TOWN OF HERNDON, VIRGINIA

ADOPTED ANNUAL BUDGET

2007 – 2008

Steve J. DeBenedittis
Mayor

TOWN COUNCIL

Dennis D. Husch
Vice Mayor
Connie Haines Hutchinson
David A. Kirby
Harlon Reece
William B. Tirrell, Sr.
Charlie D. Waddell

Viki L. Wellershaus
Town Clerk

Richard B. Kaufman
Town Attorney

- - -

Arthur A. Anselene
Acting Town Manager

William H. Ashton, II - *Director of Information Technology*
Henry G. Bibber – *Director of Community Development*
Robert B. Boxer – *Director of Public Works*
Anne P. Curtis – *Public Information Officer*
Gene A. Fleming – *Director of Golf*
Elizabeth A. Hagg – *Director of Neighborhood Resources*
Cynthia S. Roeder – *Acting Director of Parks and Recreation*
Linda A. Simmons – *Director of Human Resources*
Toussaint E. Summers, Jr. - *Chief of Police*
Mary K. Tuohy - *Director of Finance*

http://herndon-va.gov

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Town of Herndon

Virginia

For the Fiscal Year Beginning

July 1, 2006

President

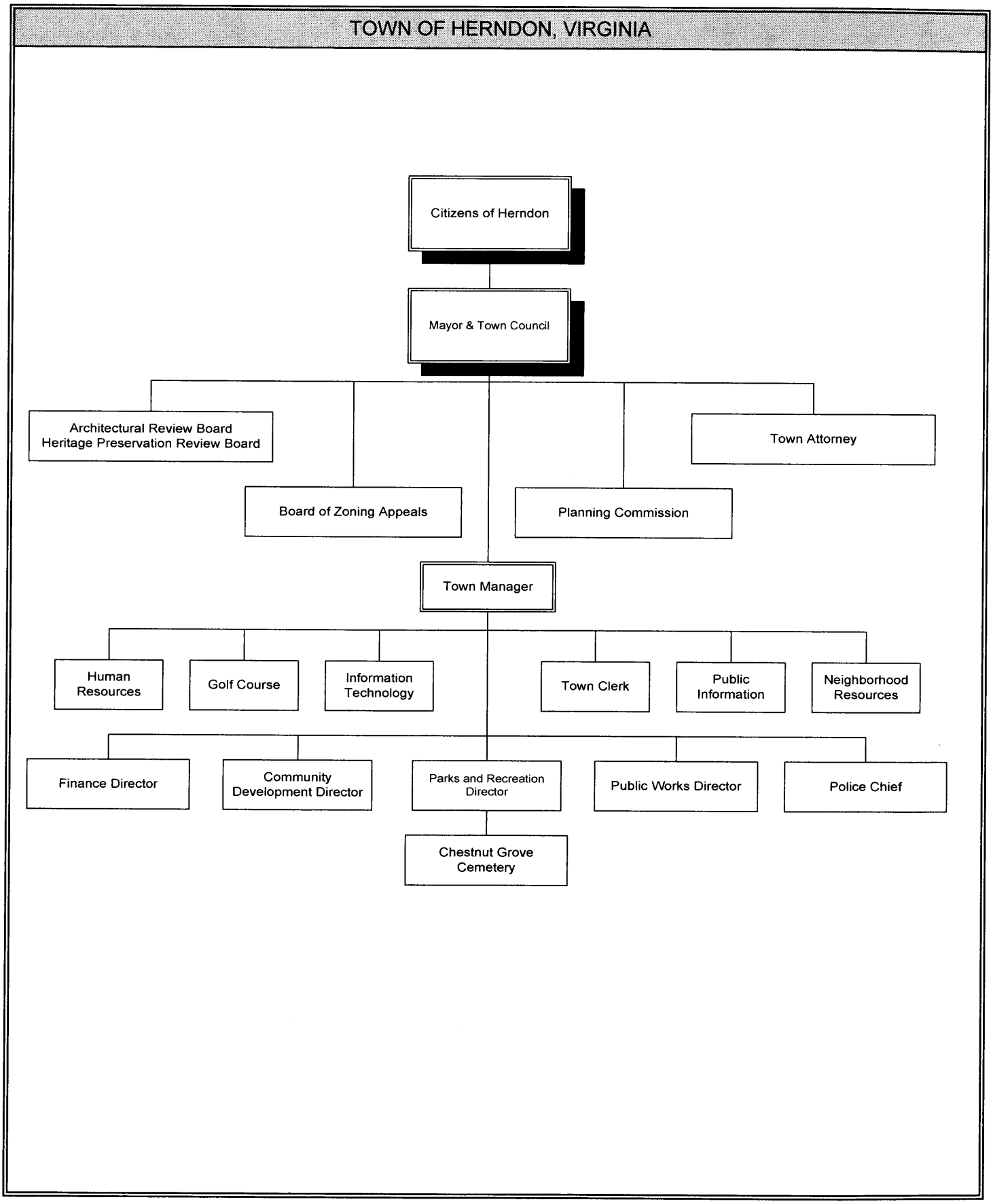
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Herndon, Virginia for its annual budget for the fiscal year beginning July 1, 2006.

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 communications 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 HERNDON, VIRGINIA
TOWN ORGANIZATION
FISCAL YEAR 2007-2008



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Town Manager's FY 2008 Budget Message

TOWN OF HERNDON

Steve J. DeBenedittis, Mayor
Dennis D. Husch, Vice Mayor
Connie Haines Hutchinson
David A. Kirby
Harlon Reece
William B. Tirrell, Sr.
Charlie D. Waddell

P.O. Box 427
HERNDON, VIRGINIA 20172-0427
703-787-7368

Arthur A. Anselene
Acting Town Manager

June 29, 2007

The Honorable Mayor and Town Council
Town of Herndon
730 Elden Street
Herndon, Virginia 20170-4637

Dear Mayor DeBenedittis and Members of Town Council:

It is my pleasure to present the adopted FY 2008 budget of $42,167,684, a decrease of 6.4 percent from the FY 2007 adopted budget of $45,068,849 and a decrease of 0.9 percent less than the amended FY 2007 amount of $42,568,849. (The FY 2007 amended budget removed the bond issue and funding for the Nature Center at Runnymede Park, $2,147,000, $350,000 for other Capital Improvement Program [CIP] projects and $3,000 for debt issuance costs.) Expenditures of the General Fund, the Town's primary operating fund that includes the costs of general government services such as administration, police, public works, parks and recreation are $32,747,204. The remaining $9,420,480 of the total represents the expenditures of the Town's enterprise funds, to include the Water and Sewer Fund, Golf Course Fund, Chestnut Grove Cemetery Fund, and Downtown Parking Fund.

On February 27, 2007 the Town Council adopted "2027: A Vision for the Town of Herndon." Implementation of this vision begins immediately, as its tenets are incorporated into the FY 2008 budget. It is important, however, to first reflect on FY 2007, which ends June 30 of this year, and some of the accomplishments that reflect the quality of Town services and the return that citizens receive for their tax dollars:

- Reallocation of staff from Public Works, Neighborhood Resources and Police to enhance neighborhood zoning enforcement and overcrowding efforts and reducing the time to investigate and bring homes into compliance
- Under Federal Statute 287(g), a Memorandum of Agreement with United States Immigration and Customs Enforcement and Herndon Police Department was approved to authorize qualified personnel to perform certain functions of an immigration officer
- Successfully completed and opened Phase IV of the Herndon Community Center
- South Elden Street Construction completed approximately six months ahead of schedule
- Runnymede Park Improvements executed
- Construction of Chestnut Grove Cemetery administrative and maintenance facilities to be completed and opened spring 2007
- Water main on Pearl, Quincy, Monroe and Madison streets replaced
- Downtown streetscape Phase I under construction late spring 2007

- Zoning Ordinance Rewrite Project implemented
- Subdivision Ordinance rewritten and adopted by Town Council
- Department of Parks and Recreation achieved national accreditation by the Commission for Accreditation of Park and Recreation Agencies
- Department of Parks and Recreation Strategic Plan 2007-2012 adopted by Town Council
- Government Finance Officers Association (GFOA) Award received for the Comprehensive Annual Financial Report
- GFOA Distinguished Budget Presentation Award also received
- Named a "Tree City USA" by the National Arbor Day Foundation for the 18th consecutive year
- Received certification as a Certified Crime Prevention Community
- Named by *Business Week* as one of the best affordable suburbs in America

The proposed FY 2008 budget builds on the accomplishments of the past year and, most importantly, incorporates the tenets of the Town Council's newly crafted 2027 vision, to include enhanced opportunities for citizen involvement, expectations for exceptional service, maintains our sense of heritage and place, portrays Herndon as a residential haven with a planned approach to community development and regional growth, utilization of multi-modal transportation and renown for our amenities and programs. The entire 2027 Vision Statement and supporting principles can be found starting on page one of this document. I would like to highlight, however, specific initiatives proposed in this budget that support the Town Council's 2027 Vision:

Citizens Who Matter

- Maintain and recognize the Town's many volunteer programs and continue the annual Mayor's Volunteer Appreciation Night
- Continue initiatives such as Cultivating Community's annual Good Neighbor Award, the Neighborhood College, the Citizens Police Academy, and the Police Youth Academy

Exceptional Service

- Manage the Town's financial affairs in a sound, timely, accurate and responsible manner
- Enhance the Town's website, www.herndon-va.gov, as a primary information source for Town citizens. Ensure appropriate official Town records are available on the website.
- Fund software applications for the Herndon Police to include a portable license scanning system and a Police-to-Citizens software program that allows citizens to access police reports and crime statistics via the internet
- Attract, retain and develop a professional staff
- Continue Community Policing program. Strengthen community partnerships to deter and detect crime
- Maintain national and state accreditations and awards for excellence

Our Rare Sense of Heritage and Place

- Complete a major revision to the Comprehensive Plan – ***Town Council Priority***

Maintaining a Residential Haven

- Reduce excessive occupancy and other related zoning violations in residential neighborhoods - ***Town Council Priority***
- Strengthen and stabilize Herndon neighborhoods through coordinated human service delivery, leadership development and community building and enhancing the physical condition and maintenance of neighborhoods
- Support storm drainage improvements - ***Town Council Priority***
- Reline sanitary sewers, rehabilitate sanitary manholes - ***Town Council Priority***
- Provide greater technological assistance in support of zoning enforcement
- Improve residents' understanding of zoning and related regulations and improve the level of community satisfaction with enforcement efforts
- Implement the residential rental inspection program
- Search for new day worker site and site operator - ***Town Council Priority***
- Support 287(g) training for Herndon Police Department - ***Town Council Priority***

A Planned Approach to Community Development

- Pursue downtown planning and redevelopment process - ***Town Council Priority***
- Develop a revised plan for the remaining phases of the Downtown Streets Improvement Project
- Maintain and expand the Downtown Public Shared Parking Program, to respond to downtown parking demand

Regional Growth – We Took Charge!

- Promote the Town as an ideal place in which to live, work and visit
- Monitor legislation at the state level to ensure that the needs of the Town are protected and reflect recent state law changes - ***Town Council Priority***
- Effectuate the Town's Western Boundary

Modern Multi-Modal Transportation

- Implement the Innovative Fuel Fleet Vehicles grant by purchasing alternate fuel vehicles
- Participate in Dulles Rail and other regional land use and transportation issues
- Implement the grant for a Trolley Feasibility Study
- Implement the grant for W&OD Trail crossings safety improvement

Our Renowned Amenities

- Provide a variety of quality recreation experiences
- Improve and expand top-quality facilities, open spaces and programs to enrich recreational opportunities
- Develop a 10,000 square foot skateboard facility to serve the youth of the community
- Provide the highest quality turf conditions and challenging yet fair playing areas and aesthetically pleasing grounds at the Herndon Centennial Golf Course

- Continue special events such as the Herndon Festival, National Night Out, Labor Day Jazz Celebration, summer concert series

These FY 2008 initiatives support the 2027 Vision and maintain the outstanding service delivery that residents and citizens have come to expect and enjoy. Furthermore, the fiscal restraint with which these and other FY 2008 budget initiatives will be executed ensures the Town's financial viability, which is critical to the future growth and health of the community. We look forward to working with the Mayor and Town Council and our citizens to implement a budget that set the priorities, expectations and commitments in line with the 2027 Vision.

Respectfully submitted,

Arthur A. Anselene
Acting Town Manager

Enclosures: Overview
FY 2008 Budget

Overview – General Fund

The General Fund is the primary operating fund of the Town and includes Town Administration, Community Development, Finance, Parks and Recreation, Police, Public Works, the Town Attorney and the Town Clerk. The FY 2008 General Fund amount of $32,747,204 is decrease of $2,363,401 or almost seven percent lower than the adopted FY 2007 amount of $35,110,605, and an increase of $136,599 or 0.4 percent over the amended FY 2007 budget.

A comparative overview of the FY 2007 and FY 2008 General Fund budgets follows:

General Fund			
	FY 2008	FY 2007	Percent Change
Personnel	$21,084,341	$20,014,766	5.2%
Operations and Maintenance (O&M)	6,412,678	6,317,746	1.5%
Capital	655,341	450,650	45.4%
Interfund Transfers	1,760,000	5,287,000	-66.7%
Debt Service	2,834,844	3,013,443	-5.9%
Total	$32,747,204	$35,110,605	-6.7%

General Fund Revenues

Real Estate Taxes: As an incorporated town, Herndon is an integral part of Fairfax County. Town citizens receive public education, health and social services, fire and ambulance services, judicial services, correctional facilities and additional recreation services from Fairfax County. Therefore, Herndon citizens pay Fairfax County real estate and personal property taxes, as well as the Town's real estate tax. During 2000 through 2006, the area experienced property reassessment increases which, over a cumulative seven-year period, have resulted in many residential property values now well over twice their 1999 assessments.

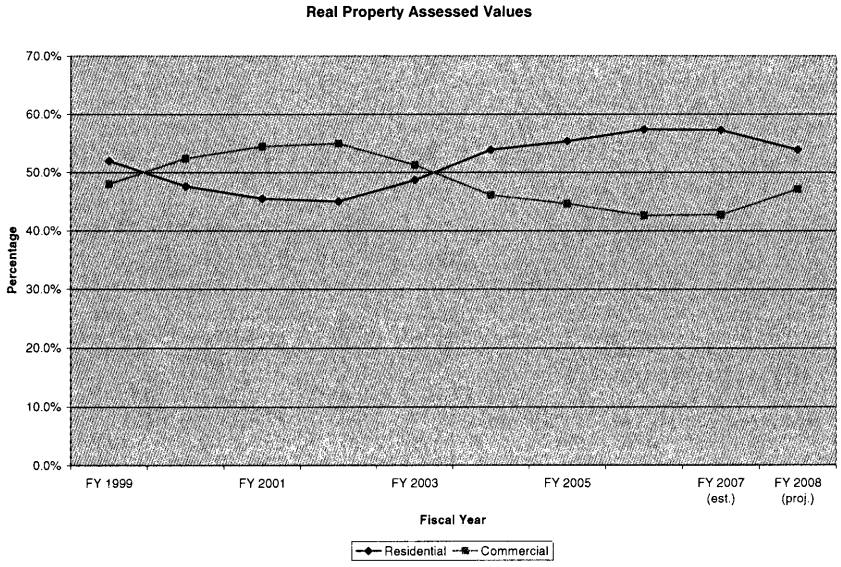
Because citizens also pay taxes to Fairfax County, the Town Council makes every effort to pursue conservative budgetary policies to maintain a stable real estate tax rate. The real estate tax rate has been reduced four times since the FY 2003 budget when the tax rate was reduced from a long standing rate of $.32 to $.30 per $100 of assessed value (AV). In FY 2004 the mix of revenues (i.e., taxes and fees) was restructured. This included a decrease in the Town's real property tax rate to 28 cents per $100 of AV; adoption of a meals tax; adoption of a cellular telephone tax; an increase in the Town's cigarette tax rate; and changes to the maximum gross receipts threshold for an "emerging business". Fiscal year budgets since FY 2004 have carried on this diversification theme as does the budget for FY 2008.

Since FY 2004, the Town's real estate tax rate has dropped another four cents per $100 of AV (to $.25 in FY 2005 and to $.24 in FY 2007.) Due to the minimal average increase in residential assessments as of January 1, 2007, the FY 2008 budget retains the current real estate tax rate.

In the FY 2008 budget, one penny on the real estate tax rate (at $.24 per $100 of real

property assessment) will be equivalent to $459,340[1]. In FY 2007, one penny was equivalent to $421,042. The average FY 2008 residential assessed property value in Herndon is projected to be $405,350, an increase of $11,969 over the FY 2007 average value. The average FY 2008 residential tax bill is projected to be $972.84 (at $.24 per $100 of assessed value), an increase of $28.73 over the average FY 2007 amount.

Subdivided into residential or non-residential (which includes commercial and industrial) the residential sector, at 53.9 percent, comprises a majority of the 2007 assessed real property valuation. The commercial sector comprises the minority portion at 46.1 percent. The latest assessed values indicate a more vigorous growth rate in the commercial sector over the past year when compared to the Town's residential sector. The diagram below graphically depicts trends in real estate assessments values for the Town for the past ten fiscal years.



Other Local Taxes. In addition to real estate taxes, the Town assesses other local taxes that are primarily consumer-related. These include consumer utility taxes, bank stock taxes, cigarette taxes, meals taxes and transient occupancy (hotel/motel) taxes. The Town revenues that are most likely to reflect fluctuations in the local and regional economies are transient lodging taxes, meals taxes and the Town's share of the local sales tax. Both transient lodging taxes and sales taxes declined substantially early in the decade, due in part to recessionary influences and to the economic impact of the events of September 11, 2001. Approximately three years ago (third quarter of FY 2004), the local economy began making a substantial recovery and revenue estimates for several of these consumer-sensitive revenue sources have been adjusted upward to reflect this continued strengthening in current economic conditions.

A new revenue source for the Town is the State's five percent Communication Sales and Use Tax, which became effective January 1, 2007. This tax was approved by the Virginia General Assembly during its 2006 session and considerably changes the manner in which taxes on communications services are now levied and remitted. The new legislation replaces three locally assessed Town taxes. These are the consumer utility tax on telecommunication services, the mobile telecommunications fee (cellular telephone tax) and the five percent portion of the

[1] When including the real property assessments on public service corporations (which are taxed at the Town's real estate tax rate), the value of one penny on the Town's real estate tax rate increases to $472,942.

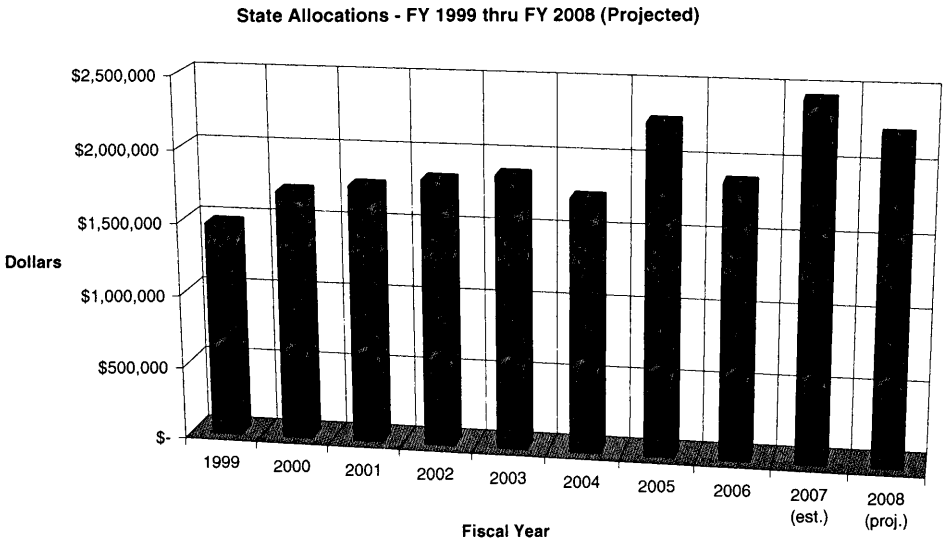
Town's cable TV franchise fee. The three percent PEG (Public, Educational and Government) access fee assessed as part of the Town's cable TV franchise agreements is not affected by this legislation.

Permits, Privilege Fees and Chargs for Services. Based, in part, on the revenue restructuring introduced four years ago, projected revenue for FY 2008 from permits, privilege fees and regulatory licenses, which include vehicle rental taxes, motor vehicle licenses, business, professional and occupational licenses, the PEG portion of the cable TV franchise fees, planning fees and building permits, is projected at $3,911,175. Service fees and charges, principally generated from Town-sponsored programs, recreational classes, rental income, recycling fees and special refuse pickup services and reimbursements from other Town funds for General Fund indirect costs, have increased substantially over the past decade. The FY 2008 projected revenue from sale of services is $2,880,700, an increase of seven percent over revised estimates for FY 2007. The FY 2008 budget recommends no change in the recycling collection fee of $10 per year per household.

Reimbursements and Grants. Each year, the Town of Herndon receives funds from a variety of county, state and federal sources in the form of reimbursements and grants. (The technical term is *intergovernmental revenues.*) The Town is projected to receive $2,340,120 in operating reimbursements from the Commonwealth and the federal government in FY 2008 from sources such as alcoholic beverage and wine tax profits, vehicle rental taxes, state fire insurance taxes, allocations for police services, street maintenance, the 10th Congressional District Gang Task Force grant and several smaller Department of Motor Vehicles (DMV) "mini-grants."

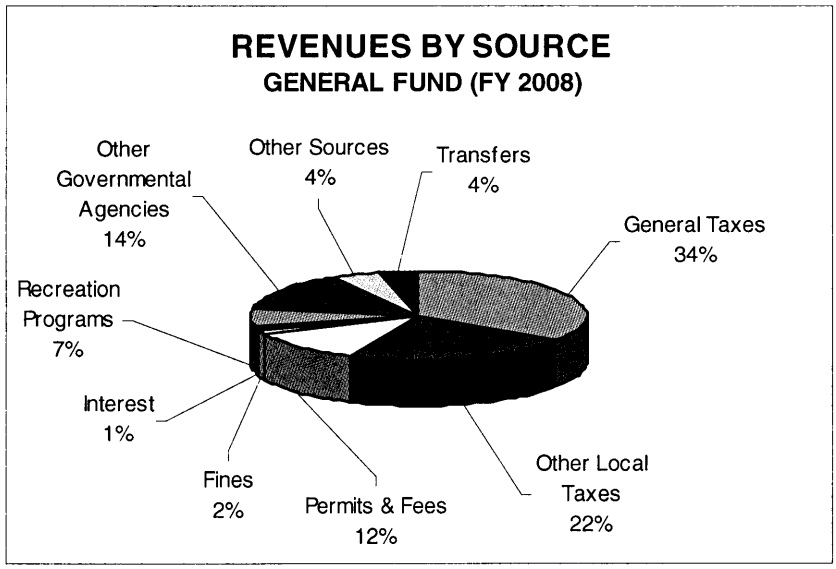
In addition to state and federal grants, Fairfax County will be remitting a payment of $107,150 as part of the County's agreed share toward the annual operating costs of the Neighborhood Resource Center. Also anticipated is $75,600 in Community Development Block grant funds to pay the salary and employee benefits of the Town's bilingual Housing Rehabilitation Specialist.

The following depicts the growth (actual and estimated/projected) in state allocations over the ten-year period beginning in FY 1999 and concluding with the projection for FY 2008.



Other General Fund Revenue Sources: Projected FY 2008 revenues include estimated rental income from leasing 27,479 square feet of flex/office space at 397 Herndon Parkway, two houses and the parking lot at 1481 Sterling Road leased by Reston Interfaith for the temporary day worker center. The FY 2008 budget also includes the sale of the "Yellow House" located on Pearl Street at an estimated $300,000, and the use of $833,949 in General Fund undesignated, unreserved fund balance for financing the General Fund's share of the FY 2008 Capital Improvement Program. A capital lease/purchase agreement in the amount of $348,000 for acquiring replacement vehicles is also included.

Total proposed FY 2008 General Fund revenue, including other financing sources, is $32,747,204. Total recurring FY 2008 General Fund revenues are projected to increase 3.3 percent over the original projections developed for FY 2007. The pie chart below displays FY 2008 General Fund projected revenues by major categories.



General Fund Expenditures

The FY 2008 general fund budget for recurring expenditures to include personnel, operations and maintenance, debt service, non-departmental and minor capital is $30,331,863, an increase of 3.3 percent from the adopted FY 2007 budget for the same expenditure categories.

Personnel. All of the initiatives included in the budget are designed to provide a high level of service and enrich the quality of life for citizens. The General Fund budget recommends $21,084,341 in personnel expenditures, an increase of 5.2 percent over FY 2007. Four positions, three sworn police personnel and a part-time Office Assistant, were added during FY 2007. Personnel facts and trends for the period FY 1998 – FY 2008 are summarized in greater detail on page 391.

The FY 2008 budget recommends an increase in the number of General Fund regular positions from 251 to 253. The FY 2008 budget recommends the elimination of two vacant part-time positions in the Department of Parks and Recreation and the addition of a new Assistant

Crew Supervisor in the Public Works Street activity center (effective January 2008), two positions in the Public Works refuse activity center and a new Fitness Assistant at Parks and Recreation. These last three positions are already funded in the FY 2007 budget as temporary/seasonal staff. Also recommended are the status change of an Office Assistant in Finance and a Recreation Assistant in Parks and Recreation from part-time to full-time and the reclassification of six Sanitation Worker positions to Utility Maintenance Worker I positions, based on the actual responsibilities of the positions.

FY 2008 Costs for New Personnel/Changes	
New Personnel	$79,609
Reclassifications	50,390
Eliminated Positions	(38,000)
Total	$91,999

Pay scale adjustments for FY 2008 are 2.92 percent, based on the current market index as used by Fairfax County. However, employees do not receive this market rate adjustment through a cost-of-living adjustment (COLA) increase. The adjustment must be earned through the annual performance review. To maintain high employee performance, the Town utilizes a pay-for-performance program to recognize employee performance. The budget continues to maintain the program at currently funded levels, with an average performance increase of 4.5 percent for all regular status employees with the exception of sworn police officers. Funding to continue the pay-for-performance program for personnel in all funds is $350,058.

In accordance with Town Council direction to match the Fairfax County compensation plan for sworn police officers, the performance increase for sworn police officers will be five percent and they will receive a 2.92 percent cost of living market pay adjustment effective July 1, 2007. These expenditures for sworn police personnel are approximately $308,082.

There will be no increase to health insurance premiums in FY 2008. The FY 2008 budget retains the current policy regarding employee contributions to individual health care coverage which is five percent to the total premium cost. Employees with family coverage will continue to contribute 26 percent to the total premium cost, with the Town paying the remaining 74 percent. Health care benefits are offered to all regular part-time employees at a pro-rated premium and to members of the Town Council and boards and commissions who elect to opt in and pay the full premium cost.

The Town's contribution rates toward the Virginia Retirement System (VRS) retirement program and life insurance program will remain the same as in FY 2007. The budget retains the Town's contribution of $25 or 50 percent of an employee's contribution (whichever is less) per pay period to the Deferred Compensation accounts for eligible employees. The estimated cost for this benefit in FY 2008 is $80,000.

Operations and Maintenance. The FY 2008 budget supports General Fund operations and maintenance expenditures of $6,412,678, an increase of $94,932 or 1.5 percent more than the adopted FY 2007 amount. The FY 2008 budget provides $817,900 for contracting services such as installation and removal of the tennis air structure, custodial services, mowing of rights-of way, parks and athletic fields; asphalt paving; and street sweeping.

Non-profit organizations that contribute to the Town's overall quality of life are supported by the FY 2008 budget as follows:

• Council for the Arts of Herndon	$26,000
• Elden Street Players	33,700
• Herndon Community Television (HCTV)	95,000
• Herndon Dulles Visitors Center	35,000
• Herndon High School PTSA	1,000
• Herndon Middle School Band	1,000
• Kids at Hope	5,000

Debt Service. The FY 2008 budget contains General Fund debt service expenditures of $2,834,844. This amount represents 8.7 percent of the General Fund budget. Based on the Town's projected debt repayment schedule (including the repayment of general obligation bonds and capital lease/purchase agreements), it is anticipated that annual General Fund debt service will decrease by 9.1 percent to $2,577,813 by FY 2009.

Capital Improvement Program. The FY 2008 General Fund Capital Improvement Program focuses on infrastructure improvements, with $2,108,000 allotted for capital projects and equipment. With limited revenue growth, the fund relies on one-time revenue sources and use of undesignated reserves to finance the program. Capital funding is provided to enhance arterial road repaving and to make final payments for the recently completed South Elden Street improvements between Worldgate Drive and Herndon Parkway. Major building maintenance activities include replacement of mechanical systems for the Herndon Community Center's locker and fitness rooms and the Town building at 1481 Sterling Road. The Capital Improvements Program also maintains a focus on neighborhood improvements for Station Street and the Pearl, Nash, Oak, and Wood street area and for new sidewalk construction. Developer proffers earmarked for recreation will be utilized to develop a skateboard park facility and to initiate conceptual design for the Folly Lick Spring Branch Trail. Partial funding is provided for a sally port for the Police Department to enhance public safety, with construction in the summer of 2008.

The capital program also includes the replacement of mission critical equipment and vehicles, which are essential to maintaining the Town's infrastructure and our continued high quality service delivery. The FY 2008 budget will use $833,949 of General Fund undesignated fund balance monies to pay for high priority capital projects. The Town's total Capital Improvement Program, to include Enterprise Fund capital projects, is $3,271,660. These projects are summarized in greater detail beginning on page 401.

Overview – Enterprise Funds

The Town has four enterprise funds: Water and Sewer Fund; Golf Course Fund; Chestnut Grove Cemetery Fund; and the Downtown Parking Fund. Expenditures account for the operation, maintenance and construction of these facilities. Revenues consist primarily of user fees charged for services. The Water and Sewer Fund, Golf Course Fund and Chestnut Grove Cemetery Fund are not subsidized with General Fund monies. To ensure maximum financial accountability, all enterprise funds will continue to be stand-alone budgets. As has been the Town's financial practice, each fund will reimburse the General Fund for the value of services

received. All of the revenues taken into these funds are designed to improve service delivery and maintain or expand current facilities.

Water and Sewer Fund

The Water and Sewer Fund amount of $7,295,862 is $643,448 or 8.1 percent less than the adopted FY 2007 amount of $7,939,310. No new positions are recommended in the Water and Sewer Fund. Funding includes $900,000 for the Town's 2008 progress payment to Fairfax County Water Authority for additional water capacity.

One-time capital expenditures in FY 2008 include $250,000 for major sewer main reconstruction, $100,000 to support continuation of the water and sewer GIS mapping project and $600,000 for water main replacement.

A comparative overview of the FY 2007 and FY 2008 Water and Sewer Fund budgets follows:

Water and Sewer Fund

	FY 2008	FY 2007	Percent Change
Personnel	$932,897	$918,267	1.6%
Operations and Maintenance (O&M)	3,898,595	3,698,683	5.4%
Capital	2,050,800	2,926,000	-29.9%
Non-Departmental	413,570	396,360	4.3%
Total	$7,295,862	$7,939,310	-8.1%

Revenues

Water and Sewer User Charges. As an enterprise operation, the costs of providing water and sewer services to the public on a continuing basis must be completely financed by user charges. In FY 2004 the Town Council commissioned a comprehensive utility rate study. The consultant's proposed water and sewer rates for the period FY 2007 through FY 2008 recommended an average increase of 28 percent above the current rates. In order to mitigate the impact of such a large rate increase, Town Council instructed the consultants to extend the study period through FY 2012 and develop a set of rates that, by the conclusion of FY 2012, will financially sustain the fund. The adopted FY 2007 budget took the first step toward adjusting the water and sewer commodity rates by authorizing an increase of three percent in the base and peak charges. The FY 2008 continues the modest rate adjustment by authorizing another three percent increase in the base and peak charges.

The following are current (FY 2007) and adopted (FY 2008) water and sewer commodity rates per 1,000 gallons metered:

	Current (FY 2007)	Adopted (FY 2008)
Base water rate	$1.98	$2.04
Peak water rate (first tier)	$3.30	$3.40
Peak water rate (second tier)	$3.86	$3.97
Base sewer rate	$3.21	$3.31
Peak sewer rate	$1.60	$1.65

The Town's current water and sewer availability fee structure and the sewer lateral repair and replacement program (SLRRP) fee of $0.50 per quarterly utility bill is retained for FY 2008. The SLRRP fee applies only to single-family households and townhouses.

Golf Course Fund

The FY 2008 Golf Course Fund amount of $1,392,309 is $14,690 or approximately 1.1 percent more than the adopted FY 2007 amount of $1,377,619. No new positions are included in the Golf Course Fund for FY 2008. All personnel, operations and maintenance, capital and debt service expenses at the Herndon Centennial Golf Course are funded entirely through users' fees.

A comparative overview of the FY 2007 and FY 2008 Golf Course Fund budgets follows:

Golf Course Fund

	FY 2008	FY 2007	Percent Change
Personnel	$827,979	$832,320	-0.5%
Operations and Maintenance (O&M)	357,545	334,690	6.8%
Capital	59,600	63,400	-6.0%
Non-Departmental	47,715	48,470	-1.6%
Debt Service	99,470	98,739	0.7%
Total	$1,392,309	$1,377,619	1.1%

Revenues

Golf Course Fees. Greens and cart rental fees were approved by Town Council action on February 27, 2007. The adopted fees will be in effect until March 14, 2008. The fee structure includes off-season rates effective December 1, 2007 through March 14, 2008. The approved greens fees and cart rental rates and other revenues will provide adequate funds to operate the golf course as an enterprise fund with no General Fund contributions required. Town residents will continue to be charged significantly lower greens fee prices than non-residents.

Over the past several years, fee refinements (such as resident weekday passes, sunset rates, single occupancy cart rates and discounted off-season rates) have been successful in maximizing the use of the golf course by attracting new customers while retaining existing customers. The golf course greens fees and golf cart rental prices are very competitive with nearby public facilities and continue to allow for superior operations and maintenance. Total FY 2008 Golf Course Fund revenue is $1,392,309.

Chestnut Grove Cemetery Fund

On July 1, 1997, an enterprise fund was created to account for the operation and maintenance of the Chestnut Grove Cemetery. Actual cemetery operations were transferred to the Town from the Chestnut Grove Cemetery Association Board of Directors on September 27, 1997. The fund also contains the cemetery's perpetual care funds, which are held and invested on an intermediate term basis. The FY 2008 Chestnut Grove Cemetery Fund budget is $681,709. Day-to-day management of the cemetery operations is under the Department of Parks and Recreation.

Chestnut Grove Cemetery Fund Fees. Revenue projections for FY 2008 include the sale of 168 sites and 137 interments at the current fees. Additional projected revenues include income from the sale of memorializing products (e.g., gravestones, urns and flower vases) and interest earnings from continued investment of the perpetual care funds. Chestnut Grove Cemetery fees are occasionally modified in response to market and cost demands.

Chestnut Grove Cemetery Fund

	FY 2008	FY 2007	Percent Change
Personnel	$281,488	$271,464	3.7%
Operations and Maintenance (O&M)	114,150	119,850	-4.8%
Capital	1,500	0	100%
Non-Departmental	49,946	39,600	26.1%
Debt Service	234,625	118,831	97.4%
Total	$681,709	$549,745	24.0%

Downtown Parking Enterprise Fund

Downtown Parking Enterprise Fund fees were established by Town Council action in December 1996. Rates currently in effect for participation in the Town's public shared parking program will remain unchanged unless significant cost changes become evident during the fiscal year. The FY 2008 Downtown Parking Enterprise Fund amount of $50,600 includes funding for operations and maintenance of the Station Street and James Building surface parking lots, monthly lease payments for use of the Ahmed site for temporary parking in the downtown and funds for future capital improvements.

Downtown Parking Enterprise Fund

	FY 2008	FY 2007	Percent Change
Operations and Maintenance (O&M)	$50,600	$11,570	337.3%
Capital	0	80,000	-100.0%
Total	$50,600	$91,570	-44.7%

Performance Indicators

As part of the budget process, the Town identifies goals and objectives for each department and Town operation. As part of the FY 2007 budget process, a concerted effort was made within some operations to tie outcomes and strategies to specific goals. This involved a complete redesign of budget narratives. Performance indicators are provided for most service areas in the FY 2008 budget. This effort will be expanded for future budgets and performance indicators will be developed for each operation. The purpose of the performance indicators is to measure outcomes, to provide for resource allocation comparisons over time and to measure for effectiveness and efficiency in Town services. In order to improve upon the systematic collection of data, analysis of the data and application of this information toward service improvement the Town joined the ICMA Performance Measurement Program in 2006.

2027: A Vision for the Town of Herndon
Vision Principles

In the year 2027, Herndon continues to be a 21st century town where history and heritage are respected and where people and their involvement matter. Herndon's inclusiveness and sense of community foster empowerment in each citizen. Its unique character and charm attract a wide variety of people, including many families who are raising their children here. Herndon is the anchor of an expanded community where positive benefits extend beyond the Town's boundaries.

Herndon is made strong in 2027 by:

Citizens Who Matter
Our citizens from diverse backgrounds are united and empowered to participate in the community through volunteerism and leadership opportunities within civic organizations and Town government. Herndon's many municipal and volunteer programs serve the full spectrum of the community. The citizen-elected government, in concert with the professional staff, is keenly aware of its responsibility to citizens and how its actions impact their daily lives. Citizen input is encouraged and facilitated and serves as a catalyst for action.

Vision Principles:

We listen, explain and educate, resulting in open and transparent governance in which all citizens feel included, empowered and respected.

We embrace a broad spectrum of ideas and incorporate diverse strengths and opinions in the process of governance.

Exceptional Service
As a municipal corporation, Herndon and its citizens benefit from the ability to directly control the things that matter. The citizens of Herndon expect and consistently receive programs and services of exceptional quality. Town employees are empowered to provide customer service that exceeds expectations, from initiation to follow-through. Numerous professional accreditations and awards distinguish our staff members. Citizens feel confident that they get good value for their tax dollar.

Vision Principles:

We attract, maintain, support, develop and empower a professional staff.

We maintain a capital improvement program to ensure maintenance, replacement and improvement of equipment and infrastructure.

We use all available resources to provide services desired by our citizens.

We ensure that communication between our citizens and Town government remains at the highest possible level.

We recognize and appreciate the benefits provided to our citizens by Fairfax County and work cooperatively with the county to maximize those benefits.

Our Rare Sense of Heritage and Place

Herndon is a charming and unique town characterized by its harmonious blend of the past and present. Through careful planning and protection of its historic sites and structures, Herndon has preserved the essence and spirit of a small town. This confluence of old and new is evident in the downtown and the adjoining heritage preservation district. The built environment supports and celebrates the historic sense of place that characterizes the Town of Herndon. Thoughtful physical development, including the Town's gateways, public open spaces, buildings and public and private infrastructure, provides both pedestrians and motorists with ample opportunity to experience Herndon's history and ambiance.

Vision Principles:

We preserve and protect our heritage structures, along with the traditional layout and sense of place in the Town.

We ensure that development impacting our heritage districts complements the historic structures and character of the Town.

Along with community groups and organizations, we support community events, festivities and institutions that celebrate our unique sense of place, heritage and quality of life.

Maintaining a Residential Haven

The Town of Herndon boasts safe, secure, well-maintained neighborhoods that have escaped traffic congestion, overcrowding and the consequences of growth and development suffered by other metropolitan areas. It is an oasis of appealing green spaces to come home to, where friendly neighbors create a nurturing atmosphere in which families prosper and grow.

Vision Principles:

We ensure that all citizens live in a healthy and safe environment, free of overcrowding and dangerous structures, through energetic and judicious enforcement of standards.

We protect our residential neighborhoods from commercial encroachment.

We protect our green space and maintain high public landscaping standards.
We protect our residential neighborhoods from over-development.

We engage in traffic planning to direct through traffic away from our neighborhoods.

A Planned Approach to Community Development

Herndon has distinguished itself by managing growth to protect and improve its valued quality of life. Newer development has been carefully blended into existing neighborhoods. We have leveraged what is around us and maintained our powerful sense of "hometown." Careful expansion and redevelopment has transformed downtown into a walkable, livable, social and economic center where nothing is too dense or too crowded. The balance between residential and business areas of Town keeps our tax base strong. Housing exists for residents in a variety of income categories, including our senior citizens, teachers, police officers and other public servants.

Vision Principles:

We are proactive in creating targeted development plans to perpetuate Town values.

We protect Town values and quality of life from overwhelming development pressure by coordinating with other jurisdictions, articulating our concerns and expanding our borders as necessary.

We are first and foremost a residential community with a vibrant and valued business presence.

We encourage residential development that allows our citizens to live near where they work, where they play, where they learn and where they do business.

Regional Growth – We Took Charge!

Herndon's residents and businesses are connected to the rest of the world by transit-oriented development. By expanding the Town's borders, Herndon has ensured that the Town's character, personality and utility are sustained by diverting traffic that would otherwise turn our local streets into congested throughways. Thoughtful and carefully planned development in these new parts of town, coupled with inter-jurisdictional planning with our neighbors, provide the best means of shaping our destiny.

Vision Principles:

We work with neighboring localities and agencies to optimize regional planning and regional development.

In coordination with our neighbors, we pursue the expansion of the Town to provide exceptional services to citizens and to protect our high quality of life.

We promote the value and benefit of living in an incorporated Town.

Modern Multi-Modal Transportation

Citizens and visitors who journey in, around and through Herndon find modes of transportation that are convenient, safe and accessible. The Town's internal system of sidewalks, streets, trails, and connections to mass transit ensure that the region and the world are always just a few steps away.

Vision Principles:

We maintain and improve Herndon as a pedestrian and bicycle-friendly environment.
We ensure connectivity with Metrorail and other public transportation amenities inside and outside of the Town.

Our Renowned Amenities
Herndon's renowned amenities, exceptional programs and activities draw participants from the region and visitors from around the world. The Town's extensive recreational facilities, including its 18-hole golf course, community center, nature center and numerous neighborhood parks, provide superior value and enable citizens to enjoy a high quality of life. Our park system is superbly maintained, well appointed and accessible to all. The cultural experience is heightened by the variety of programming at the local cultural center and other community gathering spaces. The Town, in partnership with citizens and organizations, encourages community-based initiatives that inspire, motivate and unite us in creating the ultimate environment for human fulfillment.

Vision Principles:

We strive to protect and maintain the amenities that distinguish us by educating the community on their value and insuring that they are protected in the Comprehensive Plan.

So that we may provide services at a reasonable cost and simultaneously enjoy a variety of amenities, we expect our community groups to take responsibility for amenities and programs in which they have a special interest. We take advantage of a variety of means by which public amenities may be provided including:

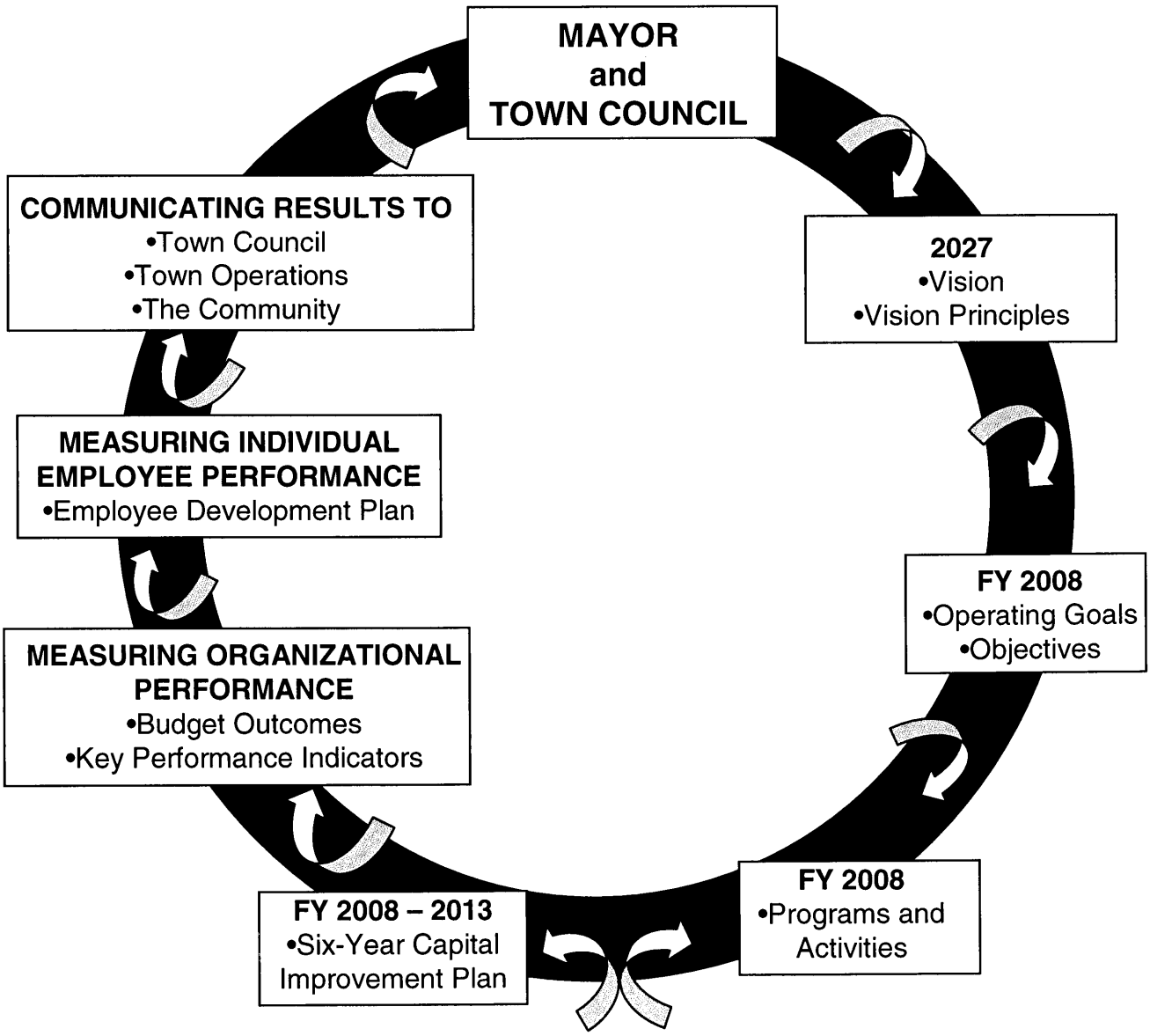
- *Public funding*
- *User fees*
- *Grants*
- *Private funding (group fund raising, etc.)*
- *A combination of the above*

We fully encourage citizens to articulate the requirements for public amenities and to take the responsibility and action necessary to bring them to fruition in partnership with the Town:

- *Citizens provide conceptual and financial support and manpower to develop, guide and sustain such amenities.*
- *The Town provides leadership, strategic planning, and shared funding (as appropriate) for construction, operations, and maintenance.*

TOWN OF HERNDON

2027: A Vision for the Town of Herndon
FY2008 Operating Goals, Objectives, Programs and Activities



2027: A Vision for the Town of Herndon

FY 2008 OPERATING OBJECTIVES

2027 Vision: Citizens Who Matter

- Improve citizen access to public information by creating a web-based customer service portal to request and track Town services.
- Maintain volunteer programs and continue the annual Mayor's Volunteer Appreciation Night.
- Continue Cultivating Community initiatives, including the annual Good Neighbor Award

2027 Vision: Exceptional Service

- Manage the Town's financial affairs in a sound timely, accurate and responsible manner.
- Enhance the Town's website, www.herndon-va.gov, as a primary information source for Town citizens. Market site to citizens, businesses, visitors and other targets as "one-stop-shop" and first line resource for town information. Ensure appropriate official Town records are available on the website.
- Allow citizens to access their police reports and crime statistics via the internet.
- Attract, retain and develop a professional staff.
- Implement the Town's Capital Improvement Program for utility and infrastructure projects.
- Continue Community Policing program. Strengthen community partnerships to deter and detect crime.
- Maintain national Parks and Recreation agency accreditation.
- Maintain national and state accreditation of the Herndon Police Department.

2027 Vision: Our Rare Sense of Heritage and Place

- Complete a major revision to the Comprehensive Plan.

2027 Vision: Maintaining a Residential Haven

- Strengthen and stabilize Herndon neighborhoods through coordinated human service delivery, leadership development and community building and enhancing the physical condition and maintenance of neighborhoods.
- Reduce excessive occupancy and other related zoning violations in residential neighborhoods.
- Provide greater technological assistance in support of zoning enforcement.
- Improve residents' understanding of zoning and related regulations and improve the level of community satisfaction with enforcement efforts.
- Implement the residential rental inspection program.

- Implement a participative tree planting and tree maintenance program that utilizes environmental and Town appearance themes.
- Carry out legal actions and suits to enforce zoning and building code standards as to overcrowding and other violations.
- Support "Wait. Watch. Walk" pedestrian safety program.

2027 Vision: A Planned Approach to Community Development

- Complete a major revision to the Comprehensive Plan.
- Pursue downtown planning and redevelopment process.
- Support planning and construction of a downtown public/private redevelopment project involving Town property.
- Develop a revised plan for the remaining phases of the Downtown Streets Improvement Project.
- Maintain and expand the Downtown Public Shared Parking Program, to respond to downtown parking demand.

2027 Vision: Regional Growth – We Took Charge

- Promote the Town as an ideal place in which to live, work and visit.
- Monitor legislation at the state level to ensure that the needs of the Town are protected and reflect recent state law changes.
- Effectuate the Town's Western Boundary.

2027 Vision: Modern Multi-Modal Transportation

- Implement the Innovative Fuel Fleet Vehicles grant by purchasing alternate fuel vehicles.
- Participate in Dulles Rail and other regional land use and transportation issues.
- Implement the grant for a Trolley feasibility study.
- Implement the grant for W&OD Trail crossings safety improvement.

2027 Vision: Our Renowned Amenities

- Provide a variety of quality recreation experiences.
- Improve and expand top-quality facilities, open spaces and programs to enrich recreational opportunities.
- Develop a 10,000 square foot skateboard facility to serve the youth of the community.
- Provide the highest quality turf conditions and challenging yet fair playing areas and aesthetically pleasing grounds at the Herndon Centennial Golf Course.
- Continue special events such as the Herndon Festival, National Night Out, Labor Day Jazz Celebration, summer concert series

http://herndon-va.gov

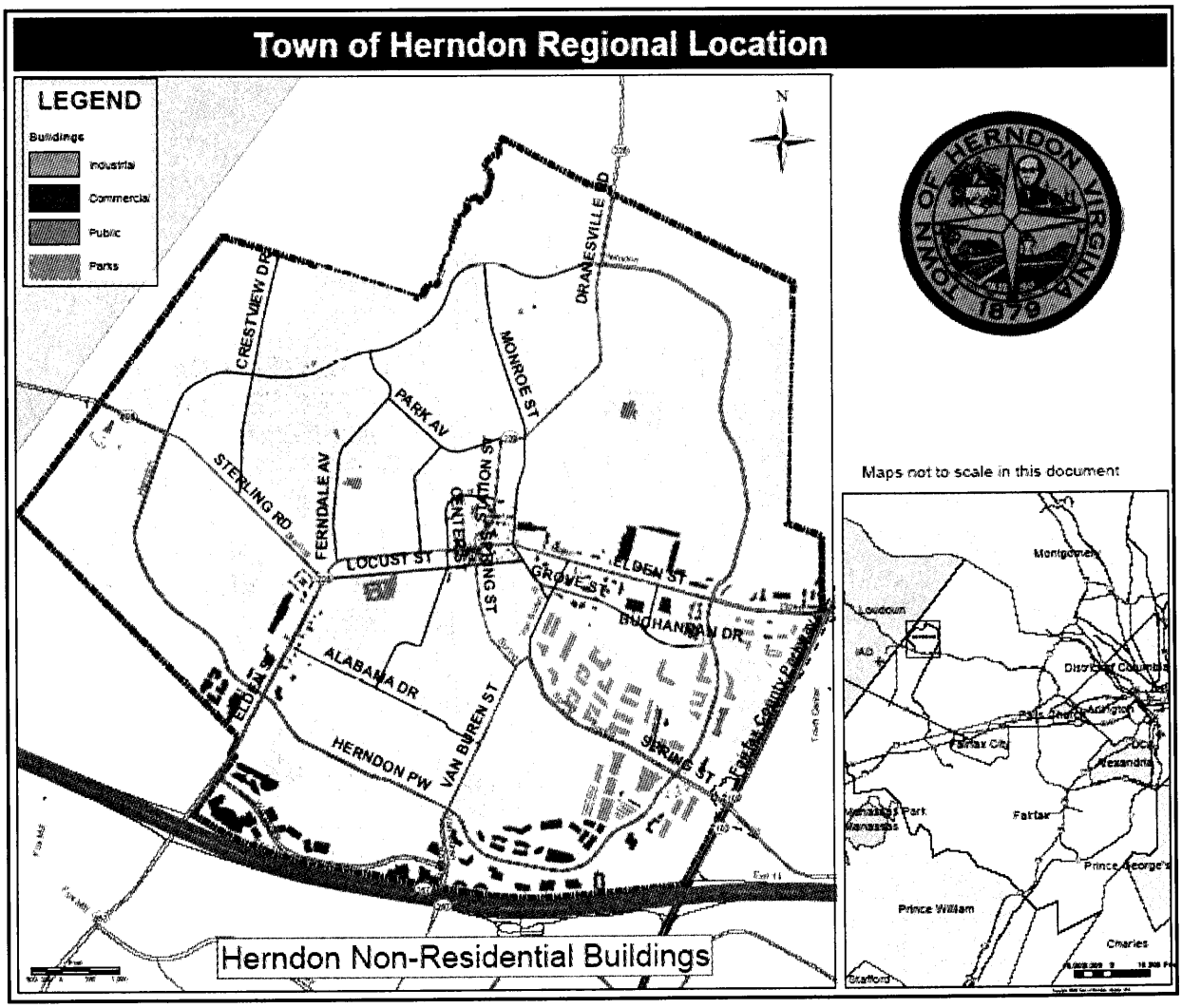
Demographic Information

TOWN OF HERNDON, VIRGINIA

In 2006 Town of Herndon was named as one of the "best affordable suburbs" in the nation by *Business Week Magazine.*

Profile

Incorporated in 1879, the Town of Herndon originally relied on dairy farming and the railroad to provide its economic base. Situated in the northwest quadrant of Fairfax County, the Town has a land area of 4.28 square miles and is located approximately twenty-three miles west of Washington, D.C. Located two miles east of Washington Dulles International Airport, the Town has approximately 9.3 million square feet of commercial and office floor space that supports approximately 20,000 jobs. By the year 2020, the projected commercial floor area will be almost ten million square feet, supporting an estimated 27,000 jobs. Since 2000, the Town has experienced a 13.6 percent increase in population. The 2007 population is estimated at 23,217. If the Town is developed according to the adopted comprehensive master plan, it is anticipated that the population will increase to approximately 25,754 by the year 2020.



Government

The Town is organized under the Council/Manager form of government. The Town Council is the governing body, which formulates policies for the proper administration of the Town. The Mayor and six members of the Town Council are elected simultaneously for two-year terms. The Council appoints a Town Manager to be the administrative head of the Town. The Town Manager is charged with directing all business affairs of the Town and has the power of appointment and removal of the heads of all departments and employees under his supervision. The Town employs 284 employees on a regular full- or part-time basis. Additional seasonal personnel are hired as required.

The Town Attorney is also appointed by the Town Council and serves as the primary legal resource for both the Town Council and the staff.

TOWN OF HERNDON
Principal Executive Officers

Official	Name	Term and Manner of Selection	Length of Service with Town	Expiration of Term
Mayor and Council Member	Steve J. DeBenedittis	2 years (elected)	1 year	06/30/08
Vice Mayor and Council Member	Dennis D. Husch	2 years (elected Council Appointed Vice Mayor)	13 years	06/30/08
Council Member	Connie Haines Hutchinson	2 years (elected)	6 years	06/30/08
Council Member	David A. Kirby	2 years (elected)	1 year	06/30/08
Council Member	Harlon Reece	2 years (elected)	7 years	06/30/08
Council Member	William B. Tirrell, Sr.	2 years (elected)	11 years	06/30/08
Council Member	Charlie D. Waddell	2 years (elected)	1 year	06/30/08
Acting Town Manager	Arthur A. Anselene	Appointed by Town Council	31 years	Pleasure of Town Council
Town Attorney	Richard B. Kaufman	Appointed by Town Council	12 years	Pleasure of Town Council
Director of Community Development	Henry G. Bibber	Appointed by Town Manager	17 years	Pleasure of Town Manager

Director of Finance	Mary K. Tuohy	Appointed by Town Manager	13 years	Pleasure of Town Manager
Acting Director of Parks & Recreation	Cynthia S. Roeder	Appointed by Town Manager	4 years	Pleasure of Town Manager
Chief of Police	Toussaint E. Summers, Jr.	Appointed by Town Manager	8 years	Pleasure of Town Manager
Director of Public Works	Robert B. Boxer	Appointed by Town Manager	4 years	Pleasure of Town Manager
Town Clerk	Viki L. Wellershaus	Appointed by Town Manager	14 years	Pleasure of Town Manager

Source: Office of the Town Clerk, Town of Herndon, Virginia.

Services Provided

The Town provides general governmental services for its citizens including:

Public Works and Utilities. The Department of Public Works (DPW) oversees all construction and land development in Town, including building inspections, water and sewer maintenance and maintenance of streets. Public Works also coordinates refuse and recycling collection, fall leaf collection, snow removal, municipal building and park maintenance, and town-wide Spring and Fall cleanups. DPW is responsible for maintaining a fleet of 365 vehicles and pieces of equipment, and approximately 128 lane miles of public streets. Additionally, DPW manages the execution of the Town's Capital Improvement Program and performing significant site plan review functions are primary responsibilities for the department.

Parks and Recreation. The Parks and Recreation Department provides a comprehensive park and recreation program to meet the diverse interests of our residents. The department oversees the operation of the Herndon Community Center, located at 814 Ferndale Avenue. The year-round center offers a comprehensive leisure program and encompasses a multi-purpose room, gymnasium, three racquetball courts, a meeting room and kitchen, arts and crafts room, game room, and preschool room. The aquatics facility includes an eight-lane, 25-meter indoor swimming pool, diving and instructional areas, whirlpool, sauna, shower, and lockers. The indoor tennis center operates October through April and includes three tennis courts for reserved play time, leagues, lessons, and other activities. The department also sponsors many popular special events -- the Herndon Festival, Summer Concert Series, Labor Day Jazz Festival --- and oversees the operation of nine neighborhood parks and Sugarland Run Trail. Town citizens have access to the Northern Virginia Regional Park Authority facilities, including the W&OD Trail, a forty-mile linear park which passes through Town. The Fairfax County Park Authority operates two neighborhood parks within the Town: Alabama Drive and Stanton parks. Bruin and Chandon Parks are Town owned properties, but are maintained by the Fairfax County Park Authority.

Police Protection. The Herndon Police Department provides a full range of police services including twenty-four hour patrol, youth services, criminal investigations, crime prevention

programs, bicycle patrol and a K-9 unit. A special emphasis is placed on community policing. The Herndon Police Department was one of the first fifty in the nation to become a nationally accredited police agency, meeting the standards set forth by the Commission for the Accreditation of Law Enforcement Agencies. During FY 2006, the Police Department responded to approximately 33,060 calls for service.

Community Development. The Department of Community Development provides a complete program of municipal planning activities including comprehensive planning, zoning administration and enforcement, subdivision. The department also works collaboratively with eligible neighborhoods and homeowners associations to secure neighborhood enhancement funds and community development block grants. In the area of long range planning and transportation, the department provides staff support to Town representatives on the regional Dulles Corridor Task Force, the Dulles Rail line and Herndon-Monroe transit stop.

Neighborhood Resources. The Neighborhood Resources Department is responsible for developing and coordinating resources and services that strengthen and enhance neighborhoods. The objectives of this operation are to physically improve private and publicly-owned structures and properties; enhance the levels of community trust, understanding and communication; stimulate development of additional public, private and non-profit initiatives for improving neighborhoods. An important part of this operation was the establishment of the Neighborhood Resource Center. The center opened at the end of May 1999. A cooperative project of the Town and Fairfax County, the Neighborhood Resource Center has a public safety component and offers easy access to health, human, and educational services for area residents. Programs include an after school learning center for youth and educational opportunities for adults interested in computer training, financial management or learning English as a second language. The Neighborhood Resource Center is a place where Herndon's strong sense of community and volunteerism converge to enrich the quality of life for all residents.

Chestnut Grove Cemetery. The Chestnut Grove Cemetery is a community heritage resource, providing twenty-five acres as an active historic cemetery. Earliest burials started in the cemetery in the 1830s, and the site was formally organized as a cemetery in 1874. The cemetery was deeded to the Town in the fall of 1997 from the Chestnut Grove Cemetery Association, which had operated the cemetery from the early 1950s. Under the Town's stewardship, the cemetery continues to enhance its appearance and expand its services to the public.

Other Services. In Virginia, incorporated towns are an integral part of the counties in which they are located. The citizens of the Town, therefore, pay Fairfax County property taxes (real estate and personal property), in addition to Town real estate taxes. In exchange, Fairfax County provides public education, library services, health and social services, mental health assistance, fire and rescue service, judicial services, correctional facilities and additional recreation services and facilities.

Public Schools

Public school education is provided by Fairfax County. The Town is served by five elementary schools, one intermediate and one high school. The residents of the Town support the school system through taxes paid to Fairfax County.

The Fairfax County public school system is the largest education system in the Commonwealth of Virginia and is the nation's tenth largest school system. The system is directed by a ten-person School Board whose members are elected to serve two-year terms. A student representative, recommended by a student convention, is appointed by the School Board as a non-voting member to serve a one-year term. Because the School Board is not empowered to levy taxes or to incur indebtedness, the local operating costs of the Fairfax County public school system are provided from the Federal and State governments and by transfers from the General Fund of the County to the School Board. Funding for construction of public school facilities is provided by sale of general obligation bonds of the County and by transfers from the County's General Fund.

The County's public school system offers a variety of education programs. There is a strong academic program for college-bound students. In addition to the traditional academic curriculum, the Thomas Jefferson High School for Science and Technology provides a four-year college preparatory program for students who have a strong interest and high aptitude in mathematics, science, computer science, engineering, or related professional fields. The school has been designated as one of the Governor's magnet schools for science and technology, and students from other Northern Virginia counties are admitted on a tuition-paying basis. An extensive vocational program for students pursuing career development also has been developed. In addition, there are special programs offered for gifted children and for handicapped children ages 2 through 21. A comprehensive summer school program for students in the general academic program as well as for special education students is offered. The school system also provides an extensive adult education program offering basic education courses and general education, vocational and enrichment programs.

Fairfax County Public Schools Student Enrollment

Year (As of Fall Membership Report)	Number of Public School Students
1980	127,774
1995	140,097
2000	157,927
2001	160,584
2002	162,585
2003	163,399
2004	163,830
2005	163,534
2006	164,296

Source: Superintendent of Schools, Fairfax County, Virginia

Higher Education

Local universities and colleges available to Town residents include, among others, George Washington University, American University, George Mason University, Catholic University, Howard University, Old Dominion University, Virginia Polytechnic Institute and State

University Extension Program, Strayer University, Northern Virginia Community College System and the University of Virginia Extension Program.

Transportation

Located in the northwest quadrant of Fairfax County, the Town is serviced by the Leesburg Pike (Route 7) to the north; the Greenway (western extension of Route 267) to the west; Fairfax County Parkway to the east; and the Dulles Airport Access Road (Route 267), Lee Jackson Memorial Highway (Route 50); and Interstate 66 to the south, all of which are inter-connected by Route 28. With close proximity to these major transportation routes, residents of the Town enjoy convenient commuting access to the Washington metropolitan area. Within the Town, Herndon Parkway, a "mini-beltway", provides easy access to all parts of the Town. This major internal transportation corridor was completed in 1997.

Located approximately two miles southwest of the Town, Washington Dulles International Airport provides daily world-wide service to the entire area. With increased usage of the airport, the Herndon area has become a desirable location for corporate headquarters. This desirability will increase significantly as the planned Dulles rail project, which includes the Herndon-Monroe and Route 28 rail stations, moves toward reality.

Community Facilities

The Herndon Fortnightly library, a branch of the Fairfax County Library System, with approximately 13,000 square feet is located in the downtown area of the Town, within the Municipal Plaza. Additionally, the Reston Regional Library, a branch of the Fairfax County Library System, is located approximately one mile outside of the Town and is available to all citizens.

The Herndon Municipal Center, a 25,000 square-foot office building with Council Chambers and structured parking for 178 vehicles is also located downtown and adjoins the library.

Town residents are served by the Reston Hospital Center, as well as Access, a twenty-four hour emergency care facility, both of which are located just outside the Town.

Wolf Trap Farm Park for the Performing Arts, an internationally renowned cultural facility noted for its ballet, symphony concerts, and operas, is operated by the National Park Service and is located approximately eight miles from the Town.

With its proximity to the metropolitan Washington area, citizens of the Town enjoy the various community facilities of the District of Columbia including the Washington Zoo, professional and collegiate sports, the Kennedy Center, various memorials and monuments, the Smithsonian Institution and government office buildings. The Smithsonian's popular new National Air and Space Museum is located nearby at Washington Dulles International Airport.

Economic Conditions and Outlook

The long range economic goal of the Town of Herndon is to continually attract new businesses and encourage expansion of existing enterprises. In 2007, the Herndon business

community encompasses a wide spectrum, from home-based occupations to Fortune 500 headquarters; from small ethnic, family-owned grocery stores to leading edge tele-communications and information technology firms. The Town continually seeks to increase the level of acceptable development, which will subsequently increase the tax base. For the Town, "acceptable development" is defined as growth which does not negatively impact the environment, the superior quality of life, or the unsurpassed governmental services currently enjoyed by Town citizens. Future efforts will address additional balanced, quality growth for the downtown areas.

Continued population growth and steady increases in the number of national defense and security-related businesses are anticipated to occur during the next five years. The growth in federal spending and information technology and subsequent economic influence bolsters real estate, general sales, consumer utility, and business, professional and occupational licenses tax revenues. Over the past fifteen years, development and utilization of the Worldgate complex has provided a significant economic stimulus to the Town.

In addition, a future Comprehensive Plan amendment may support additional density through redevelopment in the area of the Herndon-Monroe Station at the southern edge of the Town. This transit station is part of Phase 2 of Dulles Rail, a project that is expected to bring the Washington area MetroRail system to the Herndon area by 2015. Also by the year 2020, the projected non-residential floor area will be almost ten million square feet, supporting an estimated 27,000 jobs.

The National Air and Space Museum at Washington Dulles International Airport, opened in December 2003, continues to have a strong impact on the tourism in the area. The growth in tourism, spurred on by this major regional attraction, has a highly positive influence upon the transient lodging and meals tax collection.

The commercial and high-density residential area continues to provide significant economic stimulus to the Town. However, with continued growth come the demands for more governmental services and the required infrastructure to support these services. Thus, the more challenging goal facing the Town is to maintain this delicate balance between growth and subsequent demand.

The financial stability and the future economic growth potential of the Town is considered sound and is further assured by the long range planning and goals established by the elected officials and staff. Other key attributes that ensure financial stability include professional management in the day-to-day administration of all town functions and services and conservative budgetary practices. In addition, the Town continues to make a determined effort to diversify its revenue stream, thus lessening its dependency on real estate taxes as the primary revenue source.

Principal taxpayers in the Town of Herndon are:

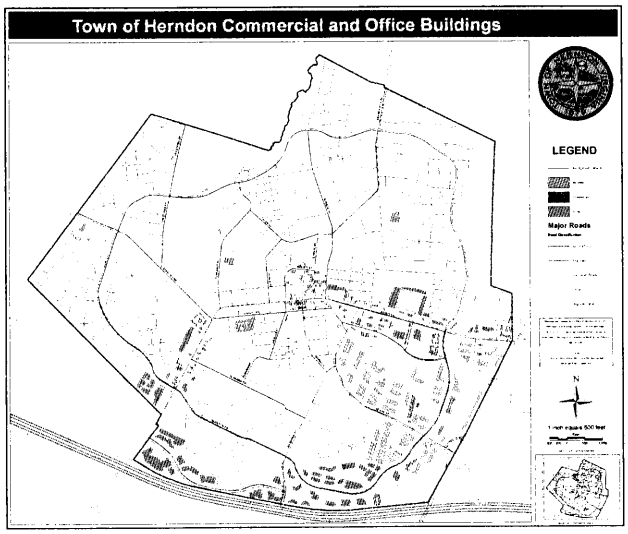
TOWN OF HERNDON, VIRGINIA

PRINCIPAL TAXPAYERS

Assessment Year 2006, Fiscal Year 2007

Property Owner	Assessed Value	Percentage of Total Assessed Value
Federal National Mortgage Assoc.	$85,545,825	3.60%
River Ridge LP	39,363,570	1.66%
JWMFE Herndon LLC	38,957,115	1.64%
Worldgate Centre LLC	38,037,365	1.60%
Caleast Industrial	37,225,535	1.57%
New Dominion Technology Park	32,849,165	1.38%
CB Monument II, Inc.	31,499,305	1.33%
Dwoskin, Albert J. Trust	31,057,965	1.31%
First Herndon Associates Limited	30,610,215	1.29%
HMH Properties, Inc.	29,291,600	1.23%
TOTAL	$394,437,660	16.61%

Source: Town of Herndon Assessment Records, Town of Herndon Department of Finance



Population

The Town population grew by 166.0% in the years 1970-1980, 41% between 1980-1990 and 26% between 1990-2000.

Year	Town	Fairfax County Including Town
1950	1,461	98,557
1960	1,960	248,897
1970	4,301	454,275
1980	11,440	596,901
1990	16,139	818,584
2000	20,329	969,749
2007 [1]	23,217	1,077,000
2010 [2]	23,948	1,133,000
2020 [2]	25,754	1,193,400

[1] Estimate
[2] Projection

Source: Department of Community Development, Town of Herndon, Virginia.

Town of Herndon Housing Estimates - 2005		
Dwelling Units	**Number**	**Percentage of Total Dwelling Units**
Single Family Detached	2,921	38%
Single Family Attached (Townhouses)	2,208	29%
Multifamily (Apartments and Condominiums)	2,540	33%
TOTAL	**7,669**	**100%**

Age Composition

(2000)

	Median Age	% Under 18	%65 or Over	Average Household Size
Town of Herndon	**29.5**	**29.9%**	**3.1%**	**2.97**
Fairfax County	35.9	25.4	7.9	2.74
Northern Virginia	34.7	25.6	7.8	2.65
Commonwealth of Virginia	35.7	24.6	11.2	2.54

Source: Department of Community Development, Town of Herndon, Virginia.
U.S. Census Bureau, Census 2000

Income Profile

Per Capita Income

	1980	1990	1996	1997	1998	1999	2000
Fairfax County (includes Town of Herndon)[1]	**14,916**	**31,244**	**39,531**	**41,591**	**44,679**	**47,241**	**49,729**
Commonwealth of Virginia	10,176	20,538	25,495	26,763	28,369	29,794	31,065
United States	10,183	19,584	24,651	25,874	27,321	28,546	29,451

Source: U.S Department of Commerce, Bureau of Economic Analysis.
[1]Combined area of Fairfax County, City of Fairfax, and City of Falls Church, Virginia.

Unemployment Rate

	2000	2001	2002	2003	2004	2005	2006*
Fairfax County (includes Town of Herndon)	**1.2%**	**2.3%**	**3.4%**	**3.1%**	**2.7%**	**2.6%**	**2.0***
Commonwealth of Virginia	2.2	3.4	4.1	4.1	3.2	3.5	3.0*
United States	4.0	4.8	5.8	6.0	5.4	5.1	4.6

Source: U.S Department of Labor, Bureau of Labor Statistics
Rate not seasonally adjusted.

Budget Calendar

TOWN OF HERNDON, VIRGINIA
FY 2007 - 2008 BUDGET CALENDAR

DATE DUE	ACTIVITY
November 9, 2006	Initial Management Team meeting to review budget process, Capital Improvement Program (CIP), general budgetary philosophy, parameters and priorities, GFOA requirements, long term strategic planning and goals, objectives and performance measures for FY 2008 budget to meet the long term plan.
November 10 - December 16, 2006	Town Manager and Director of Finance determine FY 2008 revenue and budgetary targets.
November 16, 2006	Management Team strategy meeting to finalize staff proposed FY 2008 goals and objectives for disbursement to Town Council in November 17, 2006 dispatch.
November 21, 2006	Town Council work session to determine FY 2008 budget goals and objectives and CIP priorities.
November 30, 2006	Management Team meeting to review feedback from Town Council work session of November 21. Project status sheet/draft six-month CIP report submitted to Management Team.
December 7, 2006	Department of Community Development (CD) distributes CIP forms to departments.
December 15, 2006	Director of Finance calculates existing debt information and current debt capacity.
December 18, 2006	Submission of completed statement of departmental objectives, description of activity center operations, and FY 2008 programs and activities.
January 5, 2007	Deadline for submission of six-month CIP status report to Town Manager.
January 5, 2007	Final deadline for submission of FY 2008-2013 CIP project proposals to CD.
January 12, 2007	Town Manager distributes six-month CIP status report to Town Council.

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TOWN OF HERNDON, VIRGINIA
FY 2007 - 2008 BUDGET CALENDAR

DATE DUE	ACTIVITY
January 12, 2007	Departments submit completed line item budget request forms, organizational charts, and requests for new positions and reclassifications to Town Manager.
January 12, 2007	Completion of CIP financing tables by Director of Finance.
January 12, 2007	Letter from Town Manager to Herndon non-profit organizations mailed.
January 12, 2007	Letter from Mayor to Herndon Clubs, Organizations and Homeowners Associations mailed.
January 16 - 26, 2007	Town Manager and budget team review departmental submissions for accuracy and reasonableness. Assistant to the Town Manager schedules meetings with operation managers for week of January 29.
January 16, 2007	Joint work session between Town Council and Planning Commission, prior to regularly scheduled Council work session, for the six-month review of FY 2007-2012 CIP project status.
January 19, 2007	Deadline for article in February *Talk of the Town* re: February 13, 2007 public hearing on budget.
January 26, 2007	First CIP staff meeting to include the Town Manager. CD completes compilation, clarification, and preliminary review of CIP project requests.
January 29 - February 6, 2007	Budget meetings with Town Manager, budget team, and operation managers.
February 8, 2007	Second CIP staff meeting on FY 2008-2013 projects.
February 9, 2007	Submission of completed performance indicators for all activity centers and FY 2007 outcomes for first six months of fiscal year.
February 12 – 16, 2007	Individual meetings with Town Council members to discuss proposed Budget. Meetings to be scheduled by Assistant to the Town Manager.

11/17/06

TOWN OF HERNDON, VIRGINIA
FY 2007 - 2008 BUDGET CALENDAR

DATE DUE	ACTIVITY
February 12 - March 2, 2007	Departments submit information to Public Information Officer for inclusion in the budget newspaper summary.
February 13, 2007	Town Council public hearing on FY 2008 budget (which is being formulated).
February 20, 2007	Town Council work session discussion of FY 2008 projected revenues.
February 26, 2007	First Planning Commission work session with senior staff to discuss the FY 2008-2013 CIP projects.
March 5, 2007	Planning Commission public hearing on FY 2008-2013 CIP projects.
March 9, 2007	Town Manager recommended FY 2008 portion of the CIP and FY 2008-2013 CIP forwarded to Planning Commission.
March 19, 2007	Second Planning Commission work session to include the Town Manager and other senior staff to discuss the FY 2008-2013 CIP financial strategies.
March 30, 2007	Final version of FY 2008 proposed budget and FY 2008 portion of CIP released by Town Manager.
April 2, 2007	Planning Commission public hearing for final action on FY 2008-2013 CIP.
April 2, 2007	FY 2008 "newspaper style" budget summary distributed to households in Herndon.
April 3, 2007	First Town Council work session to review proposed budget and FY 2008 portion of CIP.
April 10, 2007	Town Council public hearing to allow public testimony on proposed budget and CIP.
April 13, 2007	Revised summary sheet and Planning Commission Chairman's letter regarding 2008-2013 CIP sent to Town Council.
April 17, 2007	Town Council work session to mark-up the proposed FY 2008 budget and FY 2008 portion of CIP.

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TOWN OF HERNDON, VIRGINIA
FY 2007 - 2008 BUDGET CALENDAR

DATE DUE	ACTIVITY
April 24, 2007	Town Council public hearing to allow public testimony on proposed budget and CIP.
May 1, 2007	Town Council work session to review proposed budget and FY 2008 portion of CIP.
May 8, 2007	Town Council public hearing to allow public testimony on proposed FY 2009-2013 portion of CIP.
May 8, 2007	Town Council public hearing consideration and adoption of budget and FY 2008 portion of the CIP.
May 15, 2007	Town Council work session to review proposed FY 2009-2013 portion of CIP.
May 22, 2007	Town Council public hearing consideration and adoption of FY 2009-2013 portion of CIP.
June 29, 2007	Distribute adopted FY 2008 budget and FY 2008 portion of the CIP.
July 20, 2007	Adopted FY 2008 budget submitted to GFOA for Distinguished Budget Award.

11/17/06

Budget Process

Financial Structure
and
Financial Management Policies

THE BUDGET PROCESS
FINANCIAL STRUCTURE AND MANAGEMENT
AND
FINANCIAL POLICIES

THE BUDGET PROCESS

A budget is a formal document that assists the Town of Herndon in planning for the future; measures the performance of Town services; and aids Town citizens and other interested persons in understanding where revenues come from and how they are spent. The Town Manager is required by the Code of Virginia to prepare and present to the Town Council a proposed budget no later than the first day of April of each year. The Town Council is required to adopt a budget prior to July 1 and shall fix a tax rate for the budget year at that time.

A brief synopsis of the budget as proposed by the Town Manager is published at least once in a newspaper with general circulation within the Town. Additionally, notice is given of one or more public hearings at least ten days prior to the public hearing. The public hearing provides citizens of the Town an opportunity to attend and comment on the recommended budget.

The expenditure portion of the Town of Herndon's budget is presented by department and details the estimated funds necessary to accomplish the objectives and goals of the department. Each department is subdivided into activity centers. Each activity center is detailed by line item of expenditure, with an explanation of the requirement for that line item. The revenue portion of the budget is presented by categories of anticipated sources.

Additionally, the proposed and adopted budget numbers are presented in a format that allows one to compare them to the budget of the current fiscal year and to the audited, actual results of the prior fiscal years.

Other information provided by the budget document include: departmental purpose statements, objectives, programs and activities for each activity center, as well as organization, descriptions, personnel allocations, graphic statistical presentations, and performance indicators where applicable.

BASIS OF ACCOUNTING AND BUDGETING

The budget must comply with the *Code of Virginia* and other regulatory agencies, as appropriate. According to the *Code of Virginia* the Town is required to have a balanced budget and undergo an annual financial audit by an independent certified public accountant. A balanced budget is one in which all proposed expenditures and other financial uses are fully funded by projected revenues and other financing sources. Thus, the budget outlines the required information to serve legal and financial reporting purposes.

The Commonwealth of Virginia requires that the Town budget be based on fund accounting, which is a system of accounting that matches the sources of revenue (such as taxes or service fees) with the uses (program costs) of that revenue. Therefore, the Town budgets and accounts for its revenues and expenditures in various funds. The Financial Structure discussion following this section provides further detail on this topic.

ACCOUNTING BASIS

Each fund is considered a separate accounting entity, with operations accounted for in a separate set of self-balancing accounts, which comprise assets, liabilities, fund equity, revenues and expenditures, or expenses as appropriate.

Governmental funds, which include the general fund, special revenue funds, and permanent funds, are accounted for on the modified accrual basis of accounting. Revenue is considered available and recorded if it is collectible within the current period or within 45 days thereafter to be used to pay liabilities of the current period. Expenditures are generally recorded when the related fund liability is incurred or expended.

Proprietary and fiduciary funds utilize the accrual basis of accounting. Revenue is recognized when earned and expenses are recognized when incurred.

As promulgated by the Government Accounting Standards Board in Statement No. 34, the Town's basic financial statements include separate fund-based presentations and two basic government-wide financial statements. These two government-wide statements are the statement of net assets and the statement of activities.

BUDGETARY BASIS

Annual budgets spanning the fiscal year (July 1 – June 30) are prepared on a basis consistent with generally accepted accounting principles. For Proprietary Funds, depreciation expenses are not budgeted, but are recorded and reported for financial purposes. Appropriations lapse on June 30 unless specifically encumbered or reserved.

FINANCIAL STRUCTURE

STRUCTURE

The Town of Herndon employs a financial structure which includes a General Fund for the day-to-day operations of the Town; one special revenue fund to account for the perpetual care resources of Chestnut Grove Cemetery; four proprietary funds - the Water and Sewer Fund, the Golf Course Fund, the Chestnut Grove Cemetery Fund and the Downtown Parking Enterprise Fund; a Capital Projects Fund; an Information Systems (IS) Improvement Fund; and one fiduciary fund to account for the investments of the Town's contribution to the Police Supplemental Retirement Fund. The details of the General Fund, Water and Sewer Fund, Chestnut Grove Cemetery Fund, Golf Course Fund, and Downtown Parking Enterprise Fund budgets for FY 2008 are contained within this budget document. The cost to the Town for funding the Police Supplemental Retirement Fund is contained within the Police Department's budgetary line items for employee benefits and is projected to cost the Town $169,333 during FY 2008. This funding is based on the Town contributing three percent of the annual salary of each sworn police officer towards police supplemental retirement and one percent of the annual salary of each police officer towards a police retirement heath stipend.

Detailed description of each fund type is provided below:

<u>General Fund</u>

The General Fund is the primary operating fund of the Town and receives most of the revenue derived by the Town from local sources, including real estate taxes, other local taxes, licenses,

permits, privilege fees, and charges for services such as fees for parks and recreation classes and programs. Other sources of revenue to the General Fund include reimbursement of Town expenses shared by Fairfax County and the Commonwealth of Virginia. In addition, this fund may receive revenue from the federal government to pay a portion of the cost of Town programs and services.

Major General Fund expenditures include the costs of general Town government (administration, finance, police, community development, public works, parks and recreation, etc.) and transfers to other funds. Debt service payments on Town general obligation bonds (excluding Town general obligation bonds payable from the enterprise funds) are expenditures of the General Fund.

Proprietary Fund Type

The proprietary funds consist of four enterprise funds - the Water and Sewer Fund, which accounts for the operation, maintenance, and construction of the Town's water and sanitary sewer systems; the Golf Course Fund, which accounts for the operation, maintenance and construction of the Town's golf course; the Chestnut Grove Cemetery Fund which accounts for the operations, maintenance and development of the Chestnut Grove Cemetery; and the Downtown Parking Enterprise Fund which accounts for the operations, maintenance and construction of the Town's downtown surface parking lots and public shared parking program. Revenues of the funds consist principally of user fees charged for sales and services.

In addition to a prorated share of debt service on Town general obligation bonds, other major expenditures for these funds include personnel and operating costs, and payments to outside authorities for wholesale water purchases and sewer conveyance services. Also included as proprietary funds expenditures are equipment and major capital outlay, services provided by other funds and the day-to-day materials and supplies required to maintain and operate the physical plants of each fund.

Fiduciary Fund Type

The Town's only fiduciary fund is the Police Supplemental Retirement Fund. This fund accounts for the accumulation of resources to be used for the payment of selected retirement pay out options for the Town's sworn police officers. Resources are contributed by the Town at a fixed percentage rate, as determined by the Town Council, of the annual salary of each sworn police officer. Administrative costs, as well as the contribution per officer, are recorded in the General Fund.

Other Governmental Fund Type

The Town also has one special revenue fund, a subcomponent under the governmental funds classification, which is the Chestnut Grove Cemetery Perpetual Care Trust Fund. This fund accounts for the accumulation of resources to be used for the perpetual maintenance and operation of Chestnut Grove Cemetery. Annual transfers are made from the Chestnut Grove Cemetery Fund, which are equal to ten percent of the cemetery site sales for the fiscal year. For financial reporting purposes, the Town's major funds are the General Fund, Water and Sewer Fund, Golf Course Fund and Chestnut Grove Cemetery Fund. The Town's other funds, which include the Downtown Parking Enterprise Fund, the Chestnut Grove Cemetery Perpetual Care Trust Fund, and the Police Supplemental Retirement Fund are classified as nonmajor funds.

TRANSFER / REALLOCATION / REDISTRIBUTION OF FUNDS

The Town Council of the Town of Herndon, by adoption of the annual budget, approves the following procedures for the transfer, reallocation, or redistribution of approved expenditures:

DEPARTMENT HEADS

The directors of the departments are authorized to transfer/reallocate/redistribute the approved operations, maintenance and capital funding between approved expenditure accounts within their respective departments. Total amount of each approval shall not exceed $1,000 and multiple transfers to the same account cannot exceed a total of $30,000. Requirements in excess of $1,000 must be submitted to the Town Manager for review and approval.

TOWN MANAGER

The Town Manager is authorized to approve the transfer/reallocation/redistribution of General Fund, Water and Sewer Fund, Golf Course Fund, Chestnut Grove Cemetery Fund, Downtown Parking Enterprise Fund, Capital Projects Fund and Information Systems Improvement Fund monies within a department or between departments in the same fund. Actions may be within or between the personnel, operations and maintenance and capital outlays/projects accounts. Total amount of each approval shall not exceed $30,000 and multiple transfers to the same account cannot exceed a total of $30,000. Requirements in excess of $30,000 must be submitted by Resolution to the Town Council for approval.

TOWN COUNCIL

The Town Council retains the responsibility and authority to approve by Council action all transfers/reallocations/redistribution in excess of $30,000, and all budget amendments including transfers between funds. In addition, only Town Council can authorize the reallocation of available Reserve Account funding, when the reallocation is for a purpose other than the originally intended purpose of the Reserve Account.

OTHER FINANCIAL INFORMATION

INTERNAL CONTROLS

Management of the Town of Herndon is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the government are protected from loss, theft or misuse and to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits require estimates and judgments by management.

BUDGETARY CONTROLS

Budgetary control is maintained at the fund and department level with all departments having on-line, real-time access to line item account information. Additionally, department directors are provided monthly printouts of comprehensive financial data for each activity center in the department. These reports display approved budget amounts, detailed item-by-item expenditure

and encumbrance transactions, transfers, and remaining budget balances by line item. Prior to the release of a purchase order to a vendor, funds are properly encumbered. If the dollar amount of a purchase order request exceeds the allotment balance, the purchase order is not released until a proper transfer of funds has been approved and executed.

ACCOUNTING SYSTEM

The Town has an automated accounting system that maintains the accounting records for general governmental operations on a modified accrual basis. Accounting records for the Town's proprietary funds (which are the Water and Sewer Fund, the Golf Course Fund, the Chestnut Grove Cemetery Fund and the Downtown Parking Enterprise Fund) are maintained on a full accrual basis.

FUND BALANCE

There are various definitions of the term "fund balance". Generally, the term can be defined as "the cumulative difference of all revenues and expenditures from the government's creation." Fund balance is normally divided into a reserved and an unreserved amount. The reserved amount consists of funds that are either legally restricted to a specific future use or are not available for appropriation or expenditure. The unreserved portion may also be subdivided into designated and undesignated portions. If Town Council plans for future actions require financial resources, then a portion of the fund balance may be designated for those purposes.

The undesignated portion of the unreserved fund balance is the financial resource that may be made available to meet unplanned or unforeseen contingencies and other working capital requirements. Additionally, the undesignated portion of the unreserved fund balance provides the Town of Herndon the ability to maintain a stable tax rate and revenue structure, while providing consistent service delivery to all citizens, especially in times of economic uncertainty.

Displayed below are the General Fund fund balance amounts by category for the past ten fiscal years.

FUND BALANCE - GENERAL FUND
Ten Year History
(Audited Balances)

Year Ended June 30	RESERVED	UNRESERVED DESIGNATED	UNRESERVED UNDESIGNATED
2006	$810,834	$1,542,828	$ 5,032,926
2005	1,302,446	872,164	5,439,713
2004	1,481,659	809,253	5,804,224
2003	1,365,946	288,225	6,552,305
2002	1,807,801	527,712	8,058,714
2001	1,409,838	856,347	7,424,402
2000	1,400,199	1,412,353	6,070,433
1999	975,507	780,592	5,732,569
1998	892,393	495,534	4,774,225
1997	990,067	1,167,081	4,422,945

Changes in the General Fund fund balance over the past ten years reflect both trends in economic activities in the Town as well as the planned use (i.e., drawdown) of the undesignated fund balance to finance specific capital projects desired by the community.

The following three pages display fund balance/fund equity comparisons for the General Fund, Water & Sewer Fund, Golf Course Fund, Chestnut Grove Cemetery Fund and the Downtown Parking Enterprise Fund for FY 2003-2004 through the projected balances for FY 2007-2008.

TOWN OF HERNDON, VIRGINIA
FUND BALANCE SUMMARY - GENERAL FUND
FISCAL YEARS 2004-2008

	2003-2004 ACTUAL	2004-2005 ACTUAL	2005-2006 ACTUAL	2006-2007 BUDGET	2007-2008 ADOPTED
REVENUE					
General Taxes	$ 7,125,043	$7,775,575	$8,702,956	$10,476,790	$11,388,540
Other Local Taxes, Licenses Fees & Permits	8,714,050	10,252,475	10,776,120	10,824,150	11,018,885
Fines	492,125	449,833	471,902	471,000	533,250
Use of Money & Property	115,685	377,332	622,972	816,400	788,700
Sale of Services	2,404,427	2,426,982	2,504,550	2,880,580	2,880,700
Intergovernmental	3,586,070	4,187,455	3,948,729	5,226,960	4,319,680
Miscellaneous	68,163	48,373	97,865	455,000	232,500
TOTAL – REVENUE	21,411,511	25,518,028	27,125,094	31,151,880	31,162,255
EXPENDITURES					
Legislative	329,467	581,659	605,038o	603,534	615,769
Town Administration	2,230,922	2,181,253	2,373,380	2,448,912	2,475,663
Town Attorney	321,597	350,048	415,617	507,481	470,672
Finance	962,466	1,022,423	1,137,903	1,221,884	1,281,751
Community Development	1,083,711	1,269,554	1,479,769	1,748,661	1,994,976
Police	6,255,393	6,588,415	7,209,795	7,726,607	8,236,994
Public Works	6,358,797	7,139,428	7,452,737	8,590,102	8,973,540
Parks & Recreation	3,075,665	3,141,800	3,353,890	3,962,981	4,102,995
Grants	95,391	79,212	241,986	0	0
Debt Service	1,812,708	2,335,249	2,578,862	3,013,443	2,834,844
TOTAL EXPENDITURES	22,526,117	24,689,041	26,848,977	29,823,605	30,987,204
Revenue Over (Under) Expenditures	(20,554)	827,457	276,117	1,328,275	175,051
Other Financing Sources (Uses), Net	(90,786)	(1,308,270)	(503,852)	(2,102,000)	(1,009,000)
Net Change in Fund Balance	(111,340)	(480,813)	(227,735)	(773,725)	(833,949)
Fund Balance (total), July 1	8,206,476	8,095,136	7,614,323	7,386,588	6,612,863
Fund Balance (total), June 30	$ 8,095,136	$7,614,323	$7,386,588	$6,612,863	$5,778,914

TOWN OF HERNDON, VIRGINIA
EQUITY COMPARISON - WATER & SEWER FUND
FISCAL YEARS 2004-2008

	2003-2004 ACTUAL	2004-2005 ACTUAL	2005-2006 ACTUAL	2006-2007 BUDGET	2007-2008 ADOPTED
Operating Revenues	$ 4,149,973	$ 4,119,900	$ 4,521,696	$ 4,291,210	$ 4,658,262
Less Operating Expenses	5,340,723	5,873,518	6,135,079,	5,683,310	5,915,062
Operating Loss	(1,190,750)	(1,753,618)	(1,613,383)	(1,392,100)	(1,256,800)
Non-Operating Revenue (Expense)	1,614,465	1,304,670	957,181	1,069,000	804,600
Net Income (Loss)	423,715	(448,948)	(656,202)	(323,100)	(452,200)
Capital Contributions	465,844	380,857	553,422	300,000	300,000
Change in Net Assets	889,559	(68,091)	(102,780)	(23,100)	(152,200)
Total Net Assets, July 1	24,317,220	25,206,779	25,138,688	25,035,908	25,012,808
Total Net Assets, June 30	$ 25,206,779	$ 25,138,688	$ 25,035,908	$ 25,012,808	$ 24,860,608

TOWN OF HERNDON, VIRGINIA
EQUITY COMPARISON - GOLF COURSE FUND
FISCAL YEARS 2004-2008

	2003-2004 ACTUAL	2004-2005 ACTUAL	2005-2006 ACTUAL	2006-2007 BUDGET	2007-2008 ADOPTED
Operating Revenue	$ 1,435,004	$ 1,336,762	$ 1,282,099	$ 1,365,019	$ 1,381,259
Less Operating Expenses	1,295,269	1,278,167	1,413,010	1,450,480	1,468,239
Operating Income (Loss)	139,735	58,595	(130,911)	(85,416)	(86,980)
Less Non-Operating Revenue (Expense), Net	(94,279)	(34,106)	(40,444)	(34,927)	(34,582)
Change in Net Assets	45,456	24,489	(171,355)	(120,343)	(121,562)
Total Net Assets, July 1	3,824,362	3,869,818	3,894,307	3,722,952	3,602,609
Total Net Assets, June 30	$ 3,869,818	$3,894,307	$3,722,952	$3,602,609	$3,481,047

TOWN OF HERNDON, VIRGINIA
EQUITY COMPARISON – CEMETERY FUND
FISCAL YEARS 2004-2008

	2003-2004 ACTUAL	2004-2005 ACTUAL	2005-2006 ACTUAL	2006-2007 BUDGET	2006-2007 ADOPTED
Operating Revenue	$ 303,937	$ 412,006	$444,291	$ 477,135	$ 576,170
Less Operating Expenses	300,580	337,822	406,997	441,314	535,084
Operating Income (Loss)	3,357	74,184	37,294	35,821	41,086
Less Non-Operating Revenue (Expense), Net	(49,208)	18,320	(17,283)	(27,632)	(101,482)
Transfer In (Out), net	33,576	26,526	(13,960)	39,200	31,212
Change in Net Assets	(12,275)	119,030	6,051	47,389	(29,184)
Total Net Assets, July 1	999,002	986,724	1,105,754	1,111,805	1,159,194
Total Net Assets, June 30	$ 986,724	$1,105,754	$1,111,805	$ 1,159,194	$ 1,130,010

TOWN OF HERNDON, VIRGINIA
EQUITY COMPARISON – DOWNTOWN PARKING ENTERPRISE FUND
FISCAL YEARS 2004-2008

	2003-2004 ACTUAL	2004-2005 ACTUAL	2005-2006 ACTUAL	2006-2007 BUDGET	2007-2008 ADOPTED
Operating Revenue	$ 10,526	$ 13,392	$ 32,632	$ 12,630	$ 12,630
Less Operating Expenses	37,460	40,750	129,847	121,,570	40,750
Operating (Loss)	(26,934)	(27,358)	(97,215)	(108,940)	(28,120)
Non-Operating Revenue	12,972	7,339	12,6469	20,000	11,870
Capital Contributions	113,889	0	0	26,100	26,100
Transfers in	0	0	0	0	0
Change in Net Assets	99,927	(20,019)	(84,569)	(62,840)	9,850
Total Net Assets, July 1	1,822,701*	1,922,628	1,902,609	1,818,040	1,755,200
Total Net Assets, June 30	$ 1,922,628	$ 1,902,609	$ 1,818,040	$ 1,755,200	$ 1,765,050
* Restated per GASB 34 implementation					

DEBT SERVICE

Funds for major capital construction are typically generated by the sale of general obligation bonds that pledge the full faith and credit of the Town for their repayment. These bonds are usually repaid over a 15 to 20 year period. Other sources of funding include revenue funds

generated by enterprise activities or revenue bonds that pledge the revenue generating potential of a facility or utility.

GENERAL FUND OUTSTANDING DEBT

The Town of Herndon has authorized and issued general obligation bonds for more than forty years. In addition to bond financing, the Town has made use of capital lease/purchase borrowing to procure selected vehicles and specialized equipment having a unit purchase price in excess of $10,000 and an expected useful life of five years or more. A description of the Town's current outstanding bond issues and debt service funding requirements for FY 2008 are provided below and on the following pages.

1994 Refunding Bond Issue

In Fiscal Year 1994 low bond interest rates offered an opportunity for the Town to save on bond interest costs over the remaining life of its outstanding bonds. The Town refunded all of the outstanding balance of its 1977 bond issue and advanced refunded the 1988 and 1990 bond issues.

The 1994 refunding bond issue was $8,865,000 with an eighteen-year life and a true interest cost of 4.73 percent. Net cumulative savings to the Town due to the refunding was $507,705 over the life of the replacement bonds. For Fiscal Year 2008, semi-annual interest payments totaling $81,221 will be due. Also due is a principal installment totaling $645,000.

2001 General Obligation Bond Issue

The Town's Adopted Capital Improvement Program (CIP) for FY 2001 included several large street and utility improvement projects, such as the reconstruction of Alabama Drive and placing the utilities along south Elden Street underground. Also included as part of the adopted FY 2001 CIP was funding to construct new maintenance facilities at the Herndon Centennial Golf Course and Chestnut Grove Cemetery. The cemetery capital project also included an administrative office.

The total estimated cost of these projects was $4,950,000, and was financed through the 2001 general obligation bond issue. These bonds were sold in May 2001 at a true interest cost of 4.66 percent. Of the amount issued, $2,900,000 is a liability of the General Fund; $1,300,000 is a liability of the Golf Course Fund and the remaining $750,000 is a liability of the Cemetery Fund.

During Fiscal Year 2008, semi-annual interest payments totaling $173,751 will be due. Also due is a principal installment totaling $205,000. Allocation of this liability is as follows: $221,895 will be chargeable to the General Fund, $99,470 will be funded by the Golf Course Fund and $57,387 will be chargeable to the Cemetery Fund.

2002 Refunding Bond Issue

With interest rates falling throughout the summer and fall of 2001, the timing was right to issue refunding bonds on the outstanding balance of the Town's 1993 issue. In February 2002, the Town issued general obligation refunding bonds to refund all of the outstanding maturities of the 1993 series. Net cumulative savings to the Town due to the refunding was $486,744 over the life of the replacement bonds. The true interest cost of the refunding bonds was 3.69 percent.

Principal payments on the 2002 refunding bonds occur each August 1st. The FY 2008 principal installment due is $505,000. Also payable during Fiscal Year 2008 are semi-annual interest payments totaling $132,500. All principal and interest is chargeable to the General Fund.

2003 General Obligation and Revenue Bond Issues

In the summer and fall of 2003, an opportunity arose for the Town to purchase an existing office/flex building on the Herndon Parkway which could be retrofitted for Police operations. The purchase price for the land and building at 397 Herndon Parkway was $7.131 million with expected build out costs of $2.4 million. A substantial part of the financing for this capital project was obtained through two bond issues totaling $8.5 million. The bonds issued by the Town were composed of a tax-exempt portion at $4.7 million and were used to finance the purchase, repair and build-out of the police facility portion of the building. The second portion, at $3.8 million, was designated as a taxable revenue bond and was used to purchase and repair the remaining space. This allowed the Town to lease the additional space to another governmental agency and a for-profit business and not be in violation of any federal private activity restrictions governing the use of tax-exempt financing. The bonds were issued as part of a larger Virginia Municipal League/Virginia Association of Counties Finance Program (VML/VACo Finance Program) financing in December 2003. The combined true interest cost for both the tax-exempt and the taxable portions was 4.45 percent.

Principal payments on the 2003 bonds occur each August 1st. The FY 2008 principal installment due totals $315,000. Also payable during Fiscal Year 2008 are semi-annual interest payments totaling $321,818. All principal and interest is chargeable to the General Fund.

2005 General Obligation Bond Issue

Bonds in the amount of $4.8 million were issued in December 2005 under the VML/VACo Finance Program to finance the construction of the Herndon Community Center Phase IV addition. This 12,000 square foot expansion will improve the multi-purpose space, game room, fitness room, class spaces as well as administrative offices. The current design and construction also includes foundation supports and stairwell and elevator locations for expansion into a second story in the future.

Principal payments on the 2005 bonds occur each August 1st. The FY 2008 principal installment due totals $170,000. Also payable during Fiscal Year 2008 are semi-annual interest payments totaling $193,986. All principal and interest is chargeable to the General Fund.

2006 General Obligation Bond Issue

Bonds in the amount of $2.260 million were issued in December 2006 under the VML/VACo Finance Program to finance specific FY 2007 General Fund capital projects including land acquisition for the Elden-Center Streets intersection, Town Shop improvements and the second phase of Worldgate Drive repaving. Total bond proceeds allocated for these projects were $500,000. The remaining proceeds, at $1.760 million, were dedicated to construction of a new maintenance facility and small administrative office at Chestnut Grove Cemetery, as well as other cemetery improvements. Debt service for this later portion is the responsibility of the Cemetery Fund.

Principal payments on the 2006 bonds occur each August 1st. The FY 2008 principal installment due totals $75,000. Also payable during Fiscal Year 2008 are semi-annual interest payments totaling $103,167. Allocation of this liability is as follows: $39,424 will be chargeable to the General Fund and $138,743 will be chargeable to the Cemetery Fund.

The chart below displays summary information concerning the outstanding debt attributed to the General Fund.

GENERAL FUND BOND SUMMARY

ISSUE	VALUE OF ORIGINAL ISSUE	OUTSTANDING BALANCE ON JULY 1, 2007	FY 2008 PRINCIPAL PAYMENT	OUTSTANDING BALANCE ON JUNE 30, 2008
1994 Refunding	$ 7,092,400	$ 1,930,000	$ 645,000	$ 1,285,000
2001General Obligation*	2,900,000	2,270,203	120,101	2,150,102
2002 Refunding	5,850,000	3,565,000	505,000	3,060,000
2003 General Obligation	4,700,000	4,700,000	0	4,700,000
2003 Revenue	3,800,000	2,900,000	315,000	2,585,000
2005 General Obligation	4,800,000	4,700,000	170,000	4,530,000
2006 General Obligation*	500,000	500,000	16,600	483,400
Total		$ 20,565,203	$ 1,771,701	$ 18,793,502

*General Fund portion only.

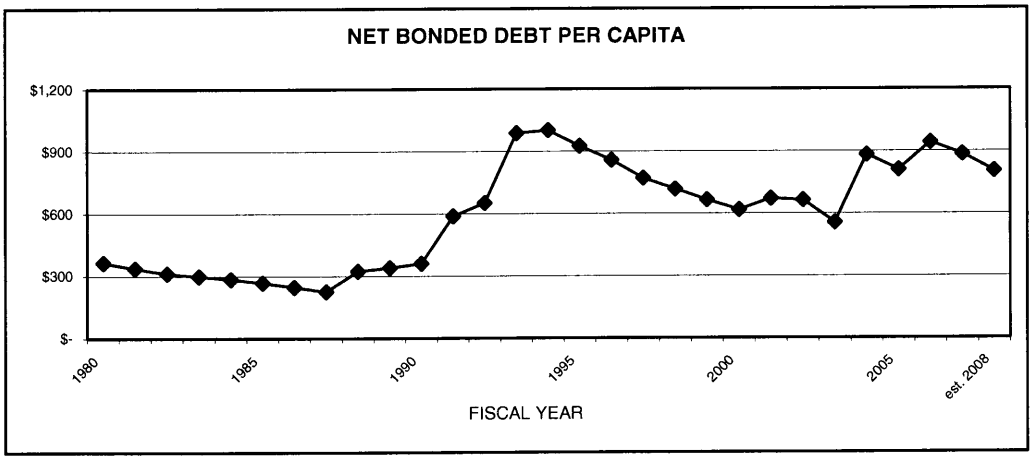
In addition to the bond payments and bond issuance costs, the Fiscal Year 2008 General Fund budget includes $209,000 in capital lease/purchase debt service payments.

Net Bonded Debt Per Capita:

The chart on the next page graphically displays the Town's net bonded debt per capita over the past twenty-seven fiscal years. Net bonded debt per capita compares the Town's outstanding (or gross) general obligation or other bonded debt (less all debt to be repaid by the Town's enterprise funds, which are self-supporting entities) to the population. Up until 1990, the amount of debt per Town resident was below $500. In 1990, the Town issued a $5 million capital improvements bond, which brought the net bonded debt per capita to $588. In 1993, the Town again issued bonds totaling $7.5 million, increasing the net bonded debt per capita to $987. Then, in 1994, the Town issued general obligation refunding bonds, which again increased the net bonded debt per capita to its highest level of $1,001.

From 1994 to 2000, the Town steadily paid down the principal balances on its entire outstanding general obligation bond issues. In 2000, the net bonded debt per capita was at a low of $617. During 2001 and 2002, the Town issued general obligation bonds and refunding bonds, bring the debt per capita amount to $622. The two bond issues in FY 2004, at a total of $8,500,000,

increased the net bonded debt per capita to $882. After taking into account the 2005 and 2006 bond issues, the Town's projected net bonded debt per capita at June 30, 2008 will be $804.



Debt as a Percentage of Assessed Value:

The Town's debt as a percentage of assessed value should not exceed three percent. The most recent comprehensive annual financial report (FY 2006) placed the Town's outstanding debt as a percentage of assessed value at 0.65 percent. At July 1, 2007, the estimated percentage will be 0.488 percent. The *Code of Virginia* limits the Town's debt to ten percent of assessed value. Based on this restriction, the Town's total outstanding debt cannot exceed $459,339,867 during FY 2008.

The schedule below computes the Town's projected legal debt margin as of June 30, 2008.

Schedule of Computation of Legal Debt Margin

June 30, 2008

Assessed value - real property	$ 4,593,398,670
Debt limit 10 percent of assessed value	
Amount of debt applicable to debt limit:	459,399,867
Less - total amount of outstanding debt applicable to debt limit	18,793,502
Legal debt margin	$ 440,546,365

GOLF COURSE FUND OUTSTANDING DEBT

2001 Bond Issue

As described in the previous section concerning General Fund debt, a general obligation bond issue was placed during FY 2001 to finance several major capital projects. One of these projects was construction of a new maintenance facility at the Herndon Centennial Golf Course at an approximate cost of $1,300,000. The borrowing is a liability of the Golf Course Fund and is being repaid through Golf Course revenues. For Fiscal Year 2008, semi-annual interest payments totaling $45,632 will be due. Also due is a principal installment totaling $53,838.

GOLF COURSE FUND BOND SUMMARY

ISSUE	VALUE OF ISSUE	OUTSTANDING BALANCE ON JULY 1, 2007	FY 2008 PRINCIPAL PAYMENT	OUTSTANDING BALANCE ON JUNE 30, 2008
2001*	$ 1,300,000	$ 1,017,677	$ 53,838	$ 963,839

*Golf Course Fund portion only.

CHESTNUT GROVE CEMETERY FUND OUTSTANDING DEBT

2001 Bond Issue

As described in the previous section concerning General Fund debt, a general obligation bond issue was placed during FY 2001 to finance several major capital projects. One of these projects is the construction of a new maintenance facility and small administrative office at Chestnut Grove Cemetery. Approximate cost for the facilities is $750,000. The borrowing is a liability of the Cemetery Fund and is being repaid through Cemetery Fund revenues. For Fiscal Year 2008, semi-annual interest payments totaling $26,326 will be due. Also due is a principal installment totaling $31,061.

CEMETERY FUND BOND SUMMARY

ISSUE	VALUE OF ISSUE	OUTSTANDING BALANCE ON JULY 1, 2007	FY 2008 PRINCIPAL PAYMENT	OUTSTANDING BALANCE ON JUNE 30, 2008
2001*	$ 750,000	$ 587,120	$ 31,061	$ 556,059
2006*	1,760,000	1,760,000	58,407	1,701,593
Total		$ 2,347,120	$ 89,468	$ 2,257,652

* Cemetery Fund portion only

GENERAL OBLIGATION BONDS PAYABLE - FUTURE REQUIREMENTS

The Town's total expected balances of long-term debt at June 30, 2008 are as follows:

	General Long-term Debt Account Group	Enterprise Funds Long-term Debt
Serial bonds:		
Refunding bonds issued December 1, 1993; with interest rates of 4.10% to 5.2% payable semi-annually; annual maturity from $405,000 to $365,000 through December 2010.	$ 1,285,000	$ -
Public improvement bonds issued June 2001; with interest rates of 3.10% to 4.88% payable semi-annually; annual maturity from $155,000 to $365,000 through June 2021.	$ 2,150,102	$ 1,519,898
Refunding bonds issued February 2002; with interest rates of 3.0% to 4.0% payable semi-annually; annual maturity from $415,000 to $515,000 through August 1, 2013.	$ 3,060,000	$ -
Public improvement bonds issued in December 2003; with interest rates of 2.02% to 4.52% payable semi-annually; annual maturity from $425,000 to $625,000 commencing 2015 through 2023.	$ 4,700,000	$ -
Revenue bonds issued in December 2003; with interest rates of 1.52% to 5.02% payable semi-annually; annual maturity from $295,000 to $420,000 through 2014.	$ 2,585,000	$ -
Public improvement bonds issued in December 2005; with interest rates of 4.00% to 4.50% payable semi-annually; annual maturity from $100,000 to $350,000 through 2025.	$ 4,530,000	$ -
Public improvement bonds issue in December 2006; with interest rates of 3.50% to 5.25% payable semi-annually; annual maturity of $75,000 to $170,000 through 2027.	$ 483,400	$ 1,701,593
Total Long-term Debt	$ 18,793,502	$ 3,221,491

Annual requirements to amortize long-term debt and related interest are as follows:

Year Ending June 30	General Long-term Debt		Golf Course Fund		Cemetery Fund	
	Principal	Interest	Principal	Interest	Principal	Interest
2009	1,549,630	775,183	55,152	43,558	90,225	105,472
2010	1,609,518	706,877	59,091	41,353	96,392	103,456
2011	1,653,553	634,752	60,404	38,988	101,043	100,049
2012	1,229,411	571,214	63,030	36,512	102,559	95,504
2013	1,274,305	517,492	66,970	33,865	108,725	88,848
Thereafter	11,477,085	2,841,794	659,192	149,135	1,758,708	720,472
Total	$18,793,502	$6,047,312	$963,839	$343,411	$2,257,652	$1,213,801

CAPITAL IMPROVEMENT PROGRAM

The purpose of the Capital Improvement Program (CIP) is to provide a practical plan for the acquisition, development, enhancement or replacement of public facilities to serve Town citizens. The CIP is a realistic six-year program for implementing the capital priorities of the Town within identified funding constraints. The programming of capital improvements aids in the efficient and effective provision of public facilities and services.

As opposed to operations and maintenance, capital projects require major expenditures for such acquisitions as public land, structures, utility systems, streets, and major equipment. Projects or programs requiring a total commitment of less than $10,000 are not normally included in the Town's CIP.

The CIP is a critical component of the Town's goal setting, budgeting, evaluating, and reporting system, as identified in the adopted budget (see also diagram on page 5 of the budget). After final adoption by the Town Council, the CIP serves as a budget document and funding authorization for the first fiscal year of the program. The remaining five years of the six-year schedule serve as a planning tool for future bond issues and other logistical and financial considerations. The CIP is developed concurrently with the programs and activities that comprise the annual operating budget. Detailed information concerning the Town's CIP for FY 2008 - FY 2013 is contained in the section titled "Capital Improvement Fund", starting on page 407 of this budget document. The FY 2008 portion of the CIP totals $3,271,600 for all funds, with General Fund capital projects constituting the major portion at $2,108,000.

FINANCIAL POLICIES

This section identifies some of the major financial policies which serve as a guide for making short-term and long-term budgetary and fiscal decisions. The policies support the strategic direction of the Town and contribute directly to the outstanding fiscal reputation of the Town. The Town Council of the Town of Herndon, as part of the Fiscal Year 2008 budget, confirms the following financial policies:

Budget Guidelines

Balanced Budget: The Town will adopt a balanced annual budget by July 1 of each fiscal year which will provide the resources necessary to enhance (or at least maintain) the level of quality services expected by its citizens. A balanced budget is defined as one in which total projected revenues and other financing sources are equal to total anticipated disbursements, including established reserves.

The FY 2008 adopted budget maintains the quality of all existing services and includes continued efforts to address neighborhood revitalization and community livability. Total revenues and other financing sources (such capital lease/purchase proceeds and use of prior year reserves) are equal to total expenditures and other financing uses.

Interfund Borrowing:

- Before lending between funds can be initiated, the amount of unrestricted, available cash to be retained at all times by the LENDING fund should be equivalent to at least six months (or one-half) of the lending fund's current annual operating and debt service budgets.

- All borrowings will be repaid in their entirety to the LENDING fund by the BORROWING fund unless specific action is taken by the Town Council to forgive the outstanding balance of the debt. In this case, the outstanding balance of the borrowing would be reclassified from an "interfund loan" to an "operating transfer".

- The borrowing will be restricted to financing a specific capital outlay/project of the BORROWING fund and be adequately described in and supported by the Town's adopted CIP, budget or budget amendment.

- The maximum lending period will generally be the lesser of ten years or until the LENDING fund's need for its available cash becomes evident. However, if financially feasible by the LENDING fund, longer loan periods related to the acquisition and construction of longer-lived assets (i.e. buildings, roads, other infrastructure, etc.) can be considered.

- The interest rate to be charged will be the prevailing interest rate the Town could have secured at the time of the borrowing had the funds been invested in specific investment instruments as allowed under the Town's adopted Investment and Portfolio Policy.

- Should it become financially feasible and of general benefit to the Town as a whole, the outstanding balance of the loan could be returned by the BORROWING fund to the

LENDING fund on an expedited basis. This can be accomplished by issuing general obligation bonds or undertake some other financial arrangement.

Fund Balance: The undesignated portion of the General Fund unreserved fund balance, as of June 30 of each year, will be maintained at a level that equals, at a minimum, approximately ten percent of the adopted General Fund operating and debt service expenditures for the subsequent fiscal year.

Based on this policy, the minimum undesignated, unreserved fund balance for FY 2008 is $3,101,720. The anticipated unreserved, undesignated fund balance at June 30, 2008 is $3,425,252.

Mid-Year Review and Adjustments: During each fiscal mid-year review of the budget, budget adjustments which propose to use General Fund undesignated, unreserved fund balance should be minimized to address only critical issues. Nevertheless, funds in excess of the recommended ten percent of undesignated, unreserved fund balance may be available for appropriation by the Town Council to meet deferred or newly identified operational or capital requirements.

The adopted FY 2008 budget will continue to adhere to this policy.

Revenues

Diversification: The Town shall take proactive steps to maintain a diversified revenue stream to lessen its dependence on real estate taxes as the primary source of General Fund revenue and to shelter the Town's finances from short-term fluctuations in any single revenue source.

The adopted FY 2008 budget maintains a diversified revenue base with combined business and consumer-related taxes and permits, (e.g., transient lodging taxes, meals taxes, cellular telephone taxes, consumer utility taxes, business license fees, and sales taxes) and receipts from sales of services constituting 45 percent of total General Fund recurring revenues. Total projected real estate taxes for FY 2008 will provide 36 percent of total General Fund recurring revenues.

Fees and Charges: The Town will strive to set enterprise fund fees and charges at a level sufficient to recover all costs not subsidized by non-operating revenues (such as interest earnings and availability fees) and use of prior year reserves. In addition, all Parks and Recreation receipts will offset at least 65 percent of its personnel, operations and maintenance (O&M) and minor capita, less those costs attributed to non-revenue generating community programs.

The FY 2008 adopted budget for the enterprise funds (Water and Sewer Fund, Chestnut Grove Cemetery Fund, Golf Course Fund and Downtown Parking Enterprise Fund) are fully self-sufficient and require no operating transfers from the General Fund. Total proposed Parks & Recreation receipts for FY 2008 are expected to be 61.4% of anticipated operating costs as defined by the policy.

Use of One-Time Revenues: One-time revenues and receipts should be used for capital outlay or one-time operating costs and not for ongoing expenditures.

The FY 2008 adopted budget anticipates using $833,949 in General Fund undesignated, unreserved fund balance to finance a portion of the General Fund's FY 2008 capital improvement program transfer. Use of prior year reserves in the Water and Sewer Fund are for the acquisition of an additional 1.0 million gallons per day (MGD) water capacity from the Fairfax County Water

Authority, several large water main replacement projects and continuing sewer main reconstruction.

Expenditures

Operating Expenditures: The Town will maintain budgetary control at the fund and department level. Monthly reports of comprehensive financial data for each of the Town's activity centers will be generated, displaying such information as approved budget amounts, detailed line item expenditure and encumbrance transactions, any budget transfers, and remaining budget balance by line item. In addition, a condensed quarterly report will be prepared for the Town Council which compares actual to budgeted/projected revenues and expenditures for all funds of the Town. The report will note any significant variances from expected results and recommend actions to bring the budget into balance, if necessary.

The FY 2008 adopted budget will continue to adhere to this policy.

Debt Service

- The Town will strive to retain, at a minimum, an A+/A1 credit rating from at least two of the three major municipal bond credit rating services (e.g., Moody's Investors Services; Standard & Poor's Credit Market Services; and Fitch Ratings, Inc.).

  In February 2002, the Town's credit rating was upgraded by Standard & Poor's from AA to AA+. The Town's current bond credit ratings are as follows: AA+ from Fitch; Aa1 from Moody's, and; AA+ from Standard & Poor's. The ratings from Standard & Poor's and Fitch were reconfirmed in July and August 2005.

- On average, the Town's annual General Fund debt service as a percentage of General Fund operating and debt service expenditures should not exceed a range of ten to twelve percent.

  For FY 2008, General Fund debt service is 9.2 percent of proposed General Fund operating and debt service expenditures.

- The Town's outstanding debt-per-capita at the end of the fiscal year will not exceed the maximum allowable established in FY 1994 (the base year), after taking into account adjustments for inflation and income growth over the succeeding fiscal years. To calculate the maximum debt-per-capita in any given year, the Town uses a very conservative growth rate of one percent per fiscal year.

  Based on this formula, the FY 2008 maximum debt-per-capita is $1,149 and the estimated debt-per-capita is $804.

- The Town's debt as a percentage of assessed value should not exceed three percent.

  The most recent comprehensive annual financial report (FY 2006) placed the Town's outstanding debt as a percentage of assessed value at 0.650 percent. At July 1, 2007, the estimated percentage will be 0.488 percent. The Code of Virginia limits the Town's debt to ten percent of assessed value. Based on this restriction, the Town's total outstanding debt cannot exceed $459,399,867 during FY 2008.

Capital Improvement Program:

- In order to facilitate the financial planning and decision making process, the Town will annually prepare a six year projection of General Fund revenues and expenditures, Undesignated Fund Balance, and Capital Financing Potential;

  The Capital Improvement Program (CIP) for FY 2008 through FY 2013 was reviewed and discussed by the Planning Commission on February 26, 2007. Adoption by the Planning Commission is April 2, 2007. The FY 2008 portion of the CIP is incorporated into the Town's FY 2008 adopted budget and is adopted as part of the FY 2008 annual budget. The remaining years of the CIP (FY 2009 through FY 2013) are scheduled for Town Council public hearing and adoption in May 2007.

- The CIP project totals will conform closely to the constraints identified in the annual projection of revenues, expenditures, fund balance and available funds for capital projects;

  The CIP for FY 2008 through FY 2013 continues to adhere to this policy.

- The Town will fund a portion of capital improvements with current revenues. The long-term goal is to dedicate a minimum of ten percent of total General Fund revenues to fund CIP projects. These revenues do not include other financing sources such as proceeds from the sale of land and buildings, bond issues, capital leases or use of unreserved, undesignated fund balance.

  General Fund recurring revenues for FY 2008 are sufficient to the fund constitute 4.1 percent of FY 2008 General Fund CIP costs.

- Enterprise fund revenues are to be used to support construction costs or debt service for capital facilities for the respective operations whenever possible. General Fund transfers may be used to support the development of Enterprise Fund capital facilities.

  The CIP for FY 2008 through FY 2013 continues to adhere to this policy.

- Additional operating expenditures or net cost savings, which result from the acquisition or construction of major public facilities, will be factored into the Town's total projected operating expenditures for subsequent fiscal years.

  A critical component in analyzing each individual capital project is its projected future operating and debt service costs or potential cost savings. These additional costs or savings are more fully described in the CIP document itself; in the Town Manager's Recommended FY 2008 Budget transmittal letter and in the section describing adopted FY 2008 General Fund Interfund Transfers.

http://herndon-va.gov

Revenue Trends and Forecasts

REVENUE TRENDS AND FORECASTS

GENERAL FUND REVENUE

Over the past sixteen years, the Town of Herndon has taken proactive steps to diversify its revenue stream and lessen its dependence on real estate taxes as the primary source of General Fund revenue. Much of this diversification was spurred on by the recession of the early 1990's which brought about substantial deceases in real property assessments (particularly in the commercial sector) and considerable downsizing in federal defense spending. Since 1992, other General Fund revenue sources have increased in importance, such as various consumer-related taxes and fees, (e.g., transient lodging taxes, consumer utility taxes, meals taxes, business license fees, and sales taxes) and receipts from sales of services.

Unlike most of the 1990's, which saw little change in annual residential property reassessments, the past five years have seen double digit increases in property reassessments which, over a cumulative eight-year period, have resulted in many residential properties now valued well over twice their 1999 assessments.

In order to provide Town property owners some measure of tax relief, the mix of revenues (i.e., taxes and fees) was restructured in FY 2004. These included a decrease in the Town's real property tax rate; adoption of a meals tax; adoption of a cellular telephone tax; an increase in the Town's cigarette tax rate; and changes to the maximum gross receipts threshold for an "emerging business". Fiscal year budgets since FY 2004 have carried on this diversification theme as does the proposed budget for FY 2008.

Based, in part, on the revenue restructuring introduced three years ago, projected revenue for FY 2008 from business and consumer-related taxes, permits and fees is $10,993,885. Service fees and charges, principally generated from Town-sponsored programs, recreational classes, rental income, recycling fees and special refuse pickup services and reimbursements from other Town funds for General Fund indirect costs have increased substantially over the past decade. The FY 2008 projected revenue from sale of services is $2,880,700, an increase of seven percent over the revised estimates for FY 2007.

Overall, total recurring FY 2008 General Fund revenues are projected to increase 4.4 percent over the revised estimates for FY 2007. Total FY 2008 General Fund revenues (including other financing sources) are $32,699,704, which is a 3.8 percent increase over the revised estimates for FY 2007.

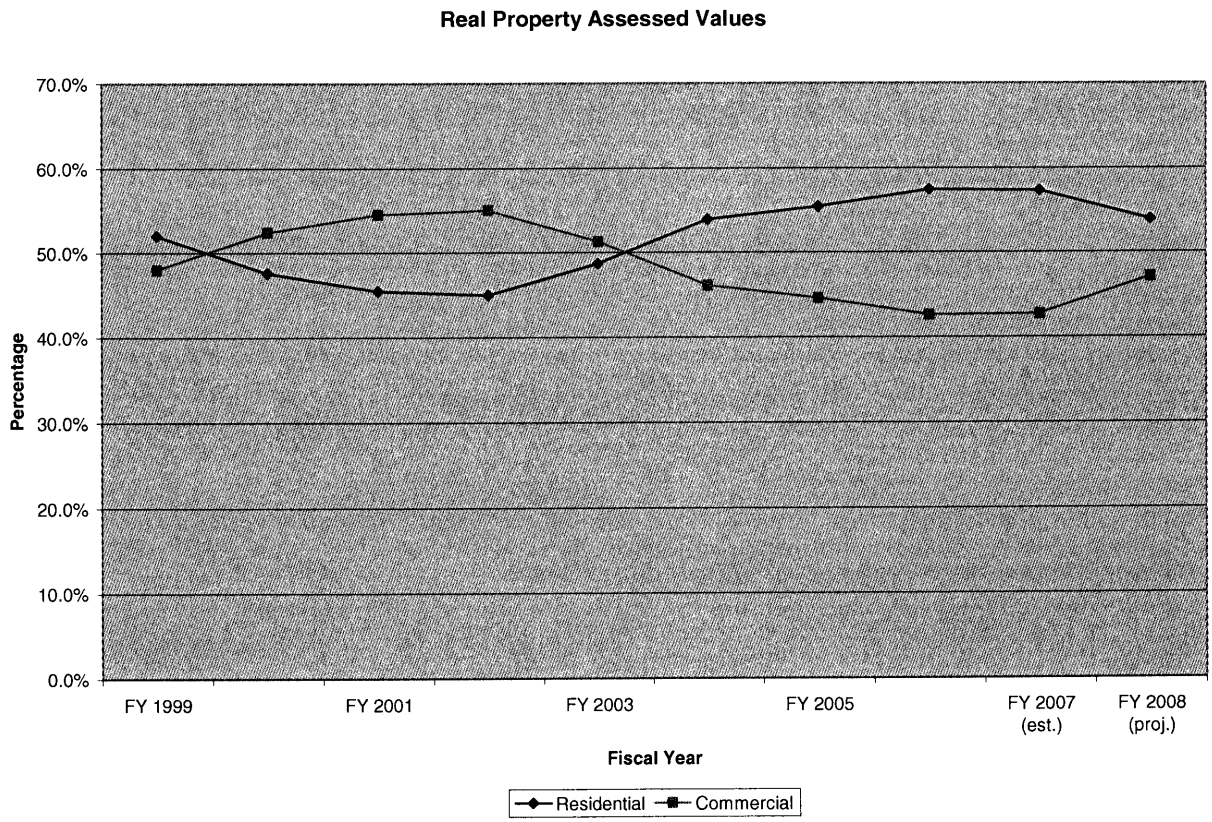
REAL ESTATE TAXES

As mentioned in the introductory paragraph of this section, the Town has made concerted efforts over the past sixteen years to diversify its revenue stream. Even so, real estate taxes (including the assessment on public service corporations) continue to comprise the single largest revenue source to the Town and will account for 37 percent of total FY 2008 General Fund recurring revenues (or 35 percent of total FY 2008 General Fund revenues and other financing sources).

Based on the most recently completed annual assessment, the assessed value of real property within the Town was $4,593,398,670 as of January 1, 2007. When compared to the assessed values at January 1, 2006, this amount represents a growth rate of 9 percent. Most of the growth is related to an overall 18 percent increase in the non-residential sector.

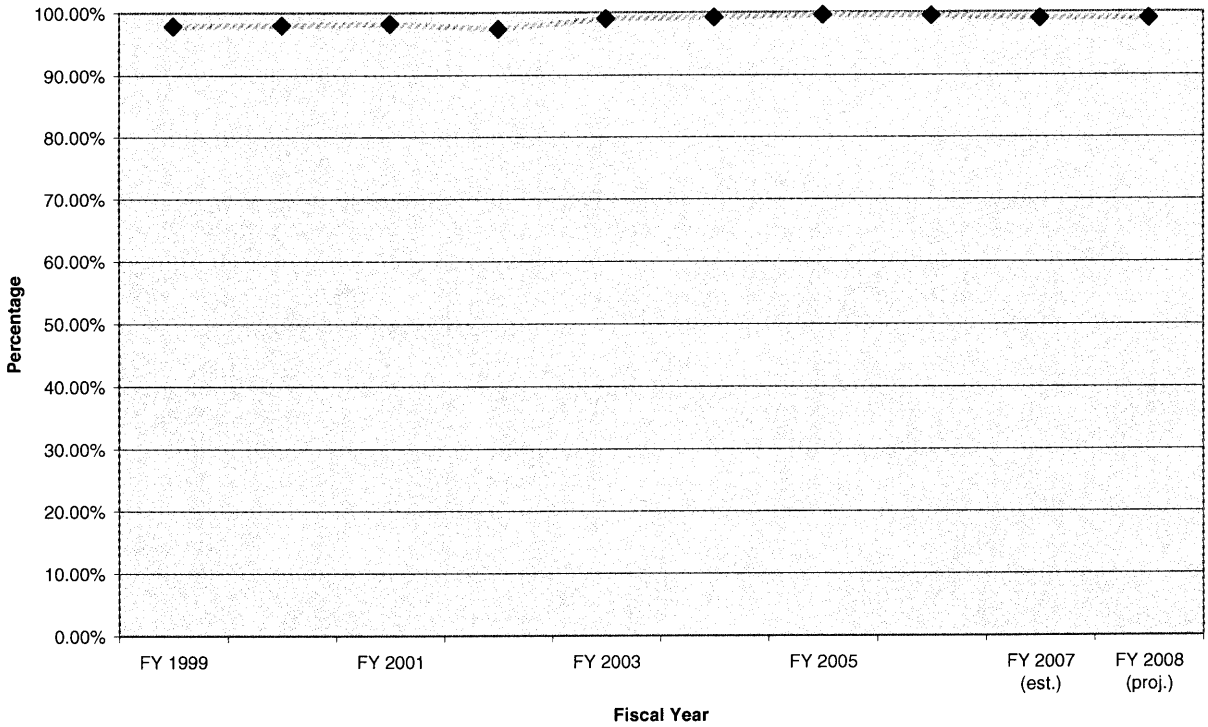
When viewing the 2007 real property assessments subdivided into the two categories of residential and non-residential (i.e., commercial, industrial and non-taxable), the residential sector, at 53.9 percent, comprises a majority of the assessed valuation. The commercial sector comprises the minority portion at 46.1 percent. The latest assessed values indicate a more vigorous growth rate in the commercial sector over the past year as compared to the Town's residential sector. While the 2005 housing market was strong, it became evident in early 2006 that the pace (and selling price) of housing sales was rapidly cooling. This cooling trend in the housing market is expected to continue into 2007 as job growth slows and the economy expands at a reduced rate.

Since FY 2004, the Town's real estate tax rate has dropped four cents per $100 of assessed value to its current rate of 24 cents. Due to the minimal average increase in residential assessments as of January 1, 2007, the FY 2008 recommended budget retains the current real estate tax rate. Projected FY 2008 real estate tax revenue, including assessments on public service corporations, is $11,328,540. Of this amount, residential properties will contribute $5,930,132 which is 19.3 percent of the proposed FY 2008 recurring General Fund revenues (or 18.2 percent of total FY 2008 General Fund revenues and other financing sources). The remaining real estate tax revenue, totaling $5,398,408, will be contributed by commercial properties, including public service corporations. This amount is 17.6 percent of the proposed FY 2008 General Fund recurring revenues (or 16.5 percent of total FY 2008 General Fund revenue and other financing sources).

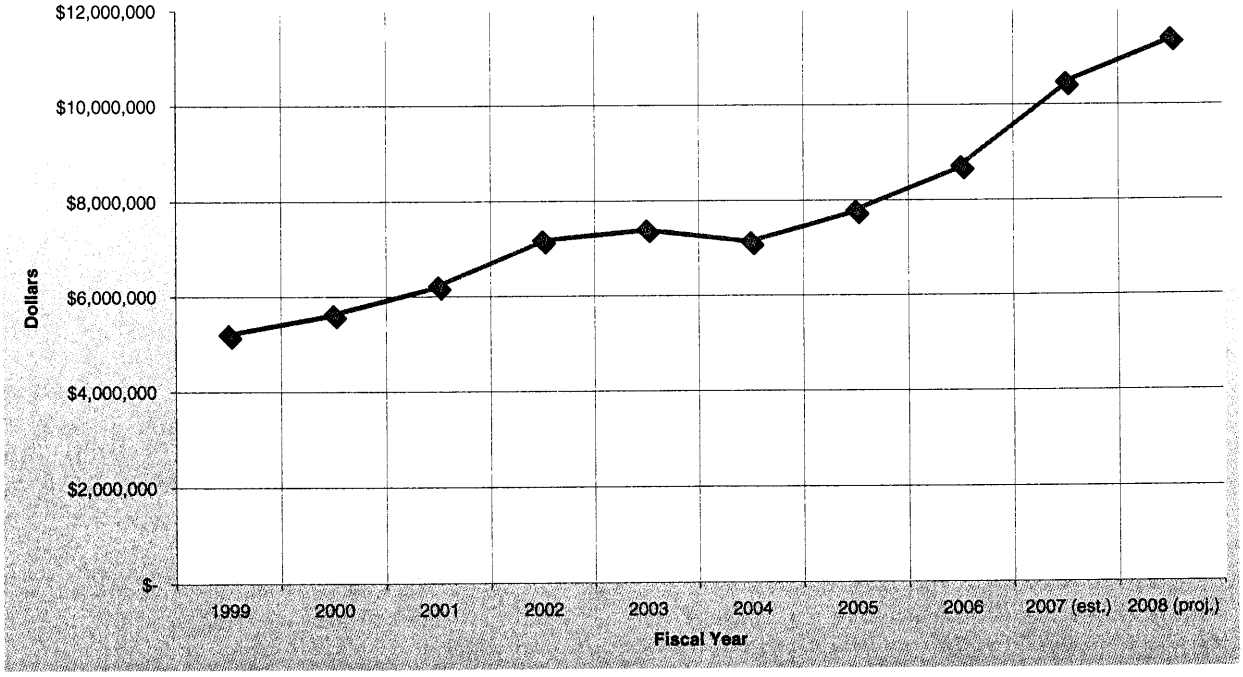


The diagrams presented on this page and the next page graphically depict trends in real estate assessments values, real property tax collections and general property tax levies for the Town for the past ten fiscal years (FY 1999 thru FY 2008 (projected)).

Percentage of Real Property Taxes Collected - FY 1999 thru FY 2008 (Projected)



General Taxes - FY 1999 thru FY 2008 (Projected)



OTHER LOCAL TAXES

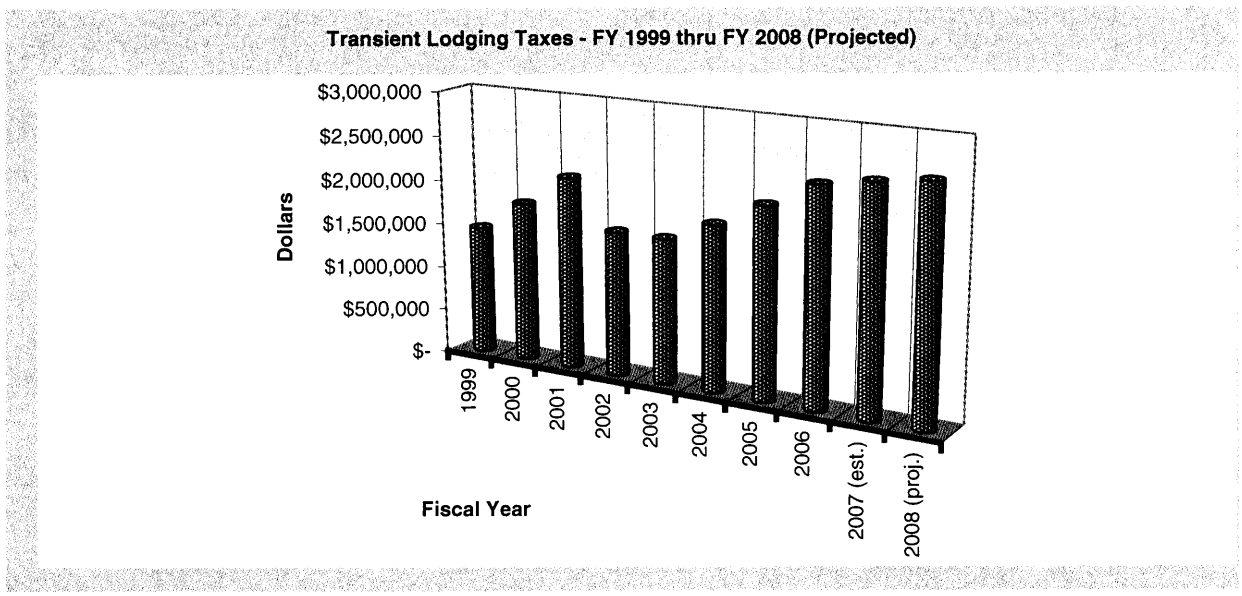
In addition to real estate taxes, the Town assesses other local taxes that are primarily consumer-related. These other local taxes are consumer utility taxes, bank stock taxes, cigarette taxes, meals taxes, cellular telephone taxes and transient occupancy (hotel/motel) taxes. The Town revenues which show the most sensitivity to both upswings and downswings in the local and regional economies are transient lodging (hotel/motel) taxes, meals taxes and the Town's share of the local sales tax. Both transient lodging taxes and sales taxes declined substantially during FY 2002, due, in part, to recessionary influences and to the events of September 11, 2001. This downward trend continued through FY 2003 with no relief evident until after the first half of FY 2004. During the current and past two fiscal years, the local economy has made a substantial recovery and revised revenue estimates for several of these consumer-sensitive revenue sources (in particular transient lodging taxes and meals taxes) have been adjusted upward to reflect this continued strengthening in economic condition.

A new revenue source for the Town is the State's 5 percent Communication Sales and Use Tax which became effective January 1, 2007. This tax was approved by the Virginia General Assembly during its 2006 session and considerably changes the manner in which taxes on communications services are now levied and remitted. The new legislation replaces three locally assessed Town taxes. These are the consumer utility tax on telecommunication services, the mobile telecommunications fee (cellular telephone tax) and the 5 percent portion of the Town's cable TV franchise fee. The 3 percent PEG (Public, Educational and Government) access fee assessed as part of the Town's cable TV franchise agreements is not affected by this legislation. The new Communication Sales tax is now collected and remitted by the different telecommunications and cable TV companies to the State for distribution to localities based on the locality's share of the total statewide FY 2006 collections of these taxes. The Town's share is about 0.41 percent of the state-wide collections. The overall intent of the legislation is to be revenue-neutral to localities. At this time, there is not enough information to determine the most likely financial impact to the Town. Projected FY 2008 revenue from this new source is $1,860,000.

The FY 2008 projection for consumer utility taxes relates to natural gas and electric services only. Growth is anticipated at 1.5 percent and is tied to the expected increase in new residential connections currently under construction. Nevertheless, predicting consumer utility taxes is difficult due to the variability in usage and the weather.

The FY 2008 projection for transient lodging taxes is $2,587,270 and includes estimated collections from a new hotel located on the corner of Herndon Parkway and Spring Street. As of June 30, 2008, the number of hotels in Herndon will be nine with a combined total of 1,200 rooms available for business travelers and visitors.

The chart on the next page depicts the growth (actual and estimated/ projected) in transient lodging taxes over the ten-year period beginning with FY 1999 and concluding with the projection for FY 2008.



Two new tax sources implemented by the Town in FY 2004 were a meals tax and a mobile telecommunications (cellular telephone) tax. The meals tax, which is a common revenue source among most of Virginia's forty cities and larger towns, is an excise sales tax levied on food and beverages offered for immediate consumption. The FY 2008 projected revenues from the meals tax is $1,106,350 which is a 1.5 percent increase over the FY 2007 revised estimates.

The mobile local telecommunications (cellular telephone) tax, which was a common tax among Virginia's cities and towns, is no longer collected locally. As mentioned on the previous page, the statewide Communication Tax Restructuring legislation approved during the 2006 Virginia General Assembly session replaced the cellular telephone tax (as well as the consumer utility tax assessed on telecommunications services and the cable TV franchise fees) with the 5 percent Communication Sales and Use Tax effective January 1, 2007. The estimated revenue from the Town's share of the Communication Sales and Use Tax now includes revenues previously attributed to the Town's cellular telephone tax.

Based on the current tax rate of 50 cents per pack, cigarette tax revenues for FY 2008 are projected at $375,000. No growth is anticipated for this revenue source.

Bank stock taxes for FY 2008 are expected to increase slightly from the revised estimates for FY 2007 and are projected at $412,090.

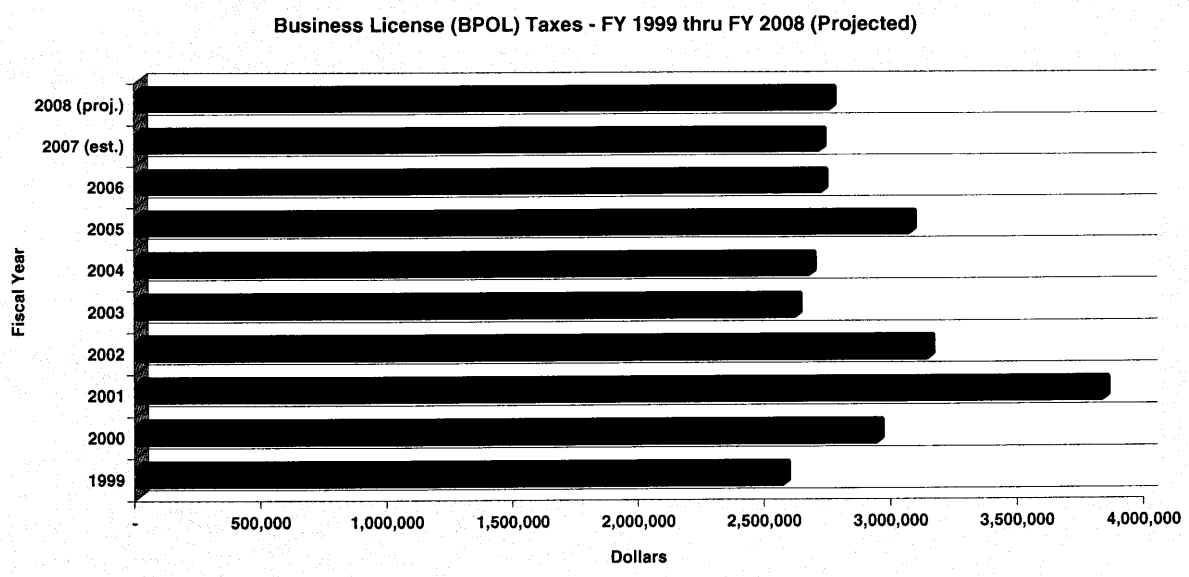
PERMITS AND FEES

During FY 2008, revenue generated from permits, privilege fees and regulatory licenses, which include vehicle rental taxes, motor vehicle licenses, business, professional and occupational licenses, the 3 percent PEG component contained in the Town's cable TV franchise agreements, planning fees, building permits, and right-of-way permit fees are expected to decline about 1.6 percent in comparison to the revised estimates for FY 2007. A portion of the decline is attributed to the new 5 percent Communication Sales and Use Tax, which replaces the Town's cable TV franchise fees. Planning fees collected year-to-date have declined considerably in comparison to last fiscal year and most likely signal a slow down in future new residential and commercial construction in town. The FY 2008 projection, at $130,000, assumes the slow down in residential and commercial development will continue well into 2007 and early 2008.

The FY 2008 estimate for Business, Professional and Occupational License Taxes (BPOL) is $2,765,500 and represents an increase of 2.4 percent over the FY 2007 revised estimates. Reflecting increased federal procurement and defense related spending, FY 2005 BPOL receipts experienced robust growth of 12.9 percent over FY 2004. Due to the consolidation or relocation of some major businesses in Town during calendar year 2005, actual FY 2006 BPOL taxes declined by 11.4 percent in comparison to FY 2005. Revised estimates for FY 2007 have been adjusted downward to reflect this change. Town businesses file and pay their BPOL taxes concurrently on March 1 each year based on their gross receipts during the previous calendar year.

Total FY 2008 permits and fees are projected at $3,911,175. These projections assume continued, but slower paced, economic vitality within the Town's commercial environment.

The chart below depicts the growth (actual and estimated/projected) in business license (BPOL) taxes over the ten-year period beginning with FY 1999 and concluding with the projection for FY 2008.



FINES AND FORFEITURES

Revenue from fines and forfeitures, which accounts for 1.6 percent of total projected FY 2008 General Fund revenues, is projected to increase only slightly over the revised estimates for the current fiscal year. A majority of these revenues are court fines collected on behalf of the Town by the Fairfax County court system. Court fines are difficult to predict since the imposition of these fines is up to the discretion of the presiding judge. Some judges favor community service sentencing in lieu of monetary fines.

INTEREST EARNINGS

FY 2008 projected revenue earned from the investment of temporarily idle cash into short-term U.S. government and agency securities, repurchase agreements, commercial paper, the State Treasurer's Local Government Investment Pool (LGIP) and other approved instruments is anticipated at $325,000. The Federal Reserve began raising interest rates on overnight funds almost three years ago as the U.S. economy and job market started to pick up steam. Projected interest income for FY 2008 assumes short-term interest rates will decline to an average yield of 4.0 percent. Revenue from Interest on Investments is highly dependent on Federal Reserve actions, which lately indicate that a reduction in the federal over night interest rate (the "feds funds" rate) could occur by the final quarter of 2007.

RECREATION PROGRAMS

FY 2008 projected revenue from recreation classes and programs, aquatic center fees, community center admissions, rentals and concessions, including revenue from the tennis/multi-use indoor recreational facility is $2,367,500, a 7.6 percent increase overall in comparison to the revised estimates for FY 2007. The Community Center is a popular choice among Town residents, offering a wide variety of sport and health activities, sponsored trips, arts and crafts, open gym, indoor pool with spa and other recreational amenities. The Center's Phase IV expansion was completed in late fall 2006. With the opening of the expanded area, several enhancements to the Center's class offerings and recreational programs are now available, including a fully equipment fitness room, new fitness training sessions and the services of a personal fitness trainer.

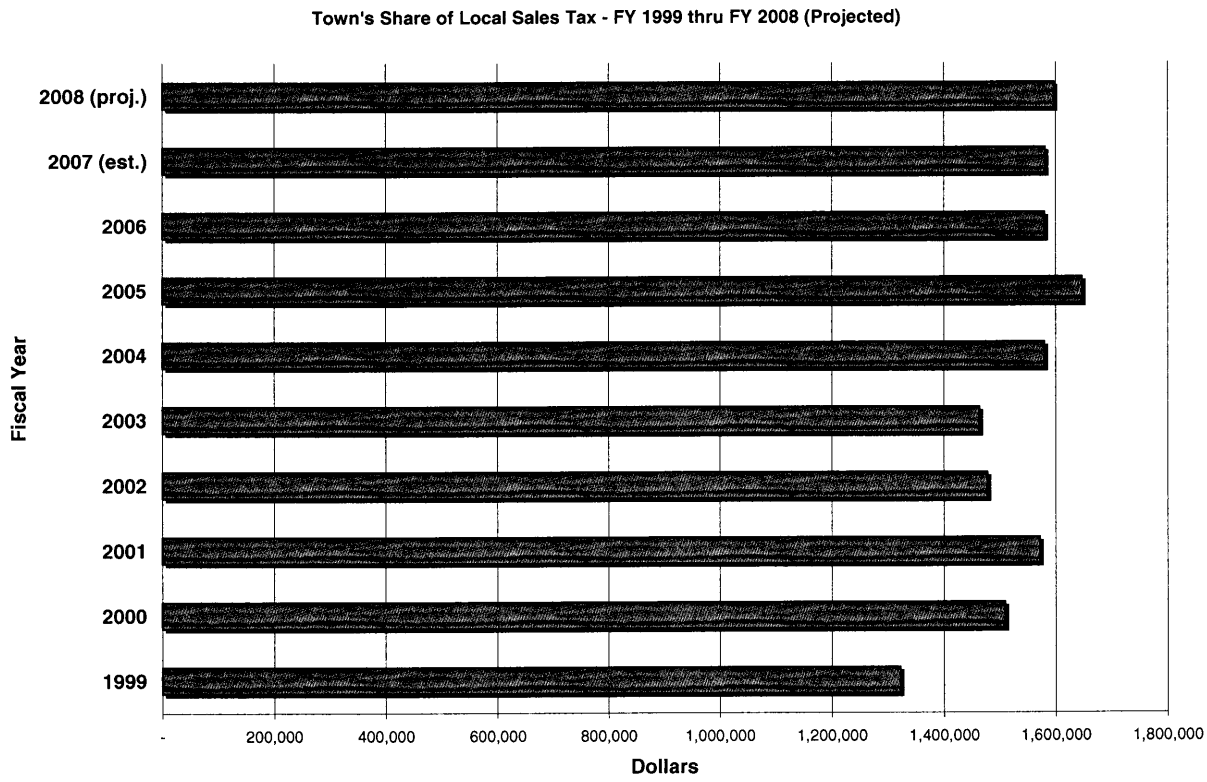
OTHER GOVERNMENT AGENCIES

Intergovernmental revenues, which account for 13 percent of FY 2008 General Fund revenues, include grants and reimbursements from the Commonwealth of Virginia and Fairfax County. Of the $4,319,680 anticipated for FY 2008, $871,500 relates to the provision of police services and includes the State's HB 599 funding for police departments, funding under the 10th Congressional District Gang Task Force grant and several smaller Department of Motor Vehicles (DMV) "mini-grants".

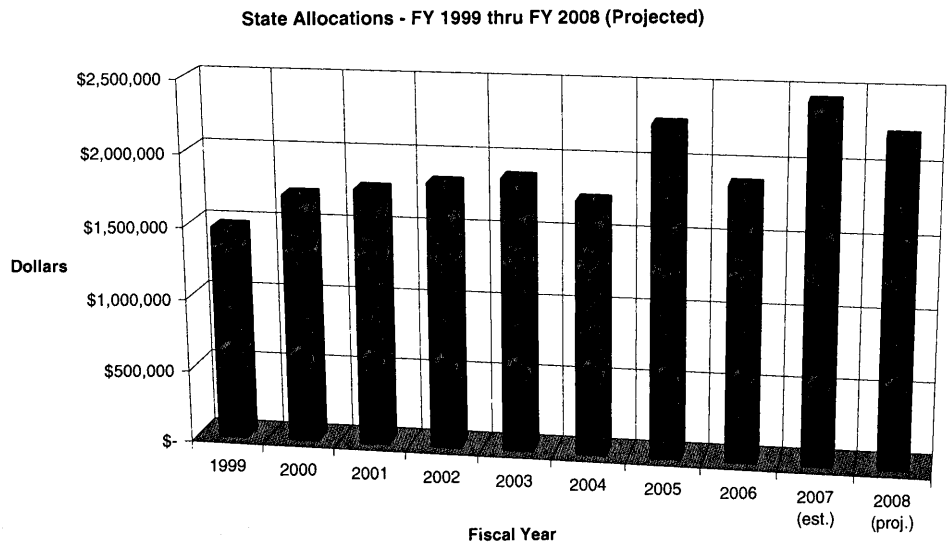
The Town also receives funding from the Virginia Department of Transportation (VDOT) for select capital construction projects and for maintenance of the public roads and streets in the Town. The estimated FY 2008 street maintenance allocation is $1,384,340. Also anticipated from VDOT is a $200,000 grant for major road resurfacing. These funds would reimburse the Town for up to 50 percent of the cost to repave select arterial roadways within the Town.

Other grants, reimbursements and revenue sharing items anticipated for FY 2008 are: ABC Profits and Wine Taxes; the Town's allocated share of sales taxes; Virginia Fire Fund fees; and the annual Commonwealth of Virginia Arts Challenge Grant. In addition, Fairfax County will be remitting a payment of $107,150 as part of the County's agreed share toward the annual operating costs of the Neighborhood Resource Center. Also anticipated is $75,600 in Community Development Block grant funds to pay the salary and employee benefits of the Town's Bilingual Housing Rehabilitation Specialist.

The chart on the next page depicts the growth (actual and estimated/ projected) in the Town's share of local sales taxes over the ten-year period beginning with FY 1999 and concluding with the projection for FY 2008.



The chart below depicts the growth (actual and estimated/ projected) in state allocations over the ten-year period beginning with FY 1999 and concluding with the projection for FY 2008.



TRANSFERS FROM OTHER FUNDS

The General Fund provides several indirect services to the Town's other three operating funds. These services include personnel administration; preparation, records maintenance and disbursement of payroll and accounts payable checks; centralized purchasing support for major services, equipment and supplies contracts; accounting; information services; public works engineering and project management. The approximate value of the services received is reimbursed to the General Fund through an interfund transfer. In addition, the Water and Sewer Fund also reimburses the General Fund for the salary and fringe benefits costs of a Field Inspector/Utility Marker position assigned to the Department of Public Works (under the Right-of-Way Inspections activity center). For FY 2008, the total interfund transfers will be $401,700.

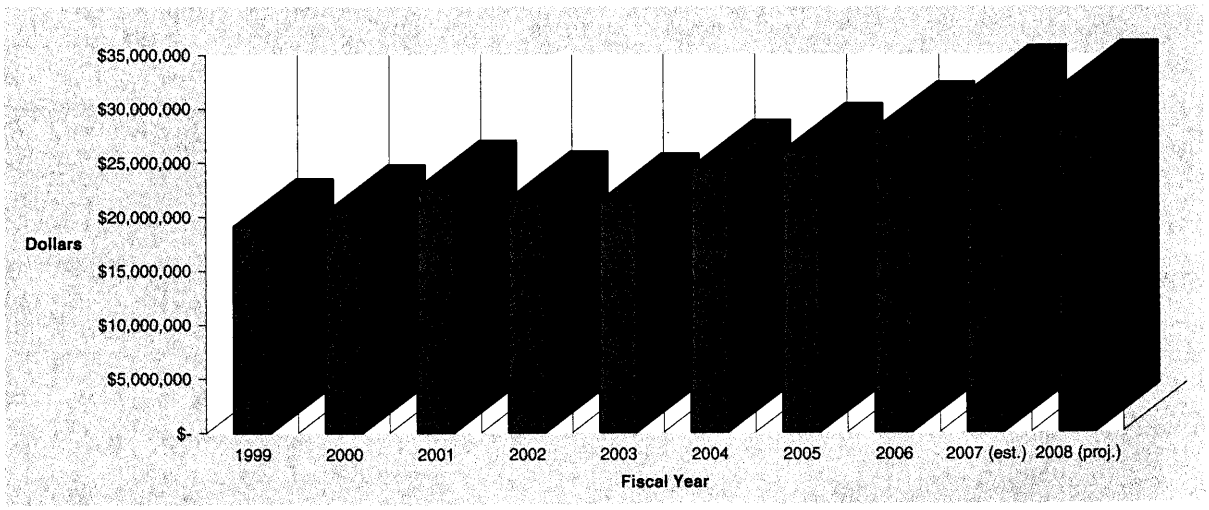
OTHER SOURCES

Projected FY 2008 revenues include estimated rental income from leasing 27,479 sq. ft. of flex/office space at 397 Herndon Parkway; and a $833,949 use of General Fund undesignated, unreserved fund balance for financing the General Fund's share of the FY 2008 Capital Improvement Program. Other sources to be dedicated to CIP projects are a capital lease/purchase agreement in the amount of $348,000 for acquiring replacement vehicles and a recommendation to reallocate $103,000 in available capital project reserve balances. Beginning on page 407, the Town's Capital Improvement Program provides details on the specific projects recommended for FY 2008 through FY 2013.

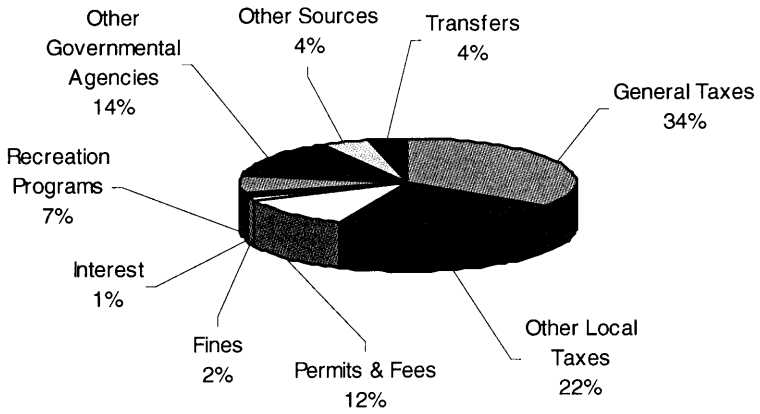
Total proposed FY 2008 General Fund revenue, including other financing sources, is $32,747,204. For a comprehensive list of FY 2008 General Fund revenue projections with comparisons to the actual, audited results for FY 2005 and FY 2006; the original FY 2007 budget and FY 2007 revised estimates, please turn to page 83. The pie chart on the next page displays FY 2008 General Fund projected revenues by major category.

The chart below depicts the growth (actual and estimated/ projected) in General Fund revenues over the ten-year period beginning with FY 1999 and concluding with the projection for FY 2008.

Total General Fund Revenue - FY 1999 thru FY 2008 (Projected)



REVENUES BY SOURCE
GENERAL FUND (FY 2008)



ENTERPRISE FUND REVENUES

The Town's proprietary or "enterprise funds" are operated much like private businesses. The enterprise funds are stand-alone funds (separate from the General Fund) where users' fees -- not real estate taxes -- support operational and maintenance expenditures. The Town has four enterprise funds: Water and Sewer, Herndon Centennial Golf Course, Chestnut Grove Cemetery, and Downtown Parking. All of the revenues taken into these funds are designed to improve service delivery and maintain or expand current facilities.

WATER AND SEWER FUND

The Town of Herndon provides water and sewer services on a continual basis to approximately 5,850 customers. The Town operates this utility system as a separate, self-supporting enterprise, which is financed solely through user charges. Thus, no Town taxes or other governmental type revenues are used to subsidize the Town's provision of water and sewer services.

During the past fourteen years, the Town has commissioned three comprehensive utility rate studies. The focus of the studies was to develop a commodity rate and availability fee structure adequate to support the Water & Sewer Fund's operating expenses, including depreciation, and future infrastructure expansion. Findings from the most recent study were presented to the Town Council in February 2006. The consultants' proposed water and sewer rates for the period FY 2007 through FY 2009 recommended an average increase of 28 percent above the current rates. After further consideration, Town Council determined that a gradual, step-up increase in rate over the five-year period would lessen the immediate financial impact to the Town's utility customers. The adopted FY 2007 budget took the first step toward adjusting the water and sewer commodity rates by authorizing an increase of 3 percent in the base and peak charges. The recommendation for FY 2008 continues the modest rate adjustment by authorizing another 3 percent increase in the base and peak charges. The base water rate proposed for FY 2008 is at $2.04 per 1,000 gallons consumed and the base sewer rate proposed is $3.31 per 1,000 gallons of water metered.

The following are the current (FY 2007) and proposed (FY 2008) water and sewer commodity rates per 1,000 gallons metered:

	Current	Proposed
Base water rate	$1.98	$2.04
Peak water rate (first tier)	$3.30	$3.40
Peak water rate (second tier)	$3.86	$3.97
Base sewer rate	$3.21	$3.31
Peak sewer rate	$1.60	$1.65

The Town's water and sewer availability fees are patterned after those adopted by Fairfax County (Department of Public Works/Environmental Services) and the Fairfax County Water Authority. Since the Town is a wholesale customer of both utilities, much of the Town's cost to provide new customer capacity are directly related to the Town's share of future infrastructure improvements at the two utilities. In FY 1999, adjustments were made to the availability fee schedule. Availability fees for single-family residential premises were set at $2,760 for water availability and $4,621 for sewer availability. Unlike the commodity rates, the FY 2008 budget recommends maintaining the availability fee schedules currently in effect until further study of the availability fees and the 15-year Water and Sewer Fund capital improvement program are completed.

Other Water & Sewer Fund revenue sources, such as the sale of materials and supplies, franchise rental leases, interest earnings and other miscellaneous items assume minor growth in demand over the prior fiscal year.

Total proposed FY 2008 Water and Sewer Fund revenue is $7,295,862 and includes using $1,833,000 in contributed capital funds. These funds were collected as availability fees in prior fiscal years and are to be used to finance system capacity upgrade and replacements projects and to pay the Town's FY 2008 prorated share of the Corbalis Water Treatment Plant capacity expansion costs. A complete listing of FY 2008 Water and Sewer revenue projections, with comparisons to actual, audited FY 2005 and FY 2006 results; the FY 2007 original budget projections and FY 2007 revised estimates can be found on page 325, in the section labeled "Water & Sewer Fund".

GOLF COURSE FUND

The Herndon Centennial Golf Course, designated by Golf Digest as a "Place to Play" for the eleventh consecutive year, continues to be one of the most popular, well managed, and well maintained courses in Northern Virginia. The course offers 18 holes, a driving range and practice facilities. There is also a full service pro shop, club rental, PGA golf instruction and a snack bar. The course functions as a stand-alone enterprise fund with user fees financing all personnel, operating, capital outlay and debt service expenses. The course maintains a greens fee and golf cart rental rate structure that is competitive with other golf courses in the surrounding area. In addition to competitive rates, continued emphasis on excellent customer service and stocking high quality merchandise within an attractive pro shop have proven to be key elements of the course's long-standing success.

The greens fees and golf cart rental rates for FY 2008 include discount rates and passes for Town residents; "after six pm" weekday and weekend rates; golf cart rental rates for single cart users and off-season rates from December 1, 2007 through March 14, 2008.

Other Golf Course Fund revenue sources, such as driving range fees, pro shop merchandise sales, income from rental leases, interest earnings and other miscellaneous items assume minor growth in demand over the prior fiscal year.

Total proposed FY 2008 Golf Course Fund projected revenue is $1,392,309. This projection closely mirrors

the current state of the golf industry. After having declined over the past five years, rounds played nationally are up 0.3 percent year-to-date (through November 2006). Rounds played at Herndon Centennial are up 8.25 percent compared to last year and have exceeded national averages on a consistent basis during the past five years.

A comprehensive listing of FY 2008 Golf Course Fund revenue projections, with comparisons to actual, audited FY 2005 and FY 2006 results, the FY 2007 original budget projections and FY 2007 revised estimates can be found on page 369, in the section labeled "Golf Course Fund".

CHESTNUT GROVE CEMETERY FUND

In September 1997, the Town accepted the dedication and ownership of the Chestnut Grove Cemetery from the Chestnut Grove Cemetery Association, a volunteer group established in 1954, which operated and managed the day-to-day activities of this 134 year-old cemetery. A seven-member Town Manager's Cemetery Advisory Committee provides citizen input into the formation of new or revised regulations and the operations of the cemetery itself.

Over the past ten years, several improvements have been added, including a new iron and brick pillar fence and tree plantings along the perimeters facing Dranesville Road and Herndon Parkway. Currently under construction are a maintenance facility and small administrative building. Expected completion is late spring 2007.

Revenue projections for FY 2008 include the sale of an estimated 168 sites and 137 interments. In addition to site sales and interment services, other projected revenues include income from the sale of memorializing products (e.g., gravestones, urns, and flower vases) and interest earnings from continued investment of the perpetual care funds.

Total projected FY 2008 Chestnut Grove Cemetery Fund revenue is $681,709. A comprehensive listing of FY 2008 Chestnut Grove Cemetery Fund projected revenues, with comparisons to actual, audited FY 2005 and FY 2006 results, the FY 2007 original budget projections and FY 2007 revised estimates can be found on page 353, in the section labeled "Chestnut Grove Cemetery Fund."

DOWNTOWN PARKING ENTERPRISE FUND

In October 1994, the Town Council established the Downtown Parking Enterprise Fund and, over the next two fiscal years, purchased land in the downtown and constructed the Station Street surface parking lot. In 2003, property on Vine Street adjacent to the Station Street lot was purchased and constructed into additional surface parking.

Included as part of the future financing of the Downtown Parking Enterprise Fund was the creation of the Public Shared Parking Program in the downtown area. At June 30, 2008, the Town anticipates having eight participants in the program and 203 parking spaces committed. Participants pay $3,267 to the Town for each parking space needed. Participants also pay an annual maintenance fee of $78 per parking space. In exchange, the Town allocates certain public parking spaces to the business, which then satisfies the parking requirements of the business. By voluntarily participating in the Town's Public Shared Parking Program, landowners can potentially develop most of their land as an office or building site and not have to set aside a portion for parking requirements. Operating expenditures of the fund included electric service for parking lot lighting, minor maintenance costs and rent for use of a vacant downtown parcel for additional public parking.

Total proposed FY 2008 Downtown Parking Enterprise Fund revenue is $50,600 and assumes receipts of $26,100 in parking availability fees. A comprehensive listing of FY 2008 Downtown Parking Enterprise Fund revenue projections, with comparisons to actual, audited FY 2005 and FY 2006 results, the FY 2007 original

budget projections and FY 2007 revised estimates can be found on page 392, in the section labeled "Downtown Parking Enterprise Fund".

LONG-RANGE FINANCIAL GOALS AND ECONOMIC FORECAST

LONG-RANGE FINANCIAL GOALS:

The long-range economic goal of the Town is to continually attract new enterprises and encourage expansion of existing business already located in the Town. In 2007, the Herndon business community encompasses a wide spectrum, from home-based occupations to Fortune 500 headquarters; from small ethnic, family-owned grocery stores to leading edge telecommunications and information technology firms. The Town continually seeks to increase the level of acceptable development, which will subsequently increase the tax base. For the Town, "acceptable development" is defined as growth that does not negatively impact the environment, the superior quality of life, or the unsurpassed governmental services currently enjoyed by Town citizens. However, with continued growth come the demand for more governmental services and the required infrastructure to support these services. Thus, the more challenging goal facing the Town is to maintain a delicate balance between growth and subsequent demand.

Another long-term goal of the Town is to diversify its revenue stream, thus lessening its dependency on real estate taxes as its primary source of revenue. Prior to FY 2003, the Town's real estate tax rate was $0.32 per $100 of assessed value. In FY 2004, the Town moved closer toward this goal with a major restructuring of the Town's General Fund revenue sources. Among the changes was the addition of a 1.5 percent meals tax, a cellular telephone tax and a reduction in the real estate tax rate by two cents. The Town again lowered its real estate tax rate by three cents in FY 2006 and an additional one cent in FY 2007. Thus, in the course of five years, the Town had reduced its real estate tax rate by 25 percent. The revenue projections for FY 2008 recommend retaining the current, FY 2007 real estate tax rate at $0.24 per $100 of assessed value.

The just completed expansion to the Town's community center and the resulting enhancements to many of its recreation, leisure and fitness programs are projected to add $336,000 in new revenues to the Town. Recent and upcoming improvements to Chestnut Grove Cemetery, including construction of a mausoleum, additional columbaria units and scattering gardens are targeted to take full advantage of changing demographics and preferences. These amenities give the Town a competitive edge over surrounding communities.

ECONOMIC FORECAST:

Several economic and demographic factors heavily influence the Town's revenue stream. These include current and projected inflation rates, unemployment rates, retail sales volumes, new construction activities, real estate sales transactions, population movements and income per capita.

Fairfax County continues to rank first among large U.S. counties with the highest median household income. Most economic forecasts indicate that inflation (excluding energy costs) in the Washington metropolitan area will remain fairly constant within the 3.0 to 3.5 percent range. Thus, inflation is projected to remain low over the next twelve to eighteen months. Strong job growth and a tightening labor market have helped lead the economy's recovery. Consumer confidence and consumer spending in the Northern Virginia area continue to grow, though there are indications of a slowing job growth rate and decline in the number of home sales and housing starts.

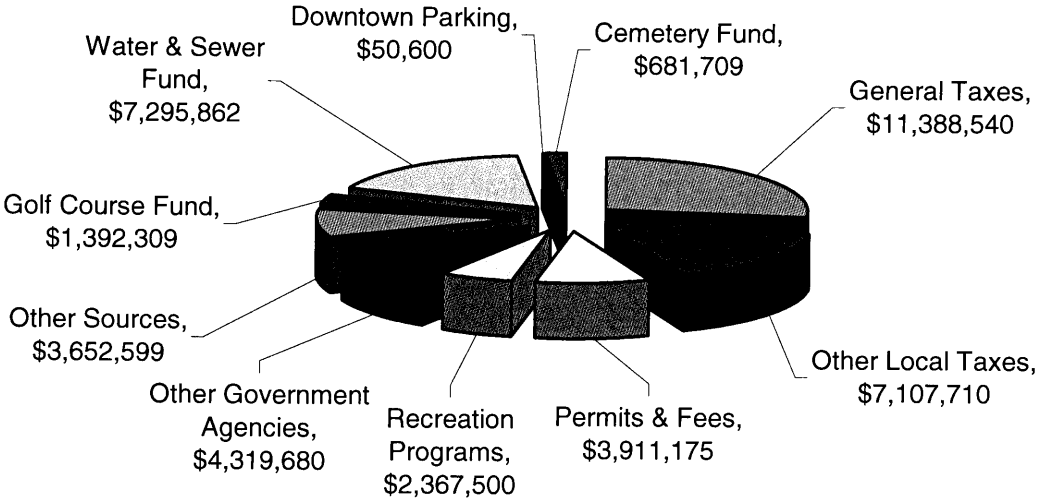
The opening of the National Air and Space Museum at Washington Dulles International Airport in December 2003 has brought in a large influx of tourists. Growth in tourism, spurred on by this major regional attraction, will continue to have a highly positive influence upon transient lodging and meals tax collections.

The growth in federal spending and information technology and subsequent economic influence bolsters real estate, general sales, consumer utility, and business, professional and occupational licenses tax revenues. Over the past sixteen development and utilization of the Worldgate complex has provided a significant economic stimulus to the Town. In addition, a future Comprehensive Plan amendment may support additional density through redevelopment in the area of the Herndon-Monroe Station at the southern edge of the Town. This transit station is part of Phase 2 of Dulles Rail, a project that is expected to bring the Washington area MetroRail system to the Herndon area by 2015. By the year 2020, the projected non-residential floor area will be almost ten million square feet, supporting an estimated 27,000 jobs.

These predictions, as optimistic as they are, are tempered by other, contrary points of view. Many local economists predict that consumer and business spending will slow in 2007 and the local housing market will continue to soften considerable. In addition, continuing uncertainly regarding energy price fluctuations, inflation and the war in Iraq will continue to influence consumer confidence and consumer spending.

Even with these possible risks and constraints, the financial stability and the future economic growth potential of the Town is considered sound and is further assured by the long range planning and goals established by the Town's elected officials and staff. Other key attributes that ensure financial stability include professional management in the day-to-day administration of all Town functions and services and conservative budgetary practices.

TOTAL FY 2008 REVENUE
ALL FUNDS



TOWN OF HERNDON, VIRGINIA
REVENUE SUMMARY
FISCAL YEAR 2007-2008

OBJECT CODE	SOURCE	2003-04 AUDITED ACTUAL	2004-05 AUDITED ACTUAL	2005-06 AUDITED ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 PROJECTED	2007-08 ADOPTED
	GENERAL FUND							
	General Taxes	$ 7,125,043	$ 7,775,583	$ 8,702,956	$ 10,476,790	$ 10,459,340	$ 11,388,540	$ 11,388,540
	Other Local Taxes	4,741,663	5,674,110	6,605,914	6,228,670	6,688,950	7,107,710	7,107,710
	Permit & Fees	3,972,387	4,475,944	4,170,206	4,502,780	3,938,310	3,886,175	3,911,175
	Fines	492,125	449,833	471,902	471,000	531,750	533,250	533,250
	Interest	115,685	329,198	238,322	350,000	350,000	325,000	325,000
	Recreation Programs	1,952,788	2,002,816	2,031,131	2,390,150	2,200,130	2,367,500	2,367,500
	Other Governmental Agencies	3,586,070	4,273,342	3,948,729	5,319,660	4,459,587	4,319,680	4,319,680
	Other Sources	2,226,102	218,163	1,279,833	4,215,260	1,679,400	1,453,200	1,455,700
	Transfers	293,700	783,323	593,835	1,156,295	1,156,295	1,288,649	1,338,649
	TOTAL - GENERAL FUND	24,505,563	25,982,312	28,042,828	35,110,605	31,463,762	32,669,704	32,747,204
	WATER & SEWER FUND							
	Water Services	1,767,300	1,796,616	2,012,354	1,848,970	2,041,000	2,083,435	2,083,435
	Sewer Services	2,105,779	2,068,822	2,199,573	2,157,290	2,198,000	2,274,930	2,274,930
	Availability Fees	1,533,682	845,013	719,489	565,000	301,000	300,000	300,000
	Interest	80,783	459,657	237,692	504,600	504,600	504,600	504,600
	Rents and Leases	151,454	157,581	205,680	161,690	191,938	194,430	194,430
	Other Sources	125,440	106,898	114,101	2,701,760	2,696,663	1,938,467	1,938,467
	TOTAL - WATER & SEWER FUND	5,764,438	5,434,587	5,488,889	7,939,310	7,933,201	7,295,862	7,295,862
	CHESTNUT GROVE CEMETERY FUND							
	Cemetery Sites	167,200	236,125	224,415	276,000	305,000	327,880	327,880
	Interment Services	78,140	90,116	101,150	95,175	118,969	127,890	127,890
	Interest	44,014	112,658	33,190	84,800	84,779	80,000	80,000
	Other Sources	58,597	85,765	118,726	93,770	17,837	145,939	145,939
	TOTAL - CHESTNUT GROVE CEMETERY FUND	347,951	524,664	477,481	549,745	526,585	681,709	681,709

TOWN OF HERNDON, VIRGINIA
REVENUE SUMMARY
FISCAL YEAR 2007-2008

OBJECT CODE	SOURCE	2003-04 AUDITED ACTUAL	2004-05 AUDITED ACTUAL	2005-06 AUDITED ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 PROJECTED	2007-08 ADOPTED
	GOLF COURSE FUND							
	Greens Fees	$ 994,340	$ 934,264	$ 865,192	$ 939,900	$ 962,500	$ 955,170	$ 955,170
	Golf Cart Revenue	234,788	213,440	224,065	233,000	249,300	235,370	235,370
	Pro Shop Sales	88,170	85,188	82,133	84,000	82,200	82,000	82,000
	Rents and Leases	43,973	37,257	25,830	37,400	24,330	24,450	24,450
	Interest	(36,818)	20,475	11,085	12,600	18,000	11,050	11,050
	Other Sources	73,733	76,613	84,879	70,719	88,375	84,269	84,269
	TOTAL - GOLF COURSE FUND	1,398,186	1,367,237	1,293,184	1,377,619	1,424,705	1,392,309	1,392,309
	DOWNTOWN PARKING ENTERPRISE FUND							
	Parking Availability Fees	-	-	-	26,100	-	26,100	26,100
	Interest	12,972	8,641	13,188	20,000	12,131	11,870	11,870
	Other Sources	11,637	12,090	32,090	45,470	20,409	12,630	12,630
	TOTAL - DOWNTOWN PARKING ENTERPRISE FUND	24,609	20,731	45,278	91,570	32,540	50,600	50,600
	TOTAL REVENUE - ALL FUNDS	$ 32,040,747	$ 33,329,531	$ 35,347,660	$ 45,068,849	$ 41,380,793	$ 42,090,184	$ 42,167,684

http://herndon-va.gov

Description of Major Revenue Sources

DESCRIPTION OF MAJOR REVENUE SOURCES

GENERAL FUND REVENUE DESCRIPTIONS

The following is a brief description of the major General Fund revenue categories administered by the Town of Herndon.

REAL ESTATE TAXES

Real Estate Taxes Current - A tax imposed on the assessed value of real estate appraised at 100 percent of fair market value. The FY 2008 proposed tax rate is $0.24 per $100.00 of assessed valuation.

Real Estate Taxes Delinquent - Semi-annual real estate taxes that have not been paid by the July 28 and the December 5 due dates. The penalty for delinquent taxes is $10.00 minimum or 10 percent of the taxes due, whichever is greater, but not to exceed the amount of the tax.

OTHER LOCAL TAXES

Local Sales and Use Tax - One percent of the sales tax collected in Fairfax County is returned from the Commonwealth to Fairfax County. From this 1 percent, the County receives an automatic 50 percent and the remaining 50 percent is distributed, using school age population in the incorporated towns and in the surrounding County as the basis.

Consumer Utility Tax - Tax based on the purchase of electric and natural gas utility services within the corporate limits of the Town. The rates for electric and gas service are as follows:

> Electric - a) residential consumers - $1.40 plus the rate of $0.015082 on each kWh (kilowatt-hour) delivered monthly by a service provider, with a $3.00 maximum monthly amount. b) commercial and industrial consumers - $2.29 plus the rate of $0.014536 on each kWh (kilowatt-hour) delivered monthly by a service provider, with a $30.00 maximum monthly amount.
>
> Natural gas - a) residential consumers - $2.45 plus the rate of $0.183 on each CCF (100 cubic feet) delivered monthly by a service provider, with a $3.00 maximum monthly amount. b) commercial and industrial consumers - $4.65 plus the rate of $0.086 each CCF (100 cubic feet) delivered monthly by a service provider, with a $30.00 maximum monthly amount.

Transient Occupancy Tax - A tax of 6 percent is imposed on hotel and motel room rates, as well as bed and breakfast operations, inns, tourist homes and other transient lodging facilities.

Meals Tax - an excise tax assessed as a flat percentage upon the price of a meal or prepared food, as defined in the ordinance. The purchaser pays the tax which is collected and then remitted monthly to the Town by the seller. The proposed FY 2008 meals tax rate is 1.5 %.

Cigarette Tax - A tax of $0.50 per pack of twenty cigarettes, which must be paid by the seller for all cigarette inventories. Payment of the tax is documented through display of a stamp or meter imprint.

Bank Franchise Tax - This tax is a $0.80 charge for every $100.00 of net capital in Herndon banks as of January 1 of each year. Bank stock returns are filed by March 15 and bank franchise taxes are due by May 31.

Cable TV Franchise Fee - A fee imposed upon cable television providers, which is equal to 8 percent of the previous quarter's gross revenues (subscriber receipts and other cable revenues) earned within the corporate limits of Herndon. The total fee is composed of a 5 % franchise fee and a 3 % PEG (Public, Educational and Government) access fee designated for capital acquisition and infrastructure improvements. Effective January 1, 2007, the 5 % franchise fee was replaced by the Commonwealth of Virginia's 5 % Communications Sales and Use tax. The 3 % PEG fee will continue to be assessed and collected by the Town.

Vehicle Rental Taxes – The Commonwealth of Virginia (Department of Taxation) assesses a four percent tax on the daily rental rate of passenger vehicles leased within all Virginia cities, counties and towns. On a quarterly basis, the Department of Motor Vehicles distributes these collected funds to the city, county or town where the vehicle was delivered to the renter.

5 % Communications Sales and Use Taxes - This new revenue source, which became effective January 1, 2007, replaces three previously assessed Town taxes. These are the consumer utility tax on telecommunication services, the mobile telecommunications fee (cell phone tax) and the 5 % portion of the Town's cable TV franchise fee. The new tax is collected and remitted by the different telecommunications and cable TV companies to the Commonwealth of Virginia (Department of Taxation) for distribution to localities based on the locality's share of the total statewide FY 2006 collections of these taxes. The Town's share is about 0.41 % of the state-wide collections.

LICENSES AND PERMITS

Business, Professional and Occupational License Taxes (BPOL) - This is a license tax imposed on local businesses. Business license taxes are generally based on gross receipts, taking into account the following thresholds:

1. Businesses with annual gross receipts of $0.00 up to and including $50,000.00 per year pay a flat license tax of $30.00.

2. Businesses with annual gross receipts in excess of $50,000.00 up to and including $100,000.00 per year pay a license tax which is either the lesser of $50.00 per year or the license tax calculated under the standard license tax rates (see below).

Business license taxes for businesses with annual gross receipts greater than $100,000 are based on the applicable business license classification tax rate displayed on the next page.

BUSINESS CLASSIFICATION	RATE PER $100.00 OF GROSS RECEIPTS ABOVE THE $100,000 THRESHOLD
FEDERAL RESEARCH AND DEVELOPMENT	$0.03
WHOLESALE MERCHANTS	$0.05
LEASE/RENTAL	$0.05
BUILDERS AND DEVELOPERS	$0.05
REAL ESTATE BROKERS	$0.40
CONTRACTORS	$0.13
RETAIL MERCHANTS	$0.13
RETAIL/WHOLESALE MERCHANTS	$0.13
RESTAURANTS	$0.13
BUSINESS SERVICES	$0.21
PERSONAL SERVICES	$0.21
REPAIR SERVICES	$0.13
MONEY LENDERS	$0.20
UTILITIES	$0.50
TELEPHONE COMPANIES	$0.50
AMUSEMENTS	$0.36
HOTELS/MOTELS	$0.26
PROFESSIONAL AND SPECIALIZED	$0.40

Motor Vehicle License - An annual license fee for each motor vehicle, trailer, or semi-trailer owned, kept or used by residents or businesses in the Town. The license (vehicle decal) fee rates are $20.00 for private passenger and other vehicles weighing less than 4,000 pounds, $25.00 for vehicles weighing in excess of 4,000 pounds and $10.00 for motorcycles. Due date for purchase of a new Town vehicle decal is October 5th with a display date of November 15th.

Planning Fees – Fees assessed for site plan development review, subdivision review and other related planning and zoning activities and permits as described in Chapter 78 (Zoning) of the Town of Herndon Code (2000), as amended.

Building Inspection Fees and Permits – A comprehensive schedule of fees assessed under the Town's Building Regulation (Chapter 10, Building and Building Regulations, Town of Herndon Code, 2000, as amended) for building inspections and related functions. These fees apply to all permits necessary under the provisions of the Virginia Uniform Statewide Building Code and the Town of Herndon Property Maintenance Code. The minimum fee for any permit is $40.00.

CHARGES FOR SERVICES

Franchise Leases – A lease granted to users (such as utility companies) of the Town's public right-of-ways. The typical lease stipulates an annual right-of-way fee equal to $2.00 per linear foot of infrastructure installed. For users defined by the Virginia State Corporation Commission as Certified Local Exchange Carriers (CLEC's), the public right-of-way fee beginning July 1, 2007 will be $0.61 per subscriber line located within the corporate limits of the Town.

Recycling Collection Fee – The Town provides weekly recycling collection services to all single-family, duplex and townhouse residential dwellings. The fee for this service is $2.50 per calendar quarter ($10.00 per year) and is included as part of the quarterly utility bill.

Recreation and Admissions Fees – The Department of Parks and Recreation offers various recreational programs and classes, including exercise, fitness, arts, leisure, youth activities, tennis and aquatics. Fees charged cover the cost of the class. The fee structure was revised in 2006 and provides Town residents with priority registration and discounts on recreational programs. Included under admissions fees are daily use of the community center, pool, and gymnasium. Admissions fees are also discounted for Town residents. Rental income includes rental of certain Community Center facilities and picnic shelters at several park locations.

Transfers from Other Funds for Indirect Costs – This revenue source is a reimbursement of the estimated cost of General Fund services supplied to the Town's other operating funds. These services include accounting, personnel, procurement, engineering, and general administration.

INTERGOVERNMENTAL REVENUES

ABC Profits/Wine Tax - Profit distribution is received quarterly from the Commonwealth of Virginia Alcohol Control Board. The distribution is based on population as shown in the most recent US population census.

Police Reimbursement (Section 599 Funds) - This is a 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 US population census.

Street and 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.

Federal Grants – From time to time, the Town is eligible to apply for and receive federal grant funding for specific Town services or capital outlay.

Commonwealth of Virginia Grants – The Town is eligible to participate in Commonwealth of Virginia grant programs including the Virginia Fire Fund program, the Litter Control program, Department of Motor Vehicles "mini grants", Virginia Department of Conservation and Recreation grants, Virginia Commission for the Arts grants, and the Virginia Underground Petroleum Storage Tank Fund program. These grant programs range in value from $1,500 to $500,000.

County Grants – Over the past several years, Fairfax County and the Town have entered into a number of collaborative agreements, capital projects, and environmental programs. The County reimburses many of the Town's up-front expenditures. A joint venture between the Town and the County is the operation of a Neighborhood Resource Center (NRC). The Town pays all the operating costs of the center with the County reimbursing a pro-rata share of these costs annually. The Town also receives a grant under the County's Consolidated Community Funding Pool which pays the salary and fringe benefits costs of the Town's Bilingual Housing Specialist. In keeping with the NRC agreement and funding pool program, the Town anticipates receiving $182,750 from Fairfax County during FY 2008.

OTHER REVENUES

Interest Earnings on Investments – Interest earned from money invested in money market accounts, certificates of deposit, U.S. government and agency securities, repurchase agreements, commercial paper and the Commonwealth of Virginia Treasurer's Local Government Investment Pool (LGIP).

Sale of Land/Buildings and Surplus or Obsolete Materials – From time to time, the Town sells surplus or obsolete equipment, furnishings and vehicles through a third-party auctioneer. The Town also sells specific Town-owned land and buildings when they are no longer needed for local government purposes.

OTHER FINANCING SOURCES

Proceeds from Capital Lease/Purchase – Funds borrowed from a lending institution (usually a bank) to buy approved vehicles and major equipment. The payback period in most cases is five years and the interest rate charged is usually lower than the Town's average interest rate earned on investments.

Proceeds from General Obligation Bonds – Funds received from the sale of bonds issued by the Town. Preceding the bond sale, a public hearing must take place and a bond ordinance adopted by Town Council, which authorizes the bond sale. General obligation bonds are backed by the full faith and credit of the Town. As such, the Town's general taxing power for payment of the debt obligation is pledged. The payback period for bonds ranges from ten to forty years. The Town of Herndon typically issues bonds ranging from thirteen to twenty years.

WATER AND SEWER FUND REVENUE DESCRIPTIONS

The following are the proposed schedule of charges for in-town utility customers for FY 2008:

Water:

The water usage charge is $2.04 per 1,000 gallons of water consumption, as measured by readings of the water meter serving the property. In addition, all water consumed during the peak use period (defined as consumptions for quarterly billings issued during the months of June through November) which is in excess of either 3,000 gallons above or one and one-tenth times the consumption of the preceding winter quarter billing period (defined as consumption for a quarterly billing issued during the months of February through April) will be charged an additional $3.40 per 1,000 gallons metered. This peak use period charge is in addition to the base water usage charge of $2.04 per 1,000 gallons.

The Town also assesses a quarterly service charge per billing based on the following water meter sizes:

Meter Size (inches)	Quarterly Service Charge
5/8"	$ 6.00
3/4"	6.00
1"	8.75
1.5"	14.26
2"	67.50
3"	72.50
4"	185.00
6"	296.25

Residential users normally have 5/8" or 3/4" meters and commercial user meters typically range in size from 3/4" to 6".

Sewer

The proposed sewer usage charge is $3.31 per 1,000 gallons and is based on water used, as measured by readings of the water meter serving the property. In addition, all sewer conveyed during the peak use period (defined as consumptions for quarterly billings issued during the months of June through November) which is in excess of either 3,000 gallons above or one and one-tenth times the consumption of the preceding winter quarter billing period (defined as consumption for a quarterly billing issued during the months of February through April) will be charged a reduced rate of $1.65 per 1,000 water gallons metered.

In addition to sewer base and peak use charges, each sanitary service customer receiving sanitary sewer service at a single family, two-family, or townhouse unit pays a quarterly billing fee of $0.50 to cover the cost of repairing privately-owned sanitary sewer lateral structural failures within the public right-of-way or public easement.

In addition to the above quarterly charges, other water and sewer charges include availability fees, water meter installation and connection charges and line extension charges. These are presented in detail in Chapter 74 (Utilities) and Chapter 62 (Solid Waste), Town of Herndon Code (2000), as amended.

Interest Earnings on Investments – Interest earned from money invested in money market accounts, certificates of deposit, U.S. government and agency securities, repurchase agreements, commercial paper and the Commonwealth of Virginia Treasurer's Local Government Investment Pool (LGIP).

CHESTNUT GROVE CEMETERY FUND

In 1997, the Town accepted the donation of the Chestnut Grove Cemetery from Chestnut Grove Cemetery Board of Directors, as a public service. Based upon an initial cemetery feasibility analysis and subsequent updates, the following fees are currently in effect.

Interment Rights (Lot)		Fee
Columbarium	$	1,150 to 1,645
Adult Site Interment		1,595 to 1,995
Infant/ Child		375 to 795
Cremation Sites		795 to 1,445
Ground Cremation		950 to 1,445
Mausoleums		5,500 to 6,200
Estate lots		27,500 to 37,500

Opening and Closing		Fee
Ground burial	$	995
Cremation		595
Columbarium		595
Mausoleum		595
Infant/ Child		375
Disinterment		1,575

In addition to the fees listed above, there are other additional charges for holiday, weekend and after hours set-up. These are presented in detail in Chapter 22 (Cemeteries), Town of Herndon Code (2000), as amended.

Interest Earnings on Investments – Interest earned from money invested in money market accounts, certificates of deposit, U.S. government and agency securities, repurchase agreements, commercial paper and the Commonwealth of Virginia Treasurer's Local Government Investment Pool (LGIP).

GOLF COURSE FUND

The Herndon Centennial Golf Course is a separate enterprise activity and, as such, must generate sufficient revenues to meet all personnel, operating, capital and debt service expenses. At the same time, maintaining a competitive rate structure relative to other public golf courses in the northern Virginia area and focusing efforts on meeting customer expectations are seen as key elements to continued success in 2008. Beginning March 15, 2006, the course launched a first-ever annual pass, granting unlimited play to golfers for one annual fee. Town residents continue to be charged lower greens fee prices than non-residents. Also offered are "off-season" rates effective December 1 through March 14.

The following are the major sources of Golf Course revenue and the rates in effect through March 14, 2008.

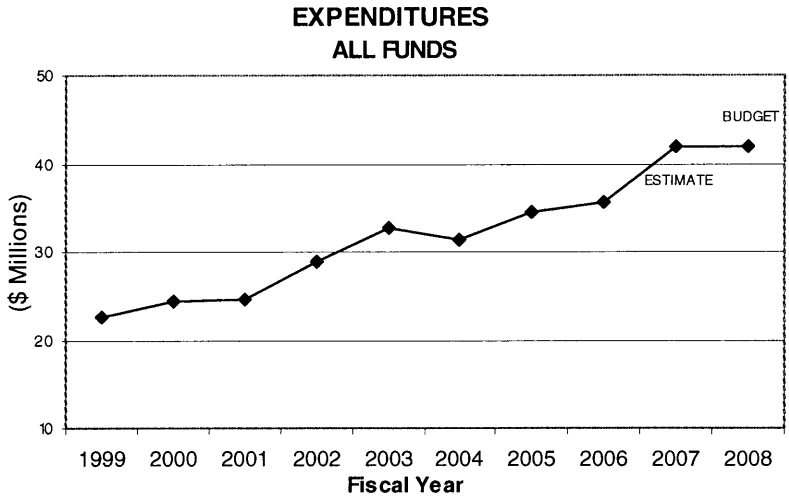
	In-Season Rates March 15, 2007 thru November 30, 2007	Off-Season Rates December 1, 2007 thru March 14, 2008
Greens Fees		
Non-resident:		
Weekday (18 hole)	$ 30.00	$ 26.00
Weekday (9 hole)	23.00	19.00
Weekday (after 6 pm)	18.00	N/A
Weekend (18 hole)	42.00	38.00
Weekend (9 hole, 4-6 pm)	28.00	23.00
Weekend (after 6 pm)	20.00	N/A
Weekday Annual Pass	1,250.00	N/A
Senior/ Junior:		
Weekday (18 hole)	$ 22.00	$ 18.00
Weekday (9 hole)	16.00	12.00
Weekday Annual Pass	1,125.00	N/A
Town of Herndon Resident:		
Weekday	$ 19.00	$ 15.00
Weekday (9 holes)	16.00	12.00
Weekend	27.00	23.00
Weekend (9 holes, 4-6 pm)	20.00	18.00
13 Round Weekday Play Pass	195.00	N/A
Weekday Annual Pass	1,200.00	N/A
Cart Rentals		
Two Players (18 holes)	$ 28.57	$ 20.95
One Player (18 holes)	14.29	10.48
Two Players (9 holes)	17.14	11.43
One Player (9 holes)	8.57	5.71

The rates listed above are not inclusive of all rates, fees and charges implemented at the golf course. The Town Manager and Director of Golf are authorized to establish prices for outing packages, rewards programs, the sale of pro shop merchandise, the use of the driving range, rental of pull carts and golf clubs and the provision of handicapping services. These prices are set in accordance with market conditions.

http://herndon-va.gov

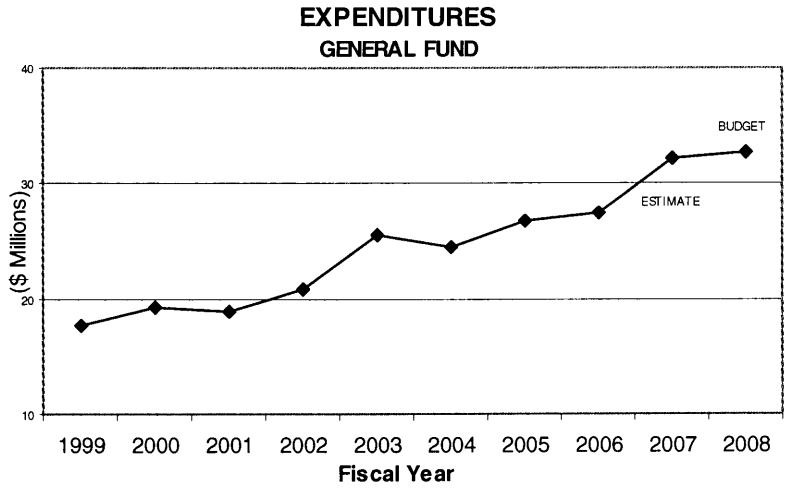
Expenditure Overview - All Funds

FY 2008 EXPENDITURE OVERVIEW

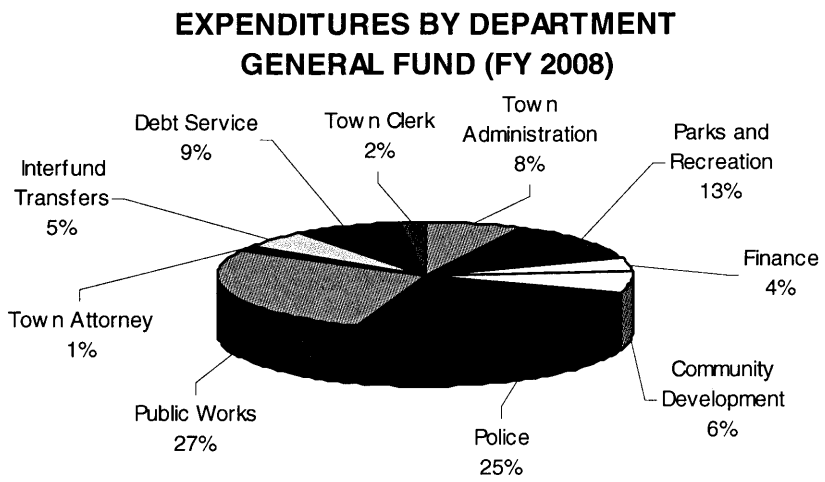


The expenditure of monies from all five funds provides the day-to-day resources necessary to operate the Town and meet the citizens' needs for services, infrastructure and facilities. Personnel, operations and maintenance expenditures reflect increases in population growth, new programs, and inflation. Many of the increases in the operating budget are a result of cost increases beyond the Town's control, such as rising utility costs. A highly skilled and dedicated workforce is essential in order for the Town to accomplish its mission. As with most organizations, a significant expenditure is for employee payroll, benefits and continuous improvement. Benefits include items such as employer contributions toward health insurance and retirement premiums. Project costs in the Capital Improvement Program fluctuate from year to year depending on the scope and size of projects to be constructed.

General Fund



The FY 2008 budget fully supports the Town Council priorities to encourage citizens to participate in the government process, maintain safe, secure, well-maintained neighborhoods, provide services citizens want, manage growth, provide exceptional amenities and maintain our sense of community. The FY 2008 budget continues to devote resources to reducing excessive occupancy (in residential areas. In order to strengthen these efforts, in January 2007, the Town Manager authorized the temporary transfer of three positions to the Community Inspections activity center. These additions underscore the Town's commitment to the elimination of excessive occupancy and the protection of its residential neighborhoods. The Town will continue to leverage technology to enhance the Town Web site and to provide better service to Herndon residents through implementation of a Citizen Response Management (CRM) software program. Major initiatives for FY 2008 include funding for capital improvement program projects including $846,000 for road repaving and street improvements, $150,000 to develop a skateboard facility to serve the youth of the community, $100,000 for design and partial construction of a Police Department sally port, $348,000 for replacement of critical vehicles and equipment, and $391,000 to replace older HVAC units in several Town facilities.



Approximately 52 percent of the General Fund expenditures are budgeted to provide Department of Public Works and Police Department services to the general population and to maintain the extensive infrastructure of the Town. Expenditures for the Department of Parks and Recreation account for 13 percent of the adopted FY 2008 General Fund expenditures. Interfund transfers, totaling $1,760,000 fund the FY 2008 portion of the Town's six-year capital improvements program. This amount accounts for approximately 5 percent of FY 2008 General Fund expenditures.

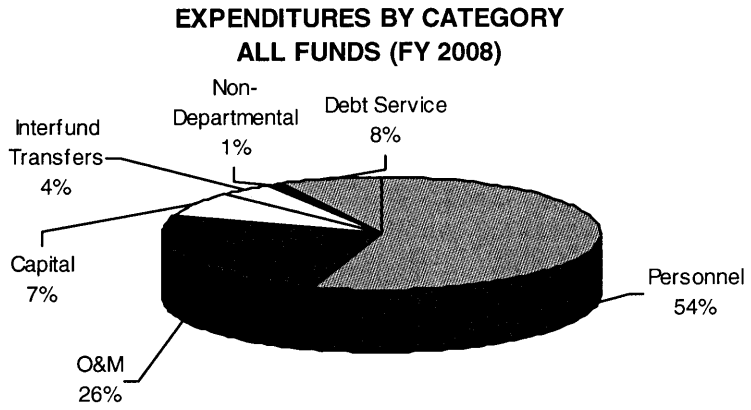
GENERAL FUND EXPENDITURES
PERCENT OF BUDGET BY CATEGORIES
FY 1999 – FY 2008

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Personnel	56%	60%	55%	64%	57%	64%	62%	64%	62%	64%
O&M	21%	21%	20%	19%	19%	19%	20%	19%	19%	20%
Capital	4%	3%	4%	2%	2%	2%	1%	3%	1%	2%
Interfund Transfers	10%	7%	13%	8%	14%	8%	9%	4%	9%	5%
Debt Service	9%	9%	8%	7%	8%	7%	8%	10%	9%	9%

FY 1999 – FY 2006 Audited Actual
FY 2007 Amended
FY 2008 Proposed

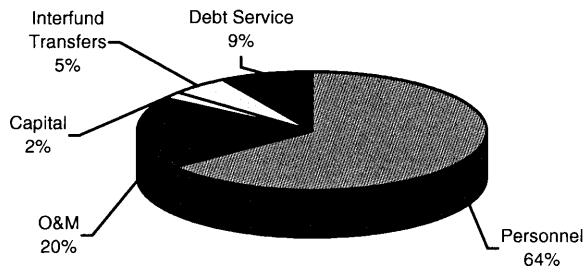
Enterprise Funds

The FY 2008 expenditures budgeted for the Water and Sewer Fund, the Golf Course Fund, the Chestnut Grove Cemetery Fund and the Downtown Parking Enterprise Fund represent funding requirements necessary to purchase materials, supplies, and equipment, as well as approved capital projects. Projected revenues collected from user and development fees, interest earnings, and other sources will provide the prerequisite funding for a balanced budget as required by the Town Code and the Commonwealth of Virginia.



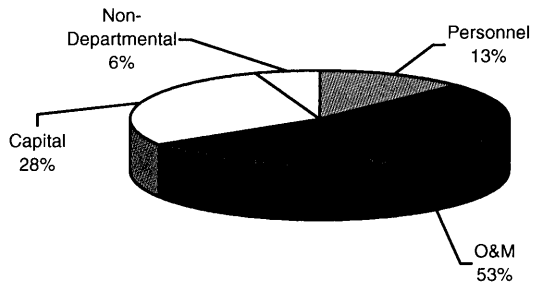
The graphics below display the Town's FY 2008 budgeted expenditures for the General Fund, Water & Sewer Fund, Cemetery Fund, and Golf Course Fund by category.

EXPENDITURES BY CATEGORY
GENERAL FUND (FY 2008)



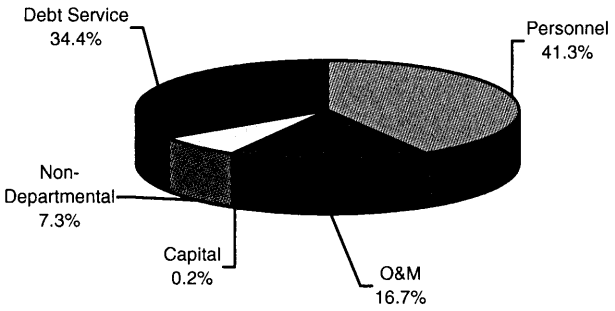
Detailed information concerning General Fund departments/divisions can be found on pages 91 through 314 of this document.

EXPENDITURES BY CATEGORY
WATER & SEWER (FY 2008)



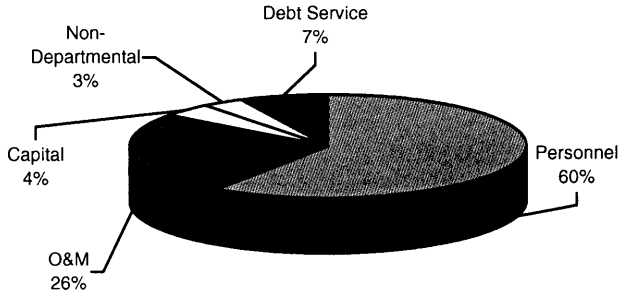
Detailed information concerning the Water & Sewer Fund can be found on pages 323 through 350 of this document.

EXPENDITURES BY CATEGORY
CEMETERY (FY 2008)



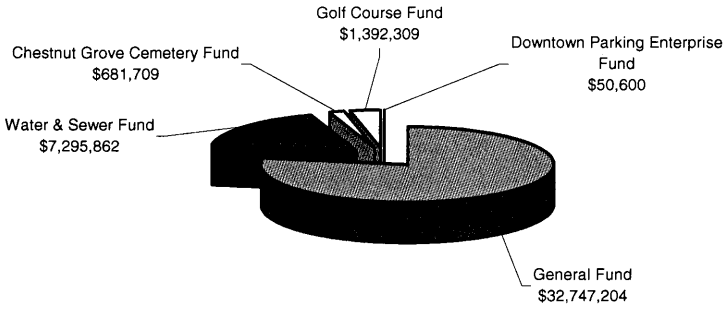
Detailed information concerning the Chestnut Grove Cemetery Fund can be found on pages 351 through 366 of this document.

EXPENDITURES BY CATEGORY
GOLF COURSE (FY 2008)

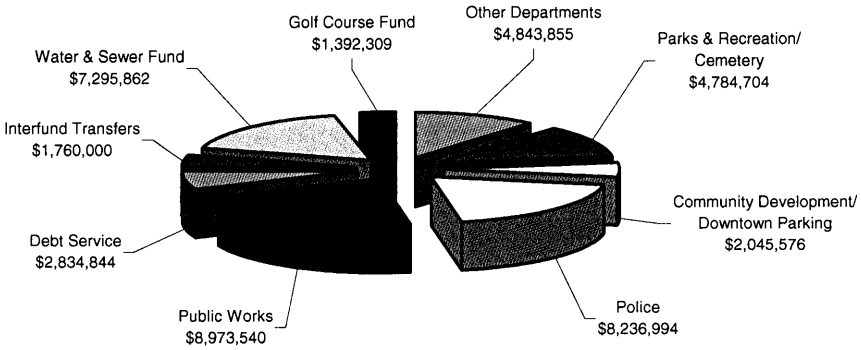


Detailed information concerning the Golf Course Fund can be found on pages 367 through 390 of this document.

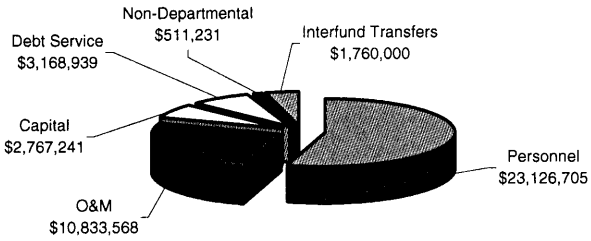
TOTAL FY 2008 EXPENDITURES
ALL FUNDS



TOTAL FY 2008 EXPENDITURES
BY MAJOR DEPARTMENT/PROGRAMS



TOTAL FY 2008 EXPENDITURES
ALL FUNDS BY CATEGORY



TOWN OF HERNDON, VIRGINIA
DEPARTMENT/FUND BUDGET SUMMARY
FISCAL YEAR 2007-2008

DEPARTMENT/FUND	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
GENERAL FUND							
Town Clerk	581,660	605,036	603,534	625,454	653,369	613,269	615,769
Town Administration	2,173,107	2,373,384	2,448,912	2,403,244	2,486,863	2,475,663	2,475,663
Parks & Recreation	3,155,707	3,397,360	3,962,981	3,861,204	4,103,995	4,102,995	4,102,995
Finance	1,022,423	1,137,903	1,221,884	1,228,342	1,281,751	1,281,751	1,281,751
Community Development	1,248,681	1,479,771	1,748,661	1,795,585	2,017,976	1,994,976	1,994,976
Police	6,571,015	7,209,794	7,726,607	7,727,569	8,276,069	8,236,994	8,236,994
Public Works	6,876,323	7,194,646	8,590,102	8,592,549	9,092,562	8,948,540	8,973,540
Town Attorney	350,048	415,617	507,481	468,138	470,672	470,672	470,672
Interfund Transfers	2,416,900	1,166,352	5,287,000	2,790,000	1,710,000	1,710,000	1,760,000
Debt Service - General Fund	2,318,000	2,562,888	3,013,443	2,783,593	2,834,844	2,834,844	2,834,844
TOTAL - GENERAL FUND	26,713,863	27,542,751	35,110,605	32,275,678	32,928,101	32,669,704	32,747,204
TOTAL - WATER & SEWER FUND	5,859,002	6,137,770	7,939,310	7,634,654	7,295,862	7,295,862	7,295,862
TOTAL - CHESTNUT GROVE CEMETERY FUND	388,796	471,428	549,745	537,595	681,709	681,709	681,709
TOTAL - GOLF COURSE FUND	1,596,717	1,468,438	1,377,619	1,349,407	1,392,309	1,392,309	1,392,309
TOTAL - DOWNTOWN PARKING ENTERPRISE FUND	40,750	99,315	91,570	32,540	50,600	50,600	50,600
TOTAL - DEPARTMENT/FUND SUMMARY	**34,599,128**	**35,719,702**	**45,068,849**	**41,829,874**	**42,348,581**	**42,090,184**	**42,167,684**

TOWN OF HERNDON, VIRGINIA
CATEGORY/FUND SUMMARY
FISCAL YEAR 2007-2008

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	GENERAL FUND							
	Personnel Services	16,583,736	17,742,907	20,041,766	19,673,455	21,158,338	21,084,341	21,084,341
	Operations & Maintenance	5,206,306	5,309,645	6,333,646	644,213	6,484,953	6,385,178	6,412,678
	Capital	146,172	717,484	450,650	566,817	695,341	655,341	655,341
	Interfund Transfers	2,416,900	1,166,352	5,287,000	2,790,000	1,710,000	1,710,000	1,760,000
	Debt Service	2,360,749	2,606,363	2,997,543	2,783,593	2,834,844	2,834,844	2,834,844
	TOTAL - GENERAL FUND	26,713,863	27,542,751	35,110,605	26,458,078	32,883,476	32,669,704	32,747,204
	WATER & SEWER FUND							
	Personnel	684,938	736643	918,267	876,067	932,897	932,897	932,897
	Operations & Maintenance	3,634,312	3574874	3,698,683	3,704,489	3,898,595	3,898,595	3,898,595
	Capital	594,377	777976	2,926,000	2,658,750	2,050,800	2,050,800	2,050,800
	Non-Departmental	945,375	1048277	396,360	395,348	413,570	413,570	413,570
	TOTAL - WATER & SEWER FUND	5,859,002	6,137,770	7,939,310	7,634,654	7,295,862	7,295,862	7,295,862
	CHESTNUT GROVE CEMETERY FUND							
	Personnel	206,569	247,343	271,464	271,464	281,488	281,488	281,488
	Operations & Maintenance	63,042	84,834	125,210	122,150	114,150	114,150	114,150
	Capital	0	20,470	0	0	1,500	1,500	1,500
	Non-Departmental	74,985	76,789	34,240	47,436	49,946	49,946	49,946
	Debt Service	44,200	41,992	118,831	96,545	234,625	234,625	234,625
	TOTAL - CHESTNUT GROVE CEMETERY FUND	388,796	471,428	549,745	537,595	681,709	681,709	681,709
	GOLF COURSE FUND							
	Personnel	725,464	759,281	832,320	798,655	827,979	827,979	827,979
	Operations & Maintenance	294,425	337,751	334,690	349,013	357,545	357,545	357,545
	Capital	41,499	44,401	63,400	54,327	59,600	59,600	59,600
	Non-Departmental	480,748	275,476	48,470	48,673	47,715	47,715	47,715
	Debt Service	54,581	51,529	98,739	98,739	99,470	99,470	99,470
	TOTAL - GOLF COURSE FUND	1,596,717	1,468,438	1,377,619	1,349,407	1,392,309	1,392,309	1,392,309
	DOWNTOWN PARKING FUND							
	Operations & Maintenance	10,217	10,036	11,570	11,140	50,600	50,600	50,600
	Capital	0	89,279	80,000	21,400	0	0	0
	Non-Departmental	30,533	0	0	0	0	0	0
	TOTAL - DOWNTOWN PARKING FUND	40,750	99,315	91,570	32,540	50,600	50,600	50,600
	TOTAL - ALL FUNDS	34,599,128	35,719,702	45,068,849	36,012,274	42,303,956	42,090,184	42,167,684

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Revenue and Expenditure Expense Summary – All Funds

TOWN OF HERNDON, VIRGINIA
REVENUE AND EXPENDITURE/ EXPENSE SUMMARY
FISCAL YEAR 2007-2008

OBJECT CODE	REVENUE AND OTHER FINANCING SOURCES	2003-04 AUDITED ACTUAL	2004-05 AUDITED ACTUAL	2005-06 AUDITED ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 PROJECTED	2007-08 ADOPTED
	GENERAL FUND							
	General Taxes	$ 7,125,043	$ 7,775,583	$ 8,702,956	$ 10,476,790	$ 10,459,340	$ 11,388,540	$ 11,388,540
	Other Local Taxes	4,741,663	5,674,110	6,605,914	6,550,470	6,688,950	7,107,710	7,107,710
	Permit & Fees	3,972,387	4,475,944	4,170,206	4,180,980	3,938,310	3,886,175	3,911,175
	Fines	492,125	449,833	471,902	471,000	531,750	533,250	533,250
	Interest	115,685	329,198	238,322	350,000	350,000	325,000	325,000
	Recreation Programs	1,952,788	2,002,816	2,031,131	2,390,150	2,200,130	2,367,500	2,367,500
	Other Governmental Agencies	3,586,070	4,273,342	3,948,729	5,319,660	4,459,587	4,319,680	4,319,680
	Other Sources	2,226,102	218,163	1,279,833	4,215,260	1,679,400	1,453,200	1,455,700
	Transfers	293,700	783,323	593,835	1,156,295	1,156,295	1,288,649	1,338,649
	TOTAL - GENERAL FUND	24,505,563	25,982,312	28,042,828	35,110,605	31,463,762	32,669,704	32,747,204
	WATER & SEWER FUND							
	Water Services	1,767,300	1,796,616	2,012,354	1,848,970	2,041,000	2,083,435	2,083,435
	Sewer Services	2,105,779	2,068,822	2,199,573	2,157,290	2,198,000	2,274,930	2,274,930
	Availability Fees	1,533,682	845,013	719,489	565,000	301,000	300,000	300,000
	Interest	80,783	459,657	237,692	504,600	504,600	504,600	504,600
	Rents and Leases	151,454	157,581	205,680	161,690	191,938	194,430	194,430
	Other Sources	125,440	106,898	114,101	2,701,760	2,696,663	1,938,467	1,938,467
	TOTAL - WATER & SEWER FUND	5,764,438	5,434,587	5,488,889	7,939,310	7,933,201	7,295,862	7,295,862
	CHESTNUT GROVE CEMETERY FUND							
	Cemetery Sites	167,200	236,125	224,415	276,000	305,000	327,880	327,880
	Interment Services	78,140	90,116	101,150	95,175	118,969	127,890	127,890
	Interest	44,014	112,658	33,190	84,800	84,779	80,000	80,000
	Other Sources	58,597	85,765	118,726	93,770	17,837	145,939	145,939
	TOTAL - CHESTNUT GROVE CEMETERY FUND	347,951	524,664	477,481	549,745	526,585	681,709	681,709
	GOLF COURSE FUND							
	Greens Fees	994,340	934,264	$ 865,192	939,900	$ 962,500	$ 955,170	$ 955,170
	Golf Cart Revenue	234,788	213,440	224,065	233,000	249,300	235,370	235,370
	Pro Shop Sales	88,170	85,188	82,133	84,000	82,200	82,000	82,000
	Rents and Leases	43,973	37,257	25,830	37,400	24,330	24,450	24,450
	Interest	(36,818)	20,475	11,085	12,600	18,000	11,050	11,050
	Other Sources	73,733	76,613	84,879	70,719	88,375	84,269	84,269
	TOTAL - GOLF COURSE FUND	1,398,186	1,367,237	1,293,184	1,377,619	1,424,705	1,392,309	1,392,309
	DOWNTOWN PARKING ENTERPRISE FUND							
	Parking Availability Fees	$ -	-	-	$ 26,100	-	26,100	26,100
	Interest	12,972	8,641	13,188	20,000	12,131	11,870	11,870
	Other Sources	11,637	12,090	32,090	45,470	20,409	12,630	12,630
	TOTAL - DOWNTOWN PARKING ENTERPRISE FUND	24,609	20,731	45,278	91,570	32,540	50,600	50,600
	TOTAL REVENUE - ALL FUNDS	**$ 32,040,747**	**$ 33,329,531**	**$ 35,347,660**	**$ 45,068,849**	**$ 41,380,793**	**$ 42,090,184**	**$ 42,167,684**

TOWN OF HERNDON, VIRGINIA
REVENUE AND EXPENDITURE/ EXPENSE SUMMARY
FISCAL YEAR 2007-2008

OBJECT CODE	EXPENDITURES/ EXPENSES AND OTHER FINANCING USES	2003-04 AUDITED ACTUAL	2004-05 AUDITED ACTUAL	2005-06 AUDITED ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 PROJECTED	2007-08 ADOPTED
	GENERAL FUND							
	Personnel Services	$ 15,584,349	$ 16,583,736	$ 17,742,907	$ 20,041,766	$ 19,673,455	$ 21,084,341	$ 21,084,341
	Operations & Maintenance	4,560,282	5,206,306	5,309,645	6,333,646	644,213	6,385,178	6,412,678
	Capital	430,284	146,172	717,484	450,650	566,817	655,341	655,341
	Interfund Transfers	2,056,786	2,416,900	1,166,352	5,287,000	2,790,000	1,710,000	1,760,000
	Debt Service	1,794,257	2,360,749	2,606,363	2,997,543	2,783,593	2,834,844	2,834,844
	TOTAL - GENERAL FUND	24,425,958	26,713,863	27,542,751	35,110,605	26,458,078	32,669,704	32,747,204
	WATER & SEWER FUND							
	Personnel	733,928	684938	736,643	918,267	876,067	932,897	932,897
	Operations & Maintenance	3,396,979	3634312	3,574,874	3,698,683	3,704,489	3,898,595	3,898,595
	Capital	291,610	594377	777,976	2,926,000	2,658,750	2,050,800	2,050,800
	Non-Departmental	891,928	945375	1,048,277	396,360	395,348	413,570	413,570
	Debt Service	-	-	-	-	-	-	-
	TOTAL - WATER & SEWER FUND	5,314,445	5,859,002	6,137,770	7,939,310	7,634,654	7,295,862	7,295,862
	CHESTNUT GROVE CEMETERY FUND							
	Personnel	201,824	206,569	247,343	271,464	271,464	281,488	281,488
	Operations & Maintenance	48,542	63,042	84,834	119,850	122,150	114,150	114,150
	Capital	-	-	20,470	-	-	1,500	1,500
	Non-Departmental	66,934	74,985	76,789	39,600	47,436	49,946	49,946
	Debt Service	42,929	44,200	41,992	118,831	96,545	234,625	234,625
	TOTAL - CHESTNUT GROVE CEMETERY FUND	360,229	388,796	471,428	549,745	537,595	681,709	681,709
	GOLF COURSE FUND							
	Personnel	719,847	725,464	759,281	832,320	798,655	827,979	827,979
	Operations & Maintenance	285,158	294,425	337,751	334,690	349,013	357,545	357,545
	Capital	53,405	41,499	44,401	63,400	54,327	59,600	59,600
	Non-Departmental	76,150	480,748	275,476	48,470	48,673	47,715	47,715
	Debt Service	57,461	54,581	51,529	98,739	98,739	99,470	99,470
	TOTAL - GOLF COURSE FUND	1,192,021	1,596,717	1,468,438	1,377,619	1,349,407	1,392,309	1,392,309
	DOWNTOWN PARKING FUND							
	Personnel	-	-	-	-	-	-	-
	Operations & Maintenance	10,520	10,217	10,036	11,570	11,140	50,600	50,600
	Capital	557	-	89,279	80,000	21,400	-	-
	Non-Departmental	-	30,533	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-
	TOTAL - DOWNTOWN PARKING FUND	11,077	40,750	99,315	91,570	32,540	50,600	50,600
	TOTAL EXPENDITURES/EXPENSES - ALL FUNDS	**31,303,730**	**34,599,128**	**35,719,702**	**45,068,849**	**36,012,274**	**42,090,184**	**42,167,684**
	REVENUES OVER (UNDER) EXPENDITURES/ EXPENSES	**$ 737,017**	**$ (1,269,597)**	**$ (372,042)**	**$ -**	**$ 5,368,519**	**$ -**	**$ -**

Fund Balance / Net Assets

TOWN OF HERNDON, VIRGINIA
FUND BALANCE/
NET ASSETS
FISCAL YEAR 2007-2008

Combined Fund Balance/ Net Asset Summaries - All Funds	General Fund	Water & Sewer Fund	Chestnut Grove Cemetery Fund	Golf Course Fund	Downtown Parking Enterprise Fund	Total
Estimated Beginning Fund Balance/Net Assets - July 1, 2007	**$ 6,612,863**	**$ 25,012,808**	**$ 1,159,194**	**$ 3,602,609**	**$ 1,755,200**	**$ 38,142,674**
Revenue and Other Financing Sources						
General Taxes	11,388,540	-	-	-	-	11,388,540
Other Local Taxes	7,107,710	-	-	-	-	7,107,710
Water Services	-	2,083,435	-	-	-	2,083,435
Sewer Services	-	2,274,930	-	-	-	2,274,930
Availability Fees	-	300,000	-	-	26,100	326,100
Permit & Fees	3,911,175	-	-	-	-	3,911,175
Fines	533,250	-	-	-	-	533,250
Cemetery Sites	-	-	327,880	-	-	327,880
Interment Services	-	-	127,890	-	-	127,890
Greens Fees	-	-	-	955,170	-	955,170
Golf Cart Revenue	-	-	-	235,370	-	235,370
Pro Shop Sales	-	-	-	82,000	-	82,000
Interest	325,000	504,600	80,000	11,050	11,870	932,520
Recreation Programs	2,367,500	-	-	-	-	2,367,500
Other Governmental Agencies	4,319,680	-	-	-	-	4,319,680
Rents and Leases	463,700	194,430	-	24,450	-	682,580
Other Sources	992,000	1,938,467	145,939	84,269	12,630	3,173,305
Transfers	1,338,649	-	-	-	-	1,338,649
TOTAL - Revenue and Other Financing Sources	32,747,204	7,295,862	681,709	1,392,309	50,600	42,167,684
Expenditures and Other Financing Uses						
GENERAL FUND						
Town Clerk	615,769	-	-	-	-	615,769
Town Administration	2,475,663	-	-	-	-	2,475,663
Parks & Recreation	4,102,995	-	-	-	-	4,102,995
Finance	1,281,751	-	-	-	-	1,281,751
Community Development	1,994,976	-	-	-	-	1,994,976
Police	8,236,994	-	-	-	-	8,236,994
Public Works	8,973,540	-	-	-	-	8,973,540
Town Attorney	470,672	-	-	-	-	470,672
Interfund Transfers, Net	1,760,000	-	-	-	-	1,760,000
Debt Service - General Fund	2,834,844	-	-	-	-	2,834,844
ENTERPRISE FUNDS						
Personnel	-	932,897	281,488	827,979	-	2,042,364
Operations & Maintenance	-	3,898,595	114,150	357,545	50,600	4,420,890
Capital	-	2,050,800	1,500	59,600	-	2,111,900
Non-Departmental	-	413,570	49,946	47,715	-	511,231
Debt Service	-	-	234,625	99,470	-	334,095
Non-cash adjustments	-	152,200	29,184	121,562	(9,850)	293,096
Total - Expenditures and Other Financing Uses	32,747,204	7,448,062	710,893	1,513,871	40,750	42,460,780
Projected Ending Fund Balance/ Net Assets - June 30, 2008	**$ 6,612,863**	**$ 24,860,608**	**$ 1,130,010**	**$ 3,481,047**	**$ 1,765,050**	**$ 37,849,578**

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Statement of Net Assets
and
Statement of Activities – All Funds

June 30, 2006

TOWN OF HERNDON, VIRGINIA

Exhibit A-1

STATEMENT OF NET ASSETS

June 30, 2006

	Governmental Activities	Business-type Activities	Totals
ASSETS			
Cash, cash equivalents and temporary cash investments	$ 17,815,102	$ 16,309,702	$ 34,124,804
Receivables, net:			
Property taxes	5,117,005	-	5,117,005
Trade and other accounts	943,151	957,860	1,901,011
Accrued interest	75,177	164,434	239,611
Due from other governments	1,220,900	-	1,220,900
Inventories	138,399	95,636	234,035
Prepaid costs	94,800	4,132	98,932
Notes receivable	-	465,003	465,003
Internal balances	285,635	(285,635)	-
Deferred bond costs, net of accumulated amortization	221,902	-	221,902
Capital assets:			
Land	6,367,487	3,418,338	9,785,825
Infrastructure	6,138,197	-	6,138,197
Buildings	34,253,160	2,237,532	36,490,692
Improvements other than buildings	8,437,487	24,103,077	32,540,564
Leasehold improvements	145,823	-	145,823
Machinery and equipment	8,898,689	2,272,822	11,171,511
Furniture and fixtures	1,681,248	207,558	1,888,806
Intangibles	-	167,685	167,685
Construction in progress	5,025,064	184,664	5,209,728
Less: accumulated depreciation and amortization	(17,347,276)	(15,208,744)	(32,556,020)
Total assets	79,511,950	35,094,064	114,606,014
LIABILITIES			
Accounts payable	1,279,742	1,075,352	2,355,094
Accrued payroll	341,266	31,767	373,033
Accrued liabilities - other	457,133	182,404	639,537
Accrued interest	330,492	-	330,492
Unearned revenue	5,331,055	-	5,331,055
Retainage payable	252,626	26,156	278,782
Customer deposits and contingent charges	2,480,011	265,534	2,745,545
Noncurrent liabilities:			
Due within one year	1,932,174	95,510	2,027,684
Due in more than one year	22,041,922	1,728,636	23,770,558
Total liabilities	34,446,421	3,405,359	37,851,780
NET ASSETS			
Invested in capital assets, net of related debt	31,719,000	15,722,161	47,441,161
Restricted for:			
Cemetery perpetual care	1,215,485	-	1,215,485
Unrestricted	12,131,044	15,966,544	28,097,588
Total net assets	$ 45,065,529	$ 31,688,705	$ 76,754,234

See Notes to Financial Statements.

TOWN OF HERNDON, VIRGINIA

Exhibit A-2

STATEMENT OF ACTIVITIES
Year Ended June 30, 2006

Functions/Programs	Expenses	Program Revenues: Charges for Services	Program Revenues: Operating Grants and Contributions	Program Revenues: Capital Grants and Contributions	Net (Expense) Revenue and Changes in Net Assets: Governmental Activities	Net (Expense) Revenue and Changes in Net Assets: Business-type Activities	Net (Expense) Revenue and Changes in Net Assets: Totals
Primary Government:							
Governmental activities:							
Legislative	$ 599,013	$ -	$ -	$ -	$ (599,013)	$ -	$ (599,013)
Administration	2,991,781	33,874	197,563	-	(2,760,344)	-	(2,760,344)
Town attorney	415,156	-	-	-	(415,156)	-	(415,156)
Parks and recreation	3,665,259	2,019,553	-	-	(1,645,706)	-	(1,645,706)
Finance	1,165,622	366,100	-	-	(799,522)	-	(799,522)
Community development	1,539,821	-	-	-	(1,539,821)	-	(1,539,821)
Police	7,645,742	475,407	1,084,006	-	(6,086,329)	-	(6,086,329)
Public works	7,606,343	470,699	1,068,463	3,381,970	(2,685,211)	-	(2,685,211)
Grants	241,986	-	-	-	(241,986)	-	(241,986)
Interest	904,816	-	-	-	(904,816)	-	(904,816)
Total governmental activities	26,775,539	3,365,633	2,350,032	3,381,970	(17,677,904)	-	(17,677,904)
Business-type activities:							
Water and sewer	6,135,079	4,301,639	719,489	553,422	-	(560,529)	(560,529)
Golf course	1,464,539	1,236,010	-	-	-	(228,529)	(228,529)
Chestnut Grove cemetery	448,989	418,563	-	-	-	(30,426)	(30,426)
Downtown parking	129,847	-	-	-	-	(129,847)	(129,847)
Total business-type activities	8,178,454	5,956,212	719,489	553,422	-	(949,331)	(949,331)
Total government	$ 34,953,993	$ 9,321,845	$ 3,069,521	$ 3,935,392	(17,677,904)	(949,331)	(18,627,235)
General Revenues:							
Taxes:							
General property tax					8,666,348	-	8,666,348
Business licenses tax					2,707,012	-	2,707,012
Transient occupancy tax					2,414,308	-	2,414,308
Local sales tax					1,580,278	-	1,580,278
Other local tax					5,101,866	-	5,101,866
Revenues not restricted to specific programs					70,136	-	70,136
Intergovernmental, other than grants					120,770	-	120,770
Use of money and property					866,575	286,132	1,152,707
Gain on sale of capital assets					1,900	-	1,900
Miscellaneous					84,178	324,506	408,684
Transfers					13,960	(13,960)	-
Total general revenues and transfers					21,627,331	596,678	22,224,009
Change in net assets					3,949,427	(352,653)	3,596,774
Net assets, July 1					41,116,102	32,041,358	73,157,460
Net assets, June 30					$ 45,065,529	$ 31,688,705	$ 76,754,234

See Notes to Financial Statements.

TOWN OF HERNDON, VIRGINIA
REVENUE ESTIMATES - GENERAL FUND
FISCAL YEAR 2007-2008

OBJECT CODE	SOURCE	2004-2005 AUDITED ACTUAL	2005-2006 AUDITED ACTUAL	2006-2007 ADOPTED BUDGET	2006-2007 ESTIMATED	2007-2008 ADOPTED	NOTES
	GENERAL FUND REVENUE - 001/0000/						
311.10-00	Real Estate Taxes (Current plus Delinquent)	7,308,566	8,293,737	10,085,590	10,059,300	11,002,100	As of January 1, 2007, assessment is $4,593,398,670 with 99% collection rate on current real estate taxes. This latest assessment represents an overall increase of 9% from January 1, 2006. Includes an estimated $33,300 in additional RE tax revenue due to new construction completed during the fiscal year. Total assessed value consists of 53.9% residential and 46.1% commercial. Tax rate is $0.24 per $100 of assessed value.
319.10-00	Real Estate Penalties & Interest	54,054	63,315	60,000	60,000	60,000	Based on prior years' experience.
311.30-00	Public Service Corporate Tax	412,963	345,905	331,200	340,040	326,440	Assessments provided by VA State Corporation Commission.
	TOTAL GENERAL TAXES	7,775,583	8,702,957	10,476,790	10,459,340	11,388,540	
	OTHER LOCAL TAXES						
313.10-00	Consumer Utility Taxes	1,618,011	1,686,137	1,699,910	1,079,000	770,000	For FY 2008, tax applies to electric and natural gas services only. The telecommunications portion of this tax is replaced (beginning Jan. 1, 2007) with the State's new 5% Communications Sales and Use Tax (see below).
313.20-00	Mobile Telecommunication (Cellular Telephone) Tax	337,634	650,991	582,710	299,950	0	Cellular telephone tax rate was 10% on first $30.00 billed monthly. FY 2005 is actual for seven months. FY 2006 is full year of collections. This tax is replaced (beginning Jan. 1, 2007) with the State's new 5% Communications Sales and Use Tax (see below).
313.40-00	5% Communications Sales and Use Tax	N/A	N/A	0	930,000	1,860,000	New State tax on telecommunications which replaces Town consumer utility tax (telecommunications portion only), cell phone tax and cable TV franchise fees. New tax became effective Jan. 1, 2007.
318.10-00	Bank Stock Tax	303,745	404,012	252,830	406,000	412,090	Anticipates bank deposit amounts slightly above revised estimate for FY 2007.
314.10-00	Cigarette Taxes	276,565	373,152	375,000	375,000	375,000	Cigarette tax rate increased from 35 cents per pack to 50 cents per pack effective July 1, 2005.
314.20-00	Transient Occupancy Tax	2,127,742	2,414,308	2,267,200	2,509,000	2,584,270	FY 2008 assumes hotel occupancy rate at levels slightly above revised FY 2007 estimates. Included in the estimate is additional tax revenue from opening of new hotel on corner of Herndon Parkway and Spring St.
314.40-00	Meals Tax	1,010,413	1,077,313	1,051,020	1,090,000	1,106,350	FY 2008 Meals Tax rate is 1.5%. Assumes 1.5% growth over FY 2007 estimated revenue.
	TOTAL - OTHER LOCAL TAXES	5,674,110	6,605,913	6,228,670	6,688,950	7,107,710	

TOWN OF HERNDON, VIRGINIA
REVENUE ESTIMATES - GENERAL FUND
FISCAL YEAR 2007-2008

OBJECT CODE	SOURCE	2004-2005 AUDITED ACTUAL	2005-2006 AUDITED ACTUAL	2006-2007 ADOPTED BUDGET	2006-2007 ESTIMATED	2007-2008 ADOPTED	NOTES
	PERMIT & PRIVILEGE FEES						
314.30-00	Vehicle Rental Taxes	85,887	94,768	92,700	90,000	92,700	Projected by Commonwealth of Virginia/ Dept. of Planning and Budget.
322.10-00	Motor Vehicle Licenses	317,489	318,846	321,800	296,000	296,000	
321.10-00	Business & Professional Occupational Licenses	3,055,880	2,707,012	3,023,240	2,700,000	2,765,500	FY 2008 anticipates leveling off of local economy.
321.10-10	Utility Consumption Tax	93,590	101,555	100,020	103,000	105,575	Gross receipts tax levied upon consumers of electricity and natural gas, as allowed by Commonwealth of Virginia. This tax is in lieu of a local BPOL fee assessed upon these utilities.
318.20-00	Cable TV Franchise Fees	293,375	352,386	307,300	215,000	113,400	The 5% cable TV franchise fee is replaced by State's new 5% Communications Sales and Use Tax. Town will continue to receive 3% PEG fee directly from Cox Communications and Verizon. FY 2006 revenue includes $50,000 application fee from Verizon for cable franchise agreement.
318.30-00	Franchise Leases	77,343	70,136	79,320	66,660	67,660	Franchise fees from Town's standard $2.00 per linear foot fee for public right-of-way use applicable to non-CLEC franchisees.
313.20-00	Public Right-of-Way Use Fee	175,330	137,475	145,660	139,650	141,740	Public right-of-way use fees levied upon CLEC (Certified Local Exchange Carriers) customers, as allowed by Code of Virginia.
	TOTAL - PERMIT & PRIVILEGE FEES	4,098,894	3,782,178	4,070,040	3,610,310	3,582,575	
	FINES						
351.10-00	Local Fines (Parking)	50,600	40,299	51,000	38,500	40,000	Tracks with prior years' experience.
351.10-01	Overweight Vehicles	19,044	754	5,000	550	550	Liquidated damages from overweight vehicles.
351.20-00	Court Fines	361,207	410,758	390,000	472,000	472,000	Anticipates court fine collections at same level as FY 2007 revised estimate.
351.30-00	Court Maintenance Fees	11,657	10,865	10,000	10,700	10,700	Tracks with prior years' experience.
351.50-00	Zoning Fines	7,325	9,225	15,000	10,000	10,000	Tracks with FY 2007 revised estimate.
	TOTAL - FINES	449,833	471,901	471,000	531,750	533,250	
322.20-00	**PLANNING FEES**	117,591	152,443	178,250	130,000	130,000	Assumes decline in new commercial and residential construction during FY 2008, in comparison to prior fiscal years. Trend is already evident in FY 2007, with revised estimate $48,250 below original budget.

TOWN OF HERNDON, VIRGINIA
REVENUE ESTIMATES - GENERAL FUND
FISCAL YEAR 2007-2008

OBJECT CODE	SOURCE	2004-2005 AUDITED ACTUAL	2005-2006 AUDITED ACTUAL	2006-2007 ADOPTED BUDGET	2006-2007 ESTIMATED	2007-2008 ADOPTED	NOTES
322.30-00	**BUILDING INSPECTION FEE PERMITS**	345,346	223,545	331,230	186,000	186,000	Assumes decline in new commercial and residential construction during FY 2008, in comparison to prior fiscal years. Trend is already evident in FY 2007, with revised estimate $145,230 below original budget.
322.40-00	**RIGHT OF WAY PERMIT FEES**	16,534	12,040	15,960	12,000	12,600	
361.00-00	**INTEREST ON INVESTMENTS**	329,198	238,322	350,000	350,000	325,000	Anticipates average interest rate of 4.0% and investment base is $8 million.
344.40-00	**RECYCLE COLLECTION FEE**	47,808	49,429	49,730	53,700	54,500	Tracks with FY 2007 revised estimate.
	RECREATION PROGRAMS						
347.10-00	Recreation Programs	1,164,455	1,196,311	1,371,650	1,286,000	1,349,000	Projections are based on proposed recreational programs, facility usage trends and other data, as analyzed and recommended by Dept. of Parks and Recreation.
347.20-00	Admission Fees	324,512	306,756	506,000	409,300	508,000	FY 2008 projection includes new fee structure and enhanced fitness offerings & programs, in conjunction with the opening of Phase IV of the Herndon Community Center.
347.30-00	Park Operation & Revenue	8,849	8,985	10,000	5,900	6,500	(See note above, under "Recreation Programs")
347.40-00	Herndon Festival	261,093	281,680	270,000	270,000	270,000	(See note above, under "Recreation Programs")
347.50-00	Concession Revenue	52,180	37,427	59,000	31,300	59,000	(See note above, under "Recreation Programs")
347.25-00	Industrial Strength Theatre	11,175	11,579	11,500	7,630	0	Effective Feb. 15, 2007, Industrial Strength Theater now owned by Elden Street Players.
347.55-00	Tennis/Multi-Use Indoor Facility	180,552	188,393	162,000	190,000	175,000	(See note above, under "Recreation Programs")
	TOTAL RECREATION PROGRAMS	2,002,816	2,031,131	2,390,150	2,200,130	2,367,500	
	REVENUE FROM OTHER SOURCES						
341.10-00	Sale of Publications	25	48	30	100	100	
344.30-00	Special Refuse Collection	33,592	24,017	20,600	26,500	26,900	
363.00-00	Rental Income	48,134	384,650	466,400	433,000	463,700	Rent from two Town-owned properties, including residence located at Runnymede Park and 27,479 sq. ft. of commercial flex/office space at 397 Herndon Parkway.
369.10-00	Newspaper Sales	40,256	33,825	37,500	29,500	30,000	Assumes stable market demand for recycled newsprint.
369.99-00	Not Otherwise Classified	46,818	49,825	40,000	43,400	42,500	Miscellaneous revenues.
392.10-00	Sale of Surplus/Obsolete Material	1,530	18,208	15,000	7,200	15,000	
	TOTAL - REVENUE FROM OTHER SOURCES	170,355	510,573	579,530	539,700	578,200	

TOWN OF HERNDON, VIRGINIA
REVENUE ESTIMATES - GENERAL FUND
FISCAL YEAR 2007-2008

OBJECT CODE	SOURCE	2004-2005 AUDITED ACTUAL	2005-2006 AUDITED ACTUAL	2006-2007 ADOPTED BUDGET	2006-2007 ESTIMATED	2007-2008 ADOPTED	NOTES
	TOTAL REVENUE - ALL LOCAL SOURCES	21,028,068	22,780,432	25,141,350	24,761,880	26,265,875	
	REVENUE FROM OTHER AGENCIES						
390.10-00	Reimbursements & Grants (federal and state)	863,152	1,089,988	904,600	904,446	929,780	Includes following State reimbursements and grants: Police (Section 599) funding at $664,800; Virginia Fire Fund Program grant at $52,250; Gang Task Force grant at $169,730; Litter Control grant at $5,500; estimated DMV mini grants at $25,000; and estimated other grants at $12,500.
390.10-03	Fairfax County Reimbursements & Grants	144,634	197,563	170,760	176,757	182,750	County's agreed share toward annual operating cost of the Neighborhood Resource Center at $107,150. FY 2008 also includes Comm. Dev. Block grant of $75,600 for Bilingual Housing Rehabilitation Specialist.
334.20-00	VDOT Street Maintenance Allocation	1,501,151	1,054,898	1,366,200	1,621,384	1,384,340	Projected by Commonwealth of Virginia/Dept. of Planning and Budget.
335.10-00	Share - ABC Profits and Wine Taxes	31,290	26,002	26,000	26,000	26,000	Projected by Commonwealth of Virginia Dept. of Planning and Budget.
335.20-00	Share - Local Sales Tax	1,647,228	1,580,278	1,779,400	1,581,000	1,596,810	Assumes 1% increase in comparison to FY 2007 estimates.
	TOTAL REVENUE - OTHER AGENCIES	4,187,455	3,948,729	4,246,960	4,309,587	4,119,680	
391.07-00	**TRANSFER FROM GOLF COURSE**	21,220	22,170	23,170	23,170	24,330	Reimbursement to General Fund for cost of indirect services such as personnel, data processing, purchasing, accounting, payroll, engineering and general administration.
391.02-00	**TRANSFER FROM WATER/SEWER**	270,990	333,170	348,160	348,160	365,570	Reimbursement to General Fund for cost of indirect services such as personnel, data processing, purchasing, accounting, payroll, engineering and DPW administration. Also includes salary & fringe benefit reimbursement for new Field Inspector/Utility Marker position assigned to new Right-of-Way Inspections activity center in Dept. of Public Works.
391.03-00	**TRANSFER FROM CHESTNUT GROVE CEMETERY**	10,300	10,760	11,240	11,240	11,800	Reimbursement to General Fund for cost of indirect services such as Parks & Recreation administration, personnel, data processing, purchasing, accounting, payroll, and engineering.
	TOTAL RECURRING REVENUE	25,518,033	27,095,261	29,770,880	29,454,037	30,787,255	

TOWN OF HERNDON, VIRGINIA
REVENUE ESTIMATES - GENERAL FUND
FISCAL YEAR 2007-2008

OBJECT CODE	SOURCE	2004-2005 AUDITED ACTUAL	2005-2006 AUDITED ACTUAL	2006-2007 ADOPTED BUDGET	2006-2007 ESTIMATED	2007-2008 ADOPTED	NOTES
	ONE-TIME REVENUES AND GRANTS:						
391.01-00	**TRANSFER FROM GENERAL FUND BALANCE**	480,813	227,735	773,725	773,725	833,949	Use of undesignated Fund Balance for financing CIP Fund and IS Improvement Fund interfund transfers.
391.01-00	**REALLOCATION OF CIP RESERVES**	0	0	0	0	103,000	Reallocation of existing, available reserves in the following CIP projects: (1) Fitness Trail @ $9,000 (with $2,000 to Jefferson St. Park); (2) Alabama Drive @ $68,000; (3) Nash St. @ $16,000 and (4) Town Hall Square @ $10,000.
392.20-00	**SALE OF LAND/ BUILDINGS**	0	0	0	0	300,000	FY 2008 projected revenue from sale of "Yellow House" on Pearl Street.
393.20-00	**BOND ISSUE/ CAPITAL LEASE PROCEEDS/ TEMPORARY INTERFUND LOAN**	0	690,000	3,186,000	686,000	348,000	FY 2008 amount is proceeds from capital lease/purchase of selected vehicles and equipment.
369.20-00	**PROFFERS, PRO-RATA SHARE AND OTHER CONTRIBUTIONS**	0	29,832	400,000	400,000	175,000	FY 2008 projection includes use of available recreation proffers for the following CIP projects: (1) $25,000 for Folly Lick/Spring Branch Regional Trail and (2) $150,000 for Skateboard Facility.
390.10-22	**VDOT CAPITAL CONSTRUCTION GRANT**	0	0	980,000	150,000	200,000	FY 2008 is projected VDOT grant for major road repaving, as detailed in FY 2008-2013 CIP. Grant pays 50% of estimated cost to repave arterial roadways.
	TOTAL - GENERAL FUND REVENUE AND OTHER FINANCING SOURCES	25,998,846	28,042,828	35,110,605	31,463,762	32,747,204	

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Adopted Personnel Summary

TOWN OF HERNDON, VIRGINIA
ADOPTED REGULAR PERSONNEL - GENERAL FUND
FISCAL YEAR 2007-2008

	FY 2005-06		FY 2006-07		FY 2007-08	
	F/T	P/T	F/T	P/T	F/T	P/T
TOWN CLERK						
Deputy Town Clerk	1		1		1	
Office Assistant III	1		1	1	1	1
Town Clerk	1		1		1	
	3		3	1	3	1
TOWN ADMINISTRATION						
Assistant to the Town Manager	1		1		1	
Director of Human Resources	1		1		1	
Director of Information Technology	1		1		1	
Director of Neighborhood Resources	1		1		1	
Help Desk Analyst	1		1		1	
Housing Rehabilitation Specialist	1		1		1	
Human Resources Analyst	1		1		1	
Management Analyst	1		1		1	
Neighborhood Improvement Specialist[1]	1		0		0	
Network Administrator	0		2		2	
Network Analyst	1		0		0	
Office Assistant II		0		1		1
Office Assistant III	1	1	1	1	1	1
Office Assistant III/Admin. Clerk	1		1		1	
Public Information Officer	1		1		1	
Systems Administrator	1		0		0	
Systems Manager	1		1		1	
Town Manager	1		1		1	
	16	1	15	2	15	2
COMMUNITY DEVELOPMENT						
Administrative Planner	1		1		1	
Associate Administrative Planner	0		1		1	
Associate Community Inspector	2	1	2	1	2	1
Community Forester	1		1		1	
Community Inspector I	3		3		3	
Community Inspector II	1		2		2	
Director of Community Development	1		1		1	
Neighborhood Building Inspector[1]	0		1		1	
Office Assistant II/Admin. Clerk[1]	1		2		2	
Office Assistant III	1		1		1	
Office Assistant III/Admin. Clerk	1		1		1	
Planner I	3		2		2	
Planner II	0		1		1	
Senior Community Inspector	1		1		1	
Senior Planner	1		1		1	
Senior Planner/Zoning Administrator	1		1		1	
Senior Project Planner		1		1		1
Transportation Planner	1		1		1	
	19	2	23	2	23	2
FINANCE						
Accounting Tech II	1	1	1	1	1	1
Accounting Tech II/Admin. Tech	1		1		1	
Deputy Director of Finance	0		1		1	
Director of Finance	1		1		1	
Manager of Financial Operations	1		0		0	
Office Assistant I		1		1		0
Office Assistant II	0		0		1	
Office Assistant III	1		1		1	
Payroll/Utility Customer Service Spv.	0		1		1	
Purchasing Agent	1		1		1	
Revenue Supervisor	1		1		1	
Senior Accounting Technician	3		2		2	
	10	2	10	2	11	1

	FY 2005-06		FY 2006-07		FY 2007-08	
	F/T	P/T	F/T	P/T	F/T	P/T
PARKS & RECREATION						
Administrative Assistant	1		1		1	
Aquatics Services Manager	1		1		1	
Community Center Manager	1		1		1	
Community Center Supervisor I		2		2		1
Community Center Supervisor II	1		1		1	
Custodian I		2		2		2
Custodian II	2		3		3	
Director of Parks & Recreation	1		1		1	
Fitness Assistant	0		0		1	
Fitness Specialist	0		1		1	
Manager of Recreation Services	1		1		1	
Marketing Specialist		1		1		1
Naturalist	1		1		1	
Office Assistant III		1		1		1
Office Assistant III/Admin. Clerk	2		2		2	
Pool Operations Manager	1		1		1	
Preschool Teacher		1		1		1
Recreation Assistant I	2	1	1	2	2	0
Recreation Assistant II	1		1		1	
Recreation Program Assistant		1		1		1
Recreation Program Coordinator		1		1		1
Recreation Services Supervisor I	2		2		2	
Recreation Services Supervisor II	3		3		3	
Tennis Center Manager		1		1		1
	20	11	21	12	23	9
POLICE						
Administrative Assistant	1		1		1	
Chief of Police	1		1		1	
Communications Technician	7		8		8	
Communications Technician Supervisor	1		1		1	
Crime Analyst		1		1		1
Crime Prvntn Spclst/Program Coord.	0		1		1	
Office Assistant III	1		1		1	
Police Captain	2		2		2	
Police Lieutenant	4		4		4	
Police Officer	38		40		40	
Police Sergeant	10		11		11	
Records Technician[1]	2		1		1	
Records Technician Supervisor	1		1		1	
Senior Communications Technician	1		1		1	
Technical Services Manager	1		1		1	
	70	1	74	1	74	1

	FY 2005-06		FY 2006-07		FY 2007-08	
	F/T	P/T	F/T	P/T	F/T	P/T
PUBLIC WORKS						
Administrative Assistant	1		1		1	
Assistant Crew Supervisor	0		0		3	
Building Inspector I	1		1		1	
Building Inspector II	1		1		1	
Building Maintenance Coordinator	1		1		1	
Building Official	1		1		1	
Chief, Program & Project Manager	1		1		1	
Custodian I	3		3		3	
Deputy Director of Public Works	1		1		1	
Director of Public Works	1		1		1	
Engineer	1		1		1	
Engineering Inspector	1		2		2	
Facility Maint. Mechanic II	2		2		2	
Facility Maint. Mechanic III	1		1		1	
Facility Maint. Supervisor	1		1		1	
Fleet Manager	1		1		1	
General Services Administrator	1		1		1	
Mechanic Assistant	1		1		1	
Mechanic I	2		2		2	
Mechanic II	2		2		2	
Neighborhood Building Inspector	1		0		0	
Office Assistant II	2		2		2	
Office Assistant III	1		1		1	
Office Assistant III/Admin. Clerk	2		2		2	
Operations Coordinator	1		1		1	
Program & Project Coordinator	4		4		4	
Public Works Superintendent	1		1		1	
Residential Building Inspector	1		1		1	
Right-of-Way Inspection Supervisor	1		1		1	
Right-of-Way Inspector/Utility Marker	2		2		2	
Sanitation Worker	6		6		0	
Senior Civil Engineer	1		1		1	
Sign & Signal Technician	1		1		1	
Traffic Control Supervisor/Coordinator	1		1		1	
Traffic Signal Technician	1		1		1	
Utility Equipment Operator I	4		4		4	
Utility Equipment Operator II	3		4		3	
Utility Equipment Operator II/Truck Driver	7		7		8	
Utility Equipment Operator III	1		1		0	
Utility Maintenance Worker I	9		10		17	
Utility Maintenance Worker II	2		2		2	
Utility Manager	1		1		1	
Utility Work Crew Supervisor	3		3		3	
	80		82		85	
TOWN ATTORNEY						
Legal Assistant	1		1		1	
Paralegal		1		1		1
Town Attorney	1		1		1	
	2	1	2	1	2	1
TOTAL	**220**	**18**	**230**	**21**	**236**	**17**
TOTAL - REGULAR GENERAL FUND PERSONNEL	**238**		**251**		**253**	

[1] positions temporarily transferred to Community Development, Community Inspections

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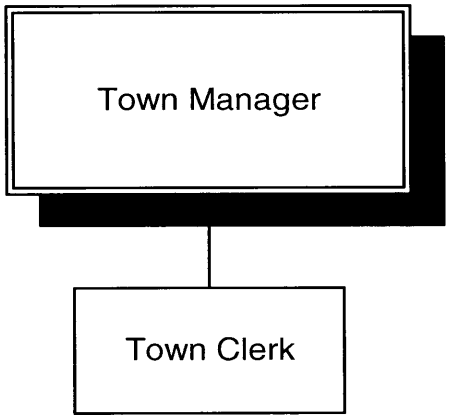
TOWN OF HERNDON, VIRGINIA
DEPARTMENT ORGANIZATION
FISCAL YEAR 2007-2008

OFFICE OF THE TOWN CLERK



TOWN OF HERNDON, VIRGINIA
DEPARTMENT PURPOSE AND OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Office of the Town Clerk

DEPARTMENTAL PURPOSE:

The Town Council is the elected governing body which formulates policies for the proper guidance and administration of the Town. The Mayor and six members of the Town Council are elected simultaneously for two year terms. The Town Charter designates the Mayor as the chief executive officer of the Town. The Town Council appoints the Town Manager as the chief administrative officer.

The Town Clerk, appointed by the Town Manager, provides support to the Mayor, Town Council, and Town Manager; produces accurate records of Town Council meetings; and maintains, preserves, and attests official/historical records of the Town.

DEPARTMENTAL OBJECTIVES:

The department objectives in FY 2008 are to:

Goals	Objectives	Outcomes
Provide timely, accurate, and complete administrative support to the Mayor and Town Council.	• Manage and plan staff resources to meet daily priorities. • Research and prepare correspondence for Mayor, Town Council, and Town Manager. • Research and prepare staff reports, resolutions, proclamations, and certificates of appreciation. • Strive for error-free production.	• Correspondence and reports are error free 95 percent of the time. • Resolutions, proclamations, and certificates of appreciation are completed by due date.
Produce accurate records of Town Council meetings.	• Record Town Council proceedings, actions, and votes during public sessions for the public record. • Prepare and distribute action minutes and certified actions.	• Accurate meeting minutes are submitted for approval within 30 days. • Action minutes and certified actions are distributed the day after Town Council action.
Image official and historical Town records and make appropriate records available for public view on the Town's website. Archive records in accordance with the Library of Virginia.	• Follow and continue to refine processes and procedures required to leverage the Town's investment in the document imaging system and make the appropriate records available on the website. • Transmit Town Council meeting minutes to the Library of Virginia for archiving following approval. • Maintain and index the Town's contracts and agreements.	• Appropriate records are available on the Town's website. • Town Council meeting minutes are transmitted to the Library of Virginia as required.
Update and maintain the Town Code.	• Process and distribute ordinance amendments to the Town Code following Town Council adoption.	• Supplements to the Town Code are prepared and coordinated with the Municipal Code Corporation on a quarterly basis.
Ensure proper advertising of government meetings in accordance with the Code of Virginia.	• Submit legal advertisements for publication in accordance with the Code of Virginia. • Prepare special meeting notices in accordance with requirements.	• Legal advertisements are submitted on a timely basis.
Track appointments/expiration dates for the Town's boards and commissions. Administer Oaths of Office to appropriate personnel.	• Advertise vacancies and schedule interviews as appropriate. • Update and maintain the Town's Talent Bank and transmit applications for Town Council review. • Administer the appropriate Oath of Office to newly appointed members of the Town's boards and commissions, members of the Town Council who are appointed to fill an unexpired term, senior and key Town staff, and sworn Police personnel.	• Mayor and Town Council are notified 45 days prior to the expiration of appointment of board and commission members. • Oaths of Office are administered as required on a timely basis.
Maintain the Town's Master Community Calendar and Updated Listings	• Maintain the Town's Master Community Calendar and provide updates to elected officials, key staff, and interested individuals.	• Updates are provided to elected officials and key staff weekly.

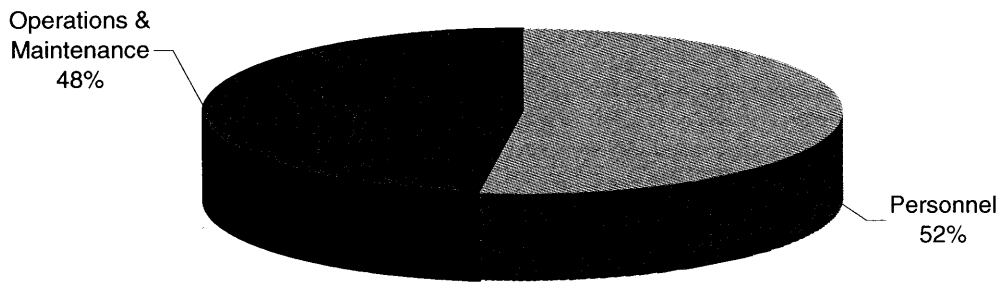
TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - GENERAL FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Office of the Town Clerk

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	PERSONNEL SERVICES							
10-01	Wages & Salaries (Full-Time)	134,546	158,586	168,906	159,300	174,466	174,466	174,466
10-02	Wages & Salaries (Part-Time)	18,602	613	25,500	28,000	27,245	27,245	27,245
10-04	Seasonal/Temporary/Intern	24,560	43,630	1,000	4,730	3,600	3,600	3,600
10-06	Council/Boards/Commissions	56,300	56,400	56,400	56,400	56,400	56,400	56,400
10-40	Overtime	319	7,219	3,500	13,000	5,000	5,000	5,000
10-50	Employee Benefits	46,157	54,792	66,588	66,588	54,695	54,695	54,695
10-72	Benefit Chargeback	81	(59)	0	0	0	0	0
	TOTAL - PERSONNEL SERVICES	280,564	321,181	321,894	328,018	321,406	321,406	321,406
	OPERATIONS & MAINTENANCE							
20-02	Office Supplies	3,362	5,061	4,000	4,000	4,000	4,000	4,000
20-03	Telephone & Communications	7,909	6,369	4,000	5,000	5,000	5,000	5,000
20-04	Postage	1,581	2,136	2,000	2,000	2,000	2,000	2,000
20-05	Office Equipment Maintenance & Repair	3,571	3,395	2,500	3,500	3,500	3,500	3,500
20-06	Advertising	20,999	24,637	22,500	24,000	25,000	25,000	25,000
20-08	Printing & Duplication	7,348	17,705	11,000	14,000	14,000	14,000	14,000
20-09	Travel & Training	4,902	1,908	8,855	20,725	18,725	18,725	18,725
20-11	Professional Dues/Publications	11,361	12,885	13,249	18,000	16,438	16,438	16,438
20-17	Election	0	2,041	0	0	2,000	2,000	2,000
20-57	Grants	229,883	200,297	199,236	199,236	233,200	194,200	196,700
21-04	Flowers & Memorials	779	622	800	975	1,000	1,000	1,000
21-05	Public Relations	6,701	7,322	6,000	6,000	7,100	6,000	6,000
21-13	Minor Office Furniture/Equipment	0	0	0	0	0	0	0
	TOTAL - OPERATIONS & MAINTENANCE	298,395	284,378	274,140	297,436	331,963	291,863	294,363
	CAPITAL							
80-01	Office Furniture/Equipment	2,701	0	7,500	0	0	0	0
	TOTAL - CAPITAL	2,701	0	7,500	0	0	0	0
	TOTAL - OFFICE OF THE TOWN CLERK	581,660	605,559	603,534	625,454	653,369	613,269	615,769

Office of the Town Clerk

DEPARTMENTAL EXPENDITURES



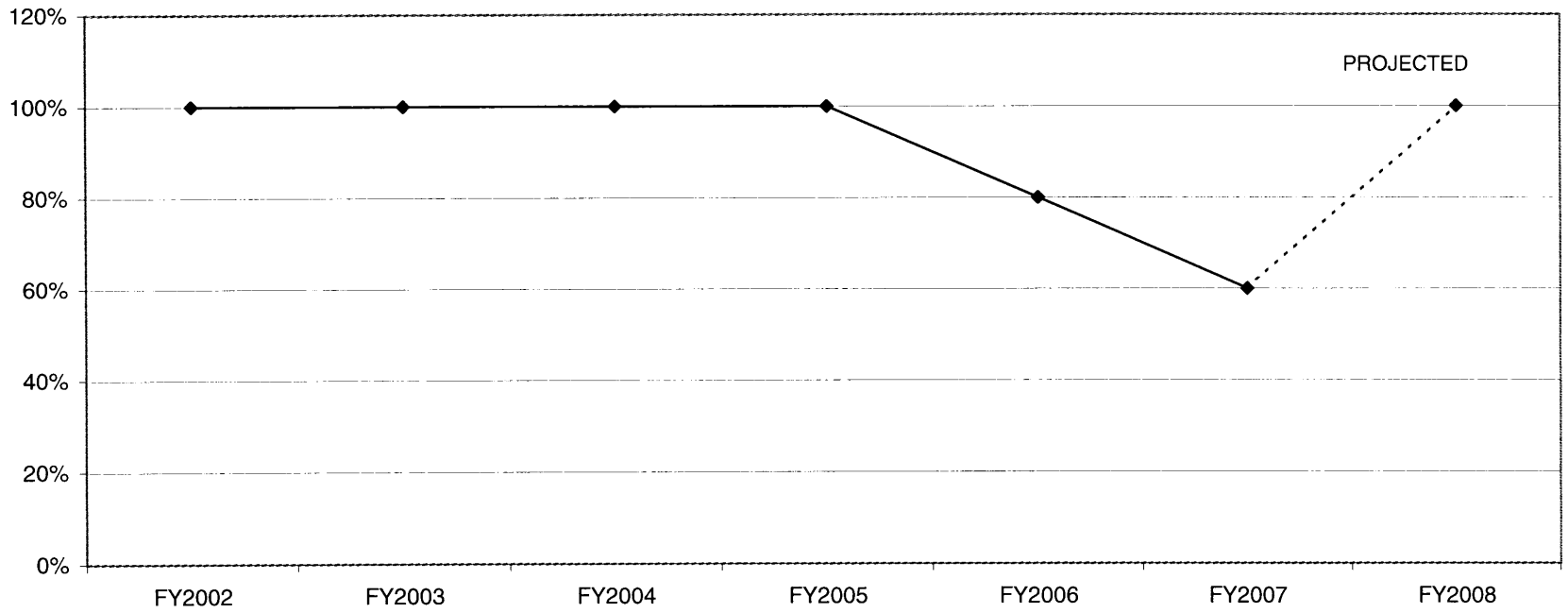
Office of the Town Clerk - $615,769

Personnel - $321,406
Operations & Maintenance - $294,363
Capital - $0

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Office of the Town Clerk **ACTIVITY CENTER:** Town Clerk, Town Council, Boards & Commissions (001/0110/411)

The Town Clerk maintains the official records of the Town as set forth in the Code of Virginia and the Town Charter. Minutes are defined as an official journal of the Town Council proceedings and document all legislative actions of the governing body. It is desirable to complete minutes within one month following the meeting. Efforts on minutes were delayed in FY 2007 due to adjusted priorities and staff vacancies.



	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Percentage of Council minutes completed within one month of the meeting	100%	100%	100%	100%	80%	60%	100%

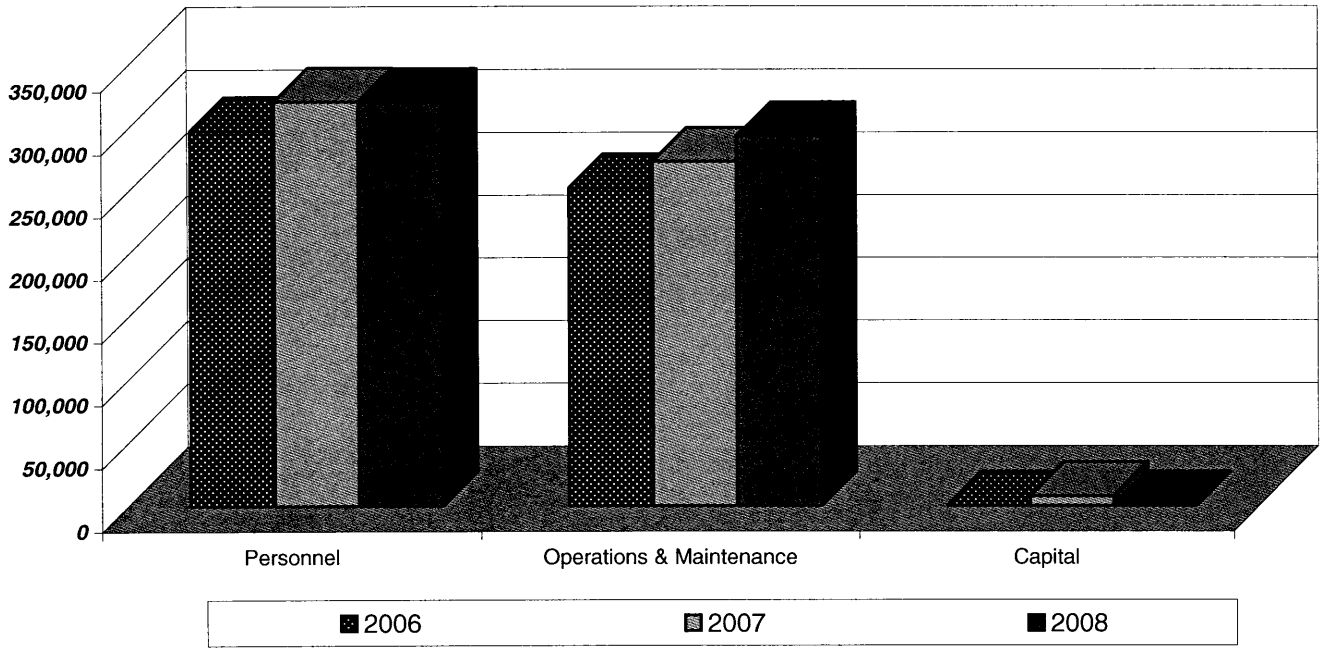
Figures for FY 2007 are estimated.
Figures for FY 2008 are projected.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Town Clerk, Town Council, Boards & Commissions (001/0110/411)

Personnel costs reflect authorized expenditures. Increase in O&M includes grants to non-profit organizations, increase in travel and training for Town Council and costs associated with the biennial election of the Mayor and Town Council.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	298,780	321,894	321,406	-0.2%
Operations & Maintenance	253,116	274,140	294,363	7.4%
Capital	0	7,500	0	-100.0%
TOTAL	551,896	603,534	615,769	2.0%
Full-Time Personnel	3	3	3	0.0%
Part-Time Personnel	0	1	1	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Office of the Town Clerk | **ACTIVITY CENTER:** Town Clerk, Town Council, Boards & Commissions (001/0110/411)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	168,906	159,300	174,466	Provides for wages and salaries of activity center staff.	174,466	174,466
10-02	Wages & Salaries (Part-Time)	25,500	28,000	27,245	Provides for wages and salaries of part-time activity center staff.	27,245	27,245
10-04	Seasonal/Temporary/Intern	1,000	4,730	3,600	Provides for wages of seasonal/part-time office assistance.	3,600	3,600
10-06	Council/Boards/Commissions	56,400	56,400	56,400	Provides for wages and salaries of elected and appointed officials. Mayor and Town Council $30,300 Planning Commission 14,700 Architectural Review Board 6,000 Board of Zoning Appeals 3,000 Heritage Preservation Review Board 2,400 $56,400	56,400	56,400
10-40	Overtime	3,500	13,000	5,000	Provides for authorized overtime. FY 2007 estimate reflects overtime for additional meetings and transition of 2006 Council.	5,000	5,000
10-50	Employee Benefits	66,588	66,588	54,695	Provides for authorized benefits.	54,695	54,695
	TOTAL - PERSONNEL SERVICES	321,894	328,018	321,406		321,406	321,406
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	4,000	4,000	4,000	Provides for general office supplies.	4,000	4,000
20-03	Telephone & Communication	4,000	5,000	5,000	Provides for local and long distance calls. Includes costs associated with public telephones, including Council Chambers. Increase reflects actual expenditures.	5,000	5,000
20-04	Postage	2,000	2,000	2,000	Provides for postage for general mailing.	2,000	2,000
20-05	Office Equipment Maintenance & Repair	2,500	3,500	3,500	Provides for maintenance and/or repair of office equipment and prorata share of copy machine maintenance and operation. Increase reflects actual expenditures.	3,500	3,500
20-06	Advertising	22,500	24,000	25,000	Provides for legal advertisements as mandated by the Code of Virginia. Increase reflects actual expenditures.	25,000	25,000
20-08	Printing & Duplication	11,000	14,000	14,000	Provides for duplication expenses, updates to the Herndon Town Code, and miscellaneous pamphlets/booklets. Increase reflects actual expenditures.	14,000	14,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Office of the Town Clerk | **ACTIVITY CENTER:** Town Clerk, Town Council, Boards & Commissions (001/0110/411)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-09	Travel & Training	8,855	20,725	18,725	Provides for Mayor, Town Council, and Town Clerk's staff attendance at professional conferences and associated travel. FY 2007 estimate results newly elected officials attending: Newly Elected Officials Conference, VML, Mayors Conference, Certified Planning Commissioners Conference, Town Council Retreat, & misc. DATA, Chamber and Committee for Dulles events. Increase reflects actual expenditures and includes Council annual retreat. Council VML Annual conference $6,150 Certified Planning Commissioners seminar 2,200 Annual Mayor's conference 1,200 VML Legislative Day 225 Annual Retreat 5,000 Miscellaneous (DATA, Chamber of Commerce, Committee For Dulles, Herndon Police Citizen's Support Team, Washington Airport Task Force) 2,500 $17,275 Town Clerk's Office Master Municipal Clerk Academy (1) $400 Municipal Clerk Academy (1) 650 VAGARA conference (1) 400 $1,450	18,725	18,725
20-11	Professional Dues/Publications	13,249	18,000	16,438	Provides for dues and publications associated with the Mayor, Town Council and Town Clerk. Northern Virgnia Regional Commission (NVRC) increase includes change in formula for member government contributions. Council Virginia Municipal League $8,605 Northern Virginia Regional Commission 4,058 Dulles Area Transportation Association (DATA) 750 Committee for Dulles 150 Washington Airports Task Force 1,000 Record Management Guide 100 Virginia Institute of Government 1,000 Virginia Review Magazine 126 $15,789 Town Clerk's Office International Institute of Municipal Clerks $375 Virginia Municipal Clerks Association 45 Virginia Association of Government Archives and Records Administrators 20 Virginia Review Directory 64 Notary Fees 45 Record Management Guide 100 $649	16,438	16,438
20-17	Election	0	0	2,000	Provides for costs associated with the biennial election of Mayor and Town Council and refreshments for election officials. Increase reflects election year.	2,000	2,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Office of the Town Clerk | **ACTIVITY CENTER:** Town Clerk, Town Council, Boards & Commissions (001/0110/411)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-57	Grants	199,236	199,236	233,200	Provides for contributions to organizations. The Fire Fund Program grant of $52,600 was transferred to Building Inspections line item.	194,200	196,700
					Request / Recomm / Adopted		
					Council for the Arts of Herndon: $30,000 / $26,000 / $26,000		
					Elden Street Players: $33,700 / $33,700 / $33,700		
					Herndon Community Television: 110,000 / 95,000 / 95,000		
					Herndon Dulles Visitor's Center: 40,000 / 35,000 / 35,000		
					Herndon Middle School Band: 1,500 / 1,000 / 1,000		
					Herndon High School PTSA: 1,000 / 1,000 / 1,000		
					Kids at Hope: 7,000 / 2,500 / 5,000		
					The Starving Artist: 5,000 / 0 / 0		
					Express Care: 5,000 / 0 / 0		
					$233,200 / $194,200 / $196,700		
21-04	Flowers & Memorials	800	975	1,000	Provides for flowers and memorials on behalf of the Mayor and Town Council. Increase reflects actual expenditures.	1,000	1,000
21-05	Public Relations	6,000	6,000	7,100	Provides for receptions, official gifts, resolution frames, refreshments, etc.	6,000	6,000
					Refreshments, Special Meetings and Events: $1,585		
					Official Gifts: 500		
					Presentation frames: 2,500		
					Mayor's Cup: 1,000		
					Swearing-In Ceremony: 1,220		
					Orientation Refreshments: 295		
					$7,100		
	TOTAL - OPERATIONS & MAINTENANCE	274,140	297,436	331,963		291,863	294,363
	CAPITAL						
80-01	Office Furniture/Equipment	7,500	0	0		0	0
	TOTAL - CAPITAL	7,500	0	0		0	0
	TOTAL - TOWN CLERK, TOWN COUNCIL, BOARDS & COMMISSIONS	603,534	625,454	653,369		613,269	615,769

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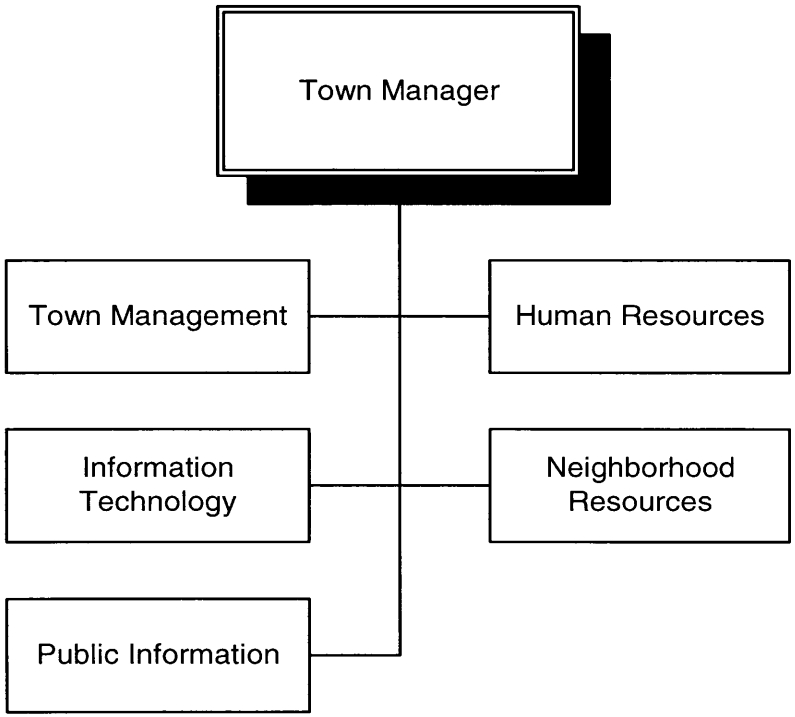
TOWN OF HERNDON, VIRGINIA
DEPARTMENT ORGANIZATION
FISCAL YEAR 2007-2008

TOWN ADMINISTRATION



TOWN OF HERNDON, VIRGINIA
DEPARTMENT PURPOSE AND OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration

DEPARTMENTAL PURPOSE:
Town Administration, consisting of the Town Manager's office, Human Resources, Information Technology, Neighborhood Resources and Public Information supports the efforts of the Town Council, boards and commissions, other Town operations and the community. During the third quarter of FY 2007 the Mayor and Town Council developed a new long term vision for Herndon – "2027 – A Vision for the Town of Herndon." The organization will focus efforts on developing goals in order to fulfill the 2027 Vision and facilitate the completion of Town Council priorities.

DEPARTMENTAL OBJECTIVES:
The department objectives in FY 2008 are to:

Area	Objective	Strategies
Town Management	• Facilitate completion of Town Council FY 2008 priorities. • Work to establish short and long term goals towards accomplishing the 2027 Vision.	• Implement adopted Town Council FY 2008 budget and FY 2008-2013 CIP. • Develop goals necessary to realize the 2027 Vision.
Public Information	• Inform the public of Town policies, activities, services and accomplishments. • Develop and implement communication strategies to promote the Town. • Serve as the focal point for Town staff's communications with the media insuring a consistent approved message for all inquiries.	• Communicate often and clearly with the public, Town officials and Town operations regarding Town activities. • Provide differing media options for requesting government services. • Enhance the Town's website.
Human Resources	• Recruit, train, develop and retain highly qualified employees. • Improve budget process.	• Promote continuous learning and encourage employees to obtain additional skills and training. • Implement an employee development program, including career ladders for various job classifications. • Develop and communicate upcoming fiscal year goals to citizens and staff.
Information Technology	• Implement and effectively manage a dynamic and adaptable Information Technology program. • Serve as the sole focal point for planning, development, operations and support of all computer and telecommunications system hardware, software, training, services and support.	• Improve cross-departmental communication and citizen access to public information. • Provide guidance, technical assistance, support, security and general supervision required for staff to properly utilize all computer and telecommunications systems.
Neighborhood Resources	• Strengthen and stabilize Herndon neighborhoods.	• Enhance the physical condition and maintenance of neighborhoods through the housing rehabilitation program, support of code enforcement efforts and outreach education programs. • Support and provide technical assistance to the community building initiatives and activities. • Provide coordinated leadership development and community building. • Provide management oversight of the Neighborhood Resource Center.

TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - GENERAL FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	PERSONNEL SERVICES							
10-01	Wages & Salaries (Full-Time)	1,104,766	1,166,848	1,240,131	1,182,332	1,222,726	1,222,726	1,222,726
10-02	Wages & Salaries (Part-Time)	20,021	24,409	22,161	22,161	41,033	41,033	41,033
10-04	Seasonal/Temporary/Intern	40,450	32,841	22,150	33,500	23,100	23,100	23,100
10-40	Overtime	11,346	21,044	500	200	500	500	500
10-50	Employee Benefits	298,849	327,156	386,335	365,141	386,194	386,194	386,194
10-51	Retiree Health Benefits	22,750	27,550	45,000	38,450	50,000	50,000	50,000
10-52	Police Retiree Health Benefits	0	0	10,000	13,200	15,000	15,000	15,000
10-72	Benefit Chargeback	2,355	10,486	0	0	0	0	0
	TOTAL - PERSONNEL SERVICES	1,500,539	1,610,334	1,726,277	1,654,984	1,738,553	1,738,553	1,738,553
	OPERATIONS & MAINTENANCE							
20-01	Public Information	38,190	37500	50,750	45,000	53,000	51,000	51,000
20-02	Office Supplies	10,663	10,065	10,100	10,800	11,300	11,300	11,300
20-03	Telephone & Communications	68,801	81,260	49,770	48,970	46,950	46,950	46,950
20-04	Postage	2,735	3,020	3,180	2,900	3,080	3,080	3,080
20-05	Office Equipment Maintenance & Repair	49,354	47,090	64,500	64,500	56,550	56,550	56,550
20-06	Advertising	41,357	45,504	31,000	58,000	41,200	41,200	41,200
20-08	Printing & Duplication	7,633	6,778	9,700	10,200	11,600	10,600	10,600
20-09	Travel & Training	16,065	26,851	23,700	20,450	21,200	21,200	21,200
20-11	Professional Dues/Publications	3,795	3,596	5,265	6,255	6,410	6,410	6,410
20-14	Employee Education	59,557	36,047	45,000	40,000	40,000	40,000	40,000
20-15	Professional Services	40,631	16,939	28,250	21,000	20,800	20,800	20,800
20-16	Employee Testing/Recruiting	2,732	6,270	5,500	6,300	6,200	6,200	6,200
20-18	Employee Programs	25,803	42,495	11,000	42,000	10,800	10,800	10,800
20-19	PC Software	14,842	13,072	0	3,265	0	0	0
20-20	Leased Equipment	4,481	1,784	2,000	2,000	2,000	2,000	2,000
20-23	Town 125th Anniversary	0	(78)	0	0	0	0	0
20-31	Electricity	18,559	19,651	20,500	20,000	20,000	20,000	20,000
20-41	Materials & Supplies	14,718	17,589	18,000	17,000	17,500	17,500	17,500
20-42	Water Service	262	235	300	300	300	300	300
20-43	Sewer Service	334	240	300	300	300	300	300
20-45	Leased Space	134,767	153,302	152,500	152,500	158,000	158,000	158,000
20-51	Unemployment Compensation	4,027	11,381	6,000	8,600	7,500	7,500	7,500
20-57	Grants	0	0	0	0	0	0	0
20-61	Contract Services	30,163	117,451	119,520	126,520	114,020	114,020	114,020
20-79	Computer Hardware & Software Maintenance	71,231	9,588	22,000	22,000	52,000	52,000	52,000
21-05	Public Relations	1,409	1,326	1,300	1,300	1,400	1,400	1,400
21-08	NRC Special Events	7,087	8,131	7,500	7,500	8,500	7,500	7,500

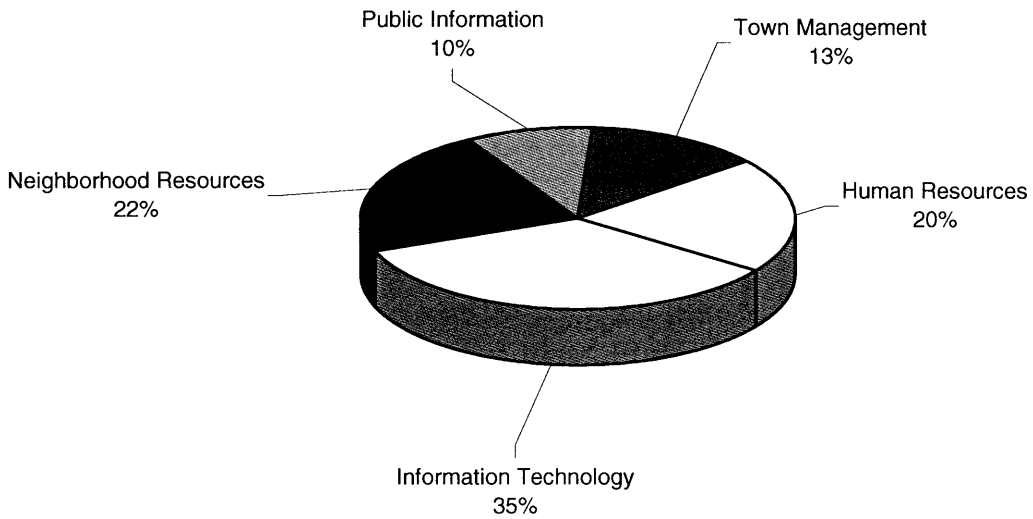
TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - GENERAL FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
21-13	Minor Office Furniture/Equipment	0	5,207	2,500	2,000	5,200	2,000	2,000
21-14	Cultivating Community	0	5,189	7,500	7,500	7,500	7,500	7,500
21-15	Town Promotions	0	5,211	25,000	25,000	25,000	21,000	21,000
	TOTAL - OPERATIONS & MAINTENANCE	669,196	732,694	722,635	772,160	748,310	737,110	737,110
	CAPITAL							
80-01	Office Furniture/Equipment	1,937	10,636	0	7,100	0	0	0
80-09	Microcomputer/Peripherals	1,435	19,367	0	0	0	0	0
	TOTAL - CAPITAL	3,372	30,003	0	7,100	0	0	0
	TOTAL - TOWN ADMINISTRATION	2,173,107	2,373,031	2,448,912	2,434,244	2,486,863	2,475,663	2,475,663

Town Administration

DEPARTMENTAL EXPENDITURES



Public Information - $236,553
Town Management - $322,976
Human Resources - $503,309
Information Technology - $852,644
Neighborhood Resources - $560,181

Total - $2,475,663

http://herndon-va.gov

Public Information

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OPERATIONS AND PROGRAMS
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration **ACTIVITY CENTER:** Public Information (001/0211/413)

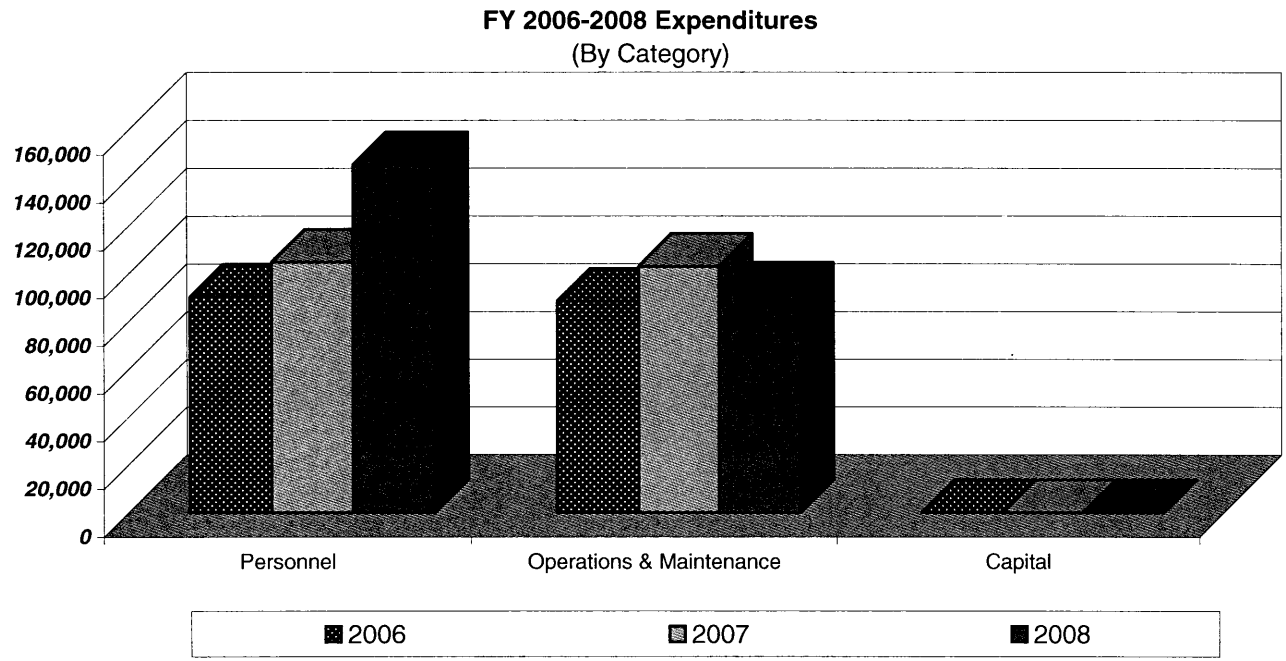
The Public Information activity center is responsible for a wide range of materials and outreach programs that inform the public of Town policies, activities, services and accomplishments. Public Information works in conjunction with all Town departments in the development and implementation of communications strategies designed to promote better understanding of Town resources and initiatives. Public Information is responsible for tactical execution against all communications strategies, to include media relations, promotional programs, collateral development and web strategy.

Goals	Objectives	Outcomes
Execute against a proactive, comprehensive media relations program that targets local, regional and national media as appropriate and cultivates new media outlets.	• Provide media relations consultation and execution to Mayor and Council. • Provide media relations consultation and execution to all departments. • Issue news releases that are timely, informative and conform to established Associate Press standards. • Facilitate local media access to Mayor, Council and departments as requested. • Reach out to regional, national and targeted (i.e. demographic) media as appropriate and as benefits the Town's image.	• Issue news releases at a minimum rate of 10 per quarter, with emphasis on announcements following Council action at Public Hearings. • Monitor coverage via low/no cost efforts (online) and distribute in weekly clip report.
Promote the Town of Herndon as an ideal place in which to live, work and visit, with emphasis on promoting the downtown as a destination.	• Develop print collateral for distribution by the Herndon Dulles Visitors Center and other outlets, to include the annual events guide and other materials as identified. • Work with the Herndon Downtown Alliance (HDA) in furthering their mission through promotions, organizational influence etc. that brings businesses and visitors to the downtown. • Extend services provided to the Town by the Fairfax County Economic Development Authority to promote Herndon as an attractive business location, with an emphasis on one-on-one meetings with elected official(s) and existing or potential businesses.	• Promotional materials developed as scheduled and distribute to public spaces, hotels, local/regional tourism officials and other identified outlets. • HDA projects supported through organization, production of materials, development of new project ideas. • Organize a minimum of 10 outreach meetings w/ businesses to facilitate economic development.
Working with Information Technology to complete projects to enhance the Town's website, www.herndon-va.gov, as a primary information resource for Town citizens and a primary promotional resource for Town initiatives and programs.	• Liaison with vendor, Town departments in development and implementation of redesigned site. • Facilitate training of users in content management tool; establish content templates that ensure quality and consistency of site content. • Serve as content "gatekeeper" and editor for homepage content. • Market new site to citizens, businesses, visitors and other targets as "one-stop-shop" and first line resource for Town information.	• Redesigned site up and operating by end of CY 2007.
Working with Herndon Police Department, execute the Town's crisis communications plan, developed as part of the Town's emergency operations preparedness program.	• "Road-test" the ESF15 emergency communications plan developed in FY 2007 through participation in Northern Virginia regional simulated emergency exercises as well as actual emergency situations. • Participate in Fairfax County and/or region-wide emergency communications preparedness initiatives, planning and programs.	• Successful implementation of crisis communications plan in simulated and real emergency situations.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Public Information (001/0211/413)

Personnel costs reflect authorized expenditures and includes part-time office assistant position approved during FY 2007.



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	90,350	104,853	145,553	38.8%
Operations & Maintenance	88,500	103,100	91,000	-11.7%
Capital	0	0	0	0.0%
TOTAL	178,850	207,953	236,553	13.8%
Full-Time Personnel	1	1	1	0.0%
Part-Time Personnel	0	1	1	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration | **ACTIVITY CENTER:** Public Information (001/0211/413)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	85,619	88,915	95,294	Provides for wages and salary of Public Information Officer.	95,294	95,294
10-02	Wages & Salaries (Part-Time)	0	0	17,430	Provides for part-time Office Assistant (20 hours/week).	17,430	17,430
10-04	Temporary/Seasonal/Intern	0	9,500	0		0	0
10-50	Employee Benefits	19,234	27,803	32,829	Provides for authorized benefits.	32,829	32,829
	TOTAL - PERSONNEL SERVICES	104,853	126,218	145,553		145,553	145,553
	OPERATIONS & MAINTENANCE						
20-01	Public Information	50,750	45,000	53,000	Provides for major informational documents for the Town. Request / Recomm 2008 calendar - increase reflects proposed redesign: $17,000 / $17,000 Talk of the Town: 9,000 / 9,000 Photography - increase reflects actual expenditures: 7,000 / 7,000 Budget Tab: 4,000 / 4,000 Additional design and printing services: 14,000 / 12,000 Virginia Municipal League Ads (2x): 800 / 800 Annual Report - design to be outsourced: 1,200 / 1,200 $53,000 / $51,000	51,000	51,000
20-02	Office Supplies	800	500	600	Provides for general office supplies.	600	600
20-03	Telephone & Communication	600	600	600	Provides for monthly phone service, local and long distance calls; includes Nextel for Public Information Officer.	600	600
20-04	Postage	400	200	250	Provides for postage and general mailings.	250	250
20-05	Office Equipment Maintenance & Repair	150	100	150	Provides for maintenance and/or repair of miscellaneous office equipment, excluding computers.	150	150
20-08	Printing & Duplication	400	400	400	Provides for miscellaneous printing costs, a share of copy machine duplication expenses and photo processing.	400	400
20-09	Travel & Training	3,000	4,000	4,000	Includes attendance at 3CMA conference, Virginia Government Communicators seminars and local travel. Increase reflects actual travel/training.	4,000	4,000
20-11	Professional Dues/Publications	500	500	500	Provides for professional dues and publications.	500	500
20-15	Professional Services	14,000	5,000	5,000	Provides for clipping service and video monitoring service. (Reserve $9,000 from FY 2007 to conduct citizen's opinion survey during FY 2008.)	5,000	5,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration | **ACTIVITY CENTER:** Public Information (001/0211/413)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
21-14	Cultivating Community	7,500	7,500	7,500	Provides for information and promotional materials for Cultivating Community Initiative programs including Yard of the Month, The Good Neighbor Award and Neighborhood Celebration Month.	7,500	7,500
21-15	Town Promotions	25,000	25,000	25,000	Provides for development of materials and projects to promote the Town with emphasis on downtown promotions.	21,000	21,000
	TOTAL - OPERATIONS & MAINTENANCE	103,100	88,800	97,000		91,000	91,000
	TOTAL - PUBLIC INFORMATION	207,953	215,018	242,553		236,553	236,553

Town Management

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration **ACTIVITY CENTER:** Town Management (001/0220/413)

The Town Management Activity Center leads the departments of Finance, Public Works, Parks and Recreation, Police, Community Development, and the Human Resources, Information Technology, Public Information, Neighborhood Resources, Herndon Centennial Golf Course, Chestnut Grove Cemetery, and Town Clerk operations with the purpose of fulfilling the Town Council's work program and directives. This Activity Center also manages the execution of the Town operating budget, guides the performance of all Town employees, and serves the Mayor and Town Council. A priority for FY 2008 will be to develop goals and objectives to begin implementation of "2027 – A Vision for the Town of Herndon".

Goals	Objectives	Outcomes
• Citizens Who Matter	• Improve citizen access to public information by creating a web-based customer service portal to request and track Town services. • Maintain volunteer programs and continue the annual Mayor's Volunteer Appreciation Night. • Continue Cultivating Community initiatives, including the annual Good Neighbor Award. • Identify and take advantage of additional opportunities to inform and educate the public on the current and future activities/programs of the Town with the goal of providing the highest degree of transparency.	• Citizens participate in the community through volunteerism and leadership opportunities. • Citizen input is encouraged and facilitated and serves as a catalyst for action.
• Exceptional Service	• Manage the Town's financial affairs in a sound, timely, accurate and responsible manner. • Enhance the Town's website, www.herndon-va.gov, as a primary information source for Town citizens. Market site to citizens, businesses, visitors and other targets as "one-stop-shop" and first line resource for Town information. Ensure appropriate official Town records are available on the website. • Allow citizens to access their police reports and crime statistics via the internet. • Attract, retain and develop a professional staff. • Implement the Town's Capital Improvement Program for utility and infrastructure projects. • Continue Community Policing program. Strengthen community partnerships to deter and detect crime. • Maintain national Parks and Recreation agency accreditation. • Maintain national and state accreditation of the Herndon Police Department.	• Citizens consistently receive programs and services of exceptional quality. • The Town and its employees receive numerous accreditations and awards • Citizens feel they get good value for their tax dollar.
• Our Rare Sense of Heritage and Place	• Complete a major revision to the Comprehensive Plan.	• Herndon has preserved the essence and spirit of a small town through careful planning and protection of its historic sites and structures.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration **ACTIVITY CENTER:** Town Management (001/0220/413)

Goals	Objectives	Outcomes
• Maintain a Residential Haven	• Strengthen and stabilize Herndon neighborhoods through coordinated human service delivery, leadership development and community building and enhancing the physical condition and maintenance of neighborhoods. • Reduce excessive occupancy and other related zoning violations in residential neighborhoods. • Provide greater technological assistance in support of zoning enforcement. • Improve residents' understanding of zoning and related regulations and improve the level of community satisfaction with enforcement efforts. • Implement the residential rental inspection program. • Implement a participative tree planting and tree maintenance program that utilizes environmental and Town appearance themes. • Carry out legal actions and suits to enforce zoning and building code standards as to overcrowding and other violations. • Support "Wait. Watch. Walk" pedestrian safety program. • Search for new day worker site and site operator.	• Herndon has safe, secure, well-maintained neighborhoods. • Green space is preserved • Neighborhoods are protected from over-development • Through traffic is diverted away from our neighborhoods.
• A Planned Approach to Community	• Complete a major revision to the Comprehensive Plan. • Pursue downtown planning and redevelopment process. • Support planning and construction of a downtown public/private redevelopment project involving Town property. • Develop a revised plan for the remaining phases of the Downtown Streets Improvement Project. • Maintain and expand the Downtown Public Shared Parking Program, to respond to downtown parking demand.	• Growth is managed to protect and improve the quality of life in Herndon. • The downtown is transformed into a walkable, livable, social and economic center.
• Regional Growth – We Took Charge!	• Promote the Town as an ideal place in which to live, work and visit. • Monitor legislation at the state level to ensure that the needs of the Town are protected and reflect recent state law changes. • Effectuate the Town's Western Boundary.	• Herndon is connected to the rest of the world by transit-oriented development.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration

ACTIVITY CENTER: Town Management (001/0220/413)

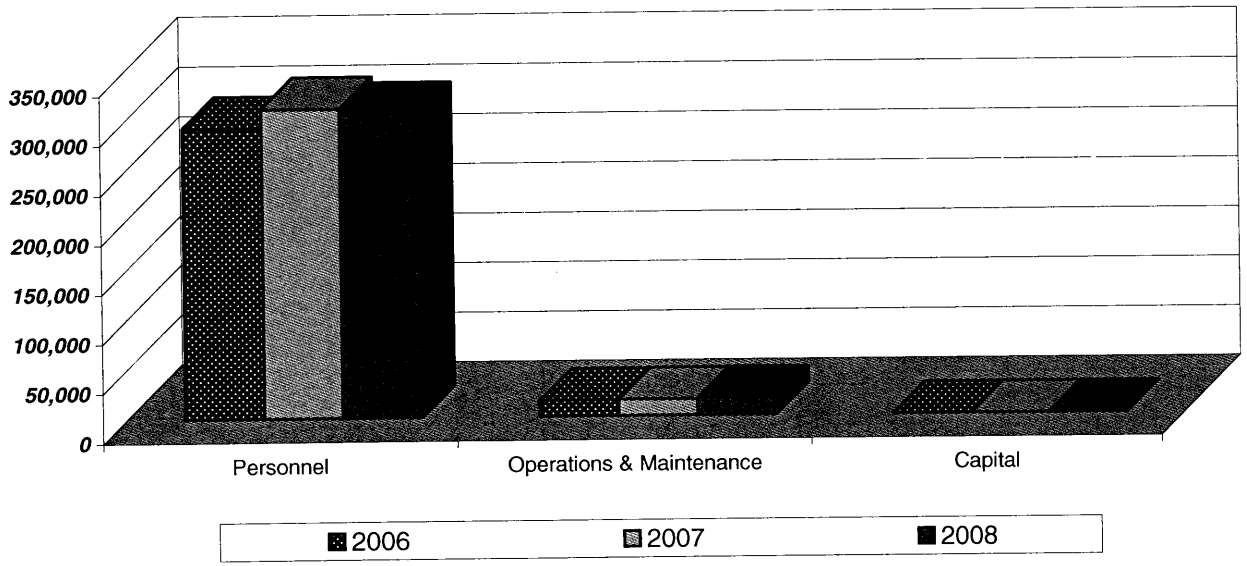
Goals	Objectives	Outcomes
• Modern Multi-Modal Transportation	• Implement the Innovative Fuel Fleet Vehicles grant by purchasing alternate fuel vehicles. • Participate in Dulles Rail and other regional land use and transportation issues. • Implement the grant for a Trolley Feasibility Study. • Implement the grant for W&OD Trail crossings safety improvement. • Monitor regional transportation improvement plans including Metro Rail and participate in regional transportation planning activities to ensure the positive or negative impact on Herndon is considered.	• Modes of transportation in and around Herndon are convenient, safe and accessible.
• Our Renowned Amenities	• Provide a variety of quality recreation experiences. • Improve and expand top-quality facilities, open spaces and programs to enrich recreational opportunities. • Develop a 10,000 square foot skateboard facility to serve the youth of the community. • Provide the highest quality turf conditions and challenging yet fair playing areas and aesthetically pleasing grounds at the Herndon Centennial Golf Course. • Continue special events such as the Herndon Festival, National Night Out, Labor Day Jazz Celebration, and summer concert series.	• The Town's programs and facilities are rated good/excellent by 90% of the respondents who utilize the Town services in Town or departments' surveys. • Through expanded recreational opportunities of a skate park, the Town serves over 100 youth and adults in the community. • The Town is recognized for its outstanding recreational facilities and programs through state or national awards programs.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Town Management (001/0220/413)

Personnel costs reflect authorized expenditures.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	293,003	311,800	306,126	-1.8%
Operations & Maintenance	16,190	16,400	16,850	2.7%
Capital	0	0	0	0.0%
TOTAL	309,193	328,200	322,976	-1.6%
Full-Time Personnel	2	2	2	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration | **ACTIVITY CENTER:** Town Management (001/0220/413)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	223,672	223,672	220,237	Provides for wages and salaries of Town Management staff.	220,237	220,237
10-50	Employee Benefits	88,128	88,128	85,889	Provides for authorized benefits.	85,889	85,889
	TOTAL - PERSONNEL SERVICES	311,800	311,800	306,126		306,126	306,126
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	2,300	3,000	3,000	Provides for general office supplies, e.g., pens, pencils, photocopier paper, etc. Increase due to increase in number of copies made.	3,000	3,000
20-03	Telephone & Communications	3,050	3,050	3,050	Provides for local and long distance calls.	3,050	3,050
20-04	Postage	150	100	100	Provides for postage and general mailing.	100	100
20-05	Office Equipment Maintenance & Repair	2,500	2,500	2,500	Provides for maintenance and/or repair of office equipment, excluding computers, e.g., typewriter, calculators, Dictaphone equipment, and prorata share of copy machine maintenance and operation.	2,500	2,500
20-08	Printing & Duplication	200	200	200	Provides for printing of business cards, stationery and forms.	200	200
20-09	Travel & Training	6,200	4,800	5,500	Provides for training and professional conferences, with associated travel. International City/County Management Association (ICMA) conference $2,000 Virginia Local Government Management Association (VLGMA) conference 600 VLGMA summer conference 1,100 Virginia Municipal League 1,000 Miscellaneous Travel and Training 800 $5,500	5,500	5,500
20-11	Professional Dues/Publications	2,000	2,500	2,500	Provides for professional dues and publications. Dues ICMA membership $1,300 VLGMA membership 400 Publications Professional publications 800 $2,500	2,500	2,500
	TOTAL - OPERATIONS & MAINTENANCE	16,400	16,150	16,850		16,850	16,850
	TOTAL - TOWN MANAGEMENT	328,200	327,950	322,976		322,976	322,976

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Human Resources

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OPERATIONS AND PROGRAMS
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration **ACTIVITY CENTER:** Human Resources (001/0221/413)

Human Resources is responsible for providing comprehensive personnel management services consistent with legal standards and policy requirements. Staff provides internal employment related services to employees, allowing them to develop professionally and personally, which in turn, results in a higher level of customer service and efficiency to Town residents. This activity center coordinates the preparation and production of the Town budget.

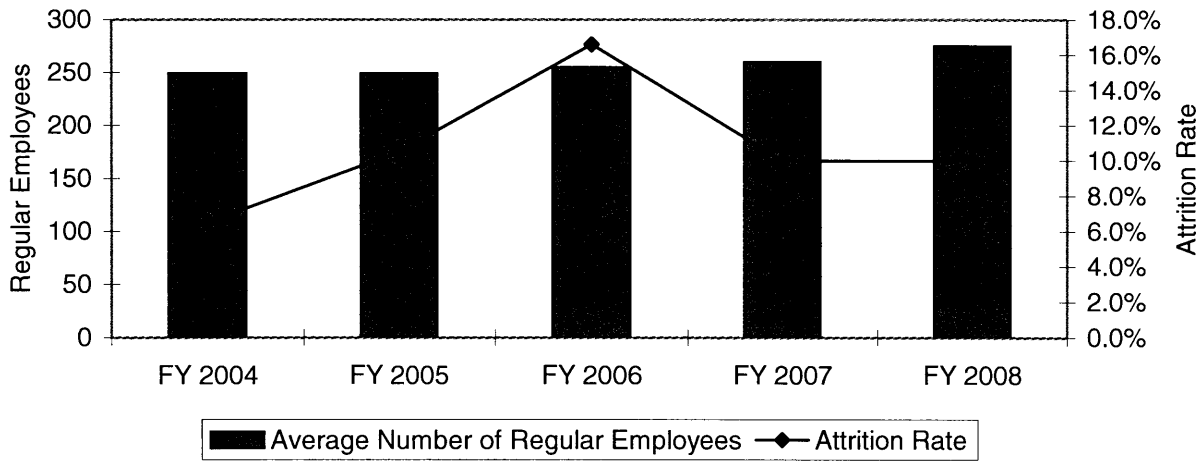
Goals	Objectives	Outcomes
Attract, retain, and develop highly qualified and motivated employees, and provide a safe and healthful working environment.	• Actively recruit and select top quality applicants to fill staff vacancies in a timely manner. • Provide a respectful, diverse, safe and caring work environment. • Manage the Town's safety and workers' compensation programs.	• 90 percent of new hires successfully complete their initial probationary period. • Recordable workers compensation injuries are reduced by five percent.
Identify retirement plans of senior staff and develop plans and process for successful succession.	• Develop and implement an employee career development/succession planning program.	• An employee career development/succession planning program will be developed and communicated to Town Council by December 31, 2007.
Promote continuous organizational improvement.	• Develop and provide employee training opportunities. • Develop and maintain employees' skills essential to meeting the increased demands for services and changing technologies.	• A minimum of two on-site training opportunities will be available to all employees. • 75 percent of employees will have attended at least one training session during the fiscal year.
Ensure compliance with all employment related federal and state legislation.	• Administer and communicate human resources policies and procedures that are fair and in compliance with employment laws. • Educate employees regarding benefits, Federal and state laws and Town Administrative Regulations. • Research questions about benefits, regulations, policies and laws.	• 95 percent of employee questions regarding policies and procedures are answered within one working day. • Human Resources staff remains current on employment legislation and ensures Town policies are updated as appropriate.
Maintain open communication with all levels of staff.	• Employees feel comfortable discussing work related issues informally whenever possible. • Conduct an employee satisfaction survey.	• Two town-wide employee meetings are conducted during the fiscal year. • 90 percent of employees are satisfied or very satisfied with the level of organizational communication as measured by an internal employee survey.
Coordinate the preparation and production of the fiscal year budget.	• Revamp budget process to establish and communicate upcoming fiscal year goals and objectives in order to move toward the 2027 Vision. • Improve the presentation of the budget using GFOA reviewers' comments from the previous year as a guideline.	• FY 2009 budget goals and objectives are developed by Town Council by September 30, 2007. • Town is awarded the GFOA Distinguished Budget Presentation Award.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration **ACTIVITY CENTER:** Human Resources (001/0221/413)

Attracting, retaining and developing high quality employees are key functions in HR and these functions must be included in any organization's strategic planning process. Unemployment in the Northern Virginia area has been almost non-existent since 2003, averaging 2.6 percent for the period 2003-2006. In order to remain competitive in the market, the Town provided an enhanced benefit package adding such incentives as flex time, a generous educational assistance program, and an augmented retirement program. The attrition rate has stabilized over the past two years, however, the Town must remain vigilant in order to continue attracting and retaining the highest qualified employees. During FY 2008, an employee career development program will be implemented in order to prepare employees to meet the Town's needs for talent over time and to determine lateral and promotional job opportunities.

Attrition Rate
(includes retirements)



	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Average Number of Regular Employees	249	249	255	260	275
Attrition Rate	6.5%	10.5%	16.6%	10.0%	10.0%

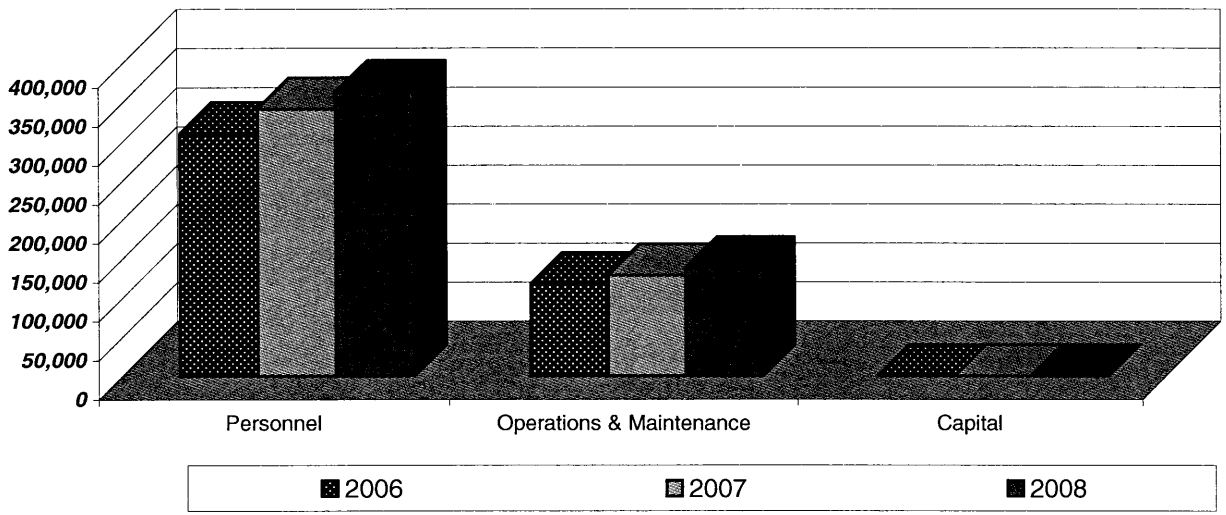
FY 2007 figures are estimated.
FY 2008 figures are projected.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Human Resources (001/0221/413)

Personnel costs reflect authorized expenditures and includes health insurance stipends for retirees. Increase in O&M reflects actual expenditures for recruitment advertising.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	311,447	342,555	364,769	6.5%
Operations & Maintenance	118,140	129,400	138,540	7.1%
Capital	0	0	0	0.0%
TOTAL	429,587	471,955	503,309	6.6%
Full-Time Personnel	3	3	3	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration | **ACTIVITY CENTER:** Human Resources (001/0221/413)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	213,745	213,745	222,679	Provides for wages and salaries of full-time staff.	222,679	222,679
10-04	Seasonal/Temporary/Intern	7,000	7,000	7,400	Provides for assistance for scanning and special projects.	7,400	7,400
10-50	Employee Benefits	66,810	66,810	69,690	Provides for authorized benefits.	69,690	69,690
10-51	Retiree Health Benefits	45,000	38,450	50,000	Provides for payment of retirement stipend for eligible retirees.	50,000	50,000
10-52	Police Retiree Health Benefits	10,000	13,200	15,000	Provides for payment of retirement stipend for eligible Police retirees.	15,000	15,000
	TOTAL - PERSONNEL SERVICES	342,555	339,205	364,769		364,769	364,769
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	3,200	3,200	3,200	Provides for general office supplies, e.g., pens, pencils, paper, etc.	3,200	3,200
20-03	Telephone & Communication	500	700	800	Provides for local and long distance calls.	800	800
20-04	Postage	1,400	1,400	1,500	Provides postage for general mailing as well as recruitment mailings and applications.	1,500	1,500
20-05	Office Equipment Maintenance & Repair	2,800	2,700	2,700	Provides for maintenance and/or repair of miscellaneous office equipment, excluding computers.	2,700	2,700
20-06	Advertising	30,000	57,000	40,000	Provides for recruitment advertising for all departments. Increase reflects actual expenditures.	40,000	40,000
20-08	Printing & Duplication	6,500	7,000	6,500	Provides for printing proposed and adopted FY 2008 budget and personnel forms.	6,500	6,500
20-09	Travel & Training	2,900	2,900	2,900	Provides for Human Resources staff travel and training.	2,900	2,900
					State and staff training meetings $500 Society of Human Resource Management (SHRM) State Conference 700 International Public Management Association for Human Resources (IPMA-HR) Virginia chapter conference 300 HTE training 1,400 $2,900		

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration | **ACTIVITY CENTER:** Human Resources (001/0221/413)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-11	Professional Dues/Publications	1,350	1,240	1,640	Provides for professional dues and publications. Fair Labor Standard Association Handbook 350 SHRM, National 160 SHRM, Dulles Chapter 50 IPMA-HR, Virginia Chapter (2) 80 IPMA-HR, Agency 300 Government Finance Officers Association Distinguished Budget Award application 300 Virginia Compensation Survey System 400 $1,640	1,640	1,640
20-14	Employee Education/Training	45,000	40,000	40,000	Funds tuition assistance program for employees ($30,000) and general employee training ($10,000).	40,000	40,000
20-15	Professional Services	13,250	15,000	14,800	Provides services required during the year to include: Request / Recomm Pre-employment commercial driver's license substance abuse screenings $1,200 / $1,200 Random/follow-up commercial driver's license substance abuse screenings 3,000 / 3,000 Flexible benefits program administrative cost 5,300 / 5,300 International City/County Management Association - Virginia Performance Consortium 5,300 / 5,300 $14,800 / $14,800	14,800	14,800
20-16	Employee Testing/Recruitment	5,500	6,300	6,200	Provides for testing and recruitment costs for all departments, promotional processes for the Herndon Police, and new employee criminal background reports. Increase reflects actual expenditures.	6,200	6,200
20-18	Employee Programs	11,000	42,000	10,800	Provides for the following: Request / Recomm Annual employee service awards luncheon $4,400 / $4,400 Refreshments for meetings/trainings 200 / 200 Employee Referral Program 800 / 800 Wellness program incentives 1,000 / 1,000 Employee picnics (2) 1,900 / 1,900 Employee service awards 2,500 / 2,500 $10,800 / $10,800	10,800	10,800
20-51	Unemployment Compensation	6,000	8,600	7,500	Provides for unemployment costs.	7,500	7,500
	TOTAL - OPERATIONS & MAINTENANCE	129,400	188,040	138,540		138,540	138,540
	TOTAL - HUMAN RESOURCES	471,955	527,245	503,309		503,309	503,309

http://herndon-va.gov

Information Technology

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER GOALS, OBJECTIVES, OUTCOMES
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration **ACTIVITY CENTER:** Information Technology (001/0225/413)

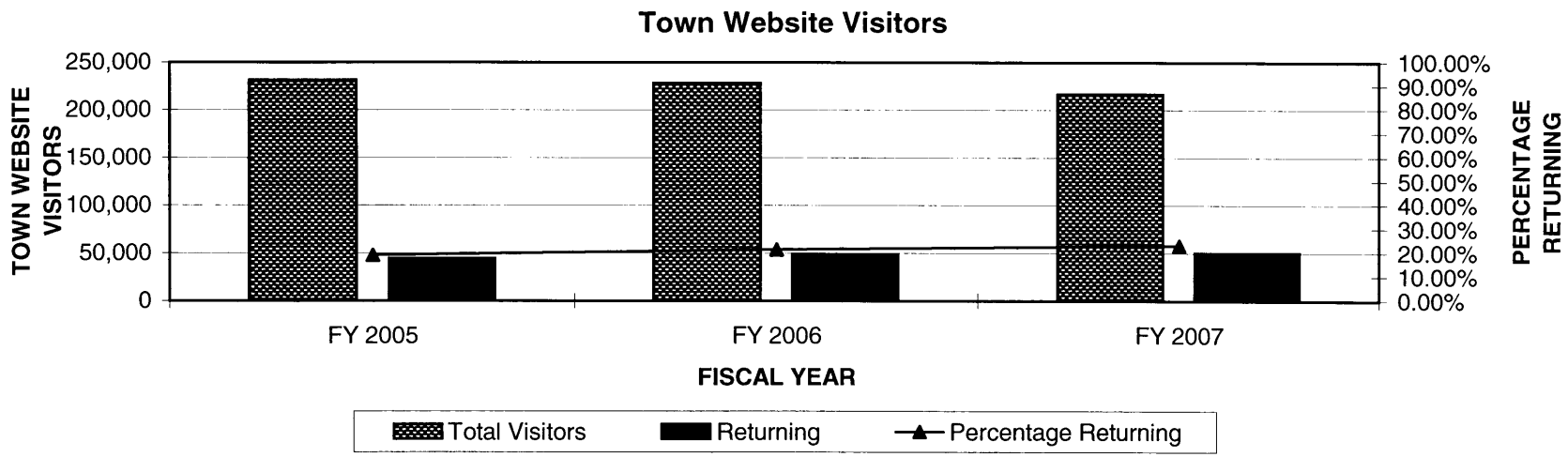
Information Technology (IT) is responsible for the analysis, design, testing, implementation and support of information and telecommunications systems employed by the Town. By focusing on the fusion of people, process and technology, this operation constantly seeks to improve cross-departmental communication and citizen access to public information translating into a higher level of service to the citizens of Herndon. This activity center provides guidance, technical assistance, support, security and general supervision required for Town staff to properly utilize all computer and telecommunications systems.

Goals	Objectives	Outcomes
Complete the re-design of the Town's website (herndon-va.gov) by working in conjunction with the Town's Public Information Officer and a website stakeholders committee.	• Website is easy for Town residents and other visitors to use and navigate. • Provide more e-government services via the website to include accepting internet payment for Town services. • Provide more timely information on the site. • Decrease overhead associated with making web updates.	• Town residents and other visitors look to the Town's website for the latest information on Town activities and events. • Town residents use the website to request and track services, pay their bills and get public information at their leisure. • Residents are provided more timely information.
Continue implementation of a Town-wide CRM solution.	• Create a web-based customer service portal to request and track Town services. • Provide a means for Town departments to proactively address Town-wide maintenance issues. • Streamline business operations and data requirements among Town departments. • Provide greater technological assistance in support of Zoning Enforcement. • Allow citizens to access their police reports and crime statistics via the internet.	• Higher levels of customer satisfaction among users of Town services are created. • Greater efficiency in delivering Town services is achieved. • Predictable customer service delivery times are established.
Protect Town's technology assets and electronic information.	• Construct and occupy a new Herndon Municipal Center (HMC) network operations center. • Reengineer the HMC cable plant to better meet industry best practices and maximize Town investment in HMC network operations center. • Upgrade capabilities to ensure better patch, virus signature, spyware recognition management. • Upgrade Town's data backup and data retention capabilities. • Maintain and update security plans and procedures. • Maintain and update disaster recovery plans. • Update and enforce Town-wide IT standards. • Replace assets at the end of their useful life cycle. • Assist the Department of Human Resources in training staff. • Conduct at least one disaster recovery exercise which includes recovery using backup data files.	• IT support costs are controlled. • No unplanned data loss is experienced. • Network and telephone availability are provided at virtually 100 percent. • Town's IT disaster recovery plans and processes are verified.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration **ACTIVITY CENTER:** Information Technology (001/0225/413)

The Town of Herndon first put its website (herndon-va.gov) online in FY 2000. Information Technology, jointly working with the Town's Public Information Officer, supports and maintains the Town's website. During FY 2007, Information Technology continued to emphasize support of the Town's website. Minor layout changes were incorporated and plans were made for a significant site overhaul. In December 2003, Information Technology, closely working with the Department of Parks and Recreation, added online Parks and Recreation program registration to the site. The popularity of online registration remains high, which continues to translate into reduced registration lines at the Community Center. Continued focus on the content and services provided through the Town's website serves to meet two primary technology mandates: increase the public's access to public information and assist staff in working "smarter". The data displayed below shows how the popularity of the Town's website continues to remain steady and strong. "Visitors" refers to the individual web sessions between the Town's web server and visitor work stations. "Return visitors" refers to the number of workstations that accepted a Town cookie in accordance with the site's privacy statement found on the Town's website. Web traffic increased from FY 2000 to FY 2004, but has stabilized over the past three fiscal years. The continued increase in returning visitors is noteworthy. It can be equally attributed to staff efforts to enhance the site as well as the demand of our citizens and potential visitors to conduct business with the Town on their terms any time of day. These data re-enforce Information Technology's commitment to leading the Town's operational departments to provide more web-based information and services in the future.



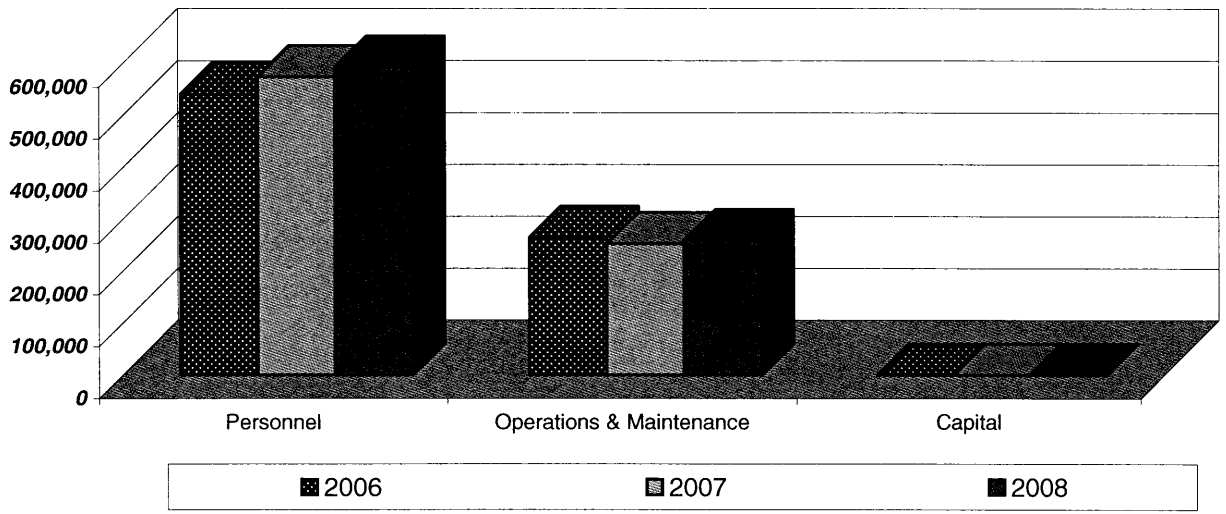
	FY 2005		FY 2006		FY 2007	
	One-Time	Returning	One-Time	Returning	One-Time	Returning
Town Website Visitors	187,130	44,277	179,451	49,042	166,778	50,078
Total Visitors	231,407		228,493		216,856	
Percentage Returning	19.13%		21.46%		23.09%	

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Information Technology (001/0225/413)

Personnel costs reflect authorized expenditures. Increase in O&M reflects two new enterprise software initiatives, CRM and the enhanced web site.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	540,743	574,529	593,294	3.3%
Operations & Maintenance	265,680	253,170	259,350	2.4%
Capital	0	0	0	0.0%
TOTAL	806,423	827,699	852,644	3.0%
Full-Time Personnel	6	6	6	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration | **ACTIVITY CENTER:** Information Technology (001/0225/413)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	439,761	428,700	455,255	Provides for wages and salaries for full-time staff.	455,255	455,255
10-50	Employee Benefits	134,768	130,000	138,039	Provides for authorized benefits.	138,039	138,039
	TOTAL - PERSONNEL SERVICES	574,529	558,700	593,294		593,294	593,294
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	800	800	800	Provides for general office supplies.	800	800
20-03	Telephone & Communication	41,120	41,120	38,900	Provides for local, long distance calls and telecommunications. Decrease is a result of network architecture changes and identification of better contract pricing options. Voice circuits $14,500 Data circuits (internet) 9,000 Data circuits (Neighborhood Resource Center) 1,100 E-mail remote virus and spam scanning 9,500 Information Technology (IT) staff remote connectivity for 24x7 support 4,800 $38,900	38,900	38,900
20-04	Postage	30	0	30	Provides postage for general mailings.	30	30
20-05	Office Equipment Maintenance/Repair	58,500	58,500	50,500	Provides funding for hardware support of Town technology assets. Decrease is an offset of moving printers into the life cycle replacement program. Maintenance and repair contracts $9,000 Hub, router, switch maintenance 41,500 $50,500	50,500	50,500
20-08	Printing & Duplication	100	100	100	Provides for printing of designated Town IT forms and prorata share of duplication services.	100	100
20-09	Travel & Training	7,600	5,000	5,000	Provides for staff training and professional development.	5,000	5,000
20-11	Professional Dues/Publications	500	1,100	500	Provides for professional dues and publications.	500	500
20-19	PC Software	0	3,265	0		0	0
20-41	Materials & Supplies	18,000	17,000	17,500	Provides for AS/400, telephones and personal computer repairs for all Town operations. Printer, fax and copier toners $16,000 Network drop cables and other miscellaneous supplies 1,500 $17,500	17,500	17,500

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration | **ACTIVITY CENTER:** Information Technology (001/0225/413)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-61	Contract Services	104,520	104,520	94,020	Provides as needed second level support for Town systems. Cabling $3,000 HTE Application Service Provider annual service (not including utility billing) 74,200 Second level network support 11,000 Legacy hardware maintenance (IBM printer) 5,820 $94,020	94,020	94,020
20-79	Computer Hardware & Software Maintenance	22,000	22,000	52,000	Provides for software systems support. Increase due to two additional enterprise software initiatives (Customer Relations Manager (CRM) and new web site). Document Imaging System update and support (includes web portal) $18,000 CRM maintenance and update support $24,000 New website software maintenance and support $6,000 Geographical Information Systems software maintenance 4,000 $52,000	52,000	52,000
	TOTAL - OPERATIONS & MAINTENANCE	253,170	253,405	259,350		259,350	259,350
	TOTAL - INFORMATION TECHNOLOGY	827,699	812,105	852,644		852,644	852,644

http://herndon-va.gov

Neighborhood Resources

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration

ACTIVITY CENTER: Neighborhood Resources (001/0226/413)

The Herndon Neighborhood Resource Center (NRC) is a neighborhood-based facility that provides easy access to health, human and educational services to area residents. This indicator reflects actual and projected outcomes on the following objectives: 1) to have well maintained homes and 2) to have an active and engaged citizenery.

Area	Activity	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Physical condition and maintenance of neighborhoods	Number of housing units rehabilitated	39	28	30
	Number of participants at housing maintenance seminars	18	4	16
Leadership development and community building	Number of Neighborhood College graduates	16	10	14
	Percent of neighborhoods participating in HCAC	50	47	48

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration **ACTIVITY CENTER:** Neighborhood Resources (001/0226/413)

The Herndon Neighborhood Resource Center (NRC) is a neighborhood-based facility that provides easy access to health, human and educational services to area residents. This indicator reflects actual and projected outcomes on the following objectives: 1) to have well maintained homes, 2) to have an active and engaged citizenery, 3) to have higher educational attainment, and 4) to have healthier individual and families.

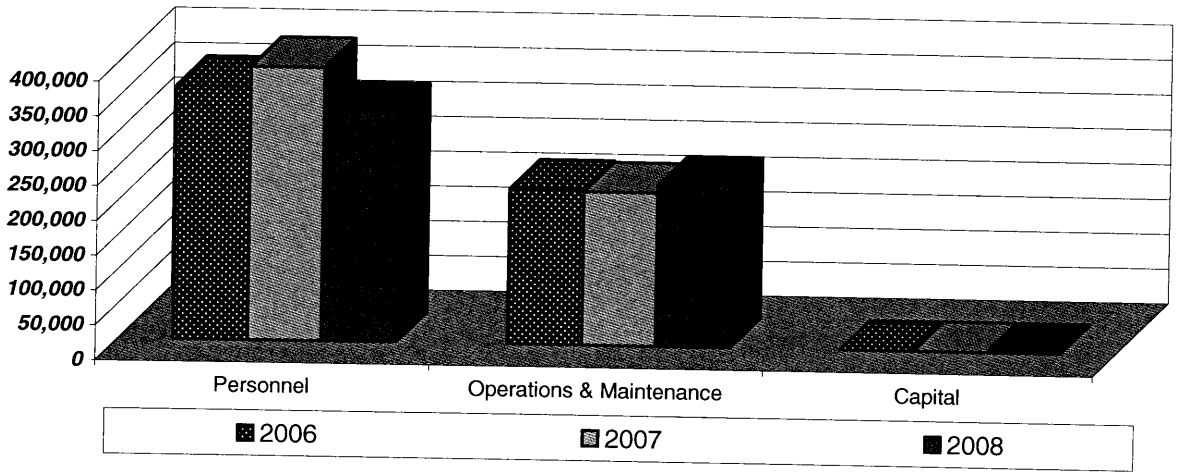
Area	Activity	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Physical condition and maintenance of neighborhoods	Number of housing units rehabilitated	39	28	30
	Number of participants at housing maintenance seminars	18	4	16
Leadership development and community building	Number of Neighborhood College graduates	16	10	14
	Percent of neighborhoods participating in HCAC	50	47	48

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Neighborhood Resources (001/0226/413)

Decrease in personnel reflects the temporary transfer of one position to Community Development, Community Inspections team. Increase in O&M reflects increase in lease and utility costs which are shared with Fairfax County through a joint-use agreement.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	363,772	392,540	328,811	-16.2%
Operations & Maintenance	222,835	220,565	231,370	4.9%
Capital	0	0	0	0.0%
TOTAL	586,607	613,105	560,181	-8.6%
Full-Time Personnel	4	3	3	0.0%
Part-Time Personnel	1	1	1	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration | **ACTIVITY CENTER:** Neighborhood Resources (001/0226/413)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	277,334	227,300	229,261	Provides for wages and salary of full-time staff. Decrease reflects one position temporarily transferred to Community Inspections.	229,261	229,261
10-02	Wages & Salaries (Part-Time)	22,161	22,161	23,603	Provides for wages and salary of part-time staff.	23,603	23,603
10-04	Temporary/Seasonal/Intern	15,150	17,000	15,700	Provides for temporary/part-time administrative support at Herndon Munipical Center and for temporary personnel for office coverage when Office Assistant at the Neighborhood Resource Center (NRC) is on leave.	15,700	15,700
10-40	Overtime	500	200	500	Provides for authorized overtime.	500	500
10-50	Employee Benefits	77,395	52,400	59,747	Provides for authorized benefits.	59,747	59,747
	TOTAL - PERSONNEL SERVICES	392,540	319,061	328,811		328,811	328,811
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	3,000	3,300	3,700	Provides for general office supplies, e.g., pens, pencils, paper, etc. Increase reflects actual expenditures.	3,700	3,700
20-03	Telephone & Communication	4,500	3,500	3,600	Provides for local and long distance calls.* Decrease reflects actual expenditures.	3,600	3,600
20-04	Postage	1,200	1,200	1,200	Provides for postage for general mailing, meeting notices and special events.	1,200	1,200
20-05	Office Equipment Maintenance/Repair	550	700	700	Provides for maintenance and/or repair of miscellaneous office equipment, excluding computers.	700	700
20-06	Advertising	1,000	1,000	1,200	Provides for promotional materials, street banners, advertisements, and booth at the Herndon Festival.	1,200	1,200
20-08	Printing & Duplication	2,500	2,500	4,400	Provides for the following (iIncrease reflects reprinting of NRC brochures): Copying $1,000 Neighborhood College flyers (8,500) 800 NRC brochures 2,000 Business cards 100 Housing seminar flyers 500 $4,400	3,400	3,400
20-09	Travel & Training	4,000	3,750	3,800	Provides for training and professional conferences with associated travel. Request / Recomm Miscellaneous professional development $600 / $600 Property Maintenance workshop 1,300 / 1,300 American Planning Association (APA) National conference 1,800 / 1,800 Local Chapter programs 100 / 100 $3,800 / $3,800	3,800	3,800

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Town Administration | **ACTIVITY CENTER:** Neighborhood Resources (001/0226/413)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-11	Professional Dues/Publications	915	915	1,270	Provides for miscellaneous professional dues and publications. American Planning Association/American Institute of Certified Planners dues $455 Community Association Institute (CAI) Management Insider $320 CAI membership 120 Professional publications 375 $1,270	1,270	1,270
20-15	Professional Services	1,000	1,000	1,000	Provides for two sign language interpreters two times per year for Neighborhood College Alumni activities.	1,000	1,000
20-20	Leased Equipment	2,000	2,000	2,000	Provides for rental copier for the NRC.*	2,000	2,000
20-31	Electricity	20,500	20,000	20,000	Provides for electricity for the NRC.*	20,000	20,000
20-42	Water Service	300	300	300	Provides for water service for the NRC.*	300	300
20-43	Sewer Service	300	300	300	Provides for sewer service for the NRC.*	300	300
20-45	Leased Space	152,500	152,500	158,000	Provides for leased space for the NRC at Dulles Park Shopping Center. Includes pro-rated amount for common area costs and real estate taxes.*	158,000	158,000
20-61	Contract Services	15,000	22,000	20,000	Provides for contract cleaning services for the Dulles Park location. Increase reflects actual costs.*	20,000	20,000
21-05	Public Relations	1,300	1,300	1,400	Provides for refreshments for special activities promoting the NRC and the Neighborhood College.	1,400	1,400
21-08	NRC Special Events	7,500	7,500	8,500	Provides for Community Day/Housing Fair and Neighborhood College at the NRC.	7,500	7,500
21-13	Minor Office Furniture/Equipment	2,500	2,000	5,200	Provides for the following: Request New refrigerator $800 Replacement of 8 swivel chairs 2,000 Replacement of 12 stacking chairs 1,800 Furniture cart for folding chairs (2) 600 $5,200	2,000	2,000
	TOTAL - OPERATIONS & MAINTENANCE	220,565	225,765	236,570		231,370	231,370
	CAPITAL						
80-01	Office Furniture/Equipment	0	7,100	0		0	0
	TOTAL - CAPITAL	0	7,100	0		0	0
	TOTAL - NEIGHBORHOOD RESOURCES	613,105	551,926	565,381		560,181	560,181

*Costs shared with Fairfax County through joint-use agreement.

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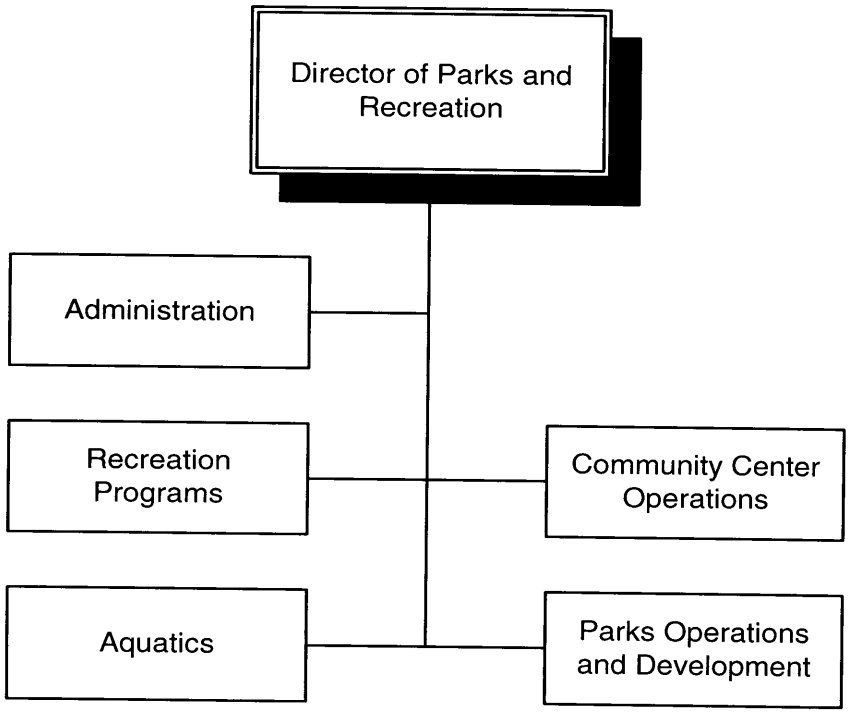
TOWN OF HERNDON, VIRGINIA
DEPARTMENT ORGANIZATION
FISCAL YEAR 2007-2008

PARKS & RECREATION



TOWN OF HERNDON, VIRGINIA
DEPARTMENT MISSION AND VISION STATEMENT
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation

MISSION

The Herndon Parks & Recreation Department aspires to enrich the lives of its residents, foster a sense of community and serve as stewards of Town resources by providing diverse, accessible and valued parks, facilities and recreation programs which enhance those provided by Fairfax County.

VISION STATEMENT: (3-5 years)

The Herndon Parks and Recreation Department aspires to provide an exceptional level of service by offering enriching programs, parks, and facilities to the Town's citizens and surrounding communities. The Herndon Parks & Recreation Department will maintain national agency accreditation.

The Department offers diverse programming, preserves its affordability, and achieves its fiscal responsibilities. Services are provided in a manner which citizens recognize for the quality of experience and where 95 percent of participants are satisfied or very satisfied with the service they receive.

The Herndon Parks and Recreation Department continues to enhance and diversify facilities to include a skateboard park, a lighted synthetic turf field and reforestation along Sugarland Run Trail.

Goals as outlined in the Department of Parks and Recreation Strategic Plan 2007-2012 (adopted by Town Council on January 9, 2007) are:

1) Identify the evolving recreational needs within the community and engender partnerships and cooperative efforts to address those needs.
2) Sustain and enhance parks and recreation services for the community through the maintenance and improvement of facilities.
3) Embrace continuous organizational improvement by focusing on employee recruitment, retention and training and by sustaining agency accreditation.
4) Develop initiatives and manage resources to protect and enhance Town park facilities.

TOWN OF HERNDON, VIRGINIA
DEPARTMENT PURPOSE AND OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation

DEPARTMENTAL PURPOSE:

Enrich the lives of Herndon residents, foster a sense of community and serve as stewards of Town resources by providing diverse, accessible and valued parks, facilities and recreation programs which enhance those provided by Fairfax County.

DEPARTMENTAL OBJECTIVES:

The department objectives in FY 2008 are to:

Area	Objective	Strategies
Programs	• Provide a variety of quality recreation experiences, respect and recognize the diversity of the community and enhance the lives of the citizens, while maintaining affordability and access to programs and facilities.	• Plan, coordinate, implement and evaluate a diverse array of recreation programs and activities to meet the social, physical, intellectual and cultural interests of the Town's citizens. • Provide instructional aquatic classes to accommodate all ages and abilities, offer opportunities to develop and exercise competitive swimming skills and provide programs to improve the fitness level of all patrons. • Ensure equal access by offering multiple methods of registration.
Facility Operations	• Provide recreation and aquatics facilities that offer fun, friendly and accessible opportunities for citizens to exercise, learn, relax, socialize, celebrate and enjoy their leisure time.	• Enhance fitness room service offerings. • Provide safe, clean and attractive facilities in a customer-friendly environment. • Ensure equitable use by residents of the community for all recreation and park facilities. • Coordinate and manage rentals of Herndon Community Center facilities and picnic shelters. • Manage sports field scheduling for youth and adult sports teams. • Coordinate maintenance request for parks and facilities with the Department of Public Works.
Capital Improvement	• Improve and expand top-quality facilities, open spaces and programs to enrich the recreational opportunities for Town residents.	• Complete design and construction of synthetic turf soccer field at Bready Park. • Complete construction of skate park.
Fiscal	• Serve the community with fiscal effectiveness and efficiency and demonstrate excellent management.	• Generate revenues to equal or exceed 65% of department's annual operating budget. • Enhance revenue development and cost offsetting opportunities with expansion of services. • Operate the Bready Park Tennis Structure as an enterprise facility to provide projected 20% net revenue.
Accreditation	• Maintain agency accreditation by meeting or exceeding standards set by the National Recreation and Park Association.	• Maintain agency accreditation by national Council for the Accreditation of Parks and Recreation Agencies (CAPRA) board.

TOWN OF HERNDON, VIRGINIA
DEPARTMENT PURPOSE AND OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation

Area	Objective	Strategies
Community Outreach	• Provide access to those who may be hindered by cultural, economic, physical or social barriers.	• Provide scholarships to eligible children and families unable to afford recreation programs. • Respond to requests for inclusion of special needs and at-risk populations. • Train staff and implement a Department-wide approach to instill Kids at Hope philosophy to all youth programs and services.

TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDET SUMMARY - GENERAL FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	PERSONNEL SERVICES							
10-01	Wages & Salaries (Full-Time)	911,215	923,823	1,062,843	1,003,892	1,189,188	1,189,188	1,189,188
10-02	Wages & Salaries (Part-Time)	217,234	270,073	282,834	248,536	219,265	219,265	219,265
10-03	Instructional	277,067	264,669	288,500	288,500	332,700	332,700	332,700
10-04	Seasonal/Temporary/Intern	193,165	184,552	215,201	207,020	244,651	244,651	244,651
10-05	Part-Time Supervision (Seasonal)	194,309	214,949	270,289	269,000	310,200	310,200	310,200
10-08	Concession Salaries	344	3,140	5,600	3,500	4,000	4,000	4,000
10-40	Overtime	19,870	15,367	14,000	22,095	15,200	15,200	15,200
10-50	Employee Benefits	326,381	348,469	439,872	425,811	484,486	484,486	484,486
10-72	Benefit Chargeback	2,113	5,694	0	0	0	0	0
	TOTAL - PERSONNEL SERVICES	2,141,698	2,230,736	2,579,139	2,468,354	2,799,690	2,799,690	2,799,690
	OPERATIONS & MAINTENANCE							
20-02	Office Supplies	7,153	7,754	9,100	9,200	9,300	9,300	9,300
20-03	Telephone & Communications	8,432	9,702	9,000	9,500	10,000	10,000	10,000
20-04	Postage	13,404	14,945	15,050	15,000	16,000	16,000	16,000
20-05	Office Equipment Maintenance & Repair	370	631	1,000	1,000	1,000	1,000	1,000
20-06	Advertising	83,100	73,979	95,200	99,200	96,200	96,200	96,200
20-08	Printing & Duplication	1,643	3,907	3,000	3,000	3,000	3,000	3,000
20-09	Travel & Training	12,234	10,936	14,592	14,800	15,300	15,300	15,300
20-11	Professional Dues/Publications	1,600	2,984	1,850	2,000	2,000	2,000	2,000
20-15	Professional Services	0	0	8,000	8,000	200	200	200
20-20	Leased Equipment	6,595	7,311	7,700	8,000	9,000	9,000	9,000
20-22	Photography Supplies	0	208	0	0	0	0	0
20-24	Gas & Oil	1,701	2,504	2,000	2,500	2,800	2,800	2,800
20-27	Uniforms	5,648	1,848	3,400	3,400	3,400	3,400	3,400
20-28	Automobile Maintenance & Repair	2,365	2,463	2,000	2,000	2,500	2,500	2,500
20-30	Small Tools & Equipment	71	195	300	300	300	300	300
20-31	Electricity	88,629	131,267	135,000	131,500	135,000	135,000	135,000
20-32	Equipment Maintenance & Repair	10,725	10,491	12,500	16,000	8,500	8,500	8,500
20-34	Chemicals	8,058	10,345	12,000	12,000	12,000	12,000	12,000
20-36	Concession Supplies	20,613	17,309	27,500	18,000	26,000	26,000	26,000
20-39	Cleaning Materials & Supplies	10,324	11,643	12,050	14,000	15,000	15,000	15,000
20-40	Heating Fuel	78,179	96,489	91,000	96,000	96,000	96,000	96,000
20-41	Materials & Supplies	21,965	27,400	31,000	35,000	31,000	31,000	31,000
20-42	Water Service	5,740	6,206	10,120	8,100	10,000	10,000	10,000
20-43	Sewer Service	8,817	9,503	11,120	10,100	11,000	11,000	11,000
20-45	Leased Space	49,527	58,288	44,000	45,350	0	0	0
20-50	Bank Service Charges	22,976	25,029	30,000	28,000	32,000	32,000	32,000

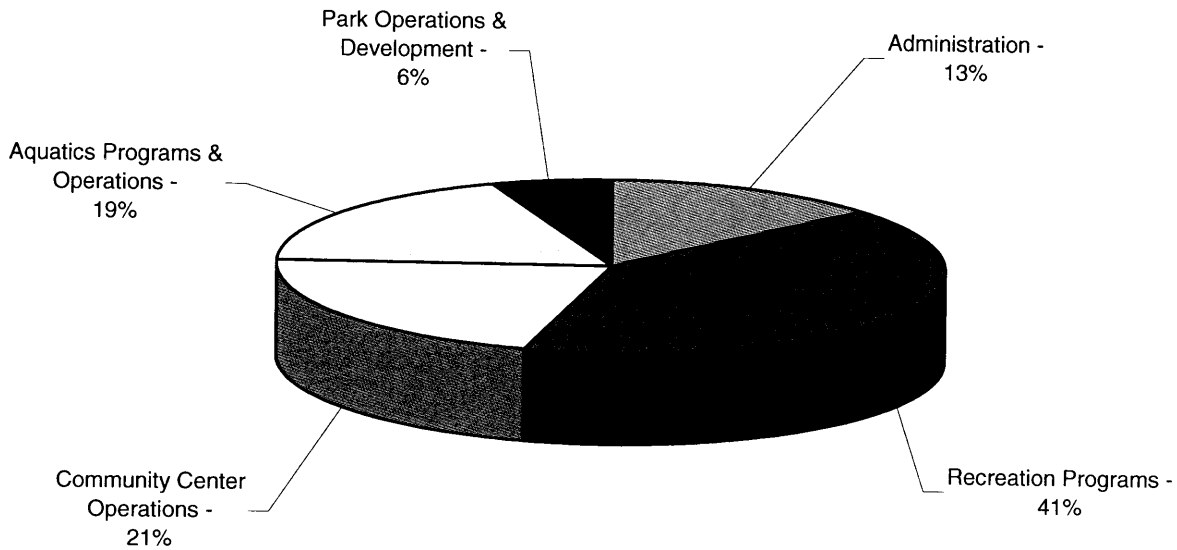
TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDET SUMMARY - GENERAL FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
20-56	Volunteer Activities	4,888	4,999	6,500	6,500	7,000	7,000	7,000
20-61	Contract Services	14,642	16,011	27,500	27,500	29,500	29,500	29,500
20-79	Computer Hardware/Software Maintenance	4,751	4,751	4,800	4,800	5,000	5,000	5,000
20-83	Instructional Programs	26,365	28,883	34,460	34,000	33,000	33,000	33,000
20-84	Sports Programs	11,995	10,083	12,400	11,000	11,000	11,000	11,000
20-85	Community Arts/Special Events	76,865	75,000	92,500	92,000	93,000	93,000	93,000
20-86	Teen Programs	13,018	24,116	40,100	40,000	24,000	24,000	24,000
20-89	Medical/Safety Services	0	0	300	0	300	300	300
20-91	Facilitiy Repair & Maintenance	485	0	0	0	0	0	0
21-01	Holiday Decorations	7,521	3,189	7,500	7,500	5,000	5,000	5,000
21-05	Public Relations	0	0	2,500	2,500	2,000	2,000	2,000
21-07	Swim Team	20,852	22,632	27,000	26,000	23,500	23,500	23,500
21-10	Inclusion Services (ADA)	0	0	1,000	1,000	1,000	1,000	1,000
21-13	Minor Office Furniture/Equipment	0	971	1,500	1,500	1,000	0	0
	TOTAL - OPERATIONS & MAINTENANCE	669,755	733,972	846,542	846,250	782,800	781,800	781,800
20-69	**AQUATIC PROGRAM**	9,734	8,982	14,000	14,000	16,380	16,380	16,380
20-70	**RECREATION PROGRAMS TOTAL**	75,988	76,848	104,200	102,500	116,000	116,000	116,000
20-73	**HERNDON FESTIVAL**	214,254	239,839	270,000	270,000	270,000	270,000	270,000
	CAPITAL							
80-01	Office Furniture/Equipment	377	0	15,000	26,000	0	0	0
80-02	Capital Projects (CIP)	0	0	0	0	35,000	35,000	35,000
80-03	Vehicles/Equipment	0	0	16,000	16,000	0	0	0
80-06	Tennis Court Renovation Reserve	0	0	20,000	20,000	5,000	5,000	5,000
80-09	Microcomputer/Peripherals	0	0	0	0	0	0	0
80-11	Capital Equipment	0	4,333	40,000	40,000	0	0	0
80-14	Recreation Equipment	1,151	17,705	14,000	14,000	34,500	34,500	34,500
80-20	Parking Lot Construction	0	0	0	0	0	0	0
	TOTAL - CAPITAL	1,528	22,038	105,000	116,000	74,500	74,500	74,500
	DEBT SERVICE							
98-02	Lease Purchase Payment - Principal	25,500	27,500	29,500	29,500	31,500	31,500	31,500
98-19	Lease Purchase Payment - Interest	17,250	15,975	14,600	14,600	13,125	13,125	13,125
	TOTAL - DEBT SERVICE	42,750	43,475	44,100	44,100	44,625	44,625	44,625
	TOTAL - PARKS & RECREATION	3,155,707	3,355,890	3,962,981	3,861,204	4,103,995	4,102,995	4,102,995

Parks & Recreation

DEPARTMENTAL EXPENDITURES



Administration - $551,551
Recreation Programs - $1,671,073
Community Center Operations - $871,804
Aquatics Programs & Operations - $769,164
Park Operations & Development - $239,403

Total - $4,102,995

http://herndon-va.gov

Administration

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation **ACTIVITY CENTER:** Administration (001/0330/451)

The Administration Activity Center provides leadership, vision, and management support for the department in providing comprehensive park and recreation program services; park planning and development; and facilities operation, maintenance and management. The Activity Center provides accounting and procurement support, program registration, marketing support, and general administrative support to the department, facilitating the provision of effective and efficient park and recreation services.

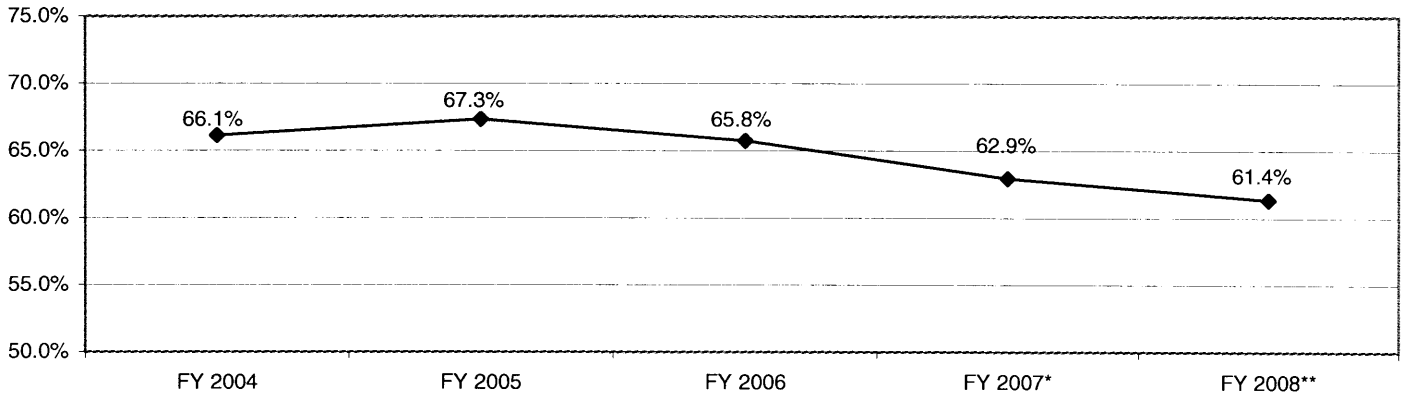
Goals	Objectives	Outcomes
Provide for the implementation of capital projects, facilities planning and development, in coordination with other Town departments.	• Implement CIP projects for skate park. • Develop funding initiatives with Friends of Runnymede Park for nature center.	• Staff completes project work as scheduled 100% of the time.
Provide administrative support for the Parks and Recreation Department staff and programs to include program registration, procurement of goods and services for program and facility operations. Coordinate department computer operations, financial accounting and reporting, marketing of programs and personnel records management.	• Process requisition requests and coordinate vendor payments with Finance Department. • Provide computer support to staff and serve as a liaison with Information Technology Department. • Maintain database of class and program information and process 15,000 registrations, class changes and refund requests per year. • Assist in the production of quarterly class brochure and other program and marketing materials, coordinate mailings and provide equipment and supplies to facilitate professional communication to the public. • Provide daily cash reconciliation; monthly, annual and revenue summaries. • Coordinate personnel actions with the Human Resources Department for 30 regular and 180 seasonal staff. • Encourage and facilitate staff training.	• Procure required supplies and services for facility and programs and process paperwork for accounts payable in timely manner. • Class participants and Town residents will rate registration processing ease and convenience as good or excellent through class evaluations and Town surveys. • Daily, monthly and annual fiscal reports will be accurate and produced in a timely manner. • Regular employees will have the opportunity to attend one interdepartmental training program.
Provide leadership and management of entire Parks and Recreation Department.	• Develop department management succession plan. • Implement Strategic Plan. • Maintain Agency Accreditation. • Update Parks and Recreation Comprehensive Plan with development of new Town Comprehensive Plan.	• Steps for first year implementation of Strategic Plan will be developed and completed.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation | ACTIVITY CENTER: Administration (001/0330/451)

The Town Council's policy requires the Department of Parks & Recreation to offset at least 65 percent of its operating personnel, operations and maintenance (O&M) and minor capital expenses with revenues obtained from recreation programs, admission fees, park operations, the Herndon Festival and concessions. During FY 2006 and FY 2007, Center patronage and class participation rates decreased during construction of the Community Center expansion. Total proposed Parks & Recreation receipts for FY 2008 are expected to be 61.4% of anticipated operating costs.

PARKS & RECREATION
PERCENTAGE OF OPERATING EXPENDITURES
OFFSET BY REVENUES



	FY 2004	FY 2005	FY 2006	FY 2007*	FY 2008**
REVENUES	$1,952,788	$2,002,816	$2,031,131	$2,200,130	$2,367,500
EXPENDITURES					
Personnel	$2,094,568	$2,141,698	$2,230,736	$2,468,354	$2,799,690
O&M	849,440	831,248	846,141	1,013,870	989,580
Capital	8,730	1,528	12,038	13,500	69,500
TOTAL OPERATING EXPENDITURES	$2,952,738	$2,974,474	$3,088,915	$3,495,724	$3,858,770
% OFFSET	**66.1%**	**67.3%**	**65.8%**	**62.9%**	**61.4%**

*Estimated revenues and expenditures.

**Projected revenues and expenditures (including tennis/multi-use activity center)

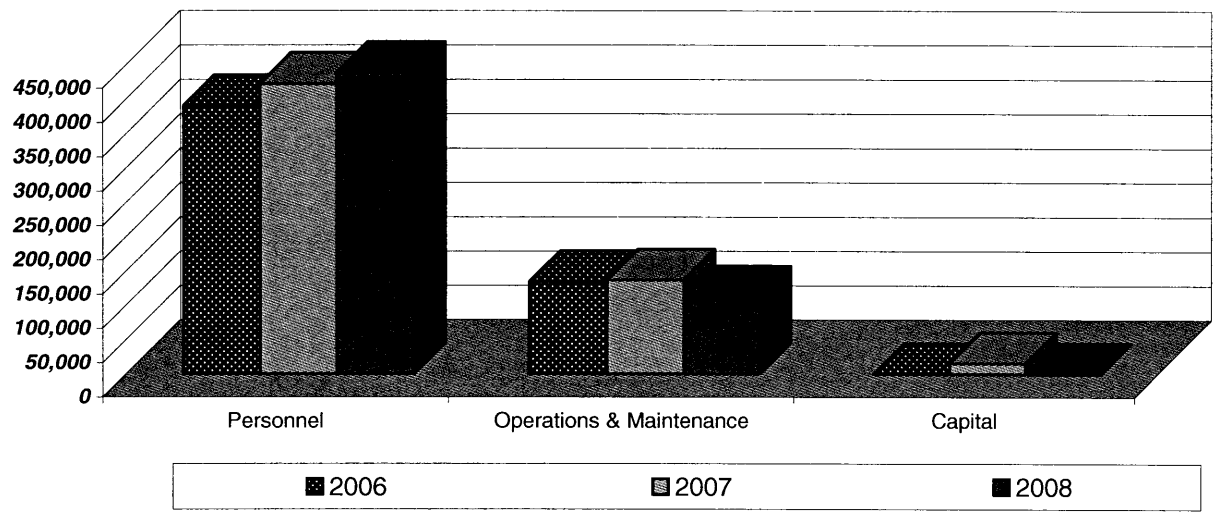
Credit for programs which add value to community and quality of life without ability to generate significant revenue is considered when figuring recovery ratio.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Administration (001/0330/451)

Personnel costs reflect authorized expenditures. Phase IV of the Community Center addition was completed during FY 2007. Staff has moved from leased trailer space into the expanded facility resulting in a decrease in O&M.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	390,900	423,235	439,151	3.8%
Operations & Maintenance	135,000	137,250	112,400	-18.1%
Capital	0	16,000	0	-100.0%
TOTAL	525,900	576,485	551,551	-4.3%
Full-Time Personnel	4	4	4	0.0%
Part-Time Personnel	2	2	2	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation | **ACTIVITY CENTER:** Administration (001/0330/451)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	275,782	250,700	278,759	Provides for wages and salaries of administration staff.	278,759	278,759
10-02	Wages & Salaries (Part-Time)	57,261	57,261	60,448	Provides for wages of part-time staff.	60,448	60,448
10-40	Overtime	2,900	4,000	4,000	Provides for authorized overtime.	4,000	4,000
10-50	Employee Benefits	87,292	80,000	95,944	Provides for authorized benefits.	95,944	95,944
	TOTAL - PERSONNEL SERVICES	423,235	391,961	439,151		439,151	439,151
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	9,000	9,000	9,000	Provides for paper, machine supplies and general office supplies.	9,000	9,000
20-03	Telephone & Communication	8,000	8,500	9,000	Provides for phone equipment and service at community center, tennis bubble, local and long distance charges, fax line, security system phone line, Verisign phone system support and pay phones.	9,000	9,000
20-04	Postage	15,000	15,000	16,000	Provides postage for general mailings, marketing mailings, mailing of registration notices, mail permits (2) and special handling mail service.	16,000	16,000
20-05	Office Equipment Maintenance & Repair	1,000	1,000	1,000	Provides for maintenance and/or repair of office equipment.	1,000	1,000
20-08	Printing & Duplication	3,000	3,000	3,000	Provides for printing of designated Town and departmental forms e.g., registration forms, facility use applications, participant change forms, deposit slips, business cards, Town letterhead, envelopes and gift certificates.	3,000	3,000
20-09	Travel & Training	5,600	5,600	5,600	Provides for professional conferences and staff training. Staff training $3,000 Virginia Recreation and Park Society (VRPS) conference 1,800 Administrative training 800 5,600	5,600	5,600
20-11	Professional Dues/Publications	1,850	2,000	2,000	Provides for professional dues and publications. National Recreation and Park Association membership (NRPA) $500 Virginia Recreation and Park Society membership 700 Publications and Association dues 650 American Academy for Park and Recreation Administration 150 $2,000	2,000	2,000
20-15	Professional Services	8,000	8,000	200	Provides for NRPA agency accreditation annual fee.	200	200
20-20	Leased Equipment	7,700	8,000	9,000	Provides for lease of copier ($6,000) and mailing machine ($3,000).	9,000	9,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation | **ACTIVITY CENTER:** Administration (001/0330/451)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-24	Gas & Oil	2,000	2,500	2,800	Provides for gas and oil for five departmental vehicles. Increase reflects usage and gas prices.	2,800	2,800
20-28	Automobile Maintenance & Repair	2,000	2,000	2,500	Provides for maintenance and repair of vehicles assigned to this activity center. General maintenance includes inspections, oil and lube changes, tire replacement, and general repairs.	2,500	2,500
20-45	Leased Space	20,000	21,350	0		0	0
20-50	Bank Service Charges	30,000	28,000	32,000	Provides for bank charges for credit card use. Increase reflects expanded use following completion of Phase IV.	32,000	32,000
20-56	Volunteer Activities	6,500	6,500	7,000	Provides for Mayor's Volunteer Appreciation Night and awards.	7,000	7,000
20-79	Computer Hardware & Software Maintenance	4,800	4,800	5,000	Provides for annual Safari software subscription.	5,000	5,000
20-89	Medical/Safety Services	300	0	300	Provides for hepatitis vaccine and bloodborne pathogen tracking for covered employees.	300	300
21-01	Holiday Decorations	7,500	7,500	5,000	Provides funds for installation and removal of holiday decorations and for special programs.	5,000	5,000
21-05	Public Relations	2,500	2,500	2,000	Provides for department/Town special programs.	2,000	2,000
21-10	Inclusion Services (ADA)	1,000	1,000	1,000	Provides accommodations on requested basis for individuals with disabilities for recreation programs under Town's Inclusion Policy.	1,000	1,000
21-13	Minor Office Furniture/Equipment	1,500	1,500	1,000	Provides for the purchase of office equipment (e.g., keyboard trays and file cabinets).	0	0
	TOTAL - OPERATIONS & MAINTENANCE	137,250	137,750	113,400		112,400	112,400
	CAPITAL						
80-03	Vehicle/Equipment	16,000	16,000	0		0	0
	TOTAL - CAPITAL	16,000	16,000	0		0	0
	TOTAL - ADMINISTRATION	576,485	545,711	552,551		551,551	551,551

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Recreation Programs

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation **ACTIVITY CENTER:** Recreation Programs (001/0331/451)

The Recreation Programs Activity Center offers a wide variety of high quality recreation opportunities that are attractive to individuals of all ages and interests in order to promote the wholesome, well-rounded development of our citizens and encourage the respect for and protection of the natural environment for future generations.

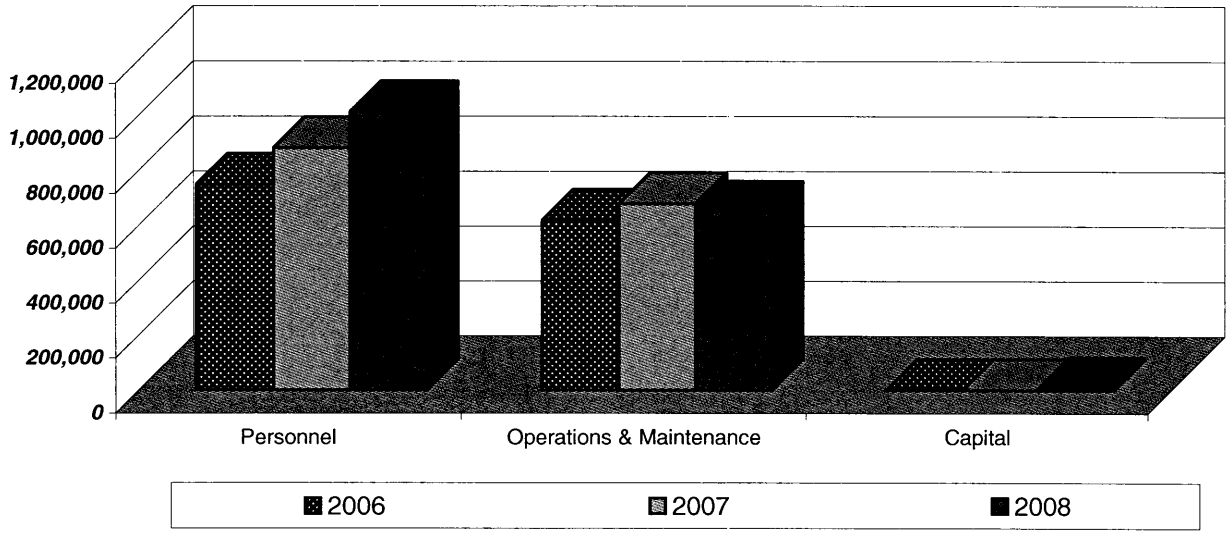
Goals	Objectives	Outcomes
Introduce children and youth ages 2-17 to lifetime leisure skills and provide opportunities for their social, physical, intellectual and cultural development while providing a safe environment for participants and staff.	• Encourage participant lifetime skill and development. • Provide opportunities for social interaction for middle school students. • Provide a safe environment for children, youth and staff. • Offer a minimum of 200 youth instructional programs in core program areas, including performing arts, environmental education, sports, health and fitness and arts and crafts. • Contribute to personal fitness and athletic skill development.	• Enhanced programs for teens in outdoor recreation, fitness and performing arts to lead to a 10% increase in memberships in the middle school after school program over the 2006-07 school year. • Participate in monthly meetings, providing training to staff, executing initiatives in youth programs and communicating information via the monthly staff newsletter. • Gaps in current sports and fitness programs will be addressed.
Provide an opportunity to promote and enhance our community; its quality of life, economic growth, diversity and spirit; through a celebration with our citizens, businesses and community organizations, by offering cultural, entertaining, social, sporting and business activities.	• Support and assist in the creation of a more livable community. • Foster a spirit of community through the involvement of public, civic and business organizations in the planning and implementation of Herndon Festival events. • Promote Herndon and the downtown by attracting citizens to the area through community events including the Herndon Festival, Labor Day Jazz and Wine Festival, Summer Concert Series and Farmers' Market Fun Days. • Support economic development activities within the downtown and the Herndon area through the exhibition of products and services available. • Create an atmosphere of family fun and entertainment through use of signs, banners, logos and decorations as well as in the selection and oversight of entertainers, products and services available.	• Programs in cultural arts, nature and sports and fitness will contribute to the overall livability of the community and healthy lifestyles of its citizens. • Successful community events, including the Herndon Festival, the Labor Day Jazz and Wine Festival, July 4th celebrations, summer concert series, Farmers' Market Fun Days, children's shows, and cultural arts performances. • Sponsorship of recreation programs by Herndon businesses.
Provide a comprehensive offering of recreation programs, activities and events that meet the social, physical, intellectual and cultural interests of the Town's citizens.	• Conduct outreach into all demographic sectors of the community. • Assess, on an annual basis, the interests of current users and non-users regarding recreation programs using methods that include surveys, evaluations and focus groups. • Identify marketing methods and resources that reach non-traditional users of programs and activities. • Plan, coordinate, implement and evaluate a diverse array of recreation programs and activities for participant's ages preschool through senior adult. • Maintain, on a quarterly basis, instructional programs in core areas including performing arts, environmental education, sports, health and fitness and arts and crafts that complement offerings by the County parks and recreation agencies. • Recruit and evaluate qualified staff to implement and/or instruct planned programs. • Provide space, materials and supplies that meet the minimum requirements defined in the program's curriculum. • Use a variety of marketing tools to educate and inform the community of available opportunities and services. • Respond to requests for inclusion of special needs and at-risk populations.	• Programs, classes and events are lead by highly qualified staff. • Users of programs and services will respond to evaluation survey to improve the quality of services provided. • Annual review of Recreation Program plan, Marketing and Community Relations plans will provide recommendations for revisions and updates. • Information on Department programs will be provided via direct mail, Town website, email marketing, posters, flyers, signs and other materials.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Recreation Programs (001/0331/451)

Personnel costs provide for a new full-time Fitness Assistant position. This position will assist the Fitness Specialist to ensure the safety and maintenance of equipment, and market the expanded facilities to generate maximum usage. Personnel costs also include increased hours for the Marketing Specialist. Increase in personnel costs due to a full year of operation of the expanded facility, and pay adjustments to attract and retain instructors. Fees charged for instructional classes offset instructional salaries and supplies. Decrease in O&M reflects transfer of lease and operation of the Industrial Strength Theatre to the grants line item in the Town Clerk's Office for the Elden Street Players.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	748,989	881,804	1,013,573	14.9%
Operations & Maintenance	618,705	679,692	649,500	-4.4%
Capital	0	0	8,000	0.0%
TOTAL	1,367,694	1,561,496	1,671,073	7.0%
Full-Time Personnel	6	7	8	14.3%
Part-Time Personnel	2	2	2	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation | **ACTIVITY CENTER:** Recreation Programs (001/0331/451)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	363,129	363,129	417,509	Provides for wages and salaries of Recreation Program staff. Increase reflects addition of a Fitness Assistant position.	417,509	417,509
10-02	Wages & Salaries (Part-Time)	60,775	60,775	54,680	Provides for wages and salaries of part-time staff. Includes additional five hours/week for Marketing Specialist.	54,680	54,680
10-03	Instructional	186,000	186,000	225,000	Provides for funds to meet current demands for instructional classes and additional dance, cooking, pottery, crafts, Little Nature Inspector. Fees charged for instructional classes fully offset instructional salaries and supplies. Increase due to full year of programs in expanded facility and pay adjustments to attract and retain instructors.	225,000	225,000
10-05	Part-Time Supervision (Seasonal)	136,389	136,000	152,700	Provides for wages for the following. Fees charged for activities fully offset salaries and costs. Summer Fun Staff $45,650 Teen Discovery Staff 11,500 Program Assistants 16,550 Nature Programs 7,000 Community Arts events 5,000 Sports Programs 7,800 Teens/After School Programs 32,500 Fitness Room Attendants 25,500 Trips, special events 4,500 $156,000	152,700	152,700
10-40	Overtime	5,000	5,000	5,000	Provides for authorized overtime.	5,000	5,000
10-50	Employee Benefits	130,511	130,511	158,684	Provides for authorized benefits.	158,684	158,684
	TOTAL - PERSONNEL SERVICES	881,804	881,415	1,013,573		1,013,573	1,013,573
	OPERATIONS & MAINTENANCE						
20-06	Advertising	95,000	99,000	96,000	Provides for postage and publication of the quarterly brochure, Rec Express Brochure, monthly Happenings newsletter, advertisements for recreation programs, marketing program for the Community Center and aquatics facility and telephone directory listings.	96,000	96,000
20-09	Travel & Training	4,792	5,000	5,500	Provides for training and professional conferences, with associated travel: Virginia Recreation and Park Society Conference (4) $1,750 Natural History and Environmental Education 500 Professional School 1,475 Preschool Staff training (3) 300 Fitness Training 500 Local workshops and training 975 $5,500	5,500	5,500

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation | **ACTIVITY CENTER:** Recreation Programs (001/0331/451)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-27	Uniforms	1,000	1,000	1,000	Provides staff shirts for summer staff, recreation leaders and coordinators.	1,000	1,000
20-40	Heating Fuel	1,000	1,000	0	Decrease due to the end of lease of the Industrial Strength Theatre.	0	0
20-42	Water Service	120	100	0	Decrease due to the end of lease of the Industrial Strength Theatre.	0	0
20-43	Sewer Service	120	100	0	Decrease due to the end of lease of the Industrial Strength Theatre.	0	0
20-45	Leased Space	24,000	24,000	0	Decrease due to the end of lease of the Industrial Strength Theatre.	0	0
	TOTAL - OPERATIONS & MAINTENANCE	126,032	130,200	102,500		102,500	102,500
	RECREATION PROGRAMS						
20-70	Recreation Programs	104,200	102,500	116,000	Provides for adult and family trips, Easter Egg Hunt, Halloween, Nature Fest, children's holiday party, summer fun, senior programs, nature programs and materials to support the Kids at Hope initiative. Includes over sixty programs and 55,000 estimated participants. Fees are charged for programs to offset various portions of costs.	116,000	116,000
20-73	Herndon Festival	270,000	270,000	270,000	Provides for continued operation of the Herndon Festival with estimated attendance of 80,000-85,000 participants.	270,000	270,000
20-83	Instructional Programs	34,460	34,000	33,000	Provides for continuing operation of existing programs in the areas of dance, fitness, gymnastics, arts and crafts, drama and special interest. Instructional programs represent over 600 individual classes with 12,000 participants. Allows for personal training programs and fitness activities and addition of an afternoon preschool program.	33,000	33,000
20-84	Sports Program	12,400	11,000	11,000	Maintains current level of programs including tennis, basketball, and racquetball and the addition of 2-3 new programs in adult sports. Sports programs represent over twenty-five sports offered throughout the year. Fees charged for programs offset costs.	11,000	11,000
20-85	Community Arts/Special Events	92,500	92,000	93,000	Provides for youth and adult performances, Towne Square Singers, Labor Day Jazz Celebration, Summer Concert Series, July 4th and Holiday Craft Show. Reflects additional responsibilities to support Jazz Festival and anticipated costs for Towne Square Singers and Public Works chargebacks.	93,000	93,000
20-86	Teen Programs	40,100	40,000	24,000	Provides for teen cinema, teen dances, trips, summer camp and the after school teen club program. Decrease due to teen room outfitted during FY 2007.	24,000	24,000
	TOTAL - RECREATION PROGRAMS	553,660	549,500	547,000		547,000	547,000
	CAPITAL						
80-14	Recreation Equipment	0	0	8,000	Provides for replacement gymnastics equipment and keyboard for Town Square Singer programs.	8,000	8,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation | **ACTIVITY CENTER:** Recreation Programs (001/0331/451)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	TOTAL - CAPITAL	0	0	8,000		8,000	8,000
	TOTAL - RECREATION PROGRAMS	1,561,496	1,561,115	1,671,073		1,671,073	1,671,073

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Community Center Operations

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OJBECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation **ACTIVITY CENTER:** Community Center Operations (001/0332/451)

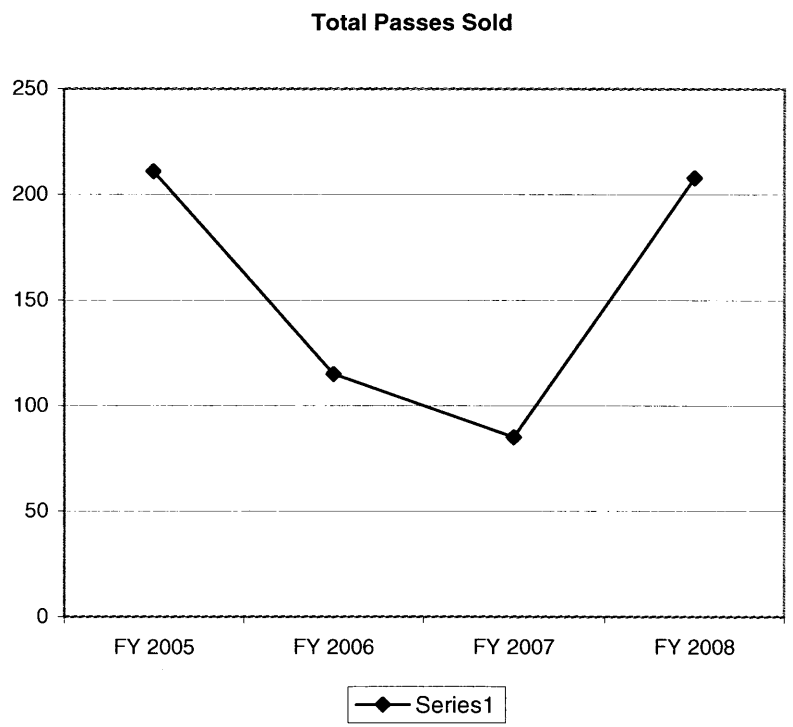
The Community Center Operations Activity Center strives to maintain a clean and well-maintained recreation and aquatics facility that provides a supervised fun, friendly, and safe environment.

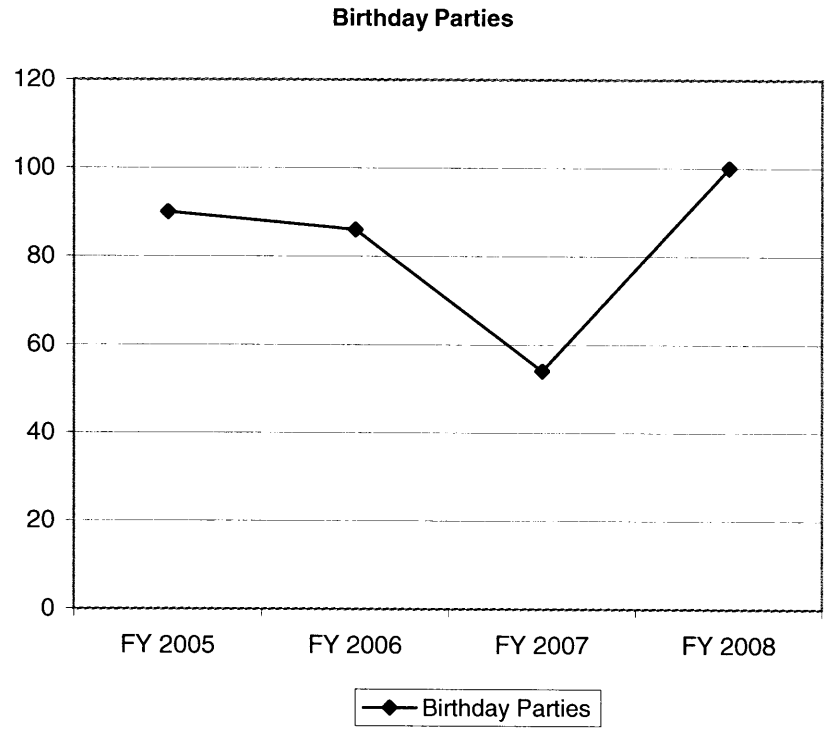
Goals	Objectives	Outcomes
Coordinate the use of the facility and provide a customer-friendly environment to assist patrons in the use of the center.	• Process daily admissions, annual and multi-admission pass sales. • Coordinate use of the facility with the Recreation Program Activity Center and provide supplemental use of facilities through private rentals and birthday party packages. Assist with park shelter reservations.	• 95 percent of the users will rate customer service satisfaction as satisfied or very satisfied on department surveys. • Score an average 3.5 or better on all categories on facility rental evaluations.
Operate and maintain the facilities to ensure equitable use for all residents of the community.	• Provide assistance in facility set-up for recreation programs and facility rentals. • Provide daily clean-up of all facilities within the center.	• On Town and department surveys, 95 percent of users will rate satisfaction with the facility as satisfied or very satisfied.
Ensure safety of patrons and appropriate use of the facilities through center supervisors. Supervise use of the fitness room, game room, and coordinate operation of open gym activities, e.g. youth basketball, adult basketball, volleyball.	• Provide first-response first aid support for accidents and injuries. • Coordinate fun and equitable use of the gym during scheduled open gym hours. • Monitor use of game room and fitness room. • Provide supervision for all center activities.	• Through a comprehensive customer service and building maintenance program, 95 percent of the users will rate satisfaction with safety of the community center as satisfied or very satisfied on Town and department surveys.
Maximize use of Community Center through facility rentals, birthday party package sales and use of child care services.	• Implement and operate new babysitting operation for patrons. • Expand use of the community center and rentals of the multipurpose room and gymnasium. • Enhance birthday party usage of the center.	• 80% of parents utilizing babysitting services will repeat use of this service • The center will increase rentals with ten new weekend rentals • With expanded use the center will accommodate approximately 100 youth birthday parties. • Admission revenues will increase by forty percent over FY 2007 revenues.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation **ACTIVITY CENTER:** Community Center Operations (001/0332/451)

Community Center Operations includes front desk, facility supervision and rental and custodial services in providing quality recreation facilities and services to the public. The renovation and addition of Phase IV to the Community Center occurred during all of FY06 and almost half of FY07 affecting elements of operation.





	Facility Rentals
FY 2005	211
FY 2006	115
FY 2007	85
FY 2008	208

	Birthday Parties
FY 2005	90
FY 2006	86
FY 2007	54
FY 2008	100

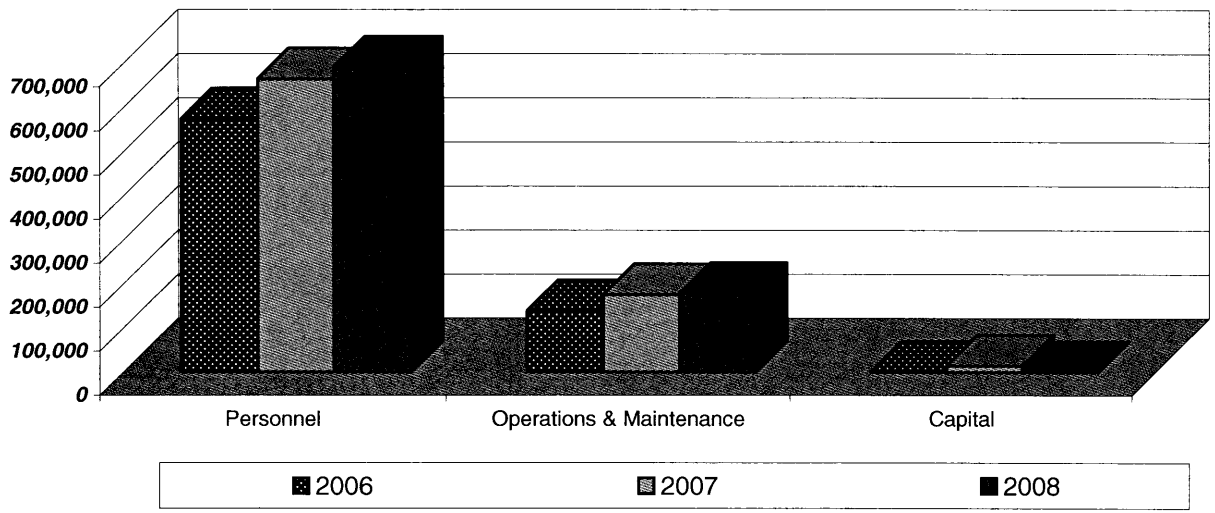
Figures for FY 2007 are estimated.
Figures for FY 2008 are projected.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Community Center Operations (001/0332/451)

Personnel costs provide for authorized expenditures and reflect status change of one Recreation Assistant from part-time to full-time, elimination of one part-time Recreation Assistant position and one part-time Community Center Supervisor position, and transfer of babysitter program to Community Center Activity Center.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	575,070	666,083	692,504	4.0%
Operations & Maintenance	139,400	176,300	179,300	1.7%
Capital	0	15,000	0	-100.0%
TOTAL	714,470	857,383	871,804	1.7%
Full-Time Personnel	7	7	8	14.3%
Part-Time Personnel	5	6	3	-50.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation | **ACTIVITY CENTER:** Community Center Operations (001/0332/451)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	281,234	280,063	337,479	Provides for wages and salaries of full-time staff. Reflects status change of one part-time Recreation Assistant to full-time, effective 7/1/07.	337,479	337,479
10-02	Wages & Salaries (Part-Time)	125,640	92,000	65,195	Provides for wages of regular part-time staff. Decrease reflects elimination of one part-time Recreation Assistant and one part-time Community Center Supervisor.	65,195	65,195
10-04	Seasonal/Temporary/Intern	114,201	110,020	146,451	Provides for wages of temporary/seasonal staff. Increase rdue to additional hours for Recreation Assistants and Supervisors following completion of Phase IV. Supervisors $26,955 Recreation Assistants 65,772 Custodians 28,490 Miscellaneous support services 3,000 Babysitter 22,234 $146,451	146,451	146,451
10-40	Overtime	3,000	5,995	3,000	Provides for authorized overtime	3,000	3,000
10-50	Employee Benefits	142,008	142,000	140,379	Provides for authorized benefits.	140,379	140,379
	TOTAL - PERSONNEL SERVICES	666,083	630,078	692,504		692,504	692,504
	OPERATIONS & MAINTENANCE						
20-09	Travel & Training	800	800	800	Provides for training and professional conferences with associated travel.	800	800
20-27	Uniforms	1,200	1,200	1,200	Provides staff shirts for Community Center staff, and uniforms and safety shoes for custodians.	1,200	1,200
20-30	Small Tools & Equipment	300	300	300	Provides for purchase and replacement of tools and equipment used to maintain and repair the Community Center and tennis bubble.	300	300
20-31	Electricity	120,000	118,500	120,000	Provides for electricity for general operation of the Community Center and for Elden Street holiday decorations.	120,000	120,000
20-32	Equipment Maintenance & Repair	4,500	8,000	4,500	Provides for maintenance and repair of Community Center equipment to include audio-visual and public address equipment, scoreboards, and fitness room equipment.	4,500	4,500
20-36	Concession Supplies	24,000	16,000	24,000	Provides funds for vending machines, racquetball, and swimming supplies. All items are for resale.	24,000	24,000
20-39	Cleaning Materials & Supplies	12,000	14,000	15,000	Provides funding for paper products, cleaning chemicals, shower and hand soap, etc., to ensure cleanliness of Community Center. Increase reflects actual requirements.	15,000	15,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation | **ACTIVITY CENTER:** Community Center Operations (001/0332/451)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-41	Materials & Supplies	12,000	16,000	12,000	Provides recreation games, balls, nets, kitchen supplies, first aid supplies, holiday decorations, laminating pouches, table covers, racquetball rackets, stage supplies, birthday party packages and tension barriers.	12,000	12,000
20-61	Contract Services	1,500	1,500	1,500	Provides for temporary manpower, contract services and fire inspections of buildings.	1,500	1,500
	TOTAL - OPERATIONS & MAINTENANCE	176,300	176,300	179,300		179,300	179,300
	CAPITAL						
80-01	Office Furniture & Equipment	15,000	26,000	0		0	0
	TOTAL - CAPITAL	15,000	26,000	0		0	0
	TOTAL - COMMUNITY CENTER OPERATIONS	857,383	832,378	871,804		871,804	871,804

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Aquatics Programs & Operations

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation **ACTIVITY CENTER:** Aquatics Programs & Operations (001/0333/451)

The mission of the Aquatics Activity Center is to facilitate and operate the Natatorium in a clean and safe manner and to offer a variety of classes and a stimulating environment for recreational and educational aquatic activities.

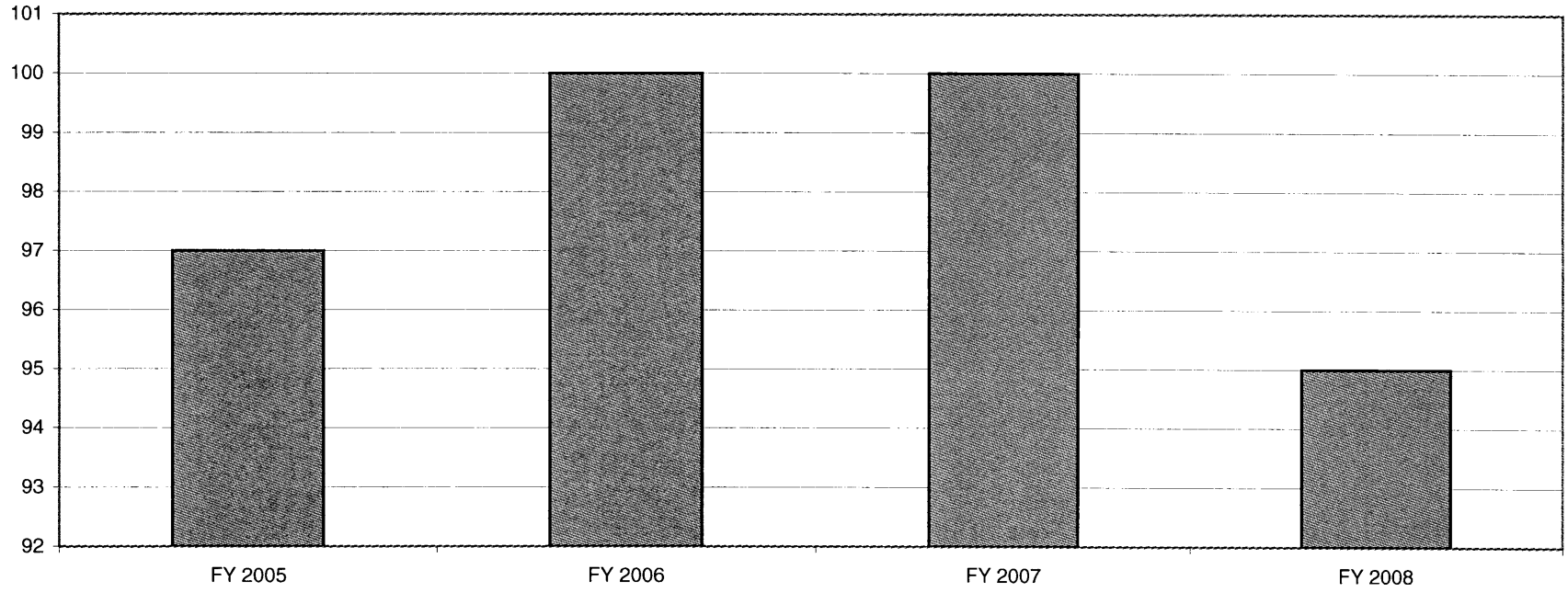
Goals	Objectives	Outcomes
Provide instructional classes to accommodate all ages and abilities of the patrons. These courses will be taught by water safety instructors certified by the American Red Cross.	• Offer classes for over 5,000 participants. • Provide 10 scholarships per quarter (40 per year) for deserving children. These children will be enrolled in the American Red Cross learn-to-swim level classes.	• 90 percent of learn-to-swim and developmental and water fitness class participants (or parents) responding to end-of-session class evaluations will rate an improvement in their (child's) swimming skills.
Offer opportunities for swimmers to develop physical conditioning and competitive swimming experience.	• Offer year round coaching for up to 265 children ages 6-18 years through the Herndon Commanders, a United States Swimming sanctioned swim team. • Provide a competitive program that will develop beginning competitive swimmers to elite swimmers. • Offer up to 120 swimmers ages 6-18 years, the opportunity to participate in a Herndon summer swim team, the Herndon Halibuts. • Provide developmental swim programs for youth to enhance stroke development and encourage competitive swimming.	• 90 percent of swimmers on the Herndon Commanders will compete in two meets during the course of the season. • 70 percent of the Commander swimmers will advance one classification in the USA National Age Group Motivational Time Standards. • 90 percent of the Herndon Halibuts will compete in the Herndon All-Stars or Herndon Championships at the conclusion of the summer season.
Provide programs and recreational and lap swim time geared to improve the fitness level of all patrons.	• Offer over 50 water exercise classes including water walking, water aerobics, deep water exercise, therapeutic water exercise, and senior water exercise. • Offer 12 classes in adapted aquatics for children needing extra attention and assistance with instruction. • Promote National Water Safety Day by hosting a free water safety awareness day during the summer. • Offer four special events focusing on family fitness-centered recreation and leisure activities.	• The variety of offerings are rated as satisfactory or very satisfactory by 90 percent of patrons.
Operate the Natatorium in a safe and hygienic manner as mandated by the Fairfax County Health Code.	• Follow all Fairfax County Health Department codes. • Certify all staff by the American Red Cross. Instructors will be water safety instructors and lifeguards will have lifeguard training, professional CPR/first aid/AED, with head guards and managers holding additional certification as Fairfax County Pool Operators and/or Aquatic Facility Operators by the National Recreation and Park Association.	• Score a minimum of 97 on all Fairfax County Health Department inspections.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation **ACTIVITY CENTER:** Aquatics Programs & Operations (001/0333/451)

The Aquatics activity center maintains a safe, clean aquatics facility through its water and air quality systems, well-trained staff and proper maintenance. One indicator of this is the periodic inspection rating performed by Fairfax County Health Department. 100 is a perfect score.

Fairfax County Inspection Rating Average



	FY 2005	FY 2006	FY 2007	FY 2008
Fairfax County inspection rating average	97	100	100	95

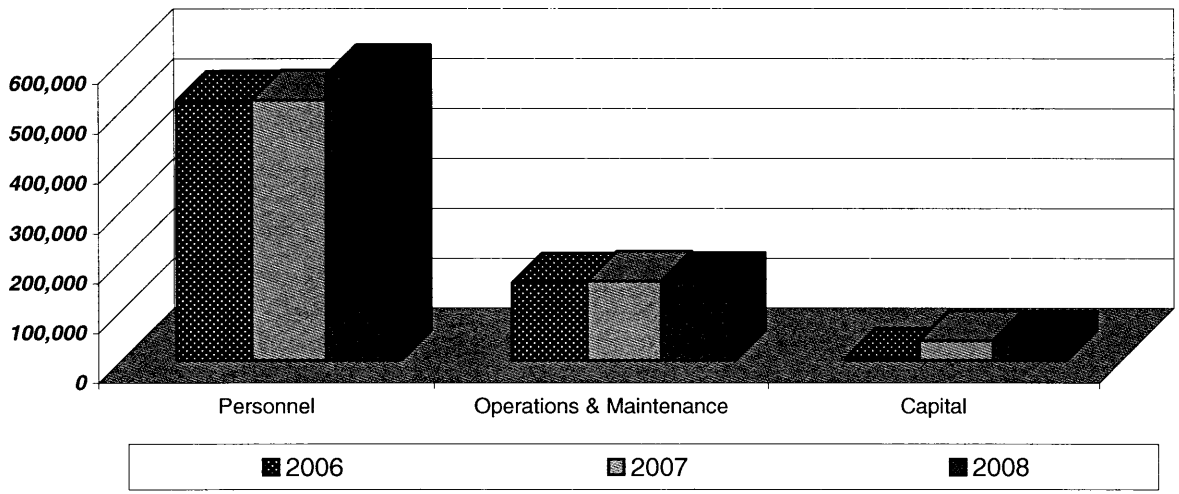
Figures for FY 2008 are projected.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Aquatics Programs & Operations (001/0333/451)

Personnel costs reflect authorized expenditures and include pay adjustments to attract and retain lifeguards and instructors. Fees charged for instructional classes offset instructor salaries and supplies. Capital funds provide for white coating of pool and swim team stroke analysis software.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	520,948	522,657	573,184	9.7%
Operations & Maintenance	156,000	159,600	156,480	-2.0%
Capital	5,000	40,000	39,500	-1.3%
TOTAL	681,948	722,257	769,164	6.5%
Full-Time Personnel	3	3	3	0.0%
Part-Time Personnel	1	1	1	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation | **ACTIVITY CENTER:** Aquatics Programs & Operations (001/0333/451)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	142,698	110,000	155,441	Provides for wages and salaries of activity center staff.	155,441	155,441
10-02	Wages & Salaries (Part-Time)	17,709	17,000	16,574	Provides for wages and salary of Recreation Program Assistant.	16,574	16,574
10-03	Instructional	90,500	90,500	95,200	Provides for wages of instructional staff. Instructors teach over 900 classes serving approximately 5,000 participants. Program fees offset costs.	95,200	95,200
10-04	Seasonal/Temporary/Intern	62,000	62,000	63,200	Provides salaries for swim team coaches for USS and summer swim teams and program assistants.	63,200	63,200
10-05	Part-Time Supervision (Seasonal)	133,900	133,000	157,500	Provides for wages of lifeguards and program supervisors and reflects pay adjustments to remain competitive. Cost also includes staff in-service training, drills and recertification.	157,500	157,500
10-40	Overtime	3,000	7,000	3,000	Provides for authorized overtime.	3,000	3,000
10-50	Employee Benefits	72,850	64,000	82,269	Provides for authorized benefits.	82,269	82,269
	TOTAL - PERSONNEL SERVICES	522,657	483,500	573,184		573,184	573,184
	OPERATIONS & MAINTENANCE						
20-09	Travel & Training	3,400	3,400	3,400	Provides for staff training: National Recreation and Park Association aquatic conference $1,000 Virginia Recreation and Park Society conference 500 Swim coach training (13) 1,400 Staff training for certification 500 $3,400	3,400	3,400
20-27	Uniforms	1,200	1,200	1,200	Provides for uniforms for lifeguard staff.	1,200	1,200
20-32	Equipment Maintenance & Repair	8,000	8,000	4,000	Provides funds for general maintenance and repair of pool equipment. Decrease due to updated equipment needing less repair.	4,000	4,000
20-34	Chemicals	12,000	12,000	12,000	Provides for chemicals for the aquatics facility to maintain proper water chemistry.	12,000	12,000
20-40	Heating Fuel	70,000	72,000	72,000	Provides gas heat for pool complex to maintain air and pool water temperature (affected by weather conditions). Reflects increased cost of natural gas.	72,000	72,000
20-41	Materials & Supplies	3,000	3,000	3,000	Provides for general pool supplies and safety equipment.	3,000	3,000
20-42	Water Service	10,000	8,000	10,000	Provides for water service for aquatics facility.	10,000	10,000
20-43	Sewer Service	11,000	10,000	11,000	Provides for sewer service for aquatics facility.	11,000	11,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation | **ACTIVITY CENTER:** Aquatics Programs & Operations (001/0333/451)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-69	Aquatic Programs	14,000	14,000	16,380	Provides for equipment and supplies for instructional and safety classes, and special events.	16,380	16,380
21-07	Swim Team	27,000	26,000	23,500	Provides for U.S.S. registration fees for swimmers, officials, and coaches for Herndon Aquatic Club. Includes equipment, travel, and fees for national meets and Harvest Moon Meet.	23,500	23,500
	TOTAL - OPERATIONS & MAINTENANCE	159,600	157,600	156,480		156,480	156,480
	CAPITAL						
80-02	Capital Projects (CIP)	0	0	35,000	Provides funds for white coating of pool.	35,000	35,000
80-11	Capital Equipment	40,000	40,000	0		0	0
80-14	Recreation Equipment	0	0	4,500	Provides swim team stroke analysis software and aquatic sound system.	4,500	4,500
	TOTAL - CAPITAL	40,000	40,000	39,500		39,500	39,500
	TOTAL - AQUATICS PROGRAMS & OPERATIONS	722,257	681,100	769,164		769,164	769,164

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Park Operations & Development

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation **ACTIVITY CENTER:** Park Operations & Development (001/0334/451)

The Park Operations & Development Activity Center facilitates the use of park facilities within the Town providing maintenance and development coordination of park facilities, scheduling field use, and reserving shelters and tennis facilities. The Activity Center maintains the operation of the Bready Park Indoor Tennis Structure.

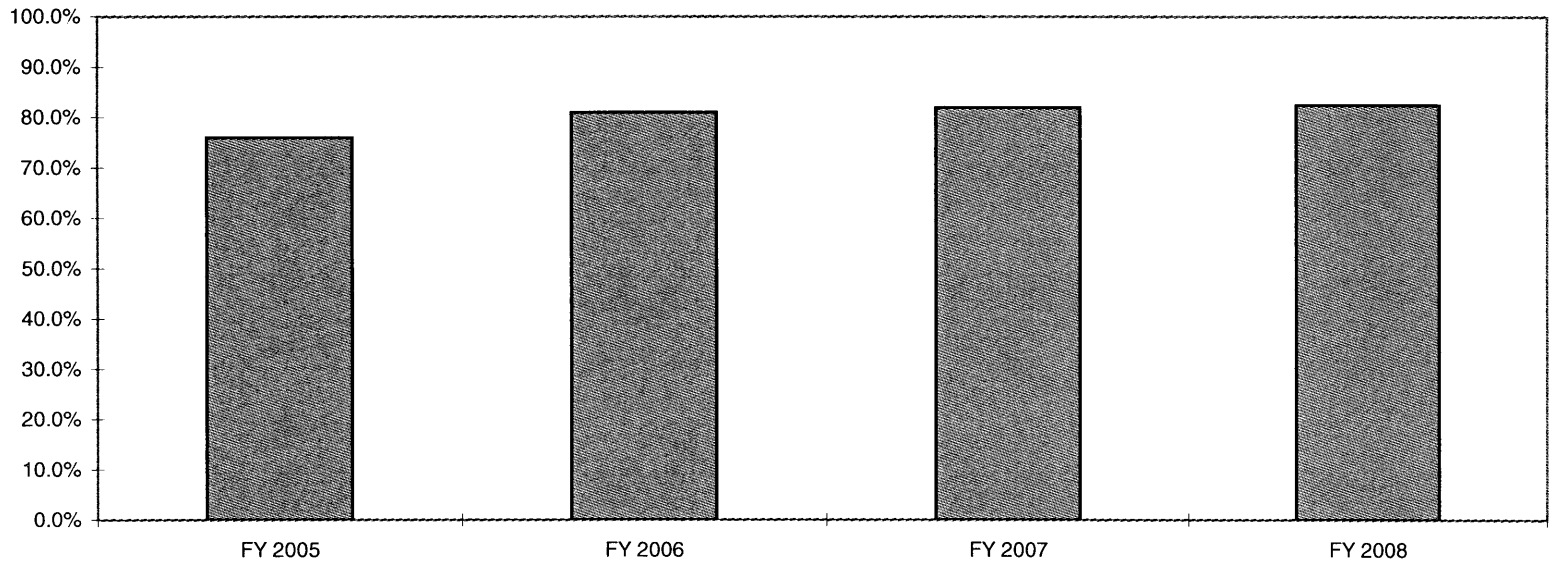
Goals	Objectives	Outcomes
Operate the Bready Park Tennis Structure as a sustaining enterprise operation with revenue offsetting all operating and capital development costs of the facility.	• Market the facility, book contract court rentals and facilities; provide instructional classes, leagues and tournaments in the tennis structure.	• Maintain 90 percent maximum occupancy of the tennis structure and exceed projected net revenue by 10 percent.
Coordinate the scheduling of sports fields and picnic shelters.	• Coordinate approximately 50 picnic shelter reservations. • Schedule Town fields at Bready and Haley Smith Parks for youth and adult sports programs. • Provide operation of the Bready Park concession stand and tennis court reservations.	• The public rates the scheduling process as satisfactory or very satisfactory 95 percent of the time on customer surveys.
Coordinate the development of capital projects with the Department of Public Works, the Department of Community Development, and other Town departments in accordance with approved CIP Program.	• Develop skate park facility. • Develop reforestation program along Sugarland Run Trail. • Develop four park interpretive signs for Runnymede Park.	• Enhanced and diversified recreational opportunities provided to Town residents.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation **ACTIVITY CENTER:** Park Operations (001/0334/451)

The tennis bubble operates as a self-supporting facility and strives to maximize facility usage to provide quality facilities and service to the public and meet revenue goals

Indoor Tennis Center Utilization



	Indoor Tennis Facility Utilization
FY 2005	76.0%
FY 2006	81.0%
FY 2007	82.0%
FY 2008	82.5%

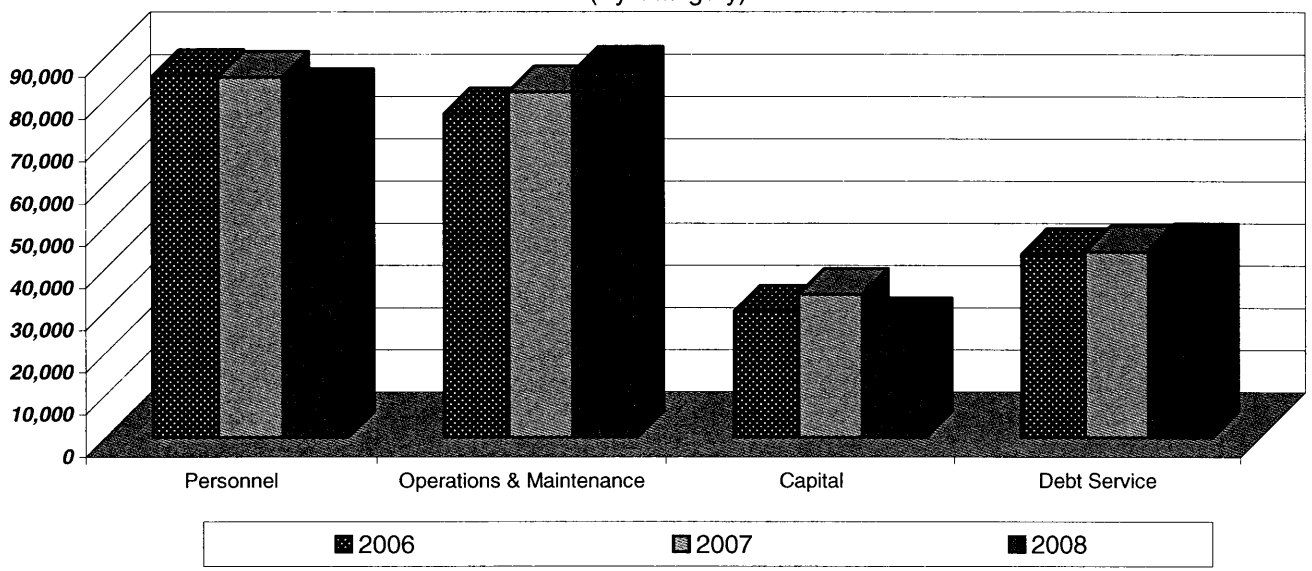
Figures for FY 2007 are estimated.
Figures for FY 2008 are projected.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Park Operations & Development (001/0334/451)

O&M costs include cost for contract services for installation and removal of tennis air structure, and funds for removal of invasive species in Runnymede Park. Increase in O&M reflects increase in cost of gas heat. Capital expenditures provide for winterization of restrooms in the Bready Park concession stand. Debt service provides for reimbursement of principal and interest for financing tennis/activity center.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	85,777	85,360	81,278	-4.8%
Operations & Maintenance	76,700	81,900	86,500	5.6%
Capital	30,000	34,000	27,000	-20.6%
Debt Service	43,475	44,100	44,625	1.2%
TOTAL	235,952	245,360	239,403	-2.4%
Full-Time Personnel	0	0	0	0.0%
Part-Time Personnel	1	1	1	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation | **ACTIVITY CENTER:** Park Operations & Development (001/0334/451)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-02	Wages & Salaries (Part-Time)	21,449	21,500	22,368	Provides for wages and salary of Tennis Center Manager.	22,368	22,368
10-03	Instructional Salaries	12,000	12,000	12,500	Provides for instructional salaries for tennis program in tennis/activity center.	12,500	12,500
10-04	Seasonal/Temporary/Intern	39,000	35,000	35,000	Provides funds for recreation assistants to support tennis/activity center.	35,000	35,000
10-08	Concession Salaries	5,600	3,500	4,000	Provides for wages of personnel necessary to maintain existing level of service in operating Bready Park.	4,000	4,000
10-40	Overtime	100	100	200	Provides for overtime wages for tennis center personnel.	200	200
10-50	Employee Benefits	7,211	9,300	7,210	Provides for authorized benefits.	7,210	7,210
	TOTAL - PERSONNEL SERVICES	85,360	81,400	81,278		81,278	81,278
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	100	200	300	Provides miscellaneous supplies to support division.	300	300
20-03	Telephone & Communications	1,000	1,000	1,000	Provides telephone service for tennis/activity center.	1,000	1,000
20-04	Postage	50	0	0	Postage costs transferred to Administration.	0	0
20-06	Advertising	200	200	200	Provides for marketing the tennis/activity center.	200	200
20-31	Electricity	15,000	13,000	15,000	Provides for lighting of tennis courts, basketball courts, softball field, little league field, and concession stand and electricity for tennis/activity center.	15,000	15,000
20-36	Concession Supplies	3,500	2,000	2,000	Provides funds to maintain level of service in operating the concession facility. Items purchased are for resale.	2,000	2,000
20-39	Cleaning Supplies	50	0	0	Transferred to Community Center Operations.	0	0
20-40	Heating Fuel	20,000	23,000	24,000	Provides funds for gas heat for tennis/activity center.	24,000	24,000
20-41	Materials & Supplies	16,000	16,000	16,000	Provides for replacement of minor equipment within park area and support of sports fields. Includes portable restrooms and recreation equipment, such as, nets, bases and windscreens.	16,000	16,000
20-61	Contract Services	26,000	26,000	28,000	Provides funds for annual installation and removal of the tennis air structure and a contract program to initiate a multi-year program for removal of invasive species in Runnymede Park ($10,000).	28,000	28,000
	TOTAL - OPERATIONS & MAINTENANCE	81,900	81,400	86,500		86,500	86,500

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Parks & Recreation | **ACTIVITY CENTER:** Park Operations & Development (001/0334/451)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	CAPITAL						
80-11	Capital Equipment	20,000	20,000	5,000	Provides for purchase and installation of heaters to winterize the restrooms in the Bready Park concession stand.	5,000	5,000
80-14	Recreation Equipment	14,000	14,000	22,000	Provides for new message boards in Haley Smith and Trailside parks and to develop four interpretive signs for Runnymede Park.	22,000	22,000
	TOTAL - CAPITAL	34,000	34,000	27,000		27,000	27,000
	DEBT SERVICE						
98-02	Lease Purchase Payment Principal	29,500	29,500	31,500	Provides for reimbursement of principal for financing tennis/activity center, borrowing from General Fund at rate of five percent for fifteen years.	31,500	31,500
98-19	Lease Purchase Payment Interest	14,600	14,600	13,125	Provides for reimbursement of interest for financing tennis/activity center.	13,125	13,125
	TOTAL - DEBT SERVICE	44,100	44,100	44,625		44,625	44,625
	TOTAL - PARK OPERATIONS & DEVELOPMENT	245,360	240,900	239,403		239,403	239,403

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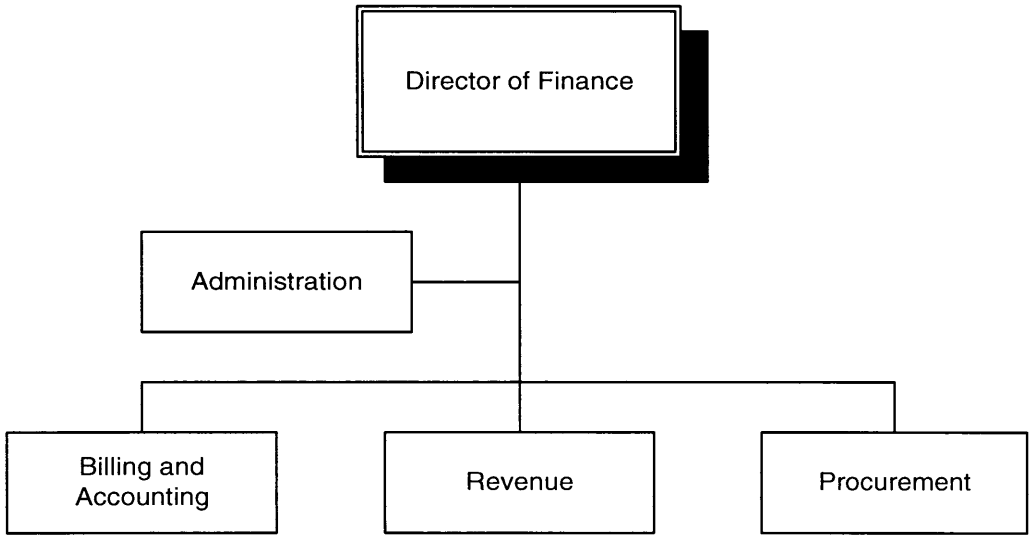
TOWN OF HERNDON, VIRGINIA
DEPARTMENT ORGANIZATION
FISCAL YEAR 2007-2008

FINANCE



TOWN OF HERNDON, VIRGINIA
DEPARTMENT PURPOSE AND OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Finance

DEPARTMENTAL PURPOSE: To manage, protect and enhance the Town's financial resources in a professional, responsible, and accountable manner and to provide the Town Council, Town Manager and Town departments with accurate interim and final financial reports, selected financial analyses and general guidance concerning the financial affairs of the Town government.

DEPARTMENTAL OBJECTIVES:
The department objectives in FY 2008 are to:

Area	Objective	Strategies
Fiscal Management	• Manage the Town's financial affairs in a sound, timely, accurate and responsive manner.	• Execute the FY 2008 budget as adopted by Town Council. • Prepare quarterly financial reports and selected analyses. • Monitor Town revenues and expenditures. • Ensure Town assets are adequately safeguarded.
Investments, Cash Flow and Treasury Functions	• Assess, collect and invest Town receipts in a prudent, safe and timely manner while maximizing interest income.	• Prepare and disseminate accurate and timely bills, notices and invoices for Town taxes, fees, services, utility charges and other miscellaneous amounts. • Collect and process all revenues and receipts owed the Town. • Invest all reserve and idle funds. • Initiate collection activities on delinquent accounts.
Accounting, Financial Reporting and Compliance	• Provide technical accounting oversight and guidance to Town departments and to satisfy local, state and federal financial reporting requirements.	• Perform monthly closing and bank reconciliations. • Prepare and submit financial reports to local, state and federal agencies. • Coordinate the Town's annual financial audit. • Prepare and submit the Town's Comprehensive Annual Financial Report to Town Council, Government Finance Officers' Association and other interested parties.
Payment of Town-wide Obligations	• Provide the Town's employees, vendors and other obligators with an accurate, timely and efficient payment system.	• Provide employees with an accurate and timely payroll system. • Provide Town vendors and other obligators with an accurate and timely check disbursement/payment system. • Prepare reports, records, forms and other documentation as required by Town's benefits providers.

TOWN OF HERNDON, VIRGINIA
DEPARTMENT PURPOSE AND OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Finance		
Procurement and Asset Management	• Provide an efficient and user-friendly procurement and asset management system for Town departments based on purchasing practices consistent with local, state and federal procurement laws.	• Manage the Town-wide automated purchasing module, including Town staff training and consulting. • Procure required supplies, materials, services and equipment at a reasonable price consistent with the quality being sought. • Manage Town-owned surplus assets, including the rental of Town-owned buildings and disposition of surplus property.

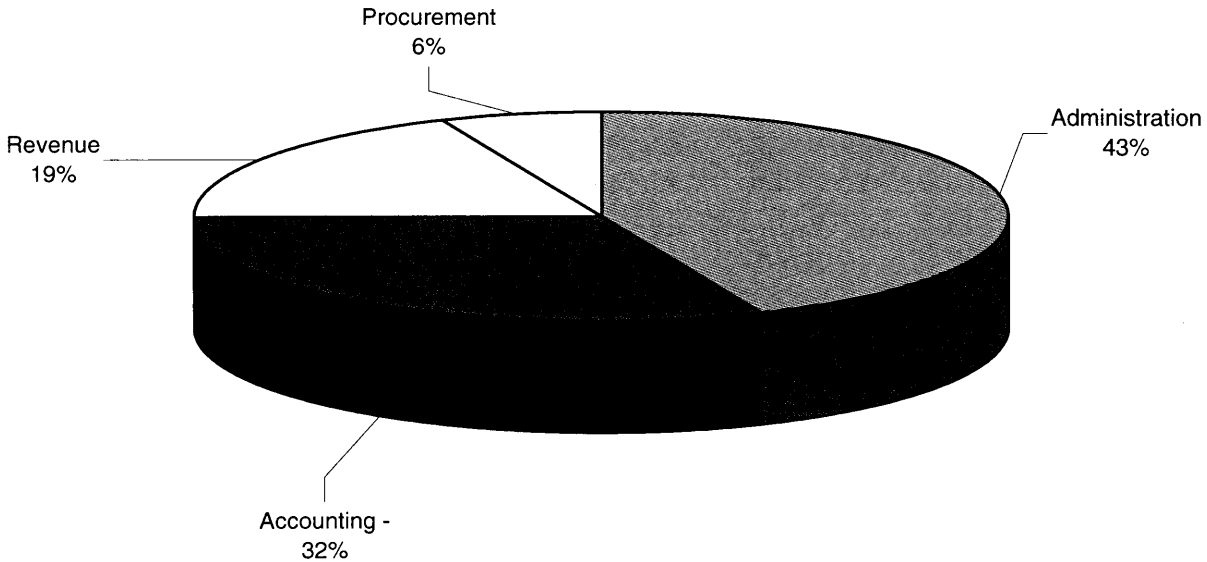
TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - GENERAL FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Finance

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	PERSONNEL SERVICES							
10-01	Wages & Salaries (Full-Time)	540,450	531,532	605,926	604,327	659,736	659,736	659,736
10-02	Wages & Salaries (Part-Time)	26,261	40,495	44,118	41,295	23,339	23,339	23,339
10-04	Seasonal/Temporary/Intern	605	11,661	0	0	0	0	0
10-40	Overtime	0	2,039	600	600	600	600	600
10-50	Employee Benefits	135,447	144,932	197,180	194,406	191,196	191,196	191,196
10-72	Benefit Chargeback	1,008	6,316	0	0	0	0	0
	TOTAL - PERSONNEL SERVICES	703,770	736,975	847,824	840,628	874,871	874,871	874,871
	OPERATIONS & MAINTENANCE							
20-02	Office Supplies	4,263	4,364	4,800	5,100	5,100	5,100	5,100
20-03	Telephone & Communications	3,500	4,115	3,430	3,430	3,430	3,430	3,430
20-04	Postage	12,538	17,948	10,300	17,550	17,550	17,550	17,550
20-05	Office Equipment Maintenance & Repair	727	1,081	1,220	1,370	1,420	1,420	1,420
20-06	Advertising	1,132	485	800	1,000	1,000	1,000	1,000
20-08	Printing & Duplication	9,712	14,483	11,900	15,704	15,700	15,700	15,700
20-09	Travel & Training	8,241	9,630	11,300	13,000	13,000	13,000	13,000
20-11	Professional Dues/Publications	3,309	6,027	4,210	4,460	4,460	4,460	4,460
20-13	Annual Audit	47,093	58,454	51,500	51,500	55,620	55,620	55,620
20-15	Professional Services	500	10,257	14,300	14,300	14,300	14,300	14,300
20-20	Leased Equipment	792	0	1,000	1,000	1,000	1,000	1,000
20-24	Gas & Oil	72	361	100	100	100	100	100
20-28	Automobile Maintenance & Repair	135	340	200	200	200	200	200
20-50	Bank Service Charge	638	456	300	300	300	300	300
20-76	Insurance	219,257	247,297	250,100	250,100	250,100	250,100	250,100
20-78	General Services	4,401	3,377	5,600	5,600	5,600	5,600	5,600
20-79	Computer Hardware/Software Maintenance	0	252	0	0	0	0	0
21-13	Minor Office Furniture/Equipment	0	4643	3,000	3,000	0	0	0
21-16	Amortize Commissions	2,141	13,512	0	0	0	0	0
	TOTAL - OPERATIONS & MAINTENANCE	318,448	397,082	374,060	387,714	388,880	388,880	388,880
	CAPITAL							
80-03	Vehicles/Equipment	0	0	0	0	18,000	18,000	18,000
80-09	Microcomputer/Peripherals	205	3,919	0	0	0	0	0
	TOTAL - CAPITAL	205	3,919	0	0	18,000	18,000	18,000
	TOTAL - FINANCE	1,022,423	1,137,976	1,221,884	1,228,342	1,281,751	1,281,751	1,281,751

Finance

DEPARTMENTAL EXPENDITURES



Administration - $559,295
Accounting - $401,568
Revenue - $239,181
Procurement - $81,707

Total - $1,281,751

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Administration

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Finance **ACTIVITY CENTER:** Administration (001/0550/415)

The Administration Activity Center of the Department of Finance oversees the proper and timely recording of all financial transactions, preparation of the Town's Comprehensive Annual Financial Report (CAFR) and execution of the adopted budget. The center is charged with the investment of Town funds, insurance and risk management programs, and securing borrowed funds when needed. The center provides the other Department of Finance activity centers with technical and management guidance and general supervision.

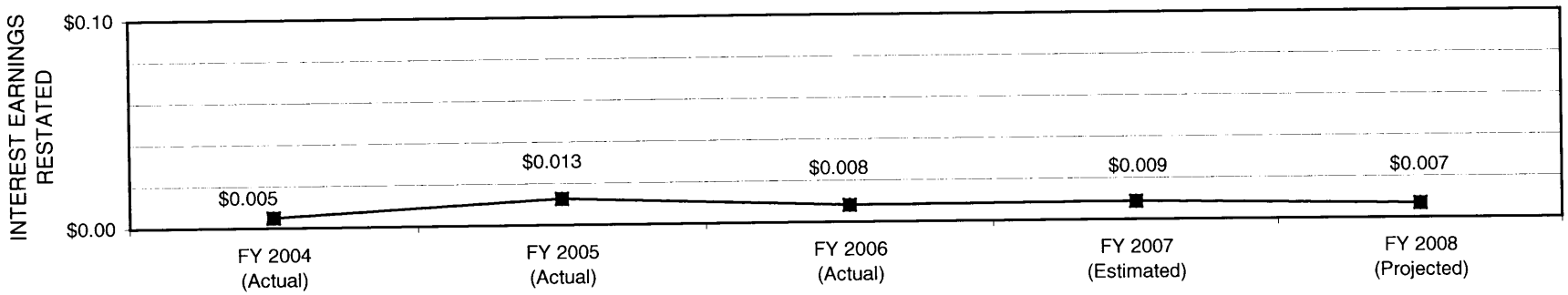
Goals	Objectives	Outcomes
Enhance the Town's financial resources and its credit rating.	• Upgrade, or at a minimum maintain, Town's current municipal credit rating. • Invest all reserve and idle funds in a prudent, safe and timely manner while maximizing interest income.	• Retain Town's current municipal credit rating is AA+ (Fitch, Inc. & Standard & Poor's) and Aa1 (Moody's). • Excess cash funds are invested within one day of receipt, after taking into account immediate cash flow needs.
Ensure Town assets are adequately safeguarded.	• Secure commercial, property and general liability insurance coverage at adequate levels to protect the Town government.	• All Town officials, employees and assets are insured to the levels appropriate and adequate for use and exposure. Insurance policies are in place for the upcoming fiscal year by April 1 with effective date of July 1. • All reportable property claims are sent to the Town's insurance carrier within one day of notification.
Oversee the Town's financial transactions.	• Execute the adopted budget and monitor Town-wide revenues and expenditures on consistent basis so possible corrective actions can be taken promptly.	• Quarterly reports are prepared for Town Council, Town Manager and departments within two months after the end of each quarter. • Major revenues, such as sales tax, meals tax, consumer utility tax and transient lodging tax are tracked on a monthly basis, noting any variances from expected results and taking corrective action, as needed.
Provide oversight and guidance to department.	• Ensure Town's and department's goals, objectives and priorities are incorporated into department's annual work plan. • Foster clear communication among department members and between other Town departments and Finance staff. • Encourage consistent interpretation of Town accounting policies and procedures.	• Department employee performance agreements include objectives which support the overall goals of the Town. • Department meetings for staff members to discuss Town and department challenges and upcoming work projects as a group are conducted bi-weekly. • Staff makes sound determinations when interpreting accounting policies, internal controls and Finance procedures at least 85 percent of the time without direct intervention of director.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Finance **ACTIVITY CENTER:** Administration 001/0550/415

Restating the interest earned on available funds into an equivalent real estate tax rate demonstrates the role interest earnings play in funding Town operations. In other words, had these interest earnings not been received, the Town's real estate rate may have been increased by the amounts shown below to make up the revenue shortfall. The graph displayed reveals a negative trend as interest earnings assume less of a fiscal importance in comparison to the Town's total real estate tax levy. A major factor contributing to the downward trend is the decline in short term interest rates, coupled with a significant increase in the Town's real property assessed valuation over the five year period. For FY 2008, projected General Fund interest earnings of $325,000 are equivalent to $0.007 on the Town's proposed real estate rate of $0.24 per $100 of assessed value.

ANNUAL INTEREST EARNINGS CONVERTED TO CENTS ON TOWN'S REAL ESTATE TAX RATE



INTEREST EARNINGS (GENERAL FUND) RESTATED INTO CENTS ON THE TOWN'S REAL ESTATE TAX RATE PER $100 OF ASSESSED VALUE.

	FY 2004 (Actual)	FY 2005 (Actual)	FY 2006 (Actual)	FY 2007 (Estimated)	FY 2008 (Projected)
Interest Earnings (General Fund)	$115,685	$329,198	$238,322	$350,000	$325,000
Real Estate Tax Levy[1]	$6,673,096	$7,308,511	$8,293,737	$10,059,300	$11,002,100
Interest Earnings Restated into Real Estate Tax Rate	$0.005	$0.013	$0.008	$0.009	$0.007

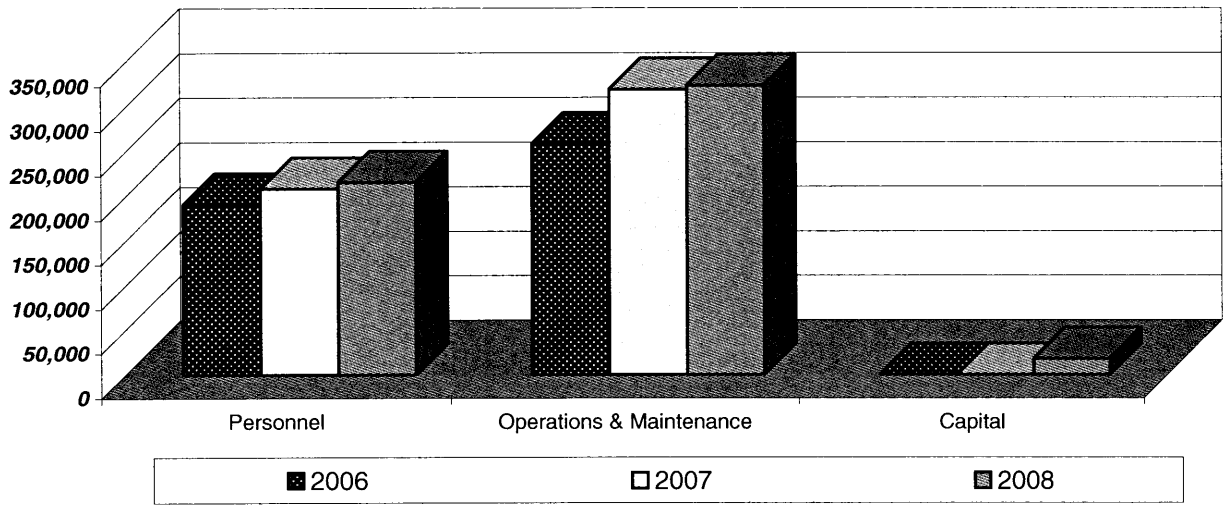
[1]Real estate tax levy per $100 of assessed value was $.28 for FY 2004 and FY 2005, $.25 for FY 2006 and $.24 for FY 2007. Proposed real estate tax rate for FY 2008 is $.24 per $100 of assessed value.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Administration (001/0550/415)

Personnel costs reflect authorized expenditures.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	191,890	209,503	216,655	3.4%
Operations & Maintenance	259,620	320,320	324,640	1.3%
Capital	0	0	18,000	100.0%
TOTAL	451,510	529,823	559,295	5.6%
Full-Time Personnel	2	2	2	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Finance | **ACTIVITY CENTER:** Administration (001/0550/415)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	162,610	162,610	168,487	Provides for wages and salaries of activity center staff.	168,487	168,487
10-50	Employee Benefits	46,893	46,893	48,168	Provides for authorized benefits.	48,168	48,168
	TOTAL - PERSONNEL SERVICES	209,503	209,503	216,655		216,655	216,655
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	800	800	800	Provides for general office supplies, e.g., pens, pencils, stationery, file folders, storage boxes, etc.	800	800
20-03	Telephone & Communications	1,000	1,000	1,000	Provides for local and long distance business calls.	1,000	1,000
20-04	Postage	900	900	900	Provides for postage and general mailing.	900	900
20-05	Office Equipment Maintenance & Repair	120	120	120	Provides for maintenance and/or repair of office equipment, excluding computers, e.g., fax machine, calculators, etc.	120	120
20-08	Printing & Duplication	1,400	1,600	1,600	Provides for prorata share of duplication services and printing of FY 2007 Comprehensive Annual Financial Report (CAFR).	1,600	1,600
20-09	Travel & Training	2,500	2,500	2,500	Provides for training and professional conferences, with associated travel. Virginia Government Finance Officers Association (VGFOA) semi-annual conferences $800 Miscellaneous one-day training seminars $100 Virginia Association of Governmental Purchasing (VAGP) Spring conference 1,600 $2,500	2,500	2,500
20-11	Professional Dues/Publications	1,400	1,400	1,400	Provides for professional dues and publications. Government Finance Officers Association (CAFR, budget submissions/membership/publications) $950 American Institute of Certified Public Accounts (AICPA) 250 VGFOA 50 Miscellaneous other publications 150 $1,400	1,400	1,400
20-13	Annual Audit	51,500	51,500	55,620	Provides for prorata General Fund share of annual audit expenditures, performed by an independent certified public accountant, as required by the Code of Virginia.	55,620	55,620
20-15	Professional Services	10,300	10,300	10,300	Provides for monthly management fee for on-site management of commercial property at 397 Herndon Parkway.	10,300	10,300
20-50	Bank Service Charges	300	300	300	Provides funds for bank service charges and safe deposit box.	300	300

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Finance | **ACTIVITY CENTER:** Administration (001/0550/415)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-76	Insurance	250,100	250,100	250,100	Provides for prorata share of premium payments for insurance, which includes coverage for general liability, vehicles, buildings, aquatic center, underground petroleum storage tanks at Town Shop, public official liability and police professional liability.	250,100	250,100
	TOTAL - OPERATIONS & MAINTENANCE	320,320	320,520	324,640		324,640	324,640
	CAPITAL						
80-03	Vehicles/Equipment	0	0	18,000	Provides funds for the following: Request / Recomm Replace vehicle #79, 1995 Oldsmobile Ciera with 34,500 miles that was totaled last year with a mid-size 4-door sedan — $18,000 / $18,000	18,000	18,000
	TOTAL - CAPITAL	0	0	18,000		18,000	18,000
	TOTAL - ADMINISTRATION	529,823	530,023	559,295		559,295	559,295

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Accounting

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Finance **ACTIVITY CENTER:** Accounting (001/0551/415)

The Accounting Activity Center is responsible for all interim and annual financial reports and reconciliations, monthly bank reconciliations, preparation of the bi-weekly payroll and all associated reports and payments, weekly disbursement of accounts payable payments and the preparation and distribution of utility billings. The center is responsible for the management of a proper and accurate annual audit conducted by an independent certified public accountant (CPA), as required by the Code of Virginia. The center also updates and maintains the financial components of the Town-wide computer software programs.

Goals	Objectives	Outcomes
Continually maintain and improve the financial management system used across the Town in accordance with sound principals of internal control, while assuring the integrity of the Town's financial data.	• Promptly update Town's financial software. • Satisfy all local, state and federal financial reporting requirements.	• New application versions of financial software are updated as they become available. • Monthly, quarterly and annual reports are completed and disseminated by the due dates specified. • The Town's FY 2007 annual independent audit is managed within the agreed-upon timeframe. The required reports, schedules, spreadsheets and exhibits are prepared or produced in support of the Town's financial data. • The FY 2007 Comprehensive Annual Financial Report (CAFR) is prepared and achieves an unqualified opinion from the Town's independent certified public accounting firm. • The Town's FY 2007 Comparative Cost Report to the Auditor of Public Accounts is prepared and submitted by November 30, 2007. • The Town's FY 2007 CAFR is submitted to the Government Finance Officers Association for consideration of the Certificate of Achievement for Excellence in Financial.
Provide the Town's employees, vendors and other obligators with an accurate, timely and efficient payment system.	• Provide employees with an accurate and timely payroll system. • Provide Town vendors and other obligators with an accurate and timely check disbursement/payment system.	• Approximately 16,000 payroll checks (a combination of direct deposit and paper checks) are issued and processed for all twenty-six bi-weekly payrolls on time. • Issue approximately 7,600 accounts payable checks through 64 accounts payable sessions. Late payments are maintained at less than 1% of total payments processed.

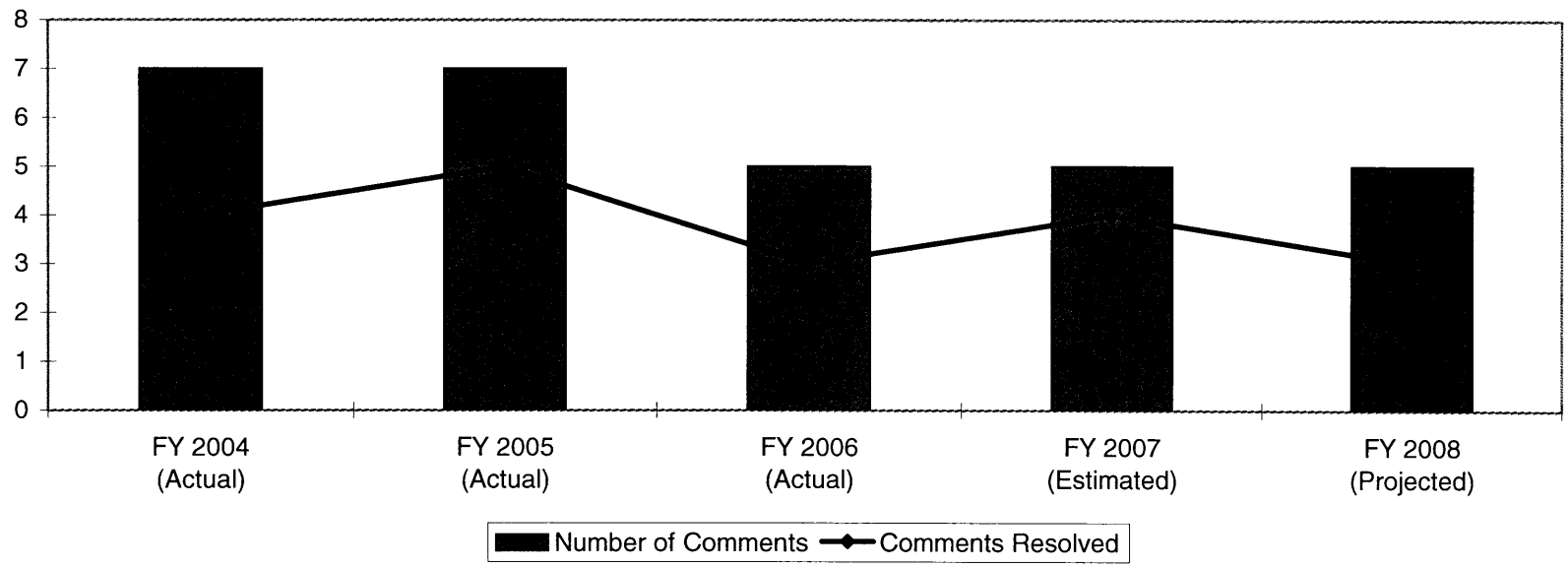
TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Finance **ACTIVITY CENTER:** Accounting (001/0551/415)

One indication of sound financial management and good internal control practices is the limited number of management letter comments offered by the Town's independent Certified Public Accountants. These comments are part of their annual audit of the Town's financial records and system of internal control. As the Town's lead division for the annual audit, the Accounting Division is responsible for the final resolution of auditor's management letter comments. During each fiscal year Town staff has made noticeable strides in addressing prior year comments.

During each audit engagements, new areas for further improvement are identified. Steps will be taken to address these new issues. As part of their scope of work, the Town's independent auditors will continue to identify areas recommended for further improvement.

AUDITOR MANAGEMENT LETTER COMMENTS NOTING AREAS FOR IMPROVEMENT BY FISCAL YEAR

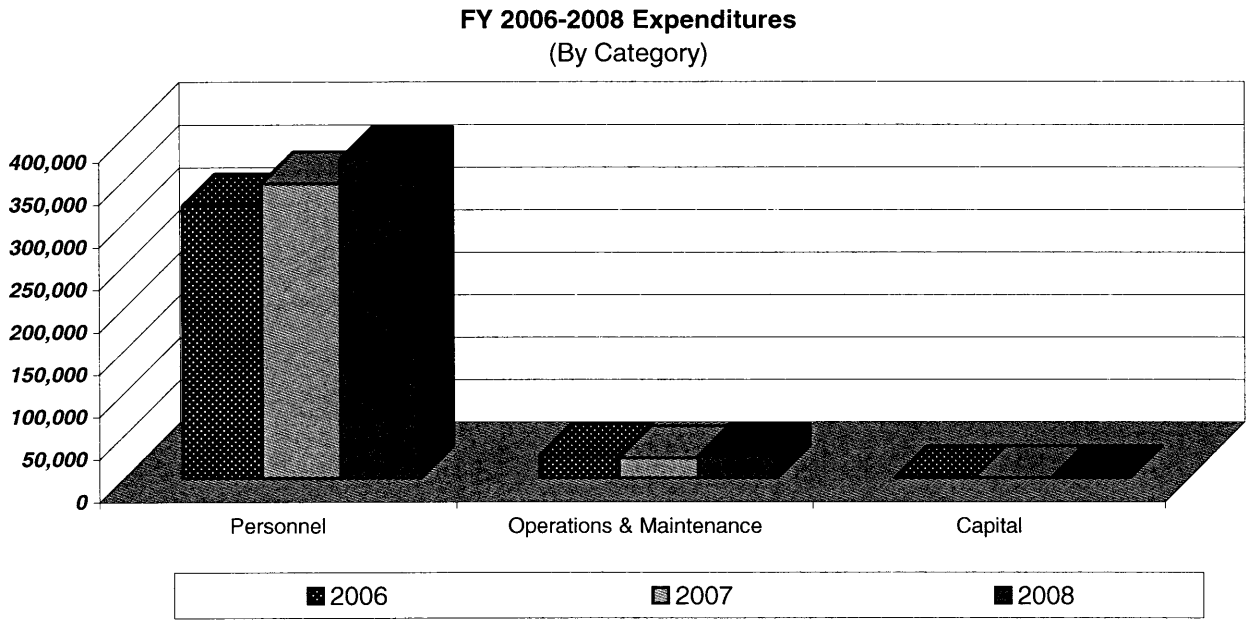


	FY 2004 (Actual)	FY 2005 (Actual)	FY 2006 (Actual)	FY 2007 (Estimated)	FY 2008 (Projected)
Number of Comments	7	7	5	5	5
Comments Resolved	4	5	3	4	3

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Accounting (001/0551/415)

Personnel cost increase reflects status change of one part-time Office Assistant to full-time.



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	321,115	346,825	375,768	8.3%
Operations & Maintenance	26,700	23,600	25,800	9.3%
Capital	0	0	0	0.0%
TOTAL	347,815	370,425	401,568	8.4%
Full-Time Personnel	4	4	5	25.0%
Part-Time Personnel	1	1	0	-100.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Finance | **ACTIVITY CENTER:** Accounting (001/0551/415)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	241,717	241,717	287,345	Provides for wages and salaries of activity center staff. Increase reflects reclassification and status change of Office Assistant to full-time Office Assistant II.	287,345	287,345
10-02	Wages & Salaries (Part-Time)	21,295	21,295	0		0	0
10-40	Overtime	300	300	300	Provides for authorized overtime.	300	300
10-50	Employee Benefits	83,513	83,513	88,123	Provides for authorized benefits.	88,123	88,123
	TOTAL - PERSONNEL SERVICES	346,825	346,825	375,768		375,768	375,768
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	2,500	2,500	2,500	Provides for general office supplies, e.g., pens, pencils, stationery, file folders, storage boxes, etc.	2,500	2,500
20-03	Telephone & Communications	1,500	1,500	1,500	Provides for local and long distance business calls.	1,500	1,500
20-04	Postage	3,000	4,000	4,000	Provides for postage and general mailing.	4,000	4,000
20-05	Office Equipment Maintenance & Repair	500	650	700	Provides for maintenance and/or repair of office equipment, excluding computers, e.g., calculators, binding machine, check signing machine, etc.	700	700
20-08	Printing & Duplication	4,000	4,804	4,800	Provides for printing of designated Town forms including checks, payroll forms, travel requests, budget transfers, etc.	4,800	4,800
20-09	Travel & Training	5,000	5,200	5,200	Provides for training and professional conferences, with associated travel. Virginia Government Finance Officers Association class (3 attendees) $1,000 HTE annual user group conference (3 attendees) 3,600 American Payroll Association annual year-end preparation 600 $5,200	5,200	5,200
20-11	Professional Dues/Publications	500	500	500	Provides for professional dues and publications. VGFOA dues (3 memberships) $105 Government Finance Officers Association publications 295 Payroll and tax publications 100 $500	500	500
20-20	Leased Equipment	1,000	1,000	1,000	Provides for lease of check signing equipment.	1,000	1,000
20-78	General Services	5,600	5,600	5,600	Provides for central mailroom expenses, e.g., maintenance and operating cost of duplicating and postage machines and post office box rental.	5,600	5,600

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Finance | **ACTIVITY CENTER:** Accounting (001/0551/415)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	TOTAL - OPERATIONS & MAINTENANCE	23,600	25,754	25,800		25,800	25,800
	TOTAL - ACCOUNTING	370,425	372,579	401,568		401,568	401,568

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Revenue

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Finance **ACTIVITY CENTER:** Revenue (001/0552/415)

The Revenue Activity Center is responsible for the collection and processing of all revenue resulting from real estate taxes, utility billings, business license fees, motor vehicle license fees, transient occupancy taxes, and other collections and fees. Deposits are made daily with total receipts reconciled each day to the accounting records. Employees in this activity center have constant daily personal and telephone contact with Town citizens and the general public.

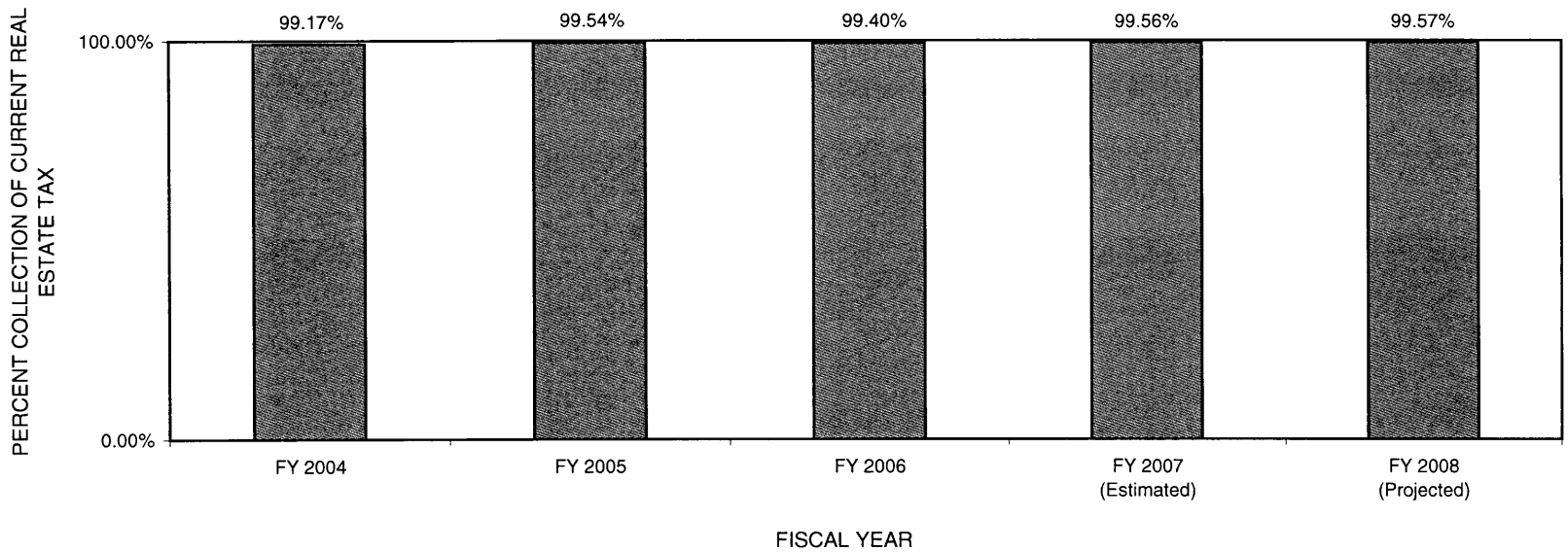
Goals	Objectives	Outcomes
Assess, collect and invest Town receipts in a prudent, safe and timely manner.	• Prepare and disseminate accurate and timely bills, notices and invoices for Town taxes, fees, services, utility charges and other miscellaneous amounts.	• Assessed and collected: o 13,500 semi-annual real estate tax notices. o 1,700 annual business license renewals. o monthly meals tax collections from about 120 establishments. o monthly transient lodging taxes remitted by ten hotels. o 23,400 quarterly utility bills. • All revenue files and application programs are maintained in functional order. Property assessment information is updated promptly after receipt from the Fairfax County Department of Tax Administration.
	• Collect and process all revenues and receipts owed the Town.	• Maintain at least a 98.5 percent average collection rate on all revenue receipts legally due the Town. Manage the Town's automated cash receipts system by promptly recording all transactions and making daily bank deposits so as to allow Town funds to start earning interest immediately. • Taxpayer and citizen inquiries are resolved in a timely, efficient, and equitable manner as allowed by Town Code and the Code of Virginia.
	• Initiate collection activities on delinquent accounts.	• Collection of delinquent tax, license, fee, or miscellaneous accounts is initiated after applicable due dates have passed. • Collection activities are coordinated with Town Attorney's office and Town's outside collection attorney. In the case of parking tickets, actions are coordinated with the Herndon Police department. • Participated in State's Set-Off Debt Program for the collection of delinquent amounts. The Program withholds State income tax refunds to pay bona fide local government claims.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Finance **ACTIVITY CENTER:** Revenue (001/0552/415)

Real estate tax billings are generated on a semi-annual basis with one-half of the annual levy due on or before July 28th and the second-half due on or before December 5th. As the single largest source of Town revenue, real estate tax collections will constitute 35.4 percent of the Town's General Fund projected FY 2008 recurring revenues. Continued coordination between the Department of Finance, Revenue Activity Center and the Town Attorney's Office should continue to yield tax collection rates of at least 99 percent.

ACTUAL/PROJECTED REAL ESTATE TAX LEVIES



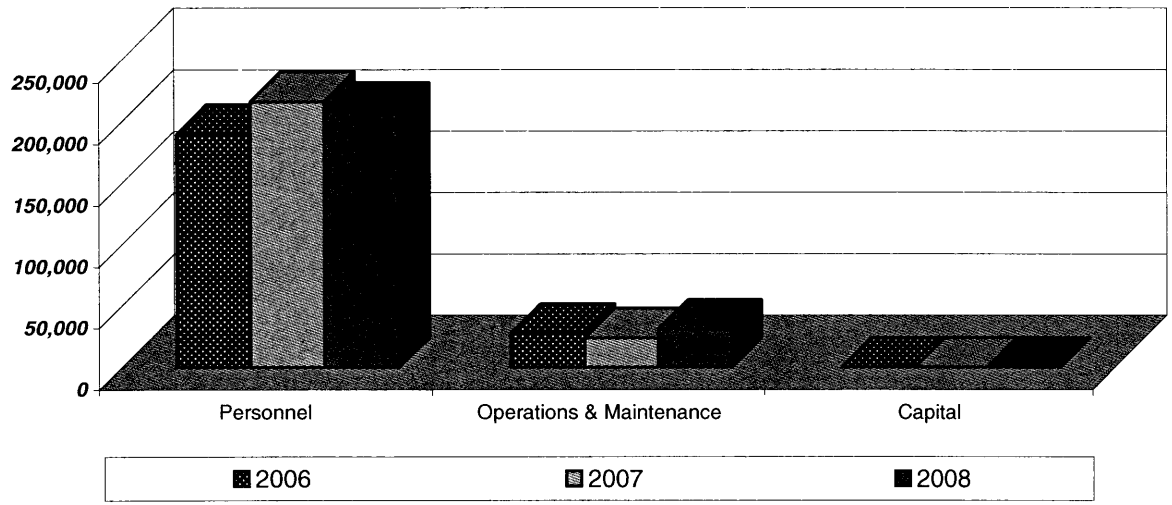
	FY 2004	FY 2005	FY 2006	FY 2007 (Estimated)	FY 2008 (Projected)
Amount of Levy	$7,094,070	$7,743,455	$8,355,000	$10,104,000	$11,050,000
Amount Collected	$7,035,248	$7,707,990	$8,304,679	$10,059,300	$11,002,100
% Collected Per Fiscal Year	99.17%	99.54%	99.40%	99.56%	99.57%

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Revenue (001/0552/415)

Personnel costs reflect authorized expenditures. Increase in O&M due to vehicle decals not eliminated in FY 2007.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	189,974	216,496	208,131	-3.9%
Operations & Maintenance	27,530	24,050	31,050	29.1%
Capital	0	0	0	0.0%
TOTAL	217,504	240,546	239,181	-0.6%
Full-Time Personnel	3	3	3	0.0%
Part-Time Personnel	1	1	1	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Finance | **ACTIVITY CENTER:** Revenue (001/0552/415)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	141,599	140,000	143,240	Provides for wages and salaries of activity center staff.	143,240	143,240
10-02	Wages & Salaries (Part-Time)	22,823	20,000	23,339	Provides for wages and salaries of part-time staff.	23,339	23,339
10-40	Overtime	300	300	300	Provides for authorized overtime.	300	300
10-50	Employee Benefits	51,774	51,000	41,252	Provides for authorized benefits.	41,252	41,252
	TOTAL - PERSONNEL SERVICES	216,496	211,300	208,131		208,131	208,131
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	1,200	1,500	1,500	Provides for general office supplies, e.g., pens, pencils, stationery, file folders, storage boxes, etc.	1,500	1,500
20-03	Telephone & Communications	700	700	700	Provides for local and long distance business calls.	700	700
20-04	Postage	6,000	12,250	12,250	Provides for required postage. Increase due to vehicle decals not being eliminated in FY 2007.	12,250	12,250
20-05	Office Equipment Maintenance & Repair	500	500	500	Provides for maintenance and/or repair of miscellaneous office equipment, excluding computers.	500	500
20-06	Advertising	300	500	500	Provides for advertising of various tax and fee due dates, as contained in Town Code. Increase due to advertising of decal sales.	500	500
20-08	Printing & Duplication	6,000	8,500	8,500	Provides for printing of designated Town forms, e.g., real estate tax notices, Business Professinal Occupational License tax (BPOL) applications/licenses, vehicle decals and other forms.	8,500	8,500
20-09	Travel & Training	2,000	2,500	2,500	Provides for HTE training in real estate, BPOL and collections applications; also includes professional conferences, with associated travel. Increase due to new employee training.	2,500	2,500
20-11	Professional Dues/Publications	50	300	300	Membership in Virginia Treasurer's Association (2) and National Bureau of Business Licensing Officials (NBBLO) (2).	300	300
20-15	Professional Services	4,000	4,000	4,000	Funding for bank "Lockbox" processing of water bills and real estate tax payments.	4,000	4,000
20-24	Gas & Oil	100	100	100	Provides for gas and oil for departmental vehicle.	100	100
20-28	Automobile Maintenance & Repair	200	200	200	Provides for maintenance and repair of departmental vehicle.	200	200
21-13	Minor Office Furniture & Equipment	3,000	3,000	0		0	0
	TOTAL - OPERATIONS & MAINTENANCE	24,050	34,050	31,050		31,050	31,050
	TOTAL - REVENUE	240,546	245,350	239,181		239,181	239,181

Procurement

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Finance **ACTIVITY CENTER:** Procurement (001/0553/415)

The Procurement Activity Center serves all Town departments by obtaining supplies, materials, services, and equipment under the procurement laws and procedures of the Town and the Public Procurement Act of the Commonwealth of Virginia. The center manages the automated purchasing module, including training Town staff and personnel. In addition, the center provides purchasing technical support in the areas of need determination, specification preparation, bid requests, proposal evaluation, and contract award and administration.

Goals	Objectives	Outcomes
Procurement Management	• Provide an efficient and user-friendly procurement and asset management system for Town departments based on purchasing practices consistent with local, state and federal procurement laws. • Maintain proper documentation for auditing purposes and prepare various reports, reconciliation spreadsheets, and schedules in connection with the Town's annual financial audit and generally accepted governmental accounting standards.	• Manage the Town-wide automated purchasing module, including Town staff training and consulting. Approximately 3,900 purchase orders processed. • Approximately $19.1 million in required supplies, materials, services and equipment for Town departments procured at a reasonable price consistent with the quality being sought. Town procurement opportunities advertised through eVA (the State's automated version of the Virginia Buyer Opportunity); Town Website, newspaper advertisements and other public notice venues. • Train Town employees concerning changes to Town Code procurement ordinances and new procedures contained in revised small purchasing policy. • Develop a procurement card program for small Town purchases. Program is tested with one or two departments before implementing for Town government as a whole.
Asset Management	• Provide an efficient and effectively managed system for disposition of Town surplus assets and rental of Town-owned properties.	• Town-owned surplus property is promptly cataloged. Approximately $15,000 in Town-owned surplus assets is disposed. • The rental of the commercial side of the Town-owned building at 397 Herndon Parkway is managed by coordinating efforts with the Town's outside commercial property broker.

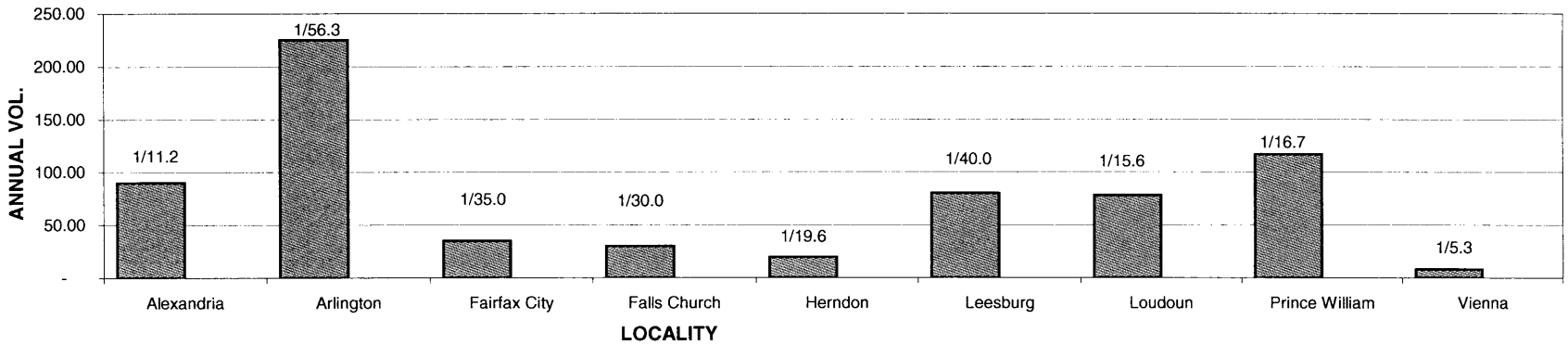
TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Finance **ACTIVITY CENTER:** Procurement (001/0553/415)

With an eye toward streamlining administrative operations, the Town procures a majority of its needed services and commodities through a decentralized approach. Instead of staffing a centralized purchasing department to handle all administrative activities associated with Town procurements, many routine small purchases are accomplished by the individual requesting departments. Administrative oversight is accomplished with a centralized purchase order processing system. The decentralized process allows the Town's professional purchasing staff to concentrate on high dollar, more complex solicitations and requests for proposal. In addition, construction-related procurements and entertainment contracting are handled by the Department of Public Works and the Department of Parks and Recreation respectively, with procedural assistance being provided by the purchasing division.

The chart below displays the relationship of purchasing professionals to annual dollar volume of locality procurements for nine Northern Virginia governments. In FY 2006, the average was one professional to $22.4 million in annual dollar volume. The Town's ratio was one professional to $19.6 million, which is slightly below the area average. During FY 2008, adopted revisions to the Town's small purchasing program will further reduce the volume of small purchases accomplished directly by the Town's procurement professional.

PURCHASING PROFESSIONALS TO ANNUAL DOLLAR VOLUME



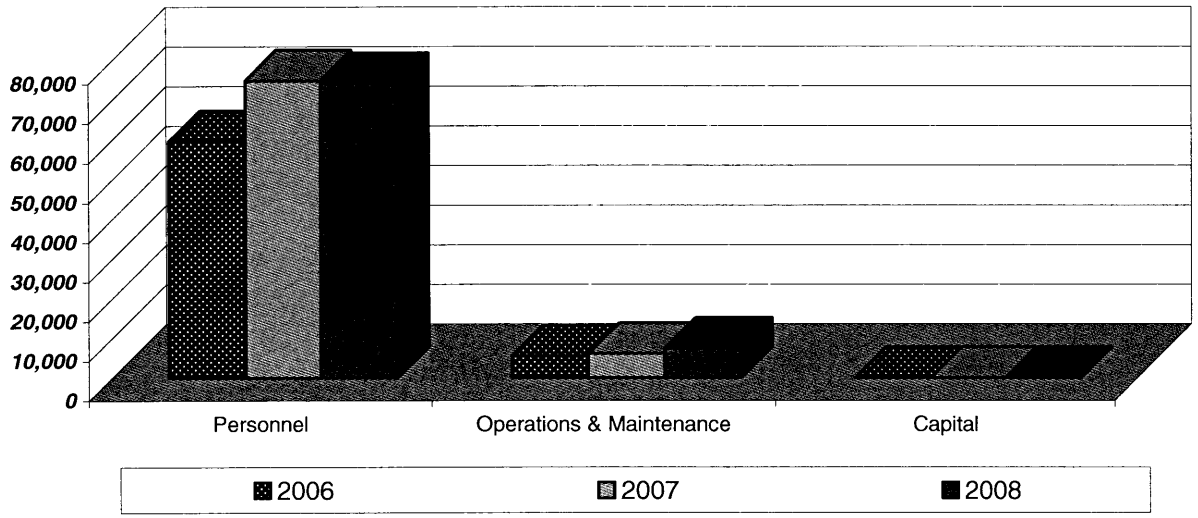
	Purchasing Professionals	Annual Procurement Volume Millions of Dollars	Ratio
Alexandria, City of	8	90.00	1/11.3
Arlington, County of	4	225.00	1/56.3
Fairfax, City of	1	35.00	1/35.0
Falls Church, City of	1	30.00	1/30.0
Herndon, Town of	1	19.60	1/19.6
Leesburg, Town of	2	80.00	1/40.0
Loudoun, County of	5	78.00	1/15.6
Prince William, County of	7	117.00	1/16.7
Vienna, Town of	1.5	8.00	1/5.3
TOTAL	**30.5**	**$682.60**	**1/22.38**

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Procurement (001/0553/415)

Increase in O&M provides for increased training to maintain procurement certifications in support of employee development.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	59,730	75,000	74,317	-0.9%
Operations & Maintenance	5,460	6,090	7,390	21.3%
Capital	0	0	0	0.0%
TOTAL	65,190	81,090	81,707	0.8%
Full-Time Personnel	1	1	1	0.0%
Part-Time Personnel	0	0	0	0.0%

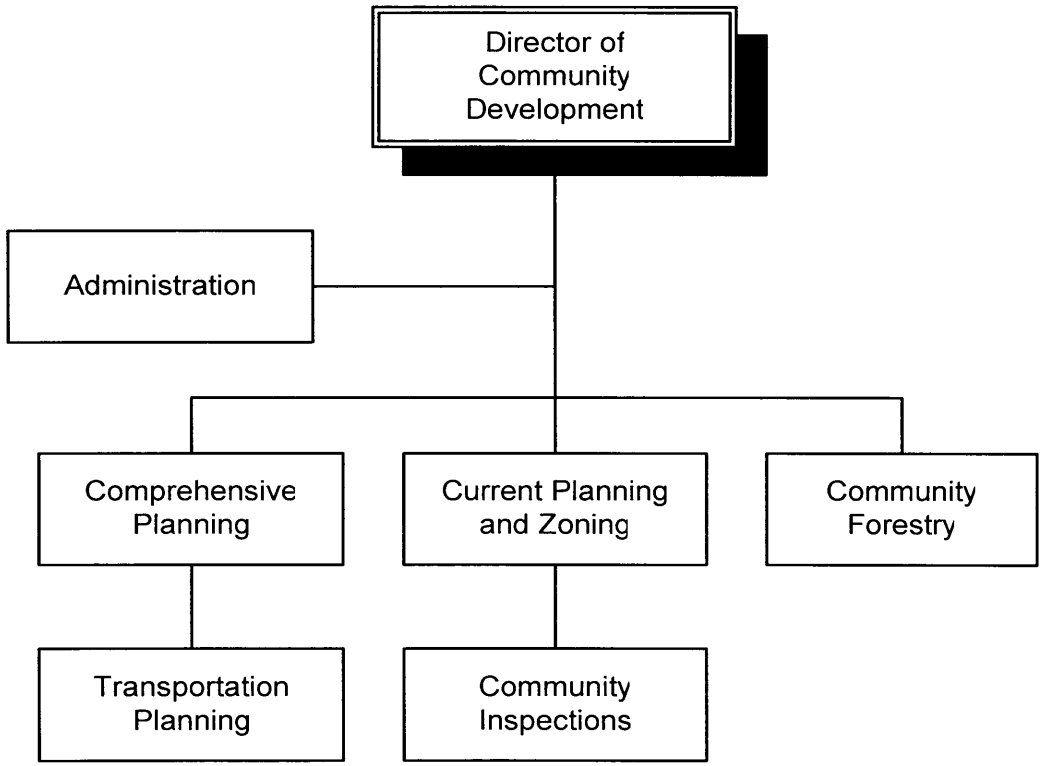
TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Finance | **ACTIVITY CENTER:** Procurement (001/0553/415)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	60,000	60,000	60,664	Provides for wages and salaries of activity center staff.	60,664	60,664
10-50	Employee Benefits	15,000	13,000	13,653	Provides for authorized benefits.	13,653	13,653
	TOTAL - PERSONNEL SERVICES	75,000	73,000	74,317		74,317	74,317
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	300	300	300	Provides for general office supplies.	300	300
20-03	Telephone & Communications	230	230	230	Provides for local and long distance business calls.	230	230
20-04	Postage	400	400	400	Provides for postage of procurement related activities.	400	400
20-05	Office Equipment Maintenance & Repair	100	100	100	Provides for maintenance and repair of office equipment, excluding computers.	100	100
20-06	Advertising	500	500	500	Provides for legal advertisement of procurement opportunities.	500	500
20-08	Printing & Duplication	500	800	800	Provides for printing of designated Town procurement forms.	800	800
20-09	Travel & Training	1,800	2,800	2,800	Provides for training and professional conferences, with associated travel as follows: Virginia Association of Governmental Purchasing (VAGP) Spring Conference $700 VAGP Fall Conference $700 Department of Purchasing and Supply (DPS) Annual Fall Conference $700 VAGP & National Institute of Government Purchasers (NIGP) Seminars and Workshops $700 $2,800	2,800	2,800
20-11	Professional Dues/Publications	2,260	2,260	2,260	Provides for the following: VAGP $65 NIGP (Town-wide; 10 staff memberships) 620 Council of Governments 1,250 NIGP publications 325 $2,260	2,260	2,260
	TOTAL - OPERATIONS & MAINTENANCE	6,090	7,390	7,390		7,390	7,390
	TOTAL - PROCUREMENT	81,090	80,390	81,707		81,707	81,707

TOWN OF HERNDON, VIRGINIA
DEPARTMENT ORGANIZATION
FISCAL YEAR 2007-2008

COMMUNITY DEVELOPMENT



TOWN OF HERNDON, VIRGINIA
DEPARTMENT PURPOSE & OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Community Development

DEPARTMENTAL PURPOSE:
Community Development provides comprehensive planning services to the Town, supports the Planning Commission, Board of Zoning Appeals, Heritage Preservation Review Board and Architectural Review Board and fosters community participation in planning and zoning activities.

DEPARTMENTAL OBJECTIVES:
The department's goals and objectives in FY 2008 are to:

Area	Objective	Strategy
Comprehensive Planning	• Carry out a comprehensive planning program.	• Complete a major revision of Comprehensive Plan. • Support Downtown redevelopment. • Prepare a six-year Capital Improvement Program. • Obtain and utilize transportation funds. • Staff participation in regional development issues.
Zoning and Current Planning	• Administer zoning and subdivision regulations.	• Administer the zoning and subdivision ordinance through regular updates and implement efficient and coherent application review procedures.
Community Forestry	• Provide a community based urban forestry program.	• Increase the urban forest on public and private property. • Enforce the Town's forestry and landscaping ordinances. • Provide information, training and support to Town residents and business persons in tree care and landscaping.
Administrative Support	• Provide administrative support to Community Development staff and to the Planning Commission, Board of Zoning Appeals, Architectural Review Board and Heritage Preservation Review Board.	• Provide administrative services and support to Department staff. • Provide agendas and minutes to boards. • Provide notice of meetings. • Provide information to the public.
Community Inspections	• Abate existing zoning and other Town Code violations and prevent occurrence of new violations.	• Provide a community-based code enforcement program with an emphasis on residential over-occupancy and related violations of the Town Code.

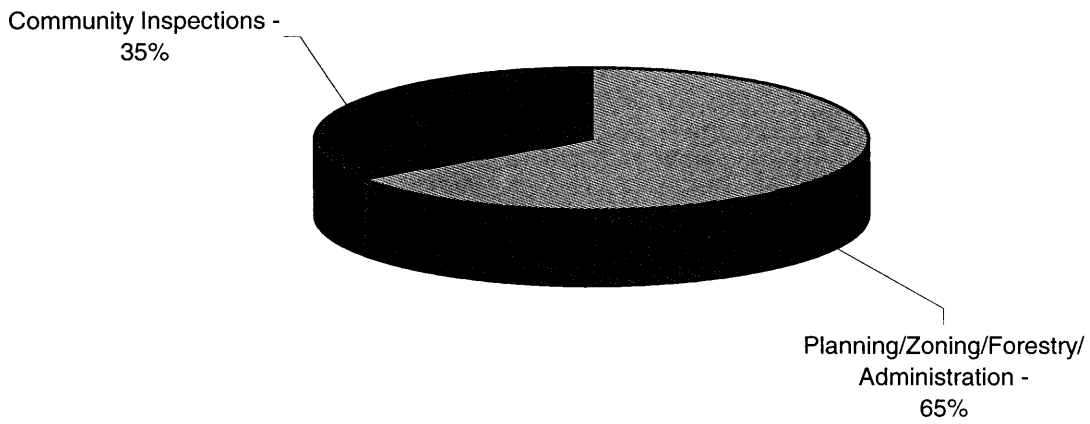
TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - GENERAL FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Community Development

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	PERSONNEL SERVICES							
10-01	Wages & Salaries (Full-Time)	884,136	1,021,441	1,182,890	1,202,090	1,361,116	1,361,116	1,361,116
10-02	Wages & Salaries (Part-Time)	27,484	73,631	58,745	58,745	64,069	64,069	64,069
10-04	Seasonal/Temporary/Intern	23,162	17,803	24,000	20,000	22,000	22,000	22,000
10-40	Overtime	451	9,477	6,000	6,000	6,000	6,000	6,000
10-50	Employee Benefits	238,106	280,241	359,526	360,000	429,341	429,341	429,341
10-71	Overtime Wage Chargeback	(420)	(477)	0	0	0	0	0
10-72	Benefit Chargeback	4,263	1,889	0	0	0	0	0
	TOTAL - PERSONNEL SERVICES	1,177,182	1,404,005	1,631,161	1,646,835	1,882,526	1,882,526	1,882,526
	OPERATIONS & MAINTENANCE							
20-02	Office Supplies	8,736	9,561	11,000	10,000	12,500	12,500	12,500
20-03	Telephone & Communications	6,039	7,232	9,000	9,000	10,000	10,000	10,000
20-04	Postage	2,464	3,475	5,000	5,000	5,000	4,000	4,000
20-05	Office Equipment Maintenance & Repair	1,572	2,110	2,800	2,200	2,200	2,200	2,200
20-08	Printing & Duplication	1,999	5,997	7,500	6,500	7,000	7,000	7,000
20-09	Travel & Training	9,271	12,870	15,000	15,000	20,000	20,000	20,000
20-11	Professional Dues/Publications	2,939	4,391	7,000	6,000	6,300	6,300	6,300
20-15	Professional Services	27,112	297	40,000	75,000	25,000	25,000	25,000
20-20	Leased Equipment	2,881	3,625	12,200	12,000	19,000	19,000	19,000
20-22	Photography Supplies	390	601	800	500	1,500	1,500	1,500
20-23	Drafting Supplies	112	0	200	290	0	0	0
20-27	Uniforms	348	841	1,500	1,500	1,600	1,600	1,600
20-30	Small Tools & Equipment	0	710	100	360	850	850	850
20-56	Volunteer Activities	1,455	1,434	2,000	2,000	2,000	2,000	2,000
20-61	Contract Services	0	448	0	0	0	0	0
21-05	Public Relations	358	200	400	400	500	500	500
21-13	Minor Office Furniture/Equipiment	1,643	7,944	3,000	3,000	2,000	0	0
	TOTAL - OPERATIONS & MAINTENANCE	67,319	61,736	117,500	148,750	115,450	112,450	112,450
	CAPITAL							
80-01	Office Furniture/Equipment	2,607	0	0	0	0	0	0
80-03	Vehicle/Equipment	0	0	0	0	20,000	0	0
80-25	Desktop Systems	1,572	0	0	0	0	0	0
	TOTAL - CAPITAL	4,180	0	0	0	20,000	0	0
	TOTAL - COMMUNITY DEVELOPMENT	1,248,681	1,465,741	1,748,661	1,795,585	2,017,976	1,994,976	1,994,976

Community Development

DEPARTMENTAL EXPENDITURES



Planning/Zoning/Forestry/Administration - $1,306,469
Community Inspections - $688,507

Total - $1,994,976

Planning/Zoning/Forestry/Administration

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Community Development **ACTIVITY CENTER:** Planning, Zoning, Forestry and Administration (001/0660/463)

ACTIVITY CENTER PURPOSE:
Comprehensive Planning, Zoning, Administration/Current Planning, Urban Forestry and Administration have the following goals, objectives and desired outcomes.

Goals	Objectives	Outcomes
Comprehensive Planning: Carry out a comprehensive planning program; conduct specific planning projects; and contribute to Town development initiatives.	• Complete a major revision to the Comprehensive Plan. • Support planning and construction of a downtown public/private redevelopment project involving Town property. • Obtain the Town's share of transportation funding from State and Federal sources. • Implement the grant for a Trolley Feasibility Study. • Implement the grant for W&OD Trail Crossings Safety Improvements. • Support Public Works in implementing the Innovative Fuel Fleet Vehicles grant. • Provide staff support as needed for Town's efforts to participate constructively in Dulles Rail and other regional land use and transportation issues. • Support Public Works in Phase 1 construction of the Downtown Streets Improvement Project and in planning of other selected CIP projects. • Develop a revised plan for the remaining phases of the Downtown Streets Improvement Project. • Maintain and expand the Downtown Public Shared Parking Program, to respond to downtown parking demand. • Prepare the annual six-year Capital Improvement Program (CIP). • Maintain compliance with state requirements pertaining to the Chesapeake Bay Preservation Act. • Prepare annual traffic count analysis and population and commercial floor area estimates. • Review rezoning, special exception, preliminary subdivision plan and site plan applications for consistency with Comprehensive Plan.	• Planning Commission recommends Comprehensive Plan revision to Town Council by end of FY 2008. • Funding through VDOT for Town projects meets or exceeds share considerations. • Trolley Feasibility Study completed to the satisfaction of the Town Council. • W&OD Trail Crossing Safety Improvements Study completed for Crestview Drive crossing and recommended improvements designed by end of FY 2008. • Innovative fuel vehicles purchased and operated as part of fleet. • Phase 1 project is completed as planned; South Elden Street project is completed with appropriate crosswalks; funding by Town for these projects is at appropriate levels. • Plan is completed by December 30, 2007. • Integrate public shared parking structure into downtown redevelopment project; or provide for additional surface parking. • Complete preparation and adoption of the CIP. • Provide application and informational materials required by CBLAB. • Provide annual population report in January, annual traffic count analysis in May, and annual floor area report in September. • A system for Comprehensive Plan consistency review is developed and maintained.
Zoning and Current Planning: Administer zoning and subdivision regulation; implement an efficient and customer friendly application review process, including rezoning applications; and assure that all new development is of high quality and consistent with the Comprehensive Plan.	• Codify and maintain the Zoning Ordinance in accessible formats. • Consistently and fairly interpret the Zoning Ordinance. • Prepare zoning and subdivision ordinance text amendments. • Train Community Inspectors and Site Inspectors to identify zoning violations and to follow zoning enforcement procedures. • Research and write zoning verification letters in response to requests.	• Properly codified and up to date Zoning Ordinance is available in hard and electronic copy by end of calendar year 2007. • No reversals of interpretations by the BZA or court. • Develop a process for annual zoning ordinance text amendments; prepare other amendments as required. • Hold at least two training sessions; demonstrate that inspectors function effectively and properly. • Respond to all written requests within 30 days of receipt. • System up and running by end of FY 2008. • Plan to be developed by end of calendar year 2007.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Community Development **ACTIVITY CENTER:** Planning, Zoning, Forestry and Administration (001/0660/463)

Goals	Objectives	Outcomes
Zoning and Current Planning (continued):	• Develop and maintain a records system for approved development applications that will provide a database that can be tied to the Town's GIS in the future. • Develop a plan for better security for files. • Develop an improved Proffer Tracking System and accompanying database. • Refine and evaluate the ESI application review program. • Review and improve the documents that comprise the "Users Guide." • Work with the Department of Public Works to improve application review, inspection and permitting procedures. • Apply Comprehensive Plan policies, ordinance requirements and good planning principles when performing rezoning and site plan reviews. • Provide professional staff support to the BZA, ARB, and HPRB. • Work with IT to further develop the Town's GIS by seeking to add features dealing with zoning and development. • Work with IT to integrate an appropriate CRM (Customer Relations Management) system into zoning.	• System to be developed by the end of calendar year 2007. • Review and revise each Users Guide item during the year. • Hold at least one training session to review new requirements and to smooth out procedures. • Applicants and public well informed and provided constructive guidance; public provided adequate opportunity to participate. • Board members satisfied with level and quality of support. • Hold at least one meeting with GIS IT staff to discuss how to place zoning features on the Town's GIS. • Participate in the CRM and make it work for zoning.
Community Forestry: Carry out a community based urban forestry program that increases the urban forest and improves its health on both public and private properties; educate Town personnel, property owners and members of the public in forestry and landscaping.	• Review development plans for compliance with landscaping requirements, inspect sites and enforce landscape requirements in the Zoning Ordinance. • Implement a participative tree planting and tree maintenance program that utilizes environmental and Town appearance themes. • Enforce the Town's forestry and landscaping ordinances, including utility work and hazardous tree removal on private property. • Provide information and training on tree and plant care to Town residents and businesses, including annual training programs and classes. • Manage tree preservation and installation on Town properties. • Train Town personnel in arboriculture and use of chemicals on trees and plants. • Prepare and execute streetscape planting plans for Town streets and entryways. • Maintain the Town's Arbor Day activities and the Town's status as a Tree City. • Obtain and maintain certification and provide services as a wetlands identification expert. • Maintain a volunteer action program for improvements to Town-owned open space. • Manage and promote Farmers' Market.	• Landscape requirements met on all plans and sites; sites are provided with attractive landscaping features. • Appropriate and attractive trees planted on Town streets, parks and open spaces, including on private property. • Utilities follow Town policies when trimming trees; property owners remove hazardous trees as required. • Training courses, written information and Town website content provided for Town residents and business persons. • Town trees properly protected, trimmed, fed and removed as necessary. • Training sessions with Town landscaping personnel held. • Tree planting plan for one of the Town's entryways prepared and executed. • Town receives Tree City recognition; Town celebrates Arbor Day. • Obtain certification training and obtain the certificate. • Work with volunteers to plant trees, clear invasives, erect signs, bird houses, etc. • Manage another successful Farmers' Market in the Downtown.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Community Development **ACTIVITY CENTER:** Planning, Zoning, Forestry and Administration (001/0660/463)

Goals	Objectives	Outcomes
Administration: Provide administrative support to Community Development staff and to the Planning Commission, Board of Zoning Appeals, Architectural Review Board and Heritage Preservation Review Board; manage the developer sureties and agreements process; manage customer service.	• Provide materials, equipment, research, training support and other administrative assistance to department staff as needed to accomplish department objectives. • Provide excellent front-line customer service by phone, e-mail and over the counter. • Record minutes of meetings, maintain minute books and establish electronic archives for minutes. • Prepare, publish, and distribute Commission and Board agendas, agenda support materials and staff reports, including placing information on the Town's website. • Carry out all legal requirements for notice and advertising of public hearings and meetings of the Boards and Planning Commission. • Provide information, materials and other assistance needed by Board members to do their work and to obtain required training. • Town's website provides adequate information for citizens and business persons interested in participating in planning decisions and in obtaining approval of development activities. • Carry out development agreement and surety procedures smoothly and efficiently. • Provide additional training to administrative staff on the new Zoning Ordinance and on software needed to support other department staff. • Continue cross-training of administrative staff to provide continuity. • Expand scanning activities in order to complete automation of current and archival records.	• Other elements of Department satisfied with services provided by the administrative section. • No service complaints received; positive comments received. • Minutes prepared timely, approved and stored appropriately. • Materials provided as required. • Legal requirements met for all meetings. • Boards and Commission members satisfied with administrative services provided by Department; members receive opportunities for training. • Increase use of Town's website, including agendas, staff reports, minutes, ordinances and related information dealing with department activities. • Required agreements and sureties obtained and administered according to requirements, efficiently and effectively. • Administrative staff becomes more capable of responding to questions for the public or guiding public to the answers, and also becomes better able to provide administrative assistance to other departments. • Administrative staff is prepared to provide continuity of service in case of staff absences or vacancies. • Make demonstrable progress in automation of records.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Community Development **ACTIVITY CENTER:** Planning/Zoning/Forestry/Administration (001/0660/463)

Performance Indicators for this Activity Center, comprised of the Comprehensive Planning, Zoning/Current Planning, Community Forestry and Administration elements of the Department are based upon an evaluation of the desired outcomes for FY 2007. Note that some accomplishments are projected to be done by end of FY 2007.

Objectives for FY 2007	Desired Outcomes for FY 2007	Accomplished in FY 2007
Complete a detailed outline for revising the Comprehensive Plan.	Meet Comprehensive Plan objectives by end of fiscal year.	Detailed outline of new Comprehensive Plan process completed, rewrite process started.
Prepare and staff through to adoption a six-year Capital Improvement Program (CIP).	Adopted CIP by end of fiscal year.	CIP prepared by staff, recommended by Planning Commission, not adopted by Town Council.
Obtain and implement grants for transportation planning, major thoroughfares, a transit planning project (trolley) and a downtown streetscape improvement project.	Meet transportation planning objectives by the end of fiscal year.	Following grants obtained: Trolley Feasibility Study; Downtown Streets Project; South Elden Street Project; study of bike trail street crossings undertaken; fuel-efficient vehicles.
Support the planning and construction of a public/private redevelopment project involving the Town's property in the Downtown.	Complete approval of Downtown redevelopment project's zoning entitlements by end of fiscal year.	Downtown PPEA Project abandoned by developers/proposers; new developer provided opportunity to make a proposal.
Develop further the public/private shared parking program for the Downtown.	Adopt revised cost participation structure for downtown parking program by end of fiscal year.	No action due to expectation that downtown redevelopment project will include parking structure.
Implement the Zoning Ordinance Rewrite Project (ZORP).	Amendments to rewritten zoning ordinance are adopted.	Large set of zoning ordinance amendments written, recommended by Planning Commission and adopted by Town Council as part of major text amendment project, other minor amendments adopted.
Update the fee schedule for zoning and subdivision applications.	New fees are adopted by the Town Council.	New fee schedule prepared, recommended by Planning Commission and adopted by Town Council.
Rewrite the subdivision ordinance.	Rewritten subdivision ordinance is adopted.	Rewritten subdivison ordinance prepared.
Interpret the zoning and subdivision ordinances fairly and consistantly.	No Board of Zoning Appeals (BZA) reversals of Zoning Administrator's decisions.	There were four appeals and zero reversals.
Provide timely response to inquiries from applicants and public.	No application delayed without good reason.	Two applications delayed due to staff error (Timber Ridge, 623-627 Spring).
Manage tree preservation and installation on Town properties.	Forester has program to maintain tree health and to remove failing trees.	Town trees are healthy.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Community Development **ACTIVITY CENTER:** Planning/Zoning/Forestry/Administration (001/0660/463)

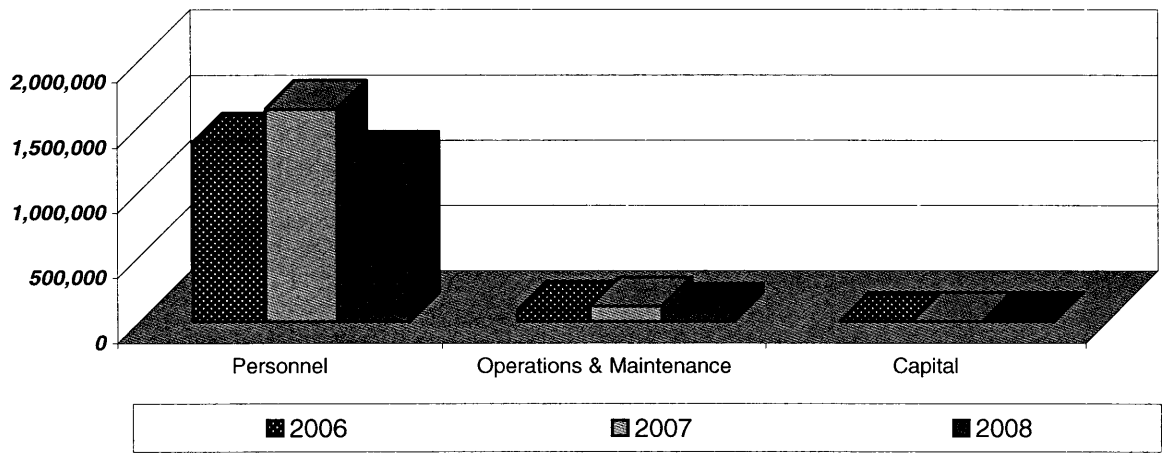
Objectives for FY 2007	Desired Outcomes for FY 2007	Accomplished in FY 2007
Manage and promote the Farmers' Market.	Vendors and patrons are pleased with the Farmers' Market.	Farmers' Market was successful and is planned for coming year.
Maintain Tree City status.	Tree City award received.	Tree City award for 18th straight year.
Record minutes of meetings, maintain minute books and establish electronic archive for minutes.	Good records are kept and are easily obtained for review.	No complaints received; numerous requests for records.
Encourage board members to attend training sessions and to become certified when appropriate.	Board members are knowledgeable and certified.	All Planning Commission members have completed Virginia Certified Planning Commissioners program.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Planning/Zoning/Forestry/Administration (001/0660/463)

In order to provide better tracking and accounting for Town efforts towards abating overcrowding in residential neighborhoods, the Department of Community Development developed the Community Inspections function into a separate Activity Center. Expenditures below reflect department expenditures for FY 2006 and FY 2007 and for authorized expenditures for the Planning/Zoning/Forestry/Administration Activity Center for FY 2008.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	1,380,382	1,631,161	1,238,069	-24.1%
Operations & Maintenance	85,995	117,500	68,400	-41.8%
Capital	0	0	0	0.0%
TOTAL	1,466,377	1,748,661	1,306,469	-25.3%
Full-Time Personnel	18	20	12	-40.0%
Part-Time Personnel	1	2	2	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Community Development | **ACTIVITY CENTER:** Planning/Zoning/Forestry/Administration (001/0660/463)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	1,182,890	1,202,090	896,921	Provides for wages and salaries of staff. Decrease reflects transfer of funds to Community Inspections activity center.	896,921	896,921
10-02	Wages & Salaries (Part-Time)	58,745	58,745	44,861	Provides for wages and salaries of part-time staff.	44,861	44,861
10-04	Seasonal/Temporary/Intern	24,000	20,000	22,000	Provides for temporary intern position to accomplish varied projects and for recording secretaries for Board of Zoning Appeals (BZA), Architectural Review Board(ARB)/Heritage Preservation Review Board (HPRB) and Planning Commission.	22,000	22,000
10-40	Overtime	6,000	6,000	1,500	Provides for authorized overtime.	1,500	1,500
10-50	Employee Benefits	359,526	360,000	272,787	Provides for authorized benefits.	272,787	272,787
	TOTAL - PERSONNEL SERVICES	1,631,161	1,646,835	1,238,069		1,238,069	1,238,069
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	11,000	10,000	7,000	Provides for general office supplies, e.g., pens, pencils, paper, etc.	7,000	7,000
20-03	Telephone & Communication	9,000	9,000	5,500	Provides for local and long distance calls, including cell phone use.	5,500	5,500
20-04	Postage	5,000	5,000	2,500	Provides postage for general and legal notifications.	2,000	2,000
20-05	Office Equipment Maintenance/Repair	2,800	2,200	1,200	Provides for maintenance and/or repair of miscellaneous office equipment, excluding computers, e.g., typewriters, fax machines, printers, etc. Decrease due to new copy machine.	1,200	1,200
20-08	Printing & Duplication	7,500	6,500	4,500	Provides for publication of Comprehensive Plan reports, plan review procedures, brochures, maps, signs for posting notices of site plans, rezoning and special exceptions; zoning ordinance update sheets; Architectural Review Board materials; and Capital Improvement Program.	4,500	4,500
20-09	Travel & Training	15,000	15,000	12,000	Provides for travel and training at meetings, seminars, and professional conferences. Planning Commission, BZA, HPRB, ARB $4,000 Community Development Staff American Planning Association (APA) National conference (2) $4,000 APA Virginia conference (2) 1,000 Arborist conference 1,000 Preservation conference 600 Administrative courses 1,000 Miscellanous travel to regional/state trainings 400 $8,000	12,000	12,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Community Development | **ACTIVITY CENTER:** Planning/Zoning/Forestry/Administration (001/0660/463)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-11	Professional Dues/Publications	7,000	6,000	5,000	Provides for professional dues and memberships. Dues American Planning Association (APA) - Planners (8) $3,000 Urban Forester 225 Virginia Association of Zoning Officials (6) 150 $3,375 Publications and Department Memberships Engineers & Surveyors Institute $25 Citizens Planning Education Association of Virginia 20 APA Services 1,100 National Trust for Historic Preservation 50 Virginia Downtown Association 100 Northern Virginia Appearance Alliance 100 Association for Preservation of Virginia Antiquities 50 $1,445	5,000	5,000
20-15	Professional Services	40,000	75,000	25,000	Provides for traffic impact studies, noise consultants, appraisals, comprehensive plan, and downtown planning services.	25,000	25,000
20-20	Leased Equipment	12,200	12,000	3,000	Provides for lease of one copier.	3,000	3,000
20-22	Photography Supplies	800	500	500	Provides for digital photographic supplies.	500	500
20-23	Drafting Supplies	200	290	0	Costs transferred to office supplies (20-02).	0	0
20-27	Uniforms	1,500	1,500	100	Provides for work boots, gloves, and other safety clothing needed for day-to-day operations for Urban Forester.	100	100
20-30	Small Tools & Equipment	100	360	100	Provides for items needed for day-to-day maintenance and planting operations for Urban Forester.	100	100
20-56	Volunteer Activities	2,000	2,000	2,000	Provides for purchase of materials to support Urban Forester in working with volunteer groups and individuals, Boy Scouts, etc.	2,000	2,000
21-05	Public Relations	400	400	500	Provides for special urban forestry projects, e.g., Arbor Day, Farmer's Market, Community Day and Nature Fest.	500	500
21-13	Minor Office Furniture/Equipment	3,000	3,000	1,000	Provides for new file cabinets, replacement chairs, desks, tables and shelves for staff.	0	0
	TOTAL - OPERATIONS & MAINTENANCE	117,500	148,750	69,900		68,400	68,400
	TOTAL - COMMUNITY DEVELOPMENT	1,748,661	1,795,585	1,307,969		1,306,469	1,306,469

Community Inspections

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Community Development **ACTIVITY CENTER:** Community Inspections (001/0661/463)

ACTIVITY CENTER PURPOSE:
Abate existing zoning and other Town Code violations and prevent the occurrence of new violations by means of creative code enforcement and education of Town residents and business persons.

Goals	Objectives	Outcomes
Provide excellent investigative service to the residents of the Town, with an emphasis on excessive occupancy and related violations of the Town Code.	• Improve efficiency and effectiveness of the enforcement team. • Build a stronger working relationship with members of the Herndon community. • Develop a stronger working relationship with the Herndon Police Department. • Establish a good working relationship with the Fairfax County Fire and Rescue Department. • Continue to utilize Town staff to identify possible zoning and related violations. • Continue to improve training of inspectors and administrative staff. • Continue to update and improve the Inspections Procedures Manual. • Train inspectors and provide authority to issue parking tickets.	• Increased effectiveness of enforcement activities as demonstrated by statistics. • Reduction in time period from date of complaint to date of complaint resolution. • No substantiated citizen complaints concerning conduct of enforcement team. • Reduction in the number of complaints received. • Reduction in number of violations found. • Reduction in the number of illegal signs in rights-of-way. • Manual is up to date. • Manual is faithfully followed.
Obtain convictions and effective penalties when cases go to court.	• Assign an inspector to act as liaison to the Town Attorney's office for all cases that may be prosecuted by Town Attorney. • Improve the case tracking system for cases going through the courts. • Work with the Town Attorney to focus more on recidivists. • Develop more effective prosecution efforts through court training of inspectors.	• Higher percentage of convictions and imposition of effective penalties. • All cases effectively followed up following court decisions. • Better results obtained with repeat offenders.
Make improvements to the Town Code and enforcement methods as found necessary through enforcement efforts.	• Bring weaknesses in Code language to the attention of Town Attorney and Zoning Administrator. • Work with the Town Attorney in reviewing the Code for language that needs to be updated and improved. • Develop code and procedural innovations that more effectively address problems in the community.	• No violations go unresolved due to ambiguity or other weaknesses in the Town Code. • No violations go unresolved due to failure to make procedural adjustments. • Code amendments adopted. • Procedures adjusted.
Improve residents' understanding of zoning and related regulations and improve the level of community satisfaction with enforcement efforts.	• Develop effective communications with citizens using written material, Town's web sites, monthly and annual reports, etc. • Communicate effectively with the complainants concerning the outcome of their complaints. • Maintain and improve written material that describes zoning and related Town regulations. • Attend homeowners' association meetings and meetings of business associations.	• All identified citizen complainants informed of outcomes of their complaints. • Homeowners associations and citizens work constructively with enforcement staff. • Residents indicate satisfaction with enforcement efforts
Make database system more effective and user friendly.	• Assign an inspector to work with IT staff on database. • Improve identification of recidivists and repeat locations. • Add Residential Rental Inspection Program to database. • Improve reporting capabilities.	• Improved database. • Reduced repeat offenders (locations and persons). • Better monthly/annual reports.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Community Development **ACTIVITY CENTER:** Community Inspections (001/0661/463)

Goals	Objectives	Outcomes
Introduce residential rental inspection program as additional program for maintaining homes free of code violations (work with Building Official).	• Undertake a pilot program. • Gradually expand program	• Correction of code violations demonstrated by statistics.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Community Development **ACTIVITY CENTER:** Community Inspections (001/0661/463)

The handling of complaints between FY 2006 and FY 2007 is portrayed in the charts below, along with a projection of a complaints in FY 2008.

	FY 2006	FY 2007	FY 2008
Total number of complaints	897	798	750
% Closed	76%	81%	95%
Overcrowding and illegal dwelling unit	278	269	260
% Closed	67%	78%	85%
Home based business	109	41	20
% Closed	89%	80%	90%
Vehicles in residential area	166	165	160
% Closed	93%	97%	97%
BOCA code residential (maintenance/new construction)	98	113	100
% Closed	42%	60%	85%
Tall grass and trash	140	149	150
% Closed	91%	90%	95%
Other Complaints	81	62	50
% Closed	69%	73%	80%

Complaint Year 2006	**Days to First Visit**	**Days to Determine Status**	**Days under Investigation**	**Enforcement Time**
Average	6.5	47	40.5	31.5
Minimum	≤1	≤1	≤1	≤1
Maximum	69	285	284	732

Complaint Year 2007	**Days to First Visit**	**Days to Determine Status**	**Days under Investigation**	**Enforcement Time**
Average	2.1	13	11.3	7
Minimum	≤1	≤1	≤1	≤1
Maximum	13	34	34	27

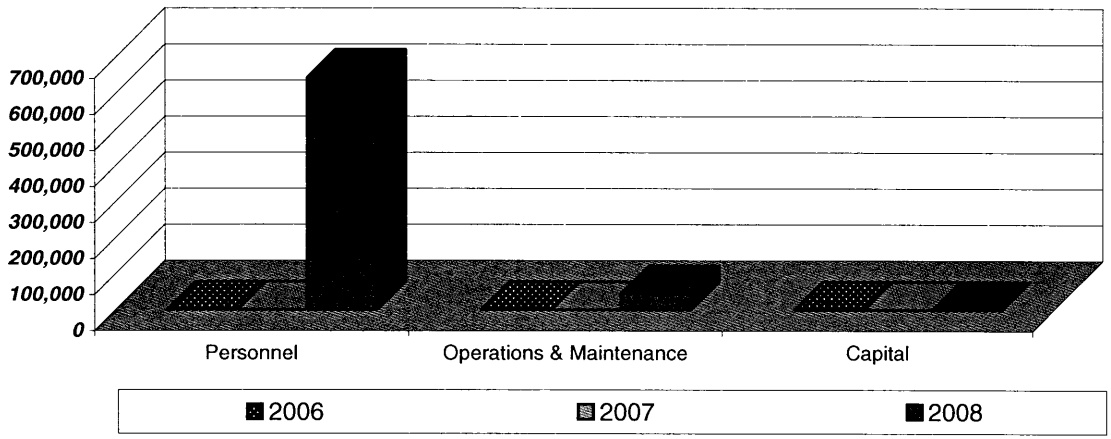
FY 2007 figures estimated
FY 2008 figures projected

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Community Inspections (001/0661/463)

The Community Inspections Activity Center was developed to increase the effectiveness of the Town's enforcement of zoning and commercial developmentand abate zoning violations. During FY 2007 the Town Manager temporarily transferred three positions from other departments to enhance these efforts. FY 2008 costs reflect authorized expenditures.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	0	0	644,457	100.0%
Operations & Maintenance	0	0	44,050	100.0%
Capital	0	0	0	0.0%
TOTAL	0	0	688,507	100.0%
Full-Time Personnel	0	0	11	100.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Community Development | **ACTIVITY CENTER:** Community Inspections (001/0661/463)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	0	0	464,195	Provides for wages and salaries of Community Inspections staff and the temporary transfer of three positions from other Town departments.	464,195	464,195
10-02	Wages & Salaries (Part-Time)	0	0	19,208	Provides for wages and salaries of part-time staff.	19,208	19,208
10-40	Overtime	0	0	4,500	Provides for authorized overtime.	4,500	4,500
10-50	Employee Benefits	0	0	156,554	Provides for authorized benefits.	156,554	156,554
	TOTAL - PERSONNEL SERVICES	0	0	644,457		644,457	644,457
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	0	0	5,500	Provides for general office supplies, e.g., pens, pencils, paper, etc.	5,500	5,500
20-03	Telephone & Communication	0	0	4,500	Provides for local and long distance calls, including cell phone use.	4,500	4,500
20-04	Postage	0	0	2,500	Provides postage for general and zoning violations mailing.	2,000	2,000
20-05	Office Equipment Maintenance/Repair	0	0	1,000	Provides for maintenance and/or repair of miscellaneous office equipment, excluding computers, e.g., fax machines, cameras, printers, etc.	1,000	1,000
20-08	Printing & Duplication	0	0	2,500	Provides for publication of zoning enforcement forms, maps, brochures, etc.	2,500	2,500
20-09	Travel & Training	0	0	8,000	Provides for travel and training at meetings, seminars, and professional conferences for staff to attain all required certifications and training for eight inspectors and Leadership Education and Development training for Senior Community Inspector.	8,000	8,000
20-11	Professional Dues/Publications	0	0	1,300	Provides for professional dues and memberships. Dues Virginia Association of Zoning Officials and building inspector's dues $600 $600 Publications International Property Maintenance Code $325 Legal Aspects of Code Enforcement 170 2008 International Property Code 120 $615	1,300	1,300
20-20	Leased Equipment	0	0	16,000	Provides for lease of copier and two automobiles for zoning inspections staff.	16,000	16,000

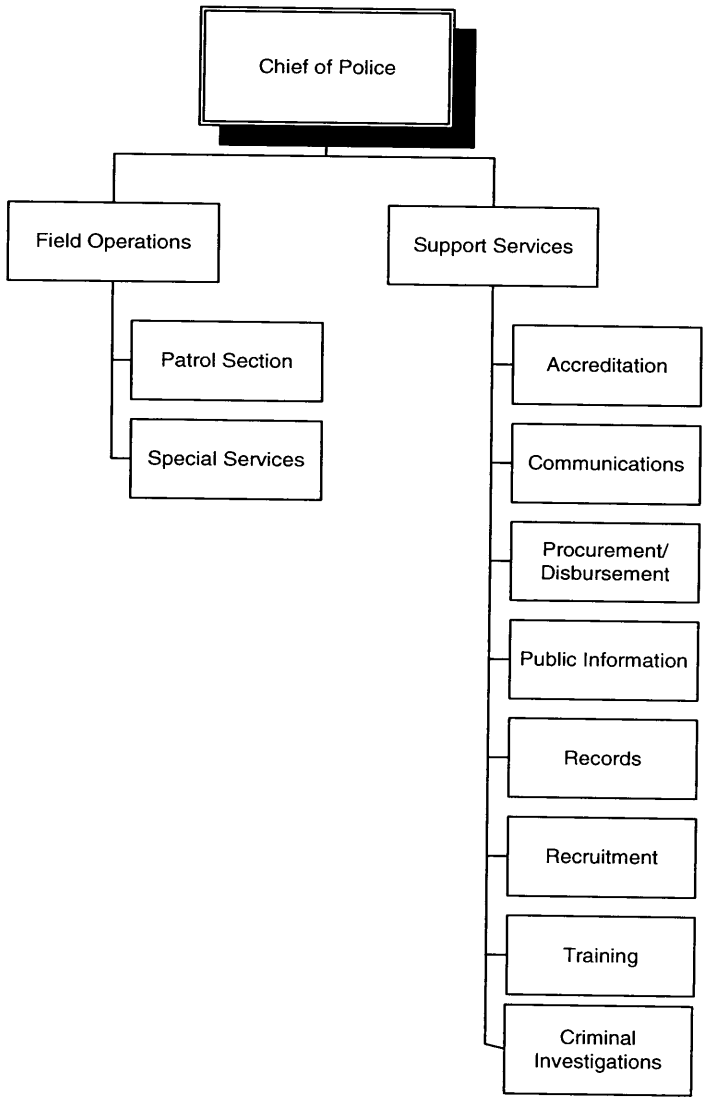
TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Community Development | **ACTIVITY CENTER:** Community Inspections (001/0661/463)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-22	Photography Supplies	0	0	1,000	Provides for digital photographic supplies used for code enforcement activities.	1,000	1,000
20-27	Uniforms	0	0	1,500	Provides for uniform shirts and jackets for Zoning Enforcement staff who conduct overcrowding investigations.	1,500	1,500
20-30	Small Tools & Equipment	0	0	750	Provides for purchase of binoculars, flashlights, etc., used by investigative personnel in their daily activities.	750	750
21-13	Minor Office Furniture/Equipment	0	0	1,000	Provides for micro recorders, new file cabinets, replacement chairs and desks.	0	0
	TOTAL - OPERATIONS & MAINTENANCE	0	0	45,550		44,050	44,050
	CAPITAL						
80-03	Vehicle/Equipment	0	0	20,000	Provides for additional vehicle for inspections (currently have seven vehicles for eight inspectors).	0	0
	TOTAL - CAPITAL	0	0	20,000		0	0
	TOTAL - COMMUNITY DEVELOPMENT	0	0	710,007		688,507	688,507

TOWN OF HERNDON, VIRGINIA
DEPARTMENT ORGANIZATION
FISCAL YEAR 2007-2008

POLICE



TOWN OF HERNDON, VIRGINIA
DEPARTMENT PURPOSE AND OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Police

DEPARTMENTAL PURPOSE: To enrich the quality of life and promote a sense of community by providing law enforcement and related services in partnership with the law abiding public.

DEPARTMENTAL OBJECTIVES:
The department objectives in FY 2008 are to:

Area	Objective	Strategies
Department Wide	Maintain a Safe Community.	• Strengthen community partnerships to deter and detect crime. • Promote the prevention of crime. • Increase focus on youth-based prevention, intervention, and enforcement programs in an effort to decrease gang involvement. • Provide effective emergency service communications to ensure prompt response to Herndon residents. • Aggressively investigate crimes to apprehend suspected criminals. • Pursue and effectively utilize necessary technology. • Improve communication about traffic and transportation related issues. • Enforce traffic laws. • Incorporate new traffic enforcement and investigative technology and training. • Support illegal alien enforcement initiatives.
Department Wide	Prevent, prepare for, and effectively manage major emergencies and natural disasters.	• Establish within the Town an organizational infrastructure for emergency preparedness.
Department Wide	Provide a police staff that is professional, well-trained, and dedicated to the philosophy of community policing.	• Enhance recruitment efforts. • Maintain the highest professional standards.

TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - GENERAL FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Police

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	PERSONNEL SERVICES							
10-01	Wages & Salaries (Full-Time)	4,175,557	4,481,293	4,950,763	4,899,966	5,307,823	5,261,522	5,261,522
10-02	Wages & Salaries (Part-Time)	41,252	38,851	48,716	48,716	0	35,078	35,078
10-04	Seasonal/Temporary/Intern	42,108	63,660	30,000	30,000	30,000	30,000	30,000
10-40	Overtime	323,962	377,539	295,000	348,000	310,000	310,000	310,000
10-50	Employee Benefits	1,352,986	1,489,249	1,797,974	1,791,540	1,875,692	1,868,840	1,868,840
10-70	Regular Wage Chargeback	(250)	(1,713)	0	0	0	0	0
10-71	Overtime Wage Chargeback	(4,681)	(1,587)	0	0	0	0	0
10-72	Benefit Chargeback	11,335	8,642	0	0	0	0	0
	TOTAL - PERSONNEL SERVICES	5,942,269	6,455,934	7,122,453	7,118,222	7,523,515	7,505,440	7,505,440
	OPERATIONS & MAINTENANCE							
20-02	Office Supplies	27,551	29,601	10,000	11,500	12,000	12,000	12,000
20-03	Telephone & Communications	116,194	119,342	94,000	98,000	100,000	100,000	100,000
20-04	Postage	4,241	3,675	3,000	3,000	3,000	3,000	3,000
20-05	Office Equipment Maintenance & Repair	543	333	1,080	1,080	1,080	1,080	1,080
20-08	Printing & Duplication	8,101	10,588	12,000	12,000	12,000	12,000	12,000
20-09	Travel & Training	36,511	37,755	45,000	45,000	45,000	45,000	45,000
20-10	Extradition Travel	181	0	0	0	0	0	0
20-11	Professional Dues/Publications	9,065	7,175	12,720	10,000	10,000	10,000	10,000
20-15	Professional Services	10,755	11,903	26,650	26,650	17,950	17,950	17,950
20-16	Employee Testing/Recruiting	0	1,000	2,500	2,500	2,500	2,500	2,500
20-19	PC Software	455	694	18,000	18,000	1,000	1,000	1,000
20-20	Leased Equipment	12,182	12,939	17,200	17,200	17,200	17,200	17,200
20-22	Photography Supplies	3,185	3,026	3,000	3,000	3,000	3,000	3,000
20-24	Gas & Oil	60,889	75,375	48,000	52,000	55,000	55,000	55,000
20-25	I.D. Supplies	3,921	3,600	3,000	3,000	4,000	4,000	4,000
20-26	Ammunition/Firearms	10,423	8,501	12,000	12,000	14,000	14,000	14,000
20-27	Uniforms	63,052	54,747	58,000	58,000	58,000	58,000	58,000
20-28	Automobile Maintenance & Repairs	35,676	42,835	37,000	39,000	37,000	37,000	37,000
20-30	Small Tools & Equipment	1,431	1,031	2,000	2,000	2,000	2,000	2,000
20-32	Equipment Maintenance & Repair	21,939	30,307	31,700	31,200	33,960	33,960	33,960
20-41	Materials & Supplies	3,779	4,373	5,000	4,500	5,000	5,000	5,000
20-45	Leased Space	29,719	5,615	0	0	0	0	0
20-54	K-9 Patrol	1,455	4,732	4,000	4,500	4,000	4,000	4,000
20-55	Special Police Operations	7,573	9,256	10,000	10,000	12,000	12,000	12,000
20-56	Volunteer Activities	2,014	383	2,500	2,500	2,500	2,500	2,500
20-57	Grants	0	0	0	0	20,000	5,000	5,000

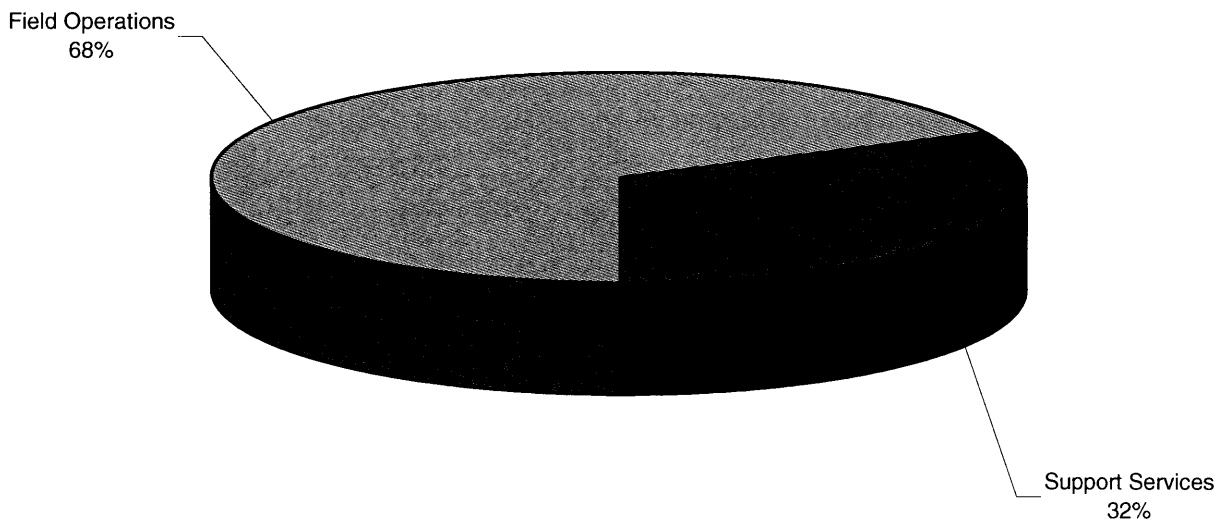
TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - GENERAL FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Police

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
20-61	Contract Services	0	10,059	0	0	0	0	0
20-79	Computer Hardware/Software Maintenance	44,430	44,410	49,154	49,000	56,079	56,079	56,079
20-82	Building Maintenance & Repair	2,350	0	0	0	0	0	0
20-89	Medical/Safety	646	1,712	2,000	1,000	2,000	2,000	2,000
21-08	Special Events	0	4,662	0	0	0	0	0
	TOTAL - OPERATIONS & MAINTENANCE	518,261	539,629	509,504	516,630	530,269	515,269	515,269
	CAPITAL							
80-01	Office Furniture/Equipment	332	19,254	11,500	10,000	6,000	0	0
80-03	Vehicles/Equipment	74,636	113,517	49,000	48,435	127,500	127,500	127,500
80-04	Special Police Equipment	35,517	41,106	34,150	34,282	88,785	88,785	88,785
80-09	Microcomputer/Peripherals	0	1,799	0	0	0	0	0
	TOTAL - CAPITAL	110,485	175,676	94,650	92,717	222,285	216,285	216,285
	TOTAL - POLICE	6,571,015	7,171,239	7,726,607	7,727,569	8,276,069	8,236,994	8,236,994

Police

DEPARTMENTAL EXPENDITURES



Field Operations - $5,590,061
Support Services - $2,646,933

Total - $8,236,994

http://herndon-va.gov

Field Operations

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OPERATIONS AND PROGRAMS
FISCAL YEAR 2007-2008

DEPARTMENT: Police **ACTIVITY CENTER:** Field Operations (001/0770/421)

Goals	Objectives	Outcomes
Strengthen community partnerships to deter and detect crime	• Attend civic and community meetings to increase communication. • Cultivate participation in the Herndon Police Citizen Support Team (HPCST). • Support and participate in the Herndon Crime Prevention Council (HCPC).	• Attend at least two resident or business meetings each month. • Achieve a 90 percent rating or higher on citizen survey in regards to satisfaction of police services.
Promote the prevention of crime	• Maintain police visibility through foot and bike patrol, field contacts and community events. • Combat alcohol related crime.	• Increase number of hours spent on foot and bike patrol by at least 5 percent in comparison to previous year. • Conduct one ABC enforcement sting and one DUI checkpoint.
Improve communication about traffic and transportation related issues	• Inform the public through media information channels about traffic issues. • Continue to participate in the Traffic Engineering and Improvement Committee (TEIC). • Increase pedestrian and bicycle safety through public awareness.	• Attend monthly TEIC meetings. • Conduct at least one bicycle and one pedestrian safety campaign annually.
Enforce traffic laws	• Enforce motor carrier safety regulations. • Evaluate selective traffic enforcement methods at monthly PAR meetings. • Conduct dedicated DUI patrol. • Maintain enforcement of bicycle and pedestrian safety regulations.	• Each motor carrier safety inspector conducts a minimum of 36 motor carrier safety inspections annually. • Annually publish results of traffic enforcement efforts in the Chief's Challenge competition. • Conduct at least two targeted enforcement efforts to reduce alcohol-related accidents.
Support illegal alien enforcement initiatives	• Under the direction of the U. S. Immigration and Customs Enforcement, train officers to be certified under federal code 287(g) and initiate enforcement efforts. • Continue public education.	• First group of officers selected to receive certification must complete 287(g) training.
Facilitate the Town's organizational infrastructure for emergency preparedness	• Coordinate Department resources to meet National Incident Management System (NIMS) mandates for emergency preparedness. • Establish a Town-wide emergency management committee.	• Town-wide emergency management committee will meet at least quarterly and prepare a report for the Town Manager.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Police **ACTIVITY CENTER:** Field Operations (001/0770/421)

The purpose of the Field Operations Division is to preserve public peace through partnerships with the community, and by enforcing laws while ensuring and protecting the rights of individuals.

Area	Activity	FY 2007 Actual**	FY 2007 Estimated	FY 2008 Projected
Strengthen community partnerships to deter and detect crime.	Attend at least one resident or business meeting each month.	11*	22*	24*
Promote the prevention of crime.	Increase number of hours spent on foot and bike patrol by at least 5 percent in comparision to previous year.	Foot:1,081 Bike: 193	Foot: 2,162 Bike: 386	Foot: 2,270 Bike: 405
Improve communication about traffic and transportation related issues.	Conduct at least one bicycle and one pedestrian safety campaign annually.	0	2	2
Enforce traffic laws.	Each motor carrier safety inspector conducts a minimum of 36 motor carrier safety inspections annually.	52	104	125
	Conduct at least two targeted enforcement efforts to reduce alcohol-related accidents.	3	5	6
Incorporate new traffic enforcement and investigative technology and training.	Maintain certification for Accident Reconstruction Specialists.	2	3	3

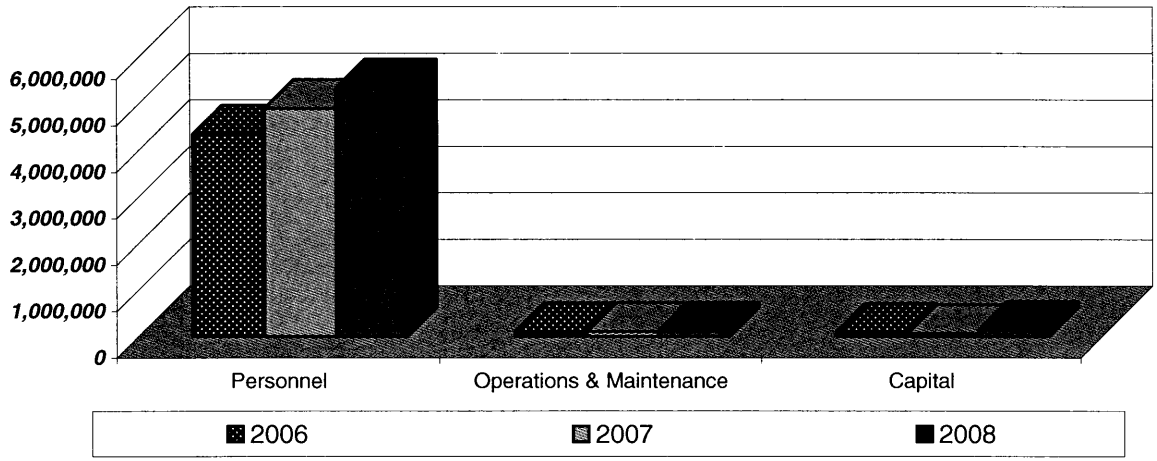
*Derived from CAD data
**First 6 months of FY 2007

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Field Operations (001/0770/421)

Personnel costs reflect three new sworn positions adopted mid-year FY 2007. Capital costs include monies for four replacement automobiles, one replacement motorcycle and additional special police equipment.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	4,360,312	4,906,506	5,347,731	9.0%
Operations & Maintenance	102,000	101,500	108,500	6.9%
Capital	91,153	61,625	133,830	117.2%
TOTAL	4,553,465	5,069,631	5,590,061	10.3%
Full-time Personnel	47[1]	50[1]	50[1]	0.0%
Part-time Personnel	0	0	0	0.0%

[1] Sworn officers

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Police | **ACTIVITY CENTER:** Field Operations (001/0770/421)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	3,384,966	3,384,966	3,732,741	Provides for wages and salaries of the Field Operations personnel. Includes one new Police Sergeant position and two officer positions added mid-year 2007.	3,732,741	3,732,741
10-40	Overtime	250,000	283,000	250,000	Provides for overtime for special events, such as, but not limited to: 4th of July, Halloween, Homecoming Parade, Herndon Festival, training, department-wide staff meetings, and various emergencies.	250,000	250,000
10-50	Employee Benefits	1,271,540	1,271,540	1,364,990	Provides for authorized benefits.	1,364,990	1,364,990
	TOTAL - PERSONNEL SERVICES	4,906,506	4,939,506	5,347,731		5,347,731	5,347,731
	OPERATIONS & MAINTENANCE						
20-24	Gas & Oil	48,000	52,000	55,000	Provides funds for fuel for official vehicles. Increase reflects rise in fuel costs and actual expenditures.	55,000	55,000
20-28	Automobile Maintenance & Repair	37,000	39,000	37,000	Provides for maintenance and repair of official vehicles and motorcycles.	37,000	37,000
20-30	Small Tools & Equipment	2,000	2,000	2,000	Provides for purchase of miscellaneous small tools.	2,000	2,000
20-32	Equipment Maintenance & Repair	3,000	2,500	3,000	Provides for traffic radar unit repair.	3,000	3,000
20-41	Materials and Supplies	5,000	4,500	5,000	Provides for the purchase of consumable items used in the day-to-day delivery of police service, e.g., highway flares, first aid supplies, nonrechargeable batteries, narcotics test kits, portable radio batteries, and gas mask filters.	5,000	5,000
20-54	K-9 Patrol	4,000	4,500	4,000	Provides for purchase of K-9 food, equipment, boarding, and veterinary bills.	4,000	4,000
20-56	Volunteer Activities	2,500	2,500	2,500	Provides for supplies and equipment for Explorer Post and Herndon Police Citizen Support Team (H.P.C.S.T.). Request / Recomm H.P.C.S.T. equipment, such as bicycle equipment, flashlights, gear bags, and traffic vests: $1,500 / $1,500 National Explorer Conference; supplies/equipment and uniforms: 1,000 / 1,000 $2,500 / $2,500	2,500	2,500
	TOTAL - OPERATIONS & MAINTENANCE	101,500	107,000	108,500		108,500	108,500

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Police | **ACTIVITY CENTER:** Field Operations (001/0770/421)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	CAPITAL						
80-03	Vehicle/Equipment	49,000	48,435	127,500	Provides for the purchase of four replacement cars equipped with lights, siren, computer mount, security cage, markings and trunk box. Also provides for the purchase of one replacement motorcycle equipped with police radio and markings. Request / Recomm Replace vehicle #206, 2002 Ford with projected mileage by (07) 86,000 — $25,500 / $25,500 Replace vehicle #208, 2002 Ford with projected mileage by (07) 97,000 — 25,500 / 25,500 Replace vehicle #209, 2002 Ford with projected mileage by (07) 83,000 — 25,500 / 25,500 Replace vehicle #240, 2001 Ford with projected mileage by (07) 105,000 — 25,500 / 25,500 Replace motorcycle #230, 1999 Harley Davidson with 21,833 mileage — 25,500 / 25,500 $127,500 / $127,500	127,500	127,500
80-04	Special Police Equipment	12,625	12,625	6,330	Provides funds for the purchase of the following: Request / Recomm Replacement bicycle helmets (10 @ $40 each) — $400 / $400 Hands-free headsets for motorcycle helmets (3 @ $1,310 each) — 3,930 / 3,930 Night vision binoculars (5* magnification) — 2,000 / 2,000 $6,330 / $6,330	6,330	6,330
	TOTAL - CAPITAL	61,625	61,060	133,830		133,830	133,830
	TOTAL - FIELD OPERATIONS	5,069,631	5,107,566	5,590,061		5,590,061	5,590,061

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Support Services

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OPERATIONS AND PROGRAMS
FISCAL YEAR 2007-2008

DEPARTMENT: Police **ACTIVITY CENTER:** Support Services (001/0771/421)

Goals	Objectives	Outcomes
Strengthen community partnerships to deter and detect crime.	• Sponsor annual Citizen Police Academy. • Publish periodic crime and traffic information on the Town website and through other media. • Support and participate in the Herndon Crime Prevention Council (HCPC).	• Monitor satisfaction of Citizen Police Academy through participant critiques. • Sponsor two meetings each year with the HCPC. • Achieve 90 percent rating or higher on citizen survey in regards to satisfaction of police services.
Promote the prevention of crime.	• Advertise residential and business security checks. • Maintain involvement in Neighborhood, Apartment, Business and Fleet Watch Programs.	• Complete at least one public information campaign to promote crime prevention services. • Maintain or exceed current participation levels in Watch programs.
Increase focus on youth-based prevention, intervention and enforcement programs in an effort to decrease gang involvement.	• Continue the Youth Police Academy, Save Haven, Kids at Hope and Explorer Post programs. • Continue to maintain the Youth Officer position and full time gang detective.	• Evaluate feedback from Youth Police Academy, Save Haven, Kids at Hope and Explorer Post programs. • Require Youth Officer to present at least one safety lecture in each of the Town's non-public schools. • Complete quarterly reports to document activity of the gang detective.
Provide effective emergency service communications to ensure prompt response to Herndon residents.	• Maintain accuracy of Virginia Criminal Information Network (VCIN)/National Crime Information Center (NCIC) entries.	• Complete cross-checks and maintain 90 percent accuracy levels relating to serious errors during biennial State Police audit of VCIN/NCIC entries.
Aggressively investigate crimes to apprehend suspected criminals.	• Effectively utilize crime statistics, analysis and records information to facilitate criminal intelligence and investigations.	• Attain a case closure rate of 50 percent or greater for all cases, which exceeds the national average.
Support illegal alien enforcement initiatives.	• Under the direction of the U. S. Immigration and Customs Enforcement, train officers to be certified under federal code 287(g) and initiate enforcement efforts. • Continue public education.	• First group of officers selected to receive certification must complete 287(g) training. • Conduct two public information campaigns about illegal immigration enforcement.
Facilitate the Town's organizational infrastructure for emergency preparedness.	• Coordinate Department resources to meet National Incident Management System (NIMS) mandates for emergency preparedness. • Maintain and update the Town's emergency preparedness plan. • Establish a Town-wide emergency management committee.	• Annually audit NIMS training and resource requirements to ensure compliance. • Town-wide emergency management committee will meet at least quarterly and prepare a report for the Town Manager.
Enhance recruitment efforts.	• Maintain a relationship with accredited criminal justice colleges to ensure an eligible pool of intern applicants and coordinate recruitment visits.	• Contact at least five accredited colleges annually regarding the Department's internship program.
Improve training and career development opportunities.	• Ensure participation in training and career development classes.	• All personnel must attend a minimum of one career development class annually. • Hold at least one Training Committee meeting annually.
Maintain the highest professional standards.	• Maintain compliance and up to date files for both CALEA/VLEPSC and CCPC.	• Complete a CALEA on-site assessment in August 2007.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Police **ACTIVITY CENTER:** Support Services (001/0771/421)

The Support Services section is responsible for Criminal Investigations, Recruitment, Training, Proffessional Standards, Crime Prevention, Youth Services, Communications, Records, and Administrative function of the Police Department. This section provides partnerships with the community through citizen and youth academies, crime prevention, and Neighborhood Watch programs. Support Services also investigates criminal, narcotic and gang activities. The section is responsible for recruitment and training of personnel, maintaining proffessional standards through CALEA and VLEPSC programs.

Area	Activity	FY 2007 Actual*	FY 2007 Estimated	FY 2008 Projected
Strengthen community partnerships to deter and detect crime.	Monitor satisfaction of Citizen Police Academy through participant reviews. **	4.69	4.69	4.72
Promote the prevention of crime.	Maintain or exceed current participation levels in Watch programs.	23	23	26
Increase focus on youth-based prevention, intervention, and enforcement programs in an effort to decrease gang violence.	Youth Academy Sessions	1	2	1
	Participants	6	20	20-25
Provide effective emergency service communications to ensure prompt response to Herndon Residents	Complete cross checks and maintain 90% accuracy levels relating to serious errors during biennial State Police audit of VCIN/NCIC entries.	***	***	90%
Aggressively investigate crimes to apprehend suspected criminals.	Attain a case closure rate of 50% or greater for all cases, which exceeds the National average	53%	50%	50-55%
Facilitate a Town-wide infrastructure for emergency preparedness.	Annually audit NIMS training and resource requirements to ensure compliance.	1	1	1
Enhance recruitment efforts	Contact at least five accredited colleges annually regarding the Department's internship program.	0	9	15
Improve training and career development opportunities.	Hold at least one training committee meeting annually.	0	1	1
Maintain the highest professional standards	Complete a CALEA on-site assessment in August 2007.	0	0	1

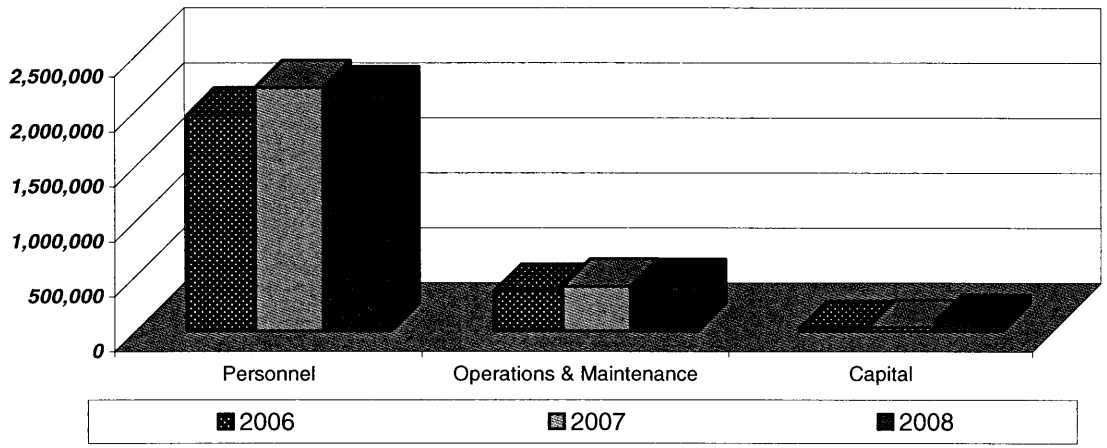
*First 6 months of FY 2006
** Number represents average of all participants reviews on a 1-5 scale.
*** A State Police audit was conducted in June 2006 with 83% accuracy. The next audit will be June 2008.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Support Services (001/0771/421)

Personnel costs reflect authorized expenditures. Reflects temporary transfer of one position to Community Development, Community Inspections activity center. Increase in O&M reflects maintenance of OSSI Internal Affairs software purchased during FY 2007. Capital costs provide funds for implementation of replacement program for mobile and portable radios, portable license plate scanner software and additional special police equipment.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	1,967,083	2,215,947	2,157,709	-2.6%
Operations & Maintenance	361,729	408,004	406,769	-0.3%
Capital	25,820	33,025	82,455	149.7%
TOTAL	2,354,632	2,656,976	2,646,933	-0.4%
Full-Time Personnel	22[1]	24[1]	24[1]	0.0%
Part-Time Personnel	1	2	1	-50.0%

[1] 8 sworn officers

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Police | **ACTIVITY CENTER:** Support Services (001/0771/421)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	1,565,797	1,515,000	1,575,082	Provides for wages and salaries of Support Services personnel. Reflects temporary transfer of one Records Technician to Community Development, Community Inspections. Request for reclassification of the Crime Analyst to full-time (not recommended).	1,528,781	1,528,781
10-02	Wages & Salaries (Part-Time)	48,716	48,716	0	Provides for wages and salaries of regular, part-time staff.	35,078	35,078
10-04	Seasonal/Temporary/Intern	30,000	30,000	30,000	Provides for wages and salaries for criminal justice interns and special projects assistance.	30,000	30,000
10-40	Overtime	45,000	65,000	60,000	Provides for overtime for special events, such as, but not limited to: 4th of July, Halloween, Homecoming Parade, Herndon Festival, training, department-wide staff meetings, and various emergencies.	60,000	60,000
10-50	Employee Benefits	526,434	520,000	510,702	Provides for authorized benefits.	503,850	503,850
	TOTAL - PERSONNEL SERVICES	2,215,947	2,178,716	2,175,784		2,157,709	2,157,709
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	10,000	11,500	12,000	Provides for general office items, e.g., pens, pencils, employee/citizen awards, paper, etc. Increase based on rising costs.	12,000	12,000
20-03	Telephone & Communications	94,000	98,000	100,000	Provides for local and long distance telephone service for the entire department, including specialized telecommunications link with various public safety agencies and facilities. Provides for cellular telephone air time for shift supervisors, Commanders, Criminal Investigations Section, caller ID and digital booking. Increase due to Mobile Computers airtime and rising costs of data/radio circuits.	100,000	100,000
20-04	Postage	3,000	3,000	3,000	Provides for department's postage requirements.	3,000	3,000
20-05	Office Equipment Maintenance & Repair	1,080	1,080	1,080	Provides for maintenance and repair of office equipment. Paper shredder maintenance contract $230 Equipment not under contract 250 Records copier 350 Postage meter 250 $1,080	1,080	1,080
20-08	Printing & Duplication	12,000	12,000	12,000	Provides for printing of designated Town forms used on daily basis, including stationary, summonses, officers' manuals, subpoenas, towing and field interview forms, and cross referencing code guide.	12,000	12,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Police | **ACTIVITY CENTER:** Support Services (001/0771/421)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-09	Travel & Training	45,000	45,000	45,000	Provides for training and professional conferences.	45,000	45,000
					Training Funds		
					Citizen and youth academies $1,500		
					Virginia Tech Institute for Leadership (2) 4,000		
					North Carolina State University Administrative Officer's Management course, University of Louisville Administrative Officer's course, or University of Richmond Executive Leadership course (1) 5,000		
					Professional development courses such as (homicide investigation, APCO school, computer crimes, crime prevention, community oriented policing, domestic violence, Spanish Immersion, motor carrier and accident reconstruction, HazMat, Forensic Science Academy Retraining) 16,100		
					$26,600		
					Travel Funds		
					American Society of Law Enforcement Trainers (ASLET) conference $1,000		
					Virginia Law Enforcement Accreditation Coalition (VALEAC) meeting 1,500		
					National Accreditation (CALEA) meetings 8,000		
					International Association of Law Enforcement Firearms Instructors (IALEFI) conference 1,600		
					Virginia Crime Prevention Association conference 2,000		
					International Association of Chiefs of Police (IACP) conference 1,600		
					Virginia Association of Chiefs of Police (VACP) conference 1,200		
					Virginia Emergency Management Conference 1,500		
					$18,400		

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Police | **ACTIVITY CENTER:** Support Services (001/0771/421)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-11	Professional Dues/Publications	12,720	10,000	10,000	Provides for department-wide dues and publications.	10,000	10,000
					Dues		
					Virginia Association of Chiefs of Police (VACP) $300		
					National Association of Town Watch 25		
					International Association of Chiefs of Police 300		
					Northern Virginia Crime Prevention 50		
					Virginia Crime Prevention Association 75		
					Association of Public Safety Communications Officials International (APCOI) 724		
					APA & VPA Polygraph Association 450		
					Virginia Polygraph Operator License 100		
					Virginia Association of CALEA members 50		
					Virginia Accreditation Coalition 50		
					Admin Officers Management Program 50		
					FBINA dues 325		
					International Mountain Bike Association 50		
					Virginia Defensive Tactics Association 50		
					K-9 Association 100		
					Bunco Association 200		
					Homicide Investigator Association 300		
					International Association of Law Enforcement Firearms Instructors (IALEFI) 50		
					Virginia Emergency Management Association 50		
					Virginia Forensic Science Academy 100		
					International Association for Identification 120		
					International Association for Identification, Chesapeake Division 55		
					$3,574		
					Publications		
					Accreditation revisions $60		
					Virginia Code books and CD 1,700		
					Community relations, crime prevention, McGruff House, and National Night Out Materials 2,896		
					Haines Directory 550		
					Liability Reporter 150		
					High school & middle school year books 120		
					Virginia Magistrates Index 500		
					DOT Publications 200		
					Journal of Forensic Science 250		
					$6,426		

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Police | **ACTIVITY CENTER:** Support Services (001/0771/421)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-15	Professional Services	26,650	26,650	17,950	Provides for the following: CALEA annual accreditation fee $4,500 VLEPSC Mock On-Site Assessment 300 CALEA On-Site Assessment 1,000 Production of National Night Out video 1,000 Credit bureau checks for police applicants 200 Account data base for criminal investigations 1,200 Tow service for vehicles for evidence 2,000 Pre-employment psychological examinations 7,000 Large volume records purging (commercial records destruction) 750 $17,950	17,950	17,950
20-16	Employee Testing/Recruiting	2,500	2,500	2,500	Provides for recruitment expenses; job fairs; recruitment brochures.	2,500	2,500
20-19	PC Software	18,000	18,000	1,000	Provides for upgrades for existing specialized police PC software, and accident investigation software. (Procurement requires approval by the Director of Information Technology.)	1,000	1,000
20-20	Leased Equipment	17,200	17,200	17,200	Provides for leasing of department-wide pagers and duplicating equipment, State-wide pager service. (Procurement requires approval by the Director of Information Technology.)	17,200	17,200
20-22	Photography Supplies	3,000	3,000	3,000	Provides for 35mm film, media cards, Polaroid film, and photo paper for crime scene and traffic accident investigations.	3,000	3,000
20-25	I.D. Supplies	3,000	3,000	4,000	Provides for consumable supplies utilized at major crime scenes, e.g., plastic bags for evidence security. Increase due to cost of supplies	4,000	4,000
20-26	Ammunition/Firearms	12,000	12,000	14,000	Provides for purchase of supplies necessary to comply with Commonwealth of Virginia mandated training and to maintain the proficiency of all sworn personnel with issued firearms. Increase in cost associated with retraining for taser and rifle programs.	14,000	14,000
20-27	Uniforms	58,000	58,000	58,000	Provides for the replacement, cleaning, repair, and maintenance of all departmental employee uniforms. Request Cleaning $17,000 Replacement uniforms and equipment 33,000 Clothing allowance (8) 8,000 $58,000	58,000	58,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Police | **ACTIVITY CENTER:** Support Services (001/0771/421)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-32	Equipment Maintenance & Repair	28,700	28,700	30,960	Provides for maintenance and repair of radio communications equipment. Increase due to maintenance costs of radio system. Radio maintenance-mobiles/portables contract. $14,500 Radio fixed equipment maintenance contract 6,500 Equipment not under contract 2,000 Digital Radio Call Check 1,200 Hardware/software maintenance for NICE systems recorder 4,000 Elite Gold maintenance 2,160 Consolette maintenance 600 $30,960	30,960	30,960
20-55	Special Police Operations	10,000	10,000	12,000	Provides for vehicle rental for narcotics enforcement program and for special investigations. Increase due to rising rental cost.	12,000	12,000
20-57	Grants	0	0	20,000	Provides scholarship grants to implement a new police cadet program. Provides funds for two police cadets (recommend one scholarship effective January 1, 2008).	5,000	5,000
20-79	Computer Hardware & Software Maintenance	49,154	49,000	56,079	Provides for maintenance of departmental computer hardware and software. (Procurement requires approval by the Director of Information Technology.) Increase due to software maintenance. Request / Recomm HTE parking module $3,650 / $3,650 GLINK connection/State VCIN 250 / 250 OSSI Public Safety Software Maintenance 48,665 / 48,665 Directory of Human Services 115 / 115 On Guard Software Maintenance Software 2,500 / 2,500 Schedule program maintenance 899 / 899 $56,079 / $56,079	56,079	56,079
20-89	Medical/Safety	2,000	1,000	2,000	Provides for bloodborne pathogen tracking, CPR Equipment, and first aid kits.	2,000	2,000
	TOTAL - OPERATIONS & MAINTENANCE	408,004	409,630	421,769		406,769	406,769
	CAPITAL						
80-01	Office Furniture/Equipment	11,500	10,000	6,000	Provides for miscellaneous new and replacement furniture for interview, community and lunchrooms.	0	0

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Police | **ACTIVITY CENTER:** Support Services (001/0771/421)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST			FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
80-04	Special Police Equipment	21,525	21,657	82,455	Provides for the purchase of the following:			82,455	82,455
						Request	Recomm		
					Mobile radio replacement for 2 motorcycles	$10,000	$10,000		
					Portable radio replacement batteries	1,000	1,000		
					MC2500 Remote Control	2,300	2,300		
					Port-a-Count gas mask for testing machine	1,500	1,500		
					Bicycle rack for seized and found bicycles	1,000	1,000		
					Portable license plate scanner unit	24,750	24,750		
					Portable radio replacement (5)	20,000	20,000		
					Mobile radio replacements (4)	16,000	16,000		
					Cyanowand Kits for scene processing	480	480		
					Bullet Trajectory Kit	425	425		
					Floor jack, jack stand & creeper	800	800		
					Alternate light source heads (630nn, 252nn)	3,200	3,200		
					Hand Tools	1,000	1,000		
						$82,455	$82,455		
	TOTAL - CAPITAL	33,025	31,657	88,455				82,455	82,455
	TOTAL - SUPPORT SERVICES DIVISION	2,656,976	2,620,003	2,686,008				2,646,933	2,646,933

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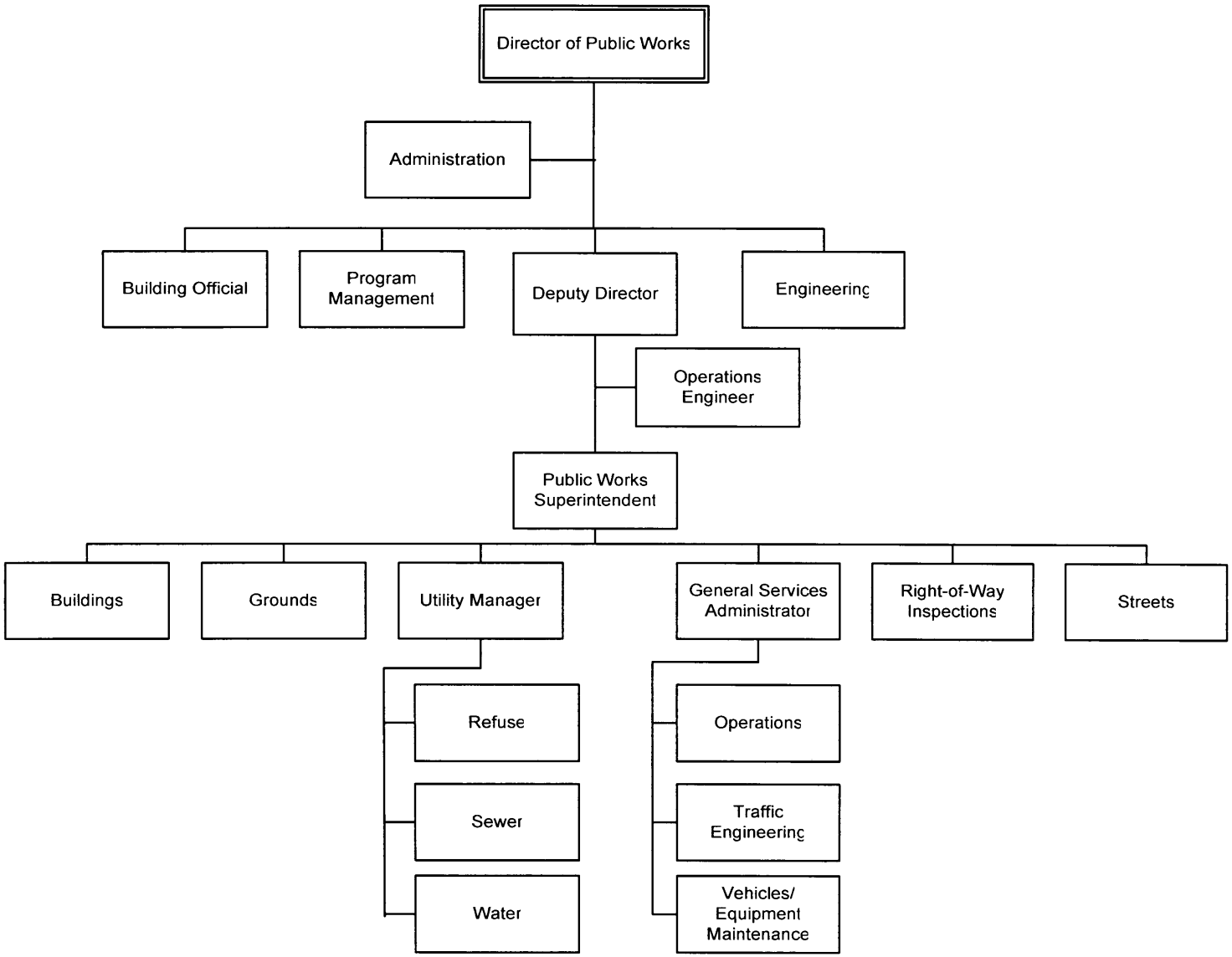
TOWN OF HERNDON, VIRGINIA
DEPARTMENT ORGANIZATION
FISCAL YEAR 2007-2008

PUBLIC WORKS



TOWN OF HERNDON, VIRGINIA
DEPARTMENT PURPOSE AND OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works

DEPARTMENTAL PURPOSE:

To provide the highest quality public work services in a safe, cost effective, and customer oriented manner.

DEPARTMENTAL OBJECTIVES:

The department objectives in FY 2008 are to:

Area	Objective	Strategies
Capital Improvement	• Provide planned improvements to Town's facilities and infrastructure. • Provide Town enterprise funds with top quality and timely improvements to their facilities.	• Administer construction contracts for: o HMC computer room relocation o Skateboard facility o Arterial road repaving o Building major maintenance o Downtown streetscape project • Perform in-house design of water main projects to replace aging infrastructure.
Construction	• Provide the public with assurance that all construction work in Town complies with ordinances and regulations, laws and sound engineering practices.	• Review site plans, subdivision plans and plats for compliance with ordinances, regulations and sound engineering practices. • Inspect and monitor all public improvement projects. • Review building permit applications, plans and inspect job sites in accordance with the Virginia Uniform Statewide Building Code. • Review plans and prepare designs for various Town street light projects.
Services	• Provide a safe, pleasing and healthful physical environment for Town citizens and visitors.	• Provide effective and efficient refuse service to all Town residents. • Provide support to special Town functions such as the Herndon Festival. • Recommend and implement methods to reduce traffic congestion and improve vehicle and pedestrian safety. • Insure that contractors comply with local and state standards in regard to methods of installation and work zone safety. • Provide accurate marking of water and sewer facilities to eliminate damage to existing utilities. • Maintain current State and Federal Safe Drinking Water Standards. • Provide support concerning the security of the Town water system. • Eliminate unwanted vegetation and provide an integrated pest management program to include mosquito control.

TOWN OF HERNDON, VIRGINIA
DEPARTMENT PURPOSE AND OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works

Area	Objective	Strategies
Services (continued)	• Provide a safe, pleasing and healthful physical environment for Town citizens and visitors. (continued)	• Serve as liaison with the Fairfax County Fire and Rescue and Health Department. • Insure the community is safeguarded by codes and inspections that provide safety at home, at school, and at work. • Enforce code provisions related to blight designated areas, overcrowding of structures and maintenance and repair of existing structures. • Monitor the facility components of the ADA compliance program. • Keep ditches, catch basins, and culverts clean and free of debris. • Provide snow removal and other emergency responses during inclement weather. • Monitor street lights to insure they are operational. • Provide safe and well maintained roadways and sidewalks. • Continue to maintain designated athletic fields and other recreational areas. • Provide curbside collection of recyclables, a recycling collection center and Town buildings recycling program. • Monitor all Town owned buildings to ensure the structures, electrical, mechanical and plumbing systems are in good repair. • Offer quality customer service to residents and business establishments. • Keep the Town Manager and Town Council advised on public works activities and issues.

TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - GENERAL FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	PERSONNEL SERVICES							
10-01	Wages & Salaries (Full-Time)	3,330,804	3,439,004	3,874,274	3,664,351	4,045,409	4,027,909	4,027,909
10-02	Wages & Salaries (Part-Time)	7,715	489	0	0	0	0	0
10-04	Seasonal/Temporary/Intern	60,785	44,094	66,500	85,500	57,500	26,000	26,000
10-40	Overtime	162,383	144,094	149,800	154,000	153,300	151,300	151,300
10-50	Employee Benefits	1,076,294	1,148,917	1,450,061	1,440,180	1,473,121	1,468,199	1,468,199
10-60	VDOT Wages	206,383	199,457	0	0	0	0	0
10-61	VDOT Benefits	71,652	66,344	0	0	0	0	0
10-70	Regular Wage Chargeback	(219,376)	(244,289)	0	0	0	0	0
10-71	Overtime Wage Chargeback	(51,338)	(36,309)	0	0	0	0	0
10-72	Benefits Chargeback	(60,211)	(24,815)	0	0	0	0	0
	TOTAL - PERSONNEL SERVICES	4,585,091	4,736,986	5,540,635	5,344,031	5,729,330	5,673,408	5,673,408
	OPERATIONS & MAINTENANCE							
20-02	Office Supplies	10,968	10,161	11,400	12,107	12,000	12,000	12,000
20-03	Telephone & Communications	23,531	32,631	32,890	34,600	34,600	34,600	34,600
20-04	Postage	2,572	3,780	3,000	4,000	4,000	4,000	4,000
20-05	Office Equipment Maintenance & Repair	44	520	2,000	2,000	1,500	1,500	1,500
20-06	Advertising	664	0	2,500	2,500	2,500	2,500	2,500
20-08	Printing & Duplication	8,135	3,654	8,000	8,000	9,405	9,405	9,405
20-09	Travel & Training	20,442	20,090	36,450	42,050	41,800	41,800	41,800
20-11	Professional Dues/Publications	5,747	8,695	10,925	9,879	11,166	11,166	11,166
20-15	Professional Services	149,198	92,587	68,000	78,000	70,000	70,000	70,000
20-19	PC Software	2,820	2,832	11,600	7,500	12,500	8,500	8,500
20-20	Leased Equipment	2,884	2,419	3,700	3,700	3,700	3,700	3,700
20-23	Drafting Supplies	1,197	962	1,000	1,000	1,000	1,000	1,000
20-24	Gas & Oil	80,562	91,652	101,500	146,500	146,500	146,500	146,500
20-27	Uniforms	25,686	29,669	39,980	40,486	43,475	43,475	43,475
20-28	Automobile Maintenance & Repair	(11,437)	6,284	21,250	21,250	21,250	21,250	21,250
20-29	Recycling Tipping Fee	29,695	30,960	56,627	56,627	57,000	57,000	57,000
20-30	Small Tools & Equipment	18,802	12,519	23,300	23,300	23,300	23,300	23,300
20-31	Electricity	191,687	259,487	265,000	265,000	275,000	275,000	275,000
20-32	Equipment Maintenance & Repair	(19,576)	110,849	148,000	148,000	148,000	148,000	148,000
20-34	Chemicals	(3,915)	27,516	45,000	45,000	45,000	45,000	45,000
20-35	Street Materials	13,243	2,240	65,000	65,000	65,000	65,000	65,000
20-37	Street Light Maintenance & Operation	8,468	8,467	8,500	8,500	8,500	8,500	8,500
20-38	Landfill Charges	285,097	286,000	286,000	310,000	320,000	320,000	320,000
20-39	Cleaning Materials & Supplies	5,827	8,267	6,000	6,000	6,000	6,000	6,000

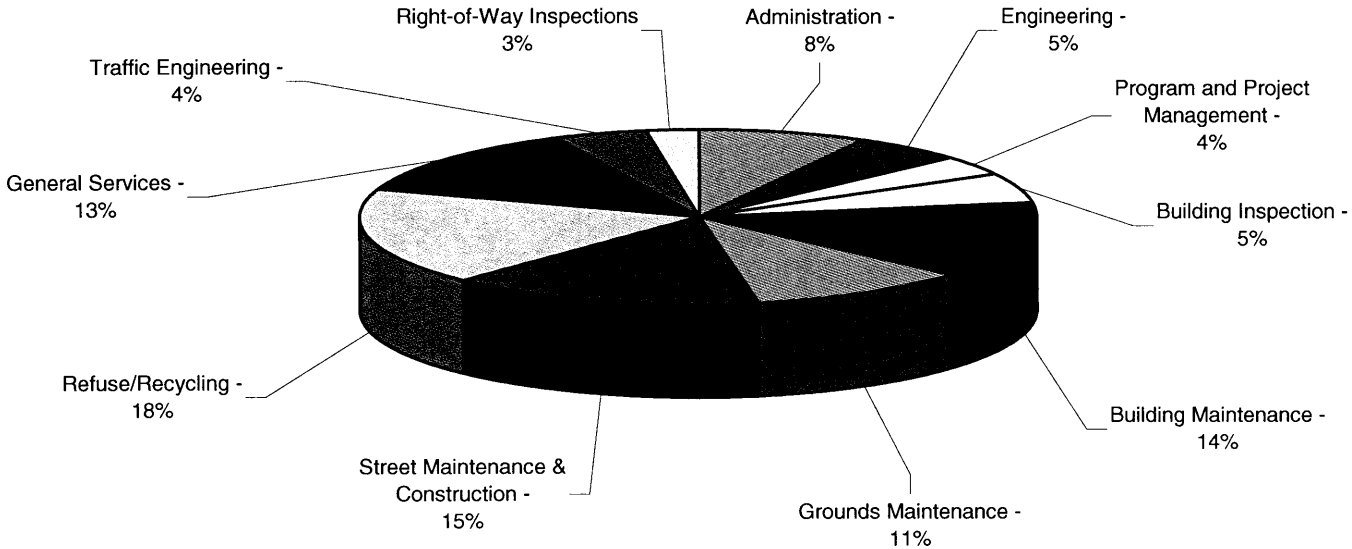
TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - GENERAL FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
20-40	Heating Fuel	20,800	25,389	30,000	30,000	30,000	30,000	30,000
20-41	Materials & Supplies	51,868	49,498	57,000	57,000	57,000	57,000	57,000
20-42	Water Service	9,545	14,986	29,000	29,000	29,000	29,000	29,000
20-43	Sewer Service	3,594	2,776	6,000	6,000	6,000	6,000	6,000
20-46	Traffic Control Material	(1,318)	10,908	30,000	30,000	30,000	30,000	30,000
20-53	Fire Elevator Inspections	1,379	1,674	3,000	3,000	3,000	3,000	3,000
20-57	Grants	0	0	0	0	57,600	57,600	57,600
20-58	Safety Program	775	1,206	10,000	10,000	10,000	10,000	10,000
20-60	Landscaping	(60,702)	11,614	53,000	53,000	53,000	53,000	53,000
20-61	Contract Services	147,756	229,396	502,180	505,029	522,180	522,180	522,180
20-64	Signage	665	29,806	25,000	25,000	25,000	25,000	25,000
20-71	Repaving Program	(107,453)	12,072	222,500	222,500	250,000	225,000	250,000
20-72	Sidewalks	(56,386)	57,296	95,000	95,000	110,000	110,000	110,000
20-74	Equipment Rental	4,505	6,023	14,100	14,100	14,100	14,100	14,100
20-79	Computer Hardware & Software Maintenance	150	150	1,300	1,300	1,500	1,500	1,500
20-82	Building Maintenance & Repair	178,437	141,709	264,675	270,000	285,700	245,700	245,700
20-92	VDOT Materials Expenses	1,010,122	384,960	0	0	0	0	0
20-93	VDOT Equipment Expense	112,255	53,744	0	0	0	0	0
21-01	Holiday Decorations	705	1,174	1,500	1,500	1,500	1,500	1,500
21-02	Tree Maintenance & Removal	(355)	0	24,000	24,000	24,000	24,000	24,000
21-06	Mowing	82,419	24,385	110,000	110,000	113,200	113,200	113,200
21-13	Minor Furniture/Equipment	16,426	21,792	70,090	70,090	16,700	11,600	11,600
	TOTAL - OPERATIONS & MAINTENANCE	2,267,529	2,132,799	2,805,967	2,897,518	3,002,676	2,928,576	2,953,576
	CAPITAL							
80-01	Office Furniture/Equipment	675	0	0	0	0	0	0
80-03	Vehicle/Equipment	17,131	279,288	74,000	224,500	195,000	195,000	195,000
80-09	Microcomputer/Peripherals	0	5,114	0	0	14,000	0	0
80-11	Capital Equipment	5,897	111,982	169,500	126,500	151,556	139,556	139,556
	TOTAL - CAPITAL	23,703	396,384	243,500	351,000	360,556	334,556	334,556
	TOTAL - PUBLIC WORKS	6,876,323	7,266,169	8,590,102	8,592,549	9,092,562	8,936,540	8,961,540

Public Works

DEPARTMENTAL EXPENDITURES



Administration - $723,838
Engineering - $469,510
Program and Project Management - $329,356
Building Inspection - $485,308
Building Maintenance - $1,273,522
Grounds Maintenance - $952,998
Street Maintenance & Construction - $1,332,077
Refuse/Recycling - $1,616,067
General Services - $1,155,713
Traffic Engineering - $389,404
Right-of-Way Inspections $233,747

Total - $8,961,540

Administration

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Administration (001/0880/441)

Manage other departmental activity centers: engineering, program management, building inspections, street maintenance and construction, refuse/recycling, general services/vehicle and equipment maintenance, building maintenance, grounds maintenance, traffic engineering, right of way inspections, water supply and maintenance and sewer service and maintenance.

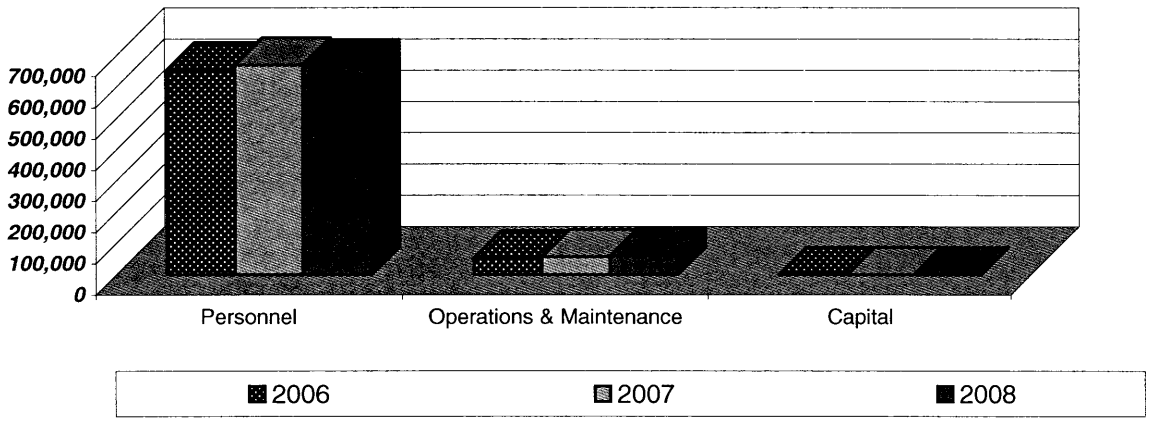
Goals	Objectives	Outcomes
Manage and provide support to all departmental operations.	• Provide timely response to Town Council, Town Manager and citizen inquiries. • Prepare necessary reports and record keeping for waste management and recycling. • Maintain an internal suspense system for resource and retrieval of site plan review status, bond release requests and other critical interdepartmental tasks. • Support the Town's Street Cut Program. • Monitor Virginia Department of Transportation (VDOT) reimbursement and other similar programs. • Administer the Traffic Engineering Improvement Committee (TEIC) to evaluate specific traffic management concerns within the Town. • Prepare and execute the departmental operating budget.	• Initial response is provided within 24 hours of inquiry. • Requirement initiatives set by the Town, such as the "Can It Program", are met 100 percent of the time. • The Town provides well planned, well constructed residential, commercial and institutional developments. • Work is conducted in accordance with approved plans and the provisions of the permit, and work meets the rules and regulations of the Town 100 percent of the time. • VDOT provides reimbursements of expenditures for maintenance of streets, sidewalks, shoulders, vegetation control and storm drainage in the Town's rights-of-way. Accurate records are kept in accordance with requirements so that submission for reimbursement is timely. • The community is safe and easily navigated by vehicle, bicycle or on foot. • Funding requirements are clearly defined and increases are limited to what is required to accommodate growth and cost factors.
Provides design, construction contract procurement and administration for Town projects.	• Provide construction management and professional services support for the FY 2008-2013 Capital Improvement Program (CIP). • Manage professional service consultants to support Town programs and projects.	• High quality community facilities are built and maintained for the benefit of citizens.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Administration (001/0880/441)

Personnel costs reflect authorized expenditures.

FY 2006-2008 Expenditure
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	655,222	670,383	664,988	-0.8%
Operations & Maintenance	52,800	56,790	58,850	3.6%
Capital	0	0	0	0.0%
TOTAL	708,022	727,173	723,838	-0.5%
Full-Time Personnel	7	7	7	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Administration (001/0880/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	507,338	507,338	504,110	Provides for wages and salaries of administration and management staff.	504,110	504,110
10-40	Overtime	4,000	3,000	3,000	Provides for authorized overtime.	3,000	3,000
10-50	Employee Benefits	159,045	159,045	157,878	Provides for authorized benefits.	157,878	157,878
	TOTAL - PERSONNEL SERVICES	670,383	669,383	664,988		664,988	664,988
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	5,000	5,000	5,000	Provides for general office supplies, e.g., pens, pencils, paper, etc.	5,000	5,000
20-03	Telephone & Communication	24,290	26,000	26,000	Provides for local, long distance calls, pagers, and 39 Nextel phones for department. Increase includes four additional Nextel phones.	26,000	26,000
20-04	Postage	3,000	4,000	4,000	Provides for postage for general mailing of contracts, notices of violations, residential information letters, etc. Increase due to higher volume of mailed violation notices.	4,000	4,000
20-05	Office Equipment Maintenance & Repair	2,000	2,000	1,500	Provides for maintenance and/or repair of office equipment, other than computers.	1,500	1,500
20-06	Advertising	2,500	2,500	2,500	Provides for advertising costs of construction contracts.	2,500	2,500
20-08	Printing & Duplication	7,000	7,000	7,000	Provides for printing of designated Town forms, drawings and contract documents.	7,000	7,000
20-09	Travel & Training	4,200	4,200	4,200	Provides for attendance at technical training seminars, professional conferences, American Public Works meetings, AWWA management course and career development seminars.	4,200	4,200
20-11	Professional Dues/Publications	2,200	2,200	2,350	Provides funds for the following: American Society of Civil Engineers $220 American Water Works Association 400 American Public Works Association 450 Engineer News Record 80 Codes & manual updates 1,200 $2,350	2,350	2,350
20-20	Leased Equipment	3,700	3,700	3,700	Provides for lease of a copier.	3,700	3,700
20-27	Uniforms	2,400	2,400	2,600	Provides funds for all administration, project management and engineering staff requiring foul weather gear, safety shoes and other protective clothing.	2,600	2,600
21-01	Holiday Decorations	500	500	0	Transferred to Grounds Maintenance activity center.	0	0

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Administration (001/0880/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
21-13	Minor Office Furniture/Equipment	0	0	2,700	Provides for the following replacement office furniture and equipment:	0	0
					Desk $1,000 Desk chairs (2) 700 Fax machine 1,000 $2,700		
	TOTAL - OPERATIONS & MAINTENANCE	56,790	59,500	61,550		58,850	58,850
	CAPITAL						
80-09	Microcomputer/Peripherals	0	0	2,000	Provides funds for a new projector (not recommended).	0	0
	TOTAL - CAPITAL	0	0	2,000		0	0
	TOTAL - ADMINISTRATION	727,173	728,883	728,538		723,838	723,838

Engineering

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Engineering (001/0881/441)

Manage engineering and environmental programs to provide quality services to the Town residents. Implement Town's Capital Improvement Program (CIP) for infrastructure projects.

Goals	Objectives	Outcomes
Manage Town's Engineering and Environmental Programs.	• Manage civil and environmental engineering projects through all phases, to ensure compliance with state and local standards and sound engineering practices. • Administer and enforce erosion and sediment control program and the environmental and storm water management programs. • Manage trail and sidewalk program. • Manage the bridge inspection program. • Provide engineering support to the sanitary sewer and water programs. • Support right-of-way program. • Respond to citizen's complaints and requests for information related to all civil and environmental engineering projects.	• Site plans, subdivision plans and plats comply with ordinances, regulations and sound engineering practices. • All construction projects are in compliance with plans and specifications. • Construction of various connecting sidewalk segments is completed by due dates. • Bridges and culverts are inspected bi-annually to ensure safety. • The Town's water distribution and sanitary sewer collection facilities are safe and reliable. • Initial response to citizens is made within one working day of first contact.
Implement Town's Capital Improvement Program for Utility and Infrastructure Projects.	• Manage design and construction contracts for on-going and future Capital Improvement Program (CIP) projects. • Administer professional service engineering contracts in support of civil engineering tasks for design of capital improvement projects, surveying and engineering studies. • Complete engineering design and analysis in support of Town's small and medium scale projects. • Manage land acquisition, including easements and right-of-way dedications, for on-going and future CIP projects. • Provide engineering support for planning activities.	• Construction of storm drainage, water main replacement, traffic signal installation and streetscape projects were completed as scheduled. • Design of various streetscape, trail connection, drainage and road improvement, and traffic signal CIP projects are managed per project scope. • Water main replacement projects are designed and constructed to maintain aging infrastructure. • Plats are prepared and easements and rights-of-way are acquired as needed for various CIP projects. • Project cost estimating, surveying and drafting tasks are accurate and timely.
Administer Town's Site Plan Review Program	• Review developer site plan revisions, plats and engineering studies for compliance with Town policies. • Manage Town's street light program.	• Designs for various street light projects are completed in accordance with the CIP. • Review site plans submitted to the Town for approval.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Engineering (001/0881/441)

This indicator reflects actual and projected outcomes on the following objectives: 1) manage design and construction for CIP projects, 2) administer professional service engineering contracts in support of civil engineering tasks for design of CIP, 3) respond to citizen complaints and requests for information, and 4) plan review.

Area	Activity	FY 2006 Actual*	FY 2007 Estimated	FY 2008 Projected
Management/design of construction contracts	CIP Projects/Professional Service contracts managed	21	29	30
Administering professional contracts	Projects completed on time	15	18	25
	Projects completed within budget	14	17	25
Response to complaints and requests for information	Response to citizen complaints	39	75	70
Plan review	Reviewed plans, revisions, plats, engineering studies	64	115	95

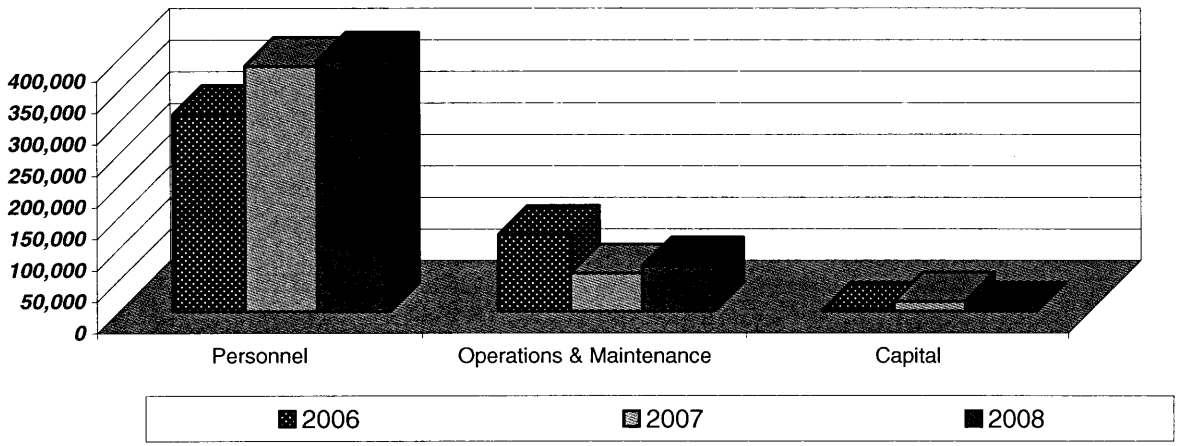
*First 6 months of FY 2006

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Engineering (001/0881/441)

Personnel costs include authorized expenditures.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	313,284	389,380	397,510	2.1%
Operations & Maintenance	122,000	61,000	72,000	18.0%
Capital	0	16,000	0	-100.0%
TOTAL	435,284	466,380	469,510	0.7%
Full-Time Personnel	4	5	5	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Engineering (001/0881/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	297,984	250,000	304,741	Provides for wages and salaries of engineering staff.	304,741	304,741
10-04	Seasonal/Temporary/Intern	3,000	2,000	2,000	Provides for summer intern and temporary/seasonal personnel.	0	0
10-40	Overtime	2,000	2,000	1,000	Provides for authorized overtime.	1,000	1,000
10-50	Employee Benefits	86,396	84,000	91,769	Provides for authorized benefits.	91,769	91,769
	TOTAL - PERSONNEL SERVICES	389,380	338,000	399,510		397,510	397,510
	OPERATIONS & MAINTENANCE						
20-09	Travel & Training	4,500	4,500	4,500	Provides for professional training and seminars: Pond Pack Training $2,000 Professional conferences 1,000 Erosion and sediment control, training and recertification 700 ESI technical training 800 $4,500	4,500	4,500
20-11	Professional Dues/Publications	1,000	1,000	1,000	Provides for miscellaneous professional dues and publications. Updated AWWA and AASHTO standards & publications $350 VDOT standards & publications 200 VDOT supplements for Uniform Traffic Control Devices (3) 25 Local climatological data 50 Environmental publications 75 Public Works/engineering publications/updates 300 $1,000	1,000	1,000
20-15	Professional Services	50,000	60,000	60,000	Provides for consulting services. Development activity requires consultant support to augment staff, evaluate traffic studies, survey tasks, etc.	60,000	60,000
20-19	PC Software	2,500	3,000	4,000	Provides for AutoDesk software subscription. Procurement requires approval of Director of Information Technology.	4,000	4,000
20-23	Drafting Supplies	1,000	1,000	1,000	Provides for drafting and CADD supplies required to support all engineering personnel.	1,000	1,000
20-30	Small Tools & Equipment	500	500	500	Provides for maintenance, repair and replacement tools, survey equipment and a digital camera.	500	500
21-13	Minor Furniture/Equipment	1,500	1,500	1,000	Provides for new plan holder rack.	1,000	1,000
	TOTAL - OPERATIONS & MAINTENANCE	61,000	71,500	72,000		72,000	72,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Engineering (001/0881/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	CAPITAL						
80-03	Vehicles/Equipment	16,000	13,500	0		0	0
	TOTAL - CAPITAL	16,000	13,500	0		0	0
	TOTAL - ENGINEERING	466,380	423,000	471,510		469,510	469,510

http://herndon-va.gov

Program and Project Management

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTOVES
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Program and Project Management (001/0882/441)

Execute assigned projects in Capital Improvement Program and other projects to provide residents with quality, well-planned public facilities and infrastructures. Manage traffic signal system to provide an efficient transportation network.

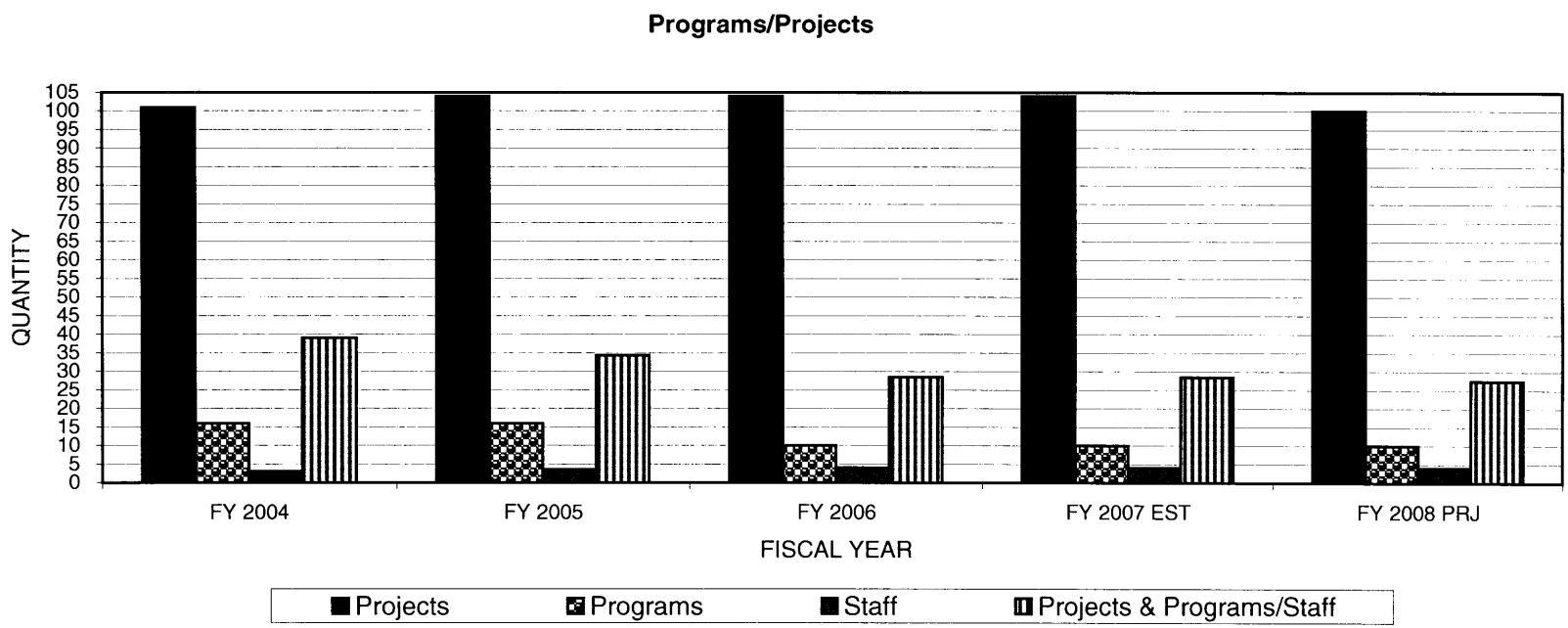
Goals	Objectives	Outcomes
Execute the Town's Capital Improvement Program (CIP) for facilities, parks and recreation, maintenance and other assigned projects.	• Provide planned improvements to facilities infrastructure. • Provide Town enterprise funds with quality and timely improvements to their facilities and infrastructure. • Manage design and construction projects for on-going and future CIP projects. • Manage professional architectural and engineering service contracts in support of study and design efforts for CIP projects. • Manage entire project process from project inception through land acquisition, studies, design, public hearings, construction, close-out and warranty period for all projects. • Complete engineering design and analysis in support of Town's small and medium scale projects.	• Inspect and monitor projects for compliance with plans and specifications. • Design of Town Shop bay expansion project. • Construction of Cemetery improvements project. • Design and possible construction of synthetic turf soccer field. • Complete construction of HMC network operations center project. • Design and possible construction of skateboard facility when site selection is complete. • Design of Haley M. Smith Park service facility. • Completion of other projects as determined by final FY 2008 CIP. • Respond in a timely manner to all citizen inquiries regarding projects.
Manage Town's Capital project development and delivery program to provide timely, high quality delivery of planned projects.	• Strong communication with Planning Commission and Town Council to implement desired capital objectives. • Expand resources for project coordinators. • Improve cost estimating for better project evaluation and CIP planning. • Provide engineering support for the Town's planning activities.	• Train staff in Project Management Standard Operation Procedures. • Train staff in cost estimating procedures. • Develop quarterly communication to Town Council regarding project status. • Perform project cost estimating for all assigned projects and update as required.

Provide program management for the Town's traffic signal system.	• Provide synchronized and well coordinated traffic signal system.
	• Provide technical support for traffic studies and traffic engineering projects.
	• Provide program management for closed loop computerized system.
		• Execute arterial route optimized signal timing project utilizing CMAQ grant.
		• Provide technical guidance to staff in execution of two pedestrian signal enhancement projects.
		  o Elden/Monroe
		  o Van Buren/Worldgate
		• Respond in a timely manner to all citizen inquiries regarding signal operations.
		• Review developer traffic impact studies and signal plans for compliance with Town standards and policies.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Program & Project Management (001/0882/441)

Engineering and technical oversight of the Town's major facilities and infrastructure is performed by staff in the Program and Project Management Activity Center. Programs are on-going work efforts that require monitoring and oversight on a continual basis. Projects are discrete work units with a definable beginning and end. Major programs include the Town's automated traffic signal system and traffic system engineering. Projects are Capital Improvement Program line items and special projects as directed by Council.



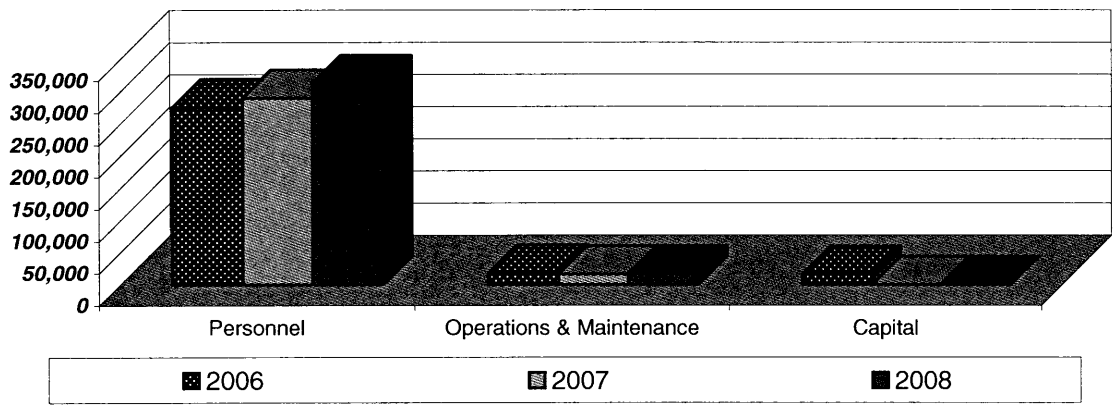
	FY 2004	FY 2005	FY 2006	FY 2007 EST	FY 2008 PRJ
Projects	101	104	104	104	100
Programs	16	16	10	10	10
Staff	3.0	3.5	4.0	4.0	4.0
Projects & Programs/Staff	**39.0**	**34.3**	**28.5**	**28.5**	**27.5**

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Program and Project Management (001/0882/441)

Personnel costs reflect authorized expenditures.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	276,073	290,528	312,956	7.7%
Operations & Maintenance	17,820	16,400	16,400	0.0%
Capital	16,000	0	0	0.0%
TOTAL	309,893	306,928	329,356	7.3%
Full-Time Personnel	4	4	4	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Program and Project Management (001/0882/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	219,472	169,000	234,535	Provides for wages and salaries of activity center staff.	234,535	234,535
10-04	Seasonal/Temporary/Intern	3,500	3,500	3,500	Provides for summer intern and temporary/seasonal personnel.	0	0
10-40	Overtime	4,000	4,000	4,000	Provides for authorized overtime.	4,000	4,000
10-50	Employee Benefits	63,556	62,000	74,421	Provides for authorized benefits.	74,421	74,421
	TOTAL - PERSONNEL SERVICES	290,528	238,500	316,456		312,956	312,956
	OPERATIONS & MAINTENANCE						
20-09	Travel & Training	3,800	3,800	3,800	Provides for training and seminars: Government regulations training, project management and programs training $1,900 Training and professional conferences 1,900 $3,800	3,800	3,800
20-11	Professional Dues/Publications	800	1,200	800	Provides for professional dues and publications. Professional dues $300 Environmental & utility publications 100 Code & manual updates 400 $800	800	800
20-15	Professional Services	10,000	10,000	10,000	Provides for consulting services, studies and testing related to approved programs and projects.	10,000	10,000
20-19	PC Software	1,500	1,500	1,500	Provides for AutoCAD and project management software and upgrades. (Procurement requires approval of Director of Information Technology.)	1,500	1,500
20-30	Small Tools & Equipment	300	300	300	Provides for purchase and replacement of small tools.	300	300
	TOTAL - OPERATIONS & MAINTENANCE	16,400	16,800	16,400		16,400	16,400
	TOTAL - PROGRAM AND PROJECT MANAGEMENT	306,928	255,300	332,856		329,356	329,356

Building Inspections

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Building Inspections (001/0883/441)

Enforce the Virginia Uniform Statewide Building Code, which is applicable to new construction, existing structures and amusement devices. Enforce code provisions pertaining to dwelling unit overcrowding and blight. Programs managed are cross-connection, pretreatment and underground storage tank compliance program.

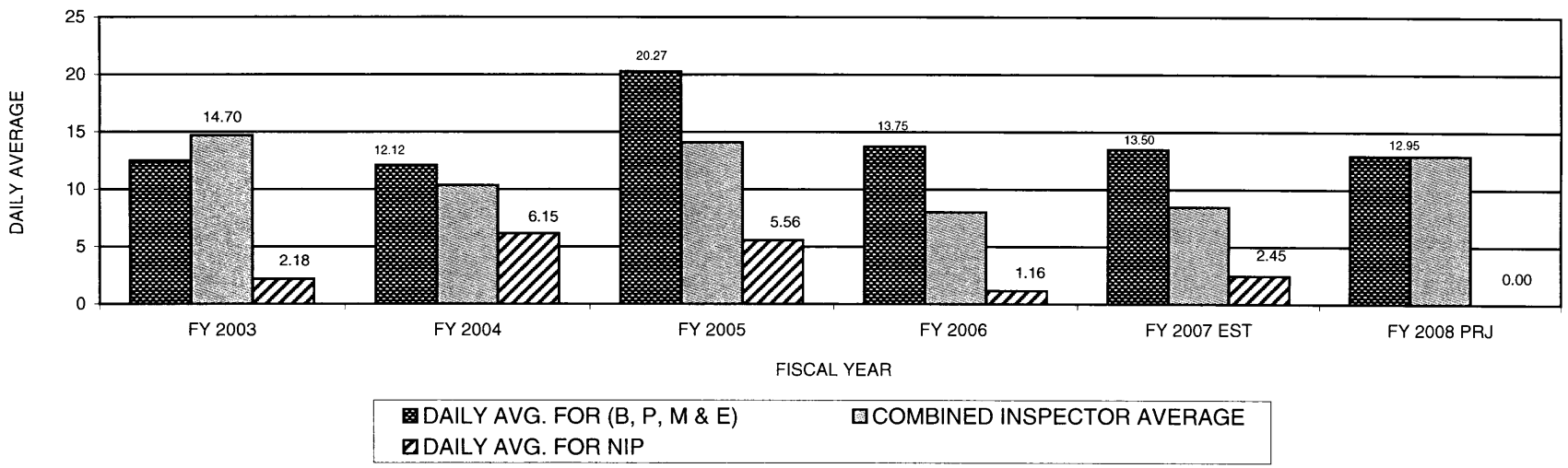
Goals	Objectives	Outcomes
Enforcement	• Review building permit applications, plans and inspect job sites in accordance with the Virginia Uniform Statewide Building Code. • ADA Compliance: Continue to assist and monitor the facility components of the ADA compliance program. • Code Certifications: Continue to achieve and maintain state and national code certifications. • Wastewater Pretreatment Program: Manage program as mandated by the Commonwealth of Virginia and the Environmental Protection Agency (EPA). • Cross Connection Program: Continue to provide building code and technical support for Town projects. • Underground Fuel Storage Tanks: Continue to monitor the Town's underground field storage tanks for compliance with Commonwealth of Virginia and the Environmental Protection Agency (EPA) regulations. • Work collaboratively with the Neighborhood Resource Office to ensure code compliance in all high density residential neighborhoods.	• Herndon is a community of well constructed and well maintained residential, commercial and institutional buildings. • The community is safeguarded by codes that provide safety at home, at school and at work.
Staff Support	• Provide staff support to the Zoning Enforcement Team to assist in code enforcement in overcrowding residential units. • Provides building codes and technical support for Town projects. • Continue to serve as liaison with the Fairfax County Fire and Rescue and Health Department.	• An educated and skilled workforce joins with other Town departments and outside agencies to provide necessary services.
Overcrowding Abatement	• Enforce code provisions related to blight designated areas and overcrowding of existing structures.	• Excessive occupancy in residential neighborhoods is reduced.
Mosquito Control Program	• Provide representation as requested on the Fairfax County Mosquito sub-committee and assist in implementation of any mosquito control program instituted by the Town.	• Herndon maintains a healthy environment for outside enjoyment.
Rental Inspection Program	• Work collaboratively with homeowner associations, landlords and property managers to implement a rental inspection program in designated areas.	• Citizens notice physical improvements in residential neighborhoods.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Building Inspections (001/0883/441)

The indicator below is the average daily inspections per building inspector (excluding the Building Official) for all permits (building plus trades). The Insurance Service Office (ISO) standard for Herndon, established in FY 1997, is 10 inspections per day. The ISO standard recognizes that building inspectors also have other responsibilities, e.g., plan review, property maintenance, cross connections, and allocates inspector time 60% to building and trade (1.2 inspectors) and 40% to other responsibilities (.8 inspectors). In FY 1999 Neighborhood Inspection Program (NIP) surveys/inspections were initiated, in support of the Neighborhood Improvement Program. Intense permit activity in FY 2000 and inspector shortages in FY 2001 frustrated consistency in this effort; however, a dedicated NIP inspector was hired in FY 2004. FY 2005 was the first full year with the dedicated inspector and implementation of the Neighborhood Inspection Program. The Neighborhood Inspector is not included in the averages for new construction inspections. The Neighborhood Inspector is included (0.5) in the combined averages and NIP average.This was modified to include the Neighborhood Inspector as (1) in the combined average and NIP average.

Building Inspector Average



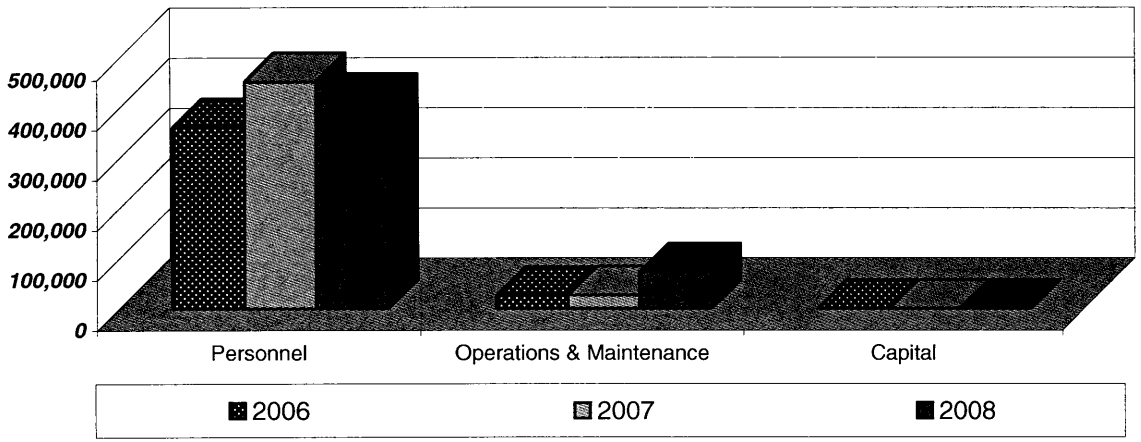
DESCRIPTIONS	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007 EST	FY 2008 PRJ
Buildings (B)	1,262	1,084	1,800	1,326	1,203	1,164
Plumbing (P)	724	715	1,380	886	922	904
Mechanical (M)	325	525	1,329	412	925	870
Electrical (E)	993	876	843	1,005	514	482
Sub-Total	*3,304*	*3,200*	*5,352*	*3,629*	3564	3420
Neighborhood Improvement Program (NIP)	576	676	1,468	256	539	0
TOTAL	3,880	3,876	6,820	3,885	4,103	3,420
DAILY AVG. FOR (B, P, M & E)	**12.52**	**12.12**	**20.27**	**13.75**	**13.50**	**12.95**
COMBINED DAILY AVG.	**14.70**	**10.36**	**14.09**	**8.03**	**8.48**	**12.95**
DAILY AVG. FOR NIP	**2.18**	**6.15**	**5.56**	**1.16**	**2.45**	**0.00**

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Building Inspections (001/0883/441)

Personnel costs reflect authorized expenditures. Decrease reflects the Neighborhood Building Inspector position temporarily transferred to Community Development, Community Inspections to support overcrowding efforts. Increase in O&M reflects transfer of the Virginia Fire Funds Program grant from Town Clerk, community organization grants.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	362,669	453,892	412,128	-9.2%
Operations & Maintenance	25,655	27,175	73,180	169.3%
Capital	0	0	0	0.0%
TOTAL	388,324	481,067	485,308	0.9%
Full-Time Personnel	6	6	5	-16.7%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Building Inspections (001/0883/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	334,292	285,000	304,726	Provides for wages and salaries of Building Inspections staff. Decrease reflects one position temporarily transferred to Community Inspections.	304,726	304,726
10-40	Overtime	300	500	800	Provides for authorized overtime of fire call outs, reimbursable after hour inspections, etc.	800	800
10-50	Employee Benefits	119,300	117,000	106,602	Provides for authorized benefits.	106,602	106,602
	TOTAL - PERSONNEL SERVICES	453,892	402,500	412,128		412,128	412,128
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	2,500	2,607	2,500	Provides for supplies to support Building Inspections functions.	2,500	2,500
20-08	Printing & Duplication	1,000	1,000	2,405	Provides for printing of necessary Town public awareness information and business cards. Increase reflects additional outreach efforts.	2,405	2,405
20-09	Travel & Training	4,000	4,000	4,000	Provides for selected trade training, certification, and professional seminars. Virginia Building and Code Officials Association (VBCOA) annual meeting and conference $340 VBCOA mid-year meeting 40 Virginia Plumbing and Mechanical (VPMIA) annual school and conference 400 Virginia Fire Protection Association (VFPA) annual school 400 VBCOA regional meeting 100 VPMIA mid-year meeting 40 Building Officials and Code Administrator (BOCA) certification 1,680 BOCA and State seminar 1,000 $4,000	4,000	4,000
20-11	Professional Dues/Publications	3,425	3,479	3,425	Provides for required professional dues and publications to support certifications. Provides for code books and standards necessary for building and code enforcement. VBCOA $175 VPMIA 60 International Association of Electrical Inspectors (IAEI) 60 Virginia Cross Connection Association (VCCA) 20 BOCA code and text books 3,000 State code books 110 $3,425	3,425	3,425

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Building Inspections (001/0883/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-15	Professional Services	8,000	8,000	0	Decrease reflects scheduled cross connections inspections completed during FY 2007.	0	0
20-24	Gas & Oil	1,500	1,500	1,500	Provides for gas and oil for activity center vehicles.	1,500	1,500
20-27	Uniforms	1,000	1,000	1,000	Provides for safety shoes, foul weather gear and other safety clothing.	1,000	1,000
20-28	Automobile Maintenance & Repair	1,250	1,250	1,250	Provides for repair and maintenance of vehicles.	1,250	1,250
20-53	Fire/Elevator Inspections	3,000	3,000	3,000	Provides for outside support of elevator inspections as required.	3,000	3,000
20-57	Grants	0	0	52,600	Provides funds for Fire Fund Program grant (transferred from Office of the Town Clerk).	52,600	52,600
20-61	Contract Services	1,000	3,849	1,000	Provides for Fairfax County charges for pretreatment program support.	1,000	1,000
20-79	Computer Hardware & Software Maintenance	500	300	500	Provides for maintenance contracts on building code and cross connection software.	500	500
	TOTAL - OPERATIONS & MAINTENANCE	27,175	29,985	73,180		73,180	73,180
	TOTAL - BUILDING INSPECTIONS	481,067	432,485	485,308		485,308	485,308

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Building Maintenance

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Building Maintenance (001/0884/441)

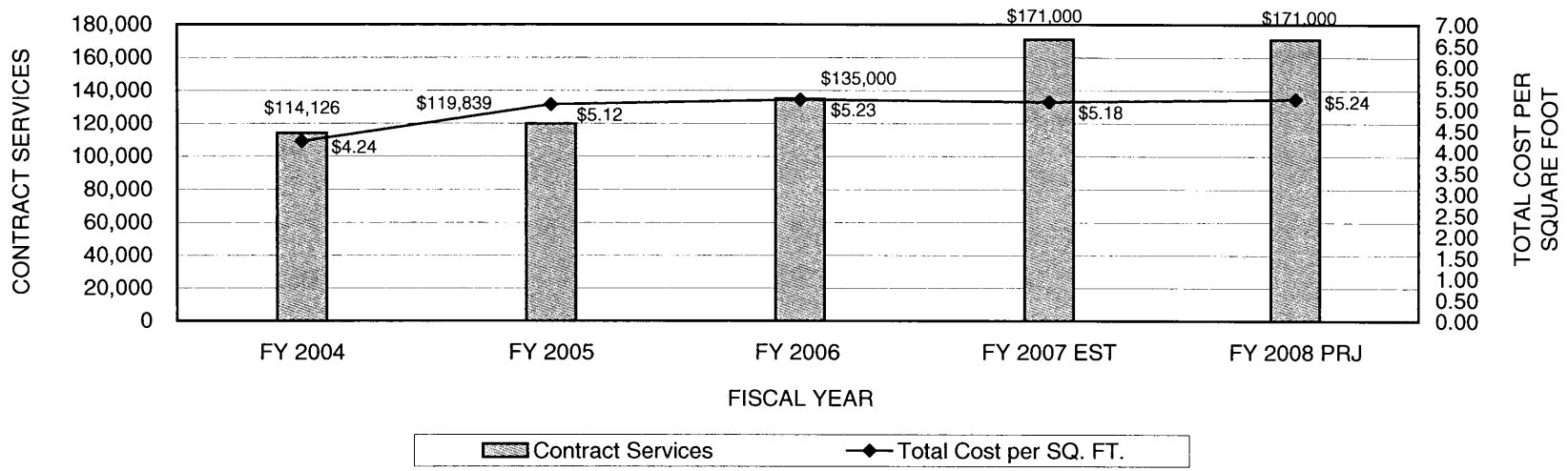
The Building Maintenance Activity Center is responsible for the maintenance and repair of all Town buildings and rental properties. Custodial support is provided for the Town Hall. Herndon Municipal Center, Police Department, Council Chambers, Neighborhood Resource Center (NRC) and various special meetings and events throughout the Town.

Goals	Objectives	Outcomes
Manage in-house and contracted custodial support for all Town buildings.	• Keep all buildings clean and well maintained. • Make optimum use of the Town's custodial force.	• Complaints that buildings are not well maintained decreases by 10 percent as measured by work order requests received.
Keep all Town facilities operating in a safe and highly efficient manner.	• Perform preventive maintenance to prevent breakdowns. • Monitor all utility costs.	• Preventative maintenance is performed as scheduled 90 percent of the time.
Monitor all Town owned buildings to ensure all building, mechanical, electrical and plumbing systems operate properly.	• Conduct daily and weekly inspections on equipment.	• A safe, pleasing and healthful physical environment is provided for Town residents and employees.
Complete maintenance and repair programs funded in the budget and the Capital Improvements Program.	• Work with Town departments to make sure their projects and needs are completed. • Write specifications and obtain written quotes to get projects completed in a timely manner.	• Maintenance and repair projects are completed as scheduled 90 percent of the time.
Write specifications and solicit written quotes for maintenance and repair of buildings and facilities.	• Assist with writing contracts for building maintenance support. • Make calls and have meetings with contractors and vendors.	• Quality work at reasonable cost is provided 100 percent of the time.
Provide support for special events and emergency operations.	• Participate in snow removal. • Support special Town functions such as the Herndon Festival. • Provide support for hazardous working conditions.	• 95 percent of Town citizens rate satisfaction with these events as satisfied or very satisfied.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Building Maintenance (001/0884/441)

The Building Maintenance Activity Center is responsible for many general and specialized property maintenance services, repairs, and cleaning. The staff also performs a wide variety of support tasks for many Town activities and events, including electrical and other support for the Herndon Festival, the Thursday Night Summer Concert Series, Labor Day Jazz Festival and other special events and ceremonies throughout the year. Tasks requiring specialized technical expertise are contracted to the private sector; included are pest control, elevator maintenance, fire and intrusion alarm monitoring, and HVAC (heating, ventilating and air conditioning) repairs and maintenance. Custodial services for some public buildings have been contracted, enabling Town staff to concentrate on supporting special events and other high profile tasks.



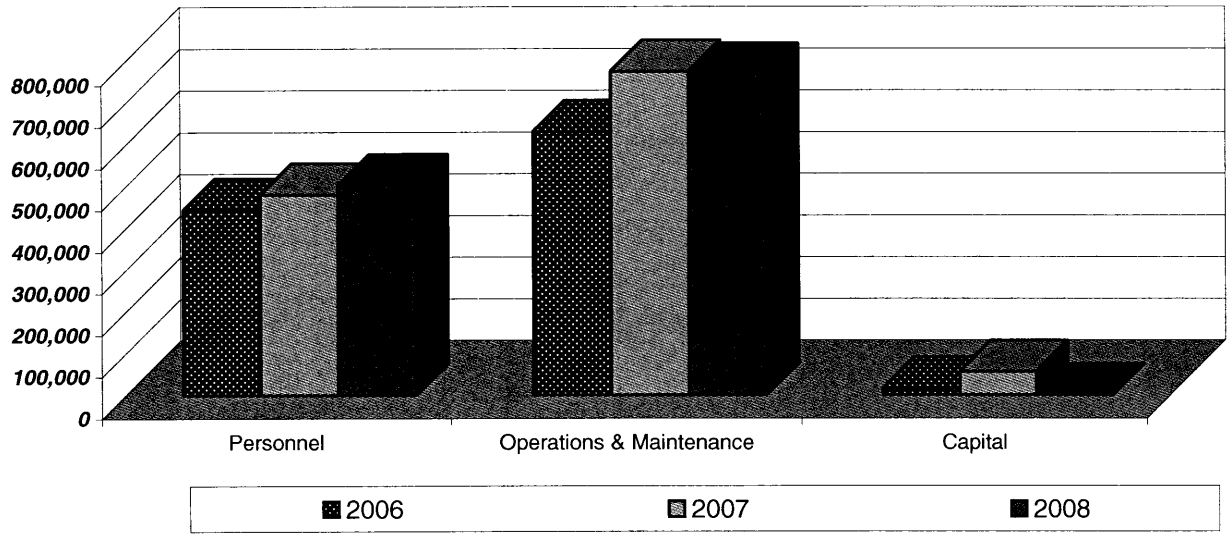
	FY 2004	FY 2005	FY 2006	FY 2007 EST	FY 2008 PRJ
Direct					
Personnel	327,821	354,167	394,054	481,948	504,452
O&M (Includes contract services)	449,414	583,699	877,891	777,175	769,070
TOTAL	777,235	937,866	1,271,945	1,259,123	1,273,522
Contract Services	**114,126**	**119,839**	**135,000**	**171,000**	**171,000**
SQ. FT. Maintained	183,258	183,258	243,258	243,258	243,258
Total Cost per SQ. FT.	**$4.24**	**$5.12**	**$5.23**	**$5.18**	**$5.24**

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Building Maintenance (001/0884/441)

Personnel costs reflect authorized expenditures. O&M costs include HVAC repairs, funds for maintenance and repair of all Town facilities, and contract custodial services.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	445,987	481,948	504,452	4.7%
Operations & Maintenance	632,880	777,175	769,070	-1.0%
Capital	16,000	56,000	0	-100.0%
TOTAL	1,094,867	1,315,123	1,273,522	-3.2%
Full-Time Personnel	8	8	8	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Building Maintenance (001/0884/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	333,776	333,776	349,776	Provides for wages and salaries of activity center staff.	349,776	349,776
10-40	Overtime	25,000	25,000	25,000	Provides for authorized overtime.	25,000	25,000
10-50	Employee Benefits	123,172	123,172	129,676	Provides for authorized benefits.	129,676	129,676
	TOTAL - PERSONNEL SERVICES	481,948	481,948	504,452		504,452	504,452
	OPERATIONS & MAINTENANCE						
20-09	Travel & Training	10,000	10,000	10,000	Provides for the following. Request / Recomm Poolpac certification $2,500 / $2,500 HVAC maintenance and repair 2,500 / 2,500 Electrical 2,000 / 2,000 Administration 1,000 / 1,000 Janitorial 2,000 / 2,000 $10,000 / $10,000	10,000	10,000
20-19	PC Software	0	0	4,000	Provides for building maintenance software (not recommended).	0	0
20-27	Uniforms	4,500	4,500	4,870	Provides for safety shoes and uniforms.	4,870	4,870
20-30	Small Tools & Equipment	3,000	3,000	3,000	Provides for purchase of tools and equipment used to maintain and repair Town facilities.	3,000	3,000
20-31	Electricity	250,000	250,000	260,000	Provides for electricity for all Town facilities except the Community Center, Neighborhood Resource Center, and Golf Course. Increase reflects actual expenditures.	260,000	260,000
20-39	Cleaning Materials & Supplies	6,000	6,000	6,000	Provides for cleaning materials for the Town's custodial crew.	6,000	6,000
20-40	Heating Fuel	30,000	30,000	30,000	Provides for heating fuel for 1481 Sterling Road, Town Shop, Town Hall and Depot.	30,000	30,000
20-41	Materials & Supplies	24,000	24,000	24,000	Provides funds to purchase materials to be used for repairs and maintenance of Town facilities.	24,000	24,000
20-42	Water Service	10,000	10,000	10,000	Provides for water service to public buildings.	10,000	10,000
20-43	Sewer Service	6,000	6,000	6,000	Provides for sewer service to public buildings.	6,000	6,000
20-61	Contract Services	171,000	171,000	171,000	Provides for preventive maintenance contract services and custodial service for Town buildings to include HVAC systems, pest control, alarm monitoring, fire equipment, elevators, etc., and custodial services for leased space at 397 Herndon Parkway.	171,000	171,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Building Maintenance (001/0884/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-82	Building Maintenance & Repair	261,675	267,000	282,700	Provides funds for maintenance and repair of all Town facilities.	242,700	242,700

	Request	Recomm
HVAC Repairs	$60,000	$50,000
General Repairs		
Plumbing	20,000	18,000
Electrical	15,000	14,000
Carpentry	15,000	14,000
Misc. painting	15,000	14,000
Misc. general repairs to buildings	20,000	15,000
Community Center		
Refinish wood floor	10,000	10,000
Replace door jam/paint exit doors	6,500	6,500
Replace lamps and ballast various areas	1,500	1,500
Shampoo carpets various areas	5,000	5,000
Aquatic Center		
Replace shower heads and stems	1,500	1,500
Grout tiles in spa, deck, locker rooms	3,500	3,500
Strip, paint interior doors chemical rooms	1,500	1,500
Clean, paint lamp fixtures over pool	1,500	1,500
Herndon Municipal Center		
Paint interior walls in various places	10,000	10,000
Replace damaged carpet various areas	5,000	5,000
Clean exterior windows	4,000	4,000
Neighborhood Resource Center		
Paint interior halls and offices	15,000	10,000
Replace damaged carpet in offices	5,000	5,000
Council Chambers		
Repair drywall ceilings lobby area	1,200	1,200
Replace damaged carpets in court room	20,000	20,000
397 Herndon Parkway (leased space)		
Required maintenance/repair and painting	25,000	25,000
1481 Sterling Road		
Recoat upper roof	4,000	4,000
Town Depot		
Replace magnetic locks	2,500	2,500
Maintenance Facility		
Electronic locks	15,000	0
	$282,700	$242,700

21-01	Holiday Decorations	1,000	1,000	1,500	Provides for holiday decorations at HMC and Town Hall.	1,500	1,500
	TOTAL - OPERATIONS & MAINTENANCE	777,175	782,500	813,070		769,070	769,070
	CAPITAL						
80-03	Vehicle/Equipment	30,000	30,000	0		0	0
80-11	Capital Equipment	26,000	26,000	0		0	0
	TOTAL - CAPITAL	56,000	56,000	0		0	0
	TOTAL - BUILDING MAINTENANCE	1,315,123	1,320,448	1,317,522		1,273,522	1,273,522

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Grounds Maintenance

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Grounds Maintenance (001/0885/441)

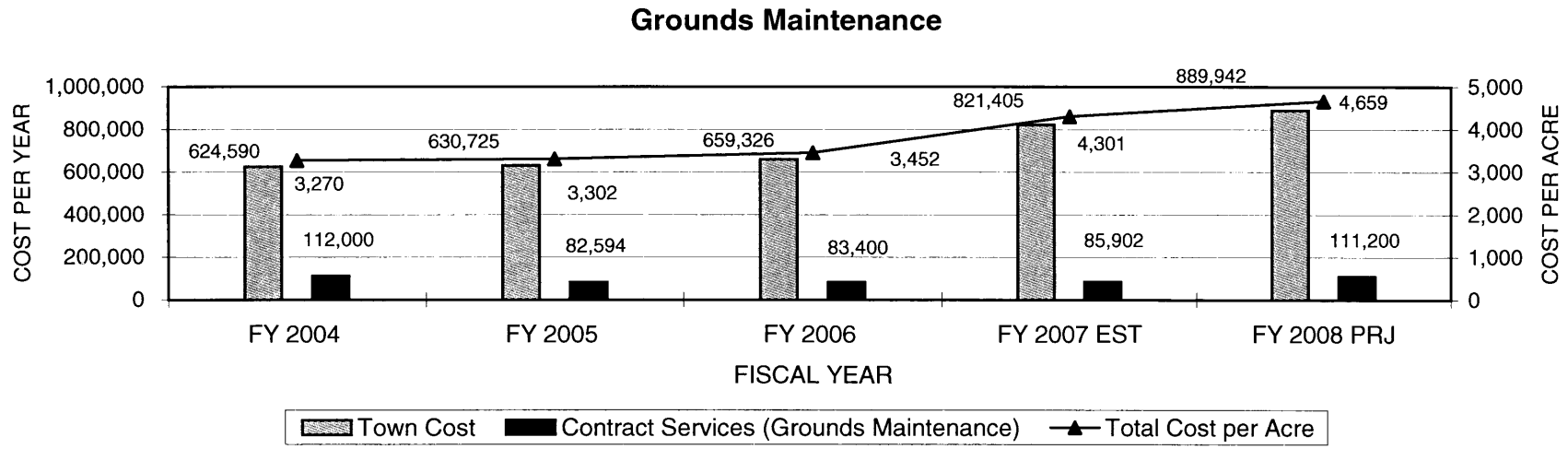
The Grounds Maintenance activity center is responsible for the maintenance of grounds surrounding all Town-owned facilities, Town parks, Fairfax County-owned school athletic fields and rights-of-way within the corporate limits of the Town. Approximately 190 acres are maintained on a regular basis by Town forces and service contractors. This section is constantly striving to meet the public's needs as required to include supporting the many special Town events and projects, snow removal, leaf collection and other operations as required. This section improves the Town's physical appearance by providing a safe, pleasing, and healthful environment, as well as high quality recreational fields.

Goals	Objectives	Outcomes
Improve the Town's physical appearance. Provide high quality athletic fields.	• Conduct contract mowing and landscaping in rights-of-way, athletic fields and entryways.	• Mowing contracts are managed to meet or exceed requirements. • Contractors work is inspected for quality and compliance.
Provide high quality athletic playing fields and recreational opportunities.	• Provide turf maintenance and landscape construction for all Town properties, parks, playing fields, right-of-way, easements, Town entranceways and open spaces. • Perform flower planting. • Perform litter collection program. • Provide ball field renovations and skinned infield maintenance.	• Fields are kept in first-rate playing condition through daily maintenance and upkeep.
Help restore the natural beauty of the land.	• Maintain a vegetation control program throughout the Town.	• Unwanted vegetation is eliminated. • An integrated Pest Management program, to include mosquito control program, is implemented.
Provide and maintain safe playground equipment.	• Monitor and inspect all playground athletic field equipment.	• Playground equipment is inspected on a weekly basis and damaged equipment is repaired.
Provide high quality athletic fields. Improve the physical appearance of the playing fields.	• Monitor and maintain existing automatic irrigation systems.	• Irrigation systems at Bready Park, Haley Smith Park, Herndon Middle School, Herndon Municipal Center and Herndon Police Department are maintained per specifications.
Preservation of the natural environment in the Town.	• Provide support for special and seasonal events and to other departments including: o Christmas tree recycling. o Cemetery grounds maintenance. o Streets for snow removal, leaf collection and emergency services. o Community Forester on proposed landscape projects.	• Support is provided for seasonal events and to other departments as required.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Grounds Maintenance (001/0885/441)

Contracted maintenance supports Town forces to provide greater attention to heavily used and highly visible recreation and public areas. The grounds section is responsible for maintenance of all public grounds, parks, athletic fields, greens, and rights-of-way. Significant grounds labor supports recurring Town events in addition to grounds maintenance responsibilities. Contract services are being used to perform routine grounds maintenance, such as, mowing.



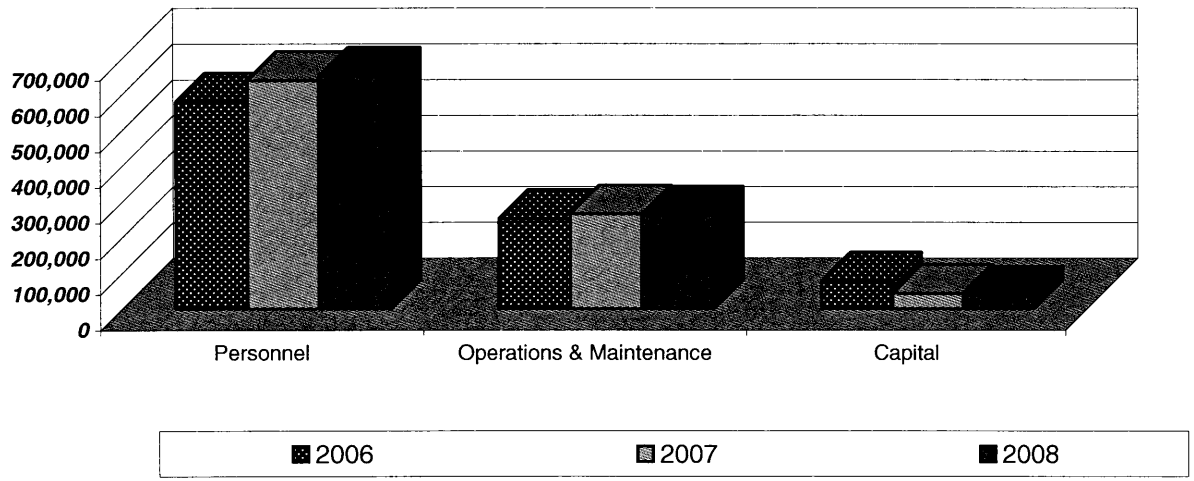
	FY 2004	FY 2005	FY 2006	FY 2007 EST	FY 2008 PRJ
Personnel	435,920	437,366	471,966	640,181	651,682
Event support	26,105	22,051	28,050	24,645	25,000
Personnel (excluding event support)	409,815	415,315	443,916	555,355	626,682
O&M (Includes Contract Services)	214,775	215,410	215,410	266,050	263,260
Total Grounds Maintenance	**624,590**	**630,725**	**659,326**	**821,405**	**889,942**
Contract Services (Grounds Maintenance)	**112,000**	**82,594**	**83,400**	**85,902**	**111,200**
Acreage maintained by contract	81	81	81	81	81
Cost per Contract Acre	1,276	1,020	1,030	1,061	1,061
TOTAL ACREAGE	191	191	191	191	191
Total Cost per Acre	**3,270**	**3,302**	**3,452**	**4,301**	**4,659**

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Grounds Maintenance (001/0885/441)

Personnel costs reflect authorized expenditures. O&M cost includes mowing contracts for rights-of-way, parks and athletic fields; and resodding the athletic field at Bready Park. Capital expenditures provide for replacement of a sports infield groomer and to purchase a convertible tree spade attachment.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	580,477	640,181	651,682	1.8%
Operations & Maintenance	253,110	266,050	263,260	-1.0%
Capital	78,000	43,000	38,056	-11.5%
TOTAL	911,587	949,231	952,998	0.4%
Full-Time Personnel	10	11	11	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Grounds Maintenance (001/0885/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	407,203	350,000	415,522	Provides for wages and salaries of grounds maintenance staff.	415,522	415,522
10-04	Seasonal/Temporary/Intern	10,000	10,000	10,000	Provides for wages of temporary/seasonal staff.	10,000	10,000
10-40	Overtime	48,000	48,000	48,000	Provides for authorized overtime.	48,000	48,000
10-50	Employee Benefits	174,978	172,000	178,160	Provides for authorized benefits.	178,160	178,160
	TOTAL - PERSONNEL SERVICES	640,181	580,000	651,682		651,682	651,682
	OPERATIONS & MAINTENANCE						
20-09	Travel & Training	2,000	2,000	2,000	Provides for travel, training and certifications to include pesticide certifications, playground safety (in support of Parks and Recreation accreditation) and ballfield maintenance, recertifications and additional turf and mosquito certifications.	2,000	2,000
20-27	Uniforms	6,520	6,520	7,280	Provides for uniforms and safety shoes for crew members. Increase due to additional personal protective equipment and jacket rental.	7,280	7,280
20-30	Small Tools & Equipment	2,000	2,000	2,000	Provides for the purchase of hand tools and small equipment.	2,000	2,000
20-41	Materials & Supplies	30,000	30,000	30,000	Provides funds to purchase grass seed, fertilizer, chemicals, sod and other materials necessary to maintain Town lawns, entrance ways, athletic fields, and upgrade of public grounds.	30,000	30,000
20-42	Water Service	19,000	19,000	19,000	Provides for irrigation of publicly maintained sites, including Bready Park, Herndon Middle School, and Haley M. Smith Park.	19,000	19,000
20-60	Landscaping	28,000	28,000	28,000	Provides for seasonal flower planting.	28,000	28,000
20-61	Contract Services	57,180	57,180	57,180	Provides for maintenance and repair of irrigation systems, debris disposal, lime treatment, and fertilization of athletic fields.	57,180	57,180
					Request / Recomm Irrigation repairs, shut downs and start ups: $6,000 / $6,000 Sweeping of park parking lots: 1,680 / 1,680 Debris disposal: 2,000 / 2,000 Contract labor: 5,000 / 5,000 Leaf and Christmas tree recycling: 7,500 / 7,500 Chemical application by contract: 5,000 / 5,000 Resod athletic field program: 15,000 / 15,000 Snow removal around public buildings: 5,000 / 5,000 Mulching on Herndon Parkway: 10,000 / 10,000 $57,180 / $57,180		
20-82	Building Maintenance & Repair	3,000	3,000	3,000	Provides funds for minor repairs to tennis court, basketball court, and dugouts.	3,000	3,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Grounds Maintenance (001/0885/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
21-06	Mowing	110,000	110,000	113,200	Provides for contract mowing of rights-of-way, parks, athletic fields, well lots, and police department. Increase due to ongoing project at Runnymede.	113,200	113,200
21-13	Minor Furniture/Equipment	8,350	8,350	1,600	Provides funds for the following: Request / Recomm Weed eaters (2) $800 / $800 Backpack blower 400 / 400 Hedge trimmer 400 / 400 $1,600 / $1,600	1,600	1,600
	TOTAL - OPERATIONS & MAINTENANCE	266,050	266,050	263,260		263,260	263,260
	CAPITAL						
80-11	Capital Equipment	43,000	0	38,056	Provides for the following: Request / Recomm Toro Sand Pro $26,056 / $26,056 Tree Spade 12,000 / 12,000 $38,056 / $38,056	38,056	38,056
	TOTAL - CAPITAL	43,000	0	38,056		38,056	38,056
	TOTAL - GROUNDS MAINTENANCE	949,231	846,050	952,998		952,998	952,998

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Street Maintenance

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Streets Maintenance & Construction (001/0886/441)

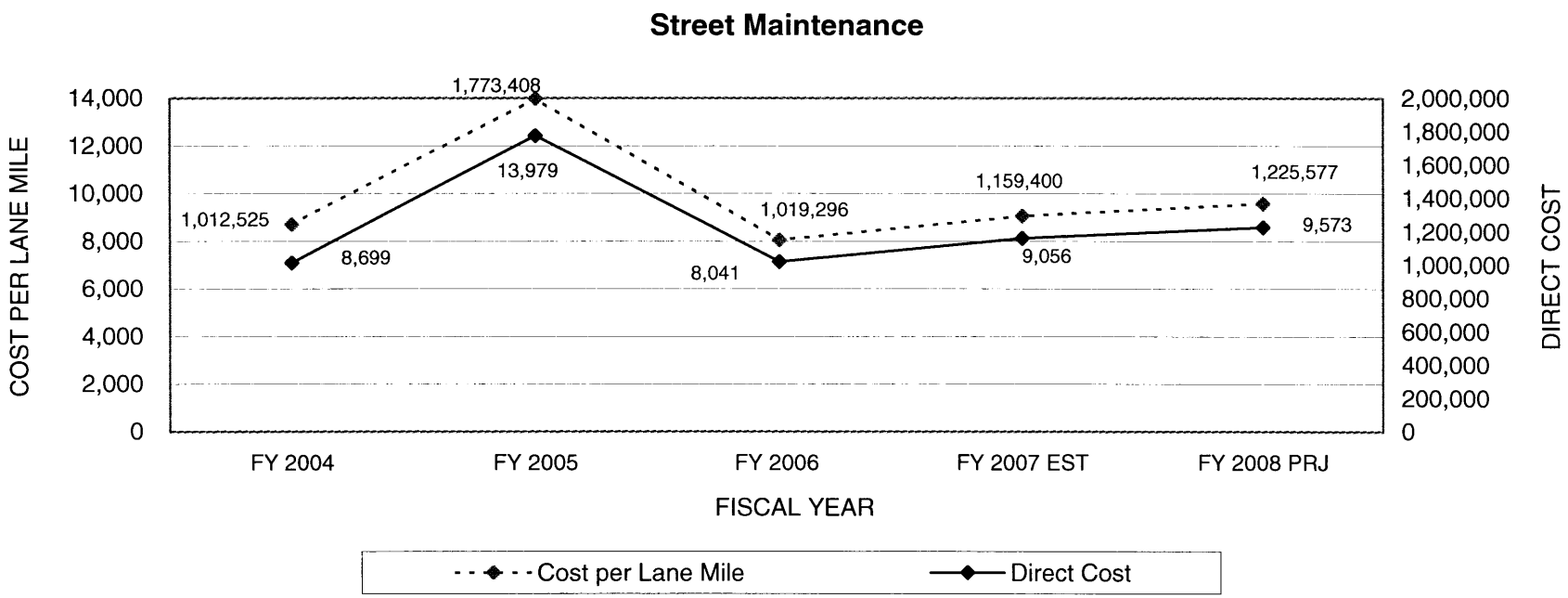
The Street Maintenance and Construction Activity Center is responsible for the maintenance and repair of approximately 127 lane miles of the road system within the Town. Work is completed in accordance with the Virginia Department of Transportation and Town of Herndon standards with maximum emphasis on providing the safest possible transportation system. A large portion of the work is required maintenance for which the Commonwealth of Virginia reimburses the Town. A variety of tasks from routine, recurring maintenance to major construction projects are completed. Town special programs and projects are frequently supported. Improved maintenance for the storm water drainage systems with in the Town is provided.

Goals	Objectives	Outcomes
Provide a high quality transportation system.	• Provide street and construction maintenance on all roadways in the Town boundaries. • Maintain and replace sidewalk, curb and gutter throughout the Town. • Repaving and asphalt repair program of Town roadways.	• Safe and well maintained roadways. • Maintenance and replacement of sidewalk, curb and gutter is accomplished. • Maintenance and replacement of asphalt pavement throughout the Town is completed as scheduled and budgeted.
Provide a high quality storm drainage service to the Town.	• Provide maintenance to storm drainage systems, ditches, catch basins and culverts.	• Storm drainage systems are repaired, maintained, or replaced as required. • Ditches, catch basins and culverts are clean and free of debris.
Improve the Town's physical appearance.	• Provide roadway sweeping monthly throughout the Town's roadways. • Provide leaf collection throughout the Town during the collection season.	• The sweeping contract is monitored and inspected monthly. • Leaves that have been put out in the right-of-way are collected. • The leaf collection schedule that is in the Town calendar is adhered to.
Safe and high quality recreational opportunities are available to Town residents and corporate citizens.	• Provide support for special events that are held through out the year.	• Special events like the Herndon Festival, Friday Night Live and others run smoothly.
Roadways and right-of-ways are safe to travel on.	• Provide snow removal and other emergency responses during inclement weather.	• 95 percent of citizens rate snow removal as satisfactory or very satisfactory on a citizens' opinion survey.
Safe neighborhoods, public walkways and intersections.	• Work with Dominion Virginia Power to keep all publicly controlled streetlights operational.	• Publicly controlled street lights are fully operational.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Street Maintenance (001/0886/441)

The chart below shows the direct costs for maintenance work performed on streets in the Town, and cost per lane mile for the 128 lane miles of roadway in the Town.



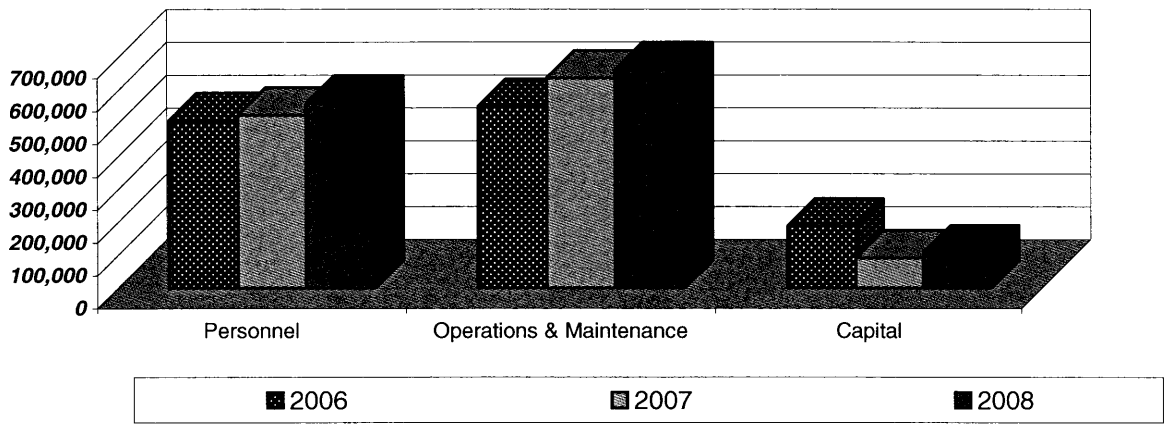
Direct	FY 2004	FY 2005	FY 2006	FY 2007 EST	FY 2008 PRJ
Personnel	535,369	599,324	531,133	521,000	562,117
O&M	477,156	1,174,084	488,163	638,400	663,460
TOTAL	**1,012,525**	**1,773,408**	**1,019,296**	**1,159,400**	**1,225,577**
Cost per Lane Mile	**8,699**	**13,979**	**8,041**	**9,056**	**9,573**
Miles (Arterial)	29.91	29.91	29.91	29.91	29.91
Miles (Collector/Local)	96.85	96.95	96.85	98.11	98.11

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Street Maintenance & Construction (001/0886/441)

Personnel costs include a new Assistant Crew Supervisor position effective January 1, 2008. O&M provides for asphalt paving contract and replacement of curb, gutter and sidewalks throughout the Town. Capital funds provide for replacement of a one ton pick-up truck, a skid steer loader and other street maintenance equipment.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	510,129	526,623	562,117	6.7%
Operations & Maintenance	551,770	638,400	663,460	3.9%
Capital	188,000	91,500	106,500	16.4%
TOTAL	1,249,899	1,256,523	1,332,077	6.0%
Full-Time Personnel	9	9	10	11.1%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Street Maintenance & Construction (001/0886/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	344,972	340,000	400,132	Provides for wages and salaries of activity center staff. Increase reflects new position effective January 1, 2008.	382,632	382,632
10-04	Seasonal/Temporary/Intern	5,000	5,000	10,000	Provides for temporary/seasonal laborers.	2,000	2,000
10-40	Overtime	30,000	30,000	30,000	Provides for authorized overtime.	30,000	30,000
10-50	Employee Benefits	146,651	146,000	151,937	Provides for authorized benefits.	147,485	147,485
	TOTAL - PERSONNEL SERVICES	526,623	521,000	592,069		562,117	562,117
	OPERATIONS & MAINTENANCE						
20-09	Travel & Training	2,000	2,000	2,000	Provides for travel, technical training and certifications provided by VDOT and equipment suppliers. Asphalt certification $700 Storm water management (E&S) 500 Concrete certification 700 Computer training 100 $2,000	2,000	2,000
20-27	Uniforms	5,500	5,500	5,960	Provides for uniforms, jackets and safety shoes for crew members.	5,960	5,960
20-30	Small Tools & Equipment	2,000	2,000	2,000	Provides for the purchase of hand tools and small equipment.	2,000	2,000
20-34	Chemicals	45,000	45,000	45,000	Provides funds to purchase salt, calcium chloride and other de-icing agents used on roads and sidewalks.	45,000	45,000
20-35	Street Materials	65,000	65,000	65,000	Provides funds to purchase asphalt, gravel, geo-textile fabric and pipe for street, roadway and storm water system requirements, plus mosquito control supplies.	65,000	65,000
20-37	Street Light Operations & Maintenance	8,500	8,500	8,500	Provides for maintenance of Town-owned street lights including additional lighting for downtown parking facilities.	8,500	8,500
20-60	Landscaping	25,000	25,000	25,000	Provides for replacement and new installation of trees, shrubbery and flower beds. Provides materials for soil preparation and mulch for the Town's rights-of-way.	25,000	25,000
20-61	Contract Services	113,000	113,000	113,000	Provides for disposal of debris and leaves, street sweeping, and hired contract labor. Street sweeping contract $84,000 Leaf disposal 10,000 Disposal of debris from various jobs 11,000 Contract laborers 8,000 $113,000	113,000	113,000
20-71	Repaving Program	222,500	222,500	250,000	Provides for asphalt paving contract which includes milling of streets and general repaving. Increase due to contract price.	225,000	250,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Street Maintenance & Construction (001/0886/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-72	Concrete Replacement & Repair	95,000	95,000	110,000	Provides for replacement of curb and gutter and replacement of sidewalks town-wide. Increase due to contract price.	110,000	110,000
20-74	Equipment Rental	13,000	13,000	13,000	Provides for rental of specialized equipment for project execution.	13,000	13,000
21-02	Tree Maintenance & Removal	24,000	24,000	24,000	Provides for tree maintenance, hazardous tree evaluation, and tree removal.	24,000	24,000
21-13	Minor Office Furniture/Equipment	17,900	17,900	0		0	0
	TOTAL - OPERATIONS & MAINTENANCE	638,400	638,400	663,460		638,460	663,460
	CAPITAL						
80-03	Vehicle/Equipment	28,000	28,000	45,000	Provides funds for the following: Request / Recomm Replace vehicle #894, 1994 3/4 ton pickup truck with 82,000 miles, with 4x4 one ton truck with dump bed, snow plow and radio: $45,000 / $45,000	45,000	45,000
80-11	Equipment	63,500	63,500	61,500	Provides funds for the following: Request / Recomm Replace vehicle #943 skid steer loader with a compact track skid steer loader: $45,000 / $45,000 Light tower: 8,000 / 8,000 Snow pushers (3): 8,500 / 8,500 $61,500 / $61,500	61,500	61,500
	TOTAL - CAPITAL	91,500	91,500	106,500		106,500	106,500
	TOTAL - STREET MAINTENANCE & CONSTRUCTION	1,256,523	1,250,900	1,362,029		1,307,077	1,332,077

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Refuse/Recycling

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works

ACTIVITY CENTER: Refuse/Recycling (001/0889/441)

The Refuse/Recycling Activity Center collects refuse from residential customers, including those residing in condominiums and those businesses that produce no more than sixty gallons of refuse per week and request Town service. Collects yard waste and brush weekly; collects and transports ferrous metal/white goods, such as stoves, refrigerators and washing machines for recycling; and collect furniture such as couches, chairs, tables and carpet. Continues centralized recycling collection effort for aluminum and metal cans, newspapers, glass, plastics, and cardboard. Recycles Christmas trees and telephone books during appropriate seasons. Distributes notices to residents concerning special pick-ups, recycling, and yard waste. Collects roadside trash and litter daily. Operates roll-off ten-yard container rental program by delivering and picking up containers used by residents, homeowner associations and community organizations and disposing of waste materials. Continues the "Can-It" program for residential refuse collection.

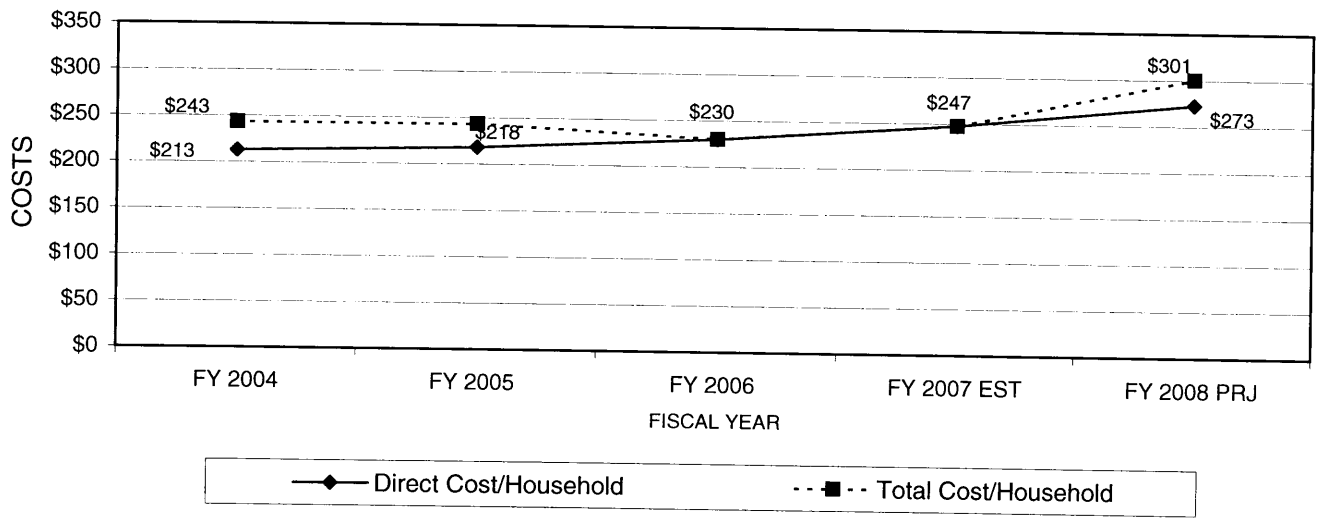
Goals	Objectives	Outcomes
Safe, pleasing and healthful physical environment for Town residents.	• Continue improving the cleanliness in the Town's neighborhoods.	• Collect illegally dumped debris and refuse promptly.
Develop a community with respect for and preservation of the natural environment.	• Provide curbside collection of recyclables, recycling collection center, and Town buildings recycling program.	• Curbside collection is carried out 52 weeks of the year. • Maximize the market opportunities by using various collection methods.
Improve the Town's physical appearance by removal of unwanted materials.	• Conduct Town-wide fall and spring clean-up programs. • Provide fast and efficient service in the collection of clean-up programs.	• Reduction of abandoned, unwanted materials in remote areas of Town.
Provide a high quality solid waste facility in the Town at reasonable costs.	• Provide general refuse pick-up. • Provide effective and efficient service to all Town residents. • Serve commercial customers requesting collection of no more than sixty gallons of refuse a week.	• High level of service is achieved every day the Town is open for business.
Improve the overall appearance of the parks located In the Town.	• Pick up public waste receptacles located in public places. Continue to emphasize roadside litter control daily.	• Roadside litter control is conducted on a daily basis. • Parks and their containers are orderly and free of litter.
Efficient and cost effective commercial refuse collection.	• Manage contract refuse pickup.	• The Town's commercial contract to dispose of residential condominium solid waste and recyclables.
A community that citizens are proud to call their hometown which special events offer a wide variety of recreation and enjoyment for Town citizens are supported.	• Provide refuse collection support for special events that are held through out the year. • Provide containers and special collections.	• Support is provided to Town functions such as the Herndon Festival and stream clean-ups as required.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works

ACTIVITY CENTER: Refuse/Recycling (001/0889/441)

Illustrated below are the direct and the total annual costs per household for refuse and recycling services. Direct costs include personnel and operations and maintenance expenses. Total costs include the direct costs and capital investments such as major equipment and vehicles. Capital costs for new equipment cause significant variances in total costs. In FY 2004 one small refuse vehicle and a large refuse packer truck were replaced, and in FY 2005 a refuse packer was replaced. A refuse packer is scheduled for replacement in FY 2008.



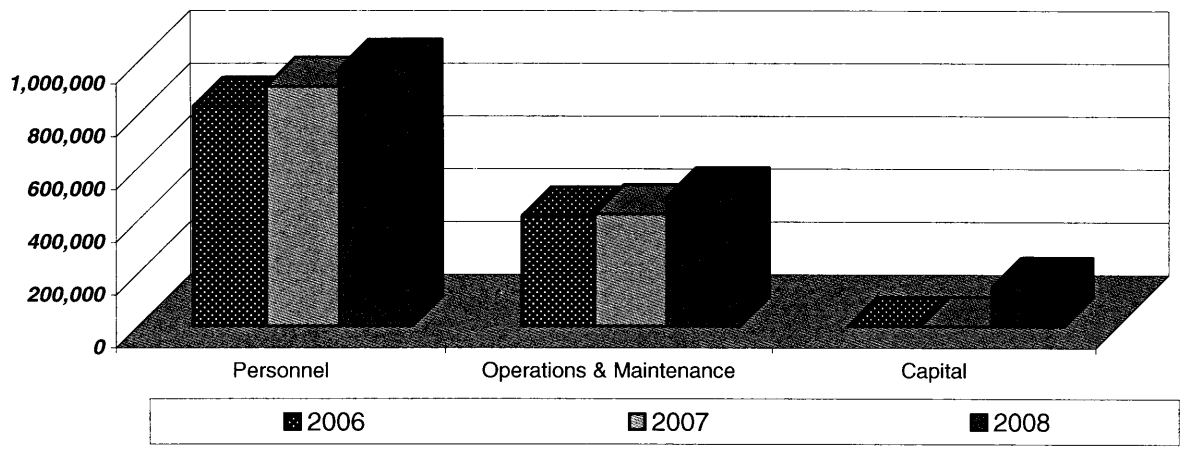
	FY 2004	FY 2005	FY 2006	FY 2007 EST	FY 2008 PRJ
Direct					
Personnel	735,995	782,300	839,155	908,389	975,756
O&M	360,462	372,692	395,651	425,212	490,311
Total - Direct Costs	1,096,457	1,154,992	1,234,806	1,333,601	1,466,067
Indirect					
Capital	157,652	135,000	1,086	0	150,000
TOTAL	1,254,109	1,289,992	1,235,892	1,333,601	1,616,067
Number of Households	5,154	5,300	5,375	5,390	5,375
Direct Cost/Household	**$213**	**$218**	**$230**	**$247**	**$273**
Total Cost/Household	**$243**	**$243**	**$230**	**$247**	**$301**

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Refuse/Recycling (001/0889/441)

Personnel costs reflect reclassification of six sanitation worker positions and the status change of two temporary/seasonal positions to regular full-time. O&M cost includes increase in Fairfax County solid waste tipping fee and recycling tipping fee. Capital expenditures are for the lease/purchase of a 25 yard refuse packer.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	831,957	908,389	975,756	7.4%
Operations & Maintenance	416,395	425,217	490,311	15.3%
Capital	0	0	150,000	100.0%
TOTAL	1,248,352	1,333,606	1,616,067	21.2%
Full-Time Personnel	16	16	18	12.5%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Refuse/Recycling (001/0889/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	600,866	600,866	686,030	Provides for wages and salaries of refuse/recycling employees. Increase reflects status change of two temporary/seasonal personnel positions to regular full-time and the reclassification of six Sanitation Worker positions to Utility Maintenance Worker I positions.	686,030	686,030
10-04	Seasonal/Temporary/Intern	40,000	40,000	2,000	Provides for temporary/seasonal employees to include work at the recycling center.	2,000	2,000
10-40	Overtime	12,000	12,000	12,000	Provides for authorized overtime.	12,000	12,000
10-50	Employee Benefits	255,523	255,523	275,726	Provides for authorized benefits.	275,726	275,726
	TOTAL - PERSONNEL SERVICES	908,389	908,389	975,756		975,756	975,756
	OPERATIONS & MAINTENANCE						
20-09	Travel & Training	750	750	500	Provides training on refuse equipment and recycling programs.	500	500
20-11	Professional Dues/Publications	1,500	0	1,591	Provides for Northern Virginia Regional Commissions Waste Management Program (transferred from Program and Project Management).	1,591	1,591
20-27	Uniforms	10,340	10,340	11,220	Provides for uniforms and safety shoes for crew members. Increase reflects rising cost of uniforms and provides uniforms for additional positions.	11,220	11,220
20-29	Recycling Tipping Fee	56,627	56,627	57,000	Provides for disposal of recyclable materials.	57,000	57,000
20-30	Small Tools & Equipment	6,000	6,000	6,000	Provides for brooms, rakes, and other miscellaneous tools.	6,000	6,000
20-38	Landfill Charges	286,000	310,000	320,000	Provides for Fairfax County solid waste tipping fees.	320,000	320,000
20-57	Grants	0	0	5,000	Provides for Town matching expenditures for Virginia Department of Environmental Quality Litter Control Grant.	5,000	5,000
20-61	Contract Services	60,000	60,000	80,000	Provides for bulk bin collection for condominiums and temporary labor services. Increase reflects addition of Worldgate Condominiums to the contract.	80,000	80,000
21-13	Minor Office Furniture/Equipment	4,000	4,000	9,000	Provides funds for replacement recycle bins and trash cans for new residents. Increase provides for additional black street cans.	9,000	9,000
	TOTAL - OPERATIONS & MAINTENANCE	425,217	447,717	490,311		490,311	490,311

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Refuse/Recycling (001/0889/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	CAPITAL						
80-03	Vehicle/Equipment	0	153,000	150,000	Provides for the following:	150,000	150,000
					Replace vehicle #106, 1994 GMC refuse truck, 110,000 miles, with 25 yard refuse packer $150,000		
	TOTAL - CAPITAL	0	153,000	150,000		150,000	150,000
	TOTAL - REFUSE/RECYCLING	1,333,606	1,509,106	1,616,067		1,616,067	1,616,067

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General Services

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** General Services (001/0891/441)

Provide administrative and logistical support for all Town Shop elements. Provide fleet management preventative maintenance and repair to all Town vehicles and equipment. Operation section coordinates joint activities of the Town Shop in support of citizen inquiries, special events, snow and ice alleviation, and counter terrorism measures.

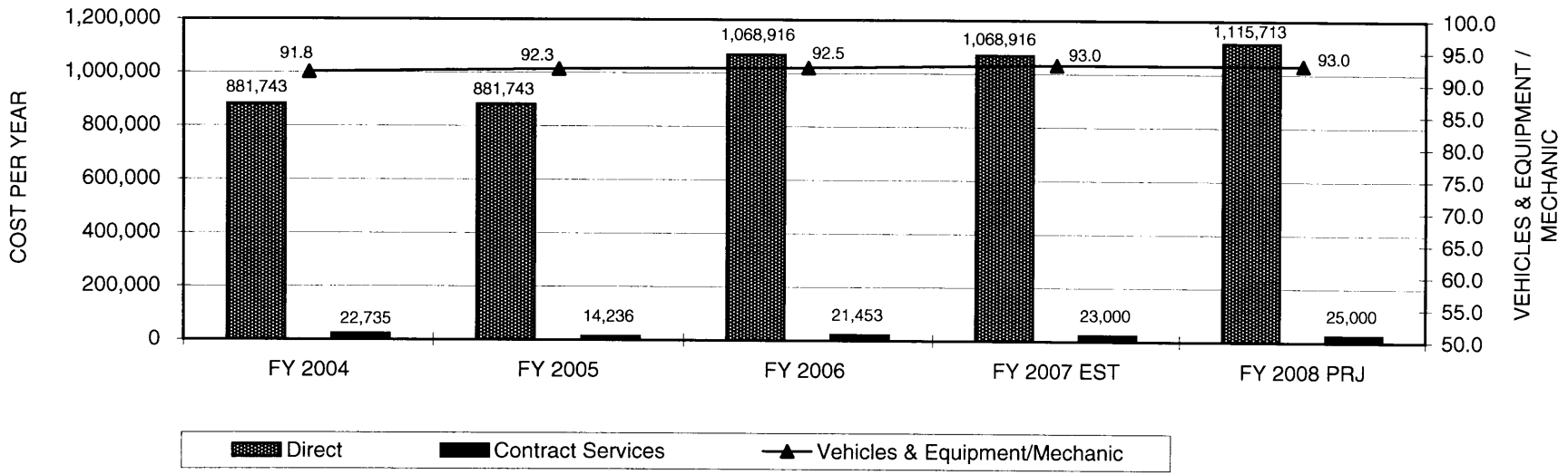
Goals	Objectives	Outcomes
Physical condition and maintenance of vehicles and equipment.	• Improve customer service. • Economically and effectively maintain the Town's fleet. • Reduce number of breakdowns. • Improve cost effectiveness and efficiency of service.	• Preventive maintenance schedule is adhered to for 95 percent of Town vehicles.
Coordinate the joint activities of the Town Shop in support of citizen requests, special events, emergency operations and Town departmental request.	• Provide special events planning and coordination services. • Provide a high level of support to all departments. • Provide command center to help coordinate snow removal and emergency operations. • Provide safe and effective snow, storm and emergency operations with special emphasis on safety. • Design, develop and implement a relationship to support better management, work planning, project order management, and budgeting, tracking, asset management and work completion system.	• 90 percent of Town residents are satisfied with responsive and high quality service. • Avoidable accidents during snow storms and emergency operations decrease by 5 percent.
Increase awareness of Public Works and its programs and activities.	• Educating the public in regard to Public Works services. • Provides an open forum that invites information sharing for young and old alike.	• Annual "Big Truck Week" program participation increases by 10 percent.
Evaluate and recommend solutions to citizen and departmental traffic concerns.	• Provide for safe movement of motor vehicles and other traffic through out the Town. • Participate in the Traffic Engineering Improvement Committee (TEIC).	• Citizens and commuters are provided a high level of safety.
Provide supplies and services through the mechanism of procurement and contact management	• Efficiently acquire needed services, materials and equipment. • Provide services in a timely manner for the best price and service in a competitive market. • Provide high quality services and products at a reasonable cost.	• Contracts are managed and executed to keep services and projects on track

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** General Services (001/0891/441)

Town vehicle maintenance cost equals the sum of personnel, and operations and maintenance (O&M) expenses including contract repairs. Outsourcing specialty work, such as welding, front-end alignments, and body work, permits Town staff to focus on performing preventative maintenance and emergency work on critical vehicles. Overall, maintenance costs continue to increase due to increasing costs of parts and labor, along with the general increase in the number of vehicles and equipment. Personel costs went down in 2006 because the Right-of-Way department was seperated out of General Services.

Vehicle & Equipment Maintenance



Direct	FY 2004	FY 2005	FY 2006	FY 2007 EST	FY 2008 PRJ
Personnel*	723,128	793,985	708,343	732,816	732,513
O&M (Includes contract services)*	138,364	87,758	208,302	336,100	383,200
TOTAL	**881,743**	**881,743**	**1,068,916**	**1,068,916**	**1,115,713**
Contract Services	**22,735**	**14,236**	**21,453**	**23,000**	**25,000**
Number of Vehicles & Equipment	367	369	370	372	372
Number of Mechanics	4.0	4.0	4.0	4.0	4.0
Vehicles & Equipment/Mechanic	**91.8**	**92.3**	**92.5**	**93.0**	**93.0**

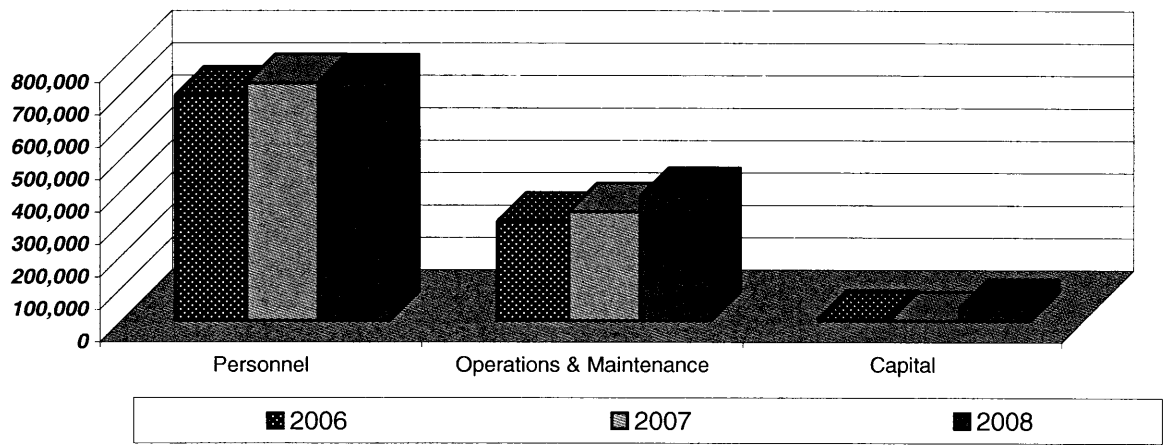
*Personnel and O&M are net numbers after taking into account VDOT street costs.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

General Services (001/0891/441)

Personnel costs reflect authorized expenditures. Increase in O&M reflects increase in fuel costs. Capital funds provide for a portable vehicle lift for large vehicles.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	694,592	732,816	732,513	0.0%
Operations & Maintenance	305,900	336,100	383,200	14.0%
Capital	5,000	0	40,000	100.0%
TOTAL	1,005,492	1,068,916	1,155,713	8.1%
Full-Time Personnel	10	10	10	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** General Services (001/0891/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	520,623	520,623	522,469	Provides for wages and salaries of activity center staff.	522,469	522,469
10-04	Seasonal/Temporary/Intern	5,000	15,000	15,000	Provides for temporary/seasonal support for activity center. Increase due to 24 hour support.	12,000	12,000
10-40	Overtime	11,000	16,000	16,000	Provides for authorized overtime. Increase due to support Customer Relations Management (CRM).	14,000	14,000
10-50	Employee Benefits	196,193	196,193	184,514	Provides for authorized benefits.	184,044	184,044
	TOTAL - PERSONNEL SERVICES	732,816	747,816	737,983		732,513	732,513
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	3,900	4,500	4,500	Provides for general office supplies. Additional supplies required for CRM.	4,500	4,500
20-03	Telephone and Communications	8,600	8,600	8,600	Provides for Town Shop telephone equipment, supplies and materials.	8,600	8,600
20-09	Travel & Training	3,200	8,800	8,800	Provides for trade training and certifications, Automotive Service Excellence (ASE) testing certification training, computer, computerized fleet analysis, diesel engine, Ford motors, Harley Davidson, CFA software, and office training.	8,800	8,800
20-11	Professional Dues/Publications	1,500	1,500	1,500	Provides for membership in the National Association of Fleet Administrators.	1,500	1,500
20-19	PC Software	7,600	3,000	3,000	Provides for Mechanical Technical Data Software updates and support. (Procurement requires approval of the Director of Information Technology.)	3,000	3,000
20-24	Gas & Oil	100,000	145,000	145,000	Provides for gas and oil for all DPW activity centers except Water, Sewer, and Building Inspections. Also provides for all Town operations except golf course, parks and recreation, finance, police, and Chestnut Grove Cemetery. Increase reflects increase in fuel prices.	145,000	145,000
20-27	Uniforms	5,800	6,306	6,300	Provides for safety shoes, uniforms, jackets and polo shirts for activity center personnel.	6,300	6,300
20-28	Automobile Maintenance & Repair	20,000	20,000	20,000	Provides for maintenance and repair of vehicles of less than one ton assigned to DPW activity centers except Water, Sewer, and Building Inspections. Provides for all Town operations except golf course, parks and recreation, police, and Chestnut Grove Cemetery.	20,000	20,000
20-30	Small Tools & Equipment	5,500	5,500	5,500	Provides funds to supply and replace tools, including the authorized annual tool allowance of $500 for each mechanic.	5,500	5,500
20-32	Equipment Maintenance & Repair	145,000	145,000	145,000	Provides for maintenance and repair of vehicles assigned to all DPW activity centers except Water, Sewer, and Building Inspections. Also provides for all Town operations except golf course, parks and recreation, finance, police and Chestnut Grove Cemetery.	145,000	145,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** General Services (001/0891/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-58	Safety Program	10,000	10,000	10,000	Provides for materials and consultant training support for safety program. Includes training support for four mandated OSHA programs offered on an annual basis; includes bloodborne pathogens, confined space entry, occupational noise, and fire extinguisher safety.	10,000	10,000
20-61	Contract Services	25,000	25,000	25,000	Provides for disposal of materials including ethyl coolant, maintenance service for photocopier and fax machine, vehicle body work and painting, welding contracts.	25,000	25,000
21-13	Office Furniture/Equipment	0	0	2,400	Provides for shelving for fleet garage and vehicle parts and records.	0	0
	TOTAL - OPERATIONS & MAINTENANCE	336,100	383,206	385,600		383,200	383,200
	CAPITAL						
80-11	Capital Equipment	0	0	40,000	Provides for a portable vehicle lift for large vehicles.	40,000	40,000
	TOTAL - CAPITAL	0	0	40,000		40,000	40,000
	TOTAL - GENERAL SERVICES/VEHICLE & EQUIPMENT MAINTENANCE	1,068,916	1,131,022	1,163,583		1,155,713	1,155,713

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Traffic Engineering

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Traffic Engineering (001/0893/441)

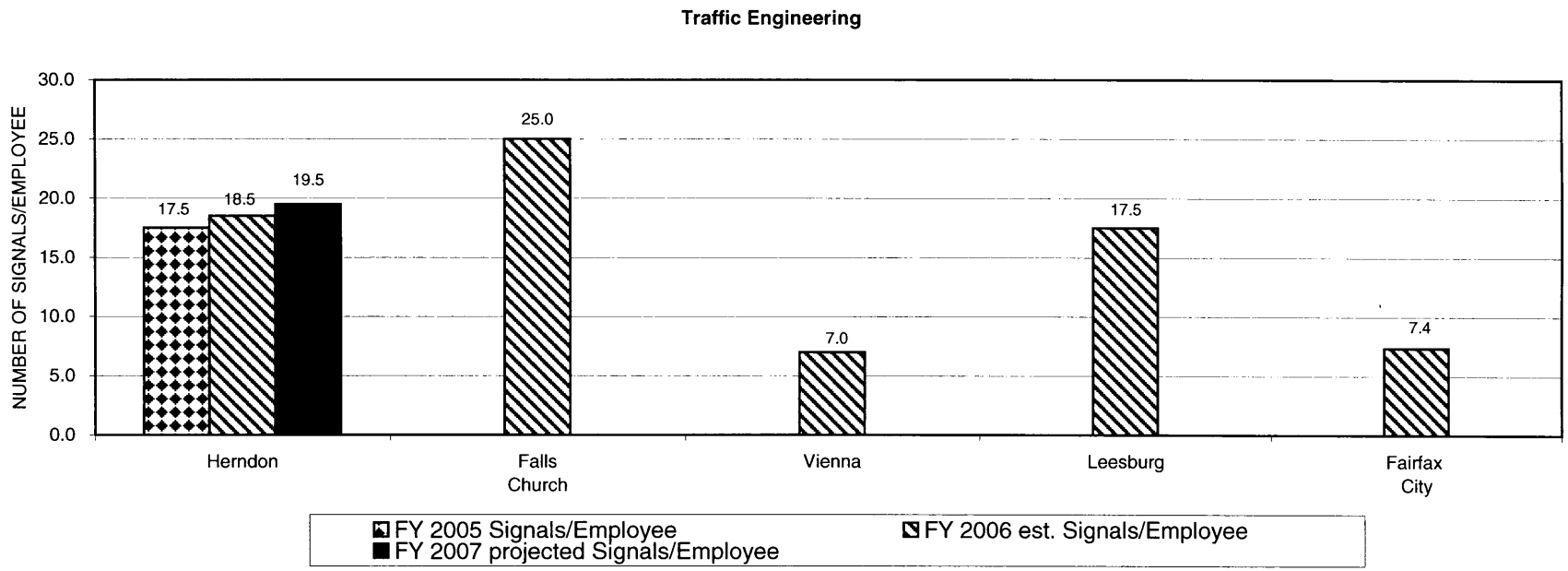
The Traffic Engineering Activity Center works to provide a safe and high quality of transportation system for our citizens and visitors through maintenance and improvement of Town traffic control devices. With the assistance of VDOT this section has begun the installation of the Town's centralized traffic signal control system. In addition, continued effort in updating Town signage and pavement markings will be provided to improve driver and pedestrian safety and assist traffic flow. The Street Maintenance and Construction Activity Center supports the traffic engineering operation.

Goals	Objectives	Outcomes
A community that is safe and easy to get around in because of proper signage.	• Perform signage repairs and upkeep.	• New signage installed.
Maintain signal equipment so it is continually operating at top performance to allow motorists to travel safely through town.	• Perform routine maintenance inspections of all traffic control devices.	• Maintain semi-annual safety certification testing of signal conflict monitors. • Safety inspection program for signal pole and mast arm structures.
Effective and accurate information that is used by various Town departments and consultants.	• Perform annual traffic counts, special counts and speed counts.	• Special traffic counts are gathered, compiled, and published annually.
Provide for safe movement of motor vehicles and other traffic through out the Town. Solve traffic issues and problems that Citizens bring to the TEIC.	• Participate in the Traffic Engineering Improvement Committee (TEIC). • Assist Town staff with evaluation of traffic engineering analysis and determine traffic flow impacts.	• Recommend and implement methods to reduce traffic congestion and improve safety.
Provide high quality services and products that allow pedestrians and motorists to travel safely through the Town.	• Manage street striping and pavement markings. • Manage outside pavement marking contracts. • Perform in-house pavement marking maintenance.	• Roadways, crosswalks, and street markings are more visible for safe passage day and night.
Provide a high level of preventative maintenance and monitoring of signals. Allow traffic to flow more efficiently through town.	• Maintain and monitor a centralized traffic signal control system.	• Malfunctioning traffic signal equipment and components are repaired or replaced within 48 hours. • Preventive maintenance on traffic signals is completed as scheduled.
Support special events in order to provide Town citizens with safety and enjoyment.	• Provide traffic support for special events and emergency operations. • Participate in snow removal. • Support special Town functions such as the Herndon Festival.	• Level of safety is not compromised during special events, unusual circumstances, or emergency events.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Traffic Engineering (001/0893/441)

This graph describes the ratio of traffic signals operated by nearby jurisdictions compared to the number of personnel dedicated to maintaining these signals. The Herndon traffic section is also responsible for traffic markings, administration of sign regulations and standards, traffic loop marking, and completion of traffic count and speed studies. Town personnel devoted solely to maintaining traffic signals equates to 3 positions. For FY 2007, three additional signals are expected to be installed at the following locations Van Buren St. & Monroe St; Van Buren St. & W&OD Trail, and Elden St. & Lynn St/W&OD Trail.



	Herndon			Falls Church	Vienna	Leesburg	Fairfax City
	FY 2005	FY 2006	FY 2007				
Number of Signals	35	37	39	25	14	35	59
Personnel	2	2	2	1	2	2	8
Number of Signals/Employee	**17.5**	**18.5**	**19.5**	**25.0**	**7.0**	**17.5**	**7.4**

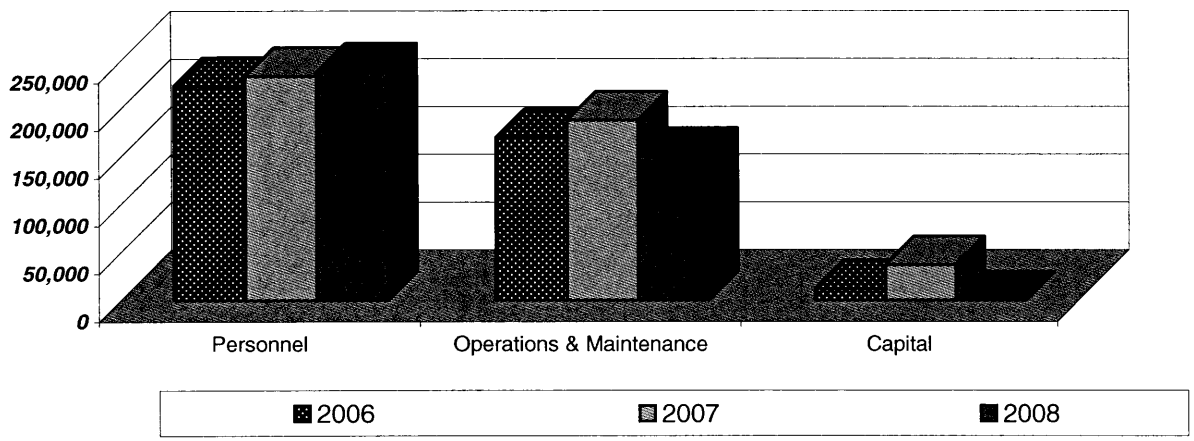
FY 2007 figures are estimated.
*The City of Falls Church contracts this function.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Traffic Engineering (001/0893/441)

Personnel costs reflect authorized expenditures. Decrease in O&M due to minor traffic equipment such as traffic controllers, conflict monitor units and LED lights purchased in FY 2007.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	224,386	234,571	238,979	1.9%
Operations & Maintenance	170,150	188,380	150,425	-20.1%
Capital	12,000	37,000	0	-100.0%
TOTAL	406,536	459,951	389,404	-15.3%
Full-Time Personnel	4	4	4	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Traffic Engineering (001/0893/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	160,093	160,093	168,901	Provides for wages and salaries of Traffic Engineering staff.	168,901	168,901
10-04	Seasonal/Temporary/Intern	0	10,000	15,000	Provides for temporary/seasonal labor.	0	0
10-40	Overtime	6,500	6,500	6,500	Provides for authorized overtime.	6,500	6,500
10-50	Employee Benefits	67,978	67,978	63,578	Provides for authorized benefits.	63,578	63,578
	TOTAL - PERSONNEL SERVICES	234,571	244,571	253,979		238,979	238,979
	OPERATIONS & MAINTENANCE						
20-09	Travel & Training	1,000	1,000	1,000	Provides for attendance at technical training seminars and certifications.	1,000	1,000
20-11	Professional Dues/Publications	200	200	200	Provides for professional dues and publications, including current VDOT standards, specifications and International Municipal Signal Association news.	200	200
20-27	Uniforms	2,240	2,240	2,425	Provides for safety shoes, uniforms, and safety apparel.	2,425	2,425
20-30	Small Tools & Equipment	3,000	3,000	3,000	Provides for purchase of tools and equipment used to maintain and repair traffic signals.	3,000	3,000
20-31	Electricity	15,000	15,000	15,000	Provides funds for electricity for operation of existing and proposed traffic signals.	15,000	15,000
20-32	Equipment Maintenance & Repair	2,000	2,000	2,000	Provides for equipment maintenance and repair.	2,000	2,000
20-46	Traffic Control Materials & Maintenance	30,000	30,000	30,000	Provides for materials for maintenance of traffic lights and signs.	30,000	30,000
20-61	Contract Services	70,000	70,000	70,000	Provides for support services required for street center line markings, thermo markings, loop detector replacement, and miscellaneous traffic signal repair.	70,000	70,000
20-64	Signage	25,000	25,000	25,000	Provides for necessary materials for maintenance, replacement, detours and specialty signage utilizing visible materials at critical locations.	25,000	25,000
20-74	Equipment Rental	800	800	800	Provides for rental of specialized equipment for job operations.	800	800
20-79	Computer Hardware & Software Maintenance	800	1,000	1,000	Provides for recurring software requirements as needed to support centralized traffic signal system and database for sign maintenance inventory.	1,000	1,000
21-13	Minor Furniture/Equipment	38,340	38,340	0		0	0
	TOTAL - OPERATIONS & MAINTENANCE	188,380	188,580	150,425		150,425	150,425

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Traffic Engineering (001/0893/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	CAPITAL						
80-11	Capital Equipment	37,000	37,000	12,000	Provides for one small message board (not recommended).	0	0
	TOTAL - CAPITAL	37,000	37,000	12,000		0	0
	TOTAL - TRAFFIC ENGINEERING	459,951	470,151	416,404		389,404	389,404

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Right-of-Way Inspections

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Right-of-Way Inspections (001/0896/441)

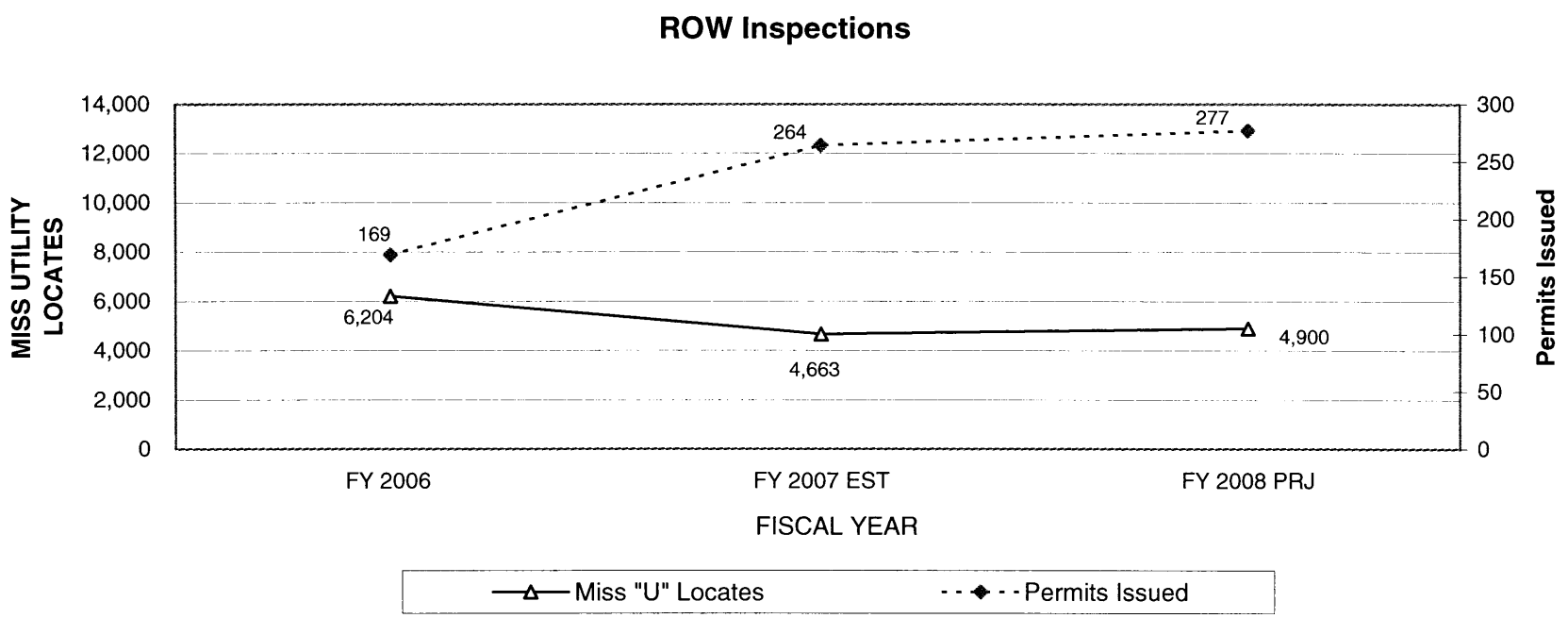
Review permits submitted for all work to be performed in the Town of Herndon's rights-of-way and insure quality restorations in accordance with local, state and federal guidelines. Special programs and projects for the Town are frequently supported.

Goals	Objectives	Outcomes
Better quality utility work and repairs with less citizen complaints about utility companies.	• Assist VDOT with the South Elden Street Project. • Monitor and inspect all utility companies and their sub-contractors working within the Town's rights-of-way.	• Support inspections and marking utilities to insure high quality work in the right-of-way. • Contractors comply with local and state standards in regard to methods of installation and work zone safety. • Permits are reviewed and returned in a timely manner.
Accurate markings eliminate damage to existing utilities.	• Process all Miss Utility requests in a timely manner.	• All Town owned utilities located in the right-of-way are marked. • Quick response to emergency locates. • Tickets are called back in the allotted time.
High quality road, sidewalk and trail systems.	• Monitor and inspect the Town's annual Asphalt and Concrete program.	• Support inspections and marking utilities. • All materials meet current standards and are installed correctly.
Inspectors are knowledgeable and provide effective service to the Town and its citizens. Assist residents and contractors in proper permit procedures. Have timely turn around on permit applications approval.	• Keep all VDOT certifications for inspectors current. • Make sure all permit fees are recorded and sent to Finance department for deposit.	• Inspectors have knowledge of the latest information and codes. • Certifications are current with VDOT standards. • Maintain the high quality service that residents and contractors are currently receiving.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** ROW Inspections (001/0896/441)

The chart below shows the number of Miss Utility locates and street cut Right-of-Way permits completed by this activity center from when this center was formed in FY 2006. The high number of Miss "U" locates in FY 2006 was the result of the Verizon FIOS project in Herndon. The number of permits issued and Miss "U" locates performed in a year are impacted by major road projects, residential/commercial fiber optic ROW installations and utility replacement projects. There are 3 full time personnel in this activity center.



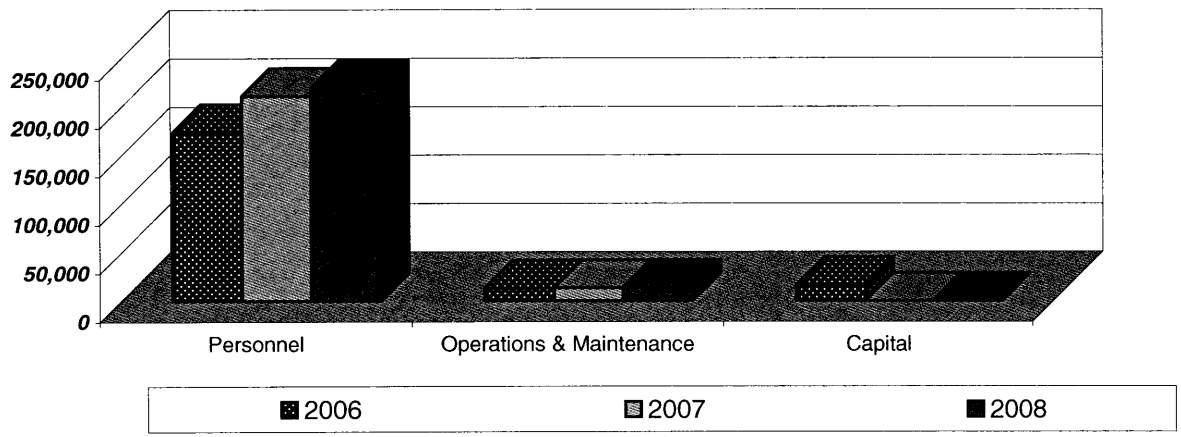
Direct	FY 2006	FY 2007 EST	FY 2008 PRJ
Personnel	153,691	211,924	220,327
O&M	11,089	13,280	13,420
TOTAL	**$164,780**	**$225,204**	**$233,747**
Miss "U" Locates	6,204	4,663	4,900
Permits Issued	169	264	277

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Right-of-Way Inspections/Utility Marking (001/0896/441)

Personnel costs reflect authorized expenditures. Capital funds provide for a large document scanner.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	174,570	211,924	220,327	4.0%
Operations & Maintenance	13,180	13,280	13,420	1.1%
Capital	16,000	0	0	100.0%
TOTAL	203,750	225,204	233,747	3.8%
Full-Time Personnel	3	3	3	0.0%
Part-Time Personnel	0	0	0	0.0%

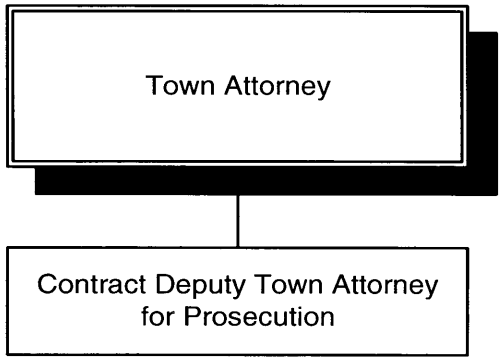
TOWN OF HERNDON, VIRGINIA
LINE ITEM REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Right-of-Way Inspections (001/0896/441)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	147,655	147,655	154,467	Provides for wages and salaries of activity center staff.	154,467	154,467
10-40	Overtime	7,000	7,000	7,000	Provides for authorized overtime.	7,000	7,000
10-50	Employee Benefits	57,269	57,269	58,860	Provides for authorized benefits.	58,860	58,860
	TOTAL - PERSONNEL SERVICES	211,924	211,924	220,327		220,327	220,327
	OPERATIONS & MAINTENANCE						
20-09	Travel & Training	1,000	1,000	1,000	Provides for attendance at technical training seminars and certifications, including, work zone safety and VDOT certifications.	1,000	1,000
20-11	Professional Dues/Publications	300	300	300	Provides for miscellaneous professional dues and publications, including current VDOT standards and specifications.	300	300
20-27	Uniforms	1,680	1,680	1,820	Provides for safety shoes, uniforms, and safety apparel. Increase for jacket rental.	1,820	1,820
20-30	Small Tools & Equipment	1,000	1,000	1,000	Provides for purchase of tools and equipment used for field inspections and utility markings.	1,000	1,000
20-32	Equipment Maintenance & Repair	1,000	1,000	1,000	Provides for the maintenance of locate equipment.	1,000	1,000
20-41	Materials & Supplies	3,000	3,000	3,000	Provides for marking paint, flags and materials for field inspections.	3,000	3,000
20-61	Contract Services	5,000	5,000	5,000	Provides for the utility ticket exchange system and for testing or marking if needed.	5,000	5,000
20-74	Equipment Rental	300	300	300	Provides for rental of specialized equipment for job operations.	300	300
	TOTAL - OPERATIONS & MAINTENANCE	13,280	13,280	13,420		13,420	13,420
	CAPITAL						
80-09	Microcomputer/Peripherals	0	0	12,000	Provides for document scanner for scanning as-built plans that would be used in a database for Miss Utility locations and to update utility maps. Also will be used to insert GIS database for CRM. (Procurement requires approval of the Director of Information Technology. FY 2008 funds in IT Improvements Fund.)	0	0
	TOTAL - CAPITAL	0	0	12,000		0	0
	TOTAL - RIGHT-OF-WAY INSPECTIONS	225,204	225,204	245,747		233,747	233,747

TOWN OF HERNDON, VIRGINIA
DEPARTMENT ORGANIZATION
FISCAL YEAR 2007-2008

TOWN ATTORNEY



TOWN OF HERNDON, VIRGINIA
DEPARTMENT PURPOSE AND OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Town Attorney

DEPARTMENTAL PURPOSE:

The Town Attorney's office exists to render more efficient, responsive, and useful the work of the Mayor and Town Council, boards and commissions, and Town staff, through the preventative practice of law.

DEPARTMENTAL OBJECTIVES:
The department objectives in FY 2008 are to:

Area	Objective	Strategies
Advise	Advise and recommend appropriate legal course of action on issues facing the Town for the Mayor, Town Council, Town Manager, members of the Town's boards, commissions, and agencies, and Town staff.	• Reduce to clear, easy to use language the governing body's policies and legal instruments that support the work of the Town. • Research law as applicable to the Town and issue legal opinions. • Attend Town Council and board and commission meetings to provide legal advice on an ad hoc basis. • Meet with Town Manager and staff to provide legal advice relevant to projects. • Review and provide legal comment for all matters impacting the Town and its citizens.
Represent/Prosecute	Represent the Town in various judicial and administrative proceedings and prosecute violation of Town laws.	• Represent the Town in various legal actions as may be necessary. • Deputy Town Attorney prosecutes all traffic and criminal misdemeanor offenses committed within the Town. • Support and carry out legal actions and suits to enforce occupancy, home-based business, and other zoning standards, to improve and maintain neighborhood quality.
Legislate	Recommend updates to the Town Code. Provide legal advice for the Town's annual legislative program.	• Research, draft, and provide staff support for ordinances as required by changes in law and insure they are in the Town Code. • Research, prepare an annual draft legislative report, draft appropriate legislation, and provide staff support of the Town's legislative program. • Interpret and assist in the enforcement of the Town's laws.
Land Use/Real Estate	Perform legal work related to zoning, vacations, easements and real estate transactions involving Town land.	• Prepare ordinances, deeds, and other legal instruments related to land use issues involving the Town. • Prepare ordinances and leases related to occupancy of Town owned real estate. • Perform title searches and record various legal instruments in the land records of Fairfax County. • Represent the Town at real estate closings and other transactions. • Effectuate the Town's Western Boundary.

TOWN OF HERNDON, VIRGINIA
DEPARTMENT PURPOSE AND OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Town Attorney

Area	Objective	Strategies
Collections	Collect delinquent real estates and other taxes and funds due the Town.	• Enforce collection of delinquent real estate tax, business license tax, zoning violation penalties, parking ticket fines, and other taxes and fines owed the Town. • Oversee work of Town's collection attorney to more efficiently collect funds due the Town.
Community Support	Provide information on the Town's laws to the public; respond to Freedom of Information Act requests.	• Provide general information to the public in person, by telephone, or by e-mail. • Participate in Town Hall and other meetings. • Provide notary service to the public.
Continuing Legal Education	Maintain current bar license and membership in various legal associations. Attend educational seminars and continually read pertinent publications related to local government legal issues.	• Maintain and update as necessary the Town's law library. • Attend CLE classes to maintain Virginia State Bar license. • Read journals and other publications related to the practice of local government law. • Participate as an active member in the Local Government Attorneys of Virginia, Inc. and the Local Government Paralegal Association of Virginia, Inc. • Participate in meetings of the Virginia Municipal League.

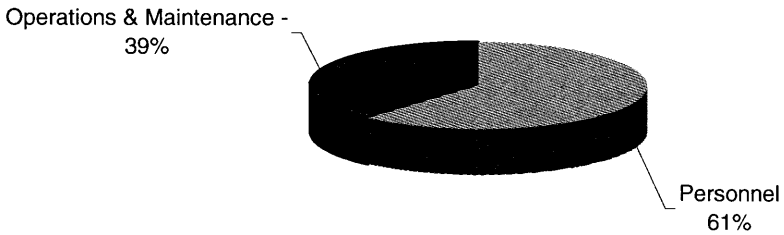
TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - GENERAL FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Town Attorney

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	PERSONNEL SERVICES							
10-01	Wages & Salaries (Full-Time)	181,276	182,514	180,118	180,118	189,655	189,655	189,655
10-02	Wages & Salaries (Part-Time)	25,590	26,687	27,953	27,953	29,071	29,071	29,071
10-04	Seasonal/Temporary/Intern	8,351	9,819	12,500	12,500	12,500	12,500	12,500
10-50	Employee Benefits	37,743	40,139	51,812	51,812	57,221	57,221	57,221
10-70	Regular Wage Chargeback	(588)	0	0	0	0	0	0
10-72	Benefits Chargeback	245	6,231	0	0	0	0	0
	TOTAL - PERSONNEL SERVICES	252,618	265,390	272,383	272,383	288,447	288,447	288,447
	OPERATIONS & MAINTENANCE							
20-02	Office Supplies	1,195	1,195	1,200	1,200	1,200	1,200	1,200
20-03	Telephone & Communications	975	1,327	1,200	1,400	1,400	1,400	1,400
20-04	Postage	1,422	606	1,000	1,000	1,000	1,000	1,000
20-05	Office Equipment Maintenance & Repair	0	0	500	500	500	500	500
20-08	Printing & Duplication	82	113	200	200	200	200	200
20-09	Travel & Training	1,975	3,534	4,700	4,700	4,700	4,700	4,700
20-11	Professional Dues/Publications	5,725	5,373	6,355	6,355	6,575	6,575	6,575
20-15	Professional Services	64,767	120,190	198,843	160,000	145,550	145,550	145,550
20-20	Leased Equipment	2,591	2,863	3,100	2,400	3,100	3,100	3,100
20-75	Indigent Defense Fees	18,492	14,608	18,000	18,000	18,000	18,000	18,000
21-13	Minor Office Furniture/Equipment	207	263	0	0	0	0	0
	TOTAL - OPERATIONS & MAINTENANCE	97,430	150,072	235,098	195,755	182,225	182,225	182,225
	CAPITAL							
80-09	Microcomputer/Peripherals	0	149	0	0	0	0	0
	TOTAL - CAPITAL	0	149	0	0	0	0	0
	TOTAL - TOWN ATTORNEY	350,048	415,611	507,481	468,138	470,672	470,672	470,672

Town Attorney

DEPARTMENTAL EXPENDITURES



Town Attorney - $470,672

Personnel $288,447
Operations & Maintenance - $182,225
Capital - $0

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OPERATIONS AND PROGRAMS
FISCAL YEAR 2007-2008

DEPARTMENT: Town Attorney

ACTIVITY CENTER: Town Attorney (001/0990/413)

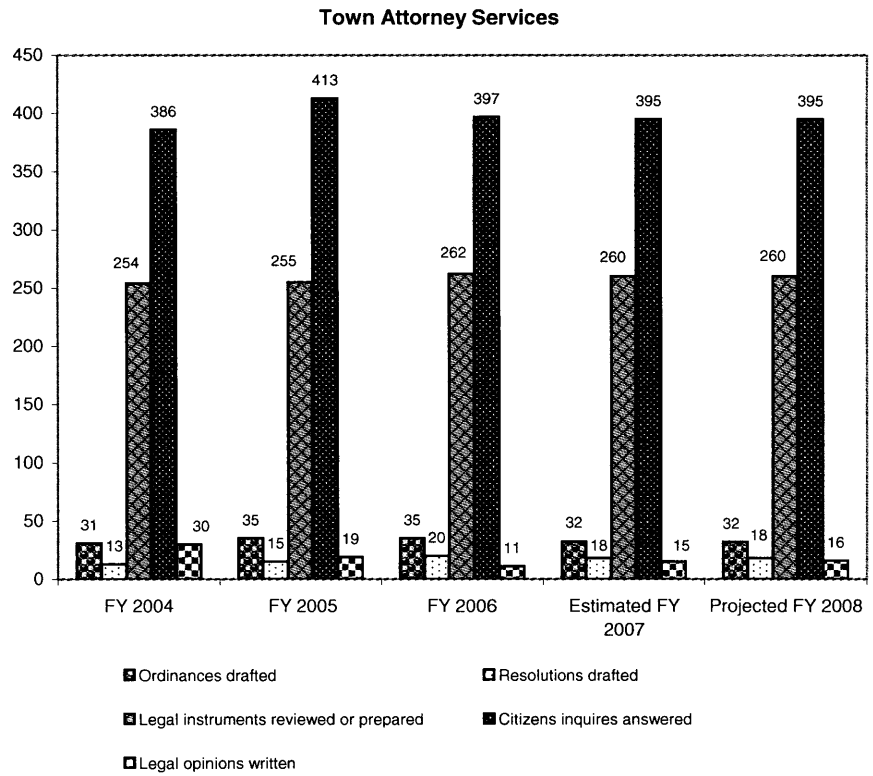
The Town Attorney and Deputy Town Attorney are appointed by the Mayor and Town Council; and the Town Attorney serves as legal advisor to the Mayor and Town Council, the Town Manager, and all departments, boards and commissions and agencies of the Town. The Town Attorney is responsible for preparing or reviewing resolutions, ordinances and legal instruments, providing legal opinions, and representing the Town in all litigation and administrative proceedings. This officer supports the Mayor and Town Council in preparation and effectuation of the legislative program and recommends changes in the Town Code to maintain its currency. The Deputy Town Attorney prosecutes all traffic and criminal misdemeanor offenses committed within the Town. The Town Attorney's office responds to citizen inquiries and maintains the Town's law library. The goal of the Town Attorney's office is to render the work of the Mayor, Town Council and Town staff more efficient and responsive to the citizens' interests through the practice of preventive law.

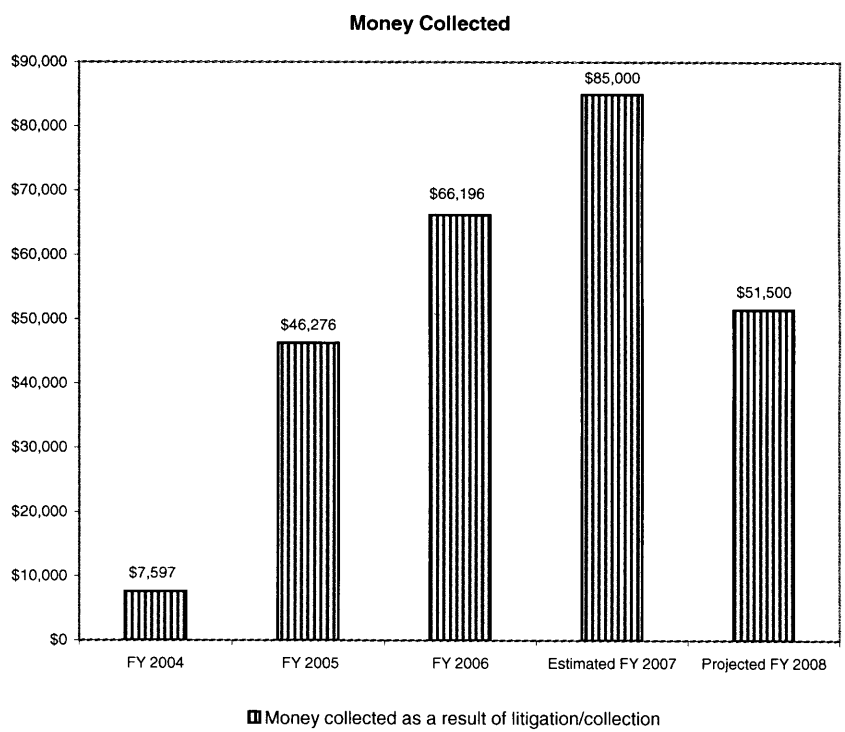
Goals	Objectives	Outcomes
Monitor legislation at the state level to ensure that the needs of the Town are protected and reflect recent state law changes.	• Research, prepare and review resolutions and ordinances to adopt new town policy in conjunction the needs of the community. • Review legislative developments; prepare and recommend the Town's legislative report, legislative program and resulting ordinances and resolutions.	• The Town Code remains up-to-date and compliant with state law.
Collect delinquent real estate and other taxes due the Town.	• Co-ordinate efforts of Town's collection attorney to collect delinquent parking tickets, zoning violations, BPOL tax and other taxes in a timely and efficient manner. • Support Finance in efforts to collect delinquent real estate and other taxes owed the Town.	• Reduce outstanding debt and increase collection time and amount of uncollectible debt.
Prepare legal opinions on complex issues for the Mayor, Town Council and Town staff.	• Reduce to clear, easy to use language the state and local policies, laws, and legal instruments as they relate to the Town's governing body.	• The Town's governing body will vote on actions and make decisions based on clear knowledge of the law as it factors into the action or decision.
Work to complete the sale and removal of the historic Yellow House.	• Provide legal review and advice, draft legal documents regarding land use, title, sale and closing issues.	• Preserve and improve neighborhood historic property; recoup Town's costs.
Work towards the effectuation of the Town's western boundary.	• Determine through the appropriate legal process the Town's western boundary. • Facilitate any changes necessary on the part of the Town to effectuate the western boundary.	• Recognize and effectuate the Town's western boundary enabling citizens within the boundary to benefit from Town services.
Provide legal advice and prepare legal documents related to the downtown redevelopment project.	• Draft legal measures necessary to advance the Town's downtown redevelopment project. • Represent the Town at real estate transactions and other related meetings.	• Mayor and Town Council will achieve community enjoyment of the revitalized downtown; includes a new downtown Cultural Arts Center, improved parking and other related development.
Carry out legal actions and suits to enforce zoning and building code standards as to overcrowding and other violations.	• Pursue violations of the zoning ordinance to more efficiently enforce occupancy, home-based business and other zoning standards. • Pursue violations of the building code to more efficiently enforce public health and safety standards.	• Mayor and Town Council will protect and advance public health and safety and maintain neighborhood quality.
Actively prosecute violations of the law committed within the Town.	• Work with the Chief of Police and Deputy Town Attorney to support the interdiction program and prosecute all traffic and misdemeanor offenses committed within the Town.	• Mayor and Town Council will maintain public safety.
Support the Town Council's decision regarding the removal, or change of character, of the temporary day worker assembly site to serve Town citizens and others legally authorized to work in the United States.	• Support the procurement process. • Address land use and real estate issues. • Advise and assist with enforcement of policies and ordinances related to day worker assembly site.	• Mayor and Town Council will remove or change day worker assembly site to achieve compliance with policy goals of the Town.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Town Attorney **ACTIVITY CENTER:** Town Attorney (001/0990/413)

The Town Attorney's office prepares and reviews legal instruments, contracts, and deeds to support the Town's work. The Town Attorney writes legal opinions on subjects of interest to the Town to ensure that the Town's actions are consistent with the law and fair; and the Town Attorney generally represents the Town in legal proceedings.





	FY 2004	FY 2005	FY 2006	Estimated FY 2007	Projected FY 2008
Ordinances drafted	31	35	35	32	32
Resolutions drafted	13	15	20	18	18
Legal instruments reviewed or prepared	254	255	262	260	260
Citizens inquires answered	386	413	397	395	395
Legal opinions written	30	19	11	15	16
Money collected as a result of litigation/collection	$7,597	$46,276	$66,196	$85,000	$51,500

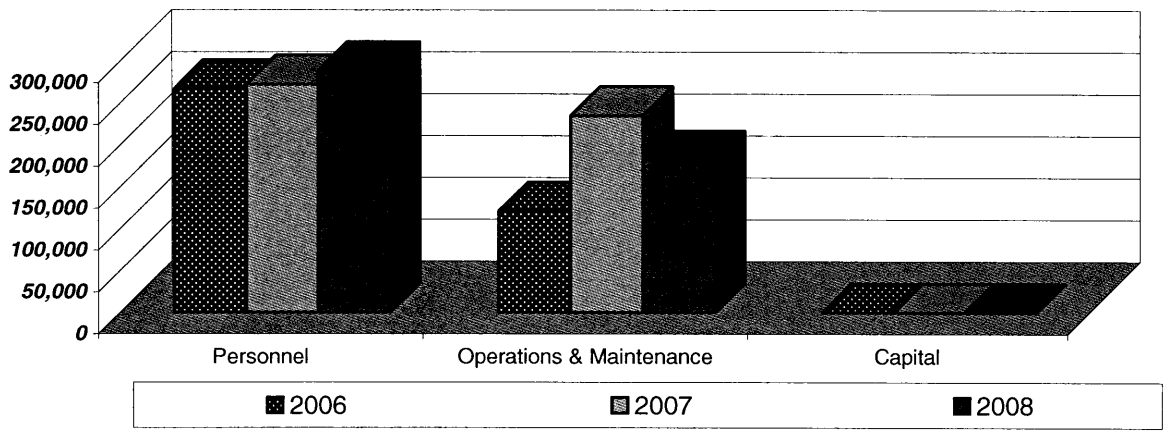
Figures for FY 2007 are estimated.
Figures for FY 2008 are projected.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Town Attorney (001/0990/413)

Personnel costs reflect authorized expenditures. Decrease in O&M funding reflects decrease in contract services for associated counsel.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	267,057	272,383	288,447	5.9%
Operations & Maintenance	120,665	235,098	182,225	-22.5%
Capital	0	0	0	0.0%
TOTAL	387,722	507,481	470,672	-7.3%
Full-Time Personnel	2	2	2	0.0%
Part-Time Personnel	1	1	1	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Town Attorney | **ACTIVITY CENTER:** Town Attorney (001/0990/413)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	180,118	180,118	189,655	Provides for wages and salaries of Town Attorney and Legal Assistant.	189,655	189,655
10-02	Wages & Salaries (Part-Time)	27,953	27,953	29,071	Provides for wages and salaries of Paralegal, 20 hours per week.	29,071	29,071
10-04	Seasonal/Temporary/Intern	12,500	12,500	12,500	Provides for wages of seasonal/temporary personnel, 15 hours per week.	12,500	12,500
10-50	Employee Benefits	51,812	51,812	57,221	Provides for authorized benefits.	57,221	57,221
	TOTAL - PERSONNEL SERVICES	272,383	272,383	288,447		288,447	288,447
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	1,200	1,200	1,200	Provides for general office supplies, e.g., pens, pencils, paper, etc.	1,200	1,200
20-03	Telephone & Communication	1,200	1,400	1,400	Provides for local and long distance calls, including cell phone for Town Attorney.	1,400	1,400
20-04	Postage	1,000	1,000	1,000	Provides for postage for Town Attorney's office.	1,000	1,000
20-05	Office Equipment Maintenance & Repair	500	500	500	Provides for repair of office equipment, excluding computers, e.g., typewriters, calculators, facsimile machine, etc.	500	500
20-08	Printing & Duplication	200	200	200	Provides for purchase of Town stationery, paper for court documents, costs of copies for research and miscellaneous copies.	200	200
20-09	Travel & Training	4,700	4,700	4,700	Provides for training and professional conferences, with associated travel.	4,700	4,700

VML Annual Conference	$800
VML Legislative Day	50
2 Local Government Attorneys conferences - spring and fall	1,550
Continuing legal education for Town Attorney and staff	1,200
Tolls, parking & other costs associated with trips to the General Assembly and other meetings	200
Local Government Paralegal Conference (2)	900
	$4,700

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Town Attorney | **ACTIVITY CENTER:** Town Attorney (001/0990/413)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-11	Professional Dues/Publications	6,355	6,355	6,575	Provides for professional dues and publications. Books and Periodicals: Virginia Lawyers Weekly $300 Northern Virginia Legal Directory 50 Legal Assistant Today 50 Virginia Review Directory of State and Local Government Officials 50 Miscellaneous Legal Books & Publications 150 Supplements: 2 Virginia Code Supplemental Updates for Town Attorney and General District Court 2,000 Local Government Attorneys Handbook Supplemental 85 Virginia Legal Staff Handbook 60 Enforcement of Judgments & Liens 85 Creditors Rights in Bankruptcy 200 Law of Municipal Corporations 1,550 American Law of Zoning 300 Virginia Supreme Court Reports-advance sheets 90 Federal Constitutional Law Suing and Defending Cities 100 Virginia Civil Procedure 150 Digest of Acts of General Assembly 15 Professional Dues: Local Government Attorneys of Virginia 325 Fairfax County Bar Association 200 Virginia State Bar 275 International Municipal Lawyers Association (IMLA) 490 Local Government Paralegal Association 50 $6,575	6,575	6,575
20-15	Professional Services	198,843	160,000	145,550	Provides for fees paid for outside counsel, court reporters, court filing fees, title work and appraisals. Decrease due to decrease in projected costs for associated counsel. Associated counsel $13,000 Associate counsel - Day Labor Site litigation; immigration law advice 50,000 Backup Town Attorney retainer 1,000 Court reporter costs, court filing & service fees, appraisals & title searches 3,000 Manuel A. Capsalis ($71,377/year fee), plus out-of-pocket costs (10% overcrowding prosecution increase) 76,730 Virginia Law on (computerized legal research) reflects current cost. 1,820 $145,550	145,550	145,550
20-20	Leased Equipment	3,100	2,400	3,100	Provides for lease of copier and postage meter.	3,100	3,100
20-75	Indigent Defense Fees	18,000	18,000	18,000	Provides for State mandated payment of defense attorney fees for citizens who cannot afford an attorney.	18,000	18,000
	TOTAL - OPERATIONS & MAINTENANCE	235,098	195,755	182,225		182,225	182,225
	TOTAL - TOWN ATTORNEY	507,481	468,138	470,672		470,672	470,672

TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - GENERAL FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Interfund Transfers

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	CAPITAL PROJECTS							
80-09	Microcomputer/Peripherals	612,000	299,000	240,000	240,000	227,000	227,000	227,000
90-03	Traffic Signal Improvements	0	0	80,000	80,000	0	0	0
90-08	Storm Drain Improvements	382,000	0	200,000	200,000	0	0	0
90-36	Building Improvements	1,900	0	205,000	205,000	391,000	391,000	391,000
90-37	Sports Field and Park Improvements	0	20,000	290,000	100,000	0	0	0
90-46	Runnymede Park	100,000	22,000	2,247,000	100,000	0	0	0
90-67	Cultural Arts Center	50,000	0	0	0	0	0	0
90-70	Streets Improvements	460,000	617,000	1,239,000	1,079,000	796,000	796,000	846,000
91-13	Aquatic Center HVAC	0	0	0	0	0	0	0
91-17	Herndon Community Center Phase IV	500,000	90,000	90,000	90,000	0	0	0
91-19	Public Safety Center	200,000	0	0	0	100,000	100,000	100,000
91-31	Town Shop Improvements	0	0	135,000	135,000	0	0	0
91-54	Jefferson Street Park	45,000	0	0	0	0	0	0
91-55	Tenant - 397 Herndon Parkway	66,000	0	0	0	0	0	0
91-57	Video Monitoring Traffic Control	0	0	205,000	205,000	0	0	0
91-58	Town Hall Rehabilitation	0	69,000	55,000	55,000	0	0	0
91-59	Municipal Center Security	0	34,352	56,000	56,000	0	0	0
91-60	Aquatic Center Ceiling	0	15,000	0	0	0	0	0
91-62	Streetlights	0	0	40,000	40,000	0	0	0
91-63	New Sidewalk Construction Program	0	0	30,000	30,000	33,000	33,000	33,000
91-64	W&OD Trail Crossing Improvements	0	0	150,000	150,000	0	0	0
91-68	Skateboard Facility	0	0	25,000	25,000	150,000	150,000	150,000
91-69	Folly Lick/Spring Branch Regional Trail	0	0	0	0	25,000	25,000	25,000
	TOTAL - INTERFUND TRANSFERS	2,416,900	1,166,352	5,287,000	2,790,000	1,722,000	1,722,000	1,772,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Interfund Transfers (001/1095/491)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	INTERFUND TRANSFER TO INFORMATION TECHNOLOGY (IT) IMPROVEMENTS FUND						
80-09	FY 2008 IT Improvements	240,000	240,000	227,000	The following IT projects will be undertaken during FY 2008. All procurement activities will be at the direction and approval of the Director of Information Technology. Applications $91,000 Life cycle 110,000 Infrastructure 14,000 Department Requests 12,000 $227,000	227,000	227,000
	TOTAL - INTERFUND TRANSFERS TO IT IMPROVEMENTS FUND	240,000	240,000	227,000		227,000	227,000
	INTERFUND TRANSFERS TO CAPITAL PROJECTS FUND						
90-03	Traffic Signal Improvements	80,000	80,000	0		0	0
90-08	Storm Drainage Improvements	200,000	200,000	0		0	0
90-36	Building Improvements	205,000	205,000	391,000	Provides funds to replace nine HVAC units in the following buildings: 1481 Sterling Road (4 units), Aquatic Center locker rooms (2 units), Aquatic Center fitness rooms (3 units). The replacement of these older units will result in reduced operating costs.	391,000	391,000
90-37	Sports Field & Park Improvements	290,000	100,000	0		0	0
90-46	Runnymede Park	2,247,000	100,000	0		0	0
90-70	Streets Improvements	1,239,000	1,079,000	796,000	Provides for the following Capital Projects (as recommended and described in the FY 2008 - 2013 CIP): Major road repaving $400,000 General road minor construction 50,000 Station Street Improvements 75,000 S. Elden Street (Worldgate to Herndon Parkway) 236,000 Pearl, Nash, Oak, Wood Street Improvements 85,000 $846,000	796,000	846,000
91-17	Herndon Community Center - Phase IV	90,000	90,000	0		0	0
91-19	Public Safety Center	0	0	100,000	Provides funds to construct a drive-in containment structure to allow police officers to safely transfer a prisoner from a police vehicle to the police station. FY 2008 funding will support design and a portion of the construction costs.	100,000	100,000
91-31	Town Shop Improvements	135,000	135,000	0		0	0
91-57	Video Monitoring Traffic Control	205,000	205,000	0		0	0

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Interfund Transfers (001/1095/491)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
91-58	Town Hall Rehabilitation	55,000	55,000	0		0	0
91-59	Municipal Center Security	56,000	56,000	0		0	0
91-60	Aquatic Center Ceiling	0	0	0		0	0
91-62	Streetlights	40,000	40,000	0		0	0
91-63	New Sidewalk Construction Program	30,000	30,000	33,000	Provides funds for the installation of new sidewalks.	33,000	33,000
91-64	W&OD Trail Crossing Improvements	150,000	150,000	0		0	0
91-68	Skateboard Facility	25,000	25,000	150,000	Provides funds to develop a 10,000 square foot skateboard facility.	150,000	150,000
91-69	Folly Lick/Spring Branch Regional Trail	0	0	25,000	Provides funds to develop missing segments of the Folly Lick/Spring Branch trail.	25,000	25,000
	TOTAL - INTERFUND TRANSFERS TO CAPITAL PROJECTS FUND	5,047,000	2,550,000	1,495,000		1,495,000	1,545,000
	TOTAL - INTERFUND TRANSFERS	5,287,000	2,790,000	1,722,000		1,722,000	1,772,000

http://herndon-va.gov

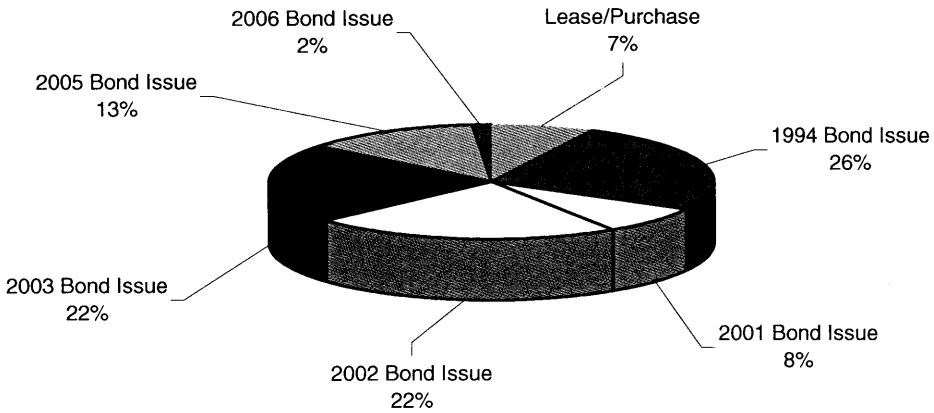
TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - GENERAL FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Debt Service

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	DEBT SERVICE							
20-99	Bond Issue Expense	0	117,007	60,000	11,800	0	0	0
98-02	Lease/Purchase Payment (Short Term)	0	165,000	120,000	165,000	165,000	165,000	165,000
98-11	1994 Bond Issue - Principal	605,000	615,000	630,000	630,000	645,000	645,000	645,000
98-17	2002 Refunding Bond Issue - Interest	180,450	166,125	150,725	150,725	132,500	132,500	132,500
98-18	2002 Refunding Bond Issue - Principal	470,000	485,000	500,000	500,000	505,000	505,000	505,000
98-19	Lease Purchase Payments - Interest	0	14,403	180,000	24,600	44,000	44,000	44,000
98-21	1994 Refunding Bond Issue - Interest	168,375	140,617	111,668	111,668	81,221	81,221	81,221
98-27	2001 Bond Issue - Interest	113,924	110,027	106,020	106,020	101,794	101,794	101,794
98-28	2001 Bond Issue - Principal	111,313	111,313	114,242	114,242	120,101	120,101	120,101
98-31	2003 Bond Issue - Interest	373,938	338,393	331,587	331,587	321,818	321,818	321,818
98-32	2003 Bond Issue - Principal	295,000	300,000	305,000	305,000	315,000	315,000	315,000
98-33	2005 Bond Issue - Interest	0	0	232,951	232,951	193,986	193,986	193,986
98-34	2005 Bond Issue - Principal	0	0	100,000	100,000	170,000	170,000	170,000
98-35	2006 Bond Issue - Interest	0	0	71,250	0	22,824	22,824	22,824
98-36	2006 Bond Issue - Principal	0	0	0	0	16,600	16,600	16,600
	TOTAL - DEBT SERVICE	2,318,000	2,562,885	3,013,443	2,783,593	2,834,844	2,834,844	2,834,844

Debt Service - General Fund

DEPARTMENTAL EXPENDITURES



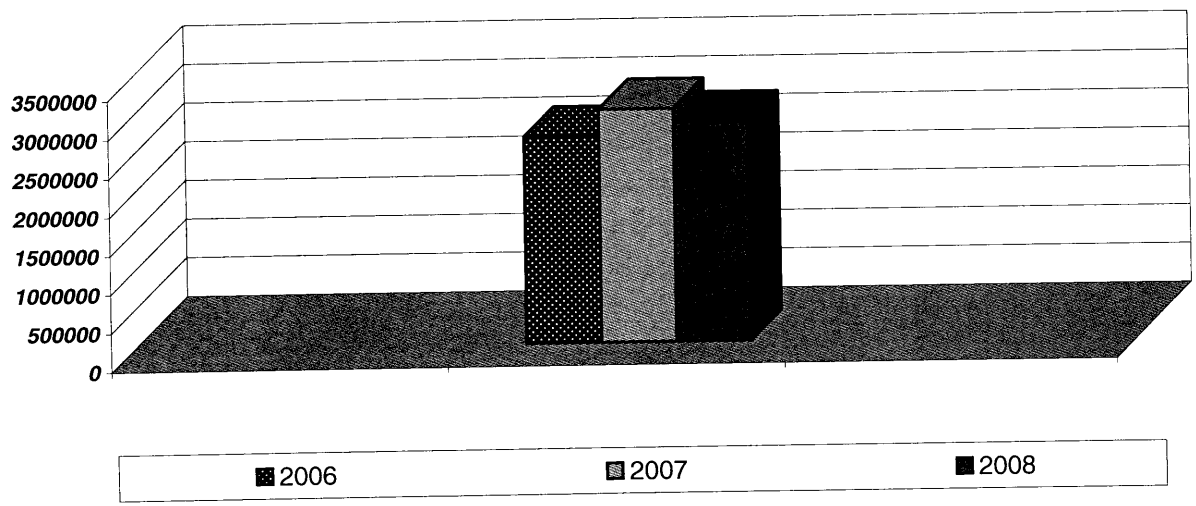
Debt Service - General Fund - $2,834,844

Lease/Purchase	$209,000
1994 Bond Issue	$726,221
2001 Bond Issue	$221,895
2002 Bond Issue	$637,500
2003 Bond Issue	$636,818
2005 Bond Issue	$363,986
2006 Bond Issue	$39,424

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Debt Service - General Fund (001/9898/473)

FY 2006-2008 Expenditures



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Debt Service	2,670,675	3,013,443	2,834,844	-5.93%

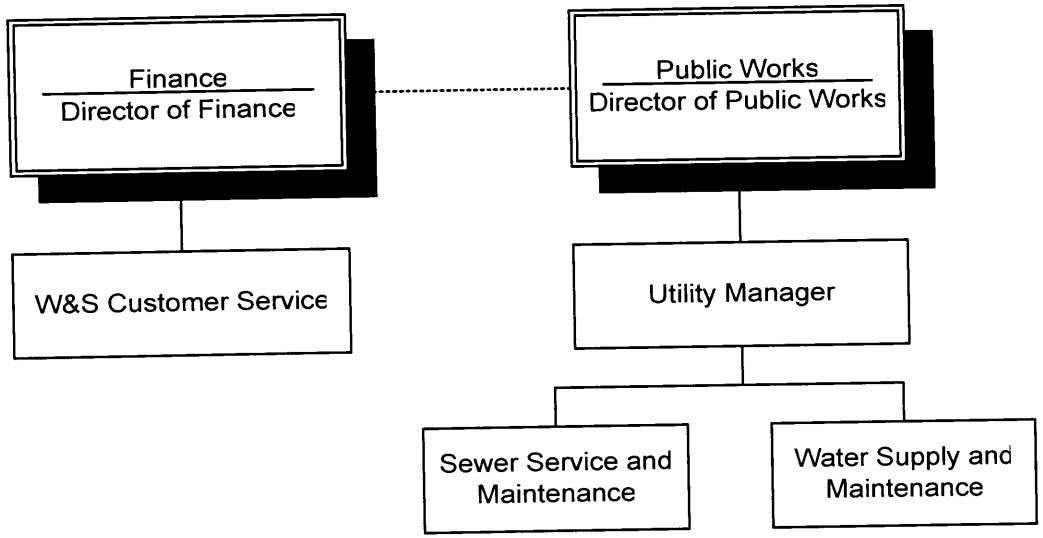
TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Debt Service - General Fund (001/9898/473)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	DEBT SERVICE						
20-99	Bond Issue Expense	60,000	11,800	0	FY 2007 cost relates to issue of $2.260 million in G.O. bonds with $500,000 allocated to General Fund.	0	0
98-02	Lease/Purchase Principal	120,000	165,000	165,000	Annual principal payments for capital lease/purchase of equipment and vehicles.	165,000	165,000
98-11	1994 Refunding Bond Issue - Principal	630,000	630,000	645,000	Annual principal payment on 1994 bond issue which refunded portions of the 1988 and 1990 bonds.	645,000	645,000
98-17	2002 Refunding Bond Issue - Interest	150,725	150,725	132,500	Annual interest payments for 2002 refunding bonds. (Refunded 1993 bond issue; original issue was for construction of HMC and partial funding for Council Chambers.)	132,500	132,500
98-18	2002 Refunding Bond Issue - Principal	500,000	500,000	505,000	Annual interest payments for 2002 refunding bonds (see above).	505,000	505,000
98-19	Lease Purchase Payments Interest	180,000	24,600	44,000	Annual interest payments for capital lease/purchase of equipment and vehicles.	44,000	44,000
98-21	1994 Refunding Bond Issue - Interest	111,668	111,668	81,221	Annual interest payments on 1994 bond issue which refunded portions of the 1988 and 1990 bonds.	81,221	81,221
98-27	2001 Bond Issue - Interest	106,020	106,020	101,794	Semi-annual interest payments on FY 2001 bond issue. Bond issue for Alabama Drive, Downtown Streets, South Elden Utility Undergrounding and A/E Design for Public Safety Center.	101,794	101,794
98-28	2001 Bond Issue - Principal	114,242	114,242	120,101	Annual principal payment on 2001 bond issue (see above).	120,101	120,101
98-31	2003 Bond Issue - Interest	331,587	331,587	321,818	Semi-annual interest payments on FY 2004 bond issue. Bond proceeds totaling $8.5 million were used to purchase 397 Herndon Parkway and renovate for Public Safety use.	321,818	321,818
98-32	2003 Bond Issue - Principal	305,000	305,000	315,000	Principal payment on FY 2004 bond issue (see above).	315,000	315,000
98-33	2005 Bond Issue - Interest	232,951	232,951	193,986	Semi-annual interest payment on $4.8 million FY 2006 bond issue. Bond proceeds used for construction related service, construction contract and other costs of Phase IV/Herndon Community Center.	193,986	193,986
98-34	2005 Bond Issue - Principal	100,000	100,000	170,000	Principal payment on FY 2006 bond issue (see above).	170,000	170,000
98-35	2006 Bond Issue - Interest	71,250	0	22,824	Semi-annual interest payment on $500,000 FY 2007 bond issue (General Fund portion). Bond proceeds used for the following FY 2007 CIP projects: Worldgate Drive rehabilitation; Town Shop improvements. and Elden-Center Streets.	22,824	22,824
98-36	2006 Bond Issue - Principal	0	0	16,600	Principal payment on FY 2007 bond issue (see above).	16,600	16,600
	TOTAL - DEBT SERVICE	3,013,443	2,783,593	2,834,844		2,834,844	2,834,844

TOWN OF HERNDON, VIRGINIA
DEPARTMENT ORGANIZATION
FISCAL YEAR 2007-2008

WATER & SEWER SERVICES



TOWN OF HERNDON, VIRGINIA
DEPARTMENT PURPOSE AND OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Water & Sewer

DEPARTMENTAL PURPOSE:

Provide safe, efficient, and affordable water and sewer services to Town of Herndon utility customers.

DEPARTMENTAL OBJECTIVES:

The department objectives in FY 2008 are to:

Area	Objective	Strategies
Finance – Customer Service	• Read all residential and commercial water meters in an accurate and timely manner. • Prepare, generate, and distributed utility bills utilizing the Town's computerized utility billing system. • Provide a high level of customer service and satisfaction with an emphasis on resolving inquiries in a timely, efficient, and professional manner.	• Investigate unusual water consumption and when applicable calculate bill adjustments. • Resolve inquiries in a timely, efficient and professional manner.
Public Works – Sewer Service and Maintenance	• Maintain the Town's sanitary sewer system. • Provide technical and operational support to the Town's development review and construction permitting process.	• Monitor all sewer flows entering the Fairfax County sewer main trunk lines. • Conduct preventative maintenance projects and programs. • Monitor and maintain two Town pumping stations. • Manage the sewer main and manhole rehabilitation program.
Public Works - Water Supply and Maintenance	• Provide a high quality water supply to Town customers. • Provide technical and operational support to the Town's development review and construction permitting process.	• Perform water sampling program. • Monitor access to Town-owned water supply tanks lots. • Assist in the design of a security system.

TOWN OF HERNDON, VIRGINIA
REVENUE ESTIMATES - WATER AND SEWER FUND
FISCAL YEAR 2007-2008

OBJECT CODE	SOURCE	2004-2005 AUDITED ACTUAL	2005-2006 AUDITED ACTUAL	2006-2007 ADOPTED BUDGET	2006-2007 ESTIMATE	2007-2008 ADOPTED	NOTES
	WATER AND SEWER REVENUE						
343.10-00	Sale of Water (including service charges)	$ 1,796,616	$ 2,012,354	$ 1,848,970	$ 2,041,000	$ 2,083,435	Based on proposed 3 percent increase in water rates and projected demand increase of 1/2 of 1% (0.50%) over estimate for FY 2007.
343.20-00	Water Availability Fees	313,103	267,421	220,000	131,000	130,000	Based on current water availability fee structure for all types of premises and meter sizes (i.e., single family residential at $2,760).
344.10-00	Sewer Collection Fees	2,068,822	2,199,573	2,157,290	2,198,000	2,274,930	Based on proposed 3 percent increase in sewer rates and projected demand increase of 1/2 of 1% (0.50%) over estimate for FY 2007.
344.20-00	Sewer Availability Fees	531,910	452,068	345,000	170,000	170,000	Based on current availability fee structure for all residential and other uses (i.e., single family residential at $4,621).
344.20-50	Sewer Lateral Repair Program	10,016	10,012	10,080	10,030	10,080	Residential sanitary lateral repair and replacement program for single family, two-family, and townhouse dwellings. Fee is $.50 per calendar quarter.
348.00-00	Penalties - Late Payment	44,026	39,036	45,000	45,000	45,000	
	TOTAL - OPERATING REVENUES	4,764,493	4,980,464	4,626,340	4,595,030	4,713,445	
361.00-00	INTEREST ON INVESTMENTS	459,657	237,692	504,600	504,600	504,600	Assumes average interest rate of 4.75% and $10.6 million available for investment.
	REVENUE FROM OTHER SOURCES						
318.30-00	Franchise Lease	157,581	205,680	161,690	191,938	194,430	Annual lease payments from five telecommunications companies for placement of antennas on water tanks.
369.99-00	Not Otherwise Classified	5,351	14,377	3,025	5,640	5,777	
390.10-02	Grants and Reimbursements	0	0	16,000	16,000	0	FY 2007 is CMAQ grant for purchase of natural gas vehicle.
395.00-00	Use of Retained Earnings/ Contributed Capital	0	0	2,578,500	2,578,500	1,833,000	Use of prior fiscal years' contributed capital to fund progress payment to Fairfax Cty. Water Authority for purchase of additional 1.0 MGD of water capacity at Corbalis Water Treatment plant and Water & Sewer portion of CIP.
	TOTAL - REVENUE FROM OTHER SOURCES	162,932	220,057	2,759,215	2,792,078	2,033,207	
	SALE OF SERVICES, COMMODITIES AND PROPERTY						
392.10-00	Sale of Obsolete/Surplus Property	0	0	125	100	100	
349.02-00	Sale of Commodities	18,470	15,842	18,000	5,000	5,500	
343.01-00	Sale of Services to General Fund	27,530	33,474	29,340	34,974	36,550	
343.03-00	Sale of Services to Chestnut Grove Cemetery Fund	24	24	90	24	1,000	
343.07-00	Sale of Services to Golf Course Fund	1,481	1,336	1,600	1,395	1,460	
	TOTAL - SALE OF SERVICES, COMMODITIES AND PROPERTY	47,505	50,676	49,155	41,493	44,610	
	TOTAL - WATER AND SEWER FUND REVENUE	$ 5,434,587	$ 5,488,889	$ 7,939,310	$ 7,933,201	$ 7,295,862	$5,162,785 is recurring revenue. The remaining $2,133,000 is one-time revenue (e.g., availability fees from new construction and use of prior years' capital contributions.)

TOWN OF HERNDON, VIRGINIA
ADOPTED REGULAR PERSONNEL - WATER AND SEWER FUND
FISCAL YEAR 2007-2008

	FY 2005-06		FY 2006-07		FY 2007-08	
	F/T	P/T	F/T	P/T	F/T	P/T
FINANCE						
Accounting Tech II/Administrative Tech	1		1		1	
Office Assistant I		0		1		1
Water Meter Reader	2	—	2	—	2	—
	3	0	3	1	3	1
PUBLIC WORKS						
Maintenance Mechanic/Meter Mechanic	1		1		1	
Operations Engineer	1		1		1	
Utility Equipment Operator I	1		1		1	
Utility Equipment Operator II	4		4		4	
Utility Equipment Technician	1		1		1	
Utility Maintenance Worker I	1		1		1	
Utility Maintenance Worker II	3		3		3	
Utility Work Crew Supervisor	1		1		1	
	13		13		13	
TOTAL	16	0	16	1	16	1
TOTAL - REGULAR WATER & SEWER FUND PERSONNEL	16		17		17	

TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - WATER SEWER FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Water & Sewer Service

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	PERSONNEL SERVICES							
10-01	Wages & Salaries (Full-Time)	473,791	519,076	606,901	571,096	628,552	628,552	628,552
10-02	Wages & Salaries (Part-Time)	681	0	17,017	17,017	17,475	17,475	17,475
10-04	Seasonal/Temporary/Intern	0	673	0	0	0	0	0
10-40	Overtime	29,549	20,836	29,500	29,500	29,500	29,500	29,500
10-50	Employee Benefits	180,794	198,245	264,849	258,454	257,370	257,370	257,370
10-70	Regular Wage Chargeback	(3,837)	(14,897)	0	0	0	0	0
10-71	Overtime Wage Chargeback	(6,214)	(4,771)	0	0	0	0	0
10-72	Benefit Chargeback	10,174	17,480	0	0	0	0	0
	TOTAL - PERSONNEL SERVICES	684,938	736,642	918,267	876,067	932,897	932,897	932,897
	OPERATIONS & MAINTENANCE							
20-02	Office Supplies	1,095	1,029	1,000	1,000	1,000	1,000	1,000
20-03	Telephone & Communications	2,464	3,362	3,405	3,805	4,669	4,669	4,669
20-04	Postage	9,411	7,444	9,900	9,900	9,900	9,900	9,900
20-05	Office Equipment Maintenance & Repair	165	0	500	500	500	500	500
20-08	Printing & Duplication	2,911	1,750	5,000	5,000	5,000	5,000	5,000
20-09	Travel & Training	1,507	2,227	5,600	5,600	5,600	5,600	5,600
20-15	Professional Services	65,776	4,261	15,000	15,000	15,000	15,000	15,000
20-19	PC Software	0	0	1,000	1,000	0	0	0
20-20	Leased Equipment	1,001	4,154	6,650	6,650	6,650	6,650	6,650
20-24	Gas & Oil	13,037	18,912	10,500	10,500	11,500	11,500	11,500
20-27	Uniforms	6,014	6,767	7,920	8,120	9,076	9,076	9,076
20-28	Automobile Maintenance & Repairs	9,300	10,163	6,200	6,200	6,200	6,200	6,200
20-30	Small Tools & Equipment	9,556	1,633	6,400	6,400	6,400	6,400	6,400
20-32	Equipment Maintenance & Repairs	8,275	5,642	10,000	10,000	10,000	10,000	10,000
20-33	Testing Contract	5,000	1,750	26,500	26,500	26,500	26,500	26,500
20-41	Materials & Supplies	31,768	43,204	36,000	36,000	46,000	46,000	46,000
20-42	Water Service	1,311,621	1,365,823	1,350,000	1,350,000	1,510,000	1,510,000	1,510,000
20-43	Sewer Service	2,090,091	2,007,821	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
20-44	Truck Line Maintenance	3,025	2,835	8,620	8,620	28,600	28,600	28,600
20-49	Pump Station Repair/Maintenance	23,481	19,152	12,000	12,000	12,000	12,000	12,000
20-61	Contract Services	27,457	25,449	40,500	40,500	40,500	40,500	40,500
20-74	Equipment Rental	0	0	500	500	500	500	500
20-79	Computer Hardware/Software Maintenance	7,923	12,313	8,500	13,706	16,000	16,000	16,000
21-03	Sewer Lateral Repair	0	0	25,000	25,000	25,000	25,000	25,000
21-13	Minor Office Furniture/Equipment	3,432	4,196	1,988	1,988	2,000	2,000	2,000
	TOTAL - OPERATIONS & MAINTENANCE	3,634,312	3,549,887	3,698,683	3,704,489	3,898,595	3,898,595	3,898,595

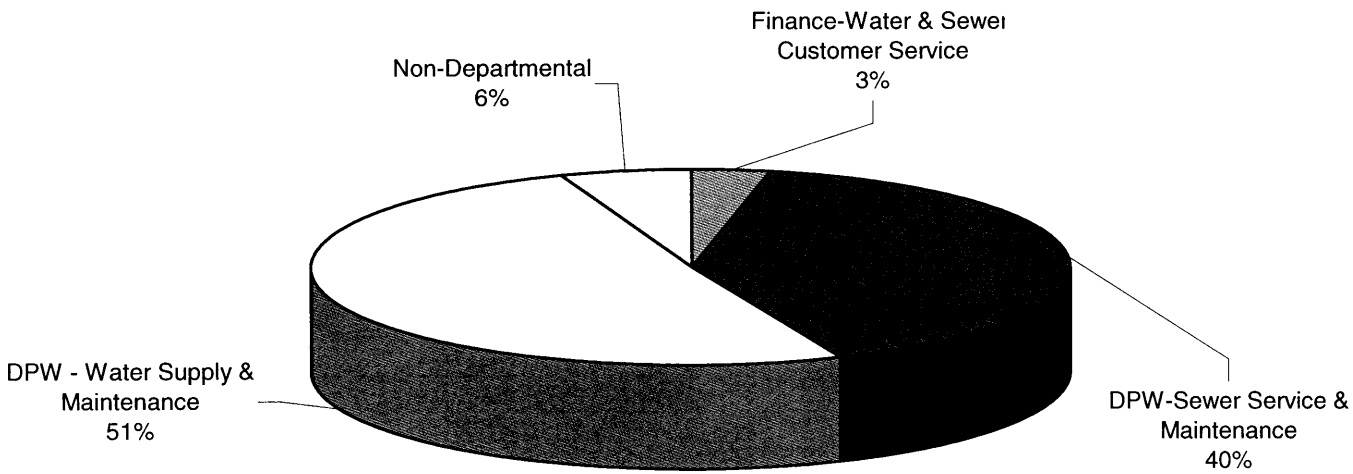
TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - WATER SEWER FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Water & Sewer Service

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	CAPITAL							
80-02	Capital Projects (CIP)	5,077	69	1,655,000	1,505,000	750,000	750,000	750,000
80-03	Vehicles/Equipment	990	511	56,000	40,000	104,000	104,000	104,000
80-07	Water Meters	33,979	5,039	20,000	20,000	30,000	30,000	30,000
80-09	Microcomputer/Peripherals	3,650	1,930	0	0	11,800	11,800	11,800
80-11	Capital Equipment	8,100	0	0	0	5,000	5,000	5,000
80-19	Sewer Facility Repair and Maintenance	206,937	206,968	195,000	193,750	250,000	250,000	250,000
80-37	Capacity Purchase	335,644	320,774	1,000,000	900,000	900,000	900,000	900,000
	TOTAL - CAPITAL	594,377	535,291	2,926,000	2,658,750	2,050,800	2,050,800	2,050,800
	NON DEPARTMENTAL							
10-50	Employee Benefits	88	2,557	0	0	0	0	0
20-13	Annual Audit	14,332	16,905	16,800	16,450	17,400	17,400	17,400
20-18	Employee Programs	1,148	0	0	2,079	0	0	0
20-48	Self Insurance Retention	0	1,273	500	100	500	500	500
20-61	Contract Services	270,990	333,170	348,160	348,160	365,570	365,570	365,570
20-76	Insurance	22,752	28,676	30,900	28,400	30,100	30,100	30,100
20-96	Depreciation Expense	636,067	666,751	0	0	0	0	0
20-97	Loss of Disposal of F.A.		1,056	0	0	0	0	0
	TOTAL - NON-DEPARTMENTAL	945,376	1,050,388	396,360	395,189	413,570	413,570	413,570
	TOTAL - WATER & SEWER SERVICES	5,859,002	5,872,208	7,939,310	7,634,495	7,295,862	7,295,862	7,295,862

Water & Sewer Services

DEPARTMENTAL EXPENDITURES



Finance-Water & Sewer Customer Service - $251,027
DPW-Sewer Service & Maintenance - $2,937,896
DPW- Water Supply & Maintenance - $3,693,369
Non-Departmental - $413,570

Total - $7,295,862

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Finance - Water & Sewer Customer Service

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Water & Sewer **ACTIVITY CENTER:** Water & Sewer Customer Service (002/0554/415)

The Water and Sewer Customer Service Activity Center is responsible for reading all residential and commercial water meters in an accurate and timely manner. Utility bills are prepared, generated, and distributed utilizing the Town's computerized utility billing system. Unusual water consumption is investigated and when applicable, utility bill adjustments are calculated.

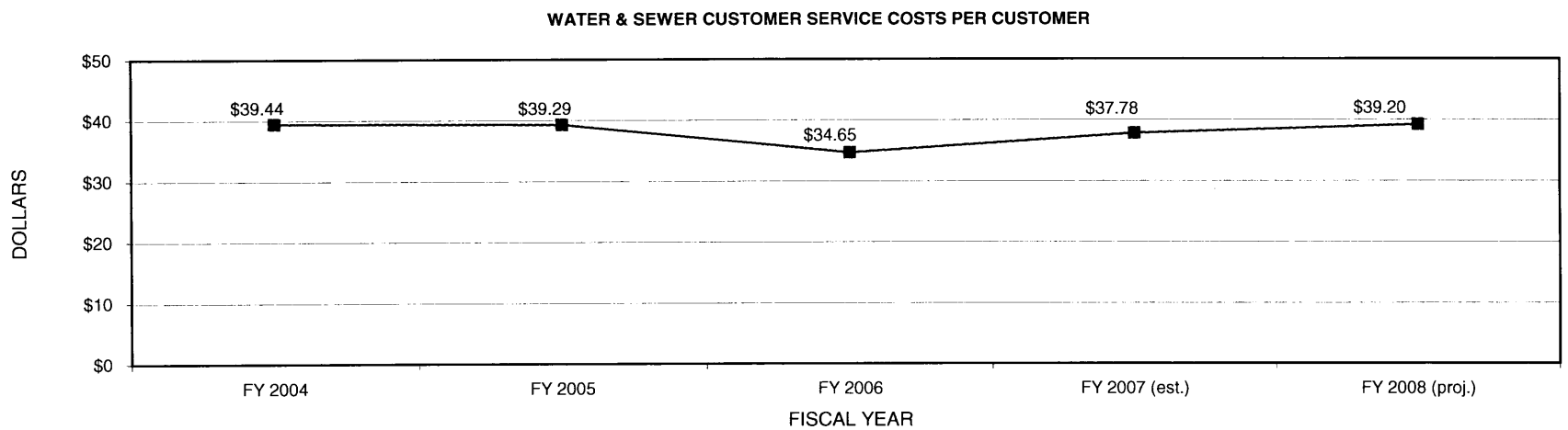
Goals	Objectives	Outcomes
Meter reading	• Accurately read all residential and commercial water meters on a quarterly basis.	• Using hand-held computerized meter reading devices, record consumptions for approximately 5,850 water meters on a quarterly basis. • Automated readings are uploaded on to the computerized utility billing system. • Recommendations for implementing an automated meter reading program are developed. The first phase of the program consisting of acquiring all necessary software and hardware and converting Town's commercial water meters is initiated.
Utility billing and customer service	• Generate and distribute quarterly and final billings for utility customer accounts. • Manage delinquent accounts.	• Utility billings for approximately 5,850 customer accounts are prepared, posted, and disseminated on a quarterly basis. • 95 percent of customers are satisfied or very satisfied with the level of service they receive. • 90 percent of delinquent accounts are collected.
Information reporting	• Maintain proper documentation for auditing purposes and prepare various reports, reconciliation spreadsheets, and schedules in connection with the Town's annual financial audit and generally accepted governmental accounting standards.	• All applicable documentation is available for Town's annual financial audit.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Water and Sewer Services **ACTIVITY CENTER:** Water and Sewer Customer Service (002/0554/415)

A portion of each water and sewer customer billing is used to support the Water and Sewer Customer Service activity center. This activity center establishes new customer accounts; provides quarterly reading for all Town water meters; generates quarterly customer billings and assists customers with inquiries and concerns about their accounts.

For fiscal years 2004 through projected 2008, the number of new customer accounts grew by 6.8 percent from 5,476 at June 30, 2004 to an estimated 5,850 at June 30, 2008. During this same time period, both actual and projected activity center costs per customer have remained relatively stable, with the exception of FY 2006. These costs were inordinately low due to a key position vacancy. Projected expenses for FY 2008 include annual software maintenance and application support for the utility billing module. Projected costs per customer are calculated at $39.20.



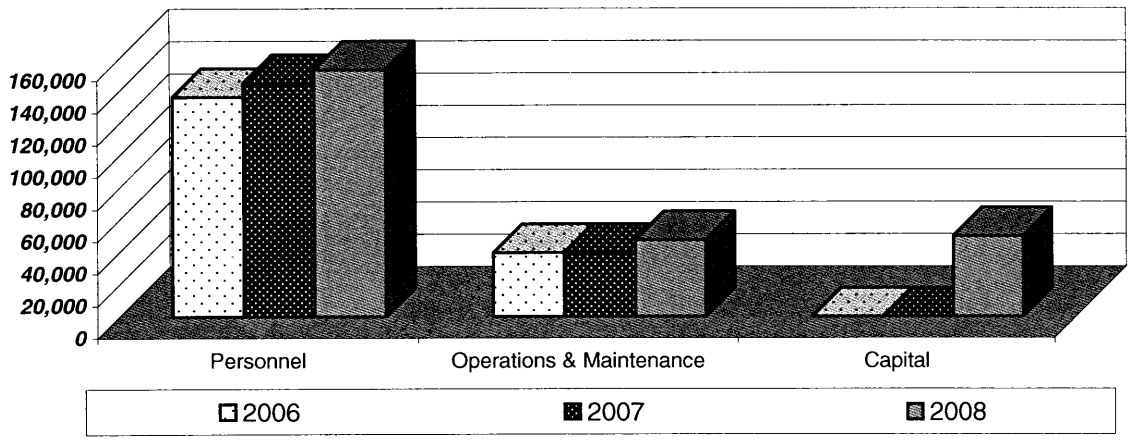
	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Direct					
Personnel	135,955	135,426	126,257	145,067	153,102
O&M	56,859	65,309	50,405	53,956	53,960
Sub-total	192,814	200,735	176,662	199,023	207,062
Indirect					
Administrative Overhead	23,138	24,088	24,088	20,855	22,263
TOTAL	$215,952	$224,823	$200,750	$219,878	$229,325
Number of Customers	5,476	5,722	5,794	5,820	5,850
Gross Costs/Customer	$ 39.44	$ 39.29	$ 34.65	$ 37.78	$ 39.20

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Finance - Water and Sewer Customer Service (002/0554/415)

Personnel costs reflect authorized expenditures. Increase in O&M reflects increase in annual maintenance contract for utility billing application software. Capital expenditures provide funds to implement automated water meter reading system for residential accounts.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	136,434	145,067	153,277	5.7%
Operations & Maintenance	39,760	39,650	47,750	20.4%
Capital	0	0	50,000	100.0%
TOTAL	176,194	184,717	251,027	35.9%
Full-Time Personnel	3	3	3	0.0%
Part-Time Personnel	0	1	1	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Water & Sewer Service | **ACTIVITY CENTER:** Finance - Water & Sewer Customer Service (002/0554/415)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	91,096	91,096	97,500	Provides for wages and salaries of activity center personnel.	97,500	97,500
10-02	Wages & Salaries (Part-Time)	17,017	17,017	17,475	Provides for wages and salaries of part-time Office Assistant position at 25 hours per week.	17,475	17,475
10-40	Overtime	500	500	500	Provides for authorized overtime.	500	500
10-50	Employee Benefits	36,454	36,454	37,802	Provides for authorized benefits.	37,802	37,802
	TOTAL - PERSONNEL SERVICES	145,067	145,067	153,277		153,277	153,277
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	1,000	1,000	1,000	Provides for general office supplies, e.g., pens, pencils, paper, stationery, file folders, storage boxes, etc.	1,000	1,000
20-03	Telephone & Communication	500	900	900	Provides for local and long distance business calls.	900	900
20-04	Postage	9,900	9,900	9,900	Provides for the mailing of water/sewer bills and other general mailings.	9,900	9,900
20-05	Office Equipment Maintenance/Repair	500	500	500	Provides for repair of hand-held automated meter reading equipment and new copier maintenance service agreement.	500	500
20-08	Printing & Duplication	5,000	5,000	5,000	Provides for billing forms, letterhead, envelopes, and utility billing printed inserts.	5,000	5,000
20-09	Travel & Training	1,600	1,600	1,600	Provides for one-day training sessions, HTE on-site training, and VGFOA accounting classes.	1,600	1,600
20-20	Leased Equipment	6,650	6,650	6,650	Provides for lease of copier and billing/envelope inserting system.	6,650	6,650
20-24	Gas & Oil	2,000	2,000	2,000	Provides for gas and oil for activity center vehicles.	2,000	2,000
20-27	Uniforms	1,000	1,200	1,200	Provides uniforms and safety boots for Water Meter Readers.	1,200	1,200
20-28	Automobile Maintenance & Repair	2,200	2,200	2,200	Provides for maintenance and repair of vehicles assigned to activity center.	2,200	2,200
20-30	Small Tools & Equipment	800	800	800	Provides for small tools and equipment required by the Water Meter Readers.	800	800
20-79	Computer Hardware & Software Maintenance	8,500	13,706	16,000	Provides for annual maintenance for HTE utility billing application software ($13,700) and Datamatic software for hand-held meter reading equipment ($2,300).	16,000	16,000
	TOTAL - OPERATIONS & MAINTENANCE	39,650	45,456	47,750		47,750	47,750

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Water & Sewer Service | **ACTIVITY CENTER:** Finance - Water & Sewer Customer Service (002/0554/415)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	CAPITAL						
80-02	Capital Projects (CIP)	0	0	50,000	Provides funding to initiate implementation of automated water meter reading system for residential accounts.	50,000	50,000
	TOTAL - CAPITAL	0	0	50,000		50,000	50,000
	TOTAL - WATER & SEWER CUSTOMER SERVICE	184,717	190,523	251,027		251,027	251,027

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Public Works - Sewer Service & Maintenance

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Water and Sewer Services **ACTIVITY CENTER:** Sewer Service and Maintenance (002/0887/432)

The Sewer Service and Maintenance Activity Center maintains the Town's sanitary sewer system and provides technical and operational support to the Town's development review and construction permitting process.

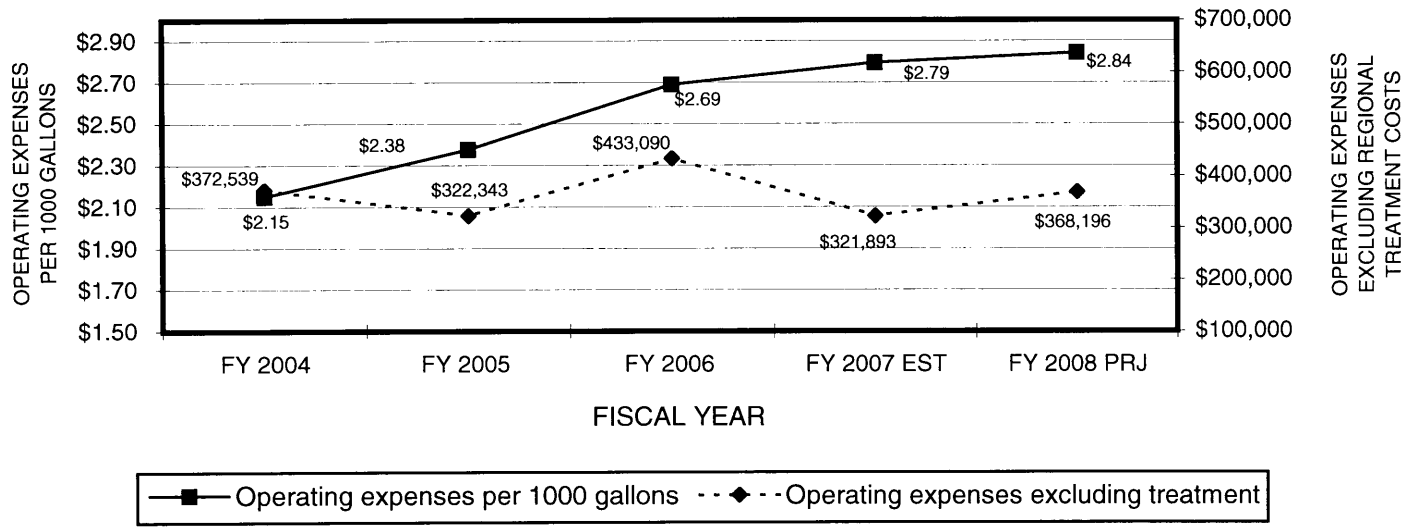
Goals	Objectives	Outcomes
Ensure a healthy and safe conveyance of sanitary sewer effluent.	• Monitor all sewer flows entering the Fairfax County sewer main trunk lines.	• Oversee the Town's eight master monitoring stations. • Inspect and assess developer constructed sewer systems prior to bond release.
Lower system life cycle costs. Extend life expectancy of system. Inclusion of below grade subdivisions in gravity fed sewer system.	• Conduct preventative maintenance projects and programs. • Monitor and maintain two Town pumping stations.	• Use video technology to regularly inspect new and existing sewer lines. • Flush approximately 100,000 linear feet of sewer mains. • Continue with sewer main degreasing program.
Maintain and improve integrity of sanitary sewer system throughout Town.	• Construct and maintain public sewer projects.	• Installation/construction of new public sanitary sewer lines and mains. • Develop future requirements for sewer utility system.
Maintain and improve integrity of sanitary sewer system throughout Town.	• Manage the sewer main and manhole rehabilitation program.	• Reline sanitary sewer main runs throughout Town. • Reline sanitary sewer main manholes throughout Town. • Management of contractor provided services.
Minimize the infusion of extraneous flows into the treatment process. Collect and analyze data for I&I capacity studies.	• Continue the Inflow and Infiltration (I&I) reduction program.	• Sump pump conversion program to reduce I&I. • Deploy portable meters.
Facilitate input of data for GIS layering of Town-owned utilities. Implement requirements established by upcoming Federal mandates.	• Support Town-wide sewer system GIS mapping effort.	• Provide support for utility locates.
Expedited response to residential and commercial emergency stoppages.	• Operate and maintain remote sewer monitoring and communications (SCADA) program.	• 24 hour surveillance of Town-wide system. • Provide monthly sewage flow totals.
Develop hydraulic and capacity model for system analysis.	• Use results for design, plan review and planning purposes.	• Improve system performance and capacity. Support tracking of I&I.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Public Works **ACTIVITY CENTER:** Sewer Services & Maintenance (002/0887/432)

Town sewer system operating expenses per 1000 gallons of sewage treated are calculated by dividing Town sewer system expenses (personnel and operations and maintenance (O&M) costs but excluding regional treatment costs) by total gallons of sewage treated for each fiscal year. Also excluded from the O&M costs are the budgeted capital costs paid to the treatment plant. The decrease in flow rates from FY 2004 forward reflect focused efforts to reduce inflow and infiltration (I&I) in the system. Rising capital costs for treatment have resulted in higher costs per 1000 gallons of treated sewage. Lower personnel costs for FY 2005 were the result of vacancies.

SEWER SYSTEM OPERATING EXPENSE



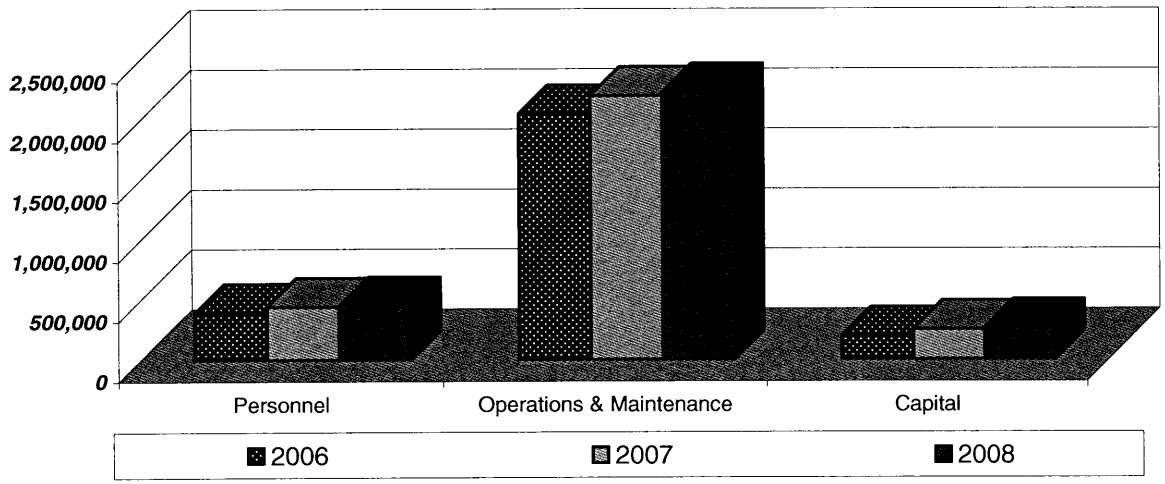
	FY 2004	FY 2005	FY 2006	FY 2007 EST	FY 2008 PRJ
OPERATING EXPENSES					
Personnel	$288,226	$250,468	$345,500	$419,000	$449,931
O&M (Includes regional treatment costs)	$2,169,760	$2,161,966	$2,163,919	$2,200,993	$2,226,165
TOTAL	$2,457,986	$2,412,434	$2,509,419	$2,619,993	$2,676,096
Sewage Treated (1000 Gal.)	1,144,000	1,015,254	933,174	938,000	942,000
Regional treatment costs	$2,085,447	$2,090,091	$2,076,329	$2,298,100	$2,307,900
Operating expenses excluding treatment	**$372,539**	**$322,343**	**$433,090**	**$321,893**	**$368,196**
Operating expenses per 1000 gallons	**$2.15**	**$2.38**	**$2.69**	**$2.79**	**$2.84**

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Public Works - Sewer Service and Maintenance (002/0887/432)

Personnel costs reflect authorized expenditures. O&M includes funds for payment to Fairfax County for treatment of sewage and reservation of needed capacity to support future development. Capital funding provides for sewer main reconstruction and manhole rehabilitation, and for replacement software and hardware for CCTV inspection unit.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	395,847	442,597	449,931	1.7%
Operations & Maintenance	2,048,910	2,200,993	2,226,165	1.1%
Capital	195,000	251,000	261,800	4.3%
TOTAL	2,639,757	2,894,590	2,937,896	1.5%
Full-Time Personnel	7	7	7	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Water & Sewer Services | **ACTIVITY CENTER:** Sewer Service & Maintenance (002/0887/432)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	295,944	275,000	304,956	Provides for wages and salaries of activity center staff.	304,956	304,956
10-40	Overtime	14,000	14,000	14,000	Provides for authorized overtime.	14,000	14,000
10-50	Employee Benefits	132,653	130,000	130,975	Provides for authorized benefits.	130,975	130,975
	TOTAL - PERSONNEL SERVICES	442,597	419,000	449,931		449,931	449,931
	OPERATIONS & MAINTENANCE						
20-03	Telephone & Communication	1,825	1,825	1,825	Provides for pagers and Nextel service.	1,825	1,825
20-09	Travel & Training	1,000	1,000	1,000	Provides for training on diagnostic equipment and pumping station operations.	1,000	1,000
20-19	PC Software	1,000	1,000	0		0	0
20-24	Gas & Oil	4,000	4,000	4,500	Provides for gas and oil for activity center vehicles. Increase due to rise in fuel costs.	4,500	4,500
20-27	Uniforms	3,560	3,560	4,240	Provides for uniforms, safety shoes, and supplies. Increase due to rise in uniform costs.	4,240	4,240
20-30	Small Tools & Equipment	3,000	3,000	3,000	Provides for required small tools.	3,000	3,000
20-32	Equipment Maintenance & Repair	7,500	7,500	7,500	Provides for maintenance and repair of all equipment assigned to this activity center.	7,500	7,500
20-41	Materials & Supplies	21,000	21,000	26,000	Provides for materials to repair sewer mains and leaks that are found by the I&I analysis. Included are manholes, manhole rings, rings for paving, sewer tops, repair bands, pipe, and supplies for TV crew. Increase reflects increase in costs and purchase of water tight lockdown lids to secure the Folly Lick trunkline.	26,000	26,000
20-43	Sewer Service	2,100,000	2,100,000	2,100,000	Provides for payment to Fairfax County for treatment of sewage at Blue Plains Treatment Facility. Cost includes reservation of needed capacity to support future development.	2,100,000	2,100,000
20-44	Trunk Line Maintenance	8,620	8,620	28,600	Provides for line maintenance and manhole maintenance of sewer trunk lines within Town limits and maintenance of permanent and portable meters. Includes purchase of two additional portable flow meters.	28,600	28,600
20-49	Pump Station Repair/Maintenance	12,000	12,000	12,000	Provides for major upgrade and maintenance of Four Seasons and Town Shop pump stations.	12,000	12,000
20-61	Contract Services	10,000	10,000	10,000	Provides for disposal of excavated materials from sewer repairs and for temporary labor services to supplement crews for flushing and analysis.	10,000	10,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Water & Sewer Services | **ACTIVITY CENTER:** Sewer Service & Maintenance (002/0887/432)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-74	Equipment Rental	500	500	500	Provides for short term rental of specialty equipment required for job performance.	500	500
21-03	Sewer Lateral Repair	25,000	25,000	25,000	Provides for contract and miscellaneous costs to support repair of residential sewer laterals within right-of-way.	25,000	25,000
21-13	Minor Office Furniture/Equipment	1,988	1,988	2,000	Provides funds for the following: Innova ST 4-gas detector and storage case (Request $2,000; Recomm $2,000)	2,000	2,000
	TOTAL - OPERATIONS & MAINTENANCE	2,200,993	2,200,993	2,226,165		2,226,165	2,226,165
	CAPITAL						
80-03	Vehicles and Equipment	56,000	40,000	0		0	0
80-09	Microcomputer/Peripherals	0	0	11,800	Provides for replacement software and hardware for CCTV inspection unit to be compatible with existing cameras, GIS and Arc Map.	11,800	11,800
80-19	Sewer Facility Repair and Maintenance	195,000	193,750	250,000	Provides for sewer main reconstruction and manhole rehabilitation.	250,000	250,000
	TOTAL - CAPITAL	251,000	233,750	261,800		261,800	261,800
	TOTAL - SEWER SERVICE & MAINTENANCE	2,894,590	2,853,743	2,937,896		2,937,896	2,937,896

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Public Works - Water Supply & Maintenance

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Water and Sewer Services **ACTIVITY CENTER:** Water Supply and Maintenance (002/0888/433)

The Water Supply and Maintenance Activity Center provides a high quality water supply to Town customers and provides technical and operational support to the Town's development review and construction permitting process.

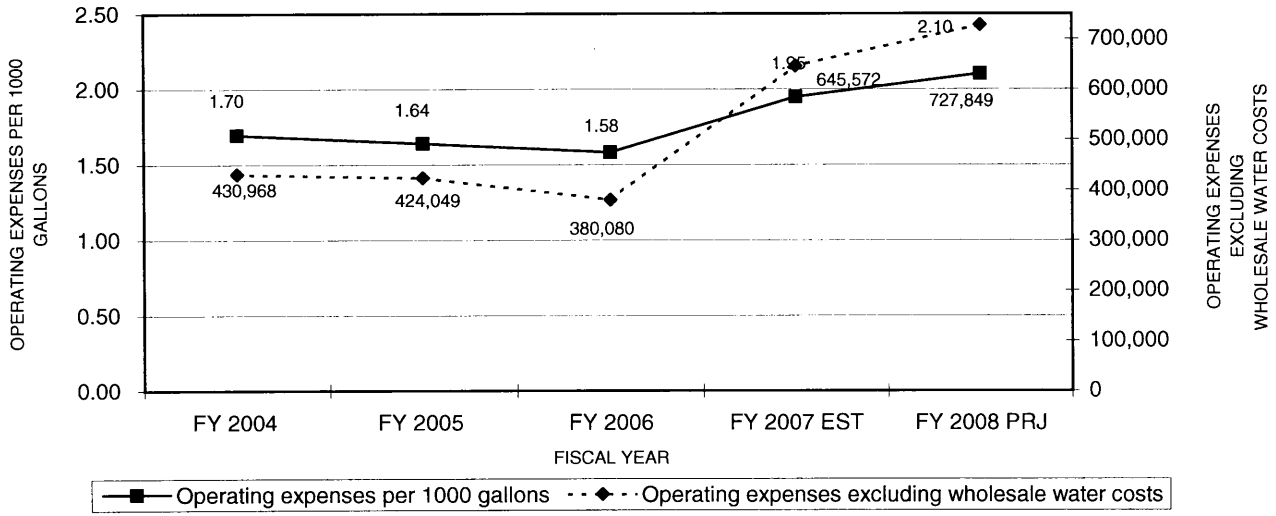
Goals	Objectives	Outcomes
Efficient and cost effective improvement of the water supply system. Efficient implementation of mandated programs.	• Administer the water main construction, maintenance, repair and replacement program.	• Old, worn or cracked/damaged water mains are systematically replaced. • Contractor provided services are managed.
Reduce water loss as a result of old/leaking water meters. Facilitate implementation of Town's automated utility billing system.	• Manage Town-wide water meter replacement program.	• New water meters are installed in a timely manner. • Malfunctioning meters are tested, repaired and replaced resulting in a 5 percent reduction in water loss.
Maintain current State and Federal Safe Drinking Water Standards ratings. Reduce overall maintenance costs.	• Perform water sampling program.	• Water is free of containments and the results of routine trihalomethane testing are below the EPA allowable standard.
Reduce fiscal expenditures associated with water main repair efforts. Reduce manpower and equipment expenses.	• Manage the Town-wide leak detection program. • Systematically inspect town-wide water system with contract and in-house efforts. • Facilitate water main repair efforts by reducing area of concern.	• Fiscal expenditures are reduced by 10 percent.
Maintain and improve the integrity of the water supply system throughout Town. Reduce/eliminate possibility of water system infiltration by unwanted substances.	• Administer the backflow prevention program.	• Backflow prevention devices are installed systematically.
Ensure a healthy and safe supply of water. Reduce/eliminate possibility of water system infiltration by unwanted substances.	• Provide support to efforts concerning the security of the Town water system. • Monitor access to Town-owned water supply tanks lots. • Assist in the design of a security system.	• Routine testing shows water is free of contaminates.
Reduce/eliminate possibility of water system infiltration by unwanted substances. Allow for collection of proper rental fees.	• Enforce the Town's fire hydrant meter program. • Provide fire hydrant meters for contractors/developers/Citizens. • Monitor town-wide fire hydrants for illegal hook-ups. • Notify Herndon Police Department of illegal hook-ups.	• Illegal hook-ups are corrected.
Perform system performance analysts.	• Ascertain hydraulic performance to support plan review and design.	• Increase developer contributions for new mains. Improve fire flow and water quality.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2006-2007

DEPARTMENT: Public Works | **ACTIVITY CENTER:** Water Supply & Maintenance (002/0888/433)

The Town watermain system is 75 miles in length. Town water system operating expenses per 1000 gallons of water purchased are calculated by dividing Town water system expenses (personnel and operations and maintenance (O&M) costs but excluding wholesale water costs) by the total gallons of water purchased for each fiscal year. Also excluded from the O&M costs are the budgeted capital costs paid to the treatment plant. Town water system total operating expenses have increased as the distribution system has grown to serve more customers. Lower personnel costs in FY 2006 are the result of position vacancies.

WATER SYSTEM OPERATING EXPENSE



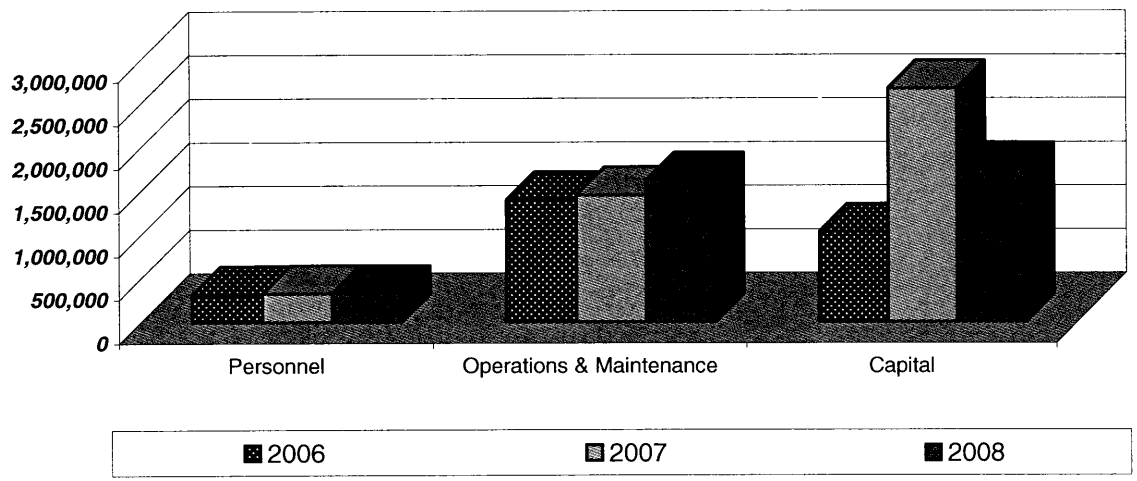
	FY 2004	FY 2005	FY 2006	FY 2007 EST	FY 2008 PRJ
OPERATING EXPENSES					
Personnel	330,041	299,046	259,393	312,000	329,689
O&M (Includes wholesale water costs)	1,068,600	1,127,633	1,150,000	1,458,000	1,624,680
TOTAL	1,398,641	1,426,679	1,409,393	1,770,000	1,954,369
Water Purchased (1000 Gal)	824,683	869,500	892,270	909,100	930,000
Wholesale water costs	967,673	1,002,630	1,029,313	1,124,428	1,226,520
Operating expenses excluding wholesale	**430,968**	**424,049**	**380,080**	**645,572**	**727,849**
Operating expenses per 1000 gallons	**1.70**	**1.64**	**1.58**	**1.95**	**2.10**

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Water Supply & Maintenance (002/0888/433)

Personnel costs include authorized expenditures. O&M increase includes purchase of water to ensure capacity for future needs. Capital costs provide for major component replacement, water meter replacement, and payment to Fairfax County Water Authority for additional capacity. Capital costs also include replacement of two vehicles.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	322,245	330,603	329,689	-0.3%
Operations & Maintenance	1,405,780	1,458,040	1,624,680	11.4%
Capital	1,036,000	2,675,000	1,739,000	-35.0%
TOTAL	2,764,025	4,463,643	3,693,369	-17.3%
Full-Time Personnel	6	6	6	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Water & Sewer Services | **ACTIVITY CENTER:** Water Supply & Maintenance (002/0888/433)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	219,861	205,000	226,096	Provides for wages and salaries of activity center staff.	226,096	226,096
10-40	Overtime	15,000	15,000	15,000	Provides for authorized overtime.	15,000	15,000
10-50	Employee Benefits	95,742	92,000	88,593	Provides for authorized benefits.	88,593	88,593
	TOTAL - PERSONNEL SERVICES	330,603	312,000	329,689		329,689	329,689
	OPERATIONS & MAINTENANCE						
20-03	Telephone & Communication	1,080	1,080	1,944	Provides for pagers and Nextel services. Increase reflects two additional Nextel phones.	1,944	1,944
20-09	Travel & Training	3,000	3,000	3,000	Provides for technical, customer service, and supervisory training to include writing, back flow, and SCADA technical training.	3,000	3,000
20-15	Professional Services	15,000	15,000	15,000	Provides funds for consultant.	15,000	15,000
20-24	Gas & Oil	4,500	4,500	5,000	Provides for gas and oil for activity center vehicles. Increase due to rise in fuel costs.	5,000	5,000
20-27	Uniforms	3,360	3,360	3,636	Provides for rental uniforms and safety shoes.	3,636	3,636
20-28	Automobile Maintenance & Repair	4,000	4,000	4,000	Provides for maintenance and repairs of activity center vehicles.	4,000	4,000
20-30	Small Tools & Equipment	2,600	2,600	2,600	Provides for replacement pumps, tools, and miscellaneous equipment.	2,600	2,600
20-32	Equipment Maintenance & Repair	2,500	2,500	2,500	Provides for maintenance and repair of equipment.	2,500	2,500
20-33	Testing Contract	26,500	26,500	26,500	Provides for leak detection contract to survey existing water system for leaks and breaks including emergencies, plus verification of completion for private developments.	26,500	26,500
20-41	Materials & Supplies	15,000	15,000	20,000	Provides for water valves, pipes, meter settings, water bands, meter boxes, and all water supplies.	20,000	20,000
20-42	Water Service	1,350,000	1,350,000	1,510,000	Provides for purchase of all water used by the Town, including additional costs required to ensure capacity of future needs.	1,510,000	1,510,000
20-61	Contract Services	30,500	30,500	30,500	Provides for laboratory analysis of water samples for mandated programs (Bacteria, CCR, TTHM, HAA5, P6, and Cu) ($12,500), and for the disposal of excavated material from water repairs ($18,000).	30,500	30,500
	TOTAL - OPERATIONS & MAINTENANCE	1,458,040	1,458,040	1,624,680		1,624,680	1,624,680

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Water & Sewer Services | **ACTIVITY CENTER:** Water Supply & Maintenance (002/0888/433)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	CAPITAL						
80-02	Capital Projects (CIP)	1,655,000	1,505,000	700,000	Provides funds for the following: Request / Recomm Major componet replacement $600,000 / $600,000 GIS mapping 100,000 / 100,000 $700,000 / $700,000	700,000	700,000
80-03	Vehicles and Equipment	0	0	104,000	Provides for replacement of the following: Request / Recomm Vehicle #340, 1998 JCB 4x4 backhoe, with new 4x4 backhoe $90,000 / $90,000 Vehicle #308, 1987 Ingersol Road portable air compressor with 185 CFM air compressor $14,000 / $14,000 $104,000 / $104,000	104,000	104,000
80-07	Water Meters	20,000	20,000	30,000	Provides for water meter replacement. Increase provides for an accelerated replacement program.	30,000	30,000
80-11	Capital Equipment	0	0	5,000	Provides for purchase of a small air compressor with air tools to mount on vehicle 441.	5,000	5,000
80-37	Capacity Purchase	1,000,000	900,000	900,000	Provides for Town's 2007 progress payment to Fairfax County Water Authority for additional 1 MGD at Corbalis Water Treatment Plant.	900,000	900,000
	TOTAL - CAPITAL	2,675,000	2,425,000	1,739,000		1,739,000	1,739,000
	TOTAL - WATER SUPPLY & MAINTENANCE	4,463,643	4,195,040	3,693,369		3,693,369	3,693,369

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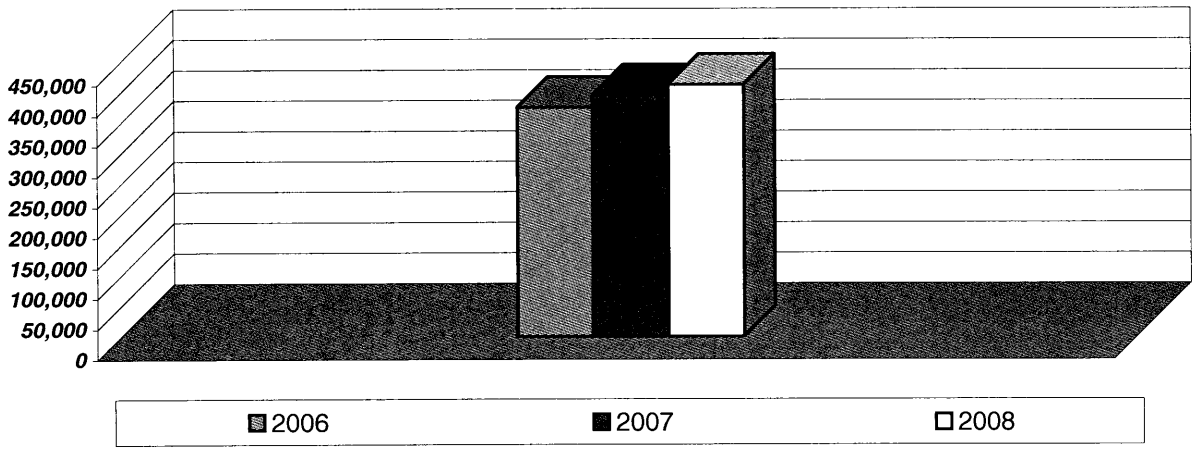
Non-Departmental

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Non-Departmental (002/9797/482)

Provides for transfer to General Fund to pay for indirect General Fund services such as personnel, payroll, legal, purchasing, accounting, engineering, and general Public Works support.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Non-Departmental	376,660	396,360	413,570	4.3%

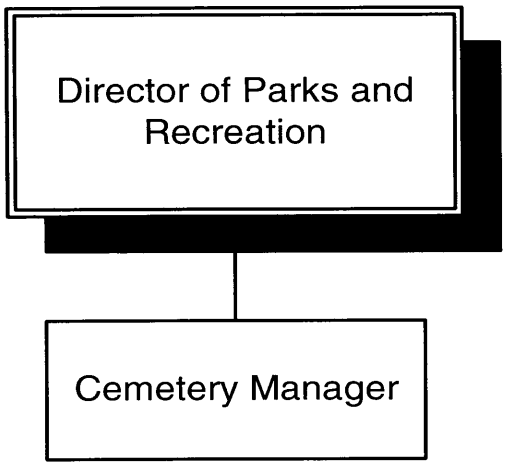
TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Water & Sewer Services | **ACTIVITY CENTER:** Non-Departmental (002/9797/482)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	OPERATIONS & MAINTENANCE						
20-13	Annual Audit	16,800	16,450	17,400	Provides for prorata share of annual audit expenses, performed by an independent certified public accountant, as required by the Code of Virginia.	17,400	17,400
20-18	Employee Programs	0	2,079	0		0	0
20-48	Self Insurance Retention	500	100	500	Provides funds for settlement of small claims, as authorized by the Town Attorney and Town Manager.	500	500
20-61	Contract Services	348,160	348,160	365,570	Provides for payment of indirect General Fund services such as payroll, procurement, personnel, administration, accounting, engineering, and general public works support. Also includes salary and benefits reimbursement for Right-of-Way Inspector/Utility Marker in the Department of Public Works.	365,570	365,570
20-76	Insurance	30,900	28,400	30,100	Provides for prorata share of adequate risk coverage for water and sewer vehicles, property and general liability.	30,100	30,100
	TOTAL - NON-DEPARTMENTAL	396,360	395,189	413,570		413,570	413,570

TOWN OF HERNDON, VIRGINIA
DEPARTMENT ORGANIZATION
FISCAL YEAR 2007-2008

CHESTNUT GROVE CEMETERY



TOWN OF HERNDON, VIRGINIA
DEPARTMENT PURPOSE AND OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Chestnut Grove Cemetery

DEPARTMENTAL PURPOSE:

The Chestnut Grove Cemetery Fund operates as a stand-alone, self-sustaining enterprise fund. The mission of the Chestnut Grove Cemetery is to provide cemetery services for Herndon and area residents by providing an aesthetically pleasing, well-maintained cemetery which offers contemporary options for interment services. Through the cemetery customer service, citizens of the community can expect to be served with respect and dignity.

DEPARTMENTAL OBJECTIVES:

The department objectives in FY 2008 are to:

Goals	Objectives	Outcomes
Provide sale of cemetery services and products to maintain enterprise operations of the cemetery.	• Provide presale and at-need sale of 168 cemetery interment sites, mausoleum, and columbaria products. • Accommodate internment arrangements for 137 interments. • Enhance sale of cemetery products including memorial markers, with 64 monument sales. • Create new marketing materials to aid sales of all cemetery products.	• Revenue from sales of cemetery products will increase from 7.5 to 8 percent over budgeted FY 2007. • A new mausoleum and columbaria will be operational to sell.
Improve operation of the cemetery by completing CIP projects.	• Open new administration and maintenance facilities. • Open new 64-unit mausoleum, 160 unit columbaria, and 50 in-ground cremation sites. • Increase management visibility to community served with new, on-site administrative offices.	• 95 percent of customers and citizens will rate the services of the cemetery as satisfactory or very satisfactory.
Improve the overall appearance of the cemetery.	• Improve turf management by instituting a consistent weed control fertilization program. • Complete CIP projects for driveway repaving and landscaping plans. • Upgrade southwest corner of cemetery and prepare land for site sales.	• 95 percent of patrons will rate the overall appearance of the cemetery as satisfactory or very satisfactory.
Upgrade the cemetery's record-keeping system.	• Provide software system that codifies all information in a single source. • Perform field audits of burial sites and in-house audit of the historical records of property owner records and files.	• Office and field audits of 95% of all interment orders, and 100% of interment rights transfers completed.

TOWN OF HERNDON, VIRGINIA
REVENUE ESTIMATES - CHESTNUT GROVE CEMETERY FUND
FISCAL YEAR 2007-2008

OBJECT CODE	SOURCE	2004-2005 AUDITED ACTUAL	2005-2006 AUDITED ACTUAL	2006-2007 ADOPTED BUDGET	2006-2007 ESTIMATE	2007-2008 ADOPTED	NOTES
	CHESTNUT GROVE CEMETERY REVENUE 003/0000/						
349.30-00	Sale of Cemetery Sites	236,125	224,415	276,000	305,000	327,880	Project 168 sites to be sold.
347.90-01	Interment Services	90,116	101,150	95,175	118,969	127,890	Project 137 interments to be completed at average cost of $933 per interment.
361.02-00	Interest Income on Perpetual Care Fund Balance	50,139	8,481	66,800	66,855	64,000	Interest income on perpetual care fund balance at 5.0% average interest rate.
361.00-00	Interest Income on Cash Balances	62,519	24,709	18,000	17,924	16,000	Interest income on enterprise fund balance and investment of bond proceeds at an average rate of 4.0% on $400,000 average balance.
347.90-02	Other Cemetery Income	5	25,728	1,800	2,250	2,300	Miscellaneous revenue.
347.90-03	Sale of Merchandise	85,760	92,998	104,160	109,368	118,100	Income from sale of memorials, related products and services.
391.10-00	Use of Retained Earnings	0	0	(12,190)	(93,781)	25,539	Use (or return) of available cash in enterprise fund portion of Cemetery Fund.
	TOTAL - CHESTNUT GROVE CEMETERY FUND REVENUE	$524,664	$477,481	$549,745	$526,585	$681,709	

Cash Projections - FY 2008

Enterprise Fund Balance/Beginning 7/1/2007	$499,448
Enterprise Fund Balance/Ending 6/30/2008	$473,909
P.C. Fund Balance/Beginning 7/1/2007	$1,245,985
P.C. Fund Balance/Ending 6/30/2008	$1,278,773

TOWN OF HERNDON, VIRGINIA
ADOPTED REGULAR PERSONNEL - CHESTNUT GROVE CEMETERY FUND
FISCAL YEAR 2007-2008

	FY 2005-06		FY 2006-07		FY 2007-08	
	F/T	P/T	F/T	P/T	F/T	P/T
CHESTNUT GROVE CEMETERY						
Cemetery Manager	1		1		1	
Equipment Operator	1		1		1	
Equipment Operator/Greensworker	1		1		1	
Office Assistant III	1		1		1	
TOTAL	4		4		4	
TOTAL - REGULAR CHESTNUT GROVE CEMETERY FUND PERSONNEL	4		4		4	

TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - CHESTNUT GROVE CEMETERY FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Chestnut Grove Cemetery

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	PERSONNEL SERVICES							
10-01	Wages & Salaries (Full-Time)	121,084	144,797	173,035	173,035	185,746	185,746	185,746
10-02	Wages & Salaries (Part-Time)	26,585	18,156	0	0	0	0	0
10-04	Seasonal/Temporary/Intern	8,656	9,787	18,200	18,200	18,200	18,200	18,200
10-40	Overtime	8,984	9,681	6,500	6,500	6,500	6,500	6,500
10-50	Employee Benefits	41,006	53,907	73,729	73,729	71,042	71,042	71,042
10-70	Regular Wage Chargeback	(34)	11,092	0	0	0	0	0
10-71	Overtime Wage Chargeback	(181)	(78)	0	0	0	0	0
10-72	Benefit Chargeback	469	0	0	0	0	0	0
	TOTAL - PERSONNEL SERVICES	206,569	247,342	271,464	271,464	281,488	281,488	281,488
	OPERATIONS & MAINTENANCE							
20-02	Office Supplies	593	690	1,500	1,500	1,500	1,500	1,500
20-03	Telephone & Communications	1,626	1,695	2,500	2,500	2,750	2,750	2,750
20-04	Postage	450	0	600	600	1,000	1,000	1,000
20-05	Office Equipment Maintenance & Repair	0	0	1,000	1,000	1,000	1,000	1,000
20-06	Advertising	137	161	7,000	7,000	5,000	5,000	5,000
20-08	Printing & Duplication	581	138	1,800	1,800	2,200	2,200	2,200
20-09	Travel & Training	208	0	500	500	500	500	500
20-11	Professional Dues/Publications	0	0	500	500	500	500	500
20-19	Computer Software	0	0	2,500	2,500	0	0	0
20-20	Leased Equipment	0	0	500	1,500	3,400	3,400	3,400
20-24	Gas & Oil	2,133	3,413	2,300	3,500	3,500	3,500	3,500
20-27	Uniforms	0	0	1,000	1,000	1,200	1,200	1,200
20-28	Automobile Maintenance & Repair	1,373	1,201	2,200	2,200	2,500	2,500	2,500
20-30	Small Tools & Equipment	150	1,915	5,500	5,500	4,000	4,000	4,000
20-31	Electricity	0	0	2,300	2,300	3,600	3,600	3,600
20-41	Materials & Supplies	5,830	8,792	14,800	14,800	12,000	12,000	12,000
20-42	Water Service	24	24	350	350	500	500	500
20-43	Sewer Service	0	0	0	100	500	500	500
20-50	Bank Service Charges	2,713	2,096	3,500	3,500	3,500	3,500	3,500
20-61	Contract Services	6,261	2,833	5,500	5,500	5,000	5,000	5,000
20-65	Products for Resale	40,964	61,375	57,000	57,000	60,000	60,000	60,000
21-13	Minor Office Furniture/Equipment	0		7,000	7,000	0	0	0
	TOTAL - OPERATIONS & MAINTENANCE	63,042	84,333	119,850	122,150	114,150	114,150	114,150
	CAPITAL							
80-09	Microcomputer/Peripherals	0	0	0	0	1,500	1,500	1,500
	TOTAL - CAPITAL	0	0	0	0	1,500	1,500	1,500

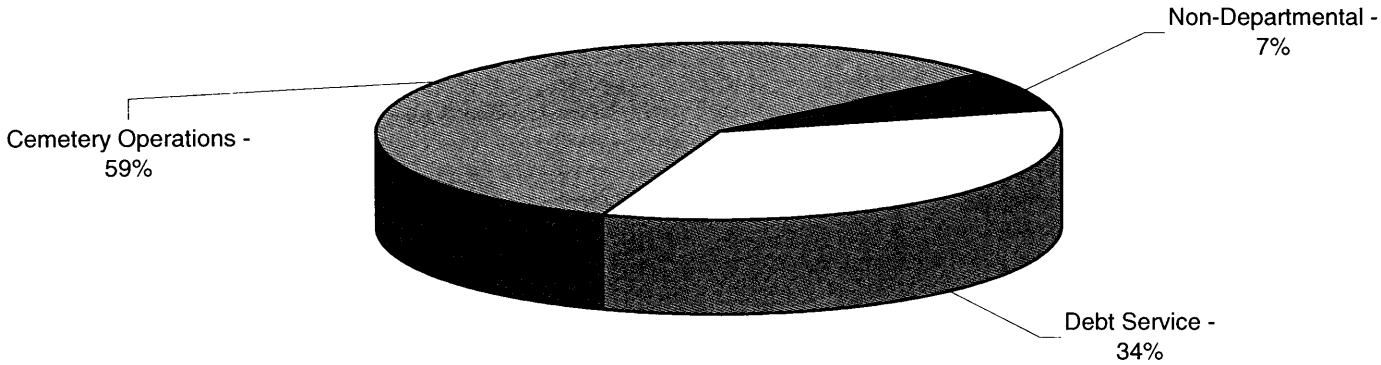
TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - CHESTNUT GROVE CEMETERY FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Chestnut Grove Cemetery

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	NON DEPARTMENTAL							
10-50	Employee Benefits	23	639	0	0	0	0	0
20-13	Annual Audit	2,047	2,415	2,260	2,350	2,490	2,490	2,490
20-18	Employee Programs	306	0	0	639	0	0	0
20-48	Self Insurance Retention	0	0	100	0	100	100	100
20-76	Insurance	1,824	2,865	3,000	2,747	2,920	2,920	2,920
20-96	Depreciation Expense	36,872	37,667	0	0	0	0	0
99-02	Transfer to General Fund	10,300	10,760	11,240	11,200	11,648	11,648	11,648
99-03	Transfer to Perpetual Care Fund	23,613	22,441	23,000	30,500	32,788	32,788	32,788
	TOTAL- NON-DEPARTMENTAL	74,985	76,787	39,600	47,436	49,946	49,946	49,946
	DEBT SERVICE							
98-02	Lease/Purchase Principal	0	0	39,420	27,665	27,665	27,665	27,665
98-19	Lease/Purchase Interest	14,212	13,015	22,445	11,914	10,814	10,814	10,814
98-27	2001 Bond Issue-Interest	29,987	28,977	27,420	27,420	26,336	26,336	26,336
98-28	2001 Bond Issue-Principal	0	0	29,546	29,546	31,061	31,061	31,061
98-35	2006 Bond Issue Interest	0	0	0	0	80,342	80,342	80,342
98-36	2006 Bond Issue Principal	0	0	0	0	58,407	58,407	58,407
	TOTAL - DEBT SERVICE	44,199	41,992	118,831	96,545	234,625	234,625	234,625
	TOTAL- CHESTNUT GROVE CEMETERY	388,796	450,454	549,745	537,595	681,709	681,709	681,709

Chestnut Grove Cemetery

DEPARTMENTAL EXPENDITURES



Cemetery Operations - $397,138
Non-Departmental - $49,946
Debt Service - $234,625

Total - $681,709

http://herndon-va.gov

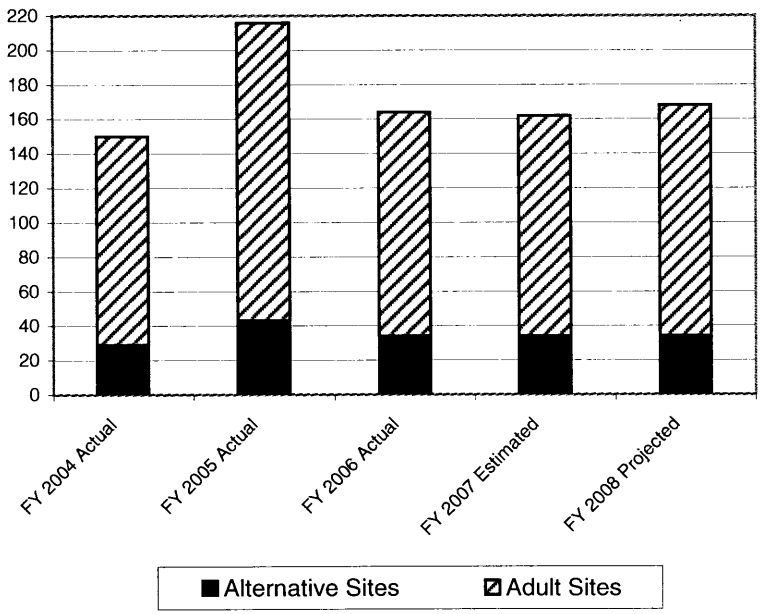
Cemetery Operations

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

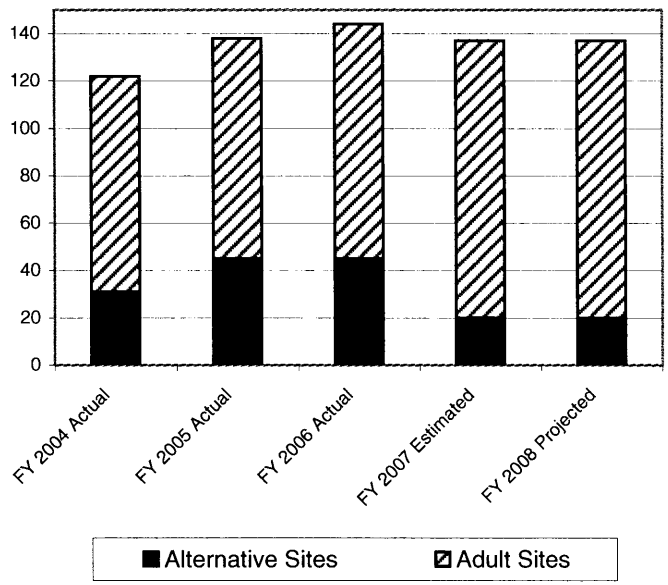
DEPARTMENT: Chestnut Grove Cemetery **ACTIVITY CENTER:** Cemetery Operations (003/3039/455)

The Chestnut Grove Cemetery operations were transferred to the Town of Herndon on September 29, 1997. A new fence was installed around the perimeter of the cemetery in FY 2002. The maintenance facility and cemetery improvements project should be completed in the spring/summer 2007 and new sites will be added in early FY 2008.

SITE SALES



INTERMENTS



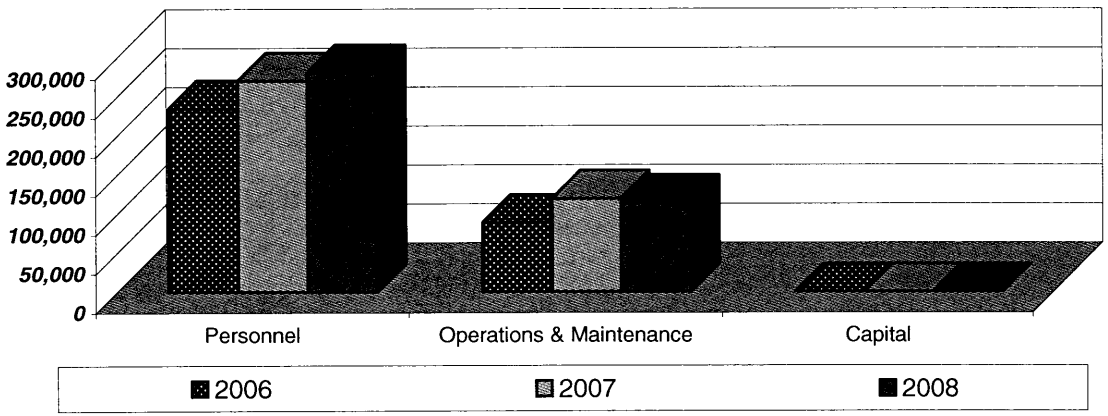
	SITE SALES					INTERMENTS				
	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Alternative Sites	29	43	34	34	34	31	45	45	20	20
Adult Sites	121	173	130	128	134	91	93	99	117	117
Total	150	216	164	162	168	122	138	144	137	137

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Cemetery Operations (003/3039/455)

Personnel costs reflect authorized expenditures.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	235,792	271,464	281,488	3.7%
Operations & Maintenance	89,050	119,850	114,150	-4.8%
Capital	0	0	0	0.0%
TOTAL	324,842	391,314	395,638	1.1%
Full-Time Personnel	4	4	4	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Chestnut Grove Cemetery | **ACTIVITY CENTER:** Cemetery Operations (003/3039/455)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	173,035	173,035	185,746	Provides for wages and salaries for full-time staff.	185,746	185,746
10-04	Seasonal/Temporary/Intern	18,200	18,200	18,200	Provides wages of temporary grounds workers.	18,200	18,200
10-40	Overtime	6,500	6,500	6,500	Provides for authorized overtime.	6,500	6,500
10-50	Employee Benefits	73,729	73,729	71,042	Provides for authorized benefits.	71,042	71,042
	TOTAL - PERSONNEL SERVICES	271,464	271,464	281,488		281,488	281,488
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	1,500	1,500	1,500	Provides for general office supplies.	1,500	1,500
20-03	Telephone & Communication	2,500	2,500	2,750	Provides for telephone, fax machine and cellular phone.	2,750	2,750
20-04	Postage	600	600	1,000	Provides general postage with an increase in number of mailings.	1,000	1,000
20-05	Office Equipment Maintenance & Repair	1,000	1,000	1,000	Provides for maintenance and/or repair of miscellaneous office equipment, excluding computers.	1,000	1,000
20-06	Advertising	7,000	7,000	5,000	Provides for advertising and marketing.	5,000	5,000
20-08	Printing & Duplication	1,800	1,800	2,200	Provides for printing and duplication of contracts, forms, signs, etc.	2,200	2,200
20-09	Travel & Training	500	500	500	Provides for travel and training of staff.	500	500
20-11	Professional Dues/Publications	500	500	500	Provides for memberships in trade organizations (ICFA membership and subscriptions to professional publications).	500	500
20-19	Computer Software	2,500	2,500	0		0	0
20-20	Leased Equipment	500	1,500	3,400	Provides for lease of copy machine and postal meter. New lease required for new office location.	3,400	3,400
20-24	Gas & Oil	2,300	3,500	3,500	Provides fuel for cemetery equipment and automobile.	3,500	3,500
20-27	Uniforms	1,000	1,000	1,200	Provides for uniforms and shoes for cemetery maintenance staff.	1,200	1,200
20-28	Auto Equipment Maintenance & Repair	2,200	2,200	2,500	Provides for maintenance services of cemetery equipment and automobile.	2,500	2,500
20-30	Small Tools & Equipment	5,500	5,500	4,000	Provides for trimmers, blowers, small tools, rakes, shovels, etc.	4,000	4,000
20-31	Electricity	2,300	2,300	3,600	Provides for heating, cooling, and lights for administration and maintenance buildings.	3,600	3,600
20-41	Materials & Supplies	14,800	14,800	12,000	Provides for top soil, fertilizer, grass seed, tarps, plywood, cement, etc.	12,000	12,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Chestnut Grove Cemetery | **ACTIVITY CENTER:** Cemetery Operations (003/3039/455)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-42	Water Service	350	350	500	Provides for water service for cemetery.	500	500
20-43	Sewer Service	0	100	500	Provides for sewer service for cemetery.	500	500
20-50	Bank Service Charges	3,500	3,500	3,500	Provides for bank charges for credit card purchases.	3,500	3,500
20-61	Contract Services	5,500	5,500	5,000	Provides for contract services for trash removal, contracted labor for ground maintenance, and Public Works support.	5,000	5,000
20-65	Products for Resale	57,000	57,000	60,000	Provides for acquisition of items for resale, i.e., headstones, memorials, and vases. Corresponds to forecasted increase in sales/revenue of memorial products, and accounts for purchase of shrubbery materials necessitated by estate sales.	60,000	60,000
21-13	Minor Office Furniture and Equipment	7,000	7,000	0		0	0
	TOTAL - OPERATIONS & MAINTENANCE	119,850	122,150	114,150		114,150	114,150
	CAPITAL						
80-09	Microcomputer/Peripherals	0	0	1,500	Provides for personal computer and small printer for maintenance building.	1,500	1,500
	TOTAL - CAPITAL	0	0	1,500		1,500	1,500
	TOTAL - CEMETERY OPERATIONS	391,314	393,614	397,138		397,138	397,138

Non-Departmental

And

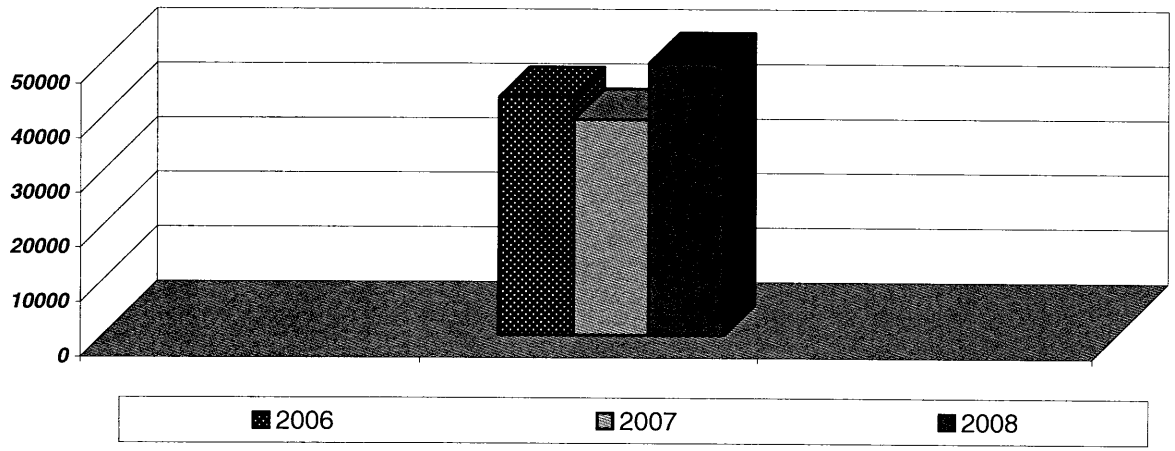
Debt Service

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Non-Departmental (003/9797/482)

Transfer to General Fund pays for indirect General Fund services such as personnel, payroll, legal, purchasing, accounting, engineering, and public works administration services. Transfer to Perpetual Care Fund is based on 10% of the projected sale of interment rights during FY 2007.

FY 2006-2008 Expenditures



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
	43,600	39,600	49,946	26.1%

TOWN OF HERNDON, VIRGINIA
LINE ITEM REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Chestnut Grove Cemetery | **ACTIVITY CENTER:** Non-Departmental (003/9797/482)

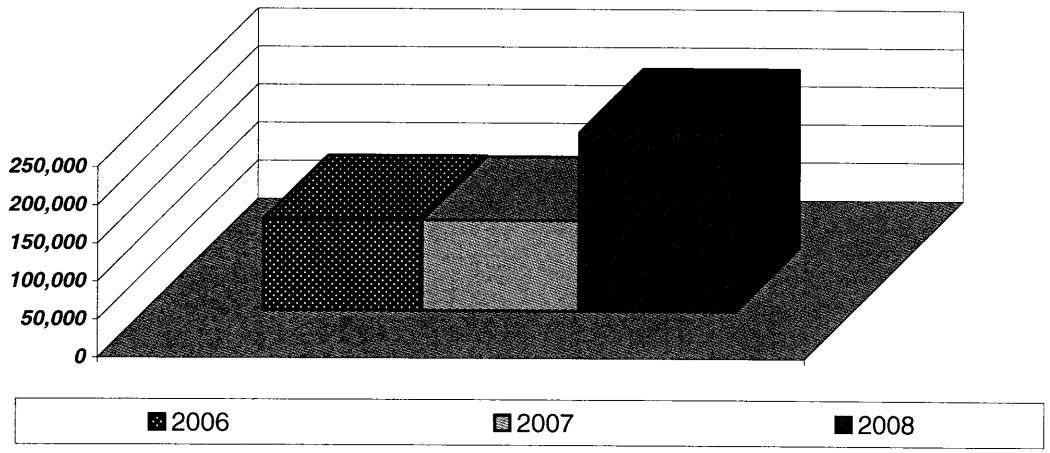
OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	OPERATIONS & MAINTENANCE						
20-13	Annual Audit	2,260	2,350	2,490	Provides for prorata share of audit, performed by an independent certified public accountant, as required by the Code of Virginia.	2,490	2,490
20-18	Employee Programs	0	639	0		0	0
20-48	Self-Insurance Retention	100	0	100	Provides prorata share of risk coverage for cemetery property and other liabilities.	100	100
20-76	Insurance	3,000	2,747	2,920	Provides for prorata share of adequate risk coverage for cemetery vehicles, property, and general liability.	2,920	2,920
	TOTAL - OPERATIONS & MAINTENANCE	5,360	5,736	5,510		5,510	5,510
99-02	Transfer to General Fund	11,240	11,200	11,648	Provides for payment of indirect General Fund services such as personnel, payroll, legal, purchasing, accounting, engineering, and public works administration services.	11,648	11,648
99-03	Transfer to Perpetual Care Fund	23,000	30,500	32,788	Provides for estimated transfer to the cemetery perpetual care fund based on 10 percent of the revenue from sale of interment rights during FY 2008.	32,788	32,788
	TOTAL	34,240	41,700	44,436		44,436	44,436
	TOTAL - NON-DEPARTMENTAL	39,600	47,436	49,946		49,946	49,946

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Debt Service (003/9898/482)

Lease/purchase principal and interest is for repayment to General Fund for $150,000 loan (FY 1999 CIP improvements), and $120,000 loan (FY 2000 CIP improvements), and $75,000 (FY 2003 equipment loan). FY 2007 bond issue interest provides for principle and interest payment on cemetery share ($750,000) of FY 2001 bond issue.

FY 2006-2008 Expenditures



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
	120,175	118,831	234,625	97.4%

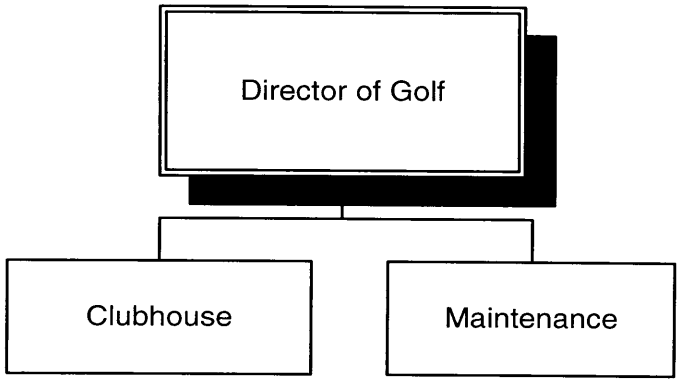
TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Chestnut Grove Cemetery | **ACTIVITY CENTER:** Debt Service (003/9898/482)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	DEBT SERVICE						
98-02	Lease/Purchase Principal	39,420	27,665	27,665	Annual principal repayment to General Fund for loan with outstanding balance of $257,970 as of July 1, 2007.	27,665	27,665
98-19	Lease/Purchase Interest	22,445	11,914	10,814	Annual interest paid to General Fund for loan with outstanding balance of $257970 as of July 1, 2007.	10,814	10,814
98-27	2001 Bond Issue Interest	27,420	27,420	26,336	Provides for semi-annual interest payments on Cemetery's share of FY 2001 bond issue.	26,336	26,336
98-28	2001 Bond Issue Principal	29,546	29,546	31,061	Provides for principal payment on Cemetery's share of FY 2001 bond issue.	31,061	31,061
98-35	2006 Bond Issue Interest	0	0	80,342	Provides for semi-annual interest payments on $1,760,000 FY 2007 bond issue (Cemetery Fund portion). Bond proceeds used to construct administration and maintenance buildings at Chestnut Grove as well as other cemetery improvements.	80,342	80,342
98-36	2006 Bond Issue Principal	0	0	58,407	Provides for principal payment on Cemetery's share of FY 2007 bond issue (see description above).	58,407	58,407
	TOTAL - DEBT SERVICE	118,831	96,545	234,625		234,625	234,625

TOWN OF HERNDON, VIRGINIA
DEPARTMENT ORGANIZATION
FISCAL YEAR 2007-2008

GOLF COURSE



TOWN OF HERNDON, VIRGINIA
DEPARTMENT MISSION AND VISION STATEMENT
FISCAL YEAR 2007-2008

DEPARTMENT: Golf Course

MISSION

The Herndon Centennial Golf Course will provide an outstanding golf experience at an affordable price through superior customer service, high quality playing conditions, and a wide variety of golf support services tailored to all ages and skill levels.

VISION STATEMENT: (3-5 years)

Working together as a team, the Herndon Centennial Golf Course staff will strive to meet superior customer service standards with respect to course conditions, golf shop services, player development programs, affordability, and food and beverage service. The course will maintain its Golf Digest "Best Places to Play" recognition and aspires to be known as the first course to consider when deciding where to play in the Washington D.C. metropolitan area.

The golf course will strengthen the community image, provide recreational experiences, and promote health and wellness to the citizens of the Town of Herndon, businesses, community organizations, and visitors. Staff will embrace a culture that emphasizes customer-centric operations, innovation, and financial discipline to continue to operate as a successful enterprise.

The golf course will continuously evaluate and update course operations and playing conditions through customer feedback, partnership with the United States Golf Association (USGA) turf advisory service, and implementation of phases two and three of the golf course master plan. The course will operate in a manner that will protect and enhance the environment and attain certification by the USGA Audubon Cooperative Sanctuary Program for golf courses.

VALUES STATEMENT

Herndon Centennial Golf Course succeeds through core values of community service, honesty, integrity, fairness, respect, teamwork and communication.

TOWN OF HERNDON, VIRGINIA
REVENUE ESTIMATES - GOLF COURSE FUND
FISCAL YEAR 2007-2008

OBJECT CODE	SOURCE	2004-2005 AUDITED ACTUAL	2005-2006 AUDITED ACTUAL	2006-2007 ADOPTED BUDGET	2006-2007 ESTIMATE	2007-2008 ADOPTED	NOTES
	GOLF COURSE REVENUE 007/0000/						
347.60-00	Green Fees	$ 934,264	$ 865,192	$ 939,900	$ 962,500	$ 955,170	Weather sensitive; FY 2008 revenues are based on the adopted fee structure effective March 15, 2007. Includes off-season rates for period December 1, 2007 through March 14, 2008.
347.70-00	Golf Cart Revenue	213,440	224,065	233,000	249,300	235,370	Weather sensitive; FY 2008 revenues are based on the adopted fee structure effective March 15, 2007. Includes off-season rates for period December 1, 2007 through March 14, 2008.
347.71-00	Pull Cart Rental	7,392	5,996	8,300	6,950	6,000	Weather sensitive.
347.72-00	Merchandise Sales (Pro Shop)	85,188	82,133	84,000	82,200	82,000	Income from sale of golf equipment, clothes, and accessories.
347.73-00	Handicapping Fees	8,995	8,765	8,600	8,800	8,500	
347.74-00	Golf Club Rental	5,864	5,025	5,100	4,700	4,500	Weather sensitive.
347.75-00	Driving Range Fees	66,985	64,620	61,700	67,700	64,000	Weather sensitive.
361.00-00	Interest on Investments	20,475	11,085	12,600	18,000	11,050	Interest earnings on average cash balance at short-term rate of 4.0%.
363.00-00	Rental Income	24,001	25,830	24,000	24,330	24,450	Rental income from concession operation and superintendent's house.
369.99-00	Not Otherwise Classified	464	473	419	225	269	
392.10-00	Sale of Surplus Property	169	0	0	0	1,000	
	TOTAL - GOLF COURSE FUND REVENUE	$ 1,367,237	$ 1,293,184	$ 1,377,619	$ 1,424,705	$ 1,392,309	

TOWN OF HERNDON, VIRGINIA
ADOPTED REGULAR PERSONNEL - GOLF COURSE FUND
FISCAL YEAR 2007-2008

	FY 2005-06		FY 2006-07		FY 2007-08	
	F/T	P/T	F/T	P/T	F/T	P/T
GOLF COURSE						
Asst. Golf Course Superintendent	1		1		1	
Director of Golf	1		1		1	
Equipment Operator/Greensworker	3		3		3	
Golf Course Superintendent	1		1		1	
Golf Operations Assistant I	1		1		1	
Golf Operations Assistant II	1		1		1	
Golf Professional	1		1		1	
Mechanic/Equipment Operator	1		1		1	
TOTAL	10		10		10	
TOTAL- REGULAR GOLF COURSE FUND PERSONNEL	10		10		10	

TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - GOLF COURSE FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Golf Course

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	PERSONNEL SERVICES							
10-01	Wages & Salaries (Full-Time)	428,705	479,850	495,476	491,075	503,483	503,483	503,483
10-04	Seasonal/Temporary/Intern	150,226	103,831	134,890	107,100	126,215	126,215	126,215
10-40	Overtime	2,872	3,372	2,000	3,000	3,000	3,000	3,000
10-50	Employee Benefits	147,795	171,980	199,954	197,480	195,281	195,281	195,281
10-70	Regular Wage Chargeback	(4,974)	(2,504)	0	0	0	0	0
10-71	Overtime Wage Chargeback	(388)	(257)	0	0	0	0	0
10-72	Benefits Chargeback	1,228	3,014	0	0	0	0	0
	TOTAL - PERSONNEL SERVICES	725,464	759,286	832,320	798,655	827,979	827,979	827,979
	OPERATIONS & MAINTENANCE							
20-02	Office Supplies	1,262	1,502	2,000	1,700	1,850	1,850	1,850
20-03	Telephone & Communications	7,068	6,842	6,700	6,100	6,600	6,600	6,600
20-04	Postage	381	523	150	350	350	350	350
20-06	Advertising	140	299	3,500	2,500	3,000	3,000	3,000
20-08	Printing & Duplication	2,920	1,196	4,100	3,840	2,100	2,100	2,100
20-09	Travel & Training	4,059	2,279	4,500	4,700	1,300	1,300	1,300
20-11	Professional Dues/Publications	1,430	2,050	1,950	1,930	2,500	2,500	2,500
20-15	Professional Services	9,041	5,688	7,500	7,200	6,700	6,700	6,700
20-19	PC Software	0	1,788	1,790	1,788	1,790	1,790	1,790
20-20	Leased Equipment	0	1,617	10,290	8,205	8,205	8,205	8,205
20-24	Gas & Oil	13,030	20,889	15,900	18,500	18,500	18,500	18,500
20-27	Uniforms	1,879	1,728	1,500	1,200	1,300	1,300	1,300
20-30	Small Tools & Equipment	2,492	2,059	3,100	2,800	3,000	3,000	3,000
20-31	Electricity	31,302	36,994	33,700	33,750	35,500	35,500	35,500
20-32	Equipment Maintenance & Repair	28,577	32,975	32,000	34,500	31,500	31,500	31,500
20-41	Materials & Supplies	76,693	98,742	93,000	105,000	112,000	112,000	112,000
20-42	Water Service	777	719	850	800	850	850	850
20-43	Sewer Service	576	616	650	650	700	700	700
20-50	Bank Service Charges	22,821	20,747	20,000	23,000	23,000	23,000	23,000
20-59	Golf Course Maintenance Supplies	10,546	9,947	9,000	9,000	10,000	10,000	10,000
20-60	Landscaping	1,258	1,421	900	900	1,000	1,000	1,000
20-61	Contract Services	4,873	6,027	7,900	7,400	7,700	7,700	7,700
20-65	Products for Resale	45,167	51,683	50,000	50,000	50,000	50,000	50,000
20-74	Equipment Rental	10,125	10,510	15,000	15,000	17,000	17,000	17,000
20-82	Building Maintenance & Repair	15,296	16,175	7,500	5,200	6,100	6,100	6,100
20-87	Golf Cart Path Maintenance	0	0	0	0	1,000	1,000	1,000
20-98	Irrigation Materials	2,712	2,721	3,000	3,000	4,000	4,000	4,000
	TOTAL - OPERATIONS & MAINTENANCE	294,425	337,737	334,690	349,013	357,545	357,545	357,545

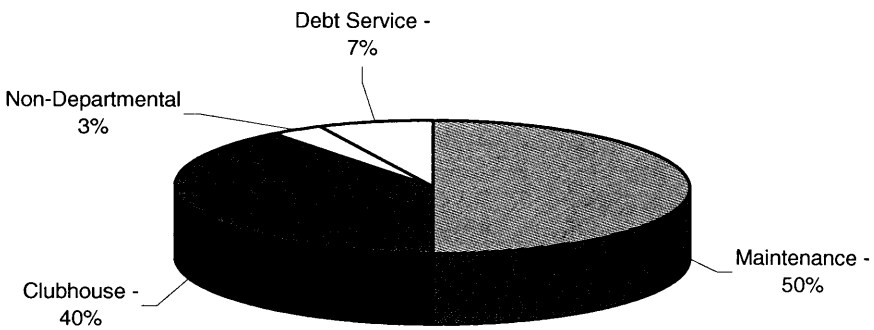
TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - GOLF COURSE FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Golf Course

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	CAPITAL							
80-03	Vehicles/Equipment	40,086	38,619	63,400	54,327	59,600	59,600	59,600
80-09	Microcomputer/Peripherals	1,412	0	0	0	0	0	0
	TOTAL - CAPITAL	41,499	38,619	63,400	54,327	59,600	59,600	59,600
	NON-DEPARTMENTAL							
10-50	Employee Benefits	71.21	2,215	0	0	0	0	0
20-13	Annual Audit	4,778	5,635	5,500	5,200	5,600	5,600	5,600
20-18	Employee Programs	988	0	0	1,633	0	0	0
20-48	Self Insurance Retention	0	0	500	500	500	500	500
20-61	Contract Services	21,220	22,170	23,170	23,170	23,865	23,865	23,865
20-76	Insurance	11,855	14,340	19,300	18,170	17,750	17,750	17,750
20-96	Depreciation Expense	201,497	231,114	0	0	0	0	0
99-02	Transfer to General Fund	240,338	0	0	0	0	0	0
	TOTAL-NON-DEPARTMENTAL	480,748	275,474	48,470	48,673	47,715	47,715	47,715
	DEBT SERVICE							
98-23	Repay General Fund Loan	2,604	1,302	0	0	0	0	0
98-25	Repay Maintenance Facility - Principal	0	0	51,212	51,212	53,838	53,838	53,838
98-26	Repay Maintenance Facility-Interest	51,977	50,226	47,527	47,527	45,632	45,632	45,632
	TOTAL - GENERAL LIABILITIES	54,581	51,528	98,739	98,739	99,470	99,470	99,470
	TOTAL - GOLF COURSE	1,596,717	1,462,644	1,377,619	1,349,407	1,392,309	1,392,309	1,392,309

Golf Course

DEPARTMENTAL EXPENDITURES



Maintenance - $697,610
Clubhouse - $547,514
Non-Departmental - $47,715
Debt Service - $99,470

Total - $1,392,309

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Maintenance

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Golf Course **ACTIVITY CENTER:** Maintenance (007/0422/452)

The Maintenance activity center is responsible for all activities needed to maintain the golf course and to provide for the highest quality and most aesthetically pleasing grounds and facilities.

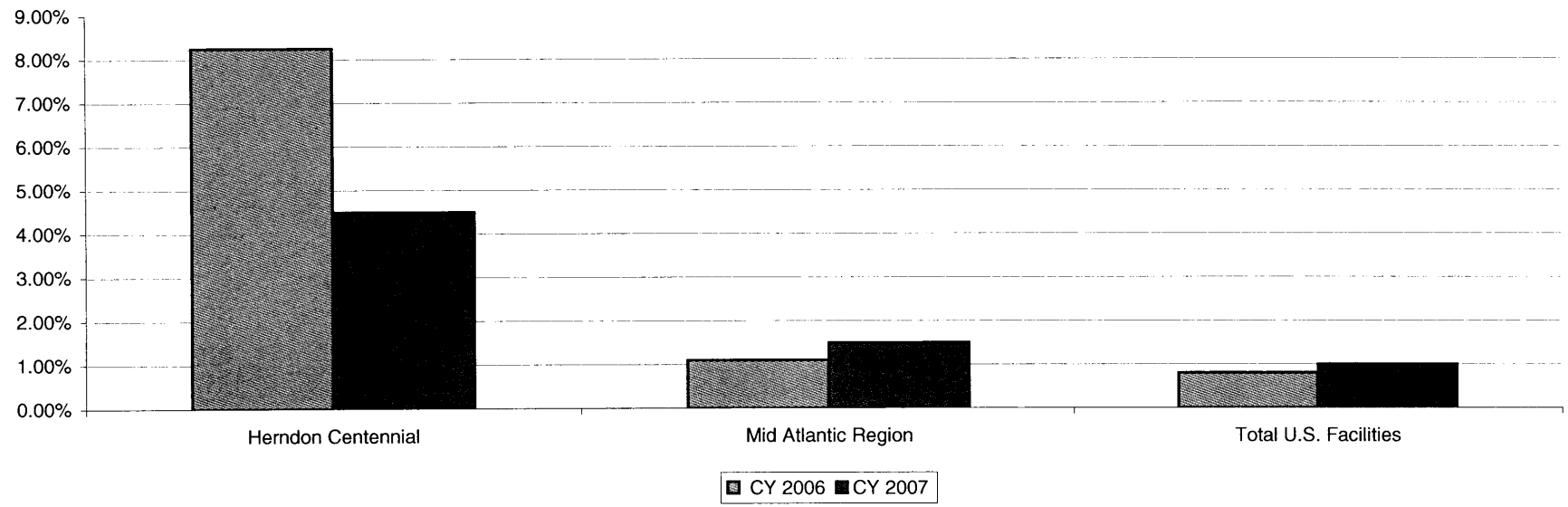
Goals	Objectives	Outcomes
Provide for the highest quality turf conditions, challenging yet fair playing areas, and aesthetically pleasing grounds. Operate the course in a manner that will protect and enhance the environment whenever and wherever possible.	• Partner with the USGA Turf Advisory Service to improve golf course maintenance technology while pursing sound economics and environmental compatibility. • Plan, coordinate and incrementally implement recommendations outlined in the golf course master plan to improve playability, enhance visual quality, and allow for more efficient course maintenance. • Continuously update maintenance practices and procedures through customer feedback.	• Remain a Golf Digest "Best Places to Play" course and be awarded a minimum of 3 stars. • Attain certification by the USGA Audubon Cooperative Sanctuary Program for golf courses by December 31, 2008.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Golf Course **ACTIVITY CENTER:** Maintenance (007/0422/452)

The maintenance activity center is responsible for maintaining golf course playability and for providing the highest quality turf conditions. The division has partnered with the USGA Turf Advisory Service to improve maintenance technology while pursuing sound economics and environmental compatability. In 2004, the renowned golf course architectural firm of Ault, Clark and Associates developed a master plan for enhancements to the course. Phase one improvements were completed in 2005. The scope of work involved the reconstruction of the existing sand bunkers on all eighteen of the complexes. In addition, numerous inlets and drain lines were installed throughout the course to alleviate aras that did not drain properly, making them difficult to maintain and nearly impossible to grow quality turf grass. The number of total rounds played annually is to a great extent a reflection of course playing conditions.

PERCENTAGE CHANGE IN ROUNDS PLAYED FROM PRIOR CALENDAR YEAR



	CY 2006	CY 2007
Herndon Centennial	8.25%	4.5%
Mid Atlantic Region	1.1%	1.5%
Total U.S. Facilities	0.8%	1.0%

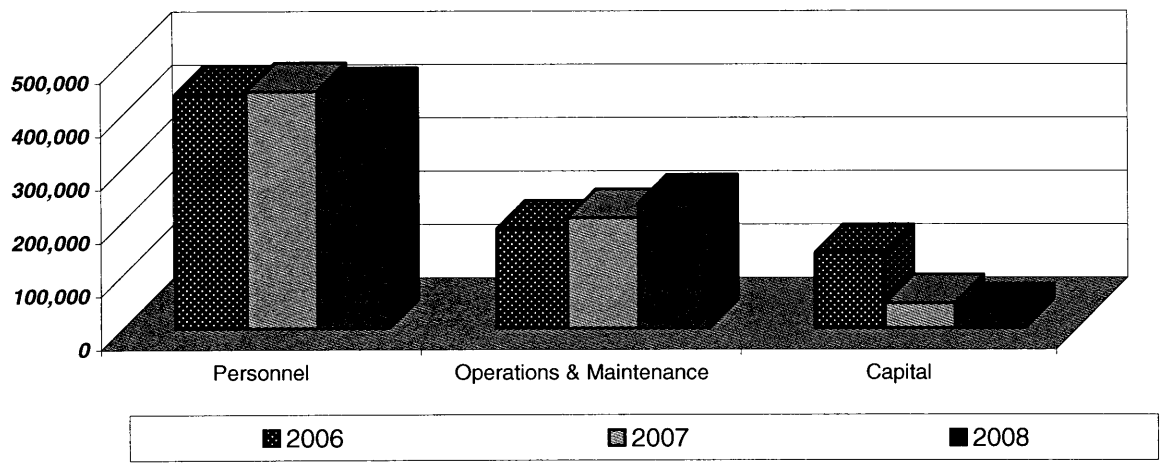
Figures for CY 2007 are estimated.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Maintenance (007/0422/452)

Personnel costs reflect authorized expenditures. Increase in O&M reflects increase for petroleum based products and for sand for top dressing. Capital costs provide for purchase of an aerator, a top dresser and a turbine blower.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	438,805	443,945	434,505	-2.1%
Operations & Maintenance	185,250	207,100	234,105	13.0%
Capital	140,600	46,400	29,000	-37.5%
TOTAL	764,655	697,445	697,610	0.0%
Full-Time Personnel	6	6	6	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Golf Course | **ACTIVITY CENTER:** Maintenance (007/0422/452)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	259,075	259,075	258,487	Provides for wages and salaries of golf course maintenance staff.	258,487	258,487
10-04	Seasonal/Temporary/Intern	70,390	55,200	69,715	Provides for wages of seasonal golf course maintenance staff.	69,715	69,715
10-40	Overtime	2,000	3,000	3,000	Provides for authorized overtime.	3,000	3,000
10-50	Employee Benefits	112,480	112,480	103,303	Provides for authorized benefits.	103,303	103,303
	TOTAL - PERSONNEL SERVICES	443,945	429,755	434,505		434,505	434,505
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	900	800	850	Provides for general office supplies, e.g., pens, pencils, paper, etc.	850	850
20-03	Telephone & Communication	4,800	4,500	4,800	Provides for local and long distance calls and for leasing of telephone equipment.	4,800	4,800
20-08	Printing & Duplication	100	40	100	Provides for use of copy machine.	100	100
20-09	Travel & Training	2,000	2,200	800	Provides for miscellaneous training, recertification and professional conferences. Pesticide Recertification $450 Toro Educational Seminars 350 $800	800	800
20-11	Professional Dues/Publications	700	700	1,000	Provides for professional dues and publications for Superintendent and Assistant Superintendent. Increase reflects funds for turfnet subscription. National Superintendent Association $400 Greater Washington GCSA 300 Virginia Turfgrass Council 300 $1,000	1,000	1,000
20-15	Professional Services	1,000	925	1,000	Provides for soil testing of greens, tees, and fairways.	1,000	1,000
20-20	Leased Equipment	8,500	8,205	8,205	Provides for leasing of pesticide sprayer.	8,205	8,205
20-24	Gas & Oil	11,500	14,000	14,000	Provides for gas, oil, and diesel fuel for golf course maintenance equipment.	14,000	14,000
20-27	Uniforms	1,500	1,200	1,300	Provides for uniforms and safety shoes.	1,300	1,300
20-30	Small Tools & Equipment	2,500	2,500	2,500	Provides for shop equipment and small hand tools for outside work, including shovels, rakes, etc.	2,500	2,500
20-31	Electricity	21,500	22,250	23,500	Provides for electricity for maintenance shop and irrigation system.	23,500	23,500
20-32	Equipment Maintenance & Repair	26,000	29,000	26,000	Provides for preventative maintenance and repair of golf course equipment, including mowers, tractors and trucks.	26,000	26,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Golf Course | **ACTIVITY CENTER:** Maintenance (007/0422/452)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-41	Materials & Supplies	93,000	105,000	112,000	Provides for materials and supplies required for turf maintenance. Increase reflects petroleum based product prices, and sand for topdressing. Lime $5,000 Fertilizer 18,000 Fungicide 55,000 Insecticide 4,000 Herbicide 5,000 Growth regulators 6,000 Seed 7,000 Trap sand 4,000 Top dress sand 8,000 $112,000	112,000	112,000
20-42	Water Service	850	800	850	Provides for maintenance shop and drinking fountains on course.	850	850
20-43	Sewer Service	650	650	700	Provides for golf course sewage fees.	700	700
20-59	Golf Course Maintenance Supplies	9,000	9,000	10,000	Provides for miscellaneous golf course supplies, including trap rakes, tee towels, cups, flags, and poles, etc. Increase reflects cost of netting for hole.	10,000	10,000
20-60	Landscaping	900	900	1,000	Provides for trees and miscellaneous plants. Provides for tree pruning and removal of dead wood.	1,000	1,000
20-61	Contract Services	2,500	2,500	2,500	Provides for custodial services for maintenance facility public restrooms.	2,500	2,500
20-74	Equipment Rental	15,000	15,000	17,000	Provides for outsourcing of aerification equipment. Increase reflects inclusion of greens sweeping.	17,000	17,000
20-82	Building Maintenance & Repair	1,200	1,200	1,000	Provides for maintenance and repair of maintenance facility and Superintendent's house. Golf Superintendent's house $600 Maintenance facility 400 $1,000	1,000	1,000
20-87	Golf Cart Path Maintenance	0	0	1,000	Provides for maintenance of cart path and curbing.	1,000	1,000
20-98	Irrigation Materials	3,000	3,000	4,000	Provides for sprinklers, valves and miscellaneous repairs, and Flow-Tronex inspection and service. Increase reflects cost of replacement heads.	4,000	4,000
	TOTAL - OPERATIONS & MAINTENANCE	207,100	224,370	234,105		234,105	234,105

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Golf Course | **ACTIVITY CENTER:** Maintenance (007/0422/452)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	CAPITAL						
80-03	Vehicle/Equipment	46,400	37,527	29,000	Provides for the following equipment:	29,000	29,000
					Aerway aerator $11,000		
					Top Dresser 11,000		
					Turbine blower 7,000		
					$29,000		
	TOTAL - CAPITAL	46,400	37,527	29,000		29,000	29,000
	TOTAL - MAINTENANCE	697,445	691,652	697,610		697,610	697,610

Clubhouse

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Golf Course **ACTIVITY CENTER:** Clubhouse (007/0423/452)

The Clubhouse activity center manages the Clubhouse operation including the pro shop, driving range, and snack bar; and administers daily usage of the golf course. The Director of Golf oversees both the Clubhouse and Maintenance Activity Centers.

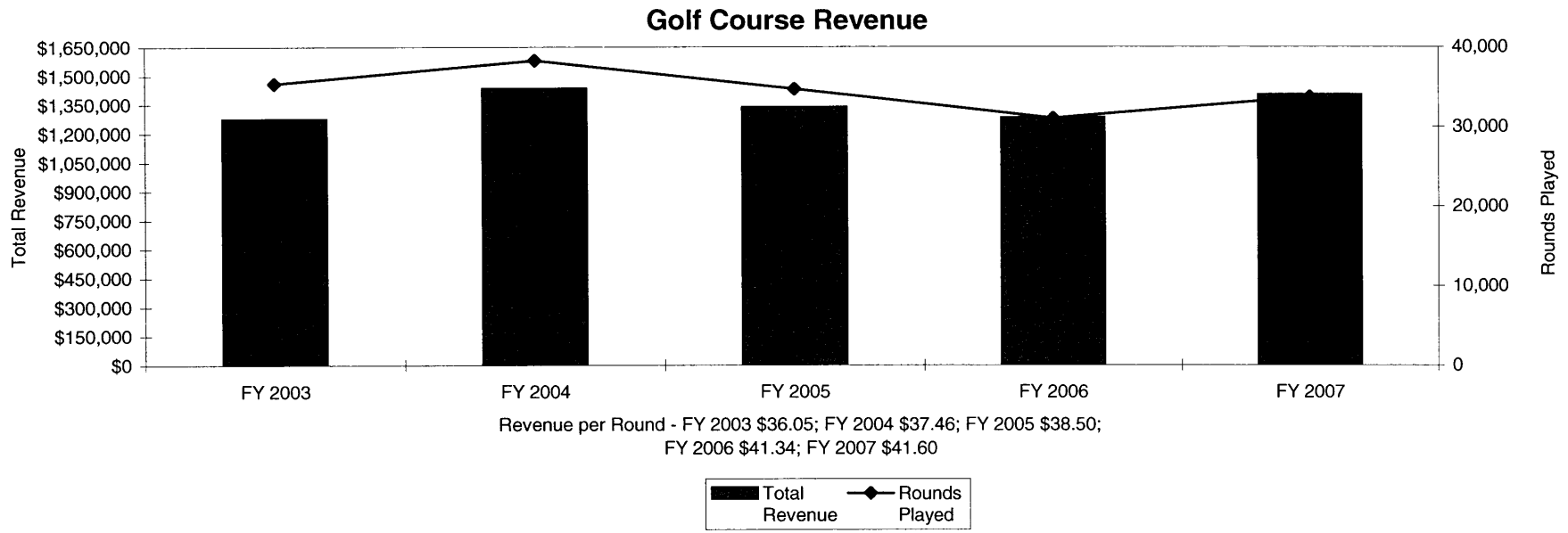
Goals	Objectives	Outcomes
Operate the golf course as an enterprise fund and provide a variety of high quality golfing support services at affordable rates.	• Operate a full stocked pro shop that offers new and diverse lines of golf clothing and equipment. • Offer a driving range, quality practice facility, and equipment rentals. • Offer the best value for the dollar and remain competitively priced relative to other area public courses. • Analyze operational standards and adjust as necessary to meet expectations. • Keep recurring expenses low.	• All personnel, operating, capital, and debt service expenses will be funded through user fees. The fund's net assets will increase 3 percent over FY 2007.
Maximize total number of rounds played through daily play, corporate outings, association tournaments, course sponsored tournaments, special events, and leagues.	• Promote the course as an outing venue and offer various outing rate packages. • Provide a variable pricing structure to encourage non-peak, junior/senior, and beginner play. • Promote play through advertising, herndongolf.com website, direct mail, public relations and e-mail club. • Encourage and market league, association and tournament play. • Maintain strong community support by offering discounts to Herndon residents. • Use market niches to strengthen and expand customer base.	• The percentage change year over year in rounds played will exceed the mid-Atlantic region average per National Golf Foundation statistics.
Ensure the highest level of customer satisfaction with respect to golf shop services, quality of food and beverage service, and pace of play to facilitate loyalty and build strong relationships with course patrons.	• Promote golf within the community as a healthy activity. • Provide a comprehensive golf instruction program to include private, group and junior lessons. • Operate a convenient snack bar facility that offers a variety of quality fast foods and beverages and provides catering for outings. • Provide services such as the Virginia State Golf Association (VSGA) handicapping program.	• 90 percent of patrons rate the services of Herndon Centennial Golf Course as commendable or superior on surveys and customer comment cards and respond that they would play the course again.

TOWN OF HERNDON, VIRGINIA
PERFORMANCE INDICATOR
FISCAL YEAR 2007-2008

DEPARTMENT: Golf Course **ACTIVITY CENTER:** Clubhouse (007/0423/452)

The Herndon Centennial Golf Course is managed as an enterprise fund operation and must generate sufficient revenues to meet all personnel, operating, and capital and debt service expenses. Revenues are obtained primarily from greens fees and golf cart rentals. Additional revenues are derived from the sale of pro shop merchandise, use of the driving range, rental of pull carts and golf clubs, and provision of handicapping services. Town residents continue to be charged lower greens fee prices than non-residents. Additionally, residents may buy a multi-play pass that provides further savings.

According to the 2006 National Golf Foundation Operations & Financial Performance Profiles of 18-Hole Golf Facilities in the United States, the revenue per round benchmark for public mid-range fee courses located within the frost belt was $35.11.



	Total Revenue	Rounds Played	Revenue Per Round
FY 2003	$1,275,790	35,388	$36.05
FY 2004	$1,435,004	38,303	$37.46
FY 2005	$1,336,762	34,718	$38.50
FY 2006	$1,282,099	31,017	$41.34
FY 2007	$1,402,067	33,700	$41.60

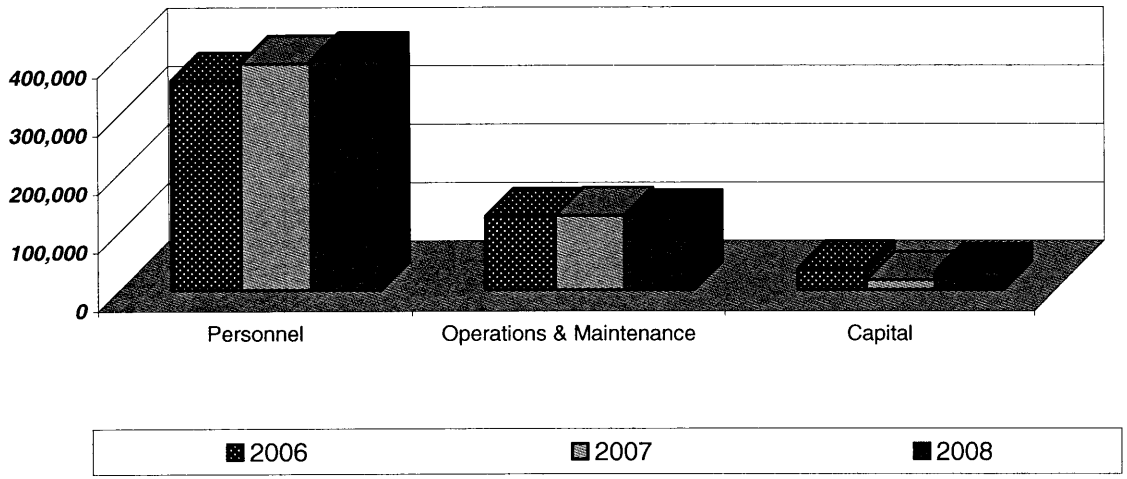
Figures for FY 2007 are estimated.

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Clubhouse (007/0423/452)

Personnel costs reflect authorized expenditures. Capital funds provide for replacement of driving range equipment, seven golf carts and customer rental equipment.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Personnel	359,485	388,375	393,474	1.3%
Operations & Maintenance	126,365	127,590	123,440	-3.3%
Capital	36,000	17,000	30,600	80.0%
TOTAL	521,850	532,965	547,514	2.7%
Full-Time Personnel	4	4	4	0.0%
Part-Time Personnel	0	0	0	0.0%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Golf Course | **ACTIVITY CENTER:** Clubhouse (007/0423/452)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	PERSONNEL SERVICES						
10-01	Wages & Salaries (Full-Time)	236,401	232,000	244,996	Provides for wages and salaries of golf course clubhouse staff.	244,996	244,996
10-04	Seasonal/Temporary/Intern	64,500	51,900	56,500	Provides wages for seasonal staff (pro shop and cart attendants) assigned to this activity center.	56,500	56,500
10-50	Employee Benefits	87,474	85,000	91,978	Provides for authorized benefits.	91,978	91,978
	TOTAL - PERSONNEL SERVICES	388,375	368,900	393,474		393,474	393,474
	OPERATIONS & MAINTENANCE						
20-02	Office Supplies	1,100	900	1,000	Provides for general office supplies, e.g., pens, pencils, paper, etc.	1,000	1,000
20-03	Telephone & Communication	1,900	1,600	1,800	Provides for local and long distance calls and for leasing of telephone equipment.	1,800	1,800
20-04	Postage	150	350	350	Provides postage for general mailing and UPS fees.	350	350
20-06	Advertising	3,500	2,500	3,000	Provides for marketing advertisements and event promotions.	3,000	3,000
20-08	Printing & Duplication	4,000	3,800	2,000	Provides for printing of gift certificates, resident identification cards, and brochures. Decrease reflects scorecards, printed every other year.	2,000	2,000
20-09	Travel & Training	2,500	2,500	500	Provides for educational and professional conferences.	500	500
20-11	Professional Dues/Publications	1,250	1,230	1,500	Provides for professional dues and publications. Professional Golfers Association of America $1,150 United States Golf Association 100 Virginia State Golf Association 250 $1,500	1,500	1,500
20-15	Professional Services	6,500	6,275	5,700	Provides for Virginia handicap program service fees. Decrease reflects turf advisory service on-site visit every other year.	5,700	5,700
20-19	PC Software	1,790	1,788	1,790	Provides for point of sale system software subscription fees.	1,790	1,790
20-24	Gas & Oil	4,400	4,500	4,500	Provides gas and oil for golf carts.	4,500	4,500
20-30	Small Tools & Equipment	600	300	500	Provides for the procurement of small tools and equipment for cart repairs.	500	500
20-31	Electricity	12,200	11,500	12,000	Provides electricity for clubhouse and cart buildings.	12,000	12,000
20-32	Equipment Maintenance & Repair	6,000	5,500	5,500	Provides for maintenance and repair of golf carts.	5,500	5,500
20-50	Bank Service Charge	20,000	23,000	23,000	Provides for credit card processing fees. Increase reflects actual expenditures.	23,000	23,000

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Golf Course | **ACTIVITY CENTER:** Clubhouse (007/0423/452)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
20-61	Contract Services	5,400	4,900	5,200	Provides for custodial services to clean restroom facilities and for bagged ice for water coolers.	5,200	5,200
20-65	Products for Resale	50,000	50,000	50,000	Provides for golf equipment, clothing, and accessories for resale.	50,000	50,000
20-82	Building Maintenance & Repair	6,300	4,000	5,100	Provides funds for:	5,100	5,100
					Clubhouse security system, recurring service $900 Maintenance and repair of clubhouse and structure 1,000 HVAC maintenance and repair 1,800 Hood vent preventative maintenance and fire inspection service 1,400 $5,100		
	TOTAL - OPERATIONS & MAINTENANCE	127,590	124,643	123,440		123,440	123,440
	CAPITAL						
80-03	Vehicle/Equipment	17,000	16,800	30,600	Provides for replacement of seven golf carts, driving range rental equipment and customer rental equipment.	30,600	30,600
					Driving range equipment $4,300 Customer rental equipment 1,800 Golf Carts 24,500 $30,600		
	TOTAL - CAPITAL	17,000	16,800	30,600		30,600	30,600
	TOTAL - CLUBHOUSE	532,965	510,343	547,514		547,514	547,514

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Non-Departmental

and

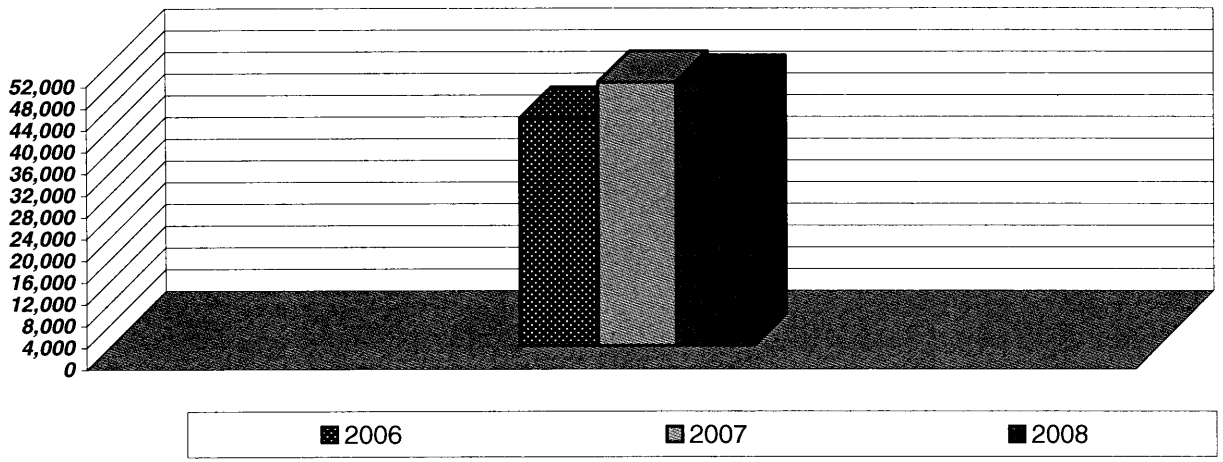
Debt Service

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Non-Departmental (007/9797/452)

Provide for Golf Course Fund portion of insurance, annual audit, employee programs, and indirect General Fund services such as payroll, procurement, personnel, administration, accounting, engineering, and general public works support.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Non-Departmental	41,870	48,470	47,715	-1.6%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Golf Course | **ACTIVITY CENTER:** Non-Departmental (007/9797/452)

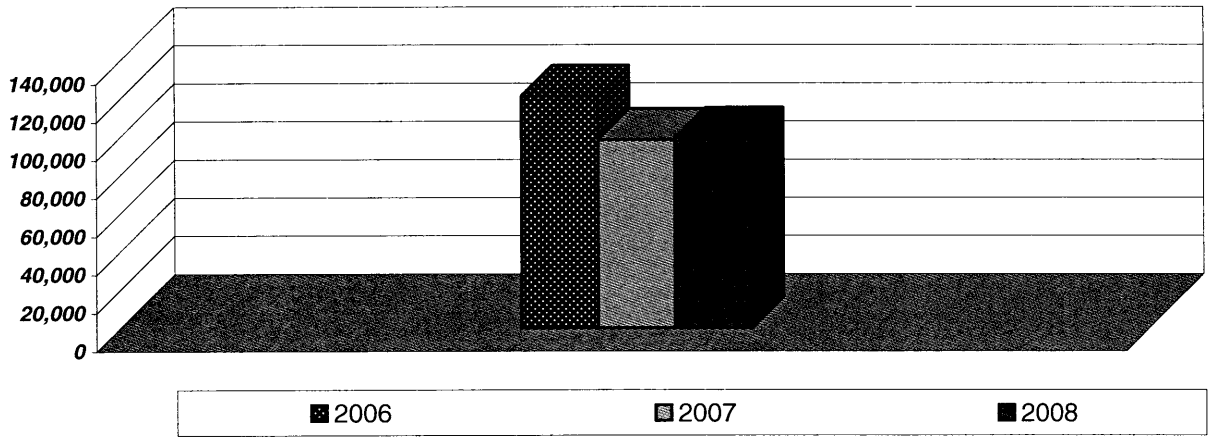
OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	OPERATIONS & MAINTENANCE						
20-13	Annual Audit	5,500	5,200	5,600	Provides for prorata share of annual audit expense, performed by an independent certified public accountant, as required by the Code of Virginia.	5,600	5,600
20-18	Employee Programs	0	1,633	0		0	0
20-48	Self-Insurance Retention	500	500	500	Provides funds for settlement of small claims, as authorized by the Town Attorney and the Town Manager.	500	500
20-61	Contract Services	23,170	23,170	23,865	Provides for payment of indirect General Fund services such as payroll, procurement, personnel, administration, accounting, engineering, and general public works support.	23,865	23,865
20-76	Insurance	19,300	18,170	17,750	Provides for prorata share of adequate risk coverage of golf course vehicles, property, and general liability.	17,750	17,750
	TOTAL - OPERATIONS & MAINTENANCE	48,470	48,673	47,715		47,715	47,715
	TOTAL - NON-DEPARTMENTAL	48,470	48,673	47,715		47,715	47,715

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Debt Service (007/9898/452)

Provides for principal and interest payment on 2001 bond for Maintenance Facility.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
Debt Service	121,525	98,739	99,470	0.7%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Golf Course | **ACTIVITY CENTER:** Debt Service (007/9898/452)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	OPERATIONS & MAINTENANCE						
98-25	2001 Bond for Maintenance Facility Principal	51,212	51,212	53,838	Provides for payment of principal FY 2001 bond issue. ($1,300,000 in bond proceeds were used for construction of golf course maintenance facility.)	53,838	53,838
98-26	2001 Bond for Maintenance Facility Interest	47,527	47,527	45,632	Provides for payment of semi-annual interest on FY 2001 bond issue.	45,632	45,632
	TOTAL - DEBT SERVICE	98,739	98,739	99,470		99,470	99,470

TOWN OF HERNDON, VIRGINIA
DEPARTMENT PURPOSE AND OBJECTIVES
FISCAL YEAR 2007-2008

DEPARTMENT: Downtown Parking Enterprise Fund

DEPARTMENTAL PURPOSE:

Provide a separate financial entity to account for the revenues and expenditures associated with the Town's downtown parking program. This entity was created by Town Council action in October 1994, following the fiscal guidelines established for the Public Shared Parking Program.

DEPARTMENTAL OBJECTIVES:

The department objectives in FY 2008 are to:

Goals	Objectives	Outcomes
Continue implementation of the adopted Downtown Public Parking Program.	• Provide staff support for the planning of a public/private redevelopment project in Downtown Herndon. • Develop further the public/private shared parking program for the Downtown.	• Adopt revised cost participation structure for Downtown Parking Program by end of fiscal year.

TOWN OF HERNDON, VIRGINIA
REVENUE ESTIMATES - DOWNTOWN PARKING ENTERPRISE FUND
FISCAL YEAR 2006-2007

OBJECT CODE	SOURCE	2004-2005 AUDITED ACTUAL	2005-2006 AUDITED ACTUAL	2006-2007 ADOPTED BUDGET	2006-2007 ESTIMATE	2007-2008 ADOPTED	NOTES
	DOWNTOWN PARKING ENTERPRISE REVENUE 008/0000/						
345.01-00	Parking Availability Fees	0	0	26,100	0	26,100	As of March 2007, a total of 203 parking spaces have been committed to eight public shared parking program participants.
361.01-00	Interest Earnings on Notes Receivable	8,641	13,188	20,000	12,131	11,870	Interest on 15-year notes associated with Town's public shared parking program.
365.01-00	Contributions & Donations	12,090	12,090	12,630	12,090	12,630	Participants' share of operations, maintenance and administrative costs associated with the public shared parking program.
369-99.00	Not Otherwise Classified	0	20,000	0	0	0	During FY 2006, Town received two proposals under PPEA for downtown redevelopment. As required by the ordinance, each proposal was accompanied by a $10,000 submission fee.
	TOTAL REVENUE - LOCAL SOURCE	20,731	45,278	58,730	24,221	50,600	
391.10-00	Use of Retained Earnings	0	0	32,840	8,319	0	
	TOTAL - DOWNTOWN PARKING ENTERPRISE FUND REVENUE	$ 20,731	$ 45,278	$ 91,570	$ 32,540	$ 50,600	

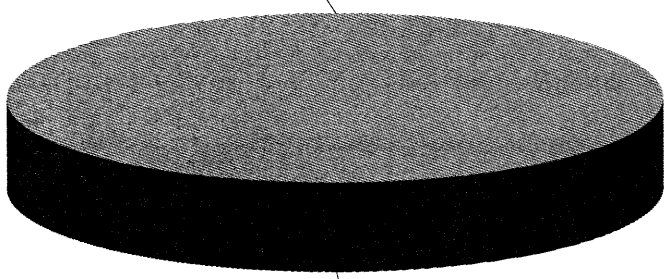
TOWN OF HERNDON, VIRGINIA
DEPARTMENTAL BUDGET SUMMARY - DOWNTOWN PARKING ENTERPRISE FUND
FISCAL YEAR 2007-2008

DEPARTMENT: Downtown Parking Enterprise Fund

OBJECT CODE	ACCOUNT DESCRIPTION	2004-05 AUDITED-ACTUAL	2005-06 AUDITED-ACTUAL	2006-07 BUDGET	2006-07 ESTIMATE	2007-08 REQUEST	2007-08 RECOMMENDED	2007-08 ADOPTED
	OPERATIONS & MAINTENANCE							
20-31	Electricity	1,817	1,635	1,970	2,140	2,200	2,200	2,200
20-41	Materials & Supplies	0	0	1,200	600	1,000	1,000	1,000
20-45	Leased Space	8,400	8,400	8,400	8,400	8,400	8,400	8,400
20-81	Reserve for Infrastructure	0	0	0	0	39,000	39,000	39,000
	TOTAL - OPERATIONS & MAINTENANCE	10,217	10,035	11,570	11,140	50,600	50,600	50,600
	CAPITAL							
80-32	Station Street Parking Garage	0	0	80,000	21,400	0	0	0
91-47	Parking Lot - North of Elden	0	0	0	0	0	0	0
	TOTAL - CAPITAL	0	0	80,000	21,400	0	0	0
	NON-DEPARTMENTAL							
20-96	Depreciation Expense	30,533	30,532	0	0	0	0	0
	TOTAL - NON-DEPARTMENTAL	30,533	30,532	0	0	0	0	0
	TOTAL - DOWNTOWN PARKING ENTERPRISE FUND	40,750	40,567	91,570	32,540	50,600	50,600	50,600

Downtown Parking

DEPARTMENTAL EXPENDITURES



Operations & Maintenance - $50,600
Capital - $0

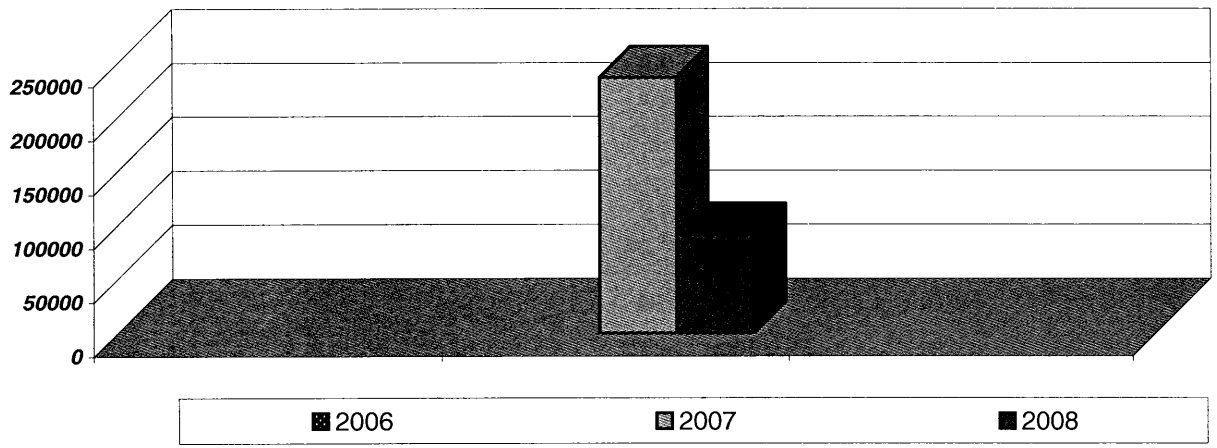
Total - $50,600

TOWN OF HERNDON, VIRGINIA
ACTIVITY CENTER EXPENDITURE SUMMARY
FISCAL YEAR 2007-2008

Downtown Parking Enterprise Fund (008/0690/463)

FY 2008 includes funds for lease payments for temporary parking and provides reserve funding for future capital improvements.

FY 2006-2008 Expenditures
(By Category)



DESCRIPTION	2006 BUDGET	2007 BUDGET	2008 BUDGET	% CHANGE 2007 to 2008
	236,940	91,570	50,600	-44.7%

TOWN OF HERNDON, VIRGINIA
LINE ITEM BUDGET REQUEST JUSTIFICATION
FISCAL YEAR 2007-2008

DEPARTMENT: Downtown Parking Enterprise Fund | **ACTIVITY CENTER:** Downtown Parking Enterprise Fund (008/0690/463)

OBJECT CODE	ACCOUNT DESCRIPTION	FY 06-07 BUDGET	FY 06-07 ESTIMATE	FY 07-08 REQUEST	JUSTIFICATION FOR LINE ITEM BUDGET REQUEST	FY 07-08 RECOMMENDED	FY 07-08 ADOPTED
	OPERATIONS & MAINTENANCE						
20-31	Electricity	1,970	2,140	2,200	Provides electricity for street lights at the James Building and Station Street parking lots.	2,200	2,200
20-41	Materials & Supplies	1,200	600	1,000	Provides for surface parking lot repair materials and supplies.	1,000	1,000
20-45	Leased Space	8,400	8,400	8,400	Provides for monthly lease payments for use of Ahmed site for temporary parking in the downtown.	8,400	8,400
20-81	Reserve for Infrastructure	0	0	39,000	Reserve Downtown Parking Enterprise Fund revenues in excess of expenditures for future Capital Improvements.	39,000	39,000
	TOTAL - OPERATIONS & MAINTENANCE	11,570	11,140	50,600		50,600	50,600
	CAPITAL						
80-32	Station Street Parking Garage	80,000	21,400	0		0	0
	TOTAL - CAPITAL	80,000	21,400	0		0	0
	TOTAL - DOWNTOWN PARKING ENTERPRISE FUND	91,570	32,540	50,600		50,600	50,600

Number of Personnel Per Department
FY 1999 - 2008

	Fiscal Years									
Department	98/99	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08
Town Clerk	1	2	3	3	3	3	3	3	4	4
Administration	7	10	14	14	15	17	17	17	17	17
Golf Course	7	7	7	7	7	9	9	10	10	10
Finance	13	13	14	14	14	14	14	15	16	16
Community Development	11	11	12	13	14	15	18	21	25	25
Police	61	61	64	66	69	71	71	71	75	75
Parks & Recreation	21	24	28	29	29	29	29	31	33	32
Chestnut Grove Cemetery	3	3	3	3	4	4	4	4	4	4
Public Works	74	78	86	88	89	90	91	94	95	98
Town Attorney	2	2	2	3	3	3	3	3	3	3
Total	200	211	233	240	247	255	259	269	282	284

Since the mid-1990s, there has been rapid growth in the Town's population. With this growth came the demand for more govermental services and the required infrastructure to support these services.

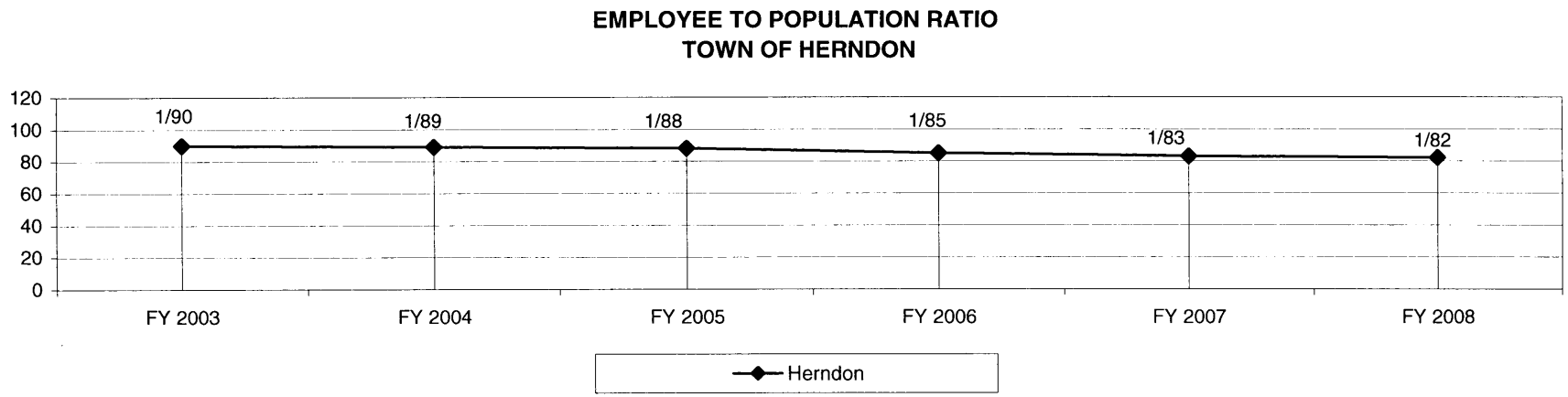
Since FY 1999, the following functions have been added:

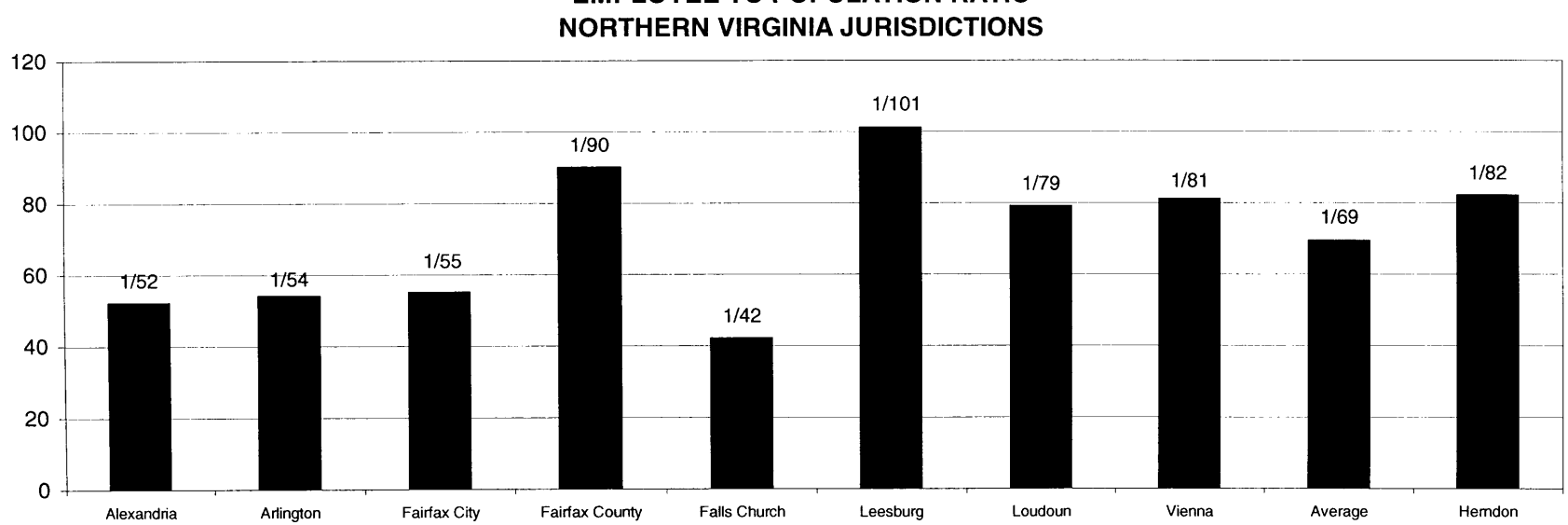
- Nine additional sworn police officer positions
- Three additional Communications Technicians in the Herndon Police Department
- Four additional employees in Information Technology operation, in Town Administration
- Five person Neighborhood Resources Office, in Town Administration
- Transportation Planner, in Community Development
- Eleven person Community Inspections Team, in Community Development
- Three person Right-of-Way Inspections/Utility Marking operation, in Public Works
- Public Information Officer
- Four person Chestnut Grove Cemetery operation

The FY 2008 budget proposes 284 regular positions, an increase from 282 in FY 2007. Four positions were added during FY 2007 to provide more consistant public safety and public information service delivery. The new positions recommended for FY 2008 include three in the Department of Public Works, one in the Department of Parks and Recreation, four new positions will be added in FY 2008 and two vacant positions eliminated. Three of these positions are funded in FY 2007 as temporary/seasonal positions and are recommended for reclassification to regular full-time.

The FY 2008 budget recommends **$23,126,705** in personnel expenditures for all funds, or approximately 55 percent of the total budget.

The FY 2008 budget recommends 284 regular full-time and part-time positions. It is estimated that the Town's population is 23,217. The ratio of regular Town employees serving Town residents in FY 2008 will be 1 to 82. The bar chart compares Herndon with other Northern Virginia jurisdictions. The average ratio for the sample groups (excluding the Town of Herndon) is 1 employee to 69 residents. These figures do not include school employees.





Adopted Personnel Summary

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Position Classification Plan

TOWN OF HERNDON, VIRGINIA
ADOPTED REGULAR PERSONNEL - ALL FUNDS
FISCAL YEAR 2007-2008

	FY 2005-06		FY 2006-07		FY 2007-08	
	F/T	P/T	F/T	P/T	F/T	P/T
TOWN CLERK						
Deputy Town Clerk	1		1		1	
Office Assistant III	1		1	1	1	1
Town Clerk	1		1	_	1	_
	3		3	1	3	1
TOWN ADMINISTRATION						
Assistant to the Town Manager	1		1		1	
Director of Human Resources	1		1		1	
Director of Information Technology	1		1		1	
Director of Neighbodhood Resources	1		1		1	
Help Desk Analyst	1		1		1	
Housing Rehabilitation Specialist	1		1		1	
Human Resources Analyst	1		1		1	
Management Analyst	1		1		1	
Neighborhood Improvement Specialist[1]	1		0		0	
Network Administrator	0		2		2	
Network Analyst	1		0		0	
Office Assistant II		0		1		1
Office Assistant III	1	1	1	1	1	1
Office Assistant III/Admin. Clerk	1		1		1	
Public Information Officer	1		1		1	
Systems Administrator	1		0		0	
Systems Manager	1		1		1	
Town Manager	1	_	1	_	1	_
	16	1	15	2	15	2
COMMUNITY DEVELOPMENT						
Administrative Planner	1		1		1	
Associate Administrative Planner	0		1		1	
Associate Community Inspector	2	1	2	1	2	1
Community Forester	1		1		1	
Community Inspector I	3		3		3	
Community Inspector II	1		2		2	
Director of Community Development	1		1		1	
Neighborhood Building Inspector	0		1		1	
Office Assistant II/Admin. Clerk[1]	1		2		2	
Office Assistant III	1		1		1	
Office Assistant III/Admin. Clerk	1		1		1	
Planner I	3		2		2	
Planner II	0		1		1	
Senior Community Inspector	1		1		1	
Senior Planner	1		1		1	
Senior Planner/Zoning Administrator	1		1		1	
Senior Project Planner		1		1		1
Transportation Planner	1	_	1	_	1	_
	19	2	23	2	23	2
FINANCE						
Accounting Tech II	1	1	1	1	1	1
Accounting Tech II/Admin. Tech	2		2		2	
Deputy Director of Finance	0		1		1	
Director of Finance	1		1		1	
Manager of Financial Operations	1		0		0	
Office Assistant I		1		2		1
Office Assistant II	0		0		1	
Office Assistant III	1		1		1	
Payroll/Utility Customer Service Spv.	0		1		1	
Purchasing Agent	1		1		1	
Revenue Supervisor	1		1		1	
Senior Accounting Technician	3		2		2	
Water Meter Reader	2	_	2	_	2	_
	13	2	13	3	14	2

	FY 2005-06		FY 2006-07		FY 2007-08	
	F/T	P/T	F/T	P/T	F/T	P/T
GOLF COURSE						
Asst. Golf Course Superintendent	1		1		1	
Director of Golf	1		1		1	
Equipment Operator/Greensworker	3		3		3	
Golf Course Superintendent	1		1		1	
Golf Operations Assistant I	1		1		1	
Golf Operations Assistant II	1		1		1	
Golf Professional	1		1		1	
Mechanic/Equipment Operator	1		1		1	
	10		10		10	
PARKS & RECREATION						
Administrative Assistant	1		1		1	
Aquatics Services Manager	1		1		1	
Community Center Manager	1		1		1	
Community Center Supervisor I		2		2		1
Community Center Supervisor II	1		1		1	
Custodian I		2		2		2
Custodian II	2		3		3	
Director of Parks & Recreation	1		1		1	
Fitness Assistant	0		0		1	
Fitness Specialist	0		1		1	
Manager of Recreation Services	1		1		1	
Marketing Specialist		1		1		1
Naturalist	1		1		1	
Office Assistant III		1		1		1
Office Assistant III/Admin. Clerk	2		2		2	
Pool Operations Manager	1		1		1	
Preschool Teacher		1		1		1
Recreation Assistant I	2	1	1	2	2	0
Recreation Assistant II	1		1		1	
Recreation Program Assistant		1		1		1
Recreation Program Coordinator		1		1		1
Recreation Services Supervisor I	2		2		2	
Recreation Services Supervisor II	3		3		3	
Tennis Center Manager	_	1	_	1	_	1
	20	11	21	12	23	9
POLICE						
Administrative Assistant	1		1		1	
Chief of Police	1		1		1	
Communications Technician	7		8		8	
Communications Technician Supervisor	1		1		1	
Crime Analyst		1		1		1
Crime Prvntn Spclst/Program Coord.	0		1		1	
Office Assistant III	1		1		1	
Police Captain	2		2		2	
Police Lieutenant	4		4		4	
Police Officer	38		40		40	
Police Sergeant	10		11		11	
Records Technician[1]	2		1		1	
Records Technician Supervisor	1		1		1	
Senior Communications Technician	1		1		1	
Technical Services Manager	1	_	1	_	1	_
	70	1	74	1	74	1
CHESTNUT GROVE CEMETERY						
Cemetery Manager	1		1		1	
Equipment Operator	1		1		1	
Equipment Operator/Greensworker	1		1		1	
Office Assistant III	1	0	1	0	1	0
	4	0	4	0	4	0

	FY 2005-06		FY 2006-07		FY 2007-08	
	F/T	P/T	F/T	P/T	F/T	P/T
PUBLIC WORKS						
Administrative Assistant	1		1		1	
Assistant Crew Supervisor	0		0		3	
Building Inspector I	1		1		1	
Building Inspector II	1		1		1	
Building Maintenance Coordinator	1		1		1	
Building Official	1		1		1	
Chief, Program & Project Manager	1		1		1	
Custodian I	3		3		3	
Deputy Director of Public Works	1		1		1	
Director of Public Works	1		1		1	
Engineer	1		1		1	
Engineering Inspector	1		2		2	
Facility Maint. Mechanic II	2		2		2	
Facility Maint. Mechanic III	1		1		1	
Facility Maint. Supervisor	1		1		1	
Fleet Manager	1		1		1	
General Services Administrator	1		1		1	
Maintenance/Meter Mechanic	1		1		1	
Mechanic Assistant	1		1		1	
Mechanic I	2		2		2	
Mechanic II	2		2		2	
Neighborhood Building Inspector[1]	1		0		0	
Office Assistant II	2		2		2	
Office Assistant III	1		1		1	
Office Assistant III/Admin. Clerk	2		2		2	
Operations Coordinator	1		1		1	
Operations Engineer	1		1		1	
Program & Project Coordinator	4		4		4	
Public Works Superintendent	1		1		1	
Residential Building Inspector	1		1		1	
Right-of-Way Inspection Supervisor	1		1		1	
Right-of-Way Inspector/Utility Marker	2		2		2	
Sanitation Worker	6		6		0	
Senior Civil Engineer	1		1		1	
Sign & Signal Technician	1		1		1	
Traffic Control Supervisor/Coordinator	1		1		1	
Traffic Signal Tech	1		1		1	
Utility Equipment Operator I	5		5		5	
Utility Equipment Operator II	7		8		7	
Utility Equipment Operator II/Truck Driver	7		7		8	
Utility Equipment Operator III	1		1		0	
Utility Equipment Technician	1		1		1	
Utility Maintenance Worker I	11		11		18	
Utility Maintenance Worker II	5		5		5	
Utility Manager	1		1		1	
Utility Work Crew Supervisor	4		4		4	
	94		95		98	
TOWN ATTORNEY						
Legal Assistant	1		1		1	
Paralegal		1		1		1
Town Attorney	1	_	1	_	1	_
	2	1	2	1	2	1
TOTAL	**251**	**18**	**260**	**22**	**266**	**18**
TOTAL REGULAR FULL AND PART TIME - ALL FUNDS	**269**		**282**		**284**	

[1] positions temporarily transferred to Community Development, Community Inspections

TOWN OF HERNDON

POSITION CLASSIFICATION PLAN

AND SALARY SCHEDULE

FISCAL YEAR 2007-2008

July 2007

POSITION	GRADE	ANNUALIZED RANGE LOWER	ANNUALIZED RANGE MIDPOINT	ANNUALIZED RANGE UPPER	HOURLY RANGE LOWER	HOURLY RANGE MIDPOINT	HOURLY RANGE UPPER	FLSA OVERTIME STATUS	CLASS SERIES
OFFICIALS & ADMINISTRATORS									
Chief of Police	P12	$75,851.78	96,202.50	121,364.26	$36.4672	46.2512	58.3482	E	O&A
Director of Finance	25	$75,851.78	98,608.02	121,364.26	$36.4672	47.4077	58.3482	E	O&A
Director of Public Works	25	$75,851.78	98,608.02	121,364.26	$36.4672	47.4077	58.3482	E	O&A
Director of Community Development	24	$73,575.01	93,314.42	117,720.30	$35.3726	44.8627	56.5963	E	O&A
Director of Parks & Recreation	24	$73,575.01	93,314.42	117,720.30	$35.3726	44.8627	56.5963	E	O&A
Director of Information Technology	23	$71,298.24	90,425.92	114,075.52	$34.2780	43.4740	54.8440	E	O&A
Director of Golf	21	$66,741.79	84,625.42	106,786.78	$32.0874	40.6853	51.3398	E	O&A
Director of Human Resources	21	$66,741.79	84,625.42	106,786.78	$32.0874	40.6853	51.3398	E	O&A
Director of Neighborhood Resources	21	$66,741.79	84,625.42	106,786.78	$32.0874	40.6853	51.3398	E	O&A
Public Information Officer	19	$62,187.01	78,666.64	99,498.88	$29.8976	37.8205	47.8360	E	O&A
Town Clerk	19	$62,187.01	78,666.64	99,498.88	$29.8976	37.8205	47.8360	E	O&A
PROFESSIONAL									
Police Captain	P10	$70,556.72	89,959.58	114,929.15	$33.9215	43.2498	55.2544	E	PRO
Deputy Director of Public Works	21	$66,741.79	84,625.42	106,786.78	$32.0874	40.6853	51.3398	E	PRO
Police Lieutenant	P08	$64,417.81	82,132.54	104,931.22	$30.9701	39.4868	50.4477	E	PRO
Deputy Director of Finanace	18	$59,908.78	75,934.77	95,855.55	$28.8023	36.5071	46.0844	E	PRO
Senior Planner/Zoning Administrator	18	$59,908.78	75,934.77	95,855.55	$28.8023	36.5071	46.0844	E	PRO
Building Official	17	$57,630.56	73,092.45	92,208.27	$27.7070	35.1406	44.3309	E	PRO
Cemetery Manager	17	$57,630.56	73,092.45	92,208.27	$27.7070	35.1406	44.3309	E	PRO
Chief, Programs & Project Management	17	$57,630.56	73,092.45	92,208.27	$27.7070	35.1406	44.3309	E	PRO
Manager of Recreation Services	17	$57,630.56	73,092.45	92,208.27	$27.7070	35.1406	44.3309	E	PRO
Senior Civil Engineer	17	$57,630.56	73,092.45	92,208.27	$27.7070	35.1406	44.3309	E	PRO
Senior Planner	17	$57,630.56	73,092.45	92,208.27	$27.7070	35.1406	44.3309	E	PRO
Senior Project Planner	17	$57,630.56	73,092.45	92,208.27	$27.7070	35.1406	44.3309	E	PRO
Technical Services Manager	17	$57,630.56	73,092.45	92,208.27	$27.7070	35.1406	44.3309	E	PRO
Assistant to the Town Manager	15	$53,075.98	67,315.66	84,920.99	$25.5173	32.3633	40.8274	E	PRO
Engineer	14	$50,797.55	64,425.71	81,276.21	$24.4219	30.9739	39.0751	E	PRO
Recreation Program Coordinator	14	$50,797.55	64,425.71	81,276.21	$24.4219	30.9739	39.0751	E	PRO
Systems Manager	14	$50,797.55	64,425.71	81,276.21	$24.4219	30.9739	39.0751	E	PRO

POSITION	GRADE	ANNUALIZED RANGE LOWER	ANNUALIZED RANGE MIDPOINT	ANNUALIZED RANGE UPPER	HOURLY RANGE LOWER	HOURLY RANGE MIDPOINT	HOURLY RANGE UPPER	FLSA OVERTIME STATUS	CLASS SERIES
TECHNICAL									
Public Works Superintendent	18	$59,908.78	75,934.77	95,855.55	$28.8023	36.5071	46.0844	E	TEC
Senior Police Sergeant	P06	$58,011.41	73,964.38	94,495.23	$27.8901	35.5598	45.4304	N	TEC
Police Sergeant	P05	$55,248.96	70,442.32	89,995.57	$26.5620	33.8665	43.2671	N	TEC
Golf Course Superintendent	15	$53,075.98	67,315.66	84,920.99	$25.5173	32.3633	40.8274	E	TEC
Neighborhood Improvement Specialist	15	$53,075.98	67,315.66	84,920.99	$25.5173	32.3633	40.8274	E	TEC
Senior Community Inspector	15	$53,075.98	67,315.66	84,920.99	$25.5173	32.3633	40.8274	E	TEC
Transportation Planner	15	$53,075.98	67,315.66	84,920.99	$25.5173	32.3633	40.8274	E	TEC
Specialized Program Technician	120				$25.0000	31.7500	80.0000	N	TEC
Administrative Planner	14	$50,797.55	64,425.71	81,276.21	$24.4219	30.9739	39.0751	N	TEC
Aquatics Services Manager	14	$50,797.55	64,425.71	81,276.21	$24.4219	30.9739	39.0751	N	TEC
Community Center Manager	14	$50,797.55	64,425.71	81,276.21	$24.4219	30.9739	39.0751	N	TEC
Community Forester	14	$50,797.55	64,425.71	81,276.21	$24.4219	30.9739	39.0751	E	TEC
General Services Administrator	14	$50,797.55	64,425.71	81,276.21	$24.4219	30.9739	39.0751	N	TEC
Planner II	14	$50,797.55	64,425.71	81,276.21	$24.4219	30.9739	39.0751	N	TEC
Utility Manager	14	$50,797.55	64,425.71	81,276.21	$24.4219	30.9739	39.0751	N	TEC
Management Analyst	13	$48,520.58	61,499.78	77,633.09	$23.3272	29.5672	37.3236	N	TEC
Network Administrator	13	$48,520.58	61,499.78	77,633.09	$23.3272	29.5672	37.3236	N	TEC
Payroll/Utility Customer Services Supervisor	13	$48,520.58	61,499.78	77,633.09	$23.3272	29.5672	37.3236	N	TEC
Program & Project Coordinator	13	$48,520.58	61,499.78	77,633.09	$23.3272	29.5672	37.3236	N	TEC
Purchasing Agent	13	$48,520.58	61,499.78	77,633.09	$23.3272	29.5672	37.3236	E	TEC
Revenue Supervisor	13	$48,520.58	61,499.78	77,633.09	$23.3272	29.5672	37.3236	E	TEC
Community Inspector II	12	$46,242.35	58,648.72	73,988.93	$22.2319	28.1965	35.5716	N	TEC
Crime Analyst	12	$46,242.35	58,648.72	73,988.93	$22.2319	28.1965	35.5716	N	TEC
Crime Prevention Specialist/Coord.	12	$46,242.35	58,648.72	73,988.93	$22.2319	28.1965	35.5716	N	TEC
Fleet Manager	12	$46,242.35	58,648.72	73,988.93	$22.2319	28.1965	35.5716	N	TEC
Housing Rehabilitation Specialist	12	$46,242.35	58,648.72	73,988.93	$22.2319	28.1965	35.5716	N	TEC
Operations Coordinator	12	$46,242.35	58,648.72	73,988.93	$22.2319	28.1965	35.5716	N	TEC
Operations Engineer	12	$46,242.35	58,648.72	73,988.93	$22.2319	28.1965	35.5716	E	TEC
Planner I	12	$46,242.35	58,648.72	73,988.93	$22.2319	28.1965	35.5716	N	TEC
Traffic Control Supervisor/Coordinator	12	$46,242.35	58,648.72	73,988.93	$22.2319	28.1965	35.5716	N	TEC
Assistant Golf Course Superintendent	11	$43,965.79	55,760.22	70,345.39	$21.1374	26.8078	33.8199	N	TEC
Building Inspector II	11	$43,965.79	55,760.22	70,345.39	$21.1374	26.8078	33.8199	N	TEC
Communications Technician Supervisor	11	$43,965.79	55,760.22	70,345.39	$21.1374	26.8078	33.8199	N	TEC
Human Resources Analyst	11	$43,965.79	55,760.22	70,345.39	$21.1374	26.8078	33.8199	N	TEC
Legal Assistant	11	$43,965.79	55,760.22	70,345.39	$21.1374	26.8078	33.8199	N	TEC
Neighborhood Building Inspector	11	$43,965.79	55,760.22	70,345.39	$21.1374	26.8078	33.8199	N	TEC
Paralegal	11	$43,965.79	55,760.22	70,345.39	$21.1374	26.8078	33.8199	N	TEC
Residential Building Inspector	11	$43,965.79	55,760.22	70,345.39	$21.1374	26.8078	33.8199	N	TEC
Associate Planner	10	$41,686.74	52,870.69	66,698.32	$20.0417	25.4186	32.0665	N	TEC
Building Inspector I	10	$41,686.74	52,870.69	66,698.32	$20.0417	25.4186	32.0665	N	TEC
Community Inspector I	10	$41,686.74	52,870.69	66,698.32	$20.0417	25.4186	32.0665	N	TEC
Engineering Inspector	10	$41,686.74	52,870.69	66,698.32	$20.0417	25.4186	32.0665	N	TEC
Help Desk Analyst	10	$41,686.74	52,870.69	66,698.32	$20.0417	25.4186	32.0665	N	TEC

POSITION	GRADE	ANNUALIZED RANGE LOWER	ANNUALIZED RANGE MIDPOINT	ANNUALIZED RANGE UPPER	HOURLY RANGE LOWER	HOURLY RANGE MIDPOINT	HOURLY RANGE UPPER	FLSA OVERTIME STATUS	CLASS SERIES
Naturalist	10	$41,686.74	52,870.69	66,698.32	$20.0417	25.4186	32.0665	N	TEC
PARAPROFESSIONAL									
Recreation Services Supervisor II	12	$46,242.35	58,648.72	73,988.93	$22.2319	28.1965	35.5716	N	PAR
Golf Professional	11	$43,965.79	55,760.22	70,345.39	$21.1374	26.8078	33.8199	N	PAR
Golf Operations Assistant II	10	$41,686.74	52,870.69	66,698.32	$20.0417	25.4186	32.0665	N	PAR
Marketing Specialist	10	$41,686.74	52,870.69	66,698.32	$20.0417	25.4186	32.0665	N	PAR
Fitness Specialist	9	$39,409.55	49,982.19	63,055.20	$18.9469	24.0299	30.3150	N	PAR
Pool Operations Manager	9	$39,409.55	49,982.19	63,055.20	$18.9469	24.0299	30.3150	N	PAR
Recreation Services Supervisor I	9	$39,409.55	49,982.19	63,055.20	$18.9469	24.0299	30.3150	N	PAR
Recreation Instructor VI	109				$17.4269		27.9402	N	PAR
Tennis Center Manager	7	$34,854.56	44,205.20	55,767.30	$16.7570	21.2525	26.8112	N	PAR
Fitness Assistant	6	$32,576.34	41,315.66	52,121.47	$15.6617	19.8633	25.0584	N	PAR
Preschool Teacher	6	$32,576.34	41,315.66	52,121.47	$15.6617	19.8633	25.0584	N	PAR
Recreation Instructor IV	108				$15.2308		24.3061	N	PAR
Recreation Instructor V	108				$15.2308		24.3061	N	PAR
Golf Operations Assistant I	5	$30,298.32	38,427.17	48,477.10	$14.5665	18.4746	23.3063	N	PAR
Recreation Instructor III	107				$11.9670		19.0978	N	PAR
Recreation Services Supervisor I (seasonal)	107				$11.9670		19.0978	N	PAR
Recreation Instructor II	106				$10.2747		16.3971	N	PAR
Recreation Instructor I	104				$7.9780		12.7315	N	PAR
PROTECTIVE SERVICES									
Police Corporal	P04	$52,618.80	67,088.94	85,713.26	$25.2975	32.2543	41.2083	N	PS
Senior Police Officer	P03	$50,113.23	63,894.06	81,631.89	$24.0929	30.7183	39.2461	N	PS
Police Officer First Class	P02	$47,831.47	60,984.98	77,914.51	$22.9959	29.3197	37.4589	N	PS
Police Officer I	P01	$45,740.86	58,319.25	74,507.89	$21.9908	28.0381	35.8211	N	PS

POSITION	GRADE	ANNUALIZED RANGE LOWER	ANNUALIZED RANGE MIDPOINT	ANNUALIZED RANGE UPPER	HOURLY RANGE LOWER	HOURLY RANGE MIDPOINT	HOURLY RANGE UPPER	FLSA OVERTIME STATUS	CLASS SERIES
ADMINISTRATIVE SUPPORT									
Administrative Assistant	10	$41,686.74	52,870.69	66,698.32	$20.0417	25.4186	32.0665	N	AS
Associate Administrative Planner	10	$41,686.74	52,870.69	66,698.32	$20.0417	25.4186	32.0665	N	AS
Deputy Town Clerk	10	$41,686.74	52,870.69	66,698.32	$20.0417	25.4186	32.0665	N	AS
Records Technician Supervisor	9	$39,409.55	49,982.19	63,055.20	$18.9469	24.0299	30.3150	N	AS
Senior Accounting Technician	9	$39,409.55	49,982.19	63,055.20	$18.9469	24.0299	30.3150	N	AS
Community Center Supervisor II	8	$37,132.37	47,093.49	59,411.66	$17.8521	22.6411	28.5633	N	AS
Office Assistant III/Administrative Clerk	8	$37,132.37	47,093.49	59,411.66	$17.8521	22.6411	28.5633	N	AS
Senior Communications Technician	8	$37,132.37	47,093.49	59,411.66	$17.8521	22.6411	28.5633	N	AS
Accounting Technician/Administrative Technician	7	$34,854.56	44,205.20	55,767.30	$16.7570	21.2525	26.8112	N	AS
Associate Community Inspector	7	$34,854.56	44,205.20	55,767.30	$16.7570	21.2525	26.8112	N	AS
Communications Technician	7	$34,854.56	44,205.20	55,767.30	$16.7570	21.2525	26.8112	N	AS
Community Center Supervisor I	7	$34,854.56	44,205.20	55,767.30	$16.7570	21.2525	26.8112	N	AS
Office Assistant III	7	$34,854.56	44,205.20	55,767.30	$16.7570	21.2525	26.8112	N	AS
Records Technician	6	$32,576.34	41,315.66	52,121.47	$15.6617	19.8633	25.0584	N	AS
Recreation Assistant II	6	$32,576.34	41,315.66	52,121.47	$15.6617	19.8633	25.0584	N	AS
Recreation Program Assistant	6	$32,576.34	41,315.66	52,121.47	$15.6617	19.8633	25.0584	N	AS
Accounting Technician II	5	$30,298.32	38,427.17	48,477.10	$14.5665	18.4746	23.3063	N	AS
Office Assistant II/Administrative Clerk	5	$30,298.32	38,427.17	48,477.10	$14.5665	18.4746	23.3063	N	AS
Recreation Assistant	5	$30,298.32	38,427.17	48,477.10	$14.5665	18.4746	23.3063	N	AS
Office Assistant II	4	$28,021.34	35,538.46	44,833.78	$13.4718	17.0858	21.5547	N	AS
Office Assistant I	3	$25,743.12	32,648.72	41,189.20	$12.3765	15.6965	19.8025	N	AS
Community Center Supervisor (seasonal)	107				$11.9670		19.0978	N	AS
Office Assistant (seasonal)	107				$11.9670		19.0978	N	AS
Recreation Assistant (seasonal)	107				$11.9670		19.0978	N	AS
Golf Shop Assistant	106				$10.2747		16.3971	N	AS
Student Intern	106				$10.2747		16.3971	N	AS
Golf Recreation Clerk	105				$9.0660		14.4677	N	AS
Office Aide	104				$7.9780		12.7315	N	AS
Attendant (Cart, Park)	101				$6.0438		9.6453	N	AS

POSITION	GRADE	ANNUALIZED RANGE LOWER	ANNUALIZED RANGE MIDPOINT	ANNUALIZED RANGE UPPER	HOURLY RANGE LOWER	HOURLY RANGE MIDPOINT	HOURLY RANGE UPPER	FLSA OVERTIME STATUS	CLASS SERIES
SKILLED CRAFT									
Facility Maintenance Supervisor	12	$46,242.35	58,648.72	73,988.93	$22.2319	28.1965	35.5716	N	SC
Right-of-Way Inspection Supervisor	12	$46,242.35	58,648.72	73,988.93	$22.2319	28.1965	35.5716	N	SC
Utility Work Crew Supervisor	12	$46,242.35	58,648.72	73,988.93	$22.2319	28.1965	35.5716	N	SC
Building Maintenance Coordinator	9	$39,409.55	49,982.19	63,055.20	$18.9469	24.0299	30.3150	N	SC
Equipment Operator	9	$39,409.55	49,982.19	63,055.20	$18.9469	24.0299	30.3150	N	SC
Mechanic II	9	$39,409.55	49,982.19	63,055.20	$18.9469	24.0299	30.3150	N	SC
Traffic Signal Technician	9	$39,409.55	49,982.19	63,055.20	$18.9469	24.0299	30.3150	N	SC
Facility Maintenance Mechanic III	8	$37,132.37	47,093.49	59,411.66	$17.8521	22.6411	28.5633	N	SC
Mechanic I	8	$37,132.37	47,093.49	59,411.66	$17.8521	22.6411	28.5633	N	SC
Assistant Crew Supervisor	7	$34,854.56	44,205.20	55,767.30	$16.7570	21.2525	26.8112	N	SC
Facility Maintenance Mechanic II	7	$34,854.56	44,205.20	55,767.30	$16.7570	21.2525	26.8112	N	SC
Maintenance/Meter Mechanic	7	$34,854.56	44,205.20	55,767.30	$16.7570	21.2525	26.8112	N	SC
Mechanic/Equipment Operator	7	$34,854.56	44,205.20	55,767.30	$16.7570	21.2525	26.8112	N	SC
Right-of-Way Inspector/Utility Marker	7	$34,854.56	44,205.20	55,767.30	$16.7570	21.2525	26.8112	N	SC
Utility Equipment Operator III	7	$34,854.56	44,205.20	55,767.30	$16.7570	21.2525	26.8112	N	SC
Utility Equipment Technician	7	$34,854.56	44,205.20	55,767.30	$16.7570	21.2525	26.8112	N	SC
Equipment Operator (seasonal)	108				$15.2308		24.3061	N	SC
Sign & Signal Technician I	5	$30,298.32	38,427.17	48,477.10	$14.5665	18.4746	23.3063	N	SC
Utility Equipment Operator II/Truck Driver	5	$30,298.32	38,427.17	48,477.10	$14.5665	18.4746	23.3063	N	SC
Mechanic Assistant	4	$28,021.34	35,538.46	44,833.78	$13.4718	17.0858	21.5547	N	SC
Utility Equipment Operator I	4	$28,021.34	35,538.46	44,833.78	$13.4718	17.0858	21.5547	N	SC
SERVICE MAINTENANCE									
Utility Maintenance Worker II	5	$30,298.32	38,427.17	48,477.10	$14.5665	18.4746	23.3063	N	SM
Custodian II	4	$28,021.34	35,538.46	44,833.78	$13.4718	17.0858	21.5547	N	SM
Equipment Operator/Greensworker	4	$28,021.34	35,538.46	44,833.78	$13.4718	17.0858	21.5547	N	SM
Water Meter Reader	4	$28,021.34	35,538.46	44,833.78	$13.4718	17.0858	21.5547	N	SM
Utility Maintenance Worker I	3	$25,743.12	32,648.72	41,189.20	$12.3765	15.6965	19.8025	N	SM
Custodian I	2	$23,465.31	29,760.64	37,543.58	$11.2814	14.3080	18.0498	N	SM
Sanitation Worker	2	$23,465.31	29,760.64	37,543.58	$11.2814	14.3080	18.0498	N	SM
Seasonal Laborer III	106				$10.2747		16.3971	N	SM
Custodian (seasonal)	105				$9.0660		14.4677	N	SM
Seasonal Laborer II	105				$9.0660		14.4677	N	SM
Groundsworker II	104				$7.9780		12.7315	N	SM
Groundsworker I	103				$7.2526		11.5743	N	SM
Seasonal Laborer I	103				$7.2526		11.5743	N	SM

POSITION	GRADE	ANNUALIZED RANGE LOWER	ANNUALIZED RANGE MIDPOINT	ANNUALIZED RANGE UPPER	HOURLY RANGE LOWER	HOURLY RANGE MIDPOINT	HOURLY RANGE UPPER	FLSA OVERTIME STATUS	CLASS SERIES
NON-CLASSIFIED POSITIONS									
(salaries determined by Town Council)									
Town Attorney		$127,272.29							
Town Manager		$125,818.16							
COUNCIL, BOARDS & COMMISSIONS									
Mayor		$6,000/year							
Town Council		$4,000/year							
Planning Commission		$2,100/year							
Architectural Review Board		$1,200/year							
Heritage Preservation Review Board		$1,200/year							
Board of Zoning Appeals		$600/year							

TOWN OF HERNDON VIRGINIA

Enriching the Quality of Life and Promoting a Sense of Community

Town of Herndon, Virginia

FY2008 - FY2013

Capital Improvement Program

Adopted
May 22, 2007

Prepared by the
Department of Community Development

OVERVIEW

I. OVERVIEW

PURPOSE

The purpose of the Capital Improvement Program (CIP) is to provide a practical plan for the acquisition, development, enhancement or replacement of public facilities to serve the Town citizenry. The CIP is a realistic, six-year program for implementing the capital priorities of the Town within identified funding constraints. The programming of capital improvements aids in the efficient and effective provision of public facilities and services.

As opposed to operations and maintenance, capital projects require major expenditures for such items as public land, structures, utility systems, streets, and major equipment. Projects or programs requiring a total commitment of less than $10,000 are not normally included in the Town's CIP.

TOWN OF HERNDON OPERATING GOALS

The CIP is a critical component of the Town's goal setting, budgeting, evaluating, and reporting system, as identified in the adopted budget. After final adoption by the Town Council, the CIP serves as a budget document and funding authorization for the first fiscal year of the program as well as a planning tool for the remaining five years of the six-year schedule. The CIP is updated annually and is considered a component of the Herndon 2010 Comprehensive Plan.

The Town operates on a July 1 through June 30 fiscal year. The term "FY2008," for example, is used to refer to the July 1, 2007 through June 30, 2008 fiscal year. The CIP is developed concurrently with the programs and activities that comprise the annual operating budget. The Financial Analysis component of the CIP is finalized after the operating budget amounts are in final recommended form. This section includes historic and projected trends for revenues and expenditures, culminating with the identification of projected Capital Financing Potential.

FUNDING OPTIONS

A variety of funding options is available to the Town of Herndon for its capital project needs: General Fund revenues; County, State, and Federal grants and payments; developer contributions; and cash proffers from an approved rezoning application. Capital leases can also be used to purchase equipment, and Herndon typically funds information technology hardware and general service administration vehicles through this financing method. The CIP contains many projects that have a transportation component, including several major street improvement projects supported primarily by Virginia Department of Transportation (VDOT) funding. VDOT capital funding includes allocations from the VDOT Urban Division as well as Federal and State monies allocated through the Northern Virginia Transportation Coordinating Council.

Funds for capital construction may also be generated by the sale of general obligation bonds that pledge the full faith and credit of the Town for their repayment. These bonds are typically repaid over a 15 to 20 year period. Other sources of funding include revenue funds generated by enterprise activities or revenue bonds that pledge the revenue generating potential of a facility or utility.

The Town of Herndon currently maintains four independent enterprise funds that provide operations, maintenance and enhancement of certain public facilities and utilities based upon revenue generating user fees. The Golf Course Fund is supported by revenue from the award-winning Herndon Centennial Golf Course. The Water and Sewer Fund supports the water and sanitary sewer systems through user fees generated by business and residential customers. The Downtown Parking Fund supports the operation and development of the Herndon Downtown Public Shared Parking Program. Lastly, the Cemetery Fund supports the improvements and operation of the Chestnut Grove Cemetery, which is owned by the Town.

PROCESS

Within the framework of the 2027 Vision Statement, the fiscal year Operating Goals, the Comprehensive Plan, and other adopted Town policy documents, the annual development of the CIP is a process characterized by extensive community input. The operating departments constantly review needs and requests for services and facilities. Early financing indicators and capital project issues are typically reviewed with the Planning Commission and Town Council during the latter part of the calendar year.

In December, the CIP process begins with the submittal of project requests from the various departments. During the month of January, Town staff evaluates the submitted projects, and a draft CIP is developed and provided to the Planning Commission for review and consideration at its February public hearing. Towards the end of February, the Town Manager's proposes a recommended Capital Improvement Program. In April, the Planning Commission makes its official recommendation on the CIP, which is forwarded to the Town Council for review. Then the Town Council holds two public hearings for input and then action on the upcoming fiscal year operating budget, including the first year of the CIP. During May, the Town Council holds a public hearing for final action on the remainder of the CIP.

Capital Improvement Program Process:

Continuous	Input on CIP projects.
December	Staff performs preliminary financial analyses and reviews budget goals and objectives with Town Council.
January	Staff presents the status of capital improvement projects and preparation of the upcoming six-year CIP program to the Planning Commission and Town Council at a joint work session.
March	Town Council holds a public hearing for citizen input on the fiscal year budget and CIP, and the Planning Commission holds a public hearing on the Preliminary Draft CIP.

Early April	Planning Commission holds a second public hearing on the CIP, and it makes a recommendation on the program, which is forwarded to the Town Council. Budget and CIP Newsletter is distributed to Town residents.
Mid to Late April	Town Council holds public hearings and on the budget and the first year of the CIP.
Early May	Town Council holds final public hearing and adopts the budget and first year of the CIP. First public hearing on the remaining five years of the CIP is held.
Late May	Town Council holds a second public hearing to take action on the remaining five years of the CIP.

POLICY

A number of important policies guide the formulation of the CIP and the programming of resources to support the scheduled projects:

- To assist with financial planning and decision making, the Town will annually prepare a six year projection of General Fund revenues and expenditures, Undesignated Fund Balance, and Capital Financing Potential;

- The CIP project totals conform closely to the constraints identified in the annual projection of total revenues, recurring revenues, total expenditures, recurring expenditures, fund balance and available funds for capital projects;

- Fiscal year funding amounts designate monies for a particular project phase. The funding amounts should be encumbered by the end of the fiscal year in which they appear;

- The Town Council will review the status of capital improvement projects six months after adoption of the CIP to determine what adjustments, if any, are required in project scheduling and funding;

- TARGET: A minimum of 10% of General Fund projects should be funded on a cash basis. The Town is to fund a significant portion of capital improvements with current revenues;

- TARGET: Maintain a minimum of 10% of the projected annual operating expenditures for the upcoming fiscal year in Undesignated Fund Balance. The Town is to maintain General Fund equity (Undesignated Fund Balance) sufficient to provide working capital to address contingencies. The minimum undesignated fund balance for FY2008 is $3,101,720. The anticipated undesignated fund balance at June 30, 2008 is $3,425,252;

- TARGET: General Fund Debt Service as a Percentage of General Fund expenditures should not exceed the range of 10 to 12%. For FY2008, the General Fund debt service is 9.2% of the proposed General Fund operating and debt service expenditures;

- TARGET: Total Debt as a Percentage of Assessed Value should not exceed 3.0%. In FY2006, debt as a percentage of assessed value was 0.65%. At July 1, 2007, the estimated percentage will be 0.488%. The Code of Virginia limits the Town's debt to 10% of assessed value;

- TARGET: Debt per Capita should not exceed $1,000 at base year FY1994, plus an additional 1% adjustment for each subsequent year. This is a new formula was established in FY2005 to adjust for inflation and income growth over time. For FY2008, the maximum debt-per-capita is $1,149 and the estimated debt per capita is $804;

- Operations of the Town's Enterprise Funds--Golf Course, Water and Sewer, Downtown Parking and Cemetery--are intended to be financed or recovered primarily through user charges;

- Enterprise Fund revenues are to support construction costs or debt service for capital facilities for the respective operations whenever possible. General Fund transfers may be used to support the development of Enterprise Fund capital facilities;

- To assist with budgeting and planning efforts, the CIP may include purchases that typically may not be considered capital investments for larger jurisdictions. These purchases may include vehicles and major equipment and information systems and telecommunications infrastructure procurements.

BENEFITS

Capital programming, through the Town of Herndon Capital Improvement Program, benefits the Town by accomplishing the following:

- Establishes an annual examination and prioritization of Town needs;

- Facilitates capital expenditure and revenue estimates and helps avoid emergency financing methods;

- Provides a basis for formulating bond programs and other revenue producing measures;

- Provides focus on community goals and objectives, including those identified in the 2027 Vision Statement;

- Assists with the implementation of the Herndon 2010 Comprehensive Plan and related policies;

- Assists with the prioritization and implementation of neighborhood-based programs and projects;

- Facilitates better coordination between Town departments in planning and implementing capital projects;

- Enables proper project management and design, including appropriate project financing and construction scheduling.

CLASSIFICATION

The CIP is divided into a number of project classes and projects are coded using the convention outlined below:

Classification Number and Name

1. Land Acquisition
2. Traffic Control
3. Streets
4. Bridges
5. Storm Drainage
6. Sanitary Sewer
7. Redevelopment
8. Refuse Disposal
9. Buildings
10. Grounds
11. Parks and Playgrounds
12. Water System
13. Downtown Development
14. Consultant Services
15. Vehicles and Large Equipment
16. Information Technology

Agency Codes

BD = Buildings
CD = Community Development
FI = Finance Department
GC = Golf Course
GD = Grounds (Department of Public Works [DPW])
IT = Information Technology
PO = Police Department
PR = Parks and Recreation
SM = Storm Sewer (DPW)
SS = Sanitary Sewer (DPW)
ST = Streets (DPW)
TS = Town Shop (DPW)
WS = Water System (DPW)

Project Number Components:

[Example] 03-ST-96-001
03 – Project Classification
ST – Agency Code (department responsible)
96 -- Fiscal Year included in CIP
01 – Department Project Numbering

Each project description sheet also contains the Department of Public Works three-digit contract implementation project number.

[Example] DPW#722

FINANCIAL ANALYSIS

As an aid to comprehensive financial planning consistent with the development and analysis of the proposed Capital Improvement Program, the following tables examine the past and estimated future expenditures and revenues of the Town. In particular, the present and future ability of the Town to pay for the construction and maintenance of proposed public improvements is determined by establishing the present availability of funds, by researching the probable future trends of municipal revenues and expenditures, by appraising of all factors related to the administration and operation of the Capital Improvement Program, and by determining what limitations are imposed upon the Town, providing as much information as possible to ensure prudent fiscal responsibility.

TOWN OF HERNDON, VIRGINIA
TEN YEAR HISTORY OF REAL ESTATE TAXES
FISCAL YEARS 1997 - 2006

FISCAL YEAR	ASSESSED VALUATION Real Property	Public Service Corp.	Total	% CHANGE	TAX RATE	TAX LEVY AMOUNT	% CHANGE	TOTAL REAL ESTATE TAXES COLLECTED % Current Levy Collected	Amount Collected 1/	% CHANGE
2006	$ 3,342,000,159	$ 138,361,962	$ 3,480,362,121	25.76%	$ 0.25	$ 8,355,000	7.90%	99.40%	$ 8,304,679	7.74%
2005	2,625,885,034	141,520,282	2,767,405,316	9.23%	0.28	7,743,455	9.15%	99.54%	7,707,990	9.56%
2004	2,375,391,290	158,205,107	2,533,596,397	3.33%	0.28	7,094,070	-3.56%	99.17%	7,035,248	-3.38%
2003	2,298,159,630	153,766,905	2,451,926,535	8.84%	0.30	7,355,780	2.03%	98.99%	7,281,586	3.77%
2002	2,090,491,875	162,376,543	2,252,868,418	16.88%	0.32	7,209,179	16.88%	97.33%	7,016,861	15.88%
2001	1,808,838,125	118,732,380	1,927,570,505	11.01%	0.32	6,168,226	11.01%	98.17%	6,055,420	11.45%
2000	1,629,997,813	106,394,376	1,736,392,189	7.19%	0.32	5,556,455	7.19%	97.97%	5,433,439	7.12%
1999	1,525,883,740	94,089,688	1,619,973,428	6.33%	0.32	5,183,915	6.33%	97.85%	5,072,268	5.67%
1998	1,432,596,080	90,936,563	1,523,532,643	7.47%	0.32	4,875,304	7.47%	98.46%	4,800,143	8.09%
1997	1,334,114,875	83,520,000	1,417,634,875	5.99% 2/	0.32	4,536,432	5.99% 2/	97.83%	4,440,992	6.34% 2/

1/ Includes collection of current and prior years' delinquent real estate taxes.

2/ Compared to FY 1996

TOWN OF HERNDON, VIRGINIA
TEN YEAR HISTORY OF GENERAL FUND REVENUE BY SOURCE
FISCAL YEARS 1997 - 2006

FISCAL YEAR	Property Taxes (1)	Other Local Taxes (2)	Licenses Fees & Permits (3)	Fines	Revenue from Use of Money	Sale of Services (4)	Intergov't Reimburse (5)	Miscellaneous	Totals	Percent Increase or (Decrease) from Prior Year
2006	$ 8,702,956	$ 6,605,913	$ 4,170,206	$ 471,902	$ 238,322	$ 2,855,327	$ 3,948,729	$ 131,738	$ 27,125,093	6.30%
2005	7,775,583	5,674,110	4,578,365	449,833	329,198	2,434,860	4,187,455	88,629	25,518,033	13.42%
2004	7,125,043	4,741,663	3,965,619	492,125	115,685	2,373,909	3,586,070	98,681	22,498,795	5.08%
2003	7,375,204	3,490,982	3,812,407	488,167	329,671	2,325,271	3,521,832	67,977	21,411,511	-0.98%
2002	7,216,301	3,526,394	4,268,191	373,668	537,095	2,238,675	3,402,806	60,748	21,623,878	-4.43%
2001	6,206,774	4,083,970	5,127,865	359,075	985,515	2,113,739	3,694,287	55,409	22,626,634	11.46%
2000	5,612,788	3,319,605	4,869,031	342,926	462,885	1,955,850	3,524,525	(6) 211,787	20,299,397	10.91%
1999	5,192,551	2,921,940	4,163,735	339,926	389,312	1,801,715	2,898,030	(7) 594,828	18,302,037	11.12%
1998	4,865,642	2,958,611	3,522,532	270,742	478,959	1,861,231	2,434,925	77,886	16,470,528	3.99%
1997	4,557,548	2,793,224	2,863,747	275,422	408,651	1,903,204	2,429,987	(8) 607,104	15,838,887	4.88%

(1) Includes collection of current and delinquent real estate taxes, interest, penalties and public service corporation taxes. Offset by tax relief for elderly/ handicapped.

(2) Includes collection of consumer and utility consumption taxes, public rights-of-way use fees, bank stock taxes, cigarette taxes, transient lodging taxes, cellular telephone taxes, meals taxes and bank stock taxes.

(3) Includes motor vehicle decal fees, BPOL fees, planning fees, cable T.V. and regular franchise fees , building inspection fees and permits and vehcile rental taxes.

(4) Includes recreation program fees and charges, rental income, commercial refuse and residential recycling fees, and reimbursements from the Water and Sewer Fund, Cemetery Fund, and Golf Course Fund to the General Fund for cost of administration, finance, personnel, engineering and other General Fund services.

(5) Includes grants and reimbursements from federal, state and county agencies, Town's share of ABC Profits and Wine Taxes, Police Reimbursement (Section 599 funding) and State Highway Maintenance allocations. FY 1999 includes $429,794 for reimbursement of Spring Street construction project.

(6) Includes $150,000 cash settlement from Colonial Pipeline for 1993 environmental damages to Sugarland Run stream.

(7) Includes sale of Grace St. property (at $568,867) to Fairfax County for construction of the senior center, the last phase of the County's Herndon Harbor House elderly housing project.

(8) Includes sale of Hoover Building for $440,000.

TOWN OF HERNDON, VIRGINIA
TEN YEAR HISTORY OF GENERAL FUND EXPENDITURES AND OTHER USES BY FUNCTION
FISCAL YEARS 1997 - 2006

FISCAL YEAR	Legislative	Administrative	Finance	Community Development	Police	Public Works
2006	$ 605,038	$ 2,354,012	$ 1,133,983	$ 1,479,769 (2)	$ 7,090,670	$ 7,040,858 (3)
2005	578,958	(1) 2,177,881	(1) 1,022,218	1,265,374 (2)	6,523,635	7,109,755
2004	326,343	2,224,037	960,513	1,068,511	6,295,971	5,995,057 (3)
2003	298,922	2,103,022	950,202	1,058,890	5,709,764	6,280,566
2002	270,317	1,894,382	810,508	928,616	5,312,155	5,512,427
2001	266,580	1,692,131	761,029	825,522	4,902,896	5,445,375
2000	249,166	1,501,857	(4) 711,862	706,939	4,513,401	5,160,455
1999	202,967	1,149,937	(4) 681,637	642,108	3,750,790	4,794,657
1998	187,541	863,341	(5) 661,143	(5) 628,647	3,384,514	4,135,210
1997	170,711	609,523	873,344	544,522	3,266,441	4,045,186

FISCAL YEAR	Town Attorney	Parks and Recreation	Debt Service	Capital Acquisitions	Totals	Increase or (Decrease) from Prior Year
2006	$ 415,468	$ 3,309,361	$ 2,578,862	$ 840,956	$ 26,848,977	8.75%
2005	350,048	3,137,033	2,335,249	(6) 188,890	24,689,041	9.60%
2004	316,612	3,066,172	1,812,708	460,193	22,526,117	1.98%
2003	301,253	2,882,895	2,021,903	481,929	22,089,346	7.58%
2002	294,603	2,812,556	1,985,692	711,276	20,532,532	5.23%
2001	265,025	2,690,636	1,828,742	833,478	19,511,414	10.19%
2000	262,943	2,345,079	1,773,851	481,352	17,706,905	10.74%
1999	248,885	2,084,778	1,692,054	742,435	15,990,248	10.93%
1998	232,722	1,984,989	1,676,435	660,683	14,415,225	-1.79%
1997	234,886	1,991,541	1,722,989	1,219,300	14,678,443	7.84%

(1) Budget (and payment) of Town grants to outside organizations transferred from Administration to Legislative.

(2) Additional personnel hired for zoning enforcement.

(3) Annual street repaving program for FY 2006 was deferred until FY 2007. Also, street repaving for FY 2004 was deferred to FY 2005.

(4) Costs reflect first full year for Neighborhood Resources department and additional personnel in Information Technology Dept. and Town Clerk's office.

(5) Information Technology Dept. (formerly MIS) transferred from Finance to Administration.

(6) First principal payment on December 2003 bond issue.

TOWN OF HERNDON, VIRGINIA
SEVEN YEAR PROJECTION OF REAL ESTATE TAX REVENUES
FISCAL YEARS 2007 - 2013

FISCAL YEAR	ASSESSED VALUATION AMOUNT 1/	ASSESSED VALUATION % CHANGE 2/	TAX RATE	TAX LEVY AMOUNT	% CHANGE	PROJECTED TOTAL REAL ESTATE TAXES COLLECTED % LEVY COLLECTED	PROJECTED TOTAL REAL ESTATE TAXES COLLECTED AMOUNT COLLECTED	PROJECTED TOTAL REAL ESTATE TAXES COLLECTED % CHANGE	REVENUE INCREASE OVER PRIOR FISCAL YEAR
2007	$ 4,210,418,290	25.98%	$ 0.240	$ 10,105,004	20.95%	99.80%	$ 10,084,794	21.44%	$ 1,780,115
2008	3/ 4,593,398,670	9.10%	0.240	11,024,157	9.10%	99.80%	11,002,100	9.10%	917,307
2009	4,777,134,617	4.00%	0.240	11,465,123	4.00%	99.80%	11,442,190	4.00%	440,089
2010	5,063,762,694	6.00%	0.240	12,153,030	6.00%	99.80%	12,128,722	6.00%	686,533
2011	5,392,907,269	6.50%	0.240	12,942,977	6.50%	99.80%	12,917,093	6.50%	788,371
2012	5,770,410,778	7.00%	0.240	13,848,986	7.00%	99.80%	13,821,289	7.00%	904,195
2013	6,174,339,532	7.00%	0.240	14,818,415	7.00%	99.80%	14,788,774	7.00%	967,485

1/
Assessment at January 1, 2006, as reported by the Department of Taxation Administration, Fairfax County (FY 2007 assessment base)

2/
Percentage increase compared to assessment of January 1, 2005 (FY 2006 assessment base)

3/
Assessment at January 1, 2007, as reported by the Department of Taxation Administration, Fairfax County (FY 2008 assessment base)

TOWN OF HERNDON, VIRGINIA
SEVEN YEAR PROJECTION OF GENERAL FUND REVENUES
FISCAL YEARS 2007 - 2013

FISCAL YEAR	General Taxes (1)	Other Taxes (2)	Permits and Fees (3)	Fines (4)	Interest Earnings (5)	Recreation Programs (6)	Other Sources (7)	From Other Agencies (8)	General Fund Revenues	Percentage Increase or (Decrease) from Prior Fiscal Year
2007 (9)	$ 10,459,340	$ 6,688,950	$ 3,938,310	$ 531,750	$ 350,000	$ 2,200,130	$ 975,970	$ 4,309,587 (10)	$ 29,454,037	9.83%
2008 (11)	11,388,540	7,107,710	3,886,175 (12)	533,250	325,000	2,367,500	1,031,900	4,119,680	30,759,755	4.43%
2009	11,847,990	7,356,480	4,022,191	546,581	341,250	2,462,200	1,073,176	4,284,467	31,934,335	3.82%
2010	12,554,722	7,650,739	4,183,079	560,246	358,313	2,560,688	1,116,103	4,455,846	33,439,735	4.71%
2011	13,351,613	7,956,769	4,371,317	574,252	376,228	2,663,116	1,160,747	4,634,080	35,088,122	4.93%
2012	14,264,499	8,314,823	4,568,027	588,608	395,040	2,769,640	1,207,177	4,819,443	36,927,257	5.24%
2013	15,240,844	8,688,990	4,773,588	603,323	414,792	2,880,426	1,255,464	5,012,221	38,869,648	5.26%

(1)
Includes current real estate taxes (offset by estimate for elderly/ handicapped real estate tax relief), delinquent collections, and public service corporation taxes.

(2)
Assumes percentage growth rates of 3.0 to 4.5 percent during the period. Includes consumer utility taxes, bank stock taxes, cigarette taxes, transient lodging taxes, meals taxes and allocation from State's new 5 % Communications Sales and Use Tax. This tax replaces Town's consumer utility tax on telecommunications services (including cell phones) and cable TV franchise fees.

(3)
Assumes percentage growth rates of 1.50 to 4.5 percent during the period. Includes BPOL fees, planning, zoning and building inspections fees, etc.

(4)
FY 2009 - FY 2013 assumes average growth rates of 2.0 to 2.5 percent per year.

(5)
FY 2009 - FY 2013 assumes average growth rates of 4.0 to 5 percent per year.

(6)
FY 2009 - FY 2013 assumes average growth rate of 2.0 to 4 percent per year. Includes concession and park operations revenues, community center fees, Herndon Festival receipts and indoor tennis center fees.

(7)
FY 2009 - FY 2013 assumes a 3.0 to 4.0 percent growth rate per year for rental income, special refuse and recycling fees. Other revenues included are miscellaneous charges and reimbursement of indirect service costs from Water & Sewer, Golf Course and Chestnut Grove Cemetery funds.

(8)
FY 2009 - FY 2013 assumes an average 2.5 to 4 percent growth rate per year. Includes Town's share of local sales taxes and state reimbursements for police (HB 599 funds) and highway maintenance allocations.

(9)
FY 2007 estimate

(10)
Commencing in FY 2005, includes rental of 27,400 square feet of commercial office space at 397 Herndon Parkway which generates about $454,000 annually.

(11)
Preliminary FY 2008 revenues

(12)
Assumes new hotel at corner of Spring Street/ Herndon Parkway opens during FY 2008.

Table 6

SEVEN YEAR PROJECTION OF GENERAL FUND EXPENDITURES AND OTHER USES BY FUNCTION
FISCAL YEARS 2007 - 2013

FISCAL YEAR	Legislative	Administrative	Community Development	Finance and Insurance	Public Works	Police
2007 (1)	603,534	2,448,912	1,748,661	1,221,884	8,304,102	7,601,607
2008 (2)	613,269	2,475,663	1,994,976	1,281,751	8,600,540	8,236,994
2009 (3)	643,932	2,599,446	2,094,725	1,282,978	8,987,564	8,731,214
2010	676,129	2,729,418	2,199,461	1,345,839	9,392,005	9,255,086
2011	709,936	2,865,889	2,309,434	1,347,127	9,814,645	9,810,392
2012	745,432	3,009,184	2,424,906	1,413,130	10,256,304	10,399,015
2013	782,704	3,159,643	2,546,151	1,414,483	10,717,838	11,022,956

FISCAL YEAR	Town Attorney	Parks and Recreation	Debt Service (4)	Totals	Percentage Increase or (Decrease) from Prior Fiscal Year (5)
2007 (1)	507,481 (6)	3,922,981 (7)	3,013,443	29,372,605	9.40%
2008 (2)	470,672	4,102,995	2,834,844	30,611,704	4.22%
2009 (3)	494,206	4,287,630	2,577,813	31,699,508	3.55%
2010	518,916	4,480,573	2,569,395	33,166,822	4.63%
2011	544,862	4,682,199	2,497,305	34,581,788	4.27%
2012	572,105	4,892,898	2,009,625	35,722,599	3.30%
2013	600,710	5,113,078	1,791,797	37,149,360	3.99%

(1)
Amended FY 2007 Annual Budget
(2)
Preliminary Town Manager's Proposed FY 2008 Budget
(3)
Projected expenditures for FY 2009 - FY 2013 based on average annual increases of 4.5% to 6%;
(4)
Debt service is based on repayment schedules for all outstanding bonds and current and proposed capital leases.
(See Table 7 for further details)
(5)
Percentage increase from audited FY 2006 expenditures which totaled $26,848,977.
(6)
Includes outside attorney fees for land use and boundary cases.
(7)
Includes increased operating costs for Phase IV (HCC) in FY 2007.

TOWN OF HERNDON, VIRGINIA
TOTAL OBLIGATED DEBT SERVICE EXPENDITURES
INCLUDING CAPITAL LEASE PAYMENTS
FY 2007 - FY 2027

	General Obligation Bonds (1)			Capital Leases (2)		
Fiscal Year	General Fund	Golf Course Fund	Cemetery Fund	General Fund	Water and Sewer Fund	Total Debt Service All Funds
2007	2,713,443	98,738	233,189	300,000	-	3,345,370
2008	2,625,844	99,468	229,100	209,000	-	3,163,412
2009	2,324,813	98,710	224,148	253,000	-	2,900,671
2010	2,316,395	100,443	220,637	253,000	-	2,890,475
2011	2,288,305	99,392	215,515	209,000	-	2,812,212
2012	1,800,625	99,542	211,091	209,000	-	2,320,258
2013	1,791,797	100,836	207,322	-	-	2,099,955
2014	1,767,212	100,580	202,665	-	-	2,070,457
2015	1,238,196	101,457	198,685	-	-	1,538,338
2016	1,226,714	100,776	193,752	-	-	1,521,242
2017	1,226,714	101,211	189,490	-	-	1,517,415
2018	1,226,714	101,211	184,978	-	-	1,512,903
2019	1,239,941	101,211	180,465	-	-	1,521,617
2020	1,241,699	101,211	175,953	-	-	1,518,863
2021-2027	4,734,364	404,300	233,249	-	-	5,371,913
Total	$29,762,776	$1,809,086	$3,100,236	$1,433,000	$ -	$36,105,098

(1)
Includes principal and interest on current bond issues, including actual debt service on December 2006 issue.

(2)
Includes principal and interest on current and proposed capital lease/ purchase borrowing for select vehicles and equipment.

TOWN OF HERNDON, VIRGINIA
GENERAL FUND PROJECTION OF CAPITAL FINANCING POTENTIAL
FISCAL YEARS 2007 - 2013

GENERAL FUND ITEM		Amended FY 2007	Recommended FY 2008	Projected FY 2009	Projected FY 2010	Projected FY 2011	Projected FY 2012	Projected FY 2013	Total for CIP Period FY 2008 - FY 2013
Projected Recurring Revenues	(1)	$ 29,454,037	$ 30,759,755	$ 31,934,335	$ 33,439,735	$ 35,088,122	$ 36,927,257	$ 38,869,648	$ 207,018,852
LESS: Projected Operating Expenditures and Debt Service	(2)	(29,372,605)	(30,611,704)	(31,699,508)	(33,166,822)	(34,581,788)	(35,722,599)	(37,149,360)	(202,931,782)
Net Resources Available for Funding Capital Projects/ Capital Equipment		81,432	148,051	234,827	272,913	506,334	1,204,657	1,720,287	4,087,070
FY 2007-2013 CIP Summary - GF & DT Parking (as of 02-26-2007)	(3)	(3,016,000)	(2,108,000)	(3,332,000)	(1,153,000)	(1,152,000)	(1,698,000)	(4,726,000)	(14,169,000)
One-Time Financing Sources									
Sale of Land, Use of Proffers and Other One-Time Revenues	(4)	400,000	475,000	200,000	0	0	0	265,000	940,000
Capital Grants	(4)	980,000	200,000	145,000	155,000	150,000	160,000	145,000	955,000
Capital Lease/ Purchase		186,000	348,000	386,000	326,000	371,000	349,000	325,000	2,105,000
Use (Return) of Undesignated Fund Balance	(5)	868,568	833,949	679,206	0	0	0	0	1,513,155
Reallocation of existing CIP reserves	(6)	-	103,000						
G.O. Bond Proceeds	(7)	500,000	-	0	0	0	0	0	0
Difference between Net Resources Available and Total CIP and Operating Costs:		-	0	($1,686,967)	($399,087)	($124,666)	$15,657	($2,270,713)	($4,465,775)

(1) Amount reflects totals contained in Table 5.

(2) Amount reflects totals contained in Table 6.

(3) Total GF & DT Parking CIP project costs, including reserves prior to FY 2008 (in the amount of $1,782,000) and costs beyond FY 2013 (in the amount of $7,270,000) are $23,221,000.

(4) Anticipated additional revenues (proffers; sale of land; State and Federal grant funding, etc.) beyond those already included in Table 5.

(5) Analysis includes Town's current fiscal policy concerning the General Fund Undesignated Fund Balance, which will contain, at a minimum, $3,998,215 at the beginning of FY 2014. This is equivalent to 10 percent of projected FY 2014 operating and debt service expenditures. Also assumes that additional undesignated fund balance will be available over the period due to actual expenditures averaging 99.5 percent of corresponding budget. As of June 30, 2006, the Town's General Fund undesignated fund balance was $5,032,926.

(6) Close out available funds for the following capital projects and reallocate existing reserves for use in FY 2008: Fitness Trail ($11,000 with $2,000 transferred to Jefferson St. Park) Alabama Drive ($68,000); Nash St. ($16,000); Town Hall Square ($10,000).

(7) General Fund portion of FY 2007 G.O. bond issue (at $500,000) was used for Worldgate Drive, Town Shop Improvements and Elden-Center St. Intersection.

CIP PROGRAM SUMMARY SPREADSHEETS

TOWN OF HERNDON FY2008- FY2013 CIP SUMMARY: General Fund Projects

All figures represent dollars in thousands

	Project No.	Class	Dept.	Project Title	Estimated Reserves \a	Budget Year 07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	Estimated Total Cost \b
A. Proposed General Fund Projects													
1	11-PR-90-003	Parks/Playgrounds	Parks & Rec.	**Sports Field and Park Improvements**	120	0	0	0	0	0	0	700	820
2	11-PR-00-002	Parks/Playgrounds	Parks & Rec.	**Folly Lick/Spring Branch Regional Trail**	0	25	85	0	0	0	0	690	800
3	11-PR-90-014	Parks/Playgrounds	Parks & Rec.	**Runnymede Park**	0	0	0	0	0	0	0	2,477	2,477
4	11-PR-92-001	Parks/Playgrounds	Parks & Rec.	**Haley M. Smith Park**	0	0	0	0	0	0	180	0	180
5	11-PR-07-001	Parks/Playgrounds	Parks & Rec.	**Bready Park Tennis Court Renovation**	0	0	0	0	0	0	120	0	120
6	11-PR-06-001	Parks/Playgrounds	Parks & Rec.	**W&OD Trail Lighting - Downtown**	0	0	30	0	0	0	0	250	280
7	09-BD-06-003	Buildings	Public Works	**Aquatic Center Ceiling**	15	0	175	0	0	0	0	0	190
8	11-PR-05-001	Parks/Playgrounds	Parks & Rec.	**Skateboard Facility**	25	150	0	0	0	0	0	0	175
9	11-PR-07-002	Parks/Playgrounds	Public Works	**Stream Bank Stabilization Program**	0	0	0	0	0	30	30	90	150
10	11-PR-07-003	Parks/Playgrounds	Parks & Rec.	**Park Equipment Replacement Program**	0	0	40	0	0	0	150	0	190
11	09-PR-98-002	Buildings	Parks & Rec.	**Arts Center \d**	51	TBD	0	0	0	0	0	0	51
12	09-PO-99-001	Buildings	Public Works	**Police Department Sally Port**	0	100	140	0	0	0	0	0	240
13	03-ST-96-001	Streets	Public Works	**Downtown Streets Improvement - Phase 1 \c**	100	0	0	0	0	0	0	0	100
14	03-ST-96-001A	Streets	Public Works	**Downtown Streets Improvement - Phase 2A \c**	846	0	0	0	0	0	0	334	1180
15	03-ST-96-001B	Streets	Public Works	**Downtown Streets Improvement-Phase 2B & 3**	0	0	0	0	TBD	TBD	0	0	TBD
16	03-ST-96-002	Streets	Public Works	**Station Street Improvements**	0	75	165	0	0	0	990	0	1230
17	03-ST-97-004	Streets	Public Works	**Park-Monroe Intersection**	0	0	0	0	0	0	970	0	970
18	03-ST-00-001	Streets	Public Works	**Elden-Center Intersection Improvements \d**	50	0	0	0	0	0	0	1120	1170
19	10-CD-98-002	Grounds	Public Works	**Gateway and Downtown Wayfinder Signs**	20	0	0	0	0	0	0	120	140
20	15-TS-96-001	Vehicles/Equip.	Public Works	**GSA - Vehicles/Equipment**	0	348	386	326	371	349	325	350	2455
21	03-ST-90-002	Streets	Public Works	**General Road - Minor Construction**	0	50	0	0	0	45	75	260	430
22	03-ST-06-001	Streets	Public Works	**Major Road Repaving**	0	400	290	310	300	320	290	310	2220
23	03-ST-94-003	Streets	Public Works	**Streetlights**	0	0	0	0	0	40	130	30	200
24	03-ST-97-001	Streets	Comm. Dev.	**E. Elden St - Van Buren to Fairfax Co. Pk.\c**	0	0	0	0	0	0	0	151	151
25	03-ST-96-003	Streets	Public Works	**South Elden Street - Worldgate to H. Pk. \c**	95	236	10	0	0	0	0	0	341
26	03-ST-00-001	Streets	Public Works	**Triangle Streets Improvements - Phase IA**	0	0	400	0	0	0	0	0	400
27	03-ST-94-002	Streets	Public Works	**New Sidewalk Construction Program**	35	33	0	30	0	45	120	68	331
28	03-ST-06-002	Streets	Public Works	**Pearl, Nash, Oak, Wood St. Improvements**	50	85	0	0	0	0	740	0	875
29	03-ST-97-003	Streets	Comm. Dev.	**Herndon Transit Station**	0	0	0	100	100	0	0	0	200
30	05-SM-96-001	Storm Sewers	Public Works	**Storm Drainage Improvements**	200	0	340	0	0	0	0	200	740
31	09-TS-98-001	Town Shop	Public Works	**Town Shop Improvements**	0	0	810	0	0	0	0	0	810
32	09-BD-04-001	Buildings	Public Works	**Buildings - Major Maintenance**	85	391	70	166	0	252	255	120	1339
33	09-BD-06-002	Buildings	Public Works	**Facilities Security Enhancements**	90	0	96	0	0	0	0	0	186
34	16-IT-97-001	Information Tech.	Info.Tech.	**Information Technology**	0	215	295	221	381	617	351	0	2080
				TOTAL	1,782	2,108	3,332	1,153	1,152	1,698	4,726	7,270	23,221

\a Estimated Reserves (Prepared January, 2007) reflect project funding available on July 1, 2007. May include prior Reserve amounts and FY2007 budget allocations that are unencumbered.
\b Reflects estimated project cost funded by general fund sources, see individual project sheets for details and for Federal, State, and other non-Town funding sources.
\c Project is supported to a significant degree by approved or pending State, Federal or other grant funding.
\d Project has the potential of being absorbed into a redevelopment project, where the Town may not have to fund the project as shown.

TOWN OF HERNDON FY2008 - FY2013 CIP SUMMARY: ENTERPRISE FUNDS

All figures represent dollars in thousands

	Project No.	Class	Dept.	Project Title	Estimated Reserves \a	Budget Year 07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	Estimated Total Cost \b
	B. Proposed Golf Course Fund Projects												
35	09-GC-96-003	Buildings	Golf Course	**Clubhouse Expansion - Phase Three**	0	0	0	25	525	0	0	0	550
36	10-GC-96-005	Grounds	Golf Course	**Golf Course Master Plan Improvements**	0	0	20	420	0	15	100	809.9	1364.9
37	15-GC-96-001	Vehicles/Equip.	Golf Course	**Golf Vehicles and Equipment**	0	59.6	84	60	50	60	90	0	403.6
				TOTAL- GOLF COURSE FUND	0	59.6	104	505	575	75	190	809.9	2318.5
	C. Proposed Water and Sewer Fund Projects												
38	12-WS-96-001	Water	Public Works	**General Water Maintenance & Replacement**	377	600	1208	265	592	292	285	198	3817
39	12-WS-96-002	Water	Public Works	**Water/Sewer - Vehicles and Equipment**	0	104	20	45	30	20	45	30	294
40	12-SS-96-003	Sanitary Sewer	Public Works	**Sewer Main Reconstruction & Replacement**	0	250	175	130	300	275	300	100	1530
41	12-WS-99-001	Finance	Public Works	**Automated Meter Reading System**	350	50	50	50	50	50	50	200	850
42	12-WS-01-001	Water	Public Works	**Utility Mapping/GIS**	45	100	115	125	50	0	0	0	435
				TOTAL- WATER AND SEWER FUND	772	1104	1568	615	1022	637	680	528	6926
	D. Proposed Downtown Parking Fund Projects												
43	13-CD-98-003	Downtown Dev.	Comm. Dev.	**Surface Parking Lots**	573	0	0	0	0	0	0	0	573
44	13-CD-00-001	Downtown Dev.	Comm. Dev.	**Station Street Parking Garage \c**	0	0	TBD	0	0	0	0	0	TBD
				TOTAL- DOWNTOWN PARKING FUND	573	0	TBD	0	0	0	0	0	573
	E. Proposed Cemetery Fund Projects												
							No Proposed Projects During this CIP Cycle						
				TOTAL- CEMETERY FUND	0	0	0	0	0	0	0	0	0

\a Estimated Reserves reflects the best estimate of Town funding available to support the project on July 1, 2007. (Estimate prepared January, 2007.)
(May include prior Reserve amounts and FY2007 budget allocations that are unencumbered.)
\b Reflects estimated total project cost, see individual project sheets for details and for Federal, State, and other non-Town funding sources.
\c Project has the potential of being absorbed into a redevelopment project, where the Town may not have to fund the project as shown.

FY2008 CIP PROJECT DESCRIPTIONS

Folly Lick/Spring Branch Regional Trail

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number: 11-PR-00-002
Project Class: Parks and Playgrounds
Department: Parks and Recreation

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition									0
Architecture/Engin./Admin.		25	85						110
Construction and related services								690	690
Equipment/Furniture									0
TOTAL	0	25	85	0	0	0	0	690	**800**
FINANCING SOURCES:									
General Fund			85					390	475
G.O. Bonds									0
Intergovernmental Aid - Grants								200	200
Other - Recreational Cash Proffers		25						100	125
Other									0
TOTAL	0	25	85	0	0	0	0	690	**800**

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
TOTAL	0	0	0	0	0	0	0	0	**0**

PROJECT DESCRIPTION:

The Folly Lick/Spring Branch Trail provides pedestrian and bicycle access to this stream valley that meanders through the Town and Fairfax County. A developer is constructing the Fairfax County portion of the trail, as proffered during the Young Farm rezoning application. Connection to the Town trail will occur at Young Avenue, located at the north end of Monroe Street. The Town's project will develop a 3,000 foot segment of the eight foot wide asphalt trail from the existing Fortnightly development in the Downtown to the north side of the Herndon Parkway. Some trail segments have already been constructed. The portion of the trail between Young Avenue and the Herndon Parkway is currently being constructed by the developer of the adjacent subdivision. Project completion is scheduled to coincide with the construction of the remaining segments.

Conceptual design of the trail is scheduled for FY2008 to provide initial design and construction information to apply for construction grants. Final engineering is to begin in FY2009, and construction is scheduled to start after FY2013. If grants are obtained sooner than anticipated, construction may start earlier than shown.

Skateboard Facility

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number: 11-PR-05-001
Project Class: Parks and Playgrounds
Department: Parks and Recreation

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
				- FISCAL YEAR -					
ESTIMATED COST:									
Land Acquisition									0
Architecture/Engin./Admin.	25								25
Construction and related services		150							150
Equipment/Furniture									0
TOTAL	25	150	0	0	0	0	0	0	**175**
FINANCING SOURCES:									
General Fund	25								25
G.O. Bonds									0
Intergovernmental Aid									0
Other - Recreational Cash Proffers		150							150
Other									0
TOTAL	25	150	0	0	0	0	0	0	**175**

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations			3	5	7	7	10		32
TOTAL	0	0	3	5	7	7	10	0	**32**

PROJECT DESCRIPTION:

This project would develop a 10,000 square foot skateboard facility to serve the youth of the community. The location for this facility has yet to be determined, but possible sites include Trailside Park or the abandoned right-of-way of Coral Road, near the intersection of the W&OD Trail and Van Buren Street. The facility is to include a concrete pad, fencing, modular pre-fabricated skate ramps and related park equipment.

Reserve funding is for project design. Construction is scheduled for FY2008. Cost will be dependent upon the site that is selected. Parks and Recreation staff envisions the skateboard park to be an unsupervised facility.

Maintenance costs are anticipated to increase over time as the facility ages.

Police Department Sally Port

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number: 09-PO-99-001 **DPW# 920**
Project Class: Buildings
Department: Police

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services		100	140						240
Equipment/Furniture									
TOTAL	0	100	140	0	0	0	0	0	**240**
FINANCING SOURCES:									
General Fund		100	140						240
G.O. Bonds									0
Intergovernmental Aid									0
Loan from Water and Sewer Fund									0
Other									0
TOTAL	0	100	140	0	0	0	0	0	**240**

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations					2	2	2		6
TOTAL	0	0	0	0	2	2	2	0	**6**

PROJECT DESCRIPTION:

This project is to construct a drive-in containment structure, known as a sally port, which allows police officers to safely transfer a prisoner from a police vehicle to the police station. The sally port was designed during the planning and design phase for the new police facility, but its construction was put on hold due to financial considerations.

Funding for the facility is to be financed over two fiscal years: FY2008 and FY2009. Construction of the sally port is schedule for FY2009, when full funding of the project is available.

Station Street Improvements

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number: 13-ST-96-002 **DPW# 736**
Project Class: Streets
Department: Public Works

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition			165						165
Architecture/Engin./Admin.		75							75
Construction and related services							990		990
Equipment/Furniture									0
TOTAL	0	75	165	0	0	0	990	0	**1230**
FINANCING SOURCES:									
General Fund	0	75	165				990		1230
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
Other									0
TOTAL	0	75	165	0	0	0	990	0	**1230**

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
TOTAL	0	0	0	0	0	0	0	0	**0**

PROJECT DESCRIPTION:

This project will widen and improve Station Street, from Pine Street to Park Avenue. The Planning Commission and Town Council approved a concept and preliminary engineering plan during the early part of FY1998, after an extensive planning process, which included neighborhood involvement and several public hearings. Streetscape amenities, streetlights, curb, gutter, and local storm drainage improvements are part of this project.

Final design and plat preparation are to occur in FY2008, followed by land acquisition in FY2009. Construction is scheduled to occur in FY2013.

GSA - Vehicle/Equipment Replacement

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number: 15-TS-96-001
Project Class: Vehicles/Equipment
Department: Public Works

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services									0
Equipment/Furniture	0	348	386	326	371	349	325	350	2455
TOTAL	0	348	386	326	371	349	325	350	**2455**
FINANCING SOURCES:									
General Fund	0								0
G.O. Bonds									0
Intergovernmental Aid									0
Other - Capital Leases		348	386	326	371	349	325	350	2455
Other - CMAQ Alt Fuel Veh. Grant									0
TOTAL	0	348	386	326	371	349	325	350	**2455**

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
TOTAL	0	0	0	0	0	0	0	0	**0**

PROJECT DESCRIPTION:

This program replaces older Town vehicles and major equipment on a phased basis in concert with their expected useful life. Timely replacement of vehicles and equipment avoids excessive repair costs, unacceptable down time and unsafe levels of operation.

Procurement of vehicles and equipment is performed by IFB (Invitation For Bid) or use of state or local contracts. In FY2008, the following will be purchased:

Skid Steer Loader
One Ton Truck (Dump bed, snow plow and radio)
4 - Door Sedan
Toro Sand Pro
Tree Spade
25 Yard Refuse Packer
Portable Lift

General Road - Minor Construction

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number: 03-ST-90-002 **DPW# 05GRMC**
Project Class: Streets
Department: Public Works

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services	0	50				45	75	260	430
Equipment/Furniture									0
TOTAL	0	50	0	0	0	45	75	260	**430**
FINANCING SOURCES:									
General Fund	0	50				45	75	260	430
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
Other									0
TOTAL	0	50	0	0	0	45	75	260	**430**

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
TOTAL	0	0	0	0	0	0	0	0	**0**

PROJECT DESCRIPTION:
This project covers miscellaneous, general road repairs on an annual basis. Repairs can include unexpected road failures and additional work on the street base for roads that are expected to be included in the annual repaving program.

Major Road Repaving

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number: 03-ST-06-001
Project Class: Streets
Department: Public Works

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services		400	290	310	300	320	290	310	2220
Equipment/Furniture									0
TOTAL	0	400	290	310	300	320	290	310	**2220**
FINANCING SOURCES:									
General Fund		200	145	155	150	160	145	155	1110
G.O. Bonds									0
Intergovernmental Aid									0
Other - VDOT Revenue Grant		200	145	155	150	160	145	155	1110
Other									0
TOTAL	0	400	290	310	300	320	290	310	**2220**

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
TOTAL	0	0	0	0	0	0	0	0	**0**

PROJECT DESCRIPTION:

This project supports major maintenance of the Town's arterial street network. An increase in asphalt costs over the past couple of years has resulted in a maintenance backlog. The FY2008 program has been structured to complete segments that were previously delayed for maintenance. FY2008 funding will be used to repave certain segments of arterial streets. Asphalt milling, repaving, restriping and traffic loop replacement are the major project elements that will be completed. A grant has been applied to VDOT to provide up to $200,000 in matching funds for FY2008. Out year funding supports the milling and paving of shorter road network segments.

South Elden Street Improvements - Worldgate Dr. to Herndon Pkwy.

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number: 03-ST-96-003 **VDOT# U000-235-V09-RW-201, C-501**
Project Class: Streets **DPW# 705**
Department: Public Works

amounts indicated = dollars in thousands

	Previous Funding	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
				- FISCAL YEAR -					
ESTIMATED COST:									
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services									0
Undergrounding		731							731
Construction - Town share (2%)	95	105	10						210
TOTAL	95	836	10	0	0	0	0	0	**941**
FINANCING SOURCES:									
General Fund	95	236	10						341
G.O. Bond for Undergrounding	600								600
State Match									0
Intergovernmental Aid									0
Other									0
Other									0
TOTAL	695	236	10	0	0	0	0	0	**941**
GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations				2	2	2	2		8
TOTAL	0	0	0	2	2	2	2	0	**8**

PROJECT DESCRIPTION:

Construction of this road widening project began during spring 2006 and is now substantially complete.

The Town still needs to fund various aspects of this project. Town staff anticipates the additional money needed to fulfill all project payments with VDOT is $246,000. In FY2008, $105,000 is shown as the additional requirement for the Town's share of project costs. The Town has had to incur additional charges for the project due to price escalation resulting from the passage of time and increased cost of services and materials. In addition, the Town still needs to pay for utility undergrounding. The original estimate of undergrounding the utilities was $600,000, as shown in the reserve column. The actual cost of undergrounding is $731,000, which is an increase of $131,000. The Town has also budgeted an additional $10,000 in FY2009 in anticipation of the Town's share for streetlights and traffic signals costs.

New Sidewalk Construction Program

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number:
Project Class: Streets DPW# 934
Department: Public Works

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition		10		10		15	30		65
Architecture/Engin./Admin.									0
Construction and related services	35	23		20		30	90	68	266
Equipment/Furniture									0
TOTAL	35	33	0	30	0	45	120	68	**331**
FINANCING SOURCES:									
General Fund	35	33		30		45	120	68	331
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
Other									0
TOTAL	35	33	0	30	0	45	120	68	**331**

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
TOTAL	0	0	0	0	0	0	0	0	**0**

PROJECT DESCRIPTION:

This program provides for the installation of new sidewalk where none currently exists. This will improve pedestrian access and safety along residential side streets and major thoroughfares. Minor storm drainage improvements, easement acquisition and retaining wall construction will be needed for some areas of sidewalk.

Locations:

Sterling Road (South side from Redwood Place to Herndon Parkway)
Nash Street (Spring Street to Bowers Lane)
Madison Street (North side from Monroe Street to Quincy Street)
Monroe Street (East side from Park Avenue to First Street)
Mosby Court
Jackson Street (West side, north of Madison Street)
Spring St. (Two-lane area)
Second Street

Pearl, Nash, Oak, Wood Street Improvements

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number: 03-ST-06-002
Project Class: Streets
Department: Public Works

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition		50							50
Architecture/Engin./Admin.		35							35
Construction and related services	50						740		790
Equipment/Furniture									0
TOTAL	50	85	0	0	0	0	740	0	**875**
FINANCING SOURCES:									
General Fund	50	85					740		875
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
Other									0
TOTAL	50	85	0	0	0	0	740	0	**875**

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
TOTAL	0	0	0	0	0	0	0	0	**0**

PROJECT DESCRIPTION:

Short term improvements are to include street and drainage improvements and sidewalk replacement, which are scheduled in FY2008. Long term improvements which may include entrances, additional sidewalks and drainage system improvements are under consideration to commence in 2013. The additional storm drain improvements would be feasible upon completion of the storm drainage outfall on the adjacent Timber Ridge subdivision.

Buildings - Major Maintenance

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number: 09-BD-04-001 **DPW# 933**
Project Class: Buildings
Department: Public Works

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition									0
Architecture/Engin./Admin.		20							20
Construction and related services	85	371	70	166		252	255	120	1319
Equipment/Furniture									0
TOTAL	85	391	70	166	0	252	255	120	**1339**
FINANCING SOURCES:									
General Fund	85	391	70	166		252	255	120	1339
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
Other									0
TOTAL	85	391	70	166	0	252	255	120	**1339**

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
TOTAL	0	0	0	0	0	0	0	0	**0**

PROJECT DESCRIPTION:

This project supports the large maintenance and repair projects for Town owned buildings.

FY2008 funding will be used to complete the projects listed below. Out year project funding amounts are estimated costs for major building repairs that include HVAC and roof replacements as well as exterior/interior refurbishment. The replacement of older HVAC units will result in reduced operating costs and improved efficiency.

Replace 1481 Sterling Road HVAC - 4 units
Replace HVAC Energy Recovery Units for locker rooms at Aquatic Center - 2 units
Replace HVAC for fitness room at Community Center - 2 units

Information Technology

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number : 16-IS-97-001
Project Class: Computer Systems
Department: Information Technology

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services									0
Equipment/Furniture		215	295	221	381	617	351		2080
TOTAL	0	215	295	221	381	617	351	0	**2080**
FINANCING SOURCES:									
General Fund		215	295	221	381	617	351		2080
G.O. Bonds									0
Intergovernmental Aid									0
Other - Capital Leases									0
Other									0
TOTAL	0	215	295	221	381	617	351	0	**2080**

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
TOTAL	0	0	0	0	0	0	0	0	0

PROJECT DESCRIPTION:

To implement information systems and telecommunications technology improvements throughout the organization.

Golf Vehicles and Equipment

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number : 15-GC-96-001
Project Class: Vehicles/Equipment
Department: Golf Course

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services									0
Equipment/Furniture		59.6	84	60	50	60	90		403.6
TOTAL	0	59.6	84	60	50	60	90	0	**403.6**
FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Other - Golf Course Fund		59.6	84	60	50	60	90		403.6
Other									0
TOTAL	0	59.6	84	60	50	60	90	0	**403.6**

GOLF COURSE FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations			(10)	(10)	(10)	(10)	(10)		(50)
TOTAL	0	0	(10)	(10)	(10)	(10)	(10)	0	**(50)**

PROJECT DESCRIPTION:

This project provides funds for the equipment replacement program. This program creates cost savings, as new equipment reduces the need for repairs. Well functioning equipment also limits downtime and increases course playability, thereby generating additional revenues.

FY 2008 Expenditures:

Golf Carts	$24,500
Equipment for Customer Rentals	$1,800
Driving Range Balls	$4,300
Aerway Aerator	$11,000
Topdresser	$11,000
Turbine Blower	$7,000
	$59,600

FY 2009 Expenditures

Dump Truck	$40,000
Range Cart with Enclosure	$8,500
Driving Range Balls	$4,500
Golf Carts	$31,000
	$84,000

General Water Maintenance and Replacement

FY2006-FY2011 CAPITAL IMPROVEMENT PROGRAM

Project Number: 12-WS-96-001 **DPW# 824**
Project Class: Water
Department: Public Works

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition			41						41
Architecture/Engin./Admin.	46	186	29	75	56	72	25	88	577
Construction and related services	331	414	1138	190	536	220	260	110	3199
Equipment/Furniture									0
TOTAL	377	600	1208	265	592	292	285	198	**3817**
FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Other - Water and Sewer Fund	377	600	1208	265	592	292	285	198	3817
Other									0
TOTAL	377	600	1208	265	592	292	285	198	**3817**

WATER AND SEWER FUND OPERATING IMPACT:									
Capital Costs									
Debt Service									0
Personnel/Operations		(4)	(12)	(4)	(6)	(2)	(2)	(3)	(33)
TOTAL	0	(4)	(12)	(4)	(6)	(2)	(2)	(3)	**(33)**

PROJECT DESCRIPTION:

This program provides for major component replacement and automated system control. Major maintenance and replacement of system mains and facilities will be phased, thus reducing the adverse impacts caused by frequent outages and the cost premiums experienced from breakdown repairs. The maintenance program includes water meter replacement, fire hydrant replacement, and water valve upgrades. Higher frequency of water main breaks may cause the program to change locations of out year area replacements.

FY2008 Design		FY2008 Construction	FY2009 Construction
Nash, Bowers Lane to Fairfax Lane	Virginia Avenue (includes land acq.)	Nash, Bowers Lane to Fairfax Lane	Virginia Avenue (includes land acq.)
Spring Street, Locust to Wood Street	Patrick Lane and Pickett Lane	Spring Street, Locust to Wood St.	Patrick Lane and Pickett Lane
Oak Street, Spring to Pearl Street	Florida, Palmer to Alabama	Oak Street, Spring to Pearl Street	Florida, Palmer to Alabama
Florence Place, to End	Bruce Court and Archer Court	Florence Place, to End	Bruce Court and Archer Court

Reserve funds are for water valve and fire hydrant replacement, the remaining phases of Automated Water and Sewer Management System (AWSMS), water main replacement segments and three water tank booster pump projects that are to be installed in FY2008.

Water/Sewer - Vehicles and Equipment

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number: 12-WS-96-002
Project Class: Water
Department: Public Works

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services									0
Equipment/Furniture	0	104	20	45	30	20	45	30	294
TOTAL	0	104	20	45	30	20	45	30	**294**
FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Other - Water and Sewer Fund	0	104	20	45	30	20	45	30	294
Other									0
TOTAL	0	104	20	45	30	20	45	30	**294**

WATER AND SEWER FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
TOTAL	0	0	0	0	0	0	0	0	**0**

PROJECT DESCRIPTION:

Vehicles and major equipment require periodic replacement to avoid excessive repair costs and unacceptable response time due to inoperative vehicles. This project provides for phased replacement of older vehicles and equipment for the water maintenance and meter reading section.

Funding in FY2008 is for the replacement of a failing nine year old backhoe and a 20 year old portable air compressor.

Sewer Main Reconstruction and Replacement

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number: 12-SS-96-003
Project Class: Sanitary Sewer
Department: Public Works

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services		250	175	130	300	275	300	100	1530
Equipment/Furniture									0
TOTAL	0	250	175	130	300	275	300	100	**1530**
FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Other - Water and Sewer Fund		250	175	130	300	275	300	100	1530
Other									0
TOTAL	0	250	175	130	300	275	300	100	**1530**

WATER AND SEWER FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations		(6)	(7)	(20)	(20)	(21)	(21)		(95)
TOTAL	0	(6)	(7)	(20)	(20)	(21)	(21)	0	**(95)**

PROJECT DESCRIPTION:

The sewer conveyance system requires constant maintenance to prevent costly, unnecessary repairs and sanitation hazards due to equipment component failures and sewer main deterioration. Fiscal year savings are generated from the Infiltration and Inflow reduction efforts, which reduce sewer costs. Listed below are the sewer main locations to be rehabilitated by relining. Manhole rehabilitation is also included in the FY2008 Infiltration and Inflow abatement program. The manholes that are scheduled to be rehabilitated are located throughout the system as indicated below. Others will be added to the list as they are identified as a result of our system survey.

Early Fall Court
Linden Court
Magnolia Court
Palmer Drive
Springtide Place
Virginia Avenue
Springpark Plaza
Eric Court
Sugarland Run Trunk Line (Manhole and Line Repairs)

Automated Meter Reading System

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number: 12-WS-99-001 **DPW# 015**
Project Class: Water
Department: Finance

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services	350	50	50	50	50	50	50	200	850
Equipment/Furniture									0
TOTAL	350	50	50	50	50	50	50	200	**850**
FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Other - Water and Sewer Fund	350	50	50	50	50	50	50	200	850
Other									0
TOTAL	350	50	50	50	50	50	50	200	**850**

WATER AND SEWER FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations		(8)	(10)	(11)	(11)	(11)	(12)	(44)	(107)
TOTAL	0	(8)	(10)	(11)	(11)	(11)	(12)	(44)	**(107)**
NET COST:	350	42	40	39	39	39	38	156	**743**

PROJECT DESCRIPTION:

A concept study and design of an automated water meter reading system was commissioned in June, 2001. The objectives of the study were to (a) identify the cost/benefit of automating the commercial meter reading function; (b) evaluate cost/benefit of automating the residential meter reading functions, including phase-in of automation over ten years; and (c), if supported by the results of (a) above, develop an RFP for an automated meter reading system. This project is being developed within the parameters of the Automated Water and Sewer Management System (AWSMS) and Supervisory Control and Data Acquisition (SCADA) for the Town.

Based on preliminary information, the cost to automate all existing commercial water meters in Town is approximately $350,000, and funds are being reserved for this purpose. The cost to automate all of the residential water meters is estimated at $500,000. Residential water meters could be automated as part of the Town's normal meter replacement program. Even so, an updated cost/benefit analysis will be performed to determine if the long term benefits exceed the costs.

Utility Mapping/GIS

FY2008-FY2013 CAPITAL IMPROVEMENT PROGRAM

Project Number: 12-WS-01-001 **DPW# 825**
Project Class: Water/Sewer and Storm Sewer
Department: Public Works

amounts indicated = dollars in thousands

	Estimated Reserves	07-2008	08-2009	09-2010	10-2011	11-2012	12-2013	Beyond	TOTAL
		- FISCAL YEAR -							
ESTIMATED COST:									
Land Acquisition									0
Architecture/Engin./Admin.	45	100	115	125	50				435
Construction and related services									0
Equipment/Furniture									0
TOTAL	45	100	115	125	50	0	0	0	**435**
PLANNED FINANCING:									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Other - Water and Sewer Fund	45	100	115	125	50				435
Other Pro Rata Share									0
TOTAL	45	100	115	125	50	0	0	0	**435**

WATER AND SEWER FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
TOTAL	0	0	0	0	0	0	0	0	**0**

PROJECT DESCRIPTION:

Using GIS, the Town continues to electronically map its water, sewer and storm drainage infrastructure to improve system analysis, maintenance, and meet regulatory requirements. The Town is required to complete and maintain an accurate mapping system under its Virginia Pollution Discharge Elimination System (VPDES) general permit. The Water and Sewer Fund will provide funds for completing the mapping of the water and sewer lines. This project greatly supports utility capacity analysis and infrastructure maintenance planning efforts.

Out year funding will complete the eastern portion of the Town's systems and small segments that are adjacent to completed areas. Integration with Customer Relations Management (CRM), a software system that will assist with improved customer service, will occur over the next two to three years.

Glossary

GLOSSARY

Accrual - the accrual basis of accounting recognizes revenues in the accounting period in which they are earned while expenses are recognized when the related liability is incurred.

Activity Center - the basic operational organization for which costs are defined and measurable activities or functions are performed.

ADA - Americans with Disabilities Act

Adopted Budget Plan - a plan of financial operations approved by the Town Council highlighting major changes made to the Town's Annual Advertised Budget Plan by the Town Council. The Adopted Budget Plan reflects approved tax rates and estimates of revenues, expenditures, transfers, and department goals, objectives and workload data. Sections are included to show major budgetary/financial policies and guidelines used in the Town's fiscal management.

Advertised Budget Plan - a plan of financial operations submitted by the Town Manager to the Town Council. This document reflects estimated revenues, expenditures, transfers, and department goals, objectives and workload data. In addition, sections are included to show major budgetary/financial policies and guidelines used in the Town's fiscal management. Also called the Annual Budget.

Annual Budget - a budget applicable to a single fiscal year.

Appropriation - an authorization granted by the Town Council to a specified unit of the Town government to make expenditures and to incur obligations for specific purposes. It is limited in amount and as to the time when it may be spent, usually expiring at the end of the fiscal year.

ASP – Applications Service Provider - used to refer to an outsourcing of previously provided in-house computer hardware and software maintenance and support.

Assessed Valuation - a valuation set upon real estate or other property by a government as a basis for levying taxes.

Assessment - the official valuation of property for purposes of taxation.

Audit - a systematic collection of sufficient, competent evidential matter needed to attest to the fairness of management's assertions in the financial statements or to evaluate whether management has effectively carried out its responsibilities.

Balanced Budget – budget in which all proposed expenditures and other financial uses are fully funded by projected revenues and other financing resources. The Town is required to have a balanced budget according to the *Code of Virginia*.

Basis of Accounting – the timing of recognition when the effects of financial transactions or events should be recognized for financial reporting purposes.

Bond - a written promise to pay a specified sum of money (called the principal) at a specified date in the future, plus periodic interest at a specified rate. In the budget document these payments are identified as debt service. Bonds may be used as an alternative to tax receipts to secure revenue for long-term capital improvements. General Obligation Bonds are debt instruments backed by the full faith and credit of the Town. The State Constitution mandates taxes on real property sufficient to pay the principal and interest of such bonds. The majority of bonds issued for Town construction projects are general obligation. Revenue bonds are payable solely from revenues generated from the project for which the bonds were issued.

BPOL - Business, Professional and Occupational License Tax - refers to the license tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the Town.

Budget - a plan for the acquisition and allocation of resources to accomplish specified purposes. The term may be used to describe special purpose fiscal plans or parts of a fiscal plan, such as "the budget of the Police Department," "the Capital Budget" or it may relate to a fiscal plan for an entire jurisdiction, such as "the budget of the Town of Herndon."

Budgetary Basis of Accounting – the method used to determine when revenues and expenditures are recognized for budgetary purposes, as opposed to financial reporting purposes.

CAD - Computer Aided Dispatch

CAFR - Comprehensive Annual Financial Report - the official annual financial report of the Town.

Calendar Year - twelve months beginning January 1 and ending December 31.

Capital - a category of account codes which identify major expenditures of public funds, beyond maintenance and operating costs, for procurement of items such as vehicles, computer equipment, office furniture, and the acquisition or construction of a needed physical facility.

Capital Equipment - fixed assets such as automobiles, typewriters, furniture, technical instruments, etc., which have a life expectancy of more than one year and a unit value of at least five thousand hundred dollars.

Capital Improvement Program - a prioritization and orderly implementation of short and long-range plans for land acquisition and construction of capital projects. It further provides for the scheduling of the associated expenditures over a period of several years in order to maximize the use of public funds. The first year of the program represents the proposed capital budget for that fiscal year. The schedule is based on a series of priorities, which take into consideration the respective projects' function, and urgency as defined by the CIP Priority Matrix. In addition, special consideration is given to the projects' relation to other improvements and plans, and the Town's current and anticipated financial capacity. The Capital Improvement Program is updated annually, at which time the schedule and the projects are reevaluated, new or deferred projects are added, and the time frame is extended by one additional fiscal year.

Capital Projects Fund – an adjunct fund of the General Fund with a self-balancing set of accounts, consisting of funds for the acquisition and/or construction of major capital facilities or capital improvements.

Carry-over Funds - carry-over funds are the result of unspent appropriations in the prior year, new growth, the expansion of the tax base beyond what was projected and increased revenues over estimated amounts. They are brought forward from the preceding fiscal year reserves. Appropriable carry-over is known as uncommitted/unreserved fund balance.

Cash Management - a conscious effort to manage cash flows in such a way that interest and penalties paid are minimized and interest earned is maximized. Checks received are deposited the same day, bills are paid no sooner than the due date unless discounts can be obtained by paying earlier, future needs for cash are determined with exactness and cash on hand not needed immediately is invested in short-term interest-bearing securities.

CDBG - refers to the Community Development Block Grant program funded by the United States Department of Housing and urban Development (HUD) to improve the housing, neighborhood, and economic conditions.

CDPD - Cellular Digital Packet Data - the communication system and protocol for the mobile computers.

Chestnut Grove Cemetery Fund - see Enterprise Fund.

CIP - Capital Improvement Program

COLA - Cost of Living Adjustment

Cost - the amount of money or value exchanged for property or services.

CY - Calendar Year

Debt - an obligation resulting from the borrowing of money.

Debt Capacity – the amount of long-term debt the Town could comfortably sustain without raising taxes by a large amount or reducing services to citizens in order to meet the annual debt service requirements.

Debt Ratios – comparative statistics showing the relationship between the Town's outstanding debt and such factors as the real estate assessment base, Town population or income. These ratios often are used as part of the process of determining the credit rating of the Town, especially when issuing general obligation bonds.

Debt Service - the accounting for payments of principal and interest on long-term debt.

Delinquent Taxes - taxes remaining unpaid on or after the date on which a penalty for non-payment is attached.

Department - a separate functional and accounting entity within a certain fund type.

Downtown Parking Enterprise Fund - see Enterprise Fund.

Disbursement – an expenditure, or a transfer of funds, to another accounting entity within the Town's financial system. Total disbursements are equal to the sum of expenditures and interfund transfers.

Encumbrance - a reservation of funds for an anticipated expenditure prior to actual payment for an item. Funds usually are reserved or encumbered once a contracted obligation has been signed for an item, but prior to the cash payment actually being dispersed.

Enterprise Fund - accounts for operations that are financed in a manner similar to private business, where the intent is that costs of providing goods and services to the general public on a continuing basis be financed or recovered through user charges. The Town's enterprise funds are the Water and Sewer Fund, the Golf Course Fund, the Downtown Parking Enterprise Fund and the Chestnut Grove Cemetery Fund.

Expenditure - a decrease in net financial resources. Expenditures include payment in cash for current operating expenses, debt service and capital outlays.

Expenses - charges incurred, whether paid or unpaid, for operations, maintenance, interest and other charges, which are presumed to benefit the current fiscal year.

Fiduciary Fund – funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

Fiscal Year - in the Town of Herndon, the twelve months beginning July 1 and ending the following June 30. (The Federal government's fiscal year begins October 1.) The property tax rate in the Town's FY 2008 fiscal plan applies to the calendar year beginning January 1, 2007. Expenditures are for the fiscal year beginning July 1, 2007.

Fringe Benefits - the fringe benefit expenditures included in the Adopted Budget Plan are the Town's share of an employee's fringe benefits. These include FICA (Social Security), health insurance, life insurance, retirement, unemployment, disability insurance, flexible spending plan, and worker's compensation, most of which are paid through salary banded premiums.

Fund - a fiscal and accounting entity with a self-balancing set of accounts which is segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance - the excess of a fund's assets over its liabilities and reserves.

FY - Fiscal Year

GED – General Educational Developmental Diploma

General Fund – the primary tax and operating fund for Town governmental activities and general operations. This fund accounts for all Town revenues and expenditures which are not accounted for in other funds.

General Obligation Bond - bond for whose payment the full faith and credit of the Town is pledged. This pledge involves the general taxing powers of the Town to satisfy the payment of debt obligations. See Bond.

GIS - Geographic Information System - a computer system used to assemble, store, manipulate and display information about land in the Town.

GLINK - required communications software used to access VCIN/NCIC/DMV.

Goal - a general statement of purpose. A goal provides a framework within which the program unit operates; it reflects realistic constraints upon the unit providing the service. A goal statement speaks generally toward end results rather than toward specific actions. Also see Objective.

Golf Course Fund - see Enterprise Fund.

HCAC – Herndon Community Association Coalition - an umbrella group of homeowner and condominium associations in the Town of Herndon.

HMC - Herndon Municipal Center

Investments - securities held for the production of income in the form of interest, dividend or rental payments. The term does not include fixed assets used in Town operations.

Lease Purchase - this method of financing allows the Town to construct or acquire property and pay for it over a period of time by installment payments rather than an outright purchase. The time payments include an interest charge, which is typically reduced because the lessor does not have to pay income tax on the interest revenue.

Levy - to impose taxes, special assessments or service charges for support of the Town.

Line Item - a specific expenditure category within a department budget, e.g., travel, telephone, postage, printing and forms, or office supplies. Defined by an objective code number.

MCT - Mobile Computer Terminal

MGD – Million gallons per day

MRA – Market Rate Adjustment

Mission Statement - a written description stating the purpose of an organization unit (department or agency) and its function (what the department or agency does).

Mobile System - laptops in cars.

Modified Accrual - the modified accrual basis of accounting is used to record revenues and related assets when they become measurable and available to finance operations of the fiscal period. Accordingly, real and personal property taxes are recorded when billed and licenses, permits and fines are recorded as revenues. Expenditures are recorded as they are incurred.

Net Bonded Debt – gross bonded debt less any cash or other assets available and earmarked for its retirement and less all self-supporting debt, e.g., those debt portions to be repaid by the Golf Course Fund and the Cemetery Fund.

Non-Departmental - a category for accounting for expenditures that are common to all departments and activities, such as insurance, general education and training, leased office space, and annual audit. (Not used in categorizing General Fund expenditures.)

NRC - Neighborhood Resource Center

NRO - Neighborhood Resource Office

Objective - a statement of purpose defined more specifically than a goal. A goal may be a sum of several related objectives. An objective normally indicates anticipated levels of achievement and is usually time limited and quantifiable. Within the objective, specific statements with regard to targets and/or standards often are included.

Obligations - amounts that the Town may be required to pay out from its resources.

Operating Expenditures - a category of recurring expenses, other than salaries and capital equipment costs, which cover expenditures necessary to maintain facilities, collect revenues, provide services and otherwise carry out the Town's goals. Typical line items are supplies, printing, postage, transportation and utilities.

Operations and Maintenance - (O&M) a category of account codes which identify general operating expenses, i.e., supplies, routine equipment and building maintenance, and other overhead-type expenditures.

Ordinance - a formal legislative enactment by the Town Council. Revenue-raising measures, such as the imposition of taxes, special assessments and service charges, require ordinances.

OSSI - Open Software Solutions Inc.

Pay-For-Performance System - this refers to an assessment system that provides a process for appraising the quality of work performed by Town employees and linking potential pay increases with work performance. It is designed to establish a link between performance assessment and employee performance of job duties and responsibilities.

Personal Property - a category of property, other than real estate, so identified for purposes of taxation. It includes personally owned items, as well as corporate property and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishings and manufacturing equipment. Goods held for sale by manufacturers, wholesalers or retailers are not included.

Personnel - a category of account codes which identifies various classifications of wages and salaries and overtime expenses.

Position - a group of duties and responsibilities, as prescribed by an office or department, to be performed by a person on a full time, part time and/or temporary basis. The following items relate to positions and the funding of the various types of positions. The status of a position is not to be confused with the status of the employee. For the purpose of the Town's budget, the following definitions are used solely in describing the status and funding of positions:

- A regular employee is any non-probationary employee of the Town who is other than a temporary employee, and may be part time or full time.
- A part time employee is an individual who is assigned regular working hours of a minimum of 20 hours but less than 40 hours per work week.
- A temporary/seasonal employee is an individual who performs a seasonal or temporary job in an "as needed" basis in less than full time status and does not receive fringe benefits.
- A job sharing arrangement is a work arrangement in which the Town Manager approves the sharing by two regular part-time employees of one regular full-time position.

Principal - in the context of bonds, the face value or per value of a bond or issue of bonds payable on stated dates of maturity.

Proffer - an offer of cash or property. This usually refers to property, cash or structural improvements, offered by contractors/ developers to the Town in land development projects. An example is a proffer of land from a developer to the Town.

Proprietary Fund – funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows.

Public Hearing - a scheduled meeting or time specifically set aside to provide an opportunity for citizens to discuss their feelings about a particular issue. Prior to a public hearing, the scheduled date and time, as well as the subject, must be advertised.

Purpose Statement - a general statement of the purposes of the Town. The purpose statement is all-inclusive and expresses organizational values and philosophies.

Real Property - real estate, including land and improvements (buildings, fences, pavement, etc.) classified for purposes of assessment.

Refunding Bonds - bonds issued to retire bonds already outstanding.

Revenue Bonds – bonds issued to finance the construction, acquisition or improvement of a revenue-producing facility, with the principal and interest requirements payable solely from the revenues generated by the facility's operations.

Reserve - an account that records a portion of the fund balance which must be segregated for some future use and which is not available for future appropriation or expenditures.

Resolution - a special or temporary order of the Town Council.

RMS - Records Management System

Tax Base - the aggregate value of the items being taxed. The base of the Town's real property tax is the market value of all real estate in the Town; that of the personal property is the market value of all automobiles, trailers, boats, airplanes, business equipment, etc., which may be taxed as personal property by the Town.

Tax Levy Ordinance - an ordinance by which taxes are levied.

Tax Rate - the amount of tax stated in terms of a unit of the tax base, i.e., 24 cents per $100 of real property assessed valuation.

Tipping Fees - the amount per ton which Fairfax County charges municipalities and commercial trash haulers to off-load refuse trucks at the transfer station or landfill.

Total Budget - the receipts and disbursements of all funds, e.g., the General Fund, the Water and Sewer Fund, the Chestnut Grove Cemetery Fund, the Golf Course Fund and the Downtown Parking Enterprise Fund, combined; also includes funds necessary to complete approved capital projects.

Transfers - a movement of money from one line item to another, from one department to another or from one fund to another, as authorized by the department head, Town Manager, or Town Council, as appropriate.

Undesignated, Unreserved Fund Balance - remaining portion of fund balance at the close of the fiscal year which has not been reserved or allocated for other purposes; e.g. financial resources that may be available to meet unplanned or unforeseen contingencies.

User Fees - these are charges for certain Town services used by the public. Examples include fees for the use of golf course, recreation facilities, aquatics center, tennis courts, water consumption, sewer conveyance and cemetery interments.

VDOT - Virginia Department of Transportation

VRS - Virginia Retirement System

Water & Sewer Fund - see Enterprise Fund.

Working Capital - the amount of net cash available in enterprise operations to assist with fund operations. Working capital is generally the difference between current assets and current liabilities.