service (includes short-term financing)	9,283,993	8,615,384	9,030,951	9,045,059	7,932,509
Fiscal Policy Debt Service Limit (%) ²	14.2 %	13.1 %	13.4 %	13.2 %	11.6 %

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

General Government- 10-year Debt Amortization and Pay-out Ratio Schedule

Period Ends	Principal	Interest	Total	Payout Ratio
2022	\$5,559,664	\$1,945,964	\$7,505,628	12.7 %
2023	5,463,985	1,642,145	7,106,130	29.0 %
2024	5,836,706	1,972,343	7,809,049	28.5 %
2025	5,960,531	2,323,930	8,284,461	42.8 %
2026	6,313,232	2,339,122	8,652,354	41.4 %
2027	6,575,734	2,997,013	9,572,747	55.7 %
2028	6,203,158	2,837,598	9,040,756	65.7 %
2029	6,336,538	2,707,344	9,043,882	75.1 %
2030	6,440,952	2,584,087	9,025,039	85.3 %
2031	5,370,134	2,463,942	7,834,076	93.9 %
10-year Total	\$60,060,634	\$23,813,488	\$83,874,122	
All Years Total	\$89,443,678	\$25,119,691	\$114,563,369	



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 a bond issue is likely at year-end of 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.

	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
BEGINNING FUND BALANCE	\$18,930,561	\$15,257,903	\$4,726,903	\$4,726,903	\$4,726,903	\$4,726,903	\$4,726,903
SOURCES							
Donations, Contributions & Transfers	\$3,906,889	\$2,573,400	\$3,990,000	\$1,637,100	\$2,451,900	\$2,730,600	\$2,138,800
Intergovernmental	4,547,336	28,930,400	5,459,000	3,296,100	2,028,100	6,977,350	8,969,500
Other Financing Sources ¹	1,828,339	1,202,000	15,411,100	11,025,800	7,756,600	9,833,900	9,147,800
Total Sources	\$10,282,564	\$32,705,800	\$24,860,100	\$15,959,000	\$12,236,600	\$19,541,850	\$20,256,100
USES							
Capital Projects	\$13,955,222	\$43,236,800	\$24,860,100	\$15,959,000	\$12,236,600	\$19,541,850	\$20,256,100
Total Uses	\$13,955,222	\$43,236,800	\$24,860,100	\$15,959,000	\$12,236,600	\$19,541,850	\$20,256,100
Use of Fund Balance	\$(3,672,658)	\$(10,531,000)	\$—	\$—	\$—	\$—	\$—
ENDING FUND BALANCE²							
BALANCE²	\$15,257,903	\$4,726,903	\$4,726,903	\$4,726,903	\$4,726,903	\$4,726,903	\$4,726,903
% CHANGE IN BALANCE	(19.4)%	(69.0)%	— %	— %	— %	— %	— %

1)Other Financing Sources includes annual equipment leasing financing associated with the Capital Asset Replacement Program; investment earnings and the use of General Obligation line of credit.

2)Ending Fund Balance includes restricted cash that is not available for capital funding such as schools proffers.

NVTA Fund Pro Forma

The Northern Virginia Transportation Authority (NVTA) Fund is a separate special revenue fund for transportation funding received from Loudoun County (Local 30%) and the NVTA (Regional 70%). 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 project expenses per the Town's Capital Improvements Program.

	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
SOURCES							
Loudoun County (Local 30%)	\$2,332,709	\$1,501,059	\$1,450,000	\$2,728,400	\$1,270,900	\$5,581,950	\$4,777,800
Commonwealth of Virginia (Regional 70%)	4,370,354	32,400,000	2,000,000	—	—	—	—
Total Sources	\$6,703,063	\$33,901,059	\$3,450,000	\$2,728,400	\$1,270,900	\$5,581,950	\$4,777,800
USES							
Capital Projects	\$6,703,063	\$33,901,059	\$3,450,000	\$2,728,400	\$1,270,900	\$5,581,950	\$4,777,800
Total Uses	\$6,703,063	\$33,901,059	\$3,450,000	\$2,728,400	\$1,270,900	\$5,581,950	\$4,777,800

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 (3-R) requirements to adequately maintain operations on aging utility systems.

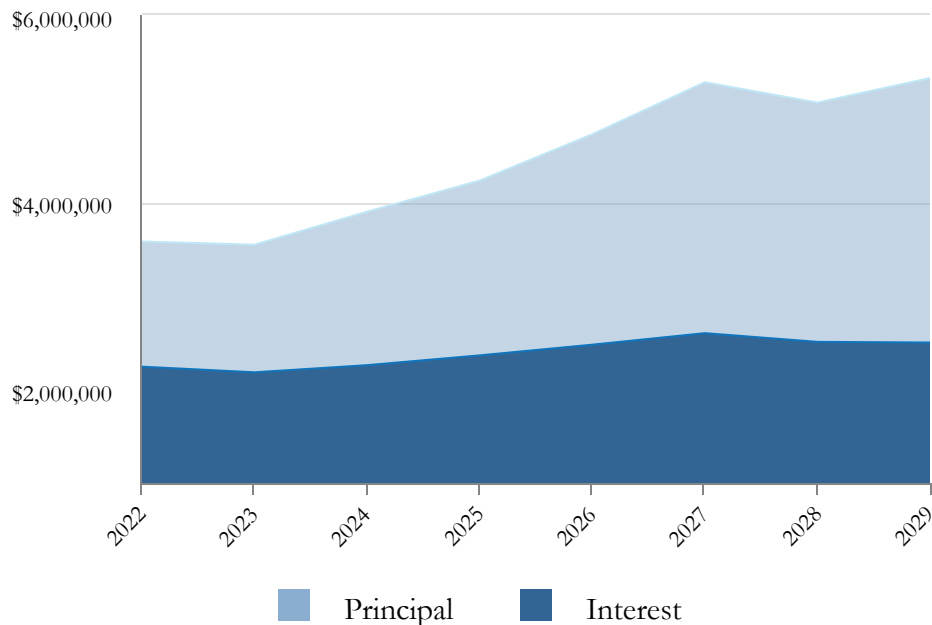
	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
SOURCES							
Use of Money & Property	\$1,424,236	\$905,291	\$487,395	\$509,328	\$519,514	\$529,905	\$540,503
Charges for Services	30,334,775	26,438,331	24,733,262	25,846,259	27,009,340	28,089,714	29,072,854
Other Financing Sources	1,401,688	4,772,401	8,946,700	6,726,700	7,595,100	6,500,900	4,777,800
Total Sources	\$39,644,983	\$32,122,723	\$34,167,357	\$33,082,287	\$35,123,955	\$35,120,519	\$34,391,157
USES							
Personnel Services	\$8,821,958	\$9,504,141	\$10,183,479	\$10,387,149	\$10,594,892	\$10,806,789	\$11,022,925
Contractual Services	3,121,857	3,544,925	3,615,734	3,688,049	3,761,810	3,837,046	3,913,787
Materials and Supplies	1,954,850	1,937,662	2,031,650	2,072,283	2,113,729	2,156,003	2,199,123
Transfer Payments	1,755,655	1,440,089	1,331,180	1,357,804	1,384,960	1,412,659	1,440,912
Continuous Charges	1,142,214	1,502,395	1,524,765	1,555,260	1,586,366	1,618,093	1,650,455
Capital Outlay & Projects	5,959,042	13,998,856	11,244,650	11,750,659	16,385,527	17,122,876	17,807,791
Debt Service	3,562,201	3,645,354	5,823,299	5,728,857	6,158,103	6,594,752	7,204,132
Total Uses	\$26,317,777	\$35,573,422	\$35,754,757	\$36,540,060	\$41,985,385	\$43,548,218	\$45,239,125
Changes to Unrestricted Net Position	\$13,327,206	(\$3,450,699)	(\$1,587,400)	(\$3,457,774)	(\$6,861,430)	(\$8,427,699)	(\$10,847,968)
1) The Utilities Fund Fiscal Year 2019 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. The cash balance for Fiscal Year 2019 as of June 30, 2020 was \$47.0 million.							
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 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 2022 Adopted	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Total Utility Service Charges	\$34,167,357	\$33,082,287	\$35,123,955	\$35,120,519	\$34,391,157
Net Operating Expenses	18,686,808	19,060,544	19,441,755	19,830,590	20,227,202
Net Available Revenue	15,480,549	14,021,742	15,682,200	15,289,929	14,163,955
Debt Service	5,823,299	5,728,857	6,158,103	6,594,752	7,204,132
Debt Coverage Target Ratio (125%)	266 %	245 %	255 %	232 %	197 %

Period Ends	Principal	Interest	Total	Payout Ratio
2021	\$3,580,336	\$2,242,963	\$5,823,299	5.1 %
2022	3,546,015	2,182,842	5,728,857	10.2 %
2023	3,899,025	2,259,078	6,158,103	15.8 %
2024	4,230,932	2,363,820	6,594,752	21.8 %
2025	4,726,231	2,477,901	7,204,132	28.6 %
2026	5,281,729	2,601,078	7,882,807	36.1 %
2027	5,064,305	2,508,034	7,572,339	43.3 %
2028	5,327,175	2,501,035	7,828,210	51.0 %
2029	5,554,011	2,534,458	8,088,469	58.9 %
2030	5,274,829	2,436,774	7,711,603	66.4 %
10-Year Total	\$46,484,588	\$24,107,983	\$70,592,571	66.0 %
Fund Total	\$69,963,882	\$32,366,213	\$102,330,095	100.0 %



Position Summary

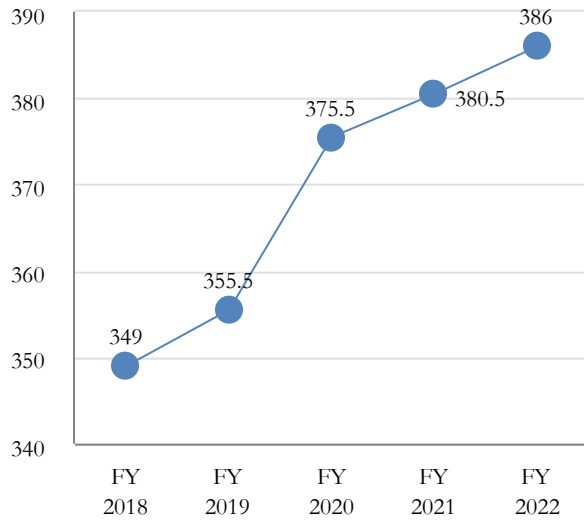
The Fiscal Year 2022 Adopted Budget includes a total of 386.0 full-time equivalent (FTE) positions which is comprised of 289.5 FTE in the General Fund and 96.5 FTE in the Utilities Fund. In addition, the Town utilizes temporary and flexible part-time personnel on an operational needs basis that are not reflected as permanent FTE positions.

The Fiscal Year 2022 Adopted Budget includes an overall increase of 5.5 FTE over the Fiscal Year 2021 Adopted Budget. This increase includes four enhancement positions in the Utilities Fund: a Customer Service Representative (1.0 FTE); an Utility System Maintenance Technician (1.0 FTE); an Water Pollution Control Operator (1.0 FTE); and a Utility Plant Maintenance Technician (1.0 FTE). Further, a Deputy Utility Maintenance Manager retired mid-year allowing for the funding of that position to be utilized to create two lower graded FTE positions, or an additional 1.0 FTE. In addition, 0.5 FTE has been added to the Utilities Fund associated with a Contract Specialist position that is evenly funded between the General Fund and Utilities Fund.

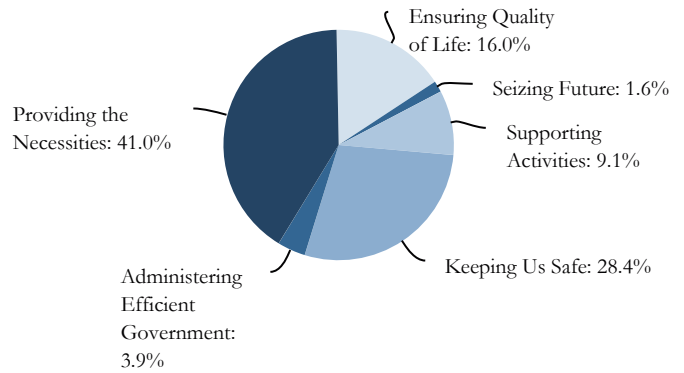
In the General Fund, a Recreation Program Supervisor position (1.0 FTE) in the Department of Parks and Recreation has been reassigned to the Town Attorney's Office to create a new Assistant Town Attorney position; and a Preschool Teacher position has been reassigned to the Town Manager's Office to create a Systems Integrator position for the Town's Land Management Information System implementation and administration.

Function/Department	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Adopted	Change from Prior Year	Change from 2018	% Change from 2018
Administering Efficient Government								
Town Manager	6.0	6.0	8.0	8.0	9.0	1.0	3.0	50.0 %
Town Attorney	5.0	4.0	4.0	4.0	5.0	1.0	—	— %
Clerk of Council	1.0	2.0	2.0	2.0	2.0	—	1.0	100.0 %
Sub-Total	12.0	12.0	14.0	14.0	16.0	2.0	4.0	33.3 %
Supporting Activities								
Finance	19.0	19.5	21.5	21.5	21.5	—	2.5	13.2 %
Human Resources	4.0	4.0	4.0	4.0	4.0	—	—	— %
Information Technology	6.0	7.0	8.0	9.0	9.0	—	3.0	50.0 %
Sub-Total	29.0	30.5	33.5	34.5	34.5	—	5.5	19.0 %
Keeping Us Safe								
Police	103.0	103.0	108.0	108.0	108.0	—	5.0	4.9 %
Sub-Total	103.0	103.0	108.0	108.0	108.0	—	5.0	4.9 %
Providing the Necessities								
Public Works & Capital								
Projects	57.0	61.0	65.0	65.0	65.0	—	8.0	14.0 %
Utilities	81.0	83.0	87.0	91.0	96.5	5.5	15.5	19.1 %
Sub-Total	138.0	144.0	152.0	156.0	161.5	5.5	23.5	17.0 %
Ensuring Quality of Life								
Planning & Zoning	14.0	14.0	14.0	14.0	14.0	—	—	— %
Plan Review	8.0	9.0	9.0	9.0	9.0	—	1.0	12.5 %
Parks & Recreation	37.0	35.0	36.0	36.0	34.0	(2.0)	(3.0)	(8.1)%
Thomas Balch Library	3.0	3.0	3.0	3.0	3.0	—	—	— %
Sub-Total	62.0	61.0	62.0	62.0	60.0	(2.0)	(2.0)	(3.2)%
Seizing the Future								
Economic Development	2.0	2.0	2.5	2.5	2.5	—	0.5	25.0 %
Airport	3.0	3.0	3.5	3.5	3.5	—	0.5	16.7 %
Sub-Total	5.0	5.0	6.0	6.0	6.0	—	1.0	20.0 %
Total	349.0	355.5	375.5	380.5	386.0	5.5	37.0	10.6 %

5-Year Position Count



Position Count by Function



Historical Position Changes

FY 2021: Five enhancement positions (1.0 FTE in the General Fund and 4.0 FTE in the Utilities Fund). The enhancement position is a Senior Systems Analyst (1.0 FTE) in the Department of Finance & Administrative Services. The four enhancement positions in the Utilities Fund include: a Customer Service Manager (1.0 FTE); an Instrumentation Technician (1.0 FTE); an Utility Plant Technician (1.0 FTE); and a Water Plant Operator (1.0 FTE) in the Utilities Department.

FY 2020: Twelve enhancement positions (8.0 FTE in the General Fund and 4.0 FTE in the Utilities Fund), a federal grant funded Domestic Abuse Response Team Detective (1.00 FTE) in the Leesburg Police Department in January 2020; and resources were reallocated in the Fiscal Year 2020 Adopted Budget at no fiscal impact for an additional 7.0 FTE within the General Fund departments. The eight General Fund enhancement positions include: an Emergency Management Director (1.0 FTE) in the Town Manager’s Office; three Patrol Officers (3.0 FTE), 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 four Utilities Fund enhancement positions 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).

FY 2019: Six enhancement positions (4.0 FTE in the General Fund and 2.0 FTE in the Utilities Fund) comprised of a Business Systems Integrator (1.0 FTE) in the Finance Division of the Department of Finance and Administrative Services; a Customer Support Technician position (1.0 FTE) in the Information Technology Division of the Department of Finance and Administrative Services; an Administrative Assistant I position (1.0 FTE) in the Department of Plan Review; and a Construction Inspector position (1.0 FTE) in the Department of Public Works & Capital Projects. In addition, General Fund positions include 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. The Utilities Fund positions includes two Utility Plant Operators (2.0 FTE) in the Utilities Department’s Water Pollution Control Division.

FY 2018: Five enhancements positions in the General Fund (5.0 FTE) includes 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 midyear interdepartmental reassignments of positions during Fiscal Year 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 the Department of Finance and Administrative Services to the Parks & Recreation Department.

Operating Budget



Administering Efficient Government

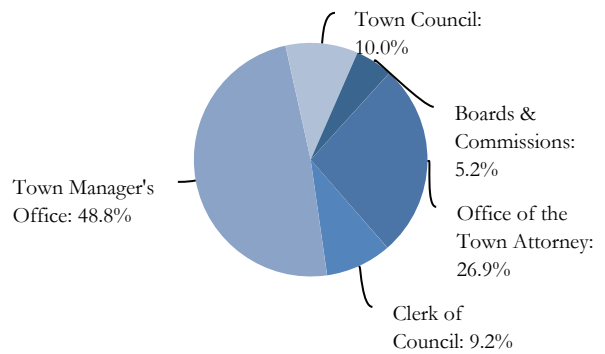
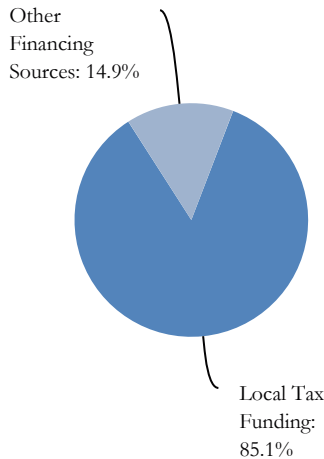
This functional category includes the Town Council, Boards & Commission, the Town Manager’s Office, the Office of the Town Attorney, and the Clerk of Council. In total, these legislative bodies and administrative departments are responsible for providing policy direction, responding to resident input,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

Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance \$	%	Pg #
Sources						
Charges for Services	\$18,272	\$—	\$—	\$—	— %	
Donations & Transfers	—	1,000	21,000	20,000	2,000.0 %	
Commonwealth of Virginia	—	—	—	—	— %	
Other Financing Sources	425,444	453,694	476,607	22,913	5.1 %	
Total Revenue	\$443,716	\$454,694	\$497,607	\$42,913	9.4 %	
Local Tax Funding	2,587,063	2,370,153	2,723,631	353,478	14.9 %	
Total Sources	\$3,030,779	\$2,824,847	\$3,221,238	\$396,391	14.0 %	
Uses						
Town Council	\$256,829	\$273,254	\$323,254	\$50,000	18.3 %	55
Boards & Commissions	123,354	166,477	166,477	—	— %	57
Town Manager's Office	1,367,131	1,407,689	1,571,099	163,410	11.6 %	59
Office of the Town Attorney	1,003,278	698,907	865,570	166,663	23.8 %	65
Clerk of Council	280,186	278,520	294,838	16,318	5.9 %	71
Total Uses	\$3,030,779	\$2,824,847	\$3,221,238	\$396,391	14.0 %	

Sources by Fund (2022)

Uses by Department (2022)





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

Mayor Kelly Burk
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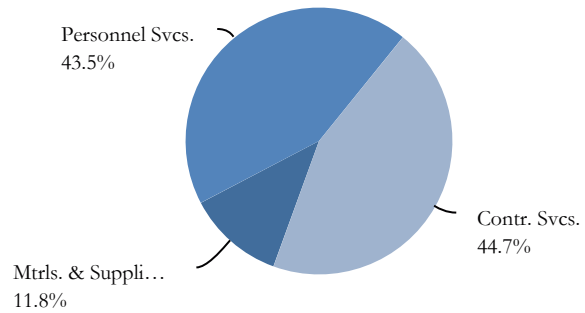
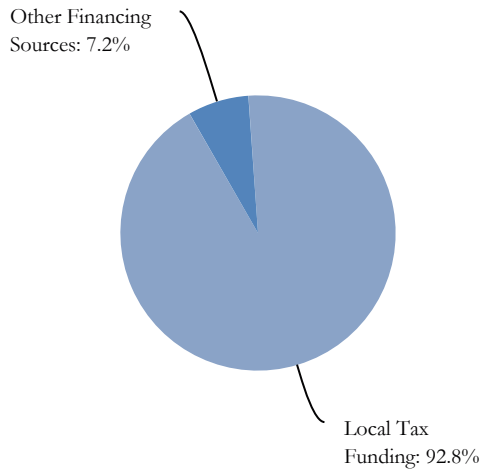
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Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Sources					
Other Financing Sources	\$17,922	\$19,688	\$21,026	\$1,338	6.8 %
Total Revenue	\$17,922	\$19,688	\$51,026	\$31,338	159.2 %
Local Tax Funding	\$238,907	\$253,566	\$272,228	\$18,662	7.4 %
Total Sources	\$256,829	\$273,254	\$323,254	\$50,000	18.3 %
Uses					
Personnel Services	\$138,047	\$140,604	\$140,604	\$—	— %
Contractual Services	114,871	129,550	144,550	15,000	11.6 %
Materials & Supplies	3,910	3,100	38,100	35,000	1,129.0 %
Total Uses	\$256,829	\$273,254	\$323,254	\$50,000	18.3 %

Sources by Type (2022)	Uses by Object (2022)
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Budget Analysis

The Fiscal Year 2022 operating budget for the Town Council reflects an increase of \$50,000 or an increase of 18.3% over the prior year primarily associated with \$50,000 of anticipated costs associated with the Town of Leesburg hosting the Virginia Municipal League (VML) Fall 2021 Conference that is offset by \$30,000 in projected contributions from Loudoun County, surrounding Towns and VML.

The Fiscal Year 2022 Boards and Commission budgets remain at the same level of the prior year. Further detailed information is included in the table on the next page of this budget document.

Boards & Commissions

Boards & Commissions	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Commission on Public Arts	\$13,508	\$19,604	\$19,604	\$—	— %
Economic Development Commission	4,114	10,404	10,404	—	— %
Information Technology Commission	6,620	9,204	9,204	—	— %
Parks & Recreation Commission	6,620	9,204	9,204	—	— %
Tree Commission	6,298	11,004	11,004	—	— %
Library Advisory Commission	8,366	10,354	10,354	—	— %
Planning Commission	26,643	27,966	27,966	—	— %
Board of Zoning Appeals	861	6,459	6,459	—	— %
Board of Architectural Review	28,759	31,166	31,166	—	— %
Environmental Advisory Commission	6,064	12,704	12,704	—	— %
Airport Advisory Commission	7,589	9,204	9,204	—	— %
Diversity Commission	7,912	9,204	9,204	—	— %
Total Combined	\$132,099	\$166,477	\$166,477	\$—	— %



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 Town Manager's 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 inquiries 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 webpage at www.leesburgva.gov/townmanager

Contact Information

Kaj H. Dentler, Town Manager
25 W. Market Street
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kdentler@leesburgva.gov
(703) 771-2700

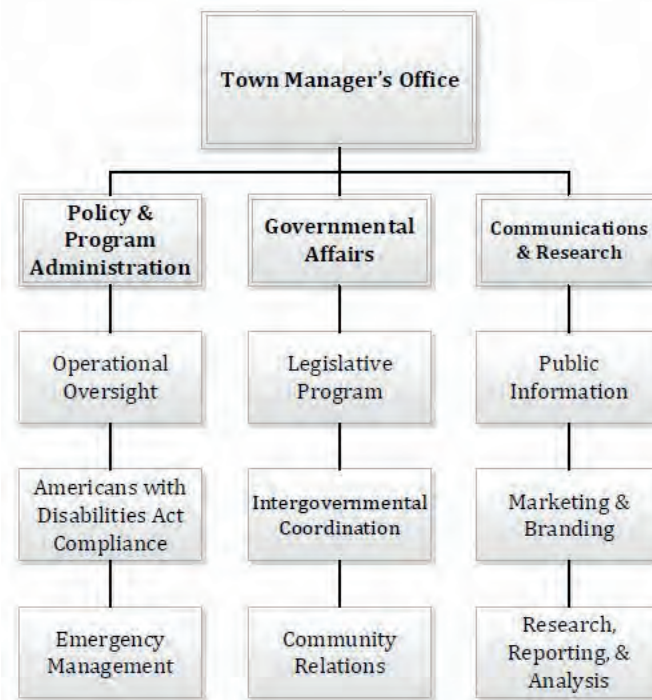
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Connect With Us



Organization Chart



Summary of Services

Policy & Program Administration

Policy & Program Administration includes operational oversight and supervision of Town departments and offices, ensuring that departmental activities align with Council-established goals and policies. The Town Manager’s Office ensures that the Town’s operations conform to the Council’s fiscal policies and establishes Town-wide standards for customer service practices and provides training, assistance, and guidance in implementing 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](#), the Town Association of Northern Virginia (TANV) 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.

Americans with Disabilities Act (ADA)

The ADA Division is responsible for overseeing the Town’s compliance with the Americans with Disabilities Act (ADA). The Division maintains the Town’s ADA Transition Plan; manages accommodation requests, responds to grievances, coordinates service and consultant contracts, and assists various Town departments to address ADA accessibility in our facilities, programs and services. The Division works closely with the Town’s ADA Committee that encompasses representatives from Public Works, Parks and Recreation, Public Information, Town Attorney, Human Resources, and Police.

Town-wide Emergency Management

The Emergency Management Division was established in Fiscal Year 2020 in conjunction with the addition of an Emergency Management Coordinator position. This Division and position is responsible for the preparation, planning, and management of the Town’s response efforts during emergencies. Emergency response is a critical and complex responsibility that requires dedicated resources to allow for a more prepared, and educated community that is capable to respond when the Town is faced with emergency situations.

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 stream line 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

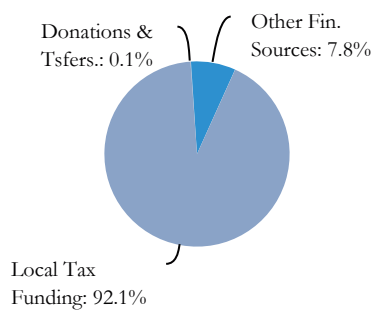
Expenditures by Division

Divisions	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Town Manager's Office	\$792,670	\$815,476	\$976,035	\$160,559	19.7 %
Public Information Division	392,314	389,559	366,104	(23,455)	(6.0)%
Emergency Management Division	66,315	152,654	163,960	11,306	7.4 %
Town-wide ADA	115,832	50,000	65,000	15,000	30.0 %
Total	\$1,367,131	\$1,407,689	\$1,571,099	\$163,410	11.6 %

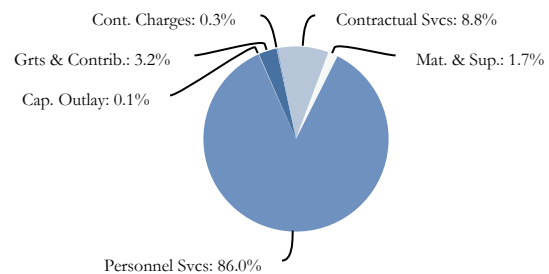
Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Sources					
Donations & Contributions	\$—	\$1,000	\$1,000	\$—	— %
Other Financing Sources	107,516	115,997	122,613	6,616	5.7 %
Total Revenue	\$107,516	\$116,997	\$123,613	\$6,616	5.7 %
Local Tax Funding	\$1,259,615	\$1,290,692	\$1,447,486	\$156,794	12.1 %
Total Sources	\$1,367,131	\$1,407,689	\$1,571,099	\$163,410	11.6 %
Uses					
Personnel Services	\$1,075,676	\$1,176,173	\$1,350,893	\$174,720	14.9 %
Contractual Services	280,584.45	151,041	137,741	(13,300)	-8.8 %
Materials & Supplies	5,498.57	24,775	26,525	1,750	7.1 %
Grants & Contributions	—	50,000	50,000	—	— %
Continuous Charges	5,372	4,700	4,940	240	5.1 %
Capital Outlay	—	1,000	1,000	—	— %
Total Uses	\$1,367,131	\$1,407,689	\$1,571,099	\$163,410	11.6 %
Total Full-Time Equivalent (FTE)	8.00	8.00	9.00	1.00	12.5 %

Sources by Type (2022)



Uses by Object (2022)



Budget Analysis

The Fiscal Year 2022 operating budget for the Town Manager's Office reflects an increase of \$163,410 or 11.6% over the Fiscal Year 2021 Adopted Budget. The Fiscal Year 2022 budget increase is primarily due to an increase of \$15,000 attributed to the town-wide ADA program; the addition of the reallocated and repurposed Preschool Teacher position from the Department of Parks and Recreation to create a Land Management System

Integrator position; and personnel increases associated with salary and benefit adjustments of existing staff.

The Fiscal Year 2022 budget includes an increase in revenue of \$6,616 or 5.7% associated with reimbursements attributable to the Capital Improvements Program.

Departmental COVID-19 Pandemic Impacts

The normal office operations and work flow processes in the Town Manager’s Office were significantly impacted by the COVID-19 pandemic. As a result, telecommuting schedules and virtual meetings have been implemented and become the “new normal” to protect the health and safety of employees and their families. In addition, the use of electronic signatures for approval has been utilized more commonly where legally possible along with the investment in technological equipment such as laptops, software upgrades, and phones in order for employees to work to seamlessly from home with minimal coverage in the office.

Work priorities and project plans have also significantly been adjusted in order to meet the most pressing issues associated with the COVID-19 pandemic response while continuing to meet the

daily work requirements of the Town Manager’s Office. Examples include, but not limited to, a Declaration of Local Emergency, and a Continuity of Government Ordinance to guide management decisions for Town operations, remote public meetings for Town Council, Boards, and Commissions, and the on-boarding of three, new Council members. Another significant example of a new project that greatly stressed the capacity of the Town Manager’s Office was the management of the CARES Act Fund. This assignment consumed the Deputy Town Manager who served as the project manager for the program which required new business processes and online applications to be created in order to distribute the respective funding to the business and non-profit community within the guidance of the Federal, State, and County governments.

Performance Measures

Scorecard	Description	FY 2020 Actual	FY 2021 Estimate	FY 2022 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>	52	50	50	↔
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	52	52	↔
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>	0	1	1	↔
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>	212	200	220	↔
BP, CS	Emergency Plans or procedures reviewed or developed. <i>Measures the number of plans or procedures reviewed or development by the Emergency Management Director</i>	2	2	5	↑

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

Performance Analysis

The primary function of the Town Manager’s Office is to provide professional leadership in the administration and execution of Town Council policies. Periodically throughout the year, the Town Manager and Town staff provide the Town Council with briefings and Town Manager reports that include important information such as land development activities, utility plant production/capacity, emergency management, 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, 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 webpage at www.lesburgva.gov/attorney.

Contact Information

Christopher P. Spera, Town Attorney
25 W. Market Street
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(703) 771-7000

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ADVICE & COUNSEL

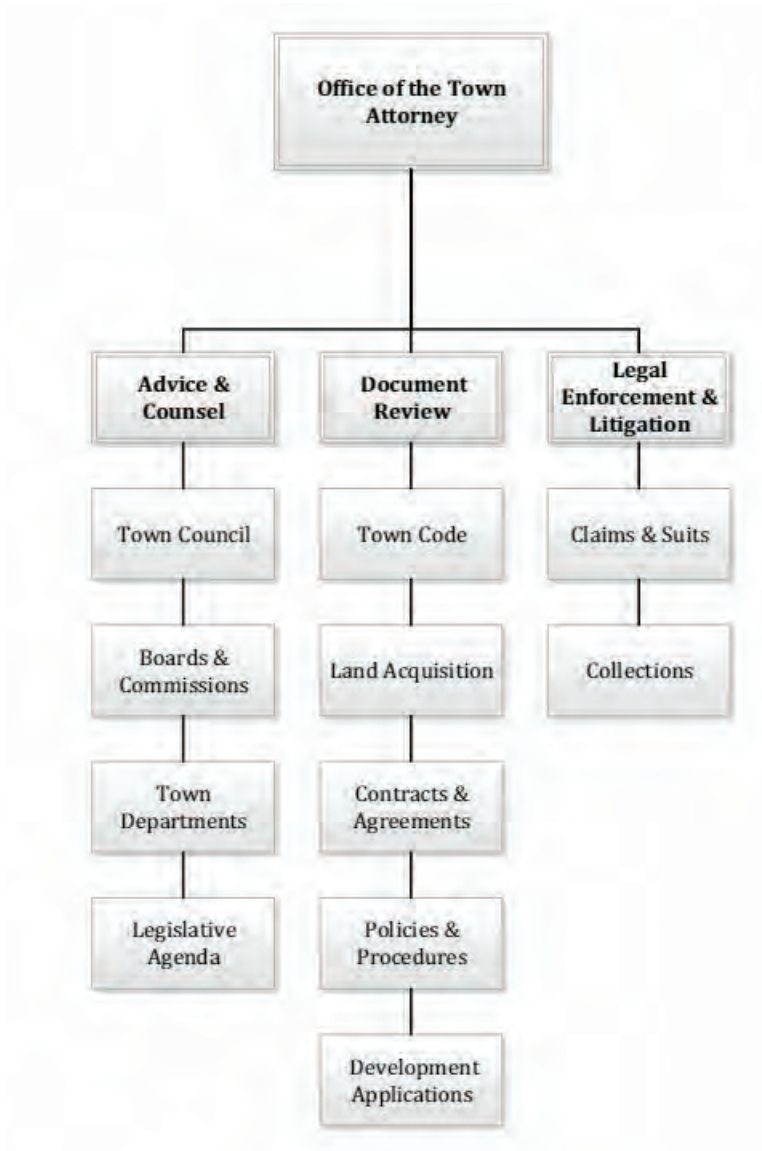


DOCUMENT REVIEW



LITIGATION

Organization Chart



Summary of Services

Advice & Counsel

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

Document Review

This function provides legal support to Town departments. The Office drafts and reviews contracts, agreements, licenses, permits,

deeds, leases, easements, franchise agreements, department policies and procedures, ordinances and resolutions, and provide legal opinions and advice on these documents.

Legal Enforcement & Litigation

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

Goals & Objectives

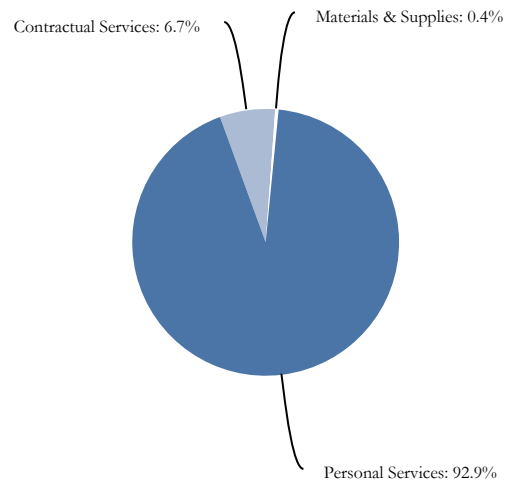
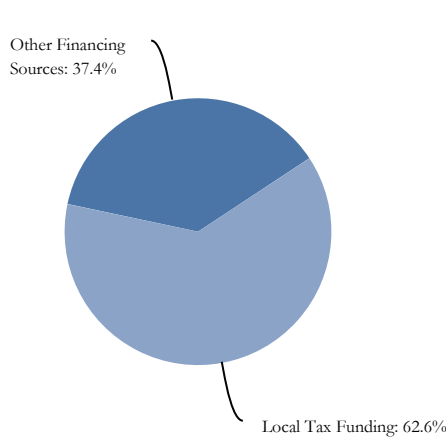
Scorecard	Goal	Objective	Term
BP, CS, ED, FM	Provide objective, accurate, concise, and timely legal advice that facilitates informed decision-making and effective policy development by the Town Council.	Attend all Council meetings, participate in legislative agenda committee meetings, and respond to 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 Commission 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

Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Sources					
Other Financing Sources	\$291,731	\$309,133	\$323,667	\$14,534	4.7 %
Total Revenue	\$291,731	\$309,133	\$323,667	\$14,534	4.7 %
Local Tax Funding	\$711,547	\$389,774	\$541,903	\$152,129	39.0 %
Total Sources	\$1,003,278	\$698,907	\$865,570	\$166,663	23.8 %
Uses					
Personnel Services	\$618,801	\$637,997	\$801,020	\$163,023	25.6 %
Contractual Services	381,092	57,400	57,880	480	0.8 %
Materials & Supplies	3,259	3,400	3,400	—	— %
Continuous Charges	126	110	120	10	9.1 %
Total Uses	\$1,003,278	\$698,907	\$865,570	\$166,663	23.8 %
Total Full-Time Equivalent (FTE)	4.00	4.00	5.00	1.00	25.0 %

Sources by Type (2022)	Uses by Object (2022)
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Budget Analysis

The Fiscal Year 2022 operating budget for the Office of the Town Attorney reflects an increase of \$166,663 or 23.8% over the Fiscal Year 2021 Adopted Budget primarily attributable to the reallocation of the Recreation Program Supervisor position from the Department of Parks and Recreation to create a new Assistant

Town Attorney position in Fiscal Year 2021 to address contractual review and procurement demands. In addition, the increase includes slight contractual increases and salary and benefit adjustments for existing and newly hired staff.

Departmental COVID-19 Pandemic Impacts

The Town Attorney’s Office has been impacted by the COVID-19 pandemic in a number of ways. First, staff has reduced its time in the office and worked remotely to reduce the amount of people – and resulting in-person interactions – within Town Hall. Second, and more importantly, the pandemic has significantly added to the office’s work load: through continuity of

government issues and legislative support for resulting Council actions, legal support related to actual and proposed local, state and federal pandemic relief measures and legal support for human resources issues related to COVID-19, among other things.

Performance Measures

Scorecard	Description	FY 2020 Actual	FY 2021 Estimate	FY 2022 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>	63	60	65	↑
CS	Number of Town department requests for legal representation. <i>Measures the total number of requests for legal representation for all departments</i>	379	300	300	↓
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>	23	30	30	↔
BP	Number of Town Code violations anticipated. <i>Measures the total number of violations of Town Code, zoning ordinance and other regulations prosecute</i>	10	10	10	↔
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>	3	10	5	↔
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>	53	75	75	↑
BP	Number of contracts and agreements reviewed. <i>Measures the total number of contracts and agreements reviewed by legal staff</i>	112	100	100	↑
BP, FM	Number of insurance, employment, and workers' compensation claims reviewed. <i>Measures the number of claims reviewed and defended for VML insurance, Virginia Employment Commission, and workers compensation counsel</i>	8	10	10	↑
BP, ED, CS	Number of FOIA/COIA requests monitored. <i>Measures the total number of Freedom of Information Act (FOIA)/Commission on Information and Accountability (COLA) requests monitored for compliance</i>	21	20	15	↓

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

Performance Analysis

The primary function of the Office of the Town Attorney (TAO) 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. FOIA/COIA requests slightly increased due to multiple FOIA requests from one developer. We expect this number to level off as in prior years with the Town's FOIA officers 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.



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 of the Clerk 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 of the Clerk 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.

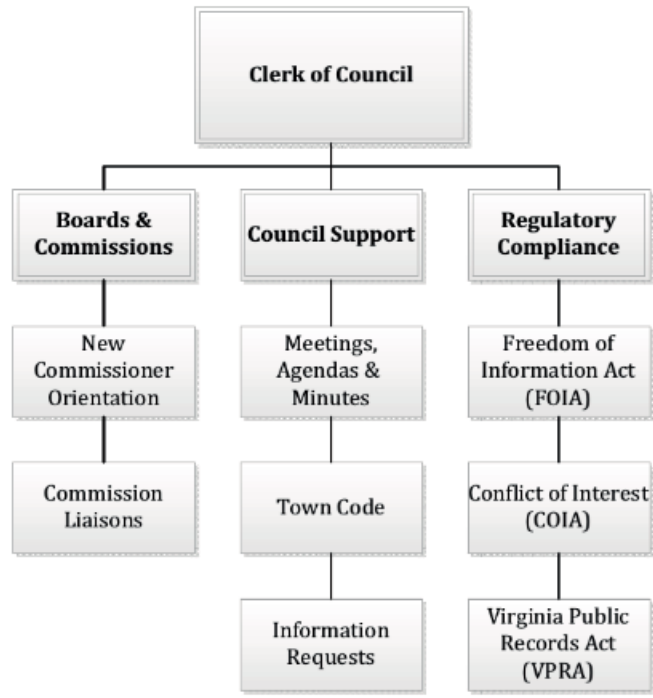
Contact Information

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

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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 Clerk is responsible for coordinating payroll, information technology services, and general training for each appointee. The Office of the Clerk 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 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

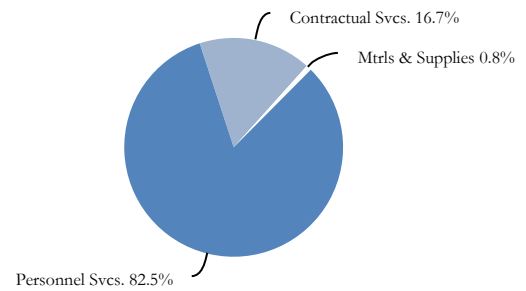
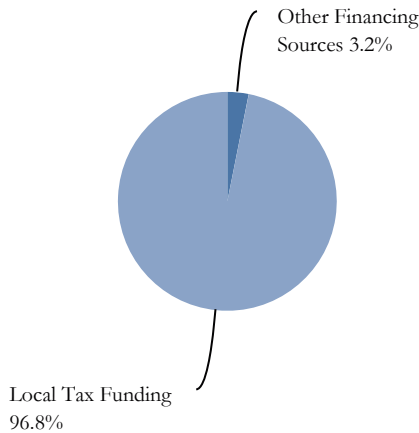
Scorecard	Goal	Objective	Term
BP, CS, FM	Promote the use of electronic participation by elected officials, appointed board and commission members and general public.	Work with the Information Technology Department to meet the remote electronic needs of open meeting participants.	Short
		Promote customer service through ease of access of electronic agenda materials.	Intermediate
BP, CS	Support the development of Standard Operating Procedures throughout the organization.	Retain knowledge of Town operations to ensure the continuity and consistency of government.	Long
		Develop Standard Operating Procedures for the Office of the Clerk of Council.	Intermediate
BP, CS, FM	Continue to Increase the Town's records retention compliance.	Educate staff on records retention requirements.	Intermediate
		Complete Town-wide electronic archiving of records.	Long
		Reduce offsite records storage needs.	Long
		Increase efficient answering of FOIA requests through electronic automated transfer of documents.	Long
CS	Provide exceptional customer service to Council, Board and Commission Members, General Public and staff.	Support formalized training through certification and skills based trainings and programs.	Intermediate
		Identify organizational efficiencies and process improvements.	Long

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

Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Sources					
Charges for Services	\$18,272	\$—	\$—	\$—	— %
Other Financing Sources	8,275	8,876	9,301	425	4.8 %
Total Revenue	\$26,547	\$8,876	\$9,301	\$425	4.8 %
Local Tax Funding	\$253,639	\$269,644	\$285,537	\$15,893	5.9 %
Total Sources	\$280,186	\$278,520	\$294,838	\$16,318	5.9 %
Uses					
Personnel Services	\$254,734	\$239,685	\$243,383	\$3,698	1.5 %
Contractual Services	24,002	36,485	49,105	12,620	34.6 %
Materials & Supplies	1,450	2,350	2,350	—	— %
Total Uses	\$280,186	\$278,520	\$294,838	\$16,318	5.9 %
Total Full-Time Equivalent (FTE)	2.00	2.00	2.00	—	— %

Sources by Type (2022)	Uses by Object (2022)
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Budget Analysis

The Fiscal Year 2022 operating budget for the Clerk of the Council includes an increase of \$16,318 or 5.9% over the Fiscal Year 2021 Adopted Budget. This increase is primarily due to salary and benefit adjustments of existing staff, and increases to

contracted services including records management and storage, transcription of public meetings, and the recurring annual cost of Town Council agenda management system.

Departmental COVID-19 Pandemic Impacts

The Office of the Clerk of Council has been notably impacted by the COVID-19 pandemic. Adjustments have been made to allow for telecommuting for the Clerk to ensure the safety of staff while continuing to comply with the State’s regulatory and statutory requirements. The most notable adjustment has been electronic participation for Council and the general public during public meetings to reduce the need for physical attendance to help prevent the spread of the virus. Additionally, in order to contribute to the financial health of the Town during an

economic crisis, the Office of the Clerk of Council has one frozen full-time position vacated by a retiring employee that is responsible for the Town’s regulatory compliance of records management. The Clerk and the use of staff from the Town Manager’s Office have temporarily taken on the additional responsibilities in order to maintain a baseline level of records management activities. Work plans and long term performance measures have been impacted to accommodate the additional electronic needs of remote participation in addition to the lack of

full staffing in the Clerk's Office to facilitate records management. Providing remote participation has allowed the Town to continue to operate in a transparent fashion while allowing the members of the public to safely attend public meetings remotely. For in-person meetings, the Clerk's Office utilizes Personal Protective Equipment (PPE) to safeguard when interacting with the public and provides PPE to those in need during all public meetings. The Council Chamber has been rearranged in a manner to provide the best social distancing possible for members, staff and the public.

Performance Measures

Scorecard	Description	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	Trend
BP, CS	Number of FOIA Requests <i>Measures the total number of Freedom of Information Act request</i>	152	190	200	↑
BP, CS	Number of Council meetings supported <i>Measures the total number of Council meetings supported includes agenda packets and public notices</i>	42	41	42	↔
BP, CS	Number of new Boards and Commissions appointees <i>Measures the total number of Council appointees to vacancies on Boards and Commissions</i>	65	25	52	↓
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 are three-fold: Support to the Town Council; support to the Town's Boards and Commissions; and Regulatory Compliance with the Virginia Freedom of Information Act (FOIA), Virginia Public Records Act (VPRA), Conflict of Interests Act (COIA) and all other applicable legislative regulatory requirements. Meeting and administrative support is evidenced by the number of Council meetings attended throughout the year as well as the number of agenda packets, minutes and legislation prepared on time for each Council meeting. As FY21 was an election year, the number of new Board and Commission appointees was higher than average due to the processing of 48 new appointments. Non-election related vacancies remain low. Fiscal Year 2022 is a non-election year; therefore, the Clerk of Council's office anticipates less than 20 appointments to Boards and Commissions through normal turnover.

In addition to administrative and legislative support to Council and Boards and Commissions, the Clerk of Council also serves as

the primary contact for general, non-Police Department related 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 and increased staff awareness of identifying when record requests fall under FOIA. A vibrant records management program is utilized to ensure the Town adheres to the public records management applicable under the VPRA. The Clerk's Office also complies with the Conflict of Interest Act disclosure requirements ensuring that all required members of Council, Staff and Boards and Commission annually complete the required annual disclosure forms.



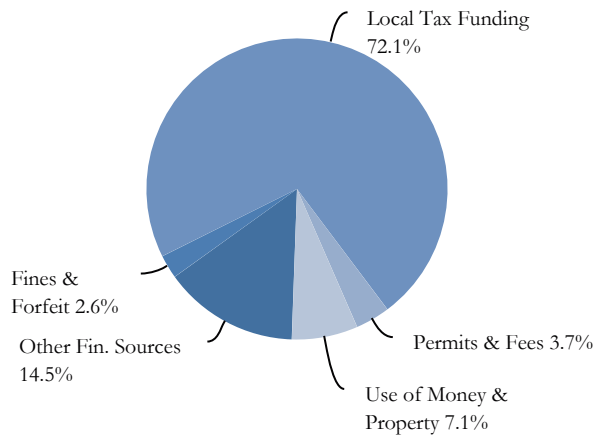
Supporting Activities

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.

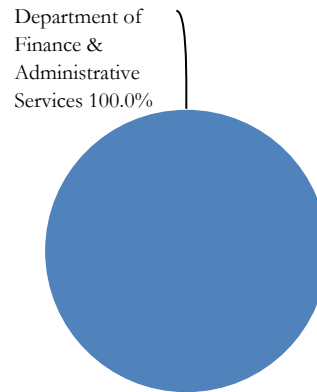
Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance		Pg #
				\$	%	
Sources						
Permits & Fees	\$307,015	\$264,200	\$264,200	\$—	— %	
Fines & Forfeitures	116,048	182,000	182,000	—	— %	
Use of Money & Property	1,058,072	1,091,480	506,480	(585,000)	(53.6)%	
Federal Government	96,403	—	—	—	— %	
Other Financing Sources	892,319	975,996	1,037,173	61,177	6.3 %	
Total Revenue	\$2,469,857	\$2,513,676	\$1,989,853	(\$523,823)	(20.8)%	
Local Tax Funding	\$3,297,630	\$4,208,370	\$5,147,075	\$938,705	22.3 %	
Total Sources	\$5,767,488	\$6,722,046	\$7,136,928	\$414,882	6.2 %	
Uses						
Department of Finance & Administrative Services	\$5,767,488	\$ 6,722,046	\$ 7,136,928	\$414,882	6.2 %	79
Total Uses	\$5,767,488	\$6,722,046	\$7,136,928	\$414,882	6.2 %	

Sources by Fund (2022)



Uses by Department (2022)





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

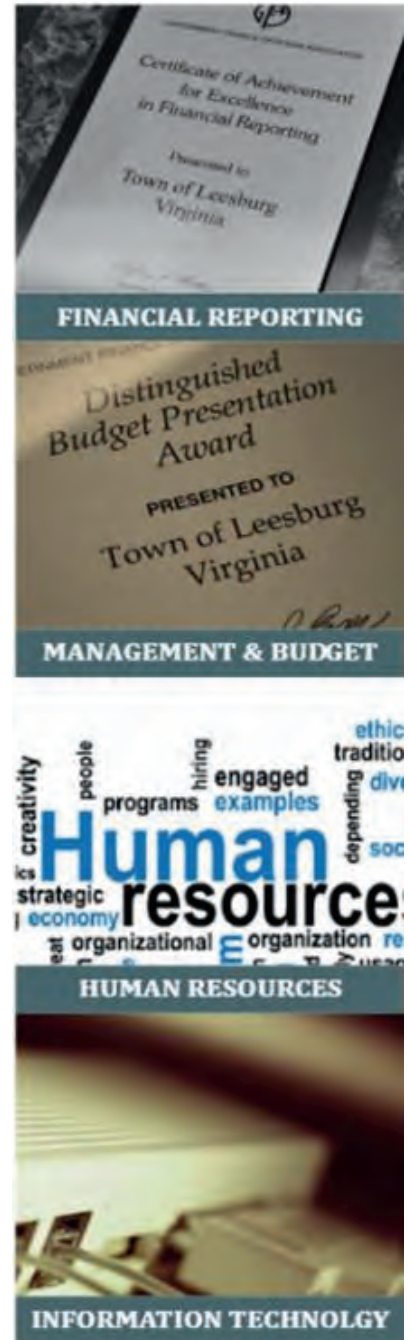
The Department of Finance and Administrative Services is responsible for the administration of the Town's fiscal operations, human resource, and technology related support services to all Town stakeholders both internal and external. The Department consists of three major operating functions: Finance, 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) Division 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 and train 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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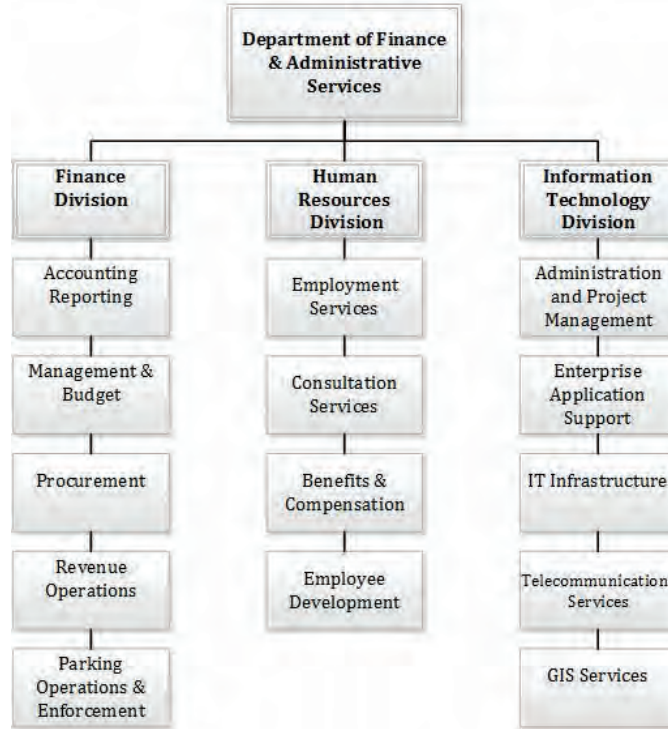
Josh Didawick, HR Director
jdidawick@leesburgva.gov

Jakub Jedrzejczak, IT Director
jjedrzejczak@leesburgva.gov

Scan Me



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 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 Town taxes and fees including food and beverage, business licenses, general service bills, and transient occupancy taxes. The division collects water and sewer bills for all 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 the 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 Information Technology (IT) Division manages Town, Public Safety, and Utilities enterprise systems and IT infrastructure. The Division partners with Town departments to support technology enterprise implementations focusing on business process improvements and also identifies new opportunities to automate and innovate Town services. IT supports expansion of technology use, identifies needs and provides advisory services. IT supports its internal customers with the highest standards of customer service for security and system reliability, enterprise application support, mobile and desktop devices, teleconferencing and broadcasting facilities, project management and training. Enterprise applications supported include Munis, GIS, Lucity, Laserfiche, telecommunications, public safety communications, collaborative intranet and physical plant security. Working with IT staff, the citizen-led Technology and Communications Commission provides recommendations to the Town Council on the Town’s Information Technology strategy, direction, and policy matters.

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	Long
		Submit Comprehensive Annual Financial Report 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, CS, FM	Provide Town-wide training and development program.	Increase skills and knowledge through professional development for employees.	Long
		Expand the use of employee self-service module or equivalent alternative to streamline Open Enrollment.	Intermediate
		Review and update the chart of accounts and expenditure object code descriptions.	Long
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, ED	Increase departmental staff technical skills.	Allow staff to increase technical competencies through formalized training programs.	Long
ED, FM	Enhance the on-boarding 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
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 personnel action forms and other forms.	Intermediate
BP, CS, FM	Leverage transformational technologies, e.g. cloud computing, for improved operational efficiencies.	Pilot and implement cloud technologies for lower cost of ownership, data redundancy and 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.	Intermediate

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

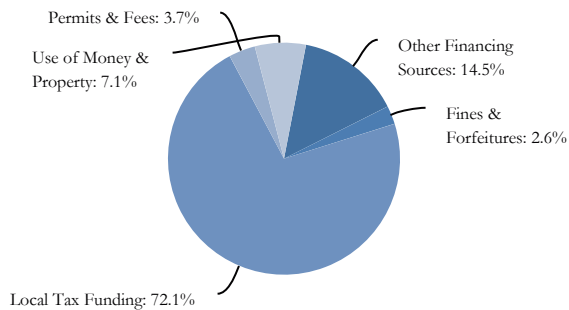
Expenditures by Division

Divisions	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Finance Division	\$3,020,793	\$3,243,504	\$3,340,084	\$96,580	3.0 %
Human Resources Division	668,635	767,117	800,541	33,424	4.4 %
Information Technology Division	2,078,059	2,711,425	2,996,303	284,878	10.5 %
Total	\$5,767,487	\$6,722,046	\$7,136,928	\$414,882	6.2 %

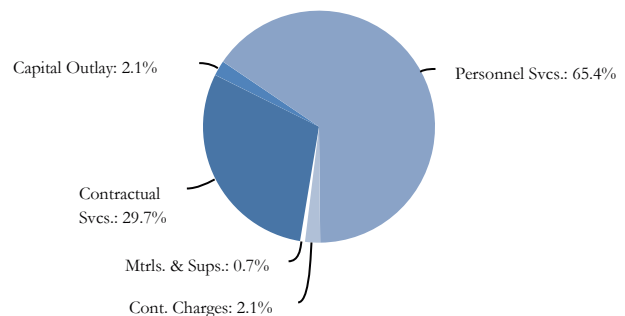
Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Sources					
Permits & Fees	\$307,015	\$264,200	\$264,200	\$—	— %
Fines & Forfeitures	116,048	182,000	182,000	—	— %
Use of money & Property	1,058,072	1,091,480	506,480	(585,000)	(53.6)%
Federal Government	96,403	—	—	—	— %
Other Financing Sources	892,319	975,996	1,037,173	61,177	6.3 %
Total Revenue	\$2,469,857	\$2,513,676	\$1,989,853	(\$523,823)	(20.8)%
Local Tax Funding	\$3,297,630	\$4,208,370	\$5,147,075	\$938,705	22.3 %
Total Sources	\$5,767,488	\$6,722,046	\$7,136,928	\$414,882	6.2 %
Uses					
Personnel Services	\$4,009,273	\$4,438,142	\$4,665,521	\$227,379	5.1 %
Contractual Services	1,517,509	2,034,022	2,122,735	88,713	4.4 %
Materials & Supplies	24,420	47,822	47,822	—	— %
Grants & Contributions	20	—	—	—	— %
Continuous Charges	136,948	148,060	149,850	1,790	1.2 %
Capital Outlay	79,318	54,000	151,000	97,000	179.6 %
Total Uses	\$5,767,488	\$6,722,046	\$7,136,928	\$414,882	6.2 %
Total Full-Time Equivalent (FTE)	33.50	34.50	34.50	—	— %

Sources by Type (2022)



Uses by Object (2022)



Budget Analysis

The Fiscal Year 2022 operating budget for the Department of Finance and Administrative Services includes an increase of \$414,882 or 6.2% over the Fiscal Year 2021 Adopted Budget. The increase is largely the result of:

- Salary and benefit costs associated with the reclassification of an Accounting Associate part-time position to a Contract Specialist position that is funded evenly between the General Fund and the Utilities Fund
- Full-year funding for an IT Senior Systems Analyst position approved as part of the Fiscal Year 2021 budget
- Operating costs of Town's independent internet service and associated cyber-security
- Increased costs for real estate and personal property tax collections from consolidated billing program

- Personnel Services increases due to salary and benefit adjustments

Projected departmental revenue for Fiscal Year 2022 is estimated to decrease to \$1,989,853; a decrease of \$523,823 or 20.8% from the current year projection primarily due to projected investment earnings due to Federal Reserve adjustments to interest rates in response to the COVID-19 pandemic. The decrease is offset by an increase totaling \$61,177 associated with reimbursement of costs related to the Town's Capital Improvements Program. As a result, the budgeted use of local tax funding is \$5,102,701; or an increase of \$894,3331 or 21.3% over the Fiscal Year 2021 Adopted Budget.

Departmental COVID-19 Pandemic Impacts

The Finance Division operations have been significantly impacted by the COVID-19 pandemic causing as many staff as possible to work remotely all or most of the time. Positions not eligible to work remotely because they interact directly with the public accepting payments or bid documents over the counter have had to adjust to working non-overlapping shifts to avoid an entire work group from being exposed by a single contact at the same time, working with barriers and social distancing, working at all times with masks and/or Personal Protective Equipment (PPE). These precautions have allowed Town Hall financial operations to remain open to the public throughout the pandemic. Work plans and performance measures have had to change to accommodate unexpected additional activities like administering CARES Act of 2020 funding to community stakeholders while also backlogging, prioritizing and shifting work between operational areas to manage the effects of frozen, vacant positions.

ongoing response to the pandemic has increased HR's advisory work with departments. A hiring freeze initially meant less recruiting and onboarding, but that is increasing as positions are unfrozen. Lastly, there was a reduction in instructor-led training in the Employee Development Program, but the New Employee Orientation program has been held online since May 2020.

The Human Resources Division operations have been impacted by the COVID-19 pandemic causing most HR staff to work remotely while rotating at least one staff member per day to provide an on-site presence in Town Hall. Business processes have been, and continue to be, adapted to a remote working environment to maintain high levels of operational effectiveness. Implementation of Virginia's Emergency Temporary Standard, the Families First Coronavirus Response Act (FFCRA) and

As soon as the Town's operations were affected by COVID-19 precautions in March 2020, the Information Technology Division went into high gear to procure, configure, distribute and support a fully remote workforce, which included the purchase of hundreds of devices such as laptops, monitors, tablets, phones, headsets, cameras, and other devices as well as the enterprise deployment of video-conferencing systems and remote VoIP phones. At the same time, the Division also accelerated the migration of Town internet access from Loudoun County's system to an independent and more secure architecture. These rapid deployments caused delays in other large-scale projects such as the implementation of Office 365, the replacement of the Land Management Information System, enterprise electronic document management and business automation (Laserfiche), and the replacement of public safety computer-aided dispatch (CAD) and call-handling systems. COVID-19 related budget reductions also delayed the hiring of a Senior Systems Analyst and the development of enterprise business systems development.

Performance Measures

Scorecard	Description	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	Trend
BP, FM	Percentage of liquid assets placed in higher yielding <i>Measures the percentage of liquid assets placed in higher yielding investments than offered by the bank</i>	93.0%	96.0%	95.0%	↑
FM	Number of OSHA recordable accidents. <i>Measures the total number of accidents requiring medical treatment and go on the OSHA 300 log</i>	12	12	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>	72	55	60	↓

BP, ED, CS	Diversity recruitment. <i>Measures the percentage of minority candidates applying for jobs with the Town</i>	28.6%	30.0%	30.0%	↑
ED	Average training feedback. <i>Measures the evaluation scores from those participating in HR-provided training on a 5-point scale</i>	4.33	3.75	3.85	↑
BP, CS	Number of help desk tickets resolved by IT Division. <i>Measures the number of help desk tickets resolved by the IT Division's technical support function</i>	2,200	2,418	2,400	↔
BP, CS, ED	Number of IT training session participants. <i>Measures the number of participants attending a technical education session provided by the IT Division</i>	N/A	216	300	↑
BP, CS	Number of completed IT-related maintenance activities. <i>Measures the number of completed IT-related maintenance obligations (patches, updates, etc.)</i>	N/A	135	100	↓
BP, CS	Number of ECM (Enterprise Content Management) <i>Measures the number of data stored, secured and accessed on IT systems architecture</i>	775,025	969,000	1,260,000	↑
BP, CS	Number of GIS (Geographic Information System) service requests. <i>Number of GIS (Geographic Information System) service requests for the IT Division's GIS program</i>	280	300	250	↓
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>	96.8%	98.1%	97.0%	↓
BP, CS	Percentage of meals tax collected. <i>Measures the percentage of meals taxes collected</i>	98.6%	98.8%	98.5%	↔
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 compared to the previous year</i>	45%	14%	14%	↔
BP, CS	Dollar value of procurement services. <i>Measures the dollar value of procurement services per \$100 spend; per transaction</i>	\$0.40	\$0.40	\$0.41	↔
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>					

Performance Analysis

The Department of Finance and Administrative Services continues to prioritize operational efficiencies that yield an improved customer experience while increasing budgetary savings town-wide. These positive trends are expected to continue. In revenue collections, technology is being leveraged to enhance streamlined payments and processes with an emphasis on utilities and general invoices, 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 processing of Personnel Action Forms and other interactions with employees and applicants via Laserfiche as well as improved record retention processing.

The Information Technology (IT) Division has continued to enhance its online resources and IT's monthly "Tech Tuesday" educational program open to all Town staff. IT expects significant growth in the use of Laserfiche workflow, forms and process automation due to the addition of the Systems Analyst. IT support staff should be able to devote more time to transferring knowledge of Laserfiche and other new technology tools throughout the organization. IT expects the significant infrastructure improvements completed in 2020 and 2021 that moved functions to the cloud and co-location will free up time for staff to pursue other major initiatives in the Geographic

Information Systems space and for implementing Office 365 which will provide enhanced Office tools and a more secure computing environment town-wide. Beginning in Fiscal Year 2020, the Town began a multi-year expansion of its use of Laserfiche enterprise content management system (ECM) to virtually all programs and services. IT expects to improve service delivery by continuing to work with departments to automate their business processes and put forms and applications on the website. This functionality was used extensively in Fiscal 2020 and 2021 to deliver CARES Act funding to the business and nonprofit communities and IT expects it to continue to be strategic tool in Fiscal Year 2022 and beyond. Finally, due to the rapid expansion of the use of mapping data in Town business, IT is planning to implement a GIS Portal in the future that would empower users to create their own maps and mobile applications, thus allowing the GIS Coordinator more time to administer the system properly and innovate as new technologies come online.

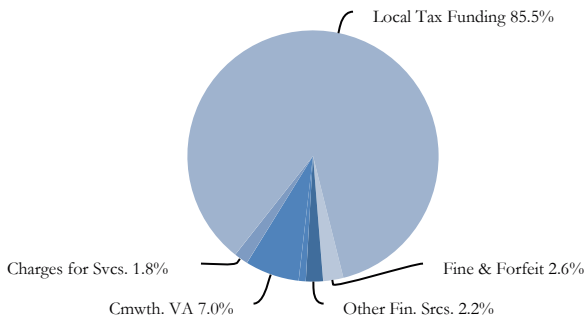
Keeping Us Safe

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 are past contributions from the Town to the Leesburg Volunteer Fire Company and the Loudoun County Volunteer Rescue Squad to provide the full depth of public safety expenditures by the Town.

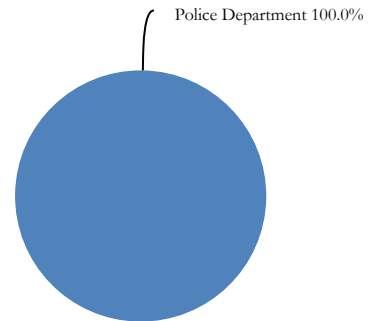
Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance		Pg #
				\$	%	
Sources						
Fines & Forfeitures	\$310,819	\$403,700	\$403,700	\$—	— %	
Use of Money & Property	2,494	5,000	5,000	—	— %	
Charges for Services	187,789	281,100	281,100	—	— %	
Loudoun County	593,197	605,132	592,961	(12,171)	(2.0)%	
Commonwealth of Virginia	1,080,543	1,047,660	1,082,280	34,620	3.3 %	
Federal Government	24,963	139,000	139,000	—	— %	
Other Financing Sources	299,459	492,145	342,786	(149,359)	(30.3)%	
Total Revenue	\$2,499,263	\$2,973,737	\$2,846,827	(\$126,910)	(4.3)%	
Local Tax Funding	\$11,868,830	\$12,729,658	\$13,234,641	\$504,983	4.0 %	
Total Sources	\$13,774,897	\$15,098,263	\$15,488,507	\$390,244	2.6 %	
Uses						
Police Department	\$13,774,897	\$15,098,263	\$15,488,507	\$390,244	2.6 %	87
Total Uses	\$13,774,897	\$15,098,263	\$15,488,507	\$390,244	2.6 %	

Sources by Fund (2022)



Uses by Department (2022)





Police Department

Mission

The Leesburg Police Department is committed to enhance the quality of life and provide exceptional police services to the residents, businesses and visitors of the Town of Leesburg.

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 Services Division and the Field 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](#). 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 the Everbridge Alert System ([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 LPD's [Weekly Incident Report](#) or from [CityProtect](#) (previously CrimeReports), a web-based service providing real-time crime data.

Contact Information

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

Scan Me



ADMINISTRATION



PATROL OPERATIONS



FIELD OPERATIONS

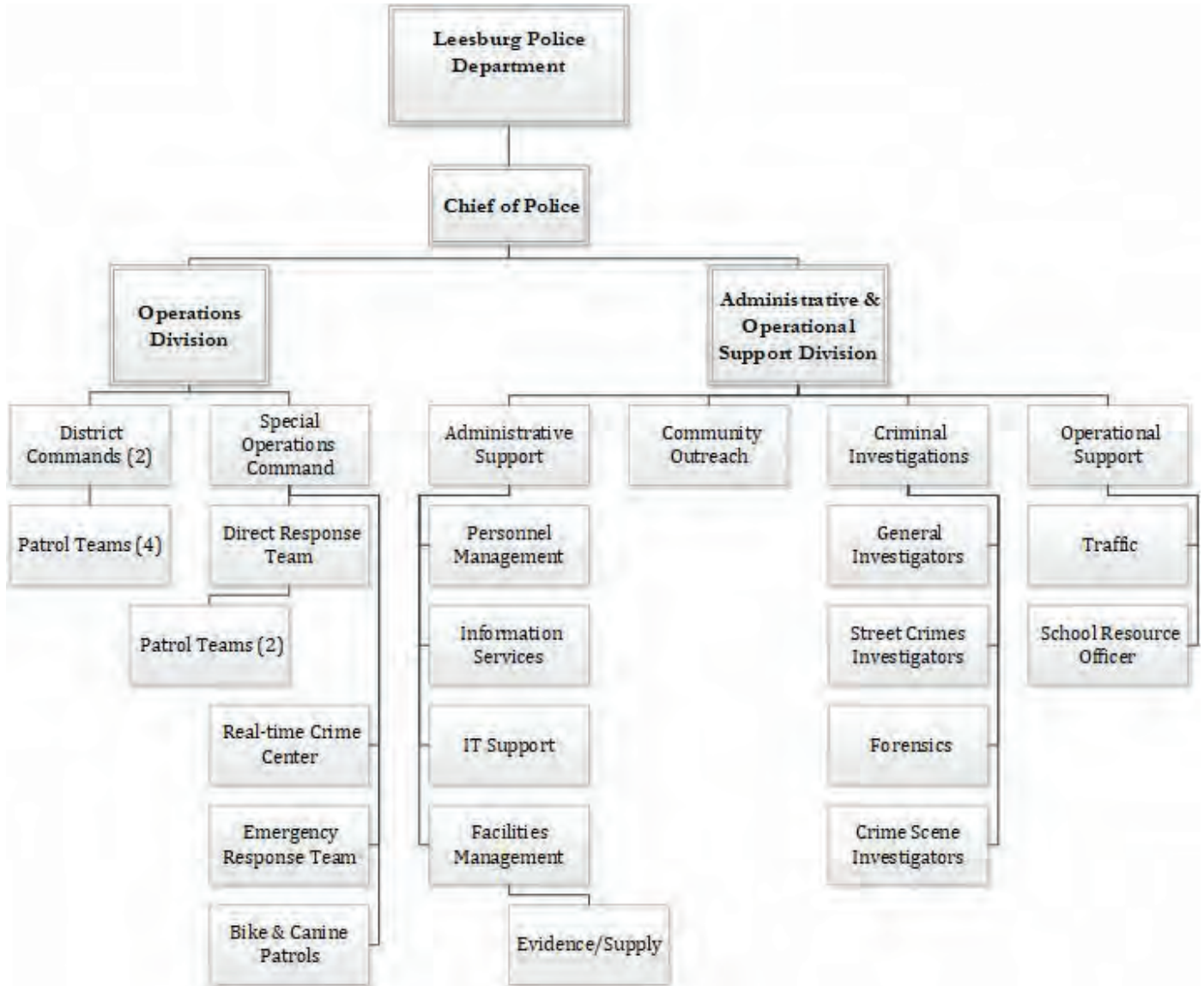


COMMUNITY OUTREACH

Connect With Us



Organization Chart



Summary of Services

Patrol Operations Section

The Patrol Operations Section supports the Department’s 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.

Criminal Investigations Section

The Criminal Investigations Section provides comprehensive investigative follow-up to serious criminal activity within the Town by employing modern forensic tools to assist in the apprehension and prosecution of criminals. Detectives assigned to

the Criminal Investigations 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 our federal, state and local partners.

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’s Strategic Goal of facilitating crime and disorder prevention and reduction through proactive problem-solving strategies and community partnerships.

The Operational Support Services section serves as the liaison with our Citizen’s Support Team. The Citizen’s Support Team is composed of dedicated community volunteers who supplement police resources during emergencies, special events and community policing activities. Trained by the Leesburg Police Department in traffic control techniques, the volunteers help with traffic direction 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 suspicious activity. They take no law enforcement actions but act solely as observers while officers are being dispatched.

Administrative Support Section

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

police agency to function, to include developing policy and procedures. This section supports the Department’s Strategic Goal of enhancing police professionalism and community trust through accountability, performance measures, and adoption of modern police practices.

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, the electronic summons program, 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 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.	Short
		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 by adopting modern police practices, and 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 1% of total contacts.	Short
		Obtain a full-time Training Officer to reinforce internal training on topics such as fair and impartial policing, bias-based policing, and customer relations.	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

Scorecard	Goal	Objective	Term
BP, CS, ED	Increase public/Community outreach by 10% 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
		Obtain a full-time Recruitment Officer to spearhead recruitment efforts and to ensure best hiring practices. The Recruitment Officer will work closely with Town Human Resources staff for consistency in recruitment and selections.	Intermediate
BP, CS, ED	Increase and enhance specialized operational programs.	To keep pace with a growing community, enhance the Traffic Management Unit to handle increased traffic and parking complaints (add an additional TMU officer).	Intermediate
		Obtain a Family Services Officer to support juveniles and their families as we work to keep at-risk youth out of the criminal justice system. This officer would work with schools, community based programs, and the juvenile court system.	Intermediate
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>			

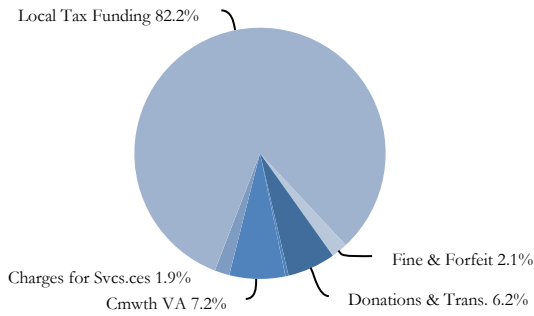
Expenditures by Division

Divisions	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Administrative Support	\$2,525,746	\$3,097,532	\$3,191,307	\$93,775	3.0 %
Patrol Operations	5,358,292	5,413,764	6,149,392	735,628	13.6 %
Criminal Investigations	1,544,399	2,255,947	1,796,755	(459,192)	(20.4)%
Community Services	1,972,393	2,144,378	2,162,557	18,179	0.8 %
Information Services	1,814,144	1,855,472	2,023,801	168,329	9.1 %
Citizen's Support Team	1,349	4,535	4,695	160	3.5 %
Fire & Rescue	558,574	326,635	160,000	(166,635)	(51.0)%
Total	\$13,774,897	\$15,098,263	\$15,488,507	\$390,244	0.7 %

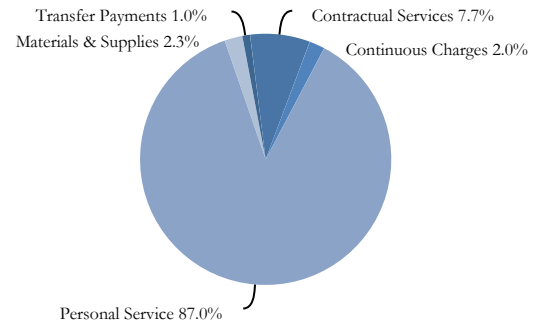
Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Sources					
Fines & Forfeitures	\$310,819	\$403,700	\$403,700	\$—	— %
Use of money & Property	2,494	5,000	5,000	—	— %
Charges for Services	187,789	281,100	281,100	—	— %
Loudoun County	593,197	605,132	592,961	(12,171)	(2.0)%
Commonwealth of Virginia	1,080,543	1,047,660	1,082,280	34,620	3.3 %
Federal Government	24,963	139,000	139,000	—	— %
Other Financing Sources	299,459	492,145	342,786	(149,359)	(30.3)%
Total Revenue	\$2,499,263	\$2,973,737	\$2,846,827	(\$126,910)	(4.3)%
Local Tax Funding	11,275,633	12,124,526	12,641,680	517,154	4.3 %
Total Sources	\$13,774,897	\$15,098,263	\$15,488,507	\$390,244	2.6 %
Uses					
Personnel Services	\$11,898,423	\$13,034,467	\$13,526,306	\$491,839	3.8 %
Contractual Services	753,746	1,104,655	1,119,425	14,770	1.3 %
Materials & Supplies	234,403	315,318	307,068	(8,250)	(2.6)%
Transfer Payments	—	—	—	—	— %
Grants & Contributions	558,574	326,635	160,000	(166,635)	(51.0)%
Continuous Charges	285,439	311,188	320,348	9,160	2.9 %
Capital Outlay	44,312	6,000	55,360	49,360	822.7 %
Total Uses	\$13,774,897	\$15,098,263	\$15,488,507	\$390,244	2.6 %
Total Full-Time Equivalent (FTE)	108.00	108.00	108.00	—	— %

Sources by Type (2022)



Uses by Object (2022)



Budget Analysis

The Fiscal Year 2022 operating budget for the Leesburg Police Department includes an increase of \$390,244 or 2.6% over the Fiscal Year 2021 Adopted Budget. This increase is primarily attributable to personnel services increases include salary and benefit adjustments and recurring operational costs associated with the electronic summons program. The increase is offset by a decrease due to the Town's final annual contribution to the Leesburg Volunteer Fire Company and the Loudoun County Volunteer Rescue Squad being phased out in Fiscal Year 2021.

The Fiscal Year 2022 budget includes a decrease of departmental revenue of \$126,910 or 4.2% from the Fiscal Year 2021 Adopted Budget of which \$166,635 is attributable to the phased out of the final annual contribution to the the Leesburg Volunteer Fire Company and the Loudoun County Volunteer Rescue Squad. The revenue decrease is offset by an anticipated increase of Virginia State Aid to Localities 599 funding. The resulting increase in local tax funding for Fiscal Year 2022 is \$517,514 or 4.3% over the Fiscal Year 2021 Adopted Budget.

Departmental COVID-19 Pandemic Impacts

The Police Department has been significantly impacted by the COVID-19 pandemic, which resulted in changes to several critical operational and administrative policies and procedures. The nature of policing requires continuous interaction with the public, which places an employee at a higher risk of exposure to the virus. The implementation of policy governing and mandating the use of Personal Protective Equipment (PPE), facilities and assigned equipment sanitation and enhanced personal hygiene continues to be an closely monitored ongoing process. A position was reassigned to assist in managing the day-to-day functions and to ensure the health and safety of all employees and visitors to Police Headquarters.

Performance Measures

Scorecard	Description	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	Trend
BP, CS, ED	Recruitment initiatives and outreach <i>Measures the total number of recruitment outreach efforts</i>	59	75	80	↑
BP, CS	Rate for thefts from automobiles <i>Measures the number of thefts from automobile cases</i>	123	185	130	↑
BP, CS	Number of traffic citations <i>Measures the total number of traffic citations issued</i>	5,208	3,465	5,000	↑
BP, CS	Number of traffic safety blitzes and special enforcement details <i>Measures the total number of traffic safety blitzes and details</i>	1,633	1,662	1,700	↑
BP, CS	Number of vehicular crashes <i>Measures the total number of vehicular crashes responded to</i>	978	1,131	1,050	↑
CS, ED	Percentage use of force cases <i>Measures the ratio of use of force cases to number of arrests</i>	1.62%	3.00%	1.50%	↓
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%	0.05%	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>	1,509	2,505	1,550	↑
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>					

Performance Analysis

Keeping the Leesburg community safe continues to be the top priority for the Leesburg Police Department through dedicated enforcement activities such as safety/traffic blitzes, driver educational campaigns, DUI roving patrols, and selective traffic enforcement along Town roads and thoroughfares. The number of use of force cases decreased from 2.59% in 2019 to 1.62% in 2020 of all arrests. The number of formal complaints of all police contacts remained consistently low.



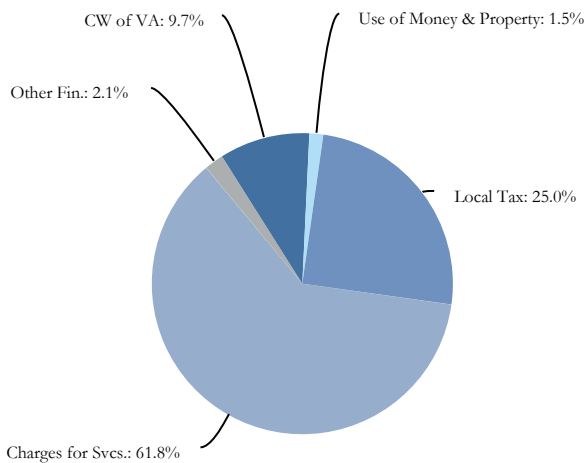
Providing the Necessities

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.

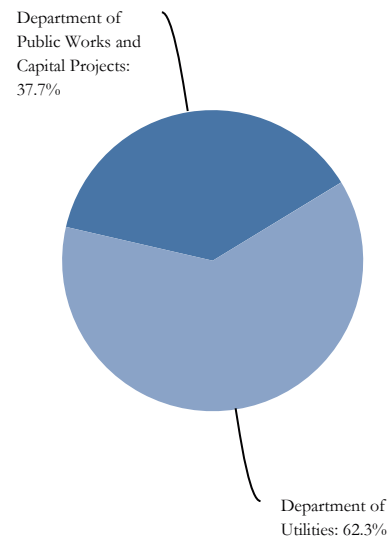
Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance		Pg #
				\$	%	
Sources						
Permits & Fees	\$85,235	\$25,000	\$25,000	\$—	— %	
Fines & Forfeitures	34,243	—	—	—	— %	
Use of Money & Property	1,347,880	977,300	595,395	(381,905)	(39.1)%	
Charges for Services	30,371,967	22,594,231	24,786,962	2,192,731	9.7 %	
Loudoun County	317,984	319,150	329,150	10,000	3.1 %	
Commonwealth of Virginia	4,810,180	3,825,910	3,900,932	75,022	2.0 %	
Federal Government	43,020	—	—	—	— %	
Other Financing Sources	1,117,990	815,872	827,482	11,610	1.4 %	
Total Revenue	\$38,128,499	\$28,557,463	\$30,464,921	\$1,907,458	6.7 %	
Local Tax Funding	5,849,267	9,752,408	10,026,985	274,577	2.8 %	
Total Sources	\$43,977,766	\$38,309,871	\$40,491,906	\$2,182,035	5.7 %	
Uses						
Department of Public Works and Capital Projects	\$15,794,145	\$14,549,394	\$15,264,549	\$715,155	4.9 %	97
Department of Utilities	28,183,622	23,760,477	25,227,357	1,466,880	6.2 %	107
Total Uses	\$43,977,766	\$38,309,871	\$40,491,906	\$2,182,035	5.7 %	

Sources by Fund (2022)



Uses by Department (2022)





Department of Public Works and Capital Projects

Mission

The mission of the Department of Public Works and Capital Projects 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

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](#) and [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. 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 Town Manager's 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/government/departments/public-works



ADMINISTRATION



CAPITAL PROJECTS



ENGINEERING



MAINTENANCE SERVICES

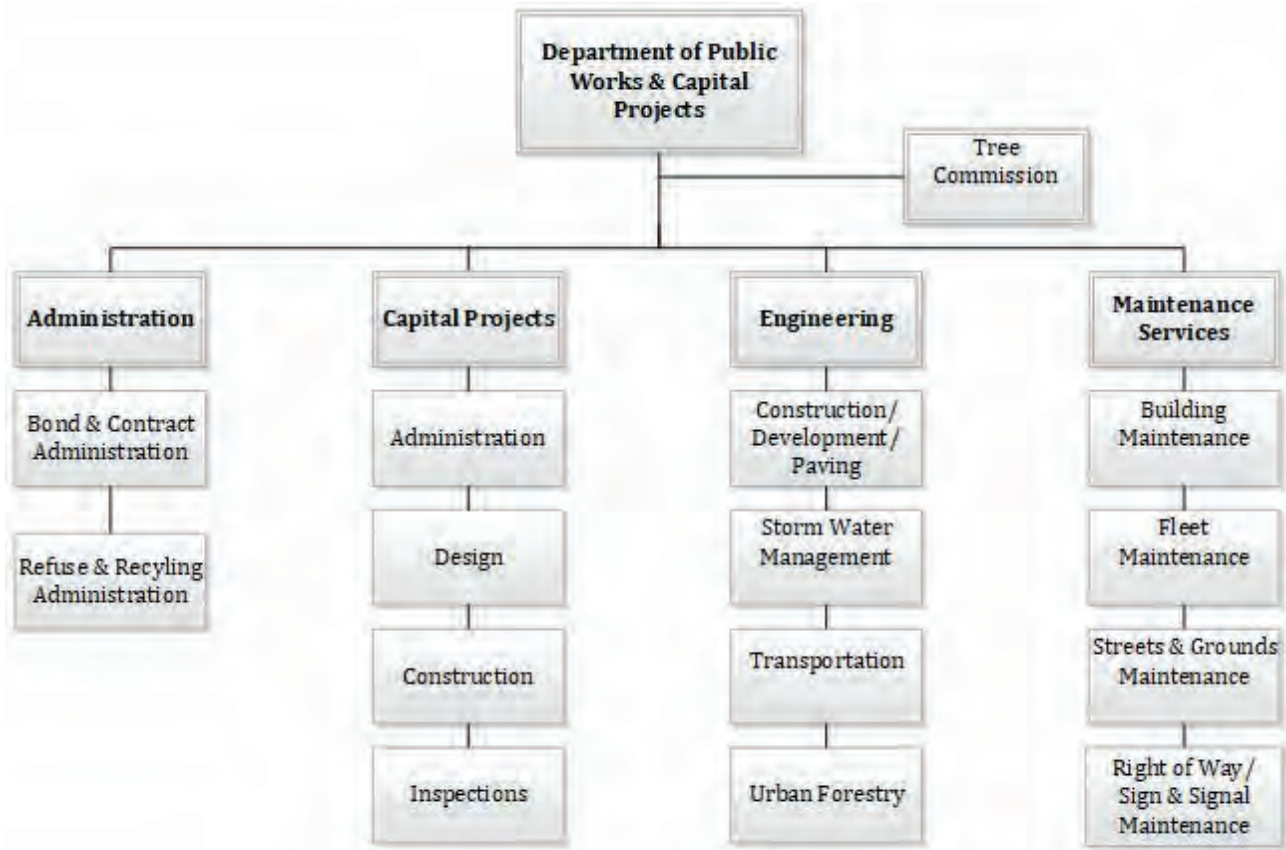
Contact Information

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

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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 11,647 residential customers and over 212 commercial customers along with additional recycling opportunities through the community document shredding events. Further, Administration staff manages public improvement performance and maintenance bonds, and insurance claims for property damage (vehicle and right-of-way).

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

Engineering

Engineering services are provided for construction and development, stormwater management, and transportation. The division is responsible for the review of all engineering construction drawings for stormwater Best Management Practices (BMP), erosion and sediment control, final pavement designs, and traffic signal structures associated with public and private infrastructure improvements submitted in support of development or capital improvement projects proposed within the Town limits. The division reviews rezoning and special exception applications and collaborates with the Department of Plan Review to develop design and construction standards as well as land development regulation policies. Division staff administers the Town’s Municipal Separate Storm Sewer System (MS4) Permit under the National Pollutant Discharge Elimination System Phase II Program and attends Environmental Advisory Commission, Watershed Committee and MS4 Permit watershed related meetings. The inspectors provide assistance to the transportation staff for inspection of work in public right-of-way and respond to all construction-related citizen concerns and complaints. Inspectors coordinate and process all developer-requested bond reduction and bond release requests. Responsibilities include inspections of existing storm sewer outfalls, stormwater ponds, and BMP structures as required by the current MS4 permit. This division manages the annual street resurfacing program and prepares technical reports for the Town Council, Planning Commission, Town Manager and other departments as necessary. The division reviews all traffic studies for developer and Town generated projects, directs and coordinates traffic signal and street light installation, issues and inspects right-of-way permits, staffs the Leesburg Standing Residential Traffic Committee, performs traffic counts and intersection studies, and performs inspection services for 20 bridges within the corporate limits and coordinates maintenance activities when necessary.

Maintenance Services

Maintenance services are provided in the areas of Buildings, Fleets, Streets, and Right of Way/Sign, Signals and Urban Forestry. 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, repairs and small renovations. Streets Maintenance Division oversees the more than 267 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, 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. One of the programs associated with the Street Maintenance Division is Emergency Weather Events, inclusive of snow removal from all public roads, debris cleanup and removal from public right-of-way as a result of storms, such as hurricanes and tornadoes. The Fleet Maintenance Division manages the Public Works Facility Fueling Station, hazardous waste disposal, and preventative maintenance schedules for all of the 497 Town-owned vehicles and 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. The Urban Forester works with Capital Projects, Planning & Zoning, Plan Review and staffs the Tree Commission. It is their job to oversee the Town’s tree canopy and to enhance that canopy wherever possible.

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, and 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

Scorecard	Goal	Objective	Term
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
FM	Increase energy savings to achieve the Town Council policy of 10% reduction.	Research and implement new equipment and software technologies, 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
		Continue using and enhance Lucity for improved tracking and reporting.	Intermediate
		Obtain approval to create a motor pool for PD vehicles and other vehicles so operations may continue if a vehicle needs service or repairs.	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
BP, CS	Increase recycling rate to achieve the Town Plan goal of 50%.	Maintain new Toter program for refuse 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

Scorecard	Goal	Objective	Term
BP, CS	Increase resident awareness and utilization yard waste collection.	Evaluate options for glass only recycling, i.e. "purple can club."	Intermediate
		Increase website information on yard waste collection.	Intermediate
		Work with Environmental Advisory Commission (EAC) to promote a means to increase yard waste collection and decrease brush collection pickups.	Intermediate
		Send out Town-wide mailings with information on yard waste collection.	Long
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 Town's financial system 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

Scorecard	Goal	Objective	Term
BP,FM	Implement Asset Management system in Public Works to better manage infrastructure assets.	Utilize GPS to 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

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

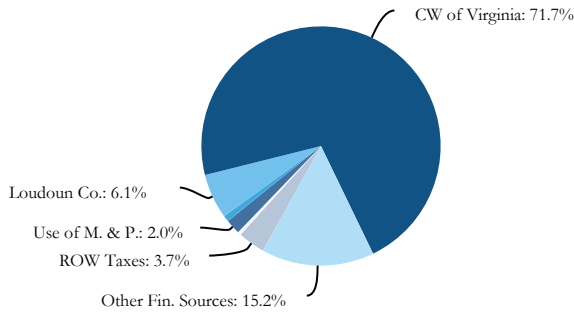
Expenditures by Division

Divisions	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Administration	\$1,061,060	\$1,219,823	\$1,259,708	\$39,885	3.3 %
Engineering & Inspections	743,952	766,579	783,415	16,836	2.2 %
Streets & Grounds Maintenance	4,874,888	4,594,746	3,790,201	(804,545)	(17.5)%
Building Maintenance	1,081,805	1,390,029	1,485,940	95,911	6.9 %
Fleet Maintenance	1,309,179	1,409,921	1,459,650	49,729	3.5 %
Refuse Collection & Recycling	3,153,020	3,359,276	3,390,277	31,001	0.9 %
Traffic Management	1,428,958	1,296,312	1,313,302	16,990	1.3 %
Emergency Weather Response	—	—	604,752	604,752	— %
Milling & Paving	—	—	684,000	684,000	— %
Regional Transportation	309,335	310,000	320,000	10,000	3.2 %
Capital Projects	1,831,948	202,708	173,304	(29,404)	(14.5)%
Total	\$15,794,145	\$14,549,394	\$15,264,549	\$715,155	4.9 %

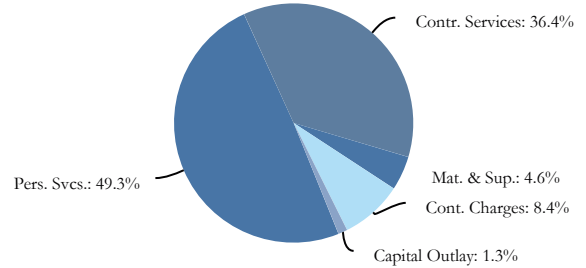
Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Sources					
Right of Way Taxes	\$167,699	\$200,000	\$200,000	\$—	— %
Permits & Fees	85,235	25,000	25,000	—	— %
Fines & Forfeitures	—	—	—	—	— %
Use of money & Property	87,259	110,000	110,000	—	— %
Charges for Services	27,195	45,000	45,000	—	— %
Donations & Contributions	—	—	—	—	— %
Loudoun County	317,984	319,150	329,150	10,000	3.1 %
Commonwealth of Virginia	4,810,180	3,825,910	3,900,932	75,022	2.0 %
Federal Government	—	—	—	—	— %
Other Financing Sources	1,117,990	815,872	827,482	11,610	1.4 %
Total Revenue	\$6,613,541	\$5,340,932	\$5,437,564	\$96,632	1.8 %
Local Tax Funding	9,180,603	9,208,462	9,826,985	618,523	6.7 %
Total Sources	\$15,794,145	\$14,549,394	\$15,264,549	\$715,155	4.9 %
Uses					
Personnel Services	\$6,854,987	\$7,406,240	\$7,781,143	\$374,903	5.1 %
Contractual Services	5,835,754	5,637,278	5,742,030	104,752	1.9 %
Materials & Supplies	628,205	692,225	731,865	39,640	5.7 %
Transfer Payments	80,000	30,000	—	(30,000)	(100.0)%
Grants & Contributions	959,041	(760,300)	(815,100)	(54,800)	7.2 %
Continuous Charges	1,064,135	1,326,051	1,326,961	910	0.1 %
Total Uses	\$15,794,145	\$14,549,394	\$15,264,549	\$715,155	4.9 %

Sources by Type (2022)



Uses by Object (2022)



Budget Analysis

The Department of Public Works and the Office of Capital Projects Fiscal Year 2022 operating budget includes an increase of \$715,155 or 4.9% over the Fiscal Year 2021 Adopted budget primarily attributable to the establishment of the Emergency Weather Response Division including additional funding of \$300,000 as an approved enhancement; annual contractual increase for refuse and recycling collection services due to new residential and commercial units and annual cost increases; increases in materials and contractual services; increases associated maintenance requirements attributable to Municipal Separate Storm Sewer System (MS4) permits; \$60,000 in funding for improvements at the Loudoun Museum; and personnel services costs associated with salary and benefit adjustments of existing staff.

The Fiscal Year 2022 budget includes an increase in departmental revenue of \$96,632 or 1.8% over the Fiscal Year 2021 Adopted budget primarily a result of an increase of \$75,022 in road maintenance funding from the Commonwealth; an increase of \$10,000 in use of the remaining available gas tax revenue utilized for the Town's unique local fixed route transit services; and an increase of \$11,610 in additional reimbursement for overhead costs associated with the Town's Capital Improvements Program.

Departmental COVID-19 Pandemic Impacts

The wide ranging areas that are covered by the department have been impacted in multiple ways by the COVID-19 pandemic. While some have been positive, a majority have been negative impacts on the department. Across all divisions there have been morale issues due to the mandatory mask wearing, the inability to congregate and socialize, and lack of in-person training opportunities. Esprit de Corps is also a big part of any department and some of that is definitely lost by the required separation. Inefficiencies was an issue, primarily, across the Operations Divisions of Streets and Fleets due to the smaller crew sizes and alternate work schedules needed to limit exposures. While most of the workforce has remained free of COVID-19 infection, when there was a case and the contact tracing was done, it provided new insight to how vulnerable the department's workforce is with its limited resources and delays in projects and further inefficiencies in completing work were the result. These times have enforced the notion that the workforce is extremely flexible and willing to work the odd shifts, do the odd jobs, and

work independently to complete necessary tasks; as well as are able to adjust and utilize the technology available for remote working, not seamlessly but quicker than anticipated. A positive for the Capital Projects Division was the lower traffic volumes aided in getting projects done easier and on slightly accelerated schedules. The Town has experienced impacts to supply chains with delays in materials and equipment parts as well as delays in deliverables from contracted engineers due to COVID-19 in their respective work places. One very large accomplishment was putting together the COVID-19 warehouse utilizing an asset management software, Lucity, for tracking purposes. The creation of the warehouse was a large time drain from some staff away from their normal operational duties to create the warehouse and continues to be a drain on the staff assigned to manage the warehouse, away from their primary job responsibilities. This pandemic definitely showed that a lean staff in an extended "emergency" situation is stressful and not sustainable long term without further resources.

Performance Measures

Scorecard	Description	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	Trend
BP, CS	Number of land development bond inspection and processing actions <i>Measures the total number of developer requests for land development bond extensions, reductions and bond release</i>	34	33	31	↔
BP, CS	Dollar value of fees collected for land development bonding actions <i>Measures the dollar value of fees collected for bond extensions, reductions, and bond release actions</i>	\$18,600	\$19,800	\$16,200	↔
CS	Capital projects operating budget to total yearly CIP expenditures <i>Ratio of operating budget to capital project expenditures, not including project management cost in the operating cost</i>	4.8%	2.0%	3.5%	↔
BP	Number of projects in design <i>Measures the total number of capital projects in design</i>	14	20	16	↔
BP	Number of capital projects under construction <i>Measures the total number of capital projects under construction</i>	19	23	22	↔
BP, FM	Percentage of hours worked on curbside brush collection <i>Measures the % of workable hours used on curbside brush collection, based on approx. 48,671.25 average available hours</i>	11.8%	17.0%	17.0%	↑
BP, FM	Percentage of hours worked on curbside leaf collection <i>Measures the % of workable hours used on curbside leaf collection, based on approx. 48,671.25 average available hours</i>	9.3%	9.5%	9.5%	↔
BP, FM	Percentage of capital projects completed on schedule <i>Measures the percentage of capital projects completed on schedule</i>	45%	47%	61%	↑
FM	Percentage of capital projects completed within budget <i>Measures the percentage of capital projects completed within budget</i>	79%	79%	68%	↔
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>	97%	95%	95%	↔
BP, FM	Percentage of Fleet available <i>Measures the percentage of all vehicles and equipment available on a daily basis</i>	98%	97%	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>	24%	25%	23%	↔
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>	100%	95%	95%	↔
BP,CS	Percentage pavement with a pavement condition index of 60 or better <i>Measures the condition that roadways are being maintained</i>	82%	83%	85%	↑

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).

Additionally, the quality of life for citizens is directly tied to the quality of a town’s public infrastructure and services. Citizens can see their taxpayer dollars at work with improvements in things like milling and paving, snow removal, leaf collection, brush collection, solid waste management (refuse & recycling) and the robust infrastructure adds to the quality of life that helps attract more residents and businesses.



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 2019, the Kenneth B. Rollins Water Filtration Plant received the Virginia Department of Health's (VDH) Excellence in Waterworks Performance Award for the 16th 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 [online form](#). Customers can also view their [water usage online](#) 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 water and sewer lines are clearly marked for developers, contractors and homeowners before they dig.

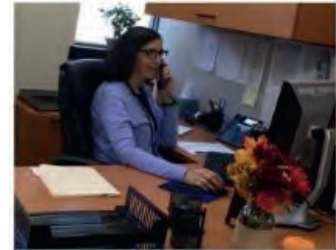
As a public steward of water resources, the Department of Utilities provides educational and outreach programs designed to inform water and sewer customers on how they can contribute to conserving water in their homes and businesses. The Department publishes an [Annual Water Quality Report](#) as well 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/departments/utilities-water-sewer.

Contact Information

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(703) 771-2750
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Scan Me



ADMINISTRATION



UTILITY MAINTENANCE

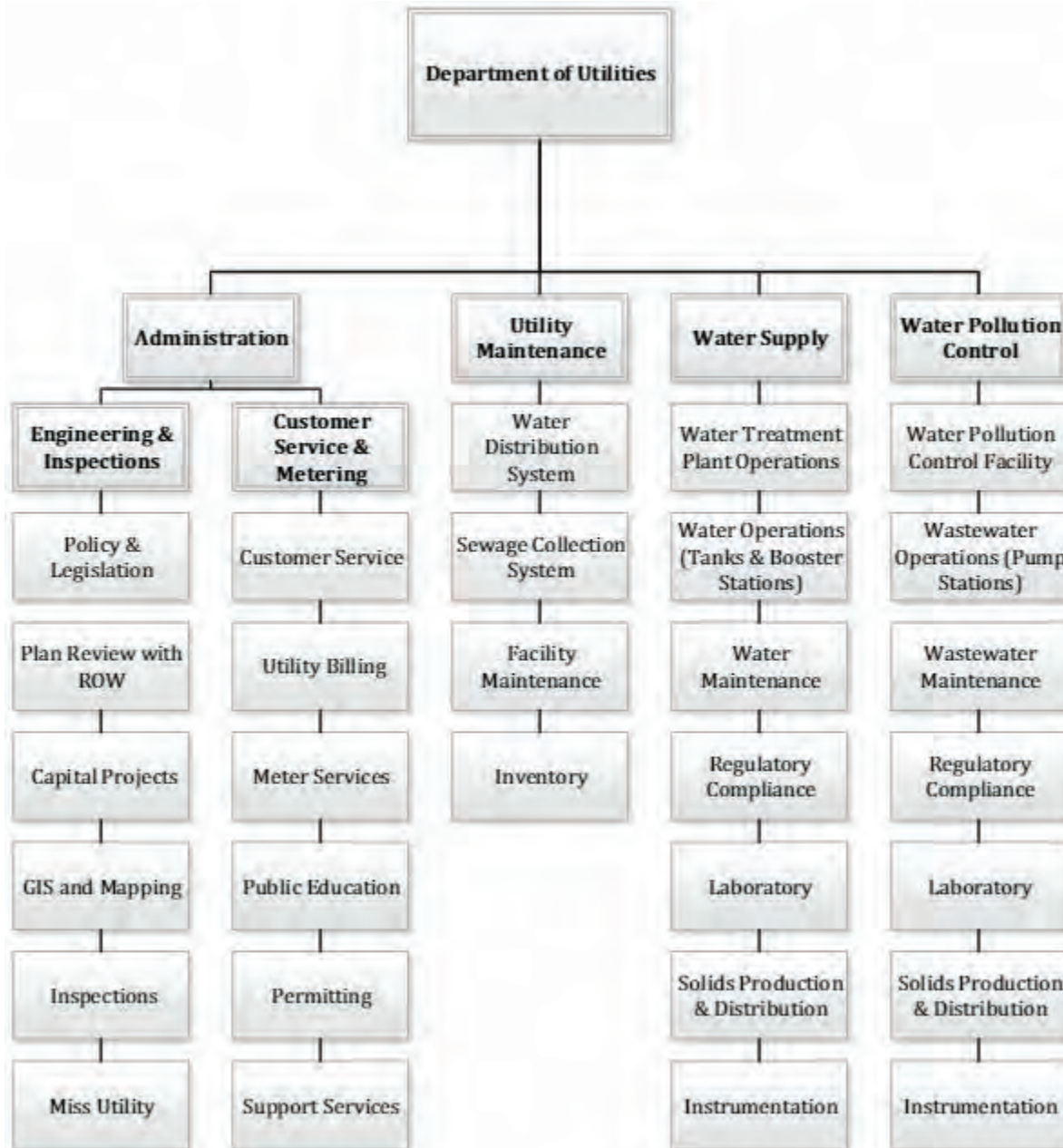


WATER SUPPLY



POLLUTION CONTROL

Organization Chart



Summary of Services

Administration

The Utility Administration Division (UAD) provides administrative support for the water treatment, sewage treatment, and utility maintenance divisional operations. The division aids in the administration of the Commonwealth’s environmental compliance through Cross Connection Control and the Sewer Use Ordinance. Engineers within the division review site plans, subdivision plats, and other land development applications for compliance with the Town's Design and Construction Standards Manual (DCSM) and with Virginia Department of Health (VDH), and Virginia Department of Environmental Quality (DEQ)

regulations. Inspectors within the division provide quality assurance/quality control (QA/QC) inspections of all work pertaining to the Town’s water distribution and sewer collection systems as well as project management support to the 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, 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 locating and marketing water and sewer line (Miss Utility) for contractors working in the Town's service area, 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 eleven 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 utility system issues.

Water Supply

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

River. The WSD operates a state-certified microbiology-testing laboratory and provides testing services for community clients.

Water Pollution Control

The Water Pollution Control Division is responsible for the safe and efficient treatment of wastewater generated within the Leesburg service area and the subsequent stabilization and disposal of solid wastes produced to ensure the protection of public health and the environment. The Town's Water Pollution Control Facility is designed to treat sewage at a rate of 7.5 million gallons per day and is located off Route 7 on the eastern edge of Town. The Water Pollution Control Division monitors and operates ten 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 enhanced corrosion control measures at the Water Filtration Plant to ensure compliance with the EPA Lead and Copper Rule and improve overall water quality.	Long
		Install sewer flow monitors to evaluate flow patterns for reduction of Infiltration and Inflow in sanitary sewer system.	Intermediate
		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
		Regularly identify emerging technology trends and adjust technology based on changing business requirements including but not limited to trench-less.	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
		Continue data entry and complete preventative and proactive maintenance work orders tracked through asset management program to ensure maximum life of all assets.	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
		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
		Adhere to rate consultant recommendations and Town Council adopted ordinance with 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>			

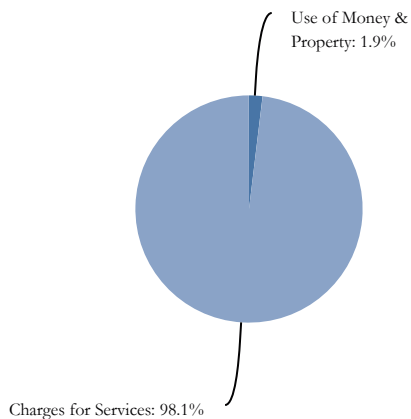
Expenditures by Division

Divisions	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Utilities Administration	\$9,992,184	\$5,289,589	\$5,482,972	\$193,383	3.7 %
Utilities Lines & Maintenance	5,978,156	3,917,473	4,082,535	165,062	4.2 %
Water Supply	3,431,258	3,876,887	3,854,188	(22,699)	(0.6) %
Water Pollution Control	6,280,484	6,026,480	5,984,363	(42,117)	(0.7) %
Debt Service	2,501,540	4,650,048	5,823,299	1,173,251	25.2 %
Total	\$28,183,622	\$23,760,477	\$25,227,357	\$1,466,880	6.2 %

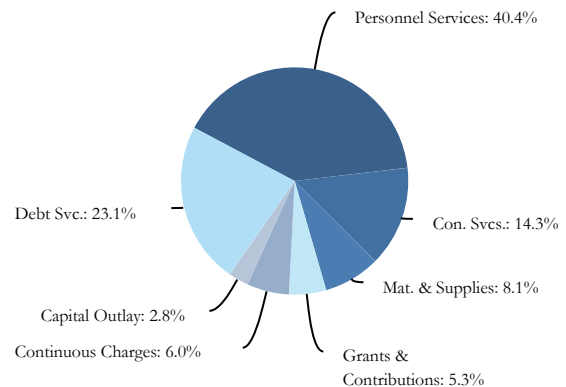
Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Sources					
Fines & Forfeitures	\$34,243	\$—	\$—	\$—	— %
Use of money & Property	1,260,621	867,300	485,395	(381,905)	(44.0) %
Charges for Services	30,344,772	22,549,231	24,741,962	2,192,731	9.7 %
Federal Government	43,020	—	—	—	— %
Total Sources	\$31,682,656	\$23,416,531	\$25,227,357	\$1,810,826	7.7 %
Uses					
Personnel Services	\$8,895,427	\$9,504,141	\$10,183,479	\$679,338	7.1 %
Contractual Services	3,074,866	3,548,103	3,615,734	67,631	1.9 %
Materials & Supplies	1,913,357	1,937,650	2,031,650	94,000	4.9 %
Transfer Payments	2,536,878	—	—	—	0.0 %
Grants & Contributions	1,456,498	1,966,840	1,331,180	(635,660)	(32.3) %
Continuous Charges	1,142,141	1,467,995	1,524,765	56,770	3.9 %
Capital Outlay	6,662,916	685,700	717,250	31,550	4.6 %
Debt Service/Equipment Leasing	2,501,540	4,650,048	5,823,299	1,173,251	25.2 %
Total Uses	\$28,183,623	\$23,760,477	\$25,227,357	\$1,466,880	6.2 %

Sources by Type (2022)



Uses by Object (2022)



Budget Analysis

The Fiscal Year 2022 operating budget for the Utilities Department includes an increase of \$1,466,880 or 6.2% over the Fiscal Year 2021 Adopted Budget. This increase is a result of taking actions as outlined in the comprehensive evaluation of operations as part of the five-year 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 Utilities System Maintenance Technician, Water Pollution Control Operator, Utilities Plan Maintenance Technician, and a Customer Service Representative and associated operating costs of these positions; salary and benefit adjustments

for existing staff; and debt service related to capital reinvestment projects. 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, the Utilities Fund is comprised of capital costs including projects included in the Town's Capital Improvements Program and the 3-R program (Repair, Rehabilitation, and Replacement).

Departmental COVID-19 Pandemic Impacts

Department of Utilities operation have been significantly impacted by the Covid-19 pandemic with mission critical continued water and wastewater service to customers while keeping essential staff safe. Less than 10% of the workforce could work remotely. Utility plant operators and maintenance technicians have had to adjust to working non-overlapping shifts, wearing Personal Protective Equipment (PPE) and social distancing which is not possible during all required job duties especially emergencies such as water main breaks. Continuity of water and wastewater operations remain the highest priority.

Challenges include minimizing absenteeism and monitoring impacts of potential interruption of supply chains, such as chemicals and other essential materials. Work plans including inspections during continued construction boom and utility disconnect moratorium have been impacted and constant evaluation of priorities and expectations is completed by management.

Performance Measures

Scorecard	Description	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	Trend
BP, CS	Percentage of sanitary sewer mains cleaned <i>Measures the percent of the sanitary sewer cleaned</i>	15 %	21 %	21 %	↑
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>	13 %	14 %	15 %	↑
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>	28 %	14 %	16 %	↓
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>	49 %	49 %	50 %	↔
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 %	10 %	10 %	↔
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 %	0.2 %	0.2 %	↔
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 %	56 %	43 %	↔
FM	Capital Reinvestment <i>Measures the total expenditures to the total present worth of utility system assets</i>	2 %	3 %	4 %	↑
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>	\$4.44	\$3.95	\$3.79	↓

Scorecard	Description	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	Trend
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>	\$2.29	\$2.57	\$2.54	↓
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>	7.2 %	7.0 %	7.0 %	↓
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>	0.1 %	0.2 %	0.1 %	↔
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>					

Performance Analysis

The Department of Utilities continues to deliver safe, high quality water, as well as efficient waste water treatment. 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.

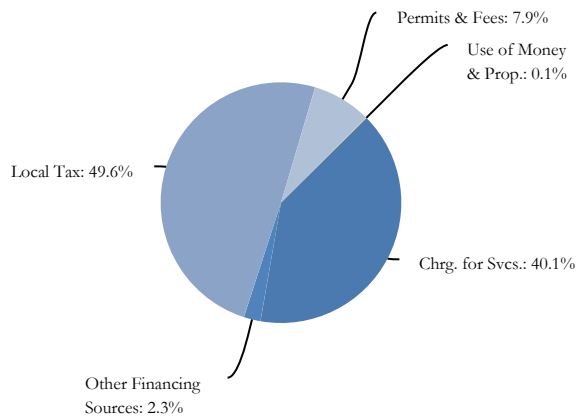
Ensuring Quality of Life

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

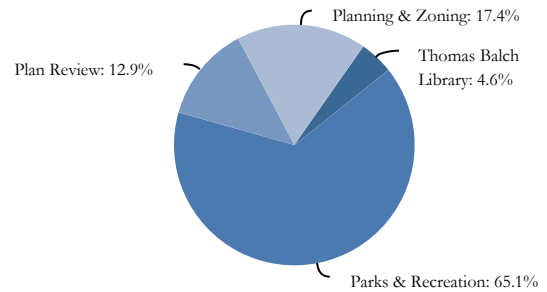
Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance		Pg #
				\$	%	
Sources						
Permits & Fees	\$1,333,913	\$1,015,700	\$960,700	(\$55,000)	(5.4)%	
Use of Money & Property	8,160	11,000	11,000	—	— %	
Charges for Services	3,323,140	5,207,515	4,879,015	(328,500)	(6.3)%	
Donations & Transfers	1,468	—	—	—	— %	
Other Financing Sources	239,081	260,926	274,852	13,926	5.3 %	
Total Revenue	\$4,905,762	\$6,495,141	\$6,125,567	\$ (369,574)	(5.7)%	
Local Tax Funding	5,652,905	5,284,393	6,026,706	742,313	14.0 %	
Total Sources	\$10,558,667	\$11,779,534	\$12,152,273	\$372,739	3.2 %	
Uses						
Department of Parks & Recreation	\$6,584,490	\$7,699,822	\$7,908,627	\$208,805	2.7 %	117
Thomas Balch Library	483,683	544,225	557,122	12,897	2.4 %	123
Department of Planning & Zoning	2,065,742	2,020,314	2,118,657	98,343	4.9 %	129
Department of Plan Review	1,424,752	1,515,173	1,567,867	52,694	3.5 %	137
Total Uses	\$10,558,667	\$11,779,534	\$12,152,273	\$372,739	3.2 %	

Sources by Fund (2022)



Uses by Department (2022)





Department of Parks & Recreation

The Department of Parks & Recreation provides exceptional programs, amenities and services that enhance the quality of life for the entire Leesburg community.

Description

The Department of Parks & Recreation provides high quality programs, parks, and facilities to enhance the quality of life for all residents in the Town of Leesburg. As a result of its service to the residents, 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, oversight of the downtown Holiday Lighting Program, 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](#), the [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 hosted online for all households via the [Leesburg@Leisure](#) magazine. Registration for all programs can be made in person, over the phone, or online 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 [festivals and community events](#) throughout the year 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.



Contact Information

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Leesburg, VA 20176
rwilliams@leesburgva.gov
(703) 737-7140

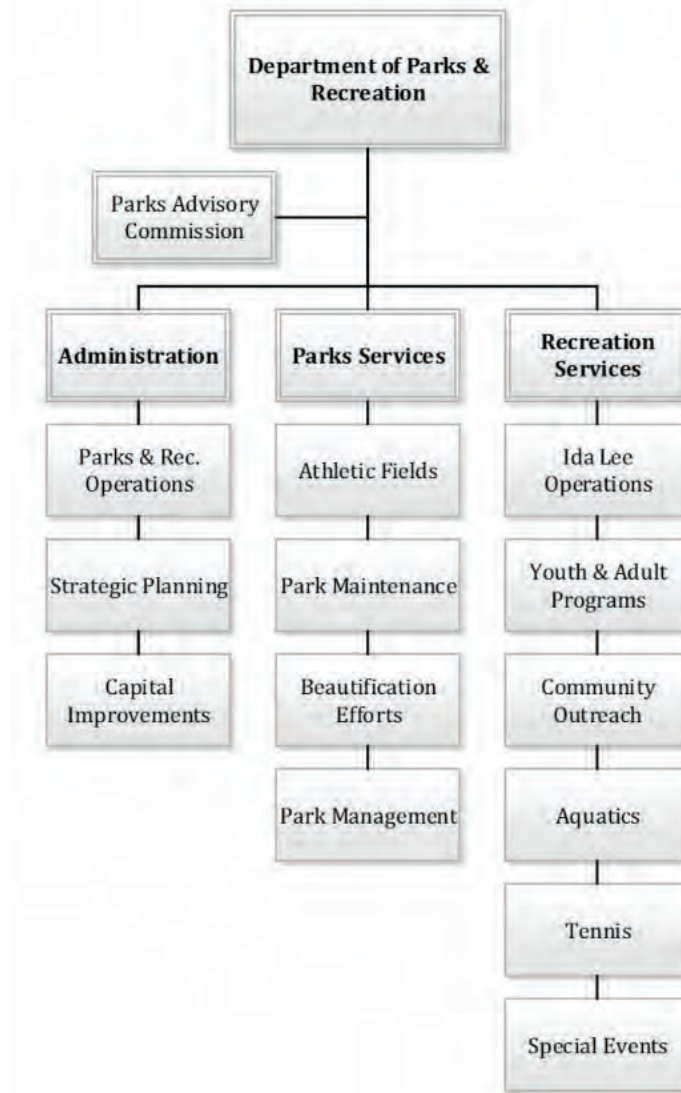
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Organization Chart



Summary of Services

Administration Division

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

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 the 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, 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 provides 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
		Comply with the Americans with Disabilities Act (ADA) regulations and support the Town's ADA Transition Plan.	Long
		Enhance functionality of the department's website in order to improve service delivery.	Long
BP, CS, FM	Return department to pre-COVID19 revenue and cost recovery numbers.	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
		Modify programs and offerings to meet customer expectations as it relates to a COVID19 response.	Short
CS, ED, FM	Continued support of Town developed initiatives to promote the viability of Leesburg.	Incorporate operational practices to enhance the appearance of downtown.	Long
		Identify and support opportunities for public art within parks and special events.	Long
		Provide support to event organizers to offer safe, community events.	Long
CS, BP, FM	Operate departmental facilities within the most energy efficient manner possible.	Evaluate lighting systems and determine ROI on a phased transition to LED.	Intermediate
		Educate staff on simple measures they can take to minimize energy waste.	Short
		Incorporate "smart building" technology wherever possible.	Long
BP, FM	Recruit and maintain an adaptable workforce to meet changing departmental and town-wide needs.	Utilize the varied backgrounds of staff to achieve departmental goals.	Short
		Develop a formalized cross training program to ensure continuity of operations in the event of staff absences.	Intermediate
		Expand recruitment efforts to multi-talented and diverse employees that will benefit the department and town as a whole.	Long
CS, BP	Operate departmental park sites utilizing environmentally sustainable practices.	Formalize a maintenance plan for the tree canopy within the park system.	Intermediate
		Ensure turf management practices are in compliance with applicable regulations and alternative cost effective practices.	Long

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

Expenditures by Division

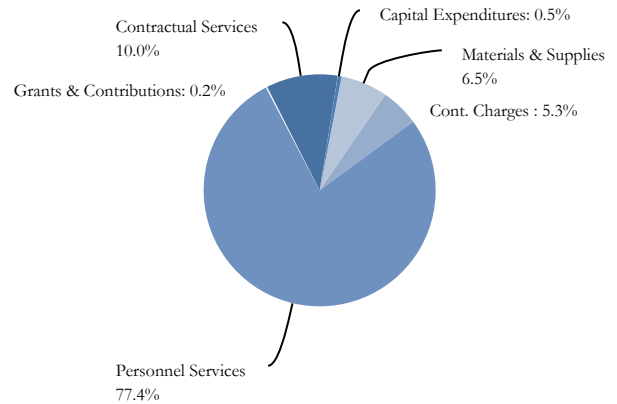
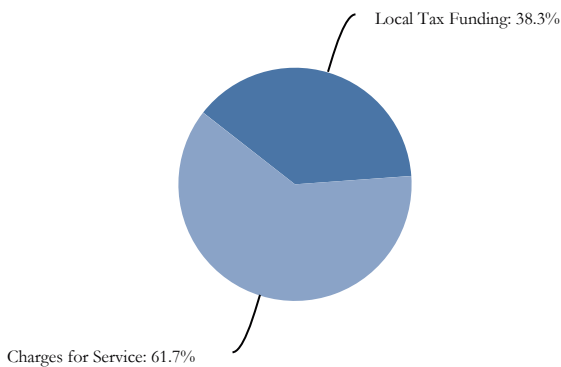
Divisions	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Administration	\$569,931	\$589,616	\$606,461	\$16,845	2.9 %
Parks	1,269,695	1,364,865	1,426,990	62,125	4.6 %
Recreation	4,744,864	5,745,341	5,875,176	129,835	2.3 %
Total	\$6,584,490	\$7,699,822	\$7,908,627	\$208,805	2.7 %

Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Sources					
Use of money & Property	\$149	\$—	\$—	\$—	— %
Charges for Services	3,323,120	5,207,515	4,879,015	(328,500)	-6.3 %
Donations & Contributions	1,000	—	—	—	— %
Total Revenue	\$3,324,269	\$5,207,515	\$4,879,015	(\$328,500)	-6.3 %
Local Tax Funding	3,260,221	2,492,307	3,029,612	537,305	21.6 %
Total Sources	\$6,584,490	\$7,699,822	\$7,908,627	\$208,805	2.7 %
Uses					
Personnel Services	\$5,160,770	\$5,903,854	\$6,123,809	\$219,955	3.7 %
Contractual Services	652,959	828,815	788,915	(39,900)	(4.8)%
Materials & Supplies	388,512	488,943	515,203	26,260	5.4 %
Grants & Contributions	15,381	16,000	16,000	—	— %
Continuous Charges	296,540	419,210	421,700	2,490	0.6 %
Capital Outlay	70,327	43,000	43,000	—	— %
Total Uses	\$6,584,490	\$7,699,822	\$7,908,627	\$208,805	2.7 %
Total Full-Time Equivalent (FTE)	36.00	36.00	34.00	(2.00)	(5.6)%

Sources by Type (2022)

Uses by Object (2022)



Budget Analysis

The Fiscal Year 2022 operating budget for the Department of Parks & Recreation includes an overall increase of \$208,805 or 2.7% over the Fiscal Year 2021 Adopted Budget. This increase is primarily attributable to the anticipated opening of the new permanent air tennis structure in fall 2021 and the associated operating expenses including personnel costs.

In addition, the increase includes salary and benefits adjustment of existing staff. These increases are offset by a decrease contractual services as a result of fewer Leesburg at Leisure publications, and the transferring of the Recreation Program Supervisor position to the Town Attorney's Office to create an Assistant Town Attorney position as well as a repurposed Preschool Teacher position transferring to the Town Manager's Office to create a Land Management System Integrator position.

Departmental COVID-19 Pandemic Impacts

The Administrative Division has been impacted by the COVID-19 pandemic resulting in a staggered staffing of the administrative offices. Staff members work remotely so as to minimize the interaction amongst staff and create a distanced work environment. Direct public interactions have been limited to appointment only in order to process new hire paperwork.

The Parks Division is being impacted by the COVID-19 pandemic requiring numerous operational changes in order to complete required tasks. As the Parks crews do not have the ability to work remotely practices were put in place to ensure proper Personal Protective Equipment (PPE) usage and social distancing can be maintained throughout the day. Due to cost saving measures multiple full time positions have been frozen resulting a backlog of tasks. The management of the PPE & disinfectant procurement for the entire department is being managed out of the Parks Division, which has resulted in a change in work plans. The division has had to adapt to changing state mandated guidelines for site operations. This has been a challenge as Leesburg has seen an increased usage of its outdoor public space by the community during the pandemic. This increased usage results in additional trash, wear and tear, and supervision needed at various park sites. Parks staff has also provided support to the expanded downtown dining program that was implemented in 2020.

The Recreation Division is being impacted both operational and in its ability to generate revenue to offset expenditures. Where possible staff has worked remotely, however the operation of the recreational facilities has required staff to be direct facing the public. PPE usage and facility screening are in use throughout the facilities to ensure both staff and public safety. Adhering to state mandated guidelines for recreation facilities and programs has resulted in the reduction in the number of customers that can be serviced at any time and how they may utilize the facility. Signage and new operational guidelines/regulations have been implemented throughout the recreation center and tennis center.

Revenue estimates for Fiscal Year 2022 are projected to decrease \$328,500 or 6.3% from the Fiscal Year 2021 Adopted budget estimates as a result of the continued pandemic conditions surrounding COVID-19. Although, revenues are forecasted to increase significantly for the existing and new Tennis facilities, there is a significant decrease projected in Recreation Center fees and revenue at the AV Symington Aquatic Center due to lower expected attendance of patrons. The resulting increase in local tax funding in Fiscal Year 2022 is \$537,305 or 21.6% over the Fiscal Year 2021 Adopted Budget.

Programs can only operate with a reduced number of participants. Facility use capacities have been significantly reduced resulting in the implementation of a reservation system for certain amenities. The AV Symington Aquatics Center has been able to operate, however there were no water features available for the summer of 2020. Town produced special events have been limited due to state guidelines. However, staff have come up with creative solutions to re-invite various events so that they can still be provided to the community, all be it in a different format.

Performance Measures

Scorecard	Description	FY 2020 Actual	FY 2021 Estimate	FY 2022 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>	49%	44%	67%	↔
BP, FM	Number of Ida Lee Park recreational facility visits <i>Measures the total number of Ida Lee Park Recreation Center, Tennis Center, and outdoor pool users via daily or pass admissions</i>	299,273	275,000	375,000	↑
CS	Number of recreation programs offered <i>Measures the total number of recreational programs offered by the department</i>	7,079	5,000	7,000	↔
CS, FM	Percentage of recreation program registration <i>Measures the percentage of recreation programs offered that are actually held</i>	59%	65%	75%	↑
BP, CS	Percentage of online registrations <i>Measure the percentage of all recreation program registrations that are performed online</i>	62%	60%	62%	↔
CS	Number of athletic field events <i>Measures the total number of athletic games and practices scheduled on fields maintained by the department</i>	1,184	2,000	2,600	↑
CS	Number of special events offered <i>Measures the total number of special events managed and produced by the department</i>	26	26	27	↑
BP, FM	Dollar value of special event costs per capita <i>Measures the net cost per capita for the special events produced by the department</i>	\$2.56	\$2.09	\$4.10	↔
BP, CS	Number of event applications received <i>Measures the number of event permit applications received by the department</i>	26	26	27	↔
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>	1,027	1,450	1,475	↑
BP, CS	Number of community outreach attendance <i>Measures the total number of attendees for all community outreach site locations</i>	2,097	5,000	5,026	↑
CS, FM	Number of Parks and Recreation facility rental hours <i>Measures the total number of hours of park, room, and amenity rentals</i>	13,225	11,000	16,000	↑

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

Performance Analysis

Ensuring the Leesburg community retains the quality of life that residents have come to expect is top priority for the Department of Parks and Recreation, even during the uncertain times of dealing with a pandemic. Due to the COVID-19 pandemic and mandated operational restrictions that are in place statewide, the Department is predicting a reduction in the number of recreational facility visits in Fiscal Year 2022 at Ida Lee Recreation Center (300,000) and AV Symington Aquatic Center. With the addition of a second tennis bubble, it is anticipated that Tennis revenue will increase (\$1,400,000) in Fiscal Year 2022. Overall, recreational programming has seen a significant decrease in attendance as a result of the pandemic, however it is projected to trend upwards in the latter half of the fiscal year, while athletic field events is projected to remain constant at 2,600 for Fiscal Year 2022. The number of Special Event applications processed by the department is projected to decline, while the number of Town produced special events is anticipated to show no increase. With the anticipated impact of the COVID-19 pandemic during the first half of Fiscal Year 2022 it is anticipated that the overall departmental cost recovery will be reduced from 67% to 61%.

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.

For more information, please visit the Thomas Balch Library's webpage at www.leesburgva.gov/library.

Library Hours:

Monday & Friday:

Tuesday:

Wednesday:

Thursday:

Saturday:

Sunday:

Regular Hours

10:00AM - 5:00PM

10:00AM - 8:00PM

2:00PM - 8:00PM

10:00AM - 8:00PM

11:00AM - 4:00PM

1:00PM - 5:00PM

COVID19 Hours

Closed

10:00 AM-12:00PM

1:00-3:00 PM

Closed

10:00 AM-12:00PM

1:00-3:00 PM

Closed

Closed

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 and is the Secretary/Treasurer for the Thomas Balch Library Endowment 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 on-site and off-site research assistance via Facebook, mail, email, fax, or phone. Periodic surveys assist the library in determining patron needs and in incorporating recommendations from the community into its acquisitions, operations and programming. Inter-library 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, 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.

Goals & Objectives

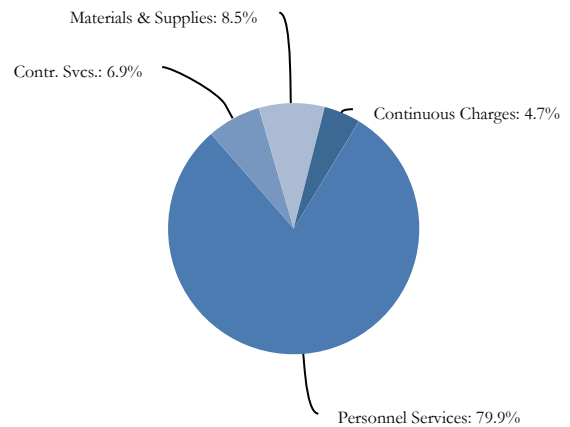
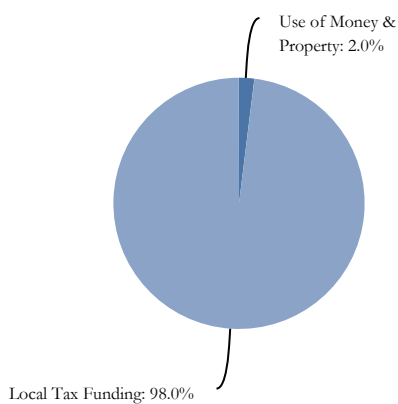
Scorecard	Goal	Objective	Term
BP, CS, FM	Further Goals of the Thomas Balch Library endowment Foundation	Foundation Board members will continue to work with TD Bank to manage the assets and to support the library and fundraising efforts.	Long
BP, CS	Be a premier research center for Leesburg and Loudoun 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	To the level permitted by current world-wide pandemic conditions, provide either in -person or virtual lectures, classes, tours, and exhibits, newsletters, educational brochures and enhance Facebook, social media, 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	Seek storage space for collections	Pursue potential storage options at the Towns Records Storage Center and maximize existing storage space for collections.	Long
CS, ED	Promote excellence in customer service through professional development	Have staff attend virtual professional meetings and or professional webinars.	Long
BP, CS	Enhance in-person services with the flexibility of virtual services.	Work with library staff stakeholders to create flexibility within the various library services to meet stakeholders needs either virtually or in -person.	Long
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>			

Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Sources					
Use of money & Property	\$8,011	\$11,000	\$11,000	\$—	— %
Donations & Contributions	468	—	—	—	— %
Total Revenue	\$8,479	\$11,000	\$11,000	\$—	— %
Local Tax Funding	475,204	533,225	546,122	12,897	2.4 %
Total Sources	\$483,683	\$544,225	\$557,122	\$12,897	2.4 %
Uses					
Personnel Services	\$395,032	\$434,843	\$445,222	\$10,379	2.4 %
Contractual Services	28,004	38,566	38,566	—	— %
Materials & Supplies	29,546	47,101	47,101	—	— %
Continuous Charges	25,297	23,715	26,233	2,518	10.6 %
Capital Outlay	5,804	—	—	—	— %
Total Uses	\$483,683	\$544,225	\$557,122	\$12,897	2.4 %
Total Full-Time Equivalent (FTE)	3.00	3.00	3.00	—	— %

Sources by Type (2022)

Uses by Object (2022)



Budget Analysis

The Thomas Balch Library Fiscal Year 2022 operating budget includes an increase of \$12,897 or 2.4% over the Fiscal Year 2021 budget that is largely attributable to increases in personnel services for salary and benefit adjustments for existing staff, and cost increases associated with subscriptions and publications.

The Thomas Balch 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.

Departmental COVID-19 Pandemic Impacts

Thomas Balch Library operations have been significantly impacted by the COVID-19 pandemic. In March the library closed to public access; all physical outreach programs, meetings and exhibits were cancelled, and some services, including inter-library loan and collection donations, were halted. All reference flex staff were furloughed and administrative flex staff hours

reduced by 84% leaving one new staff member teleworking and two full time staff onsite to handle all library functions and to adapt, as much as possible, public services to virtual platforms. Requiring a considerable investment of time, creativity, and energy, this conversion led to significant new demands on staff in fulfilling virtual reference, which has exceeded previously

recorded volume, required creation of new digital content for remote outreach, restructuring of services and development of safe methods for reopening. As Library Services were not featured in federal, state or local directives staff had to create a pathway to re-open. The Thomas Balch Library (TBL) system became a model other institutions used making it necessary to incorporate requests from libraries across the nation into our virtual research efforts. In June the library commenced offering in-house reference by appointment only expanding to include additional hours and access to exhibits by appointment only in July. In August monthly first Thursday classes resumed in a reconfigured virtual format. Room rental, tours, and Sunday

lectures, and the annual genealogical seminar remain cancelled affecting income. Staff has learned to work with barriers, social distancing, Personal Protective Equipment and implemented appointment registration and contact tracing. These precautions have allowed TBL to remain open to the public virtually or in person by scheduled appointment throughout the pandemic. Work plans and performance measures have changed to accommodate unexpected additional activities such as appointment registration; contact tracing; sanitation of collection materials and desks while also backlogging, prioritizing and shifting work between three staff members to manage the impact of furloughed positions.

Performance Measures

Scorecard	Description	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	Trend
BP, CS	Number of annual visitors <i>Measures the total number of visitors as recorded by electronic eye</i>	23,970	5,000	20,000	↑
BP, CS	Number of reference requests <i>Measures the total number of reference requests serviced</i>	54,520	61,407	50,000	↑
BP, CS	Number of Library programs offered <i>Measures the total number of public events produced by staff</i>	103	60	86	↑
BP, CS	Number of Library program attendees <i>Measures the total number of patrons attending programs</i>	3,095	1,500	2,000	↑
BP, CS, FM	Number of meeting room bookings <i>Measures the total number of non-library events held at the facility</i>	64	0	86	↓
BP, CS, FM	Number of non-library program attendees <i>Measures the total number of attendees at programs not sponsored by the library</i>	1,109	0	1,500	↓
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>	\$274,314	\$200,000	\$200,000	↓

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

Space constraints continue to adversely affect the ability to accept all worthy donations.

Performance Analysis

Despite operating at minimal staffing levels, Thomas Balch Library fulfilled its mission and met demands for increased services and outreach. The Library continues to welcome over 35,000 visitors annually, while responding to more than 34,000 requests for reference services. Overall library programs offered have remained the same despite decreased staffing due to staffing turnover, retirement, and death. Efforts continue to expand awareness of the Library’s offerings through strengthening of collaborative relationships with regional partners. The number of meeting room bookings are trending slightly upward. Issues with integrating special collection library materials into the new cataloging system remain and library staff is working with LCPL staff to resolve the issues. In preparation for separation of the Town of Leesburg and Loudoun County's IT infrastructure, the Library has been investigating cost-effective options to implement its own catalog. The Library continues to receive outstanding manuscript collections though insufficient staffing limits the number of collections processed and made available each year.



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 Town 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.

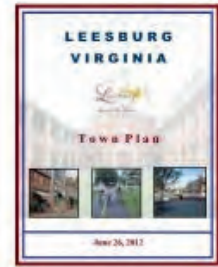
In addition to support to Boards and Commissions, the Department of Planning and Zoning consists of four major operating functions: Administration, Application Review, Comprehensive Planning, and Zoning.

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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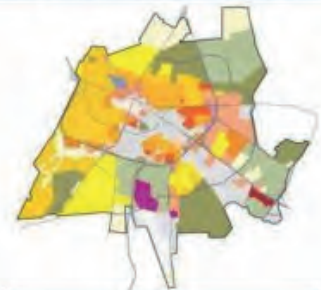
ADMINISTRATION

Zoning
Applications

APPLICATION REVIEW



PLANNING SERVICES



ZONING

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, the Leesburg Interactive Application Map (LIAM), 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.

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.	Complete a comprehensive review of the Town Plan and rewrite or update policies as necessary to assure that the Town's path to the future is aligned with resident and business desires and interests.	Short
		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 project managers. These templates and guidelines will help to elevate the quality of comments received and which should result in less time for 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.	Short

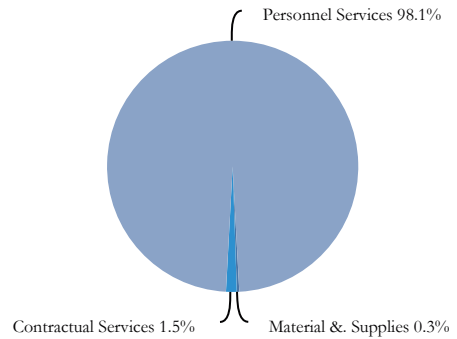
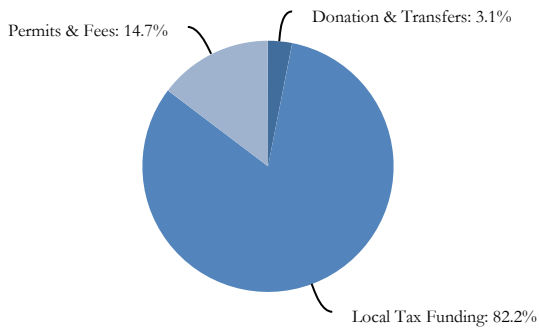
Scorecard	Goal	Objective	Term
BP, ED	Maximize use of technology to increase efficiency and effectiveness for all Planning and Zoning work program areas.	Digitize new land development applications upon acceptance for processing and update regularly per the Department Standard of Procedure throughout the land development review process.	Long
		Digitize all archival records.	Short
		Assure that staff have the necessary hardware and software to maximize work efficiencies.	Intermediate
		Identify training needs on a regular basis and support staff training opportunities.	Short
		Identify and provide training for staff to increase GIS capabilities.	Intermediate
		Maximize use of website for application and permit management 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.	Intermediate
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
		Complete the replacement of the H-2 Overlay District and guidelines with a new Gateway District inclusive of zoning standards, design guidelines and a streetscape plan for the five key entrance corridors leading to the H-1 historic district.	Short

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

Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Sources					
Permits & Fees	\$283,759	\$310,700	\$310,700	\$—	— %
Charges for Services	20	—	—	—	— %
Other Financing Sources	59,281	62,841	65,777	2,936	4.7 %
Total Revenue	\$343,060	\$373,541	\$376,477	\$2,936	0.8 %
Local Tax Funding	1,722,682	1,646,773	1,742,180	95,407	5.8 %
Total Sources	\$2,065,742	\$2,020,314	\$2,118,657	\$98,343	4.9 %
Uses					
Personnel Services	\$1,771,913	\$1,981,049	\$2,082,372	\$101,323	5.1 %
Contractual Services	289,646	31,275	29,380	(1,895)	(6.1)%
Materials & Supplies	3,781	6,600	6,600	—	— %
Continuous Charges	402	290	305	15	5.2 %
Capital Outlay	—	1,100	—	(1,100)	(100.0)%
Total Uses	\$2,065,742	\$2,020,314	\$2,118,657	\$98,343	4.9 %
Total Full-Time Equivalent (FTE)	14.00	14.00	14.00	—	— %

Sources by Type (2022) **Uses by Object (2022)**



Budget Analysis

The Fiscal Year 2022 operating budget for the Department of Planning and Zoning includes an increase of \$98,343 or 4.9% over the Fiscal Year 2021 Adopted budget primarily due to salary

and benefits of existing and recently hired employees. The increase is offset slightly by some decreases in contractual services and capital outlay.

Departmental COVID-19 Pandemic Impacts

In early 2020, two zoning staff members resigned and shortly after that, a town wide hiring freeze was imposed in an effort to address budget shortfalls anticipated from the pandemic. Staff has compensated by focusing on customer service needs associated with permitting and inspections and by reducing efforts in other non-fee based work areas such as zoning enforcement. In fall of 2020 a third zoning staff member resigned thereby

creating a severe staff shortage in zoning services. Staff were reassigned from other work areas of the Department. Customers were advised of these problems and staff explained that permits, inspections, plan review schedules, and other requests would take longer than usual due to these unusual circumstances. For some requests, such as Freedom of Information Act requests, response deadlines could not be extended and to address these work

pressures, staff were reassigned and/or other work was suspended temporarily. Work shifts were established to the extent practical given staffing levels in an effort to minimize the threat of multiple exposures to the coronavirus. All work areas of the Department have remained open at all times during the pandemic by using electronic means for meetings or for submission of permits and applications. The front counter on second floor has closed two times to the public during the pandemic as a result of rising infection rates; however, business continued by allowing customers to drop off permits or plans in the reception area on first floor. The Department provides liaison service to two key adjudicatory boards and commissions – the BAR and PC - and a substantial amount of time was spent on learning and

implementing Webex for the meetings as well as troubleshooting glitches with the meeting platform. Coordination with the Town Attorney was necessary to assure that the public was given adequate access to the meetings whether this was virtual or in-person. Staff time has been diverted from projects to assist developing ways to help local businesses cope with the pandemic such as developing emergency provisions to allow restaurants to set up outdoor dining in parking areas. The majority of staff who are not needed for customer service work in the office are working remotely and there was an adjustment period for how to work with applicants virtually by setting up meetings and receiving plans electronically. .

Performance Measures

Scorecard	Description	FY 2020 Actual	FY 2021 Estimate	FY 2022 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>	249	261	275	↑
BP, CS	Average zoning permit processing time (in days) for large projects <i>Measures the average number of days to issue zoning permits for new residential and commercial construction</i>	4	5	5	↑
BP, CS	Number of other permits issued for small projects <i>Measures the total number of zoning permits issued for small projects (e.g. decks, sheds, signs, and occupancy and use permits)</i>	1,084	1,130	1,190	↑
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	25	30	↑
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>	172	150	150	↓
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>	72	77	77	↑
BP, CS	Number of COAs reviewed administratively <i>Measures the total number of certificate of appropriateness applications processed by staff</i>	60	65	65	↑
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>	29	25	25	↓
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>	91%	95%	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>	37	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>	5	8	8	↑

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 90% over a year ago. This is attributable to significant residential construction including Crescent Place, Meadowbrook, Harpers Run, and Leesburg Place. Permits for smaller projects such as decks, sheds or signs were up by 10%. Permitting and inspections associated with large projects are expected to increase over the next several years as residential projects continued build out. In 2017 an additional Zoning Inspector was added and this has led to a better ability to follow up on complaints and zoning permits. Zoning violation caseload, which is complaint-based, is unchanged from the previous fiscal year. Zoning Inspectors continue to spend time on outreach and education in the community about zoning code compliance. In the last fiscal year staff reviewed fewer rezoning and special exception land development applications as the previous fiscal year. However, for those 29 cases, there were a total of 60 submissions. 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 has steadily moved to meeting this target. Performance measures show that staff meets this 45-day deadline 91% of the time. This increases the predictability for applicants regarding time an application is with staff. Work on zoning text amendments continues to be a major work area for Zoning staff. This fiscal year, staff took forward a Zoning Ordinance Batch which contained 47 amendments to the Zoning Ordinance.

Staff projects that COA applications for Fiscal Year 2021 will be about the same, 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 webpage, as is the [Town's fee schedule](#) for the various types of improvements.

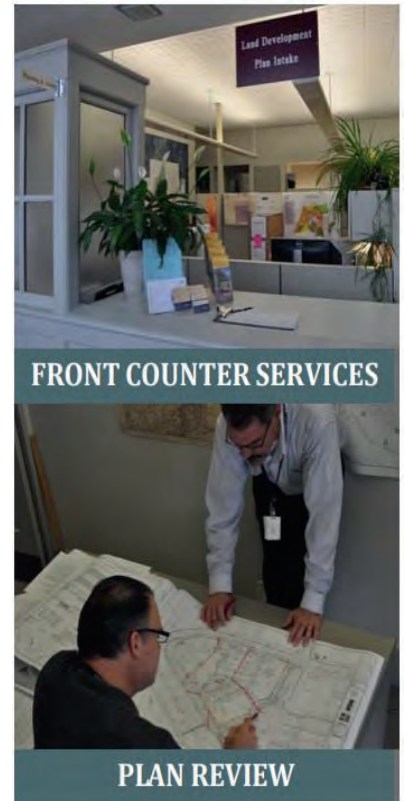
The Department of Plan Review consists of two major operating functions: Front Counter Operations and Plan Review Operations.

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

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 new land records management system	Fully utilize the 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 Town's consultants to develop and implement a paperless review process for Site Plans, Construction Plans and other types of Land Development Applications. Due to COVID-19, department staff has been required to move towards paperless reviews and web based meetings in calendar year 2020.	Short
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.	Intermediate

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

Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Sources					
Permits & Fees	\$1,050,154	\$705,000	\$650,000	(\$55,000)	(7.8)%
Other Financing Sources	179,800	198,085	209,075	10,990	5.5 %
Total Revenue	\$1,229,954	\$903,085	\$859,075	(\$44,010)	(4.9)%
Local Tax Funding	194,798	612,088	708,792	96,704	15.8 %
Total Sources	\$1,424,752	\$1,515,173	\$1,567,867	\$52,694	3.5 %
Uses					
Personnel Services	\$1,391,060	\$1,433,750	\$1,486,444	\$52,694	3.7 %
Contractual Services	29,009	74,923	74,923	—	— %
Materials & Supplies	2,873	6,500	6,500	—	— %
Capital Outlay	1,810	—	—	—	— %
Total Uses	\$1,424,752	\$1,515,173	\$1,567,867	\$52,694	3.5 %
Total Full-Time Equivalent (FTE)	9.00	9.00	9.00	—	— %

Sources by Type(2022)

Uses by Object (2022)



Budget Analysis

The Department of Plan Review Fiscal Year 2022 operating budget reflects an increase of \$52,694 or 3.5% over the Fiscal Year 2021 Adopted budget due to salary and benefit adjustments for existing staff.

The Fiscal Year 2022 budget includes a decrease of \$44,010 or 4.9% from the Fiscal Year 2021 Adopted Budget primarily due to a projected decrease in the number of site plan applications tied to development.

Departmental COVID-19 Pandemic Impacts

During these trying times of the COVID-19 pandemic, the Department of Plan Review (DPR) operations have been significantly impacted. Because key DPR staff has been required to work remotely and Town Hall meeting rooms deemed off limits, Staff has had to trade in-person team as well as private sector applicant meetings for learning to meet virtually. Certain positions are not eligible to work remotely because some submissions still have to be processed by hand as they come in as

paper copies which must be sorted and distributed to various review agencies. Further, all plan approvals, require the original signatures of various Directors. This has led to having had to adjust to working non-overlapping shifts to avoid our entire department from being exposed by a single contact at the same time.

DPR continues to keep staff healthy by working with barriers and practicing social distancing while working at all times with masks and/or Personal Protective Equipment (PPE) and by closing off the second floor to public access; a “drop-off – pick up” cart has been located on the first floor of Town Hall. This cart is checked multiple times daily for submissions. Because DPR had already invested in the software to do digital reviews, staff has been able to continue performing high quality reviews, for the most part, within the State mandated time parameters. However, while Staff is making every effort to meet all expectations with regard to review schedules, the effects of the pandemic combined with an

extremely heavy workload throughout the pandemic, have impacted various departments providing reviews. Therefore, some reviews have experienced review timeframes that slightly exceed the typical 45 or 60 days. Nonetheless, by investing in digital review software and plan review equipment, DPR has been able to initiate innovative and efficient digital plan review processes while ensuring those who work in the office are remaining safe by taking the appropriate precautions which in turn has allowed DPR operations to remain efficient throughout the pandemic.

Performance Measures

Scorecard	Description	FY 2020 Actual	FY 2021 Estimate	FY 2022 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>	250	256	230	↔
BP, FM	Number of Minor Land Development Reviews by DPR <i>Measures the total number of minor land development reviews by DPR</i>	500	470	400	↓
FM	Number of new first submission Site Plans <i>Measures the market activity for new commercial applications</i>	18	20	15	↓
BP, CS	Average number of staff days for first submission site plan review <i>Measures quality of the site plan and efficiency of staff</i>	59	59	50	↓
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>	103	105	100	↔
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>	41	41	40	↔
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>	49	51	50	↔
FM	Number of new first submission Subdivision Plans <i>Measures the market activity of new subdivision development</i>	2	4	2	↔
BP, CS	Average number of staff days for first submission subdivision plan review <i>Measures quality of subdivision plan and efficiency of staff</i>	65	75	60	↓
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>	70	98	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>	45	45	45	↔
BP,FM	Average number of applicant days to address subsequent submission subdivision plan comments <i>Measures quality of subsequent submission subdivision plan and efficiency of applicant's engineer</i>	60	83	75	↔
BP, CS	Percentage of plans reviewed within the State mandated time frames <i>Measures quality of plan and efficiency of staff</i>	95%	93%	97%	↑
BP, CS, FM	Number of Major Home Improvement Plans processed by DPR <i>Measures the market activity for home improvement</i>	95	93	90	↔

Scorecard	Description	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	Trend
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>	30	30	30	↔
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>					

Performance Analysis

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

The market activity for commercial development continued to process a very high volume of new site plan submissions in calendar year 2020 with a continued high total of 20 new Site Plan applications. This is steady with what DPR experienced in calendar year 2019 and continues to exceed the trends of previous years of 9-15 new Site Plan Submissions. Forecasting the next 2 years, the trend is anticipated to drop slightly as the Town moves towards build out with the total number of new first submission anticipated site plans to be reviewed dropping to an average of 10-15 new site plans. In calendar year 2020, a few of the larger applications under review were Meadowbrook Subdivision Section 5 (approved), 4 separate Site Plans for the Shops at Russell Branch Site Plan (Approved), Right Away Storage (Approved), Potomac Station Market Place, Multifamily (2nd submission), Potomac Station Market Place, Townhomes (2nd submission), Microsoft Phase I (Approved) Microsoft Phase II (2nd submission), Compass Creek, 4 site Plans (3 in signature set submissions and one in first submission), White Oak Subdivision, Phase I (in 2nd submission), Leesburg Self Storage (in 2nd submission). Submissions of Site Plans remained strong despite the COVID pandemic. Due to a learning curve in Digital Reviews and the continued increase in the number of plan submissions in calendar year 2020, first submission of site plans trends remained high at approximately 59 days; and subsequent submissions of site plans remained high at 41 days. It is anticipated that the average number of staff days required for plan review, for first and subsequent submission site plans, will decrease slightly as the workload continues to stabilize and efficiencies are gained in paperless reviews in calendar year 2021. The Town’s staff continues to provide efficient plan review by meeting the State mandated time frames for plan review over 93% of the time.

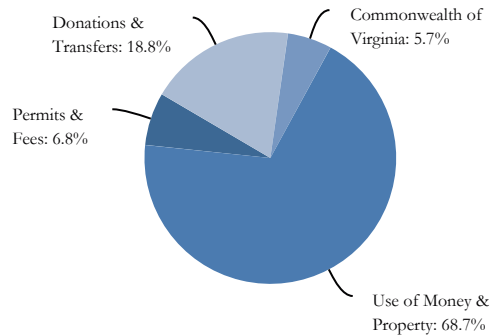
Seizing the Future

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.

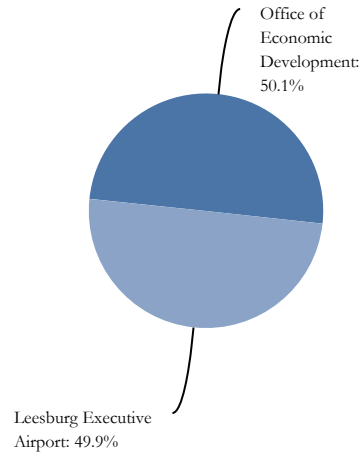
Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance		Pg #
				\$	%	
Sources						
Permits & Fees	\$92,926	\$119,350	\$119,350	\$—	— %	
Use of Money & Property	1,169,602	1,207,096	1,207,096	—	— %	
Donations & Transfers	302,521	308,179	330,233	22,054	7.2 %	
Commonwealth of Virginia	64,217	100,000	100,000	—	— %	
Total Revenue	\$1,629,266	\$1,734,625	\$1,756,679	\$22,054	1.3 %	
Local Tax Funding	(145,476)	(44,323)	(54,887)	(10,564)	23.8 %	
Total Sources	\$1,483,790	\$1,690,302	\$1,701,792	\$11,490	0.7 %	
Uses						
Office of Economic Development	\$777,162	\$838,582	\$845,450	\$6,868	0.8 %	145
Leesburg Executive Airport	714,717	830,674	843,397	12,723	1.5 %	151
Total Uses	\$1,491,878	\$1,669,256	\$1,688,847	\$19,591	1.2 %	

Sources by Fund (2022)



Uses by Department (2022)





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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ADMINISTRATION



BUSINESS ATTRACTION



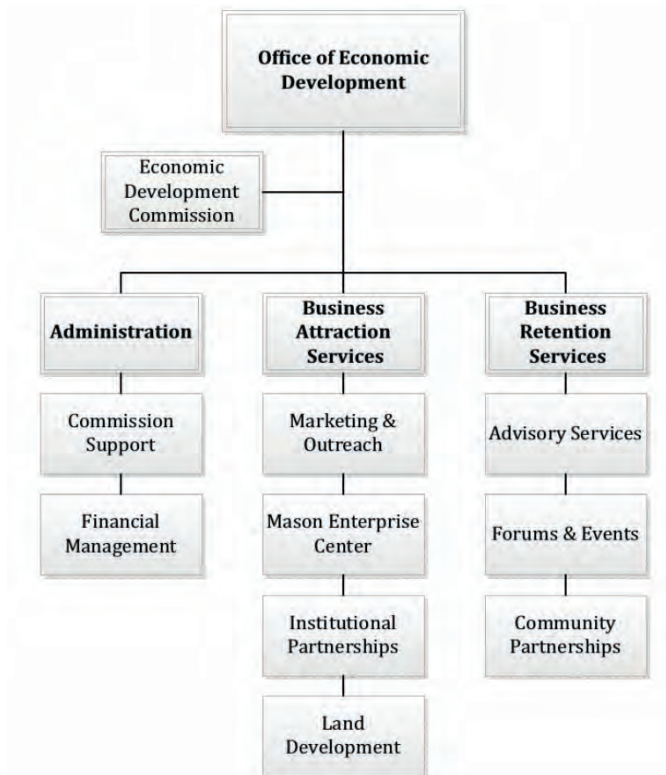
BUSINESS RETENTION



Connect With Us



Organization Chart



Summary of Services

Administration

The administration function includes management of the Office of Economic Development (OED) and providing support to the Economic Development Commission. OED works closely with regional partners, including the Mason Enterprise Center, Loudoun County Department of Economic Development, the Loudoun Chamber of Commerce, Visit Loudoun and the Loudoun County Public School Business Partnership Council to ensure Leesburg remains a destination of choice. OED plays a dynamic role in providing business advocacy services for the land development and comprehensive planning process; tracks economic development trends; and updates web-page, social media, and relevant marketing publications. Participation in partner organization programs and events is directly related to generating awareness, conversations, jobs and investment.

Business Attraction Services

Business attraction is a core service of the 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 technology, manufacturing, 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. Additionally, working with providers to assist in creating local workforce resources to match the needs of the local business community.

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 initiatives to retain, attract and grow businesses and entrepreneurship.	Long
		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.	Short
		Foster a collaborative environment by facilitating, connecting and matchmaking among business clients, service providers and government programs based on specific business needs.	Long
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.	Long
		Continue to partner with organizations such as the MEC, SBDC and Chamber of Commerce, that support our entrepreneurial and small business environment.	Long
		Work closely with Visit Loudoun on promoting the Town as a vibrant Tourism and Visitor destination.	Long
		Seek grants to develop additional opportunities to highlight and promote Leesburg.	Long
ED	Provide opportunities to ensure staff remains current on new and developing trends.	Continue training and educational opportunities.	Intermediate

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

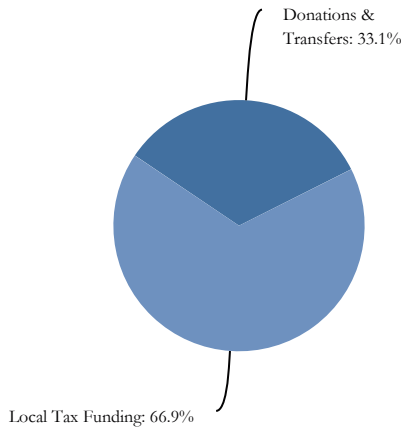
Expenditures by Division

Divisions	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Office of Economic Development	\$440,262	\$495,359	\$502,227	\$6,868	1.4 %
Mason Enterprise Center	336,900	343,223	343,223	—	— %
Total	\$678,103	\$838,582	\$845,450	\$6,868	4.4 %

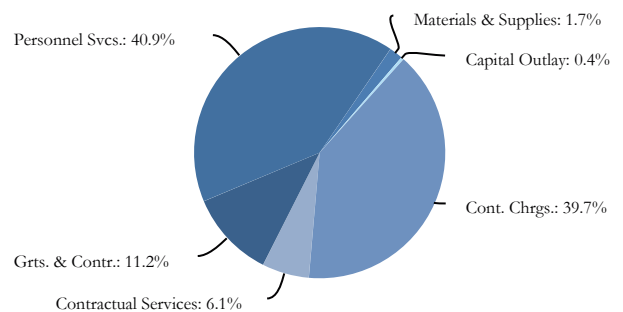
Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Sources					
Donations & Contributions	\$258,179	\$258,179	\$280,233	22,054	8.5%
Total Revenue	\$258,179	\$258,179	\$280,233	\$22,054	8.5 %
Local Tax Funding	518,983	580,403	565,217	(15,186)	(2.6%)
Total Sources	\$777,162	\$838,582	\$845,450	\$6,868	0.8 %
Uses					
Personnel Services	\$323,292	\$336,900	\$345,520	\$8,620	2.6 %
Contractual Services	25,553	52,959	51,207	(1,752)	(3.3%)
Materials & Supplies	3,255	14,700	14,700	—	—%
Grants & Contributions	95,000	95,000	95,000	—	—%
Continuous Charges	330,061	336,023	336,023	—	—%
Capital Outlay	—	3,000	3,000	—	—%
Total Uses	\$777,162	\$838,582	\$845,450	\$6,868	0.8%
Total Full-Time Equivalent (FTE)	2.50	2.50	2.50	—	— %

Sources by Type (2022)



Uses by Object (2022)



Budget Analysis

The Fiscal Year 2022 operating budget for the Office of Economic Development includes an increase of \$6,868 or 0.8% over the Fiscal Year 2021 Adopted Budget. This increase is primarily due to the salary and benefit adjustments for existing employees and a decrease in contractual services.

Departmental COVID-19 Pandemic Impacts

The initial change included one of the full-time positions and the part-time position to immediately shift to work remotely. The remaining full-time position works both remotely and from the Town office. The department offices moved from the MEC building to Town Hall, increasing efficiency and enabling better communication with other departments. In addition to normal operations, staff focused a significant amount of time developing and implementing the numerous CARES Act business and non-profit assistance programs developed at the local level. Staff quickly ramped up educating local businesses and providing access to all of the newly developing state and federal initiatives, including Payroll Protection Program and other funding programs provided through the Small Business Administration. This included coordination with numerous outside sources. ED staff worked closely with the Loudoun County Economic Development Department and Economic Development Authority, in assisting with those Leesburg-based businesses that applied for County-based programs.

Economic Development re-prioritized its workload to focus more on business assistance. This included working with other Town

departments on initiatives such as closing of downtown streets for outside dining, temporary changes to the local zoning ordinance to allow for dining areas to be set up in parking lots and a tent and heater grant program to assist outdoor dining.

When possible, meetings were shifted from in-person to Webex. Otherwise, they were held in larger areas, including Council Chambers and the lower level conference room. Ribbon cuttings, which have remained a popular request, have continued, with a focus on maintaining safety requirements. Recently, the Department held its first virtual business/organization recognition by providing a Webex link to all participants.

The Department provides liaison services to the Leesburg Economic Development Commission. During 2020, the Economic Development Commission continued to try and hold meetings, given the requirement for a physical presence, and also provided Webex services to those members who were not able to physically attend.

Performance Measures

Scorecard	Description	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	Trend
FM, CS	Annual percentage increase in business related tax revenue* <i>BPOL, Sales, Meals and Beverages, Transient Occupancy</i>	(3.90)%	(4.00)%	2.50 %	↔
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>	180	175	175	↔
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>	761	0	900	↔
FM, CS	Total number of businesses in Leesburg <i>Measures the total number of active business licenses within the Town of Leesburg</i>	2,585	2,500	2,500	↓
FM, CS	Number of new business licenses issued <i>Measures the total number of new business licenses issued in the preceding calendar year</i>	333	350	350	↑

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

*COVID-19 heavily impacted Transient Occupancy Tax and Meals and Beverage Taxes both in Fiscal Year 2020 and in Fiscal Year 2021.

**Many planned events were cancelled due to the COVID-19 pandemic in Fiscal Year 2020; and all events have been cancelled in Fiscal Year 2021.

Performance Analysis

The Office of Economic Development (OED) 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. OED continues to develop and implement numerous business initiatives, based upon needs identified through our Existing Industry Visitation program. Additionally, OED has worked in conjunction with both outside agencies and with other Town departments, on expanding the Town as a strong visitor destination. In addition to several new development projects with commercial components that broke

ground in Fiscal Year 2020, the Town also saw an increase in commercially zoned acreage as a part of the Boundary Line Adjustment with Loudoun County, bringing the Compass Creek development into the Town boundary. The additional commercial acreage will enable the Town to attract new local employment opportunities and expand the local commercial tax base.

The Commercial Vacancy rate in Leesburg remained low throughout Fiscal Year 2020, maintaining a level of around 5.0%.

Additionally, the Commercial Lease Rate remained well-above the upper level of the 10-year average, at \$26.84 per square foot.

In Fiscal Year 2022, Economic Development staff will continue to focus on marketing and communication efforts to attract and retain the best business fits for Leesburg. Additionally, a primary focus in Fiscal Year 2022 will be to assist existing businesses as they continue to recover from the recent COVID-19 emergency. This will include the development and implementation of additional local initiatives, as well as working to continue to provide access to state and federal relief as they become available.

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.

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 is the second busiest general aviation airport in the Commonwealth and home to over 245 locally-based aircrafts. A multitude of [aviation businesses](#) are based at Leesburg Executive Airport, including four [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 100,000 takeoffs and landings each year. An instrument landing system, approach lighting system, and automated weather station allow aircrafts to arrive even in inclement weather conditions. The airport is host to the first [Remote Control Tower](#) constructed in the United States. The Remote Tower provides a state of the art facility for the safe and efficient movement of aircraft through the airport.

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

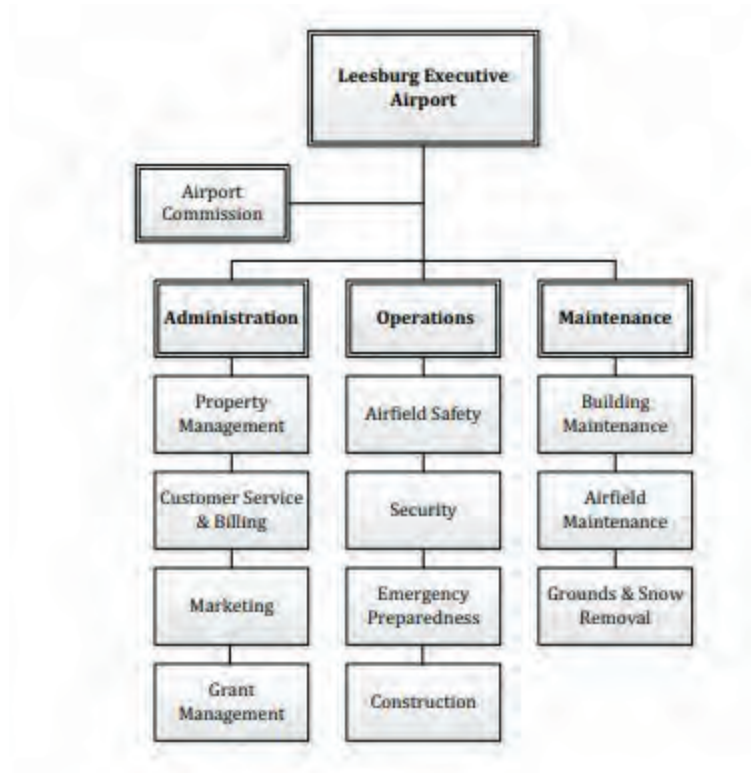


MAINTENANCE



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 314 acres of 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
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

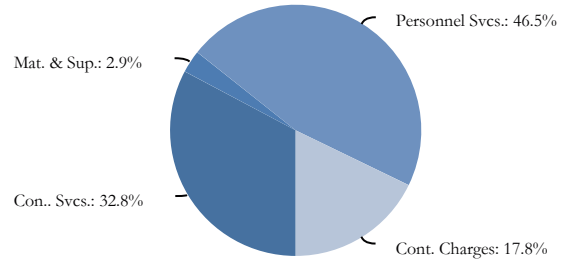
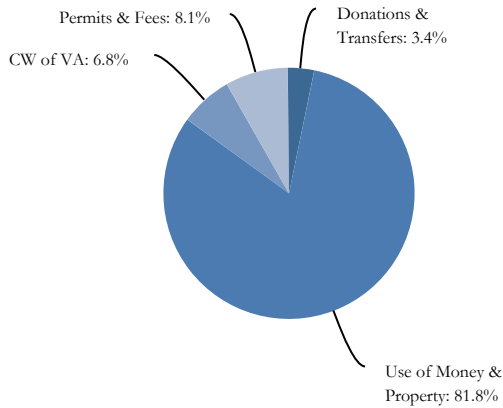
BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management

Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Sources					
Permits & Fees	\$92,926	\$119,350	\$119,350	\$—	— %
Use of money & Property	1,169,602	1,207,096	1,207,096	—	— %
Donations & Contributions	44,342	50,000	50,000	—	— %
Commonwealth of Virginia	64,217	100,000	100,000	—	— %
Total Revenue	\$1,371,087	\$1,476,446	\$1,476,446	\$—	0.0 %
Local Tax Funding	(656,371)	(645,772)	(633,049)	12,723	(2.0)%
Total Sources	\$714,717	\$830,674	\$843,397	\$12,723	1.5 %
Uses					
Personnel Services	\$362,592	\$379,185	\$392,318	\$13,133	3.5 %
Contractual Services	170,640	275,108	276,468	1,360	0.5 %
Materials & Supplies	25,582	27,250	24,450	(2,800)	(10.3)%
Transfer Payments	33,000	—	—	—	0.0 %
Continuous Charges	121,183	149,131	150,161	1,030	0.7 %
Capital Outlay	1,720	—	—	—	0.0 %
Total Uses	\$714,717	\$830,674	\$843,397	\$12,723	1.5 %
Total Full-Time Equivalent (FTE)	3.50	3.50	3.50	—	— %

Sources by Type (2022)

Uses by Object (2022)



Budget Analysis

The Fiscal Year 2022 operating budget for the Leesburg Executive Airport includes an increase of \$12,723 or 1.5% over the Fiscal Year 2021 Adopted Budget primarily due to personnel services attributable to salary and benefit adjustments for existing staff; and adjustments to operational costs.

Fiscal Year 2022 revenue is projected to remain at the Fiscal Year 2021 Adopted Budget estimates.

Departmental COVID-19 Pandemic Impacts

After an initial slowdown in April and May of 2020, flight activity at the Leesburg Executive Airport has increased to exceed 2019 month-over-month. The activity level is directly related to increased flight training business occurring at the airport’s four schools. Airport staff are working in-person in order to ensure the safety and maintenance of the airport facilities. Staff are taking precautions such as social distancing, use of Personal Protective Equipment (PPE), and separation of work spaces to avoid exposing co-workers. These precautions have allowed the airport to remain open throughout the pandemic. Unlike the decline of passenger traffic at commercial airline service airports, Leesburg’s revenues, primarily from fixed space leases, have remained steady as general aviation demand has increased. Continued funding for airport projects by the Federal Aviation Administration and Virginia Department of Aviation has allowed airport capital development plans to move forward as scheduled.

Performance Measures

Scorecard	Description	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	Trend
BP	Number of locally based aircraft <i>Measures the total number of locally based aircraft</i>	245	245	255	↑
BP	Fuel sold (in gallons) <i>Measures the total number of gallons of fuel sold as an indicator of flight activity</i>	691,000	700,000	700,000	↑
BP	Percentage tie-down occupancy rate <i>Measures the percentage occupancy of aircraft tie-down parking spots under lease</i>	85%	95%	95%	↑
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>	75	75	75	↔
BP	Number of on-airport incidents or accidents <i>Measures the total number of major and minor aircraft accidents or safety incidents</i>	0	0	0	↔
CS	Number of noise complaints <i>Measures the total number of noise complaints received due to aircraft arriving and departing</i>	41	50	41	↑

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 2021, the Utilities Repair, Replacement and Rehabilitation Program was transitioned to the Town's CIP to reflect the total capital investment of the Utilities Fund.

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 2022, total CIP investments are \$46,681,100.

How the CIP is Organized

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

Capital Projects Fund

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

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

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

The Uses by Project pie charts reference each project by number as listed in the table formats. This will help the reader cross-reference 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.

The following 12 projects are anticipated to be completed during 2021 and 2022:

Project Title (Project Number)- Expected Completion:

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

Battlefield Parkway Trail Across Route 15 Bypass (17012)- Fall 2020

West Market Street- Ayr Street to Morven Park Road Sidewalk Improvements (18003)- Fall 2020

Tuscarora Creek Flood Mitigation (06306)- Winter 2021

Tuscarora Creek Restoration TMDL (16301)- Winter 2021

Edwards Ferry Road Sidewalk, Bus Shelters & Bus Route Signs (19004)- Spring 2021

Replacement and upgrade Computer Aided Dispatch/ Record Management System (20002)- Spring 2021

Sycolin Road Widening, Phase IV (15302)- Summer 2021

Airport Maintenance Storage Facility (19001)- Summer 2021

Water Pollution Control Facility Gas Train Replacement (20501)- Summer 2021

Water Pollution Control Facility Digester Boiler Replacement (20502)- Fall 2021

Water Treatment Plant Filter #1 and #2 Underdrain Replacement (21502)- Winter 2021

The FY 2022-27 CIP includes 13 new projects:

Project Title (Project Number)- CIP Category

Airport RPZ Land Acquisition (25002)- Airport

Airport Runway Pavement Rehabilitation (23003)- Airport

Ayr Street NW Sidewalk Improvements (27301)- Streets & Highways

Downtown Street Lights Phase II (22102)- General Government

East Market Street Improvements (Plaza St NE to Fort Evans Rd NE) (22302)- Streets & Highways

Lawson Road Pedestrian Crossing of Tuscarora Creek (27401)- Storm Drainage

Town Branch Stream Channel Improvements at Mosby Drive - Catoctin Circle to Morven Park Road (23402) - Storm Drainage

Town Hall Parking Garage Structural Repairs (23102)- General Government

Water Plant Expansion (22508)- Utilities

Water Pollution Control Facility Expansion (22509)- Utilities

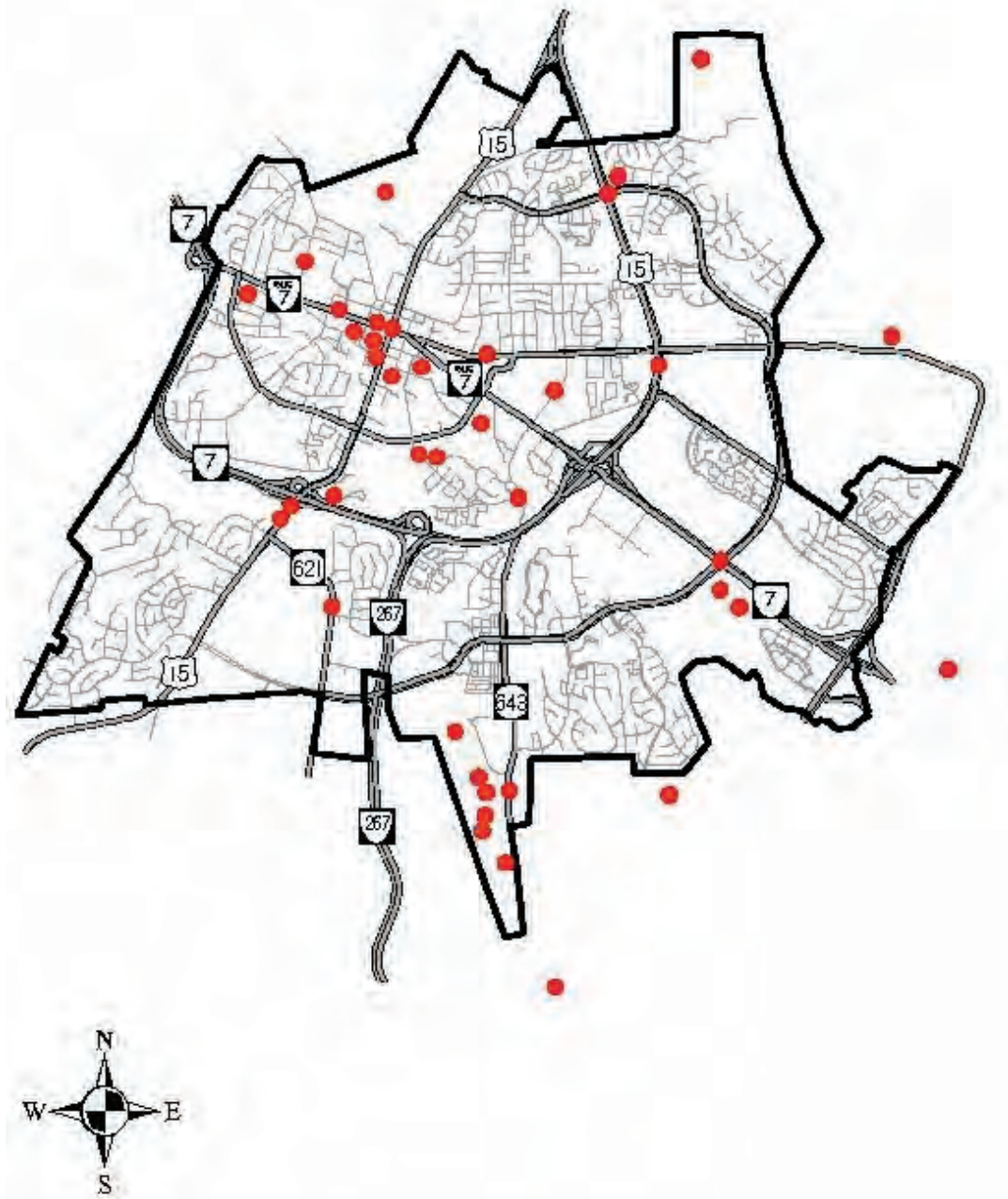
Western Pressure Zone Pump Station Backup Generator (27503)- Utilities

Water Storage Tank Recoating- Carr Tank I (27501)- Utilities

Water Storage Tank Recoating- Sycolin Road Tank (27502)- Utilities

Capital Improvements Program (CIP) Map

The FY 2022-2027 Capital Improvements Program (CIP) details 69 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.



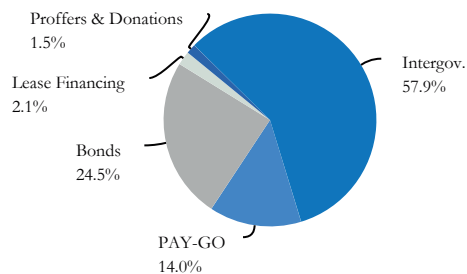
Sources by Fund

Sources	Total Required Project Funding	Funded Through 6/30/21	2022	2023	2024-2027	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$62,532,600	\$12,878,900	\$13,411,100	\$9,025,800	\$24,324,100	\$46,761,000	\$2,892,700
Lease Financing	12,000,000	—	2,000,000	2,000,000	8,000,000	12,000,000	—
PAY-GO	12,011,500	491,800	1,465,000	1,637,100	8,417,600	11,519,700	—
Proffers	5,529,800	1,723,000	2,525,000	—	1,281,800	3,806,800	—
County - Gas Tax	—	—	—	—	—	—	—
County- Capital Contribution	11,800,000	6,500,000	4,109,000	1,191,000	—	5,300,000	—
State - DEQSLAF	1,000,000	—	—	—	1,000,000	1,000,000	—
State - DOAV	5,268,400	1,732,000	180,000	120,000	1,317,600	1,617,600	1,918,800
State-VDOT	199,676,250	24,660,800	145,000	635,100	10,262,350	11,042,450	163,973,000
Federal - FAA	27,839,000	130,000	965,000	1,350,000	14,818,500	17,133,500	10,575,500
Federal - CDBG	120,000	60,000	60,000	—	—	60,000	—
Total Capital Projects Fund	\$337,777,550	\$48,176,500	\$24,860,100	\$15,959,000	\$69,421,950	\$110,241,050	\$179,360,000
Utilities Fund							
Utilities Bonds	\$112,126,940	\$2,590,840	\$8,946,700	\$6,726,700	\$23,067,700	\$38,741,100	\$70,795,000
PAY-GO Utilities	106,239,760	2,120,560	9,424,300	7,751,600	29,838,300	47,014,200	57,105,000
Total Utilities Fund	\$218,366,700	\$4,711,400	\$18,371,000	\$14,478,300	\$52,906,000	\$85,755,300	\$127,900,000
NVTA Fund							
County - NVTA 30%	\$ 18,915,450	\$ 6,784,200	\$ 1,450,000	\$ 2,728,400	\$ 7,952,850	\$ 12,131,250	\$ —
State - NVTA 70%	126,585,000	67,585,000	2,000,000	—	—	2,000,000	57,000,000
Total NVTA Fund	\$145,500,450	\$74,369,200	\$3,450,000	\$2,728,400	\$7,952,850	\$14,131,250	\$57,000,000
Total Sources	\$701,644,700	\$127,257,100	\$46,681,100	\$33,165,700	\$130,280,800	\$210,127,600	\$364,260,000

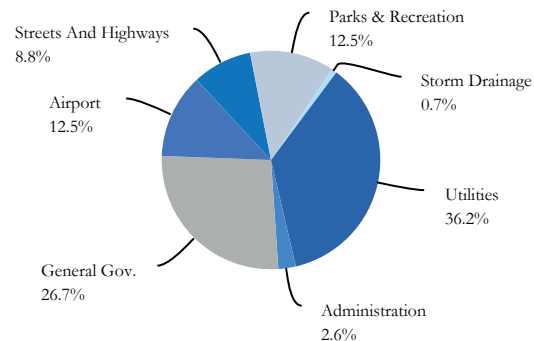
Uses by CIP Category

Category/Uses	Total Project Cost	Expended through 6/30/21	2022	2023	2024-2027	Total for 6 Yr CIP	Future Project Cost
Administration	\$11,359,700	\$—	\$1,305,000	\$1,637,100	\$8,417,600	\$11,359,700	\$—
General Government	46,256,400	8,739,500	13,544,900	7,567,000	16,405,000	37,516,900	—
Parks & Recreation	12,460,200	2,097,500	6,353,500	1,191,000	2,818,200	10,362,700	—
Streets and Highways	367,659,000	106,942,800	4,482,700	4,471,300	28,377,200	37,331,200	223,385,000
Storm Drainage	5,811,700	1,508,900	380,000	2,265,000	1,657,800	4,302,800	—
Airport	39,731,000	3,257,000	2,244,000	1,556,000	19,699,000	23,499,000	12,975,000
Utilities	218,366,700	4,711,400	18,371,000	14,478,300	52,906,000	85,755,300	127,900,000
Total Uses	\$701,644,700	\$127,257,100	\$46,681,100	\$33,165,700	\$130,280,800	\$210,127,600	\$364,260,000

CIP Sources by Type (2022)



CIP Uses by Category (2022)



Project Summary

Project Name	Total Project Cost	Expended through 6/30/21	2022	2023	2024-2027	Total for 6 Yr CIP	Future Project Cost	Page No.
Administration								
Capital Projects Administration (ADMIN)	\$11,359,700	\$—	\$1,305,000	\$1,637,100	\$8,417,600	\$11,359,700	\$—	166
Total Administration	\$11,359,700	\$—	\$1,305,000	\$1,637,100	\$8,417,600	\$11,359,700	\$—	
General Government								
Capital Asset Replacement Program (CARP)	\$12,000,000	\$—	\$2,000,000	\$2,000,000	\$8,000,000	\$12,000,000	\$—	168
Downtown Street Lights Phase II (22102)	1,617,000	—	—	597,000	1,020,000	1,617,000	—	170
Police Station Expansion (20001)	20,594,400	8,529,500	8,034,900	4,030,000	—	12,064,900	—	171
Town Hall Parking Garage Structural Repairs (23102)	1,000,000	—	—	500,000	500,000	1,000,000	—	172
Town Shop Expansion and Refurbishment (23101)	11,045,000	210,000	3,510,000	440,000	6,885,000	10,835,000	—	173
Total General Government	\$46,256,400	\$8,739,500	\$13,544,900	\$7,567,000	\$16,405,000	\$37,516,900	\$—	
Parks & Recreation								
AV Symington Aquatic Center Water Play Area (21201)	\$460,300	\$—	\$—	\$—	\$460,300	\$460,300	\$—	176
Ida Lee Park Tennis Court - Pickleball - Junior Tennis Courts (25203)	350,000	—	—	—	350,000	350,000	—	177
Ida Lee Park Tennis Court - Air Structure (25202)	1,134,000	418,000	716,000	—	—	716,000	—	178
Ida Lee Recreation Center - Indoor Pool Roof Rehabilitation (20201)	1,841,000	776,000	1,065,000	—	—	1,065,000	—	179
Town Hall Campus Improvements Phase I (21202)	617,000	333,500	283,500	—	—	283,500	—	180
Tuscarora Creek Trail Phase I (22201)	1,850,000	150,000	509,000	1,191,000	—	1,700,000	—	181
Veterans Park at Balls Bluff (21203)	4,200,000	420,000	3,780,000	—	—	3,780,000	—	182
Washington & Old Dominion Trail Lighting (25201)	2,007,900	—	—	—	2,007,900	2,007,900	—	183
Total Parks & Recreation	\$12,460,200	\$2,097,500	\$6,353,500	\$1,191,000	\$2,818,200	\$10,362,700	\$—	
Streets & Highways								
Ayr Street NW Sidewalk Improvements (27301)	\$1,310,000	\$—	\$—	\$—	\$150,000	\$150,000	\$1,160,000	187
Battlefield Parkway / Route 15 Bypass Interchange (20004)	59,355,000	55,000	2,035,000	35,000	—	2,070,000	57,230,000	188
Bus Shelters- Town-wide (20003)	362,400	240,900	121,500	—	—	121,500	—	189
Catoctin Circle Trail (25301)	364,400	—	—	—	364,400	364,400	—	190
Church Street, South Street, Harrison Street Improvements (24301)	1,584,100	—	—	—	1,584,100	1,584,100	—	191
Davis Court Bridge Conversion (21301)	574,800	112,000	—	—	462,800	462,800	—	192
East Market Street Improvements (Plaza Street NE to Fort Evans Road NE) (22302)	123,500	—	123,500	—	—	123,500	—	193
East Market Street & Battlefield Parkway Interchange (15303)	77,371,300	77,131,300	35,000	205,000	—	240,000	—	194
Edwards Ferry Road NE Sidewalk Improvements (20006)	1,384,200	1,109,200	275,000	—	—	275,000	—	195
Evergreen Mill Road Widening (15302)	22,015,000	16,063,000	150,000	2,450,000	3,352,000	5,952,000	—	196
King Street Improvements - Market Street to North Street (25304)	2,991,000	—	—	—	1,969,000	1,969,000	1,022,000	197
Miscellaneous Roadway, Pedestrian, and ADA Projects (20005)	5,767,300	—	607,700	807,800	4,351,800	5,767,300	—	198

Project Summary

Project Name	Total Project Cost	Expended through 6/30/21	2022-2027			Total for 6 Yr CIP	Future Project Cost	Page No.
			2022	2023	2024-2027			
Monroe Street & Madison Court Improvements (25302)	\$2,475,300	\$—	\$—	\$—	\$2,475,300	\$2,475,300	\$—	199
Morven Park Road Sidewalk (14301)	3,614,200	2,349,200	1,075,000	190,000	—	1,265,000	—	200
Plaza Street Sidewalk (25303)	212,800	—	—	—	212,800	212,800	—	201
Royal Street Improvements - Church Street to Wirt Street (23301)	3,181,700	—	—	528,900	2,652,800	3,181,700	—	202
Route 15 Bypass/Edwards Ferry Road Interchange (09307)	184,018,800	9,882,200	60,000	60,000	10,043,600	10,163,600	163,973,000	203
South King Street Bridge over Tuscarora Creek Deck Replacement (23302)	194,600	—	—	194,600	—	194,600	—	204
Traffic Signal - Sycolin Road & Gateway Drive (24302)	758,600	—	—	—	758,600	758,600	—	205
Total Streets & Highways	\$367,659,000	\$106,942,800	\$4,482,700	\$4,471,300	\$28,377,200	\$37,331,200	\$223,385,000	
Storm Drainage								
Lawson Road Pedestrian Crossing of Tuscarora Creek (27401)	\$985,000	\$—	\$210,000	\$775,000	\$—	\$985,000	\$—	208
Liberty Street SW Storm Drainage Improvements (23401)	607,800	—	—	—	607,800	607,800	—	209
Market Street/King Street Intersection and Alley Between 3 and 5 South King Street Improvements (17016)	1,186,000	1,061,000	125,000	—	—	125,000	—	210
Royal Street SE Storm Drainage Improvements (20007)	492,900	447,900	45,000	—	—	45,000	—	211
Town Branch Stream Channel Improvements at Mosby Drive - Catoctin Circle to Morven Park Road (23402)	2,540,000	—	—	1,490,000	1,050,000	2,540,000	—	212
Total Storm Drainage	\$5,811,700	\$1,508,900	\$380,000	\$2,265,000	\$1,657,800	\$4,302,800	\$—	
Airport								
Airport Apron Paving (23001)	\$1,676,000	\$—	\$167,000	\$1,509,000	\$—	\$1,676,000	\$—	214
Airport FBO Hangar Purchase (22001)	3,010,000	—	—	—	3,010,000	3,010,000	—	215
Airport North Hangars (19002)	5,354,000	3,257,000	2,077,000	20,000	—	2,097,000	—	216
Airport Parallel Taxiway Relocation (23002)	10,883,000	—	—	—	5,858,000	5,858,000	5,025,000	217
Airport RPZ Land Acquisition (25002)	2,835,000	—	—	—	2,835,000	2,835,000	—	218
Airport Runway Pavement Rehabilitation (23003)	7,667,000	—	—	27,000	7,640,000	7,667,000	—	219
Airport West Side Land Development (25001)	8,306,000	—	—	—	356,000	356,000	7,950,000	220
Total Airport	\$39,731,000	\$3,257,000	\$2,244,000	\$1,556,000	\$19,699,000	\$23,499,000	\$12,975,000	
Utilities								
Automated Water Meter Reading and Meter Technology System Upgrade (25501)	\$6,000,000	\$—	\$—	\$—	\$6,000,000	\$6,000,000	\$—	223
Enhanced Multi-Barrier Treatment Technology (22501)	2,880,800	252,200	2,628,600	—	—	2,628,600	—	224
Excavated Materials Holding and Drying Facility (23501)	758,000	—	—	758,000	—	758,000	—	225
Lower Sycolin Sanitary Sewer Pump Station Third Pump (22502)	400,000	—	400,000	—	—	400,000	—	226
Sanitary Sewer Pump Station Upgrades (20503)	7,818,900	953,000	3,500,000	778,100	2,587,800	6,865,900	—	227

Project Summary

Project Name	Total Project Cost	Expended through 6/30/21	Total for 6 Yr CIP			Future Project Cost	Page No.	
			2022	2023	2024-2027			
Town-wide Sanitary Sewer Improvements and Repairs (20506)	\$4,353,700	\$—	\$658,900	\$687,000	\$3,007,800	\$4,353,700	\$—	228
Town-wide Waterline Improvements and Repairs (20505)	7,383,800	—	1,744,600	962,200	4,677,000	7,383,800	—	230
Utility System Storage Facility (21501)	2,048,700	507,500	1,041,200	500,000	—	1,541,200	—	232
Water Booster Pump Station at Loudoun Water Interconnect (20504)	1,869,900	429,300	1,440,600	—	—	1,440,600	—	233
Water Plant Expansion (22508)	62,000,000	—	2,000,000	—	—	2,000,000	60,000,000	234
Water Pollution Control Facility Backup Generator (24501)	1,139,300	—	—	—	1,139,300	1,139,300	—	235
Water Pollution Control Facility Chemical Building Addition (24502)	4,258,000	—	—	—	4,258,000	4,258,000	—	236
Water Pollution Control Facility Debris Screen System (23502)	4,184,600	—	150,000	1,913,500	2,121,100	4,184,600	—	237
Water Pollution Control Facility Digester Dome Replacements (25502)	3,158,700	—	—	—	3,158,700	3,158,700	—	238
Water Pollution Control Facility Dryer Drum Replacement (25503)	1,014,700	—	—	—	1,014,700	1,014,700	—	239
Water Pollution Control Facility Expansion (22509)	69,100,000	—	1,200,000	—	—	1,200,000	67,900,000	240
Water Pollution Control Facility Odor Control And Biofilter Media Replacement (25504)	2,251,500	—	—	—	2,251,500	2,251,500	—	241
Water Pollution Control Facility Storage Tanks - Re-coating & Rehabilitation (18002)	8,663,100	2,569,400	940,700	978,300	4,174,700	6,093,700	—	242
Water Pollution Control Facility Tuscarora Landscaper's Choice (TLC) Solids Silo (23503)	653,000	—	—	653,000	—	653,000	—	243
Western Pressure Zone Pump Station Backup Generator (27503)	600,000	—	—	—	600,000	600,000	—	244
Water Storage Tank Recoating - Carr Tank I (27501)	1,355,000	—	—	—	1,355,000	1,355,000	—	245
Water Storage Tank Recoating - Carr Tank II (25505)	1,328,300	—	—	—	1,328,300	1,328,300	—	246
Water Storage Tank Recoating - Sycolin Road Tank (27502)	1,355,000	—	—	—	1,355,000	1,355,000	—	247
Water Supply and Wastewater SCADA Systems Replacement (22504)	3,192,500	—	562,300	1,314,100	1,316,100	3,192,500	—	248
Water Supply Emergency II and III Interconnect (23504)	3,189,400	—	—	1,593,300	1,596,100	3,189,400	—	249
Water Treatment Plant Sludge Disposal Improvements (23505)	1,638,200	—	—	1,638,200	—	1,638,200	—	250
Utilities Repair, Replacement and Rehabilitation (3-R)	15,771,600	—	2,104,100	2,702,600	10,964,900	15,771,600	—	251
Total Utilities	\$218,366,700	\$4,711,400	\$18,371,000	\$14,478,300	\$52,906,000	\$85,755,300	\$127,900,000	
Total Uses by Project	\$701,644,700	\$127,257,100	\$46,681,100	\$33,165,700	\$130,280,800	\$210,127,600	\$364,260,000	

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 2022-27 Capital Improvements Program. Direct project management costs are included and funded in each separate project throughout the Capital Improvements Program.

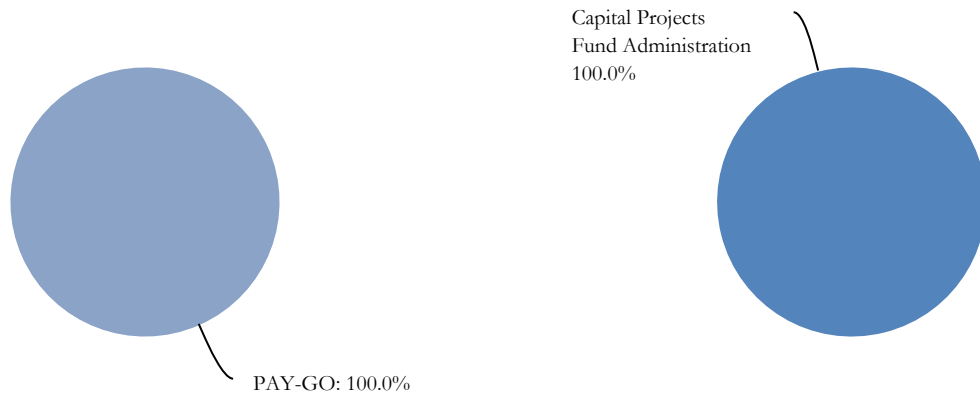
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/21	2022	2023	2024-2027	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$—	\$—	\$—	\$—	\$—	\$—	\$—
PAY-GO	11,359,700	—	1,305,000	1,637,100	8,417,600	11,359,700	—
Total Capital Projects Fund	\$11,359,700	\$—	\$1,305,000	\$1,637,100	\$8,417,600	\$11,359,700	\$—
Total Sources	\$11,359,700	\$—	\$1,305,000	\$1,637,100	\$8,417,600	\$11,359,700	\$—

Uses by Project

Projects	Total Project Cost	Expended through 6/30/21	2022	2023	2024-2027	Total for 6 Yr CIP	Future Project Cost
Capital Projects Administration (ADMIN)	\$11,359,700	\$—	\$1,305,000	\$1,637,100	\$8,417,600	\$11,359,700	\$—
Total Uses	\$11,359,700	\$—	\$1,305,000	\$1,637,100	\$8,417,600	\$11,359,700	\$—

Sources by Type (2022)	Uses by Project (2022)
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Capital Improvements Program

Administration

TITLE: Capital Projects (ADMIN)

STATUS: Construction

LOCATION: Town-wide

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 the 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

PROJECT START	ESTIMATED COMPLETION
Ongoing	Ongoing

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
PAY-GO	\$11,359,700	-	\$1,305,000	\$1,637,100	\$1,989,100	\$1,911,600	\$2,138,800	\$2,378,100	\$11,359,700	-
Total Sources	\$11,359,700	\$—	\$1,305,000	\$1,637,100	\$1,989,100	\$1,911,600	\$2,138,800	\$2,378,100	\$11,359,700	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Administrative Overhead	\$11,359,700	-	\$1,305,000	\$1,637,100	\$1,989,100	\$1,911,600	\$2,138,800	\$2,378,100	\$11,359,700	-
Total Uses	\$11,359,700	\$—	\$1,305,000	\$1,637,100	\$1,989,100	\$1,911,600	\$2,138,800	\$2,378,100	\$11,359,700	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Capital Improvements Program

TITLE: Capital Asset Replacement Program (CARP)

STATUS: Ongoing

LOCATION: Town-wide

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

PROJECT START	ESTIMATED COMPLETION
Ongoing	Ongoing



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required	
			2022	2023	2024	2025	2026	2027			
Lease Financing	\$12,000,000	\$—	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$12,000,000	\$—
Total Sources	\$12,000,000	\$—	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$12,000,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Facility Repair/Renovation	\$3,778,700	—	\$175,000	\$741,800	\$662,200	\$791,500	\$888,700	\$519,500	\$3,778,700	\$—
IT Infrastructure	303,400	—	-	29,900	145,500	128,000	-	-	303,400	—
Motor Vehicle Equipment/Apparatus	7,315,900	—	1,605,000	1,166,300	1,112,300	1,000,500	1,031,300	1,400,500	7,315,900	—
Recreation Equipment	145,000	—	145,000	-	-	-	-	-	145,000	—
Street Infrastructure	457,000	—	75,000	62,000	80,000	80,000	80,000	80,000	457,000	—
Total Uses	\$12,000,000	\$—	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$12,000,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

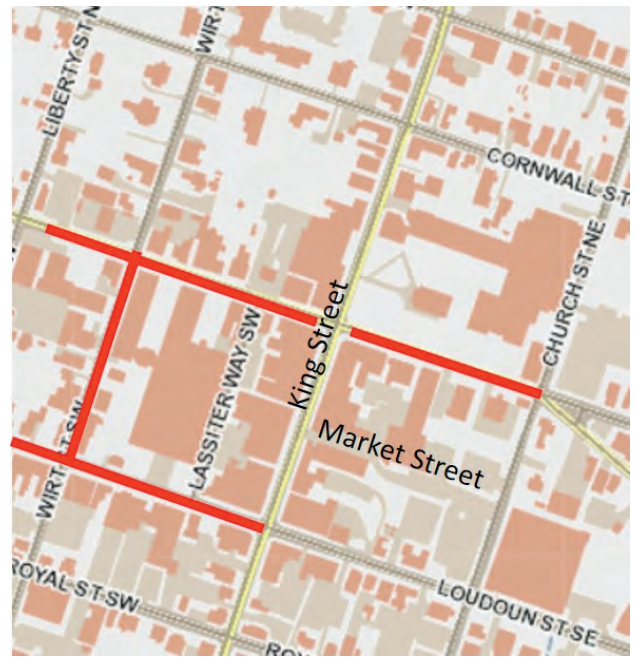
FY 2022 Capital Asset Replacement Program (CARP) List	
Asset/Project	Estimated Cost
FACILITY REPAIR/ RENOVATION	
Airport/ FAA Carpet Replacement	\$30,000
Ida Lee Recreation Center- Men's and Women's Fitness Locker Room HVAC	95,000
Freedom Park Fieldhouse Doors/ Ida Lee Maintenance Building Roll-up Doors	23,000
Town Shop Man Lift	27,000
Facility Repair / Renovation Subtotal	\$175,000
MOTOR VEHICLE/ EQUIPMENT/ APPARATUS	
3 Dump Trucks	\$600,000
Streets Division F350 4x4 Truck	48,000
Seven Police SUV Cruisers	350,000
Police K-9 Unit SUV Cruiser	56,000
Two Leaf Loaders	130,000
Brush Chipper	50,000
Two Salt Spreaders	80,000
Streets Division Ford Explorer	42,000
Two Ride-on Mowers	36,000
Parks Division Ford Explorer	42,000
Trailer	7,000
Streets Division F350 Sign Truck	80,000
Two Engineering Ford F150 Trucks	84,000
Motor Vehicle/ Equipment/ Apparatus Subtotal	\$1,605,000
RECREATION EQUIPMENT	
Ida Lee Recreation Fitness Room Exercise Equipment	\$145,000
Recreation Equipment Subtotal	\$145,000
STREET INFRASTRUCTURE	
Traffic Signal Rehabilitation/ Replacement	\$75,000
Street Infrastructure Subtotal	\$75,000
FY 2022 Capital Asset Replacement Program Total	\$2,000,000

Capital Improvements Program

TITLE: Downtown Street Lights Phase II (22102)

STATUS: New

PROGRAM DESCRIPTION: The Downtown Street Lighting project was begun as a previous CIP project to replace existing cobra-style streetlights with new historically appropriate fixtures on pedestal poles. Existing streetlight poles are old and rusted and need to be replaced. The initial project replaced lights on King Street (between Market Street and just past Loudoun Street) and Loudoun Street (between King Street and Market Street). Additional street lights are planned to be replaced as part of the Market and King Storm Improvements project for that intersection and the updated N King Improvements from Market Street to North Street Projects. The remaining improvements area from the original Downtown Street Lights project were not completed due to a lack of funding and will be completed as part of this project. Project area includes: Loudoun Street (between King Street and just west of Wirt Street), Market Street (between Church Street and west of Wirt Street) and Wirt Street (between Loudoun Street and Market Street).



OPERATING IMPACT: Increased Dominion Energy fees due to the increase in the 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 call for outdoor lighting that is consistent with public safety requirements to reduce glare and impacts on the night sky.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Fall 2022	Summer 2024

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6-Year CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$1,617,000	-	-	\$597,000	\$1,020,000	-	-	-	\$1,617,000	-
PAY-GO	-	-	-	-	-	-	-	-	-	-
Total Sources	\$1,617,000	\$—	\$—	\$597,000	\$1,020,000	\$—	\$—	\$—	\$1,617,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6-Year CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$100,000	-	-	\$60,000	\$40,000	-	-	-	\$100,000	-
Land Acquisition	57,000	-	-	57,000	-	-	-	-	57,000	-
Design	110,000	-	-	110,000	-	-	-	-	110,000	-
Site Improvements	1,290,000	-	-	310,000	980,000	-	-	-	1,290,000	-
Utility Relocation	60,000	-	-	60,000	-	-	-	-	60,000	-
Total Uses	\$1,617,000	\$—	\$—	\$597,000	\$1,020,000	\$—	\$—	\$—	\$1,617,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

General Government

Capital Improvements Program

TITLE: Police Station Expansion (20001)

STATUS: Ongoing

LOCATION: Police Headquarters

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 population of Leesburg was approximately 24,000. Since the 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 an expansion of the Police Department headquarters in conjunction with current police needs. Future expansions will be required as the Town and police force continue 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

PROJECT START	ESTIMATED COMPLETION
Fall 2019	Summer 2023

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$20,594,400	\$8,529,500	\$8,034,900	\$4,030,000	-	-	-	-	\$12,064,900	-
Total Sources	\$20,594,400	\$8,529,500	\$8,034,900	\$4,030,000	\$—	\$—	\$—	\$—	\$12,064,900	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$514,400	\$249,500	\$234,900	\$30,000	-	-	-	-	\$264,900	-
Design/Engineering	1,330,000	1,330,000	-	-	-	-	-	-	-	-
Construction	18,750,000	6,950,000	7,800,000	4,000,000	-	-	-	-	11,800,000	-
Total Uses	\$20,594,400	\$8,529,500	\$8,034,900	\$4,030,000	\$—	\$—	\$—	\$—	\$12,064,900	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Capital Improvements Program

TITLE: Town Hall Parking Garage Structural Repairs (23102)

STATUS: Future

LOCATION: 25 W. Market Street

PROGRAM DESCRIPTION: This project consists of structural repairs necessary to maintain the Town Hall Parking Garage. The repairs were identified by a structural study/report that was completed in Fiscal Year 20 that identified deficiencies in the structural components of the building. The repairs were prioritized by high, medium, and low priority repairs along with critical maintenance issues.

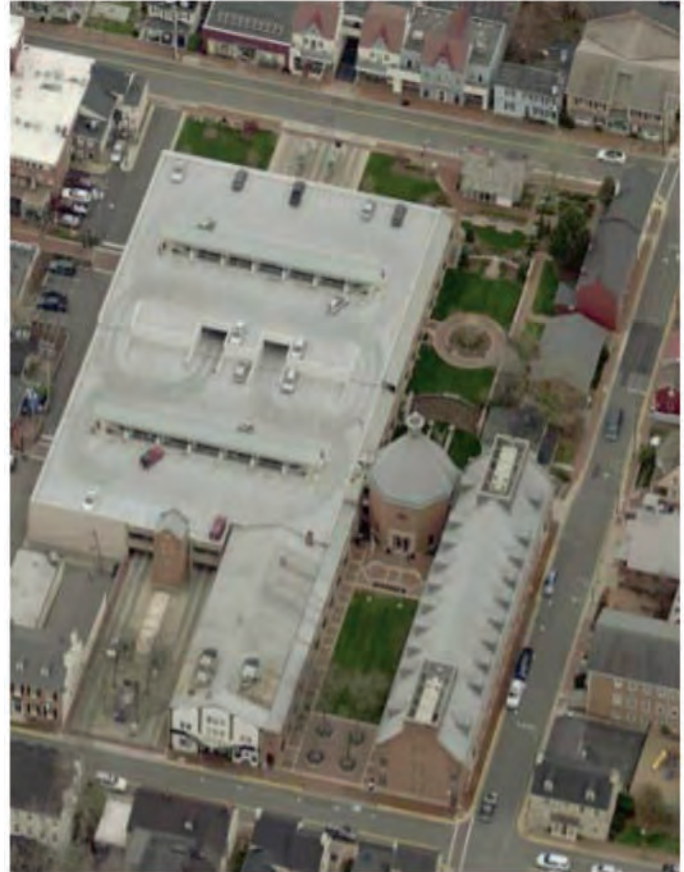
OPERATING IMPACT: Minimal.

GOAL ADDRESSED: 2012 Town Plan

- Community Facilities and Services Goal call for Leesburg to be served by community facilities and services in a cost-effective, equitable, and environmentally sensitive manner.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Fall 2021	Spring 2025



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21	2022	2023	2024	2025	2026	2027	Total for 6 Yr CIP	Future Funds Required
GO Bonds	\$1,000,000	\$—	\$—	\$500,000	\$300,000	\$200,000	\$—	\$—	\$1,000,000	\$—
Total Sources	\$1,000,000	\$—	\$—	\$500,000	\$300,000	\$200,000	\$—	\$—	\$1,000,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21	2022	2023	2024	2025	2026	2027	Total for 6 Yr CIP	Future Project Cost
Project Management	\$30,000	\$—	\$—	\$10,000	\$10,000	\$10,000	\$—	\$—	\$30,000	\$—
Design/Engineering	125,000	—	—	50,000	50,000	25,000	—	—	125,000	—
Construction	845,000	—	—	440,000	240,000	165,000	—	—	845,000	—
Total Uses	\$1,000,000	\$—	\$—	\$500,000	\$300,000	\$200,000	\$—	\$—	\$1,000,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

General Government

Capital Improvements Program

TITLE: Town Shop Expansion and Refurbishment (23101)

STATUS: Ongoing

LOCATION: 1393 Russell Branch Parkway

PROGRAM DESCRIPTION: Land acquisition for expansion of the existing Department of Public Works and Capital Projects shop facility located at 1393 Russell Branch Parkway, inclusive of design and construction of a new or expanded facility to address critical expansion needs. The existing parcel where the Town Shop is located is severely space constrained and is not large enough to facilitate an expansion necessary for the current and future public works operations. The current facility has not been enlarged or rehabilitated during the past 30 years, although the lane miles and population has more than doubled.



This project would add approximately 5 acres of useable property and add a public works facility able to consolidate all public works and capital projects functions into one facility versus the three that are now utilized and allow the department to better serve the community now and into the future.

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

PROJECT START	ESTIMATED COMPLETION
Summer 2021	Spring 2026

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$8,645,000	\$210,000	\$1,110,000	\$440,000	\$650,000	\$3,100,000	\$3,135,000	-	\$8,435,000	-
Proffers	2,400,000	-	2,400,000	-	-	-	-	-	2,400,000	-
Total Sources	\$11,045,000	\$210,000	\$3,510,000	\$440,000	\$650,000	\$3,100,000	\$3,135,000	\$-	\$10,835,000	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$345,000	\$10,000	\$10,000	\$40,000	\$50,000	\$100,000	\$135,000	-	\$335,000	-
Land	3,500,000	-	3,500,000	-	-	-	-	-	3,500,000	-
Design/Engineering	\$800,000	200,000	-	-	\$600,000	-	-	-	\$600,000	-
Construction	6,400,000	-	-	400,000	-	3,000,000	3,000,000	-	6,400,000	-
Total Uses	\$11,045,000	\$210,000	\$3,510,000	\$440,000	\$650,000	\$3,100,000	\$3,135,000	\$-	\$10,835,000	\$-

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—



TITLE: AV Symington Aquatic Center Water Play Area (21201)

STATUS: Future

LOCATION: AV Symington Aquatic Center

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.

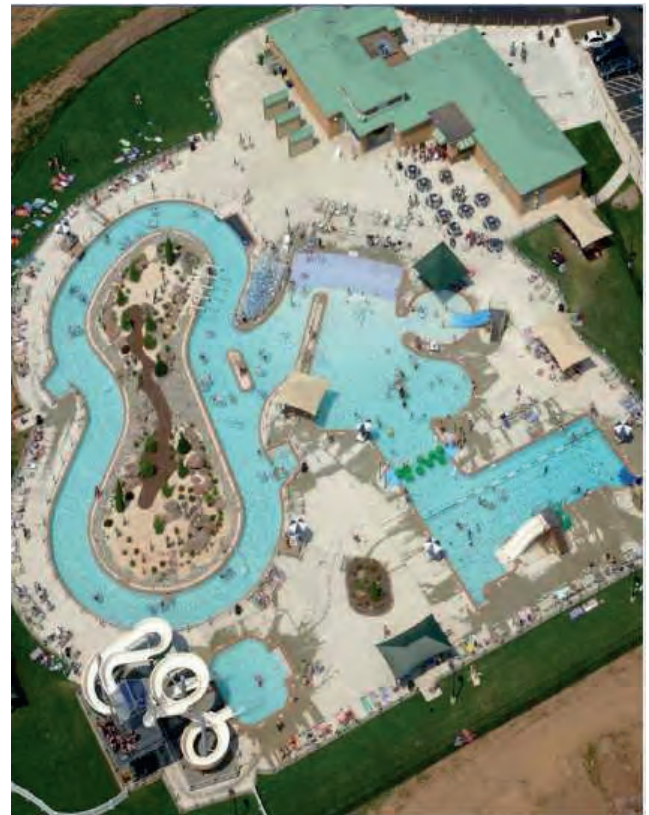
OPERATING IMPACT: Negligible impact on maintenance of the outdoor pool facility.

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

PROJECT START	ESTIMATED COMPLETION
Fall 2024	Spring 2025

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$9,300	-	-	-	-	\$9,300	-	-	\$9,300	-
Proffers	451,000	-	-	-	-	451,000	-	-	451,000	-
Total Sources	\$460,300	\$—	\$—	\$—	\$—	\$460,300	\$—	\$—	\$460,300	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
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	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Parks & Recreation

Capital Improvements Program

TITLE: Ida Lee Recreation Center - Indoor Pool Roof Rehabilitation (20201)

STATUS: Ongoing

LOCATION: Ida Lee Recreation Center

PROGRAM DESCRIPTION: This project replaces a portion of the existing roof at the Ida Lee Recreation Center. The roof will be replaced over the main indoor pool and the men's and women's locker rooms. Work will include the rehabilitation and/or replacement of existing skylights, including the skylight in the main hallway.

OPERATING IMPACT: Minimal recurring maintenance.

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, striving for fiscal self sufficiency, and continually maintaining a comprehensive park system with high quality facilities.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Spring 2019	Fall 2021

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$1,841,000	\$776,000	\$1,065,000	-	-	-	-	-	\$1,065,000	-
Total Sources	\$1,841,000	\$776,000	\$1,065,000	\$—	\$—	\$—	\$—	\$—	\$1,065,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$85,000	\$20,000	\$65,000	-	-	-	-	-	\$65,000	-
Design/Engineering	56,000	56,000	-	-	-	-	-	-	-	-
Construction	1,700,000	700,000	1,000,000	-	-	-	-	-	1,000,000	-
Total Uses	\$1,841,000	\$776,000	\$1,065,000	\$—	\$—	\$—	\$—	\$—	\$1,065,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Ida Lee Park Tennis Court - Pickleball - Junior Tennis Courts (25203)

STATUS: Future

LOCATION: Ida Lee Recreation Center

PROGRAM DESCRIPTION: Addition of an asphalt pad of the size to accommodate three regulation size Pickleball - Junior tennis courts. The pad would include appropriate marking for both activities and a four foot tall perimeter fence.

OPERATING IMPACT: Minimal impact on maintenance and operating.

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, striving for fiscal self sufficiency, and continually maintaining a comprehensive park system with high quality facilities.



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Fall 2024	Summer 2025

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$350,000	-	-	-	-	\$350,000	-	-	\$350,000	-
Total Sources	\$350,000	\$—	\$—	\$—	\$—	\$350,000	\$—	\$—	\$350,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$13,200	-	-	-	-	\$13,200	-	-	\$13,200	-
Design/Engineering	30,000	-	-	-	-	30,000	-	-	30,000	-
Construction	306,800	-	-	-	-	306,800	-	-	306,800	-
Total Uses	\$350,000	\$—	\$—	\$—	\$—	\$350,000	\$—	\$—	\$350,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Parks & Recreation

Capital Improvements Program

TITLE: Ida Lee Park Tennis Court - Air Structure (25202)

STATUS: Ongoing

LOCATION: Ida Lee Recreation Center

PROGRAM DESCRIPTION: Air structure with entrance structures over an existing three court pod, including beam for anchoring the air structure around the court perimeter, new exterior lighting and fencing.

OPERATING IMPACT: The project is projected to generate an additional net revenue above all operational and associated debt service costs.

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, striving for fiscal self sufficiency, and continually maintaining a comprehensive park system with high quality facilities.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Fall 2020	Fall 2021



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$734,000	\$18,000	\$716,000	-	-	-	-	-	\$716,000	-
Proffers	400,000	400,000	-	-	-	-	-	-	-	-
Total Sources	\$1,134,000	\$418,000	\$716,000	\$-	\$-	\$-	\$-	\$-	\$716,000	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$46,000	\$18,000	\$28,000	-	-	-	-	-	\$28,000	-
Design/Engineering	92,000	92,000	-	-	-	-	-	-	-	-
Construction	996,000	308,000	688,000	-	-	-	-	-	688,000	-
Total Uses	\$1,134,000	\$418,000	\$716,000	\$-	\$-	\$-	\$-	\$-	\$716,000	\$-

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	-	-	-	-	-	-
Total Impact	-	-	-	-	-	-

TITLE: Town Hall Campus Improvements Phase I (21202)

STATUS: Ongoing

LOCATION: Town Hall

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.

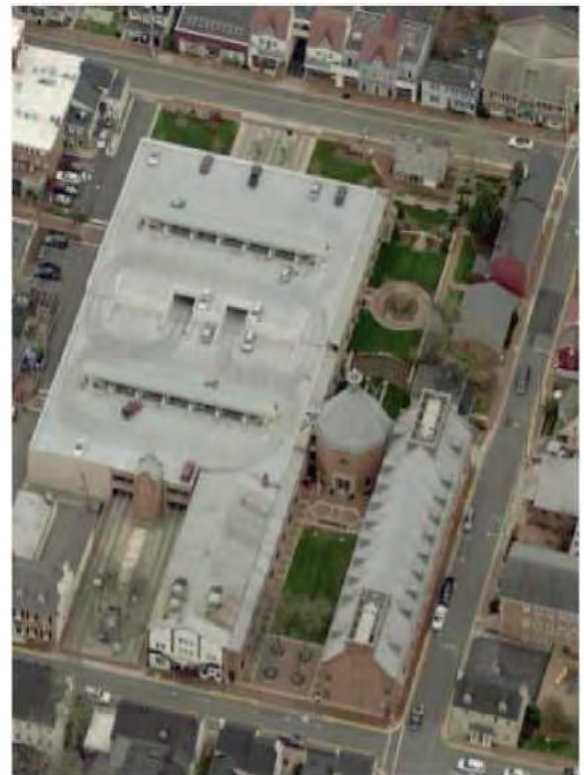
OPERATING IMPACT: Long term park operating costs.

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

PROJECT START	ESTIMATED COMPLETION
Fall 2020	Summer 2022

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$602,000	\$318,500	\$283,500	-	-	-	-	-	\$283,500	-
PAY-GO	15,000	15,000	-	-	-	-	-	-	-	-
Total Sources	\$617,000	\$333,500	\$283,500	\$—	\$—	\$—	\$—	\$—	\$283,500	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$67,000	\$33,500	\$33,500	-	-	-	-	-	\$33,500	-
Design/Engineering	50,000	50,000	-	-	-	-	-	-	-	-
Construction	500,000	250,000	250,000	-	-	-	-	-	250,000	-
Total Uses	\$617,000	\$333,500	\$283,500	\$—	\$—	\$—	\$—	\$—	\$283,500	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	-	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Impact	-	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000

Parks & Recreation

Capital Improvements Program

TITLE: Tuscarora Creek Trail Phase I (22201)

STATUS: New

LOCATION: North side of Tuscarora Creek between Harrison Street and W&OD (near Douglas Community Center)

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, Catoctin 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 continually maintaining a comprehensive park system with high quality amenities.



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Spring 2021	Summer 2023

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$50,000	\$50,000	-	-	-	-	-	-	-	-
County - Capital Contribution	1,800,000	100,000	509,000	1,191,000	-	-	-	-	1,700,000	-
Total Sources	\$1,850,000	\$150,000	\$509,000	\$1,191,000	\$—	\$—	\$—	\$—	\$1,700,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$412,000	\$50,000	\$124,000	\$238,000	-	-	-	-	\$362,000	-
Land	115,000	-	115,000	-	-	-	-	-	115,000	-
Design/ Engineering	390,000	100,000	270,000	20,000	-	-	-	-	290,000	-
Utility Relocation	10,000	-	-	10,000	-	-	-	-	10,000	-
Construction	923,000	-	-	923,000	-	-	-	-	923,000	-
Total Uses	\$1,850,000	\$150,000	\$509,000	\$1,191,000	\$—	\$—	\$—	\$—	\$1,700,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Capital Improvements Program

Parks & Recreation

TITLE: Veterans Park at Balls Bluff (21203)

STATUS: Ongoing

LOCATION: 42314 Balls Bluff Road

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, maintenance and landscaping 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

PROJECT START	ESTIMATED COMPLETION
Fall 2020	Spring 2022

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$200,000	\$20,000	\$180,000	-	-	-	-	-	\$180,000	-
County - Capital Contribution	4,000,000	400,000	3,600,000	-	-	-	-	-	3,600,000	-
Total Sources	\$4,200,000	\$420,000	\$3,780,000	\$—	\$—	\$—	\$—	\$—	\$3,780,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$200,000	\$20,000	\$180,000	-	-	-	-	-	\$180,000	-
Design/Engineering	400,000	400,000	-	-	-	-	-	-	-	-
Utility Relocation	10,000	-	10,000	-	-	-	-	-	10,000	-
Construction	3,590,000	-	3,590,000	-	-	-	-	-	3,590,000	-
Total Uses	\$4,200,000	\$420,000	\$3,780,000	\$—	\$—	\$—	\$—	\$—	\$3,780,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	\$—	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Impact	\$—	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000

Parks & Recreation

Capital Improvements Program

TITLE: Washington & Old Dominion Trail Lighting (25201)

STATUS: Future

LOCATION: W&OD Trail (Catoctin SE by Pedestrian Crosswalk to Catoctin NE by Loudoun County High School)

PROGRAM DESCRIPTION: Addition of 12' tall street lights along the Washington & Old Dominion (W&OD) Trail from Catoctin Circle at the car wash to Catoctin Circle at Loudoun County High School. The project will provide a safe route for evening pedestrian travel while connecting residential areas to the downtown.

OPERATING IMPACT: Increased electricity costs for street lights.

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 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, striving for fiscal self sufficiency, and continually maintaining a comprehensive park system with high quality facilities.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Fall 2024	Summer 2026



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$2,007,900	-	-	-	-	\$202,600	\$1,805,300	-	\$2,007,900	-
Total Sources	\$2,007,900	\$—	\$—	\$—	\$—	\$202,600	\$1,805,300	\$—	\$2,007,900	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$86,400	-	-	-	-	\$9,600	\$76,800	-	\$86,400	-
Design/Engineering	193,000	-	-	-	-	193,000	-	-	193,000	-
Construction	1,728,500	-	-	-	-	-	1,728,500	-	1,728,500	-
Total Uses	\$2,007,900	\$—	\$—	\$—	\$—	\$202,600	\$1,805,300	\$—	\$2,007,900	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—



Streets and Highways

The Streets & Highways category is the largest area of investment in the FY 2022-27 Capital Improvements Program. 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 Fiscal Year 2022 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; the interchange at Edwards Ferry Road/ Route 15 Bypass, and the traffic signal maintenance town-wide. The total cost of Street & Highway Capital Improvements for Fiscal Year 2022 is \$4,482,700.

Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/21	2022	2023	2024-2027	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$13,914,700	\$366,000	\$697,700	\$1,107,800	\$9,331,200	\$11,136,700	\$2,412,000
PAY-GO	504,800	374,800	130,000	—	—	130,000	—
Proffers	1,942,800	1,112,000	—	—	830,800	830,800	—
County - Gas Tax	0	—	—	—	—	—	—
County- Capital Contribution	6,000,000	6,000,000	—	—	—	—	—
State-VDOT	199,676,250	24,660,800	145,000	635,100	10,262,350	11,042,450	163,973,000
Federal - CDBG	120,000	60,000	60,000	—	—	60,000	—
Total Capital Projects Fund	\$222,158,550	\$32,573,600	\$1,032,700	\$1,742,900	\$20,424,350	\$23,199,950	\$166,385,000
NVTA Fund							
County - NVTA 30%	\$18,915,450	\$6,784,200	\$1,450,000	\$2,728,400	\$7,952,850	\$12,131,250	\$—
State - NVTA 70%	126,585,000	67,585,000	2,000,000	—	—	2,000,000	57,000,000
Total NVTA Fund	\$145,500,450	\$74,369,200	\$3,450,000	\$2,728,400	\$7,952,850	\$14,131,250	\$57,000,000
Total Sources	\$367,659,000	\$106,942,800	\$4,482,700	\$4,471,300	\$28,377,200	\$37,331,200	\$223,385,000

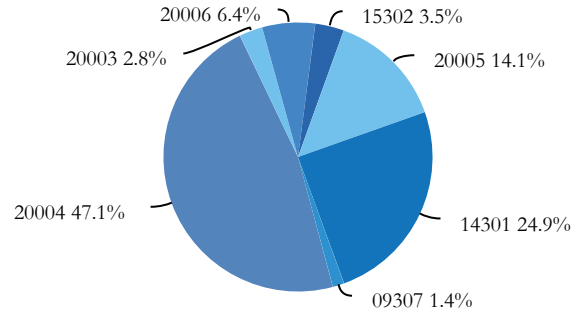
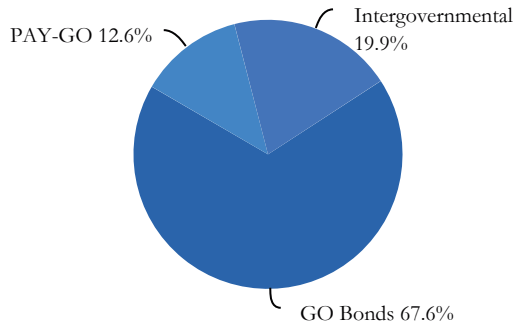
Uses by Project

Projects	Total Project Cost	Expended through 6/30/21	2022	2023	2024-2027	Total for 6 Yr CIP	Future Project Cost
Ayr Street NW Sidewalk Improvements (27301)	\$1,310,000	\$—	\$—	\$—	\$150,000	\$150,000	\$1,160,000
Battlefield Parkway / Route 15 Bypass Interchange (20004)	59,355,000	55,000	2,035,000	35,000	—	2,070,000	57,230,000
Bus Shelters- Town-wide (20003)	362,400	240,900	121,500	—	—	121,500	—
Catoctin Circle Trail (25301)	364,400	—	—	—	364,400	364,400	—
Church Street, South Street, Harrison Street Improvements (24301)	1,584,100	—	—	—	1,584,100	1,584,100	—
Davis Court Bridge Conversion (21301)	574,800	112,000	—	—	462,800	462,800	—
East Market Street & Battlefield Parkway Interchange (15303)	77,371,300	77,131,300	35,000	205,000	—	240,000	—
East Market Street Improvements (Plaza Street NE to Fort Evans Road NE) (22302)	123,500	—	123,500	—	—	123,500	—
Edwards Ferry Road NE Sidewalk Improvements (20006)	1,384,200	1,109,200	275,000	—	—	275,000	—
Evergreen Mill Road Widening (15302)	22,015,000	16,063,000	150,000	2,450,000	3,352,000	5,952,000	—
King Street Improvements - Market Street to North Street (25304)	2,991,000	—	—	—	1,969,000	1,969,000	1,022,000
Miscellaneous Roadway, Pedestrian, and ADA Projects (20005)	5,767,300	—	607,700	807,800	4,351,800	5,767,300	—
Monroe Street & Madison Court Improvements (25302)	2,475,300	—	—	—	2,475,300	2,475,300	—
Morven Park Road Sidewalk (14301)	3,614,200	2,349,200	1,075,000	190,000	—	1,265,000	—
Plaza Street Sidewalk (25303)	212,800	—	—	—	212,800	212,800	—

Uses by Project

Projects	Total Project Cost	Expended through 6/30/21	2022-2027			Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024-2027		
Royal Street Improvements - Church Street to Wirt Street (23301)	\$3,181,700	\$—	\$—	\$528,900	\$2,652,800	\$3,181,700	\$—
Route 15 Bypass/Edwards Ferry Road Interchange (09307)	184,018,800	9,882,200	60,000	60,000	10,043,600	10,163,600	163,973,000
South King Street Bridge over Tuscarora Creek Deck Replacement (23302)	194,600	—	—	194,600	—	194,600	—
Traffic Signal - Sycolin Road & Gateway Drive (24302)	758,600	—	—	—	758,600	758,600	—
Total Uses	\$367,659,000	\$106,942,800	\$4,482,700	\$4,471,300	\$28,377,200	\$37,331,200	\$223,385,000

Sources by Type (2022)	Uses by Project (2022)
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Streets and Highways

Capital Improvements Program

TITLE: Ayr Street NW Sidewalk Improvements (27301)

STATUS: Future

LOCATION: Ayr Street NW (between Cornwall Street & West Market Street)

PROGRAM DESCRIPTION: The project consists of constructing approximately 530 linear feet of new sidewalk along one side of Ayr Street NW to provide continuous pedestrian access between Cornwall Street and West Market Street. The project will improve drainage and provide an uniform roadway section by providing curb and gutter on both sides of the street and extending the storm drainage system.

OPERATING IMPACT: Increased maintenance of sidewalk and drainage systems.

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

PROJECT START	ESTIMATED COMPLETION
Summer 2026	Spring 2028



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required	
			2022	2023	2024	2025	2026	2027			
GO Bonds	\$1,310,000	-	-	-	-	-	-	-	\$150,000	\$150,000	\$1,160,000
Total Sources	\$1,310,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$150,000	\$150,000	\$1,160,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost	
			2022	2023	2024	2025	2026	2027			
Project Management	\$30,000	-	-	-	-	-	-	-	\$10,000	\$10,000	\$20,000
Land	100,000	-	-	-	-	-	-	-	-	-	100,000
Design/Engineering	140,000	-	-	-	-	-	-	-	140,000	140,000	-
Utility Relocation	60,000	-	-	-	-	-	-	-	-	-	60,000
Construction	980,000	-	-	-	-	-	-	-	-	-	980,000
Total Uses	\$1,310,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$150,000	\$150,000	\$1,160,000

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Capital Improvements Program

Streets and Highways

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

STATUS: Ongoing

LOCATION: Route 15 Bypass/ Battlefield Parkway Intersection

PROGRAM DESCRIPTION: This project consists of development of an Interchange Access Report (IAR) 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. 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 (project 09307). In addition to 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 IAR to evaluate the need for the interchange, compare alternative designs, analyze environmental impacts, and establish a project budget. The IAR is expected to be completed in Fall 2023. This report will provide a better estimate for the cost of the project. Completion of construction is contingent on the Town receiving funding from sources such as SmartScale, NVTA and VDOT.

OPERATING IMPACT: TBD

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Spring 2021	TBD



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$270,000	\$5,000	-	\$35,000	-	-	-	-	\$35,000	\$230,000
PAY-GO	85,000	50,000	35,000	-	-	-	-	-	35,000	-
State - NVTA 70%	59,000,000	—	2,000,000	—	—	—	—	—	2,000,000	57,000,000
Total Sources	\$59,355,000	\$55,000	\$2,035,000	\$35,000	\$—	\$—	\$—	\$—	\$2,070,000	\$57,230,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$355,000	\$55,000	\$35,000	\$35,000	-	-	-	-	\$70,000	\$230,000
Design/Engineering	2,000,000	—	2,000,000	—	—	—	—	—	2,000,000	—
Construction	57,000,000	—	—	—	—	—	—	—	—	57,000,000
Total Uses	\$59,355,000	\$55,000	\$2,035,000	\$35,000	\$—	\$—	\$—	\$—	\$2,070,000	\$57,230,000

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Streets and Highways

Capital Improvements Program

TITLE: Bus Shelters- Town-Wide (20003)

STATUS: Ongoing

LOCATION: Town-Wide

PROGRAM DESCRIPTION: 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

PROJECT START	ESTIMATED COMPLETION
Ongoing	Ongoing

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$182,100	\$120,600	\$61,500	-	-	-	-	-	\$61,500	-
PAY-GO	60,300	60,300	-	-	-	-	-	-	-	-
Federal - CDBG	120,000	60,000	60,000	-	-	-	-	-	60,000	-
Total Sources	\$362,400	\$240,900	\$121,500	\$—	\$—	\$—	\$—	\$—	\$121,500	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$17,400	10,900	\$6,500	-	-	-	-	-	\$6,500	-
Land	15,000	10,000	5,000	-	-	-	-	-	5,000	-
Design/Engineering	90,000	60,000	30,000	-	-	-	-	-	30,000	-
Utility Relocation	15,000	10,000	5,000	-	-	-	-	-	5,000	-
Construction	225,000	150,000	75,000	-	-	-	-	-	75,000	-
Total Uses	\$362,400	\$240,900	\$121,500	\$—	\$—	\$—	\$—	\$—	\$121,500	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	\$ 5,000	-	-	-	-	-
Total Impact	\$ 5,000	\$ —	\$ —	\$ —	\$ —	\$ —

Capital Improvements Program

Streets and Highways

TITLE: Catoctin Circle Trail (25301)

STATUS: Future

LOCATION: East side of Catoctin Circle between W. Market Street and Ashton Downs subdivision

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 the 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

PROJECT START	ESTIMATED COMPLETION
Fall 2023	Summer 2025



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
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 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
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	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Streets and Highways

Capital Improvements Program

TITLE: Church Street, South Street, Harrison Street Improvements (24301)

STATUS: Future

LOCATION: 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)

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: Minimal maintenance cost for sidewalk and storm drainage.

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

PROJECT START	ESTIMATED COMPLETION
Spring 2024	Summer 2025



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
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 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
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	2022	2023	2024	2025	2026	2027
N/A	-	-	-	-	-	-
Total Impact	-	-	-	-	-	-

Capital Improvements Program

Streets and Highways

TITLE: Davis Court Bridge Conversion (21301)

STATUS: Future

LOCATION: Davis Court at Olde Izaak Walton Park

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

PROJECT START	ESTIMATED COMPLETION
Winter 2021/22	Summer 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Proffers	\$574,800	\$112,000	-	-	\$462,800	-	-	-	\$462,800	-
Total Sources	\$574,800	\$112,000	\$-	\$-	\$462,800	\$-	\$-	\$-	\$462,800	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$74,800	\$12,000	-	-	\$62,800	-	-	-	\$62,800	-
Land	50,000	-	-	-	50,000	-	-	-	50,000	-
Design/Engineering	100,000	100,000	-	-	-	-	-	-	-	-
Construction	350,000	-	-	-	350,000	-	-	-	350,000	-
Total Uses	\$574,800	\$112,000	\$-	\$-	\$462,800	\$-	\$-	\$-	\$462,800	\$-

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	-	-	-	-	-	-
Total Impact	-	-	-	-	-	-

Streets and Highways

Capital Improvements Program

TITLE: East Market Street & Battlefield Parkway Interchange (15303)

STATUS: Ongoing

LOCATION: East Market Street (Route 7) / Battlefield Parkway intersection

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 new projects are constructed. This project is a high priority interchange for Loudoun County and the Town and is included in the TransAction 2040 plan.

OPERATING IMPACT: Additional bridge, roadway and landscape maintenance.

GOAL ADDRESSED: 2012 Town Plan

- Transportation Corridor Objectives calls for limiting the number of at-grade intersections on East Market Street in accordance with the Route 7 Corridor Plan and for limiting the number of at-grade intersections on Battlefield Parkway, and specifically calls for constructing an interchange between Battlefield Parkway and Route 7.



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Winter 2015/16	Fall 2022

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$205,000	-	-	\$205,000	-	-	-	-	\$205,000	-
PAY-GO	166,300	131,300	35,000	-	-	-	-	-	35,000	-
Proffers	1,000,000	1,000,000	-	-	-	-	-	-	-	-
State - NVTA 70%	58,000,000	58,000,000	-	-	-	-	-	-	-	-
State - VDOT	18,000,000	18,000,000	-	-	-	-	-	-	-	-
Total Sources	\$77,371,300	\$77,131,300	\$35,000	\$205,000	\$—	\$—	\$—	\$—	\$240,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$371,300	\$331,300	\$35,000	\$5,000	-	-	-	-	\$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	63,800,000	-	200,000	-	-	-	-	200,000	-
Total Uses	\$77,371,300	\$77,131,300	\$35,000	\$205,000	\$—	\$—	\$—	\$—	\$240,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	\$10,000	\$10,000	\$25,000	\$25,000	\$30,000	\$30,000
Total Impact	\$10,000	\$10,000	\$25,000	\$25,000	\$30,000	\$30,000

Capital Improvements Program

Streets and Highways

TITLE: East Market Street Improvements (Plaza Street NE to Fort Evans Road NE) (22302)

STATUS: New

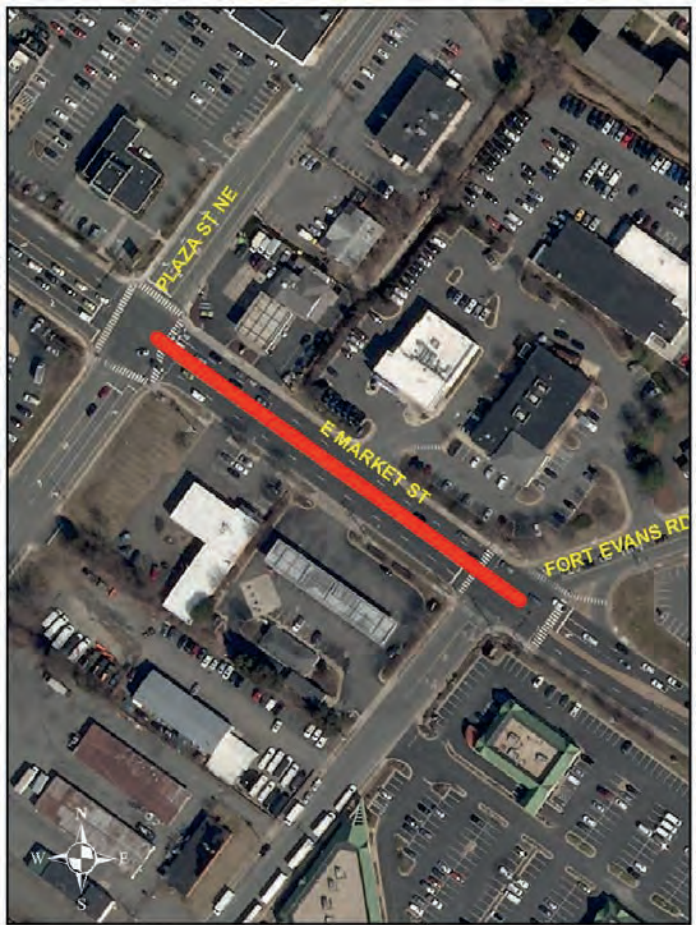
LOCATION: East Market Street (Plaza Street NE to Fort Evans Road NE)

PROGRAM DESCRIPTION: To help mitigate congestion on East Market Street, install a dedicated right turn lane on westbound East Market Street between Fort Evans Road and Plaza Street. A conceptual plan and cost estimate will be developed in conjunction with this study for possible implementation at a later date.

OPERATING IMPACT: Minimal.

GOAL ADDRESSED: 2012 Town Plan

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



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2021	Summer 2022

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$28,500	-	\$28,500	-	-	-	-	-	\$28,500	-
State- VDOT	95,000	-	95,000	-	-	-	-	-	95,000	-
Total Sources	\$123,500	\$—	\$123,500	\$—	\$—	\$—	\$—	\$—	\$123,500	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$28,500	-	\$28,500	-	-	-	-	-	\$28,500	-
Design/ Engineering	95,000	-	95,000	-	-	-	-	-	95,000	-
Total Uses	\$123,500	\$—	\$123,500	\$—	\$—	\$—	\$—	\$—	\$123,500	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Streets and Highways

Capital Improvements Program

TITLE: Edwards Ferry Road NE Sidewalk Improvements (20006)

STATUS: Ongoing

LOCATION: Edwards Ferry Road NE Sidewalk (west of Woodberry Road to Prince Street)

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 and address drainage issues in the area. 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. The project will also improve drainage at the intersection of Woodberry Road.

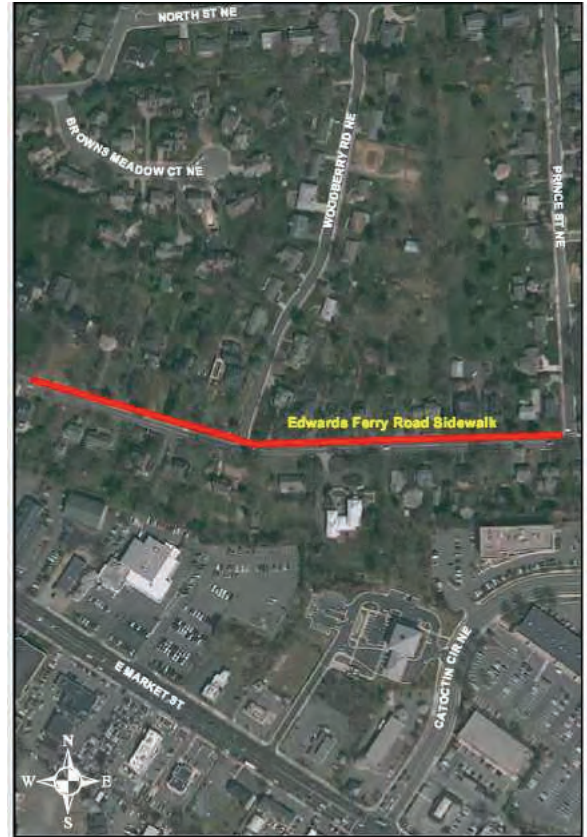
OPERATING IMPACT: Minimal.

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

PROJECT START	ESTIMATED COMPLETION
Summer 2019	Spring 2022



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
County - NVTA 30%	\$1,384,200	\$1,109,200	\$275,000	-	-	-	-	-	\$275,000	-
Total Sources	\$1,384,200	\$1,109,200	\$275,000	\$—	\$—	\$—	\$—	\$—	\$275,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$259,200	\$209,200	\$50,000	-	-	-	-	-	\$50,000	-
Land	150,000	100,000	50,000	-	-	-	-	-	50,000	-
Design/Engineering	120,000	100,000	20,000	-	-	-	-	-	20,000	-
Construction	855,000	700,000	155,000	-	-	-	-	-	155,000	-
Total Uses	\$1,384,200	\$1,109,200	\$275,000	\$—	\$—	\$—	\$—	\$—	\$275,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Capital Improvements Program

Streets and Highways

TITLE: Evergreen Mill Road Widening (15302)

STATUS: Ongoing

LOCATION: Evergreen Mill Road (Heritage High School to South King Street)

PROGRAM DESCRIPTION: Widening of 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 relocation, curb, gutter, and storm drainage.

The project limits were extended in 2018 to south of Battlefield Parkway at the request of Loudoun County.

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

PROJECT START	ESTIMATED COMPLETION
Winter 2017	Winter 2026



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$2,531,500	\$70,000	-	-	-	\$2,396,500	\$65,000	-	\$2,461,500	-
PAY-GO	33,200	33,200	-	-	-	-	-	-	-	-
County - Capital Contribution	6,000,000	6,000,000	-	-	-	-	-	-	-	-
County - NVTA 30%	6,299,000	3,299,000	100,000	2,009,500	225,000	665,500	-	-	3,000,000	-
State - VDOT	7,151,300	6,660,800	50,000	440,500	-	-	-	-	490,500	-
Total Sources	\$22,015,000	\$16,063,000	\$150,000	\$2,450,000	\$225,000	\$3,062,000	\$65,000	\$—	\$5,952,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$928,000	\$763,000	\$50,000	\$50,000	\$25,000	\$25,000	\$15,000	-	\$165,000	-
Land	1,500,000	500,000	-	1,000,000	-	-	-	-	1,000,000	-
Design/Engineering	1,700,000	1,600,000	100,000	-	-	-	-	-	100,000	-
Utility Relocation	2,800,000	1,400,000	-	1,400,000	-	-	-	-	1,400,000	-
Construction	15,087,000	11,800,000	-	-	200,000	3,037,000	50,000	-	3,287,000	-
Total Uses	\$22,015,000	\$16,063,000	\$150,000	\$2,450,000	\$225,000	\$3,062,000	\$65,000	\$—	\$5,952,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
Lane Mile Maintenance	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total Impact	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000

Streets and Highways

Capital Improvements Program

TITLE: King Street Improvements - Market Street to North Street (25304)

STATUS: Future

LOCATION: North King Street (between Market Street and North Street)

PROGRAM DESCRIPTION: This is the final phase of the Downtown Improvements project, the purpose of which is to make the Downtown a more vibrant area and includes replacement of sidewalk, curb and gutter, reconstructing the roadway pavement, and adding crosswalks on North King Street at Market Street and North Street. The work will include decorative street lighting on this section of King Street. The project scope has increased to add improvements and street lighting along King Street between Cornwall Street and North Street.

OPERATING IMPACT: Minimal increased maintenance of the improvements.

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2024	Winter 2030/31



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$2,991,000	-	-	-	-	\$214,000	\$720,000	\$1,035,000	\$1,969,000	\$1,022,000
Total Sources	\$2,991,000	\$—	\$—	\$—	\$—	\$214,000	\$720,000	\$1,035,000	\$1,969,000	\$1,022,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$127,000	-	-	-	-	\$50,000	\$20,000	\$35,000	\$105,000	\$22,000
Land	66,000	-	-	-	-	-	66,000	-	66,000	-
Design/Engineering	164,000	-	-	-	-	164,000	-	-	164,000	-
Utility Relocation	66,000	-	-	-	-	-	66,000	-	66,000	-
Construction	2,568,000	-	-	-	-	-	568,000	1,000,000	1,568,000	1,000,000
Total Uses	\$2,991,000	\$—	\$—	\$—	\$—	\$214,000	\$720,000	\$1,035,000	\$1,969,000	\$1,022,000

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	-	-	-	-	-	-
Total Impact	—	—	—	—	—	—

Capital Improvements Program

Streets and Highways

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

STATUS: Ongoing

LOCATION: Town-wide

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, and other related work as outlined in the Town's ADA Transition Plan.

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

PROJECT START	ESTIMATED COMPLETION
Ongoing	Ongoing



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$5,767,300	-	\$607,700	\$807,800	\$1,008,600	\$1,111,900	\$1,114,000	\$1,117,300	\$5,767,300	-
Total Sources	\$5,767,300	\$—	\$607,700	\$807,800	\$1,008,600	\$1,111,900	\$1,114,000	\$1,117,300	\$5,767,300	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$217,300	-	\$32,700	\$32,800	\$33,600	\$36,900	\$39,000	\$42,300	\$217,300	-
Design/Engineering	375,000	-	50,000	50,000	50,000	75,000	75,000	75,000	375,000	-
Construction	5,175,000	-	525,000	725,000	925,000	1,000,000	1,000,000	1,000,000	5,175,000	-
Total Uses	\$5,767,300	\$—	\$607,700	\$807,800	\$1,008,600	\$1,111,900	\$1,114,000	\$1,117,300	\$5,767,300	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Streets and Highways

Capital Improvements Program

TITLE: Monroe Street & Madison Court Improvements (25302)

STATUS: Future

LOCATION: Monroe Street SE (400 block) and Madison Court SE (Monroe Street to Madison House)

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

PROJECT START	ESTIMATED COMPLETION
Fall 2023	Summer 2026



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Go Bonds	\$125,300	-	-	-	\$13,300	\$72,000	\$40,000	-	\$125,300	-
County - NVTA 30%	2,350,000	-	-	-	200,000	1,050,000	1,100,000	-	2,350,000	-
Total Sources	\$2,475,300	\$-	\$-	\$-	\$213,300	\$1,122,000	\$1,140,000	\$-	\$2,475,300	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$125,300	-	-	-	\$13,300	\$72,000	\$40,000	-	\$125,300	-
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	1,100,000	-	1,900,000	-
Total Uses	\$2,475,300	\$-	\$-	\$-	\$213,300	\$1,122,000	\$1,140,000	\$-	\$2,475,300	\$-

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	-	-	-	-	-	-
Total Impact	-	-	-	-	-	-

Capital Improvements Program

Streets and Highways

TITLE: Morven Park Road Sidewalk (14301)

STATUS: Ongoing

LOCATION: Morven Park Road (West Market Street to Old Waterford Road)

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. The waterline will be replaced between West Market Street and Old Waterford Road, as well as on Old Waterford Road, at the request of the Utilities Department.

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

PROJECT START	ESTIMATED COMPLETION
Fall 2018	Spring 2023



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
County - NVTA 30%	\$3,614,200	\$2,349,200	\$1,075,000	\$190,000	-	-	-	-	\$1,265,000	-
Total Sources	\$3,614,200	\$2,349,200	\$1,075,000	\$190,000	\$—	\$—	\$—	\$—	\$1,265,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$344,200	\$249,200	\$75,000	\$20,000	-	-	-	-	\$95,000	-
Land	200,000	200,000	-	-	-	-	-	-	-	-
Design/Engineering	400,000	400,000	-	-	-	-	-	-	-	-
Utility Relocation	200,000	200,000	-	-	-	-	-	-	-	-
Construction	2,470,000	1,300,000	1,000,000	170,000	-	-	-	-	1,170,000	-
Total Uses	\$3,614,200	\$2,349,200	\$1,075,000	\$190,000	\$—	\$—	\$—	\$—	\$1,265,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
Lane Mile Maintenance	-	-	\$10,000	\$10,000	\$10,000	\$10,000
Total Impact	\$—	\$—	\$10,000	\$10,000	\$10,000	\$10,000

Streets and Highways

Capital Improvements Program

TITLE: Plaza Street Sidewalk (25303)

STATUS: Future

LOCATION: Leesburg Apartments Block of Plaza Street NE

PROGRAM DESCRIPTION: 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.

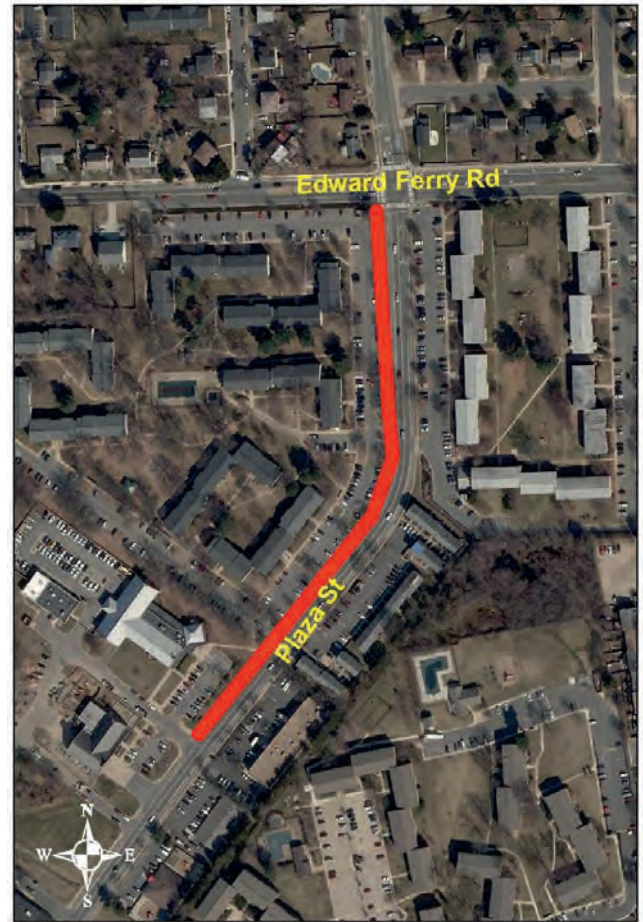
OPERATING IMPACT: Minimal

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

PROJECT START	ESTIMATED COMPLETION
Fall 2024	Summer 2025



Funding Sources

Sources	Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Proffers	\$68,000	-	-	-	-	\$68,000	-	-	\$68,000	-
County- NVTA 30%	111,050	-	-	-	-	111,050	-	-	111,050	-
State- VDOT	33,750	-	-	-	-	33,750	-	-	33,750	-
Total Sources	\$212,800	\$—	\$—	\$—	\$—	\$212,800	\$—	\$—	\$212,800	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$9,300	-	-	-	-	\$9,300	-	-	\$9,300	-
Design/ Engineering	18,500	-	-	-	-	18,500	-	-	18,500	-
Construction	185,000	-	-	-	-	185,000	-	-	185,000	-
Total Uses	\$212,800	\$—	\$—	\$—	\$—	\$212,800	\$—	\$—	\$212,800	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	-	-	-	-	-	-
Total Impact	—	—	—	—	—	—

Capital Improvements Program

Streets and Highways

TITLE: Royal Street Improvements - Church Street to Wirt Street (23301)

STATUS: Future

LOCATION: Royal Street between Church Street SE and Wirt Street SW

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.

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

PROJECT START	ESTIMATED COMPLETION
Summer 2022	Summer 2025



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
County- NVTA 30%	\$3,181,700	-	-	\$528,900	\$495,300	\$2,157,500	-	-	\$3,181,700	-
Total Sources	\$3,181,700	\$—	\$—	\$528,900	\$495,300	\$2,157,500	\$—	\$—	\$3,181,700	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$253,200	-	-	\$100,900	\$102,300	\$50,000	-	-	\$253,200	-
Land	328,000	-	-	178,000	150,000	-	-	-	328,000	-
Design/ Engineering	328,000	-	-	250,000	78,000	-	-	-	328,000	-
Utility Relocation	165,000	-	-	-	165,000	-	-	-	165,000	-
Construction	2,107,500	-	-	-	-	2,107,500	-	-	2,107,500	-
Total Uses	\$3,181,700	\$—	\$—	\$528,900	\$495,300	\$2,157,500	\$—	\$—	\$3,181,700	\$—

Operating Impact

Operating/Maintenance	2020	2021	2022	2023	2024	2025
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Streets and Highways

Capital Improvements Program

TITLE: Route 15 Bypass/Edwards Ferry Road Interchange (09307)

STATUS: Ongoing

LOCATION: Edwards Ferry Road/Route 15 Leesburg Bypass intersection

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

PROJECT START	ESTIMATED COMPLETION
TBD	TBD



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$470,400	\$170,400	-	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000	-
PAY-GO	160,000	100,000	60,000	-	-	-	-	-	60,000	-
State- NVTA 70%	9,585,000	9,585,000	-	-	-	-	-	-	-	-
County- NVTA 30%	26,800	26,800	-	-	-	-	-	-	-	-
State- VDOT	173,776,600	-	-	-	-	6,061,600	1,742,000	2,000,000	9,803,600	163,973,000
Total Sources	\$184,018,800	\$9,882,200	\$60,000	\$60,000	\$60,000	\$6,121,600	\$1,802,000	\$2,060,000	\$10,163,600	\$163,973,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$942,200	\$582,200	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$360,000	-
Land	13,389,000	4,000,000	-	-	-	-	414,000	2,000,000	2,414,000	6,975,000
Design/Engineering	12,689,600	5,300,000	-	-	-	6,061,600	1,328,000	-	7,389,600	-
Construction	156,998,000	-	-	-	-	-	-	-	-	156,998,000
Total Uses	\$184,018,800	\$9,882,200	\$60,000	\$60,000	\$60,000	\$6,121,600	\$1,802,000	\$2,060,000	\$10,163,600	\$163,973,000

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Capital Improvements Program

Streets and Highways

TITLE: South King Street Bridge over Tuscarora Creek Deck Replacement (23302)

STATUS: Future

LOCATION: South King Street Bridge over Tuscarora Creek

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

PROJECT START	ESTIMATED COMPLETION
Spring 2023	Summer 2023



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
State - VDOT	\$194,600	-	-	\$194,600	-	-	-	-	\$194,600	-
Total Sources	\$194,600	\$—	\$—	\$194,600	\$—	\$—	\$—	\$—	\$194,600	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
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	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Streets and Highways

Capital Improvements Program

TITLE: Traffic Signal - Sycolin Road & Gateway Drive (24302)

STATUS: Future

LOCATION: Sycolin Road / Gateway Drive intersection

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

PROJECT START	ESTIMATED COMPLETION
Summer 2023	Fall 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21	2022	2023	2024	2025	2026	2027	Total for 6 Yr CIP	Future Funds Required
GO Bonds	\$33,600	-	-	-	\$20,000	\$13,600	-	-	\$33,600	-
Proffers	300,000	-	-	-	-	300,000	-	-	300,000	-
State- VDOT	425,000	-	-	-	425,000	-	-	-	425,000	-
Total Sources	\$758,600	\$—	\$—	\$—	\$445,000	\$313,600	\$—	\$—	\$758,600	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21	2022	2023	2024	2025	2026	2027	Total for 6 Yr CIP	Future Project Cost
Project Management	\$33,600	-	-	-	\$20,000	\$13,600	-	-	\$33,600	-
Land	40,000	-	-	-	40,000	-	-	-	40,000	-
Design/ Engineering	60,000	-	-	-	60,000	-	-	-	60,000	-
Construction	625,000	-	-	-	325,000	300,000	-	-	625,000	-
Total Uses	\$758,600	\$—	\$—	\$—	\$445,000	\$313,600	\$—	\$—	\$758,600	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	-	-	-	-	-	-
Total Impact	—	—	—	—	—	—



Capital Improvements Program

Storm Drainage

TITLE: Lawson Road Pedestrian Crossing of Tuscarora Creek (27401)

STATUS: Future

LOCATION:

PROGRAM DESCRIPTION: Tuscarora Creek has significantly deteriorated the low water crossing between two cul-de-sacs on Lawson Road. A new stream crossing will provide bicycle and pedestrian access to the W&OD Trail from residential communities. Bank erosion approximately 200 feet upstream of the crossing will be stabilized to reduce further bank loss.

OPERATING IMPACT: Minor increased cost for maintenance of the crossing.

GOAL ADDRESSED: 2012 Town Plan

- Natural Resources Objective 9 calls for protection of people and property from natural hazards such as flooding.



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2021	Spring 2023

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/19							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$965,000	-	\$190,000	\$775,000	-	-	-	-	\$965,000	-
PAY-GO	20,000	-	20,000	-	-	-	-	-	20,000	-
Total Sources	\$985,000	\$—	\$210,000	\$775,000	\$—	\$—	\$—	\$—	\$985,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/19							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$50,000	-	\$20,000	\$30,000	-	-	-	-	\$50,000	-
Design/Engineering	175,000	-	175,000	-	-	-	-	-	175,000	-
Land	15,000	-	15,000	-	-	-	-	-	15,000	-
Utility Relocation	15,000	-	-	15,000	-	-	-	-	15,000	-
Construction	730,000	-	-	730,000	-	-	-	-	730,000	-
Total Uses	\$985,000	\$—	\$210,000	\$775,000	\$—	\$—	\$—	\$—	\$985,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Liberty Street SW Storm Drainage Improvements (23401)
STATUS: Future

LOCATION: Liberty Street between Loudoun Street and West Market Street

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

PROJECT START	ESTIMATED COMPLETION
Summer 2023	Summer 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$607,800	-	-	-	\$607,800	-	-	-	\$607,800	-
Total Sources	\$607,800	\$—	\$—	\$—	\$607,800	\$—	\$—	\$—	\$607,800	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
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	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Capital Improvements Program

Storm Drainage

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

STATUS: Ongoing

LOCATION: Market Street/King Street Intersection and Alley between 3 and 5 South King Street

PROGRAM DESCRIPTION: This project includes drainage improvements at the intersection of Market Street and King Street. Existing inlets currently located at each corner of the intersection will be replaced with new inlets set back away from the corners, because the existing inlets are routinely damaged by turning movements of heavy trucks. Also included in the project is the replacement of the 50 year old street lights and rerouting power to the lights and signal pole underground. These improvements will result in improved drainage and reduced repair and maintenance costs. The project also includes improvements to the alley located between 3 and 5 South King Street, which provides public access to several addresses. The alley improvements are scheduled to be complete in Spring 2021.

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

GOAL ADDRESSED: 2012 Town Plan

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



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2010	Fall 2021

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$850,000	\$850,000	-	-	-	-	-	-	-	-
Proffers	336,000	211,000	125,000	-	-	-	-	-	125,000	-
Total Sources	\$1,186,000	\$1,061,000	\$125,000	\$—	\$—	\$—	\$—	\$—	\$125,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$16,000	\$11,000	\$5,000	-	-	-	-	-	\$5,000	-
Design/Engineering	100,000	34,000	66,000	-	-	-	-	-	66,000	-
Utility Relocation	40,000	40,000	-	-	-	-	-	-	-	-
Construction	1,030,000	976,000	54,000	-	-	-	-	-	54,000	-
Total Uses	\$1,186,000	\$1,061,000	\$125,000	\$—	\$—	\$—	\$—	\$—	\$125,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Storm Drainage

Capital Improvements Program

TITLE: Royal Street SE Storm Drainage Improvements (20007)

STATUS: Ongoing

LOCATION: Royal Street SE (north side of 200 block)

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

PROJECT START	ESTIMATED COMPLETION
Summer 2019	Fall 2021



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$482,900	\$447,900	\$35,000	-	-	-	-	-	\$35,000	-
PAY-GO	10,000	-	10,000	-	-	-	-	-	10,000	-
Total Sources	\$492,900	\$447,900	\$45,000	\$-	\$-	\$-	\$-	\$-	\$45,000	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$42,900	\$32,900	\$10,000	-	-	-	-	-	\$10,000	-
Land	50,000	15,000	35,000	-	-	-	-	-	35,000	-
Design/Engineering	100,000	100,000	-	-	-	-	-	-	-	-
Utility Relocation	25,000	25,000	-	-	-	-	-	-	-	-
Construction	275,000	275,000	-	-	-	-	-	-	-	-
Total Uses	\$492,900	\$447,900	\$45,000	\$-	\$-	\$-	\$-	\$-	\$45,000	\$-

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	-	-	-	-	-	-
Total Impact	-	-	-	-	-	-

TITLE: Town Branch Stream Channel Improvements at Mosby Drive - Catoctin Circle to Morven Park Road (23402)

STATUS: Future

LOCATION: Mosby Drive - Catoctin Circle SW to Morven Park Road SW

PROGRAM DESCRIPTION: Improvement to an existing stream channel that is experiencing significant erosion and is affecting adjoining properties. The erosion is causing a large sediment transport issue that is an area of concern for the Town's Chesapeake Bay TMDL required reductions. This project is eligible for Virginia grant funding from the Stormwater Local Assistance Program. The Town will apply for this funding in 2021 to secure funding for work to begin in Fiscal Year 2023. If we are not successful in our application, this project will be moved to Fiscal Year 2027.

OPERATING IMPACT: Minimal.

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 the protection of people and property from natural hazards such as flooding.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2022	Spring 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21	Year						Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$1,540,000	-	-	\$1,490,000	\$50,000	-	-	-	\$1,540,000	-
State-DEQSLAF	1,000,000	-	-	-	1,000,000	-	-	-	1,000,000	-
Total Sources	\$2,540,000	\$—	\$—	\$1,490,000	\$1,050,000	\$—	\$—	\$—	\$2,540,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21	Year						Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$140,000	-	-	\$90,000	\$50,000	-	-	-	\$140,000	-
Land	200,000	-	-	200,000	-	-	-	-	200,000	-
Design/Engineering	200,000	-	-	200,000	-	-	-	-	200,000	-
Construction	2,000,000	-	-	1,000,000	1,000,000	-	-	-	2,000,000	-
Total Uses	\$2,540,000	\$—	\$—	\$1,490,000	\$1,050,000	\$—	\$—	\$—	\$2,540,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Capital Improvements Program

Airport

TITLE: Airport Apron Paving (23001)

STATUS: Future

LOCATION: Leesburg Executive Airport

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.

The estimated completion schedule for this project is contingent on receiving the funding the Town plans to request from the Federal Aviation Administration and the Virginia Department of Aviation. This project is in accordance with the 2019 Airport Master Plan.

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

2019 Airport Master Plan

- Identifies the apron pavement as needing rehabilitation.



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Fall 2021	Summer 2023

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$59,000	-	\$20,000	\$39,000	-	-	-	-	\$59,000	-
State- DOAV	132,000	-	12,000	120,000	-	-	-	-	132,000	-
Federal- FAA	1,485,000	-	135,000	1,350,000	-	-	-	-	1,485,000	-
Total Sources	\$1,676,000	\$—	\$167,000	\$1,509,000	\$—	\$—	\$—	\$—	\$1,676,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$21,000	-	\$12,000	\$9,000	-	-	-	-	\$21,000	-
Design/ Engineering	155,000	-	155,000	-	-	-	-	-	155,000	-
Construction	1,500,000	-	-	1,500,000	-	-	-	-	1,500,000	-
Total Uses	\$1,676,000	\$—	\$167,000	\$1,509,000	\$—	\$—	\$—	\$—	\$1,676,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	-	-	-	-	-	-
Total Impact	-	-	-	-	-	-

Airport

Capital Improvements Program

TITLE: Airport FBO Hangar Purchase (22001)

STATUS: Future

LOCATION: Leesburg Executive Airport

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.

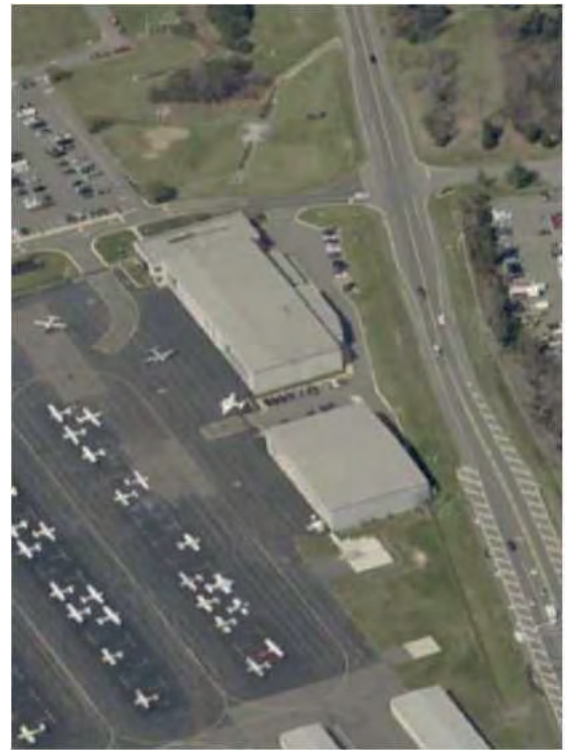
OPERATING IMPACT: Increased building maintenance costs.

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

PROJECT START	ESTIMATED COMPLETION
Summer 2024	Fall 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$3,010,000	-	-	-	\$3,010,000	-	-	-	\$3,010,000	-
Total Sources	\$3,010,000	\$-	\$-	\$-	\$3,010,000	\$-	\$-	\$-	\$3,010,000	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
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	2022	2023	2024	2025	2026	2027
N/A	-	-	-	-	-	-
Total Impact	-	-	-	-	-	-

Capital Improvements Program

TITLE: Airport North Hangars (19002)

STATUS: Ongoing

LOCATION: Leesburg Executive Airport

PROGRAM DESCRIPTION: This project will develop 11 new tie-down spaces, 26 new T-hangars, three corporate box hangars and a future 180' x 80' future building parcel on the northeast corner of the airport property. The project will replace a loss of hangar capacity due to the planned demolition of three old T-hangar buildings in order to comply with Federal Aviation Administration (FAA) runway-separation design standards. The project will include construction of an aircraft taxiway connector, aprons, storm drainage with nutrient treatment onsite, and utilities necessary to serve the facilities. Funding participation is anticipated from the FAA and the Virginia Department of Aviation (DOAV) for eligible portions of site work and paving; however, timing and final amounts are to be determined. This project is in accordance with the 2019 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.

2019 Airport Master Plan

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

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Fall 2019	Summer 2023



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21	Year						Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$2,392,000	1,293,000	\$1,079,000	\$20,000	-	-	-	-	\$1,099,000	-
PAY-GO	102,000	102,000	-	-	-	-	-	-	-	-
State- DOAV	1,900,000	1,732,000	168,000	-	-	-	-	-	168,000	-
Federal- FAA	960,000	130,000	830,000	-	-	-	-	-	830,000	-
Total Sources	\$5,354,000	\$3,257,000	\$2,077,000	\$20,000	\$—	\$—	\$—	\$—	\$2,097,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21	Year						Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$136,000	\$96,000	\$20,000	\$20,000	-	-	-	-	\$40,000	-
Design/ Engineering	400,000	260,000	140,000	-	-	-	-	-	140,000	-
Construction	4,818,000	2,901,000	1,917,000	-	-	-	-	-	1,917,000	-
Total Uses	\$5,354,000	\$3,257,000	\$2,077,000	\$20,000	\$—	\$—	\$—	\$—	\$2,097,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
Electricity	\$—	\$800	\$800	\$800	\$800	\$800
General Maintenance	—	2,200	2,200	2,200	2,200	2,200
Total Impact	\$—	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000

Airport

Capital Improvements Program

TITLE: Airport Parallel Taxiway Relocation (23002)

STATUS: Future

LOCATION: Leesburg Executive Airport

PROGRAM DESCRIPTION: Relocation and reconstruction of the existing parallel taxiway further from the runway in order to meet Federal Aviation Administration (FAA) standards. The project has been broken into two construction phases to facilitate funding opportunities. The estimated completion schedule for this project is contingent on receiving the funding to be requested from the Federal Aviation Administration (FAA) and the Virginia Department of Aviation (DOAV) for eligible portions of the project. This project is in accordance with the 2019 Airport Master Plan.

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.

2019 Airport Master Plan

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



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Spring 2024	Winter 2031

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$339,000	-	-	-	\$5,300	\$70,000	\$8,000	\$125,000	\$208,300	\$130,700
State- DOAV	860,000	-	-	-	1,200	60,000	-	400,000	461,200	398,800
Federal- FAA	9,684,000	-	-	-	13,500	675,000	-	4,500,000	5,188,500	4,495,500
Total Sources	\$10,883,000	\$—	\$—	\$—	\$20,000	\$805,000	\$8,000	\$5,025,000	\$5,858,000	\$5,025,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$118,000	-	-	-	\$5,000	\$55,000	\$8,000	\$25,000	\$93,000	\$25,000
Design/ Engineering	765,000	-	-	-	15,000	750,000	-	-	765,000	-
Construction	10,000,000	-	-	-	-	-	-	5,000,000	5,000,000	5,000,000
Total Uses	\$10,883,000	\$—	\$—	\$—	\$20,000	\$805,000	\$8,000	\$5,025,000	\$5,858,000	\$5,025,000

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Capital Improvements Program

Airport

TITLE: Airport RPZ Land Acquisition (25002)

STATUS: Future

LOCATION: Leesburg Executive Airport

PROGRAM DESCRIPTION: The 2019 Airport Master Plan has identified a need for the airport to acquire the land within the runway protection zone. For safety reasons, it is important that minimal development occur in the area. The land acquisition will also provide land on which to update the Runway 17 Approach lighting system. Acquisition requires completion of an Environmental Assessment prior to negotiations and purchase. Funding participation is anticipated from the Federal Aviation Administration (FAA) and the Virginia Department of Aviation (DOAV) for eligible portions of the project.

OPERATING IMPACT: Minimal 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.

2019 Airport Master Plan

- Identifies the need for the airport to acquire the land within the runway protection zone to improve safety.



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Fall 2024	Fall 2026

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21	2022	2023	2024	2025	2026	2027	Total for 6 Yr CIP	Future Funds Required
GO Bonds	\$91,000	\$—	\$—	\$—	\$—	\$23,000	\$11,000	\$57,000	\$91,000	\$—
State- DOAV	224,000	—	—	—	—	12,000	12,000	200,000	224,000	—
Federal- FAA	2,520,000	—	—	—	—	135,000	135,000	2,250,000	2,520,000	—
Total Sources	\$2,835,000	\$—	\$—	\$—	\$—	\$170,000	\$158,000	\$2,507,000	\$2,835,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21	2022	2023	2024	2025	2026	2027	Total for 6 Yr CIP	Future Project Cost
Project Management	\$30,000	\$—	\$—	\$—	\$—	\$15,000	\$8,000	\$7,000	\$30,000	\$—
Design/ Engineering	305,000	—	—	—	—	155,000	150,000	—	305,000	—
Land Acquisition	2,500,000	—	—	—	—	—	—	2,500,000	2,500,000	—
Total Uses	\$2,835,000	\$—	\$—	\$—	\$—	\$170,000	\$158,000	\$2,507,000	\$2,835,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Airport

Capital Improvements Program

TITLE: Airport Runway Pavement Rehabilitation (23003)

STATUS: Future

LOCATION: Leesburg Executive Airport

PROGRAM DESCRIPTION: Runway pavement condition is critical to the safe landing and takeoff for aircrafts. The most recent pavement evaluation completed in 2015 recommended a combination of mill and overlay and surface treatment over the next five years in order to maintain and restore pavement condition. Survey and geotechnical work is required to identify the condition of the Runway paving and the rehabilitation will likely include isolated repairs, milling, overlay, grooving and marking. Funding participation is anticipated from the Federal Aviation Administration (FAA) and the Virginia Department of Aviation (DOAV) for this project.

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.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Fall 2024	Fall 2026



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$218,600	\$—	\$—	\$27,000	\$31,600	\$5,000	\$155,000	\$—	\$218,600	\$—
State- DOAV	608,400	—	—	—	48,400	—	560,000	—	608,400	—
Federal- FAA	6,840,000	—	—	—	540,000	—	6,300,000	—	6,840,000	—
Total Sources	\$7,667,000	\$—	\$—	\$27,000	\$620,000	\$5,000	\$7,015,000	\$—	\$7,667,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$42,000	\$—	\$—	\$7,000	\$15,000	\$5,000	\$15,000	\$—	\$42,000	\$—
Design/ Engineering	625,000	—	—	20,000	605,000	—	—	—	625,000	—
Construction	7,000,000	—	—	—	—	—	7,000,000	—	7,000,000	—
Total Uses	\$7,667,000	\$—	\$—	\$27,000	\$620,000	\$5,000	\$7,015,000	\$—	\$7,667,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Capital Improvements Program

Airport

TITLE: Airport West Side Land Development (25001)

STATUS: Future

LOCATION: Leesburg Executive Airport

PROGRAM DESCRIPTION: Based on the forecasts of aviation demand, the Airport will need to begin developing the west side of the airport to accommodate the forecast growth in based aircraft. Proposed airport development west of the runway will require vehicular access from Compass Creek Parkway, which is currently under construction and immediately west of airport property. Entrance along this roadway will accommodate the airport vehicular traffic and allow direct access to the Dulles Greenway.

The estimated completion schedule for this project is contingent on receiving the funding the Town plans to request from the Federal Aviation Administration and the Virginia Department of Aviation. This project is in accordance with the 2019 Airport Master Plan. A study is scheduled to be performed in Fiscal Year 22 and the schedule and budget will be updated at that time to reflect the new information.

OPERATING IMPACT: Increased airport operating costs for road maintenance.

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.

2019 Airport Master Plan

- Identifies the need for development of the west side of the airport.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Fall 2025	Winter 2031



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$412,000	\$—	\$—	\$—	\$—	\$6,000	\$34,500	\$21,500	\$62,000	\$350,000
State- DOAV	1,544,000	-	-	-	-	-	18,000	6,000	24,000	1,520,000
Federal- FAA	6,350,000	-	-	-	-	-	202,500	67,500	270,000	6,080,000
Total Sources	\$8,306,000	\$—	\$—	\$—	\$—	\$6,000	\$255,000	\$95,000	\$356,000	\$7,950,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$251,000	\$—	\$—	\$—	\$—	\$1,000	\$30,000	\$20,000	\$51,000	\$200,000
Design/ Engineering	455,000	—	—	—	—	5,000	225,000	75,000	305,000	150,000
Construction	7,600,000	—	—	—	—	—	—	—	—	7,600,000
Total Uses	\$8,306,000	\$—	\$—	\$—	\$—	\$6,000	\$255,000	\$95,000	\$356,000	\$7,950,000

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Utilities

As a result of the Fiscal Year 2020-2028 Utility Rate Study, a comprehensive needs assessment was conducted for the Town's utilities system. The FY 2022-2027 Capital Improvements Program reflects the identified capital needs, and investments in the Town's water and sewer system estimated at \$18,371,000 for Fiscal Year 2022. Capital projects for Fiscal Year 2022 include: Enhanced Multi-Barrier Treatment Technology; Sanitary Sewer Pump Station Upgrades; Town-wide Sanitary Sewer and Waterline Improvements and Repairs; a Water Booster Pump Station at Loudoun Water Interconnect; the re-coating and rehabilitation of storage tanks at the Water Pollution Control Facility, and the preliminary design for expansions of the Water Plant and the Water Pollution Control Facility.

Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/21	2022	2023	2024-2027	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	\$112,126,940	\$2,590,840	\$8,946,700	\$6,726,700	\$23,067,700	\$38,741,100	\$70,795,000
Pay-GO Utilities	106,239,760	2,120,560	9,424,300	7,751,600	29,838,300	47,014,200	57,105,000
Total Utilities Fund	\$218,366,700	\$4,711,400	\$18,371,000	\$14,478,300	\$52,906,000	\$85,755,300	\$127,900,000
Total Sources	\$218,366,700	\$4,711,400	\$18,371,000	\$14,478,300	\$52,906,000	\$85,755,300	\$127,900,000

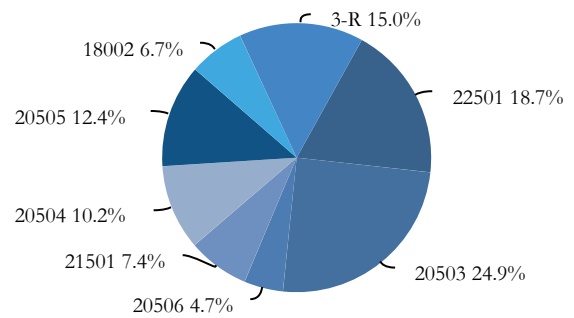
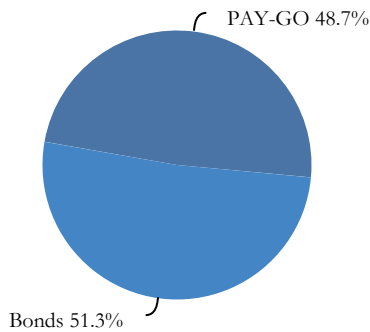
Uses by Project

Projects	Total Project Cost	Expended through 6/30/21	2022	2023	2024-2027	Total for 6 Yr CIP	Future Project Cost
Automated Water Meter Reading and Meter Technology System Upgrade (25501)	\$6,000,000	\$—	\$—	\$—	\$6,000,000	\$6,000,000	\$—
Enhanced Multi-Barrier Treatment Technology (22501)	2,880,800	252,200	2,628,600	—	—	2,628,600	—
Excavated Materials Holding and Drying Facility (23501)	758,000	—	—	758,000	—	758,000	—
Lower Sycolin Sanitary Sewer Pump Station Third Pump (22502)	400,000	—	400,000	—	—	400,000	—
Sanitary Sewer Pump Station Upgrades (20503)	7,818,900	953,000	3,500,000	778,100	2,587,800	6,865,900	—
Town-wide Sanitary Sewer Improvements and Repairs (20506)	4,353,700	—	658,900	687,000	3,007,800	4,353,700	—
Town-wide Waterline Improvements and Repairs (20505)	7,383,800	—	1,744,600	962,200	4,677,000	7,383,800	—
Utility System Storage Facility (21501)	2,048,700	507,500	1,041,200	500,000	—	1,541,200	—
Water Booster Pump Station at Loudoun Water Interconnect (20504)	1,869,900	429,300	1,440,600	—	—	1,440,600	—
Water Plant Expansion (22508)	62,000,000	—	2,000,000	—	—	2,000,000	60,000,000
Water Pollution Control Facility Backup Generator (24501)	1,139,300	—	—	—	1,139,300	1,139,300	—
Water Pollution Control Facility Chemical Building Addition (24502)	4,258,000	—	—	—	4,258,000	4,258,000	—
Water Pollution Control Facility Debris Screen System (23502)	4,184,600	—	150,000	1,913,500	2,121,100	4,184,600	—
Water Pollution Control Facility Digester Dome Replacements (25502)	3,158,700	—	—	—	3,158,700	3,158,700	—
Water Pollution Control Facility Dryer Drum Replacement (25503)	1,014,700	—	—	—	1,014,700	1,014,700	—
Water Pollution Control Facility Expansion (22509)	69,100,000	—	1,200,000	—	—	1,200,000	67,900,000
Water Pollution Control Facility Odor Control And Biofilter Media Replacement (25504)	2,251,500	—	—	—	2,251,500	2,251,500	—
Water Pollution Control Facility Storage Tanks - Re-coating & Rehabilitation (18002)	8,663,100	2,569,400	940,700	978,300	4,174,700	6,093,700	—
Water Pollution Control Facility Tuscarora Landscaper's Choice (ILC) Solids Silo (23503)	653,000	—	—	653,000	—	653,000	—

Uses by Project

Projects	Total Project Cost	Expended through 6/30/21				Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024-2027		
Western Pressure Zone Pump Station Backup Generator (27503)	\$600,000	\$—	\$—	\$—	\$600,000	\$600,000	\$—
Water Storage Tank Recoating - Carr Tank I (27501)	1,355,000	—	—	—	1,355,000	1,355,000	—
Water Storage Tank Recoating - Carr Tank II (25505)	1,328,300	—	—	—	1,328,300	1,328,300	—
Water Storage Tank Recoating - Sycolin Road Tank (27502)	1,355,000	—	—	—	1,355,000	1,355,000	—
Water Supply and Wastewater SCADA Systems Replacement (22504)	3,192,500	—	562,300	1,314,100	1,316,100	3,192,500	—
Water Supply Emergency II and III Interconnect (23504)	3,189,400	—	—	1,593,300	1,596,100	3,189,400	—
Water Treatment Plant Sludge Disposal Improvements (23505)	1,638,200	—	—	1,638,200	—	1,638,200	—
Utilities Repair, Replacement and Rehabilitation (3-R)	15,771,600	—	2,104,100	2,702,600	10,964,900	15,771,600	—
Total Uses	\$218,366,700	\$4,711,400	\$18,371,000	\$14,478,300	\$52,906,000	\$85,755,300	\$127,900,000

Sources by Type (2022)	Uses by Project (2022)
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Utilities

Capital Improvements Program

TITLE: Automated Water Meter Reading and Meter Technology System Upgrade (25501)

STATUS: Future

LOCATION: Town-wide

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: Technology advancements that ensure metering and billing efficiency.

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.



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2024	Summer 2027

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21	2022	2023	2024	2025	2026	2027	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	\$3,300,000	-	-	-	\$1,650,000	\$1,650,000	-	-	\$3,300,000	-
Pay-GO Utilities	2,700,000	-	-	-	1,350,000	1,350,000	-	-	2,700,000	-
Total Sources	\$6,000,000	\$—	\$—	\$—	\$3,000,000	\$3,000,000	\$—	\$—	\$6,000,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21	2022	2023	2024	2025	2026	2027	Total for 6 Yr CIP	Future Project Cost
Project Management	\$100,000	-	-	-	\$50,000	\$50,000	-	-	\$100,000	-
Design/Engineering	150,000	-	-	-	150,000	-	-	-	150,000	-
Construction	5,750,000	-	-	-	2,800,000	2,950,000	-	-	5,750,000	-
Total Uses	\$6,000,000	\$—	\$—	\$—	\$3,000,000	\$3,000,000	\$—	\$—	\$6,000,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	-	-	-	- \$	30,000 \$	30,000
Total Impact	-	-	-	- \$	30,000 \$	30,000

Capital Improvements Program

Utilities

TITLE: Enhanced Multi-Barrier Treatment Technology (22501)

STATUS: Ongoing

LOCATION: Water Treatment Plant (WTP)

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. This project will be completed concurrently with Project 21502 - Water Plant Filter #1 and #2 Underdrain Replacements

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

PROJECT START	ESTIMATED COMPLETION
Summer 2020	Summer 2023



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$1,584,440	\$138,740	\$1,445,700	-	-	-	-	-	\$1,445,700	-
Pay-GO Utilities	1,296,360	113,460	1,182,900	-	-	-	-	-	1,182,900	-
Total Sources	\$2,880,800	\$252,200	\$2,628,600	\$—	\$—	\$—	\$—	\$—	\$2,628,600	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$135,800	\$107,200	\$28,600	-	-	-	-	-	\$28,600	-
Design/Engineering	\$345,000	\$145,000	\$200,000	-	-	-	-	-	\$200,000	-
Construction	\$2,400,000	-	\$2,400,000	-	-	-	-	-	\$2,400,000	-
Total Uses	\$2,880,800	\$252,200	\$2,628,600	\$—	\$—	\$—	\$—	\$—	\$2,628,600	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	-	\$31,000	\$31,000	\$31,000	\$31,000	\$31,000
Total Impact	-	\$31,000	\$31,000	\$31,000	\$31,000	\$31,000

Utilities

Capital Improvements Program

TITLE: Excavated Materials Holding and Drying Facility (23501)

STATUS: Future

LOCATION: Utilities Maintenance Facility

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's (DEQ) storm permitting requirements.

OPERATING IMPACT: Additional costs to maintain the drying facility.

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

PROJECT START	ESTIMATED COMPLETION
Summer 2023	Winter 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$416,900	-	-	\$416,900	-	-	-	-	\$416,900	-
Pay-GO Utilities	341,100	-	-	341,100	-	-	-	-	341,100	-
Total Sources	\$758,000	\$—	\$—	\$758,000	\$—	\$—	\$—	\$—	\$758,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
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	2022	2023	2024	2025	2026	2027
General Maintenance	-	-	\$4,000	\$4,000	\$4,000	\$4,000
Total Impact	-	-	\$4,000	\$4,000	\$4,000	\$4,000

Capital Improvements Program

Utilities

TITLE: Lower Sycolin Sanitary Sewer Pump Station Third Pump (22502)

STATUS: Future

LOCATION: 42399 Claudia Drive

PROGRAM DESCRIPTION: Installation of a third submersible pump at the Lower Sycolin pump station for redundancy and to meet expected flows based on engineering projections for future development.

OPERATING IMPACT: Additional costs to maintain the third pump.

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

PROJECT START	ESTIMATED COMPLETION
Summer 2021	Summer 2022



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$220,000	-	\$220,000	-	-	-	-	-	\$220,000	-
PAY-GO										
Utilities	180,000	-	180,000	-	-	-	-	-	180,000	-
Total Sources	\$400,000	\$-	\$400,000	\$-	\$-	\$-	\$-	\$-	\$400,000	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$15,000	-	\$15,000	-	-	-	-	-	\$15,000	-
Design/Engineering	25,000	-	25,000	-	-	-	-	-	25,000	-
Construction	360,000	-	360,000	-	-	-	-	-	360,000	-
Total Uses	\$400,000	\$-	\$400,000	\$-	\$-	\$-	\$-	\$-	\$400,000	\$-

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	-	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Total Impact	-	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000

Utilities

Capital Improvements Program

TITLE: Sanitary Sewer Pump Station Upgrades (20503)

STATUS: Ongoing

LOCATION: Town-wide

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

OPERATING IMPACT: Reduced maintenance costs are anticipated with improvements.

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.



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Spring 2020	Ongoing

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$4,300,395	\$524,195	\$1,925,000	\$428,000	\$428,300	\$428,700	\$85,000	\$481,200	\$3,776,200	-
PAY-GO Utilities	3,518,505	428,805	1,575,000	350,100	350,500	350,800	69,500	393,800	3,089,700	-
Total Sources	\$7,818,900	\$953,000	\$3,500,000	\$778,100	\$778,800	\$779,500	\$154,500	\$875,000	\$6,865,900	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$180,500	\$103,000	\$35,000	\$10,000	\$10,000	\$10,000	\$1,500	\$11,000	\$77,500	-
Design/Engineering	580,500	72,500	200,000	72,500	72,500	73,000	10,000	80,000	508,000	-
Construction	7,057,900	777,500	3,265,000	695,600	696,300	696,500	143,000	784,000	6,280,400	-
Total Uses	\$7,818,900	\$953,000	\$3,500,000	\$778,100	\$778,800	\$779,500	\$154,500	\$875,000	\$6,865,900	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Capital Improvements Program

Utilities

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

STATUS: Ongoing

LOCATION: Town-wide

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. Future funding required reflects the anticipated continuation of the project beyond the FY 2020-2025 Capital Improvements Program.

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

PROJECT START	ESTIMATED COMPLETION
Ongoing	Ongoing

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$2,394,600	-	\$362,400	\$377,900	\$383,300	\$566,000	\$345,400	\$359,600	\$2,394,600	-
PAY-GO Utilities	1,959,100	-	296,500	309,100	313,600	463,000	282,600	294,300	1,959,100	-
Total Sources	\$4,353,700	\$—	\$658,900	\$687,000	\$696,900	\$1,029,000	\$628,000	\$653,900	\$4,353,700	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$163,700	-	\$26,400	\$27,000	\$26,400	\$27,000	\$28,000	\$28,900	\$163,700	-
Design/Engineering	38,000	-	-	-	38,000	-	-	-	38,000	-
Construction	4,152,000	-	632,500	660,000	632,500	1,002,000	600,000	625,000	4,152,000	-
Total Uses	\$4,353,700	\$—	\$658,900	\$687,000	\$696,900	\$1,029,000	\$628,000	\$653,900	\$4,353,700	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Utilities**Capital Improvements Program**

Description	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Sewer						
Project Management	\$26,400	\$27,000	\$26,400	\$27,000	\$28,000	\$28,900
Pipe Lateral Rehabilitation	382,500	410,000	—	—	—	—
Pipe Rehabilitation	250,000	—	382,500	410,000	350,000	375,000
Manhole Rehabilitation Lining	—	250,000	250,000	250,000	250,000	250,000
Monroe St SE and Madison Ct SE Sewer Replacement			38,000	342,000		
Total Cost	\$658,900	\$687,000	\$696,900	\$1,029,000	\$628,000	\$653,900

Capital Improvements Program

Utilities

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

STATUS: Ongoing

LOCATION: Town-wide

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.

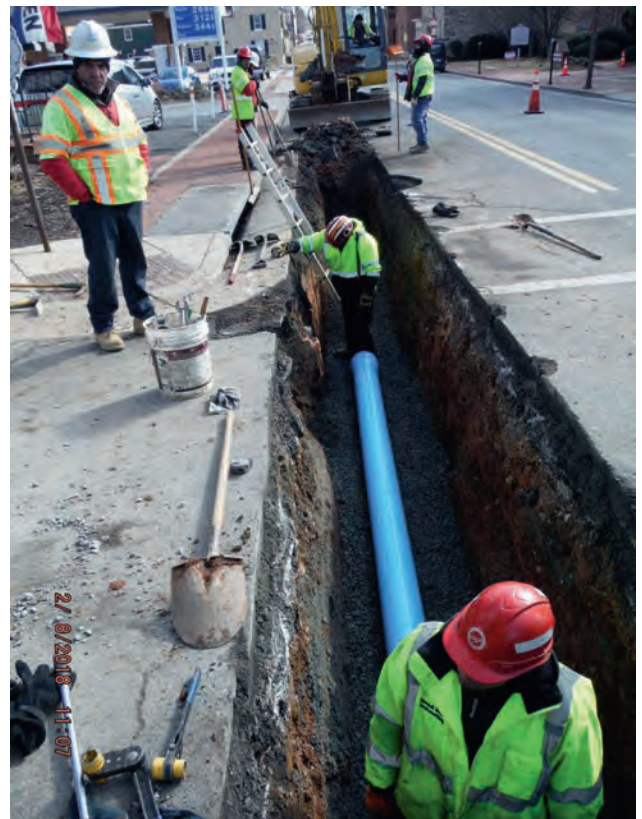
OPERATING IMPACT: Maintenance should be reduced due to the improved structural integrity of the waterlines. New waterline loops improve water flow rates and add to the reliability of the water distribution systems.

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

PROJECT START	ESTIMATED COMPLETION
Ongoing	Ongoing



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21	2022	2023	2024	2025	2026	2027	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	\$4,061,000	-	\$959,500	\$529,200	\$564,500	\$552,600	\$514,500	\$940,700	\$4,061,000	-
PAY-GO Utilities	3,322,800	-	785,100	433,000	461,900	452,100	421,000	769,700	3,322,800	-
Total Sources	\$7,383,800	\$—	\$1,744,600	\$962,200	\$1,026,400	\$1,004,700	\$935,500	\$1,710,400	\$7,383,800	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21	2022	2023	2024	2025	2026	2027	Total for 6 Yr CIP	Future Project Cost
Project Management	\$261,600	-	\$86,600	\$25,000	\$25,000	\$25,000	\$25,000	\$75,000	\$261,600	-
Design/Engineering	573,300	-	173,300	75,000	75,000	75,000	75,000	100,000	573,300	-
Construction	6,548,900	-	1,484,700	862,200	926,400	904,700	835,500	1,535,400	6,548,900	-
Total Uses	\$7,383,800	\$—	\$1,744,600	\$962,200	\$1,026,400	\$1,004,700	\$935,500	\$1,710,400	\$7,383,800	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Utilities

Capital Improvements Program

Description	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
WATER						
Project Management	\$86,600	\$89,200	\$91,900	\$94,700	\$97,500	\$100,400
The Fields at Leesburg (Loudoun House) Service Lines Replacement	250,000	—	—	—	—	—
Hancock Pl NE Service Lines Replacement	1,000,000	—	—	—	—	—
Liberty St SW from Royal to Market	408,000	—	—	—	—	—
Edwards Ferry Rd NE from Mayfair Dr NE to Heritage Wy NE	—	750,000	—	—	—	—
Royal St SW from Church St SE to Liberty St SW	—	50,000	50,000	600,000	—	—
South St SE at Harrison St SE and Church St SE	—	73,000	659,500	—	—	—
Church St SE from E. Market St. to Loudoun St. SE	—	—	225,000	—	—	—
N King from Market to North Street	—	—	—	60,000	60,000	1,080,000
Western Zone valves, vault and piping	—	—	—	250,000	—	—
S King St from South St SW to Loudoun St SE	—	—	—	—	778,000	—
Wage Drive	—	—	—	—	—	230,000
East Market from Y to Harrison St SE	—	—	—	—	—	300,000
Total Cost	\$1,744,600	\$962,200	\$1,026,400	\$1,004,700	\$935,500	\$1,710,400

Capital Improvements Program

Utilities

TITLE: Utility System Storage Facility (21501)

STATUS: Ongoing

LOCATION: Utilities Maintenance Facility

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

PROJECT START	ESTIMATED COMPLETION
Summer 2020	Summer 2022



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$1,126,800	\$279,200	\$572,600	\$275,000	-	-	-	-	\$847,600	-
PAY-GO Utilities	921,900	228,300	468,600	225,000	-	-	-	-	693,600	-
Total Sources	\$2,048,700	\$507,500	\$1,041,200	\$500,000	\$—	\$—	\$—	\$—	\$1,541,200	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$31,500	\$7,500	\$12,000	\$12,000	-	-	-	-	\$24,000	-
Design/Engineering	200,000	150,000	50,000	-	-	-	-	-	50,000	-
Construction	1,817,200	350,000	979,200	488,000	-	-	-	-	1,467,200	-
Total Uses	\$2,048,700	\$507,500	\$1,041,200	\$500,000	\$—	\$—	\$—	\$—	\$1,541,200	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	-	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Total Impact	\$ —	\$ —	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000

Utilities

Capital Improvements Program

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

STATUS: Ongoing

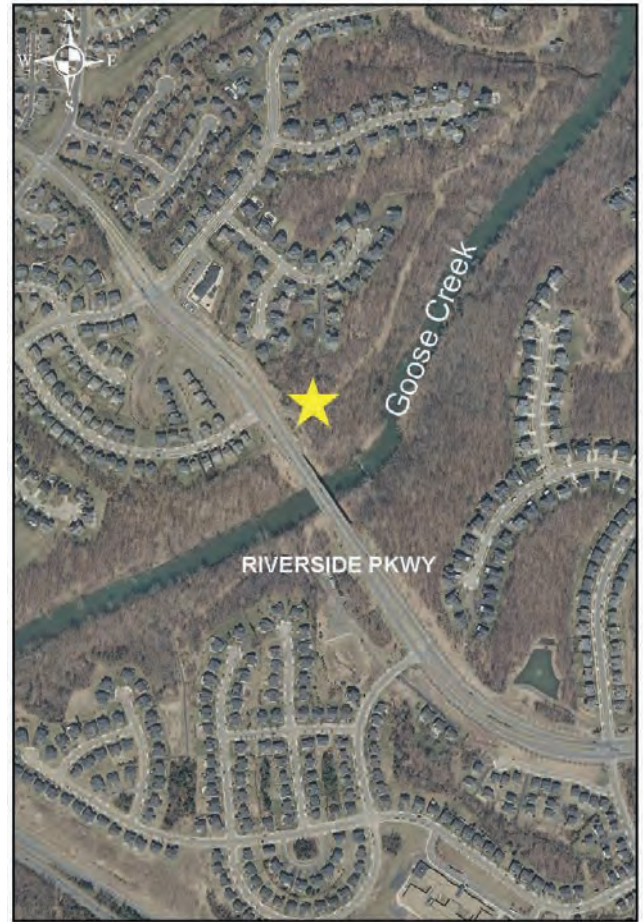
LOCATION: Near Loudoun Water at Riverside Parkway bridge

PROGRAM DESCRIPTION: This project ensures adequate water is available to town 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 daily water demand.

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

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

PROJECT START	ESTIMATED COMPLETION
Summer 2020	Summer 2022

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$1,028,000	\$235,700	\$792,300	-	-	-	-	-	\$792,300	-
PAY-GO Utilities	841,900	193,600	648,300	-	-	-	-	-	648,300	-
Total Sources	\$1,869,900	\$429,300	\$1,440,600	\$—	\$—	\$—	\$—	\$—	\$1,440,600	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$89,300	\$79,300	\$10,000	-	-	-	-	-	\$10,000	-
Design/Engineering	350,000	350,000	-	-	-	-	-	-	-	-
Construction	1,430,600	-	1,430,600	-	-	-	-	-	1,430,600	-
Total Uses	\$1,869,900	\$429,300	\$1,440,600	\$—	\$—	\$—	\$—	\$—	\$1,440,600	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	-	\$100	\$100	\$100	\$100	\$100
Total Impact	\$—	\$100	\$100	\$100	\$100	\$100

Capital Improvements Program

Utilities

TITLE: Water Plant Expansion (22508)

STATUS: New

LOCATION: Water Treatment Plant

PROGRAM DESCRIPTION: The potential development of high volume customers may drive the need for water plant treatment capacity increase from 12.5 MGD to 20MGD to ensure adequate water is available for all town customers. Initial phase is preliminary engineering report on option and delivery of water service may result in the expansion of the water treatment plant and/or whole sale purchase of water supply from Loudoun Water including emergency supply interconnects. Additional water tank storage, intake structures may be required. Extensive facility expansion will require improvements such as additional filters, basins, clearwell expansion



OPERATING IMPACT: Additional personnel and operating resources will be required based on the size and scope of the resulting project.

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 network.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2021	TBD

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21	2022	2023	2024	2025	2026	2027	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	\$34,550,000	-	\$1,100,000	-	-	-	-	-	\$1,100,000	\$33,450,000
PAY-GO Utilities	27,450,000	-	900,000	-	-	-	-	-	900,000	26,550,000
Total Sources	\$62,000,000	\$-	\$2,000,000	\$-	\$-	\$-	\$-	\$-	\$2,000,000	\$60,000,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21	2022	2023	2024	2025	2026	2027	Total for 6 Yr CIP	Future Project Cost
Project Management	\$120,000	-	\$20,000	-	-	-	-	-	\$20,000	\$100,000
Design/Engineering	8,980,000	-	1,980,000	-	-	-	-	-	1,980,000	7,000,000
Construction	52,900,000	-	-	-	-	-	-	-	-	52,900,000
Total Uses	\$62,000,000	\$-	\$2,000,000	\$-	\$-	\$-	\$-	\$-	\$2,000,000	\$60,000,000

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	\$-	\$-	\$-	\$-	\$-	\$-
Total Impact	\$-	\$-	\$-	\$-	\$-	\$-

Utilities

Capital Improvements Program

TITLE: Water Pollution Control Facility Backup Generator (24501)

STATUS: Future

LOCATION: Water Pollution Control Facility

PROGRAM DESCRIPTION: This project includes the Installation of a backup generator at the Water Pollution Control Facility for system redundancy and reliability to allow for continued operations during emergencies.

OPERATING IMPACT: After warranty period, 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

PROJECT START	ESTIMATED COMPLETION
Summer 2023	Summer 2024

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$626,600	-	-	-	\$626,600	-	-	-	\$626,600	-
PAY-GO Utilities	512,700	-	-	-	512,700	-	-	-	512,700	-
Total Sources	\$1,139,300	\$—	\$—	\$—	\$1,139,300	\$—	\$—	\$—	\$1,139,300	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$14,300	-	-	-	\$14,300	-	-	-	\$14,300	-
Design/Engineering	125,000	-	-	-	125,000	-	-	-	125,000	-
Construction	1,000,000	-	-	-	1,000,000	-	-	-	1,000,000	-
Total Uses	\$1,139,300	\$—	\$—	\$—	\$1,139,300	\$—	\$—	\$—	\$1,139,300	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	-	-	-	\$30,000	\$30,000	\$30,000
Total Impact	\$—	\$—	\$—	\$30,000	\$30,000	\$30,000

Capital Improvements Program

Utilities

TITLE: Water Pollution Control Facility Chemical Building Addition (24502)

STATUS: Future

LOCATION: Water Pollution Control Facility

PROGRAM DESCRIPTION: Construction of a new chemical building at the Water Pollution Control Facility 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: Improvement to process and reduced maintenance.

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 Water Pollution Control Facility for efficient operations and increased reliability in meeting federal and state regulations.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2024	Spring 2026



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$2,341,900	-	-	-	-	\$1,202,900	\$1,139,000	-	\$2,341,900	-
PAY-GO Utilities	1,916,100	-	-	-	-	984,100	932,000	-	1,916,100	-
Total Sources	\$4,258,000	\$—	\$—	\$—	\$—	\$2,187,000	\$2,071,000	\$—	\$4,258,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$22,000	-	-	-	-	\$11,000	\$11,000	-	\$22,000	-
Design/Engineering	600,000	-	-	-	-	600,000	-	-	600,000	-
Construction	3,636,000	-	-	-	-	1,576,000	2,060,000	-	3,636,000	-
Total Uses	\$4,258,000	\$—	\$—	\$—	\$—	\$2,187,000	\$2,071,000	\$—	\$4,258,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	-	-	-	-	-	\$5,000
Total Impact	\$—	\$—	\$—	\$—	\$—	\$5,000

Utilities

Capital Improvements Program

TITLE: Water Pollution Control Facility Debris Screen System (23502)

STATUS: Future

LOCATION: Water Pollution Control Facility

PROGRAM DESCRIPTION: The existing bar screens at the Water Pollution Control Facility do not efficiently or effectively 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: Improvement to process.

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 upgrading units and adding a fine screen at the beginning of the treatment process.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Spring 2022	Summer 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$2,551,500	-	\$82,500	\$1,302,400	\$1,166,600	-	-	-	\$2,551,500	-
PAY-GO Utilities	1,633,100	-	67,500	611,100	954,500	-	-	-	1,633,100	-
Total Sources	\$4,184,600	\$—	\$150,000	\$1,913,500	\$2,121,100	\$—	\$—	\$—	\$4,184,600	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$23,500	-	-	\$13,500	\$10,000	-	-	-	\$23,500	-
Design/Engineering	400,000	-	150,000	250,000	-	-	-	-	400,000	-
Construction	3,761,100	-	-	1,650,000	2,111,100	-	-	-	3,761,100	-
Total Uses	\$4,184,600	\$—	\$150,000	\$1,913,500	\$2,121,100	\$—	\$—	\$—	\$4,184,600	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	-	-	-	\$400	\$400	\$400
Total Impact	\$—	\$—	\$—	\$400	\$400	\$400

Capital Improvements Program

Utilities

TITLE: Water Pollution Control Facility Digester Dome Replacements (25502)

STATUS: Future

LOCATION: Water Pollution Control Facility

PROGRAM DESCRIPTION: This project includes the design and construction of new domes on digesters A & B at the Water Pollution Control Facility. The existing digesters and domes were installed in the 1970's, nearly 50 years ago. The remaining two domes for digesters C & D were installed in 1987 and 1994 respectively; and will be replaced in 2026. Regulatory requirements and advancements in technology may require adjustments to the scope and cost estimate of the project.

OPERATING IMPACT: Operational efficiency and odor improvements.

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.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2024	Spring 2026



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$1,737,300	-	-	-	-	\$912,300	\$825,000	-	\$1,737,300	-
PAY-GO Utilities	1,421,400	-	-	-	-	746,400	675,000	-	1,421,400	-
Total Sources	\$3,158,700	\$-	\$-	\$-	\$-	\$1,658,700	\$1,500,000	\$-	\$3,158,700	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$20,000	-	-	-	-	\$10,000	\$10,000	-	\$20,000	-
Design/Engineering	300,000	-	-	-	-	300,000	-	-	300,000	-
Construction	2,838,700	-	-	-	-	1,348,700	1,490,000	-	2,838,700	-
Total Uses	\$3,158,700	\$-	\$-	\$-	\$-	\$1,658,700	\$1,500,000	\$-	\$3,158,700	\$-

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Utilities

Capital Improvements Program

TITLE: Water Pollution Control Facility Dryer Drum Replacement (25503)

STATUS: Future

LOCATION: Water Pollution Control Facility

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. Replacement of this equipment will ensure the Town's ongoing compliance with regulatory permitting.

OPERATING IMPACT: Operational efficiency, safety, and reliability improvements.

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.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2024	Summer 2026



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21	2022	2023	2024	2025	2026	2027	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	\$558,000	-	-	-	-	-	\$558,000	-	\$558,000	-
PAY-GO Utilities	456,700	-	-	-	-	-	456,700	-	456,700	-
Total Sources	\$1,014,700	\$—	\$—	\$—	\$—	\$—	\$1,014,700	\$—	\$1,014,700	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21	2022	2023	2024	2025	2026	2027	Total for 6 Yr CIP	Future Project Cost
Project Management	\$14,700	-	-	-	-	-	\$14,700	-	\$14,700	-
Design/Engineering	200,000	-	-	-	-	-	200,000	-	200,000	-
Construction	800,000	-	-	-	-	-	800,000	-	800,000	-
Total Uses	\$1,014,700	\$—	\$—	\$—	\$—	\$—	\$1,014,700	\$—	\$1,014,700	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Capital Improvements Program

Utilities

TITLE: Water Pollution Control Facility Expansion (22509)

STATUS: Future

LOCATION: Water Pollution Control Facility

PROGRAM DESCRIPTION: The potential development of high volume customers may drive the need for a sanitary sewer treatment plant expansion and upgrade from 7.5 million gallons daily (MGD) to 10MGD and Enhanced Nutrient Removal (ENR) to ensure adequate sewer treatment is available for all town customers. Initial phase is preliminary engineering report to evaluate delivery of service needs related to an expansion and upgrade for Phase 3 of Virginia's Watershed Improvement Plan including TMDL requirements (WIP3). Expansion and upgrade estimates do not include odor improvements, effluent pipeline modifications, pump station capacity increases, force main improvements, or gravity collection system upsizing.

OPERATING IMPACT: Additional personnel and operating resources will be required based on the size and scope of the resulting project.

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.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2021	TBD



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$38,005,000		\$660,000	-	-	-	-	-	\$660,000	\$37,345,000
PAY-GO Utilities	31,095,000		540,000	-	-	-	-	-	540,000	30,555,000
Total Sources	\$69,100,000	\$-	\$1,200,000	\$-	\$-	\$-	\$-	\$-	\$1,200,000	\$67,900,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$120,000		\$20,000	-	-	-	-	-	\$20,000	\$100,000
Design/Engineering	8,980,000		1,180,000	-	-	-	-	-	1,180,000	7,800,000
Construction	60,000,000		-	-	-	-	-	-	-	60,000,000
Total Uses	\$69,100,000	\$-	\$1,200,000	\$-	\$-	\$-	\$-	\$-	\$1,200,000	\$67,900,000

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Utilities

Capital Improvements Program

TITLE: Water Pollution Control Facility Odor Control And Biofilter Media Replacement (25504)

STATUS: Future

LOCATION: Water Pollution Control Facility

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. Piping and underdrain improvements, carbon filter media replacement and protective covers will be constructed to control odors.

OPERATING IMPACT: Operational efficiency and odor improvements.

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.



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2023	Spring 2025

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$1,238,300	-	-	-	\$619,000	\$619,300	-	-	\$1,238,300	-
PAY-GO Utilities	1,013,200	-	-	-	506,500	506,700	-	-	1,013,200	-
Total Sources	\$2,251,500	\$-	\$-	\$-	\$1,125,500	\$1,126,000	\$-	\$-	\$2,251,500	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$23,000	-	-	-	\$12,000	\$11,000	-	-	\$23,000	-
Design/Engineering	225,000	-	-	-	225,000	-	-	-	225,000	-
Construction	2,003,500	-	-	-	888,500	1,115,000	-	-	2,003,500	-
Total Uses	\$2,251,500	\$-	\$-	\$-	\$1,125,500	\$1,126,000	\$-	\$-	\$2,251,500	\$-

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	-	-	-	-	\$2,500	\$2,500
Total Impact	\$-	\$-	\$-	\$-	\$ 2,500	\$ 2,500

Capital Improvements Program

Utilities

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

STATUS: Ongoing

LOCATION: Water Pollution Control Facility

PROGRAM DESCRIPTION: Rehabilitation projects will be based on engineering inspections of water pollution control treatment and process storage tanks. Potential facilities and scope of work include re-coating and rehabilitating six reactors, three primary clarifiers and two gravity thickeners at the water pollution control facility.

OPERATING IMPACT: None.

GOAL ADDRESSED: 2012 Town Plan

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

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Spring 2020	Ongoing



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$4,764,705	\$1,413,005	\$517,400	\$538,100	\$555,000	\$569,100	\$580,300	\$591,800	\$3,351,700	-
PAY-GO Utilities	3,898,395	1,156,395	423,300	440,200	454,000	465,600	474,700	484,200	2,742,000	-
Total Sources	\$8,663,100	\$2,569,400	\$940,700	\$978,300	\$1,009,000	\$1,034,700	\$1,055,000	\$1,076,000	\$6,093,700	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$182,400	\$107,400	\$12,000	\$12,000	\$12,500	\$12,500	\$13,000	\$13,000	\$75,000	-
Design/Engineering	754,000	177,000	89,000	93,000	95,000	98,000	100,000	102,000	577,000	-
Construction	7,726,700	2,285,000	839,700	873,300	901,500	924,200	942,000	961,000	5,441,700	-
Total Uses	\$8,663,100	\$2,569,400	\$940,700	\$978,300	\$1,009,000	\$1,034,700	\$1,055,000	\$1,076,000	\$6,093,700	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Utilities

Capital Improvements Program

TITLE: Water Pollution Control Facility Tuscarora Landscaper's Choice (TLC) Solids Silo (23503)

STATUS: Future

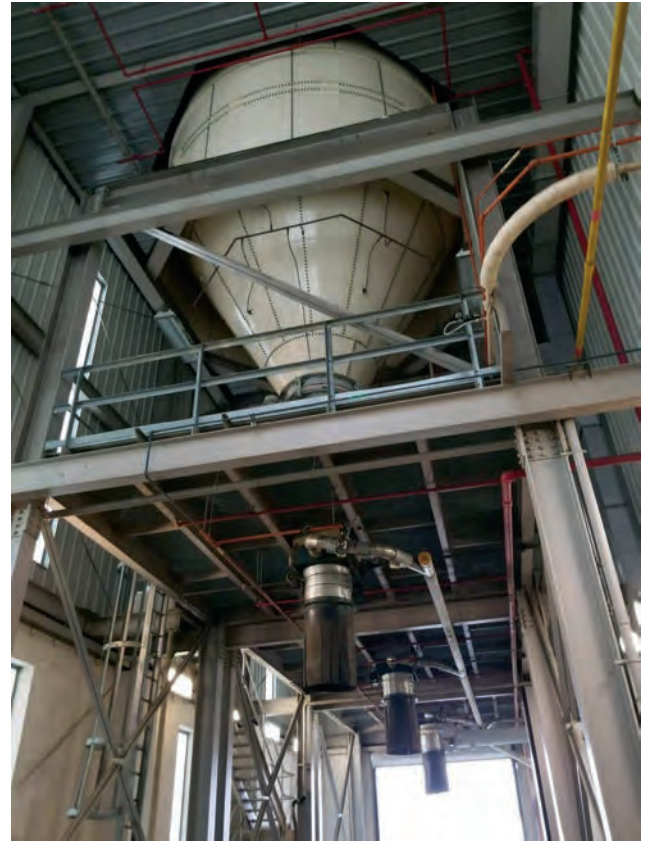
LOCATION: Water Pollution Control Facility

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: Operational efficiency and process improvements.

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 bio-solids storage based on expected population growth.



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2022	Summer 2023

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$359,100	-	-	\$359,100	-	-	-	-	\$359,100	-
PAY-GO Utilities	293,900	-	-	293,900	-	-	-	-	293,900	-
Total Sources	\$653,000	\$—	\$—	\$653,000	\$—	\$—	\$—	\$—	\$653,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$10,000	-	-	\$10,000	-	-	-	-	\$10,000	-
Design/Engineering	65,000	-	-	65,000	-	-	-	-	65,000	-
Construction	578,000	-	-	578,000	-	-	-	-	578,000	-
Total Uses	\$ 653,000	\$ —	\$ —	\$ 653,000	\$ —	\$ —	\$ —	\$ —	\$ 653,000	\$ —

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	-	-	\$2,000	\$2,000	\$2,000	\$2,000
Total Impact	\$—	\$—	\$2,000	\$2,000	\$2,000	\$2,000

Capital Improvements Program

Utilities

TITLE: Western Pressure Zone Pump Station Backup Generator (27503)

STATUS: Future

LOCATION: Near the Southwest corner of South King St and Governors Dr. SW

PROGRAM DESCRIPTION: This project provides system redundancy by installing an emergency generator to operate the pump stations feeding the Western Pressure Zone during emergencies.

OPERATING IMPACT: This project increases drinking water delivery reliability 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 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



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2026	Spring 2027

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$330,000	-	-	-	-	-	-	\$330,000	\$330,000	-
PAY-GO	270,000	-	-	-	-	-	-	270,000	270,000	-
Utilities										
Total Sources	\$600,000	\$-	\$-	\$-	\$-	\$-	\$-	\$600,000	\$600,000	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$13,500	-	-	-	-	-	-	\$13,500	\$13,500	-
Design/Engineering	60,000	-	-	-	-	-	-	60,000	60,000	-
Construction	526,500	-	-	-	-	-	-	526,500	526,500	-
Total Uses	\$600,000	\$-	\$-	\$-	\$-	\$-	\$-	\$600,000	\$600,000	\$-

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Utilities

Capital Improvements Program

TITLE: Water Storage Tank Recoating - Carr Tank I (27501)

STATUS: Future

LOCATION: Northwest corner of the Battlefield Parkway NE/ Fort Evans Road intersection

PROGRAM DESCRIPTION: This project will inspect and re-coat the Town's Carr I water storage tank and perform minor modifications to interior draining system to enhance de-watering and cleaning activities. Carr Tank I was last painted in 2010.

OPERATING IMPACT: Operational maintenance and regulatory compliance.

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



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2026	Spring 2027

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
GO Bonds	\$745,300	-	-	-	-	-	-	\$745,300	\$745,300	-
PAY-GO Utilities	609,700	-	-	-	-	-	-	609,700	609,700	-
Total Sources	\$1,355,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$1,355,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$13,500	-	-	-	-	-	-	\$13,500	\$13,500	-
Design/Engineering	200,000	-	-	-	-	-	-	200,000	200,000	-
Construction	1,141,500	-	-	-	-	-	-	1,141,500	1,141,500	-
Total Uses	\$1,355,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$1,355,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	-	-	-	-	-	-
Total Impact	—	—	—	—	—	—

Capital Improvements Program

Utilities

TITLE: Water Storage Tank Recoating - Carr Tank II (25505)

STATUS: Future

LOCATION: Northwest corner of the Battlefield Parkway NE/ Fort Evans Road intersection

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

OPERATING IMPACT: Operational maintenance and regulatory compliance.

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



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2025	Spring 2026

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$730,600	-	-	-	-	-	\$730,600	-	\$730,600	-
PAY-GO Utilities	597,700	-	-	-	-	-	597,700	-	597,700	-
Total Sources	\$1,328,300	\$—	\$—	\$—	\$—	\$—	\$1,328,300	\$—	\$1,328,300	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$13,000	-	-	-	-	-	\$13,000	-	\$13,000	-
Design/Engineering	200,000	-	-	-	-	-	200,000	-	200,000	-
Construction	1,115,300	-	-	-	-	-	1,115,300	-	1,115,300	-
Total Uses	\$1,328,300	\$—	\$—	\$—	\$—	\$—	\$1,328,300	\$—	\$1,328,300	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Utilities

Capital Improvements Program

TITLE: Water Storage Tank Recoating - Sycolin Road Tank (27502)

STATUS: Future

LOCATION: 42152 Claudia Drive

PROGRAM DESCRIPTION: This project will inspect and re-coat the Sycolin Road water storage tank and perform minor modifications to interior draining system to enhance de-watering and cleaning activities. Sycolin Road tank was last painted in 2010.

OPERATING IMPACT: Operational maintenance and regulatory compliance

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



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2026	Spring 2027

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$745,300	-	-	-	-	-	-	\$745,300	\$745,300	-
PAY-GO Utilities	609,700	-	-	-	-	-	-	609,700	609,700	-
Total Sources	\$1,355,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$1,355,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$13,500	-	-	-	-	-	-	\$13,500	\$13,500	-
Design/Engineering	200,000	-	-	-	-	-	-	200,000	200,000	-
Construction	1,141,500	-	-	-	-	-	-	1,141,500	1,141,500	-
Total Uses	\$1,355,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$1,355,000	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	-	-	-	-	-	-
Total Impact	—	—	—	—	—	—

Capital Improvements Program

Utilities

TITLE: Water Supply and Wastewater SCADA Systems Replacement (22504)

STATUS: Future

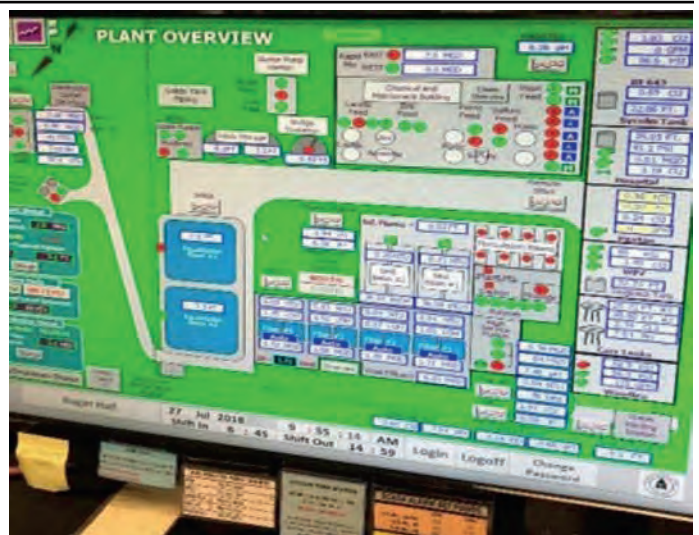
LOCATION: Utilities Treatment Plants and Remote Facilities

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: Operational efficiency, safety, reliability, and cyber security improvements.

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

PROJECT START	ESTIMATED COMPLETION
Summer 2021	Summer 2024

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$1,756,000	-	\$309,300	\$722,800	\$723,900	-	-	-	\$1,756,000	-
PAY-GO Utilities	1,436,500	-	253,000	591,300	592,200	-	-	-	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 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$33,000	-	\$10,000	\$11,000	\$12,000	-	-	-	\$33,000	-
Design/Engineering	552,300	-	552,300	-	-	-	-	-	552,300	-
Construction	2,607,200	-	-	1,303,100	1,304,100	-	-	-	2,607,200	-
Total Uses	\$3,192,500	\$—	\$562,300	\$1,314,100	\$1,316,100	\$—	\$—	\$—	\$3,192,500	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
General Maintenance	-	-	-	\$10,000	\$10,000	\$10,000
Total Impact	\$—	\$—	\$—	\$10,000	\$10,000	\$10,000

Utilities

Capital Improvements Program

TITLE: Water Supply Emergency II and III Interconnect (23504)

STATUS: Future

LOCATION: Sycolin Road.

PROGRAM DESCRIPTION: This project includes design and construction of a second finished water interconnect with Loudoun Water 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 and Loudoun Water at Loudoun 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 Water Treatment Plant maintenance activities.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2022	Summer 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
Utilities Bonds	\$1,754,200	-	-	\$876,300	\$877,900	-	-	-	\$1,754,200	-
PAY-GO Utilities	1,435,200	-	-	717,000	718,200	-	-	-	1,435,200	-
Total Sources	\$3,189,400	\$-	\$-	\$1,593,300	\$1,596,100	\$-	\$-	\$-	\$3,189,400	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$24,000	-	-	\$12,000	\$12,000	-	-	-	\$24,000	-
Design/Engineering	400,000	-	-	400,000	-	-	-	-	400,000	-
Construction	2,765,400	-	-	1,181,300	1,584,100	-	-	-	2,765,400	-
Total Uses	\$3,189,400	\$-	\$-	\$1,593,300	\$1,596,100	\$-	\$-	\$-	\$3,189,400	\$-

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	-	-	-	-	-	-
Total Impact	-	-	-	-	-	-

Capital Improvements Program

Utilities

TITLE: Water Treatment Plant Sludge Disposal Improvements (23505)

STATUS: Future

LOCATION: Water Treatment Plant

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: Operational maintenance, improvement to process, regulatory compliance, and reduced energy costs.

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

PROJECT START	ESTIMATED COMPLETION
Summer 2022	Summer 2023

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
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 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Project Management	\$15,000	-	-	\$15,000	-	-	-	-	\$15,000	-
Design/Engineering	225,000	-	-	225,000	-	-	-	-	225,000	-
Construction	1,398,200	-	-	1,398,200	-	-	-	-	1,398,200	-
Total Uses	\$1,638,200	\$—	\$—	\$1,638,200	\$—	\$—	\$—	\$—	\$1,638,200	\$—

Operating Impact

Operating/Maintenance	2022	2023	2024	2025	2026	2027
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Utilities

Capital Improvements Program

TITLE: Utilities Repair, Replacement and Rehabilitation (3-R)

STATUS: Ongoing

LOCATION: Town-wide

PROGRAM DESCRIPTION: The Department of Utilities Repair, Replacement and Rehabilitation (3-R) Program is a capital renewal program for water and wastewater facilities and assets. The program addresses the needs of the expanding and aging utility systems including vehicles, construction equipment, facilities, treatment plant pumps, piping and process components. While performing routine and preventative maintenance activities, assets are evaluated including condition assessment to determine the useful life and potential repair, replacement or rehabilitation.

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.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Ongoing	Ongoing



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/21							Total for 6 Yr CIP	Future Funds Required
			2022	2023	2024	2025	2026	2027		
PAY-GO Utilities	\$15,771,600	\$ —	\$2,104,100	\$2,702,600	\$2,732,900	\$2,884,000	\$1,668,000	\$3,680,000	\$15,771,600	\$ —
Total Sources	\$15,771,600	\$ —	\$2,104,100	\$2,702,600	\$2,732,900	\$2,884,000	\$1,668,000	\$3,680,000	\$15,771,600	\$ —

Planned Uses

Uses	Total Project Cost	Expended through 6/30/21							Total for 6 Yr CIP	Future Project Cost
			2022	2023	2024	2025	2026	2027		
Computer Equipment	\$371,000	\$ —	\$66,000	\$35,000	\$35,000	\$35,000	\$160,000	\$40,000	\$371,000	\$ —
Computer Software	347,000	—	87,000	12,000	12,000	12,000	12,000	212,000	347,000	—
Building Improvements	2,033,000	—	908,000	375,000	250,000	90,000	-	410,000	2,033,000	—
Electronic Equipment	620,000	—	-	400,000	-	-	220,000	-	620,000	—
Laboratory Equipment	81,900	—	6,500	64,000	5,400	6,000	-	-	81,900	—
Motor Vehicle Equipment	3,690,000	—	252,000	888,000	365,000	606,000	746,000	833,000	3,690,000	—
Power Equipment	20,000	—	20,000	-	-	-	-	-	20,000	—
Site Improvements	50,000	—	-	-	-	-	-	50,000	50,000	—
Water Poll Cont Plant Equip	3,138,700	—	254,600	363,600	865,500	660,000	230,000	765,000	3,138,700	—
Water Treatment Plant Equip	5,420,000	—	510,000	565,000	1,200,000	1,475,000	300,000	1,370,000	5,420,000	—
Total Uses	\$15,771,600	\$ —	\$2,104,100	\$2,702,600	\$2,732,900	\$2,884,000	\$1,668,000	\$3,680,000	\$15,771,600	\$ —



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 North Hangars Apron Paving	Mill and overlay existing aircraft apron area serving the A, B, C and D hangar buildings. This approximately 22,500 square yard apron was identified in the 2015 Virginia Department of Aviation Pavement Management Update as requiring rehabilitation before 2021. The apron serves as taxi lanes for aircraft access to the Town-owned hangar buildings.	\$500,000	Study scheduled for Fiscal Year 2021 to determine scope and cost.
Airport Runway 17 Approach Lights (ODALS) Upgrade (22002)	Currently the Runway 17 approach to the airport is equipped with a partial omnidirectional approach lighting system (ODALS). This project would add the last two lights to make this a fully implemented ODAL system. The funding for this project was moved to the future funding required in order to coincide with Airport RPZ Land Acquisition (25002) for the northern runway protection zone.	\$363,000	Pending land acquisition
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.	\$600,000	Awaiting funding.
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.	\$1,000,000	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.
Chesapeake Bay Watershed Implementation Plan (WIP3)	In August 2019, the Virginia Department of Environmental Quality (DEQ) mandated stringent nitrogen and phosphorous removal limits. These limits are lower than currently permitted through the Town of Leesburg's current discharge permit. Treatment processes at the Water Pollution Control Facility may be evaluated and nutrient removal technology systems may be engineered and constructed by 2028 to meet DEQ's newly established minimum limits.	TBD	Awaiting funding.

Project Name	Project Summary	Estimated Cost	Status
Church Street SE- One-Way Sidewalk Portion	Construct approximately 150 feet of sidewalk on the one-way portion of Church Street between Market Street and Loudoun Street to complete sidewalk connectivity from Market Street to sidewalk proposed as part of the Church & Market Apartments Development. The proposed improvements will include sidewalk, and curb and gutter on the west side next to a five foot retaining wall to maintain existing parking spaces on the adjoining property.	\$600,000	Study completed. Awaiting funding.
Trail on Old Waterford Road- Fairview Street to Morven Park Entrance	Residents have requested the addition of a trail along Old Waterford Road from Fairview Street to the Morven Park entrance. This section of Old Waterford Road is heavily used by pedestrians, runners and bicyclists to access Morven Park and the roadway is narrow with minimal shoulder area and is heavily traveled by commuter traffic.	TBD	Study scheduled for Fiscal Year 2021 to determine scope and cost.

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 Americans with 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 Capital Improvements Program.

PARKS & RECREATION

Project Name	Project Summary
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
Church Street Improvements Phase II- Royal Street to Town Branch	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.
North King Street at North Street Traffic Signal	Traffic signal at the intersection of North King Street and North Street.
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.
Route 7 Bypass Widening- West Market Street to Dulles Greenway	VDOT / Loudoun County project to widen the Bypass to six lanes (three 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
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.
Dry Mill Road Sidewalk and Drainage Improvements (Catocin to W&OD)	Sidewalk and drainage improvements from the W&OD trail to Catocin Circle.
Liberty Street Improvements (Loudoun Street to Liberty Parking Lot)	Upgrade this segment of Liberty Street to provide sidewalks and improve drainage. These improvements will enhance pedestrian access to the public parking lot. The improvements will consider converting Liberty Street to one-way.
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.
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.

UTILITIES

Project Name	Project Summary
Hogback Tank Recoating	This project will inspect and recoat the Town's Hogback Tank water storage tank and perform minor interior tank modifications to enhance cleaning and dewatering activities.

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 and 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

	2022	2023	2024-27
Debt Financing	52.5%	53.0%	42.2 %
Debt Service of Gen. Exp. < 15%	13.0%	14.1%	13.1 %
Bond Debt to Assessed Value <2.5%	0.50%	0.50%	0.40 %

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



2021-22 Tax and Fees Ordinance

The Town of
Leesburg,
Virginia

PRESENTED: March 23, 2021

ORDINANCE NO. 2021-O-008

ADOPTED: March 23, 2021

AN ORDINANCE: SETTING THE REAL TAXABLE PROPERTY RATE AND THE TAX RATE FOR CERTAIN PERSONAL PROPERTY FOR TAX YEAR 2021; AMENDING APPENDIX B – FEE SCHEDULE, SECTION 20-22

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

SECTION I. That the tax rate for real taxable property for tax year 2021 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 is hereby amended as follows:

(a) Real taxable property:

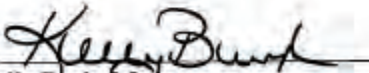
Classification of Property	Rate of Tax per \$100.00 of Assessed Value
Real estate; manufactured or mobile homes	\$0.184
Real estate; tangible personal property for public service corporations (excluding aircraft and motor vehicles)	\$0.184

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

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

SECTION V. This ordinance shall become effective upon adoption.

PASSED this 23rd day of March, 2021.


 Kelly Burk, Mayor
 Town of Leesburg

ATTEST:


 Clerk of Council

LF\LeesburgRMS\Town_Clerk\Ordinances\2021\0323 2021 Tax Rate and Fees



FY 2022-2027 Capital Improvements Program (CIP) Resolution

The Town of
Leesburg,
Virginia

PRESENTED: March 23, 2021

RESOLUTION NO. 2021-049

ADOPTED: March 23, 2021

A RESOLUTION: ADOPTING THE FISCAL YEAR 2022-2027 CAPITAL IMPROVEMENTS PROGRAM IN THE AMOUNT OF \$210,127,600

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

WHEREAS, the Town Manager submitted a preliminary Capital Improvements Program to the Planning Commission on January 21, 2021; and

WHEREAS, the Planning Commission held a duly advertised public hearing on February 4, 2021 on the proposed Capital Improvements Program for compliance with the Town Plan; and

WHEREAS, on February 4, 2021, the Planning Commission approved the proposed Capital Improvement Program as presented by Town staff; and

WHEREAS, Town Council held a dedicated budget work session on March 8, 2021 on the proposed Capital Improvements Program; and

WHEREAS, Town Council unanimously supported via a straw vote to move forward the Lawson Road Pedestrian Crossing of Tuscarora Creek project from Fiscal Year 2027 to Fiscal Year 2022 for design with construction in Fiscal Year 2023; and

WHEREAS, in order to accommodate the revised timeline for the Lawson Road project, the Downtown Streets Light Phase II project will be moved from Fiscal Year 2022-23 to Fiscal Year 2023 for design with construction in Fiscal Year 2024; and

-2-

A RESOLUTION: ADOPTING THE FISCAL YEAR 2022-2027 CAPITAL IMPROVEMENTS PROGRAM IN THE AMOUNT OF \$210,127,600

WHEREAS, Town Council held a duly advertised public hearing on March 9, 2021 on the proposed budget for Fiscal year 2022 inclusive of the proposed Capital Improvements Program for Fiscal Years 2022 -2027; and

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 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 (NVTA) Fund, all of which are more specifically described in the Town's budget document which is incorporated herein by reference.

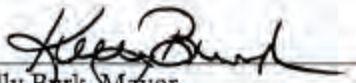
THEREFORE, RESOLVED, by the Council of the Town of Leesburg in Virginia that the Capital Improvements Program for Fiscal Year 2022-2027 totaling \$210,127,600 is hereby approved as proposed by the Town Manager with the following amendments: (1) the Lawson

-3-

A RESOLUTION: ADOPTING THE FISCAL YEAR 2022-2027 CAPITAL IMPROVEMENTS PROGRAM IN THE AMOUNT OF \$210,127,600

Road Pedestrian Crossing of Tuscarora Creek project is moved from Fiscal Year 2027 to Fiscal Year 2022 for design with construction in Fiscal Year 2023, and (2) the Downtown Streets Light Phase II project is moved from Fiscal Year 2022-23 to Fiscal Year 2023 for design with construction in Fiscal Year 2024.

PASSED this 23rd day of March, 2021.


Kelly Burk, Mayor
Town of Leesburg

ATTEST:


Clerk of Council

LP\LeesburgRMS\Town_Clerk\Resolutions\2021\0323 Fiscal Year 2022-2027 Capital Improvements Program



FY 2022 Budget Ordinance

The Town of
Leesburg,
Virginia

PRESENTED: March 23, 2021

ORDINANCE NO. 2021-O-009

ADOPTED: March 23, 2021

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2022; MAKING APPROPRIATIONS FOR FISCAL YEAR 2022 FOR THE GENERAL FUND, UTILITIES FUND, CAPITAL PROJECTS FUND, AND NORTHERN VIRGINIA TRANSPORTATION AUTHORITY (NVTA) FUND; ESTABLISHING A REVENUE STABILIZATION RESERVE IN THE GENERAL FUND; AUTHORIZING 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, 2021, and ending June 30, 2022, is hereby adopted to include the total of \$137,274,803, in the categories and accounts of: the General Fund in the amount of \$65,366,346; the Utilities Fund in the amount of \$43,598,357; the Capital Projects Fund in the amount of \$24,860,100; and the Northern Virginia Transportation Authority (NVTA) Fund in the amount of \$3,450,000.

SECTION II. The amounts reflected in the budget for the fiscal year beginning July 1, 2021, and ending June 30, 2022, are hereby appropriated a total of \$137,274,803, in the categories and accounts of: the General Fund in the amount of \$65,366,346; the Utilities Fund in the amount of \$43,598,357; the Capital Projects Fund in the amount of \$24,860,100; and the Northern Virginia Transportation Authority (NVTA) Fund in the amount of \$3,450,000.

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

SECTION IV. The Town Manager is hereby authorized and directed to take all appropriate administrative actions necessary and prudent to effectuate implementation of this ordinance including, but not limited to, transferring money within and between funds, paying all 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, 2021, 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 2022. 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

-2-

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2022; MAKING APPROPRIATIONS FOR FISCAL YEAR 2022 FOR THE GENERAL FUND, UTILITIES FUND, CAPITAL PROJECTS FUND, AND NORTHERN VIRGINIA TRANSPORTATION AUTHORITY (NVTA) FUND; ESTABLISHING A REVENUE STABILIZATION RESERVE IN THE GENERAL FUND; AUTHORIZING 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

appropriations for capital projects at June 30, 2021 and appropriation for capital projects in Fiscal Year 2021 capital budgets.

SECTION VI. Any excess funds attributable to collected availability fees are hereby held in an established reserve and restricted for future capital expenditures.

SECTION VII. A Revenue Stabilization Reserve is hereby established within the General Fund to address unforeseen fiscal fluctuations in any given fiscal year without relying on an immediate increase to the real estate property tax rate for an interim period. The Revenue Stabilization Reserve is hereby established as follows:

Use:

1. Use of the Revenue Stabilization Reserve requires Town Council approval.
2. Not intended to be used to address demand for new or expanded services.
3. Planned use in Fiscal Year 2022 and 2023 to address revenue shortfalls attributed to COVID-19 pandemic economic conditions.

Target Funding Level:

1. Reserve is capped at three percent of previous fiscal year General Fund revenues (excludes inter-fund transfer and any use of fund balance).
2. Initially established from funds remaining in the ending Fiscal Year 2021 General Fund Unassigned Fund Balance at \$2,000,000 resulting from the 2020 debt restructuring approved by Town Council in November 2020.
3. Upon usage, the Revenue Stabilization Reserve will be replenished in the following fiscal years using no more than 25 percent of available General Fund unassigned fund balance remaining above the current 20 percent of General Fund expenditure fiscal policy requirement.
4. Once the 3 percent funding level is met, no recurring replenishment will be required.

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

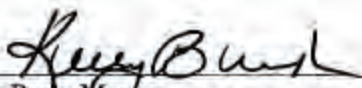
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AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2022; MAKING APPROPRIATIONS FOR FISCAL YEAR 2022 FOR THE GENERAL FUND, UTILITIES FUND, CAPITAL PROJECTS FUND, AND NORTHERN VIRGINIA TRANSPORTATION AUTHORITY (NVTA) FUND; ESTABLISHING A REVENUE STABILIZATION RESERVE IN THE GENERAL FUND; AUTHORIZING 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 IX. 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 X. This ordinance shall be effective July 1, 2021.

PASSED this 23rd day of March, 2021.



Kelly Burk, Mayor
Town of Leesburg

ATTEST:



Debra Boice
Clerk of Council

LP\LeesburgRMS\Town_Clerk\Ordinances\2021\0323 Adoption of the Fiscal Year 2022 Budget



Unfunded Fiscal Year 2022 Enhancement Requests

Department	Enhancement Request	Funding Amount
DFAS - Finance Division	Internal audit program	\$35,000
DFAS - HR Division	Cloud-based performance evaluation system	\$9,000
Finance & Administrative Services - HR Division	Teleworker Stipend (Town-wide benefit)	\$2,400
Finance & Administrative Services - IT Division	Upgraded Network Support Services	\$35,000
Finance & Administrative Services - IT Division	Improved security and connectivity of VPN client	\$17,500
Finance & Administrative Services - IT Division	Town-wide phone replacement- Cloud System	\$184,000
Finance & Administrative Services - IT Division	Migration of GIS to cloud platform	\$50,000
Finance & Administrative Services- IT Division	Ethernet Local-Area Network (ELAN) circuit upgrade	\$27,480
Public Works and Capital Projects	Fleet Division overtime to up-fit new vehicles	\$30,000
Public Works and Capital Projects	Tandem dump truck with plow and spreader for Streets Division	\$325,000
Public Works and Capital Projects	Additional Streets Division crew	\$191,700
Public Works and Capital Projects	Building Maintenance Technician for electrical and security	\$138,000
Public Works and Capital Projects	Additional Fleet Division Technician	\$81,000
Public Works and Capital Projects	Fleet mobile lifts	\$80,000
Public Works and Capital Projects	F550 gas crew cab with plow and spreader for Streets Division	\$70,000
Public Works and Capital Projects	Landscape trailers	\$25,000
Public Works and Capital Projects	Fleet ironworker equipment	\$25,000
Public Works and Capital Projects	Plotter for town shop	\$18,000
Public Works and Capital Projects	Fleet welding hood	\$15,000
Public Works and Capital Projects	Lucity (work order and asset management system) customer portal	\$9,000
Public Works and Capital Projects	Lucity licenses, support, maintenance and implementations	\$9,425
Public Works and Capital Projects	Fleet air conditioner equipment	\$8,000
Public Works and Capital Projects	Fuel for Townwide vehicles	\$45,000
Public Works and Capital Projects	Fleet contractor services	\$25,000
Public Works and Capital Projects	Landscape maintenance of planting areas	\$20,000
Public Works and Capital Projects	Fleets oil separator and drain maintenance	\$15,000
Public Works and Capital Projects	Herbicide/spraying	\$15,000
Public Works and Capital Projects	Electricity Payments	\$10,000
Public Works and Capital Projects	AEA Contract Increase	\$5,000
Town Manager's Office - Emergency Management	Satellite Phone for communication with County, Regional and State Emergency Management	\$2,250
Town Manager's Office - Public Information Office	Printing and mailing annual report and quarterly newsletters	\$33,000
Planning & Zoning	Consultant to assist with a comprehensive review of the zoning ordinance	\$250,000
Police Department	Replacement of ten rifles and eight shotguns	\$21,400
FY 2022 Unfunded Enhancements Requests Total		\$1,827,155

Unfunded Fiscal Year 2022 Capital Asset Replacement Program (CARP) Requests

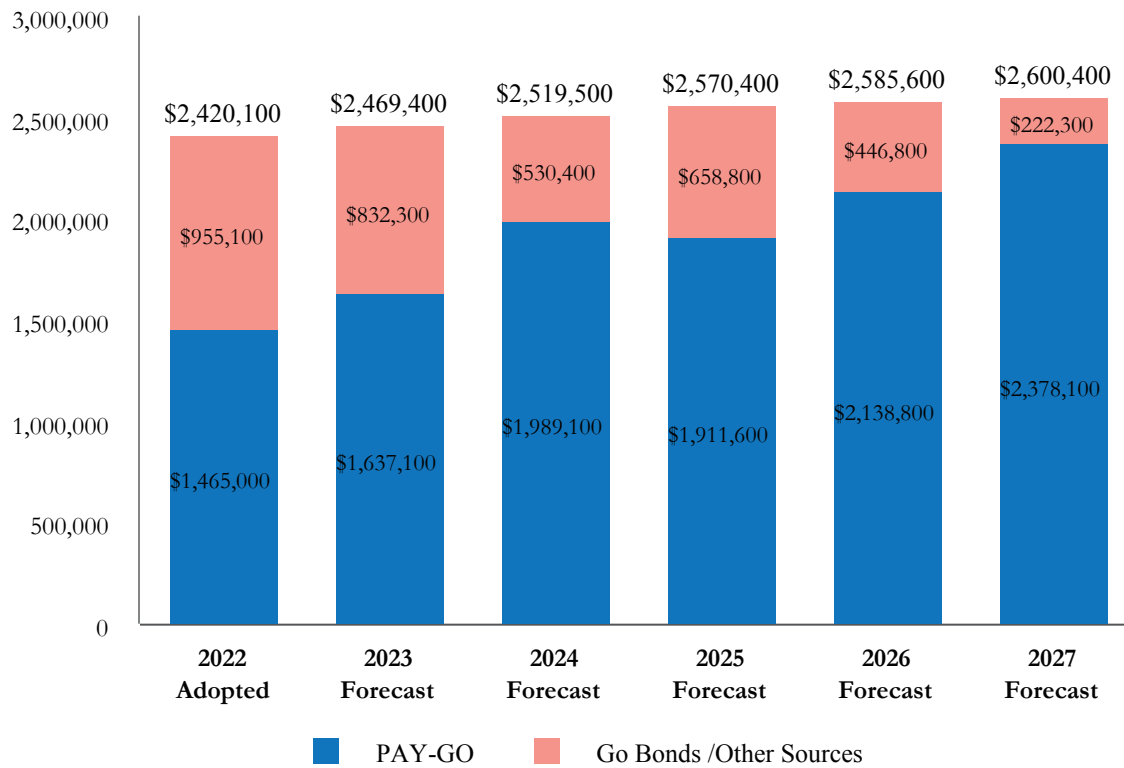
Department	Capital Asset Replacement Request	Funding Amount
Leesburg Executive Airport	Terminal/FAA membrane roof replacement	\$ 150,000
Leesburg Executive Airport	HVAC unit 1 & 2	60,000
Planning & Zoning	Pick-up truck	37,000
Parks & Recreation	Ida Lee generator	150,000
Parks & Recreation	Water wagon	8,500
Parks & Recreation	Pool equipment	56,250
Parks & Recreation	Parks pavilion	20,000
Parks & Recreation	Laminate flooring	65,000
Parks & Recreation	Patio pergola	25,000
Parks & Recreation	Floor tile	75,000
Parks & Recreation	Field maintenance	50,000
Parks & Recreation	Conference room chairs	5,000
Parks & Recreation	Fencing	15,000
Parks & Recreation	Portable stage	20,000
Parks & Recreation	Cargo van	38,000
Public Works and Capital Projects	Facility doors and painting	83,000
Public Works and Capital Projects	Town hall elevator interior	40,000
Public Works and Capital Projects	Balch parking lot bollards	65,000
Public Works and Capital Projects	Fleet shop remote terminal unit	150,000
FY 2022 Unfunded CARP Requests Total		\$ 1,112,750

FY 2022-2027 Capital Improvements Program- Project Management/ Administrative Overhead

It is the fiscal goal of the Town to fully fund project management costs with recurring revenue sources. Project management costs vary annually based on the anticipated workload associated with the capital projects included in any given fiscal year.

The following table exhibits the funding sources utilized in the Fiscal Year 2022-2027 Capital Improvements Program (CIP) for project management and administrative overhead expenses. Project management costs are costs of project managers working directly on a specific capital project. Administrative overhead refers to staff costs related to supporting the CIP such as procurement, accounting, etc. It also refers to costs related to the time project managers spend not directly working on a capital project such as studies, training, etc. PAY-GO refers to local tax funding (cash) used toward project management costs via a transfer from the General Fund. Other Sources refers to one-time revenue sources programmed in the CIP towards project management, and includes General Obligation Bonds, grant funding, Northern Virginia Transportation Authority funding, proffers, etc.

Project Management Costs/ Administrative Overhead



	2022 Adopted	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
SOURCES						
PAY-GO	\$1,465,000	\$1,637,100	\$1,989,100	\$1,911,600	\$2,138,800	\$2,378,100
Go Bonds /Other Sources	955,100	832,300	530,400	658,800	446,800	222,300
Total Sources	\$2,420,100	\$2,469,400	\$2,519,500	\$2,570,400	\$2,585,600	\$2,600,400
USES						
Administrative Overhead	\$1,265,000	\$1,637,100	\$1,989,100	\$1,911,600	\$2,138,800	\$2,378,100
Project Management	1,155,100	832,300	530,400	658,800	446,800	222,300
Total Uses	\$2,420,100	\$2,469,400	\$2,519,500	\$2,570,400	\$2,585,600	\$2,600,400
PAY-GO Percent of Project Management	60.5%	66.3%	78.9%	74.4%	82.7%	91.5%



Leesburg Executive Airport Operations- Pro Forma

The following table is a contextual exhibit regarding the Leesburg Executive Airport operations inclusive of debt service associated with current or past airport capital improvements. The airport used to be a separate enterprise fund; however, the Leesburg Executive Airport is now included in the General Fund, and all associated debt is pooled with the General Fund debt, and as such, is not included in the budgeted operating costs for the airport.

The projected debt service associated with the airport is related to projects such as the construction of the terminal building, expansion of the airfield and hangars, which are projects completed when the airport was an enterprise. Since the airport transitioned to the General Fund, debt totaling \$5,392,000 is anticipated to be issued for the construction of the north hangars and purchase of the fixed-base operator (FBO) hangar.

	2020 Actuals	2021 Budget	2022 Adopted	2023 Forecast	2024 Forecast	2025 Forecast
SOURCES						
Permits & Fees	\$92,926	\$119,350	\$119,350	\$121,737	\$119,350	\$119,350
Use of Money & Property	1,169,602	1,207,096	1,207,096	1,231,238	1,956,096	2,067,096
Donations & Contributions	44,342	50,000	50,000	50,000	50,000	50,000
Commonwealth of Virginia	64,217	100,000	100,000	102,000	90,000	90,000
Total Sources	\$1,371,087	\$1,476,446	\$1,476,446	\$1,504,975	\$2,215,446	\$2,326,446
USES						
Personnel Services	\$362,592	\$379,185	\$392,318	\$400,164	\$412,169	\$424,534
Contractual Services	170,640	275,108	276,468	280,610	311,222	317,446
Materials & Supplies	25,582	27,250	24,450	27,795	28,351	28,918
Transfer Payments	33,000	—	—	—	—	—
Continuous Charges	121,183	149,131	150,161	152,114	255,156	260,259
Capital Outlay	1,720	—	—	—	—	—
Total Operating Uses	\$714,717	\$830,674	\$843,397	\$860,683	\$1,006,898	\$1,031,157
Addition to/ (Use) of Debt Service Reserve- Operating	\$656,370	\$645,772	\$633,049	\$644,292	\$1,208,548	\$1,295,289
Debt Service	\$715,953	\$619,833	\$317,717	\$365,558	\$375,849	\$394,287
Total Operating and Debt Service	\$1,430,670	\$1,450,507	\$1,161,114	\$1,226,241	\$1,382,747	\$1,425,444
Addition to/ (Use) of Debt Service Reserve- Operating and Debt Services	(\$59,583)	\$25,939	\$315,332	\$278,734	\$832,699	\$901,002

Note: The airport as an enterprise fund would be required to report asset depreciation as well as other adjustments if this were being presented in accordance with per Generally Accepted Accounting Practices Principles (GAAP).



Fiscal Year 2022 Salary Schedules

General Government Pay Grades

Grade	Beginning	Ending
5	\$40,000	\$60,024
6	\$40,000	\$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

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



Fiscal Year 2022 Regular Full-Time Positions

Regular Full-Time Positions	Grade	# of Positions	FTE Count
ADMINISTERING EFFICIENT GOVERNMENT			
<i>Town Manager's Office</i>		11	9.0
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
Assistant Public Information Officer	9	1	1.0
Emergency Management Coordinator	16	1	1.0
Executive Office Associate II	10	1	1.0
Systems Integrator	T5	1	1.0
Receptionist I - Part-time	6	1	0.5
Receptionist II - Part-time	7	1	0.5
<i>Office of the Town Attorney</i>		5	5.0
Town Attorney		1	1.0
Deputy Town Attorney	16	1	1.0
Assistant Town Attorney	15	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>		34.5	34.5
<i>Finance Division</i>		21.5	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
Sr. Management Analyst	14	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
Contract Specialist (0.5 FTE in General Fund and 0.5 FTE in Utilities Fund)	12	0.5	0.5
Accounting Associate II-III	8-10	4	4.0

Regular Full-Time Positions	Grade	# of Positions	FTE Count
Human Resources Division		4	4.0
Human Resources Director	18	1	1.0
Benefits Administrator	12	1	1.0
Human Resources Analyst	12	1	1.0
Human Resources Generalist	12	1	1.0
Information Technology Division		9	9.0
Information Technology Director	18	1	1.0
Deputy IT Director	T6	1	1.0
Systems Administrator	T5	1	1.0
Senior Systems Analyst	T4	1	1.0
GIS Coordinator	T3	1	1.0
Network Administrator I-II	T5	2	2.0
Senior Systems Analyst	T4	1	1.0
Customer Support Technician	T2	1	1.0
KEEPING US SAFE			
Leesburg Police Department		108	108.0
Administration		12	12.0
Chief of Police	19	1	1.0
Deputy Chief of Police	P9	1	1.0
Captain	P8	1	1.0
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		18	18.0
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	14	14.0
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

Regular Full-Time Positions	Grade	# of Positions	FTE Count
Records Supervisor	CTS	1	1.0
IT Specialist-Police	12	1	1.0
PROVIDING THE NECESSITIES			
<i>Department of Public Works and Capital Projects</i>		65	65.0
<i>Administration</i>		8	8.0
Director of Public Works & Capital Projects	18	1	1.0
Deputy Director of Public Works & Capital Projects	16	1	1.0
Operations Manager	T7	1	1.0
Stormwater and Environmental Manager	T7	1	1.0
Urban Forester/ Land Management Specialist	13	1	1.0
Systems Analyst (Infrastructure & Asset Management)	T5	1	1.0
Executive Associate I	9	1	1.0
Administrative Associate I	7	1	1.0
<i>Capital Projects</i>		7	7.0
Capital Projects Manager	T7	1	1.0
Senior Engineer	T5	3	3.0
Project Manager Construction & Engineering	T6	1	1.0
Construction Inspector	11	1	1.0
Contract and Systems Specialist III	11	1	1.0
<i>Traffic Management</i>		3	3.0
Transportation Engineer	T7	1	1.0
Traffic Signal Technician I	9	1	1.0
Senior Traffic Signal Technician	13	1	1.0
<i>Engineering</i>		5	5.0
Senior Engineer	T5	1	1.0
Construction Inspector Supervisor	12	1	1.0
Construction Inspector	11	3	3.0
<i>Streets and Grounds Maintenance</i>		30	30.0
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	6-8	2	2.0
Maintenance Worker I-IV	6-9	22	22.0
Contract and Systems Specialist I	9	1	1.0
<i>Building Maintenance Services</i>		5	5.0
Superintendent	14	1	1.0
Maintenance Supervisor	11	1	1.0
Maintenance Worker IV	9	1	1.0
Building Technician I-III	7-9	2	2.0
<i>Fleet Maintenance Services</i>		7	7.0
Superintendent	14	1	1.0

Regular Full-Time Positions	Grade	# of Positions	FTE Count
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			
<i>Utilities Department</i>		97.5	96.5
<i>Administration and Customer Service Division</i>		27.5	27.5
Director of Utilities	18	1	1.0
Deputy Director of Utilities	16	2	2.0
Project Manager	14	2	2.0
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
Field Service Technician	7-9	4	4.0
Customer Service Representative	7-9	4	4.0
Customer Service Supervisor	12	1	1.0
Utilities IT Systems Administrator	T5	1	1.0
Utilities Analyst	11	1	1.0
Executive Associate I	9	1	1.0
Contract Specialist (0.5 FTE in General Fund and 0.5 FTE in Utilities Fund)	12	0.5	0.5
<i>Maintenance Division</i>		25	25.0
Utilities Maintenance Manager	14	1	1.0
Assistant Utilities Maintenance Manager	13	2	2.0
Utilities Maintenance Crew Leader	10-11	2	2.0
Utility Inventory Specialist	8	1	1.0
Utility I and I Technician	7-9	2	2.0
Utility Plant Maintenance Technician	8-10	8	8.0
Utility System Technician	7-9	7	7.0
Senior Utilities Locating Technician	9	2	2.0
<i>Water Supply Division</i>		17	16.5
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	3	3.0
Utility Plant Operator	7-9	7	7.0
Utility Maintenance Worker	7	1	1.0
Administrative Associate	7	1	0.5
<i>Water Pollution Control Division</i>		28	27.5
Utility Plant Manager	15	1	1.0
Deputy Utility Plant Manager	14	1	1.0
Chief Plant Operator	13	1	1.0
Assistant Plant Manager	13	1	1.0
Senior Utility Plant Operator	10	2	2.0
Administrative Associate II	8	1	0.5

Regular Full-Time Positions	Grade	# of Positions	FTE Count
Utility Plant Supervisor	12	4	4.0
Laboratory Coordinator	10	1	1.0
Laboratory Supervisor	12	1	1.0
Training and Development Coordinator	11	1	1.0
Utility Plant Operator	7-9	14	14.0
ENSURING QUALITY OF LIFE			
<i>Department of Parks and Recreation</i>		35	34.0
<i>Administration</i>		3	3.0
Director of Parks & Recreation	18	1	1.0
Deputy Director of Parks & Recreation	16	1	1.0
Executive Associate I	9	1	1.0
<i>Parks Division</i>		11	11.0
Parks Manager	12	1	1.0
Outdoor Facilities Supervisor	9	1	1.0
Lead Groundskeeper	9	2	2.0
Groundskeeper	8	7	7.0
<i>Recreation Division</i>		21	20.0
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
Programs and Fitness Manager	12	1	1.0
Fitness Supervisor	10	1	1.0
Recreation Programs Supervisor	10	2	1.5
Aquatics Supervisor	10	1	1.0
Systems Technician	T2	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
Assistant Aquatics Supervisor	8	1	1.0
Custodian	5	4	4.0
<i>Thomas Balch Library</i>		3	3.0
Library Director	17	1	1.0
Curator of Manuscripts and Archives	10	1	1.0
Library Assistant	7	1	1.0
<i>Department of Planning and Zoning</i>		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

Regular Full-Time Positions	Grade	# of Positions	FTE Count
Planning and Zoning Assistant	10	1	1.0
Executive Associate I	9	1	1.0
<i>Department of Plan Review</i>		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			
<i>Office of Economic Development</i>		3	2.5
Economic Development Director	17	1	1.0
Business Development Manager	11	1	1.0
Administrative Assistant I	7	1	0.5
<i>Leesburg Executive Airport</i>		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		390	386.0

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