



Town of Leesburg, Virginia

FY 2012-2013 Adopted Budget

&

FY 2012-2017

Capital Improvements Program

Leesburg 

the hometown of the 21st century



TOWN OF LEESBURG

FY 2012 and 2013

ADOPTED BUDGET

AND

CAPITAL IMPROVEMENTS PROGRAM FY 2012-2017

Leesburg Town Council

Kristen C. Umstattd, Mayor

Kevin D. Wright, Vice Mayor

David Butler

Thomas S. Dunn, II

Kathryn S. Hammler

Fernando “Marty” Martinez

Kenneth “Ken” Reid

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, 2010.

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 2012-13 ADOPTED BUDGET AND
 CAPITAL IMPROVEMENTS PROGRAM FY 2012-2017**

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TRANSMITTAL LETTER

July 1, 2011

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 to you the Adopted Town Budget for Fiscal Year 2012, the Provisional Budget for Fiscal Year 2013, and the Adopted Six-Year Capital Improvements Program. The Town budget is composed of the General Fund, the Airport Fund, the Utility Fund, and the Capital Projects Fund. The budgets were developed and adopted based on the Town Council's established strategic goal to achieve long-term budget sustainability in addition to its established Strategic Focus Areas (see page 1-8). The importance of long-term budget sustainability was evident in light of the effects of the severe recession on our residents and its ripple impacts on the federal, state, and county governments. The Town of Leesburg, under the Council's direction, has worked its way through the past few years with strategic reductions in costs, increased staff efficiency, and deferral of certain costs while freezing employee pay. During this time, the Council has provided the policy leadership that has allowed the Town to maintain most services with limited service level impacts and lower real estate tax bills while maintaining a healthy financial position in accordance with our fiscal policies.

Looking realistically to the future, we can now see that the economic recovery appears modest at best. Residential property values have stabilized and are projected to increase slightly; revenues from consumer spending are beginning to trend upward; investment earnings are almost non-existent; and federal and state revenues have declined and are uncertain. In planning for a future based on this new economic reality, we need to be able to tell our residents, the business community, and our workforce how we are going to operate in the future...what services we are going to provide... at what levels... and what type of organization we are going to be. This budget provides answers to those questions by establishing a long-range budget plan that balances services and capital investment with taxpayer affordability.

TRANSMITTAL LETTER (Continued)

The framework established certain revenue and expenditure projections that assume no change in the real estate tax rate for FY 2012, FY 2013, and FY 2014. The Capital Improvements Program was pared down, and a plan was put together to restructure our debt and debt service payments. Under this plan, we can comply with all fiscal policies and debt ratios, and provide a high degree of stability and predictability for our community.

To achieve these long-term goals, we have systematically completed the following:

✓ **Examined and approved revenue alternatives**

Earlier this fiscal year, the Council approved changes to the development fee schedule; increased the per-pack tax on cigarettes; and increased certain parking fines and airport charges.

✓ **Planned for budgets that rely on undesignated fund balance only in unusual (one-time non-recurring) circumstances**

Rather than budgeting for the “worst-case scenario” in several areas, the adopted budget assumes the most “likely” scenario and will require the use of undesignated fund balance to address severe winter storm costs; unexpected and extensive litigation costs; and increased milling and paving needs as conditions warrant and funding permits.

✓ **A less aggressive Capital Improvements Program and restructured debt**

While maintaining the Council’s commitment to transportation, storm drainage, and the Downtown, the adopted 6- year CIP pares back some projects to their original scope and moves some projects out of the 6-year plan until economic conditions improve.

✓ **Reviewed operational line items to track actual spending patterns**

Every line item of the adopted budget was reviewed more than once to adjust expenditure requests to match historical spending patterns.

TRANSMITTAL LETTER (Continued)✓ **Reduced financial support to certain organizations**

Reflecting the need to spend what we can afford, regardless of prior contributions, the adopted budget includes reductions to funding for Visit Loudoun (LCVA), maintains constant funding for Loudoun Rescue Squad, Leesburg Volunteer Fire Department, and Bluemont Concert Series, and eliminates funding for Project Graduation. As part of the Council's long-term strategy, the adopted budget does not include operational funding for non-profit organizations.

✓ **Long-term vehicle replacement strategy**

The adopted budget calls for the establishment of a vehicle and heavy equipment replacement program in FY2013 that will allow for the orderly replacement of vehicles without wide swings in expenditures.

✓ **Addressing Deferred PC Replacements**

To address the backlog of replacement desktop PCs and laptops, the Town will institute a program of virtual desktop computing. This will allow for the replacement of computer hardware at a reduced cost.

✓ **Service and Program Reductions**

The adopted budget also includes a number of service and program reductions. These reductions were necessary to establish long-term budget sustainability.

Reduced Services/Programs

- Reduced service capabilities and public hours at the Thomas Balch Library.

Public Services/Programs that will be delivered in a less costly manner

The objective behind these staffing reductions will be to reorganize workloads and utilize existing staff to support these important programs and services.

- Urban Forestry
- Airport Planning, Management, and Operations

TRANSMITTAL LETTER (Continued)

- Community Enhancement Team Support
- Street Maintenance
- Parks and Recreation

Reduce the cost of overhead Direction and Support

By the redistribution of work, greater reliance on automation, and the strategic use of contractual services, cost savings are targeted in the following internal operations departments:

- Finance
- Information Technology
- Human Resources
- Town Manager's Office

This represents an honest, realistic, business-oriented approach to what must be done to create the long-term budget sustainability and taxpayer affordability that Council desires.

The Adopted Budget

Overall, the total budget for all funds including Capital Projects for FY 2012 is \$83 million. This is a reduction of \$7.34-million or 8% from the Adopted FY 2011 Budget.

This budget includes the reduction of 31 full-time-equivalent employees across all funds. The Adopted Budget for FY 2012 and Provisional Budget for FY 2013 call for a real estate tax rate of 19.5 cents.

	<u>Adopted FY 11</u>	<u>Adopted FY 12</u>	<u>% Difference</u>	<u>Provisional FY 13</u>
General Fund	\$46,145,606	\$46,268,605	(.1%)	\$46,676,687
Airport	5,564,835	3,813,048	(31.5%)	3,705,517
Utilities	20,653,249	21,378,793	3.5%	20,853,039
Capital Projects	<u>18,880,222</u>	<u>12,481,001</u>	<u>(33.9%)</u>	<u>22,746,059</u>
Total	\$91,243,912	\$83,941,447	(8.0%)	\$93,981,302

TRANSMITTAL LETTER (Continued)

Adopted Operating and Debt Service Budgets (less Capital Projects)

	<u>Adopted FY 11</u>	<u>Adopted FY 12</u>	<u>% Difference</u>	<u>Adopted FY 13</u>
All Funds	\$67,909,356	\$66,080,925	(2.7%)	\$67,313,506

Initiatives

This budget includes a few initiatives that should improve efficiency of operations, and in some cases, generate additional revenue:

Implementation of a permanent vehicle decal. No change in the rate structure is proposed. However, residents will no longer need to affix a new decal each year as long as they own their vehicle.

Use of contractual services to address service demands in light of staff reductions. Contractual funds will be used to address some of the service demands as workload is reallocated among several departments in the areas of Information Technology, Finance, and Urban Forestry.

Enhance revenue collection efforts. Staff will be reassigned to focus on review and audit of Business License and Meals Tax collections to insure proper compliance and payment.

Workforce investments. Employees have not received a cost of living adjustment for three years and performance increases for the past two years. A modest compensation program based on performance is included in the budget for midyear in FY 2012. In addition, all training funds have been centralized allowing for a detailed review of the type of training that best supports the needs of our organization at this point in time. Significant change, new assignments, and managing increasing workloads with fewer resources are just a few of the areas where targeted training will help our workforce adapt to the realities this organization now faces.

Capital Improvement Program (CIP)

The Capital Improvement Program, which has been endorsed by the Planning Commission, is also provided as part of the proposed budget. The 6-year CIP totals \$63.5 million for all funds and includes 31 projects. The financial challenges we face have prompted me to recommend several changes in the CIP to projects previously included in the plan.

TRANSMITTAL LETTER (Continued)

Existing Projects *Moved* to Future Consideration due to current financial limitations while developing long-term fiscal sustainability:

- Tuscarora Creek Trail Phase I Moved to Future Potential List
- Tuscarora Creek Trail Phase II Moved to Future Potential List
- Morven Park Sidewalk Moved to Future Priority List
- Town Branch at Mosby Drive Moved to Future Potential List
- Downtown Improvements Phase II Moved to Future Priority List
- Town Branch Improvements Moved to Future Priority List (proposed private development has not occurred as originally planned)

Existing Project *Deleted* because site is on private property and capital improvements of Fort Evans Road improved storm drainage issues.

- Loudoun Hills Improvement

Addition/New Project:

- Renovation and expansion of Police Technical Support Building to provide an additional 3,000 to 4,000 square feet of evidence storage space because the existing facility will be out of space in the next 12 to 18 months (dependent upon the Court System approval of property destruction and release). The Project is proposed in the amount of \$935,000 which includes \$85,000 in FY 2012 for design and engineering, and \$850,000 for construction in FY 2013.

Airport and Utility Funds

While much of our focus has been on the General Fund and the Capital Improvements Program, the Airport and Utility Funds are faced with unique challenges. To address the ongoing financial challenge of the Airport Fund, this budget includes significant financial reductions in operations and staffing to the Airport. This does not represent, in any way, a lack of support for the Airport, or the positive outlook I have for its future and its positive economic impact. Significant staff resources will be assigned to insure the smooth operations and continued success of the Airport. I anticipate working directly with the Airport Commission to enlist their involvement and expertise to address some of the financial and operational challenges we face. I will be reporting regularly to the Town Council on our work plan and progress.

In terms of our Utility Fund, we need to work with the Town Council and the Utility Rate Advisory Committee on long-term rate issues and service stability as we approach build-out.

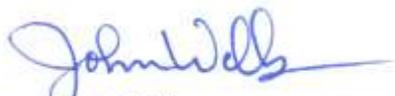
TRANSMITTAL LETTER (Continued)**Next Steps**

The next step in implementing this budget will be to adjust to the staffing and resource reductions that are included in this budget.

This budget process has been unlike any I have done in my career, and it comes with the extraordinary assistance and support of the Department Directors and especially the core budget team of Finance Director Norm Butts, Management Analysts Annie Carlson and Bob Berkey, and Deputy Town Manager Kaj Dentler. Due to the staffing implications of my proposals, critical assistance was provided by our Human Resources Director Nancy Fixx, Town Attorney Jeanette Irby, and Executive Associate Mary Frye.

This budget, and the associated planning that went with it, presents a practical plan for the future. The budget provides a clear financial framework that establishes long-term budget sustainability. Operational priorities are established, and capital investments are prioritized and funded well within our fiscal guidelines. This budget communicates reasonable service and project expectations within a framework of taxpayer affordability.

Sincerely,



John Wells
Town Manager

STRATEGIC FOCUS AREAS**1.2 Town Council Strategic Focus Areas, FY 2012**

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 2012 and where it has been.



Economic Development and Downtown Improvements



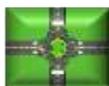
Operational Efficiency and Fiscal Management



Community Safety / Quality of Life



Land Development Process Improvements



Capital Infrastructure

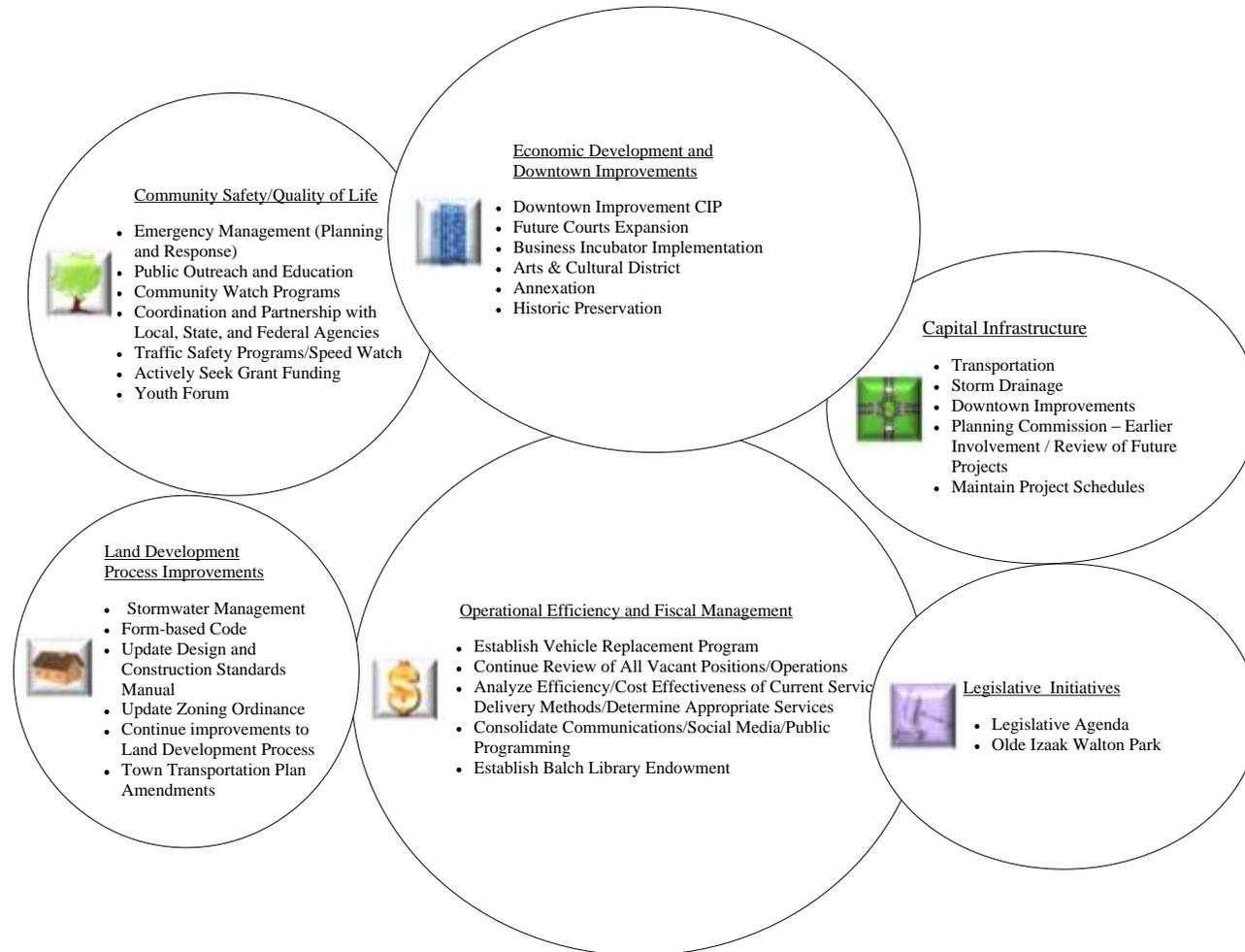


Legislative Initiatives

STRATEGIC FOCUS AREAS (Continued)

1.2.1 Major Initiatives, Objectives, and Strategies for FY 2011 – LAST YEAR’S VERSION

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 2012 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 2012 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area

 Economic Development and Downtown Improvements	
Direction and Support Services – Town Manager’s Office	<ul style="list-style-type: none"> • To open the permanent business incubator location on Church St. in the year 2011.
Parks and Recreation - Parks	<ul style="list-style-type: none"> • Assist with the implantation of the Downtown Redevelopment plan.
Community Development - Planning and Zoning	<ul style="list-style-type: none"> • Update H-2 Guidelines per committee recommendation. • Work with Economic Development to coordinate all applicable land development proposals and amendments. • Continue to work with Economic Development to coordinate land development proposals and zoning ordinance amendments that further their goals.
 Operational Efficiency and Fiscal Management	
Direction and Support Services – Town Manager’s Office	<ul style="list-style-type: none"> • To continue to assist Town Council with developing key goals and initiatives.
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> • Initiate and implement collection proceedings against delinquent tax, rate payers and utilities.
Direction and Support Services – Clerk of Council	<ul style="list-style-type: none"> • Publish supplements to Town Code. • Continue working on records management with various departments to bring the Town into compliance with the Library of Virginia regulations. • Further utilize electronic document storage to make Town records more accessible to citizens and staff.
Direction and Support Services - Finance	<ul style="list-style-type: none"> • Coordinate the scheduled review of fees and fines. • Complete development and implement a vehicle and equipment replacement program. • Complete study of vehicle license and decal fees. • Complete FY 2011 projects, initiate and substantially complete the scheduled FY 2012 capital asset replacements. • Begin testing of contract module in selected departments. • Substantially complete policies and procedures for W-2s, withholding taxes, and quarterly reconciliations. • Evaluate the cost benefit of implementing the current process of decentralized timesheet preparation for part-time employees. • Continue to document and update policies and procedures to include bank reconciliations, credit card and cash payments, and customer refunds. • Continue to implement third party solutions in MUNIS that improve the efficiency of the procurement process. • Complete module testing and implementation. • Substantially complete implementation of MUNIS real estate tax module.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2012 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Operational Efficiency and Fiscal Management	
Direction and Support Services – Human Resources	<ul style="list-style-type: none"> Finalize Personnel File Audit, including Medical Files. Review and complete an audit of all job descriptions. Provide online applicant tracking for applicants, hiring managers, and HR staff. Create and update Standard Operating Procedures.
Direction and Support Services - Information Technology	<ul style="list-style-type: none"> Continued maintenance of MUNIS system and completion of Online modules (bill payment and employee self-service). Replacement of one third of Town PCs Upgrade training laptops for training and Emergency Operations Center use. Continued enhancement of Town of Leesburg website Upgrade of aging server infrastructure. Continued maintenance of all Cisco equipment including VOIP system and aging Dell PC Fleet. Reintroduction of training for IT staff members to stay current with certifications and technology.
Public Works - Administration	<ul style="list-style-type: none"> Continue assistance to active Capital Projects, selected Zoning Enforcement and Transportation Planning Group projects. Maintain a high level of customer service both through person-to-person contact and on-line contact. Continue to refine Public Works website to include additional children's pages, interactive service forms and informative newsletter type articles or features to support Council objectives. Work with non-profit organizations and community associations for pond reforestation projects; continue coordination of efforts for KLB 2012 month-long community cleanup efforts to be held in April. Continue coordination of efforts with the Community Enhancement Team to provide outreach materials to communities and attend events as requested to provide information on available services through the Public Works Department.
Public Works – Eng & Inspections	<ul style="list-style-type: none"> Continue inventory of as-built and record drawings.
Public Works – Streets and Grounds Maintenance	<ul style="list-style-type: none"> Continue to seek cost effective and responsible methods to dispose of leaves and brush through recycling. Reduce the amount of chemicals used for snow and ice control while maintaining safe roadways.
Public Works – Building Maintenance	<ul style="list-style-type: none"> Continue implementation of energy management controls for Town Hall HVAC system to increase energy savings. Install new lighting in garage. Expand use of in house labor to limit contract labor costs.
Public Works – Fleet Maintenance	<ul style="list-style-type: none"> Keep Town fleet vehicles and equipment on the road with minimal downtime. Provide budget information to other departments for vehicle purchases. Assist departments with installation of equipment to save installation cost. Maintain the preventative maintenance schedule for increased service life of vehicles and equipment. Notify departments when vehicles are scheduled for replacement. Prepare all necessary documentation for the online auction of surplus Town-owned equipment.
Public Works – Traffic Mgmt	<ul style="list-style-type: none"> Provide review and inspection of work performed for property owners and utility companies in the public right-of-way.
Parks and Recreation – Rec Div.	<ul style="list-style-type: none"> Continue to exceed revenue goals while operating within established guidelines and implementing possible efficiencies.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2012 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Operational Efficiency and Fiscal Management	
Community Development - Planning and Zoning	<ul style="list-style-type: none"> • Laserfiche implementation. • Continue to refine land development review process improvements to increase review efficiencies.
Community Development - Plan Review	<ul style="list-style-type: none"> • Maintain and update DPR Website as necessary. • Continue to Work with ESI and DAG to communicate upcoming ordinance changes and plan review processes. • Continue to assist in the preparation of the Land Development Activities Reports.
Utilities - Administration	<ul style="list-style-type: none"> • Continue work on conversion of mapping system to a GIS • Produce updated water and sewer system maps based on the latest additions to infrastructure • Award two additional lease agreements for cell antenna's to generate additional \$60,000 in revenues • Continue revisions to DCSM articles 2, 4 and appendix A • Work toward an agreement for use of Town's effluent in a power generating facility generating revenue and move toward a green energy effort.
Utilities - Maintenance	<ul style="list-style-type: none"> • Ensure compliance with regulatory requirements and to prolong the useful life of water system assets. (Leak repairs, Miss Utility, system flushing, fire hydrant maintenance). • Adjust flushing requirements to insure high water quality. • Continue to perform system monitoring to insure operational efficiency and to minimize "unaccounted for water". (Leak detection, meter testing, meter upgrades and Hexagram system monitoring). • Develop a program to maximize use of the Hexagram system. Review meter testing and upgrade program and to develop future water meter change out guidelines. • Continue to perform routine system work to insure system operability. (Valve exercise, easement mowing, meter box repairs, valve box repairs, valve replacement, fire hydrant replacement and/or repairs) • Expand valve exercise program from, locate and turn program to a full operation in older system areas. • Continue to perform inspection, testing and acceptance of water and sewer lines within new construction areas, all Town capital projects and to coordinate the installation and inspection of new water and sewer connections. • Complete review of inspection services to insure efficiencies. • Continue to focus on the elimination of sewer backups and sewer overflows and to prolong the useful life of the Town's sanitary sewer collection system assets that are outlined in the Town's CMOM (capacity, management operation & maintenance) program as required by the environmental protection agency (EPA) • Complete a review of the CMOM program to insure operational efficiency as required by the EPA.
Utilities – Water Supply	<ul style="list-style-type: none"> • Utilize cost saving techniques to reduce water production costs • Continue to provide educational and safety training for operator certification and development • Provide educational and safety programs for operator development. Complete Hearing Conservation site specific safety program. Develop Fall Protection site specific safety program • Continue Lockout/Tag safety program • Comply with EPA training requirements to maintain operator licenses • Continue PH manipulation program using sulfuric acid for DBP precursor removal

STRATEGIC FOCUS AREAS (Continued)

 Operational Efficiency and Fiscal Management	
	<ul style="list-style-type: none"> • Initiate programs to meet compliance schedules and testing mandated by the Safe Drinking Water Act and VDH • Mail Consumer Confidence Reports to all Town of Leesburg customers • Complete EPA mandated Unregulated Contaminant Monitoring Requirements • Continue to optimize WSD energy saving techniques to meet 10 Percent Energy Reduction Program • Continue Fire Sprinkler Inspection site specific program • Remove existing filter under drains and install low profile lateral under drains at Filters # 1 and # 2. This will allow for all filters to be re-rated for higher filtration rates and negative head prevention • Develop Water Storage Tank Preventive Maintenance Program • Continue monitoring the MS4 permit compliance and upcoming TMDL rules • Continue excellent performance to receive these awards.
Utilities - Water Pollution Control	<ul style="list-style-type: none"> • Continue to comply with all new and existing health and environmental related permit requirements. • Continue to comply with the Virginia Environmental Laboratory Certification regulations. • Continue to comply with the Virginia Nutrient Exchange Association and participate in the new EPA Total Maximum Daily Loading (TMDL). • Continue WPCD Industrial Storm Water Permit testing and assist Public Works with sampling and laboratory testing • Incorporate saving techniques and energy reductions to reduce wastewater treatment costs. • Continued optimization of plant performance to meet TMDL limits. • Continue the operation of the new Tuscarora High School pumping station • Mail Consumer Confidence Reports to all Town of Leesburg customers • Continue operation of Biofilter for Cattail Branch pumping station • Complete construction of the effluent pipe line relocation and Dominion Virginia Power addition of a new effluent flow meter • Continue Fire Sprinkler Inspection site specific Begin possible construction of the new Lowes in the Leegate center and Russell Branch Parkway program • Continue development of safety programs and continue education for operator and maintenance certification and development • Continue UST training and compliance. • Continue meeting with Green Energy Partners Natural Gas & Solar Power Plant concerning planning/design phases of new effluent pipe line for steam cooling.
Capital Projects Management	<ul style="list-style-type: none"> • Use in-house inspectors to reduce cost of contracted inspection services for construction projects based on job complexity and resource availability.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2012 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Community Safety / Quality of Life	
Direction and Support Services – Town Manager’s Office	<ul style="list-style-type: none"> Expand public outreach efforts to other neighborhoods.
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> Support for zoning violations and prosecution including overcrowding violations. Participate in Leadership in the Law Camp Review, research, recommend with respect to Storm Wastewater Management (SWM) regulations and the Chesapeake Bay Act.
Police – Administrative and Operational Support	<ul style="list-style-type: none"> Continued implementation of strategic plan Complete the Technology enhancement program by fully implementing LINx program Completed implementation of new CAD/RMS solutions; 800 mhz upgrade Continue the career development program Refine hiring process to make it faster, and still produce a high quality candidate Improve department effectiveness through individual and collective training Conducted internal re-engineering reviews to improve efficiency and effectiveness. Improved community notification through Alert Loudoun/Leesburg and CrimeReports Identify and Plan for future expansion needs Continued planning with Loudoun County for emergency operations and contingency planning Continued integration of intelligence-led policing Maintain appropriate Accreditation standards Explore viability of national accreditation
Police – Patrol Operations	<ul style="list-style-type: none"> Incorporate the use of the Town’s website to collect Quality Assurance Survey responses to increase feedback from the public Continue to evaluate community policing areas and districts to facilitate timely response and accessibility. Utilize revised Town emergency plans to conduct expanded readiness training and drills for all officers. Expand Core Business Officer program and enhance training to address police needs of the Town’s business community. Use information technology to centralize project management and promote information sharing with internal/external consumers. Continue expansion of the in-car cameras to the rest of the patrol fleet. Continue integration of intelligence-led policing. Maintain appropriate Accreditation standards.
Police – Criminal Investigations	<ul style="list-style-type: none"> Train all personnel in the use of i2 analytical software. Use crime databases and analytical tools to enhance the solution of incidents. Schedule training for detectives and crime scene technician in the use of state of the art techniques for solving crime. Continue the use of proactive measures to detect and arrest on-line child predators. Continue to fully implement and utilize intelligence-led policing concepts Maintain a close working relationship with county, state and federal law enforcement and prosecution offices. Continued integration of intelligence-led policing Maintain appropriate accreditation standards. Refine procedures for major case investigations.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2012 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Community Safety / Quality of Life	
Police – Community Services	<ul style="list-style-type: none"> • Continued integration of intelligence-led policing • Maintain appropriate Accreditation standards • Continue to enhance department outreach programs to school age members of the community • Continue to incorporate concepts and ideas from CTAP in identifying and dealing with traffic “hotspots”; • Continue to manage and coordinate police services to 130 special events • Study the use of technology in traffic safety and management; • Continue to expand community traffic safety programs such as the Community Speed watch program • 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. • Expand Explorer Program • Expand and implement dept. social media programs.
Police – Information Services	<ul style="list-style-type: none"> • Continued integration of intelligence-led policing • Process citizen and officer generated activities in a timely and professional manner • Maintain career development program • Continue to refine use of new software systems for CAD/RMS • Continue to refine Records management for operation of regional data system • Maintain appropriate Accreditation standards • Continue implementation with Loudoun County DIT and public safety agencies on upgrade of 800mhz radio system.
Police – Citizen’s Support Team	<ul style="list-style-type: none"> • Continue to provide staffing assistance for 18 special events in the Town of Leesburg. • Continue to provide hours of volunteer time in special event staffing, department representation, and proactive patrol. • Continue to provide savings in man-hours of sworn officer time.
Public Works – Streets and Grounds Maintenance	<ul style="list-style-type: none"> • Continue to provide brush and leaf collection programs. • Continue promoting additional yard waste collection days to increase yard waste volume and reduce brush collection needs. • Continue maintenance of roadways as needed (shoulders, mowing, trim brush, remove dead trees, replace signs, patch potholes
Public Works – Building Maintenance	<ul style="list-style-type: none"> • Continue replacement obsolete lighting fixtures in Town Hall to improve lighting and energy efficiency. • Complete replacement of fuel island and replacement of emergency generator for Public Works facility.
Public Works – Refuse Collection and Recycling	<ul style="list-style-type: none"> • Provide one spring and one fall community document shredding event for citizens. • 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. • Continue mailings and advertising to promote events and increase participation. • Continue to update and improve website to provide more information on services available.
Public Works – Traffic Mgmt	<ul style="list-style-type: none"> • Create inventory of all street sign. This effect is being made in order to meet upcoming federal standards regarding retroreflectivity
Parks and Recreation - Administration	<ul style="list-style-type: none"> • Complete site-specific master plans for all Town parks. • Seek public/private partnerships for field development and enhancements. • To open and operate Potomac Crossing Park.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2012 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"> • Work with the developer to complete the construction of the proffered Potomac Crossing Park. • Complete transition of Ida Lee Park soccer fields from “cool weather” grass to Bermuda grass resulting in a better playing surface and a reduction in chemical and water usage. • Expand volunteer Park Monitor program.
Parks and Recreation - Recreation	<ul style="list-style-type: none"> • Increase the number of rentals at the A.V. Symington Aquatics Center. • Expand the use of social media to market events, programs, and services. • Increase availability of online forms and surveys. • Introduce special event days at the A.V. Symington Aquatics Center in order to increase attendance. • Increase individualized instruction services.
Thomas Balch Library	<ul style="list-style-type: none"> • Continue to support efforts of Friends of TBL in creation and development of endowment. • Collect, preserve, and make available through processing and cataloguing primary and secondary resources documenting local and regional history and genealogy. • Continue establishing, implementing, and maintaining guidelines and best practices for processing, arranging, and describing printed, manuscript and visual materials. • Continue developing and maintain disaster preparedness and emergency management program. • Continue to maintain and develop outreach programming for and marketing of TBL including eliciting information from the public through bi-annual patron surveys. • Foster cooperation and teamwork among staff, TBL Advisory Commission, Friends of the TBL, Inc. and the Black History Committee of Friends of TBL, Inc. • Foster collaborative ventures with external organizations such as GMU and LCPS. • Work cooperatively with Executive Department to find suitable climate controlled and secure space for processing and storing collection materials.
Community Development - Planning and Zoning	<ul style="list-style-type: none"> • Complete comprehensive update of Floodplain Ordinance assuring compliance with State requirements. • Continued participation in expanded CET outreach.
Utilities - Administration	<ul style="list-style-type: none"> • Continue implementation of wise water use campaign, FOG program and school educational activities. • Continue with enforcement of the pre treatment program at industrial facilities • Continue with efforts to implement FOG program at all facilities
Airport Operations	<ul style="list-style-type: none"> • Extend offer to purchase to owner of property.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2012 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Land Development Process Improvements	
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> • Review and update (with staff) Zoning Ordinance and DCSM as necessary. • Update condemnation and easement processes • Provide support for zoning violations and prosecution. • Draft deeds of easements for CPM, DPR and Utility Projects • Provide support for zoning violations and compliance through legal process. • Review and participate in the AADP policy as directed by Council. • Pursue/defend litigation on Cornerstone rezoning.
Public Works – Traffic Management	<ul style="list-style-type: none"> • Amend Town Transportation Plan (coordinate with Executive and Planning & Zoning Departments).
Community Development - Planning and Zoning	<ul style="list-style-type: none"> • Initiate and update revisions to the Town Plan per direction from Planning Commission’s 2011 review. • Prepare to develop a Preservation Plan in coordination with the Board of Architectural Review. • Conduct the 2011 Annual Zoning Ordinance review, i.e. 2011 Zoning Ordinance Batch.
Community Development - Plan Review	<ul style="list-style-type: none"> • 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. • Continue to provide and refine the consolidated Town review and comments. • Continue to utilize the “Project Manager” system. • Continue to develop refinements to the Peer Review, Education, and Technical Issues Programs in coordination with ESI. • Update Phase 2 of Article 5 (Stormwater) of the Design and Construction Standards Manual if/when revisions to State regulations are adopted this year. • Finalize and obtain Council Approval of SLDR updates. • 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. • Complete initiation of “paperless” system for approved construction plans and begin digital filing of all correspondence files. • 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. • Continue to utilize LMIS and LaserFische for project tracking and assist other departments as needed.
Utilities - Administration	<ul style="list-style-type: none"> • Continue with review and approval of construction plans meeting the set goals

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2012 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Capital Infrastructure	
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> • Supported the Priority Project Management efforts. • Supported the CIP project schedule by timely completion of land acquisitions, contract reviews, and performance guarantees, etc.
Public Works – Engineering and Inspections	<ul style="list-style-type: none"> • Continue to conduct asphalt inspections of all Town maintained roads to record the condition of the pavement to determine future repaving schedules. • Continue to work with Capital Projects Management and Utilities Departments to inspect capital projects. • Continue implementation of National Pollution Discharge Elimination System-Phase II Storm water Program for the current MS-4 permit cycle with the State. • Continue to inspect all Town storm sewer outfalls, and SWM/BMP facilities in Town as required by the Virginia Department of Conservation and Recreation to be in conformance with the Town’s MS-4 permit. • Continue to inspect public improvements constructed by developers to ensure a high standard.
Public Works – Streets and Grounds Maintenance	<ul style="list-style-type: none"> • Work on improving maintenance of storm ponds and systems as required by the MS-4 permit. • Clear silt and debris from storm drainage outfalls.
Public Works – Traffic Management	<ul style="list-style-type: none"> • Coordinate the implementation of traffic calming projects • Coordinate the design and installation of new traffic signals • Coordinate Town transportation planning and improvement projects at the Northern Virginia Transportation Authority (NVTA) • Provide technical support to VDOT for the Sycolin Road Overpass at Route 7/15 Bypass.
Community Development - Planning and Zoning	<ul style="list-style-type: none"> • Continue to work with the Planning Commission to bridge CIP and Town Plan implementation.
Community Development - Plan Review	<ul style="list-style-type: none"> • Continue to find ways to improve upon Capital Projects reviews to keep projects on schedule. • Continue to provide priority reviews and improve review process for Town construction projects to meet construction schedules.
Utilities - Administration	<ul style="list-style-type: none"> • Obtain approval and begin construction of Lower Sycolin Creek Sewer conveyance system
Airport Operations	<ul style="list-style-type: none"> • Construct Navaid Upgrade. • Construct Runway 17 Grading project.
Capital Projects Management	<ul style="list-style-type: none"> • Commence construction of phase I improvements in the fall of 2011 including downtown streetlights. • Complete construction of Battlefield Parkway between Edwards Ferry Rd. and Fort Evans Rd. by the end of CY 2011. • Start construction of Battlefield Parkway between Evergreen Mill Road and South King Street. • Complete construction of Dry Mill, Wage, and Anne Streets Drainage projects • Complete Sycolin Road improvements for the section between Battlefield Parkway and Tolbert Lane; temporary traffic signal at Hope Parkway; and turn lanes at Tavistock Drive. • Complete construction of Lowenbach Phase II improvements on Catoctin Circle. • Start construction of Lowenbach Phase III Improvements on Prince Street. • Start construction of Woodberry Road improvements. • Start construction of Virts Corner Improvements • Start construction of South King Street Widening improvements.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2012 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Legislative Initiatives	
Direction and Support Services – Town Attorney	<ul style="list-style-type: none">• Continue to provide legal services and support to the Town Council, Planning Commission, departments and staff.• Respond to Town departments and staff on legal issues and inquiries in a prompt, courteous and professional manner.• Manage case files with outside counsel.• Monitor the legislative agenda and suggest updates to the Town Code and Zoning Ordinance as needed.• Monitor franchise and right of way agreements with utilities throughout the Town.

STRATEGIC FOCUS AREAS**1.3 Fiscal Policy (as amended in Resolution No. 2009-092, August 11, 2009)****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 2 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 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.

SECTION III. Revenue Management**General Fund**

- a. The Town will maintain a diversified and stable revenue structure to protect it from short-run fluctuations in any one-revenue source.
- 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, and the Town will periodically review user fee charges and related expenditures to determine if pre-established recovery goals are being met.
- d. The Town will follow an aggressive policy of collecting revenue.

FISCAL POLICY**1.3 Fiscal Policy (continued)**

- 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.

Utilities Fund

- f. The Town will strive to set water and sewer rates based on the actual cost to deliver each service. The Town will periodically review the components that make up the rates and fees through a cost-of-service study for every service provided. However, nothing in this policy shall prohibit the Town from establishing fair and reasonable rates that provide for a differential between in town and out of town customers.
- g. The Town will set rates to achieve a positive net income and cash flow each year.
- h. The Town will set rates to cover all current costs and to allow the fund to meet all bond, state, and Federal requirements. If a deficit between current revenue and current expenditures occurs, the Town will take all necessary steps to reduce and eliminate said deficit by reducing expenditures or enhancing revenues including additional water service opportunities while ensuring adequate capacity in water and wastewater facilities within the utilities service area is maintained.
- i. The Town will track, monitor, and report quarterly on the key variables of the rate model. Also, the Town will set rates that are based on annually updated 5-year forecasts of operating and capital budgets.
- j. Based on the 5-year forecasts, the Town will attempt to implement any required rate increases in a gradual and predictable manner and avoid large, one-time rate increases.
- k. As cash reserves and revenues permit, the Town will establish a rate stabilization reserve or other similar innovative approaches to mitigate the need for annual rate increases.

SECTION IV. Budget ManagementOperating Budget

- a. The Town, to maximize planning efforts, intends to prepare the operating budget with a multi-year perspective.
- b. The budget is a plan for raising and allocating resources. The objective is to enable service delivery within available resources. Services must be delivered to residents and taxpayers at a level, which will meet real needs as efficiently and effectively as possible.
- c. The Town will fund current expenditures with current revenues and use nonrecurring revenues for nonrecurring expenditures.

FISCAL POLICY (Continued)**1.3 Fiscal Policy (continued)**

- 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.
- 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 Budget

- 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.
- 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 of the Town 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.

FISCAL POLICY (Continued)**1.3 Fiscal Policy (continued)**SECTION V. Debt and Cash ManagementDebt 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. 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.
- g. The Town will maintain good communications about its financial condition with bond and credit rating institutions.

Cash Management

- h. The Town will maintain an investment policy based on the Government Finance Officers Association model investment policy, and the investment policies and procedures of the director of finance shall become a part of this policy.
- i. The Town will, where permitted by law, pool cash from its various funds for investment purposes and will invest revenue to maximize the rate of return while maintaining a low level of risk.

FISCAL POLICY (Continued)**1.3 Fiscal Policy (continued)**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 100% of operating revenues including the ninety (90) day operations and maintenance (O&M) reserve and the one percent (1.00%) repair, replacement, and rehabilitation (3R) reserve but excluding availability fees.
- 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.

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 19th century and the first half of the 20th 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 20th century and beginning of the 21st 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). The 2010 Census population is 42,616.



Town of Leesburg

2.2 Demographics

Population Growth.

From 2000 to 2010, the Town’s population grew 50.5%, from 28,311 to 42,616 (Source: U.S. Census). At full build-out (current Town limits), the Town’s population is projected to be approximately 50,000 (Source: Town of Leesburg Transportation Model).

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: 2005-2009 ACS).

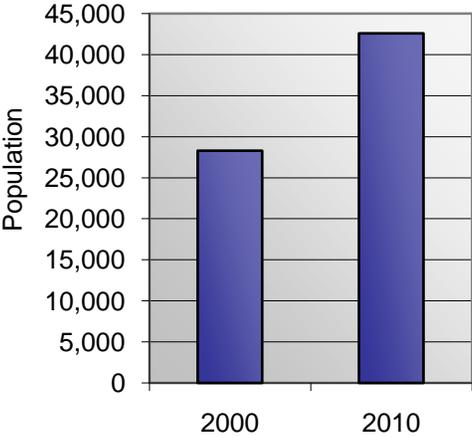


Chart 2.1 Leesburg Population

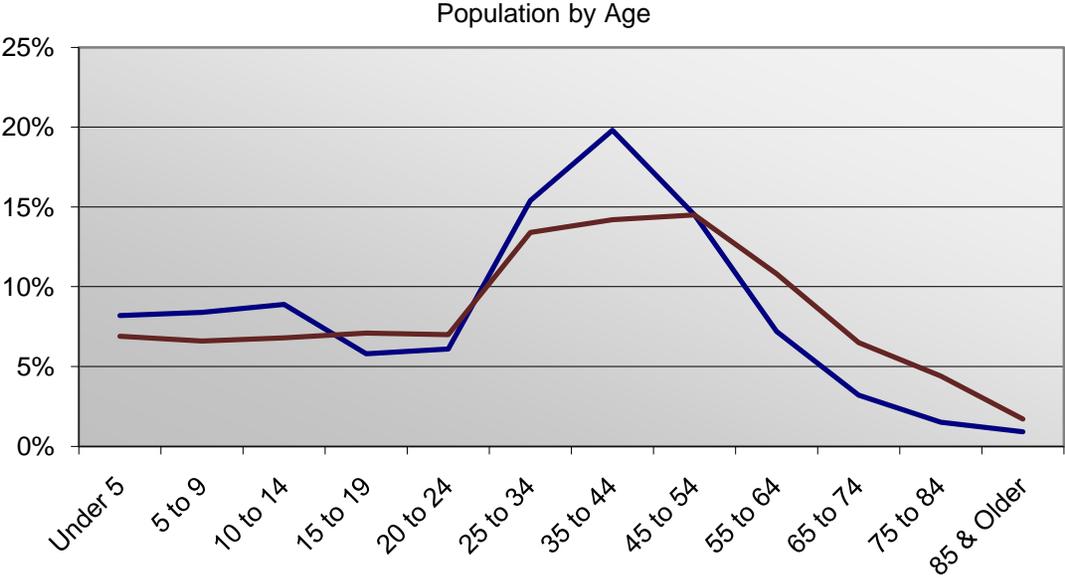


Chart 2.2 Leesburg Population (blue line) by Age, compared with U.S. Population (red line)

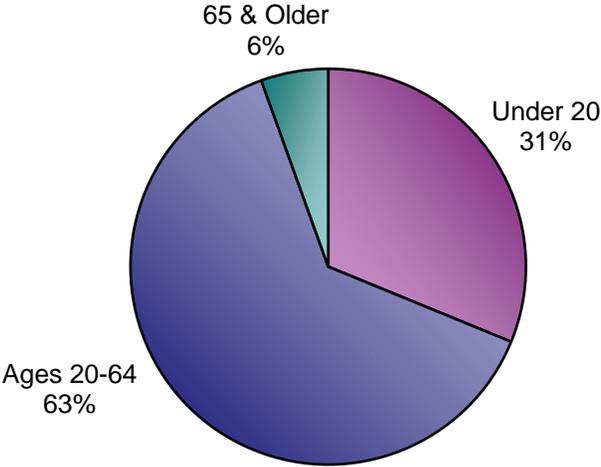


Chart 2.3 Leesburg Population by Age

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: 2005-2009 ACS).

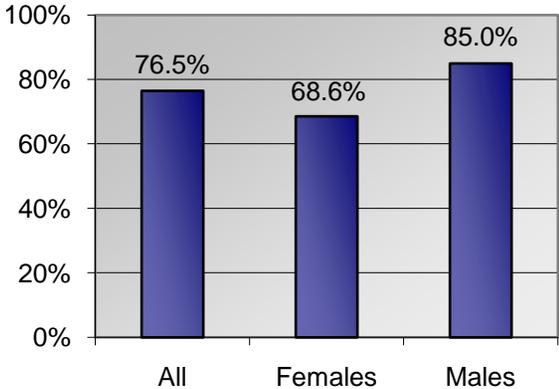


Chart 2.4 Leesburg Labor Force Participation (16 and older)

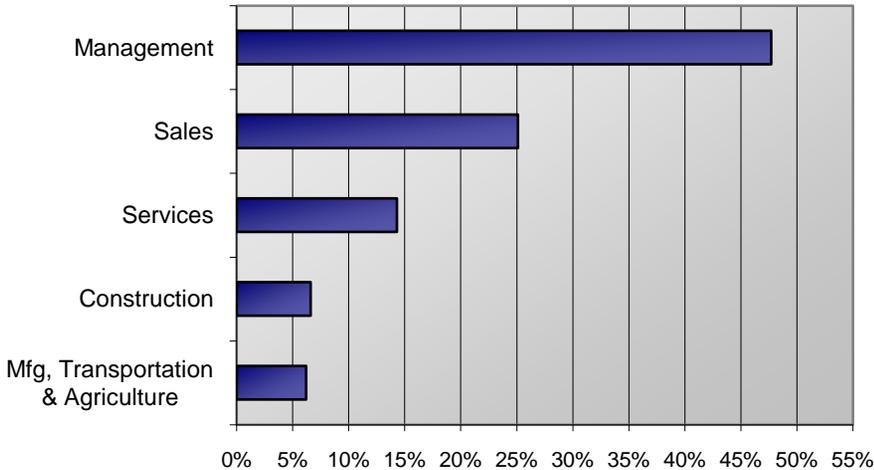


Chart 2.5 Leesburg Occupations (16 and older)

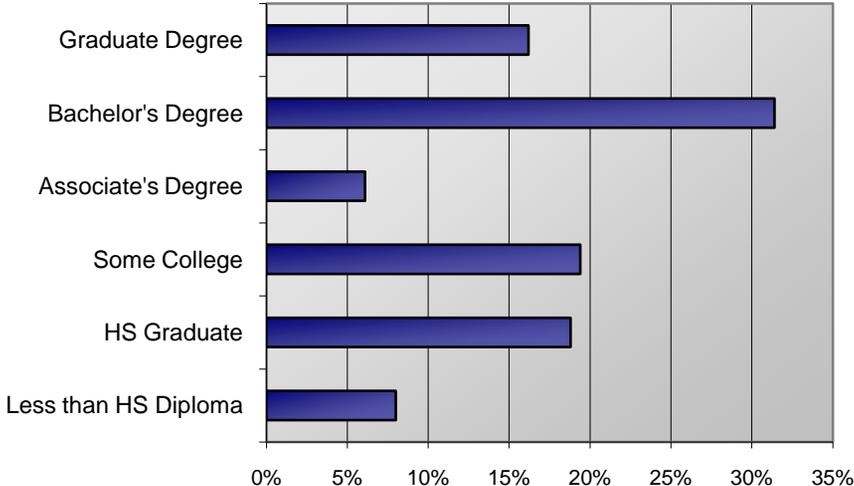


Chart 2.6 Leesburg Educational Attainment (25 and older)

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: 2005-2009 ACS).

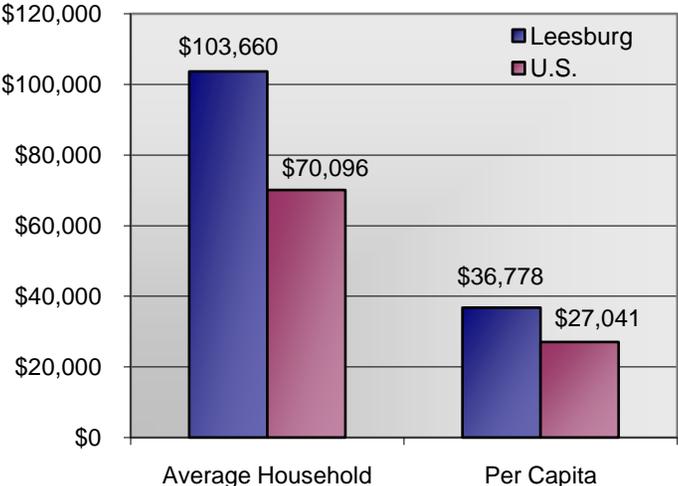


Chart 2.7 Household and Per Capita Income

Race/Ethnic Distribution.
 The Town’s population continues to become more diverse, across several measures, as illustrated in Charts 2.8-10 (Source: 2005-2009 ACS).

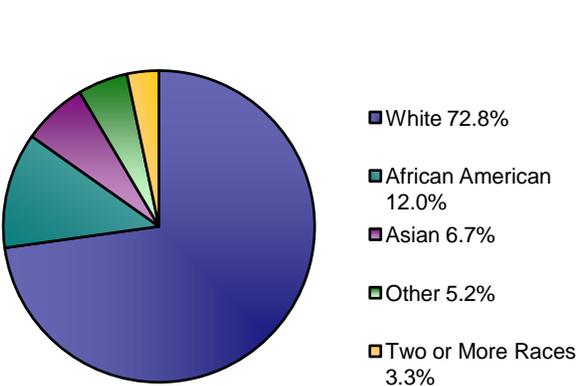


Chart 2.8 Racial Distribution in Leesburg

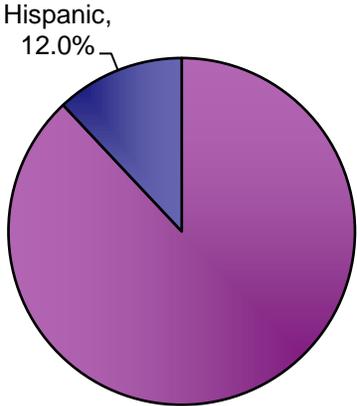


Chart 2.9 Hispanic % of Leesburg Population

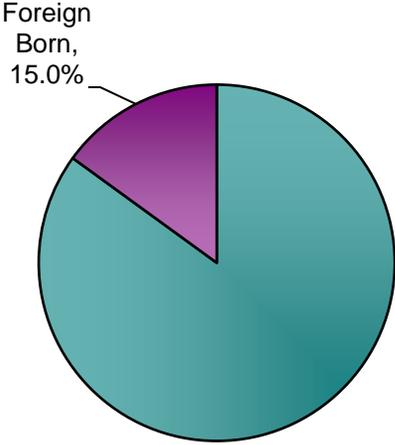


Chart 2.10 Foreign-born % of Leesburg Population

2.3 Housing

At the end of 2010, the Town of Leesburg had approximately 15,200 housing units. 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).

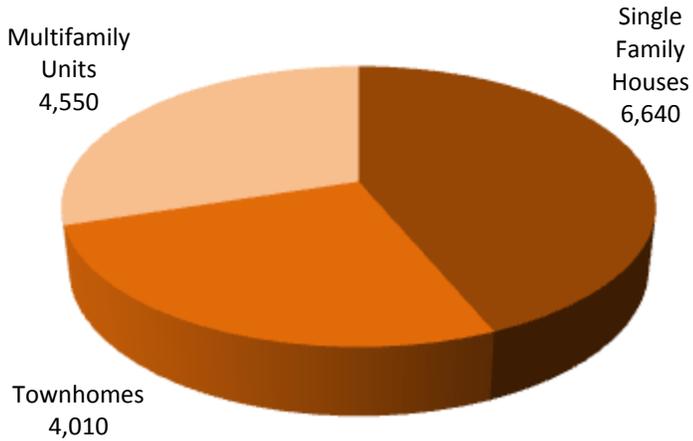


Chart 2.11 Total Housing Stock, December 2010

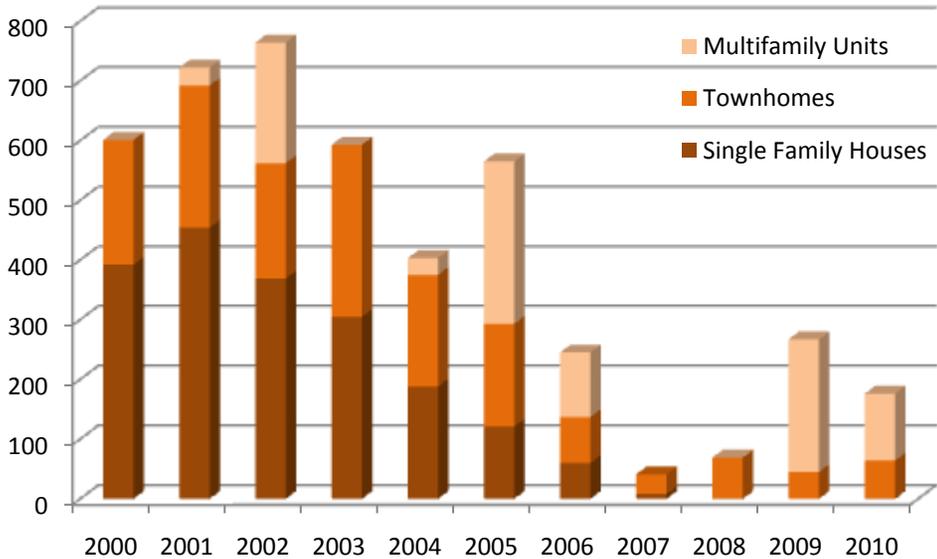


Chart 2.12 Annual New Housing Units

2.4 Commercial Square Footage

The Town of Leesburg, as of the end of 2010, has approximately 10,647,000 square feet of non-residential space. The two largest sectors are retail (3.6 million sq ft) and institutional (3.1 million sq ft), representing 34% and 29% of the total space in the Town, respectively. Chart 2.13 provides details for all of the major categories. From 2000 to 2010, the Town has seen a phenomenal 59% increase in non-residential space, with 3,938,000 square feet of new construction. During this time period, the retail sector increased 89% and the office sector increased 75%. This increase in commercial space brings with it increased opportunity for additional tax revenues from businesses and additional employment for residents. At the end of 2010, an additional 300,000 square feet of commercial space was under construction. Chart 2.14 shows annual new commercial construction, by category. (Source: Loudoun County Land Management Information System).

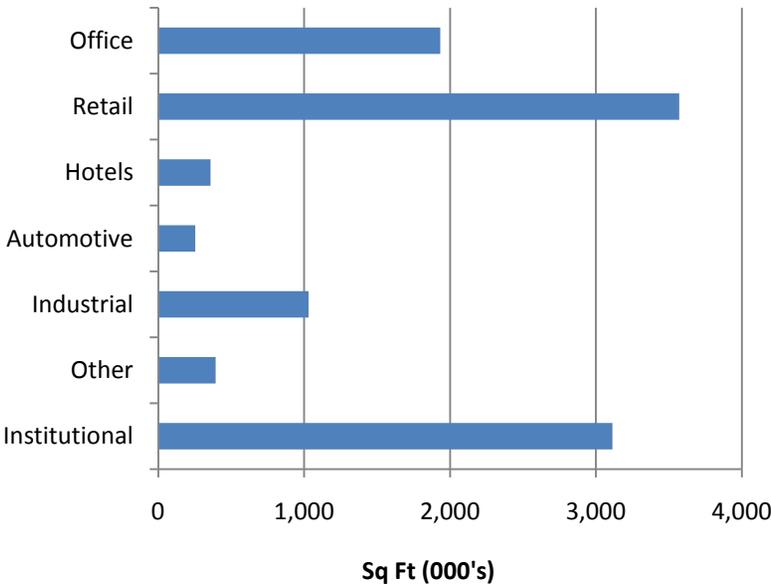


Chart 2.13 Commercial Space by Type in 2010

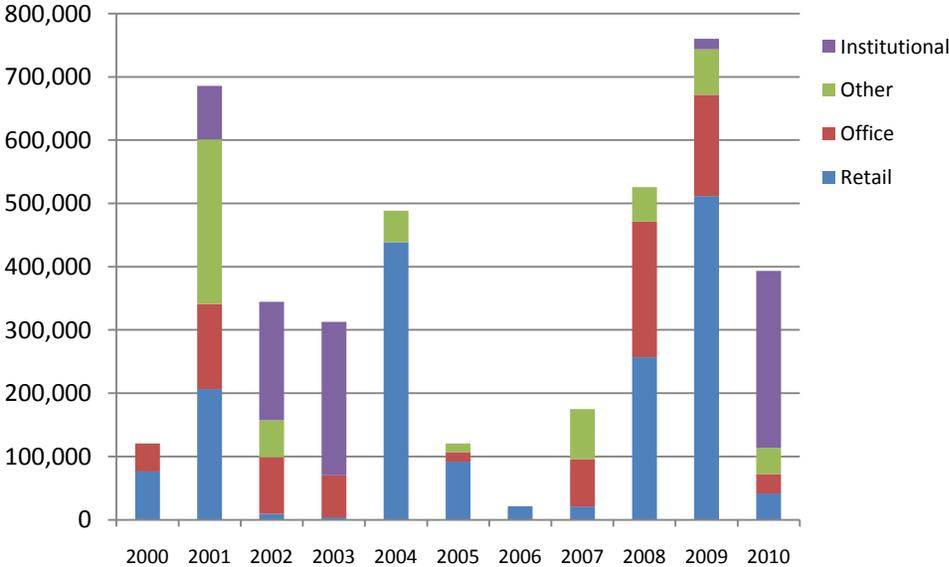


Chart 2.14 Annual New Commercial Construction

2.5 Schools

The Town of Leesburg is served by Loudoun County Public Schools. There are currently seven elementary schools, three middle schools and three high schools located within the Town limits, although the attendance zones for these schools extend beyond the Town boundaries. 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 15 existing schools. Table 2.1 summarizes enrollment as of September 30, 2010 (*Source: Loudoun County Public Schools*).

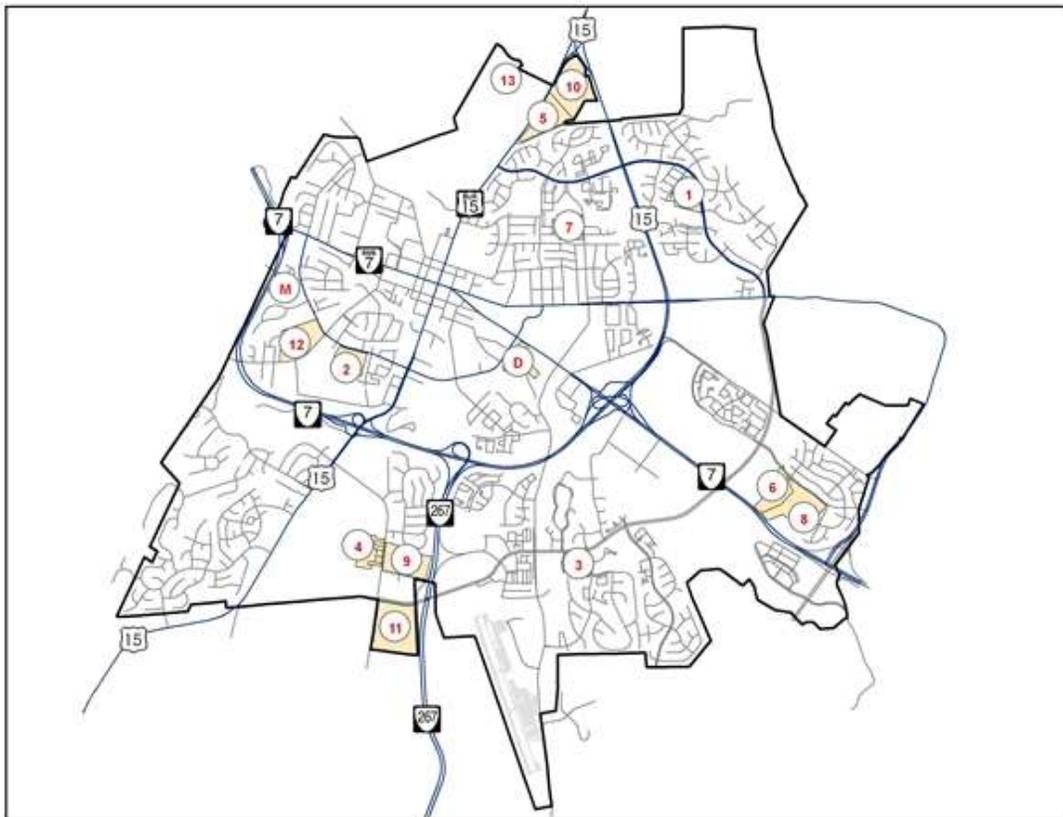


Chart 2.15 Location of Public Schools in Leesburg

Table 2.1 Leesburg Public Schools Enrollment

Elementary Schools		
1	Ball's Bluff	851
2	Catoctin	512
3	Cool Spring	814
4	Evergreen Mill	644
5	Frances Hazel Reid	860
6	John W. Tolbert	977
7	Leesburg	598
Middle Schools		
8	Harper Park	960
9	J. L. Simpson	986
10	Smart's Mill	955
High Schools		
11	Heritage	1,327
12	Loudoun County	1,411
13	Tuscarora	1,097
Total Enrollment		11,992
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.

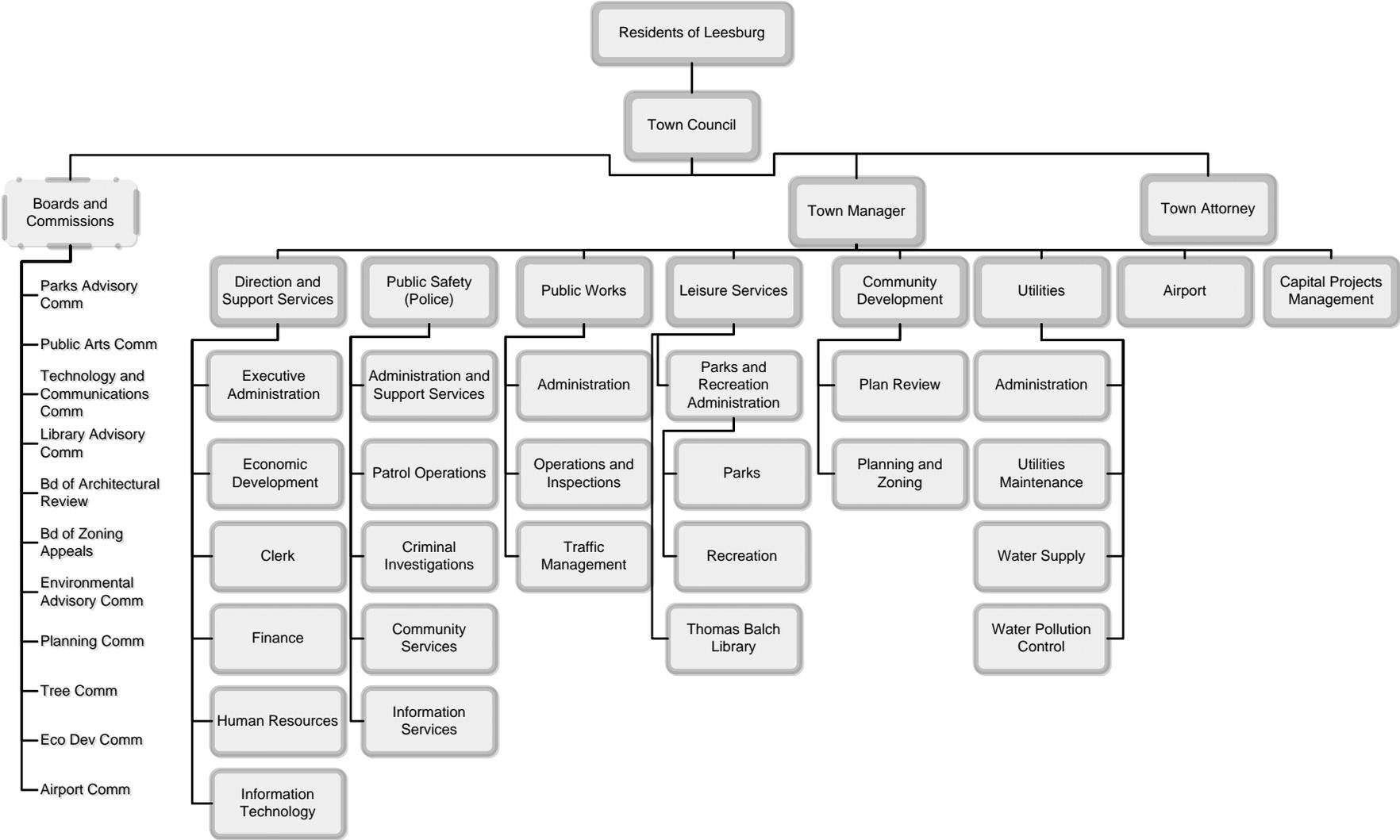
The Council appoints a Town Manager to act as chief executive officer of the Town. He serves at the pleasure of the Council, carries out its policies, directs business procedures, and has the power of appointment and removal of all Town employees. Duties and responsibilities of the Town Manager include 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 2012

Table 2.2 Changes to FY 2012 Personnel Complement

Department	Title	FTEs	Department	Title	FTEs	Employee Type
ELIMINATED POSITIONS Regular Full-time			ELIMINATED POSITIONS Regular Part-time			
Town Manager's Office	Assistant to the Town Manager	(1.00)	Human Resources	Office Associate I	(0.50)	Regular Part-time
Town Manager's Office	Community Development Coordinator	(1.00)	P&R/Admin	Recreation Projects Coord	(0.25)	Regular Part-time
Finance	Purchasing Associate	(1.00)		TOTAL	(0.75)	
Finance	Accounting Associate II	(2.00)				
Information Technology	Web Developer	(1.00)	ELIMINATED POSITIONS Other Types			
Information Technology	Network Administrator I	(1.00)	Human Resources	Office Associate II	(1.00)	Temporary Full-time
Public Works/Eng & Insp	Chief Operations and Inspections	(1.00)	Human Resources	Office Associate I-II	(0.20)	Flexible Part-time
Public Works/Eng & Insp	Construction Inspector	(1.00)	P&R/Parks	Park Attendants	(0.25)	Flexible Part-time
Public Works/Streets	Assistant Superintendent	(1.00)	P&R/Recreation	Various	(0.72)	Flexible Part-time
Public Works/Streets	Maintenance Worker I	(1.00)		TOTAL	(2.17)	
P&R/Recreation	Recreation Programs Supervisor	(1.00)	FROZEN/UNFUNDED POSITIONS			
P&R/Recreation	Asst. Outreach Coordinator	(2.00)	Leisure Services/Library	Library Archives Specialist	(1.00)	
P&R/Recreation	Asst. Aquatics Supervisor	(1.00)		TOTAL	(1.00)	
Library	Library Specialist	(1.00)				
Planning and Zoning	Comprehensive Planner	(1.00)				
Planning and Zoning	Senior Planner - Transportation	(1.00)				
Planning and Zoning	Urban Forester	(1.00)				
Planning and Zoning	Zoning Inspector	(1.00)				
Planning and Zoning	Executive Associate II	(1.00)				
Plan Review	Administrative Associate II	(1.00)				
Capital Projects Management	Director of Capital Projects Management	(1.00)				
Capital Projects Management	Administrative Associate II	(1.00)				
Utilities/Maintenance	Inspections Supervisor	(1.00)				
Utilities/Maintenance	Utility Technician	(1.00)				
Utilities/Water Pollution Control	Utility Maintenance Worker	(1.00)				
Airport	Director of Airport	(1.00)				
	TOTAL	(28.00)				

2.9 FY 2012 Personnel Complement

Table 2.3 FY 2012 Personnel Complement

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Adopted
DIRECTION AND SUPPORT SERVICES							
Town Manager's Office							
Executive Administration							
Town Manager	RFT	-	1	1	1	1	1.00
Deputy Town Manager	RFT	19	0	1	1	1	1.00
Deputy Town Manager	RFT	18	1	0	0	0	0.00
Assistant to Town Manager (one position eliminated)	RFT	14	2	2	2	2	1.00
Research and Communications Manager	RFT	14	0	0	1	1	1.00
GIS Analyst (position moved to IT)	RFT	13	0	0	1	1	0.00
Community Development Coordinator (position eliminated)	RFT	11	0	0	1	1	0.00
Executive Office Associate II	RFT	10	1	1	1	1	1.00
Management Specialist/Deputy Clerk	RFT	10	0.5	0.5	0	0	0.00
Executive Office Associate I	RFT	9	1	1	1	1	1.00
Economic Development and Tourism							
Economic Research Analyst	RFT	14	0	1	0	0	0.00
Economic Development Manager	RFT	14	0	1	1	1	1.00
Business Retention Coordinator	RFT	11	0	1	1	1	1.00
GIS Technician	RFT	11	0	1	0	0	0.00
Sub-total			6.5	10.5	11	11	8.00
Town Attorney							
Town Attorney	RFT	-	1	1	1	1	1.00
Deputy Town Attorney	RFT	-	0	0	1	1	1.00
Deputy Town Attorney	RPT	-	0	0.6	0	0	0.00
Senior Legal Secretary	RFT	9	1	1	1	1	1.00
Sub-total			2	2.6	3	3	3.00
Clerk of the Council							
Clerk of Council	RFT	11	1	1	1	1	1.00
Management Specialist/Deputy Clerk	RFT	10	0.5	0.5	0	0	0.00
Sub-total			1.5	1.5	1	1	1.00

TOWN AND COMMUNITY INFORMATION

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Adopted
Finance							
Director of Finance	RFT	18	1	1	1	1	1.00
Deputy Director of Finance	RFT	16	1	0	1	1	1.00
Chief Accounting, Reporting, and Control	RFT	16	1	1	0	0	0.00
Assistant Director Finance/Operations	RFT	15	0	0	1	1	1.00
Finance Operations Manager	RFT	15	0	0	0	0	0.00
Purchasing Officer	RFT	15	1	1	1	1	1.00
Senior Management/Budget Analyst	RFT	14	2	2	2	2	2.00
General Services Supervisor	RFT	14	1	1	0	0	0.00
Senior Accountant	RFT	14	0	1	1	1	1.00
Staff Accountant	RFT	12	1	1	1	1	1.00
Payroll Specialist	RFT	9	1	1	1	1	1.00
Purchasing Associate I (position eliminated)	RFT	9	1	1	1	1	0.00
Administrative Associate II	RFT	8	1	1	1	1	1.00
Accounting Associate I-II (two positions eliminated)	RFT	6-8	6	6	6	6	4.00
Office Associate I (position moved from HR)	TFT	5	0	0	0	0	1.00
Office Associate I (position moved from HR)	FPT	5	0	0	0	0	0.30
Customer Service Technician	RFT	5	1	1	1	1	1.00
Parking Attendant/Officer (to be re-assigned)	RPT	5	1.5	1.5	1.5	1.5	1.50
Sub-total			19.5	19.5	19.5	19.5	17.80
Human Resources							
Director, Human Resources	RFT	17	1	1	1	1	1.00
Assistant Director	RFT	15	1	1	0	0	0.00
Benefits Administrator	RFT	12	1	1	1	1	1.00
Human Resources Specialist II	RFT	12	2	1	1	1	1.00
Administrative Associate II (position eliminated)	RFT	8	1	1	1	1	1.00
Office Associate II (position eliminated)	TFT	6	0	1	1	1	0.00
Office Associate II	RPT	6	0.5	0	0	0	0.00
Office Associate I (position moved to Finance)	TFT	5	0	1	1	1	0.00
Office Associate I (position eliminated)	RPT	5	1.5	0.5	0.5	0.5	0.00
Office Associates I-II (0.3 FTE moved to Finance, 0.2 FTE eliminated)	FPT	5-6	2.5	1	1	0.5	0.00
Sub-total			10.5	8.5	7.5	7	4.00

TOWN AND COMMUNITY INFORMATION

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Adopted
Information Technology							
Director, Information Technology	RFT	18	1	1	1	1	1.00
GIS Analyst (position moved from Town Manager's Office)	RFT	13	0	0	0	0	1.00
IT Project Manager II	RFT	12	1	1	1	1	1.00
Network Administrator II	RFT	12	1	1	1	1	1.00
Web Developer (position eliminated)	RFT	11	1	1	1	1	0.00
Network Administrator I (position eliminated)	RFT	11	1	1	1	1	0.00
Administrative Technician	RFT	9	1	1	1	1	1.00
Sub-total			6	6	6	6	5.00
TOTAL DIRECTION AND SUPPORT SERVICES			46	48.6	48	47.5	38.80
PUBLIC SAFETY							
Administrative and Operational Support							
Chief of Police	RFT	18	1	1	1	1	1.00
Captain	RFT	P8	1	1	1	1	1.00
Lieutenant	RFT	P7	1	1	1	1	1.00
Sergeant	RFT	P6	1	0	0	0	0.00
Police Officer III	RFT	P3	1	1	1	1	1.00
Police Academy Instructor	RFT	P2	1	1	1	1	1.00
Administrative Services Coordinator	RFT	10	1	1	1	1	1.00
Executive Associate I	RFT	9	1	1	1	1	1.00
Administrative Associate I	RFT	7	1	1	1	1	1.00
Sub-total			9	8	8	8	8.00
Patrol Operations							
Captain	RFT	P8	1	1	1	1	1.00
Lieutenant	RFT	P7	3	3	3	3	3.00
Sergeant	RFT	P6	6	6	6	6	6.00
Police Officer I - Master Police Officer	RFT	P1-P4	38	38	41	41	41.00
Sub-total			48	48	51	51	51.00
Community Services							
Lieutenant	RFT	P7	1	1	1	1	1.00
Sergeant (one position moved from Information Services)	RFT	P6	1	1	1	1	2.00
Police Officer I - Master Police Officer (one position added)	RFT	P1-P4	10	10	10	11	11.00
Sub-total			12	12	12	13	14.00

TOWN AND COMMUNITY INFORMATION

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Adopted
Criminal Investigations							
Lieutenant	RFT	P7	1	1	1	1	1.00
Sergeant	RFT	P6	1	1	1	1	1.00
Crime Scene Technician	RFT	11	1	1	1	1	1.00
Police Officer II - Master Police Officer	RFT	P2-P4	8	9	10	10	10.00
Family Crimes Investigator	RFT	P1	-	1	1	1	1.00
Sub-total			11	13	14	14	14.00
Information Services							
Information Systems Supervisor	RFT	ISM	1	0	0	0	0.00
Sergeant (moved to Community Services)	RFT	P6	0	1	1	1	0.00
Police IT Specialist	RFT	12	0	0	1	1	1.00
Communications Technician I-Communications Technician Supervisor	RFT	CT1-CTS	12	12	11	11	11.00
Police Records Assistant	RFT	7	2	2	2	2	2.00
Sub-total			15	15	15	15	14.00
TOTAL POLICE			95	96	100	101	101.00
PUBLIC WORKS							
Public Works Administration							
Director Public Works	RFT	18	1	1	1	1	1.00
Deputy Director, Eng. and Public Works	RFT	16	1	1	1	1	1.00
Executive Associate I	RFT	9	1	1	1	1	1.00
Administrative Associate II	RFT	8	2	1	1	1	1.00
Sub-total			5	4	4	4	4.00
Engineering and Inspections							
Chief of Engineering	RFT	17	1	0	0	0	0.00
Chief Operations/Inspections (position eliminated)	RFT	15	1	1	1	1	0.00
Senior Engineer	RFT	13	6	1	1	1	1.00
Construction Inspector Supervisor	RFT	12	1	1	1	1	1.00
Construction Inspector (one position eliminated)	RFT	11	4	3	3	3	2.00
Sub-total			13	6	6	6	4.00

TOWN AND COMMUNITY INFORMATION

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Adopted
Streets and Grounds Maintenance							
Superintendent	RFT	14	1	1	1	1	1.00
Assistant Superintendent (one position eliminated)	RFT	12	2	2	2	2	1.00
Maintenance Supervisor	RFT	11	2	2	2	2	2.00
Heavy Equip. Operator	RFT	10	1	1	1	1	1.00
Maintenance Worker I-IV (one position eliminated)	RFT	5-9	23	23	23	23	22.00
Administrative Associate II	RFT	8	1	1	1	1	1.00
Sub-total			30	30	30	30	28.00
Building Maintenance							
Superintendent	RFT	14	1	1	1	1	1.00
Maintenance Supervisor	RFT	11	1	1	1	1	1.00
Maintenance Worker I-II	RFT	5-6	2	2	2	2	2.00
Sub-total			4	4	4	4	4.00
Fleet Maintenance							
Superintendent	RFT	14	1	1	1	1	1.00
Asst. Superintendent	RFT	12	1	1	1	1	1.00
Fleet Maintenance Technician I-III	RFT	8-10	4	4	4	4	4.00
Sub-total			6	6	6	6	6.00
Traffic Management							
Transportation Engineer	RFT	15	1	1	1	1	1.00
Engineer	RFT	11	1	1	1	1	1.00
Traffic Technician	RFT	11	1	1	1	1	1.00
Sub-total			3	3	3	3	3.00
TOTAL PUBLIC WORKS			61	53	53	53	49.00
LEISURE SERVICES							
PARKS AND RECREATION Administration							
Director, Parks & Recreation	RFT	18	1	1	1	1	1.00
Deputy Director, Parks and Recreation	RFT	16	0	0	0	1	1.00
Park Planner (0.6 FTE moved to Capital Projects Management)	RPT	13	0	0	0	0.8	0.20
Recreation Projects Coordinator (with benefits)	RPT	12	0.5	0.5	0.5	0.5	0.00
Recreation Projects Coordinator (0.25 FTE and benefits eliminated)	FPT	12	0	0	0	0	0.25
Executive Associate I	RFT	9	1	1	1	1	1.00
Administrative Associate II	RFT	8	1	1	1	1	1.00
Sub-total			3.5	3.5	3.5	5.3	4.45

TOWN AND COMMUNITY INFORMATION

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Adopted
Parks							
Asst Director for Parks	RFT	15	1	1	1	0	0.00
Parks and Grounds Supervisor	RFT	12	1	1	1	1	1.00
Outdoor Facilities Supervisor	RFT	9	1	1	1	1	1.00
Lead Groundskeeper	RFT	9	2	2	2	2	2.00
Groundskeeper I-II	RFT	8	4	4	4	5	5.00
Maintenance Worker II	RFT	6	0	1	1	1	1.00
Park Attendant	RPT	5	0.5	0	0	0	0.00
Park Attendants (0.25 FTE eliminated)	FPT	-	1.5	1.5	1.5	1.5	1.25
Sub-total			11	11.5	11.5	11.5	11.25
Recreation							
Asst Director for Recreation	RFT	15	1	1	1	0	0.00
Aquatics Manager	RFT	12	1	1	1	1	1.00
Recreation & Events Program Manager	RFT	12	1	1	1	1	1.00
Building Services Manager	RFT	12	1	1	1	1	1.00
Fitness and Sports Manager	RFT	12	1	1	0	0	0.00
Maintenance Supervisor	RFT	11	1	1	1	1	1.00
Outreach Programs Supervisor	RFT	10	1	1	0	0	0.00
Recreation Supervisor (one position eliminated)	RFT	10	4	4	4	4	3.00
Aquatics Supervisor	RFT	10	1	1	1	1	1.00
Fitness Supervisor	RFT	10	1	1	1	1	1.00
Systems Technician I	RFT	10	1	1	1	1	1.00
Head Tennis Professional	RFT	8	1	1	1	1	1.00
Outreach Asst. Supervisor (positions eliminated)	RFT	8	2	2	2	2	0.00
Head Preschool Teacher	RFT	8	1	1	1	1	1.00
Assistant Aquatics Supervisor (one position eliminated)	RFT	8	2	3	3	2	1.00
Front Desk Supervisor	RFT	8	2	2	2	2	2.00
Maintenance Worker I-III	RFT	5-8	5	5	5	5	5.00
Regular Part-time Staff	RPT	-	3.5	3	3	2	2.00
Flexible Part-time Staff (0.72 FTE eliminated)	FPT	-	51.8	63.8	68.15	68.15	67.43
Sub-total			82.3	94.8	97.15	94.15	89.43
Total Parks and Recreation			96.8	109.8	112.15	110.95	105.13

TOWN AND COMMUNITY INFORMATION

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Adopted
THOMAS BALCH LIBRARY							
Library Director	RFT	14	1	1	1	1	1.00
Library Specialist (one position eliminated)	RFT	8	2	2	2	2	1.00
Library Archives Specialist (position frozen/unfunded)	RFT	8	1	1	1	1	1.00
Library Assistant	RFT	7	1	1	1	1	1.00
Flexible Part-time Staff	FPT	-	1.23	1.23	1.23	1.23	1.23
Total Library			6.23	6.23	6.23	6.23	5.23
TOTAL LEISURE SERVICES			103.03	116.03	118.38	117.18	110.36
COMMUNITY DEVELOPMENT							
Planning and Zoning							
Director, Planning and Zoning	RFT	18	1	1	1	1	1.00
Deputy Dir, Planning and Zoning	RFT	16	2	1	1	1	1.00
Zoning Administrator	RFT	15	1	1	1	1	1.00
Comprehensive Planner (position eliminated)	RFT	14	0	1	1	1	0.00
Deputy Zoning Administrator	RFT	13	1	1	1	1	1.00
Senior Planner (one position eliminated)	RFT	13	9	6	4	5	4.00
GIS Technician	RFT	13	1	0	0	0	0.00
Planner	RFT	11	1	0	0	0	0.00
Planning Analyst	RFT	11	0	0	0	1	1.00
Urban Forester (position eliminated)	RFT	11	2	1	1	1	0.00
Zoning Inspector (one position eliminated)	RFT	10	2	2	2	2	1.00
Planning and Zoning Assistant	RFT	9	1	1	0	0	0.00
Executive Associate II (one position eliminated)	RFT	9	0	0	2	2	1.00
Admin Assoc II	RFT	8	2	1	0	0	0.00
Sub-Total			23	16	14	16	11.00
Plan Review							
Director	RFT	18	0	1	1	1	1.00
Project Manager	RFT	15	0	2	2	2	2.00
Senior Engineer (one position moved to Capital Projects Management)	RFT	13	0	4	4	4	3.00
Senior Planner (one position moved to Capital Projects Management)	RFT	13	0	2	2	2	1.00
CPI Counter Manager	RFT	13	0	1	1	0	0.00
CPI Counter Tech	RFT	11	0	2	2	1	1.00
Executive Associate I	RFT	9	0	1	1	1	1.00
Admin Assoc II (position eliminated)	RFT	8	0	1	1	1	0.00
Sub-total			0	14	14	12	9.00

TOWN AND COMMUNITY INFORMATION

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Adopted
Economic Development and Tourism							
Director, Econ. Development	RFT	17	1	0	0	0	0.00
Tourism and Marketing Manager	RFT	12	1	0	0	0	0.00
Downtown Coordinator	RFT	10	1	0	0	0	0.00
Sub-total			3	0	0	0	0.00
TOTAL COMMUNITY DEVELOPMENT			26	30	28	28	20.00
TOTAL GENERAL FUND			331.03	343.63	347.38	346.68	319.16
CAPITAL PROJECTS FUND							
Capital Projects Management							
Director, Capital Projects Mgmt (position eliminated)	RFT	18	1	1	1	1	0.00
Deputy Director OCPM	RFT	16	0	0	1	1	1.00
Assistant Director OCPM	RFT	15	2	2	0	0	0.00
Project Manager for Design & Engineering	RFT	14	0	0	1	1	1.00
Senior Engineer (one position moved from Plan Review)	RFT	13	3	4	4	3	4.00
Park and Public Space Planner (0.6 FTE moved from Parks Admin)	RPT	13	0	0	0	0	0.60
Senior Planner (position moved from Plan Review)	RFT	13	0	0	0	0	1.00
Land Acquisition Manager	RFT	13	0	0	0	1	1.00
Engineer	RFT	11	1	1	1	0	0.00
Inspector	RFT	11	1	1	1	1	1.00
Executive Associate I	RFT	9	1	1	1	1	1.00
Administrative Associate II (position eliminated)	RFT	8	0	0	1	1	0.00
Administrative Associate II	TFT	8	0	1	0	0	0.00
TOTAL CAPITAL PROJECTS FUND			9	11	11	10	10.60
UTILITIES FUND							
Utilities Administration							
Director of Utilities	RFT	18	1	1	1	1	1.00
Deputy Director of Utilities	RFT	16	1	1	1	1	1.00
Utilities Engineer	RFT	13	2	2	2	3	3.00
Env Comp Officer	RFT	11	1	1	1	0	0.00
Utilities Generalist	RFT	10	1	1	1	1	1.00
Administrative Associate II	RFT	8	1	1	1	1	1.00
Sub-total			7	7	7	7	7.00

TOWN AND COMMUNITY INFORMATION

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Adopted
Maintenance							
Utilities Maintenance Manager	RFT	15	1	1	1	1	1.00
Assistant Superintendent	RFT	13	2	2	2	2	2.00
Utility Inspection Supervisor (position eliminated)	RFT	12	1	1	1	1	0.00
Utility Maintenance Supervisor	RFT	12	3	4	4	4	4.00
Utility Inspector	RFT	11	3	3	3	3	3.00
Utility Technician I-IV (one position eliminated)	RFT	8-11	9	9	8	8	7.00
Equipment Operator I-III	RFT	8-10	3	3	3	3	3.00
Inspector I	RFT	9	1	1	1	1	1.00
Administrative Technician	RFT	9	1	1	1	1	1.00
Utility Maintenance Technician I-II	RFT	8-9	0	3	4	4	4.00
Administrative Associate II	RFT	8	0	0	1	1	1.00
Utility Maintenance Worker I-III	RFT	5-8	6	6	6	6	6.00
Office Associate I	RFT	5	1	1	0	0	0.00
Sub-total			31	35	35	35	33.00
Water Supply							
Utility Plant Manager	RFT	15	1	1	1	1	1.00
Deputy Utility Plant Manager	RFT	14	1	1	1	1	1.00
Assistant Utility Plant Manager	RFT	13	1	1	1	1	1.00
Utility Plant Supervisor	RFT	12	2	3	3	3	3.00
Sr. Utility Plant Operator	RFT	10	4	4	4	4	4.00
Utility Plant Operator	RFT	8	6	5	5	4	4.00
Utility Maintenance Worker I-III	RFT	5-8	2	2	2	1	1.00
Utility Maintenance Worker (RPT)	RPT		0	0	0	0.5	0.50
Sub-total			17	17	17	15.5	15.50
Water Pollution Control							
Utility Plant Manager	RFT	15	1	1	1	1	1.00
Deputy Utility Plant Manager	RFT	14	1	1	1	1	1.00
Assistant Plant Manager	RFT	13	1	1	1	2	2.00
Maintenance Supervisor	RFT	12	1	1	-	-	-
Utility Plant Supervisor	RFT	12	3	3	3	0	0.00
Utility Technician I-IV	RFT	8-11	3	3	3	3	3.00
Senior Utility Plant Operator	RFT	10	3	3	3	3	3.00
Laboratory Coordinator	RFT	10	1	1	1	1	1.00
Utility Plant Operator	RFT	8	7	7	7	7	7.00
Utility Maintenance Worker I-III (one position eliminated)	RFT	5-8	5	5	5	5	4.00
Sub-total			26	26	25	23	22.00

TOWN AND COMMUNITY INFORMATION

	Emp. Type	Grade	FY 2008 Authorized	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Adopted
Utility Maintenance							
Superintendent	RFT	14	1	-	-	-	-
Maintenance Supervisor	RFT	12	1	-	-	-	-
Utility Maintenance Technician I-II	RFT	8-9	3	-	-	-	-
Sub-total			5	0	0	0	0.00
TOTAL UTILITIES FUND			86	85	84	80.5	77.50
AIRPORT FUND							
Airport Operations							
Airport Director (position eliminated)	RFT	17	1	1	1	1	0.00
Maintenance Supervisor	RFT	10	1	1	1	1	1.00
Executive Associate I	RFT	9	1	1	1	1	1.00
Maintenance Worker I-II	RFT	5-7	1	1	1	1	1.00
TOTAL AIRPORT FUND			4	4	4	4	3.00
GRAND TOTAL ALL FUNDS, ALL EMPLOYEE TYPES			430.03	443.63	446.38	441.18	410.26

Summary of Positions by Employee Type	Sum of FY 2008 Authorized	Sum of FY 2009 Authorized	Sum of FY 2010 Authorized	Sum of FY 2011 Authorized	Sum of FY 2012 Adopted
Regular Full-time (RFT)	365.00	367.00	367.00	362.00	334.00
Regular Part-time (RPT)	8.00	6.10	5.50	5.80	4.80
Temporary Full-time (TFT)	0.00	3.00	2.00	2.00	1.00
Flexible Part-time (FPT)	57.03	67.53	71.88	71.38	70.46
TOTALS	430.03	443.63	446.38	441.18	410.26

2.10 FY 2012 Salary Schedules

Table 2.5 General Government Pay Grades, FY 2012

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 2012 Salary Schedules (continued)

PUBLIC SAFETY PAY GRADES, FY 2012

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 2010-2013¹

	FY 2010 Actual	FY 2011 Budget	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	% Inc/(Dec)	FY 2013 Projected
General Fund									
Real Estate Taxes	\$10,661,136	\$11,198,983	\$11,198,983	\$10,750,000	\$11,414,723	\$11,414,723	\$215,740	1.9	\$11,641,017
Public Service Corporation Taxes	226,721	190,000	190,000	228,694	227,000	227,000	37,000	19.5	227,000
Personal Property Taxes	1,470,604	1,660,000	1,660,000	1,660,000	1,528,000	1,528,000	(132,000)	(8.0)	1,528,000
Other Local Taxes	10,860,415	9,507,000	9,507,000	10,923,870	11,378,950	11,378,950	1,871,950	19.7	11,460,304
Permits and Fees	453,535	450,000	450,000	515,000	600,000	600,000	150,000	33.3	600,000
Fines and Forfeitures	402,164	545,000	545,000	595,752	533,000	533,000	(12,000)	(2.2)	533,000
Use of Money and Property	399,560	366,000	366,000	497,870	319,000	316,000	(50,000)	(13.7)	316,000
Charges for Services	4,879,989	4,947,112	4,947,112	4,975,545	5,032,612	5,032,612	85,500	1.7	5,081,749
Donations, Receipts and Transfers	2,804,478	3,823,093	3,823,093	4,554,029	3,072,875	3,075,875	(747,218)	(19.5)	3,255,550
Intergovernmental	11,762,560	13,548,418	13,548,418	12,310,104	12,318,312	12,544,351	(1,004,067)	(7.4)	12,638,642
Other Financing Sources (Fund Balance)	2,221,638								
Total	\$46,142,800	\$46,235,606	\$46,235,606	\$47,010,864	\$46,424,472	\$46,650,511	\$414,905	0.9	\$47,281,262
Capital Projects Fund									
Donations, Receipts and Transfers	\$958,867			\$3,274,430	\$1,709,282	\$1,709,282	\$1,709,282	0.0	\$321,173
Intergovernmental	672,289	6,004,313	6,004,313	3,720,201	3,285,000	3,285,000	(2,719,313)	(45.3)	13,070,000
Other Financing Sources (Cash and Bonds)	6,827,047	12,875,909	12,875,909	3,998,184	7,494,873	7,494,873	(5,381,036)	(41.8)	9,358,654
Total	\$8,458,203	\$18,880,222	\$18,880,222	\$10,992,815	\$12,489,155	\$12,489,155	(\$6,391,067)	(33.9)	\$22,749,827
Utilities Fund									
Revenue Sources	\$14,648,781	14,944,573	14,944,573	\$15,022,540	\$15,890,057	\$15,890,057	\$945,484	6.3	16,214,650
Availability Fees Reserves	3,646,617	3,659,829	3,659,829	4,174,043	1,409,299	1,409,299	(2,250,530)	(61.5)	1,167,369
Cash Reserves	2,062,000	334,847	334,847	1,952,548	1,378,874	1,378,874	1,044,027	311.8	1,482,255
3-R Reserves	0	350,000	350,000	350,000	60,000	60,000	(290,000)	(82.9)	
Other Financing Sources (Bonds)	2,766,596	1,364,000	1,364,000	762,648	2,698,210	2,698,210	1,334,210	97.8	2,050,920
Total	\$23,123,994	\$20,653,249	\$20,653,249	\$22,261,779	\$21,436,440	\$21,436,440	\$783,191	3.8	\$20,915,194

¹ General Fund FY10 Actual required the use of fund balance whereas FY11-13 current revenues exceed current expenditures. See General Fund Pro Forma, page 4-1.

3.1 Revenue Summary (continued)

	FY 2010 Actual	FY 2011 Budgeted	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12		FY 2013 Projected
							\$ Inc/(Dec)	% Inc/(Dec)	
Airport Fund									
Leases	\$627,039	\$906,887	\$906,887	\$999,925	\$930,900	\$930,900	\$24,013	2.6	\$958,783
FBO Fees	27,053	98,610	98,610	65,000	51,700	51,700	(46,910)	(47.6)	51,700
Maintenance Reimbursement	28,074	8,000	8,000	13,861	8,000	8,000	0	0.0	8,000
Airport User Fees	26,969	29,348	29,348	33,000	35,000	35,000	5,652	19.3	35,000
Fuel Flow Fees	335			10,500	7,000	7,000	7,000		8,000
Insurance Recoveries	6,188			895			0		
Sponsorship		25,000	25,000	42,048	32,000	32,000	7,000	28.0	34,000
Miscellaneous	19,297	15,000	15,000	45,550	6,000	3,000	(12,000)	(80.0)	3,000
Grants	1,288,463	3,895,500	3,895,500	196,996	2,720,797	2,745,840	(1,149,660)	(29.5)	2,559,382
Bonds	498,151	79,500	79,500		55,353	55,353	(24,147)	(30.4)	51,557
Other Financing Sources	1,568,896	506,990	506,990	835,878			(506,990)	(100.0)	
Total	\$4,090,465	\$5,564,835	\$5,564,835	\$2,243,653	\$3,846,750	\$3,868,793	(\$1,696,042)	(30.5)	\$3,709,422
Total Revenues Major Funds	\$81,815,462	\$91,333,912	\$91,333,912	\$82,509,111	\$84,196,817	\$84,444,899	(\$6,889,013)	(7.5)	\$94,655,705

3.2 Expenditure Summary by Program, FY 2010-2013

	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY2013
General Fund	Actual	Budgeted	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Direction and Support Services	\$7,478,629	\$7,212,599	\$7,628,781	\$7,426,045	\$6,444,233	\$6,483,243	(\$729,356)	(10.1)	\$6,579,187
Public Safety	11,140,382	11,520,445	11,267,529	11,036,332	11,768,681	11,698,404	177,959	1.5	12,216,662
Public Works	11,248,717	11,011,351	11,969,901	11,256,062	11,059,752	11,165,640	154,289	1.4	11,478,782
Leisure Services	7,876,041	7,708,422	8,119,285	8,046,096	7,268,875	7,421,813	(286,609)	(3.7)	7,549,524
Community Development	3,399,716	3,471,251	3,855,806	3,591,431	2,672,141	2,660,328	(810,923)	(23.4)	2,827,599
Pooled Training Funds					147,538	147,538	147,538		92,756
Personnel Services Adjustments		(180,000)			510,770	476,940	656,940	365.0	
Debt Service	4,999,315	5,401,538	5,541,038	5,540,935	6,214,699	6,214,699	813,161	15.1	5,932,177
Total	\$46,142,800	\$46,145,606	\$48,382,340	\$46,896,901	\$46,086,689	\$46,268,605	\$122,999	0.3	\$46,676,687
Capital Projects Fund									
Operations	\$1,486,145	\$2,000,666	\$2,959,223	\$2,900,738	\$2,302,120	\$2,293,966	\$293,300	14.7	\$2,385,059
Capital Projects	6,972,058	16,879,556	16,879,556	8,092,077	10,187,035	10,187,035	(6,692,521)	(39.6)	20,361,000
Total	\$8,458,203	\$18,880,222	\$19,838,779	\$10,992,815	\$12,489,155	\$12,481,001	(6,399,221)	(33.9)	\$22,746,059
Utilities Fund									
Operations	\$12,458,201	\$12,720,644	\$13,188,716	\$12,449,058	\$12,351,357	\$12,293,710	(\$426,934)	(3.4)	\$12,765,282
Capital Projects	5,030,174	2,480,000	2,480,000	1,386,633	4,905,837	4,905,837	2,425,837	97.8	3,728,946
Debt Service	5,635,619	5,452,605	5,452,605	5,502,605	4,179,246	4,179,246	(1,273,359)	(23.4)	4,358,811
Total	\$23,123,994	\$20,653,249	\$21,121,321	\$19,338,296	\$21,436,440	\$21,378,793	\$725,544	3.5	\$20,853,039
Airport Fund									
Operations	\$994,280	\$1,014,082	\$1,014,083	\$1,008,518	\$1,046,662	\$1,045,398	\$31,316	3.1	\$1,127,667
Capital Projects	2,702,077	3,975,000	3,975,000	682,465	2,767,650	2,767,650	(\$1,207,350)	(30.4)	2,577,850
Debt Service	394,108	575,753	553,753	552,670			(\$575,753)	(100.0)	
Total	\$4,090,465	\$5,564,835	\$5,542,836	\$2,243,653	\$3,814,312	\$3,813,048	(\$1,751,787)	(31.5)	\$3,705,517
Total Expenditures Major Funds	\$81,815,462	\$91,243,912	\$94,885,276	\$79,471,665	\$83,826,596	\$83,941,447	(\$7,302,465)	(8.0)	\$93,981,302

3.3 Expenditure Summary by Category – Adopted FY 2012

	General Fund	Cap. Proj. Fund	Utilities Fund	Airport Fund	Total All Funds
Personnel Expenditures					
Salaries	\$19,869,102	\$935,786	\$4,697,366	\$216,918	\$25,719,172
Social Security and Medicare	1,457,027	70,514	357,209	12,591	1,897,341
Retirement	2,051,636	112,100	587,926	20,198	2,771,860
Health Insurance	2,449,897	122,132	833,666	18,004	3,423,699
Life Insurance	44,182	2,414	12,660	435	59,691
Long-term Disability Insurance	81,185	4,397	23,067	792	109,441
Unemployment Compensation Insurance	17,286	656	5,052	197	23,191
Workers Compensation Insurance	242,422	783	94,784	3,711	341,700
Optional Benefits	284,041	11,610	88,823	2,963	387,437
Other Post Employment Benefits (OPEB)	1,088,772	59,499	312,039	10,721	1,471,031
Total Personnel	\$27,585,550	\$1,319,891	\$7,012,592	\$286,530	\$36,204,563
Operating Expenditures					
Contractual Services	\$7,168,450	\$91,466	\$752,448	\$131,199	\$8,143,563
Materials and Supplies	1,245,823	12,460	1,129,200	22,900	2,410,383
Transfer Payments	959,879	861,232	1,761,517	485,370	4,067,998
Continuous Charges	2,348,594	8,917	1,418,988	119,399	3,895,898
Capital Expenditures	745,610		218,965		964,575
Total Operating	\$12,468,356	\$974,075	\$5,281,118	\$758,868	\$19,482,417
Capital Expenditures					
Capital Outlay		\$10,187,035	\$4,905,837	\$2,767,650	\$17,860,522
Debt Service	6,214,699		4,179,246		10,393,945
Total Capital	\$6,214,699	\$10,187,035	\$9,085,083	\$2,767,650	\$28,254,467
GRAND TOTAL	\$46,268,605	\$12,481,001	\$21,378,793	\$3,813,048	\$83,941,447

3.4 Debt Service Summaries

Table 3.1 Outstanding Long-term Debt as of June 30, 2010

Description	Governmental Activities	Business-Type Activities	Totals
Bond Long-term Debt			
1997 Utility Revenue Refunding		\$1,045,000	\$1,045,000
1999 VRA Utility Revenue		6,831,307	6,831,307
2000 Public Improvement	2,463,280	816,720	3,280,000
2001 General Obligation	2,920,323		2,920,323
2003 General Obligation Refunding	243,915	101,085	345,000
2003 General Obligation	874,383		874,383
2005 General Obligation	7,910,000		7,910,000
2006 General Obligation		53,920,000	53,920,000
2006B General Obligation and Refunding	17,005,025	2,184,975	19,190,000
2007 Bond Anticipation Note	5,000,000		5,000,000
2009 Build America Bonds	22,454,341	6,689,593	29,143,934
Total Bonds Payable	\$58,871,267	\$71,588,680	\$130,459,947

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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. In FY 2010, the Town’s General Fund absorbed \$798,241 in capital equipment costs and about \$600,000 in costs related to the record snowfall, so the planned use of \$861,339 in fund balance rose to about \$2.2 million. All other years in the pro forma show no use of fund balance except for FY 2017, which likely will be reversed well before that time. The fiscal policy of maintaining a minimum of 15% of General Fund Expenditures is more than met throughout the entire pro forma.

	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted	FY 2013 Forecast	FY 2014 Forecast	FY 2015 Forecast	FY 2016 Forecast	FY 2017 Forecast
BEGINNING BALANCE	\$17,998,810	\$15,777,169	\$15,891,142	\$16,273,048	\$16,877,623	\$18,018,813	\$19,008,600	\$20,666,787
SOURCES								
Taxes	\$25,388,085	\$25,812,564	\$26,813,673	\$27,121,321	\$27,988,607	\$28,975,888	\$30,159,020	\$31,562,201
Revenue from Federal Government	214,600	306,210	389,560	382,907	374,933	365,356	356,080	348,256
Revenue from State Government	9,002,382	9,425,177	9,374,995	9,475,939	9,558,501	9,642,715	9,835,570	10,032,281
Charges for Services	4,901,268	5,020,545	5,182,612	5,246,749	5,282,893	5,333,787	5,440,463	5,549,272
Permits and Fees	453,535	515,000	600,000	600,000	611,000	622,220	634,664	647,358
Fines and Forfeitures	402,163	550,752	383,000	383,000	383,000	383,000	390,660	398,473
Donations and Transfers	3,170,324	4,882,746	3,590,671	3,755,346	3,787,132	3,819,235	3,895,220	3,952,724
Use of Money and Property	388,805	497,870	316,000	316,000	316,000	316,000	320,320	324,726
Total - SOURCES	\$43,921,162	\$47,010,864	\$46,650,511	\$47,281,262	\$48,302,066	\$49,458,201	\$51,031,997	\$52,815,291
USES								
Personnel Expenditures	\$28,371,575	\$28,722,514	\$27,585,550	\$28,579,281	\$29,304,190	\$30,121,198	\$30,978,204	\$31,565,564
Operating Expenditures	10,082,793	10,344,723	10,762,867	10,732,759	11,136,363	11,566,934	11,798,272	12,034,238
Capital Expenditures	1,563,768	1,301,522	745,610	291,110	305,666	311,779	318,014	324,375
Debt Service	4,999,315	5,540,935	6,214,699	5,932,177	5,250,470	5,281,032	5,068,100	7,843,397
Transfers and Allocations	1,125,352	987,197	959,879	1,141,360	1,164,187	1,187,471	1,211,220	1,235,445
Total - USES	\$46,142,803	\$46,896,891	\$46,268,605	\$46,676,687	\$47,160,876	\$48,468,414	\$49,373,810	\$53,003,019
Surplus/(Deficit)	(\$2,221,641)	\$113,973	\$381,906	\$604,575	\$1,141,190	\$989,787	\$1,658,186	(\$187,727)
ENDING BALANCE	\$15,777,169	\$15,891,142	\$16,273,048	\$16,877,623	\$18,018,813	\$19,008,600	\$20,666,787	\$20,479,059

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. The Town of Leesburg is currently at about 85% build-out. By FY 2014, most of the major transportation-related capital improvement projects in the Town’s Capital Improvements Program should be completed, after which the Program is expected to taper off significantly in scope and size. Bond funding requirements are reviewed annually based upon actual expenditures. FY 2014 bond funding reflects projection of actual expenditures versus budgeted, but will be adjusted as necessary.

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Estimated	Adopted	Forecast	Forecast	Forecast	Forecast	Forecast
BEGINNING BALANCE	\$17,946	\$12,939,512	\$8,941,328	\$10,253,099	\$898,213	\$2,677,285	\$45,869	(\$2,535,174)
SOURCES								
Intergovernmental	\$3,773,876	\$3,720,201	\$3,285,000	\$13,070,000	\$4,921,832	\$1,250,000		
Charges for Services	91,540							
Donations and Transfers	2,224,048	3,274,430	1,709,282	321,173	75,000	75,000	75,000	75,000
Use of Money and Property	125,372							
Bond Proceeds	15,164,933		8,798,490		8,500,000			
Total - SOURCES	\$21,379,769	\$6,994,631	\$13,792,772	\$13,391,173	\$13,496,832	\$1,325,000	\$75,000	\$75,000
USES								
Personnel Expenditures	\$1,153,939	\$1,050,050	\$1,319,891	\$1,391,670	\$1,419,503	\$1,447,893	\$1,476,851	\$1,506,388
Operating Expenditures	307,706	180,029	112,843	113,389	115,657	117,970	120,329	122,736
Capital Expenditures	6,972,058	8,092,077	10,187,035	20,361,000	9,285,000	1,475,000	125,000	375,000
Transfers and Allocations	24,500	1,670,659	861,232	880,000	897,600	915,552	933,863	952,540
Total - USES	\$8,458,203	\$10,992,815	\$12,481,001	\$22,746,059	\$11,717,760	\$3,956,415	\$2,656,044	\$2,956,665
Surplus/(Deficit)	\$12,921,566	(\$3,998,184)	\$1,311,771	(\$9,354,886)	\$1,779,072	(\$2,631,415)	(\$2,581,044)	(\$2,881,665)
ENDING BALANCE	\$12,939,512	\$8,941,328	\$10,253,099	\$898,213	\$2,677,285	\$45,869	(\$2,535,174)	(\$5,416,839)

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. Precipitous drop in availability fees due to the recent sudden economic downturn are the main cause of the use of fund balance in FY 2010 and 2011. The Town expects to conduct a utilities rate study to mitigate the use of fund balance as shown in FY 2013 and FY 2016-17 below, meet the fiscal policy of maintaining a fund balance equal to 100% of operating revenue, and smooth the level of ending fund balances from year to year.

	FY 2010	2011	2012	2013	2014	2015	2016	2017
	Actual	Estimated	Adopted	Forecast	Forecast	Forecast	Forecast	Forecast
BEGINNING BALANCE	\$19,710,410	\$17,409,911	\$14,481,475	\$14,722,739	\$11,684,350	\$13,538,231	\$14,618,305	\$13,965,409
SOURCES								
Usage Fees	\$12,350,839	\$13,300,000	\$14,100,000	\$14,400,000	\$14,832,000	\$15,573,600	\$15,573,600	\$15,573,600
Fixed Fees	968,068	890,000	960,000	1,000,000	1,280,000	1,280,000	1,280,000	1,280,000
Penalties	134,556	150,000	160,000	175,000	182,000	170,352	170,352	170,352
Service Charges	64,274	50,000	50,000	60,000	50,000	50,000	50,000	50,000
Pro Rata Fees	273,423	150,000	65,500	66,000	100,000	100,000	100,000	100,000
Availability Fees Rec'd	1,743,659	1,037,320	1,300,000	1,600,000	1,704,526	2,024,630	2,024,630	2,024,630
Miscellaneous	857,621	832,540	554,557	513,650	513,650	513,650	513,650	513,650
Bond Proceeds	4,431,055		4,430,000		2,800,000			
Total - SOURCES	\$20,823,495	\$16,409,860	\$21,620,057	\$17,814,650	\$21,462,176	\$19,712,232	\$19,712,232	\$19,712,232
USES								
Operations	\$12,458,201	\$12,449,058	\$12,293,710	\$12,765,282	\$13,020,588	\$13,280,999	\$13,546,619	\$13,817,552
Debt Service	5,635,619	5,502,605	4,179,246	4,358,811	4,102,707	4,151,159	6,368,509	6,365,559
Capital Projects	5,030,174	1,386,633	4,905,837	3,728,946	2,485,000	1,200,000	450,000	358,000
Total - USES	\$23,123,994	\$19,338,296	\$21,378,793	\$20,853,039	\$19,608,295	\$18,632,158	\$20,365,128	\$20,541,111
Surplus/(Deficit)	(\$2,300,499)	(\$2,928,436)	\$241,264	(\$3,038,389)	\$1,853,881	\$1,080,074	(\$652,896)	(\$828,879)
ENDING BALANCE	\$17,409,911	\$14,481,475	\$14,722,739	\$11,684,350	\$13,538,231	\$14,618,305	\$13,965,409	\$13,136,530

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. The Airport Fund is an enterprise fund, established to account separately for its operating, investing, and financing activities. Because revenues have been insufficient to pay operating expenses and debt service, beginning in FY 2012, the General Fund will begin paying the Airport’s debt service. To offset this General Fund expenditure, surplus funds remaining at year end in the Airport Fund will be transferred to the General Fund until all General Fund expenditures have been reimbursed.

	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted	FY 2013 Forecast	FY 2014 Forecast	FY 2015 Forecast	FY 2016 Forecast	FY 2017 Forecast
BEGINNING BALANCE	(\$1,171,517)	(\$1,820,734)	(\$2,656,612)	(\$2,549,309)	(\$2,596,961)	(\$2,554,930)	(\$2,594,806)	(\$2,619,305)
SOURCES								
Leases	\$639,449	\$990,925	\$921,901	\$949,783	\$968,779	\$988,154	\$1,007,917	\$1,028,076
Condominium Association Fee	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
FBO Fees	27,053	65,000	51,700	51,700	52,734	53,789	54,864	55,962
Maintenance Reimbursement	28,074	13,861	8,000	8,000	8,000	8,000	8,000	8,000
Airport User Fees	26,969	33,000	35,000	35,000	35,700	36,414	37,142	37,885
Fuel Flow Fees	335	10,500	7,000	8,000	8,160	8,323	8,490	8,659
Sponsorship	6,200	42,048	32,000	34,000	34,680	35,374	36,081	36,803
Miscellaneous	14,977	46,445	3,000	3,000	3,060	3,121	3,184	3,247
Grants	1,264,696	196,996	2,745,840	2,559,382	171,500	994,700	490,000	1,633,023
Bond Proceeds	1,424,495		106,910		70,000			
Total - SOURCES	\$3,441,248	\$1,407,775	\$3,920,351	\$3,657,865	\$1,361,613	\$2,136,875	\$1,654,678	\$2,820,655
USES								
Operations	\$994,280	\$1,008,518	\$1,045,398	\$1,127,667	\$1,144,582	\$1,161,751	\$1,179,177	\$1,196,865
Capital Projects	2,702,077	682,465	2,767,650	2,577,850	175,000	1,015,000	500,000	1,666,350
Debt Service	394,108	552,670						
Total - USES	\$4,090,465	\$2,243,653	\$3,813,048	\$3,705,517	\$1,319,582	\$2,176,751	\$1,679,177	\$2,863,215
Surplus/(Deficit)	(\$649,217)	(\$835,878)	\$107,303	(\$47,652)	\$42,031	(\$39,876)	(\$24,499)	(\$42,560)
ENDING BALANCE	(\$1,820,734)	(\$2,656,612)	(\$2,549,309)	(\$2,596,961)	(\$2,554,930)	(\$2,594,806)	(\$2,619,305)	(\$2,661,864)

SPECIAL REVENUE 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 four nonmajor special revenue funds in the aggregate (Virginia Bowie, Balch Library, Irwin W. Uran, and Valeria Symington).

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Estimated	Adopted	Forecast	Forecast	Forecast	Forecast	Forecast
BEGINNING BALANCE	\$6,065,247	\$5,679,497	\$782,130	\$823,719	\$781,991	\$834,107	\$867,093	\$920,256
SOURCES								
Donations and Transfers	\$255,000	\$439,619						
Use of Money and Property	33,116	53,136	51,088	51,599	52,115	52,636	53,163	53,694
Total - SOURCES	\$288,116	\$492,755	\$51,088	\$51,599	\$52,115	\$52,636	\$53,163	\$53,694
USES								
Debt Service	\$169,500	\$5,169,500						
Transfers and Allocations	504,366	220,622	9,500	93,327		19,650		
Total - USES	\$673,866	\$5,390,122	\$9,500	\$93,327		\$19,650		
Surplus/(Deficit)	(\$385,750)	(\$4,897,367)	\$41,588	(\$41,728)	\$52,115	\$32,986	\$53,163	\$53,694
ENDING BALANCE	\$5,679,497	\$782,130	\$823,719	\$781,991	\$834,107	\$867,093	\$920,256	\$973,950

SPECIAL REVENUE FUNDS

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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. "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.

Table 5.1 GENERAL FUND BUDGET SUMMARY

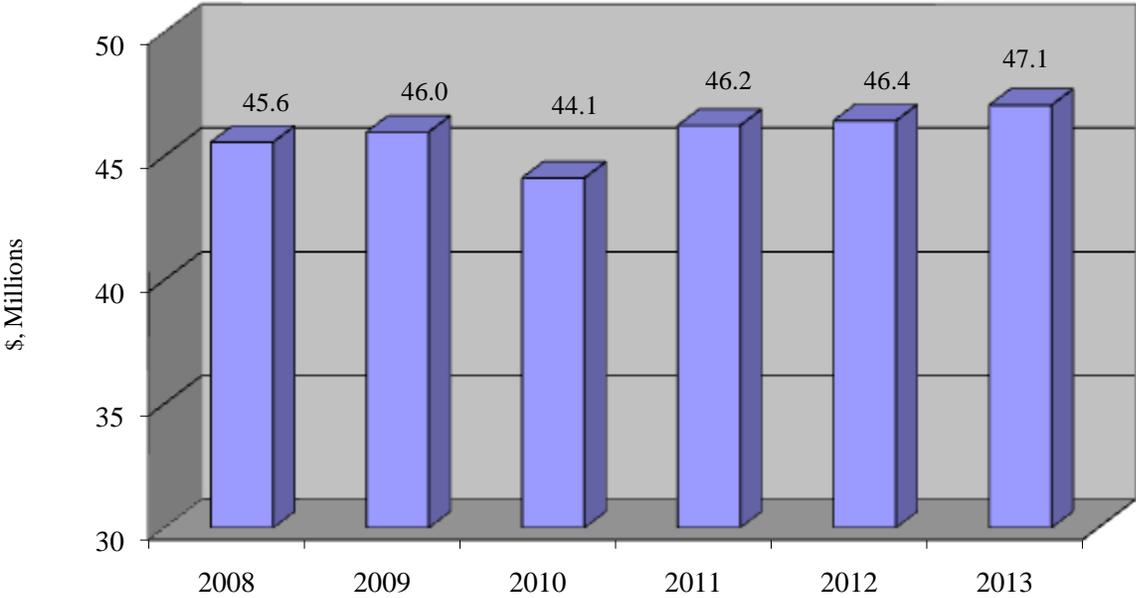
Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Direction and Support Services	\$7,478,629	\$7,212,599	\$7,628,781	\$7,426,045	\$6,444,233	\$6,483,243	(\$729,356)	(10.1)	\$6,579,187
Public Safety	11,140,382	11,520,445	11,267,529	11,036,332	11,768,681	11,698,404	177,959	1.5	12,216,662
Public Works	11,248,717	11,011,351	11,969,901	11,256,062	11,059,752	11,165,640	154,289	1.4	11,478,782
Leisure Services	7,876,041	7,708,422	8,119,285	8,046,096	7,268,875	7,421,813	(286,609)	(3.7)	7,549,524
Community Development	3,399,716	3,471,251	3,855,806	3,591,431	2,672,141	2,660,328	(810,923)	(23.4)	2,827,599
Pooled Training Funds					147,538	147,538	147,538	100.0	92,756
Personnel Services Adjustment		(180,000)			510,770	476,940	656,940	(365.0)	
Debt Service	4,999,315	5,401,538	5,541,038	5,540,935	6,214,699	6,214,699	813,161	15.1	5,932,177
TOTAL	\$46,142,800	\$46,145,606	\$48,382,340	\$46,896,901	\$46,086,689	\$46,268,605	\$122,999	0.3	\$46,676,687
FTE Summary	347.38	346.68	346.68	346.68	319.16	319.16	(27.52)	(7.9)	319.16
Funding Summary									
General Fund	\$25,440,514	\$22,497,149	\$24,733,883	\$24,175,147	\$24,211,190	\$24,226,710	\$1,729,561	7.7	\$24,477,785
Permits and Fees	453,535	450,000	450,000	505,000	600,000	600,000	150,000	33.3	600,000
Fines and Forfeitures	402,164	545,000	545,000	490,000	533,000	533,000	(12,000)	(2.2)	533,000
Use of Money and Property	399,560	366,000	366,000	368,000	319,000	319,000	(47,000)	(12.8)	316,000
Charges for Services	4,879,989	4,947,112	4,947,112	4,926,680	5,032,312	5,032,312	85,200	1.7	5,081,749
Donations/Transfers	2,397,702	3,253,280	3,253,280	3,880,021	3,020,875	3,020,875	(232,405)	(7.1)	3,200,550
Intergovernmental	11,762,560	13,548,418	13,548,418	12,056,406	12,318,312	12,484,708	(1,063,710)	(7.9)	12,412,603
Proffers and Developer Contril	406,776	538,647	538,647	495,647	52,000	52,000	(486,647)	(90.3)	55,000
TOTAL	\$46,142,800	\$46,145,606	\$48,382,340	\$46,896,901	\$46,086,689	\$46,268,605	\$122,999	0.3	\$46,676,687

GENERAL FUND SUMMARIES (continued)

5.1.1 General Fund Revenue Summaries

Chart 5.1 depicts General Fund revenue for six years to include FY 2013. 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 2012 and FY 2013 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 2008-2013



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 2012.

Table 5.2 General Fund Revenue, FY 2010-2013									
General Fund	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budgeted	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Real Estate Taxes	\$10,661,136	\$11,198,983	\$11,198,983	\$10,750,000	\$11,414,723	\$11,414,723	\$215,740	1.9	\$11,641,017
Public Service Corporation Taxes	226,721	190,000	190,000	228,694	227,000	227,000	37,000	19.5	227,000
Personal Property Taxes	1,470,604	1,660,000	1,660,000	1,660,000	1,528,000	1,528,000	(132,000)	(8.0)	1,528,000
Other Local Taxes	10,860,415	9,507,000	9,507,000	10,923,870	11,378,950	11,378,950	1,871,950	19.7	11,460,304
Permits, Fees, and Licenses	453,535	450,000	450,000	515,000	600,000	600,000	150,000	33.3	600,000
Fines and Forfeitures	402,164	545,000	545,000	595,752	533,000	533,000	(12,000)	(2.2)	533,000
Use of Money and Property	399,560	366,000	366,000	497,870	319,000	316,000	(50,000)	(13.7)	316,000
Charges for Services	4,879,989	4,947,112	4,947,112	4,975,545	5,032,612	5,032,612	85,500	1.7	5,096,749
Donations, Receipts and Transfers	2,804,478	3,823,093	3,823,093	4,554,029	3,072,875	3,075,875	(747,218)	(19.5)	3,240,550
Intergovernmental	11,762,560	13,548,418	13,548,418	12,310,104	12,318,312	12,544,351	(1,004,067)	(7.4)	12,638,642
Other Financing Sources	2,221,638						0		
Total	\$46,142,800	\$46,235,606	\$46,235,606	\$47,010,864	\$46,424,472	\$46,650,511	\$414,905	0.90	\$47,281,262

GENERAL FUND SUMMARIES (continued)

5.1.1 General Fund Revenue Summaries (continued)

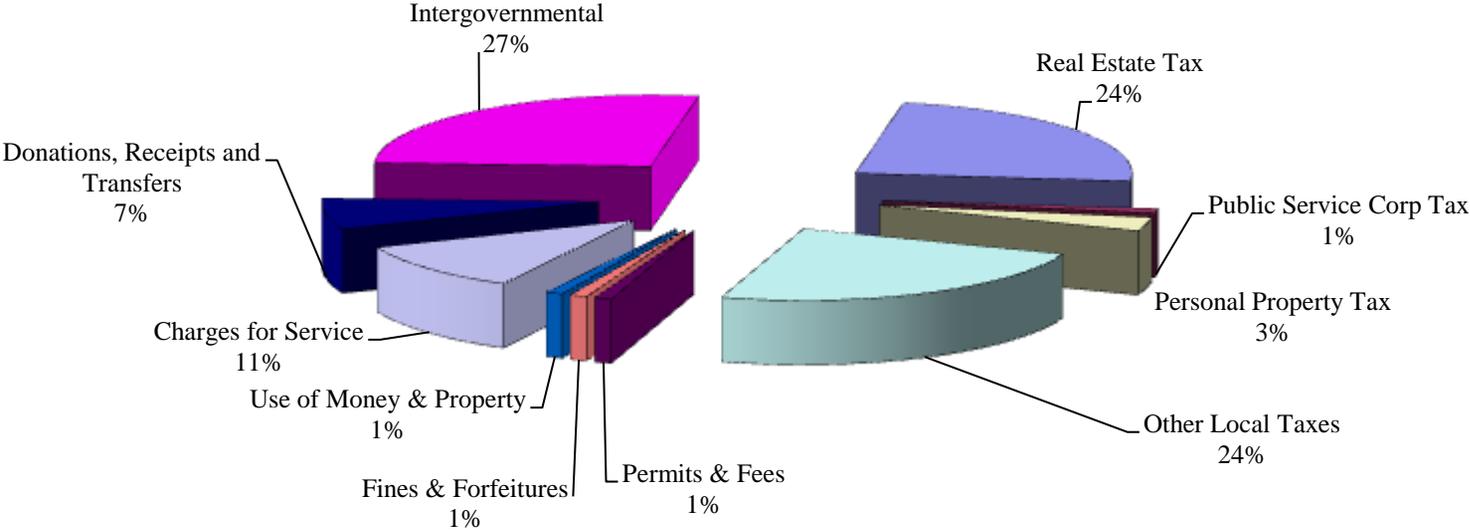


Chart 5.2 General Fund Revenue Percentages by Category, FY 2012

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

Revenues from real estate taxes are budgeted at \$11,414,723. This includes \$11,214,723 in real estate taxes, \$100,000 for delinquencies, and \$100,000 for penalties and interest on late payments. Public service corporation taxes are budgeted at \$227,000 (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 2011 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.
- **Disabled Veterans Tax Relief:** A real estate tax exemption on the principal dwelling and up to three acres for veterans with 100 percent service-connected, total and permanent disability.

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Real Estate Tax (continued)

Chart 5.3 Assessed Real Estate Values and Tax Rates, 2008-2012

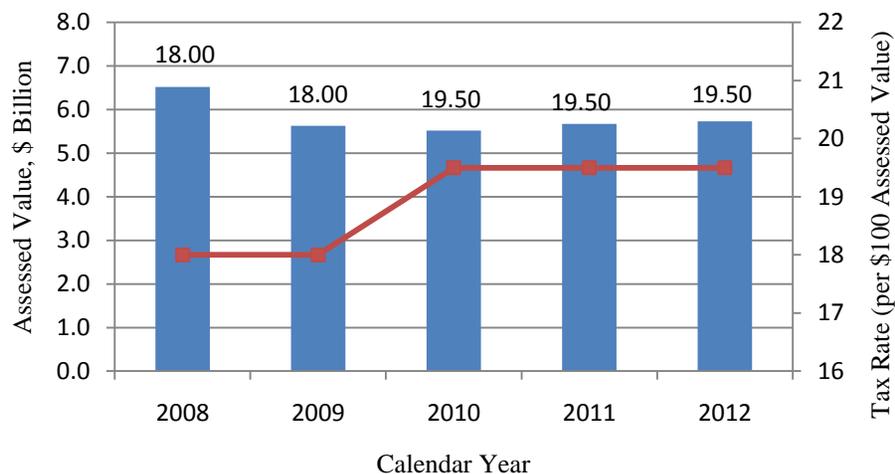


Chart 5.3 above illustrates the trends in assessed values of real estate and the Leesburg real property tax rates over the past four years and projected values for 2012.

Chart 5.4 above illustrates the changes that have occurred in the Town’s per capita real estate tax bills for the last four years and projected value for 2012.

The proposed tax rate for FY 2012 is \$19.5 cents. Table 5.3 at right shows that Leesburg’s 2011 tax rate of \$0.195 is still one of the lowest tax rates among the five Virginia towns with the largest populations (2010 U.S. Census data).

Chart 5.4 Per Capita Real Estate Tax Bills, 2008-2012

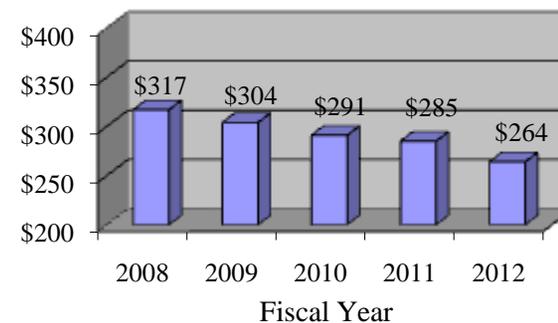


Table 5.3 CY 2011 Real Estate Tax Rates for Virginia’s Five Largest Towns

Town (pop.)	FY 2011 Adopted Tax Rate
Herndon (23,292)	0.2675
Vienna (15,687)	0.2448
Blacksburg (42,620)	0.2200
Leesburg (42,616)	0.1950
Christiansburg (21,041)	0.1126
Average	\$0.2080

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

Revenue from the personal property tax is budgeted at \$1,528,000. This includes \$1,468,000 in personal property 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 proposed for tax year 2011 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. Of the \$1,871,950 increase from the FY 2011 budget, \$1,320,000 is a result of moving the Utility Consumption Tax that was included in Intergovernmental revenue to the Utility Tax in this category. Cigarette Tax revenue is projected to increase \$350,000 due to an increase in the tax rate from \$.50 to \$.75 per pack for cigarettes sold in the Town. The \$165,000 increase in the Bank Franchise Tax reflects recent collections. Meals Tax revenue is estimated to increase \$117,720 as a result of the upturn in the local economy. The \$175,000 reduction in Transient Occupancy Tax revenue reflects the continued impact of the economic downturn on room rentals.

Table 5.4 Other Local Taxes, FY 2010-2013

	FY 2010 Actual	FY 2011 Budgeted	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12		FY 2013 Projected
							\$ Inc/(Dec)	% Inc/(Dec)	
Business and Occupational Tax	\$2,708,180	\$2,835,000	\$2,835,000	\$2,835,000	\$2,900,000	\$2,900,000	\$65,000	2.3	\$2,958,000
Transient Occupancy Tax	567,223	750,000	750,000	550,000	575,000	575,000	(175,000)	(23.3)	575,000
Meals Tax	3,326,332	3,350,000	3,350,000	3,500,000	3,467,720	3,467,720	117,720	3.5	3,537,074
Bank Franchise Tax	763,421	600,000	600,000	600,000	765,000	765,000	165,000	27.5	765,000
Daily Rental Tax	8,457	15,000	15,000	8,400	17,230	17,230	2,230	14.9	17,230
Utility & Utility Consumption Tax	1,489,727	150,000	150,000	1,564,000	1,470,000	1,470,000	1,320,000	880.0	1,470,000
Cable TV Franchise Tax	205,325	77,000	77,000	136,470	104,000	104,000	27,000	35.1	104,000
Cigarette Tax	805,298	800,000	800,000	830,000	1,150,000	1,150,000	350,000	43.8	1,104,000
Right-of-way Use Tax	205,325	150,000	150,000	130,000	150,000	150,000	0	0.0	150,000
Motor Vehicle Licenses	781,127	780,000	780,000	770,000	780,000	780,000	0	0.0	780,000
Total	\$10,860,415	\$9,507,000	\$9,507,000	\$10,923,870	\$11,378,950	\$11,378,950	\$1,871,950	19.7	\$11,460,304

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

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 on cigarettes sold in the Town. Effective May 1, 2011 the tax increased from \$.50 to \$.75 per pack.
- **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 is estimated to increase by \$55,000 in FY 2011 and \$150,000 in FY 2012 as a result of changes in development fees enacted in February 2011. The actual amount of the increase is dependent upon development activity.

Table 5.5 Permits, Fees, and Licenses, FY 2010-2013

	FY 2010 Actual	FY 2011 Budgeted	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12		FY 2013 Projected
							\$ Inc/(Dec)	% Inc/(Dec)	
Zoning and Development Fees	\$437,002	\$400,000	\$400,000	\$465,000	\$550,000	\$550,000	\$150,000	37.5	\$550,000
Miscellaneous Permits, Fees, and Licenses	16,533	50,000	50,000	50,000	50,000	50,000	0	0.0	50,000
Total	\$453,535	\$450,000	\$450,000	\$515,000	\$600,000	\$600,000	\$150,000	33.3	\$600,000

- **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

A slight decline (\$20,000) in revenue from traffic fines is offset partially by a projected increase (\$8,000) in parking ticket fines. Revenue from parking ticket fines is expected to increase as result of continued enforcement activities and increases in certain parking fines that took effect on May 1, 2011. Based upon the status of prosecutions, the police department does not anticipate any distribution of forfeitures in FY 2012. The receipt of police forfeiture revenue is based upon successful prosecution and liquidation of any assets seized by authorities. In late FY 2011, the Town is 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. Revenues are not projected for FY 2011 given the expected late start in the fiscal year. The estimated revenue of \$150,000 in FY 2012 and FY 2013 are based upon the number of false alarms anticipated 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 2010-2013

	FY 2010 Actual	FY2011 Budgeted	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	% Inc/(Dec)	FY 2013 Projected
Traffic Fines	\$300,255	\$320,000	\$320,000	\$440,000	\$300,000	\$300,000	(\$20,000)	(6.3)	\$300,000
Parking Ticket Fines	96,570	75,000	75,000	103,000	83,000	83,000	8,000	10.7	83,000
Police Forfeitures	5,338			7,752			0		
Claims & Settlements				45,000			0		
False Alarm Fees		150,000	150,000		150,000	150,000	0	0.0	150,000
Total	\$402,163	\$545,000	\$545,000	\$595,752	\$533,000	\$533,000	(\$12,000)	(2.2)	\$533,000

- **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 \$50,000. This is a result of projected decreases of \$35,000 in parking meter and garage revenue and a decrease of \$15,000 in revenue from Recoveries received from citizens and insurance companies for damage to Town property. The Council is considering several alternatives for future operation of the parking garage (fees, automation, hours for fee collections) that could impact the FY 2012 and FY 2013 revenue projections. Income from interest, sale of surplus property, and Balch Library are expected to remain at current levels.

Table 5.7 Use of Money and Property, FY 2010-2013

	FY 2010 Actual	FY 2011 Budgeted	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12		FY 2013 Projected
							\$ Inc/(Dec)	% Inc/(Dec)	
Interest	\$72,771	\$100,000	\$100,000	\$63,000	\$100,000	\$100,000	\$0	0.0	\$100,000
Parking Meters	59,632	70,000	70,000	59,700	60,000	60,000	(10,000)	(14.3)	60,000
Parking Garage	100,190	125,000	125,000	77,800	100,000	100,000	(25,000)	(20.0)	100,000
Sale of Surplus Property	66,559	30,000	30,000	48,440	30,000	30,000	0	0.0	30,000
Balch Library	13,642	16,000	16,000	16,320	16,000	16,000	0	0.0	16,000
Recoveries	47,693	25,000	25,000	138,210	10,000	10,000	(15,000)	(60.0)	10,000
Misc. Revenue	39,073			94,400	3,000	0	0		
Total	\$399,560	\$366,000	\$366,000	\$497,870	\$319,000	\$316,000	(\$50,000)	(13.7)	\$316,000

- **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 offered by the Town. Revenues for publications and fingerprinting have been reduced to reflect recent collection trends. Revenues from parks and recreation program fees are projected to increase \$102,000 from \$4,887,112 in FY 2011 to \$4,989,112 in FY 2012. The estimated revenue in FY 2011 for the tennis program is expected to increase by \$100,514 in FY 2011 as a result of increased participation. A supplemental appropriation of approximately \$100,000 was approved in FY 2011 to provide funding for added instructor time to meet increased demand.

Table 5.8 Charges for Services, FY 2010-2013

	FY 2010 Actual	FY 2011 Budgeted	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12		FY 2013 Projected
							\$ Inc/(Dec)	% Inc/(Dec)	
Publications	\$2,439	\$8,000	\$8,000	\$4,000	\$4,000	\$4,000	(\$4,000)	(50.0)	\$4,000
Police Reports/Fingerprints	4,521	5,000	5,000	4,030	4,500	4,500	(500)	(10.0)	4,500
Police Extraditions	1,347	5,000	5,000	15,210	5,000	5,000	0	0.0	5,000
Parks and Recreation Fees	4,867,136	4,887,112	4,887,112	4,922,305	4,989,112	4,989,112	102,000	2.1	5,053,249
Miscellaneous Revenue	4,546	42,000	42,000	30,000	30,000	30,000	(12,000)	(28.6)	30,000
Total	\$4,879,989	\$4,947,112	\$4,947,112	\$4,975,545	\$5,032,612	\$5,032,612	\$85,500	1.7	\$5,096,749

- **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 2010-2013

	FY 2010 Actual	FY 2011 Budgeted	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12		FY 2013 Projected
							\$ Inc/(Dec)	% Inc/(Dec)	
Admissions and Membership Passes	\$1,889,392	\$1,978,000	\$1,978,000	\$1,800,000	\$1,963,000	\$1,963,000	(\$15,000)	(0.8)	\$1,963,000
Tennis Fees	749,382	691,000	691,000	794,000	740,000	740,000	49,000	7.1	780,000
Aquatic Classes	512,490	531,000	531,000	525,000	531,000	531,000			536,000
Sports Programs	159,542	125,000	125,000	154,000	140,000	140,000	15,000	12.0	150,000
Recreation Classes	209,294	235,620	235,620	203,000	235,620	235,620			235,620
Preschool/Camps	361,825	334,492	334,492	357,689	356,492	356,492	22,000	6.6	358,629
Personal Trainers/Fitness Classes	273,726	236,000	236,000	279,000	270,000	270,000	34,000	14.4	275,000
Special Events	171,237	200,000	200,000	174,000	197,000	197,000	(3,000)	(1.5)	197,000
Parks & Special Services	30,253	31,000	31,000	35,065	31,000	31,000			33,000
Reimbursement for Services	51,420	15,000	15,000	56,000	15,000	15,000			15,000
Outdoor Pool	458,575	510,000	510,000	450,000	510,000	510,000			510,000
Miscellaneous		42,000	42,000	94,551	30,000	30,000	(12,000)	(28.6)	30,000
Total	\$4,867,136	\$4,929,112	\$4,929,112	\$4,922,305	\$5,019,112	\$5,019,112	\$90,000	1.8	\$5,083,249

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Donations, Receipts, and Transfers

Transfer payments from the Utilities, Airport, and Capital Project Funds to the General Fund are 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. Reductions in the Utilities (\$5,635) and Capital Project Funds (\$11,186) transfers are the result of staff reductions. FY 2011 was the first year that the Capital Asset Replacement Fund was used as an offset for \$548,000 in qualifying purchases (expenditures shown in relevant department budgets below).

The Airport Fund transfer to the General Fund is increasing by \$180,750 to \$448,992 in FY 2012. The Airport Fund generates sufficient revenue to pay normal operating expenses and the General Fund administrative overhead. However, the revenue is not sufficient to pay debt service which the General Fund has paid for a number of years. Starting in FY 2012, the overhead payment to the General Fund will be suspended. Any balance in the Airport Fund at the end of the fiscal year will be transferred to the General Fund to defray, as much as possible, the annual debt service payment. This will continue until the Airport Fund generates revenue sufficient to pay for operations, debt service, General Fund administrative overhead, and any capital project expenses.

With the FY 2011 transfer, the Irwin Uran Trust Fund is exhausted. The remaining balance in the Symington Fund will pay off the Bond Anticipation Note that was used for construction of the tennis bubble and outdoor pool. No proffer funds are available for FY 2012 and FY 2013. Private contributions have been reduced by \$38,000 to \$7,000 to more accurately reflect contributions received the last several years.

Table 5.10 Donations, Receipts, and Transfers, FY 2010-2013

	FY 2010 Actual	FY 2011 Budgeted	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	Adopted FY 11 to FY 12 % Inc/(Dec)	FY 2013 Projected
Utilities Fund Transfer	\$1,790,786	\$1,709,286	\$1,709,287	\$1,709,286	\$1,703,651	\$1,703,651	(\$5,635)	(0.3)	\$1,745,560
Airport Fund Transfer	202,734	268,242	268,242	229,076	448,992	448,992	180,750	67.4	552,990
Uran Trust Fund Transfer	372,938	220,000	220,000	220,000			(220,000)	(100.0)	
Symington Fund		169,500	169,500				(169,500)	(100.0)	
Capital Projects Fund	24,500	872,418	872,418	1,670,659	861,232	861,232	(11,186)	100.0	880,000
Capital Asset Replacement Reserve				548,000					
Developer Contributions	55,456	53,000	53,000	(41,362)	52,000	55,000	(1,000)	(1.9)	55,000
Proffers	351,320	485,647	485,647	212,400			(485,647)	(100.0)	
Private Contributions	6,744	45,000	45,000	5,970	7,000	7,000	(38,000)	(84.4)	7,000
Total	\$2,804,478	\$3,823,093	\$3,823,094	\$4,554,029	\$3,072,875	\$3,075,875	(\$750,218)	(19.6)	\$3,240,550

- **Transfers:** Transfer of funds from the Utilities, Airport, and Capital Projects Funds reimburse the General Fund for financial and administrative support.
- **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 2010-2013

	FY 2010 Actual	FY 2011 Budgeted	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12		FY 2013 Projected
							\$ Inc/(Dec)	% Inc/(Dec)	
State Funding									
Sales and Use Tax	\$3,841,961	\$4,125,000	\$4,125,000	\$4,125,000	\$4,047,180	\$4,047,180	(\$77,820)	(1.9)	\$4,128,124
Personal Property Tax Relief	1,468,941	1,468,941	1,468,941	1,468,941	1,468,941	1,468,941			1,468,941
Car Rental Tax	97,273	86,000	86,000	86,000	97,000	97,000	11,000	12.8	97,000
VA Commission for Arts Grant	5,000	5,000	5,000	5,000	5,000	5,000			5,000
Communication Taxes	2,265,108	3,817,000	3,817,000	2,250,000	2,265,000	2,265,000	(1,552,000)	(40.7)	2,265,000
Highway Maintenance	2,633,224	2,636,398	2,636,398	2,799,442	2,822,586	2,822,586	186,188	7.1	2,822,586
State Fireman's Fund	78,107	77,000	77,000	72,422	80,000	80,000	3,000	3.9	100,000
Law Enforcement Assistance	869,679	869,679	869,679	859,460	769,645	829,288	(40,391)	(4.6)	829,288
Miscellaneous State Grants and Rev.		25,000	25,000	8,912	25,000	25,000			25,000
Total State Funding	\$11,259,293	\$13,110,018	\$13,110,018	\$11,675,177	\$11,580,352	\$11,639,995	(\$1,470,023)	(11.2)	\$11,740,939
County Funding									
CDBG Grant	\$23,606								
County Gas Tax	20,000			20,000	20,000	20,000	20,000	100.0	20,000
Family Crimes Investigator	21,467	32,000	32,000	12,077	32,000	32,000			32,000
School Resource Officers	247,200	296,400	296,400	296,640	296,400	462,796	166,396	56.1	462,796
Total County Funding	\$312,273	\$328,400	\$328,400	\$328,717	\$348,400	\$514,796	\$186,396	56.8	\$514,796
Federal Funding									
Gang Officer Grant	\$224,992	\$90,000	\$90,000	\$59,000	\$90,000	\$90,000			\$90,000
COPS Technology Grant	(\$46,603)								
Other Federal Grants	12,605	20,000	20,000	247,210	299,560	299,560	279,560	1,397.8	292,907
Total Federal Funding	\$190,994	\$110,000	\$110,000	\$306,210	\$389,560	\$389,560	\$279,560	254.1	\$382,907
GRAND TOTAL	\$11,762,560	\$13,548,418	\$13,548,418	\$12,310,104	\$12,318,312	\$12,544,351	(\$1,004,067)	(7.4)	\$12,638,642

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

A \$77,820 decrease in sales and use tax collections is expected between the FY 2011 and FY 2012 as a result of slower than anticipated growth. Car rental tax receipts are projected to increase \$11,000 based upon improvement in this sector of the local economy. Receipts from the State Fireman's Fund are projected to increase in FY 2013 to \$100,000 based upon new census data. The \$1,552,000 decrease in the communications tax is a result of moving the utility tax revenue that was included in the communications tax to the utility consumption tax in the Other Taxes Section on page 5-8. Highway Maintenance funding is projected to increase based on additional lane miles maintained by the Town. Other Federal Grants increased in FY 2012 to reflect interest received on Buy America Bonds. Law Enforcement Assistance funding will decrease by \$40,391 from FY 2011 to FY 2012 as a result of a State funding reduction.

- **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. The Town Council has directed that the Town budget provide no more than 30% of the total cost of the SRO Program, which represents time during summer not spent in schools.

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 \$8,529,065 was available at the end of FY 2010. The remaining funds are set aside based on the Council's fiscal policy of 15% of General Fund expenditures, \$1,400,000 for the Revenue Stabilization Reserve, and \$1,500,000 for capital asset replacement.

The projected fund balance of \$16,084,657 at the end of FY 2011 will be sufficient to meet the Council's fiscal policy of a 15% fiscal reserve of \$6,994,291 (based on FY 2012 estimated General Fund expenditures of \$46,268,605) and to keep \$1,400,000 in the Revenue Stabilization Reserve, and \$1,500,000 capital asset replacement reserve. This balance was achieved through prudent financial management on the part of the Town Council and staff. FY 2012'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)

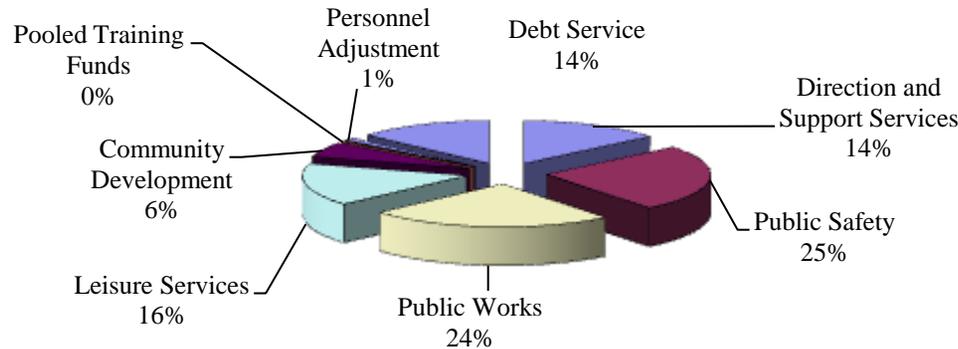


Chart 5.5 Adopted FY 2012 General Fund Expenditures by Program

Table 5.12 Adopted FY 2012 General Fund Expenditures by Program

Program	FY 2012 Adopted
Direction and Support Services	\$6,483,243
Public Safety	11,698,404
Public Works	11,165,640
Leisure Services	7,421,813
Community Development	2,660,328
Pooled Training Funds	147,538
Personnel Adjustment	476,940
Debt Service	6,214,699
Total	\$46,268,605

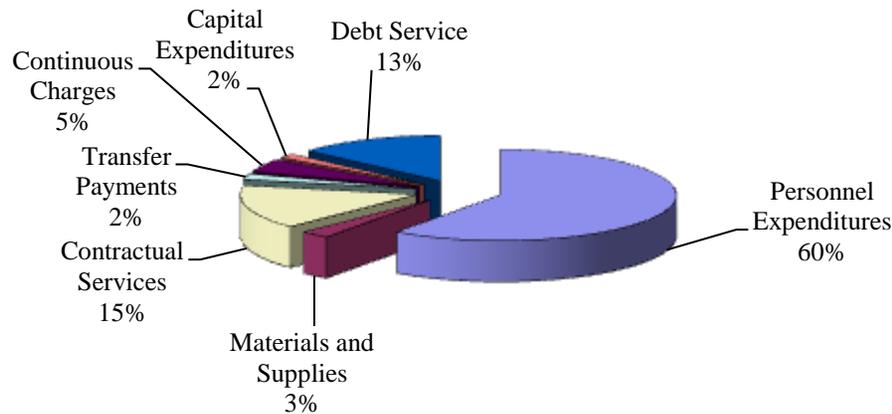


Chart 5.6 Adopted FY 2012 General Fund Expenditures by Category

Table 5.13 Adopted FY 2012 General Fund Expenditures by Category

Category	FY 2012 Adopted
Personnel Expenditures	\$27,585,550
Materials and Supplies	1,245,823
Contractual Services	7,168,450
Transfer Payments (e.g., VRTA)	959,879
Continuous Charges	2,348,594
Capital Expenditures	745,610
Debt Service	6,214,699
Total	\$46,268,605

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

Table 5.15 DIRECTION AND SUPPORT SERVICES BUDGET SUMMARY									
Expense Summary	FY 2010 Actual	FY 2011 Budget	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12		FY 2013 Projected
							\$ Inc/(Dec)	% Inc/(Dec)	
Town Council	\$961,515	\$855,547	\$843,867	\$830,750	\$747,932	\$808,932	(\$46,615)	(5.4)	\$809,410
Executive Administration	1,743,128	1,936,496	2,011,780	1,908,128	1,519,226	1,514,095	(422,401)	(21.8)	1,594,662
Comm. On Public Arts	4,746	6,520	7,520	5,020	6,520	6,520			6,520
Town Attorney	411,839	414,745	456,672	417,180	429,656	426,501	11,756	2.8	451,806
Clerk of Council	141,728	107,288	116,640	116,640	110,086	108,930	1,642	1.5	122,404
Finance	2,360,863	2,257,712	2,308,234	2,295,736	2,125,589	2,118,063	(139,649)	(6.2)	2,121,355
Human Resources	545,635	561,190	574,854	546,277	490,537	489,695	(71,495)	(12.7)	514,098
Information Technology	1,304,983	1,066,581	1,301,694	1,301,694	1,008,167	1,003,987	(62,594)	(5.9)	1,193,442
Info. Tech. Comm.	4,192	6,520	7,520	4,620	6,520	6,520			6,520
TOTAL	\$7,478,629	\$7,212,599	\$7,628,781	\$7,426,045	\$6,444,233	\$6,483,243	(\$729,356)	(10.1)	\$6,820,217
FTE Summary	48.0	47.5	47.5	47.5	38.3	38.3	(9.2)	(19.4)	38.3

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

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$60,822	\$60,820	\$60,820	\$60,820	\$60,820	\$60,820			\$60,820
Contractual Services	114,186	105,559	105,559	98,220	102,914	102,914	(2,645)	(2.5)	102,916
Materials and Supplies	378	1,700	3,700	2,500	1,200	1,200	(500)	(29.4)	1,200
Transfer Payments	755,051	655,598	647,718	645,600	559,098	620,098	(35,500)	(5.4)	620,098
Continuous Charges	31,078	31,870	26,070	23,610	23,900	23,900	(7,970)	(25.0)	24,376
TOTAL	\$961,515	\$855,547	\$843,867	\$830,750	\$747,932	\$808,932	(\$46,615)	(5.4)	\$809,410
Funding Summary									
General Fund	\$632,360	\$825,371	\$813,691	\$800,574	\$742,932	\$803,932	(\$21,439)	(2.6)	\$804,410
Proffer	257,320	22,926	22,926	22,926			(22,926)	(100.0)	
Uran Fund	66,835	2,250	2,250	2,250			(2,250)	(100.0)	
VA Arts Comm. Grant	5,000	5,000	5,000	5,000	5,000	5,000			5,000
TOTAL	\$961,515	\$855,547	\$843,867	\$830,750	\$747,932	\$808,932	(\$46,615)	(5.4)	\$809,410

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 2012 adopted amounts are based upon an approved Town Council formula.

Table 5.16 COMMUNITY AGENCY GRANTS				
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2012</u>
	<u>Actual</u>	<u>Budget</u>	<u>Requests</u>	<u>Adopted</u>
PUBLIC SAFETY				
All-Night Graduation ¹	\$2,000	\$2,000	\$0	\$0
Leesburg Volunteer Fire Company ²	373,830	374,594	400,000	374,594
Loudoun County Rescue Squad	234,900	235,504	258,500	235,504
SOCIAL SERVICES				
Interfaith Relief ¹	12,000	0	0	0
Loudoun Cares ¹	12,000	0	0	0
Loudoun Free Clinic ¹	12,000	0	10,000	0
Loudoun Literacy Council ¹	500	250	0	0
Loudoun Volunteer Caregivers ¹	12,000	0	0	0
Mothernet/Inmed ¹	335	0	0	0
Arc of Loudoun ¹	10,000	0	0	0
Prince Hall Free Masons	500	250	0	0
BUSINESS SERVICE				
Loudoun County Small Business Development Center ³	10,000	10,000	0	0
TOURISM SERVICE				
Loudoun Convention & Visitors Association	100,000	90,000	200,000	80,000
TOURISM PRODUCTS				
Bluemont Concert Series ⁴	10,000	10,000	10,000	10,000
Marshall Center ¹	16,000	0	0	0
GRANTS TOTAL	\$806,065	\$722,598	\$878,500	\$700,098

¹ Funded with Uran Funds in FY10 and FY11.

² Includes \$80,000 from the Virginia Fire Programs Fund reflected in the Public Safety Section.

³ Instead of a cash grant, the Loudoun County Small Business Development Center will relocate to the Mason Enterprise Center in Leesburg, a small business incubator jointly funded by George Mason University, the County of Loudoun, and the Town of Leesburg. The SBDC will reside at the Enterprise Center with full use of its amenities at no charge.

⁴ Includes \$5,000 Virginia Commission for the Arts Grant.

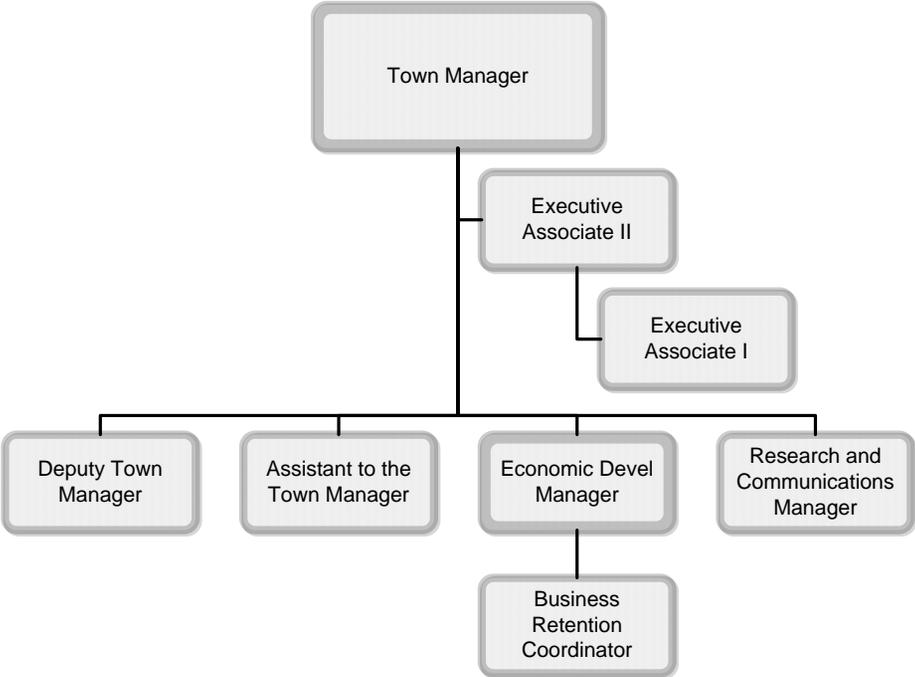
DIRECTION AND SUPPORT SERVICES (continued)

5.2.2 Executive Administration

Program Description

As head of the Executive Administration, 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 Executive Department includes the Town Manager’s Office and Economic Development, providing staff liaisons to the Economic Development Commission and the Commission on Public Arts.

Chart 5.7 Executive Administration Organizational Chart



DIRECTION AND SUPPORT SERVICES (continued)

5.2.2 Executive Administration (continued)

Table 5.17 EXECUTIVE ADMINISTRATION BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Town Manager	\$1,272,716	\$1,365,778	\$1,336,810	\$1,309,808	\$982,734	\$978,025	(\$387,753)	(28.4)	\$1,035,466
Economic Development and Tourism	258,038	346,556	450,808	375,358	301,223	300,801	(45,755)	(13.2)	312,446
Economic Development Commission	5,039	5,720	5,720	4,520	5,720	5,720			5,720
Transfer to VA Regional Transit Auth.	207,335	218,442	218,442	218,442	229,549	229,549	11,107	5.1	241,030
TOTAL	\$1,743,128	\$1,936,496	\$2,011,780	\$1,908,128	\$1,519,226	\$1,514,095	(\$422,401)	(21.8)	\$1,594,662
FTE Summary	11.0	11.0	11.0	11.0	8.0	8.0	(3.0)	(27.3)	8.0
Funding Summary									
General Fund	\$1,657,936	\$1,704,189	\$1,779,473	\$1,675,821	\$1,250,029	\$1,244,898	(\$459,291)	(0.3)	\$1,348,458
Capital Projects Fund		161,365	161,365	161,365	208,563	208,563	47,198	0.3	213,108
Utilities Fund	69,300	54,233	54,233	54,233	60,634	60,634	6,401	0.1	33,096
Airport Fund	15,892	16,709	16,709	16,709			(16,709)	(1.0)	
TOTAL	\$1,743,128	\$1,936,496	\$2,011,780	\$1,908,128	\$1,519,226	\$1,514,095	(\$422,401)	(21.8)	\$1,594,662

DIRECTION AND SUPPORT SERVICES (continued)

5.2.3 Town Manager’s Office

Program Description

The Town Manager’s Office includes the Deputy Town Manager, the Assistant to the Town Manager, Research and Communications Manager, and two Executive Associates.

Table 5.18 TOWN MANAGER'S OFFICE BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$1,112,667	\$1,205,879	\$1,205,529	\$1,187,529	\$909,767	\$905,058	(\$300,821)	(24.9)	\$962,174
Contractual Services	88,005	65,579	83,579	81,579	33,612	33,612	(31,967)	(48.7)	33,686
Materials and Supplies	11,109	8,776	8,452	7,800	7,776	7,776	(1,000)	(11.4)	7,776
Transfer Payments	56,139	74,028	26,201	23,000	20,232	20,232	(53,796)	(72.7)	20,232
Continuous Charges	3,033	11,516	13,049	9,900	11,347	11,347	(169)	(1.5)	11,598
Capital Outlay	1,763								
TOTAL	\$1,272,716	\$1,365,778	\$1,336,810	\$1,309,808	\$982,734	\$978,025	(\$387,753)	(28.4)	\$1,035,466
FTE Summary	9.0	9.0	9.0	9.0	6.0	6.0	(3.0)	(33.3)	6.0

ADJUSTMENTS TO PERSONNEL COMPLEMENT:

- ❖ Community Development Coordinator and one Assistant to the Town Manager position eliminated for a savings of \$213,561.
- ❖ GIS Analyst transferred to Information Technology.

FUTURE BUDGET CONSIDERATIONS:

- ❖ Reinstate a public administration internship program.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.3 Town Manager's Office (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Economic Development and Downtown Improvements</p> <ul style="list-style-type: none"> Establish a business incubator in coordination with George Mason University. 	<ul style="list-style-type: none"> Temporary business incubator location opened in October 2010 and the Virginia Chamber of Commerce recognized the Town with the 2010 Virginia Torchbearer award. 	<ul style="list-style-type: none"> To open the permanent business incubator location on Church St. in the year 2011
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> Assist Town Council with its goal setting and decision making process. 	<ul style="list-style-type: none"> Identified goals and priorities with Town Council that included input from Boards & Commissions 	<ul style="list-style-type: none"> To continue to assist Town Council with developing key goals initiatives
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> Work with Community Enhancement Team on overcrowding and noise issues. 	<ul style="list-style-type: none"> Successfully worked with Loudoun Hills Community on various neighborhood issues 	<ul style="list-style-type: none"> To expand public outreach efforts to other neighborhoods

DIRECTION AND SUPPORT SERVICES (continued)

5.2.3 Town Manager’s Office (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 2010 Actual	FY 2011 Estimated
Input						
FTE	6	6	6.5	6.5	9	9
Expenditures	\$893,747	\$821,337	\$930,204	\$1,074,691	\$1,272,717	\$1,366,156
Output						
Requests for information during work sessions/Council meetings	550	550	570	580	624	700
Work sessions/meetings attended	48	48	48	48	48	48
Efficiency						
Average time (days) per request fulfillment	5	5	5	4	3	3
Outcome						
Percentage of requests responded to in five or fewer working days	100%	100%	100%	100%	100%	95%

DIRECTION AND SUPPORT SERVICES (continued)

5.2.4 Economic Development and Tourism Division

Program Description

The Economic Development Department’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 impact 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 and Leverage Emerging Growth Opportunities. The Downtown revitalization and tourism efforts are coordinated among community groups, of which the Economic Development Department plays a key role.

Table 5.19 ECONOMIC DEVELOPMENT AND TOURISM BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$151,776	\$178,698	\$183,898	\$183,898	\$183,377	\$182,955	\$4,257	2.4	\$194,541
Contractual Services	94,956	146,858	131,650	85,000	96,646	96,646	(50,212)	(34.2)	96,705
Materials and Supplies	7,612	21,000	18,800	10,000	17,400	17,400	(3,600)	(17.1)	17,400
Continuous Charges	266		114,960	94,960	3,800	3,800	3,800	100.0	3,800
Capital Outlay	3,428		1,500	1,500					
TOTAL	\$258,038	\$346,556	\$450,808	\$375,358	\$301,223	\$300,801	(\$45,755)	(13.2)	\$312,446
FTE Summary	2.0	2.0		2.0	2.0	2.0			2.0

DIRECTION AND SUPPORT SERVICES (continued)

5.2.4 Economic Development and Tourism Division (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Economic Development and Downtown Improvements</p> <ul style="list-style-type: none"> • Implement a business attraction program that is team based and benchmarks desired outcomes. • Build on the existing entrepreneurial workforce base to expand the commercial tax base. • Encourage capital investment throughout the Town’s commercial areas • Expand knowledge and technology based businesses including work to attract a university program. 	<ul style="list-style-type: none"> • Coordinated efforts with community leaders to change legislation to extend the timeline for payment of water and sewer availability fees for restaurants and other high level users. • Improved business market position for the Town of Leesburg via business to business online brochure and imbedded videos. • Received Virginia Chamber of Commerce Award for Mason Enterprise Center – Leesburg, a partnership among the Town, Mason and Loudoun County. 	<ul style="list-style-type: none"> • To establish an Arts and Cultural District that establishes the Downtown as regional destination and creative hub to strengthen the creative and entrepreneurial sectors in the community. • Expand outreach to the financial, hospitality and commercial brokerage sectors.
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> • Continue to align EDC task forces with Town Council strategies. 	<ul style="list-style-type: none"> • Created and implemented Leesburg is Open for Business event, bringing more than a dozen commercial brokers together to feature significant, available Town properties. 	<ul style="list-style-type: none"> • Remain on the leading edge by utilizing a set of business attraction tools that validate Leesburg as the best place in America to locate or grow a business.

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									
Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$4,791	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520			\$4,520
Contractual Services	248	1,200	1,200		1,200	1,200			1,200
TOTAL	\$5,039	\$5,720	\$5,720	\$4,520	\$5,720	\$5,720			\$5,720

DIRECTION AND SUPPORT SERVICES (continued)

5.2.6 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.

Table 5.21 COMMISSION ON PUBLIC ARTS BUDGET SUMMARY									
Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$2,530	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520			\$4,520
Contractual Services	2,216	1,850	1,850	500	1,850	1,850			1,850
Materials and Supplies		150	1,150		150	150			150
TOTAL	\$4,746	\$6,520	\$7,520	\$5,020	\$6,520	\$6,520			\$6,520
Funding Summary									
General Fund	\$4,746	\$6,520	\$7,520	\$5,020	\$6,520	\$6,520			\$6,520
TOTAL	\$4,746	\$6,520	\$7,520	\$5,020	\$6,520	\$6,520			\$6,520

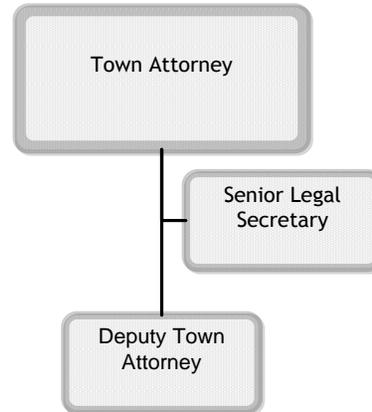
DIRECTION AND SUPPORT SERVICES (continued)

5.2.7 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)

5.2.7 Town Attorney (continued)

Table 5.22 TOWN ATTORNEY BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$349,530	\$353,650	\$373,650	\$373,650	\$383,217	\$380,062	\$26,412	7.5	\$405,225
Contractual Services	24,145	54,104	74,492	35,000	39,181	39,181	(14,923)	(27.6)	39,233
Materials and Supplies	2,854	4,500	4,500	4,500	4,500	4,500			4,500
Continuous Charges	35,002	2,491	2,796	2,796	2,758	2,758	267	10.7	2,848
Capital Expenditures	308		1,234	1,234					
TOTAL	\$411,839	\$414,745	\$456,672	\$417,180	\$429,656	\$426,501	\$11,756	2.8	\$451,806
FTE Summary	3.0	3.0	3.0	3.0	3.0	3.0			3.0
Funding Summary									
General Fund	\$371,988	\$326,769	\$368,696	\$329,204	\$330,464	\$327,309	\$540	0.0	\$350,345
Capital Projects Fund		33,286	33,286	33,286	61,066	61,066	27,780	0.8	62,397
Utilities Fund	24,907	45,457	45,457	45,457	38,126	38,126	(7,331)	(0.2)	39,064
Airport Fund	14,944	9,233	9,233	9,233			(9,233)	(1.0)	
TOTAL	\$411,839	\$414,745	\$456,672	\$417,180	\$429,656	\$426,501	\$11,756	2.8	\$451,806

DIRECTION AND SUPPORT SERVICES (continued)

5.2.7 Town Attorney (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> Initiate and implement collection proceedings against delinquent tax and rate payers. 	<ul style="list-style-type: none"> Initiated and implemented collection proceedings against delinquent tax and rate payers and utility accounts. 	<ul style="list-style-type: none"> Initiate and implement collection proceedings against delinquent tax, rate payers and utilities.
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> Support for zoning violation and prosecution including overcrowding violations. 	<ul style="list-style-type: none"> Supported Zoning in prosecution of zoning violations including overcrowding violations. Participated in Leadership in the Law Camp 	<ul style="list-style-type: none"> Support for zoning violations and prosecution including overcrowding violations. Participate in Leadership in the Law Camp Review, research and make recommendations with respect to Storm Wastewater Management (SWM) regulations and the Chesapeake Bay Act.
 <p>Land Development Process Improvements</p> <ul style="list-style-type: none"> Review and update (with staff) Zoning Ordinance as necessary. Negotiate and acquire land needed for capital improvements Review and participate in Annexation Area Development Policies. Provide support for zoning violations and prosecution. Update easement language 	<ul style="list-style-type: none"> Reviewed and updated (with staff) Zoning Ordinance as necessary. Negotiated and acquired land needed for capital improvements Provided support for zoning violations and prosecution. Draft deeds of easements for CPM, DPR and Utility Projects. Pursue/defend litigation on Cornerstone rezoning. Updated easement language. 	<ul style="list-style-type: none"> Review and update (with staff) Zoning Ordinance and DCSM as necessary. Update condemnation and easement processes Provided support for zoning violations and prosecution. Draft deeds of easements for CPM, DPR and Utility Projects Provide support for zoning violations and compliance through legal process. Review and participate in the AADP policy as directed by Council. Pursue/defend litigation on Cornerstone rezoning.
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> Priority project management – “A-Team Approach” (with Executive, Public Works, Planning and Zoning, Plan Review, Utilities and Capital Projects Management). Maintain Capital Improvement Project Schedules (with Executive, Public Works, Plan Review and Capital Projects Management). 	<ul style="list-style-type: none"> Supported the Priority Project Management efforts. Supported the CIP project schedule by timely completion of land acquisitions, contract reviews, and performance guarantees, etc. 	<ul style="list-style-type: none"> Supported the Priority Project Management efforts. Supported the CIP project schedule by timely completion of land acquisitions, contract reviews, and performance guarantees, etc.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.7 Town Attorney (continued)

 <p>Legislative Initiatives</p> <ul style="list-style-type: none"> • Revise Olde Izaak Walton Park lease agreement • Continue to provide legal services and support to the Town Council, Planning Commission, departments and staff. • Respond to Town departments and staff on legal issues and inquiries in a prompt, courteous and professional manner. • Manage case files with outside counsel. • Renewal of Franchise and Cable Agreement 	<ul style="list-style-type: none"> • Revised Olde Izaak Walton Park lease agreement • Continue to provide legal services and support to the Town Council, Planning Commission, departments and staff. • Responded to Town departments and staff on legal issues and inquiries in a prompt, courteous and professional manner. • Managed case files with outside counsel. • Pursued a successful appeal on the water rate litigation allowing Council to retain their legislative authority • Finalized the renewal of the Cable Franchise Agreement. 	<ul style="list-style-type: none"> • Continue to provide legal services and support to the Town Council, Planning Commission, departments and staff. • Respond to Town departments and staff on legal issues and inquiries in a prompt, courteous and professional manner. • Manage case files with outside counsel. • Monitor the legislative agenda and suggest updates to the Town Code and Zoning Ordinance as needed. • Monitor franchise and right of way agreements with utilities throughout the Town.
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DIRECTION AND SUPPORT SERVICES (continued)

5.2.8 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 5.23 CLERK OF COUNCIL BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$134,908	\$97,584	\$106,784	\$106,784	\$104,066	\$102,910	\$5,326	5.5	\$109,711
Contractual Services	3,994	6,102	6,102	6,102	3,119	3,119	(2,983)	(48.9)	10,046
Materials and Supplies	2,371	2,000	2,000	2,000	1,500	1,500	(500)	(25.0)	1,200
Continuous Charges	455	1,602	1,754	1,754	1,401	1,401	(353)	(20.1)	1,447
TOTAL	\$141,728	\$107,288	\$116,640	\$116,640	\$110,086	\$108,930	\$1,642	1.5	\$122,404
FTE Summary	1.0	1.0	1.0	1.0	1.0	1.0			1.0
Funding Summary									
General Fund	\$137,343	\$99,097	\$108,449	\$108,449	\$102,254	\$101,098	\$2,001	2.0	\$114,392
Capital Projects Fund		4,296	4,296	4,296	4,630	4,630	334	7.8	4,731
Utilities Fund	3,289	2,887	2,887	2,887	3,202	3,202	315	10.9	3,281
Airport Fund	1,096	1,008	1,008	1,008			(1,008)	(100.0)	
TOTAL	\$141,728	\$107,288	\$116,640	\$116,640	\$110,086	\$108,930	\$1,642	1.5	\$122,404

DIRECTION AND SUPPORT SERVICES (continued)

5.2.8 Clerk of Council (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Offer Boards and Commissions Training to incoming and incumbent appointees. • Publish Supplements #3 and #4 of the Town Code. • Continue education on Records Retention to minimize the space needed for file storage at Town Hall. • Coordinate another Certified Planning Commissioner training in the Northern Virginia/Loudoun County area to save on travel costs to local jurisdictions. 	<ul style="list-style-type: none"> • Published Supplements #3 and #4 of the Town Code. • Continued education on Records Retention to minimize the space needed for file storage at Town Hall. • Completed requirements for certified Municipal Clerk designation. • Began work on Master Municipal Clerk designation. 	<ul style="list-style-type: none"> • Publish supplements to Town Code. • Continue working on records management with various departments to bring the Town into compliance with the Library of Virginia regulations. • Further utilize electronic document storage to make Town records more accessible to citizens and staff.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.8 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 Actual	CY 11 Estimated
Input						
FTE	2	2	1.5	1.5	1	1
Output						
Council meetings supported	52	52	45	52	44	48
Council agenda packets prepared	52	52	45	52	44	48
Council agendas prepared within established timeframe	52	52	45	52	44	47
Cubic feet of records recycled or destroyed	305	155	23.25	150	70	200
Council agendas posted on Town web site		7	45	45	44	48
Freedom of Information requests processed				27	10	15
Public notices advertised				45	60	81
Efficiency						
% minutes approved by next Council meeting and available to the public	95%	95%	100%	100%	100%	100%
% agenda packets delivered on time	100%	100%	100%	100%	100%	99%
Council agendas on Town web site		7%	100%	100%	100%	100%
Meetings/packets/on-time agendas per FTE	26	26	30	35	40	47
Outcome						
Council rating of accuracy of minutes	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Council rating of accuracy of agenda materials	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory

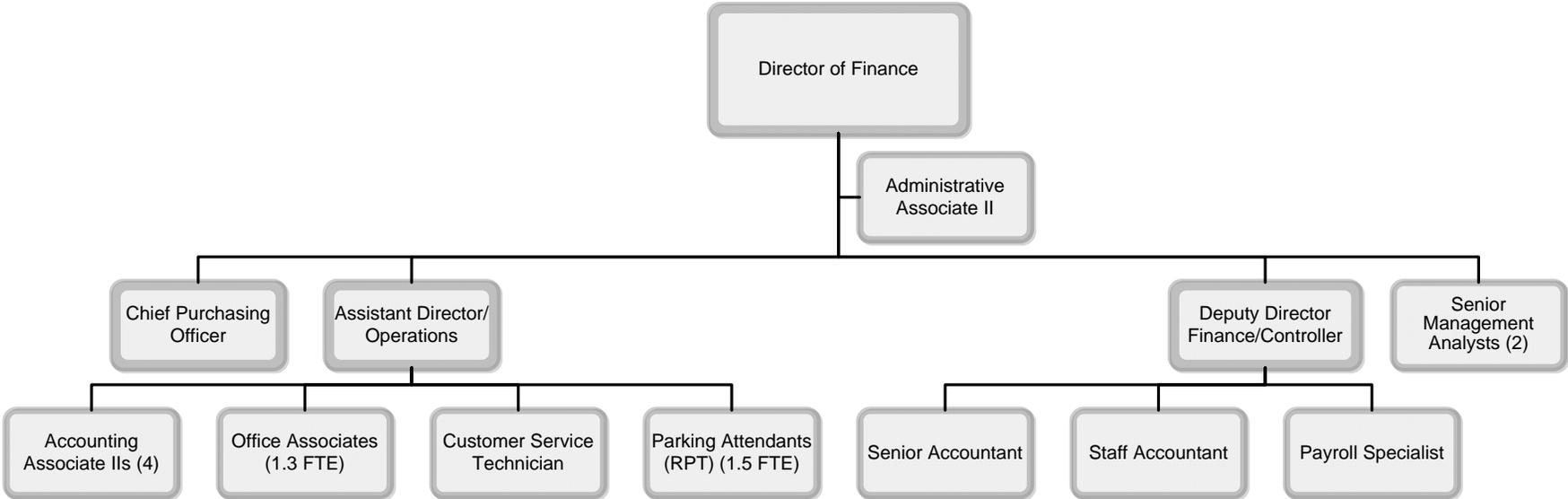
DIRECTION AND SUPPORT SERVICES (continued)

5.2.9 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)

5.2.9 Finance (continued)

Table 5.24 FINANCE DEPARTMENT BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$1,892,209	\$1,812,222	\$1,920,922	\$1,920,922	\$1,666,259	\$1,658,733	(\$153,489)	(8.5)	\$1,758,596
Contractual Services	333,240	390,188	348,098	340,000	415,714	415,714	25,526	6.5	318,921
Materials and Supplies	18,091	33,700	18,700	16,000	28,650	28,650	(5,050)	(15.0)	28,650
Continuous Charges	115,465	19,202	18,114	18,114	14,966	14,966	(4,236)	(22.1)	15,188
Capital Outlay	1,858	2,400	2,400	700			(2,400)	(100.0)	
TOTAL	\$2,360,863	\$2,257,712	\$2,308,234	\$2,295,736	\$2,125,589	\$2,118,063	(\$139,649)	(6.2)	\$2,121,355
FTE Summary	19.5	19.5	19.5	19.5	17.8	17.8	(1.7)	(8.7)	17.8
Funding Summary									
General Fund	\$947,159	\$1,012,975	\$1,063,497	\$1,004,289	\$975,670	\$968,144	(\$44,831)	(4.4)	\$952,492
Capital Projects Fund	367,061	97,154	97,154	97,154	85,714	85,714	(11,440)	(11.8)	87,582
Utilities Fund	721,049	687,703	687,703	687,703	694,205	694,205	6,502	0.9	711,281
Airport Fund	65,837	64,880	64,880	64,880			(64,880)	(100.0)	
Parking Ticket Fines	96,570	75,000	75,000	103,000	100,000	100,000	25,000	33.3	100,000
Interest Earnings	55,862	100,000	100,000	63,000	100,000	100,000	-		100,000
Parking Meter & Garage	59,632	195,000	195,000	137,500	160,000	160,000	(35,000)	(17.9)	160,000
Recoveries	47,693	25,000	25,000	138,210	10,000	10,000	(15,000)	(60.0)	10,000
TOTAL	\$2,360,863	\$2,257,712	\$2,308,234	\$2,295,736	\$2,125,589	\$2,118,063	(\$139,649)	(6.2)	\$2,121,355

ADJUSTMENTS TO PERSONNEL COMPLEMENT:

- ❖ Purchasing Associate I and two Accounting Associate II positions eliminated for a savings of \$232,633.
- ❖ 1.3 FTE Office Associate positions moved from Human Resources.

FUTURE BUDGET CONSIDERATIONS:

- ❖ Eliminate HTE and ACS legacy systems as a result of movement to MUNIS for Utilities billing, Personal Property and Real Estate Taxes.
- ❖ Use funding budgeted for legacy system to implement enhancements to MUNIS modules that will increase efficiency of department operations.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.9 Finance (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Coordinate the annual review of fees administered by the Clerk of Council, Balch Library, Parks & Recreation and Airport. • • Complete a study of vehicle license and decal fees. • Work with departments to develop a schedule of capital asset replacements. • Substantially complete implementation of the contract module of MUNIS. • Continue to update payroll business practices, in coordination with Human Resources, to increase accuracy of payroll transactions. • Fully implement decentralized timesheet preparation. • Continue to develop and update standard operating procedures documenting all aspects of department operations. • Research and implement in MUNIS third party procurement solutions determined to improve the efficiency of the procurement process (e.g. VA Quick Quotes and Requisitioning, purchase cards, etc.). • Complete implementation of MUNIS personal tax module. • Complete study and initiate moving toward issuing permanent vehicle decals. 	<ul style="list-style-type: none"> • Work to be completed by end of fiscal year. Procedures to be developed for departments to conduct reviews internally. • Initiate a vehicle and equipment replacement program. • Study of vehicle license fee to be initiated in last quarter of fiscal year and completed in FY 2012. • Schedule completed and approved. The reserve has been established and a supplemental appropriation was received to initiate replacements in FY 2011. • Complete draft of implementing policies and procedures. • Substantially complete policies and procedures for sales and use tax, local taxes, and quarterly reconciliations. • Preparation of all full-time employee timesheets has been completed. • Complete updates of standard operating procedures for records retention, real estate tax billing, MUNIS upgrades, daily cash drawer reconciliation, and petty cash. • Held 4 Quick Quote training classes. Automation of the P-card process to be complete by February 2011. • Initiated implementation of module. • Study completed and recommendation sent to Council for consideration. 	<ul style="list-style-type: none"> • Coordinate the scheduled review of fees and fines. • Complete development and implement a vehicle and equipment replacement program. • Complete study of vehicle license and decal fees. • Complete FY 2011 projects, initiate and substantially complete the scheduled FY 2012 capital asset replacements. • Begin testing of contract module in selected departments. • Substantially complete policies and procedures for W-2s, withholding taxes, and quarterly reconciliations. • Evaluate the cost benefit of implementing the current process of decentralized timesheet preparation for part-time employees. • Continue to document and update policies and procedures to include bank reconciliations, credit card and cash payments, and customer refunds. • Continue to implement third party solutions in MUNIS that improve the efficiency of the procurement process. • Complete module testing and implementation. • Recommended for implementation. • Substantially complete implementation of MUNIS real estate tax module.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.9 Finance (continued)

Performance Measures



Operational Efficiency and Fiscal Management

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
Expenditures (in thousands)	\$2,231	\$2,341	\$2,363	\$2,361	\$2,258
Direct labor hours ⁵	33,159	33,014	33,159	33,159	33,159
Output					
Accounts payable transactions	15,984	15,532	15,628	15,635	15,600
Personal property tax bills processed	41,693	41,469	41,845	41,795	41,750
Real estate tax bills processed	27,076	27,231	27,321	27,398	27,500
Water and sewer bills processed	60,923	60,828	61,246	61,482	61,800
Payroll checks issued	15,765	15,817	16,337	16,231	16,150
Purchase orders issued			4,675	4,754	4,620
Efficiency					
A/P transactions/hour	9.32	8.86	8.92	8.92	8.90
PP tax bills processed/hour	24.31	24.49	24.72	24.64	24.64
RE tax bills processed/hour	15.79	16.17	16.22	16.27	16.33
W/S bills processed/hour	23.68	24.02	23.80	23.90	24.01
Payroll checks processed/hour	9.19	9.45	9.53	9.46	9.42
Purchase orders processed/hour			2.20	2.24	2.19
Outcome					
Undesignated fund balance (%) ⁶	35.5	30.1	33.4	18.5	20.6
GFOA financial reporting award	yes	yes	yes	yes	yes
GFOA distinguished budget award	yes	yes	yes	yes	yes
Finance management coefficient ⁷	1.7	1.8	1.7	1.7	1.7

⁵ Total hours minus holiday, vacation, sick and other leave, including training.

⁶ Undesignated Fund balance divided by General Fund Expenditures. Policy minimum is 15%

⁷ Total expenditures for Finance Department divided by total expenses and revenues for all funds.

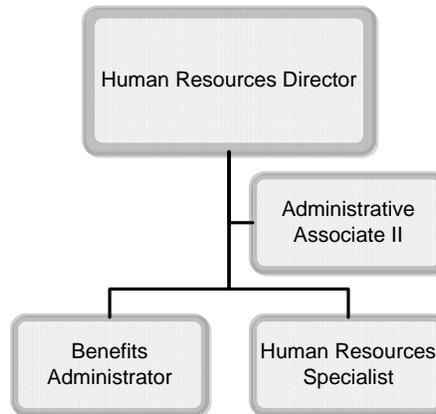
DIRECTION AND SUPPORT SERVICES (continued)

5.2.10 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 highly qualified candidates; administering employee benefit programs; 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)

5.2.10 Human Resources (continued)

Table 5.25 HUMAN RESOURCES DEPARTMENT BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$450,070	\$445,782	\$466,932	\$466,932	\$391,621	\$390,779	(\$55,003)	(12.3)	\$415,043
Contractual Services	89,566	102,927	92,577	65,000	88,690	88,690	(14,237)	(13.8)	88,725
Materials and Supplies	4,055	5,250	5,297	5,297	4,341	4,341	(909)	(17.3)	4,341
Continuous Charges	1,944	7,231	7,718	6,718	5,885	5,885	(1,346)	(18.6)	5,989
			2,330	2,330			-		
TOTAL	\$545,635	\$561,190	\$574,854	\$546,277	\$490,537	\$489,695	(\$71,495)	(12.7)	\$514,098
FTE Summary	7.5	6.5	6.5	6.5	4.0	4.0	(2.5)	(38.5)	4.0
Funding Summary									
General Fund	\$427,287	\$425,918	\$439,582	\$411,005	\$365,869	\$365,027	(\$60,891)	(14.3)	\$386,398
Capital Projects Fund		15,714	15,714	15,714	12,353	12,353	(3,361)	(21.4)	12,622
Utilities Fund	113,551	114,578	114,578	114,578	112,315	112,315	(2,263)	(2.0)	115,078
Airport Fund	4,797	4,980	4,980	4,980			(4,980)	(100.0)	
TOTAL	\$545,635	\$561,190	\$574,854	\$546,277	\$490,537	\$489,695	(\$71,495)	(12.7)	\$514,098

ADJUSTMENTS TO PERSONNEL COMPLEMENT:

- ❖ 1.2 FTE Office Associate (part-time) eliminated for a savings of \$59,711.
- ❖ 1.3 FTE Office Associate positions moved to Finance.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.10 Human Resources (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Review all vacant positions for elimination or incorporation into other existing positions. • Implement new employee insurance programs by assisting with enrollment and education on each insurance program. • Offer Town-wide trainings to employees for recertification of AED, CPR, and First Aid and customer service and supervisory skills enhancements. 	<ul style="list-style-type: none"> • Reviewed all vacant positions for elimination or incorporation into other existing positions. • Implemented new employee insurance programs by assisting with enrollment and education on each insurance program. • Offered Town-wide training in CPR/AED/First Aid for positions requiring certification. • Joined the Loudoun County Public Schools Employee Assistance Program for a significant cost savings. Program includes financial and legal assistance in addition to psychological counseling. • Completed first review of the Personnel and Medical File Audits for all employees-first review. 	<ul style="list-style-type: none"> • Finalize Personnel File Audit, including Medical Files. • Review and complete an audit of all job descriptions. • Provide online applicant tracking for applicants, hiring managers, and HR staff. • Use SharePoint/Intranet for internal communications. • Create and update Standard Operating Procedures.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.10 Human Resources (continued)

Performance Measures



Operational Efficiency and Fiscal Management

	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Estimated
Input					
FTE	5	8	8	7.5	6.5
Expenditures	\$681,355	\$725,900	\$602,929	\$545,635	\$560,177
Output					
Applications processed (FT and PT)	2,262	2,106	1,749	1,500	700
Positions advertised (FT and PT)	38	49	9	15	15
New hires (FT and PT)	148	165	135	75	80
Reported Worker's Compensation claims	55	24	17	25	40
All Town-wide training opportunities	20	45	33	30	20
Changes to the Personnel Manual		8	11	4	3
Efficiency					
Applications per new hire	41	13	13	20	8.75

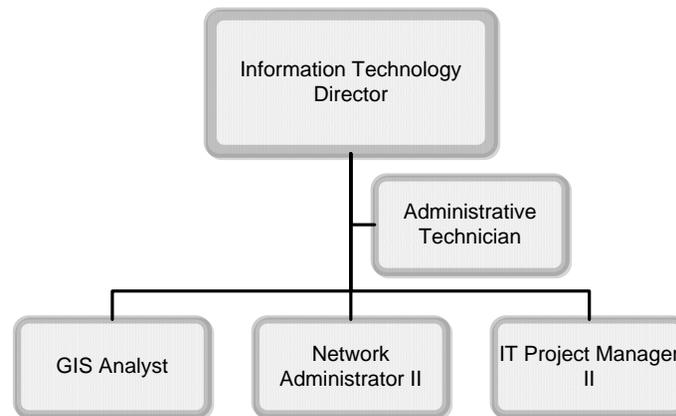
DIRECTION AND SUPPORT SERVICES (continued)

5.2.11 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)

5.2.11 Information Technology (continued)

Table 5.26 INFORMATION TECHNOLOGY DEPARTMENT BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$680,932	\$685,896	\$779,812	\$779,812	\$616,954	\$612,774	(\$73,122)	(10.7)	\$652,816
Contractual Services	266,340	310,212	364,057	364,057	364,837	364,837	54,625	17.6	324,203
Materials and Supplies	22,165	21,300	17,804	17,804	18,800	18,800	(2,500)	(11.7)	18,800
Continuous Charges	182	3,713	2,993	2,993	3,116	3,116	(597)	(16.1)	3,163
Capital Outlay	335,364	45,460	137,028	137,028	4,460	4,460	(41,000)	(90.2)	194,460
TOTAL	\$1,304,983	\$1,066,581	\$1,301,694	\$1,301,694	\$1,008,167	\$1,003,987	(\$62,594)	(5.9)	\$1,193,442
FTE Summary	6.0	6.0		6.0	5.0	5.0	(1.0)	(16.7)	5.0
Funding Summary									
General Fund	\$1,145,939	\$833,408	\$1,068,521	\$1,068,521	\$793,857	\$789,677	(\$43,731)	(5.2)	\$973,952
Capital Projects Fund		25,928	25,928	25,928	32,969	32,969	7,041	27.2	33,688
Utilities Fund	150,230	181,170	181,170	181,170	181,341	181,341	171	0.1	185,802
Airport Fund	8,814	26,075	26,075	26,075			(26,075)	(100.0)	
TOTAL	\$1,304,983	\$1,066,581	\$1,301,694	\$1,301,694	\$1,008,167	\$1,003,987	(\$62,594)	(5.9)	\$1,193,442

NOTE: During FY 2011, \$92,500 has been provided for upgrading the audio visual system in the Council Hearing Room. Funding is provided by the Capital Asset Replacement Reserve. This has not been included in the FY 2011 estimate.

ADJUSTMENTS TO PERSONNEL COMPLEMENT:

- ❖ Web Developer and Network Administrator I eliminated for a savings of \$217,803.
- ❖ GIS Analyst transferred from Town Manager's Office.

FUTURE BUDGET CONSIDERATIONS:

- ❖ Replacement of 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)

5.2.11 Information Technology (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Continued maintenance of MUNIS system and completion of online modules (applicant tracking, bill payment, and employee self-service) • Evaluation of existing cell phone/Blackberry contract • Continued implementation of Laserfiche records management system • Management and maintenance of VOIP system • Upgrade and re-engineering of Council Chambers A/V equipment • Upgrade and replacement of MUNIS financial servers • Continued enhancements to Town of Leesburg website including incorporation of Twitter module • Upgrade of aging server infrastructure • Continued maintenance of all Cisco infrastructure • Maintenance of existing Dell PC fleet 	<ul style="list-style-type: none"> • Ongoing maintenance and upgrades of MUNIS system with addition of Applicant Tracking online module • Evaluation completed of existing BB/Cell phone contract • Managed and Maintained VOIP System • Completed Plan Review and Planning and Zoning phases of Laserfiche project. Also completed integration of Laserfiche and LMIS. • Upgraded all equipment in Council Chambers • Purchased upgrade servers for MUNIS financial system • Incorporated Twitter module into website along with other enhancements. • Upgraded two aging servers • Continued maintenance of all Cisco infrastructure • Maintained aging Dell PC Fleet 	<ul style="list-style-type: none"> • Continued maintenance of MUNIS system and completion of Online modules (bill payment and employee self-service). • Replacement of one third of Town PCs • Upgrade training laptops for training and Emergency Operations Center use. • Continued enhancement of Town of Leesburg website • Upgrade of aging server infrastructure. • Continued maintenance of all Cisco equipment include VOIP system. • Continued Maintenance of aging Dell PC Fleet • Reintroduction of training for IT staff members to stay current with certifications and technology.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.11 Information Technology (continued)

Performance Measures



Operational Efficiency and Fiscal Management

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
#FTE	5	6	6	6	6
Output					
Sites Supported	14	14	15	18	18
Servers administered	32	33	42	48	48
Networked PCs	330	332	350	352	352
Printers supported	140	140	127	113	120
Work orders completed per month	140	150	200	199	200
Total number of devices ⁸ managed	639	659	673	718	1073
Efficiency					
Average number work orders completed per employee per month	28	25	33	32	33
Devices managed per employee	128	110	112	120	179
Outcome					
Complete 100% of all help desk tickets submitted within time promised				99% ⁹	99%

⁸ Devices include PCs, routers, switches, cell phones, blackberries, printers, etc.

⁹ Partial year of data.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.12 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 5.27 TECHNOLOGY AND COMMUNICATIONS COMMISSION BUDGET SUMMARY									
Expense Summary	FY 2010 Actual	FY 2011 Budget	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	% Inc/(Dec)	FY 2013 Projected
Personnel Services	\$4,192	\$4,520	\$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	1,100	100	100	100	-		100
TOTAL	\$4,192	\$6,520	\$7,520	\$4,620	\$6,520	\$6,520			\$6,520
Funding Summary									
General Fund	\$4,192	\$6,520	\$7,520	\$4,620	\$6,520	\$6,520	-		\$6,520
TOTAL	\$4,192	\$6,520	\$7,520	\$4,620	\$6,520	\$6,520			\$6,520

PUBLIC SAFETY

5.3 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 5.28 PUBLIC SAFETY BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Police Department	\$11,080,382	\$11,443,445	\$11,190,529	\$10,959,332	\$11,688,681	\$11,618,404	\$174,959	1.5	\$12,116,662
Transfer to Fire Department	60,000	77,000	77,000	77,000	80,000	80,000	3,000	3.9	100,000
TOTAL	\$11,140,382	\$11,520,445	\$11,267,529	\$11,036,332	\$11,768,681	\$11,698,404	\$177,959	1.5	\$12,216,662
FTE Summary	100.0	101.0	101.0	101.0	101.0	101.0			101.0

PUBLIC SAFETY (continued)**5.3.1 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 support organizational goals and objectives.

PUBLIC SAFETY (continued)

5.3.1 Police Department Summary (continued)

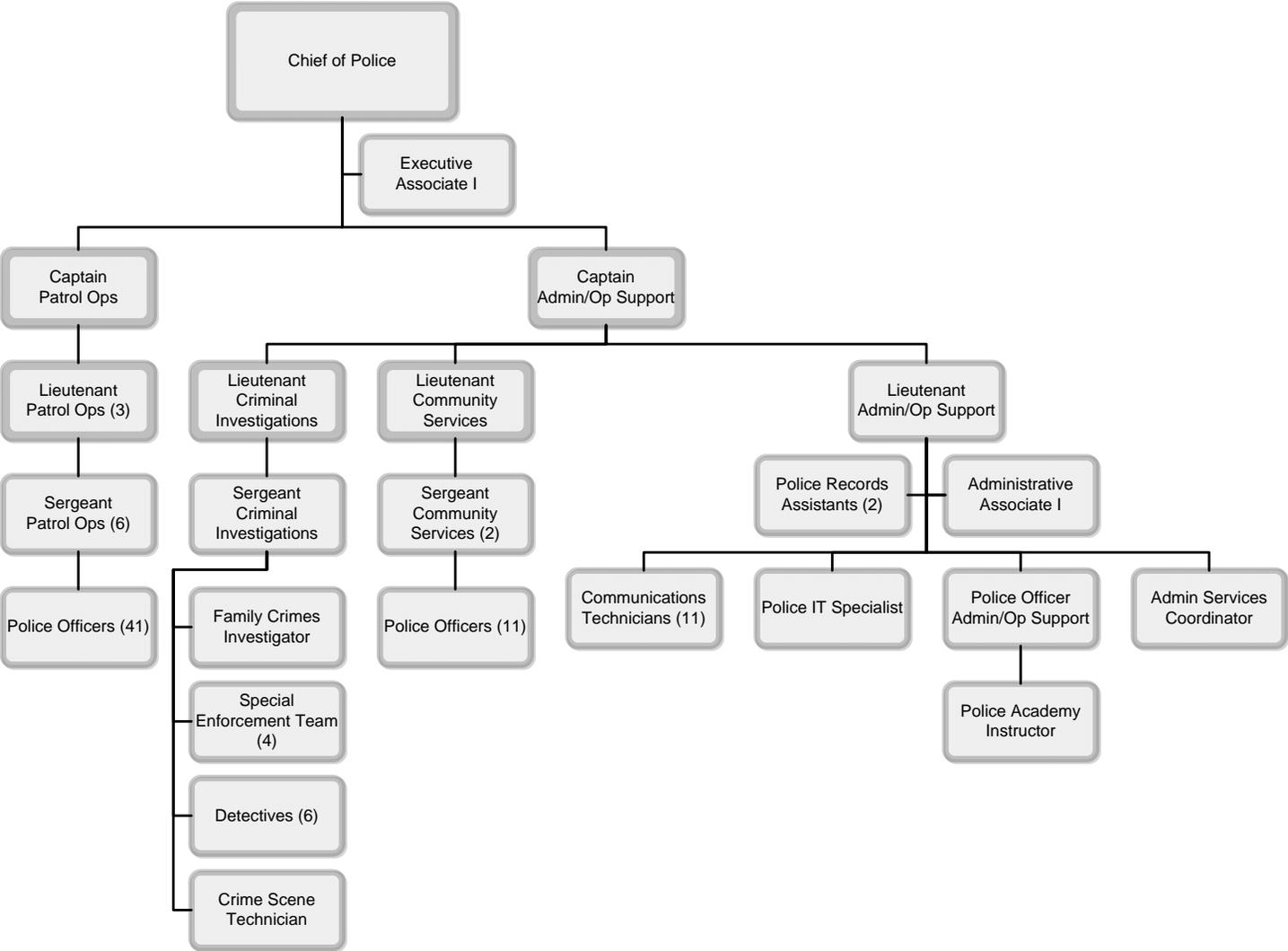
Table 5.29 POLICE DEPARTMENT BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Admin & Ops Support	\$1,657,363	\$1,921,640	\$2,088,119	\$1,808,029	\$1,807,176	\$1,801,755	(\$119,885)	(6.2)	\$1,718,125
Patrol Operations	4,997,027	5,132,727	4,646,304	4,892,157	5,313,311	5,278,068	145,341	2.8	5,591,119
Criminal Investigations	1,429,154	1,509,123	1,434,816	1,381,453	1,510,111	1,499,959	(9,164)	(0.6)	1,589,197
Community Services	1,356,512	1,445,537	1,614,563	1,582,510	1,642,881	1,630,946	185,409	12.8	1,730,209
Information Services	1,636,297	1,428,613	1,400,922	1,291,443	1,411,009	1,403,483	(25,130)	(1.8)	1,483,787
Support Team	4,029	5,805	5,805	3,740	4,193	4,193	(1,612)	(27.8)	4,225
TOTAL	\$11,080,382	\$11,443,445	\$11,190,529	\$10,959,332	\$11,688,681	\$11,618,404	\$174,959	1.5	\$12,116,662
FTE Summary	100.0	101.0	101.0	101.0	101.0	101.0			101.0
Funding Summary									
General Fund	\$9,136,853	\$9,666,833	\$9,413,917	\$9,080,488	\$9,898,080	\$9,601,764	(\$65,069)	(0.7)	\$10,097,122
Capital Projects Fund		1,153	1,153	1,153	1,169	1,169	16	1.4	1,194
Utilities Fund	108,340	115,317	115,317	115,317	116,887	116,887	1,570	1.4	119,762
Airport Fund	21,668	22,063	22,063	22,063			(22,063)	(100.0)	
Uran Fund	67,012						-		
Traffic Fines	300,255	320,000	320,000	410,000	300,000	300,000	(20,000)	(6.3)	300,000
Police Reports/Fingerprt	4,521	5,000	5,000	4,030	4,500	4,500	(500)	(10.0)	4,500
Police Forfeitures	5,339			7,752			-		
Extradiction Reimburseme	1,347			15,210	5,000	5,000	5,000		5,000
False Alarms					150,000	150,000	150,000		150,000
Law Enf Assistance State	869,679	869,679	869,679	869,679	859,460	829,288	(40,391)	(4.6)	829,288
COPS Technology Grant	46,603						-		
County SRO Funding	247,200	296,400	296,400	296,640	296,400	462,796	166,396	56.1	462,796
County Family Crimes Gr	21,447	32,000	32,000	32,000	12,077	32,000	-		32,000
Gang Officer Grant	242,992	90,000	90,000	90,000	59,000	90,000	-		90,000
Misc. Grants	7,126	25,000	25,000	15,000	25,000	25,000	-		25,000
TOTAL	\$11,080,382	\$11,443,445	\$11,190,529	\$10,959,332	\$11,727,573	\$11,618,404	\$174,959	1.5	\$12,116,662

PUBLIC SAFETY (continued)

5.3.1 Police Department Summary (continued)

Chart 5.12 Police Department Organizational Chart



PUBLIC SAFETY (continued)

5.3.2 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 5.30 ADMINISTRATIVE AND OPERATIONAL SUPPORT BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$842,426	\$970,256	\$888,597	\$856,597	\$922,709	\$917,288	(\$52,968)	(5.5)	\$977,654
Contractual Services	312,896	442,370	400,942	350,000	413,542	413,542	(28,828)	(6.5)	415,602
Materials and Supplies	57,966	77,550	93,433	90,000	77,550	77,550	-		77,550
Transfers							-		50,000
Continuous Charges	137,716	179,464	180,942	178,942	180,875	180,875	1,411	0.8	182,319
Capital Outlay	306,359	252,000	524,205	332,490	212,500	212,500	(39,500)	(15.7)	15,000
TOTAL	\$1,657,363	\$1,921,640	\$2,088,119	\$1,808,029	\$1,807,176	\$1,801,755	(\$119,885)	(6.2)	\$1,718,125
FTE Summary	8.0	8.0	8.0	8.0	8.0	8.0			8.0

FUTURE BUDGET CONSIDERATIONS:

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

PUBLIC SAFETY (continued)

5.3.2 Police - Administrative and Operational Support Division (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Fully implement new VoIP phone system • Continued implementation of strategic plan • Complete the Technology enhancement program by fully implementing LINx program • Completed implementation of new CAD/RMS solutions; 800 mhz upgrade • Continue the career development program • Refine hiring process to make it faster, and still produce a high quality candidate • Improve department effectiveness through individual and collective training • Conducted internal re-engineering reviews to improve efficiency and effectiveness. • Improved community notification through Alert Loudoun/Leesburg and CrimeReports • Establish satellite facility • Identify and Plan for future expansion needs • Continued planning with Loudoun County for emergency operations and contingency planning • Continued integration of intelligence-led policing • Maintain appropriate Accreditation standards 	<ul style="list-style-type: none"> • Implemented new VoIP phone system • Continued implementation of strategic plan • Complete the Technology enhancement program by fully implementing LINx program • Completed implementation of new CAD/RMS solutions and 800 mhz upgrade • Continue the career development program • Refine hiring process to make it faster, and still produce a high quality candidate • Improve department effectiveness through individual and collective training • Conducted internal re-engineering reviews to improve efficiency and effectiveness. • Improved community notification through Alert Loudoun/Leesburg and CrimeReports • Expanded parking for improved officer safety and citizen access • Continued planning with Loudoun County for emergency operations and contingency planning • Achieved reaccreditation • Began work on space needs assessment • Established satellite facility 	<ul style="list-style-type: none"> • Continued implementation of strategic plan • Complete the Technology enhancement program by fully implementing LINx program • Completed implementation of new CAD/RMS solutions; 800 mhz upgrade • Continue the career development program • Refine hiring process to make it faster, and still produce a high quality candidate • Improve department effectiveness through individual and collective training • Conducted internal re-engineering reviews to improve efficiency and effectiveness. • Improved community notification through Alert Loudoun/Leesburg and CrimeReports • Identify and Plan for future expansion needs • Continued planning with Loudoun County for emergency operations and contingency planning • Continued integration of intelligence-led policing • Maintain appropriate Accreditation standards • Explore viability of national accreditation

PUBLIC SAFETY (continued)

5.3.2 Police - Administrative and Operational Support Division (continued)

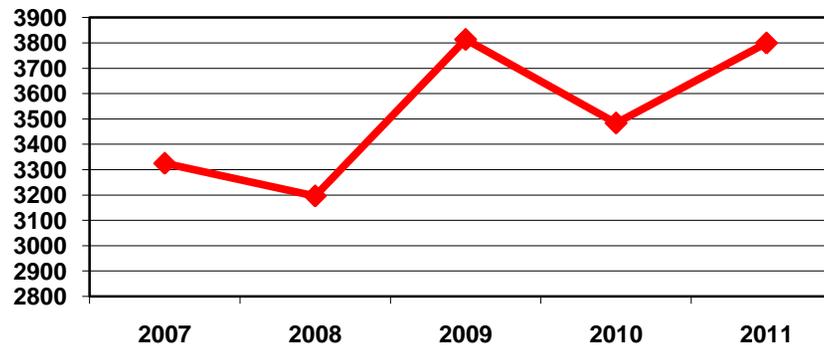
Performance Measures



Operational Efficiency and Fiscal Management

	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 estimate	CY 11 Estimated
Input					
FTE	9	8	8	8	8
Expenditures	\$2,015,333	\$2,056,022	(FY10) \$1,657,363	(FY11) \$1,983,004	(FY12) \$1,801,755
Output					
Hours of Academy training for staff	3,325	3,196	3,814	3484	3800
Staff receiving formal training	57	56	73	66	70
Efficiency					
Percent of personnel receiving training	61%	73%	71%	66%	60%
Average hours training (formal & informal) received per staff member	58.3	56.5	38.5	28.5	30

Chart 5.13 Hours of Formal Training Received by Staff



PUBLIC SAFETY (continued)

5.3.3 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 5.31 PATROL OPERATIONS BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$4,828,827	\$4,979,242	\$4,792,242	\$4,758,095	\$5,181,601	\$5,146,358	\$167,116	3.4	\$5,459,409
Contractual Services	18,363	34,045	33,921	33,921	15,860	15,860	(18,185)	(53.4)	15,860
Materials and Supplies	86,798	115,850	120,141	100,141	115,850	115,850	-		115,850
Transfer Payments	3,950								
Capital Outlay	59,089	3,590					(3,590)	(100.0)	
TOTAL	\$4,997,027	\$5,132,727	\$4,946,304	\$4,892,157	\$5,313,311	\$5,278,068	\$145,341	2.8	\$5,591,119
FTE Summary	51.0	51.0	51.0	51.0	51.0	51.0			51.0

FUTURE BUDGET CONSIDERATIONS:

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

PUBLIC SAFETY (continued)

5.3.3 Police - Patrol Operations Division (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Incorporate the use of the town’s website to collect Quality Assurance Survey responses to increase feedback from the public • Continue to evaluate community policing areas and districts to facilitate timely response and accessibility. • Utilize revised Town emergency plans to conduct expanded readiness training and drills for all officers. • Increase staffing for the Core Business Officer program and incorporate enhanced training to address the police service needs of the Town’s business community. • Utilize information technology to centralize project management and promote information sharing and collaboration to internal and external consumers. • Continued expansion of the in-car cameras to the rest of the patrol fleet. • Continued integration of intelligence-led policing • Maintain appropriate accreditation. 	<ul style="list-style-type: none"> • Responded to and handled over 52,000 police activities (citizen generated calls for service and officer generated activities). • Improved contact with the community through the community district semi-annual meetings and the use of district based email accounts. • 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. • Achieved a 97% level of Exceeds or Meets Expectations in Quality Assurance Surveys for public safety service delivery. • Continued planning with Loudoun County for emergency operations and contingency planning. Planned and participated in the emergency response services drill, Operation Chaos 2009. • Expanded coverage of the in-car cameras to most of the patrol fleet. • Consolidated several programs into the Special Purpose Weapons program. Expanded the training and deployment of the patrol rifle, Taser, and less lethal munitions. • Expanded the bicycle patrol section to enable increased coverage of recreational trails, shopping areas, and neighborhoods. • Implemented the Core Business Officer program providing dedicated coverage of the Town’s core businesses. 	<ul style="list-style-type: none"> • Incorporate the use of the Town’s website to collect Quality Assurance Survey responses to increase feedback from the public • Continue to evaluate community policing areas and districts to facilitate timely response and accessibility. • Utilize revised Town emergency plans to conduct expanded readiness training and drills for all officers. • Expand the Core Business Officer program and incorporate enhanced training to address the police service needs of the Town’s business community. • Utilize information technology to centralize project management and promote information sharing and collaboration to internal and external consumers. • Continue expansion of the in-car cameras to the rest of the patrol fleet. • Continue integration of intelligence-led policing. • Maintain appropriate Accreditation standards.

PUBLIC SAFETY (continued)

5.3.3 Police - Patrol Operations Division (continued)

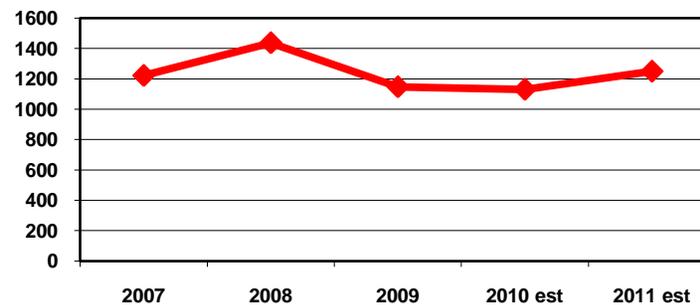
Performance Measures



Community Safety / Quality of Life

	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 est	CY 11 Estimated
Input					
FTE	48	48	51	51	51
Expenditures	\$4,560,079	\$4,817,023	(FY10) \$5,083,066	(FY11) \$5,132,727	
Output					
Calls handled		New system in CY2009	45,939	45,236	50,000
Citizen calls for service			15,951	15,707	16,500
Officer-generated calls			29,988	29,529	33,500
Efficiency					
Calls handled per officer	1,222	1,437	1,148	1,131 (40 officers)	1,250 (40 officers)
Arrests	1,432	1,229	1,829	1,670	1,700
Traffic summons issued by patrol	5,073	5,371	6,346	7,683	7,600
Outcome					
Percentage of survey results rating service as "meets or exceeds" expectations	99.8%	99%	96%	97%	99%

Chart 5.14 Calls per Patrol Officer



PUBLIC SAFETY (continued)

5.3.4 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 5.32 CRIMINAL INVESTIGATIONS BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$1,368,782	\$1,424,640	\$1,324,640	\$1,304,640	\$1,428,149	\$1,417,997	(\$6,643)	(0.5)	\$1,506,982
Contractual Services	13,575	32,996	32,996	17,996	16,810	16,810	(16,186)	(49.1)	16,810
Materials and Supplies	8,746	15,687	15,812	7,000	14,500	14,500	(1,187)	(7.6)	14,500
Continuous Charges	26,682	33,800	46,358	41,817	50,652	50,652	16,852	49.9	50,905
Capital Outlay	11,369	2,000	15,010	10,000			(2,000)	(100.0)	
TOTAL	\$1,429,154	\$1,509,123	\$1,434,816	\$1,381,453	\$1,510,111	\$1,499,959	(\$9,164)	(0.6)	\$1,589,197
FTE Summary	14.0	14.0	14.0	14.0	14.0	14.0			14.0

FUTURE BUDGET CONSIDERATIONS:

- ❖ Space constraints
- ❖ Strategic plan implementation
- ❖ Crime analysis support
- ❖ Complex criminal investigations requiring significant investigative resources

PUBLIC SAFETY (continued)

5.3.4 Police - Criminal Investigations Division (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Train all personnel in the use of i2 analytical software. • Use crime databases and analytical tools to enhance the solution of incidents. • Schedule training for detectives and crime scene technician in the use of state of the art techniques for solving crime. • Continue the use of proactive measures to detect and arrest on-line child predators. • Continue to fully implement and utilize intelligence-led policing concepts • Maintain a close working relationship with county, state and federal law enforcement and prosecution offices. • Continued integration of intelligence-led policing • Maintain appropriate Accreditation standards • 	<ul style="list-style-type: none"> • Analytical i2 software was obtained and personnel are in the process of being trained for use in crime analysis. • The family crimes investigator position continued with increased follow up investigations of domestic assault incidents. • 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. • The training of detectives and the receipt of a funding grant from the Virginia State Police enhanced the computer crimes program and computer forensic examination program capabilities. • Personnel received advanced training in the areas of evidence collection, domestic violence, child abuse, gang violence and computer crimes. • The efficiency of case resolution was greatly enhanced through advanced law enforcement training and forensic examinations. • 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. 	<ul style="list-style-type: none"> • Train all personnel in the use of i2 analytical software. • Use crime databases and analytical tools to enhance the solution of incidents. • Schedule training for detectives and crime scene technician in the use of state of the art techniques for solving crime. • Continue the use of proactive measures to detect and arrest on-line child predators. • Continue to fully implement and utilize intelligence-led policing concepts • Maintain a close working relationship with county, state and federal law enforcement and prosecution offices. • Continued integration of intelligence-led policing • Maintain appropriate accreditation standards. • Continue the training and development of investigators. • Refine procedures for major case investigations.

PUBLIC SAFETY (continued)

5.3.4 Police - Criminal Investigations Division (continued)

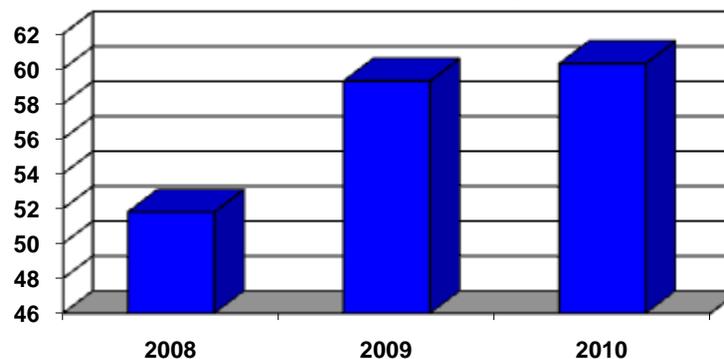
Performance Measures



Community Safety / Quality of Life

	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 estimate	CY 11 Estimated
Input					
FTE	12	13	14	14	14
Expenditures	\$1,231,565	\$1,308,145	(FY10) \$1,429,154	(FY11) \$1,473,894	(FY12) \$1,499,959
Input					
Cases assigned to division		726	777	819	800
Criminal intelligence projects assigned		17	11	22	22
Output					
Cases closed		467	501	469	470
Cases closed by arrest or exceptional police means		242	297	283	250
Criminal intelligence projects researched		7	11	22	22
Efficiency					
% of cases closed by arrest, victim recovery, or exceptional means		51.8%	59.3%	60.3%	53%
Forensic (crime scene, telephone, computer and AVID) examinations			197	206	150

Chart 5.15 Percent of Assigned Cases Closed in Leesburg



Nationally in 2009, 47.1 percent of violent crimes and 18.6 percent of property crimes were cleared by arrest or exceptional means.

PUBLIC SAFETY (continued)

5.3.5 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 5.33 COMMUNITY SERVICES BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$1,299,369	\$1,375,907	\$1,505,907	\$1,493,907	\$1,562,043	\$1,550,108	174,201	12.7	\$1,648,759
Contractual Services	7,441	13,030	11,030	11,030	7,300	7,300	(5,730)	(44.0)	7,300
Materials and Supplies	21,682	43,400	39,023	21,000	24,950	24,950	(18,450)	(42.5)	24,950
Continuous Charges	25,967	13,200	57,210	55,210	48,588	48,588	35,388	268.1	49,200
Capital Outlay	2,052		1,393	1,363			-		
TOTAL	\$1,356,511	\$1,445,537	\$1,614,563	\$1,582,510	\$1,642,881	\$1,630,946	\$185,409	12.8	\$1,730,209
FTE Summary	12.0	13.0	13.0	13.0	13.0	13.0			13.0

FUTURE BUDGET CONSIDERATIONS:

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

PUBLIC SAFETY (continued)

5.3.5 Police - Community Services Division (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Continued integration of intelligence-led policing • Maintain appropriate Accreditation standards • Continue to enhance department outreach programs to school age members of the community • Continue to incorporate concepts and ideas from CTAP in identifying and dealing with traffic “hotspots”; • Continue to manage and coordinate police services to 130 special events • Study the use of technology in traffic safety and management; • Continue to expand community traffic safety programs such as the Community Speed watch program • 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. 	<ul style="list-style-type: none"> • Enhance department outreach programs to school age members of the community • Hosted and conducted 45 youth based programs and 25 adult based programs • Incorporated concepts and ideas from CTAP in identifying and dealing with traffic “hotspots”; conducted 763 specialized traffic enforcement details • Managed and coordinated police services to 130 special events • Study the use of technology in traffic safety and management; began analysis and review of photo red light programs and options • Began Community Speed watch program • Provided a more proactive review in plan review and commercial crime prevention programs by incorporating Crime Prevention through Environmental Design (CEPTED) doctrine and principles. • Established satellite office • Staffed SRO at new Tuscarora HS • Expanded Police Explorer program 	<ul style="list-style-type: none"> • Continued integration of intelligence-led policing • Maintain appropriate Accreditation standards • Continue to enhance department outreach programs to school age members of the community • Continue to incorporate concepts and ideas from CTAP in identifying and dealing with traffic “hotspots”; • Continue to manage and coordinate police services to 130 special events • Study the use of technology in traffic safety and management; • Continue to expand community traffic safety programs such as the Community Speed watch program • 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. • Expand Explorer Program • Expand and implement dept. social media programs.

PUBLIC SAFETY (continued)

5.3.5 Police - Community Services Division (continued)

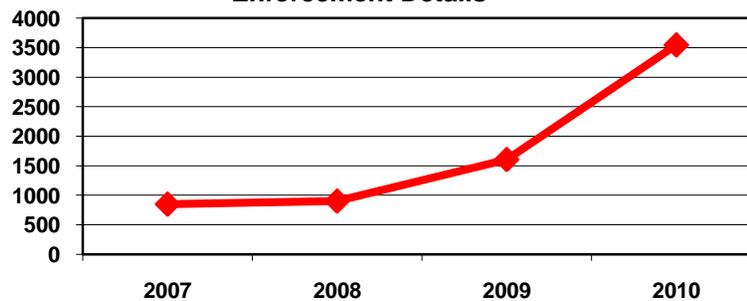
Performance Measures



Community Safety / Quality of Life

	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 estimate	CY 11 Estimated
Input					
FTE	12	12	12	14	14
Dollars spent	\$1,291,294	\$1,343,722	(FY10) \$1,356,561	(FY11) \$1,466,036	(FY12) \$1,630,946
Output					
Youth-based programs	44	60	68	45	60
Adult-based programs	33	34	31	25	35
Specialized traffic details	226	230	521	763	775
Efficiency					
Youth received training	4,167	4,627	4,225	3405	4,000
Adults receiving training	436	438	929	1165	850
Citations issued on specialized traffic details	848	900	1,604	3545	3600
Outcome					
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	(3.6%)	(0.8%)	(5.9%)	(3%)	(3.3%)

Chart 5.16 Citations Issued During Special Enforcement Details



PUBLIC SAFETY (continued)

5.3.6 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 5.34 INFORMATION SERVICES BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$1,197,086	\$1,242,885	\$1,178,285	\$1,142,885	\$1,218,815	\$1,211,289	(\$31,596)	(2.5)	\$1,284,600
Contractual Services	99,256	140,900	132,400	110,000	158,230	158,230	17,330	12.3	165,191
Materials and Supplies	3,634	10,400	11,997	9,000	9,650	9,650	(750)	(7.2)	9,650
Continuous Charges	15,093	18,428	22,548	22,548	20,064	20,064	1,636	8.9	20,096
Capital Outlay	321,228	16,000	21,092	7,000	4,250	4,250	(11,750)	(73.4)	4,250
TOTAL	\$1,636,297	\$1,428,613	\$1,366,322	\$1,291,433	\$1,411,009	\$1,403,483	(\$25,130)	(1.8)	\$1,483,787
FTE Summary	15.0	15.0	15.0	15.0	15.0	15.0			15.0

FUTURE BUDGET CONSIDERATIONS:

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

PUBLIC SAFETY (continued)

5.3.6 Police - Information Services Division (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> Continued integration of intelligence-led policing. Conducted internal re-engineering reviews to improve efficiency and effectiveness. Improved supervisory span of control through personnel re-engineering Process citizen and officer generated activities in a timely and professional manner Maintain career development program Continue to refine use of new software systems for CAD/RMS Continue to refine records management for operation of regional data systems such as Maintain appropriate accreditation standards Continue implementation with Loudoun County DIT and public safety agencies on upgrade of 800 mhz radio system. 	<ul style="list-style-type: none"> Conducted internal re-engineering reviews to improve efficiency and effectiveness. Improved supervisory span of control through personnel re-engineering Processed 45236 (est.) police activities. Dispatched 15,707 (est.) calls for service and handled 29,529 (est.) officer generated activities Maintained career development program Completed implementation of new software systems for CAD/RMS Refined records management for full implementation of LINx Maintain appropriate accreditation standards Completed implementation with Loudoun County DIT and public safety agencies on upgrade of 800 mhz radio system Re-engineered to create police computer systems specialist position. 	<ul style="list-style-type: none"> Continued integration of intelligence-led policing Process citizen and officer generated activities in a timely and professional manner Maintain career development program Continue to refine use of new software systems for CAD/RMS Continue to refine records management for operation of regional data systems such as Maintain appropriate accreditation standards Continue implementation with Loudoun County DIT and public safety agencies on upgrade of 800 mhz radio system.

PUBLIC SAFETY (continued)

5.3.6 Police - Information Services Division (continued)

Performance Measures



Community Safety / Quality of Life

	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 estimate	CY 11 Estimated
Input					
FTE	15	15	15	14	14
Expenditures	\$1,377,034	\$1,426,046	(FY10) \$1,636,297	(FY11) \$1,416,703	(FY12) \$1,408,083
Output					
Total calls	54,494	63,242	64,445	45,236	50,000
Officer generated calls	28,594	29,086	45,153	15,707	16,500
Citizen generated calls	25,900	34,156	20, 922	29,529	33,500
Efficiency					
Average number of calls handled per dispatcher	4,833	5,270	5,370	4,112	4,545
Outcome					
Average process time for all priorities of calls (minutes)	4.44	4.58	4.50	4.50	n/a

PUBLIC SAFETY (continued)

5.3.7 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.

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Contractual Services	295	1,060	1,060	830	1,060	1,060	-		1,060
Materials and Supplies	594	1,545	1,545	650	1,545	1,545	-		1,545
Continuous Charges	1,590	2,200	2,200	1,570	1,588	1,588	(612)	(27.8)	1,620
Capital Outlay	1,550	1,000	1,000	690			(1,000)	(100.0)	
TOTAL	\$4,029	\$5,805	\$5,805	\$3,740	\$4,193	\$4,193	(\$1,612)	(27.8)	\$4,225

FUTURE BUDGET CONSIDERATIONS:

- ❖ Recruiting members
- ❖ Equipment needs

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Continue to provide staffing assistance for 18 special events in the Town of Leesburg • Continue to provide hours of volunteer time in special event staffing, department representation, and proactive patrol • Continue to provide savings in man-hours of sworn officer time 	<ul style="list-style-type: none"> • Provided staffing assistance for 18 special events in the Town of Leesburg • Provided over 7,700 hours of volunteer time in special event staffing, department representation, and proactive patrol • Provided a savings of approximately 2,125 man-hours of sworn officer time 	<ul style="list-style-type: none"> • Continue to provide staffing assistance for 18 special events in the Town of Leesburg. • Continue to provide hours of volunteer time in special event staffing, department representation, and proactive patrol. • Continue to provide savings in man-hours of sworn officer time.

PUBLIC SAFETY (continued)

5.3.7 Citizen's Support Team (continued)

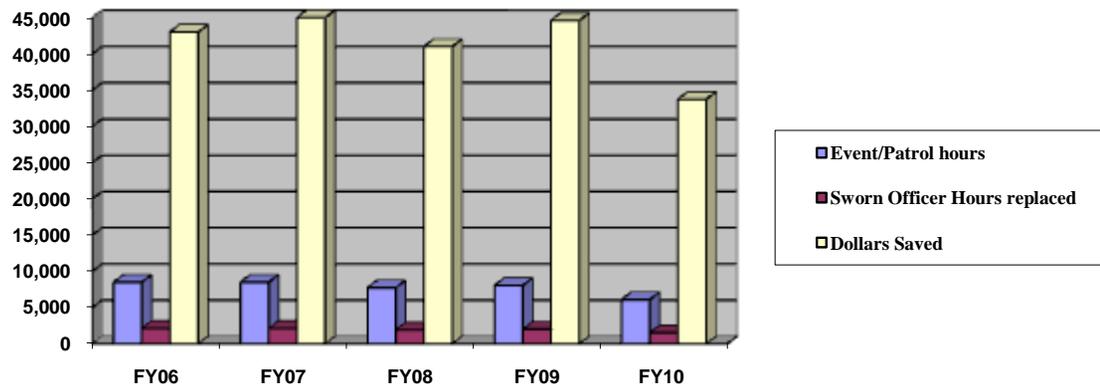
Performance Measures



Community Safety / Quality of Life

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
Volunteers	15	15	15	12	12
Dollars spent	\$5,805	\$5,805	(FY10) \$5,805	(FY11) \$5,805	(FY11) \$5,805
Output					
Hours of special events/proactive patrol provided	8,500	7,730	8,050	6092	7593
Efficiency					
Number of sworn officer hours replaced (factor of 25%)	2,125	1,925	2,012	1523	1896
Outcome					
Dollars saved	\$45,000	\$41,000	\$44,600	\$33,734	\$41,000

Chart 5.17 Citizen Support Team Value Added, \$



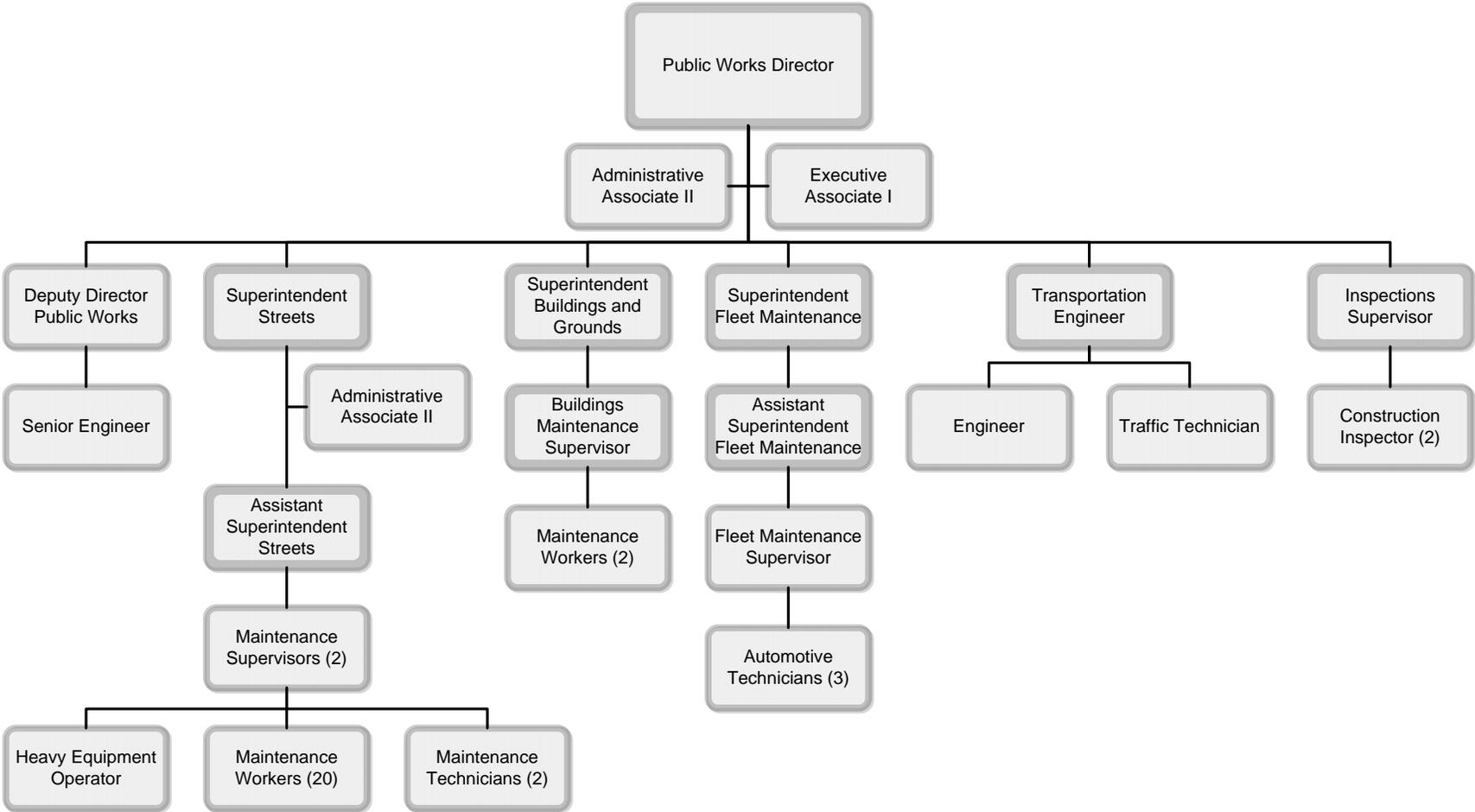
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PUBLIC WORKS

5.4 Public Works

The Public Works function includes all divisions of the Public Works Department (see Chart 5.18 below).

Chart 5.18 Public Works Organizational Chart



PUBLIC WORKS (continued)

5.4 Public Works (continued)

Table 5.36 PUBLIC WORKS BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Administration	\$509,875	\$548,925	\$544,944	\$533,537	\$557,578	\$554,315	\$5,390	1.0	\$689,166
Engineering & Inspection	764,249	789,525	762,031	651,234	553,788	549,921	(239,604)	(30.3)	582,700
Streets and Grounds	4,190,424	4,015,764	4,131,975	4,122,991	4,028,194	4,009,474	(6,290)	(0.2)	3,720,067
Building Maintenance	945,410	882,369	1,594,777	1,051,821	967,494	965,074	82,705	9.4	988,847
Fleet Maintenance	1,374,995	1,218,706	1,374,205	1,362,360	1,344,500	1,480,235	261,529	21.5	1,531,403
Refuse and Recycling	2,567,542	2,650,445	2,586,447	2,582,009	2,688,684	2,688,684	38,239	1.4	2,781,684
Traffic Management	896,222	905,617	975,522	952,110	919,514	917,937	12,320	1.4	943,885
TOTAL	\$11,248,717	\$11,011,351	\$11,969,901	\$11,256,062	\$11,059,752	\$11,165,640	\$154,289	1.40	11,237,752
FTE Summary	53.0	53.0	53.0	53.0	49.0	49.0	(4.0)	(7.5)	49.0
Funding									
General Fund	\$8,121,231	\$7,538,051	\$8,496,601	\$7,892,965	\$7,725,472	\$7,831,360	\$293,309	3.9	\$7,891,208
Capital Projects Fund		126,386	126,386	126,386	115,114	115,114	(11,272)	(8.9)	117,623
Utilities Fund	465,436	198,380	198,380	198,380	396,580	396,580	198,200	99.9	406,335
Airport Fund	28,826	26,489	26,489	26,489			(26,489)	(100.0)	
Proffer		485,647	485,647	212,400			(485,647)	(100.0)	
Highway Maint Fund	2,633,224	2,636,398	2,636,398	2,799,442	2,822,586	2,822,586	186,188	7.1	2,822,586
TOTAL	\$11,248,717	\$11,011,351	\$11,969,901	\$11,256,062	\$11,059,752	\$11,165,640	\$154,289	1.40	\$11,237,752

PUBLIC WORKS (continued)

5.4.1 Public Works – Administration

Program Description

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

Table 5.37 PUBLIC WORKS ADMINISTRATION BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$498,824	\$508,927	\$508,927	\$503,447	\$524,732	\$521,469	\$12,542	2.5	\$555,540
Contractual Services	8,416	6,460	6,687	3,690	6,838	6,838	378	5.9	6,930
Materials and Supplies	2,261	2,900	2,900	1,400	2,900	2,900	-		2,900
Transfer Payments							-		100,000
Continuous Charges		30,538	26,330	25,000	23,108	23,108	(7,430)	(24.3)	23,796
Capital Outlay	374	100	100				(100)	(100.0)	
TOTAL	\$509,875	\$548,925	\$544,944	\$533,537	\$557,578	\$554,315	\$5,390	1.0	\$689,166
FTE Summary	4.0	4.0	4.0	4.0	4.0	4.0			4.0

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. In addition, the Public Works Department provides funding for Keep Leesburg Beautiful cleanup events that exceed donations received from the business community.

PUBLIC WORKS (continued)

5.4.1 Public Works – Administration (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Manage pilot “team” efforts: Zoning Enforcement, Tree Management, Capital Construction Inspection, Transportation Model (with Executive, Parks & Recreation, Planning and Zoning, Utilities, and Capital Projects Management). • Maintain a high level of quality and customer service areas provided under the Public Works Department umbrella. • Continue to update and add content to the Town website, seeking innovative ways to publicize Public Works’ services. • Actively explore other opportunities for public/private partnerships (with all departments). 	<ul style="list-style-type: none"> • Public Works inspectors performed selected Zoning Enforcement activities in coordination with the Department of Planning & 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. • Public Works staff has continued to provide excellent customer service both internally and externally to residents and businesses. • 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. • Public Works staff serves on and assists the Community Enhancement Team (CET) with outreach efforts to communities in need. Public Works provides educational brochures and flyers for distribution at community meetings and for use in newsletters. • Staff combined efforts with Parks & Recreation and Planning & Zoning to host Keep Leesburg Beautiful (KLB) in April 2011. This year’s event garnered participation from several commercial enterprises, such as Wegmans, and partnerships with communities and businesses along Plaza Street for a major cleanup event. Loudoun Hills also organized a successful community cleanup with support and supplies provided by the Town. • Public Works Department staff from several divisions worked with other Town agencies and external organizations to coordinate the installation of a rain garden at Freedom Park in October 2010. Volunteers donated labor, materials and design for the project, while Town staff assisted with environmental, logistical and construction phases of the project. 	<ul style="list-style-type: none"> • Continue assistance to active Capital Projects, selected Zoning Enforcement and Transportation Planning Group projects. • Maintain a high level of customer service both through person-to-person contact and on-line contact. • 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. • Continue seeking opportunities to work with non-profit organizations and communities associations for pond reforestation projects; continue coordination of efforts for KLB 2012 month-long community cleanup efforts to be held in April. • Continue coordination of efforts with the Community Enhancement Team to provide outreach materials to communities and attend events as requested to provide information on available services through the Public Works Department.

PUBLIC WORKS (continued)**5.4.2 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.
- Also 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, SWM Ponds, and BMP structures as required by current MS4 permit.
- Assists the Street Division with snow removal operations on a case by case basis.

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

PUBLIC WORKS (continued)

5.4.2 Engineering and Inspections (continued)

Table 5.38 ENGINEERING AND INSPECTIONS BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$705,259	\$732,800	\$622,100	\$622,100	\$502,625	\$498,758	(\$234,042)	(31.9)	\$531,475
Contractual Services	48,152	46,270	129,342	25,000	46,228	46,228	(42)	(0.1)	46,290
Materials and Supplies	4,826	5,455	5,455	2,500	4,935	4,935	(520)	(9.5)	4,935
Continuous Charges	3,759	4,000	4,000	1,500			(4,000)	(100.0)	
Capital Outlay	2,253	1,000	1,134	134			(1,000)	(100.0)	
TOTAL	\$764,249	\$789,525	\$762,031	\$651,234	\$553,788	\$549,921	(\$239,604)	(30.3)	\$582,700
FTE Summary	6.0	6.0	6.0	6.0	4.0	4.0	(2.0)	(33.3)	4.0

ADJUSTMENTS TO PERSONNEL COMPLEMENT:

- ❖ Chief of Operations and Inspections and one Construction Inspector position eliminated for a savings of \$254,681.

FUTURE BUDGET CONSIDERATIONS:

- ❖ New Chesapeake Bay Total Maximum Daily Load (TMDL) nutrient and sediment Waste Load Allocations (WLA) requirements now implemented as part of the Virginia State Watershed Improvement Plan (WIP), a funding source and mechanism by which the Town will be required to retrofit existing SWM facilities and un-detained storm runoff areas. April 9, 2013 deadline to submit new Registration Statement to DCR for the next 5 year MS-4 permit plan. The Town's current MS-4 general permit will expire on July 8, 2013.
- ❖ In as early as FY13, additional criteria will be added to the Town's Municipal Separate Storm Sewer System Permit (MS4 Permit); now that the EPA TMDL pollutant limits and regulations have been mandated. Additional funding will be required to train staff and procure equipment/materials needed to meet the new inspection, water quality criteria 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 MS4 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 MS4 related inspections.
- ❖ Additional consideration should also be given to the potential for increased costs for printing and distribution of educational outreach materials to inform the Town's citizens of new nutrient and pollution effluent limitations from the Town's streams and watersheds.
- ❖ Modeling of Town's impervious/pervious areas required to prove to State and EPA the pollutant discharge limits from the Town's watersheds. Once a model has been generated/approved by State DCR, Public Works will be able to better predict the costs of retrofitting the storm sewer system.

PUBLIC WORKS (continued)

5.4.2 Engineering and Inspections (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> Continue inventory of as-built and record drawings. 	<ul style="list-style-type: none"> On track to inventory 22 as-builts for closed out projects. 	<ul style="list-style-type: none"> Continue inventory of as-built and record drawings.
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> Continue to conduct asphalt inspections of all Town maintained roads to records the condition of the pavement to determine future repaving schedules. Continue to work with Capital Projects Management and Utilities Departments to inspect capital projects. Continue implementation of National Pollution Discharge Elimination System-Phase II Storm water Program for the 5 year MS-4 permit cycle with the State. Prepare the third annual report (associated with the current permit) as required by the National Pollutant Discharge Elimination System Permit for storm water outfalls as mandated by U.S. EPA. 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. Continue to inspect public improvements constructed by developers. 	<ul style="list-style-type: none"> Completed an update of the PCI's for all streets in the Town. Provided inspection services to Capital Projects Management on the North King Street Drainage Project and the Dry Mill Wage and Anne Streets Drainage Improvements Project. The second annual report was prepared in accordance with our MS-4 permit, and accepted by DCR. Currently implementing the objectives and program plan for the 6 minimum control measures specified by our current MS4 permit. Inspected 60 storm sewer outfalls, and all SWM/BMP facilities (approximately 85) as required by the Town's MS-4 permit. Completed inspections in timely manner for Tuscarora High School, Spring Arbor, Villages at Leesburg Town Center, L.A. Fitness, Cobb Theater, McDonalds Restaurant, Sycolin Corner, various sections of the Oaklawn Development, and other projects. Provided inspection services and status reports for the DVP transmission line project to ensure safety of traveling public along Route 7 and the Route 7/15 Bypass. 	<ul style="list-style-type: none"> Continue to conduct asphalt inspections of all Town maintained roads to record the condition of the pavement to determine future repaving schedules. Continue to work with Capital Projects Management and Utilities Departments to inspect capital projects. Continue implementation of National Pollution Discharge Elimination System-Phase II Storm water Program for the current MS-4 permit cycle with the State. Continue to inspect all Town storm sewer outfalls, and SWM/BMP facilities in Town as required by the Virginia Department of Conservation and Recreation to be in conformance with the Town's MS-4 permit. Continue to inspect public improvements constructed by developers to ensure a high standard.

PUBLIC WORKS (continued)

5.4.2 Engineering and Inspections (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated
Input					
FTE (inspectors) performing services	3	3	3	3	3
Fees collected for performing services	\$24,600	\$26,400	\$22,200	\$24,000	\$21,000
Output					
Number of developer requests for extensions, reductions and final release	41	44	37	40	35
Efficiency					
Fee charged per response	\$600	\$600	\$600	\$600	\$600
Average number of requests per inspector	13.6	14.6	12.3	13.3	11.6
Outcome					
Percent requests responded to within 15 days	100%	100%	100%	100%	100%
To take action on all written bond reduction requests and final inspection requests within 30 days.					
To ensure compliance with this requirement, all field inspections associated with these requests will be completed within 15 days.					

PUBLIC WORKS (continued)

5.4.3 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 5.39 STREETS AND GROUNDS MAINTENANCE BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$2,333,802	\$2,283,734	\$2,310,734	\$2,354,924	\$2,182,880	\$2,164,160	(119,574)	(5.2)	\$2,304,652
Contractual Services	1,201,026	1,190,243	1,262,657	1,247,067	1,096,029	1,096,029	(94,214)	(7.9)	1,101,130
Materials and Supplies	216,642	216,127	279,124	274,000	198,405	198,405	(17,722)	(8.2)	198,405
Continuous Charges	300,700	152,760	55,624	52,000	115,480	115,480	(37,280)	(24.4)	115,480
Capital Outlay	138,254	172,900	223,836	195,000	435,400	435,400	262,500	151.8	400
TOTAL	\$4,190,424	\$4,015,764	\$4,131,975	\$4,122,991	\$4,028,194	\$4,009,474	(\$6,290)	(0.2)	\$3,720,067
FTE Summary	30.0	30.0	30.0	30.0	28.0	28.0	(2.0)	(6.7)	28.0

ADJUSTMENTS TO PERSONNEL COMPLEMENT:

- ❖ One Assistant Superintendent and one Maintenance Worker I position eliminated for a savings of \$172,210.

PUBLIC WORKS (continued)**5.4.3 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 10 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)

5.4.3 Streets and Grounds Maintenance (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> Seek new and innovative methods for leaf and brush disposal with emphasis on recycling and cost reduction. Implement a salt brine ice control system to reduce costs for chemicals while maintaining acceptable control levels. 	<ul style="list-style-type: none"> Managed three major Snow Events, in FY10 starting in December with 22 inches of snow consisted of 1,011 regular hours and 1,630 overtime hours. The month of February two major storms total amount of 46 inches, with blizzard conditions consisted of 8,886.30 of regular hours and 2,826 overtime hours. 	<ul style="list-style-type: none"> Continue to seek cost effective and responsible methods to dispose of leaves and brush through recycling. Work on reducing the amount of chemicals used for snow and ice control while maintaining safe roadways.
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> Continue to provide brush pickup and leaf collection programs; reduce collection volume by promoting availability of yard waste collection services through CSI. Continue maintenance of roadways as needed (shoulders, mowing, trim brush, remove dead trees, replace signs, patch potholes). 	<ul style="list-style-type: none"> Trimmed brush, removed dead trees, replaced signs, patched potholes. Collected and disposed of debris, brush and limbs from citizen's properties as part of the general pickup process. Approximately 3,995 hours were used to make 12,971 curbside stops, 324 loads or 91 tons of brush was chipped. Provided a total of 1,329.5 hours, in which 706 was overtime hours of assistance to the Parks Staff for more than 24 Town special events. Spent 8,052.50 hours mowing right-of-way, which includes 1,121.50 hours mowing at various park sites. Approximately 3,210 hours were used to collected over 297 truckloads or 198 ton of leaves during the Fall Leaf Pickup Program. Picked up over 148.76 tons of trash along Town streets, parks and drainage systems. Spent 3,366 hours in cleaning out storm pipes, culverts and detention ponds. Completed 8,608 hours of basic road repairs such as Asphalt, crack sealing, Lawson Road, drainage, line painting, and shoulders 	<ul style="list-style-type: none"> Continue to provide brush and leaf collection programs. Continue promoting additional yard waste collection days to increase yard waste volume and reduce brush collection needs. Continue maintenance of roadways as needed (shoulders, mowing, trim brush, remove dead trees, replace signs, patch potholes)
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> Work on improving maintenance of storm ponds and systems as required by the MS-4 permit. Clear silt and debris from storm drainage outfalls. 	<ul style="list-style-type: none"> Cleared silt and debris from many storm drainage outfalls. Began inspection process for checking the condition of maintenance and repair of storm ponds. 	<ul style="list-style-type: none"> Work on improving maintenance of storm ponds and systems as required by the MS-4 permit. Clear silt and debris from storm drainage outfalls.

PUBLIC WORKS (continued)

5.4.3 Streets and Grounds Maintenance (continued)

Performance Measures



Operational Efficiency and Fiscal Management



Community Safety / Quality of Life

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
Expenditures for brush pickups	\$196,130	\$275,067	\$191,928	\$171,888	\$183,436
Output					
Curbside brush pickups	10,000	11,567	12,760	12,600	12,500
Efficiency					
Cost per pickup	\$19.61	\$23.78	\$15.04	\$13.64	\$14.67
Outcome					
Percentage of pickups completed within 24 hours	65%	65%	70%	70%	60%
Percentage of pickups completed within 48 hours	90%	90%	90%	90%	90%

PUBLIC WORKS (continued)

5.4.3 Streets and Grounds Maintenance (continued)

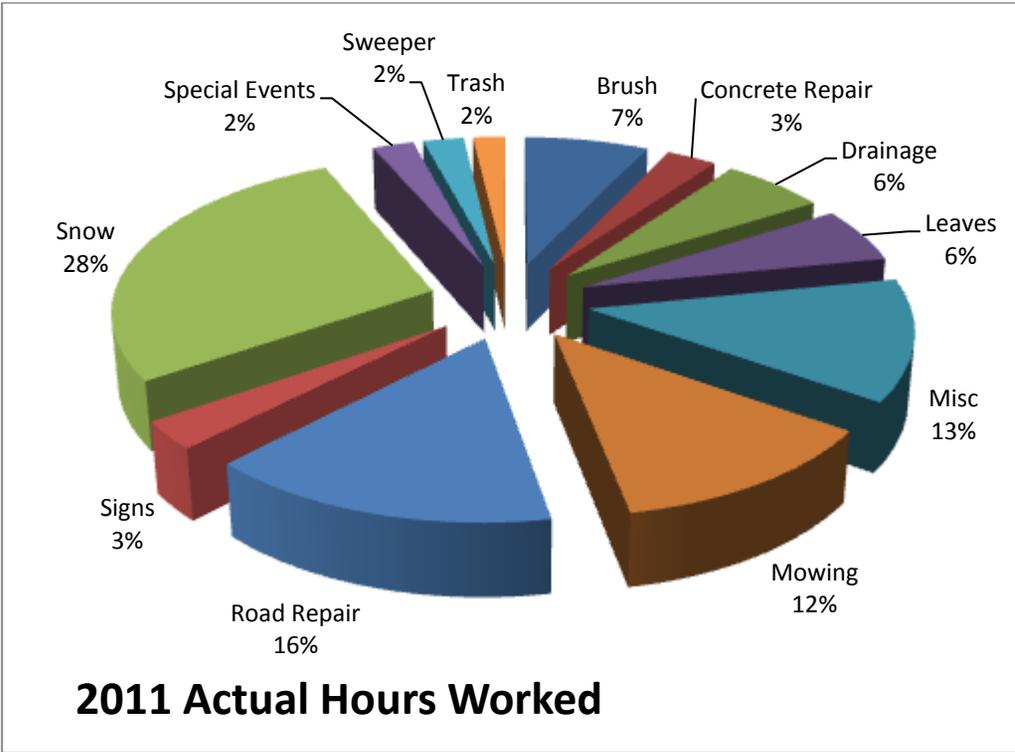


Chart 5.19 Actual Hours Worked (55,763) and Percentage of Total, FY 2011 (not including hours spent on administrative duties, training, leave, and holidays)

PUBLIC WORKS (continued)

5.4.3 Streets and Grounds Maintenance (continued)

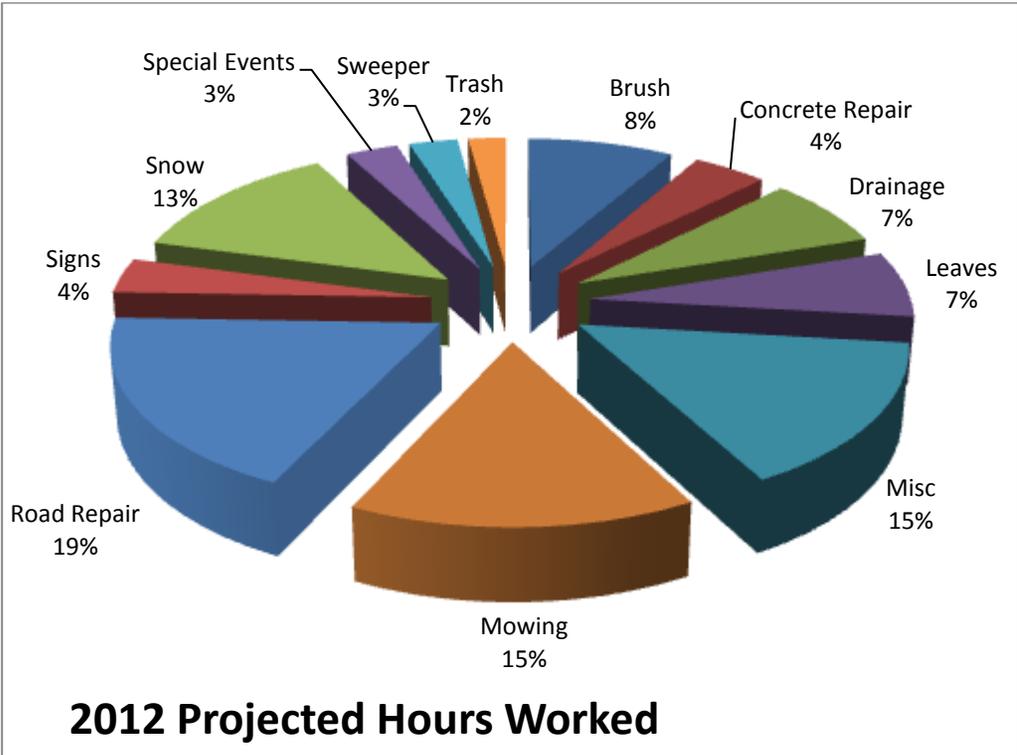


Chart 5.20 Projected Hours (46,600) Work, FY 2012 (not including hours spent on administrative duties, training, leave, and holidays)

PUBLIC WORKS (continued)

5.4.4 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 5.40 BUILDING MAINTENANCE BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$362,415	\$338,091	\$363,091	\$363,091	\$369,249	\$366,829	28,738	8.5	\$390,373
Contractual Services	300,244	350,738	320,287	232,730	377,805	377,805	27,067	7.7	377,890
Materials and Supplies	33,423	36,100	75,335	50,000	51,100	51,100	15,000	41.6	51,100
Continuous Charges	168,511	137,440	144,503	139,000	149,340	149,340	11,900	8.7	149,484
Capital Outlay	80,813	20,000	691,561	267,000	20,000	20,000	-		20,000
TOTAL	\$945,406	\$882,369	\$1,594,777	\$1,051,821	\$967,494	\$965,074	\$82,705	9.4	\$988,847
FTE Summary	4.0	4.0	4.0	4.0	4.0	4.0			4.0

NOTE: During FY 2011, \$645,000 has been provided for replacement of the emergency generator (\$200,000) and gas pumps (\$300,000) at the Public Works maintenance facility, and replacement of the HVAC system (\$145,000) at police headquarters. Funding is provided by the Capital Asset Replacement Reserve. This has not been included in the FY 2011 estimate.

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)

5.4.4 Building Maintenance (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Operational Efficiency and Fiscal Management</p>	<ul style="list-style-type: none"> • Completed move of Economic Development department. • Increased use of in house labor to reduce and control contract labor. 	<ul style="list-style-type: none"> • Continue implementation of energy management controls for Town Hall HVAC system to increase energy savings. • Installation of new lighting in garage. • Expand use of in house labor to limit contract labor costs.
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Continue retrofit of parking deck lighting system to improve energy efficiency and interior lighting. • Begin replacement of fuel island and installation of emergency generator for Public Works facility. • Continue retrofit of lighting in Town Hall to improve efficiency. 	<ul style="list-style-type: none"> • Lighting in garage lower level changed to improve lighting levels and efficiency. • Relocated salt brine production facilities to accommodate fuel island changes. 	<ul style="list-style-type: none"> • Continue replacement obsolete lighting fixtures in Town Hall to improve lighting and energy efficiency. • Complete replacement of fuel island and replacement of emergency generator for Public Works facility.

PUBLIC WORKS (continued)

5.4.4 Building Maintenance (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Estimated
Input					
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	1,475	1,269	1,107	1,100	1,214
Output					
Service calls completed	1,392	1,275	1,100	1,075	1,189
Service calls completed within 48 hours	1,322	1,251	1,063	1,056	1,153
Efficiency					
Average square footage maintained per employee	66,199	66,199	66,199	66,199	66,199
Average service calls completed per employee	348	318	275	275	275
Average facilities maintained per employee	3	3	3	3	3
Outcome					
Percentage of service calls completed within 48 hours	95%	97%	96%	96%	95%

PUBLIC WORKS (continued)

5.4.5 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 operators and equipment to other departments as needed, and assist other departments in emergency situations.

Table 5.41 FLEET MAINTENANCE BUDGET SUMMARY

Expense Summary	FY 2010 Actual	FY 2011 Budget	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12		FY 2013 Projected
							\$ Inc/(Dec)	% Inc/(Dec)	
Personnel Services	\$624,694	\$609,042	\$621,042	\$621,042	\$632,395	\$628,130	19,088	3.1	\$668,828
Contractual Services	42,475	40,598	84,788	84,788	38,859	38,859	(1,739)	(4.3)	38,900
Materials and Supplies	232,493	176,810	202,321	202,321	186,810	186,810	10,000	5.7	196,810
Transfer Payments	40,640	25,000	25,000	23,155	10,000	10,000	(15,000)	(60.0)	10,000
Continuous Charges	428,427	367,256	441,054	431,054	476,436	616,436	249,180	67.8	616,865
Capital Outlay	6,266						-		
TOTAL	\$1,374,995	\$1,218,706	\$1,374,205	\$1,362,360	\$1,344,500	\$1,480,235	\$261,529	21.5	\$1,531,403
FTE Summary	6.0	6.0	6.0	6.0	6.0	6.0			6.0

FUTURE BUDGET CONSIDERATIONS:

- ❖ Install central air conditioning in Town shop.

PUBLIC WORKS (continued)

5.4.5 Fleet Maintenance (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Keep Town fleet vehicles and equipment on the road with minimal downtime. • Replace Gas Island, New Pumps & Tank, canopy • Maintain preventative maintenance schedule for all fleet vehicles. • Provide budget information to other departments for vehicle purchases. • Notify departments when vehicles are scheduled for replacement to assist with budget preparation. • Increase assistance to multiple departments in support of compliance with State Vehicle purchasing process including completing eVA order forms for Finance Department. • Reduce non-availability duration of Town-owned vehicles by increasing number of state Safety inspectors on staff. • Continue to provide efficient and cost effective repair and maintenance of vehicles / equipment 	<ul style="list-style-type: none"> • Assisted with start up of on line Auction of surplus town-owned equipment. • Supported Emergency snow by providing manpower to operate and Repair Equipment. • Assisted multiple departments with the State vehicle purchasing process. • Complied with DEQ regulations for in-ground gas and fuel storage and waste oil tank and vehicle emission testing. • Installed video cameras in 7 additional police cars. • Installed salt stands on salt spreaders for more efficient storage. • Reconditioned snow equipment after back-to-back snow emergencies. 	<ul style="list-style-type: none"> • Keep Town fleet vehicles and equipment on the road with minimal downtime. • Provide budget information to other departments for vehicle purchases. • Assist departments with installation of equipment to save installation cost. • Maintain the preventative maintenance schedule for increased service life of vehicles and equipment. • Notify departments when vehicles are scheduled for replacement. • Prepare all necessary documentation for the online auction of surplus Town-owned equipment.
 Economic Development and Downtown Improvements		
<ul style="list-style-type: none"> • Keep town Fleet Vehicle / Equipment on the road and operable and in compliance with DEQ regulations. 		

PUBLIC WORKS (continued)

5.4.5 Fleet Maintenance (continued)

Performance Measure

 Operational Efficiency and Fiscal Management

Fleet Maintenance Division Performance Measure: To perform scheduled routine maintenance on town vehicle and equipment at specified intervals thereby maximizing the number of years of service and minimizing down-time for vehicles and equipment.

	CY2007 Actual	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Estimated
Input					
# FTE	1	1	1	1	1
Dollars spent on oil filters	\$18,064	\$22,340	\$24,868	\$23,780*	\$25,000
# gasoline powered vehicles/equipment	342	349	349	349	349
# diesel powered vehicles/equipment	130	131	131	131	131
output					
# gasoline powered vehicles/equipment serviced	331	339	372	357	361
# diesel powered vehicle/equipment serviced	127	128	143	131	135
Efficiency					
Cost per gasoline vehicle maintained	\$24.86	\$29.21	\$30.62	\$31.10	\$32.00
Cost per diesel vehicle maintained	\$81.86	\$92.71	\$94.25	\$96.78	\$98.00
Percentage of gasoline vehicles					
Serviced on/before scheduled interval	96%	96%	97%	96%	97%
Percentage of diesel vehicles serviced					
On/before scheduled interval	98%	98%	98%	97%	97%

*Reduction reflects the introduction of synthetic oils on some vehicles allowing oil change intervals to extend from 3 mos/3,000 miles to 6 mos/5,000 miles.

PUBLIC WORKS (continued)

5.4.6 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 5.42 REFUSE AND RECYCLING BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Contractual Services	2,553,884	2,642,000	2,574,510	2,570,072	2,679,684	2,679,684	37,684	1.4	2,772,684
Materials and Supplies	13,658	8,445	11,937	11,937	9,000	9,000	555	6.6	9,000
TOTAL	\$2,567,542	\$2,650,445	\$2,586,447	\$2,582,009	\$2,688,684	\$2,688,684	\$38,239	1.4	\$2,781,684

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)

5.4.6 Refuse Collection and Recycling (continued)

• FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Continue community document shredding events to increase recycling rates and reduce paper and some cardboard from being sent to the landfill. • Increase citizen awareness of using yard waste collection vs. brush collection, increase awareness of recycling and bulk pickups as well as shred events. 	<ul style="list-style-type: none"> • In FY2010, 2 community document shred events were held – one in May and one in October 2010. Over 400 citizens were served between the two events, which collected over 12,000lbs. of paper to be recycled. • Two Town-wide mailings were distributed with information on yard waste collection dates, recyclable materials highlighting plastics, bulk pickup availability and the fall document shredding event. • The Town’s website was updated to include photos of recyclable materials to provide an increased understanding of the various types of materials that can be recycled. 	<ul style="list-style-type: none"> • Provide one spring and one fall community document shredding event for citizens. • 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. • Continue mailings and advertising to promote events and increase participation. • Continue to update and improve website to provide more information on services available.

PUBLIC WORKS (continued)

5.4.6 Refuse Collection and Recycling (continued)

Performance Measures

 **Operational Efficiency and Fiscal Management**

 **Community Safety / Quality of Life**

	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Estimated
Input					
Residential Curbside Pickups	1,102,400	1,105,400	1,329,000	1,401,400	1,410,500
Commercial Curbside Pickups	55,000	55,000	56,700	56,700	56,700
Output					
Total number of complaints	139	150	144	90	100
Efficiency					
Percentage of complaints vs. # of pickups	0.012%	0.012%	0.010%	0.006%	.007%
Outcome					
Percentage of complaints per total pickups provided under 0.02%	Yes	Yes	Yes	Yes	Yes

PUBLIC WORKS (continued)

5.4.7 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 5.43 TRAFFIC MANAGEMENT BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$321,883	\$309,606	\$309,606	\$322,106	\$325,844	\$324,267	\$14,661	4.7	\$344,766
Contractual Services	64,889	73,224	93,502	76,000	71,451	71,451	(1,773)	(2.4)	71,600
Materials and Supplies	27,090	29,300	51,775	47,000	29,300	29,300	-		29,300
Transfer Payments	2,237	25,000	805				(25,000)	(100.0)	
Continuous Charges	402,167	422,487	452,004	452,004	446,919	446,919	24,432	5.8	452,219
Capital Outlay	77,956	46,000	67,830	55,000	46,000	46,000	-		46,000
TOTAL	\$896,222	\$905,617	\$975,522	\$952,110	\$919,514	\$917,937	\$12,320	1.4	\$943,885
FTE Summary	3.0	3.0	3.0	3.0	3.0	3.0			3.0

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)

5.4.7 Traffic Management (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> Provide review and inspection of work performed for property owners and utility companies in public right-of-way. 	<ul style="list-style-type: none"> Provided staff and technical support to the Leesburg Standing Residential Traffic Committee; assisted with meeting agendas, minutes, presentations and traffic studies. 	<ul style="list-style-type: none"> Provide review and inspection of work performed for property owners and utility companies in the public right-of-way.
 <p>Community Safety / Quality of Life</p>	<ul style="list-style-type: none"> Coordinated the rotation of Driver Feedback Signs. 	<p>Create inventory of all street sign. This effect is being made in order to meet upcoming federal standards regarding retro-reflectivity</p>
 <p>Land Development Process Improvements</p>	<ul style="list-style-type: none"> Provided technical transportation comments to the Planning and Zoning Department for all special exception and rezoning applications. 	<ul style="list-style-type: none"> Amend Town Transportation Plan (coordinate with Executive and Planning & Zoning Departments).
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> Coordinate the implementation of traffic calming projects. Coordinate the design and installation of four (4) new traffic signals. Coordinate activities for transportation planning and improvement projects for the Town at the Northern Virginia Transportation Authority (NVTa). Provide technical support to VDOT for the Overpass at Route 7/15 Bypass and Sycolin Road. 	<ul style="list-style-type: none"> Provided review and support to VDOT for the South King Street Widening Project Coordinated the installation of the traffic signal management computer system. Conducted annual inspections of all streets and bridges. Provide review and support of the traffic signal and traffic control on the Sycolin Road Widening project. 	<ul style="list-style-type: none"> Coordinate the implementation of traffic calming projects Coordinate the design and installation of new traffic signals Coordinate activities for transportation planning and improvement projects for the Town at the Northern Virginia Transportation Authority (NVTa) Provide technical support to VDOT for the Sycolin Road Overpass at Route 7/15 Bypass.

PUBLIC WORKS (continued)

5.4.7 Traffic Management (continued)

Performance Measures

 **Operational Efficiency and Fiscal Management**

 **Community Safety / Quality of Life**

	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Estimated
Input					
Expenditures	\$127,000	\$148,000	\$173,000	\$188,000	\$190,000
Traffic signals	36	42	49	50	54
Output					
Service calls	47	52	78	81	81
Efficiency					
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%	95%	95%	95%	96%
Cost of service per signal	\$3,528	\$3,524	\$3,531	\$3,760	\$3,519
Outcome					
Percentage of service calls completed in less than the targeted time	96%	95%	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 5.44 LEISURE SERVICES BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Parks and Recreation	\$7,414,613	\$7,226,475	\$7,639,988	\$7,586,281	\$6,827,405	\$6,982,028	(\$244,447)	(3.4)	\$7,089,130
Parks Advisory Commission	3,822	4,520	4,520	4,520	4,520	4,520			4,520
Thomas Balch Library	451,678	471,557	468,427	448,945	431,080	429,395	(42,162)	(8.9)	450,004
Library Advisory Commission	5,928	5,870	6,350	6,350	5,870	5,870	-		5,870
TOTAL	\$7,876,041	\$7,708,422	\$8,119,285	\$8,046,096	\$7,268,875	\$7,421,813	(\$286,609)	(3.7)	\$7,549,524

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. The Recreation Division also produces the following major special events: Flower and Garden Festival, Independence Day Celebration, and Christmas in Leesburg.

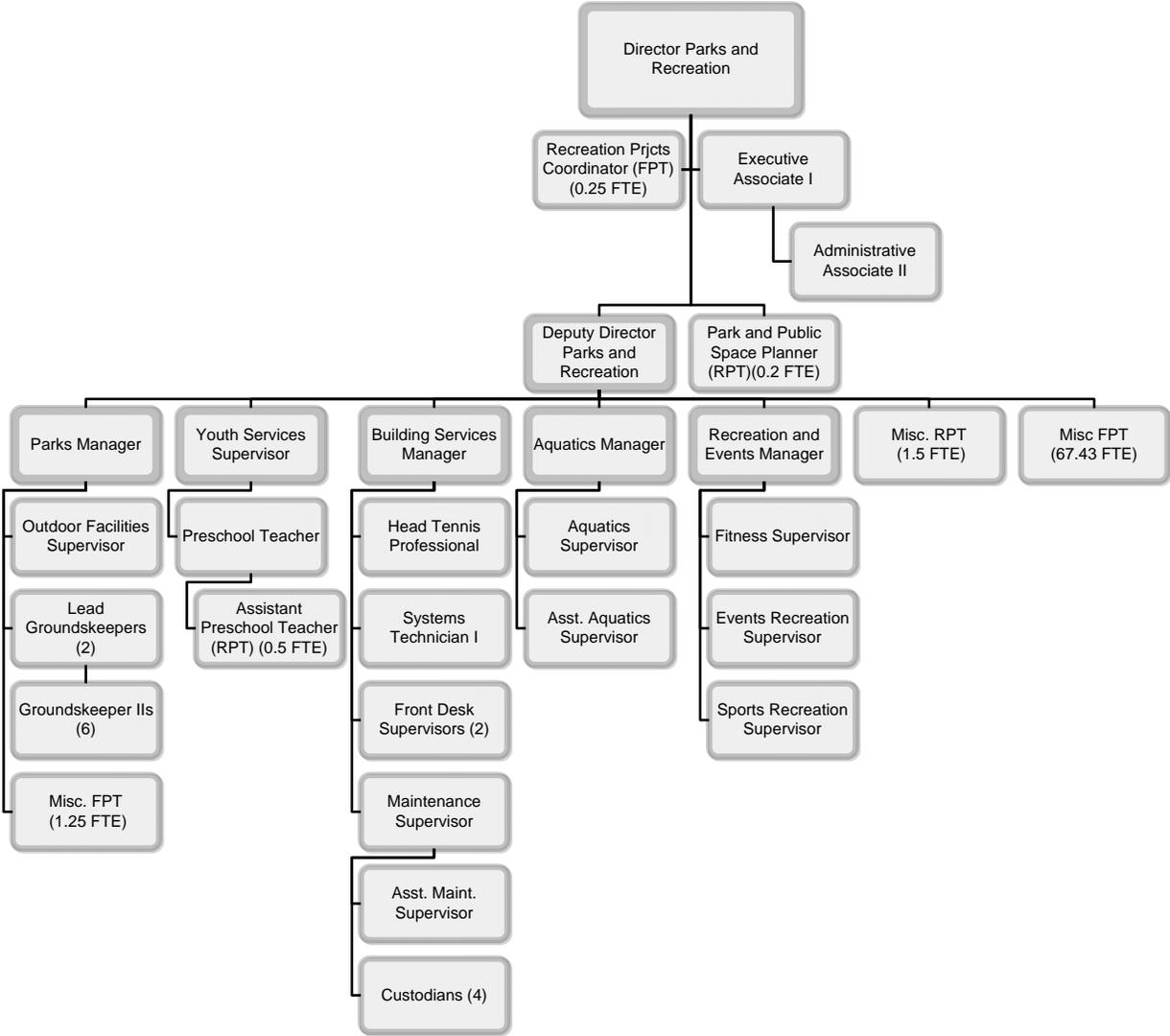
Table 5.45 PARKS AND RECREATION BUDGET SUMMARY

Expense Summary	FY 2010 Actual	FY 2011 Budget	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	% Inc/(Dec)	FY 2013 Projected
Administration Division	\$397,900	\$632,640	\$529,331	\$484,333	\$576,986	\$574,298	(\$58,342)	(9.2)	\$605,861
Parks Division	1,284,448	1,105,525	1,117,355	1,099,438	1,117,459	1,123,066	17,541	1.6	1,161,143
Recreation Division	5,732,265	5,488,310	5,993,302	6,002,510	5,132,960	5,284,664	(203,646)	(3.7)	5,322,126
TOTAL	\$7,414,613	\$7,226,475	\$7,639,988	\$7,586,281	\$6,827,405	\$6,982,028	(\$244,447)	(3.4)	\$7,089,130
FTE Summary	112.15	110.95	110.95	110.95	105.13	105.13	(5.82)	(5.2)	105.13
Funding									
General Fund	\$2,229,840	\$2,099,613	\$2,513,126	\$2,466,226	\$1,808,293	\$1,962,916	(\$136,697)	(6.5)	\$2,005,881
Uran Fund	219,091	197,750	197,750	197,750			(197,750)	(100.0)	
Proffer	94,000								
Recreation Charges	4,871,682	4,929,112	4,929,112	4,922,305	5,019,112	5,019,112	90,000	1.8	5,083,249
TOTAL	\$7,414,613	\$7,226,475	\$7,639,988	\$7,586,281	\$6,827,405	\$6,982,028	(\$244,447)	(3.4)	\$7,089,130

LEISURE SERVICES (continued)

5.5.2 Parks and Recreation Summary (continued)

Chart 5.21 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 in the areas of employee development, recruitment, and retention efforts; centralization of financial accounting and procurement responsibilities; park planning; and capital development projects. The Administrative Division also works closely with the Parks and Recreation Advisory Commission, and the Town Manager’s office.

Table 5.46 PARKS AND RECREATION ADMINISTRATION BUDGET SUMMARY									
Expense Summary	FY 2010 Actual	FY 2011 Budget	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	Adopted FY 11 to FY 12 % Inc/(Dec)	FY 2013 Projected
Personnel Services	\$363,250	\$569,053	\$469,053	\$429,053	\$525,005	\$522,317	(\$46,736)	(8.2)	\$553,388
Contractual Services	22,200	20,238	20,048	17,000	16,126	16,126	(4,112)	(20.3)	16,170
Materials and Supplies	3,435	4,000	3,850	2,900	4,000	4,000	-		4,000
Continuous Charges	9,015	39,349	36,380	35,380	31,855	31,855	(7,494)	(19.0)	32,303
TOTAL	\$397,900	\$632,640	\$529,331	\$484,333	\$576,986	\$574,298	(\$58,342)	(9.2)	\$605,861
FTE Summary	3.50	5.30	5.30	5.30	4.45	4.45	(0.85)	(16.0)	4.45

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Incorporated department wide 5-year Strategic Plan. Completed construction of the Ida Lee Park Maintenance Facility. Began development of site specific Master Plans for all Town parks. Implemented enhancements to Robinson Park provided by the Greater Loudoun Babe Ruth League 	<ul style="list-style-type: none"> Complete site-specific master plans for all Town parks. Seek public/private partnerships for field development and enhancements. To open and operate Potomac Crossing 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 spaces that are safe, diverse, and accessible for all citizens. The division currently maintains 15 parks, totaling approximately 400 acres. A 16th site, Potomac Crossing Park, is planned for the future. The division’s work is separated into four major areas: park planning and development; general parks maintenance and beatification; athletic field maintenance; and management of park events.

Table 5.47 PARKS AND RECREATION - PARKS DIVISION BUDGET SUMMARY									
Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$884,886	\$733,251	\$733,251	\$751,251	\$767,516	\$761,123	\$27,872	3.8	\$808,948
Contractual Services	36,300	83,837	77,917	53,000	66,123	66,123	(17,714)	(21.1)	66,215
Materials and Supplies	107,898	136,820	128,176	120,176	128,820	128,820	(8,000)	(5.8)	128,820
Continuous Charges	134,617	141,617	144,521	144,521	145,000	145,000	3,383	2.4	147,160
	120,747	10,000	33,490	30,490	10,000	22,000	12,000	120.0	10,000
TOTAL	\$1,284,448	\$1,105,525	\$1,117,355	\$1,099,438	\$1,117,459	\$1,123,066	\$17,541	1.6	\$1,161,143
FTE Summary	11.50	11.50	11.50	11.50	11.25	11.25	(0.25)	(2.2)	11.25

LEISURE SERVICES (continued)

5.5.4 Parks and Recreation – Parks Division (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Economic Development and Downtown Improvements</p> <ul style="list-style-type: none"> • Complete a final design for Loudoun Street Park in conjunction with consultants and stakeholders. • Work with consultant and stakeholders to complete preliminary development and construction plans for downtown improvements 	<ul style="list-style-type: none"> • Completed work with consultants and stakeholders to complete conceptual design plans for the Downtown Redevelopment project. 	<ul style="list-style-type: none"> • Assist with the implantation of the Downtown Redevelopment plan.
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Open and begin operations of Potomac Crossing Park • To provide temporary access improvements at Veterans Park <p>Renovate flag-football field and complete additional bio-retention projects at Ida Lee Park.</p>	<ul style="list-style-type: none"> • Renovated an existing flag football field at Ida Lee Park. • Worked with the EAC to implement a bio-retention project at Freedom Park. • Completed needed renovations to the playing surface of the Robinson Park Baseball diamond. • Completed the construction of maintenance facility at Ida Lee Park incorporating numerous “Green” initiatives. 	<ul style="list-style-type: none"> • Work with the developer to complete the construction of the proffered Potomac Crossing Park. • Complete transition of Ida Lee Park soccer fields from “cool weather” grass to Bermuda grass resulting in a better playing surface and a reduction in chemical and water usage. • Expand volunteer Park Monitor program.

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 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
FTE	10.5	11	11.5	11.5	12.5
Expenditures	\$1,071,112 ¹	\$1,158,060	\$1,231,455	\$1,284,448	\$1,106,355
Hours spent: field maintenance	5,000	6,000	6,700	6,520	6,520
Hours spent: improvement projects	640	800	50	1,224	800
Output					
# Non-park sites maintained	3	3	3	4	4
# Athletic fields maintained	13	13	14	14	14
# Park sites maintained	15	15	15	15	15
Efficiency					
Annual Cost per capita	\$28.18	\$30.47	\$32.40	\$32.93	\$28.37
Outcome					
Athletic games played	1,100	1,350	1,500	1,612	1,600
Park improvement projects completed	3	6	5	4	4
Park and/or pavilion rentals	NA	105	210	204	204

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 5.48 PARKS AND RECREATION - RECREATION DIVISION BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$4,357,609	\$4,024,959	\$4,224,959	\$4,322,264	\$3,780,441	\$3,910,354	(\$114,605)	(2.8)	\$3,932,888
Contractual Services	701,000	768,125	803,647	738,769	705,390	721,681	(46,444)	(6.0)	734,819
Materials and Supplies	245,517	257,334	271,322	249,004	240,134	245,634	(11,700)	(4.5)	247,402
Continuous Charges	354,043	437,892	439,720	439,720	406,995	406,995	(30,897)	(7.1)	407,017
Capital Expenditures	74,096		253,654	252,753					
TOTAL	\$5,732,265	\$5,488,310	\$5,993,302	\$6,002,510	\$5,132,960	\$5,284,664	(\$203,646)	(3.7)	\$5,322,126
FTE Summary	97.15	94.15	94.15	94.15	89.43	89.43	(4.72)	(5.0)	89.43

NOTE: During FY 2011, \$264,000 has been provided for replacement of recreation equipment at the Ida Lee Fitness Center. Funding has been provided by the Capital Asset Replacement Reserve. This has been included in the FY 2011 estimate.

NOTE: A supplemental appropriation for \$100,000 has been approved by the Council to provide additional tennis instructor hours to meet the current demand. Additional revenue of \$100,000 has been included in the FY 2011 estimate to reflect payments for the additional instruction provided.

ADJUSTMENTS TO PERSONNEL COMPLEMENT:

- ❖ One Recreation Programs Supervisor, two Outreach Program Coordinator, one Assistant Aquatics Supervisor, and 0.72 FTEs part-time positions eliminated for a savings of \$277,130.

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> Exceed revenue goals while operating within established guidelines and evaluate possible efficiencies. 	<ul style="list-style-type: none"> Exceeded projected FY 11 departmental revenues while increasing cost recoveries. 	<ul style="list-style-type: none"> Continue to exceed revenue goals while operating within established guidelines and while implementing possible efficiencies.
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> Promote benefits of healthy living through Step Up to Health committee initiatives. Increase outdoor tennis programs for fall and spring seasons. Successfully manage the first year of rentals that include alcohol consumption. Expand shade availability at the A.V. Symington Aquatics Center. Incorporation of required Plug & Play credit card system to increase security measures against credit card fraud. 	<ul style="list-style-type: none"> Implemented policy to allow consumption of alcohol at select department facilities and town-produced events. Grew Tennis gross and net revenue for FY11 Hosted numerous rentals involving alcohol without incidence. Installed additional shade structures and access trails at the A.V. Symington Aquatics Center Increased annual pass sale numbers at the Ida Lee Park Recreation Center. 	<ul style="list-style-type: none"> Increase the number of rentals at the A.V. Symington Aquatics Center. Expand the use of social media to market events, programs, and services. Increase availability of online forms and surveys. Introduce special event days at the A.V. Symington Aquatics Center in order to increase attendance. Increase individualized instruction services.

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 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
FTE ¹	76.6	76.6	76.6	76.6	76.6
Expenditures	\$3,665,686	\$4,350,961	\$4,665,190	\$5,258,834	\$5,233,961
Output					
Programs offered	2,629	3,098	3,410	3,629	3,656
Program participants	18,519	19,586	22,233	21,665	21,967
Ida Lee pass visits	233,649	245,503	255,274	243,509	235,049
Ida Lee daily admissions	83,299	76,590	73,849	53,063	52,467
Outdoor pool visits	NA	NA	19,250	62,327	69,000
Revenue generated	\$3,276,768	\$3,617,123	\$4,193,381	\$4,656,396	\$4,718,489
Efficiency					
Cost recovery rate (70% Town Council mandate)	88%	83%	90%	89%	90%
Cost per capita after revenue	\$11.35	\$19.31	\$12.42	\$15.45	\$13.24
Outcome					
Percentage of programs rated as good or excellent by participants	94%	95%	95%	95%	95%

¹ FTE does not include hours for administrative duties, training, leave, and holiday.

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 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
Special Events (SE) FTE	1	1	1	1	1
SE Expenditures	\$232,449	\$241,989	\$269,264	\$282,918	\$393,323
Output					
Special Events (SE) offered	12	11	11	11	11
SE program participants	67,589	56,460	63,545	75,407	70,904
SE revenues generated	\$169,237	\$155,770	\$163,922	\$171,083	\$200,000
Efficiency					
Cost per capita after revenue	\$1.66	\$2.27	\$2.77	\$2.87	\$4.96
Cost per participant after revenue	\$.93	\$1.52	\$1.65	\$1.48	\$2.73
Outcome					
Special events receiving local, state or national awards	3	4	2	4	4

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 5.49 PARKS AND RECREATION ADVISORY COMMISSION BUDGET SUMMARY									
Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$3,822	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	-		\$4,520
TOTAL	\$3,822	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520			\$4,520

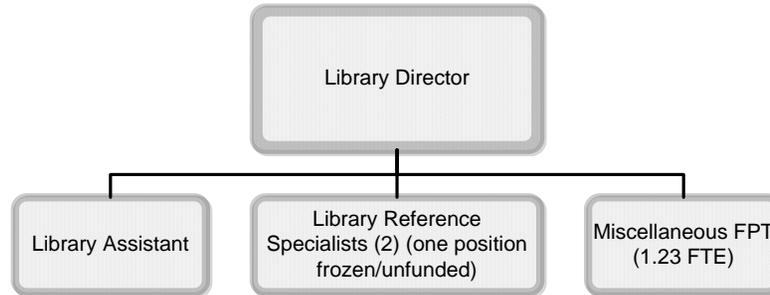
LEISURE SERVICES (continued)

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 5.22 Thomas Balch Library Organizational Chart



LEISURE SERVICES (continued)

5.5.7 Thomas Balch Library (continued)

Table 5.50 THOMAS BALCH LIBRARY BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$366,606	\$372,875	\$365,875	\$356,945	\$329,062	\$327,377	(\$45,498)	(12.2)	\$346,707
Contractual Services	35,453	36,815	43,240	39,000	39,243	39,243	2,428	6.6	39,624
Materials and Supplies	31,317	37,600	35,045	29,000	39,172	39,172	1,572	4.2	40,004
Continuous Charges	18,302	24,267	24,267	24,000	23,603	23,603	(664)	(2.7)	23,669
TOTAL	\$451,678	\$471,557	\$468,427	\$448,945	\$431,080	\$429,395	(\$42,162)	(8.9)	\$450,004
FTE Summary	6.23	6.23	6.23	6.23	5.23	5.23	(1.00)	(16.05)	5.23
Funding Summary									
General Fund	\$438,036	\$455,557	\$452,427	\$432,625	\$415,080	\$413,395	(\$42,162)	(9.3)	\$434,004
Library Revenues	13,642	16,000	16,000	16,320	16,000	16,000	-		16,000
TOTAL	\$451,678	\$471,557	\$468,427	\$448,945	\$431,080	\$429,395	(\$42,162)	(8.9)	\$450,004

ADJUSTMENTS TO PERSONNEL COMPLEMENT:

- ❖ One Library Specialist position eliminated for a savings of \$54,302. Library Archives Specialist position is frozen/unfunded.

FUTURE BUDGET CONSIDERATIONS:

- ❖ Staffing to meet increasing patron and administrative demands.
- ❖ Space for processing and storing collection materials, and lectures and programs.
- ❖ TV for FIOS connection for patrons.
- ❖ Maintain and enhance electronic resources for patrons.
- ❖ Security system including electronically monitored access (locks).
- ❖ Marketing of programs and publicity.
- ❖ 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 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Continue to support efforts of Friends of TBL in creation of an endowment. • Collect, preserve, and make available through processing and cataloguing primary and secondary resources documenting local and regional history and genealogy. • Continue to develop disaster preparedness and emergency management program. • Continue to establish and implement guidelines and best practices for processing, arranging, and describing printed, manuscript and visual materials. • Maintain and develop outreach programming for and marketing of TBL including eliciting information from the public through bi-annual surveys of patrons. • Foster cooperation and teamwork among staff, TBL Advisory Commission, Friends of the TBL, Inc. and the Black History Committee of Friends of TBL, Inc. • Foster collaborative ventures with external organizations such as GMU. 	<ul style="list-style-type: none"> • “An Evening at Oatlands,” Friends fundraiser September 2010. Worked with Friends, BHC, and TBL Commission to elicit input toward establishing an endowment for TBL. Received a bequest of over \$600,000. • Managed collections through inventorying, processing, cataloguing and electronic posting of collection guides. Provided in-house access for all staff and patrons to Past Perfect- software used to catalogue visual images. • Continued TBL disaster preparedness and emergency management program. Due to the slow economy, regional cooperative efforts have been postponed. • Provided genealogical and historical programs, classes, book signings, exhibits, lectures, and tours. Established a Facebook page with a weekly Leesburg or Loudoun County history fact. Implemented Wifi for patrons. • Published biannual <i>Balch Column</i>; revised TBL educational and promotional brochures. • Completed documentary: <i>Leesburg: An Exploration Through Time</i> with other town departments with some grant funding from INOVA Loudoun Laurels. • Collaborated with Advisory Commission to provide outreach class for LCPS social science teachers, August 2010. Collaborated with Advisory Commission to provide LCPS Social Science Fair and Loudoun History Awards. • Participated in 2010 and 2011 NARA Genealogical Fairs in Washington, DC with assistance from members of Friends of TBL and Black History Committee. • Implemented the cooperative programming MOU with GMU: working with GMU’s African American Studies Director produced a class for LCPS social science teachers on African American History September 2010; Undergraduate research methodology class established by GMU-A/A Studies Program. • Continued to seek energy efficiencies in operations. 	<ul style="list-style-type: none"> • Continue to support efforts of Friends of TBL in creation and development of endowment. • Collect, preserve, and make available through processing and cataloguing primary and secondary resources documenting local and regional history and genealogy. • Continue establishing, implementing, and maintaining guidelines and best practices for processing, arranging, and describing printed, manuscript and visual materials. • Continue developing and maintain disaster preparedness and emergency management program. • Continue to maintain and develop outreach programming for and marketing of TBL including eliciting information from the public through bi-annual patron surveys. • Foster cooperation and teamwork among staff, TBL Advisory Commission, Friends of the TBL, Inc. and the Black History Committee of Friends of TBL, Inc. • Foster collaborative ventures with external organizations such as GMU and LCPS. • Work cooperatively with Executive Department to find suitable climate controlled and secure space for processing and storing collection materials.

LEISURE SERVICES (continued)

5.5.7 Thomas Balch Library (continued)

Performance Measures



Operational Efficiency and Fiscal Management

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
Full-time FTEs ²	5	5	5	5	5
Part-time FTEs	1.03	1.23	1.23	1.23	1.23
Dollars spent	\$466,985	\$477,248	\$511,815	\$451,678	\$447,969
Annual volunteer hours	633	706	535	894	1,000
Annual volunteer hours (Friends of Balch) ³	2,116	1,992	1,946	1,144	1,000
Annual intern hours	290	253	63	332	269
Output					
Annual capital assets	28,380	30,029	37,476	39,000	40,000
Annual acquisitions (donations of materials)	199	203	217	388	300
Annual reference requests	17,130	28,975	28,248	22,652	25,000
Annual service requests			932	1,174	1,378 ⁶
Grant funding received	\$13,960	\$42,853	\$20,128	\$4,624	\$35,768
Annual collections processed	23	33	22	20	1,967 ⁷
Efficiency					
Cost saved due to use of volunteer/intern hours ⁴	\$20,699	\$20,887	\$13,025	\$26,702	\$27,639
Cost saved due to Friends of Balch vol. hours	\$45,960	\$41,861	\$42,384 ⁵	\$24,916	\$21,780
Cost saved due to NUCMC cat. Mss. ⁵			\$2,283	\$3,302	\$3,113
Outcome					
Revenue (book sales, meeting room use, donations, copies, photo orders, ILL)	\$23,726	\$25,687	\$20,428	\$17,787	\$17,500 ⁸
Annual patron visits	12,536	13,555	12,375	11,407	11,500
Annual program attendance	1,668	1,292	1,147	1,297	1,500
Annual additions to catalogues	1,872	2,426	4,720	4,914	4,000

² One position frozen/unfunded for FY 2010 and FY 2011.

³ This figure is incomplete – not all members of the Friends reported volunteer hours.

⁴ These figures are derived by multiplying the number of volunteer/intern hours by \$21.78 per hour (rate unchanged since FY 2006).

⁵ (# collections catalogued) x (Lib. of Cong. Cost of \$103.75) to produce a NUCMC bibliographic record. Does not include savings for staffing, equipment, office space, software.

⁶ Includes inter-library loans, photographic and archives requests, and WiFi use.

⁷ Includes processed collections and individual photographs.

⁸ Not including tax.

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 5.51 THOMAS BALCH LIBRARY BUDGET SUMMARY									
Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$4,468	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	-		\$4,520
Contractual Services	1,160	1,000	1,480	1,480	1,000	1,000	-		1,000
Materials and Supplies	300	350	350	350	350	350	-		350
TOTAL	\$5,928	\$5,870	\$6,350	\$6,350	\$5,870	\$5,870			\$5,870
Funding Summary									
General Fund	\$5,928	\$5,870	\$6,350	\$6,350	\$5,870	\$5,870	-		\$5,870
TOTAL	\$5,928	\$5,870	\$6,350	\$6,350	\$5,870	\$5,870			\$5,870

LEISURE SERVICES (continued)

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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.

Planning and Zoning Boards and Commissions

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

Table 5.52 COMMUNITY DEVELOPMENT BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Planning and Zoning	\$1,663,663	\$1,776,537	\$1,977,621	\$1,924,610	\$1,348,413	\$1,343,154	(\$433,383)	(24.4)	\$1,427,391
Bd. Of Arch. Review	19,660	25,275	26,625	25,625	25,275	25,275	-		25,275
Bd. Of Zoning Appeals		3,730	3,730	2,230	3,730	3,730	-		3,730
Env. Advisory Commission	6,319	7,020	9,520	9,320	7,020	7,020	-		7,020
Planning Commission	23,977	26,025	26,025	23,825	26,025	26,025	-		26,025
Tree Commission	6,411	6,520	9,520	8,520	9,520	9,520	3,000	46.0	9,520
Plan Review	1,679,686	1,626,144	1,802,765	1,597,301	1,252,158	1,245,604	(380,540)	(23.4)	1,328,638
TOTAL	\$3,399,716	\$3,471,251	\$3,855,806	\$3,591,431	\$2,672,141	\$2,660,328	(\$810,923)	(23.4)	\$2,827,599
FTE Summary	28.0	28.0	28.0	28.0	20.0	20.0	(8.0)	(28.6)	20.0

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning

Program Description

The Department of Planning and Zoning is dedicated to providing policy and regulatory direction for achieving the Town's community development and quality of life goals. Planning services include the intake, review and project management of legislative applications including rezonings, special exceptions, commission permits and proffer and concept plan amendments. Planning services also addresses maintenance of the Town Plan by conducting regular reviews of the Plan per State Code requirements and as deemed necessary by the Town Council as well as development of action plans and strategies to implement the Town Plan. Zoning services include conducting inspections and the issuance of zoning permits for new construction and building occupancy. Zoning services also include administrative functions including the issuance of zoning determinations, variances, waivers, modifications and proffer interpretations. The Department is responsible for enforcement of the Zoning Ordinance and also maintains the Zoning Ordinance by conducting regular reviews to assure the ordinance is consistent with new state legislation and implements the goals and objectives of the Town Plan. The Department is also responsible for providing liaison services to five Boards and Commissions: the Planning Commission, Board of Zoning Appeals, Board of Architectural Review, Environmental Advisory Commission (including the Watershed Committee) and the Tree Commission.

Table 5.53 PLANNING AND ZONING BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$1,597,367	\$1,689,254	\$1,867,614	\$1,862,597	\$1,301,077	\$1,295,818	(\$393,436)	(23.3)	\$1,379,079
Contractual Services	44,666	62,503	74,044	38,000	28,715	28,715	(33,788)	(54.1)	29,215
Materials and Supplies	10,246	9,380	9,380	8,380	7,255	7,255	(2,125)	(22.7)	7,505
Continuous Charges	1,731	15,400	14,633	15,633	11,366	11,366	(4,034)	(26.2)	11,592
Capital Outlay	9,653		11,950				-		
TOTAL	\$1,663,663	\$1,776,537	\$1,977,621	\$1,924,610	\$1,348,413	\$1,343,154	(\$433,383)	(24.4)	\$1,427,391
FTE Summary	14.0	16.0	16.0	14.0	11.0	11.0	(5.0)	(31.3)	11.0
Funding Summary									
General Fund	\$1,649,995	\$1,678,808	\$1,879,892	\$1,826,881	\$1,259,765	\$1,254,506	(\$424,302)	(25.3)	\$1,336,733
Capital Projects Fund	13,668	74,348	74,348	74,348	68,060	68,060	(6,288)	(8.5)	69,564
Utilities Fund		23,381	23,381	23,381	20,588	20,588	(2,793)	(11.9)	21,094
TOTAL	\$1,663,663	\$1,776,537	\$1,977,621	\$1,924,610	\$1,348,413	\$1,343,154	(\$433,383)	(24.4)	\$1,427,391

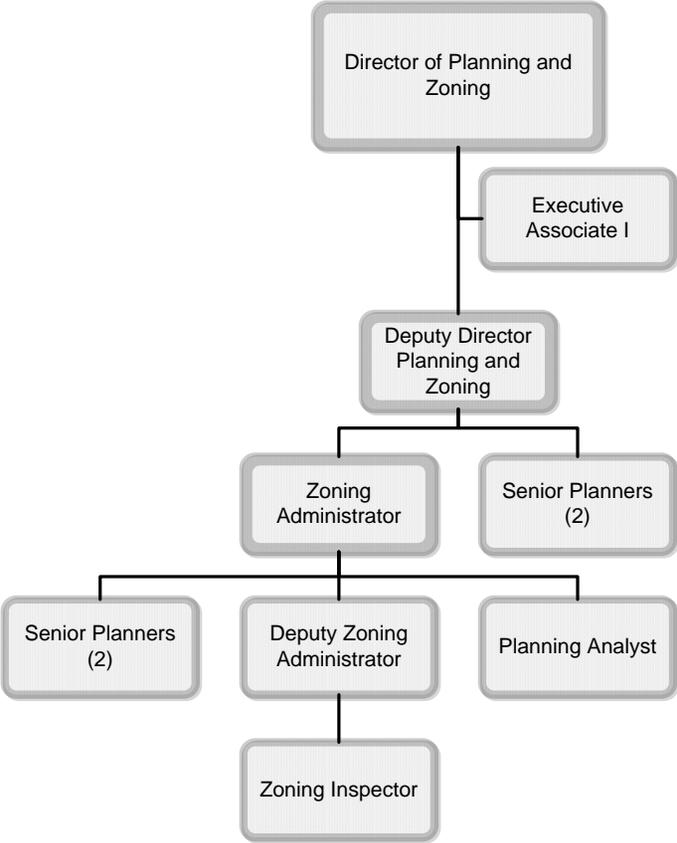
COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

ADJUSTMENTS TO PERSONNEL COMPLEMENT:

- ❖ Comprehensive Planner, one Senior Planner, Urban Forester, one Zoning Inspector, and Executive Associate II positions eliminated for a savings of \$449,857.

Chart 5.23 Planning and Zoning Organizational Chart



COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Economic Development and Downtown Improvements</p> <ul style="list-style-type: none"> • Work on joint annexation efforts with Loudoun County. • Work with Economic Development to coordinate all applicable land development proposals and amendments. 	<ul style="list-style-type: none"> • Updated H-2 Guidelines regarding signage. • Part of multi-departmental effort to establish an Arts and Cultural District downtown • Completed comprehensive update of sign ordinance. 	<ul style="list-style-type: none"> • Update H-2 Guidelines per committee recommendation. • Work with Economic Development to coordinate all applicable land development proposals and amendments. • Continue to work with Economic Development to coordinate land development proposals and zoning ordinance amendments that further their goals.
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> • Continue to refine land development review process improvements to increase review efficiencies. • Revise Zoning Ordinance formatting and organization to make the document more user friendly. 	<ul style="list-style-type: none"> • Completed Zoning Ordinance formatting to make document more user friendly • Cross trained staff to provide back-up and enhanced coverage for BAR application review. • Increased land development fees. 	<ul style="list-style-type: none"> • Laserfiche implementation. • Continue to refine land development review process improvements to increase review efficiencies.
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Obtain maintenance code enforcement training and adopt appropriate regulations to increase efficiency of town code enforcement. 	<ul style="list-style-type: none"> • Undertook comprehensive outreach efforts to educate the public about excessive occupancy in conjunction with CET. • Completed Creek Valley Buffer Ordinance. 	<ul style="list-style-type: none"> • Complete comprehensive update of Floodplain Ordinance assuring compliance with State requirements. • Continued participation in expanded CET outreach.
 <p>Land Development Process Improvements</p> <ul style="list-style-type: none"> • Work with Planning Commission and Town Council on implementation issues relating to the Form Based Code. • Assist the Planning Commission with the review and update of the Town Plan per State Code requirements. • 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. • Develop regular schedule for reviewing and maintaining the Zoning Ordinance. 	<ul style="list-style-type: none"> • Completed amendments to the Roadway Network Policy Map and Transportation Element • Completed review of all elements of Town Plan with Planning Commission • Developed and implemented a regular schedule for maintenance of the Zoning Ordinance. • Attained direction and decision on adopting the Form-based Code • Attained drop in the number of application submissions as a result of implementing various process improvements • Initiated joint public/private sector study of Battlefield Parkway/ Route 7 interchange and property access issues in the NE quadrant. 	<ul style="list-style-type: none"> • Initiate and update revisions to the Town Plan per direction from Planning Commission’s 2011 review. • Prepare to develop a Preservation Plan in coordination with the Board of Architectural Review. • Conduct the 2011 Annual Zoning Ordinance review, i.e. 2011 Zoning Ordinance Batch.

COMMUNITY DEVELOPMENT (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> • Priority project management – “A-team Approach” (with Executive, Town Attorney, Public Works, Plan Review, Utilities, and Capital projects Management). • Support Planning Commission in earlier review of Capital Improvements Program, especially future projects. 	<ul style="list-style-type: none"> • Assisted Planning Commission to provide early input into the development of the CIP and implemented a systematic process for review of the CIP 	<ul style="list-style-type: none"> • Continue to work with the Planning Commission to bridge CIP and Town Plan implementation.

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures



Land Development Process Improvements

Environmental Activities	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY11 Estimated
Input				
FTE	2.5	2	2	2
Output				
Environmental focus plan and ordinance amendments	4	3	3	5
Environmental focus community meetings	4	1	4	5
Environmental focus outreach/educational events	40	11	14	18
EAC/Watershed/LEEP meetings	30	24	24	24
Tree Commission Meetings	12	12	12	12
Environmental reviews of land development applications and capital projects		34	49	52

BAR Applications Processed	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Estimated
Input				
FTE ¹		1	1	1
BAR review applications received		63	65	35 ²
Output				
Certificates of appropriateness (COAs) issued by BAR		62 ³	65	35
BAR Meetings			22	24
Architecture/design review focus educational sessions			1	2
Referral reviews of land development applications			2	4
Projects approved		100%	100%	
Efficiency				
Percentage of applications moved forward to next meeting			32/91%	35/100%
Outcome				
COAs approved within mandated 75-day timeframe		100%	100%	

¹ Executive Associate primary reviewer. In high workload instances other staff may assist.

² Assuming more administrative approval

³ Two cases withdrawn by applicant, one case insufficient documentation.

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures (continued)



Land Development Process Improvements

BAR Administrative Reviews	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Estimated
Input				
FTE ⁴		1	1	1
BAR administrative approval applications received		69	44	72
Output				
COAs issued by staff		69	44	72
Efficiency				
Average Number of days for processing			5	5
Outcome				

Zoning Permits – New Construction (Residential and Commercial)	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Estimated
Input				
FTE		.5	.5	.5
Zoning permits-new construction, res. & comm..		65	49	50
Output				
Zoning permits processed		65	49	50
Efficiency				
Average number of days for processing		3	3	3
Outcome				
Zoning permits processed within three days of receipt		52	38	43
Percent zoning permits approved within three days of receipt		80%	87%	87%

⁴ Preservation Planner primary reviewer. In high workload instance other staff may assist.

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures (continued)



Land Development Process Improvements

Zoning Permits – Additions , Alterations, Decks, etc.	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Estimated
Input				
FTE		.5	.5	.5
Zoning permits requested-additions, alterations, decks, sheds, etc.		438	430	450
Output				
Zoning permits processed		438	430	450
Efficiency				
Average number of minutes for processing		15	15	15
Outcome⁵				
Number zoning permits processed within 15 minutes at counter		407	404	423
Percent zoning permits approved within 15 minutes at counter		93%	94%	94%

⁵ 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	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Estimated
Input				
FTE	2	2	1	1
Special exception (SE) submissions received	40	18	21	20
Output				
SE submissions reviewed	40	18	21	20
Efficiency				
Average number of days required to complete SE plat review	25	26.4	28	28
Average number of SE submissions before Council final action for cases approved in calendar year	2.8	2.0	2.14	2.0
Outcome				
Number SE submissions responded to within 28 days	34	11	17	18
Percent SE submissions reviewed within 28 days	85%	72%	80%	90%

Zoning Ordinance Amendments	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Estimated
Input				
FTE ⁶		2	2	2
Zoning ordinance amendments initiated		11	8	7
Output				
Zoning amendments worked on		19	9	10
Zoning amendments acted on by Council		11	7	8
Outcome				
Zoning amendments acted on by Council within 6 months		7	7	7

⁶ Estimated two FTE. A majority of employees spent part of their work time on one or more amendments.

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures (continued)



Land Development Process Improvements

Zoning Ordinance Amendments	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Estimated
Input				
FTE ⁷		2	2	2
Zoning ordinance amendments initiated		11	8	7
Output				
Zoning amendments worked on		19	9	10
Zoning amendments acted on by Council		11	7	8
Outcome				
Zoning amendments acted on by Council within six months		7	7	7

Rezoning Applications	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Estimated
Input				
FTE	2	2	1	1
Dollars Spent				
Rezoning applications received	20	14	13	14
Output				
Rezoning applications reviewed	20	14	13	14
Efficiency				
Avg number of days required to complete rezoning submission review	28	26.7	29	30
Avg number of submissions before Council final action of cases approved in CY	6	3	2.67 ⁸	2.5
Outcome				
Number rezoning applications reviewed within 28 days	16	7	10	12
Percent rezoning applications reviewed within 28 days	80%	66%	77%	85%

⁷ Estimated two FTE. A majority of employees spent part of their work time on one or more amendments.

⁸ The number of submissions was reduced due to process improvements.

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures (continued)



Community Safety / Quality of Life

Zoning Violations	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Estimated
Input				
FTE	2	1	1.5	1.5 ⁹
Zoning violations	181	312	171	200
Output				
Violations processed	181	312	171	200
Outcome				
Cases closed/abated	161	269	126	150
Cases closed/no violation found	20	43	45	50

⁹ Assuming emphasis on more outreach 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 5.54 BOARD OF ARCHITECTURAL REVIEW BUDGET SUMMARY									
Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$18,839	\$22,775	\$22,775	\$22,775	\$22,775	\$22,775	-		\$22,775
Contractual Services	590	2,000	3,350	2,350	2,000	2,000	-		2,000
Materials and Supplies	231	500	500	500	500	500	-		500
TOTAL	\$19,660	\$25,275	\$26,625	\$25,625	\$25,275	\$25,275			\$25,275
Funding Summary									
General Fund	\$19,660	\$25,275	\$26,625	\$25,625	\$25,275	\$25,275	-		\$25,275
TOTAL	\$19,660	\$25,275	\$26,625	\$25,625	\$25,275	\$25,275			\$25,275

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 5.55 BOARD OF ZONING APPEALS BUDGET SUMMARY									
Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services		\$3,230	\$3,230	\$2,230	\$3,230	\$3,230	-		\$3,230
Contractual Services		500	500		500	500	-		500
TOTAL		\$3,730	\$3,730	\$2,230	\$3,730	\$3,730			\$3,730
Funding Summary									
General Fund		\$3,730	\$3,730	\$2,230	\$3,730	\$3,730	-		\$3,730
TOTAL		\$3,730	\$3,730	\$2,230	\$3,730	\$3,730			\$3,730

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 5.56 ENVIRONMENTAL ADVISORY COMMISSION BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$3,286	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	-		\$4,520
Contractual Services	2,815	2,000	4,500	4,500	2,000	2,000	-		2,000
Materials and Supplies	218	500	500	300	500	500	-		500
TOTAL	\$6,319	\$7,020	\$9,520	\$9,320	\$7,020	\$7,020			\$7,020
Funding Summary									
General Fund	\$6,319	\$7,020	\$9,520	\$9,320	\$7,020	\$7,020	-		\$7,020
TOTAL	\$6,319	\$7,020	\$9,520	\$9,320	\$7,020	\$7,020			\$7,020

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 5.57 PLANNING COMMISSION BUDGET SUMMARY									
Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$22,768	\$22,775	\$22,775	\$22,775	\$22,775	\$22,775	-		\$22,775
Contractual Services	1,186	3,000	3,000	800	3,000	3,000	-		3,000
Materials and Supplies	23	250	250	250	250	250	-		250
TOTAL	\$23,977	\$26,025	\$26,025	\$23,825	\$26,025	\$26,025			\$26,025
Funding Summary									
General Fund	\$23,977	\$26,025	\$26,025	\$23,825	\$26,025	\$26,025	-		\$26,025
TOTAL	\$23,977	\$26,025	\$26,025	\$23,825	\$26,025	\$26,025			\$26,025

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 5.58 TREE COMMISSION BUDGET SUMMARY									
Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$4,037	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	-		\$4,520
Contractual Services	2,374	2,000	5,000	4,000	5,000	5,000	3,000	150.0	5,000
TOTAL	\$6,411	\$6,520	\$9,520	\$8,520	\$9,520	\$9,520	\$3,000	46.0	\$9,520
Funding Summary									
General Fund	\$6,411	\$6,520	\$9,520	\$8,520	\$9,520	\$9,520	\$3,000	46.0	\$9,520
TOTAL	\$6,411	\$6,520	\$9,520	\$8,520	\$9,520	\$9,520	\$3,000	46.0	\$9,520

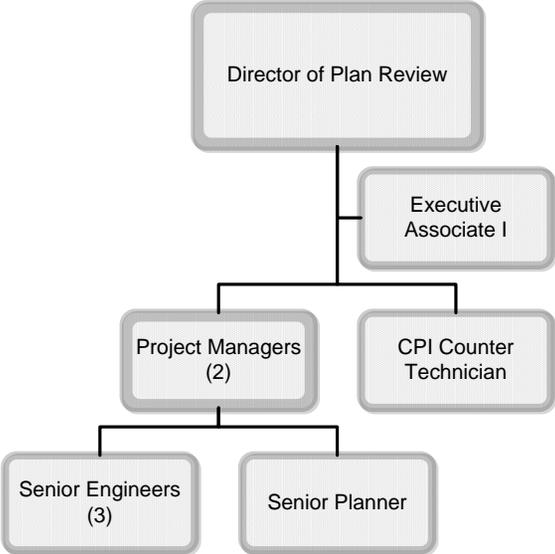
COMMUNITY DEVELOPMENT (continued)

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 5.24 Plan Review Organizational Chart



COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Table 5.59 PLAN REVIEW BUDGET SUMMARY

Expense Summary	FY 2010 Actual	FY 2011 Budget	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	Adopted FY 11 to FY 12 % Inc/(Dec)	FY 2013 Projected
Personnel Services	\$1,516,843	\$1,456,353	\$1,497,803	\$1,497,803	\$1,177,011	\$1,170,457	(\$285,896)	(19.6)	\$1,245,887
Contractual Services	148,167	149,904	283,958	75,000	56,165	56,165	(93,739)	(62.5)	63,596
Materials and Supplies	5,259	17,263	6,165	8,416	8,430	8,430	(8,833)	(51.2)	8,430
Continuous Charges	433	1,624	9,272	9,272	9,552	9,552	7,928	488.2	9,725
Capital Outlay	8,984	1,000	5,567	6,810	1,000	1,000	-		1,000
TOTAL	\$1,679,686	\$1,626,144	\$1,802,765	\$1,597,301	\$1,252,158	\$1,245,604	(\$380,540)	(23.4)	\$1,328,638
FTE Summary	14.0	12.0	12.0	12.0	9.0	9.0	(3.0)	(25.0)	9.0
Funding Summary									
General Fund	\$1,113,613	\$732,922	\$909,543	\$689,079	\$310,810	\$304,256	(\$428,666)	(58.5)	\$379,649
Capital Projects Fund		329,612	329,612	329,612	269,573	269,573	(60,039)	(18.2)	275,448
Utilities Fund	101,616	87,224	87,224	87,224	71,775	71,775	(15,449)	(17.7)	73,541
Airport Fund	27,332	26,386	26,386	26,386			(26,386)	(100.0)	
Zoning & Develop. Fees	437,125	450,000	450,000	465,000	600,000	600,000	150,000	33.3	600,000
TOTAL	\$1,679,686	\$1,626,144	\$1,802,765	\$1,597,301	\$1,252,158	\$1,245,604	(\$380,540)	(23.4)	\$1,328,638

ADJUSTMENTS TO PERSONNEL COMPLEMENT:

- ❖ Administrative Associate II position eliminated for a savings of \$82,506.
- ❖ One Senior Planner and one Senior Engineer position transferred to Capital Project Management Fund for a savings to the General Fund of \$274,718.

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 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
<p> Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> 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. Utilize DAG to look for ways the private sector can assist in bettering the Land Development process. <p> Land Development Process Improvements</p> <ul style="list-style-type: none"> 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. Continue to provide and refine the consolidated Town review and comments. Continue to develop efficiencies for land development applicants from the “Project Manager” system. Continue to develop refinements to Peer Review, Education, and Technical Issues Programs in coordination with ESI. Update Phase 2 of Article 5 (Stormwater) of the Design and Construction Standards Manual if/when revisions to State regulations are adopted this year. Finalize and obtain Council Approval of SLDR updates. 	<ul style="list-style-type: none"> Updated DPR’s portion of the Town’s web page to make it more user friendly. The latest versions of the DCSM and SLDR are also now on line. Continued to utilize the Development Advisory Group (DAG) to get early input on upcoming DCSM & Zoning Ordinance updates as well as buy in on the recently revised fee schedule. <ul style="list-style-type: none"> DPR Staff reviewed over 400 various types of submissions this past calendar year. 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 less submissions including signature sets. 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. Continued to successfully utilize and refine a single point of contact “Project Manager” system for all land development applications. DPR continues to team with the applicant in a problem solving manner rather than just noting deficiencies and errors in the plan sets. 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 and Zoning Ordinance updates as well as the review of the recently adopted fee schedule. DPR continues to work closely with DPW and the Town Attorney to determine the regulations that eth Town will need to adopt once the new State regulations are adopted. Draft changes to SLDR have been completed and are being reviewed by DAG and ESI Tech Committee. DPR has and continues to encourage face to face meetings with applicants throughout the review process. This has led to 3 	<ul style="list-style-type: none"> Maintain and update DPR Website as necessary. Continue to Work with ESI and DAG to communicate upcoming ordinance changes and plan review processes. Continue to assist in the preparation of the Land Development Activities Reports. <ul style="list-style-type: none"> 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. Continue to provide and refine the consolidated Town review and comments. Continue to utilize the “Project Manager” system. Continue to develop refinements to the Peer Review, Education, and Technical Issues Programs in coordination with ESI. Update Phase 2 of Article 5 (Stormwater) of the Design and Construction Standards Manual if/when revisions to State regulations are adopted this year. Finalize and obtain Council Approval of SLDR updates. 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. Complete initiation of “paperless” system for approved construction plans and begin digital filing of all correspondence files. 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. Continue to utilize LMIS and LaserFische for project

COMMUNITY DEVELOPMENT (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
<ul style="list-style-type: none"> 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. Complete initiation of “paperless” system for approved construction plans and begin digital filing of all correspondence files. 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. Continue to utilize LMIS for project tracking and assist other departments as needed 	<p>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 has worked to change its culture to become more solutions oriented.</p> <ul style="list-style-type: none"> DPR completed the scanning of all approved construction plans and set up a customer service station for more efficient public access. Completed standard operating procedures for all sections of the department. Assisted other departments in developing similar documents. New SOP’s have recently been developed to improve the review process for CPM projects. Maintained LMIS for project tracking and assisted in the training of other departments to assist them in doing same. 	<p>tracking and assist other departments as needed.</p>
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> 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. Continue to provide priority reviews and improve review process for Town construction projects to meet construction schedules. 	<ul style="list-style-type: none"> 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. Provided priority reviews for Town construction projects to meet construction schedules. Worked with CPM to improve overall review process for Town projects including new minimum survey information and SOP’s for a new way of processing CMP plans via a 30-60-90 submission process. 	<ul style="list-style-type: none"> Continue to find ways to improve upon Capital Projects reviews to keep projects moving along on schedule. Continue to provide priority reviews and improve review process for Town construction projects to meet construction schedules.

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

Objective: Perform all *First Submission Subdivision Plan* reviews within the State mandated period of 60 days from date of receipt.

		CY 07	CY 08	CY 2009	CY 2010	CY 2011
		Actual	Actual	Actual	Actual	Projected
Input						
# Full Time Project Managers		-	-	2	2	2
# Full Time Engineers		5	5	4	4	4
# Full Time Planners		4	3	2	2	2
Number of First Submission Subdivision Plans received		2	7	5	6	5
Output						
Number of First Submission Subdivision Plans reviewed within 60 days	Plan Review	-	-	5	6	5
	<i>E&PW</i>	2	7	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
% Time Spent Reviewing Plans & Coordinating with Applicant	Plan Review	-	-	55%	59.6%	60%
	<i>E&PW</i>	54.8%	55%	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Outcome						
Number of First Submission Subdivision Plans	Plan Review	-	-	5	6	5
	<i>E&PW</i>	2	7	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Average number of days with applicant between submissions		127	100	100	97	100
Average number of days required to complete subdivision plan review	Plan Review	-	-	45	53	55
	<i>E&PW</i>	14	45	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Average number of submissions before signature sets were requested		3	3	3	2	2
Efficiency						
% of subdivision plans reviewed within 60 days	Plan Review	-	-	100 %	100 %	100 %
	<i>E&PW</i>	100 %	100 %	-	-	-
	<i>PZ&D</i>	-	-	-	-	-

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

Objective: Perform all *Subsequent Submissions for Subdivision Plan* reviews within the State mandated period of 45 days submission receipt.

		CY 07	CY 08	CY 2009	CY 2010	CY 2011
		Actual	Actual	Actual	Actual	Projected
Input						
# Full Time Project Managers		-	-	2	2	2
# Full Time Engineers		5	5	4	4	4
# Full Time Planners		4	3	2	2	2
Number of Subsequent Submission Subdivision Plans received		15	15	10	7	12
Output						
Number of Subsequent Submission Subdivision Plans reviewed within 45 days	Plan Review	-	-	10	7	12
	<i>E&PW</i>	14	15	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Outcome						
Number of Subsequent Submission Subdivision Plans	Plan Review	-	-	10	7	12
	<i>E&PW</i>	15	15	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Average number of days with applicant between submissions		111	90	90	88	90
Average number of days required to complete subdivision plan review	Plan Review	-	-	40	35	40
	<i>E&PW</i>	38	40	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Average number of submissions before signature sets were requested		3	3	3	2	2
Efficiency						
% of subdivision plans reviewed within 45 days	Plan Review	-	-	100 %	100 %	100 %
	<i>E&PW</i>	93.3 %	100 %	-	-	-
	<i>PZ&D</i>	-	-	-	-	-

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

Objective: To perform all *First Submission Site Plan* reviews within the State mandated period of 60 days from date of receipt.

		CY 07	CY 08	CY 2009	CY 2010	CY 2011
		Actual	Actual	Actual	Actual	Projected
Input						
# Full Time Project Managers		-	-	2	2	2
# Full Time Engineers		5	5	4	4	4
# Full Time Planners		4	3	2	2	2
Number of First Submission Site Plans received		6	20	20	15	15
Output						
Number of First Submission Site Plans reviewed within 60 days	Plan Review	-	-	20	15	15
	<i>E&PW</i>	5	20	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
% Time Spent Reviewing Plans & Coordinating with Applicant	Plan Review		55%	55%	59.6%	60%
	<i>E&PW</i>	54.8%	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Outcome						
Number of First Submission Site Plans reviewed	Plan Review	-	-	20	15	15
	<i>E&PW</i>	6	20	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Average number of days with applicant between submissions		119	90	90	59	60
Average number of days required to complete site plan review	Plan Review	37	50	50	40	45
	<i>E&PW</i>					
	<i>PZ&D</i>					
Average number of submissions before signature sets were requested		3	2.5	2.5	2	2
Efficiency						
% of site plans reviewed within 60 days	Plan Review	-	-	100 %	100 %	100 %
	<i>E&PW</i>	83.3 %	100 %	-	-	-
	<i>PZ&D</i>	-	-	-	-	-

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

Objective: To perform all *Subsequent Submissions Site Plan* reviews within the State mandated period of 45 days from date of receipt.

		CY 07	CY 08	CY 2009	CY 2010	CY 2011
		Actual	Actual	Actual	Actual	Projected
Input						
# Full Time Project Managers		-	-	2	2	2
# Full Time Engineers		5	5	4	4	4
# Full Time Planners		4	3	2	2	2
Number of Subsequent Submission Site Plans received		33	35	35	30	30
Output						
Number of site plans reviewed within 45 days	Plan Review	-	-	35	30	30
	E&PW	28	35	-	-	-
	PZ&D	-	-	-	-	-
Outcome						
Number of site plans reviewed	Plan Review	-	-	35	30	30
	E&PW	33	35	-	-	-
	PZ&D	-	-	-	-	-
Average number of days with applicant between submissions		104	90	90	29	30
Average number of days required to complete site plan review	Plan Review	-	-	40	26	30
	E&PW	36	40	-	-	-
	PZ&D	-	-	-	-	-
Average number of submissions before signature sets were requested		3	2.5	2	2	2
Efficiency						
% of site plans reviewed within 45 days	Plan Review	-	-	100 %	100 %	100 %
	E&PW	84.8 %	100 %	-	-	-
	PZ&D	-	-	-	-	-

DEBT SERVICE

5.7 General Fund Debt Service Summary

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 2011, the Town will be refinancing and restructuring its debt to: reduce the overall debt by paying off the 2007 Bond Anticipation Note used to build the Parks & Recreation tennis bubble and outdoor pool with cash; refinance the Town's higher interest rate debt for debt service savings; and finance \$17,000,000 for the FY 2012-2017 capital improvement plan. The impact of these initiatives is a reduction of General Fund debt service payments of \$353,733 in FY 2012 and \$411,613 in FY 2013. However, the General Fund will be making Airport Fund debt service payments beginning in FY 2012 because Airport Fund revenues have been insufficient to cover operating expenses and debt service. Table 5.60 below shows the impact on the General Fund.

Table 5.60 DEBT SERVICE BUDGET SUMMARY

Expense Summary	FY 2010 Actual	FY 2011 Budget	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	% Inc/(Dec)	FY 2013 Projected
GENERAL FUND									
Principal	\$3,156,627	\$3,110,508	\$3,187,408	\$3,187,341	\$3,184,452	\$3,184,452	\$73,944	2.4	\$2,966,278
Interest	1,842,688	2,291,030	2,353,630	2,353,594	2,776,952	2,776,952	485,922	21.2	2,699,203
General Fund Total	\$4,999,315	\$5,401,538	\$5,541,038	\$5,540,935	\$5,961,404	\$5,961,404	\$559,866	10.4	\$5,665,481
AIRPORT FUND									
Principal					\$60,000	\$60,000	\$60,000		\$60,000
Interest					193,295	193,295	193,295		206,696
Airport Fund Total					\$253,295	\$253,295	\$253,295		\$266,696
TOTAL	\$4,999,315	\$5,401,538	\$5,541,038	\$5,540,935	\$6,214,699	\$6,214,699	\$813,161	15.1	\$5,932,177
Funding Summary									
General Fund	\$4,999,315	\$5,401,538	\$5,541,038	\$5,540,935	\$6,214,699	\$6,214,699	813,161	15.1	\$5,932,177
TOTAL	\$4,999,315	\$5,401,538	\$5,541,038	\$5,540,935	\$6,214,699	\$6,214,699	\$813,161	15.1	\$5,932,177

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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 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Operations	\$12,458,201	\$12,720,644	\$13,188,716	\$12,449,058	\$12,351,357	\$12,293,710	(\$426,934)	(3.4)	\$12,827,437
Capital Improvements	5,030,174	2,480,000	2,480,000	1,386,633	4,905,837	4,905,837	2,425,837	97.8	3,728,946
Debt Service	5,635,619	5,452,605	5,452,605	5,502,605	4,179,246	4,179,246	(1,273,359)	(23.4)	4,358,811
TOTAL	\$23,123,994	\$20,653,249	\$21,121,321	\$19,338,296	\$21,436,440	\$21,378,793	\$783,191	3.8	\$20,915,194
FTE Summary	84.0	80.5	80.5	80.5	77.5	77.5	(3.0)	(3.7)	77.5
Funding Summary									
Current Revenues	\$14,648,781	\$14,453,430	\$14,921,502	\$14,390,000	\$14,420,758	\$14,363,111	(\$90,319)	(0.6)	\$14,893,161
Availability Fees and Reserves	5,390,275	4,485,819	4,485,819	4,151,038	4,257,472	4,257,472	(228,347)	(5.1)	3,971,113
Cash Reserves	2,019,259						-		
3-R Reserves		350,000	350,000	350,000	60,000	60,000	(290,000)	(82.9)	
Bond Draws	1,065,679	1,364,000	1,364,000	762,648	2,698,210	2,698,210	1,334,210	97.8	2,050,920
TOTAL	\$23,123,994	\$20,653,249	\$21,121,321	\$19,653,686	\$21,436,440	\$21,378,793	725,544	3.5	\$20,915,194

UTILITIES DEPARTMENT (continued)

6.2 Utilities Funding Sources

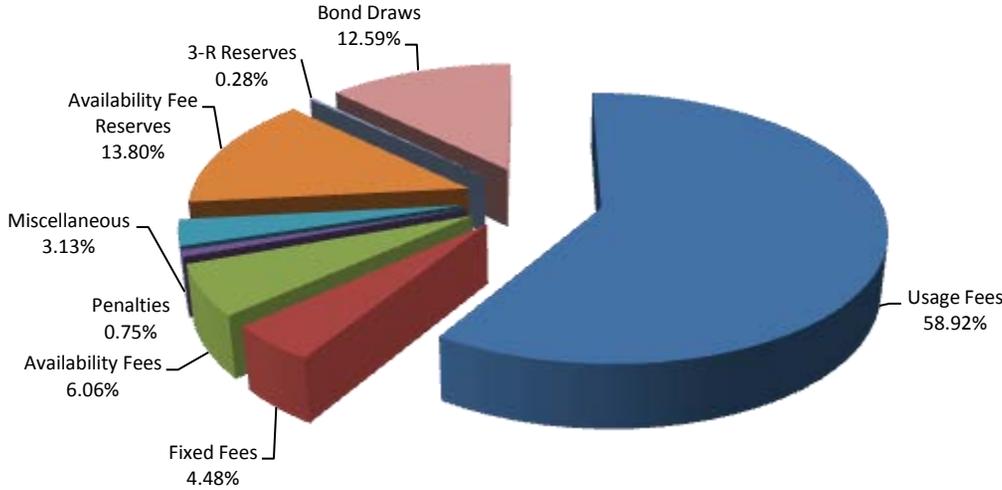


Table 6.2 FY 2012 SUMMARY OF REVENUES AND FUNDING SOURCES WATER AND SEWER SEPARATED

Current Revenue	Water	Sewer	Total
Usage Fees	\$6,001,822	\$6,628,879	\$12,630,701
Fixed Fees	480,000	480,000	\$960,000
Availability Fees	520,000	780,000	\$1,300,000
Penalties	80,000	80,000	\$160,000
Miscellaneous	222,823	447,234	\$670,057
Total Revenue	\$7,304,645	\$8,416,113	\$15,720,758
Non-Revenue Sources			
Availability Fee Reserves	\$690,189	\$2,607,283	\$2,957,472
3-R Reserves		60,000	60,000
Bond Draws	248,875	2,449,335	2,698,210
Total Non-Revenue	\$939,064	\$5,116,618	\$5,715,682
Total Sources	\$8,243,709	\$13,532,731	\$21,436,440

Chart 6.1 FY 2012 Proposed Utilities Funding Source Distribution

Table 6.2 and Chart 6.1 above identify revenue and non-revenue funding sources for the FY 2012 Utilities Fund budget.

UTILITIES DEPARTMENT (continued)

6.2 Utilities Funding Sources (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 2012. 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.

Table 6.3 Adopted Water and Sewer Charges, effective July 2011

Water	<u>Utility Rates, \$</u>	Sewer	<u>Utility Rates, \$</u>
User Fees in Town		User Fees in Town	
Consumption charge (1,000 gallons)	3.75	Sewer charge (1,000 gallons) based on 100% of water usage	5.01
Surcharge rate (1,000 gallons)	5.44	Qualifying elderly (25% discount)	3.76
Qualifying elderly (25% discount)	2.81	Sewer only	100.02
Out of Town user fees		Out of town user fees	
Consumption charge (1,000 gallons)	5.29	Sewer use charge (1,000 gallons)	7.62
Surcharge rate (1,000 gallons)	7.67	Sewer only	149.22
Qualifying elderly (25% discount)	3.97	Qualifying Elderly (25% discount)	5.72
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 Funding Sources (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 2012, 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 \$550,000 or 4% overall.

Fixed Fees – The established quarterly amounts charged to each water and sewer customer for various fixed charges. A \$360,000 reduction in fixed rate fees is expected from the FY 2011 budget of \$1,280,000 to the FY 2011 estimate and FY 2012 proposed budget of \$920,000 to reflect the rate reductions that took place in September 2009.

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 \$888,000 in pro-rata and availability fees, down from about \$1.7 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 2002-2011

UTILITIES DEPARTMENT (continued)**6.2 Utilities Funding Sources (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 Draws – Money transferred by draws from the SNAP account. Bond draws so transferred are to be allocated for water or sewer capital projects on either a growth or non-growth basis as appropriate.

UTILITIES DEPARTMENT (continued)

6.3 Operations Summary

Department Description

The Utilities Department is comprised of four operating divisions: Administration, Utilities 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.

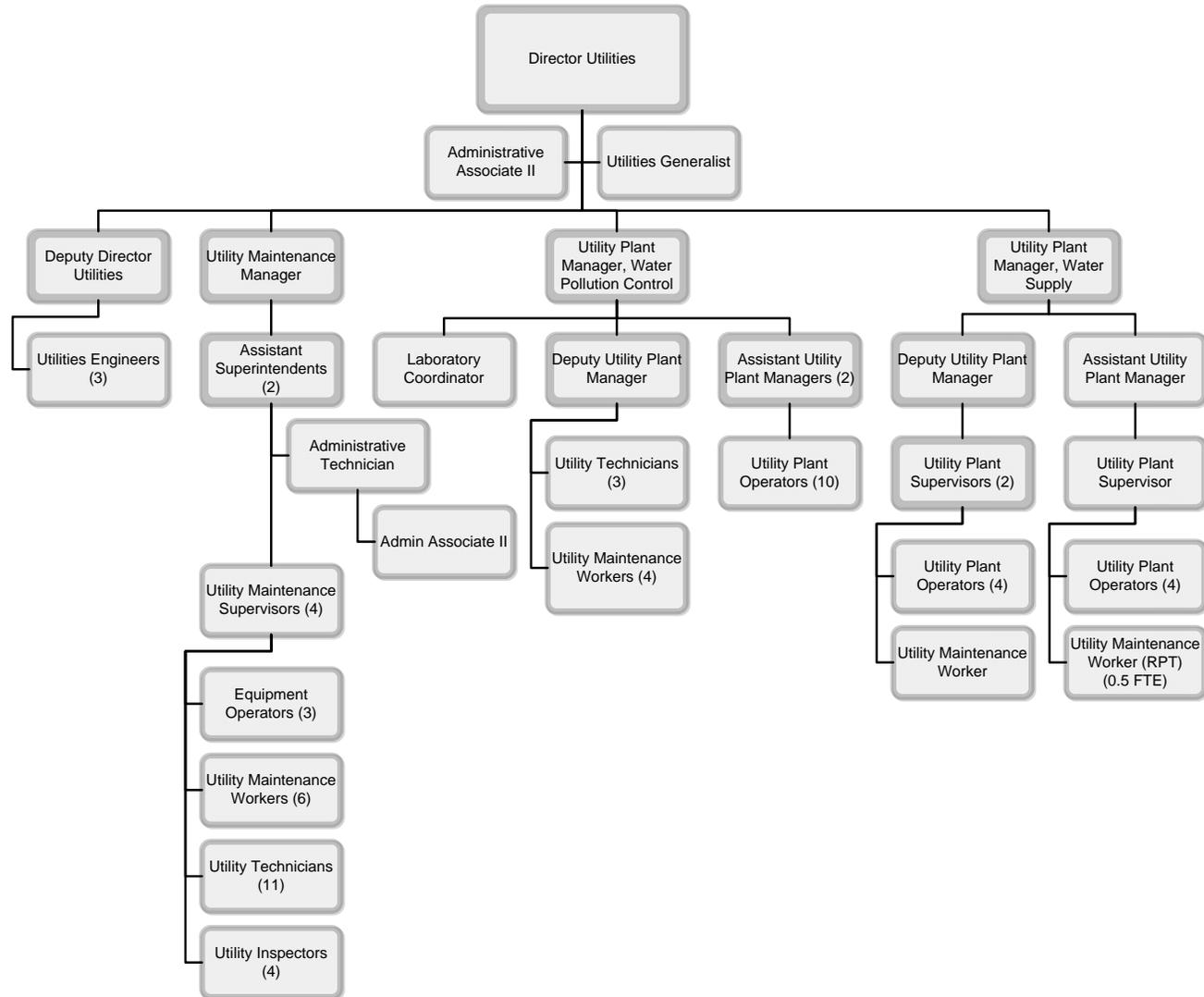
Table 6.4 UTILITIES DEPARTMENT OPERATIONS BUDGET SUMMARY

Expense Summary	FY 2010 Actual	FY 2011 Budget	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	% Inc/(Dec)	FY 2013 Projected
Utilities Administration	\$3,097,236	\$2,984,766	\$3,193,480	\$3,173,265	\$2,922,754	\$2,917,623	(\$67,143)	(2.2)	\$3,010,782
Utilities Maintenance	3,167,548	3,462,950	3,602,787	3,404,315	3,400,783	3,375,420	(87,530)	(2.5)	3,554,558
Water Supply	2,685,706	3,026,386	3,043,193	2,645,478	2,684,472	2,673,216	(353,170)	(11.7)	2,820,502
Water Pollution Control	3,507,711	3,246,542	3,349,256	3,226,000	3,343,348	3,327,451	80,909	2.5	3,379,440
TOTAL	\$12,458,201	\$12,720,644	\$13,188,716	\$12,449,058	\$12,351,357	\$12,293,710	(\$426,934)	(3.4)	\$12,765,282
FTE Summary	84.0	80.5	80.5	80.5	77.5	77.5	(3.0)	(3.7)	77.5

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% work force reduction over the past three years.

Table 6.5 UTILITIES ADMINISTRATION BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$757,037	\$904,486	\$904,486	\$966,775	\$771,090	\$765,959	(138,527)	(15.3)	\$864,967
Contractual Services	277,353	162,436	397,241	340,000	233,691	233,691	71,255	43.9	193,490
Materials and Supplies	5,738	5,600	4,900	4,900	5,600	5,600	-		5,600
Transfer Payments	1,979,843	1,770,975	1,771,675	1,771,590	1,761,517	1,761,517	(9,458)	(0.5)	1,794,060
Continuous Charges	59,060	119,269	93,178	90,000	128,856	128,856	9,587	8.0	130,665
Capital Outlay	18,205	22,000	22,000		22,000	22,000	-		22,000
TOTAL	\$3,097,236	\$2,984,766	\$3,193,480	\$3,173,265	\$2,922,754	\$2,917,623	(\$67,143)	(2.2)	\$3,010,782
FTE Summary	7.0	7.0	7.0	7.0	7.0	7.0			7.0

FY 2013 BUDGET CONSIDERATIONS:

- ❖ The new TMDL rules in process to clean up the bay
- ❖ Stage 2 Disinfectants and Disinfection Byproducts Rule (Stage 2 DBPR)
- ❖ Revised Total Coliform Rule
- ❖ Rules regarding SSO and CMOM

FUTURE BUDGET CONSIDERATIONS:

- ❖ The new TMDL rules in process to clean up the bay
- ❖ New and tighter regulations being imposed on point source discharges
- ❖ Stage 2 Disinfectants and Disinfection Byproducts Rule (Stage 2 DBPR)
- ❖ Revised Total Coliform Rule
- ❖ Rules regarding SSO and CMOM
- ❖ Expansions at WTP and WPCF if necessary

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Complete work on conversion of mapping system to a GIS • Produce updated water and sewer system maps 	<ul style="list-style-type: none"> • Continued work on conversion of mapping system to a GIS • Produced updated water and sewer system maps • Awarded two contracts for lease of space to telecommunication companies for installation of cell antennas generating additional revenue • Revised DCSM articles 2,4 and appendix A • Work toward an agreement for use of Town’s effluent in a power generating facility generating revenue and move toward a green energy effort. 	<ul style="list-style-type: none"> • Continue work on conversion of mapping system to a GIS • Produce updated water and sewer system maps based on the latest additions • Award two additional lease agreements for cell antenna’s to generate additional revenues • Continue revisions to DCSM articles 2,4 and appendix A • Work toward an agreement for use of Town’s effluent in a power generating facility generating revenue and move toward a green energy effort.
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> • Continue implementation of wise water use campaign, FOG program and school educational activities. • Continue with enforcement of the pre treatment program at industrial facilities • Continue with efforts to implement FOG program 	<ul style="list-style-type: none"> • Continued implementation of wise water use campaign, FOG program and school educational activities. • Continued with enforcement of the pre treatment program at industrial facilities • Continued with efforts to implement FOG program and populated the database 	<ul style="list-style-type: none"> • Continue implementation of wise water use campaign, FOG program and school educational activities. • Continue with enforcement of the pre treatment program at industrial facilities • Continue with efforts to implement FOG program at all facilities •
 Land Development Process Improvements		
<ul style="list-style-type: none"> • Continue with review and approval of construction plans meeting set goals. 	<ul style="list-style-type: none"> • Continued with review and approval of construction plans meeting and achieved the set goals 	<ul style="list-style-type: none"> • Continue with review and approval of construction plans meeting the set goals
 Capital Infrastructure		
<ul style="list-style-type: none"> • Complete the design of Lower Sycolin Creek Sewer conveyance system • Complete the construction of Carr Tank No.2 and Sycolin Tank 	<ul style="list-style-type: none"> • Completed the design of Lower Sycolin Creek Sewer conveyance system • Completed the construction of Carr Tank No. 2 and Sycolin Tank 	<ul style="list-style-type: none"> • Obtain approval and begin construction of Lower Sycolin Creek Sewer conveyance system

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

Performance Measures

 Community Safety / Quality of Life

 Operational Efficiency and Fiscal Management

Cross Connection Program

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
# FTE (Office Personnel)	.80	.80	0.2*	0.9*	0.9*
# FTE (Field Personnel)	0	0	0.1*	0.4*	0.4*
Total devices in System	1,239	1,264	1649	1852	1940
High Hazard-Commercial Connections (Require annual inspections)	565	576	300**	392	430
High Hazard-Residential Connections (Require testing record)	434	441	754	960	1000
Moderate and Low Hazard Bi-annual inspection	240	247	595	500**	510
Output					
High Hazard-Commercial Connections (Require annual inspections)	565	576	300	392	430
Moderate and Low Hazard Bi-annual inspection	240	247	298	500	510
EFFICIENCY					
Percent of High Hazard-Commercial inspected	50%	45%	10%*	45%	52%
Percent of High Hazard-Commercial records submitted	100%	100%	98%	100%	100%
Percent of High Hazard-residential test records submitted	100%	100%	98%	100%	100%
Percent of Moderate and Low Hazard inspected Bi-Annually	50%	50%	0%*	16%*	55%
OUTCOME					
To annually inspect 100% of the high hazard water connections, minimizing potential of cross-connection contamination.	NO	NO	NO	NO	NO

* Change due to loss of staff. Job has now been divided between two persons, one for the data base update and one for the field portion.

** Change due to reevaluation of assigned categories based on the computer software program and DEQ requirements.

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Industrial Waste Discharge Inspection Program

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
#FTE	.2	.2	.1	.3	.3
Total industrial waste discharge connections	357	367	109*	300	330
Output					
# of Connections inspected	200	100	15	125	170
Efficiency					
Percentage of connections inspected	64%	27%	13%	42%	52%
OUTCOME					
To inspect 100% of the industrial waste discharge connections annually.	NO	NO	NO	NO	NO

* Changes due to DEQ permit definitions

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Public Facilities Permits Program

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
# of requests for PFP's received	101	120	120	110	50
# FTE	.25	.25	.25	0.25	0.1
Output					
# of responses provided within 3 business days	81	109	120	110	50
Efficiency	81%	90%	100%	100%	100%
Outcome					
To process Public Facilities Permits (PFP) and fee requests within 3 business days of receipt 98% of the time	Yes	Yes	Yes	Yes	Yes

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

 Community Safety / Quality of Life  Operational Efficiency and Fiscal Management

Plan Review Program – First Submission Reviews

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
Number of plans received	30	102	106	165	180
Output					
Number of plans reviewed within 60 days	30	102	106	165	180
Efficiency					
Average number of days required to complete plan review	23	28	10	11	11
% of plans reviewed within 60 days	100%	100%	100%	100%	100%
Outcome					
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

Plan Review Program – Subsequent Submission Reviews

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
Number of plans received for subsequent review	71	79	79	78	100
Output					
Number of subsequent plan reviews completed within 45 days	71	79	79	78	100
Efficiency					
Average number of days required to complete a subsequent plan review	18	21	10	11	11
% of subsequent plans reviewed within 45 days	100%	100%	100%	100%	100%
Outcome					
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

Water and Sanitary Sewer Systems – Computer Modeling Requests

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
Number of modeling requests received	44	51	26	49	60
Output					
Number of requests processed within 14 days	44	51	26	49	60
Efficiency					
Average number of days required to process request	4	3	4	5	6
% requests completed within 14 days	100%	100%	100%	100%	100%
Outcome					
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 water pollution control facility.

The Town’s Utility System consists of 15,147 service connections which includes 2,979 “out of town” connections. The water distribution system consists of 1 well, 4 water booster stations, 218 miles of water mains ranging in size from 2” to 24.” There are 2,459 fire hydrants, 7,765 water valves and 97 air release valves. The sanitary sewer collection system consists of 169 miles of gravity sewer ranging from 4” to 33.” There are 5,046 manholes, 8 pumping stations and 12.179 miles of force mains.

Table 6.6 UTILITIES MAINTENANCE BUDGET SUMMARY									
Expense Summary	FY 2010	FY 2011	2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$2,668,915	\$2,763,315	\$2,768,315	\$2,752,315	\$2,823,572	\$2,798,209	\$34,894	1.3	\$2,981,912
Contractual Services	49,488	148,789	109,057	70,000	148,546	148,546	(243)	(0.2)	139,681
Materials and Supplies	257,862	253,600	270,238	235,000	249,700	249,700	(3,900)	(1.5)	261,950
Continuous Charges	27,554	65,300	65,300	32,000	54,000	54,000	(11,300)	(17.3)	54,000
Capital Outlay	163,729	231,946	389,877	315,000	124,965	124,965	(106,981)	(46.1)	117,015
TOTAL	\$3,167,548	\$3,462,950	\$3,602,787	\$3,404,315	\$3,400,783	\$3,375,420	(\$87,530)	(2.5)	\$3,554,558
FTE Summary	35.0	35.0	35.0	35.0	33.0	33.0	(2.0)	(5.7)	33.0

FY 2013 BUDGET CONSIDERATIONS:

- ❖ Continuation of the I&I program and replacement of unlined cast iron water pipes.

FUTURE BUDGET CONSIDERATIONS:

- ❖ Costs associated with replacement or rehab of aging water and sewer assets.

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Continue to meet water system operational challenges to ensure compliance with regulatory requirements and to prolong the useful life of water system assets. (Leak repairs, Miss Utility, system flushing, fire hydrant maintenance.) • Continue to perform system monitoring to insure operational efficiency and to minimize “unaccounted for water”. (Leak detection, meter testing, meter up-grades and Hexagram system monitoring.) • Continue to perform routine system work to insure system operability. (Valve exercise, easement mowing, meter box repairs, valve box repairs, valve replacement, fire hydrant replacement and/or repair) • Continue to perform inspection, testing and acceptance of water and sewer lines with in new construction areas, all Town capital projects and to coordinate the installation and inspection of new water and sewer connections. • Continue to focus on the elimination of sewer back-ups and sewer overflows and to prolong the useful life of the Town’s sanitary sewer collection system assets that are outlined in the Town’s CMOM (capacity, management operation & maintenance) program as required by the environmental protection agency (EPA) 	<ul style="list-style-type: none"> • Continued with meeting the water system operational challenges to ensure compliance with regulatory requirements and to prolong the useful life of water system assets. (Leak repairs, Miss Utility, system flushing, fire hydrant maintenance.) • Continued performing system monitoring to insure operational efficiency and to minimize “unaccounted for water”. (Leak detection, meter testing, meter up-grades and Hexagram system monitoring.) • Continued performing routine system work to insure system operability. (Valve exercise, easement mowing, meter box repairs, valve box repairs, valve replacement, fire hydrant replacement and/or repairs) • Continued performing inspection, testing and acceptance of water and sewer lines within new construction areas, all Town capital projects and to coordinate the installation and inspection of new water and sewer connections. • Continued focusing on the elimination of sewer back-ups and sewer overflows and to prolong the useful life of the Town’s sanitary sewer collection system assets that are outlined in the Town’s CMOM (capacity, management operation & maintenance) program as required by the environmental protection agency (EPA) 	<ul style="list-style-type: none"> • Continue to meet water system operational challenges to ensure compliance with regulatory requirements and to prolong the useful life of water system assets. (Leak repairs, Miss Utility, system flushing, fire hydrant maintenance). • Adjust flushing requirements to insure high water quality. • Continue to perform system monitoring to insure operational efficiency and to minimize “unaccounted for water”. (Leak detection, meter testing, meter upgrades and Hexagram system monitoring). • Develop a program to maximize use of the Hexagram system. Review meter testing and upgrade program and to develop future water meter change out guidelines. • Continue to perform routine system work to insure system operability. (Valve exercise, easement mowing, meter box repairs, valve box repairs, valve replacement, fire hydrant replacement and/or repairs) • Expand valve exercise program from, locate and turn program to a full operation in older system areas. • Continue to perform inspection, testing and acceptance of water and sewer lines within new construction areas, all Town capital projects and to coordinate the installation and inspection of new water and sewer connections. • Complete review of inspection services to insure efficiencies. • Continue to focus on the elimination of sewer backups and sewer overflows and to prolong the useful life of the Town’s sanitary sewer collection system assets that are outlined in the Town’s CMOM (capacity, management operation & maintenance) program as required by the environmental protection agency (EPA) • Complete a review of the CMOM program to insure operational efficiency as required by the EPA.

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

Performance Measures



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Unaccounted-for-Water

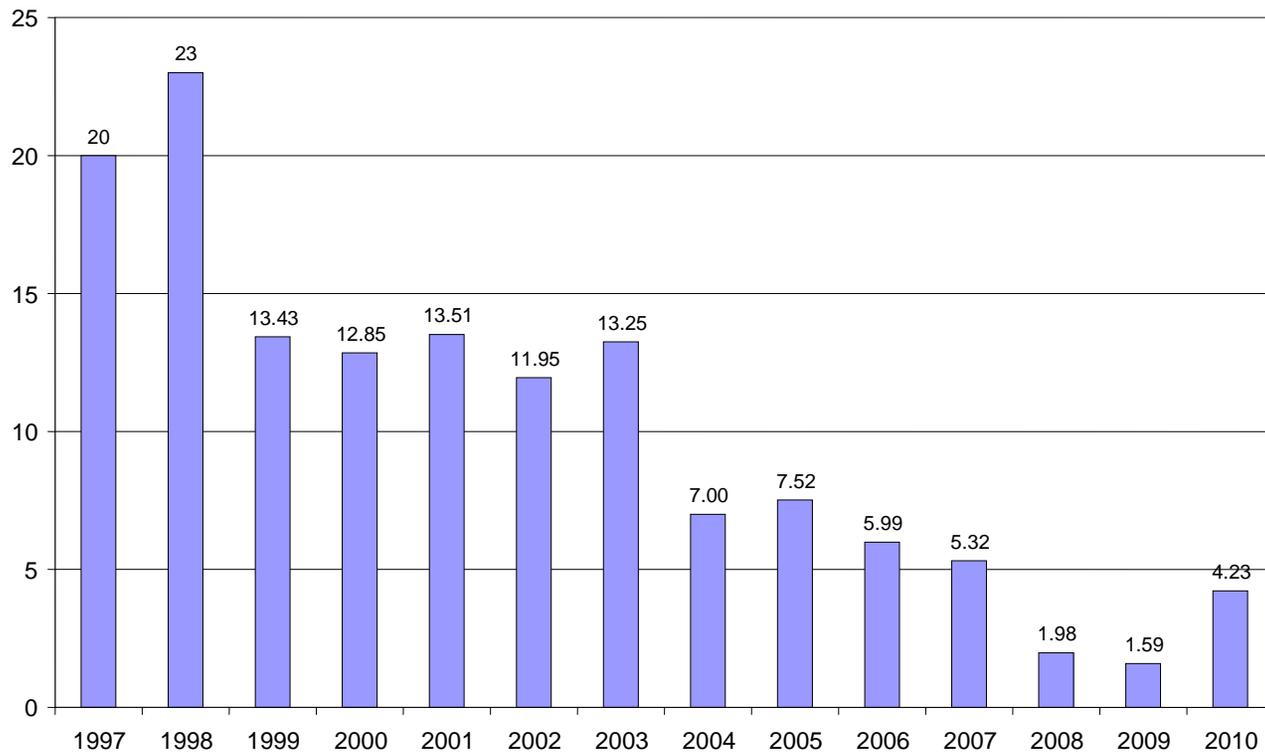
	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
FTE	1.8	1.8	1.8	1.8	1.8
Output					
Billion gallons (BG) water pumped	1.73	1.80	1.52	1.54	1.6
BG water billed	1.50	1.6	1.43	1.41	1.4
Million gallons (MG) water leaks detected	5.10	5.00	5.00	5.00	5.00
MG used by Town facilities	23.83	25.05	28.76	18.9	25.0
Lost revenue due to town facilities	\$189,450	\$199,175	\$228,662	\$232,539	\$240,000
Efficiency					
Percentage of unaccounted-for-water	6.0%	5.3%	1.6%	4.2%	5%
Outcome					
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)



Chart 6.4 Percentage of Unaccounted-for Water, 1997-2010



UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Miss Utility Requests

	FY 07	FY 08	FY 09	FY 10	FY 11
	Actual	Actual	Actual	Actual	Estimated
Input					
#FTE	1.5	1.25	1.25	1.25	1.3
# Requests received (12 Month Period)	10,435	8,628	6,968	6,351	7500
Output					
# Requests completed (12 Month Period)	10,435	8,628	6,968	6,351	7500
Efficiency					
Percentage of requests completed	100%	100%	100%	100%	100%
Outcome					
To respond to Miss Utility “requests to locate” water and 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)

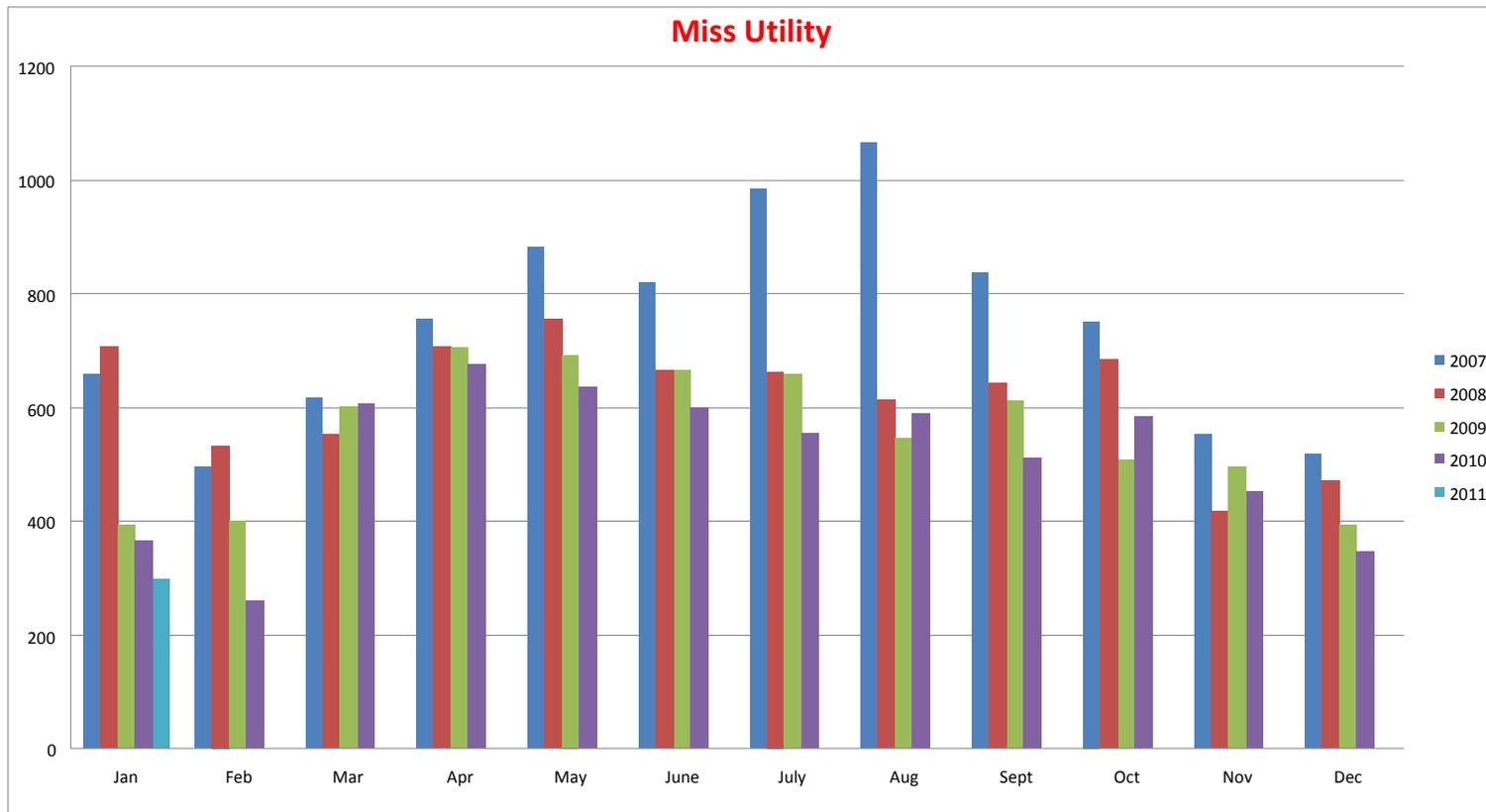


Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Chart 6.5 Miss Utility Calls per Month, 2007-January 2011



UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Fire Hydrant Testing

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
#FTE	.85	.85	.85	.90	.90
# Hydrants in the system	2,235	2,345	2,345	2,459	2,480
# Hydrants to test	1,117	1,172	1,172	1,230	1,240
Output					
# Hydrants tested	1,117	1,172	1,172	1,230	1,240
Efficiency					
Cost per hydrant test	100%	100%	100%	100%	100%
Outcome					
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

Response to Emergency Customer Service Calls

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
#FTE	1.5	1.5	1.5	1.5	1.5
# Emergency service calls	144	148	136	124	130
#Non-emergency service calls	244	223	211	332	350
Output					
# Emergency service calls responded to within 4 hours	144	148	133	124	130
# Non-emergency service calls responded to within 48 hours	156	183	173	303	350
Efficiency					
To respond to all emergency customer service calls within 4 hrs	100%	100%	98%	100%	100%
To respond to all non-emergency service calls within 48 hrs.	64%	82%	82%	91%	100%
Outcome					
Respond to customer service requests within the established time lines	YES	YES	YES	NO	YES

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
# Pieces of equipment	340	360	400	420	420
Output					
# Pieces of equipment serviced annually	270	280	320	340	340
# Pieces of equipment serviced biannually	70	80	80	80	80
Efficiency					
Average time required to service per piece of equipment (hours)	1	1	1	1	1
Outcome					
To provide 100% of routine preventative maintenance on all major water and wastewater equipment.	Yes	Yes	Yes	Yes	Yes

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 customers which ensures protection of public health and environment for the Leesburg service area; operates and maintains the 12.5 MGD water filtration plant, five water storage tanks, 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 Leesburg customers; 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 218 miles of distribution system piping for chemical and bacteriological quality.

Table 6.7 WATER SUPPLY BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$1,541,316	\$1,504,893	\$1,504,893	\$1,484,893	\$1,539,765	\$1,528,509	23,616	1.6	\$1,625,440
Contractual Services	254,041	232,993	310,585	310,585	216,875	216,875	(16,118)	(6.9)	218,230
Materials and Supplies	466,424	467,700	415,665	395,000	457,700	457,700	(10,000)	(2.1)	496,700
Continuous Charges	405,962	459,800	462,050	420,000	458,132	458,132	(1,668)	(0.4)	468,132
Capital Outlay	17,963	361,000	350,000	35,000	12,000	12,000	(349,000)	(96.7)	12,000
TOTAL	\$2,685,706	\$3,026,386	\$3,043,193	\$2,645,478	\$2,684,472	\$2,673,216	(\$353,170)	(11.7)	\$2,820,502
FTE Summary	17.0	17.0	17.0	15.5	15.5	15.5	(1.5)	(8.8)	15.5

FY 2012 BUDGET CONSIDERATIONS:

- ❖ Additional chemical costs may be associated with Stage 2 Disinfection Byproducts Rule
- ❖ Increased cost of heating oil and electricity

FY 2013 BUDGET CONSIDERATIONS:

- ❖ Increased filtration rates and filter negative head prevention.
- ❖ Revised Total Coliform Rule (TCR) is expected.

FUTURE BUDGET CONSIDERATIONS:

- ❖ Water filtration plant expansion to 15 MGD

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Utilize cost saving techniques to reduce water production cost • Provide educational and safety programs for operator certification and development • Continue monthly WSD organizational , safety, & development Training • Develop Lockout/Tag out site specific safety program • Comply with EPA training requirements to maintain operator licenses • Institute PH manipulation program to meet Stage 2 DBP EPA regulation using sulfuric acid for precursor removal • Initiate programs to meet compliance schedules and testing mandated by VDH and Safe Drinking Water Act Amendments • Mail Consumer Confidence Reports to all Town of Leesburg water customers • Comply with Lead & Copper EPA testing requirement • Continue to optimize WSD energy saving techniques to meet 10 Percent Energy Reduction • Develop Fire Sprinkler Inspection site specific program • Develop WTP site specific Storm Water Pollution Prevention SOP per Leesburg’s MS4 Permit 	<ul style="list-style-type: none"> • WSD received 2009 “Excellence in Operation” award from VDH • Instituted cost saving techniques to reduce water production costs • Provided educational and safety training for operator certification and development • Continued monthly WSD organizational , safety, & development Training • Completed Lockout/Tag out site specific safety program • All WSD personnel obtained required training to maintain operator licenses • Instituted PH manipulation program using sulfuric acid for DBP precursor removal • Complied with all testing requirements mandated by Safe Drinking Water Act Amendments and VDH • Completed and mailed Consumer Confidence Reports to all water system customers • All Lead & Copper samples collected met EPA testing requirements • WSD has observed an approximate 10 percent reduction in electrical cost • Completed Fire Sprinkler Inspection site specific program • Completed WTP site specific Storm Water Pollution SOP per Leesburg’s MS4 Permit 	<ul style="list-style-type: none"> • Utilize cost saving techniques to reduce production costs • Continue to provide educational and safety training for operator certification and development • Provide educational and safety programs for operator development. Complete Hearing Conservation site specific safety program. Develop Fall Protection site specific safety program • Continue Lockout/Tag safety program • Meet EPA training requirements to keep operator licenses • Continue PH manipulation program using sulfuric acid for DBP precursor removal • Initiate programs to meet compliance schedules and testing mandated by Safe Drinking Water Act and VDH • Mail Consumer Confidence Reports to all Town of Leesburg customers • Complete EPA mandated Unregulated Contaminant Monitoring Requirements • Continue to optimize WSD energy saving techniques to meet 10 Percent Energy Reduction Program • Continue Fire Sprinkler Inspection site specific program • Remove existing filter under drains and install low profile lateral under drains at Filters # 1 and # 2. This will allow for all filters to be re-rated for higher filtration rates and negative head prevention • Develop storage tank preventive maintenance program • Continue monitoring the MS4 permit compliance and upcoming TMDL rule changes. • Continue excellent performance to receive these awards.
 Capital Infrastructure		
<ul style="list-style-type: none"> • Complete WTP Filter No. 3 crack repair. • Complete Hogback Tank Recoating. 	<ul style="list-style-type: none"> • Completed WTP Filter # 3 crack repair. • Completed Hogback Tank Recoating. 	

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Water Production Cost

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
Cost for water production ¹	\$2,181,795	\$2,432,221	\$2,642,647	\$2,685,706	\$2,700,000
Output					
Finished water production (BG)	1.693	1.540	1.519	1.566	1,617
Efficiency					
Production cost per 1,000 gallons	\$1.28	\$1.58	\$1.74	\$1.69	1.67
Percentage increase/decrease in production cost	0%	18%	9%	(2.9%)	(0%)
Outcome					
To reduce water production costs by instituting cost saving measures.	Yes	Yes	Yes	Yes	Yes

¹ Increase or decrease in costs is due to the fluctuating chemical, fuel charges, and utility costs.

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

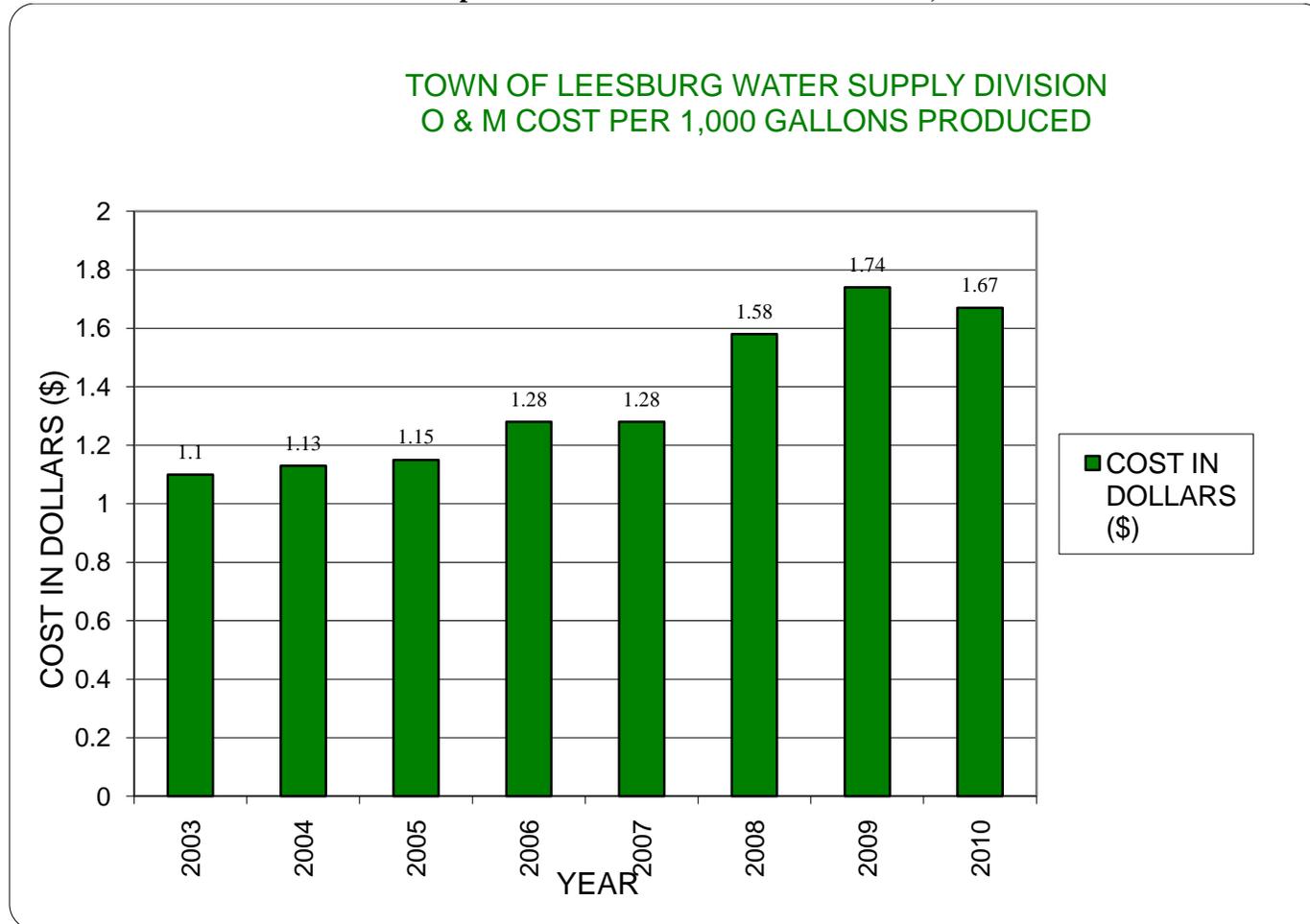


Community Safety / Quality of Life



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)

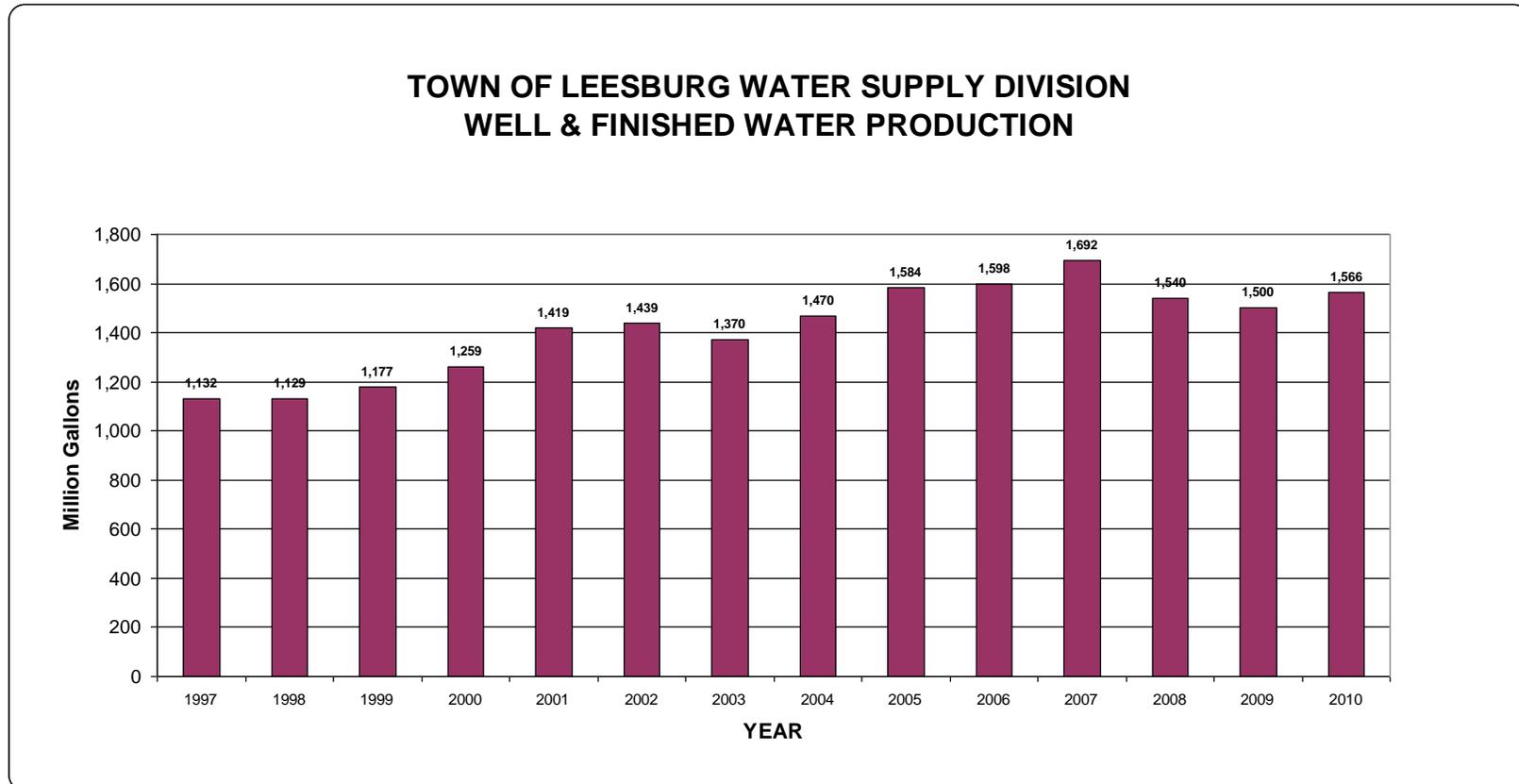


Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Chart 6.7 Total Million Gallons of Water Produced, 1997-2010



UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Compliance Sampling

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
Compliance samples collected	20,440	20,472	20,500	20,405	20,500
Revenue Generated	\$10,500	\$10,800	\$11,500	\$11,500	\$12,000
Output					
Percent of compliance samples collected per guidelines/schedules	100%	100%	100%	100%	100%
Efficiency					
Percent of compliance samples meeting federal/state contaminant levels	100%	100%	100%	100%	100%
Outcome					
To meet all required State and Federal compliance sampling regulations.	Yes	Yes	Yes	Yes	Yes

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Customer Service Request

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
# Water quality service requests	18	26	25	16	20
Output					
% of requests responded to within 24 hours	100%	100%	100%	100%	100%
Efficiency					
% of satisfied callers	100%	100%	100%	100%	100%
Outcome					
To respond to water quality customer service requests within 24 hours.	YES	YES	YES	Yes	Yes

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Preventative Maintenance

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
Total number of Preventative Maintenance Work Orders generated and assigned to Water Supply Division	N/A*	N/A*	432* 05/09 thru 12/09	1000	900
Output					
Number of Preventative Maintenance Work Orders completed by Water Supply Division personnel			432	1000	900
Efficiency					
Percent of Preventative Maintenance Work Orders completed by Water Supply Division personnel			100%	100%	100%
Outcome					
To meet WSD preventative maintenance requirements and ensure maximum equipment life			100%	100%	100%

* Start of Munis Work Order System (5/9/09)

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Customer Service Request

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
# Water quality service requests	18	26	25	16	20
Output					
% of requests responded to within 24 hours	100%	100%	100%	100%	100%
Efficiency					
% of satisfied callers	100%	100%	100%	100%	100%
Outcome					
To respond to water quality customer service requests within 24 hours.	YES	YES	YES	Yes	Yes

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

Performance Measure

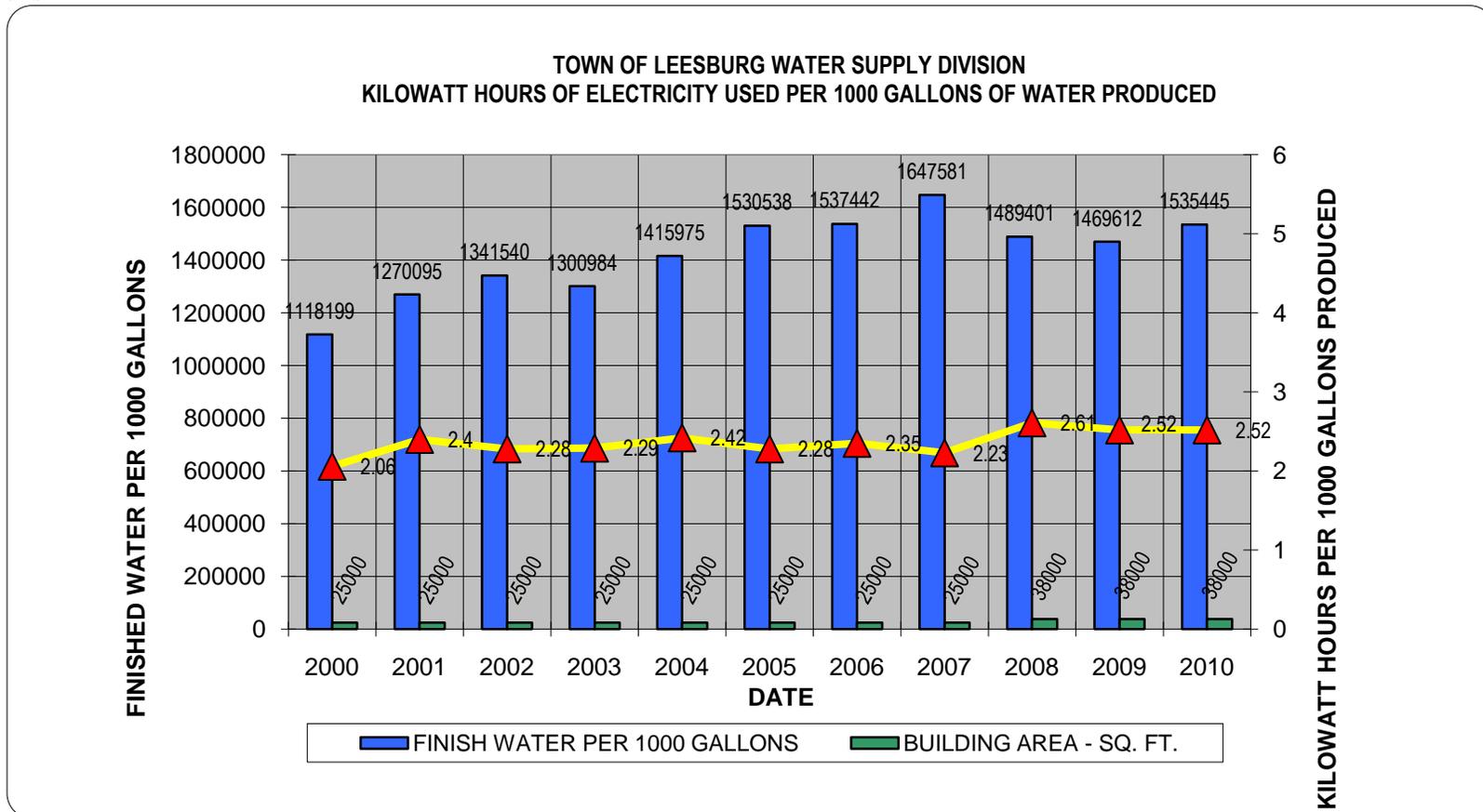


Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Kilowatt Hours



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 BUDGET SUMMARY

Expense Summary	FY 2010 Actual	FY 2011 Budget	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	% Inc/(Dec)	FY 2013 Projected
Personnel Services	\$2,064,687	\$1,922,441	\$1,922,441	\$1,820,000	\$1,935,812	\$1,919,915	(\$2,526)	(0.1)	\$2,042,535
Contractual Services	85,388	119,601	105,431	100,000	153,336	153,336	33,735	28.2	148,905
Materials and Supplies	423,658	403,500	476,384	460,000	416,200	416,200	12,700	3.1	410,000
Continuous Charges	902,898	801,000	801,000	801,000	778,000	778,000	(23,000)	(2.9)	778,000
Capital Outlay	31,080		44,000	45,000	60,000	60,000	60,000		
TOTAL	\$3,507,711	\$3,246,542	\$3,349,256	\$3,226,000	\$3,343,348	\$3,327,451	\$80,909	2.5	\$3,379,440
FTE Summary	25.0	23.0	23.0	23.0	22.0	22.0	(1.0)	(4.3)	22.0

FY 2012 BUDGET CONSIDERATIONS:

- ❖ Additional chemical costs associated with methanol addition for compliance of TMDL.
- ❖ Increased fees for Nutrient Compliance Plan.
- ❖ Optimization of existing Anaerobic Digesters and adding extra digester gas capacity.

FY 2013 BUDGET CONSIDERATIONS:

- ❖ Optimization of existing Anaerobic Digesters and adding extra digester gas capacity.
- ❖ Converting digester from parallel feed to primary feed for optimization.

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division (continued)

FUTURE BUDGET CONSIDERATIONS:

- ❖ Expansion to 10 MGD Enhanced Nutrient Removal.

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Continue to comply with all new and existing health and environmental related permit requirements. • Comply with the pending Virginia Environmental Laboratory Certification regulations. • Continued participation in the Virginia Nutrient Exchange Association and participate in the new EPA Total Maximum Daily Loading (TMDL). • Perform WPCD Industrial Storm Water Permit testing and assist Public Works with sampling and laboratory testing. • Identify saving techniques and energy reductions to reduce wastewater treatment costs. • Optimize plant treatment efficiency by maximizing operations process control. • Begin the operation of the new Tuscarora High School wastewater pumping station and demolition of the Big Springs pumping station • Continue with the planning and design phases of the Lower Sycolin Creek pumping station • Develop and design odor control for Cattail Branch pumping station • Continue with the planning and design phases of effluent pipe line relocation for Dominion Virginia Power. • Continue with the planning and design phases of the new Lowes in the Leegate Center and Russell Branch Parkway to address possible impacts to the adjoining WPCF. • Update safety programs and continue education for operator and maintenance certification and development • Develop an Underground Storage Tank (UST) compliance and training plan for underground fuel tanks. • Consult with Green Energy Partners Natural Gas and Solar Power Plant concerning the planning and design phases of a new effluent pipe line for steam cooling. 	<ul style="list-style-type: none"> • Continue compliance with all regulatory requirements for the discharge, nutrient, biosolids reuse, air, laboratory, and storm water permits: solid and hazardous waste disposal, community and employee safety and health, and all EPA, OSHA, VDOT, Town of Leesburg and Loudoun County regulatory requirements. • Complied with the Virginia Environmental Laboratory Certification regulations, granted interim approval as a Certified Laboratory. • Comply with the Virginia Nutrient Exchange Association and participate in the new EPA Total Maximum Daily Loading (TMDL). • Continue WPCD Industrial Storm Water Permit testing and assist Public Works with sampling and laboratory testing. • Continue to identify saving techniques and energy reductions to reduce wastewater treatment costs. • Introduction of methanol to enhance nutrient removal • Start the operation of the new Tuscarora High School wastewater pumping station and demolished the Big Springs pumping station • Completed and mailed Consumer Confidence Reports to all water system customers • Purchased and installed Biofilter for odor control for Cattail Branch pumping station • Begin construction of the effluent pipe line relocation and Dominion Virginia Power addition of a new effluent flow meter. • Continue to consult with Bohler Engineering concerning design phases of the new Lowes in the Leegate Center and Russell Branch Parkway to address possible impacts to the adjoining WPCF. • Provide development of safety programs and continue education for operator and maintenance certification and development • Provide training for certification for UST compliance. • Continue with the planning and design phases of a new effluent pipe line for steam cooling for Green Energy Partners Natural Gas and Solar Power Plant. 	<ul style="list-style-type: none"> • Continue to comply with all new and existing health and environmental related permit requirements. • Continue to comply with the Virginia Environmental Laboratory Certification regulations. • Continue to comply with the Virginia Nutrient Exchange Association and participate in the new EPA Total Maximum Daily Loading (TMDL). • Continue WPCD Industrial Storm Water Permit testing and assist Public Works with sampling and laboratory testing • Incorporate saving techniques and energy reductions to reduce wastewater treatment costs. • Continue optimization of plant performance to meet TMDL limits. • Continue the operation of the new Tuscarora High School pumping station • Mail Consumer Confidence Reports to all Town of Leesburg customers • Continue operation of Biofilter for Cattail Branch pumping station • Complete construction of the effluent pipe line relocation and Dominion Virginia Power addition of a new effluent flow meter • Continue Fire Sprinkler Insp. site specific program. • Begin possible construction aspects of the new Lowes in Leegate Center & Russell Brnch Prkwy program • Continue development of safety programs and continue education for operator and maintenance certification and development • Continue UST training and compliance. • Continue meeting with Green Energy Partners Natural Gas & Solar Power Plant concerning planning/design phases of new effluent pipe line for steam cooling.

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division (continued)

Performance Measure

 Community Safety / Quality of Life

 Operational Efficiency and Fiscal Management

Liquid Treatment Cost

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
Cost for liquid treatment systems*	\$497,000	\$535,000	\$702,585	\$685,160	\$620,315
Output					
# MG wastewater treated	1,354	1,424	1,772	1,825	1,990
Efficiency					
Cost per MG treated	\$367.02	\$382.14	\$396.49	\$348.86	\$311.72
Change in cost per MG treated	7.0%	4.1%	3.7%	(12.0%)	(10.7%)
Outcome					
To manage WPCF liquid treatment systems to minimize cost per MG treated*	YES	YES	YES	YES	YES

*Excludes Pumping stations. Increase or decrease in costs is due to the fluctuating chemical, fuel charges, and utility costs.

Solids Treatment Cost

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
Cost for solid treatment systems*	\$425,000	\$570,000	\$600,000	\$588,000	\$571,000
Output					
# DT solids generated	972	968	909	1043	1250
Efficiency					
Cost per DT generated	\$437.24	\$588.84	\$563.76	\$563.76	\$456.81
Change in cost per DT	7.0%	34.7%	(15.0%)	(15.0%)	(19.0%)
Outcome					
Revenue generated	\$29,000	\$53,000	\$62,000	\$69,000	\$75,000

* Increase or decrease in costs is due to the fluctuating chemical, fuel charges, and utility costs.

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division (continued)

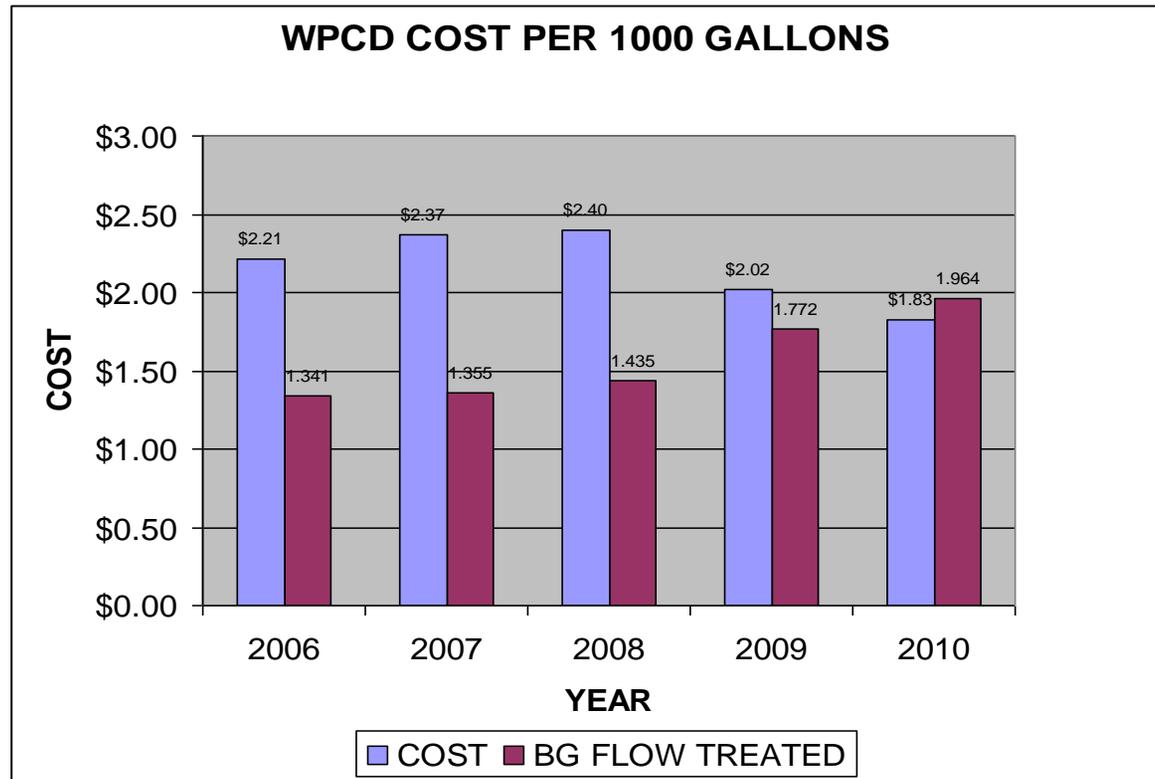
Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management



UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division (continued)

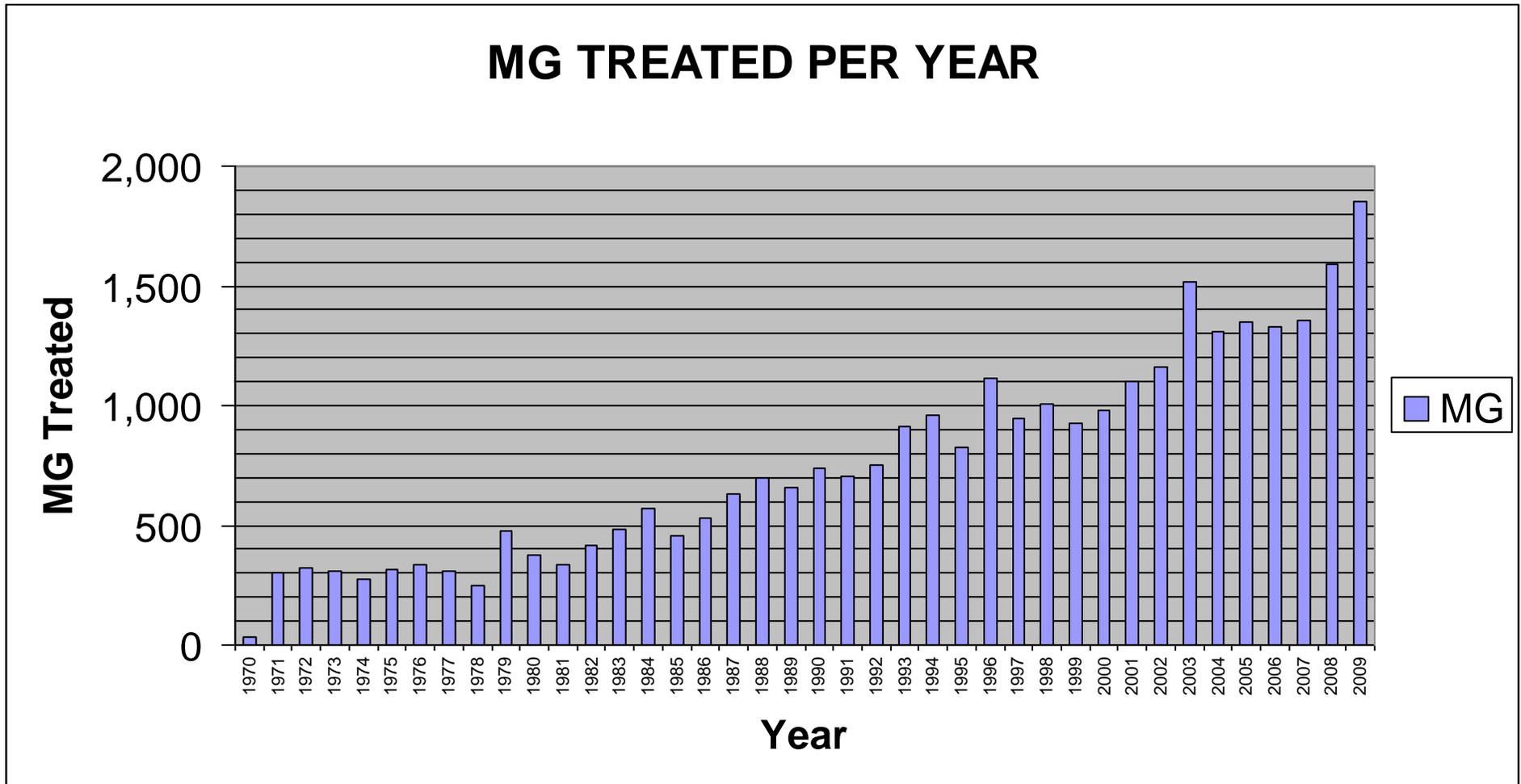
Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management



UTILITIES DEPARTMENT (continued)

6.8 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 8.7 for details on the Utilities Fund Capital Improvements Program.

Table 6.9 UTILITIES FUND CAPITAL IMPROVEMENTS PROGRAM BUDGET SUMMARY

Expense Summary	FY 2010 Actual	FY 2011 Budget	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	% Inc/(Dec)	FY 2013 Projected
Utilities Maintenance	\$745,980	\$400,000	\$400,000	\$30,392	\$905,000	\$905,000	\$505,000	126.3	\$555,000
Water Supply	4,284,194	620,000	620,000	925,656			(620,000)	(100.0)	
Water Pollution Control		1,460,000	1,460,000	430,585	4,000,837	4,000,837	2,540,837	174.0	3,173,946
TOTAL	\$5,030,174	\$2,480,000	\$2,480,000	\$1,386,633	\$4,905,837	\$4,905,837	\$2,425,837	97.8	\$3,728,946
Funding Summary									
Availability Fee Reserves	\$1,445,342	\$657,000	\$657,000	\$322,219	\$1,332,000	\$1,332,000	\$675,000	\$103	\$919,945
Cash Reserves	2,519,153	459,000	459,000	301,766	875,627	875,627	416,627	91	758,081
Bond Draws	1,065,679	1,364,000	1,364,000	762,648	2,698,210	2,698,210	1,334,210	98	2,050,920
TOTAL	\$5,030,174	\$2,480,000	\$2,480,000	\$1,386,633	\$4,905,837	\$4,905,837	\$2,425,837	97.8	\$3,728,946

UTILITIES DEPARTMENT (continued)

6.9 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. A more detailed summary of the Town’s long-term debt can be found in Section 3.4, Debt Service Summary of this budget document.

Table 6.10 UTILITIES FUND DEBT SERVICE BUDGET SUMMARY

Expense Summary	FY 2010 Actual	FY 2011 Budget	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	Adopted FY 11 to FY 12 % Inc/(Dec)	FY 2013 Projected
Principal	\$2,665,602	\$2,629,807	\$2,629,807	\$2,862,035	\$1,150,000	\$1,150,000	(\$1,479,807)	(56.3)	\$1,375,000
Interest	2,970,017	2,822,797	2,822,798	2,640,570	3,029,246	3,029,246	206,449	7.3	2,983,811
TOTAL	\$5,635,619	\$5,452,604	\$5,452,605	\$5,502,605	\$4,179,246	\$4,179,246	(\$1,273,358)	(23.4)	\$4,358,811
Funding Summary									
Availability Fee Reserves	\$3,944,933	\$3,828,819	\$3,816,824	\$3,851,824	\$2,925,472	\$2,925,472	(\$903,347)	(\$24)	\$3,051,168
Cash Reserves	1,690,686	1,623,785	1,635,782	1,650,782	1,253,774	1,253,774	(370,011)	(23)	1,307,643
TOTAL	\$5,635,619	\$5,452,604	\$5,452,605	\$5,502,605	\$4,179,246	\$4,179,246	(\$1,273,358)	(23.4)	\$4,358,811

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AIRPORT

7 Airport

7.1 Revenue and Expenditure Summaries

The Leesburg Executive Airport is a gateway for 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. However, beginning in FY 2012, the General Fund will begin paying the Airport's debt service because revenues have been insufficient to pay operating expenses and debt service. To offset this General Fund expenditure, surplus funds remaining at year end in the Airport Fund will be transferred to the General Fund until all General Fund expenditures have been reimbursed.

Table 7.1 AIRPORT FUND BUDGET SUMMARY

Expense Summary	FY 2010 Actual	FY 2011 Budget	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	% Inc/(Dec)	FY 2013 Projected
Operations	992,342	1,009,562	1,069,732	1,005,718	1,042,142	1,040,878	\$31,316	3.1	1,123,147
Airport Commission	1,938	4,520	4,520	2,800	4,520	4,520			4,520
Capital Expenditures	2,702,077	3,975,000	3,975,000	682,465	2,767,650	2,767,650	(1,207,350)	(30.4)	2,577,850
Debt Service	394,108	575,753	553,753	552,670			(575,753)	(100.0)	
TOTAL	\$4,090,465	\$5,564,835	\$5,603,005	\$2,243,653	\$3,814,312	\$3,813,048	(\$1,751,787)	(31.5)	\$3,705,517
FTE Summary	4.0	4.0	4.0	4.0	3.0	3.0	(1.0)	(25.0)	3.0
Funding Summary									
Airport Fund	\$2,812,028	\$1,589,835	\$1,628,005	\$2,046,657	\$1,046,662	\$1,045,398	(\$544,437)	(34.2)	\$1,127,667
Bond Draws	25,111	79,500	79,500		55,353	55,353	(24,147)	(30.4)	51,557
Grants	1,253,326	3,895,500	3,895,500	196,996	2,712,297	2,712,297	(1,183,203)	(30.4)	2,526,293
TOTAL	\$4,090,465	\$5,564,835	\$5,603,005	\$2,243,653	\$3,814,312	\$3,813,048	(\$1,751,787)	(31.5)	\$3,705,517

AIRPORT (continued)

7.2 Revenues and Other Funding Sources

Table 7.2 Airport Revenue and Other Funding Sources Summary FY 2010-2013

	FY 2010 Actual	FY 2011 Budgeted	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	Adopted FY 11 to FY 12 % Inc/(Dec)	FY 2013 Projected
Hangar Lease	\$283,799	\$536,544	\$536,544	\$436,144	\$427,756	\$427,756	(\$108,788)	(20.3)	450,977
Aircraft Tie Down Lease	137,015	161,364	161,364	150,000	168,265	168,265	6,901	4.3	169,778
Condominium Association Fees	9,000	9,000	9,000	9,000	9,000	9,000			9,000
Commercial Tenant Lease	197,225	102,298	102,298	102,300	142,055	142,055	39,757	38.9	144,119
Corporate Pad Lease	21,410	97,681	97,681	302,481	183,825	183,825	86,144	88.2	184,910
Fixed Base Operator License Fee	27,052	98,610	98,610	65,000	51,700	51,700	(46,910)	(47.6)	51,700
User Fee	26,969	29,348	29,348	33,000	35,000	35,000	5,652	19.3	35,000
Fuel Flow Fee	335			10,500	7,000	7,000	7,000	100.0	8,000
DOAV Maintenance Reimbursement	28,074	8,000	8,000	13,861	8,000	8,000			8,000
DOAV Promotion Grant	863			8,386	8,500	8,500	8,500	100.0	8,500
Air Show Sponsorships	6,200	25,000	25,000	42,048	32,000	32,000	7,000	28.0	34,000
Insurance Recoveries	6,188			895					
Miscellaneous Federal Grants	11,371			35,760	25,042	25,042	25,042	100.0	24,588
Miscellaneous Revenue	7,926	15,000	15,000	45,550	3,000	3,000	(12,000)	(80.0)	3,000
DOAV Airport Grants	708,210	119,250	119,250	36,687	83,030	83,030	(36,220)	(30.4)	77,336
FAA Grants	545,116	3,776,250	3,776,250	116,163	2,629,267	2,629,267	(1,146,983)	(30.4)	2,448,957
Bond Draws	25,111	79,500	79,500		55,353	55,353	(24,147)	(30.4)	51,557
Other Financing Sources (General Fund)	473,040	506,990	506,990	835,878			(506,990)	(100.0)	
Total	\$2,514,904	\$5,564,835	\$5,564,835	\$2,243,653	\$3,868,793	\$3,868,793	(\$1,696,042)	(30.5)	\$3,709,422

AIRPORT (continued)**7.2 Revenues and Other Funding Sources (continued)****7.2.1 Definitions of Revenue Sources**

Hangar Lease – Monthly payments received from customers leasing 57 hangars. The decrease of \$108,788 is the result of vacancies in the corporate hangars.

Aircraft Tie-Down Lease – Monthly payments received from customers renting the 132 available aircraft tie-downs. The \$6,900 increase in revenue from FY 2011 to FY 2012 is to reflect higher occupancy rates for tie downs.

Condo Association Fees – Monthly fees for the 50 condominium association hangars. The annual income is \$9,000.

Commercial Tenant Lease – Monthly lease payments received from commercial tenants at the airport. The \$39,757 increase from FY 2011 to FY 2012 is a result of filling vacancies in the Airport Terminal by the Police Department. In lieu of a rental payment from the General Fund for the Police Department space, the outstanding balance of a General Fund loan made to the Airport Fund is being reduced.

Corporate Pad Lease – Monthly payments received from tenants occupying corporate pad sites. The \$86,144 increase from the FY 2011 to FY 2012 reflects a new lease with the Federal Aviation Administration (FAA) and updated FAA payments.

Fixed-Base Operators (FBO) Fees – An annual fee based on gross receipts paid by all businesses located on airport property. The \$46,910 decrease is the result of lower FBO payments from existing operators adjusting to the current economic climate.

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 \$7,000 budget for FY 2012 reflects payments made by an existing and an additional FBO.

DOAV Maintenance Reimbursement – An annual amount received from the Virginia Department of Aviation to off-set certain airport operations and maintenance costs.

DOAV Promotion Grant – An amount received from the Virginia Department of Aviation to off-set the cost of promoting the Air Show.

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 \$32,000 reflects the anticipated revenue that must be collected from sponsors to have the air show.

Miscellaneous Federal Grants - For FYs 2012 and 2013, this includes the interest on Buy America Bonds.

AIRPORT (continued)**7.2 Revenues and Other Funding Sources (continued)****7.2.1 Definitions of Revenue Sources (continued)**

Miscellaneous Revenue – Money received from all other sources. The primary reason for the \$12,000 decrease is a decline in revenue from an advertising kiosk located in the lobby terminal.

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

AIRPORT (continued)

7.3 Operations Summary

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.

Chart 7.1 Airport Organizational Chart

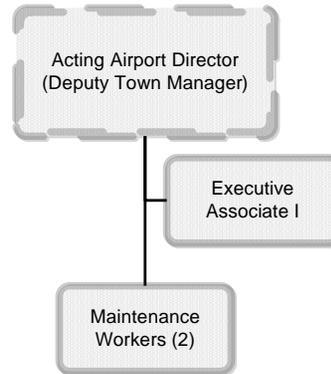


Table 7.3 AIRPORT OPERATIONS BUDGET SUMMARY

Expense Summary	FY 2010 Actual	FY 2011 Budget	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	% Inc/(Dec)	FY 2013 Projected
Personnel Services	\$390,832	\$379,679	\$429,679	\$429,679	\$283,274	\$282,010	(\$97,669)	(25.7)	\$244,582
Contractual Services	146,938	160,178	189,793	154,790	131,199	131,199	(28,979)	(18.1)	140,484
Materials and Supplies	23,588	33,447	31,002	20,000	22,900	22,900	(10,547)	(31.5)	22,900
Transfer Payments	228,519	294,609	294,609	294,609	485,370	485,370	190,761	64.8	590,490
Continuous Charges	86,709	141,649	124,649	106,640	119,399	119,399	(22,250)	(15.7)	124,691
Capital Outlay	115,757						-		
TOTAL	\$992,342	\$1,009,562	\$1,069,732	\$1,005,718	\$1,042,142	\$1,040,878	\$31,316	3.1	\$1,123,147
FTE Summary	4.0	4.0	4.0	4.0	3.0	3.0	(1.0)	(25.0)	3.0

AIRPORT (continued)

7.2 Operations (continued)

FY 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Become Instrument Landing System Certified. • Begin appraisal for southwest side property acquisition. 	<ul style="list-style-type: none"> • Completed and commissioned ILS. • Had SW 40 acres appraised and reviewed appraisal. 	<ul style="list-style-type: none"> • Extend offer to owner to purchase property.
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> • Begin design phase for north apron hangars. • NAVAIDs upgrade for runway 17-35. Runway Safety Area Grading Design for runway 17 end. 	<ul style="list-style-type: none"> • Designed Navaid Upgrade • Design Runway 17 Safety Area Grading 	<ul style="list-style-type: none"> • Construct Navaid Upgrade. • Construct Runway 17 Grading project.

FY 2013 BUDGET CONSIDERATIONS:

- ❖ Continue Land Acquisition of SW 40 Acres
- ❖ Design South Apron Expansion to include the moving of the existing fuel farm and construction of aircraft wash rack.

AIRPORT (continued)

7.2 Operations (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

	CY 07 Actual	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Estimated
Input					
# Hangars Available	51	51	41	57	57
# Tie-downs Available	146	146	118	132	132
Output					
# Hangars occupied	50	50	40	47	47
# Tie-downs occupied	146	146	118	141	141
Average time (hours) to complete work orders	72	72	72	72	72
Efficiency					
Percentage of hangars occupied	99%	99%	99%	82%	82%
Percentage of Tie-downs occupied	100%	100%	100%	100%	100%
Percentage of work orders completed in 72 hours	100%	100%	100%	100%	100%

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									
Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$1,938	\$4,520	\$4,520	\$2,800	\$4,520	\$4,520	-		\$4,520
TOTAL	\$1,938	\$4,520	\$4,520	\$2,800	\$4,520	\$4,520			\$4,520
Funding Summary									
Airport Fund	\$1,938	\$4,520	\$4,520	\$2,800	\$4,520	\$4,520	-		\$4,520
TOTAL	\$1,938	\$4,520	\$4,520	\$2,800	\$4,520	\$4,520			\$4,520

AIRPORT (continued)

7.4 Capital Improvements Program

Program Description

The Airport Capital Improvements Program includes capital additions and improvements to the Leesburg Executive Airport. See Section 8.8 for funding summary and more details on projects planned for FY 2012.

Table 7.5 CAPITAL IMPROVEMENTS PROGRAM BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Airport Improvements	\$2,702,077	\$3,975,000	\$3,975,000	\$682,465	\$2,767,650	\$2,767,650	(\$1,207,350)	(30.4)	\$2,577,850
TOTAL	\$2,702,077	\$3,975,000	\$3,975,000	\$682,465	\$2,767,650	\$2,767,650	(\$1,207,350)	(30.4)	\$2,577,850

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. Beginning in FY 2012, the General Fund will pay directly for the Airport’s debt service as operating revenues have been insufficient to pay all operating expenses including debt service. To offset this General Fund expenditure going forward, surplus funds remaining at year end in the Airport Fund will be transferred to the General Fund until all General Fund expenditures have been reimbursed.

Table 7.6 AIRPORT DEBT SERVICE BUDGET SUMMARY									
Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Principal	\$191,795	\$361,746	\$339,746	\$334,905			(\$361,746)	(100.0)	
Interest	202,313	214,007	214,007	217,765			(214,007)	(100.0)	
TOTAL	\$394,108	\$575,753	\$553,753	\$552,670			(\$575,753)	(100.0)	

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 2010 Actual	FY 2011 Budget	FY 2011 Revised	FY 2011 Estimated	FY 2012 Proposed	FY 2012 Adopted	Adopted FY 11 to FY 12 \$ Inc/(Dec)	% Inc/(Dec)	FY 2013 Projected
Operations	\$1,486,145	\$2,000,666	\$2,959,223	\$2,900,738	\$2,302,120	\$2,293,966	\$293,300	14.7	\$2,385,059
Capital Improvements Program	6,972,058	16,879,556	16,879,557	8,092,077	10,187,035	10,187,035	(6,692,521)	(39.6)	20,361,000
TOTAL	\$8,458,203	\$18,880,222	\$19,838,780	\$10,992,815	\$12,489,155	\$12,481,001	(\$6,399,221)	(33.9)	\$22,746,059
FTE Summary	11.0	10.0	10.0	10.0	10.6	10.6	0.6	6.0	10.6
Funding Summary									
General Obligation Bonds	\$5,333,656	\$9,775,243	\$9,775,243	\$1,040,725	\$4,892,753	\$4,892,753	(\$4,882,490)	(49.9)	\$6,969,827
Capital Projects Fund Cash	1,493,391	2,022,610	2,981,168	2,957,459	2,517,876	2,509,722	487,112	24.1	2,385,059
General Fund Cash		1,000,000	1,000,000	1,000,000	800,000	800,000	(200,000)	(20.0)	200,000
Proffers	919,285	1,369,513	1,369,513	2,198,014	909,282	909,282	(460,231)	(33.6)	121,173
Loudoun Cty - Gas Tax	672,289	1,129,880	1,129,880	2,623,337	350,000	350,000	(779,880)	(69.0)	1,016,000
Loudoun Cty - Other					380,000	380,000	380,000		200,000
State - Dept. of Transp.		3,224,920	3,224,920	1,096,864	1,575,000	1,575,000	(1,649,920)	(51.2)	11,854,000
Federal - CDBG		280,000	280,000		280,000	280,000			
Federal - Transportation					700,000	700,000	700,000		
Utilities Fund	39,582	51,689	51,689	50,049	47,866	47,866	(3,823)	(7.4)	
Airport Fund		26,367	26,367	26,367	36,378	36,378	10,011	38.0	
TOTAL	\$8,458,203	\$18,880,222	\$19,838,780	\$10,992,815	\$12,489,155	\$12,481,001	(\$6,399,221)	(33.9)	\$22,746,059

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 2012 Budget includes a \$861,232 transfer to the General Fund for the cost of services provided by General Fund organizations to support the operations of the Capital Projects Fund and Capital Projects Management Department.

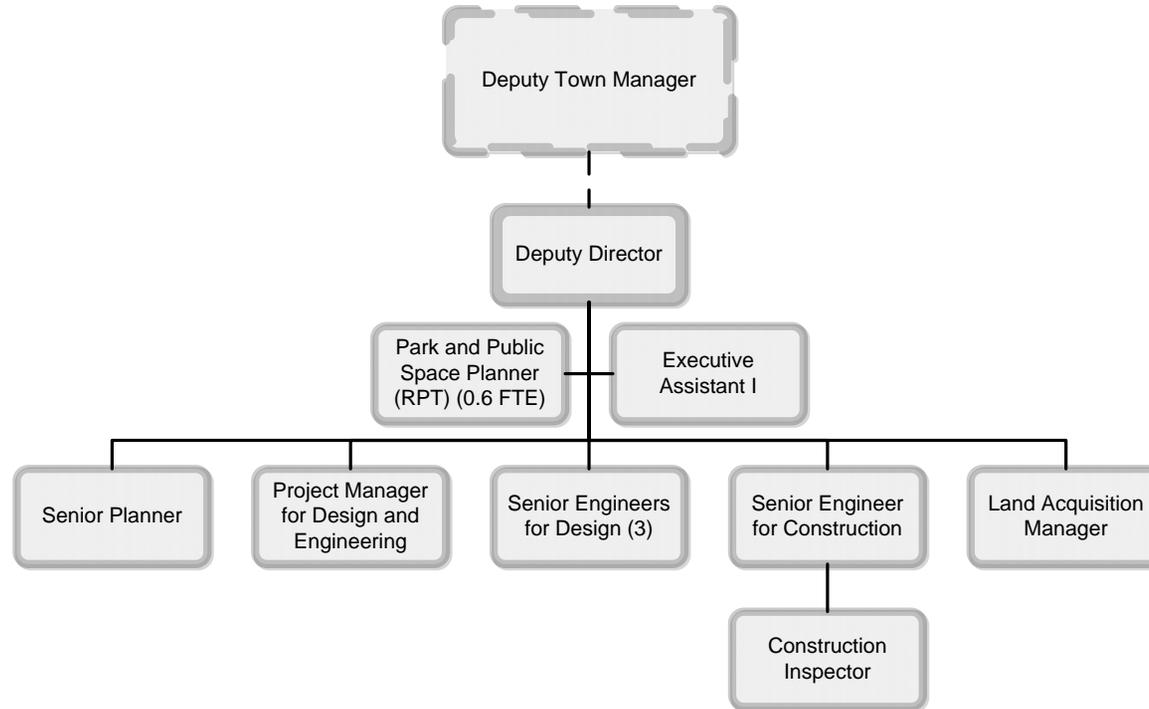
Table 8.2 CAPITAL PROJECTS MANAGEMENT BUDGET SUMMARY

Expense Summary	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	FY 2012	Adopted FY 11 to FY 12		FY 2013
	Actual	Budget	Revised	Estimated	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)	Projected
Personnel Services	\$1,153,939	\$999,050	\$1,050,050	\$1,050,050	\$1,328,045	\$1,319,891	\$320,841	32.1	\$1,391,670
Contractual Services	171,307	105,908	213,616	166,700	91,466	91,466	(14,442)	(13.6)	91,561
Materials and Supplies	7,602	12,900	13,031	4,500	12,460	12,460	(440)	(3.4)	12,460
Transfer to General Fund	24,500	872,418	1,671,418	1,670,659	861,232	861,232	(11,186)	(1.3)	880,000
Continuous Charges	120,910	10,390	10,779	8,500	8,917	8,917	(1,473)	(14.2)	9,368
Capital Expenditures	7,887		329	329			-		
TOTAL	\$1,486,145	\$2,000,666	\$2,959,223	\$2,900,738	\$2,302,120	\$2,293,966	\$293,300	14.7	\$2,385,059
FTE Summary	11.0	10.0	10.0	10.0	10.0	10.0			10.0
Funding Summary									
Capital Projects Fund	\$1,486,145	\$1,922,610	\$2,881,167	\$2,822,682	\$2,217,876	\$2,209,722	\$287,112	14.9	\$2,299,059
Utilities Fund		51,689	51,689	51,689	47,866	47,866	(3,823)	(7.4)	48,500
Airport Fund		26,367	26,367	26,367	36,378	36,378	10,011	38.0	37,500
TOTAL	\$1,486,145	\$2,000,666	\$2,959,223	\$2,900,738	\$2,302,120	\$2,293,966	\$293,300	14.7	\$2,385,059

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 2011 Objectives	FY 2011 Accomplishments	FY 2012 Objectives
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> Continue use of in-house inspectors to reduce cost of contracted inspection services related to construction projects 	<ul style="list-style-type: none"> In-house inspectors used on various capital improvement projects such as North King Street Drainage and Dry Mill, Wage & Anne Storm Improvements. 	<ul style="list-style-type: none"> Use in-house inspectors to reduce cost of contracted inspection services for construction projects based on job complexity and resource availability.
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> Complete design for the Downtown Improvements Project Phase I Complete construction of Battlefield Parkway between Edwards Ferry Road and Fort Evans Road Complete construction of Dry Mill Road, Wage, and Anne Streets Drainage project 	<ul style="list-style-type: none"> Design started in the fall of 2010 on various elements of downtown improvements, and received plan approval in the early summer of 2011. Commenced roadway construction of Battlefield Parkway between Edwards Ferry Road and Fort Evans Road in November 2010. Commenced construction in Fall 2010 for drainage improvements for Dry Mill Road, Wage and Anne Streets. 	<ul style="list-style-type: none"> Commence construction of phase I improvements in the fall of 2011 including downtown streetlights. Complete construction of Battlefield Parkway between Edwards Ferry Road and Fort Evans Road by the end of the 2011 calendar year. Start construction of Battlefield Parkway between Evergreen Mill Road and South King Street. Complete construction of Dry Mill, Wage, and Anne Streets Drainage projects Complete Sycolin Road improvements for the section between Battlefield Parkway and Tolbert Lane; temporary traffic signal at Hope Parkway; and turn lanes at Tavistock Drive. Complete construction of Lowenbach Phase II improvements on Catoctin Circle. Start construction of Lowenbach Phase III Improvements on Prince Street. Start construction of Woodberry Road improvements. Start construction of Virts Corner Improvements Start construction of South King Street Widening improvements.

CAPITAL PROJECTS MANAGEMENT (continued)

8.2 Operations Summary (continued)

Performance Measures



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimated
Input					
Operating expenditures	\$1.148M	\$1.263M	\$1.445M	\$1.585M ¹	\$2.785M ¹
FTEs	9	9	10	11	9.6
Projects under management	46	46	51	45	32
Output²					
Projects in design	39	35	40	30	24
Projects under construction	15	18	24	24	22
Efficiency³					
% of projects completed on schedule	39%	48%	56%	43%	41%
% of projects completed within budget	83%	91%	88%	83%	63%
Outcome					
Utilized in-house inspection to reduce construction costs	No	No	Yes	Yes	Yes
Completed key projects by establishing priority project management or 'A-Team' approach to keep projects on schedule.	No	No	No	Yes	Yes

¹ Includes transfer to General Funds of \$872,418 in FY 10 and \$1,670,660 in FY 11.

² Some projects in both design and construction.

³ Projects completed within fiscal year per approved budget.

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CIP INTRODUCTION**8.3 2012-2017 Capital Improvements Program 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 six years.

A five-step process is used to prepare the CIP. First, department directors identify potential capital projects for a six-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 six-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 2012	
General Obligation and Revenue Bonds	42.8
Cash from Trusts, Capital Projects, and Utilities Funds	18.5
Funds from Federal, State, and County Governments	33.6
Proffers from Private Developers and Others	5.1
All Sources	100.0

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 early FY 2012. 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% (\$4,465,131 in FY 2012) 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% (\$9,199,768 in FY 2012).
 - Bonded debt of the Town shall not exceed 2.5% of the total assessed value of taxable property in the Town (\$141,877,178 FY 2012) nor 3.5% of the total personal income of residents of the Town (\$75,996,474 in FY 2012).
- 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 2012-2017						
<u>Financial Ratio Targets</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Debt Financing ≤ 75%	42.81%	34.02%	47.37%	22.50%	28.60%	22.10%
Debt Service of Gov. Exp. ≤ 15%	9.68%	7.87%	9.60%	10.62%	10.35%	14.22%
Bond Debt to Assessed Value ≤ 2.5%	1.12%	1.05%	1.13%	1.07%	1.01%	0.90%
Bond Debt to Personal Income ≤ 3.5%	2.93%	2.71%	2.90%	2.71%	2.53%	2.25%

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 (no projects planned for proposed FY 2012-2017 CIP)
- Streets, Highways, Buildings, and Grounds
- Storm Drainage

Utilities Fund

- Utility Maintenance
- Water Supply (no projects planned for proposed FY 2012-2017 CIP)
- 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. Continuing operating costs resulting from the project are noted at the bottom of the funding schedule, using a 3% per annum inflation rate. The following are the projects funded for FY 2012. Funding shown in FY 2013-2017 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 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Required
Capital Projects Fund										
General Obligation Bonds	\$32,548,532	\$15,897,784	\$4,892,753	\$6,969,827	\$4,288,168	\$150,000	\$50,000	\$300,000	\$16,650,748	
General Fund Cash	2,000,000	1,000,000	800,000	200,000					1,000,000	
Capital Projects Fund Cash	300,000		300,000						300,000	
Proffers (incl. Anticipated and Dev. Contrib.)	2,451,539	1,121,084	909,282	121,173	75,000	75,000	75,000	75,000	1,330,455	
Loudoun County - Gas Tax	8,278,845	3,491,013	350,000	1,016,000	3,021,832	400,000			4,787,832	
Loudoun County - Other	930,000	350,000	380,000	200,000					580,000	
State - Department of Transportation	17,730,847	1,551,847	1,575,000	11,854,000	1,900,000	850,000			16,179,000	
Federal - Community Development Block Grant	280,000		280,000						280,000	
Federal - Transportation	900,000	200,000	700,000						700,000	
Total - Capital Projects Fund	\$65,419,763	\$23,611,728	\$10,187,035	\$20,361,000	\$9,285,000	\$1,475,000	\$125,000	\$375,000	\$41,808,035	
Utilities Fund										
Utilities Fund Cash	\$7,665,058	\$1,757,555	\$2,207,627	\$1,678,026	\$1,118,250	\$540,000	\$202,500	\$161,100	\$5,907,503	
Utilities Fund Bonds	9,368,403	2,148,123	2,698,210	2,050,920	1,366,750	660,000	247,500	196,900	7,220,280	
Total - Utilities Fund	\$17,033,461	\$3,905,678	\$4,905,837	\$3,728,946	\$2,485,000	\$1,200,000	\$450,000	\$358,000	\$13,127,783	
Airport Fund										
General Obligation Bonds	\$181,831	\$7,794	\$55,353	\$51,557	\$3,500	\$20,300	\$10,000	\$33,327	\$174,037	
State - Department of Aviation	272,747	11,690	83,030	77,336	5,250	30,450	15,000	49,991	261,057	
Federal Aviation Administration	8,636,958	370,199	2,629,268	2,448,958	166,250	964,250	475,000	1,583,033	8,266,759	
Total - Airport Fund	\$9,091,536	\$389,683	\$2,767,651	\$2,577,851	\$175,000	\$1,015,000	\$500,000	\$1,666,351	\$8,701,853	
TOTAL ALL FUNDS	\$91,544,760	\$27,907,089	\$17,860,523	\$26,667,797	\$11,945,000	\$3,690,000	\$1,075,000	\$2,399,351	\$63,637,671	

CIP INTRODUCTION (continued)

Summaries of Sources (continued)

Table 8.5.B Sources of Funds - Funds Combined

FUNDS COMBINED	Total Required Project Funding	Funded through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Required
General Obligation Bonds	\$32,730,363	\$15,905,578	\$4,948,106	\$7,021,384	\$4,291,668	\$170,300	\$60,000	\$333,327	\$16,824,785	
General Fund Cash	2,000,000	1,000,000	800,000	200,000					1,000,000	
Capital Projects Fund Cash	300,000		300,000						300,000	
Utilities Fund Cash	7,665,058	1,757,555	2,207,627	1,678,026	1,118,250	540,000	202,500	161,100	5,907,503	
Utilities Fund Bonds	9,368,403	2,148,123	2,698,210	2,050,920	1,366,750	660,000	247,500	196,900	7,220,280	
Proffers (incl. Anticipated and Dev. Contrib.)	2,451,539	1,121,084	909,282	121,173	75,000	75,000	75,000	75,000	1,330,455	
Loudoun County - Gas Tax	8,278,845	3,491,013	350,000	1,016,000	3,021,832	400,000			4,787,832	
Loudoun County - Other	930,000	350,000	380,000	200,000					580,000	
State - Department of Aviation	272,747	11,690	83,030	77,336	5,250	30,450	15,000	49,991	261,057	
State - Department of Transportation	17,730,847	1,551,847	1,575,000	11,854,000	1,900,000	850,000			16,179,000	
Federal - CommDev Block Grant	280,000		280,000						280,000	
Federal - Transportation	900,000	200,000	700,000						700,000	
Federal Aviation Administration	8,636,958	370,199	2,629,268	2,448,958	166,250	964,250	475,000	1,583,033	8,266,759	
TOTAL ALL FUNDS	\$91,544,760	\$27,907,089	\$17,860,523	\$26,667,797	\$11,945,000	\$3,690,000	\$1,075,000	\$2,399,351	\$63,637,671	

CIP INTRODUCTION (continued)

Summary of Uses

Table 8.6 Uses of Funds											
Proj. No.	Project Description	Project Total Cost	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Req.
General Government											
10304	Downtown Improvements	\$4,275,000	\$660,000	\$1,615,000	\$1,000,000	\$1,000,000				\$3,615,000	1
07309	Downtown Street Lighting	2,170,000	140,000	410,000	435,000	585,000	600,000			2,030,000	2
NEW	Police Station Renovation and Expansion	935,000		85,000	850,000					935,000	3
08308	Town-wide Tree Canopy	600,000	150,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000	4
Total General Government		\$7,980,000	\$950,000	\$2,185,000	\$2,360,000	\$1,660,000	\$675,000	\$75,000	\$75,000	\$7,030,000	
Streets & Highways											
08303	Battlefield Pkwy. - Edwards Ferry to Ft. Evans	\$9,950,000	\$8,603,500	\$1,346,500						\$1,346,500	5
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	12,009,420	1,509,420	800,000	8,000,000	1,700,000				10,500,000	6
07304	Church St. Improvements	225,000		95,000	130,000					225,000	7
05302	Edwards Ferry Rd. at Rt. 15 Bypass Right Turn Imp	1,160,000	215,718	94,282	850,000					944,282	8
NEW	Linden Hill Access Road	835,000	485,000		300,000	50,000				350,000	9
05303	Lowenbach St. Improvements	6,440,500	3,076,347	953,153	1,036,000	1,375,000				3,364,153	10
07302	Old Waterford Rd. Sidewalk	740,000	200,000	30,000	510,000					540,000	11
11305	Plaza Street Sidewalk	350,000		350,000						350,000	12
01302	Route 15 (South King Street) Widening Ph. I	8,270,000	1,320,000	1,500,000	4,650,000	800,000				6,950,000	13
07313	Sycolin Rd. Widening Ph. II	4,485,433	3,845,433	640,000						640,000	14
98301	Sycolin Rd. Widening Ph. III	5,000,000	350,000	350,000	200,000	3,300,000	800,000			4,650,000	15
NEW	Traffic Signal at Battlefield Pkwy. at 15 Byp./Bus.	350,000						50,000	300,000	350,000	16
11303	Turn Lane at Sycolin Rd & Tavistock Dr Imps	600,000		100,000	500,000					600,000	17
07312	Virts Corner Improvements	2,425,000	400,000	625,000	1,000,000	400,000				2,025,000	18
Total Streets & Highways		\$52,840,353	\$20,005,418	\$6,883,935	\$17,176,000	\$7,625,000	\$800,000	\$50,000	\$300,000	\$32,834,935	
Storm Drainage											
05305	Dry Mill/Wage/Anne Storm Improvements	\$1,874,410	\$1,586,310	\$288,100						\$288,100	19
09303	Turner-Harwood, Ph. I	980,000	700,000	280,000						280,000	20
06306	Tuscarora Creek Flood Mitigation	895,000	170,000	50,000	675,000					725,000	21
09302	Woodberry Rd. Drainage and Street Improvements	850,000	200,000	500,000	150,000					650,000	22
Total Storm Drainage		\$4,599,410	\$2,656,310	\$1,118,100	\$825,000					\$1,943,100	
Total General Fund Projects		\$65,419,763	\$23,611,728	\$10,187,035	\$20,361,000	\$9,285,000	\$1,475,000	\$125,000	\$375,000	\$41,808,035	

CIP INTRODUCTION (continued)

Summary of Uses (continued)

Table 8.6 Uses of Funds (continued)											
Proj. No.	Project Description	Project Total Cost	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Req.
Utility Fund Projects											
Utility Lines											
06401	Misc. Waterline and San. Sewer Imps., Reps., I/I Mitigation	\$8,003,000	\$3,250,000	\$905,000	\$555,000	\$1,985,000	\$500,000	\$450,000	\$358,000	\$4,753,000	23
Total Utility Lines		\$8,003,000	\$3,250,000	\$905,000	\$555,000	\$1,985,000	\$500,000	\$450,000	\$358,000	\$4,753,000	
Water Pollution Control											
07404	Lower Sycolin Sewage Conveyance System	\$5,660,000	\$655,678	\$2,960,000	\$2,044,322					\$5,004,322	24
NEW	SCADA System Upgrade	1,200,000				500,000	700,000			1,200,000	25
NEW	WPCF Digesters Cover Repair	2,170,461		1,040,837	1,129,624					2,170,461	26
Total Water Pollution Control		\$9,030,461	\$655,678	\$4,000,837	\$3,173,946	\$500,000	\$700,000			\$8,374,783	
Total Utility Fund Projects		\$17,033,461	\$3,905,678	\$4,905,837	\$3,728,946	\$2,485,000	\$1,200,000	\$450,000	\$358,000	\$13,127,783	
Airport Fund Projects											
11501	Land Acquisition - Airport Expansion SW End	\$4,245,000	\$225,000	\$2,020,000	\$2,000,000					\$4,020,000	27
09503	Navigation Aids Upgrades	584,683	84,683	500,000						500,000	28
08501	Perimeter Fence - Airport West Side	975,000				75,000	900,000			975,000	29
11502	Runway 17 Safety Area Grading	905,500	80,000	247,650	577,850					825,500	30
08502	South Apron Expansion, Ph. II	2,381,350				100,000	115,000	500,000	1,666,350	2,381,350	31
Total Airport Fund Projects		\$9,091,533	\$389,683	\$2,767,650	\$2,577,850	\$175,000	\$1,015,000	\$500,000	\$1,666,350	\$8,701,850	
TOTAL PROJECTS ALL FUNDS		\$91,544,759	\$27,907,091	\$17,860,522	\$26,667,796	\$11,945,000	\$3,690,000	\$1,075,000	\$2,399,350	\$63,637,668	

GENERAL GOVERNMENT PROJECTS

8.4 General Government Projects

In this category, for FY 2012, funds are provided for Downtown Improvements projects (\$1.6 million) as well as the continuation of projects from last year’s CIP, such as the Downtown Street Lighting project (\$410,000). See Table 8.7, below.

Table 8.7 General Government Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Required
General Obligation Bonds		\$5,390,348	\$810,348	\$1,460,000	\$1,885,000	\$1,085,000	\$150,000			\$4,580,000	
Capital Projects Fund Cash		300,000		300,000						300,000	
Proffers		589,652	139,652	75,000	75,000	75,000	75,000	75,000	75,000	450,000	
State - Department of Transportation (VDOT)		1,700,000		350,000	400,000	500,000	450,000			1,700,000	
Total		\$7,980,000	\$950,000	\$2,185,000	\$2,360,000	\$1,660,000	\$675,000	\$75,000	\$75,000	\$7,030,000	

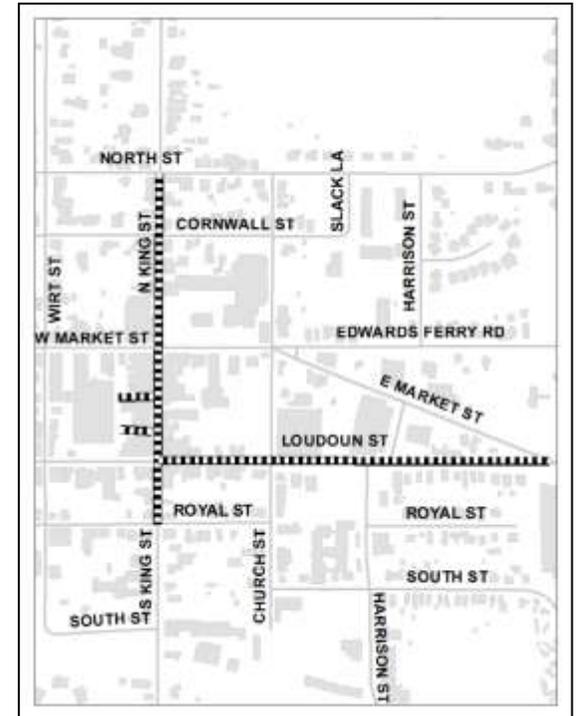
Proj. No.	Uses	Total Project Cost	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Required
10304	Downtown Improvements	\$4,275,000	\$660,000	\$1,615,000	\$1,000,000	\$1,000,000				\$3,615,000	
07309	Downtown Street Lighting	2,170,000	140,000	410,000	435,000	585,000	600,000			2,030,000	
NEW	Police Station Renovation and Expansion	935,000		85,000	850,000					935,000	
08308	Town-wide Tree Canopy	600,000	150,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000	
Total - General Government		\$7,980,000	\$950,000	\$2,185,000	\$2,360,000	\$1,660,000	\$675,000	\$75,000	\$75,000	\$7,030,000	

GENERAL GOVERNMENT PROJECTS (continued)

TITLE: Downtown Improvements – Phase I (10304)
STATUS: Ongoing

PROGRAM DESCRIPTION: The Downtown Improvements project encompasses both public improvements and public-private partnerships to make the downtown a more vibrant area. The individual improvements projects will be completed in phases.

Phase I of this project will include improvements to Loudoun Street between South King Street and East Market Street; King Street between North Street and Royal Street; walkways connecting the Town parking garage to South King Street; and the intersection of East Market Street and Loudoun Street. The improvements will include adding, improving, and/or widening sidewalks; improving and adding crosswalks; improving gateways into the downtown area; and adding street trees and furniture. The improvements will be coordinated with the Downtown Street Lighting project (07309) and the Church Street Improvements project (07304).



Sources:	Total Required Project Funding	Funded through 6/30/11							TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Bonds	\$3,975,000	\$660,000	\$1,315,000	\$1,000,000	\$1,000,000				\$3,315,000	
Capital Projects										
Fund Cash	300,000		300,000						300,000	
TOTAL	\$4,275,000	\$660,000	\$1,615,000	\$1,000,000	\$1,000,000				\$3,615,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11							TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$50,000	\$10,000	\$40,000						\$40,000	
Design/Eng.	675,000	525,000	150,000						150,000	
Utility Reloc.	250,000	125,000	125,000						125,000	
Construction	3,300,000		1,300,000	1,000,000	1,000,000				3,300,000	
TOTAL	\$4,275,000	\$660,000	\$1,615,000	\$1,000,000	\$1,000,000				\$3,615,000	

Operating/Maintenance:							TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL	\$0						

UTILITY RELOCATION START DATE: Summer 2011

CONSTRUCTION START DATE: Fall 2011

ESTIMATED COMPLETION DATE: Summer 2013

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.

GENERAL GOVERNMENT PROJECTS (continued)

TITLE: Downtown Street Lighting (07309)
STATUS: Ongoing

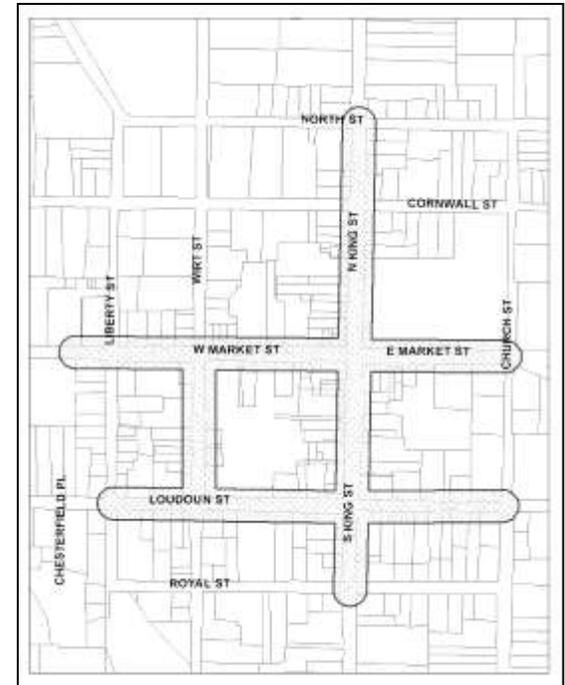
PROGRAM DESCRIPTION: Replace existing cobra-style streetlights with new historically appropriate fixtures on pedestal poles. As part of the project, provide conduit for future undergrounding of existing overhead utilities.

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).

UTILITY RELOCATION START DATE: Spring 2012

CONSTRUCTION START DATE: Spring 2012

EST. COMPLETION DATE: Summer 2015



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 6/30/11	2012-2017							TOTAL for 6-Yr CIP	Future Funds Req'd
			2012	2013	2014	2015	2016	2017			
VDOT (SAFETEA-LU)	\$1,700,000		\$350,000	\$400,000	\$500,000	\$450,000				\$1,700,000	
G.O. Bonds	470,000	140,000	60,000	35,000	85,000	150,000				330,000	
TOTAL	\$2,170,000	\$140,000	\$410,000	\$435,000	\$585,000	\$600,000				\$2,030,000	

PLANNED EXPENDITURES

Uses:	Project Total Cost	Expended through 6/30/11	2012-2017							TOTAL for 6-Yr CIP	Future Funds Req'd
			2012	2013	2014	2015	2016	2017			
Land	\$30,000		\$10,000	\$10,000	\$10,000					\$30,000	
Design/Eng	240,000	140,000	50,000	25,000	25,000					100,000	
Utility Reloc.	800,000		150,000	150,000	200,000	300,000				800,000	
Const.	1,100,000		200,000	250,000	350,000	300,000				1,100,000	
TOTAL	\$2,170,000	\$140,000	\$410,000	\$435,000	\$585,000	\$600,000				\$2,030,000	

OPERATING IMPACT

Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
Dominion Power (additional cost of new lights)	\$4,000	\$6,000	\$8,000	\$10,000	\$11,000	\$11,330	\$50,330
TOTAL	\$4,000	\$6,000	\$8,000	\$10,000	\$11,000	\$11,330	\$50,330

GENERAL GOVERNMENT PROJECTS (continued)

TITLE: Police Station Renovation – Technical Support Building Only (NEW)
STATUS: New

PROGRAM DESCRIPTION: This project will expand and renovate the current technical support building by approximately 4,000 square feet. This building includes the evidence storage facility and the crime analysis area.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Summer 2012

ESTIMATED COMPLETION DATE: Winter 2012/2013

OPERATING IMPACT: Minimal electricity cost



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Bonds	\$935,000		\$85,000	\$850,000					\$935,000	
TOTAL	\$935,000		\$85,000	\$850,000					\$935,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Design/Eng.	\$85,000		\$85,000						\$85,000	
Construction	850,000			850,000					850,000	
TOTAL	\$935,000		\$85,000	\$850,000					\$935,000	

OPERATING IMPACT

Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
Utilities and maintenance of new space		\$1,200	\$2,400	\$2,472	\$2,546	\$2,623	\$11,241
TOTAL		\$1,200	\$2,400	\$2,472	\$2,546	\$2,623	\$8,618

GOAL ADDRESSED

The Community Facilities and Services element calls for quality public safety.

GENERAL GOVERNMENT PROJECTS (continued)

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

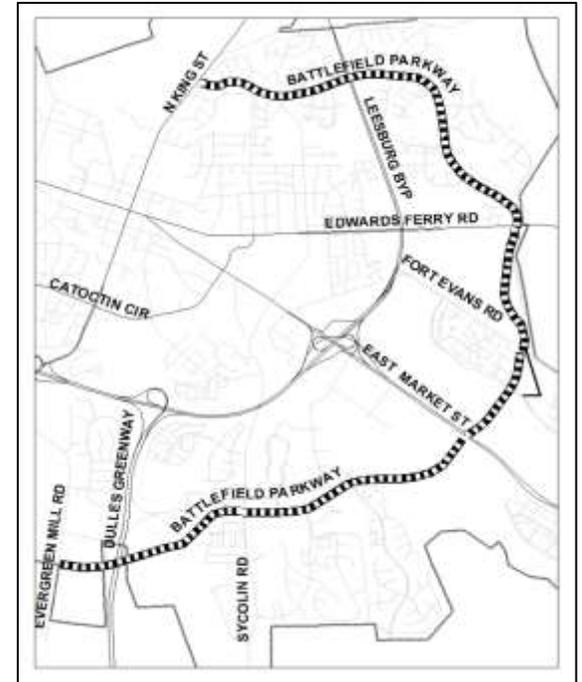
PROGRAM DESCRIPTION: This project provides annual funding to plant trees along roadways, trails, and in communities to enhance the tree canopy. Initial efforts will focus on existing sections of Battlefield Parkway to enhance roadway aesthetics. The fall 2011 planting will be in the area of Battlefield Parkway between Kincaid Boulevard and Sycolin Road.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Spring 2008

ESTIMATED COMPLETION DATE: Ongoing

OPERATING IMPACT: Increase in costs for tree maintenance and replacement after warranty period (1-2 years) during establishment period of first four years.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Bonds	\$10,348	\$10,348								
Proffers	589,652	139,652	75,000	75,000	75,000	75,000	75,000	75,000	450,000	
TOTAL	\$600,000	\$150,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Design/Eng.	\$115,000	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$90,000	
Construction	485,000	125,000	60,000	60,000	60,000	60,000	60,000	60,000	360,000	
TOTAL	\$600,000	\$150,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
2 and 3-year estab. protocol (Public Works)	\$10,000	\$22,500	\$30,000	\$30,900	\$31,827	\$32,782	\$158,009
TOTAL	\$10,000	\$22,500	\$30,000	\$30,900	\$31,827	\$32,782	\$158,009

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.

GENERAL GOVERNMENT PROJECTS (continued)

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STREETS, HIGHWAYS, BUILDINGS AND GROUNDS PROJECTS

8.5 Streets, Highways, Buildings, and Grounds Capital Projects

The FY 2012 Streets, Highways, Buildings, and Grounds projects include nearly seven million dollars in improvements. Major projects include: Battlefield Parkway (\$2.15 million), South King Street Widening (\$1.5 million), and Sycolin Road Ph. II-III (\$990,000). See Table 8.8 below.

Table 8.8. Streets, Highways, Buildings, and Grounds Capital Improvement Projects Summary											
Sources		Total Required Project Funding	Funded through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Required
General Obligation Bonds		\$23,538,774	\$13,131,126	\$2,594,653	\$4,259,827	\$3,203,168		\$50,000	\$300,000	\$10,407,648	
General Fund Cash		2,000,000	1,000,000	800,000	200,000					1,000,000	
Proffers (including Dev Contrib and Antic. Proffer)		1,511,887	631,432	834,282	46,173					880,455	
Loudoun County - Gas Tax		8,278,845	3,491,013	350,000	1,016,000	3,021,832	400,000			4,787,832	
Loudoun County - Other		300,000		100,000	200,000					300,000	
State - Department of Transportation		16,030,847	1,551,847	1,225,000	11,454,000	1,400,000	400,000			14,479,000	
Federal - Community Development Block Grant		280,000		280,000						280,000	
Federal - Transportation		900,000	200,000	700,000						700,000	
Total		\$52,840,353	\$20,005,418	\$6,883,935	\$17,176,000	\$7,625,000	\$800,000	\$50,000	\$300,000	\$32,834,935	

Proj. No.	Uses	Total Project Cost	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Required
08303	Battlefield Pkwy. - Edwards Ferry to Ft. Evans	\$9,950,000	\$8,603,500	\$1,346,500						\$1,346,500	
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	12,009,420	1,509,420	800,000	8,000,000	1,700,000				10,500,000	
07304	Church St. Improvements	225,000		95,000	130,000					225,000	
05302	Edwards Ferry at Rt. 15 Bypass Right Turn Imps	1,160,000	215,718	94,282	850,000					944,282	
NEW	Linden Hill Access Rd	835,000	485,000		300,000	50,000				350,000	
05303	Lowenbach St. Improvements	6,440,500	3,076,347	953,153	1,036,000	1,375,000				3,364,153	
07302	Old Waterford Rd. Sidewalk	740,000	200,000	30,000	510,000					540,000	
NEW	Plaza Street Sidewalk	350,000		350,000						350,000	
01302	Rt. 15 (South King St.) Widening Ph. I	8,270,000	1,320,000	1,500,000	4,650,000	800,000				6,950,000	
07313	Sycolin Rd. Widening Ph. II	4,485,433	3,845,433	640,000						640,000	
98301	Sycolin Rd. Widening Ph. III	5,000,000	350,000	350,000	200,000	3,300,000	800,000			4,650,000	
NEW	Traffic Signal Battlefield Pkwy at 15 Byp./Bus.	350,000						50,000	300,000	350,000	
11303	Turn Lane at Sycolin Rd & Tavistock Dr Imps	600,000		100,000	500,000					600,000	
07312	Virts Corner Improvements	2,425,000	400,000	625,000	1,000,000	400,000				2,025,000	
Total - Streets, Highways, Bldgs & Grnds		\$52,840,353	\$20,005,418	\$6,883,935	\$17,176,000	\$7,625,000	\$800,000	\$50,000	\$300,000	\$32,834,935	

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

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

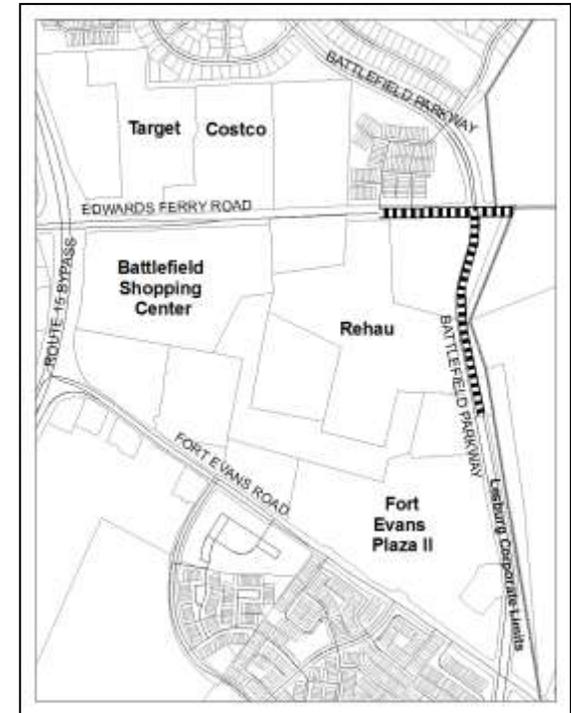
PROGRAM DESCRIPTION: The project includes construction of approximately 1,650 feet of 4-lane arterial roadway with a sidewalk and multi-use trail between Edwards Ferry Road and Fort Evans Road.

UTILITY RELOCATION START DATE: Winter 2010/2011

CONSTRUCTION START DATE: Fall 2008

ESTIMATED COMPLETION DATE: Winter 2011/2012

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



Sources:	Total Required Project Funding	Funded through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Bonds	\$8,880,000	\$7,533,500	\$1,346,500						\$1,346,500	
General Fund Cash	1,000,000	1,000,000								
Proffers	70,000	70,000								
TOTAL	\$9,950,000	\$8,603,500	\$1,346,500						\$1,346,500	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$1,500,000	\$1,500,000								
Design/Eng.	930,000	930,000								
Utility Reloc.	430,500	430,500								
Construction	7,089,500	5,743,000	1,346,500						1,346,500	
TOTAL	\$9,950,000	\$8,603,500	\$1,346,500						\$1,346,500	

OPERATING IMPACT

Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
Lane Mile Maintenance		\$44,000	\$44,880	\$45,778	\$46,693	\$47,627	\$228,978
TOTAL		\$44,000	\$44,880	\$45,778	\$46,693	\$47,627	\$228,978

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)

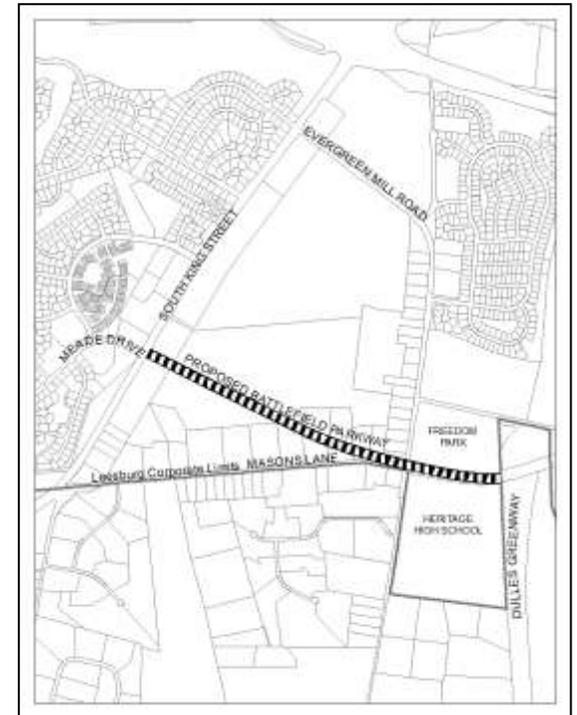
TITLE: Battlefield Parkway - Route 15 to Dulles Greenway (07315)
STATUS: Ongoing

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.

UTILITY RELOCATION START DATE: Fall 2011

CONSTRUCTION START DATE: Winter 2011/ 2012

ESTIMATED COMPLETION DATE: Spring 2014



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.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
General Fund Cash	\$1,000,000		\$ 800,000	\$200,000					\$1,000,000	
G.O. Bonds	4,809,420	1,509,420		1,600,000	1,700,000				3,300,000	
State Funds	6,200,000			6,200,000					6,200,000	
TOTAL	\$12,009,420	\$1,509,420	\$800,000	\$8,000,000	\$1,700,000				\$10,500,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$609,420	\$609,420								
Design/Eng.	1,000,000	900,000	100,000						100,000	
Utility Reloc.	700,000		700,000						700,000	
Construction	9,700,000			8,000,000	1,700,000				9,700,000	
TOTAL	\$12,009,420	\$1,509,420	\$800,000	\$8,000,000	\$1,700,000				\$10,500,000	

OPERATING IMPACT

Operating/Maintenance:	Year						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
Lane Mile Maintenance			\$24,000	\$24,480	\$24,970	\$25,469	\$98,919
TOTAL			\$24,000	\$24,480	\$24,970	\$25,469	\$98,919

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

TITLE: Church Street Improvements – Phase I (07304)
STATUS: Ongoing

PROGRAM DESCRIPTION: This is the initial phase of a project to provide curb and gutter and sidewalk along Church Street, for a three-block segment between Loudoun Street and the W&OD Trail right-of-way. This phase of the project will complete the sidewalk along Church Street on the block between Loudoun Street and Royal Street. This project will be coordinated with Downtown Improvements project.

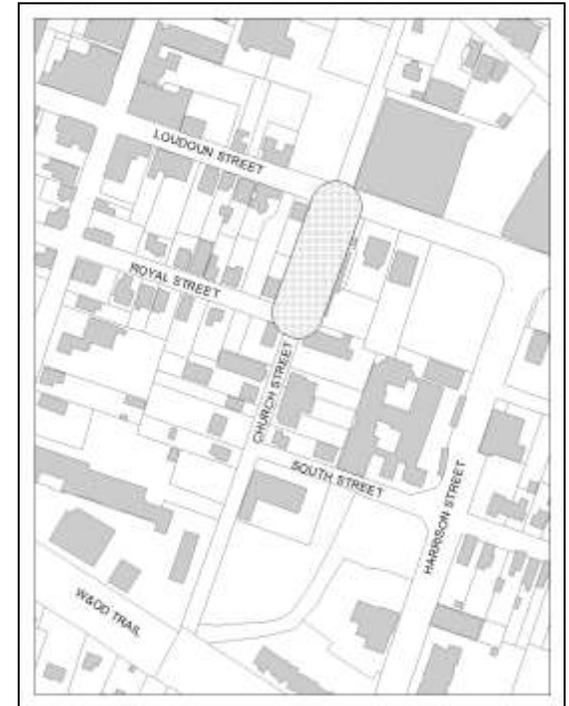
UTILITY RELOCATION START DATE: Spring 2012

CONSTRUCTION START DATE: Summer 2012

ESTIMATED COMPLETION DATE: Winter 2012/2013

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

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



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
G.O. Bonds	\$225,000		\$95,000	\$130,000					\$225,000	
TOTAL	\$225,000		\$95,000	\$130,000					\$225,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$40,000		\$40,000						\$40,000	
Design/Eng.	30,000		30,000						30,000	
Utility Reloc.	25,000		25,000						25,000	
Construction	130,000			130,000					130,000	
TOTAL	\$225,000		\$95,000	\$130,000					\$225,000	

OPERATING IMPACT

Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
None.							
TOTAL							

2005 Town Plan

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

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

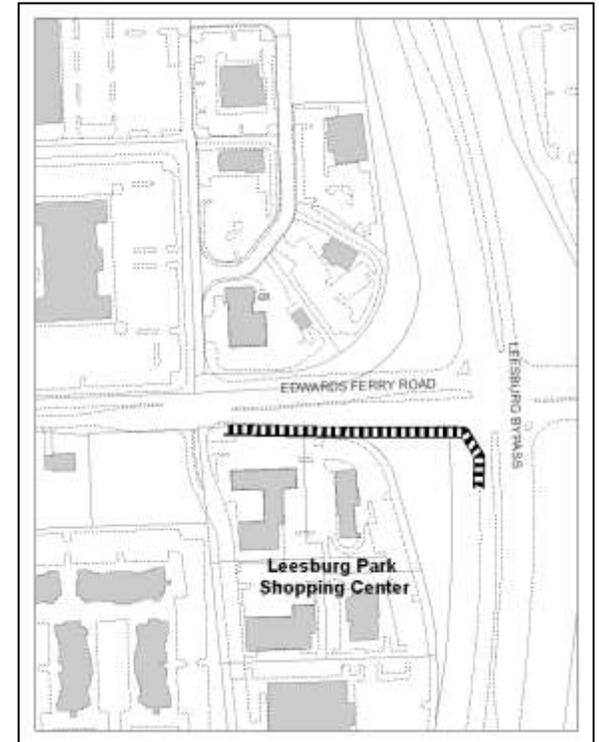
TITLE: Edwards Ferry Road at Route 15 Bypass Right Turn Lane Improvements (05302)
STATUS: Ongoing

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.

UTILITY RELOCATION START DATE: Summer 2012

CONSTRUCTION START DATE: Fall 2012

ESTIMATED COMPLETION DATE: Summer 2013



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
G.O. Bonds	\$400,303	\$16,476		\$383,827					\$383,827	
Proffers	339,697	199,242	94,282	46,173					140,455	
VDOT	420,000			420,000					420,000	
TOTAL	\$1,160,000	\$215,718	\$94,282	\$850,000					\$944,282	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$50,000	\$718	\$49,282						\$49,282	
Design/Eng.	250,000	215,000	35,000						35,000	
Utility Reloc.	10,000		10,000						10,000	
Construction	850,000			850,000					850,000	
TOTAL	\$1,160,000	\$215,718	\$94,282	\$850,000					\$944,282	

OPERATING IMPACT

Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
None.							
TOTAL							

OPERATING IMPACT: None.

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: Linden Hill Access Road (NEW)

STATUS: NEW

PROGRAM DESCRIPTION: This project provides an access road that connects Linden Hill Way and Country Club Drive.

UTILITY RELOCATION START DATE: N/A

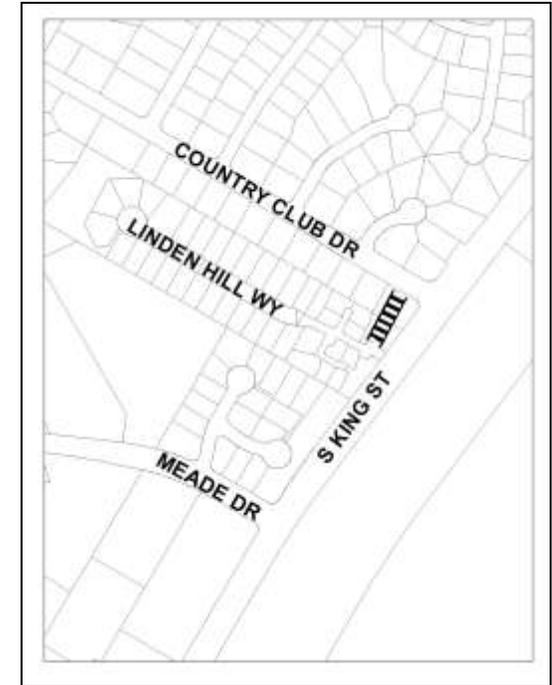
CONSTRUCTION START DATE: Fall 2012

ESTIMATED COMPLETION DATE: Summer 2013

OPERATING IMPACT: VDOT's maintenance payments will increase with the additional two lanes of roadway.

2005 Town Plan

The transportation element calls for a transportation system that does not adversely impact community and neighborhood integrity.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11							TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
G.O. Bonds	\$835,000	\$485,000		\$300,000	\$50,000				\$350,000	
TOTAL	\$835,000	\$485,000		\$300,000	\$50,000				\$350,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11							TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$400,000	\$400,000								
Design/Eng.	85,000	85,000								
Construction	350,000			300,000	50,000				350,000	
TOTAL	\$835,000	\$485,000		\$300,000	\$50,000				\$350,000	

OPERATING IMPACT

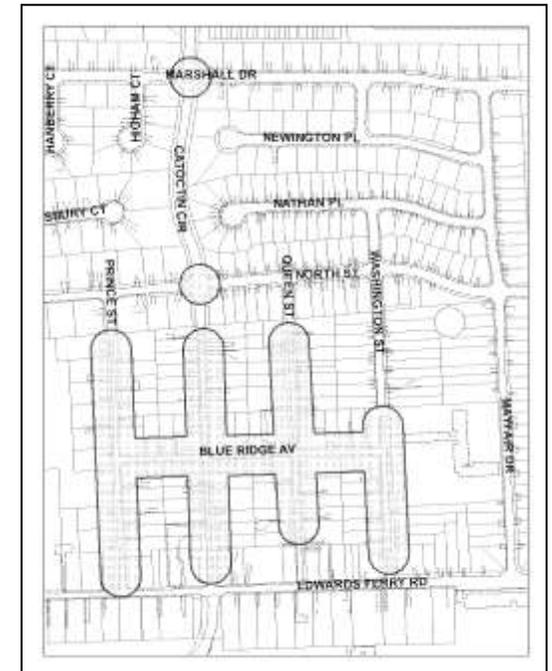
Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
None.							
TOTAL							

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:

- Phases I & II: Completed Summer 2011
- Phase III: Prince Street and adjacent portions of Blue Ridge Avenue
UTILITY RELOCATION START DATE: Fall 2011 **CONSTRUCTION START DATE:** Spring 2012
ESTIMATED COMPLETION DATE: Spring 2013
- Phases IV & V: Washington Street, Queen Street, and adjacent portions of Blue Ridge Avenue
UTILITY RELOCATION START DATE: Summer 2012 **CONSTRUCTION START DATE:** Summer 2013



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING							TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017			
G.O. Bonds	\$6,440,500	\$3,076,347	\$953,153	\$1,036,000	\$1,375,000				\$3,364,153		
Capital Projects											
Fund Cash											
TOTAL	\$6,440,500	\$3,076,347	\$953,153	\$1,036,000	\$1,375,000				\$3,364,153		

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES							TOTAL for 6-Yr CIP	Funds Required
			2012	2013	2014	2015	2016	2017			
Land	\$250,500	\$130,500	\$90,000	\$30,000					\$120,000		
Design/Eng.	1,100,000	1,050,000	50,000						50,000		
Utility Reloc.	12,000	3,000	3,000	6,000					9,000		
Construction	5,078,000	1,892,847	810,153	1,000,000	1,375,000				3,185,153		
TOTAL	\$6,440,500	\$3,076,347	\$953,153	\$1,036,000	\$1,375,000				\$3,364,153		

OPERATING IMPACT

Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
None.							
TOTAL							

ESTIMATED COMPLETION DATE: Summer 2014

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.

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

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

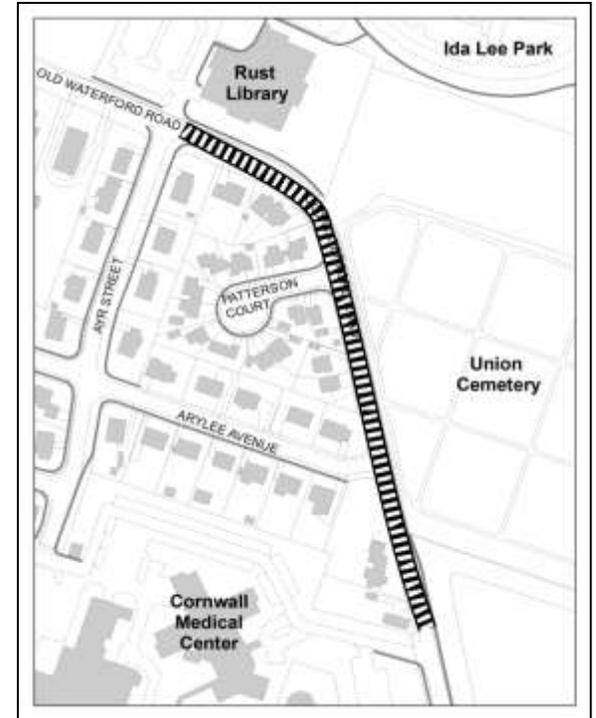
PROGRAM DESCRIPTION: Construction of missing segments of sidewalk along Old Waterford Road between Ayr Street and Arylee Avenue on the east side of the road to improve drainage and mitigate flooding at low points in the cemetery and to provide a continuous pedestrian access from Rust Library to the downtown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

UTILITY RELOCATION START DATE: Summer 2011

CONSTRUCTION START DATE: Summer 2012

ESTIMATED COMPLETION DATE: Summer 2013

OPERATING IMPACT: None.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
G.O. Bonds	\$740,000	\$200,000	\$30,000	\$510,000					\$540,000	
TOTAL	\$740,000	\$200,000	\$30,000	\$510,000					\$540,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	10,000		\$10,000						\$10,000	
Design/Eng.	220,000	200,000	20,000						20,000	
Utility Reloc.										
Construction	510,000			510,000					510,000	
TOTAL	\$740,000	\$200,000	\$30,000	\$510,000					\$540,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
None.							
TOTAL							

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 (11305)
STATUS: CDBG Dependent

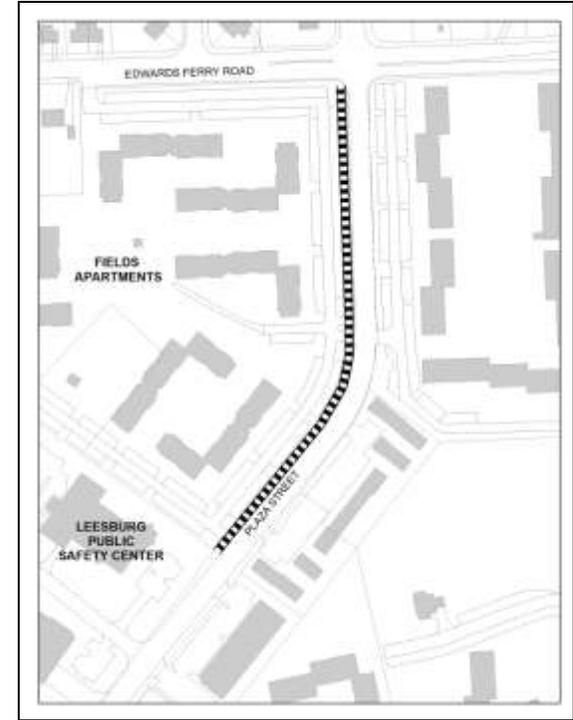
PROGRAM DESCRIPTION: This project includes construction of approximately 1,000 feet of sidewalk along the west side of Plaza Street between the Police Station and Edwards Ferry Road. This segment of sidewalk will complete a missing link and will improve pedestrian access and safety for residents of the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

CDBG DEPENDENT

UTILITY RELOCATION START DATE: TBD

CONSTRUCTION START DATE: TBD

ESTIMATED COMPLETION DATE: TBD



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
CDBG	\$280,000		\$280,000						\$280,000	
G.O. Bonds	70,000		70,000						70,000	
TOTAL	\$350,000		\$350,000						\$350,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land										
Design/Eng.	\$50,000		\$50,000						\$50,000	
Utility Reloc.										
Construction	300,000		300,000						300,000	
TOTAL	\$350,000		\$350,000						\$350,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
Sidewalk Maintenance	\$1,000	\$1,020	\$1,040	\$1,061	\$1,082	\$1,104	\$6,308
TOTAL	\$1,000	\$1,020	\$1,040	\$1,061	\$1,082	\$1,104	\$6,308

OPERATING IMPACT: Minimally increased maintenance of sidewalk.

GOAL ADDRESSED:

2005 Town Plan

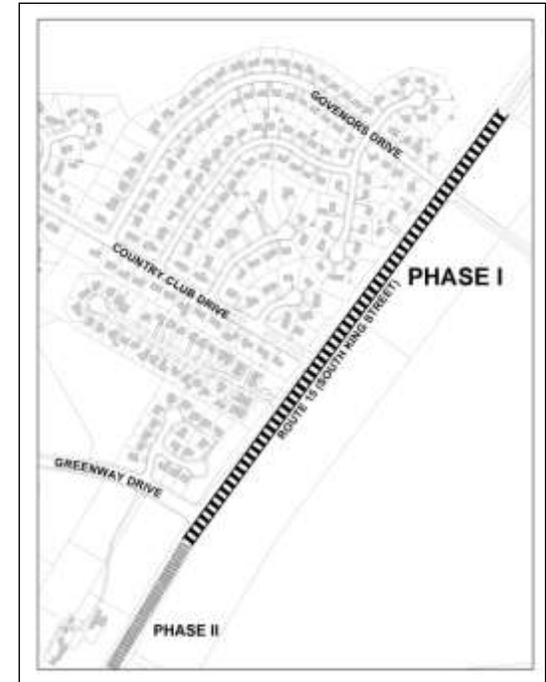
The Transportation element calls for a safe, convenient, continuous, comfortable, and aesthetically pleasing transportation environment that promotes walking.

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

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



UTILITY RELOCATION START DATE: Winter 2010/2011

CONSTRUCTION START DATE: Spring 2012

ESTIMATED COMPLETION DATE: Fall 2013

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 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 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Bonds	\$210,882	\$210,882								
Proffers	\$462,191	\$362,191	\$100,000						\$100,000	
VDOT	6,696,927	546,927	700,000	4,650,000	800,000				6,150,000	
ARRA funds	900,000	200,000	700,000						700,000	
TOTAL	\$8,270,000	\$1,320,000	\$1,500,000	\$4,650,000	\$800,000				\$6,950,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$200,000		\$200,000						\$200,000	
Design/Eng.	1,120,000	1,120,000								
Utility Reloc.	700,000	200,000	500,000						500,000	
Construction	6,250,000		800,000	4,650,000	800,000				6,250,000	
TOTAL	\$8,270,000	\$1,320,000	\$1,500,000	\$4,650,000	\$800,000				\$6,950,000	

OPERATING IMPACT

Operating/Maintenance:	Year						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
Lane Mile Maintenance			\$10,000	\$29,200	\$29,784	\$30,380	\$99,364
TOTAL			\$10,000	\$29,200	\$29,784	\$30,380	\$99,364

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

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

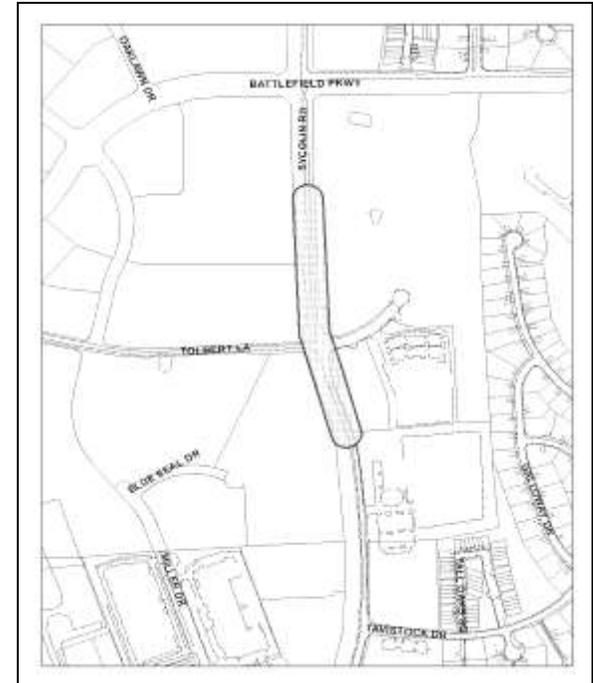
PROGRAM DESCRIPTION: Upgrade Sycolin Road (Route 643) to a four-lane road from Battlefield Parkway through the intersection of Tolbert Lane. Route 643 will serve significant projected urban growth in the area between Leesburg and the Dulles/Route 28 corridor. Estimated costs for a required water line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

UTILITY RELOCATION START DATE: Fall 2009

CONSTRUCTION START DATE: Fall 2010

ESTIMATED COMPLETION DATE: Fall 2011

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



maintenance payments.

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.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING							TOTAL for 6-Yr CIP	Future Funds Req'd
			2012	2013	2014	2015	2016	2017			
Loudoun County Gas Tax	\$3,088,176	\$3,088,176									
Dev. Contrib. (Proffer)	640,000		640,000							640,000	
VDOT	744,920	744,920									
G.O. Bonds	12,337	12,337									
TOTAL	\$4,485,433	\$3,845,433	\$640,000							\$640,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Expended through 6/30/11	PLANNED EXPENDITURES							TOTAL for 6-Yr CIP	Future Funds Req'd
			2012	2013	2014	2015	2016	2017			
Land	\$207,607	\$207,607									
Design/Eng.	197,400	197,400									
Utility Reloc.	880,426	880,426									
Construction	3,200,000	2,560,000	640,000							640,000	
TOTAL	\$4,485,433	\$3,845,433	\$640,000							\$640,000	

OPERATING IMPACT

Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
Lane Mile Maintenance	\$8,000	\$8,160	\$8,323	\$8,490	\$8,659	\$8,833	\$50,465
TOTAL	\$8,000	\$8,160	\$8,323	\$8,490	\$8,659	\$8,833	\$50,465

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.

UTILITY RELOCATION START DATE: Fall 2012

CONSTRUCTION START DATE: Summer 2013

ESTIMATED COMPLETION DATE: Fall 2014

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



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Loudoun County Gas Tax	4,000,000	350,000	\$ 350,000	\$ 200,000	\$2,700,000	400,000			3,650,000	
VDOT	1,000,000				600,000	400,000			1,000,000	
TOTAL	\$5,000,000	\$350,000	\$350,000	\$200,000	\$3,300,000	\$800,000			\$4,650,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$300,000		\$300,000						300,000	
Design/Eng.	400,000	350,000	50,000						50,000	
Utility Reloc.	200,000			200,000					200,000	
Construction	4,100,000				3,300,000	800,000			4,100,000	
TOTAL	\$5,000,000	\$350,000	\$350,000	\$200,000	\$3,300,000	\$800,000			\$4,650,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
Lane Mile Maintenance				\$4,000	\$8,500	\$8,500	21,000
TOTAL				\$4,000	\$8,500	\$8,500	21,000

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 on Battlefield Parkway between Route 15 Bypass and Route 15 Business (NEW)
STATUS: NEW. Department of Public Works has conducted an analysis of current and future traffic patterns on the segment of Battlefield Parkway, and projects the need for one traffic signal in this area by the end of Fiscal Year 2017. However, additional traffic analysis over the next few years will be necessary before determining if the appropriate location should be at the intersection of Plaza Street or at the intersection of Catoctin Circle.

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.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Fall 2016



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Req'd
			2012	2013	2014	2015	2016	2017		
G.O. Bonds	\$350,000						\$50,000	\$300,000	\$350,000	
TOTAL	\$350,000						\$50,000	\$300,000	\$350,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Expended through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Req'd
			2012	2013	2014	2015	2016	2017		
Design/Eng.	\$50,000						\$50,000		\$50,000	
Construction	300,000							300,000	300,000	
TOTAL	\$350,000						\$50,000	\$300,000	\$350,000	

ESTIMATED COMPLETION DATE: Winter 2016/2017

OPERATING IMPACT: Minimal electrical costs and traffic signal maintenance.

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:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
Maintenance						\$600	\$600
TOTAL						\$600	\$600

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

TITLE: Turn Lane at Sycolin Road & Tavistock Drive Intersection Improvements (11303)
STATUS: NEW

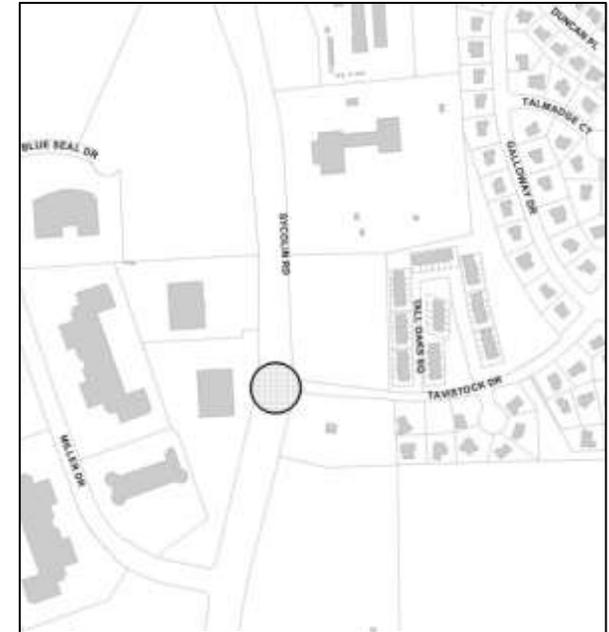
PROGRAM DESCRIPTION: As part of the recently completed traffic study for the Philip A. Bolen Park, the study showed that left turn lanes were warranted at this intersection. Loudoun County has provided half of the funding to provide design and partial construction costs. The project includes construction of turn lanes and a traffic signal on Sycolin Road at Tavistock Drive.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Fall 2012

ESTIMATED COMPLETION DATE: Summer 2013

OPERATING IMPACT: Minimal electrical costs



GOAL ADDRESSED:

2005 Town Plan

The transportation element calls for a transportation system that does not adversely impact community and neighborhood integrity.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Loudoun County	\$300,000		\$100,000	\$200,000					\$300,000	
GO Bonds	300,000			300,000					300,000	
TOTAL	\$600,000		\$100,000	\$500,000					\$600,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$25,000		\$25,000						\$25,000	
Design/Eng.	75,000		75,000						75,000	
Construction	500,000			500,000					500,000	
TOTAL	\$600,000		\$100,000	\$500,000					\$600,000	

OPERATING IMPACT

Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
Lane Mile Maintenance		\$2,000	\$4,000	\$4,120	\$4,244	\$4,371	\$18,735
TOTAL		\$2,000	\$4,000	\$4,120	\$4,244	\$4,371	\$18,735

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

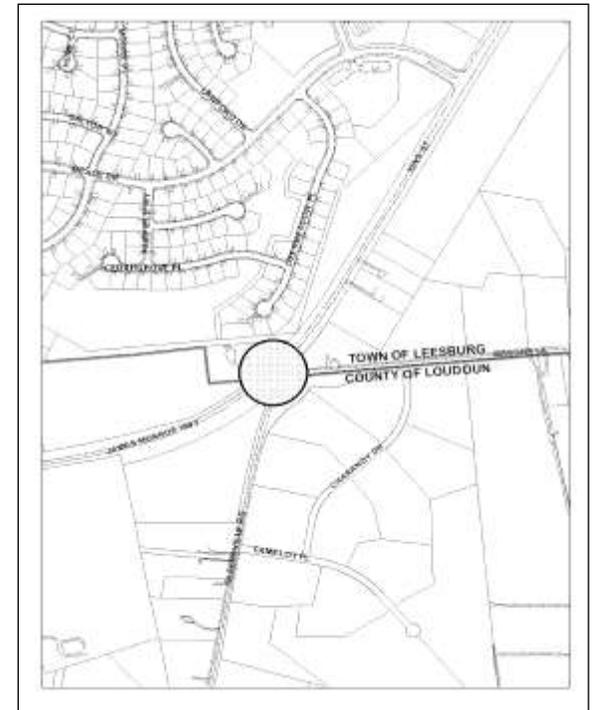
TITLE: Virt's Corner Improvements (07312)
STATUS: Ongoing

PROGRAM DESCRIPTION: This project improves the intersection of South King Street, Masons Lane, and Gleedsville Road at the southern corporate limits of the Town. A primary gateway sign will be constructed as part of this project.

UTILITY RELOCATION START DATE: Fall 2011

CONSTRUCTION START DATE: Summer 2012

ESTIMATED COMPLETION DATE: Fall 2013



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
G.O. Bonds	\$265,331	\$87,163	\$100,000		\$78,168				\$178,168	
Loudoun County Gas Tax	1,190,669	52,837		816,000	321,832				1,137,832	
VDOT	969,000	260,000	525,000	184,000					709,000	
TOTAL	\$2,425,000	\$400,000	\$625,000	\$1,000,000	\$400,000				\$2,025,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$100,000	\$100,000								
Design/Eng.	200,000	200,000								
Utility R eloc.	725,000	100,000	625,000						625,000	
Construction	1,400,000			1,000,000	400,000				1,400,000	
TOTAL	\$2,425,000	\$400,000	\$625,000	\$1,000,000	\$400,000				\$2,025,000	

OPERATING IMPACT

Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
Electricity			\$600	\$612	\$624	\$637	\$2,473
TOTAL			\$600	\$612	\$624	\$637	\$2,473

OPERATING IMPACT: Minimal additional electricity cost.

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.

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STORM DRAINAGE PROJECTS

8.6 Storm Drainage Projects

Funding in the amount of \$830,000 is included for storm drainage projects in FY 2012. Major improvements will continue on Woodberry Road Drainage and Street Improvements (\$500,000). See Table 8.9, 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 8.9 Storm Drainage Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Required
General Obligation Bonds		\$3,619,410	\$1,956,310	\$838,100	\$825,000					\$1,663,100	
Loudoun County - Other		630,000	350,000	280,000						280,000	
Proffers		350,000	350,000								
Total		\$4,599,410	\$2,656,310	\$1,118,100	\$825,000					\$1,943,100	

Proj. No.	Uses	Total Project Cost	Funded through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Required
05305	Dry Mill/Wage/Anne Storm Improvements	\$1,874,410	\$1,586,310	\$288,100						\$288,100	
09303	Turner-Harwood, Ph. I	980,000	700,000	280,000						280,000	
06306	Tuscarora Creek Flood Mitigation	895,000	170,000	50,000	675,000					725,000	
09302	Woodberry Rd. Drainage and Street Improvement	850,000	200,000	500,000	150,000					650,000	
Total - Storm Drainage		\$4,599,410	\$2,656,310	\$1,118,100	\$825,000					\$1,943,100	

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.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Fall 2010

ESTIMATED COMPLETION DATE: Fall 2011

OPERATING IMPACT: None.

PLANNED FINANCING

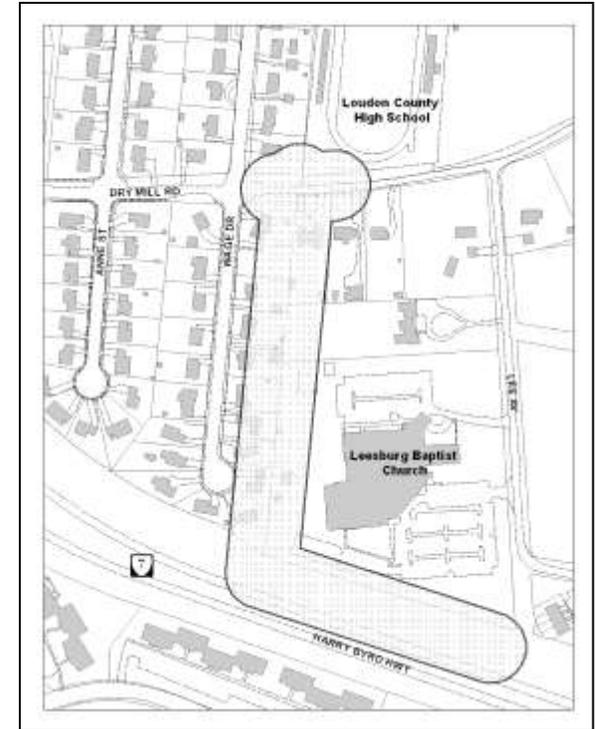
Sources:	Total Required Project Funding	Funded through 6/30/11							TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Bonds	\$1,874,410	\$1,586,310	\$288,100							
TOTAL	\$1,874,410	\$1,586,310	\$288,100						\$288,100	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11							TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$255,410	\$255,410								
Design/Eng.	180,000	180,000								
Utility Reloc.										
Construction	1,439,000	1,150,900	\$288,100						288,100	
TOTAL	\$1,874,410	\$1,586,310	\$288,100						\$288,100	

OPERATING IMPACT

Operating/Maintenance:							TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
None.							
TOTAL							



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)

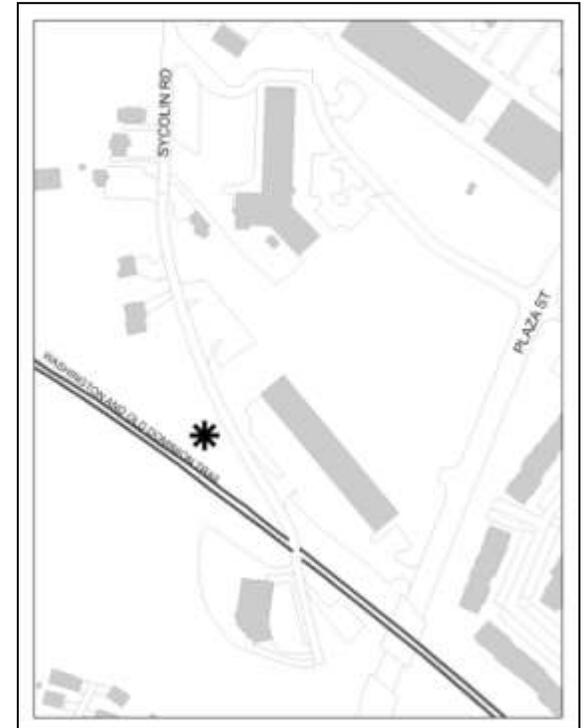
TITLE: Turner Harwood Drainage Improvement Phase I (09303) and Phase II (10303)
STATUS: Ongoing

PROGRAM DESCRIPTION: Land acquisition and construction. Project is being coordinated with Loudoun County Public Schools to develop a new elementary school in Town on the current site of the Douglass Support Facility. As part of the school construction project, the County will construct the necessary channel improvements to adequately accommodate storm water runoff from Fort Evans Road, Plaza Street, Edwards Ferry Road, and Leesburg Plaza Shopping Center. The original Phase I project was intended to address downstream issues between Old Sycolin Road and Tuscarora Creek. The original Phase II was intended to address the up-stream issues from the back of the Bellewood Commons Shopping Center to Old Sycolin Road, but will now be addressed with new elementary school construction.

UTILITY RELOCATION START DATE: Summer 2011

CONSTRUCTION START DATE: Summer 2011

ESTIMATED COMPLETION DATE: Summer 2012



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Proffers - Town	\$350,000	\$350,000								
Proffers - County	630,000	350,000	280,000						280,000	
TOTAL	\$980,000	\$700,000	\$280,000						\$280,000	

OPERATING IMPACT: None.

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$980,000	\$700,000	\$280,000						\$280,000	
TOTAL	\$980,000	\$700,000	\$280,000						\$280,000	

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.

Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
None.							
TOTAL							

STORM DRAINAGE PROJECTS (continued)

TITLE: Tuscarora Creek Flood Mitigation (06306)
STATUS: Ongoing

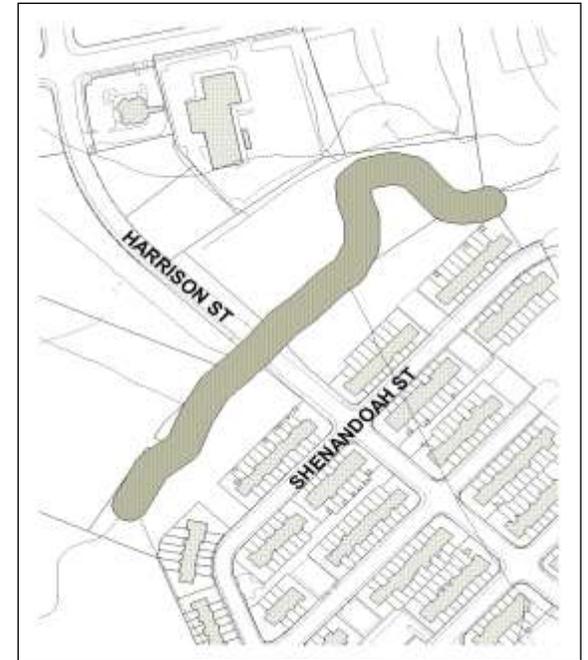
PROGRAM DESCRIPTION: Channel improvements to Tuscarora Creek to stop flooding in the adjoining areas. This project will be coordinated with Tuscarora Creek Trail Phases I and II projects.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Summer 2012

ESTIMATED COMPLETION DATE: Winter 2013/2014

OPERATING IMPACT: None.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Bonds	\$895,000	\$170,000	\$50,000	\$675,000					\$725,000	
TOTAL	\$895,000	\$170,000	\$50,000	\$675,000					\$725,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$25,000	\$25,000								
Design/Eng.	145,000	145,000								
Utility Reloc.										
Construction	725,000		50,000	675,000					725,000	
TOTAL	\$895,000	\$170,000	\$50,000	\$675,000					\$725,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL	\$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

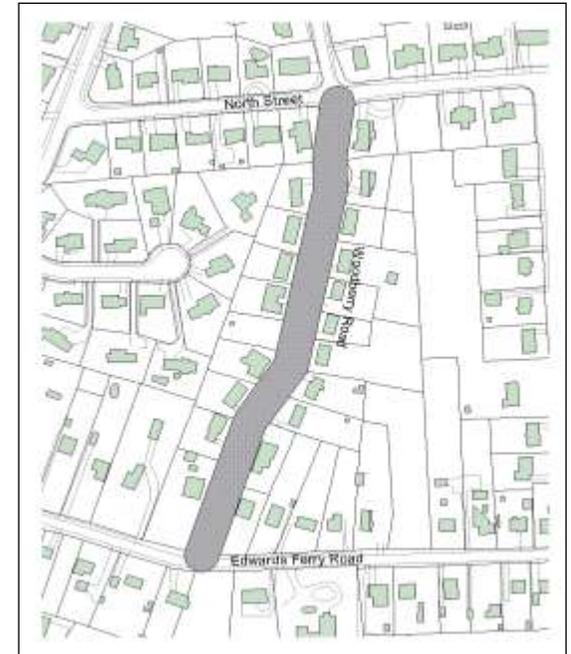
PROGRAM DESCRIPTION: Design and construction of street improvements including curb and gutter. A brick sidewalk will also be constructed along the east side of the road between Edwards Ferry Road and North Street. This project will be constructed in accordance with Town Council Resolution #2009-150, approved in December 2009.

UTILITY RELOCATION START DATE: Fall 2011

CONSTRUCTION START DATE: Fall 2011

ESTIMATED COMPLETION DATE: Summer 2012

OPERATING IMPACT: None.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Bonds	\$850,000	\$200,000	\$500,000	\$150,000					\$650,000	
TOTAL	\$850,000	\$200,000	\$500,000	\$150,000					\$650,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$50,000	\$50,000								
Design/Eng.	125,000	125,000								
Utility Reloc.	25,000	25,000								
Construction	650,000		500,000	150,000					650,000	
TOTAL	\$850,000	\$200,000	\$500,000	\$150,000					\$650,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2011	2012	2013	2014	2015	2016	
	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL	\$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)

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UTILITIES FUND PROJECTS

8.7 Utilities Fund Capital Projects

The major utility projects for FY 2012 are the Lower Sycolin Creek Sewage Conveyance System (\$2.96 million) and the Water Pollution Control Facility Digesters Cover Repair (\$1 million). See Table 8.10, below.

Table 8.10 Utilities Fund Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Required
Utilities Fund Cash		\$7,665,058	\$1,757,555	\$2,207,627	\$1,678,026	\$1,118,250	\$540,000	\$202,500	\$161,100	\$5,907,503	
Utilities Fund Bonds		9,368,403	2,148,123	2,698,210	2,050,920	1,366,750	660,000	247,500	196,900	7,220,280	
Total		\$17,033,461	\$3,905,678	\$4,905,837	\$3,728,946	\$2,485,000	\$1,200,000	\$450,000	\$358,000	\$13,127,783	
Proj. No.	Uses	Total Project Cost	Funded through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Required
Utility Maintenance											
06401	Misc. Waterline and San. Sewer Imps., Reps.	\$8,003,000	\$3,250,000	\$905,000	\$555,000	\$1,985,000	\$500,000	\$450,000	\$358,000	\$4,753,000	
Total Utility Maintenance		\$8,003,000	\$3,250,000	\$905,000	\$555,000	\$1,985,000	\$500,000	\$450,000	\$358,000	\$4,753,000	
Water Pollution Control											
07404	Lwr Sycolin Crk Sewage Conv. System	\$5,660,000	\$655,678	\$2,960,000	\$2,044,322					\$5,004,322	
NEW	SCADA System Upgrade	1,200,000				500,000	700,000			1,200,000	
NEW	WPCF Digesters Cover Replacements	2,170,461		1,040,837	1,129,624					2,170,461	
Total Water Pollution Control		\$9,030,461	\$655,678	\$4,000,837	\$3,173,946	\$500,000	\$700,000			\$8,374,783	
Total - Utilities Fund		\$17,033,461	\$3,905,678	\$4,905,837	\$3,728,946	\$2,485,000	\$1,200,000	\$450,000	\$358,000	\$13,127,783	

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.

UTILITY RELOCATION START DATE: N/A

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 6/30/11							TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Utilities Fund Bonds	\$4,401,650	\$1,787,500	\$497,750	\$305,250	\$1,091,750	\$275,000	\$247,500	\$196,900	\$2,614,150	
Utilities Fund Cash	3,601,350	1,462,500	407,250	249,750	893,250	225,000	202,500	161,100	2,138,850	
TOTAL	\$8,003,000	\$3,250,000	\$905,000	\$555,000	\$1,985,000	\$500,000	\$450,000	\$358,000	\$4,753,000	

GOAL ADDRESSED:

Maintain the structural integrity of the water distribution system and sewers, and provide a more reliable and operable water distribution system.

2005 Town Plan

Continue to provide adequate water supply and wastewater collection and treatment that meet state and federal criteria for water quality.

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11							TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Design/Eng.	\$340,000	\$100,000	\$35,000	\$55,000	\$150,000				\$240,000	
Construction	7,663,000	3,150,000	870,000	500,000	1,835,000	500,000	450,000	358,000	4,513,000	
TOTAL	\$8,003,000	\$3,250,000	\$905,000	\$555,000	\$1,985,000	\$500,000	\$450,000	\$358,000	\$4,753,000	

OPERATING IMPACT

Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
None.							
TOTAL							

FY 2012-2017 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	2012		2013		2014		2015		2016		2017	
	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost
I/I Mitigation	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	Belmont Drive, Prospect Drive, Belmont Place, Lafayette Place (Phase 14)	\$210,000	Brandon laterals (Phase 2, Part 2 and Phase 3)	\$170,000
Waterline	PMW Farms 16" pipe reimbursement to developer (4,000') and future casing pipe	\$400,000	Lowenbach Street Improvements (CIP #05303)	\$100,000	Edwards Ferry Road water transmission parallel pipe (8,000 lf of 24" pipe)	\$1,600,000	West Market Street, Church Street, Edwards Ferry Road - Misc. loops & upgrades to 4" pipes	\$250,000	Cornwall Street, East Market Street - 4" waterline replacements with 8" pipes	\$200,000	Edwards Ferry Road from Harrison Street to Woodberry Road (remove 4" line)	\$100,000
	Woodberry Road Improvements (CIP #09302)	\$100,000	Loudoun Street (CIP #10304)	\$200,000	Lowenbach Street Improvements (CIP #05303)	\$100,000						
Sewer	Catoctin Circle (King St to Dry Mill Rd)	\$165,000	Rollins Place and Daily Place	\$55,000	Country Club Golf Course, Roanoke Drive, Shenandoah Square, Cherry Lane - Manhole repairs	\$55,000	Manor Apartments, Country Club Condominiums - Manhole repairs	\$50,000	Manor Apartments, Country Club Condominiums - Manhole repairs	\$40,000	Manhole repairs	\$88,000
	Lowenbach Street Improvements (CIP #05303)	\$40,000			Lowenbach Street Improvements (CIP #05303)	\$80,000						
Total Cost		\$905,000		\$555,000		\$1,985,000		\$500,000		\$450,000		\$358,000

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 the pumping station, airport branch sewer, and the force main. Lower Sycolin Creek sewer branch will be constructed later with the necessary upgrades to the pumping station to increase its capacity.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Fall 2011

ESTIMATED COMPLETION DATE: Spring 2013

OPERATING IMPACT: Operation and maintenance cost will increase.

PLANNED FINANCING

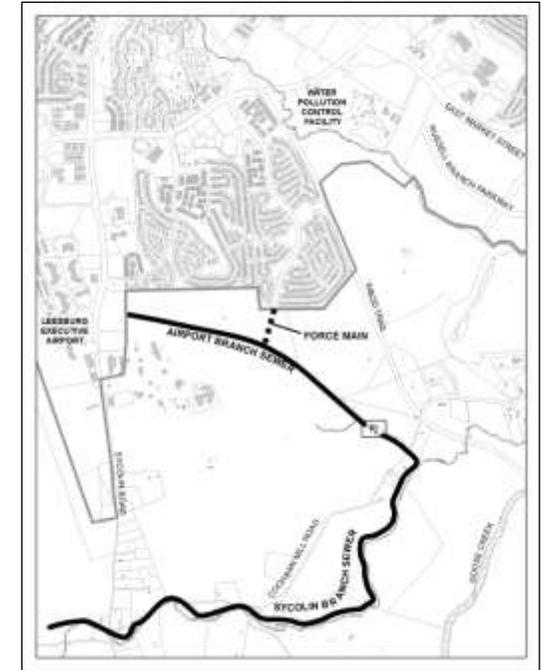
Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Utilities Fund Bonds	\$3,113,000	\$360,623	\$1,628,000	\$1,124,377					\$2,752,377	
Utilities Fund Cash	2,547,000	295,055	1,332,000	919,945					2,251,945	
TOTAL	\$5,660,000	\$655,678	\$2,960,000	\$2,044,322					\$5,004,322	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$260,000		\$260,000						\$260,000	
Design/Eng.	900,000	655,678	200,000	44,322					244,322	
Construction	4,500,000		2,500,000	2,000,000					4,500,000	
TOTAL	\$5,660,000	\$655,678	\$2,960,000	\$2,044,322					\$5,004,322	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
Pump Station Maintenance		\$10,000	\$18,000	\$18,360	\$18,727	\$19,102	\$84,189
TOTAL		\$10,000	\$18,000	\$18,360	\$18,727	\$19,102	\$84,189



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)

TITLE: Supervisory Control and Data Acquisition (SCADA) System Upgrade (NEW)
STATUS: NEW

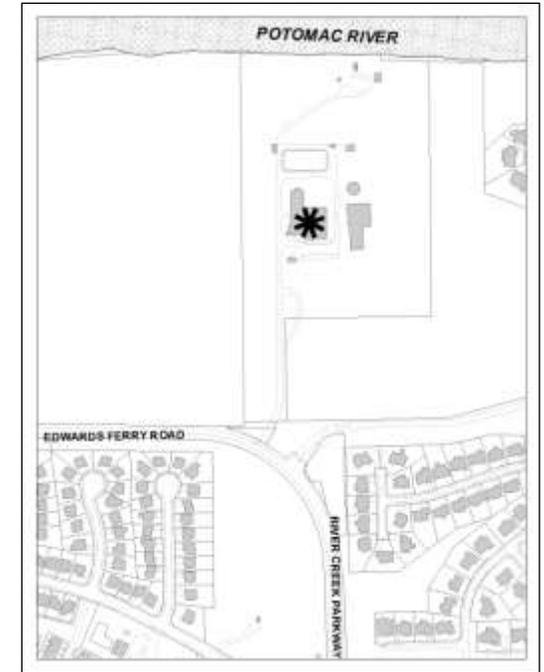
PROGRAM DESCRIPTION: Currently the Town uses Object Automation System hardware and software for its SCADA system. The vendor has since relocated overseas, plus only one firm is available to the Town for the system support and maintenance. The purpose of this project is to design and install a more prevalent SCADA system for the operation of the water treatment and water pollution control facilities, the water distribution and sewage collection systems.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Spring 2014

ESTIMATED COMPLETION DATE: Spring 2015

OPERATING IMPACT: The Town will be able to procure maintenance service from multiple vendors, so the impact will be positive.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Utilities Fund Bonds	\$660,000	\$0	\$0	\$0	\$275,000	\$385,000	\$0	\$0	\$660,000	
Utilities Fund Cash	540,000	0	0	0	225,000	315,000	0	0	540,000	
TOTAL	\$1,200,000	\$0	\$0	\$0	\$500,000	\$700,000	\$0	\$0	\$1,200,000	\$0

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Design/Eng.	200,000				200,000				200,000	
Construction	1,000,000				300,000	700,000			1,000,000	
TOTAL	\$1,200,000	\$0	\$0	\$0	\$500,000	\$700,000	\$0	\$0	\$1,200,000	

OPERATING IMPACT

Operating/Maintenance:	Year						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
None.							
TOTAL							

GOAL ADDRESSED:

2005 Town Plan

Continue to provide adequate wastewater collection and treatment that meet state and federal criteria for water quality.

1997 Water & Sewer Master Plan

The 1997 Water and Sewer System Master Plan requires periodic utility infrastructure expansions to meet the growth in customer demands; periodic upgrades are required due to changing regulatory requirements.

UTILITIES FUND PROJECTS (continued)

TITLE: Water Pollution Control Facility Digesters Cover Replacements (NEW)
STATUS: NEW

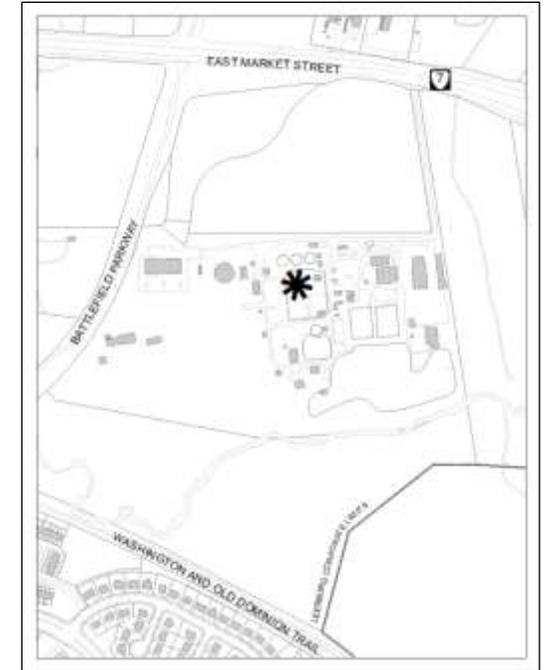
PROGRAM DESCRIPTION: Four anaerobic digesters are provided at the WPCF. They are each currently equipped with 40 year old floating steel covers, which have heavily deteriorated and leak odorous gas. The purpose of the project is to provide a new fixed concrete cover for each Digester C and D and a membrane cover for each digester A and B. A membrane cover provides the added advantage of methane gas storage for use by the boiler for heating the digesters via a heat exchanger to optimize their performance.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Spring 2012

ESTIMATED COMPLETION DATE: Spring 2013

OPERATING IMPACT: The upgrade will eliminate odorous gas leak from the digesters and also optimize their performance for methane production.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Utilities Fund Bonds	\$1,193,753	\$0	\$572,460	\$621,293	\$0	\$0	\$0	\$0	\$1,193,753	
Utilities Fund Cash	976,708	0	468,377	508,331	0	0	0	0	976,708	
TOTAL	\$2,170,461	\$0	\$1,040,837	\$1,129,624	\$0	\$0	\$0	\$0	\$2,170,461	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Design/Eng.	140,000		140,000						140,000	
Construction	2,030,461		900,837	1,129,624					2,030,461	
TOTAL	\$2,170,461	\$0	\$1,040,837	\$1,129,624					\$2,170,461	

OPERATING IMPACT

Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
	None.						
TOTAL							

GOAL ADDRESSED:

2005 Town Plan

Continue to provide adequate wastewater collection and treatment that meet state and federal criteria for water quality.

1997 Water & Sewer Master Plan

The 1997 Water and Sewer System Master Plan requires periodic utility infrastructure expansions to meet the growth in customer demands; periodic upgrades are required due to changing regulatory requirements.

AIRPORT FUND PROJECTS

8.8 Airport Fund Projects

The major airport project for FY 2012 is the purchase of additional land southwest of the airport (\$2 million). See Table 8.11, below.

Table 8.11 Airport Fund Capital Improvement Projects Summary

Sources		Total Required Project Funding	Funded through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Required
General Obligation Bonds		\$181,831	\$7,794	\$55,353	\$51,557	\$3,500	\$20,300	\$10,000	\$33,327	\$174,037	
State - Department of Aviation		272,747	11,690	83,030	77,336	5,250	30,450	15,000	49,991	261,057	
Federal Aviation Administration		8,636,955	370,199	2,629,267	2,448,957	166,250	964,250	475,000	1,583,032	8,266,756	
Total		\$9,091,533	\$389,683	\$2,767,650	\$2,577,850	\$175,000	\$1,015,000	\$500,000	\$1,666,350	\$8,701,850	

Proj. No.	Uses	Total Project Cost	Funded through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Required
11501	Land Acquisition - Airport Expansion SW End	\$4,245,000	\$225,000	\$2,020,000	\$2,000,000					\$4,020,000	
09503	Navigation Aids Upgrades	584,683	84,683	500,000						500,000	
08501	Perimeter Fence - Airport West Side	975,000				75,000	900,000			975,000	
11502	Runway 17 Safety Area Grading	905,500	80,000	247,650	577,850					825,500	
08502	South Apron Expansion, Ph. II	2,381,350				100,000	115,000	500,000	1,666,350	2,381,350	
Total - Airport Fund		\$9,091,533	\$389,683	\$2,767,650	\$2,577,850	\$175,000	\$1,015,000	\$500,000	\$1,666,350	\$8,701,850	

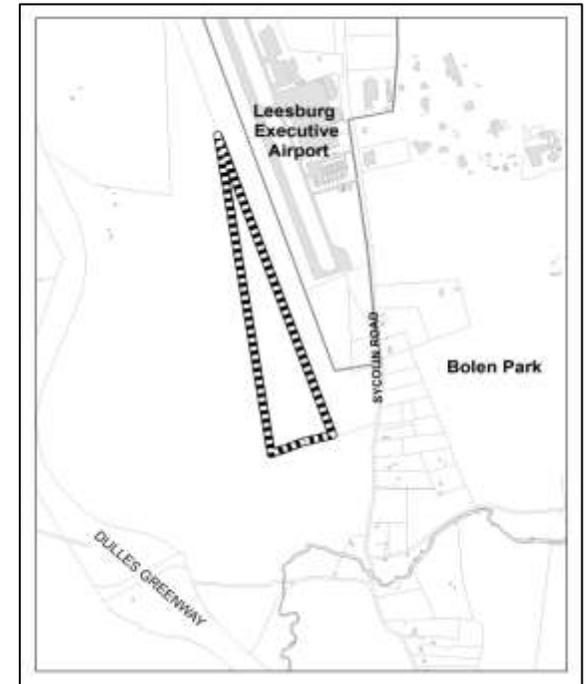
AIRPORT FUND PROJECTS (continued)

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: Fall 2011

OPERATING IMPACT: Additional revenue after development.



PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
FAA Grant	\$4,013,750	\$213,750	\$1,900,000	\$1,900,000					\$3,800,000	
DOAV Grant	146,750	6,750	80,000	60,000					140,000	
Bonds	84,500	4,500	40,000	40,000					80,000	
TOTAL	\$4,245,000	\$225,000	\$2,020,000	\$2,000,000					\$4,020,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Expended through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Land	\$4,245,000	\$225,000	\$2,020,000	\$2,000,000					\$4,020,000	
TOTAL	\$4,245,000	\$225,000	\$2,020,000	\$2,000,000					\$4,020,000	

OPERATING IMPACT

Operating/Maintenance:	Year						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
None.							
TOTAL							

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)

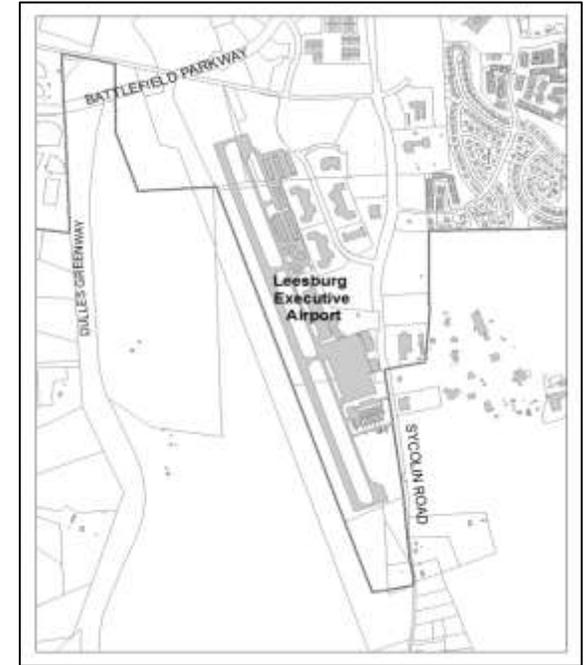
TITLE: Navigation Aids Upgrades (09503)
STATUS: Ongoing

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).

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Summer 2011

ESTIMATED COMPLETION DATE: Winter 2011



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.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
FAA Grant	\$550,000	\$80,449	\$469,551						\$469,551	
DOAV Grant	17,369	2,540	14,829						14,829	
Bonds	17,314	1,694	15,620						15,620	
TOTAL	\$584,683	\$84,683	\$500,000						\$500,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Design/Eng.	\$84,683	\$84,683								
Construction	500,000		500,000						500,000	
TOTAL	\$584,683	\$84,683	\$500,000						\$500,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
None.							
TOTAL							

AIRPORT FUND PROJECTS (continued)

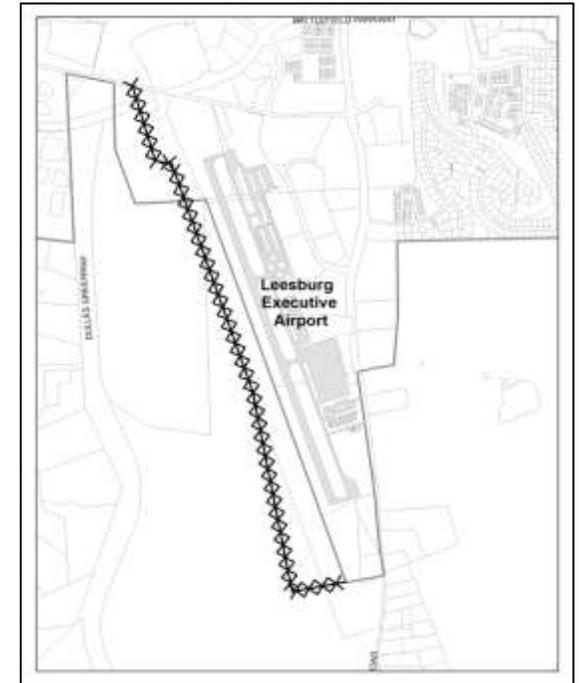
TITLE: Perimeter Fence – Airport West Side (08501)
STATUS: New

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.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Fall 2014

ESTIMATED COMPLETION DATE: Spring 2015



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.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
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	
TOTAL	\$975,000				\$75,000	\$900,000			\$975,000	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Design/Eng.	\$75,000				\$75,000				\$75,000	
Construction	900,000					900,000			900,000	
TOTAL	\$975,000				\$75,000	\$900,000			\$975,000	

OPERATING IMPACT

Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
None.							
TOTAL							

AIRPORT FUND PROJECTS (continued)

TITLE: Runway 17 Safety Area Grading (NEW)
STATUS: New

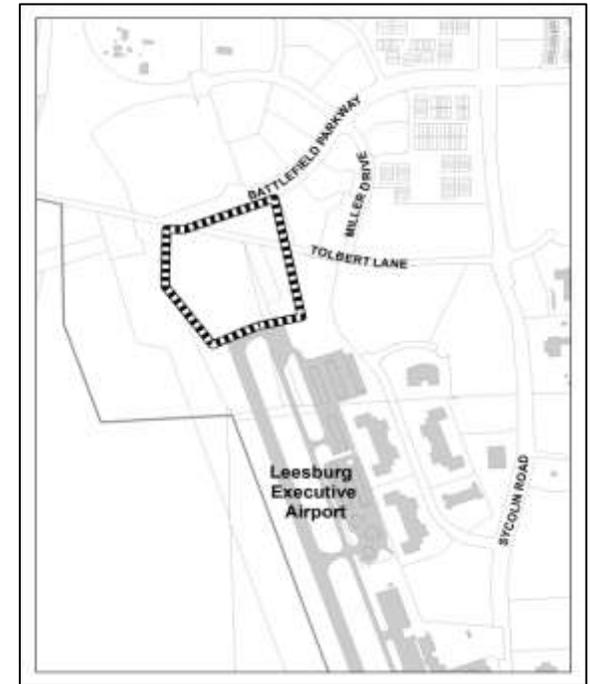
PROGRAM DESCRIPTION: This project includes grading of an area north of runway 17 to improve aircraft safety. FAA has established standards to provide a cleared and graded area beyond the end of the runway to improve safety. The area is to be clear of obstructions, graded to be free of major irregularities (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.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Spring 2012

ESTIMATED COMPLETION DATE: Spring 2013

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.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
FAA Grant	\$860,000	\$76,000	\$235,200	\$548,800					\$784,000	
DOAV Grant	27,190	2,400	7,437	17,353					24,790	
Bonds	18,310	1,600	5,013	11,697					16,710	
TOTAL	\$905,500	\$80,000	\$247,650	\$577,850					\$825,500	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Design/Eng.	\$80,000	\$80,000								
Construction	825,500		247,650	577,850					825,500	
TOTAL	\$905,500	\$80,000	\$247,650	\$577,850					\$825,500	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
None.							
TOTAL							

AIRPORT FUND PROJECTS (continued)

TITLE: South Apron Expansion Phase II (08502)

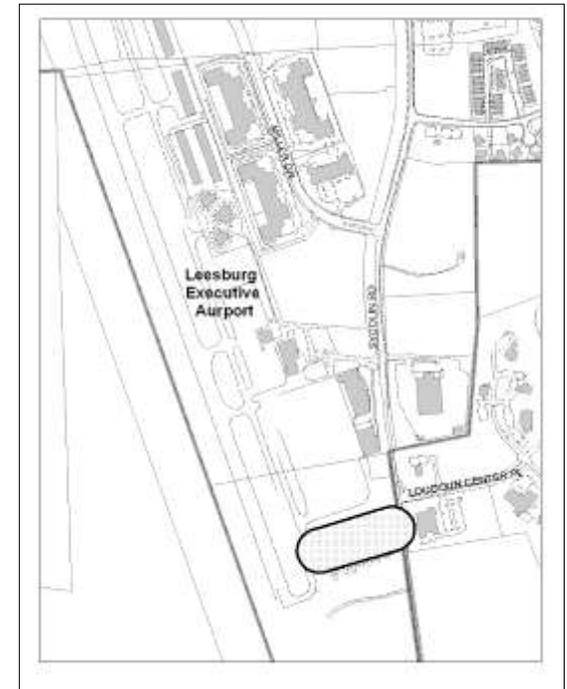
STATUS: Ongoing

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, wash rack, 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.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Spring 2014

ESTIMATED COMPLETION DATE: Spring 2015



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.

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
FAA	\$2,262,282				\$95,000	\$109,250	\$475,000	\$1,583,032	\$2,262,282	
DOAV Grant	71,441				3,000	3,450	15,000	49,991	71,441	
Bonds	47,627				2,000	2,300	10,000	33,327	47,627	
TOTAL	\$2,381,350				\$100,000	\$115,000	\$500,000	\$1,666,350	\$2,381,350	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	PLANNED EXPENDITURES						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Design/Eng.	\$215,000				\$100,000	\$115,000			\$215,000	
Construction	2,166,350						500,000	1,666,350	2,166,350	
TOTAL	\$2,381,350				\$100,000	\$115,000	\$500,000	\$1,666,350	\$2,381,350	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
None.							
TOTAL							

SUMMARIES OF FUNDING BY SOURCE

8.9 Summaries of Funding by Source

Table 8.12 General Obligation Bonds

Proj. No.	Project Description	Total Source	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Req.
General Government											
10304	Downtown Improvements, Ph. I	\$3,975,000	\$660,000	\$1,315,000	\$1,000,000	\$1,000,000				\$3,315,000	
07309	Downtown Street Lighting	470,000	140,000	60,000	35,000	85,000	150,000			330,000	
NEW	Police Station Renovation and Expansion	935,000		85,000	850,000					935,000	
08308	Town-wide Tree Canopy	10,348	10,348								
Total General Government		\$5,390,348	\$810,348	\$1,460,000	\$1,885,000	\$1,085,000	\$150,000			\$4,580,000	
Streets, Highways, Buildings & Grounds											
08303	Battlefield Pkwy. - Edwards Ferry to Ft. Evans	\$8,880,000	\$7,533,500	\$1,346,500						\$1,346,500	
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway	4,809,420	1,509,420		1,600,000	1,700,000				3,300,000	
07304	Church St. Improvements	225,000		95,000	130,000					225,000	
05302	Edwards Ferry Rd. at Rt. 15 Bypass Right Turn	400,303	16,476		383,827					383,827	
NEW	Linden Hill Access Rd	835,000	485,000		300,000	50,000				350,000	
05303	Lowenbach St. Improvements	6,440,500	3,076,347	953,153	1,036,000	1,375,000				3,364,153	
07302	Old Waterford Rd. Sidewalk	740,000	200,000	30,000	510,000					540,000	
11305	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. At 15 Byp./I	350,000						50,000	300,000	350,000	
11303	Turn Lane at Sycolin Rd & Tavistock Dr Imps	300,000			300,000					300,000	
07312	Virts Corner Improvements	265,331	87,163	100,000		78,168				178,168	
Total Streets, Highways, Buildings & Grounds		\$23,538,773	\$13,131,125	\$2,594,653	\$4,259,827	\$3,203,168		\$50,000	\$300,000	\$10,407,648	
Storm Drainage											
05305	Dry Mill/Wage/Anne Storm Improvements	\$1,874,410	\$1,586,310	\$288,100						\$288,100	
06306	Tuscarora Creek Flood Mitigation	895,000	170,000	50,000	675,000					725,000	
09302	Woodberry Rd. Drainage and Street Improver	850,000	200,000	500,000	150,000					650,000	
Total Storm Drainage		\$3,619,410	\$1,956,310	\$838,100	\$825,000					\$1,663,100	
Total General Fund Projects		\$32,548,531	\$15,897,783	\$4,892,753	\$6,969,827	\$4,288,168	\$150,000	\$50,000	\$300,000	\$16,650,748	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.12 General Obligation Bonds (continued)											
Proj. No.	Project Description	Total Source	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Req.
Airport Fund Projects											
11501	Land Acquisition - Airport Expansion South West End o	\$84,900	\$4,500	\$40,400	\$40,000					\$80,400	
09503	Navigation Aids Upgrades	11,694	1,694	10,000						10,000	
08501	Perimeter Fence - Airport West Side	19,500				1,500	18,000			19,500	
NEW	Runway 17 Safety Area Grading	18,110	1,600	4,953	11,557					16,510	
08502	South Apron Expansion, Ph. II	47,627				2,000	2,300	10,000	33,327	47,627	
Total Airport Fund Projects		\$181,831	\$7,794	\$55,353	\$51,557	\$3,500	\$20,300	\$10,000	\$33,327	\$174,037	
Total General Obligation Bonds		\$32,730,362	\$15,905,577	\$4,948,106	\$7,021,384	\$4,291,668	\$170,300	\$60,000	\$333,327	\$16,824,785	

Table 8.13 General Fund Cash											
Proj. No.	Project Description	Total Source	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Req.
Streets, Highways, Buildings & Grounds											
08303	Battlefield Pkwy - Edwards Ferry to Ft. Evans	\$1,000,000	\$1,000,000								
07315	Battlefield Pkwy - Rt. 15 to Dulles Greenway	1,000,000		800,000	200,000					1,000,000	
Total Streets, Highways, Buildings & Grounds		\$2,000,000	\$1,000,000	\$800,000	\$200,000					\$1,000,000	
Total General Fund Cash		\$2,000,000	\$1,000,000	\$800,000	\$200,000					\$1,000,000	

Table 8.14 Capital Projects Fund Cash											
Proj. No.	Project Description	Total Source	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Req.
General Government											
10304	Downtown Improvements	\$300,000		\$300,000						\$300,000	
Total General Government		\$300,000		\$300,000						\$300,000	
Total Capital Projects Fund Cash		\$300,000		\$300,000						\$300,000	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.15 Utilities Fund Cash

Proj. No.	Project Description	Exp through								Total for 6-Yr CIP	Future Funds Req.
		Total Source	6/30/11	2012	2013	2014	2015	2016	2017		
Utility Lines											
06401	Misc. Waterline and San. Sewer Imps., Reps., I/I Mitigati	\$3,601,350	\$1,462,500	\$407,250	\$249,750	\$893,250	\$225,000	\$202,500	\$161,100	\$2,138,850	
	Total Utility Lines	\$3,601,350	\$1,462,500	\$407,250	\$249,750	\$893,250	\$225,000	\$202,500	\$161,100	\$2,138,850	
Water Pollution Control											
07404	Lower Sycolin Sewage Conveyance System	\$2,547,000	\$295,055	\$1,332,000	\$919,945					\$2,251,945	
NEW	SCADA System Upgrade	540,000				225,000	315,000			540,000	
NEW	WPCF Digesters Cover Repair	976,708		468,377	508,331					976,708	
	Total Water Pollution Control	\$4,063,708	\$295,055	\$1,800,377	\$1,428,276	\$225,000	\$315,000			\$3,768,653	
	Total Utility Fund Cash	\$7,665,058	\$1,757,555	\$2,207,627	\$1,678,026	\$1,118,250	\$540,000	\$202,500	\$161,100	\$5,907,503	

Table 8.16 Utilities Fund Bonds

Proj. No.	Project Description	Exp through								Total for 6-Yr CIP	Future Funds Req.
		Total Source	6/30/11	2012	2013	2014	2015	2016	2017		
Utility Lines											
06401	Misc. Waterline and San. Sewer Imps., Reps., I/I Mitigati	\$4,401,650	\$1,787,500	\$497,750	\$305,250	\$1,091,750	\$275,000	\$247,500	\$196,900	\$2,614,150	
	Total Utility Lines	\$4,401,650	\$1,787,500	\$497,750	\$305,250	\$1,091,750	\$275,000	\$247,500	\$196,900	\$2,614,150	
Water Pollution Control											
07404	Lower Sycolin Creek Sewage Conveyance System	\$3,113,000	\$360,623	\$1,628,000	\$1,124,377					\$2,752,377	
	SCADA System Upgrade	660,000				275,000	385,000			660,000	
	WPCF Digesters Cover Replacements	1,193,753		572,460	621,293					1,193,753	
	Total Water Pollution Control	\$4,966,753	\$360,623	\$2,200,460	\$1,745,670	\$275,000	\$385,000			\$4,606,130	
	Total Utility Fund Bonds	\$9,368,403	\$2,148,123	\$2,698,210	\$2,050,920	\$1,366,750	\$660,000	\$247,500	\$196,900	\$7,220,280	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.17 Proffers (including Developer Contributions and Anticipated Proffers)

Proj. No.	Project Description	Total Source	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Req.
General Government											
08308	Town-wide Tree Canopy	\$589,652	\$139,652	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000	
	Total General Government	\$589,652	\$139,652	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000	
Streets, Highways, Buildings & Grounds											
08303	Battlefield Pkwy. - Edwards Ferry to Ft. Evans	\$70,000	\$70,000								
05302	Edwards Ferry Rd. at Rt. 15 Bypass Right Turn Imps	339,697	199,242	94,282	46,173					140,455	
01302	Rt. 15 (South King St.) Widening Ph. I	462,191	362,191	100,000						100,000	
07313	Sycolin Rd. Widening Ph. II	640,000		640,000						640,000	
	Total Streets, Highways, Buildings & Grounds	\$1,511,888	\$631,433	\$834,282	\$46,173					\$880,455	
Storm Drainage											
09303	Turner-Harwood, Ph. I	\$350,000	\$350,000								
	Total Storm Drainage	\$350,000	\$350,000								
	Total Proffers	\$2,451,540	\$1,121,085	\$909,282	\$121,173	\$75,000	\$75,000	\$75,000	\$75,000	\$1,330,455	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.18 Loudoun County - Gas Tax

Proj. No.	Project Description	Total Source	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Req.
Streets and Highways											
07313	Sycolin Rd. Widening Ph. II	\$3,088,176	\$3,088,176								
98301	Sycolin Rd. Widening Ph. III	4,000,000	350,000	350,000	200,000	2,700,000	400,000			3,650,000	
07312	Virts Corner Improvements	1,190,669	52,837		816,000	321,832				1,137,832	
Total Streets and Highways		\$8,278,845	\$3,491,013	\$350,000	\$1,016,000	\$3,021,832	\$400,000			\$4,787,832	
Total Loudoun County Gas Tax		\$8,278,845	\$3,491,013	\$350,000	\$1,016,000	\$3,021,832	\$400,000			\$4,787,832	

Table 8.19 Loudoun County - Other

Proj. No.	Project Description	Total Source	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Req.
Streets and Highways											
11303	Turn Lane at Sycolin Rd & Tavistock Dr Imps.	\$300,000		\$100,000	\$200,000					\$300,000	
Total Streets and Highways		\$300,000		\$100,000	\$200,000					\$300,000	
Storm Drainage											
09303	Turner-Harwood, Ph. I (LCPS)	\$630,000	\$350,000	\$280,000						\$280,000	
Total Storm Drainage		\$630,000	\$350,000	\$280,000						\$280,000	
Total Loudoun County - Other		\$930,000	\$350,000	\$380,000	\$200,000					\$580,000	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.20 State - Department of Aviation (DOAV)

Proj. No.	Project Description	Total Source	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Funds Req.
Airport Fund Projects											
11501	Land Acquisition - Airport Expansion Sout	\$127,350	\$6,750	\$60,600	\$60,000					\$120,600	
09503	Navigation Aids Upgrades	17,540	2,540	15,000						15,000	
08501	Perimeter Fence - Airport West Side	29,250				2,250	27,000			29,250	
11502	Runway 17 Safety Area Grading	27,166	2,400	7,430	17,336					24,766	
08502	South Apron Expansion, Ph. II	71,441				3,000	3,450	15,000	49,991	71,441	
Total Airport Fund Projects		\$272,747	\$11,690	\$83,030	\$77,336	\$5,250	\$30,450	\$15,000	\$49,991	\$261,057	
Total Federal - FAA		\$272,747	\$11,690	\$83,030	\$77,336	\$5,250	\$30,450	\$15,000	\$49,991	\$261,057	

Table 8.21 State - Department of Transportation (VDOT)*

Proj. No.	Project Description	Total Source	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Req.
General Government											
07309	Downtown Street Lighting	\$1,700,000		\$350,000	\$400,000	\$500,000	\$450,000			\$1,700,000	
Total General Government		\$1,700,000		\$350,000	\$400,000	\$500,000	\$450,000			\$1,700,000	
Streets and Highways											
07315	Battlefield Pkwy. - Rt. 15 to Dulles Greenway*	\$6,200,000			\$6,200,000					\$6,200,000	
05302	Edwards Ferry Rd. at Rt. 15 Bypass Right Turn Imps.	420,000			420,000					420,000	
01302	Rt. 15 (South King St.) Widening, Ph. I	6,696,927	546,927	700,000	4,650,000	800,000				6,150,000	
07313	Sycolin Rd. Widening, Ph. II	744,920	744,920								
98301	Sycolin Rd. Widening, Ph. III	1,000,000				600,000	400,000			1,000,000	
07312	Virts Comer Improvements	969,000	260,000	525,000	184,000					709,000	
Total Streets and Highways		\$16,030,847	\$1,551,847	\$1,225,000	\$11,454,000	\$1,400,000	\$400,000			\$14,479,000	
Total State - VDOT		\$17,730,847	\$1,551,847	\$1,575,000	\$11,854,000	\$1,900,000	\$850,000			\$16,179,000	

* \$6.2 million for Battlefield Pkwy. - Rt. 15 to Dulles Greenway from Commonwealth of VA, not from VDOT.

FY 2011-2015 CAPITAL IMPROVEMENTS PROGRAM

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 8.22 Federal - Community Development Block Grant (CDBG)

Proj. No.	Project Description	Total Source	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Req.
	Streets and Highways										
11305	Plaza Street Sidewalk	\$280,000		\$280,000						\$280,000	
	Total Streets and Highways	\$280,000		\$280,000						\$280,000	
	Total Federal - CDBG	\$280,000		\$280,000						\$280,000	

Table 8.23 Federal - Transportation (RSTP)

Proj. No.	Project Description	Total Source	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Req.
	Streets and Highways										
01302	Rt. 15 (South King St.) Widening, Ph. I	\$900,000	\$200,000	\$700,000						\$700,000	
	Total Streets and Highways	\$900,000	\$200,000	\$700,000						\$700,000	
	Total Federal - Transportation (RSTP)	\$900,000	\$200,000	\$700,000						\$700,000	

Table 8.24 Federal - Federal Aviation Administration (FAA)

Proj. No.	Project Description	Total Source	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Req.
	Airport Fund Projects										
11501	Land Acquisition - Airport Expansion South West	\$4,032,750	\$213,750	\$1,919,000	\$1,900,000					\$3,819,000	
09503	Navigation Aids Upgrades	555,449	80,449	475,000						475,000	
08501	Perimeter Fence - Airport West Side	926,250				71,250	855,000			926,250	
11502	Runway 17 Safety Area Grading	860,226	76,000	235,268	548,958					784,226	
08502	South Apron Expansion, Ph. II	2,262,283				95,000	109,250	475,000	1,583,033	2,262,283	
	Total Airport Fund Projects	\$8,636,958	\$370,199	\$2,629,268	\$2,448,958	\$166,250	\$964,250	\$475,000	\$1,583,033	\$8,266,759	
	Total Federal - FAA	\$8,636,958	\$370,199	\$2,629,268	\$2,448,958	\$166,250	\$964,250	\$475,000	\$1,583,033	\$8,266,759	

SUMMARIES OF FUNDING BY SOURCE (continued)

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FUTURE CAPITAL PROJECTS

8.10 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 only and are subject to change. Projects below are not listed in any particular order of importance.

PROJECT	PROJECT SUMMARY	ESTIMATED COST	STATUS
Church Street Improvements Phase II (07304)	Project includes extension of paved roadway approximately 200 feet towards the W&OD Trail to connect to future private development. The project includes construction of a Crescent District water feature at the southern end of Church Street adjacent to the proposed Waterford Development project.	\$225,000	Awaiting progress of future private development
Downtown Improvements Phase II (NEW)	Additional infrastructure improvements for the downtown area. Specific projects to be evaluated after first phase of improvements are completed.	\$725,000	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
Edwards Ferry Road Widening Improvements (NEW)	Widening of the roadway by approximately 1,600 linear feet between Battlefield Shopping Center and Battlefield Parkway. This will complete Edwards Ferry Road as a four lane divided roadway between the Bypass and the eastern town limits (previously CIP project #10301)	\$1,000,000	Awaiting funding
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

FUTURE CAPITAL PROJECTS (continued)

PROJECT	PROJECT SUMMARY	ESTIMATED COST	STATUS
Morven Park Road Sidewalk (14301)	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.	\$1,175,000	Awaiting funding
Police Renovation and Expansion (NEW)	Renovation and expansion of existing Public Safety facility at Plaza Street. Estimate is based on completed space needs assessment.	\$18,000,000	Awaiting funding
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)	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.	\$10,500,000	Awaiting funding
Town Branch Improvements (10305)	Project to provide stream channel improvements to the Town Branch corridor. The purpose of the project is to alleviate flooding, and to support the Crescent District Master Plan and proposed Waterford Development project.	\$2,000,000	Awaiting funding

FUTURE CAPITAL PROJECTS (continued)

PROJECT	PROJECT SUMMARY	ESTIMATED COST	STATUS
Traffic Signal and Left Turn Lane at Catoctin Circle/Edwards Ferry Road Intersection (07303)	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.	\$890,000	Awaiting completion of Lowenbach improvements
Veterans Park at Balls Bluff (02302)	Design and construction of public recreational facilities, a public access road, parking, boat launch, picnic areas, meadow, park pavilions and visitors' center consistent with Park Master Plan.	\$4,000,000	Awaiting funding

FUTURE CAPITAL PROJECTS (continued)**8.11 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**PROJECT****PROJECT SUMMARY**

Ida Lee Park Tennis Court –
Seasonal Air Structure

Seasonal air structure with storage building and entrance structures over an existing three court pod, including beam for anchoring the air structure around the court perimeter, new exterior lighting and fencing.

Olde Izaak Walton Pond

Improve the condition of the pond at the park. Pending further council discussion of long-term disposition of the property.

Tuscarora Creek Trail Ph I (was
South King Street Trail Extension)

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, Catoclin Skate Park, Douglass Community Center, and W&OD Trail.

Tuscarora Creek Trail Ph II

Trail from Brandon Park at Harrison Street to Davis Avenue and Olde Izaak Walton Park via the Tuscarora Creek stream valley. This 2,500 linear foot trail provides access to Olde Izaak Walton Park, and includes a crossing of Tuscarora Creek. 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.

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS**PROJECT****PROJECT SUMMARY**

1st Street Extension

Extend 1st Street from the car wash to Davis Avenue

1st, 2nd & Wirt Street, SW

Design and construction of storm drainage improvements including concrete curb and gutter to alleviate flooding of yards and drainage problems along 1st Street west of South King Street, 2nd Street and Wirt Street, SW. Project improvements to be sensitive to existing neighborhood character.

FUTURE CAPITAL PROJECTS (continued)

STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS (continued)

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.
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.
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.
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.

FUTURE CAPITAL PROJECTS (continued)

STORM DRAINAGE (continued)

Town Branch at Mosby Drive	Purpose of the project is to stabilize the eroding channel and reduce potential flooding.
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.

UTILITIES

PROJECT	PROJECT SUMMARY
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.

AIRPORT

PROJECT	PROJECT SUMMARY
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.
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.

LEGISLATION

9.1 Setting the 2011 Tax Rate

The Town of Leesburg, Virginia

PRESENTED: April 12, 2011

ORDINANCE NO. 2011-O-008

ADOPTED: April 12, 2011

AN ORDINANCE: REORDAINING SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), ARTICLE II (TAXATION GENERALLY), CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS*), AND APPENDIX B (FEE SCHEDULE) OF THE TOWN CODE OF LEESBURG SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, AIRCRAFT, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AND BANK CAPITAL FOR TAX YEAR 2011

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

SECTION I. That Section 20-22 (Annual levy and rate of taxes), Article II

(TAXATION GENERALLY), Chapter 20 (Licenses, Taxation and Miscellaneous Regulations*)

of the Town Code of Leesburg is hereby reordained 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 1st and ending December 31st for the support of the town government, payment of interest on town debt and for other town purposes. Each person assessed taxes by the town shall pay them as required by law.

SECTION II. Appendix B Fee Schedule

Section 20-22 Annual tax levy:

(1) Taxes on all real estate and all tangible personal property, except the property of public service corporations:

Table with 2 columns: Classification of Property, Rate of Tax per \$100.00 per Assessed Value. Rows include Real Estate, Vehicles used as mobile homes or offices, Aircraft, and All other Tangible personal property.

AN ORDINANCE: REORDAINING SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), ARTICLE II (TAXATION GENERALLY), CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS*), AND APPENDIX B (FEE SCHEDULE) OF THE TOWN CODE OF LEESBURG SETTING TAX RATES ON REAL ESTATE, VEHICLES USED AS MOBILE HOMES OR OFFICES, AIRCRAFT, TANGIBLE PERSONAL PROPERTY, REAL ESTATE AND TANGIBLE PERSONAL PROPERTY OF PUBLIC SERVICE CORPORATIONS, AND BANK CAPITAL FOR TAX YEAR 2011

(2) Taxes of all real estate and all tangible personal property of public service corporations shall be as follows:

Table with 2 columns: Classification of Property, Rate of Tax per \$100.00 per Assessed Value. Rows include Real Estate and All other Tangible personal property.

(3) Tax on all bank capital: \$0.80 per \$100.00 of the net capital of banks located in the town shall be established by the council pursuant to Title 58, Chapter 10-01 of the Code of Virginia.

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

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

SECTION V. This ordinance shall be effective upon its adoption.

PASSED this 12th day of April, 2011.

Kristen C. Umstatt, Mayor Town of Leesburg

Attest: Clerk of Council P:\Ordinances\2011\0412 Tax Rate Ordinance.doc

LEGISLATION

9.2 Adopting the FY 2012 Budget

The Town of
Leesburg,
Virginia

PRESENTED April 12, 2011

ORDINANCE NO. 2011-0-007

ADOPTED April 12, 2011

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2012; MAKING APPROPRIATIONS FOR FY 2012 FOR THE GENERAL FUND, UTILITIES FUND, AIRPORT FUND, AND CAPITAL PROJECTS FUND; AUTHORIZING THE CONTINUATION OF THE REVENUE STABILIZATION RESERVE; COMMITTING THE FISCAL RESERVE OF 15% OF EXPENDITURES FOR FY 2012; AUTHORIZING AMENDMENTS TO THE BUDGET AND SUPPLEMENTAL APPROPRIATIONS BY COUNCIL RESOLUTION; AND AUTHORIZING AND DIRECTING THE TOWN MANAGER TO TAKE ALL STEPS NECESSARY AND PRUDENT TO EFFECTUATE THE IMPLEMENTATION OF THIS ORDINANCE

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

SECTION I. The budget for the fiscal year beginning July 1, 2011; and ending June 30, 2012, is hereby adopted to include the adjusted totals in the categories and accounts of the General Fund in the amount of \$46,268,605; the Utilities Fund in the amount of \$21,378,793; the Airport Fund in the amount of \$3,813,048; and Capital Projects Fund in the amount of \$12,481,001.

SECTION II. The amounts reflected in the budget for the fiscal year beginning July 1, 2012 and ending June 30, 2012, are hereby appropriated to include the adjusted totals in the categories and accounts to the General Fund in the amount of \$46,268,605; Utilities Fund in the amount of \$21,378,793; Airport Fund in the amount of \$3,813,048; and Capital Projects Fund in the amount of \$12,481,001.

SECTION III. The Revenue Stabilization Reserve in the amount of \$1,400,000 is hereby committed for FY 2012.

SECTION IV. The fiscal reserve shall be 15% of expenditures for FY 2012.

-2-

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2012; MAKING APPROPRIATIONS FOR FY 2012 FOR THE GENERAL FUND, UTILITIES FUND, AIRPORT FUND, AND CAPITAL PROJECTS FUND; AUTHORIZING THE CONTINUATION OF THE REVENUE STABILIZATION RESERVE; COMMITTING THE FISCAL RESERVE OF 15% OF EXPENDITURES FOR FY 2012; AUTHORIZING AMENDMENTS TO THE BUDGET AND SUPPLEMENTAL APPROPRIATIONS BY COUNCIL RESOLUTION; AND AUTHORIZING AND DIRECTING THE TOWN MANAGER TO TAKE ALL STEPS NECESSARY AND PRUDENT TO EFFECTUATE THE IMPLEMENTATION OF THIS ORDINANCE

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

SECTION VI. 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.

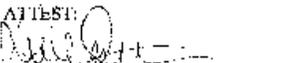
SECTION VII. All prior ordinances and resolutions in conflict herewith are hereby repealed.

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

SECTION IX. This ordinance shall be effective July 1, 2011.

PASSED this 12th day of April, 2011.


Kristen C. Umstad, Mayor
Town of Leesburg

ATTEST:

Clerk of Council

File:Ordinances\2011\0412 FY 2012 Budget Appropriation Ordinance.doc

LEGISLATION

9.3 Adopting the FY 2012-2017 Capital Improvements Program

The Town of
**Leesburg,
Virginia**

PRESENTED April 12, 2011

RESOLUTION NO. 2011-043

ADOPTED April 12, 2011

A RESOLUTION: **ADOPTING THE FISCAL YEAR 2012-2017 CAPITAL IMPROVEMENTS PROGRAM IN THE AMOUNT OF \$63,637,671**

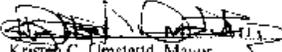
WHEREAS, Section 15.2-2239 of the 1950 Code of Virginia, as amended, authorizes the preparation and annual review of a Capital Improvements Program (CIP); and

WHEREAS, the Town Manager submitted a proposed CIP to the Planning Commission and the Town Council on February 17, 2011; and

WHEREAS, the Planning Commission held a public hearing on the preliminary CIP, 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 5, 2011.

THEREFORE, RESOLVED by the Council of the Town of Leesburg in Virginia that the proposed CIP for Fiscal Years 2012-2017 totaling \$63,637,671 is approved.

PASSED this 12th day of April, 2011.


Kristen C. Umstard, Mayor
Town of Leesburg

ATTEST:

Clerk of Council

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LEGISLATION

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BUDGET CALENDAR**9.4 FY 2011 Budget Calendar****SEPTEMBER 2010**

Capital Improvements Program (CIP) kickoff with departments

OCTOBER 2010

CIP requests submitted to Capital Projects Management (CPM) and the Department of Finance (DOF)

Performance measures kickoff

NOVEMBER 2010

Budget kickoff with departments

Performance measures submitted to DOF

Budget Committee/CPM meeting on CIP with departments

DECEMBER 2010

Budget requests submitted to DOF

Budget Committee/departments meetings on operating budgets

JANUARY 2011

Budget Committee/departments meetings on operating budgets

FEBRUARY 2011

DOF develops draft budget

Budget Committee/CPM meetings on CIP

Preliminary CIP provided to Planning Commission

Preview of Town Manager's proposed budget/CIP to Town Council

MARCH 2011

Town Manager's proposed budget/CIP submitted to Town Council

Planning Commission public hearing on CIP

Town Council work sessions on budget and CIP

Town Council public hearing on budget and CIP

APRIL 2011

Town Council sets tax rate and adopts budget and CIP

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 and relevant computer budget projection accounts to 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 six-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, Deputy Town Manager, Director of Finance, and Management Analysts, 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 Town Manager. The proposed budget is submitted to the Council in March. 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

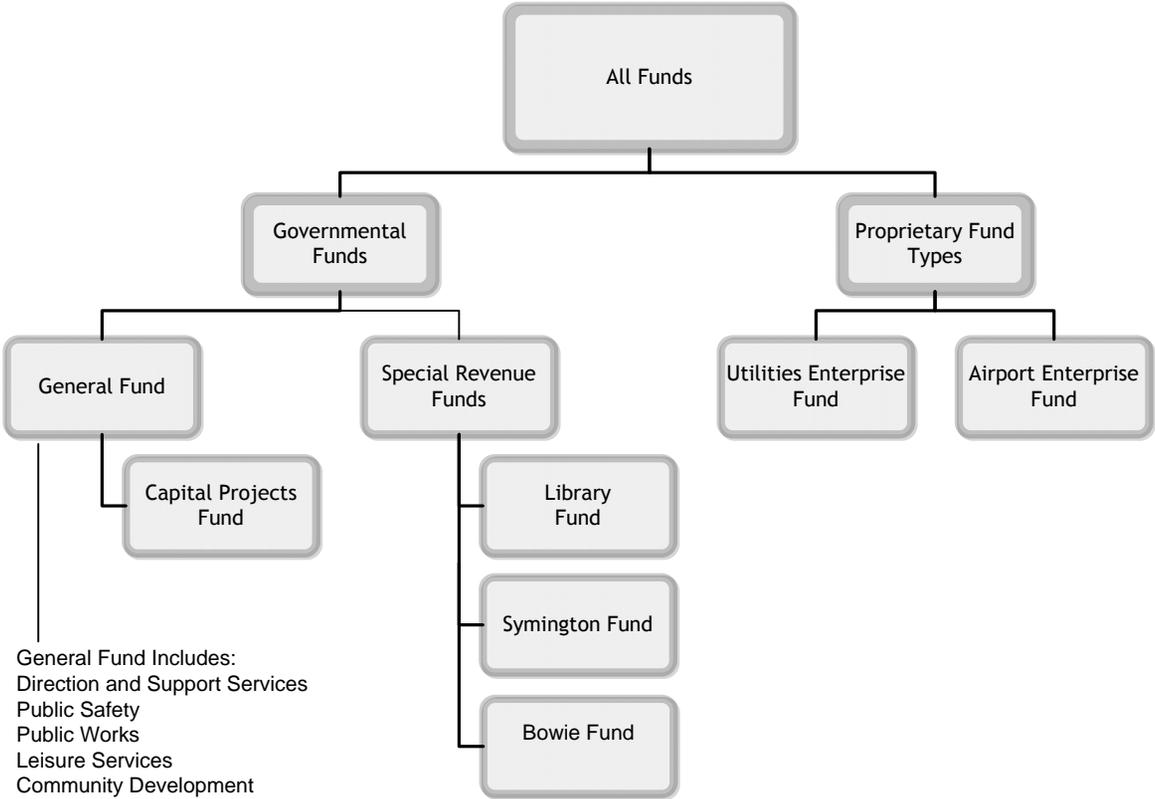


Chart 9.1 Town of Leesburg Fund Structure

FUND STRUCTURE AND DESCRIPTIONS (continued)

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.

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. This fund encompasses the functions of Direction and Support Services, Public Safety, Public Works, Leisure Services, and Community Development.

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
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
CDBG	Community Development Block Grant
CDMA	Code Division Multiple Access
CDMP	Crescent District Master Plan
CDPD	Cellular Digital Packet Data
CIP	Capital Improvements Program
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
SGCM	Standby Generator Curtailable Management
SRC	Silicon Rectifier Controller
SOP	Standard Operating Procedure
SRO	School Resource Officers
SRTC	Standing Residential Traffic Committee
TEA-21	Transportation Equity Act for the 21 st Century
TLC	Tuscarora Landscaper's Choice
TMDL	Total Maximum Daily Loads
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.

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 unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

Levy – Imposition of taxes for the support of government activities.

Line-item Budget - A budget prepared along departmental lines that focuses on what is to be 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.

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.

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.