

Adopted
Fiscal Year 2023 Budget
&
Fiscal Years 2023-2028
Capital Improvements Program
For the Fiscal Year Ending June 30, 2023



The cover photograph depicts South King Street while closed to traffic for sidewalk dining on the weekends, a initiative that was part of the business recovery program in response to the COVID-19 pandemic.

**Fiscal Year 2023
Adopted Budget
&
Fiscal Year 2023-2028 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
Award*

PRESENTED TO

**Town of Leesburg
Virginia**

For the Fiscal Year Beginning

July 01, 2021

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, 2021.

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

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Introduction



Community Background

The Town of Leesburg, Virginia, was established in 1758 as the seat of newly created Loudoun County. Until the latter half of the 20th century, Leesburg remained a small country town, serving the needs of surrounding farms. Following the opening of Washington Dulles International Airport on the eastern edge of Loudoun County in 1962, both the County and the Town began to experience the rapid growth that has characterized the region since then. The completion of the Dulles Greenway Toll Road in 1995, providing easy access to the entire Washington, D.C. Metropolitan area, has further fueled that growth.

Today, the Town of Leesburg is the largest town in the Commonwealth of Virginia with a population of 48,250 according to the 2020 U.S. Census. Leesburg's diverse economic base, steady growth, and strong management have earned the Town the highest credit rating possible for a municipal government: AAA ratings from all three major rating agencies (Fitch Ratings, Standard & Poor's, and Moody's).

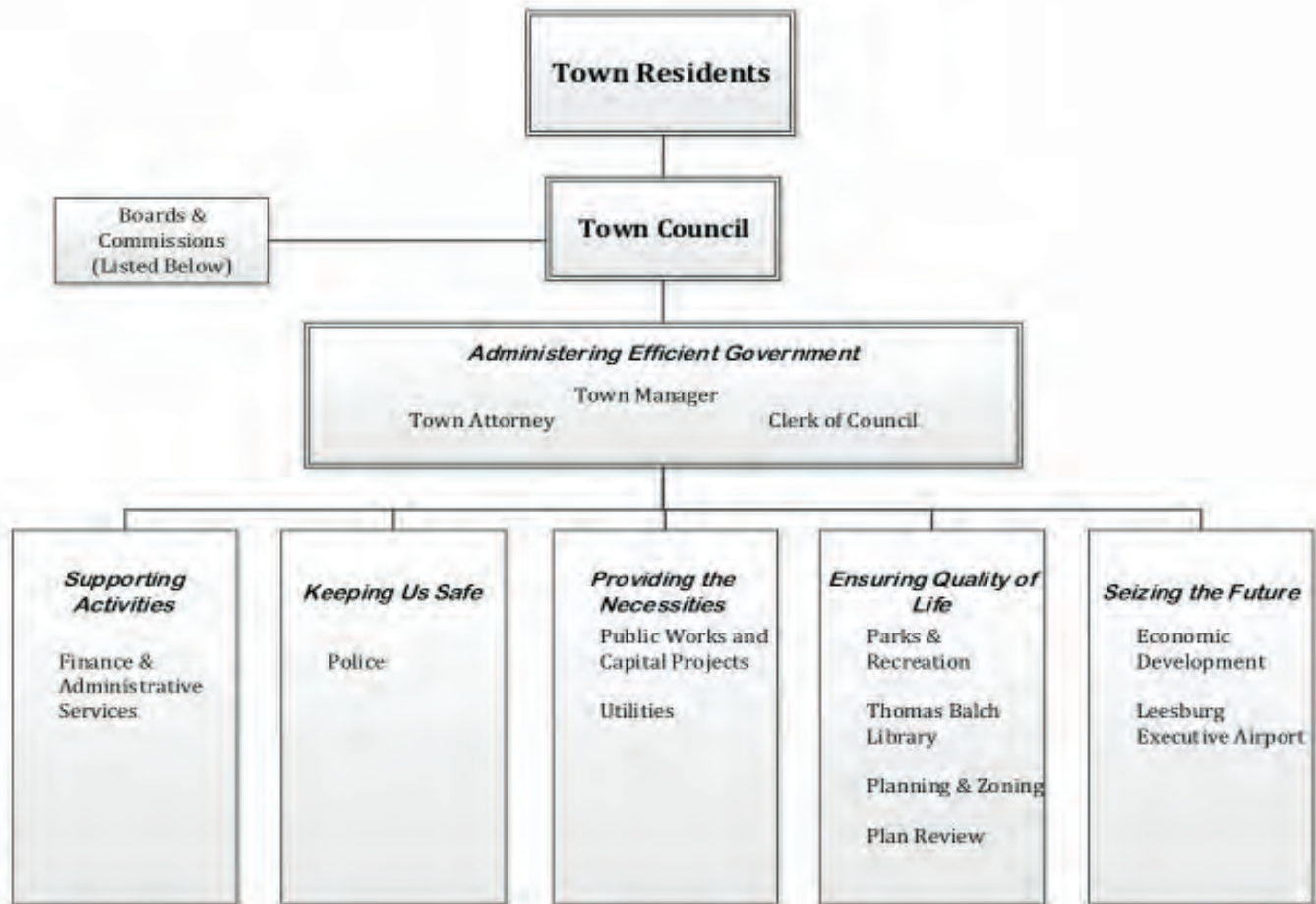
Leesburg remains the center of government for Loudoun County, with the Loudoun County Courthouse and the County's main administrative offices located in downtown. The Town sits on the border between the now-suburban eastern part of Loudoun County and the rural west, offering residents and visitors the best of both worlds. Home to a robust selection of shops, restaurants, and live music venues, Leesburg's historic downtown is one of the best preserved and most recognizable in Virginia. Outside of downtown, Leesburg boasts an impressive and diverse array of business districts and shopping centers, including the Village at Leesburg and the Leesburg Premium Outlets.

Located on the southern edge of town, the Leesburg Executive Airport is the second busiest general aviation airport in Virginia. The airport is a less congested option to Dulles Airport for private business jets and the recently opened customs clearance facility is already attracting more international flights. Despite the increased business traffic, Leesburg Executive Airport remains a popular home base for recreational flyers with four flight schools operating at the airfield.

Leesburg offers residents a variety of residential choices, ranging from downtown apartments and condominiums to traditional townhomes and large estate homes. The Town's proximity to Washington, D.C., growing arts and music scene, abundant recreational opportunities, and Loudoun County's excellent public schools ensure that Leesburg will continue to grow for many years into the future.



Town Organization Chart



Note: Fire and emergency medical services, including emergency response, training, fire prevention and investigation and hazardous material mitigation, in the Town of Leesburg are provided through a combination system, involving both volunteer and career personnel, and are coordinated through the Loudoun County Combined Fire & Rescue System.

Directory of Officials



Kelly Burk
Mayor



Ara Bagdasarian
Council Member



Fernando "Marty" Martinez
Vice Mayor



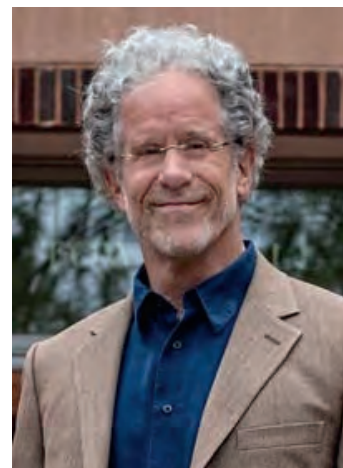
Zach Cummings
Council Member



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

Joseph W. Dame, Emergency Management Coordinator

Clark Case, Finance and Administrative Services Director

Josh Didawick, Human Resources Director

Jakub Jedrzejczak, Information Technology Director

Rich Williams, Parks & Recreation Director

James David, 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

Cole Fazenbaker, Management & Budget Officer

Holland Schellhase, Senior Management & Budget 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: What We Believe In

We value:

- Our taxpayers, residents, customers, and employees
- Development and empowerment of our employees to apply their knowledge, skills and capabilities to support a culture of customer service excellence
- 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, 2022

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

The Adopted Budget for Fiscal Year 2023 and the Capital Improvements Program for Fiscal Years 2023-2028 lay out the Town's financial plan to provide the high-quality services and facilities that our residents, businesses, and visitors expect every year. Since March 2020, the Town of Leesburg and governments across the region and the country have been forced to pivot their delivery systems due to the COVID-19 pandemic. Although some governments, including federal agencies, closed their doors to the public, I am very proud that has never been the case in Leesburg. Not only have we remained open to the public throughout the pandemic, staff deployed new ways to conduct business that not only improved our processes but have made the organization more resilient than ever while remaining both responsive and focused on customer service.

STRATEGIC INITIATIVES

In January 2021, with three new members on board, the Town Council committed itself to conducting a strategic planning retreat that was held in April 2021. The primary purpose of the planning retreat was to develop the top Council priorities and focus areas for the next two years. As such, initiatives were confirmed per Town Resolution No. 2021-077 in May 2021. Those initiatives and other Council directions are included in the Fiscal Year 2023 budget as follows:

- **Economic Development** – Small business assistance and development, and an Economic Development strategic plan.
- **Town Plan Adoption and Implementation** – Zoning Ordinance rewrite to implement the Town Plan once adopted, development of capital intensity factors, and a town-wide traffic study.
- **Environment** – Capital projects aligned with environmental sustainability such as Town Branch Channel Improvements, and the Lawson Road Pedestrian Crossing project.
- **Information Technology** – Increased cybersecurity and system resiliency.
- **Emergency Preparedness** – Updating of emergency management plans, increased public outreach, and enhanced snow removal efforts.

COVID-19 FINANCIAL IMPACT

The Fiscal Year 2023 adopted budget represents the fourth year of a five-year financial plan implemented at the beginning of the COVID-19 pandemic in the spring of 2020, aimed at minimizing the impacts of an unpredictable economy on the Town's financial situation. This approach continues the Town's long-standing lean budgeting approach, which combines conservative revenue forecasts with moderate expenditure projections along with the

strategic use of planned reserves. Specifically, reserves are used to fund one-time expenditures from savings realized and set aside for specific purposes in prior years.

Early in the pandemic, the Town made significant, temporary reductions to our General Fund expenditures. Those reductions were never intended to be permanent and are not sustainable. Most of the expenditure reductions were restored in the Fiscal Year 2022 budget.

Now, we are seeing pandemic-related impacts to the economy that are increasing our expenditures, particularly in two areas. The first area involves multiple variables such as record inflation of more than 7% and the continued disruption of supply chains. Both of these factors are increasing the costs of construction, equipment replacement, and facilities maintenance. The second, area involves the cost of attracting and retaining employees in today's current market. Positions in engineering, information technology, and even specialty skills such as government accounting, purchasing, public safety, commercial drivers, and utility operators are in high demand with intense competition for qualified applicants.

As a result, the Town has responded by providing pay-for-performance merit increases up to 4% along with a 2% cost-of-living adjustment for full-time employees and regular part-time employees to position Leesburg in the competitive marketplace. In addition, the Town is facing the same intense competition for quality part-time staff. As a result, the budget includes increased hourly rates to be gradually implemented within the Parks and Recreation Department and the Thomas Balch Library, both of which rely heavily on flexible part-time staff to operate their facilities.

Over the past year, we have seen many of the revenues that were most affected by the pandemic return close to pre-pandemic levels including meals taxes and business license taxes. Due to the change in online sales tax collection, the Town's sales and use tax collections increased during the pandemic. Although hotel taxes, also known as transient occupancy taxes, remain below pre-pandemic levels, revenues are rebounding, and we expect continued improvement over the next year. Unfortunately, revenues in Parks and Recreation have not returned to pre-pandemic levels as many customers have not yet fully returned to Ida Lee Park Recreation Center due to health concerns related to the on-going pandemic.

Fortunately, during Fiscal Year 2021, the Town received approximately \$9.6 million in federal funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act to help local businesses, non-profit organizations, and Town COVID-19 related operations. Town Council approved grants of approximately \$3.9 million to Leesburg businesses, \$1.0 million to non-profit organizations, and spending of \$1.6 million to the Town's operational COVID-19 response, and \$3.1 million to public safety reimbursement. During Fiscal Year 2022, the Town received a total of \$5.9 million in grant funding from the

American Rescue Plan Act (ARPA) with the first portion received in June 2021 and a second portion received in June 2022. The use of this funding has been approved by Town Council per Resolution No. 2021-103 to offset the loss of Parks and Recreation revenues since the onset of the pandemic which is an eligible use per the U.S. Treasury rules and guidelines.

GENERAL FUND

General Fund Revenue. The Adopted Fiscal Year 2023 General Fund budget is built on a reduced real estate tax rate of 17.74 cents per \$100 of assessed value, adjusting for year-over-year increases in assessments for existing properties. The Town continues to be a highly desirable community in which to live and work. The ongoing demand for housing in Loudoun County and Leesburg remains strong while inventory remains very low. As a result, assessments of existing residential properties increased 13% and assessments of existing commercial properties increased 4.7%.

Residential properties comprise 77% of the Town's total real estate tax base, and commercial properties comprise 23%. Overall taxable real estate assessment values in the Town total \$9.9 billion in tax year 2022. Based on the weighted averages of 77% residential properties and 23% commercial properties, the existing property assessments increased 11% while overall assessments increased by 13%, inclusive of new construction and growth.

With the increased assessments for 2022 at the adopted tax rate of 17.74 cents per \$100 of assessed value, the Leesburg homeowner's real estate tax bill is estimated to increase, on average, approximately \$75 annually or \$6.25 per month. Real estate taxes, both residential and commercial, are projected to total \$17.7 million and comprise 24% of the Town's total General Fund revenue.

General Fund Expenditures. The Fiscal Year 2023 Adopted Budget is approximately \$72.7 million which is an increase of \$7.3 million or 11% over the Fiscal Year 2022 Adopted Budget. Of that increase, \$4.7 million is due to base budget adjustments, reflecting the increased costs of doing business due to inflation and other factors. In addition, there is \$1.4 million in one-time expenditures being funded from the Unassigned Fund Balance. Details of these expenditures are included in the "Unassigned Fund Balance" section on page 18.

At the adopted tax rate at 17.74 cents per \$100 of assessed value, the Town will receive approximately \$1 million more in real estate taxes over the equalized rate of 16.6 cents. This increase will fund enhancements to the General Fund that support previously identified key initiatives and direction of Council:

- In support of the Information Technology Strategic Plan, and as recommended recently by the Technology and Communications Commission, \$251,000 is included for two new positions in the Information Technology Department to address cybersecurity and customer support.
- In response to closing the Mason Enterprise Center in June 2022, but to continue supporting the economic

development initiatives of Council, \$119,000 is included for a Small Business Development Coordinator in the Department of Economic Development to support small businesses in Leesburg.

- In support of Council direction included in their Work Plan is \$126,000 for a Senior Management Analyst for Community Development to work closely with Planning staff. The position will manage the development of Capital Intensity Factors (CIFs) and a comprehensive rewrite of the zoning ordinance.
- In support of additional emergency and inclement weather response capability, \$500,000 is included for additional snow removal resources to reflect the Town's typical annual cost of snow removal. For the past several years, the Town only budgeted \$600,000 annually for snow removal, but spent an average of \$1.1 million annually which required an additional appropriation from the Unassigned Fund Balance each year to close the funding gap.

Details of these enhancements are included on page 22 of the budget document. In addition to the enhancements, Council approved \$100,000 for a full-time Energy and Emergency Management Analyst position to address Council's Strategic Initiatives related to protection of the Environment and to improve Emergency Preparedness.

CAPITAL IMPROVEMENTS PROGRAM

The Adopted Six-year Capital Improvements Program (CIP) for Fiscal Years 2023 through 2028 totals approximately \$229 million and includes 81 projects. In Fiscal Year 2023, the budget is approximately \$52.9 million and includes 43 projects.

Major projects in Fiscal Year 2023 include Morven Park Road Sidewalk; Royal Street Improvements from Church Street to Wirt Street; Lawson Road Pedestrian Crossing of Tuscarora Creek; Town Branch Stream Channel Improvements at Mosby Drive from Catoctin Circle to Morven Park Road; Tuscarora Creek Trail Phase I; Evergreen Mill Road Widening; Police Station Expansion; Town Shop Refurbishment; and various Utilities infrastructure projects.

Other projects that are underway from previous years include the Airport North Hangars; Market Street & King Street Intersection Improvements; Edwards Ferry Road NE Sidewalk Improvements; and Town Hall Campus Improvements Phase I.

Key projects in the out-years of the CIP (Fiscal Year 2024 to Fiscal Year 2028) include Old Waterford Road Trail to Morven Park; Washington & Old Dominion Trail Lighting; Ayr Street NW Sidewalk Improvements; Church Street, South Street, Harrison Street Improvements; King Street Improvements from Market Street to North Street; Monroe Madison Court Improvements; South King Street Improvements from the W&OD Trail to Royal Street; and the Airport Fixed Based Operator (FBO) Hangar Purchase.

UTILITIES FUND

The Adopted Fiscal Year 2023 Budget for the Utilities Fund which includes capital projects, capital asset replacements, and operations is \$52.8 million in expenditures. This increase of \$9.2 million over the Fiscal Year 2022 Adopted Budget is mainly attributable to the increase in capital infrastructure re-investment which accounts for \$6.7 million of the year-over-year increase. Other factors include compensation incentives for employees working in environments such as sewage exposure and continued implementation of the rate study recommendations, which included three additional staff positions.

All operational expenditure increases are tied to growth of the utilities system driven by new development; ongoing maintenance of aging infrastructure; timely repairs; responsive customer service; compliance with regulatory standards; ensuring high quality water; and efficient wastewater treatment operations. The Repair, Replacement and Rehabilitation (3-R) program of more than \$4.0 million in Fiscal Year 2023 aligns with the Utilities Fund goal of investing in capital renewal of water and wastewater facilities and assets.

UNASSIGNED FUND BALANCE

The Adopted Budget for Fiscal Year 2023 includes a significant use of Unassigned Fund Balance for one-time expenditures. On January 24, 2022, the Town's Financial Advisor, Davenport & Company LLC (Davenport), briefed Town Council with the Annual Comprehensive Financial Review. This briefing included a recap on the Fiscal Year 2021 General Fund financial results, highlighted the importance of the Town's very strong fund balances, and discussed the Town's capital funding strategies.

Due largely to management expenditure reductions in response to the COVID-19 pandemic in Fiscal Year 2021 and consumer taxes exceeding forecasts, General Fund operating revenues exceeded actual operating expenditures by approximately \$8 million. The Unassigned Fund Balance increased to \$21.3 million which is equivalent to 36.4% of the General Fund operating expenditures which is well above the Town's 20% policy requirement.

Across the nation, capital improvement project costs have been higher than expected due to inflation, labor shortages, and continued supply chain disruptions. Given the uncertainty surrounding the economic environment and the continuation of the COVID-19 pandemic, Davenport advised the Town to use conservative planning estimates for its projected costs. In addition, Davenport advised the Town to set aside a portion of its excess Unassigned Fund Balance into a Capital Reserve Fund to strategically offset higher than projected construction costs which will reduce the amount the Town needs to borrow.

The Adopted General Fund Budget for Fiscal Year 2023 also includes the use of the Unassigned Fund Balance to support various Town Council initiatives that are considered one-time expenditures. Examples of Council decisions previously authorizing the one-time use of Unassigned Fund Balance include:

- \$375,000 for purchase of the property at 16 Wirt Street immediately adjacent to Town Hall per Resolution No. 2021-160.
- \$250,000 to provide funding for construction of the second tennis bubble facility at Ida Lee Park per Resolution No. 2021-175.
- \$25,740 to the Loudoun Freedom Center as part of the land transfer of the Sycolin Cemetery per Resolution No. 2021-129.
- \$1.8 million to purchase property immediately adjacent to the Department of Public Works Town Shop on Russell Branch Parkway per Resolution No. 2022-010.

Other key one-time funding initiatives included in the Adopted Fiscal Year 2023 operating budget and Capital Improvements Program using the Unassigned Fund Balance include:

- \$335,000 to re-write the Town's Zoning Ordinance after the adoption of the Town Plan as included in the Council's Work Plan per Resolution No. 2021-077.
- \$250,000 to develop Capital Intensity Factors that can be used in future land development applications as directed by Council in January 2022.
- \$250,000 to complete an updated Traffic Study in the town as recommended by the Planning Commission.
- 125,000 to update the current Traffic Model.
- \$100,000 to develop an Economic Development Strategic Plan as included in the Council's Work Plan per Resolution No. 2021-077.
- \$350,000 for emergency communications improvement to provide the Police Department with a second fiber connection.
- \$500,000 to provide increased video storage town wide needed to support increased use of technology and security systems at Town facilities.
- \$100,000 to fund bridge load analysis necessary to protect the Town's infrastructure.
- \$100,000 to fund a replacement of the Town's phone system as recommended by the Technology and Communications Commission.
- \$80,000 to secure the structure at 16 Wirt Street until a strategic decision is made for long-term use of the property.
- \$150,000 to add smart technology to the Town Garage.
- \$15,000 to install a memorial for Potter's Field.
- \$35,000 to add historical and informational signage at seven parks.
- \$12,000 to fund public art events for one year.

SUMMARY

The Adopted Fiscal Year 2023 General Fund budget reduces the current real estate tax rate from 18.4 cents to 17.74 cents which allows the Town to address the Council's strategic initiatives, fully fund the Town's snow removal operations, continue meeting the

growing needs of the community, and to offset the market and inflation effects of the pandemic.

The adopted budget also continues to fully support the Town's Utilities Department operations that include our water and sewer plants along with 409 miles of pipes. This year's budget includes the final year of the 5-year rate plan approved for implementation by Council in 2018. Town staff will commence review of a new 5-year rate plan in Fiscal Year 2023.

The Town's Capital Improvements Program for Fiscal Years 2023-2028 demonstrates the Council's commitment to infrastructure improvements, Town facilities, and quality of life enhancements. The adopted budget provides the financial plan to fund the Capital Improvements Program while addressing increasing costs due to inflation and continued supply chain issues attributed to the COVID-19 pandemic.

Throughout the ongoing pandemic crisis, the employees of the Town of Leesburg have continued their commitment to the delivery of exceptional customer service without closing facilities to the public. The COVID-19 pandemic has highlighted the dedication of our employees as the organization's greatest strength. Due to their efforts, the Town continues to deliver high quality services to our residents, customers, business community, and visitors, while maintaining a reasonable real estate tax rate.

Sincerely,



Kaj H. Dentler
Town Manager

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 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 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 views of the information by expenditure category and department. Also included in this section are projections of debt capacity for the General Fund and Utilities Fund and a summary of authorized department staffing levels.

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, 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 and Recreation Thomas Balch Library Planning and Zoning Plan Review
<i>Seizing the Future</i>
Economic Development Leesburg Executive Airport

Although the Town Council appropriates at the fund level, each department’s financial tables depict sources and uses attributable to the department’s operation, 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.

In addition to providing a view of the Town’s budget on a functional level, the department detail 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 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. The process for identifying capital projects to be funded include Town staff identifying projects that align with overall Town strategic goals along with input from Council, commissions, and public. Town staff identify potential funding sources including grant opportunities. Typically, new projects are inserted into the last year of the CIP and each year rolls forward until it is in the current fiscal year. Projects may be expedited based on funding opportunities or due to other time-sensitive factors.

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 Senior Management and Budget Analyst, meet to discuss department requests with department directors. Adjustments are made as appropriate and required to meet management objectives and Town Council priorities and strategic goals. All budget requests and new budget initiatives are evaluated for feasibility as it relates to achieving Town strategic goals while aligning with the Town's financial long-term sustainability plan and fiscal policies.

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 and 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 2023 Key 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	\$—	\$500,000	\$—	\$—	\$500,000	—
This enhancement increases the budget for snow removal services to include multiple 24-hour storms. Funding provides for response to increased lane miles and contractor equipment. Request is based on the past two to four years of snow response for the Town through the use of a contractors working with Town staff, utilizing equipment, salt, sand, overtime, and equipment parts for repairs. Lane miles have significantly increased over the past 10 years. This additional \$500,000 request would bring the total snow response budget to \$1,105,000.						
DEPARTMENT OF INFORMATION TECHNOLOGY						
IT Systems Analyst	\$141,500	\$—	\$3,000	\$—	\$144,500	1.0
This enhancement provides funding for a Senior Systems Analyst. This position will support the design, development and analysis of enterprise system projects, adding critical support to the advanced architecture workflows and automation, security and compliance needs of the Town. Further, this position is in alignment to recommendations from the Council-approved IT Strategic Plan.						
IT Customer Service Technician	\$103,800	\$—	\$3,000	\$—	\$106,800	1.0
This enhancement position provides funding for a Customer Service Technician delivering technical support services, including set-up and configuration of hardware and software for new and existing equipment, support and installation for townwide systems and mobile devices and peripherals, inventory auditing, and equipment management for users of the Town's information technology.						
DEPARTMENT OF ECONOMIC DEVELOPMENT						
Small Business Development Coordinator	\$116,400	\$—	\$3,000	\$—	\$119,400	1.0
This enhancement position provides funding for a Small Business Development Coordinator in the Department of Economic Development. The goal of this position is to assist and support small businesses located within the Town of Leesburg. The position would be located in the first floor of the new small business center (formerly the Mason Enterprise Center).						
TOWN MANAGER'S OFFICE / PLANNING AND ZONING						
Senior Management Analyst - Community Development	\$122,600	\$—	\$3,000	\$—	\$125,600	1.0
This enhancement position provides funding for a Senior Management Analyst in the Town Manager's Office, who will work in close collaboration with the Department of Planning and Zoning. This position will manage various projects and initiatives including, but not limited to, proffer management; development of capital intensity factors; oversight of zoning ordinance rewrite; and fiscal impact analysis for new land developments.						
GENERAL FUND TOTAL	\$484,300	\$500,000	\$12,000	\$—	\$996,300	4.0
UTILITIES DEPARTMENT						
Utilities Laboratory Technician	\$98,400					
This enhancement position provides funding for a Utilities Laboratory Technician within the Water Pollution Control Division of the Utilities Department. This position will be responsible for laboratory sampling, testing, and operations redundancy for the Water Pollution Control Division. 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 Laboratory Supervisor	\$121,200	\$1,000	\$3,000	\$—	\$—	1.0
This enhancement position provides funding for a Utilities Plan Laboratory Supervisor position within the Water Supply Division of the Utilities Department. This position will provide the laboratory with quality assurance, staff training, regulatory compliance oversight, and operations redundancy. 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	\$98,400	\$2,000	\$63,000	\$—	\$—	1.0
This enhancement provides funding for a Utilities Plant Technician position within the Utilities Maintenance Division of the Utilities Department. This position will be 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.						
UTILITIES FUND TOTAL	\$318,000	\$3,000	\$66,000	\$—	\$—	2.0
COMBINED FUNDS TOTAL	\$802,300	\$503,000	\$78,000	\$—	\$996,300	6.0

The Budget in Brief

The Fiscal Year 2023 adopted budget for all funds totals \$153,248,631. This represents an overall increase of \$15,973,828 or 11.6% from the Fiscal Year 2022 budget. The following table reflects the Fiscal Year 2023 adopted budget for the General Fund, Utilities Fund, and Capital Projects Fund. The Northern Virginia Transportation Authority (NVTVA) Fund is no longer budgeted as a separate fund as it functions as a revenue-only pass-through, directly to projects in the Capital Projects Fund.

Fund	FY 2022 Adopted	FY 2023 Adopted	\$ Change	% Change
General Fund	\$65,366,346	\$72,689,402	\$7,323,056	11.2 %
Capital Projects Fund	28,310,100	27,763,340	(546,760)	(1.9)%
Utilities Fund	43,598,357	52,795,889	9,197,532	21.1 %
Total	\$137,274,803	\$153,248,631	\$15,973,828	11.6 %

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 2023 budget for the General Fund totals \$72,689,402, an increase of 11.2%. The increase in the General Fund budget is attributable to the enhancements totaling \$996,300 from the addition of funding for four (4) FTEs in support of Town Council's strategic initiatives including a Small Business Development Coordinator in Economic Development, Senior Management Analyst in the Town Manager's Office, and a Systems Analyst and Customer Support Technician in the IT Division of the Department of Finance and Administrative Services. Further, the General Fund increase includes an increase of \$500,000 in inclement weather/emergency funding, an increase in debt service requirements associated with the Capital Improvements Program, required base operating costs associated with contractual increases, personnel costs associated with average 3% performance-based salary increases, and a 2% cost-of-living (COLA) adjustment to help minimize inflationary pressures in the economy. 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 2023 proposed appropriation for the Capital Projects Fund totals \$27,763,340 or a decrease of 1.9% from the Fiscal Year 2022 budget. Of the Fiscal Year 2023 appropriation, \$2,050,000 is included for the Capital Asset Replacement Program within the General Government Section of the CIP. This funding is used for the purchase of equipment, apparatus, and vehicles for the Police Department, Parks and Recreation, and Public Works; facility maintenance requirements at Ida Lee; and information technology infrastructure investments. The Northern Virginia Transportation Authority (NVTVA) Fund is a non-budgeted special revenue fund that serves as a pass-through funding source for the Capital Projects Fund. NVTVA 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.

Utilities Fund

The Utilities Fund total for the Fiscal Year 2023 adopted budget is \$52,795,889, an increase of \$9,197,532 or 21.1% over the Fiscal Year 2022 budget and is comprised of \$21,841,839 for operations, \$5,836,850 for debt service, and \$25,117,200 included in the Capital Improvements Program. The operations budget for the Utilities Fund includes three enhancement positions: an Utilities Plant Laboratory Supervisor in the Water Supply Division, a Laboratory Technician in the Water Pollution Control Division, and a Utilities Plant Maintenance Technician. The Fiscal Year 2023 adopted budget reflects the fourth 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.

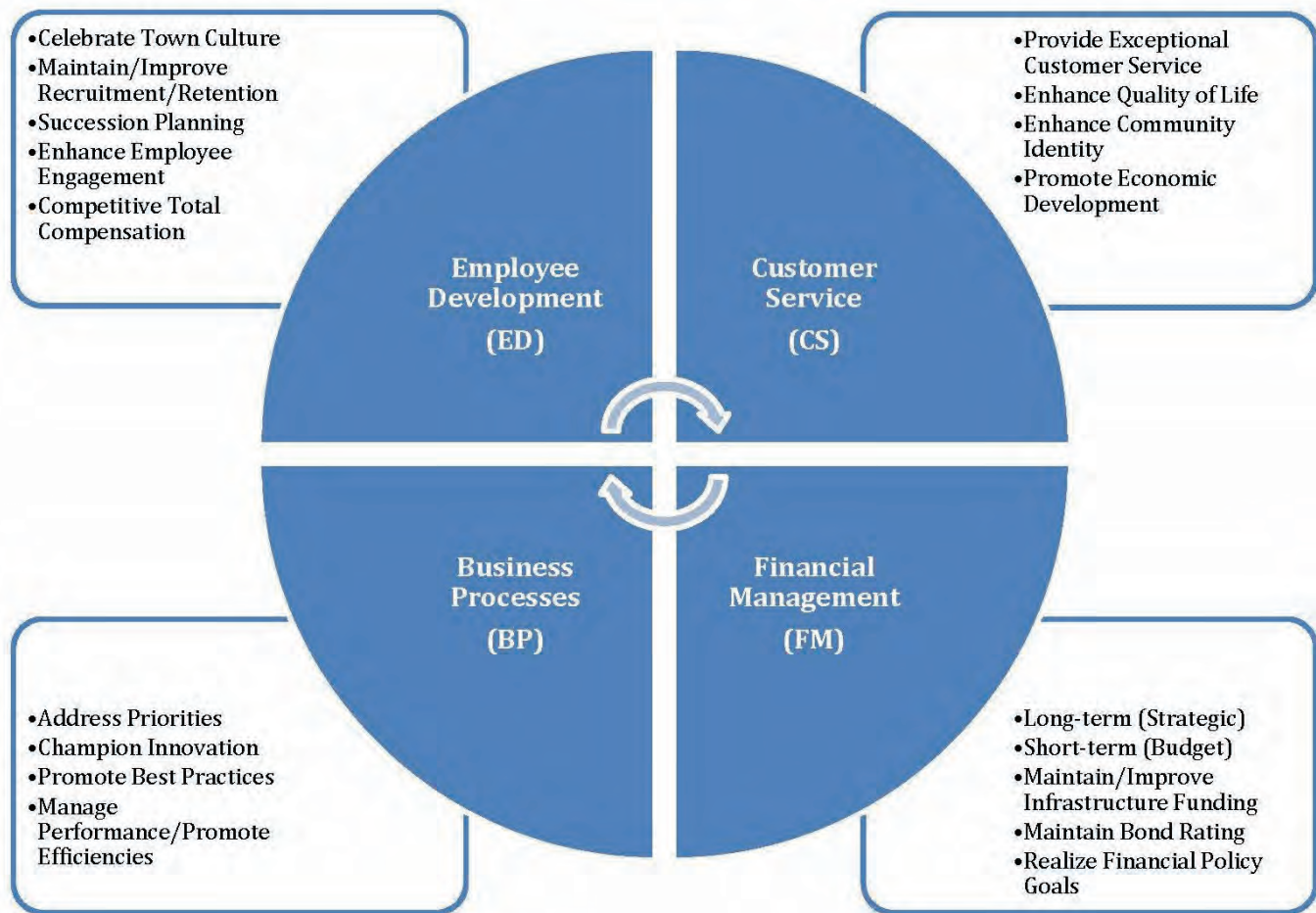
Changes Between Proposed and Adopted Budget

Changes between the proposed budget and adopted budget include the addition of an Energy and Emergency Management Analyst for \$100,000, a sign and street replacement program for \$40,000, and a cost-of-living adjustment for Town Council for \$2,400. These recurring additions corresponded with the increase from the proposed real estate tax rate of 17.6 cents per \$100 valuation to the adopted real estate tax rate of 17.74 cents per \$100 valuation. Other additions that are non-recurring include the purchase of smart technology equipment for the Town Hall parking garage to display available parking spaces for \$150,000, updating the traffic model for \$125,000, historical signage at seven parks for \$35,000, a memorial at Potter's Field for \$15,000, and public art events for \$12,000. These non-recurring additions are funded using amounts from the Unassigned Fund Balance that are available from the excess dollars above the Town's fiscal policy minimum of 20% of General Fund expenditures. Council also directed staff to initially mothball and preserve the building for \$80,000 in the 16 Wirt Facility project in the Capital Improvements Program. Deletions from the proposed to the adopted budget include removal of the COVID-19 weekly testing for employees for \$286,000, since Council rescinded testing requirements for employees, which was proposed to be funded with Unassigned Fund Balance.

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 department performance to the four core competencies of this strategic framework. Information regarding key performance indicators can be found in individual 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 Strategic Focus Areas for Fiscal Year 2023 are the result of the Town Council's Planning Retreat held in April 2021:

- **Economic Development**
- **Town Plan Implementation**
- **Environment**
- **Information Technology**
- **Emergency Preparedness**

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:

- [Quarterly Development Activity Reports](#) that detail the current status of active land development applications.
- [Fiscal Year Annual Reports](#) that provide highlights of overall accomplishments from the previous fiscal year.
- [Quarterly Residential Newsletters](#) that provide information about seasonal services, special events, and development updates.



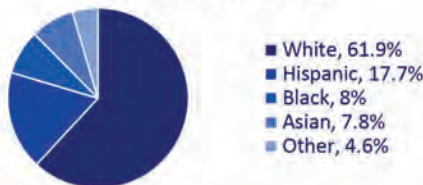
Demographic & Statistical Information



The Basics

Population (2020 Census)	48,250
Average Household Income	\$140,013
Active Business Licenses	2,835
Area	12.65 Sq Miles
% Built Out	92%
Vacant Land	630 acres

Race & Ethnicity

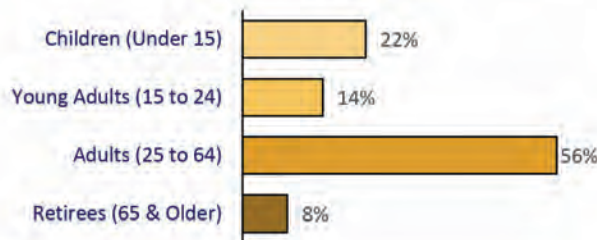


21.3% are foreign born
17% speak English and at least one other language proficiently

Top Employers

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

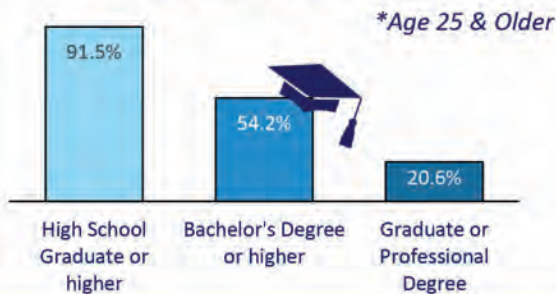
Population by Age



Labor Force Participation age 16 & older

Men	Women	Total
86%	70%	78%

Educational Attainment*

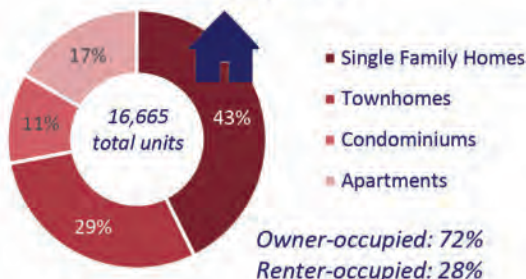


Commuting Inflow & Outflow



From	To
Loudoun County – 32%	Northern VA – 38%
NoVa & DC – 22%	Loudoun County – 28%
Leesburg – 15%	Leesburg – 13%
MD & PA – 7%	MD & PA – 6%
N Shen Valley – 7%	DC – 4%
WV – 6%	Richmond – 3%
Other – 11%	Other – 9%

Housing Stock



Data Sources

- 2019 American Community Survey 5-Year Estimates
- 2019 LEHD Origin-Destination Employment Statistics
- Virginia Employment Commission
- Town of Leesburg

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 take advantage of opportunities as they arise. The core of the plan is a stable real estate tax rate that 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 No. 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, 2021, the unassigned fund balance was \$11,697,774, meeting the fiscal policy requirement of maintaining an unassigned fund balance equivalent to 20% of General Fund expenditures. The Town has achieved this policy requirement every year since the Council enacted the policy in January 2015.

The Town's bond ratings are further evidence of its financial strength. The Town enjoys 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 an annual comprehensive financial report.
- C. The Town will annually seek 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. The Town will periodically review user fee charges and related expenditures to determine if 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

- A. 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.

- B. The Town will set rates to achieve a positive net income and cash flow each year.
- C. 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.
- D. The Town will track, monitor, and report quarterly on the key variables of the rate model. The Town will set rates that are based on annually updated five-year forecasts of operating and capital budgets.
- E. 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.
- F. 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 that 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. The Town will adhere to a balanced budget defined as total revenues equaling total 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, in order 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 based on its relationship to the health, safety, and welfare of the community including analysis of long-term fiscal impacts.
- New Programs: Proposed new programs must be submitted as individual budgetary requests requiring detailed justification. New programs will be evaluated on the same basis as program expansions including analysis of long-term fiscal impacts.

Capital Budget

- A. The Town will make all capital improvements in accordance with an adopted Capital Improvements Program (CIP) or in an approved Capital Asset Replacement Program (CARP) 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 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.
- B. The Town will develop a multiyear plan for capital improvements, which considers the Town's development policies and links development proffers resulting from conditional zoning approvals with the capital plan.
- C. 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 adhere to a balanced budget defined as total revenues equaling total expenditures.
- D. 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 interfund 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-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%, excluding debt service from Airport projects with self-supporting revenues.
 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

- A. 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.
- B. 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 excluding 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.
 - 1. Town Council established a Revenue Stabilization Reserve 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 Reserve set aside \$2,000,000 from the 2020 debt restructuring. The Reserve is to 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% of General Fund expenditure fiscal policy requirement, until 3 percent of total General Fund expenditure funding in the Reserve is met.

- 2. Town Council established a Capital Reserve within the General Fund to address potential cost overruns in the Capital Improvements Program due to increasing construction costs. The Reserve initially set aside \$2,000,000 from the Fiscal Year 2021 Unassigned Fund Balance.
- 3. In support of the Town's compliance with Federal Aviation Administration (FAA) grants restrictions, the Town will record and update the balance at the end of each fiscal year a reserve of the cumulative balance of Airport operating revenue less operating expenses and less debt service costs. This reserve is necessary to demonstrate that FAA grant funding is not being used to subsidize General Fund operations and vice versa. The reserve will be adjusted only if there is an excess of cumulative revenues over expenses and less debt service.
- 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.

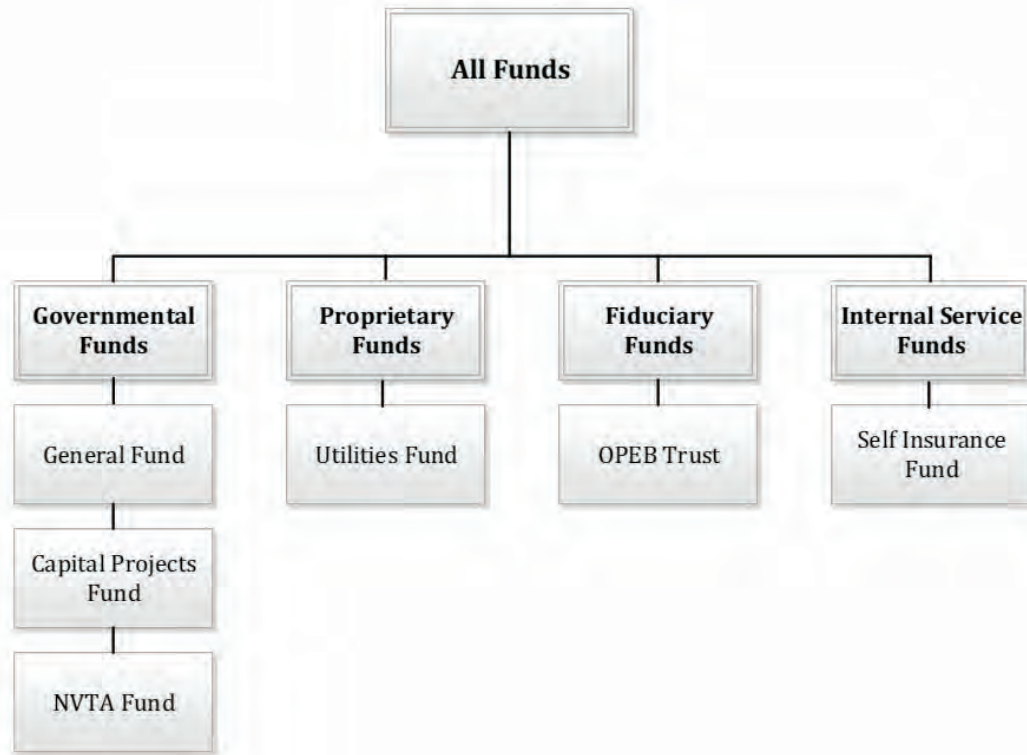
Enterprise Funds

- A. The Utilities Fund will maintain a 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 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.
- B. The Utilities Fund will establish a repair, renewal, and replacement (3R) reserve 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.
- C. 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 was 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 - An unbudgeted, special revenue fund that serves as a pass-through funding source to the Capital Projects Fund for eligible

transportation projects under state House Bill 2313 for transportation, 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 and 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 the Town's day-to-day operations. The financing sources are categorized as follows:

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 consumer taxes on purchases and services, such as transient occupancy tax, meals and beverage tax, cigarette tax, and utility consumption taxes, as well as motor vehicle license fees and business license tax.

Permits & Fees – Charges associated with permits for individuals and business to erect structures, including new construction and renovation, or to perform certain functions such as airport fixed base operator licensing.

Fines & Forfeitures – Fines for traffic and parking violations.

Use of Money & Property – Revenue from parking meters, parking garage space rentals, and airport leases for terminal space, hangars, and tie-downs.

Charges for Services – Charges associated with airport user fees and recreation program 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 and 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 the Department of Justice.

Real Estate Taxes

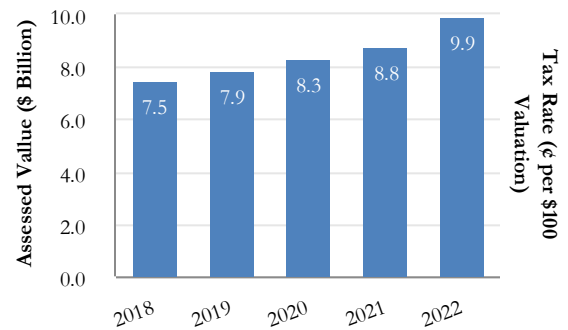
Revenue estimates in the budget are developed, in accordance with best practices, through analysis of historical trend data from financial statements, regular review of the Town's long-term financial sustainability plan, and the prevailing economic climate facing the Town. Table 2 reflects the average assessment for residential properties and the resulting average residential real estate tax bill for 2022 at a real estate tax rate of 17.74¢ 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 2018-2022

Tax Year	Average Assessment*	Tax Rate	Average Tax Bill
2022	\$521,089	\$0.1774	\$924
2021	\$456,689	\$0.184	\$840
2020	\$414,569	\$0.184	\$766
2019	\$394,712	\$0.184	\$726
2018	\$375,374	\$0.184	\$691

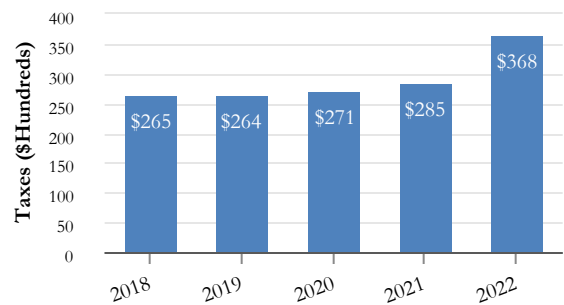
*Includes all housing types.

Assessed Real Estate Values and Tax Rates



The real estate property assessment revaluation growth is 10.96% or \$963 million. With new construction and growth of an additional 2.26% or \$198 million, the total assessed value is \$9.9 billion or an overall increase of 13.22% over the 2021 assessments. The increased real estate assessments resulted in a corresponding equalized tax rate of 16.6¢ per \$100 valuation. The tax year 2022 adopted real estate property tax rate is 17.74¢ per \$100 valuation.

Per Capita Real Estate Taxes



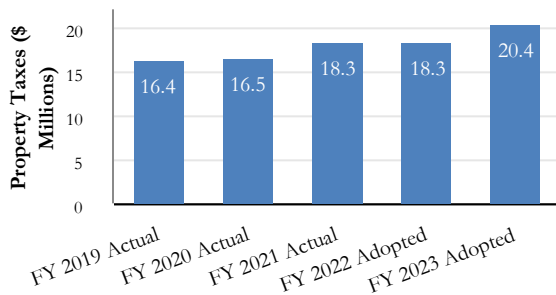
Real estate taxes per capita increased in 2022 to \$368. This increase is attributable to the adjustment of the Town's population with the release of the 2020 U.S. Census data, along with overall increases in real estate assessments.

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

Town	2020 Population	Tax Rate
Loudoun County Towns		
Leesburg	48,250	\$0.1774
Purcellville	8,929	\$0.2400
Lovettsville	2,396	\$0.1625
Hamilton	623	\$0.2600
Middleburg	826	\$0.1530
Other Virginia Towns		
Herndon	24,655	\$0.2650
Vienna	16,421	\$0.2050

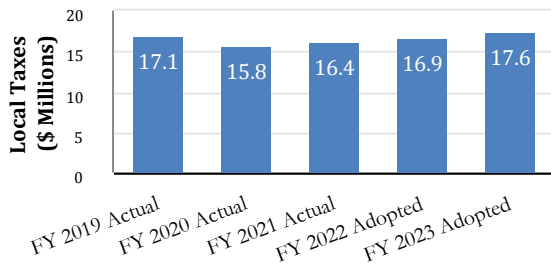
In the Fiscal Year 2023 adopted budget, approximately 87.4% of the Town’s General Fund revenue is estimated to be generated by three sources: taxes (53.1%), intergovernmental revenue (20.0%), and charges for services (14.3%). The following charts depict five-year snapshots of historical trends for these top revenue categories: General Property Taxes, Other Local Taxes, Intergovernmental, and Charges for Services.

General Property Taxes



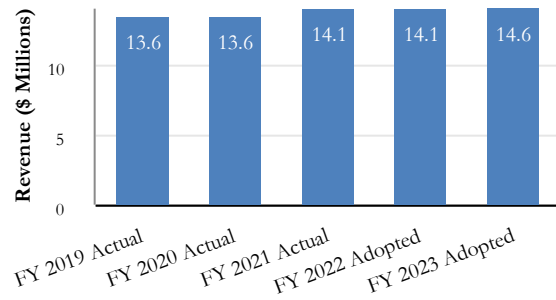
The incremental positive growth in general property taxes tied to real estate growth, construction and assessment evaluation increases.

Other Local Taxes



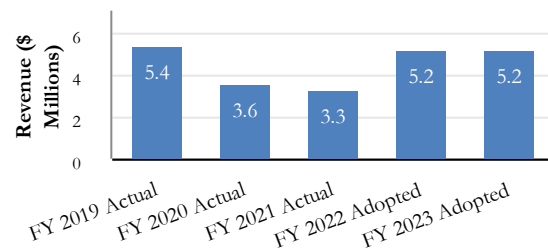
Other local taxes include Meals and Beverage Tax; Business, Professional & Occupational Licenses (BPOL); Transient Occupancy Tax (TOT); Bank Franchise Tax; Utility Consumption Tax; and Cigarette Tax. Several of these taxes are projected to increase in Fiscal Year 2023 compared to the prior year estimates, primarily due to recovery of the economic conditions as a result of the COVID-19 pandemic; specifically Meals and Beverage Tax, BPOL, and Bank Franchise.

Intergovernmental



Intergovernmental sources include funding received from the Commonwealth of Virginia, Loudoun County, and the federal government such as state personal property tax relief funding, state highway maintenance funds, Loudoun County School Resource Officer contributions, and state 599 law enforcement assistance funding. The projected Fiscal Year 2023 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

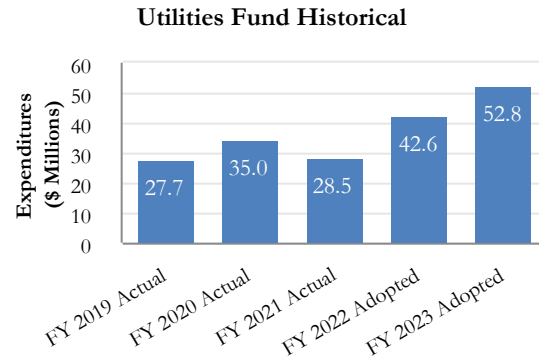
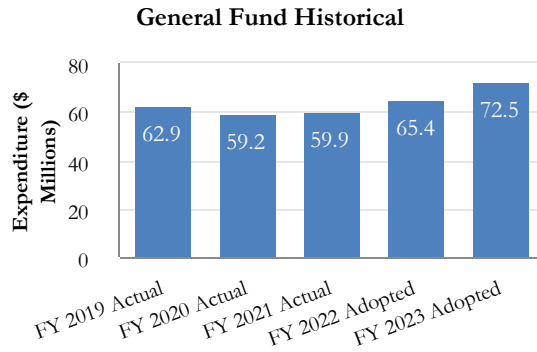


The Town’s General Fund revenue in the Charges for Services category are largely attributable to fees from Parks and Recreation programs and revenues such as hangar lease fees at the Leesburg Executive Airport. The overall projected trend for this category remains approximately the same as the Fiscal Year 2022, but an increase over FY 2021 due to positive trends in Parks and Recreation.

Summary of Fund Expenditures

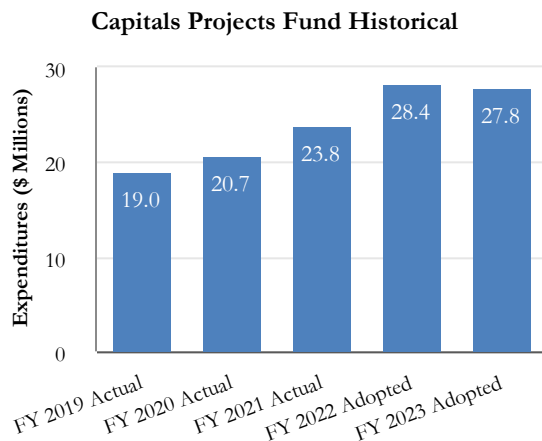
The budget for the Town of Leesburg consists of the major governmental and enterprise funds. These funds include the General Fund, Capital Projects Fund, and the Utilities Fund. The charts below depict historical expenditures of these funds.

Government Section of the CIP and includes funding of \$2,050,000 to be used for the purchase of equipment, apparatus, and vehicles for the Police, Parks & Recreation, and Public Works & Capital Projects departments; facility maintenance requirements at Ida Lee Park; and information technology infrastructure investments.



The Fiscal Year 2023 General Fund adopted budget is approximately \$72.5 million or \$7.1 million greater than the Fiscal Year 2022 Adopted Budget. The increase is due largely to one-time expenditures being funded with Fiscal Year 2021 unassigned fund balance; requested budget enhancements totaling \$996,300; approximately \$907,000 increase in debt service requirements; and town-wide personnel increases attributable to salary and benefit adjustments.

The Fiscal Year 2023 Utilities Fund adopted budget is \$52.8 million or an increase of \$10.2 million, primarily associated with increases in funding associated with capital projects in the Town's Capital Improvements Program and operating increases associated with three new enhancement positions. All operating and debt service is covered by Utilities Fund charges for service revenue from water and sewer fees, availability fees, and other charges for service fees.



The Fiscal Year 2023 Capital Projects Fund adopted budget is nearly \$27.8 million or a decrease of \$0.6 million from Fiscal Year 2022. The fluctuation is attributable to transportation capital projects in the Capital Improvements Program (CIP). Northern Virginia Transportation Authority (NVTA) funds are now budgeted as a source of the Capital Projects Fund. Prior years in the chart reflect the merge for meaningful comparison. Further, the Capital Asset Replacement Program is included in the General

Consolidated Governmental Funds Table

The consolidated fund table presents sources and uses for all of the Town governmental funds which includes the General Fund and Capital Projects Fund. Fund balance is defined as an accumulation of revenues minus expenditures. The fund schedule for the Utilities Fund can be found in the Financial Summaries Section.

	2021 Actual	2022 Budget	2023 Adopted
BEGINNING FUND BALANCE	\$42,813,902	\$60,167,301	\$58,707,593
SOURCES¹			
Taxes	\$35,153,268	\$35,525,500	\$38,647,376
Permits & Fees	1,824,128	1,375,750	1,355,250
Fines & Forfeitures	252,776	542,000	374,000
Use of Money & Property	1,773,958	1,924,576	2,053,560
Charges for Services	3,285,373	5,205,115	5,236,115
Contributions and Proffers	3,536,848	4,380,533	3,436,540
Intergovernmental	18,045,724	22,843,264	22,830,177
Other Financing Sources	19,634,589	20,413,700	23,591,341
Total Sources	\$83,506,664	\$92,210,438	\$97,524,359
USES			
Personnel Services	\$29,327,384	\$38,990,193	\$41,448,181
Contractual Services	7,448,977	10,643,975	13,157,671
Materials & Supplies	476,935	1,772,184	1,950,397
Transfer Payments	607,821	1,465,000	1,615,541
Grants & Contributions	(604,368)	(484,100)	(110,000)
Continuous Charges	2,144,522	2,736,641	2,746,244
Capital Outlay	(438,642)	448,160	686,042
Non-Departmental	(856,179)	504,000	1,004,000
Capital Projects	23,774,581	28,310,100	25,364,340
Debt Service/ Equipment Leasing	4,272,236	9,283,993	10,191,326
Total Uses	\$66,153,266	\$93,670,146	\$98,053,742
Use of Fund Balance	\$17,353,399	\$(1,459,708)	\$(529,383)
ENDING FUND BALANCE²	\$60,167,301	\$58,707,593	\$58,178,210
% CHANGE IN BALANCE³	40.53 %	(2.43)%	(0.90)%

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.

3) Large increase in Fiscal Year 2021 change in fund balance is due to management decisions to reduce expenditures to address pandemic effects, while consumer tax revenues performed better than forecasted.

Revenue by Fund

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

	General Fund	Capital Projects Fund	Utilities Fund	Total
General Taxes				
Real Estate Taxes	\$17,734,691	\$—	\$—	\$17,734,691
Personal Property Taxes	2,819,000	—	—	2,819,000
Motor Vehicle License Taxes	1,052,000	—	—	1,052,000
Meals Taxes	6,429,000	—	—	6,429,000
Utility Taxes	1,489,000	—	—	1,489,000
Communications Taxes	1,529,000	—	—	1,529,000
Business & Occupational Taxes	4,031,300	—	—	4,031,300
Bank Franchise Taxes	1,535,700	—	—	1,535,700
Transient Occupancy Taxes	700,000	—	—	700,000
Cigarette Taxes	616,000	—	—	616,000
Other Local Taxes	711,685	—	—	711,685
Sub-Total	\$38,647,376	\$—	\$—	\$38,647,376
Permits & Fees				
Zoning & Development Fees	\$915,700	\$—	\$—	\$915,700
Airport User & Fuel Flow Fees	52,750	—	—	52,750
Fixed Based Operator Fees	65,000	—	—	65,000
Public Cable (PEG) Fees	256,000	—	—	256,000
Miscellaneous Permits & Fees	92,100	—	10,000	102,100
Sub-Total	\$1,381,550	\$—	\$10,000	\$1,391,550
Fines & Forfeitures				
Parking & Traffic Fines	\$407,700	\$—	\$—	\$407,700
Police Forfeitures	10,000	—	—	10,000
Sub-Total	\$417,700	\$—	\$—	\$417,700
Use of Money & Property				
Earned Interest	\$135,000	\$—	\$84,000	\$219,000
Insurance Recoveries	110,000	—	—	110,000
Parking Garage & Meters	278,010	—	—	278,010
Sale of Surplus Property	85,000	—	5,000	90,000
Library Revenue	8,000	—	—	8,000
Airport Revenue	1,380,550	—	—	1,380,550
Miscellaneous Revenue	57,000	—	386,917	443,917
Sub-Total	\$2,053,560	\$—	\$475,917	\$2,529,477
Charges for Services				
Public Safety Charges	\$111,300	\$—	\$—	\$111,300
Recreation Charges	4,910,015	—	—	4,910,015
Special Event Fees	214,800	—	—	214,800
Water & Sewer User Fees	—	—	20,498,928	20,498,928
Water & Sewer Fixed Charges	—	—	5,190,459	5,190,459
Water Availability Fees	—	—	—	—
Water Fees & Penalties	—	—	1,503,385	1,503,385
Sub-Total	\$5,236,115	\$—	\$27,192,772	\$32,428,887

	General Fund	Capital Projects Fund	Utilities Fund	Total
Donations & Contributions				
Proffers	\$—	\$—	\$—	\$—
Sponsorships & Contributions	51,000	—	—	51,000
Sub-Total	\$51,000	\$—	\$—	\$51,000
Intergovernmental				
Loudoun County	\$876,506	\$1,191,000	\$—	\$2,067,506
Commonwealth of Virginia	13,449,671	7,139,000	—	20,588,671
Federal Government	139,000	35,000	—	174,000
Sub-Total	\$14,465,177	\$8,365,000	\$—	\$22,830,177
Other Financing Sources				
Utilities Fund Reimbursement	\$1,893,000	\$—	\$—	\$1,893,000
Capital Projects Fund Reimbursement	1,615,541	—	—	1,615,541
Use of Fund Balance & Reserves	6,928,383	3,315,540	13,275,000	23,518,923
Bond Proceeds	—	14,032,800	11,842,200	25,875,000
Lease Financing	—	2,050,000	—	2,050,000
Sub-Total	\$10,436,924	\$19,398,340	\$25,117,200	\$54,952,464
Fund Total	\$72,689,402	\$27,763,340	\$52,795,889	\$153,248,631

Expenditures by Fund

The expenditures by fund table depicts expenditures by functional area for all appropriated funds for the Town. The total Fiscal Year 2023 General Fund adopted budget is \$72,689,402. The Fiscal Year 2023 Capital Projects Fund adopted budget totals \$27,763,340. The Fiscal Year 2023 adopted budget for Utilities is \$52,795,889 and includes operating, asset replacement and repair, debt service, and capital project funding.

	General Fund	Capital Projects Fund	Utilities Fund	Total
Administering Efficient Government				
Town Council	\$275,618	\$—	\$—	\$275,618
Town Manager	1,800,823	—	—	1,800,823
Town Attorney	916,321	—	—	916,321
Clerk of Council	413,033	—	—	413,033
Boards & Commissions	222,393	—	—	222,393
Sub-Total	\$3,628,188	\$—	\$—	\$3,628,188
Supporting Activities				
Finance and Administrative Services	\$8,372,939	\$—	\$—	\$8,372,939
Sub-Total	\$8,372,939	\$—	\$—	8,372,939
Keeping Us Safe				
Police	\$16,301,778	\$—	\$—	\$16,301,778
Sub-Total	\$16,301,778	\$—	\$—	\$16,301,778
Providing the Necessities				
Public Works and Capital Projects ¹	\$17,945,238	\$—	\$—	\$17,945,238
Utilities	—	—	21,841,839	21,841,839
Sub-Total	\$17,945,238	\$—	\$21,841,839	\$39,787,077
Ensuring Quality of Life				
Parks & Recreation	\$8,243,579	\$—	\$—	\$8,243,579
Balch Library	602,583	—	—	602,583
Planning & Zoning	2,883,175	—	—	2,883,175
Plan Review	1,641,368	—	—	1,641,368
Sub-Total	\$13,370,705	\$—	\$—	\$13,370,705
Seizing the Future				
Economic Development	\$824,912	\$—	\$—	\$824,912
Airport	991,061	—	—	991,061
Sub-Total	\$1,815,973	\$—	\$—	\$1,815,973
Non-Departmental	\$1,063,255	\$—	\$—	\$1,063,255
Capital Improvement Projects	—	27,763,340	25,117,200	52,880,540
Debt Service/ Capital Lease Financing	10,191,326	—	5,836,850	16,028,176
Fund Total	\$72,689,402	\$27,763,340	\$52,795,889	\$153,248,631

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

Expenditures by Category

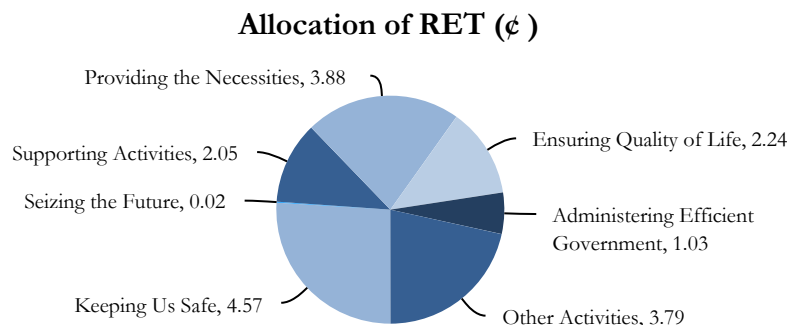
The expenditures by category table lists fund expenditures by various expense categories. Personnel costs are the largest expenditure category and it is broken down to provide the reader with a detailed view of expense categories for each major Town fund.

	General Fund	Capital Projects Fund	Utilities Fund	Total All Funds
Personnel Expenditures				
Full-Time Salary	\$25,898,598	\$—	\$7,828,894	\$33,727,492
Part-Time Salary	2,904,423	—	137,489	3,041,912
Boards & Commissions	254,896	—	—	254,896
Overtime, Holiday, Shift Differential	1,715,476	—	359,795	2,075,271
Bonuses & Incentives	239,412	—	—	239,412
Uniform/Car/Shoe Allowance	39,315	—	14,990	54,305
Social Security & Medicare (FICA)	2,381,581	—	659,512	3,041,093
Retirement (VRS)	3,154,046	—	963,352	4,117,398
Life Insurance	340,307	—	103,938	444,245
Long-term Disability Insurance	236,187	—	72,136	308,323
Employee Healthcare Insurance	3,857,424	—	1,193,148	5,050,572
Optional Benefit	385,230	—	127,710	512,940
Unemployment Compensation	50,434	—	15,515	65,949
Workers' Compensation	556,968	—	168,055	725,023
Other Post Employment Benefits	190,170	—	59,830	250,000
Salary Savings Credit	(756,286)	—	(431,115)	(1,187,401)
Total Personnel Expenditures	\$41,448,181	\$—	\$11,273,249	\$52,721,430
Operating Expenditures				
Contractual Services	\$13,157,671	\$—	\$4,583,829	\$17,741,500
Materials & Supplies	1,950,397	—	2,396,350	4,346,747
Transfer Payments	1,615,541	—	—	1,615,541
Grants, Contributions, and Reimbursements	(110,000)	—	1,613,600	1,503,600
Continuous Charges	2,746,244	—	1,499,971	4,246,215
Capital Outlay	686,042	—	474,840	1,160,882
Non-Departmental	1,004,000	—	—	1,004,000
Total Operating Expenses	\$21,049,895	\$—	\$10,568,590	\$31,618,485
Non-Operating Expenditures				
Capital Expenditures	\$—	\$27,763,340	\$25,117,200	\$52,880,540
Debt Service/ Equipment Leasing	10,191,326	—	5,836,850	16,028,176
Total Non-Operating Expenditures	\$10,191,326	\$27,763,340	\$30,954,050	\$68,908,716
Fund Total	\$72,689,402	\$27,763,340	\$52,795,889	\$153,248,631

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 17.74¢ per \$100 assessed value.

	Budget	Department Revenue	Local Tax Funding	Local Tax Funding(%)	Allocation of Real Estate Tax Rate
Administering Efficient Government					
Town Council	\$275,618	\$23,232	\$252,386	0.48 %	0.09
Town Manager	1,800,823	133,824	1,666,999	3.19 %	0.56
Town Attorney	916,321	338,865	577,456	1.11 %	0.19
Clerk of Council	413,033	9,954	403,079	0.77 %	0.14
Boards & Commissions	222,393	51,500	170,893	0.33 %	0.06
Sub-Total	\$3,628,188	\$557,375	\$3,070,813	5.88 %	1.03
Supporting Activities					
Finance and Administrative Services	\$8,372,939	\$2,275,080	\$6,097,859	11.68 %	2.05
Sub-Total	\$8,372,939	\$2,275,080	\$6,097,859	11.68 %	2.05
Keeping Us Safe					
Police	\$16,301,778	\$2,725,912	\$13,575,866	25.99 %	4.57
Sub-Total	\$16,301,778	\$2,725,912	\$13,575,866	25.99 %	4.57
Providing the Necessities					
Public Works	\$17,945,238	\$6,421,976	\$11,523,262	22.06 %	3.88
Utilities	27,678,689	27,678,689	—	— %	—
Sub-Total	\$45,623,927	\$34,100,665	\$11,523,262	22.06 %	3.88
Ensuring Quality of Life					
Parks & Recreation	\$8,243,579	\$4,925,015	\$3,318,564	6.35 %	1.12
Balch Library	602,583	11,000	591,583	1.13 %	0.20
Planning & Zoning	2,883,175	965,399	1,917,776	3.67 %	0.65
Plan Review	1,641,368	830,145	811,223	1.55 %	0.27
Sub-Total	\$13,370,705	\$6,731,559	\$6,639,146	12.71 %	2.24
Seizing the Future					
Economic Development	\$824,912	\$100,000	\$724,912	1.39 %	0.24
Airport	991,061	1,649,900	(658,839)	(1.26)%	(0.22)
Sub-Total	\$1,815,973	\$1,749,900	\$66,073	0.13 %	0.02
Other Activities					
General Government Capital Projects	\$27,763,340	\$27,763,340	\$—	— %	—
Utilities Fund Capital Projects	25,117,200	25,117,200	—	— %	—
Non-Departmental	1,063,255	—	1,063,255	2.04 %	0.36
General Fund Debt Service	10,191,326	—	10,191,326	19.51 %	3.43
Sub-Total	\$64,135,121	\$52,880,540	\$11,254,581	21.55 %	3.79
Total	\$153,248,631	\$101,021,031	\$52,227,600	100.00 %	17.74



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 17.74¢ per \$100 of assessed value for Fiscal Year 2023. 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 2021 Actual	FY 2022 Budget	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
BEGINNING FUND BALANCE	\$14,474,087	\$21,299,386	\$19,833,678	\$16,905,295	\$15,437,403	\$15,756,145	\$15,378,153
SOURCES							
Taxes	\$35,153,268	\$35,525,500	\$38,647,376	\$40,193,271	\$41,801,002	\$43,473,042	\$45,211,964
Permits & Fees	1,824,128	1,375,750	1,355,250	1,409,460	1,465,838	1,524,472	1,585,451
Fines & Forfeitures	252,776	542,000	374,000	388,960	404,518	420,699	437,527
Use of Money & Property	1,773,958	1,924,576	2,053,560	2,135,702	2,221,130	2,309,976	2,402,375
Charges for Services	3,285,373	5,205,115	5,236,115	5,445,560	5,663,382	5,889,917	6,125,514
Donations & Contributions	102,008	390,533	121,000	125,840	130,874	136,109	141,553
Loudoun County Commonwealth of Virginia	926,762	932,111	876,506	911,566	948,029	985,950	1,025,388
Federal Government	13,153,786	12,863,153	13,449,671	13,987,658	14,547,164	15,129,051	15,734,213
Other Financing Sources ¹	34,162	139,000	139,000	144,560	150,342	156,356	162,610
Other Financing Sources ¹	3,108,702	5,002,600	7,508,541	5,578,712	5,650,286	4,723,292	3,797,758
Total Sources	\$59,614,924	\$63,900,338	\$69,761,019	\$70,321,289	\$72,982,566	\$74,748,863	\$76,624,352
USES							
Personnel Services	\$30,183,563	\$38,990,193	\$41,448,181	\$42,277,145	\$43,122,688	\$43,985,141	\$44,864,844
Contractual Services	8,305,156	10,643,975	13,157,671	11,971,404	12,210,833	12,455,049	12,704,150
Materials and Supplies	1,333,114	1,772,184	1,950,397	1,989,405	2,029,193	2,069,777	2,111,172
Transfer Payments	1,464,000	1,465,000	1,615,541	1,647,852	1,680,809	1,714,425	1,748,714
Grants & Contributions	251,811	(484,100)	(110,000)	(112,200)	(114,444)	(116,733)	(119,068)
Continuous Charges	3,000,701	2,736,641	2,746,244	2,801,169	2,857,192	2,914,336	2,972,623
Capital Outlay	417,537	454,160	686,042	699,763	713,758	728,033	742,594
Non-Departmental	1,328,238	504,000	1,004,000	1,024,080	1,044,562	1,065,453	1,086,762
Debt Service/ Equipment Leasing	6,505,506	9,283,993	10,191,326	9,490,564	9,119,234	10,311,374	10,035,588
Total Uses	\$52,789,626	\$65,366,046	\$72,689,402	\$71,789,182	\$72,663,825	\$75,126,855	\$76,147,379
(Use) / Addition of Fund Balance	\$6,825,299	\$(1,465,708)	\$(2,928,383)	\$(1,467,893)	\$318,742	\$(377,992)	\$476,973
ENDING FUND BALANCE²	\$21,299,386	\$19,833,678	\$16,905,295	\$15,437,403	\$15,756,145	\$15,378,153	\$15,855,125
% CHANGE IN BALANCE³	47.2 %	(6.9)%	(14.8)%	(8.7)%	2.1 %	(2.4)%	3.1 %

1) Other Financing Sources is primarily comprised of interfund transfers from the Capital Projects Fund and Utilities Fund; and use of reserves.

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

3) Fiscal Year 2023 is projected to have a decrease of 14.8% of Fund Balance due to strategic programmed uses for one-time expenditures as a result of positive performance in Fiscal Year 2021 and excess fund balance after meeting the 20% of General Fund Expenditures fiscal policy.

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 2023. 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, is accounted for in the General Fund. The Town’s debt service limit fiscal policy 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.

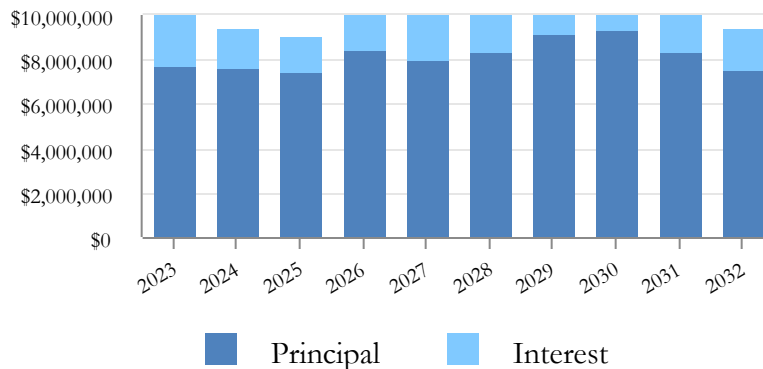
	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
Total Taxable Assessed Valuation	\$9,469,858,988	\$9,659,256,168	\$9,852,441,291	\$10,049,490,117	\$10,250,479,919
Unreserved Debt Capacity ¹	236,746,475	241,481,404	246,311,032	251,237,253	256,261,998
Outstanding Debt	43,635,634	35,862,635	28,237,521	39,717,864	31,289,217
Proposed New Issue	—	—	19,000,000	—	24,200,000
Total Debt Subject to Limit	43,635,634	35,862,635	47,237,521	39,717,864	55,489,217
Total Available Debt Capacity (\$)	193,110,841	205,618,769	199,073,511	211,519,389	200,772,781
Total Available Debt Capacity (%)	82 %	85 %	81 %	84 %	78 %
General Fund Operating Expenses	72,689,402	71,789,182	72,663,824	75,126,856	76,147,379
Debt Service (includes short-term financing)	10,191,326	9,490,564	9,119,234	10,311,374	10,035,588
Fiscal Policy Debt Service Limit (%) ²	14.0 %	13.2 %	12.5 %	13.7 %	13.2 %

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, excluding Airport projects with self supported revenue

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

Period Ends	Principal	Interest	Total	Payout Ratio
2023	\$7,772,999	\$2,418,327	\$10,191,326	17.8 %
2024	7,625,114	1,865,450	9,490,564	42.9 %
2025	7,519,657	1,599,577	9,119,234	48.5 %
2026	8,428,647	1,882,727	10,311,374	78.9 %
2027	8,056,092	1,979,496	10,035,588	71.0 %
2028	8,348,364	2,096,188	10,444,552	100.7 %
2029	9,218,988	2,253,409	11,472,397	120.9 %
2030	9,384,229	2,125,920	11,510,149	143.4 %
2031	8,375,448	2,000,211	10,375,659	162.1 %
2032	7,536,077	1,938,163	9,474,240	174.6 %
10-year Total	\$82,265,615	\$20,159,468	\$102,425,083	
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. 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 2021 Actual	FY 2022 Budget	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
BEGINNING FUND							
BALANCE	\$4,308,957	\$4,426,117	\$4,426,117	\$6,825,117	\$8,835,117	\$9,236,317	\$9,236,317
SOURCES							
Donations, Contributions & Transfers	\$3,434,840	\$3,990,000	\$3,315,540	\$1,897,850	\$1,748,810	\$2,477,230	\$1,748,720
Intergovernmental	1,462,062	5,459,000	8,365,000	6,051,950	12,491,650	14,136,600	12,110,400
Other Financing Sources ¹	16,525,887	15,411,100	16,082,800	10,508,650	14,465,400	15,071,600	6,151,900
Total Sources	\$21,422,789	\$24,860,100	\$27,763,340	\$18,458,450	\$28,705,860	\$31,685,430	\$20,011,020
USES							
Capital Projects	\$21,305,629	\$24,860,100	\$25,364,340	\$16,448,450	\$28,304,660	\$31,685,430	\$20,011,020
Total Uses	\$21,305,629	\$24,860,100	\$25,364,340	\$16,448,450	\$28,304,660	\$31,685,430	\$20,011,020
Use of Fund Balance	\$117,160	\$—	\$2,399,000	\$2,010,000	\$401,200	\$—	\$—
ENDING FUND							
BALANCE²	\$4,426,117	\$4,426,117	\$6,825,117	\$8,835,117	\$9,236,317	\$9,236,317	\$9,236,317
% CHANGE IN BALANCE	2.7 %	0.0 %	54.2 %	29.5 %	4.5 %	— %	— %

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.

Utilities Fund Pro Forma

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

	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
SOURCES							
Use of Money & Property	\$419,245	\$485,395	\$475,917	\$497,333	\$517,227	\$535,330	\$551,389
Charges for Services	28,370,797	24,741,962	27,192,772	28,416,447	29,553,105	30,587,463	31,505,087
Other Financing Sources	588,289	8,946,700	11,842,200	7,643,550	4,955,300	5,639,600	1,875,700
Total Sources	\$29,378,331	\$34,174,057	\$39,510,889	\$36,557,330	\$35,025,631	\$36,762,393	\$33,932,177
USES							
Personnel Services	\$8,901,513	\$10,183,479	\$11,273,249	\$11,498,714	\$11,728,688	\$11,963,262	\$12,202,527
Contractual Services	3,060,005	3,615,734	4,583,829	4,675,506	4,769,016	4,864,396	4,961,684
Materials and Supplies	1,685,826	2,031,650	2,396,350	2,444,277	2,493,163	2,543,026	2,593,886
Grants & Contributions	1,370,239	1,331,180	1,613,600	1,645,872	1,678,789	1,712,365	1,746,613
Continuous Charges	1,145,168	1,524,765	1,499,971	1,529,970	1,560,570	1,591,781	1,623,617
Capital Outlay & Projects	13,915,654	19,088,250	25,592,040	17,607,437	11,904,724	12,604,404	7,346,582
Debt Service	1,779,408	5,823,299	5,836,850	5,232,632	5,967,559	6,915,050	6,820,010
Total Uses	\$31,857,813	\$43,598,357	\$52,795,889	\$44,634,408	\$40,102,508	\$42,194,284	\$37,294,919
Changes to Unrestricted Net Position	(\$2,479,482)	(\$9,424,300)	(\$13,285,000)	(\$8,077,078)	(\$5,076,877)	(\$5,431,891)	(\$3,362,742)

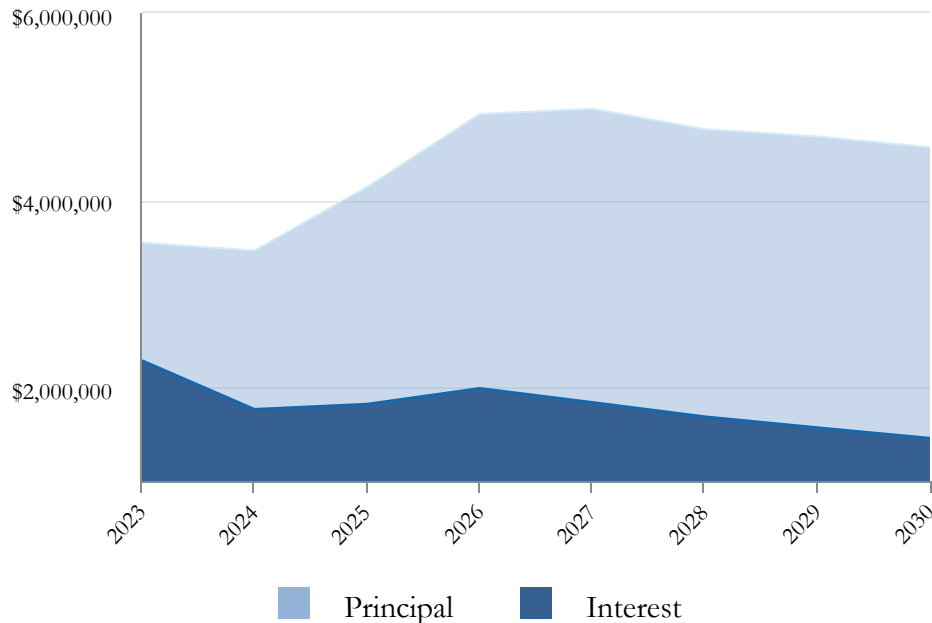
- 1) The Utilities Fund is being reported on a budgetary basis in this exhibit; not on the full accrual basis as it is in the Comprehensive Annual Financial Report. The cash balance for Fiscal Year 2021 as of June 30, 2021 was \$48.9 million.
- 2) Other Financing Sources reflect the use of debt associated 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 utilizes general obligation bonds supported by the revenues from the utility system. Debt is issued for water and sanitary sewer capital acquisitions and facilities.

	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
Total Utility Service Charges	\$39,510,889	\$36,557,330	\$35,025,631	\$36,762,393	\$33,932,177
Net Operating Expenses	21,366,999	21,794,339	22,230,226	22,674,830	23,128,327
Net Available Revenue	18,143,890	14,762,991	12,795,405	14,087,563	10,803,850
Debt Service	5,836,850	5,232,632	5,967,559	6,915,050	6,820,010
Debt Coverage Target Ratio (125%)	311 %	282 %	214 %	204 %	158 %

Period Ends	Principal	Interest	Total	Payout Ratio
2023	\$3,546,015	\$2,290,835	\$5,836,850	4.9 %
2024	3,462,794	1,769,838	5,232,632	9.6 %
2025	4,142,469	1,825,090	5,967,559	15.3 %
2026	4,921,268	1,993,782	6,915,050	22.1 %
2027	4,976,266	1,843,744	6,820,010	28.9 %
2028	4,758,842	1,690,700	6,449,542	35.5 %
2029	4,680,462	1,573,872	6,254,334	41.9 %
2030	4,566,048	1,461,045	6,027,093	48.2 %
2031	4,286,866	1,363,362	5,650,228	54.1 %
2032	4,343,000	1,278,256	5,621,256	60.0 %
10-Year	\$43,684,030	\$17,090,524	\$60,774,554	66.0 %
Fund Total	\$72,764,440	\$32,366,213	\$105,130,653	100.0 %



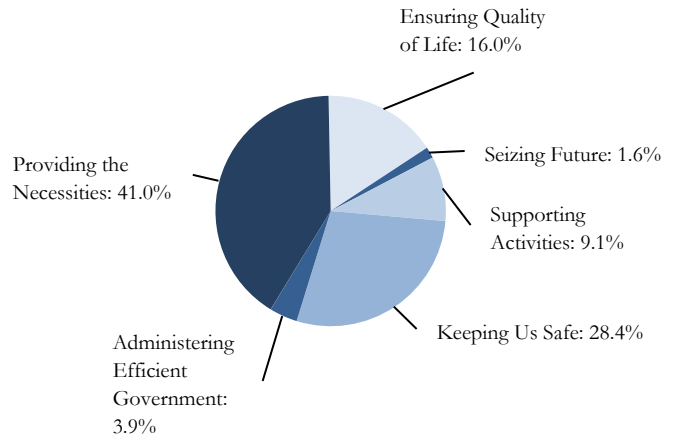
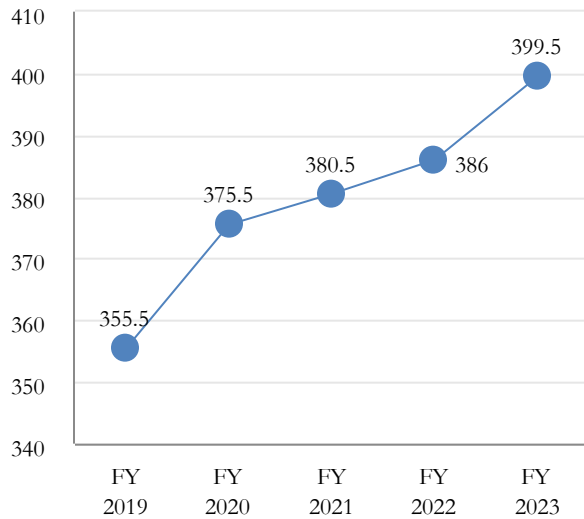
Position Summary

The Fiscal Year 2023 Adopted Budget includes 399.5 full-time equivalent (FTE) positions which is comprised of 297.5 FTE in the General Fund and 101.0 FTE in the Utilities Fund. In addition, the Town utilizes temporary and flexible part-time personnel on an operational needs basis that are not reflected as permanent FTE positions. The Fiscal Year 2023 Adopted Budget includes an overall increase of 13.5 FTE over the Fiscal Year 2022 Adopted Budget. The Fiscal Year 2023 Adopted Budget contains four (4.0 FTE) enhancement positions in the General Fund: Small Business Development Coordinator in Economic Development, Senior Management Analyst - Community Development in the Town Manager's Office, and an IT Systems Analyst and a Customer Service Technician in the IT Division of the Department of Finance and Administrative Services. There are three (3.0 FTE) enhancement positions in the Utilities Fund: Utilities Plant Laboratory Supervisor in the Water Supply Division, Laboratory Technician in the Water Pollution Control Division, and a Utilities Plant Maintenance Technician in the Utilities Maintenance Division. An operations manager position at the Airport is expected to be created and filled in January 2023 in order to manage new hangar leases, as the cost of the position will be offset by hangar revenues. An Energy and Emergency Management Analyst in the Office of Emergency Management in the Town Manager's Office was added during the budget process with Town Council as requested by the Energy Advisory Commission. Mid-year Fiscal Year 2022 position adjustments included transfer of an Executive Associate position from the Town Manager's Office to the Clerk of Council for a Deputy Clerk of Council position; a Senior Buyer position that was split between the departments of Utilities and Finance and Administrative Services (DFAS) to being fully located in DFAS; the Utilities Department splitting a full-time position into two positions after a retirement in addition to creating a new Deputy Director position and converting a part-time Administrative Assistant position (0.5 FTE) to a full-time (1.0 FTE) position; new part-time administrative associate in Human Resources; transferring a vacant Police Officer position to the Department of Planning and Zoning for a Planner position; and an additional unbudgeted Police Officer position in the Patrol Division .

Function/Department	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 Adopted	Change from Prior Year	Change from 2019	% Change from 2019
Administering Efficient Government								
Town Manager	6.0	8.0	8.0	9.0	10.0	1.0	4.5	75.0 %
Town Attorney	4.0	4.0	4.0	5.0	5.0	—	1.0	25.0 %
Clerk of Council	2.0	2.0	2.0	2.0	3.0	1.0	1.0	50.0 %
Sub-Total	12.0	14.0	14.0	16.0	18.5	2.5	6.5	54.2 %
Supporting Activities								
Finance	19.5	21.5	21.5	21.5	22.0	0.5	2.5	12.8 %
Human Resources	4.0	4.0	4.0	4.0	4.5	0.5	0.5	12.5 %
Information Technology	7.0	8.0	9.0	9.0	11.0	2.0	4.0	57.1 %
Sub-Total	30.5	33.5	34.5	34.5	37.5	3.0	7.0	23.0 %
Keeping Us Safe								
Police	103.0	108.0	108.0	108.0	108.0	—	5.0	4.9 %
Sub-Total	103.0	108.0	108.0	108.0	108.0	—	5.0	4.9 %
Providing the Necessities								
Public Works & Capital								
Projects	61.0	65.0	65.0	65.0	65.0	—	4.0	6.6 %
Utilities	83.0	87.0	91.0	96.5	101.0	4.5	18.0	21.7 %
Sub-Total	144.0	152.0	156.0	161.5	166.0	4.5	22.0	15.3 %
Ensuring Quality of Life								
Planning & Zoning	14.0	14.0	14.0	14.0	15.0	1.0	1.0	7.1 %
Plan Review	9.0	9.0	9.0	9.0	9.0	—	—	— %
Parks & Recreation	35.0	36.0	36.0	34.0	34.0	—	(1.0)	(2.9)%
Thomas Balch Library	3.0	3.0	3.0	3.0	3.0	—	—	— %
Sub-Total	61.0	62.0	62.0	60.0	61.0	1.0	—	0.0 %
Seizing the Future								
Economic Development	2.0	2.5	2.5	2.5	3.5	1.0	1.5	75.0 %
Airport	3.0	3.5	3.5	3.5	5.0	1.5	2.0	66.7 %
Sub-Total	5.0	6.0	6.0	6.0	8.5	2.5	3.5	70.0 %
Total	355.5	375.5	380.5	386.0	399.5	13.5	44.0	12.4 %

Position Count by Function

5-Year Position Count



Historical Position Changes

FY 2023: Nine enhancement positions (6.0 FTE in the General Fund and 3.0 FTE in the Utilities Fund). The General Fund enhancement positions include an Airport Operations Manager (1.0 FTE), an IT Systems Analyst (1.0 FTE) and Customer Service Technician (1.0 FTE) in Information Technology, a Small Business Development Coordinator in Economic Development (1.0 FTE), a Senior Management Analyst - Community Development (1.0 FTE) in the Town Manager's Office, and an Energy and Emergency Management Analyst in the Emergency Management Office. The three 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 2022: The four enhancement positions in the Utilities Fund: a Customer Service Representative (1.0 FTE); a Water Pollution Control Operator (1.0 FTE); an Utility Plant Maintenance Technician (1.0 FTE); and a Utility System Maintenance Technician.

FY 2021: Five enhancement positions (1.0 FTE in the General Fund and 4.0 FTE in the Utilities Fund). The enhancement position was a Senior Systems Analyst (1.0 FTE) in the Department of Finance & Administrative Services. The four enhancement positions in the Utilities Fund included 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 Police Department; and resources were reallocated for an additional 7.0 FTE within the General Fund departments. The eight General Fund enhancement positions included an Emergency Management Director (1.0 FTE) in the Town Manager's Office; three Patrol Officers (3.0 FTE) and a Sergeant/ Detective (1.0 FTE) in the Leesburg Police Department; an IT Systems Administrator (1.0 FTE) in the Department of Finance & Administrative Services; and two Project Managers (2.0 FTE) in the Department of Public Works and Capital Projects. The four Utilities Fund enhancement positions included 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): 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 included 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 included two Utility Plant Operators (2.0 FTE) in the Utilities Department's Water Pollution Control Division.



Operating Budget



Administering Efficient Government

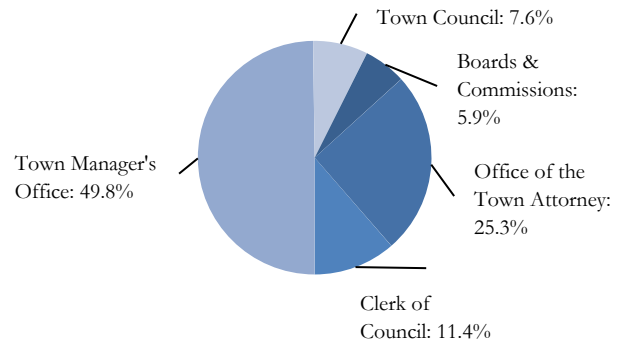
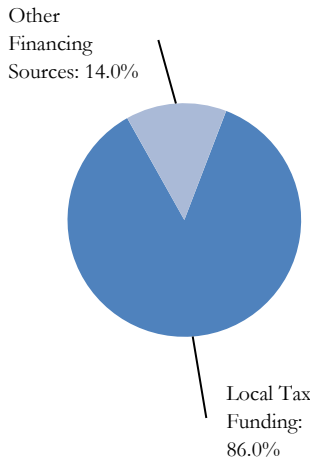
This functional category includes the Town Council, Boards & Commissions, the Town Manager’s Office, the Office of the Town Attorney, and the Clerk of Council. In total, these legislative bodies and administrative departments are responsible for providing policy direction, responding to resident input,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

Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance \$	%	Pg #
Sources						
Charges for Services	\$1,985	\$—	\$—	\$—	— %	
Donations & Transfers	—	21,000	1,000	(20,000)	(95.2)%	
Commonwealth of Virginia	—	—	—	—	— %	
Other Financing Sources	453,694	476,607	504,875	28,268	5.9 %	
Total Revenue	\$455,679	\$497,607	\$505,875	\$8,268	1.7 %	
Local Tax Funding	2,315,477	2,723,331	3,113,097	389,766	14.3 %	
Total Sources	\$2,771,156	\$3,220,938	\$3,618,972	\$398,034	12.4 %	
Uses						
Town Council	\$243,016	\$323,254	\$275,618	(\$47,636)	(14.7)%	55
Boards & Commissions	121,277	166,177	213,177	47,000	28.3 %	57
Town Manager's Office	1,333,798	1,571,099	1,800,823	229,724	14.6 %	59
Office of the Town Attorney	888,190	865,570	916,321	50,751	5.9 %	65
Clerk of Council	184,875	294,838	413,033	118,195	40.1 %	71
Total Uses	\$2,771,156	\$3,220,938	\$3,618,972	\$398,034	12.4 %	

Sources by Fund (2023)

Uses by Department (2023)





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 a non-partisan basis.

As the elected representatives of a growing and diverse community, the Town Council is dedicated to providing for the needs of Town residents and businesses through quality service, innovation, and leadership for today and in the future. The Council is continuously focused on improving the Town's ability to provide a variety of public services in a climate of increasing change and uncertainty. Through the adoption 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 bimonthly 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 issues. All meetings begin at 7:00 p.m. 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 webpage at www.leesburgva.gov/mayor-council.

Contact Information

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

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POLICY



VISION

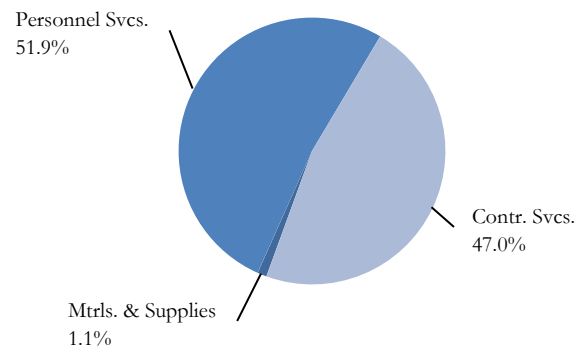
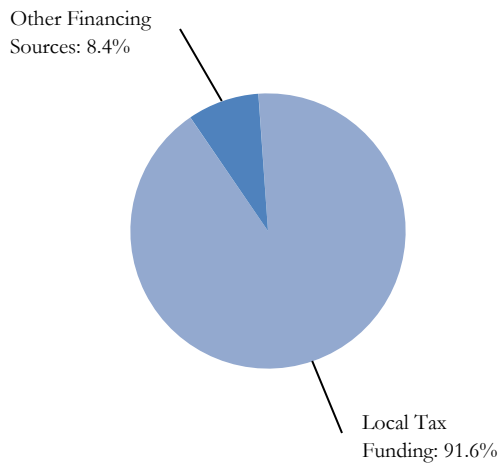


LEADERSHIP

Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Sources					
Other Financing Sources	\$19,688	\$21,026	\$23,232	\$2,206	10.5 %
Total Revenue	\$19,688	\$51,026	\$23,232	(\$27,794)	(54.5)%
Local Tax Funding	\$223,328	\$272,228	\$252,386	(\$19,842)	(7.3)%
Total Sources	\$243,016	\$323,254	\$275,618	(\$47,636)	(14.7)%
Uses					
Personnel Services	\$128,395	\$140,604	\$142,968	\$2,364	1.7 %
Contractual Services	112,680	144,550	129,550	(15,000)	(10.4)%
Materials & Supplies	1,941	38,100	3,100	(35,000)	(91.9)%
Total Uses	\$243,016	\$323,254	\$275,618	(\$47,636)	(14.7)%

Sources by Type (2023)	Uses by Object (2023)
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Budget Analysis

The Fiscal Year 2023 operating budget for the Town Council reflects a decrease of \$50,000 or 15.5% from the prior year due to the prior year's one-time expenses associated with the Town hosting the Virginia Municipal League (VML) Fall 2021 Conference.

The Fiscal Year 2023 Board and Commission budgets reflect the addition of the Residential Traffic Commission. In addition, the Commission on Public Arts added \$12,000 for public art events and the Parks & Recreation Commission added \$35,000 for historical signage at seven parks. The other boards and commissions 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 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Commission on Public Arts	\$17,947	\$19,604	\$31,604	\$12,000	61.2 %
Economic Development Commission	6,621	10,404	10,404	—	— %
Information Technology Commission	5,759	9,204	9,204	—	— %
Parks & Recreation Commission	7,374	9,204	44,204	35,000	380.3 %
Tree Commission	7,961	11,004	11,004	—	— %
Library Advisory Commission	6,999	10,354	10,354	—	— %
Planning Commission	25,469	27,666	27,666	—	— %
Board of Zoning Appeals	538	6,459	6,459	—	— %
Board of Architectural Review	24,823	31,166	31,166	—	— %
Environmental Advisory Commission	6,281	12,704	12,704	—	— %
Airport Advisory Commission	5,867	9,204	9,204	—	— %
Diversity Commission	5,638	9,204	9,204	—	— %
Residential Traffic Commission	—	—	9,204	9,204	100.0 %
Total Combined	\$121,277	\$166,177	\$222,381	\$56,204	33.8 %



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; to manage day-to-day operations of the Town while ensuring fiscal responsibility; to plan for emergency management response; and to 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 and services. 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 five major operating functions: Policy & Program Administration, Governmental Affairs, Communications & Research, Americans with Disabilities Act (ADA) Compliance, and Emergency Management.

For more information, please visit the Town Manager's Office webpage at www.leesburgva.gov/townmanager.



POLICY ADMINISTRATION



GOVERNMENT AFFAIRS



COMMUNICATIONS

Contact Information

Kaj H. Dentler, Town Manager
25 W. Market Street
Leesburg, VA 20176
kdentler@leesburgva.gov
(703) 771-2700

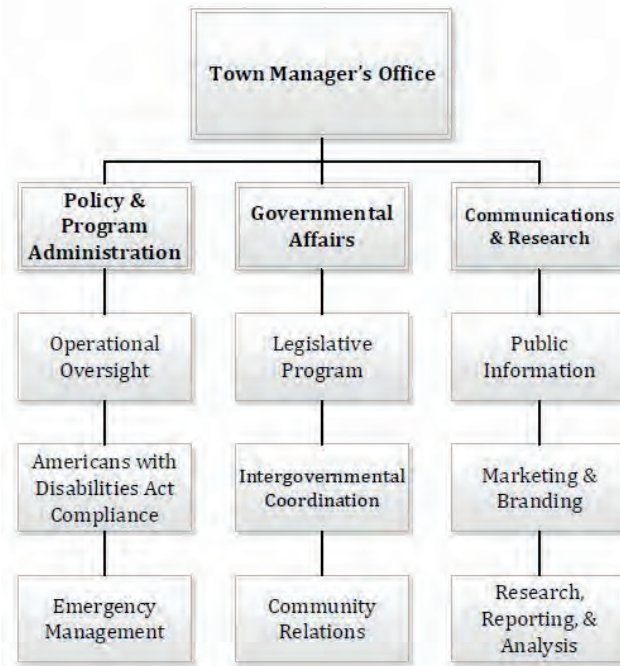
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Connect With Us



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 townwide 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](#) and the Towns 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, news releases, media advisories, social media channels, print publications, and other communication methods. The Public Information Office oversees 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) Compliance

The ADA Compliance Division is responsible for overseeing the Town’s compliance with the Americans with Disabilities Act. 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 accessibility in our facilities, programs, and services. The Division works closely with the Town’s ADA Committee, comprised of representatives from Public Works, Parks and Recreation, Public Information, Town Attorney, Human Resources, and Police.

Emergency Management

The Emergency Management Division is responsible for the implementation of a comprehensive, all-hazards emergency management program. The Division maintains the Town’s Emergency Operations Plan (EOP); manages the development of additional plans and procedures supporting response and recovery efforts; assists Town departments with preparedness activities; conducts training and exercises to prepare personnel for their roles in an emergency; and educates the public regarding the value of preparedness. Emergency preparedness, response, and recovery activities are critical and complex responsibilities that require dedicated resources to allow for a more prepared and educated community capable of responding 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.	Townwide training, customer service surveys, and townwide 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 ongoing diversity and inclusion initiatives.	Work closely with Diversity Commission and local organizations.	Long
BP, CS, ED	Enhance the disaster resiliency by providing a comprehensive emergency management program that meets nationally recognized standards	Work with all Town departments and community partners to build a culture of preparedness through planning, organizing, equipping, training, and exercising.	Long

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

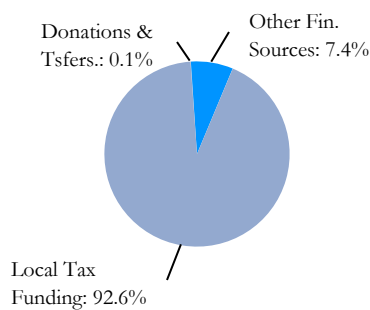
Expenditures by Division

Divisions	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Town Manager's Office	\$792,311	\$976,035	\$1,041,256	\$65,221	6.7 %
Public Information Division	357,882	366,104	399,628	33,524	9.2 %
Emergency Management Division	157,726	163,960	294,939	130,979	79.9 %
Town-wide ADA	25,879	65,000	65,000	—	— %
Total	\$1,333,798	\$1,571,099	\$1,800,823	\$229,724	14.6 %

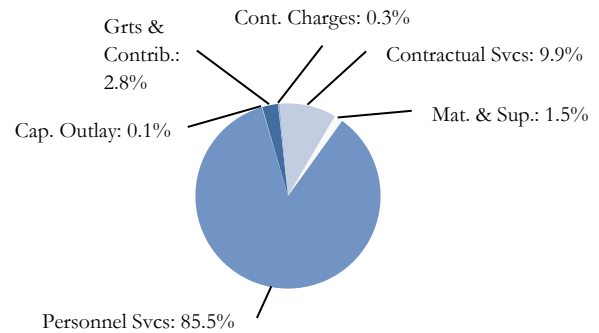
Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Sources					
Donations & Contributions	\$—	\$1,000	\$1,000	\$—	— %
Other Financing Sources	115,997	122,613	132,824	10,211	8.3 %
Total Revenue	\$115,997	\$123,613	\$133,824	\$10,211	8.3 %
Local Tax Funding	\$1,217,801	\$1,447,486	\$1,666,999	\$219,513	15.2 %
Total Sources	\$1,333,798	\$1,571,099	\$1,800,823	\$229,724	14.6 %
Uses					
Personnel Services	\$1,228,681	\$1,350,893	\$1,539,752	\$188,859	14.0 %
Contractual Services	84,376.65	137,741	177,661	39,920	29.0 %
Materials & Supplies	15,364.39	26,525	26,525	—	— %
Grants & Contributions	—	50,000	50,000	—	— %
Continuous Charges	3,963	4,940	5,885	945	19.1 %
Capital Outlay	1,412.95	1,000	1,000	—	— %
Total Uses	\$1,333,798	\$1,571,099	\$1,800,823	\$229,724	14.6 %
Total Full-Time Equivalent (FTE)	8.00	9.00	10.50	1.50	16.7 %

Sources by Type (2023)



Uses by Object (2023)



Budget Analysis

The Fiscal Year 2023 adopted operating budget for the Town Manager's Office reflects an increase of \$229,724 or 14.6% over the Fiscal Year 2022 Adopted Budget. The Fiscal Year 2023 budget increase is primarily due to the addition of a Senior Management Analyst - Community Development to support several Council initiatives including a rewrite of the Zoning Ordinance and development of Capital Intensity Factors for new

development; and due to the addition of an Energy and Emergency Analyst position in the Emergency Management Division.

The Fiscal Year 2023 budget includes an increase in revenue of \$10,211 or 8.3% associated with reimbursements attributable to the Capital Improvements Program and the Utilities Fund.

Departmental COVID-19 Pandemic Impacts

Operations and work flow processes in the Town Manager’s Office have not returned to pre-COVID times. Instead, the “new normal” continues which includes an emphasis on telecommuting schedules and virtual meetings in order to protect the health and safety of employees and their families. The use of electronic signatures for approval continues to increase where legally possible along with investments in technology in order for employees to work seamlessly from home with minimal coverage in the office without impacting production and responsiveness.

In June 2021, the Declaration of Local Emergency and Continuity of Government Ordinance was repealed. These documents previously guided management decisions for Town operations and remote public meetings for Town Council, Boards, and Commissions. Also, in June 2021, the Town received the first tranche of funding in the amount of \$2.96 million from the

American Rescue Plan Act of 2021. Due to the legislation criteria associated with population estimates as approved by the U.S. Congress, the funding received by the Town was greatly reduced from a potential of \$48 million to a total on \$5.9 million once the second tranche is received later in June 2022. The Town Manager’s Office worked closely with the Mayor in directly appealing to the U. S. Treasury, and the Town’s federal and state legislators, but all efforts were ultimately unsuccessful.

The Town Manager’s Office was charged with developing and implementing Town Council’s COVID-19 Vaccination and Testing Program authorized in October 2021 per Resolution No. 2021-154. This legislative direction required significant effort from the Town Manager’s Office including the Office of Emergency Management, Public Information Office, Town Attorney, and Human Resources in order to create the corresponding policy and to communicate the information to employees, Town Council, media, and the general public.

Performance Measures

Scorecard	Description	FY 2021 Actual	FY 2022 Estimate	FY 2023 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 task forces initiated by the Town Council. <i>Measures the number of citizen task force official meetings supported by the Town Manager's Office.</i>	0	1	1	↔
BP, CS	Number of news releases and media advisories issued by the Public Information Office. <i>Measures the total number of news releases issued by the Public Information Office.</i>	216	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	3	3	↑
BP, ED	Number of emergency exercises. <i>Measures the number of exercises conducted by the Emergency Management Office</i>	0	4	4	↑
BP, ED	Number of emergency training events. <i>Measures the number of training engagements conducted by the Emergency Management Office</i>	0	0	4	↑

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

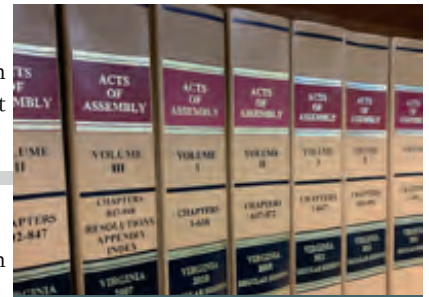
Appointed by the Town Council, the Town Attorney serves as the legal advisor to the Town Council, Town boards and commissions, Town Manager and all departments of the Town.

The Office of the Town Attorney enforces and prosecutes non-criminal violations of the [Town Code](#) and [Zoning Ordinance](#) and 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 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](#). The Town Attorney attends Town Council meetings, Planning Commission meetings, and, as needed, 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's Attorney](#).

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



ADVICE & COUNSEL



DOCUMENT REVIEW



LITIGATION

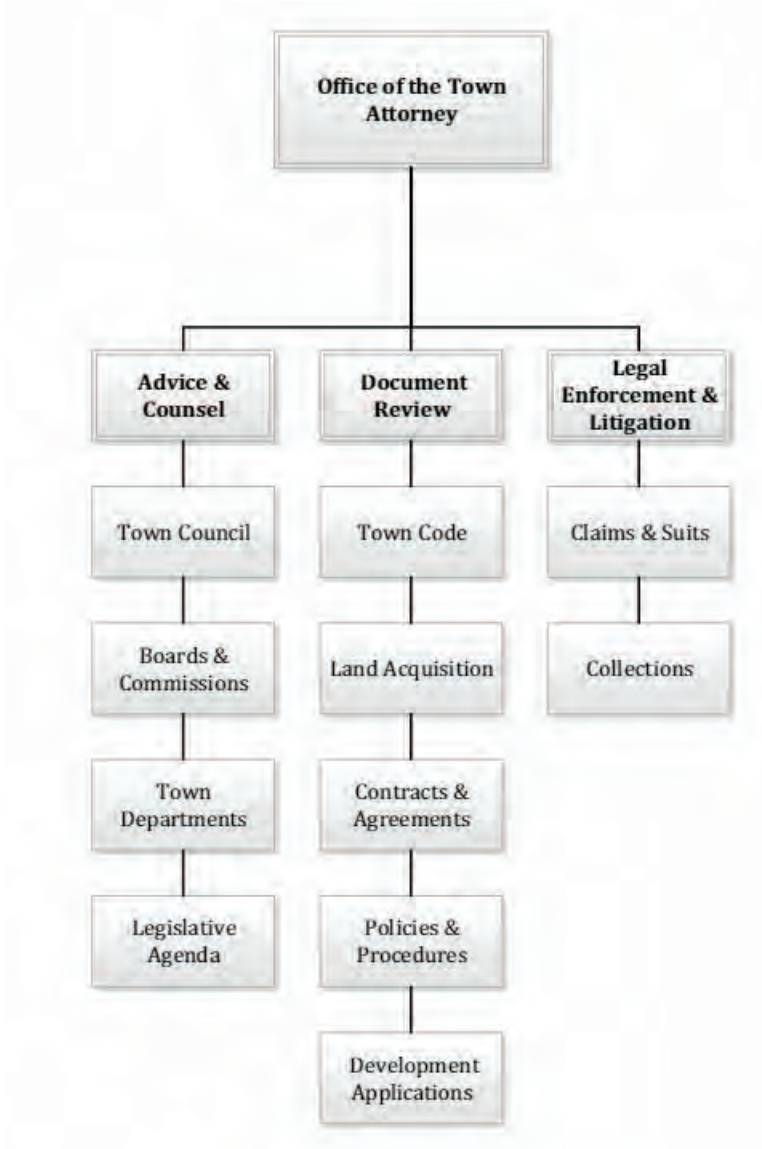
Contact Information

Christopher P. Spera, Town Attorney
25 W. Market Street
Leesburg, VA 20176
cspera@leesburgva.gov
(703) 771-7000

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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, and ordinances and resolutions and provides 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.

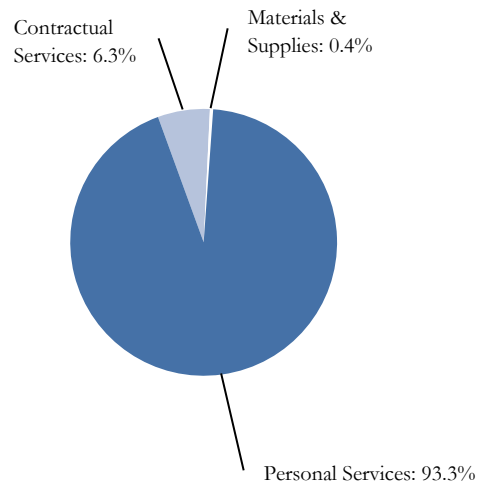
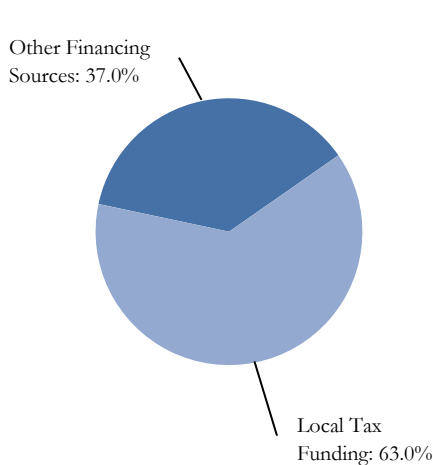
Goals & Objectives

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
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>			

Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Sources					
Other Financing Sources	\$309,133	\$323,667	\$338,865	\$15,198	4.7 %
Total Revenue	\$309,133	\$323,667	\$338,865	\$15,198	4.7 %
Local Tax Funding	\$579,057	\$541,903	\$577,456	\$35,553	6.6 %
Total Sources	\$888,190	\$865,570	\$916,321	\$50,751	5.9 %
Uses					
Personnel Services	\$728,645	\$801,020	\$854,898	\$53,878	6.7 %
Contractual Services	155,519	57,880	57,880	—	— %
Materials & Supplies	2,366	3,400	3,400	—	— %
Continuous Charges	93	120	143	23	19.2 %
Total Uses	\$888,190	\$865,570	\$916,321	\$50,751	5.9 %
Total Full-Time Equivalent (FTE)	4.00	5.00	5.00	—	— %

Sources by Type (2023)	Uses by Object (2023)
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Budget Analysis

The Fiscal Year 2023 adopted operating budget for the Office of the Town Attorney reflects an increase of \$50,751 or 5.9% over the Fiscal Year 2022 Adopted Budget primarily attributable to

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 number 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 2021 Actual	FY 2022 Estimate	FY 2023 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 the anticipated implementation of new Town Council initiatives and the continued high land development activity. The number of board and 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 an attorney no longer routinely 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, Town 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 Clerk of Council's webpage at www.leesburgva.gov/clerk.

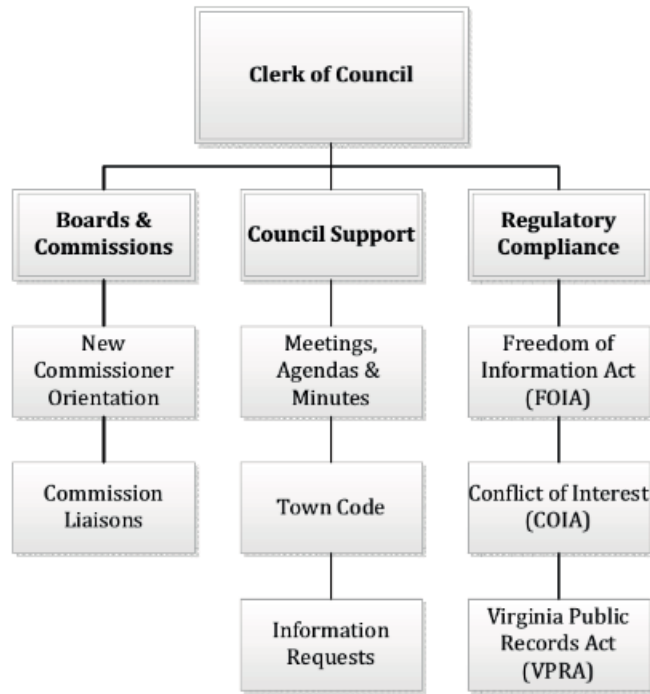
Contact Information

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 of Council 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 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

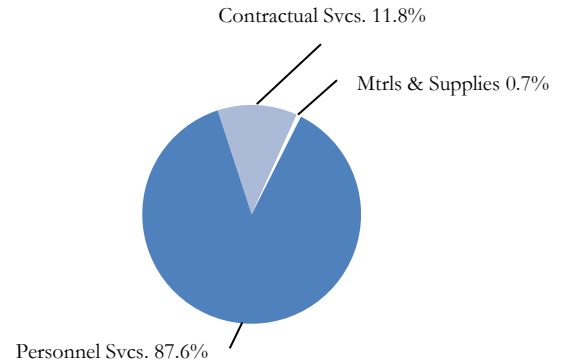
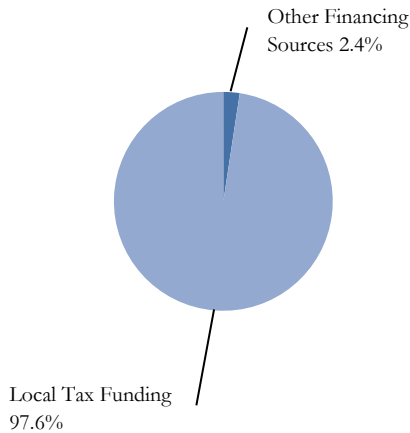
Scorecard	Goal	Objective	Term
BP, CS, FM	Improve the public interface for receiving and processing FOIA requests; Improve staff response time for processing FOIA request.	Streamline the public's ability to submit and track Freedom of Information Act requests through interactive software.	Short
		Improve staff response time and tracking of Freedom of Information Act requests through interactive software.	Short
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 townwide 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 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Sources					
Charges for Services	\$1,985	\$—	\$—	\$—	— %
Other Financing Sources	8,876	9,301	9,954	653	7.0 %
Total Revenue	\$10,861	\$9,301	\$9,954	\$653	7.0 %
Local Tax Funding	\$174,015	\$285,537	\$403,079	\$117,542	41.2 %
Total Sources	\$184,875	\$294,838	\$413,033	\$118,195	40.1 %
Uses					
Personnel Services	\$163,274	\$243,383	\$361,628	\$118,245	48.6 %
Contractual Services	19,713	49,105	48,655	-450	(0.9)%
Materials & Supplies	1,888	2,350	2,750	400	17.0 %
Total Uses	\$184,875	\$294,838	\$413,033	\$118,195	40.1 %
Total Full-Time Equivalent (FTE)	2.00	2.00	3.00	1.00	50.0 %

Sources by Type (2023)	Uses by Object (2023)
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Budget Analysis

The Fiscal Year 2023 adopted operating budget for the Clerk of the Council includes an increase of \$118,195 or 40.1% over the Fiscal Year 2022 Adopted Budget. This increase is primarily due to an Executive Associate position being transferred from the Town Manager's Office into the Clerk of the Council Office and

reclassified as a Deputy Clerk of Council; salary and benefit adjustments of existing staff; and increases to contracted services including records management and storage, and transcription of public meetings.

Departmental COVID-19 Pandemic Impacts

The Office of the Clerk of Council has returned to regular operations as the direct impacts of the COVID-19 pandemic have been mitigated. Flexibility for telecommuting remains a work plan strategy as conditions of the pandemic warrant. The Clerk's Office continues to ensure continued compliance with the state regulatory and statutory requirements. Remote participation by Town Council and board and commission members continues on

a limited basis in accordance with the Town's Electronic Participation Policy. For in-person meetings, the Clerk's Office continues to utilize Personal Protective Equipment (PPE) to safeguard when interacting with the public and provides PPE to those in need during all public meetings.

Performance Measures

Scorecard	Description	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target	Trend
BP, CS	Number of FOIA Requests <i>Measures the total number of Freedom of Information Act request</i>	282	315	350	↑
BP, CS	Number of Council meetings supported <i>Measures the total number of Council meetings supported includes agenda packets and public notices</i>	44	44	44	↔
BP, CS	Number of new Boards and Commissions appointees <i>Measures the total number of Council appointees to vacancies on Boards and Commissions</i>	52	10	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	↔
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>					

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 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 Fiscal Year 2021 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. However, Fiscal Year 2023 is an election year and the number of new board and commission appointees may be higher than average due to the processing of 48 potential new appointments. Non-election related vacancies are expected to remain low.

In addition to administrative and legislative support to the Town Council, boards, and commissions, the Clerk of Council 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 such as the Town website. The increase is attributable to better tracking of requests and increased staff awareness of identifying when record requests fall under FOIA. An online records management program is utilized to ensure the Town adheres to the public records management standards applicable under the VPRA. The Clerk's Office complies with the Conflict of Interest Act disclosure requirements, ensuring that all required members of Town Council, boards, commissions, and staff annually complete the required annual disclosure forms.



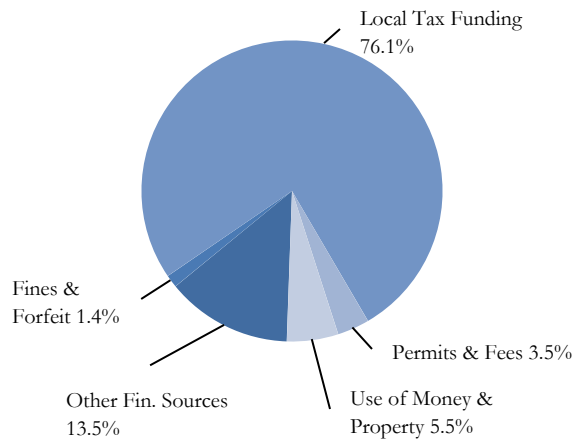
Supporting Activities

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.

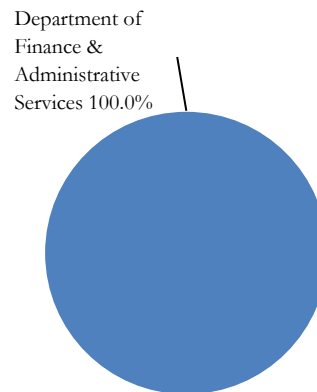
Financial Information & Analysis

Object Categories	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance		Pg #
				\$	%	
Sources						
Permits & Fees	\$253,223	\$264,200	\$289,000	\$24,800	9.4 %	
Fines & Forfeitures	81,667	182,000	114,000	(68,000)	(37.4)%	
Use of Money & Property	283,127	506,480	462,010	(44,470)	(8.8)%	
Federal Government	—	—	—	—	— %	
Other Financing Sources	975,996	1,037,173	1,133,770	96,597	9.3 %	
Total Revenue	\$1,594,013	\$1,989,853	\$1,998,780	\$8,927	0.4 %	
Local Tax Funding	\$4,433,241	\$5,147,075	\$6,374,159	\$1,227,084	23.8 %	
Total Sources	\$6,027,254	\$7,136,928	\$8,372,939	\$1,236,011	17.3 %	
Uses						
Department of Finance & Administrative Services	\$6,027,254	\$7,136,928	\$8,372,939	\$1,236,011	17.3 %	79
Total Uses	\$6,027,254	\$7,136,928	\$8,372,939	\$1,236,011	17.3 %	

Sources by Fund (2023)



Uses by Department (2023)





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 accountability, financial sustainability, integrity, and transparency.

Description

The Department of Finance and Administrative Services is responsible for the administration of the Town's internal and external 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 [Annual Comprehensive 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 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.

The [Information Technology Division's](#) 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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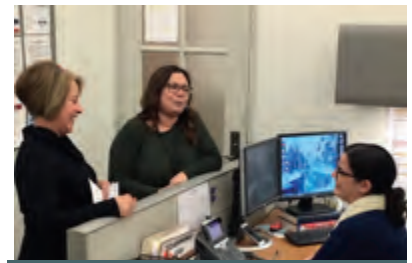
ACCOUNTING



MANAGEMENT & BUDGET



PROCUREMENT

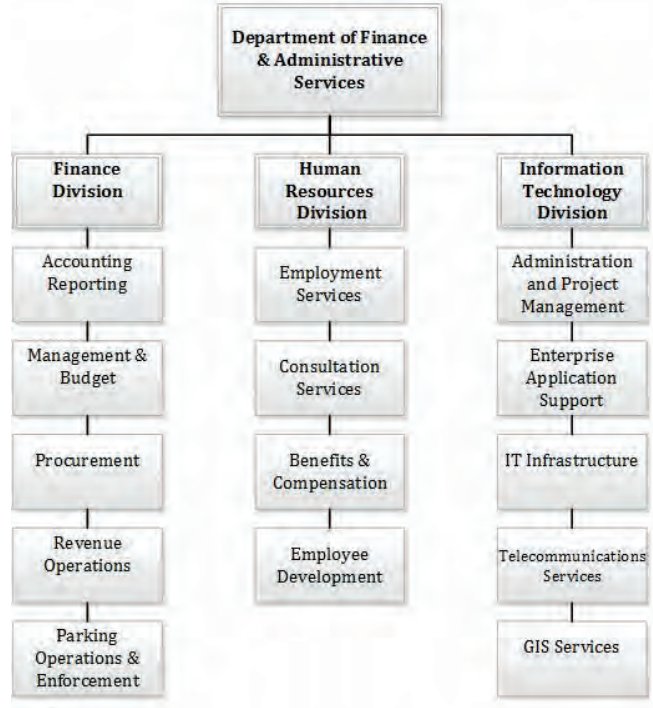


HUMAN RESOURCES



INFORMATION TECHNOLOGY

Organization Chart



Summary of Services

Finance Division

The Finance Division consists of accounting and 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 bank and investment account management as well as coordination and issuance of debt. 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. Public parking throughout Town, including on-street metered parking, Town Hall Parking Garage, and the public parking lots is managed by the Finance Division.

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 a unique role in providing 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 townwide training and development opportunities and assists departments in designing programming specific to their needs.

Information Technology Division

The Information Technology (IT) Division manages townwide enterprise infrastructure and applications, including Geographic Information Systems (GIS) services. The Division partners with Town departments to support business process improvements and identify new opportunities to automate and innovate Town services. IT supports the expansion of technology use, determines needs, and provides advisory services. Under an overarching Digital Town Hall Initiative, IT implements solutions that provide efficiency as well as improved access to Town resources and 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 O365, Land Management Information System, Munis, GIS, Lucity, Laserfiche, Webtrac, telecommunications, public safety communications, collaborative intranet, and physical plant security. The citizen-led Technology and Communications Commission provides recommendations to the Town Council on the Town’s Information Technology strategy and valuable feedback in regards to Town IT initiatives, 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 adherence to 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 townwide 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 and other internal business processes.	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 and O365 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, and hosted software as a service (SAAS) 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 fiber optic infrastructure.	Continue to improve our disaster recovery capabilities by building in additional redundancy into our fiber network. 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

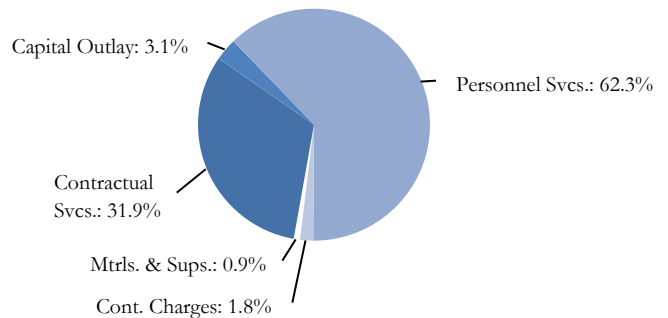
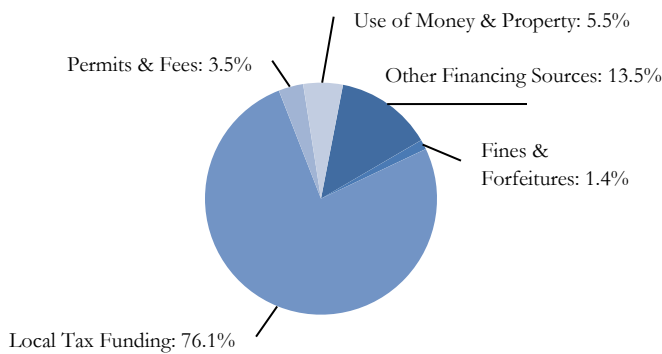
Divisions	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Finance Division	\$2,938,513	\$3,340,084	\$3,836,452	\$496,368	14.9 %
Human Resources Division	664,250	800,541	852,122	51,581	6.4 %
Information Technology Division	2,424,491	2,996,303	3,684,365	688,062	23.0 %
Total	\$6,027,254	\$7,136,928	\$8,372,939	\$1,236,011	17.3 %

Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Sources					
Permits & Fees	\$253,223	\$264,200	\$289,000	\$24,800	9.4 %
Fines & Forfeitures	81,667	182,000	114,000	(68,000)	(37.4)%
Use of money & Property	283,127	506,480	462,010	(44,470)	(8.8)%
Federal Government	—	—	—	—	— %
Other Financing Sources	975,996	1,037,173	1,133,770	96,597	9.3 %
Total Revenue	\$1,594,013	\$1,989,853	\$1,998,780	\$8,927	0.4 %
Local Tax Funding	\$4,433,241	\$5,147,075	\$6,374,159	\$1,227,084	23.8 %
Total Sources	\$6,027,254	\$7,136,928	\$8,372,939	\$1,236,011	17.3 %
Uses					
Personnel Services	\$4,007,420	\$4,665,521	\$5,218,064	\$552,543	11.8 %
Contractual Services	1,700,131	2,122,735	2,667,306	544,571	25.7 %
Materials & Supplies	50,422	47,822	72,822	25,000	52.3 %
Grants & Contributions	805	—	—	—	— %
Continuous Charges	133,780	149,850	153,747	3,897	2.6 %
Capital Outlay	134,695	151,000	261,000	110,000	72.8 %
Total Uses	\$6,027,254	\$7,136,928	\$8,372,939	\$1,236,011	17.3 %
Total Full-Time Equivalent (FTE)	34.50	34.50	37.50	3.00	8.7 %

Sources by Type (2023)

Uses by Object (2023)



Budget Analysis

The Fiscal Year 2023 operating budget for the Department of Finance and Administrative Services includes an increase of \$1,236,011 or 17.3% over the Fiscal Year 2022 Adopted Budget. The increase is largely the result of:

- 2 new enhancement positions in IT for a Systems Analyst and a Customer Support Technician.
- Purchase of smart technology parking garage equipment to display available number of parking spaces

- 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 2023 is estimated to remain approximately the same over the Fiscal Year 2022 Adopted Budget.

Departmental COVID-19 Pandemic Impacts

The Finance Division continued full service operations through the COVID-19 pandemic and increased utilization of technology to provide increased channels of online payment options for customers wanting to minimize in-person contact. All in-person customer service support remained open and operational for customers. Business process improvements and project completion remain a high priority to meet customer demands and needs. Staff continues to utilize remote work where eligible and appropriate in response to the changing pandemic conditions.

Information Technology (IT) continues to respond to additional challenges posed by the pandemic. After the 2020-2021 supply chain crisis and the global chip shortage delayed delivery of PCs and other equipment obtained with FY 2021 COVID relief funds, IT was able to refresh or update most of the Town’s PC fleet. Office 365 Exchange, GIS, and Webtrac were migrated to the cloud for improved operations, functionality, and security. As part of the migration of Office to O365 in the cloud, MS Teams was enabled to support remote and hybrid workforce needs, which has been enthusiastically adopted by staff townwide. Other major projects completed include the new Intrado call-handling system for Public Safety, acquisition of CentralSquare land management application tracking system, and the deployment of LastPass enterprise password management system.

Human Resources (HR) Division operations have been impacted by the COVID-19 pandemic. The team maintains a presence in Town Hall but has transitioned remote work to a normal schedule and operations. Business processes continue to be adapted to achieve higher levels efficiency and effectiveness for stakeholders. HR has made major contributions in developing and communicating COVID-related policies and forms. The Town has been hiring at its normal pace since March 2021 causing the division to fulfill pent-up demand for departments with vacancies.

Performance Measures

Scorecard	Description	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target	Trend
BP, FM	Percentage of liquid assets placed in higher yielding investments. <i>Measures the percentage of liquid assets placed in higher yielding investments than offered by the bank</i>	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>	34.0%	30.0%	35.0%	↑
ED	Average training feedback. <i>Measures the evaluation scores from those participating in HR-provided training on a 5-point scale</i>	4.14	3.85	4.00	↔
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>	575	700	800	↑
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) documents. <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%	94.8%	100.7%	↔
BP, CS	Percentage of meals tax collected. <i>Measures the percentage of meals taxes collected</i>	98.6%	99.3%	99.9%	↔
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>	1%	16%	1%	↑
BP, CS	Cost per \$100 dollars of procurement services. <i>Measures the cost per dollar of procurement services per \$100 spend; per transaction</i>	\$0.17	\$0.16	\$0.14	↓
<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 townwide. 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, general invoices, and over-the-counter payments, while providing focused effort on collections of business, professional, and occupational licenses (BPOL); meals tax; and other business and residential taxes. Meals taxes will transition to monthly filing starting January 2022 and the BPOL filing deadline will move from May 1 to March 1 in 2022.

mapping data in Town business, IT has implemented a GIS Portal that will empower users to create their own maps and mobile applications.

Similarly, the Human Resources (HR) Division continues to implement process improvements to capture efficiencies and improve the customer experience through the use of technology. HR expanded training and professional development opportunities for Town staff, using both in-person, instructor-led training and implementing the Town's first learning management system to host online training opportunities.

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 another Systems Analyst. IT support staff anticipate devoting more time to transferring knowledge of Laserfiche and other new technology tools throughout the organization. IT completed significant infrastructure improvements that moved functions to the cloud, including co-location and implementing Office 365. Other major initiatives include the Geographic Information Systems improvements and continued efforts in the multiyear expansion of the use of Laserfiche enterprise content management system (ECM). 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. IT expects forms and related applications to continue to be strategic tool in Fiscal Year 2023 and beyond. Finally, due to the rapid expansion of the use of

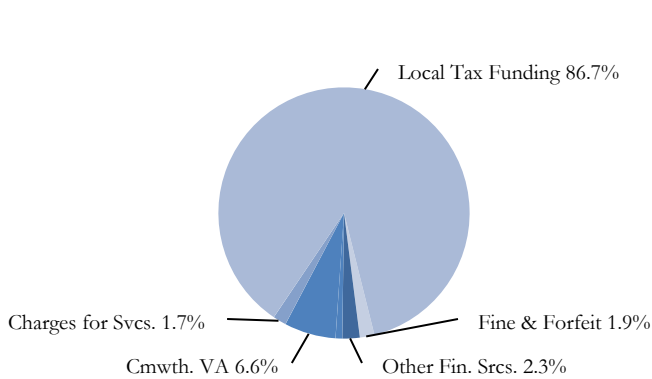
Keeping Us Safe

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. Also 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.

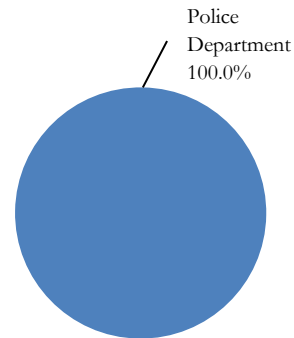
Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance		Pg #
				\$	%	
Sources						
Fines & Forfeitures	\$171,109	\$403,700	\$303,700	(\$100,000)	(24.8)%	
Use of Money & Property	3,259	5,000	5,000	—	— %	
Charges for Services	97,257	281,100	281,100	—	— %	
Loudoun County	605,132	592,961	547,356	(45,605)	(7.7)%	
Commonwealth of Virginia	1,139,826	1,082,280	1,082,280	—	0.0 %	
Federal Government	34,162	139,000	139,000	—	— %	
Other Financing Sources	325,510	342,786	367,476	24,690	7.2 %	
Total Revenue	\$2,376,255	\$2,846,827	\$2,725,912	(\$120,915)	(4.2)%	
Local Tax Funding	\$7,524,940	\$13,228,641	\$14,123,222	\$894,581	6.8 %	
Total Sources	\$9,296,063	\$15,482,507	\$16,301,778	\$819,271	5.3 %	
Uses						
Police Department	\$9,296,063	\$15,482,507	\$16,301,778	\$819,271	5.3 %	87
Total Uses	\$9,296,063	\$15,482,507	\$16,301,778	\$819,271	5.3 %	

Sources by Fund (2023)



Uses by Department (2023)





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: the Field Operations Division and the Administrative and Support Services Division. The Field Operations Division includes the Patrol Operations and Criminal Investigations sections. The Administrative and Support Services Division includes the Operational Support, Administrative Support, and Information Service sections.

The current authorized strength is 90 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](#), and [Citizen Support Team](#). 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



Connect With Us



ADMINISTRATION



PATROL OPERATIONS

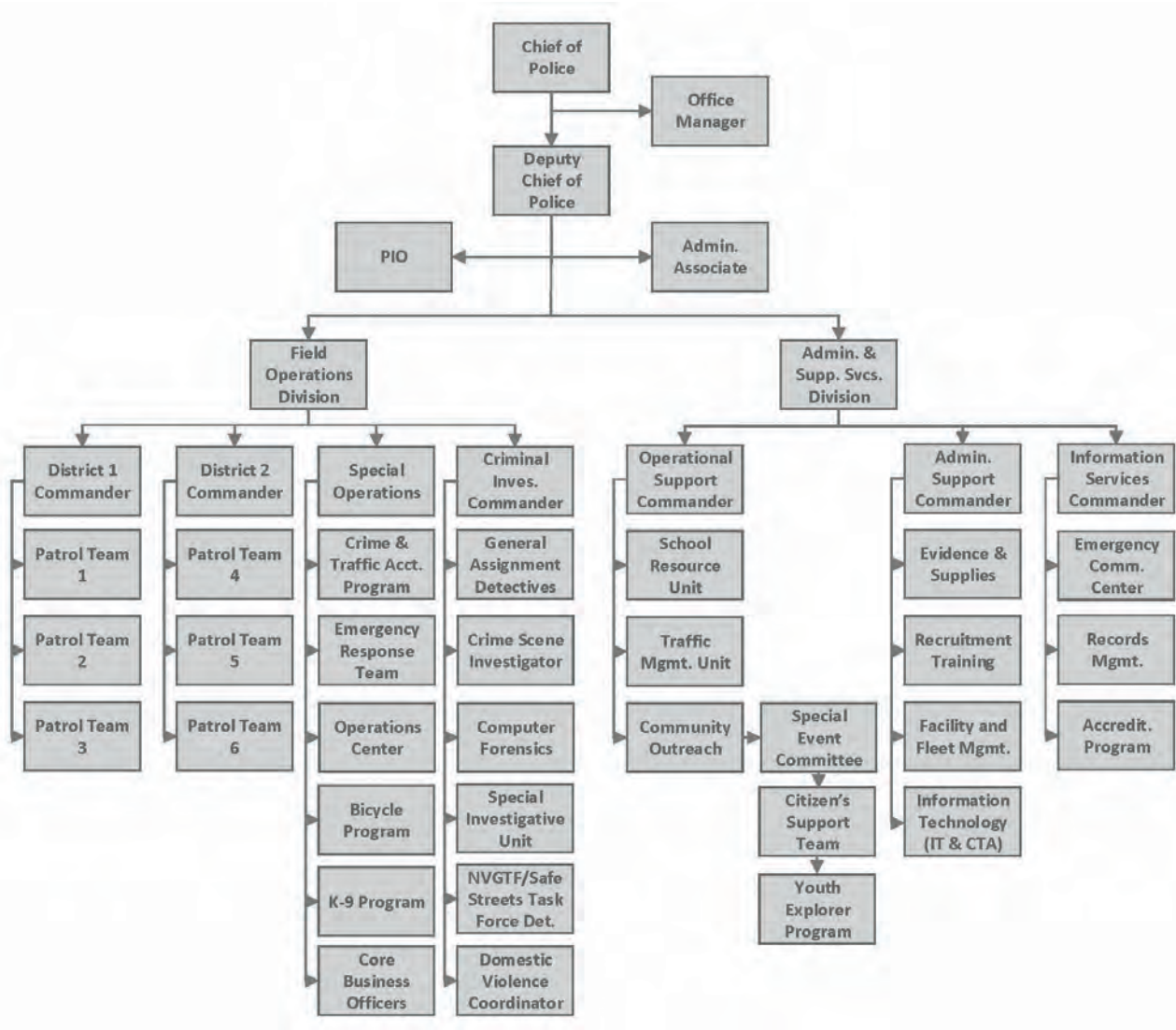


FIELD OPERATIONS



COMMUNITY OUTREACH

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 to our Citizen Support Team. The Citizen 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 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
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

Scorecard	Goal	Objective	Term
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>			

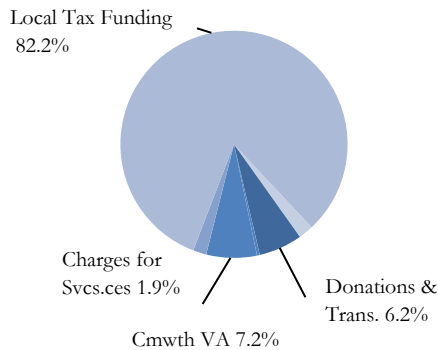
Expenditures by Division

Divisions	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Administrative Support	\$2,890,343	\$3,185,307	\$3,641,556	\$456,249	14.3 %
Patrol Operations	2,360,942	6,149,392	6,116,250	(33,142)	(0.5)%
Criminal Investigations	1,180,292	1,796,755	1,978,512	181,757	10.1 %
Community Services	847,978	2,162,557	2,307,746	145,189	6.7 %
Information Services	1,681,739	2,023,801	2,090,400	66,599	3.3 %
Citizen's Support Team	5,724	4,695	7,314	2,619	55.8 %
Fire & Rescue	329,045	160,000	160,000	—	— %
Total	\$9,296,063	\$15,482,507	\$16,301,778	\$819,271	0.7 %

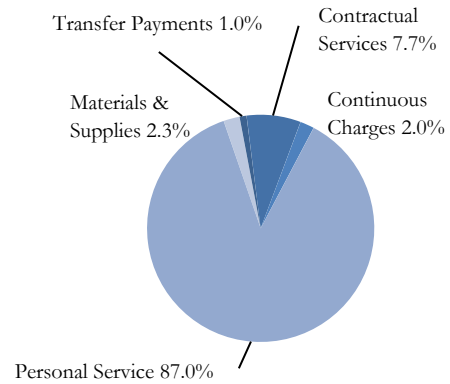
Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Sources					
Fines & Forfeitures	\$171,109	\$403,700	\$303,700	(\$100,000)	(24.8)%
Use of money & Property	3,259	5,000	5,000	—	— %
Charges for Services	97,257	281,100	281,100	—	— %
Loudoun County	605,132	592,961	547,356	(45,605)	(7.7)%
Commonwealth of Virginia	1,139,826	1,082,280	1,082,280	—	— %
Federal Government	34,162	139,000	139,000	—	— %
Other Financing Sources	325,510	342,786	367,476	24,690	7.2 %
Total Revenue	\$2,376,255	\$2,846,827	\$2,725,912	(\$120,915)	(4.2)%
Local Tax Funding	6,919,808	12,635,680	13,575,866	940,186	7.4 %
Total Sources	\$9,296,063	\$15,482,507	\$16,301,778	\$819,271	5.3 %
Uses					
Personnel Services	\$7,645,150	\$13,526,306	\$14,199,491	\$673,185	5.0 %
Contractual Services	667,913	1,119,425	1,118,246	(1,179)	(0.1)%
Materials & Supplies	138,316	307,068	343,568	36,500	11.9 %
Transfer Payments	—	—	—	—	— %
Grants & Contributions	329,045	160,000	160,000	0	0.0 %
Continuous Charges	303,891	320,348	439,181	118,833	37.1 %
Capital Outlay	211,748	49,360	41,292	(8,068)	(16.3)%
Total Uses	\$9,296,063	\$15,482,507	\$16,301,778	\$819,271	5.3 %
Total Full-Time Equivalent (FTE)	108.0	108.0	108.0	—	— %

Sources by Type (2023)



Uses by Object (2023)



Budget Analysis

The Fiscal Year 2023 adopted operating budget for the Leesburg Police Department includes an increase of \$816,160 or 5.3% over the Fiscal Year 2022 Adopted Budget. This increase is primarily attributable to personnel services increases including salary and benefit adjustments.

The Fiscal Year 2023 budget includes a decrease of departmental revenue of \$120,915 or 4.2% from the Fiscal Year 2022 Adopted

Budget of which \$100,000 is attributable to the decrease in traffic fines. The remaining decrease is attributable to the adjustment of the contribution amount from Loudoun County for the School Resource Officer (SRO), because the amount is based on the personnel costs of the officers. The revenue decrease is offset by an anticipated increase of Virginia State Aid to Localities 599 funding.

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 officers 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 a closely monitored ongoing process.

A two-man COVID-19 Response Team was implemented to assist in managing the day-to-day functions and to ensure the health and safety of all employees and visitors to Police Headquarters. Due to the on-going challenges, this two-man team has evolved into a department-wide Safety Officer Program, comprised of seven (7) officers. Although the positions are not fully dedicated to the safety officer function, the team meets and trains regularly to enhance overall safety and wellness of department members. The team is responsible for coordination with the CDC, Virginia Department of Emergency Management, Loudoun County Health Department, the Town's Emergency Management Coordinator, and other Town staff to ensure that our policies are update, our Personal Protective Equipment inventory is adequate, and that safety equipment is properly allocated. Additionally, the team is responsible for sanitation and decontamination related to potential exposures and is trained in

contact tracing. Lastly, the team is responsible for reviewing all safety protocols, responding to critical incidents, and attending all internal trainings to ensure that personnel are operating in accordance with department policies and within safety guidelines.

Performance Measures

Scorecard	Description	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target	Trend
BP, CS, ED	Recruitment initiatives and outreach <i>Measures the total number of recruitment outreach efforts</i>	23	59	75	↑
BP, CS	Rate for thefts from automobiles <i>Measures the number of thefts from automobile cases</i>	154	156	150	↓
BP, CS	Number of traffic citations <i>Measures the total number of traffic citations issued</i>	3,292	4,000	4,000	↔
BP, CS	Number of traffic safety blitzes and special enforcement details <i>Measures the total number of traffic safety blitzes and details</i>	1,540	1,600	1,700	↑
BP, CS	Number of vehicular crashes <i>Measures the total number of vehicular crashes responded to</i>	958	970	950	↓
CS, ED	Percentage use of force cases <i>Measures the ratio of use of force cases to number of arrests</i>	0.05%	2.38%	2.00%	↓
CS, ED	Percentage of formal complaints filed <i>Measures the ratio of the number of formal complaints to number of formal police contacts</i>	0.05%	0.08%	0.04%	↓
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>	2,229	2,000	2,300	↑
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>					

Performance Analysis

A key area of focus in the current and coming fiscal years is the recruitment and retention of police officers in the highly competitive labor market of the Northern Virginia area. The Town continues to offer a highly competitive salary and benefits package among peers in the region. This strategic positioning ensures the continued emphasis of keeping the Leesburg community safe. This top priority for the Leesburg Police Department is accomplished 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 is decreasing, while the number of formal complaints of all police contacts remained consistently low. Further, community engagement and outreach are increasing year over year.



Providing the Necessities

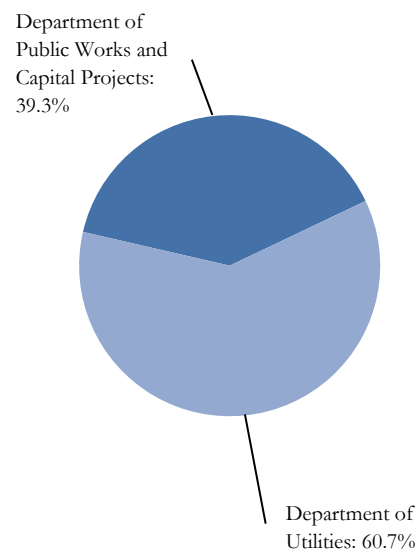
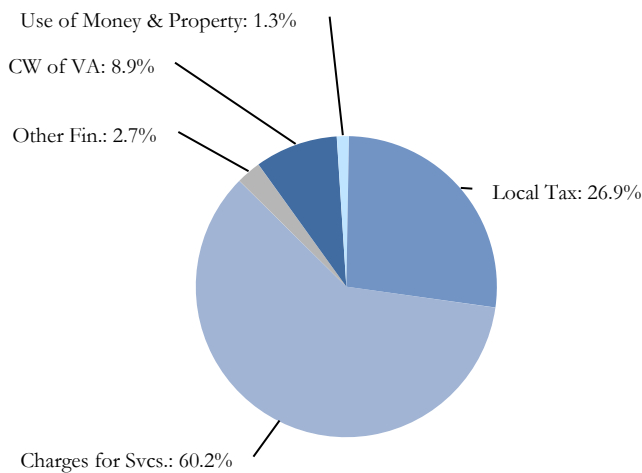
Maintaining core infrastructure, managing capital improvement projects, and ensuring safe and reliable drinking water is the responsibility of the Town’s Public Works & Capital Projects and Utilities departments. This function oversees Town wastewater and stormwater programs, street and road maintenance,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

Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance		Pg #
				\$	%	
Sources						
Permits & Fees	\$51,207	\$25,000	\$25,000	\$—	— %	
Fines & Forfeitures	—	—	—	—	— %	
Use of Money & Property	512,179	595,395	584,417	(10,978)	(1.8) %	
Charges for Services	28,150,381	24,786,962	27,249,272	2,462,310	9.9 %	
Loudoun County	321,630	329,150	329,150	—	— %	
Commonwealth of Virginia	3,912,672	3,900,932	4,030,250	129,318	3.3 %	
Federal Government	—	—	—	—	— %	
Other Financing Sources	1,092,576	827,482	1,207,576	380,094	45.9 %	
Total Revenue	\$34,040,646	\$30,464,921	\$33,425,665	\$2,960,744	9.7 %	
Local Tax Funding	7,282,900	10,026,985	12,198,262	2,171,277	21.7 %	
Total Sources	\$41,323,545	\$40,491,906	\$45,623,927	\$5,132,021	12.7 %	
Uses						
Department of Public Works and Capital Projects	\$14,210,281	\$15,264,549	\$17,945,238	\$2,680,689	17.6 %	97
Department of Utilities	27,113,265	25,227,357	27,678,689	2,451,332	9.7 %	107
Total Uses	\$41,323,545	\$40,491,906	\$45,623,927	\$5,132,021	12.7 %	

Sources by Fund (2023)

Uses by Department (2023)





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

The Department of Public Works and Capital Projects provides a wide variety of municipal services to residents and businesses within the Town of Leesburg. Key responsibilities include the design and construction aspects of the Town's [Capital Improvements Program \(CIP\)](#); engineering services; [storm drainage and stormwater management](#); transportation; maintenance of municipal buildings, [public roads, and sidewalks](#); [traffic signals and signs](#); bonding for developer projects; and maintenance of Town-owned motor vehicles and equipment. One of the major challenges facing the department is the aging infrastructure that was installed during the period of major growth that occurred from the early 1980s and continued into the early 2000s. The infrastructure installed during this period is now up to 40 years old and will begin to require extensive maintenance or replacement. As part of the general administration of the Town's multimillion-dollar CIP program, the Capital Projects Division coordinates with the Virginia Department of Transportation, Virginia Department of Environmental Quality, Loudoun County, Northern Virginia Transportation Authority, the Federal Aviation Administration, and the Virginia Department of Aviation to secure funding for transportation, stormwater, and airport projects within the Town of Leesburg. The department provides [brush and fall bulk leaf collection](#), [snow removal](#), mowing, and maintenance of municipal land as well as support activities for other Town departments and special events. Public Works and 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 and transportation studies, stormwater permit compliance, and plan review of road construction, stormwater improvements, and capital projects. In addition, Public Works and 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 and the Environmental Advisory Commission to host Keep Leesburg Beautiful, a month-long campaign each April that offers volunteer opportunities to individuals and groups to participate in community 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/departments/public-works.



ADMINISTRATION



CAPITAL PROJECTS



ENGINEERING



MAINTENANCE SERVICES

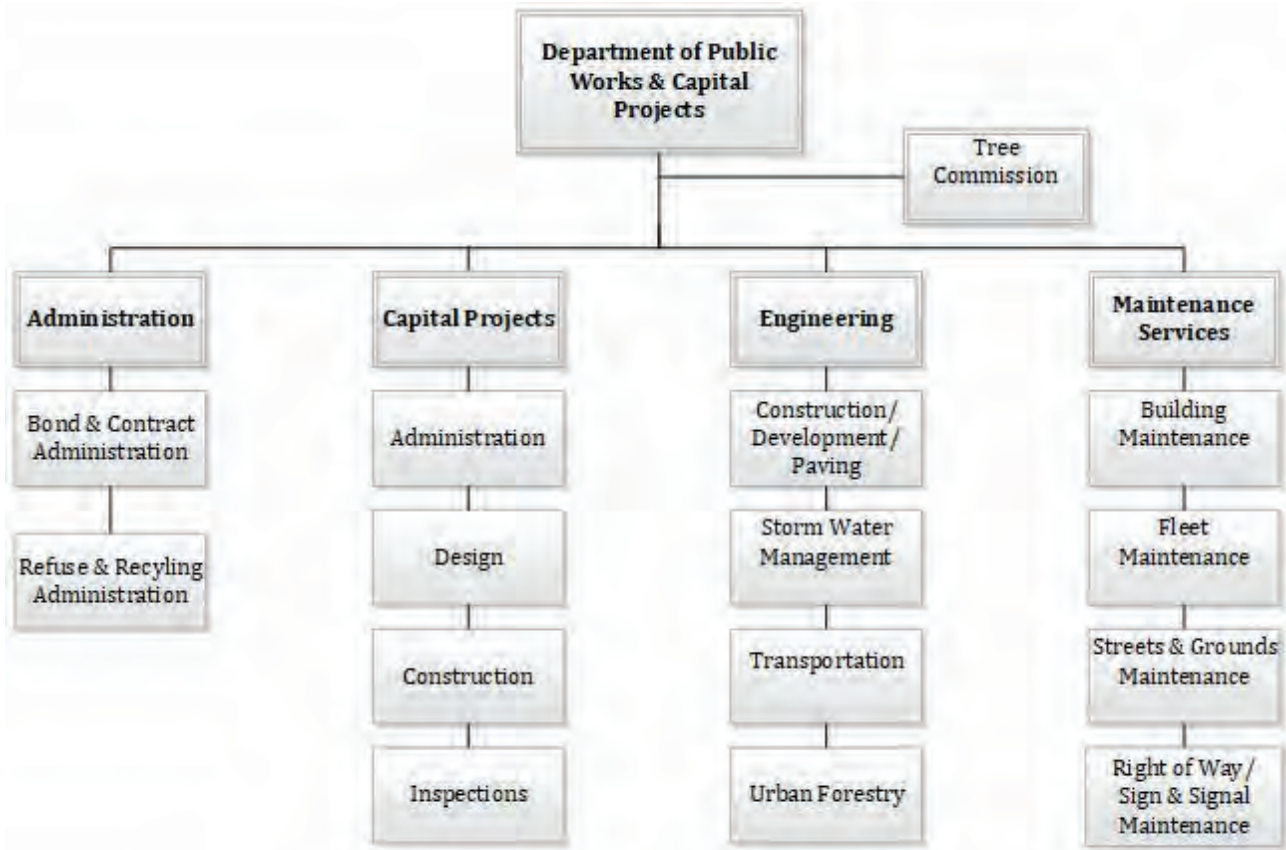
Contact Information

Renée LaFollette P.E.,
Director of Public Works & Capital Projects
25 W. Market Street
Leesburg, VA 20176
rlafollette@leesburgva.gov
(703) 737-6071

Scan Me



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 collection for over 11,795 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 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, regional watershed, and MS4 Permit-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 Transportation section 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 Residential Traffic Commission, 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 & Grounds, Right-of-Way, Signs & 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.

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 Streets Maintenance Division oversees more than 269 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, bulk leaf collection, and storm sewer system maintenance and repair, support to the Town’s numerous special events, and 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 wind storms and tornadoes.

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, and Plan Review to oversee the Town’s tree canopy and to enhance that canopy wherever possible. The Urban Forester is the staff liaison to the Tree Commission.

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
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 building security.	Evaluate townwide 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

Scorecard	Goal	Objective	Term
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 townwide mailings and website development.	Long
		Research alternate locations for a replacement drop-off center on the south side of Leesburg.	Long
BP, CS	Increase resident awareness and utilization yard waste collection.	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 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

Scorecard	Goal	Objective	Term
BP	Proactively work with the utility companies for the relocations associated with Town capital projects.	Maintain contacts with responsible staff at each utility.	Short
		Maintain quarterly meetings with all utility companies.	Long
		Ensure timely submittals of preliminary plans to the affected utility companies.	Long
BP, FM	Research and implement efficiencies for capital project departmental and project related activities to reduce our overall expenditures.	Utilize current technologies to create time and dollar savings for both projects and the overall department.	Intermediate
		Develop standards and cross train inspectors from Public Works, Capital Projects, and Utilities to insure high quality, consistent inspections on all projects.	Long
BP,FM	Implement Asset Management system in Public Works to better manage infrastructure assets.	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

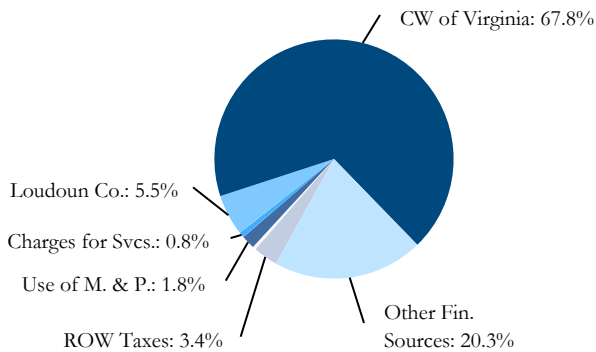
Expenditures by Division

Divisions	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Administration	\$1,225,036	\$1,259,708	\$1,568,017	\$308,309	24.5 %
Engineering & Inspections	736,414	783,415	952,221	168,806	21.5 %
Streets & Grounds Maintenance	3,273,470	3,790,201	4,023,475	233,274	6.2 %
Building Maintenance	910,857	1,485,940	1,505,557	19,617	1.3 %
Fleet Maintenance	1,273,014	1,459,650	1,576,476	116,826	8.0 %
Refuse Collection & Recycling	3,305,566	3,390,277	3,708,375	318,098	9.4 %
Traffic Management	1,150,303	1,313,302	1,558,379	245,077	18.7 %
Emergency Weather Response	1,221,785	604,752	1,241,601	636,849	105.3 %
Milling & Paving	352,396	684,000	710,000	26,000	3.8 %
Regional Transportation	311,696	320,000	320,000	—	— %
Capital Projects	449,743	173,304	781,137	607,833	350.7 %
Total	\$14,210,280	\$15,264,549	\$17,945,238	\$2,680,689	17.6 %

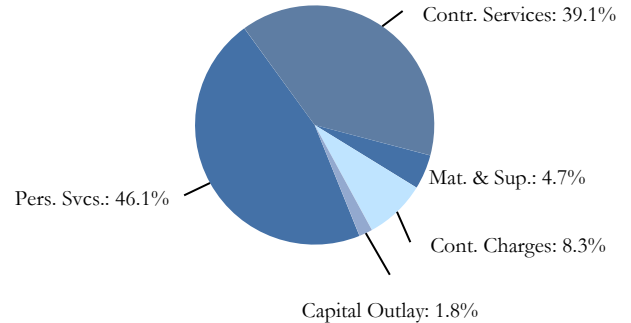
Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Sources					
Right of Way Taxes	\$165,549	\$200,000	\$200,000	\$—	— %
Permits & Fees	51,207	25,000	25,000	—	— %
Fines & Forfeitures	—	—	—	—	— %
Use of money & Property	92,934	110,000	110,000	—	— %
Charges for Services	13,525	45,000	45,000	—	— %
Donations & Contributions	—	—	—	—	— %
Loudoun County	321,630	329,150	329,150	—	— %
Commonwealth of Virginia	3,912,672	3,900,932	4,030,250	129,318	3.3 %
Federal Government	—	—	—	—	— %
Other Financing Sources	1,092,576	827,482	1,207,576	380,094	45.9 %
Total Revenue	\$5,650,093	\$5,437,564	\$5,946,976	\$509,412	9.4 %
Local Tax Funding	8,560,187	9,826,985	11,998,262	2,171,277	22.1 %
Total Sources	\$14,210,281	\$15,264,549	\$17,945,238	\$2,680,689	17.6 %
Uses					
Personnel Services	\$6,995,355	\$7,781,143	\$8,133,023	\$351,880	4.5 %
Contractual Services	4,821,323	5,742,030	6,896,922	1,154,892	20.1 %
Materials & Supplies	760,364	731,865	824,575	92,710	12.7 %
Transfer Payments	—	—	—	—	— %
Grants & Contributions	(183,100)	(815,100)	(491,000)	324,100	(39.8)%
Continuous Charges	1,764,022	1,326,961	1,457,968	131,007	9.9 %
Total Uses	\$14,210,281	\$15,264,549	\$17,945,238	\$2,680,689	17.6 %

Sources by Type (2023)



Uses by Object (2023)



Budget Analysis

The Department of Public Works and the Office of Capital Projects Fiscal Year 2023 adopted operating budget includes an increase of \$2,680,689 or 17.6% over the Fiscal Year 2022 Adopted Budget, primarily due to an increase to Emergency Weather Response Division of \$500,000 for snow removal. Other increases are attributable to 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; \$40,000 for sign and streetlight program; one-time purchase of a rover storm camera of \$110,000; a one-time bridge load analysis of \$100,000; a one-time traffic study of \$250,000; a one-time updating of the Traffic Model of \$125,000; and personnel services costs associated with salary and benefit adjustments of existing staff.

The Fiscal Year 2023 budget includes an increase in departmental revenue of \$509,412 or 9.4% over the Fiscal Year 2022 Adopted Budget, primarily the result of an increase of \$129,318 in road maintenance funding from the Commonwealth and the use of Fiscal Year 2021 Unassigned Fund Balance for one-time expenditures.

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 a big part of any department and some of that definitely has been lost by the required separation. Inefficiencies were 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. 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 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 that 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 cases in their respective work places. One very large accomplishment was putting together the COVID-19 warehouse, utilizing our existing asset management software, Lucity, for tracking purposes. The creation of the warehouse was a large time drain for 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 in the long term without further resources.

Performance Measures

Scorecard	Description	FY 2021 Actual	FY 2022 Estimate	FY 2023 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>	37	31	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>	\$33,300	\$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>	6.8%	2.0%	2%	↔
BP	Number of projects in design <i>Measures the total number of capital projects in design</i>	22	28	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 high levels 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 (NVTVA).

Additionally, the quality of life for citizens is directly tied to the quality of the 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, and solid waste management (refuse & recycling). 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 2021, the Kenneth B. Rollins Water Filtration Plant received the Virginia Department of Health's (VDH) Excellence in Waterworks Performance Award for the 18th 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 view their [water usage online](#) and sign up to receive high water usage alerts via email or text. The department provides a variety of payment options in order to serve the diverse needs of its 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.

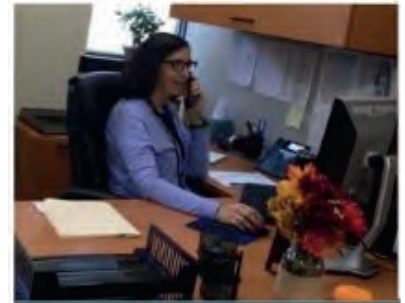
As a public steward of water resources, the Department of Utilities provides educational and outreach programs designed to inform water and sewer customers on how they can contribute to conserving water in their homes and businesses. As required by the federal government, the department publishes an [Annual Water Quality Report](#) as well as other maps and reports that provide additional information about the Town's utility system.

For more information, 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

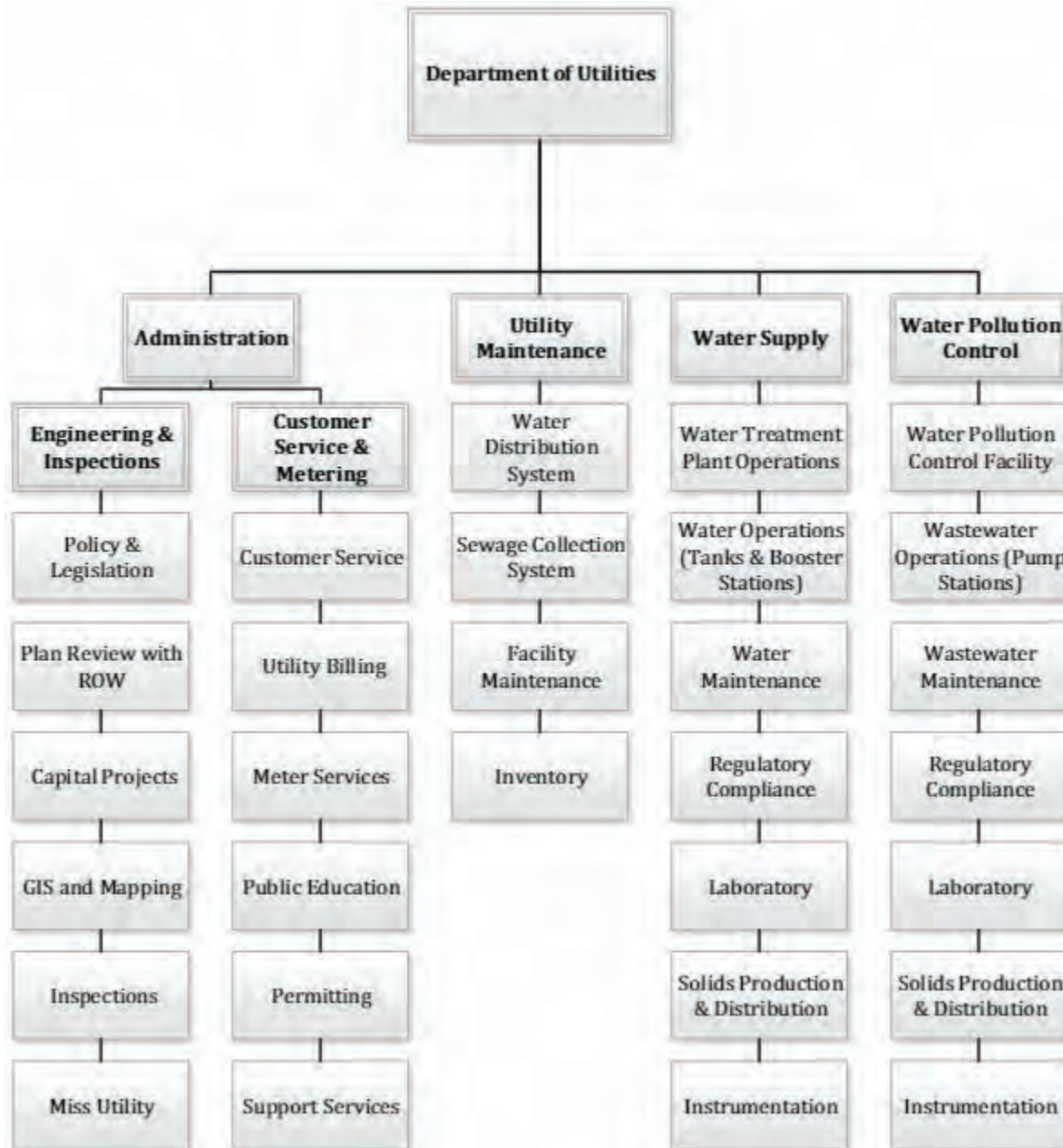


POLLUTION CONTROL

Connect with Us



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 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 marking water and sewer lines (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 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 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 Leesburg along the Potomac River. The WSD

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

Water Pollution Control

The Water Pollution Control Division is responsible for the safe and efficient treatment of wastewater generated within the Leesburg service area and the subsequent stabilization and disposal of solid wastes produced to ensure the protection of public health and the environment. The Town's Water Pollution Control Facility (WPCF) is designed to treat sewage at a rate of 7.5 million gallons per day and is located off Route 7 on the east side 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 impact and duration of interruption.	Short
		Review and improve processes for managing accounts, handling payments, resolving billing issues, responding to information and field service requests, and notifying customers. Identify ways 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 updates of safety procedures and inspection and correction of 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
		Track gas and electric usage and reduce usage when possible especially when replacing aging equipment.	Long
		Track and forecast future nutrient loads 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 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 systems 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

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

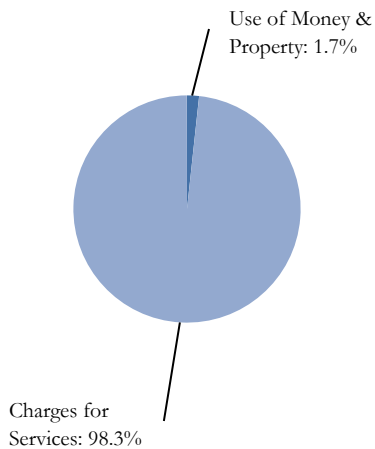
Expenditures by Division

Divisions	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Utilities Administration	\$12,286,395	\$5,482,972	\$6,361,279	\$878,307	16.0 %
Utilities Lines & Maintenance	3,492,390	4,040,535	4,703,680	663,145	16.4 %
Water Supply	3,505,664	3,854,188	4,206,833	352,645	9.1 %
Water Pollution Control	6,192,754	5,984,363	6,570,047	585,684	9.8 %
Debt Service	1,636,062	5,823,299	5,836,850	13,551	0.2 %
Total	\$27,113,265	\$25,185,357	\$27,678,689	\$2,493,332	9.9 %

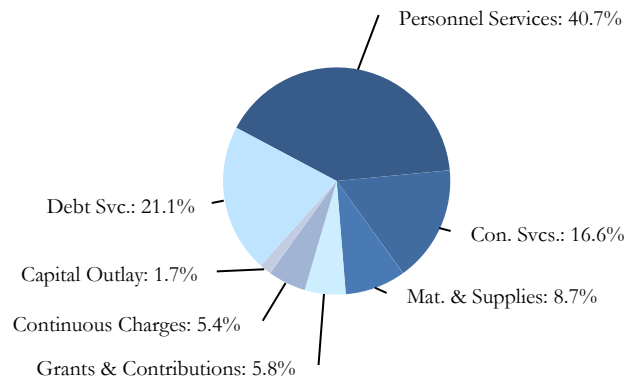
Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Sources					
Fines & Forfeitures	\$0	\$—	\$—	\$—	— %
Use of money & Property	419,245	485,395	474,417	(10,978)	(2.3)%
Charges for Services	28,136,856	24,741,962	27,204,272	2,462,310	10.0 %
Federal Government	—	—	—	—	— %
Total Sources	\$28,556,102	\$25,227,357	\$27,678,689	\$2,451,332	9.7 %
Uses					
Personnel Services	\$8,901,513	\$10,183,479	\$11,273,249	\$1,089,770	10.7 %
Contractual Services	3,060,005	3,615,734	4,583,829	968,095	26.8 %
Materials & Supplies	1,685,826	2,031,650	2,396,350	364,700	18.0 %
Transfer Payments	2,720,908	—	—	—	0.0 %
Grants & Contributions	1,370,239	1,331,180	1,613,600	282,420	21.2 %
Continuous Charges	1,145,168	1,524,765	1,499,971	(24,794)	(1.6)%
Capital Outlay	6,593,544	717,250	474,840	(242,410)	(33.8)%
Debt Service/Equipment Leasing	1,636,062	5,823,299	5,836,850	13,551	0.2 %
Total Uses	\$27,113,265	\$25,227,357	\$27,678,689	\$2,451,332	9.7 %

Sources by Type (2023)



Uses by Object (2023)



Budget Analysis

The Fiscal Year 2023 operating budget for the Utilities Department includes an increase of \$2,451,332 or 9.7% over the Fiscal Year 2022 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 in January 2019. The increase in expenditures is attributable to the addition of three new positions including a Utilities Laboratory Technician, Utilities Plant Laboratory Supervisor, and a Utilities Plant Maintenance Technician 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 can work remotely. Utility plant operators and maintenance technicians have had to adjust to 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

remains 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 the continued construction boom and return to normal utility billing processes require constant evaluation of priorities and expectations of management.

Performance Measures

Scorecard	Description	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target	Trend
BP, CS	Percentage of sanitary sewer mains cleaned <i>Measures the percent of the sanitary sewer cleaned</i>	13 %	8 %	10 %	↑
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>	12 %	14 %	14 %	↑
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>	7 %	10 %	10 %	↓
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>	47 %	50 %	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>	4 %	5 %	5 %	↔
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>	0.1 %	0.1 %	0.1 %	↔
CS, ED, FM	Percentage of Class I License of Water and Wastewater Operators <i>Measures the numbers of operators who have Class I license</i>	50 %	57 %	57 %	↔
FM	Capital Reinvestment <i>Measures the total expenditures to the total present worth of utility system assets</i>	2 %	4 %	6 %	↑
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>	\$4.21	\$4.07	\$4.40	↓
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>	\$2.28	\$2.54	\$2.71	↑

Scorecard	Description	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target	Trend
CS, ED, FM	Percentage of produced water that fails to reach customers and cannot otherwise be accounted for through authorized usage	10.0 %	8.0 %	8.0 %	↓
	<i>Measures the amount of water that is not billed or accounted for as non-revenue water</i>				
BP, CS	Percentage of wastewater samples that meet or exceed compliance standards	100 %	100 %	100 %	↔
	<i>Measures the number of wastewater samples that meet or exceed Federal and State regulations</i>				
CS, ED	Percentage of water quality tests that meet compliance standards	100 %	100 %	100 %	↔
	<i>Measures the total number of water quality samples required for federal and state regulations</i>				
BP, FM	Percentage of customers that complain about water quality	0.1 %	0.1 %	0.1 %	↔
	<i>Measures the total number of water quality customer service requests</i>				
<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.

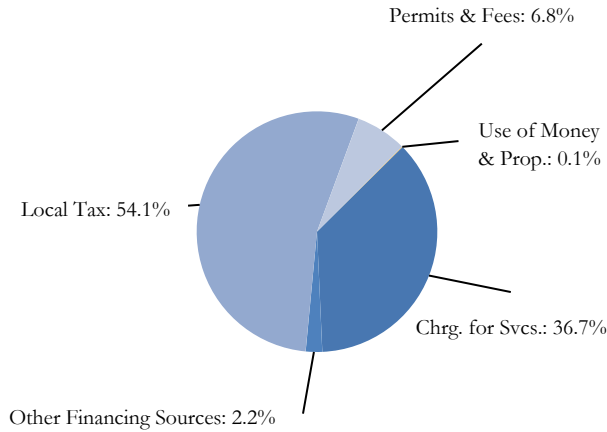
Ensuring Quality of Life

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.

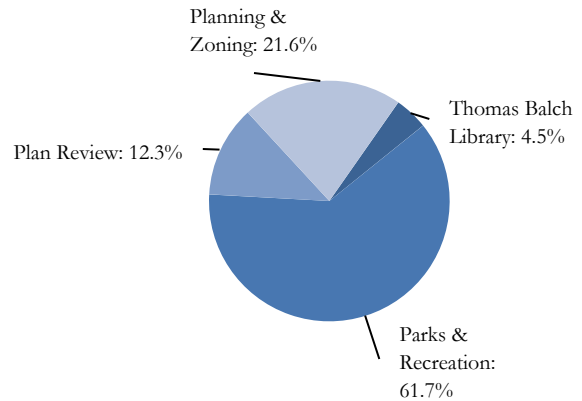
Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance		Pg #
				\$	%	
Sources						
Permits & Fees	\$1,412,119	\$960,700	\$915,700	(\$45,000)	(4.7)%	
Use of Money & Property	4,800	11,000	11,000	—	— %	
Charges for Services	3,172,606	4,879,015	4,910,015	31,000	0.6 %	
Donations & Transfers	735	—	—	—	— %	
Other Financing Sources	260,926	274,852	294,844	19,992	7.3 %	
Total Revenue	\$4,851,187	\$6,125,567	\$6,131,559	\$ 5,992	0.1 %	
Local Tax Funding	4,867,860	6,026,706	7,239,146	1,212,440	20.1 %	
Total Sources	\$9,719,046	\$12,152,273	\$13,370,705	\$1,218,432	10.0 %	
Uses						
Department of Parks & Recreation	\$5,918,853	\$7,908,627	\$8,243,579	\$334,952	4.2 %	117
Thomas Balch Library	449,626	557,122	602,583	45,461	8.2 %	123
Department of Planning & Zoning	1,884,657	2,118,657	2,883,175	764,518	36.1 %	129
Department of Plan Review	1,465,910	1,567,867	1,641,368	73,501	4.7 %	137
Total Uses	\$9,719,046	\$12,152,273	\$13,370,705	\$1,218,432	10.0 %	

Sources by Fund (2023)



Uses by Department (2023)





Department of Parks & Recreation

Mission

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

Description

The Department of Parks and 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 AV 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 and 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 in the online [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 and 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.

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

Contact Information

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

Scan Me



ADMINISTRATION



PARKS

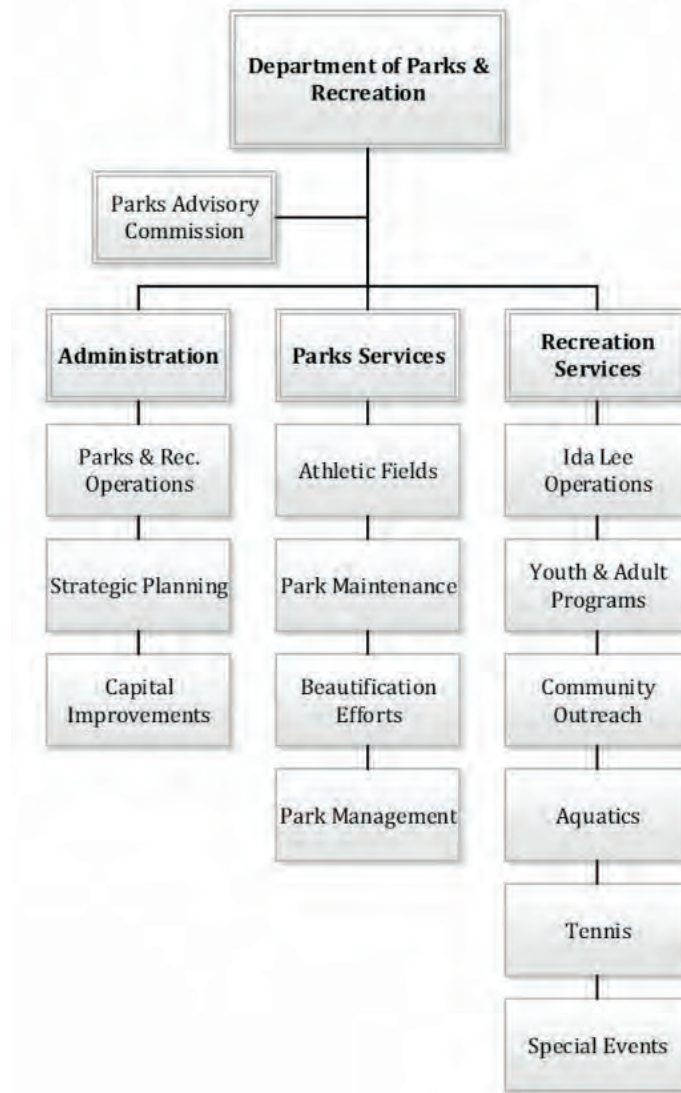


RECREATION

Connect With Us



Organization Chart



Summary of Services

Administration Division

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

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, AV 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 Department 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

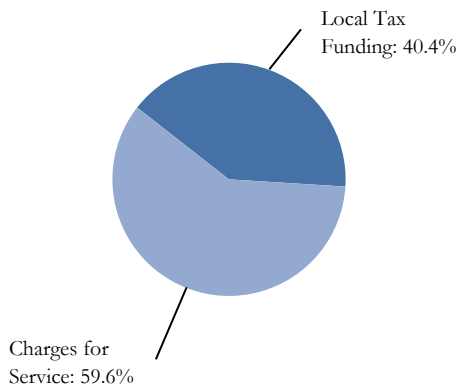
Expenditures by Division

Divisions	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Administration	\$552,566	\$606,461	\$639,257	\$32,796	5.4 %
Parks	1,173,742	1,426,990	1,522,772	95,782	6.7 %
Recreation	4,192,546	5,875,176	6,081,550	206,374	3.5 %
Total	\$5,918,854	\$7,908,627	\$8,243,579	\$334,952	4.2 %

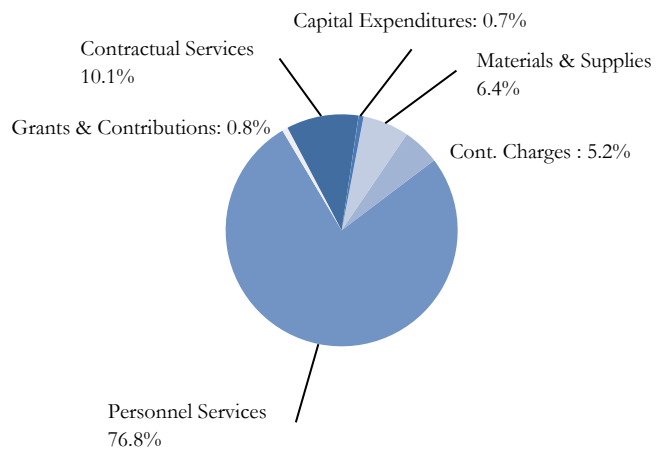
Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Sources					
Use of money & Property	\$2	\$—	\$—	\$—	— %
Charges for Services	3,172,606	4,879,015	4,910,015	31,000	0.6 %
Donations & Contributions	0	—	—	—	— %
Total Revenue	\$3,172,608	\$4,879,015	\$4,910,015	\$31,000	0.6 %
Local Tax Funding	2,746,245	3,029,612	3,333,564	303,952	10.0 %
Total Sources	\$5,918,853	\$7,908,627	\$8,243,579	\$334,952	4.2 %
Uses					
Personnel Services	\$4,856,247	\$6,123,809	\$6,330,040	\$206,231	3.4 %
Contractual Services	401,368	788,915	830,915	42,000	5.3 %
Materials & Supplies	314,018	515,203	531,123	15,920	3.1 %
Grants & Contributions	61	16,000	66,000	50,000	312.5 %
Continuous Charges	331,363	421,700	427,501	5,801	1.4 %
Capital Outlay	15,797	43,000	58,000	15,000	34.9 %
Total Uses	\$5,918,853	\$7,908,627	\$8,243,579	\$334,952	4.2 %
Total Full-Time Equivalent (FTE)	36.00	34.00	34.00	—	— %

Sources by Type (2023)



Uses by Object (2023)



Budget Analysis

The Fiscal Year 2023 operating budget for the Department of Parks and Recreation includes an overall increase of \$270,909 or 3.4% over the Fiscal Year 2022 Adopted Budget. This increase is primarily attributable to salary and benefits adjustment of existing staff.

Revenue estimates for Fiscal Year 2023 are projected to increase approximately \$31,000 from the Fiscal Year 2022 Adopted budget

estimates as a result of expected increase in camp program revenues.

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 has been 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. The management of the PPE and 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. These changes have been a challenge as Leesburg has seen increased usage of its outdoor public spaces by the community during the pandemic. This increased usage has resulted in additional trash, wear and tear, and supervision needed at various park sites. Parks staff also provided support to the expanded downtown dining program that was implemented in 2020.

The Recreation Division has been impacted both operationally 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 directly 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.

Performance Measures

Scorecard	Description	FY 2021 Actual	FY 2022 Estimate	FY 2023 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>	53%	61%	61%	↔
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>	229,996	275,000	325,000	↑
CS	Number of recreation programs offered <i>Measures the total number of recreational programs offered by the department</i>	4,307	4,500	4,600	↔
CS, FM	Percentage of recreation program registration <i>Measures the percentage of recreation programs offered that are actually held</i>	62%	65%	70%	↑
BP, CS	Percentage of online registrations <i>Measure the percentage of all recreation program registrations that are performed online</i>	63%	63%	63%	↔
CS	Number of athletic field events <i>Measures the total number of athletic games and practices scheduled on fields maintained by the department</i>	1,994	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>	18	25	25	↔
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>	\$4.24	\$4.95	\$4.95	↔
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>	801	1,500	1,624	↑
BP, CS	Number of community outreach attendance <i>Measures the total number of attendees for all community outreach site locations</i>	676	1,352	2,000	↑
CS, FM	Number of Parks and Recreation facility rental hours <i>Measures the total number of hours of park, room, and amenity rentals</i>	15,973	16,500	17,000	↑

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 anticipating increased recreational facility visits over Fiscal Year 2022 in Fiscal Year 2023 at Ida Lee Recreation Center (325,000) 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 2023. 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 2023. The number of special event applications processed by the department is anticipated to remain consistent with the prior fiscal year at 25. 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 remain at the Fiscal Year 2022 level of 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 providing researchers, students, and the purely curious an opportunity to study and understand the history of Loudoun businesses, cultural resources, communities, individuals and families, local government and public leaders, and organizations in the Town of Leesburg and Northern Virginia.

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 facts obtained from collections held by the library, events, and highlights are posted regularly on the Thomas Balch Library social media accounts.

The library hosts a variety of [events](#) including a lecture series featuring in-person and virtual author talks and presentations of original research, 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 & Thursday:

Wednesday:

Saturday:

Sunday:

Hours

10 a.m. - 5 p.m.

10 a.m. - 12 p.m. & 1 p.m. - 8 p.m.

2 p.m. - 8 p.m.

11 a.m. - 4 p.m.

1 p.m. - 5 p.m.

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

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 social media, 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 and in creating exhibits..

Education, Outreach & Marketing

Library staff markets the library, its collections, and its 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.

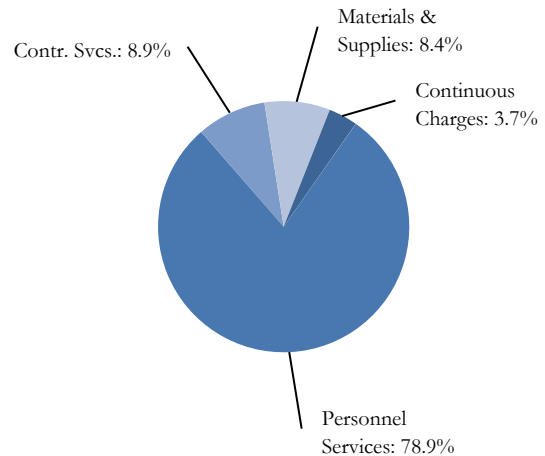
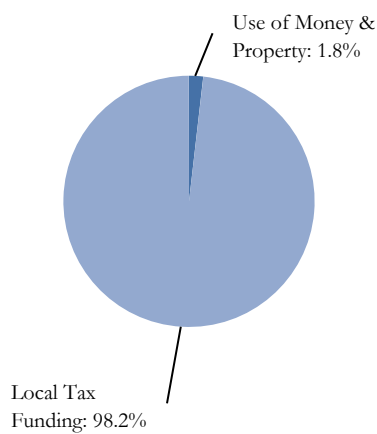
Goals & Objectives

Scorecard	Goal	Objective	Term
BP, CS, FM	Further the 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 pandemic conditions, provide either in-person or virtual lectures, classes, tours, and exhibits, newsletters, educational brochures and enhance 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 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Sources					
Use of money & Property	\$4,798	\$11,000	\$11,000	\$—	— %
Donations & Contributions	735	—	—	—	— %
Total Revenue	\$5,533	\$11,000	\$11,000	\$—	— %
Local Tax Funding	444,093	546,122	591,583	45,461	8.3 %
Total Sources	\$449,626	\$557,122	\$602,583	\$45,461	8.2 %
Uses					
Personnel Services	\$371,212	\$445,222	\$475,347	\$30,125	6.8 %
Contractual Services	25,640	38,566	53,908	15,342	39.8 %
Materials & Supplies	27,355	47,101	50,784	3,683	7.8 %
Continuous Charges	25,420	26,233	22,544	(3,689)	(14.1)%
Capital Outlay	0	—	—	—	— %
Total Uses	\$449,626	\$557,122	\$602,583	\$45,461	8.2 %
Total Full-Time Equivalent (FTE)	3.00	3.00	3.00	—	— %

Sources by Type (2023)	Uses by Object (2023)
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Budget Analysis

The Thomas Balch Library Fiscal Year 2023 operating budget includes an increase of \$45,461 or 8.2% over the Fiscal Year 2022 budget that is largely attributable to increases in personnel services for salary and benefit adjustments for existing staff.

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 continue to be significantly impacted by the COVID-19 pandemic. Despite operating at minimal staffing levels and limited hours throughout the year, the library's mission and demands for increased services and outreach were met. The library welcomed 6,775 visitors in person and virtually, while responding to more than 61,000 requests for reference services. Overall library programs offered remained the same despite decreased staffing due to pandemic furloughs and

staffing turnover. Efforts continued to expand awareness of the library's offerings through strengthening of collaborative relationships with regional partners. Throughout much of the year the library operated by appointment only two days a week for research and viewing of exhibits with no physical outreach programs or meetings. Some services, including inter-library loan, dependent on other institutions, and collection donations, were limited. All reference flex staff remained furloughed through April

2021 and administrative flex staff hours, reduced by 84%, through June 2021, leaving three full time staff onsite to handle all library functions and manage public services and programs on virtual platforms. Virtual programming requires a considerable investment in time, attention to detail, and patience with customers and software when technology glitches. Among virtual programs offered by the library were virtual in-person research classes along with new offerings such as the highly acclaimed Wednesday afternoon luncheon talks. Many of these programs, which garnered nationwide interest and the development of a regular following, are posted to the library's new [YouTube channel](#). Room rental, tours, Sunday lectures, the annual genealogical seminar, and the annual Loudoun History Awards

were canceled, affecting income and visitation numbers. Staff creatively worked with barriers, social distancing, Personal Protective Equipment, and appointment registration enabling the library to remain open to the public virtually or in person by scheduled appointments. Work plans and performance measures changed to accommodate unexpected additional activities such as re-orienting returning furloughed staff to policies and procedures, many altered by technological and significant practical changes. The library was a leader in reopening to the public. With no industry standards to follow and library services not featuring in federal, state or local directives, staff set about creating stepped pathways to re-open the library for in-person use and in so doing became a model for other libraries.

Performance Measures

Scorecard	Description	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target	Trend
BP, CS	Number of annual visitors <i>Measures the total number of visitors as recorded by electronic eye</i>	23,970	6,775	11,700	↑
BP, CS	Number of reference requests <i>Measures the total number of reference requests serviced</i>	54,520	61,210	66,000	↑
BP, CS	Number of Library programs offered <i>Measures the total number of public events produced by staff</i>	103	84	100	↑
BP, CS	Number of Library program attendees <i>Measures the total number of patrons attending programs</i>	3,095	1,632	2,500	↑
BP, CS, FM	Number of meeting room bookings <i>Measures the total number of non-library events held at the facility</i>	64	2	25	↑
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	11	250	↑
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	\$314,824	\$340,000	↑

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

Performance Analysis

Despite operating at minimal staffing levels, Thomas Balch Library fulfilled its mission and met demands for increased services and outreach. The library developed and expanded its virtual outreach. Pandemic requirements negatively impacted meeting room bookings and in-person attendance. The library continues to welcome in-person and virtual visitors, responding to more than 60,000 requests for reference services annually. Overall, library programming has increased despite decreased staffing due to staffing turnover and pandemic-related reductions. Efforts continue to expand awareness of the library's offerings through strengthening of collaborative relationships with regional partners. To insure the integrity and security of collection access following the separation of the Town of Leesburg and Loudoun County's IT infrastructure, the library continues to propose cost-effective options to implement its own cataloging system and has implemented an online visual materials catalog. The Library regularly receives outstanding manuscript collections though staffing levels and space limit the number of collections accepted, processed, and made available to researchers 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.

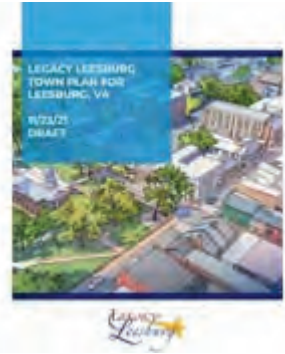
Description

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 the community 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 acted upon 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 of the Town.

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.



ADMINISTRATION



APPLICATION REVIEW



PLANNING SERVICES

Contact Information

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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, the Leesburg Interactive Application Map (LIAM), and an interactive zoning map. An increasingly important role of administrative services is to address Freedom of Information Act requests which have been trending up.

Application Review

Applications for rezonings, 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 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 challenges. 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. These applications require legislative approval, and staff recommendations are made to the Town Council, Planning Commission, and Board of Architectural Review as appropriate. Staff manages the applications through the public review process for these legislative bodies.

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. Maintenance of the Zoning Ordinance is conducted

through regular Batch amendments and individual text amendments. Zoning compliance and enforcement heavily emphasizes education efforts to inform residents and businesses about zoning rules. Enforcement is pursued only on a complaint-basis. Zoning services includes front counter services for the issuance of zoning permits for building projects and sign permits. Another important area of zoning services includes inspections that are coordinated with Public Works and Plan Review to assure that zoning permits can be issued for building projects.

Board and Commission Support

The Planning and Zoning Department provides liaison and clerical support to the Planning Commission and the Board of Architectural Review. The appointed officials of these two bodies make quasi-legislative decisions and recommendations. The Department also provides support to the Board of Zoning Appeals. Staff supports these boards with analysis, reports, and document management to aid their decision making. The Environmental Advisory Commission is also supported by the Department. It was established by the Town Council, to focus on protecting and managing natural resources in the Town, through education, outreach, and special programs.

Goals & Objectives

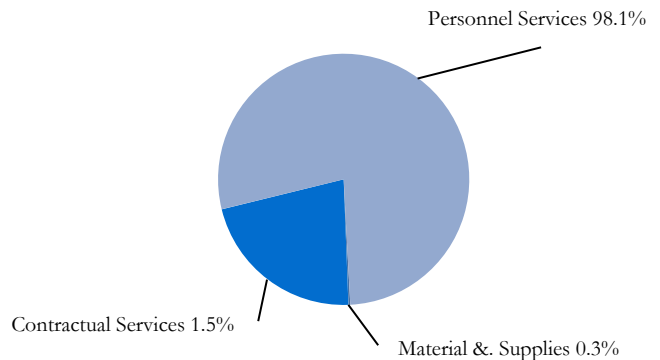
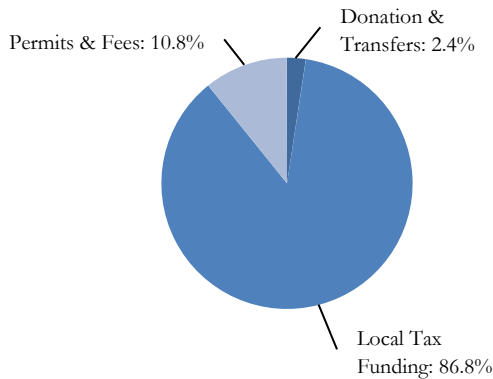
Scorecard	Goal	Objective	Term
BP, CS	Maintain Town Plan to assure that it reflects community goals for the short and long term future and facilitate efforts by Town officials to implement Town Plan goals and policies through the Town Plan Action Program.	Complete a comprehensive review of the Town Plan 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.	Intermediate
		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
		Develop and implement the new parcel-based information system to replace LMIS.	Short
BP	Assure that the Zoning Ordinance is, and continues to be, a tool that will effectively implement community goals.	Rewrite the Zoning Ordinance to implement the new Legacy Leesburg Town Plan. Included with this effort is review of Article 7 to identify ways to improve regulations in the Crescent Design District to achieve goals for the district; updated the Zoning Ordinance to reflect contemporary uses and standards; create user friendly, searchable graphics and illustrations to explain zoning requirements.	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
BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management			

Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Sources					
Permits & Fees	\$174,173	\$310,700	\$310,700	\$—	— %
Charges for Services	0	—	—	—	— %
Other Financing Sources	62,841	65,777	69,699	3,922	6.0 %
Total Revenue	\$237,014	\$376,477	\$380,399	\$3,922	1.0 %
Local Tax Funding	1,647,643	1,742,180	2,502,776	760,596	43.7 %
Total Sources	\$1,884,657	\$2,118,657	\$2,883,175	\$764,518	36.1 %
Uses					
Personnel Services	\$1,802,207	\$2,082,372	\$2,248,148	\$165,776	8.0 %
Contractual Services	79,172	29,380	627,880	598,500	2,037.1 %
Materials & Supplies	2,878	6,600	6,600	—	— %
Continuous Charges	399	305	547	242	79.3 %
Capital Outlay	—	—	—	—	— %
Total Uses	\$1,884,657	\$2,118,657	\$2,883,175	\$764,518	36.1 %
Total Full-Time Equivalent (FTE)	14.00	14.00	15.00	1.00	7.1 %

Sources by Type (2023) **Uses by Object (2023)**



Budget Analysis

The Fiscal Year 2023 operating budget for the Department of Planning and Zoning includes an increase of \$764,518 or 36.1% over the Fiscal Year 2022 Adopted budget primarily due to a one-

time zoning ordinance rewrite of \$335,000 funded with Fiscal Year 2021 unassigned fund balance; and salary and benefits of existing and recently hired employees.

Departmental COVID-19 Pandemic Impacts

In early 2021, two zoning staff members were hired to replace two resignations in 2020. These positions had been unfilled in 2020 due to a townwide hiring freeze to address budget shortfalls anticipated from the pandemic. These two positions are focused on customer service needs associated with permitting and inspections. Less emphasis has been put on zoning violation enforcement which is approached through complaints only. In fall

of 2020 a third zoning staff member resigned. This position was not filled in 2020 due to the hiring freeze; however, the department was given permission to advertise in the summer of 2021. The vacant position was a zoning inspector but through evaluation of work needs in the department, the job description was rewritten to focus on permitting, zoning ordinance maintenance and proffer management. The department was not

able to fill the position with a qualified candidate. As such, the proffer management tasks, which are specialized and may have contributed to difficulty filling the position, were assigned to other existing staff and the job description was once again rewritten but as a junior planner position as opposed to an analyst. The focus of the position will be on zoning permits, zoning text amendments, and site plan review.

All work areas of the department have remained open at all times during the pandemic. While front counter staff continued to take hard copy applications via a drop off system at the first floor reception area, staff encouraged electronic submissions of permits and applications. The second floor was not accessible to the public during 2020 but was reopened to the public in summer, 2021 and customers could once again drop off permits and plans at the second floor counter with staff. The pandemic has accelerated the department’s strategic initiative to receive and process all permits and applications electronically, although the pandemic has put significant pressure to do this more quickly.

The department provides liaison service to two key adjudicatory boards and commissions – the BAR and PC - and through the first half of 2021, the department continued to conduct meetings

via Webex by allowing board and commission members to attend remotely and for applicants and petitioners to participate remotely. Staff continued to implement Webex for the meetings which on occasion required troubleshooting to address 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 virtual or in-person.

Staff time has continued to be diverted from projects to assist developing ways to help local businesses cope with the pandemic although this time is significantly less than in 2020. This help includes such things as developing strategies for restaurant seating or signage for pick up areas.

A majority of staff in the department work remotely, at least a portion of their work week. Two members work from home 100% of the time. The remainder of staff have hybrid schedules. These schedules ranges from working one day remotely ever two weeks to working four days a week remotely. The department accommodates meeting requests from applicants or members of the public by setting up in-person or virtual meetings according to the preference of the requestor.

Performance Measures

Scorecard	Description	FY 2021 Actual	FY 2022 Estimate	FY 2023 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>	134	175	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>	15	15	15	↔
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>	1,209	1,275	1,350	↑
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	30	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>	80	85	90	↔
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>	102	85	85	↔
BP, CS	Number of COAs reviewed administratively <i>Measures the total number of certificate of appropriateness applications processed by staff</i>	66	85	85	↑
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>	16	18	13	↓
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>	70%	90%	90%	↑

BP, CS	Average number of days to complete consolidated comment letter for special exception, rezoning, commission permit applications and Town Plan amendments	46	40	40	↔
	<i>Measures the average number of days to issues a CCL per the 45 day target</i>				
BP, CS	Number of zoning ordinance amendments processed	4	10	10	↑
	<i>Measures the total number of zoning ordinance amendments initiated by Council and processed by staff</i>				
<i>BP = Business Process CS = Customer Service ED = Employee Development FM = Financial Management</i>					

Performance Analysis

The primary function of the Department of Planning and Zoning is to oversee 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 slightly down from a year ago. Continued residential development is occurring in the White Oak, Meadowbrook, Potomac Station, and East Quarter projects. Permits for residential additions doubled over the previous year. 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 continue to build out. Commercial development predominantly took place at Compass Creek and Oaklawn.

In 2021, one of two Zoning Inspectors resigned. Due to budgetary restraint during the pandemic, the position was not filled. Work on addressing violations was restricted to a complaint-basis only and the remaining Zoning Inspector was given zoning permit responsibilities in addition to maintaining complaint-driven violation work. The Zoning Inspector continues 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, one of the cases was the Virginia Village proposal which consisted of a three-part application package. This proposal was very complex and was in staff review for two years.

For land development application review, there was a total of 39 submissions for the 16 applications that were reviewed in the FY 2021 timeframe. 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. An anomaly in this performance measure time period is due to the complexity of the Virginia Village application. This application required significant staff time to review which resulted in not meeting the 45-day target review time. Staff anticipates that this 45-day deadline will improve again in FY 2022 and FY 2023. It is important for staff to maintain this metric to ensure predictability for applicants regarding time an application is with staff.

Work on zoning text amendments continues to increase due to amendments that are initiated by Town Council. This fiscal year several land development review staff were assigned to work on the Town Plan update project. This project started in 2019 with a significant public outreach effort followed by a joint meeting with Planning Commission and Town Council on January 27, 2020. Staff and the consultant received direction to proceed with the drafting of the new plan at this meeting. The draft was presented to the public in February 2021. The Planning Commission reviewed the draft during 2021. In December 2021 the Planning Commission certified the draft and forwarded it to the Town Council.

Staff projects that Certificates of Appropriateness (COA) applications for Fiscal Year 2022 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 increase. Recent changes to the Zoning Ordinance to allow more administrative reviews will shift a higher number of COA applications received from legislative to administrative review. Staff does not anticipate a big shift in the total number of COA applications, but the time spent on administrative COA applications will be less than preparing legislative applications for review by the BAR. Thus, the overall amount of staff time spent on COA applications should improve in Fiscal Year 2023. This change will allow the BAR to focus on more complex applications that have a greater impact on the Historic District and allow staff more time for other preservation program work efforts.



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 local 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 subdivision plans, exterior home improvement projects, and commercial site plans in addition to providing review services for Town capital improvement projects in accordance with the Town's adopted [plan review process](#). Prior to submitting a formal land development application (LDA), applicants are encouraged to visit the department's webpage 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 review and inspection fee schedule](#) for the various types of improvements.

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

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



FRONT COUNTER SERVICES



PLAN REVIEW

Contact Information

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Organization Chart



Summary of Services

Front Counter Operations

Front Counter Operations provides customer assistance services for all land development applications (LDAs) received by the department. Through the plan intake process, all LDAs are reviewed for completeness, formally accepted, and 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 and Zoning as needed 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 engineering referral services to the Department of Planning and Zoning for rezoning and special exception applications.

Similarly, because of the dynamic nature of the land development process, the department 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) for land development as well as capital improvement projects that propose changes to the location and elevation of FEMA-regulated floodplains. In addition, whenever requested by Town residents, 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 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 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 is ultimately responsible for issuing 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
		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 and 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 information software and into the new land records management system (Central Square)	Provide key staff to work with the consultant to accurately set up the parameters for the new system; fully utilize the new system once fully implemented and operational to ensure all land development applications can be accurately entered and efficiently tracked.	Short
BP, CS, FM	Develop and implement a paperless review process	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.	Short
BP, CS, ED	Prepare a batch amendment to update the Design and Construction Standards Manual (DCSM) to keep standards current with applicable federal and state requirements, and remain consistent with latest industry standards.	Work with the Private Sector and ESI to prepare updates to various sections of the DCSM and SLDR 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

continues to be a challenge due to limited staff and heavy workloads. To minimize the impact to plan reviews, DPR staff has implemented ways to digitally assist applicants via PDF reviews and efficient virtual meetings. By offering and improving upon efficiencies in virtual meetings, the majority of DPR’s customers have found online meetings to be more efficient and cost effective as drive times have been eliminated.

Nonetheless, additional challenges have presented themselves due to the pandemic. For example, staff has noticed an increase in the submission of poor quality plans during the pandemic. This decline in submission quality has been a challenge for staff as it takes much more time and effort to review plans and find possible solutions to offer the applicant when the plan sets contain major errors. It would appear that the private sector has

struggled to develop training programs for new, inexperienced staff who are working remotely and then trying to implement modified QC policies when not all staff are sitting in their offices. Another challenge is that not all submissions are digital and still have to be processed, sorted, and distributed to various review agencies by hand, which takes additional staff time and effort. Further, per state requirements, all plan approvals require original signatures of the submitting engineers as well as various directors. While this dilemma is easily solved by requiring paper copies to be submitted at the signature set submittal, it is not always possible to get staff from departments outside of Town Hall to come by and sign plans. Therefore, the directors have implemented a system to sign for one another, via email approvals, which demonstrates yet another way staff has improvised to help expedite approvals.

Performance Measures

Scorecard	Description	FY 2021 Actual	FY 2022 Estimate	FY 2023 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>	256	245	230	↔
BP, FM	Number of Minor Land Development Reviews by DPR <i>Measures the total number of minor land development reviews by DPR</i>	470	750	750	↑
FM	Number of new first submission Site Plans <i>Measures the market activity for new commercial applications</i>	20	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	67	60	↔
BP, FM	Average number of applicant days to address first submission site plan comments <i>Measures quality of site plan and efficiency of applicant's engineer</i>	105	87	85	↓
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	38	35	↓
BP, FM	Average number of applicant days to address subsequent submission site plan comments <i>Measures quality of subsequent submission site plan and efficiency of applicant's engineer</i>	51	67	50	↑
FM	Number of new first submission Subdivision Plans <i>Measures the market activity of new subdivision development</i>	4	1	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>	75	103	75	↑
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>	98	N/A	100	↓
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	35	40	↓
BP,FM	Average number of applicant days to address subsequent submission subdivision plan comments <i>Measures quality of subsequent submission subdivision plan and efficiency of applicant's engineer</i>	83	50	85	↔
BP, CS	Percentage of plans reviewed within the State mandated time frames <i>Measures quality of plan and efficiency of staff</i>	93%	91%	93%	↑

Scorecard	Description	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target	Trend
BP, CS, FM	Number of Major Home Improvement Plans processed by DPR <i>Measures the market activity for home improvement</i>	93	110	100	↔
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	50	60	↑
<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 2021 with a continued high total of 20 new site plan applications. This volume is steady with what DPR experienced in calendar year 2020 and continues to exceed the trends of previous years which saw 9 to 15 new site plan submissions. Forecasting the next two years, the trend is anticipated to drop slightly as the Town moves towards build out. The total number of new first submission site plans is anticipated to drop to an average of 10 to 15 annually. In calendar year 2021, a few of the larger applications under review were Potomac Station Marketplace, Multifamily (approved), Potomac Station Markeplace, Townhomes (approved), Microsoft Phase II (approved), Compass Creek, four site plans (all approved), White Oak Subdivision, Phase I (approved), Leesburg Self Storage (in 2nd submission), Catoctin Elementary School Addition (approved), and Major Renovations to Douglass School (approved) in addition to the approval of numerous homeowner projects and a record number of final new house sitings. Submissions of site plans continue to remain strong despite the COVID pandemic. Due to the continued increase in the number of plan submissions in calendar year 2021 combined with the increased poor quality of submitted plans, the review of first submission of site plans trended high at approximately 67 days; and subsequent submissions of site plans trended lower to 38 days due to staff’s ability to work with applicants utilizing PDF reviews and virtual meetings to ensure subsequent reviews could more efficiently address first submission comments. It is anticipated that the average number of staff days required for plan review, for first and subsequent submission site plans, will remain somewhat steady as the workload continues to remain high, first submission plan quality

remains low, and a significant amount of staff time will be required to work with the Town’s Central Square consultant to set up and implement the new land management information system. DPR staff continued to provide efficient plan review by meeting the state-mandated time frames for plan review over 90% of the time.

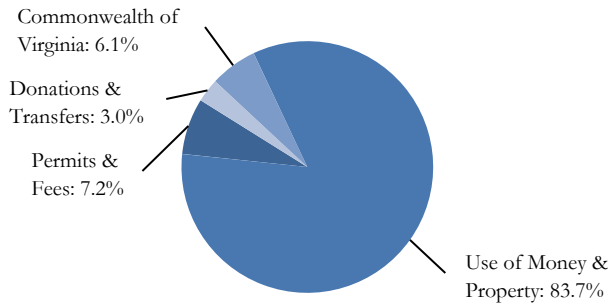
Seizing the Future

The Seizing the Future category includes the Department 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.

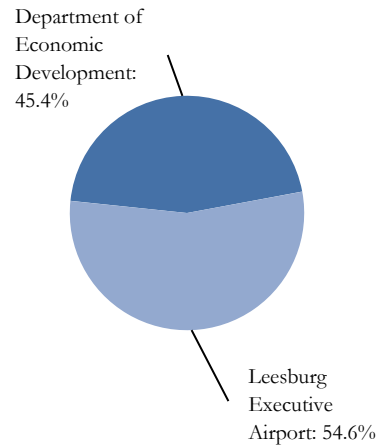
Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance		Pg #
				\$	%	
Sources						
Permits & Fees	\$101,430	\$119,350	\$119,350	\$—	— %	
Use of Money & Property	1,232,136	1,207,096	1,380,550	173,454	14.4 %	
Donations & Transfers	—	50,000	50,000	—	— %	
Commonwealth of Virginia	60,809	100,000	100,000	—	— %	
Total Revenue	\$1,394,375	\$1,476,446	\$1,649,900	\$173,454	11.7 %	
Local Tax Funding	73,706	212,401	166,073	(10,564)	(5.0)%	
Total Sources	\$1,468,081	\$1,688,847	\$1,815,973	\$162,890	9.6 %	
Uses						
Office of Economic Development	\$781,113	\$845,450	\$824,912	(\$20,538)	(2.4)%	145
Leesburg Executive Airport	686,968	843,397	991,061	147,664	17.5 %	151
Total Uses	\$1,468,081	\$1,688,847	\$1,815,973	\$127,126	7.5 %	

Sources by Fund (2023)



Uses by Department (2023)





Department of Economic Development

Mission

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

Tourism and downtown redevelopment efforts continue to be a primary focus of the department. In addition to coordinating with community partners, including Visit Loudoun, the Historic Downtown Leesburg Association, the Commission on Public Art, Friends of Leesburg Public Art, and downtown business stakeholders, the department focuses on opportunities to increase visitors to Leesburg.

Downtown Leesburg has firmly established itself as the hub of entrepreneurship for Town of Leesburg and Loudoun County. Numerous co-working spaces, easy connection to local service providers, and home of the Small Business Development Center (SBDC) make Leesburg a desired location for small and start-up businesses.

The department provides administrative support to the [Economic Development Commission](#) and implements business attraction, retention, and expansion programs in collaboration with our community partners, including the Small Business Administration’s [Small Business Development Center](#), [Loudoun Chamber of Commerce](#), and [Visit Loudoun](#). In addition, the department plays a dynamic role in providing business advocacy services among Town departments in the land development process, which ultimately lessens the residential tax burden through growth in the commercial tax base. The Department of Economic Development is the “Start Here” for business development in Leesburg.



ADMINISTRATION



BUSINESS ATTRACTION



BUSINESS RETENTION

Contact Information

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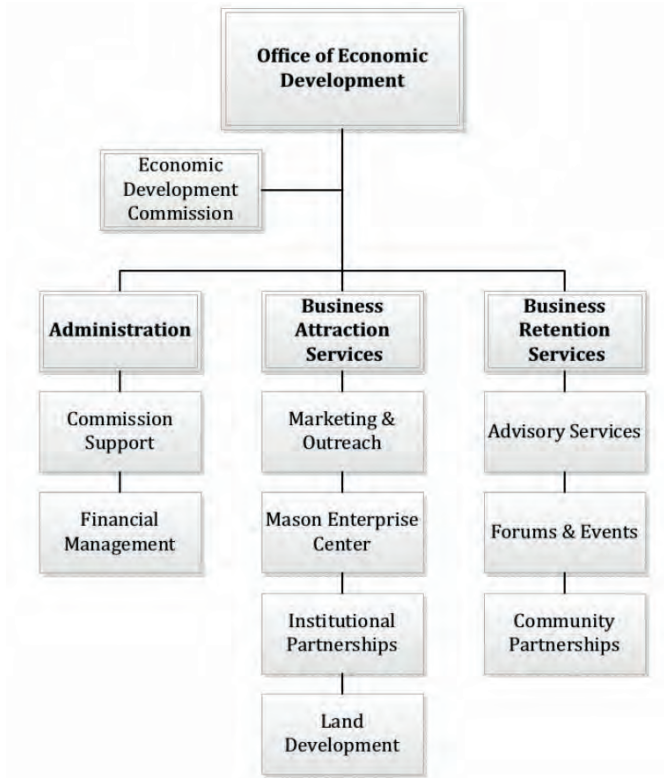
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Connect With Us



Organization Chart



Summary of Services

Administration

The administration function includes management of the Department of Economic Development (DED) and support to the Economic Development Commission. DED works closely with regional partners, including the Loudoun County Department of Economic Development, the Loudoun Chamber of Commerce, Visit Loudoun, and the Loudoun County Public Schools Business Partnership Council to ensure Leesburg remains a business destination of choice. DED plays a dynamic role in providing business advocacy services for the land development and comprehensive planning process; tracks economic development trends; and updates the website, 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 DED. This effort 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 DED works closely with other Town departments, serving as an ombudsman for the local business community. Additional location factors such as workforce availability, skills, educational level, and diversity along with available buildings and property, corporate tax rates, infrastructure, and quality of school system are all vitally important to site selectors and investors. The DED promotes the Town as a fertile landscape to attract new investment. Business attraction efforts are geared toward

attracting new and expanding business prospects in industry sectors that match our local workforce and community needs. Examples include government agencies and contracting, health innovation and technology, medical industry, information technology, manufacturing, hospitality, agricultural-related businesses, and the arts.

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, DED works 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 to 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 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

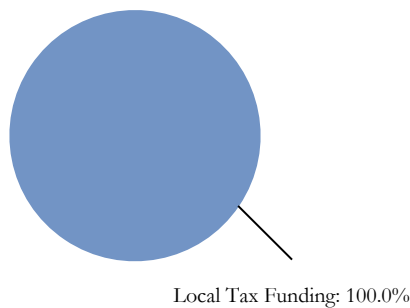
Expenditures by Division

Divisions	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Variance	
				\$	%
Department of Economic Development	\$449,615	\$502,227	\$741,002	\$238,775	47.5 %
Small Business Center	331,499	343,223	83,910	(259,313)	(75.6) %
Total	\$678,103	\$845,450	\$824,912	(\$20,538)	4.4 %

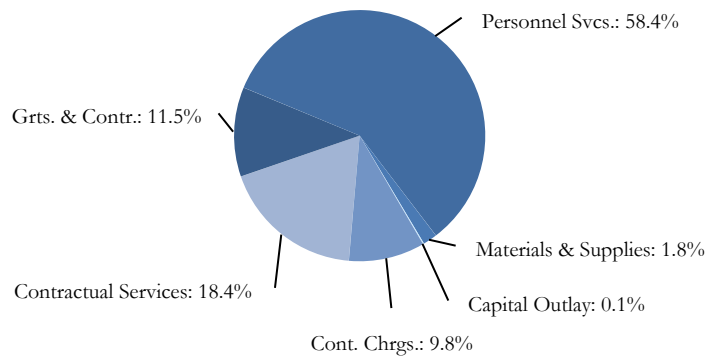
Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Sources					
Donations & Contributions	\$—	\$—	\$—	\$—	—%
Total Revenue	\$—	\$—	\$—	\$—	— %
Local Tax Funding	781,113	845,450	824,912	(20,538)	(2.4%)
Total Sources	\$781,113	\$845,450	\$824,912	(\$20,538)	(2.4)%
Uses					
Personnel Services	\$338,586	\$345,520	\$481,387	\$135,867	39.3 %
Contractual Services	22,468	51,207	151,415	100,208	195.7%
Materials & Supplies	907	14,700	15,200	500	3.4%
Grants & Contributions	95,000	95,000	95,000	—	—%
Continuous Charges	324,153	336,023	80,910	(255,113)	(75.9%)
Capital Outlay	—	3,000	1,000	(2,000)	(66.7%)
Total Uses	\$781,113	\$845,450	\$824,912	(\$20,538)	(2.4)%
Total Full-Time Equivalent (FTE)	2.50	2.50	3.50	1.00	40.0 %

Sources by Type (2023)



Uses by Object (2023)



Budget Analysis

The Fiscal Year 2023 operating budget for the Department of Economic Development (DED) includes a decrease of \$20,538 or 2.4% over the Fiscal Year 2022 Adopted Budget. This decrease is primarily due to the Mason Enterprise Center (MEC) agreement ending. The decrease is partially offset by an increase of a Small

Business Development Manager position; leasing office space in the downtown for a small business support center; and the salary and benefit adjustments for existing employees.

Departmental COVID-19 Pandemic Impacts

The initial change in 2020 included shifting all three employees to working remotely. Currently, the part-time position and one of the full-time positions has returned to work in the department’s offices. The remaining full-time position works primarily remotely, with frequent meetings at the department offices. The department offices moved from Town Hall to the adjacent cabin in order to free up space in Town Hall while maintaining the increased efficiency and better communication with other departments. In addition to normal operations, staff has increased focus in areas relating to business assistance, continuing the work initiated in the previous year. This effort has included continuing to providing access to all of the newly developed state and federal initiatives aimed at business recovery. Additionally, staff has focused on highlighting the Town as open for business, with a particular focus on increasing events and tying visitors to local businesses. DED staff worked closely with numerous outside sources including, but not limited to, the Loudoun County Economic Development Department, Visit Loudoun, and Loudoun Chamber of Commerce, on the development and delivery of several new initiatives.

Economic Development continues to focus on business assistance and identifying local solutions, when possible, for business needs. This effort has included working with other Town departments on various initiatives, both for the short- and long-term. As staff has continued to concentrate on business recovery efforts, one of the main areas of focus has become workforce

development. Many factors have contributed to the current labor crisis Leesburg businesses are facing, specifically those in the retail and restaurant sectors. Many of these businesses are struggling to remain operational with limited or insufficient staffing. Leesburg DED staff has increased workforce development endeavors by hosting job fairs outside of the one annual youth job fair held each spring. Additionally, DED staff has collaborated with community partners to assist local businesses with finding staff and providing opportunities to meet prospective employees. When possible, meetings continue to be provided through the virtual Microsoft Teams platform. Otherwise, they are 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.

The department provides liaison services to the Leesburg Economic Development Commission. During 2021, the Economic Development Commission transitioned back to in-person meetings held in the Council Chambers of Town Hall.

COVID recovery will continue to have an impact in Fiscal 2023. DED staff plans to continue the focus on workforce development efforts as long as needed, and will work with the many new small businesses that have emerged out of COVID by helping find space and provide resources.

Performance Measures

Scorecard	Description	FY 2021 Actual	FY 2022 Estimate	FY 2023 Target	Trend
FM, CS	Annual percentage increase in business related tax revenue <i>BPOL, Sales, Meals and Beverages, Transient Occupancy</i>	(4.00)%	2.50 %	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>	175	175	200	↑
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	700	700	↔
FM, CS	Total number of businesses in Leesburg <i>Measures the total number of active business licenses within the Town of Leesburg</i>	2,500	2,500	2,600	↔
FM, CS	Number of new business licenses issued <i>Measures the total number of new business licenses issued in the preceding calendar year</i>	350	350	350	↔

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

*Events for FY21 were either canceled or went to a virtual format due to the COVID-19 Pandemic.

Performance Analysis

The Department of Economic Development (DED) focuses 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. DED continues to develop and implement numerous business initiatives, based upon needs

identified through our Existing Industry Visitation program. Additionally, DED works in conjunction with outside agencies and with other Town departments to promote 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 saw an increase in commercially-zoned acreage as a part of the Boundary Line Adjustment with Loudoun County, bringing portions of the Compass Creek development into the Town's corporate limits.

Overall, DED continues to see recovery within the commercial portfolio of the Town. Business Professional and Occupational Licenses (BPOL) and the number of new businesses remain at Fiscal Year 2022 levels, while meals and sales and use taxes are expected to outperform in the coming fiscal year. In Fiscal Year 2023, Council approved an enhancement position in DED to support a strategic initiative for a Small Business Development Coordinator to assist, grow, and support small businesses located within the Town of Leesburg. The position will be located in the new small business center space in downtown.

Leesburg Executive Airport

Mission

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

Description

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 250 locally-based aircrafts. A multitude of aviation businesses are based at Leesburg Executive Airport, including five [flight schools](#), a medical evacuation helicopter service, an aircraft repair facility, charter jet services, aircraft sales offices, a Federal Aviation Administration office facility, and [U.S. Customs Clearance 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 80,000 takeoffs and landings each year. An instrument landing system, approach lighting system, and automated weather station allow aircraft to arrive even in inclement weather conditions. The airport is host to the first [Remote Air Traffic 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 Airshow](#) 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

Contact Information

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ADMINISTRATION



OPERATIONS



MAINTENANCE

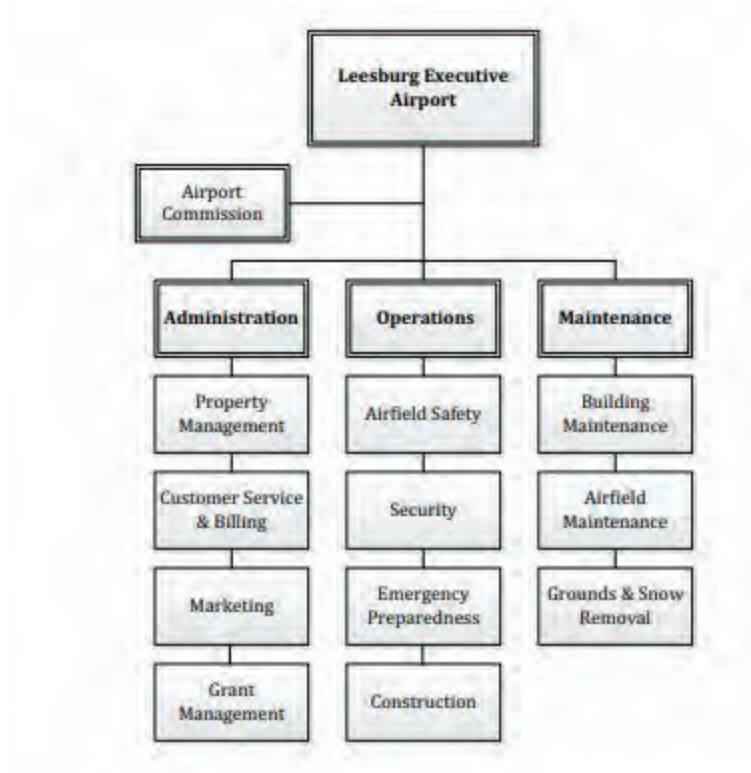


AIR SHOW

Connect with Us



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 Airshow.

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

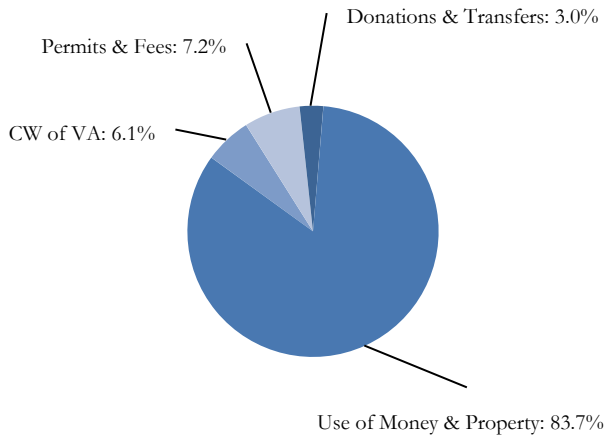
Scorecard	Goal	Objective	Term
BP, CS, FM	Improve airport safety and efficiency through provision of air traffic control services.	Continue efforts with the FAA to establish a remote air traffic control tower and gain acceptance to the FAA Contract Tower Program.	Long
BP, CS, FM	Position the airport to 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 Airshow, 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

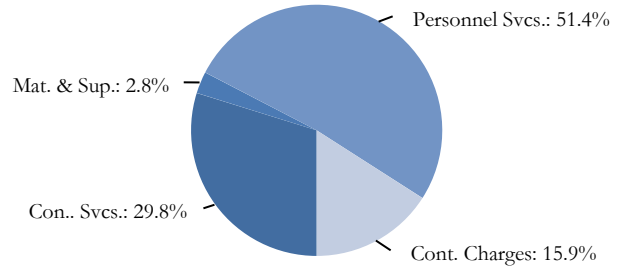
Financial Information & Analysis

Object Categories	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Variance	
				\$	%
Sources					
Permits & Fees	\$101,430	\$119,350	\$119,350	\$—	— %
Use of money & Property	1,232,136	1,207,096	1,380,550	173,454	14.4 %
Donations & Contributions	—	50,000	50,000	—	— %
Commonwealth of Virginia	60,809	100,000	100,000	—	— %
Total Revenue	\$1,394,375	\$1,476,446	\$1,649,900	\$173,454	11.7 %
Local Tax Funding	(707,407)	(633,049)	(658,839)	(25,790)	4.1 %
Total Sources	\$686,968	\$843,397	\$991,061	\$147,664	17.5 %
Uses					
Personnel Services	\$376,484	\$392,318	\$509,808	\$117,490	29.9 %
Contractual Services	180,977	276,468	295,485	19,017	6.9 %
Materials & Supplies	15,889	24,450	27,950	3,500	14.3 %
Transfer Payments	—	—	—	—	— %
Continuous Charges	113,617	150,161	157,818	7,657	5.1 %
Capital Outlay	—	—	—	—	— %
Total Uses	\$686,968	\$843,397	\$991,061	\$147,664	17.5 %
Total Full-Time Equivalent (FTE)	3.50	3.50	5.00	1.50	42.9 %

Sources by Type (2023)



Uses by Object (2023)



Budget Analysis

The Fiscal Year 2023 operating budget for the Leesburg Executive Airport includes an increase of \$147,664 or 17.5% over the Fiscal Year 2022 Adopted Budget primarily due to a new Airport Operations Manager position starting January 2023; converting a part-time administrative associate to full-time; and personnel services associated with salary and benefit adjustments

for existing staff. The cost of the Airport Operations Manager position will be partially offset by hangar revenue, when the Town assumes ownership of the south end hangar condos.

The Fiscal Year 2023 revenue includes an increase of \$173,454 primarily due to the Town gaining control over revenue generating t-hangar condos in calendar year 2022.

Departmental COVID-19 Pandemic Impacts

Aviation activity at the Leesburg Executive Airport has seen unprecedented growth, with a 25% increase in traffic in 2021 (38% over pre-pandemic 2019 levels). The activity level is related to increased flight training business occurring at the airport’s five schools, but transient business jet activity has increased as well. Airport staff is working in-person in order to ensure the safety and maintenance of the airport facilities. Airport facilities and businesses are following CDC recommendations in line with Town policies. These precautions have allowed the airport to remain open throughout the pandemic. Unlike the decline of passenger traffic at commercial airline service airports during the pandemic, Leesburg’s airport 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 2021 Actual	FY 2022 Estimate	FY 2023 Target	Trend
BP	Number of locally based aircraft <i>Measures the total number of locally based aircraft</i>	250	265	275	↑
BP	Fuel sold (in gallons) <i>Measures the total number of gallons of fuel sold as an indicator of flight activity</i>	691,000	861,000	920,000	↑
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	80	80	↑
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>	175	100	100	↑

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

*166 of the 175 complaint originated from the same source

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 (takeoffs and landings) 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, highlights the growth potential for the airport. Occupancy rates for tie-down spaces is steady, and the number of locally based aircraft remains flat. Overall safety at the airport remains high with a single aircraft incident in 2021, involving an emergency landing with no injuries. There were no incidents in 2018, 2019, or 2020.



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 Town's 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 (3-R) 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 more than \$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 2023, total CIP investments are \$52,880,540.

How the CIP is Organized

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

Capital Projects Fund

- Administration
- General Government
- Parks & Recreation
- Streets & Highways
- Storm Drainage
- Utilities Fund: Airport
- Utilities Fund: 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 format helps 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 funding 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 projects from last year's CIP are completed or are anticipated to be completed during calendar year 2022:

Project Title (Project Number)- Expected Completion:

1. **Ida Lee Park Tennis Court - Air Structure (25202)** - Summer 2022
2. **Bus Shelters - Townwide (20003)** - Summer 2022
3. **Edwards Ferry Road Sidewalk, Bus Shelters & Bus Route Signs (19004)** - Completed
4. **Sycolin Road Widening Phase IV (15301)** - Completed
5. **Royal Street SE Storm Drainage Improvements (20007)** - Summer 2022
6. **Tuscarora Creek Flood Mitigation (06306)** - Completed
7. **Tuscarora Creek Restoration - TMDL (16301)** - Completed
8. **Water Pollution Control Facility Digester Boiler Replacement (20502)** - Completed
9. **Water Pollution Control Facility Gas Train Replacement (20501)** - Completed
10. **Various Water and Sewer Line Replacements (20505 & 20506): Cornwall Water Line Replacement, Market Street Water and Sewer Line Replacement** - Completed
11. **Airport Maintenance Storage Facility (19001)** - Summer 2022

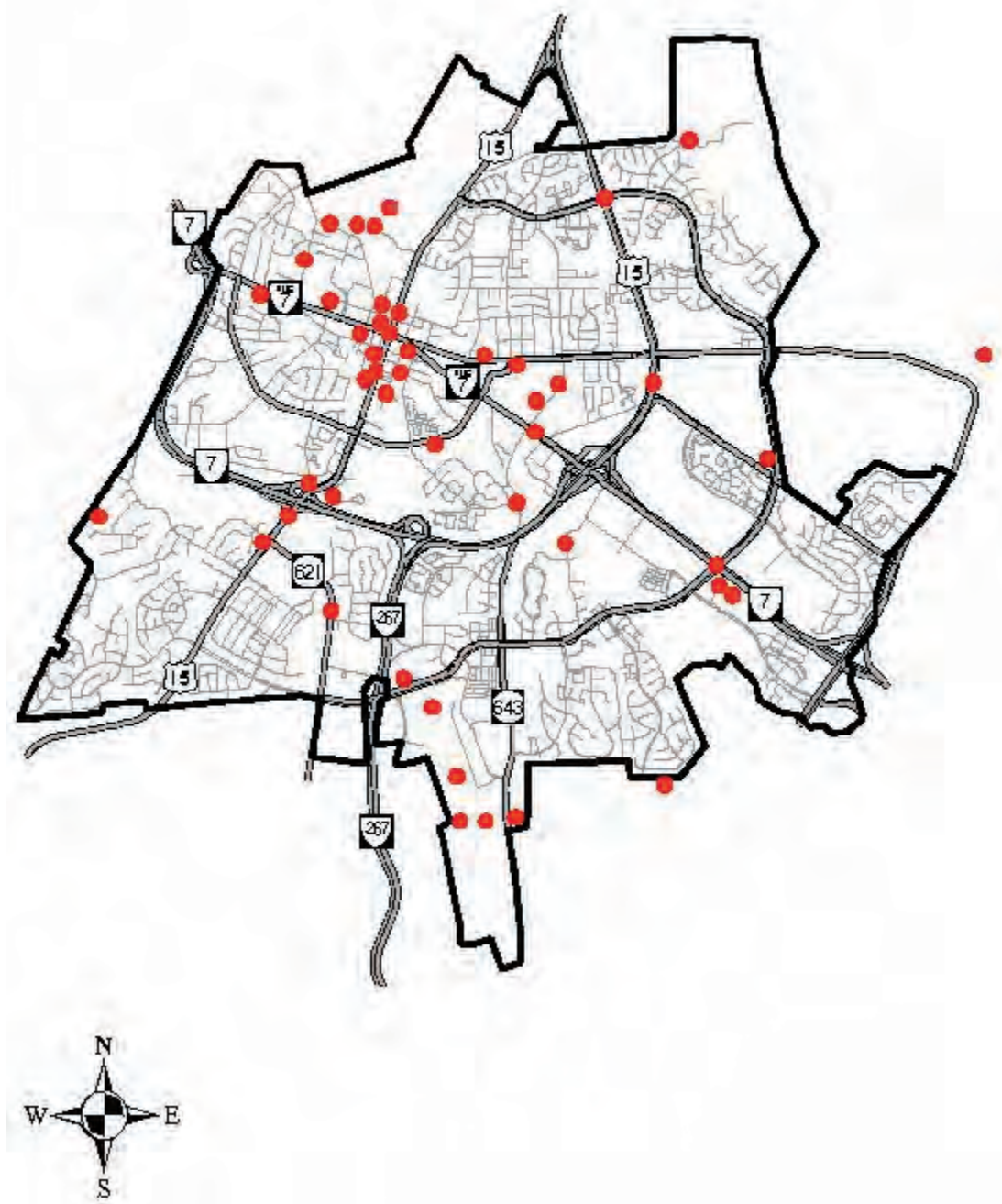
The FY 2023-28 CIP includes 14 new projects:

Project Title (Project Number)- CIP Category:

1. **Excavated Materials Holding and Drying Facility - Public Works Portion (23107)** - General Government
2. **Second Fiber Connect to Leesburg Police Department (23104)** - General Government
3. **16 Wirt Street Facility (23105)**- General Government
4. **Town Hall Fire System Upgrade (24101)** - General Government
5. **Townwide Video Storage (23106)** - General Government
6. **Old Waterford Road Trail to Morven Park (28202)** - Parks and Recreation
7. **Church Street Sidewalk Missing Link (27302)** - Streets and Highways
8. **North Street Improvements (King Street to Old Waterford Road) (28301)** - Streets and Highways
9. **South King Street Improvements (W&OD Trail to Royal Street) (27303)** - Streets and Highways
10. **Traffic Signal - Fiber Connection (23303)** - Streets and Highways
11. **Valley View Sidewalk - Davis to Barricade (28302)** - Streets and Highways
12. **Miscellaneous Storm Drainage Construction and Repair (23403)** - Storm Drainage
13. **Water Treatment Plant Electrical Upgrades (23506)** - Utilities
14. **Water Storage Tank Recoating - Hogback Tank (28501)** - Utilities

Capital Improvements Program (CIP) Map

The FY 2023-2028 Capital Improvements Program (CIP) details 81 projects in the Town of Leesburg. The map below depicts specific project locations within the town limits. The CIP also includes townwide projects within town limits, which are further detailed within their prescribed sections of the CIP.



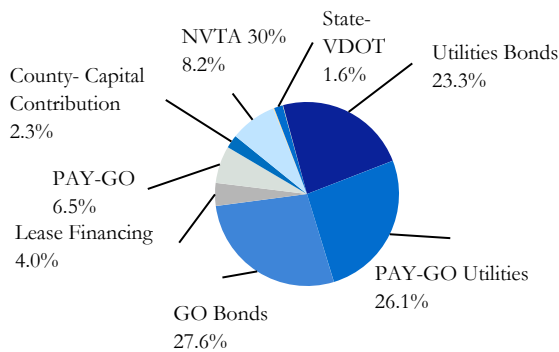
Sources by Fund

Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$84,709,150	\$25,222,600	\$14,032,800	\$8,458,650	\$34,402,100	\$56,893,550	\$2,593,000
Lease Financing	14,000,000	1,700,000	2,050,000	2,050,000	8,200,000	12,300,000	—
PAY-GO	14,902,540	2,761,500	3,315,540	1,897,850	6,927,650	12,141,040	—
Proffers	4,342,800	3,512,000	—	—	830,800	830,800	—
Private Contribution	50,000	—	—	—	50,000	50,000	—
County- Capital Contribution	11,800,000	10,609,000	1,191,000	—	—	1,191,000	—
NVTA 30%	23,926,950	7,570,200	6,270,500	809,810	9,276,440	16,356,750	—
NVTA 70%	126,585,000	69,585,000	—	—	—	—	57,000,000
State - DEQSLAF	1,000,000	—	—	1,000,000	—	1,000,000	—
State - DOAV	3,959,060	251,700	80,000	908,400	2,098,960	3,087,360	620,000
State-VDOT	203,050,890	25,805,800	788,500	368,240	15,408,750	16,565,490	160,679,600
Federal - FAA	37,942,000	4,353,200	35,000	2,965,500	23,613,300	26,613,800	6,975,000
Federal - CDBG	—	—	—	—	—	—	—
Total Capital Projects Fund	\$526,268,390	\$151,371,000	\$27,763,340	\$18,458,450	\$100,808,000	\$147,029,790	\$227,867,600
Utilities Fund							
Utilities Bonds	\$113,613,535	\$7,370,585	\$11,842,200	\$7,643,550	\$15,962,200	\$35,447,950	\$70,795,000
PAY-GO Utilities	109,413,465	5,824,215	13,275,000	9,479,550	23,729,700	46,484,250	57,105,000
Total Utilities Fund	\$223,027,000	\$13,194,800	\$25,117,200	\$17,123,100	\$39,691,900	\$81,932,200	\$127,900,000
Total Sources	\$749,295,390	\$164,565,800	\$52,880,540	\$35,581,550	\$140,499,900	\$228,961,990	\$355,767,600

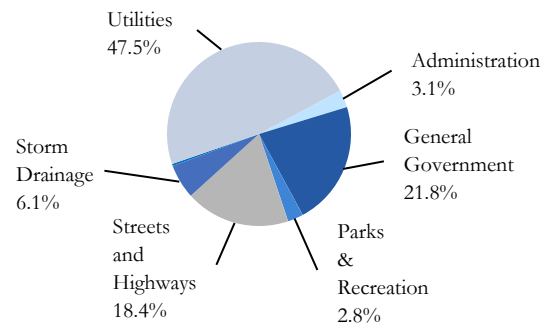
Uses by CIP Functional Area

Category/Uses	Total Project Cost	Expended through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Project Cost
Administration	\$10,191,040	\$—	\$1,615,540	\$1,647,850	\$6,927,650	\$10,191,040	\$—
General Government	57,034,400	23,094,400	11,550,000	5,900,000	16,490,000	33,940,000	—
Parks & Recreation	13,651,800	7,317,000	1,463,000	10,000	4,861,800	6,334,800	—
Streets and Highways	388,131,950	111,639,400	9,737,800	4,342,600	42,502,550	56,582,950	219,909,600
Storm Drainage	6,393,200	249,200	3,206,000	2,338,000	600,000	6,144,000	—
Airport	50,866,000	9,071,000	191,000	4,220,000	29,426,000	33,837,000	7,958,000
Utilities	223,027,000	13,194,800	25,117,200	17,123,100	39,691,900	81,932,200	127,900,000
Total Uses	\$749,295,390	\$164,565,800	\$52,880,540	\$35,581,550	\$140,499,900	\$228,961,990	\$355,767,600

CIP Sources by Type (2023)



CIP Uses by Functional Area (2023)



Project Summary

Project Name	Total Project Cost	Expended through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Project Cost	Page No.
Administration								
Capital Projects Administration (ADMIN)	\$10,191,040	\$—	\$1,615,540	\$1,647,850	\$6,927,650	\$10,191,040	\$—	168
Total Administration	\$10,191,040	\$—	\$1,615,540	\$1,647,850	\$6,927,650	\$10,191,040	\$—	
General Government								
Capital Asset Replacement Program (CARP)	\$14,000,000	\$1,700,000	\$2,050,000	\$2,050,000	\$8,200,000	\$12,300,000	\$—	170
Downtown Street Lights Phase II (22102)	—	—	—	—	—	—	—	172
Excavated Materials Holding and Drying Facility - Public Works Portion (23107)	555,000	—	105,000	450,000	—	555,000	—	173
Second Fiber Connect to Leesburg Police Department (23104)	350,000	—	350,000	—	—	350,000	—	174
Police Station Expansion (20001)	23,254,400	16,564,400	6,390,000	300,000	—	6,690,000	—	175
16 Wirt Street Facility (23105)	1,020,000	400,000	620,000	—	—	620,000	—	176
Town Hall Fire System Upgrade (24101)	400,000	—	—	75,000	325,000	400,000	—	177
Town Hall Parking Garage Structural Repairs (23102)	1,285,000	—	770,000	310,000	205,000	1,285,000	—	178
Town Shop Expansion and Refurbishment (23101)	13,400,000	4,430,000	505,000	705,000	7,760,000	8,970,000	—	179
Town-wide Video Storage (23106)	—	—	—	—	—	—	—	180
Total General Government	\$54,264,400	\$23,094,400	\$10,790,000	\$3,890,000	\$16,490,000	\$31,170,000	\$—	
Parks & Recreation								
AV Symington Aquatic Center Water Play Area (21201)	\$520,000	\$—	\$—	\$—	\$520,000	\$520,000	\$—	182
Ida Lee Park Tennis Court - Pickleball - Junior Tennis Courts (25203)	0	—	—	—	—	0	—	183
Ida Lee Recreation Center - Indoor Pool Roof Rehabilitation (20201)	1,846,000	1,841,000	5,000	—	—	5,000	—	184
Old Waterford Road Trail to Morven Park (28202)	1,588,000	—	—	—	1,588,000	1,588,000	—	185
Town Hall Campus Improvements Phase I (21202)	829,000	617,000	212,000	—	—	212,000	—	186
Tuscarora Creek Trail Phase I (22201)	1,915,000	659,000	1,246,000	10,000	—	1,256,000	—	187
Veterans Park at Balls Bluff (21203)	4,200,000	4,200,000	—	—	—	0	—	188
Washington & Old Dominion Trail Lighting (25201)	2,352,600	—	—	—	2,352,600	2,352,600	—	189
Total Parks & Recreation	\$13,250,600	\$7,317,000	\$1,463,000	\$10,000	\$4,460,600	\$5,933,600	\$—	
Streets & Highways								
Ayr Street NW Sidewalk Improvements (27301)	\$1,600,000	\$—	\$—	\$—	\$1,600,000	\$1,600,000	\$—	193
Battlefield Parkway / Route 15 Bypass Interchange (20004)	59,355,000	2,090,000	35,000	—	—	35,000	57,230,000	194
Catoctin Circle Trail - Phase II (25301)	1,080,000	—	265,000	45,000	770,000	1,080,000	—	195
Church Street Sidewalk - Missing Link (27302)	498,000	—	—	—	498,000	498,000	—	196
Church Street, South Street, Harrison Street Improvements (24301)	2,887,000	—	—	—	2,887,000	2,887,000	—	197
Davis Court Bridge Conversion (21301)	619,000	112,000	—	—	507,000	507,000	—	198
East Market Street & Battlefield Parkway Interchange (15303)	77,516,300	77,166,300	350,000	—	—	350,000	—	199

Project Summary

Project Name	Total Project Cost	Expended through 6/30/22				Total for 6 Yr CIP	Future Project Cost	Page No.
			2023	2024	2025-2028			
East Market Street Improvements (Plaza Street NE to Fort Evans Road NE) (22302)	—	—	—	—	—	—	—	200
Edwards Ferry Road NE Sidewalk Improvements (20006)	—	—	—	—	—	—	—	201
Evergreen Mill Road Widening (15302)	26,922,000	16,211,000	3,170,000	2,010,000	5,531,000	10,711,000	—	202
King Street Improvements - Market Street to North Street (25304)	3,793,000	—	—	—	3,793,000	3,793,000	—	203
Market Street/King Street Intersection and Alley Between 3 and 5 South King Street Improvements (17016)	—	—	—	—	—	—	—	204
Miscellaneous Roadway, Pedestrian, and ADA Projects (20005)	6,300,200	—	807,800	1,008,600	4,483,800	6,300,200	—	205
Monroe Street & Madison Court Improvements (25302)	2,831,000	—	—	—	2,831,000	2,831,000	—	206
Morven Park Road Sidewalk (14301)	5,838,200	3,424,200	2,404,000	10,000	—	2,414,000	—	207
North Street Improvements - King Street to Old Waterford Road (28301)	1,500,000	—	—	—	260,000	260,000	1,240,000	208
Plaza Street Sidewalk (25303)	1,073,750	—	190,000	220,000	663,750	1,073,750	—	209
Royal Street Improvements - Church Street to Wirt Street (23301)	3,583,000	—	567,000	530,000	2,486,000	3,583,000	—	210
Route 15 Bypass/Edwards Ferry Road Interchange (09307)	184,078,800	9,942,200	60,000	60,000	13,337,000	13,457,000	160,679,600	211
South King Street Bridge over Tuscarora Creek Deck Replacement (23302)	209,000	—	—	209,000	—	209,000	—	212
South King Street Improvements - W&OD Trail to Royal Street (27303)	1,790,000	—	—	—	1,780,000	1,780,000	10,000	213
Traffic Signal - Sycolin Road & Gateway Drive (24302)	895,000	—	—	—	895,000	895,000	—	214
Traffic Signal Fiber Connections (23303)	500,000	—	250,000	250,000	—	500,000	—	215
Valley View Avenue Sidewalk - Davis Avenue to Barricade (28302)	930,000	—	—	—	180,000	180,000	750,000	216
Total Streets & Highways	\$383,799,250	\$108,945,700	\$8,098,800	\$4,342,600	\$42,502,550	\$54,943,950	\$219,909,600	
Storm Drainage								
Lawson Road Pedestrian Crossing of Tuscarora Creek (27401)	\$1,487,200	\$249,200	\$1,136,000	\$102,000	\$—	\$1,238,000	\$—	218
Liberty Street SW Storm Drainage Improvements (23401)	673,000	—	—	673,000	—	673,000	—	219
Miscellaneous Storm Drainage Construction & Repair (23403)	1,200,000	—	200,000	400,000	600,000	1,200,000	—	220
Town Branch Stream Channel Improvements at Mosby Drive - Catocin Circle to Morven Park Road (23402)	3,033,000	—	1,870,000	1,163,000	—	3,033,000	—	221
Total Storm Drainage	\$6,393,200	\$249,200	\$3,206,000	\$2,338,000	\$600,000	\$6,144,000	\$—	
Airport								
Airport Apron Paving (23001)	\$2,819,000	\$167,000	\$44,000	\$2,608,000	\$—	\$2,652,000	\$—	224
Airport FBO Hangar Purchase (22001)	3,010,000	—	—	—	3,010,000	3,010,000	—	225
Airport North Apron Paving - Hangars C & D Rehabilitation (23004)	936,000	—	115,000	821,000	—	936,000	—	226
Airport North Hangars (19002)	8,929,000	8,904,000	20,000	5,000	—	25,000	—	227

Project Summary

Project Name	Total Project Cost	Expended through 6/30/22				Total for 6 Yr CIP	Future Project Cost	Page No.
			2023	2024	2025-2028			
Airport Parallel Taxiway Relocation (23002)	\$13,688,000	\$—	\$—	\$36,000	\$13,644,000	\$13,680,000	\$8,000	228
Airport RPZ Land Acquisition (25002)	2,835,000	—	—	—	2,835,000	2,835,000	—	229
Airport Runway Pavement Rehabilitation (23003)	10,303,000	—	12,000	710,000	9,581,000	10,303,000	—	230
Airport West Side Land Development (25001)	8,346,000	—	—	40,000	356,000	396,000	7,950,000	231
Total Airport	\$50,866,000	\$9,071,000	\$191,000	\$4,220,000	\$29,426,000	\$33,837,000	\$7,958,000	
Utilities								
Automated Water Meter Reading and Meter Technology System Upgrade (25501)	\$7,000,000	\$—	\$1,000,000	\$6,000,000	\$—	\$7,000,000	\$—	235
Enhanced Multi-Barrier Treatment Technology (22501)	2,880,800	2,880,800	—	—	—	—	—	236
Excavated Materials Holding and Drying Facility - Utilities Portion (23501)	778,000	—	50,000	728,000	—	778,000	—	237
Lower Sycolin Sanitary Sewer Pump Station Third Pump (22502)	400,000	400,000	—	—	—	—	—	238
Sanitary Sewer Pump Station Upgrades (20503)	6,943,900	4,453,000	778,100	778,800	934,000	2,490,900	—	239
Town-wide Sanitary Sewer Improvements and Repairs (20506)	—	—	—	—	—	—	—	240
Town-wide Waterline Improvements and Repairs (20505)	—	—	—	—	—	—	—	242
Utility System Storage Facility (21501)	4,345,000	1,548,700	2,796,300	—	—	2,796,300	—	244
Water Plant Master Plan and Conditions Assessment (22508)	62,000,000	2,000,000	—	—	—	—	60,000,000	245
Water Pollution Control Facility Backup Generator (24501)	1,139,300	—	—	1,139,300	—	1,139,300	—	246
Water Pollution Control Facility Chemical Building Addition (24502)	4,258,000	—	—	—	4,258,000	4,258,000	—	247
Water Pollution Control Facility Debris Screen System (23502)	4,184,600	150,000	4,034,600	—	—	4,034,600	—	248
Water Pollution Control Facility Digester Dome Replacements (25502)	3,500,000	—	—	360,000	3,140,000	3,500,000	—	249
Water Pollution Control Facility Dryer Drum Replacement (25503)	1,600,000	—	1,600,000	—	—	1,600,000	—	250
Water Pollution Control Facility Master Plan and Conditions Assessment (22509)	69,100,000	1,200,000	—	—	—	—	67,900,000	251
Water Pollution Control Facility Odor Control And Biofilter Media Replacement (25504)	2,251,500	—	—	1,125,500	1,126,000	2,251,500	—	252
Water Pollution Control Facility Storage Tanks - Re-coating & Rehabilitation (18002)	4,077,000	—	978,300	1,009,000	2,089,700	4,077,000	—	253
Western Pressure Zone Pump Station Backup Generator (27503)	750,000	—	—	81,000	669,000	750,000	—	254
Water Storage Tank Recoating - Carr Tank I (27501)	1,355,000	—	—	—	1,355,000	1,355,000	—	255
Water Storage Tank Recoating - Carr Tank II (25505)	1,328,300	—	—	—	1,328,300	1,328,300	—	256
Water Storage Tank Recoating Hogback Tank (28501)	—	—	—	—	—	—	—	257

Project Summary

Project Name	Total Project Cost	Expended through 6/30/22				Total for 6 Yr CIP	Future Project Cost	Page No.
			2023	2024	2025-2028			
Water Storage Tank Recoating - Sycolin Road Tank (27502)	1,355,000	—	—	—	1,355,000	1,355,000	—	258
Water Supply and Wastewater SCADA Systems Replacement (22504)	3,192,500	562,300	2,630,200	—	—	2,630,200	—	259
Water Source and Supply Emergency Interconnects (23504)	3,189,400	—	—	—	3,189,400	3,189,400	—	260
Water Treatment Plant Electrical Upgrades (23506)	2,000,000	—	2,000,000	—	—	2,000,000	—	261
Water Treatment Plant Sludge Disposal Improvements (23505)	1,638,200	—	232,500	1,405,700	—	1,638,200	—	262
Utilities Repair, Replacement and Rehabilitation (3-R)	17,730,500	—	4,040,800	3,225,400	10,464,300	17,730,500	—	263
Total Utilities	\$206,997,000	\$13,194,800	\$20,140,800	\$15,852,700	\$29,908,700	\$65,902,200	\$127,900,000	
Total Uses by Project	\$725,761,490	\$161,872,100	\$45,505,140	\$32,301,150	\$130,315,500	\$208,121,790	\$355,767,600	



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 2023-28 Capital Improvements Program. Direct project management costs are included and funded in each separate project throughout the Capital Improvements Program.

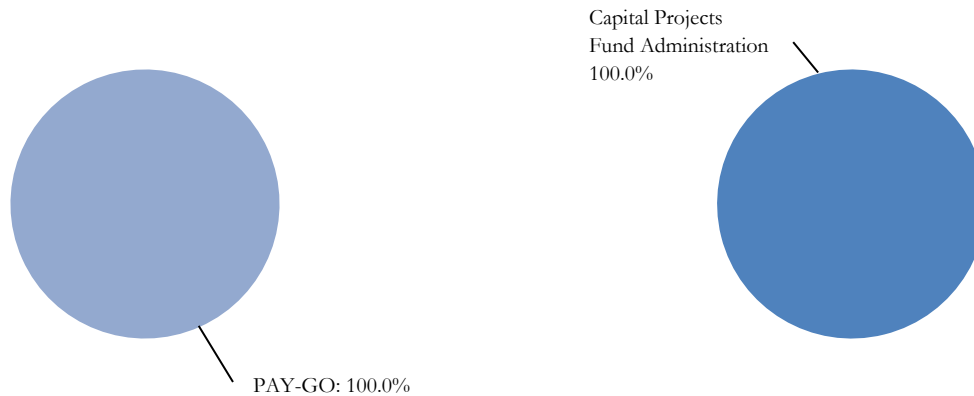
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
PAY-GO	10,191,040	—	1,615,540	1,647,850	6,927,650	10,191,040	—
Total Capital Projects Fund	\$10,191,040	\$—	\$1,615,540	\$1,647,850	\$6,927,650	\$10,191,040	\$—
Total Sources	\$10,191,040	\$—	\$1,615,540	\$1,647,850	\$6,927,650	\$10,191,040	\$—

Uses by Project

Projects	Total Project Cost	Expended through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Project Cost
Capital Projects Administration (ADMIN)	\$10,191,040	\$—	\$1,615,540	\$1,647,850	\$6,927,650	\$10,191,040	\$—
Total Uses	\$10,191,040	\$—	\$1,615,540	\$1,647,850	\$6,927,650	\$10,191,040	\$—

Sources by Type (2023)	Uses by Project (2023)
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TITLE: Capital Projects (ADMIN)

STATUS: Construction

LOCATION: Townwide

PROGRAM DESCRIPTION: Administration of the Capital Projects Fund reflects the staff in various 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 several General Fund departments' staff but notably the Town Attorney's Office, the Department of Public Works and Capital Projects, the Department of 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; 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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
PAY-GO	\$10,191,040	-	\$1,615,540	\$1,647,850	\$1,680,810	\$1,714,430	\$1,748,720	\$1,783,690	\$10,191,040	-
Total Sources	\$10,191,040	\$—	\$1,615,540	\$1,647,850	\$1,680,810	\$1,714,430	\$1,748,720	\$1,783,690	\$10,191,040	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Administrative Overhead	\$10,191,040	-	\$1,615,540	\$1,647,850	\$1,680,810	\$1,714,430	\$1,748,720	\$1,783,690	\$10,191,040	-
Total Uses	\$10,191,040	\$—	\$1,615,540	\$1,647,850	\$1,680,810	\$1,714,430	\$1,748,720	\$1,783,690	\$10,191,040	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

General Government

Capital projects in the General Government category include continued investments in the historic downtown such as street lighting, sidewalk, and road improvements; investments to Town facilities; and the expansion of the Police Station and Town Shop. In Fiscal Year 2019, the Capital Asset Replacement Program was transitioned from the Capital Asset Replacement Fund to the Town’s Capital Improvements Program and is included in the General Government category. The total cost of General Government projects for Fiscal Year 2023 is \$11,500,000.

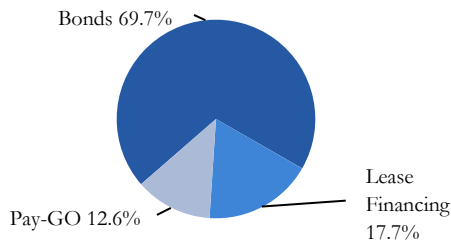
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$36,984,400	\$16,794,400	\$8,050,000	\$3,850,000	\$8,290,000	\$20,190,000	\$—
Lease Financing	14,000,000	1,700,000	2,050,000	2,050,000	8,200,000	12,300,000	—
PAY-GO	3,650,000	2,200,000	1,450,000	—	—	1,450,000	—
Proffers	2,400,000	2,400,000	—	—	—	—	—
Total Capital Projects Fund	\$57,034,400	\$23,094,400	\$11,550,000	\$5,900,000	\$16,490,000	\$33,940,000	\$—
Total Sources	\$57,034,400	\$23,094,400	\$11,550,000	\$5,900,000	\$16,490,000	\$33,940,000	\$—

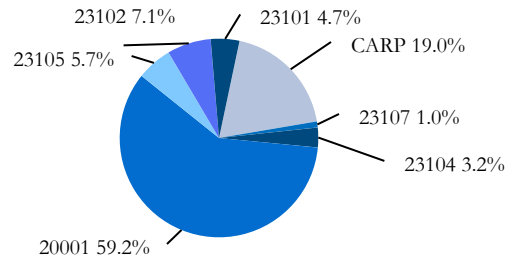
Uses by Project

Projects	Total Project Cost	Expended through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Project Cost
Capital Asset Replacement Program (CARP)	\$14,000,000	\$1,700,000	\$2,050,000	\$2,050,000	\$8,200,000	\$12,300,000	—
Downtown Street Lights Phase II (22102)	—	—	—	—	—	—	—
Excavated Materials Holding and Drying Facility - Public Works Portion (23107)	555,000	—	105,000	450,000	—	555,000	—
Second Fiber Connect to Leesburg Police Department (23104)	350,000	—	350,000	—	—	350,000	—
Police Station Expansion (20001)	23,254,400	16,564,400	6,390,000	300,000	—	6,690,000	—
16 Wirt Street Facility (23105)	1,020,000	400,000	620,000	—	—	620,000	—
Town Hall Fire System Upgrade (24101)	400,000	—	—	75,000	325,000	400,000	—
Town Hall Parking Garage Structural Repairs (23102)	1,285,000	—	770,000	310,000	205,000	1,285,000	—
Town Shop Expansion and Refurbishment (23101)	13,400,000	4,430,000	505,000	705,000	7,760,000	8,970,000	—
Town-wide Video Storage (23106)	—	—	—	—	—	—	—
Total Uses	\$54,264,400	\$23,094,400	\$10,790,000	\$3,890,000	\$16,490,000	\$31,170,000	\$—

Sources by Type (2023)



Uses by Project (2023)



TITLE: Capital Asset Replacement Program (CARP)

STATUS: Ongoing

LOCATION: Townwide

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, lease 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 06/30/22	Year						Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
Lease Financing	\$12,300,000	\$—	\$2,050,000	\$2,050,000	\$2,050,000	\$2,050,000	\$2,050,000	\$2,050,000	\$12,300,000	\$—
Total Sources	\$12,300,000	\$—	\$2,050,000	\$2,050,000	\$2,050,000	\$2,050,000	\$2,050,000	\$2,050,000	\$12,300,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	Year						Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Facility Repair/Renovation	\$2,715,000	—	\$465,000	\$490,000	\$410,000	\$425,000	\$450,000	\$475,000	\$2,715,000	\$—
IT Infrastructure	450,000	—	70,000	70,000	75,000	75,000	80,000	80,000	450,000	—
Motor Vehicle Equipment/Apparatus	8,080,000	—	1,295,000	1,340,000	1,415,000	1,390,000	1,335,000	1,305,000	8,080,000	—
Recreation Equipment	400,000	—	120,000	50,000	50,000	60,000	60,000	60,000	400,000	—
Street Infrastructure	655,000	—	100,000	100,000	100,000	100,000	125,000	130,000	655,000	—
Total Uses	\$12,300,000	\$—	\$2,050,000	\$2,050,000	\$2,050,000	\$2,050,000	\$2,050,000	\$2,050,000	\$12,300,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

FY 2023 Capital Asset Replacement Program (CARP) List

Asset/Project	Estimated Cost
FACILITY REPAIR/ RENOVATION	
Airport - Terminal HVAC Unit Replacement	\$30,000
Airport - Federal Aviation Administration (FAA) HVAC Unit Replacement	30,000
Library - Facility Improvements	50,000
Parks & Rec. - White Coating of Main and Auxiliary Pools	100,000
Parks & Rec. - Painting of 4 Outdoor Tennis Courts	60,000
Parks & Rec. - Replace Rope Fencing around Pool Deck	50,000
Parks & Rec. - Field Maintenance / Replace 7 Yard Hydrants	40,000
PW&CP - Rooftop Unit at Rec. Center Main Hallway	105,000
Facility Repair / Renovation Subtotal	\$465,000
INFORMATION TECHNOLOGY EQUIPMENT	
IT - Networking Equipment	50,000
IT - Wireless Access Points	20,000
Information Technology Equipment Subtotal	\$70,000
MOTOR VEHICLE/ EQUIPMENT/ APPARATUS	
Airport - Electric Scissor-Lift	\$16,000
Police - 8 Vehicles	406,000
PW&CP - 2 Pickup Trucks	88,000
PW&CP - Heavy Truck Lift	80,000
PW&CP - Dump Truck with Plow and Spreader	205,000
PW&CP - Large Truck with Plow and Spreader	110,000
PW&CP - Backhoe	265,000
PW&CP - Brush Chipper	85,000
Planning & Zoning - Pickup Truck	40,000
Motor Vehicle/ Equipment/ Apparatus Subtotal	\$1,295,000
RECREATION EQUIPMENT	
Ida Lee Recreation Fitness Room Exercise Equipment	\$120,000
Recreation Equipment Subtotal	\$120,000
STREET INFRASTRUCTURE	
Traffic Signal Rehabilitation/ Replacement	\$100,000
Street Infrastructure Subtotal	\$100,000
FY 2023 Capital Asset Replacement Program Total	\$2,050,000

TITLE: Downtown Streetlights Phase II (22102)

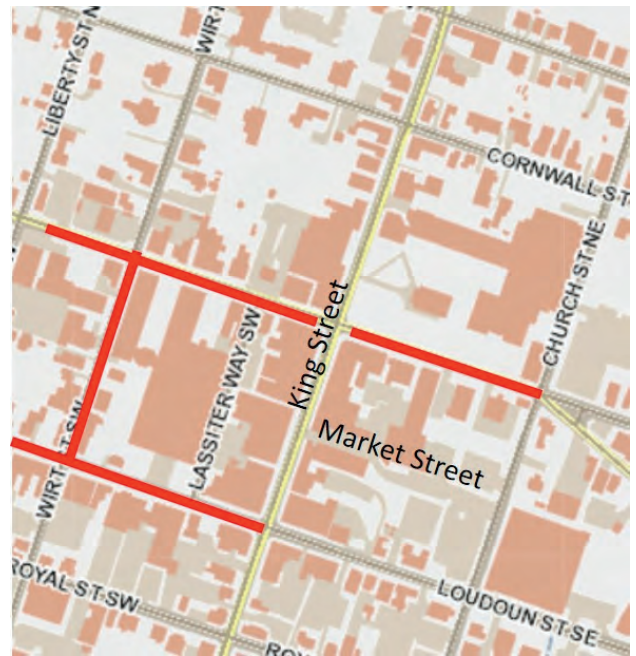
STATUS: New

PROGRAM DESCRIPTION: The Downtown Streetlighting 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 streetlights are planned to be replaced as part of the Market Street and King Street Intersection Storm Improvements project and the updated N King Improvements from Market Street to North Street Projects. The remaining improvements area from the original Downtown Streetlights 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: Minimal increase in Dominion Energy fees due to the increase in the number of lights and required metering.

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 6/30/22							Total for 6-Year CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$2,270,000	-	\$260,000	\$2,010,000	-	-	-	-	\$2,270,000	-
Total Sources	\$2,270,000	\$—	\$260,000	\$2,010,000	\$—	\$—	\$—	\$—	\$2,270,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6-Year CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$30,000	-	\$15,000	\$15,000	-	-	-	-	\$30,000	-
Land Acquisition	60,000	-	60,000	-	-	-	-	-	60,000	-
Design	142,000	-	142,000	-	-	-	-	-	142,000	-
Site Improvements	1,995,000	-	-	1,995,000	-	-	-	-	1,995,000	-
Utility Relocation	43,000	-	43,000	-	-	-	-	-	43,000	-
Total Uses	\$2,270,000	\$—	\$260,000	\$2,010,000	\$—	\$—	\$—	\$—	\$2,270,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	500	500	500	500
Total Impact	\$ —	\$ —	\$ 500	\$ 500	\$ 500	\$ 500

TITLE: Excavated Materials Holding and Drying Facility - Public Works Portion (23107)

STATUS: New

LOCATION: Utilities Maintenance Facility

PROGRAM DESCRIPTION: This project includes design and construction of a facility to dry materials collected from the Town's vacuum excavation operations, storm drainage vacuum operations, and street sweeper collected debris. This facility is required to meet Virginia Department of Environmental Quality (DEQ) Municipal Separate Storm Sewer System (MS4) requirements. This project is a joint effort between the Department of Public Works and Capital Projects and the Department of Utilities due to the multiple uses of this new facility. This project page represents the the Department of Public Works and Capital Projects contribution. The Department of Utilities contribution is found in project number 23501.

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 2022	Summer 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$555,000	-	\$105,000	\$450,000	-	-	-	-	\$555,000	-
Total Sources	\$555,000	\$—	\$105,000	\$450,000	\$—	\$—	\$—	\$—	\$555,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$10,000	-	\$5,000	\$5,000	-	-	-	-	\$10,000	-
Design/Engineering	100,000	-	100,000	-	-	-	-	-	100,000	-
Construction	445,000	-	-	445,000	-	-	-	-	445,000	-
Total Uses	\$555,000	\$—	\$105,000	\$450,000	\$—	\$—	\$—	\$—	\$555,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Second Fiber Connect to Leesburg Police Department (23104)
STATUS: New

LOCATION: Police Headquarters

PROGRAM DESCRIPTION: The Town utilizes an outside vendor for fiber connections to the Town’s hosted data center. At this time, the Town has one connection to the fiber ring that introduces a potential single point of failure on the network. This second connection will allow for a redundant connection to the fiber ring and eliminate the single point of failure. This network provides connections for general Town data and public safety applications.

OPERATING IMPACT: Minimal, ongoing connection fees to the data center

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
Spring 2022	Spring 2023



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
PAY-GO	\$350,000	-	\$350,000	-	-	-	-	-	\$350,000	-
Total Sources	\$350,000	-	\$350,000	-	-	-	-	\$—	\$350,000	-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Utility Relocation	\$350,000	-	\$350,000	-	-	-	-	-	\$350,000	-
Total Uses	\$350,000	\$—	\$350,000	\$—	\$—	\$—	\$—	\$—	\$350,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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 that original construction, the Town’s population has more than doubled. A Needs Assessment and Master Plan Options Study prepared in 2010 forecast that the Police Department would need approximately 14,800 square feet of office space and an additional 6,200 square feet of technical support space within 25 years. Subsequent to completing that study, the Technical Support building was expanded in 2013. This project will provide the first phase of expansion of the Police Department headquarters in conjunction with current police needs. Future expansions will be required as the Town and the 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	Spring 2024

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$23,254,400	\$16,564,400	\$6,390,000	\$300,000	-	-	-	-	\$6,690,000	-
Total Sources	\$23,254,400	\$16,564,400	\$6,390,000	\$300,000	\$—	\$—	\$—	\$—	\$6,690,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$884,400	\$484,400	\$200,000	\$200,000	-	-	-	-	\$400,000	-
Design/Engineering	1,690,000	1,330,000	360,000	-	-	-	-	-	360,000	-
Utility Relocation	30,000	-	30,000	-	-	-	-	-	30,000	-
Construction	20,650,000	14,750,000	5,800,000	100,000	-	-	-	-	5,900,000	-
Total Uses	\$23,254,400	\$16,564,400	\$6,390,000	\$300,000	\$—	\$—	\$—	\$—	\$6,690,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
Utilities	8,800	8,800	8,800	8,800	8,800	8,800
General Maintenance	7,500	7,700	8,000	8,200	8,500	8,700
Total Impact	\$ 16,300	\$ 16,500	\$ 16,800	\$ 17,000	\$ 17,300	\$ 17,500

TITLE: 16 Wirt Street Facility (23105)

STATUS: New

LOCATION:Town Hall

PROGRAM DESCRIPTION: Project to address the future of the property acquired at 16 Wirt Street. The project will eventually either demolish and grade the site or renovate the building for office space. For the near future, Council has directed staff to mothball and preserve the facility for \$80,000. A space needs analysis is included with the studies for Fiscal Year 2023.

OPERATING IMPACT: Minimal.

GOAL ADDRESSED: 2012 Town Plan • Land Use Objective 12 calls for providing institutional uses, such as schools, libraries, and government facilities throughout the Town.



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Spring 2022	TBD

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Funds Required
GO Bonds	\$20,000	-	\$20,000	-	-	-	-	-	\$20,000	-
PAY-GO	1,000,000	400,000	600,000	-	-	-	-	-	600,000	-
Total Sources	\$1,020,000	\$400,000	\$620,000	\$—	\$—	\$—	\$—	\$—	\$620,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Project Cost
Project Management	\$20,000	-	\$20,000	-	-	-	-	-	\$20,000	-
Land	400,000	400,000	-	-	-	-	-	-	-	-
Construction	600,000	-	600,000	-	-	-	-	-	600,000	-
Total Uses	\$1,020,000	\$400,000	\$620,000	\$—	\$—	\$—	\$—	\$—	\$620,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Town Hall Fire System Upgrade (24101)

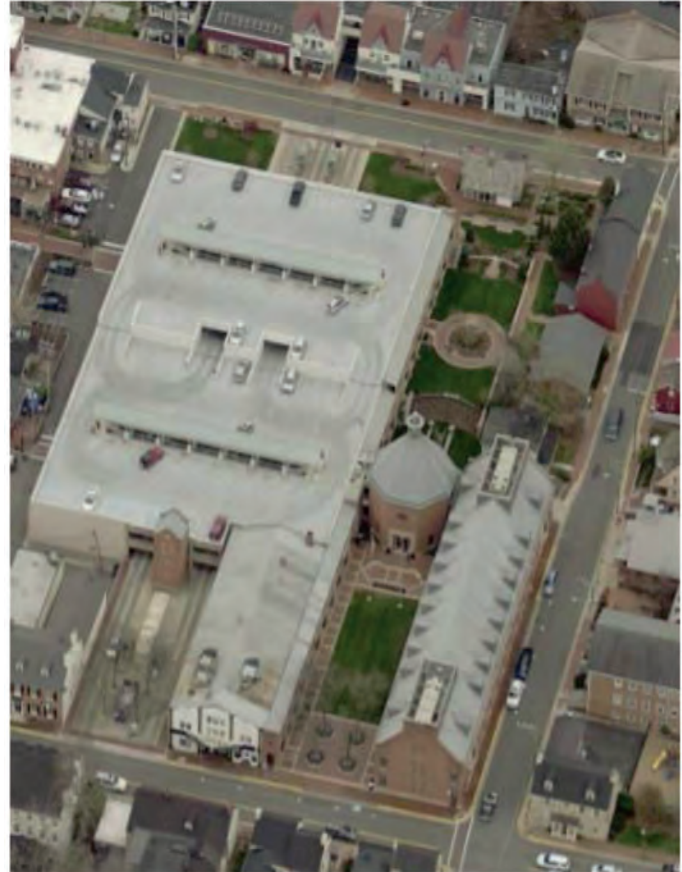
STATUS: Future

LOCATION: Town Hall

PROGRAM DESCRIPTION: Upgrade of the fire system at Town Hall. The existing fire system is outdated and has reached the end of its useful life. Upgrade of the system is needed to use up to date technology for the system.

OPERATING IMPACT: Replacement of aging equipment will result in recurring operating cost savings.

GOAL ADDRESSED: 2012 Town Plan • Land Use Objective 12 calls for providing institutional uses, such as schools, libraries, and government facilities throughout the Town.



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2023	Spring 2025

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Funds Required
GO Bonds	\$400,000	-	-	\$75,000	\$325,000	-	-	-	\$400,000	-
Total Sources	\$400,000	\$-	\$-	\$75,000	\$325,000	\$-	\$-	\$-	\$400,000	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Project Cost
Project Management	\$10,000	-	-	\$5,000	\$5,000	-	-	-	\$10,000	-
Design/Engineering	390,000	-	-	70,000	320,000	-	-	-	390,000	-
Total Uses	\$400,000	\$-	\$-	\$75,000	\$325,000	\$-	\$-	\$-	\$400,000	\$-

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	-	-	-	-	-	-
Total Impact	-	-	-	-	-	-

TITLE: Town Hall Parking Garage Structural Repairs (23102)

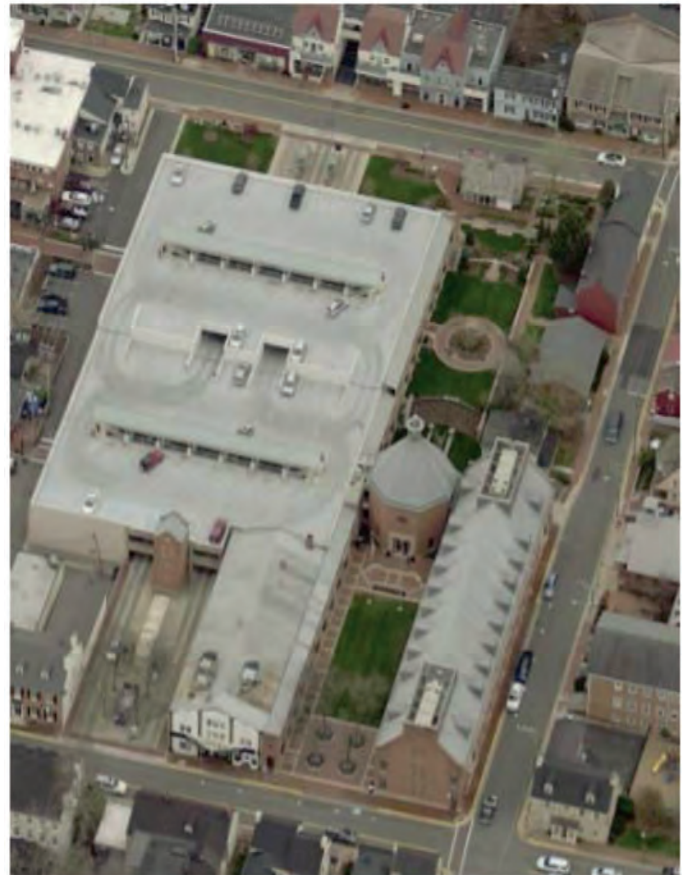
STATUS: New

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 completed in Fiscal Year 2020 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 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Funds Required
GO Bonds	\$1,285,000	-	\$770,000	\$310,000	\$205,000	-	-	-	\$1,285,000	-
Total Sources	\$1,285,000	\$—	\$770,000	\$310,000	\$205,000	\$—	\$—	\$—	\$1,285,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	2023	2024	2025	2026	2027	2028	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	1,130,000	-	710,000	250,000	170,000	-	-	-	1,130,000	-
Total Uses	\$1,285,000	\$—	\$770,000	\$310,000	\$205,000	\$—	\$—	\$—	\$1,285,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Town Shop Expansion and Refurbishment (23101)

STATUS: Ongoing

LOCATION: 1393 Russell Branch Parkway SE

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 have 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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$9,200,000	\$230,000	\$505,000	\$705,000	\$3,800,000	\$3,960,000	-	-	\$8,970,000	-
PAY-GO	1,800,000	1,800,000	-	-	-	-	-	-	-	-
Proffers	2,400,000	2,400,000	-	-	-	-	-	-	-	-
Total Sources	\$13,400,000	\$4,430,000	\$505,000	\$705,000	\$3,800,000	\$3,960,000	\$—	\$—	\$8,970,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$420,000	\$30,000	\$40,000	\$50,000	\$125,000	\$175,000	-	-	\$390,000	-
Land	4,200,000	4,200,000	-	-	-	-	-	-	-	-
Design/Engineering	\$855,000	200,000	-	\$655,000	-	-	-	-	\$655,000	-
Construction	7,925,000	-	465,000	-	3,675,000	3,785,000	-	-	7,925,000	-
Total Uses	\$13,400,000	\$4,430,000	\$505,000	\$705,000	\$3,800,000	\$3,960,000	\$—	\$—	\$8,970,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
Utilities	—	—	—	—	2,900	3,000
General Maintenance	—	—	—	—	4,000	4,000
Total Impact	\$ —	\$ —	\$ —	\$ —	\$ 4,000	\$ 4,000

TITLE: Townwide Video Storage (23106)

STATUS: New

LOCATION: Townwide

PROGRAM DESCRIPTION: The Town’s traffic signal camera video storage is becoming unserviceable and is in need of replacement. The Town’s Department of Public Works & Capital Projects has begun working with the Buildings Division and Leesburg Police Department on possibly combining all Town video storage infrastructure into a single unified system. This video storage infrastructure is critical to the Town. The project will enhance the Leesburg Police Department, the Loudoun County Sheriff, and Virginia State Police enforcement, along with the Town’s regular traffic operations, public safety and emergency/incident response (Loudoun County Fire & Rescue).

OPERATING IMPACT: N/A

GOAL ADDRESSED: 2012 Town Plan • Land Use Objective 12 calls for providing institutional uses, such as schools, libraries, and government facilities throughout the Town.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Spring 2022	Summer 2023



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
PAY-GO	\$500,000	-	\$500,000	-	-	-	-	-	\$500,000	-
Total Sources	\$500,000	\$—	\$500,000	\$—	\$—	\$—	\$—	\$—	\$500,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Site Improvements	\$500,000	-	\$500,000	-	-	-	-	-	\$500,000	-
Total Uses	\$500,000	\$—	\$500,000	\$—	\$—	\$—	\$—	\$—	\$500,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Parks & Recreation

Capital projects in FY 2023 for the Parks & Recreation category include Ida Lee Recreation Center - Indoor Pool Roof Rehabilitation, Tuscarora Creek Trail Phase I, and the Town Hall Campus Improvements. The total cost of Parks & Recreation projects for FY 2023 is \$1,463,000.

Sources of Funding

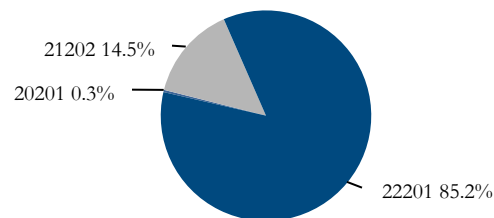
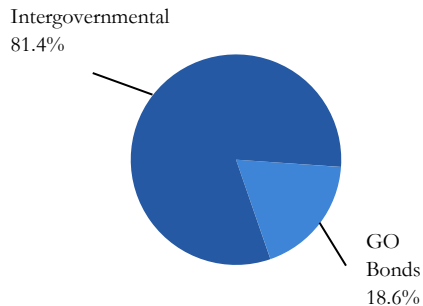
Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$7,786,800	\$2,693,000	\$272,000	\$10,000	\$4,811,800	\$5,093,800	\$—
PAY-GO	15,000	15,000	—	—	—	—	—
Private Contribution	50,000	—	—	—	50,000	50,000	—
County- Capital Contribution	5,800,000	4,609,000	1,191,000	—	—	1,191,000	—
Total Capital Projects Fund	\$13,651,800	\$7,317,000	\$1,463,000	\$10,000	\$4,861,800	\$6,334,800	\$—
Total Sources	\$13,651,800	\$7,317,000	\$1,463,000	\$10,000	\$4,861,800	\$6,334,800	\$—

Uses by Project

Projects	Total Project Cost	Expended through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Project Cost
AV Symington Aquatic Center Water Play Area (21201)	\$520,000	\$—	\$—	\$—	\$520,000	\$520,000	\$—
Ida Lee Recreation Center - Indoor Pool Roof Rehabilitation (20201)	1,846,000	1,841,000	5,000	—	—	5,000	—
Ida Lee Park Tennis Court - Pickleball - Junior Tennis Courts (25203)	0	—	—	—	—	0	—
Old Waterford Road Trail to Morven Park (28202)	1,588,000	—	—	—	1,588,000	1,588,000	—
Town Hall Campus Improvements Phase I (21202)	829,000	617,000	212,000	—	—	212,000	—
Tuscarora Creek Trail Phase I (22201)	1,915,000	659,000	1,246,000	10,000	—	1,256,000	—
Veterans Park at Balls Bluff (21203)	4,200,000	4,200,000	—	—	—	—	—
Washington & Old Dominion Trail Lighting (25201)	2,352,600	—	—	—	2,352,600	2,352,600	—
Total Uses	\$13,250,600	\$7,317,000	\$1,463,000	\$10,000	\$4,460,600	\$5,933,600	\$—

Sources by Type (2023)

Uses by Project (2023)



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 2027	Spring 2028

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required	
			2023	2024	2025	2026	2027	2028			
GO Bonds	\$470,000	-	-	-	-	-	-	-	\$470,000	\$470,000	-
Private Contribution	50,000	-	-	-	-	-	-	-	50,000	50,000	-
Total Sources	\$520,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$520,000	\$520,000	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost	
			2023	2024	2025	2026	2027	2028			
Project Management	\$25,000	-	-	-	-	-	-	-	\$25,000	\$25,000	-
Design/Engineering	12,000	-	-	-	-	-	-	-	12,000	12,000	-
Construction	483,000	-	-	-	-	-	-	-	483,000	483,000	-
Total Uses	\$520,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$520,000	\$520,000	\$-

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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 2022

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$1,846,000	\$1,841,000	\$5,000	-	-	-	-	-	\$5,000	-
Total Sources	\$1,846,000	\$1,841,000	\$5,000	\$—	\$—	\$—	\$—	\$—	\$5,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$90,000	\$85,000	\$5,000	-	-	-	-	-	\$5,000	-
Design/Engineering	56,000	56,000	-	-	-	-	-	-	-	-
Construction	1,700,000	1,700,000	-	-	-	-	-	-	-	-
Total Uses	\$1,846,000	\$1,841,000	\$5,000	\$—	\$—	\$—	\$—	\$—	\$5,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Ida Lee Park Tennis Center - 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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$401,200	-	-	-	\$401,200	-	-	-	\$401,200	-
Total Sources	\$401,200	\$—	\$—	\$—	\$401,200	\$—	\$—	\$—	\$401,200	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$13,200	-	-	-	\$13,200	-	-	-	\$13,200	-
Design/Engineering	36,000	-	-	-	36,000	-	-	-	36,000	-
Construction	352,000	-	-	-	352,000	-	-	-	352,000	-
Total Uses	\$401,200	\$—	\$—	\$—	\$401,200	\$—	\$—	\$—	\$401,200	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Old Waterford Road Trail to Morven Park (28202)

STATUS: Future

LOCATION: Old Waterford Road between Ida Lee Park and the Morven Park pedestrian entrance

PROGRAM DESCRIPTION: Development of a new 1,000 linear foot trail along the east side of Old Waterford Road between Ida Lee Park and the Morven Park pedestrian entrance. This trail will provide safe pedestrian and bicycle access to the entrance of Morven Park.

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 recreating facilities within all sectors of Leesburg, (2015-2019 Parks and Recreation Strategic Plan)



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2024	Fall 2026

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$1,588,000	-	-	-	\$475,000	\$1,113,000	-	-	\$1,588,000	-
Total Sources	\$1,588,000	\$—	\$—	\$—	\$475,000	\$1,113,000	\$—	\$—	\$1,588,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$400,000	-	-	-	\$200,000	\$200,000	-	-	\$400,000	-
Design/Engineering	275,000	-	-	-	275,000	-	-	-	275,000	-
Utility Relocation	13,000	-	-	-	-	13,000	-	-	13,000	-
Construction	900,000	-	-	-	-	900,000	-	-	900,000	-
Total Uses	\$1,588,000	\$—	\$—	\$—	\$475,000	\$1,113,000	\$—	\$—	\$1,588,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	—	—	—	—	1,000	1,000
Total Impact	\$ —	\$ —	\$ —	\$ —	\$ 1,000	\$ 1,000

TITLE: Town Hall Campus Improvements Phase I (21202)

STATUS: Ongoing

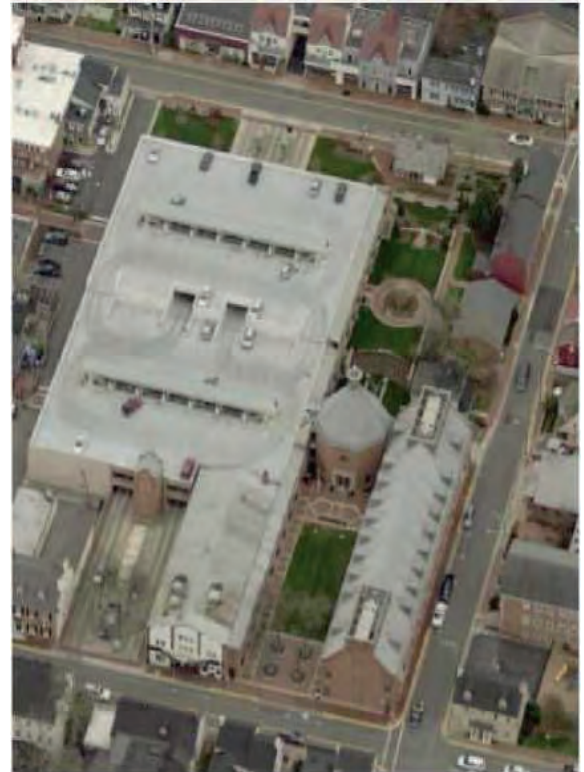
LOCATION: Town Hall

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	Fall 2023

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$814,000	\$602,000	\$212,000	-	-	-	-	-	\$212,000	-
PAY-GO	15,000	15,000	-	-	-	-	-	-	-	-
Total Sources	\$829,000	\$617,000	\$212,000	\$—	\$—	\$—	\$—	\$—	\$212,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$92,000	\$67,000	\$25,000	-	-	-	-	-	\$25,000	-
Design/Engineering	50,000	50,000	-	-	-	-	-	-	-	-
Construction	687,000	500,000	187,000	-	-	-	-	-	187,000	-
Total Uses	\$829,000	\$617,000	\$212,000	\$—	\$—	\$—	\$—	\$—	\$212,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	-	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Impact	-	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000

TITLE: Tuscarora Creek Trail Phase I (22201)

STATUS: Ongoing

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 Park, W&OD Trail, and the Douglass Community Center. The Town has applied for state grant funding for the work to begin in Fiscal Year 2023. If grant funding is not secured, this project will be moved to Fiscal Year 2028.

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	Spring 2024

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$115,000	\$50,000	\$55,000	\$10,000	-	-	-	-	\$65,000	-
County - Capital Contribution	1,800,000	609,000	1,191,000	-	-	-	-	-	1,191,000	-
Total Sources	\$1,915,000	\$659,000	\$1,246,000	\$10,000	\$-	\$-	\$-	\$-	\$1,256,000	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$264,000	\$174,000	\$80,000	\$10,000	-	-	-	-	\$90,000	-
Land	115,000	115,000	-	-	-	-	-	-	-	-
Design/Engineering	370,000	370,000	-	-	-	-	-	-	-	-
Utility Relocation	11,000	-	11,000	-	-	-	-	-	11,000	-
Construction	1,155,000	-	1,155,000	-	-	-	-	-	1,155,000	-
Total Uses	\$1,915,000	\$659,000	\$1,246,000	\$10,000	\$-	\$-	\$-	\$-	\$1,256,000	\$-

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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	Summer 2023

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$200,000	\$200,000	-	-	-	-	-	-	-	-
County - Capital Contribution	4,000,000	4,000,000	-	-	-	-	-	-	-	-
Total Sources	\$4,200,000	\$4,200,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$200,000	\$200,000	-	-	-	-	-	-	-	-
Design/Engineering	400,000	400,000	-	-	-	-	-	-	-	-
Utility Relocation	10,000	10,000	-	-	-	-	-	-	-	-
Construction	3,590,000	3,590,000	-	-	-	-	-	-	-	-
Total Uses	\$4,200,000	\$4,200,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	\$—	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Impact	\$—	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000

TITLE: Washington & Old Dominion Trail Lighting (25201)

STATUS: Future

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

PROGRAM DESCRIPTION: Addition of 12' tall streetlights along the Washington & Old Dominion (W&OD) Trail from Catoclin Circle at the car wash to Catoclin 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 streetlights.

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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$2,352,600	-	-	-	\$235,600	\$2,117,000	-	-	\$2,352,600	-
Total Sources	\$2,352,600	\$—	\$—	\$—	\$235,600	\$2,117,000	\$—	\$—	\$2,352,600	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$86,400	-	-	-	\$9,600	\$76,800	-	-	\$86,400	-
Design/Engineering	226,000	-	-	-	226,000	-	-	-	226,000	-
Construction	2,040,200	-	-	-	-	2,040,200	-	-	2,040,200	-
Total Uses	\$2,352,600	\$—	\$—	\$—	\$235,600	\$2,117,000	\$—	\$—	\$2,352,600	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
Electricity	\$ —	\$ —	\$ —	\$ —	10,000	10,000
Total Impact	\$ —	\$ —	\$ —	\$ —	10,000	10,000



Streets and Highways

The Streets & Highways category is the largest area of investment in the FY 2023-28 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 2023 include the widening of Evergreen Mill Road; Market Street/King Street Intersection Improvements; construction of the sidewalk on Morven Park Road; Royal Street Improvements - Church Street to Wirt Street; Miscellaneous Roadway, Pedestrian and ADA Projects; and the interchange at Edwards Ferry Road/ Route 15 Bypass. The total cost of Street & Highway Capital Improvements for Fiscal Year 2023 is \$9,737,800.

Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$25,681,810	\$1,121,900	\$2,428,800	\$2,914,550	\$16,986,560	\$22,329,910	\$2,230,000
PAY-GO	944,500	444,500	250,000	250,000	—	500,000	—
Proffers	1,942,800	1,112,000	—	—	830,800	830,800	—
County- Capital Contribution	6,000,000	6,000,000	—	—	—	—	—
NVTA 30%	23,926,950	7,570,200	6,270,500	809,810	9,276,440	16,356,750	—
NVTA 70%	126,585,000	69,585,000	—	—	—	—	57,000,000
State-VDOT	203,050,890	25,805,800	788,500	368,240	15,408,750	16,565,490	160,679,600
Total Capital Projects Fund	\$388,131,950	\$111,639,400	\$9,737,800	\$4,342,600	\$42,502,550	\$56,582,950	\$219,909,600
Total Sources	\$388,131,950	\$111,639,400	\$9,737,800	\$4,342,600	\$42,502,550	\$56,582,950	\$219,909,600

Uses by Project

Projects	Total Project Cost	Expended through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Project Cost
Ayr Street NW Sidewalk Improvements (27301)	\$1,600,000	\$—	\$—	\$—	\$1,600,000	\$1,600,000	\$—
Battlefield Parkway / Route 15 Bypass Interchange (20004)	59,355,000	2,090,000	35,000	—	—	35,000	57,230,000
Catoctin Circle Trail - Phase II (25301)	1,080,000	—	265,000	45,000	770,000	1,080,000	—
Church Street Sidewalk - Missing Link (27302)	498,000	—	—	—	498,000	498,000	—
Church Street, South Street, Harrison Street Improvements (24301)	2,887,000	—	—	—	2,887,000	2,887,000	—
Davis Court Bridge Conversion (21301)	619,000	112,000	—	—	507,000	507,000	—
East Market Street & Battlefield Parkway Interchange (15303)	77,516,300	77,166,300	350,000	—	—	350,000	—
East Market Street Improvements (Plaza Street NE to Fort Evans Road NE) (22302)	—	—	—	—	—	—	—
Edwards Ferry Road NE Sidewalk Improvements (20006)	—	—	—	—	—	—	—
Evergreen Mill Road Widening (15302)	26,922,000	16,211,000	3,170,000	2,010,000	5,531,000	10,711,000	—
King Street Improvements - Market Street to North Street (25304)	3,793,000	—	—	—	3,793,000	3,793,000	—
Market Street/King Street Intersection and Alley Between 3 and 5 South King Street Improvements (17016)	—	—	—	—	—	—	—
Miscellaneous Roadway, Pedestrian, and ADA Projects (20005)	6,300,200	—	807,800	1,008,600	4,483,800	6,300,200	—
Monroe Street & Madison Court Improvements (25302)	2,831,000	—	—	—	2,831,000	2,831,000	—
Morven Park Road Sidewalk (14301)	5,838,200	3,424,200	2,404,000	10,000	—	2,414,000	—

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 6/30/22							Total for 6 Yr CIP	Future Funds Required	
			2023	2024	2025	2026	2027	2028			
GO Bonds	\$1,600,000	-	-	-	-	-	\$150,000	\$1,450,000	\$1,600,000	-	
Total Sources	\$1,600,000	\$—	\$—	\$—	\$—	\$—	\$—	\$150,000	\$1,450,000	\$1,600,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$30,000	-	-	-	-	-	\$10,000	\$20,000	\$30,000	-
Land	100,000	-	-	-	-	-	-	100,000	100,000	-
Design/Engineering	140,000	-	-	-	-	-	140,000	-	140,000	-
Utility Relocation	69,000	-	-	-	-	-	-	69,000	69,000	-
Construction	1,261,000	-	-	-	-	-	-	1,261,000	1,261,000	-
Total Uses	\$1,600,000	\$—	\$—	\$—	\$—	\$—	\$150,000	\$1,450,000	\$1,600,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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 the bypass. 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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$270,000	\$5,000	\$35,000	-	-	-	-	-	\$35,000	\$230,000
PAY-GO	85,000	85,000	-	-	-	-	-	-	-	-
NVTA 70%	59,000,000	2,000,000	-	-	-	-	-	-	-	57,000,000
Total Sources	\$59,355,000	\$2,090,000	\$35,000	\$—	\$—	\$—	\$—	\$—	\$35,000	\$57,230,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$355,000	\$90,000	\$35,000	-	-	-	-	-	\$35,000	\$230,000
Design/Engineering	2,000,000	2,000,000	-	-	-	-	-	-	-	-
Construction	57,000,000	-	-	-	-	-	-	-	-	57,000,000
Total Uses	\$59,355,000	\$2,090,000	\$35,000	\$—	\$—	\$—	\$—	\$—	\$35,000	\$57,230,000

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Catoctin Circle Trail - Phase II (25301)

STATUS: New

LOCATION: East side of Catoctin Circle between West 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. This project is eligible for Virginia grant funding from the Transportation Alternatives Program. The Town has applied for State grant funding for the work to begin in Fiscal Year 2023. If grant funding is not secured, this project will be moved to fiscal year 2028.

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
Spring 2022	Summer 2025

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$40,000	-	\$10,000	\$10,000	\$10,000	\$10,000	-	-	\$40,000	-
NVTA 30%	\$208,000	-	\$51,000	\$7,000	\$150,000	-	-	-	\$208,000	-
State- VDOT	832,000	-	204,000	28,000	600,000	-	-	-	832,000	-
Total Sources	\$1,080,000	\$—	\$265,000	\$45,000	\$760,000	\$10,000	\$—	\$—	\$1,080,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$40,000	-	\$10,000	\$10,000	\$10,000	\$10,000	-	-	\$40,000	-
Land	70,000	-	35,000	35,000	-	-	-	-	70,000	-
Design/ Engineering	210,000	-	210,000	-	-	-	-	-	210,000	-
Utility Relocation	10,000	-	10,000	-	-	-	-	-	10,000	-
Construction	750,000	-	-	-	750,000	-	-	-	750,000	-
Total Uses	\$1,080,000	\$—	\$265,000	\$45,000	\$760,000	\$10,000	\$—	\$—	\$1,080,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Church Street Sidewalk - Missing Link (27302)

STATUS: Future

LOCATION: Church Street from East Market Street to 100 Feet South

PROGRAM DESCRIPTION: Installation of approximately 110 feet of 5 foot wide sidewalk to complete a missing portion of sidewalk on the west side of Church Street between the Church and Market mixed use development and East Market Street mixed used development

OPERATING IMPACT: Minimal

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
Spring 2026	Spring 2028

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$498,000	-	-	-	-	-	\$66,000	\$432,000	\$498,000	-
Total Sources	\$498,000	\$-	\$-	\$-	\$-	\$-	\$66,000	\$432,000	\$498,000	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$20,000	-	-	-	-	-	\$10,000	\$10,000	\$20,000	-
Design/Engineering	\$56,000	-	-	-	-	-	\$56,000	-	\$56,000	-
Land	\$32,000	-	-	-	-	-	-	\$32,000	\$32,000	-
Utility Relocation	\$13,000	-	-	-	-	-	-	\$13,000	\$13,000	-
Construction	377,000	-	-	-	-	-	-	377,000	377,000	-
Total Uses	\$498,000	\$-	\$-	\$-	\$-	\$-	\$66,000	\$432,000	\$498,000	\$-

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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

STATUS: Future

LOCATION: Church Street SE (from Royal Street to South Street), South Street SE (between Church Street and Harrison Street) and Harrison Street SE (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 2025	Summer 2026

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
NVTA 30%	\$2,887,000	-	-	-	\$690,000	\$2,197,000	-	-	\$2,887,000	-
Total Sources	\$2,887,000	\$—	\$—	\$—	\$690,000	\$2,197,000	\$—	\$—	\$2,887,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$69,000	-	-	-	\$33,000	\$36,000	-	-	\$69,000	-
Land	270,000	-	-	-	270,000	-	-	-	270,000	-
Design/Engineering	387,000	-	-	-	387,000	-	-	-	387,000	-
Utility Relocation	95,000	-	-	-	95,000	-	-	-	95,000	-
Construction	2,066,000	-	-	-	2,066,000	-	-	-	2,066,000	-
Total Uses	\$2,887,000	\$—	\$—	\$—	\$690,000	\$2,197,000	\$—	\$—	\$2,887,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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 2026

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22	Year						Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$44,200	-	-	-	-	\$44,200	-	-	\$44,200	-
Proffers	\$574,800	\$112,000	-	-	-	\$462,800	-	-	\$462,800	-
Total Sources	\$619,000	\$112,000	\$-	\$-	\$-	\$507,000	\$-	\$-	\$507,000	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	Year						Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$35,000	\$12,000	-	-	-	\$23,000	-	-	\$23,000	-
Land	50,000	-	-	-	-	50,000	-	-	50,000	-
Design/Engineering	100,000	100,000	-	-	-	-	-	-	-	-
Construction	434,000	-	-	-	-	434,000	-	-	434,000	-
Total Uses	\$619,000	\$112,000	\$-	\$-	\$-	\$507,000	\$-	\$-	\$507,000	\$-

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	-	-	-	-	-	-
Total Impact	-	-	-	-	-	-

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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$350,000	-	\$350,000	-	-	-	-	-	\$350,000	-
PAY-GO	166,300	166,300	-	-	-	-	-	-	-	-
Proffers	1,000,000	1,000,000	-	-	-	-	-	-	-	-
NVTA 70%	58,000,000	58,000,000	-	-	-	-	-	-	-	-
State - VDOT	18,000,000	18,000,000	-	-	-	-	-	-	-	-
Total Sources	\$77,516,300	\$77,166,300	\$350,000	\$—	\$—	\$—	\$—	\$—	\$350,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$376,300	\$366,300	\$10,000	-	-	-	-	-	\$10,000	-
Land	5,000,000	5,000,000	-	-	-	-	-	-	-	-
Design/Engineering	4,000,000	4,000,000	-	-	-	-	-	-	-	-
Utility Relocation	4,000,000	4,000,000	-	-	-	-	-	-	-	-
Construction	64,140,000	63,800,000	340,000	-	-	-	-	-	340,000	-
Total Uses	\$77,516,300	\$77,166,300	\$350,000	\$—	\$—	\$—	\$—	\$—	\$350,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	\$35,000	\$36,000	\$37,000	\$38,000	\$40,000	\$41,000
Total Impact	\$35,000	\$36,000	\$37,000	\$38,000	\$40,000	\$41,000

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

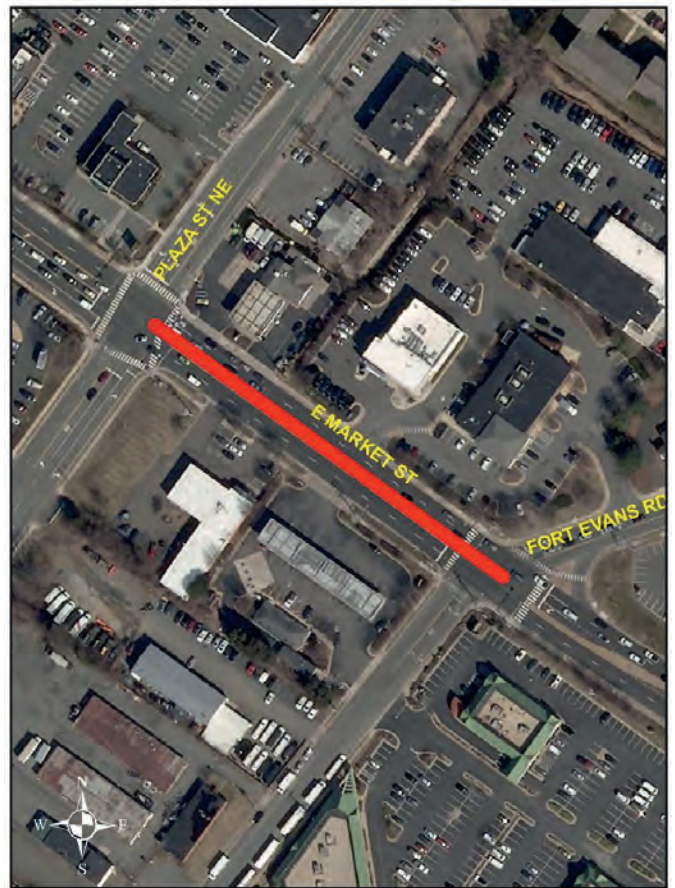
STATUS: Ongoing

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

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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$33,500	28,500	\$5,000	-	-	-	-	-	\$5,000	-
State- VDOT	95,000	95,000	-	-	-	-	-	-	-	-
Total Sources	\$128,500	\$123,500	\$5,000	\$—	\$—	\$—	\$—	\$—	\$5,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$33,500	28,500	\$5,000	-	-	-	-	-	\$5,000	-
Design/ Engineering	95,000	95,000	-	-	-	-	-	-	-	-
Total Uses	\$128,500	\$123,500	\$5,000	\$—	\$—	\$—	\$—	\$—	\$5,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Edwards Ferry Road Sidewalk Improvements (20006)

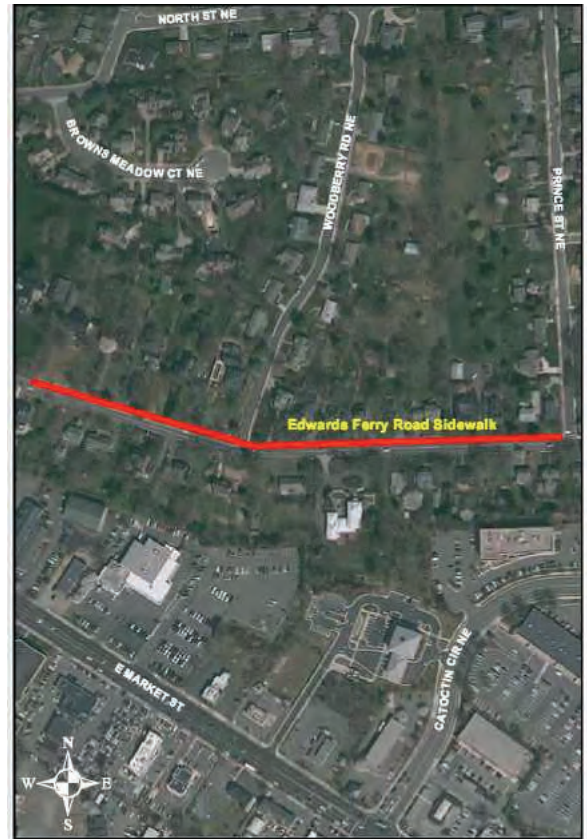
STATUS: Ongoing

LOCATION: Edwards Ferry Road 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 Dodona Manor) 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	Fall 2022

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$226,000	-	\$226,000	-	-	-	-	-	\$226,000	-
NVTA 30%	1,384,200	1,384,200	-	-	-	-	-	-	-	-
Total Sources	\$1,610,200	\$1,384,200	\$226,000	\$—	\$—	\$—	\$—	\$—	\$226,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$269,200	\$259,200	\$10,000	-	-	-	-	-	\$10,000	-
Land	150,000	150,000	-	-	-	-	-	-	-	-
Design/Engineering	120,000	120,000	-	-	-	-	-	-	-	-
Construction	1,071,000	855,000	216,000	-	-	-	-	-	216,000	-
Total Uses	\$1,610,200	\$1,384,200	\$226,000	\$—	\$—	\$—	\$—	\$—	\$226,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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 2026/2027



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$7,438,500	\$68,000	\$720,000	\$1,785,000	\$4,858,500	\$5,000	\$2,000	-	\$7,370,500	-
PAY-GO	33,200	33,200	-	-	-	-	-	-	-	-
County - Capital Contribution	6,000,000	6,000,000	-	-	-	-	-	-	-	-
NVTA 30%	6,299,000	3,399,000	2,009,500	225,000	665,500	-	-	-	2,900,000	-
State - VDOT	7,151,300	6,710,800	440,500	-	-	-	-	-	440,500	-
Total Sources	\$26,922,000	\$16,211,000	\$3,170,000	\$2,010,000	\$5,524,000	\$5,000	\$2,000	\$—	\$10,711,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$858,000	\$811,000	\$20,000	\$10,000	\$10,000	\$5,000	\$2,000	-	\$47,000	-
Land	1,500,000	500,000	1,000,000	-	-	-	-	-	1,000,000	-
Design/Engineering	2,135,000	1,700,000	435,000	-	-	-	-	-	435,000	-
Utility Relocation	3,115,000	1,400,000	1,715,000	-	-	-	-	-	1,715,000	-
Construction	19,314,000	11,800,000	-	2,000,000	5,514,000	-	-	-	7,514,000	-
Total Uses	\$26,922,000	\$16,211,000	\$3,170,000	\$2,010,000	\$5,524,000	\$5,000	\$2,000	\$—	\$10,711,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
Lane Mile Maintenance	-	-	-	\$15,000	\$20,000	\$20,000
Total Impact	\$—	\$—	\$—	\$15,000	\$20,000	\$20,000

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 project is the final phase of the Downtown Improvements 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 North Street. The work will include new storm structures as well as decorative street lighting (including additional power supply for use during events) on this section of King Street. The project also includes 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	Fall 2028

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$3,793,000	-	-	-	\$237,000	\$1,331,000	\$2,215,000	\$10,000	\$3,793,000	-
Total Sources	\$3,793,000	\$—	\$—	\$—	\$237,000	\$1,331,000	\$2,215,000	\$10,000	\$3,793,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$50,000	-	-	-	\$15,000	\$10,000	\$15,000	\$10,000	\$50,000	-
Land	60,000	-	-	-	-	60,000	-	-	60,000	-
Design/Engineering	222,000	-	-	-	222,000	-	-	-	222,000	-
Utility Relocation	71,000	-	-	-	-	71,000	-	-	71,000	-
Construction	3,390,000	-	-	-	-	1,190,000	2,200,000	-	3,390,000	-
Total Uses	\$3,793,000	\$—	\$—	\$—	\$237,000	\$1,331,000	\$2,215,000	\$10,000	\$3,793,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	-	-	-	-	-	-
Total Impact	—	—	—	—	—	—

TITLE: Market Street/King Street Intersection Improvements (17016)

STATUS: Ongoing

LOCATION: Market Street/King Street Intersection

PROGRAM DESCRIPTION: This project includes drainage improvements; vehicle operational improvements; and pedestrian and Americans with Disabilities Act (ADA) benefits at the intersection of Market Street and King Street. This project incorporates emergency vehicle traffic signal preemption to facilitate safe and quick passage of emergency vehicles through this intersection. It includes updating pedestrian signals to include hi-visibility actuators and chirping notifications to assist pedestrians with visual, hearing, and mobility impairments to safely cross the intersection. Also included in the project are the removal and replacement of radial curb inlet with tangential, flanking inlets, upstream of the intersection, which will serve to reduce the depth of water on the roadway during high intensity rain events. Additionally, the improved drainage will reduce the likelihood of icing of the intersection approaches during the winter. In addition, the project contains the replacement of the 50 year old streetlights and rerouting to the lights and signal poles underground.

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 2020	Summer 2023



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$855,000	\$850,000	\$5,000	-	-	-	-	-	\$5,000	-
NVTA 30%	1,739,000	336,000	1,403,000	-	-	-	-	-	1,403,000	-
Total Sources	\$2,594,000	\$1,186,000	\$1,408,000	\$—	\$—	\$—	\$—	\$—	\$1,408,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$21,000	\$16,000	\$5,000	-	-	-	-	-	\$5,000	-
Design/Engineering	100,000	100,000	-	-	-	-	-	-	-	-
Utility Relocation	43,000	40,000	3,000	-	-	-	-	-	3,000	-
Construction	2,430,000	1,030,000	1,400,000	-	-	-	-	-	1,400,000	-
Total Uses	\$2,594,000	\$1,186,000	\$1,408,000	\$—	\$—	\$—	\$—	\$—	\$1,408,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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

STATUS: Ongoing

LOCATION: Town-wide

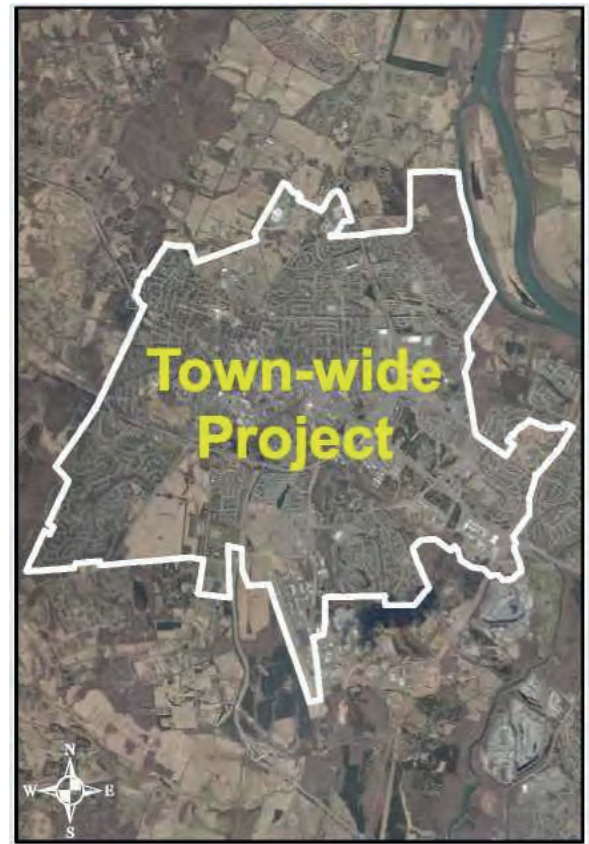
PROGRAM DESCRIPTION: Multi-year project for design and construction of miscellaneous improvements to roadways, trails, and sidewalks to extend the long-term life of the facilities and to meet the requirements of the Americans with Disabilities Act (ADA). This work will involve enhancing handicap ramps 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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$6,300,200	-	\$807,800	\$1,008,600	\$1,111,900	\$1,114,000	\$1,117,300	\$1,140,600	\$6,300,200	-
Total Sources	\$6,300,200	\$—	\$807,800	\$1,008,600	\$1,111,900	\$1,114,000	\$1,117,300	\$1,140,600	\$6,300,200	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$60,000	-	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000	-
Design/Engineering	405,000	-	50,000	50,000	75,000	75,000	75,000	80,000	405,000	-
Construction	5,835,200	-	747,800	948,600	1,026,900	1,029,000	1,032,300	1,050,600	5,835,200	-
Total Uses	\$6,300,200	\$—	\$807,800	\$1,008,600	\$1,111,900	\$1,114,000	\$1,117,300	\$1,140,600	\$6,300,200	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Monroe Street & Madison Court Improvements (25302)

STATUS: Future

LOCATION: Monroe Street SE and Madison Court SE

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, 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, storm drainage, on-street parking, and sidewalk on the south side of Monroe Street and the west side of Madison Court.

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 2025	Summer 2028

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$60,300	-	-	-	-	\$13,300	\$22,000	\$25,000	\$60,300	-
NVTA 30%	2,770,700	-	-	-	-	222,700	1,232,000	1,316,000	2,770,700	-
Total Sources	\$2,831,000	\$—	\$—	\$—	\$—	\$236,000	\$1,254,000	\$1,341,000	\$2,831,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$60,300	-	-	-	-	\$13,300	\$22,000	\$25,000	\$60,300	-
Land	200,000	-	-	-	-	-	200,000	-	200,000	-
Design/Engineering	222,700	-	-	-	222,700	-	-	-	222,700	-
Utility Relocation	58,000	-	-	-	-	58,000	-	-	58,000	-
Construction	2,290,000	-	-	-	-	974,000	1,316,000	-	2,290,000	-
Total Uses	\$2,831,000	\$—	\$—	\$—	\$—	\$236,000	\$1,254,000	\$1,341,000	\$2,831,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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	Winter 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$200,000	-	\$200,000	-	-	-	-	-	\$200,000	-
NVTA 30%	\$4,638,200	\$2,424,200	\$2,204,000	\$10,000	-	-	-	-	\$2,214,000	-
State - VDOT	1,000,000	1,000,000	-	-	-	-	-	-	-	-
Total Sources	\$5,838,200	\$3,424,200	\$2,404,000	\$10,000	\$—	\$—	\$—	\$—	\$2,414,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$354,200	\$324,200	\$20,000	\$10,000	-	-	-	-	\$30,000	-
Land	200,000	200,000	-	-	-	-	-	-	-	-
Design/Engineering	400,000	400,000	-	-	-	-	-	-	-	-
Utility Relocation	200,000	200,000	-	-	-	-	-	-	-	-
Construction	4,684,000	2,300,000	2,384,000	-	-	-	-	-	2,384,000	-
Total Uses	\$5,838,200	\$3,424,200	\$2,404,000	\$10,000	\$—	\$—	\$—	\$—	\$2,414,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
Lane Mile Maintenance	-	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Impact	\$—	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000

TITLE: North Street Improvements - King Street to Old Waterford Road (28301)

STATUS: Future

LOCATION: North Street from King Street to Old Waterford Road

PROGRAM DESCRIPTION: This project will improve approximately 720 linear feet of North Street between King Street and Old Waterford Road. The project consists of pavement reconstruction, drainage improvements, new and rehabilitated sidewalks, driveway aprons, curb and gutter, and handicapped ramps in accordance with ADA standards.

OPERATING IMPACT: Minimal.

GOAL ADDRESSED: 2012 Town Plan • Chapter 9 Transportation Objective Goal 5 calls for a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes walking



Significant Dates

PROJECT START	ESTIMATED COMPLETION
Spring 2027	Fall 2031

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$1,500,000	-	-	-	-	-	-	\$260,000	\$260,000	\$1,240,000
Total Sources	\$1,500,000	\$—	\$—	\$—	\$—	\$—	\$—	\$260,000	\$260,000	\$1,240,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$50,000	-	-	-	-	-	-	\$10,000	\$10,000	\$40,000
Land	1,450,000	-	-	-	-	-	-	250,000	250,000	1,200,000
Total Uses	\$1,500,000	\$—	\$—	\$—	\$—	\$—	\$—	\$260,000	\$260,000	\$1,240,000

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	\$—	\$—	\$—	\$—	\$—	\$—
Total Impact	\$—	\$—	\$—	\$—	\$—	\$—

TITLE: Plaza Street Sidewalk (25303)

STATUS: New

LOCATION: Plaza Street Sidewalk (25303)

PROGRAM DESCRIPTION: Construction of approximately 1,000 linear feet of sidewalk along the west side of Plaza Street between the Police Headquarters 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. The Town has applied for state grant funding for the work to begin in Fiscal Year 2023. If grant funding is not secured, this project will be moved to Fiscal Year 2028.

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
Spring 2022	Fall 2025



Funding Sources

Sources	Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$77,710	-	\$10,000	\$30,950	\$26,760	\$10,000	-	-	\$77,710	-
Proffers	\$68,000	-	-	-	\$68,000	-	-	-	\$68,000	-
NVTA 30%	111,050	-	36,000	37,810	37,240	-	-	-	111,050	-
State- VDOT	816,990	-	144,000	151,240	521,750	-	-	-	816,990	-
Total Sources	\$1,073,750	\$—	\$190,000	\$220,000	\$653,750	\$10,000	\$—	\$—	\$1,073,750	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$60,950	-	\$10,000	\$30,950	\$10,000	\$10,000	-	-	\$60,950	-
Design/ Engineering	120,000	-	120,000	-	-	-	-	-	120,000	-
Land	160,000	-	60,000	100,000	-	-	-	-	160,000	-
Utility Relocation	89,050	-	-	89,050	-	-	-	-	89,050	-
Construction	643,750	-	-	-	643,750	-	-	-	643,750	-
Total Uses	\$1,073,750	\$—	\$190,000	\$220,000	\$653,750	\$10,000	\$—	\$—	\$1,073,750	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	-	-	-	-	-	-
Total Impact	—	—	—	—	—	—

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

STATUS: New

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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
NVTA 30%	\$3,583,000	-	\$567,000	\$530,000	\$2,486,000	-	-	-	\$3,583,000	-
Total Sources	\$3,583,000	\$—	\$567,000	\$530,000	\$2,486,000	\$—	\$—	\$—	\$3,583,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$105,000	-	\$40,000	\$40,000	\$25,000	-	-	-	\$105,000	-
Land	350,000	-	200,000	150,000	-	-	-	-	350,000	-
Design/Engineering	483,000	-	327,000	156,000	-	-	-	-	483,000	-
Utility Relocation	184,000	-	-	184,000	-	-	-	-	184,000	-
Construction	2,461,000	-	-	-	2,461,000	-	-	-	2,461,000	-
Total Uses	\$3,583,000	\$—	\$567,000	\$530,000	\$2,486,000	\$—	\$—	\$—	\$3,583,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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

STATUS: Ongoing

LOCATION: Route 15 Leesburg Bypass intersection between Edwards Ferry Road and Fort Evans Rd

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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$530,400	\$170,400	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$360,000	-
PAY-GO	160,000	160,000	-	-	-	-	-	-	-	-
NVTA 70%	9,585,000	9,585,000	-	-	-	-	-	-	-	-
NVTA 30%	26,800	26,800	-	-	-	-	-	-	-	-
State- VDOT	173,776,600	-	-	-	6,061,600	1,742,000	2,000,000	3,293,400	13,097,000	160,679,600
Total Sources	\$184,078,800	\$9,942,200	\$60,000	\$60,000	\$6,121,600	\$1,802,000	\$2,060,000	\$3,353,400	\$13,457,000	\$160,679,600

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$1,002,200	\$642,200	\$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	3,293,400	5,707,400	3,681,600
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	\$184,078,800	\$9,942,200	\$60,000	\$60,000	\$6,121,600	\$1,802,000	\$2,060,000	\$3,353,400	\$13,457,000	\$160,679,600

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	-	-	-	-	-	-
Total Impact	-	-	-	-	-	-

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

STATUS: New

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 2024	Summer 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$20,000	-	-	\$20,000	-	-	-	-	\$20,000	-
State - VDOT	\$189,000	-	-	\$189,000	-	-	-	-	\$189,000	-
Total Sources	\$209,000	\$-	\$-	\$209,000	\$-	\$-	\$-	\$-	\$209,000	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$20,000	-	-	\$20,000	-	-	-	-	\$20,000	-
Construction	189,000	-	-	189,000	-	-	-	-	189,000	-
Total Uses	\$209,000	\$-	\$-	\$209,000	\$-	\$-	\$-	\$-	\$209,000	\$-

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: South King Street Improvements - W&OD Trail to Royal Street (27303)

STATUS: Future

LOCATION: South King Street between Royal Street to W&OD Trail

PROGRAM DESCRIPTION: Improve approximately 620 linear feet of South King Street between W&OD Trail and Royal Street. The project consists of pavement reconstruction, drainage improvements, decorative lighting, new and rehabilitated brick sidewalks, driveway aprons, curb and gutter, and handicapped ramps in accordance with ADA standards.

OPERATING IMPACT: Minimal.

GOAL ADDRESSED: 2012 Town Plan • Chapter 9 Transportation Objective Goal 5 calls for a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes walking.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Fall 2026	Spring 2030



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$915,000	-	-	-	-	-	\$235,000	\$670,000	\$905,000	\$10,000
State- VDOT	875,000	-	-	-	-	-	225,000	650,000	875,000	-
Total Sources	\$1,790,000	\$—	\$—	\$—	\$—	\$—	\$460,000	\$1,320,000	\$1,780,000	\$10,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$30,000	-	-	-	-	-	\$10,000	\$10,000	\$20,000	\$10,000
Land	190,000	-	-	-	-	-	190,000	-	190,000	-
Design/ Engineering	190,000	-	-	-	-	-	190,000	-	190,000	-
Utility Relocation	70,000	-	-	-	-	-	70,000	-	70,000	-
Construction	1,310,000	-	-	-	-	-	-	1,310,000	1,310,000	-
Total Uses	\$1,790,000	\$—	\$—	\$—	\$—	\$—	\$460,000	\$1,320,000	\$1,780,000	\$10,000

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Traffic Signal Fiber Connections (23303)

STATUS: New

LOCATION: Townwide

PROGRAM DESCRIPTION: Installation of fiber optic connections to seven Town traffic signals to ensure system connectivity. This project will ensure traffic signal system connectivity for monitoring signal operations and communications. Funding for project implementation has been phased over two fiscal years.

OPERATING IMPACT: Minimal.

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 2022	Spring 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
PAY-GO	\$500,000	-	\$250,000	\$250,000	-	-	-	-	\$500,000	-
Total Sources	\$500,000	\$—	\$250,000	\$250,000	\$—	\$—	\$—	\$—	\$500,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Facility Repair/Renovation	\$500,000	-	\$250,000	\$250,000	-	-	-	-	\$500,000	-
Total Uses	\$500,000	\$—	\$250,000	\$250,000	\$—	\$—	\$—	\$—	\$500,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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 2024	Winter 2026



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Funds Required
Proffers	300,000	-	-	-	-	300,000	-	-	300,000	-
NVTA 30%	280,000	-	-	-	131,000	149,000	-	-	280,000	-
State- VDOT	315,000	-	-	-	-	315,000	-	-	315,000	-
Total Sources	\$895,000	\$—	\$—	\$—	\$131,000	\$764,000	\$—	\$—	\$895,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Project Cost
Project Management	\$40,000	-	-	-	\$20,000	\$20,000	-	-	\$40,000	-
Land	40,000	-	-	-	40,000	-	-	-	40,000	-
Design/ Engineering	71,000	-	-	-	71,000	-	-	-	71,000	-
Construction	744,000	-	-	-	-	744,000	-	-	744,000	-
Total Uses	\$895,000	\$—	\$—	\$—	\$131,000	\$764,000	\$—	\$—	\$895,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	-	-	-	-	-	-
Total Impact	—	—	—	—	—	—

TITLE: Valley View Avenue Sidewalk - Davis Avenue to Barricade (28302)

STATUS: Future

LOCATION: Valley View Avenue Between Davis Avenue and Barricade

PROGRAM DESCRIPTION: Design and construction of roadway and sidewalk improvements on Valley View Avenue. Through traffic on Valley View Avenue has been blocked by barricades since the street was extended north as part of the Crestwood Hamlet development during the 1970s. Since that time, the need for the interconnection has increased with the growth in population in Leesburg. This need will be increased by the construction of the White Oak development at the old Rogers Farm site. Opening the street to through traffic will improve interconnectivity between residential communities and will improve access by emergency vehicles and Town services.

OPERATING IMPACT: Minimal.

GOAL ADDRESSED: 2012 Town Plan • Transportation Objective 1 calls for maintaining the adopted roadway level of service for all roadways in 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 2027	Fall 2028



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required	
			2023	2024	2025	2026	2027	2028			
GO Bonds	\$930,000	-	-	-	-	-	-	-	\$180,000	\$180,000	\$750,000
Total Sources	\$930,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$180,000	\$180,000	\$750,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost	
			2023	2024	2025	2026	2027	2028			
Project Management	\$60,000	-	-	-	-	-	-	-	\$30,000	\$30,000	\$30,000
Land	20,000	-	-	-	-	-	-	-	-	-	20,000
Design/Engineering	150,000	-	-	-	-	-	-	-	150,000	150,000	-
Utility Relocation	50,000	-	-	-	-	-	-	-	-	-	50,000
Construction	650,000	-	-	-	-	-	-	-	-	-	650,000
Total Uses	\$930,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$180,000	\$180,000	\$750,000

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Storm Drainage

Funding for the Storm Drainage category will continue in the FY 2023-28 Capital Improvements Program. The total cost of Storm Drainage Capital Improvements is \$3,206,000 in Fiscal Year 2023 in order to continue the storm drainage improvements for Town Branch Stream Channel at Mosby Drive - Catoctin Circle to Morven Park Road; Miscellaneous storm drainage issues; and Lawson Road Pedestrian Crossing of Tuscarora Creek.

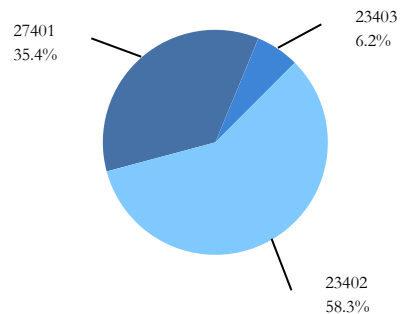
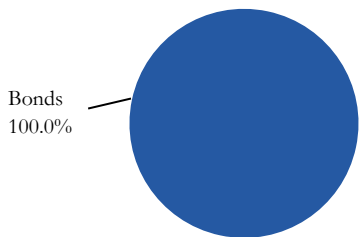
Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$5,393,200	\$249,200	\$3,206,000	\$1,338,000	\$600,000	\$5,144,000	\$—
State - DEQSLAF	1,000,000	—	—	1,000,000	—	1,000,000	—
Total Capital Projects Fund	\$6,393,200	\$249,200	\$3,206,000	\$2,338,000	\$600,000	\$6,144,000	\$—
Total Sources	\$6,393,200	\$249,200	\$3,206,000	\$2,338,000	\$600,000	\$6,144,000	\$—

Uses by Project

Projects	Total Project Cost	Expended through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Project Cost
Lawson Rd. Pedestrian Crossing of Tuscarora Creek (27401)	\$1,487,200	\$249,200	\$1,136,000	\$102,000	\$—	\$1,238,000	\$—
Liberty Street SW Storm Drainage Improvements (23401)	673,000	—	—	673,000	—	673,000	—
Miscellaneous Storm Drainage Construction & Repair (23403)	1,200,000	—	200,000	400,000	600,000	1,200,000	—
Town Branch Stream Channel Improvements at Mosby Drive - Catoctin Circle to Morven Park Road (23402)	3,033,000	—	1,870,000	1,163,000	—	3,033,000	—
Total Uses	\$6,393,200	\$249,200	\$3,206,000	\$2,338,000	\$600,000	\$6,144,000	\$—

Sources by Type (2023)	Uses by Project (2023)
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TITLE: Kincaid Forest Drainage Improvements (27402)

STATUS: Future

LOCATION: Kincaid Forest, Section 4A Lots 118 to 125

PROGRAM DESCRIPTION: This is a section of Kincaid Forest neighborhood that was designed to have an overland relief drainage swale constructed behind a section of townhomes. The drainage was constructed incorrectly in the years 1999 to 2000, and due to the incorrect grading has caused localized flooding behind townhomes along Spencer Terrace (101 to 115 Spencer Terrace).

OPERATING IMPACT: Minimal

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 2027	Spring 2029

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required	
			2023	2024	2025	2026	2027	2028			
GO Bonds	\$1,000,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$105,000	\$105,000	\$895,000
Total Sources	\$1,000,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$105,000	\$105,000	\$895,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost	
			2023	2024	2025	2026	2027	2028			
Project Management	\$40,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$5,000	\$5,000	\$—
Design/Engineering	100,000	—	—	—	—	—	—	—	100,000	100,000	—
Land	50,000	—	—	—	—	—	—	—	—	—	50,000
Utility Relocation	300,000	—	—	—	—	—	—	—	—	—	300,000
Construction	510,000	—	—	—	—	—	—	—	—	—	545,000
Total Uses	\$1,000,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$105,000	\$105,000	\$895,000

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Total Impact	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —

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

STATUS: Ongoing

LOCATION: Lawson Road (Beauregard Drive to W&OD Trail)

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 adjacent residential communities. Bank erosion approximately 200 feet upstream of the crossing will be stabilized to reduce further bank loss. Design cost is anticipated in Fiscal Year 2023 to comply with environmental requirements if the project receives federal funding. Design cost is anticipated in Fiscal Year 2024 for the as-built letter of map revision process to verify FEMA floodplain impacts.

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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$1,487,200	\$249,200	\$1,136,000	\$102,000	-	-	-	-	\$1,238,000	-
Total Sources	\$1,487,200	\$249,200	\$1,136,000	\$102,000	-	-	-	\$—	\$1,238,000	-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$70,000	\$20,000	\$30,000	\$20,000	-	-	-	-	\$50,000	-
Design/Engineering	411,200	229,200	100,000	82,000	-	-	-	-	182,000	-
Land	15,000	-	15,000	-	-	-	-	-	15,000	-
Utility Relocation	17,000	-	17,000	-	-	-	-	-	17,000	-
Construction	974,000	-	974,000	-	-	-	-	-	974,000	-
Total Uses	\$1,487,200	\$249,200	\$1,136,000	\$102,000	\$—	\$—	\$—	\$—	\$1,238,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	\$ —	\$ —	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Total Impact	—	—	2,000	2,000	2,000	2,000

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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$673,000	-	-	\$673,000	-	-	-	-	\$673,000	-
Total Sources	\$673,000	\$—	\$—	\$673,000	\$—	\$—	\$—	\$—	\$673,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$33,000	-	-	\$33,000	-	-	-	-	\$33,000	-
Design/Engineering	139,000	-	-	139,000	-	-	-	-	139,000	-
Construction	501,000	-	-	501,000	-	-	-	-	501,000	-
Total Uses	\$673,000	\$—	\$—	\$673,000	\$—	\$—	\$—	\$—	\$673,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Miscellaneous Storm Drainage Construction & Repair (23403)
STATUS: Ongoing

LOCATION: Townwide

PROGRAM DESCRIPTION: Storm drainage inspection program has identified areas of storm pipe that are 20+ years old and in need of repair, maintenance and/or total replacement in kind.

OPERATING IMPACT: N/A

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 address providing adequate storm water management facilities.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Spring 2022	Spring 2025



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$1,200,000	-	\$200,000	\$400,000	\$600,000	-	-	-	\$1,200,000	-
Total Sources	\$1,200,000	\$—	\$200,000	\$400,000	\$600,000	\$—	\$—	\$—	\$1,200,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$75,000	-	\$25,000	\$25,000	\$25,000	-	-	-	\$75,000	-
Design/Engineering	15,000	-	5,000	5,000	5,000	-	-	-	15,000	-
Facility Repair/Renovation	1,110,000	-	170,000	370,000	570,000	-	-	-	1,110,000	-
Total Uses	\$1,200,000	\$—	\$200,000	\$400,000	\$600,000	\$—	\$—	\$—	\$1,200,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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

STATUS: Ongoing

LOCATION: Mosby Drive - Catoctin Circle to Morven Park Road

PROGRAM DESCRIPTION: Improvements 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.

OPERATING IMPACT: Moderate impact due to ongoing maintenance requirements to receive TMDL credits.

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	Winter 2025/26



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22	Year						Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$2,033,000	-	\$1,870,000	\$163,000	-	-	-	-	\$2,033,000	-
State-DEQSLAF	1,000,000	-	-	1,000,000	-	-	-	-	1,000,000	-
Total Sources	\$3,033,000	\$—	\$1,870,000	\$1,163,000	\$—	\$—	\$—	\$—	\$3,033,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	Year						Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$140,000	-	\$90,000	\$50,000	-	-	-	-	\$140,000	-
Land	300,000	-	300,000	-	-	-	-	-	300,000	-
Design/Engineering	400,000	-	400,000	-	-	-	-	-	400,000	-
Construction	2,193,000	-	1,080,000	1,113,000	-	-	-	-	2,193,000	-
Total Uses	\$3,033,000	\$—	\$1,870,000	\$1,163,000	\$—	\$—	\$—	\$—	\$3,033,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	\$ —	\$ —	\$ —	\$ 15,000	\$ 15,000	\$ 15,000
Total Impact	\$ —	\$ —	\$ —	\$ 15,000	\$ 15,000	\$ 15,000

Airport

Improvements to the Leesburg Executive Airport continue to be a priority for the Town. Capital projects for Fiscal Year 2023 in this category include the ongoing construction of the North Hangars and Airport Apron/Runway Paving at a total cost of \$191,000.

Sources of Funding

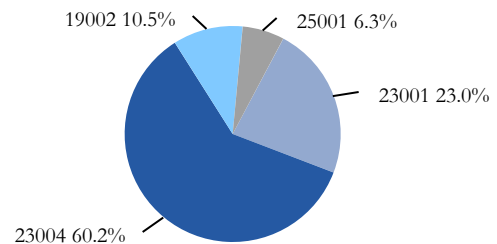
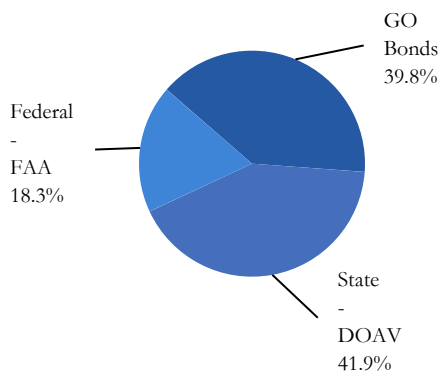
Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Funds Required
Capital Projects Fund							
GO Bonds	\$8,862,940	\$4,364,100	\$76,000	\$346,100	\$3,713,740	\$4,135,840	\$363,000
PAY-GO	102,000	102,000	—	—	—	—	—
State - DOAV	3,959,060	251,700	80,000	908,400	2,098,960	3,087,360	620,000
Federal - FAA	37,942,000	4,353,200	35,000	2,965,500	23,613,300	26,613,800	6,975,000
Total Capital Projects Fund	\$50,866,000	\$9,071,000	\$191,000	\$4,220,000	\$29,426,000	\$33,837,000	\$7,958,000
Total Sources	\$50,866,000	\$9,071,000	\$191,000	\$4,220,000	\$29,426,000	\$33,837,000	\$7,958,000

Uses by Project

Projects	Total Project Cost	Expended through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Project Cost
Airport Apron Paving (23001)	\$2,819,000	\$167,000	\$44,000	\$2,608,000	\$—	\$2,652,000	\$—
Airport FBO Hangar Purchase (22001)	3,010,000	—	—	—	3,010,000	3,010,000	—
Airport North Apron Paving - Hangars C & D Rehabilitation (23004)	936,000	—	115,000	821,000	—	936,000	—
Airport North Hangars (19002)	8,929,000	8,904,000	20,000	5,000	—	25,000	—
Airport Parallel Taxiway Relocation (23002)	13,688,000	—	—	36,000	13,644,000	13,680,000	8,000
Airport RPZ Land Acquisition (25002)	2,835,000	—	—	—	2,835,000	2,835,000	—
Airport Runway Pavement Rehabilitation (23003)	10,303,000	—	12,000	710,000	9,581,000	10,303,000	—
Airport West Side Land Development (25001)	8,346,000	—	—	40,000	356,000	396,000	7,950,000
Total Uses	\$50,866,000	\$9,071,000	\$191,000	\$4,220,000	\$29,426,000	\$33,837,000	\$7,958,000

Sources by Type (2023)

Uses by Project (2023)



TITLE: Airport Apron Paving (23001)

STATUS: New

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: Minimal.

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 2024

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22	Year						Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$89,000	\$20,000	\$9,000	\$60,000	-	-	-	-	\$69,000	-
State- DOAV	220,000	12,000	-	208,000	-	-	-	-	208,000	-
Federal- FAA	2,510,000	135,000	35,000	2,340,000	-	-	-	-	2,375,000	-
Total Sources	\$2,819,000	\$167,000	\$44,000	\$2,608,000	\$—	\$—	\$—	\$—	\$2,652,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	Year						Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$29,000	\$12,000	\$9,000	\$8,000	-	-	-	-	\$17,000	-
Design/ Engineering	190,000	155,000	35,000	-	-	-	-	-	35,000	-
Construction	2,600,000	-	-	2,600,000	-	-	-	-	2,600,000	-
Total Uses	\$2,819,000	\$167,000	\$44,000	\$2,608,000	\$—	\$—	\$—	\$—	\$2,652,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	-	-	-	-	-	-
Total Impact	-	-	-	-	-	-

TITLE: Airport FBO Hangar Purchase (22001)

STATUS: Future

LOCATION: Leesburg Executive Airport

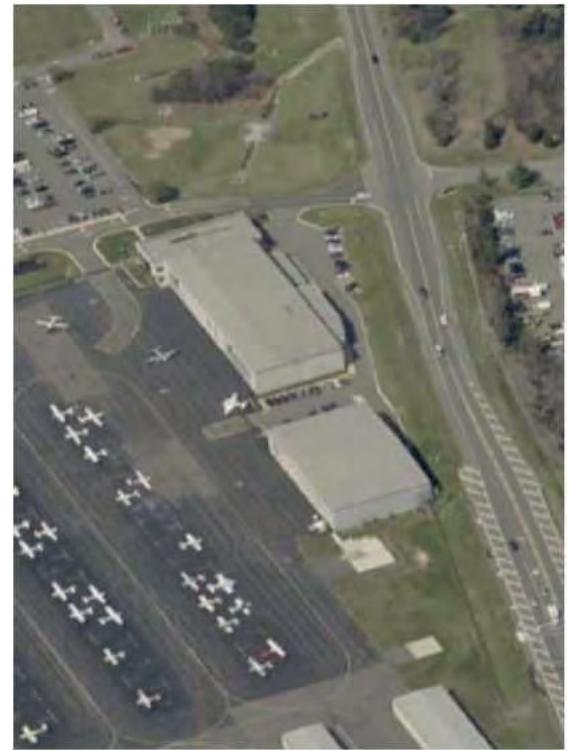
PROGRAM DESCRIPTION: Purchase of the fixed-base operator (FBO) hangars. Town acquisition of an existing commercial hangar complex would ensure critical aviation business services such as aircraft refueling, aircraft maintenance, and avionics repair remain available. These services are important to retain 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 2025	Fall 2025



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Funds Required
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 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Project Cost
Project Management	\$10,000	-	-	-	-	\$10,000	-	-	\$10,000	-
Land	3,000,000	-	-	-	-	3,000,000	-	-	3,000,000	-
Total Uses	\$3,010,000	\$-	\$-	\$-	\$-	\$3,010,000	\$-	\$-	\$3,010,000	\$-

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Airport North Apron Paving - Hangars C & D Rehabilitation (23004)

STATUS: New

LOCATION: Leesburg Executive Airport

PROGRAM DESCRIPTION: Rehabilitate the existing aircraft aprons located around Hangars C and D. These aprons are exhibiting cracking and stresses, and the latest Pavement Management Plan, prepared by the Virginia Department of Aviation and published in 2015, forecasted a Pavement Condition Index below the acceptable score. A study including geotechnical testing was completed in 2021 and recommends full rehabilitation of these aprons within the next two to three years. Funding participation is anticipated from the Virginia Department of Aviation (DOAV) for this project.

OPERATING IMPACT: Minimal.

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 2022	Summer 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22	Year						Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$211,200	-	\$35,000	\$176,200	-	-	-	-	\$211,200	-
State- DOAV	724,800	-	80,000	644,800	-	-	-	-	724,800	-
Total Sources	\$936,000	\$—	\$115,000	\$821,000	\$—	\$—	\$—	\$—	\$936,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	Year						Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$30,000	-	\$15,000	\$15,000	-	-	-	-	\$30,000	-
Design/ Engineering	100,000	-	100,000	-	-	-	-	-	100,000	-
Facility Repair/ Renovation	806,000	-	-	806,000	-	-	-	-	806,000	-
Total Uses	\$936,000	\$—	\$115,000	\$821,000	\$—	\$—	\$—	\$—	\$936,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	\$—	\$—	\$—	\$—	\$—	\$—
Total Impact	—	—	—	—	—	—

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' 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 existing 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 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	Fall 2023



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$4,369,100	4,344,100	\$20,000	\$5,000	-	-	-	-	\$25,000	-
PAY-GO	102,000	102,000	-	-	-	-	-	-	-	-
State- DOAV	239,700	239,700	-	-	-	-	-	-	-	-
Federal- FAA	4,218,200	4,218,200	-	-	-	-	-	-	-	-
Total Sources	\$8,929,000	\$8,904,000	\$20,000	\$5,000	\$—	\$—	\$—	\$—	\$25,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$156,000	\$131,000	\$20,000	\$5,000	-	-	-	-	\$25,000	-
Design/ Engineering	320,000	320,000	-	-	-	-	-	-	-	-
Construction	8,453,000	8,453,000	-	-	-	-	-	-	-	-
Total Uses	\$8,929,000	\$8,904,000	\$20,000	\$5,000	\$—	\$—	\$—	\$—	\$25,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
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

TITLE: Airport Parallel Taxiway Relocation (23002)

STATUS: Future

LOCATION: Leesburg Executive Airport

PROGRAM DESCRIPTION: Relocation and reconstruction of the existing parallel taxiway farther 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 and based on the 2021 CIP scheduled provided by the FAA. 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 2028/2029

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Funds Required
GO Bonds	\$377,640	-	-	\$36,000	\$35,440	\$11,000	\$143,100	\$144,100	\$369,640	\$8,000
State- DOAV	1,086,560	-	-	-	81,760	-	488,400	516,400	1,086,560	-
Federal- FAA	12,223,800	-	-	-	919,800	-	5,494,500	5,809,500	12,223,800	-
Total Sources	\$13,688,000	\$—	\$—	\$36,000	\$1,037,000	\$11,000	\$6,126,000	\$6,470,000	\$13,680,000	\$8,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Project Cost
Project Management	\$68,000	-	-	\$10,000	\$15,000	\$5,000	\$15,000	\$15,000	\$60,000	\$8,000
Design/ Engineering	1,060,000	-	-	26,000	1,022,000	6,000	6,000	-	1,060,000	-
Construction	12,560,000	-	-	-	-	-	6,105,000	6,455,000	12,560,000	-
Total Uses	\$13,688,000	\$—	\$—	\$36,000	\$1,037,000	\$11,000	\$6,126,000	\$6,470,000	\$13,680,000	\$8,000

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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 provide land on which to update the Runway 17 Approach lighting system. Acquisition requires completion of an Environmental Assessment prior to negotiation and purchase. Funding 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 6/30/22	2023	2024	2025	2026	2027	2028	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 6/30/22	2023	2024	2025	2026	2027	2028	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	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Airport Runway Pavement Rehabilitation (23003)

STATUS: New

LOCATION: Leesburg Executive Airport

PROGRAM DESCRIPTION: Runway pavement condition is critical to the safe landing and takeoff for aircraft. 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 is anticipated from the Federal Aviation Administration (FAA) and the Virginia Department of Aviation (DOAV) for this project and is determining the schedule of the design and construction phases.

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 2023	Fall 2026



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22	Year						Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$258,000	-	\$12,000	\$28,900	\$11,000	\$206,100	-	-	\$258,000	-
State- DOAV	820,000	-	-	55,600	-	764,400	-	-	820,000	-
Federal- FAA	9,225,000	-	-	625,500	-	8,599,500	-	-	9,225,000	-
Total Sources	\$10,303,000	\$—	\$12,000	\$710,000	\$11,000	\$9,570,000	\$—	\$—	\$10,303,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	Year						Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$42,000	-	\$7,000	\$15,000	\$5,000	\$15,000	-	-	\$42,000	-
Design/ Engineering	706,000	-	5,000	695,000	6,000	-	-	-	706,000	-
Construction	9,555,000	-	-	-	-	9,555,000	-	-	9,555,000	-
Total Uses	\$10,303,000	\$—	\$12,000	\$710,000	\$11,000	\$9,570,000	\$—	\$—	\$10,303,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Airport West Side Land Development (25001)

STATUS: Future

LOCATION: Leesburg Executive Airport

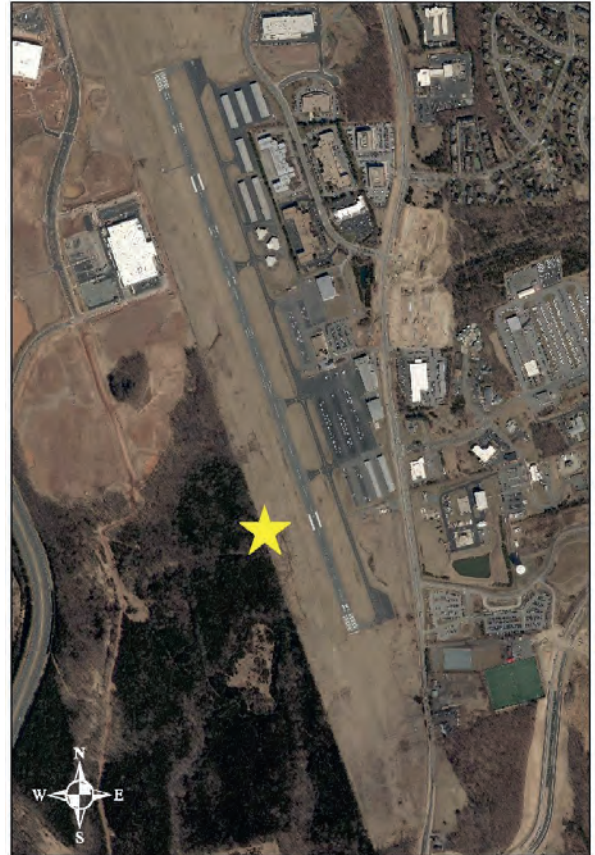
PROGRAM DESCRIPTION: Based on the forecasts of aviation demand, the airport will need to begin developing the west side of the airport to accommodate the growth in based aircraft. Proposed airport development west of the runway will require vehicular access from Compass Creek Parkway, which is immediately 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 2024 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
Summer 2023	TBD



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$457,000	-	-	\$40,000	-	\$6,000	\$34,500	\$21,500	\$102,000	\$355,000
State- DOAV	644,000	-	-	-	-	-	18,000	6,000	24,000	620,000
Federal- FAA	7,245,000	-	-	-	-	-	202,500	67,500	270,000	6,975,000
Total Sources	\$8,346,000	\$—	\$—	\$40,000	\$—	\$6,000	\$255,000	\$95,000	\$396,000	\$7,950,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$251,000	-	-	-	-	\$1,000	\$30,000	\$20,000	\$51,000	\$200,000
Design/ Engineering	495,000	-	-	40,000	-	5,000	225,000	75,000	345,000	150,000
Construction	7,600,000	-	-	-	-	-	-	-	-	7,600,000
Total Uses	\$8,346,000	\$—	\$—	\$40,000	\$—	\$6,000	\$255,000	\$95,000	\$396,000	\$7,950,000

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—



Utilities

As a result of the Fiscal Year 2014-2024 Utility Rate Study, a comprehensive needs assessment was conducted for the Town's utilities system. The FY 2023-2028 Capital Improvements Program reflects the identified capital needs and investments in the Town's water and sewer system at \$25,117,200 for Fiscal Year 2023. Capital projects for Fiscal Year 2023 include continuing SCADA System Upgrades; Sanitary Sewer Pump Station Upgrades; Townwide Sanitary Sewer and Waterline Improvements and Repairs; Water Treatment Plant sludge disposal improvements; the re-coating and rehabilitation of storage tanks at the Water Pollution Control Facility; and the preliminary design for Automated Water Meter Reading and Meter Technology upgrades.

Sources of Funding

Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	\$113,613,535	\$7,370,585	\$11,842,200	\$7,643,550	\$15,962,200	\$35,447,950	\$70,795,000
Pay-GO Utilities	109,413,465	5,824,215	13,275,000	9,479,550	23,729,700	46,484,250	57,105,000
Total Utilities Fund	\$223,027,000	\$13,194,800	\$25,117,200	\$17,123,100	\$39,691,900	\$81,932,200	\$127,900,000
Total Sources	\$223,027,000	\$13,194,800	\$25,117,200	\$17,123,100	\$39,691,900	\$81,932,200	\$127,900,000

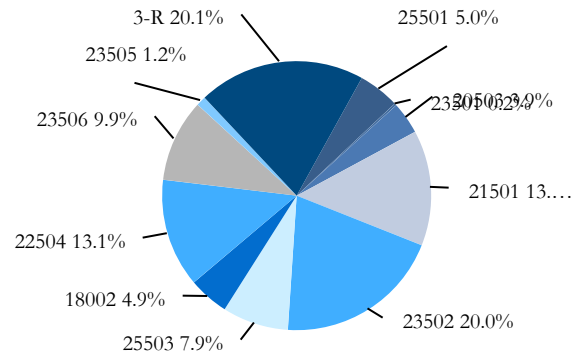
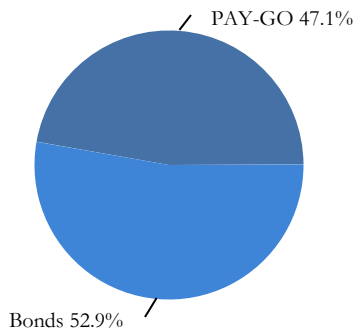
Uses by Project

Projects	Total Project Cost	Expended through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Project Cost
Automated Water Meter Reading and Meter Technology System Upgrade (25501)	\$7,000,000	\$—	\$1,000,000	\$6,000,000	\$—	\$7,000,000	\$—
Enhanced Multi-Barrier Treatment Technology (22501)	2,880,800	2,880,800	—	—	—	—	—
Excavated Materials Holding and Drying Facility - Utilities Portion (23501)	778,000	—	50,000	728,000	—	778,000	—
Lower Sycolin Sanitary Sewer Pump Station Third Pump (22502)	400,000	400,000	—	—	—	—	—
Sanitary Sewer Pump Station Upgrades (20503)	6,943,900	4,453,000	778,100	778,800	934,000	2,490,900	—
Town-wide Sanitary Sewer Improvements and Repairs (20506)	0	—	—	—	—	—	—
Town-wide Waterline Improvements and Repairs (20505)	0	—	—	—	—	—	—
Utility System Storage Facility (21501)	4,345,000	1,548,700	2,796,300	—	—	2,796,300	—
Water Plant Master Plan and Conditions Assessment (22508)	62,000,000	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	4,034,600	—	—	4,034,600	—
Water Pollution Control Facility Digester Dome Replacements (25502)	3,500,000	—	—	360,000	3,140,000	3,500,000	—
Water Pollution Control Facility Dryer Drum Replacement (25503)	1,600,000	—	1,600,000	—	—	1,600,000	—
Water Pollution Control Facility Master Plan and Conditions Assessment (22509)	69,100,000	1,200,000	—	—	—	—	67,900,000
Water Pollution Control Facility Odor Control And Biofilter Media Replacement (25504)	2,251,500	—	—	1,125,500	1,126,000	2,251,500	—
Water Pollution Control Facility Storage Tanks - Re-coating & Rehabilitation (18002)	4,077,000	—	978,300	1,009,000	2,089,700	4,077,000	—
Western Pressure Zone Pump Station Backup Generator (27503)	750,000	—	—	81,000	669,000	750,000	—
Water Storage Tank Recoating - Carr Tank I (27501)	1,355,000	—	—	—	1,355,000	1,355,000	—

Uses by Project

Projects	Total Project Cost	Expended through 6/30/22	2023	2024	2025-2028	Total for 6 Yr CIP	Future Project Cost
Water Storage Tank Recoating - Carr Tank II (25505)	1,328,300	—	—	—	1,328,300	1,328,300	—
Water Storage Tank Recoating Hogback Tank (28501)	—	—	—	—	—	—	—
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	2,630,200	—	—	2,630,200	—
Water Source and Supply Emergency Interconnects (23504)	3,189,400	—	—	—	3,189,400	3,189,400	—
Water Treatment Plant Electrical Upgrades (23506)	2,000,000	—	2,000,000	—	—	2,000,000	—
Water Treatment Plant Sludge Disposal Improvements (23505)	1,638,200	—	232,500	1,405,700	—	1,638,200	—
Utilities Repair, Replacement and Rehabilitation (3-R)	17,730,500	—	4,040,800	3,225,400	10,464,300	17,730,500	—
Total Uses	\$206,997,000	\$13,194,800	\$20,140,800	\$15,852,700	\$29,908,700	\$65,902,200	\$127,900,000

Sources by Type (2023)	Uses by Project (2023)
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TITLE: Automated Water Meter Reading and Meter Technology System Upgrade (25501)

STATUS: New

LOCATION: Townwide

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 water meters 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 2022	Summer 2026

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
Utilities Bonds	\$3,850,000	-	\$550,000	\$3,300,000	-	-	-	-	\$3,850,000	-
Pay-GO Utilities	3,150,000	-	450,000	2,700,000	-	-	-	-	3,150,000	-
Total Sources	\$7,000,000	\$—	\$1,000,000	\$6,000,000	\$—	\$—	\$—	\$—	\$7,000,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$150,000	-	\$50,000	\$100,000	-	-	-	-	\$150,000	-
Design/Engineering	950,000	-	950,000	-	-	-	-	-	950,000	-
Construction	5,900,000	-	-	5,900,000	-	-	-	-	5,900,000	-
Total Uses	\$7,000,000	\$—	\$1,000,000	\$6,000,000	\$—	\$—	\$—	\$—	\$7,000,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	-	-	- \$	50,000 \$	50,000 \$	50,000 \$
Total Impact	-	-	- \$	50,000 \$	50,000 \$	50,000 \$

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	Winter 2024

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
Utilities Bonds	\$1,584,440	\$1,584,440	-	-	-	-	-	-	-	-
Pay-GO Utilities	1,296,360	1,296,360	-	-	-	-	-	-	-	-
Total Sources	\$2,880,800	\$2,880,800	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$135,800	\$135,800	-	-	-	-	-	-	-	-
Design/Engineering	\$345,000	\$345,000	-	-	-	-	-	-	-	-
Construction	\$2,400,000	\$2,400,000	-	-	-	-	-	-	-	-
Total Uses	\$2,880,800	\$2,880,800	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	\$ 31,000	\$31,000	\$31,000	\$31,000	\$31,000	\$31,000
Total Impact	\$ 31,000	\$31,000	\$31,000	\$31,000	\$31,000	\$31,000

TITLE: Excavated Materials Holding and Drying Facility - Utilities Portion (23501)

STATUS: New

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 water permitting requirements. The Public Works contribution for this shared project is funded through project number 23107.

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	Summer 2025

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	\$427,900	-	\$27,500	\$400,400	-	-	-	-	\$427,900	-
Pay-GO Utilities	350,100	-	22,500	327,600	-	-	-	-	350,100	-
Total Sources	\$778,000	\$—	\$50,000	\$728,000	\$—	\$—	\$—	\$—	\$778,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Project Cost
Project Management	\$10,000	-	\$2,500	\$7,500	-	-	-	-	\$10,000	-
Design/Engineering	47,500	-	47,500	-	-	-	-	-	47,500	-
Construction	720,500	-	-	720,500	-	-	-	-	720,500	-
Total Uses	\$778,000	\$—	\$50,000	\$728,000	\$—	\$—	\$—	\$—	\$778,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	-	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Total Impact	-	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000

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

STATUS: Ongoing

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 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	Spring 2023

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
Utilities Bonds	\$220,000	220,000	-	-	-	-	-	-	-	-
PAY-GO										
Utilities	180,000	180,000	-	-	-	-	-	-	-	-
Total Sources	\$400,000	\$400,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$15,000	15,000	-	-	-	-	-	-	-	-
Design/Engineering	25,000	25,000	-	-	-	-	-	-	-	-
Construction	360,000	360,000	-	-	-	-	-	-	-	-
Total Uses	\$400,000	\$400,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Total Impact	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000

TITLE: Sanitary Sewer Pump Station Upgrades (20503)

STATUS: Ongoing

LOCATION: Townwide

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 their 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 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	\$3,819,145	\$2,449,145	\$428,000	\$428,300	\$428,700	\$85,000	-	-	\$1,370,000	-
PAY-GO Utilities	3,124,755	2,003,855	350,100	350,500	350,800	69,500	-	-	1,120,900	-
Total Sources	\$6,943,900	\$4,453,000	\$778,100	\$778,800	\$779,500	\$154,500	\$—	\$—	\$2,490,900	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Project Cost
Project Management	\$61,500	\$30,000	\$10,000	\$10,000	\$10,000	\$1,500	-	-	\$31,500	-
Design/Engineering	445,500	217,500	72,500	72,500	73,000	10,000	-	-	228,000	-
Construction	6,436,900	4,205,500	695,600	696,300	696,500	143,000	-	-	2,231,400	-
Total Uses	\$6,943,900	\$4,453,000	\$778,100	\$778,800	\$779,500	\$154,500	\$—	\$—	\$2,490,900	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Townwide Sanitary Sewer Improvements and Repairs (20506)

STATUS: Ongoing

LOCATION: Townwide

PROGRAM DESCRIPTION: This project undertakes on-going maintenance and replacement of 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 Fiscal Year 2023-2028 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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
Utilities Bonds	\$2,405,800	-	\$377,900	\$363,300	\$399,700	\$534,400	\$360,600	\$369,900	\$2,405,800	-
PAY-GO Utilities	1,968,600	-	309,300	297,200	327,100	437,300	295,000	302,700	1,968,600	-
Total Sources	\$4,374,400	\$—	\$687,200	\$660,500	\$726,800	\$971,700	\$655,600	\$672,600	\$4,374,400	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$175,800	-	\$27,200	\$28,000	\$28,800	\$29,700	\$30,600	\$31,500	\$175,800	-
Design/Engineering	38,000	-	-	38,000	-	-	-	-	38,000	-
Construction	4,160,600	-	660,000	594,500	698,000	942,000	625,000	641,100	4,160,600	-
Total Uses	\$4,374,400	\$—	\$687,200	\$660,500	\$726,800	\$971,700	\$655,600	\$672,600	\$4,374,400	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Utilities**Capital Improvements Program**

Description	2023	2024	2025	2026	2027	2028
Sewer						
Project Management	\$27,200	\$28,000	\$28,800	\$29,700	\$30,600	\$31,500
Pipe Lateral Rehabilitation	410,000	—	—	—	—	—
Pipe Rehabilitation	—	382,500	410,000	350,000	375,000	316,100
Manhole Rehabilitation Lining	250,000	250,000	250,000	250,000	250,000	325,000
Monroe St SE and Madison Ct SE Sewer Replacement	—	—	38,000	342,000	—	—
Total Cost	\$687,200	\$660,500	\$726,800	\$971,700	\$655,600	\$672,600

TITLE: Townwide Water Line Improvements and Repairs (20505)

STATUS: Ongoing

LOCATION: Townwide

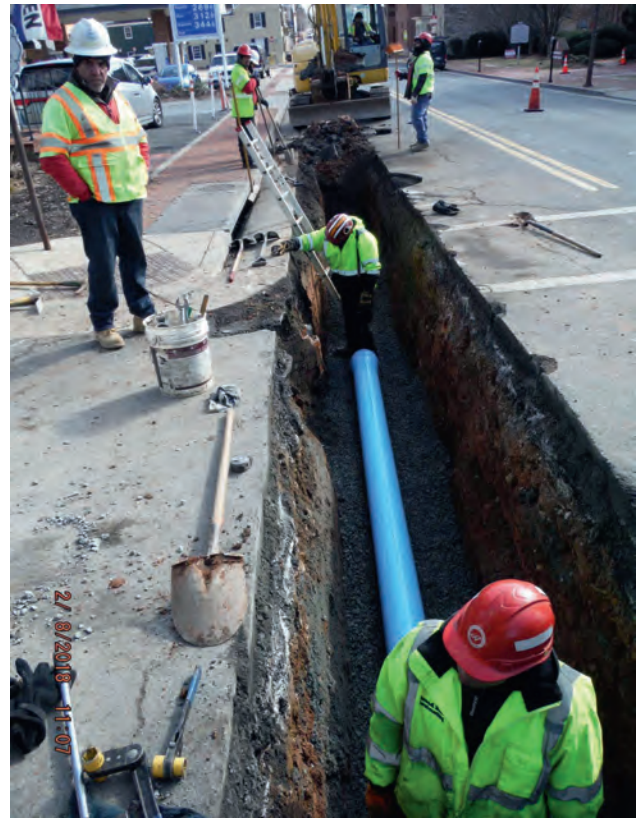
PROGRAM DESCRIPTION: This project undertakes on-going replacement and upgrades to old deteriorated waterlines associated with waterline capacity improvements and other capital projects. The table on the next page provides a listing of the projects, design and/or construction costs and proposed scheduling.

OPERATING IMPACT: Maintenance should be reduced due to the improved structural integrity of the water lines. New water line 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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
Utilities Bonds	\$5,665,400	-	\$2,359,100	\$335,400	\$455,200	\$1,010,400	\$525,500	\$979,800	\$5,665,400	-
PAY-GO Utilities	4,635,200	-	1,930,100	274,500	372,500	826,600	429,900	801,600	4,635,200	-
Total Sources	\$10,300,600	\$—	\$4,289,200	\$609,900	\$827,700	\$1,837,000	\$955,400	\$1,781,400	\$10,300,600	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$577,100	-	\$89,200	\$91,900	\$94,700	\$97,500	\$100,400	\$103,400	\$577,100	-
Design/Engineering	975,000	-	450,000	75,000	75,000	75,000	100,000	200,000	975,000	-
Construction	8,748,500	-	3,750,000	443,000	658,000	1,664,500	755,000	1,478,000	8,748,500	-
Total Uses	\$10,300,600	\$—	\$4,289,200	\$609,900	\$827,700	\$1,837,000	\$955,400	\$1,781,400	\$10,300,600	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

Description	2023	2024	2025	2026	2027	2028
Water						
Project Management	\$89,200	\$91,900	\$94,700	\$97,500	\$100,400	\$103,400
Waterline Rehabilitation and Repair	4,000,000	—	—	1,080,000	530,000	1,678,000
Waterline Rehabilitation Coinciding with Public Works	200,000	518,000	733,000	659,500	325,000	—
Total Cost	\$4,289,200	\$609,900	\$827,700	\$1,837,000	\$955,400	\$1,781,400

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. Savings due to extending the useful life of equipment.

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 and supplies from the elements.

Significant Dates

PROJECT START	ESTIMATED COMPLETION
Summer 2020	Summer 2024



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
Utilities Bonds	\$2,389,800	\$851,800	\$1,538,000	-	-	-	-	-	\$1,538,000	-
PAY-GO Utilities	1,955,200	696,900	1,258,300	-	-	-	-	-	1,258,300	-
Total Sources	\$4,345,000	\$1,548,700	\$2,796,300	\$—	\$—	\$—	\$—	\$—	\$2,796,300	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$31,500	\$19,500	\$12,000	-	-	-	-	-	\$12,000	-
Design/Engineering	200,000	200,000	-	-	-	-	-	-	-	-
Construction	4,113,500	1,329,200	2,784,300	-	-	-	-	-	2,784,300	-
Total Uses	\$4,345,000	\$1,548,700	\$2,796,300	\$—	\$—	\$—	\$—	\$—	\$2,796,300	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	- \$	20,000 \$	20,000 \$	20,000 \$	20,000 \$	20,000 \$
Total Impact	\$ —	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000

TITLE: Water Plant Master Plan and Conditions Assessment (22508)

STATUS: Ongoing

LOCATION: Water Treatment Plant

PROGRAM DESCRIPTION: Evaluate water treatment plant and remote site operations, equipment conditions, and the potential for a capacity increase to 15 Million Gallons per Day (MGD) based on permitted source withdrawal capacity. Initial phase is a conditions survey and Geographic Information Systems (GIS) data analysis to identify the likeliness and consequence of failure of water plant equipment, processes and technology. Plan goals are to establish in the asset management system the tools necessary for ongoing maintenance and level of service maintenance. Evaluate 3R and CIP planning to determine the overall needs for long term improvements; and create a risk based roadmap integrating potential future demands and regulatory changes.

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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
Utilities Bonds	\$34,550,000	\$1,100,000	-	-	-	-	-	-	-	\$33,450,000
PAY-GO Utilities	27,450,000	900,000	-	-	-	-	-	-	-	26,550,000
Total Sources	\$62,000,000	\$2,000,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$60,000,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$120,000	\$20,000	-	-	-	-	-	-	-	\$100,000
Design/Engineering	8,980,000	1,980,000	-	-	-	-	-	-	-	7,000,000
Construction	52,900,000	-	-	-	-	-	-	-	-	52,900,000
Total Uses	\$62,000,000	\$2,000,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$60,000,000

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	\$—	\$—	\$—	\$—	\$—	\$—
Total Impact	\$—	\$—	\$—	\$—	\$—	\$—

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	Spring 2025

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
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 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
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	2023	2024	2025	2026	2027	2028
General Maintenance	-	-	\$30,000	\$30,000	\$30,000	\$30,000
Total Impact	\$—	\$—	\$30,000	\$30,000	\$30,000	\$30,000

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 and 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	Winter 2027



Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
Utilities Bonds	\$2,341,900	-	-	-	275,000	\$2,066,900	-	-	\$2,341,900	-
PAY-GO Utilities	1,916,100	-	-	-	225,000	1,691,100	-	-	1,916,100	-
Total Sources	\$4,258,000	\$—	\$—	\$—	\$500,000	\$3,758,000	\$—	\$—	\$4,258,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$22,000	-	-	-	2,000	\$20,000	-	-	\$22,000	-
Design/Engineering	498,000	-	-	-	498,000	-	-	-	498,000	-
Construction	3,738,000	-	-	-	-	3,738,000	-	-	3,738,000	-
Total Uses	\$4,258,000	\$—	\$—	\$—	\$500,000	\$3,758,000	\$—	\$—	\$4,258,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	-	-	-	-	\$5,000	\$5,000
Total Impact	\$—	\$—	\$—	\$—	\$5,000	\$5,000

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

STATUS: New

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 that will meet landfill disposal requirements.

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	Fall 2024

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
Utilities Bonds	\$2,551,500	\$82,500	\$2,469,000	-	-	-	-	-	\$2,469,000	-
PAY-GO Utilities	1,633,100	67,500	1,565,600	-	-	-	-	-	1,565,600	-
Total Sources	\$4,184,600	\$150,000	\$4,034,600	\$—	\$—	\$—	\$—	\$—	\$4,034,600	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$23,500	-	\$23,500	-	-	-	-	-	\$23,500	-
Design/Engineering	400,000	150,000	250,000	-	-	-	-	-	250,000	-
Construction	3,761,100	-	3,761,100	-	-	-	-	-	3,761,100	-
Total Uses	\$4,184,600	\$150,000	\$4,034,600	\$—	\$—	\$—	\$—	\$—	\$4,034,600	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	-	\$400	\$400	\$400	\$400	\$400
Total Impact	\$—	\$400	\$400	\$400	\$400	\$400

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 and 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 and 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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
Utilities Bonds	\$1,925,000	-	-	\$198,000	\$1,727,000	-	-	-	\$1,925,000	-
PAY-GO Utilities	1,575,000	-	-	162,000	1,413,000	-	-	-	1,575,000	-
Total Sources	\$3,500,000	\$-	\$-	\$360,000	\$3,140,000	\$-	\$-	\$-	\$3,500,000	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$20,000	-	-	\$10,000	\$10,000	-	-	-	\$20,000	-
Design/Engineering	350,000	-	-	350,000	-	-	-	-	350,000	-
Construction	3,130,000	-	-	-	3,130,000	-	-	-	3,130,000	-
Total Uses	\$3,500,000	\$-	\$-	\$360,000	\$3,140,000	\$-	\$-	\$-	\$3,500,000	\$-

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	-	-	-	-	-	-
Total Impact	-	-	-	-	-	-

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

STATUS: New

LOCATION: Water Pollution Control Facility

PROGRAM DESCRIPTION: Replacement of a 20 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 2022	Spring 2024

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	\$880,000	-	880,000	-	-	-	-	-	\$880,000	-
PAY-GO Utilities	720,000	-	720,000	-	-	-	-	-	720,000	-
Total Sources	\$1,600,000	\$—	\$1,600,000	\$—	\$—	\$—	\$—	\$—	\$1,600,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Project Cost
Project Management	\$15,000	-	15,000	-	-	-	-	-	\$15,000	-
Design/Engineering	160,000	-	160,000	-	-	-	-	-	160,000	-
Construction	1,425,000	-	1,425,000	-	-	-	-	-	1,425,000	-
Total Uses	\$1,600,000	\$—	\$1,600,000	\$—	\$—	\$—	\$—	\$—	\$1,600,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Water Pollution Control Facility Master Plan and Conditions Assessment (22509)

STATUS: Ongoing

LOCATION: Water Pollution Control Facility

PROGRAM DESCRIPTION: Evaluate water pollution control facility and remote site operations, equipment conditions, the potential for Enhanced Nutrient Removal (ENR) to ensure adequate sewer treatment is available for customers, and an increase to 10 Million Gallons per Day (MGD). Initial phase is a conditions survey and Geographic Information Systems (GIS) data analysis to identify the likeliness and consequence of failure of water pollution control facility equipment, processes and technology. Plan goals are to establish in the asset management system the tools necessary for ongoing maintenance and level of service maintenance; evaluate 3R and CIP planning to determine the overall needs for long term improvements; and create a risk based roadmap integrating potential future demands and regulatory changes.

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 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	\$38,005,000	\$660,000	-	-	-	-	-	-	-	\$37,345,000
PAY-GO Utilities	31,095,000	540,000	-	-	-	-	-	-	-	30,555,000
Total Sources	\$69,100,000	\$1,200,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$67,900,000

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Project Cost
Project Management	\$120,000	\$20,000	-	-	-	-	-	-	-	\$100,000
Design/Engineering	8,980,000	1,180,000	-	-	-	-	-	-	-	7,800,000
Construction	60,000,000	-	-	-	-	-	-	-	-	60,000,000
Total Uses	\$69,100,000	\$1,200,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$67,900,000

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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 2026

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
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 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
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	2023	2024	2025	2026	2027	2028
General Maintenance	-	-	-	\$2,500	\$2,500	\$2,500
Total Impact	\$ —	\$ —	\$ —	\$ 2,500	\$ 2,500	\$ 2,500

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 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
Ongoing	Ongoing

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
Utilities Bonds	\$2,242,500	-	\$538,100	\$555,000	\$569,100	\$580,300	-	-	\$2,242,500	-
PAY-GO Utilities	1,834,500	-	440,200	454,000	465,600	474,700	-	-	1,834,500	-
Total Sources	\$4,077,000	\$—	\$978,300	\$1,009,000	\$1,034,700	\$1,055,000	\$—	\$—	\$4,077,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$50,000	-	\$12,000	\$12,500	\$12,500	\$13,000	-	-	\$50,000	-
Design/Engineering	386,000	-	93,000	95,000	98,000	100,000	-	-	386,000	-
Construction	3,641,000	-	873,300	901,500	924,200	942,000	-	-	3,641,000	-
Total Uses	\$4,077,000	\$—	\$978,300	\$1,009,000	\$1,034,700	\$1,055,000	\$—	\$—	\$4,077,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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
Fall 2023	Summer 2025

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
Utilities Bonds	\$412,550	-	-	\$44,550	\$368,000	-	-	-	\$412,550	-
PAY-GO Utilities	337,450	-	-	36,450	301,000	-	-	-	337,450	-
Total Sources	\$750,000	\$-	\$-	\$81,000	\$669,000	\$-	\$-	\$-	\$750,000	\$-

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$13,500	-	-	\$6,000	\$7,500	-	-	-	\$13,500	-
Design/Engineering	75,000	-	-	75,000	-	-	-	-	75,000	-
Construction	661,500	-	-	-	661,500	-	-	-	661,500	-
Total Uses	\$750,000	\$-	\$-	\$81,000	\$669,000	\$-	\$-	\$-	\$750,000	\$-

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	-	-	-	-	-	-
Total Impact	-	-	-	-	-	-

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 2024	Spring 2026

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$745,300	-	-	-	\$113,300	\$632,000	-	-	\$745,300	-
PAY-GO Utilities	609,700	-	-	-	92,700	517,000	-	-	609,700	-
Total Sources	\$1,355,000	\$—	\$—	\$—	\$206,000	\$1,149,000	\$—	\$—	\$1,355,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$13,500	-	-	-	\$6,000	\$7,500	-	-	\$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	\$—	\$—	\$—	\$206,000	\$1,149,000	\$—	\$—	\$1,355,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	-	-	-	-	-	-
Total Impact	—	—	—	—	—	—

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
Fall 2023	Spring 2025

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Funds Required
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 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Project Cost
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	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

TITLE: Water Storage Tank Recoating-Hogback Tank (28501)

STATUS: Future

LOCATION: Clagett Street

PROGRAM DESCRIPTION: This project will inspect and re-coat the Hogback water storage tank. Hogback 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 2027	Spring 2028

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
Utilities Bonds	\$745,300	-	-	-	-	-	\$113,300	\$632,000	\$745,300	-
PAY-GO Utilities	609,700	-	-	-	-	-	92,700	517,000	609,700	-
Total Sources	\$1,355,000	\$—	\$—	\$—	\$—	\$—	\$206,000	\$1,149,000	\$1,355,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost	
			2023	2024	2025	2026	2027	2028			
Project Management	\$13,500	-	-	-	-	-	-	\$6,000	\$7,500	\$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	\$—	\$—	\$—	\$—	\$—	\$—	\$206,000	\$1,149,000	\$1,355,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	\$745,300	\$113,300	-	-	-	-	-	\$632,000	\$632,000	-
PAY-GO Utilities	609,700	(113,300)	-	-	-	-	206,000	517,000	723,000	-
Total Sources	\$1,355,000	\$—	\$—	\$—	\$—	\$—	\$206,000	\$1,149,000	\$1,355,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Project Cost
Project Management	\$13,500	-	-	-	-	-	\$6,000	\$7,500	\$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	\$—	\$—	\$—	\$—	\$—	\$206,000	\$1,149,000	\$1,355,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	-	-	-	-	-	-
Total Impact	—	—	—	—	—	—

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

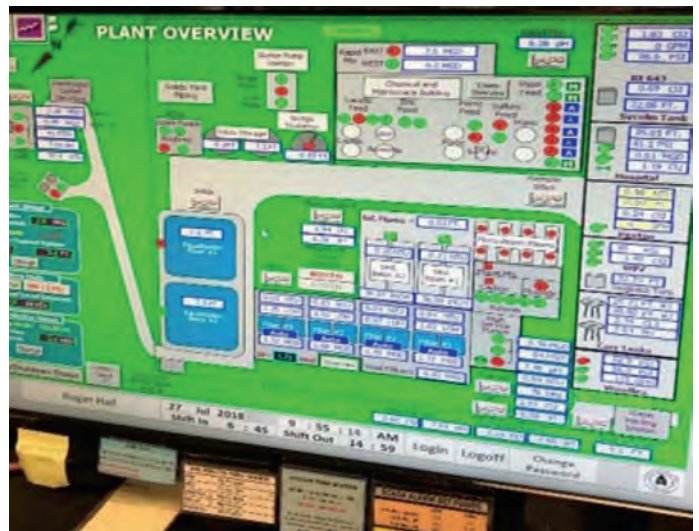
STATUS: Future

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
Fall 2021	Winter 2025

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Funds Required
Utilities Bonds	\$1,756,000	\$309,400	\$1,446,600	-	-	-	-	-	\$1,446,600	-
PAY-GO Utilities	1,436,500	252,900	1,183,600	-	-	-	-	-	1,183,600	-
Total Sources	\$3,192,500	\$562,300	\$2,630,200	\$—	\$—	\$—	\$—	\$—	\$2,630,200	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22	2023	2024	2025	2026	2027	2028	Total for 6 Yr CIP	Future Project Cost
Project Management	\$33,000	\$10,000	\$23,000	-	-	-	-	-	\$23,000	-
Design/Engineering	552,300	552,300	-	-	-	-	-	-	-	-
Construction	2,607,200	-	2,607,200	-	-	-	-	-	2,607,200	-
Total Uses	\$3,192,500	\$562,300	\$2,630,200	\$—	\$—	\$—	\$—	\$—	\$2,630,200	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
General Maintenance	-	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Impact	\$—	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000

TITLE: Water Source and Supply Emergency Interconnects (23504)

STATUS: Future

LOCATION: Sycolin Road

PROGRAM DESCRIPTION: This project includes potential design and construction of water source and supply infrastructure for Town customers to establish system redundancy and emergency supply in the event of emergencies for Town rate payers. This project will also evaluate potential design and construction of Water Booster Pump Stations at system interconnects (former project 20504).

OPERATING IMPACT: Unknown at this time and need to evaluate when connections are determined.

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 2027	Summer 2028

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
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 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
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	2023	2024	2025	2026	2027	2028
N/A	-	-	-	-	-	-
Total Impact	-	-	-	-	-	-

TITLE: Water Treatment Plant Electrical Upgrades (23506)

STATUS: New

LOCATION: Water Treatment Plant

PROGRAM DESCRIPTION: Evaluate and replace an existing main electrical switch gear installed in 1980 and improve the power feed for the water filtration plant filter and pumping facility. Replace ancillary breakers that feed critical plant operation equipment. Upgrade electrical equipment to meet future technology demands such as the integration of ultraviolet treatment technology.

OPERATING IMPACT: This project increases drinking water delivery reliability.

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 2022	Fall 2025

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
GO Bonds	\$1,100,000	-	\$1,100,000	-	-	-	-	-	\$1,100,000	-
PAY-GO	900,000	-	900,000	-	-	-	-	-	900,000	-
Total Sources	\$2,000,000	\$—	\$2,000,000	\$—	\$—	\$—	\$—	\$—	\$2,000,000	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$10,000	-	\$10,000	-	-	-	-	-	\$10,000	-
Design/Engineering	200,000	-	200,000	-	-	-	-	-	200,000	-
Construction	1,790,000	-	1,790,000	-	-	-	-	-	1,790,000	-
Total Uses	\$2,000,000	\$—	\$2,000,000	\$—	\$—	\$—	\$—	\$—	\$2,000,000	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
Electrical Maintenance	-	-	-	-	-	-
Total Impact	—	—	—	—	—	—

TITLE: Water Treatment Plant Sludge Disposal Improvements (23505)

STATUS: New

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	Fall 2026

Funding Sources

Sources	Total Required Project Funding	Funded through 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
Utilities Bonds	\$901,000	-	\$128,000	\$773,000	-	-	-	-	\$901,000	-
PAY-GO Utilities	737,200	-	104,500	632,700	-	-	-	-	737,200	-
Total Sources	\$1,638,200	\$—	\$232,500	\$1,405,700	\$—	\$—	\$—	\$—	\$1,638,200	\$—

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Project Management	\$15,000	-	\$7,500	\$7,500	-	-	-	-	\$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	\$—	\$232,500	\$1,405,700	\$—	\$—	\$—	\$—	\$1,638,200	\$—

Operating Impact

Operating/Maintenance	2023	2024	2025	2026	2027	2028
N/A	—	—	—	—	—	—
Total Impact	—	—	—	—	—	—

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

STATUS: Ongoing

LOCATION: Townwide

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 6/30/22							Total for 6 Yr CIP	Future Funds Required
			2023	2024	2025	2026	2027	2028		
PAY-GO Utilities	\$17,730,500	\$ —	\$4,040,800	\$3,225,400	\$2,401,000	\$1,847,000	\$3,216,300	\$3,000,000	\$17,730,500	\$ —
Total Sources	\$17,730,500	\$ —	\$4,040,800	\$3,225,400	\$2,401,000	\$1,847,000	\$3,216,300	\$3,000,000	\$17,730,500	\$ —

Planned Uses

Uses	Total Project Cost	Expended through 6/30/22							Total for 6 Yr CIP	Future Project Cost
			2023	2024	2025	2026	2027	2028		
Building Improvements	\$2,120,000	\$ —	\$980,000	\$600,000	\$90,000	-	\$210,000	\$240,000	\$2,120,000	-
Computer Equipment	770,000	—	35,000	35,000	35,000	35,000	535,000	95,000	770,000	—
Computer Software	272,000	—	12,000	12,000	12,000	12,000	212,000	12,000	272,000	—
Construction Equipment	106,000	—	106,000	-	-	-	-	-	106,000	-
Electronic Equipment	2,170,000	—	\$ 950,000	620,000	300,000	300,000	-	-	2,170,000	—
Laboratory Equipment	258,700	—	4,000	8,400	6,000	-	140,300	100,000	258,700	—
Motor Vehicle Equipment	4,042,200	—	1,037,200	470,000	573,000	695,000	599,000	668,000	4,042,200	—
Office Furniture	3,000	—	3,000	-	-	-	-	-	3,000	—
Site Improvements	50,000	—	-	-	-	-	50,000	-	50,000	—
Utility Lines	130,000	—	130,000	-	-	-	-	-	130,000	—
Water Poll Cont Plant Equip	4,123,600	—	468,600	860,000	660,000	375,000	765,000	995,000	4,123,600	—
Water Treatment Plant Equip	3,685,000	—	315,000	620,000	725,000	430,000	705,000	890,000	3,685,000	—
Total Uses	\$17,730,500	\$ —	\$4,040,800	\$3,225,400	\$2,401,000	\$1,847,000	\$3,216,300	\$3,000,000	\$17,730,500	\$ —



Future Projects

Priority Future Capital Projects

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

Project Name	Project Summary	Estimated Cost	Status
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 it 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 to meet DEQ's newly established minimum limits.	TBD	Awaiting funding.
Carrvale Park Outfall Improvements	Residents have voiced concerns about erosion of the Carrvale Park outfall channel where the channel is moving east towards the condominiums of Fox Chase. A study is currently underway	\$600,000	Awaiting funding.
Police Mobile Command Center	The unit is intended to facilitate enhanced response capabilities to large-scale incidents and natural disasters, as well as implement emergency management/Incident Command System (ICS) best practices, such as unified command. The unit will serve as our backup emergency communications center should our primary site fail for any reason.	\$800,000	Awaiting funding.

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.

GENERAL GOVERNMENT

Project Name	Project Summary
ADA Improvements Town-wide	After the 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.
Wayfinding Signs Replacement Project	The current signs are over 15 years old and are reaching the end of their useful life. This project would work to re-brand and replace the existing signs throughout Town.

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 will provide access to Olde Izaak Walton Park and include a crossing of Tuscarora Creek. Should be timed with the Crescent Parke development.
Parks Storage Area	Existing storage area near the Ida Lee Park farmhouse and barn is losing its structural integrity.

STREETS & HIGHWAYS

Project Name	Project Summary
Davis Avenue Sidewalk	Both sides of Davis Avenue from South King Street to the Valley View Drive intersection.
Masons Lane Improvements	Improvements to Masons Lane to include curb, gutter and storm drainage as well as road reconstruction due to the poor roadway condition and the maintenance cost on an annual basis.
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 need to be sensitive to existing neighborhood character.
Dry Mill Road Sidewalk and Drainage Improvements (Catoctin Circle to W&OD Trail)	Sidewalk and drainage improvements from the W&OD Trail to Catoctin 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.
Town Branch (Catoctin Circle to South King Street)	Improvements to Town Branch to mitigate erosion, stream degradation, and flooding. Study currently underway.
Tuscarora Creek Stream Restoration (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 and Town Master Plan for the airport. Significant funding to be provided by state and federal sources.

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. 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 and sewer, and other 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 line of credit and issuing general obligation bonds in Fiscal Year 2024. 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

	2023	2024	2025-28
Debt Financing	56.71%	50.33%	41.21 %
Debt Service of Gen. Exp. < 15%	14.02%	12.80%	12.80 %
Bond Debt to Assessed Value <2.5%	0.55%	0.47%	0.32 %

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%, excluding self-supporting Airport projects debt service.
 - Bonded debt of the Town shall not exceed 2.5% of the total assessed value of taxable real 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



2022-23 Tax and Fees Ordinance

The Town of
**Leesburg,
 Virginia**

PRESENTED: March 22, 2022

ORDINANCE NO. 2022-O-010

ADOPTED: March 22, 2022

AN ORDINANCE: SETTING THE REAL TAXABLE PROPERTY RATE AND THE TAX RATE FOR CERTAIN PERSONAL PROPERTY FOR TAX YEAR 2022; 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 2022 shall be set at:

1. Real estate; manufactured or mobile homes - \$0.1774 per \$100.00 of assessed value.
2. Real estate; tangible personal property for public service corporations (excluding aircraft and motor vehicles) - \$0.1774 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:

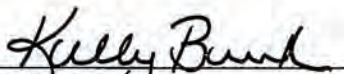
Classification of Property	Rate of Tax per \$100.00 of Assessed Value
Real estate; manufactured or mobile homes	<u>\$0.1774</u>
Real estate; tangible personal property for public service corporations (excluding aircraft and motor vehicles)	<u>\$0.1774</u>

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 22nd day of March, 2022.


 Kelly Burk, Mayor
 Town of Leesburg

ATTEST:

 Clerk of Council



The Town of
Leesburg,
Virginia

PRESENTED: February 8, 2022

ORDINANCE NO. 2022-O-008

ADOPTED: February 8, 2022

AN ORDINANCE: SETTING TAX RATES ON PERSONAL PROPERTY (SECTION 20-22), VEHICLE LICENSE FEE (SECTION 32-84), MOTOR VEHICLE TAX REDUCTION (SECTION 20-25), AND PERSONAL PROPERTY TAX RELIEF (SECTION 20-30) FOR TAX YEAR 2022, AND AMENDING LEESBURG TOWN CODE SECTION 20-25 AND APPENDIX B – FEE SCHEDULE

WHEREAS, on October 24, 2017, in Resolution No. 2017-158, the Town Council approved a Memorandum of Agreement (“MOA”) between the County of Loudoun (“County”), the Town of Leesburg (“Town”), and the Loudoun County Treasurer (“Treasurer”), to consolidate the billing and collecting of town and county taxes by the County on behalf of the Town; and

WHEREAS, pursuant to the terms of the MOA, the Town must adopt personal property tax rates to conform to the tax billing and collection schedule of the County; and

WHEREAS, the Council wishes to set the tax rates for personal property for tax year 2022; and

WHEREAS, the personal property tax relief for tax year 2022 and the levied vehicle license fee must be affirmed pursuant to the terms of the MOA; and

WHEREAS, § 58.1-2506.1 et seq. of the Code of Virginia, as amended, authorizes the Town to establish a different tax rate for one motor vehicle owned and used primarily by anyone at least 65 years of age or anyone found to be permanently and totally disabled; and

WHEREAS, as authorized by Virginia Code § 58.1-2506.1, section 20-25 of the Leesburg Town Code provides for such elderly and disabled tax relief and adopts the County ordinance governing such relief; and

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AN ORDINANCE: SETTING TAX RATES ON PERSONAL PROPERTY (SECTION 20-22), VEHICLE LICENSE FEE (SECTION 32-84), MOTOR VEHICLE TAX REDUCTION (SECTION 20-25), AND PERSONAL PROPERTY TAX RELIEF (SECTION 20-30) FOR TAX YEAR 2022, AND AMENDING LEESBURG TOWN CODE SECTION 20-25 AND APPENDIX B – FEE SCHEDULE

WHEREAS, to facilitate consolidated billing of personal property taxes under the MOU, the Council wishes to make a clarifying amendment to Town Code section 20-25.

THEREFORE, ORDAINED, by the Council of the Town of Leesburg in Virginia as follows:

SECTION I. The tax rate for personal taxable property for tax year 2022 shall be set at:

- (a) Aircraft - **\$0.001** per \$100.00 of assessed value.
- (b) Motor vehicles - **\$1.00** per \$100.00 of assessed value.
- (c) Motor vehicles of eligible elderly and disabled (Town Code Sec. 20-25) - **\$0.50** per \$100.00 of assessed value.
- (d) Tangible personal property (excluding public service corporations) - **\$1.00** per \$100.00 of assessed value.
- (e) Bank capital - **\$0.80** per \$100.00 of the net capital of banks located in the town.

SECTION II. The **personal property tax relief** for tax year 2022 under the provisions of the Virginia Personal Property Tax Relief Act (Virginia Code §§ 58.1-3523 *et seq.*) and Leesburg Town Code sec. 20-30, shall be as follows: a reduced personal property tax rate of **39%** shall be applied solely to that portion of the value of each qualifying vehicle that is not in excess of \$20,000.

SECTION III. The **vehicle license fee** for tax year 2022 shall remain unchanged at **\$25.00** per vehicle.

SECTION IV. Section 20-30 of the Town Code of Leesburg, Virginia is hereby amended to read as follows:

Tax relief is provided for qualified owners in accordance with the provisions of chapter 873 of the Codified Ordinances of Loudoun County, Virginia, 1980, as amended, which chapter is hereby adopted by reference, as applied and administered. The Town alternative rate shall be set annually by the Leesburg Town Council in conjunction with the setting of all other Town tangible personal property tax rates.

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AN ORDINANCE: SETTING TAX RATES ON PERSONAL PROPERTY (SECTION 20-22), VEHICLE LICENSE FEE (SECTION 32-84), MOTOR VEHICLE TAX REDUCTION (SECTION 20-25), AND PERSONAL PROPERTY TAX RELIEF (SECTION 20-30) FOR TAX YEAR 2022, AND AMENDING LEESBURG TOWN CODE SECTION 20-25 AND APPENDIX B – FEE SCHEDULE

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

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

SECTION VII. This ordinance shall become effective upon adoption.

PASSED this 8th day of February, 2022.


Kelly Burk, Mayor
Town of Leesburg

ATTEST:

Clerk of Council

FY 2023-2028 Capital Improvements Program (CIP) Resolution

The Town of
Leesburg,
Virginia

PRESENTED: March 22, 2022

RESOLUTION NO. 2022-035

ADOPTED: March 22, 2022

A RESOLUTION: ADOPTING THE FISCAL YEAR 2023-2028 CAPITAL IMPROVEMENTS PROGRAM IN THE AMOUNT OF \$228,961,990

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 20, 2022; and

WHEREAS, the Planning Commission held a duly advertised public hearing on February 3, 2022 on the proposed Capital Improvements Program for compliance with the Town Plan; and

WHEREAS, on February 3, 2022, the Planning Commission approved the proposed Capital Improvements Program as presented by Town staff with additional recommendations; and

WHEREAS, Town Council held a dedicated budget work session on February 22, 2022 on the proposed Capital Improvements Program; and

WHEREAS, Town Council held a duly advertised public hearing on March 8, 2022 on the proposed budget for Fiscal Year 2023 inclusive of the proposed Capital Improvements Program for Fiscal Years 2023 -2028; 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


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A RESOLUTION: ADOPTING THE FISCAL YEAR 2023-2028 CAPITAL IMPROVEMENTS PROGRAM IN THE AMOUNT OF \$228,961,990

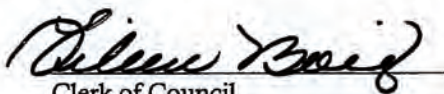
series of Bonds. The principal amount of the Bonds is not expected to exceed the amounts set forth in the budget plus any amount necessary for closing costs. This ordinance shall represent a declaration of "official intent" under Treas. Regs. § 1.150-2. On the date each expenditure is paid from available 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 2023-2028 totaling \$228,961,990 is hereby approved as proposed by the Town Manager.

PASSED this 22nd day of March, 2022.


Kelly Burk, Mayor
Town of Leesburg

ATTEST:


Clerk of Council

FY 2023 Budget Ordinance

The Town of
Leesburg,
Virginia

PRESENTED: March 22, 2022

ORDINANCE NO. 2022-O-011

ADOPTED: March 22, 2022

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2023; MAKING APPROPRIATIONS FOR FISCAL YEAR 2023 FOR THE GENERAL FUND, UTILITIES FUND, AND CAPITAL PROJECTS FUND; ESTABLISHING A COST-OF-LIVING ADJUSTMENT FOR MAYOR AND TOWN COUNCIL COMPENSATION EQUAL TO THE COST-OF-LIVING ADJUSTMENT FOR EMPLOYEES; ESTABLISHING A CAPITAL RESERVE IN THE AMOUNT OF \$2 MILLION FROM FISCAL YEAR 2021 UNASSIGNED FUND BALANCE; AMENDING COUNCIL APPROVED FISCAL POLICY TO EXCLUDE REVENUE GENERATING AIRPORT PROJECTS FROM THE 15% GENERAL FUND EXPENDITURES DEBT LIMIT; 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, 2022, and ending June 30, 2023, is hereby adopted to include the total of \$153,248,631, in the categories and accounts of: the General Fund in the amount of \$72,689,402; the Utilities Fund in the amount of \$52,795,889; and the Capital Projects Fund in the amount of \$27,763,340.

SECTION II. The amounts reflected in the budget for the fiscal year beginning July 1, 2022, and ending June 30, 2023, are hereby appropriated a total of \$153,248,631, in the categories and accounts of: the General Fund in the amount of \$72,689,402; the Utilities Fund in the amount of \$52,795,889; and the Capital Projects Fund in the amount of \$27,763,340.

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, 2022, 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

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AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2023; MAKING APPROPRIATIONS FOR FISCAL YEAR 2023 FOR THE GENERAL FUND, UTILITIES FUND, AND CAPITAL PROJECTS FUND; ESTABLISHING A COST-OF-LIVING ADJUSTMENT FOR MAYOR AND TOWN COUNCIL COMPENSATION EQUAL TO THE COST-OF-LIVING ADJUSTMENT FOR EMPLOYEES; ESTABLISHING A CAPITAL RESERVE IN THE AMOUNT OF \$2 MILLION FROM FISCAL YEAR 2021 UNASSIGNED FUND BALANCE; AMENDING COUNCIL APPROVED FISCAL POLICY TO EXCLUDE REVENUE GENERATING AIRPORT PROJECTS FROM THE 15% GENERAL FUND EXPENDITURES DEBT LIMIT; 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

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 appropriations for capital projects at June 30, 2022 and appropriation for capital projects in Fiscal Year 2022 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. The Mayor and Town Council compensation will include a cost-of-living adjustment (COLA) percentage the same as Full-time and Regular Part-Time employees in compliance with Town Code.

SECTION VIII. Establish a capital reserve in the amount of \$2 Million from Fiscal Year 2021 Unassigned Fund Balance.

SECTION IX. Revise the Debt Management Section E. of the Town's Fiscal Policy to state:

- 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%, excluding debt service from Airport projects with self-supporting revenues.
 2. Bonded general governmental debt of the Town shall not exceed 2.5% of the total assessed value of taxable property in the Town.

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

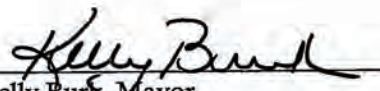
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AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2023; MAKING APPROPRIATIONS FOR FISCAL YEAR 2023 FOR THE GENERAL FUND, UTILITIES FUND, AND CAPITAL PROJECTS FUND; ESTABLISHING A COST-OF-LIVING ADJUSTMENT FOR MAYOR AND TOWN COUNCIL COMPENSATION EQUAL TO THE COST-OF-LIVING ADJUSTMENT FOR EMPLOYEES; ESTABLISHING A CAPITAL RESERVE IN THE AMOUNT OF \$2 MILLION FROM FISCAL YEAR 2021 UNASSIGNED FUND BALANCE; AMENDING COUNCIL APPROVED FISCAL POLICY TO EXCLUDE REVENUE GENERATING AIRPORT PROJECTS FROM THE 15% GENERAL FUND EXPENDITURES DEBT LIMIT; 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

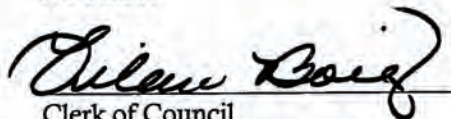
SECTION XI. If any provision of this ordinance is declared invalid, the decision shall not affect the validity of the ordinance as a whole or any remaining provisions of the ordinance.

SECTION XII. This ordinance shall be effective July 1, 2022.

PASSED this 22nd day of March, 2022.


 Kelly Burk, Mayor
 Town of Leesburg

ATTEST:


 Clerk of Council



Unfunded Fiscal Year 2023 Enhancement Requests

Department	Enhancement Request	Funding Amount
Finance and Administrative Services - HR Division	Talent Acquisition Specialist Position	\$99,000
Finance & Administrative Services - IT Division	Digital Signage Content Services	\$32,000
Public Works and Capital Projects	3-Person Crew in Streets Division (with new dump truck, pickup truck, and trailer)	\$585,732
Public Works and Capital Projects	Crack Sealing Contractor Services	\$200,000
Public Works and Capital Projects	Sweeper Truck	\$350,000
Public Works and Capital Projects	Motor Pool Vehicles	\$250,000
Public Works and Capital Projects	Asset Condition Review	\$75,000
Parks and Recreation	Evening Building Supervisor Position	\$80,400
Parks and Recreation	Grounds Maintenance Supervisor Position (with vehicle)	\$114,000
Parks and Recreation	Events Coordinator Position	\$81,000
Police	Community Survey Software	\$25,000
Town Manager's Office - Public Information Office	Printing and Mailing of Annual Report, Quarterly Newsletters, and Popular Annual Financial Report	\$47,500
FY 2023 Unfunded Enhancement Requests Total		\$1,939,632

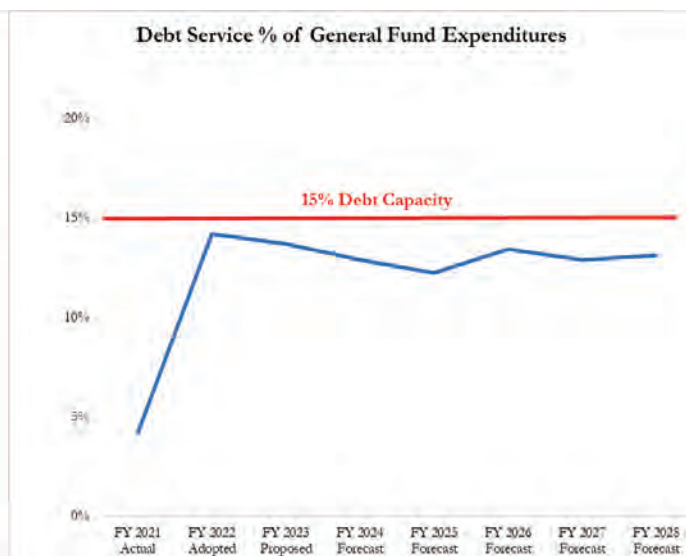
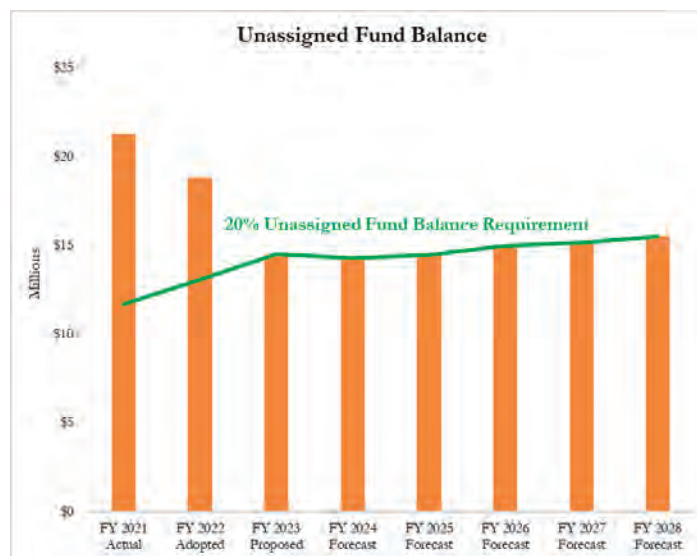
Unfunded Fiscal Year 2023 Capital Asset Replacement Program (CARP) Requests

Department	Capital Asset Replacement Request	Funding Amount
Finance and Admin. Svcs. - IT Division	Printers and Scanners	\$ 8,000
Parks and Recreation	3 Mowers	72,000
Parks and Recreation	3 Vans	126,000
Parks and Recreation	Turf Truck	33,000
Parks and Recreation	Parks pavilion	20,000
Parks and Recreation	Water Wagon	8,000
Parks and Recreation	Smithco Vacuum	30,000
Parks and Recreation	John Deere Groomer	22,000
Parks and Recreation	Raflo Pavilion	100,000
Parks and Recreation	2 Utility Carts	50,000
Parks and Recreation	Club Car UTV	18,000
Parks and Recreation	Replacement of Laminate of Benches, Shelving, and Doors	65,000
Parks and Recreation	Floor Tile at Recreation Center	75,000
Parks and Recreation	Indoor Main Pool Spa Filters and Material	45,000
Parks and Recreation	Portable Event Stage	25,000
Parks and Recreation	Basketball Court Lights	50,000
Parks and Recreation	Brandon Playground	150,000
Parks and Recreation	Gym Floor Rehabilitation	50,000
Police	3 Police Vehicles	150,000
Police	Camera Trailer System	30,000
Police	Police Motorcycle	35,000
Police	Drone	30,000
Police	Ballistic Helmets, Plates, and Vest/Plate Carriers	37,050
Public Works and Capital Projects	John Deere Tractor	49,000
Public Works and Capital Projects	Poolpak Unit #3 at Recreation Center	375,000
Public Works and Capital Projects	Fleet Shop Rooftop Unit	225,000
Public Works and Capital Projects	Gym Floor	245,000
Public Works and Capital Projects	Town Hall Ceiling Replacement	135,000
Public Works and Capital Projects	Public Works Facility Gate Operator	35,000
Public Works and Capital Projects	Recreation Center Pool Deck Tile and Grout	185,000
Public Works and Capital Projects	Recreation Center Parking Lot Lighting	125,000
Public Works and Capital Projects	Recreation Farmhouse HVAC	15,000
Public Works and Capital Projects	Inspection Vehicle	45,000
Public Works and Capital Projects	3 Mowers in Streets Division	36,000
Public Works and Capital Projects	2 Debris and Leaf Collector	190,000
Public Works and Capital Projects	Landscape Trailer	15,000
Public Works and Capital Projects	Trinity Crash Cushion Trailer Unit	75,000
Public Works and Capital Projects	Snow Blower	150,000
FY 2023 Unfunded CARP Requests Total		\$3,129,050

The purpose of the Long-Term Sustainability Plan (LTSP) is to project the financial viability of the General Fund for future years based on previous years, current budget, and future forecasted financials. The LTSP incorporates planned capital expenditures in the Capital Projects Fund to achieve strategic goals and its effect on debt service. By creating a long-range operating financial plan, the Town of Leesburg can achieve strategic goals, not only in the next fiscal year, but also in future fiscal years. The LTSP is a financial guide for long-range planning that produces metrics in relation to fiscal policy requirements. The LTSP is built using a computerized model that allows the Town to perform scenario analyses with underlying assumptions and then select the most likely case for planning and presentation purposes.

Long-Term Sustainability Plan

	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast
General Fund Uses:								
Expenditures	\$56,018,911	\$56,082,053	\$62,498,076	\$62,101,350	\$63,343,377	\$64,610,244	\$65,902,450	\$67,220,499
Total Debt Service	2,469,961	9,283,993	10,191,326	9,490,564	9,119,234	10,311,374	10,035,588	10,444,552
Total Uses	58,488,872	65,366,046	72,689,402	71,591,914	72,462,611	74,921,618	75,938,038	77,665,051
General Fund Sources:								
Revenues	\$67,314,171	\$61,900,338	\$65,761,019	\$68,243,364	\$70,973,098	\$73,812,022	\$76,764,503	\$79,835,083
Total Use of Reserves	—	3,465,708	6,928,383	3,348,551	1,489,513	1,109,596	—	—
Total Sources	67,314,171	65,366,046	72,689,402	71,591,914	72,462,611	74,921,618	76,764,503	79,835,083
Fiscal Policy								
Debt Service % of GF Expenditures	4.2%	14.2%	14.0%	12.9%	12.2%	13.4%	12.9%	13.1%
Unassigned Fund Balance % of GF Expenditures	36.4%	28.8%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
Real Estate Tax Rate in Cents/ \$100 Assessment	18.4	18.4	17.74	17.74	17.74	17.74	17.74	17.74

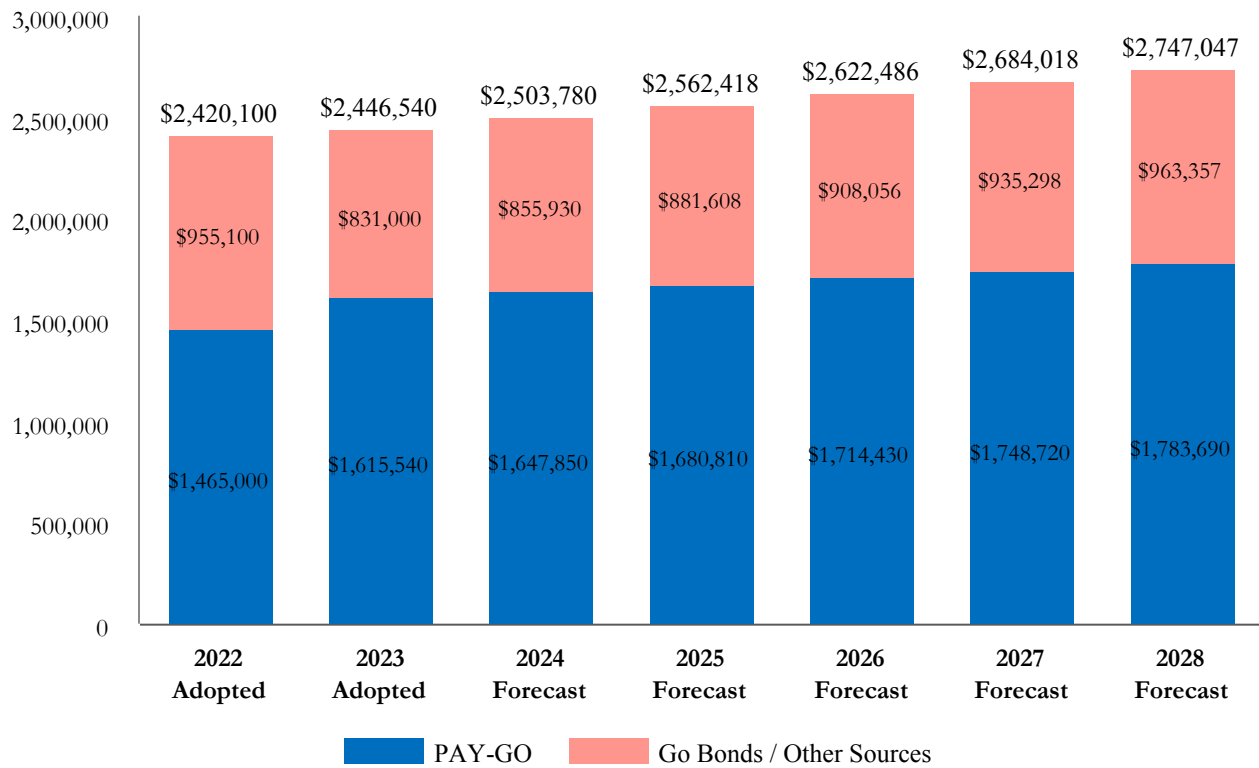


FY 2023-2028 Capital Improvements Program- Project Management/ Administrative Overhead

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 2023-2028 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 in which project managers do not spend 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 Adopted	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
SOURCES							
PAY-GO	\$1,465,000	\$1,615,540	\$1,647,850	\$1,680,810	\$1,714,430	\$1,748,720	\$1,783,690
Go Bonds / Other Sources	955,100	831,000	855,930	881,608	908,056	935,298	963,357
Total Sources	\$2,420,100	\$2,446,540	\$2,503,780	\$2,562,418	\$2,622,486	\$2,684,018	\$2,747,047
USES							
Administrative Overhead	\$1,265,000	\$1,615,540	\$1,647,850	\$1,680,810	\$1,714,430	\$1,748,720	\$1,783,690
Project Management	1,155,100	831,000	855,930	881,608	908,056	935,298	963,357
Total Uses	\$2,420,100	\$2,446,540	\$2,503,780	\$2,562,418	\$2,622,486	\$2,684,018	\$2,747,047
PAY-GO Percentage	60.5%	66.0%	65.8%	65.6%	65.4%	65.2%	64.9%

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. Future debt issuance is anticipated in support of the fixed-base operator (FBO) hangar project in FY 2025.

	2021 Actuals	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
BEGINNING BALANCE	(\$237,077)	(\$307,614)	(\$170,851)	\$60,504	\$444,839	\$914,433
SOURCES						
Permits & Fees	\$101,430	\$119,350	\$119,350	\$121,737	\$124,172	\$126,655
Use of Money & Property	1,267,281	1,291,965	1,690,150	1,821,380	1,831,334	1,663,374
Donations & Contributions	—	50,000	50,000	51,000	52,020	53,060
Commonwealth of Virginia	60,809	100,000	100,000	102,000	104,040	106,121
Total Sources	\$1,429,520	\$1,561,315	\$1,959,500	\$2,096,117	\$2,111,566	\$1,949,210
USES						
Personnel Services	\$376,484	\$392,318	\$509,808	\$520,004	\$530,404	\$541,012
Contractual Services	301,038	443,398	389,574	425,735	419,976	432,854
Materials & Supplies	15,889	24,450	27,950	28,509	29,079	29,661
Transfer Payments	73,196	96,508	97,618	98,742	99,880	101,033
Continuous Charges	113,617	150,161	157,818	160,974	164,194	167,478
Capital Outlay	—	—	—	—	—	—
Total Operating Uses	\$880,224	\$1,106,835	\$1,182,768	\$1,233,964	\$1,243,533	\$1,272,038
Addition to/ (Use) of Debt Service Reserve - Operating	\$549,296	\$454,480	\$776,732	\$862,153	\$868,033	\$677,172
Debt Service	\$619,833	\$317,717	\$545,377	\$477,818	\$398,439	\$376,003
Total Operating and Debt Service	\$1,500,057	\$1,424,552	\$1,728,145	\$1,711,782	\$1,641,972	\$1,648,041
Addition to / (Use) of Debt Service Reserve - Operating and Debt Services	(\$70,537)	\$136,763	\$231,355	\$384,335	\$469,594	\$301,169
ENDING BALANCE	(\$307,614)	(\$170,851)	\$60,504	\$444,839	\$914,433	\$1,215,602

Note: The airport would be required to report asset depreciation as well as other adjustments if it were being presented as an enterprise fund in accordance with Generally Accepted Accounting Principles (GAAP), which would be misleading since more than 90% of airport capital is grant funded on a continuing basis.

Fiscal Year 2023 Salary Schedules

General Government Pay Grades

Grade	Beginning	Ending
5	\$50,000	\$63,626
6	\$50,000	\$69,098
7	\$50,000	\$75,040
8	\$50,000	\$81,495
9	\$50,000	\$88,071
10	\$52,446	\$95,178
11	\$56,956	\$103,363
12	\$61,857	\$112,250
13	\$67,175	\$121,947
14	\$72,952	\$132,387
15	\$79,227	\$143,775
16	\$86,040	\$156,137
17	\$93,438	\$169,567
18	\$101,476	\$184,151
19	\$110,203	\$200,051
20	\$119,019	\$211,749

IT Professionals/ Technical Engineers Pay Grades

Grade	Beginning	Ending
T1	\$50,595	\$91,707
T2	\$54,944	\$99,592
T3	\$59,668	\$108,155
T4	\$64,802	\$117,461
T5	\$70,374	\$127,560
T6	\$76,426	\$138,530
T7	\$82,999	\$150,445

Public Safety Pay Grades

Grade	Beginning	Ending
P1	\$62,000	\$94,966
P2	\$65,101	\$99,746
P3	\$68,356	\$104,699
P4	\$71,773	\$109,934
P6	\$75,363	\$115,420
P7	\$83,096	\$139,591
P8	\$90,244	\$151,597
P9	\$98,004	\$164,633

Communications Staff Pay Grades

Grade	Beginning	Ending
CT1	\$50,000	\$80,519
CT2	\$52,499	\$84,546
CT3	\$55,123	\$88,774
CTS	\$57,881	\$93,212
ISM	\$63,151	\$112,662

Fiscal Year 2023 Regular Full-Time Positions

Regular Full-Time Positions	Grade	# of Positions	FTE Count
ADMINISTERING EFFICIENT GOVERNMENT			
<i>Town Manager's Office</i>		13	10.5
Town Manager		1	1.0
Deputy Town Manager	20	1	1.0
Assistant Town Manager (unbudgeted)	18	1	0.0
Senior Management Analyst - Community Development	15	1	1.0
Public Information Officer	14	1	1.0
Assistant Public Information Officer	10	1	1.0
Emergency Management Coordinator	17	1	1.0
Energy and Emergency Management Analyst	13	1	1.0
Executive Office Associate II	10	1	1.0
Systems Integrator	T5	1	1.0
Administrative Associate I	7	1	0.5
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
Town Attorney		1	1.0
Deputy Town Attorney	16	1	1.0
Assistant Town Attorney	14	1	1.0
Land Acquisition Manager	13	1	1.0
Paralegal	10	1	1.0
<i>Clerk of Council</i>		3	3
Clerk of Council	13	1	1.0
Deputy Clerk of Council	10	1	1.0
Records Coordinator	10	1	1.0
SUPPORTING ACTIVITIES			
<i>Department of Finance and Administrative Services</i>		38.0	37.5
<i>Finance Division</i>		22	22
Director Finance and Administrative Services	19	1	1.0
Deputy Director/ Treasurer	16	1	1.0
Deputy Director/ Controller	16	1	1.0
Finance Operations Manager	15	1	1.0
Finance Operations Supervisor	12	1	1.0
Senior Business Systems Integrator	T6	1	1.0
Purchasing Officer	15	1	1.0
Deputy Purchasing Officer	13	1	1.0
Buyer II	11	1	1.0
Buyer I	9	1	1.0
Accounting Manager	14	1	1.0
Management and Budget Officer	15	1	1.0
Senior Management and Budget 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

Regular Full-Time Positions	Grade	# of Positions	FTE Count
Business Tax Specialist	10	1	1.0
Accounting Associate II-III	8-10	4	4.0
<i>Human Resources Division</i>		5	4.5
Human Resources Director	18	1	1.0
Benefits Administrator	12	1	1.0
Human Resources Analyst	12	2	2.0
Administrative Associate I	7	1	0.5
<i>Information Technology Division</i>		11	11
Information Technology Director	18	1	1.0
Deputy IT Director	16	1	1.0
Senior Systems Architect	T6	1	1.0
IT Project Manager	T5	1	1.0
GIS Coordinator	T5	1	1.0
Senior Network Engineer	T5	2	2.0
Senior Systems Analyst	T5	1	1.0
Systems Analyst	T4	1	1.0
Customer Service Technician	T2	2	2.0
KEEPING US SAFE			
<i>Leesburg Police Department</i>		108	108
<i>Administration</i>		13	13.0
Chief of Police	19	1	1.0
Deputy Chief of Police	P9	1	1.0
Captain	P8	1	1.0
Lieutenant	P7	1	1.0
Police Officer I - Master Police Officer	P1-P4	4	4.0
Public Information Officer	P1-P4	1	1.0
Executive Associate I	9	1	1.0
Administrative Associate I	7	1	1.0
Police IT Systems Administrator	12	1	1.0
Crime Analyst	14	1	1.0
<i>Patrol Operations</i>		46	46
Captain	P8	1	1.0
Lieutenant	P7	2	2.0
Sergeant	P6	6	6.0
Police Officer I (unbudgeted)	P1	3	3.0
Police Officer I - Master Police Officer	P1-P4	34	34.0
<i>Criminal Investigations</i>		18	18
Lieutenant	P7	1	1.0
Sergeant	P6	2	2.0
Police Officer II - Master Police Officer	P2-P4	15	15.0
<i>Community Services</i>		15	15
Lieutenant	P7	1	1.0
Sergeant	P6	2	2.0

Regular Full-Time Positions	Grade	# of Positions	FTE Count
Police Officer I - Master Police Officer	P1-P4	12	12.0
Information Services		16	16
Lieutenant	P7	1	1.0
Sergeant	P6	1	1.0
Communications Technician Supervisor	CTS	3	3.0
Communications Technician I-III	CT1-CT3	10	10.0
Records Supervisor	10	1	1.0
PROVIDING THE NECESSITIES			
Department of Public Works and Capital Projects		65	65.0
Administration		8	8.0
Director of Public Works & Capital Projects	19	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
Capital Projects		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
Traffic Management		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
Engineering		5	5.0
Senior Engineer	T5	1	1.0
Construction Inspector Supervisor	12	1	1.0
Construction Inspector	11	3	3.0
Streets and Grounds Maintenance		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
Building Maintenance Services		5	5.0
Superintendent	14	1	1.0

Regular Full-Time Positions	Grade	# of Positions	FTE Count
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
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>		102	101.0
<i>Administration and Customer Service Division</i>		28	28.0
Director of Utilities	19	1	1.0
Deputy Director of Utilities	17	1	1.0
Assistant 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	3	3.0
Customer Service Field Representative	7	1	1.0
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
<i>Maintenance Division</i>		26	26.0
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	10	10.0
Utility System Technician	7-9	6	6.0
Senior Utilities Locating Technician	9	2	2.0
<i>Water Supply Division</i>		18	17.5
Utility Plant Manager	15	1	1.0
Deputy Utility Plant Manager	14	1	1.0
Utility Plant Supervisor	12	3	3.0
Utility Plant Laboratory Supervisor	12	1	1.0
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>		30	29.5

Regular Full-Time Positions	Grade	# of Positions	FTE Count
Utility Plant Manager	15	1	1.0
Deputy Utility Plant Manager	14	1	1.0
Chief Plant Operator	13	1	1.0
Senior Utility Plant Operator	10	3	3.0
Administrative Associate II	8	1	0.5
Utility Plant Supervisor	12	4	4.0
Laboratory Coordinator	10	1	1.0
Laboratory Supervisor	12	1	1.0
Laboratory Technician	9	1	1.0
Training and Development Coordinator	10	1	1.0
Utility Plant Operator	7-9	15	15.0
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	10	1	1.0
Tennis Supervisor	10	1	1.0
Events Coordinator	10	2	2.0
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 Genealogy Associate	9	1	1.0
<i>Department of Planning and Zoning</i>		15	15.0
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

Regular Full-Time Positions	Grade	# of Positions	FTE Count
Assistant Zoning Administrator	14	1	1.0
Senior Planning Project Manager	14	2	2.0
Senior Planner	13	4	4.0
Zoning Analyst	11	2	2.0
Zoning Inspector	11	2	2.0
Executive Associate I	9	1	1.0
<i>Department of Plan Review</i>		9	9
Director of Plan Review	18	1	1.0
Senior Project Manager	T7	2	2.0
Project Manager	T6	1	1.0
Senior Engineer	T5	2	2.0
Senior Planner	T5	1	1.0
Central Plan Intake Analyst	11	1	1.0
Administrative Assistant I	7	1	1.0
SEIZING THE FUTURE			
<i>Office of Economic Development</i>		4	3.5
Economic Development Director	17	1	1.0
Business Development Manager	11	1	1.0
Small Business Development Coordinator	11	1	1.0
Administrative Assistant I	7	1	0.5
<i>Leesburg Executive Airport</i>		5	5.0
Airport Director	17	1	1.0
Airport Operations Manager	10	1	1.0
Maintenance Supervisor	10	1	1.0
Maintenance Worker II	7	1	1.0
Administrative Assistant I	7	1	1.0
TOWN TOTAL		405	399.5

Glossary of Budget Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Capital Assets - Assets of significant value and having a useful life of five or more years.

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

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

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

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

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

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

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

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