

# Leesburg 2011



**FY 2011 Adopted Budget  
and  
Capital Improvements Program  
FY 2011-2015  
The Town of Leesburg, Virginia**



# **TOWN OF LEESBURG**

## **FY 2011**

### **ADOPTED BUDGET**

#### **AND**

### **CAPITAL IMPROVEMENTS PROGRAM FY 2011-2015**

**Leesburg Town Council**

**Kristen C. Umstattd, Mayor**

**Kathryn S. Hammler, Vice Mayor**

**David Butler**

**Thomas S. Dunn, II**

**Fernando “Marty” Martinez**

**Kenneth “Ken” Reid**

**Kevin D. Wright**

**John A. Wells, Town Manager**



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Leesburg for its annual budget for the fiscal year beginning July 1, 2009.

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

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

**TOWN OF LEESBURG  
 FY 2011 ADOPTED BUDGET AND  
 CAPITAL IMPROVEMENTS PROGRAM FY 2011-2015**

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**TRANSMITTAL LETTER**

*The Town of*  
**Leesburg,**  
**Virginia**

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**John Wells, Town Manager**

July 1, 2010

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

Madam Mayor and Members of Council:

I am pleased to present the Adopted Town Budget for Fiscal Year 2011 and the Adopted 5-Year Capital Improvements Program (CIP) that outline the Town's priorities for the coming year. The Town Budget is composed of the General Fund, the Airport Fund, the Utility Fund, and the Capital Projects Fund. The Fiscal Year 2011 Budget is not one that stands in isolation, but is the next step in a directed strategy over the past four fiscal years. Beginning in FY 2007 with the establishment of the Revenue Stabilization Fund, this strategy was built upon facing the harsh realities of the national economic downturn and included the following components:

- Adherence to conservative principles of sound municipal fiscal management.
- Sensitivity to the implications of the economic downturn for Town residents and homeowners.
- Maintenance of service levels to the best degree possible while restructuring portions of our operations to achieve additional efficiencies and cost savings.
- Maintenance of our commitment to key capital projects.

We have met the goals of this strategy over the past four years, and in so doing, we have increased the Town's credit rating this fiscal year. The FY 2011 Adopted Budget continues the same strategy of moving the Town in a positive direction, while reducing the real property tax bill for the average homeowner and existing business. I believe that the Town is in a stronger financial position today, coming out of the recession, than we were going into the recession. To better understand how the FY 2011 Adopted Budget fits into this long term strategy, this transmittal letter outlines where we have been, what is approved for next fiscal year, and a vision for the future.



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**TRANSMITTAL LETTER (Continued)****Budgeting and Managing in an Economic Crisis /FY 2007-FY2010**

Recognizing that the national economy could not maintain the accelerated growth rates driven by double-digit rises in property values, and being mindful of the natural cycles of our economy, the Town of Leesburg took several prudent steps in FY 2007 before the formal beginning of the Recession. The most significant was the recognition that a severe economic decline would result in significant lost revenue. In order to keep expenditures and revenues in line, Town government began a conscious effort to reduce costs, by cutting back on operating expenditures, and taking an aggressive look at all vacant positions to determine if the positions were needed, or if the jobs could be restructured to achieve the same outcome. Also, the Town established a “Revenue Stabilization Fund” that effectively increased our reserve levels in case of the most dire economic conditions.

Our specific budget strategy that has evolved over these past four years has been to:

- Maintain operating budget service levels to the greatest degree possible and keep our commitments to key capital projects.
- Reduce costs in a manner that result in tax bill savings to our residents.
- Reduce the reliance on carryover funds.
- Continue to explore and implement ways to improve services within existing or lower budgets.

The results of this strategy are significant and quantifiable:

- Beginning with the FY 2007 Adopted Budget through the FY 2010 Adopted Budget, the average homeowners’ tax bill has decreased by a total of \$188, or 23.8%.
- Seven non-public safety positions in the Town operational budgets (including airport, utilities, capital projects, and general fund) have been eliminated. Another 7.5 positions are frozen.
- The General Fund budget’s reliance on carryover funds has been reduced from a high of \$3.4 million in FY08 to approximately \$800,000 in FY10.
- From a management perspective, new service delivery models are in place in the Police Department, the Land Development Agencies, the Executive Department, Utilities Department, and Finance Department...all resulting in improved services to residents and businesses without adding staff or costs.
- We added new recreational amenities; the outdoor pool and indoor tennis facility opened and will ultimately operate in a manner that will not require any local tax dollars.
- We maintained our 15% fiscal reserve, established a \$1.4 million Revenue Stabilization Fund, and still maintained an undesignated fund balance over our minimum requirement.
- We adopted capital improvement plans each year within the fiscal guidelines for our debt ratios.
- We maintained the services our residents expect; safe streets and neighborhoods, regular free trash and recycling pickup, well maintained streets, free regular brush, leaf and bulk item pickup, and free special events such as the July 4 fireworks/concert and Holidays in Leesburg.
- We established new partnerships to support the continuation of Acoustic on the Green and First Night Leesburg.
- We maintained our commitment to important transportation and neighborhood capital projects such as Battlefield Parkway and various storm water drainage projects.

**TRANSMITTAL LETTER (Continued)**

- While many businesses and local governments saw their credit ratings decline, the Town credit rating from Standard & Poor's increased and the Town garnered positive fiscal outlooks from all rating agencies.

This has been a true team effort among the Mayor and Town Council and the Town staff to allow us to make these statements of accomplishment without exaggeration. In summary, while many businesses and local governments have gone through major retrenchment, have made severe service cutbacks that affect resident quality of life, or have been able to survive only with major infusions of stimulus funds, we have accomplished this on our own, and in some cases, despite dwindling financial support from the State.

**The Next Step: Fiscal Year 2011 Adopted Budget****FY 2011 Budget Framework**

The Town Council received periodic reports over the past several months regarding the economy, projections of assessed property values, the Auditor's Report for Fiscal Year 2009 operations, financial projections for Fiscal Year 2010, cost containment measures for the current fiscal year and economic forecasts for the coming fiscal year (2011). Based on these reviews and discussions we reaffirmed the following framework for the development of the FY 2011 Budget:

**Given the following assumptions:**

- The impact of the current economic recession will affect the FY 2011 and FY 2012 budgets.
- Residential real estate property values will likely remain flat with some limited increases over the next two fiscal years. Commercial values will likely decline over this period.
- Consumer discretionary spending will likely remain soft, with only moderate increases.
- No new direct federal revenue will assist the Town.
- State revenues will remain flat at best.

**The Town will:**

- Continue to evaluate different ways to deliver services to Town residents at a reduced cost.
- Strive to maintain current services and service levels.
- Reduce or hold constant most Town government spending.
- Maintain Council's commitment to capital projects focused on transportation, storm drainage, and downtown improvements.
- Provide limited tax relief for the average homeowner.
- Create an overall budget that balances these goals and is fiscally sound in the short and long term.

**TRANSMITTAL LETTER (Continued)**

This framework, which has successfully guided us to the results noted above, remains virtually unchanged from last year. The only significant difference is a slightly more positive outlook for home values. With these goals in mind, I believe the adopted budget strikes the balance you have come to expect between taxpayer costs and services.

Specific direction under this framework results in an adopted budget that reflects:

- No cost of living or performance increases for employees.
- Delay the replacement schedule for desktop computer technology.
- Include only training to maintain employee certifications.
- Limit capital outlays to those that cannot be deferred.
- No new programs or initiatives should be proposed.
- Priority for creative redeployment of existing resources to maintain service levels or reduce costs.

Adopted Budget Highlights for FY 2011

The total adopted budget, including all funds is \$91,243,912. The adopted real property tax rate is 19.5 cents, unchanged from the current year. Due to a decline in the assessed value for existing residential and commercial property, the average residential and commercial tax bills will decline at the advertised tax rate. The adopted budget is a true balanced budget and relies on no carryover funds.

The chart below compares the adopted operating budget for each fund and the combined debt and capital budgets for FY 11 with the FY 10 Adopted Budget.

	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>	<u>\$ Difference</u>	<u>% Change</u>
General Operating	\$40,065,493	\$40,744,068	\$678,575	1.7%
Utility Operating	12,731,779	12,720,644	(11,135)	(0.1%)
Airport Operating	942,757	1,014,082	71,325	7.6%
Capital Project Operating	1,373,674	2,000,666	626,992	45.6%
Combined Debt Service	10,978,641	11,429,896	451,255	4.1%
Combined Capital Budget	28,157,099	23,334,556	(4,822,543)	(17.1%)
<b>Total</b>	<b>\$94,249,443</b>	<b>\$91,243,912</b>	<b>(\$3,005,531)</b>	<b>(3.2%)</b>

The General Fund operating budget changes only slightly from the Adopted FY 10 budget when adjusting for the 2 police officers added mid-year and the Budget Adjustments. Budget Adjustments or Program Change Proposals represent new initiatives or program expansions that implement a Council direction and were not included in the previous year's budget. The adopted budget includes the following adjustments:

**TRANSMITTAL LETTER (Continued)**

- An additional SRO position for Tuscarora High School set to open September 2010. This position is partially offset by grant funding from Loudoun County.
- A no cost reallocation of staff maintenance resources in the Parks and Recreation department to meet additional facility maintenance needs due to the opening of the new Potomac Crossing Park, the Outdoor Pool, and the Tennis Center Expansion.
- A revenue enhancement that implements a false alarm fee.
- Additional driver feedback signs to enhance our traffic safety effort.

There are several other initiatives that are still in development and were not ready for specific action during this budget review. However, they represent opportunities to achieve key council goals. It is anticipated that specific recommendations will be before you in the coming months. These include:

- Implement a business incubator in Leesburg working in conjunction with George Mason University.
- Finalize a proposal for consideration by Council of a downtown management organization.
- Establish policies and funding plan for a Capital Asset Replacement Fund.
- Establish policies and criteria for a Balch Library Endowment.
- Set a final direction on the utilization for the Loudoun Street Property.
- Crescent District Master Plan.
- Form-Based Code

As currently envisioned, action on these items will not have any impact on the real property tax rate for FY 11.

The Utility Operating Budget is \$12,720,644 which is a decrease of \$11,135 or 0.1%. Careful review of the budget is important as we assess the implications of a new rate structure on system demand. Cost containment efforts in the department continue, resulting in the reduction in the number of full time employees in the department from 84 to 82.5. Also, the operating budget does provide funds for the crack repair in filter #3 (\$350,000) as a Budget Adjustment. The Council has discussed the possibility of a tiered system of utility rates with a higher fixed fee. A review of that concept is anticipated later in Calendar Year 2010.

The primary focus of Airport operations has been to re-establish a long term lease on the former Ritz Camera Corporate hangar and to market the new set of smaller corporate hangars as part of the south apron hangar project currently under construction. Airport expenditures were adopted at \$1,014,082 for FY 11, an increase of \$71,325, or 7.6% as compared to FY 10. An Airport Commission Initiative adds an air show as part of the Annual Open House. It is anticipated that this cost will be offset by sponsors and not require local tax funding.

The operating budget for capital projects management reflects the transfer of an engineering position to the Utilities Department. This transfer includes the reduction in the number of utility related capital projects, and addresses a workload issue in the Utility Department that was identified in the recent management audit. This adjustment has the effect of reducing costs in the Utility Department budget since the position as part of Capital Projects Management was funded by the Utility Department transfer. The \$2,000,666 Budget represents a more accurate reflection of costs as a charge to the General Fund is included.

**TRANSMITTAL LETTER (Continued)****The Capital Budget**

The Capital Improvements Program (CIP) reflects the goal of maintaining our commitment to existing projects in the areas of transportation, storm drainage and downtown improvements. The combined estimated cost of the 5 year Capital Program, including general government, utilities, and airport needs, totals \$67,585,906. By comparison, last year's 5 year program totaled \$81.4 million. At the end of FY 2011, we will see the completion of several significant capital improvement projects in the Town. These projects include:

- Ida Lee Park Maintenance Building
- Battlefield Parkway (Edwards Ferry to Ft. Evans)
- Plaza Street Sidewalk
- Old Waterford Road Sidewalk
- Traffic signals at Battlefield and Catoctin, Sycolin Road and Hope Parkway, and Battlefield and Tavistock
- Dry Mill, Wage, and Anne Storm Drainage Improvements
- Hogback Mountain Tank Recoating
- South Apron Airport Hangars

Construction will begin in FY 2011 on the following projects:

- Downtown Improvements
- Phase I of the Southwest Connector Trail
- Right Turn Improvements at the By-Pass and Edwards Ferry Road
- Lowenbach Street Improvements
- Phase II of the Sycolin Road Widening Project
- Woodberry Road Drainage and Street Improvements
- Lower Sycolin Sewage Conveyance System

As we have stated in the past, and continue to emphasize, the Capital Improvement Plan is viewed as a construction schedule and not a wish list. We continue to make headway in completing projects in the CIP. It is important to note that the capital improvement plan includes a total of 39 capital projects. Only four years ago, that total was 84. While some projects have been merged or dropped at citizen requests, or moved out of the CIP for financial reasons, a large number have been completed. A key component of completing these projects was a commitment to maintain the schedules included in the CIP.

In addition, the fiscal policy provides critical guidance in terms of the use of debt and debt financing. This year's proposed CIP of \$67.6 million anticipates the use of \$28.4 million in General Obligation Bonds and \$4.5 million in bond financing from the Utility Fund for a combined total of \$32.9 million in debt financing.

**TRANSMITTAL LETTER (Continued)**

This CIP also reintroduced the use of General Fund Cash resources at a significant level. \$1 million is committed each year for FY 11 and FY 12 as a strategic plan to reduce the amount of indebtedness of the Town going forward.

A summary of the funding program for the 5-year CIP is as follows:

Total Estimated Expenditures for the 5 Year Capital Improvements Program	\$67.6 Million
➤ Bond financing of all types:	48.0%
➤ Intergovernmental funds (Federal, Virginia, Loudoun)	36.6%
➤ Proffers	5.9%
➤ Cash (Fund Balances, Utility Fees)	9.5%

The funding recommendation for the capital improvements program is within all debt ratios and guidelines of the Council's Fiscal Policy.

**Looking Forward.....FY 2012 and Beyond**

As we look ahead to future budgets, what can we expect; what will the economy look like; what issues will we need to address that we have not been able to over the past few years?

**The Economy**

Most forecasts anticipate a slow economic recovery. We should not anticipate a recovery that puts the economy in a position of speculative property values or free flowing credit markets. Inflation will likely increase and unemployment will decrease, but at a slow rate. While residential property values will stabilize and show modest gains, commercial market values are more uncertain and may continue to decline for 1-2 years before stabilizing. This means that revenue growth will likely be modest in the 1-2% range at current tax rates.

**Cost of Service**

Assuming no new service expansions in the short term, we still will need to recognize that we have suspended pay increases for our employees. We recognize that our situation is no different from the private sector. However, as the recovery sets in, we want to recognize our employees for their sacrifice in these times by returning to a performance-based pay system and acknowledging the impact of inflation on personal income. As an employer, the Town needs to remain in a competitive position in the job market.

In addition, we have deferred purchases of some heavy equipment, vehicle replacements, and technology. We have done so in a thoughtful manner, however, we will need to make strategic purchases over the next few years to insure our staff has the necessary tools to do their jobs and serve our residents. Based on our Capital Improvements Program and actuarial studies of our long-term benefit costs, we can project increases in our debt service costs and payments for OPEB.

**TRANSMITTAL LETTER (Continued)**Initiatives for the Future

As noted earlier, while we have been fighting off the negative effects of the national recession and the corresponding impact on revenues (local, state, and federal) we have maintained an aggressive agenda of program and capital initiatives. Looking forward past FY 11, based on current Council priorities, I would expect our roadmap for the future to:

- Complete our 5-year capital program, without new projects unless necessary or directed by council.
- Update our Town Plan and bring to conclusion planning initiatives such as annexation and form based codes.
- Continue to support public safety efforts to maintain a safe community.
- Aggressively implement the array of Economic Development initiatives as endorsed by Town Council.
- Address sensitive zoning issues such as “overcrowding” and “signs”.
- Enhance our focus at the Airport on corporate and business investment.
- Maintain our level of success in the land development process, and explore new avenues to improve services.
- Continue strict adherence to our fiscal policy.
- Invest and enhance our Downtown Infrastructure.
- Maintain a high level of sensitivity to tax burdens of Leesburg residents.


We have been very successful programmatically while fighting the economic effects of the recession. It is not unreasonable for you to expect our level of accomplishment to rise in the absence of the recession.

**Acknowledgements and Next Steps**

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

Town staff and I look forward to working with you to implement the short and long-term direction this budget sets for FY2011.

Sincerely,



John Wells  
Town Manager

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**STRATEGIC FOCUS AREAS****1.2 Town Council Strategic Focus Areas, FY 2011**

The Town Council's strategic focus areas are used in the Town Manager's long-term planning process. During preparation of the budget, each department was directed to identify goals and performance measures within this framework. Throughout this document, departmental objectives and performance measures appear together with departmental budgetary information. This synthesis of qualitative and quantitative information will help all the Town's stakeholders – residents, businesses, elected officials, vendors, neighbors, other governmental entities, and staff – understand where the Town is going in FY 2011 and where it has been.



Economic Development and Downtown Improvements



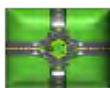
Operational Efficiency and Fiscal Management



Community Safety / Quality of Life



Land Development Process Improvements



Capital Infrastructure



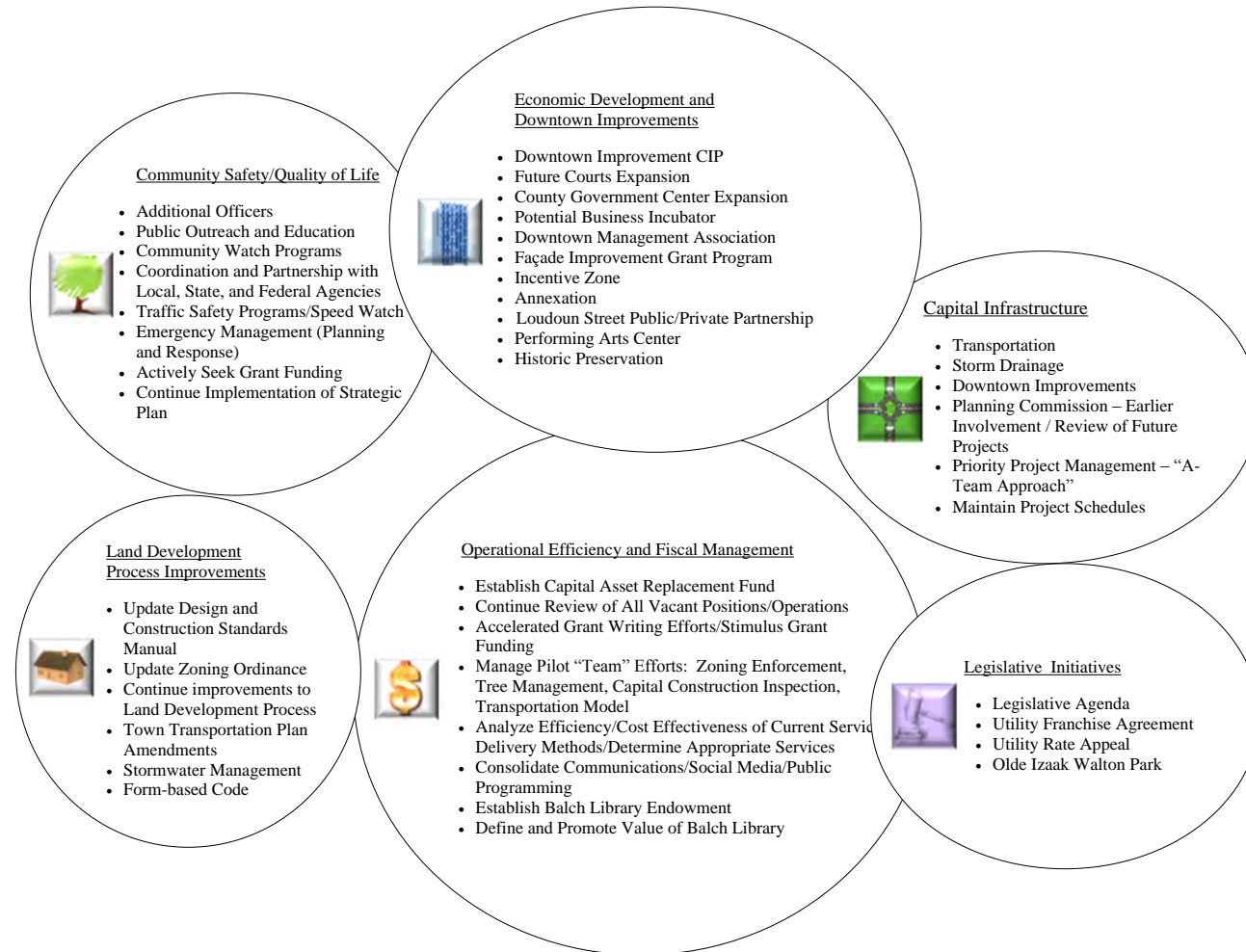
Legislative Initiatives



STRATEGIC FOCUS AREAS (Continued)


1.2.1 Major Initiatives, Objectives, and Strategies for FY 2011

Below are selected high-priority initiatives, objectives, and strategies central to the success of the Town Council during FY 2011. See Section 1.3 below for all FY 2011 initiatives, objectives, and strategies arranged by strategic focus area. All department objectives also appear with the respective department’s budget sections in the following pages.




STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2011 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area

 <b>Economic Development and Downtown Improvements</b>	
Direction and Support Services – Executive Administration	<ul style="list-style-type: none"> <li>Establish a business incubator in coordination with George Mason University.</li> </ul>
Direction and Support Services – Economic Development	<ul style="list-style-type: none"> <li>Implement a business attraction program that is team based and benchmarks desired outcomes.</li> <li>Continue to align EDC task forces with Town Council strategies.</li> <li>Build on the existing entrepreneurial workforce base to expand the commercial tax base.</li> <li>Encourage capital investment throughout the Town’s commercial areas</li> <li>Expand knowledge and technology based businesses including work to attract a university program.</li> </ul>
Parks and Recreation - Parks	<ul style="list-style-type: none"> <li>Work with consultant and stakeholders to complete preliminary development and construction plans for downtown improvements.</li> </ul>
Planning and Zoning	<ul style="list-style-type: none"> <li>Work on joint annexation efforts with Loudoun County.</li> <li>Work with Economic Development to coordinate all applicable land development proposals and amendments.</li> </ul>
Capital Projects Management	<ul style="list-style-type: none"> <li>Continue design work for the Downtown Improvements project.</li> <li>Start first phase of construction for Downtown Improvements project.</li> <li>Complete construction on first phase of Downtown Streetlights project.</li> </ul>


STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2011 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 <b>Operational Efficiency and Fiscal Management</b>	
Direction and Support Services – Town Council	<ul style="list-style-type: none"> <li>▪ Aggressively explore opportunities for public/private partnerships (with all departments).</li> <li>▪ Continue to implement action steps to achieve the Council’s goals identified during the strategic planning work sessions.</li> <li>▪ Increase communication with Town residents to identify a “report card” on success of implementation of the key goals and projects.</li> </ul>
Direction and Support Services – Economic Development	<ul style="list-style-type: none"> <li>▪ Implement a marketing strategy that incorporates electronic advertising and promotion.</li> </ul>
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> <li>▪ Initiate and implement collection proceedings against delinquent tax and rate payers.</li> </ul>
Direction and Support Services – Clerk of Council	<ul style="list-style-type: none"> <li>▪ Work with IT to move to an automated agenda utilizing software the Town already owns – Sharepoint.</li> <li>▪ Offer Boards and Commissions Training to incoming and incumbent appointees.</li> <li>▪ Publish Supplements to the Town Code.</li> <li>▪ Continue education on Records Retention to minimize the space needed for file storage at Town Hall.</li> <li>▪ Coordinate another Certified Planning Commissioner training in the Northern Virginia/Loudoun County area to save on travel costs to local jurisdictions.</li> </ul>
Direction and Support Services - Finance	<ul style="list-style-type: none"> <li>▪ Coordinate the annual review of fees administered by Clerk of Council, Balch Library, Parks &amp; Recreation, and Airport. Complete a study of the vehicle license and decal fees.</li> <li>▪ Work with departments to develop a schedule for capital asset replacement.</li> <li>▪ Implementation to be completed in February 2010.</li> <li>▪ Substantially complete implementation of the contracts module of MUNIS.</li> <li>▪ Continue to update payroll business practices, in coordination with Human Resources, to increase accuracy of payroll transactions.</li> <li>▪ Fully implement decentralized timesheet preparation.</li> <li>▪ Continue to develop and update standard operating procedures documenting all aspects of department operations.</li> <li>▪ Continue to explore opportunities for public/private partnerships (with all departments).</li> <li>▪ Research and implement in MUNIS third party procurement solutions determined to improve the efficiency of the procurement process (e.g. eVA Quick Quotes and Requisitioning, Wachovia P Cards, etc.).</li> <li>▪ Complete implementation of MUNIS personal property module.</li> <li>▪ Complete study and initiate moving toward issuing permanent vehicle decals.</li> </ul>


## STRATEGIC FOCUS AREAS (Continued)

## 1.2.2 FY 2011 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 <b>Operational Efficiency and Fiscal Management</b>	
Direction and Support Services – Human Resources	<ul style="list-style-type: none"> <li>• Review all vacant positions as to the need to fill the particular positions or incorporate duties into other areas.</li> <li>• Implement new employee insurance programs by assisting with enrollment and clear understanding of each insurance program.</li> <li>• Continuously improve Human Resources programs and processes to ensure they promote the best possible customer service and excellence in government.</li> <li>• Continue to offer assistance to employees and their dependants through our Employee Assistance Program.</li> <li>• Offer approved Town-wide training.</li> <li>• Continue updating our Standard Operating Procedures as well as adding others as needs arise.</li> <li>• Finalizing Personnel File Audit on Regular Full-time, Regular part-time and Flexible part-time employees.</li> </ul>
Direction and Support Services - Information Technology	<ul style="list-style-type: none"> <li>• Continued maintenance of MUNIS system and completion of Online modules</li> <li>• Evaluation of existing Cell phone/Blackberry contract</li> <li>• Continued implementation of Laserfiche Records management system</li> <li>• Management and maintenance of VOIP system.</li> <li>• Upgrade and re-engineering of Council Chambers A/V equipment</li> <li>• Upgrade and replacement of MUNIS financial servers.</li> <li>• Continued enhancements to Town of Leesburg website.</li> <li>• Upgrade of aging server infrastructure</li> <li>• Continued maintenance of all Cisco infrastructure</li> <li>• Maintenance of existing Dell PC fleet</li> </ul>
Public Works - Administration	<ul style="list-style-type: none"> <li>• Maintain a high level of customer service both through person-to-person contact and on-line contact.</li> <li>• Continue to build additional pages and features on the Public Works website to include additional children's pages, interactive service forms and informative newsletter type articles or features to support department, Town and Council objectives.</li> </ul>
Public Works – Eng & Inspections	<ul style="list-style-type: none"> <li>• Continue inventory of as-built and record drawings.</li> </ul>
Public Works – Streets and Grounds Maintenance	<ul style="list-style-type: none"> <li>• Continue to seek cost effective and responsible methods to dispose of leaves and brush through recycling.</li> <li>• Work on reducing the amount of chemicals used for snow and ice control while maintaining safe roadways.</li> </ul>
Public Works – Building Maintenance	<ul style="list-style-type: none"> <li>• Implement energy management schedule for Town Hall HVAC system to increase energy savings.</li> </ul>
Public Works – Fleet Maintenance	<ul style="list-style-type: none"> <li>• Keep Town fleet vehicles and equipment on the road with minimal downtime.</li> <li>• Maintain the preventative maintenance schedule for increased service life of vehicles and equipment.</li> <li>• Provide budget information to other departments for vehicle purchases.</li> <li>• Assist departments with installation of equipment to save installation cost.</li> <li>• Notify departments when vehicles are scheduled for replacement.</li> </ul>
Public Works – Traffic Mgmt	<ul style="list-style-type: none"> <li>• Provide review and inspection of work performed for property owners and utility companies in the public right-of-way.</li> </ul>
Parks and Recreation – Rec Div.	<ul style="list-style-type: none"> <li>• Exceed revenue goals while operating within established guidelines and evaluate possible efficiencies.</li> </ul>
Planning and Zoning	<ul style="list-style-type: none"> <li>• Continue to refine land development review process improvements to increase review efficiencies.</li> <li>• Revise Zoning Ordinance formatting and organization to make the document more user-friendly.</li> </ul>


STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2011 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 <b>Operational Efficiency and Fiscal Management</b>	
Plan Review	<ul style="list-style-type: none"> <li>Update DPR’s portion of the web site and populate with latest updates to DCSM as well as updates to the Land Devel. Application Process.</li> <li>Utilize DAG to look for ways the private sector can assist in bettering the Land Development process.</li> </ul>
Utilities - Administration	<ul style="list-style-type: none"> <li>Complete the remaining work on the Implementation of the utility based GPS maps.</li> <li>Produce updated water and sewer system maps.</li> </ul>
Utilities - Maintenance	<ul style="list-style-type: none"> <li>Continue the fire hydrant maintenance program to maintain and improve the current I.S.O. rating of 4.</li> <li>Continue improvement to educational and safety program for employee development.</li> <li>Continue finding and eliminating sources of infiltration and inflow found during closed circuit television inspection of sanitary sewer system.</li> <li>Maintain and improve preventive maintenance programs that effectively locate and correct problems before they become complaints.</li> <li>Continue to perform pro-active sanitary sewer maintenance inspections that reduce the possibility of sanitary sewer backup and overflow.</li> <li>Continue to develop awareness programs that will reduce sanitary sewer system problems due to accumulation of grease.</li> <li>Develop and implement a root control program to reduce cleaning frequency of clay lines and laterals (trouble areas).</li> <li>Continue water system valve exercise program.</li> <li>Continue programs to keep “unaccounted for” water at a minimum (meter testing &amp; leak detection).</li> <li>Replace/rehab 20% of problem sanitary sewer laterals. (113 problem laterals, 7 replaced in FY09, 20 lined in FY10)</li> <li>Provide routine maintenance and all repairs of equipment at WTP, WPCF, and pumping stations.</li> <li>Reduce the amount of work order back log we currently have</li> <li>Perform trunk line inspections using the pole camera.</li> </ul>
Utilities – Water Supply	<ul style="list-style-type: none"> <li>Complete EPA mandated Unregulated Contaminant Monitoring Requirements.</li> <li>Comply with EPA training requirements to maintain operator licenses.</li> <li>Continue monthly WSD organizational, safety, &amp; development training.</li> <li>Utilize cost saving techniques to reduce water production costs.</li> </ul>
Utilities - Water Pollution Control	<ul style="list-style-type: none"> <li>Begin operation of the new Big Springs pumping station.</li> <li>Continue to identify and implement energy reductions and other cost saving measures.</li> <li>Continued implementation of the Munis Work Order System.</li> <li>Continued implementation of the Environmental Management System.</li> </ul>
Airport Operations	<ul style="list-style-type: none"> <li>Aggressively explore opportunities for public/private partnerships (with all departments) to improve service levels.</li> </ul>
Capital Projects Management	<ul style="list-style-type: none"> <li>Continue use of in-house inspectors to reduce cost of contracted inspection services related to construction projects.</li> </ul>


STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2011 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 <b>Community Safety / Quality of Life</b>	
Direction and Support Services – Executive Administration	<ul style="list-style-type: none"> <li>• To work with Community Enhancement Team on overcrowding and noise issues.</li> </ul>
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> <li>• Support for zoning violations and prosecution including overcrowding violations.</li> </ul>
Police – Administrative and Operational Support	<ul style="list-style-type: none"> <li>• Continued implementation of strategic plan</li> <li>• Complete the Technology enhancement program by fully implementing LINx program</li> <li>• Continue the career development program</li> <li>• Refine hiring process to make it faster, and still produce a high quality candidate</li> <li>• Improve department effectiveness through individual and collective training</li> <li>• Conducted internal re-engineering reviews to improve efficiency and effectiveness.</li> <li>• Improved community notification through Alert Loudoun/Leesburg and CrimeReports</li> <li>• Establish satellite facility.</li> <li>• Identify and Plan for future expansion needs</li> <li>• Continued planning with Loudoun County for emergency operations and contingency planning</li> <li>• Continued integration of intelligence-led policing</li> <li>• Maintain appropriate Accreditation standards.</li> </ul>
Police – Patrol Operations	<ul style="list-style-type: none"> <li>• Incorporate the use of the town’s website to collect Quality Assurance Survey responses to increase feedback from the public</li> <li>• Continue to evaluate community policing areas and districts to facilitate timely response and accessibility.</li> <li>• Utilize revised Town emergency plans to conduct expanded readiness training and drills for all officers.</li> <li>• Expand Core Business Officer program and incorporate enhanced training to address the police service needs of the Town’s business community.</li> <li>• Utilize information technology to centralize project management and promote information sharing and collaboration to internal and external consumers.</li> <li>• Continued expansion of the in-car cameras to the rest of the patrol fleet.</li> <li>• Continued integration of intelligence-led policing.</li> <li>• Maintain appropriate Accreditation standards.</li> </ul>
Police – Criminal Investigations	<ul style="list-style-type: none"> <li>• Train all personnel in the use of i2 analytical software.</li> <li>• Use crime data bases and analytical tools to enhance the solution of incidents.</li> <li>• Schedule training for detectives and crime scene technician in the use of state of the art techniques for solving crime.</li> <li>• Continue the use of proactive measures to detect and arrest on-line child predators.</li> <li>• Continue to fully implement and utilize intelligence-led policing concepts.</li> <li>• Maintain a close working relationship with county, state and federal law enforcement and prosecution offices.</li> <li>• Continued integration of intelligence-led policing</li> <li>• Maintain appropriate Accreditation standards.</li> </ul>


STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2011 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 <b>Community Safety / Quality of Life</b>	
Police – Community Services	<ul style="list-style-type: none"> <li>• Continued integration of intelligence-led policing.</li> <li>• Maintain appropriate Accreditation standards</li> <li>• Continue to enhance department outreach programs to school age members of the community.</li> <li>• Continue to incorporate concepts and ideas from CTAP in identifying and dealing with traffic “hotspots.”</li> <li>• Continue to manage and coordinate police services to 130 special events.</li> <li>• Study the use of technology in traffic safety and management.</li> <li>• Continue to expand community traffic safety programs such as the Community Speed watch program.</li> <li>• Continue to provide a more proactive review in plan review and commercial crime prevention programs by incorporating Crime Prevention Through Environmental Design (CEPTED) doctrine and principles.</li> </ul>
Police – Information Services	<ul style="list-style-type: none"> <li>• Continued integration of intelligence-led policing.</li> <li>• Conducted internal re-engineering reviews to improve efficiency and effectiveness; improved supervisory span of control through personnel re-engineering.</li> <li>• Process citizen and officer generated activities in a timely and professional manner.</li> <li>• Maintain career development program.</li> <li>• Continue to refine use of new software systems for CAD/RMS.</li> <li>• Continue to refine records management for operation of regional data systems such as maintaining appropriate accreditation standards and continuing implementation with Loudoun County DIT and public safety agencies on upgrade of 800mhz radio system.</li> </ul>
Police – Citizen’s Support Team	<ul style="list-style-type: none"> <li>• Continue to provide staffing assistance for 18 special events in the Town of Leesburg.</li> <li>• Continue to provide hours of volunteer time in special event staffing, department representation, and proactive patrol.</li> <li>• Continue to provide savings in man-hours of sworn officer time.</li> </ul>
Public Works – Streets and Grounds Maintenance	<ul style="list-style-type: none"> <li>• Continue to provide brush and leaf collection programs.</li> <li>• Continue promoting additional yard waste collection days to increase yard waste volume and reduce brush collection needs.</li> <li>• Continue maintenance of roadways as needed (shoulders, mowing, trim brush, remove dead trees, replace signs, patch potholes)</li> </ul>
Public Works – Building Maintenance	<ul style="list-style-type: none"> <li>• Replace obsolete lighting fixtures in Town Hall to improve lighting and efficiency.</li> <li>• Repair concrete steps and ramps in the parking garage to increase lifespan and public safety.</li> <li>• Repair sprinkler system in the parking garage to ensure public safety.</li> </ul>
Public Works – Refuse Collection and Recycling	<ul style="list-style-type: none"> <li>• Continue to work with CSI to establish same-day bulk/recycling collection.</li> <li>• Provide one spring and one fall community document shredding event for citizens.</li> <li>• Continue working with CSI to explore new recycling opportunities and expand knowledge of residents and businesses as to what can be recycled to increase overall participation and collection amounts.</li> <li>• Increase advertising and promotion of events to increase participation.</li> <li>• As trees mature and the volume of brush and yard waste increases, continued promotion of the curbside yard waste collection by CSI will allow recycling collection rates to increase and the brush collection volume will continue to decrease.</li> </ul>
Parks and Recreation - Administration	<ul style="list-style-type: none"> <li>• Continue development of site specific Masterplans at Town parks.</li> <li>• Seek public/private partnerships for field development and enhancements.</li> <li>• To open and operate Potomac Crossing Park</li> <li>• Completion of the Maintenance Facility at Ida Lee Park.</li> </ul>

## STRATEGIC FOCUS AREAS (Continued)


## 1.2.2 FY 2011 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Community Safety / Quality of Life	
Parks and Recreation - Parks	<ul style="list-style-type: none"> <li>• Open and begin operations of Potomac Crossing Park.</li> <li>• To provide temporary access improvements at Veterans Park.</li> <li>• Renovate flag-football field and complete additional bio-retention projects at Ida Lee Park.</li> </ul>
Parks and Recreation - Recreation	<ul style="list-style-type: none"> <li>• Promote benefits of healthy living through Step Up to Health committee initiatives.</li> <li>• Increase outdoor tennis programs for fall and spring seasons.</li> <li>• Successfully manage the first year of rentals that include alcohol consumption.</li> <li>• Expand shade availability at the A.V. Symington Aquatics Center.</li> <li>• Incorporation of required Plug &amp; Play credit card system to increase security measures against credit card fraud.</li> </ul>
Thomas Balch Library	<ul style="list-style-type: none"> <li>• Continue to support efforts of Friends of the TBL in establishing an endowment.</li> <li>• Collect, preserve, and make available through processing and cataloguing primary and secondary resources documenting local and regional history and genealogy.</li> <li>• Continue to develop disaster preparedness and emergency management program.</li> <li>• Continue to establish and implement guidelines and best practices for processing, arranging, and describing printed, manuscript and visual materials.</li> <li>• Maintain and develop outreach programming for and marketing of TBL including eliciting information from the public through bi-annual surveys of patrons.</li> <li>• Foster cooperation and teamwork among staff, TBL Advisory Commission, Friends of the TBL, Inc. and the Black History Committee of Friends of TBL, Inc.</li> <li>• Foster collaborative ventures with external organizations such as GMU.</li> </ul>
Planning and Zoning	<ul style="list-style-type: none"> <li>• Obtain maintenance code enforcement training and adopt appropriate regulations to increase efficiency of town code enforcement.</li> </ul>
Utilities - Administration	<ul style="list-style-type: none"> <li>• Continue with enforcement of the pre treatment program at industrial facilities.</li> <li>• Continue with efforts to implement Fat, Oils, and Grease program.</li> <li>• Implement Environmental Management System at Water Supply Division.</li> <li>• Obtain E2 status for Utility Maintenance Division from Department of Environmental Quality.</li> </ul>
Utilities - Maintenance	<ul style="list-style-type: none"> <li>• Install flexible chimney seal in manholes to reduce inflow.</li> <li>• Perform in house maintenance of I&amp;I in manholes by grouting leaks.</li> <li>• Make all necessary repairs to our sanitary sewer system in a timely manner once a problem is discovered.</li> <li>• Install property line clean-outs on known problem laterals so they can be lined if necessary.</li> </ul>
Utilities – Water Supply	<ul style="list-style-type: none"> <li>• Mail Consumer Confidence Reports to all water customers in the Town of Leesburg.</li> <li>• Initiate programs to meet compliance schedules and testing mandated by the Safe Drinking Water Act Amendments and the VDH.</li> <li>• Complete Hearing Conservation site specific safety program.</li> <li>• Provide educational and safety programs for operator development.</li> </ul>
Utilities - Water Pollution Control	<ul style="list-style-type: none"> <li>• Develop and implement permanent odor control strategy for Cattail Branch pumping station.</li> <li>• Continue to comply with all new and existing health and environmental related permit requirements as outlined above.</li> <li>• Comply with the pending Virginia Environmental Laboratory Certification regulations.</li> </ul>
Airport Operations	<ul style="list-style-type: none"> <li>• Instrument Landing System Certified into operation</li> <li>• Begin appraisal for southwest side acquisition.</li> </ul>




STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2011 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Land Development Process Improvements	
Direction and Support Services – Town Council	<ul style="list-style-type: none"> <li>Continue to implement the revised Town Plan.</li> </ul>
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> <li>Review and update (with staff) Zoning Ordinance and DCSM as necessary.</li> <li>Update easement language.</li> <li>Draft deeds of easements for CPM, DPR, and Utility projects</li> </ul>
Public Works – Traffic Management	<ul style="list-style-type: none"> <li>Amend Town Transportation Plan (coordinate with Executive and Planning &amp; Zoning Departments).</li> </ul>
Planning and Zoning	<ul style="list-style-type: none"> <li>Work with Planning Commission and Town Council on implementation issues relating to the Form Based Code.</li> <li>Assist the Planning Commission with the review and update of the Town Plan per State Code requirements.</li> <li>Complete amendments to the Transportation Element of the Town Plan to revise the road network per results from the 527 study and update the transportation proffer guidelines.</li> <li>Develop regular schedule for reviewing and maintaining the Zoning Ordinance.</li> </ul>
Plan Review	<ul style="list-style-type: none"> <li>Continue to strive for review times for all types of construction drawings to less than 60 days for the first submission and 45 days for all subsequent submissions with a goal of 2 submissions and a signature set process for plans that adhere to the priority processing requirements.</li> <li>Continue to provide and refine the consolidated Town review and comments.</li> <li>Continue to develop efficiencies for land development applicants from the “Project Manager” system.</li> <li>Continue to develop refinements to the Peer Review, Education, and Technical Issues Programs in coordination with ESI.</li> <li>Update Phase 2 of Article 5 (Stormwater) of the Design and Construction Standards Manual if/when revisions to State regulations are adopted this year.</li> <li>Finalize and obtain Council Approval of SLDR updates.</li> <li>Continue to find ways to improve the quality of the plan review process by becoming more efficient and solution oriented and continuing to find better ways to communicate with the private sector.</li> <li>Complete initiation of “paperless” system for approved construction plans and begin digital filing of all correspondence files.</li> <li>Continue to update and modify SOPs (as necessary) as the department continues to evolve to meet the needs of the development community as well as the Town’s inter-departmental needs.</li> <li>Continue to utilize LMIS for project tracking and assist other departments as needed.</li> </ul>
Utilities - Administration	<ul style="list-style-type: none"> <li>Continue with review and approval of construction plans meeting the set goals.</li> </ul>


## STRATEGIC FOCUS AREAS (Continued)

## 1.2.2 FY 2011 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 <b>Capital Infrastructure</b>	
Public Works – Engineering and Inspections	<ul style="list-style-type: none"> <li>Continue to conduct asphalt inspections of all Town maintained roads to records the condition of the pavement to determine future repaving schedules.</li> <li>Continue to work with Capital Projects Management and Utilities Departments to inspect capital projects.</li> <li>Continue implementation of National Pollution Discharge Elimination System-Phase II Storm water Program for the next 5 year MS-4 permit cycle with the State.</li> <li>Continue to inspect all Town storm sewer outfalls as required by the Virginia Department of Conservation and Recreation to be in conformance with the Town's MS-4 permit.</li> </ul>
Public Works – Streets and Grounds Maintenance	<ul style="list-style-type: none"> <li>Work on improving maintenance of storm ponds and systems as required by the MS-4 permit.</li> <li>Clear silt and debris from storm drainage outfalls.</li> </ul>
Public Works – Traffic Management	<ul style="list-style-type: none"> <li>Coordinate the implementation of traffic calming projects</li> <li>Coordinate the design and installation of new traffic signals</li> <li>Coordinate activities for transportation planning and improvement projects for the Town at the Northern Virginia Transportation Authority (NVTA)</li> <li>Provide technical support to VDOT for the Route 7/15 Bypass widening to six (6) lanes from East Market Street to South King Street including flyover at Sycolin Road.</li> </ul>
Plan Review	<ul style="list-style-type: none"> <li>Continue to refine and increase the efficiency of the coordinated review approach to submissions by continuing to keep all departments informed as to current status of projects and follow up accordingly to keep projects moving.</li> <li>Continue to provide priority reviews and improve review process for Town construction projects to meet construction schedules.</li> </ul>
Utilities - Administration	<ul style="list-style-type: none"> <li>Complete the design of Lower Tuscarora Creek Sewer conveyance system.</li> <li>Complete the construction of Carr Tank No. 2.</li> <li>Issue RFPs for rental space to telecommunication companies at Carr tank No.1, Hogback MT. tank, Rt. 643 tank, water plant and the Hospital tank to generate new revenues.</li> </ul>
Utilities – Water Supply	<ul style="list-style-type: none"> <li>Complete WTP Filter # 3 crack repair.</li> <li>Complete Hogback Tank Recoating.</li> </ul>
Utilities - Water Pollution Control	<ul style="list-style-type: none"> <li>Continue to assist with the planning and / or design phases of the Sycolin Creek wastewater pumping stations.</li> </ul>
Airport Operations	<ul style="list-style-type: none"> <li>Begin design phase for north apron hangars.</li> <li>NAVAIDs upgrade for runway 17-35</li> <li>Runway Safety Area Grading Design for runway 17 end</li> </ul>
Capital Projects Management	<ul style="list-style-type: none"> <li>Complete construction of the Battlefield Parkway section from Edwards Ferry Road to Fort Evans Road.</li> <li>Complete construction of the storm drainage improvements on Dry Mill Road, Wage Drive and Anne Street.</li> <li>Complete construction of traffic signals at the Battlefield Parkway/Tavistock Drive, Battlefield Parkway/Catocin Circle and Sycolin Road/Hope Parkway intersections.</li> <li>Complete Hogback Mountain Water Tank Rehabilitation and recoating</li> <li>Complete construction of Ida Lee maintenance facility.</li> <li>Complete construction of Old Waterford sidewalk.</li> </ul>

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2011 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 <b>Legislative Initiatives</b>	
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> <li>• Continue to provide legal services and support to the Town Council, Planning Commission, Board of Architectural Review, departments and staff.</li> <li>• Continued review of Town Code amendments.</li> <li>• Review and participate in AADP</li> <li>• Assist in the renewal of cable franchise agreement.</li> <li>• Respond to Town Departments and staff on legal issues and inquiries in a prompt, courteous and professional manner.</li> <li>• Negotiate and monitor franchise agreements</li> <li>• Manage case files with outside counsel.</li> <li>• Continue to work with the utility department and the DEQ concerning the nutrient allocations</li> <li>• Work with Airport Director and Commission to update Airport Minimum Standards</li> <li>• Monitor the collective bargaining legislation and begin implementation if necessary</li> <li>• Negotiate and monitor franchise agreements</li> </ul>

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## FISCAL POLICY

### 1.3 Fiscal Policy (as amended in Resolution No. 2009-092, August 11, 2009)

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

Effective fiscal policy for Town government:

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

#### SECTION I. Accounting, Auditing, and Financial Reporting

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

#### SECTION II. Asset Management

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

**FISCAL POLICY (Continued)****1.3 Fiscal Policy (continued)****SECTION III. Revenue Management**

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

**SECTION IV. Budget Management****Operating Budgets**

- a. The Town, to maximize planning efforts, intends to prepare the operating budget with a multi-year perspective.
- b. The budget is a plan for raising and allocating resources. The objective is to enable service delivery within available resources. Services must be delivered to residents and taxpayers at a level which will meet real needs as efficiently and effectively as possible.
- c. The Town will fund current expenditures with current revenues and use nonrecurring revenues for nonrecurring expenditures.
- d. It is important that a positive undesignated fund balance and a positive cash balance be shown in all governmental funds at the end of each fiscal year. When deficits appear to be forthcoming within a fiscal year, spending during the fiscal year must be reduced sufficiently to create a positive undesignated fund balance and a positive cash balance.

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**FISCAL POLICY (Continued)****1.3 Fiscal Policy (continued)****SECTION IV. Budget Management – Operating Budgets (continued)**

- e. Where possible, the Town will integrate performance measurements and productivity indicators within the budget. This should be done in an effort to continue to improve the efficiency and effectiveness of Town programs and employees. Performance measurement should become a dynamic part of Town government administration.
- f. The budget must be structured so that the Town Council and the general public can readily establish the relationship between revenues, expenditures and the achievement of service objectives.
- g. Budgetary reviews by the Town Council and Town Manager will focus on the following basic concepts:

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

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

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

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

**Capital Budgets**

- h. The Town will make all capital improvements in accordance with an adopted capital improvements program.
- i. The Town will develop a multi-year plan for capital improvements, which considers the Town's development policies and links development proffers resulting from conditional zonings with the capital plan.
- j. The Town will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.

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**FISCAL POLICY (Continued)****1.3 Fiscal Policy (continued)****SECTION IV. Budget Management – Capital Budgets (continued)**

- k. The Town will make use of non-debt capital financing through the use of alternate sources, including proffers and pay-as-you-go financing. The goal is to finance 25% of the current portion of construction and acquisition costs of capital assets, improvements, and infrastructure (in excess of proffers) through the use of such non-debt sources.

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

- a. The Town will not fund current operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current financial resources.
- b. The goal of the Town is to finance 25% of the current portion of construction cost of capital improvements (in excess of proffers) from current financial resources. The amount provided in current resources may be applied equally to all projects or only to specific projects.
- c. The Town will, when financing capital improvements or other projects or equipment by issuing bonds or entering into capital leases, repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.
- d. The Town is cognizant of its higher than average debt burden and should continue to offset its impact through rapid payback. An average payback of at least 60% in ten years should be maintained, except for projects with a known revenue stream.
- e. The Town will annually calculate target debt ratios.<sup>1</sup> The Town's debt capacity shall be maintained within the following primary goals:

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

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

- f. The Town will follow a policy of full disclosure in every annual financial report and financing official statement/offering document.

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<sup>1</sup> See Section 8.3, Introduction to Capital Improvements Program, for debt limits in dollars.

**FISCAL POLICY (Continued)****1.3 Fiscal Policy (continued)****SECTION V. Debt and Cash Management (continued)****Cash Management**

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

**SECTION VI. Reserve Funds Management**

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



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## 2.1 Town of Leesburg History

Established in 1758, the Town of Leesburg is the seat of Loudoun County, Virginia. The original settlement, located at the intersection of the old Carolina Road (now U.S. Route 15) and the Alexandria Road (now State Route 7), was called “George Town.” When the Virginia General Assembly formally recognized the Town in 1758, it was renamed to honor the influential Lee family of Virginia. Laid out along six streets in 70 half-acre lots, the first plan of Leesburg encompassed 57 acres. Through the 19<sup>th</sup> century and the first half of the 20<sup>th</sup> century, Leesburg grew moderately in land area but very little in population. In 1950, the population – at 1,700 – was virtually unchanged from a century earlier. However, the Town’s growth, in both land area and population, accelerated dramatically through the second half of the 20<sup>th</sup> century and beginning of the 21<sup>st</sup> century, spurred largely by the establishment of Washington Dulles International Airport and the completion of the Dulles Greenway toll road from the airport to Leesburg. Present-day Leesburg encompasses 7,976 acres (12.46 square miles) and a population of 38,301.



Town of Leesburg

2.2 Demographics

**Population Growth.**

Since the 2000 U.S. Census, the Town’s population has grown 36%, from 28,311 to an estimated 38,301 (Source: Loudoun County Department of Management & Financial Services). At full build-out (current Town limits), the Town’s population is projected to be approximately 50,000 (Source: Town of Leesburg Transportation Model).

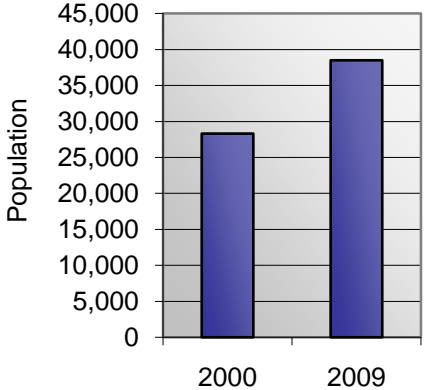


Chart 2.1 Leesburg Population, 2000-2009

**Population by Age.**

Chart 2.2 below left shows the Town’s population broken out by age cohort. In broader terms, 31% of the Town’s population are children, 63% are age 20 to 64 (primary labor force) and 6% are 65 and older, as illustrated in Chart 2.3 below right (Source: 2006-2008 ACS).

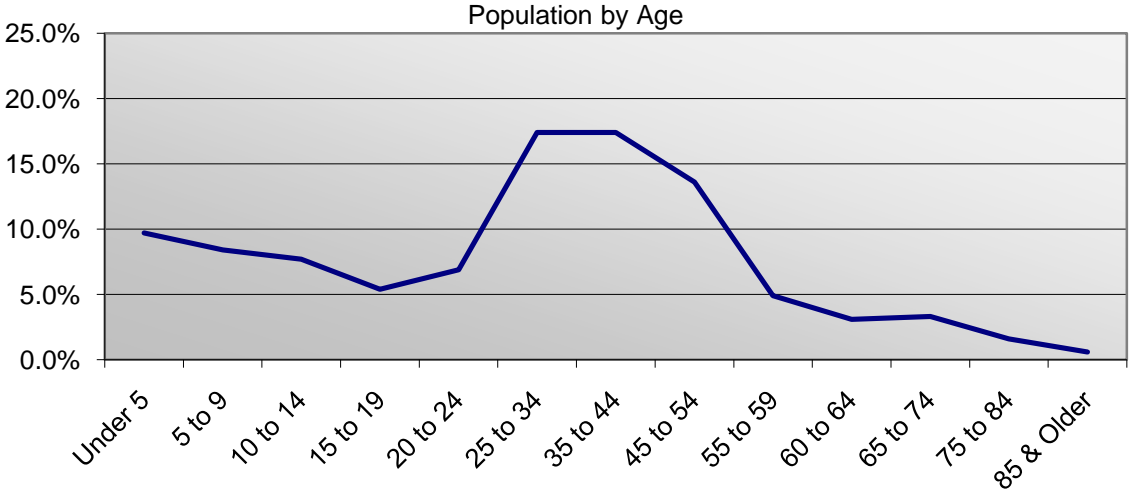


Chart 2.2 Leesburg Population by Age, 2006-2008

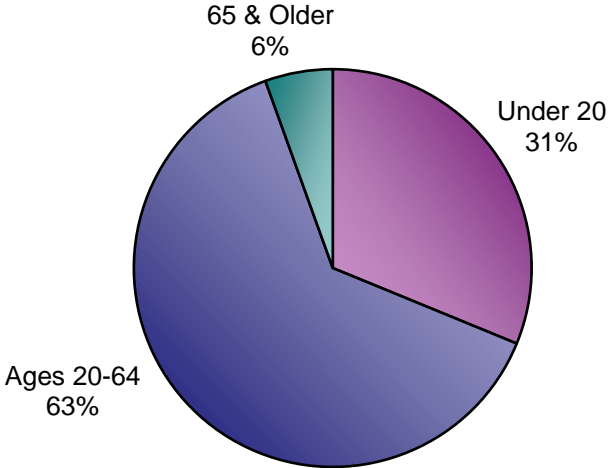


Chart 2.3 Leesburg Population by Age, 2006-2008

2.2 Demographics (continued)

**Labor Force Participation, Occupations & Educational Attainment.**

Labor force participation, occupations and educational attainment are all good indicators of the economic health of a community, and its capacity for continued economic growth. Chart 2.4 to the left shows the percentage of the Town's population, age 16 and older, in the labor force (employed or seeking employment). Chart 2.5 shows the occupation categories for the civilian employed population, age 16 and older. Chart 2.6 shows the highest educational attainment of the population, age 25 and older. (Source: 2006-2008 ACS).

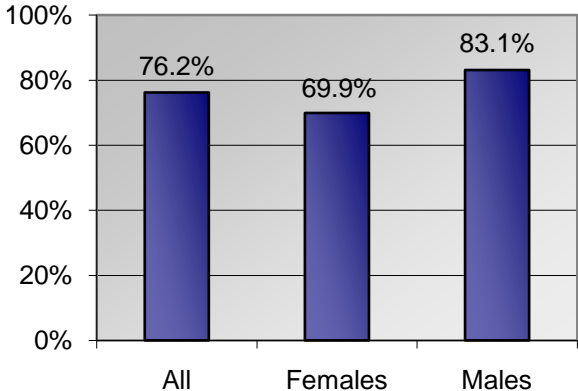


Chart 2.4 Leesburg Labor Force Participation (16 and older)

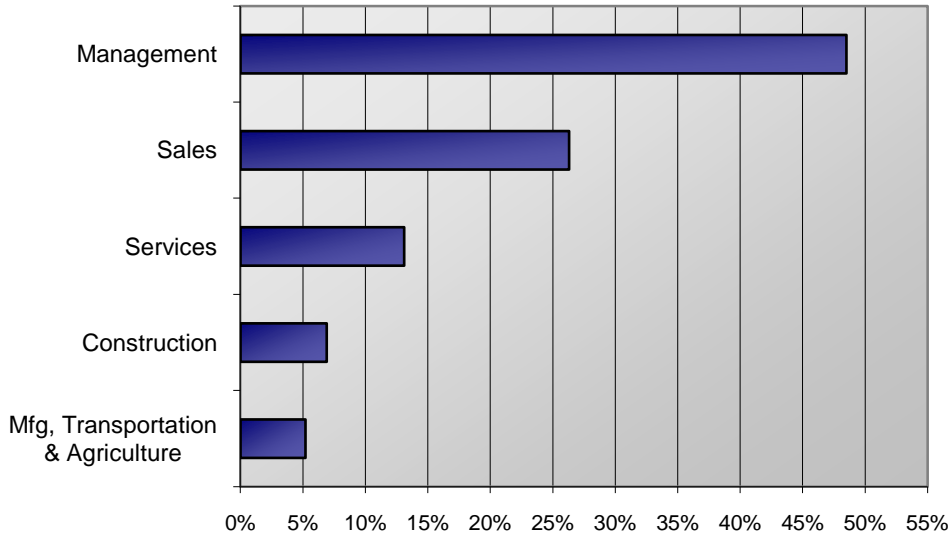


Chart 2.5 Leesburg Occupations (16 and older)

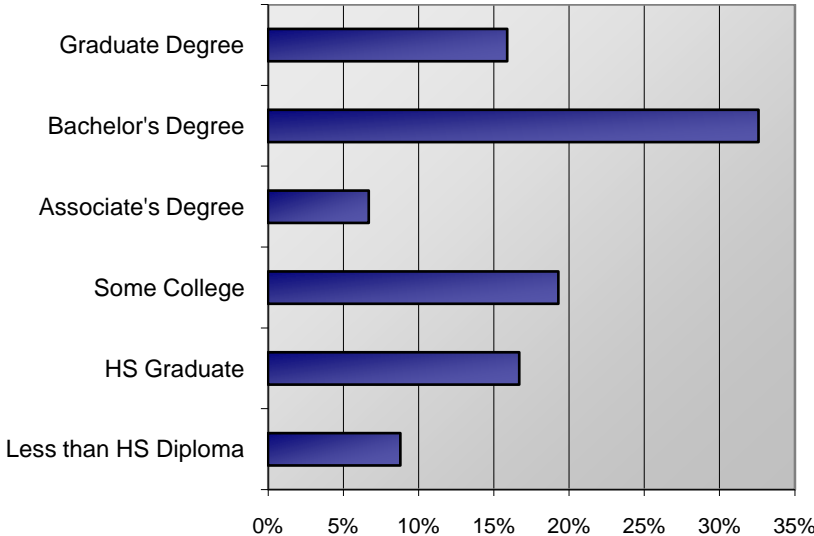
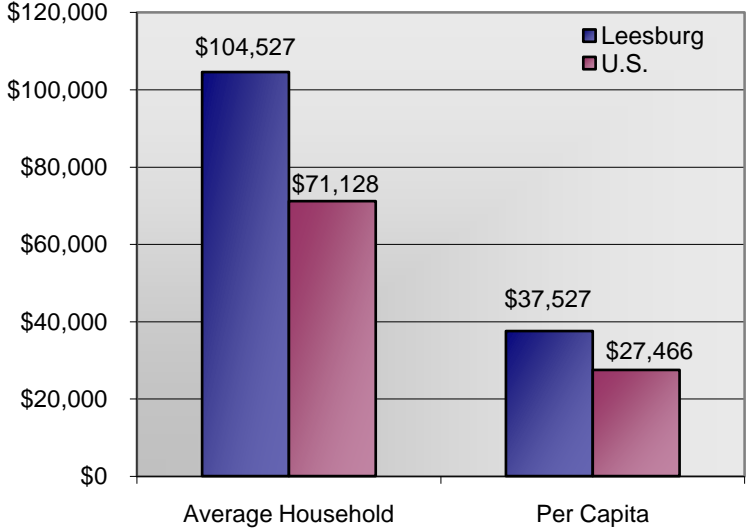


Chart 2.6 Leesburg Educational Attainment (25 and older)

2.2 Demographics (continued)

**Income.**  
 Reflective of the Town’s highly skilled and highly educated population, both average household income and per capita income are significantly higher than the U.S. averages see Chart 2.7 (Source: 2006-2008 ACS).

Chart 2.7 Household and Per Capita Income



**Race/Ethnic Distribution.**  
 The Town’s population continues become more diverse, across several measures, as illustrated in Charts 2.8-10 (Source: 2006-2008 ACS).

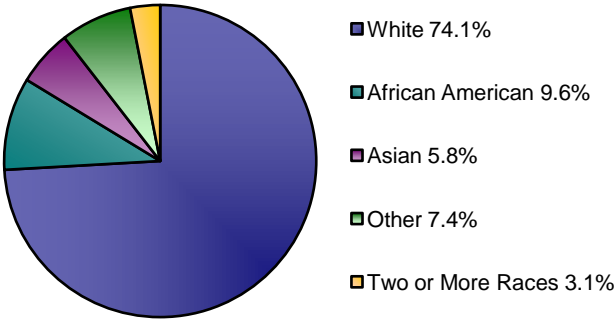


Chart 2.8 Racial Distribution in Leesburg

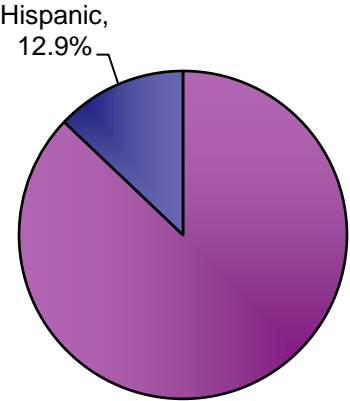


Chart 2.9 Hispanic % of Leesburg Population

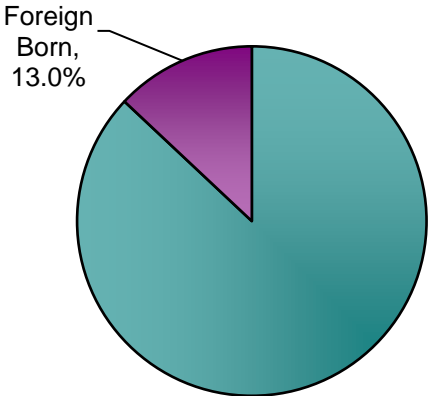


Chart 2.10 Foreign-born % of Leesburg Population

2.3 Housing

At the end of 2009, the Town of Leesburg had 14,814 housing units, representing a 39% growth in units since the 2000 U.S. Census. Single Family Houses represent 44% of the Town’s housing stock, with the remainder split about evenly between Townhomes (also known as Single Family Attached) and Multifamily Units (both condominiums and apartments), as illustrated in Chart 2.11. The Town’s growth in new residential units has slowed considerably from the peak year of 2002, largely due to the absorption of vacant residential land. Chart 2.12 shows annual new residential units constructed. (Source: Loudoun County Land Management Information System).

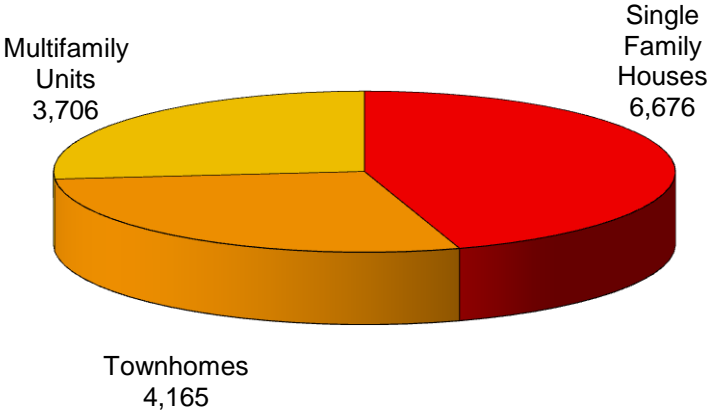


Chart 2.11 Total Housing Stock, 2009

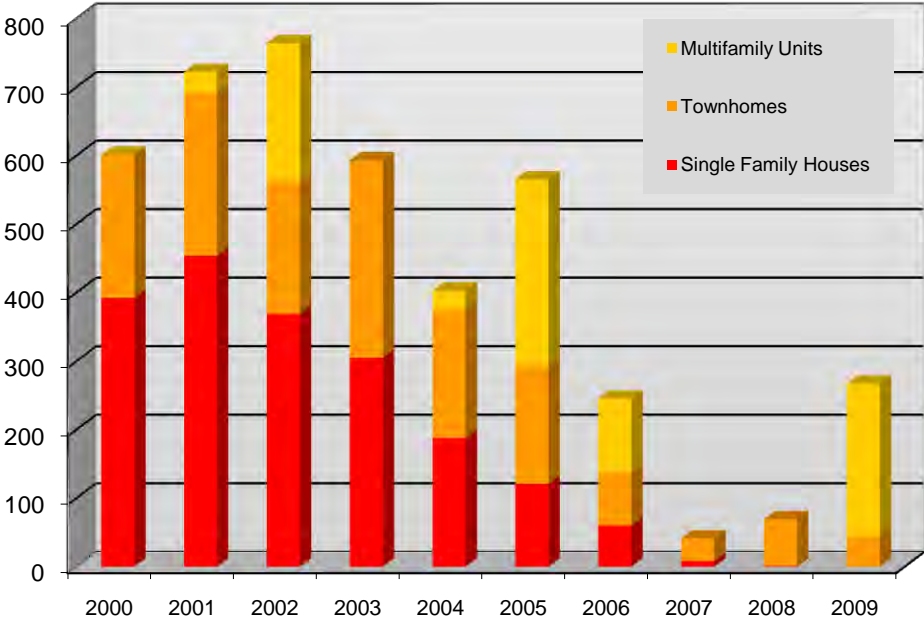
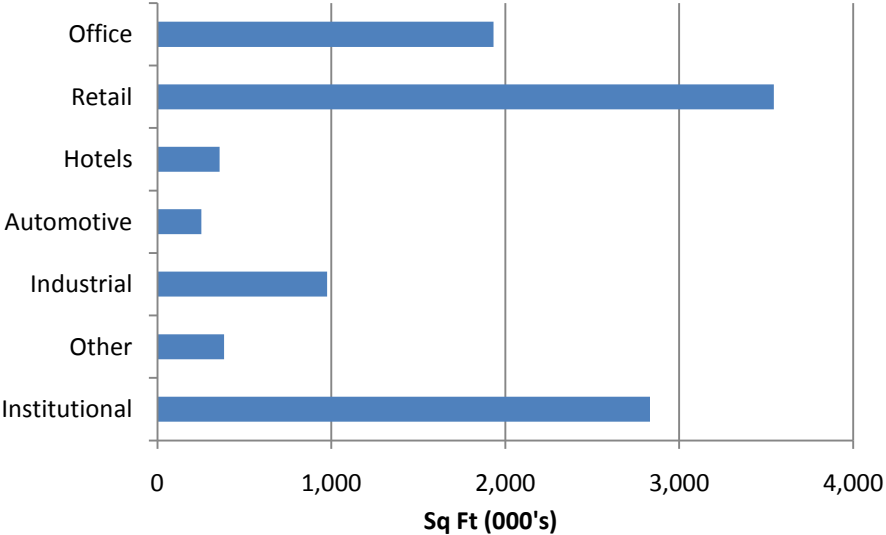


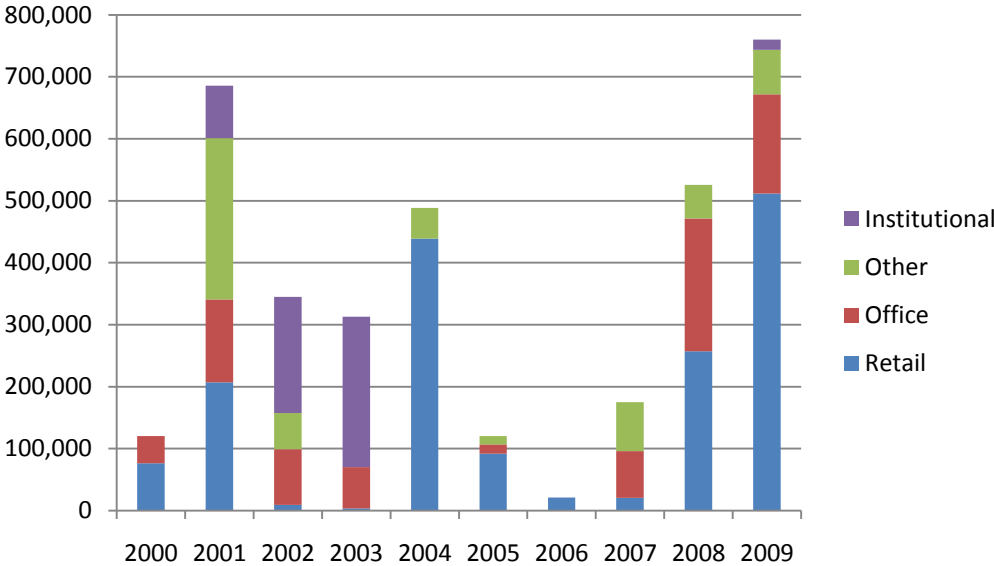
Chart 2.12 Annual New Housing Units

**2.4 Commercial Square Footage**

The Town of Leesburg, as of the end of 2009, has approximately 10.3 million square feet of non-residential space. The two largest sectors are retail (3.5 million sq ft) and institutional (2.8 million sq ft), representing 34% and 28% of the total space in the Town, respectively. Chart 2.13 provides details for all of the major categories. From 2000 to 2009, the Town has seen a phenomenal 53% increase in non-residential space, with 3.5 million square feet of new construction. During this time period, the retail sector increased 86% and the office sector increased 71%. This increase in commercial space brings with it increased opportunity for additional tax revenues from businesses and additional employment for residents. Chart 2.14 shows annual new commercial construction, by category. (Source: Loudoun County Land Management Information System).



**Chart 2.13 Commercial Space by Type in 2009**



**Chart 2.14 Annual New Commercial Construction**



2.5 Schools

The Town of Leesburg is served by Loudoun County Public Schools. There are currently seven elementary schools, three middle schools and two high schools located within the Town limits, although the attendance zones for these schools extend beyond the Town boundaries. A third high school is under construction and will open in Fall 2010. In addition, the Douglass School, Loudoun County’s center for alternative education, and the Monroe Technology Center, Loudoun County’s career and technical academy, are located in Leesburg and draw students from the entire County. The map below shows the locations of the 14 existing schools. Table 2.1 summarizes enrollment as of September 30, 2009 (*Source: Loudoun County Public Schools*).

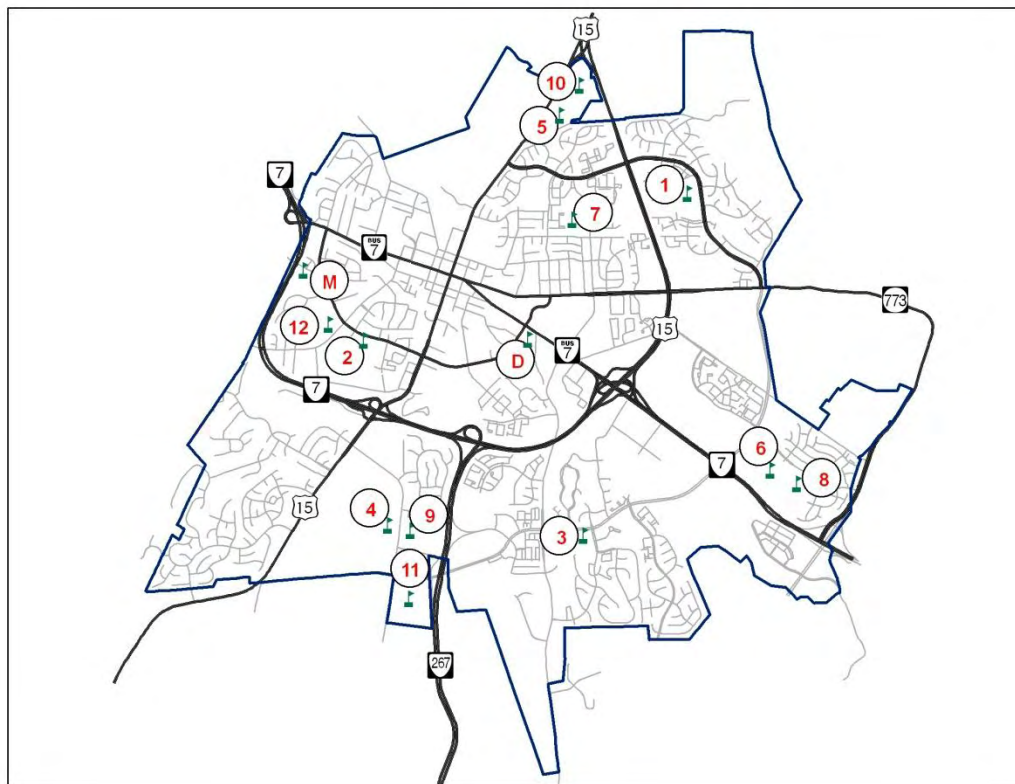


Chart 2.15 Location of Public Schools in Leesburg

Table 2.1 Leesburg Public Schools Enrollment

<b>Elementary Schools</b>		
1	Ball's Bluff	777
2	Catoctin	529
3	Cool Spring	778
4	Evergreen Mill	687
5	Frances Hazel Reid	839
6	John W. Tolbert	960
7	Leesburg	557
<b>Middle Schools</b>		
8	Harper Park	884
9	J. L. Simpson	933
10	Smart's Mill	929
<b>High Schools</b>		
11	Heritage	1,901
12	Loudoun County	1,556
<b>Total Enrollment</b>		<b>11,330</b>
M	Monroe Technology Center	
D	Douglass School	



## **2.6 Governance and Organization**

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

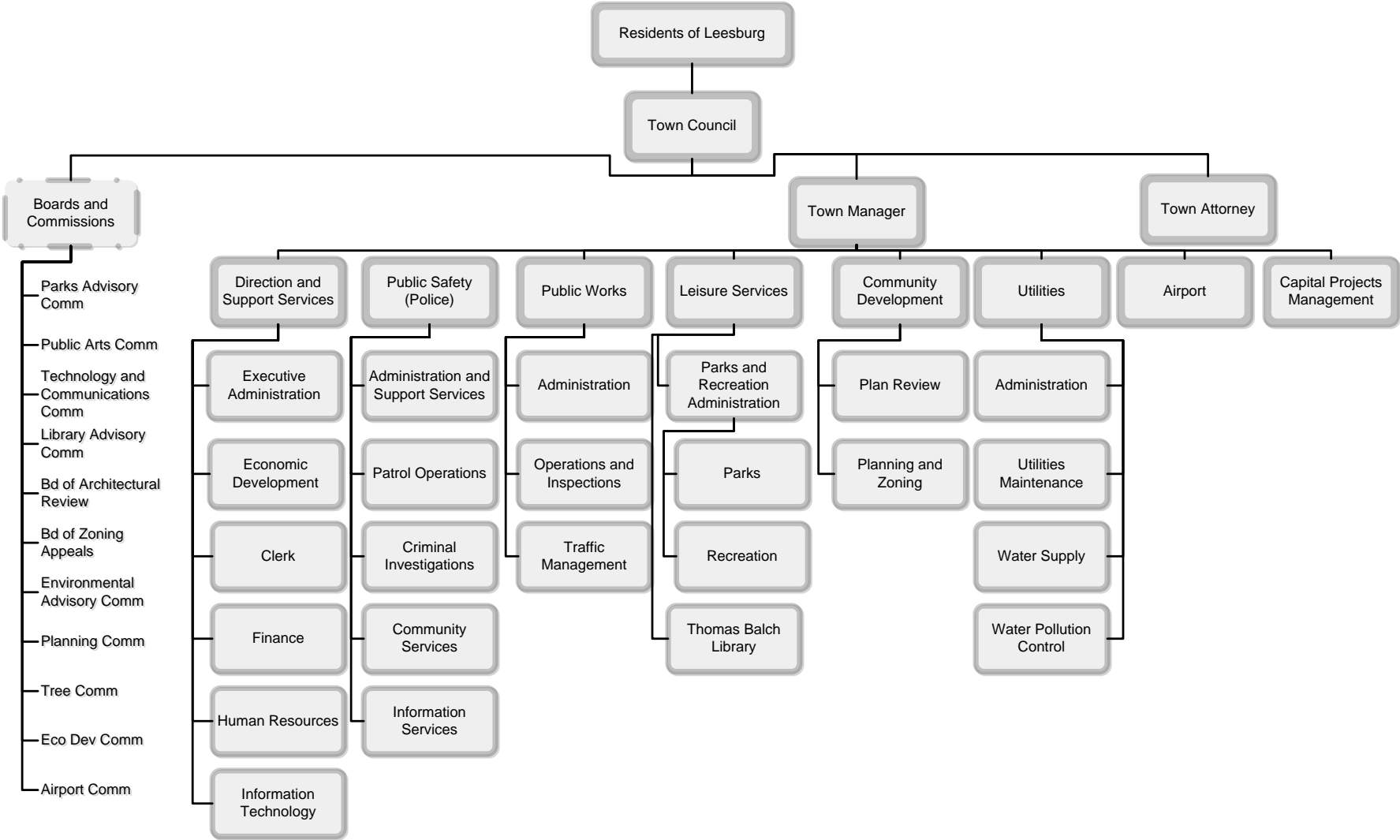
The Council appoints a Town Manager to act as chief executive officer of the Town. He serves at the pleasure of the Council, carries out its policies, directs business procedures, and has the power of appointment and removal of all Town employees. Duties and responsibilities of the Town Manager include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

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

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

2.7 Organizational Chart

Chart 2.16 Leesburg Organizational Chart



**2.8 Changes to Personnel Complement, FY 2008-2011**

When excluding growth by five FTEs in the Police Department between FY 2009 and FY 2011, overall, full-time staffing has been reduced by 10 positions or 3.6%. Concurrent to the elimination of these ten full-time positions, reclassifications, reassignments, and reorganizations have contributed to improved efficiencies and effectiveness within most departments, most notably those directly involved in the land development process. Growth in part-time positions has been due mostly to expansion of offsetting revenue producing tennis and aquatics programs in Parks and Recreation.

**Table 2.2 Changes to FY 2011 Personnel Complement**

Department	Title	FTEs	Position Type
<b>ADDED POSITIONS</b>			
Police	New High School Resource Officer	1.00	Regular Full-time (partially funded by Loudoun County)
Parks and Rec/Parks	Park and Public Space Planner	0.80	Regular Part-time
Utilities/Water Supply	Utility Maintenance Worker	0.50	Regular Part-time
<b>TOTAL</b>		<b>2.30</b>	
<b>ELIMINATED POSITIONS</b>			
Parks and Recreation/Parks	Assistant Director Parks	(1.00)	Regular Full-time (converted to Regular Part-time parks Planner, 0.8 FTE)
Parks and Recreation/Recreation	Assistant Aquatics Supervisor	(1.00)	Regular Full-time
Parks and Recreation/Recreation	Outreach Programs Supervisor	(1.00)	Regular Full-time
Capital Projects Management	Senior Engineer	(1.00)	Regular Full-time
Human Resources	Office Associate II	(1.00)	Temporary Full-time
Utilities/Water Supply	Utility Plant Operator	(1.00)	Regular Full-time
Utilities/Water Supply	Utilities Maintenance Worker	(1.00)	Regular Full-time (converted to Regular Part-time, 0.5 FTE)
Utilities/Water Pollution Control	Plant Supervisor	(2.00)	Regular Full-time
<b>TOTAL</b>		<b>(9.00)</b>	
<b>FROZEN/UNFUNDED POSITIONS</b>			
Leisure Services/Library	Library Specialist	(1.00)	Regular Full-time
Comm. Dev./Planning & Zoning	Zoning Inspector	(1.00)	Regular Full-time
Capital Projects Management	Director	(1.00)	Regular Full-time
Utilities Maintenance	Utilities Inspection Supervisor	(1.00)	Regular Full-time
Utilities Maintenance	Utilities Technician	(1.00)	Regular Full-time
Utilities/Water Pollution Control	Utilities Maintenance Worker	(1.00)	Regular Full-time
<b>TOTAL</b>		<b>(6.00)</b>	

2.9 FY 2011 Personnel Complement

Table 2.3 FY 2011 Personnel Complement

Note: Any position or classification changes made during FY 2010 have been included in the FY 2010 Authorized column.

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Adopted	FY 2010 Authorized	FY 2011 Proposed
<b>DIRECTION AND SUPPORT SERVICES</b>							
<b>Town Manager's Office</b>							
<b>Executive Administration</b>							
Town Manager	RFT	-	1	1	1	1	1
Deputy Town Manager	RFT	19	0	1	1	1	1
Deputy Town Manager	RFT	18	1	0	0	0	0
Assistant to Town Manager	RFT	14	2	2	2	2	2
Research and Communications Manager	RFT	14	0	0	1	1	1
GIS Analyst	RFT	13	0	0	1	1	1
Community Development Coordinator	RFT	11	0	0	0	1	1
Executive Office Associate II	RFT	10	1	1	1	1	1
Management Specialist/Deputy Clerk	RFT	10	0.5	0.5	0.5	0	0
Executive Office Associate I	RFT	9	1	1	1	1	1
<b>Economic Development and Tourism</b>							
Economic Research Analyst	RFT	14	0	1	0	0	0
Economic Development Manager	RFT	14	0	1	1	1	1
Business Retention Coordinator	RFT	11	0	1	1	1	1
GIS Technician	RFT	11	0	1	0	0	0
<b>Sub-total</b>			<b>6.5</b>	<b>10.5</b>	<b>10.5</b>	<b>11</b>	<b>11</b>
<b>Town Attorney</b>							
Town Attorney	RFT	-	1	1	1	1	1
Deputy Town Attorney	RFT	-	0	0	1	1	1
Deputy Town Attorney	RPT	-	0	0.6	0	0	0
Senior Legal Secretary	RFT	9	1	1	1	1	1
<b>Sub-total</b>			<b>2</b>	<b>2.6</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Clerk of the Council</b>							
Clerk of Council	RFT	11	1	1	1	1	1
Management Specialist/Deputy Clerk	RFT	10	0.5	0.5	0.5	0	0
<b>Sub-total</b>			<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1</b>	<b>1</b>

**TOWN AND COMMUNITY INFORMATION**

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Adopted	FY 2010 Authorized	FY 2011 Proposed
<b>Finance</b>							
Director of Finance	RFT	18	1	1	1	1	1
Deputy Director of Finance/Controller	RFT	16	1	0	0	1	1
Chief Accounting, Reporting, and Control	RFT	16	1	1	1	0	0
Assistant Director of Finance/Operations	RFT	15	0	0	0	1	1
Finance Operations Manager	RFT	15	0	0	0	0	0
Purchasing Officer	RFT	15	1	1	1	1	1
Senior Management/Budget Analyst	RFT	14	2	2	2	2	2
General Services Supervisor	RFT	14	1	1	1	0	0
Senior Accountant	RFT	14	0	1	1	1	1
Staff Accountant	RFT	12	1	1	1	1	1
Payroll Specialist	RFT	9	1	1	1	1	1
Purchasing Associate I	RFT	9	1	1	1	1	1
Administrative Associate II	RFT	8	1	1	1	1	1
Accounting Associate I-II	RFT	6-8	6	6	6	6	6
Customer Service Technician	RFT	5	1	1	1	1	1
Parking Attendant/Officer	RPT	5	1.5	1.5	1.5	1.5	1.5
<b>Sub-total</b>			<b>19.5</b>	<b>19.5</b>	<b>19.5</b>	<b>19.5</b>	<b>19.5</b>
<b>Human Resources</b>							
Director, Human Resources	RFT	17	1	1	1	1	1
Assistant Director	RFT	15	1	1	0	0	0
Benefits Administrator	RFT	12	1	1	1	1	1
Human Resources Specialist II	RFT	12	2	1	1	1	1
Administrative Associate II	RFT	8	1	1	1	1	1
Office Associate II	TFT	6	0	1	1	1	0
Office Associate II	RPT	6	0.5	0	0	0	0
Office Associate I	TFT	5	0	1	1	1	1
Office Associate I	RPT	5	1.5	0.5	0.5	0.5	0.5
Office Associates I-II (0.5 FTE eliminated)	FPT	5-6	2.5	1	1	1	1
<b>Sub-total</b>			<b>10.5</b>	<b>8.5</b>	<b>7.5</b>	<b>7.5</b>	<b>6.5</b>

**TOWN AND COMMUNITY INFORMATION**

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Adopted	FY 2010 Authorized	FY 2011 Proposed
<b>Information Technology</b>							
Director, Information Technology	RFT	18	1	1	1	1	1
IT Project Manager II	RFT	12	1	1	1	1	1
Network Administrator II	RFT	12	1	1	1	1	1
Web Developer	RFT	11	1	1	1	1	1
Network Administrator I	RFT	11	1	1	1	1	1
Administrative Technician	RFT	9	1	1	1	1	1
<b>Sub-total</b>			<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>TOTAL DIRECTION AND SUPPORT SERVICES</b>			<b>46</b>	<b>48.6</b>	<b>48</b>	<b>48</b>	<b>47</b>
<b>PUBLIC SAFETY</b>							
<b>Administrative and Operational Support</b>							
Chief of Police	RFT	18	1	1	1	1	1
Captain	RFT	P8	1	1	1	1	1
Lieutenant	RFT	P7	1	1	1	1	1
Sergeant	RFT	P6	1	0	0	0	0
Police Officer III	RFT	P3	1	1	1	1	1
Police Academy Instructor	RFT	P2	1	1	1	1	1
Administrative Services Coordinator	RFT	10	1	1	1	1	1
Executive Associate I	RFT	9	1	1	1	1	1
Administrative Associate I	RFT	7	1	1	1	1	1
<b>Sub-total</b>			<b>9</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>Patrol Operations</b>							
Captain	RFT	P8	1	1	1	1	1
Lieutenant	RFT	P7	3	3	3	3	3
Sergeant	RFT	P6	6	6	6	6	6
Police Officer I - Master Police Officer	RFT	P1-P4	38	38	40	41	41
<b>Sub-total</b>			<b>48</b>	<b>48</b>	<b>50</b>	<b>51</b>	<b>51</b>
<b>Community Services</b>							
Lieutenant	RFT	P7	1	1	1	1	1
Sergeant	RFT	P6	1	1	1	1	1
Police Officer I - Master Police Officer (one position added)	RFT	P1-P4	10	10	10	10	11
<b>Sub-total</b>			<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>13</b>

**TOWN AND COMMUNITY INFORMATION**

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Adopted	FY 2010 Authorized	FY 2011 Proposed
<b>Criminal Investigations</b>							
Lieutenant	RFT	P7	1	1	1	1	1
Sergeant	RFT	P6	1	1	1	1	1
Crime Scene Technician	RFT	11	1	1	1	1	1
Police Officer II - Master Police Officer (one position converted from Sr Planner in FY 10)	RFT	P2-P4	8	9	9	10	10
Family Crimes Investigator	RFT	P1	-	1	1	1	1
<b>Sub-total</b>			<b>11</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>14</b>
<b>Information Services</b>							
Information Systems Supervisor	RFT	ISM	1	0	0	0	0
Sergeant	RFT	P6	0	1	1	1	1
Police IT Specialist	RFT	12	0	0	0	1	1
Communications Technician I-Communications Technician Supervisor	RFT	CTI-S	12	12	12	11	11
Police Records Assistant	RFT	7	2	2	2	2	2
<b>Sub-total</b>			<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>TOTAL POLICE</b>			<b>95</b>	<b>96</b>	<b>98</b>	<b>100</b>	<b>101</b>
<b>PUBLIC WORKS</b>							
<b>Public Works Administration</b>							
Director Public Works	RFT	18	1	1	1	1	1
Deputy Director, Eng. and Public Works	RFT	16	1	1	1	1	1
Executive Associate I	RFT	9	1	1	1	1	1
Administrative Associate II	RFT	8	2	1	1	1	1
<b>Sub-total</b>			<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Engineering and Inspections</b>							
Chief of Engineering	RFT	17	1	0	0	0	0
Chief Operations/Inspections	RFT	15	1	1	1	1	1
Senior Engineer	RFT	13	6	1	1	1	1
Construction Inspector Supervisor	RFT	12	1	1	1	1	1
Construction Inspector	RFT	11	4	3	3	3	3
<b>Sub-total</b>			<b>13</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

**TOWN AND COMMUNITY INFORMATION**

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Adopted	FY 2010 Authorized	FY 2011 Proposed
<b>Streets and Grounds Maintenance</b>							
Superintendent	RFT	14	1	1	1	1	1
Assistant Superintendent	RFT	12	2	2	2	2	2
Maintenance Supervisor	RFT	11	2	2	2	2	2
Heavy Equip. Operator	RFT	10	1	1	1	1	1
Maintenance Worker I-IV	RFT	5-9	23	23	23	23	23
Administrative Associate II	RFT	8	1	1	1	1	1
<b>Sub-total</b>			<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>
<b>Building Maintenance</b>							
Superintendent	RFT	14	1	1	1	1	1
Maintenance Supervisor	RFT	11	1	1	1	1	1
Maintenance Worker I-II	RFT	5-6	2	2	2	2	2
<b>Sub-total</b>			<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Fleet Maintenance</b>							
Superintendent	RFT	14	1	1	1	1	1
Asst. Superintendent	RFT	12	1	1	1	1	1
Fleet Maintenance Technician I-III	RFT	8-10	4	4	4	4	4
<b>Sub-total</b>			<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Traffic Management</b>							
Transportation Engineer	RFT	15	1	1	1	1	1
Engineer	RFT	11	1	1	1	1	1
Traffic Technician	RFT	11	1	1	1	1	1
<b>Sub-total</b>			<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>TOTAL PUBLIC WORKS</b>			<b>61</b>	<b>53</b>	<b>53</b>	<b>53</b>	<b>53</b>
<b>LEISURE SERVICES</b>							
<b>PARKS AND RECREATION</b>							
<b>Administration</b>							
Director, Parks & Recreation	RFT	18	1	1	1	1	1
Deputy Director, Parks and Recreation	RFT	16	0	0	0	0	1
Park and Public Space Planner (position added)	RPT	13	0	0	0	0	0.8
Recreation Projects Coordinator	RPT	12	0.5	0.5	0.5	0.5	0.5
Executive Associate I	RFT	9	1	1	1	1	1
Administrative Associate II	RFT	8	1	1	1	1	1
<b>Sub-total</b>			<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>5.3</b>



**TOWN AND COMMUNITY INFORMATION**

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Adopted	FY 2010 Authorized	FY 2011 Proposed
<b>Parks</b>							
Asst Director for Parks (position eliminated)	RFT	15	1	1	1	1	0
Parks and Grounds Supervisor	RFT	12	1	1	1	1	1
Outdoor Facilities Supervisor	RFT	9	1	1	1	1	1
Lead Groundskeeper	RFT	9	2	2	2	2	2
Groundskeeper I-II (one position converted from 1.0 Recreation FTE RPT)	RFT	8	4	4	4	4	5
Maintenance Worker II	RFT	6	0	1	1	1	1
Park Attendant	RPT	5	0.5	0	0	0	0
Park Attendants	FPT	-	1.5	1.5	1.5	1.5	1.5
<b>Sub-total</b>			<b>11</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>
<b>Recreation</b>							
Asst Director for Recreation (position promoted to Deputy Director - Admin)	RFT	15	1	1	1	1	0
Aquatics Manager	RFT	12	1	1	1	1	1
Recreation & Events Program Manager	RFT	12	1	1	1	1	1
Building Services Manager	RFT	12	1	1	1	1	1
Fitness and Sports Manager	RFT	12	1	1	0	0	0
Maintenance Supervisor	RFT	11	1	1	1	1	1
Outreach Programs Supervisor (position eliminated)	RFT	10	1	1	1	1	0
Recreation Supervisor	RFT	10	4	4	4	4	4
Aquatics Supervisor	RFT	10	1	1	1	1	1
Fitness Supervisor	RFT	10	1	1	1	1	1
Systems Technician I	RFT	10	1	1	1	1	1
Head Tennis Professional	RFT	8	1	1	1	1	1
Outreach Asst. Supervisor	RFT	8	2	2	2	2	2
Head Preschool Teacher	RFT	8	1	1	1	1	1
Assistant Aquatics Supervisor (one position eliminated)	RFT	8	2	3	3	3	2
Front Desk Supervisor	RFT	8	2	2	2	2	2
Maintenance Worker I-III	RFT	5-8	5	5	5	5	5
Regular Part-time Staff (two 0.5 FTE pos. converted to Maint. Wrkr II - Parks)	RPT	-	3.5	3	3	3	2
Flexible Part-time Staff	FPT	-	51.8	63.8	68.15	68.15	68.15
<b>Sub-total</b>			<b>82.3</b>	<b>94.8</b>	<b>98.15</b>	<b>98.15</b>	<b>94.15</b>
<b>Total Parks and Recreation</b>			<b>96.8</b>	<b>109.8</b>	<b>113.15</b>	<b>113.15</b>	<b>110.95</b>

**TOWN AND COMMUNITY INFORMATION**

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Adopted	FY 2010 Authorized	FY 2011 Proposed
<b>THOMAS BALCH LIBRARY</b>							
Library Director	RFT	14	1	1	1	1	1
Library Specialist (one position frozen/unfunded)	RFT	8	2	2	2	2	2
Library Archives Specialist	RFT	8	1	1	1	1	1
Library Assistant	RFT	7	1	1	1	1	1
Flexible Part-time Staff	FPT	-	1.23	1.23	1.23	1.23	1.23
<b>Total Library</b>			<b>6.23</b>	<b>6.23</b>	<b>6.23</b>	<b>6.23</b>	<b>6.23</b>
<b>TOTAL LEISURE SERVICES</b>			<b>103.03</b>	<b>116.03</b>	<b>119.38</b>	<b>119.38</b>	<b>117.18</b>
<b>COMMUNITY DEVELOPMENT</b>							
<b>Planning and Zoning</b>							
Director, Planning and Zoning	RFT	18	1	1	1	1	1
Deputy Dir, Planning and Zoning	RFT	16	2	1	1	1	1
Zoning Administrator	RFT	15	1	1	1	1	1
Comprehensive Planner	RFT	14	0	1	1	1	1
Deputy Zoning Administrator	RFT	13	1	1	1	1	1
Senior Planner (two converted to Police Officers in FY 10; one converted from DPR CPI Manager in FY 11)	RFT	13	9	6	6	5	5
GIS Technician	RFT	13	1	0	0	0	0
Planner	RFT	11	1	0	0	0	0
Planning Analyst (one position converted from DPR CPI Tech)	RFT	11	0	0	0	1	1
Urban Forester	RFT	11	2	1	1	1	1
Zoning Inspector (one position frozen/unfunded)	RFT	10	2	2	2	2	2
Planning and Zoning Assistant	RFT	9	1	1	0	0	0
Executive Associate II	RFT	9	0	0	1	2	2
Admin Assoc II	RFT	8	2	1	1	0	0
<b>Sub-Total</b>			<b>23</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>
<b>Plan Review</b>							
Director	RFT	18	0	1	1	1	1
Project Manager	RFT	15	0	2	2	2	2
Senior Engineer	RFT	13	0	4	4	4	4
Senior Planner	RFT	13	0	2	2	2	2
CPI Counter Manager	RFT	13	0	1	1	0	0
CPI Counter Tech	RFT	11	0	2	2	1	1
Executive Associate I	RFT	9	0	1	1	1	1
Admin Assoc II	RFT	8	0	1	1	1	1
<b>Sub-total</b>			<b>0</b>	<b>14</b>	<b>14</b>	<b>12</b>	<b>12</b>

**TOWN AND COMMUNITY INFORMATION**

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Adopted	FY 2010 Authorized	FY 2011 Proposed
<b>Economic Development and Tourism</b>							
Director, Econ. Development	RFT	17	1	0	0	0	0
Tourism and Marketing Manager	RFT	12	1	0	0	0	0
Downtown Coordinator	RFT	10	1	0	0	0	0
<b>Sub-total</b>			<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>			<b>26</b>	<b>30</b>	<b>30</b>	<b>28</b>	<b>28</b>
<b>TOTAL GENERAL FUND</b>			<b>331.03</b>	<b>343.63</b>	<b>348.38</b>	<b>348.38</b>	<b>346.18</b>
<b>CAPITAL PROJECTS FUND</b>							
<b>Capital Projects Management</b>							
Director, Capital Projects Mgmt (position frozen/unfunded)	RFT	18	1	1	1	1	1
Deputy Director OCPM	RFT	16	0	0	0	1	1
Assistant Director OCPM	RFT	15	2	2	2	0	0
Project Manager for Design & Engineering	RFT	14	0	0	0	1	1
Senior Engineer (one position eliminated)	RFT	13	3	4	4	4	3
Engineer	RFT	11	1	1	1	1	1
Inspector	RFT	11	1	1	1	1	1
Executive Associate I	RFT	9	1	1	1	1	1
Administrative Associate II	RFT	8	0	0	1	1	1
Administrative Associate II	TFT	8	0	1	0	0	0
<b>TOTAL CAPITAL PROJECTS FUND</b>			<b>9</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>10</b>
<b>UTILITIES FUND</b>							
<b>Utilities Administration</b>							
Director of Utilities	RFT	18	1	1	1	1	1
Deputy Director of Utilities	RFT	16	1	1	1	1	1
Utilities Engineer	RFT	13	2	2	2	2	3
Env Comp Officer (position converted to Util Eng)	RFT	11	1	1	1	1	0
Utilities Generalist	RFT	10	1	1	1	1	1
Administrative Associate II	RFT	8	1	1	1	1	1
<b>Sub-total</b>			<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

**TOWN AND COMMUNITY INFORMATION**

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Adopted	FY 2010 Authorized	FY 2011 Proposed
<b>Maintenance</b>							
Utilities Maintenance Manager	RFT	15	1	1	1	1	1
Asst. Superintendent	RFT	13	2	2	2	2	2
Utility Inspection Supervisor (frozen/unfunded)	RFT	12	1	1	1	1	1
Utility Maintenance Supervisor	RFT	12	3	4	4	4	4
Utility Inspector	RFT	11	3	3	3	3	3
Utility Technician I-IV (one position frozen/unfunded)	RFT	8-11	9	9	8	8	8
Equipment Operator I-III	RFT	8-10	3	3	3	3	3
Inspector I	RFT	9	1	1	1	1	1
Administrative Technician	RFT	9	1	1	1	1	1
Utility Maintenance Technician I-II	RFT	8-9	-	3	4	4	4
Administrative Associate II	RFT	8	0	0	0	1	1
Utility Maintenance Worker I-III	RFT	5-8	6	6	6	6	6
Office Associate I	RFT	5	1	1	1	0	0
<b>Sub-total</b>			<b>31</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>
<b>Water Supply</b>							
Utility Plant Manager	RFT	15	1	1	1	1	1
Deputy Utility Plant Manager	RFT	14	1	1	1	1	1
Assistant Utility Plant Manager	RFT	13	1	1	1	1	1
Utility Plant Supervisor	RFT	12	2	3	3	3	3
Sr. Utility Plant Operator	RFT	10	4	4	4	4	4
Utility Plant Operator (one position eliminated)	RFT	8	6	5	5	5	4
Utility Maintenance Worker I-III (one position eliminated)	RFT	5-8	2	2	2	2	1
Utility Maintenance Worker (RPT) (0.5 RPT added)	RPT		0	0	0	0	0.5
<b>Sub-total</b>			<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>15.5</b>
<b>Water Pollution Control</b>							
Utility Plant Manager	RFT	15	1	1	1	1	1
Deputy Utility Plant Manager	RFT	14	1	1	1	1	1
Assistant Plant Manager	RFT	13	1	1	1	1	2
Maintenance Supervisor	RFT	12	1	1	-	-	-
Utility Plant Supervisor (two positions eliminated, one position converted to Asst Plant Mgr)	RFT	12	3	3	3	3	0
Utility Technician I-IV	RFT	8-11	3	3	3	3	3
Senior Utility Plant Operator	RFT	10	3	3	3	3	3
Laboratory Coordinator	RFT	10	1	1	1	1	1
Utility Plant Operator	RFT	8	7	7	7	7	7
Utility Maintenance Worker I-III (one position frozen/unfunded)	RFT	5-8	5	5	5	5	5
<b>Sub-total</b>			<b>26</b>	<b>26</b>	<b>25</b>	<b>25</b>	<b>23</b>

**TOWN AND COMMUNITY INFORMATION**

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Adopted	FY 2010 Authorized	FY 2011 Proposed
<b>Utility Maintenance</b>							
Superintendent	RFT	14	1	-	-	-	-
Maintenance Supervisor	RFT	12	1	-	-	-	-
Utility Maintenance Technician I-II	RFT	8-9	3	-	-	-	-
<b>Sub-total</b>			<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL UTILITIES FUND</b>			<b>86</b>	<b>85</b>	<b>84</b>	<b>84</b>	<b>80.5</b>
<b>AIRPORT FUND</b>							
<b>Airport Operations</b>							
Airport Director	RFT	17	1	1	1	1	1
Maintenance Supervisor	RFT	10	1	1	1	1	1
Executive Associate I	RFT	9	1	1	1	1	1
Maintenance Worker I-II	RFT	5-7	1	1	1	1	1
<b>TOTAL AIRPORT FUND</b>			<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>GRAND TOTAL ALL FUNDS, ALL EMPLOYEE TYPES</b>			<b>430.03</b>	<b>443.63</b>	<b>447.38</b>	<b>447.38</b>	<b>440.68</b>

**Table 2.4 Summary of Employee Types by Year – All Funds**

	Sum FY 2008 Authorized	Sum FY 2009 Authorized	Sum FY 2010 Adopted	Sum FY 2010 Authorized	Sum FY 2011 Adopted
Regular Full-time	365.00	367.00	368.00	368.00	362.00
Regular Part-time	8.00	6.10	5.50	5.50	5.80
Flexible Part-time	57.03	67.53	71.88	71.88	71.88
Temporary Full-time	0.00	3.00	2.00	2.00	1.00
<b>TOTALS</b>	<b>430.03</b>	<b>443.63</b>	<b>447.38</b>	<b>447.38</b>	<b>440.68</b>

## 2.10 FY 2011 Salary Schedules

Table 2.5 GENERAL GOVERNMENT PAY GRADES, FY 2011

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

## 2.10 FY 2011 Salary Schedules (continued)

## PUBLIC SAFETY PAY GRADES, FY 2011

Table 2.6 Sworn Staff

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

Table 2.7 Communications Staff

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

3 Financial Summaries

3.1 Revenue Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<b>General Fund</b>							
Real Estate Taxes	\$11,078,552	\$11,151,140	\$11,025,000	\$11,198,983	\$11,198,983	\$47,843	0.4
Public Service Corporation Taxes	206,806	175,000	175,000	190,000	190,000	15,000	8.6
Personal Property Taxes	1,637,477	1,580,000	1,580,000	1,660,000	1,660,000	80,000	5.1
Other Local Taxes	9,192,755	9,100,000	9,145,200	9,507,000	9,507,000	407,000	4.5
Permits and Fees	552,134	450,000	440,000	450,000	450,000	0	0.0
Fines and Forfeitures	2,391,873	395,000	375,000	545,000	545,000	150,000	38.0
Use of Money and Property	604,436	1,167,000	454,000	366,000	366,000	(801,000)	(68.6)
Charges for Services	4,466,255	4,672,112	4,772,200	4,877,112	4,947,112	275,000	5.9
Donations, Receipts and Transfers	2,745,384	2,927,278	2,971,680	3,763,927	3,823,093	895,815	30.6
Intergovernmental	13,097,741	12,718,740	13,183,473	13,548,418	13,548,418	829,678	6.5
Other Financing Sources		861,339	1,407,392	427,808		(861,339)	(100.0)
<b>Total</b>	<b>\$45,973,413</b>	<b>\$45,197,609</b>	<b>\$45,528,945</b>	<b>\$46,534,248</b>	<b>\$46,235,606</b>	<b>\$1,037,997</b>	<b>2.3</b>
<b>Capital Projects Funds</b>							
Donations, Receipts and Transfers	\$5,435,479	\$8,533,487				(\$8,533,487)	(100.0)
Intergovernmental	2,116,094	7,208,860	3,211,000	5,754,313	6,004,313	(1,204,547)	(16.7)
Other Financing Sources	7,222,912	3,373,892	6,085,241	12,881,364	12,875,909	9,502,017	281.6
<b>Total</b>	<b>\$14,774,485</b>	<b>\$19,116,239</b>	<b>\$9,296,241</b>	<b>\$18,635,677</b>	<b>\$18,880,222</b>	<b>(\$236,017)</b>	<b>(1.2)</b>
<b>Utilities Fund</b>							
Revenue Sources	\$11,606,875	\$15,296,180	\$13,497,620	\$14,685,499	14,944,573	(\$351,607)	(2.3)
Availability Fees Reserves	5,948,399	5,305,790	5,330,117	4,485,820	3,659,829	(1,645,961)	(31.0)
Cash Reserves	1,240,005		1,341,797		334,847	334,847	100.0
3-R Reserves				350,000	350,000	350,000	100.0
Bond Proceeds	3,526,361	3,131,994	2,815,121	1,364,000	1,364,000	(1,767,994)	(56.4)
<b>TOTAL</b>	<b>\$22,321,640</b>	<b>\$23,733,964</b>	<b>\$22,984,655</b>	<b>\$20,574,462</b>	<b>20,653,249</b>	<b>(\$3,080,715)</b>	<b>(13.0)</b>



3.1 Revenue Summary (continued)

	<b>FY 2009 Actual</b>	<b>FY 2010 Budgeted</b>	<b>FY 2010 Estimated</b>	<b>FY 2011 Proposed</b>	<b>FY 2011 Adopted</b>	<b>\$ Increase (Decrease)</b>	<b>% Increase (Decrease)</b>
<b>Airport Fund</b>							
Leases	\$693,355	\$944,777	\$683,467	\$906,887	\$906,887	(\$37,890)	(4.0)
FBO Fees	77,484	78,000	80,600	98,610	98,610	20,610	26.4
Maintenance Reimbursement	84,199	8,000	8,000	8,000	8,000		0.0
Airport User Fees	18,780	30,900	25,900	29,348	29,348	(1,552)	(5.0)
Fuel Flow Fees		27,824				(27,824)	(100.0)
Insurance Recoveries	80,184						
Sponsorship				25,000	25,000	25,000	
Miscellaneous	27,608	3,000	5,000	15,000	15,000	12,000	400.0
Grants	1,694,733	4,641,000	799,108	3,895,500	3,895,500	(745,500)	(16.1)
Bonds			1,503	79,500	79,500	79,500	
Other Financing Sources	552,899	468,130	3,073,581	469,895	506,990	38,860	8.3
<b>Total</b>	<b>\$3,229,242</b>	<b>\$6,201,631</b>	<b>\$4,677,159</b>	<b>\$5,527,740</b>	<b>\$5,564,835</b>	<b>(\$636,796)</b>	<b>(10.3)</b>
<b>Total Revenues Major Funds</b>	<b>\$85,208,048</b>	<b>\$94,249,443</b>	<b>\$82,487,000</b>	<b>\$91,582,984</b>	<b>\$91,333,912</b>	<b>(\$2,915,531)</b>	<b>(3.1)</b>

3.2 Expenditure Summary by Program, FY 2009-2011

	FY 2009	FY 2010	FY 2010	FY 2011	FY 2011	\$ Increase	% Increase
General Fund	Actual	Budgeted	Estimated	Proposed	Adopted	(Decrease)	(Decrease)
Direction and Support Services	\$7,529,118	\$7,297,148	\$7,135,920	\$7,248,308	\$7,212,599	(\$84,549)	(1.2)
Public Safety	10,186,786	10,935,063	10,935,063	11,608,722	11,520,445	\$585,382	5.4
Public Works	11,197,164	10,936,553	11,244,328	11,168,080	11,011,351	\$74,798	0.7
Leisure Services	7,583,653	7,585,968	7,690,897	7,779,114	7,708,422	\$122,454	1.6
Community Development	3,299,336	3,490,761	3,410,861	3,508,486	3,471,251	(\$19,510)	(0.6)
Personnel Services Adjustments		(180,000)		(180,000)	(180,000)		
Debt Service	5,086,624	5,132,116	5,111,876	5,401,538	5,401,538	\$269,422	5.2
<b>Total</b>	<b>\$44,882,681</b>	<b>\$45,197,609</b>	<b>\$45,528,945</b>	<b>\$46,534,248</b>	<b>\$46,145,606</b>	<b>\$947,997</b>	<b>2.1</b>
<b>Capital Projects Fund</b>							
Operations	\$1,439,145	\$1,373,674	\$1,356,514	\$2,006,121	\$2,000,666	\$626,992	45.6
Capital Projects	13,335,340	17,742,565	7,939,727	16,629,556	16,879,556	(863,009)	(4.9)
<b>Total</b>	<b>\$14,774,485</b>	<b>\$19,116,239</b>	<b>\$9,296,241</b>	<b>\$18,635,677</b>	<b>\$18,880,222</b>	<b>(236,017)</b>	<b>(1.2)</b>
<b>Utilities Fund</b>							
Operations	\$12,639,386	\$12,731,779	\$12,412,265	\$12,952,714	\$12,720,644	(\$11,135)	(0.1)
Capital Projects	4,331,769	5,694,534	5,118,402	2,480,000	2,480,000	(\$3,214,534)	(56.4)
Debt Service	5,350,485	5,307,651	5,453,988	5,452,605	5,452,605	\$144,954	2.7
<b>Total</b>	<b>\$22,321,640</b>	<b>\$23,733,964</b>	<b>\$22,984,655</b>	<b>\$20,885,319</b>	<b>\$20,653,249</b>	<b>(\$3,080,715)</b>	<b>(13.0)</b>
<b>Airport Fund</b>							
Operations	\$1,005,620	\$942,757	\$946,757	\$976,987	\$1,014,082	\$71,325	7.6
Capital Projects	1,848,353	4,720,000	3,191,528	3,975,000	3,975,000	(745,000)	(15.8)
Debt Service	375,269	538,874	538,874	575,753	575,753	36,879	6.8
<b>Total</b>	<b>\$3,229,242</b>	<b>\$6,201,631</b>	<b>\$4,677,159</b>	<b>\$5,527,740</b>	<b>\$5,564,835</b>	<b>(\$636,796)</b>	<b>(10.3)</b>
<b>Total Expenditures Major Funds</b>	<b>\$85,208,048</b>	<b>\$94,249,443</b>	<b>\$82,487,000</b>	<b>\$91,582,984</b>	<b>\$91,243,912</b>	<b>(\$3,005,531)</b>	<b>(3.2)</b>

**3.3 Expenditure Summary by Category – FY 2011**

	<b>General Fund</b>	<b>Cap. Proj. Fund</b>	<b>Utilities Fund</b>	<b>Airport Fund</b>	<b>Total All Funds</b>
<b>Personnel Expenditures</b>					
Salaries	\$20,657,125	\$719,130	\$4,870,212	\$275,025	\$26,521,492
Social Security and Medicare	1,573,495	54,902	366,540	20,709	2,015,646
Retirement	2,222,385	90,887	607,154	34,500	2,954,926
Health Insurance	2,212,657	79,692	738,349	27,199	3,057,897
Life Insurance	56,415	2,306	15,414	875	75,010
Long-term Disability Insurance	147,717	6,012	40,162	2,282	196,173
Unemployment Compensation Insurance	14,239	454	3,881	202	18,776
Workers Compensation Insurance	322,914	1,050	127,146	4,978	456,088
Optional Benefits	302,117	9,660	92,755	5,160	409,692
Other Post Employment Benefits (OPEB)	852,762	34,957	233,522	13,269	1,134,510
<b>Total Personnel</b>	<b>\$28,361,826</b>	<b>\$999,050</b>	<b>\$7,095,135</b>	<b>\$384,199</b>	<b>\$36,840,210</b>
<b>Operating Expenditures</b>					
Contractual Services	\$7,332,335	\$105,908	\$863,819	\$285,178	\$8,587,240
Materials and Supplies	1,302,042	12,900	1,130,400	33,447	2,478,789
Transfer Payments	1,075,068	872,418	1,770,975	294,609	4,013,070
Continuous Charges	2,099,347	10,390	1,445,369	141,649	3,696,755
Capital Expenditures	573,450		414,946		988,396
<b>Total Operating</b>	<b>\$12,382,242</b>	<b>\$1,001,616</b>	<b>\$5,625,509</b>	<b>\$754,883</b>	<b>\$19,764,250</b>
<b>Capital Expenditures</b>					
Capital Outlay		\$16,879,556	\$2,480,000	\$3,850,000	\$23,209,556
Debt Service	5,401,538		5,452,605	575,753	11,429,896
<b>Total Capital</b>	<b>\$5,401,538</b>	<b>\$16,879,556</b>	<b>\$7,932,605</b>	<b>\$4,425,753</b>	<b>\$34,639,452</b>
<b>GRAND TOTAL</b>	<b>\$46,145,606</b>	<b>\$18,880,222</b>	<b>\$20,653,249</b>	<b>\$5,564,835</b>	<b>\$91,243,912</b>

**3.4 Budget Adjustments (Program Change Proposals)**

**Program Change Proposals (PCPs)** provide a means for departments to propose changes from one year to the next. PCPs can be changes in expenditures and may include enhancements, restorations, additions, or reductions of new or existing programs. The following are PCPs proposed for FY 2011 and the final Town Council actions.

<b>Table 3.1 Program Change Proposals</b>				
	<b>Description</b>	<b>Cost</b>	<b>FTE</b>	<b>Council Action</b>
<b>General Fund</b>				
<b>Public Safety</b>				
Police	Add School Resource Officer for Tuscarora High School	\$126,496	1.0	\$126,496
<b>Public Works</b>				
Public Works	Add 2 Driver Feedback Signs and 6 Portable Bases	\$36,000		\$36,000
<b>Leisure Services</b>				
Parks & Recreation	Add Maintenance Worker II – Parks Division	\$47,296	1.0	\$47,296
	Delete 2 Vacant RPT Positions –Recreation Division	(\$47,296)	(1.0)	(\$47,296)
<b>Total General Fund</b>		<b>\$162,496</b>	<b>1.0</b>	<b>\$162,496</b>
<b>Utility Fund</b>				
Water Supply	Delete Maintenance Worker I	(\$73,053)	(1.0)	(\$73,053)
	Add Part Time Maintenance Worker I	\$33,910	.5	\$33,910
	Delete Senior Operator (frozen unfunded position)	\$0	(1.0)	\$0
	Repair to Crack in Filter #3	\$350,000		\$350,000
<b>Total Utilities Fund</b>		<b>\$310,857</b>	<b>(1.5)</b>	<b>\$310,857</b>
<b>Airport Fund</b>				
Airport Commission	Include Air Show as part of Annual Open House	\$25,000	0.0	\$25,000
<b>Total Airport Fund</b>		<b>\$25,000</b>	<b>0.0</b>	<b>\$25,000</b>
<b>GRAND TOTAL</b>		<b>\$498,353</b>	<b>(.5)</b>	<b>\$498,353</b>

3.5 Debt Service Summaries

<b>Table 3.2 Outstanding Long-term Debt as of June 30, 2009</b>			
<b>Description</b>	<b>Governmental Activities</b>	<b>Business-Type Activities</b>	<b>Totals</b>
Bond Long-term Debt			
1997 Utility Revenue Refunding		\$2,045,000	\$2,045,000
1998 General Obligation Refunding	4,886,452	1,073,548	5,960,000
1999 Public Improvement	2,010,000		2,010,000
1999 VRA Utility Revenue		7,361,325	7,361,325
2000 Public Improvement	2,789,965	925,035	3,715,000
2001 General Obligation	3,106,495		3,106,495
2003 General Obligation Refunding	692,860	287,140	980,000
2003 General Obligation	960,888		960,888
2004 General Obligation Refunding	663,947	52,557	716,504
2005 General Obligation	8,255,000		8,255,000
2006 General Obligation		54,695,000	54,695,000
2006B General Obligation and Refunding	17,270,025	2,184,975	19,455,000
2007 Bond Anticipation Note	5,000,000		5,000,000
<b>Total Bonds Payable</b>	<b>\$45,635,632</b>	<b>\$68,624,580</b>	<b>\$114,260,212</b>

**GENERAL FUND**

**4.1 General Fund**

The General Fund is the general 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. Many important activities in the Town, including operation of the Town’s general service departments, street and highway maintenance, public safety, parks and recreation, and library are accounted for in this fund.

	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
<b>BEGINNING BALANCE</b>	<b>\$16,908,081</b>	<b>\$17,998,810</b>	<b>\$16,591,417</b>	<b>\$16,681,417</b>	<b>\$15,625,311</b>	<b>\$14,524,181</b>	<b>\$13,210,289</b>
<b>SOURCES</b>							
Taxes	\$25,711,358	\$25,325,200	\$26,372,983	\$26,896,343	\$27,329,770	\$27,771,964	\$28,223,102
Revenue from Federal Government	162,239	160,075	110,000	110,000	110,000	110,000	110,000
Revenue from State Government	9,075,020	9,324,398	9,293,018	9,379,368	9,463,518	9,549,351	9,636,901
Charges for Services	4,466,255	4,772,200	4,947,112	4,995,833	5,045,201	5,094,902	5,145,099
Permits and Fees	552,134	440,000	450,000	458,000	466,160	474,483	482,973
Fines and Forfeitures	2,391,873	375,000	545,000	545,000	548,000	548,000	548,000
Donations and Transfers	3,017,577	3,270,680	4,151,493	3,863,209	3,808,574	3,762,134	3,722,660
Use of Money and Property	596,958	454,000	366,000	366,000	366,000	366,320	366,320
<b>Total - SOURCES</b>	<b>\$45,973,413</b>	<b>\$44,121,553</b>	<b>\$46,235,606</b>	<b>\$46,613,753</b>	<b>\$47,137,223</b>	<b>\$47,677,154</b>	<b>\$48,235,055</b>
<b>USES</b>							
Personnel Expenditures	\$26,950,216	\$27,857,613	\$28,361,826	\$28,929,063	\$29,507,644	\$30,097,797	\$30,699,753
Operating Expenditures	10,758,865	11,123,435	10,733,724	10,948,398	11,167,366	11,390,714	11,618,528
Capital Expenditures	1,071,671	268,280	573,450	800,000	700,000	600,000	612,000
Debt Service	5,086,626	5,111,876	5,401,538	5,895,828	5,744,842	5,761,665	5,620,080
Transfers and Allocations	1,015,307	1,167,742	1,075,068	1,096,569	1,118,501	1,140,871	1,163,688
<b>Total - USES</b>	<b>\$44,882,684</b>	<b>\$45,528,946</b>	<b>\$46,145,606</b>	<b>\$47,669,858</b>	<b>\$48,238,353</b>	<b>\$48,991,046</b>	<b>\$49,714,049</b>
<b>Surplus/(Deficit)</b>	<b>\$1,090,729</b>	<b>(\$1,407,393)</b>	<b>\$90,000</b>	<b>(\$1,056,106)</b>	<b>(\$1,101,130)</b>	<b>(\$1,313,892)</b>	<b>(\$1,478,994)</b>
<b>ENDING BALANCE</b>	<b>\$17,998,810</b>	<b>\$16,591,417</b>	<b>\$16,681,417</b>	<b>\$15,625,311</b>	<b>\$14,524,181</b>	<b>\$13,210,289</b>	<b>\$11,731,295</b>

**CAPITAL PROJECTS FUND**

**4.2 Capital Projects Fund**

The Capital Projects Fund is used to account for all resources used in the acquisition and construction of capital facilities and other capital assets, unless financed through proprietary funds.

	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
<b>BEGINNING BALANCE</b>	<b>\$13,684,106</b>	<b>\$6,461,194</b>	<b>\$27,202,501</b>	<b>\$25,101,835</b>	<b>\$23,061,156</b>	<b>\$20,979,663</b>	<b>\$18,856,540</b>
<b>SOURCES</b>							
Revenue from Federal Government	2,116,094		280,000				
Revenue from State Government		650,000	3,224,920	4,377,881	1,325,000	890,000	
Charges for Services							
Donations and Transfers	5,435,479	6,847,548	13,274,636	14,117,119	6,325,000	5,150,000	1,790,000
Use of Money and Property							
Bond Proceeds		22,540,000					
<b>Total - SOURCES</b>	<b>7,551,573</b>	<b>30,037,548</b>	<b>16,779,556</b>	<b>18,495,000</b>	<b>7,650,000</b>	<b>6,040,000</b>	<b>1,790,000</b>
<b>USES</b>							
Personnel Expenditures	\$1,086,933	\$1,127,259	\$999,050	\$1,019,031	\$1,039,412	\$1,060,200	\$1,081,404
Operating Expenditures	302,212	229,255	129,198	131,782	134,418	137,106	139,848
Capital Expenditures	13,335,340	7,939,727	16,879,556	18,495,000	7,650,000	6,040,000	1,790,000
Transfers and Allocations	50,000		872,418	889,866	907,664	925,817	944,333
<b>Total - USES</b>	<b>\$14,774,485</b>	<b>\$9,296,241</b>	<b>\$18,880,222</b>	<b>\$20,535,679</b>	<b>\$9,731,493</b>	<b>\$8,163,123</b>	<b>\$3,955,585</b>
<b>Surplus/(Deficit)</b>	<b>(\$7,222,912)</b>	<b>\$20,741,307</b>	<b>(\$2,100,666)</b>	<b>(\$2,040,679)</b>	<b>(\$2,081,493)</b>	<b>(\$2,123,123)</b>	<b>(\$2,165,585)</b>
<b>ENDING BALANCE</b>	<b>\$6,461,194</b>	<b>\$27,202,501</b>	<b>\$25,101,835</b>	<b>\$23,061,156</b>	<b>\$20,979,663</b>	<b>\$18,856,540</b>	<b>\$16,690,955</b>

**ENTERPRISE FUNDS**

**4.3 Enterprise Funds**

**4.3.1 Utilities (Water and Sewer) Fund**

This fund is used to account for the operation and maintenance of the Town's water system and sanitary sewer system.

	<b>FY 2009</b>	<b>FY 2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
<b>BEGINNING BALANCE</b>	<b>\$24,215,665</b>	<b>\$21,790,207</b>	<b>\$19,114,077</b>	<b>\$14,567,819</b>	<b>\$14,197,250</b>	<b>\$13,981,766</b>	<b>\$11,950,450</b>
<b>SOURCES</b>							
Usage Fees	\$11,378,225	\$11,600,800	\$13,430,000	\$14,101,500	\$14,665,560	\$15,252,182	\$15,252,182
Fixed Fees	1,120,992	1,152,320	1,280,000	1,280,000	1,280,000	1,280,000	1,280,000
Penalties	130,616	145,000	150,000	157,500	163,800	170,352	170,352
Service Charges	71,240	80,000	50,000	50,000	50,000	50,000	50,000
Pro Rata Fees	149,848	171,500	103,000	100,000	100,000	100,000	100,000
Availability Fees Rec'd	6,623,176	1,468,867	825,990	2,629,943	2,470,620	1,704,526	2,024,630
Miscellaneous	422,083	348,000	268,000	273,360	278,827	284,404	290,092
Bond Proceeds		5,342,038		2,800,000			
<b>Total - SOURCES</b>	<b>\$19,896,180</b>	<b>\$20,308,525</b>	<b>\$16,106,990</b>	<b>\$21,392,303</b>	<b>\$19,008,807</b>	<b>\$18,841,464</b>	<b>\$19,167,256</b>
<b>USES</b>							
Operations	\$12,639,386	\$12,412,265	\$12,720,644	\$12,975,057	\$13,234,558	\$13,499,249	\$13,769,234
Debt Service	5,350,484	5,453,988	5,452,604	5,422,815	5,634,733	5,623,531	5,630,622
Capital Projects	4,331,768	5,118,402	2,480,000	3,365,000	355,000	1,750,000	200,000
<b>Total - USES</b>	<b>\$22,321,638</b>	<b>\$22,984,655</b>	<b>\$20,653,248</b>	<b>\$21,762,872</b>	<b>\$19,224,291</b>	<b>\$20,872,780</b>	<b>\$19,599,856</b>
<b>SURPLUS/(DEFICIT)</b>	<b>(\$2,425,458)</b>	<b>(\$2,676,130)</b>	<b>(\$4,546,258)</b>	<b>(\$370,569)</b>	<b>(\$215,484)</b>	<b>(\$2,031,316)</b>	<b>(\$432,600)</b>
<b>ENDING BALANCE</b>	<b>\$21,790,207</b>	<b>\$19,114,077</b>	<b>\$14,567,819</b>	<b>\$14,197,250</b>	<b>\$13,981,766</b>	<b>\$11,950,450</b>	<b>\$11,517,851</b>



ENTERPRISE FUNDS

4.3 Enterprise Funds (continued)

4.3.2 Airport Fund

This fund is used to account for the operation and maintenance of the Town’s airport. The Airport Fund also receives funding through State and Federal grants.

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
<b>BEGINNING BALANCE</b>	<b>(\$482,083)</b>	<b>(\$1,171,517)</b>	<b>(\$1,545,198)</b>	<b>(\$2,052,188)</b>	<b>(\$2,556,960)</b>	<b>(\$3,037,636)</b>	<b>(\$3,474,642)</b>
<b>SOURCES</b>							
Leases	\$693,355	\$683,467	\$906,887	\$925,025	\$943,525	\$962,396	\$981,644
FBO Fees	77,484	80,600	98,610	100,582	102,594	104,646	106,739
Maintenance Reimbursement	84,199	8,000	8,000	8,000	8,000	8,000	8,000
Airport User Fees	18,780	25,900	29,348	29,935	30,534	31,144	31,767
Fuel Flow Fees							
Insurance Recoveries	80,184						
Sponsorship			25,000				
Miscellaneous	49,579	5,000	15,000	40,300	41,106	41,928	42,767
Grants	1,534,349	1,707,439	3,895,500	784,000	619,000	563,500	2,515,023
Bond Proceeds		1,793,172	79,500	16,000	46,000	11,500	51,327
<b>Total - SOURCES</b>	<b>\$2,537,930</b>	<b>\$4,303,578</b>	<b>\$5,057,845</b>	<b>\$1,903,842</b>	<b>\$1,790,759</b>	<b>\$1,723,114</b>	<b>\$3,737,266</b>
<b>USES</b>							
Operations	\$1,005,620	\$946,857	\$1,014,082	\$1,034,364	\$1,055,051	\$1,076,152	\$1,097,675
Capital Projects	1,848,353	3,191,528	3,975,000	800,000	665,000	575,000	2,566,350
Debt Service	375,269	538,874	575,753	574,250	551,384	508,968	470,340
<b>Total - USES</b>	<b>\$3,229,242</b>	<b>\$4,677,259</b>	<b>\$5,564,835</b>	<b>\$2,408,614</b>	<b>\$2,271,435</b>	<b>\$2,160,120</b>	<b>\$4,134,365</b>
<b>SURPLUS/(DEFICIT)</b>	<b>(\$691,312)</b>	<b>(\$373,681)</b>	<b>(\$506,990)</b>	<b>(\$504,772)</b>	<b>(\$480,676)</b>	<b>(\$437,006)</b>	<b>(\$397,099)</b>
<b>ENDING BALANCE</b>	<b>(\$1,171,517)</b>	<b>(\$1,545,198)</b>	<b>(\$2,052,188)</b>	<b>(\$2,556,960)</b>	<b>(\$3,037,636)</b>	<b>(\$3,474,642)</b>	<b>(\$3,871,741)</b>

**NONMAJOR FUNDS**

**4.4 Special Revenue Funds**

**4.4.1 Special Revenue Funds – Aggregated**

Special revenue funds are used to report resources that are legally restricted and may be used for purposes that support the Town’s programs. Below is a pro forma for the three nonmajor special revenue funds in the aggregate. Individual pro forma appear on subsequent pages for each of the three special revenue funds: Balch Library, Irwin W. Uran, and Valeria Symington.

	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
<b>BEGINNING BALANCE</b>	<b>\$6,697,221</b>	<b>\$6,065,247</b>	<b>\$5,446,082</b>	<b>\$5,108,843</b>	<b>\$5,184,932</b>	<b>\$92,521</b>	<b>\$93,446</b>
<b>SOURCES</b>							
Donations and Transfers	\$16,500			\$204,000			
Use of Money and Property	118,116	60,652	52,261	51,088	916	925	934
Miscellaneous	2,882						
<b>Total - SOURCES</b>	<b>\$137,498</b>	<b>\$60,652</b>	<b>\$52,261</b>	<b>\$255,088</b>	<b>\$916</b>	<b>\$925</b>	<b>\$934</b>
<b>USES</b>							
Debt Service	\$169,500	\$169,500	\$169,500	\$169,500	\$5,000,000		
Transfers and Allocations	599,972	510,317	220,000	9,500	93,327		19,650
<b>Total - USES</b>	<b>\$769,472</b>	<b>\$679,817</b>	<b>\$389,500</b>	<b>\$179,000</b>	<b>\$5,093,327</b>		<b>\$19,650</b>
<b>Surplus/(Deficit)</b>	<b>(\$631,974)</b>	<b>(\$619,165)</b>	<b>(\$337,239)</b>	<b>\$76,088</b>	<b>(\$5,092,411)</b>	<b>\$925</b>	<b>(\$18,716)</b>
<b>ENDING BALANCE</b>	<b>\$6,065,247</b>	<b>\$5,446,082</b>	<b>\$5,108,843</b>	<b>\$5,184,932</b>	<b>\$92,521</b>	<b>\$93,446</b>	<b>\$74,730</b>

**NONMAJOR FUNDS**

**4.4 Special Revenue Funds (continued)**

**4.4.2 Balch Library Fund**

This fund is used to account for donations and legally restricted revenues that are to be used to maintain the interior of Balch Library.

	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
<b>BEGINNING BALANCE</b>	<b>\$79,891</b>	<b>\$98,131</b>	<b>\$99,112</b>	<b>\$100,103</b>	<b>\$91,604</b>	<b>\$92,521</b>	<b>\$93,446</b>
<b>SOURCES</b>							
Donations and Transfers	\$10,500						
Use of Money and Property	7,740	981	991	1,001	916	925	934
<b>Total - SOURCES</b>	<b>\$18,240</b>	<b>\$981</b>	<b>\$991</b>	<b>\$1,001</b>	<b>\$916</b>	<b>\$925</b>	<b>\$934</b>
<b>USES</b>							
Transfers and Allocations				\$9,500			\$19,650
<b>Total - USES</b>				<b>\$9,500</b>			<b>\$19,650</b>
<b>Surplus/(Deficit)</b>	<b>\$18,240</b>	<b>\$981</b>	<b>\$991</b>	<b>(\$8,499)</b>	<b>\$916</b>	<b>\$925</b>	<b>(\$18,716)</b>
<b>ENDING BALANCE</b>	<b>\$98,131</b>	<b>\$99,112</b>	<b>\$100,103</b>	<b>\$91,604</b>	<b>\$92,521</b>	<b>\$93,446</b>	<b>\$74,730</b>

**NONMAJOR FUNDS**

**4.4 Special Revenue Funds (continued)**

**4.4.3 Irwin W. Uran Fund**

This fund is to be used to account for the private donations and interest revenue designated by the donor for specific purposes. The fund will be exhausted in FY 2011.

	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
<b>BEGINNING BALANCE</b>	<b>\$1,300,338</b>	<b>\$723,086</b>	<b>\$220,000</b>				
<b>SOURCES</b>							
Use of Money and Property	\$19,838	\$7,231					
Miscellaneous	2,882						
<b>Total - SOURCES</b>	<b>\$22,720</b>	<b>\$7,231</b>					
<b>USES</b>							
Transfers and Allocations	\$599,972	\$510,317	\$220,000				
<b>Total - USES</b>	<b>\$599,972</b>	<b>\$510,317</b>	<b>\$220,000</b>				
<b>Surplus/(Deficit)</b>	<b>(\$577,252)</b>	<b>(\$503,086)</b>	<b>(\$220,000)</b>				
<b>ENDING BALANCE</b>	<b>\$723,086</b>	<b>\$220,000</b>	<b>\$0</b>				

NONMAJOR FUNDS

4.4 Special Revenue Funds (continued)

4.4.4 Valeria Symington Fund

This fund is to be used to account for the private donations and interest revenue designated by the donor for specific purposes. The fund will be exhausted in FY 2013 when the principal on a \$5 million Bond Anticipation Note used in the financing for the Outdoor Pool and the Tennis Bubble is due. Any remaining funds will be allocated to uses in keeping with the original bequest.

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
<b>BEGINNING BALANCE</b>	\$5,316,992	\$5,244,030	\$5,126,970	\$5,008,740	\$5,093,327		
<b>SOURCES</b>							
Donations and Transfers	\$6,000			\$204,000			
Use of Money and Property	90,538	52,440	51,270	50,087			
Miscellaneous							
<b>Total - SOURCES</b>	<b>\$96,538</b>	<b>\$52,440</b>	<b>\$51,270</b>	<b>\$254,087</b>			
<b>USES</b>							
Debt Service	\$169,500	\$169,500	\$169,500	\$169,500	\$5,000,000		
Transfers and Allocations					93,327		
<b>Total - USES</b>	<b>\$169,500</b>	<b>\$169,500</b>	<b>\$169,500</b>	<b>\$169,500</b>	<b>\$5,093,327</b>		
<b>Surplus/(Deficit)</b>	<b>(\$72,962)</b>	<b>(\$117,060)</b>	<b>(\$118,230)</b>	<b>\$84,587</b>	<b>(\$5,093,327)</b>		
<b>ENDING BALANCE</b>	<b>\$5,244,030</b>	<b>\$5,126,970</b>	<b>\$5,008,740</b>	<b>\$5,093,327</b>	<b>\$0</b>		

## GENERAL FUND SUMMARIES

## 5.1 General Fund Revenue and Expenditure Summaries

This section provides detail of the general fund pro forma above (Section 4.1, General Fund Pro Forma) with special emphasis on revenue sources. Sections 5.2-5.7 below provide the reader with greater detail on General Fund operating expenditures.

Table 5.1 GENERAL FUND BUDGET SUMMARY

Expense Summary	FY 2009	FY 2010	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	\$ Increase/ % Increase/ (Decrease) (Decrease)
	Actual	Budget	Estimated	Base	PCPs	Proposed	Adopted	
Direction and Support Servi	\$7,529,118	\$7,297,148	\$7,135,920	\$7,248,308		\$7,248,308	\$7,212,599	(\$84,549) (1.2)
Public Safety	10,186,786	10,935,063	10,935,063	11,482,226	126,496	11,608,722	11,520,445	\$585,382 5.4
Public Works	11,197,164	10,936,553	11,244,328	11,132,080	36,000	11,168,080	11,011,351	\$74,798 0.7
Leisure Services	7,583,653	7,585,968	7,690,897	7,779,114		7,779,114	7,708,422	\$122,454 1.6
Community Development	3,299,336	3,490,761	3,410,861	3,508,486		3,508,486	3,471,251	(\$19,510) (0.6)
Personnel Services Adjustment		(180,000)		(180,000)		(180,000)	(180,000)	
Debt Service	5,086,624	5,132,116	5,111,876	5,401,538		5,401,538	5,401,538	\$269,422 5.2
<b>TOTAL</b>	<b>\$44,882,681</b>	<b>\$45,197,609</b>	<b>\$45,528,945</b>	<b>\$46,371,752</b>	<b>\$162,496</b>	<b>\$46,534,248</b>	<b>\$46,145,606</b>	<b>\$947,997 2.1</b>
<b>FTE Summary</b>	<b>343.63</b>	<b>348.38</b>	<b>348.38</b>	<b>345.38</b>	<b>1.00</b>	<b>346.38</b>	<b>346.18</b>	<b>(2.20) (0.6)</b>
<b>Funding Summary<sup>1</sup></b>								
General Fund	\$21,024,858	\$22,867,479	\$23,332,592	\$22,821,295	\$162,496	\$22,983,791	\$22,505,149	(362,330) (1.6)
Permits and Fees	552,134	450,000	440,000	450,000		450,000	450,000	
Fines and Forfeitures	2,391,873	395,000	375,000	545,000		545,000	545,000	150,000 38.0
Use of Money and Property	604,436	1,167,000	454,000	366,000		366,000	366,000	(801,000) (68.6)
Charges for Services	4,466,255	4,672,112	4,772,200	4,877,112		4,877,112	4,947,112	275,000 5.9
Donations/Transfers	2,740,842	2,570,958	2,615,360	3,233,280		3,233,280	3,253,280	682,322 26.5
Intergovernmental	13,097,741	12,718,740	13,183,473	13,548,418		13,548,418	13,548,418	829,678 6.5
Proffers and Developer Con	4,542	356,320	356,320	530,647		530,647	530,647	174,327 48.9
<b>TOTAL</b>	<b>\$44,882,681</b>	<b>\$45,197,609</b>	<b>\$45,528,945</b>	<b>\$46,371,752</b>	<b>\$162,496</b>	<b>\$46,534,248</b>	<b>\$46,145,606</b>	<b>\$947,997 2.1</b>

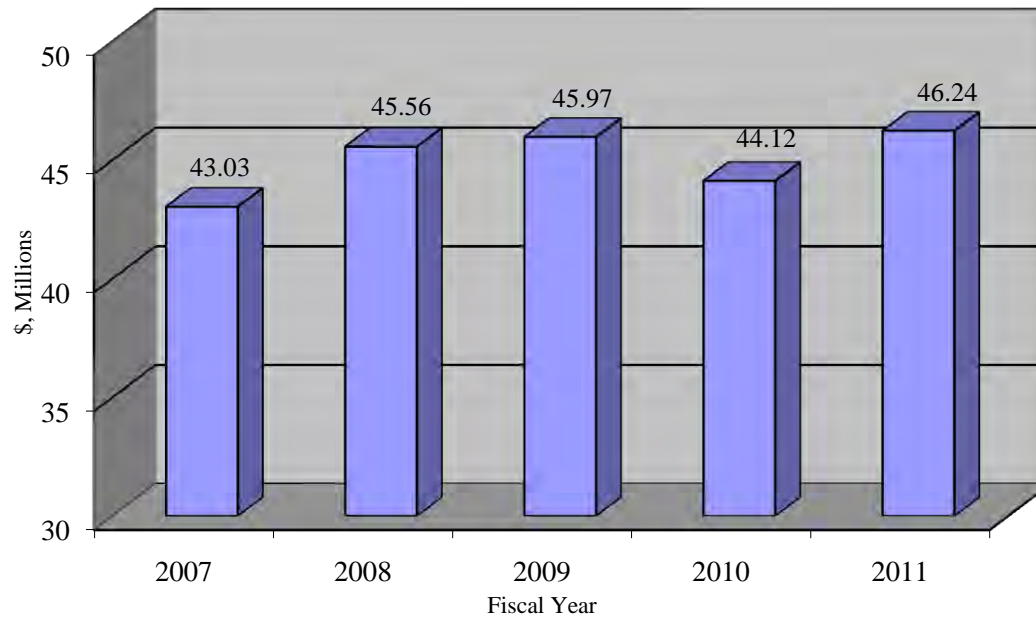
<sup>1</sup>“Funding Summary” categories used in Table 5.1 below are used to illustrate funding for departmental operating budgets. Specifically, the “General Fund,” while primarily made up of tax revenue, also includes use of undesignated fund balance or “other financing sources” in Table 5.1. For purposes of illustration, these categories differ slightly from those used for Table 5.2, General Fund Revenue, below.

GENERAL FUND SUMMARIES (continued)

5.1.1 General Fund Revenue Summaries

Chart 5.1 depicts General Fund revenue for five years to include FY 2011. The rate of growth has slowed and there was a decline between FY 2009 and FY 2010 due to the economic conditions and a decline in the assessed value of residential real estate. The FY 2011 estimates show improvement in revenues based upon increases in local taxes, fines, charges for services, transfers, and intergovernmental revenue.

Chart 5.1 General Fund Revenue, FY 2007-2011



## GENERAL FUND SUMMARIES (continued)

## 5.1.1 General Fund Revenue Summaries (continued)

Table 5.2 below lists the categories into which the General Fund Revenue is separated. The following pie chart depicts the distribution of these sources for FY 2011.

	FY 2009 Actual	FY 2010 Budgeted	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<b>General Fund</b>							
Real Estate Taxes	\$11,078,552	\$11,151,140	\$11,025,000	\$11,198,983	\$11,198,983	\$47,843	0.4
Public Service Corporation Taxes	206,806	175,000	175,000	190,000	190,000	15,000	8.6
Personal Property Taxes	1,637,477	1,580,000	1,580,000	1,660,000	1,660,000	80,000	5.1
Other Local Taxes	9,192,755	9,100,000	9,145,200	9,507,000	9,507,000	407,000	4.5
Permits, Fees, and Licenses	552,134	450,000	440,000	450,000	450,000		
Fines and Forfeitures	2,391,873	395,000	375,000	545,000	545,000	150,000	38.0
Use of Money and Property	604,436	1,167,000	454,000	366,000	366,000	(801,000)	(68.6)
Charges for Services	4,466,255	4,672,112	4,772,200	4,877,112	4,947,112	275,000	5.9
Donations, Receipts and Transfers	2,745,384	2,927,278	2,971,680	3,763,927	3,823,093	895,815	30.6
Intergovernmental	13,097,741	12,718,740	13,183,473	13,548,418	13,548,418	829,678	6.5
Other Financing Sources		861,339	1,407,392	427,808		(861,339)	(100.0)
<b>Total</b>	<b>\$45,973,413</b>	<b>\$45,197,609</b>	<b>\$45,528,945</b>	<b>\$46,534,248</b>	<b>\$46,235,606</b>	<b>\$1,037,997</b>	<b>2.30</b>



GENERAL FUND SUMMARIES (continued)

5.1.1 General Fund Revenue Summaries (continued)

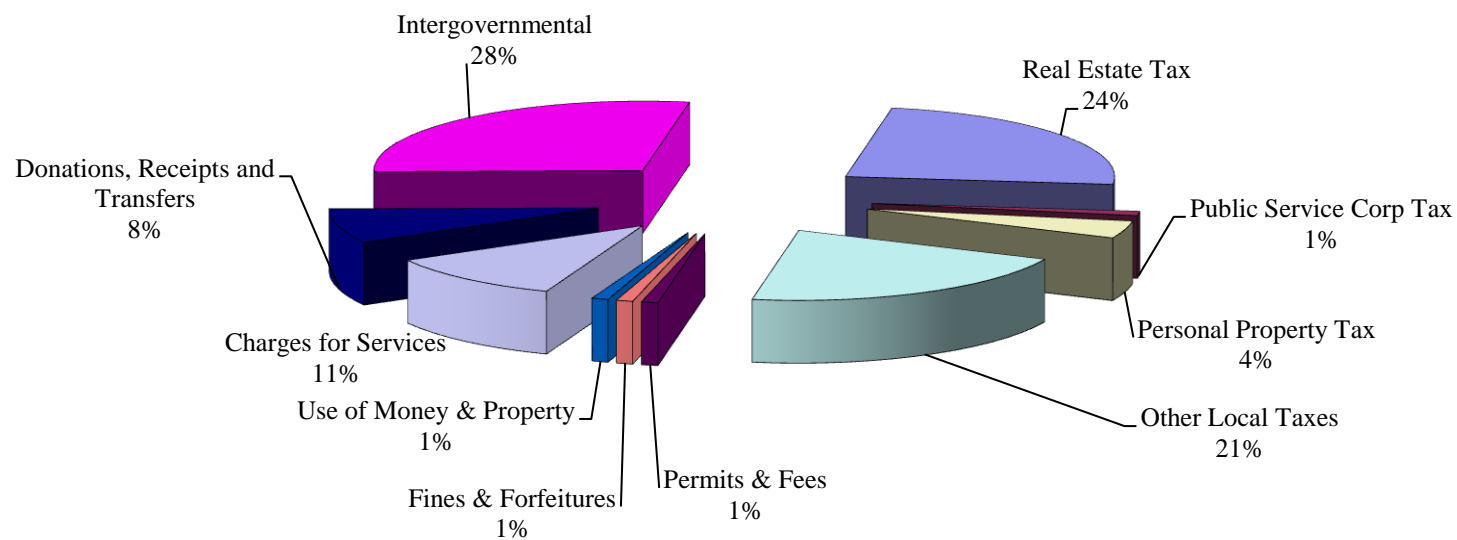


Chart 5.2 General Fund Revenue Percentages by Category, FY 2011

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**GENERAL FUND SUMMARIES (continued)****5.1.2 General Fund Revenue Descriptions****Real Estate Tax**

Revenues from real estate taxes are budgeted at \$11,198,983. This includes \$10,898,983 in real estate taxes, \$200,000 for delinquencies, and \$100,000 for penalties and interest on late payments. Public service corporation taxes are budgeted at \$190,000 (see Table 5.2).

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

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

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Real Estate Tax (continued)

Chart 5.3 Assessed Real Estate Values & Tax Rates, FY 2007-11

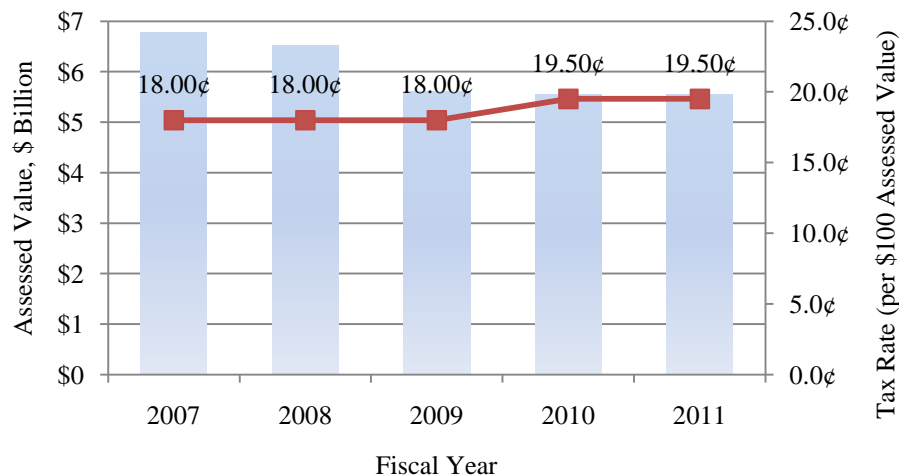


Chart 5.4 Per Capita Real Estate Tax Bills, 2007-2011

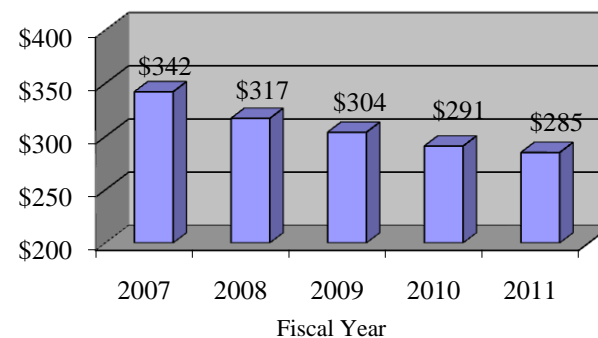


Chart 5.5 above illustrates the trends in assessed values of real estate and the Leesburg real property tax rates over the past four years and projected values for 2011.

Chart 5.6 above illustrates the changes that have occurred over the past several years in the Town’s per capita real estate tax bills for the last four years and projected value for 2011.

The proposed tax rate for FY 2011 is \$19.5 cents. Table 5.5 at right shows that Leesburg’s 2010 tax rate of \$0.195 is still one of the lowest tax rates among the five Virginia towns with the largest populations (2007 U.S. Census estimates).

Table 5.3 FY 2010 Real Estate Tax Rates for Virginia’s Five Largest Towns

Town (pop.)	FY 2010 Adopted Tax Rate
Herndon (21,885)	0.2600
Vienna (14,848)	0.2281
Blacksburg (41,291)	0.2200
Leesburg (38,465)	0.1950
Christiansburg (19,176)	0.1126
<b>Average</b>	<b>\$ 0.2041</b>

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**GENERAL FUND SUMMARIES (continued)****5.1.2 General Fund Revenue Descriptions (continued)****Personal Property Tax**

Revenue from the personal property tax is budgeted at \$1,660,000. This includes \$1,600,000 in real estate taxes and \$60,000 for delinquent payments. The Town relies on assessed value projections provided by the Loudoun County Assessor's Office to calculate the revenue projections.

- **Personal Property Tax:** A tax imposed on the assessed valuation of personal property appraised at 100 percent of the fair market value of cars, vans, motorcycles, and trailers. Assessment information is provided by Loudoun County. The tax rate adopted for tax year 2010 is \$1.00 per \$100 valuation. Beginning with tax year 2006, the Commonwealth of Virginia changed the calculation of the personal property tax credit from 70% of the tax to be paid for qualified vehicles to a fixed annual payment to local jurisdictions under the Personal Property Tax Relief Act. The Town of Leesburg receives a payment of approximately \$1,470,000 annually. In tax year 2007, the fixed payment received from the Commonwealth covered 55% of the tax owed for qualified vehicles. The percentage of personal property tax relief for each tax year is computed in July when actual assessed values are available.
- **Delinquent Personal Property:** The penalty for delinquent personal property taxes not paid by October 5 is 10% of the tax amount due. Starting on November 1, interest accrues at the rate of 10% per annum.
- **Tax Relief for Disabled/Elderly:** A personal property tax exemption is provided for qualified owners who are: permanently and totally disabled or 65 years of age or older as of December 31 of the previous year; have a gross income not to exceed the greater of \$52,000 or the U.S. Department of Housing and Urban Development income limits to qualify for Federal housing assistance in the metropolitan statistical area; and have a net worth of not more than \$195,000, excluding the value of the principal residence and size lot up to one acre.

## GENERAL FUND SUMMARIES (continued)

## 5.1.2 General Fund Revenue Descriptions (continued)

## Other Local Taxes

Taxes in this category are shown below. Consumer-related taxes are expected to increase approximately \$407,000 based upon collections for the first half of FY 2010. Revenue from the Transient Occupancy Tax is expected to decline \$50,000 reflecting the current economic downturn. Cigarette Tax revenue is expected to continue to decline by \$70,000 based upon the trend over the last several years. A slight decline of \$5,000 is projected for daily rentals. These declines are offset by estimated increases in the Business and Occupational Tax of \$210,000, Meals Tax of \$175,000, and Motor Vehicle Licenses of \$70,000. These increases are the result of expected improvements in the local economy, and strong vehicle sales from the federal “cash for clunkers” program.

Table 5.4 Other Local Taxes, FY 2009-2011

	FY 2009 Actual	FY 2010 Budgeted	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Business and Occupational Tax	\$2,669,812	\$2,625,000	\$2,650,000	\$2,835,000	\$2,835,000	\$210,000	8.0
Transient Occupancy Tax	595,434	800,000	700,000	750,000	750,000	(50,000)	(6.3)
Meals Tax	3,327,374	3,175,000	3,200,000	3,350,000	3,350,000	175,000	5.5
Bank Franchise Tax	575,105	600,000	580,000	600,000	600,000		
Daily Rental Tax	13,062	20,000	20,000	15,000	15,000	(5,000)	(25.0)
Utility Consumption Tax	147,214	150,000	150,000	150,000	150,000		
Cable TV Franchise Tax	77,164		77,200	77,000	77,000	77,000	100.0
Cigarette Tax	860,595	870,000	840,000	800,000	800,000	(70,000)	(8.0)
Right-of-way Use Tax	147,214	150,000	148,000	150,000	150,000		
Motor Vehicle Licenses	779,781	710,000	780,000	780,000	780,000	70,000	9.9
<b>Total</b>	<b>\$9,192,755</b>	<b>\$9,100,000</b>	<b>\$9,145,200</b>	<b>\$9,507,000</b>	<b>\$9,507,000</b>	<b>\$407,000</b>	<b>4.5</b>

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Other Local Taxes (continued)

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

**Gross Receipts Tax Rates:**

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

**Flat Tax Rates:**

Building and Savings and Loan Associations: Associations having a principal office in the Town pay an annual tax of \$50.00. Associations doing business on a mutual plan and making loans to only stockholders; those organized and making loans only in the Town and surrounding subdivisions pay an annual tax of \$25.

Cable Television Companies	\$ 25.00 annually
Fortune Tellers	\$500.00 annually
Peddlers and Itinerant Vendors	\$250.00 annually
Alcohol Beverages:	
Retail "on or off" wine and beer	\$ 37.50 annually
Retail "on" beer	\$ 25.00 annually
Retail "on & off" wine and beer	\$ 75.00 annually
Private non-profit club w/restaurant	\$350.00 annually
Mixed Beverage Licenses (Restaurant):	
50 to 100 seats	\$200.00 annually
101 to 150 seats	\$350.00 annually
Over 150 seats	\$500.00 annually
Coin Operated Amusement Machines:	
1 to 5 machines	\$100.00 annually
6 to 9 machines	\$150.00 annually
Over 10 machines	\$200.00 annually

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**GENERAL FUND SUMMARIES (continued)****5.1.2 General Fund Revenue Descriptions (continued)****Other Local Taxes (continued)**

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

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

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

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

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Permits and Fees

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

Zoning and development fee revenue in FY 2011 is expected to remain close to the FY 2010 level. This reflects the relatively slow economic recovery that is expected over the next few years in development and housing construction.

Table 5.5 Permits, Fees, and Licenses, FY 2009-2011

	FY 2009 Actual	FY 2010 Budgeted	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Zoning and Development Fees	\$500,729	\$400,000	\$400,000	\$400,000	\$400,000		
Miscellaneous Permits, Fees, and Licenses	51,405	50,000	40,000	50,000	50,000		
<b>Total</b>	<b>\$552,134</b>	<b>\$450,000</b>	<b>\$440,000</b>	<b>\$450,000</b>	<b>\$450,000</b>		

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



## GENERAL FUND SUMMARIES (continued)

## 5.1.2 General Fund Revenue Descriptions (continued)

## Fines and Forfeitures

Existing Fines and Forfeitures are expected to remain at the same level as the amounts budgeted in FY 2010. Based upon the status of prosecutions, the police department does not anticipate any distribution of forfeitures in FY 2010 and FY 2011. The receipt of police forfeiture revenue is based upon successful prosecution and liquidation of any assets seized by authorities. For FY 2011, the Town is considering initiating a program to reduce the number of false alarms police respond to. Residents and businesses would be charged a fee when a false security alarm results in a police response. The estimated revenue of \$150,000 is based upon the number of false alarms received by the police department. Reducing police response to false alarms will allow officers to spend more time in their assigned sectors.

Table 5.6 Fines and Forfeitures, FY 2009-2011

	FY 2009 Actual	FY2010 Budgeted	FY 2010 Estimated	FY 2011 Proposed	FY2011 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Traffic Fines	\$281,335	\$320,000	\$300,000	\$320,000	\$320,000		
Parking Ticket Fines	81,677	75,000	75,000	75,000	75,000		
Police Forfeitures	1,561						
Claims & Settlements	2,027,300						
False Alarm Fees				150,000	150,000	150,000	100.0
<b>Total</b>	<b>\$2,391,873</b>	<b>\$395,000</b>	<b>\$375,000</b>	<b>\$545,000</b>	<b>\$545,000</b>	<b>\$150,000</b>	<b>38.0</b>

- **Traffic Fines:** Fines paid based upon tickets issued by police officers for moving and vehicle equipment violations.
- **Parking Ticket Fines:** Fines paid for violations of the parking ordinance.
- **Police Forfeitures:** The forfeiture of currency and real property by a defendant to the Police Department as a result of a successful investigation and prosecution for certain criminal activity.
- **False Alarm Fee:** The amount of the fee will be determined prior to the false alarm program being initiated and will be based upon citizen input.

## GENERAL FUND SUMMARIES (continued)

## 5.1.2 General Fund Revenue Descriptions (continued)

## Use of Money and Property

Revenue in this category is expected to decline \$801,000. The primary reasons are projected decreases of \$600,000 in interest income and \$201,000 in anticipated insurance recoveries. The decline in interest is directly attributable to the continuing impact of the ongoing economic slump on major interest rates and return on investments. Interest earnings, which are directly impacted by economic conditions, are not expected to increase in the near term. The projection for insurance recoveries is a result of a decline in reported damage to Town property. Income from the parking meters and garage, sale of surplus property, and Balch Library are expected to remain at current levels.

Table 5.7 Use of Money and Property, FY 2009-2011

	FY 2009 Actual	FY 2010 Budgeted	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Interest	\$236,396	\$700,000	\$125,000	\$100,000	\$100,000	(\$600,000)	(85.7)
Parking Meters	61,456	70,000	68,000	70,000	70,000		
Parking Garage	112,082	125,000	115,000	125,000	125,000		
Sale of Surplus Property	9,288	30,000	65,000	30,000	30,000		
Balch Library	14,453	16,000	16,000	16,000	16,000		
Recoveries	49,882	226,000	50,000	25,000	25,000	(201,000)	(88.9)
Miscellaneous Revenue	120,879		15,000				
<b>Total</b>	<b>\$604,436</b>	<b>\$1,167,000</b>	<b>\$454,000</b>	<b>\$366,000</b>	<b>\$366,000</b>	<b>(\$801,000)</b>	<b>(68.6)</b>

- **Interest:** Income resulting from the investment of the Town's cash assets.
- **Parking Meters:** Coinage collected from parking meters. The current parking meter rate is \$0.50 per hour, regardless of meter time limit. Meter time limits range from 30 minutes to 4 hours, depending upon location.

- **Parking Garage:** Income from daily parking fees and monthly parking permits issued for Town Hall Parking Garage. Daily parking rates are \$0.50 per hour after first hour (first hour is free) through the fifth hour and \$1.00 per hour thereafter, with a maximum daily rate of \$5.00. Monthly permits for reserved parking spaces in the basement of the garage are \$60 per month; permits for unreserved spaces on upper levels are \$40 per month.
- **Sale of Surplus Property:** The disposal of vehicles and equipment no longer needed by the Town are sold at public auction or by sealed bid.
- **Balch Library:** Fees charged for services provided by the Balch Library. These include charges for inter-library loans, photocopying, classes, and meeting room rentals. A kitchen use fee, if needed, is added to the meeting room rentals.
- **Recoveries:** This category includes recoveries received from citizens and from insurance carriers for damage to Town property.

## GENERAL FUND SUMMARIES (continued)

## 5.1.2 General Fund Revenue Descriptions (continued)

## Charges for Services

This category shows the costs recovered for certain Town publications offered to the public, fingerprinting, parks and recreation fees, and other services offered by the Town. Total revenues for parks and recreation program fees are projected to increase \$283,000 from \$4,604,112 in FY 2010 to \$4,887,112 in FY 2011. This reflects increased interest in programs and adjustments to fees for certain program areas.

Table 5.8 Charges for Services, FY 2009-2011

	FY 2009 Actual	FY 2010 Budgeted	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Publications	\$4,230	\$8,000	\$8,000	\$8,000	\$8,000		
Police Reports/Fingerprints	4,592	5,000	5,000	5,000	5,000		
Police Extraditions	3,276	5,000	4,200	5,000	5,000		
Parks and Recreation Fees	4,423,597	4,604,112	4,705,000	4,817,112	4,887,112	283,000	6.1
Miscellaneous Revenue	30,560	50,000	50,000	42,000	42,000	(8,000)	(16.0)
<b>Total</b>	<b>\$4,466,255</b>	<b>\$4,672,112</b>	<b>\$4,772,200</b>	<b>\$4,877,112</b>	<b>\$4,947,112</b>	<b>\$275,000</b>	<b>5.9</b>

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

## GENERAL FUND SUMMARIES (continued)

## 5.1.2 General Fund Revenue Descriptions (continued)

## Charges for Services (continued)

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

Table 5.9 Parks and Recreation Fees, FY 2009-2011

	FY 2009 Actual	FY 2010 Budgeted	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Admissions and Membership Passes	\$1,870,877	\$1,978,000	\$2,028,008	\$1,978,000	\$1,978,000		
Tennis Fees	673,317	565,000	565,000	621,000	691,000	126,000	22.3
Aquatic Classes	534,453	442,000	442,000	531,000	531,000	89,000	20.1
Sports Programs	132,835	110,000	110,000	125,000	125,000	15,000	13.6
Recreation Classes	209,674	235,620	235,620	235,620	235,620		
Preschool/Camps	310,966	334,492	334,492	334,492	334,492		
Personal Trainers/Fitness Classes	246,932	213,000	213,000	236,000	236,000	23,000	10.8
Special Events	162,319	160,000	200,000	200,000	200,000	40,000	25.0
Parks & Special Services	29,238	25,000	16,000	31,000	31,000	6,000	24.0
Reimbursement for Services	55,882	15,000	50,880	15,000	15,000		
Outdoor Pool	197,104	510,000	510,000	510,000	510,000		
Miscellaneous	30,560	16,000	50,000	42,000	42,000	26,000	162.5
<b>Total</b>	<b>\$4,454,157</b>	<b>\$4,604,112</b>	<b>\$4,755,000</b>	<b>\$4,859,112</b>	<b>\$4,929,112</b>	<b>\$325,000</b>	<b>7.1</b>

## GENERAL FUND SUMMARIES (continued)

## 5.1.2 General Fund Revenue Descriptions (continued)

## Donations, Receipts, and Transfers

The transfer payment from the Utilities and Airport Funds to the General Fund is for administration and overhead expenditures. This includes reimbursement to the General Fund for financial and human resources administration, public works and engineering, police services, equipment maintenance, and a loan payment. There is an appropriation from the Symington Fund to provide revenue for interest payments on the \$5,000,000 Bond Anticipation Notes issued for the indoor tennis facility and outdoor pool at the Ida Lee Park Recreation Center. For FY 2011, a transfer payment is being made from the Capital Projects Fund to the General Fund for overhead expenditures to support capital projects and the Capital Projects Management Department.

The appropriation from the Irwin Uran Trust Fund is proposed to decrease by \$132,938 from \$352,938 in FY 2010 to \$220,000 in FY 2011. The reduction in Uran funding reflects the anticipated use of all of the remaining funding in the account in FY 2011. Proffers are being used to fund community agency grants to the fire department and rescue squad (\$22,926) and the milling and paving operations of the Public Works Department (\$462,721). Transfers from the Utilities Fund will decline based upon FY 2011 budget reductions for General Fund agencies and the move of the Administrative Division to Utilities Maintenance.

Table 5.10 Donations, Receipts, and Transfers, FY 2009-2011

	FY 2009 Actual	FY 2010 Budgeted	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Utilities Fund Transfer	\$2,004,160	\$1,790,786	\$1,790,786	\$1,709,286	\$1,709,286	(\$81,500)	(4.6)
Airport Fund Transfer	221,400	202,734	202,734	229,076	268,242	65,508	32.3
Uran Trust Fund Transfer	270,495	352,938	372,840	200,000	220,000	(132,938)	(37.7)
Symington Fund		169,500	169,500	168,500	169,500		
Capital Projects Fund	50,000		24,500	872,418	872,418	872,418	100.0
Developer Contributions	194,787	55,000	55,000	53,000	53,000	(2,000)	(3.6)
Proffers		351,320	351,320	485,647	485,647	134,327	38.2
Private Contributions	4,542	5,000	5,000	45,000	45,000	40,000	800.0
<b>Total</b>	<b>\$2,745,384</b>	<b>\$2,927,278</b>	<b>\$2,971,680</b>	<b>\$3,762,927</b>	<b>\$3,823,093</b>	<b>\$895,815</b>	<b>30.6</b>

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

## GENERAL FUND SUMMARIES (continued)

## 5.1.2 General Fund Revenue Descriptions (continued)

Table 5.11 Intergovernmental Revenue, FY 2009-2011

	FY 2009 Actual	FY 2010 Budgeted	FY 2010 Projected	FY 2011 Proposed	FY 2011 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<b>State Funding</b>							
Sales and Use Tax	\$3,972,768	\$4,125,000	\$4,100,000	\$4,125,000	\$4,125,000		
Personal Property Tax Relief	1,468,941	1,450,000	1,468,941	1,468,941	1,468,941	18,941	1.3
Car Rental Tax	86,528	80,000	80,000	86,000	86,000	6,000	7.5
VA Commission for Arts Grant	5,000	5,000	5,000	5,000	5,000		
Communication Taxes	3,593,286	2,980,000	3,400,000	3,817,000	3,817,000	837,000	28.1
Highway Maintenance	2,502,345	2,700,000	2,662,290	2,636,398	2,636,398	(63,602)	(2.4)
State Fireman's Fund	77,043	60,000	78,107	77,000	77,000	17,000	28.3
Law Enforcement Assistance	948,902	917,240	905,060	869,679	869,679	(47,561)	(5.2)
Miscellaneous State Grants and Revenue	13,490	25,000	25,000	25,000	25,000		
<b>Total State Funding</b>	<b>\$12,668,303</b>	<b>\$12,342,240</b>	<b>\$12,724,398</b>	<b>\$13,110,018</b>	<b>\$13,110,018</b>	<b>\$767,778</b>	<b>6.2</b>
<b>County Funding</b>							
CDBG Grant	\$89,425						
County Gas Tax	20,000		20,000				
Family Crimes Investigator		32,000	32,000	32,000	32,000		
School Resource Officers	247,200	247,000	247,000	296,400	296,400	49,400	20.0
<b>Total County Funding</b>	<b>\$356,625</b>	<b>\$279,000</b>	<b>\$299,000</b>	<b>\$328,400</b>	<b>\$328,400</b>	<b>\$49,400</b>	<b>17.7</b>
<b>Federal Funding</b>							
Gang Officer Grant	\$70,901	\$77,500	\$158,075	\$90,000	\$90,000	\$12,500	16.1
Other Federal Grants	1,912	20,000	2,000	20,000	20,000		
<b>Total Federal Funding</b>	<b>\$72,813</b>	<b>\$97,500</b>	<b>\$160,075</b>	<b>\$110,000</b>	<b>\$110,000</b>	<b>\$12,500</b>	<b>12.8</b>
<b>GRAND TOTAL</b>	<b>\$13,097,741</b>	<b>\$12,718,740</b>	<b>\$13,183,473</b>	<b>\$13,548,418</b>	<b>\$13,548,418</b>	<b>\$829,678</b>	<b>6.5</b>

## GENERAL FUND SUMMARIES (continued)

## 5.1.2 General Fund Revenue Descriptions (continued)

## Intergovernmental Revenue (continued)

Revenue projected for personal property tax relief is expected to increase by \$18,941 to \$1,468,941 to reflect the actual amount received over the last few years. Car rental tax receipts are projected to increase \$6,000 based upon an expected improvement in the local economy. Receipts from the State Fireman Fund are projected to increase by \$17,000 based upon a change in the funding calculation. The Loudoun County grant for School Resource Officers is expected to increase by \$49,400 with the addition of a police officer position in FY 2011 for the new Tuscarora High School which is expected to open this fall. The Federal gang officer grant is expected to increase by \$12,500 for FY 2011. Over the last several years, communications tax revenue has included revenue from the communications, utility, cable TV, and right of way use taxes. For FY 2011, the right of way use tax is being shown in Table 5.4 as a local tax. The FY 2010 budgeted revenue for the communications tax has been adjusted to reflect this change. The communications tax is increasing in FY 2011 based upon the recent history of receipts from the State.

The sales and use tax, grant from the Virginia Commission for the Arts, miscellaneous State grants, funding from Loudoun County for the Family Crimes Investigator and miscellaneous federal grants are expected to remain at the same level as FY 2010 based upon preliminary indications from the State of Virginia, Loudoun County, and federal agencies.

Highway maintenance and law enforcement funding are expected to decline \$63,602 and \$47,561 based upon changes in funding from the State.

- **Sales and Use Tax:** The Commonwealth returns one percent of the sales tax collected to the counties. Loudoun County receives 50 percent of the one percent provided by the State. The remaining 50 percent is distributed to the county and local jurisdictions based on the school age population.
- **Personal Property Tax Relief:** Revenue received from the Commonwealth of Virginia for relief of personal property taxes.
- **Car Rental Tax:** A tax of one percent on the gross proceeds from the rental of vehicles to be paid by the rental business.
- **Virginia Commission for the Arts Grant:** Proceeds from a State grant for the advancement of the arts.
- **Communication Tax:** This includes the taxes on telecommunications, utilities, and cable TV.
- **Highway Maintenance:** Quarterly payments from the Virginia Department of Transportation for maintaining primary and secondary roads and related infrastructure maintenance within the corporate limits. The allocation is based on the number of primary and secondary road miles within the Town limits and the Commonwealth's approved allocation rate.
- **State Fireman's Fund:** Payment from the Commonwealth to localities with fire and rescue departments to help defray the cost of providing fire and rescue services.
- **Law Enforcement Assistance:** Reimbursement from the Commonwealth to localities with police departments to help defray the cost of providing public safety services. The distribution is based on the number of sworn officers and the most recent census of population.
- **Miscellaneous State Grants:** One-time grants received from the Commonwealth or grants that are not identified for a specific purpose.
- **Family Crimes Investigator:** A County grant for up to 50% of the personnel costs for creation of a family crimes investigator.
- **SRO (School Resource Officer) Grant:** Grant received from Loudoun County for School Resource Officers.

**GENERAL FUND SUMMARIES (continued)****5.1.2 General Fund Revenue Descriptions (continued)****Intergovernmental Revenue (continued)**

- **Gang Officer Grant:** A grant for personnel costs, overtime, and rental of a vehicle for an officer to represent the Town on the Northern Virginia Regional Gang Task Force.

**Other Financing Sources – Use of Fund Balance**

Each year undesignated fund balance is available as a source of funding to be applied to the next fiscal year's budget. An undesignated fund balance of \$14,988,594 was available at the end of FY 2009. The remaining funds are set aside based on the Council's fiscal policy of 15% of General Fund expenditures and \$1,400,000 for the Revenue Stabilization Reserve.

The projected fund balance of \$16,591,417 at the end of FY 2010 will be sufficient to meet the Council's fiscal policy of a 15% fiscal reserve of \$6,829,342 (based on FY 2010 estimated General Fund expenditures of \$45,528,945) and to keep \$1,400,000 in the Revenue Stabilization Reserve. This balance was achieved through prudent financial management on the part of the Town Council and staff. FY 2011's budget is balanced without the use of any undesignated fund balance.

**5.1.3 General Fund Expenditure Summaries**

Table 5.12 and Chart 5.5 below illustrate how the FY 2011 General Fund budgeted expenditures are distributed by program. For additional expenditure detail by program, see Sections 5.2 through 5.7. Table 5.13 and Chart 5.6 illustrate a breakdown of expenditures by general expenditure category.



GENERAL FUND SUMMARIES (continued)

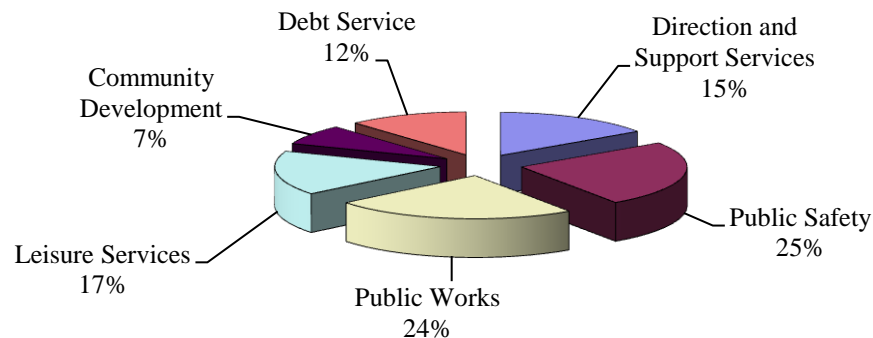


Chart 5.5 Adopted FY 2011 General Fund Expenditures by Program

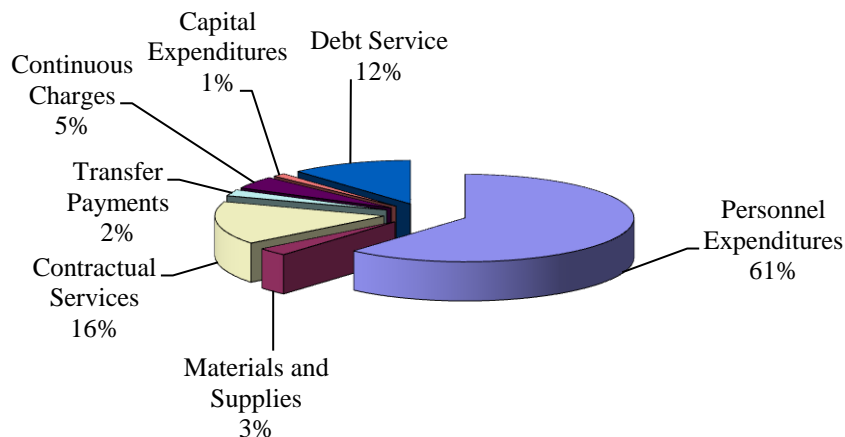


Chart 5.6 Adopted FY 2011 General Fund Expenditures by Category

Table 5.12 Adopted FY 2011 General Fund Expenditures by Program

Program	FY 2011 Adopted
Direction and Support Services	\$7,212,599
Public Safety	11,520,445
Public Works	11,011,351
Leisure Services	7,708,422
Community Development	3,471,251
Personnel Services Adjustment	(180,000)
Debt Service	5,401,538
<b>Total</b>	<b>\$46,145,606</b>

Table 5.13 Adopted FY 2011 General Fund Expenditures by Category

Category	FY 2011 Adopted
Personnel Expenditures	\$ 28,361,826
Materials and Supplies	1,302,042
Contractual Services	7,332,335
Transfer Payments (e.g., VRTA)	1,075,068
Continuous Charges	2,099,347
Capital Expenditures	573,450
Debt Service	5,401,538
<b>Total</b>	<b>\$46,145,606</b>

DIRECTION AND SUPPORT SERVICES

5.2 Direction and Support Services

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

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

Table 5.14 DIRECTION AND SUPPORT SERVICES BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Town Council	\$908,930	\$952,915	\$959,395	\$858,547		\$858,547	\$855,547	(\$97,368)	(10.2)
Town Manager	1,964,323	1,910,790	1,879,540	1,931,070		1,931,070	1,936,496	25,706	1.3
Cable Commission	869								
Comm. On Public Arts	3,408	6,520	6,520	6,520		6,520	6,520		
Town Attorney	364,257	449,452	434,127	426,665		426,665	414,745	(34,707)	(7.7)
Clerk of Council	142,883	142,124	140,224	107,766		107,766	107,288	(34,836)	(24.5)
Finance	2,388,845	2,349,947	2,347,547	2,277,444		2,277,444	2,257,712	(92,235)	(3.9)
Human Resources	602,929	588,203	584,603	563,432		563,432	561,190	(27,013)	(4.6)
Information Technology	1,148,940	890,677	957,445	1,070,344		1,070,344	1,066,581	175,904	19.7
Info. Tech. Comm.	3,734	6,520	6,520	6,520		6,520	6,520		
<b>TOTAL</b>	<b>\$7,529,118</b>	<b>\$7,297,148</b>	<b>\$7,315,921</b>	<b>\$7,248,308</b>		<b>\$7,248,308</b>	<b>\$7,212,599</b>	<b>(\$84,549)</b>	<b>(1.2)</b>
<b>FTE Summary</b>	<b>48.6</b>	<b>48.0</b>	<b>48.0</b>	<b>47.0</b>		<b>47.0</b>	<b>47.0</b>	<b>(1.0)</b>	<b>(2.1)</b>

## DIRECTION AND SUPPORT SERVICES (continued)

## 5.2.1 Town Council

## Program Description



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

Table 5.15 TOWN COUNCIL BUDGET SUMMARY

<b>Expense Summary</b>	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$63,589	\$61,900	\$61,900	\$60,820		\$60,820	\$60,820	(\$1,080)	(1.7)
Contractual Services	82,830	107,300	107,300	108,559		108,559	105,559	(1,741)	(1.6)
Materials and Supplies	945	3,000	3,000	1,700		1,700	1,700	(1,300)	(43.3)
Transfer Payments	732,517	746,065	752,545	655,598		655,598	655,598	(90,467)	(12.1)
Continuous Charges	29,049	34,650	34,650	31,870		31,870	31,870	(2,780)	(8.0)
<b>TOTAL</b>	<b>\$908,930</b>	<b>\$952,915</b>	<b>\$959,395</b>	<b>\$858,547</b>		<b>\$858,547</b>	<b>\$855,547</b>	<b>(\$97,368)</b>	<b>(10.2)</b>
<b>Funding Summary</b>									
General Fund	\$824,105	\$623,760	\$620,240	\$828,371		\$828,371	\$825,371	\$201,611	32.3
Proffer		257,320	257,320	22,926		22,926	22,926	(234,394)	
Uran Fund	79,825	66,835	76,835	2,250		2,250	2,250	(64,585)	(96.6)
VA Comm Arts Grant	5,000	5,000	5,000	5,000		5,000	5,000		
<b>TOTAL</b>	<b>\$908,930</b>	<b>\$952,915</b>	<b>\$959,395</b>	<b>\$858,547</b>		<b>\$858,547</b>	<b>\$855,547</b>	<b>(\$97,368)</b>	<b>(10.2)</b>

**DIRECTION AND SUPPORT SERVICES (continued)**

**5.2.1 Town Council (continued)**

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <b>Operational Efficiency and Fiscal Management</b>		
<ul style="list-style-type: none"> <li>• Continue to implement action steps to achieve the Council’s goals identified during the strategic planning work sessions.</li> <li>• Increase communication with Town residents to identify a “report card” on success of implementation of the key goals and projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopted the annual budget that included a reduced tax bill.</li> <li>• Continued to implement action steps to achieve the Council’s goals identified during the strategic planning work sessions.</li> </ul>	<ul style="list-style-type: none"> <li>• Aggressively explore opportunities for public/private partnerships (with all departments).</li> <li>• Continue to implement action steps to achieve the Council’s goals identified during the strategic planning work sessions.</li> <li>• Increase communication with Town residents to identify a “report card” on success of implementation of the key goals and projects.</li> </ul>
 <b>Land Development Process Improvements</b>		
<ul style="list-style-type: none"> <li>• Continue to implement the revised Town Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued implementing the revised Town Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement the revised Town Plan.</li> </ul>

## DIRECTION AND SUPPORT SERVICES (continued)

## 5.2.1 Town Council (continued)

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

Table 5.16 COMMUNITY AGENCY GRANTS				
	<u>FY 2009 Actual</u>	<u>FY 2010 Budget</u>	<u>FY 2011 Requests</u>	<u>FY 2011 Adopted</u>
<b>PUBLIC SAFETY</b>				
All-Night Graduation <sup>1</sup>	\$2,000	\$2,000	\$2,000	\$2,000
Leesburg Volunteer Fire Company <sup>2</sup>	\$350,000	\$373,830	\$400,000	\$374,594
Loudoun County Rescue Squad	\$234,900	\$234,900	\$258,380	\$235,504
<b>SOCIAL SERVICES</b>				
Interfaith Relief <sup>1</sup>	\$12,500	\$12,000	\$0	\$0
La Voz	\$625	\$0	\$0	\$0
Loudoun Cares <sup>1</sup>	0	\$12,000	\$12,000	\$0
Loudoun County Red Cross	\$2,500	\$0	\$0	\$0
Loudoun Free Clinic <sup>1</sup>	\$12,500	\$12,000	\$12,000	\$0
Loudoun Literacy Council <sup>1</sup>	\$750	\$500	\$1,000	\$250
Loudoun Volunteer Caregivers <sup>1</sup>	\$10,000	\$12,000	\$12,000	\$0
Mothernet/Inmed <sup>1</sup>	\$500	\$335	\$0	\$0
Northern Virginia Family Services	\$2,500	\$0	\$0	\$0
Arc of Loudoun <sup>1</sup>	\$0	\$10,000	\$0	\$0
Prince Hall Free Masons	\$750	\$500	\$500	\$250
YMCA	2,500	\$0	\$0	\$0
<b>BUSINESS SERVICE</b>				
Loudoun Co. Small Bus. Dev. Center	\$10,000	\$10,000	\$10,000	\$10,000
<b>TOURISM SERVICE</b>				
Loudoun Convention & Visitors Association	\$100,000	\$100,000	\$200,000	\$90,000
<b>TOURISM PRODUCTS</b>				
Bluemont Concert Series <sup>3</sup>	\$10,000	\$10,000	\$10,000	\$10,000
First Night Leesburg <sup>1</sup>	\$825	\$0	\$0	\$0
Loudoun Arts Council	\$3,000	\$0	\$0	\$0
Loudoun Museum	\$8,250	\$0	\$0	\$0
Marshall Center <sup>1</sup>	\$8,250	\$16,000	\$13,000	\$0
<b>GRANTS TOTAL</b>	<b>\$772,350</b>	<b>\$806,065</b>	<b>\$930,880</b>	<b>\$722,598</b>

<sup>1</sup> Funded with Uran Funds.

<sup>2</sup> Includes \$77,000 from the Virginia Fire Programs Fund reflected in the Public Safety Section.

<sup>3</sup> Includes \$5,000 Virginia Commission for the Arts Grant.

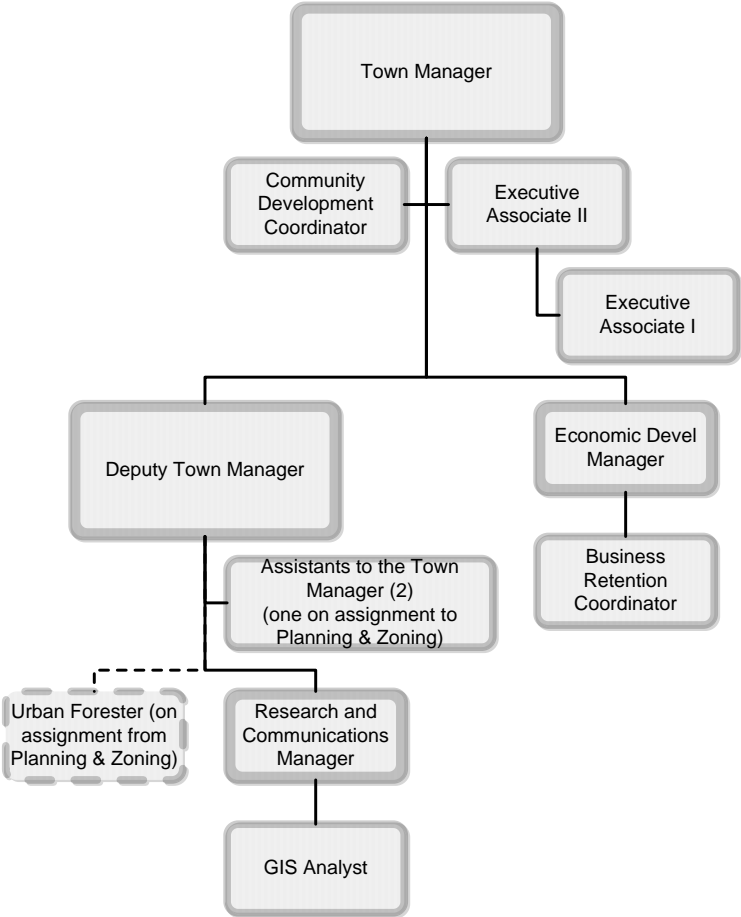
DIRECTION AND SUPPORT SERVICES (continued)

5.2.2 Town Manager

Program Description

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

Chart 5.7 Town Manager Organizational Chart



## DIRECTION AND SUPPORT SERVICES (continued)

## 5.2.2 Town Manager (continued)

Table 5.17 TOWN MANAGER BUDGET SUMMARY

<b>Expense Summary</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Estimated</b>	<b>FY 2011 Base</b>	<b>FY 2011 PCPs</b>	<b>FY 2011 Proposed</b>	<b>FY 2011 Adopted</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
Executive Administration	\$1,074,691	\$1,277,358	\$1,273,808	\$1,351,300		\$1,351,300	\$1,365,778	\$88,420	6.9
Economic Devt and Tourism	704,736	420,377	392,677	355,608		355,608	346,556	(73,821)	(17.6)
Economic Develop Commission	4,102	5,720	5,720	5,720		5,720	5,720		
Transfer to VRTA	180,794	207,335	207,335	218,442		218,442	218,442	11,107	5.4
<b>TOTAL</b>	<b>\$1,964,323</b>	<b>\$1,910,790</b>	<b>\$1,879,540</b>	<b>\$1,931,070</b>		<b>\$1,931,070</b>	<b>\$1,936,496</b>	<b>\$25,706</b>	<b>1.3</b>
<b>FTE Summary</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>	<b>11.0</b>		<b>11.0</b>	<b>11.0</b>	<b>0.5</b>	<b>4.8</b>
<b>Funding Summary</b>									
General Fund	\$1,840,950	\$1,825,598	\$1,794,348	\$1,698,763		\$1,698,763	\$1,704,189	(\$121,409)	(6.7)
Capital Projects Fund				161,365		161,365	161,365	161,365	100.0
Utilities Fund	102,748	69,300	69,300	54,233		54,233	54,233	(15,067)	(21.7)
Airport Fund	20,625	15,892	15,892	16,709		16,709	16,709	817	5.1
<b>TOTAL</b>	<b>\$1,964,323</b>	<b>\$1,910,790</b>	<b>\$1,879,540</b>	<b>\$1,931,070</b>		<b>\$1,931,070</b>	<b>\$1,936,496</b>	<b>\$25,706</b>	<b>1.3</b>

DIRECTION AND SUPPORT SERVICES (continued)

5.2.3 Executive Administration

Program Description

Executive Administration provides direct administrative support to the Town Manager and includes the Deputy Town Manager and the two Assistants to the Town Manager (one of whom is on assignment to the Department of Planning and Zoning).

Table 5.18 EXECUTIVE ADMINISTRATION BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$857,758	\$1,082,318	\$1,082,318	\$1,212,567		\$1,212,567	\$1,205,879	\$123,561	11.4
Contractual Services	161,933	141,378	140,378	78,155		78,155	65,579	(75,799)	(53.6)
Materials and Supplies	36,742	9,200	8,650	9,200		9,200	8,776	(424)	(4.6)
Transfer Payments	14,386	39,862	37,862	39,862		39,862	74,028	34,166	85.7
Continuous Charges	3,872	4,600	4,600	11,516		11,516	11,516	6,916	150.3
<b>TOTAL</b>	<b>\$1,074,691</b>	<b>\$1,277,358</b>	<b>\$1,273,808</b>	<b>\$1,351,300</b>		<b>\$1,351,300</b>	<b>\$1,365,778</b>	<b>\$88,420</b>	<b>6.9</b>
<b>FTE Summary</b>	<b>6.5</b>	<b>8.5</b>	<b>8.5</b>	<b>9.0</b>		<b>9.0</b>	<b>9.0</b>	<b>0.5</b>	<b>5.9</b>





FUTURE BUDGET CONSIDERATIONS:

- ❖ Reinstate a public administration internship program.



DIRECTION AND SUPPORT SERVICES (continued)

5.2.3 Executive Administration (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Economic Development and Downtown Improvements</b></p> <ul style="list-style-type: none"> <li>Continue to support a comprehensive economic development plan and education program.</li> </ul>	<ul style="list-style-type: none"> <li>Developed working relationship with George Mason University to establish a future presence in Leesburg.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a business incubator in coordination with George Mason University.</li> </ul>
 <p><b>Operational Efficiency and Fiscal Management</b></p> <ul style="list-style-type: none"> <li>Continue to assist the Town Council with its goal setting and decision-making process.</li> <li>Increase efforts with grant writing and public communications.</li> <li>Continue to provide support to Town special events and publications.</li> <li>Support an employee newsletter to improve interdepartmental communication.</li> </ul>	<ul style="list-style-type: none"> <li>Established a strategic plan for upcoming Town Council meetings and to monitor the progress of Council initiatives.</li> <li>Submitted 14 grant applications and awarded 3 grants for a total value of \$193,901. Overall, the Town received \$1,915,035 in grant funds.</li> <li>Worked closely with the Parks &amp; Recreation Department and business community to secure The Summer Concert Series at Town Green</li> <li>Produced a monthly employee newsletter from the Town Manager's Office.</li> </ul>	
 <p><b>Community Safety / Quality of Life</b></p> <ul style="list-style-type: none"> <li>Continue to address quality of life issues, citizen participation, and interdepartmental coordination via the Community Enhancement Team.</li> </ul>	<ul style="list-style-type: none"> <li>Continued operation of the Community Enhancement Team focusing on overcrowding issues.</li> </ul>	<ul style="list-style-type: none"> <li>Work with Community Enhancement Team on overcrowding and noise issues.</li> </ul>
 <p><b>Land Development Process Improvements</b></p> <ul style="list-style-type: none"> <li>Continue improvements in the land development process.</li> </ul>	<ul style="list-style-type: none"> <li>Continued to meet monthly with the Land Development Team to conduct surveys on the Town's performance in this area.</li> </ul>	

DIRECTION AND SUPPORT SERVICES (continued)

5.2.3 Executive Administration (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 2010 Estimated
<b>Input</b>					
FTE	6	6	6.5	6.5	8.5
Expenditures	\$893,747	\$821,337	\$930,204	\$1,074,691	\$1,273,808
<b>Output</b>					
Requests for information during work sessions/Council meetings	550	550	570	580	624
Work sessions/meetings attended	48	48	48	48	48
<b>Efficiency</b>					
Average time (days) per request fulfillment	5	5	5	4	3
<b>Outcome</b>					
Percentage of requests responded to in five or fewer working days	100%	100%	100%	100%	100%

## DIRECTION AND SUPPORT SERVICES (continued)

## 5.2.4 Economic Development and Tourism Division

## Program Description



The Economic Development and Tourism Division'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. Commercial, industrial, residential, social, and cultural impacts will be considered as growth and development takes place. The Economic Development Division conducts a comprehensive business development program that consists of strategies for business retention, business attraction and entrepreneurial development. The following three focus areas underline the task forces of the Economic Development Commission and the work plan of the Economic Development staff: Customer Service Focus, Destination for Arts Entertainment and Dining Focus, and Leverage Emerging Growth Opportunities Focus. The Downtown revitalization and tourism efforts are coordinated among community groups, of which the Economic Development Division plays a key role.

Table 5.19 ECONOMIC DEVELOPMENT AND TOURISM BUDGET SUMMARY

<b>Expense Summary</b>	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$446,269	\$194,977	\$194,977	\$179,750		\$179,750	\$178,698	(\$16,279)	(8.3)
Contractual Services	245,282	199,400	179,400	154,858		154,858	146,858	(52,542)	(26.4)
Materials and Supplies	10,886	26,000	18,300	21,000		21,000	21,000	(5,000)	(19.2)
Continuous Charges	1,312								
Capital Outlay	987								
<b>TOTAL</b>	<b>\$704,736</b>	<b>\$420,377</b>	<b>\$392,677</b>	<b>\$355,608</b>		<b>\$355,608</b>	<b>\$346,556</b>	<b>(\$73,821)</b>	<b>(17.6)</b>
<b>FTE Summary</b>	<b>4.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>		<b>2.0</b>	<b>2.0</b>		

**DIRECTION AND SUPPORT SERVICES (continued)**

**5.2.4 Economic Development and Tourism Division (continued)**

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <b>Economic Development and Downtown Improvements</b>		
<ul style="list-style-type: none"> <li>• Continue efforts to create incentive zones in the Downtown and Crescent District commercial areas for the development of desired businesses.</li> <li>• Expand the business retention and attraction program to include community partners including industry leaders and stakeholders.</li> <li>• Business Environment/Economic Development - Sustain programs to promote the Town’s shopping, dining and entertainment options through direct mail programs and comprehensive website improvements.</li> <li>• Downtown summit/destination planning follow-up.</li>   <li>• Develop a façade improvement grant program.</li> <li>• Promote Loudoun Street public/private partnership (with Capital Projects Management, Public Works, Parks &amp; Recreation).</li> <li>• Downtown Improvement capital projects (with Capital Projects Management, Public Works, Parks &amp; Recreation).</li> <li>• County Government Center expansion (with Executive and Planning &amp; Zoning).</li> <li>• Support development of downtown management association.</li> <li>• Sustain leadership position in the land management and development review processes through relationships with property owners, developers and community stakeholders.</li> <li>• Continue coordinated efforts to benchmark and expand the Town’s business tax base.</li> </ul>	<ul style="list-style-type: none"> <li>• Best practices and policies for incentive zones continued to be researched, with an early spring delivery date for implementation.</li> <li>• Visited and provided direct business assistance to more than 50% of Leesburg businesses.</li>   <li>• Improved market position for Economic Development via website improvements.</li> <li>• Received awards for business to business brochure, Leesburg at Leisure insert, and business development package.</li> <li>• Orchestrated weekly strategy sessions with Downtown management group.</li> <li>• Referred to downtown management for action.</li>   <li>• Selected contractor and began initial efforts by the end of the fiscal year.</li>   <li>• Recommendation to be sent to Council for implementation.</li> <li>• Continuing outreach efforts to development community.</li> <li>• Continuing business attraction efforts through team approach (Council, Economic Development, Economic Development Commission) continues.</li>   <li>• Will deliver recommendation for business incubator location to Town Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a business attraction program that is team based and benchmarks desired outcomes.</li> <li>• Continue to align EDC task forces with Town Council strategies.</li> <li>• Build on the existing entrepreneurial workforce base to expand the commercial tax base.</li> <li>• Encourage capital investment throughout the Town’s commercial areas</li> <li>• Expand knowledge and technology based businesses including work to attract a university program.</li> </ul>
 <b>Operational Efficiency and Fiscal Management</b>		
		<ul style="list-style-type: none"> <li>• Implement a marketing strategy that incorporates electronic advertising and promotion.</li> </ul>

DIRECTION AND SUPPORT SERVICES (continued)

5.2.5 Economic Development Commission

Program Description

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

Table 5.20 ECONOMIC DEVELOPMENT COMMISSION BUDGET SUMMARY

<b>Expense Summary</b>	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,142	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Materials & Supplies	960	1,200	1,200	1,200		1,200	1,200		
<b>TOTAL</b>	<b>\$4,102</b>	<b>\$5,720</b>	<b>\$5,720</b>	<b>\$5,720</b>		<b>\$5,720</b>	<b>\$5,720</b>		
<b>Funding Summary</b>									
General Fund	\$4,102	\$5,720	\$5,720	\$5,720		\$5,720	\$5,720		
<b>TOTAL</b>	<b>\$4,102</b>	<b>\$5,720</b>	<b>\$5,720</b>	<b>\$5,720</b>		<b>\$5,720</b>	<b>\$5,720</b>		

DIRECTION AND SUPPORT SERVICES (continued)

5.2.6 Cable Commission

Program Description

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

Table 5.21 CABLE COMMISSION BUDGET SUMMARY									
Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$289								
Contractual Services	555								
Materials and Supplies	25								
<b>TOTAL</b>	<b>\$869</b>								
<b>Funding Summary</b>									
General Fund	\$869								
<b>TOTAL</b>	<b>\$869</b>								

DIRECTION AND SUPPORT SERVICES (continued)

5.2.7 Commission on Public Arts

Program Description

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

Table 5.22 COMMISSION ON PUBLIC ARTS BUDGET SUMMARY									
Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,088	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services	320	1,850	1,850	1,850		1,850	1,850		
Materials and Supplies		150	150	150		150	150		
<b>TOTAL</b>	<b>\$3,408</b>	<b>\$6,520</b>	<b>\$6,520</b>	<b>\$6,520</b>		<b>\$6,520</b>	<b>\$6,520</b>		
<b>Funding Summary</b>									
General Fund	\$3,408	\$6,520	\$6,520	\$6,520		\$6,520	\$6,520		
<b>TOTAL</b>	<b>\$3,408</b>	<b>\$6,520</b>	<b>\$6,520</b>	<b>\$6,520</b>		<b>\$6,520</b>	<b>\$6,520</b>		

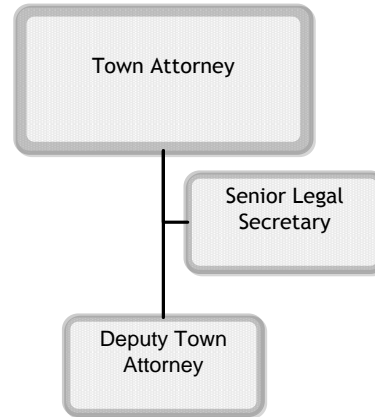
**DIRECTION AND SUPPORT SERVICES (continued)**

**5.2.8 Town Attorney**

**Program Description**

The Town Attorney provides legal services for the benefit of the Town Council, Planning Commission, Board of Architectural Review, Town Manager, Town Departments, and staff. These services include (but are not limited to) advising, preparing and reviewing documents and contracts, initiating collections actions for delinquent taxes and fees until payment or judgment, appearing in court on an as-needed basis, and legal research to the above entities and individuals.

**Chart 5.8 Town Attorney Organizational Chart**





## DIRECTION AND SUPPORT SERVICES (continued)





## 5.2.8 Town Attorney (continued)

Table 5.23 TOWN ATTORNEY BUDGET SUMMARY

<b>Expense Summary</b>	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$293,687	\$341,467	\$341,467	\$355,570		\$355,570	\$353,650	\$12,183	3.6
Contractual Services	28,256	62,520	53,520	64,104		64,104	54,104	(8,416)	(13.5)
Materials and Supplies	7,857	4,800	4,000	4,500		4,500	4,500	(300)	(6.3)
Continuous Charges	31,347	36,501	35,140	2,491		2,491	2,491	(34,010)	(93.2)
Capital Outlay	3,110	4,164						(4,164)	(100.0)
<b>TOTAL</b>	<b>\$364,257</b>	<b>\$449,452</b>	<b>\$434,127</b>	<b>\$426,665</b>		<b>\$426,665</b>	<b>\$414,745</b>	<b>(\$34,707)</b>	<b>(7.7)</b>
<b>FTE Summary</b>	<b>2.6</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>		<b>3.0</b>	<b>3.0</b>		
<b>Funding Summary</b>									
General Fund	\$317,764	\$409,601	\$394,276	\$338,689		\$338,689	\$326,769	(\$82,832)	(20.2)
Capital Projects Fund				33,286		33,286	33,286	33,286	100.0
Utilities Fund	29,058	24,907	24,907	45,457		45,457	45,457	20,550	82.5
Airport Fund	17,435	14,944	14,944	9,233		9,233	9,233	(5,711)	(38.2)
<b>TOTAL</b>	<b>\$364,257</b>	<b>\$449,452</b>	<b>\$434,127</b>	<b>\$426,665</b>		<b>\$426,665</b>	<b>\$414,745</b>	<b>(\$34,707)</b>	<b>(7.7)</b>


**DIRECTION AND SUPPORT SERVICES (continued)**

**5.2.8 Town Attorney (continued)**

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Operational Efficiency and Fiscal Management</b></p> <ul style="list-style-type: none"> <li>• Initiate and implement collection proceedings against delinquent tax and rate payers.</li> <li>• Aggressively explore opportunities for public/private partnerships (with all departments)</li> </ul>	<ul style="list-style-type: none"> <li>• Participated in the rate study for the utility fund</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate and implement collection proceedings against delinquent tax and rate payers.</li> </ul>
 <p><b>Community Safety / Quality of Life</b></p>		<ul style="list-style-type: none"> <li>• Support for zoning violations and prosecution including overcrowding violations.</li> </ul>
 <p><b>Land Development Process Improvements</b></p> <ul style="list-style-type: none"> <li>• Review and update (with staff) Zoning Ordinance as necessary.</li> <li>• Review and participate in Annexation Area Development Policies.</li> <li>• Provide support for zoning violations and prosecution.</li> <li>• Update easement language.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed and updated (with staff) zoning ordinances as necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Review and update (with staff) Zoning Ordinance and DCSM as necessary.</li> <li>• Update easement language.</li> <li>• Draft deeds of easements for CPM, DPR, and Utility projects</li> </ul>
 <p><b>Capital Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Priority project management – “A-Team approach” (with Executive, Public Works, Planning and Zoning, Plan Review, Utilities, and Capital Projects Management).</li> <li>• Maintain Capital Improvement Project Schedules (with Executive, Public Works, Plan Review, and Capital Projects Management).</li> </ul>		

**DIRECTION AND SUPPORT SERVICES (continued)**

**5.2.8 Town Attorney (continued)**

 <p><b>Legislative Initiatives</b></p> <ul style="list-style-type: none"> <li>• Renew utility franchise agreement (with Executive Department).</li> <li>• Pursue utility rate appeal.</li> <li>• Pursue resolution to Meadowbrook case.</li> <li>• Revise Olde Izaak Walton Park lease agreement.</li> <li>• Continue to provide legal services and support to the Town Council, Planning Commission, departments and staff.</li> <li>• Respond to Town departments and staff on legal issues and inquiries in a prompt, courteous and professional manner.</li> <li>• Manage case files with outside counsel.</li> </ul>	<ul style="list-style-type: none"> <li>• Provided legal services and support to the Town Council, Planning Commission, Board of Architectural Review for all meetings and other boards and commissions as needed or requested. Services are also provided to all departments and staff.</li> <li>• Updated the Town Code and continue to proactively maintain the code to conform to all state and federal requirements.</li> <li>• Responded to Town Departments and staff on legal issues and inquiries in a prompt, courteous and professional manner</li> <li>• Reviewed and commented on Town file retention policies including e-mail.</li> <li>• Managed case files with outside counsel.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to provide legal services and support to the Town Council, Planning Commission, Board of Architectural Review, departments and staff.</li> <li>• Continue review of Town Code amendments.</li> <li>• Review and participate in AADP.</li> <li>• Assist in the renewal of cable franchise agreement.</li> <li>• Respond to Town Departments and staff on legal issues and inquiries in a prompt, courteous and professional manner.</li> <li>• Negotiate and monitor franchise agreements.</li> <li>• Manage case files with outside counsel.</li> <li>• Continue to work with the utility department and the DEQ concerning the nutrient allocations.</li> <li>• Work with Airport Director and Commission to update Airport Minimum Standards.</li> <li>• Monitor the collective bargaining legislation and begin implementation if necessary.</li> <li>• Negotiate and monitor franchise agreements.</li> </ul>
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## DIRECTION AND SUPPORT SERVICES (continued)

## 5.2.9 Clerk of Council

## Program Description


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

Table 5.24 CLERK OF COUNCIL BUDGET SUMMARY

<b>Expense Summary</b>	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$130,051	\$132,760	\$132,760	\$98,062		\$98,062	\$97,584	(\$35,176)	(26.5)
Contractual Services	9,185	6,400	5,500	6,102		6,102	6,102	(298)	(4.7)
Materials and Supplies	3,298	2,300	1,300	2,000		2,000	2,000	(300)	(13.0)
Continuous Charges	349	664	664	1,602		1,602	1,602	938	141.3
<b>TOTAL</b>	<b>\$142,883</b>	<b>\$142,124</b>	<b>\$140,224</b>	<b>\$107,766</b>		<b>\$107,766</b>	<b>\$107,288</b>	<b>(\$34,836)</b>	<b>(24.5)</b>
<b>FTE Summary</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.0</b>		<b>1.0</b>	<b>1.0</b>	<b>(0.5)</b>	<b>(33.3)</b>
<b>Funding Summary</b>									
General Fund	\$137,803	\$137,739	\$135,839	\$99,575		\$99,575	\$99,097	(\$38,642)	(28.1)
Capital Projects Fund				4,296		4,296	4,296	4,296	100.0
Utilities Fund	3,810	3,289	3,289	2,887		2,887	2,887	(402)	(12.2)
Airport Fund	1,270	1,096	1,096	1,008		1,008	1,008	(88)	(8.0)
<b>TOTAL</b>	<b>\$142,883</b>	<b>\$142,124</b>	<b>\$140,224</b>	<b>\$107,766</b>		<b>\$107,766</b>	<b>\$107,288</b>	<b>(\$34,836)</b>	<b>(24.5)</b>

DIRECTION AND SUPPORT SERVICES (continued)

5.2.9 Clerk of Council (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <b>Operational Efficiency and Fiscal Management</b>		
<ul style="list-style-type: none"> <li>• Publish Town Code rewrite (including Supplement 30) in conjunction with the Town Attorney’s office.</li> <li>• Offer training to Town Council members on usage of electronic formats for agenda documents in order to move to a completely electronic agenda.</li> <li>• Request electronic copies of all plans through the Department of Plan Review to reduce the number of paper plan copies requested of developers.</li> <li>• Work closely with individual departments on records retention, storage, and destruction issues.</li> <li>• Scheduled to host Virginia Municipal Clerk’s Association Region VII Fourth Quarter meeting.</li> <li>• Offer all Council meetings streamed live on the web to increase public access and participation in municipal activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Began offering Council meetings streamed live on the internet to increase public access and participation in municipal activities.</li> <li>• Published the Town Code recodification in conjunction with the Town Attorney’s office.</li> <li>• Published the Supplements #1 and #2 of the Town Code.</li> <li>• Began posting all public hearing notices to the Town website in addition to the code required publication in the newspaper.</li> <li>• Worked with several Town departments to send large numbers of records to County storage freeing up space in Town Hall.</li> <li>• Hosted the Virginia Municipal Clerk’s Association Region VII Fourth Quarter meeting.</li> <li>• Completed the second year of the Certified Municipal Clerk’s Institute.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with IT to move to an automated agenda utilizing software the Town already owns – Sharepoint.</li> <li>• Offer Boards and Commissions Training to incoming and incumbent appointees.</li> <li>• Publish Supplements to the Town Code.</li> <li>• Continue education on Records Retention to minimize the space needed for file storage at Town Hall.</li> <li>• Coordinate another Certified Planning Commissioner training in the Northern Virginia/Loudoun County area to save on travel costs to local jurisdictions.</li> </ul>

## DIRECTION AND SUPPORT SERVICES (continued)

## 5.2.9 Clerk of Council (continued)

## Performance Measures



## Operational Efficiency and Fiscal Management

	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>					
FTE	2	2	1.5	1.5	1
<b>Output</b>					
Council meetings supported	52	52	45	52	44
Council agenda packets prepared	52	52	45	52	44
Council agendas prepared within established timeframe	52	52	45	52	44
Cubic feet of records recycled or destroyed	305	155	23.25	150	70
Council agendas posted on Town web site		7	45	45	44
Freedom of Information requests processed				27	10
Public notices advertised				45	60
<b>Efficiency</b>					
% minutes approved by next Council meeting and available to the public	95%	95%	100%	100%	100%
% agenda packets delivered on time	100%	100%	100%	100%	100%
Council agendas on Town web site		7%	100%	100%	100%
Meetings/packets/on-time agendas per FTE	26	26	30	35	40
<b>Outcome</b>					
Council rating of accuracy of minutes	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Council rating of accuracy of agenda materials	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory

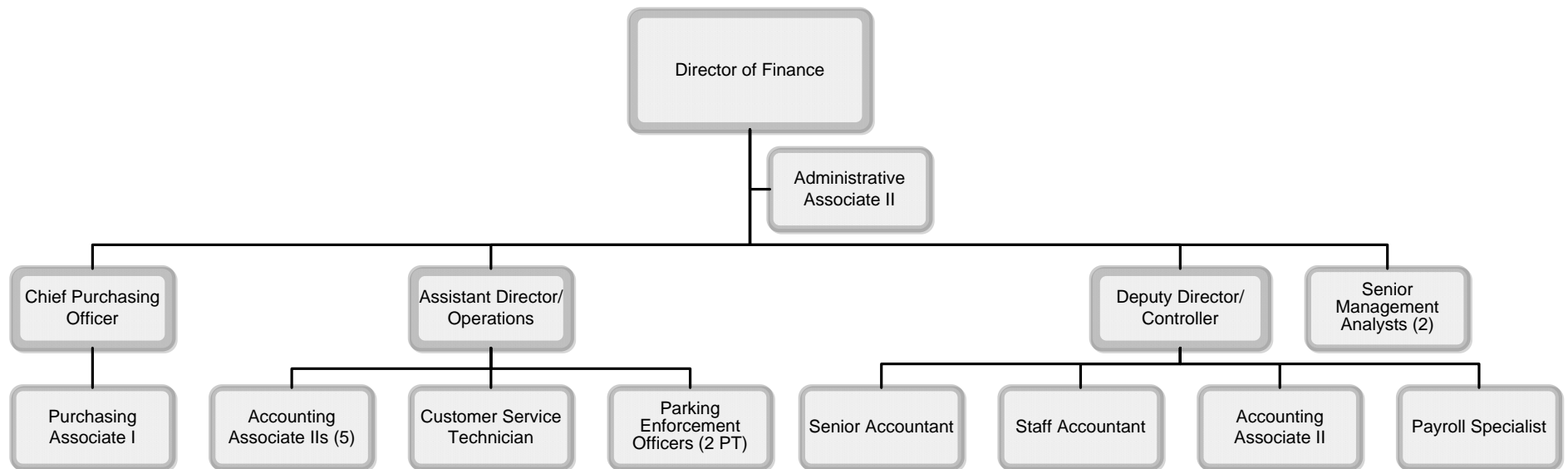
DIRECTION AND SUPPORT SERVICES (continued)

5.2.10 Finance

Program Description

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

Chart 5.9 Finance Department Organizational Chart



## DIRECTION AND SUPPORT SERVICES (continued)

## 5.2.10 Finance (continued)

Table 5.25 FINANCE DEPARTMENT BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,756,816	\$1,782,271	\$1,788,271	\$1,821,954		\$1,821,954	\$1,812,222	\$29,951	1.7
Contractual Services	440,040	384,880	380,880	400,188		400,188	390,188	5,308	1.4
Materials and Supplies	14,942	33,900	31,900	33,700		33,700	33,700	(200)	(0.6)
Continuous Charges	171,978	146,496	144,496	19,202		19,202	19,202	(127,294)	(86.9)
Capital Outlay	5,069	2,400	2,000	2,400		2,400	2,400		
<b>TOTAL</b>	<b>\$2,388,845</b>	<b>\$2,349,947</b>	<b>\$2,347,547</b>	<b>\$2,277,444</b>		<b>\$2,277,444</b>	<b>\$2,257,712</b>	<b>(\$92,235)</b>	<b>(3.9)</b>
<b>FTE Summary</b>	<b>19.5</b>	<b>19.5</b>	<b>19.5</b>	<b>19.5</b>		<b>19.5</b>	<b>19.5</b>		
<b>Funding Summary</b>									
General Fund	\$1,082,475	\$367,061	\$1,302,661	\$1,032,707		\$1,032,707	\$1,012,975	\$645,914	176.0
Capital Projects Fund				97,154		97,154	97,154	97,154	100.0
Utilities Fund	694,644	721,049	721,049	687,703		687,703	687,703	(33,346)	(4.6)
Airport Fund	70,233	65,837	65,837	64,880		64,880	64,880	(957)	(1.5)
Parking Ticket Fines	81,677	75,000	75,000	75,000		75,000	75,000		
Interest Earnings	236,396	700,000		100,000		100,000	100,000	(600,000)	(85.7)
Parking Meters & Gar	173,538	195,000	183,000	195,000		195,000	195,000		
Recoveries	49,882	226,000		25,000		25,000	25,000	(201,000)	(88.9)
<b>TOTAL</b>	<b>\$2,388,845</b>	<b>\$2,349,947</b>	<b>\$2,347,547</b>	<b>\$2,277,444</b>		<b>\$2,277,444</b>	<b>\$2,257,712</b>	<b>(\$92,235)</b>	<b>(3.9)</b>



## FUTURE BUDGET CONSIDERATIONS:

- ❖ As functions such as utility billing are transferred from legacy systems to the Integrated Management System (MUNIS), the department will realize savings in the areas of software maintenance and upgrades.



DIRECTION AND SUPPORT SERVICES (continued)

5.2.10 Finance (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <b>Economic Development and Downtown Improvements</b>		
<ul style="list-style-type: none"> <li>Promote Loudoun Street public/private partnership (with Capital Projects Management, Economic Development, Public Works, and Parks and Recreation).</li> </ul>		
 <b>Operational Efficiency and Fiscal Management</b>		
<ul style="list-style-type: none"> <li>Conduct in-house fee study and recommend revised fees where necessary.</li> <li>Research options to establish capital asset replacement fund.</li> <li>Conduct utility rate study (with Utilities) to revise utility rates and availability fees as necessary.</li> <li>Management audit of Utility operations/capacity analysis (with Utilities and Executive).</li> <li>Initiate and substantially complete implementation of the utility billing module of MUNIS.</li> <li>Substantially complete implementation of the contracts module of MUNIS.</li> <li>Continue to update payroll business practices, in coordination with Human Resources, to increase accuracy of payroll transactions.</li> <li>Complete decentralization of timesheet preparation.</li> <li>Continue to develop and update standard operating procedures documenting all aspects of department operations.</li> <li>Aggressively explore opportunities for public/private partnerships (with all departments).</li> </ul>	<ul style="list-style-type: none"> <li>Study completed and submitted to Council with suggested fee adjustments.</li> <li>Report and recommendations for establishing fund submitted to Council for review and consideration.</li> <li>Study completed and Council set rates.</li> <li>Study completed and report sent to Council for consideration.</li> <li>Implementation complete.</li> <li>Working with MUNIS to address issues entering information into the module and preparing and generating reports.</li> <li>Continue to work with Human Resources to improve efficiency and accuracy of the payroll process.</li> <li>Timesheets have been standardized on a Town-wide basis. 80% of departments are entering timesheets directly into MUNIS.</li> <li>Completed updating 24 standard operating procedures and developed 2 new standard operating procedures (debt collection, identity theft collection statements).</li> <li>Achieved upgrade of bond rating from one of three rating agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate the annual review of fees administered by Clerk of Council, Balch Library, Parks &amp; Recreation, and Airport. Complete a study of the vehicle license and decal fees.</li> <li>Work with departments to develop a schedule for capital asset replacement.</li> <li>Substantially complete implementation of the contracts module of MUNIS.</li> <li>Continue to update payroll business practices, in coordination with Human Resources, to increase accuracy of payroll transactions.</li> <li>Fully implement decentralized timesheet preparation.</li> <li>Continue to develop and update standard operating procedures documenting all aspects of department operations.</li> <li>Continue to explore opportunities for public/private partnerships (with all departments).</li> <li>Research and implement in MUNIS third party procurement solutions determined to improve the efficiency of the procurement process (e.g. eVA Quick Quotes and Requisitioning, Wachovia purchase cards, etc.).</li> <li>Complete implementation of MUNIS personal property tax module.</li> <li>Complete study and initiate moving toward issuing permanent vehicle decals.</li> </ul>

## DIRECTION AND SUPPORT SERVICES (continued)

## 5.2.10 Finance (continued)

## Performance Measures



## Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
Expenditures (in thousands)	\$1,929	\$2,231	\$2,341	\$2,363	\$2,314
Direct labor hours <sup>4</sup>	34,300	33,159	33,014	33,159	33,159
<b>Output</b>					
Accounts payable transactions	17,991	15,984	15,532	15,628	15,500
Personal property tax bills processed	41,938	41,693	41,469	41,845	40,000
Real estate tax bills processed	25,716	27,076	27,231	27,300	27,337
Water and sewer bills processed	60,290	60,923	60,828	61,246	61,500
Payroll checks issued	14,542	15,765	15,817	16,337	16,250
Purchase orders issued				4,675	4,600
<b>Efficiency</b>					
A/P transactions/hour	10.49	9.32	8.86	8.92	8.84
PP tax bills processed/hour	24.45	24.31	24.49	24.40	23.32
RE tax bills processed/hour	14.99	15.79	16.17	15.93	15.98
W/S bills processed/hour	23.43	23.68	24.02	23.80	23.90
Payroll checks processed/hour	8.48	9.19	9.45	9.53	9.48
Purchase orders processed/hour				2.20	2.16
<b>Outcome</b>					
Undesignated fund balance (%) <sup>5</sup>	36.0	35.5	30.1	33.4	31.4
GFOA financial reporting award	yes	yes	yes	yes	yes
GFOA distinguished budget award	yes	yes	yes	yes	yes
Finance management coefficient <sup>6</sup>	1.2	1.7	1.8	1.7	1.7

<sup>4</sup> Total hours minus holiday, vacation, sick and other leave, including training.

<sup>5</sup> Undesignated Fund balance divided by General Fund Expenditures. Policy minimum is 15%

<sup>6</sup> Total expenditures for Finance Department divided by total expenses and revenues for all funds.

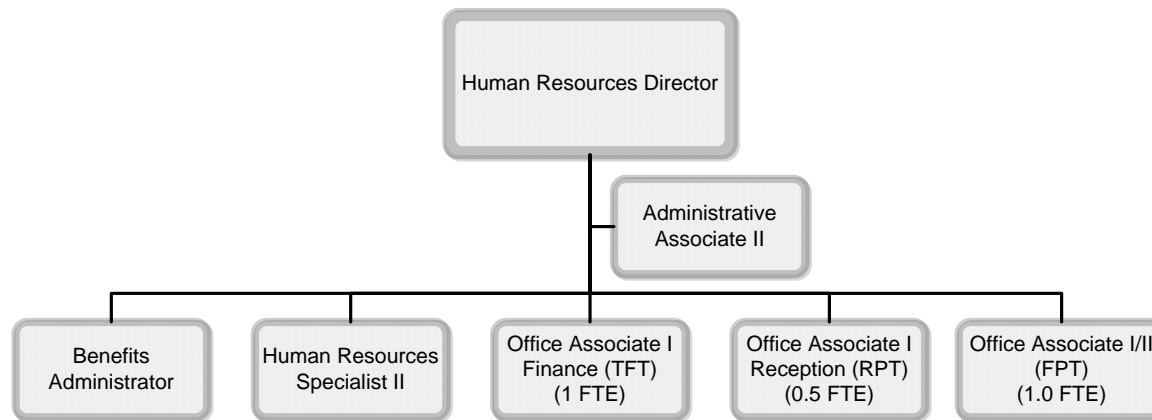
DIRECTION AND SUPPORT SERVICES (continued)

5.2.11 Human Resources

Program Description

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

Chart 5.10 Human Resources Organizational Chart



## DIRECTION AND SUPPORT SERVICES (continued)


## 5.2.11 Human Resources (continued)

Table 5.26 HUMAN RESOURCES BUDGET SUMMARY

<b>Expense Summary</b>	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$460,880	\$460,958	\$460,958	\$448,024		\$448,024	\$445,782	(\$15,176)	(3.3)
Contractual Services	133,338	121,495	118,495	102,927		102,927	102,927	(18,568)	(15.3)
Materials and Supplies	6,767	5,750	5,150	5,250		5,250	5,250	(500)	(8.7)
Continuous Charges	1,944			7,231		7,231	7,231	7,231	100.0
<b>TOTAL</b>	<b>\$602,929</b>	<b>\$588,203</b>	<b>\$584,603</b>	<b>\$563,432</b>		<b>\$563,432</b>	<b>\$561,190</b>	<b>(\$27,013)</b>	<b>(4.6)</b>
<b>FTE Summary</b>	<b>8.5</b>	<b>7.5</b>	<b>7.5</b>	<b>6.5</b>		<b>6.5</b>	<b>6.5</b>	<b>(1.0)</b>	<b>(13.3)</b>
<b>Funding Summary</b>									
General Fund	\$436,289	\$469,855	\$466,255	\$428,160		\$428,160	\$425,918	(\$43,937)	(9.4)
Capital Projects Fund				15,714		15,714	15,714	15,714	100.0
Utilities Fund	160,324	113,551	113,551	114,578		114,578	114,578	1,027	0.9
Airport Fund	6,316	4,797	4,797	4,980		4,980	4,980	183	3.8
<b>TOTAL</b>	<b>\$602,929</b>	<b>\$588,203</b>	<b>\$584,603</b>	<b>\$563,432</b>		<b>\$563,432</b>	<b>\$561,190</b>	<b>(\$27,013)</b>	<b>(4.6)</b>

DIRECTION AND SUPPORT SERVICES (continued)

5.2.12 Human Resources (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <b>Operational Efficiency and Fiscal Management</b>		
<ul style="list-style-type: none"> <li>• Continue review of all vacant positions in operations.</li> <li>• Implement MUNIS Applicant Tracking module.</li> <li>• Communicate accurate, timely and meaningful information to both external and internal customers.</li> <li>• Continue Town-wide safety audit.</li> <li>• Continue MUNIS enhancements to the Human Resources business process.</li> <li>• Aggressively explore opportunities for public/private partnerships (with all departments).</li> <li>• Communicate accurate, timely, and meaningful information to both external and internal customers with a response within 24 hours.</li> <li>• Continuously improve Human Resources programs and processes to ensure they promote the best possible customer service and excellence in government.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed all vacant positions to determine the need to refill or to reorganize in order to meet the objectives necessary to accomplish Town standards.</li> <li>• Completed the initial phase of Applicant Tracking with the assistance of the IT Department.</li> <li>• Completed Town-wide safety audit.</li> <li>• Communicated accurate, timely, and meaningful information to both external and internal customers with a response within 24 hours.</li> <li>• Retained insurance consultant and made the final recommendation for employee insurance coverage to the Town Manager for adoption by the Town Council.</li> <li>• Completed input of all employee performance evaluations into MUNIS module for reference.</li> <li>• Completed scanning of all full-time employee personnel files into Laserfiche for quick reference.</li> <li>• Completed retirement incentive program to all eligible full-time employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Review all vacant positions as to the need to fill the particular positions or incorporate duties into other areas.</li> <li>• Implement new employee insurance programs by assisting with enrollment and clear understanding of each insurance program.</li> <li>• Continuously improve Human Resources programs and processes to ensure they promote the best possible customer service and excellence in government.</li> <li>• Continue to offer assistance to employees and their dependants through our Employee Assistance Program.</li> <li>• Offer approved Town-wide training.</li> <li>• Continue updating our Standard Operating Procedures as well as adding others as needs arise.</li> <li>• Finalize Personnel File Audit on Regular Full-time, Regular part-time and Flexible part-time employees.</li> </ul>

DIRECTION AND SUPPORT SERVICES (continued)

5.2.11 Human Resources (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>					
FTE	6	5	8	8	7
Expenditures	\$578,777	\$681,355	\$725,900	\$602,929	\$599,562
<b>Output</b>					
Applications processed (FT and PT)	1,745	2,262	2,106	1,749	1,500
Positions advertised (FT and PT)	50	38	49	9	15
New hires (FT and PT)	115	148	165	135	75
Reported Worker's Compensation claims	37	55	24	17	25
All Town-wide training opportunities	22	20	45	33	30
Changes to the Personnel Manual			8	5	
<b>Efficiency</b>					
Applications per new hire	15	41	13	13	20

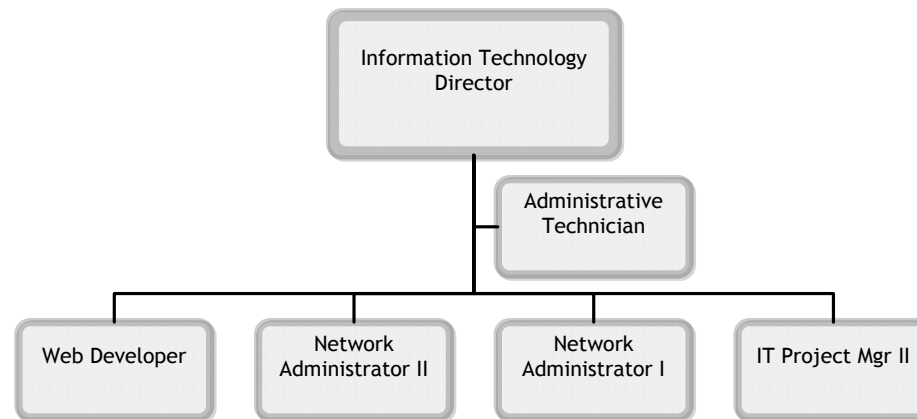
## DIRECTION AND SUPPORT SERVICES (continued)

## 5.2.12 Information Technology

## Program Description

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

Chart 5.11 Information Technology Organizational Chart



## DIRECTION AND SUPPORT SERVICES (continued)

## 5.2.12 Information Technology (continued)

Table 5.27 INFORMATION TECHNOLOGY BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$670,862	\$672,890	\$672,890	\$689,659		\$689,659	\$685,896	\$13,006	1.9
Contractual Services	318,265	178,887	187,365	310,212		310,212	310,212	131,325	73.4
Materials and Supplies	20,725	24,300	24,300	21,300		21,300	21,300	(3,000)	(12.3)
Continuous Charges	182	600	600	3,713		3,713	3,713	3,113	518.8
Capital Outlay	138,906	14,000	72,290	45,460		45,460	45,460	31,460	224.7
<b>TOTAL</b>	<b>\$1,148,940</b>	<b>\$890,677</b>	<b>\$957,445</b>	<b>\$1,070,344</b>		<b>\$1,070,344</b>	<b>\$1,066,581</b>	<b>\$175,904</b>	<b>19.7</b>
<b>FTE Summary</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>		<b>6.0</b>	<b>6.0</b>		
<b>Funding Summary</b>									
General Fund	\$925,284	\$731,633	\$798,401	\$837,171		\$837,171	\$833,408	\$101,775	13.9
Capital Projects Fund				25,928		25,928	25,928	25,928	100.0
Utilities Fund	212,410	150,230	150,230	181,170		181,170	181,170	30,940	20.6
Airport Fund	11,246	8,814	8,814	26,075		26,075	26,075	17,261	195.8
<b>TOTAL</b>	<b>\$1,148,940</b>	<b>\$890,677</b>	<b>\$957,445</b>	<b>\$1,070,344</b>		<b>\$1,070,344</b>	<b>\$1,066,581</b>	<b>\$175,904</b>	<b>19.7</b>


## Future Budget Considerations

- ❖ Computer replacement for all aging Dell desktop computers.
- ❖ Separate Internet circuit for fault tolerance in the event that the county Internet circuit is down.
- ❖ Second data circuit between the police department data center and Town Hall to ensure there is a redundant connection to prevent an interruption of service.



DIRECTION AND SUPPORT SERVICES (continued)


5.2.12 Information Technology (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <b>Operational Efficiency and Fiscal Management</b> <ul style="list-style-type: none"> <li>• Completion of Work Order and Utility Billing MUNIS modules</li> <li>• Continuation of management of MUNIS system</li> <li>• Replace approximately half of Town Blackberry devices</li> <li>• Continued implementation of Laserfiche records management system</li> <li>• Installation, project management, configuration and maintenance of VOIP for new phone system</li> <li>• Management and configuration of phone system and cable plant infrastructure for new Ida Lee Pool facility</li> </ul>	<ul style="list-style-type: none"> <li>• MUNIS system upgrades and permission changes necessary for implementation of Utility Billing and Tax Billing modules</li> <li>• Work Order implementation completion</li> <li>• Replaced approximately half of Town Blackberry devices</li> <li>• Continued implementation of Laserfiche Records management system</li> <li>• Installation, project management, configuration and maintenance of VOIP phone system</li> <li>• Completed implementation of phone system and cable plant infrastructure for new Ida Lee pool facility</li> <li>• Town Hall staff adds/moves/changes associated with termination of Wirt Street lease</li> <li>• Copy machine lease agreement changes/modifications and consolidations</li> <li>• Cable plant upgrades for entire Town Hall facility</li> <li>• Continued enhancements to new Town of Leesburg website</li> </ul>	<ul style="list-style-type: none"> <li>• Continue maintenance of MUNIS system and completion of Online modules.</li> <li>• Evaluation of existing Cell phone/Blackberry contract.</li> <li>• Continued implementation of Laserfiche Records management system.</li> <li>• Management and maintenance of VOIP system.</li> <li>• Upgrade and re-engineering of Council Chambers A/V equipment.</li> <li>• Upgrade and replacement of MUNIS financial servers.</li> <li>• Continue enhancements to Town of Leesburg website.</li> <li>• Upgrade of aging server infrastructure.</li> <li>• Continue maintenance of all Cisco infrastructure</li> <li>• Maintenance of existing Dell PC fleet.</li> </ul>

DIRECTION AND SUPPORT SERVICES (continued)

5.2.12 Information Technology (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
#FTE	5	5	6	6	6
<b>Output</b>					
Sites Supported	13	14	14	15	12
Locations supported	10	10	14	15	15
Servers administered	30	32	33	42	46
Networked PCs	325	330	332	350	378
Printers supported	150	140	140	127	113
Work orders completed per month	123	140	150	200	199
Total number of devices managed	586	639	659	673	718
<b>Efficiency</b>					
Average number work orders completed per employee per month	25	28	25	33	32
Devices managed per employee	117	128	110	112	120

DIRECTION AND SUPPORT SERVICES (continued)

5.2.13 Technology and Communications Commission

Program Description

The Leesburg Information Technology and Communications Commission is comprised of seven members appointed by the Town Council and one Councilmanic liaison. The Commission’s responsibilities include citizen oversight of all IT-related projects for the Town and citizen input for the IT strategic plan.

Table 5.28 TECHNOLOGY AND COMMUNICATIONS COMMISSION BUDGET SUMMARY

<b>Expense Summary</b>	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,734	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services		1,900	1,900	1,900		1,900	1,900		
Materials and Supplies		100	100	100		100	100		
<b>TOTAL</b>	<b>\$3,734</b>	<b>\$6,520</b>	<b>\$6,520</b>	<b>\$6,520</b>		<b>\$6,520</b>	<b>\$6,520</b>		
<b>Funding Summary</b>									
General Fund	\$3,734	\$6,520	\$6,520	\$6,520		\$6,520	\$6,520		
<b>TOTAL</b>	<b>\$3,734</b>	<b>\$6,520</b>	<b>\$6,520</b>	<b>\$6,520</b>		<b>\$6,520</b>	<b>\$6,520</b>		

## PUBLIC SAFETY

## 5.3.1 Public Safety

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

Table 5.29 PUBLIC SAFETY BUDGET SUMMARY

<b>Expense Summary</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Estimated</b>	<b>FY 2011 Base</b>	<b>FY 2011 PCPs</b>	<b>FY 2011 Proposed</b>	<b>FY 2011 Adopted</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
Police Department	\$10,126,786	\$10,875,063	\$10,875,063	\$11,405,226	\$126,496	\$11,531,722	\$11,443,445	\$568,382	5.2
Transfer to Fire Department	60,000	60,000	60,000	77,000		77,000	77,000	17,000	28.3
<b>TOTAL</b>	<b>\$10,186,786</b>	<b>\$10,935,063</b>	<b>\$10,935,063</b>	<b>\$11,482,226</b>	<b>\$126,496</b>	<b>\$11,608,722</b>	<b>\$11,520,445</b>	<b>\$585,382</b>	<b>5.4</b>
<b>FTE Summary</b>	<b>96.0</b>	<b>98.0</b>	<b>100.0</b>	<b>100.0</b>	<b>1.0</b>	<b>101.0</b>	<b>101.0</b>	<b>3.0</b>	<b>3.1</b>

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

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

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

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

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

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

## PUBLIC SAFETY (continued)

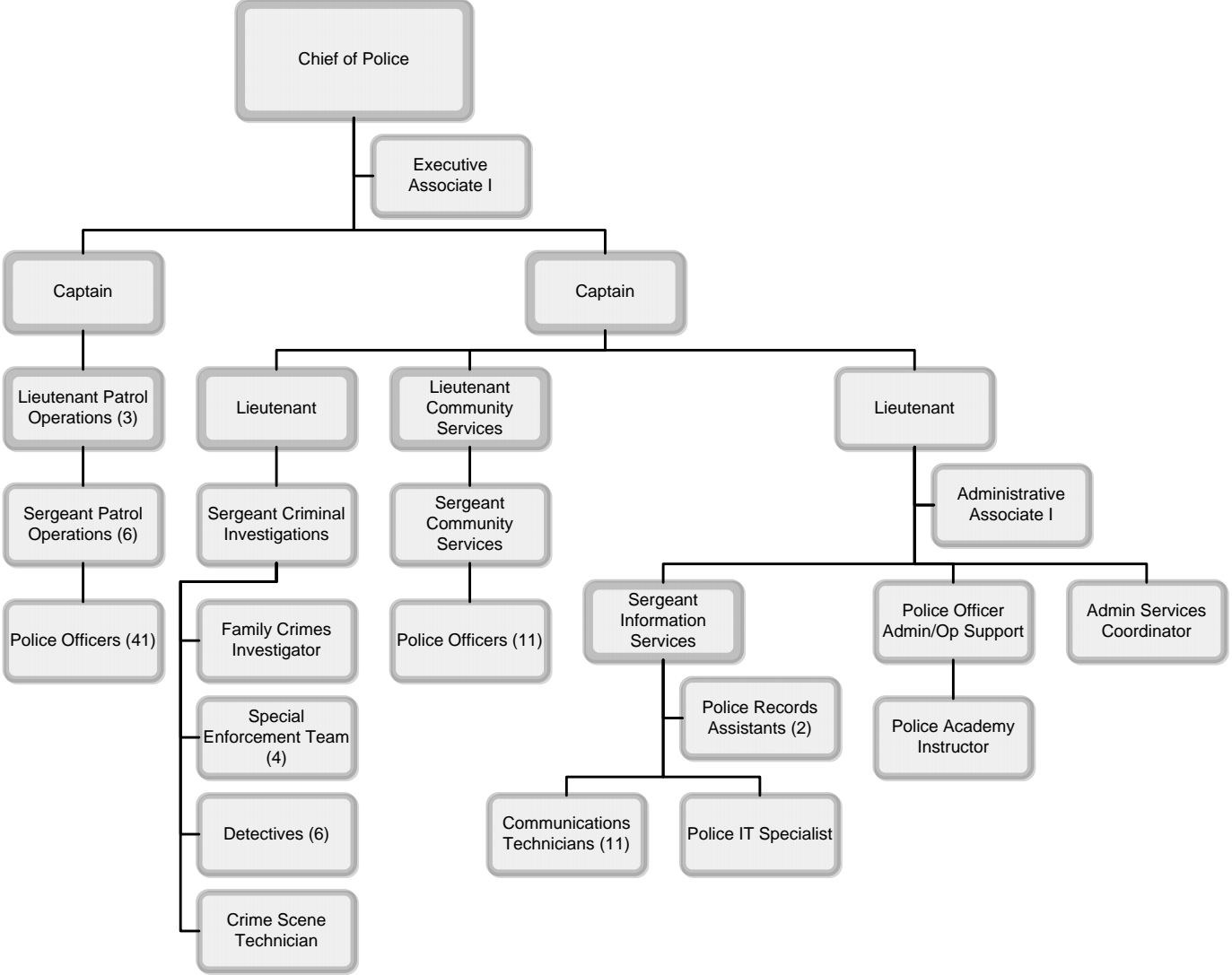
## 5.3.2 Police Department Summary (continued)

Table 5.30 POLICE DEPARTMENT BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Admin & Ops Supp	\$1,626,125	\$1,658,120	\$1,658,120	\$1,899,879	\$45,000	\$1,944,879	\$1,921,640	\$263,520	15.9
Patrol Operations	4,551,300	5,083,066	5,083,066	5,160,842		5,160,842	5,132,727	49,661	1.0
Criminal Investigations	1,388,535	1,385,522	1,385,522	1,517,231		1,517,231	1,509,123	123,601	8.9
Community Services	1,282,371	1,310,577	1,310,577	1,386,897	81,496	1,468,393	1,445,537	134,960	10.3
Information Services	1,275,703	1,431,973	1,431,973	1,434,572		1,434,572	1,428,613	(3,360)	(0.2)
Support Team	2,752	5,805	5,805	5,805		5,805	5,805		
<b>TOTAL</b>	<b>\$10,126,786</b>	<b>\$10,875,063</b>	<b>\$10,875,063</b>	<b>\$11,405,226</b>	<b>\$126,496</b>	<b>\$11,531,722</b>	<b>\$11,443,445</b>	<b>\$568,382</b>	<b>5.2</b>
<b>FTE Summary</b>	<b>95.0</b>	<b>98.0</b>	<b>100.0</b>	<b>100.0</b>	<b>1.0</b>	<b>101.0</b>	<b>101.0</b>	<b>3.0</b>	<b>3.1</b>
<b>Funding Summary</b>									
General Fund	\$8,428,076	\$9,049,303	\$9,001,708	\$9,682,014	\$77,096	\$9,759,110	\$9,666,833	\$617,530	6.8
Capital Projects Fund				\$1,153		1,153	1,153	1,153	100.0
Utilities Fund	109,722	108,340	108,340	115,317		115,317	115,317	6,977	6.4
Airport Fund	21,944	21,668	21,668	23,063		23,063	22,063	395	1.8
Uran Fund	79,827	67,012	67,012					(67,012)	(100.0)
Traffic Fines	281,335	320,000	300,000	320,000		320,000	320,000		
Police Reports/Fingerprt	4,592	5,000	5,000	5,000		5,000	5,000		
Extradiction Reimburseem	3,276	5,000	4,200					(5,000)	(100.0)
Law Enf Assistance State	948,902	917,240	905,060	869,679		869,679	869,679	(47,561)	(5.2)
County SRO Funding	247,200	247,000	247,000	247,000	49,400	296,400	296,400	49,400	20.0
County Family Crimes Grant		32,000	32,000	32,000		32,000	32,000		
Gang Officer Grant		77,500	158,075	90,000		90,000	90,000	12,500	16.1
Misc. Grants	1,912	25,000	25,000	20,000		20,000	25,000		
<b>TOTAL</b>	<b>\$10,126,786</b>	<b>\$10,875,063</b>	<b>\$10,875,063</b>	<b>\$11,405,226</b>	<b>\$126,496</b>	<b>\$11,531,722</b>	<b>\$11,443,445</b>	<b>\$568,382</b>	<b>5.2</b>

PUBLIC SAFETY (continued)

Chart 5.12 Police Department Organizational Chart



## PUBLIC SAFETY (continued)

## 5.3.3 Police - Administrative and Operational Support

## Program Description

The Administrative and Operational Support Division is responsible for providing the direction and infrastructure support necessary for a modern police agency to function. The division's strategic goal is to enhance police professionalism and community trust through accountability, performance measures, and adoption of modern police practices.

Table 5.31 ADMINISTRATIVE AND OPERATIONAL SUPPORT BUDGET SUMMARY

<b>Expense Summary</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Estimated</b>	<b>FY 2011 Base</b>	<b>FY 2011 PCPs</b>	<b>FY 2011 Proposed</b>	<b>FY 2011 Adopted</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
Personnel Services	\$860,920	\$951,788	\$951,788	\$975,495		\$975,495	\$970,256	\$18,468	1.9
Contractual Services	371,368	424,690	424,690	442,370		442,370	442,370	17,680	4.2
Materials and Supplies	65,892	103,500	103,500	95,550		95,550	77,550	(25,950)	(25.1)
Continuous Charges	143,662	148,142	148,142	179,464		179,464	179,464	31,322	21.1
Capital Outlay	184,283	30,000	30,000	207,000	45,000	252,000	252,000	222,000	740.0
<b>TOTAL</b>	<b>\$1,626,125</b>	<b>\$1,658,120</b>	<b>\$1,658,120</b>	<b>\$1,899,879</b>	<b>\$45,000</b>	<b>\$1,944,879</b>	<b>\$1,921,640</b>	<b>\$263,520</b>	<b>15.9</b>
<b>FTE Summary</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>		<b>8.0</b>	<b>8.0</b>		


## FUTURE BUDGET CONSIDERATIONS

- ❖ Strategic plan implementation.
- ❖ Administrative support.
- ❖ Space constraints.
- ❖ Building upkeep/asset replacement.
- ❖ Technological advances – radio /computer needs.
- ❖ Remaining competitive to hire and retain best qualified employees.
- ❖ Vehicle/equipment shortfalls.



PUBLIC SAFETY (continued)

5.3.3 Police - Administrative and Operational Support Division (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Community Safety / Quality of Life</b></p> <ul style="list-style-type: none"> <li>• Complete implementation of new 800 Mhz radio system with Loudoun County</li> <li>• Complete utilization of new CAD/RMS solutions</li> <li>• Continue the career development program</li> <li>• Integrate GIS mapping with Crime Analysis</li> <li>• Maintain State Accreditation and evaluate National Accreditation</li> <li>• Continue to refine hiring process to make it faster, and still produce a high quality candidate</li> <li>• Expand recruitment efforts into geographic areas not normally covered</li> <li>• Improve department effectiveness through individual and collective training</li> <li>• Continue to aggressively seek out appropriate grant funding</li> <li>• Continue to infuse the Intelligence-led policing process department-wide.</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented new VoIP phone system</li> <li>• Continued implementation of strategic plan</li> <li>• Completed the Technology enhancement program by fully implementing LINx program</li> <li>• Completed implementation of new CAD/RMS solutions and 800 Mhz upgrade</li> <li>• Continued the career development program</li> <li>• Refined hiring process to make it faster, and still produce a high quality candidate</li> <li>• Improved department effectiveness through individual and collective training</li> <li>• Conducted internal re-engineering reviews to improve efficiency and effectiveness.</li> <li>• Improved community notification through Alert Loudoun/Leesburg and CrimeReports</li> <li>• Expanded parking for improved officer safety and citizen access</li> <li>• Continued planning with Loudoun County for emergency operations and contingency planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue implementation of strategic plan</li> <li>• Complete the Technology enhancement program by fully implementing LINx program</li> <li>• Continue the career development program</li> <li>• Refine hiring process to make it faster, and still produce a high quality candidate</li> <li>• Improve department effectiveness through individual and collective training</li> <li>• Conduct internal re-engineering reviews to improve efficiency and effectiveness.</li> <li>• Improve community notification through Alert Loudoun/Leesburg and CrimeReports</li> <li>• Establish satellite facility.</li> <li>• Identify and plan for future expansion needs</li> <li>• Continue planning with Loudoun County for emergency operations and contingency planning</li> <li>• Continue integration of intelligence-led policing</li> <li>• Maintain appropriate accreditation standards.</li> </ul>

PUBLIC SAFETY (continued)

5.3.3 Police - Administrative and Operational Support Division (continued)

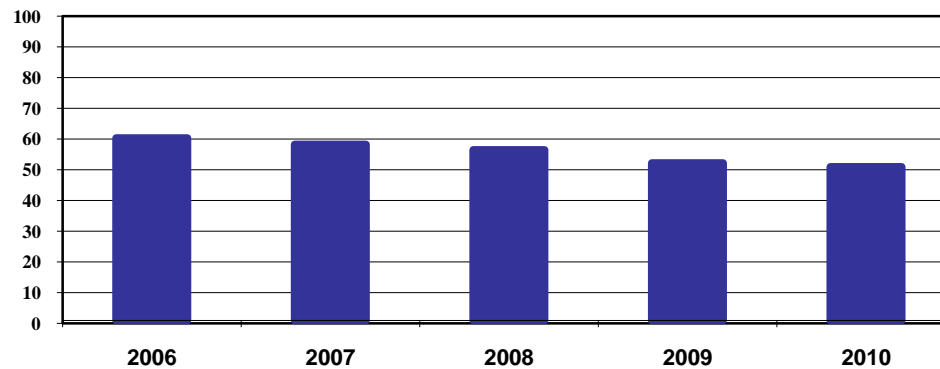
Performance Measures



Operational Efficiency and Fiscal Management

	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>					
FTE	9	9	8	8	8
Expenditures	\$1,993,228	\$2,015,333	\$2,056,022	(FY10) \$1,658,120	
<b>Output</b>					
Hours of personnel training	4,042	3,325	3,196	3,814	3,600
Staff receiving training	67	57	56	73	72
<b>Efficiency</b>					
Percent of personnel receiving training	90%	61%	73%	71%	71%
Average hours training received per staff member	60.3	58.3	56.5	52.25	51

Chart 5.13 Avg Training Hours Staff Received, 2006-2010



PUBLIC SAFETY (continued)

5.3.4 Police - Patrol Operations Division

Program Description

The Patrol Operations Division provides a full range of police services to the Town. This includes comprehensive community policing programs, call response and community based prevention programs. The division’s strategic goal is to facilitate crime and disorder prevention and reduction through proactive problem solving strategies and community partnerships.

Table 5.32 PATROL OPERATIONS BUDGET SUMMARY


Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$4,438,410	\$4,916,871	\$4,916,871	\$5,002,357		\$5,002,357	\$4,979,242	\$62,371	1.3
Contractual Services	16,870	27,045	27,045	34,045		34,045	34,045	7,000	25.9
Materials and Supplies	58,601	120,850	120,850	120,850		120,850	115,850	(5,000)	(4.1)
Capital Outlay	37,419	18,300	18,300	3,590		3,590	3,590	(14,710)	(80.4)
<b>TOTAL</b>	<b>\$4,551,300</b>	<b>\$5,083,066</b>	<b>\$5,083,066</b>	<b>\$5,160,842</b>		<b>\$5,160,842</b>	<b>\$5,132,727</b>	<b>\$49,661</b>	<b>1.0</b>
<b>FTE Summary</b>	<b>48.0</b>	<b>50.0</b>	<b>51.0</b>	<b>51.0</b>		<b>51.0</b>	<b>51.0</b>	<b>1.0</b>	<b>2.0</b>

FUTURE BUDGET CONSIDERATIONS:

- ❖ Strategic plan implementation
- ❖ Changing crime patterns/trends
- ❖ Vehicle shortfalls
- ❖ Resources for increased commercial/retail areas

PUBLIC SAFETY (continued)

5.3.4 Police - Patrol Operations Division (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Community Safety / Quality of Life</b></p> <ul style="list-style-type: none"> <li>• Continue to deploy resources to address crime and public safety issues throughout the town in the most efficient and effective manner</li> <li>• Continue to focus on working toward achieving long range solution to community problems</li> <li>• Continue to emphasize a customer focus and the importance of building strong partnerships in a diverse community</li> <li>• Continue with the development of comprehensive department and Town emergency plans and to provide training to staff to improve operational readiness.</li> <li>• Review and refine the new community policing areas within the three police districts to achieve maximum efficiency and effectiveness. Participate in the Intelligence-Led policing process</li> </ul>	<ul style="list-style-type: none"> <li>• Responded to and handled over 52,000 police activities (citizen generated calls for service and officer generated activities).</li> <li>• Improved contact with the community through the community district semi-annual meetings and the use of district based email accounts.</li> <li>• Implemented the use of Command Central at all levels enabling every officer to monitor CFS in their sector and rapidly modify police activity as needed to address trends.</li> <li>• Achieved a 97% level of Exceeds or Meets Expectations in Quality Assurance Surveys for public safety service delivery.</li> <li>• Continued planning with Loudoun County for emergency operations and contingency planning. Planned and participated in the emergency response services drill, Operation Chaos 2009.</li> <li>• Expanded coverage of the in-car cameras to most of the patrol fleet.</li> <li>• Consolidated several programs into the Special Purpose Weapons program. Expanded the training and deployment of the patrol rifle, Taser, and less lethal munitions.</li> <li>• Expanded the bicycle patrol section to enable increased coverage of recreational trails, shopping areas, and neighborhoods.</li> <li>• Implemented the Core Business Officer program providing dedicated coverage of the Town’s core businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate the use of the Town’s website to collect Quality Assurance Survey responses to increase feedback from the public</li> <li>• Continue to evaluate community policing areas and districts to facilitate timely response and accessibility.</li> <li>• Utilize revised Town emergency plans to conduct expanded readiness training and drills for all officers.</li> <li>• Expand the Core Business Officer program and incorporate enhanced training to address the police service needs of the Town’s business community.</li> <li>• Utilize information technology to centralize project management and promote information sharing and collaboration to internal and external consumers.</li> <li>• Continue expansion of the in-car cameras to the rest of the patrol fleet.</li> <li>• Continue integration of intelligence-led policing.</li> <li>• Maintain appropriate Accreditation standards.</li> </ul>

PUBLIC SAFETY (continued)

5.3.4 Police - Patrol Operations Division (continued)

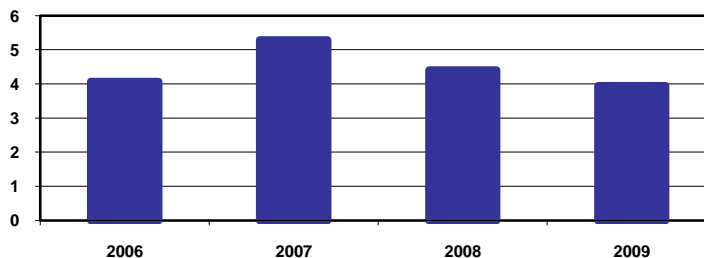
Performance Measures



Community Safety / Quality of Life

	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated <sup>1</sup>
<b>Input</b>					
FTE	50	48	48	51	51
Expenditures	\$3,948,160	\$4,560,079	\$4,817,023	(FY10) \$5,083,066	
<b>Output</b>					
Calls handled	56,682	54,494	63,242	64,445	67,725
Citizen calls for service	25,251	29,418	29,086	45,153	47,071
Officer-generated calls	26,518	27,264	34,156	20,922	26,741
<b>Efficiency</b>					
Calls handled per officer	1,232	1,222	1,437	1,371	1,474
Arrests made by patrol officers	1,745	1,432	1,229	1,829	1,571
Traffic summons issued by patrol	5,646	5,073	5,371	6,346	6,209
<b>Outcome</b>					
Percentage survey results rating service as “meets or exceeds” expectations	99.8%	99%	96%	97%	99%
Priority response time (minutes)	4.07	5.28	4.40	3.94	
Routine call response time (minutes)	8.43	8.00	11.3	5.23	

Chart 5.14 Priority Response Times (minutes)



<sup>1</sup> All estimates based upon extrapolation to 12 months.

## PUBLIC SAFETY (continued)

## 5.3.5 Police - Criminal Investigations Division

## Program Description

The Criminal Investigation Section provides comprehensive investigative follow up to serious criminal activity within the Town by employing modern criminalistics and forensic tools to assist in the apprehension and prosecution of criminals. The division's strategic goal is to facilitate crime and disorder prevention and reduction through proactive problem solving strategies and community partnerships.

Table 5.33 CRIMINAL INVESTIGATIONS BUDGET SUMMARY


Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,284,822	\$1,306,290	\$1,306,290	\$1,431,748		\$1,431,748	\$1,424,640	\$118,350	9.1
Contractual Services	23,014	28,155	28,155	33,996		33,996	32,996	4,841	17.2
Materials and Supplies	18,503	16,187	16,187	15,687		15,687	15,687	(500)	(3.1)
Continuous Charges	23,726	28,800	28,800	33,800		33,800	33,800	5,000	17.4
Capital Outlay	38,470	6,090	6,090	2,000		2,000	2,000	(4,090)	(67.2)
<b>TOTAL</b>	<b>\$1,388,535</b>	<b>\$1,385,522</b>	<b>\$1,385,522</b>	<b>\$1,517,231</b>		<b>\$1,517,231</b>	<b>\$1,509,123</b>	<b>\$123,601</b>	<b>8.9</b>
<b>FTE Summary</b>	<b>13.0</b>	<b>13.0</b>	<b>14.0</b>	<b>14.0</b>		<b>14.0</b>	<b>14.0</b>	<b>1.0</b>	<b>7.7</b>

## FUTURE BUDGET CONSIDERATIONS:

- ❖ Strategic Plan implementation
- ❖ Crime analysis support
- ❖ Space considerations
- ❖ Complex criminal investigations requiring significant investigative resources

PUBLIC SAFETY (continued)

5.3.5 Police - Criminal Investigations Division (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Community Safety / Quality of Life</b></p> <ul style="list-style-type: none"> <li>• Hire a crime analyst.</li> <li>• Utilize existing crime databases and analytical tools to assist in solving cases.</li> <li>• Develop crime analysis and mapping reports as tools for predicting crime trends and support for identifying organized crime groups.</li> <li>• Improve intelligence based policing process through the acquisition of i2 software and dedicated crime analysis.</li> <li>• Maintain a robust training schedule to ensure detectives and crime scene technician receive the latest instruction in the areas of homicide, cyber crimes, family crimes, white collar crimes, and forensic computer and crime scene processing.</li> <li>• Continue development and implementation of intelligence led policing by incorporating the CIS mission with the new district command structure.</li> <li>• Maintain a close working relationship with county, state and federal law enforcement and prosecution offices.</li> </ul>	<ul style="list-style-type: none"> <li>• Analytical i2 software was obtained and personnel are in the process of being trained for use in crime analysis.</li> <li>• The family crimes investigator position was initiated resulting in follow up investigations of domestic assault incidents.</li> <li>• On-line child predator and child pornography arrests have increased as the result of CIS participation in the FBI's Child Exploitation Task Force and the Virginia State Police Internet Crimes Task Force.</li> <li>• The computer crimes program and computer forensic examination program capabilities were enhanced by the assignment of detectives and the receipt of a funding grant from the Virginia State Police.</li> <li>• Personnel received advanced training in the areas of evidence collection, domestic violence, child abuse, gang violence and computer crimes.</li> <li>• The efficiency of case resolution was greatly enhanced through advanced law enforcement training and forensic examinations.</li> <li>• The Special Enforcement Team developed and improved its intelligence based policing methodology to identify and arrest offenders, conduct suppression and enforcement operations, and assist other agencies. SET continues to monitor and catalog drug, gang, habitual offender, and street crime offenders.</li> </ul>	<ul style="list-style-type: none"> <li>• Train all personnel in the use of i2 analytical software.</li> <li>• Use crime databases and analytical tools to enhance the solution of incidents.</li> <li>• Schedule training for detectives and crime scene technician in the use of state of the art techniques for solving crime.</li> <li>• Continue the use of proactive measures to detect and arrest on-line child predators.</li> <li>• Continue to fully implement and utilize intelligence-led policing concepts.</li> <li>• Maintain a close working relationship with county, state and federal law enforcement and prosecution offices.</li> <li>• Continue integration of intelligence-led policing</li> <li>• Maintain appropriate Accreditation standards.</li> </ul>

PUBLIC SAFETY (continued)

5.3.5 Police - Criminal Investigations Division (continued)

Performance Measures



Community Safety / Quality of Life

	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>					
FTE	9	12	13	14	14
Expenditures	\$985,032	\$1,231,565	\$1,308,145	(FY10) \$1,385,522	
<b>Input</b>					
Cases assigned to division			726	777	800
Criminal intelligence projects assigned			17	11	25
<b>Output</b>					
Cases closed			467	501	475
Cases closed by arrest or exceptional police means			242	297	250
Criminal intelligence projects researched			7	11	25
<b>Efficiency</b>					
% of cases closed by arrest, victim recovery, or exceptional means			51.8	59.3	52
Forensic (crime scene, telephone, computer and AVID) examinations				197	225



PUBLIC SAFETY (continued)

5.3.6 Police - Community Services Division

Program Description

The Community Services Division 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 division’s strategic goal is to facilitate crime and disorder prevention and reduction through proactive problem solving strategies and community partnerships.

Table 5.34 COMMUNITY SERVICES BUDGET SUMMARY


Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,231,678	\$1,262,537	\$1,262,537	\$1,316,267	\$66,496	\$1,382,763	\$1,375,907	\$113,370	9.0
Contractual Services	6,919	13,030	13,030	14,030		\$14,030	13,030		
Materials and Supplies	25,390	24,010	24,010	43,400	15,000	\$58,400	43,400	19,390	80.8
Continuous Charges	7,760	9,000	9,000	13,200		\$13,200	13,200	4,200	46.7
Capital Outlay	10,624	2,000	2,000					(2,000)	(100.0)
<b>TOTAL</b>	<b>\$1,282,371</b>	<b>\$1,310,577</b>	<b>\$1,310,577</b>	<b>\$1,386,897</b>	<b>\$81,496</b>	<b>\$1,468,393</b>	<b>\$1,445,537</b>	<b>\$134,960</b>	<b>10.3</b>
<b>FTE Summary</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	<b>1.0</b>	<b>13.0</b>	<b>13.0</b>	<b>1.0</b>	<b>8.3</b>

FUTURE BUDGET CONSIDERATIONS:

- ❖ Strategic plan implementation
- ❖ Increasing traffic concerns
- ❖ Funding for increased # of schools (school Resource Officers)
- ❖ Increased need for youth outreach programs

PUBLIC SAFETY (continued)

5.3.6 Police - Community Services Division (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Community Safety / Quality of Life</b></p> <ul style="list-style-type: none"> <li>• Maintain full staffing as authorized in the Traffic Management Unit (4).</li> <li>• Improve overall training and capabilities in the area of Crash Reconstruction / Investigation.</li> <li>• Continue effective information sharing regarding traffic hotspots with the CTAP program .</li> <li>• Maintain established level of customer satisfaction regarding youth outreach programs.</li> <li>• Obtain Gang Resistance Education and Training (GREAT) certification for all SRO's in the unit.</li> <li>• Participate in the Intelligence-Led policing process.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced department outreach programs to school age members of the community.</li> <li>• Hosted and conducted 60 youth based programs and 34 adult based programs.</li> <li>• Incorporated concepts and ideas from CTAP in identifying and dealing with traffic “hotspots”; conducted 230 specialized traffic enforcement details</li> <li>• Managed and coordinated police services to 130 special events.</li> <li>• Studied the use of technology in traffic safety and management; began analysis and review of photo red light programs and options.</li> <li>• Began Community Speed watch program.</li> <li>• Provided a more proactive review in plan review and commercial crime prevention programs by incorporating Crime Prevention Through Environmental Design (CEPTED) doctrine and principles.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue integration of intelligence-led policing.</li> <li>• Maintain appropriate Accreditation standards</li> <li>• Continue to enhance department outreach programs to school age members of the community.</li> <li>• Continue to incorporate concepts and ideas from CTAP in identifying and dealing with traffic “hotspots.”</li> <li>• Continue to manage and coordinate police services to 130 special events.</li> <li>• Study the use of technology in traffic safety and management.</li> <li>• Continue to expand community traffic safety programs such as the Community Speed watch program.</li> <li>• Continue to provide a more proactive review in plan review and commercial crime prevention programs by incorporating Crime Prevention Through Environmental Design (CEPTED) doctrine and principles.</li> </ul>

PUBLIC SAFETY (continued)

5.3.6 Police - Community Services Division (continued)

Performance Measures



Community Safety / Quality of Life

	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>					
FTE	12	12	12	12	12
Dollars spent	\$1,107,567	\$1,291,294	\$1,343,722	(FY10) \$1,310,577	
<b>Output</b>					
Youth-based programs	19	44	60	68	70
Adult-based incident reports		33	34	31	35
Specialized traffic details		226	230	521	573
<b>Efficiency</b>					
Youth received training	4,223	4,167	4,627	4,225	4,310
Adults receiving training		436	438	929	930
Citations issued on specialized traffic details		848	900	1,604	1,764
<b>Outcome</b>					
Students rating mentoring program "excellent"	100%	100%	100%	100%	100%
Parents rating car seat installation program as "excellent"	100%	100%	100%	100%	100%
Change in traffic collisions from previous year	(22%)	(3.6%)	(0.8%)	(5.9)	(6.0)

## PUBLIC SAFETY (continued)

## 5.3.7 Police - Information Services Division

## Program Description

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

Table 5.35 INFORMATION SERVICES BUDGET SUMMARY


Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,163,280	\$1,214,925	\$1,214,925	\$1,248,844		\$1,248,844	\$1,242,885	\$27,960	2.3
Contractual Services	68,775	153,848	153,848	140,900		140,900	140,900	(12,948)	(8.4)
Materials and Supplies	2,066	12,400	12,400	10,400		10,400	10,400	(2,000)	(16.1)
Continuous Charges	16,228	17,800	17,800	18,428		18,428	18,428	628	3.5
Capital Outlay	25,354	33,000	33,000	16,000		16,000	16,000	(17,000)	(51.5)
<b>TOTAL</b>	<b>\$1,275,703</b>	<b>\$1,431,973</b>	<b>\$1,431,973</b>	<b>\$1,434,572</b>		<b>\$1,434,572</b>	<b>\$1,428,613</b>	<b>(\$3,360)</b>	<b>(0.2)</b>
<b>FTE Summary</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>		<b>15.0</b>	<b>15.0</b>		

## FUTURE BUDGET CONSIDERATIONS:

- ❖ Strategic plan implementation
- ❖ Space considerations / updating
- ❖ Impact of continued desire for immediate community notification

PUBLIC SAFETY (continued)

5.3.7 Police - Information Services Division (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Community Safety / Quality of Life</b></p> <ul style="list-style-type: none"> <li>• Complete implementation/utilization of New World CAD/RMS software systems.</li> <li>• Continue to refine Records Management to incorporate all features of LINx.</li> <li>• Maintain career development program, ensure employees maintain proficiencies.</li> <li>• Continue the refinement of a section SOP.</li> <li>• Maintain appropriate accreditation standards.</li> <li>• Continue /complete implementation with Loudoun County DIT and public safety agencies on upgrade of 800 Mhz radio system.</li> <li>• Participate in the intelligence-led policing process.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted internal re-engineering reviews to improve efficiency and effectiveness.</li> <li>• Improved supervisory span of control through personnel re-engineering.</li> <li>• Processed 54,235 (est.) police activities.</li> <li>• Dispatched 17,000 (est.) calls for service and handled 37,235 (est.) officer generated activities.</li> <li>• Maintained career development program.</li> <li>• Completed implementation of new software systems for CAD/RMS.</li> <li>• Refined Records management for implementation of LINx.</li> <li>• Maintained appropriate accreditation standards.</li> <li>• Completed implementation with Loudoun County DIT and public safety agencies on upgrade of 800 Mhz radio system.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue integration of intelligence-led policing.</li> <li>• Conduct internal re-engineering reviews to improve efficiency and effectiveness; improved supervisory span of control through personnel re-engineering.</li> <li>• Process citizen and officer generated activities in a timely and professional manner.</li> <li>• Maintain career development program.</li> <li>• Continue to refine use of new software systems for CAD/RMS.</li> <li>• Continue to refine records management for operation of regional data systems such as maintaining appropriate accreditation standards and continuing implementation with Loudoun County DIT and public safety agencies on upgrade of 800 Mhz radio system.</li> </ul>

PUBLIC SAFETY (continued)

5.3.7 Police - Information Services Division (continued)

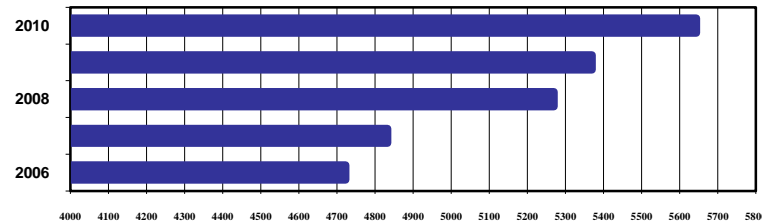
Performance Measures



Community Safety / Quality of Life

	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>					
FTE	15	15	15	15	15
Expenditures	\$1,145,622	\$1,377,034	\$1,426,046	(FY10) \$1,431,973	
<b>Output</b>					
Total calls	56,682	54,494	63,242	64,445	67,725
Officer generated calls	29,418	28,594	29,086	45,153	47,071
Citizen generated calls	27,264	25,900	34,156	20, 922	26,741
<b>Efficiency</b>					
Average number of calls handled per dispatcher	4,723	4,833	5,270	5,370	5,644
<b>Outcome</b>					
Average process time for all priorities of calls (minutes)	3.38	4.44	4.58	4.50	4.50

Chart 5.15 Average Number of Calls per Dispatcher



PUBLIC SAFETY (continued)

5.3.8 Police - Citizen's Support Team


Program Description

The Citizen's Support Team is composed of dedicated community volunteers who supplement police resources during special events and support community policing activities. The volunteer division's strategic goal is to facilitate crime and disorder prevention and reduction through proactive problem solving strategies and community partnerships.

Table 5.36 CITIZEN'S SUPPORT TEAM BUDGET SUMMARY									
Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Contractual Services	\$162	\$1,060	\$1,060	\$1,060		\$1,060	\$1,060		
Materials and Supplies	747	1,545	1,545	1,545		1,545	1,545		
Continuous Charges	1,843	2,200	2,200	2,200		2,200	2,200		
Capital Outlay		1,000	1,000	1,000		1,000	1,000		
<b>TOTAL</b>	<b>\$2,752</b>	<b>\$5,805</b>	<b>\$5,805</b>	<b>\$5,805</b>		<b>\$5,805</b>	<b>\$5,805</b>		

FUTURE BUDGET CONSIDERATIONS:

- ❖ Recruiting members
- ❖ Equipment needs

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Community Safety / Quality of Life</b></p> <ul style="list-style-type: none"> <li>• Continue to provide over 5,000 man-hours of support to community in special event and proactive patrol.</li> <li>• Continue to provide an approximate savings of over \$45,000 in police services.</li> <li>• Continue to promote, recruit, and expand the membership of the Team.</li> <li>• Improve team effectiveness through individual and collective training.</li> </ul>	<ul style="list-style-type: none"> <li>• Provided staffing assistance for 18 special events in the Town of Leesburg.</li> <li>• Provided over 8,000 hours of volunteer time in special event staffing, department representation, and proactive patrol.</li> <li>• Provided a savings of approximately 2,045 man-hours of sworn officer time.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to provide staffing assistance for 18 special events in the Town of Leesburg.</li> <li>• Continue to provide hours of volunteer time in special event staffing, department representation, and proactive patrol.</li> <li>• Continue to provide savings in man-hours of sworn officer time.</li> </ul>

PUBLIC SAFETY (continued)

5.3.8 Citizen's Support Team (continued)

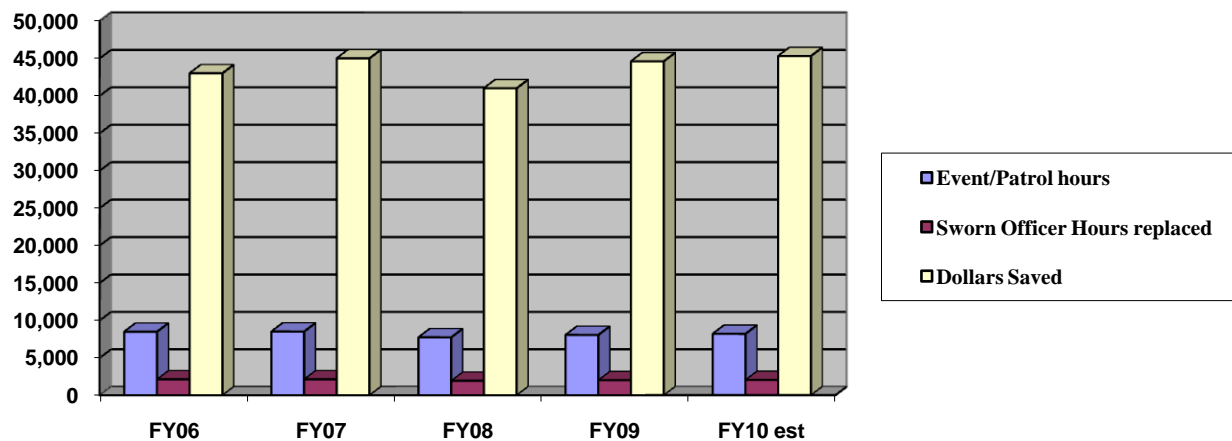
Performance Measures



Community Safety / Quality of Life

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
Volunteers	17	15	15	15	15
Dollars spent	\$4,964	\$5,805	\$5,805	(FY10) \$5,805	
<b>Output</b>					
Hours of special events/proactive patrol provided	8,479	8,500	7,730	8,050	8,200
<b>Efficiency</b>					
Number of sworn officer hours replaced (factor of 25%)	2,119	2,125	1,925	2,012	2,045
<b>Outcome</b>					
Dollars saved	\$43,000	\$45,000	\$41,000	\$44,600	\$45,300

Chart 5.16 Citizen Support Team Value Added, \$





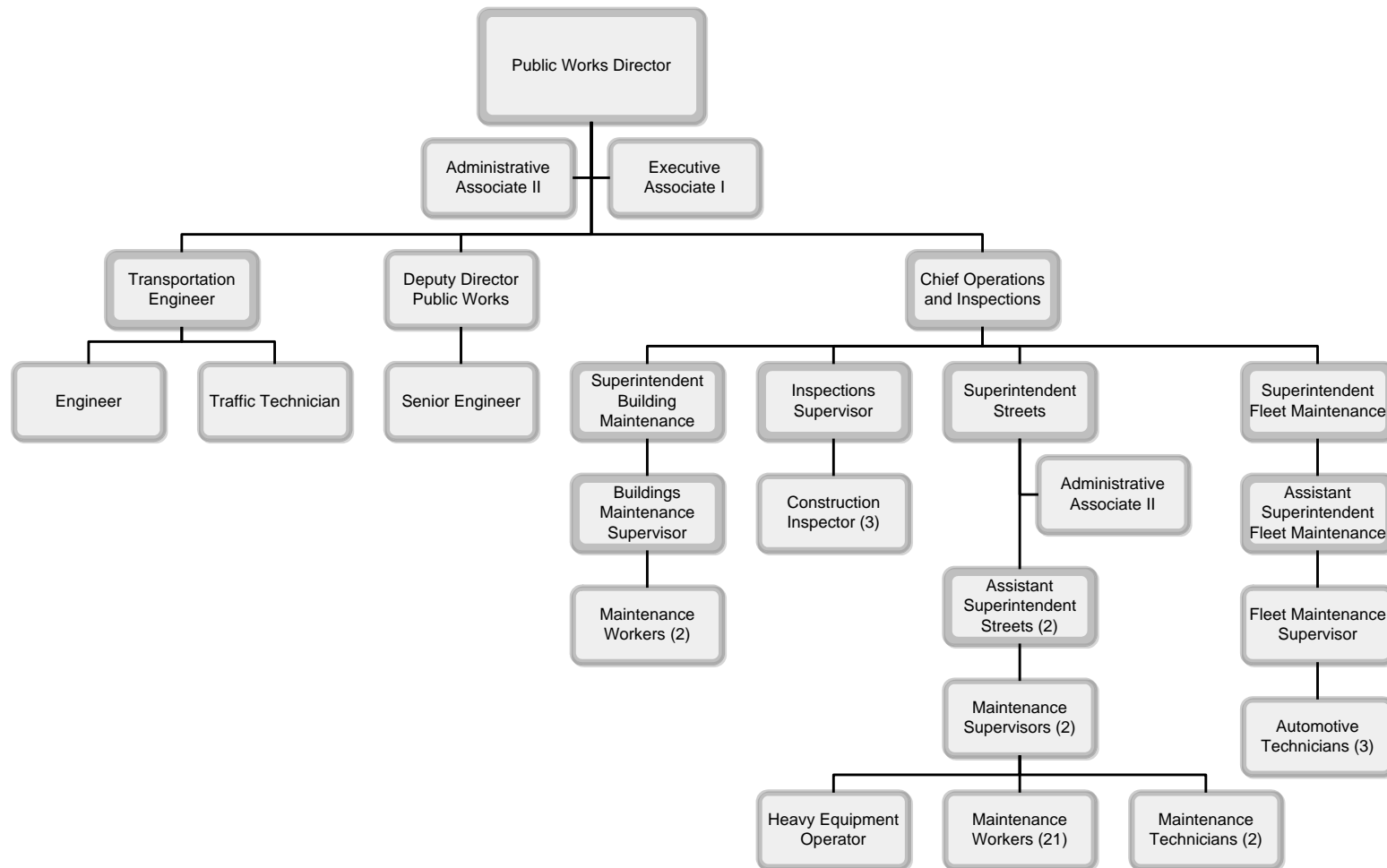
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PUBLIC WORKS

5.4.1 Public Works

The Public Works function includes all divisions of the Public Works Department (see Chart 5.19 below).

Chart 5.17 Public Works Organizational Chart



## PUBLIC WORKS (continued)

## 5.4.1 Public Works (continued)

Table 5.37 PUBLIC WORKS BUDGET SUMMARY

Expense Summary	FY 2009	FY 2010	FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	\$ Increase/ (Decrease)	% Increase/ (Decrease)
	Actual	Budget	Estimated	Base	PCPs	Proposed	Adopted		
Administration	\$505,803	\$526,472	\$526,472	\$551,709		\$551,709	\$548,925	\$22,453	4.3
Eng. and Inspections	863,931	733,207	733,207	793,423		793,423	789,525	56,318	7.7
Streets and Grounds	3,886,845	3,841,886	4,093,406	4,093,782		4,093,782	4,015,764	173,878	4.5
Building Maintenance	1,053,524	925,667	957,872	884,170		884,170	882,369	(43,298)	(4.7)
Fleet Maintenance	1,253,228	1,326,696	1,384,346	1,246,989		1,246,989	1,218,706	(107,990)	(8.1)
Refuse and Recycling	2,502,999	2,632,775	2,599,175	2,650,445		2,650,445	2,650,445	17,670	0.7
Traffic Management	1,130,834	949,850	949,850	911,562	36,000	947,562	905,617	(44,233)	(4.7)
<b>TOTAL</b>	<b>\$11,197,164</b>	<b>\$10,936,553</b>	<b>\$11,244,328</b>	<b>\$11,132,080</b>	<b>\$36,000</b>	<b>\$11,168,080</b>	<b>\$11,011,351</b>	<b>\$74,798</b>	<b>0.7</b>
<b>FTE Summary</b>	<b>53.0</b>	<b>53.0</b>	<b>53.0</b>	<b>53.0</b>		<b>53.0</b>	<b>53.0</b>		
<b>Funding</b>									
General Fund	\$7,805,993	\$7,697,291	\$8,032,776	\$7,681,706	\$36,000	\$7,717,706	\$7,538,051	(\$159,240)	(2.1)
Capital Projects Fund				126,386		126,386	126,386	126,386	100.0
Utilities Fund	640,126	465,436	465,436	198,380		198,380	198,380	(267,056)	(57.4)
Airport Fund	53,912	28,826	28,826	26,489		26,489	26,489	(2,337)	(8.1)
Proffer				462,721		462,721	485,647	485,647	100.0
Developer Contribution	194,787	45,000	55,000					(45,000)	(100.0)
Highway Maint Fund	2,502,346	2,700,000	2,662,290	2,636,398		2,636,398	2,636,398	(63,602)	(2.4)
<b>TOTAL</b>	<b>\$11,197,164</b>	<b>\$10,936,553</b>	<b>\$11,244,328</b>	<b>\$11,132,080</b>	<b>\$36,000</b>	<b>\$11,168,080</b>	<b>\$11,011,351</b>	<b>\$74,798</b>	<b>0.7</b>

## PUBLIC WORKS (continued)

## 5.4.2 Public Works – Administration

## Program Description

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

Table 5.38 ADMINISTRATION BUDGET SUMMARY


Expense Summary	FY 2009 Actual	FY 2010 Budget	FY2010 Estimated	FY2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$490,203	\$509,872	\$509,872	\$511,711		\$511,711	\$508,927	(\$945)	(0.2)
Contractual Services	10,203	10,000	10,000	6,460		6,460	6,460	(3,540)	(35.4)
Materials and Supplies	5,397	3,100	3,100	2,900		2,900	2,900	(200)	(6.5)
Continuous Charges		1,000	1,000	30,538		30,538	30,538	29,538	2953.8
Capital Outlay		2,500	2,500	100		100	100	(2,400)	(96.0)
<b>TOTAL</b>	<b>\$505,803</b>	<b>\$526,472</b>	<b>\$526,472</b>	<b>\$551,709</b>		<b>\$551,709</b>	<b>\$548,925</b>	<b>\$22,453</b>	<b>4.3</b>
<b>FTE Summary</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>		<b>4.0</b>	<b>4.0</b>		

## FUTURE BUDGET CONSIDERATIONS:

- ❖ In order to maintain a high level of service to both internal and external customers, Public Works staff will need to continue training for new and maintaining current industry-related certifications as well as keeping abreast of new and developing opportunities to increase efficiency and improve service.

**PUBLIC WORKS (continued)**

**5.4.2 Public Works – Administration (continued)**

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <b>Operational Efficiency and Fiscal Management</b>		
<ul style="list-style-type: none"> <li>• Manage pilot “team” efforts: Zoning Enforcement, Tree Management, Capital Construction Inspection, Transportation Model (with Executive, Parks &amp; Recreation, Planning and Zoning, Utilities, and Capital Projects Management).</li> <li>• To maintain a high level of quality and customer service areas provided under the Public Works Department umbrella.</li> <li>• Continue to update and add content to the Town website, seeking innovative ways to publicize Public Works’ services.</li> <li>• Aggressively explore other opportunities for public/private partnerships (with all departments).</li> </ul>	<ul style="list-style-type: none"> <li>• Public Works inspectors performed selected Zoning Enforcement activities in coordination with the Department of Planning &amp; Zoning. Inspection and construction management activities were also performed for several active Capital Projects. Technical assistance was also provided to the Transportation Planning Group for operation of the transportation model.</li> <li>• Public Works staff has continued to provide excellent customer service both internally and externally to residents and businesses.</li> <li>• The Public Works website has continued to develop and grow to include more information and on-line service request forms. This allows customers to submit requests electronically and receive confirmations without having to place phone calls to various divisions in the department. The website is frequently updated to include seasonal information, service changes due to weather or holidays and special event information previously only promoted in local newspapers.</li> <li>• Public Works staff coordinated with the Environmental Advisory Commission and Homeowner Associations for two dry pond reforestation projects (Kincaid Forest, Village Lanes). Staff joined efforts with Parks &amp; Recreation and Planning &amp; Zoning to host Keep Leesburg Beautiful (KLB) in April 2010.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue assistance to active Capital Projects, selected Zoning Enforcement and Transportation Planning Group projects.</li> <li>• Maintain a high level of customer service both through person-to-person contact and on-line contact.</li> <li>• Continue to build additional pages and features on the Public Works website to include additional children’s pages, interactive service forms and informative newsletter type articles or features to support department, Town, and Council objectives.</li> <li>• Continue seeking opportunities to work with non-profit organizations and community associations for pond reforestation projects; continue coordination of efforts for 2011 KLB month-long community cleanup.</li> </ul>

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

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

**1. Engineering:**

- Reviews for approval all engineering construction drawings for BMP, Erosion and Sediment Control, final pavement designs, and signal structures associated with public and private infrastructure improvements submitted in support of development as well as all Capital Improvement Projects proposed within the Town limits.
- Meets with the private sector engineers on each project to promote clear communication for resolution of all comments.
- Reviews rezoning and special exceptions.
- Collaborates with Department of Plan Review to develop design and construction standards and modifies/updates existing standards as necessary.
- Administers the National Pollutant Discharge Elimination System (NPDES) – Phase II program – MS4 Permit.
- Meets with citizens to answer questions and solicit neighborhood input as needed.
- Attends all Environmental Advisory Commission, Watershed Committee, and MS4 Permit related meetings.

**2. Inspections:**

- Inspects developer construction and Town Capital Improvement projects to ensure the highest quality infrastructure, by enforcing construction standards and specifications.
- Provides inspection assistance to Traffic Division for work in Public Right-of-Way.
- Respond to all Construction Related Citizen concerns and complaints.
- Coordinates and collects all developer-requested bond reduction and bond release information.
- Performs inspections of storm sewer outfalls as required by MS4 permit.

In addition, the division provides and prepares technical reports for the Council, Planning Commission, Manager, and other departments as necessary.

## PUBLIC WORKS (continued)

## 5.4.3 Engineering and Inspections (continued)

Table 5.39 ENGINEERING AND INSPECTIONS BUDGET SUMMARY



Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$699,701	\$646,622	\$646,622	\$736,698		\$736,698	\$732,800	\$86,178	13.3
Contractual Services	124,273	71,630	71,630	46,270		46,270	46,270	(25,360)	(35.4)
Materials and Supplies	6,981	5,455	5,455	5,455		5,455	5,455		
Continuous Charges	3,645	4,000	4,000	4,000		4,000	4,000		
Capital Outlay	29,331	5,500	5,500	1,000		1,000	1,000	(4,500)	(81.8)
<b>TOTAL</b>	<b>\$863,931</b>	<b>\$733,207</b>	<b>\$733,207</b>	<b>\$793,423</b>		<b>\$793,423</b>	<b>\$789,525</b>	<b>\$56,318</b>	<b>7.7</b>
<b>FTE Summary</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>		<b>6.0</b>	<b>6.0</b>		

## FUTURE BUDGET CONSIDERATIONS:

- ❖ As early as FY12, additional criteria will be added to the Town's Municipal Separate Storm Sewer System Permit (MS-4 Permit); the proposed regulations are currently under review and are awaiting approval by the Virginia Department of Conservation and Recreation (DCR). Additional funding will be required to train staff and procure equipment/materials needed to meet new inspection, water quality and storm sewer system maintenance standards.
- ❖ Inspections personnel are currently assisting other agencies/departments in the Town with inspections of paving and Capital Improvement Projects; in the pending MS-4 permit regulations there are new inspection, education and outreach needs that will arise as a result of changes to the Minimum Control Measures within the permit. Additional time will be required of the inspection staff to meet the needs of additional MS-4 permit related inspections.
- ❖ Additional consideration should also be given to the potential for increased costs for printing and distribution of educational outreach materials.
- ❖ Inspection of our storm drainage system includes: ponds, pipes, culverts, outfalls, curb/gutter, and ditches. As of April 2009, there were 66 storm water management ponds/detention facilities, 636 storm outfalls, 6,145 inlets, 1,003 storm manholes, 417 culverts, and 130 miles of various sized storm pipe that require inspection on a regular basis. Each year this list grows as development in the Town occurs. Since April 2009, development in the Town has added 8 new SWM ponds. The Town's MS-4 permit requires that these components of the municipal separate storm sewer system be inspected to a high level. As the EPA and Virginia DCR implement more stringent TMDL's (Total Maximum Daily Loads) for pollutants affecting the Town's MS-4 permit, the Department of Public Works will be required to increase attention to the inspections of the storm sewer system.

**PUBLIC WORKS (continued)**

**5.4.3 Engineering and Inspections (continued)**

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Operational Efficiency and Fiscal Management</b></p> <ul style="list-style-type: none"> <li>Continue inventory of as-built and record drawings.</li> </ul>	<ul style="list-style-type: none"> <li>On track to inventory 20 as-builts for closed out projects.</li> </ul>	<ul style="list-style-type: none"> <li>Continue inventory of as-built and record drawings.</li> </ul>
 <p><b>Capital Infrastructure</b></p> <ul style="list-style-type: none"> <li>Continue to conduct asphalt inspections of all Town maintained roads to record the condition of the pavement to determine future repaving schedules.</li> <li>Continue to work with Capital Projects Management and Utilities Departments to inspect capital projects.</li> <li>Continue implementation of National Pollution Discharge Elimination System-Phase II Storm water Program for the next 5 year MS-4 permit cycle with the State. Prepare the first annual report (associated with the new permit) as required by the National Pollutant Discharge Elimination System Permit for storm water outfalls as mandated by U.S. EPA.</li> <li>Continue to inspect all Town storm sewer outfalls as required by the Virginia Department of Conservation and Recreation to be in conformance with the Town's MS-4 permit.</li> </ul>	<ul style="list-style-type: none"> <li>Completed 426 Inspections of roadway sections to determine future paving schedules.</li> <li>Provided inspection services to Capital Projects Management on the Country Club Storm Sewer Project, The North King Street Drainage Project, and the Dry Mill Wage and Anne Drainage Improvements Project.</li> <li>The first annual report was prepared and our MS-4 Permit was re-issued. Currently implementing the objectives and plan for the 6 minimum control measures specified by our current permit.</li> <li>On track to inspect 80 storm sewer outfalls as required by the Town's MS-4 permit.</li> <li>Conducted inspections in timely manner to make sure that Wegmans and other buildings within the Village at Leesburg opened on time.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to conduct asphalt inspections of all Town maintained roads to record the condition of the pavement to determine future repaving schedules.</li> <li>Continue to work with Capital Projects Management and Utilities Departments to inspect capital projects.</li> <li>Continue implementation of National Pollution Discharge Elimination System-Phase II Storm water Program for the next 5 year MS-4 permit cycle with the State.</li> <li>Continue to inspect all Town storm sewer outfalls as required by the Virginia Department of Conservation and Recreation to be in conformance with the Town's MS-4 permit.</li> </ul>



PUBLIC WORKS (continued)

5.4.3 Engineering and Inspections (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

	2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated
<b>Input</b>					
FTE (inspectors) performing services	4	3	3	3	3
Fees collected for performing services	\$42,000	\$24,600	\$26,400	\$22,200	\$24,000
<b>Output</b>					
Number of developer requests for extensions, reductions and final release	70	41	44	37	40
<b>Efficiency</b>					
Fee charged per response	\$600	\$600	\$600	\$600	\$600
Average number of requests per inspector	17.5	13.6	14.6	12.3	13.3
<b>Outcome</b>					
Percent requests responded to within 15 days	100%	100%	100%	100%	100%
To ensure compliance with this requirement, all field inspections associated with these requests will be completed within 15 days.					

## PUBLIC WORKS (continued)

## 5.4.4 Streets and Grounds Maintenance

## Program Description

The Streets and Grounds Maintenance Division of the Department of Public Works is responsible for maintenance of the more than 248 lane miles of the Town street system, sidewalks, and trails as well as ground maintenance for municipal properties. This includes mowing, road repairs, patching, repaving, shoulder maintenance, snow removal, road striping and pavement marking, sign maintenance, repairs to the sidewalk, curb, and gutter system and street sweeping, brush pickup, trash and debris cleanup, leaf collection and storm sewer maintenance and repair. The division also assists with numerous special events and provides traffic control during emergencies in conjunction with the Police Department.

Table 5.40 STREETS AND GROUNDS MAINTENANCE BUDGET SUMMARY




Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$2,167,967	\$2,237,846	\$2,326,566	\$2,302,974		\$2,302,974	\$2,283,734	\$45,888	2.1
Contractual Services	1,302,243	1,188,765	1,200,765	1,190,243		1,190,243	1,190,243	1,478	0.1
Materials and Supplies	252,699	235,535	266,335	235,905		235,905	216,127	(19,408)	(8.2)
Continuous Charges	29,529	168,440	288,440	191,760		191,760	152,760	(15,680)	(9.3)
Capital Outlay	134,407	11,300	11,300	172,900		172,900	172,900	161,600	1430.1
<b>TOTAL</b>	<b>\$3,886,845</b>	<b>\$3,841,886</b>	<b>\$4,093,406</b>	<b>\$4,093,782</b>		<b>\$4,093,782</b>	<b>\$4,015,764</b>	<b>\$173,878</b>	<b>4.5</b>
<b>FTE Summary</b>	<b>30.0</b>	<b>30.0</b>	<b>30.0</b>	<b>30.0</b>		<b>30.0</b>	<b>30.0</b>		

**PUBLIC WORKS (continued)****5.4.4 Streets and Grounds Maintenance (continued)****FUTURE BUDGET CONSIDERATIONS:**

- ❖ The cost of street repaving is tied to the cost of oil. The number of lane miles of pavement needing maintenance is increasing based on the building done in the 1990's. The number of streets needing maintenance will continue to grow. A large backlog in streets needing maintenance would be difficult to overcome, budget needs should be expected to grow in this area for several years to avoid falling too far behind.
- ❖ Snow removal equipment is aging and the lane miles have increased. Costs for materials and capital replacement should be given a high priority.
- ❖ As the trees in the newer neighborhoods have begun to mature, we are seeing a large increase in the demand for brush and leaf collection. We expect this demand to increase for the next several years as more trees are being planted and the older ones continue to increase in size.
- ❖ Maintenance of our storm drainage system includes ponds, pipes, culverts, outfalls, curb/gutter, and ditches. As of April 2009, there were 66 storm water management ponds/detention facilities, 636 storm outfalls, 6,145 inlets, 1,003 storm manholes, 417 culverts, and 130 miles of various sized storm pipe that all need various levels of maintenance on a regular basis. Each year this list grows as development in the Town occurs. Since April 2009, development in the Town has added 8 new SWM ponds. The Town's MS-4 permit requires that these components of the municipal separate storm sewer system be operated and maintained at high standards.

## PUBLIC WORKS (continued)

## 5.4.4 Streets and Grounds Maintenance (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Operational Efficiency and Fiscal Management</b></p> <ul style="list-style-type: none"> <li>Seek new and innovative methods for leaf and brush disposal with emphasis on recycling and cost reduction.</li> <li>Implement a salt brine ice control system to reduce costs for chemicals while maintaining acceptable control levels.</li> </ul>	<ul style="list-style-type: none"> <li>Began working with Morven Park to dispose of a large amount of leaves and brush through recycling mulch and soil enhancements for use on their property.</li> <li>Purchased brine making equipment and a truck mounted spray rig for applying salt brine as an anti-icing agent.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to seek cost effective and responsible methods to dispose of leaves and brush through recycling.</li> <li>Work on reducing the amount of chemicals used for snow and ice control while maintaining safe roadways.</li> </ul>
 <p><b>Community Safety / Quality of Life</b></p> <ul style="list-style-type: none"> <li>Continue to provide brush pickup and leaf collection programs; reduce collection volume by promoting availability of yard waste collection services through CSI.</li> <li>Continue maintenance of roadways as needed (shoulders, mowing, trim brush, remove dead trees, replace signs, patch potholes).</li> </ul>	<ul style="list-style-type: none"> <li>Trimmed brush, removed dead trees, replaced signs, patched potholes.</li> <li>Brush collection volume decreased from CY2008; yard waste collection through CSI increased 60% for CY2009.</li> <li>Collected and disposed of debris, brush and limbs from citizen's properties as part of the general pickup process. Approximately <b>4,578</b> hours were used to make <b>12,760</b> curbside stops, <b>338</b> loads of brush were chipped.</li> <li>Provided <b>2,200</b> hours of assistance to the Parks Staff for more than <b>27 Town</b> special events.</li> <li>Spent <b>8,659</b> hours mowing right-of-way, which includes <b>1,249</b> hours mowing at various park sites.</li> <li>Collected over <b>338</b> truckloads of leaves during the Fall Leaf Pickup Program.</li> <li>Picked up over <b>1,615</b> tons of trash along Town streets, parks and drainage systems.</li> <li>Closed the Battlefield Tunnel under Battlefield Parkway at Exeter per Council resolution.</li> <li>Installed a new walk way to the log cabin, rose garden, and museum.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide brush and leaf collection programs.</li> <li>Continue promoting additional yard waste collection days to increase yard waste volume and reduce brush collection needs.</li> <li>Continue maintenance of roadways as needed (shoulders, mowing, trim brush, remove dead trees, replace signs, patch potholes)</li> </ul>
 <p><b>Capital Infrastructure</b></p> <ul style="list-style-type: none"> <li>Work on improving maintenance of storm ponds and systems as required by the MS-4 permit.</li> <li>Clear silt and debris from storm drainage outfalls.</li> </ul>	<ul style="list-style-type: none"> <li>Removed <b>3,600</b> cu.yds. of excess material from Kincaid SWM Pond.</li> <li>Cleared silt and debris from many storm drainage outfalls.</li> <li>Began inspection process for checking the condition of maintenance and repair of storm ponds.</li> </ul>	<ul style="list-style-type: none"> <li>Work on improving maintenance of storm ponds and systems as required by the MS-4 permit.</li> <li>Clear silt and debris from storm drainage outfalls.</li> </ul>

PUBLIC WORKS (continued)

5.4.4 Streets and Grounds Maintenance (continued)

Performance Measures



Operational Efficiency and Fiscal Management



Community Safety / Quality of Life

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
Expenditures for brush pickups	\$177,926	\$196,130	\$275,067	\$191,928	\$171,888
<b>Output</b>					
Curbside brush pickups	10,481	10,000	11,567	12,760	12,600
<b>Efficiency</b>					
Cost per pickup	\$16.98	\$19.61	\$23.78	\$15.04	\$13.64
<b>Outcome</b>					
Percentage of pickups completed within 24 hours	60%	65%	65%	70%	70%
Percentage of pickups completed within 48 hours	80%	90%	90%	90%	90%

PUBLIC WORKS (continued)

5.4.4 Streets and Grounds Maintenance (continued)

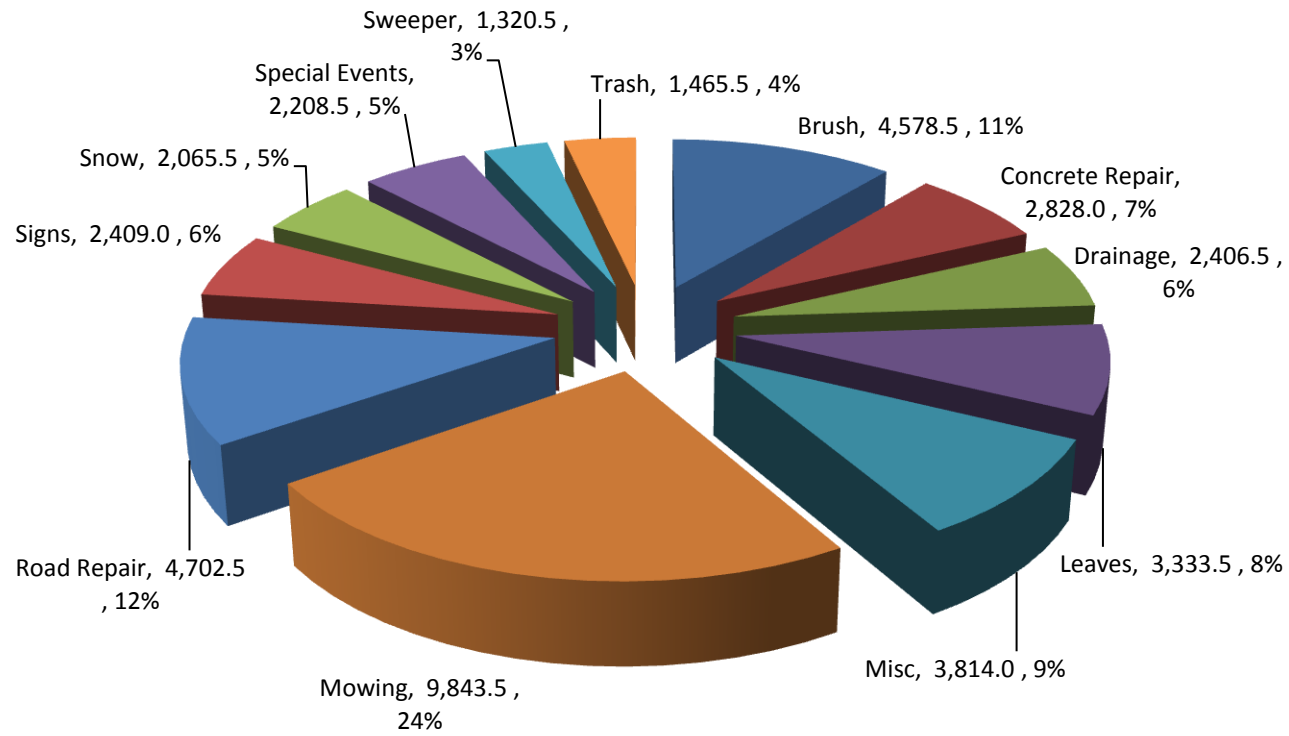


Chart 5.18 Actual Hours Worked (40,976) and Percentage of Total, FY 2009 (not including hours spent on administrative duties, training, leave, and holidays)

PUBLIC WORKS (continued)

5.4.4 Streets and Grounds Maintenance (continued)

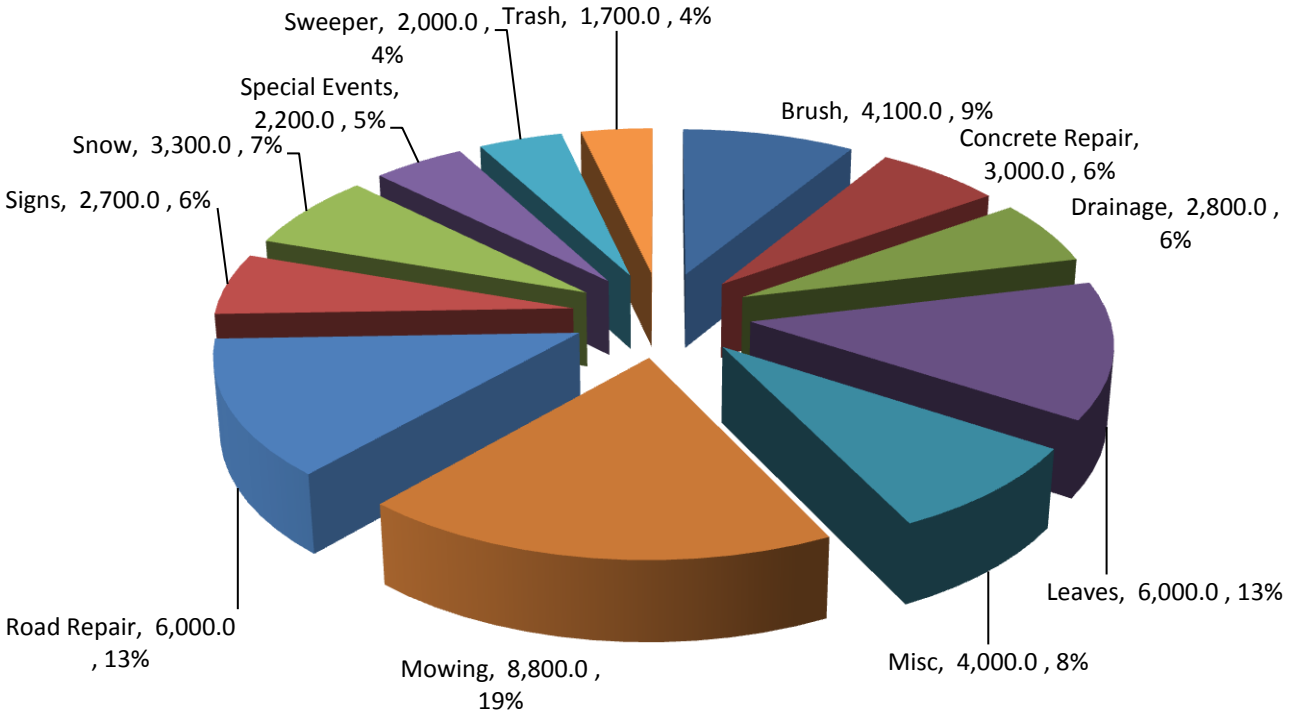


Chart 5.19 Projected Hours (46,600) Work, FY 2010 (not including hours spent on administrative duties, training, leave, and holidays)

## PUBLIC WORKS (continued)

## 5.4.5 Building Maintenance

## Program Description

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

Table 5.41 BUILDING MAINTENANCE BUDGET SUMMARY

<b>Expense Summary</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Estimated</b>	<b>FY 2011 Base</b>	<b>FY 2011 PCPs</b>	<b>FY 2011 Proposed</b>	<b>FY 2011 Adopted</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
Personnel Services	\$323,250	\$340,707	\$355,562	\$339,892		\$339,892	\$338,091	(\$2,616)	(0.8)
Contractual Services	417,288	337,400	338,100	350,738		350,738	350,738	13,338	4.0
Materials and Supplies	32,240	33,100	49,750	36,100		36,100	36,100	3,000	9.1
Continuous Charges	208,993	173,460	173,460	137,440		137,440	137,440	(36,020)	(20.8)
Capital Outlay	71,753	41,000	41,000	20,000		20,000	20,000	(21,000)	(51.2)
<b>TOTAL</b>	<b>\$1,053,524</b>	<b>\$925,667</b>	<b>957,872</b>	<b>\$884,170</b>		<b>\$884,170</b>	<b>\$882,369</b>	<b>(\$43,298)</b>	<b>(4.7)</b>
<b>FTE Summary</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>		<b>4.0</b>	<b>4.0</b>		



## FUTURE BUDGET CONSIDERATIONS:

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



PUBLIC WORKS (continued)

5.4.5 Building Maintenance (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Operational Efficiency and Fiscal Management</b></p>	<ul style="list-style-type: none"> <li>• HVAC system for the Balch library retrofitted with new controls and showing substantial energy savings.</li> <li>• Reconfigured space and moved personnel to support Town annex closure.</li> <li>• Reconfigured airport space to accommodate police department changes.</li> <li>• Rewired Town Hall data and communications network.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement energy management schedule for Town Hall HVAC system to increase energy savings.</li> </ul>
 <p><b>Community Safety / Quality of Life</b></p> <ul style="list-style-type: none"> <li>• Begin retrofit of parking deck lighting system to improve energy efficiency and interior lighting.</li> <li>• Begin renovation of the Loudoun Museum and Log Cabin to preserve and improve the structures</li> <li>• Continue to upgrade the VAV controls of the Town Hall HVAC system to improve control and decrease energy use, at the same time this will improve indoor air quality.</li> </ul>	<ul style="list-style-type: none"> <li>• Lighting in garage lower level changed to improve lighting levels and efficiency.</li> <li>• Exterior renovations as well as first floor structural renovations completed to improve and restore the structure.</li> <li>• Rooftop RTUs control completed, air quality is now controlled by CO measurements. VAV system linked by energy management system.</li> </ul>	<ul style="list-style-type: none"> <li>• Replace obsolete lighting fixtures in Town Hall to improve lighting and efficiency.</li> <li>• Repair concrete steps and ramps in the parking garage to increase lifespan and public safety.</li> <li>• Repair sprinkler system in the parking garage to ensure public safety.</li> </ul>

PUBLIC WORKS (continued)

5.4.5 Building Maintenance (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>					
FTE	4	4	4	4	4
Facilities maintained	12	12	12	12	12
Square footage of facilities maintained	264,796	264,796	264,796	264,796	264,796
Service calls received	1,360	1,475	1,269	1,107	1,100
<b>Output</b>					
Service calls completed	1,234	1,392	1,275	1,100	1,075
Service calls completed within 48 hours	1,193	1,322	1,251	1,063	1,056
<b>Efficiency</b>					
Average square footage maintained per employee	66,199	66,199	66,199	66,199	66,199
Average service calls completed per employee	311	348	318	275	275
Average facilities maintained per employee	3	3	3	3	3
<b>Outcome</b>					
Percentage of service calls completed within 48 hours	96%	95%	97%	96%	96%

## PUBLIC WORKS (continued)

## 5.4.6 Fleet Maintenance

## Program Description

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

Table 5.42 FLEET MAINTENANCE BUDGET SUMMARY


Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$595,911	\$605,186	\$622,836	\$612,325		\$612,325	\$609,042	\$3,856	0.6
Contractual Services	49,090	35,650	35,650	40,598		40,598	40,598	4,948	13.9
Materials and Supplies	202,413	177,210	217,210	176,810		176,810	176,810	(400)	(0.2)
Insurance Claim Repl.	16,681	60,000	60,000	50,000		50,000	25,000	(35,000)	(58.3)
Continuous Charges	388,895	448,650	448,650	367,256		367,256	367,256	(81,394)	(18.1)
Capital Outlay	238								
<b>TOTAL</b>	<b>\$1,253,228</b>	<b>\$1,326,696</b>	<b>\$1,384,346</b>	<b>\$1,246,989</b>		<b>\$1,246,989</b>	<b>\$1,218,706</b>	<b>(\$107,990)</b>	<b>(8.1)</b>
<b>FTE Summary</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>		<b>6.0</b>	<b>6.0</b>		

## FUTURE BUDGET CONSIDERATIONS:

- ❖ Add one FTE administrative assistant to provide administrative support to Fleet Superintendent and the MUNIS work order system.
- ❖ Add one FTE technician.
- ❖ Add FTE part specialist for parts inventory using MUNIS parts inventory system, parts ordering, pick up parts, and other related activities.
- ❖ Install central air conditioning in Town shop.
- ❖ Expand the Town shop building.
- ❖ Update in-ground gas and diesel fuel systems before 2020.

**PUBLIC WORKS (continued)**

**5.4.6 Fleet Maintenance (continued)**

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <b>Operational Efficiency and Fiscal Management</b>		
<ul style="list-style-type: none"> <li>• Keep Town fleet vehicles and equipment on the road with minimal downtime.</li> <li>• Implement new inventory management system.</li> <li>• Maintain preventative maintenance schedule for all fleet vehicles.</li>   <li>• Upgrade the air compressor that is 21 years old.</li> <li>• Provide budget information to other departments for vehicle purchases.</li> <li>• Notify departments when vehicles are scheduled for replacement to assist with budget preparation.</li> <li>• Increase assistance to multiple departments in support of compliance with State vehicle purchasing process including completing eVA order forms for Finance Department.</li> <li>• Reduce non-availability duration of Town-owned vehicles by increasing number of State safety inspectors on staff.</li> <li>• Buy new fleet software.</li> </ul>	<ul style="list-style-type: none"> <li>• Supported emergency snow removal by providing manpower to operate and repair equipment.</li>   <li>• Replaced 21 year old compressor.</li>   <li>• Installed video cameras in police cars.</li>   <li>• Assisted multiple departments with the State vehicle purchasing process.</li>   <li>• Bought new Gas Boy fuel control software.</li> <li>• Assisted with start up of on line Auction of surplus Town-owned equipment.</li> <li>• Complied with DEQ regulations for in-ground gas and diesel fuel storage, waste oil tank, and vehicle emission testing.</li> </ul>	<ul style="list-style-type: none"> <li>• Keep Town fleet vehicles and equipment on the road with minimal downtime.</li>   <li>• Maintain the preventative maintenance schedule for increased service life of vehicles and equipment.</li>   <li>• Provide budget information to other departments for vehicle purchases.</li> <li>• Assist departments with installation of equipment to save installation cost.</li> <li>• Notify departments when vehicles are scheduled for replacement.</li> </ul>

PUBLIC WORKS (continued)

5.4.6 Fleet Maintenance (continued)

Performance Measure

 Operational Efficiency and Fiscal Management

	CY2006 Actual	CY2007 Actual	CY2008 Actual	CY2009 Actual	CY2010 Estimated
<b>Input</b>					
FTE	1	1	1	1	1
Expenditures on oil and oil filters	\$17,560	\$18,064	\$22,340	\$24,868	\$25,632
Gasoline powered vehicles/equipment	340	342	349	349	350
Diesel powered vehicles/equipment	127	130	131	131	131
<b>Output</b>					
Maintenance services performed on gasoline powered vehicles/equipment	323	331	339	372	372
Maintenance services performed on diesel powered vehicle/equipment	124	127	128	143	143
<b>Efficiency</b>					
Cost per gasoline vehicle maintained	\$22.78	\$24.86	\$29.21	\$30.62	\$32.00
Cost per diesel vehicle maintained	\$77.28	\$81.86	\$92.71	\$94.25	\$96.00
<b>Outcome</b>					
Percentage of gasoline vehicles serviced on/before scheduled interval	95%	96%	96%	97%	97 %
Percentage of diesel vehicles serviced on/before scheduled interval	98%	98%	98%	98%	98%

## PUBLIC WORKS (continued)

## 5.4.7 Refuse Collection and Recycling

## Program Description

To provide trash and recycling pickup for commercial and residential customers as well as additional recycling opportunities through drop-off locations and community document shredding events.

Table 5.43 REFUSE COLLECTION AND RECYCLING BUDGET SUMMARY


Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services									
Contractual Services	\$2,494,502	\$2,624,330	\$2,590,730	\$2,642,000		\$2,642,000	\$2,642,000	\$17,670	0.7
Materials and Supplies	8,497	8,445	8,445	8,445		8,445	8,445		
<b>TOTAL</b>	<b>\$2,502,999</b>	<b>\$2,632,775</b>	<b>\$2,599,175</b>	<b>\$2,650,445</b>		<b>\$2,650,445</b>	<b>\$2,650,445</b>	<b>\$17,670</b>	<b>0.7</b>

## FUTURE BUDGET CONSIDERATIONS:

- ❖ As more developments come on-line, there will be some increases in the overall budget required for refuse and recycling collection services. This increase will be in addition to the annual percentage increase associated with the refuse and recycling contract.
- ❖ Potential increase to the costs for community document shredding events, which have become increasingly popular with residents.

**PUBLIC WORKS (continued)**

**5.4.7 Refuse Collection and Recycling (continued)**

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <b>Community Safety / Quality of Life</b>		
<ul style="list-style-type: none"> <li>• Service delivery efficiencies – same day pickup of bulk material and recycling.</li> <li>• Semi-annual community document shredding events to increase recycling rate to comply with State requirements.</li> <li>• Increase the types of materials that can be recycled.</li> <li>• Addition of community document shredding events to increase recycling rates and reduce paper and some cardboard from being sent to the landfill.</li> <li>• Increase community awareness of yard waste collection to reduce need for brush collection services from the Street Maintenance Division.</li> </ul>	<ul style="list-style-type: none"> <li>• Due to contract delays and difficulties establishing service guidelines in the contract, the inception of same-day bulk/recycling collection has been postponed.</li> <li>• In CY2009, two community document shred events were held – one in May and one in September 2009.</li> <li>• Curbside collection accepts polystyrene for recycling – this includes many types of foam such as egg containers. In addition, several types of electronics/anti-static bags now carry the recycling symbol allowing for more plastics recycling. The recycling rate has increased to 33.6% for CY2009, up from 30% for CY2008.</li> <li>• The combined total for the 2 document shred events in CY10 was 16,217 lbs. of paper and 406 people in attendance between the two events.</li> <li>• CSI added a collection day from May to September for yard waste. Based on the CY2009 tonnage report from CSI, yard waste collection volume increased 60% from CY2008.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to work with CSI to establish same-day bulk/recycling collection.</li> <li>• Provide one spring and one fall community document shredding event for citizens.</li> <li>• Continue working with CSI to explore new recycling opportunities and expand knowledge of residents and businesses as to what can be recycled to increase overall participation and collection amounts.</li> <li>• Increase advertising and promotion of events to increase participation.</li> <li>• As trees mature and the volume of brush and yard waste increases, continued promotion of the curbside yard waste collection by CSI will allow recycling collection rates to increase and the brush collection volume will continue to decrease.</li> </ul>

PUBLIC WORKS (continued)

5.4.7 Refuse Collection and Recycling (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

 Community Safety / Quality of Life

	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>					
Residential Curbside Pickups	1,098,000	1,102,400	1,105,400	1,329,000	1,329,000
Commercial Curbside Pickups	54,600	55,000	55,000	56,700	56,700
<b>Output</b>					
Total number of complaints	144	139	150	144	139
<b>Efficiency</b>					
Percentage of complaints vs. # of pickups	0.013%	0.012%	0.012%	0.010%	0.010%
<b>Outcome</b>					
Percentage of complaints per total pickups provided under 0.02%	Yes	Yes	Yes	Yes	Yes



## PUBLIC WORKS (continued)

## 5.4.8 Traffic Management

## Program Description

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

Table 5.44 TRAFFIC MANAGEMENT BUDGET SUMMARY





Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$340,221	\$348,231	\$348,231	\$351,551		\$351,551	\$309,606	(\$38,625)	(11.1)
Contractual Services	74,329	75,400	75,400	73,224		73,224	73,224	(2,176)	(2.9)
Materials and Supplies	21,846	29,300	29,300	29,300		29,300	29,300		
Transfer Payments	8,866	50,000	50,000	25,000		25,000	25,000	(25,000)	(50.0)
Continuous Charges	416,608	435,419	435,419	422,487		422,487	422,487	(12,932)	(3.0)
Capital Outlay	268,964	11,500	11,500	10,000	36,000	46,000	46,000	34,500	300.0
<b>TOTAL</b>	<b>\$1,130,834</b>	<b>\$949,850</b>	<b>\$949,850</b>	<b>\$911,562</b>	<b>\$36,000</b>	<b>\$947,562</b>	<b>\$905,617</b>	<b>(\$44,233)</b>	<b>(4.7)</b>
<b>FTE Summary</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>		<b>3.0</b>	<b>3.0</b>		

## FUTURE BUDGET CONSIDERATIONS:

- ❖ In FY12, there will be a need to increase electricity payments by approximately 10% to account for the additional lights and signals that will come on-line in FY11.
- ❖ During FY11, the five (5) new traffic signals will be covered by the manufacturer's warranty. In FY12, the Town will need to budget additional funds to provide maintenance and repair services for these additional signals. This would amount to approximately \$10,000 in additional funds requested for FY12.

PUBLIC WORKS (continued)

5.4.8 Traffic Management (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Operational Efficiency and Fiscal Management</b></p> <ul style="list-style-type: none"> <li>Provide review and inspection of work performed for property owners and utility companies in public right-of-way.</li> </ul>	<ul style="list-style-type: none"> <li>Provided staff and technical support to the Leesburg Standing Residential Traffic Committee; assisted with meeting agendas, presentations and traffic studies.</li> </ul>	<ul style="list-style-type: none"> <li>Provide review and inspection of work performed for property owners and utility companies in the public right-of-way.</li> </ul>
 <p><b>Community Safety / Quality of Life</b></p>	<ul style="list-style-type: none"> <li>Coordinated the installation of Driver Feedback Signs.</li> </ul>	
 <p><b>Land Development Process Improvements</b></p>	<ul style="list-style-type: none"> <li>Provided technical transportation comments to the Planning and Zoning Department for all special exception and rezoning applications.</li> </ul>	<ul style="list-style-type: none"> <li>Amend Town Transportation Plan (coordinate with Executive and Planning &amp; Zoning Departments).</li> </ul>
 <p><b>Capital Infrastructure</b></p> <ul style="list-style-type: none"> <li>Coordinate the implementation of traffic calming projects.</li> <li>Coordinate the design and installation of five (5) new traffic signals.</li> <li>Coordinate activities for transportation planning and improvement projects for the Town at the Northern Virginia Transportation Authority (NVTA).</li> <li>Provide technical support to VDOT for the Route 7/15 Bypass widening to six (6) lanes from East Market Street to South King Street including the Flyover at Sycolin Road.</li> </ul>	<ul style="list-style-type: none"> <li>Provided review and support to VDOT for the flyover at Sycolin Road.</li> <li>Coordinated the installation of the traffic signal management computer system.</li> <li>Conducted annual inspections of all streets and bridges.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate the implementation of traffic calming projects</li> <li>Coordinate the design and installation of new traffic signals</li> <li>Coordinate activities for transportation planning and improvement projects for the Town at the Northern Virginia Transportation Authority (NVTA)</li> <li>Provide technical support to VDOT for the Route 7/15 Bypass widening to six (6) lanes from East Market Street to South King Street including flyover at Sycolin Road.</li> </ul>

**PUBLIC WORKS (continued)**

**5.4.8 Traffic Management (continued)**

**Performance Measures**

 **Operational Efficiency and Fiscal Management**

 **Community Safety / Quality of Life**

	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>					
Expenditures	\$124,000	\$127,000	\$148,000	\$173,000	\$188,000
Traffic signals	35	36	42	49	54
<b>Output</b>					
Service calls	67	47	52	78	78
<b>Efficiency</b>					
Percentage of service calls completed within 30 minutes during business hours	96%	96%	96%	96%	97%
Percentage of service calls completed within 60 minutes after business hours	96%	96%	95%	95%	96%
Cost of service per signal	\$3,548	\$3,528	\$3,524	\$3,531	\$3,482
<b>Outcome</b>					
Percentage of service calls completed in less than the targeted time	96%	96%	95%	95%	96%

## LEISURE SERVICES

## 5.5 Leisure Services

## 5.5.1 Leisure Services Summary

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

Table 5.45 LEISURE SERVICES BUDGET SUMMARY

<b>Expense Summary</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Estimated</b>	<b>FY 2011 Base</b>	<b>FY 2011 PCPs</b>	<b>FY 2011 Proposed</b>	<b>FY 2011 Adopted</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
Parks and Recreation	\$7,062,661	\$7,053,979	\$7,191,168	\$7,295,385		\$7,295,385	\$7,226,475	\$172,496	2.4
Parks Advisory Commission	3,142	4,520	4,520	4,520		4,520	4,520		
Thomas Balch Library	511,815	521,449	488,809	473,339		473,339	471,557	(49,892)	(9.6)
Library Advisory Commission	6,035	6,020	6,400	5,870		5,870	5,870	(150)	(2.5)
<b>TOTAL</b>	<b>\$7,583,653</b>	<b>\$7,585,968</b>	<b>\$7,690,897</b>	<b>\$7,779,114</b>		<b>\$7,779,114</b>	<b>\$7,708,422</b>	\$122,454	<b>1.6</b>
<b>FTE Summary</b>	<b>116.03</b>	<b>119.38</b>	<b>119.38</b>	<b>117.18</b>		<b>117.18</b>	<b>117.18</b>	<b>(2.2)</b>	<b>(1.8)</b>

## LEISURE SERVICES (continued)

## 5.5.2 Parks and Recreation Summary

## Program Description

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

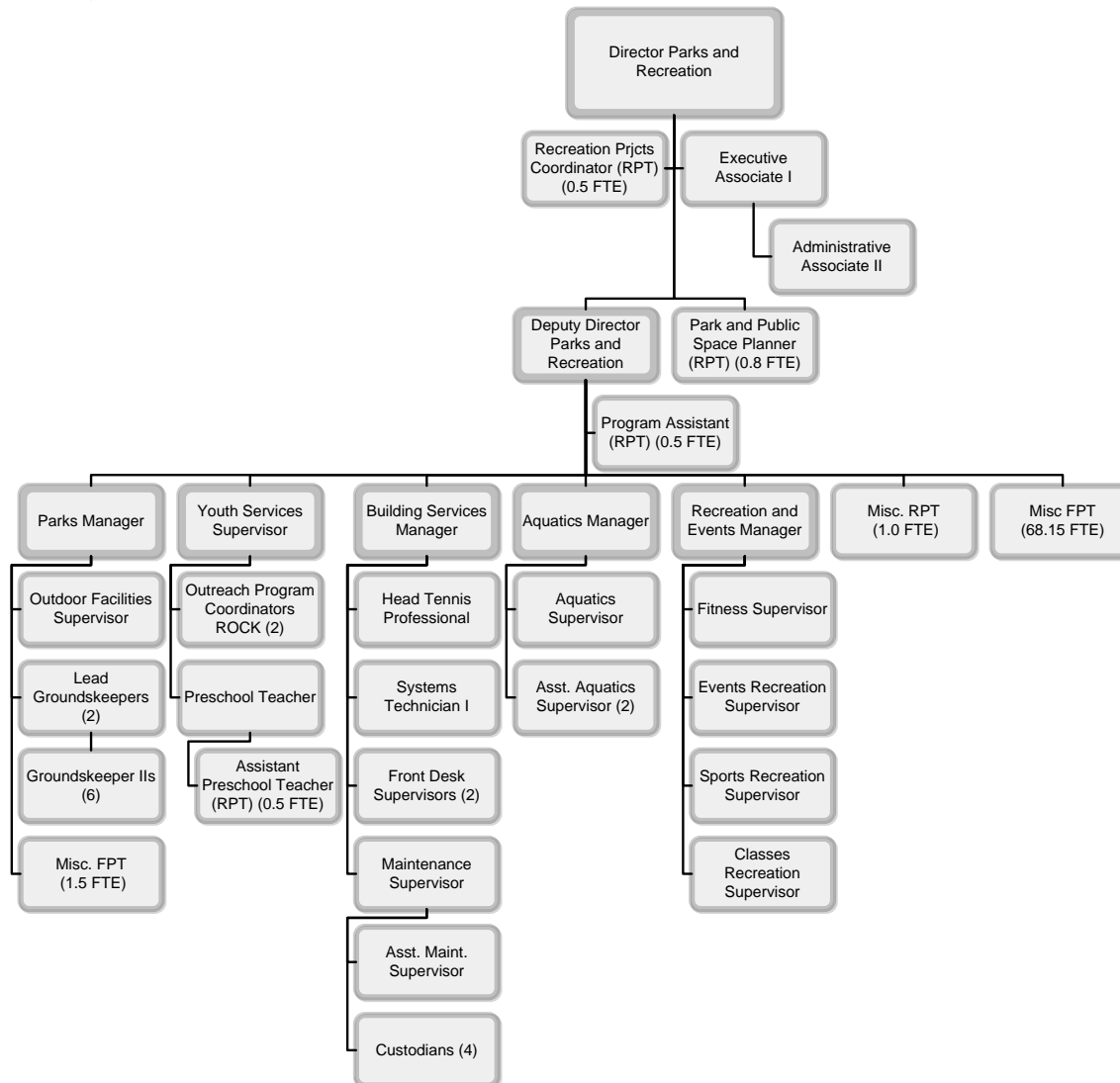
Table 5.46 PARKS AND RECREATION BUDGET SUMMARY

<b>Expense Summary</b>	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Administration Division	\$377,176	\$386,181	\$386,181	\$416,709		\$416,709	\$632,640	\$246,459	63.8
Parks Division	1,241,870	1,179,438	1,179,438	1,203,317	47,296	1,250,613	1,105,525	(73,913)	(6.3)
Recreation Division	5,443,615	5,488,360	5,625,549	5,675,359	(47,296)	5,628,063	5,488,310	(50)	(0.0)
<b>TOTAL</b>	<b>\$7,062,661</b>	<b>\$7,053,979</b>	<b>\$7,191,168</b>	<b>\$7,295,385</b>		<b>\$7,295,385</b>	<b>\$7,226,475</b>	<b>\$172,496</b>	<b>2.4</b>
<b>FTE Summary</b>	<b>109.80</b>	<b>113.15</b>	<b>113.15</b>	<b>112.15</b>		<b>111.15</b>	<b>110.95</b>	<b>(2.20)</b>	<b>(1.94)</b>
<b>Funding</b>									
General Fund	\$2,608,504	\$2,136,776	\$2,123,077	\$2,238,523		\$2,238,523	\$2,099,613	(\$37,163)	(1.7)
Uran Fund		219,091	219,091	197,750		197,750	197,750	(21,341)	(9.7)
Proffer		94,000	94,000					(94,000)	(100.0)
Recreation Charges	4,454,157	4,604,112	4,755,000	4,859,112		4,859,112	4,929,112	325,000	7.1
<b>TOTAL</b>	<b>\$7,062,661</b>	<b>\$7,053,979</b>	<b>\$7,191,168</b>	<b>\$7,295,385</b>		<b>\$7,295,385</b>	<b>\$7,226,475</b>	<b>\$172,496</b>	<b>2.4</b>

LEISURE SERVICES (continued)

5.5.2 Parks and Recreation Summary (continued)

Chart 5.20 Parks and Recreation Organizational Chart



## LEISURE SERVICES (continued)

## 5.5.3 Parks and Recreation – Administration Division

## Program Description

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

Table 5.47 PARKS AND RECREATION ADMINISTRATION BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$330,768	\$341,781	\$341,781	\$350,122		\$350,122	\$569,053	\$227,272	66.5
Contractual Services	20,120	28,500	28,500	22,238		22,238	20,238	(8,262)	(29.0)
Materials and Supplies	8,972	6,500	6,500	5,000		5,000	4,000	(2,500)	(38.5)
Continuous Charges	17,316	9,400	9,400	39,349		39,349	39,349	29,949	318.6
<b>TOTAL</b>	<b>\$377,176</b>	<b>\$386,181</b>	<b>\$386,181</b>	<b>\$416,709</b>		<b>\$416,709</b>	<b>\$632,640</b>	\$246,459	63.8
<b>FTE Summary</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>		<b>3.5</b>	<b>5.3</b>	<b>1.8</b>	<b>51.4</b>

## FY 2010 Objectives

## FY 2010 Accomplishments

## FY 2011 Objectives



## Community Safety / Quality of Life

- To oversee and develop Potomac Crossing Park.
- Begin creation of site-specific master plans for Town Parks.
- Continue implementation of the 20-year Comprehensive Plan for Parks, Recreation, Open Space, Trails, and Greenways.
- To develop and open the Maintenance facility at Ida Lee Park.

- Began development of Potomac Crossing Park
- Developed department wide 5-year Strategic Plan.
- Successfully concluded first season of the AV Symington Aquatics Center.
- Began construction of Ida Lee Park Maintenance Facility.
- Worked with the Friends Group to implement enhancements at the Dog Park.

- Continue development of site specific master plans at Town parks.
- Seek public/private partnerships for field development and enhancements.
- To open and operate Potomac Crossing Park
- Completion of the Maintenance Facility at Ida Lee Park.

## LEISURE SERVICES (continued)

## 5.5.4 Parks and Recreation – Parks Division

## Program Description

The Parks Division is committed to planning, developing, maintaining, and operating Town parks and open space areas that are safe, diverse, and accessible for all citizens. The division currently maintains 15 parks, totaling approximately 400 acres. In FY 2011, two new parks will come on line: Potomac Crossing Park and Morven Meadows Park. The division's work is separated into four major areas: park planning and development; general parks maintenance and beautification; athletic field maintenance; and management of park events.



Table 5.48 PARKS AND RECREATION - PARKS DIVISION BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$782,554	\$815,548	\$815,548	\$829,043	\$47,296	\$876,339	\$733,251	(\$82,297)	(10.1)
Contractual Services	55,097	77,500	77,500	83,837		83,837	83,837	6,337	8.2
Materials and Supplies	125,939	137,820	137,820	138,820		138,820	136,820	(1,000)	(0.7)
Continuous Charges	173,011	138,570	138,570	141,617		141,617	141,617	3,047	2.2
Capital Outlay	105,269	10,000	10,000	10,000		10,000	10,000		
<b>TOTAL</b>	<b>\$1,241,870</b>	<b>\$1,179,438</b>	<b>\$1,179,438</b>	<b>\$1,203,317</b>	<b>\$47,296</b>	<b>\$1,250,613</b>	<b>\$1,105,525</b>	<b>(\$73,913)</b>	<b>(6.3)</b>
<b>FTE Summary</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>1.0</b>	<b>12.5</b>	<b>11.5</b>		



LEISURE SERVICES (continued)

5.5.4 Parks and Recreation – Parks Division (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Economic Development and Downtown Improvements</b></p> <ul style="list-style-type: none"> <li>• Promote Loudoun Street public/private partnership(with Capital Projects Management, Economic Development, Finance , and Public Works</li> <li>• Downtown Improvement capital projects (with Capital Projects Management, Economic Development, Finance, and Public Works</li> </ul>	<ul style="list-style-type: none"> <li>• Completed conceptual plans and sketches for Loudoun Street Park and participated in several community meetings with project stakeholders.</li> <li>• Completed conceptual plans and sketches for Downtown Improvements.</li> <li>• Assisted in hiring design consultants.</li> <li>• Planned and implemented a demonstration streetscape project.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with consultant and stakeholders to complete preliminary development and construction plans for downtown improvements.</li> </ul>
 <p><b>Community Safety / Quality of Life</b></p> <ul style="list-style-type: none"> <li>• To provide temporary access improvements at Veterans Park.</li> <li>• To open and begin operation and programming of Potomac Crossing Park.</li> <li>• To provide site maintenance and operation of new dog park at Olde Izaak Walton Park.</li> </ul>	<ul style="list-style-type: none"> <li>• Assumed operations of dog park at Olde Izaak Walton Park.</li> <li>• Initiated construction of Potomac Crossing Park</li> <li>• Assumed maintenance of Outdoor Pool amenities and grounds.</li> <li>• Constructed new parking at Ida Lee Park.</li> </ul>	<ul style="list-style-type: none"> <li>• Open and begin operations of Potomac Crossing Park.</li> <li>• To provide temporary access improvements at Veterans Park.</li> <li>• Renovate flag-football field and complete additional bio-retention projects at Ida Lee Park.</li> </ul>

LEISURE SERVICES (continued)

5.5.4 Parks and Recreation – Parks Division (continued)

Performance Measures

 Community Safety / Quality of Life
  Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
FTE	9.2	10.5 <sup>1</sup>	11 <sup>1</sup>	11.5	11.5
Expenditures	\$963,792	\$1,071,112 <sup>1</sup>	\$1,158,060 <sup>1</sup>	\$1,231,455	\$1,179,438
Hours spent: field maintenance	4,860	5,000	6,000	6,700	7,900
Hours spent: general park maintenance	6,240	6,000	6,200	6,200	6,600
# Hours spent: Improvement projects	640	640	800	50	500
<b>Output</b>					
Athletic games played	900	1,100	1,350	1,500	1550
Park improvement projects completed	2	3	6	5	4
<b>Efficiency</b>					
Annual Cost per Capita	\$26.40	\$28.18 <sup>1</sup>	\$30.47 <sup>1</sup>	\$32.40	\$30.87
<b>Outcome</b>					
Complaints received	20	10	10	8	8

<sup>1</sup> Corrections.

## LEISURE SERVICES (continued)

## 5.5.5 Parks and Recreation – Recreation Division

## Program Description



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

Table 5.49 PARKS AND RECREATION - RECREATION DIVISION BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$4,114,039	\$4,123,569	\$4,123,569	\$4,201,008	(\$47,296)	\$4,153,712	\$4,024,959	(\$98,610)	(2.4)
Contractual Services	666,101	718,465	761,154	771,125		771,125	768,125	49,660	6.9
Materials and Supplies	243,043	280,334	280,334	265,334		265,334	257,334	(23,000)	(8.2)
Transfer Payments	2,063								
Continuous Charges	415,289	359,492	453,992	437,892		437,892	437,892	78,400	21.8
Capital Outlay	3,080	6,500	6,500					(6,500)	(100.0)
<b>TOTAL</b>	<b>\$5,443,615</b>	<b>\$5,488,360</b>	<b>\$5,625,549</b>	<b>\$5,675,359</b>	<b>(\$47,296)</b>	<b>\$5,628,063</b>	<b>\$5,488,310</b>	<b>(\$50)</b>	<b>(0.0)</b>
<b>FTE Summary</b>	<b>94.80</b>	<b>98.15</b>	<b>98.15</b>	<b>96.15</b>	<b>(1.00)</b>	<b>95.15</b>	<b>94.15</b>	<b>(4.00)</b>	<b>(2.0)</b>

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Operational Efficiency and Fiscal Management</b></p> <ul style="list-style-type: none"> <li>Exceed revenue goals while operating within established guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>Exceeded projected FY 10 departmental revenues.</li> </ul>	<ul style="list-style-type: none"> <li>Exceed revenue goals while operating within established guidelines and evaluate possible efficiencies.</li> </ul>
 <p><b>Community Safety / Quality of Life</b></p> <ul style="list-style-type: none"> <li>Successfully manage the first season of the A.V. Symington Aquatic Center.</li> <li>Exceed revenue goals while operating within established guidelines.</li> <li>Inspect and upgrade indoor slide and diving board for indoor pool at Ida Lee Park Recreation Center.</li> <li>Host first Annual Community Health Fair.</li> <li>Increase number of preschool students in four year program.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented policy to allow consumption of alcohol at select department facilities and Town-produced events.</li> <li>Completed a successful inaugural season of the A.V. Symington Aquatic Center.</li> <li>Expanded the Flower &amp; Garden Festival to include an additional block.</li> <li>Expanded the Holiday in Leesburg event to two weekends.</li> <li>Established partnership for the annual Acoustics on the Green concert series.</li> <li>Increased pass sales as a result of expanded automatic deduction process.</li> </ul>	<ul style="list-style-type: none"> <li>Promote benefits of healthy living through Step Up to Health committee initiatives.</li> <li>Increase outdoor tennis programs for fall and spring seasons.</li> <li>Successfully manage the first year of rentals that include permitted alcohol consumption.</li> <li>Expand shade availability at the A.V. Symington Aquatic Center.</li> <li>Incorporation of required Plug &amp; Play credit card system to increase security measures against credit card fraud.</li> </ul>

## LEISURE SERVICES (continued)

## 5.5.5 Parks and Recreation – Recreation Division (continued)

## Performance Measures



	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
FTE <sup>2</sup>	75.3	76.6	76.6	76.6	76.6
Expenditures	\$3,461,011	\$3,665,686	\$4,350,961 <sup>3</sup>	\$4,665,190	\$5,052,548
<b>Output</b>					
Programs offered	2,328	2,629	3,098	3,410	3,356
Program participants	18,264	18,519	19,586	22,233	22,495
Ida Lee pass visits	253,297	233,649	245,503	255,274	252,292
Ida Lee daily admissions	76,074	83,299	76,590	73,849	59,448
Outdoor pool visits	NA	NA	NA	19,250	68,935
Revenue generated	\$3,097,310	\$3,276,768	\$3,617,123	\$4,193,381	\$4,755,000
<b>Efficiency</b>					
Cost recovery rate (70% Town Council mandate)	89%	88%	83%	90%	90%
Cost per capita after revenue	\$9.84	\$11.35	\$19.31	\$12.42	\$12.89
<b>Outcome</b>					
Percentage of programs rated as good or excellent by participants	94%	94%	95%	95%	95%

<sup>2</sup> FTE does not include hours for administrative duties, training, leave, and holiday.

<sup>3</sup> Correction.

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division (continued)

Performance Measures

 Community Safety / Quality of Life  Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
Special Events (SE) FTE	1	1	1	1	1
SE Expenditures	\$283,038	\$232,449	\$241,989	\$269,264	\$377,296
<b>Output</b>					
Special Events (SE) offered	12	12	11	11	11
SE program participants	57,000	67,589	56,460	63,545	67,000
SE revenues generated	\$155,830	\$169,237	\$155,770	\$163,922	\$200,000
<b>Efficiency</b>					
Cost per capita after revenue	\$3.44	\$1.66	\$2.27	\$2.77	\$4.64
Cost per participant after revenue	\$2.23	\$.93	\$1.52	\$1.65	\$2.65
<b>Outcome</b>					
Special events receiving local, state or national awards	3	3	4	2	5

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division (continued)

Performance Measures

 Community Safety / Quality of Life
  Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
Community Outreach (CO) FTE	2.3	4.38	4.38	4.38	4.38
CO expenditures	\$141,575	\$188,345	\$194,601	\$212,444	\$233,543
CO grants/donations received	\$10,772	\$10,772	\$1,500	\$2,063	\$4,795
<b>Output</b>					
CO program sites	3	4	4	4	4
CO activity hours	820	1,385	1,392	1,432	1,467
CO program participants	363	385	280	300	317
<b>Efficiency</b>					
Cost per program hour offered	\$172	\$136	\$140	\$148	\$159
Cost per capita	\$3.83	\$4.95	\$5.12	\$5.59	\$6.11
Cost per participant	\$390	\$490	\$695	\$708	\$737
<b>Outcome</b>					
Percent registered youth attending programs	61%	55%	65%	65%	67%

LEISURE SERVICES (continued)

5.5.6 Parks and Recreation Advisory Commission

Program Description

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

Table 5.50 PARKS AND RECREATION ADVISORY COMMISSION BUDGET SUMMARY									
Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,142	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
<b>TOTAL</b>	<b>\$3,142</b>	<b>\$4,520</b>	<b>\$4,520</b>	<b>\$4,520</b>		<b>\$4,520</b>	<b>\$4,520</b>		
<b>Funding Summary</b>									
General Fund	\$3,142	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
<b>TOTAL</b>	<b>\$3,142</b>	<b>\$4,520</b>	<b>\$4,520</b>	<b>\$4,520</b>		<b>\$4,520</b>	<b>\$4,520</b>		



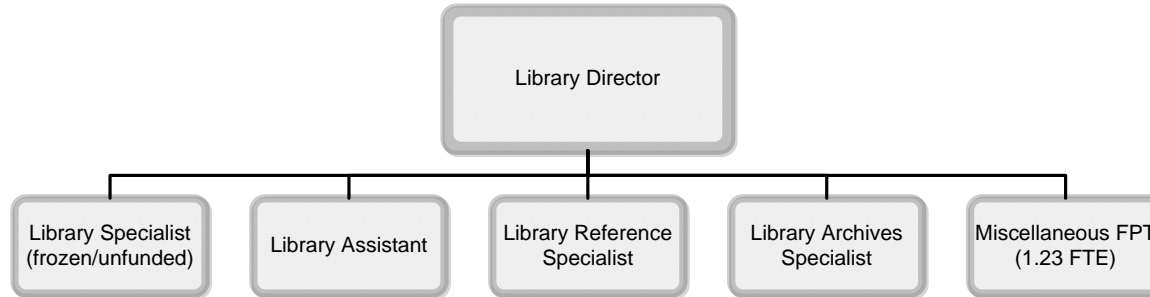
LEISURE SERVICES (continued)

5.5.7 Thomas Balch Library

Program Description

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

Chart 5.21 Thomas Balch Library Organizational Chart



## LEISURE SERVICES (continued)

## 5.5.7 Thomas Balch Library (continued)

Table 5.51 THOMAS BALCH LIBRARY BUDGET SUMMARY


<b>Expense Summary</b>	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$413,000	\$421,272	\$388,632	\$374,657		\$374,657	\$372,875	(\$48,397)	(11.5)
Contractual Services	41,058	38,588	38,588	36,815		36,815	36,815	(1,773)	(4.6)
Materials and Supplies	32,737	36,500	36,500	37,600		37,600	37,600	1,100	3.0
Continuous Charges	19,001	25,089	25,089	24,267		24,267	24,267	(822)	(3.3)
Capital Outlay	6,019								
<b>TOTAL</b>	<b>\$511,815</b>	<b>\$521,449</b>	<b>\$488,809</b>	<b>\$473,339</b>		<b>\$473,339</b>	<b>\$471,557</b>	(\$49,892)	(9.6)
<b>FTE Summary</b>	<b>6.23</b>	<b>6.23</b>	<b>6.23</b>	<b>6.23</b>		<b>6.23</b>	<b>6.23</b>		
<b>Funding Summary</b>									
General Fund	\$495,320	\$505,449	\$472,809	\$457,339		\$457,339	\$455,557	(\$49,892)	(9.9)
Library Revenues	16,495	16,000	16,000	16,000		16,000	16,000		
<b>TOTAL</b>	<b>\$511,815</b>	<b>\$521,449</b>	<b>\$488,809</b>	<b>\$473,339</b>		<b>\$473,339</b>	<b>\$471,557</b>	(\$49,892)	(9.6)

## FUTURE BUDGET CONSIDERATIONS:

- ❖ Staffing to meet increasing patron and administrative demands.
- ❖ New telephone system for security and effective business operations.
- ❖ Space for processing and storing collections.
- ❖ Security system including electronically monitored access (locks).
- ❖ Electronic soft- and hardware to support existing and anticipated operational and programming needs.
- ❖ Building maintenance including window cleaning, interior painting, continued implementation of energy efficiencies such as storm windows or shutters.

## LEISURE SERVICES (continued)

## 5.5.7 Thomas Balch Library (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> <li>• Support efforts of Friends of the TBL in creation of an endowment.</li> <li>• Collect, preserve, and make available through processing and cataloguing primary and secondary resources documenting local and regional history and genealogy.</li> <li>• Continue to establish and implement guidelines and best practices for processing, arranging, and describing manuscript and visual materials and PastPerfect.</li> <li>• Conduct biannual survey of patrons to solicit research and access interests and needs to assist in short and long range planning.</li> <li>• Maintain and develop outreach programming for and marketing of Thomas Balch Library including production of a booklet/DVD of the Leesburg 250<sup>th</sup> Anniversary Lecture series.</li> <li>• Foster cooperation and teamwork among staff, Thomas Balch Library Advisory Commission, Friends of Thomas Balch Library, Inc. and the Black History Committee of the Friends of Thomas Balch Library, Inc.</li> </ul>	<ul style="list-style-type: none"> <li>• “An Evening at Morven Park,” Friends fundraiser for TBL September 27, 2009</li> <li>• Managed collections through inventorying, processing, cataloguing and electronic posting of collection guides. Improved patron access to TBL collections and online subscriptions through design and implementation of web pages on new Town website.</li> <li>• Initiated planning and development of disaster preparedness and emergency management program including cooperative work with MestWest a committee of the Heritage Consortium.</li> <li>• Provided community enrichment through genealogical and historical programs, classes, book signings, exhibits, lectures, and tours. Production of a booklet/DVD of the Leesburg 250<sup>th</sup> Anniversary Lecture series. Initiated project to film lectures for future broadcast and patron use.</li> <li>• Published biannual <i>Balch Column</i>; revised and created new TBL educational brochures including a rack card illustrating digital resources available at TBL.</li> <li>• Continued collaboration with Friends of TBL, Inc., on marketing strategies to promote awareness of TBL and with other historical organizations. Recipient of numerous grants from these and other organizations. Recipient of grant from Loudoun INOVA for new oral history program: Loudoun Laurels. Funds from this grant are underwriting production of a Leesburg History DVD for educational and promotional use by the Town.</li> <li>• Collaborated with TBL Advisory Commission to provide outreach programs for LCPS media specialists.</li> <li>• Collaborated with TBL Advisory Commission to provide an award for LCPS Social Science Fair and the Loudoun History Awards.</li> <li>• Initiated effort to establish cooperative venture with GMU for interns, lectures and digital projects.</li> <li>• Working with Public Works implemented energy efficiencies to achieve cost savings for the Town.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to support efforts of Friends of the TBL in establishing an endowment.</li> <li>• Collect, preserve, and make available through processing and cataloguing primary and secondary resources documenting local and regional history and genealogy.</li> <li>• Continue to develop disaster preparedness and emergency management program.</li> <li>• Continue to establish and implement guidelines and best practices for processing, arranging, and describing printed, manuscript and visual materials.</li> <li>• Maintain and develop outreach programming for and marketing of TBL including eliciting information from the public through bi-annual surveys of patrons.</li> <li>• Foster cooperation and teamwork among staff, TBL Advisory Commission, Friends of the TBL, Inc. and the Black History Committee of Friends of TBL, Inc.</li> <li>• Foster collaborative ventures with external organizations such as GMU.</li> </ul>

## LEISURE SERVICES (continued)

## 5.5.7 Thomas Balch Library (continued)

## Performance Measures



## Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
Full-time FTEs	5	5	5	5	5 <sup>4</sup>
Part-time FTEs	1.03	1.03	1.23	1.23	1.23
Dollars spent	\$385,868	\$466,985	\$477,248	\$506,172	\$521,449
Annual volunteer hours	749	633	706	535	500
Annual volunteer hours (Friends of Balch)		2,116	1,992	1,946 <sup>5</sup>	1,830
Annual intern hours	1,257	290	253	63	TBD
<b>Output</b>					
Annual capital assets	11,268	28,380	30,029	37,476	39,000
Annual acquisitions (donations of materials)	259	199	203	217	200
Annual reference requests	15,215	17,130	28,975	28,248	25,000
Annual service requests				932	750
Grant funding received	\$3,500	\$13,960	\$42,853	\$20,128	\$15,000
Annual collections processed	9	23	33	22	20
<b>Efficiency</b>					
Cost saved due to use of volunteer/intern hours	\$16,268	\$20,699	\$20,887	\$13,025 <sup>6</sup>	\$10,890
Cost saved due to Friends of Balch vol. hours	\$27,302	\$45,960	\$41,861	\$42,384 <sup>5</sup>	\$39,857
Cost saved due to NUCMC cat. Mss.				\$2,283 <sup>7</sup>	\$2,075
<b>Outcome</b>					
Revenue (book sales, meeting room use, donations, copies, photo orders, ILL)	\$21,169	\$23,726	\$25,687	\$20,428	\$17,500
Annual patron visits	13,940	12,536	13,555	12,375	12,500
Annual program attendance	1,355	1,668	1,292	1,147	1,250
Annual additions to catalogues	1,344	1,872	2,426	4,720	2,500

<sup>4</sup> One position became vacant and then frozen during FY 2010.

<sup>5</sup> This figure is incomplete – not all members of the Friends reported volunteer hours.

<sup>6</sup> These figures are derived by multiplying the number of volunteer/intern hours by \$21.78 per hour – same rate that has been used since FY06.

<sup>7</sup> 22 collections catalogued x Lib. of Cong. cost (\$103.75) to produce a NUCMC bibliographic record. Does not include savings for staffing, equipment, office space, software.

## LEISURE SERVICES (continued)

## 5.5.8 Thomas Balch Library Advisory Commission

## Program Description

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

Table 5.52 THOMAS BALCH LIBRARY ADVISORY COMMISSION BUDGET SUMMARY

<b>Expense Summary</b>	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$4,487	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services	1,346	1,000	1,380	1,000		1,000	1,000		
Materials and Supplies	202	500	500	350		350	350	(150)	(30.0)
<b>TOTAL</b>	<b>\$6,035</b>	<b>\$6,020</b>	<b>\$6,400</b>	<b>\$5,870</b>		<b>\$5,870</b>	<b>\$5,870</b>	<b>(\$150)</b>	<b>(2.5)</b>
<b>Funding Summary</b>									
General Fund	\$6,035	\$6,020	\$6,400	\$5,870		\$5,870	\$5,870	(\$150)	(2.5)
<b>TOTAL</b>	<b>\$6,035</b>	<b>\$6,020</b>	<b>\$6,400</b>	<b>\$5,870</b>		<b>\$5,870</b>	<b>\$5,870</b>	<b>(\$150)</b>	<b>(2.5)</b>

## COMMUNITY DEVELOPMENT

## 5.6 Community Development

## 5.6.1 Community Development Summary

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

## Planning and Zoning Boards and Commissions

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

Table 5.53 COMMUNITY DEVELOPMENT BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Planning and Zoning	\$1,484,771	\$1,588,056	\$1,538,056	\$1,796,137		\$1,796,137	\$1,776,537	\$188,481	11.9
Bd. of Arch. Review	20,907	25,275	25,275	25,275		25,275	25,275		
Bd. of Zoning Appeals	1,149	3,730	3,730	3,730		3,730	3,730		
Env. Advisory Commission	6,484	7,020	10,120	7,020		7,020	7,020		
Planning Commission	22,835	26,275	26,275	26,025		26,025	26,025	(250)	(1.0)
Tree Commission	5,424	6,520	9,520	6,520		6,520	6,520		
Plan Review	1,757,766	1,833,885	1,797,885	1,643,779		1,643,779	1,626,144	(207,741)	(11.3)
<b>TOTAL</b>	<b>\$3,299,336</b>	<b>\$3,490,761</b>	<b>\$3,410,861</b>	<b>\$3,508,486</b>		<b>\$3,508,486</b>	<b>\$3,471,251</b>	<b>(\$19,510)</b>	<b>(0.6)</b>
<b>FTE Summary</b>	<b>26.0</b>	<b>30.0</b>	<b>28.0</b>	<b>28.0</b>		<b>28.0</b>	<b>28.0</b>	<b>(2.0)</b>	<b>(6.7)</b>

## COMMUNITY DEVELOPMENT (continued)

## 5.6.2 Planning and Zoning Summary

## Program Description

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

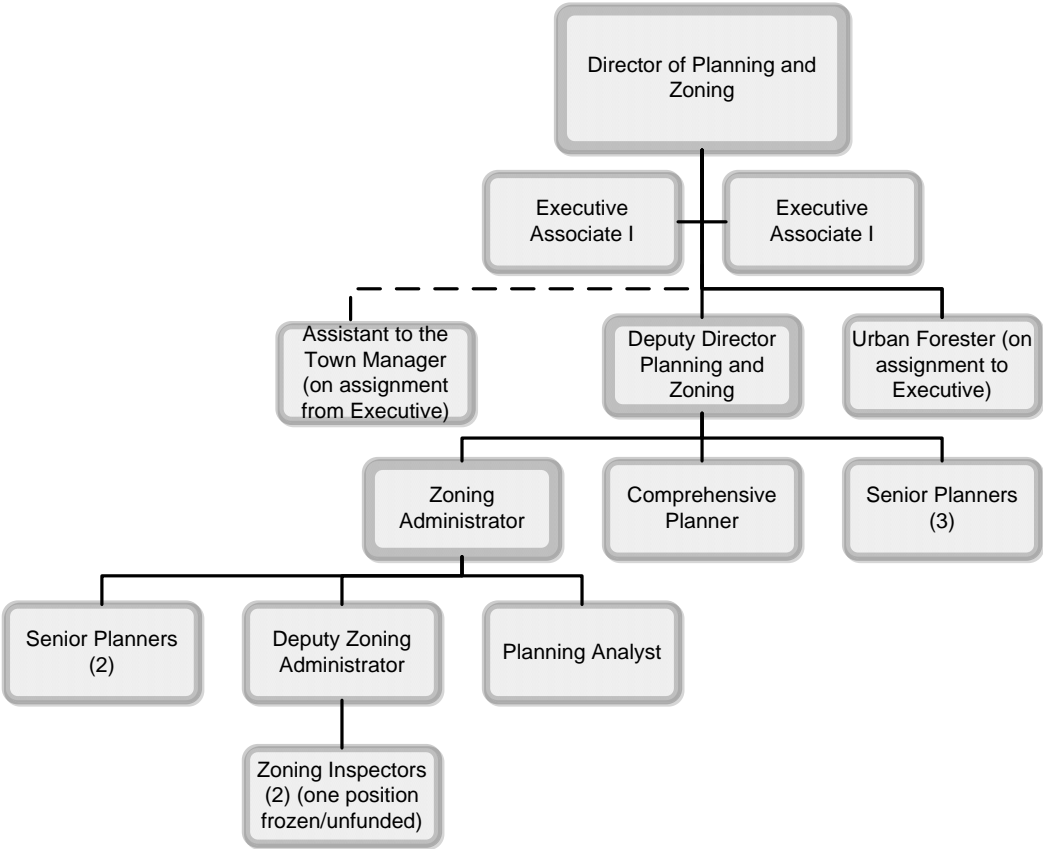
Table 5.54 PLANNING AND ZONING BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,320,458	\$1,433,226	\$1,433,226	\$1,698,853		\$1,698,853	\$1,689,254	\$256,028	17.9
Contractual Services	148,728	140,290	90,290	72,504		72,504	62,503	(77,787)	(55.4)
Materials and Supplies	8,151	9,780	9,780	9,380		9,380	9,380	(400)	(4.1)
Continuous Charges	2,694	2,460	2,460	15,400		15,400	15,400	12,940	526.0
Capital Outlay	4,740	2,300	2,300					(2,300)	(100.0)
<b>TOTAL</b>	<b>\$1,484,771</b>	<b>\$1,588,056</b>	<b>\$1,538,056</b>	<b>\$1,796,137</b>		<b>\$1,796,137</b>	<b>\$1,776,537</b>	<b>\$188,481</b>	<b>11.9</b>
<b>FTE Summary</b>	<b>23.0</b>	<b>16.0</b>	<b>14.0</b>	<b>16.0</b>		<b>16.0</b>	<b>16.0</b>		
<b>Funding Summary</b>									
General Fund	\$1,442,433	\$1,574,388	\$1,524,388	\$1,698,408		\$1,698,408	\$1,678,808	\$104,420	6.6
Capital Projects Fund				74,348		74,348	74,348	74,348	100.0
Utilities Fund	40,814	13,668	13,668	23,381		23,381	23,381	9,713	71.1
Airport Fund	1,524								
<b>TOTAL</b>	<b>\$1,484,771</b>	<b>\$1,588,056</b>	<b>\$1,538,056</b>	<b>\$1,796,137</b>		<b>\$1,796,137</b>	<b>\$1,776,537</b>	<b>\$188,481</b>	<b>11.9</b>

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning Budget Summary (continued)





Chart 5.22 Planning and Zoning Organizational Chart






COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Economic Development and Downtown Improvements</b></p> <ul style="list-style-type: none"> <li>• Future Courts expansion (with Executive).</li> <li>• County government center expansion.</li> <li>• Annexation (with Executive, PW and Utilities).</li> <li>• Continue historic preservation efforts.</li> </ul>	<ul style="list-style-type: none"> <li>• On hold by County, along with government center expansion.</li> <li>• Implemented new H-1 Guidelines and improved BAR review process.</li> <li>• A comprehensive review and update of the sign ordinance was achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Work on joint annexation efforts with Loudoun County.</li> <li>• Work with Economic Development to coordinate all applicable land development proposals and amendments.</li> </ul>
 <p><b>Operational Efficiency and Fiscal Management</b></p> <ul style="list-style-type: none"> <li>• Manage pilot team efforts, zoning enforcement, tree management, capital construction inspection, transportation model (with Executive and Public Works, Parks and Recreation and Utilities and Capital Projects Management).</li> <li>• Aggressively explore opportunities for public private partnerships (with all departments).</li> </ul>	<ul style="list-style-type: none"> <li>• Urban Forestry Team (Public Works, Parks and Recreation, and Planning) achieved greater efficiency on forestry maintenance efforts.</li> <li>• Transportation Team (Trans. Engineer, Planners and Executive Office) focused on the transportation model and staff was trained on use and application of the model.</li> <li>• Continued to streamline reorganization of department for land development review process and to increase review efficiencies.</li> <li>• Implemented improvements to department webpage to better inform the public regarding information on current projects.</li> <li>• LMIS Standard Operating Procedure and training was completed and is being utilized.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to refine land development review process improvements to increase review efficiencies.</li> <li>• Revise Zoning Ordinance formatting and organization to make the document more user friendly.</li> </ul>
 <p><b>Community Safety / Quality of Life</b></p>	<ul style="list-style-type: none"> <li>• Strengthened enforcement of regulations that address overcrowding issues and implemented outreach strategy.</li> <li>• Improved response time to public complaints/inquiries regarding zoning issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain maintenance code enforcement training and adopt appropriate regulations to increase efficiency of town code enforcement.</li> </ul>
 <p><b>Land Development Process Improvements</b></p> <ul style="list-style-type: none"> <li>• Develop regular schedule for reviewing and maintaining the zoning ordinance.</li> <li>• Complete remaining zoning ordinance amendments</li> <li>• Complete the Form Based Code for the Crescent District</li> </ul>	<ul style="list-style-type: none"> <li>• 19 Zoning Ordinance Amendments initiated by Town Council were processed and/or started.</li> <li>• Planning Commission held a public hearing, input sessions, and</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Planning Commission and Town Council on implementation issues relating to the Form Based Code.</li> <li>• Assist the Planning Commission with the review and update of the Town Plan per State Code requirements.</li> </ul>

COMMUNITY DEVELOPMENT (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
<ul style="list-style-type: none"> <li>• Complete work on joint planning /annexation efforts with Loudoun County.</li> <li>• Review and amend the H-2 guidelines.</li> <li>• Amend Town Transportation Plan (with Executive and Public Works).</li> </ul>	<ul style="list-style-type: none"> <li>• multiple work sessions leading to recommendations on the Form Based Code.</li> <li>• H-2 Guidelines reviewed and recommendations presented to Town Council.</li> <li>• New H-1 Guidelines were adopted and resulted in a majority of cases being reviewed and approved in one meeting.</li> <li>• Implemented new process to integrate legislative and preliminary BAR reviews.</li> <li>• Annual Town Plan Monitoring Report completed.</li> <li>• Continued implementation of the Urban Forestry Management Plan resulting in new tree conservation provisions in regulatory documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete amendments to the Transportation Element of the Town Plan to revise the road network per results from the 527 study and update the transportation proffer guidelines.</li> <li>• Develop regular schedule for reviewing and maintaining the Zoning Ordinance.</li> </ul>
 <p><b>Capital Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Priority project management – “A-team Approach” (with Executive, Town Attorney, Public Works, Plan Review, Utilities, and Capital projects Management).</li> <li>• Support Planning Commission in earlier review of Capital Improvements Program, especially future projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Participated in team approach to address Capital Improvements Projects issues.</li> <li>• Planning Commission review of Capital Improvements Program began five months earlier than in the past.</li> </ul>	

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures



Land Development Process Improvements

Environmental Activities	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY10 Estimated
<b>Input</b>				
FTE		2.5	2	2
<b>Output</b>				
Environmental focus plan and ordinance amendments		4	3	3
Environmental focus community meetings		4	1	2
Environmental focus outreach/educational events		40	11	25
EAC/Watershed/LEEP meetings		30	24	24
Tree Commission Meetings		12	12	12
Environmental reviews of land development applications and capital projects			34	30

BAR Applications Processed	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>				
FTE <sup>1</sup>			1	1
BAR review applications received			63	65
<b>Output</b>				
Certificates of appropriateness (COAs) issued by BAR			62 <sup>2</sup>	65
Projects approved			100%	100%
<b>Efficiency</b>				
FTE required per application			.016	.015
<b>Outcome</b>				
COAs approved within mandated 75-day timeframe			100%	100%

<sup>1</sup> Preservation planner primary reviewer. In high workload instances other staff may assist.

<sup>2</sup>One case withdrawn by applicant.

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures (continued)



Land Development Process Improvements

BAR Administrative Reviews	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>				
FTE <sup>3</sup>			1	1
BAR administrative approval applications received			69 <sup>4</sup>	30
<b>Output</b>				
COAs issued by staff			69	30
<b>Outcome</b>				
Projects approved			69	30

Zoning Permits – New Construction (Residential and Commercial)	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>				
FTE			.5	.5
Zoning permits-new construction, res. & comm..			65	45
<b>Output</b>				
Zoning permits processed			65	45
<b>Efficiency</b>				
Average number of days for processing			3	3
<b>Outcome<sup>5</sup></b>				
Zoning permits processed within three days of receipt			52	38
Percent zoning permits approved within three days of receipt			80%	85%

<sup>3</sup> Preservation Planner primary reviewer. In high workload instance other staff may assist.

<sup>4</sup> Unusually high number includes Village at Leesburg multiple storefronts.

<sup>5</sup> Complexity of project would determine surpassing three-day timeframe (e.g., Village at Leesburg)

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures (continued)



Land Development Process Improvements

Zoning Permits – Additions , Alterations, Decks, etc.	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>				
FTE			.5	.5
Zoning permits requested-additions, alterations, decks, sheds, etc.			438	500
<b>Output</b>				
Zoning permits processed			438	500
<b>Efficiency</b>				
Average number of minutes for processing			15	15
<b>Outcome<sup>6</sup></b>				
Number zoning permits processed within 15 minutes at counter			407	475
Percent zoning permits approved within 15 minutes at counter			93%	95%

<sup>6</sup> Those not approved at counter required site visit, site plan waiver, or multiple project consideration.

## COMMUNITY DEVELOPMENT (continued)

## 5.6.2 Planning and Zoning (continued)

## Performance Measures (continued)



## Land Development Process Improvements

Special Exception Applications	CY2007 Actual	CY2008 Actual	CY2009 Actual	CY2010 Estimated
<b>Input</b>				
FTE	2	2	2	2
Special exception (SE) submissions received	29	40	18	20
<b>Output</b>				
SE submissions reviewed	29	40	18	20
<b>Efficiency</b>				
Average number of days required to complete SE plat review	24	25	26.4	25
Average number of SE submissions before Council final action for cases approved in calendar year	3.3	2.8	2.0	2.25
<b>Outcome</b>				
Number SE submissions responded to within 28 days	27	34	11	16
Percent SE submissions reviewed within 28 days	93%	85%	72% <sup>7</sup>	80%

<sup>7</sup> This is a drop in the percentage from last year due to the complexity of cases, new standards and procedures and employee learning curves. However, the number of submissions for approved applications dropped to an all-time low, which in the long run saved applicants time.

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures (continued)



Land Development Process Improvements

Zoning Ordinance Amendments	CY2007 Actual	CY2008 Actual	CY2009 Estimated	CY2010 Estimated
<b>Input</b>				
FTE <sup>8</sup>			2	2
Zoning ordinance amendments initiated			11	6
<b>Output</b>				
Zoning amendments worked on			19 <sup>9</sup>	14
Zoning amendments acted on by Council			11	12
<b>Outcome</b>				
Zoning amendments acted on by Council within six months			7 <sup>10</sup>	11

<sup>8</sup> Estimated two FTE. Eight different employees spent part of their work time on one or more amendments.

<sup>9</sup> Six amendments initiated in 2008 received final Council action 2009 (5 approved, 1 denied).

<sup>10</sup> Seven approved in less than six months; one at seven months; two at 11 months; one still under review estimated at nine months. Excludes time for Form Based Code review.

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures (continued)



Land Development Process Improvements

Rezoning Applications	CY2007 Actual	CY2008 Actual	CY2009 Actual	CY2010 Estimated
<b>Input</b>				
FTE	2	2	2	2
Dollars Spent				
Rezoning applications received	12	20	14	14
<b>Output</b>				
Rezoning applications reviewed	12	20	14	14
<b>Efficiency</b>				
Average number of days required to complete rezoning submission review	26	28	26.7 <sup>11</sup>	25
Average number of submissions before Council final action of cases approved in Calendar Year	4	6	3	2.75
<b>Outcome</b>				
Number rezoning applications reviewed within 28 days	10	16	7	10
Percent rezoning applications reviewed within 28 days	83%	80%	66% <sup>12</sup>	85%

<sup>11</sup> The figure is misleading because experience has shown that approximately 30 days is often needed to do a thorough first submission review. However, subsequent submissions can take less time and that is what lowers the overall review time to an average of 26.7 days per submission.

<sup>12</sup> This is a drop in the percentage from last year due to the complexity of cases, new standards and employee learning curves.



COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures (continued)



Community Safety / Quality of Life

Zoning Violations	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>				
FTE		2	1	1.5 <sup>13</sup>
Zoning violations		181	312	200
<b>Output</b>				
Violations processed		181	312	200
<b>Outcome</b>				
Cases closed/abated		161	269	172
Cases closed/no violation found		20	43	20

<sup>13</sup> Assuming emphasis on more outreach and education with public to comply with ordinance requirements.

## COMMUNITY DEVELOPMENT (continued)

## 5.6.3 Board of Architectural Review

## Program Description

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

Table 5.55 BOARD OF ARCHITECTURAL REVIEW BUDGET SUMMARY

<b>Expense Summary</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Estimated</b>	<b>FY 2011 Base</b>	<b>FY 2011 PCPs</b>	<b>FY 2011 Proposed</b>	<b>FY 2011 Adopted</b>	<b>\$ Increase/% Increase/ (Decrease) (Decrease)</b>
Personnel Services	\$18,913	\$22,775	\$22,775	\$22,775		\$22,775	\$22,775	
Contractual Services	1,454	2,000	2,000	2,000		2,000	2,000	
Materials and Supplies	540	500	500	500		500	500	
<b>TOTAL</b>	<b>\$20,907</b>	<b>\$25,275</b>	<b>\$25,275</b>	<b>\$25,275</b>		<b>\$25,275</b>	<b>\$25,275</b>	
<b>Funding Summary</b>								
General Fund	\$20,907	\$25,275	\$25,275	\$25,275		\$25,275	\$25,275	
<b>TOTAL</b>	<b>\$20,907</b>	<b>\$25,275</b>	<b>\$25,275</b>	<b>\$25,275</b>		<b>\$25,275</b>	<b>\$25,275</b>	

COMMUNITY DEVELOPMENT (continued)

5.6.4 Board of Zoning Appeals

Program Description

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

Table 5.56 BOARD OF ZONING APPEALS BUDGET SUMMARY									
Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,149	\$3,230	\$3,230	\$3,230		\$3,230	\$3,230		
Contractual Services		500	500	500		500	500		
<b>TOTAL</b>	<b>\$1,149</b>	<b>\$3,730</b>	<b>\$3,730</b>	<b>\$3,730</b>		<b>\$3,730</b>	<b>\$3,730</b>		
<b>Funding Summary</b>									
General Fund	\$1,149	\$3,730	\$3,730	\$3,730		\$3,730	\$3,730		
<b>TOTAL</b>	<b>\$1,149</b>	<b>\$3,730</b>	<b>\$3,730</b>	<b>\$3,730</b>		<b>\$3,730</b>	<b>\$3,730</b>		

COMMUNITY DEVELOPMENT (continued)

5.6.5 Environmental Advisory Commission

Program Description

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

Table 5.57 ENVIRONMENTAL ADVISORY COMMISSION BUDGET SUMMARY

<b>Expense Summary</b>	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,250	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services	2,983	2,000	5,100	2,000		2,000	2,000		
Materials and Supplies	251	500	500	500		500	500		
<b>TOTAL</b>	<b>\$6,484</b>	<b>\$7,020</b>	<b>\$10,120</b>	<b>\$7,020</b>		<b>\$7,020</b>	<b>\$7,020</b>		
<b>Funding Summary</b>									
General Fund	\$6,484	\$7,020	\$10,120	\$7,020		\$7,020	\$7,020		
<b>TOTAL</b>	<b>\$6,484</b>	<b>\$7,020</b>	<b>\$10,120</b>	<b>\$7,020</b>		<b>\$7,020</b>	<b>\$7,020</b>		

## COMMUNITY DEVELOPMENT (continued)

## 5.6.6 Planning Commission

## Program Description

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

Table 5.58 PLANNING COMMISSION BUDGET SUMMARY

<b>Expense Summary</b>	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$19,733	\$22,775	\$22,775	\$22,775		\$22,775	\$22,775		
Contractual Services	2,691	3,000	3,000	3,000		3,000	3,000		
Materials and Supplies	411	500	500	250		250	250	(250)	(50.0)
<b>TOTAL</b>	<b>\$22,835</b>	<b>\$26,275</b>	<b>\$26,275</b>	<b>\$26,025</b>		<b>\$26,025</b>	<b>\$26,025</b>	<b>(\$250)</b>	<b>(1.0)</b>
<b>Funding Summary</b>									
General Fund	\$22,835	\$26,275	\$26,275	\$26,025		\$26,025	\$26,025	(\$250)	(1.0)
<b>TOTAL</b>	<b>\$22,835</b>	<b>\$26,275</b>	<b>\$26,275</b>	<b>\$26,025</b>		<b>\$26,025</b>	<b>\$26,025</b>	<b>(\$250)</b>	<b>(1.0)</b>

COMMUNITY DEVELOPMENT (continued)

5.6.7 Tree Commission

Program Description

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

Table 5.59 TREE COMMISSION BUDGET SUMMARY

<b>Expense Summary</b>	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$3,250	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services	2,174	2,000	5,000	2,000		2,000	2,000		
<b>TOTAL</b>	<b>\$5,424</b>	<b>\$6,520</b>	<b>\$9,520</b>	<b>\$6,520</b>		<b>\$6,520</b>	<b>\$6,520</b>		
<b>Funding Summary</b>									
General Fund	\$5,424	\$6,520	\$9,520	\$6,520		\$6,520	\$6,520		
<b>TOTAL</b>	<b>\$5,424</b>	<b>\$6,520</b>	<b>\$9,520</b>	<b>\$6,520</b>		<b>\$6,520</b>	<b>\$6,520</b>		

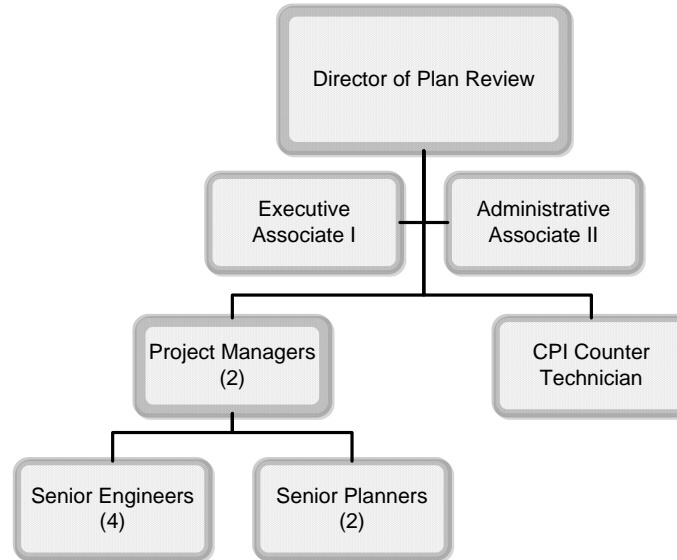
COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review

Program Description

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

Chart 5.23 Plan Review Organizational Chart



## COMMUNITY DEVELOPMENT (continued)

## 5.6.8 Plan Review (continued)

Table 5.60 PLAN REVIEW BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,648,944	\$1,659,296	\$1,659,296	\$1,464,488		\$1,464,488	\$1,456,353	(\$202,943)	(12.2)
Contractual Services	97,841	152,089	116,089	159,404		159,404	149,904	(2,185)	(1.4)
Materials and Supplies	7,332	10,000	10,000	17,263		17,263	17,263	7,263	72.6
Continuous Charges		2,000	2,000	1,624		1,624	1,624	(376)	(18.8)
Capital Outlay	3,649	10,500	10,500	1,000		1,000	1,000	(9,500)	(90.5)
<b>TOTAL</b>	<b>\$1,757,766</b>	<b>\$1,833,885</b>	<b>\$1,797,885</b>	<b>\$1,643,779</b>		<b>\$1,643,779</b>	<b>\$1,626,144</b>	<b>(\$207,741)</b>	<b>(11.3)</b>
<b>FTE Summary</b>	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>	<b>12.0</b>		<b>12.0</b>	<b>12.0</b>	<b>(2.0)</b>	<b>(14.3)</b>
<b>Funding Summary</b>									
General Fund	\$1,256,908	\$1,254,937	\$1,228,937	\$750,557		\$750,557	\$732,922	(\$522,015)	(41.6)
Capital Projects Fund				329,612		329,612	\$329,612	329,612	100.0
Utilities Fund		101,616	101,616	87,224		87,224	87,224	(14,392)	(14.2)
Airport Fund		27,332	27,332	26,386		26,386	26,386	(946)	(3.5)
Zoning & Develop Fees	500,858	450,000	440,000	450,000		450,000	450,000		
<b>TOTAL</b>	<b>\$1,757,766</b>	<b>\$1,833,885</b>	<b>\$1,797,885</b>	<b>\$1,643,779</b>		<b>\$1,643,779</b>	<b>\$1,626,144</b>	<b>(\$207,741)</b>	<b>(11.3)</b>



## FUTURE BUDGET CONSIDERATIONS:

- ❖ An additional Water Resource Engineer may be needed to ensure projects can be processed more quickly and efficiently in the future. This position could possibly be incorporated into a single future DPR Deputy Director position.




COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Operational Efficiency and Fiscal Management</b></p> <ul style="list-style-type: none"> <li>• Refine web page and add access to the DCSM and SLDRS.</li> <li>• Aggressively explore opportunities for public/private partnerships with all departments.</li> </ul>	<ul style="list-style-type: none"> <li>• Developed a more user friendly Land Development section for the Town’s web page and placed the latest versions of the DCSM and LSDRs on line.</li> <li>• Created the Development Advisory Group (DAG) which meets quarterly to discuss Land Development Topics for the Town.</li> </ul>	<ul style="list-style-type: none"> <li>• Update DPR’s portion of the Web Site and populate with the latest updates to the DCSM as well as updates to the Land Development Application Process.</li> <li>• Utilize DAG to look for ways the private sector can assist in bettering the Land Development process.</li> </ul>
 <p><b>Land Development Process Improvements</b></p> <ul style="list-style-type: none"> <li>• Continue to strive for review times for all types of construction drawings to less than 60 days for the first submission and 45 days for all subsequent submissions with a goal of 2 submissions and a signature set process for plans that adhere to the priority processing requirements.</li> <li>• Continue consolidated and unified comments.</li> <li>• Refine the Project Manager Review System for all land development plans submitted for review.</li> <li>• Refine the Peer Review, Education, and Technical Issues Programs with the help of ESI.</li> <li>• Update DCSM Phase 2, Article 5 (Stormwater) and Chapter 7 (Transportation).</li> <li>• Update SLDR as needed.</li> <li>• Promote more face to face meetings with applicants and their engineers to improve communication and the quality of the review process.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed 100% of all land development applications within the State mandated review times. In most cases the reviews were done in much less time than allowed by State code. On average, the majority of plan reviews were done in less than 40 days. All site plans submitted this year have been approved in 3 or fewer submissions including signature sets.</li> <li>• Continued to send out a “Unified Comment Letter” providing consolidated comments clearly indicating requirements (with code references and potential solutions when possible). This was accomplished by resolving issues between departments before forwarding comments to applicant.</li> <li>• Continued to successfully utilize and refine a single point of contact “Project Manager” system for all land development applications.</li> <li>• Peer Review time has been reduced; ESI’s review went from 7-10 days to less than 48 hours. DPR has also utilized both DAG and ESI’s Tech review Committee in review of DCSM updates.</li> <li>• Completed updates to Article 7 (Transportation) and Article 8 (Vegetation Preservation and Planting) of the Design and Construction Standards Manual. Updates approved by Council.</li> <li>• Draft changes to SLDR have been completed and are being reviewed by DAG and ESI Tech Committee.</li> <li>• DPR has and continues to encourage face to face meetings with applicants throughout the land development review process. This has led to 3 submission maximum (including signature sets) and reduced review times. DPR also continues to monitor time that applicant has plans between submissions and follows up when the time exceeds 30 to 60 days. Most Important, DPR</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to strive for review times for all types of construction drawings to less than 60 days for the first submission and 45 days for all subsequent submissions with a goal of 2 submissions and a signature set process for plans that adhere to the priority processing requirements.</li> <li>• Continue to provide and refine the consolidated Town review and comments.</li> <li>• Continue to develop efficiencies for land development applicants from the “Project Manager” system.</li> <li>• Continue to develop refinements to the Peer Review, Education, and Technical Issues Programs in coordination with ESI.</li> <li>• Update Phase 2 of Article 5 (Stormwater) of the Design and Construction Standards Manual if/when revisions to State regulations are adopted this year.</li> <li>• Finalize and obtain Council Approval of SLDR updates.</li> <li>• Continue to find ways to improve the quality of the plan review process by becoming more efficient and solution oriented and continuing to find better ways to communicate with the private sector.</li> </ul>

COMMUNITY DEVELOPMENT (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
<ul style="list-style-type: none"> <li>Develop and implement a paperless filing system.</li> </ul>	<p>has worked to change its culture to become more solutions oriented.</p> <ul style="list-style-type: none"> <li>Initiated a “paperless” filing system for over 90% of the approved construction plans to allow files to be easily transferred to digital for more efficient public access.</li> <li>Completed standard operating procedures for all sections of the department. Assisted other departments in developing similar documents.</li> <li>Maintained LMIS for project tracking and assisted in the training of other departments to assist them in doing same.</li> </ul>	<ul style="list-style-type: none"> <li>Complete initiation of “paperless” system for approved construction plans and begin digital filing of all correspondence files.</li> <li>Continue to update and modify SOPs (as necessary) as the department continues to evolve to meet the needs of the development community as well as the Town’s inter-departmental needs.</li> <li>Continue to utilize LMIS for project tracking and assist other departments as needed.</li> </ul>
 <p><b>Capital Infrastructure</b></p> <ul style="list-style-type: none"> <li>Priority project management “A” team approach with Executive, Town Attorney, Public Works, Planning and Zoning, Utilities, and Capital Projects Management.</li> <li>Maintain Capital Improvement Project Schedules.</li> </ul>	<ul style="list-style-type: none"> <li>Continued to develop and refine the coordinated review approach to submissions. Kept all departments informed as to current status of projects and followed up accordingly to keep projects moving.</li> <li>Provided priority reviews for Town construction projects to meet construction schedules. Worked with CPM to improve overall review process for Town projects.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to refine and increase the efficiency of the coordinated review approach to submissions by continuing to keep all departments informed as to current status of projects and follow up accordingly to keep projects moving.</li> <li>Continue to provide priority reviews and improve review process for Town construction projects to meet construction schedules.</li> </ul>

## COMMUNITY DEVELOPMENT (continued)

## 5.6.8 Plan Review (continued)

## Performance Measures

 Operational Efficiency and Fiscal Management

First Submission Subdivision Plans	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 2009 Actual	CY 10 Estimated
<b>Input</b>					
Full-time project managers	-	-	-	2	2
Full-time engineers	5	5	5	4	4
Full-time planners	3	4	3	2	2
<i>First submission subdivision plans</i> received	9	2	3	0	3
<b>Output</b>					
Number of first submission subdivision plans reviewed	9	2	7	0	3
Percent time reviewing plans and meeting with applicants	55.7 %	54.8 %	55.0 %	55.0 %	55.0 %
<b>Efficiency</b>					
Average number of days with applicant between submissions	67	127	100	N/A	100
Average number of days required to complete subdivision plan review	47	14	45	N/A	45
Average number of submissions before signature sets were requested	3	3	3	3	3
<b>Outcome<sup>14</sup></b>					
Number first submission subdivision plans reviewed within 60 days	9	2	3	0	3
Percent first submission subdivision plans reviewed within 60 days	100 %	100 %	100 %	100 %	100 %

<sup>14</sup> State mandates first submission subdivision plan reviews be completed within 60 days of receipt of submission.

## COMMUNITY DEVELOPMENT (continued)

## 5.6.8 Plan Review (continued)

## Performance Measures (continued)



## Operational Efficiency and Fiscal Management

Subsequent Submission Subdivision Plans	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 2009 Actual	CY 10 Estimated
<b>Input</b>					
Full-time project managers	-	-	-	2	2
Full-time engineers	5	5		4	4
Full-time planners	3	4		2	2
<i>Subsequent submission subdivision plans</i> received	9	15	15	4	6
<b>Output</b>					
Number of subsequent subdivision plans reviewed	9	15	15	2	6
<b>Efficiency</b>					
Average number of days with applicant between submissions	96	111	90	90	90
Average number of days required to complete subdivision plan review	30	38	40	40	40
Average number of submissions before signature sets were requested	3	3	3	3	3
<b>Outcome<sup>15</sup></b>					
Number subsequent submission subdivision plans reviewed within 45 days	8	14	15	2	6
Percent subsequent submission subdivision plans reviewed within 45 days	88.9 %	93.3 %	100 %	100 %	100 %

<sup>15</sup> State mandates subsequent submission subdivision plans be reviewed within 45 days of receipt of submission.

## COMMUNITY DEVELOPMENT (continued)

## 5.6.8 Plan Review (continued)

## Performance Measures (continued)

 Operational Efficiency and Fiscal Management

First Submission Site Plans	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 2009 Actual	CY 10 Estimated
<b>Input</b>					
Full-time project managers	-	-	-	2	2
Full-time engineers	5	5	5	4	4
Full-time planners	3	4	3	2	2
<i>First submission site plans</i> received	14	6	20	21	23
<b>Output</b>					
Number of first submission site plans reviewed	14	6	20	21	25
Percent time spent reviewing plans	55.7	54.8	55	55	55
<b>Efficiency</b>					
Average number of days with applicant between submissions	181	119	90	38	40
Average number of days required to complete site plan review	42	37	50	42	45
Average number of submissions before signature sets were requested	3	3	2.5	1.8	2
<b>Outcome<sup>16</sup></b>					
Number first submission site plans reviewed within 60 days	13	5	20	21	25
Percent first submission site plans reviewed within 60 days	92.9 %	83.3 %	100 %	100 %	100 %

<sup>16</sup> State mandates first submission site plan reviews be completed within 60 days of receipt of submission.

## COMMUNITY DEVELOPMENT (continued)

## 5.6.8 Plan Review (continued)

## Performance Measures (continued)

 Operational Efficiency and Fiscal Management

Subsequent Submission Site Plans	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 2009 Actual	CY 10 Estimated
<b>Input</b>					
Full-time project managers	-	-	-	2	2
Full-time engineers	5	5	5	4	4
Full-time planners	3	4	3	2	2
<i>Subsequent submission site plans</i> received	50	33	35	30	30
<b>Output</b>					
Number subsequent submission site plans reviewed	50	33	35	30	30
<b>Efficiency</b>					
Average number of days with applicant between submissions	170	104	90	30	30
Average number of days required to complete site plan review	30	36	40	25	30
Average number of submissions before signature sets were requested	3	3	2.5	1.8	2.0
<b>Outcome<sup>17</sup></b>					
Number subsequent submission site plans reviewed within 45 days	44	28	35	30	30
Percent subsequent submission site plans reviewed within 45 days	88.0 %	84.8 %	100 %	100 %	100%

<sup>17</sup> State mandates subsequent submission site plans be reviewed within 45 days of receipt of submission.

COMMUNITY DEVELOPMENT (continued)

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## DEBT SERVICE

## 5.7 General Fund Debt Service

## Program Description

The debt service section of the General Fund budget accounts for the payment of interest and principal of general long-term debt. General long-term debt includes general obligation bonds supported by the full faith and credit of the Town. Pursuant to the Town Charter and the Code of Virginia, the Town is authorized to issue general obligation bonds. State law limits the amount of outstanding Town debt to ten percent of the assessed value of the real estate subject to taxation. In FY 2008, the Town issued Bond Anticipation Notes (BANs) in the amount of \$5,000,000 to provide short term financing for construction of the indoor tennis facility and outdoor pool at Ida Lee Park. Interest on the BANs is being paid from the Symington Fund. For FY 2011, the scheduled debt service has increased by \$269,422 from \$5,132,116 in FY 2010 to \$5,401,538. This increase is a result of the Town issuing bonds in 2010 which included the lease purchase of certain vehicles and equipment, a Voice-over-Internet-Protocol (VoIP) phone system, and replacement of the police radio system. Interest payment for FY 2011 represents the net of the interest owed less the interest subsidy from Build America Bonds.

Table 5.61 DEBT SERVICE BUDGET SUMMARY

<b>Expense Summary</b>	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Principal	\$3,207,919	\$3,146,881	\$3,060,964	\$3,110,508		\$3,110,508	\$3,110,508	(\$36,373)	(1.2)
Interest	1,878,705	1,985,235	2,050,912	2,291,030		2,291,030	2,291,030	305,795	15.4
<b>TOTAL</b>	<b>\$5,086,624</b>	<b>\$5,132,116</b>	<b>\$5,111,876</b>	<b>\$5,401,538</b>		<b>\$5,401,538</b>	<b>\$5,401,538</b>	<b>\$269,422</b>	<b>5.2</b>
<b>Funding Summary</b>									
General Fund	\$4,917,124	\$4,962,616	\$4,942,376	\$5,232,038		\$5,232,038	\$5,232,038	\$269,422	5.4
Symington Fund	169,500	169,500	169,500	169,500		169,500	169,500		
<b>TOTAL</b>	<b>\$5,086,624</b>	<b>\$5,132,116</b>	<b>\$5,111,876</b>	<b>\$5,401,538</b>		<b>\$5,401,538</b>	<b>\$5,401,538</b>	<b>\$269,422</b>	<b>5.2</b>



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UTILITIES DEPARTMENT

6 Utilities Fund

6.1 Revenue and Expenditure Summaries

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

Table 6.1 UTILITIES FUND BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Operations	\$12,639,386	\$12,731,779	\$12,412,265	\$12,641,857	\$310,857	\$12,952,714	\$12,720,644	(\$11,135)	(0.1)
Capital Improvements	4,331,769	5,694,534	5,118,402	2,480,000		2,480,000	2,480,000	(3,214,534)	(56.4)
Debt Service	5,350,485	5,307,651	5,453,988	5,452,605		5,452,605	5,452,605	144,954	2.7
<b>TOTAL</b>	<b>\$22,321,640</b>	<b>\$23,733,964</b>	<b>\$22,984,655</b>	<b>\$20,574,462</b>	<b>\$310,857</b>	<b>\$20,885,319</b>	<b>\$20,653,249</b>	<b>(\$3,080,715)</b>	<b>(13.0)</b>
<b>FTE Summary</b>	<b>85.0</b>	<b>84.0</b>	<b>84.0</b>	<b>84.0</b>	<b>(1.5)</b>	<b>82.5</b>	<b>80.5</b>	<b>(3.5)</b>	<b>(4.2)</b>
<b>Funding Summary</b>									
Revenue Sources	\$11,606,875	\$15,296,180	\$13,497,620	\$14,374,642	\$310,857	\$14,685,499	\$14,944,573	(\$351,607)	(2.3)
Availability Fee Reserves	5,948,399	5,305,790	5,330,117	4,485,820		4,485,820	3,659,829	(1,645,961)	(31.0)
Cash Reserves	1,240,005		1,341,797				334,847	334,847	100.0
3-R Reserves				350,000		350,000	350,000	350,000	100.0
Bond Proceeds	3,526,361	3,131,994	2,815,121	1,364,000		1,364,000	1,364,000	(1,767,994)	(56.4)
<b>TOTAL</b>	<b>\$22,321,640</b>	<b>\$23,733,964</b>	<b>\$22,984,655</b>	<b>\$20,574,462</b>	<b>\$310,857</b>	<b>\$20,885,319</b>	<b>\$20,653,249</b>	<b>(\$3,080,715)</b>	<b>(13.0)</b>

UTILITIES DEPARTMENT (continued)

6.2 Utilities Fund Revenues

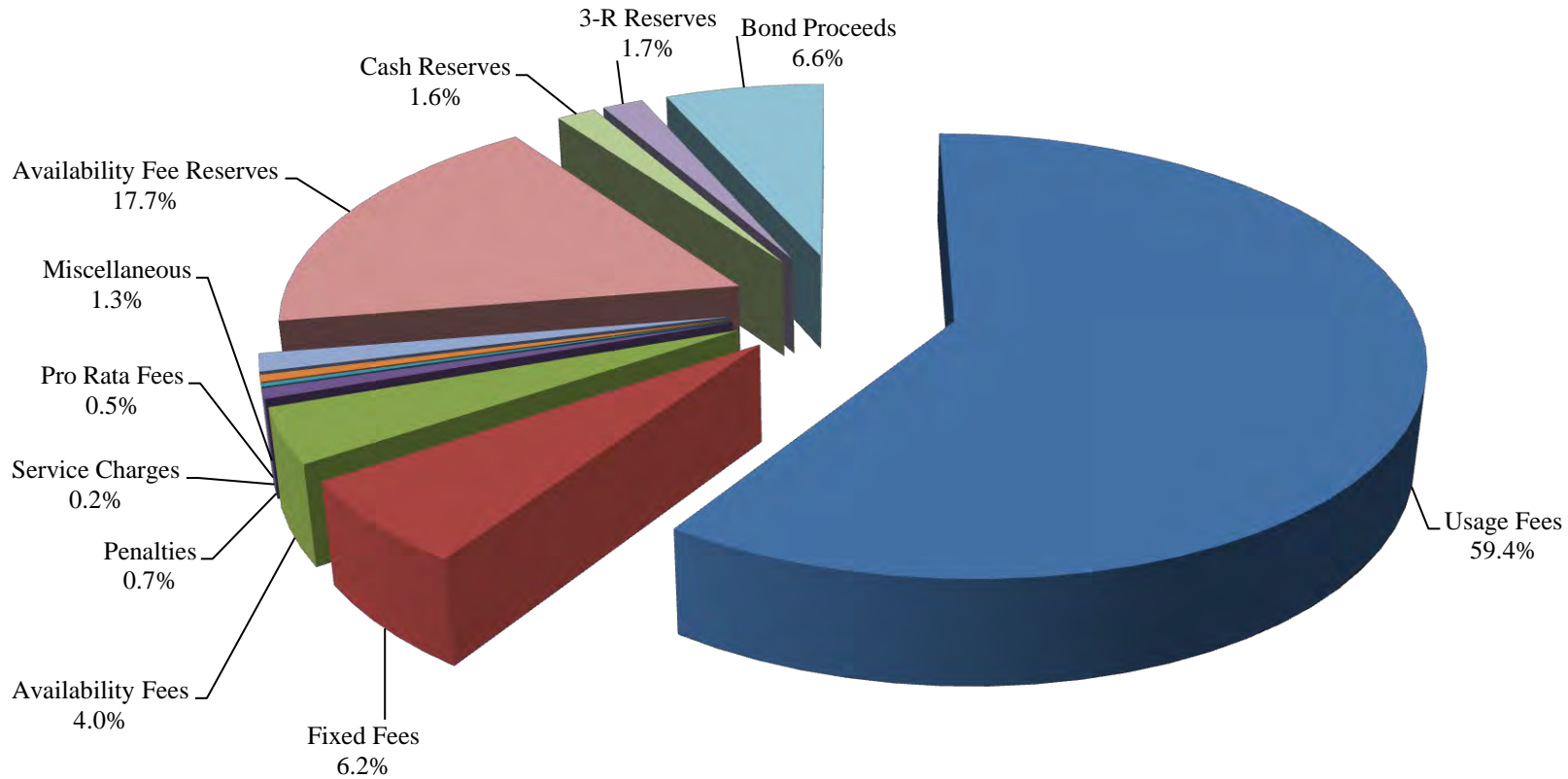


Chart 6.1 FY 2011 Proposed Utilities Funding Source Distribution

Table 6.1 and Chart 6.1 above identify revenue and non-revenue funding sources for the FY 2011 Utilities Fund budget.

**UTILITIES DEPARTMENT (continued)**

**6.2 Utilities Fund Revenues (continued)**

**6.2.1 Descriptions of Utilities Fund Revenue Sources**

The following table shows the rate schedule for the major sources of current revenue including usage fees, fixed charges, and availability fees for FY 2011. These rates were adopted by the Town Council in August 2009 in order to comply with the requirements of Loudoun County Circuit Court’s Final Order in a civil action applicable to the Town and subject to the Town’s appeal. The Town appealed the rate structure to the Supreme Court of Virginia. The Town Council anticipates reconsidering and revising the rate structure based on the decision and ruling of the Supreme Court of Virginia.

**Table 6.2 Current Water and Sewer Charges, effective July 2010**

<b>Water</b>	<b><u>Utility Rates, \$</u></b>	<b>Sewer</b>	<b><u>Utility Rates, \$</u></b>
User Fees in Town		User Fees in Town	
Consumption charge (1,000 gallons)	3.57	Sewer charge (1,000 gallons) based on 100% of water usage	4.77
Surcharge rate (1,000 gallons)	5.18	Qualifying elderly (25% discount)	3.58
Qualifying elderly (25% discount)	2.68	Sewer only	95.60
Out of Town user fees		Out of town user fees	
Consumption charge (1,000 gallons)	5.04	Sewer use charge (1,000 gallons)	7.26
Surcharge rate (1,000 gallons)	7.31	Sewer only	134.80
Fixed charge (5/8" meter) all accounts	7.20	Fixed charge (5/8" meter)	7.20
Deposit		Deposit	
Residential	65.00	Residential	65.00
Non-residential (200% of est. use)		Non-residential (200% of est. use)	
Availability fees (water)		Availability fees (sewer)	
Multi-family, town home, mobile home	3,744.00	Multi-family, town home, mobile home	5,852.00
Single-family detached duplex	4,683.00	Single-family detached duplex	7,292.00
Commercial, non-residential	13.33 per gpd (4,683 min.)	Commercial, non-residential	20.20 per gpd (7,292 min.)
Service charge – new account	10.00	Service charge – new account	10.00

UTILITIES DEPARTMENT (continued)

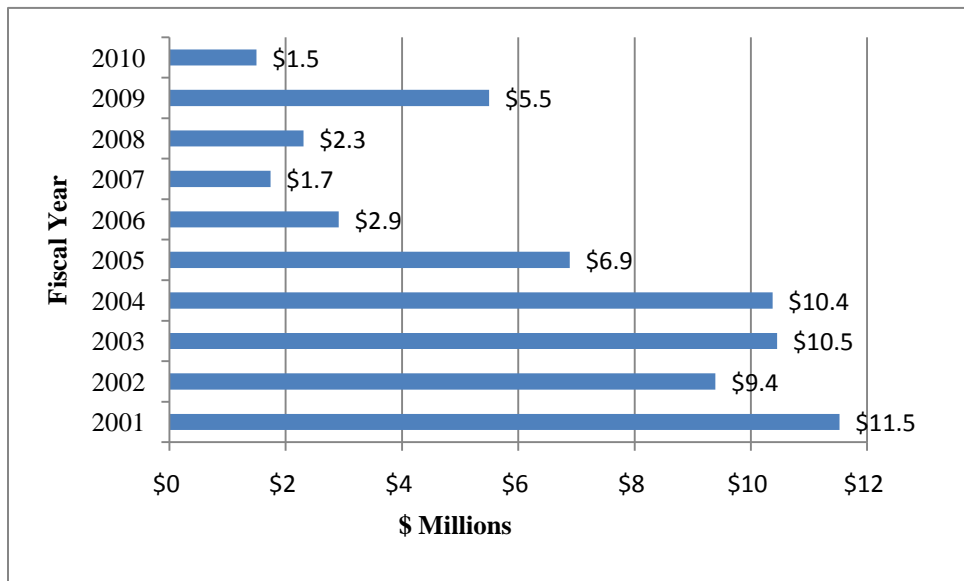
6.2 Utilities Fund Revenues (continued)

6.2.1 Descriptions of Utilities Fund Revenue Sources (continued)

**Usage Fees** – Usage fees are the amounts received for water sold or to be sold to customers and sewage treated or to be treated for customers and make up the majority of current revenues. In FY 2011, the Town anticipates an overall decline in utility usage due to the overall economic climate and customer water conservation. However, revenues from usage fees are expected to increase by about \$973,000 or 7.8% overall due to a change in the policy for sewer service fees, which will be based on current water usage, rather than winter quarter water use. Since water usage is usually higher during the summer, an increase in revenues of about 14.6% is expected from sewer fees. A 1.6% increase in water usage fees also is projected due to increased rates.

**Fixed Fees** – The established quarterly amounts charged to each water and sewer customer for various fixed charges. As with usage fees, the Town projects a modest increase in revenues from this source (\$43,000) due to a 14% increase in the fixed fee rate.

**Availability and Connection Fees** - The Leesburg Town Council adheres to a philosophy of “growth pays for growth” in funding utility capital projects necessary to better serve existing utility customers and to meet the needs of an expanding customer base, largely through the collection of water and sanitary sewer availability and pro-rata fees. The Town presently charges a fee of \$11,975 (effective July 1, 2010), for combined water and sewer on a single family, residential dwelling. Based on



projections for new construction in FY 2011, the Town expects to collect about \$928,990 in pro-rata and availability fees, down from about \$1.6 million in FY 2010. As the chart at left depicts, Leesburg’s availability and connection fee collections since FY 2001 have fluctuated dramatically due to the growth in residential and commercial development in Town.

**Penalties** – Amounts charged customers for late payment of water/sewer bills.

**Service Charges** – Amounts charged customers for connecting or reconnecting service.

**Pro-rata Fees** - Amounts paid to the town by contract for water or sewer lines or service in a sub-service area.

**Miscellaneous Revenue** – Revenue not attributable to any of the sources listed above (e.g., interest earnings, testing, etc.).

Chart 6.2 Availability and Connection Fees, FY 2001-2010

**UTILITIES DEPARTMENT (continued)**

**6.2 Utilities Fund Revenues (continued)**

**6.2.1 Descriptions of Utilities Fund Revenue Sources (continued)**

**Non-revenue Sources**

**Availability Fee Reserves** – Money transferred from the availability fees account in the fund balance. Funds so transferred are to be used as either a cash contribution to offset capital budget expenditures attributable to growth or to pay that portion of annual debt service attributable to growth.

**Cash Proceeds** – Money transferred from unrestricted cash in the fund balance. Cash Proceeds so transferred are allocated to water or sewer capital projects or debt service on a non-growth basis.

**3R Reserves** – Money transferred from repair/replacement/renovation reserve in the fund balance for the repair, replacement, or renovation of capital fixed assets.

**Bond Proceeds** – Money transferred by draws from the SNAP account. Bond Proceeds so transferred are to be allocated for water or sewer capital projects on either a growth or non-growth basis as appropriate.

**Table 6.3 FY 2011 ADOPTED SUMMARY OF FUNDING SOURCES - WATER AND SEWER SEPARATED**

<b>Revenue Sources</b>	<b>Water</b>	<b>Sewer</b>	<b>Total</b>
Usage Fees	\$5,437,583	\$6,830,000	\$12,267,583
Fixed Fees	640,000	640,000	1,280,000
Availability Fees	330,396	495,594	825,990
Penalties	75,000	75,000	150,000
Service Charges	25,000	25,000	50,000
Pro Rata Fees	0	103,000	103,000
Miscellaneous	107,200	160,800	268,000
<b>Total Revenue</b>	<b>\$6,615,179</b>	<b>\$8,329,394</b>	<b>\$14,944,573</b>
<b>Non-Revenue Sources</b>			
Availability Fee Reserves	\$1,220,325	\$2,439,504	\$3,659,829
Cash Reserves	0	334,847	334,847
3-R Reserves	350,000	0	350,000
Bond Proceeds	451,000	913,000	1,364,000
<b>Total Non-Revenue</b>	<b>\$2,021,325</b>	<b>\$3,687,351</b>	<b>\$5,708,676</b>
<b>Total Sources</b>	<b>\$8,636,504</b>	<b>\$12,016,745</b>	<b>\$20,653,249</b>

UTILITIES DEPARTMENT (continued)

6.3 Operations Summary

Department Description

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

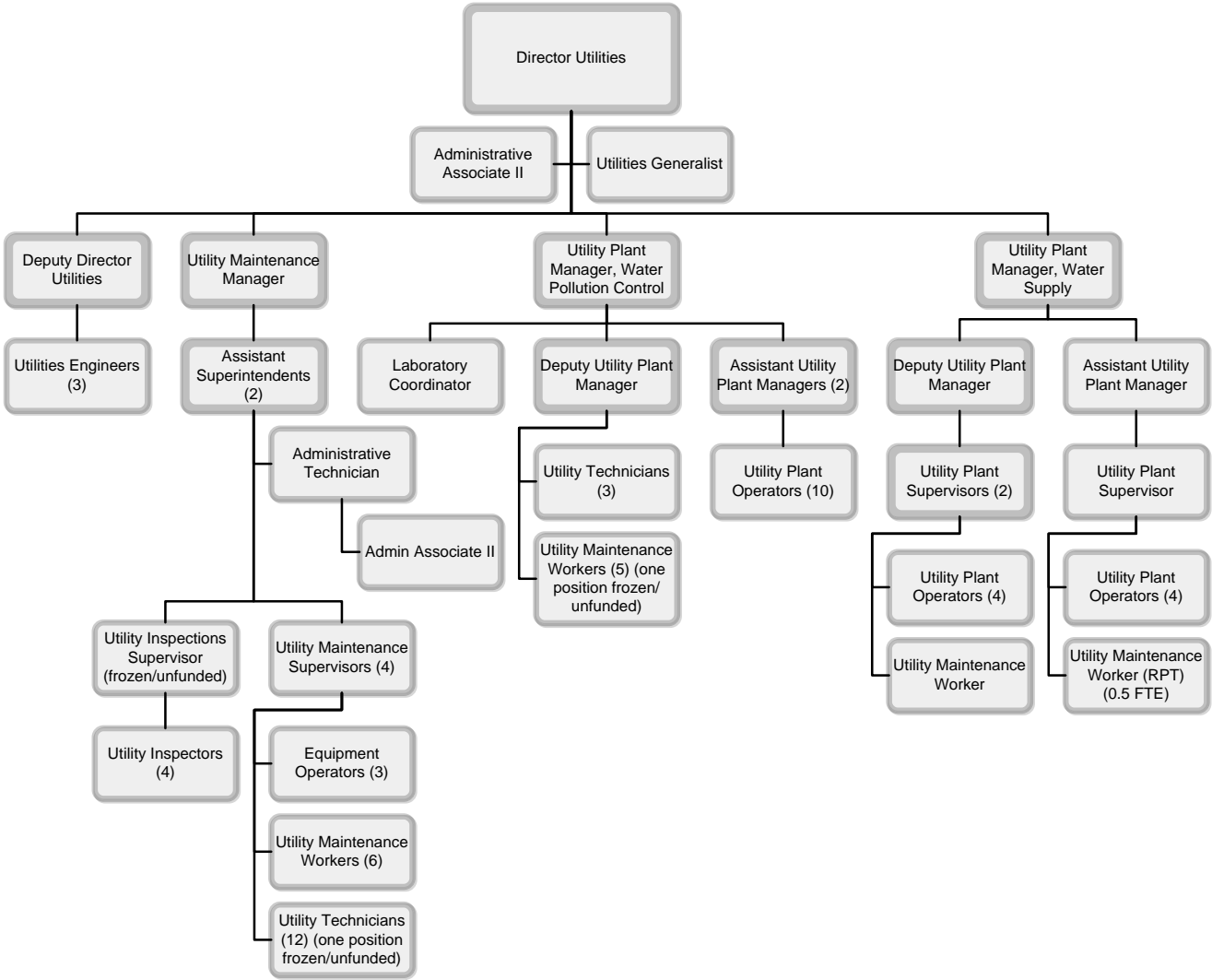
Table 6.4 UTILITIES DEPARTMENT OPERATIONS BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Administration	\$3,249,826	\$2,948,071	\$3,095,980	\$2,989,849		\$2,989,849	\$2,984,766	\$36,695	1.2
Utility Maintenance	3,168,080	3,300,413	3,084,565	3,487,060		3,487,060	3,462,950	162,537	4.9
Water Supply	2,638,027	2,894,935	2,758,050	2,723,128	310,857	3,033,985	3,026,386	131,451	4.5
Water Pollution Control	3,583,453	3,588,360	3,473,670	3,441,820		3,441,820	3,246,542	(341,818)	(9.5)
<b>TOTAL</b>	<b>\$12,639,386</b>	<b>\$12,731,779</b>	<b>\$12,412,265</b>	<b>\$12,641,857</b>	<b>\$310,857</b>	<b>\$12,952,714</b>	<b>\$12,720,644</b>	<b>(\$11,135)</b>	<b>(0.1)</b>
<b>FTE Summary</b>	<b>85.0</b>	<b>84.0</b>	<b>84.0</b>	<b>84.0</b>	<b>(1.5)</b>	<b>82.5</b>	<b>80.5</b>	<b>(3.5)</b>	<b>(4.2)</b>

UTILITIES DEPARTMENT (continued)

6.3 Operations Summary (continued)

Chart 6.3 Utilities Department Organizational Chart





UTILITIES DEPARTMENT (continued)

6.4 Administration Division

Program Description




The Utilities Administration Division budget provides funding for administration of the Utilities Department. The primary function of this budget activity is to provide relevant administrative support and capital projects management in water treatment, sewage treatment and utilities maintenance divisional operations. The expenditures associated with this division also include transfers to the General Fund for overhead support and capital projects. The performance in some programs has been impacted due to a 10% force reduction over the past three years.

Table 6.5 UTILITIES ADMINISTRATION DIVISION BUDGET SUMMARY



Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$804,497	\$783,262	\$753,070	\$909,569		\$909,569	\$904,486	\$121,224	15.5
Contractual Services	273,509	110,260	285,570	162,436		162,436	162,436	52,176	47.3
Materials and Supplies	4,633	5,500	2,525	5,600		5,600	5,600	100	1.8
Transfer	2,164,097	1,983,333	1,979,840	1,770,975		1,770,975	1,770,975	(212,358)	(10.7)
Continuous Charges	1,926	58,116	57,905	119,269		119,269	119,269	61,153	105.2
Capital Outlay	1,164	7,600	17,070	22,000		22,000	22,000	14,400	189.5
<b>TOTAL</b>	<b>\$3,249,826</b>	<b>\$2,948,071</b>	<b>\$3,095,980</b>	<b>\$2,989,849</b>		<b>\$2,989,849</b>	<b>\$2,984,766</b>	<b>\$36,695</b>	<b>1.2</b>
<b>FTE Summary</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>		<b>7.0</b>	<b>7.0</b>		

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Economic Development and Downtown Improvements</b></p> <ul style="list-style-type: none"> <li>Annexation (with Executive, Planning and Zoning, and Public Works).</li> </ul>		
 <p><b>Operational Efficiency and Fiscal Management</b></p> <ul style="list-style-type: none"> <li>Conduct utility rate study (with Finance) to revise utility rates and availability fees as necessary.</li> <li>Produce updated water and sewer system maps.</li> <li>Implement the utility-based GPS maps.</li> <li>Management audit of Utility operations/capacity analysis (with Finance and Executive).</li> <li>Manage pilot “team” efforts: Zoning Enforcement, Tree Management, Capital Construction Inspection, and Transportation Model (with Executive, Public Works, Parks and Recreation, Planning and Zoning, and Capital Projects Management).</li> <li>Aggressively explore opportunities for public/private partnerships (with all departments).</li> </ul>	<ul style="list-style-type: none"> <li>Continued with finalizing the GPS based utility maps.</li> <li>Reduced unaccounted for water to an unprecedented 2%.</li> <li>Conducted the cross connection school and certified 50 attendees.</li> <li>Continued with implementation of I/I reduction program.</li> <li>Continued working on refinement of the utility rates.</li> <li>Completed rewrite of Town code chapters 15 and 19.</li> <li>Completed the relocation of Utility Administration to the UMD building.</li> <li>Continued with implementation of Munis work orders.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the remaining work on the implementation of the utility-based GPS maps.</li> <li>Produce updated water and sewer system maps.</li> </ul>
 <p><b>Community Safety / Quality of Life</b></p> <ul style="list-style-type: none"> <li>Complete a survey of all industrial discharges for compliance with DEQ permit requirements.</li> <li>Obtain E2 status for Utility Maintenance Division (UMD) from the Department of Environmental Quality (DEQ).</li> <li>Implement Environmental Management System (EMS).</li> <li>Implement EMS at the Water Supply Division (WSD).</li> <li>Continue with efforts to implement Fat, Oils, and Grease (FOG) program.</li> </ul>	<ul style="list-style-type: none"> <li>Continued with implementation of EMS at Utility Maintenance Division (UMD) and Water Pollution Control Facility (WPCF).</li> <li>Continued with implementation of energy cost savings at WPCF, UMD, and Water Supply Division (WSD) facilities, and offsite pumping station. Work continues on more detailed breakdown and evaluations.</li> </ul>	<ul style="list-style-type: none"> <li>Continue with enforcement of the pre-treatment program at industrial facilities.</li> <li>Continue with efforts to implement FOG program.</li> <li>Implement EMS at WSD.</li> <li>Obtain E2 status for UMD from DEQ.</li> </ul>

UTILITIES DEPARTMENT (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Land Development Process Improvements</b></p> <ul style="list-style-type: none"> <li>• Continue with review and approval of construction plans meeting set goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Took over the review and approval of utility related sections of DCSM as part of Town Manager’s mandate for reorganization and change.</li> <li>• Reviewed 140 plans and processed 44 requests for water and sanitary sewer system modeling.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue with review and approval of construction plans to meet the set goals.</li> </ul>
 <p><b>Capital Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Priority project management – “A-Team approach” (with Executive, Town Attorney, Public Works, Planning and Zoning, Plan Review, and Capital Projects Management).</li> <li>• Complete the design of Lower Sycolin (formerly “Tuscarora”) Creek Sewer Conveyance System.</li> <li>• Complete the construction of Carr Tank No. 2.</li> <li>• Complete the construction of Route 643 Water Tank.</li> <li>• Award contracts for painting of existing Carr Tank No. 1 and Hogback Mt. Tank.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed construction of Carr Tank No. 2.</li> <li>• Completed construction of Rt. 643 water tank.</li> <li>• Awarded a contract and completed painting of Carr Tank No. 1 and Hogback Mt. Tank.</li> <li>• Continued work toward completion of design of Lower Sycolin Creek sewer conveyance system, attended public meetings &amp; county meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the design of Lower Sycolin Creek Sewer conveyance system.</li> <li>• Issue RFPs for rental space to telecommunication companies at Carr Tank No. 1, Hogback Mt. tank, Rt. 643 tank, water plant, and the Hospital tank to generate new revenues.</li> </ul>

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

Performance Measures



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
FTE (office personnel)	.75	.80	.80	0.2 <sup>1</sup>	0.4 <sup>1</sup>
FTE (field personnel)	0	0	0	0.1	0.5 <sup>2</sup>
Total devices in system	1,200	1,239	1,264	1,649	1,700
High hazard-commercial connections (require annual inspections)	555	565	576	300 <sup>2</sup>	330
High hazard-residential connections (require testing record)	415	434	441	754	760
Moderate and low hazard biannual inspection	230	240	247	595	610
<b>Output</b>					
High hazard-commercial connections (require annual inspections)	555	565	576	300	150
Moderate and low hazard biannual inspection	230	240	247	298	100
<b>Efficiency</b>					
Percent of high hazard-commercial inspected	60%	50%	45%	10% <sup>1</sup>	45%
Percent of high hazard-commercial restaurant records submitted	100%	100%	100%	98%	100%
Percent of high hazard-residential inspection test records submitted	100%	100%	100%	98%	100%
Percent of moderate and low hazard inspected biannually	52%	50%	50%	0% <sup>1</sup>	16% <sup>1</sup>
<b>Outcome</b>					
Annually inspect 100% of the high hazard water connections to minimize potential of cross-connection contamination	No	No	No	No	No

<sup>1</sup> Change due to loss of staff. Job has now been divided between two personnel – one for the database update and one for the field inspection portion.

<sup>2</sup> Change due to reevaluation of assigned categories based on the computer software program.

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
FTE	.25	.2	.2	.1	.2
Total industrial waste discharge connections	350	357	367	109 <sup>3</sup>	125
<b>Output</b>					
Connections inspected	225	200	100	15	80
Percent connections inspected	64%	64%	27%	13%	25%
<b>Efficiency</b>					
Cost per inspection	\$72	\$39	\$40	\$20	\$35
<b>Outcome</b>					
Annually inspect 100% of the industrial waste discharge connections	No	No	No	No	No

<sup>3</sup> Changes due to DEQ permit definitions.

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
Requests for Public Facilities Permits (PFPs) received	258	101	120	120	110
FTE	.6	.25	.25	.25	0.25
<b>Output</b>					
Responses provided within three business days	231	81	109	120	110
Cost per permit FTE	\$188	\$211	\$217	\$226	\$226
<b>Efficiency</b>	89%	81%	90%	100%	100%
<b>Outcome</b>					
Process PFPs and fee requests within three business days of receipt 98% of the time	Yes	Yes	Yes	Yes	Yes

	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>					
Plans received	31	30	102	106	150
<b>Output</b>					
Plans reviewed within 60 days	31	30	102	106	150
<b>Efficiency</b>					
Average days required to complete plan review	25	23	28	10	12
Percent plans reviewed within 60 days	100%	100%	100%	100%	100%
<b>Outcome</b>					
To perform all first submission subdivision, site plan, rezoning, and special exception application construction drawing plan reviews within the State mandated period of 60 days from date of receipt of the submission	Yes	Yes	Yes	Yes	Yes

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>					
Plans received for subsequent review	68	71	79	79	120
<b>Output</b>					
Subsequent plan reviews completed within 45 days	68	71	79	79	120
<b>Efficiency</b>					
Average days required to complete a subsequent plan review	14	18	21	10	13
Percent of subsequent plans reviewed within 45 days	100%	100%	100%	100%	100%
<b>Outcome</b>					
To perform all subsequent subdivision, site plan, rezoning, and special exception applications construction drawing plan reviews within the State mandated period of 45 days from date of receipt of the submission	Yes	Yes	Yes	Yes	Yes

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

 Community Safety / Quality of Life

 Operational Efficiency and Fiscal Management

	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Estimated
<b>Input</b>					
Requests received	27	44	51	26	25
<b>Output</b>					
Requests processed within 14 days	27	44	51	26	25
<b>Efficiency</b>					
Average days required to process request	2	4	3	4	4
Percent requests completed within 14 days	100%	100%	100%	100%	100%
<b>Outcome</b>					
To perform all requests for computer modeling of water and sewer systems within 14 days from the date of receipt of the request	Yes	Yes	Yes	Yes	Yes



UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division

Program Budget Summary

The Utility Maintenance Division is responsible for the operation and maintenance of the water distribution system, wastewater collection system, well house, pumping stations, and all equipment at the water and wastewater facilities.

The Town’s Utility System consists of 15,188 service connections, which includes 2,984 “out of Town” connections. The water distribution system consists of one well, four water booster stations and 215 miles of water mains ranging in size from 2” to 24.” There are 2,345 fire hydrants, 7,357 water valves and 91 air releases. The sanitary sewer collection system consists of 175 miles of gravity sewer ranging in size from 4” to 33.” There are 4,785 manholes, 9 pumping stations, and 9.9 miles of force mains.

Table 6.6 UTILITY MAINTENANCE DIVISION BUDGET SUMMARY


Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$2,650,047	\$2,727,800	\$2,615,650	\$2,777,425		\$2,777,425	\$2,763,315	\$35,515	1.3
Contractual Services	79,439	134,258	98,045	148,789		148,789	148,789	14,531	10.8
Materials and Supplies	252,098	228,600	223,000	253,600		253,600	253,600	25,000	10.9
Continuous Charges	30,873	69,000	48,110	75,300		75,300	65,300	(3,700)	(5.4)
Capital Outlay	155,623	140,755	99,760	231,946		231,946	231,946	91,191	64.8
<b>TOTAL</b>	<b>\$3,168,080</b>	<b>\$3,300,413</b>	<b>\$3,084,565</b>	<b>\$3,487,060</b>		<b>\$3,487,060</b>	<b>\$3,462,950</b>	<b>\$162,537</b>	<b>4.9</b>
<b>FTE Summary</b>	<b>35.0</b>	<b>35.0</b>	<b>35.0</b>	<b>35.0</b>		<b>35.0</b>	<b>35.0</b>		

FUTURE BUDGET CONSIDERATIONS:


- ❖ Maintain staffing at levels prior to staff reductions to maintain the previously established goals of sewer system cleaning, sanitary sewer TV inspection, and hydrant and valve maintenance programs.

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <b>Operational Efficiency and Fiscal Management</b>		
<ul style="list-style-type: none"> <li>• Maintain fire hydrant maintenance program and improve the current I.S.O. rating of 4.</li> <li>• Continue improvement to educational and safety program for employee development.</li> <li>• Continue eliminating sources of infiltration and inflow (I&amp;I) found during closed circuit television inspection of sanitary sewer system.</li> <li>• Maintain and improve preventive maintenance programs that locate and correct problems before they become complaints.</li> <li>• Continue to perform pro-active sanitary sewer maintenance inspections to reduce the possibility of sanitary sewer backup and overflow.</li> <li>• Continue system valve exercise program.</li> <li>• Replace/rehab 20% problem sanitary sewer laterals (114 problem laterals, 7 were replaced in '09).</li> <li>• Provide routine maintenance and repairs at WTP, WPCF, and pumping stations.</li> <li>• Cut inflow in manholes with flexible chimney seals.</li> <li>• Perform in house maintenance of I&amp;I in manholes by grouting leaks.</li> <li>• Continue with review and approval of construction plans meeting set goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated the installation and inspection of 112 new water and sewer connections.</li> <li>• Responded to 6,948 requests to locate water and sewer lines (Miss Utility).</li> <li>• Completed the closed circuit television (CCTV) evaluation of 122,443 feet of sewer mains, 1,780 laterals.</li> <li>• Replaced/rehab 20% of problem laterals in Brandon (20 relined &amp; 7 replaced)</li> <li>• Inspected Phase 5-6 &amp; 7 Top Hat sewer project. (27 installed)</li> <li>• Inspected Phase 7 sewer lining project (successfully completed 6,089' of lining)</li> <li>• Inspected emergency lining and top hat installations on Loudoun St. (successfully installed 623' of lining &amp; 17 top hats)</li> <li>• Inspected and successfully installed three 15" diameter short liners in a trunk line to stop major infiltration in three different locations (sewer main was 20+ feet deep)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue the fire hydrant maintenance program to maintain and improve the current I.S.O. rating of 4.</li> <li>• Continue improvement to educational and safety program for employee development.</li> <li>• Continue finding and eliminating sources of infiltration and inflow found during closed circuit television inspection of sanitary sewer system.</li> <li>• Maintain and improve preventive maintenance programs that effectively locate and correct problems before they become complaints.</li> <li>• Continue to perform pro-active sanitary sewer maintenance inspections that reduce the possibility of sanitary sewer backup and overflow.</li> <li>• Continue to develop awareness programs that will reduce sanitary sewer system problems due to accumulation of grease.</li> <li>• Develop and implement a root control program to reduce cleaning frequency of clay lines and laterals (trouble areas).</li> <li>• Continue water system valve exercise program.</li> <li>• Continue programs to keep "unaccounted for" water at a minimum (meter testing &amp; leak detection).</li> <li>• Replace/rehab 20% of problem sanitary sewer laterals. (113 problem laterals, 7 replaced in FY09, 20 lined in FY10)</li> <li>• Provide routine maintenance and all repairs of equipment at WTP, WPCF, and pumping stations.</li> <li>• Reduce the amount of work order back log we currently have</li> <li>• Perform trunk line inspections using the pole camera.</li> </ul>

UTILITIES DEPARTMENT (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Community Safety / Quality of Life</b></p> <ul style="list-style-type: none"> <li>• Continue to develop awareness programs that will reduce sanitary sewer system problems due to accumulation of grease.</li> <li>• Develop and implement a root control program to reduce cleaning frequency of clay lines and laterals (trouble areas).</li> <li>• Continue programs to keep “unaccounted for” water at a minimum.</li> </ul>	<ul style="list-style-type: none"> <li>• Cleaned 174,705 feet of sanitary sewer system mains and 9,422 feet of laterals.</li> <li>• Performed inspection, testing and acceptance of water &amp; sewer lines in new construction projects and all water and sewer inspections on capital projects.</li> <li>• Continued leak detection, meter testing and water system monitoring in an effort to minimize “unaccounted for water”, and repaired 69 service and main leaks.</li> <li>• Responded to 512 customer service requests for water leaks, sewer backups, water pressure issues, and other system problems.</li> <li>• Completed routine maintenance of equipment for the WTP and WPCF.</li> <li>• Checked &amp; operated 65% of system water valves (Valve Exercising Program)</li> <li>• Repaired a major sewer force main break in Potomac Station.</li> </ul>	<ul style="list-style-type: none"> <li>• Install flexible chimney seal in manholes to reduce inflow.</li> <li>• Perform in house maintenance of I&amp;I in manholes by grouting leaks.</li> <li>• Make all necessary repairs to our sanitary sewer system in a timely manner once a problem is discovered.</li> <li>• Install property line clean-outs on known problem laterals so they can be lined if necessary.</li> </ul>

**UTILITIES DEPARTMENT (continued)**

**6.5 Utility Maintenance Division (continued)**

**Performance Measures**



**Community Safety / Quality of Life**



**Operational Efficiency and Fiscal Management**

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
FTE	1.8	1.8	1.8	1.8	1.8
<b>Output</b>					
Billion gallons (BG) water pumped	1.60	1.73	1.80	1.52	1.65
BG water billed	1.43	1.50	1.6	1.43	1.55
Million gallons (MG) water leaks detected	5.50	5.10	5.00	5.00	5.00
MG used by Town facilities	25.92	23.83	25.05	28.76	32.00
Lost revenue due to town facilities	\$206,068	\$189,450	\$199,175	\$228,662	\$254,400
<b>Efficiency</b>					
Percentage of unaccounted-for-water	7.5%	6.0%	5.3%	2.0%	1.6%
<b>Outcome</b>					
To maintain unaccounted-for-water at less than 10% per recognized industry standards	Yes	Yes	Yes	Yes	Yes

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

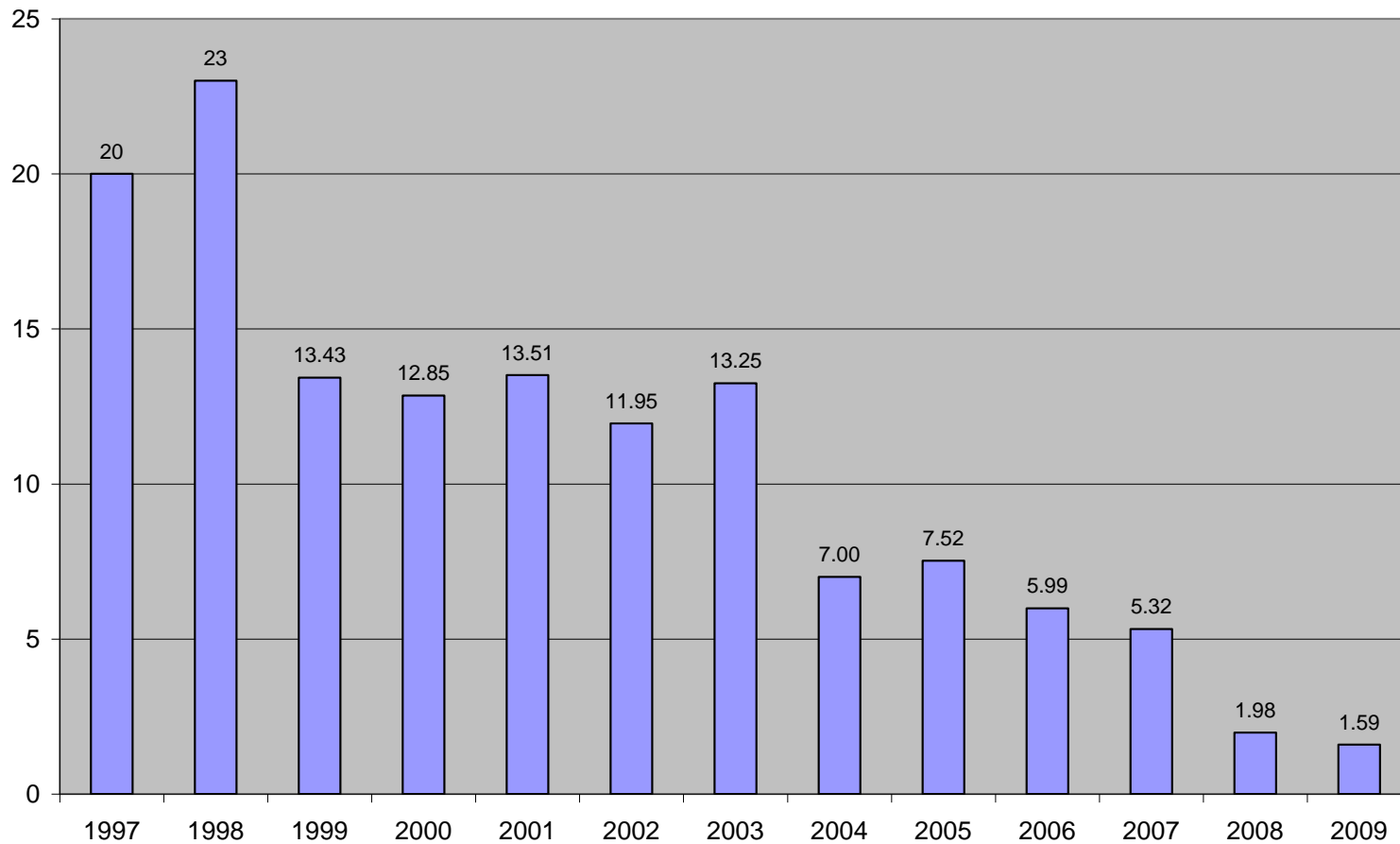


Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Chart 6.4 Percentage of Unaccounted-for Water, 1997-2009



**UTILITIES DEPARTMENT (continued)**

**6.5 Utility Maintenance Division (continued)**



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
FTE	1.5	1.5	1.25	1.25	1.25
Miss Utility “requests to locate” received (12-month period)	15,107	10,435	8,628	6,968	7,800
<b>Output</b>					
Requests completed (12-month period)	15,107	10,435	8,628	6,968	7,800
<b>Efficiency</b>					
Percentage of requests completed	100%	100%	100%	100%	100%
<b>Outcome</b>					
To respond to Miss Utility “requests to locate” water and sanitary sewer lines in the Town’s service area within 48 hours	Yes	Yes	Yes	Yes	Yes

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

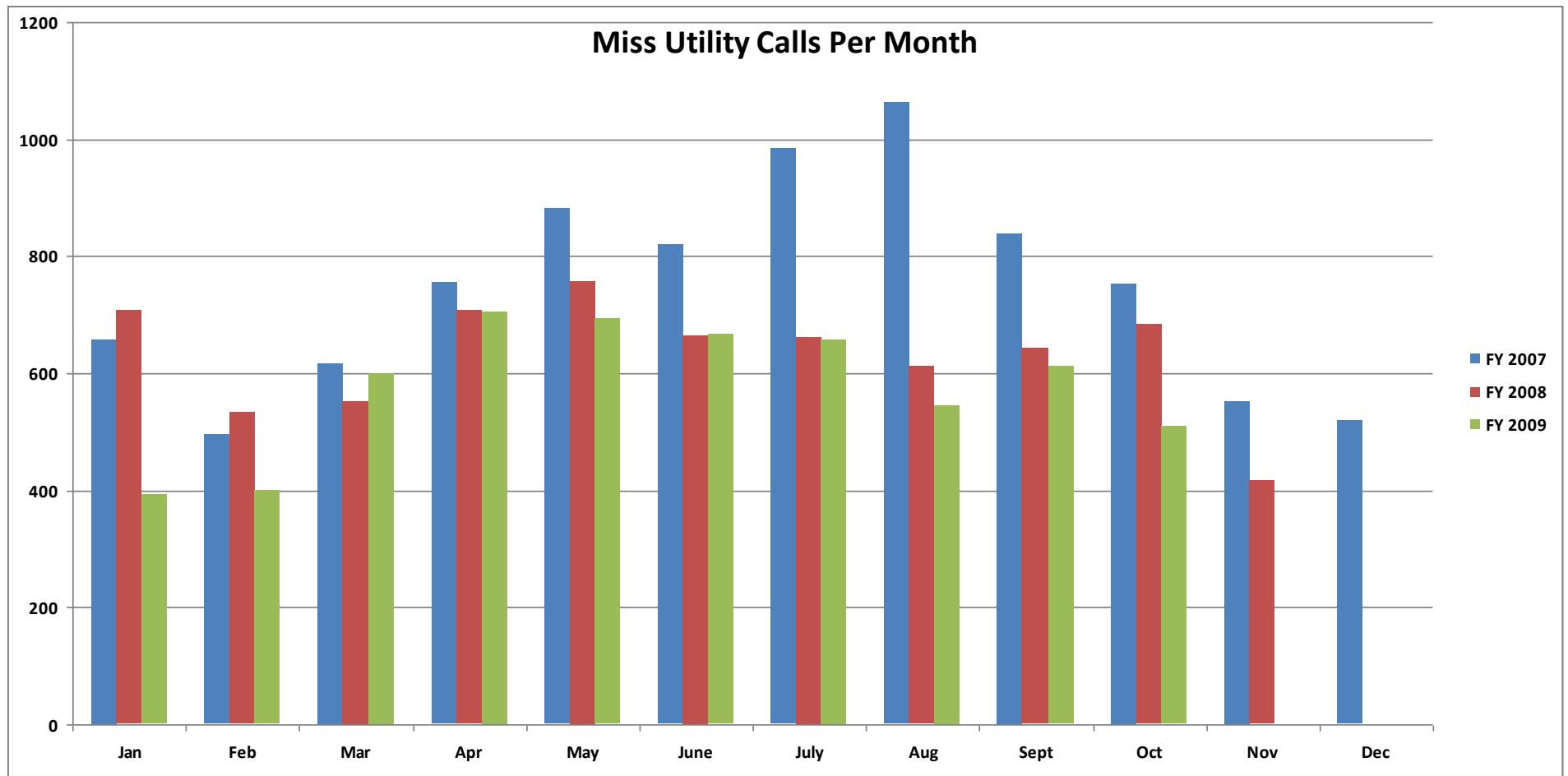


Chart 6.5 Miss Utility Calls per Month, 2007-2009

**UTILITIES DEPARTMENT (continued)**

**6.5 Utility Maintenance Division (continued)**



**Community Safety / Quality of Life**



**Operational Efficiency and Fiscal Management**

	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Actual</b>	<b>FY 09 Actual</b>	<b>FY 10 Estimated</b>
<b>Input</b>					
FTE	.85	.85	.85	.85	.85
Hydrants in the system	2,200	2,235	2,345	2,345	2,345
Hydrants to test	1,050	1,117	1,172	1,172	1,172
<b>Output</b>					
Hydrants tested	1,050	1,117	1,172	1,172	1,172
<b>Efficiency</b>					
Hydrants tested for cost per hydrant	100%	100%	100%	100%	100%
<b>Outcome</b>					
To test at least 50% of the Town’s fire hydrants annually to preserve the Town’s superior fire rating	Yes	Yes	Yes	Yes	Yes



UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
FTE	1.5	1.5	1.5	1.5	1.5
Emergency service calls	166	144	148	136	140
Non-emergency service calls	252	244	223	211	200
<b>Output</b>					
Emergency service calls responded to within four hours	158	144	148	133	130
Non-emergency service calls responded to 48 hours	165	156	183	173	170
<b>Efficiency</b>					
To respond to all emergency customer service calls within four hrs	96%	100%	100%	98%	93%
To respond to all non-emergency service calls within 48 hrs	96%	64%	82%	82%	85%
<b>Outcome</b>					
Respond to customer service requests within the established time lines	Yes	Yes	Yes	Yes	No

**UTILITIES DEPARTMENT (continued)**

**6.5 Utility Maintenance Division (continued)**

**Performance Measure**



**Community Safety / Quality of Life**



**Operational Efficiency and Fiscal Management**

	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Actual</b>	<b>FY 09 Actual</b>	<b>FY 10 Estimated</b>
<b>Input</b>					
Pieces of equipment	335	340	360	400	420 <sup>4</sup>
<b>Output</b>					
Pieces of equipment serviced annually	265	270	280	320	340
Pieces of equipment serviced biannually	70	70	80	80	80
<b>Efficiency</b>					
Average time required to service per piece of equipment (hours)	1	1	1	1	1
<b>Outcome</b>					
To provide 100% of routine preventative maintenance on all major water and wastewater equipment	Yes	Yes	Yes	Yes	Yes

<sup>4</sup> Increase due to equipment added with plant upgrades, two new water tanks and additional equipment at lift stations.

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division

Program Summary

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

The Division maintains and operates the 12.5 MGD Water Filtration Plant, three water storage tanks (plus two more tanks to come on line during FY 2011), four water booster pumping stations, and one ground water facility; develops special treatment techniques which provide for efficient and less costly operations; prepares water quality reports for mailing to Leesburg citizens; prepares monthly reports for state agencies; maintains a state certified laboratory for commercial water testing; monitors water levels in storage facilities and water pressure in the distribution system; provides training and educational programs for career development; and conducts water testing throughout approximately 215 miles of distribution system piping for chemical and bacteriological quality.

Table 6.7 WATER SUPPLY DIVISION BUDGET SUMMARY




Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,503,493	\$1,509,685	\$1,496,830	\$1,551,635	(\$39,143)	\$1,512,492	\$1,504,893	(\$4,792)	(0.3)
Contractual Services	209,621	329,150	311,350	232,993		232,993	232,993	(96,157)	(29.2)
Materials and Supplies	439,452	574,300	475,370	467,700		467,700	467,700	(106,600)	(18.6)
Continuous Charges	468,314	469,800	462,900	459,800		459,800	459,800	(10,000)	(2.1)
Capital Outlay	17,147	12,000	11,600	11,000	350,000	361,000	361,000	349,000	2,908.3
<b>TOTAL</b>	<b>\$2,638,027</b>	<b>\$2,894,935</b>	<b>\$2,758,050</b>	<b>\$2,723,128</b>	<b>\$310,857</b>	<b>\$3,033,985</b>	<b>\$3,026,386</b>	<b>\$131,451</b>	<b>4.5</b>
<b>FTE Summary</b>	<b>17.0</b>	<b>17.0</b>	<b>17.0</b>	<b>17.0</b>	<b>(1.5)</b>	<b>15.5</b>	<b>15.5</b>	<b>(1.5)</b>	<b>(8.8)</b>

FUTURE BUDGET CONSIDERATIONS:

- ❖ Address the stage 2 disinfection by-product rules mandated by EPA and Virginia Department of Health.

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <b>Operational Efficiency and Fiscal Management</b>		
<ul style="list-style-type: none"> <li>Utilize cost saving techniques to reduce water production costs.</li> <li>Provide educational and safety programs for operator certification and development.</li> <li>Continue monthly WSD Organizational, Safety, &amp; Development Training.</li> <li>Develop Pump Efficiency Evaluation Program.</li> <li>Comply with EPA training requirements to maintain operator licenses.</li> </ul>	<ul style="list-style-type: none"> <li>Instituted cost saving techniques to reduce water production costs.</li> <li>Conducted monthly WSD organizational, safety, &amp; development training.</li> <li>Met EPA training requirements to maintain operator licenses.</li> <li>Developed and implemented a Pump Efficiency Evaluation Program.</li> <li>Completed Fall Protection and Lockout/ Tag out site specific safety programs.</li> <li>Integrated and Implemented MUNIS Work Orders Module.</li> </ul>	<ul style="list-style-type: none"> <li>Complete EPA mandated Unregulated Contaminant Monitoring Requirements.</li> <li>Comply with EPA training requirements to maintain operator licenses.</li> <li>Continue monthly WSD organizational, safety, &amp; development training.</li> <li>Utilize cost saving techniques to reduce water production costs.</li> </ul>
 <b>Community Safety / Quality of Life</b>		
<ul style="list-style-type: none"> <li>Initiate programs to meet compliance schedules and testing mandated by the Virginia Department of Health and Safe Drinking Water Act Amendments.</li> <li>Mail Consumer Confidence Reports to all water customers in the Town of Leesburg.</li> </ul>	<ul style="list-style-type: none"> <li>Provided educational and safety programs for operator development.</li> <li>Complied with all testing requirements mandated by the Safe Drinking Water Act Amendments and the VDH.</li> <li>Completed and mailed Consumer Confidence Reports to all water customers in the Town of Leesburg.</li> <li>Received 2008 <b>“Excellence In Operation”</b> award from Virginia Department of Health.</li> <li>Prepared application and received a permit from Department of Environmental Quality to operate two 1000 KW diesel generator sets at the WTP.</li> </ul>	<ul style="list-style-type: none"> <li>Mail Consumer Confidence Reports to all water customers in the Town of Leesburg.</li> <li>Initiate programs to meet compliance schedules and testing mandated by the Safe Drinking Water Act Amendments and the VDH.</li> <li>Complete Hearing Conservation site-specific safety program.</li> <li>Provide educational and safety programs for operator development.</li> </ul>
 <b>Capital Infrastructure</b>		
<ul style="list-style-type: none"> <li>Priority project management – “A-Team approach” (with Executive, Town Attorney, Public Works, Planning and Zoning, Plan Review, and Utilities).</li> <li>Complete construction of Sycolin Road Tank.</li> <li>Complete Carr Tank #1 Recoating.</li> <li>Completed Hogback Mountain Tank Recoating.</li> </ul>	<ul style="list-style-type: none"> <li>Completed construction of Sycolin Road (Rt. 643) Tank.</li> <li>Completed Carr Tank No. 1 Recoating.</li> <li>Completed Carr Tank No. 2 Construction.</li> <li>Completed Rt. 643 Pumping Station Painting.</li> </ul>	<ul style="list-style-type: none"> <li>Complete WTP Filter No. 3 crack repair.</li> <li>Complete Hogback Tank Recoating.</li> </ul>

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
Cost for water production <sup>5</sup>	\$2,059,989	\$2,181,795	\$2,432,221	\$2,642,647	\$2,600,000
<b>Output</b>					
Finished water production (BG)	1.600	1.693	1.540	1.519	1.550
<b>Efficiency</b>					
Production cost per 1,000 gallons	\$1.28	\$1.28	\$1.58	\$1.74	\$1.67
Percentage increase/decrease in production cost	6%	0%	18%	9%	(5%)
<b>Outcome</b>					
To reduce water production costs by instituting cost saving measures.	Yes	Yes	Yes <sup>5</sup>	Yes <sup>5</sup>	Yes

<sup>5</sup> Increases in costs are due to the jump in chemical and utility cost.

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

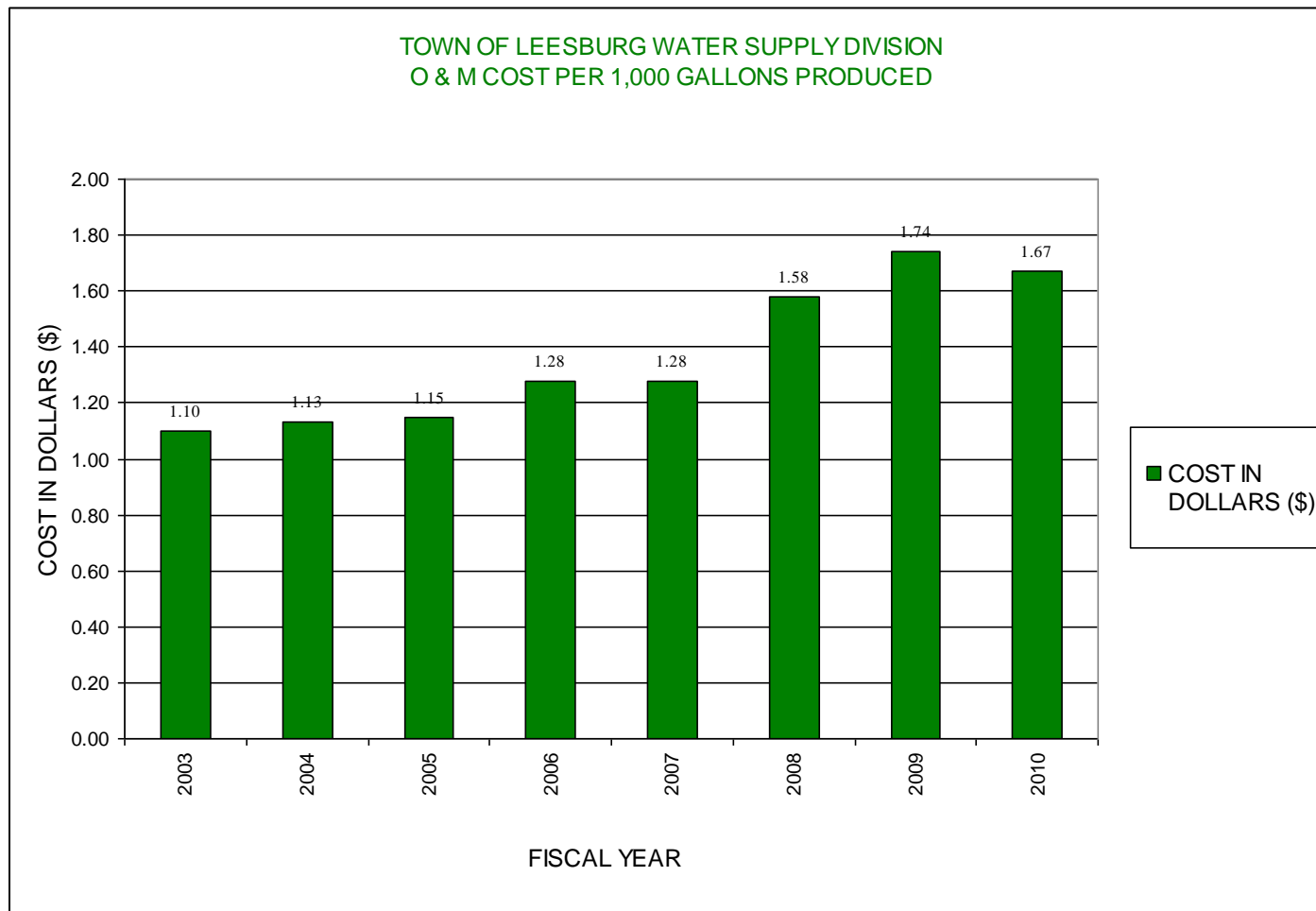


Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Chart 6.6 Cost per Thousand Gallons Water Produced, 2003-2010



UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

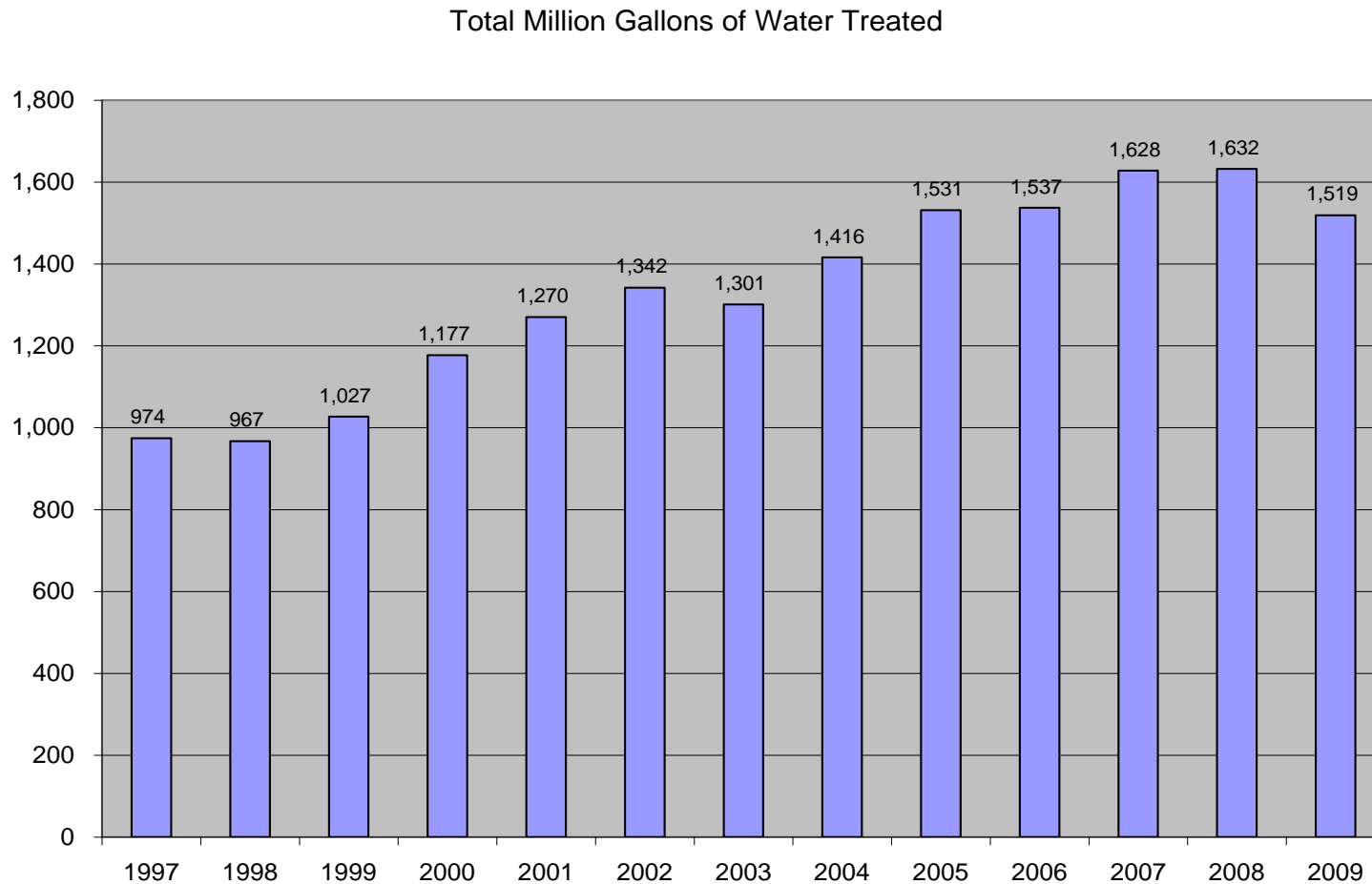


Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Chart 6.7 Total Million Gallons of Water Treated, 1997-2009



UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
Compliance samples collected	20,500	20,440	20,472	20,500	20,650
<b>Output</b>					
Percent of compliance samples collected per guidelines/schedules	100%	100%	100%	100%	100%
<b>Efficiency</b>					
Percent of compliance samples meeting federal/state contaminant levels	100%	100%	100%	100%	100%
<b>Outcome</b>					
To meet all required State and Federal compliance sampling regulations.	Yes	Yes	Yes	Yes	Yes



**UTILITIES DEPARTMENT (continued)**

**6.6 Water Supply Division (continued)**



**Community Safety / Quality of Life**



**Operational Efficiency and Fiscal Management**

	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Actual</b>	<b>FY 09 Actual</b>	<b>FY 10 Estimated</b>
<b>Input</b>					
FTE	2	2	2	2	2
Water quality service requests	11	18	26	25	24
<b>Output</b>					
Percent of requests responded to within 24 hours	100%	100%	100%	100%	100%
<b>Efficiency</b>					
Percent callers satisfied	100%	100%	100%	100%	100%
<b>Outcome</b>					
To respond to water quality customer service requests within 24 hours	Yes	Yes	Yes	Yes	Yes

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division

Program Description

The Water Pollution Control Division (WPCD) is responsible for the safe and efficient treatment of all wastewater generated within the Leesburg Service Area, and the subsequent stabilization and disposal of the solid wastes produced, to ensure the protection of public health and the environment. This responsibility includes the operation of the Water Pollution Control Facility (WPCF), Dechlorination and Outfall Facility, nine (9) remote wastewater pumping stations, management of the *TLC* Distribution and Marketing Programs, and the two WPCD laboratories (a total of 36 buildings plus 75 treatment unit structures). These responsibilities also include monitoring of WPCD personnel training requirements and compliance with numerous federal, state, and local regulations. Additional responsibilities include calibration and maintenance of all Town portable gas detection meters, proper disposal of all Town government generated fluorescent light bulbs, and response to environmental complaints or requests for assistance from Town citizens and consultants.

Table 6.8 WATER POLLUTION CONTROL DIVISION BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$2,032,840	\$2,086,690	\$2,071,120	\$2,037,719		\$2,037,719	\$1,922,441	(\$164,249)	(7.9)
Contractual Services	112,874	127,670	93,000	119,601		119,601	119,601	(8,069)	(6.3)
Materials and Supplies	399,565	413,000	387,600	403,500		403,500	403,500	(9,500)	(2.3)
Continuous Charges	1,023,575	961,000	877,950	881,000		881,000	801,000	(160,000)	(16.6)
Capital Outlay	14,599		44,000						
<b>TOTAL</b>	<b>\$3,583,453</b>	<b>\$3,588,360</b>	<b>\$3,473,670</b>	<b>\$3,441,820</b>		<b>\$3,441,820</b>	<b>\$3,246,542</b>	<b>(\$341,818)</b>	<b>(9.5)</b>
<b>FTE Summary</b>	<b>26.0</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>		<b>25.0</b>	<b>23.0</b>	<b>(2.0)</b>	<b>(8.0)</b>

FUTURE BUDGET CONSIDERATIONS:


- ❖ The Energy Efficiency Upgrade Project could address the Town Council’s Ten Percent Energy Reduction goal by adding several significant improvements to the WPCF, including optimizing existing anaerobic digesters and adding digestion capacity to generate more methane gas; improved aeration efficiency by replacement of a centrifugal blower with a high efficiency turbo blower; and upgrades to heating and lighting systems. Staff is currently conducting cost-benefit and return-on-investment analyses of the options before making a final recommendation.

UTILITIES DEPARTMENT (continued)



6.7 Water Pollution Control Division (continued)

FUTURE BUDGET CONSIDERATIONS (continued):

❖ In order to comply with the requirements of the Town’s General Nutrient Permit for Nitrogen and Phosphorous, the WPCF is listed in the statewide “Nutrient Compliance Plan” as upgrading to a level of nutrient removal that is referred to as Enhanced Nutrient Removal. This upgrade is scheduled in the Plan to begin in 2016 and be completed by 2021; however, both the timeline and cost of this project may be affected by future actions related to the Chesapeake Bay clean up efforts by the Commonwealth of Virginia and/or the U.S. EPA and by additional capacity needed by the Town. Recent engineering estimates of the costs to meet these requirements are \$13 million in capital costs to upgrade at the current capacity with no additional O&M cost; and \$32 million in capital costs to upgrade and expand to 10 million gallons per day with an additional O&M cost of approximately \$500,000 per year.

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <b>Operational Efficiency and Fiscal Management</b>		
<ul style="list-style-type: none"> <li>• Continue to resolve any warranty issues related to the WPCF Upgrade and Expansion Project 7.5 and optimize the treatment and odor control unit process.</li> <li>• Assist with renewal of the Industrial Storm Water Permit for the WPCF and PWWF.</li> <li>• Comply with the pending Virginia Environmental Laboratory Certification regulations.</li> <li>• Continue implementation of the Environmental Management System and Mosquito Control Program.</li> </ul>	<ul style="list-style-type: none"> <li>• Assisted Public Works Department with renewal and implementation of the Industrial Storm Water Permit for the WPCF and PWWF.</li> <li>• Assisted with the construction phase of the Loudoun Jail pumping station expansion and the new Big Springs pumping station.</li> <li>• Began operation of the new Ida Lee pumping station.</li> <li>• Assisted with the Energy Audit and worked with the Energy Services Company’s engineers on specific recommendations for energy efficiency improvements at the WPCF.</li> <li>• Implementation of the new Munis Work Order System.</li> <li>• Assisted with providing information for the Utilities Department Operational Assessment.</li> <li>• Continued compliance with all regulatory requirements for the discharge, nutrient, biosolids reuse, air, and storm water permits; solid and hazardous waste disposal, community and employee safety and health, and all other EPA, OSHA, VDOT, Town of Leesburg and Loudoun County regulatory requirements.</li> <li>• Continued participation in the Virginia Nutrient Exchange Association to sell excess nitrogen credits and purchase phosphorous credits in order to postpone upgrading the WPCF.</li> <li>• Assisted with the Town’s efforts to prevent the State Water Control Board from reducing the Town’s nutrient allocation in the Potomac River and Chesapeake Bay.</li> <li>• Applied for WPCF laboratory certification under the Virginia Environmental Laboratory Certification regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to identify and implement energy reductions and other cost saving measures.</li> <li>• Continue implementation of the Munis Work Order System.</li> <li>• Continue implementation of the Environmental Management System.</li> </ul>

**UTILITIES DEPARTMENT (continued)**

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Community Safety / Quality of Life</b></p> <ul style="list-style-type: none"> <li>• Continue to comply with all new and existing health and environmental related permit requirements as outlined above.</li> <li>• Continue to identify and implement energy reduction and other cost saving programs.</li> </ul>	<ul style="list-style-type: none"> <li>• All treatment and odor control unit processes related to the WPCF Upgrade and Expansion Project 7.5 were optimized.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement permanent odor control strategy for Cattail Branch pumping station.</li> <li>• Continue to comply with all new and existing health and environmental related permit requirements as outlined above.</li> <li>• Comply with the pending Virginia Environmental Laboratory Certification regulations.</li> </ul>
 <p><b>Capital Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Continue to assist with the planning and/or design phases of the interim Lower Tuscarora Creek, Middle Sycolin Creek, and permanent Lower Tuscarora Creek wastewater pumping stations.</li> <li>• Continue assistance with the New Big Springs Pump Station construction and its eventual operation.</li> </ul>	<ul style="list-style-type: none"> <li>• Major maintenance projects included working with the Utility Maintenance Division to overhaul a 39 year old digester mixing system at the WPCF and replace a 15 year old variable frequency drive system at Cattail Branch Pumping Station.</li> <li>• All warranty issues related to the WPCF Upgrade and Expansion Project 7.5 were resolved (143 items).</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to assist with the planning and / or design phases of the Lower Sycolin Creek wastewater pumping station.</li> <li>• Begin operation of the new Big Springs pumping station.</li> </ul>

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division

Performance Measures



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
Cost for liquid treatment systems <sup>6</sup>	\$462,000	\$497,000	\$535,000	\$702,585	\$685,160
<b>Output</b>					
Million gallons (MG) wastewater treated	1,347	1,354	1,424	1,772	1,825
<b>Efficiency</b>					
Cost per MG treated	\$343.06	\$367.02	\$382.14	\$396.49	\$375.43
Change in cost per MG	10.0%	7.0%	4.1%	3.7%	(5.3%)
<b>Outcome</b>					
To manage the WPCF liquid treatment systems to minimize the cost per million gallons (MG) treated. <sup>6</sup>	Yes	Yes	Yes	Yes	Yes

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
Cost for solid treatment systems <sup>7</sup>	\$462,000	\$497,000	\$535,000	\$702,585	\$685,160
<b>Output</b>					
Dry ton (DT) solids generated	1,347	1,354	1,424	1,772	1,825
<b>Efficiency</b>					
Cost per DT generated	\$343.06	\$367.02	\$382.14	\$396.49	\$375.43
Change in cost per DT	10.0%	7.0%	4.1%	3.7%	(5.3%)
<b>Outcome</b>					
To manage the WPCF solids treatment systems to minimize the cost per DT of solids generated.	Yes	Yes	Yes	Yes	Yes

<sup>6</sup> Excludes pumping stations. Increases in costs are due to fluctuating chemical and utility costs.

<sup>7</sup> Increases in costs are due to fluctuating chemical and utility costs.

**UTILITIES DEPARTMENT (continued)**

**6.8 Utilities - Capital Improvements Program**

**Program Description**

The Utilities Fund Capital Improvements Program is used to account for the capital additions to the Town’s water and sanitary sewer systems. See Section 8.8 for details on the Utilities Fund Capital Improvements Program.

**Table 6.9 UTILITIES CAPITAL IMPROVEMENTS BUDGET SUMMARY**

<b>Expense Summary</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Estimated</b>	<b>FY 2011 Base</b>	<b>FY 2011 PCPs</b>	<b>FY 2011 Proposed</b>	<b>FY 2011 Adopted</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
Utility Maintenance	\$452,384	\$825,000	\$784,340	\$400,000		\$400,000	\$400,000	(\$425,000)	(51.5)
Water Supply	3,372,804	4,409,534	4,234,062	620,000		620,000	620,000	(3,789,534)	(85.9)
Water Pollution Control	506,581	460,000	100,000	1,460,000		1,460,000	1,460,000	1,000,000	217.4
<b>TOTAL</b>	<b>\$4,331,769</b>	<b>\$5,694,534</b>	<b>\$5,118,402</b>	<b>\$2,480,000</b>		<b>\$2,480,000</b>	<b>\$2,480,000</b>	<b>(\$3,214,534)</b>	<b>(56.4)</b>

**UTILITIES DEPARTMENT (continued)**

**6.9 Utilities - Debt Service**

**Program Description**

The Utilities Fund Debt Service accounts track the payment of principal and interest of the long-term debt of the Fund. Long-term debt includes general obligation bonds and revenue bonds both supported by the revenues from the utility system. Debt is issued for water and sanitary sewer capital acquisitions and facilities. In FY 2010, the Fund used a lease purchase to secure replacement vehicles. The debt service increase reflects the initial payment for the lease purchase. A more detailed summary of the Town's long-term debt can be found in Section 3.5, Debt Service Summary of this budget document.

**Table 6.10 UTILITIES DEBT SERVICE BUDGET SUMMARY**

<b>Expense Summary</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Estimated</b>	<b>FY 2011 Base</b>	<b>FY 2011 PCPs</b>	<b>FY 2011 Proposed</b>	<b>FY 2011 Adopted</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
Principal	\$2,507,721	\$2,540,154	\$2,665,194	\$2,629,807		\$2,629,807	\$2,629,807	\$89,653	3.5
Interest	2,842,764	2,767,497	2,788,794	2,822,798		2,822,798	2,822,798	55,301	2.0
<b>TOTAL</b>	<b>\$5,350,485</b>	<b>\$5,307,651</b>	<b>\$5,453,988</b>	<b>\$5,452,605</b>		<b>\$5,452,605</b>	<b>\$5,452,605</b>	<b>\$144,954</b>	<b>2.7</b>

AIRPORT

7 Airport

7.1 Revenue and Expenditure Summaries

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

Table 7.1 AIRPORT FUND BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Operations	\$1,003,251	\$938,237	\$942,237	\$947,467		\$947,467	\$1,009,562	\$71,325	7.6
Airport Commission	2,369	4,520	4,520	4,520	25,000	29,520	4,520		
Capital Expenditures	1,848,353	4,720,000	3,191,528	3,975,000		3,975,000	3,975,000	(745,000)	(15.8)
Debt Service	375,269	538,874	538,874	575,753		575,753	575,753	36,879	6.8
<b>TOTAL</b>	<b>\$3,229,242</b>	<b>\$6,201,631</b>	<b>\$4,677,159</b>	<b>\$5,502,740</b>	<b>\$25,000</b>	<b>\$5,527,740</b>	<b>\$5,564,835</b>	<b>(\$636,796)</b>	<b>(10.3)</b>
<b>FTE Summary</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>		<b>4.0</b>	<b>4.0</b>		
<b>Funding Summary</b>									
Airport Fund	\$1,530,509	\$1,481,631	\$3,876,548	\$1,527,740		\$1,527,740	\$1,564,835	\$83,204	5.6
Sponsorships					25,000	25,000	25,000	25,000	100.0
Bonds		79,000	1,503	79,500		79,500	79,500	500	0.6
Grants	1,698,733	4,641,000	799,108	3,895,500		3,895,500	3,895,500	(745,500)	(16.1)
<b>TOTAL</b>	<b>\$3,229,242</b>	<b>\$6,201,631</b>	<b>\$4,677,159</b>	<b>\$5,502,740</b>	<b>\$25,000</b>	<b>\$5,527,740</b>	<b>\$5,564,835</b>	<b>(\$636,796)</b>	<b>(10.3)</b>



AIRPORT (continued)

7.2 Airport Revenues

Airport Revenue Summary FY 2009-2011							
	FY 2009	FY 2010	FY 2010	FY 2011	FY 2011	\$ Increase	% Increase
	Actual	Budgeted	Estimated	Proposed	Adopted	(Decrease)	(Decrease)
Hangar Lease	\$256,517	\$502,990	\$325,344	\$536,544	\$536,544	\$33,554	6.7
Aircraft Tie Down Lease	122,686	166,788	150,516	161,364	161,364	(5,424)	(3.3)
Condominium Association Fees	11,125	9,000	9,000	9,000	9,000		
Commercial Tenant Lease	303,024	246,749	101,646	102,298	102,298	(144,451)	(58.5)
Corporate Pad Lease		19,250	96,961	97,681	97,681	78,431	407.4
Fixed Base Operator License Fee	77,484	78,000	80,600	98,610	98,610	20,610	26.4
User Fee	18,780	30,900	25,900	29,348	29,348	(1,552)	(5.0)
Fuel Flow Fee		27,824				(27,824)	(100.0)
DOAV Maintenance Reimbursement	84,199	8,000	8,000	8,000	8,000		
Air Show Sponsorships				25,000	25,000	25,000	
Miscellaneous	107,792	3,000	5,000	15,000	15,000	12,000	400.0
DOAV Airport Grants	191,106	118,500	10,253	119,250	119,250	750	0.6
FAA Airport Grant	1,503,627	4,522,500	788,855	3,776,250	3,776,250	(746,250)	(16.5)
Bond Draw			1,503	79,500	79,500	79,500	
Other Financing Sources	552,899	468,130	3,073,581	469,895	506,990	38,860	
<b>Total</b>	<b>\$3,229,239</b>	<b>\$6,201,631</b>	<b>\$4,677,159</b>	<b>\$5,527,740</b>	<b>\$5,564,835</b>	<b>(\$636,796)</b>	<b>(10.3)</b>

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**AIRPORT (continued)****7.2 Airport Revenues (continued)****7.2.1 Definitions of Revenue Sources**

**Hangar Lease** – Monthly payments received from customers leasing the 41 hangars (5 corporate, 36 T hangar) . The increase of \$33,545 is the result of an additional 16 hangars ( 6 corporate, 10 T hangars) being added in FY 2011.

**Aircraft Tie-Down Lease** – Monthly payments received from customers renting the 112 available aircraft tie-downs. The \$5,424 decrease in revenue from FY 2010 to FY 2011 is to reflect vacancies that occur during the year.

**Condo Association Fees** – Monthly fees for the 50 condominium association hangars. The \$11,125 collected in FY 2009 includes late payments.

**Commercial Tenant Lease** – Monthly lease payments received from commercial tenants at the airport. The \$144,451 decrease from FY 2010 to FTY 2011 is a result of current vacancy that is not anticipated to be filled in the immediate future and the use of space in the Airport Terminal by the Police Department. In lieu of a rental payment from the General Fund for the Police Department space, he outstanding balance of a General Fund loan made to the Airport Fund is being reduce.

**Corporate Pad Lease** – Monthly payments received from tenants occupying the three available corporate pad sites. The \$78,431 increase from the FY 2010 to FY 2011 reflects a fuul year of payments for two new leases completed in FY 2010.

**Fixed-Base Operators (FBO) Fees** – An annual fee based on gross receipts paid by all businesses located on airport property. The \$20,610 increase is a result of the anticipated addition of an FBO in FY 2011.

**User Fees** – An annual fee based on the gross weight of an aircraft paid by the owners of aircraft based at the airport.

**Fuel Flow Fee** – Fee paid by Fixed Base Operators for dispensing fuel at the Airport. The \$27,824 budgeted in FY 2010 was in anticipation of an additional fueling site which has been delayed.

**DOAV Maintenance Reimbursement** – An annual amount received from the Virginia Department of Aviation to off-set certain airport operations and maintenance costs. The \$84,199 received in FY 2009 included \$79,000 to repair the apron.

**Air Show Sponsorship** – The airport has an annual open house. Starting in FY 2011, sponsorship donations will be used to have an air show as part of the open house. The \$25,000 reflects the anticipated revenue that must be collected from sponsors to have the air show.

**Miscellaneous Revenue** – Money received from all other sources. The \$12,000 increase from FY 2010 to FY 2011 is revenue from installation of an advertising kiosk in the airport terminal.

**AIRPORT (continued)****7.2 Airport Revenues (continued)****7.2.1 Definitions of Revenue Sources (continued)**

**DOAV Airport Grants** – Grants received from the Virginia Department of Aviation for capital improvements to the airport. The amount received from year to year is directly dependent upon the Airport Fund Capital Improvement Program and amount of grants for the capital projects.

**FAA Airport Grants** - Grants received from the Federal Aviation Administration for capital improvements to the airport. The amount received from year to year is directly dependent upon the Airport Fund Capital Improvement Program and the amount of grants received for the capital projects.

**Bond Draw** – Money transferred by draws from the SNAP account. Bond Draw are used to fund the Town’s portion of capital project costs.

AIRPORT (continued)

7.3 Airport Operations

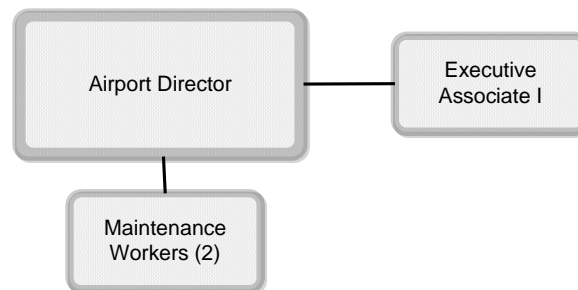
Program Description

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

Table 7.3 AIRPORT OPERATIONS BUDGET SUMMARY




Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$383,763	\$365,842	\$369,842	\$381,750		\$381,750	\$379,679	\$13,837	3.8
Contractual Services	262,574	155,003	155,003	135,178		135,178	160,178	5,175	3.3
Materials and Supplies	35,264	40,435	40,435	33,447		33,447	33,447	(6,988)	(17.3)
Transfer	221,400	228,489	228,489	255,443		255,443	294,609	66,120	28.9
Continuous Charges	100,250	145,258	145,258	141,649		141,649	141,649	(3,609)	(2.5)
Capital Outlay		3,210	3,210					(3,210)	(100.0)
<b>TOTAL</b>	<b>\$1,003,251</b>	<b>\$938,237</b>	<b>\$942,237</b>	<b>\$947,467</b>		<b>\$947,467</b>	<b>\$1,009,562</b>	<b>\$71,325</b>	<b>7.6</b>
<b>FTE Summary</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>		<b>4.0</b>	<b>4.0</b>		

Chart 7.1 Airport Organizational Chart



AIRPORT (continued)

7.2 Operations (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Operational Efficiency and Fiscal Management</b></p> <ul style="list-style-type: none"> <li>Aggressively explore opportunities for public/private partnerships (with all departments).</li> </ul>	<ul style="list-style-type: none"> <li>Developed partnership with the IT department to better develop/explore existing infrastructure to improve communication.</li> </ul>	<ul style="list-style-type: none"> <li>Aggressively explore opportunities for public/private partnerships (with all departments) to improve service levels.</li> </ul>
 <p><b>Community Safety / Quality of Life</b></p> <ul style="list-style-type: none"> <li>To complete the Instrument Landing System installation (Glideslope portion)</li> <li>To extend offer to purchase land on the southwest side of the airport and apply for grant funding from the FAA for acquisition.</li> </ul>	<ul style="list-style-type: none"> <li>Grading Contract bid and awarded for the Glideslope.</li> <li>Environmental Assessment completed on southwest side of airport.</li> </ul>	<ul style="list-style-type: none"> <li>Become Instrument Landing System Certified.</li> <li>Begin appraisal for southwest side property acquisition.</li> </ul>
 <p><b>Capital Infrastructure</b></p> <ul style="list-style-type: none"> <li>Begin design phase for final portion of the perimeter fence.</li> <li>Begin design of South Apron Phase II.</li> </ul>	<ul style="list-style-type: none"> <li>Put on hold due to land acquisition on north and southwest side.</li> <li>South Apron tie-downs finished and hangar pad sites being poured.</li> </ul>	<ul style="list-style-type: none"> <li>Begin design phase for north apron hangars.</li> <li>NAVAIDs upgrade for runway 17-35.</li> <li>Runway Safety Area Grading Design for runway 17 end.</li> </ul>

AIRPORT (continued)

7.2 Operations (continued)

Performance Measures



Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input<sup>1</sup></b>					
Hangars <sup>2</sup>	51	51	51	41	41
Tie-downs	146	146	146	112	112
Offices	7	7	7	7	7
Pad Sites	2	2	2	2	2
<b>Output</b>					
Hangars occupied	51	50	50	40	41
Tie-downs occupied	146	146	146	112	112
Offices occupied	5	7	7	6	6
Pad sites occupied	2	1	1	1	1
<b>Efficiency</b>					4.0
Average number of days per vacancy	6.0	3.7	4.4	9.1	
<b>Outcome</b>					
100% hangar occupancy	100%	98%	98%	98%	100%
100% tie-down occupancy	100%	100%	100%	100%	100%
100% office occupancy	71%	100%	100%	86%	86%
100% pad site occupancy	0%	50%	50%	50%	50%
Minimize overall vacancy rate	2%	1%	1%	2%	1%

<sup>1</sup> In FY 2009, 10 T hangars and 28 tie-downs were demolished on the south apron.

<sup>2</sup> One hangar has been vacant due to a broken door since FY 2006.

AIRPORT (continued)

7.3 Airport Commission

Program Description

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

Table 7.4 AIRPORT COMMISSION BUDGET SUMMARY

<b>Expense Summary</b>	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$2,369	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Contractual Services					25,000	25,000			100.0
<b>TOTAL</b>	<b>\$2,369</b>	<b>\$4,520</b>	<b>\$4,520</b>	<b>\$4,520</b>	<b>\$25,000</b>	<b>\$29,520</b>	<b>\$4,520</b>		
<b>Funding Summary</b>									
Airport Fund	\$2,369	\$4,520	\$4,520	\$4,520		\$4,520	\$4,520		
Corporate Sponsorship(s)					25,000	25,000			100.0
<b>TOTAL</b>	<b>\$2,369</b>	<b>\$4,520</b>	<b>\$4,520</b>	<b>\$4,520</b>	<b>\$25,000</b>	<b>\$29,520</b>	<b>\$4,520</b>		

**AIRPORT (continued)**

**7.4 Airport Capital Improvements Program**

**Program Description**

The Airport Capital Improvements Program includes capital additions and improvements to the Leesburg Executive Airport. See Section 8.9 for more details on projects planned for FY 2011.

**Table 7.5 AIRPORT CAPITAL IMPROVEMENTS BUDGET SUMMARY**

<b>Expense Summary</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2010 Estimated</b>	<b>FY 2011 Base</b>	<b>FY 2011 PCPs</b>	<b>FY 2011 Proposed</b>	<b>FY 2011 Adopted</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
Airport Improvements	\$1,848,353	\$4,720,000	\$3,191,528	\$3,975,000		\$3,975,000	\$3,975,000	(\$745,000)	(15.8)
<b>TOTAL</b>	<b>\$1,848,353</b>	<b>\$4,720,000</b>	<b>\$3,191,528</b>	<b>\$3,975,000</b>		<b>\$3,975,000</b>	<b>\$3,975,000</b>	<b>(\$745,000)</b>	<b>(15.8)</b>



AIRPORT (continued)

7.5 Debt Service

Program Description

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

Table 7.6 AIRPORT DEBT SERVICE BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Principal	\$192,513	\$285,304	\$285,304	\$361,746		\$361,746	\$361,746	\$76,442	26.8
Interest	182,756	253,570	253,570	214,007		214,007	214,007	(39,563)	(15.6)
<b>TOTAL</b>	<b>\$375,269</b>	<b>\$538,874</b>	<b>\$538,874</b>	<b>\$575,753</b>		<b>\$575,753</b>	<b>\$575,753</b>	<b>\$36,879</b>	<b>6.8</b>

CAPITAL PROJECTS MANAGEMENT

8 Capital Projects Fund

8.1 Funding Sources and Expenditure Summaries

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

Table 8.1 CAPITAL PROJECTS BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Operations	\$1,439,145	\$1,373,674	\$1,356,514	\$2,006,121		\$2,006,121	\$2,000,666	\$626,992	45.6
Capital Projects	13,335,340	17,742,565	7,939,727	16,629,556		16,629,556	16,879,556	(863,009)	(4.9)
<b>TOTAL</b>	<b>\$14,774,485</b>	<b>\$19,116,239</b>	<b>\$9,296,241</b>	<b>\$18,635,677</b>		<b>\$18,635,677</b>	<b>\$18,880,222</b>	<b>(\$236,017)</b>	<b>(1.2)</b>
<b>FTE Summary</b>	<b>12.0</b>	<b>11.0</b>	<b>11.0</b>	<b>10.0</b>		<b>10.0</b>	<b>10.0</b>	<b>(1.0)</b>	<b>(9.1)</b>
<b>Funding Summary</b>									
General Obligation Bonds	\$5,773,285	\$11,488,961	\$4,728,727	\$9,775,243		\$9,775,243	\$9,775,243	(\$1,713,718)	(14.9)
Trust Funds/Donations	5,435,479								
Capital Projects Fund Cash	1,449,627	418,418	1,356,514	2,106,121		2,106,121	2,100,666	1,682,248	402.0
General Fund Cash				1,000,000		1,000,000	1,000,000	1,000,000	100.0
Utilities Fund Cash									
Proffers	1,052,558	3,354,039	2,018,821	1,369,513		1,369,513	1,369,513	(1,984,526)	(59.2)
Loudoun Cty - Gas Tax	1,063,536	1,851,940	542,179	1,129,880		1,129,880	1,129,880	(722,060)	(39.0)
State - Dept. of Transp.		1,002,881	650,000	2,974,920		2,974,920	3,224,920	2,222,039	221.6
Federal - Transportation		1,000,000		280,000		280,000	280,000	(720,000)	(72.0)
<b>TOTAL</b>	<b>\$14,774,485</b>	<b>\$19,116,239</b>	<b>\$9,296,241</b>	<b>\$18,635,677</b>		<b>\$18,635,677</b>	<b>\$18,880,222</b>	<b>(\$236,017)</b>	<b>(1.2)</b>

CAPITAL PROJECTS MANAGEMENT (continued)

8.2 Operations Summary

Program Description

The Department of Capital Projects Management is responsible for administering both design and construction of the Town’s capital projects from inception to completion, in conjunction with the Town’s mission and objectives. The Department is also responsible for presenting new projects to residents, answering staff and resident questions relevant to capital projects, collaborating with residents and garnering neighborhood input, developing overall schedules and budgets for capital projects, and requesting eligible expenditure reimbursements from federal and state agencies. Furthermore, the Department obtains the necessary easements and rights-of-way for the completion of capital projects, and prepares technical reports for the Town Council, Planning Commission, Town Manager, and other departments. The FY 2011 Budget includes a \$872,418 transfer to the General Fund for the cost of services provided by Genral Fund organizations to support the operationsof the Capital Projects Fund and Capital Projects Management Department.

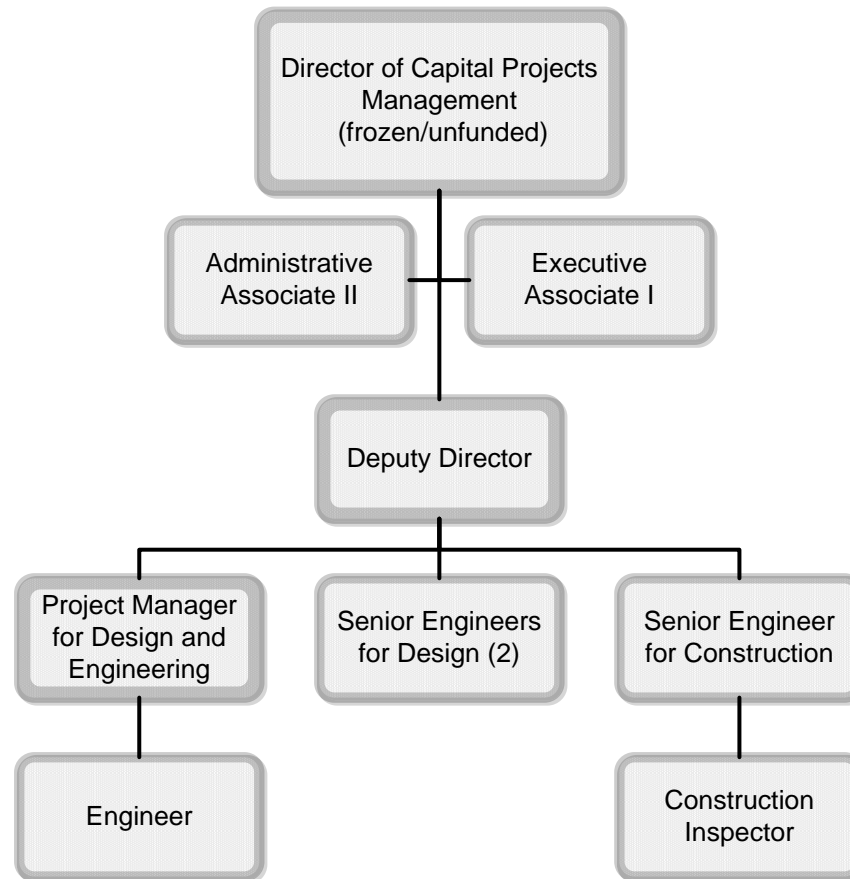
Table 8.2 CAPITAL PROJECTS MANAGEMENT BUDGET SUMMARY

Expense Summary	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Base	FY 2011 PCPs	FY 2011 Proposed	FY 2011 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Personnel Services	\$1,089,924	\$1,127,259	\$1,115,259	\$1,004,505		\$1,004,505	\$999,050	(\$128,209)	(11.4)
Contractual Services	213,974	113,555	109,795	105,908		105,908	105,908	(\$7,647)	(6.7)
Materials and Supplies	8,605	10,900	9,400	12,900		12,900	12,900	\$2,000	18.3
Transfer to General Fund	50,000			872,418		872,418	872,418	\$872,418	
Continuous Charges	72,219	120,460	120,560	10,390		10,390	10,390	(\$110,070)	(91.4)
Capital Outlay	4,422	1,500	1,500					(\$1,500)	(100.0)
<b>TOTAL</b>	<b>\$1,439,144</b>	<b>\$1,373,674</b>	<b>\$1,356,514</b>	<b>\$2,006,121</b>		<b>\$2,006,121</b>	<b>\$2,000,666</b>	<b>\$626,992</b>	<b>45.6</b>
<b>FTE Summary</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>10.0</b>		<b>10.0</b>	<b>10.0</b>	<b>(1.0)</b>	<b>(9.1)</b>
<b>Funding Summary</b>									
Capital Projects Fund	1,439,144	1,373,674	1,356,514	1,928,065		1,928,065	1,922,610	548,936	40.0
Utilities Fund				51,689		51,689	51,689	51,689	100.0
Airport Fund				26,367		26,367	26,367	26,367	100.0
<b>TOTAL</b>	<b>\$1,439,144</b>	<b>\$1,373,674</b>	<b>\$1,356,514</b>	<b>\$2,006,121</b>		<b>\$2,006,121</b>	<b>\$2,000,666</b>	<b>\$626,992</b>	<b>45.6</b>

CAPITAL PROJECTS MANAGEMENT (continued)




8.2. Operations Summary (continued)

Chart 8.1 Capital Projects Management Organizational Chart



CAPITAL PROJECTS MANAGEMENT (continued)

8.2 Operations Summary (continued)

FY 2010 Objectives	FY 2010 Accomplishments	FY 2011 Objectives
 <p><b>Economic Development and Downtown Improvements</b></p> <ul style="list-style-type: none"> <li>• Promote Loudoun Street public/private partnership (with Parks and Recreation, Economic Development, Finance, and Public Works).</li> <li>• Downtown Improvement capital projects (with Economic Development, Parks and Recreation and Public Works).</li> </ul>	<ul style="list-style-type: none"> <li>• Awarded design contract to EDAW for the Downtown Improvements project.</li> <li>• Design work on Downtown Improvements project started in collaboration with community.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue design work for the Downtown Improvements project.</li> <li>• Start first phase of construction for Downtown Improvements project.</li> <li>• Complete construction on first phase of Downtown Streetlights project</li> </ul>
 <p><b>Operational Efficiency and Fiscal Management</b></p> <ul style="list-style-type: none"> <li>• Manage pilot “team” efforts: Zoning Enforcement, Tree Management, Capital Construction Inspection, Transportation Model (with Executive, Public Works, Parks and Recreation, Public Works, and Utilities).</li> <li>• Aggressively explore opportunities for public/private partnerships (with all departments).</li> </ul>	<ul style="list-style-type: none"> <li>• Utilized in-house inspection team to reduce cost of contracted inspection services related to construction projects.</li> <li>• Implemented “A-Team” approach to priority projects such as Lowenbach improvements.</li> <li>• Developed an internal committee consisting of Town engineers from various departments to fully clarify and develop the scope of work for all storm drainage projects.</li> <li>• Awarded federal “stimulus” funds for the South King Street Widening project.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue use of in-house inspectors to reduce cost of contracted inspection services related to construction projects.</li> </ul>
 <p><b>Capital Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Priority project management – “A-Team approach” (with Executive, Town Attorney, Public Works, Planning and Zoning, Plan Review, and Utilities).</li> <li>• Maintain Capital Improvement Project Schedules (with Executive, Town Attorney, Public Works, and Capital Projects Management).</li> <li>• 25 projects in design.</li> <li>• 18 projects will be under construction or will be completed.</li> <li>• 11 land acquisitions for right-of-way, easements, and full parcel acquisition.</li> <li>• Downtown improvement projects.</li> <li>• Transportation improvement projects.</li> <li>• Storm drainage improvement projects.</li> <li>• Utilize more in-house inspection to help reduce construction costs.</li> <li>• Bring Planning Commission in earlier in review of Capital Improvements Program, especially future projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed construction of storm drainage projects on North King Street, Country Club Drive and Edwards Ferry Road/Colonial Square.</li> <li>• Completed construction of the South King Street Trail Phase I project and the trails on Battlefield Parkway.</li> <li>• Completed construction of Carr Water Tank #2, Sycolin Road Water Tank and Carr Water Tank #1 Rehabilitation and Recoating project.</li> <li>• Completed South Apron Hangars and ILS Grading airport projects.</li> <li>• Completed Traffic Signal at Catoclin Circle and Dry Mill Road Intersection project.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete construction of the Battlefield Parkway section from Edwards Ferry Road to Fort Evans Road.</li> <li>• Complete construction of the storm drainage improvements on Dry Mill Road, Wage Drive and Anne Street.</li> <li>• Complete construction of traffic signals at the Battlefield Parkway/Tavistock Drive, Battlefield Parkway/Catoclin Circle and Sycolin Road/Hope Parkway intersections.</li> <li>• Complete Hogback Mountain Water Tank Rehabilitation and recoating</li> <li>• Complete construction of Ida Lee maintenance facility.</li> <li>• Complete construction of Old Waterford sidewalk.</li> </ul>

CAPITAL PROJECTS MANAGEMENT (continued)

8.2 Operations Summary (continued)

Performance Measures

 Community Safety / Quality of Life

 Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Estimated
<b>Input</b>					
Operating expenditures	\$1.098M	\$1.148M	\$1.263M	\$1.445M	\$1.585M
FTEs	7	9	9	10	11
Projects under management	42	46	46	51	45
<b>Output<sup>1</sup></b>					
Projects in design	39	39	35	40	30
Projects under construction	13	15	18	24	24
<b>Efficiency<sup>2</sup></b>					
% of projects completed on schedule	23%	39%	48%	56%	83%
% of projects completed within budget	100%	83%	91%	88%	83%
<b>Outcome</b>					
Utilized in-house inspection to reduce construction costs	No	No	No	Yes	Yes
Completed key projects by establishing priority project management or 'A-Team' approach to keep projects on schedule.	No	No	No	No	Yes

<sup>1</sup> Some projects in both design and construction.

<sup>2</sup> Projects completed within fiscal year per approved budget.

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

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

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

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

**Relationship to Town Plan**

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

**Relationship to Debt Financing**

The Town has an aggressive capital projects plan to coincide with its rapid growth in population. Funding of capital projects is subject to the fiscal policy adopted by the Town Council in 2009 (see Section 1.3, Fiscal Policy). Funding for the CIP is predicated on the following funding percentages:



CIP INTRODUCTION (continued)

Relationship to Debt Financing (continued)

Table 8.3 Percentages of Funding Sources for FY 2011	
General Obligation and Revenue Bonds	48.0
Cash from Trusts, Capital Projects, and Utilities Funds	9.5
Funds from Federal, State, and County Governments	36.6
Proffers from Private Developers and Others	5.9
<b>All Sources</b>	<b>100.0</b>

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

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

Debt service is the Town’s first funding obligation. Bonds issued in a particular fiscal year require increased general fund resources in the following year’s budget. For future funding of the CIP, we anticipate issuing bonds in fiscal years 2012 and 2014. As the Town plans for the future capital needs of the community, emphasis must be placed on the long-term impact of debt on the Town. Leesburg has used long-term debt to fund many of its capital improvement projects and infrastructure improvements. Some of the assets acquired recently by the Town through the issuance of bonds have been: the A.V. Symington Aquatics Center, Battlefield Parkway – Edwards Ferry Road to Fort Evans Road, North King Street Drainage Improvements, Carr Tanks 1 and 2, Route 643 Water Tank, and the Airport South Apron Hangars.

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

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

- The Town will make all capital improvements in accordance with an adopted capital improvements program.
- The Town will develop a multi-year plan for capital improvements, which considers the Town's development policies and links development proffers resulting from conditional zonings with the capital plan.
- The Town will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.
- The Town will make use of non-debt capital financing through the use of alternate sources, including proffers and pay-as-you-go financing. The goal is to finance at least 25% (\$5,833,639 in FY 2011) of the current portion of construction and acquisition costs of capital assets, improvements, and infrastructure (in excess of proffers) through the use of non-debt sources.
- The Town will not fund non-capital operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to capital improvements, projects, equipment or related expenditures that cannot be financed from current financial resources.
- The Town will, when financing capital improvements or other projects or equipment by issuing bonds or entering into capital leases, repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.
- The Town is cognizant of its higher than average debt burden and will continue to offset its impact through rapid payback. An average payback of at least 60% in ten years will be maintained except for projects with a known revenue stream.
- The Town will annually calculate target debt ratios. The Town's debt capacity shall be maintained within the following primary goals:
  - Debt service expenditures as a percentage of governmental fund expenditures should not exceed 15% (\$9,233,572 in FY 2011).
  - Bonded debt of the Town shall not exceed 2.5% of the total assessed value of taxable property in the Town (\$65,862,518 in FY 2011) nor 3.5% of the total personal income of residents of the Town (\$138,874,528 in FY 2011).
- The Town will follow a policy of full disclosure in every annual financial report and financing official statement/offering document.
- The Town will maintain good communications about its financial condition with bond and credit rating institutions.

CIP INTRODUCTION (continued)

Relationship to Debt Financing (continued)

Table 8.4 Projected Financial Ratios, FY 2011-2015

<b>Financial Ratio Targets</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Debt Financing ≤ 75%	48.00%	50.36%	45.08%	57.07%	32.95%
Debt Service of Gov. Exp. ≤ 15%	9.71%	10.20%	10.74%	10.34%	9.68%
Bond Debt to Assessed Value ≤ 2.5%	1.04%	0.96%	1.03%	0.92%	0.82%
Bond Debt to Personal Income ≤ 3.5%	3.08%	2.78%	2.94%	2.62%	2.30%

Summary of Capital Projects

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

**Capital Projects Fund**

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

**Utilities Fund**

- Utility Maintenance
- Water Supply
- Water Pollution Control

**Airport Fund**

The project schedule is a master list of projects organized by functional area. Individual projects are shown on the project summary pages along with sources of funding. The following are the projects funded for FY 2011. Funding shown in FY 2012-2015 is for planning purposes only.

CIP INTRODUCTION (continued)

Summaries of Sources

Table 8.5.A. Sources of Funds - By Fund

FUNDS SEPARATED	Total Required Project Funding	Funded through 6/30/10	2011	2012	2013	2014	2015	Total for 5-Yr CIP	Future Funds Required
<b>Capital Projects Fund</b>									
General Obligation Bonds	\$39,416,129	\$9,874,736	\$9,756,393	\$9,545,000	\$3,700,000	\$3,800,000	\$1,340,000	\$28,141,393	\$1,400,000
General Fund Cash	2,000,000		1,000,000	1,000,000				2,000,000	
Capital Projects Fund Cash	975,000		100,000	300,000	175,000		400,000	975,000	
Proffers (incl. Anticipated and Dev. Contrib.)	2,968,602	980,239	1,388,363	50,000	50,000	450,000	50,000	1,988,363	
Loudoun County - Gas Tax	9,665,412	2,013,413	1,129,880	3,222,119	2,400,000	900,000		7,651,999	
State - Department of Transportation	17,701,752	1,683,951	3,224,920	4,377,881	1,325,000	890,000		9,817,801	6,200,000
Federal - Community Development Block Grant	280,000		280,000					280,000	
<b>Total - Capital Projects Fund</b>	<b>\$73,006,895</b>	<b>\$14,552,339</b>	<b>\$16,879,556</b>	<b>\$18,495,000</b>	<b>\$7,650,000</b>	<b>\$6,040,000</b>	<b>\$1,790,000</b>	<b>\$50,854,556</b>	<b>\$7,600,000</b>
<b>Utilities Fund</b>									
Utilities Fund Cash	\$5,254,824	\$1,587,324	\$1,116,000	\$1,514,250	\$159,750	\$787,500	\$90,000	\$3,667,500	
Utilities Fund Bonds	6,422,563	1,940,063	1,364,000	1,850,750	195,250	962,500	110,000	4,482,500	
<b>Total - Utilities Fund</b>	<b>\$11,677,387</b>	<b>\$3,527,387</b>	<b>\$2,480,000</b>	<b>\$3,365,000</b>	<b>\$355,000</b>	<b>\$1,750,000</b>	<b>\$200,000</b>	<b>\$8,150,000</b>	
<b>Airport Fund</b>									
General Obligation Bonds	\$175,627	\$4,000	\$79,500	\$16,000	\$13,300	\$11,500	\$51,327	\$171,627	
State - Department of Aviation	263,441	6,000	119,250	24,000	19,950	17,250	76,991	257,441	
Federal Aviation Administration	8,342,283	190,000	3,776,250	760,000	631,750	546,250	2,438,033	8,152,283	
<b>Total - Airport Fund</b>	<b>\$8,781,350</b>	<b>\$200,000</b>	<b>\$3,975,000</b>	<b>\$800,000</b>	<b>\$665,000</b>	<b>\$575,000</b>	<b>\$2,566,350</b>	<b>\$8,581,350</b>	
<b>TOTAL ALL FUNDS</b>	<b>\$93,465,632</b>	<b>\$18,279,726</b>	<b>\$23,334,556</b>	<b>\$22,660,000</b>	<b>\$8,670,000</b>	<b>\$8,365,000</b>	<b>\$4,556,350</b>	<b>\$67,585,906</b>	<b>\$7,600,000</b>

CIP INTRODUCTION (continued)

Summaries of Sources (continued)

Table 8.5.B Sources of Funds - Funds Combined

<b>FUNDS COMBINED</b>	<b>Total Required Project Funding</b>	<b>Funded through 6/30/10</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total for 5-Yr CIP</b>	<b>Future Funds Required</b>
General Obligation Bonds	\$39,591,756	\$9,878,736	\$9,835,893	\$9,561,000	\$3,713,300	\$3,811,500	\$1,391,327	\$28,313,020	\$1,400,000
General Fund Cash	2,000,000		1,000,000	\$1,000,000				2,000,000	
Capital Projects Fund Cash	975,000		100,000	300,000	175,000		400,000	975,000	
Utilities Fund Cash	5,254,824	1,587,324	1,116,000	1,514,250	159,750	787,500	90,000	3,667,500	
Utilities Fund Bonds	6,422,563	1,940,063	1,364,000	1,850,750	195,250	962,500	110,000	4,482,500	
Proffers (incl. Anticipated and Dev. Contrib.)	2,968,602	980,239	1,388,363	50,000	50,000	450,000	50,000	1,988,363	
Loudoun County - Gas Tax	9,665,412	2,013,413	1,129,880	3,222,119	2,400,000	900,000		7,651,999	
State - Department of Aviation	263,441	6,000	119,250	24,000	19,950	17,250	76,991	257,441	
State - Department of Transportation	17,701,752	1,683,951	3,224,920	4,377,881	1,325,000	890,000		9,817,801	6,200,000
Federal - Comm Dev Block Grant	280,000		280,000					280,000	
Federal Aviation Administration	8,342,283	190,000	3,776,250	760,000	631,750	546,250	2,438,033	8,152,283	
<b>TOTAL ALL FUNDS</b>	<b>\$93,465,632</b>	<b>\$18,279,726</b>	<b>\$23,334,556</b>	<b>\$22,660,000</b>	<b>\$8,670,000</b>	<b>\$8,365,000</b>	<b>\$4,556,350</b>	<b>\$67,585,906</b>	<b>\$7,600,000</b>

CIP INTRODUCTION (continued)

Summary of Uses

Table 8.6 Uses of Funds										
Proj. No.	Project Description	Project Total Cost	Exp through 6/30/10	2011	2012	2013	2014	2015	Total for 5-Yr CIP	Future Funds Req.
<b>General Government</b>										
10304	Downtown Improvements	\$5,000,000	\$125,000	\$825,000	\$450,000	\$1,100,000	\$1,400,000	\$1,100,000	\$4,875,000	1
07309	Downtown Street Lighting	2,170,000	200,000	350,000	515,000	515,000	590,000		1,970,000	2
08308	Town-wide Tree Canopy	400,000	150,000	50,000	50,000	50,000	50,000	50,000	250,000	3
<b>Total General Government</b>		<b>\$7,570,000</b>	<b>\$475,000</b>	<b>\$1,225,000</b>	<b>\$1,015,000</b>	<b>\$1,665,000</b>	<b>\$2,040,000</b>	<b>\$1,150,000</b>	<b>\$7,095,000</b>	
<b>Parks &amp; Recreation</b>										
12303	Ida Lee Park Maintenance Building	\$715,000	\$415,000	\$300,000					\$300,000	4
08310	Southwest Connector Trail, Ph. I	4,450,000	550,000	2,000,000	1,900,000				3,900,000	5
NEW	Southwest Connector Trail, Ph. II	1,300,000		150,000	900,000	250,000			1,300,000	6
NEW	Southwest Connector Trail, Ph. III	1,875,000		50,000	175,000	1,250,000	400,000		1,875,000	7
08302	Tuscarora Creek Trail, Ph. I	500,000	100,000			35,000	300,000	65,000	400,000	8
NEW	Tuscarora Creek Trail, Ph. II	900,000	25,000					175,000	175,000	9
<b>Total Parks &amp; Recreation</b>		<b>\$9,740,000</b>	<b>\$1,090,000</b>	<b>\$2,500,000</b>	<b>\$2,975,000</b>	<b>\$1,535,000</b>	<b>\$700,000</b>	<b>\$240,000</b>	<b>\$7,950,000</b>	<b>\$700,000</b>
<b>Streets &amp; Highways</b>										
08303	Battlefield Pkwy. - Edwards Ferry to Ft. Evans	\$8,120,000	\$4,920,000	\$3,200,000					\$3,200,000	10
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	12,009,420	1,159,420	850,000	3,800,000				4,650,000	11
07304	Church St. Improvements	450,000			75,000	175,000	200,000		450,000	12
05302	Edwards Ferry Rd. at Rt. 15 Bypass Right Turn Imp	1,100,000	200,718	799,282	100,000				899,282	13
05303	Lowenbach St. Improvements	5,260,000	1,250,000	1,260,000	1,900,000	800,000	50,000		4,010,000	14
14301	Morven Park Road Sidewalk	1,175,000					75,000	400,000	475,000	15
07302	Old Waterford Rd. Sidewalk	740,000	190,000	550,000					550,000	16
NEW	Plaza Street Sidewalk	350,000		350,000					350,000	17
01302	Route 15 (South King Street) Widening Ph. I	7,900,000	1,800,000	2,300,000	3,800,000				6,100,000	18
07313	Sycolin Rd. Widening Ph. II	4,800,000	1,700,000	1,600,000	1,500,000				3,100,000	19
98301	Sycolin Rd. Widening Ph. III	5,000,000	307,200	342,800	50,000	3,000,000	1,300,000		4,692,800	20
NEW	Traffic Signal at Battlefield Pkwy/Catoctin Cir	275,000		275,000					275,000	21
NEW	Traffic Signal at Sycolin Rd/Hope Pkwy	117,474		117,474					117,474	22
10307	Traffic Signal at Tavistock and Battlefield	350,000	50,000	300,000					300,000	23
07312	Virts Corner Improvements	2,225,000	100,000	100,000	1,725,000	300,000			2,125,000	24
<b>Total Streets &amp; Highways</b>		<b>\$49,871,894</b>	<b>\$11,677,338</b>	<b>\$12,044,556</b>	<b>\$12,950,000</b>	<b>\$4,275,000</b>	<b>\$1,625,000</b>	<b>\$400,000</b>	<b>\$31,294,556</b>	<b>\$6,900,000</b>

CIP INTRODUCTION (continued)

Summary of Uses (continued)

Table 8.6 Uses of Funds (continued)										
Proj. No.	Project Description	Project Total Cost	Exp through 6/30/10	2011	2012	2013	2014	2015	Total for 5-Yr CIP	Future Funds Req.
<b>Storm Drainage</b>										
05305	Dry Mill/Wage/Anne Storm Improvements	\$1,470,000	\$1,070,000	\$400,000					\$400,000	25
06317	Loudoun Hills Community Improvements	130,000	30,000	100,000					100,000	26
07307	Town Branch at Mosby Dr.	480,000	50,000	125,000	305,000				430,000	27
10305	Town Branch Improvements	2,000,000		75,000	75,000	175,000	1,675,000		2,000,000	28
06306	Tuscarora Creek Flood Mitigation	895,000	80,000	90,000	725,000				815,000	29
09302	Woodberry Rd. Drainage and Street Improvements	850,000	80,000	320,000	450,000				770,000	30
	<b>Total Storm Drainage</b>	<b>\$5,825,000</b>	<b>\$1,310,000</b>	<b>\$1,110,000</b>	<b>\$1,555,000</b>	<b>\$175,000</b>	<b>\$1,675,000</b>		<b>\$4,515,000</b>	
	<b>Total General Fund Projects</b>	<b>\$73,006,893</b>	<b>\$14,552,337</b>	<b>\$16,879,556</b>	<b>\$18,495,000</b>	<b>\$7,650,000</b>	<b>\$6,040,000</b>	<b>\$1,790,000</b>	<b>\$50,854,556</b>	<b>\$7,600,000</b>
<b>Utility Lines</b>										
06401	Misc. Waterline and San. Sewer Imps., Reps., I/I Mitigation	\$6,420,000	\$2,850,000	\$400,000	\$865,000	\$355,000	\$1,750,000	\$200,000	\$3,570,000	31
	<b>Total Utility Lines</b>	<b>\$6,420,000</b>	<b>\$2,850,000</b>	<b>\$400,000</b>	<b>\$865,000</b>	<b>\$355,000</b>	<b>\$1,750,000</b>	<b>\$200,000</b>	<b>\$3,570,000</b>	
<b>Water Supply</b>										
02402	Hogback Mountain Tank Recoating	\$697,387	\$77,387	\$620,000					\$620,000	32
	<b>Total Water Supply</b>	<b>\$697,387</b>	<b>\$77,387</b>	<b>\$620,000</b>					<b>\$620,000</b>	
<b>Water Pollution Control</b>										
07404	Lower Sycolin Sewage Conveyance System	\$4,560,000	\$600,000	\$1,460,000	\$2,500,000				\$3,960,000	33
	<b>Total Water Pollution Control</b>	<b>\$4,560,000</b>	<b>\$600,000</b>	<b>\$1,460,000</b>	<b>\$2,500,000</b>				<b>\$3,960,000</b>	
	<b>Total Utility Fund Projects</b>	<b>\$11,677,387</b>	<b>\$3,527,387</b>	<b>\$2,480,000</b>	<b>\$3,365,000</b>	<b>\$355,000</b>	<b>\$1,750,000</b>	<b>\$200,000</b>	<b>\$8,150,000</b>	
<b>Airport Fund Projects</b>										
110501	Land Acquisition - Airport Expansion South West End of.	\$4,000,000	\$150,000	\$3,850,000					\$3,850,000	34
09503	Navigation Aids Upgrades	600,000	50,000	50,000	500,000				550,000	35
NEW	Perimeter Fence - Airport West Side	975,000					75,000	900,000	975,000	36
NEW	Runway 17 Safety Area Grading	825,000		75,000	300,000	450,000			825,000	37
08502	South Apron Expansion, Ph. II	2,381,350				215,000	500,000	1,666,350	2,381,350	38
	<b>Total Airport Fund Projects</b>	<b>\$8,781,350</b>	<b>\$200,000</b>	<b>\$3,975,000</b>	<b>\$800,000</b>	<b>\$665,000</b>	<b>\$575,000</b>	<b>\$2,566,350</b>	<b>\$8,581,350</b>	
	<b>TOTAL PROJECTS ALL FUNDS</b>	<b>\$93,465,630</b>	<b>\$18,279,724</b>	<b>\$23,334,556</b>	<b>\$22,660,000</b>	<b>\$8,670,000</b>	<b>\$8,365,000</b>	<b>\$4,556,350</b>	<b>\$67,585,906</b>	<b>\$7,600,000</b>

GENERAL GOVERNMENT PROJECTS

8.4 General Government Projects

In this category, for FY 2011, funds are provided for Downtown Improvements projects (\$825,000), as well as the continuation of projects from last year's CIP, such as the Downtown Street Lighting project (\$350,000). See Table 8.7, below.

Table 8.7 General Government Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/10	2011	2012	2013	2014	2015	Total for 5-Yr CIP	Future Funds Required
General Obligation Bonds		\$5,220,348	\$275,348	\$915,000	\$240,000	\$1,190,000	\$1,500,000	\$1,100,000	\$4,945,000	
Capital Projects Fund Cash		300,000			300,000				300,000	
Proffers		389,652	139,652	50,000	50,000	50,000	50,000	50,000	250,000	
State - Department of Transportation (VDOT)		1,660,000	60,000	260,000	425,000	425,000	490,000		1,600,000	
<b>Total</b>		<b>\$7,570,000</b>	<b>\$475,000</b>	<b>\$1,225,000</b>	<b>\$1,015,000</b>	<b>\$1,665,000</b>	<b>\$2,040,000</b>	<b>\$1,150,000</b>	<b>\$7,095,000</b>	

Proj. No.	Uses	Total Project Cost	Exp through 6/30/10	2011	2012	2013	2014	2015	Total for 5-Yr CIP	Future Funds Required
10304	Downtown Improvements	\$5,000,000	\$125,000	\$825,000	\$450,000	\$1,100,000	\$1,400,000	\$1,100,000	\$4,875,000	
07309	Downtown Street Lighting	2,170,000	200,000	350,000	515,000	515,000	590,000		1,970,000	
08308	Town-wide Tree Canopy	400,000	150,000	50,000	50,000	50,000	50,000	50,000	250,000	
<b>Total - General Government</b>		<b>\$7,570,000</b>	<b>\$475,000</b>	<b>\$1,225,000</b>	<b>\$1,015,000</b>	<b>\$1,665,000</b>	<b>\$2,040,000</b>	<b>\$1,150,000</b>	<b>\$7,095,000</b>	



**GENERAL GOVERNMENT PROJECTS (continued)**

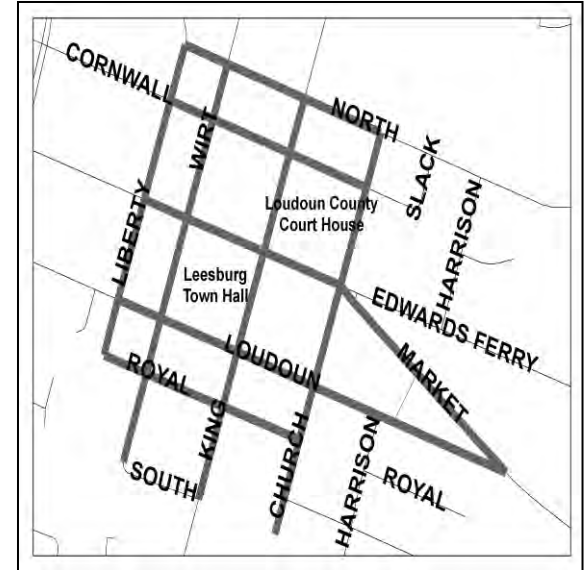
**TITLE:** Downtown Improvements (10304)  
**STATUS:** Ongoing

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

**CONSTRUCTION START DATE:** Spring 2011

**ESTIMATED COMPLETION DATE:** Summer 2015

**OPERATING IMPACT:** None.



**GOAL ADDRESSED:**

2005 Town Plan

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

Sources:	Total Required Project Funding	Funded through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Bonds	\$4,700,000	\$125,000	\$825,000	\$150,000	\$1,100,000	\$1,400,000	\$1,100,000	\$4,575,000	
Capital Projects									
Fund Cash	300,000			300,000				300,000	
<b>TOTAL</b>	<b>\$5,000,000</b>	<b>\$125,000</b>	<b>\$825,000</b>	<b>\$450,000</b>	<b>\$1,100,000</b>	<b>\$1,400,000</b>	<b>\$1,100,000</b>	<b>\$4,875,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Design	\$525,000	\$125,000	\$100,000	\$100,000	\$100,000	\$100,000		\$400,000	
Construction	4,475,000		725,000	350,000	1,000,000	1,300,000	1,100,000	4,475,000	
<b>TOTAL</b>	<b>\$5,000,000</b>	<b>\$125,000</b>	<b>\$825,000</b>	<b>\$450,000</b>	<b>\$1,100,000</b>	<b>\$1,400,000</b>	<b>\$1,100,000</b>	<b>\$4,875,000</b>	

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**GENERAL GOVERNMENT PROJECTS (continued)**

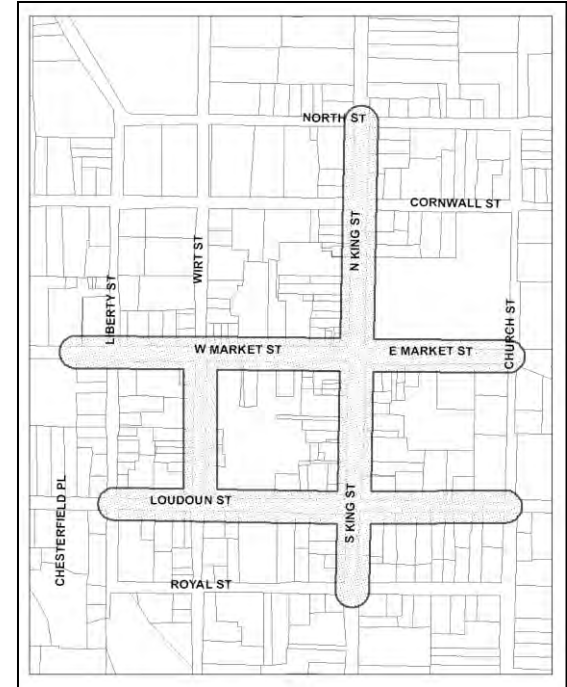
**TITLE:** Downtown Street Lighting (07309)  
**STATUS:** Ongoing

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

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

**CONSTRUCTION START DATE:** Spring 2010

**EST. COMPLETION DATE:** Spring 2014



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

**GOAL ADDRESSED:**

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

**PLANNED FINANCING**

Sources:	Project Total Cost	Funded through 6/30/10	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2011	2012	2013	2014	2015		
VDOT (SAFETEA-LU)	\$1,660,000	\$60,000	\$260,000	\$425,000	\$425,000	\$490,000		\$1,600,000	
G.O. Bonds	510,000	140,000	90,000	90,000	90,000	100,000		370,000	
<b>TOTAL</b>	<b>\$2,170,000</b>	<b>\$200,000</b>	<b>\$350,000</b>	<b>\$515,000</b>	<b>\$515,000</b>	<b>\$590,000</b>		<b>\$1,970,000</b>	

**PLANNED EXPENDITURES**

Uses:	Project Total Cost	Expended through 6/30/10	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2011	2012	2013	2014	2015		
Land	\$10,000		\$10,000					\$10,000	
Design/Eng	240,000	140,000	50,000	25,000	25,000			100,000	
Const.	1,920,000	60,000	290,000	490,000	490,000	590,000		1,860,000	
<b>TOTAL</b>	<b>\$2,170,000</b>	<b>\$200,000</b>	<b>\$350,000</b>	<b>\$515,000</b>	<b>\$515,000</b>	<b>\$590,000</b>		<b>\$1,970,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
Dominion Power (additional cost of new lights)	\$4,000	\$6,000	\$8,000	\$10,000	\$11,000	\$39,000
<b>TOTAL</b>	<b>\$4,000</b>	<b>\$6,000</b>	<b>\$8,000</b>	<b>\$10,000</b>	<b>\$11,000</b>	<b>\$39,000</b>

**GENERAL GOVERNMENT PROJECTS (continued)**

**TITLE:** Town-wide Tree Canopy (08308)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** This project provides annual funding to plant trees along roadways, trails, and in communities to enhance the tree canopy. Initial efforts will focus on existing sections of Battlefield Parkway to enhance roadway aesthetics.

**CONSTRUCTION START DATE:** Spring 2008

**ESTIMATED COMPLETION DATE:** Ongoing

**PLANNED FINANCING**

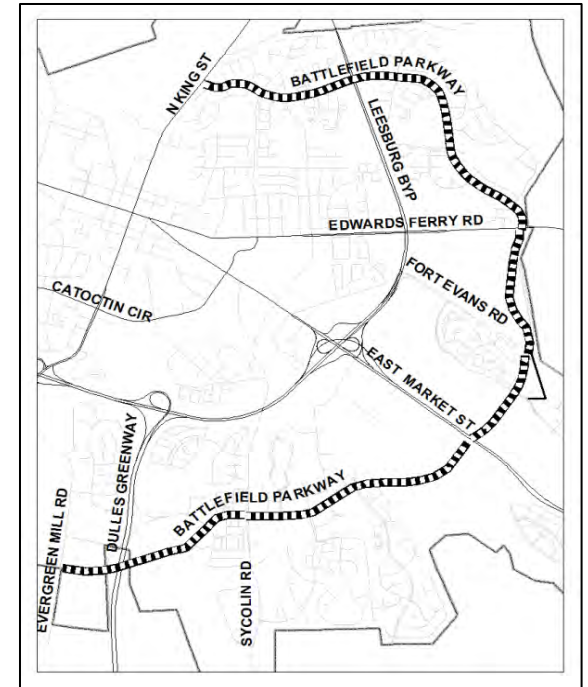
Sources:	Total Required Project Funding	Funded through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Bonds	\$10,348	\$10,348							
Proffers	389,652	139,652	50,000	50,000	50,000	50,000	50,000	250,000	
<b>TOTAL</b>	<b>\$400,000</b>	<b>\$150,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$250,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Design	\$75,000	\$25,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	
Construction	325,000	125,000	40,000	40,000	40,000	40,000	40,000	200,000	
<b>TOTAL</b>	<b>\$400,000</b>	<b>\$150,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$250,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
3-year establishment protocol (Public Works)	\$10,000	\$20,000	\$30,000	\$30,000	\$30,000	\$120,000
<b>TOTAL</b>	<b>\$10,000</b>	<b>\$20,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$120,000</b>



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

**GOAL ADDRESSED**

2005 Town Plan and the 2006 Urban Forestry Management Plan

This project continues the development of a funded program for planting and maintaining trees.

PARKS AND RECREATION PROJECTS

8.5 Parks and Recreation Projects

Funding in FY 2011 includes money for the beginning of construction of the Southwest Connector Trail (\$2.2 million). See Table 8.8, below.

Table 8.8 Parks and Recreation Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/10	2011	2012	2013	2014	2015	Total for 5-Yr CIP	Future Funds Required
General Obligation Bonds		\$8,903,394	\$553,394	\$2,200,000	\$2,975,000	\$1,535,000	\$700,000	\$240,000	\$7,650,000	\$700,000
Proffers		836,606	536,606	300,000					300,000	
<b>Total</b>		<b>\$9,740,000</b>	<b>\$1,090,000</b>	<b>\$2,500,000</b>	<b>\$2,975,000</b>	<b>\$1,535,000</b>	<b>\$700,000</b>	<b>\$240,000</b>	<b>\$7,950,000</b>	<b>\$700,000</b>
Proj. No.	Uses	Total Project Cost	Exp through 6/30/10	2011	2012	2013	2014	2015	Total for 5-Yr CIP	Future Funds Required
12303	Ida Lee Park Maintenance Building	\$715,000	\$415,000	\$300,000					\$300,000	
08310	Southwest Connector Trail, Ph I	4,450,000	550,000	2,000,000	1,900,000				3,900,000	
NEW	Southwest Connector Trail, Ph II	1,300,000		150,000	900,000	250,000			1,300,000	
NEW	Southwest Connector Trail, Ph III	1,875,000		50,000	175,000	1,250,000	400,000		1,875,000	
08302	Tuscarora Creek Trail , Ph I	500,000	100,000			35,000	300,000	65,000	400,000	
NEW	Tuscarora Creek Trail , Ph II	900,000	25,000					175,000	175,000	700,000
<b>Total - Parks and Recreation</b>		<b>\$9,740,000</b>	<b>\$1,090,000</b>	<b>\$2,500,000</b>	<b>\$2,975,000</b>	<b>\$1,535,000</b>	<b>\$700,000</b>	<b>\$240,000</b>	<b>\$7,950,000</b>	<b>\$700,000</b>

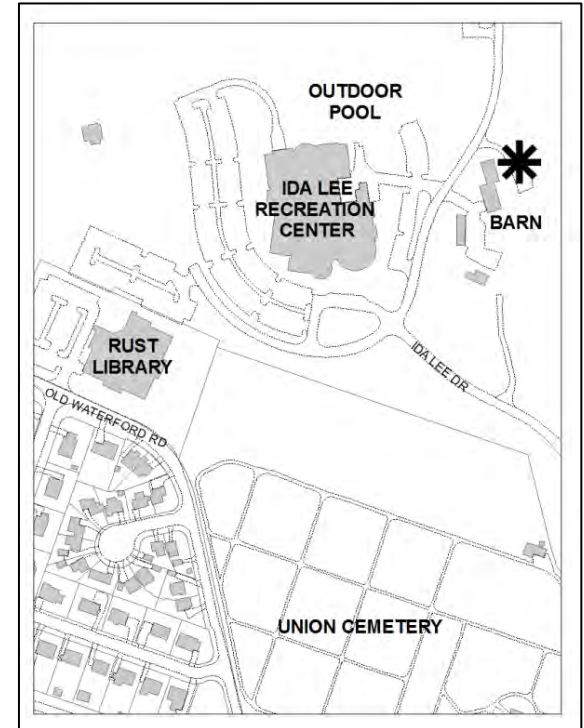
**PARKS AND RECREATION PROJECTS (continued)**

**TITLE:** Ida Lee Park Maintenance Building (12303)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** This facility will serve as the operational center for the Parks Division. The facility will include an operations building (approximately 2,000 square feet with service bays, work station/office, and storage), a storage shed for Master Gardeners, outside storage bins, and new access and parking.

**CONSTRUCTION START DATE:** Spring 2010  
**ESTIMATED COMPLETION DATE:** Fall 2010

**OPERATING IMPACT:** Increased utility costs over existing costs.



**PLANNED FINANCING**

Sources:	Project Total Cost	Funded through 6/30/10	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2011	2012	2013	2014	2015		
Bonds Proffers/Antic. Proffers	\$59,137	\$59,137							
	655,863	355,863	300,000					300,000	
<b>TOTAL</b>	<b>\$715,000</b>	<b>\$415,000</b>	<b>\$300,000</b>					<b>\$300,000</b>	

**PLANNED EXPENDITURES**

Uses:	Project Total Cost	Expended through 6/30/10	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2011	2012	2013	2014	2015		
Design	\$115,000	\$115,000							
Construction	600,000	300,000	300,000					300,000	
<b>TOTAL</b>	<b>\$715,000</b>	<b>\$415,000</b>	<b>\$300,000</b>					<b>\$300,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
Maintenance	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502	\$21,237
<b>TOTAL</b>	<b>\$4,000</b>	<b>\$4,120</b>	<b>\$4,244</b>	<b>\$4,371</b>	<b>\$4,502</b>	<b>\$21,237</b>

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

**Specific Project Goal**

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

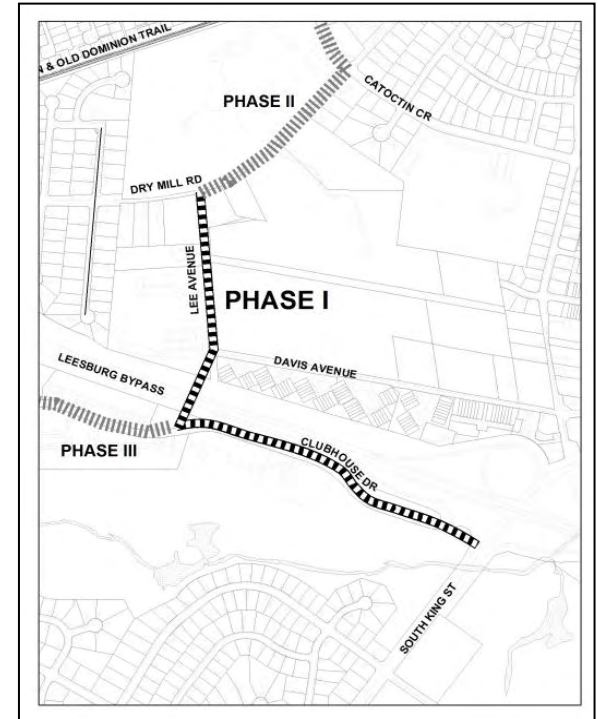
**PARKS AND RECREATION PROJECTS (continued)**

**TITLE:** Southwest Connector Trail - Phase I (08310)  
**STATUS:** Ongoing. A public input session will be held on the project, and a subsequent report made to Town Council for a final decision before construction can proceed.

**PROGRAM DESCRIPTION:** The purpose of the Southwest Connector Trail is to provide pedestrian and bicycle access between the residential areas southwest of the Route 7 Bypass and areas north of the bypass. The total trail system will include approximately 9,000 feet of trail and will improve access to the W&OD Trail, Loudoun County High School and the downtown area. The alignment of the trail is consistent with the recommendations of the SE/SW Trail Ad Hoc Committee Report. The project has been separated into phases to enable acceleration of construction of certain segments.

Phase I includes 3,500 linear feet of trail beginning at the trail along South King Street, and continuing approximately 2,200 feet along the north side of Clubhouse Drive to a new bicycle/pedestrian bridge which will cross the Route 7 bypass south of the Country Club Green Condominiums. From the north end of the new bridge, the trail will extend along the west side of Lee Avenue to Dry Mill Road. Phase I includes most design costs for all three phases.

**CONSTRUCTION START DATE:** Fall 2010



**ESTIMATED COMPL. DATE:** Spring 2012

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

**GOALS ADDRESSED:**

**2005 Town Plan**

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

Create park & greenway system including bike trails.

Trail delineated on the bicycle/pedestrian facilities policy map.

**Ad Hoc SE / SW Trail Committee Report**

Address trail access in SE & SW quadrants of Town.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
G.O. Bonds	\$4,269,257	\$369,257	\$2,000,000	\$1,900,000				\$3,900,000	
Proffers	180,743	180,743							
<b>TOTAL</b>	<b>\$4,450,000</b>	<b>\$550,000</b>	<b>\$2,000,000</b>	<b>\$1,900,000</b>				<b>\$3,900,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$50,000	\$50,000							
Design/Eng.	500,000	500,000							
Construction	3,900,000		2,000,000	1,900,000				3,900,000	
<b>TOTAL</b>	<b>\$4,450,000</b>	<b>\$550,000</b>	<b>\$2,000,000</b>	<b>\$1,900,000</b>				<b>\$3,900,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
			\$20,000	\$20,600	\$21,218	\$61,818
<b>TOTAL</b>			<b>\$20,000</b>	<b>\$20,600</b>	<b>\$21,218</b>	<b>\$61,818</b>



**PARKS AND RECREATION PROJECTS (continued)**

**TITLE:** Southwest Connector Trail - Phase II (New – Formerly part of 08310)  
**STATUS:** Ongoing. A public input session will be held on the project, and a subsequent report made to Town Council for a final decision before construction can proceed.

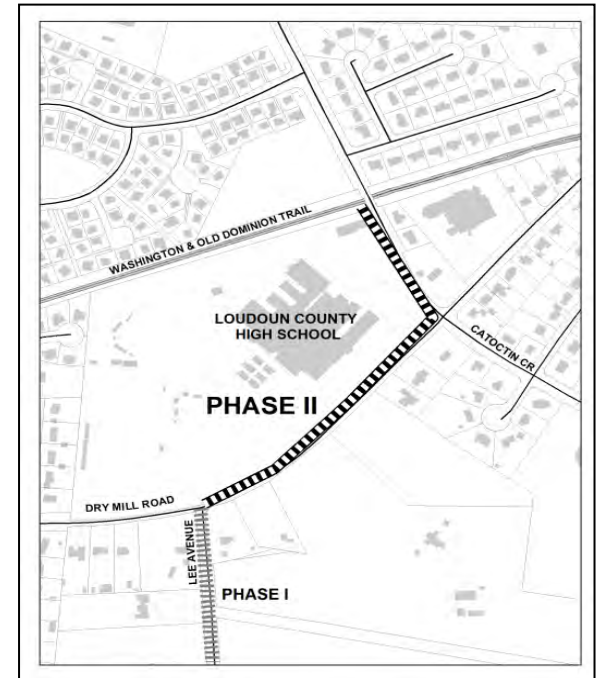
**PROGRAM DESCRIPTION:** The purpose of the Southwest Connector Trail is to provide pedestrian and bicycle access between the residential areas southwest of the Route 7 Bypass and areas north of the bypass. The total trail system will include approximately 9,000 feet of trail and will improve access to the W&OD Trail, Loudoun County High School and the downtown area. The alignment of the trail is consistent with the recommendations of the SE/SW Trail Ad Hoc Committee Report. The project has been separated into phases to enable acceleration of construction of certain segments.

Phase II of this 2,000 foot trail includes upgrading the existing trail and sidewalk adjacent to Loudoun County High School along Dry Mill Road and Catoctin Circle to provide bicycle and pedestrian access to the W&OD Trail.

**CONSTRUCTION START DATE:** Fall 2011

**ESTIMATED COMPLETION DATE:** Fall 2012

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



**GOALS ADDRESSED:**

**2005 Town Plan**

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

Create a park and greenway system including biking trails.

Trail delineated on the bicycle/pedestrian facilities policy map.

**Ad Hoc SE / SW Trail Committee Report** Address trail access in the SE and SW quadrants of Town.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
G.O. Bonds	\$1,300,000		\$150,000	\$900,000	\$250,000			\$1,300,000	
<b>TOTAL</b>	<b>\$1,300,000</b>		<b>\$150,000</b>	<b>\$900,000</b>	<b>\$250,000</b>			<b>\$1,300,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Design/Eng.	\$150,000		\$150,000					\$150,000	
Construction	1,150,000			900,000	250,000			1,150,000	
<b>TOTAL</b>	<b>\$1,300,000</b>		<b>\$150,000</b>	<b>\$900,000</b>	<b>\$250,000</b>			<b>\$1,300,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:						TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
			\$20,000	\$20,600	\$21,218	\$61,818
<b>TOTAL</b>			<b>\$20,000</b>	<b>\$20,600</b>	<b>\$21,218</b>	<b>\$61,818</b>

**PARKS AND RECREATION PROJECTS (continued)**

**TITLE:** Southwest Connector Trail – Phase III (New - Formerly part of 08310)  
**STATUS:** Ongoing. This project is dependent upon Town Council authorization per Town Resolution #2009-116.

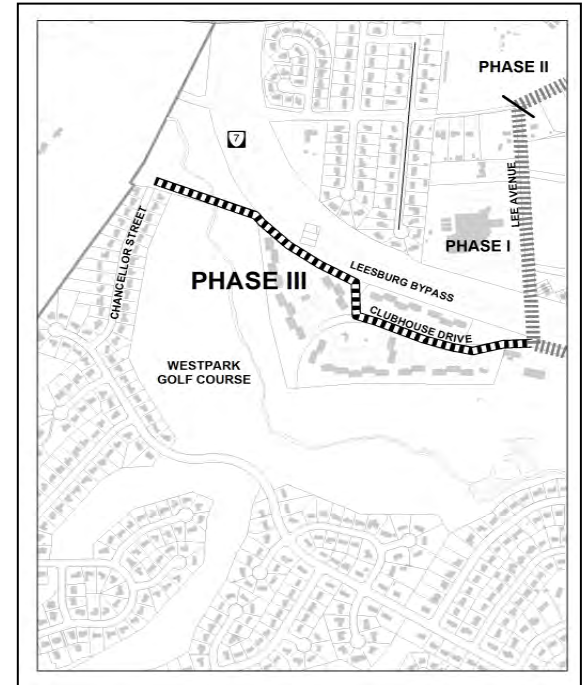
**PROGRAM DESCRIPTION:** The purpose of the Southwest Connector Trail is to provide pedestrian and bicycle access between the residential areas southwest of the Route 7 Bypass and areas north of the bypass. The total trail system will include approximately 9,000 feet of trail and will improve access to the W&OD Trail, Loudoun County High School and the downtown area. The alignment of the trail is consistent with the recommendations of the SE/SW Trail Ad Hoc Committee Report. The project has been separated into phases to enable acceleration of construction of certain segments.

Phase III of this 2,700 foot trail will connect the Chancellor Street cul-de-sac with the new bridge over the bypass constructed under Phase I. This segment includes a bicycle/pedestrian bridge over Dry Mill Branch and its floodplain.

**CONSTRUCTION START DATE:** Fall 2012

**ESTIMATED COMPLETION DATE:** Spring 2014

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



**GOALS ADDRESSED:**

**2005 Town Plan**

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

Create a park and greenway system including biking trails.

Trail delineated on the bicycle/pedestrian facilities policy map.

**Ad Hoc SE / SW Trail Committee Report**

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

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
G.O. Bonds	\$1,875,000		\$50,000	\$175,000	\$1,250,000	\$400,000		\$1,875,000	
<b>TOTAL</b>	<b>\$1,875,000</b>		<b>\$50,000</b>	<b>\$175,000</b>	<b>\$1,250,000</b>	<b>\$400,000</b>		<b>\$1,875,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$100,000			\$100,000				\$100,000	
Design/Eng.	125,000		50,000	75,000				125,000	
Construction	1,650,000				1,250,000	400,000		1,650,000	
<b>TOTAL</b>	<b>\$1,875,000</b>		<b>\$50,000</b>	<b>\$175,000</b>	<b>\$1,250,000</b>	<b>\$400,000</b>		<b>\$1,875,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	Year					TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
			\$20,000	\$20,600	\$21,218	\$61,818
<b>TOTAL</b>			<b>\$20,000</b>	<b>\$20,600</b>	<b>\$21,218</b>	<b>\$61,818</b>



**PARKS AND RECREATION PROJECTS (continued)**

**TITLE:** Tuscarora Creek Trail Phase I (Formerly South King Street Trail Extension) (08302)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Trail from W&OD Trail at Douglass Community Center via the Tuscarora Creek stream valley to Brandon Park at Harrison Street. This 1,500 foot trail will provide access to the Crescent District, Catoctin Skate Park, Douglass Community Center, and W&OD Trail.

**CONSTRUCTION START DATE:** Summer 2013

**ESTIMATED COMPLETION DATE:** Summer 2014

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

**GOALS ADDRESSED:**

**PLANNED FINANCING**

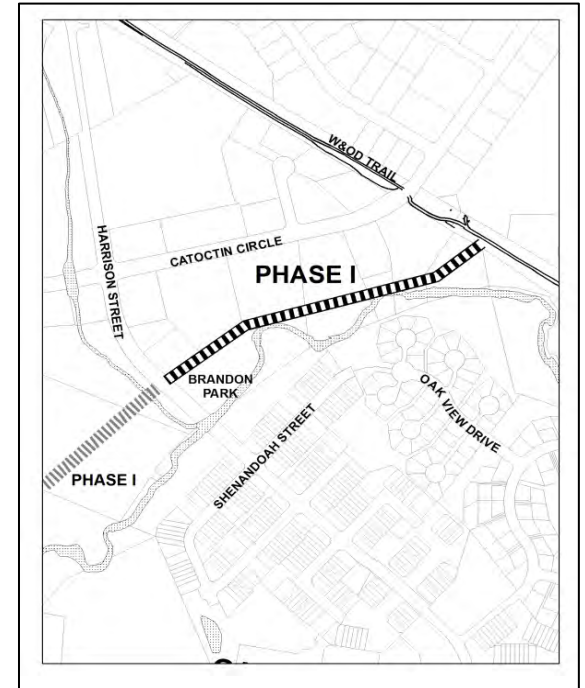
Sources:	Total Required Project Funding	Funded through 6/30/10	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
G.O. Bonds	\$500,000	\$100,000			\$35,000	\$300,000	\$65,000	\$400,000	
<b>TOTAL</b>	\$500,000	\$100,000			\$35,000	\$300,000	\$65,000	\$400,000	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$10,000				\$10,000			\$10,000	
Design/Eng.	125,000	100,000			25,000			25,000	
Construction	365,000					300,000	65,000	365,000	
<b>TOTAL</b>	\$500,000	\$100,000			\$35,000	\$300,000	\$65,000	\$400,000	

**OPERATING IMPACT**

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
					\$20,000	\$20,000
<b>TOTAL</b>					\$20,000	\$20,000



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

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

Create a park and greenway system including biking trails.

Trail delineated on the bicycle/ pedestrian facilities policy map.

**PARKS AND RECREATION PROJECTS (continued)**

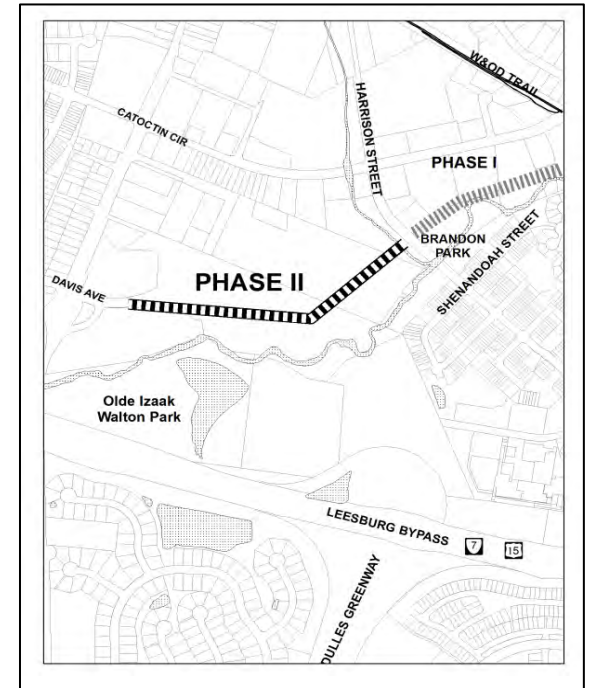
**TITLE:** Tuscarora Creek Trail Phase II (Formerly part of South King Street Trail Extension) (New)  
**STATUS:** New

**PROGRAM DESCRIPTION:** Trail from Brandon Park at Harrison Street to Olde Izaak Walton Park via the Tuscarora Creek stream valley. This 2,500 linear foot trail provides access to Olde Izaak Walton Park, and includes a crossing of Town Branch. Once completed, the project will provide access from Olde Izaak Walton Park near South King Street to the W&OD Trail at Douglass Community Center.

**CONSTRUCTION START DATE:** Spring 2015

**ESTIMATED COMPLETION DATE:** Spring 2016

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



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
G.O. Bonds	\$900,000	\$25,000					\$175,000	\$175,000	\$700,000
<b>TOTAL</b>	\$900,000	\$25,000					\$175,000	\$175,000	\$700,000

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$100,000								\$100,000
Design/Eng.	200,000	\$25,000					175,000	175,000	
Construction	600,000								600,000
<b>TOTAL</b>	\$900,000	\$25,000					\$175,000	\$175,000	\$700,000

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
	0	0	0	0	0	0
<b>TOTAL</b>	0	0	0	0	0	0

**GOALS ADDRESSED:**

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

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

Create a park and greenway system including biking trails.

Trail delineated on the bicycle/ pedestrian facilities policy map.

PARKS AND RECREATION PROJECTS (continued)

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**STREETS, HIGHWAYS, BUILDINGS AND GROUNDS PROJECTS**

**8.6 Streets, Highways, Buildings, and Grounds Projects**

The FY 2011 Streets, Highways, Buildings, and Grounds projects include \$12 million in improvements. Major projects include: Battlefield Parkway (\$4 million), South King Street Widening (\$2.3 million), and Sycolin Road Ph. II-III (\$2 million). See Table 8.9 below.

<b>Table 8.9. Streets, Highways, Buildings, and Grounds Capital Improvement Projects Summary</b>										
<b>Sources</b>		<b>Total Required Project Funding</b>	<b>Funded through 6/30/10</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total for 5-Yr CIP</b>	<b>Future Funds Required</b>
General Obligation Bonds		\$20,096,164	\$7,785,732	\$5,710,432	\$4,775,000	\$800,000	\$325,000		\$11,610,432	\$700,000
General Fund Cash		2,000,000		\$1,000,000	\$1,000,000				2,000,000	
Capital Projects Fund Cash		575,000				175,000		400,000	575,000	
Proffers (including Dev Contrib and Antic. Proffer)		1,213,566	254,242	959,324					959,324	
Loudoun County - Gas Tax		9,665,412	2,013,413	1,129,880	3,222,119	2,400,000	900,000		7,651,999	
State - Department of Transportation		16,041,752	1,623,951	2,964,920	3,952,881	900,000	400,000		8,217,801	6,200,000
Federal - Community Development Block Grant		280,000		280,000					280,000	
<b>Total</b>		<b>\$49,871,894</b>	<b>\$11,677,338</b>	<b>\$12,044,556</b>	<b>\$12,950,000</b>	<b>\$4,275,000</b>	<b>\$1,625,000</b>	<b>\$400,000</b>	<b>\$31,294,556</b>	<b>\$6,900,000</b>
<b>Proj. No.</b>	<b>Uses</b>	<b>Total Project Cost</b>	<b>Exp through 6/30/10</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total for 5-Yr CIP</b>	<b>Future Funds Required</b>
08303	Battlefield Pkwy. - Edwards Ferry to Ft. Evans	\$8,120,000	4,920,000	3,200,000					\$3,200,000	
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	12,009,420	1,159,420	850,000	3,800,000				4,650,000	6,200,000
07304	Church St. Improvements	450,000			75,000	175,000	200,000		450,000	
05302	Edwards Ferry at Rt. 15 Bypass Right Turn Imps	1,100,000	200,718	799,282	100,000				899,282	
05303	Lowenbach St. Improvements	5,260,000	1,250,000	1,260,000	1,900,000	800,000	50,000		4,010,000	
14301	Morven Park Road Sidewalk	1,175,000					75,000	400,000	475,000	700,000
07302	Old Waterford Rd. Sidewalk	740,000	190,000	550,000					550,000	
NEW	Plaza Street Sidewalk	350,000		350,000					350,000	
01302	Rt. 15 (South King St.) Widening Ph. I	7,900,000	1,800,000	2,300,000	3,800,000				6,100,000	
07313	Sycolin Rd. Widening Ph. II	4,800,000	1,700,000	1,600,000	1,500,000				3,100,000	
98301	Sycolin Rd. Widening Ph. III	5,000,000	307,200	342,800	50,000	3,000,000	1,300,000		4,692,800	
NEW	Traffic Signal at Battlefield Pkwy/Catoctin Cir	275,000		275,000					275,000	
NEW	Traffic Signal at Sycolin Rd/Hope Pkwy	117,474		117,474					117,474	
10307	Traffic Signal at Tavistock and Battlefield	350,000	50,000	300,000					300,000	
07312	Virts Comer Improvements	2,225,000	100,000	100,000	1,725,000	300,000			2,125,000	
<b>Total - Streets, Highways, Bldngs &amp; Grnds</b>		<b>\$49,871,894</b>	<b>\$11,677,338</b>	<b>\$12,044,556</b>	<b>\$12,950,000</b>	<b>\$4,275,000</b>	<b>\$1,625,000</b>	<b>\$400,000</b>	<b>\$31,294,556</b>	<b>\$6,900,000</b>

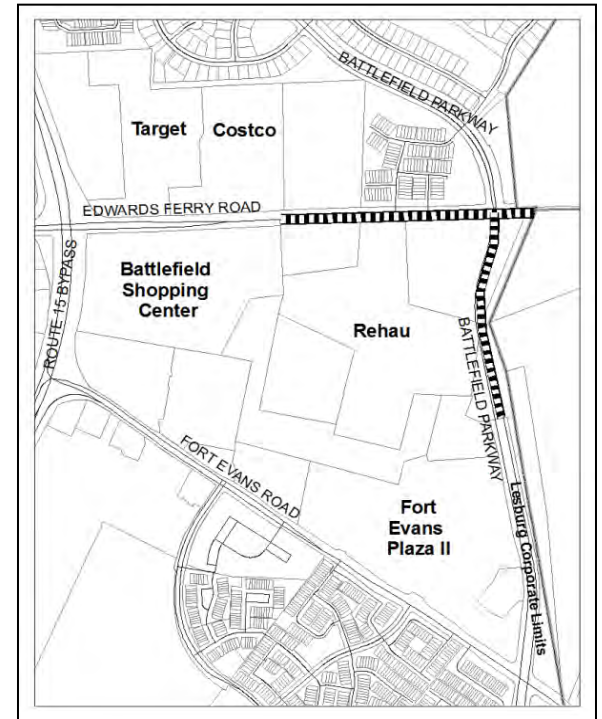
**STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)**

**TITLE:** Battlefield Parkway - Edwards Ferry Road to Fort Evans Road (08303)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** The project includes construction of approximately 1,650 feet of 4-lane arterial roadway with a sidewalk and multi-use trail between Edwards Ferry Road and Fort Evans Road. The limits of the project have been extended to include widening of approximately 1,600 feet of Edwards Ferry Road between Battlefield Shopping Center and Battlefield Parkway (previous CIP project number 10301). This will complete Edwards Ferry Road as a four-lane divided roadway between the Bypass and the eastern Town limits.

**CONSTRUCTION START DATE:** Fall 2008

**ESTIMATED COMPLETION DATE:** Spring 2011



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Bonds	7,050,000	\$4,850,000	\$2,200,000					\$2,200,000	
General Fund Cash	1,000,000		1,000,000					\$1,000,000	
Proffers	70,000	70,000							
<b>TOTAL</b>	<b>\$8,120,000</b>	<b>\$4,920,000</b>	<b>\$3,200,000</b>					<b>\$3,200,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	1,200,000	\$1,200,000							
Design/Eng.	720,000	720,000							
Construction	6,200,000	3,000,000	3,200,000					3,200,000	
<b>TOTAL</b>	<b>\$8,120,000</b>	<b>\$4,920,000</b>	<b>\$3,200,000</b>					<b>\$3,200,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
Lane Mile Maintenance		\$44,000	\$44,880	\$45,778	\$46,693	\$181,351
<b>TOTAL</b>		<b>\$44,000</b>	<b>\$44,880</b>	<b>\$45,778</b>	<b>\$46,693</b>	<b>\$181,351</b>

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

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

**2005 Town Plan**

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

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

**TITLE:** Battlefield Parkway - Route 15 to Dulles Greenway (07315)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** The project includes construction of a 0.7-mile segment of Battlefield Parkway on new alignment between South King Street (Route 15) and Evergreen Mill Road (Route 621); and widening Battlefield Parkway from its existing 2 lanes to 4 lanes between Evergreen Mill Road and the Dulles Greenway. The new roadway will be a four-lane divided arterial roadway with parallel sidewalk and shared-use trail. The project will reduce congestion and improve traffic flow to Route 15. This segment will complete the continuous Parkway from North King Street to South King Street around the east side of Town. The project will be constructed in phases, with the initial phase completing a two-lane road. The additional two lanes will be constructed at a later date.

**CONSTRUCTION START DATE:** Phase I – Spring 2011

**ESTIMATED COMPLETION DATE:** Phase I – Summer 2012

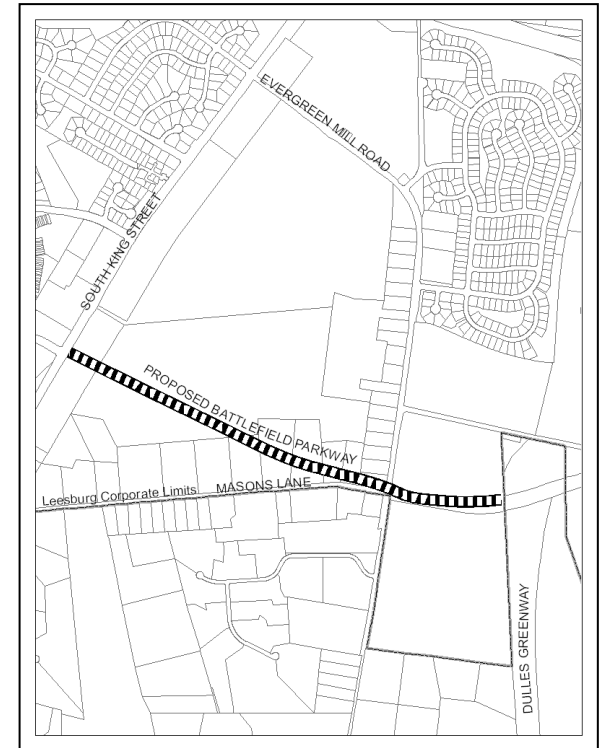
Sources:	Total Required Project Funding	Funded through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
General Fund Cash	\$1,000,000			\$1,000,000				\$1,000,000	
G.O. Bonds	4,809,420	1,159,420	850,000	2,800,000				3,650,000	
Future VDOT	6,200,000								6,200,000
<b>TOTAL</b>	<b>\$12,009,420</b>	<b>\$1,159,420</b>	<b>\$850,000</b>	<b>\$3,800,000</b>				<b>\$4,650,000</b>	<b>\$6,200,000</b>

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$609,420	\$409,420	\$200,000					\$200,000	
Design/Eng.	900,000	750,000	150,000					150,000	
Construction	10,500,000		500,000	3,800,000				4,300,000	6,200,000
<b>TOTAL</b>	<b>\$12,009,420</b>	<b>\$1,159,420</b>	<b>\$850,000</b>	<b>\$3,800,000</b>				<b>\$4,650,000</b>	<b>\$6,200,000</b>

**OPERATING IMPACT**

Operating/Maintenance:						TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
			\$24,000	\$24,480	\$24,970	\$73,450
<b>TOTAL</b>			<b>\$24,000</b>	<b>\$24,480</b>	<b>\$24,970</b>	<b>\$73,450</b>



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

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

**2005 Town Plan**

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



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

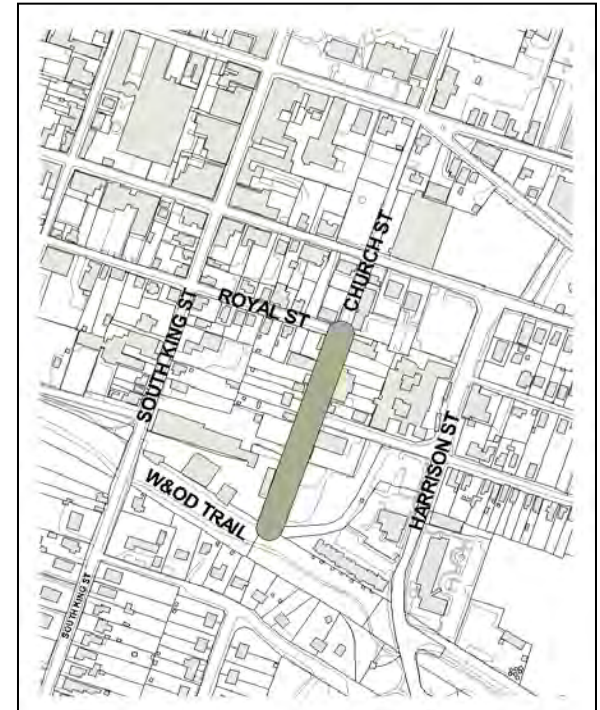
**TITLE:** Church Street Improvements (07304)  
**STATUS:** Ongoing

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

**CONSTRUCTION START DATE:** Spring 2013

**ESTIMATED COMPLETION DATE:** Summer 2014

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



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

**2005 Town Plan**

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

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
G.O. Bonds	\$450,000			\$75,000	\$175,000	\$200,000		\$450,000	
<b>TOTAL</b>	<b>\$450,000</b>			<b>\$75,000</b>	<b>\$175,000</b>	<b>\$200,000</b>		<b>\$450,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Design/Eng.	\$150,000			\$75,000	\$75,000			\$150,000	
Construction	300,000				100,000	200,000		300,000	
<b>TOTAL</b>	<b>\$450,000</b>			<b>\$75,000</b>	<b>\$175,000</b>	<b>\$200,000</b>		<b>\$450,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	Year					TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
					\$3,400	\$3,400
<b>TOTAL</b>					<b>\$3,400</b>	<b>\$3,400</b>

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

**TITLE:** Edwards Ferry Road at Route 15 Bypass Right Turn Lane Improvements (05302)  
**STATUS:** Ongoing

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

**CONSTRUCTION START DATE:** Spring 2011

**ESTIMATED COMPLETION DATE:** Spring 2012

**OPERATING IMPACT:** None.

**PLANNED FINANCING**

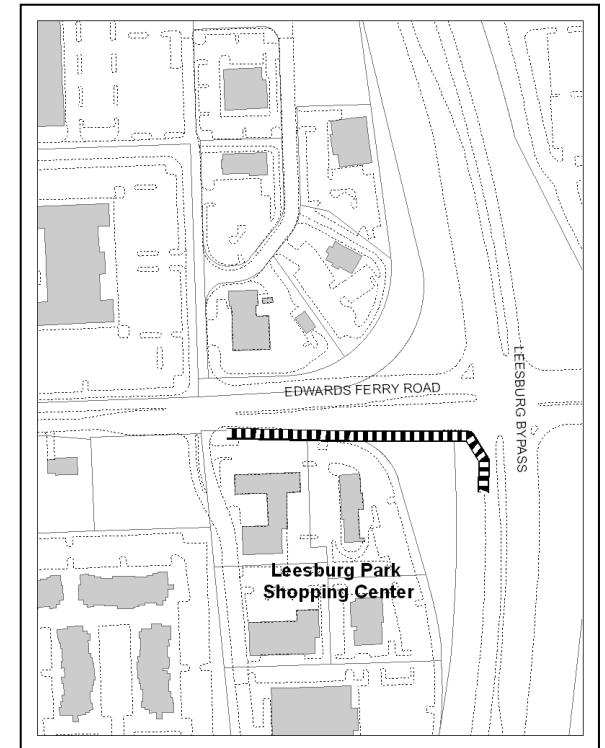
Sources:	Total Required Project Funding	Funded through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
G.O. Bonds	\$221,908	\$16,476	\$205,432					\$205,432	
Proffers	458,092	184,242	273,850					273,850	
VDOT	420,000		320,000	100,000				420,000	
<b>TOTAL</b>	<b>\$1,100,000</b>	<b>\$200,718</b>	<b>\$799,282</b>	<b>\$100,000</b>				<b>\$899,282</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$50,000	\$718	\$49,282					\$49,282	
Design/Eng.	250,000	200,000	50,000					50,000	
Construction	800,000		700,000	100,000				800,000	
<b>TOTAL</b>	<b>\$1,100,000</b>	<b>\$200,718</b>	<b>\$799,282</b>	<b>\$100,000</b>				<b>\$899,282</b>	

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**GOALS ADDRESSED:**

**2005 Town Plan**

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

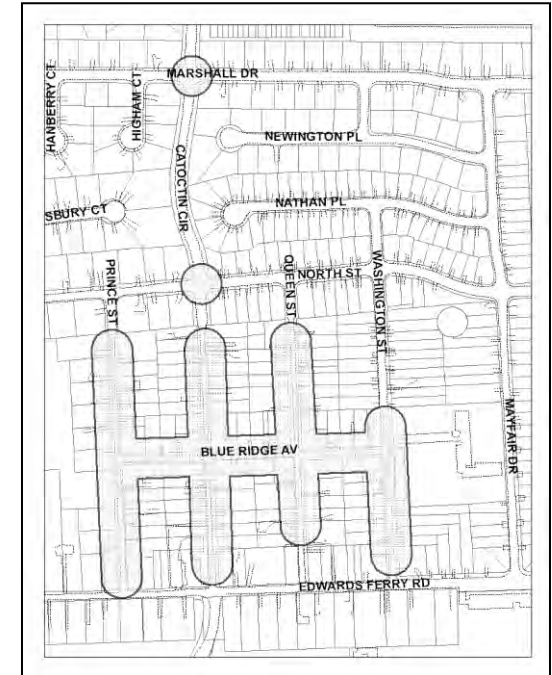


**STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)**

**TITLE:** Lowenbach Street Improvements (05303)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Includes roadway, pedestrian, and drainage improvements along the five streets within Lowenbach subdivision in NE Leesburg. Improvements include new curb/gutter on streets, brick sidewalk on one side of each street, new storm drainage system, and traffic calming (bump-outs, speed tables, and traffic circles). Improvements include upgrade of neighborhood water/sanitary sewer lines. Cost of utility line upgrades are in Utility Fund Project Number 06401: Misc. Waterline and Sewerline Replacements and I/I Mitigation. Improvements will be constructed in the following phases:

- Phase I: Traffic Circles on Catoctin Circle at North Street and Marshall Street (completed)
- Phase II: Catoctin Circle and adjacent portions of Blue Ridge Avenue  
**CONSTRUCTION START DATE:** Spring 2010      **ESTIMATED COMPLETION DATE:** Spring 2011
- Phase III: Prince Street and adjacent portion of Blue Ridge Avenue  
**CONSTRUCTION START DATE:** Spring 2011      **ESTIMATED COMPLETION DATE:** Fall 2011
- Phase IV: Washington Street and adjacent portion of Blue Ridge Avenue  
**CONSTRUCTION START DATE:** Winter 2011/2012      **ESTIMATED COMPLETION DATE:** Summer 2012
- Phase V: Queen Street and adjacent portions of Blue Ridge Avenue  
**CONSTRUCTION START DATE:** Fall 2012      **ESTIMATED COMPLETION DATE:** Summer 2013



**OPERATING IMPACT:** None.

**GOALS ADDRESSED:**

**2005 Town Plan**

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

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
G.O. Bonds	\$5,085,000	\$1,250,000	\$1,260,000	\$1,900,000	\$625,000	\$50,000	\$3,835,000		
Capital Projects Fund Cash	175,000				175,000		175,000		
<b>TOTAL</b>	<b>\$5,260,000</b>	<b>\$1,250,000</b>	<b>\$1,260,000</b>	<b>\$1,900,000</b>	<b>\$800,000</b>	<b>\$50,000</b>	<b>\$4,010,000</b>		

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10						TOTAL for 5-Yr CIP	Funds Required
			2011	2012	2013	2014	2015		
Land	\$10,000		\$10,000				\$10,000		
Design/Eng.	950,000	900,000	50,000				50,000		
Construction	4,300,000	350,000	1,200,000	1,900,000	800,000	50,000	3,950,000		
<b>TOTAL</b>	<b>\$5,260,000</b>	<b>\$1,250,000</b>	<b>\$1,260,000</b>	<b>\$1,900,000</b>	<b>\$800,000</b>	<b>\$50,000</b>	<b>\$4,010,000</b>		

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

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

**PROGRAM DESCRIPTION:** Construction of missing segments of sidewalk along the west side of Morven Park Road to provide a continuous pedestrian access route between West Market Street and Old Waterford Road. The project also includes completion of curb and gutter and storm drainage along the road to improve drainage and to provide a uniform roadway section.

**CONSTRUCTION START DATE:** Summer 2015

**ESTIMATED COMPLETION DATE:** Summer 2016

**PLANNED FINANCING**

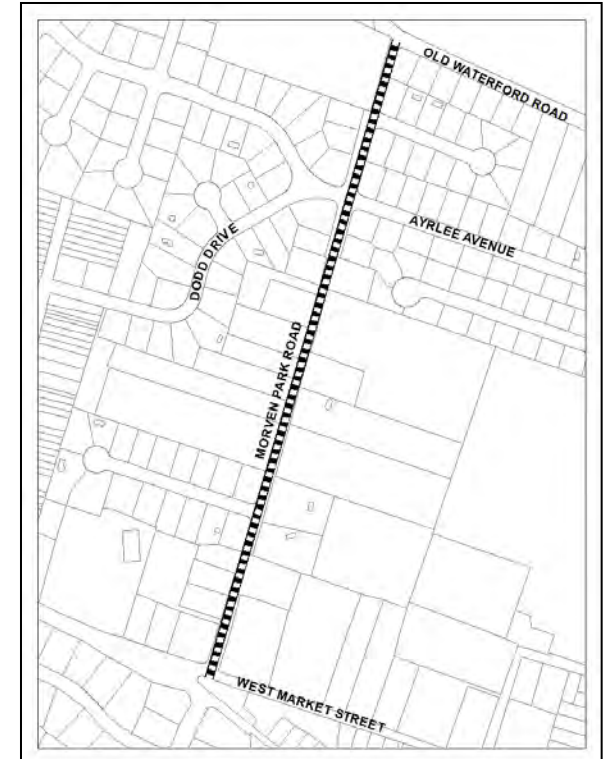
Sources:	Total Required Project Funding	Funded through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Capital Projects Fund Cash	\$400,000						\$400,000	\$400,000	
G.O. Bonds	775,000					75,000		75,000	700,000
<b>TOTAL</b>	<b>\$1,175,000</b>					<b>\$75,000</b>	<b>\$400,000</b>	<b>\$475,000</b>	<b>\$700,000</b>

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$225,000						\$225,000	\$225,000	
Design/Eng.	150,000					75,000	75,000	150,000	
Construction	800,000						100,000	100,000	700,000
<b>TOTAL</b>	<b>\$1,175,000</b>					<b>\$75,000</b>	<b>\$400,000</b>	<b>\$475,000</b>	<b>\$700,000</b>

**OPERATING IMPACT**

Operating/Maintenance:						TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



**OPERATING IMPACT:** None.

**GOAL ADDRESSED:**

**2005 Town Plan**

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

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

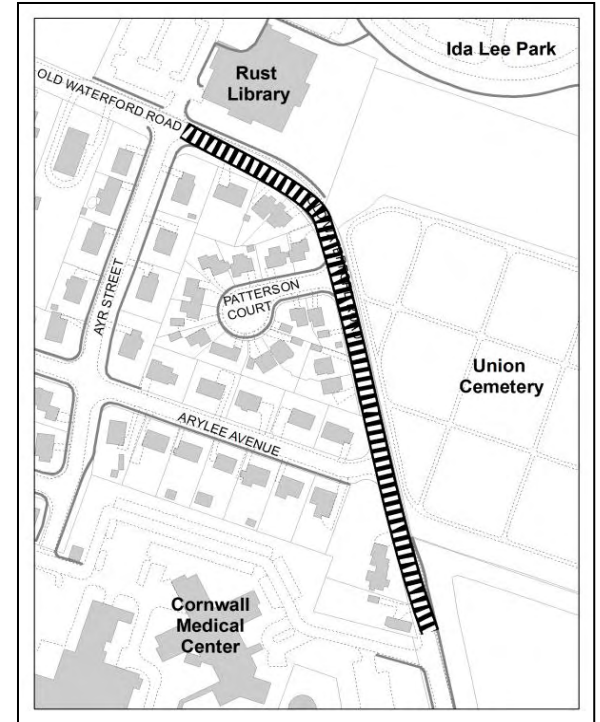
**TITLE:** Old Waterford Road Sidewalk (07302)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Construction of missing segments of sidewalk along Old Waterford Road between Ayr Street and Arylee Avenue on the west side of the road. The project also includes curb, gutter and sidewalk on the east side of the road adjacent to Union Cemetery to improve drainage and mitigate flooding at low points in the cemetery and to provide a continuous pedestrian access from Rust Library to the downtown area.

**CONSTRUCTION START DATE:** Fall 2010

**ESTIMATED COMPLETION DATE:** Summer 2011

**OPERATING IMPACT:** None.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
G.O. Bonds	\$740,000	\$190,000	\$550,000					\$550,000	
<b>TOTAL</b>	<b>\$740,000</b>	<b>\$190,000</b>	<b>\$550,000</b>					<b>\$550,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	10,000		\$10,000					\$10,000	
Design/Eng.	200,000	190,000	10,000					10,000	
Construction	530,000		530,000					530,000	
<b>TOTAL</b>	<b>\$740,000</b>	<b>\$190,000</b>	<b>\$550,000</b>					<b>\$550,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**GOAL ADDRESSED:**

**2005 Town Plan**

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

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

**TITLE:** Plaza Street Sidewalk (NEW)  
**STATUS:** New- CDBG Dependent – Recent application not approved for Program Year 2010-2011. The Town will reapply for Program Year 2011-2012.

**PROGRAM DESCRIPTION:** This project includes construction of approximately 1,000 feet of sidewalk along the west side of Plaza Street between the Police Station and Edwards Ferry Road. This segment of sidewalk will complete a missing link and will improve pedestrian access and safety for resident of the Fields of Leesburg apartments and other residents in northeast Leesburg.

**CDBG DEPENDENT**

**CONSTRUCTION START DATE:** Unknown  
**ESTIMATED COMPLETION DATE:** Unknown

**PLANNED FINANCING**

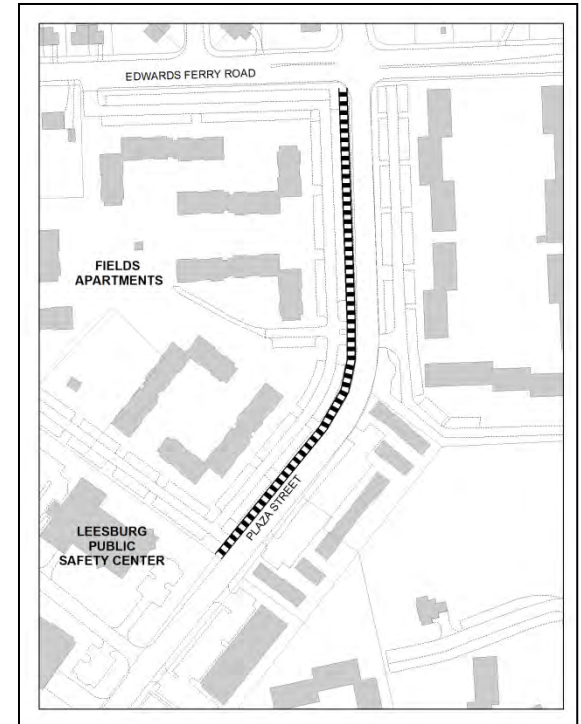
Sources:	Total Required Project Funding	Funded through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
CDBG	\$280,000		\$280,000					\$280,000	
G.O. Bonds	70,000		70,000					70,000	
<b>TOTAL</b>	<b>\$350,000</b>		<b>\$350,000</b>					<b>\$350,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Design/Eng.	\$50,000		\$50,000					\$50,000	
Construction	\$300,000		\$300,000					\$300,000	
<b>TOTAL</b>	<b>\$350,000</b>		<b>\$350,000</b>					<b>\$350,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
	\$1,000	\$1,020	\$1,040	\$1,061	\$1,082	\$5,204
<b>TOTAL</b>	<b>\$1,000</b>	<b>\$1,020</b>	<b>\$1,040</b>	<b>\$1,061</b>	<b>\$1,082</b>	<b>\$5,204</b>



**OPERATING IMPACT:** Minimally increased maintenance of sidewalk.

**GOAL ADDRESSED:**

**2005 Town Plan**

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

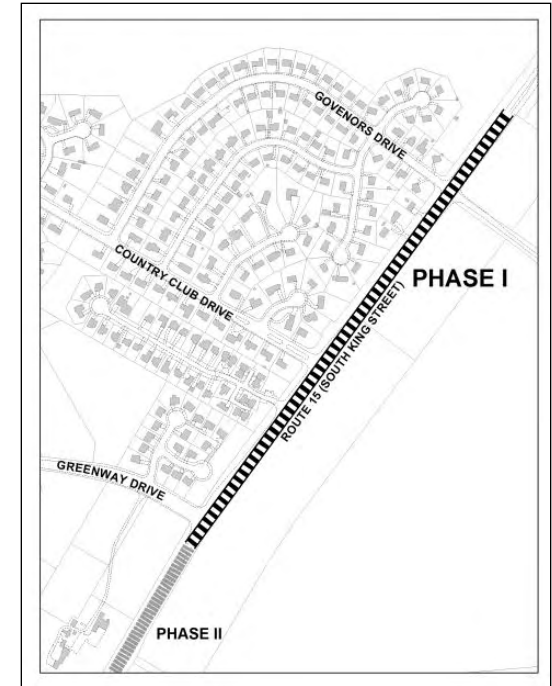
**STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)**

**TITLE:** Route 15 (South King Street) Widening Phase I (01302)  
(Governors Drive to Greenway Drive)

**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** South King Street (Route 15) is a principal arterial route and major link in the regional transportation network serving Northern Virginia, the Washington DC metropolitan area, and the mid-Atlantic region. The roadway serves as the primary southern gateway to the Town. Widening the road will provide needed highway capacity and is included in the Council of Government’s long-range plan and VDOT’s statewide Six-Year Plan.

The original project extending from Governors Drive to the south corporate limits has been separated into phases to allow acceleration of construction. Phase I of the project extends approximately 3,000 feet from Governors Drive through the Greenway Drive intersection. This project includes widening the roadway to a four lane divided, boulevard-type street, with a multi-use trail along the west side. The improved roadway will include a wide landscaped median to provide an attractive entrance into the Town.



**CONSTRUCTION START DATE:** Spring 2010 (utility relocation)/ Spring 2011 (roadway construction)

**ESTIMATED COMPL. DATE:** Summer 2012

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

**GOAL ADDRESSED:**

**2005 Town Plan**

Transportation and land use elements recommend widening Rt. 15 (South King Street) to four lanes. The Southwest Sector objective calls for the design of South King Street with consideration given to it being a gateway to the Town and an essential segment of the Journey through Hallowed Ground.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Loudoun County Gas Tax	\$1,000,000		\$500,000	\$500,000				\$1,000,000	
VDOT	6,689,118	1,589,118	1,800,000	3,300,000				5,100,000	
Bonds	210,882	210,882							
<b>TOTAL</b>	<b>\$7,900,000</b>	<b>\$1,800,000</b>	<b>\$2,300,000</b>	<b>\$3,800,000</b>				<b>\$6,100,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$150,000	\$150,000							
Design/Eng.	800,000	750,000	50,000					50,000	
Construction	6,950,000	900,000	2,250,000	3,800,000				6,050,000	
<b>TOTAL</b>	<b>\$7,900,000</b>	<b>\$1,800,000</b>	<b>\$2,300,000</b>	<b>\$3,800,000</b>				<b>\$6,100,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
		\$10,000	\$29,200	\$29,784	\$30,380	\$99,364
<b>TOTAL</b>		<b>\$10,000</b>	<b>\$29,200</b>	<b>\$29,784</b>	<b>\$30,380</b>	<b>\$99,364</b>



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

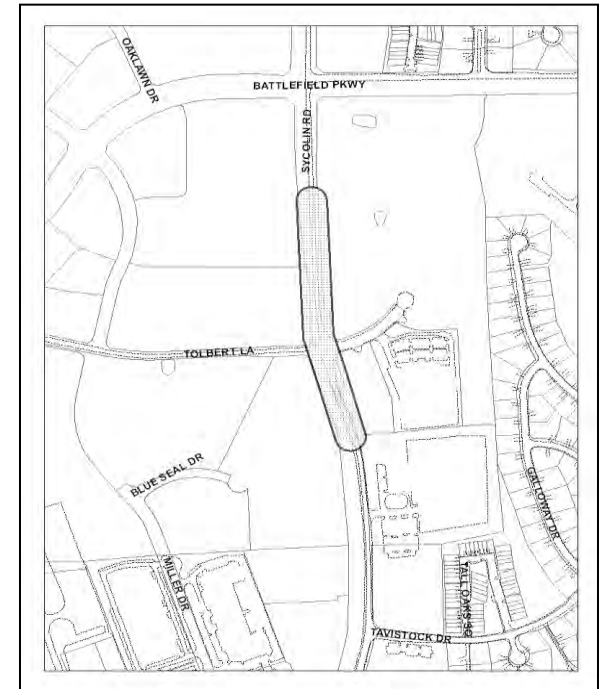
**TITLE:** Sycolin Road Widening Phase II (Tolbert Lane Intersection) (07313)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Upgrade Sycolin Road (Route 643) to a four-lane road from Battlefield Parkway through the intersection of Tolbert Lane. Route 643 will serve significant projected urban growth in the area between Leesburg and the Dulles/Route 28 corridor. Estimated costs for a required water line relocation has been included in Utility Fund Project Number 06401: Miscellaneous Waterline and Sewerline Improvements.

**CONSTRUCTION START DATE:** Fall 2009 (Utility Relocation)/Spring 2010 (Roadway Construction)

**ESTIMATED COMPLETION DATE:** Spring 2011

**OPERATING IMPACT:** Additional lane mile maintenance costs offset to some degree by an increase in VDOT's maintenance payments.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2011	2012	2013	2014	2015		
Loudoun County Gas Tax	\$3,474,743	\$1,687,663	\$287,080	\$1,500,000				\$1,787,080	
Dev. Contrib. (Proffer)	568,000		568,000					568,000	
VDOT	744,920		744,920					744,920	
G.O. Bonds	12,337	12,337							
<b>TOTAL</b>	<b>\$4,800,000</b>	<b>\$1,700,000</b>	<b>\$1,600,000</b>	<b>\$1,500,000</b>				<b>\$3,100,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Expended through 6/30/10	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2011	2012	2013	2014	2015		
Land	\$200,000	\$200,000							
Design	15,000	15,000							
Construction	4,585,000	1,485,000	1,600,000	1,500,000				3,100,000	
<b>TOTAL</b>	<b>\$4,800,000</b>	<b>\$1,700,000</b>	<b>\$1,600,000</b>	<b>\$1,500,000</b>				<b>\$3,100,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
Additional lane mile maintenance		\$8,000	\$8,160	\$8,323	\$8,490	\$32,973
<b>TOTAL</b>		<b>\$8,000</b>	<b>\$8,160</b>	<b>\$8,323</b>	<b>\$8,490</b>	<b>\$32,973</b>

**GOAL ADDRESSED:**

**2005 Town Plan**

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

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

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

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

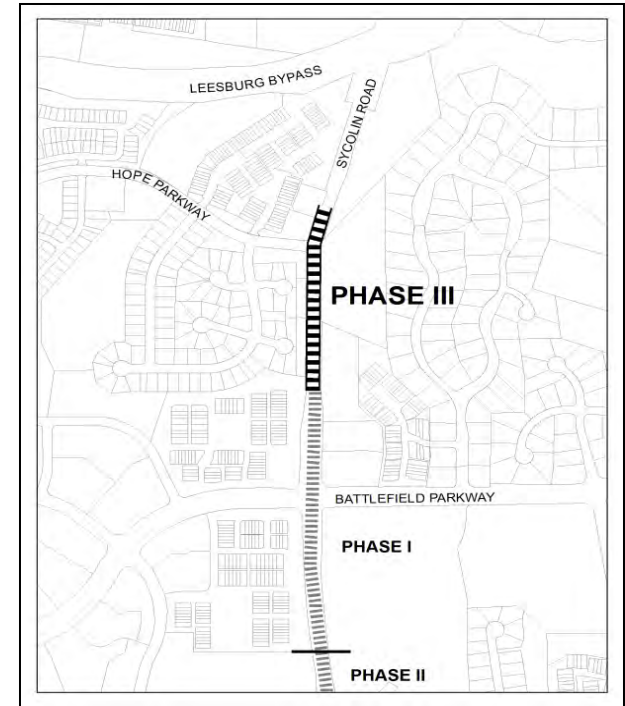
**TITLE:** Sycolin Road Widening Phase III (Hope Parkway Intersection) (98301)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Upgrade the segment of Sycolin Road (Route 643) in the vicinity of Hope Parkway from two lanes to four lanes. The project limits extend from Hope Parkway to Battlefield Parkway.

**CONSTRUCTION START DATE:** Fall 2012

**ESTIMATED COMPLETION DATE:** Winter 2013/2014

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



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Loudoun County Gas Tax	4,000,000	307,200	342,800	50,000	2,400,000	900,000		3,692,800	
VDOT	1,000,000				600,000	400,000		1,000,000	
<b>TOTAL</b>	<b>\$5,000,000</b>	<b>\$307,200</b>	<b>\$342,800</b>	<b>\$50,000</b>	<b>\$3,000,000</b>	<b>\$1,300,000</b>		<b>\$4,692,800</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$200,000	\$7,200	\$192,800					\$192,800	
Design/Eng.	500,000	300,000	150,000	50,000				200,000	
Construction	4,300,000				3,000,000	1,300,000		4,300,000	
<b>TOTAL</b>	<b>\$5,000,000</b>	<b>\$307,200</b>	<b>\$342,800</b>	<b>\$50,000</b>	<b>\$3,000,000</b>	<b>\$1,300,000</b>		<b>\$4,692,800</b>	

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
					\$4,000	\$8,500
<b>TOTAL</b>				<b>\$4,000</b>	<b>\$8,500</b>	<b>\$12,500</b>

**GOAL ADDRESSED:**

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

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

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

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

**TITLE:** Traffic Signal at Battlefield Parkway between Route 15 Bypass and Route 15 Business (NEW)  
**STATUS:** New - Department of Public Works will conduct an analysis of current and future traffic patterns to determine the recommended location on this section of Battlefield Parkway, and will then make a recommendation to the Town Council for a final decision before design and engineering work starts.

**PROGRAM DESCRIPTION:** Installation of a new traffic signal on Battlefield Parkway between Route 15 Bypass and Route 15 Business is anticipated either at the intersection of Battlefield Parkway & Catoctin Circle or at the intersection of Battlefield Parkway & Plaza Street due to a future increase of traffic related to the following: recently opened retail/commercial center in Exeter on Battlefield Parkway; opening of Tuscarora High School in the fall of 2010; completion of Catoctin Circle improvements in Lowenbach in the spring of 2011; and the opening of a new section of Battlefield Parkway between Edwards Ferry Road & Fort Evans Road in the spring/summer of 2011.

**CONSTRUCTION START DATE:** TBD

**ESTIMATED COMPLETION DATE:** TBD

**OPERATING IMPACT:** Minimal electrical costs and traffic signal maintenance.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2011	2012	2013	2014	2015		
G.O. Bonds	\$275,000		\$275,000					\$275,000	
<b>TOTAL</b>	<b>\$275,000</b>		<b>\$275,000</b>					<b>\$275,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Expended through 6/30/10	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2011	2012	2013	2014	2015		
Design/Eng.	\$50,000		\$50,000					\$50,000	
Construction	225,000		225,000					225,000	
<b>TOTAL</b>	<b>\$275,000</b>		<b>\$275,000</b>					<b>\$275,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
Maintenance	\$600	\$612	\$624	\$637	\$649	\$3,122
<b>TOTAL</b>	<b>\$600</b>	<b>\$612</b>	<b>\$624</b>	<b>\$637</b>	<b>\$649</b>	<b>\$3,122</b>

**GOAL ADDRESSED:**

**2005 Town Plan**

The Transportation element requires a safe, convenient, and efficient motorized transportation system that satisfies the transportation mobility needs of Town residents and visitors.



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

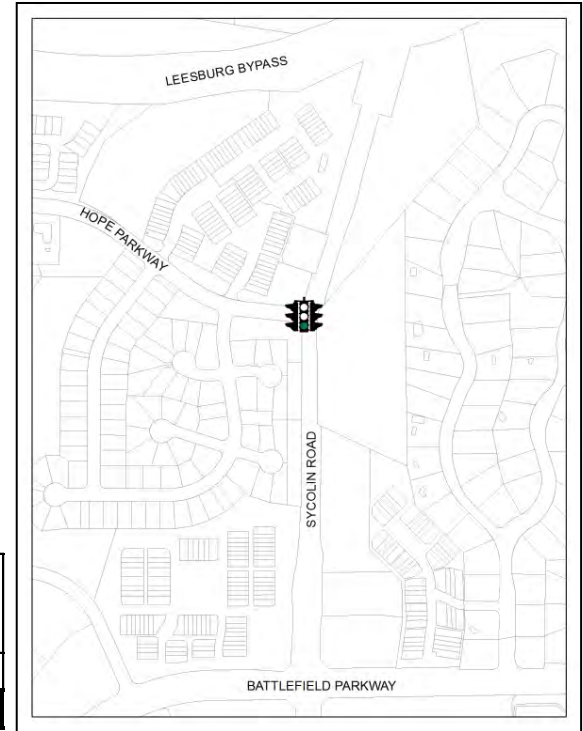
**TITLE:** Traffic Signal at Sycolin Road/Hope Parkway (NEW)  
**STATUS:** New

**PROGRAM DESCRIPTION:** Based on analysis of recent traffic studies conducted after completion of several major highway improvements in the area, this intersection currently meets warrants for a traffic signal. This project will provide a temporary signal to remain in place until the permanent signal can be installed as part of the Sycolin Road Widening Phase III project.

**CONSTRUCTION START DATE:** Fall 2010

**ESTIMATED COMPLETION DATE:** Winter 2010/2011

**OPERATING IMPACT:** Maintenance of the signal until a permanent signal is installed. Minimal electrical costs.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Req'd
			2011	2012	2013	2014	2015		
Proffer (Ryland)	\$117,474		\$117,474					\$117,474	
<b>TOTAL</b>	\$117,474		\$117,474					\$117,474	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Expended through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Req'd
			2011	2012	2013	2014	2015		
Design/Engineering	\$20,000		\$20,000					\$20,000	
Construction	97,474		97,474					97,474	
<b>TOTAL</b>	\$117,474		\$117,474					\$117,474	

**GOAL ADDRESSED:**

**2005 Town Plan**

The Transportation element requires a safe, convenient, and efficient motorized transportation system that satisfies the transportation mobility needs of Town residents and visitors.

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
Maintenance	\$600	\$612	\$624	\$637	\$649	\$3,122
<b>TOTAL</b>	\$600	\$612	\$624	\$637	\$649	\$3,122

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

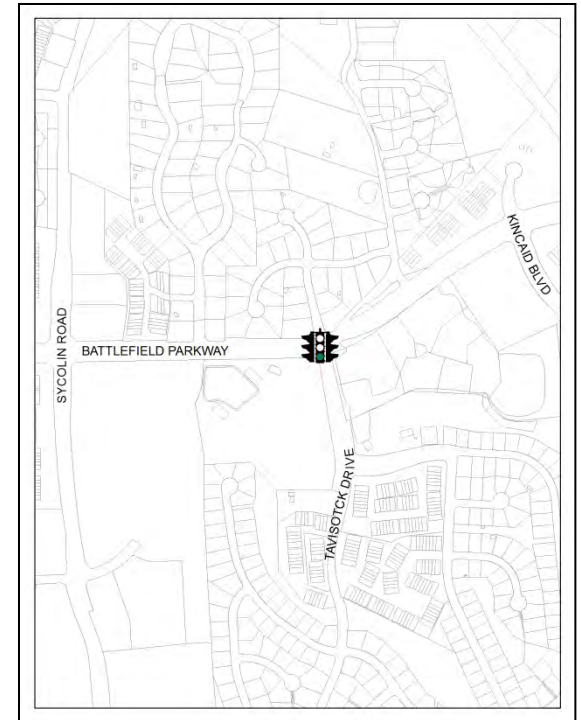
**TITLE:** Traffic Signal at Tavistock Drive and Battlefield Parkway (10307)  
**STATUS:** New

**PROGRAM DESCRIPTION:** Installation of a new traffic signal at the intersection of Battlefield Parkway and Tavistock Drive. Project includes pedestrian crossing signals as well.

**CONSTRUCTION START DATE:** Spring 2010

**ESTIMATED COMPLETION DATE:** Summer 2010

**OPERATING IMPACT:** Minimal electrical costs and traffic signal maintenance.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Req'd
			2011	2012	2013	2014	2015		
Bonds	\$350,000	\$50,000	\$300,000					\$300,000	
<b>TOTAL</b>	<b>\$350,000</b>	<b>\$50,000</b>	<b>\$300,000</b>					<b>\$300,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Expended through 6/30/10	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Req'd
			2011	2012	2013	2014	2015		
Design	\$50,000	\$50,000							
Construction	300,000		300,000					300,000	
<b>TOTAL</b>	<b>\$350,000</b>	<b>\$50,000</b>	<b>\$300,000</b>					<b>\$300,000</b>	

**GOAL ADDRESSED:**

**2005 Town Plan**

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

**OPERATING IMPACT**

	Total Project Cost	Expended through 6/30/10	OPERATING IMPACT					TOTAL for 5-Yr CIP	Future Funds Req'd
			2011	2012	2013	2014	2015		
Maintenance	\$3,122		\$600	\$612	\$624	\$637	\$649	\$3,122	
<b>TOTAL</b>	<b>\$3,122</b>		<b>\$600</b>	<b>\$612</b>	<b>\$624</b>	<b>\$637</b>	<b>\$649</b>	<b>\$3,122</b>	

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

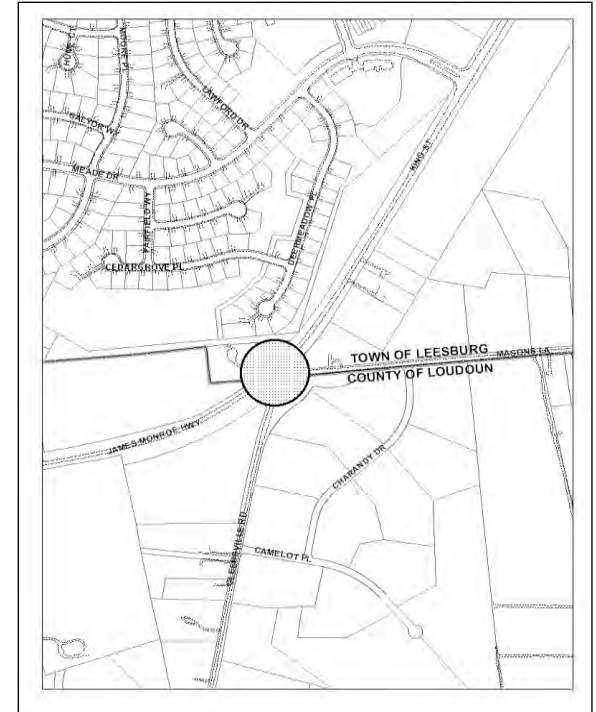
**TITLE:** Virt's Corner Improvements (07312)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** This project improves the intersection of South King Street, Masons Lane, and Gledsville Road at the southern corporate limits of the Town. A primary gateway sign will be constructed as part of this project.

**CONSTRUCTION START DATE:** Summer 2011

**ESTIMATED COMPLETION DATE:** Winter 2012/2013

**OPERATING IMPACT:** Minimal additional electricity cost.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
G.O. Bonds	\$46,618	\$46,618							
Loudoun County Gas Tax	1,190,669	18,550		1,172,119				1,172,119	
VDOT	987,713	34,832	100,000	552,881	300,000			952,881	
<b>TOTAL</b>	<b>\$2,225,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$1,725,000</b>	<b>\$300,000</b>			<b>\$2,125,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$50,000		\$50,000					\$50,000	
Design/Eng.	150,000	100,000	50,000					50,000	
Construction	2,025,000			1,725,000	300,000			2,025,000	
<b>TOTAL</b>	<b>\$2,225,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$1,725,000</b>	<b>\$300,000</b>			<b>\$2,125,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
Electricity			\$600	\$612	\$624	\$1,836
<b>TOTAL</b>			<b>\$600</b>	<b>\$612</b>	<b>\$624</b>	<b>\$1,836</b>

**GOAL ADDRESSED:**

**2005 Town Plan**

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

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

STORM DRAINAGE PROJECTS

8.7 Storm Drainage Projects

Funding in the amount of \$1.1 million is included for storm drainage projects in FY 2011. Major improvements are proposed for Dry Mill/Wage/Anne (\$400,000) and Woodberry Road Drainage and Street Improvements (\$320,000). See Table 8.10, below. Note: The Town will continue to conduct drainage studies to review problem areas throughout Town. Funding for the studies is included in contractual services in the Capital Projects Management operating budget.

Table 8.10 Storm Drainage Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/10	2011	2012	2013	2014	2015	Total for 5-Yr CIP	Future Funds Required
General Obligation Bonds		\$5,196,222	\$1,260,261	\$930,961	\$1,555,000	\$175,000	\$1,275,000		\$3,935,961	
Capital Projects Fund Cash		100,000		100,000					100,000	
Proffers		528,778	49,739	79,039			400,000		479,039	
<b>Total</b>		<b>\$5,825,000</b>	<b>\$1,310,000</b>	<b>\$1,110,000</b>	<b>\$1,555,000</b>	<b>\$175,000</b>	<b>\$1,675,000</b>		<b>\$4,515,000</b>	

Proj. No.	Uses	Total Project Cost	Exp through 6/30/10	2011	2012	2013	2014	2015	Total for 5-Yr CIP	Future Funds Required
05305	Dry Mill/Wage/Anne Storm Improvements	\$1,470,000	\$1,070,000	\$400,000					\$400,000	
06317	Loudoun Hills Community Improvements	130,000	30,000	100,000					100,000	
07307	Town Branch at Mosby Dr.	480,000	50,000	125,000	305,000				430,000	
10305	Town Branch Improvements	2,000,000		75,000	75,000	175,000	1,675,000		2,000,000	
06306	Tuscarora Creek Flood Mitigation	895,000	80,000	90,000	725,000				815,000	
09302	Woodberry Rd. Drainage and Street Improvement	850,000	80,000	320,000	450,000				770,000	
<b>Total - Storm Drainage</b>		<b>\$5,825,000</b>	<b>\$1,310,000</b>	<b>\$1,110,000</b>	<b>\$1,555,000</b>	<b>\$175,000</b>	<b>\$1,675,000</b>		<b>\$4,515,000</b>	

**STORM DRAINAGE PROJECTS (continued)**

**TITLE:** Dry Mill/Wage/Anne Storm Improvements (05305)  
**STATUS:** Ongoing

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

**CONSTRUCTION START DATE:** Winter 2009/2010

**ESTIMATED COMPLETION DATE:** Winter 2010/2011

**OPERATING IMPACT:** None.

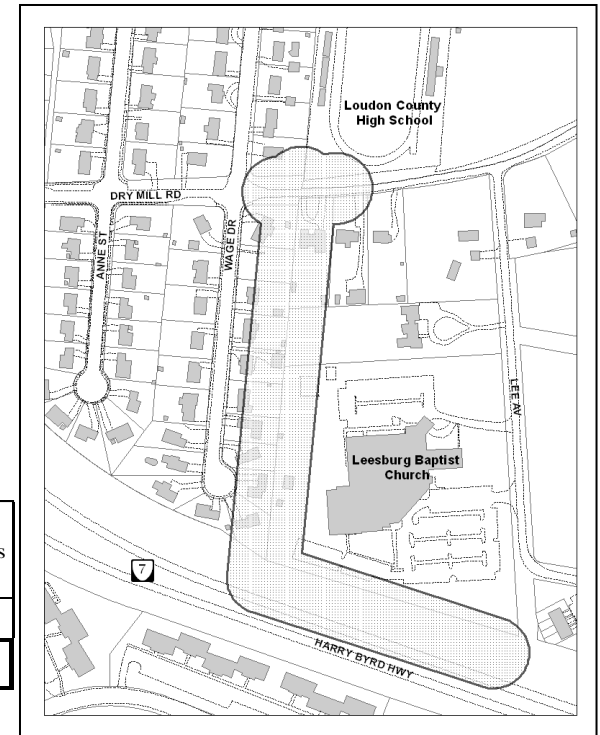
Sources:	Total Required Project Funding	Funded through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Bonds	\$1,470,000	\$1,070,000	\$400,000					\$400,000	
<b>TOTAL</b>	\$1,470,000	\$1,070,000	\$400,000					\$400,000	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$100,000	\$100,000							
Design/Eng.	270,000	270,000							
Construction	1,100,000	700,000	400,000					400,000	
<b>TOTAL</b>	\$1,470,000	\$1,070,000	\$400,000					\$400,000	

**OPERATING IMPACT**

Operating/Maintenance:						TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	\$0	\$0	\$0	\$0	\$0	\$0



**GOAL ADDRESSED:**

**2005 Town Plan**

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

**STORM DRAINAGE PROJECTS (continued)**

**TITLE:** Loudoun Hills Community Improvements (Formerly known as Fields at Leesburg) (06317)  
**STATUS:** On-Going

**PROGRAM DESCRIPTION:** The Town will coordinate grant submissions with the Loudoun Hills HOA for storm drainage improvements via Community Development Block Grant Program (CDBG), Housing Urban Development (HUD), and other public/private opportunities. In addition, the Town will improve the community’s playground by redesigning the drainage system with the assumption that the Loudoun Hills HOA will grant ownership of the playground to the Town. The Loudoun Hills playground serves a large group of children living in that community including children participating the Town’s ROCK program. Poor drainage conditions render the playground unusable during long periods of time.

**CONSTRUCTION START DATE:** Summer 2010 (For Playground)

**ESTIMATED COMPLETION DATE:** Fall 2010 (For Playground)

**OPERATING IMPACT:** Annual maintenance and repair for playground

**PLANNED FINANCING**

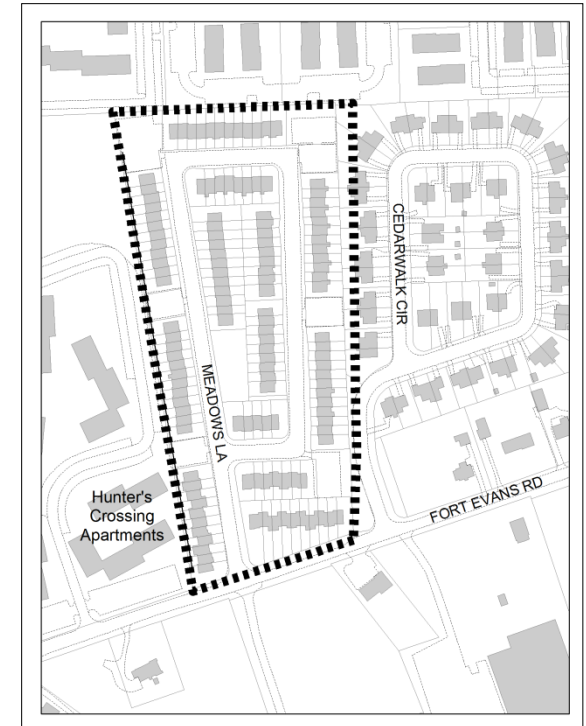
Sources:	Total Required Project Funding	Funded through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Capital Projects Fund Cash	\$100,000		\$100,000					\$100,000	
Bonds	30,000	30,000							
<b>TOTAL</b>	<b>\$130,000</b>	<b>\$30,000</b>	<b>\$100,000</b>					<b>\$100,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land									
Design/Eng.	\$30,000	\$30,000							
Construction	100,000		100,000					100,000	
<b>TOTAL</b>	<b>\$130,000</b>	<b>\$30,000</b>	<b>\$100,000</b>					<b>\$100,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
		\$3,000	\$3,060	\$3,121	\$3,184	\$12,365
<b>TOTAL</b>	\$0	\$3,000	\$3,060	\$3,121	\$3,184	\$12,365



**GOAL ADDRESSED:**

**2005 Town Plan**

The Parks and Recreation element calls for a park system which serves the recreational needs of the community and ensures balanced and active recreational facilities within all sectors of Leesburg.

The Community Facilities and Services element calls for the provision of adequate storm water management.



**STORM DRAINAGE PROJECTS (continued)**

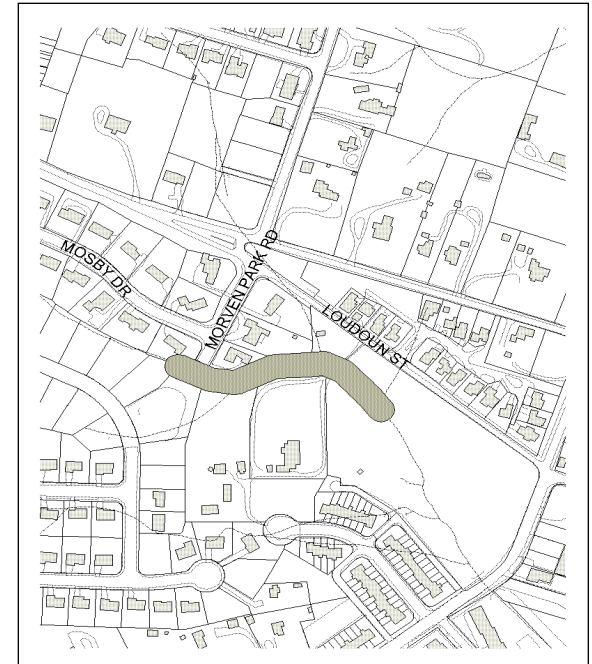
**TITLE:** Town Branch at Mosby Drive (07307)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Purpose of the project is to stabilize the eroding channel and reduce potential flooding.

**CONSTRUCTION START DATE:** Spring 2011

**ESTIMATED COMPLETION DATE:** Fall 2011

**OPERATING IMPACT:** None.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Bonds	\$351,222	\$261	\$45,961	\$305,000				\$350,961	
Proffers	128,778	49,739	79,039					79,039	
<b>TOTAL</b>	<b>\$480,000</b>	<b>\$50,000</b>	<b>\$125,000</b>	<b>\$305,000</b>				<b>\$430,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$15,000		\$15,000					\$15,000	
Design/Eng.	60,000	50,000	10,000					10,000	
Construction	405,000		100,000	305,000				405,000	
<b>TOTAL</b>	<b>\$480,000</b>	<b>\$50,000</b>	<b>\$125,000</b>	<b>\$305,000</b>				<b>\$430,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**GOAL ADDRESSED:**

**2005 Town Plan**

The Community Facilities and Services element calls for the provision of adequate storm water management that meets state and federal criteria for water quality. The Natural Resources element calls for restoring the ecological integrity of streams.

**STORM DRAINAGE PROJECTS (continued)**

**TITLE:** Town Branch Improvements (10305)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Project to provide stream channel improvements to the Town Branch corridor. The purpose of the project is to alleviate flooding and be consistent with the Crescent District Master Plan.

**CONSTRUCTION START DATE:** Spring 2014

**ESTIMATED COMPLETION DATE:** Summer 2015

**OPERATING IMPACT:** None

**PLANNED FINANCING**

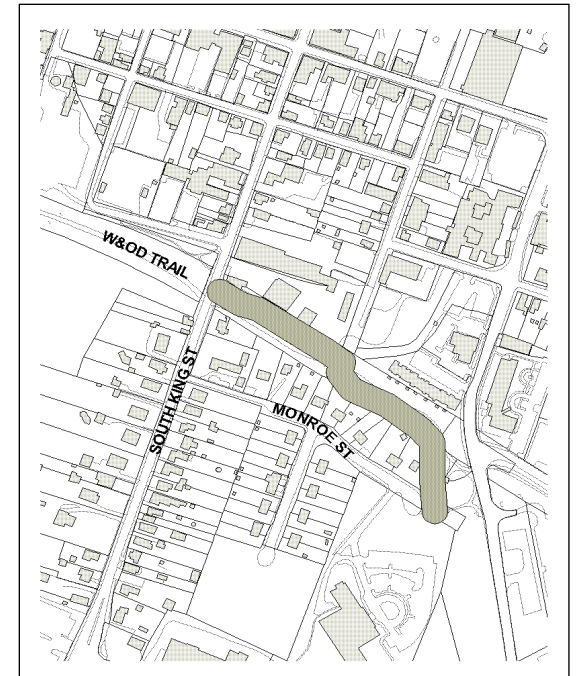
Sources:	Total Required Project Funding	Funded through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Bonds	\$1,600,000		\$75,000	\$75,000	\$175,000	\$1,275,000		\$1,600,000	
Proffers (Dev Cont)	400,000					400,000		400,000	
<b>TOTAL</b>	<b>\$2,000,000</b>		<b>\$75,000</b>	<b>\$75,000</b>	<b>\$175,000</b>	<b>\$1,675,000</b>		<b>\$2,000,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$100,000				\$50,000	\$50,000		\$100,000	
Design/Eng.	400,000		75,000	75,000	125,000	125,000		400,000	
Construction	1,500,000					1,500,000		1,500,000	
<b>TOTAL</b>	<b>\$2,000,000</b>		<b>\$75,000</b>	<b>\$75,000</b>	<b>\$175,000</b>	<b>\$1,675,000</b>		<b>\$2,000,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:						TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



**GOAL ADDRESSED:** Conserve, restore, and improve existing drainage system to effectively manage stormwater in the Historic District.

**2005 Town Plan**

(1) Land Use: Design improvements to Town Branch corridor as amenities for public use. (2) Natural Resources: Protect and restore the ecological integrity of streams. (3) Community Facilities and Services: Provision of adequate storm water management that meets state and federal criteria for water quality. (4) Parks and Recreation: Encourage pedestrian and bicycle access. (5) Community Design: Ensure Town capital projects make a positive contribution to the Town’s character.

**Crescent District Master Plan:** Public and private development should be coordinated and the character of the Town should be enforced and extended.



**STORM DRAINAGE PROJECTS (continued)**

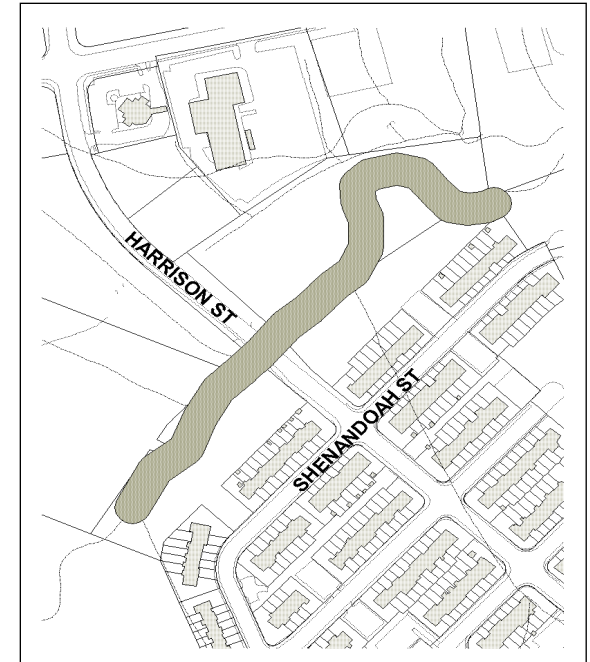
**TITLE:** Tuscarora Creek Flood Mitigation (06306)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Channel improvements to Tuscarora Creek to stop flooding in the area. This project will be coordinated with the Brandon Park Development Plan and with Tuscarora Creek Trail Phases I and II projects.

**CONSTRUCTION START DATE:** Fall 2011

**ESTIMATED COMPLETION DATE:** Summer 2012

**OPERATING IMPACT:** None.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Bonds	\$895,000	\$80,000	\$90,000	\$725,000				\$815,000	
<b>TOTAL</b>	\$895,000	\$80,000	\$90,000	\$725,000				\$815,000	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$25,000		\$25,000					\$25,000	
Design/Eng.	145,000	80,000	65,000					65,000	
Construction	725,000			725,000				725,000	
<b>TOTAL</b>	\$895,000	\$80,000	\$90,000	\$725,000				\$815,000	

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	\$0	\$0	\$0	\$0	\$0	\$0

**GOAL ADDRESSED:** Increase existing drainage system capacity.

**2005 Town Plan**

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

The Natural Resources element calls for restoring the ecological integrity of streams.

**STORM DRAINAGE PROJECTS (continued)**

**TITLE:** Woodberry Road Drainage and Street Improvements (09302)

**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Design and construction of street improvements including curb and gutter. A brick sidewalk will also be constructed along the east side of the road between Edwards Ferry Road and North Street. This project will be constructed in accordance with Town Council Resolution #2009-150, approved in December 2009.

**CONSTRUCTION START DATE:** Winter 2010/2011

**ESTIMATED COMPLETION DATE:** Summer 2011

**OPERATING IMPACT:** None.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Bonds	\$850,000	\$80,000	\$320,000	\$450,000				\$770,000	
<b>TOTAL</b>	<b>\$850,000</b>	<b>\$80,000</b>	<b>\$320,000</b>	<b>\$450,000</b>				<b>\$770,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Design/Eng.	\$100,000	\$80,000	\$20,000					\$20,000	
Construction	750,000		300,000	450,000				750,000	
<b>TOTAL</b>	<b>\$850,000</b>	<b>\$80,000</b>	<b>\$320,000</b>	<b>\$450,000</b>				<b>\$770,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**GOAL ADDRESSED:**

**2005 Town Plan**

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

STORM DRAINAGE PROJECTS (continued)

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UTILITIES FUND PROJECTS

8.8 Utilities Fund Capital Projects

The major utility project for FY 2011 is the Lower Sycolin Creek Sewage Conveyance System (\$1.46 million). See Table 8.11, below.

Table 8.11 Utilities Fund Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/10	2011	2012	2013	2014	2015	Total for 5-Yr CIP	Future Funds Required
Utilities Fund Cash		\$5,254,824	\$1,587,324	\$1,116,000	\$1,514,250	\$159,750	\$787,500	\$90,000	\$3,667,500	
Utilities Fund Bonds		6,422,563	1,940,063	1,364,000	1,850,750	195,250	962,500	110,000	4,482,500	
<b>Total</b>		<b>\$11,677,387</b>	<b>\$3,527,387</b>	<b>\$2,480,000</b>	<b>\$3,365,000</b>	<b>\$355,000</b>	<b>\$1,750,000</b>	<b>\$200,000</b>	<b>\$8,150,000</b>	
Proj. No.	Uses	Total Project Cost	Exp through 6/30/10	2011	2012	2013	2014	2015	Total for 5-Yr CIP	Future Funds Required
<b>Utility Maintenance</b>										
06401	Misc. Waterline and San. Sewer Imps., Reps.	\$6,420,000	\$2,850,000	\$400,000	\$865,000	\$355,000	\$1,750,000	\$200,000	\$3,570,000	
<b>Total Utility Maintenance</b>		<b>\$6,420,000</b>	<b>\$2,850,000</b>	<b>\$400,000</b>	<b>\$865,000</b>	<b>\$355,000</b>	<b>\$1,750,000</b>	<b>\$200,000</b>	<b>\$3,570,000</b>	
<b>Water Supply</b>										
02402	Hogback Mountain Tank Recoating	697,387	77,387	620,000					620,000	
<b>Total Water Supply</b>		<b>\$697,387</b>	<b>\$77,387</b>	<b>\$620,000</b>					<b>\$620,000</b>	
<b>Water Pollution Control</b>										
07404	Lwr Sycolin Crk Sewage Conv. System	\$4,560,000	\$600,000	\$1,460,000	\$2,500,000				\$3,960,000	
<b>Total Water Pollution Control</b>		<b>\$4,560,000</b>	<b>\$600,000</b>	<b>\$1,460,000</b>	<b>\$2,500,000</b>				<b>\$3,960,000</b>	
<b>Total - Utilities Fund</b>		<b>\$11,677,387</b>	<b>\$3,527,387</b>	<b>\$2,480,000</b>	<b>\$3,365,000</b>	<b>\$355,000</b>	<b>\$1,750,000</b>	<b>\$200,000</b>	<b>\$8,150,000</b>	

**UTILITIES FUND PROJECTS (continued)**

**TITLE:** Miscellaneous Waterline and Sanitary Sewer Improvements, Replacements, and I/I Mitigation (06401)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** This project constitutes the on-going maintenance/replacement of old and deteriorated sanitary sewers and waterlines, and infiltration and inflow (I/I) mitigation, plus waterline and sanitary sewer replacements/improvements associated with non-utility CIP projects such as street improvements, storm sewer improvements and trails. The table on the next page provides a listing of the projects and proposed scheduling.

**CONSTRUCTION START DATE:** Ongoing

**ESTIMATED COMPLETION DATE:** Ongoing

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

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Utilities Fund Bonds	\$3,531,000	\$1,567,500	\$220,000	\$475,750	\$195,250	\$962,500	\$110,000	\$1,963,500	
Utilities Fund Cash	2,889,000	1,282,500	180,000	389,250	159,750	787,500	90,000	1,606,500	
<b>TOTAL</b>	<b>\$6,420,000</b>	<b>\$2,850,000</b>	<b>\$400,000</b>	<b>\$865,000</b>	<b>\$355,000</b>	<b>\$1,750,000</b>	<b>\$200,000</b>	<b>\$3,570,000</b>	

**GOAL ADDRESSED:**

Maintain the structural integrity of the water distribution system and sewers, and provide a more reliable and operable water distribution system.

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10						TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Design/Eng.	\$340,000	\$50,000	\$50,000	\$35,000	\$55,000	\$150,000		\$290,000	
Construction	6,080,000	2,800,000	350,000	830,000	300,000	1,600,000	200,000	3,280,000	
<b>TOTAL</b>	<b>\$6,420,000</b>	<b>\$2,850,000</b>	<b>\$400,000</b>	<b>\$865,000</b>	<b>\$355,000</b>	<b>\$1,750,000</b>	<b>\$200,000</b>	<b>\$3,570,000</b>	

**2005 Town Plan**

Continue to provide adequate water supply and wastewater collection and treatment that meet state and federal criteria for water quality.

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**FY 2011-2015 CAPITAL IMPROVEMENTS PROGRAM**

**UTILITIES FUND PROJECTS (continued)**

**TITLE:** Miscellaneous Waterline and Sanitary Sewer Improvements, Replacements, and I/I Mitigation (06401) – Continued  
**STATUS:** Ongoing

Fiscal Year	2011		2012		2013		2014		2015	
	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost
<b>I/I Mitigation</b>	Catoctin Circle, S. King and Monroe St (Phase 9)	\$200,000	Leesburg Manor, Meadows Lane, Parker Court, Loudoun St, Woodberry Rd, Liberty St, Church St (Phase 10)	\$200,000	Bluemont Dr, Prospect Dr, Belmont Pl, Lafayette Pl (Phase 11)	\$200,000	Catoctin Circle, Prospect Place, Prospect Dr, Valleyview Dr (Phase 12)	\$150,000	Cornwall, Ayr, Daniel and Union Street (Phase 13)	\$200,000
<b>Waterline</b>	Lowenbach Street Improvements (CIP #05303)	\$100,000	PMW Farms 24" pipe reimbursement to developer (4,000') and future casing pipe  Lowenbach Street Improvements (CIP #05303)	\$400,000  \$60,000	Lowenbach Street Improvements (CIP #05303)	\$60,000	Edwards Ferry Road water transmission parallel pipe (8,000 lf of 24" pipe)	\$1,600,000		
<b>Sewer</b>	Lowenbach Street Improvements (CIP #05303)	\$100,000	Catoctin Circle (King St to Dry Mill Rd)  Lowenbach Street Improvements (CIP #05303)	\$165,000  \$40,000	Rollins Place and Daily Place  Lowenbach Street Improvements (CIP #05303)	\$55,000  \$40,000				
<b>Total Cost</b>		<b>\$400,000</b>		<b>\$865,000</b>		<b>\$355,000</b>		<b>\$1,750,000</b>		<b>\$200,000</b>

**UTILITIES FUND PROJECTS (continued)**

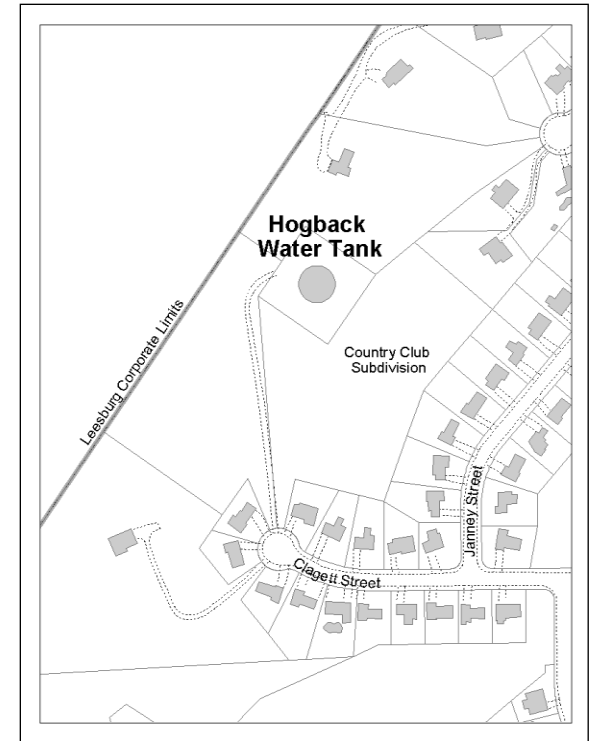
**TITLE:** Hogback Mountain Tank Recoating and Rehabilitation (02402)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Project includes surface preparation and recoating of the standpipe tank’s interior and exterior, including lead based paint abatement from the exterior. Interior has not been recoated since the tank’s construction in 1989. Exterior was last recoated in 2000. In addition, water inlet/outlet pipes in the tank will be modified to improve water turn-over rate in the tank in order to avoid water stagnation.

**CONSTRUCTION START DATE:** Fall 2010

**ESTIMATED COMPLETION DATE:** Winter 2010

**OPERATING IMPACT:** None.



**GOAL ADDRESSED:**

**2005 Town Plan**

Continue to provide adequate water supply that meets state and federal criteria for water quality.

**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Utilities Fund Bonds	\$383,563	\$42,563	\$341,000					\$341,000	
Utilities Fund Cash	313,824	34,824	279,000					279,000	
<b>TOTAL</b>	<b>\$697,387</b>	<b>\$77,387</b>	<b>\$620,000</b>					<b>\$620,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Construction	\$697,387	\$77,387	\$620,000					\$620,000	
<b>TOTAL</b>	<b>\$697,387</b>	<b>\$77,387</b>	<b>\$620,000</b>					<b>\$620,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**UTILITIES FUND PROJECTS (continued)**

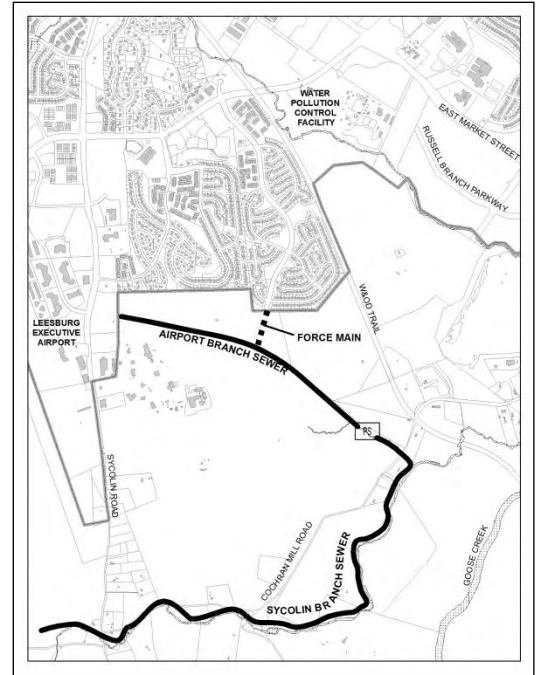
**TITLE:** Lower Sycolin Creek Sewage Conveyance System (07404)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Design and construction of Lower Sycolin Creek Sewage Conveyance System consisting of gravity sewers, force main, and a pumping station. The project will serve areas south of the Town’s incorporated boundary, and areas between the Dulles Greenway and the W&OD Trail. This project will consist of constructing half of the pumping station, airport branch sewer, and the force main. Lower Sycolin Creek sewer branch will be constructed later with the remainder of the pumping station.

**CONSTRUCTION START DATE:** Spring 2011

**ESTIMATED COMPLETION DATE:** Fall 2012

**OPERATING IMPACT:** Operation and maintenance cost will increase.



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Revenue Bonds	\$2,508,000	\$330,000	\$803,000	\$1,375,000				\$2,178,000	
Utilities Fund Cash	2,052,000	270,000	657,000	1,125,000				1,782,000	
<b>TOTAL</b>	<b>\$4,560,000</b>	<b>\$600,000</b>	<b>\$1,460,000</b>	<b>\$2,500,000</b>				<b>\$3,960,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$260,000		\$260,000					\$260,000	
Design/Eng.	800,000	600,000	200,000					200,000	
Construction	3,500,000		1,000,000	2,500,000				3,500,000	
<b>TOTAL</b>	<b>\$4,560,000</b>	<b>\$600,000</b>	<b>\$1,460,000</b>	<b>\$2,500,000</b>				<b>\$3,960,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
			\$18,000	\$18,360	\$18,727	\$55,087
<b>TOTAL</b>		\$0	\$18,000	\$18,360	\$18,727	\$55,087

**GOAL ADDRESSED:**

**2005 Town Plan**

Continue to provide adequate wastewater collection and treatment that meet state and federal criteria for water quality.

**1987 Water & Sewer Master Plan**

The adopted Water and Sewer System Master Plan proposed the construction of a regional sewage conveyance system to serve the area.



UTILITIES FUND PROJECTS (continued)

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AIRPORT FUND PROJECTS

8.9 Airport Fund Projects

The major airport project for FY 2011 is the purchase of additional land southwest of the airport (\$3.9 million). See Table 8.12, below.

Table 8.12 Airport Fund Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/10	2011	2012	2013	2014	2015	Total for 5-Yr CIP	Future Funds Required
General Obligation Bonds		\$175,627	\$4,000	\$79,500	\$16,000	\$13,300	\$11,500	\$51,327	\$171,627	
State - Department of Aviation		263,440	6,000	119,250	24,000	19,950	17,250	76,990	257,440	
Federal Aviation Administration		8,342,283	190,000	3,776,250	760,000	631,750	546,250	2,438,033	8,152,283	
<b>Total</b>		<b>\$8,781,350</b>	<b>\$200,000</b>	<b>\$3,975,000</b>	<b>\$800,000</b>	<b>\$665,000</b>	<b>\$575,000</b>	<b>\$2,566,350</b>	<b>\$8,581,350</b>	

Proj. No.	Uses	Total Project Cost	Exp through 6/30/10	2011	2012	2013	2014	2015	Total for 5-Yr CIP	Future Funds Required
11501	Land Acquisition - Airport Expansion SW End	\$4,000,000	\$150,000	\$3,850,000					\$3,850,000	
09503	Navigation Aids Upgrades	600,000	50,000	50,000	500,000				550,000	
NEW	Perimeter Fence - Airport West Side	975,000					75,000	900,000	975,000	
NEW	Runway 17 Safety Area Grading	825,000		75,000	300,000	450,000			825,000	
08502	South Apron Expansion, Ph. II	2,381,350				215,000	500,000	1,666,350	2,381,350	
<b>Total - Airport Fund</b>		<b>\$8,781,350</b>	<b>\$200,000</b>	<b>\$3,975,000</b>	<b>\$800,000</b>	<b>\$665,000</b>	<b>\$575,000</b>	<b>\$2,566,350</b>	<b>\$8,581,350</b>	

**AIRPORT FUND PROJECTS (continued)**

**TITLE:** Land Acquisition - Airport Expansion South West End of Airport (11501)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** This project includes the purchase of approximately 40 acres of property to the south west and adjacent to the existing airport property. The property will be used for future airport expansion to accommodate corporate users. This project has been identified on the current 6-year State and Federal ACIP, and grant funds will be programmed. The Town's share is 2%.

**ESTIMATED PURCHASE DATE:** Spring 2011

**OPERATING IMPACT:** Additional revenue after development.

**PLANNED FINANCING**

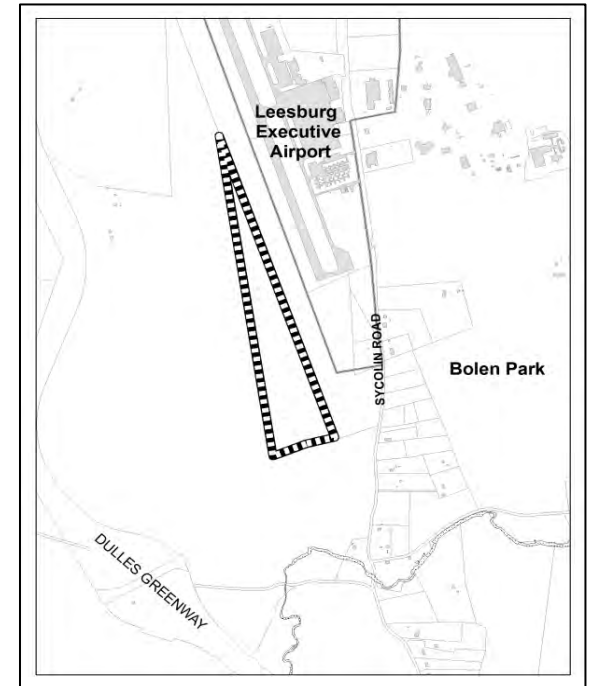
Sources:	Total Required Project Funding	Funded through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
FAA Grant	\$3,800,000	\$142,500	\$3,657,500					\$3,657,500	
DOAV Grant	120,000	4,500	115,500					115,500	
Bonds	80,000	3,000	77,000					77,000	
<b>TOTAL</b>	<b>\$4,000,000</b>	<b>\$150,000</b>	<b>\$3,850,000</b>					<b>\$3,850,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Expended through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Land	\$4,000,000	\$150,000	\$3,850,000					\$3,850,000	
<b>TOTAL</b>	<b>\$4,000,000</b>	<b>\$150,000</b>	<b>\$3,850,000</b>					<b>\$3,850,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	Year					TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



**GOAL ADDRESSED:** Increased operating capacity and aircraft storage revenues.

**2005 Town Plan**

Promote and protect Leesburg Executive Airport.

**2006 Airport Master Plan**

Preserve and protect airport property, and enhance safety and identified need for additional space.

**AIRPORT FUND PROJECTS (continued)**

**TITLE:** Navigation Aids Upgrades (09503)  
**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** Replacement of Precision Approach Path Indicators (PAPIS), addition of two Omni Directional Approach Lights System (ODALS), upgrade and relocation of the Automated Weather Observation System (AWOS), replacement of two runway end identifier lights (REIL), and replacement of two voltage regulators. This project will increase safety and will decrease maintenance costs because the existing equipment is outdated and is no longer manufactured. Installation of the new navigational aids under this project will be scheduled after Instrument Landing System is commissioned by the FAA (Project 09502).

**CONSTRUCTION START DATE:** Summer 2011

**ESTIMATED COMPLETION DATE:** Winter 2011

**PLANNED FINANCING**

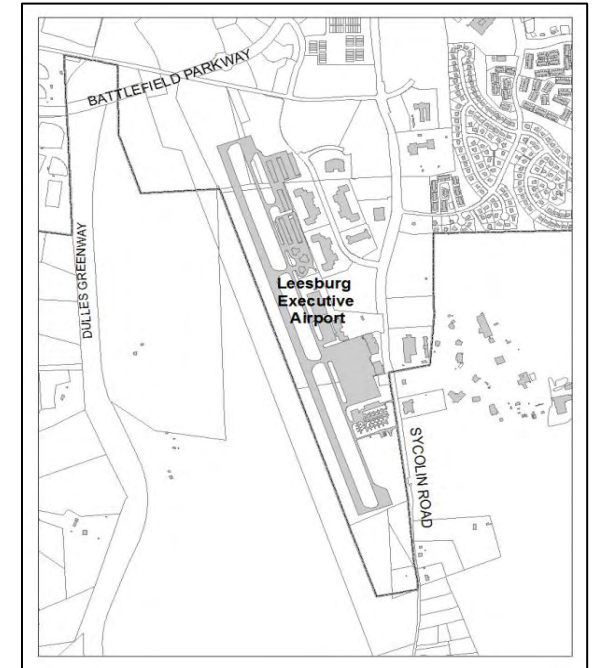
Sources:	Total Required Project Funding	Funded through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
FAA Grant	\$570,000	\$47,500	\$47,500	\$475,000				\$522,500	
DOAV Grant	18,000	\$1,500	1,500	15,000				16,500	
Bonds	12,000	\$1,000	1,000	10,000				11,000	
<b>TOTAL</b>	<b>\$600,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$500,000</b>				<b>\$550,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Design/Eng.	\$100,000	\$50,000	\$50,000					\$50,000	
Construction	500,000			500,000				500,000	
<b>TOTAL</b>	<b>\$600,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$500,000</b>				<b>\$550,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



**OPERATING IMPACT:** None.

**GOAL ADDRESSED:**

**2005 Town Plan**

Promote and protect Leesburg Executive Airport.

**2006 Airport Master Plan:** Preserve and protect airport property, and enhance safety.

**AIRPORT FUND PROJECTS (continued)**

**TITLE:** Perimeter Fence – Airport West Side (NEW)  
**STATUS:** New

**PROGRAM DESCRIPTION:** This project includes completion of the airport perimeter security fence along the west side of the airport. This project is needed after completion of the property acquisition on the southwest end of the airport (CIP project 11501) and completion of the grading and equipment installation for the instrument landing system west of the runway (CIP project 09502). The fence will improve security and safety by deterring entry onto airport property by animals and unauthorized persons.

**CONSTRUCTION START DATE:** Fall 2014

**ESTIMATED COMPLETION DATE:** Spring 2015

**PLANNED FINANCING**

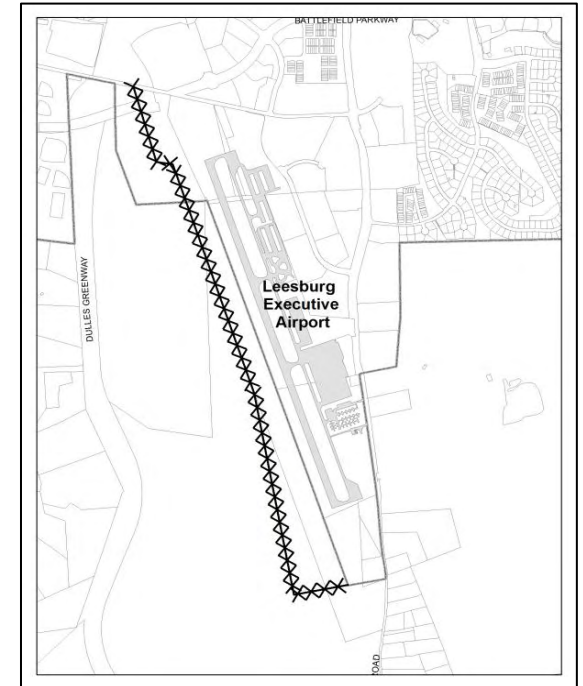
Sources:	Total Required Project Funding	Funded through 6/30/10	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
FAA Grant	\$926,250					\$71,250	\$855,000	\$926,250	
DOAV Grant	29,250					2,250	27,000	29,250	
Bonds	19,500					1,500	18,000	19,500	
<b>TOTAL</b>	<b>\$975,000</b>					<b>\$75,000</b>	<b>\$900,000</b>	<b>\$975,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Design/Eng.	\$75,000					\$75,000		\$75,000	
Construction	\$900,000						900,000	900,000	
<b>TOTAL</b>	<b>\$975,000</b>					<b>\$75,000</b>	<b>\$900,000</b>	<b>\$975,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



**OPERATING IMPACT:** None.

**GOAL ADDRESSED:**

**2005 Town Plan**

Safe, convenient, and efficient multi-modal transportation system.

**2006 Airport Master Plan:** Preserve and protect airport property, and enhance safety.

**AIRPORT FUND PROJECTS (continued)**

**TITLE:** Runway 17 Safety Area Grading (NEW)  
**STATUS:** New

**PROGRAM DESCRIPTION:** This project includes grading of an area north of runway 17 to improve aircraft safety. FAA has established standards to provide a cleared and graded area beyond the end of the runway to improve safety. The area is to be clear of obstructions, graded to be free of major irregularities (such as ditches, hills, etc.), and stable enough to support occasional passage of aircraft, emergency and maintenance vehicles. The runway safety area north of runway 17 has drainage ditches and a portion of Tolbert Lane that was abandoned after construction of Battlefield Parkway.

**CONSTRUCTION START DATE:** Spring 2012

**ESTIMATED COMPLETION DATE:** Spring 2013

**PLANNED FINANCING**

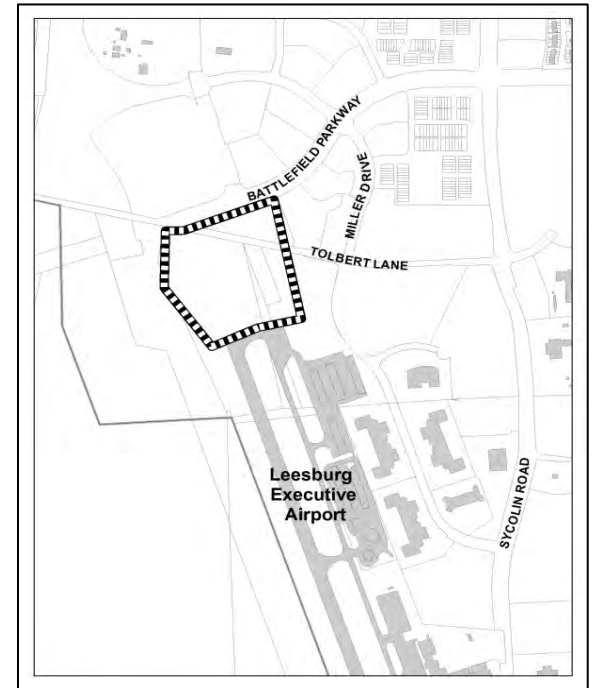
Sources:	Total Required Project Funding	Funded through 6/30/10	PLANNED FINANCING					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
FAA Grant	\$783,750		\$71,250	\$285,000	\$427,500			\$783,750	
DOAV Grant	24,750		2,250	9,000	13,500			24,750	
Bonds	16,500		1,500	6,000	9,000			16,500	
<b>TOTAL</b>	<b>\$825,000</b>		<b>\$75,000</b>	<b>\$300,000</b>	<b>\$450,000</b>			<b>\$825,000</b>	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	PLANNED EXPENDITURES					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
Design/Eng.	\$75,000		\$75,000					\$75,000	
Construction	\$750,000			300,000	450,000			750,000	
<b>TOTAL</b>	<b>\$825,000</b>		<b>\$75,000</b>	<b>\$300,000</b>	<b>\$450,000</b>			<b>\$825,000</b>	

**OPERATING IMPACT**

Operating/Maintenance:	OPERATING IMPACT					TOTAL for 5-Yr CIP
	2011	2012	2013	2014	2015	
	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



**OPERATING IMPACT:** None.

**GOAL ADDRESSED:**

**2005 Town Plan**

Safe, convenient, and efficient multi-modal transportation system.

**2006 Airport Master Plan:** Preserve and protect airport property, and enhance safety.

**AIRPORT FUND PROJECTS (continued)**

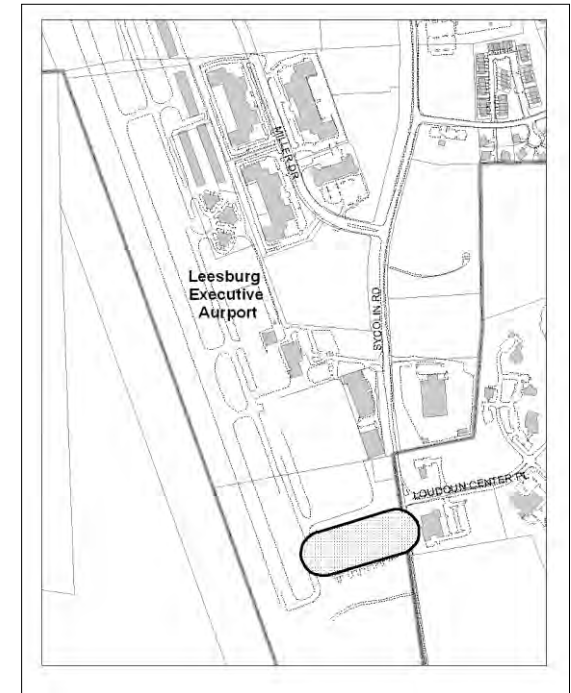
**TITLE:** South Apron Expansion, Phase II (08502)

**STATUS:** Ongoing

**PROGRAM DESCRIPTION:** This project is the final phase of the South Apron Development project. It is contiguous with the recently completed South Apron Expansion Phase I and the South Apron Hangar project. It includes incidental development of additional aircraft tie-downs and relocation of the existing fuel farm. In order to accommodate drainage from this project and future development of the south end of the airport, a comprehensive drainage analysis will be prepared. This project has been identified on the current 6-year State ACIP, and grant funds have been programmed. The project will be funded using 95% federal, 3% state, and 2% Town funding.

**CONSTRUCTION START DATE:** Spring 2014

**ESTIMATED COMPLETION DATE:** Spring 2015



**PLANNED FINANCING**

Sources:	Total Required Project Funding	Funded through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
<b>FAA</b>	\$2,262,283				\$204,250	\$475,000	\$1,583,033	\$2,262,283	
<b>DOAV Grant</b>	71,441				6,450	15,000	49,991	71,441	
<b>Bonds</b>	47,627				4,300	10,000	33,327	47,627	
<b>TOTAL</b>	\$2,381,350				\$215,000	\$500,000	\$1,666,350	\$2,381,350	

**PLANNED EXPENDITURES**

Uses:	Total Project Cost	Exp through 6/30/10	Year					TOTAL for 5-Yr CIP	Future Funds Required
			2011	2012	2013	2014	2015		
<b>Design/Eng.</b>	\$215,000				\$215,000			\$215,000	
<b>Construction</b>	2,166,350					500,000	1,666,350	\$2,166,350	
<b>TOTAL</b>	\$2,381,350				\$215,000	\$500,000	\$1,666,350	\$2,381,350	

**OPERATING IMPACT**

Operating/Maintenance:	2011	2012	2013	2014	2015	TOTAL for 5-Yr CIP
		\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	\$0	\$0	\$0	\$0	\$0	\$0

**OPERATING IMPACT:** Increased maintenance of the tie-down area and increased revenue from tie-down leases when project is complete.

**GOALS ADDRESSED:** Increased operating capacity.

**2005 Town Plan:** Protect Leesburg Executive Airport

**2006 Airport Master Plan**

Preserve and protect airport property and enhance safety and identified need for additional space.



SUMMARIES OF FUNDING BY SOURCE

8.10 Summaries of Funding by Source

Table 8.13 General Obligation Bonds

Proj. No.	Project Description	Exp through							Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/10	2011	2012	2013	2014	2015		
<b>General Government</b>										
10304	Downtown Improvements, Ph. I	\$4,700,000	\$125,000	\$825,000	\$150,000	\$1,100,000	\$1,400,000	\$1,100,000	\$4,575,000	
07309	Downtown Street Lighting	510,000	140,000	90,000	90,000	90,000	100,000		370,000	
08308	Town-wide Tree Canopy	10,348	10,348							
<b>Total General Government</b>		<b>\$5,220,348</b>	<b>\$275,348</b>	<b>\$915,000</b>	<b>\$240,000</b>	<b>\$1,190,000</b>	<b>\$1,500,000</b>	<b>\$1,100,000</b>	<b>\$4,945,000</b>	
<b>Parks &amp; Recreation</b>										
12303	Ida Lee Park Maintenance Building	\$59,137	\$59,137							
08310	Southwest Connector Trail, Ph. I	4,269,257	369,257	2,000,000	1,900,000				3,900,000	
NEW	Southwest Connector Trail, Ph. II	1,300,000		150,000	900,000	250,000			1,300,000	
NEW	Southwest Connector Trail, Ph. III	1,875,000		50,000	175,000	1,250,000	400,000		1,875,000	
08302	Tuscarora Creek Trail, Ph. I	500,000	100,000			35,000	300,000	65,000	400,000	
NEW	Tuscarora Creek Trail, Ph. II	900,000	25,000					175,000	175,000	700,000
<b>Total Parks &amp; Recreation</b>		<b>\$8,903,394</b>	<b>\$553,394</b>	<b>\$2,200,000</b>	<b>\$2,975,000</b>	<b>\$1,535,000</b>	<b>\$700,000</b>	<b>\$240,000</b>	<b>\$7,650,000</b>	<b>\$700,000</b>
<b>Streets, Highways, Buildings &amp; Grounds</b>										
08303	Battlefield Pkwy. - Edwards Ferry to Ft. Evans	\$7,050,000	\$4,850,000	\$2,200,000					\$2,200,000	
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	4,809,420	1,159,420	850,000	2,800,000				3,650,000	
07304	Church St. Improvements	450,000			75,000	175,000	200,000		450,000	
05302	Edwards Ferry Rd. at Rt. 15 Bypass Right Turn	221,908	16,476	205,432					205,432	
05303	Lowenbach St. Improvements	5,085,000	1,250,000	1,260,000	1,900,000	625,000	50,000		3,835,000	
14301	Morven Park Road Sidewalk	775,000					75,000		75,000	700,000
07302	Old Waterford Rd. Sidewalk	740,000	190,000	550,000					550,000	
NEW	Plaza Street Sidewalk	70,000		70,000					70,000	
01302	Rt. 15 (South King St.) Widening Ph. I	210,882	210,882							
07313	Sycolin Rd. Widening, Ph. II	12,337	12,337							
NEW	Traffic Signal at Battlefield Pkwy/Catoctin Cir	275,000		275,000					275,000	
10307	Traffic Signal at Tavistock and Battlefield	350,000	50,000	300,000					300,000	
07312	Virts Corner Improvements	46,618	46,618							
<b>Total Streets, Highways, Buildings &amp; Grounds</b>		<b>\$20,096,165</b>	<b>\$7,785,733</b>	<b>\$5,710,432</b>	<b>\$4,775,000</b>	<b>\$800,000</b>	<b>\$325,000</b>		<b>\$11,610,432</b>	<b>\$700,000</b>



SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.13 General Obligation Bonds (continued)

Proj. No.	Project Description	Exp through							Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/10	2011	2012	2013	2014	2015		
<b>Storm Drainage</b>										
05305	Dry Mill/Wage/Anne Storm Improvements	\$1,470,000	\$1,070,000	\$400,000					\$400,000	
06317	Loudoun Hills Community Improvements	30,000	30,000							
07307	Town Branch at Mosby Dr.	351,222	261	45,961	305,000				350,961	
10305	Town Branch Improvements	1,600,000		75,000	75,000	175,000	1,275,000		1,600,000	
06306	Tuscarora Creek Flood Mitigation	895,000	80,000	90,000	725,000				815,000	
09302	Woodberry Rd. Drainage and Street Improvements	850,000	80,000	320,000	450,000				770,000	
<b>Total Storm Drainage</b>		<b>\$5,196,222</b>	<b>\$1,260,261</b>	<b>\$930,961</b>	<b>\$1,555,000</b>	<b>\$175,000</b>	<b>\$1,275,000</b>		<b>\$3,935,961</b>	
<b>Total General Fund Projects</b>		<b>\$39,416,129</b>	<b>\$9,874,736</b>	<b>\$9,756,393</b>	<b>\$9,545,000</b>	<b>\$3,700,000</b>	<b>\$3,800,000</b>	<b>\$1,340,000</b>	<b>\$28,141,393</b>	<b>\$1,400,000</b>
<b>Airport Fund Projects</b>										
11501	Land Acquisition - Airport Expansion South West End o	\$80,000	\$3,000	\$77,000					\$77,000	
09503	Navigation Aids Upgrades	12,000	1,000	1,000	10,000				11,000	
NEW	Perimeter Fence - Airport West Side	19,500					\$1,500	\$18,000	19,500	
NEW	Runway 17 Safety Area Grading	16,500		\$1,500	\$6,000	\$9,000			16,500	
08502	South Apron Expansion, Ph. II	47,627				4,300	10,000	33,327	47,627	
<b>Total Airport Fund Projects</b>		<b>\$175,627</b>	<b>\$4,000</b>	<b>\$79,500</b>	<b>\$16,000</b>	<b>\$13,300</b>	<b>\$11,500</b>	<b>\$51,327</b>	<b>\$171,627</b>	
<b>Total General Obligation Bonds</b>		<b>\$39,591,756</b>	<b>\$9,878,736</b>	<b>\$9,835,893</b>	<b>\$9,561,000</b>	<b>\$3,713,300</b>	<b>\$3,811,500</b>	<b>\$1,391,327</b>	<b>\$28,313,020</b>	<b>\$1,400,000</b>

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.14 General Fund Cash										
Proj. No.	Project Description	Total Source		Exp through					Total for 5-Yr CIP	Future Funds Req.
				6/30/10	2011	2012	2013	2014		
<b>Streets, Highways, Buildings &amp; Grounds</b>										
08303	Battlefield Pkwy - Edwards Ferry to Ft. Evans	\$1,000,000			\$1,000,000					\$1,000,000
07315	Battlefield Pkwy - Rt. 15 to Dulles Greenway	1,000,000				1,000,000				1,000,000
<b>Total Streets, Highways, Buildings &amp; Grounds</b>		<b>\$2,000,000</b>			<b>\$1,000,000</b>	<b>\$1,000,000</b>				<b>\$2,000,000</b>
<b>Total General Fund Cash</b>		<b>\$2,000,000</b>			<b>\$1,000,000</b>	<b>\$1,000,000</b>				<b>\$2,000,000</b>

Table 8.15 Capital Projects Fund Cash										
Proj. No.	Project Description	Total Source		Exp through					Total for 5-Yr CIP	Future Funds Req.
				6/30/10	2011	2012	2013	2014		
<b>General Government</b>										
10306	Downtown Improvements	\$300,000				\$300,000				\$300,000
<b>Total General Government</b>		<b>\$300,000</b>				<b>\$300,000</b>				<b>\$300,000</b>
<b>Streets, Highways, Buildings &amp; Grounds</b>										
05303	Lowenbach St Improvements	\$175,000					\$175,000			\$175,000
06321	Morven Park Rd Sidewalk	400,000						400,000		400,000
<b>Total Streets, Highways, Buildings &amp; Grounds</b>		<b>\$575,000</b>					<b>\$175,000</b>		<b>\$400,000</b>	<b>\$575,000</b>
<b>Storm Drainage</b>										
06317	Loudoun Hills Community Improvements	\$100,000			\$100,000					\$100,000
<b>Total Storm Drainage</b>		<b>\$100,000</b>			<b>\$100,000</b>					<b>\$100,000</b>
<b>Total Capital Projects Fund Cash</b>		<b>\$975,000</b>			<b>\$100,000</b>	<b>\$300,000</b>	<b>\$175,000</b>		<b>\$400,000</b>	<b>\$975,000</b>

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.16 Utilities Fund Cash

Proj. No.	Project Description	Exp through							Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/10	2011	2012	2013	2014	2015		
<b>Utility Lines</b>										
06401	Misc. Waterline and San. Sewer Imps., Reps., I/I Mitigatio	\$2,889,000	\$1,282,500	\$180,000	\$389,250	\$159,750	\$787,500	\$90,000	\$1,606,500	
	<b>Total Utility Lines</b>	<b>\$2,889,000</b>	<b>\$1,282,500</b>	<b>\$180,000</b>	<b>\$389,250</b>	<b>\$159,750</b>	<b>\$787,500</b>	<b>\$90,000</b>	<b>\$1,606,500</b>	
<b>Water Supply</b>										
02402	Hogback Mountain Tank Recoating	313,824	34,824	279,000					279,000	
	<b>Total Water Supply</b>	<b>\$313,824</b>	<b>\$34,824</b>	<b>\$279,000</b>					<b>\$279,000</b>	
<b>Water Pollution Control</b>										
07404	Lower Sycolin Sewage Conveyance System	\$2,052,000	\$270,000	\$657,000	\$1,125,000				\$1,782,000	
	<b>Total Water Pollution Control</b>	<b>\$2,052,000</b>	<b>\$270,000</b>	<b>\$657,000</b>	<b>\$1,125,000</b>				<b>\$1,782,000</b>	
	<b>Total Utility Fund Cash</b>	<b>\$5,254,824</b>	<b>\$1,587,324</b>	<b>\$1,116,000</b>	<b>\$1,514,250</b>	<b>\$159,750</b>	<b>\$787,500</b>	<b>\$90,000</b>	<b>\$3,667,500</b>	

Table 8.17 Utilities Fund Bonds

Proj. No.	Project Description	Exp through							Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/10	2011	2012	2013	2014	2015		
<b>Utility Lines</b>										
06401	Misc. Waterline and San. Sewer Imps., Reps., I/I Mitigatio	\$3,531,000	\$1,567,500	\$220,000	\$475,750	\$195,250	\$962,500	\$110,000	\$1,963,500	
	<b>Total Utility Lines</b>	<b>\$3,531,000</b>	<b>\$1,567,500</b>	<b>\$220,000</b>	<b>\$475,750</b>	<b>\$195,250</b>	<b>\$962,500</b>	<b>\$110,000</b>	<b>\$1,963,500</b>	
<b>Water Supply</b>										
02402	Hogback Mountain Tank Recoating	383,563	42,563	341,000					341,000	
	<b>Total Water Supply</b>	<b>\$383,563</b>	<b>\$42,563</b>	<b>\$341,000</b>					<b>\$341,000</b>	
<b>Water Pollution Control</b>										
07404	Lower Sycolin Creek Sewage Conveyance System	\$2,508,000	\$330,000	\$803,000	\$1,375,000				\$2,178,000	
	<b>Total Water Pollution Control</b>	<b>\$2,508,000</b>	<b>\$330,000</b>	<b>\$803,000</b>	<b>\$1,375,000</b>				<b>\$2,178,000</b>	
	<b>Total Utility Fund Bonds</b>	<b>\$6,422,563</b>	<b>\$1,940,063</b>	<b>\$1,364,000</b>	<b>\$1,850,750</b>	<b>\$195,250</b>	<b>\$962,500</b>	<b>\$110,000</b>	<b>\$4,482,500</b>	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.18 Proffers (including Developer Contributions and Anticipated Proffers)

Proj. No.	Project Description	Exp through							Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/10	2011	2012	2013	2014	2015		
<b>General Government</b>										
08308	Town-wide Tree Canopy	\$389,652	\$139,652	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	
	<b>Total General Government</b>	<b>\$389,652</b>	<b>\$139,652</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$250,000</b>	
<b>Parks &amp; Recreation</b>										
12303	Ida Lee Park Maintenance Building	\$655,863	\$355,863	\$300,000					\$300,000	
08310	Southwest Connector Trail, Ph. I	180,743	180,743							
	<b>Total Parks &amp; Recreation</b>	<b>\$836,606</b>	<b>\$536,606</b>	<b>\$300,000</b>					<b>\$300,000</b>	
<b>Streets, Highways, Buildings &amp; Grounds</b>										
08303	Battlefield Pkwy. - Edwards Ferry to Ft. Evans	\$70,000	\$70,000							
05302	Edwards Ferry Rd. at Rt. 15 Bypass Right Turn Imps	458,092	184,242	273,850					273,850	
07313	Sycolin Rd. Widening Ph. II	568,000		568,000					568,000	
NEW	Traffic Signal at Sycolin Rd/Hope Pkwy	117,474		117,474					117,474	
	<b>Total Streets, Highways, Buildings &amp; Grounds</b>	<b>\$1,213,566</b>	<b>\$254,242</b>	<b>\$959,324</b>					<b>\$959,324</b>	
<b>Storm Drainage</b>										
07307	Town Branch at Mosby Dr.	\$128,778	\$49,739	\$79,039					\$79,039	
10305	Town Branch Improvements	400,000					400,000		400,000	
	<b>Total Storm Drainage</b>	<b>\$528,778</b>	<b>\$49,739</b>	<b>\$79,039</b>			<b>\$400,000</b>		<b>\$479,039</b>	
	<b>Total Proffers</b>	<b>\$2,968,602</b>	<b>\$980,239</b>	<b>\$1,388,363</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$450,000</b>	<b>\$50,000</b>	<b>\$1,988,363</b>	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.19 Loudoun County Gas Tax

Proj. No.	Project Description	Total Source	Exp through					Total for 5-Yr CIP	Future Funds Req.	
			6/30/10	2011	2012	2013	2014			2015
<b>Streets and Highways</b>										
01302	Rt. 15 (South King St.) Widening, Ph. I	\$1,000,000		\$500,000	\$500,000				\$1,000,000	
07313	Sycolin Rd. Widening Ph. II	\$3,474,743	\$1,687,663	\$287,080	\$1,500,000				\$1,787,080	
98301	Sycolin Rd. Widening Ph. III	4,000,000	307,200	342,800	50,000	2,400,000	900,000		3,692,800	
07312	Virts Corner Improvements	1,190,669	18,550		1,172,119				1,172,119	
<b>Total Streets and Highways</b>		<b>\$9,665,412</b>	<b>\$2,013,413</b>	<b>\$1,129,880</b>	<b>\$3,222,119</b>	<b>\$2,400,000</b>	<b>\$900,000</b>		<b>\$7,651,999</b>	
<b>Total Loudoun County Gas Tax</b>		<b>\$9,665,412</b>	<b>\$2,013,413</b>	<b>\$1,129,880</b>	<b>\$3,222,119</b>	<b>\$2,400,000</b>	<b>\$900,000</b>		<b>\$7,651,999</b>	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.20 State - Department of Aviation (DOAV)

Proj. No.	Project Description	Exp through							Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/10	2011	2012	2013	2014	2015		
<b>Airport Fund Projects</b>										
11501	Land Acquisition - Airport Expansion South West End	\$120,000	\$4,500	\$115,500					\$115,500	
09503	Navigation Aids Upgrades	18,000	1,500	1,500	15,000				16,500	
NEW	Perimeter Fence - Airport West Side	29,250					2,250	27,000	29,250	
NEW	Runway 17 Safety Area Grading	24,750		2,250	9,000	13,500			24,750	
08502	South Apron Expansion, Ph. II	71,441				6,450	15,000	49,991	71,441	
<b>Total Airport Fund Projects</b>		<b>\$263,441</b>	<b>\$6,000</b>	<b>\$119,250</b>	<b>\$24,000</b>	<b>\$19,950</b>	<b>\$17,250</b>	<b>\$76,991</b>	<b>\$257,441</b>	
<b>Total State - DOAV</b>		<b>\$263,441</b>	<b>\$6,000</b>	<b>\$119,250</b>	<b>\$24,000</b>	<b>\$19,950</b>	<b>\$17,250</b>	<b>\$76,991</b>	<b>\$257,441</b>	

Table 8.21 State - Department of Transportation (VDOT)

Proj. No.	Project Description	Exp through							Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/10	2011	2012	2013	2014	2015		
<b>General Government</b>										
07309	Downtown Street Lighting	\$1,660,000	\$60,000	\$260,000	\$425,000	\$425,000	\$490,000		\$1,600,000	
<b>Total General Government</b>		<b>\$1,660,000</b>	<b>\$60,000</b>	<b>\$260,000</b>	<b>\$425,000</b>	<b>\$425,000</b>	<b>\$490,000</b>		<b>\$1,600,000</b>	
<b>Streets and Highways</b>										
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	\$6,200,000								\$6,200,000
05302	Edwards Ferry Rd. at Rt. 15 Bypass Right Turn Imps.	420,000		320,000	100,000				420,000	
01302	Rt. 15 (South King St.) Widening, Ph. I	6,689,119	1,589,119	1,800,000	3,300,000				5,100,000	
07313	Sycolin Rd. Widening, Ph. II	744,920		744,920					744,920	
98301	Sycolin Rd. Widening, Ph. III	1,000,000				600,000	400,000		1,000,000	
07312	Virts Corner Improvements	987,713	34,832	100,000	552,881	300,000			952,881	
<b>Total Streets and Highways</b>		<b>\$16,041,752</b>	<b>\$1,623,951</b>	<b>\$2,964,920</b>	<b>\$3,952,881</b>	<b>\$900,000</b>	<b>\$400,000</b>		<b>\$8,217,801</b>	<b>\$6,200,000</b>
<b>Total State - VDOT</b>		<b>\$17,701,752</b>	<b>\$1,683,951</b>	<b>\$3,224,920</b>	<b>\$4,377,881</b>	<b>\$1,325,000</b>	<b>\$890,000</b>		<b>\$9,817,801</b>	<b>\$6,200,000</b>

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.22 Federal - Community Development Block Grant (CDBG)

Proj. No.	Project Description	Exp through							Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/10	2011	2012	2013	2014	2015		
	<b>Streets and Highways</b>									
NEW	Plaza Street Sidewalk	\$280,000		\$280,000					\$280,000	
	<b>Total Streets and Highways</b>	<b>\$280,000</b>		<b>\$280,000</b>					<b>\$280,000</b>	
	<b>Total Federal - CDBG</b>	<b>\$280,000</b>		<b>\$280,000</b>					<b>\$280,000</b>	

Table 8.23 Federal - Federal Aviation Administration (FAA)

Proj. No.	Project Description	Exp through							Total for 5-Yr CIP	Future Funds Req.
		Total Source	6/30/10	2011	2012	2013	2014	2015		
	<b>Airport Fund Projects</b>									
11501	Land Acquisition - Airport Expansion South West	\$3,800,000	\$142,500	\$3,657,500					\$3,657,500	
09503	Navigation Aids Upgrades	570,000	47,500	47,500	475,000				522,500	
NEW	Perimeter Fence - Airport West Side	926,250					71,250	855,000	926,250	
NEW	Runway 17 Safety Area Grading	783,750		71,250	285,000	427,500			783,750	
08502	South Apron Expansion, Ph. II	2,262,283				204,250	475,000	1,583,033	2,262,283	
	<b>Total Airport Fund Projects</b>	<b>\$8,342,283</b>	<b>\$190,000</b>	<b>\$3,776,250</b>	<b>\$760,000</b>	<b>\$631,750</b>	<b>\$546,250</b>	<b>\$2,438,033</b>	<b>\$8,152,283</b>	
	<b>Total Federal - FAA</b>	<b>\$8,342,283</b>	<b>\$190,000</b>	<b>\$3,776,250</b>	<b>\$760,000</b>	<b>\$631,750</b>	<b>\$546,250</b>	<b>\$2,438,033</b>	<b>\$8,152,283</b>	

**FUTURE CAPITAL PROJECTS**

**8.11 PRIORITY FUTURE CAPITAL PROJECTS**

The following is a list of projects that are priorities for future inclusion in the Capital Improvements Program based upon funding availability and the priorities of the Town Council. Costs are estimates and are subject to change.

<b>PROJECT</b>	<b>PROJECT SUMMARY</b>	<b>ESTIMATED COST</b>	<b>STATUS</b>
Police Renovation and Expansion (NEW)	Potential renovation of and expansion of existing Public Safety facility at Plaza Street. Preliminary cost estimates are based on a 15,000 square foot building expansion, but the size of the actual project will be determined once a space needs assessment is completed in the summer of 2010.	\$3,500,000	Awaiting completion of space needs assessment
Ida Lee Soccer/Lacrosse Field No. 3 (01301)	Development of a third irrigated soccer/lacrosse field at Ida Lee Park. Plans are ready to be approved.	\$400,000	Awaiting funding
Veterans Park at Balls Bluff, Phase I (02302)	Design and construction of public recreational facilities including a public access road, parking, boat launch, picnic areas and meadow.	\$2,200,000	Awaiting funding
Edwards Ferry Road at Leesburg Bypass Interchange (09307)	The area surrounding the intersection between Edwards Ferry Road and the Leesburg Bypass has experienced significant commercial growth during the past 15 years. As a result, traffic volumes are beyond the capacity of the existing at-grade intersection, and the area routinely experiences significant congestion and traffic delays. This project will develop a new grade-separated interchange which will improve traffic flow and will provide pedestrian access across the bypass. The cost estimate will be revised based on preliminary design.  A recent analysis by VDOT ranked this project as third most effective in the region for reducing traffic delays.	\$35,000,000	Awaiting funding



FUTURE CAPITAL PROJECTS (continued)

PROJECT	PROJECT SUMMARY	ESTIMATED COST	STATUS
Route 15 (South King Street) Widening Phase II (NEW-Formerly part of 01302)	<p>South King Street (Route 15) is a principal arterial route and major link in the regional transportation network serving Northern Virginia, the Washington DC metropolitan area, and the mid-Atlantic region. The roadway serves as the primary southern gateway to the Town. Widening the road will provide needed highway capacity and is included in the Council of Government’s long-range plan and VDOT’s statewide Six-Year Plan.</p> <p>The original project extending from Governors Drive to the south corporate limits has been separated into phases to allow acceleration of construction. Phase II of the project will extend approximately 4500 feet from the Greenway Drive intersection to the south corporate limits at the Masons Lane/Gleedsville Road intersection. This project includes widening the roadway to a four lane divided, boulevard-type street, with a multi-use trail along the west side. The improved roadway will include a wide landscaped median to provide an attractive entrance into the Town.</p>	\$8,000,000	Awaiting funding
Sycolin Road Widening Phase IV (Tolbert Lane to South Corporate Limits) (NEW – formerly part of Phase III 98301)	<p>Upgrade the segment of Sycolin Road (Route 643) south of Tolbert Lane from two lanes to four lanes. This project has been separated from other remaining portions of Sycolin Road improvements to allow acceleration of construction of the other segments. The project begins approximately 700 feet south of Tolbert Lane (to be widened under Sycolin Road Phase II) and is approximately 3,000 linear feet in length extending to the south corporate limits.</p>	\$10,500,000	Awaiting funding
Traffic Signal and Left Turn Lane at Catoctin Circle/Edwards Ferry Road Intersection (07303)	<p>Traffic studies have shown that a traffic signal and additional turn lanes are warranted at this intersection. A Loudoun County proffer in connection with the courthouse expansion project will fund the traffic signal. This project also includes a left turn lane for westbound traffic from Edwards Ferry Road onto southbound Catoctin Circle. The timing of this project was established to coincide with the completion of the Lowenbach Street improvement project (Project Number 05303). Implementation of this project will be based on an analysis of the impact of opening the neighborhood streets.</p>	\$890,000	Awaiting completion of Lowenbach improvements

**FUTURE CAPITAL PROJECTS (continued)**

**8.12 POTENTIAL FUTURE CAPITAL PROJECTS**

The following is a list of projects that may be considered for inclusion in the Capital Improvements Program based upon funding availability and the priorities of the Town Council. In some instances, additional research is pending before a specific recommendation can be made. Costs are only rough estimates and are subject to change.

**PARKS AND RECREATION**

<b>PROJECT</b>	<b>PROJECT SUMMARY</b>
Ida Lee Park Tennis Court – Seasonal Air Structure	Seasonal air structure with storage building and entrance structures over an existing three court pod, including beam for anchoring the air structure around the court perimeter, new exterior lighting and fencing.
Olde Izaak Walton Pond	Improve the condition of the pond at the park. Pending further council discussion of long-term disposition of the property.
Veterans Park, Phase II	This project will build pavilions, a disc golf course, additional parking, and a visitor’s center, consistent with Veterans Park Master Plan.

**STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS**

<b>PROJECT</b>	<b>PROJECT SUMMARY</b>
Advanced Transportation Management System, Phase II	Electronic connection of existing traffic signals along Edwards Ferry and Fort Evans Road to allow monitoring of the system from a control center in Town Hall to improve congestion and air quality by enhancing traffic flow.
1 <sup>st</sup> Street Extension	Extend 1 <sup>st</sup> Street from the car wash to Davis Avenue
1 <sup>st</sup> , 2 <sup>nd</sup> & Wirt Street, SW	Design and construction of storm drainage improvements including concrete curb and gutter to alleviate flooding of yards and drainage problems along 1 <sup>st</sup> Street west of South King Street, 2 <sup>nd</sup> Street and Wirt Street, SW. Project improvements to be sensitive to existing neighborhood character.
Battlefield at Route 7 Interchange	Construct a grade separated interchange at this location. This part of Route 7 is maintained by VDOT. Project should be funded by VDOT.
Edwards Ferry Road Sidewalk – North Side	Install sidewalk along the north side of Edwards Ferry Road from Shenandoah Building to Heritage Way.

**FUTURE CAPITAL PROJECTS (continued)**

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

Evergreen Mill Road Improvements	Design and construction of 4-laning of Evergreen Mill Road between South King Street and Battlefield parkway at the south corporate limits, including sidewalk and multi-use trail.
Harrison Street Extension	Extend Harrison Street from North Street to Oakcrest Manor Drive.
Lawson Road Bicycle/Pedestrian Crossing of Tuscarora Creek	Design and construction of a new stream crossing to provide bicycle and pedestrian access to the W&OD Trail from residential communities.
North King Street at North Street Traffic Signal	Loudoun County has proffered a signal at that location. This signal will be needed when the courthouse expansion project is completed.
South King Street at Davis Avenue Sidewalk	Install sidewalk on both sides of Davis Avenue from South King Street to the Valley View Drive intersection.
West Market Street/Morven Park Road/Loudoun Street Intersection Improvements	Design and construction of intersection improvements to improve vehicular and pedestrian safety and traffic congestion. Study completed in March 2009 on potential design options.

**STORM DRAINAGE**

**PROJECT**

**PROJECT SUMMARY**

Royal Street East Storm Drainage Improvements	Install curb and gutter on East Royal Street between Harrison Street at Market Station and the Tollhouse Plaza shopping center. Recommendation of study is that this becomes a maintenance project.
Woodberry Road Drainage Phase II	Alleviate flooding of yards in the lower portion of the block bounded by Woodberry Drive, North Street, and Wildman Road. If approved in future, Town should consider constructing project as a maintenance effort by Department of Public Works.
South Street at South King Street	Storm drainage improvements to alleviate flooding of a single family home at the corner of South Street and South King Street. Project dependent upon future Waterford development.
Turner Harwood, Phases I & II	Channel improvements to adequately accommodate storm water runoff from Fort Evans Road, Plaza Street, Edwards Ferry Road, and Leesburg Plaza. Project should be coordinated with future private or government development in the area.

**FUTURE CAPITAL PROJECTS (continued)**

**UTILITIES**

**PROJECT**

**PROJECT SUMMARY**

Bioprocess Intelligent Optimization System (BIOS)

Purchase system for Water Pollution Control Division to optimize air supply by blowers by calibrating nitrifying/denitrifying activated sludge treatment process. Payback expected in five years.

Town wide service area water system improvements

New waterlines to insure water availability to the Town-wide service area. Projects will be defined based on an engineering study.

Utility Lines Storage Building

Construction of a 40'x80' metal building for storage of equipment and materials currently stored at the public works facility, freeing up space needed by Public Works.

Water Treatment Plant Expansion

Future water treatment plant expansion to meet any potential future service area demands.

Water Pollution Control Facility Expansion

The need for further expansion/upgrade will depend on the growth rate of the plant's service area as well as compliance with new regulations.

**AIRPORT**

**PROJECT**

**PROJECT SUMMARY**

Runway 17 Extension

Extend the runway for approximately 500 feet to accommodate larger aircraft. Project is part of FAA and Town Master Plan for the airport. Significant funding to be provided by FAA and DOAV.

Parcel Consolidation

Consolidate approximately 17 individual parcels. Project is supported by FAA and Town Master Plan. Significant funding to be provided by FAA and DOAV.

FUTURE CAPITAL PROJECTS (continued)

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LEGISLATION

9.1 Setting the 2010 Tax Rate

The Town of  
**Leesburg,  
Virginia**

-2-

ORDINANCE NO.: 2010-O-007

PRESENTED April 3, 2010

ADOPTED April 13, 2010

AN ORDINANCE: REORDAINING AND AMENDING THE TOWN CODE SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, AIRCRAFT, TANGIBLE PERSONAL PROPERTY, PUBLIC SERVICE CORPORATIONS, AND BANK CAPITAL FOR TAX YEAR 2010

AN ORDINANCE: REORDAINING AND AMENDING THE TOWN CODE SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, AIRCRAFT, TANGIBLE PERSONAL PROPERTY, PUBLIC SERVICE CORPORATIONS, AND BANK CAPITAL FOR TAX YEAR 2010

- (a) Real estate ... \$0.195
- (d) All other tangible personal property ... 1.00

(3) The tax on all bank capital shall be at the rate of \$0.80 per \$100.00 of the net capital of banks located in the town pursuant to Title 58, Chapter 10.01 of the Code of Virginia.

BE IT ORDAINED by the Council of the Town of Leesburg, Virginia as follows:

**SECTION II.** That all prior ordinances and resolutions in conflict herewith are hereby repealed.

**SECTION I.** That Section 17.1 of the Town Code is hereby reordained and amended to read as follows:


Taxes shall be levied and collected as provided by law on taxable real estate, vehicles used as mobile homes or offices, aircraft, tangible personal property, public service corporations, and bank capital in the town for each tax year beginning January 1<sup>st</sup> and ending December 31<sup>st</sup> for the support of the town government, payment of interest on town debt and for other town purposes. Each person assessed taxes by the town shall pay them as required by law.

**SECTION III.** That 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 IV.** That this ordinance shall be effective immediately upon passage.

- (1) Taxes on all real estate and all tangible personal property, except the property of public service corporations, shall be as follows: Rate of Tax per Classification of Property per \$100.00 Assessed Value
  - (a) Real estate ... \$0.195
  - (b) Vehicles used as mobile homes or offices ... \$0.195
  - (c) Aircraft ... 0.001
  - (d) All other tangible personal property ... 1.00

PASSED this 13<sup>th</sup> day of April, 2010.

  
Kristen C. Umstadt, Mayor  
Town of Leesburg

ATTEST:  
  
Clerk of Council

LEGISLATION

9.2 Adopting the FY 2011 Budget

The Town of  
Leesburg,  
Virginia

-2-

PRESENTED April 13, 2010

ORDINANCE NO.: 2010-0-008

ADOPTED April 13, 2010

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2011; MAKING APPROPRIATIONS FOR THE GENERAL FUND, UTILITIES FUND, AIRPORT FUND, CAPITAL PROJECTS FUND, IRWIN W. URAN FUND, AND VALERIA SYMINGTON FUND; AUTHORIZING THE CONTINUATION OF THE REVENUE STABILIZATION RESERVE; AUTHORIZING SUPPLEMENTAL BUDGET AMENDMENTS AND APPROPRIATIONS BY COUNCIL RESOLUTION; AND AUTHORIZING AND DIRECTING THE TOWN MANAGER TO TAKE ALL STEPS NECESSARY AND PRUDENT TO EFFECTUATE THE IMPLEMENTATION OF THIS ORDINANCE

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2011; MAKING APPROPRIATIONS FOR THE GENERAL FUND, UTILITIES FUND, AIRPORT FUND, CAPITAL PROJECTS FUND, IRWIN W. URAN FUND, AND VALERIA SYMINGTON FUND; AUTHORIZING THE CONTINUATION OF THE REVENUE STABILIZATION RESERVE; AUTHORIZING SUPPLEMENTAL BUDGET AMENDMENTS AND APPROPRIATIONS BY COUNCIL RESOLUTION; AND AUTHORIZING AND DIRECTING THE TOWN MANAGER TO TAKE ALL STEPS NECESSARY AND PRUDENT TO EFFECTUATE THE IMPLEMENTATION OF THIS ORDINANCE

BE IT ORDAINED by the Council of the Town of Leesburg, Virginia as follows:

**SECTION 5.** 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 establishing necessary encumbrances at fiscal year end.

**SECTION 1.** The budget for the fiscal year beginning July 1, 2010; and ending June 30, 2011, is hereby adopted to include the adjusted totals in the categories and accounts of the General Fund in the amount of \$46,145,606; the Utilities Fund in the amount of \$20,653,249; the Airport Fund in the amount of \$5,564,835; the Capital Projects Fund in the amount of \$18,880,222; the Irwin W. Uran Fund in the amount of \$220,000; and the Valeria Symington Fund in the amount of \$169,500.


**SECTION 6.** All prior ordinances and resolutions in conflict herewith are hereby repealed.

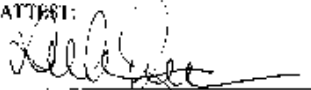
**SECTION 2.** The amounts reflected in the budget for the fiscal year beginning July 1, 2010 and ending June 30, 2011, are hereby appropriated to include the adjusted totals in the categories and accounts to the General Fund in the amount of \$46,145,606; the Utilities Fund in the amount of \$20,653,249; the Airport Fund in the amount of \$5,564,835; the Capital Projects Fund in the amount of \$18,880,222; the Irwin W. Uran Fund in the amount of \$220,000; and the Valeria Symington Fund in the amount of \$169,500.

**SECTION 7.** 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 8.** This ordinance shall be effective July 1, 2010.

PASSED this 13<sup>th</sup> day of April, 2010.

  
Kristen C. Umstald, Mayor  
Town of Leesburg

ATTEST:  
  
Clerk of Council

**SECTION 3.** The Revenue Stabilization Fund balance in the amount of \$1,400,000 is hereby committed for FY 2011.

**SECTION 4.** Any amendments to the budget or appropriations adopted herein may be enacted by Town Council from time to time.

LEGISLATION

9.3 Adopting the FY 2011-2015 Capital Improvements Program

The Town of  
**Leesburg,  
Virginia**

PRESENTED April 13, 2010

RESOLUTION NO.: 2010-035

ADOPTED April 13, 2010

A RESOLUTION: ADOPTING THE FISCAL YEAR 2011-2015 CAPITAL  
IMPROVEMENTS PROGRAM IN THE AMOUNT OF \$67,585,906

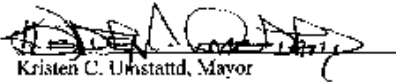
WHEREAS, Section 15.2-2239 of the 1950 Code of Virginia, as amended, authorizes the preparation and annual review of a Capital Improvements Program (CIP); and

WHEREAS, the Town Manager submitted a proposed CIP to the Planning Commission and the Town Council on February 22, 2010; and

WHEREAS, the Planning Commission held a public hearing on the preliminary CIP on February 18, 2010, reviewed the proposed CIP for compliance with the Town Plan and approved a motion with recommendations concerning the CIP for adoption by the Town Council on March 4, 2010.

THEREFORE, RESOLVED by the Council of the Town of Leesburg in Virginia that the proposed CIP for Fiscal Years 2011-2015 totaling \$67,585,906 is approved.

PASSED this 13<sup>th</sup> day of April, 2010.

  
Kristen C. Umstatt, Mayor  
Town of Leesburg

  
Clerk of Council

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**LEGISLATION**

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**BUDGET CALENDAR****9.4 FY 2011 Budget Calendar****SEPTEMBER 2009**

Capital Improvements Program (CIP) kickoff with departments

**OCTOBER 2009**

CIP requests submitted to Capital Projects Management (CPM) and the Department of Finance (DOF)

Performance measures kickoff

**NOVEMBER 2009**

Budget kickoff with departments

Performance measures submitted to DOF

Budget Committee/CPM meeting on CIP with Town Manager and departments

**DECEMBER 2009**

Budget requests submitted to DOF

Budget Committee/department meetings on operating budgets with Town Manager

**JANUARY 2010**

Budget Committee/department meetings on operating budgets with Town Manager

**FEBRUARY 2010**

DOF develops draft budget

Budget Committee/CPM meetings on CIP with Town Manager

Preliminary CIP provided to Planning Commission

Town Manager's proposed budget/CIP submitted to Town Council

**MARCH 2010**

Planning Commission public hearing on CIP

Town Council work sessions on budget and CIP

Town Council public hearing on budget and CIP

**APRIL 2010**

Town Council sets tax rate and adopts budget and CIP

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**BUDGET PROCESS****9.5 Budget Process**

The budget process in Leesburg starts with the “Budget Kickoff,” the distribution of budget request packages to all department directors. These packages include a brief message from the Town Manager along with general instructions for completing the various forms which, when completed, include proposed expenditures, capital outlays, departmental accomplishments, future objectives, performance measures, and other budget data. Concurrently, the Finance Director and Management Analysts supervise the preparation of the annual five-year Capital Improvements Program (CIP). Capital outlays approved in the CIP for the upcoming fiscal year are incorporated into the proposed budget.

Departmental requests are consolidated and the budget committee, composed of the Town Manager, Director of Finance, Management Analysts, and Assistants to the Town Manager, discuss department requests with the department directors. Adjustments are made as appropriate and required to meet Town Council’s mission and goals.

The next step in the budget process involves preparation of the budget document. The Finance Department prepares the final proposed revenue and expenditure estimates for each department covering all funds. The Management Analysts prepare supplemental materials and the staffing plan, both in consultation with the Manager. The proposed budget is submitted to the Council in February. Several Council workshops are held before and after the required public hearing. The budget is adopted in April.

The Town’s General Fund and Capital Projects Fund budgets are prepared on the modified accrual basis of accounting. The budgets for the Utilities Fund and Airport Fund are prepared on the full accrual basis since these funds are accounted for as Enterprise Fund operations. All fund budgets are prepared and accounted for on a basis consistent with generally accepted accounting principles (GAAP).

The Town’s operating budget can be amended after adoption using either one of the following procedures: The Town Manager has the authority to move money within the Fund. The Town Council must authorize, by resolution, any changes to a fund’s overall budget once it has been approved. This is necessary because the Council must appropriate the funds before a lawful expenditure can be made.

FUND STRUCTURE AND DESCRIPTIONS

9.6 Fund Structure and Descriptions

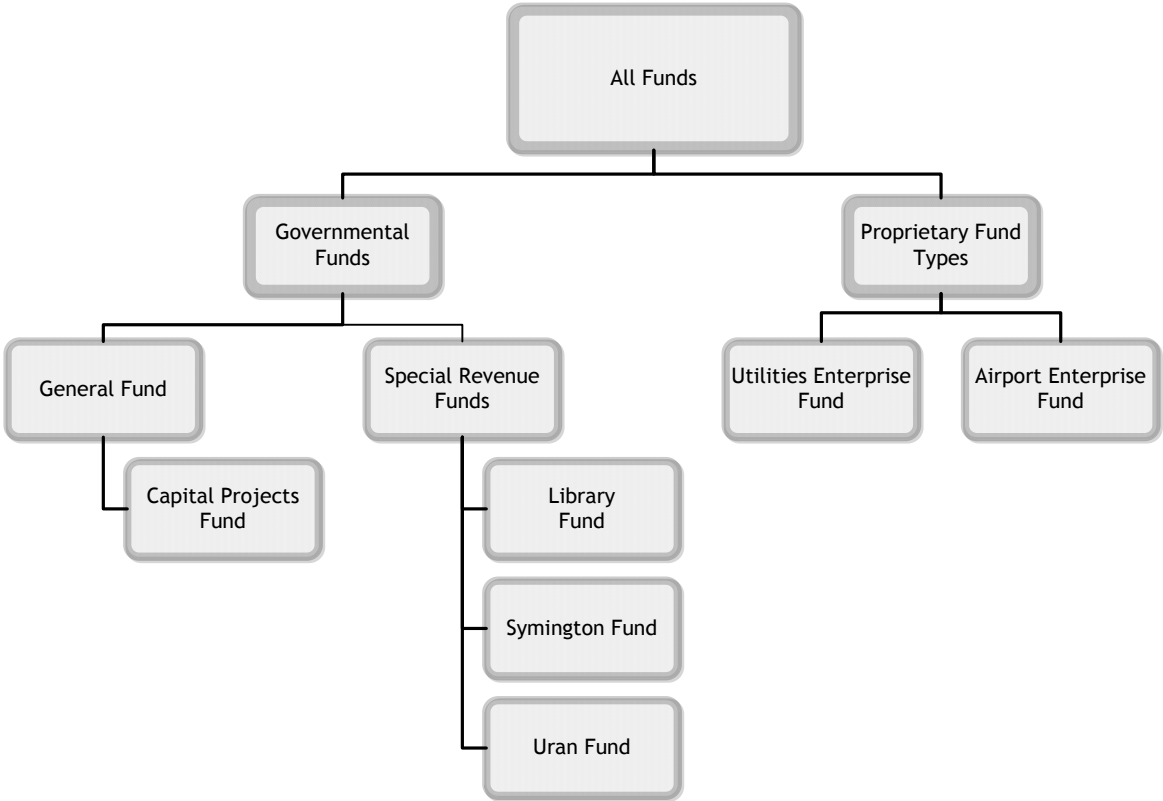


Chart 9.1 Town of Leesburg Fund Structure

The Town of Leesburg’s budget is prepared on the basis of funds, which are fiscal and accounting entities with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein. The funds are segregated for the purpose of carrying on specific activities in accordance with special regulations, restrictions, and limitations.

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**FUND STRUCTURE AND DESCRIPTIONS (continued)****9.6 Fund Structure and Descriptions (continued)**

The types of funds used by the Town include Governmental Funds (General Fund, Special Revenue Funds, and Capital Projects Funds) and Proprietary Funds (Utilities Fund and Airport Fund). All Governmental Funds are accounted for using the modified accrual basis of accounting which recognizes revenues when they become measurable and available and expenditures when the related liability is incurred. Proprietary Funds are accounted for on the full accrual basis of accounting with revenues and expenditures recorded when they occur, regardless of the timing of related cash flows. All expenditures included in this document are subject to annual appropriation by the Town Council.

**Governmental Fund Types**

**General Fund:** This is the primary operating fund of the Town and accounts for all Town revenues and expenditures not designated for specific use by statutes or the Town Charter.

**Capital Projects Fund:** The Capital Fund is used to account for the budget of the Capital Projects Management Department and the purchase and/or construction of major capital facilities. The financing of these facilities is generated primarily from development proffers, grants, contributions, donations, sale of land and buildings, transfers from other funds, and bond proceeds.

**Special Revenue Fund:** Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

**Proprietary Fund Types**

**Enterprise Funds:** The Town has two enterprise funds: the Airport Fund and Utilities Fund. These funds were established to account for the operations, investing and financing activities of self-supporting activities of the Town that provide service to the public on a user fee basis.

**GLOSSARY OF ACRONYMS****9.7 Glossary of Acronyms**

AADP	Annexation Area Development Policies
ABC	Alcoholic Beverage Control
ACH	Automated Clearing House
ACIP	Airport Capital Improvement Program
ADT	Average Daily Traffic
AOA	Airport Operations Area
AED	Automated External Defibrillators
ASP	Microsoft's Visual Web Development Program
AWOS	Automated Weather Observation System
BAN	Bond Anticipation Note
BG	Billion Gallons
CAD/RMS	Computer-aided Dispatch and Records Management System
CAFR	Comprehensive Annual Financial Report
CCF	One hundred cubic feet
CCTV	Closed Circuit Television
CIP	Capital Improvements Program
CDMA	Code Division Multiple Access
CDMP	Crescent District Master Plan
CDPD	Cellular Digital Packet Data
CMOM	Construction Maintenance and Operations Management (Program)
COG	Council of Governments
COPS	Community Oriented Policing Services
CPR	Cardiopulmonary Resuscitation
CPTED	Crime Prevention through Environmental Design
CTAP	Crime and Traffic Accountability Program
CY	Calendar Year
DEQ	Department of Environmental Quality
DCSM	Design and Construction Standards Manual
DNR	Department of Natural Resources
DOAV	Virginia Department of Aviation
DT	Day Ton – a measurement of solids generated during treatment of raw sewage
eVA	State of Virginia's e-procurement System
EAC	Environmental Advisory Commission
ECHO	Every Citizen Has Opportunities

## GLOSSARY OF ACRONYMS (continued)

## 9.7 Glossary of Acronyms (continued)

EPA	Environmental Protection Agency
ESI	Engineers and Surveyors Institute
FAA	Federal Aviation Administration
FBO	Fixed Base Operation
FOG	Fats, Oil, and Grease
FT	Full-time
FTE	Full-time Equivalent (employee)
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GPD	Gallons per Day
GREAT	Gang Resistance Education Training
HB599	House Bill 599 – Enterprise Zone Revenue
HPO	High Performance Organization
HR	Human Resources
HVAC	Heating, Ventilating and Air Conditioning
IDSE	Interim Distribution System Evaluation
I/I	Infiltration and Inflow
ISO	International Standards Organization
IT	Information Technology
LEAD	Leading, Educating and Developing – Leadership Program sponsored by University of Virginia
LMIS	Land Management Information System
LOS	Level of Service
MDE	Maryland Department of Environment
MGD	Million Gallons per Day
MUNIS	Municipal Information System
NATOA	National Association of Telecommunications Officers and Advisors
NIMS	National Incident Management System
NPDES	National Pollutant Discharge Elimination System
NVTA	Northern Virginia Transportation Authority
O&M	Operations and Maintenance
OMB	Office of Management and Budget
OSHA	Occupational Safety and Health Administration

**GLOSSARY OF ACRONYMS (continued)****9.7 Glossary of Acronyms (continued)**

PCI	Pavement Condition Index
PCP	Program Change Proposal
PDA	Personal Data Assistant
PFP	Public Facilities Permit
PT	Part-time
READI	Response to Emergencies and Disasters Institute
RFP	Request for Proposal
ROCK	Recreation Outreach for Community Kids
RSTP	Regional Service Transportation Program
SCADA	Supervisory Control and Data Acquisition
SCGM	Standby Generator Curtailable Management
SCR	Silicon Rectifier Controller
SOP	Standard Operating Procedure
SRO	School Resource Officers
SRTC	Standing Residential Traffic Committee
TEA-21	Transportation Equity Act for the 21 <sup>st</sup> Century
TLC	Tuscarora Landscaper's Choice
TOLNET	Town of Leesburg Intranet
USTA	United States Tennis Association
VDH	Virginia Department of Health
VDOT	Virginia Department of Transportation
VoIP	Voice over Internet Protocol
VRTA	Virginia Regional Transportation Association
WPCD	Water Pollution Control Division
WPCF	Water Pollution Control Facility
WPZ	Western Pressure Zone
WTP	Water Treatment Plant
YMCA	Young Men's Christian Association



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**GLOSSARY OF BUDGET TERMS****9.8 Glossary of Budget Terms**

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

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

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

**Allot** - To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

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

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

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

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

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

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

**Available (Undesignated) Fund Balance** - This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

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

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

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

**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.

**GLOSSARY OF BUDGET TERMS (continued)****9.8 Glossary of Budget Terms (continued)**

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

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

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

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

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

**Capital Assets** - Assets of significant value and having a useful life of several years.

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

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

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

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

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

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

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

**GLOSSARY OF BUDGET TERMS (continued)****9.8 Glossary of Budget Terms (continued)**

**Comprehensive Annual Financial Report (CAFR)** - Official annual report of a government. In addition to a combined, combining (assembling of data for all funds within a type), and individual balance sheet, the following are also presented as appropriate: (1) statement of revenues, expenditures, and changes in fund balance (all funds); (2) statement of revenues, expenditures, and changes in fund balance, budget and actual (for general and special revenue funds); (3) statement of revenues, expenses, and changes in retained earnings (for proprietary funds); and (4) statement of changes in financial position (for proprietary funds).

**Constant or Real Dollars** - The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

**Consumer Price Index (CPI)** - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**Contingency** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services** - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**Cost-of-Living Adjustment (COLA)** - An increase in salaries to offset the adverse effect of inflation on compensation.

**Debt Service** - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Deficit** - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**Department** - The basic organizational unit of government which is functionally unique in its delivery of services.

**Depreciation** - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Development-related Fees** - Those fees and charges generated by building, development, and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

**Disbursement** - The expenditure of money from an account.

**GLOSSARY OF BUDGET TERMS (continued)****9.8 Glossary of Budget Terms (continued)**

**Distinguished Budget Presentation Awards Program** - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Employee (or Fringe) Benefits** - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

**Encumbrance** - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Enterprise Fund** - Fund that provides goods or services to the public for a fee that makes the entity self-supporting. It basically follows GAAP as does a commercial enterprise. An example is a government-owned utility.

**Expenditure** - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, or service or settling a loss.

**Expense** - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**Fiscal Policy** - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The Town's fiscal year begins July 1, and ends the following June 30.

**Full Accrual Basis** - A basis of accounting where revenues (expenses) are recorded when earned (incurred) regardless of cash received or paid. Cash basis entails recording of these items when cash is exchanged.

**Full Faith and Credit** - A pledge of a government's taxing power to repay debt obligations.

**Full-Time Equivalent Position (FTE)** - A part-time position converted to the decimal equivalent of a full-time position based on either 1,950 or 2,080 hours per year. For example, a part-time position working for 20 hours per week would be the equivalent of .5 of a full-time position based on 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.

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**GLOSSARY OF BUDGET TERMS (continued)****9.8 Glossary of Budget Terms (continued)**

**Fund Balance** - The excess of the assets of a fund over its liabilities.

**GAAP** - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**Goal** - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**Grants** - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantor.

**Hourly** - An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or addresses temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

**Indirect Cost** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure** - The physical assets of a government (e.g., street, water, sewer, public buildings, and parks).

**Interfund Transfer** - The movement of money between funds of the same governmental entity.

**Intergovernmental Revenue** - Funds received from federal, state and other local government sources in the form of grants, shared revenues, or payments in lieu of taxes.

**Lapsing Appropriation** - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpended 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 bought.

**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.

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**GLOSSARY OF BUDGET TERMS (continued)****9.8 Glossary of Budget Terms (continued)**

**Net Budget** - The legally adopted budget less all interfund transfers and interdepartmental charges.

**Nominal Dollars** - The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

**Object** - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

**Objective** - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Obligations**- Amounts which a government legally may be required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Revenue** - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Operating Expenses** - The cost for personnel, materials, and equipment required for a department to function.

**Pay-as-you-go Basis** - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Performance Budget** - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

**Personnel Services** - Expenditures for salaries, wages, and fringe benefits of a government's employees.

**Prior-year Encumbrances** - Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**Program** - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Program Budget** - A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

**Program Performance Budget** - A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

**GLOSSARY OF BUDGET TERMS (continued)****9.8 Glossary of Budget Terms (continued)**

**Program Revenue (Income)** - Revenues earned by a program.

**Purpose Statement** - A broad statement of the goals, in that an agency is organized to meet.

**Reserve** - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**Resolution**- A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Revenue** - Sources of income financing the operations of government.

**Service Lease** - A lease under which the lessor maintains and services the asset.

**Service Level** - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**Supplemental Appropriation** - An additional appropriation made by the governing body after the budget year is started.

**Supplemental Requests** - Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

**Target Budget** - Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

**Tax Levy** - The resultant product when the tax rate is multiplied by the tax base.

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Unencumbered Balance** - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.



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**GLOSSARY OF BUDGET TERMS (continued)****9.8 Glossary of Budget Terms (continued)**

**Unreserved Fund Balance** - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**User Charges** - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Variable Cost** - A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.

**Working Cash** - Excess of readily available assets over current liabilities. Or cash on hand equivalent which may be used to satisfy cash flow needs.

**Work Years** - The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year-round employee. For most categories, this equals 1,950 hours per year (37.5 hours per week times 52 weeks) or 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the positions.