



Town of Leesburg, Virginia

FY 2013 Adopted Budget

&

FY 2012-2017

Capital Improvements Program

Leesburg 

the hometown of the 21st century



TOWN OF LEESBURG

FY 2013

ADOPTED BUDGET

AND

CAPITAL IMPROVEMENTS PROGRAM FY 2012-2017

Leesburg Town Council

Kristen C. Umstattd, Mayor

Kevin D. Wright, Vice Mayor

Kelly Burk

David S. Butler

Thomas S. Dunn, II

Katie Sheldon-Hammler

Fernando “Marty” Martinez

C. Terry Titus (served during adoption of this budget, January 1 through April 23, 2012)

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, 2011.

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 2013 ADOPTED BUDGET AND
 CAPITAL IMPROVEMENTS PROGRAM FY 2012-2017**

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TRANSMITTAL LETTER



John Wells, Town Manager

July 1, 2012

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

Madam Mayor and Members of Town Council:

I am pleased to present the Adopted Budget for Fiscal Year 2013 for the Town of Leesburg, which includes all Town governmental funds and the Capital Improvements Program through Fiscal Year 2017. As we planned last year, the budget and review process reflects our continuing commitment to long-term financial planning through a Biennial Budget that covered Fiscal Years 2012 and 2013, as well as a long-term plan through Fiscal Year 2017.

This budget reflects the recognition of the reality of the long-term economic condition of the country and the region and does not anticipate easy solutions or quick fixes. The Council's adoption of a long-term financial strategy provides a progressive approach to your goal of long-term budget sustainability. A realistic financial framework now provides a guide to measuring the fiscal impact of projects, proposals, and operational costs against taxpayer affordability.

Your adoption of the Budget and Capital Improvements Program with minimal changes reinforces the point that the basic framework that Council approved last year for the Town's long-term financial plan remains sound.

As a result, the "headlines" for the Adopted Fiscal Year 2013 budget are listed below:

- No change to the Adopted Fiscal Year 2013 real estate tax rate of 19.5 cents
- The equalized tax rate is 19.5 cents
- No changes to the real estate tax rate are anticipated or planned for Fiscal Year 2014
- No carryover funds are anticipated or planned to be used to balance the operating budget through Fiscal Year 2016

TRANSMITTAL LETTER (Continued)

- No new initiatives are recommended for funding in Fiscal Year 2013
- In Fiscal Year 2012, the Airport Fund was eliminated with the Leesburg Executive Airport included in the General Fund and the Airport Capital Improvements Program included in the Capital Projects Fund
- Continued funding of the Capital Asset Replacement Fund and including the replacement of vehicles and heavy equipment
- Modest provision is made for employee compensation
- Limited adjustments are proposed for the remaining five years of the Capital Improvements Program
- The CIP complies with the Town's fiscal policy and meets all debt ratios
- The local economy is continuing a slow extended recovery, providing very modest revenue growth
- Assessments reflect their second year of limited, modest increase in real estate market value/assessments
- Commercial real estate assessments for existing properties reflect a flat or declining market
- Federal and state revenues are flat or declining

FY 2013 Adopted Operating Budgets

The adopted budgets for all operating funds for Fiscal Year 2013 are relatively unchanged from this year's Adopted Budget. However, the operating budget for all funds is \$1.1 million less than forecast in last year's long-range projection. There are several exceptions/adjustments for the adopted operating budget as summarized below:

- Inclusion of the November 2012 election costs
- Inclusion of the Mason Enterprise Center lease and custodial costs in the General Fund
- Funding allowing for a 3% compensation adjustment based on performance
- Costs for Town Code supplements
- Transfer of an Administrative Aide position from Utilities to Finance to assist with water and sewer billing
- Increase contractual services for Finance Department to process high volume of checks and remittances from customers
- MUNIS software maintenance costs based on new cloud contract
- Expanded Flag Football Program (offset by revenues)
- Improvements to the Tennis Program with the addition of funds for a Head Tennis teaching professional
- Significant increase in Utility chemical costs
- Replace older high mileage Utilities vehicles

The most significant change is reflected in our General Fund revenues. Overall General Fund revenues, to include Leesburg Executive Airport revenue starting with the Fiscal Year 2012 Adopted Budget, decreased a modest \$103,361 or -.22% from \$47,751,654 to \$47,648,293. This is based on a constant real property tax rate.

TRANSMITTAL LETTER (Continued)

Unfortunately, the General Fund will no longer receive the Federal Gang Grant revenues which provided 85% of the program funding. However, the Council approved local funding to continue this successful program.

Other changes in the General Fund revenues include the addition of airport operations revenues of over \$1.1 million in Fiscal Year 2012 and Fiscal Year 2013; elimination of the projected \$552,990 transfer from the Airport Fund for Fiscal Year 2013; reduction of \$279,311 in the transfer from the Capital Projects Fund; the transfer of \$299,560 of Build America Bonds interest to the Capital Projects Fund; and recreation revenues projected to decline \$85,492. This is partially offset by projected increases of \$595,467 in local taxes; \$307,304 increase in revenue from the State; and \$170,292 increase in the transfer from the Utility Fund.

Capital Improvements Program FY 2013-2017

Similar to the operating budget, the Capital Improvements Program was viewed for FY 2013 as an “exception” budget. As a result, changes to the Capital Improvements Program for Fiscal Year 2013 were made only for significant changes defined as:

- Schedule adjustments of 6 months; or
- Budget impacts that exceeded \$100,000

Within this context, there were twelve (12) projects that were adjusted and three (3) projects that were added to the Capital Improvements Program either as a mid-year budget adjustment or completely new to this Adopted CIP document.

Project	Adjustment/Change to the project
Downtown Improvements – Phase I	Delay in start of construction date from Fall 2011 to after the Flower and Garden Show in Spring 2012.
Battlefield Parkway – Route 15 to Dulles Greenway	Change in funding source from Town to VDOT. The additional VDOT funding will allow the project to be built as a complete 4-lane roadway under a single construction contract rather than being constructed in phases as previously planned. Revised schedule for construction start date from Winter 2011/12 to Spring 2014 for redesign and VDOT approvals.
Edwards Ferry Road at Route 15 Bypass Right Turn Lane Improvements	Increase in budget to cover increased costs for right-of-way and easements.
Linden Hill Access Road	Change in budget to remove purchase of 1 Country Club Drive.
Route 15 (S King St) Widening – Phase II	New Project. Project was moved from the “Priority Future Project” list in the CIP because VDOT funding was identified. Design and land acquisition are scheduled to begin in FY 13.

TRANSMITTAL LETTER (Continued)

Project	Adjustment/Change to the project
Turn Lane at Sycolin Road and Tavistock Drive Intersection Improvements	Project was revised by Town Council as a mid-year budget adjustment to reflect receipt of VDOT revenue sharing funds and increase the estimated cost of the project.
Virts Corner Improvements	Budget increased due to higher than expected utility relocation costs.
Tuscarora Creek Flood Mitigation	Budget increased to reflect higher land acquisition and engineering costs.
Miscellaneous Waterline and Sanitary Sewer Improvements, Replacements, and I/I Mitigation	Revised the list of waterline projects by adding waterlines on Market Street (Ayr to Memorial), River Creek, and Wirt Street; and deleting a waterline previously proposed for Edwards Ferry Road.
Lower Sycolin Creek Sewage Conveyance System	Increase in project budget based on bid prices received. Added estimated cost of the project's second phase to "Future Funds Required" (beyond the 6-year CIP). Indicated that pro-rata fees should cover 80-90% of the project costs.
Water Pollution Control Facility Digesters Cover Replacements	Construction schedule delayed 2 years to allow a study phase to evaluate costs and the amount of methane which could be captured for re-use at the facility.
Perimeter Fence – Airport West Side	Schedule adjusted to move design forward to FY 13 after acquisition of property on the west side of the Airport.
Runway 17 Safety Area Grading	Schedule adjusted to begin construction in FY 13 instead of FY 12 due to delays in land acquisition.
South Apron Helipads	New project added by Town Council in mid-year FY 12. Project involves construction of helicopter parking spaces between Landmark Aviation and the south hangars. One space will be for the medivac helicopter currently based at the airport.
North End Access Road	New project added by Town Council in mid-year FY 12. Project includes repair of the access road at the north end of the airfield that leads from the north gate at the condo hangars to the T hangars.

Significant Initiatives for FY 2013

While the Adopted Budget reflects exceptions and adjustments, Council's effort last year in the review and development of a long-range operating and financial plan, and your ongoing work over the past several months provide for an aggressive work program for the Town. Your direction, in combination with several internal management initiatives are reflected in the highlights of our work program below:

TRANSMITTAL LETTER (Continued)

- Update of the Town Plan
- Implementation of a Form Based Code
- Development of a strategy to address TMDL's
- Implementation of the Council Approved Bike/Ped Plan
- Continued emphasis on the timely completion of approved capital projects
- Continued provision of quality town-wide services at current levels of operation
- Focused effort on the practical application of existing technology to improve customer service and increase internal efficiency
- Ongoing efforts to streamline operations and services to gain efficiency and reduce costs
- Refinement of our management structure to promote greater efficiency, accountability, and leadership
- Development of a new approach to employee compensation and how we reward our high performers
- Development of strategies for the FY 14/FY 15 Biennial Budget that reduces the long-term impact on real estate taxes in FY 2017

The above list is just a few of the many efforts to improve operations and increase efficiency throughout the organization. In addition, it is important to note the effort necessary to maintain the current level of service in an environment of increasing demands for service.

Acknowledgements

The annual budget process is a significant undertaking for any organization, public or private. I would like to thank all the departments for their professionalism and hard work as we have successfully transitioned to a budget process truly focused on the long term. In addition, I would like to acknowledge the hard work of the core budget team of Finance Director Norm Butts, Management Analysts Annie Carlson and Bob Berkey, and Deputy Town Manager Kaj Dentler for their assistance and support. I am also very appreciative of the exceptional work of Human Resources Director Nancy Fixx, Town Attorney Jeanette Irby, and Executive Associate Mary Frye.

In closing, I would like to thank you for your active role in developing a strategy to address the long-range financial sustainability of the Town in a challenging economic climate.

Sincerely,



John Wells
Town Manager

STRATEGIC FOCUS AREAS**1.2 Town Council Strategic Focus Areas, FY 2013**

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 2013 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

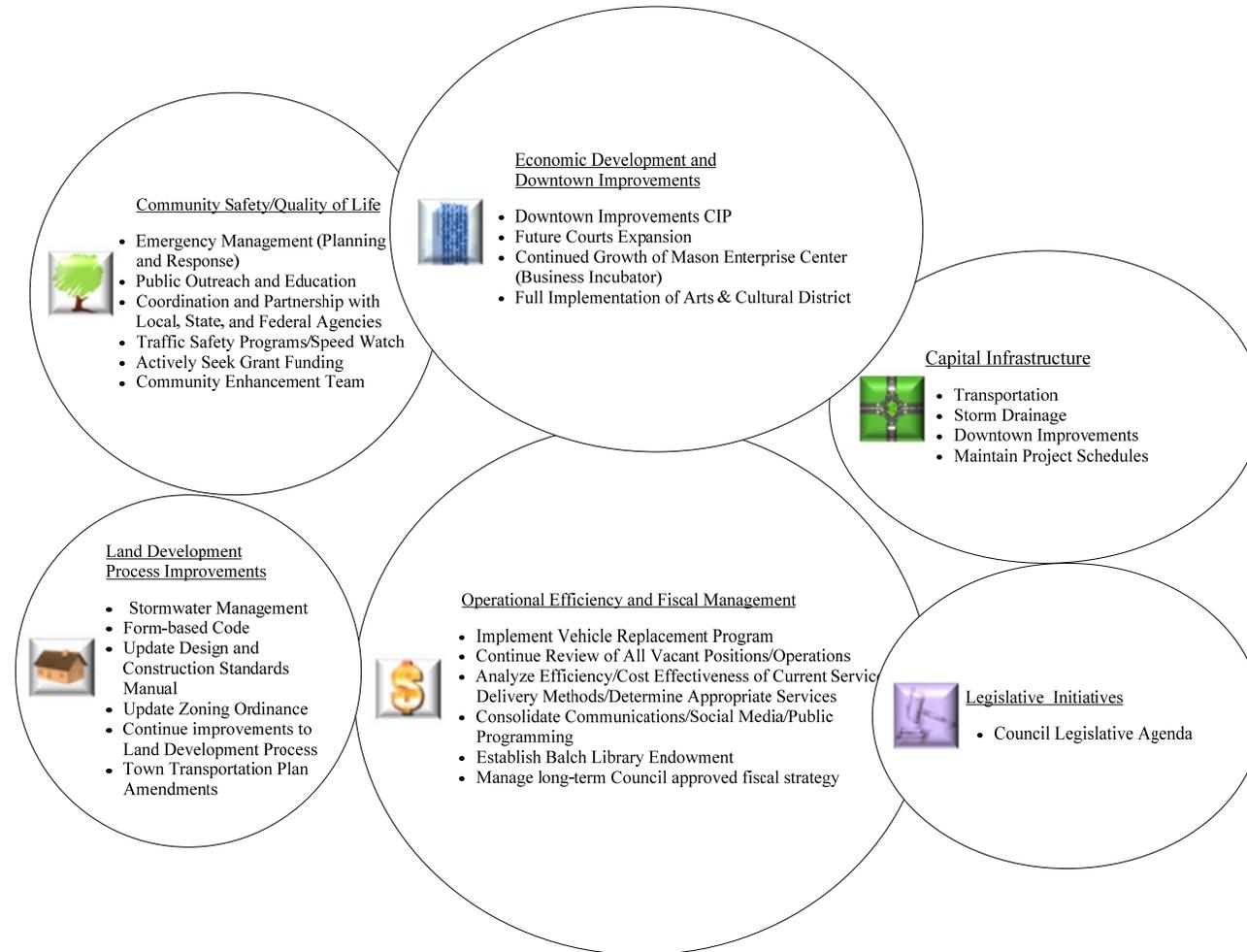


Legislative Initiatives

STRATEGIC FOCUS AREAS (Continued)

1.2.1 Major Initiatives, Objectives, and Strategies for FY 2013

Below are selected high-priority initiatives, objectives, and strategies central to the success of the Town Council during FY 2013. See Section 1.3 below for all FY 2013 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 2013 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"> • Meet or exceed occupancy goals for Mason Enterprise Center to reach financial self sufficiency in three years. • Completion of Downtown Improvements Phase I work in 2013.
Direction and Support Services – Economic Development and Tourism	<ul style="list-style-type: none"> • Continue to operate in a key role for processing new business development projects with the Town. • Continue comprehensive business development program to retain, attract, and grow existing businesses, small business and entrepreneurship by documenting a baseline and increasing the number of net new jobs. • Work with partners (Loudoun Small Business Center, Loudoun Chamber of Commerce, and Loudoun County Economic Development) to implement a joint plan for business retention and expansion to further increase commercial tax base in Leesburg. • Expand qualified participants in the Arts and Cultural District by 100%.
Parks and Recreation - Parks	<ul style="list-style-type: none"> • Develop trailhead and parking area for access to Veterans Park. • Renovation of infields at Freedom Park.
Community Development - Planning and Zoning	<ul style="list-style-type: none"> • Completion of Form-based Code • Host Preservation Virginia conference

 Operational Efficiency and Fiscal Management	
Direction and Support Services – Town Manager’s Office	<ul style="list-style-type: none"> • Provide regular updates on long range strategy and develop 2nd Biennial Budget for FY 14 and FY 15.
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> • Introduce comprehensive collection program to all departments needing assistance with collections. • Review all department contracts and agreements. • Review and defend VML insurance claims, VEC and WC. • Records retention management.
Direction and Support Services – Clerk of Council	<ul style="list-style-type: none"> • Publish at least two supplements to the code. • Complete review of backlog of documents and complete destruction by end of fiscal year. • Complete development of Laserfiche storage structure and begin document scanning.
Direction and Support Services - Finance	<ul style="list-style-type: none"> • Continue to review fees & fines. • Substantially complete initial purchases of replacement vehicles and heavy equipment. • Begin testing of contract module in selected departments. • Complete updates to policies and procedures for W-2s, withholding taxes, and quarterly reconciliations. • Participate in a pilot of the selected time and attendance software. • Continue to implement third party solutions in MUNIS to improve the efficiency of the procurement process • Complete implement of MUNIS real estate and personal property modules in first quarter of FY 2012. • Initiate the second two year budget cycle based upon current fiscal guidelines. • Implement taxpayer on line services. • Implement Government Finance Officer Association best practices to increase service efficiency and effectiveness.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2013 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"> • Complete implementation of Applicant Tracking. • Implement an employee wellness program. • Update and distribute employee benefits booklet. • Complete review of pay grade assignments to jobs.
Direction and Support Services - Information Technology	<ul style="list-style-type: none"> • Refresh and update critical components of information technology infrastructure: servers, backup system, and storage capacity. • Begin multi-year refresh of workstations as budget allows. • Continue enhancement of Town of Leesburg website • Continue maintenance of all Cisco equipment include VOIP system. • Continue professional development 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 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 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 2013 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. • Work on reducing the amount of chemicals used for snow and ice control while maintaining safe roadways.
Public Works – Building Maintenance	<ul style="list-style-type: none"> • Replacement of Town Hall roof top HVAC unit. • Complete retrofit of Town Hall access control system. • Purchase and install “Blue Light” emergency call boxes in parking garage to improve security.
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. • Remove/install police fleet equipment where possible to reduce installation costs by radio shop. • 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. • One additional staff member to obtain VA Safety Inspection license. • Analyze and improve parts stocking process and storage to improve purchasing efficiencies. • Continue to provide efficient and cost effective repair and maintenance of vehicles and equipment. • Assist with vehicle and equipment replacements funded by vehicle replacement fund.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2013 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Operational Efficiency and Fiscal Management	
Public Works – Traffic Mgmt	<ul style="list-style-type: none"> • Coordinate the design of new video camera system installation with LPD on existing traffic signals. • Continue to provide review and inspection of work performed by utility companies in public right-of-way. • Continue to work with Virginia Regional Transit on bus routes and shelters.
Parks and Recreation – Rec Div.	<ul style="list-style-type: none"> • Exceed revenue goals while operating within established guidelines and while implementing possible efficiencies. • Continue to improve the cost recovery within revenue generating areas.
Community Development - Planning and Zoning	<ul style="list-style-type: none"> • Implementation of Laserfiche for zoning and office administrative items • Increased use of technology including GIS, Sketch-up, PowerPoint, etc for analysis, illustration, or presentation of community development concepts
Community Development - Plan Review	<ul style="list-style-type: none"> • Maintain and update DPR Website as necessary. • Update DPR Manuals and Ordinances as necessary • Continue to assist in the preparation of the Land Development Activities Reports.
Airport Operations	<ul style="list-style-type: none"> • Update the master plan via a “pen and ink” exercise.
Utilities - Administration	<ul style="list-style-type: none"> • Continue looking for additional sources of revenues by renting water tower space to other vendors • Continue compliance with the Virginia Nutrient Exchange Association and explore selling additional nutrient credits. • Perform rate study as directed by Town Council. • Seek more opportunities to cut costs or create revenue streams by in-house use or sale of the Town’s effluent.
Utilities - Maintenance	<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 upgrades and Hexagram system monitoring). • Complete implementation of customer portal of Aclara Star System. • Develop meter change out program using new meter technology. • 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) • Replace 1,000 feet of cast iron water line. • Continue with valve exercise program from locate and turn program to 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) • Review CMOM program.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2013 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Operational Efficiency and Fiscal Management	
Utilities – Water Supply	<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 Total Maximum Daily (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 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 2013 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"> • Have Community Enhancement Team participation in HOA meetings quarterly.
Direction and Support Services – Town Attorney	<ul style="list-style-type: none"> • Prosecute zoning violations and overcrowding violations. • Organize and run Leadership in the Law Camp. • Monitor legislation and formulating plan with respect to Storm Water Management (SWM) regulations and the Chesapeake Bay Protection Act, VRS and active legislative agenda. • Continue to support Parks and Rec. w/ volunteer contracts for upcoming events. • Review risk management claims and process.
Police – Administrative and Operational Support	<ul style="list-style-type: none"> • Continue the career development program • Continue refining hiring process to make it faster, and still produce a high quality candidate • Improve department effectiveness through individual and collective training • Continue to improve community notification through Alert Loudoun/Leesburg and CrimeReports.com • Continued integration of intelligence-led policing • Maintain appropriate Accreditation standards • Continued planning with Loudoun County for emergency operations and contingency planning • Implementation of Virtual Real Time Crime Center • Establish partnership with Office of Probation and Parole • Implementation of wellness program • Groundbreaking for construction/expansion of Support Building • Implement new system for evidence tracking and purging • Refine use of social media sites for citizen information and departmental activity.
Police – Patrol Operations	<ul style="list-style-type: none"> • Continue to improve 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. • Utilize information technology to centralize project management and promote information sharing and collaboration to internal and external consumers. • Explore current system options for phased replacement of in-car cameras beginning FY 2014 (current warranties expire JUN 2013). • Explore expanded use of video and LPR cameras for enhanced situational awareness and accountability. • Continue integration of intelligence-led policing. • Maintain appropriate Accreditation standards. • Complete implementation of OPS Center/RTTC (Real Time Threat Center) • Complete a vulnerability survey for each community command district and identify community policing and emergency preparedness strategies to increase resiliency.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2013 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Community Safety / Quality of Life	
Police – Criminal Investigations	<ul style="list-style-type: none"> • Use crime databases and analytical tools to enhance the solution of incidents. • Continue to fully implement intelligence-led policing concepts. • Maintain a close working relationship with county, state and federal law enforcement and prosecution offices. • Maintain accreditation standards. • Continue to seek training and develop detectives in new investigative techniques. • Participate in the Bureau of Alcohol, Tobacco, Firearms and Explosives E-trace program for tracing stolen firearms. • Continue to develop a computer forensic laboratory. • Hire a crime scene investigator and refine the department’s crime scene recovery program. • Revise the narcotics enforcement policy. • Draft and implement a vehicle seizure policy. • Review department personnel’s participation in regional task force operations.
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 Town and contracted 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 (CPTED) doctrine and principles. • Continue to participate in joint agency trainings in regards to Crash Investigation and Reconstruction with Virginia State Police and Loudoun County Sheriff’s Office • Plan and coordinate joint emergency response exercises within Leesburg public schools with LCPS and other first responder agencies.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2013 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Community Safety / Quality of Life	
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 and refine career development program for communications staff • Continue to refine use of software systems for CAD/RMS • Continue to refine Records management for operation of regional data systems (LInX) • Update CAD/RMS system to 9.0 software release • Maintain appropriate Accreditation standards • Continue implementation with Loudoun County DIT and public safety agencies of upgrade/rebanding of 800 MHz radio system. • Research and evaluate use of smart phones and tablets for departmental IT requirements. • Upgrade departmental cell phones for higher quality of service • Update Mobile Data Computers with new aircards and software.
Police – Citizen’s Support Team	<ul style="list-style-type: none"> • Continue to provide staffing assistance for special events in the Town of Leesburg. • Continue to provide volunteer time in special event staffing, department representation, and proactive patrol. • Continue to provide savings in man-hours of sworn officer time. • Recruit and expand membership.
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 of obsolete lighting fixtures in Town Hall to improve lighting and energy efficiency. • Resurfacing of Public Works facility parking lot.
Public Works – Refuse Collection and Recycling	<ul style="list-style-type: none"> • Continue document shredding events to increase recycling rates and reduce paper and cardboard 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. • Rebid Refuse and Recycling Contract in Spring. Alternatives to lower cost and improve service will be considered. • Continue Recycling Pilot Program at Gateway Condominium community.
Public Works – Traffic Mgmt	<ul style="list-style-type: none"> • Provide technical support for the installation of four (4) traffic signals on South King Street and Sycolin Road. • Inventory all street signs in the field to determine when they need to be replaced.
Parks and Recreation - Administration	<ul style="list-style-type: none"> • Update 20-year Comprehensive Parks Master Plan • Pursue public/private partnerships for field development and enhancements. • Resolve the status of the proffered Potomac Crossing Park. • Perform facility and program audits to ensure compliance with the ADA 2010 standards and develop a transition plan as needed.
Parks and Recreation - Parks	<ul style="list-style-type: none"> • Evaluate conditions of playground amenities and recommend areas for improvement. • Redefine divisional work plan to accommodate additional areas of responsibility such as Airport beautification and maintenance of improvements from the downtown redevelopment project.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2013 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Community Safety / Quality of Life	
Parks and Recreation - Recreation	<ul style="list-style-type: none"> • Explore diversified marketing methods to promote departmental programs, facilities, and events. • Development of additional family-based programs and 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. • Implement best practices for collection description collection guides will be converted from PDF files to EAD files making public posting consistent across the board on VIVA and Town of Leesburg website. • 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. • Move collections and processing materials to suitable climate controlled, secure space.
Community Development - Planning and Zoning	<ul style="list-style-type: none"> • Initiate Zoning Ordinance changes per recommendation from the LID committee.
Airport Operations	<ul style="list-style-type: none"> • Acquire two parcels of adjacent land on which offers were made in FY 2012. • With the Virginia Department of Aviation, implement the pilot project with NASA that will install ADS-B responders in approximately 30 aircraft based at Leesburg. • Renovate the public restrooms in the oldest section of the terminal. • Complete design of final sections of the perimeter security fence.
Utilities - Administration	<ul style="list-style-type: none"> • Continue FOG program, school educational activities, and the cross connection program. • Continue with enforcement of the pre-treatment program at industrial facilities and inspections

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2013 Initiatives, Objectives, and Strategies – Comprehensive List by Strategic Focus Area (continued)

 Community Safety / Quality of Life	
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 explore selling additional nutrient credits • Continue WPCD Industrial Storm Water Permit testing and explore new Industrial Storm Water Permit options • Incorporate saving techniques and energy reductions to reduce wastewater treatment costs. • Continue optimization of plant performance to meet TMDL limits. • Continue startup of Lower Sycolin Creek pumping station and demolition of the Airport Pump Station and the Jail Pump Stations. • Optimize Sludge Digester and Sludge Digester gas operation. • Complete effluent pipe line relocation and Dominion Virginia Power addition of a new effluent flow meter • Begin 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 and Solar Power Plant concerning the planning and design phases of a new effluent pipe line for steam generation. • Continue to monitor the security of the facility. • Biannual cleaning of sludge digesters. • Monitor and maintain chemical feed lines to the BNR Splitter Box and sandfilter splitter box. • Monitor and maintain sodium hypochlorite pumps and investigate use of peristaltic pumps for other chemical addition. • Install new slide gate and clean sandfilters.
Airport Operations	<ul style="list-style-type: none"> • Acquire two parcels of adjacent land on which offers were made in FY 2012. • With the Virginia Department of Aviation, implement the pilot project with NASA that will install ADS-B responders in approximately 30 aircraft based at Leesburg. • Renovate the public restrooms in the oldest section of the terminal. • Complete design of final sections of the perimeter security fence.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2013 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"> • Form Based Code review and support. • Review and update (with staff) Zoning Ordinance and DCSM as necessary. • Monitor and coordinate condemnation process and easements with CPM. • Draft deeds of easements for CPM, DPR and Utility Projects. • Provide support for zoning violations and prosecution. • Review and participate in the AADP/ Annexation policy as directed by Council.
Public Works – Traffic Management	<ul style="list-style-type: none"> • Provide technical review of traffic studies for Plan Review, CPM and Planning & Zoning.
Community Development - Planning and Zoning	<ul style="list-style-type: none"> • Adopt Action Program for Town Plan • Initiate and adopt the 2012-2013 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 consolidated Town review comment letters. • Continue to work with applicants and continue to provide solution oriented comments. • Complete initiation of “paperless” system for approved construction plans and begin digital filing of all correspondence files. • Update Phase 2 of Article 5 (Stormwater) of the Design and Construction Standards Manual now that revisions to State regulations were finally adopted this year. • Continue to utilize LMIS and LaserFische for project tracking and assist other departments as needed. •
Utilities - Administration	<ul style="list-style-type: none"> • Stay on target for efficient review of construction plans.

STRATEGIC FOCUS AREAS (Continued)

1.2.2 FY 2013 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"> • 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).
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. • Analyze the pending Chesapeake Bay TMDL requirements to develop potential cost of SWM/BMP retrofits.
Public Works – Traffic Management	<ul style="list-style-type: none"> • Provide technical support to VDOT for the Sycolin Road Overpass at Route 7/15 Bypass. • Provide review for the VDOT climbing lane on Route 7 and Crosstrail Boulevard connection to Kincaid Boulevard. • Provide review to CPM for South King Street, Phase II and Battlefield Parkway from Greenway to South King Street.
Community Development - Planning and Zoning	<ul style="list-style-type: none"> • Research ways Planning Commission can approach life cycle costs during review of CIP • Consider initiating changes to Appendix B in the Town Plan
Community Development - Plan Review	<ul style="list-style-type: none"> • Continue to refine the coordinated plan review approach to submissions. Keep all departments informed as to current status of projects via LMIS and follow up accordingly with owners and other departments to keep projects moving.
Airport Operations	<ul style="list-style-type: none"> • Complete design and construction of Runway 17 Safety Area Grading. • Construct helipads and north interior access road.
Utilities - Administration	<ul style="list-style-type: none"> • Begin construction of Lower Sycolin Creek Sewer conveyance system
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 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 Road, Wage and 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 Catocin 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 2013 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"> • Active role with legislative process to advance council objectives. • Suggest and implement updates to the Town Code and Zoning Ordinance as needed. • Continue to monitor franchise and right of way agreements with utilities throughout the Town • Respond to Town departments and staff on legal issues and inquiries in a prompt, courteous and professional manner. • Manage case files with outside counsel.

FISCAL POLICY**1.3 Fiscal Policy (as amended in Resolution No. 2012-031, March 13, 2012)****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 (Continued)**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 unassigned 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 unassigned fund balance and a positive cash balance.
- e. Where possible, the Town will integrate performance measurements and productivity indicators within the budget. This should be done in an effort to continue to improve the efficiency and effectiveness of Town programs and employees. Performance measurement 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 Management****Debt Management**

- a. The Town will not fund current operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current financial resources.
- b. The goal of the Town is to finance 25% of the current portion of construction cost of capital improvements (in excess of proffers) from current financial resources. The amount provided in current resources may be applied equally to all projects or only to specific projects.
- c. The Town will, when financing capital improvements or other projects or equipment by issuing bonds or entering into capital leases, repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.
- d. The Town is cognizant of its higher than average debt burden and should continue to offset its impact through rapid payback. An average payback of at least 60% in ten years should be maintained except for projects with a known revenue stream.
- e. The Town will annually calculate target debt ratios. 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 1.5% of the total assessed value of taxable property in 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 unassigned 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.

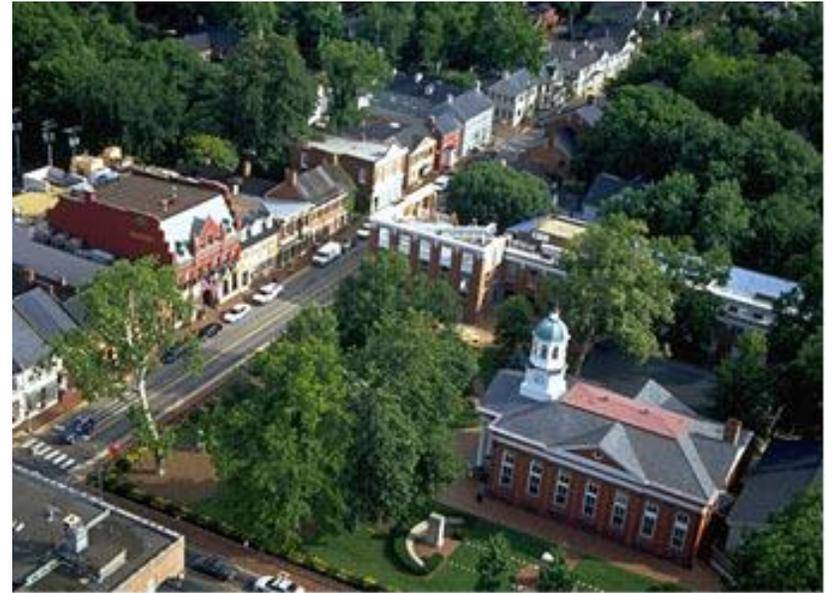
2.1 Town of Leesburg History

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 was 42,616 and the estimated 2011 population was 43,303.



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). The estimated 2012 population for the Town is 43,500. At full build-out (current Town limits), the Town’s population is projected to be approximately 50,000 (Source: Town of Leesburg Transportation Model).

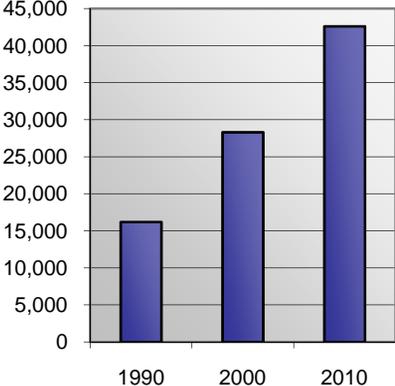


Chart 2.1 Leesburg Population

Population by Age.

Chart 2.2 below left shows the Town’s population broken out by age cohort. In broader terms, 33% of the Town’s population are age 19 or younger, 60% are age 20 to 64 (primary labor force) and 7% are 65 and older, as illustrated in Chart 2.3 below right (Source: 2008-2010 ACS).

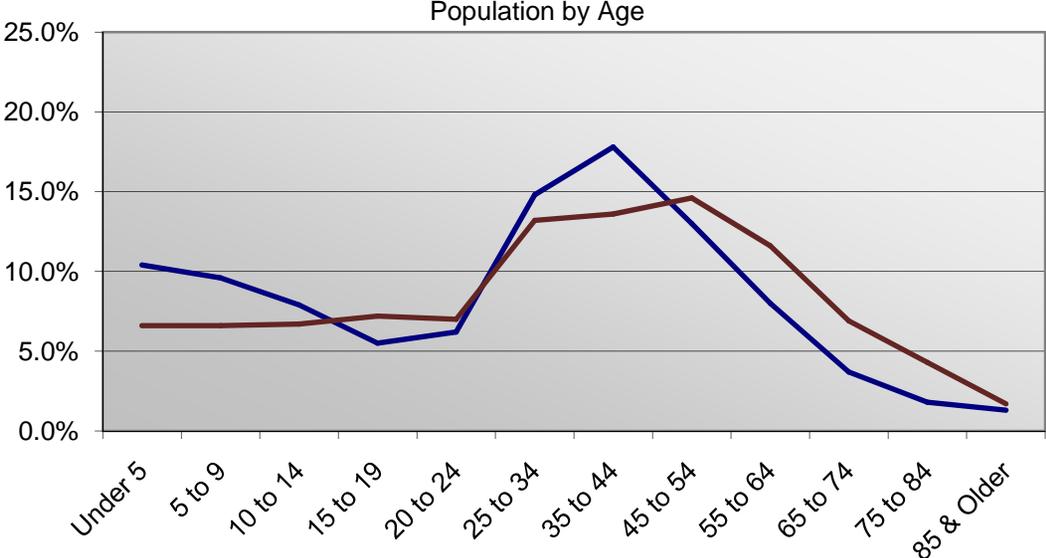


Chart 2.2 Leesburg Population (blue line) by Age, compared with U.S. Population (red line)

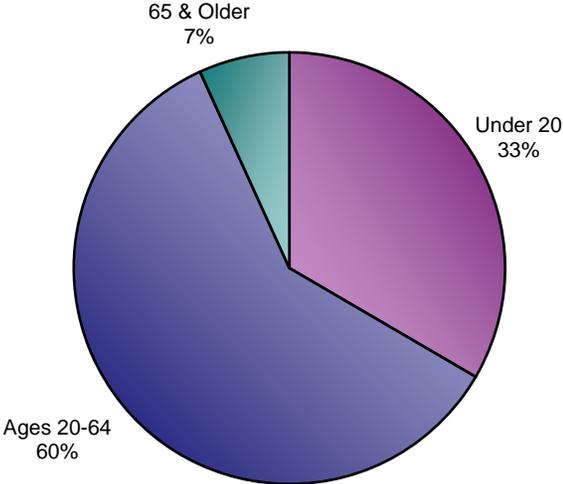


Chart 2.3 Leesburg Population by Age

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: 2008-2010 ACS).

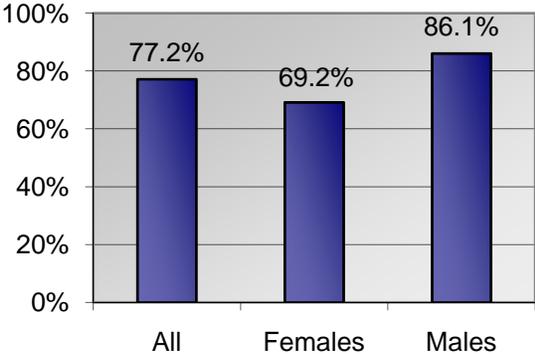


Chart 2.4 Leesburg Labor Force Participation (16 and older)

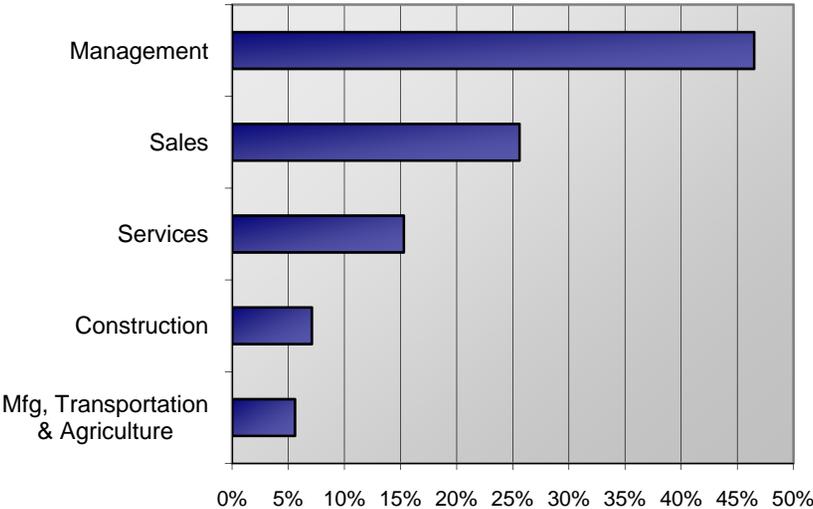


Chart 2.5 Leesburg Occupations (16 and older)

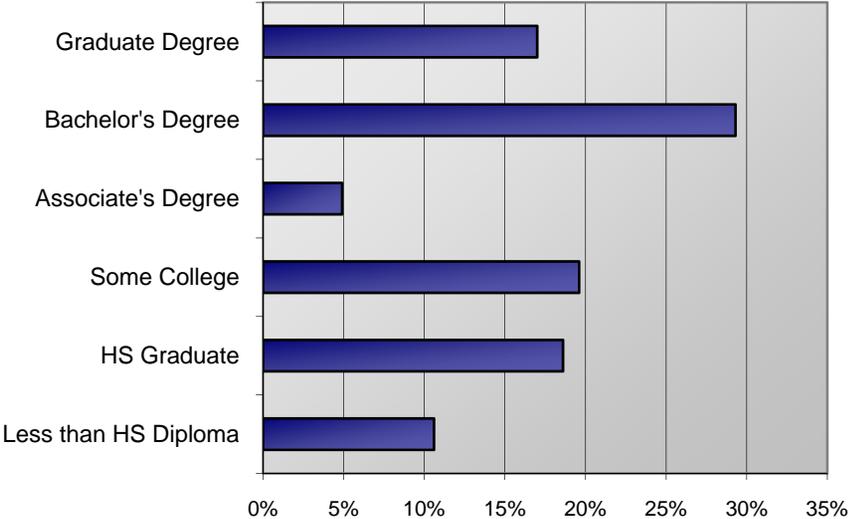


Chart 2.6 Leesburg Educational Attainment (25 and older)

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: 2008-2010 ACS).

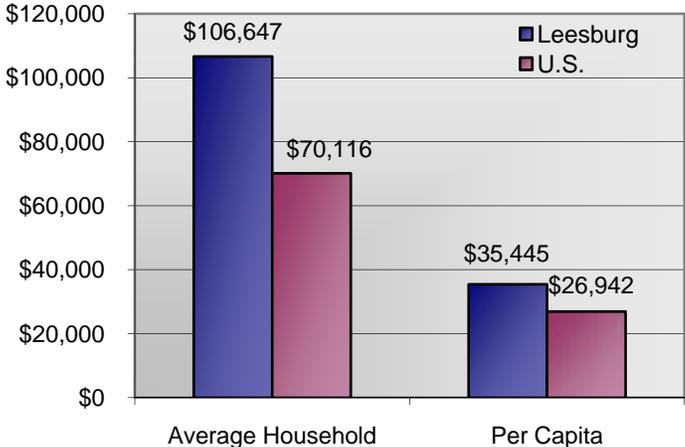


Chart 2.7 Household and Per Capita Income

Race/Ethnic Distribution.
 The Town’s population continues to become more diverse across several measures, as illustrated in Charts 2.8-10 (Source: 2008-2010 ACS).

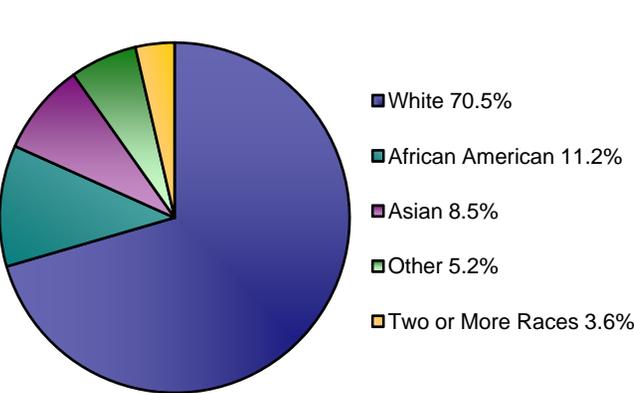


Chart 2.8 Racial Distribution in Leesburg

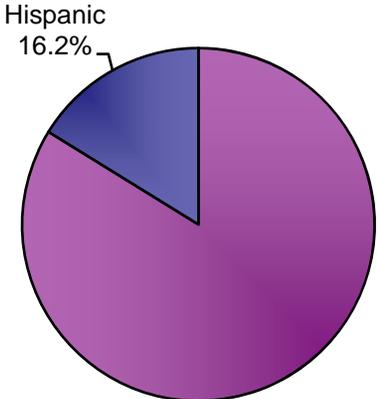


Chart 2.9 Hispanic % of Leesburg Population

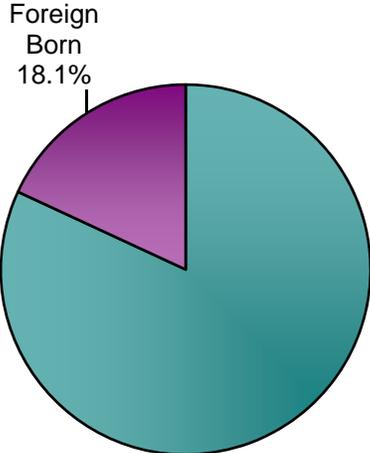


Chart 2.10 Foreign-born % of Leesburg Population

2.3 Housing

At the end of 2011, the Town of Leesburg had approximately 15,270 housing units. Single Family Houses represent 43% 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).

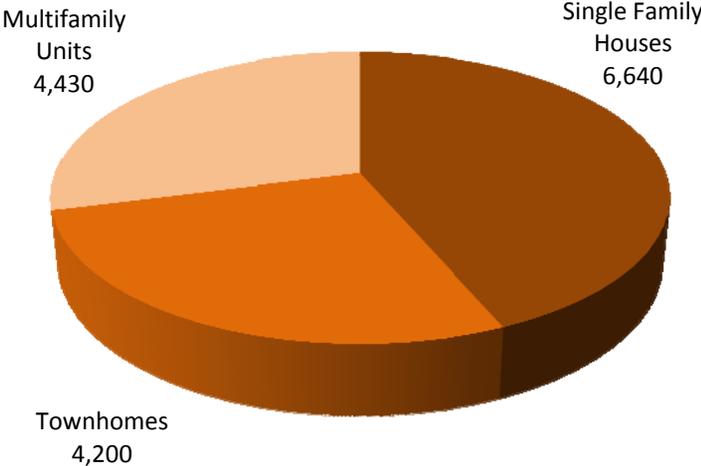


Chart 2.11 Total Housing Stock, December 2011

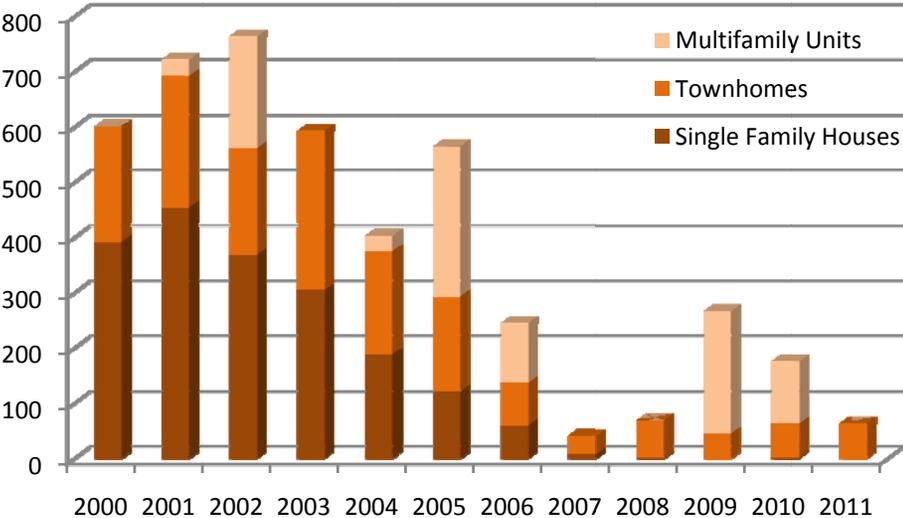


Chart 2.12 Annual New Housing Units

2.4 Commercial Square Footage

As of the end of 2011, the Town of Leesburg had nearly 10.9 million square feet of non-residential space. The two largest sectors are retail (3.7 million sq ft) and institutional (3.1 million sq ft), representing 34% and 28% of the total space in the Town, respectively. Chart 2.13 provides details for all of the major categories. Since 2000, the Town has seen a phenomenal 85% increase in non-residential space, with nearly 5 million square feet of new construction. During this time period, the retail sector nearly doubled and the office sector increased 63%. 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 2011, an additional 260,000 square feet of non-residential space was under construction. Chart 2.14 shows annual new commercial construction, by category. (Source: Loudoun County Land Management Information System).

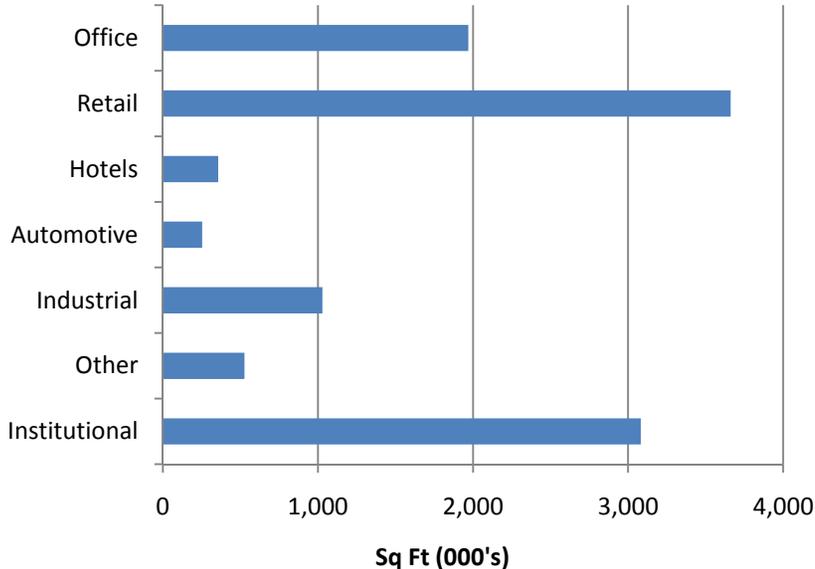


Chart 2.13 Commercial Space by Type, December 2011

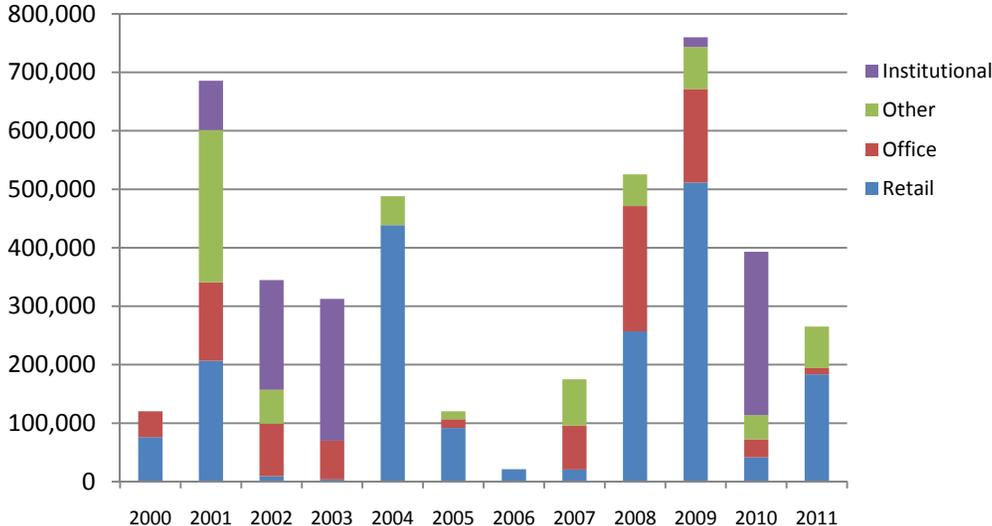


Chart 2.14 Annual New Commercial Construction

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. An additional elementary school – Frederick Douglass Elementary – is under construction and will open in Fall 2012. The map below shows the locations of the 15 existing schools. Table 2.1 summarizes enrollment as of September 30, 2011 (*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	746
2	Catoctin	502
3	Cool Spring	854
4	Evergreen Mill	780
5	Frances Hazel Reid	848
6	John W. Tolbert	971
7	Leesburg	621
Middle Schools		
8	Harper Park	979
9	J. L. Simpson	998
10	Smart's Mill	994
High Schools		
11	Heritage	1,197
12	Loudoun County	1,383
13	Tuscarora	1,548
Total Enrollment		12,421
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.

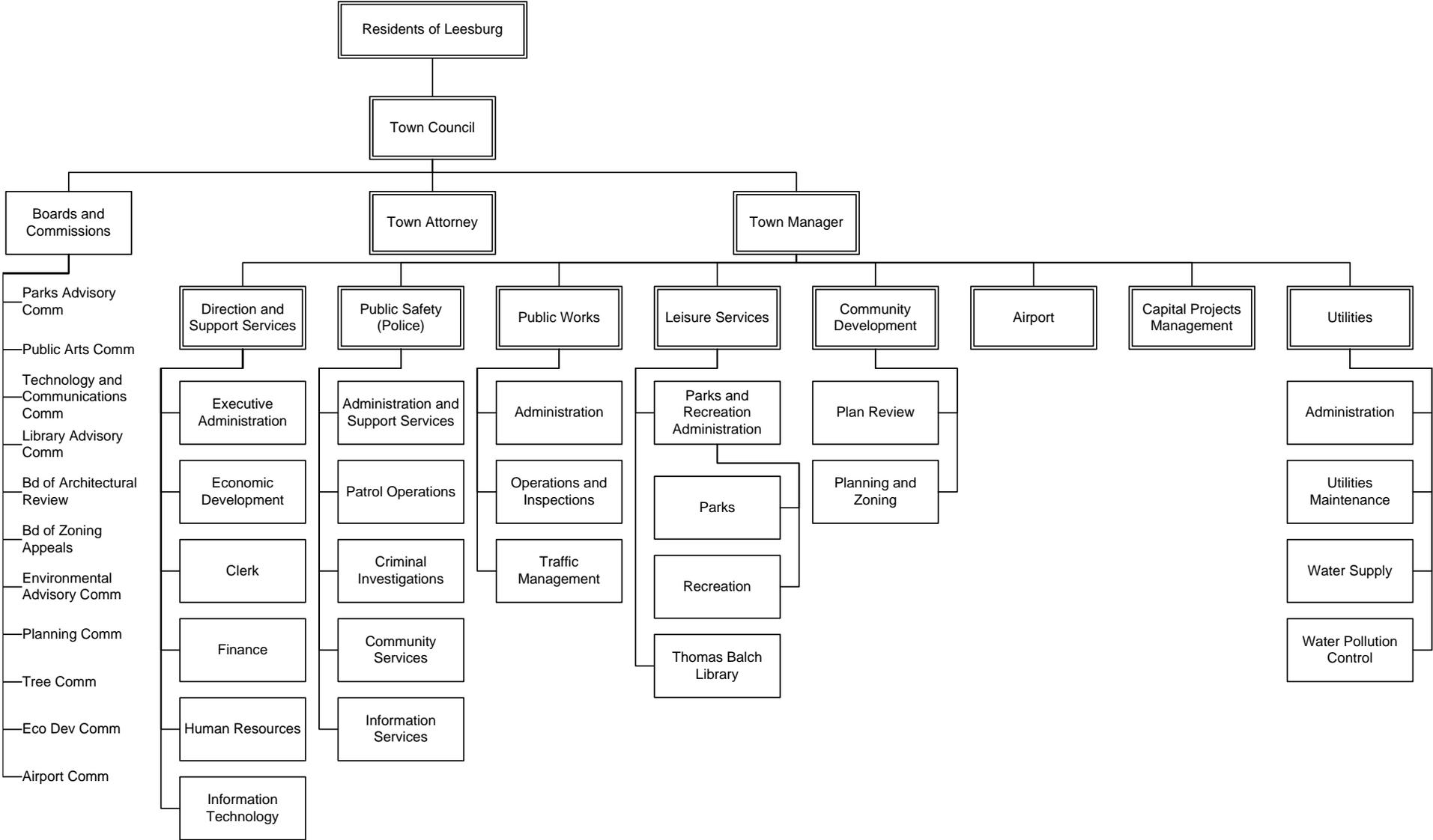
The Council appoints a Town Manager to act as chief executive officer of the Town. He serves at the pleasure of the Council, carries out its policies, directs business procedures, and has the power of appointment and removal of all Town employees. Duties and responsibilities of the Town Manager include 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, Airport, Parks and Recreation, Plan Review, Capital Projects Management, and Utilities. The Town also operates 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 FY 2013 Personnel Complement

Table 2.2 FY 2013 Personnel Complement

	Emp. Type	Grade	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 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	1	1	1	1	1.00
Assistant to Town Manager	RFT	14	2	2	2	1	1.00
Research and Communications Manager	RFT	14	0	1	1	1	1.00
GIS Analyst	RFT	13	0	1	1	0	0.00
Community Development Coordinator	RFT	11	0	1	1	0	0.00
Executive Office Associate II	RFT	10	1	1	1	1	1.00
Management Specialist/Deputy Clerk	RFT	10	0.5	0	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	1	0	0	0	0.00
Economic Development Manager	RFT	14	1	1	1	1	1.00
Business Retention Coordinator	RFT	11	1	1	1	1	1.00
GIS Technician	RFT	11	1	0	0	0	0.00
Sub-total			10.5	11	11	8	8.00
Town Attorney							
Town Attorney	RFT	-	1	1	1	1	1.00
Deputy Town Attorney	RFT	-	0	1	1	1	1.00
Deputy Town Attorney	RPT	-	0.6	0	0	0	0.00
Senior Legal Secretary	RFT	9	1	1	1	1	1.00
Sub-total			2.6	3	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	0	0	0.00
Sub-total			1.5	1	1	1	1.00

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Adopted
Finance							
Director of Finance	RFT	18	1	1	1	1	1.00
Deputy Director of Finance/Controller	RFT	16	0	1	1	1	1.00
Chief Accounting, Reporting, and Control	RFT	16	1	0	0	0	0.00
Assistant Director Finance/Operations	RFT	15	0	1	1	0	0.00
Operations Manager	RFT	15	0	0	0	1	1.00
Chief Procurement Officer	RFT	15	1	1	1	1	1.00
Accounting Manager	RFT	15	0	0	0	1	1.00
Senior Management/Budget Analyst	RFT	14	2	2	2	2	2.00
General Services Supervisor	RFT	14	1	0	0	0	0.00
Senior Accountant	RFT	14	1	1	1	0	0.00
Staff Accountant	RFT	12	1	1	1	1	1.00
Lead Customer Service Representative	RFT	10	0	0	0	1	1.00
Payroll Specialist	RFT	9	1	1	1	0	0.00
Purchasing Associate I	RFT	9	1	1	1	0	0.00
Administrative Associate II (position reclassified as Accounting Assoc. in FY 12)	RFT	8	1	1	1	0	0.00
Accounting Associate I-II (2 transf. to Utilities, 0.5 moved from HR in FY12)	RFT	6-8	6	6	6	5.5	5.50
Office Associate I	FPT	5	0	0	0	0	0.00
Customer Service Technician (transferred to Utilities in FY12)	RFT	5	1	1	1	0	0.00
Parking Attendant/Officer	RPT	5	1.5	1.5	1.5	1.5	1.50
Sub-total			19.5	19.5	19.5	16	16.0
Human Resources							
Director, Human Resources	RFT	17	1	1	1	1	1.00
Assistant Director	RFT	15	1	0	0	0	0.00
Benefits Administrator	RFT	12	1	1	1	1	1.00
Human Resources Senior Specialist	RFT	12	1	1	1	1	1.00
Administrative Associate II	RFT	8	1	1	1	1	1.00
Office Associate II	TFT	6	1	1	1	0	0.00
Office Associate I	TFT	5	1	1	1	0	0.00
Office Associate I (position eliminated)	RPT	5	0.5	0.5	0.5	0	0.00
Office Associates I-II (position moved to Finance in FY 12)	FPT	5-6	1	1	0.5	0	0.00
Sub-total			8.5	7.5	7	4	4.00

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Adopted
Information Technology							
Director, Information Technology	RFT	18	1	1	1	1	1.00
GIS Analyst	RFT	13	0	0	0	1	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	RFT	11	1	1	1	0	0.00
Network Administrator I	RFT	11	1	1	1	0	0.00
Administrative Technician	RFT	9	1	1	1	1	1.00
Sub-total			6	6	6	5	5.00
TOTAL DIRECTION AND SUPPORT SERVICES			48.6	48	47.5	37	37
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
Police Officer I - PO IV (FY12 POs moved from Patrol and Community Services)	RFT	P3	1	1	1	3	3.00
Police Academy Instructor	RFT	P2	1	1	1	1	1.00
Administrative Services Coordinator (FY12 moved to Information Services Division)	RFT	10	1	1	1	0	0.00
Executive Associate I	RFT	9	1	1	1	1	1.00
Administrative Associate I	RFT	7	1	1	1	1	1.00
Sub-total			8	8	8	9	9.00
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 (FY12 PO moved to Administration)	RFT	P1-P4	38	41	41	40	40.00
1212Sub-total			48	51	51	50	50.00
Community Services							
Lieutenant	RFT	P7	1	1	1	1	1.00
Sergeant	RFT	P6	1	1	1	2	2.00
Police Officer I - Master Police Officer (FY12 PO moved to Administration)	RFT	P1-P4	10	10	10	10	10.00
Sub-total			12	12	12	13	13.00

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 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	9	10	10	10	10.00
Family Crimes Investigator	RFT	P1	1	1	1	1	1.00
Sub-total			13	14	14	14	14.00
Information Services							
Sergeant	RFT	P6	1	1	1	0	0.00
Police IT Specialist	RFT	12	0	1	1	1	1.00
Administrative Services Coordinator (FY12 moved from Admin & Ops Support)	RFT	10	0	0	0	1	1.00
Communications Technician I-Communications Technician Supervisor	RFT	CT1-CT3	12	11	11	11	11.00
Police Records Assistant	RFT	7	2	2	2	2	2.00
Sub-total			15	15	15	15	15.00
TOTAL POLICE			96	100	101	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	1	1	1	1	1.00
Sub-total			4	4	4	4	4.00
Engineering and Inspections							
Chief Operations/Inspections	RFT	15	1	1	1	0	0.00
Senior Engineer	RFT	13	1	1	1	1	1.00
Construction Inspector Supervisor	RFT	12	1	1	1	1	1.00
Construction Inspector	RFT	11	3	3	3	2	2.00
Sub-total			6	6	6	4	4.00

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Adopted
Streets and Grounds Maintenance							
Superintendent	RFT	14	1	1	1	1	1.00
Assistant Superintendent	RFT	12	2	2	2	1	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	RFT	5-9	23	23	23	22	22.00
Administrative Associate II	RFT	8	1	1	1	1	1.00
Sub-total			30	30	30	28	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			53	53	53	49	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	1	1	1.00
Park Planner	RPT	13	0	0	0.8	0.2	0.20
Recreation Projects Coordinator	RPT	12	0.5	0.5	0.5	0	0.00
Recreation Projects Coordinator	FPT	12	0	0	0	0.25	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	5.3	4.45	4.45

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Adopted
Parks							
Asst Director for Parks	RFT	15	1	1	0	0	0.00
Parks and Grounds Supervisor (changed to Parks Manager)	RFT	12	1	1	1	1	0.00
Parks Manager	RFT	12	0	0	0	1	1.00
Outdoor Facilities Supervisor (changed to Rec. Supervisor moved to Recreation)	RFT	9	1	1	1	0	0.00
Lead Groundskeeper	RFT	9	2	2	2	2	2.00
Groundskeeper I-II	RFT	8	4	4	5	5	5.00
Maintenance Worker II	RFT	6	1	1	1	1	1.00
Park Attendants	FPT	-	1.5	1.5	1.5	1.25	1.25
Sub-total			11.5	11.5	11.5	11.25	10.25
Recreation							
Asst Director for Recreation	RFT	15	1	1	0	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	0	0	0	0.00
Maintenance Supervisor	RFT	11	1	1	1	1	1.00
Recreation Programs Supervisor–Youth Services (reclassified from Rec. Supervisor)	RFT	11	0	0	0	0	1.00
Outreach Programs Supervisor	RFT	10	1	0	0	0	0.00
Recreation Supervisor (moved one from Parks Division)	RFT	10	4	4	4	3	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
Tennis Manager	RFT	8	1	1	1	1	1.00
Outreach Asst. Supervisor	RFT	8	2	2	2	2	2.00
Head Preschool Teacher	RFT	8	1	1	1	1	1.00
Assistant Aquatics Supervisor	RFT	8	3	3	2	1	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	3	2	2	2.00
Flexible Part-time Staff	FPT	-	63.8	68.15	68.15	67.43	67.43
Sub-total			94.8	97.15	94.15	91.43	92.43
Total Parks and Recreation			109.8	112.15	110.95	107.13	107.13

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Adopted
THOMAS BALCH LIBRARY							
Library Director	RFT	14	1	1	1	1	1.00
Library Specialist	RFT	8	2	2	2	1	1.00
Library Archives Specialist	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	5.23	5.23
TOTAL LEISURE SERVICES			116.03	118.38	117.18	112.36	112.36
COMMUNITY DEVELOPMENT							
Planning and Zoning							
Director, Planning and Zoning	RFT	18	1	1	1	1	1.00
Deputy Dir, Planning and Zoning	RFT	16	1	1	1	1	1.00
Zoning Administrator	RFT	15	1	1	1	1	1.00
Comprehensive Planner	RFT	14	1	1	1	0	0.00
Deputy Zoning Administrator	RFT	13	1	1	1	1	1.00
Senior Planner	RFT	13	6	4	5	4	4.00
Planning Analyst	RFT	11	0	0	1	1	1.00
Urban Forester	RFT	11	1	1	1	0	0.00
Zoning Inspector	RFT	10	2	2	2	1	1.00
Planning and Zoning Assistant	RFT	9	1	0	0	0	0.00
Executive Associate II	RFT	9	0	2	2	1	1.00
Admin Assoc II	RFT	8	1	0	0	0	0.00
Sub-Total			16	14	16	11	11.00
Plan Review							
Director	RFT	18	1	1	1	1	1.00
Project Manager	RFT	15	2	2	2	2	2.00
Senior Engineer	RFT	13	4	4	4	3	3.00
Senior Planner	RFT	13	2	2	2	1	1.00
CPI Counter Manager	RFT	13	1	1	0	0	0.00
CPI Counter Tech	RFT	11	2	2	1	1	1.00
Executive Associate I	RFT	9	1	1	1	1	1.00
Admin Assoc II	RFT	8	1	1	1	0	0.00
Sub-total			14	14	12	9	9.00

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Adopted
TOTAL COMMUNITY DEVELOPMENT			30	28	28	20	20.00
AIRPORT							
Airport Operations							
Airport Director	RFT	17	1	1	1	0	0.00
Airport Manager	RFT	15	0	0	0	0	1.00
Maintenance Supervisor	RFT	10	1	1	1	1	1.00
Executive Associate I	RFT	9	1	1	1	1	0.00
Maintenance Worker I-II	RFT	5-7	1	1	1	1	1.00
TOTAL AIRPORT			4	4	4	3	3.00
TOTAL GENERAL FUND			347.63	351.38	350.68	322.36	322.36
CAPITAL PROJECTS FUND							
Capital Projects Management							
Director, Capital Projects Mgmt	RFT	18	1	1	1	0	0.00
Deputy Director OCPM	RFT	16	0	1	1	1	1.00
Assistant Director OCPM	RFT	15	2	0	0	0	0.00
Project Manager for Design & Engineering	RFT	14	0	1	1	1	1.00
Senior Engineer (one position frozen/unfunded)	RFT	13	4	4	3	4	4.00
Park and Public Space Planner	RPT	13	0	0	0	0.6	0.60
Senior Planner	RFT	13	0	0	0	1	1.00
Land Acquisition Manager	RFT	13	0	0	1	1	1.00
Engineer	RFT	11	1	1	0	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	RFT	8	0	1	1	0	0.00
Administrative Associate II	TFT	8	1	0	0	0	0.00
TOTAL CAPITAL PROJECTS FUND			11	11	10	10.60	10.60

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Adopted
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	3	3	3.00
Environmental Compliance Officer	RFT	11	1	1	0	0	0.00
Utilities Generalist	RFT	10	1	1	1	1	1.00
Accounting Associate II	RFT	8	0	0	0	1	1.00
Administrative Associate II	RFT	8	1	1	1	1	1.00
Customer Service Technician	RFT	5	0	0	0	1	1.00
Sub-total			7	7	7	9	9.00
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	RFT	12	1	1	1	0	0.00
Utility Maintenance Supervisor	RFT	12	4	4	4	4	4.00
Utility Inspector	RFT	11	3	3	3	3	3.00
Utility Technician I-IV	RFT	8-11	9	8	8	8	13.00
Equipment Operator I-III	RFT	8-10	3	3	3	2	2.00
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	3	4	4	4	0.00
Administrative Associate I	RFT	8	0	1	1	1	1.00
Utility Maintenance Worker I-III	RFT	5-8	6	6	6	4	3.00
Office Associate I	RFT	5	1	0	0	0	0.00
Sub-total			35	35	35	31	31.00
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	3	3	3	3	3.00
Sr. Utility Plant Operator	RFT	10	4	4	4	4	4.00
Utility Plant Operator	RFT	8	5	5	4	4	4.00
Utility Maintenance Worker I-III	RFT	5-8	2	2	1	1	1.00
Utility Maintenance Worker (position eliminated)	RPT		0	0	0.5	0.5	0.00
Sub-total			17	17	15.5	15.5	15.00

COMMUNITY AND TOWN INFORMATION

	Emp. Type	Grade	FY 2009 Authorized	FY 2010 Authorized	FY 2011 Authorized	FY 2012 Authorized	FY 2013 Adopted
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	2	2	2.00
Maintenance Supervisor	RFT	12	1	0	0	0	0.00
Utility Plant Supervisor	RFT	12	3	3	0	0	0.00
Utility Technician I-IV	RFT	8-11	3	3	3	4	4.00
Senior Utility Plant Operator	RFT	10	3	3	3	3	1.00
Laboratory Coordinator	RFT	10	1	1	1	1	1.00
Utility Plant Operator	RFT	8	7	7	7	7	10.00
Utility Maintenance Worker I-III	RFT	5-8	5	5	5	4	3.00
Sub-total			26	25	23	23	23.00
TOTAL UTILITIES FUND			85	84	80.5	78.5	78.00
GRAND TOTAL ALL FUNDS, ALL EMPLOYEE TYPES			443.63	446.38	441.18	411.46	410.96

Summary of Positions by Employee Type	Sum of FY 2009 Authorized	Sum of FY 2010 Authorized	Sum of FY 2011 Authorized	Sum of FY 2012 Authorized	Sum of FY 2013 Adopted
Regular Full-time (RFT)	367.00	367.00	362.00	336.00	336.00
Regular Part-time (RPT)	6.10	5.50	5.80	4.80	4.30
Temporary Full-time (TFT)	3.00	2.00	2.00	0.00	0.00
Flexible Part-time (FPT)	67.53	71.88	71.38	70.66	70.66
TOTALS	443.63	446.38	441.18	411.46	410.96

2.9 FY 2013 Salary Schedules

Due to pending changes to Virginia Retirement System's contribution regulations at the time of this publication, the FY 2013 salary schedules have not been finalized.

3 Financial Summaries

3.1 Revenue Summary, FY 2011-2013¹

	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated	FY 2013 Proposed	FY 2013 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
General Fund							
Real Estate Taxes	\$10,630,496	\$11,414,723	\$11,028,976	\$11,485,910	\$11,485,910	\$71,187	0.6
Public Service Corporation Taxes	228,694	227,000	222,000	227,000	227,000	0	0.0
Personal Property Taxes	1,644,808	1,528,000	1,846,200	1,651,000	1,651,000	123,000	8.0
Other Local Taxes	11,426,932	11,378,950	11,590,900	11,780,230	11,780,230	401,280	3.5
Permits and Fees	511,921	600,000	450,000	600,000	600,000	0	0.0
Fines and Forfeitures	622,528	533,000	545,000	550,000	550,000	17,000	3.2
Use of Money and Property	589,070	316,000	405,779	266,000	266,000	(50,000)	(15.8)
Charges for Services	4,915,343	5,032,612	4,572,076	4,947,120	4,947,120	(85,492)	(1.7)
Donations, Receipts and Transfers	4,774,710	3,075,875	3,494,848	2,517,864	2,517,864	(558,011)	(18.1)
Intergovernmental	12,444,721	12,544,351	12,638,100	12,474,169	12,474,169	(70,182)	(0.6)
Airport		1,101,143	1,244,438	1,149,000	1,149,000	47,857	4.3
Total	\$47,789,223	\$47,751,654	\$48,038,317	\$47,648,293	\$47,648,293	(\$103,361)	(0.2)
Capital Projects Fund							
Donations, Receipts and Transfers	\$1,620,738	\$1,709,282	\$2,813,045	\$174,726	\$174,726	(\$1,534,556)	(89.8)
Intergovernmental	2,965,859	5,997,297	2,654,451	13,094,310	13,094,310	7,097,013	118.3
Other Financing Sources (Cash and Bonds)	8,157,017	7,550,226	6,566,754	8,063,505	8,063,505	513,279	6.8
Total	\$12,743,614	\$15,256,805	\$12,034,250	\$21,332,541	\$21,332,541	\$6,075,736	39.8
Utilities Fund							
Current Revenue	\$12,643,577	\$15,890,057	\$15,967,840	16,061,169	16,061,169	\$171,112	1.1
Availability Fees Reserves	3,888,391	1,409,299	2,925,472	1,060,000	1,060,000	(349,299)	(24.8)
Cash Reserves	2,250,254	1,378,874		1,498,195	1,498,195	119,321	8.7
3-R Reserves	0	60,000	0			(60,000)	(100.0)
Other Financing Sources (Bonds)	841,443	2,698,210	446,537	1,831,127	1,831,127	(867,083)	(32.1)
Total	\$19,623,665	\$21,436,440	\$19,339,849	\$20,450,491	\$20,450,491	(\$985,949)	(4.6)
GRAND TOTAL	\$80,156,502	\$84,444,899	\$79,412,416	\$89,431,325	\$89,431,325	\$4,986,426	5.9

¹ Airport Fund was discontinued in 2012. Airport operations were merged into the General Fund and the Airport Capital Improvements Program has been merged into the Capital Projects Fund.

3.1 Revenue Summary (continued)

	FY 2011 Actual	FY 2012 Budgeted	FY 2012 Estimated	FY 2013 Proposed	FY 2013 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Airport Fund							
Leases	\$990,263						
FBO Fees	50,739						
Maintenance Reimbursement	13,861						
Airport User Fees	32,099						
Fuel Flow Fees	10,252						
Insurance Recoveries	895						
Sponsorship	42,048						
Miscellaneous	44,081						
Grants	166,604						
Total	\$1,350,842						
Total Revenues Major Funds	\$81,507,344	\$84,444,899	\$79,412,416	\$89,431,325	\$89,431,325	\$4,986,426	5.9

3.2 Expenditure Summary by Program, FY 2011-2013

	FY 2011	FY 2012	FY 2012	FY 2012	FY 2013	FY 2013	\$ Increase	% Increase
General Fund	Actual	Budgeted	Revised	Estimated	Proposed	Adopted	(Decrease)	(Decrease)
Direction and Support Services	\$7,224,112	\$6,483,243	\$7,207,635	\$7,015,506	\$7,368,702	\$7,368,702	\$885,459	13.7
Public Safety	10,883,307	11,698,404	11,913,347	11,581,624	12,253,847	12,253,847	555,443	4.7
Public Works	11,166,819	11,165,640	11,988,937	11,815,566	11,033,391	11,033,391	(132,249)	(1.2)
Leisure Services	7,771,118	7,421,813	7,622,433	7,431,036	7,793,892	7,793,892	372,079	5.0
Community Development	3,504,709	2,660,328	2,902,513	2,694,773	2,826,626	2,826,626	166,298	6.3
Airport		1,045,398	1,102,768	920,196	560,509	560,509	(484,889)	(46.4)
Pooled Training Funds		147,538	107,150	50,000	92,756	92,756	(54,782)	(37.1)
Personnel Services Adjustments		476,940	393,840	15,000	(50,000)	(50,000)	(526,940)	(110.5)
Debt Service	5,711,057	6,214,699	6,214,699	6,214,699	5,724,778	5,724,778	(489,921)	(7.9)
Total	\$46,261,122	\$47,314,003	\$49,453,322	\$47,738,400	\$47,604,501	\$47,604,501	\$290,498	0.6
Capital Projects Fund								
Operations	\$2,854,861	\$2,293,966	\$2,362,290	\$2,219,040	\$1,962,641	\$1,962,641	(\$331,325)	(14.4)
Capital Projects	9,888,753	12,954,685	20,204,643	9,815,210	19,369,900	19,369,900	6,415,215	49.5
Total	\$12,743,614	\$15,248,651	\$22,566,933	\$12,034,250	\$21,332,541	\$21,332,541	6,083,890	39.9
Utilities Fund								
Operations	\$12,825,497	\$12,293,710	\$12,690,044	\$12,436,244	\$12,872,217	\$12,872,217	\$578,507	4.7
Capital Projects	1,529,897	4,905,837	5,289,782	811,886	3,329,322	3,329,322	(\$1,576,515)	(32.1)
Debt Service	5,450,192	4,179,246	4,179,246	4,179,246	3,716,033	3,716,033	(\$463,213)	(11.1)
Total	\$19,805,586	\$21,378,793	\$22,159,072	\$17,427,376	\$19,917,572	\$19,917,572	(\$1,461,221)	(6.8)
Airport Fund								
Operations	\$1,159,151							
Capital Projects	349,881							
Total	\$1,509,032							
Total Expenditures Major Funds	\$80,319,354	\$83,941,447	\$94,179,327	\$77,200,026	\$88,854,614	\$88,854,614	\$4,913,167	5.9

3.3 Expenditure Summary by Category – Adopted FY 2013

	General Fund	Cap. Proj. Fund	Utilities Fund	Total All Funds
Personnel Expenditures				
Salaries	\$20,352,769	\$917,677	\$4,831,101	\$26,101,547
Social Security and Medicare	1,530,430	66,366	360,616	\$1,957,412
Retirement	2,597,081	126,640	718,262	\$3,441,983
Health Insurance	2,592,759	118,159	833,666	\$3,544,584
Life Insurance	219,049	10,681	60,579	\$290,309
Long-term Disability Insurance	85,331	4,127	23,408	\$112,866
Unemployment Compensation Insurance	17,615	590	4,921	\$23,126
Workers Compensation Insurance	232,586	740	89,567	\$322,893
Optional Benefits	292,819	22,835	87,788	\$403,442
Other Post Employment Benefits (OPEB)	1,144,861		316,680	\$1,461,541
Total Personnel	\$29,065,300	\$1,267,815	\$7,326,588	\$37,659,703
Operating Expenditures				
Contractual Services	\$7,421,491	\$91,561	\$700,306	\$8,213,358
Materials and Supplies	1,285,073	12,460	1,264,250	\$2,561,783
Transfer Payments	1,056,167	581,921	1,907,496	\$3,545,584
Continuous Charges	2,760,582	8,884	1,401,562	\$4,171,028
Capital Expenditures	291,110		272,015	\$563,125
Total Operating	\$12,814,423	\$694,826	\$5,545,629	\$19,054,878
Capital Expenditures				
Capital Outlay		\$19,369,900	\$3,329,322	\$22,699,222
Debt Service	5,724,778		3,716,033	\$9,440,811
Total Capital	\$5,724,778	\$19,369,900	\$7,045,355	\$32,140,033
GRAND TOTAL	\$47,604,501	\$21,332,541	\$19,917,572	\$88,854,614

3.4 Budget Adjustments Summary

A two-year budget was prepared for FY 2012-2013. Legally, the Council can only adopt a budget for one year. The second year of that budget, FY 2013, was considered “provisional” approved along with the adoption of the FY 2012 budget. This year, the Town Manager presented the FY 2013 provisional budget with a few minor changes, the majority of which were not within the Town’s control, such as health insurance premiums and gasoline prices.

The table below summarizes these changes.

TABLE 3.1 SUMMARY OF ADJUSTMENTS TO FY 2013 PROVISIONAL BUDGET					
Description	FY 13 Provisional	Adjustment	FY 13 Adopted	One-time or Ongoing	Justification
<i>GENERAL FUND</i>					
Council					
Management Services	\$0	\$18,000	\$18,000	One-time	November 2012 election costs.
Economic Development					
Mason Enterprise Center	\$3,800	\$297,600	\$301,400	Ongoing	Mason Enterprise Center lease payment (\$24,800 per month) and cleaning contract (\$900 per month)
Clerk of Council					
Printing Services	\$0	\$12,000	\$12,000	Ongoing	Annual Town Code Municode Supplements
Finance					
Personnel Services	\$1,758,596	\$78,397	\$1,836,993	Ongoing	Transfer Aide from Utilities to Finance for water/sewer billings and Town Hall reception. 75% offset by transfer payment from Util Fund to Genl Fund.
Fiscal Services	179,000	13,600	192,600	Ongoing	Increase in contract for lock box services due to high volume of imaging remittances and checks.
Total Finance	\$1,937,596	\$91,997	\$2,029,593		

TABLE 3.1 SUMMARY OF ADJUSTMENTS TO FY 2013 PROVISIONAL BUDGET (CONTINUED)

Description	FY 13 Provisional	Adjustment	FY 13 Adopted	One-time or Ongoing	Justification
<i>GENERAL FUND</i>					
Information Technology					
Software Maintenance	\$149,463	\$79,000	\$228,463	Ongoing	Additional MUNIS charges related to move to the cloud (ASP).
Public Works					
Forestry Services	\$41,500	(\$41,500)	\$0	Ongoing	Transferred to Parks & Recreation Department.
Parks & Recreation					
Administration					
Forestry Services	\$0	\$38,500	\$38,500	Ongoing	Transferred from Public Works.
Sports					
PT Staffing	\$58,044	\$9,000	\$67,044	Ongoing	Expand flag football (ref cost) estimated additional revenue \$20,000.
Recreation Supplies	\$14,500	\$3,800	\$18,300	Ongoing	Expand flag football. NFL user fee.
Tennis					
PT Staffing	\$303,873	\$33,828	\$337,701	Ongoing	Tennis program now to include a Tennis Manager and a contractual Head Tennis Teaching Professional.
Total Parks & Recreation	\$376,417	\$85,128	\$461,545		
Leesburg Executive Airport					
Entertainment	\$33,000	\$27,000	\$60,000		Anticipate contributions for Air Show to be the same as prior year.
TOTAL GENERAL FUND	\$2,237,903	\$535,397	\$2,773,300		

TABLE 3.1 SUMMARY OF ADJUSTMENTS TO FY 2013 PROVISIONAL BUDGET (CONTINUED)

Description	FY 13 Provisional	Adjustment	FY 13 Adopted	One-time or Ongoing	Justification
<i>UTILITIES FUND</i>					
Water Pollution Control					
Chemical Supplies	\$252,000	\$90,000	\$342,000	Ongoing	74% price increase for caustic chemicals.
Vehicle	Vehicle #	Division	Request	Year	
4X4 one ton pickup	441	Maintenance	\$35,000	1997	Replace older high mileage vehicles.
Ford F150 4X4 one ton	48	Maintenance	\$35,000	1999	Replace older high mileage vehicles.
4X4 GMC	84	Water Supply	\$17,000	1998	Replace older high mileage vehicles.
GMC (V-6)	69	Water Poll Control	\$17,000	1994	Replace older high mileage vehicles.
GMC (V-6)	14	Water Poll Control	\$17,000	1996	Replace older high mileage vehicles.
TOTAL UTILITIES FUND	\$252,000	\$90,000	\$342,000		

3.5 Debt Service Summaries

Table 3.2 Outstanding Long-term Debt as of June 30, 2011

Description	Governmental Activities	Business-Type Activities	Totals
Bond Long-term Debt			
1999 VRA Utility Revenue		6,282,575	6,282,575
2000 Public Improvement	1,453,185	481,815	1,935,000
2001 General Obligation	2,726,639		2,726,639
2003 General Obligation	784,736		784,736
2005 General Obligation	7,550,000		7,550,000
2006 General Obligation		53,120,000	53,120,000
2006B General Obligation and Refunding	16,730,025	2,184,975	18,915,000
2007 Bond Anticipation Note	5,000,000		5,000,000
2009 Build America Bonds	21,439,341	6,574,593	28,013,934
Total Bonds Payable	\$55,683,926	\$68,643,958	\$124,327,884

ALL FUNDS

4.1 All Funds

The following pro forma groups all Town of Leesburg funds together for illustrative purposes. The reader is reminded that the General and Capital Projects Fund are governmental funds, while the Utilities fund is an enterprise fund. Please see the following sections for more detail on the specific policies and purposes of each of these funds. Note FY 2011 Actuals do not include the former Airport Fund, which was merged with the General Fund in FY 2012.

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Adopted	FY 2014 Forecast	FY 2015 Forecast	FY 2016 Forecast	FY 2017 Forecast
BEGINNING BALANCE	\$59,227,925	\$47,009,956	\$54,282,660	\$43,432,991	\$46,631,294	\$44,832,585	\$44,237,625
SOURCES							
Taxes	\$26,184,827	\$24,688,076	\$27,404,140	\$27,673,649	\$28,548,327	\$29,534,247	\$30,632,545
Permits and Fees	2,889,332	2,935,000	2,758,500	3,466,526	3,801,350	3,881,888	3,832,968
Fines and Forfeitures	772,226	705,000	725,000	732,000	720,352	720,352	720,352
Use of Money and Property	14,380,223	14,505,779	14,666,000	15,246,800	15,691,760	16,604,408	17,406,448
Charges for Services	5,413,052	6,339,353	6,483,789	6,518,114	6,567,494	6,667,240	6,768,982
Donations and Transfers	5,854,167	6,307,893	2,679,037	2,661,981	2,712,081	2,763,183	2,815,306
Intergovernmental	10,916,597	15,292,551	23,288,479	17,920,498	25,131,974	12,350,499	12,046,874
Bond Proceeds		13,699,078		8,369,785			
Total - SOURCES	\$66,410,425	\$84,472,730	\$78,004,945	\$82,589,353	\$83,173,338	\$72,521,817	\$74,223,475
USES							
Personnel	\$36,693,895	\$35,119,754	\$37,670,279	\$38,361,512	\$39,128,743	\$39,911,317	\$40,709,544
Operating	18,063,552	19,201,726	18,753,192	19,081,355	19,462,981	19,852,241	20,249,286
Capital Expenditures	12,710,318	12,484,601	22,990,332	13,771,932	17,888,332	2,883,928	1,148,107
Debt Service	11,160,627	10,393,945	9,440,811	8,176,251	8,491,991	10,469,291	13,017,241
Total - USES	\$78,628,393	\$77,200,026	\$88,854,614	\$79,391,050	\$84,972,047	\$73,116,777	\$75,124,178
Surplus/(Deficit)	(\$12,217,969)	\$7,272,704	(\$10,849,669)	\$3,198,303	(\$1,798,709)	(\$594,960)	(\$900,703)
ENDING BALANCE	\$47,009,956	\$54,282,660	\$43,432,991	\$46,631,294	\$44,832,585	\$44,237,625	\$43,336,922

GENERAL FUND

4.2 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. The fiscal policy of maintaining a minimum of 15% of General Fund Expenditures is more than met throughout the entire pro forma.

	FY 2011 Actual ¹	FY 2012 Estimate ²	FY 2013 Adopted	FY 2014 Forecast	FY 2015 Forecast ³	FY 2016 Forecast ³	FY 2017 Forecast ³
BEGINNING BALANCE	\$21,456,672	\$22,139,487	\$17,439,404	\$17,483,196	\$18,577,361	\$19,823,525	\$21,761,241
SOURCES							
Taxes	\$26,184,827	\$24,688,076	\$27,404,140	\$27,673,649	\$28,548,327	\$29,534,247	\$30,632,545
Revenue from Federal Government	684,031	329,560	506,870	\$526,367	\$536,055	\$545,936	\$556,015
Revenue from State Government	9,486,353	12,308,540	9,687,299	\$9,729,299	\$9,771,719	\$9,814,563	\$9,857,836
Charges for Services	4,916,543	4,572,076	4,947,120	\$4,981,445	\$5,030,825	\$5,130,571	\$5,232,313
Airport	-	1,244,438	1,149,000	1,149,000	1,149,000	1,149,000	1,149,000
Permits and Fees	511,921	450,000	600,000	\$611,000	\$622,220	\$633,664	\$645,338
Fines and Forfeitures	622,528	545,000	550,000	\$550,000	\$550,000	\$550,000	\$550,000
Donations and Transfers	4,026,051	3,494,848	2,537,864	2,586,981	2,637,081	2,688,183	2,740,306
Use of Money and Property	511,674	405,779	266,000	414,800	414,800	563,600	563,600
Total - SOURCES	\$46,943,929	\$48,038,317	\$47,648,293	\$48,222,541	\$49,260,027	\$50,609,764	\$51,926,953
USES							
Personnel Expenditures	\$28,429,161	\$26,835,294	\$29,065,300	\$29,646,606	\$30,239,538	\$30,844,329	\$31,461,215
Operating Expenditures	9,842,134	11,553,893	11,467,146	11,696,489	11,930,419	12,169,027	12,412,408
Capital Expenditures	1,291,668	1,857,505	291,110	296,932	302,871	308,928	315,107
Debt Service	5,710,435	6,214,699	5,724,778	4,411,059	4,442,199	4,228,951	6,784,101
Transfers and Allocations	987,715	1,277,009	1,056,167	1,077,290	1,098,836	1,120,813	1,143,229
Total - USES	\$46,261,113	\$47,738,400	\$47,604,501	\$47,128,376	\$48,013,863	\$48,672,048	\$52,116,060
Surplus/(Deficit)	\$682,815	\$299,917	\$43,792	\$1,094,165	\$1,246,164	\$1,937,716	(\$189,107)
ENDING BALANCE	\$22,139,487	\$17,439,404	\$17,483,196	\$18,577,361	\$19,823,525	\$21,761,241	\$21,572,134

¹ FY 11 beginning balance adjustment due to transfer of other governmental funds (\$5,679,497) to the General Fund to comply with GASB No. 54.

² FY 12 and forward includes Airport sources and uses. For details on the FY 2011 Airport Fund, please see FY 2011 CAFR.

³ FY 15-17 include real estate tax rate increases of one, one, and three cents per June 2011 Long-term Financial Plan.

CAPITAL PROJECTS FUND

4.3 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 2015, 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. The Airport Capital Improvements Program has been added to this pro forma beginning in FY 2012.

	FY 2011 Actual	FY 2012 Estimate ²	FY 2013 Adopted	FY 2014 Forecast	FY 2015 Forecast	FY 2016 Forecast	FY 2017 Forecast
BEGINNING BALANCE¹	\$20,361,342	\$10,530,687	\$12,802,607	\$4,705,549	\$8,253,272	\$5,645,541	\$3,502,771
SOURCES							
Intergovernmental	\$746,213	\$2,654,451	\$13,094,310	\$7,664,832	\$14,824,200	\$1,990,000	1,633,023
Charges for Services	-	-	-	-	-	-	-
Donations and Transfers	1,828,116	2,813,045	141,173	75,000	75,000	75,000	75,000
Use of Money and Property	338,630	-	-	-	-	-	-
Bond Proceeds	-	8,838,674	-	8,369,785	-	-	-
Total - SOURCES	\$2,912,959	\$14,306,170	\$13,235,483	\$16,109,617	\$14,899,200	\$2,065,000	\$1,708,023
USES							
Personnel Expenditures	\$1,057,895	\$1,195,801	\$1,267,815	\$1,293,171	\$1,319,035	\$1,345,415	\$1,372,324
Operating Expenditures	126,307	162,007	112,905	115,163	117,466	119,816	122,212
Capital Expenditures	9,888,753	9,815,210	19,369,900	10,560,000	15,465,000	2,125,000	375,000
Transfers and Allocations	1,670,659	861,232	581,921	593,559	605,431	617,539	629,890
Total - USES	\$12,743,614	\$12,034,250	\$21,332,541	\$12,561,894	\$17,506,932	\$4,207,770	\$2,499,426
Surplus/(Deficit)	(\$9,830,655)	\$2,271,920	(\$8,097,058)	\$3,547,723	(\$2,607,732)	(\$2,142,770)	(\$791,403)
ENDING BALANCE	\$10,530,687	\$12,802,607	\$4,705,549	\$8,253,272	\$5,645,541	\$3,502,771	\$2,711,368

¹ Restated FY 2011 Beginning Fund Balance

² Reflects addition of Airport Fund Capital Improvements Program.

UTILITIES FUND

4.4 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. A precipitous drop in availability fees due to the recent economic downturn is the main cause of the use of fund balance in FY 2011. The Town expects to conduct a utilities rate study to mitigate the use of fund balance as shown in FY 2013-16 below so that the budget balances by FY 2017, 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.

	2011 Actual	2012 Estimate	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
BEGINNING BALANCE	\$17,409,911	\$14,339,782	\$19,040,649	\$16,244,246	\$14,800,661	\$14,363,520	\$13,973,614
SOURCES							
Usage Fees ¹	\$13,529,919	\$14,100,000	\$14,400,000	\$14,832,000	\$15,276,960	\$16,040,808	\$16,842,848
Fixed Fees	977,576	960,000	990,000	1,001,000	1,004,500	1,009,000	1,013,000
Penalties	149,698	160,000	175,000	182,000	170,352	170,352	170,352
Service Charges	53,698	60,000	60,000	50,000	50,000	50,000	50,000
Pro Rata Fees	179,881	165,000	48,500	100,000	100,000	100,000	100,000
Availability Fees Rec'd	1,166,256	1,300,000	1,060,000	1,704,526	2,024,630	2,089,224	2,024,630
Miscellaneous	496,509	522,839	387,669	387,669	387,669	387,669	387,669
Bond Proceeds	-	4,860,404	-	-	-	-	-
Total - SOURCES	\$16,553,537	\$22,128,243	\$17,121,169	\$18,257,195	\$19,014,111	\$19,847,053	\$20,588,499
USES							
Operations	\$12,643,577	\$12,436,244	\$12,872,217	\$13,020,588	\$13,280,999	\$13,546,619	\$13,817,552
Debt Service	5,450,192	4,179,246	3,716,033	3,765,192	4,049,792	6,240,340	6,233,140
Capital Projects	1,529,897	811,886	3,329,322	2,915,000	2,120,461	450,000	458,000
Total - USES	\$19,623,666	\$17,427,376	\$19,917,572	\$19,700,780	\$19,451,252	\$20,236,959	\$20,508,692
Surplus/(Deficit)	(\$3,070,129)	\$4,700,867	(\$2,796,403)	(\$1,443,585)	(\$437,141)	(\$389,906)	\$79,807
ENDING BALANCE	\$14,339,782	\$19,040,649	\$16,244,246	\$14,800,661	\$14,363,520	\$13,973,614	\$14,053,421

¹ Includes recommended rate increases from June 2011 Financial Plan of 5% in FY 16 and FY 17.

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. For purposes of illustration, these categories differ slightly from those used for Table 5.2, General Fund Revenue, below. In FY 2012, the Airport Fund was discontinued. Airport Operations and the Airport Commission were merged into the General Fund. The Airport Capital Projects Program was merged into the Capital Projects Fund.

Table 5.1 GENERAL FUND BUDGET SUMMARY

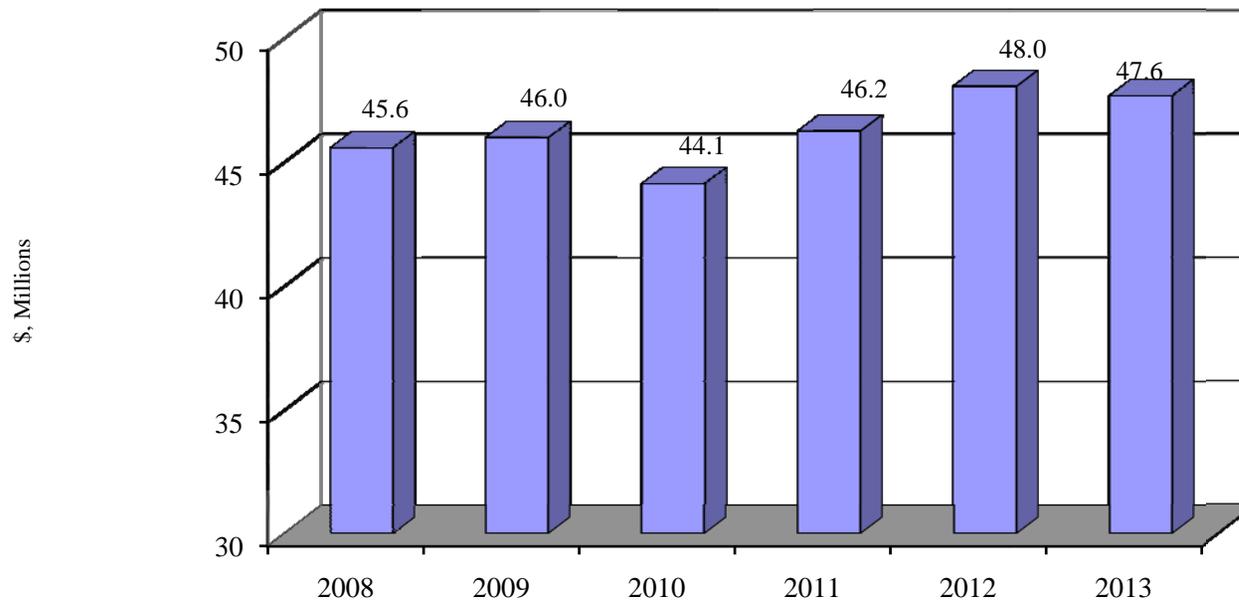
Expense Summary	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated	FY 2013 Proposed	FY 2013 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Direction and Support Services	\$7,224,112	\$6,483,243	\$7,015,506	\$7,368,702	\$7,368,702	\$885,459	13.7
Public Safety	10,883,307	11,698,404	11,581,624	12,253,847	12,253,847	555,443	4.7
Public Works	11,166,819	11,165,640	11,815,566	11,033,391	11,033,391	(132,249)	(1.2)
Leisure Services	7,771,118	7,421,813	7,431,036	7,793,892	7,793,892	372,079	5.0
Community Development	3,504,709	2,660,328	2,694,773	2,826,626	2,826,626	166,298	6.3
Airport Operations		1,045,398	920,196	560,509	560,509	(484,889)	(46.4)
Pooled Training Funds		147,538	50,000	92,756	92,756	(54,782)	
Personnel Services Adjustment		476,940	15,000	(50,000)	(50,000)	(526,940)	(110.5)
Debt Service	5,711,057	6,214,699	6,214,699	5,724,778	5,724,778	(489,921)	(7.9)
TOTAL	\$46,261,122	\$47,314,003	\$47,738,400	\$47,604,501	\$47,604,501	\$290,498	0.6
FTE Summary	350.68	319.16	322.36	322.36	322.36	3.20	1.0
Funding Summary							
Taxes	\$22,402,829	\$24,111,022	\$24,388,159	\$25,100,348	\$25,100,348	\$989,326	4.1
Permits and Fees	511,921	600,000	450,000	600,000	600,000		
Fines and Forfeitures	622,528	533,000	545,000	550,000	550,000	17,000	3.2
Use of Money and Property	589,070	316,000	405,779	266,000	266,000	(50,000)	(15.8)
Charges for Services	4,915,343	5,032,612	4,572,076	4,947,120	4,947,120	(85,492)	(1.7)
Donations, Receipts and Transfers	4,774,710	3,075,875	3,494,848	2,517,864	2,517,864	(558,011)	(18.1)
Intergovernmental	12,444,721	12,544,351	12,638,100	12,474,169	12,474,169	(70,182)	(0.6)
Airport Revenue		1,101,143	1,244,438	1,149,000	1,149,000	47,857	4.3
TOTAL	\$46,261,122	\$47,314,003	\$47,738,400	\$47,604,501	\$47,604,501	\$290,498	0.6

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 2013.

Table 5.2 General Fund Revenue, FY 2010-2013

	FY 2011 Actual	FY 2012 Budgeted	FY 2012 Estimated	FY 2013 Proposed	FY 2013 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
General Fund							
Real Estate Taxes	\$10,630,496	\$11,414,723	\$11,028,976	\$11,485,910	\$11,485,910	\$71,187	0.6
Public Service Corporation Taxes	228,694	227,000	222,000	227,000	227,000	0	0.0
Personal Property Taxes	1,644,808	1,528,000	1,846,200	1,651,000	1,651,000	123,000	8.0
Other Local Taxes	11,426,932	11,378,950	11,590,900	11,780,230	11,780,230	401,280	3.5
Permits, Fees, and Licenses	511,921	600,000	450,000	600,000	600,000	0	0.0
Fines and Forfeitures	622,528	533,000	545,000	550,000	550,000	17,000	3.2
Use of Money and Property	589,070	316,000	405,779	266,000	266,000	(50,000)	(15.8)
Charges for Services	4,915,343	5,032,612	4,572,076	4,947,120	4,947,120	(85,492)	(1.7)
Donations, Receipts and Transfers	4,774,710	3,075,875	3,494,848	2,517,864	2,517,864	(558,011)	(18.1)
Intergovernmental	12,444,721	12,544,351	12,638,100	12,474,169	12,474,169	(70,182)	(0.6)
Airport		1,101,143	1,244,438	1,149,000	1,149,000	47,857	4.3
Total	\$47,789,223	\$47,751,654	\$48,038,317	\$47,648,293	\$47,648,293	(\$103,361)	(0.22)

GENERAL FUND SUMMARIES (continued)

5.1.1 General Fund Revenue Summaries (continued)

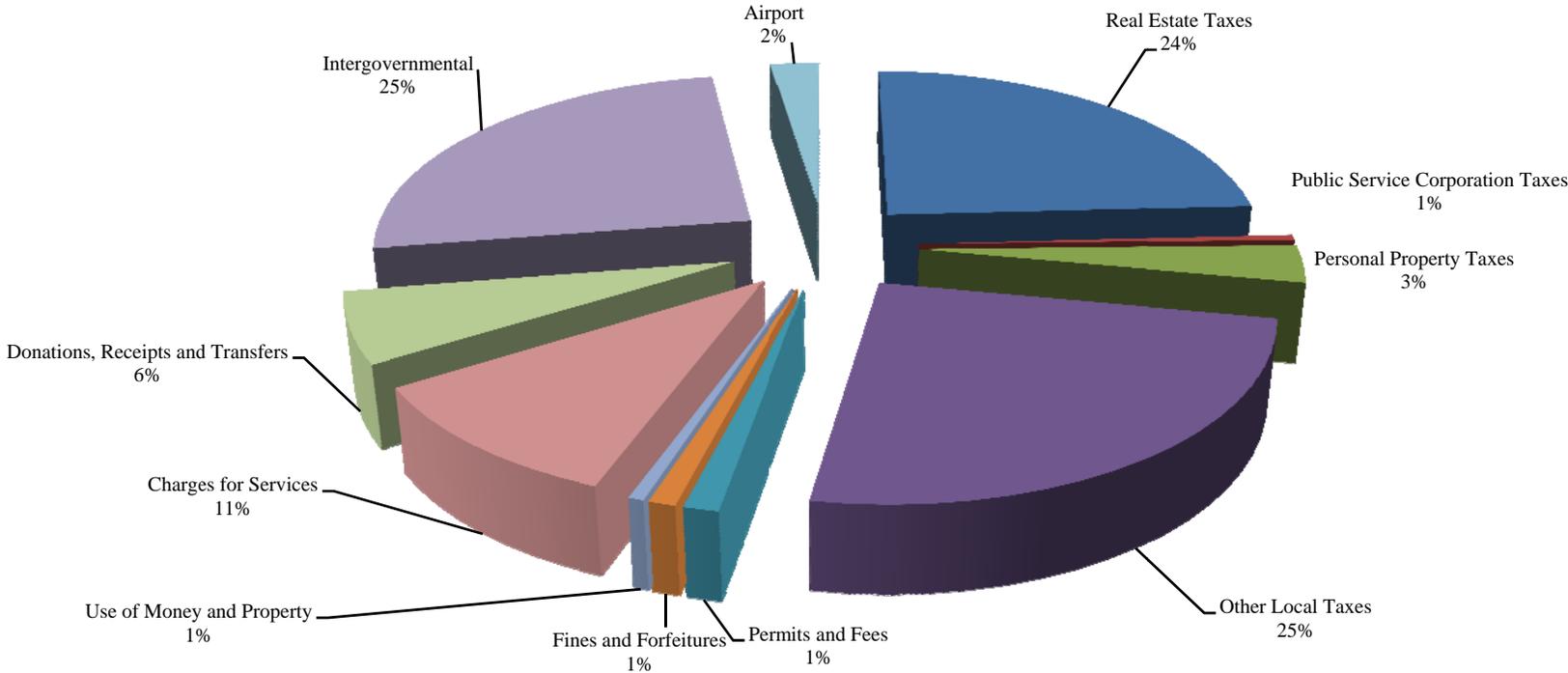


Chart 5.2 General Fund Revenue Percentages by Category, FY 2013

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

Revenues from real estate taxes are budgeted at \$11,485,910. This includes \$11,314,910 in real estate taxes, \$100,000 for delinquencies, and \$71,000 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 2012 tax rate is proposed at 19.5 cents per \$100 valuation.
- **Delinquent Real Estate Tax:** Real estate taxes are paid semi-annually by the June 5 and December 5 due dates. The penalty for delinquent taxes is a \$2 minimum or 10 percent of the taxes due, whichever is greater, but not to exceed the amount of the tax.
- **Interest – All Property Taxes:** In addition to a penalty for the first year of the delinquency, 10 percent interest is charged on delinquent taxes after January 1 and July 1 of the previous year due dates of June 5 and December 5.
- **Tax Relief for Disabled/Elderly:** A real estate tax exemption is available for qualified owners who are: permanently and totally disabled or 65 years of age or older as of December 31 of the previous year; and who have a gross income not to exceed the greater of \$72,000 or the U.S. Department of Housing and Urban Development income limits to qualify for Federal housing assistance in the metropolitan statistical area; and a net worth of not more than \$440,000 excluding the value of the principal residence and lot size up to 10 acres.

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Real Estate Tax (continued)

Chart 5.3 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 2013 is 19.5 cents. Table 5.3 at right shows that Leesburg's FY 2012 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, 2009-2013

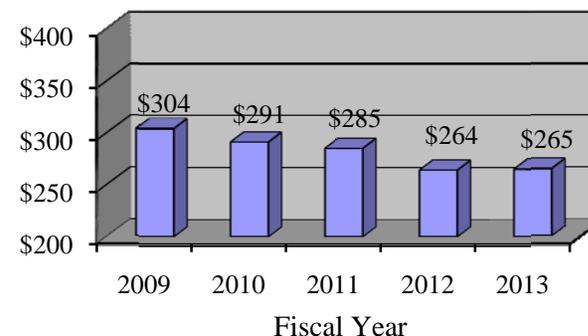


Chart 5.3 Assessed Real Estate Values and Tax Rates, 2009-2013

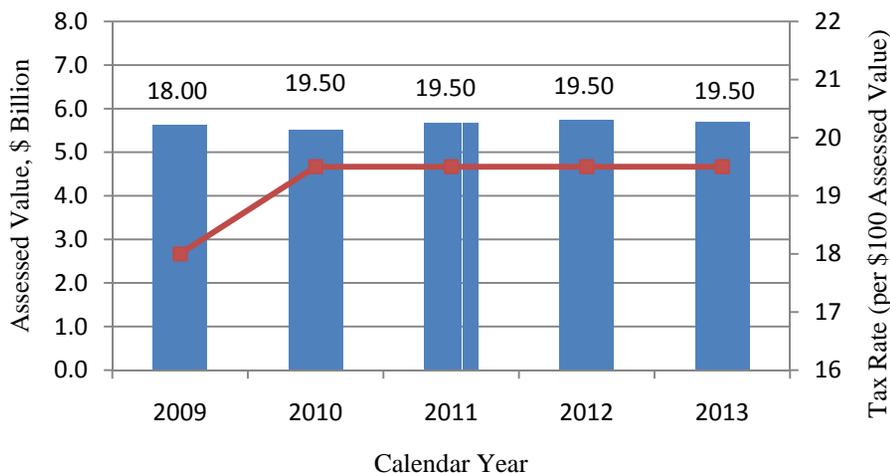


Table 5.3 CY 2012 Real Estate Tax Rates for Virginia's Five Largest Towns

Town (pop.)	FY 2013 Adopted Tax Rate
Herndon (23,292)	0.2650
Vienna (15,687)	0.2420
Blacksburg (42,620)	0.2200
Leesburg (42,616)	0.1950
Christiansburg (21,041)	0.1126
Average	\$0.2069

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

Revenue from the personal property tax is budgeted at \$1,651,000. This includes \$1,600,000 in personal property taxes and \$51,000 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 2012 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 2012, the fixed payment received from the Commonwealth covered 52% 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 \$401,280 increase from the FY 2012 budget, \$232,280 reflects a steady increase in Meals Tax resulting from the opening of restaurants and the improving economy. The Utility Tax increase of \$70,000 reflects a modest increase in consumption. Business and Occupational Tax revenue is estimated to increase \$58,000 as a result of the improving economy and new businesses. The estimated \$31,000 increase in the Cable TV Franchise tax is a result of increased income by the Town cable provider. A slight increase of \$5,000 is projected for motor vehicle licenses based upon recent trends.

Table 5.4 Other Local Taxes, FY 2011-2013

	FY 2011 Actual	FY 2012 Budgeted	FY 2012 Estimated	FY 2013 Proposed	FY 2013 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Business and Occupational Tax	\$2,880,044	\$2,900,000	\$2,880,000	\$2,958,000	\$2,958,000	\$58,000	2.0
Transient Occupancy Tax	628,452	575,000	580,000	580,000	580,000	5,000	0.9
Meals Tax	3,672,760	3,467,720	3,855,000	3,700,000	3,700,000	232,280	6.7
Bank Franchise Tax	734,655	765,000	725,000	765,000	765,000	0	0.0
Daily Rental Tax	10,570	17,230	5,000	17,230	17,230	0	0.0
Utility & Utility Consumption Tax	1,542,597	1,470,000	1,350,000	1,540,000	1,540,000	70,000	4.8
Cable TV Franchise Tax	136,470	104,000	155,900	135,000	135,000	31,000	29.8
Cigarette Tax	872,047	1,150,000	1,100,000	1,150,000	1,150,000	0	0.0
Right-of-way Use Tax	156,968	150,000	150,000	150,000	150,000	0	0.0
Motor Vehicle Licenses	792,369	780,000	790,000	785,000	785,000	5,000	0.6
Total	\$11,426,932	\$11,378,950	\$11,590,900	\$11,780,230	\$11,780,230	\$401,280	3.5

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 \$0.75 tax per pack on cigarettes sold in the Town.
- **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 are estimated to remain stable in FY 2013 based upon current and anticipated development activity.

Table 5.5 Permits, Fees, and Licenses, FY 2011-2013

	FY 2011 Actual	FY 2012 Budgeted	FY 2012 Estimated	FY 2013 Proposed	FY 2013 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Zoning and Development Fees	\$438,099	\$550,000	\$440,000	\$550,000	\$550,000	\$0	0.0
Miscellaneous Permits, Fees, and Licenses	73,822	50,000	10,000	50,000	50,000	0	0.0
Total	\$511,921	\$600,000	\$450,000	\$600,000	\$600,000	\$0	0.0

- **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 decrease of \$60,000 in false alarm fees is anticipated based upon a lower than anticipated number of alarm registrations. Reducing police response to false alarms will allow officers to spend more time in their assigned sectors. This decrease in false alarm revenue is offset by an anticipated \$50,000 increase in traffic fines and \$27,000 increase in parking ticket revenue resulting from enforcement activities. Based upon the status of prosecutions, the police department does not anticipate any distribution of forfeitures in FY 2012 and FY 2013. The receipt of police forfeiture revenue is based upon successful prosecution and liquidation of any assets seized by authorities.

Table 5.6 Fines and Forfeitures, FY 2011-2013

	FY 2011 Actual	FY2012 Budgeted	FY 2012 Estimated	FY 2013 Proposed	FY 2013 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Traffic Fines	\$451,328	\$300,000	\$370,000	\$350,000	\$350,000	\$50,000	(16.7)
Parking Ticket Fines	117,458	83,000	125,000	110,000	110,000	27,000	(32.5)
Police Forfeitures	7,542					0	
False Alarm	1,200	150,000	50,000	90,000	90,000	(60,000)	40.0
Claims & Settlements	45,000					0	
Total	\$622,528	\$533,000	\$545,000	\$550,000	\$550,000	\$17,000	3.2

- **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 Town 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.

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 a projected \$20,000 decrease in parking garage revenue and a decrease of \$30,000 in interest revenue based upon low investment yields. Income from the parking meters, the sale of surplus property, Balch Library, recoveries, and miscellaneous revenue are expected to remain at current levels.

Table 5.7 Use of Money and Property, FY 2011-2013

	FY 2011 Actual	FY 2012 Budgeted	FY 2012 Estimated	FY 2013 Proposed	FY 2013 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Interest	\$147,519	\$100,000	\$93,000	\$70,000	\$70,000	(\$30,000)	(30.0)
Parking Meters	62,255	60,000	50,000	60,000	60,000	0	0.0
Parking Garage	76,482	100,000	90,000	80,000	80,000	(20,000)	(20.0)
Sale of Surplus Property	61,296	30,000	54,000	30,000	30,000	0	0.0
Balch Library	16,371	16,000	14,500	16,000	16,000	0	0.0
Recoveries	138,211	10,000	81,000	10,000	10,000	0	0.0
Misc. Revenue	86,936	0	23,279				
Total	\$589,070	\$316,000	\$405,779	\$266,000	\$266,000	(\$50,000)	(15.8)

- **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, Police reports, fingerprinting, extraditions, and parks and recreation fees. All revenue is expected to be the same in FY 2013 except for parks & recreation which is estimated to decline by \$85,492. Revenue from admissions and memberships to the Ida Lee recreation Center is estimated to decline of \$161,000 as a result of an increase in competition from new recreation venues opening in the areas. This is somewhat offset by projected increases in tennis fees (\$40,000) as a result of a restructuring of the tennis program, recreation classes (\$20,000), preschool (\$3,508), and parks & special services (\$2,000). The expansion of sports program's flag football league (\$20,000) is somewhat offset by reduced revenue from other sports.

Table 5.8 Charges for Services, FY 2011-2013

	FY 2011 Actual	FY 2012 Budgeted	FY 2012 Estimated	FY 2013 Proposed	FY 2013 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Publications	\$3,949	\$4,000	\$2,000	\$4,000	\$4,000	\$0	0.0
Police Reports/Fingerprints	4,102	4,500	3,800	4,500	4,500	0	0.0
Police Extraditions	15,209	5,000	7,500	5,000	5,000	0	0.0
Parks and Recreation Fees	4,772,871	4,989,112	4,525,776	4,903,620	4,903,620	(85,492)	(1.7)
Miscellaneous Revenue	119,212	30,000	33,000	30,000	30,000	0	0.0
Total	\$4,915,343	\$5,032,612	\$4,572,076	\$4,947,120	\$4,947,120	(\$85,492)	(1.7)

- **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 2011-2013

	FY 2011 Actual	FY 2012 Budgeted	FY 2012 Estimated	FY 2013 Proposed	FY 2013 Adopted	\$ Increase/ (Decrease)	FY 2013 Projected
Admissions and Membership Passes	\$1,792,063	\$1,963,000	\$1,657,439	\$1,802,000	\$1,802,000	(\$161,000)	\$1,963,000
Tennis Fees	797,829	740,000	795,726	780,000	780,000	40,000	780,000
Aquatic Classes	525,931	531,000	489,051	531,000	531,000		536,000
Sports Programs	154,621	140,000	160,398	150,000	150,000	10,000	150,000
Recreation Classes	201,601	235,620	193,420	255,620	255,620	20,000	235,620
Preschool/Camps	348,546	356,492	367,834	360,000	360,000	3,508	358,629
Personal Trainers/Fitness Classes	283,175	270,000	255,636	270,000	270,000		275,000
Special Events	173,096	197,000	154,152	197,000	197,000		197,000
Parks & Special Services	36,395	31,000	33,635	33,000	33,000	2,000	33,000
Reimbursement for Services	55,447	15,000		15,000	15,000		15,000
Outdoor Pool	404,167	510,000	418,485	510,000	510,000		510,000
Miscellaneous	119,212	30,000	33,000	30,000	30,000		30,000
Total	\$4,892,083	\$5,019,112	\$4,558,776	\$4,933,620	\$4,933,620	(\$85,492)	\$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, and equipment maintenance. The Airport Fund was discontinued in FY 2012. Airport Operations and the Airport Commission were merged into the General Fund. This change resulted in the elimination of the Airport Fund transfer (\$448,992) to the General Fund starting in FY 2012. The Utilities Fund transfer increased by \$170,292 primarily because of the impact of a 3% merit pay increase. The Capital Projects Fund transfer decreased by \$279,311 as a result of Capital Projects Management performing plan reviews originally provided by the Plan Review Department.

- **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.

Table 5.10 Donations, Receipts, and Transfers, FY 2011-2013

	FY 2011 Actual	FY 2012 Budgeted	FY 2012 Estimated	FY 2013 Proposed	FY 2013 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Utilities Fund Transfer	\$1,709,286	\$1,703,651	\$1,703,651	\$1,873,943	\$1,873,943	\$170,292	10.0
Airport Fund Transfer	229,076	448,992				(448,992)	(100.0)
Uran Trust Fund Transfer	220,000						
Capital Projects Fund	1,883,069	861,232	861,232	581,921	581,921	(279,311)	100.0
Capital Asset Replacement R	546,239		774,098				
Developer Contributions	(41,361)	55,000		55,000	55,000		
Proffers	212,411		131,647				
Private Contributions	15,990	7,000	24,220	7,000	7,000		
Total	\$4,774,710	\$3,075,875	\$3,494,848	\$2,517,864	\$2,517,864	(\$558,011)	(18.1)

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Table 5.11 Intergovernmental Revenue, FY 2011-2013

	FY 2011 Actual	FY 2012 Budgeted	FY 2012 Estimated	FY 2013 Proposed	FY 2013 Adopted	\$ Increase/ (Decrease)	% Increase/ (Decrease)
State Funding							
Sales and Use Tax	\$4,158,970	\$4,047,180	\$4,200,560	\$4,200,000	\$4,200,000	\$152,820	3.8
Personal Property Tax Relief	1,468,941	1,468,941	1,468,941	1,468,941	1,468,941		
Car Rental Tax	103,882	97,000	100,000	97,000	97,000		
VA Commission for Arts Grant	5,000	5,000	5,000	5,000	5,000		
Communication Taxes	2,253,896	2,265,000	2,175,000	2,260,000	2,260,000	(5,000)	(0.2)
Highway Maintenance	2,799,442	2,822,586	2,927,335	2,962,070	2,962,070	139,484	4.9
State Fireman's Fund	81,746	80,000	97,824	100,000	100,000	20,000	25.0
Law Enforcement Assistance	859,460	829,288	828,644	829,288	829,288		
Miscellaneous State Grants and Revenue	8,912	25,000	10,000	25,000	25,000		
Total State Funding	\$11,740,249	\$11,639,995	\$11,813,304	\$11,947,299	\$11,947,299	\$307,304	2.6
County Funding							
County Gas Tax	20,000	20,000	20,000	20,000	20,000		
Family Crimes Investigator	12,077	32,000	12,200	32,000	32,000		
School Resource Officers	296,640	462,796	463,036	474,870	474,870	12,074	2.6
Total County Funding	\$328,717	\$514,796	\$495,236	\$526,870	\$526,870	\$12,074	2.3
Federal Funding							
Gang Officer Grant	\$111,026	\$90,000	\$30,000			(\$90,000)	(100.0)
Byrne Grant	\$14,186						
Other Federal Grants	250,543	299,560	299,560			(299,560)	(100.0)
Total Federal Funding	\$375,755	\$389,560	\$329,560			(\$389,560)	(100.0)
GRAND TOTAL	\$12,444,721	\$12,544,351	\$12,638,100	\$12,474,169	\$12,474,169	(\$70,182)	(0.6)

GENERAL FUND SUMMARIES (continued)

5.1.2 General Fund Revenue Descriptions (continued)

Intergovernmental Revenue (continued)

A \$152,820 increase in sales and use tax collections is expected between the FY 2012 and FY 2013 as a result of anticipated economic growth. Receipts from the State Highway Maintenance Fund are expected to increase \$139,484 based upon additional lane miles maintained by the Town. State Fireman Fund revenue is projected to increase \$20,000 in FY 2013 to \$100,000 based upon new census data. The School Resource Officer (SRO) grant from the County is expected to increase \$12,074 to reflect personnel and operating expense cost increases. Other Federal grants (\$299,560) are eliminated for FY 2013 with the transfer of Buy America Bonds revenue to the Capital Projects Fund. The Federal Gang Officer grant has been eliminated by the Department of Justice. Because of its proven effectiveness in addressing gang activity, the General Fund will assume the cost of the Town's continued participation in the Northern Virginia Regional Gang Task Force. Communications tax revenue is projected to increase slightly (\$5,000) to reflect recent revenue trends.

- **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.
- **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.

GENERAL FUND SUMMARIES (continued)**5.1.2 General Fund Revenue Descriptions (continued)****Other Financing Sources – Use of Unassigned Fund Balance**

Each year an unassigned fund balance is available as a source of funding to be applied to the next fiscal year's budget. An unassigned fund balance of \$9,103,329 was available at the end of FY 2011. 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 \$1,195,637 for a Capital Asset Replacement Reserve.

Based upon the latest revenue and expenditure estimates included in the budget document, the projected unassigned fund balance of \$7,615,177 at the end of FY 2012 will be sufficient to meet the Council's fiscal policy of a 15% fiscal reserve of \$7,160,760 (based on FY 2012 estimated General Fund expenditures of \$47,738,400), \$3,000,000 for a Debt Service Reserve and \$2,469,742 for the Capital Asset Replacement Reserve. This balance was achieved through prudent financial management on the part of the Town Council and staff. The FY 2013 adopted budget is balanced without the use of any unassigned fund balance.

In FY 2007, the Revenue Stabilization Reserve of \$1,400,000 was established because of uncertain real estate values and revenues. Real estate values and revenues have stabilized lessening the need for the reserve. In FY 2012, a Debt Service Reserve was established to accumulate funds to meet annual debt service payments of more than \$5,000,000 anticipated for the period FY 2017 through FY 2023. The \$1,400,000 in the Revenue Stabilization Reserve and \$2,000,000 from the unassigned fund balance were used to establish the Debt Service Reserve.

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)

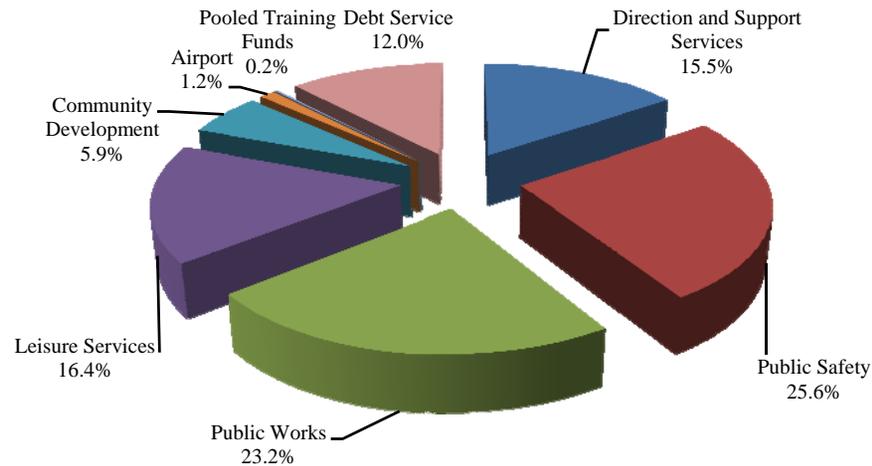


Table 5.12 Adopted FY 2013 General Fund Expenditures by Program

Program	FY 2013 Adopted
Direction and Support Services	\$7,368,702
Public Safety	12,253,847
Public Works	11,033,391
Leisure Services	7,793,892
Community Development	2,826,626
Airport	560,509
Pooled Training Funds	92,756
Personnel Adjustment	(50,000)
Debt Service	5,724,778
Total	\$47,604,501

Chart 5.5 Adopted FY 2013 General Fund Expenditures by Program

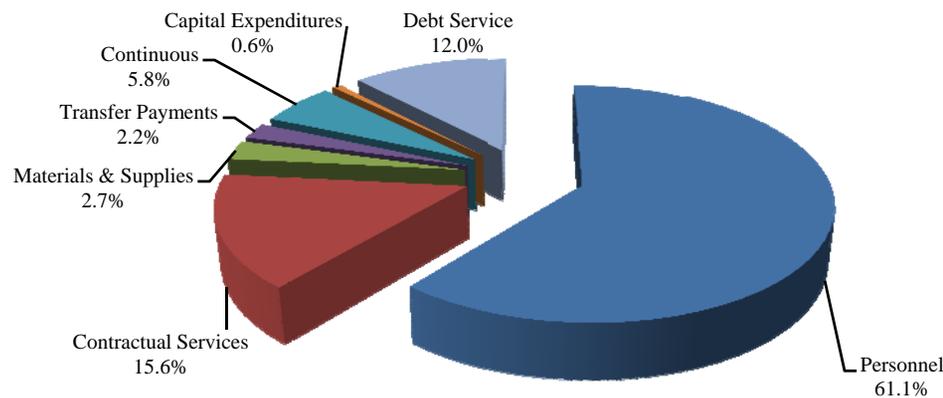


Table 5.13 Adopted FY 2013 General Fund Expenditures by Category

Category	FY 2013 Proposed
Personnel Expenditures	\$29,065,300
Contractual Services	7,421,491
Materials and Supplies	1,285,073
Transfer Payments (e.g., VRTA)	1,056,167
Continuous Charges	2,760,582
Capital Expenditures	291,110
Debt Service	5,724,778
Total	\$47,604,501

Chart 5.6 Adopted FY 2013 General Fund Expenditures by Category

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 5.14 DIRECTION AND SUPPORT SERVICES BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Town Council	\$809,567	\$808,932	\$831,432	\$814,532	\$833,960	\$833,960	\$25,028	3.1
Executive Administration	1,906,131	1,514,095	1,920,190	1,835,190	1,945,052	1,945,052	430,957	28.5
Commission on Public Arts	4,973	6,520	7,520	7,520	6,520	6,520	0	0.0
Town Attorney	401,794	426,501	472,218	441,756	454,938	454,938	28,437	6.7
Clerk of Council	110,386	108,930	111,911	111,610	140,061	140,061	31,131	28.6
Finance	2,252,013	2,118,063	2,171,807	2,150,576	2,263,253	2,263,253	145,190	6.9
Human Resources	538,560	489,695	503,140	492,489	514,865	514,865	25,170	5.1
Information Technology	1,197,395	1,003,987	1,182,897	1,154,913	1,203,533	1,203,533	199,546	19.9
Information Technology Commission	3,293	6,520	6,520	6,520	6,520	6,520	0	0.0
TOTAL	\$7,224,112	\$6,483,243	\$7,207,635	\$7,015,106	\$7,368,702	\$7,368,702	\$885,459	13.7
FTE Summary	47.5	38.8	37.0	37.0	37.0	37.0	(1.8)	(4.6)

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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$60,822	\$60,820	\$60,820	\$60,820	\$60,820	\$60,820	\$0	0.0
Contractual Services	77,165	102,914	125,414	117,414	120,916	120,916	18,002	17.5
Materials and Supplies	2,372	1,200	1,200	1,200	1,200	1,200	0	0.0
Transfer Payments	645,598	620,098	620,098	620,098	634,905	634,905	14,807	2.4
Continuous Charges	23,610	23,900	23,900	15,000	16,119	16,119	(7,781)	(32.6)
TOTAL	\$809,567	\$808,932	\$831,432	\$814,532	\$833,960	\$833,960	\$25,028	3.1
Funding Summary								
General Fund	\$779,391	\$803,932	\$826,432	\$809,532	\$828,960	\$828,960	\$25,028	3.1
Proffer	22,926						0	0.0
Uran Fund	2,250						0	0.0
Virginia Arts Commission	5,000	5,000	5,000	5,000	5,000	5,000	0	0.0
TOTAL	\$809,567	\$808,932	\$831,432	\$814,532	\$833,960	\$833,960	\$25,028	3.1

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 proposed amounts are based upon an approved Town Council formula.

Table 5.16 COMMUNITY AGENCY GRANTS				
	FY 2011 Actual	FY 2012 Budget	FY 2013 Requests	FY 2013 Adopted
PUBLIC SAFETY				
All-Night Graduation ¹	\$2,000	\$0	\$0	\$0
Leesburg Volunteer Fire Company ²	374,594	374,594	400,000	400,000
Loudoun County Rescue Squad	235,504	235,504	246,750	244,905
SOCIAL SERVICES				
Loudoun Literacy Council ¹	250	0	0	0
Loudoun Volunteer Caregivers	0	0	12,000	0
Prince Hall Free Masons	250	0	0	0
BUSINESS SERVICE				
Loudoun County Small Business Development Center ³	10,000	0	0	0
TOURISM SERVICE				
Loudoun Convention & Visitors Association	90,000	80,000	200,000	80,000
TOURISM PRODUCTS				
Bluemont Concert Series ⁴	10,000	10,000	10,000	10,000
GRANTS TOTAL	\$722,598	\$700,098	\$868,750	\$734,905

¹ Funded with Uran Funds in FY11.

² Includes \$100,000 from the Virginia Fire Programs Fund reflected in the Public Safety Section. Prior years include \$80,000 from the state.

³ In FY 2012, the Loudoun County Small Business Development Center relocated 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 resides at the Enterprise Center with full use of its amenities at no charge, rather than receiving a cash contribution from the Town.

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

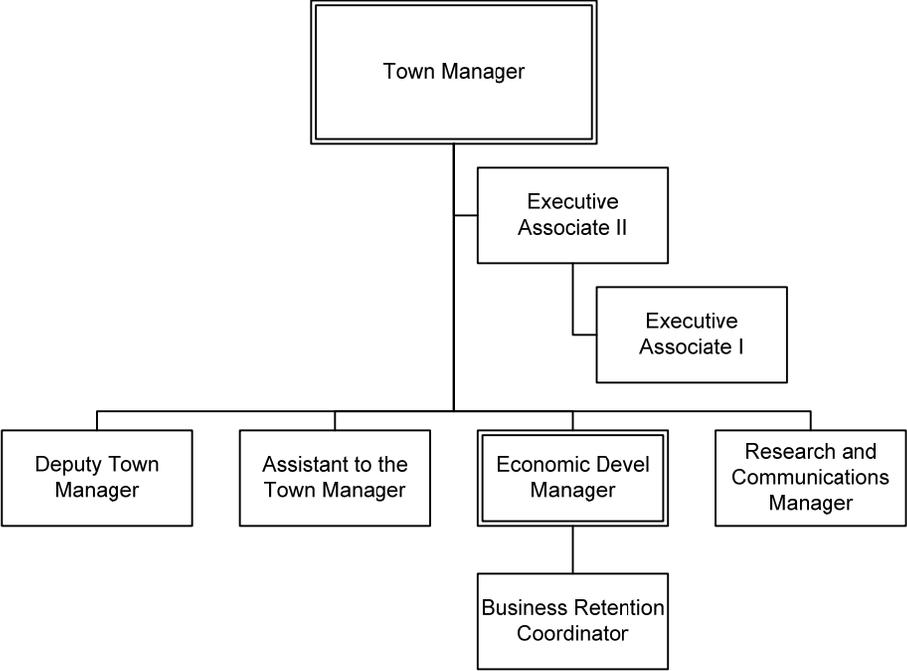
DIRECTION AND SUPPORT SERVICES (continued)

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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Town Manager	\$1,293,416	\$978,025	\$1,060,102	\$1,001,202	\$1,075,394	\$1,075,394	\$97,369	10.0
Economic Development and Tourism	391,635	300,801	624,819	598,719	622,908	622,908	322,107	107.1
Economic Development Commission	2,638	5,720	5,720	5,720	5,720	5,720	0	0.0
Transfer to VA Regional Transit Auth	218,442	229,549	229,549	229,549	241,030	241,030	11,481	5.0
TOTAL	\$1,906,131	\$1,514,095	\$1,920,190	\$1,835,190	\$1,945,052	\$1,945,052	\$430,957	28.5
FTE Summary	11.0	8.0	8.0	8.0	8.0	8.0	0.0	0.0
Funding Summary								
General Fund	\$1,673,824	\$1,244,898	\$1,650,993	\$1,565,993	\$1,800,588	\$1,800,588	\$555,690	44.6
Capital Projects Fund	161,365	208,563	208,563	208,563	82,670	82,670	(125,893)	(60.4)
Airport Fund	16,709	60,634					(60,634)	(100.0)
Utilities Fund	54,233		60,634	60,634	61,794	61,794	61,794	
TOTAL	\$1,906,131	\$1,514,095	\$1,920,190	\$1,835,190	\$1,945,052	\$1,945,052	\$430,957	28.5

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 2011	FY 2012	FY 2012	FY 2012	FY 2013	FY 2013	FY 13 Ad. to FY 12 Ad.	
	Actual	Adopted	Revised	Estimate	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,175,052	\$905,058	\$905,058	\$856,558	\$952,610	\$952,610	\$47,552	5.3
Contractual Services	76,840	33,612	130,761	128,461	33,686	33,686	74	0.2
Materials and Supplies	8,765	7,776	5,276	3,776	7,776	7,776	0	0.0
Transfer Payments	22,897	20,232	8,760	2,760	70,232	70,232	50,000	247.1
Continuous Charges	9,862	11,347	10,247	9,647	11,090	11,090	(257)	(2.3)
TOTAL	\$1,293,416	\$978,025	\$1,060,102	\$1,001,202	\$1,075,394	\$1,075,394	\$97,369	10.0
FTE Summary	9.0	6.0	6.0	6.0	6.0	6.0	0	0.0

FUTURE BUDGET CONSIDERATIONS:

- ❖ Reinstate a public administration internship program.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.3 Town Manager's Office (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Economic Development and Downtown Improvements		
<ul style="list-style-type: none"> Open the permanent business incubator location on Church Street in the year 2012. 	<ul style="list-style-type: none"> Mason Enterprise Center opened in permanent location September 2011. Work initiated in March 2012. 	<ul style="list-style-type: none"> Meet or exceed occupancy goals for mason Enterprise Center to reach financial self sufficiency in three years. Completion of Phase I work in 2013.
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> Continue to assist Town Council with developing key goals and initiatives. 	<ul style="list-style-type: none"> Council approved long range fiscal strategy (through FY 23) March 2012. 	<ul style="list-style-type: none"> Provide regular updates on long range strategy and develop 2nd Biennial Budget for FY 14 and FY 15.
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> Expand public outreach efforts to other neighborhoods. 	<ul style="list-style-type: none"> Expanded Community Enhancement Team outreach efforts. 	<ul style="list-style-type: none"> Have Community Enhancement Team participation in HOA meetings quarterly.

Performance Measures

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
 Operational Efficiency and Fiscal Management					
Input					
FTE	6.5	6.5	9	9	6
Expenditures	\$930,204	\$1,074,691	\$1,272,717	\$1,293,416	\$
Output					
Requests for information during work sessions/Council meetings	570	580	624	650	600
Work sessions/meetings attended	48	48	48	48	48
Efficiency					
Average time (days) per request fulfillment	5	4	3	2	2
Outcome					
Percentage of requests responded to in five or fewer work days	100%	100%	100%	100%	100%

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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$181,251	\$182,955	\$185,955	\$185,955	\$195,523	\$195,523	\$12,568	6.9
Contractual Services	72,369	96,646	115,696	90,196	108,585	108,585	11,939	12.4
Materials and Supplies	9,162	17,400	16,400	16,400	17,400	17,400	0	0.0
Continuous Charges	108,992	3,800	277,118	277,118	301,400	301,400	297,600	7,831.6
Capital Expenditures	19,861		29,650	29,050				
TOTAL	\$391,635	\$300,801	\$624,819	\$598,719	\$622,908	\$622,908	\$322,107	107.1
FTE Summary	2.0	2.0	2.0	2.0	2.0	2.0	0	0.0

DIRECTION AND SUPPORT SERVICES (continued)

5.2.4 Economic Development and Tourism Division (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Economic Development and Downtown Improvements		
<ul style="list-style-type: none"> Expand outreach to the financial, hospitality, and commercial brokerage sectors. 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. Establish an arts and cultural district that establishes the downtown as a regional destination and creative hub to strengthen the creative and entrepreneurial sectors of the community. 	<ul style="list-style-type: none"> Successfully opened Mason Enterprise Center at 202 Church Street. Completed business-to-business video and made it available among multi-level social media outlets and distributed to prospects and existing businesses. Partnered with Mason Enterprise Center, Loudoun Small Business Development Center, Loudoun Chamber and Loudoun County ED to hold Financial, Entrepreneurial and Tech Group events. Built a Retail Opportunity Program to share data, tools, and business opportunities to enhance the retail sector. Implemented an Arts and Cultural District in Leesburg while seeking support from the County for real estate tax relief. Held art events and facilitated joint commission and committee work plans to promote the District. Produced 11th Annual Business Appreciation Award event. 	<ul style="list-style-type: none"> Continue to operate in a key role for processing new business development projects with the Town. Continue comprehensive business development program to retain, attract, and grow existing businesses, small business and entrepreneurship by documenting a baseline and increasing the number of net new jobs. Work with partners to implement a joint plan for business retention and expansion to further increase commercial tax base in Leesburg. Expand qualified participants in the Arts and Cultural District by 100%.

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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$2,638	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0
Contractual Services	0	1,200	1,200	1,200	1,200	1,200	\$0	0
TOTAL	\$2,638	\$5,720	\$5,720	\$5,720	\$5,720	\$5,720	\$0	0

DIRECTION AND SUPPORT SERVICES (continued)

5.2.7 Commission on Public Arts

Program Description

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

Table 5.21 COMMISSION ON PUBLIC ARTS BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$4,083	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0
Contractual Services	890	1,850	1,850	1,850	1,850	1,850	\$0	0
Materials and Supplies	0	150	1,150	1,150	150	150	\$0	0
TOTAL	\$4,973	\$6,520	\$7,520	\$7,520	\$6,520	\$6,520	\$0	0
Funding Summary								
General Fund	\$4,973	\$7,520	\$7,520	\$7,520	\$7,520	\$7,520	\$0	0
TOTAL	\$4,973	\$7,520	\$7,520	\$7,520	\$7,520	\$7,520	\$0	0

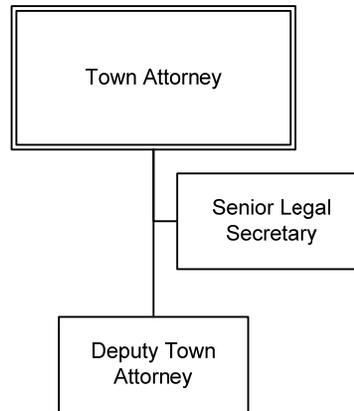
DIRECTION AND SUPPORT SERVICES (continued)

5.2.8 Town Attorney

Program Description

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

Chart 5.8 Town Attorney Organizational Chart



DIRECTION AND SUPPORT SERVICES (continued)

5.2.8 Town Attorney (continued)

Table 5.22 TOWN ATTORNEY BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec) % Inc/(Dec)	
Personnel Services	\$367,055	\$380,062	\$380,062	\$378,000	\$408,753	\$408,753	\$28,691	7.5
Contractual Services	27,046	39,181	84,898	56,898	39,233	39,233	\$52	0.1
Materials and Supplies	4,363	4,500	4,500	4,500	4,500	4,500	\$0	0.0
Continuous Charges	2,095	2,758	2,758	2,358	2,452	2,452	(\$306)	(11.1)
Capital Expenditures	1,235							
TOTAL	\$401,794	\$426,501	\$472,218	\$441,756	\$454,938	\$454,938	\$28,437	6.7
FTE Summary	3.0	3.0	3.0	3.0	3.0	3.0	0	0
Funding Summary								
General Fund	\$313,818	\$327,309	\$373,026	\$342,564	\$325,171	\$325,171	(\$2,138)	(0.7)
Capital Projects Fund	33,286	61,066	61,066	61,066	89,486	89,486	\$28,420	46.5
Airport Fund	9,233	38,126					(\$38,126)	(100.0)
Utilities Fund	45,457		38,126	38,126	40,281	40,281	\$40,281	
TOTAL	\$401,794	\$426,501	\$472,218	\$441,756	\$454,938	\$454,938	\$28,437	6.7

DIRECTION AND SUPPORT SERVICES (continued)

5.2.8 Town Attorney (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> • Initiate and implement collection proceedings against delinquent tax, rate payers and utilities. 	<ul style="list-style-type: none"> • Streamlined collection procedures for increased collections increase from previous fiscal year for delinquent tax, water and sewer, Parks and Recreation and to now include collections for the Utilities and Public Works Departments. • Reviewed procedure contracts for Munis/cloud. 	<ul style="list-style-type: none"> • Introduce comprehensive collection program to all departments needing assistance with collections. • Review all department contracts and agreements. • Review and defend VML insurance claims, VEC and WC. • Records retention management.
 <p>Community Safety / Quality of Life</p> <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. 	<ul style="list-style-type: none"> • Supported zoning violations and prosecution including overcrowding violations. • Actively supported Leadership in the Law Camp • Ongoing project; stayed current with respective legislation and formulating plan with respect to Storm Wastewater Management (SWM) regulations and the Chesapeake Bay Act, VRS and active legislative agenda. • Supported Parks and Rec. w/ volunteer contracts for Air Show and Flower and Garden events. • Review Risk management claims. 	<ul style="list-style-type: none"> • Prosecute zoning violations and overcrowding violations. • Organize and run Leadership in the Law Camp. • Monitor legislation and formulating plan with respect to Storm Water Management (SWM) regulations and the Chesapeake Bay Protection Act, VRS and active legislative agenda. • Continue to support Parks and Rec. w/ volunteer contracts for upcoming events. • Review risk management claims and process.
 <p>Land Development Process Improvements</p> <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. 	<ul style="list-style-type: none"> • Form Based Code • Reviewed and update (with staff) Zoning Ordinance and DCSM as necessary. • Updated and coordinated condemnation and easements with CPM • Provided support for zoning violations/prosecution. • Draft deeds of easements for CPM, DPR, Utility Projects • Reviewed and participated in the AADP policy as directed by Council. • Defended Cornerstone rezoning; Town Plan; determination by Supreme Court 	<ul style="list-style-type: none"> • Form Based Code review and support. • Review and update (with staff) Zoning Ordinance and DCSM as necessary. • Monitor and coordinate condemnation process and easements with CPM. • Draft deeds of easements for CPM, DPR and Utility Projects. • Provide support for zoning violations and prosecution. • Review and participate in the AADP/ Annexation policy as directed by Council.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.8 Town Attorney (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> • Support the Priority Project Management efforts. • Support the CIP project schedule by timely completion of land acquisitions, contract reviews, and performance guarantees, etc. 	<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). • Maintained Capital Improvement Project schedules (with Executive, Public Works, Plan Review and Capital Projects Management). 	<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).
 <p>Legislative Initiatives</p> <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. 	<ul style="list-style-type: none"> • Continued 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. • Renewed Franchise and Cable Agreement • Active role in legislative process initiated by the General Assembly. • Executed and implemented Special Election and submission to Department of Justice, Town Charter Change. 	<ul style="list-style-type: none"> • Active role with legislative process to advance council objectives. • Suggest and implement updates to the Town Code and Zoning Ordinance as needed. • Continue to monitor franchise and right of way agreements with utilities throughout the Town • Respond to Town departments and staff on legal issues and inquiries in a prompt, courteous and professional manner. • Manage case files with outside counsel.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.9 Clerk of Council

Program Description

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

Table 5.23 CLERK OF COUNCIL BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	FY 13 Ad. to FY 12 Ad. % Inc/(Dec)
Personnel Services	\$101,760	\$102,910	\$104,410	\$104,410	\$115,565	\$115,565	\$12,655	12.3
Contractual Services	6,373	3,119	4,600	4,600	22,046	22,046	18,927	606.8
Materials and Supplies	1,012	1,500	1,500	1,500	1,200	1,200	(300)	(20.0)
Continuous Charges	1,241	1,401	1,401	1,100	1,250	1,250	(151)	(10.8)
TOTAL	\$110,386	\$108,930	\$111,911	\$111,610	\$140,061	\$140,061	\$31,131	28.6
FTE Summary	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0
Funding Summary								
General Fund	\$102,195	\$101,098	\$104,079	\$103,778	\$131,522	\$131,522	\$30,424	30.1
Airport Fund	\$1,008	\$4,630					(4,630)	(100.0)
Capital Projects Fund	4,296	3,202	4,630	4,630	3,395	3,395	193	6.0
Utilities Fund	2,887		3,202	3,202	5,144	5,144	5,144	
TOTAL	\$110,386	\$108,930	\$111,911	\$111,610	\$140,061	\$140,061	\$31,131	28.6

DIRECTION AND SUPPORT SERVICES (continued)

5.2.9 Clerk of Council (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Operational Efficiency and Fiscal Management		
<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. 	<ul style="list-style-type: none"> • Published Supplements 4, 5, and 6 of the Town Code • Completed destruction of unnecessarily archived (per Library of Virginia standards) documents Town-wide. • Completed scanning of approximately 1/8th of all property files into Laserfiche. • Digitized approximately three cubic feet of permanently archived correspondence. • Obtained Certified Municipal Clerk status. 	<ul style="list-style-type: none"> • Publish at least two supplements to the code. • Complete review of backlog of documents and complete destruction by end of fiscal year. • Complete development of Laserfiche storage structure and begin document scanning.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.9 Clerk of Council (continued)

Performance Measures

	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Actual
 Operational Efficiency and Fiscal Management					
Input					
FTE	1.5	1.5	1.5	1	1
Output					
Council meetings supported	45	52	44	43	44
Council agenda packets prepared	45	52	44	43	44
Council agendas prepared within established timeframe	45	52	44	43	44
Cubic feet of records recycled or destroyed	23.5	150	70	120	120
Council agendas posted on Town web site	45	45	44	43	44
Freedom of Information requests processed		27	10	7	11
Public notices advertised		45	60	49	55
Efficiency					
% minutes approved by next Council meeting and available to the public	100%	100%	100%	95%	98%
% agenda packets delivered on time	100%	100%	100%	100%	100%
Council agendas on Town web site	100%	100%	100%	100%	100%
Meetings/packets/on-time agendas per FTE	30	35	40	43	44
Outcome					
Council rating of accuracy of minutes	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Council rating of accuracy of agenda materials	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory

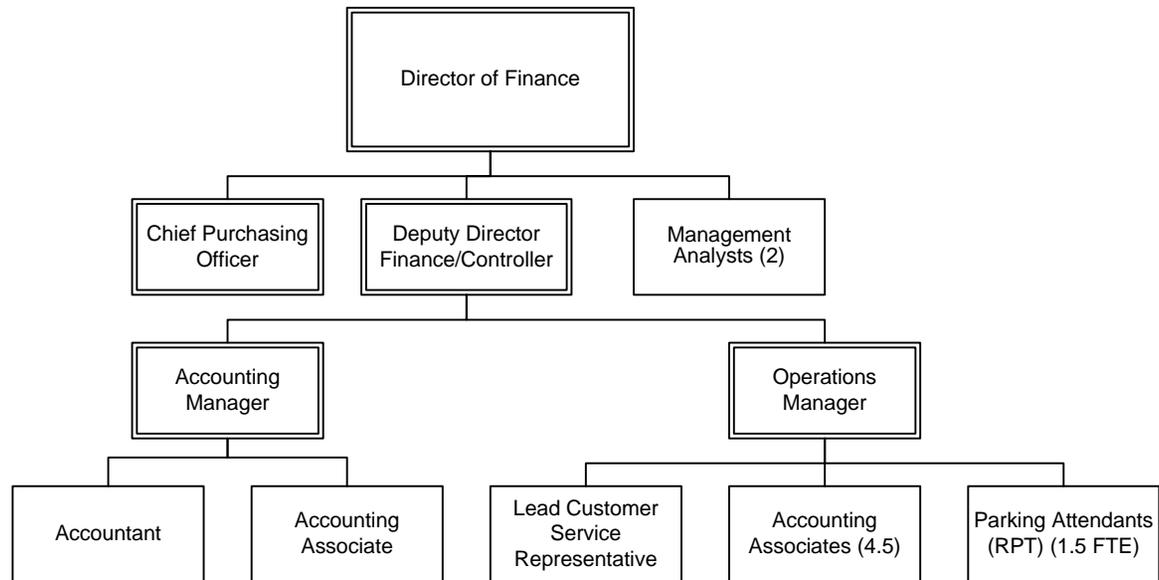
DIRECTION AND SUPPORT SERVICES (continued)

5.2.10 Finance

Program Description

The Finance Department is responsible for the proper collection and disbursement of all Town funds; for providing financial advice to the Town Council and Town Manager; and assisting and supporting other Town departments in the following areas: cash and debt management, procurement of goods and services, operating and capital budgets, and accounting and reporting of financial information. The department also manages the Town’s parking garage and parking enforcement program. During FY 2012, part of the utility billing operation (two full-time employees) formerly in the Finance Department was moved to the Utilities Department.

Chart 5.9 Finance Department Organizational Chart



DIRECTION AND SUPPORT SERVICES (continued)

5.2.10 Finance (continued)

Table 5.24 FINANCE DEPARTMENT BUDGET SUMMARY

Expense Summary	FY 2011	FY 2012	FY 2012	FY 2012	FY 2013	FY 2013	FY 13 Ad. to FY 12 Ad.	
	Actual	Adopted	Revised	Estimate	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,902,561	\$1,658,733	\$1,698,733	\$1,698,733	\$1,889,603	\$1,889,603	\$230,870	13.9
Contractual Services	322,481	415,714	427,831	417,800	332,521	332,521	(83,193)	(20.0)
Materials and Supplies	10,817	28,650	29,458	20,458	28,650	28,650	0	0.0
Continuous Charges	15,477	14,966	15,785	13,585	12,479	12,479	(2,487)	(16.6)
Capital Expenditures	677							
TOTAL	\$2,252,013	\$2,118,063	\$2,171,807	\$2,150,576	\$2,263,253	\$2,263,253	\$145,190	6.9
FTE Summary	19.5	17.8	16.0	16.0	16.0	16.0	0.0	0.0
Funding Summary								
General Fund	\$857,962	\$968,144	\$978,888	\$921,657	\$1,056,586	\$1,086,586	\$118,442	12.2
Capital Projects Fund	97,154	85,714	85,714	85,714	98,510	98,510	12,796	14.9
Airport Fund	64,880							
Utilities Fund	687,703	694,205	694,205	694,205	748,157	748,157	53,952	7.8
Parking Ticket Fines	117,458	100,000	83,000	125,000	110,000	110,000	10,000	10.0
Interest Earnings	149,908	100,000	160,000	93,000	100,000	70,000	(30,000)	(30.0)
Parking Meter and Garage	138,737	160,000	160,000	140,000	140,000	140,000	(20,000)	(12.5)
Recoveries	138,211	10,000	10,000	81,000	10,000	10,000	0	0.0
TOTAL	\$2,252,013	\$2,118,063	\$2,171,807	\$2,140,576	\$2,263,253	\$2,263,253	\$145,190	6.9

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)

5.2.10 Finance (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Operational Efficiency and Fiscal Management		
<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. 	<ul style="list-style-type: none"> • Completed review and added fees for airport. • Resolution passed by Council to extend Capital Asset Replacement Reserve to include vehicle and heavy equipment replacements. \$1,000,000 placed reserve to initiate replacement program in FY 2013. • Study completed. Permanent decals approved by Council and issued. • FY 2011 projects completed and FY 2012 projects substantially completed. • Contract module testing not initiated due to workload. • Policies and procedures for W-2s, withholding taxes, and quarterly reconciliations completed. • Time and attendance system researched and chosen for a pilot project to streamline payroll process. • Documentation and update of policies and procedures to include bank reconciliations, credit card and cash payments, and customer refunds completed. • Implemented updated purchase card and change order automation, revised and updated the procurement policy, and established surplus property sale online. • Substantially completed MUNIS real estate and personal property development. • Completed the initial two year budget and established long range fiscal planning guidelines to meet future financial obligations to include establishing a Debt Service Reserve. 	<ul style="list-style-type: none"> • Continue to review fees & fines. • Substantially complete initial purchases of replacement vehicles and heavy equipment. • Complete FY 2012 projects and substantially complete FY 2013 projects. • Begin testing of contract module in selected departments. • Complete updates to policies and procedures for W-2s, withholding taxes, and quarterly reconciliations. • Participate in a pilot of the selected time and attendance software. • Continue to update policies and procedures as necessary. • Continue to implement third party solutions in MUNIS to improve the efficiency of the procurement process • Complete implement of MUNIS real estate and personal property modules in first quarter of FY 2012. • Initiate the second two year budget cycle based upon current fiscal guidelines. • Implement taxpayer on line services. • Implement Government Finance Officer Association best practices to increase service efficiency and effectiveness.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.10 Finance (continued)

Performance Measures

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
 Operational Efficiency and Fiscal Management					
Input					
Expenditures (in thousands)	\$2,341	\$2,363	\$2,361	\$2,252	\$2,118
Direct labor hours ⁵	33,014	33,159	33,159	33,159	30,265
Output					
Accounts payable transactions	15,532	15,628	15,635	15,493	15,300
Personal property tax bills processed	41,469	41,845	41,795	39,500	40,000
Real estate tax bills processed	27,231	27,321	27,398	27,416	27,435
Water and sewer bills processed	60,828	61,246	61,482	62,062	62,680
Payroll checks issued	15,817	16,337	16,168	16,011	15,660
Purchase orders issued		4,675	4,754	3,621	3,300
Efficiency					
A/P transactions/hour	8.86	8.92	8.92	9.11	9.00
PP tax bills processed/hour	24.49	24.72	24.64	23.24	23.53
RE tax bills processed/hour	16.17	16.22	16.27	16.13	16.14
W/S bills processed/hour	24.02	23.80	23.90	24.51	24.76
Payroll checks processed/hour	9.45	9.53	9.46	9.42	9.21
Purchase orders processed/hour		2.20	2.24	1.71	2.20
Outcome					
Undesignated fund balance (%) ⁶	30.1	33.4	18.5	19.7	19.8
GFOA financial reporting award	yes	yes	yes	yes	yes
GFOA distinguished budget award	yes	yes	yes	yes	yes
Maintain current credit rating					yes
Meet fiscal goals					98%
Finance management coefficient ⁷	1.8	1.7	1.7	1.6	1.7

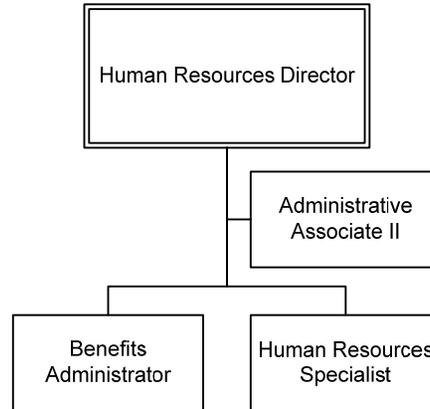
⁵ Total hours minus holiday, vacation, sick and other leave, including training.

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)**5.2.11 Human Resources****Program Description**

The mission of the Human Resources Department is to recruit, develop, and retain highly qualified individuals with a strong commitment to public service and to provide a healthy, safe, comfortable and collegial work environment for all employees. Specifically, Human Resources is responsible for recruiting 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)

5.2.11 Human Resources (continued)

Table 5.25 HUMAN RESOURCES DEPARTMENT BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$461,490		\$393,779	\$393,779	\$416,689	\$416,689	\$416,689	100.0
Contractual Services	63,710	390,779	98,289	88,920	88,725	88,725	(\$302,054)	(77.3)
Materials and Supplies	4,388	88,690	5,187	4,890	4,341	4,341	(\$84,349)	(95.1)
Continuous Charges	6,142	4,341	5,885	4,900	5,110	5,110	\$769	17.7
Capital Expenditures	2,330	5,885					(\$5,885)	(100.0)
TOTAL	\$538,060	\$489,695	\$503,140	\$492,489	\$514,865	\$514,865	\$25,170	5.1
FTE Summary	7.0	4.0	4.0	4.0	4.0	4.0	0.0	0.0
Funding Summary								
General Fund	\$402,788	\$365,027	\$378,472	\$367,821	\$383,916	\$383,916	\$18,889	5.2
Capital Projects Fund	15,714	12,353	12,353	12,353	13,025	13,025	\$672	5.4
Airport Fund	4,980							
Utilities Fund	114,578	112,315	112,315	112,315	117,924	117,924	\$5,609	5.0
TOTAL	\$538,060	\$489,695	\$503,140	\$492,489	\$514,865	\$514,865	\$25,170	5.1

DIRECTION AND SUPPORT SERVICES (continued)

5.2.12 Human Resources (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Operational Efficiency and Fiscal Management		
<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. • Use SharePoint/Intranet for internal communications. 	<ul style="list-style-type: none"> • Completed personnel file audit. • Completed audit of all job descriptions • Initiated implementation of online applicant tracking for applicants, hiring managers, and HR staff. • Standard operated procedures reviewed and updated. • Initiated use of SharePoint for internal communications. • Completed development of employee evaluation system that is tied to salary adjustment. 	<ul style="list-style-type: none"> • Complete implementation of Applicant Tracking. • Implement an employee wellness program. • Update and distribute employee benefits booklet. • Complete review of pay grade assignments to jobs.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.11 Human Resources (continued)

Performance Measures

	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated
 Operational Efficiency and Fiscal Management					
Input					
FTE	8	8	7.5	6.5	4
Expenditures (FY data)	\$725,900	\$602,929	\$545,635	\$500,141	\$492,489
Output					
Applications processed (FT and PT)	2,106	1,749	1,500	1,707	2,000
Positions advertised (FT and PT)	49	9	15	42	25
New hires (FT and PT)	165	135	75	146	150
Reported Worker's Compensation claims	24	17	25	32	20
All Town-wide training opportunities	45	33	30	20	20
Changes to the Personnel Manual	8	11	4	2	3
Efficiency					
Applications per new hire	13	13	20	12	13

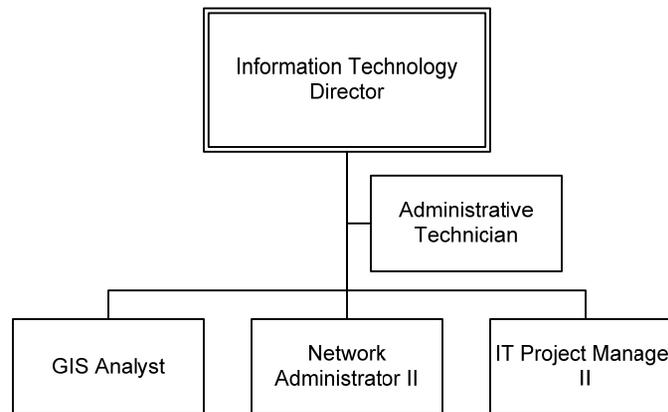
DIRECTION AND SUPPORT SERVICES (continued)

5.2.12 Information Technology

Program Description

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

Chart 5.11 Information Technology Organizational Chart



DIRECTION AND SUPPORT SERVICES (continued)

5.2.12 Information Technology (continued)

Table 5.26 INFORMATION TECHNOLOGY DEPARTMENT BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$766,558	\$612,774	\$502,984	\$500,000	\$584,713	\$584,713	(\$28,061)	(4.6)
Contractual Services	309,558	364,837	584,325	564,325	403,203	403,203	38,366	10.5
Materials and Supplies	19,450	18,800	18,800	13,800	18,800	18,800	0	0.0
Continuous Charges	2,886	3,116	2,416	2,416	2,357	2,357	(759)	(24.4)
Capital Expenditures	98,943	4,460	74,372	74,372	194,460	194,460	190,000	4,260.1
TOTAL	\$1,197,395	\$1,003,987	\$1,182,897	\$1,154,913	\$1,203,533	\$1,203,533	\$199,546	19.9
FTE Summary	6.0	4.0	4.0	4.0	4.0	4.0	0.0	0.0
Funding Summary								
General Fund	\$964,222	\$789,677	\$968,587	\$940,603	\$982,403	\$982,403	\$192,726	24.4
Capital Projects Fund	25,928	32,969	32,969	32,969	32,622	32,622	(347)	(1.1)
Airport Fund	26,075							
Utilities Fund	181,170	181,341	181,341	181,341	188,528	188,528	7,187	4.0
TOTAL	\$1,197,395	\$1,003,987	\$1,182,897	\$1,154,913	\$1,203,553	\$1,203,553	\$199,566	19.9

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)

5.2.12 Information Technology (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> • Continue maintenance of MUNIS system and complete of Online modules (bill payment and employee self-service). • Replace one third of Town PCs • Upgrade training laptops for training and Emergency Operations Center use. • Continue enhancement of Town of Leesburg website • Upgrade of aging server infrastructure. • Continued maintenance of all Cisco equipment include VOIP system. • Continue Maintenance of aging Dell PC Fleet • Reintroduction of training for IT staff members to stay current with certifications and technology. 	<ul style="list-style-type: none"> • Upgrade of the Town storage infrastructure to a highly available device. Migrated all shared departmental folders to the new structure improving reliability and security. • Published the AWOS weather information system at the airport to be accessible by the public through the website. • Supported the successful transition of the Town ERP system, MUNIS, to a private cloud environment. • Supported the successful upgrade of the Town ERP system, MUNIS, to the current version. • Significantly increased the customer service level through reduction in the number of outstanding trouble tickets and the time to resolution. • Began planning refresh of the server architecture to improve capacity and disaster recovery. • Supported Town staff in getting the standards for document retention implemented. • Migration of the Microsoft SQL databases to a new server. • Integrated Google applications into the Town website so that departments can easily publish maps with markers appropriate to the content. • Installed wireless access for the public in the Council Chambers. • Implemented a pilot project for the use of virtual desktops as an alternative to desktop replacement. 	<ul style="list-style-type: none"> • Refresh and update critical components of information technology infrastructure: servers, backup system, and storage capacity. • Begin multi-year refresh of workstations as budget allows. • Continue enhancement of Town of Leesburg website • Continue maintenance of all Cisco equipment include VOIP system. • Continue professional development for IT staff members to stay current with certifications and technology.

DIRECTION AND SUPPORT SERVICES (continued)

5.2.12 Information Technology (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
FTEs	6	6	6	6	4
Output					
Sites Supported	14	15	18	18	19
Servers administered	33	42	48	48	48
Networked PCs	332	350	352	352	352
Printers supported	140	127	113	120	120
Work orders completed per month	150	200	199	200	232
Total number of devices ⁸ managed	659	673	718	1,073	1,075
Efficiency					
Average number work orders completed per employee per month	25	33	32	33	58
Devices managed per employee	110	112	120	179	269
Outcome					
Complete 100% of all help desk tickets submitted within time promised			99%	99%	99%

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

DIRECTION AND SUPPORT SERVICES (continued)

5.2.13 Technology and Communications Commission

Program Description

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

Table 5.27 TECHNOLOGY AND COMMUNICATIONS COMMISSION BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Rev.	
							\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$3,230	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0
Contractual Services	0	1,900	1,900	1,900	1,900	1,900	\$0	0
Materials and Supplies	63	100	100	100	100	100	\$0	0
TOTAL	\$3,293	\$6,520	\$6,520	\$6,520	\$6,520	\$6,520	\$0	0
Funding Summary								
General Fund	\$3,293	\$6,520	\$6,520	\$6,520	\$6,520	\$6,520	\$0	0
TOTAL	\$3,293	\$6,520	\$6,520	\$6,520	\$6,520	\$6,520	\$0	0

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PUBLIC SAFETY

5.3.1 Public Safety

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

Table 5.28 PUBLIC SAFETY BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Police Department	\$10,806,307	\$11,618,404	\$11,833,347	\$11,483,800	\$12,153,847	\$12,153,847	\$535,443	4.6
Transfer to Fire Department	77,000	80,000	80,000	97,824	100,000	100,000	20,000	25.0
TOTAL	\$10,883,307	\$11,698,404	\$11,913,347	\$11,581,624	\$12,253,847	\$12,253,847	\$555,443	4.7
FTE Summary	101.0	101.0	101.0	101.0	101.0	101.0	0.0	0.0

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

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

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

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

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

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

PUBLIC SAFETY (continued)

5.3.2 Police Department Summary (continued)

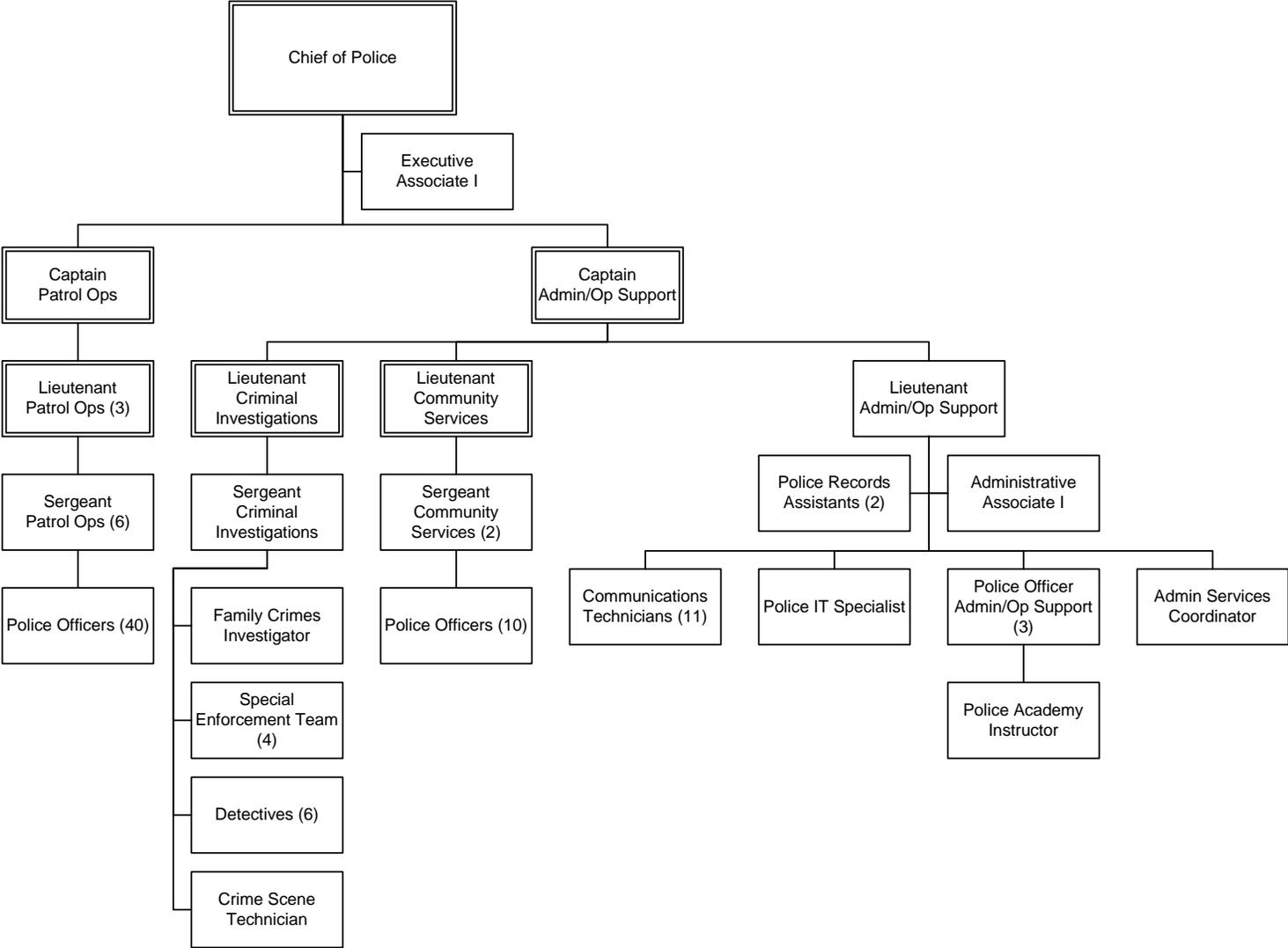
Table 5.29 POLICE DEPARTMENT BUDGET SUMMARY

Expense Summary	FY 2011	FY 2012	FY 2012	FY 2012	FY 2013	FY 2013	FY 13 Ad. to FY 12 Ad.	
	Actual	Adopted	Revised	Estimate	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)
Admin & Ops Support	\$1,767,687	\$1,801,755	\$2,003,939	\$1,916,871	\$1,749,575	\$1,749,575	(\$52,180)	(2.9)
Patrol Operations	4,838,118	5,278,068	5,302,803	5,202,454	5,645,934	5,645,934	367,866	7.0
Criminal Investigations	1,358,395	1,499,959	1,471,144	1,369,344	1,565,396	1,565,396	65,437	4.4
Community Services	1,561,278	1,630,946	1,647,549	1,638,159	1,584,737	1,584,737	(46,209)	(2.8)
Information Services	1,277,407	1,403,483	1,403,720	1,352,780	1,604,302	1,604,302	200,819	14.3
Support Team	3,422	4,193	4,192	4,192	3,903	3,903	(290)	(6.9)
TOTAL	\$10,806,307	\$11,618,404	\$11,833,347	\$11,483,800	\$12,153,847	\$12,153,847	\$535,443	4.6
FTE Summary	101.0	101.0	101.0	101.0	101.0	101.0	0.0	0.0
Funding Summary								
General Fund	\$8,900,973	\$9,601,764	\$9,816,707	\$9,590,564	\$10,220,436	\$10,220,436	618,672	6.4
Capital Projects Fund	1,153	1,169	1,169	1,169	1,215	1,215	46	3.9
Utilities Fund	115,317	116,887	116,887	116,887	121,538	121,538	4,651	4.0
Airport Fund	22,063						0	0.0
Traffic Fines	451,328	300,000	300,000	370,000	350,000	350,000	50,000	16.7
Police Reports/Fingerprt	4,102	4,500	4,500	3,800	4,500	4,500	0	0.0
Police Forfeitures	7,542						0	0.0
Extradition Reimbursement	15,209	5,000	5,000	7,500	5,000	5,000	0	0.0
False Alarms	1,200	150,000	150,000	50,000	90,000	90,000	(60,000)	(40.0)
Law Enf Assistance State	859,460	829,288	829,288	828,644	829,288	829,288	0	0.0
County SRO Funding	296,640	462,796	462,796	463,036	474,870	474,870	12,074	2.6
County Family Crimes Grant	12,077	32,000	32,000	12,200	32,000	32,000	0	0.0
Gang Officer Grant	111,026	90,000	90,000	30,000			(90,000)	(100.0)
Misc. Grants	8,217	25,000	25,000	10,000	25,000	25,000	0	0.0
TOTAL	\$10,806,307	\$11,618,404	\$11,833,347	\$11,483,800	\$12,153,847	\$12,153,847	\$535,443	4.6

PUBLIC SAFETY (continued)

5.3.2 Police Department Summary (continued)

Chart 5.12 Police Department Organizational Chart



PUBLIC SAFETY (continued)

5.3.3 Police - Administrative and Operational Support

Program Description

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

Table 5.30 Administrative and Operational Support Budget Summary

Expense Summary	FY 2011	FY 2012	FY 2012	FY 2012	FY 2013	FY 2013	FY 13 Ad. to FY 12 Ad.	
	Actual	Adopted	Revised	Estimate	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$846,743	\$917,288	\$897,288	\$822,288	\$1,041,316	\$1,041,316	\$124,028	13.5
Contractual Services	333,716	413,542	423,750	413,780	425,602	425,602	12,060	2.9
Materials and Supplies	94,617	77,550	79,668	80,570	77,550	77,550	0	0.0
Continuous Charges	157,867	180,875	190,875	187,875	190,107	190,107	9,232	5.1
Capital Outlay	334,744	212,500	412,358	412,358	15,000	15,000	(197,500)	(92.9)
TOTAL	\$1,767,687	\$1,801,755	\$2,003,939	\$1,916,871	\$1,749,575	\$1,749,575	(\$52,180)	(2.9)
FTE Summary	8.0	8.0	9.0	9.0	9.0	9.0	0.0	0.0

PUBLIC SAFETY (continued)

5.3.3 Police - Administrative and Operational Support Division (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> • Complete the Technology enhancement program by fully implementing LINx program • Complete 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 candidates • 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 	<ul style="list-style-type: none"> • Continued implementation of strategic plan • Continued the career development program • Continued to enhance efforts in intelligence-led policing • Maintained Accredited Status through Department of Criminal Justice Services • Successfully tested, processed, hired, and trained (7) seven new police officers and (1) one new communications technician. • Police Department staff received 2818.5 hours of in-service career enhancement training • Continued use of community notification through the use of Alert Loudoun/Leesburg and CrimeReports.com • Conducted a comprehensive space needs assessment of the current police facility • Conducted proposal and bid process for construction and expansion of Support Building. 	<ul style="list-style-type: none"> • Continue the career development program • Continue refining hiring process to make it faster, and still produce a high quality candidate • Improve department effectiveness through individual and collective training • Continue to improve community notification through Alert Loudoun/Leesburg and CrimeReports.com • Continued integration of intelligence-led policing • Maintain appropriate Accreditation standards • Continued planning with Loudoun County for emergency operations and contingency planning • Implementation of Virtual Real Time Crime Center • Establish partnership with Office of Probation and Parole • Implementation of wellness program • Groundbreaking for construction/expansion of Support Building • Implement new system for evidence tracking and purging • Refine use of social media sites for citizen information and departmental activity.

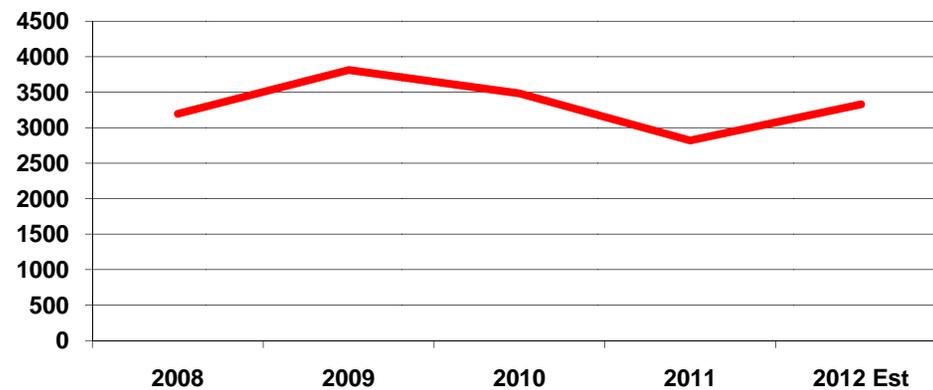
PUBLIC SAFETY (continued)

5.3.3 Police - Administrative and Operational Support Division (continued)

Performance Measures

	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated
Operational Efficiency and Fiscal Management					
Input					
FTE	8	8	8	9	9
Expenditures	\$2,056,022	(FY10) \$1,657,363	(FY11) \$1,767,686	(FY12) \$1,916,871	(FY13) \$1,749,575
Output					
Hours of Academy training for staff	3,196	3,814	3,484	2,818.5	3,328
# Staff receiving formal training	56	73	66	83	70
Efficiency					
Percent of personnel receiving training	73%	71%	66%	82%	69%
Average hours training (formal & informal) received per staff member	56.5	38.5	28.5	34	47.5

Chart 5.13 Hours of Formal Training Received by Staff



PUBLIC SAFETY (continued)

5.3.4 Police - Patrol Operations Division

Program Description

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

Table 5.31 PATROL OPERATIONS BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$4,719,164	\$5,146,358	\$5,115,037	\$5,040,038	\$5,514,224	\$5,514,224	\$367,866	7.1
Contractual Services	26,198	15,860	27,318	26,500	15,860	15,860	0	0.0
Materials and Supplies	92,756	115,850	97,952	96,950	115,850	115,850	0	0.0
Capital Outlay			62,496	38,966			0	0.0
TOTAL	\$4,838,118	\$5,278,068	\$5,302,803	\$5,202,454	\$5,645,934	\$5,645,934	\$367,866	7.0
FTE Summary	51.0	51.0	50.0	50.0	50.0	50.0	0.0	0.0

FUTURE BUDGET CONSIDERATIONS:

- ❖ Resources for patrol of increased commercial/retail areas

PUBLIC SAFETY (continued)

5.3.4 Police - Patrol Operations Division (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 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. • 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. <p>Maintain appropriate Accreditation standards.</p>	<ul style="list-style-type: none"> • Responded to and handled over 50,700 police activities (citizen generated calls for service and officer generated activities). • Improved contact with the community through the community district semi-annual meetings, public appearances, 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 96% 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 hosted an emergency response services drill. • Completed coverage of the in-car cameras the entire patrol fleet. • Continued enhancement of the Special Purpose Weapons program. Expanded the training and deployment of the Taser, and less lethal munitions. • Added a second police cyclist instructor and annual in-house refresher training for police cyclists to reduce on duty injuries. • Expanded the Core Business Officer program providing dedicated coverage of the Town’s core businesses from the downtown area to major retail shopping areas. • Reorganized command element to manage two community districts and emergency/special operations. 	<ul style="list-style-type: none"> • Continue to improve 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. • Utilize information technology to centralize project management and promote information sharing and collaboration to internal and external consumers. • Explore current system options for phased replacement of in-car cameras beginning FY 2014 (current warranties expire JUN 2013). • Explore expanded use of video and LPR cameras for enhanced situational awareness and accountability. • Continue integration of intelligence-led policing. • Maintain appropriate Accreditation standards. • Complete implementation of OPS Center/RTTC (Real Time Threat Center) • Complete a vulnerability survey for each community command district and identify community policing and emergency preparedness strategies to increase resiliency.

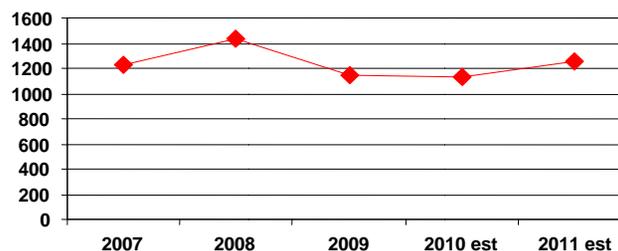
PUBLIC SAFETY (continued)

5.3.4 Police - Patrol Operations Division (continued)

Performance Measures

	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated
 Community Safety / Quality of Life					
Input					
FTE	48	51	51	50	50
Expenditures	\$4,817,023	(FY10) \$5,083,066	(FY11) \$4,838,118	(FY12) \$5,202,454	(FY13) \$5,645,934
Output					
Calls handled (not including calls for non-sworn staff)	New system in CY2009	45,939	45,236	50,727	50,832
Citizen calls for service		15,951	15,707	15,171	15,338
Officer-generated calls ¹		29,988	29,529	35,556	35,494
Efficiency					
Calls handled per officer	1,437	1,148	1,131 (40)	1,269 (40)	1,270 (40)
Arrests	1,229	1,829	1,670	1,459	1,500
Traffic summons issued by patrol	5,371	6,346	7,683	7,166	7,100
Outcome					
Percentage of survey results rating service as “meets or exceeds” expectations	99%	96%	97%	96%	96%

Chart 5.14 Calls per Patrol Officer



¹ 20% increase between CY10 and CY11 was the result of patrol officers spending a greater amount of proactive time on directed patrols and “hot-spot” policing.

PUBLIC SAFETY (continued)

5.3.5 Police - Criminal Investigations Division

Program Description

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

Table 5.32 CRIMINAL INVESTIGATIONS BUDGET SUMMARY

Expense Summary	FY 2011	FY 2012	FY 2012	FY 2012	FY 2013	FY 2013	FY 13 Ad. to FY 12 Ad.	
	Actual	Adopted	Revised	Estimate	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,291,301	\$1,417,997	\$1,389,107	\$1,294,107	\$1,487,555	\$1,487,555	\$69,558	4.9
Contractual Services	13,960	16,810	16,885	16,885	16,810	16,810	0	0.0
Materials and Supplies	4,681	14,500	14,500	12,500	14,500	14,500	0	0.0
Continuous Charges	39,033	50,652	50,652	45,852	46,531	46,531	(4,121)	(8.1)
Capital Outlay	9,420						0	0.0
TOTAL	\$1,358,395	\$1,499,959	\$1,471,144	\$1,369,344	\$1,565,396	\$1,565,396	\$65,437	4.4
FTE Summary	14.0	14.0	14.0	14.0	14.0	14.0	0.0	0.0

PUBLIC SAFETY (continued)

5.3.5 Police - Criminal Investigations Division (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 <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. 	<ul style="list-style-type: none"> • Personnel were trained in the use of analytical software for the purpose of developing and disseminating criminal intelligence to regional law enforcement partners. • Detectives received enhanced training in forensic interviewing of child abuse victims. • Detectives received enhanced training and earned certifications in the forensic recovery of evidence from computers, cell telephones and other electronic media. • Personnel received advanced training in the areas of crime scene evidence collection, domestic violence, gang violence, hostage negotiation, fraud and computer crimes. • Personnel served as advisory committee members with the Domestic Assault Response Team, the Child Advocacy Center, and provided training to victim assistance organizations to include the Loudoun Abused Women’s Shelter. • The efficiency of case resolution in the areas of larceny from vehicle and crimes against persons 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 identify and take enforcement action on drug, gang, habitual offender, and street crime offenders. 	<ul style="list-style-type: none"> • Use crime databases and analytical tools to enhance the solution of incidents. • Continue to fully implement intelligence-led policing concepts. • Maintain a close working relationship with county, state and federal law enforcement and prosecution offices. • Maintain accreditation standards. • Continue to seek training and develop detectives in new investigative techniques. • Participate in the Bureau of Alcohol, Tobacco, Firearms and Explosives E-trace program for tracing stolen firearms. • Continue to develop a computer forensic laboratory. • Hire a crime scene investigator and refine the department’s crime scene recovery program. • Revise the narcotics enforcement policy. • Draft and implement a vehicle seizure policy. • Review department personnel’s participation in regional task force operations.

PUBLIC SAFETY (continued)

5.3.5 Police - Criminal Investigations Division (continued)

Performance Measures

	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Estimate ²	CY 12 Estimate
Community Safety / Quality of Life					
Input					
FTE	13	14	14	14	14
Expenditures	\$1,308,145	(FY10) \$1,429,154	(FY11) \$1,358,395	(FY12) \$1,369,344	(FY13) \$1,565,396
Input					
Cases assigned to division	726	777	819	938	815
Criminal intelligence projects assigned	17	11	22	30	20
Output					
Cases closed	467	501	469	378	454
Cases closed by arrest or exceptional police means	242	297	283	238	265
Criminal intelligence projects researched	7	11	22	30	18
Efficiency					
% of cases closed by arrest, victim recovery, or exceptional means	51.8%	59.3%	60.3%	62.9%	58.3%
Forensic (crime scene, telephone, computer and AVID) examinations		197	206	61	155

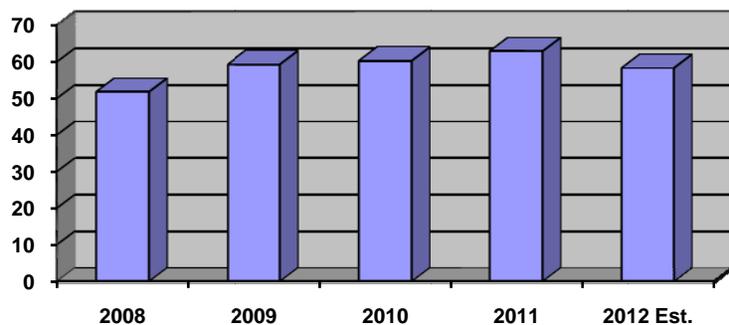


Chart 5.15 Cases Closed

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

² The cases listed as assigned and closed during FY 2011 are the sum of four quarterly reports. During CY 2011, 14 employees were funded, however, only 12 were assigned.

PUBLIC SAFETY (continued)

5.3.6 Police - Community Services Division

Program Description

The Community Services Division provides sophisticated and comprehensive prevention and support functions to other Department programs. These programs range from tailored enforcement actions such as traffic management, bike patrols, accident reconstruction, commercial/retail crime prevention, school security, and youth intervention strategies within the schools. The division's strategic goal is to facilitate crime and disorder prevention and reduction through proactive problem solving strategies and community partnerships.

Table 5.33 COMMUNITY SERVICES BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. To FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,480,864	\$1,550,108	\$1,566,108	\$1,561,108	\$1,504,981	\$1,504,981	(\$45,127)	(2.9)
Contractual Services	8,959	7,300	7,300	8,300	7,300	7,300	0	0.0
Materials and Supplies	22,589	24,950	25,553	22,163	24,950	24,950	0	0.0
Continuous Charges	47,501	48,588	48,588	46,588	47,506	47,506	(1,082)	(2.2)
Capital Outlay	1,364						0	0.0
TOTAL	\$1,561,277	\$1,630,946	\$1,647,549	\$1,638,159	\$1,584,737	\$1,584,737	(\$46,209)	(2.8)
FTE Summary	12.0	14.0	13.0	13.0	13.0	13.0	0.0	0.0

FUTURE BUDGET CONSIDERATIONS:

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

PUBLIC SAFETY (continued)

5.3.6 Police - Community Services Division (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 <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. 	<ul style="list-style-type: none"> • Enhanced department outreach programs to school age members of the community • Hosted and conducted (39) youth based programs and (21) adult based programs (CY11) • Planned, Organized and Conducted (3) Summer Police Camps for juveniles • Incorporated concepts and ideas from CTAP in identifying and dealing with traffic “hotspots” • Conducted 454 specialized traffic enforcement details (CY11) • Conducted joint crash reconstruction training with members of the Virginia State Police crash team. • Managed and coordinated police services to Town and contracted special events • Continued to provide input in plan review and commercial crime prevention programs by incorporating Crime Prevention through Environmental Design (CPTED) doctrine and principles. • Expanded membership of Police Explorer Post #1041 to 11 active and 2 reserve members. 	<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 Town and contracted 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 (CPTED) doctrine and principles. • Continue to participate in joint agency trainings in regards to Crash Investigation and Reconstruction with Virginia State Police and Loudoun County Sheriff’s Office • Plan and coordinate joint emergency response exercises within Leesburg public schools with LCPS and other first responder agencies.

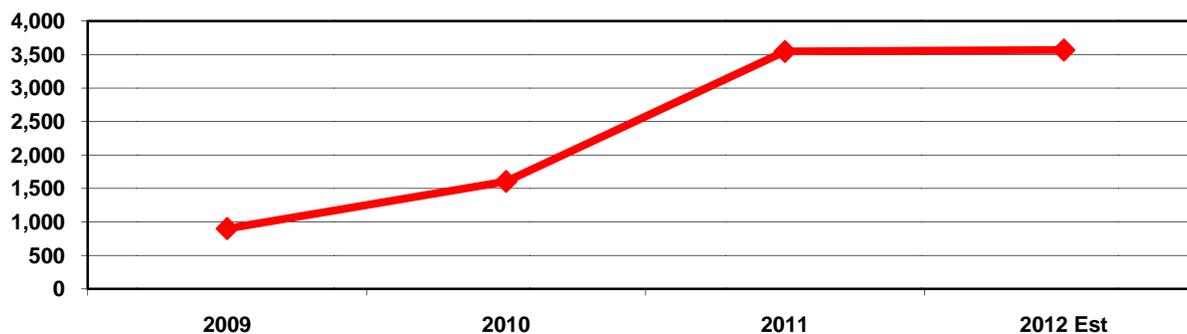
PUBLIC SAFETY (continued)

5.3.6 Police - Community Services Division (continued)

Performance Measures

	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated
Community Safety / Quality of Life					
Input					
FTE	12	12	11	13	13
Dollars spent	\$1,343,722	(FY10) \$1,356,561	(FY11) \$1,561,278	(FY12) \$1,638,159	(FY13) \$1,584,737
Output					
Youth-based programs	60	68	45	39	53
Adult-based programs	34	31	25	21	28
Specialized traffic details	230	521	763	454	500
Efficiency					
Youth received training	4,627	4,225	3,405	3,114	3,843
Adults receiving training	438	929	1,165	1,396	982
Citations issued on specialized traffic details	900	1,604	3,545	3,567	3,600
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	0.8%	3.3%	14.3%	27.8%	11%

Chart 5.16 Citations Issued During Special Enforcement Details



PUBLIC SAFETY (continued)

5.3.7 Police - Information Services Division

Program Description

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

Table 5.34 INFORMATION SERVICES BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 13 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,136,770	\$1,211,289	\$1,211,289	\$1,171,289	\$1,404,615	\$1,404,615	\$193,326	16.0
Contractual Services	109,481	158,230	158,467	156,167	165,191	165,191	6,961	4.4
Materials and Supplies	7,350	9,650	9,650	7,650	9,650	9,650	0	0.0
Continuous Charges	18,526	20,064	20,064	13,424	20,596	20,596	532	2.7
Capital Outlay	5,281	4,250	4,250	4,250	4,250	4,250	0	0.0
TOTAL	\$1,277,408	\$1,403,483	\$1,403,720	\$1,352,780	\$1,604,302	\$1,604,302	\$200,819	14.3
FTE Summary	15.0	14.0	15.0	15.0	15.0	15.0	0.0	0.0

PUBLIC SAFETY (continued)

5.3.7 Police - Information Services Division (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 <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. 	<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 54,231 police activities. Dispatched 16,307 citizen calls for service and handled 37,924 officer generated activities • Maintained career development program • Completed implementation of new software systems for CAD/RMS • Maintain appropriate Accreditation standards • Completed implementation with Loudoun County DIT and public safety agencies on upgrade of 800mhz radio system 	<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 and refine career development program for communications staff • Continue to refine use of software systems for CAD/RMS • Continue to refine Records management for operation of regional data systems (LInX) • Update CAD/RMS system to 9.0 software release • Maintain appropriate Accreditation standards • Continue implementation with Loudoun County DIT and public safety agencies on upgrade and rebanding of 800 MHz radio system. • Research and evaluate use of smart phones and tablets for departmental IT requirements. • Upgrade departmental cell phones for higher quality of service • Update Mobile Data Computers with new aircards and software.

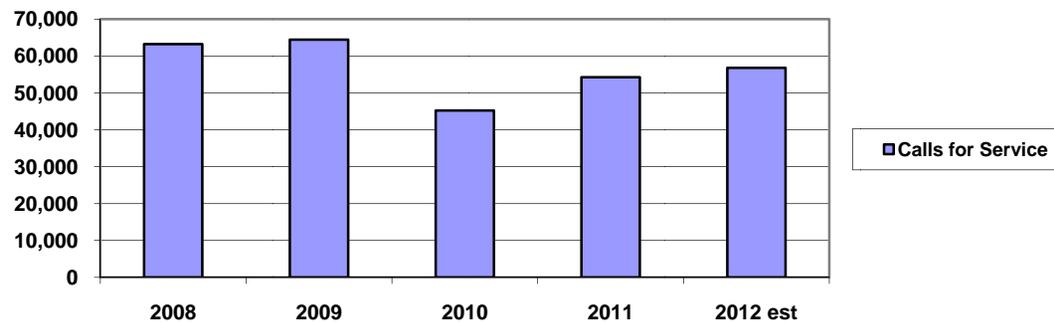
PUBLIC SAFETY (continued)

5.3.7 Police - Information Services Division (continued)

Performance Measures

	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated
Community Safety / Quality of Life					
Input					
FTE	15	15	14	14	14
Expenditures	\$1,426,046	(FY10) \$1,636,297	(FY11) \$1,277,408	(FY12) \$1,352,780	(FY13) \$1,604,302
Output					
Total calls	63,242	64,445	45,236	54,231	56,788
Officer generated calls	29,086	45,153	29,529	37,924	35,423
Citizen generated calls	34,156	20,922	15,507	16,307	21,723
Efficiency					
Average number of calls handled per dispatcher (does not include administrative staff)	5,270	5,370	4,112	4,930	5,162
Outcome					
Average process time for all priorities of calls (minutes)	4.58	4.50	4.50	5.20	4.70

Chart 5.17 Calls for Service



PUBLIC SAFETY (continued)

5.3.8 Police - Citizen's Support Team

Program Description

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

Table 5.35 CITIZEN'S SUPPORT TEAM BUDGET SUMMARY

Expense Summary	FY 2011	FY 2012	FY 2012	FY 2012	FY 2013	FY 2013	FY 13 Ad. to FY 12 Ad.	
	Actual	Adopted	Revised	Estimate	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)
Contractual Services	833	1,060	1,060	1,060	1,060	1,060	0	0.0
Materials and Supplies	332	619	619	619	1,545	1,545	926	149.6
Continuous Charges	1,569	2,513	2,513	2,513	1,298	1,298	(1,215)	(48.3)
Capital Outlay	688						0	0.0
TOTAL	\$3,422	\$4,192	\$4,192	\$4,192	\$3,903	\$3,903	(\$289)	(6.9)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 <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 26 special/contracted events in the Town of Leesburg Provided over 6300 hours of volunteer time in special event staffing, department representation, and proactive patrol Provided a savings of approximately 1588 man-hours of sworn officer time 	<ul style="list-style-type: none"> Continue to provide staffing assistance for special events in the Town of Leesburg. Continue to provide volunteer time in special event staffing, department representation, and proactive patrol. Continue to provide savings in man-hours of sworn officer time. Recruit and expand membership

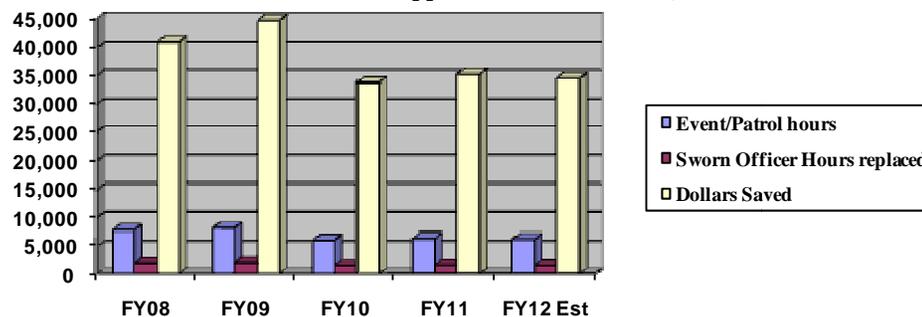
PUBLIC SAFETY (continued)

5.3.8 Citizen's Support Team (continued)

Performance Measures

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
 Community Safety / Quality of Life					
Input					
Volunteers	15	15	12	11	11
Dollars spent	\$5,805	(FY10) \$5,805	(FY11) \$3,422	(FY12) \$4,192	(FY13) \$3,903
Output					
Hours of special events/proactive patrol provided	7,730	8,050	6,092	6,355	6,223
Efficiency					
Number of sworn officer hours replaced (factor of 25%)	1,925	2,012	1,523	1,588	1,555
Outcome					
Dollars saved	\$41,000	\$44,600	\$33,734	\$35,174	\$34,443

Chart 5.18 Citizen Support Team Value Added, \$



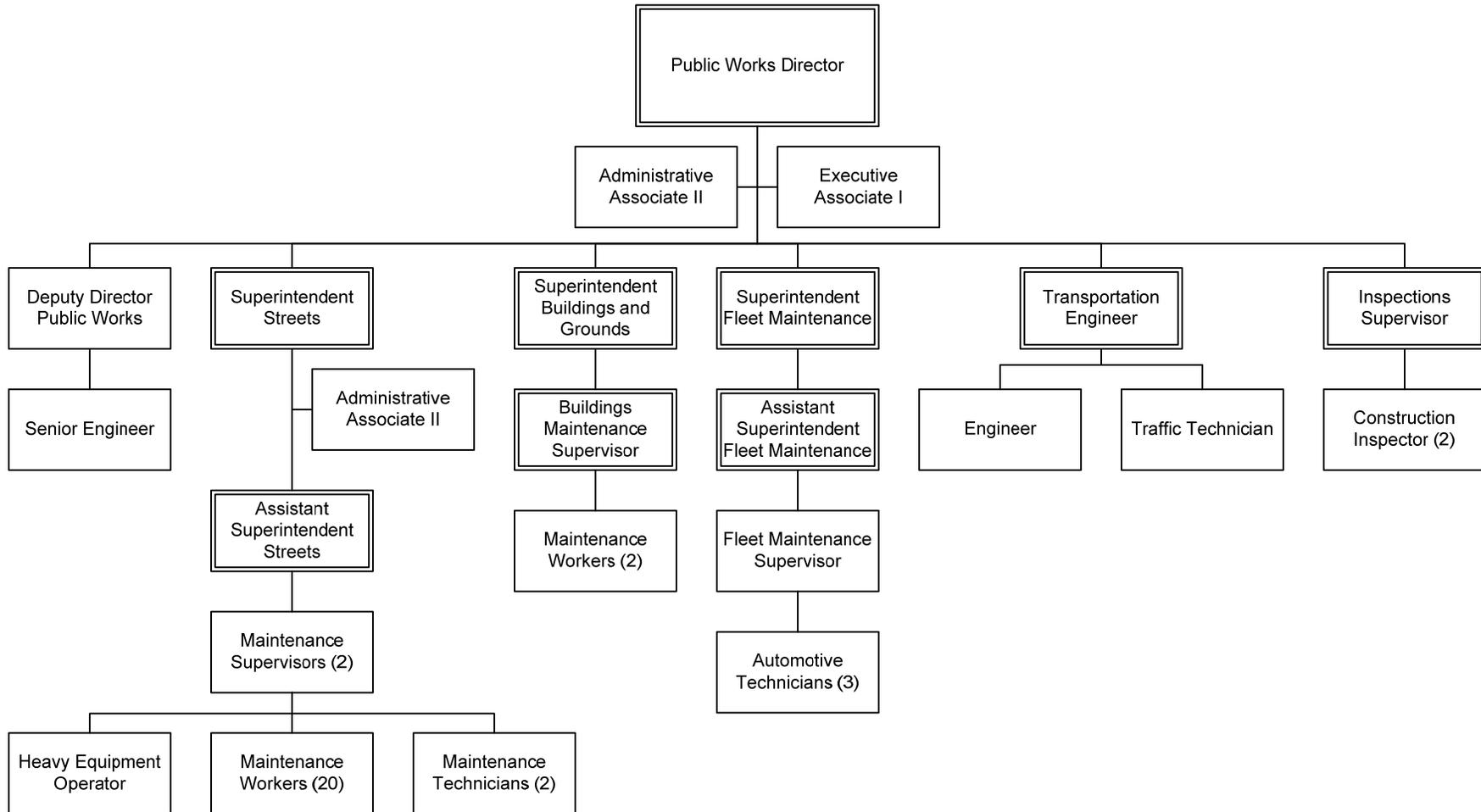
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PUBLIC WORKS

5.4.1 Public Works

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

Chart 5.19 Public Works Organizational Chart



PUBLIC WORKS (continued)

5.4.1 Public Works (continued)

Table 5.36 PUBLIC WORKS BUDGET SUMMARY

Expense Summary	FY 2011	FY 2012	FY 2012	FY 2012	FY 2013	FY 2013	FY 13 Ad. to FY 12 Ad.	
	Actual	Adopted	Revised	Estimate	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)
Administration	\$526,177	\$554,315	\$551,774	\$545,774	\$597,105	\$597,105	\$42,790	7.7
Engineering and Inspections	668,147	549,921	644,476	563,476	539,933	539,933	(9,988)	-1.8
Streets and Grounds	4,049,022	4,009,474	4,005,062	3,992,061	3,676,192	3,676,192	(333,282)	-8.3
Building Maintenance	1,078,538	965,074	1,648,557	1,606,187	966,274	966,274	1,200	0.1
Fleet Maintenance	1,345,232	1,480,235	1,513,418	1,492,418	1,529,630	1,529,630	49,395	3.3
Refuse and Recycling	2,583,365	2,688,684	2,688,684	2,678,684	2,781,684	2,781,684	93,000	3.5
Traffic Management	916,338	917,937	936,966	936,966	942,573	942,573	24,636	2.7
TOTAL	\$11,166,819	\$11,165,640	\$11,988,937	\$11,815,566	\$11,033,391	\$11,033,391	(\$132,249)	-1.2
FTE Summary	53.0	49.0	49.0	49.0	49.0	49.0	0.0	0
Funding Summary								
General Fund	\$7,803,711	\$7,831,360	\$11,477,243	\$11,172,225	\$10,463,665	\$10,463,665	\$2,632,305	33.61
Capital Projects Fund	126,386	115,114	115,114	115,114	121,727	121,727	6,613	5.74
Utilities Fund	198,380	396,580	396,580	396,580	447,999	447,999	51,419	12.97
Airport Fund	26,489						0	0.00
Proffer	212,411			131,647			0	0.00
Highway Maintenance Fund	2,799,442	2,822,586					(2,822,586)	-100.00
TOTAL	\$11,166,819	\$11,165,640	\$11,988,937	\$11,815,566	\$11,033,391	\$11,033,391	(\$132,249)	(8%)

PUBLIC WORKS (continued)

5.4.2 Public Works – Administration

Program Description

Public Works Administration is responsible for the supervision and operation of the following divisions and programs: Engineering and Inspections, 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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Av. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$498,257	\$521,469	\$521,469	\$519,469	\$556,136	\$556,136	\$34,667	6.6
Contractual Services	3,725	6,838	7,297	7,297	6,930	6,930	92	1.3
Materials and Supplies	1,649	2,900	2,900	2,900	2,900	2,900	0	0.0
Continuous Charges	22,546	23,108	20,108	16,108	31,139	31,139	\$8,031	34.8
TOTAL	\$526,177	\$554,315	\$551,774	\$545,774	\$597,105	\$597,105	\$42,790	7.7
FTE Summary	4.0	4.0	4.0	4.0	4.0	4.0	0.0	0.0

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)

5.4.2 Public Works – Administration (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Operational Efficiency and Fiscal Management		
<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. 	<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. • Staff combined efforts with Parks & Recreation and Planning & Zoning to host Keep Leesburg Beautiful (KLB) in April 2012. 	<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 2013 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)**5.4.3 Engineering and Inspections****Program Description**

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

1. Engineering:

- Reviews for approval all engineering construction drawings for BMP, Erosion and Sediment Control, final pavement designs, and signal structures associated with public and private infrastructure improvements submitted in support of development as well as all Capital Improvement Projects proposed within the Town limits.
- Meets with the private sector engineers on each project to promote clear communication for resolution of all comments.
- 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)

5.4.3 Engineering and Inspections (continued)

Table 5.38 ENGINEERING AND INSPECTIONS BUDGET SUMMARY

Expense Summary	FY 2011	FY 2012	FY 2012	FY 2012	FY 2013	FY 2013	FY 13 Ad. to FY 12 Ad.	
	Actual	Adopted	Revised	Estimate	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$629,753	\$498,758	\$504,258	\$504,258	\$488,708	\$488,708	(\$10,050)	(2.0)
Contractual Services	32,041	46,228	134,124	54,124	46,290	46,290	62	0.1
Materials and Supplies	4,889	4,935	5,394	4,394	4,935	4,935	0	0.0
Continuous Charges	1,329						0	0.0
Capital Outlay	135		700	700			0	0.0
TOTAL	\$668,147	\$549,921	\$644,476	\$563,476	\$539,933	\$539,933	(\$9,988)	(1.8)
FTE Summary	6.0	4.0	4.0	4.0	4.0	4.0	0.0	0.0

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)

5.4.3 Engineering and Inspections (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 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 20 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 Pavement Condition Index (PCI’s) for streets in the Town. • Provided inspection services to Capital Projects Management on the Dry Mill Wage and Ann Drainage Improvements Project. • The third 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 SWM/BMP facilities as required by the Town’s MS-4 permit. • Completed inspections in timely manner for PMW Farms (various sections), Leesburg Central, Wolf Furniture, Market Place at Potomac Station, Kincaid Forest Section 3, Chick-Fil-A, Dulles Motorcars (Chrysler), and various sections of the Oaklawn Development, and other projects. • Began work on Chesapeake Bay TMDL Program to understand requirements and develop a plan to comply with EPA/State imposed mandate. 	<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. • Analyze the pending Chesapeake Bay TMDL requirements to develop potential cost of SWM/BMP retrofits.

PUBLIC WORKS (continued)

5.4.3 Engineering and Inspections (continued)

Performance Measures

	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated
Operational Efficiency and Fiscal Management					
Input					
FTE (inspectors) performing services	3	3	3	2	2
Fees collected for performing services	\$26,400	\$22,200	\$24,000	\$40,500	\$41,000
Output					
Number of developer requests for extensions, reductions and final release	44	37	40	24	25
Efficiency					
Average fee per response	\$600	\$600	\$600	\$1,687	\$1,640
Average number of requests per inspector	14.6	12.3	13.3	12.0	12.5
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)

5.4.4 Streets and Grounds Maintenance

Program Description

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

Table 5.39 STREETS AND GROUNDS MAINTENANCE BUDGET SUMMARY

Expense Summary	FY 2011	FY 2012	FY 2012	FY 2012	FY 2013	FY 2013	FY 13 Ad. to FY 12 Ad.	
	Actual	Adopted	Revised	Estimate	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$2,315,336	\$2,164,160	\$2,194,160	\$2,191,160	\$2,302,277	\$2,302,277	\$138,117	6.4
Contractual Services	1,217,621	1,096,029	1,140,570	1,140,570	1,059,630	1,059,630	(36,399)	(3.3)
Materials and Supplies	262,461	198,405	190,767	180,766	198,405	198,405	0	0.0
Continuous Charges	48,364	115,480	23,880	23,880	115,480	115,480	0	0.0
Capital Outlay	205,239	435,400	455,685	455,685	400	400	(435,000)	(99.9)
TOTAL	\$4,049,022	\$4,009,474	\$4,005,062	\$3,992,061	\$3,676,192	\$3,676,192	(\$328,870)	(8.3)
FTE Summary	30.0	28.0	28.0	28.0	28.0	28.0	0.0	0.0

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

- ❖ The cost of street repaving is tied to the cost of oil. The number of lane miles of pavement needing maintenance is increasing based on the building of new roads. 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 has not been increased and the lane miles have increased. Costs for materials and capital replacement should be given a high priority.
- ❖ As the trees in the newer neighborhoods have begun to mature, we are seeing a large increase in the demand for brush and leaf collection. We expect this demand to increase for the next several years as more trees are being planted and the older ones continue to increase in size.
- ❖ Maintenance of our storm drainage system includes ponds, pipes, culverts, outfalls, curb/gutter, and ditches. As of April 2009, there were 66 storm water management ponds/detention facilities, 636 storm outfalls, 6,145 inlets, 1,003 storm manholes, 417 culverts, and 130 miles of various sized storm pipe that all need various levels of maintenance on a regular basis. Each year this list grows as development in the Town occurs. Since April 2009, development in the Town has added 8 new SWM ponds for a total of 74. The Town's MS-4 permit requires that these components of the municipal separate storm sewer system be operated and maintained at high standards.

PUBLIC WORKS (continued)

5.4.4 Streets and Grounds Maintenance (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Operational Efficiency and Fiscal Management		
<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. 	<ul style="list-style-type: none"> • Installed 700 square feet of Permeable Pavers on East Market, for permanent emergency access for police patrols. • Completed drainage improvements on West Loudoun at the First Mount Olive Baptist Church. • Installed structure on Valley View SW to improve drainage at the W&OD trail. • Added a second 6,000 gallon holding tank for the Salt Brine, with timer operating agitating pumps. • Regraded Police impound area and added additional stone to surface. 	<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.
 Community Safety / Quality of Life		
<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). 	<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 5,685 hours were used to make 19,038 curbside stops, 426.25 loads or 1,517.45 tons of brush was chipped. • Provided a total of 1,309 hours, in which 641 was overtime hours of assistance to parks staff for more than 28 Town special events. • Spent 8,180 hours mowing right-of-way, which includes 2,209.5 hours mowing at various park sites. • Approximately 4045 hours were used to collect over 345.5 truck loads or 518.25 ton of leaves during the Fall Leaf Pickup Program. • Spent 792 hours in picking up trash along Town streets, parks and drainage systems. • Spent 3,068.50 hours in cleaning out storm pipes, culverts and detention ponds. • Completed 8,797 hours of basic road repairs such as asphalt, crack sealing, Lawson Road, line painting, and shoulder repairs. 	<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 (continued)

5.4.4 Streets and Grounds Maintenance (continued)

Performance Measures

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
 Operational Efficiency and Fiscal Management					
Input					
Expenditures for brush pickups ¹	\$275,067	\$191,928	\$171,888	\$233,060	\$197,600
Output					
Curbside brush pickups	11,567	12,760	12,600	18,021	15,200
Efficiency					
Cost per pickup	\$23.78	\$15.04	\$13.64	\$12.93	\$13.00
Outcome					
Percentage of pickups completed within 24 hours	65%	70%	70%	60%	70%
Percentage of pickups completed within 48 hours	90%	90%	90%	80%	90%
 Community Safety / Quality of Life					

¹ Brush pickup has increased over the past couple of years because of the growth of trees planted in the newer subdivisions and more frequent weather events that cause tree damage.

PUBLIC WORKS (continued)

5.4.4 Streets and Grounds Maintenance (continued)



Chart 5.19 Actual Hours Worked (43,436) and Percentage of Total, FY 2012 (not including hours spent on administrative duties, training, leave, and holidays)

PUBLIC WORKS (continued)

5.4.4 Streets and Grounds Maintenance (continued)

2013 Projected Hours Worked

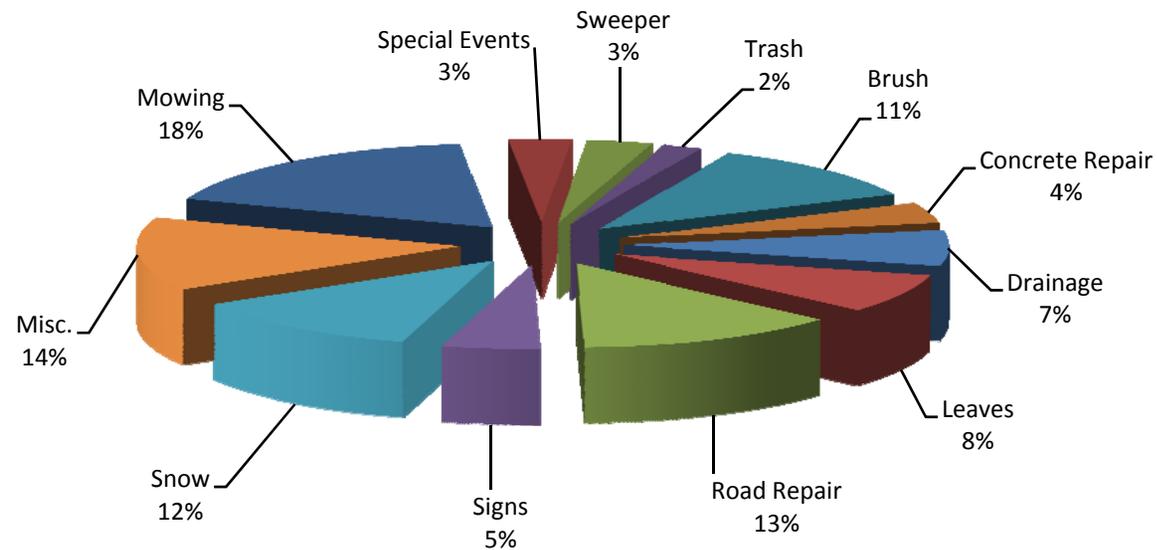


Chart 5.20 Projected Hours (42,036) Work, FY 2013 (not including hours spent on administrative duties, training, leave, and holidays)

PUBLIC WORKS (continued)

5.4.5 Building Maintenance

Program Description

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

Table 5.40 BUILDING MAINTENANCE BUDGET SUMMARY

Expense Summary	FY 2011	FY 2012	FY 2012	FY 2012	FY 2013	FY 2013	FY 13 Ad. to FY 12 Ad.	
	Actual	Adopted	Revised	Estimate	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$358,374	\$366,829	\$366,829	\$356,829	\$367,800	\$367,800	\$971	0.3
Contractual Services	258,319	377,805	347,290	337,290	377,890	377,890	85	0.0
Materials and Supplies	55,620	51,100	110,790	110,790	51,100	51,100	0	0.0
Continuous Charges	133,310	149,340	150,860	150,860	149,484	149,484	144	0.1
Capital Outlay	272,916	20,000	672,788	650,418	20,000	20,000	0	0.0
TOTAL	\$1,078,538	\$965,074	\$1,648,557	\$1,606,187	\$966,274	\$966,274	\$1,200	0.1
FTE Summary	4.0	4.0	4.0	4.0	4.0	4.0	0.0	0.0

PUBLIC WORKS (continued)

5.4.5 Building Maintenance (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Operational Efficiency and Fiscal Management		
<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. 	<ul style="list-style-type: none"> • All Airflow Control Boxes have been upgraded and tied to Town Hall HVAC energy management system. • Completed installation of new lighting in garage. • Completed retrofit of Public Safety building HVAC systems. • Contract labor cost has been kept down by expanded use of in-house labor. • Relocated salt brine production facilities to accommodate fuel island changes. • Installed furnishings and equipment and assisted with opening of Mason Enterprise Center. 	<ul style="list-style-type: none"> • Replacement of Town Hall roof top HVAC unit. • Complete retrofit of Town Hall access control system. • Purchase and install “Blue Light” emergency call boxes in parking garage to improve security.
 Community Safety/Quality of Life		
<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. 	<ul style="list-style-type: none"> • Completed garage lighting to improve lighting levels and efficiency. • Completed replacement of Fuel Island • Installation of generator for Public Works Bldg. • Retrofitted parking garage fans for improved efficiency and less noise. 	<ul style="list-style-type: none"> • Continue replacement of obsolete lighting fixtures in Town Hall to improve lighting and energy efficiency. • Resurfacing of Public Works facility parking lot.

PUBLIC WORKS (continued)

5.4.5 Building Maintenance (continued)

Performance Measures

	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated
 Operational Efficiency and Fiscal Management					
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	1,269	1,107	1,100	1,206	1,010
Output					
Service calls completed	1,275	1,100	1,075	1,009	1,000
Service calls completed within 48 hours	1,251	1,063	1,056	996	975
Efficiency					
Average square footage maintained per employee	66,199	66,199	66,199	66,199	66,199
Average service calls completed per employee	317	277	275	302	253
Average facilities maintained per employee	3	3	3	3	3
Outcome					
Percentage of service calls completed within 48 hours	97%	96%	96%	97%	97%

PUBLIC WORKS (continued)

5.4.6 Fleet Maintenance

Program Description

The Fleet Maintenance Division maintains the 480 Town-owned vehicles and pieces of equipment. Fleet Maintenance personnel perform state safety inspections of Town-owned vehicles, provide 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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$613,311	\$628,130	\$640,130	\$640,130	\$671,176	\$671,176	\$43,046	6.9
Contractual Services	79,365	38,859	38,963	38,963	38,900	38,900	41	0.1
Materials and Supplies	205,399	186,810	211,889	211,889	196,810	196,810	10,000	5.4
Transfer Payments	23,155	10,000	10,000	10,000	10,000	10,000	0	0.0
Continuous Charges	424,001	616,436	612,436	591,436	612,744	612,744	(3,692)	(0.6)
TOTAL	\$1,345,232	\$1,480,235	\$1,513,418	\$1,492,418	\$1,529,630	\$1,529,630	\$49,395	3.3
FTE Summary	6.0	6.0	6.0	6.0	6.0	6.0	0.0	0.0

FUTURE BUDGET CONSIDERATIONS:

- ❖ Install central air conditioning in Town Shop.

PUBLIC WORKS (continued)

5.4.6 Fleet Maintenance (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Operational Efficiency and Fiscal Management		
<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 preventative maintenance schedule for increased service life of vehicles and equipment. • Provide budget information to other departments for vehicle purchases. • Notify departments when vehicles are scheduled for replacement. • Prepare all necessary documentation for the online auction of surplus Town-owned equipment. • Keep Town fleet vehicles and equipment on the road and operable and in compliance with DEQ regulations. 	<ul style="list-style-type: none"> • Kept Town fleet vehicles and equipment on the road with minimal downtime. • Completed replacement of fuel island with new pumps, tanks, and canopy. • Maintained preventative maintenance schedule for all fleet vehicles. • Assisted other departments with budget preparations for vehicle purchases. • Notified departments when vehicles were scheduled for replacement to assist with budget preparation. • Replaced manual paper-based State Inspection process with completely automated, online process. • Completed major refurbishment of entire fleet of snow plows. • Implemented a pilot program for the purchase and operation of an alternative fuel vehicle. 	<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. • Remove/install police fleet equipment where possible to reduce installation costs by radio shop. • 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. • One additional staff member to obtain VA Safety Inspection license. • Analyze and improve parts stocking process and storage to improve purchasing efficiencies. • Continue to provide efficient and cost effective repair and maintenance of vehicles and equipment. • Assist with vehicle and equipment replacements funded by vehicle replacement fund.

PUBLIC WORKS (continued)

5.4.6 Fleet Maintenance (continued)

Performance Measure

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

	CY 2008 Actual	CY 2009 Actual	CY 2010 Actual	CY 2011 Actual	CY 2012 Estimated
 Operational Efficiency and Fiscal Management					
Input					
# FTE	1	1	1	1	1
Cost of oil changes	\$22,340	\$24,868	\$23,780 ²	\$26,896 ³	\$27,239
# gasoline powered vehicles/equipment	349	349	349	347	347
# diesel powered vehicles/equipment	131	131	131	131	131
Output					
# gasoline powered vehicles/equipment serviced	339	372	357	358	360
# diesel powered vehicle/equipment serviced	128	143	131	131	131
Efficiency					
Cost per gasoline vehicle maintained	\$29.21	\$30.62	\$31.10	\$35.42	\$36.00
Cost per diesel vehicle maintained	\$92.71	\$94.25	\$96.78	\$108.52	\$109.00
Percentage of gasoline vehicles					
Serviced on/before scheduled interval	96%	97%	96%	95%	95%
Percentage of diesel vehicles serviced on/before scheduled interval	98%	98%	97%	96%	96%

² Reduction reflects the introduction of synthetic oils on some vehicles allowing oil change intervals to extend from three months or 3,000 miles to six months or 5,000 miles.

³ Increase in cost to maintain gasoline and diesel vehicles due to higher oil prices.

PUBLIC WORKS (continued)

5.4.7 Refuse Collection and Recycling

Program Description

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

Table 5.42 REFUSE AND RECYCLING BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Rev. \$ Inc/(Dec)	% Inc/(Dec)
Contractual Services	2,571,435	2,679,684	2,679,684	2,669,684	2,772,684	2,772,684	93,000	3.5
Materials and Supplies	11,930	9,000	9,000	9,000	9,000	9,000	0	0.0
TOTAL	\$2,583,365	\$2,688,684	\$2,688,684	\$2,678,684	\$2,781,684	\$2,781,684	\$93,000	3.5

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.
- ❖ Refuse and Recycling Contract will be re-bid in the Spring of 2012. Higher prices and/or additional services may increase FY2014 budget.

PUBLIC WORKS (continued)

5.4.7 Refuse Collection and Recycling (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Community Safety / Quality of Life		
<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. 	<ul style="list-style-type: none"> • Began Recycling Pilot Program at Gateway Condominium community. Kick off in March 2012, distributed “condo sized” recycling containers. • In FY2012, 1 community document shred event was held in May. Over 300 citizens were served and over 7,000 lbs. of paper was collected 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 document shredding events. • 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"> • 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. • Rebid Refuse and Recycling Contract in Spring. Alternatives to lower cost and improve service will be considered. • Continue Recycling Pilot Program at Gateway Condominium community.

PUBLIC WORKS (continued)

5.4.7 Refuse Collection and Recycling (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

 Community Safety / Quality of Life

	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated
Input					
Residential Curbside Pickups	1,105,400	1,329,000	1,401,400	1,410,500	1,413,800
Commercial Curbside Pickups	55,000	56,700	56,700	56,700	56,700
Output					
Total number of complaints	150	144	90	126	120
Efficiency					
Percentage of complaints vs. # of pickups	0.012%	0.010%	0.006%	0.009%	0.008%
Outcome					
Percentage of complaints per total pickups provided under 0.02%	Yes	Yes	Yes	Yes	Yes

PUBLIC WORKS (continued)

5.4.8 Traffic Management

Program Description

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

Table 5.43 TRAFFIC MANAGEMENT BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$318,578	\$324,267	\$328,867	\$328,867	\$343,454	\$343,454	\$19,187	5.9
Contractual Services	71,808	71,451	68,168	68,168	71,600	71,600	149	0.2
Materials and Supplies	38,286	29,300	40,207	40,207	29,300	29,300	0	0.0
Continuous Charges	432,708	446,919	446,919	446,919	452,219	452,219	5,300	1.2
Capital Expenditures	54,958	46,000	52,805	52,805	46,000	46,000	0	0.0
TOTAL	\$916,338	\$917,937	\$936,966	\$936,966	\$942,573	\$942,573	\$24,636	2.7
FTE Summary	3.0	3.0	3.0	3.0	3.0	3.0	0.0	0.0

FUTURE BUDGET CONSIDERATIONS:

- ❖ In FY14, there will be a need to increase electricity payments by approximately \$5,000 to account for the additional lights and signals that will come on-line in FY13.
- ❖ During FY13, the four (4) new traffic signals will be covered by the manufacturer's warranty. In FY14, the Town will need to budget additional funds to provide maintenance and repair services for these additional signals. This would amount to approximately \$4,000.

PUBLIC WORKS (continued)

5.4.8 Traffic Management (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Operational Efficiency and Fiscal Management		
<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 Virginia Regional Transit for shelters and bus routes within the Town. • Provided detailed review and inspection of major fiber line installation throughout Town by communications companies. 	<ul style="list-style-type: none"> • Coordinate the design of new video camera system installation with LPD on existing traffic signals. • Continue to provide review and inspection of work performed by utility companies in public right-of-way. • Continue to work with Virginia Regional Transit on bus routes and shelters.
 Community Safety / Quality of Life		
<ul style="list-style-type: none"> • Create inventory of all street signs. This effort is being made in order to meet upcoming federal standards regarding retro-reflectivity. 	<ul style="list-style-type: none"> • Created new policy for handicapped parking procedure for the public right-of-way. • Manage the design and installation for the new wayfinding signage. • Supported the SRTC in the execution of their new policy regarding rotation of the driver feedback signs. • Digitized all existing signs into data base. 	<ul style="list-style-type: none"> • Provide technical support for the installation of four (4) traffic signals on South King Street and Sycolin Road. • Inventory all street signs in the field to determine when they need to be replaced.
 Land Development Process Improvements		
<ul style="list-style-type: none"> • Amend Town Transportation Plan (coordinate with Executive and Planning & Zoning Departments). • Coordinate activities for transportation planning and improvement projects for the Town at the Northern Virginia Transportation Authority (NVTA). 	<ul style="list-style-type: none"> • Set up forecast transportation model so Town can run new updated model. • Attended Planning Commission meeting to discuss Town Transportation Plan changes. • Coordinate the implementation of the NVTA's Trans-Action 2040 Update. 	<ul style="list-style-type: none"> • Provide technical review of traffic studies for Plan Review, CPM and Planning & Zoning.
 Capital Infrastructure		
<ul style="list-style-type: none"> • Coordinate the implementation of traffic calming projects. • Coordinate the design and installation of two (2) new traffic signals. • Provide technical support to VDOT for the Overpass at Route 7/15 Bypass and Sycolin Road. 	<ul style="list-style-type: none"> • Coordinated the implementation of traffic calming for the Lowenbach Subdivision and traffic counts for the studies. • Provided traffic signal inspection for two (2) new traffic signals at Hope Parkway and Edwards Ferry Road. • Reviewed and coordinated new fiber installation for eight (8) traffic signals with LUMOS System. • Provided review of the right-turn lane design on Edwards Ferry Road and Route 15 Bypass. • Attend scoping and field inspection meeting and provided review for the Sycolin Road Overpass. 	<ul style="list-style-type: none"> • Provide technical support to VDOT for the Sycolin Road Overpass at Route 7/15 Bypass. • Provide review for the VDOT climbing lane on Route 7 and Crosstrail Boulevard connection to Kincaid Boulevard. • Provide review to CPM for South King Street, Phase II and Battlefield Parkway from Greenway to South King Street.

PUBLIC WORKS (continued)

5.4.8 Traffic Management (continued)

Performance Measures

	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated
 Operational Efficiency and Fiscal Management			 Community Safety / Quality of Life		
Input					
Expenditures	\$148,000	\$173,000	\$188,000	\$189,000	\$190,000
Traffic signals	42	49	50	52	53
Annual cost of service per signal	\$3,524	\$3,531	\$3,760	\$3,635	\$3,585
Output					
Service calls	52	78	81	96	105
Efficiency					
Percentage of trouble calls response time within 30 minutes during business hours	96%	96%	96%	97%	97%
Percentage of trouble calls response time within 60 minutes after business hours	95%	95%	95%	96%	96%
Outcome					
Percentage of service calls completed in less than the targeted time	95%	95%	95%	96%	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 2011	FY 2012	FY 2012	FY 2012	FY 2013	FY 2013	FY 13 Ad. to FY 12 Ad.	
	Actual	Adopted	Revised	Estimate	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)
Parks and Recreation	\$7,317,560	\$6,982,028	\$7,147,063	\$6,965,113	\$7,355,068	\$7,355,068	\$373,040	5.3
Parks Advisory Commission	3,876	4,520	4,520	4,520	4,520	4,520	0	0.0
Thomas Balch Library	444,535	429,395	464,980	455,533	428,434	428,434	(961)	(0.2)
Library Advisory Commission	5,147	5,870	5,870	5,870	5,870	5,870	0	0.0
TOTAL	\$7,771,118	\$7,421,813	\$7,622,433	\$7,431,036	\$7,793,892	\$7,793,892	\$372,079	5.0
FTE Summary	117.2	112.4	112.4	112.4	112.4	112.4	0.0	0.0

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.

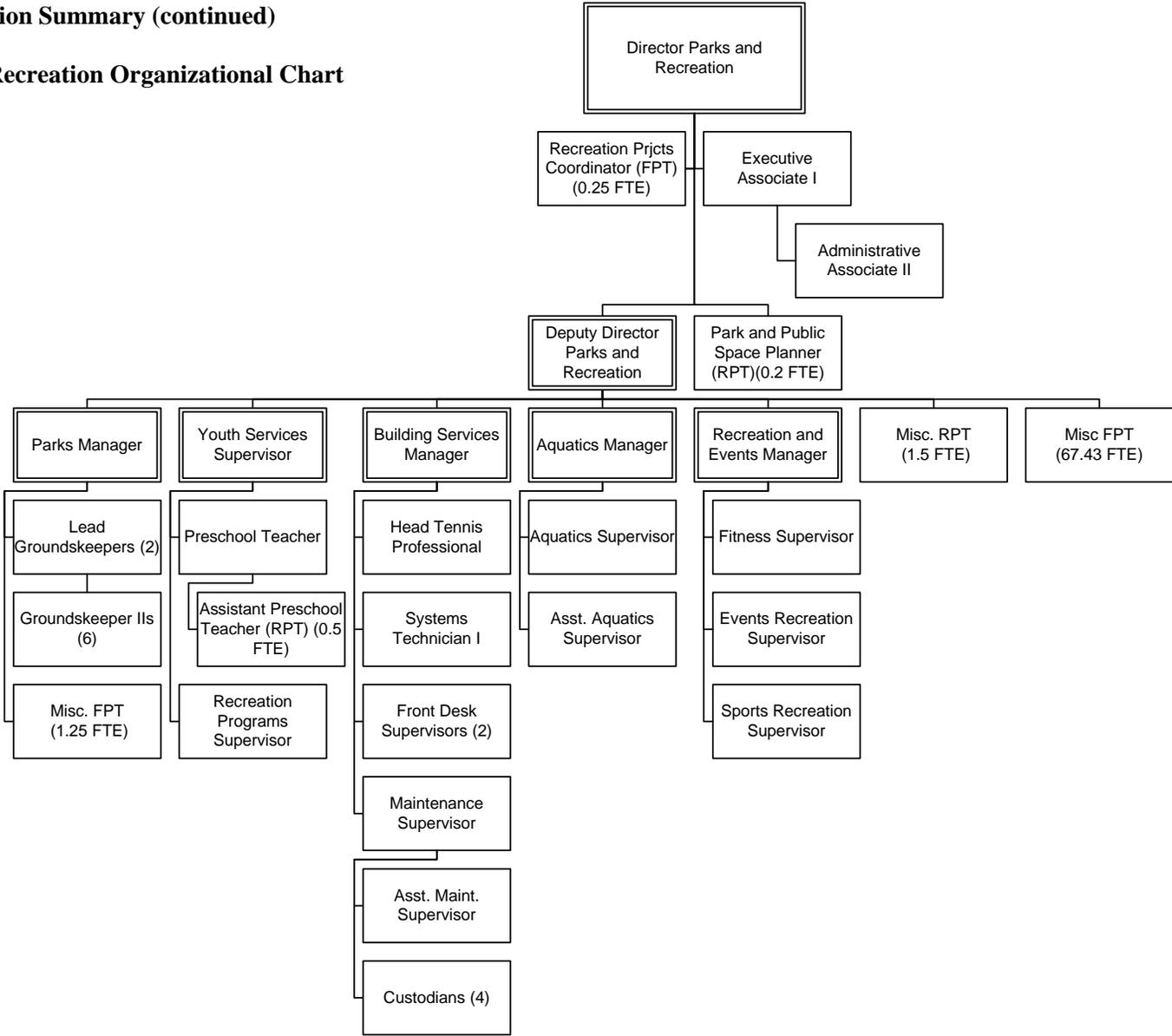
Table 5.45 PARKS AND RECREATION BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Parks and Recreation Administration	\$474,494	\$574,298	\$647,886	\$636,736	\$607,766	\$607,766	\$33,468	5.8
Parks Division	1,090,385	1,123,066	1,154,210	1,081,410	1,148,318	1,148,318	25,252	2.2
Recreation Division	5,752,681	5,284,664	5,344,967	5,246,967	5,598,984	5,598,984	314,320	5.9
TOTAL	\$7,317,560	\$6,982,028	\$7,147,063	\$6,965,113	\$7,355,068	\$7,355,068	\$373,040	5.3
FTE Summary	111.0	107.1	107.1	107.1	107.1	107.1	0.0	0.0
Funding Summary								
General Fund	\$2,544,689	\$1,962,916	\$2,157,951	\$2,439,337	\$2,451,448	\$2,451,448	\$488,532	24.9
Recreation Charges	4,772,871	5,019,112	4,989,112	4,525,776	4,903,620	4,903,620	(115,492)	(2.3)
TOTAL	\$7,317,560	\$6,982,028	\$7,147,063	\$6,965,113	\$7,355,068	\$7,355,068	\$373,040	5.3

LEISURE SERVICES (continued)

5.5.2 Parks and Recreation Summary (continued)

Chart 5.22 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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$426,592	\$522,317	\$557,317	\$557,317	\$560,616	\$560,616	\$38,299	7.3
Contractual Services	14,211	16,126	56,864	51,614	16,170	16,170	44	0.3
Materials and Supplies	2,604	4,000	3,850	2,350	4,000	4,000	0	0.0
Continuous Charges	31,087	31,855	29,855	25,455	26,980	26,980	(4,875)	(15.3)
TOTAL	\$474,494	\$574,298	\$647,886	\$636,736	\$607,766	\$607,766	\$33,468	5.8
FTE Summary	5.30	4.45	4.45	4.45	4.45	4.45	0.00	0.00

2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 <p>Community Safety / Quality of Life</p> <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. 	<ul style="list-style-type: none"> • Completed a Service and Needs Assessment of departmental offerings • Completed site-specific master plans for all Town parks. • Absorbed Town Arborist responsibilities into departmental work plan. • Began reactivation of Friends of Ida Lee program with the project goal of additional field development and park enhancement. 	<ul style="list-style-type: none"> • Update 20-year Comprehensive Parks Master Plan • Pursue public/private partnerships for field development and enhancements. • Resolve the status of the proffered Potomac Crossing Park. • Perform facility and program audits to ensure compliance with the ADA 2010 standards and develop a transition plan as needed.

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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$746,748	\$761,123	\$706,123	\$656,123	\$757,623	\$757,623	(\$3,500)	(0.5)
Contractual Services	39,524	66,123	64,738	60,438	104,715	104,715	38,592	58.4
Materials and Supplies	132,544	128,820	116,336	112,336	128,820	128,820	0	0.0
Continuous Charges	144,807	145,000	175,150	175,150	147,160	147,160	2,160	1.5
Capital Expenditures	26,762	22,000	91,863	77,363	10,000	10,000	(12,000)	(54.5)
TOTAL	\$1,090,385	\$1,123,066	\$1,154,210	\$1,081,410	\$1,148,318	\$1,148,318	\$25,252	2.2
FTE Summary	11.50	11.25	11.25	11.25	10.25	10.25	(1.00)	(8.89)

LEISURE SERVICES (continued)

5.5.4 Parks and Recreation – Parks Division (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 <p>Economic Development and Downtown Improvements</p> <ul style="list-style-type: none"> Assist with the implantation of the Downtown Redevelopment plan. 	<ul style="list-style-type: none"> Completed development of Bike Depot at Raflo Park 	<ul style="list-style-type: none"> Develop trailhead and parking area for access to Veterans Park. Renovation of infields at Freedom Park.
 <p>Community Safety / Quality of Life</p> <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. 	<ul style="list-style-type: none"> Hosted the VA State little League Majors baseball tournament at Freedom Park. Partnered with the National Potomac Heritage Trail through Edwards Landing and Veterans Parks. Worked with an established 501(c)3 to provide enhancements to the Leesburg Dogpark. 	<ul style="list-style-type: none"> Evaluate conditions of playground amenities and recommend areas for improvement. Redefine divisional work plan to accommodate additional areas of responsibility such as Airport beautification and maintenance of improvements from the downtown redevelopment project.

LEISURE SERVICES (continued)

5.5.4 Parks and Recreation – Parks Division (continued)

Performance Measures

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
 Community Safety / Quality of Life					
 Operational Efficiency and Fiscal Management					
Input					
FTE	11	11.5	11.5	12.25	11.25
Expenditures	\$1,158,060	\$1,231,455	\$1,284,448	\$1,090,385	\$1,081,410
Output					
# Non-park sites maintained	3	3	4	4	4
# Athletic fields maintained	13	14	14	14	14
# Park sites maintained	15	15	15	15	15
Efficiency					
Annual Cost per capita	\$27.99	\$29.46	\$30.14	\$25.18	\$26.47
Outcome					
Athletic games scheduled	1,350	1,500	1,612	1,726	1,700
Park enhancement projects completed	6	5	4	6	5
Park and/or pavilion rentals	105	210	204	121	130

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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$4,291,227	\$3,910,354	\$3,900,354	\$3,869,954	\$4,205,946	\$4,205,946	\$295,592	7.6
Contractual Services	657,604	721,681	761,271	741,271	734,819	734,819	13,138	1.8
Materials and Supplies	249,870	245,634	246,560	220,960	251,202	251,202	5,568	2.3
Continuous Charges	301,116	406,995	409,245	387,245	407,017	407,017	22	0.0
Capital Outlay	252,864		27,537	27,537			0	
TOTAL	\$5,752,681	\$5,284,664	\$5,344,967	\$5,246,967	\$5,598,984	\$5,598,984	\$314,320	5.9
FTE Summary	94.15	89.43	91.43	91.43	92.43	92.43	3.00	3.4

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> Exceed revenue goals while operating within established guidelines and while implementing possible efficiencies. 	<ul style="list-style-type: none"> Improved cost recovery of revenue generating areas over FY 11. Expanded marketing efforts and customer offerings to improve facility membership market share. 	<ul style="list-style-type: none"> Exceed revenue goals while operating within established guidelines and while implementing possible efficiencies. Continue to improve the cost recovery within revenue generating areas.
 <p>Community Safety / Quality of Life</p> <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. 	<ul style="list-style-type: none"> Produced the annual airshow at the Leesburg Executive Airport. Expanded utilization of social media and departmental databases to distribute updates and marketing information in a timely and customer-friendly manner. 	<ul style="list-style-type: none"> Explore diversified marketing methods to promote departmental programs, facilities, and events. Development of additional family-based programs and services.

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division (continued)

Performance Measures

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
 Community Safety / Quality of Life		 Operational Efficiency and Fiscal Management			
Input					
FTE ¹	76.6	76.6	76.6	76.6	75.6
Expenditures	\$4,350,961	\$4,665,190	\$5,258,834	\$5,752,570	\$5,246,967
Output					
Programs offered	3,098	3,410	3,629	3,654	3,713
Program participants	19,586	22,233	21,665	20,593	22,167
Ida Lee pass visits	245,503	255,274	243,509	208,510	210,000
Ida Lee daily admissions	76,590	73,849	53,063	50,588	48,000
Outdoor pool visits	NA	19,250	62,327	59,018	63,000
Revenue generated	\$3,617,123	\$4,193,381	\$4,656,396	\$4,517,247	\$4,526,702
Efficiency					
Cost recovery rate (70% Town Council mandate)	83%	90%	89%	85%	94%
Cost per capita after revenue	\$17.74	\$11.28	\$14.13	\$18.36	\$6.89
Outcome					
Percentage of programs rated as good or excellent by participants	95%	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

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
 Community Safety / Quality of Life					
 Operational Efficiency and Fiscal Management					
Input					
Special Events (SE) FTE	1	1	1	1	1
SE Expenditures	\$241,989	\$269,264	\$282,918	\$266,594	\$350,033
Output					
Special Events (SE) offered	11	11	11	10	11 ²
SE program participants	56,460	63,545	75,407	51,958	73,886
SE revenues generated	\$155,770	\$163,922	\$171,083	\$172,984	\$170,232
Efficiency					
Cost per capita after revenue	\$2.08	\$2.52	\$2.62	\$2.20	\$4.18
Cost per participant after revenue	\$1.52	\$1.65	\$1.48	\$1.80	\$2.46
Outcome					
Local, state or national awards received	4	2	5	5	4

² Includes Leesburg Airshow.

LEISURE SERVICES (continued)

5.5.5 Parks and Recreation – Recreation Division (continued)

Performance Measures

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
 Community Safety / Quality of Life					
 Operational Efficiency and Fiscal Management					
Input					
Community Outreach (CO) FTE	4.38	4.38	4.38	3	3
CO expenditures	\$194,601	\$212,444	\$233,543	\$173,671	\$165,360
CO grants/donations received	\$1,500	\$2,063	\$4,795	\$3,375	\$400
Output					
CO program sites	4	4	4	4	4
CO activity hours	1,392	1,432	1,467	1,568	1,600
CO program participants	280	300	317	386	350
Efficiency					
Cost per program hour offered	\$140	\$148	\$159	\$111	\$108
Cost per capita	\$5.12	\$5.59	\$6.11	\$4.01	\$3.97
Cost per participant	\$695	\$708	\$737	\$450	\$493
Outcome					
Percent registered youth attending programs	65%	65%	67%	68%	67%
Total program attendance	NA	NA	8,663	8,512	8,952

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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$3,876	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0
TOTAL	\$3,876	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0
Funding Summary								
General Fund	\$3,876	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0
TOTAL	\$3,876	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0

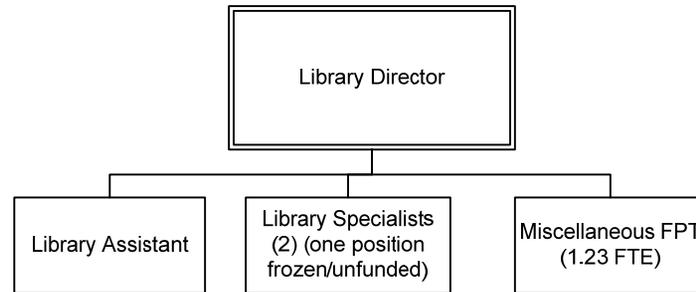
LEISURE SERVICES (continued)

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 5.23 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 2011	FY 2012	FY 2012	FY 2012	FY 2013	FY 2013	FY 13 Ad. to FY 12 Ad.	
	Actual	Adopted	Revised	Estimate	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$353,234	\$327,377	\$327,376	\$323,377	\$325,818	\$325,818	(\$1,559)	(0.5)
Contractual Services	38,616	39,243	40,236	38,000	39,624	39,624	381	1.0
Materials and Supplies	29,891	39,172	39,612	36,500	40,004	40,004	832	2.1
Continuous Charges	22,794	23,603	24,256	24,256	22,988	22,988	(615)	(2.6)
Capital Expenditures			33,500	33,400			0	
TOTAL	\$444,535	\$429,395	\$464,980	\$455,533	\$428,434	\$428,434	(\$961)	(0.2)
FTE Summary	6.23	5.23	5.23	5.23	5.23	5.23	0.00	0.0
Funding Summary								
General Fund	\$428,164	\$413,395	\$448,980	\$441,033	\$412,434	\$412,434	(\$961)	(0.2)
Library Revenues	16,371	16,000	16,000	14,500	16,000	16,000	0	0.0
TOTAL	\$444,535	\$429,395	\$464,980	\$455,533	\$428,434	\$428,434	(\$961)	(0.2)

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).

LEISURE SERVICES (continued)

5.5.7 Thomas Balch Library (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Community Safety / Quality of Life		
<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. 	<ul style="list-style-type: none"> • “Late Afternoon on the River” 4th Annual Friends fundraiser September 2011. • Worked with Town Manager, Friends, BHC, and TBL Commission to elicit input toward establishing an endowment for TBL. • Volunteers and interns processed and indexed collections and continued to develop disaster plan.. • Managed collections through inventorying, processing, cataloguing and electronic posting of collection guides to VIVA and town website. Continued adding electronic subscription databases to enhance resources available for researchers. • Received grants from Loudoun Restoration and Preservation Society and Loudoun Library Foundation to preserve and digitize WAGE radio tapes. Received additional grant money from Loudoun Laurels. • Provided genealogical and historical programs, classes, book signings, exhibits, lectures, and tours. Posted weekly Leesburg or Loudoun County history fact and image on TBL Facebook page. Worked with executive department and local media to market TBL programs at no cost to the town. • Published biannual <i>Balch Column</i>; revised TBL educational and promotional brochures. Conducted bi-annual patron survey. • Participated in 2012 NARA Genealogical Fair in Washington, DC with assistance from members of Friends of TBL and Black History Committee. • Participated in the Virginia Forum, Loudoun County Sesquicentennial events. • Worked cooperatively LCPL Director, LLF and the LCPL Board of Directors to foster enhanced working relationships. • Climate controlled storage space identified. 	<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. • For implementation of best practices for collection description collection guides will be converted from PDF files to EAD files making public posting consistent across the board on VIVA and Town of Leesburg website. • 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. • Move collections and processing materials to suitable climate controlled, secure space.

LEISURE SERVICES (continued)

5.5.7 Thomas Balch Library (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
Full-time FTEs ³	5	5	5	5	4
Part-time FTEs	1.23	1.23	1.23	1.23	1.23
Dollars spent	\$477,248	\$511,815	\$451,678	\$444,535	\$455,533
Annual volunteer hours	706	535	894	946	680
Annual volunteer hours (Friends of Balch/BHC) ⁴	1,992	1,946	1,144	1,597	1,000
Annual intern hours	253	63	332	494	351
Output					
Annual capital assets	30,029	37,476	41,227	59,423	60,000
Annual acquisitions (donations of materials)	203	217	388	373	300
Annual reference requests	28,975	28,248	22,652	25,458	20,000
Annual service requests		932	1,174	1,279	1,250
Grant funding received	\$42,853	\$20,128	\$4,624	\$1,850	\$7,950
Annual collections processed	33	22	20	50	50
Efficiency					
Cost saved due to use of volunteer/intern hours ⁵	\$20,887	\$13,025	\$26,702	\$31,723	\$22,713
Cost saved due to Friends of Balch vol. hours	\$41,861	\$42,384 ⁵	\$24,916	\$35,182	\$22,030
Cost saved due to NUCMC cat. Mss. ⁶		\$2,283	\$3,302	\$2,698	\$2,594
Outcome					
Revenue (book sales, meeting room use, donations, copies, photo orders, ILL) does not include collected tax	\$25,687	\$20,428	\$17,787	\$22,186	\$17,500
Annual patron visits	13,555	12,375	11,407	13,034	12,000
Annual program attendance	1,292	1,147	1,297	2,615	1,500
Annual additions to catalogues	2,426	4,720	4,914	4,649	4,000

³ One position eliminated and one position frozen/unfunded in FY 2012.

⁴ This figure is incomplete – not all members of the Friends/BHC reported volunteer hours.

⁵ These figures are derived by multiplying the number of volunteer/intern hours by \$22.03 per hour (latest rate calculated for Virginia FY2009).

⁶ (26 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.

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 ADVISORY COMMISSION BUDGET SUMMARY								
Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$3,876	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0
Contractual Services	1,166	1,000	1,000	1,000	1,000	1,000	0	0.0
Materials and Supplies	105	350	350	350	350	350	0	0.0
TOTAL	\$5,147	\$5,870	\$5,870	\$5,870	\$5,870	\$5,870	\$0	0.0
Funding Summary								
General Fund	\$5,147	\$5,870	\$5,870	\$5,870	\$5,870	\$5,870	\$0	0.0
TOTAL	\$5,147	\$5,870	\$5,870	\$5,870	\$5,870	\$5,870	\$0	0.0

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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Planning and Zoning	\$1,880,516	\$1,343,154	\$1,364,302	\$1,336,352	\$1,427,963	\$1,427,963	\$84,809	6.3
Bd. Of Arch Review	22,102	25,275	25,275	25,275	25,275	25,275	0	0.0
Bd. Of Zoning Appeals	431	3,730	3,730	3,730	3,730	3,730	0	0.0
Env. Advisory Commission	6,520	7,020	7,020	7,020	7,020	7,020	0	0.0
Planning Commission	23,379	26,025	26,025	26,025	26,025	26,025	0	0.0
Tree Commission	5,643	9,520	9,520	9,520	9,520	9,520	0	0.0
Plan Review	1,566,118	1,245,604	1,466,641	1,286,851	1,327,093	1,327,093	81,489	6.5
TOTAL	\$3,504,709	\$2,660,328	\$2,902,513	\$2,694,773	\$2,826,626	\$2,826,626	\$166,298	6.3
FTE Summary	28.0	20.0	20.0	20.0	20.0	20.0	0.0	0.0

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning Summary

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 the 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.

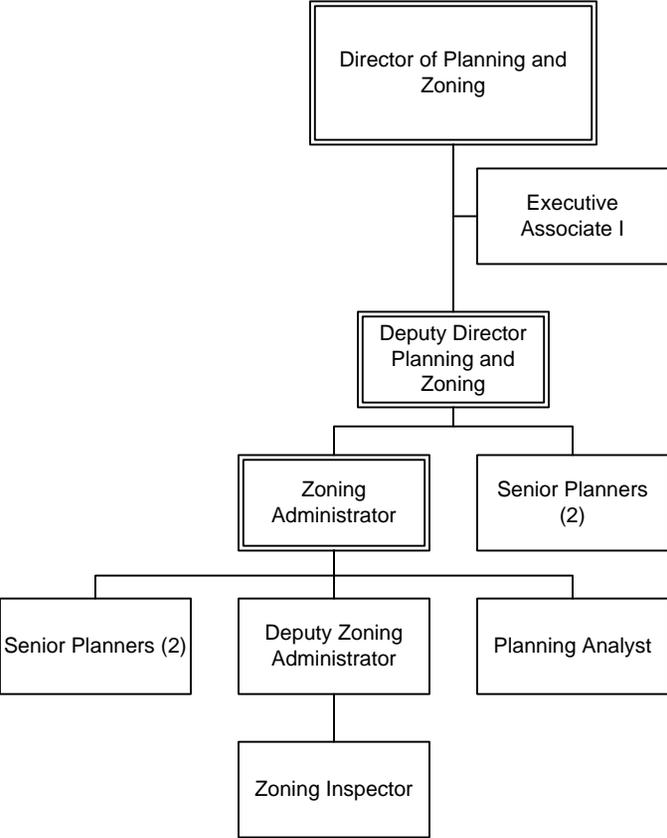
Table 5.53 PLANNING AND ZONING BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,837,878	\$1,295,818	\$1,295,818	\$1,285,818	\$1,381,449	\$1,381,449	\$85,631	6.6
Contractual Services	24,670	28,715	35,806	34,806	29,215	29,215	500	1.7
Materials and Supplies	4,896	7,255	9,862	6,862	7,505	7,505	250	3.4
Continuous Charges	13,072	11,366	10,866	8,866	9,794	9,794	(1,572)	(13.8)
Capital Outlay			11,950				0	0.0
TOTAL	\$1,880,516	\$1,343,154	\$1,364,302	\$1,336,352	\$1,427,963	\$1,427,963	\$84,809	6.3
FTE Summary	16.0	11.0	11.0	11.0	11.0	11.0	0.0	0.0
Funding Summary								
General Fund	\$1,782,787	\$1,254,506	\$1,275,634	\$1,247,684	\$1,291,987	\$1,291,987	\$37,481	3.0
Capital Projects Fund	74,348	68,060	68,080	68,080	56,719	56,719	(11,341)	(16.7)
Utilities Fund	23,381	20,588	20,588	20,588	79,257	79,257	58,669	285.0
TOTAL	\$1,880,516	\$1,343,154	\$1,364,302	\$1,336,352	\$1,427,963	\$1,427,963	\$84,809	6.3

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning Budget Summary (continued)

Chart 5.24 Planning and Zoning Organizational Chart



COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 <p>Economic Development and Downtown Improvements</p> <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. 	<ul style="list-style-type: none"> • Continued to emphasize a proactive problem-solving business approach to address zoning issues raised by existing businesses • Met with and advised numerous interested parties on redevelopment of the Barber and Ross property • Met with and offered site design/ordinance compliance assistance at approximately 60 pre-application, developer, or business owner meetings • Actively participated in monthly internal staff coordination meetings on land development projects and capital projects 	<ul style="list-style-type: none"> • Completion of Form-based Code • Host Preservation Virginia conference
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> • Laserfiche implementation. • Continue to refine land development review process improvements to increase review efficiencies. 	<ul style="list-style-type: none"> • Implemented Laserfiche for all zoning, home occupation, and sign permits • Implemented Laserfiche for rezoning, special exception and certificate of appropriateness applications • Met 95% of internal deadlines for land development review (comment letters to applicants, report production, etc) • Ongoing update of information on Department website and use of website to provide project information to public 	<ul style="list-style-type: none"> • Implementation of Laserfiche for zoning and office administrative items • Increased use of technology including GIS, Sketch-up, PowerPoint, etc for analysis, illustration, or presentation of community development concepts
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> • Complete comprehensive update of Floodplain Ordinance assuring compliance with State requirements. • Continued participation in expanded CET outreach. 	<ul style="list-style-type: none"> • Began yearlong review with Watershed Committee to identify ordinance changes to promote Low Impact Development (LID) • Continued organizational assistance on ongoing programs such as Rain Barrel Workshops and Keep Leesburg Beautiful • Initiated coordination with Loudoun County on preservation of natural and heritage resources on Edwards Ferry Road 	<ul style="list-style-type: none"> • Initiate Zoning Ordinance changes per recommendation from the LID committee

COMMUNITY DEVELOPMENT (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 <p>Land Development Process Improvements</p> <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. 	<ul style="list-style-type: none"> • Updated user manuals for rezoning and special exception application procedures • Completed 2011 Annual Zoning Ordinance Batch • Planning Commission hosted Defensible Decision-Making Workshop for area boards and commissions • Completed Comprehensive Town Plan Update 	<ul style="list-style-type: none"> • Adopt Action Program for Town Plan • Initiate and adopt the 2012-2013 Zoning Ordinance Batch
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> • Continue to work with the Planning Commission to bridge CIP and Town Plan implementation. 	<ul style="list-style-type: none"> • Refined Planning Commission’s review of the CIP and began to incorporate life cycle considerations of capital programming per new state mandates 	<ul style="list-style-type: none"> • Research ways Planning Commission can approach life cycle costs during review of CIP • Consider initiating changes to Appendix B in the Town Plan

Environmental Activities	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY12 Estimated
 <p>Land Development Process Improvements</p>					
Input					
FTE	2.5	2	2	1	.5
Output					
Environmental focus plan and ordinance amendments	4	3	3	2	2
Environmental focus community meetings	4	1	4	1	2
Environmental focus outreach/educational events	40	11	14	6	6
EAC/Watershed/LEEP meetings ¹	30	24	24	18	24
Tree Commission Meetings (now under Parks and Recreation)	12	12	12		
Environmental reviews of land development applications and capital projects		34	49	21	24

¹ LEEP disbanded in 2010

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures

BAR Applications Processed	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated
 Land Development Process Improvements					
Input					
FTE ²		1	1	1	.5
BAR review applications received		63	65	26	25
Output					
Certificates of appropriateness (COAs) issued by BAR		62	65	26	25
BAR Meetings			22	24	24
Architecture/design review focus educational sessions			1	2	1
Referral reviews of land development applications			2	4	6
Efficiency					
Number of applications moved forward to next meeting				3	4
Number of applications approved in one meeting			32	23	21
Outcome					
COAs approved within mandated 75-day timeframe		100%	100%	100%	100%
Projects Approved		100%	100%	100%	100%

BAR Administrative Reviews	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated
 Land Development Process Improvements					
Input					
FTE		1	1	1	0.5
BAR administrative approval applications received		69	44	61	60
Output					
COAs issued by staff		69	44	61	60
Efficiency					
Average Number of days for processing ³			5	15	10

² Preservation Planner primary reviewer. In high workload instances other staff may assist.

³ Number of days increased due to increase in number of applications received and loss of administrative staff support.

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures

Zoning Permits – New Construction (Residential and Commercial)	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated
 Land Development Process Improvements					
Input					
FTE		.5	.5	.5	.5
Zoning permits-new construction, res. & comm..		65	49	72	75
Output					
Zoning permits processed		65	49	72	75
Efficiency					
Average number of days for processing		3	3	3	3
Outcome					
Zoning permits processed within three days of receipt		52	38	61	61
Percent zoning permits approved within three days of receipt		80%	87%	85%	85%

Zoning Permits – Additions , Alterations, Decks, etc.	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated
 Land Development Process Improvements					
Input					
FTE		.5	.5	.5	.5
Zoning permits requested-additions, alterations, decks, sheds, etc.		438	430	629	750
Output					
Zoning permits processed		438	430	629	750
Efficiency					
Average number of minutes for processing		15	15	15	15
Outcome⁴					
Number zoning permits processed within 15 minutes at counter		407	404	580	690
Percent zoning permits approved within 15 minutes at counter		93%	94%	92%	92%

⁴ 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)

Zoning Permits – Additions , Alterations, Decks, etc.	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated
 Land Development Process Improvements					
Input					
FTE		.5	.5	.5	.5
Zoning permits requested-additions, alterations, decks, sheds, etc.		438	430	629	750
Output					
Zoning permits processed		438	430	629	750
Efficiency					
Average number of minutes for processing		15	15	15	15
Outcome⁵					
Number zoning permits processed within 15 minutes at counter		407	404	580	690
Percent zoning permits approved within 15 minutes at counter		93%	94%	92%	92%

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)

Special Exception Applications	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Estimated
 Land Development Process Improvements					
Input					
FTE	2	2	1	1	1
Special exception (SE) submissions received	40	18	21	19	18
Output					
SE submissions reviewed	40	18	21	19	18
Efficiency					
Average number of staff days required to complete a single SE plat submission review	25	26.4	28	32.8	30
Average number of SE submissions before Council final action for cases approved in calendar year	2.8	2.0	2.14	2.0	2.0
Outcome					
Number SE submissions responded to within 28 days	34	11	17	18 ⁶	18
Percent SE submissions reviewed within 28 days	85%	72%	80%	95%	100%

Zoning Ordinance Amendments	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Estimated
 Land Development Process Improvements					
Input					
FTE ⁷		2	2	2	2
Zoning ordinance amendments initiated		11	8	9	9
Output					
Zoning amendments worked on		19	9	9	8
Zoning amendments acted on by Council		11	7	4	5
Outcome					
Zoning amendments acted on by Council within 6 months		7	7	4	5

⁶ Percent responded to within 45 days

⁷ 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)

Zoning Ordinance Amendments	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Estimated
 Land Development Process Improvements					
Input					
FTE ⁸		2	2		
Zoning ordinance amendments initiated		11	8		
				See table above	
Output					
Zoning amendments worked on		19	9		
Zoning amendments acted on by Council		11	7		
Outcome					
Zoning amendments acted on by Council within six months		7	7		

Rezoning Applications	CY2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Actual	CY2012 Estimated
 Land Development Process Improvements					
Input					
FTE	2	2	1	1.5	1.5
Rezoning applications received	20	14	13	11	11
Output					
Rezoning applications reviewed	20	14	13	11	11
Efficiency					
Avg number days staff required to complete a single rezoning submission review	28	26.7	29	32	30
Avg number of submissions before Council final action of cases approved in CY	6	3	2.67 ⁹	2	2.5
Outcome					
Number rezoning applications reviewed within 28 days	16	7	10	4	10
Percent rezoning applications reviewed within 28 days	80%	66%	77%	28% ¹⁰	90

⁸ Estimated two FTE. A majority of employees spent part of their work time on one or more amendments.

⁹ The number of submissions was reduced due to process improvements.

¹⁰ Number of days increased from 28 to 30 to be consistent with Rezoning Procedure Manual

COMMUNITY DEVELOPMENT (continued)

5.6.2 Planning and Zoning (continued)

Performance Measures (continued)

Zoning Violations	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated
 Community Safety / Quality of Life					
Input					
FTE	2	1	1.5	1.5	1.5
Zoning violations	181	312	171	213	225
Output					
Violations processed	181	312	171	213	225
Outcome					
Cases closed/abated	161	269	126	172	180
Cases closed/no violation found	20	43	45	39	40

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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$20,166	\$22,775	\$22,775	\$22,775	\$22,775	\$22,775	\$0	0.0
Contractual Services	1,592	2,000	2,000	2,000	2,000	2,000	0	0.0
Materials and Supplies	344	500	500	500	500	500	0	0.0
TOTAL	\$22,102	\$25,275	\$25,275	\$25,275	\$25,275	\$25,275	\$0	0.0
Funding Summary								
General Fund	\$22,102	\$25,275	\$25,275	\$25,275	\$25,275	\$25,275	\$0	0.0
TOTAL	\$22,102	\$25,275	\$25,275	\$25,275	\$25,275	\$25,275	\$0	0.0

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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$431	\$3,230	\$3,230	\$3,230	\$3,230	\$3,230	\$0	0.0
Contractual Services		500	500	500	500	500	0	0.0
TOTAL	\$431	\$3,730	\$3,730	\$3,730	\$3,730	\$3,730	\$0	0.0
Funding Summary								
General Fund	\$431	\$3,730	\$3,730	\$3,730	\$3,730	\$3,730	\$0	0.0
TOTAL	\$431	\$3,730	\$3,730	\$3,730	\$3,730	\$3,730	\$0	0.0

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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$2,584	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0
Contractual Services	3,912	2,000	2,000	2,000	2,000	2,000	0	0.0
Materials and Supplies	24	500	500	500	500	500	0	0.0
TOTAL	\$6,520	\$7,020	\$7,020	\$7,020	\$7,020	\$7,020	\$0	0.0
Funding Summary								
General Fund	\$6,520	\$7,020	\$7,020	\$7,020	\$7,020	\$7,020	\$0	0.0
TOTAL	\$6,520	\$7,020	\$7,020	\$7,020	\$7,020	\$7,020	\$0	0.0

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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec) % Inc/(Dec)	
Personnel Services	\$22,768	\$22,775	\$22,775	\$22,775	\$22,775	\$22,775	\$0	0.0
Contractual Services	495	3,000	3,000	3,000	3,000	3,000	0	0.0
Materials and Supplies	116	250	250	250	250	250	0	0.0
TOTAL	\$23,379	\$26,025	\$26,025	\$26,025	\$26,025	\$26,025	\$0	0.0
Funding Summary								
General Fund	\$23,379	\$26,025	\$26,025	\$26,025	\$26,025	\$26,025	\$0	0.0
TOTAL	\$23,379	\$26,025	\$26,025	\$26,025	\$26,025	\$26,025	\$0	0.0

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.

5.58 TREE COMMISSION BUDGET SUMMARY								
Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$3,768	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0
Contractual Services	1,875	5,000	5,000	5,000	5,000	5,000	0	0.0
TOTAL	\$5,643	\$9,520	\$9,520	\$9,520	\$9,520	\$9,520	\$0	0.0
Funding Summary								
General Fund	\$5,643	\$9,520	\$9,520	\$9,520	\$9,520	\$9,520	\$0	0.0
TOTAL	\$5,643	\$9,520	\$9,520	\$9,520	\$9,520	\$9,520	\$0	0.0

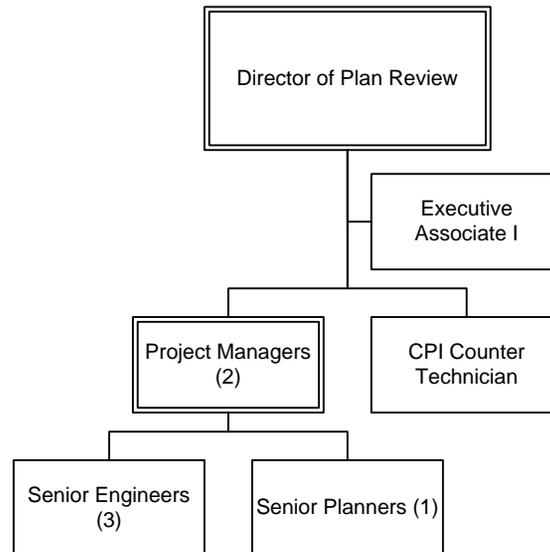
COMMUNITY DEVELOPMENT (continued)

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 sit 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 5.25 Plan Review Organizational Chart



COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Table 5.59 PLAN REVIEW BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,480,452	\$1,170,457	\$1,172,957	\$1,172,957	\$1,246,652	\$1,246,652	\$76,195	6.5
Contractual Services	66,315	56,165	274,602	99,211	63,596	63,596	7,431	13.2
Materials and Supplies	5,790	8,430	8,430	7,130	8,430	8,430	0	0.0
Continuous Charges	9,197	9,552	9,052	6,952	7,415	7,415	(2,137)	(22.4)
Capital Outlay	4,364	1,000	1,601	601	1,000	1,000	0	0.0
TOTAL	\$1,566,118	\$1,245,604	\$1,466,642	\$1,286,851	\$1,327,093	\$1,327,093	\$81,489	6.5
FTE Summary	12.0	9.0	9.0	9.0	9.0	9.0	0.0	0.0
Funding Summary								
General Fund	\$711,183	\$304,256	\$575,294	\$495,503	\$591,117	\$591,117	\$286,861	94.3
Capital Projects Fund	329,612	269,573	269,573	269,573	56,719	56,719	(212,854)	(79.0)
Utilities Fund	87,224	71,775	71,775	71,775	79,257	79,257	7,482	10.4
Zoning and Development Fees	438,099	600,000	550,000	450,000	600,000	600,000	0	0.0
TOTAL	\$1,566,118	\$1,245,604	\$1,466,642	\$1,286,851	\$1,327,093	\$1,327,093	\$81,489	6.5

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 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 <p>Operational Efficiency and Fiscal Management</p> <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"> • DPR continued to update and enhance our 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. • Utilized ESI and DAG to request input DCSM & SLDR updates over the past year. • DPR kept LMIS updated and reviewed all Land Development Activity Reports to ensure they were accurate and up to date. 	<ul style="list-style-type: none"> • Maintain and update DPR Website as necessary. • Update DPR Manuals and Ordinances as necessary • Continue to assist in the preparation of the Land Development Activities Reports.
 <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 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. 	<ul style="list-style-type: none"> • DPR Staff reviewed over 320 various types of “formal” Land Development submissions this past calendar year. Reviewed 99% of all Land Development Applications within the State mandated review times. In most cases the reviews for Site Plans were done in much less time than allowed by State code. On average, the majority of all plan reviews were done in less than 45 days. All site plans submitted this year have been approved in 3 <i>or less</i> submissions including signature sets. • Continued to send out a “Unified Comment Letter” clearly indicating requirements (with code references and potential solutions). 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 continues to be less than 48 hours. DPR has also utilized both DAG and ESI’s Tech review Committee in review of DCSM and SLRD updates. • Now that the State has approved new storm water regulations, DPR will continue to work closely with DPW and the Town Attorney to determine what the Town will need to adopt. • All requested SLDR have been completed and approved by Council. • DPR has and continues to encourage face to face meetings with applicants throughout the review process. This has led to 3 submission maximum (including signature sets) and reduced 	<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 consolidated Town review comment letters. • Continue to work with applicants and continue to provide solution oriented comments. • Complete initiation of “paperless” system for approved construction plans and begin digital filing of all correspondence files. • Update Phase 2 of Article 5 (Stormwater) of the Design and Construction Standards Manual now that revisions to State regulations were finally adopted this year. • Continue to utilize LMIS and LaserFische for project tracking and assist other departments as needed.

COMMUNITY DEVELOPMENT (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 <p>Capital Infrastructure</p> <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. 	<p>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 now scans all incoming correspondence as it is received. In addition all construction plans and plats are now scanned as they are approved. • 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. <ul style="list-style-type: none"> • Worked with CPM to transition to their department approving all Town Managed Capital Improvement Projects (CIPs) and assisted with reviews as requested. • When requested and to the extent possible, assisted CPM in review of their CIPs to help ensure they met their construction schedules. 	<ul style="list-style-type: none"> • Continue to refine the coordinated plan review approach to submissions. Keep all departments informed as to current status of projects via LMIS and follow up accordingly with owners and other departments to keep projects moving.

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures

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

		CY 08 Actual	CY 09 Actual	CY 2010 Actual	CY 2011 Actual	CY 2012 Projected
 Operational Efficiency and Fiscal Management						
Input						
# Full Time Project Managers		-	2	2	2	2
# Full Time Engineers		5	4	4	3	3
# Full Time Planners		3	2	2	1	1
Number of First Submission Subdivision Plans received		7	5	6	2	4
Output						
Number of First Submission Subdivision Plans reviewed within 60 days	Plan Review	-	5	6	2	4
	<i>E&PW</i>	7	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
% Time Spent Reviewing Plans & Coordinating with Applicant	Plan Review	-	55%	59.6%	66.9%	65%
	<i>E&PW</i>	55%	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Outcome						
Number of First Submission Subdivision Plans	Plan Review	-	5	6	2	4
	<i>E&PW</i>	7	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Avg number of days with applicant between submissions		100	100	97	40	50
Avg number of days required to complete subdivision plan review	Plan Review	-	45	53	59	55
	<i>E&PW</i>	45	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Avg number of submissions before signature sets were requested		3	3	2	2.5	2.5
Efficiency						
% of subdivision plans reviewed within 60 days	Plan Review	-	100 %	100 %	100 %	100 %
	<i>E&PW</i>	100 %	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures

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

		CY 08 Actual	CY 2009 Actual	CY 2010 Actual	CY 2011 Actual	CY 2012 Projected
Operational Efficiency and Fiscal Management						
Input						
# Full Time Project Managers		-	2	2	2	2
# Full Time Engineers		5	4	4	3	3
# Full Time Planners		3	2	2	1	1
Number of Subsequent Submission Subdivision Plans received		15	10	7	9	6
Output						
Number of Subsequent Submission Subdivision Plans reviewed within 45 days	Plan Review	-	10	7	9	6
	<i>E&PW</i>	15	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Outcome						
Number of Subsequent Submission Subdivision Plans	Plan Review	-	10	7	9	6
	<i>E&PW</i>	15	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Average number of days with applicant between submissions		90	90	88	71	75
Average number of days required to complete subdivision plan review	Plan Review	-	40	35	43	40
	<i>E&PW</i>	40	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Average number of submissions before signature sets were requested		3	3	2	2.5	2.5
Efficiency						
% of subdivision plans reviewed within 45 days	Plan Review	-	100 %	100 %	100%	100%
	<i>E&PW</i>	100 %	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures

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

		CY 08 Actual	CY 2009 Actual	CY 2010 Actual	CY 2011 Actual	CY 2012 Projected
 Operational Efficiency and Fiscal Management						
Input						
# Full Time Project Managers		-	2	2	2	2
# Full Time Engineers		5	4	4	3	3
# Full Time Planners		3	2	2	1	1
Number of First Submission Site Plans received		20	20	15	20	15
Output						
Number of First Submission Site Plans reviewed within 60 days	Plan Review	-	20	15	20	15
	<i>E&PW</i>	20	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
% Time Spent Reviewing Plans & Coordinating with Applicant	Plan Review	55%	55%	59.6%	66.9%	65%
	<i>E&PW</i>	-	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Outcome						
Number of First Submission Site Plans reviewed	Plan Review	-	20	15	20	15
	<i>E&PW</i>	20	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Average number of days with applicant between submissions		90	90	59	109	90
Average number of days required to complete site plan review	Plan Review	50	50	40	45	45
	<i>E&PW</i>					
	<i>PZ&D</i>					
Average number of submissions before signature sets were requested		2.5	2.5	2	2	2
Efficiency						
% of site plans reviewed within 60 days	Plan Review	-	100 %	100 %	100%	100%
	<i>E&PW</i>	100 %	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-

COMMUNITY DEVELOPMENT (continued)

5.6.8 Plan Review (continued)

Performance Measures

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

		CY 08 Actual	CY 2009 Actual	CY 2010 Actual	CY 2011 Actual	CY 2012 Projected
 Operational Efficiency and Fiscal Management						
Input						
# Full Time Project Managers		-	2	2	2	2
# Full Time Engineers		5	4	4	3	3
# Full Time Planners		3	2	2	1	1
Number of Subsequent Submission Site Plans received		35	35	30	30	30
Output						
Number of site plans reviewed within 45 days	Plan Review	-	35	30	30	30
	<i>E&PW</i>	35	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Outcome						
Number of site plans reviewed	Plan Review	-	35	30	30	30
	<i>E&PW</i>	35	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Average number of days with applicant between submissions		90	90	29	109	100
Average number of days required to complete site plan review	Plan Review	-	40	26	37	37
	<i>E&PW</i>	40	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-
Average number of submissions before signature sets were requested		2.5	2	2	2	2
Efficiency						
% of site plans reviewed within 45 days	Plan Review	-	100 %	100 %	100%	100%
	<i>E&PW</i>	100 %	-	-	-	-
	<i>PZ&D</i>	-	-	-	-	-

AIRPORT

5.7 Airport

5.7.1 Revenue and Expenditure Summaries

The Leesburg Executive Airport is a gateway for business travelers to and from the Town, Loudoun County, and the region. The airport is important for economic development. The Leesburg Executive Airport strives to be fiscally self-sufficient and be the regional leader in general aviation reliever airport operations. The Airport Fund was an enterprise fund, established to account separately for its operating, investing, and financing activities. However, beginning in FY 2012, the General Fund began paying the Airport’s debt service because revenues had been insufficient to pay operating expenses and debt service. Later in FY 2012, the Airport Fund was terminated and rolled into the General Fund. As of FY 2012, Airport debt service is part of the General Fund debt service shown in Section 6. As of FY 2013, Airport capital projects are budgeted in the Capital Projects Fund. In Tables 5.61 and 5.62 below, FY 2011 Actual shows the last fiscal year in which the Airport Fund operated independently of the General Fund. FY 2012 Revised, FY 2012 Estimates, FY 2013 Proposed, and FY 2013 Adopted figures in the tables are shown for illustrative purposes only. Airport operations are shown with the General Fund. Airport capital projects have been moved to the Capital Projects Fund.

Table 5.60 AIRPORT DEPARTMENT (FORMERLY FUND) BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Rev. \$ Inc/(Dec)	% Inc/(Dec)
Operations	\$946,324	\$1,040,878	\$1,098,248	\$915,676	\$555,989	\$555,989	(\$484,889)	(46.6)
Airport Commission	1,718	4,520	4,520	4,520	4,520	4,520	0	0.0
Capital Expenditures	349,881	2,767,650	2,857,807	483,732	3,169,900	3,169,900	402,250	14.5
Debt Service	211,109							
TOTAL	\$1,509,032	\$3,813,048	\$3,960,575	\$1,403,928	\$3,730,409	\$3,730,409	(\$82,639)	(2.2)
FTE Summary	4.0	3.0	3.0	3.0	3.0	3.0	0.0	0.0
Funding Summary								
General Fund				\$85,765				
Airport Revenue	1,157,172	1,045,398	1,102,768	1,244,438	557,509	557,509	(487,889)	(46.7)
Bond Draws		55,353	55,353		120,590	120,590	65,237	117.9
Grants	351,860	2,712,297	2,802,454	73,725	3,052,310	3,052,310	340,013	12.5
TOTAL	\$1,509,032	\$3,813,048	\$3,960,575	\$1,403,928	\$3,730,409	\$3,730,409	(\$82,639)	(2.2)

AIRPORT (continued)

5.7.2 Airport Revenues and Other Funding Sources

Table 5.61 Airport Revenue and Other Funding Sources Summary FY 2011-2013

	FY 2011 Actual	FY 2012 Budgeted	FY 2012 Estimated	FY 2013 Proposed	FY 2013 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
Hangar Lease	\$375,023	\$427,756	\$514,410	\$505,000	\$505,000	\$77,244	18.1
Aircraft Tie Down Lease	130,989	168,265	160,000	158,000	158,000	(10,265)	(6.1)
Condominium Association Fees	9,000	9,000	9,000	9,000	9,000		
Commercial Tenant Lease	399,409	325,880	330,000	285,000	285,000	(40,880)	(12.5)
Fixed Base Operator License Fee	50,739	51,700	69,870	70,000	70,000	18,300	35.4
User Fee	32,099	35,000	34,280	35,000	35,000		
Fuel Flow Fee	10,251	7,000	10,500	14,000	14,000	7,000	100.0
DOAV Maintenance Reimbursement	13,861	8,000	27,673	10,000	10,000	2,000	25.0
DOAV Promotion Grant	8,387	8,500	10,000	10,000	10,000	1,500	17.6
Air Show Sponsorships	32,498	32,000	41,525	50,000	50,000	18,000	56.3
Insurance Recoveries	895						
Miscellaneous Federal Grants	4,217			3,000	3,000	3,000	
Other Federal Revenue (BABS)	34,296	25,042	25,180			(25,042)	(100.0)
Building Rent	75,841						
Miscellaneous Revenue	20,484	3,000	12,000			(3,000)	(100.0)
DOAV Airport Grants	156,914	83,030	73,725	365,310	365,310	282,280	340.0
Federal Grants	190,729	2,629,267		2,684,000	2,684,000	54,733	2.1
Bond Draws		55,353		120,590	120,590	65,237	117.9
Other Financing Sources (General Fund)			85,765				
Total	\$1,545,632	\$3,868,793	\$1,403,928	\$4,318,900	\$4,318,900	\$450,107	11.6

AIRPORT (continued)**5.7.2 Airport Revenues (continued)****5.7.2.1 Definitions of Revenue Sources**

Hangar Lease – Monthly payments received from customers leasing the 41 hangars (5 corporate, 36 T hangar) .

Aircraft Tie-Down Lease – Monthly payments received from customers renting the 112 available aircraft 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.

Corporate Pad Lease – Monthly payments received from tenants occupying corporate pad sites.

Fixed-Base Operators (FBO) Fees – An annual fee based on gross receipts paid by all businesses located on airport property.

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.

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 have been used to have an air show as part of the open house. The \$41,525 reflects the anticipated revenue that must be collected from sponsors to have the air show.

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

Miscellaneous Revenue – Money received from all other sources.

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.

AIRPORT (continued)

5.7.2 Airport Revenues (continued)

5.7.2.1 Definitions of Revenue Sources (continued)

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.

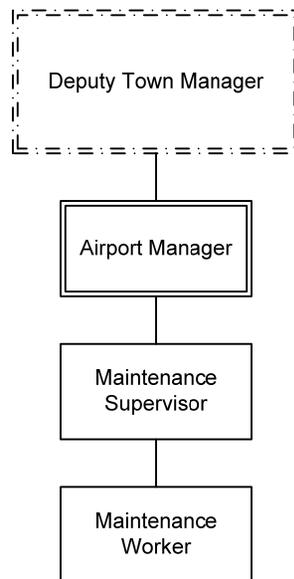
Bond Draws – Money transferred by draws from the SNAP account. Bond draws are used to fund the Town’s portion of capital project costs.

5.7.3 Airport Operations

Program Description

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

Chart 5.26 Airport Organizational Chart



AIRPORT (continued)

5.7.3 Airport Operations (continued)

Table 5.62 AIRPORT DEPARTMENT (FORMERLY FUND) OPERATIONS BUDGET SUMMARY

Expense Summary	FY 2011	FY 2012	FY 2012	FY 2012	FY 2013	FY 2013	FY 13 Ad. to FY 12 Ad.	
	Actual	Adopted	Revised	Estimate	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$420,966	\$282,010	\$282,010	\$262,010	\$245,738	\$245,738	(\$36,272)	(12.9)
Contractual Services	156,536	131,199	241,707	191,707	167,484	167,484	36,285	27.7
Materials and Supplies	17,773	22,900	30,086	25,086	22,900	22,900	0	0.0
Transfer Payments	255,443	485,370	418,450	316,378			(485,370)	(100.0)
Continuous Charges	95,606	119,399	125,995	120,495	119,867	119,867	468	0.4
TOTAL	\$946,324	\$1,040,878	\$1,098,248	\$915,676	\$555,989	\$555,989	(\$484,889)	(46.6)
FTE Summary	4.0	3.0	3.0	3.0	3.0	3.0	0.0	0.0

FY 2013 BUDGET CONSIDERATIONS:

- ❖ Office space for U.S. Customs and Border Patrol.
- ❖ South Apron expansion.

AIRPORT (continued)

5.7.3 Operations (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 <p>Operational Efficiency and Fiscal Management</p>	<ul style="list-style-type: none"> Completed staff restructuring with Deputy Town Manager assigned dual role of Airport Director; elimination of Administrative Associate position; and creation of Operations Manager position. Developed an internal oversight committee that meets regularly consisting of the Town Manager, Town Attorney, and departments of Finance, and Capital Projects. Terminated enterprise fund. Airport budget (operations and capital) moved into General Fund budget. Leased the remaining office suite to ProJet Aviation. Assisted Town Council in approving the Rules, Regulations, and Minimum Standards. 	<ul style="list-style-type: none"> Update the master plan via a “pen and ink” exercise.
 <p>Community Safety / Quality of Life</p> <ul style="list-style-type: none"> Extend offer to purchase to owner of property. 	<ul style="list-style-type: none"> Real estate offers extended to owners of two different adjacent parcels. Provided support to the Parks and Recreation Department, who managed a successful air show in October that drew 2,000 people despite inclement weather and whose marketing campaign received an award from Visit Loudoun. Secured grant funding to renovate the oldest public restrooms inside the terminal. Commenced design for the final sections of the perimeter security fence. 	<ul style="list-style-type: none"> Acquire two parcels of adjacent land on which offers were made in FY 2012. With the Virginia Department of Aviation, implement the pilot project with NASA that will install ADS-B responders in approximately 30 aircraft based at Leesburg. Renovate the public restrooms in the oldest section of the terminal. Complete design of final sections of the perimeter security fence.
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> Construct Navaid Upgrade. Construct Runway 17 Grading project. 	<ul style="list-style-type: none"> Completed construction of the NAVAIDS project. Design of Runway 17 grading project underway. Secured grant funding and completed design for helipads and interior access road. 	<ul style="list-style-type: none"> Complete design and construction of Runway 17 Safety Area Grading. Construct helipads and north interior access road.

AIRPORT (continued)

5.7.3 Operations (continued)

Performance Measures

 Operational Efficiency and Fiscal Management

	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Estimated
Input					
# Hangars Available	51	41	57	57	57
# Tie-downs Available	136	108	131	120	120
Output					
# Hangars occupied	50	40	47	57	57
# Tie-downs occupied	136	108	131	120	116
Efficiency					
Percentage of hangars occupied	99%	99%	82%	100%	100%
Percentage of Tie-downs occupied	100%	100%	100%	99%	97%

AIRPORT (continued)

5.7.4 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 5.63 AIRPORT COMMISSION BUDGET SUMMARY									
Expense Summary	FY 2011 Actual	FY 2012 Actual	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.		
							\$ Inc/(Dec)	% Inc/(Dec)	
Personnel Services	\$1,718	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0	
TOTAL	\$1,718	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0	
Funding Summary									
General Fund	\$1,718	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0	
TOTAL	\$1,718	\$4,520	\$4,520	\$4,520	\$4,520	\$4,520	\$0	0.0	

DEBT SERVICE

5.8 General Fund Debt Service

Program Description

The debt service section of the General Fund budget accounts for the payment of interest and principal of general long-term debt. General long-term debt includes general obligation bonds supported by the full faith and credit of the Town. Pursuant to the Town Charter and the Code of Virginia, the Town is authorized to issue general obligation bonds. State law limits the amount of outstanding Town debt to ten percent of the assessed value of the real estate subject to taxation. The General Fund began making Airport Fund debt service payments beginning in FY 2012 because Airport Fund revenues had been insufficient to cover operating expenses and debt service. During FY 2012, the Town refinanced and restructured its debt in order to lower debt payments in the near term. A Debt Service Reserve was created simultaneously with the adoption of the FY 2013 budget to shore up funds for the steep increase in debt service anticipated for FY 2017. Table 5.60 below shows the impact of the debt restructuring and refinancing on the General Fund.

Table 5.64 DEBT SERVICE BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
GENERAL FUND								
Principal	\$3,187,341	\$3,184,452	\$3,184,452	\$3,184,452	\$3,026,278	\$3,026,278	(\$158,174)	(5.0)
Interest	2,523,716	2,776,952	2,776,952	2,776,952	2,698,500	2,698,500	(78,452)	(2.8)
General Fund Total	\$5,711,057	\$5,961,404	\$5,961,404	\$5,961,404	\$5,724,778	\$5,724,778	(\$236,626)	(4.0)
AIRPORT FUND								
Principal		\$60,000	\$60,000	\$60,000			(\$60,000)	(100.0)
Interest		193,295	193,295	193,295			(193,295)	(100.0)
Airport Fund Total		\$253,295	\$253,295	\$253,295			(\$253,295)	(100.0)
TOTAL	\$5,711,057	\$6,214,699	\$6,214,699	\$6,214,699	\$5,724,778	\$5,724,778	(\$489,921)	(7.9)
Funding Summary								
General Fund	\$5,711,057	\$6,214,699	\$6,214,699	\$6,214,699	\$5,724,778	\$5,724,778	(\$489,921)	(7.9)
TOTAL	\$5,711,057	\$6,214,699	\$6,214,699	\$6,214,699	\$5,724,778	\$5,724,778	(\$489,921)	(7.9)

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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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Operations	\$12,825,497	\$12,293,710	\$12,690,044	\$12,436,244	\$12,872,217	\$12,872,217	\$578,507	4.7
Capital Improvements	1,529,897	4,905,837	5,289,782	811,886	3,329,322	3,329,322	(1,576,515)	(32.1)
Debt Summary	5,450,192	4,179,246	4,179,246	4,179,246	3,716,033	3,716,033	(463,213)	(11.1)
TOTAL	\$19,805,586	\$21,378,793	\$22,159,072	\$17,427,376	\$19,917,572	\$19,917,572	(\$1,461,221)	(6.8)
FTE Summary	77.5	77.5	77.5	77.5	77.0	77.0	(0.5)	(0.6)
Funding Summary								
Current Revenues	\$14,460,555	\$14,363,111	\$12,630,044	\$12,436,274	\$15,128,973	\$15,128,973	\$765,862	5.3
Availability Fees and Reserves	3,888,391	4,257,472	4,320,044	2,925,472	2,957,472	2,957,472	(1,300,000)	(30.5)
Cash Reserves	615,197		2,239,604	1,619,093				
3-R Reserves		60,000	60,000				(60,000)	(100.0)
Bond Draws	841,443	2,698,210	2,909,380	446,537	1,831,127	1,831,127	(867,083)	(32.1)
TOTAL	\$19,805,586	\$21,378,793	\$22,159,072	\$17,427,376	\$19,917,572	\$19,917,572	(\$1,461,221)	(6.8)

UTILITIES DEPARTMENT (continued)

6.2 Utilities Funding Sources

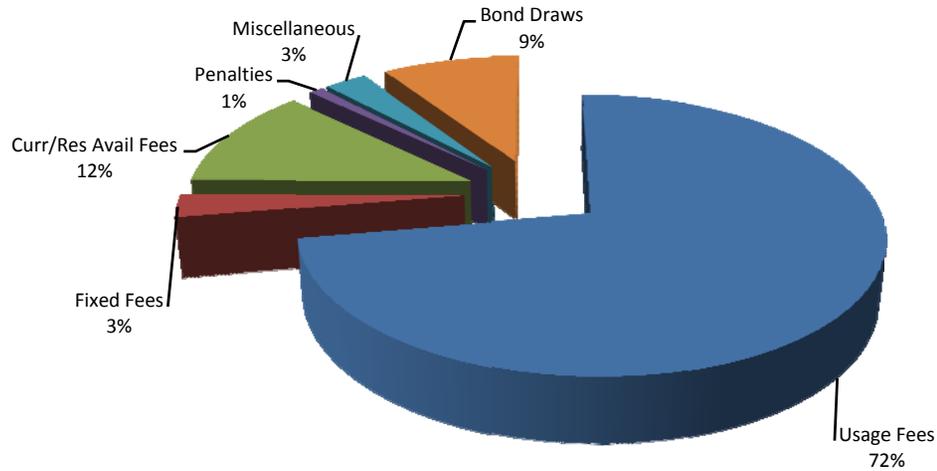


Table 6.2 FY 2013 PROPOSED SUMMARY OF FUNDING SOURCES WATER AND SEWER SEPARATED

Current Revenue	Water	Sewer	Total
Usage Fees	\$6,800,000	\$7,600,000	\$14,400,000
Fixed Fees	490,000	50,000	\$540,000
Availability Fees	400,000	600,000	\$1,000,000
Penalties	87,500	87,500	\$175,000
Miscellaneous	222,468	333,701	\$556,169
Total Revenue	\$7,999,968	\$8,671,201	\$16,671,169
Non-Revenue Sources			
Availability Fee Reserves	\$399,813	\$1,015,463	\$1,415,276
Bond Draws	224,125	1,607,002	1,831,127
Total Non-Revenue	\$623,938	\$2,622,465	\$3,246,403
Total Sources	\$8,623,906	\$11,293,666	\$19,917,572

Chart 6.1 FY 2013 Proposed Utilities Funding Source Distribution

Table 6.2 and Chart 6.1 above identify current revenue and non-current revenue sources for the FY 2013 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 2013. 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 2012

Water	<u>Utility Rates, \$</u>	Sewer	<u>Utility Rates, \$</u>
User Fees in Town		User Fees in Town	
Consumption charge (1,000 gallons)	3.90	Sewer charge (1,000 gallons) based on 100% of water usage	5.21
Surcharge rate (1,000 gallons)	5.66	Qualifying elderly (25% discount)	3.91
Qualifying elderly (25% discount)	2.93	Sewer only	104.66
Out of Town user fees		Out of town user fees	
Consumption charge (1,000 gallons)	5.50	Sewer use charge (1,000 gallons)	7.92
Surcharge rate (1,000 gallons)	7.98	Sewer only	156.32
Qualifying elderly (25% discount)	4.13	Qualifying Elderly (25% discount)	5.94
Fixed charge (5/8" meter) all accounts	7.20	Fixed charge (5/8" meter)	7.20
Deposit		Deposit	
Residential	65.00	Residential	65.00
Non-residential (200% of est. use)		Non-residential (200% of est. use)	
Availability fees (water)		Availability fees (sewer)	
Multi-family, town home, mobile home	3,744.00	Multi-family, town home, mobile home	5,852.00
Single-family detached duplex	4,683.00	Single-family detached duplex	7,292.00
Commercial, non-residential	13.33 per gpd (4,683 min.)	Commercial, non-residential	20.20 per gpd (7,292 min.)
Service charge – new account	10.00	Service charge – new account	10.00

UTILITIES DEPARTMENT (continued)

6.2 Utilities Fund Revenues (continued)

6.2.1 Descriptions of Utilities Fund Revenue Sources (continued)

Usage Fees – Usage fees are the amounts received for water sold or to be sold to customers and sewage treated or to be treated for customers and make up the majority of current revenues.

Fixed Fees – The established quarterly amounts charged to each water and sewer customer for various fixed charges.

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.

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 2003-2012

UTILITIES DEPARTMENT (continued)**6.2 Utilities Fund Revenues (continued)****6.2.1 Descriptions of Utilities Fund Revenue Sources (continued)****Non-revenue Sources**

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

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

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

Bond 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, Utility Maintenance, Water Supply, and Water Pollution Control. The Utilities Department is responsible for the procurement, treatment, and distribution of potable water as well as for the collection, treatment, and disposal of wastewater.

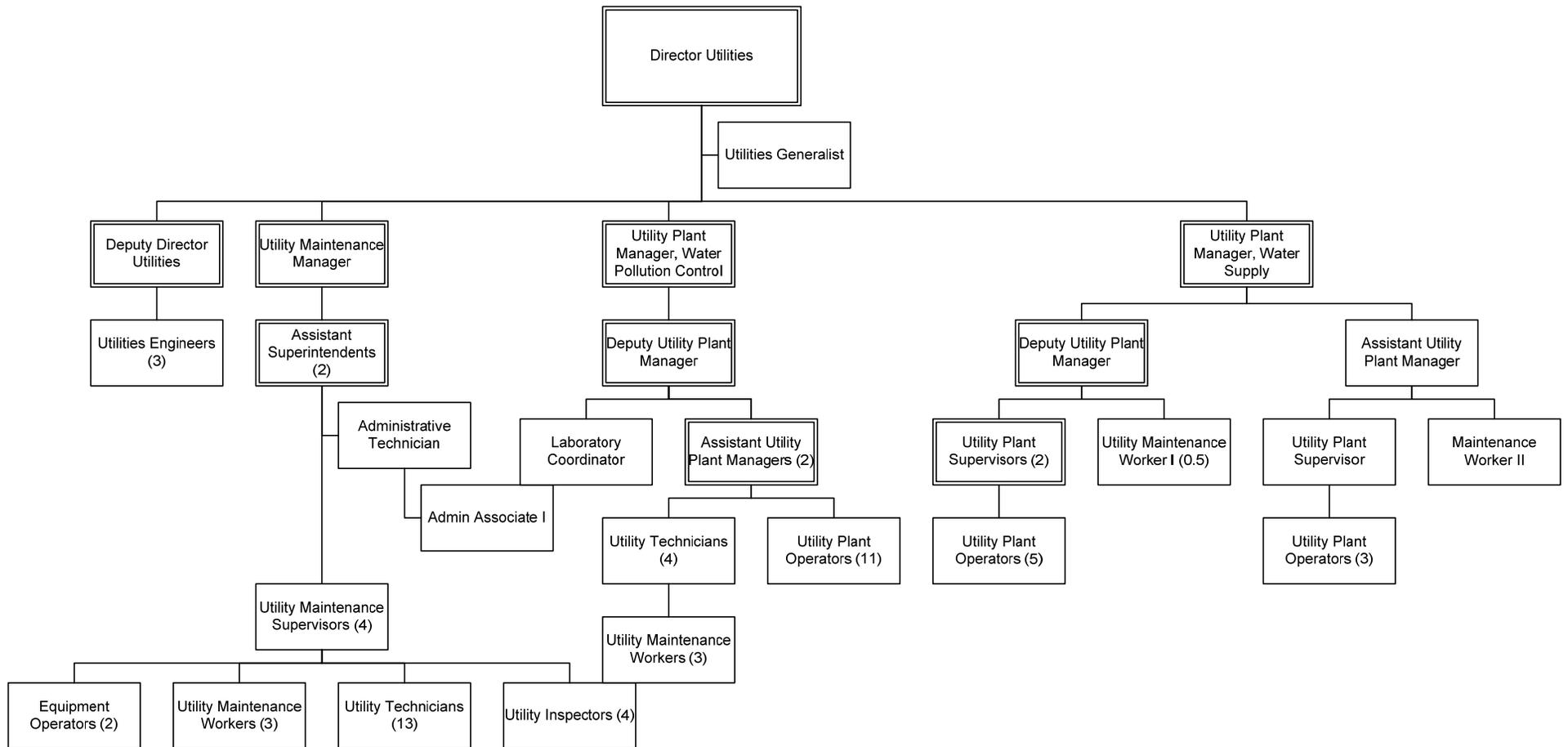
Table 6.4 UTILITIES DEPARTMENT OPERATIONS BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Utilities Administration	\$3,707,012	\$2,917,623	\$2,947,015	\$2,807,015	\$2,990,747	\$2,990,747	\$73,124	2.5
Utilities Maintenance	3,371,071	3,375,420	3,447,153	3,364,153	3,510,671	3,510,671	135,251	4.0
Water Supply	2,594,772	2,673,216	2,933,601	2,918,601	2,848,450	2,848,450	175,234	6.6
Water Pollution Control	3,152,642	3,327,451	3,362,275	3,346,475	3,522,349	3,522,349	194,898	5.9
TOTAL	\$12,825,497	\$12,293,710	\$12,690,044	\$12,436,244	\$12,872,217	\$12,872,217	\$578,507	4.7
FTE Summary	78.5	78.5	78.5	78.5	78.0	78.0	(0.5)	(0.6)

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. During FY 2012, part of the utility billing operation (two full-time employees) formerly in the Finance Department was moved to the Utilities Department.

Table 6.5 UTILITIES ADMINISTRATION SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$952,981	\$765,959	\$717,559	\$657,559	\$760,731	\$760,731	(\$5,228)	(0.7)
Contractual Services	208,692	233,691	311,483	291,483	193,490	193,490	(40,201)	(17.2)
Materials and Supplies	5,352	5,600	5,600	5,600	5,600	5,600	0	0.0
Transfer Payments	2,451,432	1,761,517	1,761,517	1,756,517	1,907,496	1,907,496	145,979	8.3
Continuous Charges	88,555	128,856	128,856	88,856	101,430	101,430	(27,426)	(21.3)
Capital Outlay		22,000	22,000	7,000	22,000	22,000	0	0.0
TOTAL	\$3,707,012	\$2,917,623	\$2,947,015	\$2,807,015	\$2,990,747	\$2,990,747	\$73,124	2.5
FTE Summary	7.0	9.0	9.0	9.0	9.0	9.0	0.0	0.0

FUTURE BUDGET CONSIDERATIONS:

- ❖ Chesapeake bay clean up act and Total Maximum Daily Load (TMDL) rules
- ❖ Expanding need for GIS technician hours
- ❖ New and tighter regulations being imposed on point source discharges
- ❖ Rules regarding SSO (Sanitary Sewer Overflow) and CMOM (Capacity Management, Operation and Maintenance)

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 <p>Operational Efficiency and Fiscal Management</p> <ul style="list-style-type: none"> • Continue work on conversion of mapping system to GPS-based • Produce updated water and sewer system maps based on the latest additions • Award two additional lease agreements for cell antenna's to generate additional \$60,000 in revenues • Complete 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. 	<ul style="list-style-type: none"> • Continued work on conversion of mapping system to GPS-based, collecting points and map updates • Researched alternative energy sources, such as solar power and increasing gas production, to achieve energy cost savings • Collected over \$100,000 in rental revenues from T-Mobile and continue looking for additional service providers • Revised DCSM Articles 2, 4 and Appendix A • Signed an agreement with Energy Connect Group for operation of generators in emergencies. To date we have collected over \$27,000 in revenues at no cost to the Town. • Complied with the Virginia Nutrient Exchange Association standards and participated in the EPA Total Maximum Daily Loading (TMDL) 	<ul style="list-style-type: none"> • Continue looking for additional sources of revenues by renting water tower space to other vendors • Continue compliance with the Virginia Nutrient Exchange Association and explore selling additional nutrient credits. • Perform rate study as directed by Town Council. • Seek more opportunities to cut costs or create revenue streams by in-house use or sale of the Town's effluent.
 <p>Community Safety / Quality of Life</p> <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 	<ul style="list-style-type: none"> • Continued FOG, cross connection program and educational activities by passing out over 1,000 brochures to problem area residents and businesses resulting in measureable improvements in targeted areas • Continued enforcement of the pre-treatment program at industrial facilities by conducting site inspections 	<ul style="list-style-type: none"> • Continue FOG program, school educational activities, and the cross connection program. • Continue with enforcement of the pre-treatment program at industrial facilities and inspections
 <p>Land Development Process Improvements</p> <ul style="list-style-type: none"> • Continue with review and approval of construction plans meeting the set goals 	<ul style="list-style-type: none"> • Reviewed and approved construction plans achieving targets for efficiency set in prior year. 	<ul style="list-style-type: none"> • Stay on target for efficient review of construction plans.
 <p>Capital Infrastructure</p> <ul style="list-style-type: none"> • Obtain approval and begin construction of Lower Sycolin Creek Sewer conveyance system 	<ul style="list-style-type: none"> • Awarded the contract for construction of Lower Sycolin Creek Sewer conveyance system. Finalize easement acquisition from County 	<ul style="list-style-type: none"> • 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 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
# FTE (Office Personnel)	0.8	0.2 ¹	0.9 ¹	0.9 ¹	0.9
# FTE (Field Personnel)	0.0	0.1 ¹	0.4 ¹	0.5 ¹	0.5
Total devices in System	1,264	1,649	1,852	2,093	2200
High Hazard-Commercial Connections (Require annual inspections)	576	300 ²	392	458	500
High Hazard-Residential Connections (Require testing record)	441	754	960	1153	1200
Moderate and Low Hazard Bi-annual inspection	247	595	500 ²	482	500
Output					
High Hazard-Commercial Connections (Require annual inspections)	576	300	392	79	100
Moderate and Low Hazard Commercial Bi-annual inspection	247	298	500	80	100
EFFICIENCY					
Percent of High Hazard-Commercial inspected	45%	10% ¹	45%	17%	20%
Percent of High Hazard-Commercial test records submitted	100%	98%	100%	100%	100%
Percent of High Hazard-residential test records submitted	100%	98%	100%	100%	100%
Percent of Moderate and Low Hazard inspected Bi-Annually	50%	0%*	16%*	16%	20%
OUTCOME					
To annually inspect 100% of the high hazard water connections, minimizing potential of cross-connection contamination.	NO	NO	NO	NO	NO

¹ Change due to loss of staff. Job has now been divided between two personnel, one for database update and one for the field portion.

² 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 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
#FTE	0.2	0.1	0.3	0.4	0.4
Total industrial waste discharge connections	367	109 ³	300	179 ⁴	190
Output					
# connections inspected/Total Inspections	100	15	125	26/72 ⁵	50/100
Efficiency					
Percentage of connections inspected	27%	13%	42%	14%	26%
OUTCOME					
To inspect 100% of the industrial waste discharge connections annually.	NO	NO	NO	NO	NO

³ Changes due to DEQ permit definitions.

⁴ Change due to audit of software records.

⁵ Multiple inspections of same connection due to inspection failure and/or necessary frequent monitoring due to high grease concentration area of system.

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)

 Community Safety / Quality of Life

 Operational Efficiency and Fiscal Management

Public Facilities Permits Program

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
# of requests for PFP's received	120	120	110	67	60
# FTE	0.25	0.25	0.25	0.10	0.10
Output					
# of responses provided within 3 business days	109	120	110	58	55
Efficiency	90%	100%	100%	86%	91%
Outcome					
To process Public Facilities Permits (PFP) and fee requests within 3 business days of receipt 98% of the time	Yes	Yes	Yes	No	No

UTILITIES DEPARTMENT (continued)

6.4 Administration Division (continued)



Plan Review Program – First Submission Reviews

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
Number of plans received	102	106	165	206	145
Output					
Number of plans reviewed within 60 days	102	106	165	206	145
Efficiency					
Average number of days required to complete plan review	28	10	11	11	10
% 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 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
Number of modeling requests received	51	26	49	23	30
Output					
Number of requests processed within 14 days	51	26	49	23	30
Efficiency					
Average number of days required to process request	3	4	5	4	4
% 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 Utilities Maintenance Division

Program Budget Summary

The Utilities 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 Utilities System consists of 15,147 service connections which includes 2,979 “out of town” connections. The water distribution system consists of one well, four water booster stations, 211 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, eight pumping stations and 12.179 miles of force mains.

Table 6.6 UTILITIES MAINTENANCE BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$2,759,938	\$2,798,209	\$2,800,709	\$2,760,709	\$2,868,025	\$2,868,025	\$69,816	2.5
Contractual Services	58,890	148,546	150,394	129,394	139,681	139,681	(8,865)	(6.0)
Materials and Supplies	220,701	249,700	271,462	269,462	261,950	261,950	12,250	4.9
Continuous Charges	28,081	54,000	54,000	54,000	54,000	54,000	0	0.0
Capital Outlay	303,461	124,965	170,588	150,588	187,015	187,015	62,050	49.7
TOTAL	\$3,371,071	\$3,375,420	\$3,447,153	\$3,364,153	\$3,510,671	\$3,510,671	\$135,251	4.0
FTE Summary	35.0	31.0	31.0	31.0	31.0	31.0	0.0	0.0

FUTURE BUDGET CONSIDERATIONS:

- ❖ Costs associated with replacement or rehab of aging water and sewer assets.
- ❖ Continuation of the I&I program and replacement of unlined cast iron pipes.

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 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). • 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) <p>Complete a review of the CMOM program to insure operational efficiency as required by the EPA.</p>	<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.) • Set up zone recirculation program to reduce flushing requirements. • Continued monitoring system to insure operational efficiency and minimize “unaccounted for water”. (Leak detection, meter testing, meter up-grades and Hexagram system monitoring.) • Began merger to customer portal of Aclara System. • Began researching magnetic field technology for water meters. • 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) • Began eliminating 4” cast iron water line (replaced 1,200 ft). • Continued valve exercise program from locate and turn program to full operation in old system areas. • 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. • Reviewed inspection services to insure efficiencies. • 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) • Review CMOM program. 	<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 upgrades and Hexagram system monitoring). • Complete implementation of customer portal of Aclara Star System. • Develop meter change out program using new meter technology. • 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) • Replace 1,000 feet of cast iron water line. • Continue with valve exercise program from locate and turn program to 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) • Review CMOM program.

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

Performance Measures



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Non-revenue Water

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
FTE	1.8	1.8	1.8	1.8	1.8
Output					
Billion gallons (BG) water pumped	1.80	1.52	1.54	1.57	1.68
BG water billed	1.6	1.43	1.41	1.47	1.57
Million gallons (MG) water leaks detected	5.00	5.00	5.00	1.00	1.00
MG used by Town facilities	25.05	28.76	18.9	32.2	33.0
Lost revenue due to non- utility town facilities ⁶	\$40,827	\$41,317	\$31,596	\$55,725	\$60,000
Efficiency					
Percentage of unaccounted-for-water ⁷	5.3%	1.6%	4.2%	1.87%	1.85%
Outcome					
To maintain unaccounted-for-water at less than 10% per recognized industry standards	Yes	Yes	Yes	Yes	Yes

⁶ Non-revenue figure is from facilities other than those owned by Utilities Department.

⁷ The percentage unaccounted figure includes Utilities buildings usage.

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

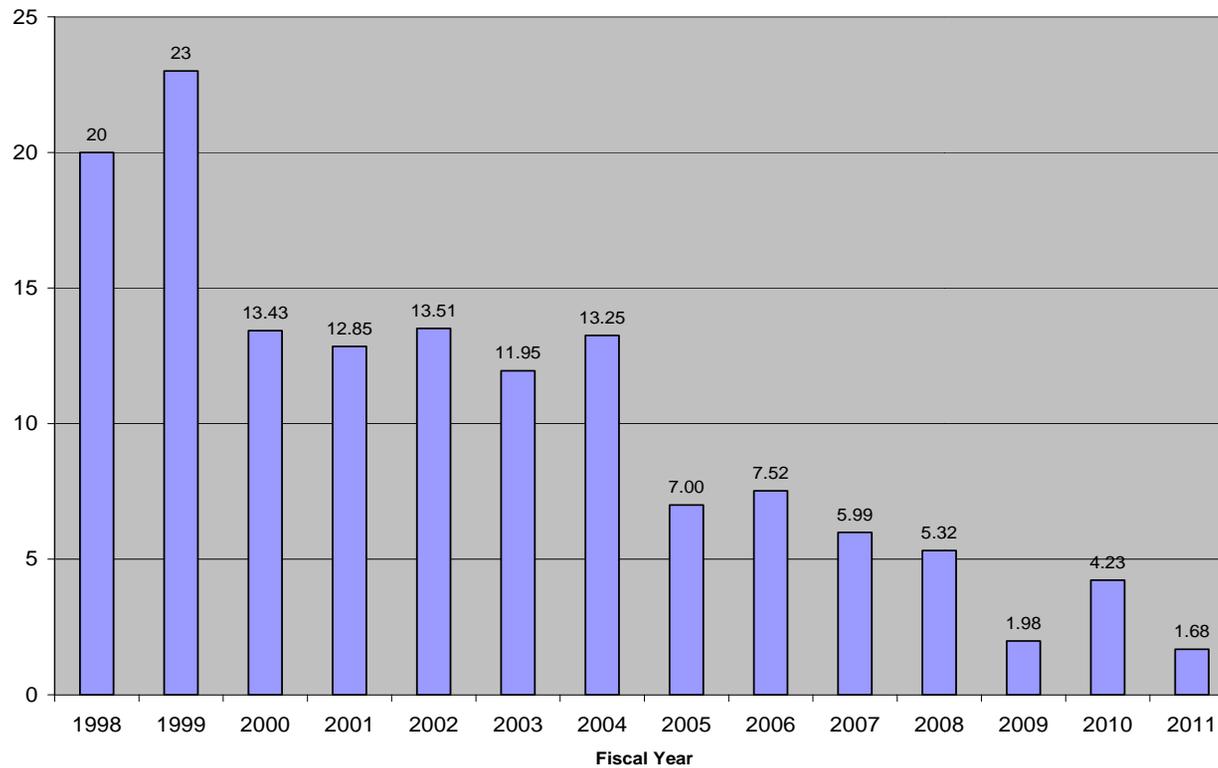


Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Chart 6.4 Percentage of Unaccounted-for Water, 1998-2011



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 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
#FTE	1.25	1.25	1.25	1.25	1.3
# Requests received (12 Month Period)	8,628	6,968	6,351	6,456	6,800 ⁸
Output					
# Requests completed (12 Month Period)	8,628	6,968	6,351	6,546	6,800
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

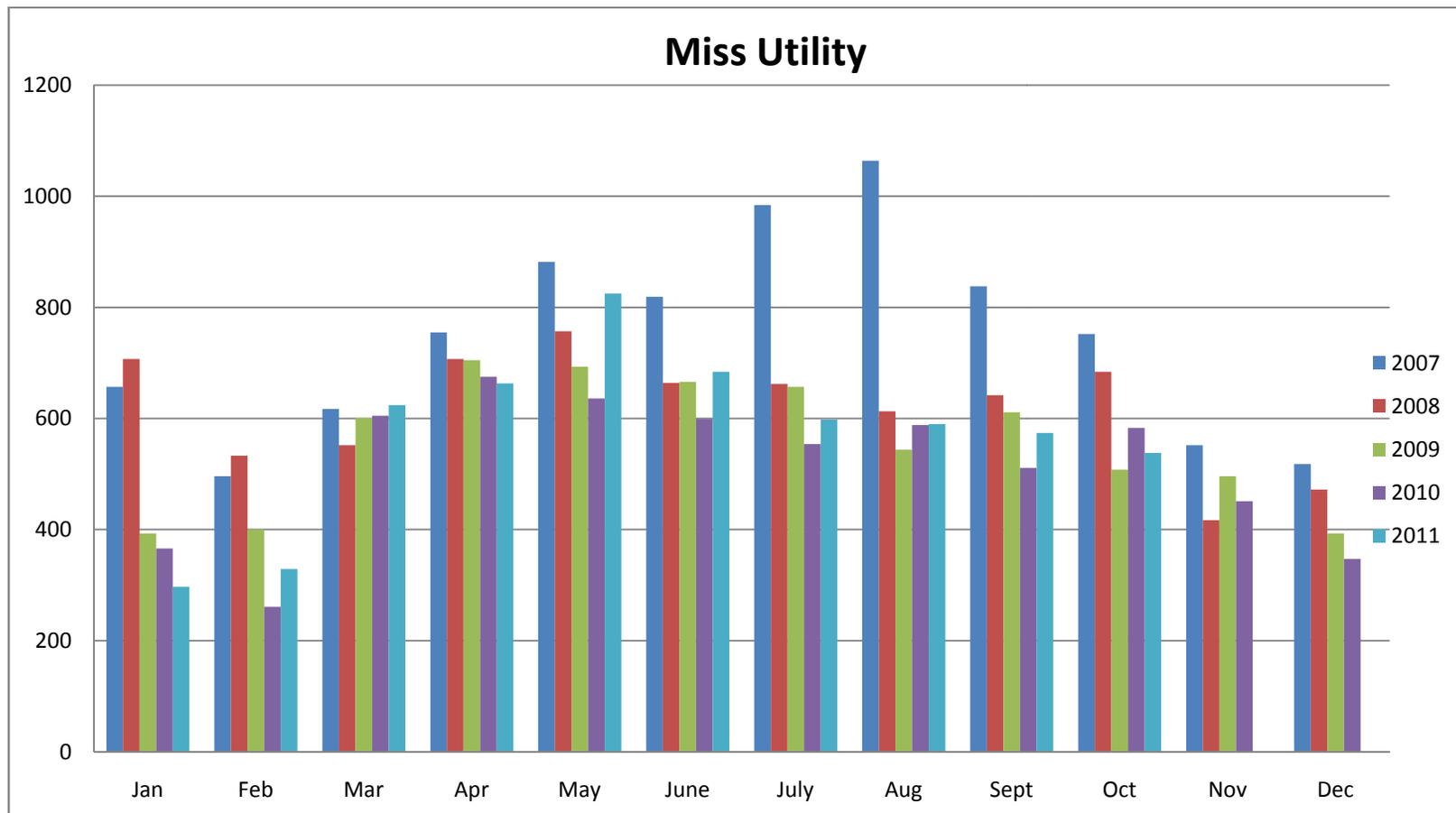
⁸ Increase due to marking sewer laterals per state legislation.

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)



Chart 6.5 Miss Utility Calls per Month, 2007- October 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 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
#FTE	.85	.85	.90	.90	.90
# Hydrants in the system	2,345	2,345	2,459	2,496	2,521
# Hydrants to test	1,172	1,172	1,230	1,248	1,248
Output					
# Hydrants tested	1,172	1,172	1,230	1,248	1,248
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
Due to major snow events in 2009, 2010 entire System was tested.					

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 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
#FTE	.85	.85	.90	.90	.90
# Hydrants in the system	2,345	2,345	2,459	2,496	2,521
# Hydrants to test	1,172	1,172	1,230	1,248	1,248
Output					
# Hydrants tested	1,172	1,172	1,230	1,248	1,248
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
Due to major snow events in 2009, 2010 entire system was tested.					

UTILITIES DEPARTMENT (continued)

6.5 Utility Maintenance Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Preventative Equipment Maintenance

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
# Pieces of equipment	360	400	420	420	420
Output					
# Pieces of equipment serviced annually	280	320	340	340	340
# Pieces of equipment serviced biannually	80	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 citizens 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 citizens; prepares monthly reports for state agencies; maintains a state certified laboratory for commercial water testing; monitors water levels in storage facilities and water pressure in the distribution system; provides training and educational programs for career development; and conducts water testing throughout approximately 218 miles of distribution system piping for chemical and bacteriological quality.

Table 6.7 WATER SUPPLY BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec) % Inc/(Dec)
Personnel Services	\$1,493,454	\$1,528,509	\$1,528,509	\$1,513,509	\$1,636,388	\$1,636,388	\$107,879 7.1
Contractual Services	298,299	216,875	221,620	221,620	218,230	218,230	1,355 0.6
Materials and Supplies	377,825	457,700	467,612	467,612	496,700	496,700	39,000 8.5
Continuous Charges	394,225	458,132	460,411	460,411	468,132	468,132	10,000 2.2
Capital Outlay	30,969	12,000	255,449	255,449	29,000	29,000	17,000 141.7
TOTAL	\$2,594,772	\$2,673,216	\$2,933,601	\$2,918,601	\$2,848,450	\$2,848,450	\$175,234 6.6
FTE Summary	15.5	15.5	15.5	15.5	15.0	15.0	(0.5) 1.0

FUTURE BUDGET CONSIDERATIONS:

- ❖ Revised Total Coliform Rule (TCR) is expected.
- ❖ Additional chemical costs may be associated with Stage 2 Disinfection Byproducts Rule.
- ❖ SCADA upgrade.
- ❖ Hydraulic improvements.
- ❖ Filter # 1 & # 2 underdrain replacement.
- ❖ Expansion to 15 MGD (2016 or beyond depending on growth and production).

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Operational Efficiency and Fiscal Management		
<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 rules • Continue excellent performance to receive these awards. 	<ul style="list-style-type: none"> • Instituted cost saving techniques to reduce water production costs. • Provided educational training programs for operator certification and development. • Continued monthly WSD organizational , safety, & development Training. Completed Hearing Conservation Site Specific Safety Program and Fall Protection Site Specific Safety Program. • Staff continued cross training to enhance professional development and succession management. • 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 unregulated monitoring samples were collected and tested per EPA requirements. • WSD has observed an approximate 10 percent reduction in electrical cost. • Completed Raw Water Intake Modifications to eliminate frazzled ice problem. • Completed WTP Filter # 3 crack repair and under drain replacement. • Obtained materials and performed research on development of a tank maintenance program. • Completed WTP site specific Storm Water Pollution SOP per Leesburg’s MS4 Permit. • WSD received 2010 “Excellence in Operation” award from VDH. 	<ul style="list-style-type: none"> • Utilize cost saving techniques to reduce water production costs. • Continue to provide educational training programs for operator certification and development. • Continue monthly organizational, safety , and development staff training. • Continue Cross Training programs for professional development and succession management. • Comply with EPA training requirements to maintain operator licenses. • Continue PH manipulation program using sulfuric acid for DBP precursor removal. • 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 • Monitor Raw Water Intake to ensure repair modification is operating properly. • Monitor filter for proper operations and repair durability. • Continue to develop a Water Storage Tank Preventive Maintenance Program. • Continue monitoring the MS4 permit compliance and upcoming TMDL rules. • Continue to produce a safe, aesthetically pleasing, cost effective water for Leesburg citizens.

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 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
Cost for water production ⁹	\$2,432,221	\$2,642,647	\$2,685,706	\$2,630,591	\$2,564,147
Output					
Finished water production (BG)	1.540	1.519	1.566	1.565	1.565
Efficiency					
Production cost per 1,000 gallons	\$1.58	\$1.74	\$1.67	1.60	1.60
Percentage increase/decrease in production cost	18%	9%	(2.9%)	(4.2%)	(0%)
Outcome					
To reduce water production costs by instituting cost saving measures.	Yes	Yes	Yes	Yes	Yes

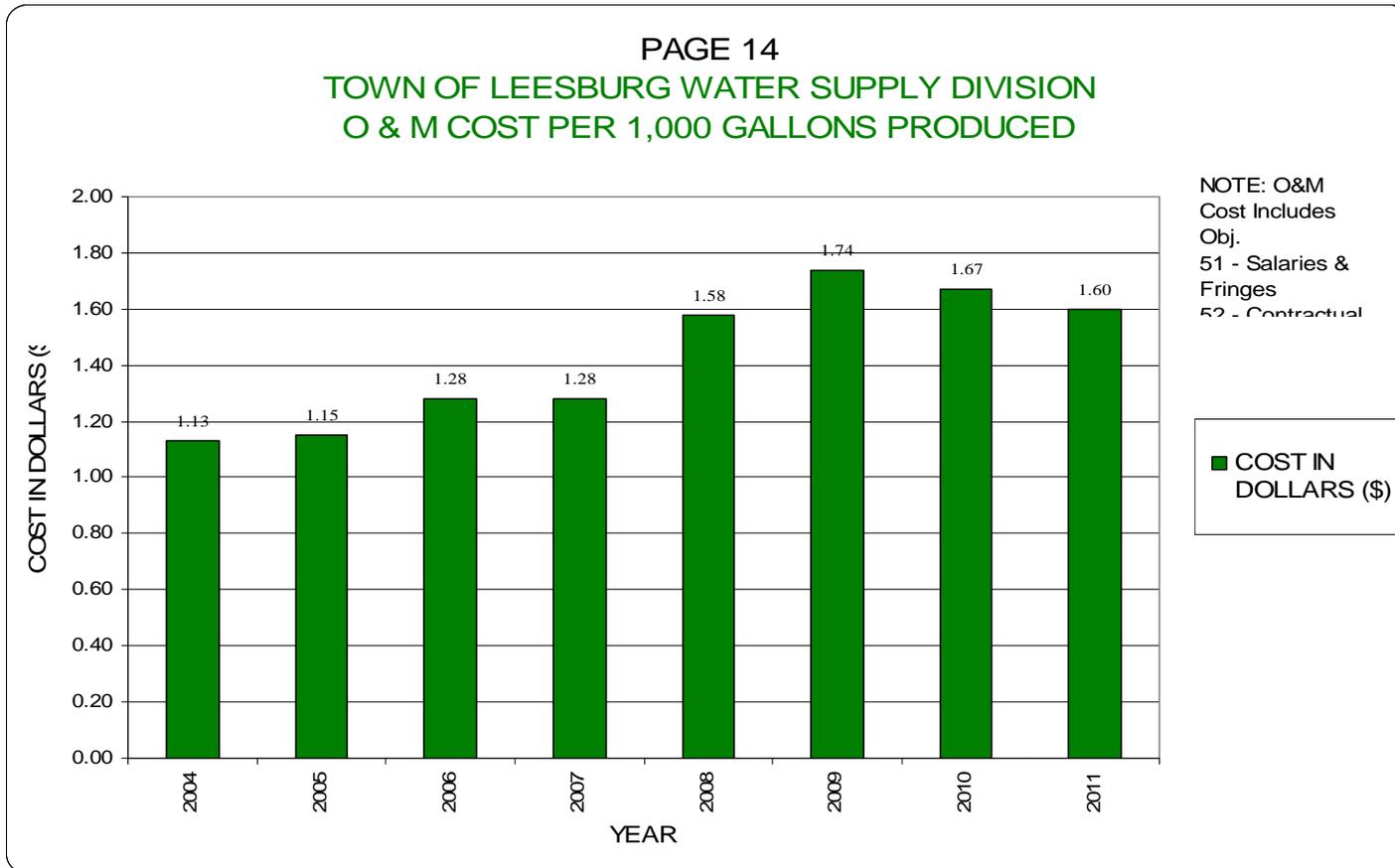
⁹ Increase or decrease in costs is due to the fluctuating chemical, fuel charges, and utility costs.

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)



Chart 6.6 Cost per Thousand Gallons Water Produced, 2004-2011



UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

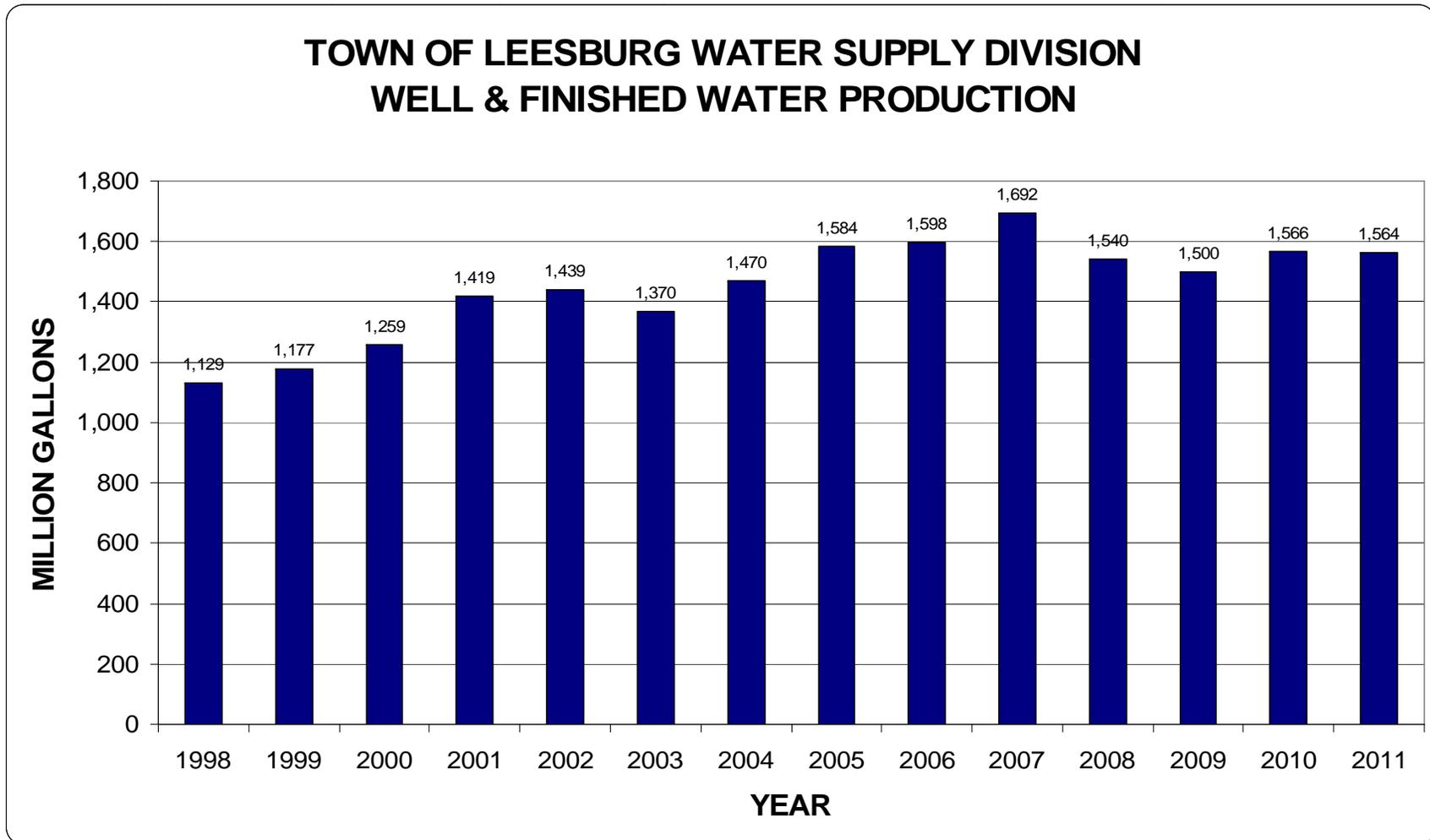


Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Chart 6.7 Total Million Gallons of Water Produced, 1998-2011



UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Compliance Sampling

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
Compliance samples collected	20,472	20,500	20,405	20,298	20,300
Revenue Generated	\$10,800	\$11,500	\$11,500	\$9,500	\$10,000
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 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
# Water quality service requests	26	25	16	21	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

Preventive Maintenance

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
Total number of Preventative Maintenance Work Orders generated and assigned to Water Supply Division	N/A	432 ¹⁰ 05/09 thru 12/09	1,000	851	875
Output					
Number of Preventative Maintenance Work Orders completed by Water Supply Division personnel		432	1,000	851	875
Efficiency					
Percent of Preventative Maintenance Work Orders completed by Water Supply Division personnel		100%	100%	100%	100%
Outcome					
To meet WSD preventative maintenance requirements and ensure maximum equipment life		100%	100%	100%	100%

¹⁰ Start of Munis Work Order system (5/9/09).

UTILITIES DEPARTMENT (continued)

6.6 Water Supply Division (continued)

Performance Measure

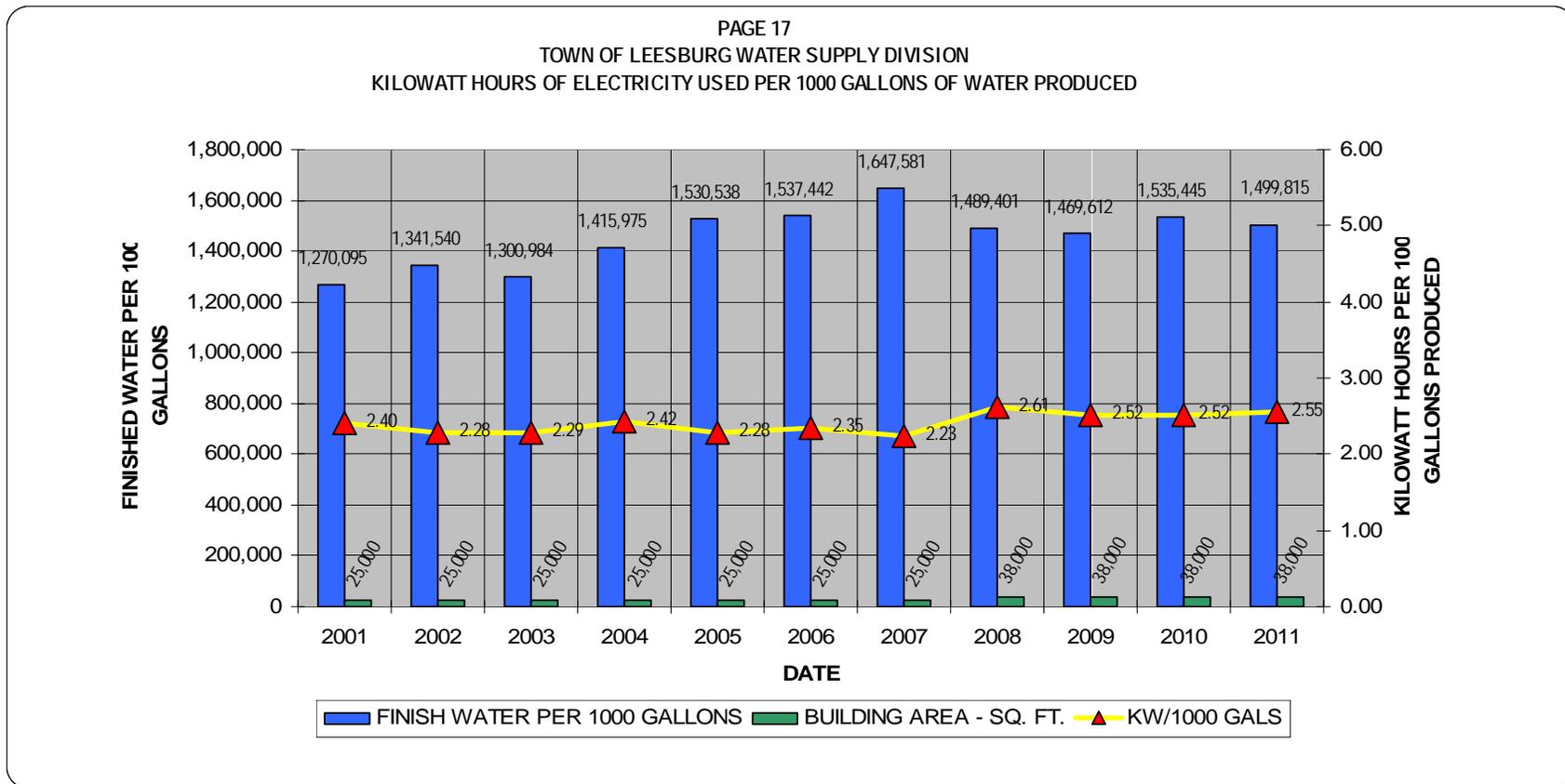


Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

Chart 6.8 Kilowatt Hours Per 1,000 Gallons of Water Produced, 2001-2011



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 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$1,809,574	\$1,919,915	\$1,919,915	\$1,911,915	\$2,061,444	\$2,061,444	\$141,529	7.4
Contractual Services	86,361	153,336	154,380	152,580	148,905	148,905	(4,431)	(2.9)
Materials and Supplies	440,493	416,200	528,717	528,717	500,000	500,000	83,800	20.1
Continuous Charges	771,896	778,000	759,263	753,263	778,000	778,000	0	0.0
Capital Outlay	44,318	60,000			34,000	34,000	(26,000)	(43.3)
TOTAL	\$3,152,642	\$3,327,451	\$3,362,275	\$3,346,475	\$3,522,349	\$3,522,349	\$194,898	5.9
FTE Summary	23.0	23.0	23.0	23.0	23.0	23.0	0.0	0.0

FUTURE BUDGET CONSIDERATIONS:

- ❖ Fees for Nutrient Compliance Plan.
- ❖ Converting digester from parallel feed to primary feed for optimization.
- ❖ Upgrade RAS pumps to meet future flows.
- ❖ Replacement of 20 year-old bioreactor blower.
- ❖ Optimization of existing anaerobic digesters and adding extra digester gas capacity.
- ❖ Update secondary clarifier A and B sludge and scum flytes.

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 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. • 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 • 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 • 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. 	<ul style="list-style-type: none"> • Complied with all regulations 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, approved as a Certified Laboratory. • Complied with the Virginia Nutrient Exchange Association and participated in the EPA Total Maximum Daily Loading (TMDL). • Tested for WPCD Industrial Storm Water Permit and assisted Public Works with sampling and laboratory testing.. • Introduced methanol to enhance nutrient removal • Began construction of the Lower Sycolin Creek project. • Consulted with Hazen & Sawyer to discuss preliminary design to upgrade Sludge Digester operation. • Coordinated construction of the effluent pipe line relocation and the effluent flow meter of Dominion Virginia Power substation proposal. • Consulted with Bohler Engineering design phases of the new Lowes in the Leegate center and Russell Branch Parkway • Developed safety programs and education for operator and maintenance certification and development • Provided training for certification for UST compliance. • Planning/design of new effluent pipe line for steam generation for Green Energy Partners Natural Gas and Solar Power Plant. • Met with the Dept of Homeland Security and Leesburg Police Dept. • Removed 147 tons of grit from sludge digesters. • Fabricated/installed two manual bar screens at the sludge thickener influent. • Designed/ installed two chemical feed lines to the BNR Splitter Box and two chemical feed lines to the sandfilter splitter box. • Installed two new peristaltic pumps, tested and put on line. • Cut/repaired dryer furnace; installed inspection panels. • Repaired three sludge digester mixers, rebuilt and repaired two RAS pumps, installed one new RAS pump and drive. • Procured new slide gate so sandfilters can be offline for cleaning. 	<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 explore selling additional nutrient credits • Continue WPCD Industrial Storm Water Permit testing and explore new Industrial Storm Water Permit options • Incorporate saving techniques and energy reductions to reduce wastewater treatment costs. • Continue optimization of plant performance to meet TMDL limits. • Continue with startup of the Lower Sycolin Creek pumping station and demolition of the Airport Pump Station and the Jail Pump Stations. • Optimize Sludge Digester and Sludge Digester gas operation. • Complete effluent pipe line relocation and Dominion Virginia Power addition of a new effluent flow meter • Begin 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 and Solar Power Plant concerning the planning and design phases of a new effluent pipe line for steam generation. • Continue to monitor the security of the facility. • Biannual cleaning of sludge digesters. • Monitor and maintain chemical feed lines to the BNR Splitter Box and sandfilter splitter box. • Monitor and maintain sodium hypochlorite pumps and investigate use of peristaltic pumps for other chemical addition. • Install new slide gate and clean sandfilters.

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 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
Cost for liquid treatment systems ¹¹	\$535,000	\$702,585	\$685,160	\$561,857	\$628,862
Output					
# MG wastewater treated	1,424	1,772	1,825	1,789	1,800
Efficiency					
Chemical Cost per MG treated	\$382.14	\$396.49	\$348.86	\$314.06	\$379.37
Change in cost per MG treated	4.1%	3.7%	(12.0%)	(10.0%)	21.0% ¹¹
Outcome					
To manage WPCF liquid treatment systems to minimize cost per MG treated ¹²	YES	YES	YES	YES	YES

Solids Treatment Cost

	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Estimated
Input					
Cost for solid treatment systems ¹¹	\$570,000	\$600,000	\$588,000	\$539,503	\$612,604
Output					
# DT solids generated	968	909	1043	1015	1024
Efficiency					
Cost per DT generated	\$588.84	\$563.76	\$563.76	\$531.53	\$598.24
Change in cost per DT	34.7%	(15.0%)	(15.0%)	(5.8%)	12.6% ¹¹
Outcome					
Revenue generated	\$53,000	\$62,000	\$69,000	\$77,470	\$80,000

¹¹ Increase or decrease in costs is due to the fluctuating chemical, fuel, and utilities rates.

¹² Excludes pumping stations. Increase or decrease in costs is due to the fluctuating chemical, fuel, and utilities rates.

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

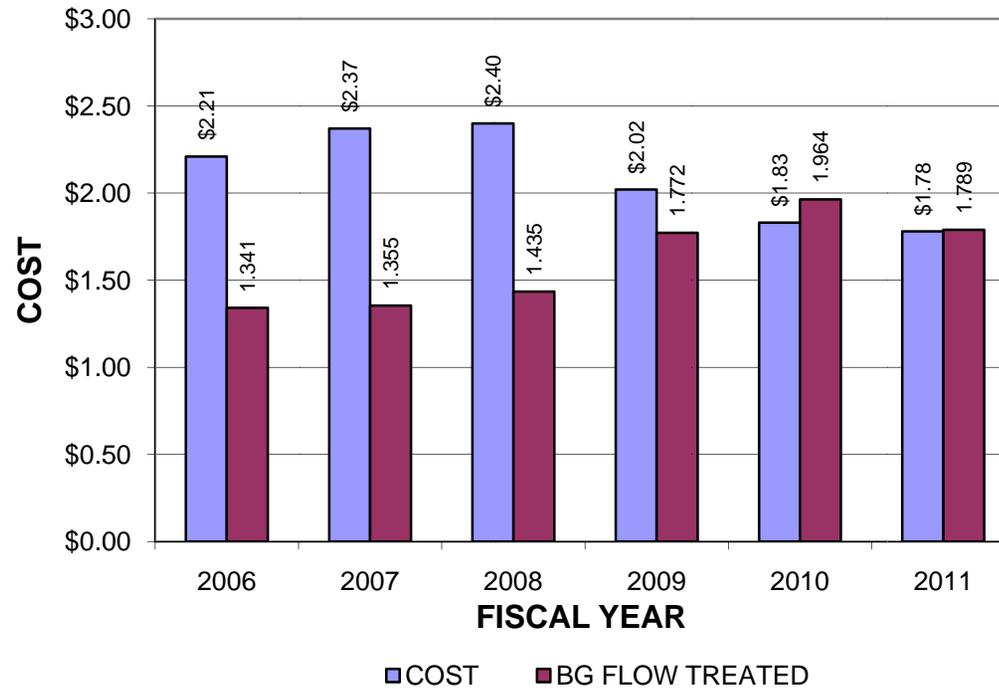


Chart 6.9 Cost per Thousand Gallons Treated

UTILITIES DEPARTMENT (continued)

6.7 Water Pollution Control Division (continued)

Performance Measure



Community Safety / Quality of Life



Operational Efficiency and Fiscal Management

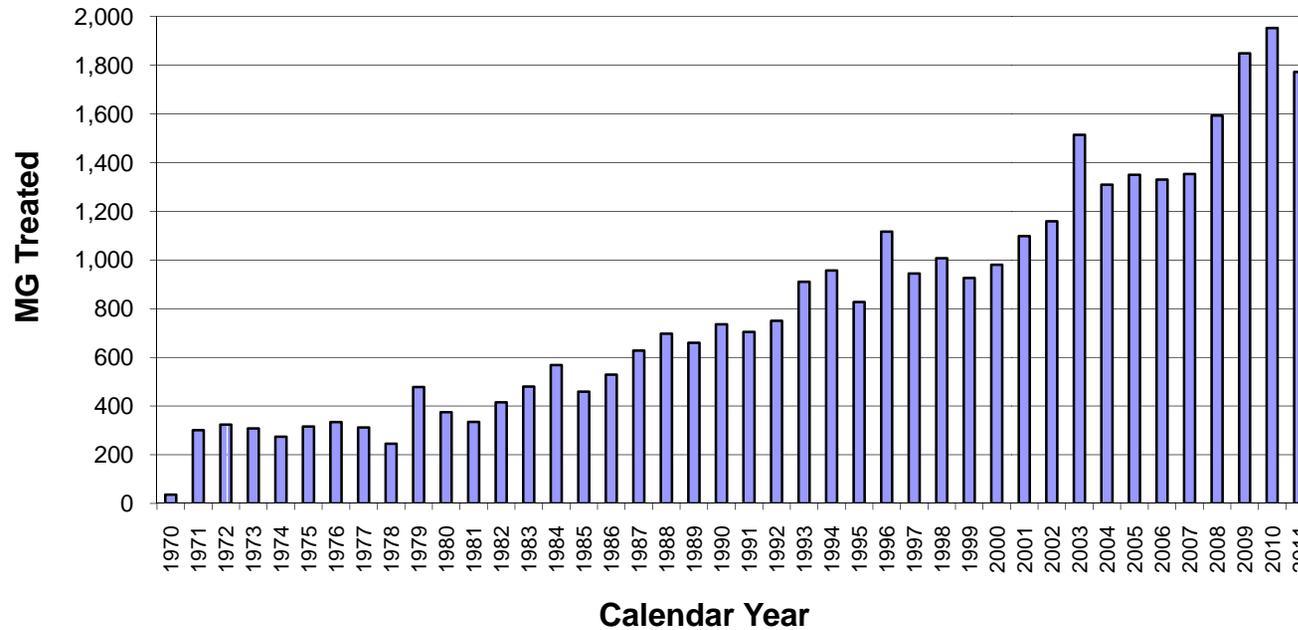


Chart 6.10 Millions of Gallons Treated per Calendar Year, 1970-2011

UTILITIES DEPARTMENT (continued)

6.8 Utilities - Capital Improvements Program

Program Description

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

Table 6.9 UTILITIES FUND CAPITAL IMPROVEMENTS PROGRAM BUDGET SUMMARY								
Expense Summary	FY 2011	FY 2012	FY 2012	FY 2012	FY 2013	FY 2013	FY 13 Ad. to FY 12 Ad.	
	Actual	Adopted	Revised	Estimate	Proposed	Adopted	\$ Inc/(Dec)	% Inc/(Dec)
Utilities Maintenance	\$687,950	\$905,000	\$1,141,409	\$550,000	\$815,000	\$815,000	(\$90,000)	(9.9)
Water Supply	841,947		138,425	6,100			0	0.0
Water Pollution Control		4,000,837	4,009,949	255,786	2,514,322	2,514,322	(1,486,515)	(37.2)
TOTAL	\$1,529,897	\$4,905,837	\$5,289,783	\$811,886	\$3,329,322	\$3,329,322	(\$1,576,515)	(32.1)
Funding Summary								
Availability Fee Reserves	\$73,257	\$1,332,000	\$1,394,572	\$99,534	\$1,081,945	\$1,081,945	(\$250,055)	(18.8)
Cash Reserves	615,197	875,627	985,830	265,815	416,250	416,250	(459,377)	(52.5)
Bond Draws	841,443	2,698,210	2,909,380	446,537	1,831,127	1,831,127	(867,083)	(32.1)
TOTAL	\$1,529,897	\$4,905,837	\$5,289,782	\$811,886	\$3,329,322	\$3,329,322	(\$1,576,515)	(32.1)

UTILITIES DEPARTMENT (continued)

6.9 Utilities - Debt Service

Program Description

The Utilities Fund Debt Service accounts track the payment of principal and interest of the long-term debt of the Fund. Long-term debt includes general obligation bonds and revenue bonds both supported by the revenues from the utility system. Debt is issued for water and sanitary sewer capital acquisitions and facilities. A more detailed summary of the Town’s long-term debt can be found in Section 3.5, Debt Service Summary of this budget document.

Table 6.10 UTILITIES DEBT SERVICE BUDGET SUMMARY								
Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Principal	\$2,606,022	\$1,150,000	\$1,150,000	\$1,150,000	\$715,000	\$715,000	(\$435,000)	(37.8)
Interest	2,844,170	3,029,246	3,029,246	3,029,246	3,001,033	3,001,033	(28,213)	(0.9)
TOTAL	\$5,450,192	\$4,179,246	\$4,179,246	\$4,179,246	\$3,716,033	\$3,716,033	(463,213)	(11.1)
Funding Summary								
Availability Fee Reserves	\$3,815,134	\$2,925,472	\$2,925,472	\$2,925,472	\$2,601,223	\$2,601,223	(\$324,249)	(11.1)
Cash Reserves	1,635,058	1,253,774	1,253,774	1,253,774	1,114,810	1,114,810	(138,964)	(11.1)
TOTAL	\$5,450,192	\$4,179,246	\$4,179,246	\$4,179,246	\$3,716,033	\$3,716,033	(\$463,213)	(11.1)

CAPITAL PROJECTS MANAGEMENT

7 Capital Projects Fund

7.1 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. Effective FY 2013, all Airport capital projects have been moved to the Capital Projects Fund (see transmittal letter and Section 5.7 for more detail on this change).

Table 7.1 CAPITAL PROJECTS FUND BUDGET SUMMARY

Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad.	
							\$ Inc/(Dec)	% Inc/(Dec)
Operations	\$2,854,861	\$2,293,966	\$2,362,290	\$2,219,040	\$1,962,641	\$1,962,641	(\$331,325)	(14.4)
Capital Improvements Program	9,888,753	12,954,685	20,204,643	9,815,210	19,369,900	19,369,900	6,415,215	49.5
TOTAL	\$12,743,614	\$15,248,651	\$22,566,933	\$12,034,250	\$21,332,541	\$21,332,541	\$6,083,890	39.9
FTE Summary	10.6	10.6	10.6	10.6	10.6	10.6	0.0	0.0
Funding Summary								
General Obligation Bonds	\$5,636,875	\$4,948,106	\$7,873,196	\$4,395,580	\$6,134,417	\$6,134,417	\$1,186,311	24.0
Capital Projects Fund Cash	2,520,142	2,509,722		2,171,174	1,929,088	1,929,088	(580,634)	(23.1)
Donations	81,390							
General Fund Cash	73,888	800,000	2,000,000	2,039,466			(800,000)	(100.0)
Proffers	1,413,771	909,282	979,282	725,713	141,173	141,173	(768,109)	(84.5)
Loudoun County - Gas Tax	2,128,842	350,000	1,616,599	30,000	1,016,000	1,016,000	666,000	190.3
Loudoun County - Other	296,980	380,000	597,500	544,705	150,000	150,000	(230,000)	(60.5)
State - Department of Aviation	156,914	83,030	83,030	73,725	365,310	365,310	282,280	340.0
State - Department of Transportation	192,394	1,575,000	5,670,036	919,531	8,629,000	8,629,000	7,054,000	447.9
Federal - ARRA		700,000	790,157	700,000	250,000	250,000	(450,000)	(64.3)
Federal - CDBG		280,000	280,000				(280,000)	(100.0)
Federal - FAA	190,729	2,629,267	2,629,267	386,490	2,684,000	2,684,000	54,733	2.1
Airport Fund		36,378					(36,378)	(100.0)
Utilities Fund	51,689	47,866	47,866	47,866	33,553	33,553	(14,313)	(29.9)
TOTAL	\$12,743,614	\$15,248,651	\$22,566,933	\$12,034,250	\$21,332,541	\$21,332,541	\$6,083,890	39.9

CAPITAL PROJECTS MANAGEMENT (continued)

7.2 Operations Summary

Program Description

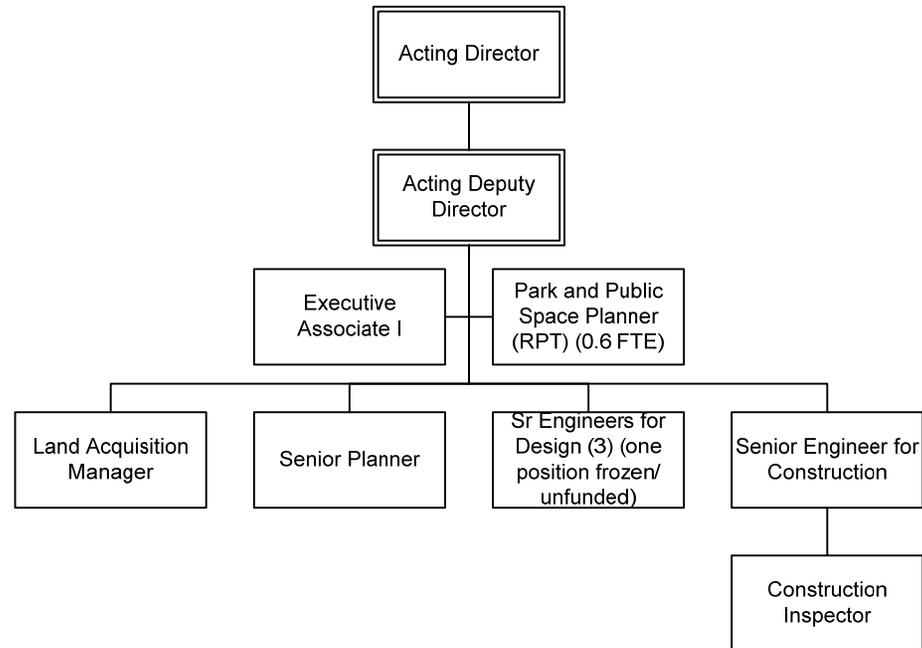
The Department of Capital Projects Management is responsible for administering both design and construction of the Town’s capital projects from inception to completion, in conjunction with the Town’s mission and objectives. The Department is also responsible for presenting new projects to residents, 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 2013 Budget includes a \$581,921 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 7.2 CAPITAL PROJECTS OPERATIONS BUDGET SUMMARY								
Expense Summary	FY 2011 Actual	FY 2012 Adopted	FY 2012 Revised	FY 2012 Estimate	FY 2013 Proposed	FY 2013 Adopted	FY 13 Ad. to FY 12 Ad. \$ Inc/(Dec)	FY 13 Ad. to FY 12 Ad. % Inc/(Dec)
Personnel Services	\$1,057,895	\$1,319,891	\$1,317,801	\$1,195,801	\$1,267,815	\$1,267,815	(\$52,076)	(3.9)
Contractual Services	113,243	91,466	161,880	148,280	91,561	91,561	95	0.1
Materials and Supplies	4,950	12,460	12,460	6,810	12,460	12,460	0	0.0
Transfer Payments	1,670,659	861,232	861,232	861,232	581,921	581,921	(279,311)	(32.4)
Continuous Charges	7,785	8,917	8,917	6,917	8,884	8,884	(33)	(0.4)
Capital Outlay	329							
TOTAL	\$2,854,861	\$2,293,966	\$2,362,290	\$2,219,040	\$1,962,641	\$1,962,641	(\$331,325)	(14.4)
FTE Summary	10.6	10.6	10.6	10.6	10.6	10.6	0.0	0.0
Funding Summary								
Capital Projects Fund	\$2,803,172	\$2,209,722	\$2,314,424	\$2,171,174	\$1,929,088	\$1,929,088	(\$280,634)	(12.7)
Airport Fund		36,378					(36,378)	(100.0)
Utilities Fund	51,689	47,866	47,866	47,866	33,553	33,553	(14,313)	(29.9)
TOTAL	\$2,854,861	\$2,293,966	\$2,362,290	\$2,219,040	\$1,962,641	\$1,962,641	(\$331,325)	(14.4)

CAPITAL PROJECTS MANAGEMENT (continued)

7.2. Operations Summary (continued)

Chart 7.1 Capital Projects Management Organizational Chart



CAPITAL PROJECTS MANAGEMENT (continued)

7.2 Operations Summary (continued)

FY 2012 Objectives	FY 2012 Accomplishments	FY 2013 Objectives
 Operational Efficiency and Fiscal Management		
<ul style="list-style-type: none"> Use in-house inspectors to reduce cost of contracted inspection services for projects based on job complexity and resource availability. 	<ul style="list-style-type: none"> In-house inspectors used on projects such as Battlefield, Lowenbach, Sycolin Phase II, Hope Parkway Traffic Signal, Woodberry Improvements, 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.
 Capital Infrastructure		
<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 Road, Wage and 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 Virt's Corner Improvements Start construction of South King Street Widening improvements. 	<ul style="list-style-type: none"> Phase I construction (East End Triangle and alley) scheduled to begin spring 2012. In agreement with the developer of Leesburg Central, improvements at Loudoun and Harrison Streets will be completed spring 2012. Battlefield Parkway was partially opened in summer 2011; and was opened to 4-lane traffic in fall 2011. \$11 million in funding obtained from VDOT, and the project is being redesigned as a 4-lane divided roadway, including two lanes added between Evergreen Mill and the Greenway. Construction to be completed in spring 2012. Completed construction of Sycolin Widening Phase II at Tolbert Lane in summer 2011. Completed installation of traffic signal at the intersection of Sycolin Road and Hope Parkway in summer 2011. Completed design of turn lanes and traffic signal at intersection of Sycolin Road and Tavistock Drive. Construction scheduled to begin fall 2012. Construction of Lowenbach Phase II was completed and opened to traffic in fall 2011. Construction of Lowenbach Phase III will begin after completion of Woodberry Road Improvements construction in spring 2012. Construction began fall 2011, scheduled for completion spring 2012. Relocation of overhead utilities began in winter 2012. Construction will begin after utility relocations are completed. Construction is scheduled to begin in spring 2012, upon completion of all utility relocations. Completed Turner-Harwood Drainage Improvements project in conjunction with the Loudoun county School Board development of the new Douglass Elementary School. Completed installation of navigational aids upgrades at the Leesburg Executive Airport. Acquired property and easements in the north runway protection zone of Runway 17 at the Leesburg Executive Airport. 	<ul style="list-style-type: none"> Construct improvements to Loudoun Street between South King Street and East Market Street. Construct curb and gutter and sidewalks on Church Street between Loudoun Street and Royal Street. Complete design of the modified project. Begin relocation of utilities required prior to construction in FY 14. Complete construction of improvements to Sycolin Road / Tavistock Drive intersection. Complete construction of Lowenbach Phase III. Complete design of Lowenbach Phases IV & V (Queen and Washington) for construction starting in FY 14. Continue construction with completion during FY 14. Continue construction with completion during FY 14. Construct Police Station Expansion. Construct right turn lanes on eastbound Edwards Ferry Road at the Route 15 Bypass. Construct sidewalks and drainage improvements on Old Waterford Road near Union Cemetery. Construct flood mitigation channel improvements to Tuscarora Creek near Shenandoah Drive. Complete construction of the Lower Sycolin Creek Sewage Conveyance System Construct Airport improvements, including Runway 17 Safety Area Grading, Helipads, and the North End Access Road.

CAPITAL PROJECTS MANAGEMENT (continued)

7.2 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**7.3 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 2012 (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 7.3 Percentages of Funding Sources for FY 2013

General Obligation and Revenue Bonds	35.1
Cash from Trusts, Capital Projects, and Utilities Funds	6.6
Funds from Federal, State, and County Governments	57.7
Proffers from Private Developers and Others	0.6
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% (\$5,674,806 in FY 2013) 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% (\$10,504,663 in FY 2013) (using provisional FY 2013 budget figures).
 - Bonded debt of the Town shall not exceed 1.5% of the total assessed value of taxable property in the Town (\$141,877,178 FY 2012) (using FY 2012 figures for assessed value).
- 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 7.4 Projected Financial Ratio Targets					
	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Debt Financing ≤ 75%	35.09%	32.83%	9.85%	11.94%	23.42%
Debt Service of Gov. Exp. ≤ 15%	7.90%	7.86%	7.16%	8.24%	12.39%
Bond Debt to Assessed Value ≤ 1.5%	0.98%	1.07%	1.02%	0.96%	0.86%

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 2013. Funding shown in FY 2014-2017 is for planning purposes only.

CIP INTRODUCTION (continued)

Summary of Sources

Table 7.5 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	\$29,164,087	\$14,664,241	\$4,586,134	\$6,134,417	\$2,820,168	\$565,800	\$60,000	\$333,327	\$14,499,846	
General Fund Cash	1,053,810	1,000,000	53,810						53,810	
Capital Projects Fund Cash	300,000		300,000						300,000	
Proffers (incl. Anticipated and Dev. Contrib.)	2,571,540	1,080,444	1,049,923	141,173	75,000	75,000	75,000	75,000	1,491,096	
Loudoun County - Gas Tax	8,309,755	3,521,923	350,000	1,016,000	3,021,832	400,000			4,787,832	
Loudoun County - Other	930,000	371,155	408,845	150,000					558,845	
State - Department of Aviation	638,071	9,290	164,280	365,310	10,500	23,700	15,000	49,991	628,781	
State - Department of Transportation	31,363,937	1,294,385	1,990,552	8,629,000	4,300,000	13,650,000	1,500,000		30,069,552	
Federal - Community Development Block Grant	280,000		280,000						280,000	
Federal - Transportation	1,150,000	200,000	700,000	250,000					950,000	
Federal Aviation Administration	8,570,232	294,199	2,451,000	2,684,000	332,500	750,500	475,000	1,583,033	8,276,033	
Total - Capital Projects Fund	\$84,331,432	\$22,435,637	\$12,334,544	\$19,369,900	\$10,560,000	\$15,465,000	\$2,125,000	\$2,041,351	\$61,895,795	
Utilities Fund										
Utilities Fund Cash	\$7,988,134	\$2,037,909	\$1,777,473	\$1,498,195	\$1,311,750	\$954,207	\$202,500	\$206,100	\$5,950,225	
Utilities Fund Bonds	9,763,277	2,490,778	2,172,468	1,831,127	1,603,250	1,166,254	247,500	251,900	7,272,499	
Total - Utilities Fund	\$17,751,411	\$4,528,687	\$3,949,941	\$3,329,322	\$2,915,000	\$2,120,461	\$450,000	\$458,000	\$13,222,724	
TOTAL ALL FUNDS	\$102,082,843	\$26,964,324	\$16,284,485	\$22,699,222	\$13,475,000	\$17,585,461	\$2,575,000	\$2,499,351	\$75,118,519	

CIP INTRODUCTION (continued)

Summary of Uses

Table 7.6 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	\$416,639	\$1,023,361	\$1,425,000	\$1,010,000	\$400,000			\$3,858,361	1
07309	Downtown Street Lighting	2,170,000	140,000	410,000	435,000	585,000	600,000			2,030,000	2
11308	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	\$706,639	\$1,593,361	\$2,785,000	\$1,670,000	\$1,075,000	\$75,000	\$75,000	\$7,273,361	
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	12,000,000	1,021,190	253,810	1,425,000	2,000,000	7,000,000	\$300,000		10,978,810	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	1,260,000	175,077	234,923	850,000					1,084,923	8
10308	Linden Hill Access Road	455,000	77,000		328,000	50,000				378,000	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
13301	Route 15 (South King Street) Widening Ph. II	8,600,000			1,200,000	400,000	5,800,000	\$1,200,000		8,600,000	14
07313	Sycolin Rd. Widening Ph. II	4,485,433	3,845,433	640,000						640,000	15
98301	Sycolin Rd. Widening Ph. III	5,000,000	350,000	350,000	200,000	3,300,000	800,000			4,650,000	16
NEW	Traffic Signal at Battlefield Pkwy. at 15 Byp./Bus.	350,000						50,000	300,000	350,000	17
11303	Turn Lane at Sycolin Rd & Tavistock Dr Imps	1,200,000	\$21,155	128,845	1,050,000					1,178,845	18
07312	Virts Comer Improvements	2,729,000	173,448	950,552	1,000,000	605,000				2,555,552	19
Total Streets & Highways		\$62,054,933	\$18,863,150	\$6,832,783	\$12,379,000	\$8,530,000	\$13,600,000	\$1,550,000	\$300,000	\$43,191,783	
Storm Drainage											
05305	Dry Mill/Wage/Anne Storm Improvements	\$1,874,410	\$1,586,310	\$288,100						\$288,100	20
09303	Turner-Harwood, Ph. I	980,000	700,000	280,000						280,000	21
06306	Tuscarora Creek Flood Mitigation	1,122,554	69,854	156,700	886,000	10,000				1,052,700	22
09302	Woodberry Rd. Drainage and Street Improvements	850,000	200,000	500,000	150,000					650,000	23
Total Storm Drainage		\$4,826,964	\$2,556,164	\$1,224,800	\$1,036,000	\$10,000				\$2,270,800	

CIP INTRODUCTION (continued)

Summary of Uses (continued)

Table 7.6 Uses of Funds (continued)											
Proj. No.	Project Description	Project Total Cost	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for Yr CIP	Future 6-Funds Req.
Airport Projects											
11501	Land Acquisition - Airport Expansion SW End	4,245,000	225,000	2,020,000	2,000,000					4,020,000	24
09503	Navigation Aids Upgrades	584,683	84,683	500,000						500,000	25
12502	North End Access Road	291,000		36,600	254,400					291,000	26
08501	Perimeter Fence - Airport West Side	975,000			50,000	250,000	675,000			975,000	27
11502	Runway 17 Safety Area Grading	905,500		80,000	825,500					905,500	28
08502	South Apron Expansion, Ph. II	2,381,350				100,000	115,000	500,000	1,666,350	2,381,350	29
12501	South Apron Helipads	87,000		47,000	40,000					87,000	30
	Total Airport Projects	\$9,469,533	\$309,683	\$2,683,600	\$3,169,900	\$350,000	\$790,000	\$500,000	\$1,666,350	\$9,159,850	
	Total General Fund Projects	\$74,861,897	\$22,125,953	\$9,650,944	\$16,200,000	\$10,210,000	\$14,675,000	\$1,625,000	\$375,000	\$52,735,944	
Utility Fund Projects											
Utility Lines											
06401	Misc. Waterline and San. Sewer Imps., Reps., I/I Mitigation	\$8,380,950	\$3,837,950	\$905,000	\$815,000	\$1,415,000	\$500,000	\$450,000	\$458,000	\$4,543,000	31
	Total Utility Lines	\$8,380,950	\$3,837,950	\$905,000	\$815,000	\$1,415,000	\$500,000	\$450,000	\$458,000	\$4,543,000	
Water Pollution Control											
07404	Lower Sycolin Sewage Conveyance System	\$6,000,000	\$690,737	\$2,904,941	\$2,404,322					\$5,309,263	32
NEW	SCADA System Upgrade	1,200,000				500,000	700,000			1,200,000	33
12401	WPCF Digesters Cover Repair	2,170,461		140,000	110,000	1,000,000	920,461			2,170,461	34
	Total Water Pollution Control	\$9,370,461	\$690,737	\$3,044,941	\$2,514,322	\$1,500,000	\$1,620,461	\$450,000	\$458,000	\$8,679,724	
	Total Utility Fund Projects	\$17,751,411	\$4,528,687	\$3,949,941	\$3,329,322	\$2,915,000	\$2,120,461	\$450,000	\$458,000	\$13,222,724	
TOTAL PROJECTS ALL FUNDS		\$102,082,842	\$26,964,324	\$16,284,485	\$22,699,222	\$13,475,000	\$17,585,461	\$2,575,000	\$2,499,350	\$75,118,518	

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GENERAL GOVERNMENT PROJECTS

7.4 General Government Projects

In this category, for FY 2013, funds are provided for Downtown Improvements projects (\$1.4 million) as well as the continuation of projects from last year's CIP, such as the Downtown Street Lighting project (\$435,000). See Table 7.7, below.

Table 7.7 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	\$566,987	\$868,361	\$2,310,000	\$1,095,000	\$550,000			\$4,823,361	
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	\$706,639	\$1,593,361	\$2,785,000	\$1,670,000	\$1,075,000	\$75,000	\$75,000	\$7,273,361	

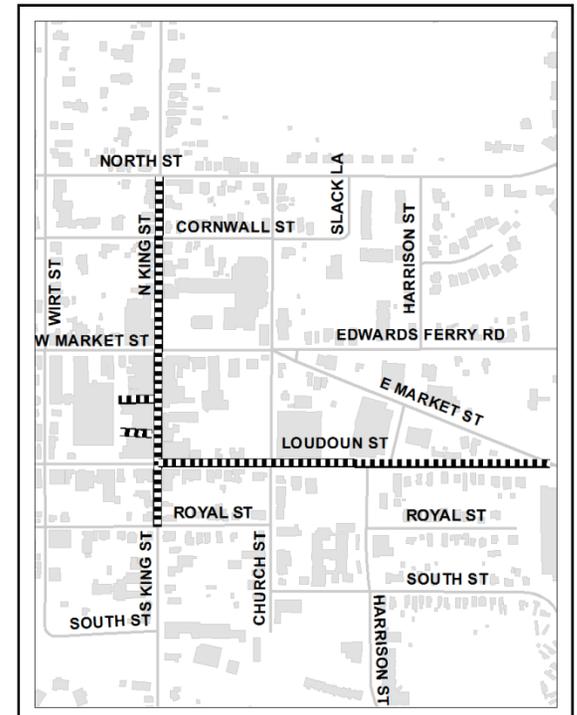
Proj. No.	Uses	Total Project Cost	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Required
10304	Downtown Improvements	\$4,275,000	\$416,639	\$1,023,361	\$1,425,000	\$1,010,000	\$400,000			\$3,858,361	
07309	Downtown Street Lighting	2,170,000	140,000	410,000	435,000	585,000	600,000			2,030,000	
11308	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	\$706,639	\$1,593,361	\$2,785,000	\$1,670,000	\$1,075,000	\$75,000	\$75,000	\$7,273,361	

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. Dominion Virginia Power will remove the utility pole from the East End Triangle area at no cost to the Town. 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	\$416,639	\$723,361	\$1,425,000	\$1,010,000	\$400,000			\$3,558,361	
Capital Projects										
Fund Cash	300,000		300,000						300,000	
TOTAL	\$4,275,000	\$416,639	\$1,023,361	\$1,425,000	\$1,010,000	\$400,000			\$3,858,361	

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		\$20,000	\$20,000	\$10,000				\$50,000	
Design/Eng.	675,000	416,639	53,361	\$155,000	\$50,000				258,361	
Utility Reloc.	150,000		50,000	\$50,000	\$50,000				150,000	
Construction	3,400,000		900,000	1,200,000	900,000	400,000			3,400,000	
TOTAL	\$4,275,000	\$416,639	\$1,023,361	\$1,425,000	\$1,010,000	\$400,000			\$3,858,361	

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

UTILITY RELOCATION START DATE: Winter 2011/2012

CONSTRUCTION START DATE: Spring 2012

ESTIMATED COMPLETION DATE: Summer 2015

OPERATING IMPACT: None.

GOAL ADDRESSED:

2005 Town Plan

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

GENERAL GOVERNMENT PROJECTS (continued)

TITLE: Downtown Street Lighting (07309)
STATUS: Ongoing

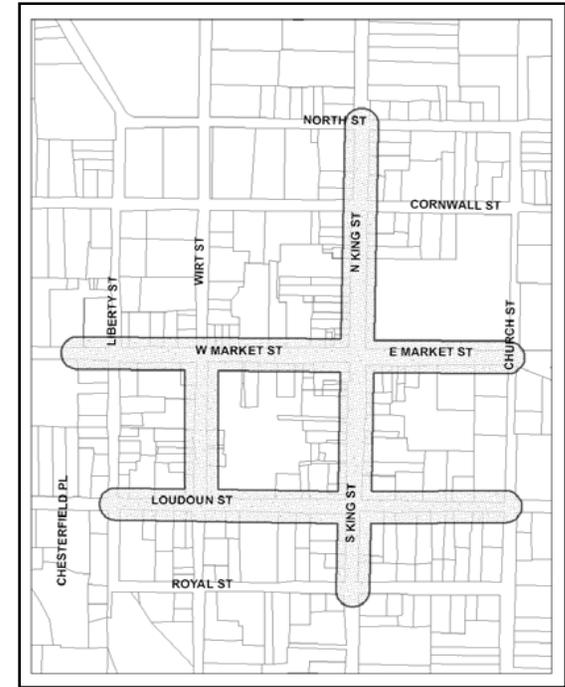
PROGRAM DESCRIPTION: Replace existing cobra-style streetlights with new historically appropriate fixtures on pedestal poles. As part of the project, provide conduit for future undergrounding of existing overhead utilities.

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	PLANNED FINANCING						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	PLANNED EXPENDITURES						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 (11308)
STATUS: New

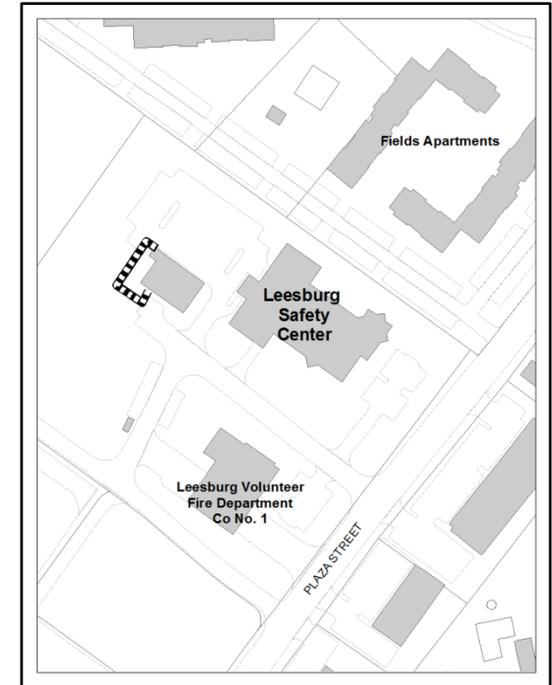
PROGRAM DESCRIPTION: This project will expand and renovate the current technical support building by approximately 4,000 square feet. This building includes the evidence storage facility and the crime analysis area.

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

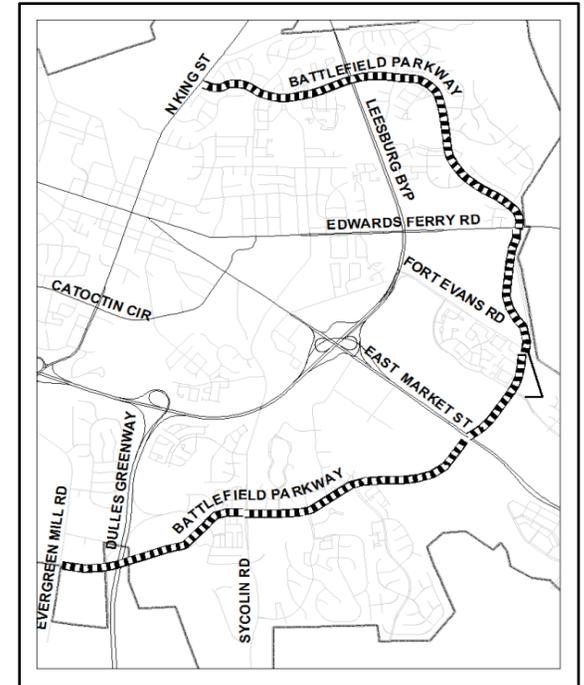
PROGRAM DESCRIPTION: This project provides annual funding to plant trees along roadways, trails, and in communities to enhance the tree canopy. Initial efforts will focus on existing sections of Battlefield Parkway to enhance roadway aesthetics. The fall 2011 planting will be in the area of Battlefield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

7.5 Streets, Highways, Buildings, and Grounds Capital Projects

The FY 2013 Streets, Highways, Buildings, and Grounds projects include over \$12 million in improvements. Major projects include: Route 15 (South King Street) Widening (\$5.85 million) and Battlefield Parkway (\$1.4 million). See Table 7.8 below.

Table 7.8. 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		\$19,665,544	\$12,234,896	\$2,704,653	\$2,667,827	\$1,708,168		\$50,000	\$300,000	\$7,430,648	
General Fund Cash		1,053,810	1,000,000	53,810						53,810	
Proffers (including Dev Contrib and Antic. Proffer)		1,631,887	590,791	974,923	66,173					1,041,096	
Loudoun County - Gas Tax		8,309,755	3,521,923	350,000	1,016,000	3,021,832	400,000			4,787,832	
Loudoun County - Other		300,000	21,155	128,845	150,000					278,845	
State - Department of Transportation		29,663,937	1,294,385	1,640,552	8,229,000	3,800,000	13,200,000	1,500,000		28,369,552	
Federal - Community Development Block Grant		280,000		280,000						280,000	
Federal - Transportation		1,150,000	200,000	700,000	250,000					950,000	
Total		\$62,054,933	\$18,863,150	\$6,832,783	\$12,379,000	\$8,530,000	\$13,600,000	\$1,550,000	\$300,000	\$43,191,783	

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	12,000,000	1,021,190	253,810	1,425,000	2,000,000	7,000,000	300,000		10,978,810	
07304	Church St. Improvements	225,000		95,000	130,000					225,000	
05302	Edwards Ferry at Rt. 15 Bypass Right Turn Imps	1,260,000	175,077	234,923	850,000					1,084,923	
10308	Linden Hill Access Rd	455,000	77,000		328,000	50,000				378,000	
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	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	
13301	Rt. 15 (South King St.) Widening Ph. I	8,600,000			1,200,000	400,000	5,800,000	1,200,000		8,600,000	
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	1,200,000	21,155	128,845	1,050,000					1,178,845	
07312	Virts Corner Improvements	2,729,000	173,448	950,552	1,000,000	605,000				2,555,552	
Total - Streets, Highways, Bldgs & Grnds		\$62,054,933	\$18,863,150	\$6,832,783	\$12,379,000	\$8,530,000	\$13,600,000	\$1,550,000	\$300,000	\$43,191,783	

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).

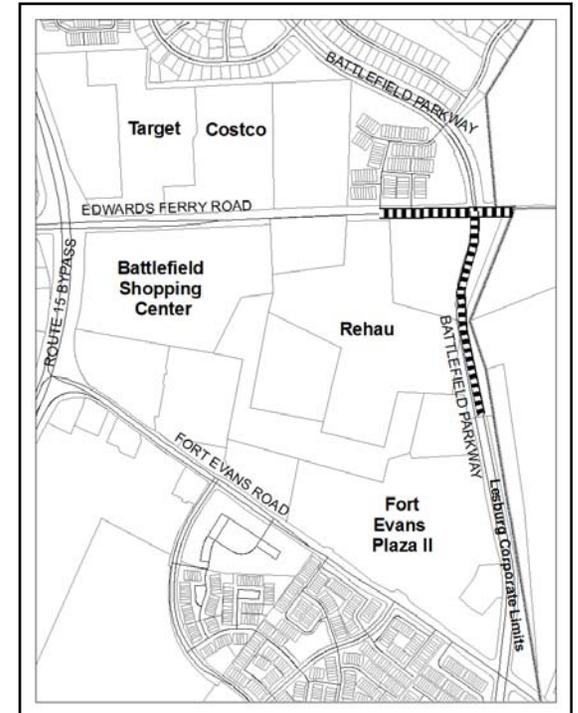
Sources:	Total Required Project Funding	Funded through 6/30/11							TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Bonds	\$8,880,000	\$7,533,500	\$1,346,500						\$1,346,500	
General Fund Cash	1,000,000	1,000,000								
Proffers	70,000	70,000								
TOTAL	\$9,950,000	\$8,603,500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

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11							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 0.3 miles of 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: Spring 2013

PLANNED FINANCING

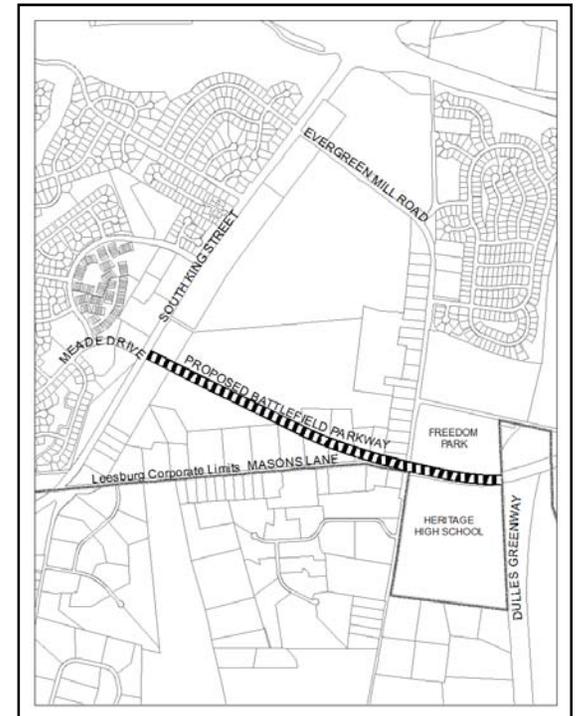
Sources:	Total Required Project Funding	Funded through 6/30/11								TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017			
General Fund Cash	\$53,810		\$53,810							\$53,810	
G.O. Bonds	1,021,190	1,021,190									
State Funds	10,925,000		200,000	1,425,000	2,000,000	7,000,000	300,000			10,925,000	
TOTAL	\$12,000,000	\$1,021,190	\$253,810	\$1,425,000	\$2,000,000	\$7,000,000	\$300,000			\$10,978,810	

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	\$975,000	\$375,000		\$600,000						\$600,000	
Design/Eng.	1,050,000	646,190	253,810	150,000						403,810	
Utility Reloc.	675,000			675,000						675,000	
Construction	9,300,000				2,000,000	7,000,000	300,000			9,300,000	
TOTAL	\$12,000,000	\$1,021,190	\$253,810	\$1,425,000	\$2,000,000	\$7,000,000	\$300,000			\$10,978,810	

OPERATING IMPACT

Operating/Maintenance:								TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017		
Lane Mile Maintenance				\$24,000	\$24,480	\$24,970		\$73,450
TOTAL				\$24,000	\$24,480	\$24,970		\$73,450



CONSTRUCTION START DATE: Spring 2014

ESTIMATED COMPLETION DATE: Summer 2015

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

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

2005 Town Plan

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

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

TITLE: Church Street Improvements – 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.

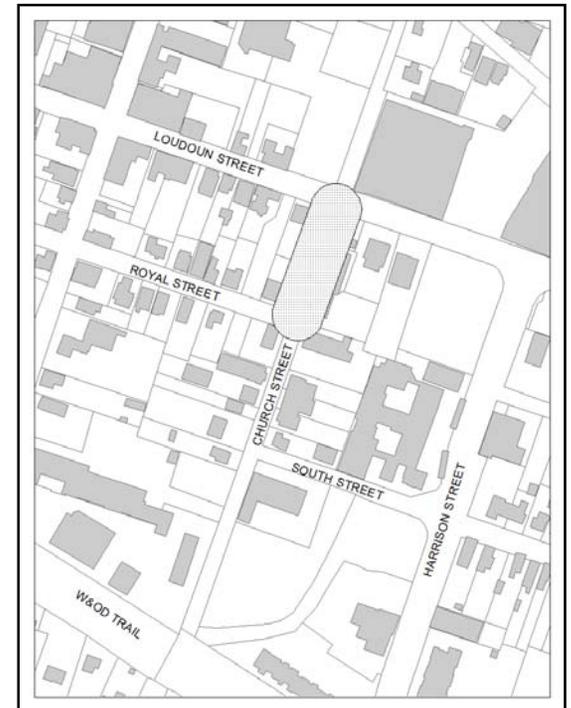
UTILITY RELOCATION START DATE: Spring 2012

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							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							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)

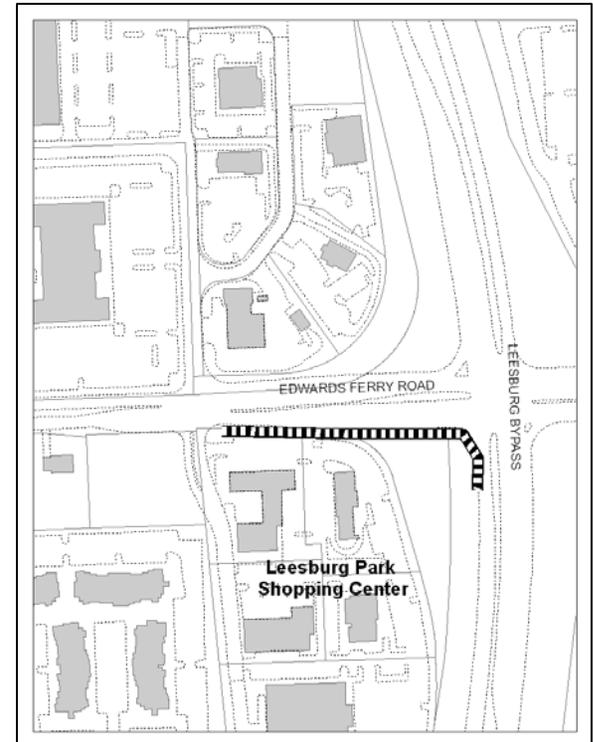
TITLE: Edwards Ferry Road at Route 15 Bypass Right Turn Lane Improvements (05302)
STATUS: Ongoing

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	\$540,944	\$16,476	\$140,641	\$383,827					\$524,468	
Proffers	299,056	158,601	94,282	46,173					140,455	
VDOT	420,000			420,000					420,000	
TOTAL	\$1,260,000	\$175,077	\$234,923	\$850,000					\$1,084,923	

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	\$150,000	\$718	\$149,282						\$149,282	
Design/Eng.	250,000	174,359	75,641						75,641	
Utility Reloc.	10,000		10,000						10,000	
Construction	850,000			850,000					850,000	
TOTAL	\$1,260,000	\$175,077	\$234,923	\$850,000					\$1,084,923	

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 (10308)

STATUS: Ongoing

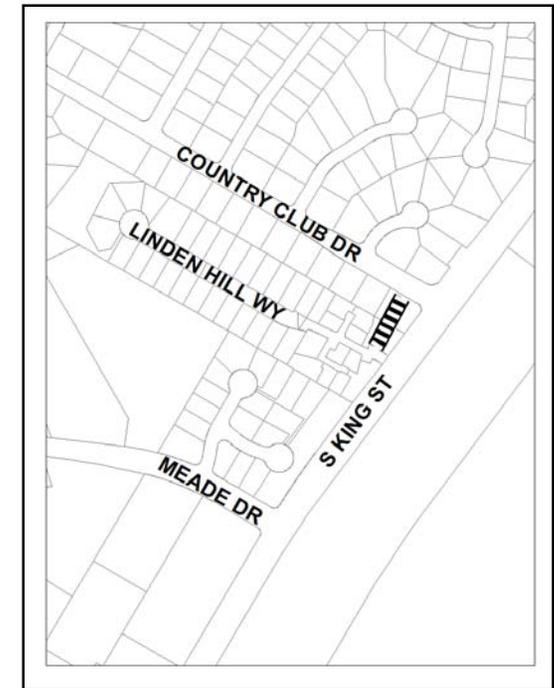
PROGRAM DESCRIPTION: This project provides an access road that connects Linden Hill Way and Country Club Drive.

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.



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	\$455,000	\$77,000		\$328,000	\$50,000				\$378,000	
TOTAL	\$455,000	\$77,000		\$328,000	\$50,000				\$378,000	

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.	77,000	77,000								
Construction	378,000			328,000	50,000				378,000	
TOTAL	\$455,000	\$77,000		\$328,000	\$50,000				\$378,000	

OPERATING IMPACT

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

2005 Town Plan

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

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

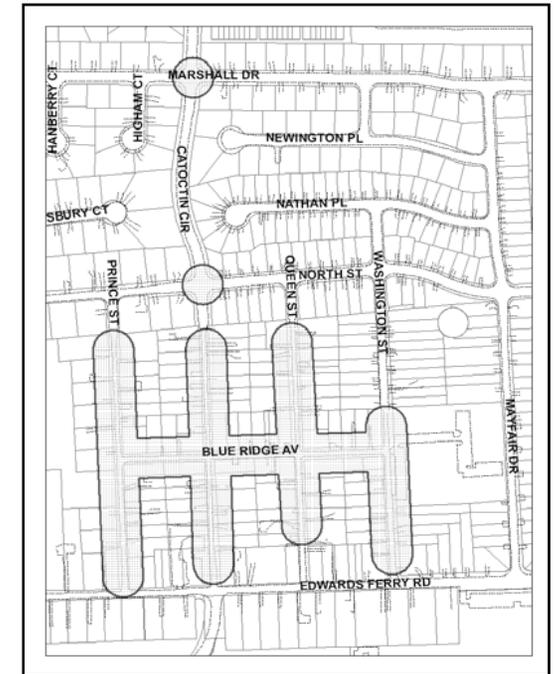
Phase III: Prince Street and adjacent portions of Blue Ridge Avenue

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



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.

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	\$6,440,500	\$3,076,347	\$953,153	\$1,036,000	\$1,375,000				\$3,364,153	
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							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:							TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
None.							
TOTAL							

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

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

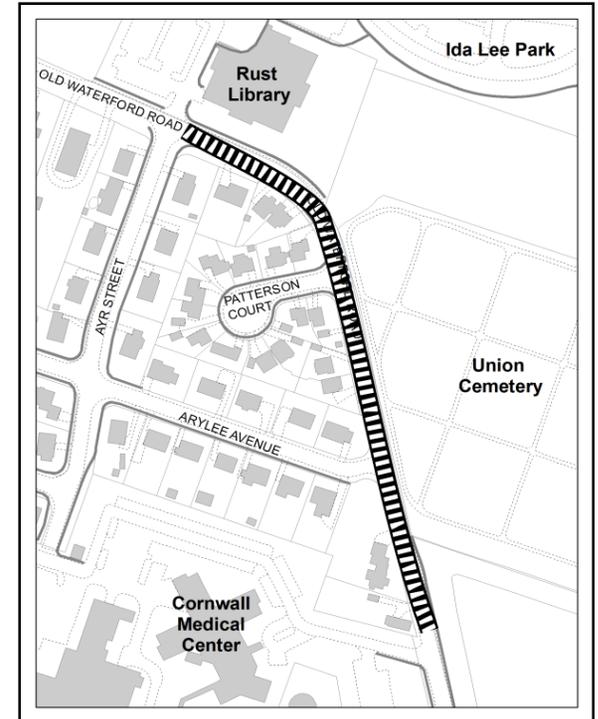
PROGRAM DESCRIPTION: Construction of missing segments of sidewalk along Old Waterford Road between Ayr Street and Arylee Avenue on the east side of the road to improve drainage and mitigate flooding at low points in the cemetery and to provide a continuous pedestrian access from Rust Library to the downtown 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:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
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

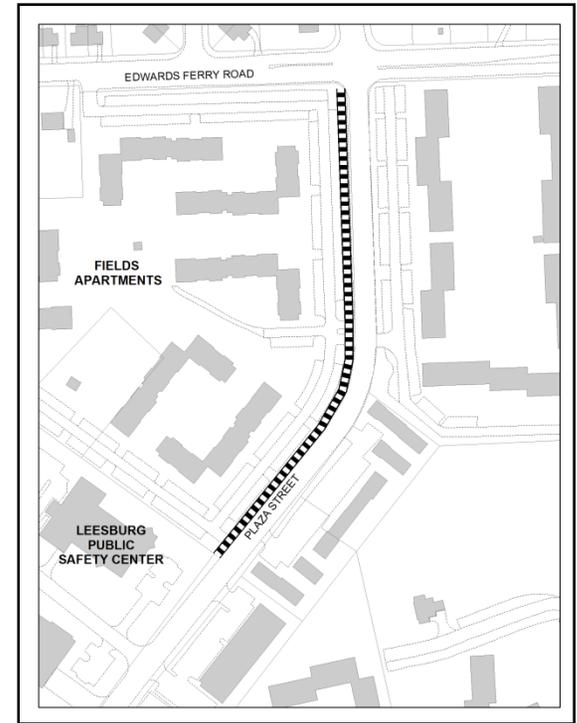
PROGRAM DESCRIPTION: This project includes construction of approximately 1,000 feet of sidewalk along the west side of Plaza Street between the Police Station and Edwards Ferry Road. This segment of sidewalk will complete a missing link and will improve pedestrian access and safety for residents of the 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:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
Lane Mile Maintenance			\$10,000	\$29,200	\$29,784	\$30,380	\$99,364
TOTAL			\$10,000	\$29,200	\$29,784	\$30,380	\$99,364

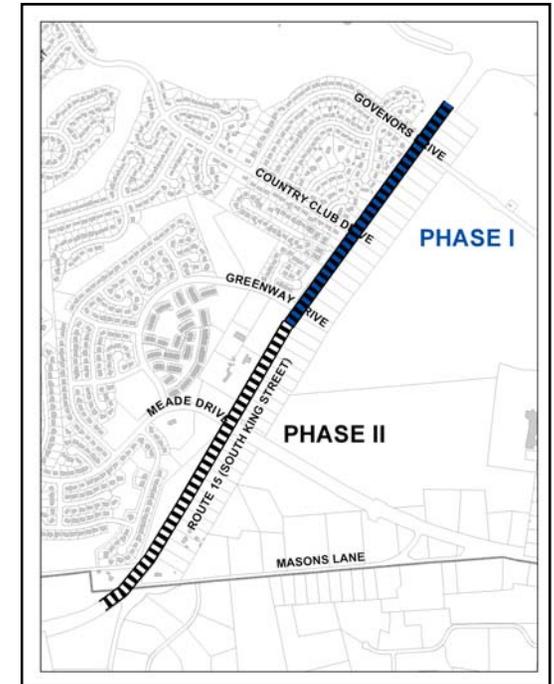
STREETS, HIGHWAYS, BUILDINGS, AND GROUNDS PROJECTS (continued)

TITLE: Route 15 (South King Street) Widening Phase II (13301)
(Greenway Drive to Masons Lane)
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 II of the project extends approximately 4,000 feet from Greenway Drive through the Masons Lane intersection. This project is a continuation of the Phase I project and 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: Spring 2013



CONSTRUCTION START DATE: Spring 2014

ESTIMATED COMPLETION DATE: Fall 2015

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

GOAL ADDRESSED:

2005 Town Plan

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

PLANNED FINANCING

Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
VDOT	8,350,000			950,000	400,000	5,800,000	1,200,000		8,350,000	
ARRA funds	250,000			250,000					250,000	
TOTAL	\$8,600,000			\$1,200,000	\$400,000	\$5,800,000	\$1,200,000		\$8,600,000	

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	\$250,000			\$250,000					\$250,000	
Design/Eng.	475,000			275,000	100,000	100,000			475,000	
Utility Reloc.	675,000			675,000					675,000	
Construction	7,200,000				300,000	5,700,000	1,200,000		7,200,000	
TOTAL	\$8,600,000			\$1,200,000	\$400,000	\$5,800,000	\$1,200,000		\$8,600,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
					\$22,338	\$30,380	\$52,718
TOTAL					\$22,338	\$30,380	\$52,718

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

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

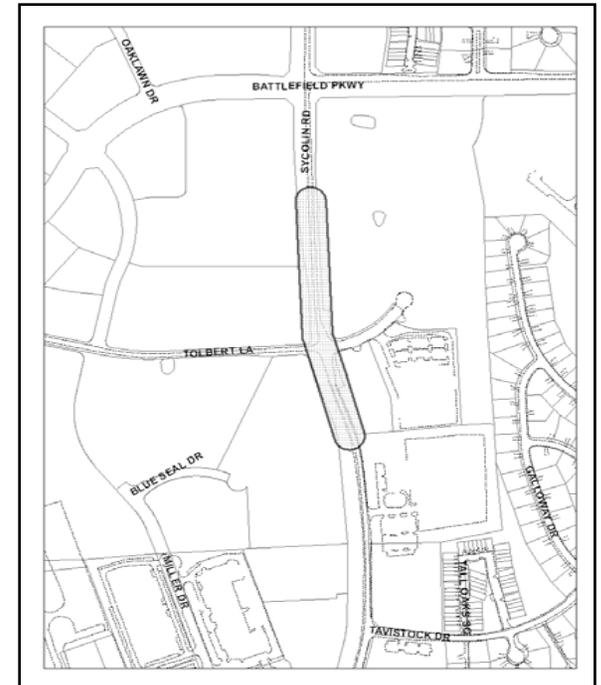
PROGRAM DESCRIPTION: Upgrade Sycolin Road (Route 643) to a four-lane road from Battlefield Parkway through the intersection of Tolbert Lane. Route 643 will serve significant projected urban growth in the area between Leesburg and the Dulles/Route 28 corridor. Estimated costs for a required water line 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

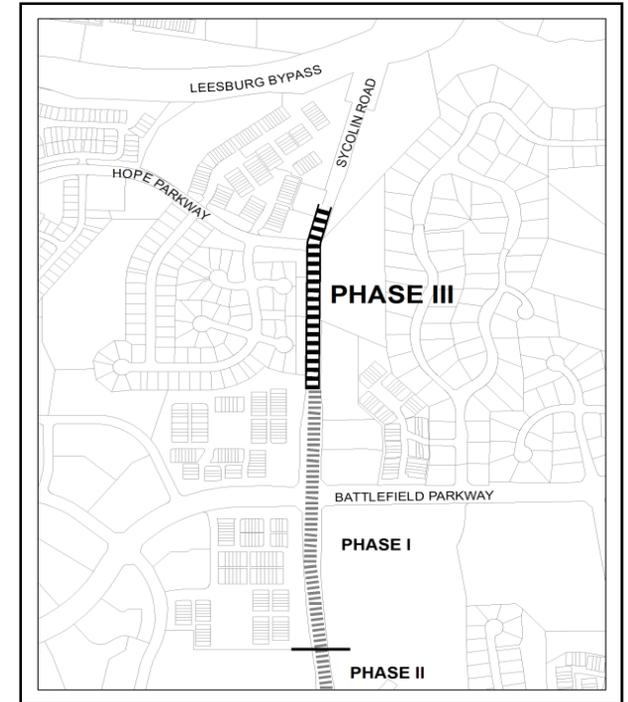
PROGRAM DESCRIPTION: Upgrade the segment of Sycolin Road (Route 643) in the vicinity of Hope Parkway from two lanes to four lanes. The project limits extend from Hope Parkway to Battlefield Parkway.

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.



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.

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 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	Year						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:	Year						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

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 Catocin 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 & Catocin 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	

OPERATING IMPACT

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

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.

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

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

PROGRAM DESCRIPTION: A recently completed traffic study for the Philip A. Bolen Park showed that left turn lanes were warranted at the intersection of Sycolin Road and Tavistock Drive. The project includes construction of turn lanes on Sycolin Road and a installation of a traffic signal at the intersection.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Fall 2012

ESTIMATED COMPLETION DATE: Summer 2013

OPERATING IMPACT: Minimal electrical costs

PLANNED FINANCING

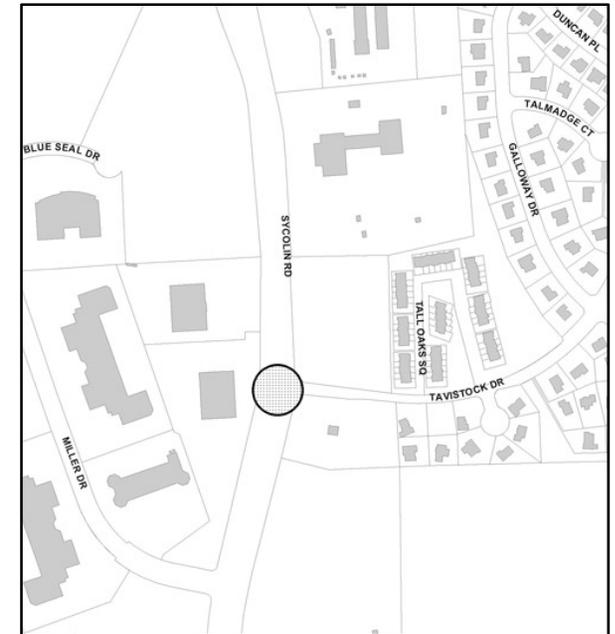
Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Loudoun County	\$300,000	\$21,155	\$128,845	\$150,000					\$278,845	
VDOT	\$600,000			\$600,000					\$600,000	
GO Bonds	300,000			300,000					300,000	
TOTAL	\$1,200,000	\$21,155	\$128,845	\$1,050,000					\$1,178,845	

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						\$25,000	
Design/Eng.	125,000	\$21,155	103,845						103,845	
Construction	1,050,000			1,050,000					1,050,000	
TOTAL	\$1,200,000	\$21,155	\$128,845	\$1,050,000					\$1,178,845	

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



GOAL ADDRESSED:

2005 Town Plan

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

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. Included in the project is the realignment of Masons Lane to intersect South King Street at a right angle, realignment of Gleedsville Road to intersect with Masons Lane further from South King Street, and installing a traffic signal and turn lanes on South King Street. A primary gateway sign will be constructed as part of this project.

UTILITY RELOCATION START DATE: Winter 2011/2012

CONSTRUCTION START DATE: Summer 2012

PLANNED FINANCING

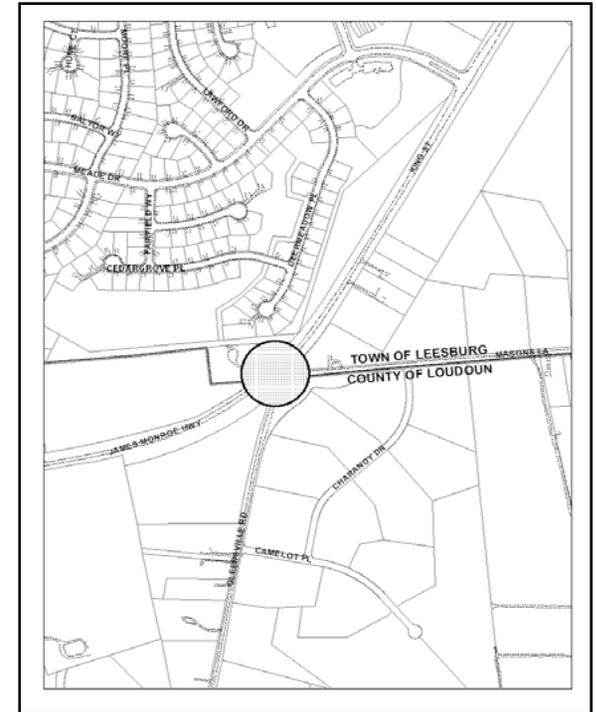
Sources:	Total Required Project Funding	Funded through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
G.O. Bonds	\$569,331	\$76,163	\$210,000		\$283,168				\$493,168	
Loudoun Co Gas Tax	1,190,669	52,837		816,000	321,832				1,137,832	
VDOT	969,000	44,448	740,552	184,000					924,552	
TOTAL	\$2,729,000	\$173,448	\$950,552	\$1,000,000	\$605,000				\$2,555,552	

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	\$84,000	\$84,000								
Design/Eng.	205,000	89,448	\$115,552						\$115,552	
Utility R eloc.	835,000		835,000						835,000	
Construction	1,605,000			1,000,000	605,000				1,605,000	
TOTAL	\$2,729,000	\$173,448	\$950,552	\$1,000,000	\$605,000				\$2,555,552	

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



ESTIMATED COMPLETION DATE: Fall 2013

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.

STORM DRAINAGE PROJECTS

7.6 Storm Drainage Projects

Funding in the amount of \$1,036,000 is included for storm drainage projects in FY 2013. Major improvements will continue on Tuscarora Creek Flood Mitigation (\$886,000). See Table 7.9 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 7.9 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		\$3,846,964	\$1,856,164	\$944,800	\$1,036,000	\$10,000				\$1,990,800	
Loudoun County - Other		630,000	350,000	280,000						280,000	
Proffers		350,000	350,000								
Total		\$4,826,964	\$2,556,164	\$1,224,800	\$1,036,000	\$10,000				\$2,270,800	
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	980,000	700,000	280,000						280,000	
06306	Tuscarora Creek Flood Mitigation	1,122,554	69,854	156,700	886,000	10,000				1,052,700	
09302	Woodberry Rd. Drainage and Street Improvement	850,000	200,000	500,000	150,000					650,000	
Total - Storm Drainage		\$4,826,964	\$2,556,164	\$1,224,800	\$1,036,000	\$10,000				\$2,270,800	

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

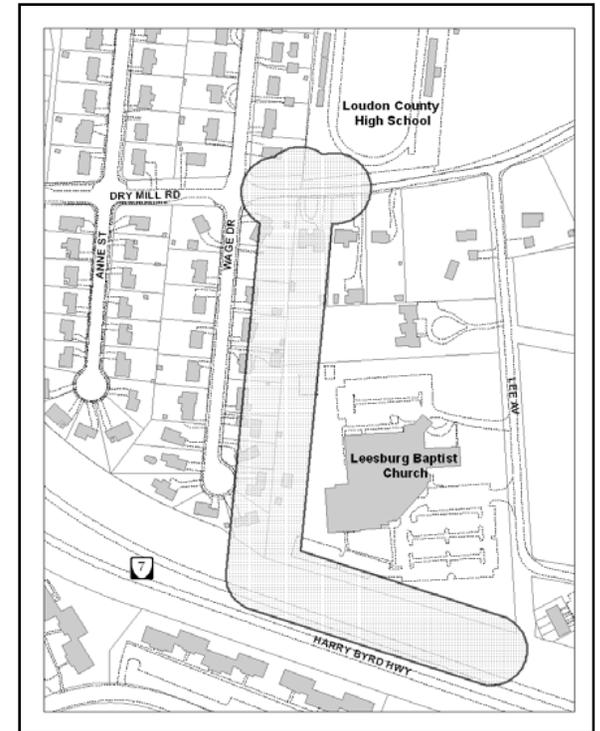
Sources:	Total Required Project Funding	Funded through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Bonds	\$1,874,410	\$1,586,310	\$288,100							
TOTAL	\$1,874,410	\$1,586,310	\$288,100						\$288,100	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	Year						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:	Year						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)

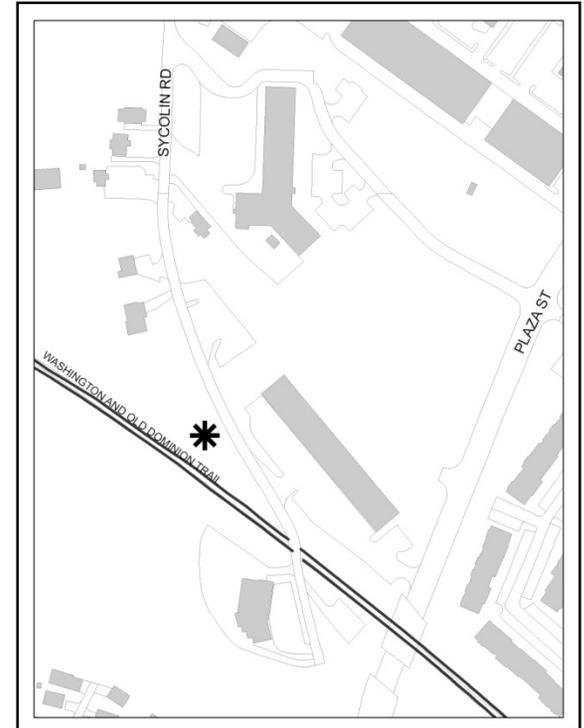
TITLE: Turner Harwood Drainage Improvement Phase I (09303) and Phase II (10303)
STATUS: Ongoing

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	Year						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	Year						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

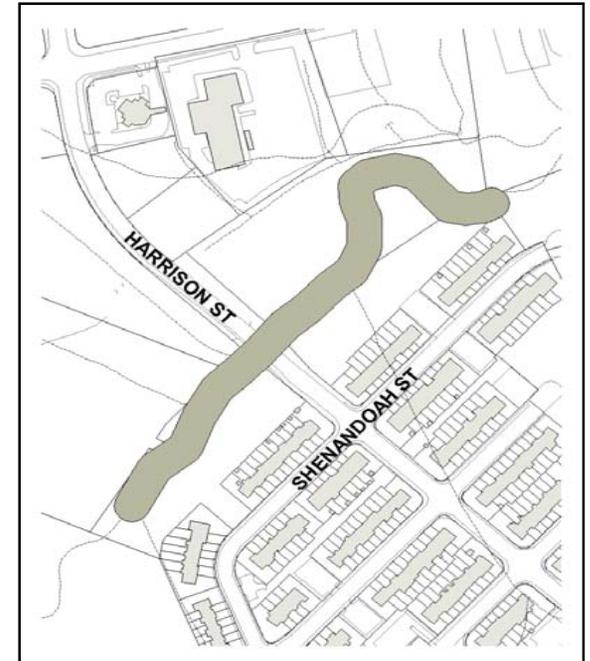
PROGRAM DESCRIPTION: Channel improvements to Tuscarora Creek to stop flooding in the adjoining areas.

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	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
Bonds	\$1,122,554	\$69,854	\$156,700	\$886,000	\$10,000				\$1,052,700	
TOTAL	\$1,122,554	\$69,854	\$156,700	\$886,000	\$10,000				\$1,052,700	

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	\$80,000		\$4,000	\$76,000					\$80,000	
Design/Eng.	252,554	69,854	152,700	30,000					182,700	
Utility Reloc. Construction	790,000			780,000	10,000				790,000	
TOTAL	\$1,122,554	\$69,854	\$156,700	\$886,000	\$10,000				\$1,052,700	

OPERATING IMPACT

Operating/Maintenance:	Year						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

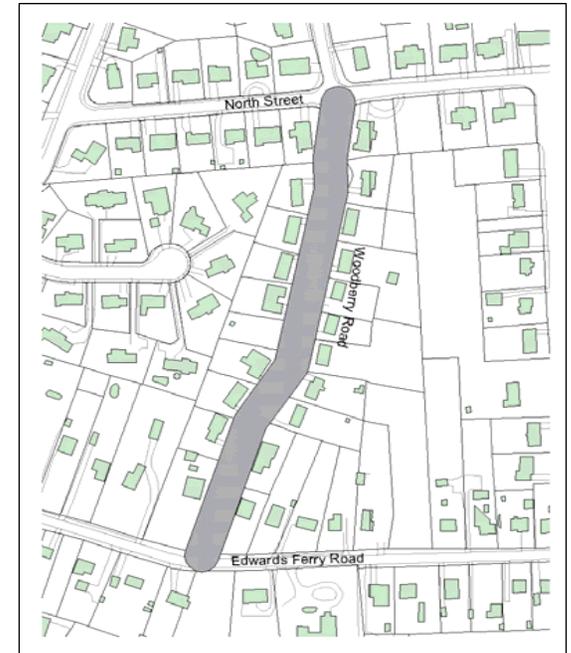
PROGRAM DESCRIPTION: Design and construction of street improvements including curb and gutter. A brick sidewalk will also be constructed along the east side of the road between Edwards Ferry Road and North Street. This project will be constructed in accordance with Town Council Resolution #2009-150, 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:	2011	2012	2013	2014	2015	2016	TOTAL for 6-Yr CIP
		\$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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AIRPORT FUND PROJECTS

7.7 Airport Projects

The major airport project for FY 2013 is the purchase of additional land southwest of the airport (\$2 million). See Table 7.10, below.

Table 7.10 Airport 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		\$261,231	\$6,194	\$68,320	\$120,590	\$7,000	\$15,800	\$10,000	\$33,327	\$255,037	
State - Department of Aviation		638,070	9,290	164,280	365,310	10,500	23,700	15,000	49,990	628,780	
Federal Aviation Administration		8,570,232	294,199	2,451,000	2,684,000	332,500	750,500	475,000	1,583,033	8,276,033	
Total		\$9,469,533	\$309,683	\$2,683,600	\$3,169,900	\$350,000	\$790,000	\$500,000	\$1,666,350	\$9,159,850	

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	
12502	North End Access Road	291,000		36,600	254,400					291,000	
08501	Perimeter Fence - Airport West Side	975,000			50,000	250,000	675,000			975,000	
11502	Runway 17 Safety Area Grading	905,500		80,000	825,500					905,500	
08502	South Apron Expansion, Ph. II	2,381,350				100,000	115,000	500,000	1,666,350	2,381,350	
12502	South Apron Helipads	87,000		47,000	40,000					87,000	
Total - Airport Fund		\$9,469,533	\$309,683	\$2,683,600	\$3,169,900	\$350,000	\$790,000	\$500,000	\$1,666,350	\$9,159,850	

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

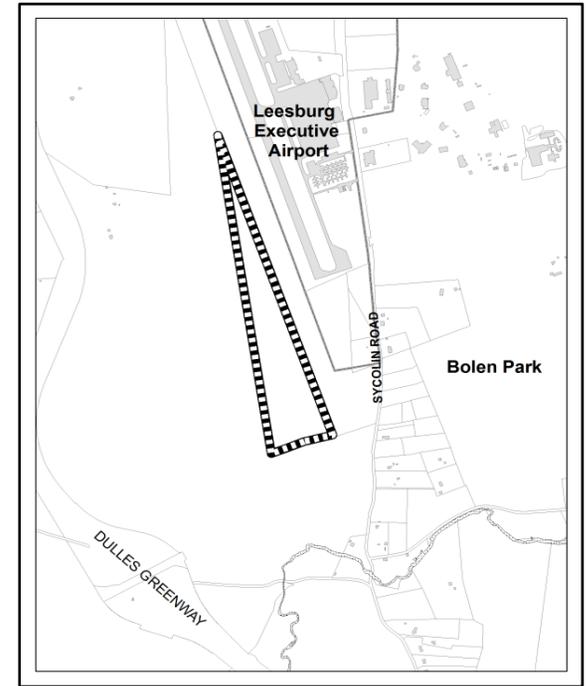
Sources:	Total Required Project Funding	Funded through 6/30/11	Year						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
FAA Grant	\$4,013,750	\$213,750	\$1,900,000	\$1,900,000					\$3,800,000	
DOAV Grant	146,750	6,750	80,000	60,000					140,000	
Bonds	84,500	4,500	40,000	40,000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

PLANNED FINANCING

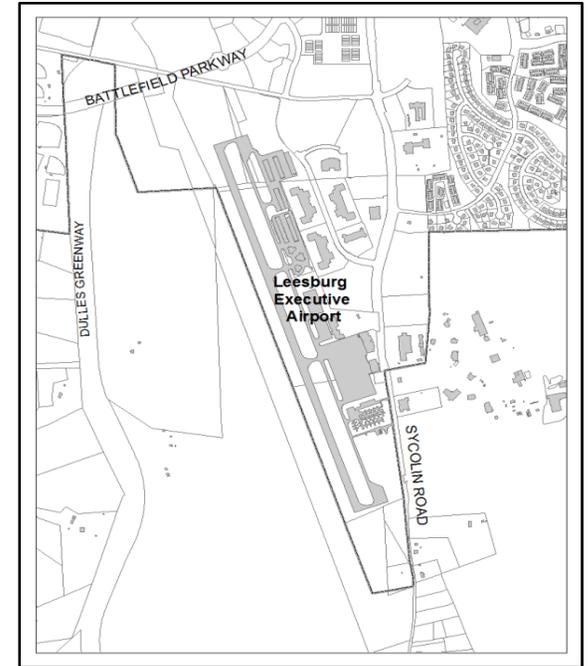
Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
FAA Grant	\$550,000	\$80,449	\$469,551						\$469,551	
DOAV Grant	17,369	2,540	14,829						14,829	
Bonds	17,314	1,694	15,620						15,620	
TOTAL	\$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:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
None.							
TOTAL							



OPERATING IMPACT: None.

GOAL ADDRESSED:

2005 Town Plan

Promote and protect Leesburg Executive Airport.

2006 Airport Master Plan: Preserve and protect airport property, and enhance safety.

AIRPORT FUND PROJECTS (continued)

TITLE: North End Access Road (12501)
STATUS: NEW

PROGRAM DESCRIPTION: This project includes the design and construction of repair and rehabilitation for the north end access road between the north gate and the T-hangar complex on the hill just north of the condominium hangars. This project is the result of the deteriorating condition of the current access road to the north end hangar complexes.

CONSTRUCTION START DATE: Fall 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		
DOAV Grant	\$232,800		\$25,600	\$207,200					\$232,800	
GO Bonds	58,200		11,000	47,200					58,200	
TOTAL	\$291,000		\$36,600	\$254,400					\$291,000	

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.	\$36,600		\$36,600						\$36,600	
Construction	254,400			254,400					254,400	
TOTAL	\$291,000		\$36,600	\$254,400					\$291,000	

OPERATING IMPACT

Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
Lane Mile Maintenance							
TOTAL							

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 and identified need for additional space.

AIRPORT FUND PROJECTS (continued)

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

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: Summer 2014

ESTIMATED COMPLETION DATE: Spring 2016

PLANNED FINANCING

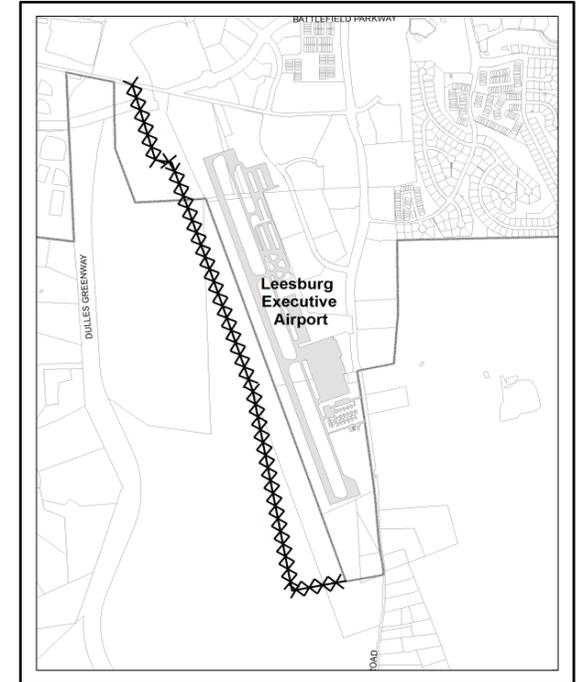
Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
FAA Grant	\$878,750				\$237,500	\$641,250			\$878,750	
DOAV Grant	72,750			45,000	7,500	20,250			72,750	
Bonds	23,500			5,000	5,000	13,500			23,500	
TOTAL	\$975,000			\$50,000	\$250,000	\$675,000			\$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.	\$50,000			\$50,000					\$50,000	
Construction	925,000				250,000	675,000			925,000	
TOTAL	\$975,000			\$50,000	\$250,000	\$675,000			\$975,000	

OPERATING IMPACT

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



OPERATING IMPACT: None.

GOAL ADDRESSED:

2005 Town Plan

Safe, convenient, and efficient multi-modal transportation system.

2006 Airport Master Plan: Preserve and protect airport property, and enhance safety.

AIRPORT FUND PROJECTS (continued)

TITLE: Runway 17 Safety Area Grading (11502)
STATUS: Ongoing

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: Fall 2012

ESTIMATED COMPLETION DATE: Spring 2013

PLANNED FINANCING

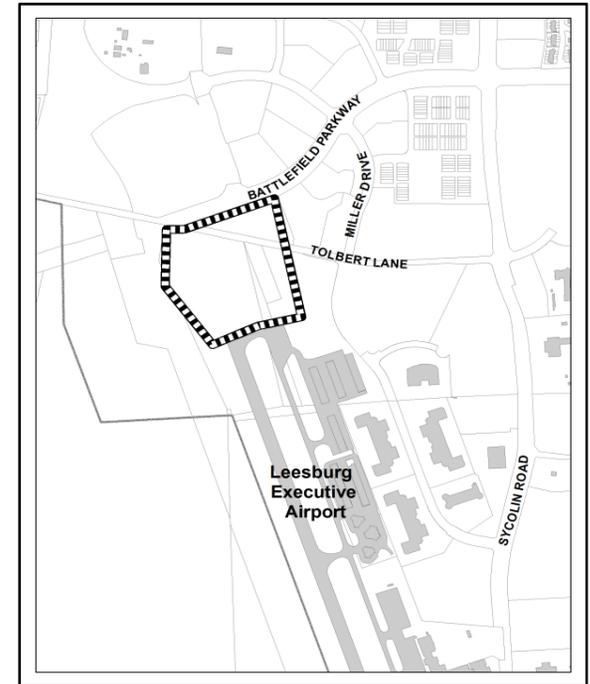
Sources:	Total Required Project Funding	Funded through 6/30/11	PLANNED FINANCING						TOTAL for 6-Yr CIP	Future Funds Required
			2012	2013	2014	2015	2016	2017		
FAA Grant	\$860,000		\$76,000	\$784,000					\$860,000	
DOAV Grant	27,190		2,400	24,790					27,190	
Bonds	18,310		1,600	16,710					18,310	
TOTAL	\$905,500		\$80,000	\$825,500					\$905,500	

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						\$80,000	
Construction	825,500			825,500					825,500	
TOTAL	\$905,500		\$80,000	\$825,500					\$905,500	

OPERATING IMPACT

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



OPERATING IMPACT: None.

GOAL ADDRESSED:

2005 Town Plan

Safe, convenient, and efficient multi-modal transportation system.

2006 Airport Master Plan: Preserve and protect airport property, and enhance safety.

AIRPORT FUND PROJECTS (continued)

TITLE: South Apron Expansion Phase II (08502)

STATUS: Ongoing

PROGRAM DESCRIPTION: This project is the final phase of the South Apron Development project. It is contiguous with the recently completed South Apron Expansion Phase I and the South Apron Hangar project. It includes incidental development of additional aircraft tie-downs, 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

PLANNED FINANCING

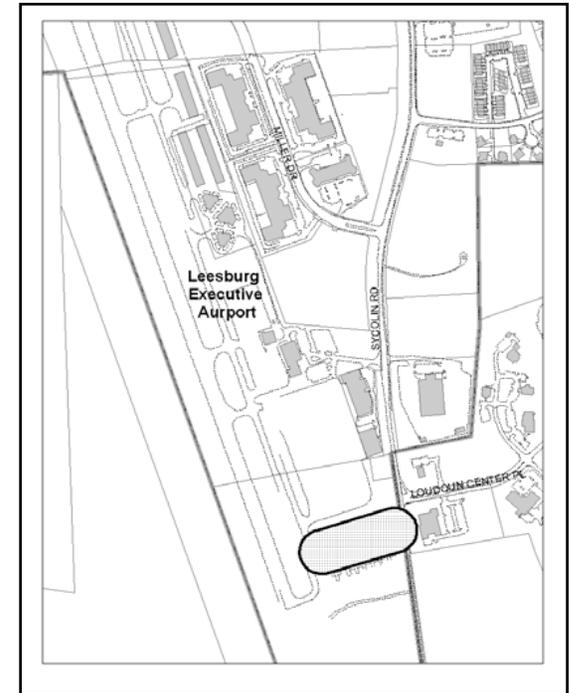
Sources:	Total Required Project Funding	Funded through 6/30/11	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP	Future Funds Required
FAA	\$2,262,282				\$95,000	\$109,250	\$475,000	\$1,583,032	\$2,262,282	
DOAV Grant	71,441				3,000	3,450	15,000	49,991	71,441	
Bonds	47,627				2,000	2,300	10,000	33,327	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	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP	Future Funds Required
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:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
None.							
TOTAL							



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.

AIRPORT FUND PROJECTS (continued)

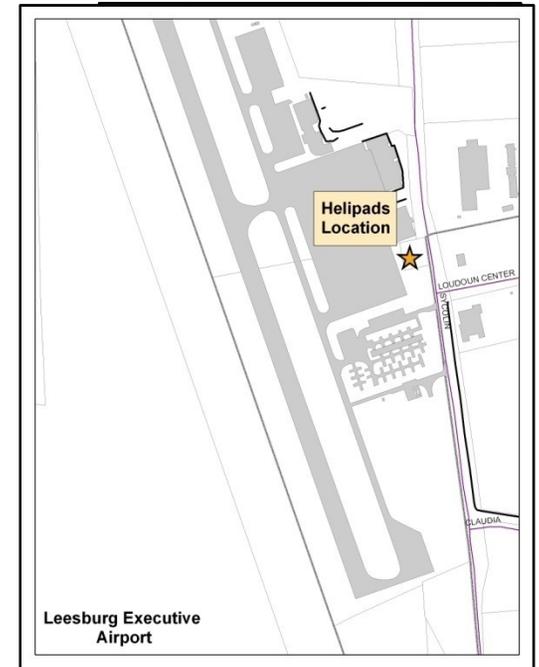
TITLE: South Apron Helipads (12502)
STATUS: NEW

PROGRAM DESCRIPTION: This project will include the design and construction of three helipads on the south apron, between the Landmark FBO and the new South Apron Hangars. This project is the result of requests from tenants at the airport that own and/or operate helicopters.

CONSTRUCTION START DATE: Summer 2012

ESTIMATED COMPLETION DATE: Fall 2012

OPERATING IMPACT: Minimal electrical costs



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		
DOAV Grant	\$69,600		\$37,600	\$32,000					\$69,600	
GO Bonds	17,400		9,400	8,000					17,400	
TOTAL	\$87,000		\$47,000	\$40,000					\$87,000	

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.	\$47,000		\$47,000						\$47,000	
Construction	40,000			40,000					40,000	
TOTAL	\$87,000		\$47,000	\$40,000					\$87,000	

OPERATING IMPACT

Operating/Maintenance:	OPERATING IMPACT						TOTAL for 6-Yr CIP
	2012	2013	2014	2015	2016	2017	
Minimal electrical costs							
TOTAL							

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 and identified need for additional space.

UTILITIES FUND PROJECTS

7.8 Utilities Fund Capital Projects

The major utility project for FY 2013 is the Lower Sycolin Creek Sewage Conveyance System (\$2.4 million). See Table 7.11, below.

Table 7.11 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		\$7,988,134	\$2,037,909	\$1,777,473	\$1,498,195	\$1,311,750	\$954,207	\$202,500	\$206,100	\$5,950,225	
Utilities Fund Bonds		9,763,277	2,490,778	2,172,468	1,831,127	1,603,250	1,166,254	247,500	251,900	7,272,499	
Total		\$17,751,411	\$4,528,687	\$3,949,941	\$3,329,322	\$2,915,000	\$2,120,461	\$450,000	\$458,000	\$13,222,724	
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.	\$8,380,950	\$3,837,950	\$905,000	\$815,000	\$1,415,000	\$500,000	\$450,000	\$458,000	\$4,543,000	
Total Utility Maintenance		\$8,380,950	\$3,837,950	\$905,000	\$815,000	\$1,415,000	\$500,000	\$450,000	\$458,000	\$4,543,000	
Water Pollution Control											
07404	Lwr Sycolin Crk Sewage Conv. System	\$6,000,000	\$690,737	\$2,904,941	\$2,404,322					\$5,309,263	
NEW	SCADA System Upgrade	1,200,000				500,000	700,000			1,200,000	
12401	WPCF Digesters Cover Replacements	2,170,461		140,000	110,000	1,000,000	920,461			2,170,461	
Total Water Pollution Control		\$9,370,461	\$690,737	\$3,044,941	\$2,514,322	\$1,500,000	\$1,620,461			\$8,679,724	
Total - Utilities Fund		\$17,751,411	\$4,528,687	\$3,949,941	\$3,329,322	\$2,915,000	\$2,120,461	\$450,000	\$458,000	\$13,222,724	

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	\$4,609,523	\$2,110,873	\$497,750	\$448,250	\$778,250	\$275,000	\$247,500	\$251,900	\$2,498,650	
Utilities Fund Cash	3,771,427	1,727,077	407,250	366,750	636,750	225,000	202,500	206,100	2,044,350	
TOTAL	\$8,380,950	\$3,837,950	\$905,000	\$815,000	\$1,415,000	\$500,000	\$450,000	\$458,000	\$4,543,000	

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.	\$310,000	\$100,000	\$35,000	\$75,000	\$100,000				\$210,000	
Construction	8,070,950	3,737,950	870,000	740,000	1,315,000	500,000	450,000	458,000	4,333,000	
TOTAL	\$8,380,950	\$3,837,950	\$905,000	\$815,000	\$1,415,000	\$500,000	\$450,000	\$458,000	\$4,543,000	

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)	\$180,000	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	River Creek Pkwy water transmission parallel pipe (5,000 lf of 16" pipe)	\$1,000,000	West Market Street (King to Memorial)	\$250,000	Cornwall Street, East Market Street - 4" waterline replacements with 8" pipes (500')	\$200,000	Wirt St (Loudoun to Cornwall 1000')	\$200,000
	Woodberry Road Improvements (CIP #09302)	\$100,000	W Market St (Memorial to Ayr - 1300')	\$260,000	Lowenbach Street Improvements (CIP #05303)	\$100,000						
	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 or replacements	\$55,000	Manor Apartments, Country Club Condominiums - Manhole repairs	\$50,000	Manor Apartments, Country Club Condominiums - Manhole repairs	\$40,000	Manhole repairs or replacement	\$88,000
Sewer	Lowenbach Street Improvements (CIP #05303)	\$40,000			Lowenbach Street Improvements (CIP #05303)	\$80,000						
Total Cost		\$905,000		\$815,000		\$1,415,000		\$500,000		\$450,000		\$458,000

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. Based on the initial pro forma for the project, approximately 80-90% of the cost for the project will be recovered from future customers as pro rata fees.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Winter 2011/2012

ESTIMATED COMPLETION DATE: Spring 2013

PLANNED FINANCING

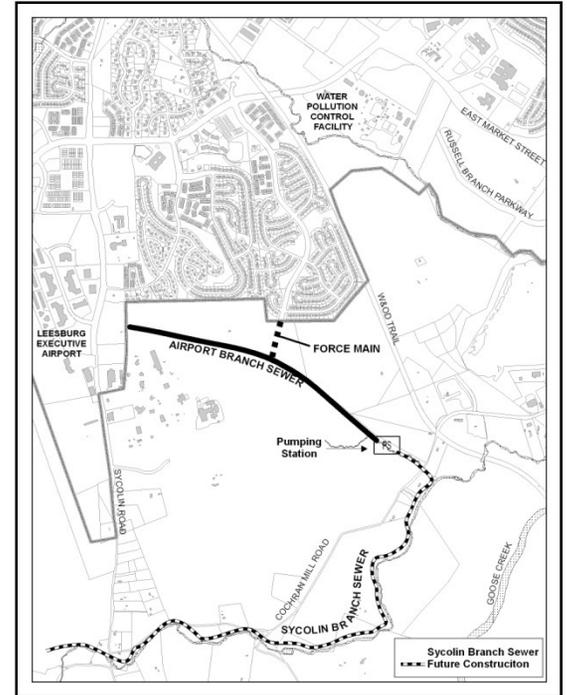
Sources:	Total Required Project Funding	Funded through 6/30/11	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP	Future Funds Required
Utilities Fund Bonds	\$3,300,000	\$379,905	\$1,597,718	\$1,322,377					\$2,920,095	
Utilities Fund Cash	2,700,000	310,832	1,307,223	1,081,945					2,389,168	
TOTAL	\$6,000,000	\$690,737	\$2,904,941	\$2,404,322					\$5,309,263	\$2,200,000

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP	Future Funds Required
Land	\$50,000		\$40,000	\$10,000					\$50,000	
Design/Eng.	750,000	690,737	49,263	10,000					59,263	
Construction	5,200,000		2,815,678	2,384,322					5,200,000	
TOTAL	\$6,000,000	\$690,737	\$2,904,941	\$2,404,322					\$5,309,263	\$2,200,000

OPERATING IMPACT

Operating/Maintenance:	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP
Pump Station Maintenance			\$18,360	\$18,727	\$19,102	\$19,484	\$75,673
TOTAL		\$0	\$18,360	\$18,727	\$19,102	\$19,484	\$75,673



OPERATING IMPACT: Operation and maintenance cost will increase.

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

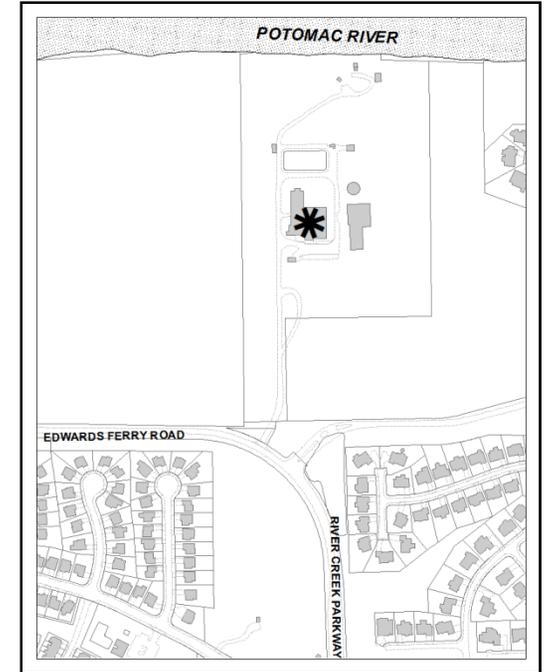
PROGRAM DESCRIPTION: Currently the Town uses Object Automation System hardware and software for its SCADA system. The vendor has since relocated overseas, plus only one firm is available to the Town for the system support and maintenance. The purpose of this project is to design and install a more prevalent 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	PLANNED FINANCING						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	PLANNED EXPENDITURES						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:	OPERATING IMPACT						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.

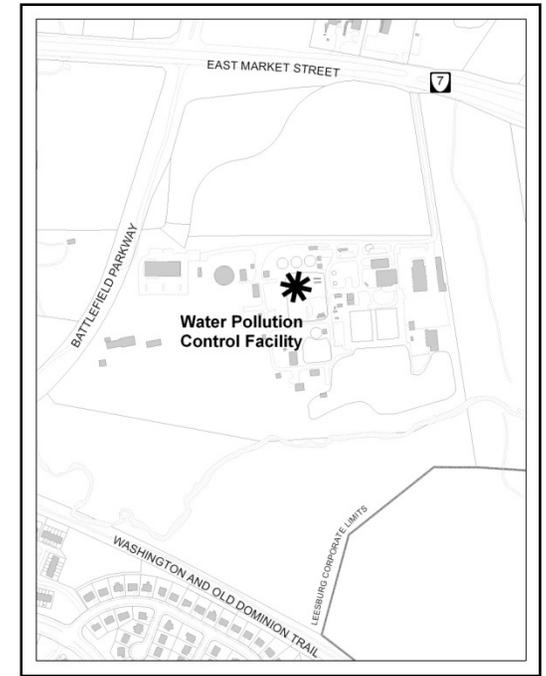
UTILITIES FUND PROJECTS (continued)

TITLE: Water Pollution Control Facility Digesters Cover Replacements (12401)
STATUS: NEW

PROGRAM DESCRIPTION: Four anaerobic digesters are provided at the WPCF; two from the 1960s, one from the 1980s and one from the early 1990s. Although the concrete structures of the tanks are in good shape, their floating steel covers have deteriorated. This project was initiated to replace the covers to preclude odorous gas escape from the digesters and also to provide some reserve storage for the methane gas produced by the digesters for its use by an existing boiler for the heating of the digesters. Upon the evaluation of the digestion process, the design consultant has recommended certain other improvements in order to improve the digesters' performance including several new mixing pumps, recirculation pumps, heat exchangers, electrical control valves, and instrumentation. In the consultant's view, the recommended improvements will increase the methane gas production by several folds and thus reduce the energy cost at the plant. Consequently, the project has been delayed to evaluate the digesters' methane production capacity in order to consider the consultant's recommendations. If viable, the project's cost will go up but will be recovered by savings in the energy cost down the road.

UTILITY RELOCATION START DATE: N/A

CONSTRUCTION START DATE: Spring 2014



EST. COMPLETION DATE: Spring 2015

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

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.

PLANNED FINANCING

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 Bonds	\$1,193,754	\$0	\$77,000	\$60,500	\$550,000	\$506,254			\$1,193,754	
Utilities Fund Cash	976,707	0	63,000	49,500	450,000	414,207			976,707	
TOTAL	\$2,170,461	\$0	\$140,000	\$110,000	\$1,000,000	\$920,461	\$0	\$0	\$2,170,461	

PLANNED EXPENDITURES

Uses:	Total Project Cost	Exp through 6/30/11	2012	2013	2014	2015	2016	2017	TOTAL for 6-Yr CIP	Future Funds Required
Design/Eng.	250,000	\$0	140,000	110,000					250,000	
Construction	1,920,461	0			1,000,000	920,461			1,920,461	
TOTAL	\$2,170,461	\$0	\$140,000	\$110,000	\$1,000,000	\$920,461			\$2,170,461	

OPERATING IMPACT

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

SUMMARIES OF FUNDING BY SOURCE

7.9 Summaries of Funding by Source

Table 7.12 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	\$416,639	\$723,361	\$1,425,000	\$1,010,000	\$400,000			\$3,558,361	
07309	Downtown Street Lighting	470,000	140,000	60,000	35,000	85,000	150,000			330,000	
11308	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	\$566,987	\$868,361	\$2,310,000	\$1,095,000	\$550,000			\$4,823,361	
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	1,021,190	1,021,190								
07304	Church St. Improvements	225,000		95,000	130,000					225,000	
05302	Edwards Ferry Rd. at Rt. 15 Bypass Right Tun	380,303	16,476		363,827					363,827	
10308	Linden Hill Access Rd	455,000	77,000		328,000	50,000				378,000	
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./l	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	580,331	87,163	210,000		283,168				493,168	
Total Streets, Highways, Buildings & Grounds		\$19,665,543	\$12,234,895	\$2,704,653	\$2,667,827	\$1,708,168		\$50,000	\$300,000	\$7,430,648	
Storm Drainage											
05305	Dry Mill/Wage/Anne Storm Improvements	\$1,874,410	\$1,586,310	\$288,100						\$288,100	
06306	Tuscarora Creek Flood Mitigation	1,122,554	69,854	156,700	886,000	10,000				1,052,700	
09302	Woodberry Rd. Drainage and Street Improver	850,000	200,000	500,000	150,000					650,000	
Total Storm Drainage		\$3,846,964	\$1,856,164	\$944,800	\$1,036,000	\$10,000				\$1,990,800	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 7.12 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 Projects											
11501	Land Acquisition - Airport Expansion South West End o	84,500	4,500	40,000	40,000					80,000	
09503	Navigation Aids Upgrades	11,694	1,694	10,000						10,000	
12502	North End Access Road	58,200		7,320	50,880					58,200	
08501	Perimeter Fence - Airport West Side	23,500			5,000	5,000	13,500			23,500	
11502	Runway 17 Safety Area Grading	18,310		1,600	16,710					18,310	
08502	South Apron Expansion, Ph. II	47,627				2,000	2,300	10,000	33,327	47,627	
12501	South Apron Helipads	17,400		9,400	8,000					17,400	
Total Airport Projects		\$261,231	\$6,194	\$68,320	\$120,590	\$7,000	\$15,800	\$10,000	\$33,327	\$255,037	
Total General Obligation Bonds		\$29,164,087	\$14,664,241	\$4,586,134	\$6,134,417	\$2,820,168	\$565,800	\$60,000	\$333,327	\$14,499,846	

Table 7.13 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	53,810		53,810						53,810	
Total Streets, Highways, Buildings & Grounds		\$1,053,810	\$1,000,000	\$53,810						\$53,810	
Total General Fund Cash		\$1,053,810	\$1,000,000	\$53,810						\$53,810	

Table 7.14 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 7.15 Utilities 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.
Utility Lines											
06401	Misc. Waterline and San. Sewer Imps., Reps., I/I Mitigati	\$3,771,427	\$1,727,077	\$407,250	\$366,750	\$636,750	\$225,000	\$202,500	\$206,100	\$2,044,350	
	Total Utility Lines	\$3,771,427	\$1,727,077	\$407,250	\$366,750	\$636,750	\$225,000	\$202,500	\$206,100	\$2,044,350	
Water Pollution Control											
07404	Lower Sycolin Sewage Conveyance System	\$2,700,000	\$310,832	\$1,307,223	\$1,081,945					\$2,389,168	
NEW	SCADA System Upgrade	540,000				225,000	315,000			540,000	
12401	WPCF Digesters Cover Repair	976,707		63,000	49,500	450,000	414,207			976,707	
	Total Water Pollution Control	\$4,216,707	\$310,832	\$1,370,223	\$1,131,445	\$675,000	\$729,207			\$3,905,875	
	Total Utility Fund Cash	\$7,988,134	\$2,037,909	\$1,777,473	\$1,498,195	\$1,311,750	\$954,207	\$202,500	\$206,100	\$5,950,225	

Table 7.16 Utilities Fund 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.
Utility Lines											
06401	Misc. Waterline and San. Sewer Imps., Reps., I/I Mitigati	\$4,609,522	\$2,110,872	\$497,750	\$448,250	\$778,250	\$275,000	\$247,500	\$251,900	\$2,498,650	
	Total Utility Lines	\$4,609,522	\$2,110,872	\$497,750	\$448,250	\$778,250	\$275,000	\$247,500	\$251,900	\$2,498,650	
Water Pollution Control											
07404	Lower Sycolin Creek Sewage Conveyance System	\$3,300,001	\$379,906	\$1,597,718	\$1,322,377					\$2,920,095	
NEW	SCADA System Upgrade	660,000				275,000	385,000			660,000	
12401	WPCF Digesters Cover Replacements	1,193,754		77,000	60,500	550,000	506,254			1,193,754	
	Total Water Pollution Control	\$5,153,755	\$379,906	\$1,674,718	\$1,382,877	\$825,000	\$891,254			\$4,773,849	
	Total Utility Fund Bonds	\$9,763,277	\$2,490,778	\$2,172,468	\$1,831,127	\$1,603,250	\$1,166,254	\$247,500	\$251,900	\$7,272,499	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 7.17 Proffers (including Developer Contributions and Anticipated Proffers)

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		
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	459,697	158,601	234,923	66,173					301,096	
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	\$1,631,888	\$590,792	\$974,923	\$66,173					\$1,041,096	
Storm Drainage											
09303	Turner-Harwood, Ph. I	\$350,000	\$350,000								
	Total Storm Drainage	\$350,000	\$350,000								
	Total Proffers	\$2,571,540	\$1,080,444	\$1,049,923	\$141,173	\$75,000	\$75,000	\$75,000	\$75,000	\$1,491,096	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 7.18 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	1,221,579	83,747		816,000	321,832				1,137,832	
Total Streets and Highways		\$8,309,755	\$3,521,923	\$350,000	\$1,016,000	\$3,021,832	\$400,000			\$4,787,832	
Total Loudoun County Gas Tax		\$8,309,755	\$3,521,923	\$350,000	\$1,016,000	\$3,021,832	\$400,000			\$4,787,832	

Table 7.19 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	\$21,155	\$128,845	\$150,000					\$278,845	
Total Streets and Highways		\$300,000	\$21,155	\$128,845	\$150,000					\$278,845	
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	\$371,155	\$408,845	\$150,000					\$558,845	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 7.20 State - Department of Aviation (DOAV)

Proj. No.	Project Description	Total Source	Exp through	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Funds Req.
			6/30/11								
Airport Projects											
11501	Land Acquisition - Airport Expansion Sout	146,750	6,750	80,000	60,000					140,000	
09503	Navigation Aids Upgrades	17,540	2,540	15,000						15,000	
12502	North End Access Road	232,800		29,280	203,520					232,800	
08501	Perimeter Fence - Airport West Side	72,750			45,000	7,500	20,250			72,750	
11502	Runway 17 Safety Area Grading	27,190		2,400	24,790					27,190	
08502	South Apron Expansion, Ph. II	71,441				3,000	3,450	15,000	49,991	71,441	
12501	South Apron Helipads	69,600		37,600	32,000					69,600	
Total DOAV		\$638,071	\$9,290	\$164,280	\$365,310	\$10,500	\$23,700	\$15,000	\$49,991	\$628,781	

Table 7.21 State - Department of Transportation (VDOT)*

Proj. No.	Project Description	Total Source	Exp through	2012	2013	2014	2015	2016	2017	Total for 6-Yr CIP	Future Funds Req.
			6/30/11								
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*	\$10,925,000		\$200,000	\$1,425,000	\$2,000,000	\$7,000,000	\$300,000		\$10,925,000	
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	
13301	Rt. 15 (South King St.) Widening, Ph. II	8,350,000			950,000	400,000	5,800,000	1,200,000		8,350,000	
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	
11303	Turn Lane at Sycolin Rd & Tavistock Dr Imps	600,000			600,000					600,000	
07312	Virts Corner Improvements	927,090	2,538	740,552	184,000					924,552	
Total Streets and Highways		\$29,663,937	\$1,294,385	\$1,640,552	\$8,229,000	\$3,800,000	\$13,200,000	\$1,500,000		\$28,369,552	
Total State - VDOT		\$31,363,937	\$1,294,385	\$1,990,552	\$8,629,000	\$4,300,000	\$13,650,000	\$1,500,000		\$30,069,552	

SUMMARIES OF FUNDING BY SOURCE (continued)

Table 7.22 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 7.23 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	\$1,150,000	\$200,000	\$700,000	\$250,000					\$950,000	
	Total Streets and Highways	\$1,150,000	\$200,000	\$700,000	\$250,000					\$950,000	
	Total Federal - Transportation (RSTP)	\$1,150,000	\$200,000	\$700,000	\$250,000					\$950,000	

Table 7.24 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 Projects											
11501	Land Acquisition - Airport Expansion South West	\$4,013,750	\$213,750	\$1,900,000	\$1,900,000					\$3,800,000	
09503	Navigation Aids Upgrades	555,449	80,449	475,000						475,000	
08501	Perimeter Fence - Airport West Side	878,750				237,500	641,250			878,750	
11502	Runway 17 Safety Area Grading	860,000		76,000	784,000					860,000	
08502	South Apron Expansion, Ph. II	2,262,283				95,000	109,250	475,000	1,583,033	2,262,283	
	Total Airport Projects	\$8,570,232	\$294,199	\$2,451,000	\$2,684,000	\$332,500	\$750,500	\$475,000	\$1,583,033	\$8,276,033	
	Total Federal - FAA	\$8,570,232	\$294,199	\$2,451,000	\$2,684,000	\$332,500	\$750,500	\$475,000	\$1,583,033	\$8,276,033	

SUMMARIES OF FUNDING BY SOURCE (continued)

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FUTURE CAPITAL PROJECTS

7.10 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
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
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
Customer and Border Patrol Office Space	Design and renovation of space located on the first floor of the terminal building. Office space will be created and flex space that will be used when needed by Customs and by airport tenants at other times. FBOs at the airport that operate international flights have requested this project.	\$500,000	Awaiting funding

FUTURE CAPITAL PROJECTS (continued)

7.11 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, Catoctin 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.

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.

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.

FUTURE CAPITAL PROJECTS (continued)

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LEGISLATION

8.1 Setting the 2012 Tax Rate

The Town of
**Leesburg,
Virginia**

PRESENTED: March 13, 2012

ORDINANCE NO. 2012-0-008

ADOPTED: March 13, 2012

AN ORDINANCE: ORDAINING 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 2012; AND AMEND APPENDIX B (FEE SCHEDULE) OF THE TOWN CODE OF LEESBURG TO INCLUDE A REDUCED PROPERTY TAX RATE FOR QUALIFIED VEHICLES WITH A VALUE OF \$20,000 OR LESS

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

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:

AN ORDINANCE: ORDAINING 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 2012; AND AMEND APPENDIX B (FEE SCHEDULE) OF THE TOWN CODE OF LEESBURG TO INCLUDE A REDUCED PROPERTY TAX RATE FOR QUALIFIED VEHICLES WITH A VALUE OF \$20,000 OR LESS

Classification of Property	Rate of Tax per \$100.00 per Assessed Value
a. Real Estate	\$0.195
b. Vehicles used as mobile homes or offices	\$0.195
c. Aircraft	\$0.001
d. All other Tangible personal property	\$1.00

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

Classification of Property	Rate of Tax per \$100.00 per Assessed Value
a. Real Estate	\$0.195
b. All other Tangible personal property	\$1.00

- (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. Section B (FEE SCHEDULE) of the Town Code is amended to include the following:

Section 20-24 Tangible Personal Property Tax Rates for Qualified Vehicles

Tangible Personal Property Qualified Vehicle (Non-Commercial)	Rate of Tax per \$100.00 per Assessed Value
a. Up to the first \$20,000 of a qualified vehicle	\$0.18
b. Over the first \$20,000 of a qualified vehicle	\$1.00

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

LEGISLATION

8.1 Setting the 2012 Tax Rate (continued)

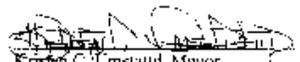
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AN ORDINANCE: ORDAINING SECTION 20-22 (ANNUAL LEVY AND RATE OF TAXES), ARTICLE II (TAXATION GENERALLY), CHAPTER 20 (LICENSES, TAXATION AND MISCELLANEOUS REGULATIONS*), AND APPENDIX B (FEE SCHEDULE) OF THE TOWN CODE OF LEESBURG SETTING TAX RATES ON 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 2012; AND AMEND APPENDIX B (FEE SCHEDULE) OF THE TOWN CODE OF LEESBURG TO INCLUDE A REDUCED PROPERTY TAX RATE FOR QUALIFIED VEHICLES WITH A VALUE OF \$20,000 OR LESS

SECTION V. 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 VI. This ordinance shall be effective July 1, 2012.

PASSED this 13th day of March, 2012.


 Kristen C. Umstatt, Mayor
 Town of Leesburg

ATTEST:

 Clerk of Council

LEGISLATION

8.2 Adopting the FY 2013 Budget

The Town of
**Leesburg,
Virginia**

PRESENTED March 13, 2012

ORDINANCE NO. 2012-O-007

ADOPTED March 13, 2012

AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2013; MAKING APPROPRIATIONS FOR FY 2013 FOR THE GENERAL FUND, UTILITIES FUND, AND CAPITAL PROJECTS FUND; AUTHORIZING AMENDMENTS TO THE BUDGET AND SUPPLEMENTAL APPROPRIATIONS BY COUNCIL RESOLUTION; AND AUTHORIZING AND DIRECTING THE TOWN MANAGER TO TAKE ALL STEPS NECESSARY AND PRUDENT TO EFFECTUATE THE IMPLEMENTATION OF THIS ORDINANCE

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

SECTION I. The budget for the fiscal year beginning July 1, 2012 and ending June 30,

2013, is hereby adopted to include the totals in the categories and accounts of the General Fund in the amount of \$47,604,501; the Utilities Fund in the amount of \$19,917,572; and Capital Projects Fund in the amount of \$21,332,541.

SECTION II. The amounts reflected in the budget for the fiscal year beginning July 1,

2012 and ending June 30, 2013, are hereby appropriated to include the totals in the categories and accounts to the General Fund in the amount of \$47,604,501; Utilities Fund in the amount of \$19,917,572; and Capital Projects Fund in the amount of \$21,332,541.

SECTION III. Any amendments to the budget or supplemental appropriations adopted

herein may be enacted by Town Council by resolution from time to time.

SECTION IV. The Town Manager is hereby authorized and directed to take all

appropriate administrative actions necessary and prudent to effectuate implementation of this ordinance including, but not limited to, transferring money within and between funds, paying all short and long term debt due, and establishing necessary encumbrances at fiscal year end.

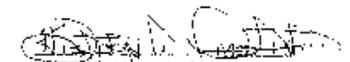
AN ORDINANCE: ADOPTING THE BUDGET FOR FISCAL YEAR 2013; MAKING APPROPRIATIONS FOR FY 2013 FOR THE GENERAL FUND, UTILITIES FUND, AND CAPITAL PROJECTS FUND; COMMITTING THE FISCAL RESERVE OF 15% OF EXPENDITURES FOR FY 2013; AUTHORIZING AMENDMENTS TO THE BUDGET AND SUPPLEMENTAL APPROPRIATIONS BY COUNCIL RESOLUTION; AND AUTHORIZING AND DIRECTING THE TOWN MANAGER TO TAKE ALL STEPS NECESSARY AND PRUDENT TO EFFECTUATE THE IMPLEMENTATION OF THIS ORDINANCE

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

SECTION VI. 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 VII. This ordinance shall be effective July 1, 2012.

PASSED this 13th day of March, 2012.


Kevin C. Usatela, Mayor
Town of Leesburg

ATTEST:

Clerk of Council

LEGISLATION

8.3 Adopting the Second Year of the FY 2012-2017 Capital Improvements Program

The Town of
**Leesburg,
Virginia**

PRESENTED March 13, 2012

RESOLUTION NO. 2012-027

ADOPTED March 13, 2012

A RESOLUTION: ADOPTING THE FISCAL YEAR 2012-2017 CAPITAL IMPROVEMENTS PROGRAM IN THE AMOUNT OF \$75,118,518

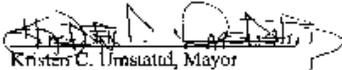
WHEREAS, Section 15.2-2239 of the 1950 Code of Virginia, as amended, authorizes the preparation and annual review of a Capital Improvements Program (CIP); and

WHEREAS, the Town Manager submitted a preliminary CIP to the Planning Commission on January 19, 2012; and

WHEREAS, the Planning Commission held a public hearing on the preliminary CIP on February 2, 2012, reviewed the preliminary CIP for compliance with the Town Plan and approved a motion with recommendations concerning the CIP for adoption by the Town Council on February 16, 2012.

THEREFORE, RESOLVED by the Council of the Town of Leesburg in Virginia that the proposed CIP for Fiscal Years 2012-2017 totaling \$75,118,518 is approved.

PASSED this 13th day of March, 2012.


Kristen C. Urnstated, Mayor
Town of Leesburg

ATTEST

Clerk of Council

BUDGET CALENDAR**8.4 FY 2013 Budget Calendar****SEPTEMBER 2011**

Capital Improvements Program (CIP) review by Capital Projects Management (CPM)

OCTOBER 2011

Performance measures kickoff

NOVEMBER 2011

Budget Committee/CPM meeting on CIP with departments

DECEMBER 2011

Budget kickoff with departments

Review of CIP by Budget Committee

Budget requests (exceptions from provisionally adopted budget) and performance measures submitted to DOF

JANUARY 2012

DOF develops draft budget

Budget Committee/CPM meetings on CIP

Budget Committee meets with Departments as necessary

Preliminary CIP presented to Planning Commission

FEBRUARY 2012

Planning Commission public hearing on CIP

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

Planning Commission public hearing on CIP

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

Town Council work session on budget and CIP

MARCH 2012

Town Council work session on budget and CIP

Town Council public hearing on budget and CIP

Town Council sets tax rate and adopts budget and CIP

BUDGET PROCESS**8.5 Budget Process**

Last year, the Town of Leesburg adopted a two-year budget. The first year of the budget, FY 2012, was adopted and appropriated, while the second year of the budget, FY 2013, was provisionally adopted and not appropriated. As a result of this new process, the FY 2013 Adopted Budget followed a more streamlined process, being the second year of a two-year budget. Since the Council provisionally approved the FY 2013 Budget along with the FY 2012 Budget, only exceptions to the Provisional FY 2013 Budget were scrutinized during preparation. This simplified process allowed the Council and staff to develop, review, and adopt the FY 2013 Budget a month earlier than usual.

Next year, the Town Council will again consider a two-year budget for FY 2014-FY 2015. They will review both years' proposed budgets, adopt a budget for the first year, FY 2014, and provisionally adopt a budget for the second year, FY 2015. It is anticipated that the FY 2015 budget process will follow the abbreviated FY 2013 process.

Year One of Two-year Budget

Leesburg begins the two-year budget process 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.

Year Two of Two-year Budget

Year two follows the Year One process, except that the review focuses on exceptions to the provisionally adopted budget, shortening the process by a month. All steps above are followed, expect that only a few new initiatives or capital projects are considered, and those only if they are necessary for the health and welfare of the citizens of the Town or if they are completely offset by a new revenue source. Departments proposing no new initiatives or projects, therefore, are not required to meet with the Budget Team in preparation for Year Two of the proposed budget.

BUDGET PROCESS**8.5 Budget Process (continued)**

The Town's General Fund and Capital Projects Fund budgets are prepared on the modified accrual basis of accounting. The budget for the Utilities Fund is prepared on the full accrual basis since the fund is accounted for as an Enterprise Fund operation. All fund budgets are prepared and accounted for on a basis consistent with generally accepted accounting principles (GAAP).

The Town's operating budget can be amended after adoption using 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.

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FUND STRUCTURE AND DESCRIPTIONS

8.6 Fund Structure and Descriptions

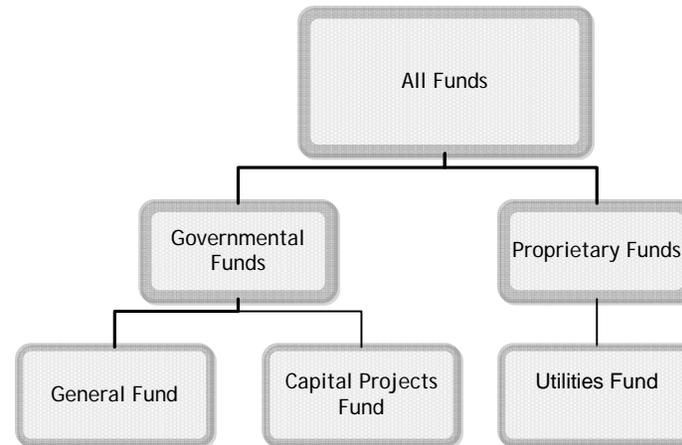


Chart 8.1 Town of Leesburg Fund Structure

The Town of Leesburg’s budget is prepared on the basis of funds, which are fiscal and accounting entities with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein. The funds are segregated for the purpose of carrying on specific activities in accordance with special regulations, restrictions, and limitations.

The types of funds used by the Town include Governmental Funds (General Fund and Capital Projects Funds) and Proprietary Funds (Utilities 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.

FUND STRUCTURE AND DESCRIPTIONS (continued)**8.6 Fund Structure and Descriptions (continued)****Governmental Fund Types**

General Fund: This is the primary operating fund of the Town and accounts for all Town revenues and expenditures not designated for specific use by statutes or the Town Charter.

Capital Projects Fund: The Capital Fund is used to account for the budget of the Capital Projects Management Department and the purchase and/or construction of major capital facilities. The financing of these facilities is generated primarily from development proffers, grants, contributions, donations, sale of land and buildings, transfers from other funds, and bond proceeds.

Proprietary Fund Types

Enterprise Funds: The Town has one enterprise fund: the Utilities Fund. This fund was 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. During FY 2012, the Airport Enterprise Fund was eliminated as it was not a self-supporting activity and would not be for the foreseeable future.

GLOSSARY OF ACRONYMS

8.7 Glossary of Acronyms

AADP	Annexation Area Development Policies
ABC	Alcoholic Beverage Control
ACH	Automated Clearing House
ACIP	Airport Capital Improvement Program
ADT	Average Daily Traffic
AOA	Airport Operations Area
AED	Automated External Defibrillators
ASP	Microsoft’s Visual Web Development Program
AWOS	Automated Weather Observation System
BAB	Build America Bonds
BAN	Bond Anticipation Note
BG	Billion Gallons
CAD/RMS	Computer-aided Dispatch and Records Management System
CAFR	Comprehensive Annual Financial Report
CCF	One hundred cubic feet
CCTV	Closed Circuit Television
CIP	Capital Improvements Program
CDMA	Code Division Multiple Access
CDMP	Crescent District Master Plan
CDPD	Cellular Digital Packet Data
CMOM	Capacity Management, Operation and Maintenance
COPS	Community Oriented Policing Services
CPR	Cardiopulmonary Resuscitation
CPTED	Crime Prevention through Environmental Design
CTAP	Crime and Traffic Accountability Program
CY	Calendar Year
DBPR	Disinfection Byproducts Rule
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

GLOSSARY OF ACRONYMS (continued)

8.7 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
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)

8.7 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
SCR	Silicon Rectifier Controller
SOP	Standard Operating Procedure
SRO	School Resource Officers
SRTC	Standing Residential Traffic Committee
SSO	Sanitary Sewer Overflow
TCR	Total Coliform Rule
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

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GLOSSARY OF BUDGET TERMS**8.8 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)**8.8 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)**8.8 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)**8.8 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)**8.8 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 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)**8.8 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)**8.8 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)**8.8 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.