



## Proposed Annual Budget

2018 – 2019

Lisa C. Merkel  
*Mayor*

### Town Council

Jennifer Baker  
*Vice Mayor*  
Jeff Davidson  
Signe Friedrichs  
Sheila A. Olem  
Bill McKenna

Grace Wolf Cunningham

William H. Ashton II  
*Town Manager*

Lesa J. Yeatts  
*Town Attorney*

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Anne Papa Curtis – *Chief Communications Officer*  
Maggie A. DeBoard – *Chief of Police*  
Gene A. Fleming – *Director of Golf*  
Elizabeth M. Gilleran – *Director of Community Development*  
Page Kalapasev – *Director of Information Technology*  
Tanya Kendrick – *Director of Human Resources*  
Cynthia S. Roeder – *Director of Parks and Recreation*  
Dana Singer – *Director of Public Works*  
Jennie Tripoli – *Director of Finance*  
Viki L. Wellershaus – *Town Clerk*

*Cover Photo: TBD for Adopted*

TOWN OF  
**Herndon**  
VIRGINIA

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Herndon  
Virginia**

For the Fiscal Year Beginning

**July 1, 2017**

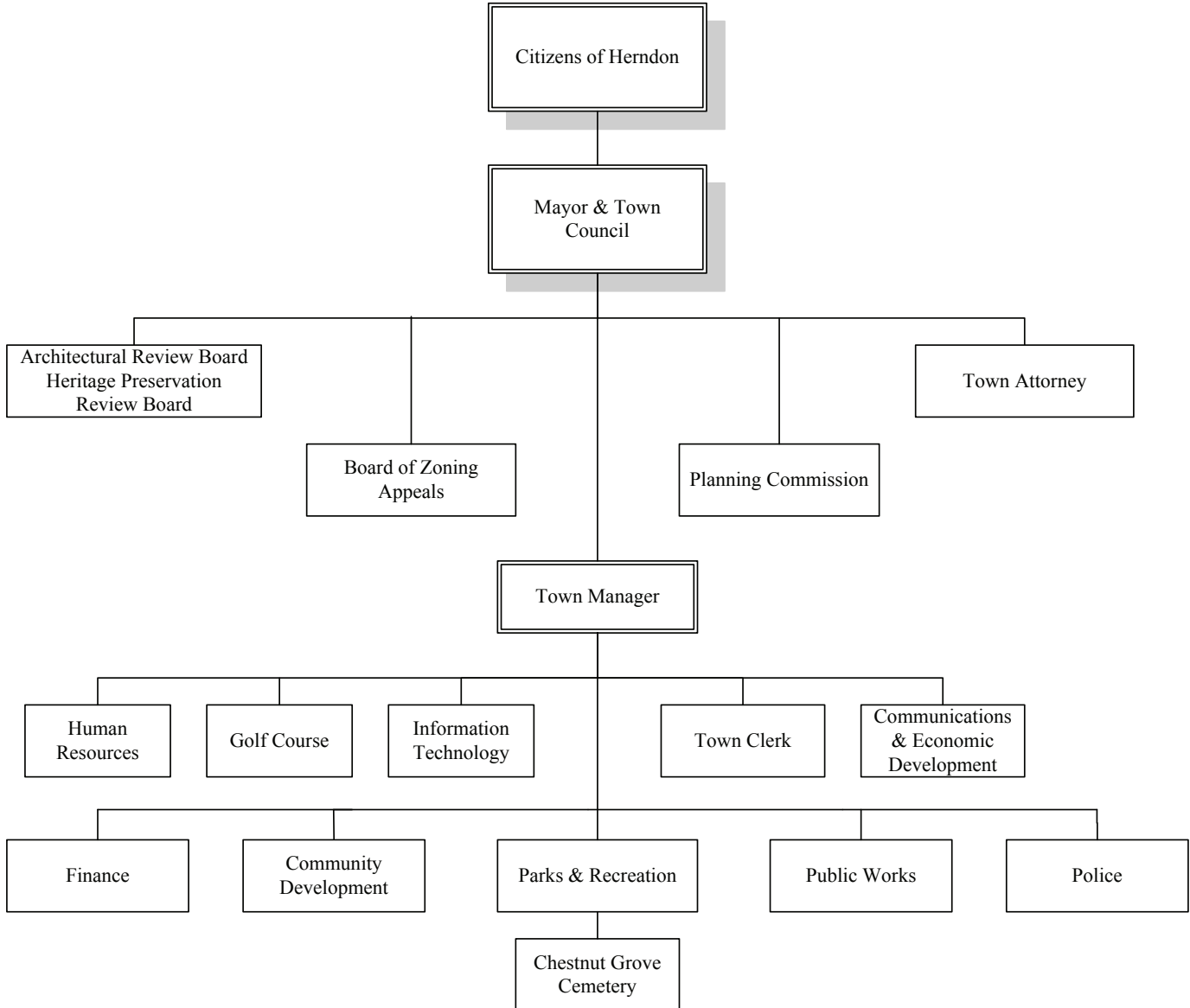
*Christopher P. Morrill*

Executive Director

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# Town of Herndon, Virginia

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# Introduction



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**William H. Ashton II**  
TOWN MANAGER  
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Bill.ashton@herndon-va.gov

TOWN COUNCIL  
Lisa C. Merkel, Mayor  
Jennifer K. Baker, Vice Mayor  
Grace Wolf Cunningham  
Jeffrey L. Davidson  
Signe Friedrichs  
Bill McKenna  
Sheila A. Olem

**March 30, 2018**

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

Dear Mayor Merkel and Members of the Town Council:

It is my pleasure to present the proposed Town of Herndon budget for fiscal year (FY) 2019. This proposed budget is balanced in accordance with the Code of Virginia and contains the resources necessary to advance the Town Council's 2035 Vision Plan and Goals while continuing to provide residents with the high quality services and programs they expect and enjoy.

The total proposed budget, which includes the General Fund, Enterprise Funds (Water and Sewer, Cemetery, Golf Course and Downtown Parking), and the FY 2019 portion of the Capital Improvement Program (CIP), is \$60,222,260. The total represents an increase of 17.7 percent when compared to the adopted FY 2018 Budget. The majority of this increase is due to the inclusion of \$6.5 million in the Water & Sewer Fund for bonds needed to purchase additional capacity, and \$1.0 million in bonds in the Downtown Parking Fund related to the downtown redevelopment project. Costs associated with the issuance of bonds will be off-set by bond proceeds.

General Fund expenditures, which include personnel, operations and maintenance, minor capital, interfund transfers and debt service, total \$36,216,231, an increase of 1.7 percent over the adopted FY 2018 Budget. The proposed budget reflects a 2.95 percent increase in assessed property tax values and proposes to maintain the town's real estate tax rate of \$0.2650 per \$100 of assessed value. All excise taxes are maintained at their current rates in the proposed budget.

The proposed FY 2019 Budget anticipates a modest revenue growth over the adopted FY 2018 Budget. To fund Council priorities and to maintain the customer service levels our citizens have come to expect, several areas of cost savings and increased budget efficiency were incorporated to meet these priorities.

In alignment with the 2035 Vision Plan and Goals, the Town Council's budget guidance provides direction to the Town Manager in the development of the FY 2019 Budget and the CIP. Council directives and the correlating initiatives included in the proposed FY 2019 Budget are summarized as follows:

- Fund activities that will advance the 2035 Vision, to include:
  - Advancing implementation of Council’s sustainability plan
  - Advancing implementation of town’s downtown redevelopment plan
  - Providing for development and operation of an arts center facility
  - Maintaining the town’s focus on use of technology to support administration and service provision

**Highlights:** The proposed FY 2019 Budget includes the bonding needed to support the downtown redevelopment. It also includes resources for a dedicated project manager to work directly with Comstock Herndon Venture, LC during construction of the downtown. Also, the proposed budget includes resources needed to update the town’s geographic information system (GIS) and associated applications.

- Fund activities that will demonstrate a commitment to, and investment in the town’s employees, to include:
  - Emphasizing employee skills development including succession planning and leadership development
  - Continuing emphasis on maintaining a competitive employment position in local market
  - Improving employee work environments, to include tools and equipment

**Highlights:** The proposed FY 2019 Budget continues to focus on ensuring that the town hires, trains, and retains quality personnel to serve its citizens. The proposed budget calls for a 1.25 percent market rate adjustment for all employees and an average two percent merit increase. It also provides resources to advance the town’s commitment to providing every supervisor with leadership training. This proposed budget also provides a first step toward normalizing vehicle and equipment replacement on a predictable schedule.

- Continue working toward updating budgetary policy, to include:
  - Emphasizing funding of life cycle maintenance
  - Continuing work on updating town’s financial policies
  - Streamlining the budget document and make it more readable and understandable
  - Beginning emphasis on performance measurements as a critical component of the budget
  - Continuing to find additional budget capacity as the primary source of fiscal resourcing

**Highlights:** The proposed FY 2019 Budget includes several updates to the town’s financial policies, the most significant of which is increasing the unassigned fund balance percentage from 10 percent to 20 percent as it relates to the general fund operating budget. These policy changes reflect industry best practices and updated credit rating agency criteria. The changes also are important to ensuring a AAA bond rating leading into the series of bonds the town will issue over the next year for various general fund and water and sewer fund capital improvements. The enclosed budget incorporated many changes to its form so that it can be more readable for our citizens; and it incorporates more meaningful performance measurements.



The proposed FY 2019 Budget is developed to ensure the town's financial viability and to provide financial resources to meet capital funding requirements. The town's management team and I look forward to working with the Mayor, Town Council and our citizens to implement a budget that continues to meet expectations and advances the town's 2035 Vision Plan and Goals.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "William H. Ashton II". The signature is stylized and cursive, with a large, prominent "W" at the beginning and a long, sweeping underline that extends to the right.

William H. Ashton II  
Town Manager

Enclosure

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## HERNDON TOWN COUNCIL

### 2035 VISION STRATEGIC PLAN

In the year 2035, Herndon is an innovative 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 resident. Its unique character and charm attract and nurture a wide variety of people and businesses. Herndon is the heart of an expanded community where arts and entertainment enrich the quality of life and bring people together. Our environmental stewardship assures Herndon's future as a healthy and sustainable town.

#### *Herndon thrives in 2035 by:*



#### **Honoring People**

Residents and visitors are welcomed and enthralled by the diversity and inclusivity found in the Town of Herndon. Herndon's organizations and civic groups provide leadership and volunteer opportunities, building strong communities that serve everyone. The citizen-elected government is keenly aware of its responsibility to all residents and how its actions impact their daily lives. Resident input is encouraged and serves as a catalyst for action. Herndon's residents and visitors expect and consistently receive programs and services of exceptional quality. Town employees are empowered to provide customer service that exceeds expectations. Respect and civility among council members and the public create a cooperative atmosphere where government is open, responsive and transparent.

#### **Goals**



Evaluate and make strategic investments in a multi-faceted approach to town communication, including the receipt and provision of information.



Expand community involvement in an advisory role to the Council by highlighting the opportunities for participation and encouraging the development of new work groups to address town issues.



Provide robust online access for all town services and customer relationship management, with emphasis on easy how-to information and one-stop shopping.



Develop and implement programs to ensure that employees are empowered to provide customer service that exceeds expectations.



Develop an initiative to support and work with community partners and service providers to enhance the lives of our youth.



### **Celebrating Community Spirit**

Council and staff members proactively work together to create attractive, comfortable, and pleasant public spaces and private amenities. People are enlivened by beautiful locales, signature events, and shared traditions. These attributes – all distinctly Herndon – establish the town as a desirable destination throughout the region. Herndon is a town comprised of healthy, safe, distinctive neighborhoods and well-received, successful businesses. Neighborhoods provide a wide variety of homes that promote lifestyles reflective of our historic, diverse, and transit-oriented community. Residents walk, cycle, drive, or use public transit to their jobs, restaurants, and cultural events. The synergy created by these elements fosters a community that residents are proud to call their hometown.

### **Goals**



Update and consistently implement HPRB guidelines.



Complete the Zoning Ordinance rewrite.



Continue to implement storm water, sidewalk, and street lighting projects in town neighborhoods.



Continue and expand the Cultivating Community Initiative projects to include all residents.



Develop and implement a strategy to identify distinctive features/locations of Herndon and use signage, streetscaping, and beautification efforts.



## **Enriching Lives through Arts and Entertainment**

The cultural experience throughout the town and within the vibrant arts district provides a variety of entertainment choices that inspire, motivate and unite us in an engaging environment. Public spaces offer a place for outdoor concerts, festivals and other unique community activities. Herndon's restaurants offer an array of dining options to complement its diverse entertainment venues. Through dance, theater, public art, galleries and music, Herndon values the arts as a critical element of social life and economic prosperity.

### **Goals**



Make Downtown a vibrant, year-round activity-based draw for residents and visitors.



Establish an arts district in downtown Herndon.



## **Championing Business and Technology**

Herndon has leveraged technology to improve and serve the community. Innovative businesses have found our town a welcoming environment in which to grow and operate. As the gateway to the technology corridor, Herndon is a natural fit for living and working in modern ways. Small businesses, creative in both traditional and innovative sectors, find distinct advantages in calling Herndon home. With global access available at Washington Dulles International Airport and direct access to Washington, D.C. by way of Metro and other public transportation, Herndon provides businesses with an ideal business-friendly environment within a town setting.

### **Goals**



Streamline the process in Community Development for building, opening a business, or redeveloping property.



Evaluate and implement the Economic Development Task Force recommendations in an economic development plan.



Explore possibilities to develop a business/technology incubator and to promote e-commerce, along with other strategies that will establish Herndon as a tech-savvy town.



Consider and implement legislative actions, contractual arrangements, and community initiatives that present and maintain the Town of Herndon as a high-tech community.



Identify and evaluate opportunities to increase connectivity in the town.



Evaluate and improve access to technology for town staff and selected boards and commissions.



## **Cultivating a Sustainable Environment**

As an environmentally focused leader in the region, Herndon chooses its own destiny as a sustainable small town – an oasis in the midst of urban Northern Virginia. Through thoughtful planning, the town has a network of sidewalks, trails, streets and connections to public transportation that provides residents the opportunity for one-car or no-car living. The town’s extensive recreational facilities, including its public golf course, community center, nature center and numerous neighborhood parks enable residents to enjoy a high quality of life. As Herndon grows, its stewardship and environmental best practices assure high quality, sustainable development that is characterized by enduring and attractive structures and green space. Our residents and businesses embrace a cleaner, greener lifestyle.

### **Goals**



Develop and implement an environmental sustainability plan for the town.



Develop long-range plan for multi-modal methods to move people in and around town.



Strengthen the relationship with Fairfax and Loudoun Counties to advance common interests, including transportation planning, access to Innovation Metro Station, and the adjacent development impacts to the town.



Advocate appropriate access improvements for the opening of the Herndon Station.



Work with Fairfax County to improve our internal public transportation system, to include a circulator bus component and connectivity to the Metrorail and airport.



Continue initiatives to have through traffic use the Herndon Parkway instead of internal streets.



Implement the Master Trails Plan to expand pedestrian and bicycle routes, to include the north/south bike route.

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## Community Profile

The Town of Herndon is the third largest town in the Commonwealth of Virginia. Amidst a 21st century Northern Virginia landscape of high rise buildings, industrial complexes and transportation hubs, Herndon maintains a small-town charm that is evident in its downtown, its neighborhoods and its commercial areas.



### HISTORY

To fully appreciate Herndon's unique charm, it is helpful to look back to its origins. In 1688, King Charles II of England granted five million acres, known as the Northern Neck, to Thomas Culpeper, second Baron Culpeper of Thoresway. A small portion of this immense grant became the land on which Herndon is located.

The first sign of settlement in Herndon was the construction of an early 19<sup>th</sup> century mill located in a hollow along a stream near today's intersection of Elden and Locust streets.

The arrival of the railroad in the 1850s spurred Herndon's development. The village needed a name to establish a post office at the new railroad depot built in 1857. According to legend, during a meeting with residents, a survivor of the wreck of the *S.S. Central America* recounted the heroism of the ship's commander, William Lewis Herndon, who had gone down with the ship. The impressed assembly decided that the new village would be named for Commander Herndon.

At the outbreak of the Civil War, the Union Army seized the railroad and secured it for their use as far as Vienna. Most of the remaining tracks and bridges were destroyed or damaged, but Herndon was spared. The only known Civil War activity in Herndon was a raid conducted on St. Patrick's Day, March 17, 1863, by legendary Confederate Colonel John S. Mosby against a contingent of the First Vermont Cavalry posted at the Herndon Depot.

At the time of its incorporation in 1879, the town encompassed 4.25 square miles. The railroad defined the town, with dairy farms located around Herndon shipping milk daily to Washington for processing and distribution. The railroad also transported city dwellers looking for respite in the countryside, with several spacious summer houses appearing in the town.

A devastating fire on March 22, 1917, destroyed much of Herndon's downtown, including 16 businesses and two homes. The downtown was quickly rebuilt with structures made of brick instead of wood.

With the advent of cars, trucks and better roads, the railroad became less of a necessity for Herndon farmers and residents. The last major task for the railway was hauling sand to be used in the concrete mix for the construction of the runways at Washington Dulles International Airport. The final train left the Herndon Depot in August 1968.

### PROFILE

Situated in the northwest quadrant of Fairfax County, Herndon has a land area of 4.25 square miles and is located approximately 23 miles west of Washington, D.C. and two miles east of Washington Dulles International Airport. The town has approximately 9.3 million square feet of commercial and office floor space that support approximately 25,000 jobs. The 2016 population estimate is 24,393. Since 2000, the town has experienced a 12.6 percent increase in population, a modest increase compared to the population growth experienced by the Commonwealth of Virginia (18.8 percent) and Fairfax County (17.4 percent).

# MAP OF HERNDON



## Population Growth – 2000-2016

Jurisdiction	2000	2010	2016	% Growth
Town of Herndon	21,655	23,292	24,393	12.6%
Commonwealth of Virginia	7,079,030	8,001,024	8,411,808	18.8%
Fairfax County	969,749	1,081,726	1,138,652	17.4%
City of Fairfax	21,498	22,565	24,164	12.4%
Town of Vienna	14,453	15,687	16,468	13.9%

Source: U.S. Census Bureau

The population of the town will continue to increase at a modest rate due to construction of new residential units. As the town develops according to the adopted comprehensive master plan, the population estimate will increase to 27,138 by the year 2030.

## DEMOGRAPHIC INFORMATION

Race & Ethnicity	Town of Herndon	Commonwealth of Virginia	Fairfax County	City of Fairfax	Town of Vienna
White	36.2%	64.8%	54.6%	61.4%	69.8%
Black or African American	9.2%	19.0%	8.9%	4.6%	3.0%
American Indian and Alaska Native	0.2%	0.3%	0.2%	0.3%	0.1%
Asian	17.9%	5.5%	17.4%	15.1%	12.0%
Native Hawaiian and Other Pacific Islander	0.0%	0.1%	0.1%	0.0%	0.0%
Some other race	0.2%	0.2%	0.3%	0.2%	0.3%
Two or More Races	2.7%	2.3%	2.9%	2.7%	2.8%
Hispanic	33.6%	7.9%	15.6%	15.8%	12.0%

Note: All categories include Non-Hispanics only, with the exception of the Hispanic category.  
Source: U.S. Census Bureau, 2010

## ECONOMIC INFORMATION

Year	Fairfax County Median Household Income	Fairfax County Median Family Income
2000	\$82,000	\$95,000
2010	\$103,010	\$122,189
2011	\$108,439	\$126,833
2012	\$109,383	\$128,102
2013	\$110,292	\$128,596
2014	\$112,102	\$130,269
2015	\$112,552	\$129,805
2016	\$114,329	\$132,190

Sources: U.S. Census Bureau, 2000, 2010 and 2012-2016 American Community Surveys

Year	Fairfax County Unemployment Rates (%)
2006	2.2%
2007	2.2%
2008	2.8%
2009	4.8%
2010	5.1%
2011	4.8%
2012	4.5%
2013	4.4%
2014	4.2%
2015	3.6%
2016	3.2%

Source: Virginia Employment Commission

## 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 Town Manager, appointed by the Town Council, is the administrative head of the town and is charged with directing all business affairs of the town. The town employs 260 individuals on a regular full- or part-time basis. Additional seasonal personnel are hired as required.

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

### PRINCIPAL EXECUTIVE OFFICERS

Official	Name	Term and Manner of Selection	Length of Service	Expiration of Term
Mayor & Council Member	Lisa C. Merkel	2 years (elected)	8 years	12/31/18
Vice Mayor & Council Member	Jennifer K. Baker	2 years (elected Council Appointed Vice Mayor)	4 years	12/31/18
Council Member	Grace Wolf Cunningham	2 years (elected)	8 years	12/31/18
Council Member	Jeffrey L. Davidson	2 years (elected)	1 year	12/31/18
Council Member	Signe Friedrichs	2 years (elected)	1 year	12/31/18
Council Member	Bill McKenna	2 years (elected)	1 year	12/31/18
Council Member	Sheila A. Olem	2 years (elected)	8 years	12/31/18
Town Manager	William H. Ashton, II	Appointed by Town Council	21 years	Discretion of Town Council
Town Attorney	Lesa J. Yeatts	Appointed by Town Council	3 years	Discretion of Town Council
Director of Community Development	Elizabeth M. Gilleran	Appointed by Town Manager	24 years	Discretion of Town Manager
Director of Finance	Jennie A. Tripoli	Appointed by Town Manager	1 year	Discretion of Town Manager
Director of Golf	Gene A. Fleming	Appointed by Town Manager	32 years	Discretion of Town Manager
Director of Human Resources	Tanya Kendrick	Appointed by Town Manager	4 years	Discretion of Town Manager
Director of Information Technology	Page Kalapasev	Appointed by Town Manager	5 months	Discretion of Town Manager
Director of Parks & Recreation	Cynthia S. Roeder	Appointed by Town Manager	15 years	Discretion of Town Manager
Chief of Police	Maggie DeBoard	Appointed by Town Manager	6 years	Discretion of Town Manager
Director of Public Works	Dana L. Singer	Appointed by Town Manager	17 years	Discretion of Town Manager
Town Clerk	Viki L. Wellershaus	Appointed by Town Manager	25 years	Discretion of Town Manager
Chief Communications Officer	Anne Papa Curtis	Appointed by Town Manager	12 years	Discretion of Town Manager

Source: 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. DPW 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 approximately 365 vehicles and pieces of equipment and approximately 129.6 lane miles of public streets. Additionally, DPW manages the execution of the Capital Improvement Program and performs significant site plan review functions.

**Police Protection.** The Herndon Police Department is a full-service law enforcement agency that provides a full range of police services under a community policing philosophy in accordance with professional and ethical standards. Services include 24-hour patrol, criminal investigations, crime and youth prevention programs, bicycle patrol and a K-9 unit. Working in partnership with the community, the Herndon Police Department seeks to promote a safe community in which to live, work and visit. Demonstrating a commitment to provide professional law enforcement services according to nationally recognized professional law enforcement standards, the Herndon Police Department is accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA), a national accreditation agency; the department was the seventh police agency in Virginia and the 42nd police agency in the United States to be accredited by CALEA.



**Community Development.** The Department of Community Development is responsible for the review and processing of rezonings, site plans, subdivision plans, special exceptions, variances, architectural and heritage preservation proposals and other land development applications. The department implements Herndon's Comprehensive Plan, Zoning Ordinance, Downtown Master Plan, and Herndon Metro Area Plan, as well as preservation, architectural and urban design guidelines. Community enhancement, protection and education are provided in matters of zoning enforcement, community forestry, multi-modal transportation solutions, sustainable planning practices and heritage preservation. The department provides staff support for the Planning Commission, Board of Zoning Appeals, Heritage Preservation Review Board, Architectural Review Board, and ad hoc committees such as the Pedestrian and Bicycle Advisory Committee.



**Parks and Recreation.** The Department of Parks and Recreation provides a comprehensive park and recreation program to meet the diverse interests of town residents. The department is a nationally accredited agency and is a four-time recipient of the Gold Medal Award for Excellence in Parks and Recreation Management. The Herndon Community Center offers a wide array of instructional classes and programs, rental space for private functions and birthday parties, and encompasses a weight room and fitness facility, multi-purpose rooms and kitchen, gymnasium, three racquetball courts, arts and crafts room, and preschool room. The aquatics facility includes an eight-lane, 25-yard indoor

swimming pool, diving and instructional areas, whirlpool, sauna, showers and lockers. The indoor tennis center operates September through April and includes three tennis courts for reserved play, leagues, lessons and other activities. Many popular special events are produced by the department, including the Herndon Festival, July 4<sup>th</sup> celebration, Labor Day Festival, Kids' Triathlon, Homecoming Parade, and NatureFest. Herndon has 11 neighborhood parks, one within a half mile of every resident or ten-minute walk, and is home to two regional walking trails: Sugarland Run Trail and the historic Washington and Old Dominion Trail.

**Herndon Centennial Golf Course.** Opened in 1979, the Herndon Centennial Golf Course is one of the premier public golf courses in the Northern Virginia metropolitan area. The 18 hole, par 71 championship layout features beautifully landscaped greens, gently rolling fairways, tree-lined areas along portions of the course, meandering creeks and several water hazards. Herndon Centennial offers a fully stocked pro shop, driving range, locker rooms, a snack bar and dining area, on-course snack and beverage services, lessons taught by PGA professionals and equipment rentals. Herndon Centennial was designated as a Certified Audubon Cooperative Sanctuary in 2009 and is one of fewer than 900 courses in the world to currently be designated as such.



**Chestnut Grove Cemetery.** The Chestnut Grove Cemetery has served Herndon and the surrounding area for 145 years. From 1872 until 1997, Chestnut Grove was managed by volunteers. In 1997, the Town of Herndon accepted the donation of the cemetery from the Chestnut Grove Cemetery Association and assumed management.



The town has undertaken numerous improvements to ensure the beauty and character of Chestnut Grove will be preserved for future generations. A formal master plan for the development and landscaping of the cemetery was established to ensure it reflects the standards and beliefs of Herndon and surrounding communities that use Chestnut Grove. Approximately 18 acres are developed for burials, with a half-acre “park” area near the front of the cemetery. An additional five acres of woods will be developed for future burials.

**Other Services.** In Virginia, incorporated towns are an integral part of the counties in which they are located. The citizens of the town 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 six elementary schools, one middle and one high school. The residents of the town support the school system through taxes paid to Fairfax County. The most notable commitment Fairfax County makes to its school system is the allocation of 52.8 percent of its 2018 fiscal budget to the school system.

The Fairfax County public school system is the largest education system in the Commonwealth of Virginia and is the nation’s 10<sup>th</sup> largest school system. The system is directed by a 12-person School Board whose members are elected to serve four-year terms. One member represents each of the county’s nine magisterial (election) districts, and three members serve at large. 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.

**Fairfax County Public Schools  
Student Enrollment**

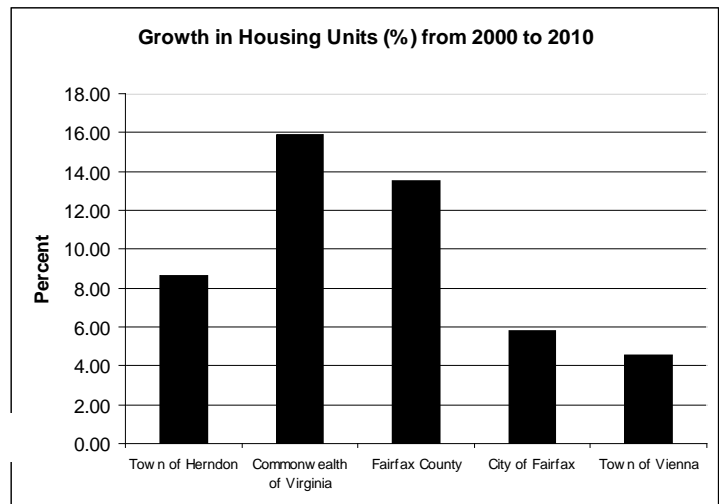
Year	Number of Students
2010	172,391
2011	174,933
2012	177,918
2013	181,259
2014	183,895
2015	185,914
2016	185,979
2017	187,484
2018 estimated	189,022
2019 projected	189,401

Source: Fairfax County Public Schools

## HOUSING UNITS

As the town experiences population growth, it will also see an increase in the number of housing units. Between 2000 and 2010, 623 housing units were added to the town, an increase of 8.7 percent. The number of new housing units is related to the amount of vacant land available; although vacant land is scarce in the town, redevelopment represents opportunities to accommodate Herndon’s growing population.

Source: 2010 U.S. Census



## TRANSPORTATION

The town is serviced by Leesburg Pike (Route 7) to the north; Route 28 and the Greenway (western extension of Route 267) to the west; Fairfax County Parkway (Route 286) to the east; and the Dulles Airport Access Road (Route 267), Lee Jackson Memorial Highway (Route 50), and Interstate 66 to the south. With close proximity to these major transportation routes, residents of the town enjoy convenient commuting access to locations throughout the Washington metropolitan area. Within the town, Herndon Parkway, a "mini-beltway," provides easy access to all parts 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 and regional offices. This desirability will increase significantly as the Metrorail Silver Line, which will include stops at Herndon Station and Innovation Station, is completed in 2020.

## **COMMUNITY FACILITIES**

The Herndon Fortnightly Library, a branch of the Fairfax County Library System, is located in Herndon's downtown. The Reston Regional Library, also 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 located downtown and adjoins the Herndon Fortnightly Library.

Town residents are served by the Reston Hospital Center, as well as Inova Emergency Care Center, a 24-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 National Zoo, professional and collegiate sports, the Kennedy Center, various memorials and monuments, the Smithsonian Institution and government office buildings. The Smithsonian National Air and Space Museum's popular Steven F. Udvar-Hazy Center is located nearby at Washington Dulles International Airport.

## **BUSINESS**



The town boasts a unique synergy between its powerful sense of community and its stature as a 21<sup>st</sup> century business center at the hub of the region's high-tech corridor, resulting in a blending of the old and the new into a foundation that provides solid support for small, medium and large businesses.

The town's 2030 Comprehensive Plan addresses the redevelopment of the areas surrounding access to the Herndon rail 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 Silver Line to the Herndon area by 2020. The connection by rail of the town and its commercial districts to the entire metropolitan Washington region, creates a vastly enhanced marketplace that will likely have broad appeal to businesses. Over the next 12 years, the Comprehensive Plan envisions a vibrant neighborhood developing in close proximity to the station with approximately 6.9 million square feet of mixed-use space including office, residential, retail and hotel uses.



**Principal Property Taxpayers (Unaudited)  
Assessment Year 2017, Fiscal Year 2017**

<b>Taxpayer</b>	<b>Assessed Value</b>	<b>% of Total Assessed Value</b>
BP New Dominion Technology	\$75,120,260	1.74%
New Dominion	\$67,316,580	1.56%
GSG Residential Westerly AT	\$64,754,620	1.50%
Worldgate Centre Owner LLC	\$67,097,630	1.48%
GSG Residential Townes AT	\$61,435,150	1.42%
MIVPO LLC.	\$55,179,320	1.28%
Inland America Herndon Worldgate	\$51,765,990	1.20%
RREEF America REIT II Corp VVV	\$51,107,470	1.18%
Washreit Monument II LLC	\$43,991,250	1.02%
CLF Herndon LLC	\$40,270,700	0.93%
<b>TOTAL</b>	<b>\$575,038,970</b>	<b>13.31%</b>

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

**Principal Employers, 2017 (Unaudited)**

<b>Employer</b>	<b>Employment Range</b>
Amazon Corporation, LLC	Over 500
Booz Allen Hamilton, Inc.	Over 500
Fannie Mae	Over 500
Harris Corporation	Over 500
Navy Federal Credit Union	249-499
Northwest Federal Credit Union	249-499
Town of Herndon	249-499
Airline Pilots Association	100-250
Boeing Company	100-250
Medical Transportation Service	100-250

*Community Profile photo credits: Laura B. Poindexter, Jim Kirby, Michelle Reyzer, Ann Marie Heiser, Maude Grace Bertovich, Susan Go*

TOWN OF  
**Herndon**  
VIRGINIA

[www.herndon-va.gov](http://www.herndon-va.gov)

# Financial Policies, Budget Process, and Financial Structure

## Financial Polices (CHANGES PENDING)

This section identifies the major financial policies that 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 its outstanding fiscal reputation. The Town Council, as part of the FY 2019 budget, confirms the following financial policies:

### Budget Guidelines

**Balanced Budget:** The town must adopt a balanced annual budget by July 1 of each fiscal year that will provide the resources necessary to maintain or enhance 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 expenditures, including established reserves.

*The FY 2019 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 as bond proceeds and use of fund balance, 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 10 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 (e.g., 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 undertaking some other financial arrangement.

Fund Balance: The unassigned portion of the General Fund balance, as of June 30 of each year, must be maintained at a level that equals, at a minimum, approximately 10 percent of the adopted General Fund operating and debt service expenditures for the subsequent fiscal year.

*Based on this policy, the minimum unassigned fund balance for FY 2019 is \$3,519,100. The anticipated unassigned fund balance at June 30, 2019 is \$6,808,836.*

Revenue Stabilization Fund: The following seven principles guide the initial funding, subsequent funding, withdrawing and replenishing of the town's Revenue Stabilization Fund:

- The maximum balance of the Revenue Stabilization Fund will be equal to five percent of budgeted General Fund recurring revenues for the then current fiscal year.
  - *In FY 2019, this target amount is \$1,760,000.*
- The Revenue Stabilization Fund was established in FY 2012 and subsequent transfers to the Revenue Stabilization Fund will be recommended by the town manager and be based on the General Fund financial results of the most recently ended fiscal year, or included as part of the town manager's budget recommendations for the upcoming fiscal year.
  - *During FY 2012 – FY 2018, \$200,000 transfers were recommended each year by the town manager and approved by the Town Council as part of the town's mid-year budget amendment actions. At June 30, 2018, the Revenue Stabilization Fund balance will be \$1,400,000.*
- Withdrawals from the Revenue Stabilization Fund can only be considered if there is an unexpected General Fund recurring revenue decline of at least three percent below the original budget projections for the current fiscal year.
- Only one-third of the anticipated General Fund recurring revenue decline can be recovered through transfer from the Revenue Stabilization Fund in any one fiscal year.
- No more than 25 percent of the balance in the Revenue Stabilization Fund can be withdrawn in any one fiscal year.
- Withdrawals from the Revenue Stabilization Fund must be recommended by the town manager and approved by the Town Council as a formal budget action. In addition, the town manager must also propose other cost-saving measures or revenue enhancements for council consideration and possible action.

Mid-Year Review and Adjustments: During each fiscal mid-year review of the budget, adjustments which propose to use General Fund unassigned fund balance should be minimized to address only critical issues. Nevertheless, funds in excess of the recommended 10 percent of unassigned fund balance may be available for appropriation by the Town Council to meet deferred or newly identified operational or capital requirements.

*The FY 2019 budget continues 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 FY 2019 budget maintains a diversified revenue base with combined business and consumer-related taxes and permits (e.g., other local taxes such as transient lodging taxes, meals taxes, consumer utility taxes, business license fees, and sales taxes) and receipts from charges for services constituting 50 percent of total General Fund recurring revenues. Total projected general property taxes for FY 2019 will provide 33 percent of total General Fund recurring revenues.*

Fees and Charges: The town strives 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 FY 2018, the Town Council established a targeted revenue-recovery level of 75 percent for Parks & Recreation of expenditures which includes personnel, operations and maintenance and minor capital, less those costs attributed to non-revenue generating community programs.

*Total projected Parks & Recreation receipts for FY 2019 are expected to be 59 percent of selected anticipated operating costs as defined by the policy. Actual Parks & Recreation revenues for FY 2017 offset 64 percent of selected operating costs. The FY 2019 budget for the Enterprise Funds (Water & Sewer Fund, Chestnut Grove Cemetery Fund, Golf Course Fund and Downtown Parking Fund) are fully self-sufficient and require no operating transfers from the General Fund.*

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 2019 budget anticipates using \$701,000 in General Fund unassigned fund balance to finance a portion of the General Fund's FY 2019 CIP transfer and to fund certain one-time operating costs contained in the General Fund operating budget.*

## **Expenditures**

Operating Expenditures: The town maintains 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. Also, all department directors and their designated staff have on-line access to the accounting and budgeting computer system. In addition, a condensed quarterly report is prepared for the Town Council, which compares actual to budgeted/projected revenues and expenditures for all funds of the town. The report notes any significant variances from expected results and recommends actions to bring the budget into balance, if necessary.

*The FY 2019 budget continues to adhere to this policy.*

### Debt Service:

- On average, the town's annual General Fund debt service as a percentage of General Fund operating and debt service expenditures should not exceed 12 percent.

*In FY 2019, General Fund debt service will be 6.3 percent of combined General Fund operating and debt service expenditures, which is below 12 percent.*

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

*The most recent comprehensive annual financial report (FY 2017) placed the town's outstanding debt as a percentage of assessed value at 0.25 percent. At July 1, 2018, the estimated percentage will be 0.21 percent. The Code of Virginia limits the town's debt to 10 percent of assessed value. Based on this restriction, the town's total outstanding debt cannot exceed \$432,053,536 during FY 2019. Further, based on the town's three percent restriction, the town's outstanding debt cannot exceed \$129,616,061 during FY 2019.*

### Capital Improvement Program:

- To facilitate the financial planning and decision making process, the town will annually prepare a six-year projection of General Fund revenues and expenditures, Unassigned Fund Balance, and Capital Financing Potential.

*The FY 2019 portion of the CIP is incorporated into the town's FY 2019 budget and is adopted as part of the annual budget. The remaining years of the CIP (FY 2020-2024) will be considered at a separate Town Council public hearing in May 2018.*

- The CIP project totals must 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 2019-2024 continues to adhere to this policy.*

- The town funds a portion of capital improvements with current revenues. The long-term goal is to dedicate a minimum of 10 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 the unassigned fund balance.

*In FY 2019, the General Fund will provide \$450,000 of meals tax recurring revenues to fund a portion of the FY 2019 General Fund CIP costs. In addition to recurring revenues, a judicious use of General Fund unassigned fund balance, proffer monies, capital leases, bond issue proceeds and local, state and federal capital grant sources will provide the remaining resources necessary to finance the FY 2019 portion of the CIP.*

- 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 2019-2024 continues to adhere to this policy.*

- Additional operating expenditures or net cost savings, which result from the acquisition or

construction of major public facilities, must 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; in the town manager's FY 2019 budget transmittal letter; in the section describing the FY 2019 General Fund interfund transfers; and in the FY 2019 Capital Projects Funds budget.*

## 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 also required to adopt a budget prior to July 1 and to set a tax rate for the budget year at that time.

<b><u>October 2017</u></b>	<b><u>February 2018 (continued)</u></b>
Budget kick-off discussion with town's management team	Budget team meets with departments to review revenues/fees
Capital Improvement Program (CIP) kick-off with departments	Town Council public hearing for citizen input on the budget
<b><u>November/December 2017</u></b>	Budget team develops proposed budget
Budget kick-off discussion with departmental budget liaisons	<b><u>March 2018</u></b>
Departments begin a review of all fees with comparative analysis and recommendations	Planning Commission recommended CIP submitted to town manager
Town Council work session to determine goals, objectives and priorities	Town manager's proposed budget submitted to Town Council
Staff CIP review meetings	<b><u>April 2018</u></b>
<b><u>January 2018</u></b>	Budget summary/highlights distributed to all town residents
First Planning Commission public hearing on CIP	Town Council work sessions and public hearings on the budget and FY 2019 portion of CIP
Department budget line item requests submitted to town manager	Town Council sets tax rate and adopts budget and FY 2019 portion of CIP
Budget team meets with departments to review budget submissions	<b><u>May 2018</u></b>
<b><u>February 2018</u></b>	Town Council work session, public hearing and adoption of FY 2020-2024 portion of CIP
Planning Commission public hearing for CIP presentation and recommend	



A brief synopsis of the budget, as proposed by the town manager, is mailed to all town residences and businesses. Additionally, notice is given of one or more public hearings at least 10 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's budget is outlined by department and details the estimated funds necessary to accomplish the objectives and goals of the department. Most departments are subdivided into activity centers. Each activity center is detailed by line item of expenditure, with explanatory notes highlighting significant changes from the prior fiscal year's budget. The revenue portion of the budget is presented by categories of anticipated sources and contains explanatory notes.

Additionally, the budget numbers are presented in a format that allows comparisons of the current fiscal year to the audited and actual results of the prior fiscal year.

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

## **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 Code 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, capital projects funds, 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.

The basis of accounting and the basis of budgeting is the same for governmental funds. Proprietary and fiduciary funds use the accrual basis of accounting. Revenue is recognized when earned and expenses are recognized when incurred. In addition, capital purchases are budgeted while depreciation expenses are not budgeted.

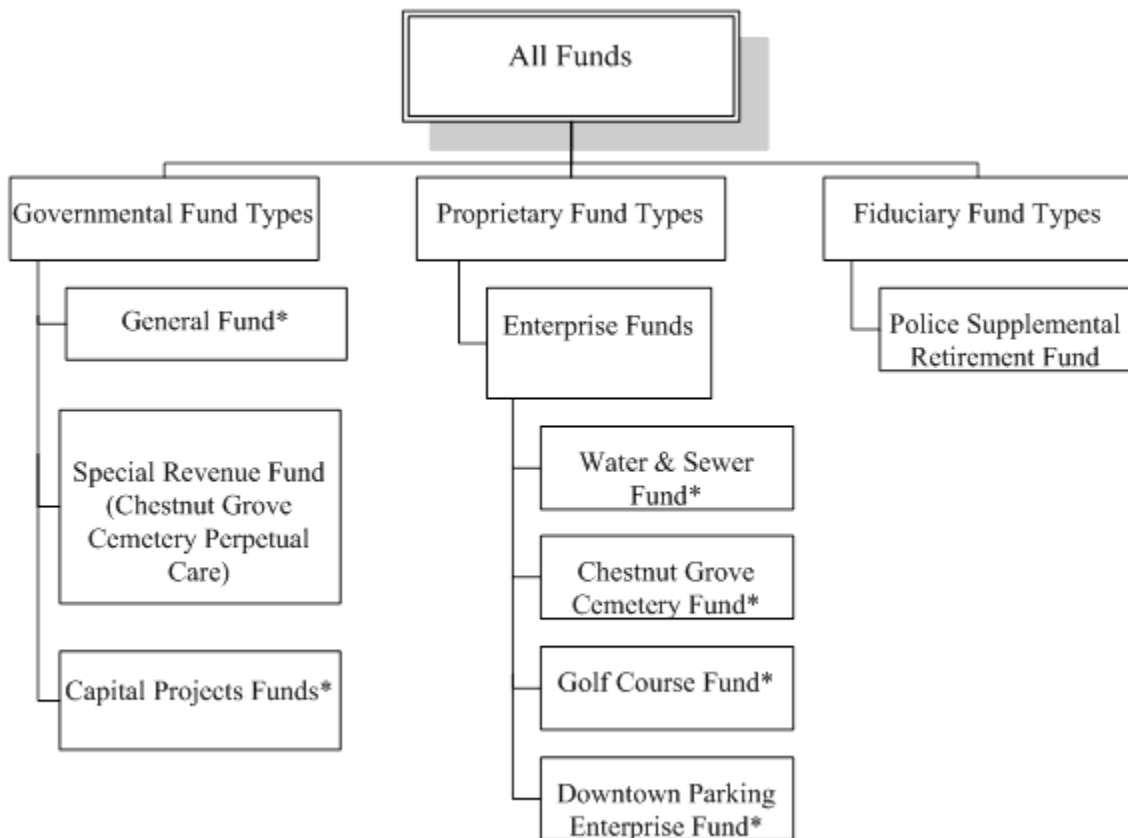
As promulgated by the Government Accounting Standards Board in Statement No. 34, the town's basic financial statements include separate fund-based presentations and two basic government-wide financial statements. These two government-wide statements are the statement of net assets and the statement of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

The Town of Herndon employs a financial structure which includes a General Fund for the day-to-day operations of the town. The town also utilizes one special revenue fund to account for the perpetual care resources of Chestnut Grove Cemetery. The town's four proprietary funds include 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 Improvement Fund; and one fiduciary fund to account for the investments of the town's contribution to the Police Supplemental Retirement Fund.



\*Funds with officially adopted budget

The details of the General Fund, Water and Sewer Fund, Chestnut Grove Cemetery Fund, Golf Course Fund, Downtown Parking Enterprise Fund and Capital Projects Funds budgets are contained within this 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. This funding is based on the town contributing four percent of the annual salary of each sworn police officer toward police supplemental retirement programs administrated by the town.

## **General Fund**

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 and the town attorney) 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.

## **Other Governmental Fund Type**

The town has two capital projects funds and accompanying budgets under one fund titled "Capital Projects Funds." The Capital Projects Funds account for the acquisition or construction of major governmental-type capital projects and information systems improvements. Revenues of the Capital Projects Funds include federal, state and local grants, bond proceeds and capital transfers-in from the General Fund.

The town 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 10 percent of the cemetery site sales for the fiscal year. For financial reporting purposes, the town's major funds are the General Fund, Capital Projects Funds, Water and Sewer Fund, Golf Course Fund, Chestnut Grove Cemetery Fund and Downtown Parking Fund. The town's other funds which include the Chestnut Grove Cemetery Perpetual Care Trust Fund, the Information Systems Improvements Fund and the Police Supplemental Retirement Fund are classified as non-major funds.

## **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 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.

### **Transfer/Reallocation/Redistribution of Funds (CHANGES PENDING)**

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

Department directors 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.

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 Funds 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. The 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.

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 Structure Information**

#### **Internal Controls**

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

## **Fund Balance Information**

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 divided into five components; non-spendable, restricted, committed, assigned, and unassigned. The non-spendable and restricted funds are not available for appropriation or expenditure since these amounts consist of funds that cannot be spent because they are inherently non-spendable or externally enforceable limitations restrict how these funds can be used. Unrestricted fund balance may be subdivided into committed, assigned and unassigned fund balance. If the Town Council anticipates that future actions will require financial resources, then a portion of the fund balance may be committed for those purposes through a formal action. Assigned fund balance reflects the intended use of resources established by the highest level of decision-making authority without a formal action.

The unassigned portion of the fund balance is the financial resource that may be made available to meet unplanned or unforeseen contingencies and other working capital requirements. Additionally, the unassigned portion of fund balance provides the town 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 balance amounts by category for the past 10 fiscal years.

<b>Fund Balance - General Fund</b>					
<b>Ten Year History</b>					
<b>Year Ended June 30</b>	<b>Nonspendable &amp; Restricted</b>	<b>Committed</b>	<b>Assigned</b>	<b>Unassigned</b>	<b>Total</b>
2017	\$341,321	\$1,200,000	\$2,859,002	\$9,345,836	\$13,746,159
2016	294,366	1,000,000	2,898,995	9,084,025	13,277,386
2015	274,029	800,000	2,108,853	8,458,124	11,641,006
2014	319,403	600,000	1,494,744	8,164,509	10,578,656
2013	396,781	400,000	1,478,176	7,109,184	9,384,141
2012	437,038	200,000	1,275,540	6,899,792	8,812,370
2011	465,104	0	1,447,107	6,269,345	8,181,556
2010 *	521,699	0	1,330,286	5,830,035	7,682,020
2009 *	696,928	0	1,547,148	5,572,879	7,816,955
2008 *	668,306	0	2,076,810	5,065,689	7,810,805

\* FY 2008 thru FY 2010 Restated to GASB No. 54 Standards for comparative purposes

Changes in the town's General Fund balance over the past 10 fiscal years reflect the economic conditions within the Washington metropolitan region. In addition, one of the town's financing strategies to augment funding for future capital improvements was a deliberate, planned use (i.e., drawdown) of unassigned fund balance resources, which were in excess of the town's minimum threshold amount.

For FY 2008-2010, the unassigned portion of fund balance remained within the \$5 to \$5.8 million range. Unassigned fund balance at the end of FY 2011 totaled \$6.3 million, principally due to higher than anticipated collections in business license fees and other local excise taxes, coupled with greater than anticipated expenditure reductions, especially in position vacancy savings. These trends continued for FY 2012-2017, resulting in a combined unassigned fund balance amount of \$9.3 million by June 30, 2017.

The committed fund balance represents the revenue stabilization (or "rainy day") fund established in FY 2012 and subsequent annual transfers of \$200,000 into the fund.

For FY 2009-2014, the assigned fund balance was between \$1.3 and \$1.5 million. Subsequent to FY 2014, the increase in the assigned fund balance is partially tied to the establishment of a reserve for future debt service costs and reclassification of the BPOL reserve in FY 2016 from liabilities to assigned fund balance. As of June 30, 2017, the assigned fund balance for future debt service costs and BPOL reserve were \$0.8 and \$0.5 million, respectively.

The town's fiscal policy governing unassigned General Fund balance, as of June 30 of each year, requires a minimum level that equals 10 percent of the adopted General Fund operating and debt service expenditures for the subsequent fiscal year. Based on this policy, the minimum unassigned fund balance for FY 2019 is \$3,519,100. The unassigned fund balance as of June 30, 2017 is \$9,345,836. The FY 2018 budget authorized \$819,000 and the mid-year budget amendment authorized \$1,017,000 as uses of unassigned fund balance. The Proposed FY 2019 budget authorizes \$701,000 as a use of unassigned fund balance. Thus, the anticipated unassigned fund balance at June 30, 2019 is estimated at \$6,808,836, which is above the policy minimum level.

## Governmental Funds

The chart displayed below presents fund balance comparisons for the General Fund for FY 2015 through the projected balances for FY 2019.

<b>General Fund Fund Balance Summary FY 2015 - FY 2019</b>					
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Projected</b>
<b>Revenues:</b>					
General Property Taxes	\$ 10,970,320	\$ 11,029,513	\$ 11,214,419	\$ 11,355,719	\$ 11,739,701
Other Local Taxes	13,318,644	13,372,805	14,177,297	12,948,700	13,333,714
Permits & Privilege Fees	522,048	630,218	559,488	536,000	539,663
Fines & Forfeitures	547,939	463,312	423,335	568,000	460,000
Use of Money & Property	686,546	978,087	569,727	800,000	789,500
Charges for Services	3,556,221	3,488,475	3,599,406	3,363,833	3,572,032
Miscellaneous	13,560	464,255	32,664	50,000	64,360
Intergovernmental	<u>4,412,952</u>	<u>4,481,237</u>	<u>5,171,877</u>	<u>4,481,875</u>	<u>4,706,717</u>
Total Recurring Revenue	34,028,230	34,907,902	35,748,213	34,104,127	35,205,687
<b>Expenditures:</b>					
Town Clerk	626,639	654,549	698,951	711,359	703,257
Town Administration	2,457,281	2,582,772	3,129,803	2,992,184	3,076,077
Town Attorney	545,434	476,792	476,844	488,496	526,860
Parks & Recreation	4,055,755	4,136,245	4,288,848	4,374,502	4,768,401
Finance	1,307,771	1,427,806	1,518,192	1,484,358	1,639,165
Community Development	1,857,171	1,598,172	1,686,329	1,818,235	1,902,329
Police	9,126,841	9,848,958	9,603,136	9,935,818	10,155,437
Public Works	9,512,357	10,014,006	10,735,437	10,585,010	10,091,640
Grants	26,042	46,618	74,628	0	0
Non-Departmental	0	0	1,510	0	118,900
Debt Service	<u>2,254,916</u>	<u>1,416,331</u>	<u>1,374,362</u>	<u>2,209,165</u>	<u>2,209,165</u>
Total Expenditures	31,770,207	32,202,249	33,588,040	34,599,127	35,191,231
<b>Revenue Over (Under) Expenditures</b>	<b>2,258,023</b>	<b>2,705,653</b>	<b>2,160,173</b>	<b>(495,000)</b>	<b>14,456</b>
Other Financing Sources (Uses), Net	<u>(1,195,703)</u>	<u>(1,617,073)</u>	<u>(1,691,400)</u>	<u>(324,000)</u>	<u>(715,000)</u>
<b>Net Change in Fund Balance</b>	<b>1,062,320</b>	<b>1,088,580</b>	<b>468,773</b>	<b>(819,000)</b>	<b>(700,544)</b>
Fund Balance (total), July 1	<u>\$10,578,686</u>	<u>\$11,641,006</u>	<u>\$13,277,386</u>	<u>\$13,746,159</u>	<u>\$12,927,159</u>
<b>Fund Balance (total), June 30 *</b>	<b><u>\$11,641,006</u></b>	<b><u>\$13,277,386</u></b>	<b><u>\$13,746,159</u></b>	<b><u>\$12,927,159</u></b>	<b><u>\$12,226,615</u></b>

\* FY 2016 Ending fund balance was restated for an accounting reclassification.

Total FY 2019 General Fund revenues are projected at \$35,206,000, which is an increase of \$1,101,500 over the FY 2018 adopted budget. General property taxes for FY 2019 are projected to increase \$384,000, which is 3.38 percent over the FY 2018 adopted budget. The increases is directly related to growth in both residential and commercial property assessments. The most recent assessment, dated January 1, 2018, was up almost 3 percent in comparison to the prior year. The town’s proposed real estate tax rate for FY 2019 is the current rate of \$0.2650 per \$100 of assessed value.

Total FY 2019 General Fund personnel, operations and maintenance, minor capital and debt service expenditures, at \$35,191,000, will be approximately \$592,100 more than the FY 2018 adopted budget. This increase in expenditures is driven by increases in personnel and operations and maintenance. Personnel cost increases are for the pay-for-performance employee compensation program. The Virginia Retirement System required contributions and health insurance premiums have remained flat to the FY 2018 budget.

Minor capital expenditures decreased slightly while debt service and interfund transfers have remained flat to the FY 2018 budget. Interfund transfers and lease proceeds are included in the “Other Financing Sources (Uses) Net” line in the previous table

An organization chart of the departments within the General Fund can be found in the tabbed section titled “General Fund”.

<b>Capital Projects Funds Fund Balance Summary FY2015 - FY2019</b>					
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Projected</b>
<b>Revenues:</b>					
Use of Money & Property	\$ 88,293	\$ 32,054	\$ 346,313	\$ 30,000	\$ 30,000
Miscellaneous	64,000	243,929	173,436	18,000	0
Intergovernmental	<u>1,095,705</u>	<u>2,291,815</u>	<u>989,844</u>	<u>3,189,000</u>	<u>5,295,000</u>
<b>Total Revenues</b>	<b>1,247,998</b>	<b>2,567,798</b>	<b>1,509,593</b>	<b>3,237,000</b>	<b>5,325,000</b>
<b>Expenditures:</b>					
Capital Outlay	<u>4,805,785</u>	<u>3,296,422</u>	<u>3,040,310</u>	<u>4,276,000</u>	<u>6,675,000</u>
<b>Revenues Over (Under) Expenditures</b>	<b>(3,557,787)</b>	<b>(728,624)</b>	<b>(1,530,717)</b>	<b>(1,039,000)</b>	<b>(1,350,000)</b>
Other Financing Sources (Uses), Net	<u>1,005,000</u>	<u>1,432,000</u>	<u>1,491,400</u>	<u>1,039,000</u>	<u>1,350,000</u>
<b>Net Change in Fund Balance</b>	<b>(2,552,787)</b>	<b>703,376</b>	<b>(39,317)</b>	<b>0</b>	<b>0</b>
Fund Balance (total), July 1	<u>8,202,084</u>	<u>5,649,297</u>	<u>6,389,709</u>	<u>6,350,392</u>	<u>6,350,392</u>
<b>Fund Balance (total), June 30 *</b>	<b>\$ 5,649,297</b>	<b>\$ 6,389,709</b>	<b>\$ 6,350,392</b>	<b>\$ 6,350,392</b>	<b>\$ 6,350,392</b>

\* FY 2016 Ending fund balance was restated for an accounting reclassification.

The Capital Projects Funds consist of two different types of capital funds. The first is the Capital Project Fund itself, which is used to account for transactions related to major asset acquisition, maintenance or construction projects. The second is the Information Systems Improvement Fund, which is used to account for the acquisition and installation of computer hardware and software, telecommunications equipment and



other information systems improvements. Typical revenue sources for the Capital Projects Funds include interest earnings on available project balances; federal, state and local grants for select capital construction projects; use of developer contributions, proffers and watershed pro-rata share funds; proceeds from bond issues or capital lease/purchase arrangements; and interfund transfers. The FY 2019 portion of the CIP totals \$14.7 million for all funds, with General Fund capital projects constituting the major portion at \$6.675 million as shown in the previous table. Also, included in the CIP is \$7.025 million for the Water and Sewer Fund for which \$6.5 million is for the purchase of one million gallons per day in additional water capacity from Fairfax Water.

### Proprietary Funds

The town has four enterprise funds which are a subcategory of the proprietary fund type. An enterprise fund is defined as a fund established to account for operations financed and operated in a manner similar to private business enterprises. In this case, the town intends that all costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

The tables on the remaining pages of this section display the net position comparisons for the Water & Sewer Fund, Golf Course Fund, Chestnut Grove Cemetery Fund and the Downtown Parking Fund for FY 2015 through the projected balances for FY 2019.

<b>Water &amp; Sewer Fund Net Position Summary FY 2015 - FY 2019</b>					
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Projected</b>
Operating Revenues	\$ 6,412,512	\$ 6,064,510	\$ 6,470,281	\$ 6,198,900	\$ 6,914,000
Operating Expenses	<u>6,842,416</u>	<u>6,963,515</u>	<u>7,606,887</u>	<u>7,536,796</u>	<u>14,627,212</u>
<b>Operating (Loss)</b>	<b>(429,904)</b>	<b>(899,005)</b>	<b>(1,136,606)</b>	<b>(1,337,896)</b>	<b>(7,713,212)</b>
Non-Operating Revenue (Expense)	<u>563,891</u>	<u>650,301</u>	<u>607,861</u>	<u>2,303,500</u>	<u>9,722,400</u>
<b>Change in Net Position</b>	<b>133,987</b>	<b>(248,704)</b>	<b>(528,745)</b>	<b>965,604</b>	<b>2,009,188</b>
Total Net Position, July 1	<u>23,077,399</u>	<u>23,211,386</u>	<u>23,104,086</u>	<u>22,575,341</u>	<u>23,540,945</u>
<b>Total Net Position, June 30</b>	<b>\$ 23,211,386</b>	<b>\$ 23,104,086</b>	<b>\$ 22,575,341</b>	<b>\$ 23,540,945</b>	<b>\$ 25,550,133</b>

\* FY 2016 Ending net position was restated for an accounting reclassification.

Due to escalating wholesale water and sewer conveyance costs beginning in FY 2012, the Water and Sewer Fund's operating loss has been increasing for FY 2015 through 2018. These operating losses have been decreasing the fund's net position.

In the fall of 2017, a comprehensive utility rate study was completed by a third party, which resulted in the Town Council approving utility rate increases aimed at reestablishing fiscal stability of the fund. The rate increases are effective January 2018. This is the first rate increase since FY 2012. The utility rate study recommends future utility rate increases starting in July 2018. These rate increases are reflected in the revenue increases noted in FY 2019.

FY 2019 projected Non-Operating Revenues consist primarily of bond proceeds and water and sewer availability fees, which are budgeted at \$6.66 million and \$2.9 million, respectively. The primary increase in availability fees is expected from the Downtown Comstock development of apartments and retail stores in the Herndon downtown.

<b>Cemetery Fund</b>					
<b>Net Position Summary</b>					
<b>FY 2015 - FY 2019</b>					
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Projected</b>
Operating Revenue	\$ 772,829	\$ 829,602	\$ 890,165	\$ 741,800	\$ 853,383
Operating Expenses	<u>648,906</u>	<u>648,122</u>	<u>660,139</u>	<u>606,154</u>	<u>778,793</u>
<b>Operating Income (Loss)</b>	<b>123,923</b>	<b>181,480</b>	<b>230,026</b>	<b>135,646</b>	<b>74,590</b>
Non-Operating Revenue					
(Expense)	(6,453)	(51,792)	(39,284)	(22,200)	31,500
Transfer In (Out), Net	<u>(13,362)</u>	<u>(25,096)</u>	<u>(44,407)</u>	<u>(7,100)</u>	<u>(45,490)</u>
<b>Change in Net Position</b>	<b>104,108</b>	<b>104,592</b>	<b>146,335</b>	<b>106,346</b>	<b>60,600</b>
Total Net Position, July 1	<u>1,010,604</u>	<u>1,114,712</u>	<u>1,219,304</u>	<u>1,365,639</u>	<u>1,471,985</u>
<b>Total Net Position, June 30</b>	<b>\$ 1,114,712</b>	<b>\$ 1,219,304</b>	<b>\$ 1,365,639</b>	<b>\$ 1,471,985</b>	<b>\$ 1,532,585</b>

Revenues for the Cemetery Fund during the five fiscal years displayed have ranged from the mid \$700,000 to the upper \$800,000 range with FY 2017 hitting the high point. The fund's main source of revenue remains the sale of cemetery sites. During the course of a typical fiscal year, the fund sells about 135 cemetery sites and performs about 140 interments. During FY 2017, the Cemetery sold 148 sites and performed 133 interments, which increased operating revenue over the prior two years.

The change in net position for FY 2015-2017 has remained slightly over \$100,000 primarily due to operating income. Net position for FY 2018 and FY 2019 is projected to be about the same.

<b>Golf Course Fund</b>					
<b>Net Position Summary</b>					
<b>FY 2015 - FY 2019</b>					
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Projected</b>
Operating Revenue	\$ 1,367,680	\$ 1,477,226	\$ 1,497,289	\$ 1,450,200	\$ 1,464,334
Operating Expenses	<u>1,520,541</u>	<u>1,473,086</u>	<u>1,530,550</u>	<u>1,567,200</u>	<u>1,602,134</u>
<b>Operating Income (Loss)</b>	<b>(152,861)</b>	<b>4,140</b>	<b>(33,261)</b>	<b>(117,000)</b>	<b>(137,800)</b>
Non-Operating Revenue					
(Expense)	<u>(32,295)</u>	<u>(7,708)</u>	<u>(16,479)</u>	<u>(1,500)</u>	<u>14,600</u>
<b>Change in Net Position</b>	<b>(185,156)</b>	<b>(3,568)</b>	<b>(49,740)</b>	<b>(118,500)</b>	<b>(123,200)</b>
Total Net Position, July 1	<u>3,297,992</u>	<u>3,112,836</u>	<u>3,109,268</u>	<u>3,059,528</u>	<u>2,941,028</u>
<b>Total Net Position, June 30</b>	<b>\$ 3,112,836</b>	<b>\$ 3,109,268</b>	<b>\$ 3,059,528</b>	<b>\$ 2,941,028</b>	<b>\$ 2,817,828</b>

Operating revenues for FY 2017 increased almost four percent over the average operating revenues for the five preceding years. Revenues are forecasted slightly less than FY 2017 and FY 2016 levels since golf course revenues are highly dependent on weather conditions and, as such, can vary significantly from year to year. Actual operating expenses include annual depreciation expense (a non-cash item) of approximately \$230,000. The fund's net position is projected to continue to decrease until depreciation and debt service expenses reach the end of their amortization periods.

<b>Downtown Parking Fund Net Position Summary FY 2015 - FY 2019</b>					
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Projected</b>
Operating Revenue	\$ 26,903	\$ 67,403	\$ 26,903	\$ 26,900	\$ 26,900
Operating Expenses	<u>28,283</u>	<u>72,623</u>	<u>111,913</u>	<u>19,500</u>	<u>1,044,500</u>
<b>Operating Income (Loss)</b>	<b>(1,380)</b>	<b>(5,220)</b>	<b>(85,010)</b>	<b>7,400</b>	<b>(1,017,600)</b>
Non-Operating Revenue	21,614	35,532	(6,979)	4,700	1,028,800
Transfer In (Out), Net	<u>400,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>
<b>Change in Net Position</b>	<b>420,234</b>	<b>230,312</b>	<b>108,011</b>	<b>212,100</b>	<b>211,200</b>
Total Net Position, July 1	<u>4,090,109</u>	<u>4,510,343</u>	<u>4,740,655</u>	<u>4,848,666</u>	<u>5,060,766</u>
<b>Total Net Position, June 30</b>	<b>\$ 4,510,343</b>	<b>\$ 4,740,655</b>	<b>\$ 4,848,666</b>	<b>\$ 5,060,766</b>	<b>\$ 5,271,966</b>

The Downtown Parking Fund was established by the town in 1994 as a way of addressing the expanding vehicle parking needs in the downtown due to redevelopment. Under the program, the town, as owner of the parking lots, allocates certain public parking spaces to businesses that elect to join the program. This then satisfies the parking requirements of the businesses. 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 do not have to set aside a portion to satisfy their parking requirements.

Beginning in FY 2012, the town has contributed \$200,000 in meals tax receipts, which is set aside to pay the town's share of costs associated with the eventual construction of a parking garage in the downtown area. The \$1.9 million transferred into the fund in FY 2014 from the sale of the Vine Street/Center Street property is being dedicated as "seed money" towards the future parking garage. During FY 2015, the fund received \$400,000 in transfers from the General Fund. Of this amount, \$200,000 represents the annual contribution set aside for the future construction of a parking garage in the downtown. The remaining \$200,000 is to augment funding for the acquisition of the Ashwell property, which closed in FY 2016. In FY 2017, the \$200,000 in meals tax receipts is being used for professional service expenses incurred for the development of the downtown parking garage. For FY 2018 – FY 2019, the \$200,000 in meals tax receipts is being set aside for future debt service payments incurred for the development of the downtown parking garage.

Revenues include the participants' share of annual parking lot maintenance costs and interest earnings on participant promissory notes. Operating expenses include electric service for parking lot lighting, minor maintenance costs and rent for use of a vacant downtown parcel for additional public parking. FY 2019 project operating expenses and non-operating revenue both include \$1.025 million for the first payment due to Comstock for the town's portion of the downtown parking garage, funded by bond proceeds.

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# Budget Summary



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## FY 2019 Budget Reader's Guide

Welcome to the Town of Herndon FY 2019 annual budget. This section is intended to help guide you in understanding the structure and contents of the town's annual budget document. This document outlines the important projects, programs and services the town will be pursuing in the upcoming year. Should a reader desire to review materials in greater depth, various areas within the budget should provide the necessary information.

The basic structure of the budget document is as follows:

### I. Preface

The budget Preface begins on the first page of the document and contains information such as the appropriate budget year (known as a fiscal year) along with the names of the town's elected officials and executive management team. It also contains the town-wide organizational structure along with the document's table of contents. The *Table of Contents* is a good place to start whether there is something specific that you are looking for or you just want to obtain a quick overview of the document. The *Glossary*, located at the end of the book, provides definitions for terms used throughout the budget.

### II. Introduction

The Introduction contains the *Town Manager's Transmittal Letter*, the *Town Council Vision 2035 Plan*, and the *Community Profile*. The transmittal letter is the town manager's way of officially presenting the town's annual operating budget to the Town Council. The letter will contain a brief overview of projects, programs and services that are planned for the upcoming budget cycle.

The *Town Council Vision 2035 Plan*, is a document that was created by the Town Council and conveys to staff the overall values they feel exemplify what they and the residents of the town feel are important. It serves as guide to staff to ensure that their daily work is in keeping with the community's values.

The *Community Profile* is designed to provide a comprehensive cross-sectional overview of the town in a very small space. It contains a variety of information including town history, geography, demographic and economic data, a brief description of town services by department, and a list of some of the larger employers located in the town.

The last topic in this section contains a summary of the town's *Financial Policies, Financial Structure and Budget Process/Schedule*. This section provides guidelines for key financial indicators to ensure that the town employs sound fiscal planning. There are often no absolutes when it comes to determining guidelines of this nature, although there are legal constraints in some cases, and there are often widely accepted parameters that can be used as a guide. From time to time, the town revisits these guidelines and updates them as needed.

In addition to financial policies, this section also contains information regarding the town's financial structure, method of accounting and a timeline identifying key points for the budget process. As was the

case with the financial policies, there are some legal requirements, such as the date by which a new budget must be submitted to the Town Council (on or before April 1<sup>st</sup>).

### III. Executive Summary

The Executive Summary is designed to be a “standalone” overview of the town budget. The purpose is to give the reader a comprehensive understanding of what the town plans to accomplish in the upcoming budget cycle and present it in a way that should allow an average reader to get through it in a reasonable amount of time.

It begins with a quick overview regarding major components of the overall town budget that includes the following expenditure categories: personnel, operations and maintenance, capital, inter-fund transfers, non-departmental, and debt service. These categories represent the major expenditure categories that the town uses to track how, and in what proportion, monies are to be expended. Also provided is a year-over-year comparison to show how each of these categories are expected to change. Lastly, there is trend information to give the reader a longer-term overview of how the town’s budgets have been changing over the past five years.

Also in this section, you will find information regarding major funds the town uses to track its activities, organized by the same expenditure categories as noted above. In addition, you will find information regarding the supporting revenues. Information is presented in this manner because local governments are required to use something known as “fund accounting”. A fund is nothing more than a self-balancing set of accounts in which revenues equal expenditures. The law requires that local government budgets are balanced, which is very different, for example, from the federal budgeting process.

In some cases, a fund will support a specific activity. Very often these funds are known as “enterprise funds” and are self-sustaining. This means that the revenue is generated by user fees. The town has several such funds, including the Water & Sewer Fund, Cemetery Fund, and the Golf Course Fund.

In other cases, such as the “General Fund”, the services provided by the town are considered basic services and are paid for utilizing general tax revenue. This will be discussed further in the next section entitled *Fund Summaries*.

Lastly, this section will contain summary tables of various types of expenditure and revenue data delineated in different ways, generally at a higher summary level.

### IV. Fund Summaries

This section provides the information presented in the *Executive Summary*, but in greater detail. It is organized by fund, with each fund beginning with an organizational chart, a revenue summary, a personnel summary (where relevant) and expenditure information. Depending on the fund, the level of expenditure detail can vary among the various major operating funds (General Fund, Water & Sewer Fund, Cemetery Fund, Golf Course Fund).

For example, the General Fund, which is usually the largest fund for any municipality, begins by providing comprehensive revenue and personnel information for the entire fund. This is then followed by detailed expenditure information organized by department. This section provides detailed information for Town

Clerk, Town Administration (Town Manager, Communications & Economic Development, Human Resources, and Information Technology), Parks & Recreation, Finance, Community Development, Police, Public Works, and Town Attorney.

Each of these departments will organize their expenditure information by personnel, operations and maintenance, and capital. This information will be provided by division with some departments, such as Town Clerk, having only one division, and others, such as public works, having several. Each division within a department is generally associated with a particular service.

## V. Capital Projects Program

This section contains information addressing the town's Capital Improvement Program (CIP). The CIP is a multi-year budget that is used to plan major capital projects over the next five years. In this section, you will find a table containing a comprehensive list of projects by fund, specific project sheets that provide descriptions for each project, the expected timeline for project completion and the project's identified funding sources.

## VI. Appendices

The appendices section includes items that are considered reference materials supporting the content of the budget document.

Glossary & Acronyms – The *Glossary* contains definitions of terms that are specific to governmental finance and budgeting (like fiscal year). Acronyms (abbreviations) are often used as a shorthand for things such as governmental organizations, various programs (such as grants) or items that are used often enough that a shorthand becomes the preferred format for conveying the information.

Budget Guidance Resolution – This document contains the Town Council's top priorities for the upcoming budget year. These items are already highlighted in the town manager's transmittal letter to Council, with this item being the actual legal document providing direction and initiating the official budget process.

Personnel Classification Plan – This document contains the official list of titles for positions, their potential salary ranges, and grade levels. It is intended to be comprehensive and may contain position titles that are not currently filled.

Town-Wide Position Summary – This document contains position information, full and part time, by fund, department, division, position. It is simply a tally of positions and contains no other information other than title and number of positions of that title, by fund, department, division.



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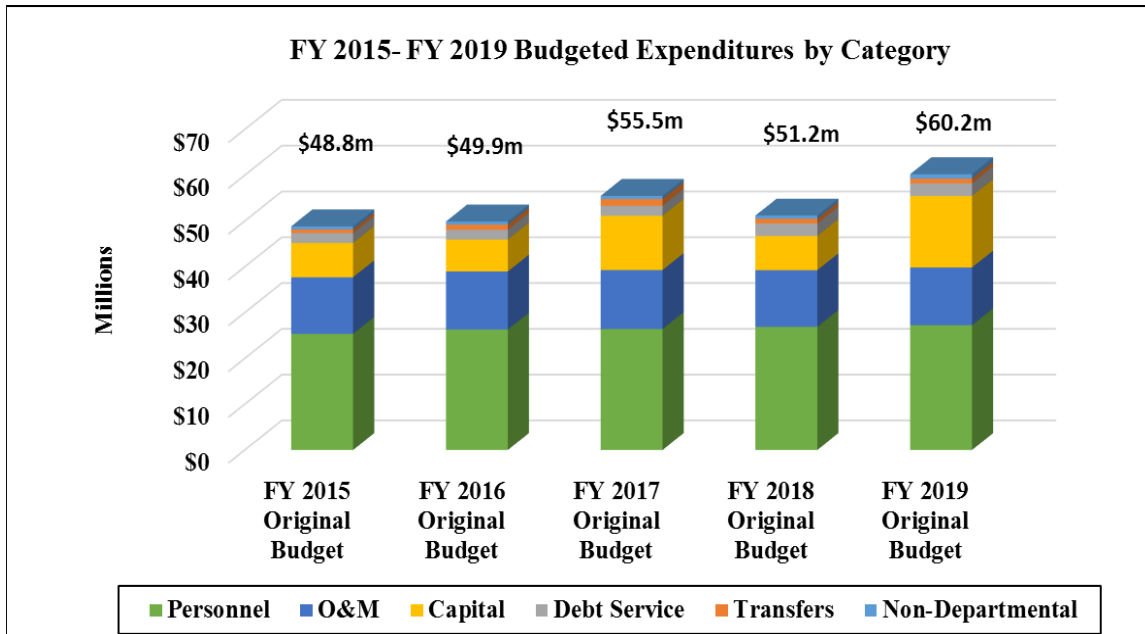
## FY 2019 Budget Overview

### Total Budgeted Expenditures

The FY 2019 budget for all funds: General Fund, Water & Sewer Fund, Golf Course Fund, Chestnut Grove Cemetery Fund, Downtown Parking Fund, and the Capital Projects Funds totals \$60,222,260. This total represents an increase of 17.7 percent, or \$9,040,383, more than the adopted FY 2018 budget of \$51,181,877. Most of the increase is in the Capital category (\$15.6 million) and is related to bonding for large capital projects in the Water and Sewer Fund and the Downtown Parking Fund.

A comparative overview of the FY 2018 and FY 2019 budgets follows:

	<u>FY 2018</u>	<u>FY 2019</u>	<u>Percent Change</u>	<u>Percent of FY 2019 Budget</u>
<b>Personnel</b>	26,882,555	27,257,521	1.4%	45%
<b>Operations &amp; Maintenance</b>	12,369,337	12,588,944	1.8%	21%
<b>Capital</b>	7,469,720	15,600,040	108.8%	26%
<b>Interfund Transfers</b>	1,019,000	1,025,000	0.6%	2%
<b>Non-Departmental</b>	701,400	986,190	40.6%	2%
<b>Debt Service</b>	2,739,865	2,764,565	0.9%	5%
<b>Total</b>	<u>51,181,877</u>	<u>60,222,260</u>	17.7%	100%



Over the period FY 2015-FY 2019, the town’s overall budgeted appropriations have grown at a relatively consistent rate, with the exclusion of capital expenditures, which can vary widely year-over-year. As can be seen in the table on the preceding page, FY 2019 expenditures by category show a 108 percent increase for Capital resulting from two large bond related expenditure items: the purchase of water capacity at \$6.5 million and \$1.0 million budgeted for activities related to the downtown development project. It is not unusual for capital appropriations to vary more widely than operational activities because capital projects are often large one-time expenditures.

## General Fund Summary

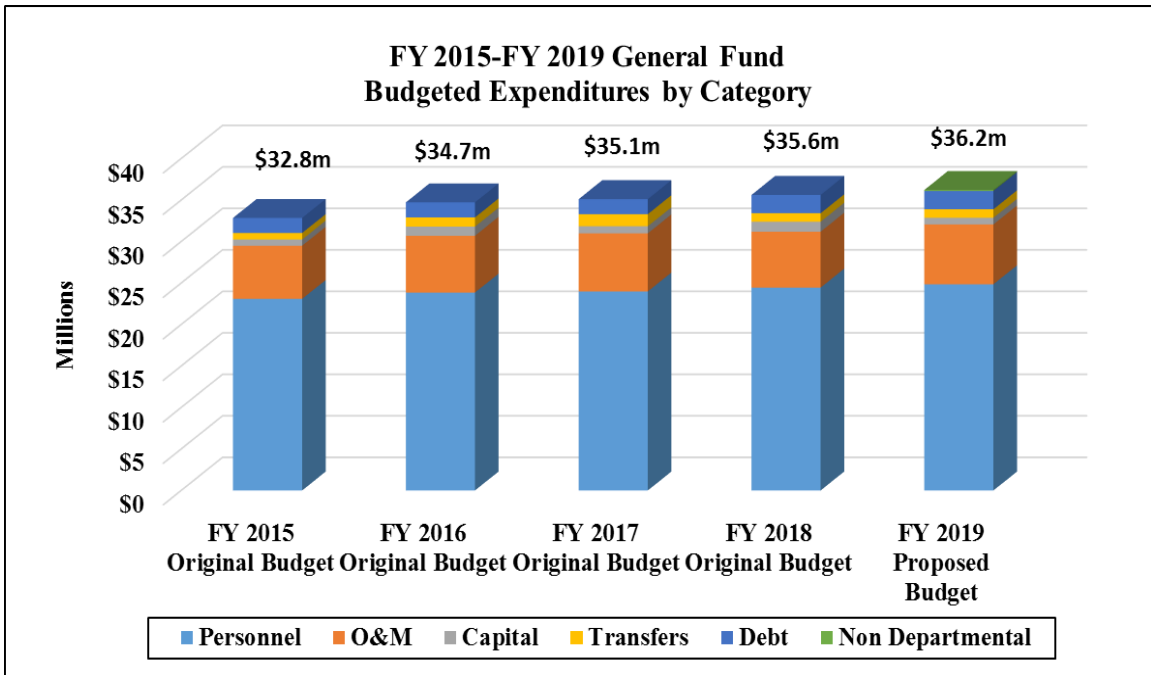
### General Fund Expenditures

The General Fund is the primary operating fund of the town and includes Town Administration, Community Development, Finance, Parks & Recreation, Police, Public Works, the Town Attorney and the Town Clerk. The FY 2019 General Fund total of \$36,306,231 is an increase of \$688,104, or approximately 1.9 percent, more than the adopted FY 2018 total of \$35,618,127.

A comparative overview of the FY 2018 and FY 2019 General Fund budgets follow:

<b>FY 2019 Total General Fund Budgeted Expenditures by Category</b>				
	<u>FY 2018</u>	<u>FY 2019</u>	<u>Percent Change</u>	<u>Percent of FY2019 Budget</u>
<b>Personnel</b>	24,452,086	24,854,022	1.6%	68.6%
<b>Operations &amp; Maintenance</b>	6,737,256	7,203,944	6.9%	19.9%
<b>Capital</b>	1,200,620	805,200	-32.9%	2.2%
<b>Interfund Transfers</b>	1,019,000	1,025,000	0.6%	2.8%
<b>Debt Service</b>	2,209,165	2,209,165	0.0%	6.1%
<b>Non-Departmental</b>	-	118,900	100.0%	0.3%
<b>Total</b>	<u>35,618,127</u>	<u>36,216,231</u>	1.7%	100%

For FY 2019, growth in personnel expenditures of 1.6 percent was lower than the average of 2.2 percent over the period FY 2015 to FY 2019. This was mainly due to the absence of increases in health insurance and retirement benefits, a more recent trend, as well as staff turnover. Operations & Maintenance (O&M) increased 6.9 percent from FY 2018 to FY 2019 due to the return of the Herndon Festival carnival (\$200,000), as well as increases in professional services and special projects. Transfers remained essentially the same and continue to be used to fund the Capital Improvements Program (CIP) and support the Downtown Parking Fund. Capital decreased by 22.6 percent year-over-year, due to fewer purchases of large equipment items than in FY 2018, when several very large trucks were budgeted. The non-departmental category contains one item previously budgeted in Human Resources (retiree benefits) and the addition of a small contingency amount for unplanned events.



On average, over the period FY 2015-2019 the total General Fund budget increased by 2.4 percent per annum; with the increase from FY 2018 to FY 2019 coming in at 1.7 percent. A large part of the lower rate of increase is due to the nearly \$270,000 decrease in life cycle capital purchases. Also, growth between the FY 2015 and FY 2016 budgets was unusually high, at 5.7 percent, skewing the average for the period.

Debt service has remained the same as the FY 2018 budgeted number and continues to contain a contribution to the debt service reserve fund, in preparation for potential costs associated with the downtown development project. The budgeted appropriations associated with the downtown are a very important component in the town’s overall long term financial plan. Over several budget cycles the town has built the capacity to cover the cost of annual debt service payments for the issuance of bonds that may be needed for the downtown development project.

### General Fund Revenues

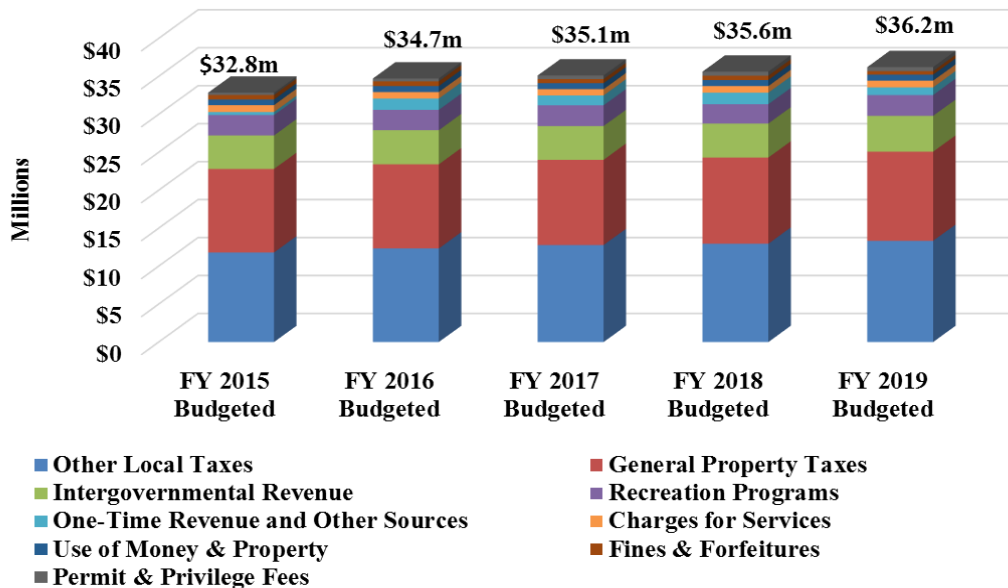
The following section provides an overview of budgeted General Fund revenues. Total FY 2019 General Fund resources, which include recurring revenues and other one-time financing sources, are projected at \$36,216,231. Overall, total FY 2019 General Fund resources (including other financing sources) are projected to increase 1.7 percent over the total budgeted amount for FY 2018. All changes in projected General Fund revenues are the result of changes in projected tax-related activity; no town tax rates have been increased for the FY 2019 budget cycle.

When reviewing the town’s revenue profile, approximately 82.3 percent of the total General Fund revenue comes from three categories: 1) Other Local Taxes 2) General Property Taxes 3) Intergovernmental Revenues. If revenues are included that are generated from the town’s Parks & Recreation programs, revenues that are ear-marked to offset the costs of specific programs provided to area residents, that number climbs to approximately 89.8 percent of total General Fund revenues.

### Total General Fund Budgeted Revenues

	<u>FY 2018</u>	<u>FY 2019</u>	<u>Percent Change</u>	<u>Percent of FY 2019 Budget</u>
<b>Other Local Taxes</b>	12,948,700	13,333,714	3.0%	36.8%
<b>General Property Taxes</b>	11,355,719	11,739,701	3.4%	32.4%
<b>Intergovernmental Revenue</b>	4,481,875	4,723,217	5.4%	13.0%
<b>Recreation Programs</b>	2,542,500	2,741,200	7.8%	7.6%
<b>One-Time Revenue and Other</b>	1,514,000	1,010,544	-33.3%	2.8%
<b>Charges for Services</b>	871,333	878,693	0.8%	2.4%
<b>Use of Money &amp; Property</b>	800,000	789,500	-1.3%	2.2%
<b>Fines &amp; Forfeitures</b>	568,000	460,000	-19.0%	1.3%
<b>Permit &amp; Privilege Fees</b>	536,000	539,663	0.7%	1.5%
<b>Total</b>	<b>35,618,127</b>	<b>36,216,231</b>	<b>1.7%</b>	<b>100.0%</b>

FY2015-FY2019 Budgeted General Fund Revenues by Type



### Other Local Taxes (36.8 percent or \$13,333,714)

This category represents 36.8 percent of total budgeted General Fund revenue in FY 2019. It is comprised of several significant revenues including the Business & Professional Occupancy License Tax (BPOL) (\$4,600,000); Transient Occupancy Tax (\$2,249,410); Meals Tax (\$2,304,304); State Shared Local Sales Tax (\$1,800,000); and Consumer Utility Taxes (\$790,000).

Each of these consumer related taxes have grown at varying rates over the period with performance in recent years being somewhat modest. In some cases, such as the Consumer Utility Tax and State Shared Sales Tax, estimates for FY 2019 are flat or declining; while in others, such as the Meals Tax and Transient Occupancy Tax, an increase is expected. These very slow growth rates are reflective of what appears to be a general slowing over the period in the rate of increase in these revenue categories.

The BPOL tax is a gross receipts licensing tax on businesses in Virginia, and while it is somewhat less impacted by the business cycle, it is highly dependent on federally based contracting activity, which in the post FY 2008 recession period can potentially be more volatile. Due to this concern, and the large portion of revenue it provides, the town has historically budgeted it conservatively. However, given baseline growth in recent years, a \$300,000 increase was incorporated into the FY 2019 revenue estimate. This increase still provides a significant margin between FY 2017 actuals receipts and the FY 2019 budgeted estimate.

### **Real Estate Property Taxes (32.4 percent or \$11,739,701)**

At 32.4 percent of total FY 2019 General Fund budgeted revenue, property taxes are the second largest General Fund category and represent its single largest revenue generating tax. As a counter cyclical revenue, property taxes are critical in maintaining a diversified revenue stream and aid in combating the potential loss of revenue caused by economic downturns.

Budgeted property taxes have grown approximately 1.6 percent per annum, a modest pace characterized by the same slowing that we have seen in the other local taxes category. However, the estimated growth rate for FY 2019 over the prior year is 3.4 percent (which includes property taxes, taxes on public service corporations, penalties and interest and the senior tax deduction). This was an unusually large increase relative to increases in recent years and more in keeping with increases seen during the early recovery period after the 2008 recession.

In recent years, residential property tax assessments have grown at a higher rate than their commercial counterparts, with residential valuation now accounting for 56 percent of total valuations and commercial accounting for 44 percent. In FY 2019, growth in residential assessments was 3.5 percent while commercial assessments grew 2.3 percent. The total combined assessment growth rate was just under three percent. These growth rates account for the revaluation of existing property, as well as the value of new construction.

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 town real estate tax. Because town citizens also pay taxes to Fairfax County, the town Council makes every effort to pursue conservative budgetary policies to maintain a stable town real estate tax rate. The budget for FY 2019 retains the current real estate tax rate of \$0.2650, the same rate it has been since FY 2012.

In FY 2019, one penny on the real estate tax rate will be equivalent to \$432,054<sup>1</sup>. In FY 2018, one penny was equivalent to \$419,657. The average FY 2019 residential assessed property value in Herndon is projected to be \$386,541, an increase of \$12,820 over the FY 2018 average value of \$373,721. The average FY 2019 residential tax bill is projected to be \$1,024.33 (at the rate of \$0.2650 per \$100 of assessed value), an increase of \$33.97 over the average FY 2018 amount of \$990.36.

<sup>1</sup> 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 \$445,015.

## Intergovernmental Revenue (13 percent or \$4,723,217)

Intergovernmental revenue comprises 13 percent of the total General Fund budgeted revenues for FY 2019 and has realized a 1.7 percent growth over the period FY 2015-FY 2019. The FY 2019 budgeted amount represents an estimated increase of \$241,342, or 5.4 percent, from the FY 2018 budgeted estimate. The three largest revenue line items in this category are: 1) Virginia Department of Transportation (VDOT) Street Maintenance Allocation (\$2,029,400); 2) Communications Sales & Use Tax (\$1,584,317); and 3) State Government Reimbursements and Grants (\$715,000). The VDOT maintenance allocation, which has been increasing every year, represents a significant resource for the town in maintaining its streets and infrastructure.

The communications sales & use tax is another significant revenue source for the town and replaces, by state mandate, several previously assessed local taxes. While the amount initially lost through removal of locally assessed taxes was significantly less than the current revenue, annual revenues are declining slowly, the result of the tax being applied to communications activities which, due to changes in technology, are falling into disuse. Lastly, state government reimbursements and grants are comprised of receipts provided by several state granting programs, the largest of which is called Section 599 funds (\$589,000 in FY 2019), that are to be used in support of local law enforcement.

## General Fund Expenditures by Department by Category

<u>Department</u>	<u>Personnel</u>	<u>O&amp;M</u>	<u>Capital</u>	<u>Total</u>	<u>% of Total</u>
Town Attorney	378,560	148,300	-	526,860	1.6%
Town Clerk	398,557	304,700	-	703,257	2.1%
Finance	1,259,914	379,251	-	1,639,165	5.0%
Community Development	1,826,029	76,300	-	1,902,329	5.8%
Town Administration	1,996,305	1,079,772	-	3,076,077	9.4%
Parks & Recreation	3,414,829	1,318,572	35,000	4,768,401	14.5%
Police	9,156,937	734,300	264,200	10,155,437	30.9%
Public Works	6,422,891	3,162,749	506,000	10,091,640	30.7%
<b>Total Operating Dept.</b>	<b>24,854,022</b>	<b>7,203,944</b>	<b>805,200</b>	<b>32,863,166</b>	<b>100.0%</b>

All initiatives included in the FY 2019 budget are designed to provide a high level of service and enrich the quality of life for citizens. The FY 2019 General Fund budget for recurring expenditures (table above) includes personnel (\$24.9 million), operations & maintenance (\$7.2 million), and minor capital (\$805,000). Debt service, budgeted at \$2.2 million, is not a department based expenditure and is therefore not listed. This represents an increase of 1.5 percent over the adopted FY 2018 budget for the same expenditure categories.

Personnel increased by 1.6 percent or \$401,936 due to a planned 1.25 percent market rate adjustment for regular status employees along with a pay for performance increase calculated at an average rate of 2.5 percent. Similar, but lesser rates are also planned for seasonal staff to maintain a competitive market position. There are also some minor additions being proposed to the town staffing levels that also contribute to the increase. O&M increased by \$466,688 or 6.9 percent, \$150,000 of which was for the carnival event. Capital expenditures decreased by \$394,820 or 32.9 percent due to reductions in vehicle and equipment purchases.

## **FY 2019 Budget Highlights – Operations & Maintenance**

Funds are provided in the FY 2019 budget to provide the day-to-day resources necessary to operate the town and meet our citizens' expectations for services, infrastructure and facilities. The FY 2019 budget fully supports the 2035 Vision Goals and the Town Council priorities to include:

- Making strategic investments in a multi-faceted approach to town communication.
- Expanding community involvement in an advisory role to the Town Council.
- Developing and implementing programs to enhance employee customer service and training and development.
- Updating town zoning ordinances and guidelines.
- Continuing initiatives to efficiently manage traffic flows through the town.
- Leveraging opportunities to expand services, events, facilities and amenities.
- Developing and implementing a strategy to identify distinctive features of Herndon.
- Making downtown a vibrant, year-round activity-based draw.
- Developing and implementing an environmental sustainability plan for the town.

### **Town Clerk**

In FY 2019, the Town Clerk's office will support all activities relating to the upcoming election in November including subsequent ceremonies and Town Council orientations.

All community grant funding for local non-profits is budgeted in the Clerk's office. Potential award amounts were budgeted at \$200,000 for FY 2019, but this amount is subject to Council discretion and will be adjusted as necessary, pending the adoption of the budget. For a detailed breakout of the grants awarded go the "Town Clerk" tab in the General Fund - Fund Summaries section of the budget.

### **Finance**

Finance consists of several divisions that include administration, accounting, revenue and procurement. Recent efforts in finance have focused preparation for financial exigencies associated with the downtown development project such as securing a AAA bond rating for associated bond issuances.

In keeping with the above theme, finance has also been working to develop updated financial policies to ensure sound financial planning for the future.

### **Town Administration**

Town Administration consists of several divisions that include Town Manager, Communications and Economic Development, Human Resources and Information Technology. Notable FY 2019 initiatives for Town Administration include:

- With an agreement in place for the downtown development project, continue efforts to ensure successful project implementation.
- Oversight for a variety of capital projects such as the downtown utility undergrounding.
- Increase levels of staff training as well as the development of improved personnel evaluation forms.



- Implement a GIS program that will improve asset management and use technology to increase the efficiency of service.
- Continue to develop sound budgeting practices that include comprehensive life cycle management, tighter reserve usage practices, increased oversight of town expenditure patterns and improved presentation of relevant vision, budget and performance based information.

## **Parks & Recreation**

Parks & Recreation consists of several divisions that include administration, recreation programs, community center operations, aquatics and parks. FY 2019 initiatives for Parks & Recreation include:

- Upgrading one lifeguard position from part time to full time to improve retention.
- Re-instituting the carnival event as a part of the Herndon Festival.

## **Police**

The Herndon Police Department (HPD) consists of two divisions; operations and support services. Initiatives in FY 2019 will include:

- Addition of a new part time paralegal position.
- Conducting a feasibility study regarding the construction of a storage shed.
- Purchase of GPS trackers for police vehicles to increase officer safety.

## **Public Works**

Public Works is the town's largest department and consists of several General Fund divisions that include: administration, engineering, programs & project management, building inspections, building maintenance, grounds maintenance, streets maintenance & construction, refuse and recycling, general services (fleet), traffic engineering and right-of-way inspections. Initiatives in FY 2019 include:

- Funding for a wide variety of building maintenance and special building maintenance projects that include construction of generator platform for HPD; installation of carpeting in the finance department; foundation mortar repair at the Herndon Municipal Center (HMC); re-sodding the town green; purchase of air quality monitoring equipment; continued funding of a snow mobilization contract.
- Purchases of equipment that include the second year of a two-year funding cycle to implement a new two-way radio system; a salt brine machine; recycling carts, trash receptacles for the downtown; and the purchase of several utility vehicles.
- Lease purchase of a refuse packer truck and a large 4X4 pickup truck.

## Enterprise Fund Summaries

The town has four enterprise funds: Water & Sewer; Golf Course; Chestnut Grove Cemetery; and Downtown Parking. Expenditures cover all operating, maintenance and construction costs associated with fund activities. Revenues consist primarily of user fees charged for services. The Water & Sewer Fund, Golf Course Fund and Chestnut Grove Cemetery Fund are not subsidized with General Fund monies. As has been the town’s financial practice, each fund will reimburse the General Fund for the value of services received through cost allocations.

### Water & Sewer Fund

#### **Water & Sewer Fund Expenditures**

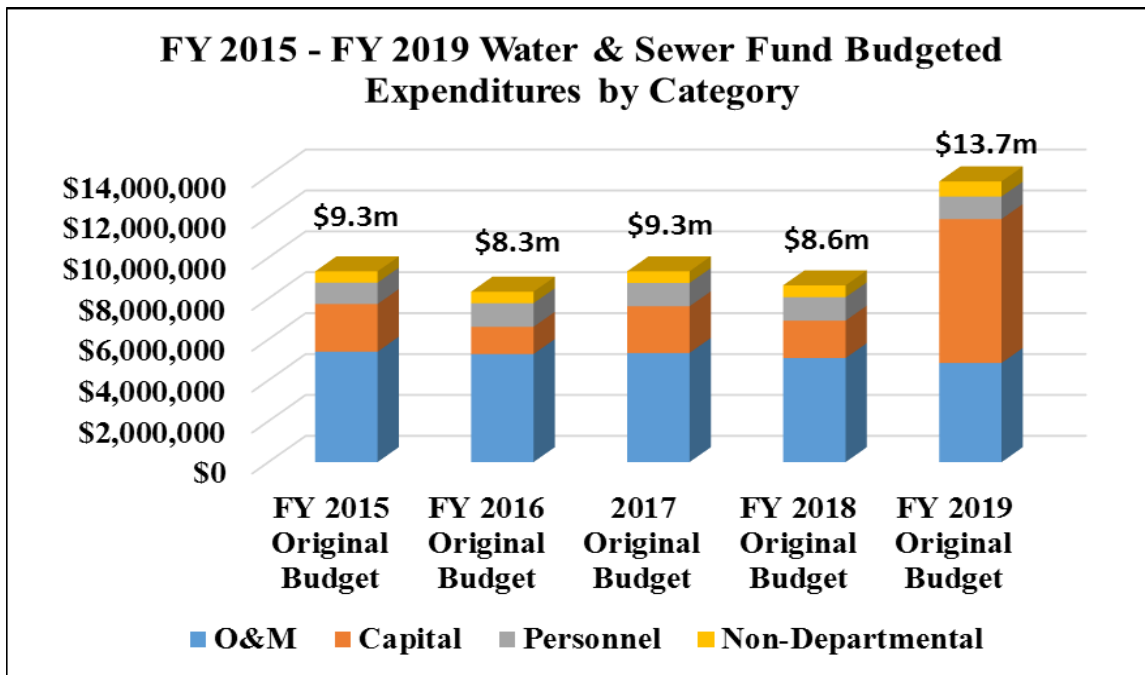
The Water & Sewer Fund budget of \$13,727,212 is a 58.8 percent increase over the adopted FY 2018 budget of \$8,643,396. Included, and driving the majority of the increase, is an increase in capital of \$6.5 million. These funds will be used, as they have in the past, to purchase additional water capacity from Fairfax County Water Authority.

A comparative overview of the FY 2018 and FY 2019 Water & Sewer Fund budgets follows:

<b>Total Water &amp; Sewer Fund Budgeted Expenditures by Category</b>				
	<u>FY 2018</u>	<u>FY 2019</u>	<u>Percent Change</u>	<u>Percent of FY 2019 Budget</u>
<b>Non-Departmental</b>	579,600	741,000	27.8%	5%
<b>Personnel</b>	1,147,196	1,100,112	-4.1%	8%
<b>Capital</b>	1,828,600	7,035,000	284.7%	51%
<b>O&amp;M</b>	5,088,000	4,851,100	-4.7%	35%
<b>Total</b>	<u>8,643,396</u>	<u>13,727,212</u>	58.8%	100%

The second largest expenditure category in the Water & Sewer Fund in FY 2019 is O&M (\$4,851,100) and results from the Water & Sewer Fund paying Fairfax County for access to existing capacity. In FY 2019, the estimated cost for existing usage will be \$3,200,000 for sewer and \$1,300,000 for water.

Other capital related budget items include: Water - \$95,000 for water main redesign, \$45,000 for a 4X4 utility pickup, \$10,000 to restock water meters, \$162,500 to cover fiscal agent and bond issuance fees; Sewer - \$55,000 for Spring Street upsizing (design), \$250,000 for sewer main relining, \$80,000 for further work on the Sewer Master Plan.



As can be seen in the chart above, the overall expenditure level in the utility funds can vary considerably, mainly due to changes in capital expenditures, with the obvious jump in capital for FY 2019.

### Water & Sewer Fund Revenues

As an enterprise operation, the costs of providing water and sewer services to the public must be completely financed by user charges and revenues directly related to fund activity. Because the fund must be self-sufficient, the town must periodically perform a rate study analysis to develop commodity rate (operating revenue) and availability fee (non-operating revenue) structures that fully cover fund obligations. The most recent commodity rate study was completed in 2017, with rate adjustments adopted by Town Council and set to take effect in January of 2018. Availability fees were also updated because of this study. The study provides for rate updates over a five-year period, subject to Council approval.

From FY 2018 to FY 2019 water service charges are projected to increase by 5.6 percent or \$152,000 and sewer service charges are projected to increase by 17.7 percent or \$540,000 (see table on next page). Overall budgeted operating revenues are projected to increase by 11.5 percent or \$715,100 from FY 2018 to FY 2019. These rate increases resulted from the recent utility rate study.

From FY 2018 to FY 2019, non-operating water availability fees are projected to increase 215 percent or \$836,000 and projected non-operating sewer availability fees are expected to increase by 198.2 percent or \$1.1 million. The bulk of these increases are due to capital projects relating to downtown development, Herndon Transit-Oriented Core (HTOC) development, as well as other significant commercial development projects. Non-operating budgeted revenues are projected to increase 160.7 percent, or \$1.9 million, from FY 2018 to FY 2019.

Part of this year’s revenue stream in the fund, in “Other Bonding and Retained Earnings”, is a planned bond issue of \$6,662,500, which includes coverage for fiscal agent fees. The total in the table of \$3.8 million is the result of the bond issuance being offset by a large anticipated influx of one-time availability fee revenue.

<b>Water &amp; Sewer Revenues</b>	<b>FY 2015 Budgeted</b>	<b>FY 2016 Budgeted</b>	<b>FY 2017 Budgeted</b>	<b>FY 2018 Budgeted</b>	<b>FY 2019 Budgeted</b>
<b><u>Operating Revenues</u></b>					
Water	2,655,000	2,635,000	2,811,000	2,704,000	2,856,000
Sewer	3,335,000	3,240,000	3,097,000	3,052,000	3,592,000
Other	574,500	507,700	446,000	442,900	466,000
<b>Operating Total</b>	<b>6,564,500</b>	<b>6,382,700</b>	<b>6,354,000</b>	<b>6,198,900</b>	<b>6,914,000</b>
<b><u>Non-Operating Revenues</u></b>					
Water Availability	150,000	240,000	240,000	389,000	1,225,300
Sewer Availability	240,000	370,000	370,000	569,000	1,696,600
Other	325,500	325,500	313,500	215,500	138,000
<b>Non-Operating Total</b>	<b>715,500</b>	<b>935,500</b>	<b>923,500</b>	<b>1,173,500</b>	<b>3,059,900</b>
<b><u>Other (Bonding &amp; Retained Earnings)</u></b>					
	<b>2,047,600</b>	<b>1,017,100</b>	<b>2,053,200</b>	<b>1,270,996</b>	<b>3,753,312</b>
<b>Total Water &amp; Sewer Revenues</b>	<b>9,327,600</b>	<b>8,335,300</b>	<b>9,330,700</b>	<b>8,643,396</b>	<b>13,727,212</b>

### Chestnut Grove Cemetery Fund

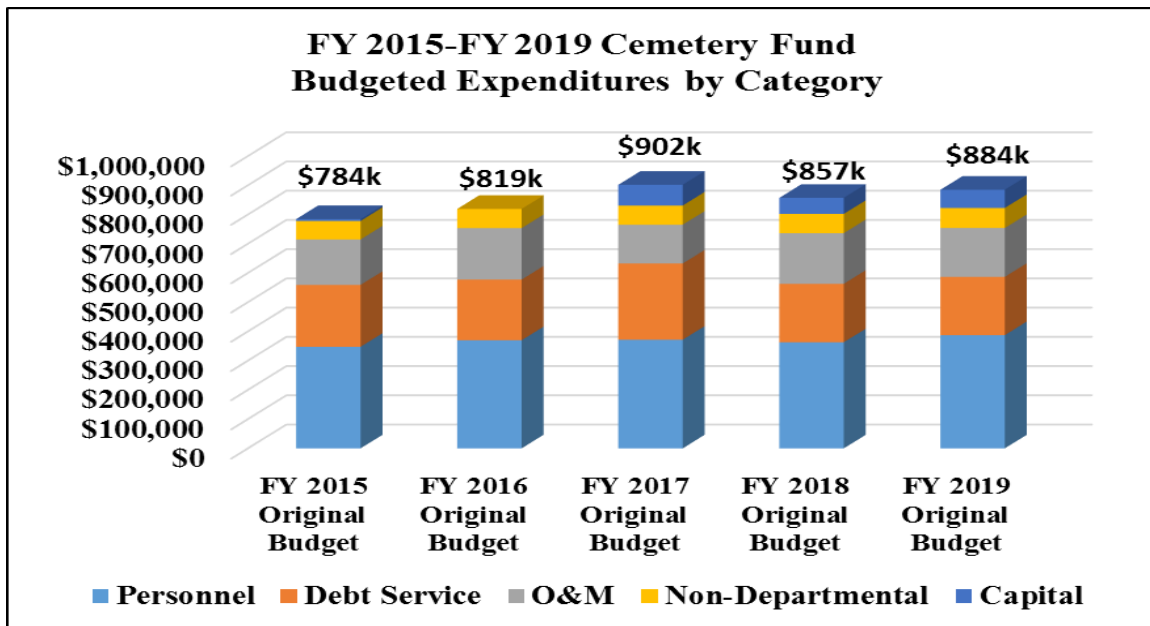
The Chestnut Grove Cemetery Fund is an enterprise fund. For FY 2019, Chestnut Grove Cemetery Fund budget is set at \$884,883. Day-to-day management of the cemetery operations is under the Department of Parks & Recreation. The fund also contains the cemetery's perpetual care funds which are invested on an intermediate basis.

#### Chestnut Grove Cemetery Fund Expenditures

<b>Total Cemetery Fund Budgeted Expenditures by Category</b>				
	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Percent Change</u></b>	<b><u>Percent of FY 2019 Budget</u></b>
<b>Capital</b>	55,000	62,240	0.0%	7%
<b>Non-Departmental</b>	65,700	68,590	4.4%	8%
<b>O&amp;M</b>	173,300	167,300	-3.5%	19%
<b>Debt</b>	200,200	199,300	-0.4%	23%
<b>Personnel</b>	362,954	387,453	6.7%	44%
<b>Total</b>	<b><u>857,154</u></b>	<b><u>884,883</u></b>	3.2%	100%

In FY 2019, the largest categorical expenditure is personnel at 44 percent, or \$387,453. Debt service comprises 23 percent or \$199,300 of the total budget. As indicated on the following chart, overall Cemetery

Fund expenditures are stable with fluctuations often the result of capital projects. Capital activities in FY 2019 include construction of retaining walls and a mower/mulcher combo.



### Chestnut Grove Cemetery Fund Revenues

Revenue projections for FY 2019 include the sale of sites and interments at current rates and charges. Additional projected revenues include income from the sale of memorializing products and interest earnings from investment of the perpetual care funds.

Cemetery	FY 2015 Budgeted	FY 2016 Budgeted	FY 2017 Budgeted	FY 2018 Budgeted	FY 2019 Budgeted
<b><i>Operating Revenues</i></b>					
Sale of Cemetery Sites	403,600	430,700	449,700	452,800	454,900
Internment Services	165,800	191,000	183,200	190,900	220,200
Sale of Merchandise	148,200	122,000	67,600	94,600	135,000
Other	2,000	28,200	19,100	2,500	43,283
Non-Classified	1,000	1,000	1,000	1,000	-
<b>Total Operating</b>	<b>720,600</b>	<b>772,900</b>	<b>720,600</b>	<b>741,800</b>	<b>853,383</b>
<b><i>Non-Operating</i></b>					
Interest on Perpetual Care	44,500	37,500	39,500	36,000	25,500
Interest on Cash	7,600	6,800	9,000	11,200	6,000
<b>Non-Operating Total</b>	<b>52,100</b>	<b>44,300</b>	<b>48,500</b>	<b>47,200</b>	<b>31,500</b>
<b><i>Other (Bonding &amp; Retained Earnings)</i></b>					
	11,700	2,100	132,700	68,154	-
<b>Total Cemetery Revenues</b>	<b>784,400</b>	<b>819,300</b>	<b>901,800</b>	<b>857,154</b>	<b>884,883</b>

Cemetery fees are occasionally modified in response to market and cost demands. The current fees were adopted by Town Council in 2017. Sale of Cemetery Sites, Internment Services, and Sale of Merchandise account for 94.9 percent of the budgeted revenue for FY 2019. The first two items have been growing, on average, at approximately 4.5 percent over the period FY 2015-FY 2019, with Sale of Merchandise showing fluctuations throughout the period.

## Golf Course Fund

### Golf Course Fund Expenditures

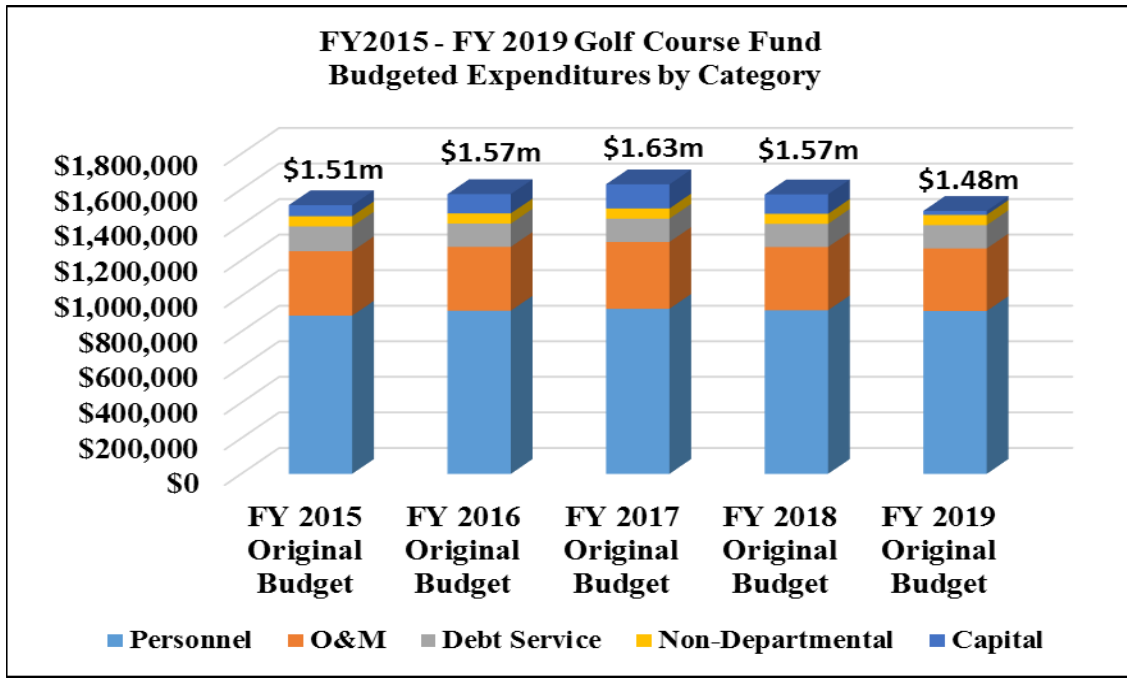
The FY 2019 Golf Course Fund budget total is \$1,478,934, a decrease of \$93,266 or 5.9 percent from the FY 2018 adopted budget of \$1,572,200. Capital expenditures declined 79.9 percent, or \$87,500, from FY 2018-FY 2019, with funding in FY 2019 being used to purchase a Toro HDX utility vehicle. All personnel, operations & maintenance, capital and debt service expenses at the Herndon Centennial Golf Course are funded entirely through users fees.

<b>Total Golf Course Fund Budgeted Expenditures by Category</b>				
	<u>FY 2018</u>	<u>FY 2019</u>	<u>Percent</u> <u>Change</u>	<u>Percent of</u> <u>FY 2019</u> <u>Budget</u>
<b>Personnel</b>	920,319	915,934	-0.5%	62%
<b>O&amp;M</b>	355,781	352,200	-1.0%	24%
<b>Debt Service</b>	130,500	131,100	0.5%	9%
<b>Non-Departmental</b>	56,100	57,700	2.9%	4%
<b>Capital</b>	109,500	22,000	-79.9%	1%
<b>Total</b>	<u>1,572,200</u>	<u>1,478,934</u>	-5.9%	100%

A comparative overview of the FY 2015 through FY 2019 Golf Course Fund expenditure profile follows on the next page. The table indicates that overall Golf Course expenditures have remained stable over recent years and subject to the funds ability to generate revenue. Most fluctuations in the overall budget can be attributed to changes in the level of capital or debt service expenditures. The table also indicates that staffing for the Golf Course has remained lean, with a peak in FY 2016, and subsequent declines in recent years.

### Golf Course Fund Revenues

Greens and Gold Cart rental fees were approved by Town Council action in February 2016. The fee structure includes off-season rates. 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.



Golf Course	FY 2014 Budgeted	FY 2015 Budgeted	FY 2016 Budgeted	FY 2017 Budgeted	FY 2018 Budgeted	FY 2019 Budgeted
<b><u>Operating Revenues</u></b>						
Green Fees	947,500	1,014,100	967,000	985,800	970,600	982,500
Golf Cart Rental	267,000	286,700	276,600	274,000	281,600	283,600
Merchandise Fees	66,000	66,000	66,800	66,000	65,700	64,300
Driving Range Fees	67,900	68,200	68,600	67,500	69,400	71,300
Other	61,800	61,600	61,300	65,300	62,900	62,634
<b>Total Operating</b>	<b>1,410,200</b>	<b>1,496,600</b>	<b>1,440,300</b>	<b>1,458,600</b>	<b>1,450,200</b>	<b>1,464,334</b>
<b><u>Non-Operating</u></b>						
Interest on Investments	15,000	15,000	25,000	25,000	25,000	14,600
Grants	-	-	-	15,000	-	-
<b>Non-Operating Total</b>	<b>15,000</b>	<b>15,000</b>	<b>25,000</b>	<b>40,000</b>	<b>25,000</b>	<b>14,600</b>
<b><u>Other (Bonding &amp; Retained Earnings)</u></b>						
	33,500	-	108,300	130,000	97,000	-
<b>Total Golf Course Revenues</b>	<b>1,458,700</b>	<b>1,511,600</b>	<b>1,573,600</b>	<b>1,628,600</b>	<b>1,572,200</b>	<b>1,478,934</b>

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 (which generate 86 percent of the funds revenue stream) are very competitive with nearby public facilities and continue to allow for superior operations and maintenance. Total FY 2019 Golf Course Fund revenue is \$1,478,934. Growth in these major revenues has been relatively flat over the period, which is mainly reflective of the competitive market environment, stable customer base, and prevailing weather conditions.

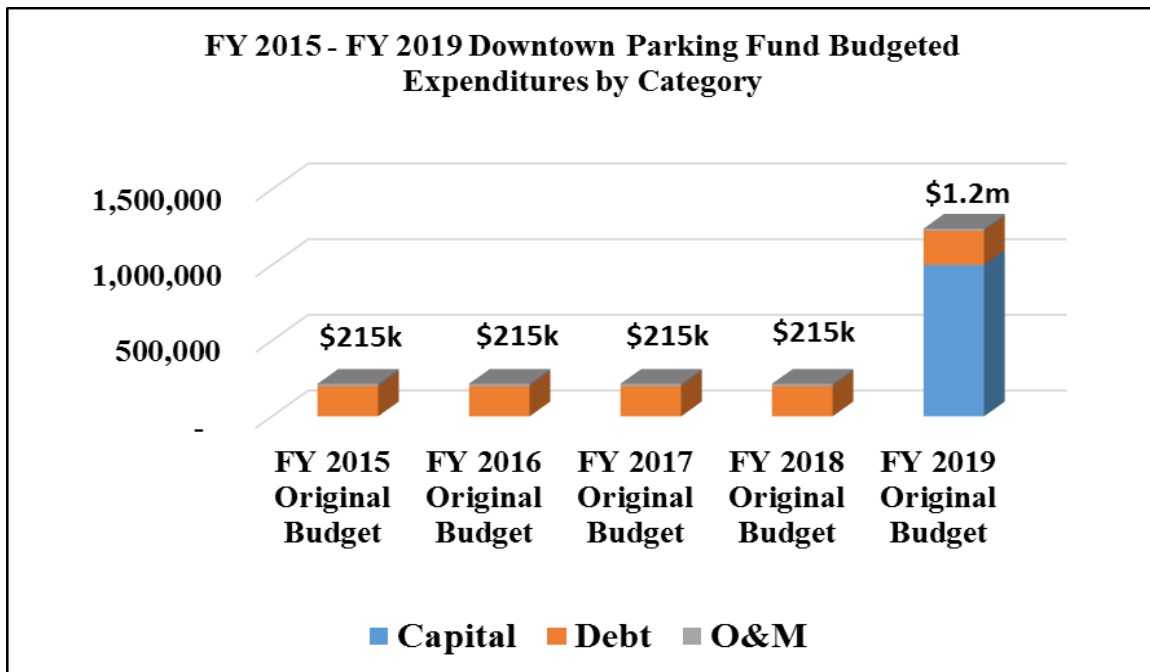
## Downtown Parking Fund

### Downtown Parking Fund Revenues

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 2019 Downtown Parking Fund amount of \$1,240,000 is comprised of: \$1,000,000 for capital projects relating to downtown development, \$200,000 for debt capacity relating to the downtown development, funding for operations and maintenance of the Station Street and James Building surface parking lots and monthly lease payments for temporary parking in the downtown.

A comparative overview of the FY 2018 and FY 2019 Downtown Parking Fund budgets follows:

<b>Total Downtown Parking Fund Budgeted Expenditures by Category</b>				
	<u>FY 2018</u>	<u>FY 2019</u>	<u>Percent Change</u>	<u>Percent of FY2019 Budget</u>
<b>Capital</b>	0	1,000,000	100.0%	81%
<b>Debt</b>	200,000	225,000	12.5%	18%
<b>O&amp;M</b>	15,000	15,000	0.0%	1%
<b>Total</b>	<u><b>215,000</b></u>	<u><b>1,240,000</b></u>	476.7%	100%





## Downtown Parking Fund Revenues

In most years, the majority of annual revenues available to the Downtown Parking Fund are the result of a transfer in from the General Fund. In FY 2019, that transfer will be \$200,000 and is part of the town's continuing effort to build capacity for debt service relating to the downtown development project. This year provides for \$1 million in bond proceeds as projects relating to that development begin to enter the planning stage. If a bond is issued in FY 2019, is it likely that the debt service payments will not begin until FY 2020. Revenues of \$26,900 relate to various elements of the shared parking program.

<b>Downtown Parking</b>	<b>FY 2015 Budgeted</b>	<b>FY 2016 Budgeted</b>	<b>FY 2017 Budgeted</b>	<b>FY 2018 Budgeted</b>	<b>FY 2019 Budgeted</b>
<b><u>Operating Revenues</u></b>					
Donations	12,700	12,700	12,700	12,700	12,700
Other	-	-	-	14,200	14,200
<b>Total Operating</b>	<b>12,700</b>	<b>12,700</b>	<b>12,700</b>	<b>26,900</b>	<b>26,900</b>
<b><u>Non-Operating</u></b>					
Interest on Investments	8,400	7,800	8,300	4,700	3,800
<b>Non-Operating Total</b>	<b>8,400</b>	<b>7,800</b>	<b>8,300</b>	<b>4,700</b>	<b>3,800</b>
<b><u>Transfers In - GF</u></b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b><u>Bonding &amp; Retained Earnings</u></b>	<b>(5,900)</b>	<b>(5,300)</b>	<b>(5,800)</b>	<b>(16,600)</b>	1,009,300
<b>Total Downtown Parking Revenues</b>	<b>215,200</b>	<b>215,200</b>	<b>215,200</b>	<b>215,000</b>	<b>1,240,000</b>

## Capital Projects Funds

### Capital Projects Funds Expenditures

The Capital Projects Funds consist of two different types of capital funds. The first is the Capital Project Fund itself, which is used to account for transactions related to major asset acquisition, maintenance or construction projects for the General Fund (FY 2019 - \$6,540,000). The second is the Information Systems Improvement Fund (FY 2019 - \$135,000), which is used to account for the acquisition and installation of computer hardware and software, telecommunications equipment and other information systems improvements.

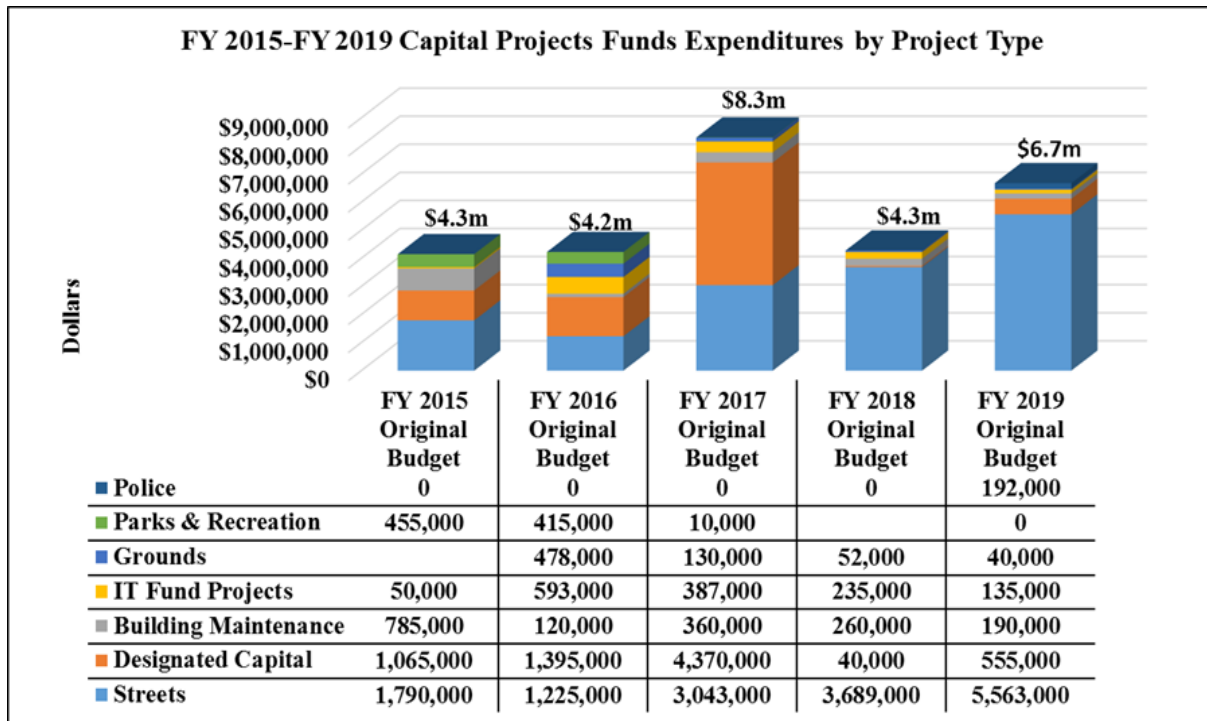
As shown on the tables that follow, and as is typical when budgeting large capital expenditure projects, there is a good deal of change in the projects undertaken from one year to the next. Despite the variability in project composition, the overall expenditure level had remained relatively constant in recent years, just over \$4 million total. In FY 2017, and again in FY 2019, funding increased significantly due to a few large projects in each year. In FY 2017, downtown utility relocation was funded in combination with various large streets projects.

**Total Capital Projects Funds Budgeted Expenditures by Category**

	<u>FY 2018</u>	<u>FY 2019</u>	<u>Percent Change</u>	<u>Percent of FY 2019 Budget</u>
<b>Capital Projects Fund</b>				
Streets	3,689,000	5,563,000	50.8%	83.3%
Designated Capital	40,000	555,000	1287.5%	8.3%
Building Maintenance	260,000	190,000	-26.9%	2.8%
Grounds	52,000	40,000	-23.1%	0.6%
Parks & Recreation	-	-	0.0%	0.0%
Police	-	192,000	100.0%	2.9%
<b>Total Capital Projects</b>	<b>4,041,000</b>	<b>6,540,000</b>	<b>61.8%</b>	<b>98.0%</b>
<b>IT Projects Fund</b>	235,000	135,000	-42.6%	2.0%
<b>Total Capital Projctcs</b>	<b>4,276,000</b>	<b>6,675,000</b>	<b>56.1%</b>	<b>100.0%</b>

In FY 2019, the increase is due to large streets projects and activities relating to the downtown development project, which includes: Van Buren Herndon Parkway North \$1.4 million, Van Buren Street/Herndon Parkway South \$1.3 million, Herndon Parkway/Spring Street Intersection \$730,000, Elden Monroe Intersection \$900,000, and Downtown Parking and Arts Center \$500,000.

**FY 2015-FY 2019 Capital Projects Funds Expenditures by Project Type**



## Capital Projects Funds Revenues

In FY 2019, most of the capital projects are street projects, which is typical of the town's capital projects profile. All other categories trail far behind, with the next largest category, designated capital (which contains the downtown parking and arts center project), at 8.3 percent. Fortunately for the town, a very large portion of the funding for streets projects comes from external funding sources that include Fairfax County grants such as Herndon Metrorail Station Access Management Study (HMSAMS), the Commonwealth of Virginia revenue sharing grants and federal grants such as Congestion Mitigation and Air Quality Improvement (CMAQ). In total, \$5.3 million of the total \$6.7 million of appropriations in FY 2019 are intergovernmental revenue; that is 80 percent of the total. Additional revenue sources for the fund in FY 2019 include transfers from the General Fund of \$825,000.

<b>Capital Projects Funds</b>	<b>FY 2014 Budgeted</b>	<b>FY 2015 Budgeted</b>	<b>FY 2016 Budgeted</b>	<b>FY 2017 Budgeted</b>	<b>FY 2018 Budgeted</b>	<b>FY 2019 Budgeted</b>
<b><u>Use of Property and Money</u></b>						
Interest Income	200,000	90,000	112,500	60,000	30,000	30,000
<b><u>Intergovernmental Revenues</u></b>						
Federal Grants	260,000	-	263,000	510,000	-	
VDOT Grants	775,000	150,000	-	625,000	819,000	625,000
RSTP Grants	600,000	-	-	1,055,000		
CMAQ Grants	325,000	275,000	-	-		300,000
NVTA Local 30%	-	850,000	850,000	978,000	1,000,000	1,000,000
NVTA Regional 70%	-	10,000	-	-		
County Grants	-	550,000	250,000	250,000	1,050,000	3,370,000
Other	200,000	-	-	-	320,000	
<b><u>Total Intergovernmental</u></b>	<b>2,160,000</b>	<b>1,835,000</b>	<b>1,363,000</b>	<b>3,418,000</b>	<b>3,189,000</b>	<b>5,295,000</b>
<b><u>Miscellaneous</u></b>	<b>150,000</b>	<b>280,000</b>	<b>525,000</b>	<b>150,000</b>	<b>18,000</b>	<b>-</b>
<b><u>Transfers</u></b>	<b>710,000</b>	<b>585,000</b>	<b>912,000</b>	<b>1,257,000</b>	<b>819,000</b>	<b>825,000</b>
<b><u>Other (Bonding &amp; Retained Earnings)</u></b>	<b>1,045,000</b>	<b>1,355,000</b>	<b>1,313,500</b>	<b>3,415,000</b>	<b>220,000</b>	<b>525,000</b>
<b><u>Total Capital Projects Revenues</u></b>	<b>4,265,000</b>	<b>4,145,000</b>	<b>4,226,000</b>	<b>8,300,000</b>	<b>4,276,000</b>	<b>6,675,000</b>

## Personnel

### Town Personnel

In FY 2019, 236 regular status positions are funded in the General Fund, an addition of four positions over FY 2018. Five positions are being created in the General Fund – three part-time and one full-time. The positions are Paralegal (HPD), two Utility Maintenance Worker I's (DPW), Head Personal Trainer and Head Lifeguard (P&R). Four of the five are converting current seasonal status positions to regular status. Seasonal funding has been reduced in multiple divisions to off-set some of these additional costs, which in turn will help promote employee dependability. To reflect actual duties and pay in the job market, the Deputy Director of Finance and Accreditation Manager are being reclassified. Additionally, one Community Inspector position is being reclassified and retitled to Community Development Operations Manager. In the Cemetery Fund, one seasonal position is being converted to a regular full-time status equipment operator, based on year-round needs.

General Fund personnel expenditures of \$24,854,022 increased 1.6 percent when compared to the \$24,452,086 budgeted for FY 2018. It is critical for the town to remain competitive in the marketplace, which aids in attracting and retaining high quality employees. Therefore, it is recommended that the FY 2019 budget provide compensation funding for personnel in all funds that includes for regular status employees; a market rate adjustment of 1.25 percent, and an average two percent pay-for-performance. A 1.25 percent increase to the regular classification pay scale will ensure future competitiveness in the compensation marketplace. A one percent pay adjustment for seasonal employees is included in the personnel expenditures number.

Total Personnel by Fund	FY 2015-16		FY 2016-17		FY 2017-18		FY 2018-19	
	#	FTE	#	FTE	#	FTE	#	FTE
<b>General Fund</b>								
Town Clerk	4	3.50	4	3.50	3	3	3	3
Town Administration	16	15.43	16	15.43	16	15.55	16	15.80
Parks & Recreation	29	26.26	29	26.26	29	26.26	30	28.14
Finance	11	11.25	11	11.25	12	11.75	12	11.75
Community Development	18	17.50	18	17	17	16.50	17	16.63
Police	71	71	71	71	73	72.63	74	73.36
Public Works	80	80	79	78.50	79	79	81	80.60
Town Attorney	3	2.50	3	2.50	3	2.50	3	2.63
<b>Total General Fund</b>	<b>232</b>	<b>227.44</b>	<b>231</b>	<b>225.44</b>	<b>232.00</b>	<b>227.19</b>	<b>236</b>	<b>231.91</b>
<b>Water &amp; Sewer</b>								
Water & Sewer - PW	12	12	12	12	12	12	12	12
Water & Sewer - Finance	4	4	4	4	4	4	3	3
<b>Total Water &amp; Sewer Fund</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>15</b>	<b>15</b>
<b>Chestnut Grove Cemetery</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
<b>Golf Course</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>Total All Funds</b>	<b>261</b>	<b>256.44</b>	<b>260.50</b>	<b>255.44</b>	<b>261</b>	<b>256.19</b>	<b>265</b>	<b>260.91</b>

Health insurance premiums for FY 2019 did not increase for the third year in a row, with one plan costs increasing slightly, and another decreasing slightly. Retirement premiums through the Virginia Retirement

System were reevaluated for FY 2019 and were reduced to 6.77 percent. The valuation is valid for two fiscal years.

The town will continue to manage personnel costs by evaluating positions when they become vacant, reviewing employee workloads and adjusting personnel levels as appropriate. The town evaluates positions throughout the year for changes in duties, which may warrant promotions or position realignments to enable efficient working and career progression. More personnel information and details on other funds can be found in the appendices, including information about all funds and the FY 2019 classification plan.

In FY 2019, the town changed the position accounting method, to show full time equivalent percentage for positions that are filled at less than full time (e.g. 25 hours per week position is represented by 0.63). This method provides for more accurate accounting of positions.

Over the period of FY 2015-2019, the total number of regular status positions in all funds increased from 261 to 265. The town has worked very hard to keep the number of employees relatively constant, while maintaining the levels of service that our residents have come to expect. Two main approaches have been utilized in achieving this goal; use of technology in service delivery and the reclassification of existing positions to accommodate and adapt to changing workloads and job duties.

## **Debt**

### **Debt Service Overview**

The town has authorized and issued general obligation bonds for many decades. 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 20 to 30 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. 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 \$50,000 and an expected useful life of seven years or more. The town's financial policies concerning debt issuance and debt service are located in the "Introduction" section of this document under "Financial Policies". A description of the town's current outstanding bond issues, legal debt limit, and debt repayment schedule is provided below.

### **2010 Refunding Bond Issue**

Bond interest rates at historical lows and a call date of less than a year offered the town an opportunity to save on interest costs over the remaining life of its 2001 outstanding bonds. These bonds were originally issued in May 2001 to provide capital financing for several large street and utility improvement projects; construction of new maintenance facilities at the Herndon Centennial Golf Course; and design and preliminary engineering of administrative and maintenance buildings at Chestnut Grove Cemetery. The total estimated cost of these projects was \$4.95 million. Of the amount issued, \$2.9 million was a liability of the General Fund, \$1.3 million was a liability of the Golf Course Fund, and the remaining \$750,000 was a liability of the Cemetery Fund.

The 2010 refunding bond issue was \$3,015,000 with a 10 year life and a true interest cost of 2.93 percent. Net cumulative savings to the town from the refunding was \$218,037 over the life of the replaced (2001) bonds. This refunding bond issue will be fully retired on February 1, 2021.

## **2012 Refunding Bond Issue**

Due to the low municipal interest rates available, the tax-exempt portion of the town's 2003 bond issue, with an outstanding balance of \$4.7 million and callable on August 1, 2013, was a prime candidate for an advanced refunding. In June 2012, the town redeemed these general obligation bonds by issuing \$4.999 million in refunding bonds with an 11 year life and a true interest cost of 2.15 percent. The net cumulative savings to the town from the refunding was \$492,610 over the life of the replaced (2003) bonds. The refunding bond issue will be fully retired on August 1, 2023.

## **2014 Refunding Bond Issue**

Due to the continued low municipal interest rates, the callable portions of the town's 2005 and 2006 general obligation bonds and the 2009 general obligation note, with a total outstanding balance of \$4.899 million, were selected for advanced refunding in October 2014.

The 2005 bonds were originally issued to finance the construction of the Herndon Community Center Phase IV addition. The 2006 bonds were originally issued to finance land acquisition for the Elden-Center streets intersection, construct the Town Shop improvements and undertake the second phase of Worldgate Drive repaving. In addition to these General Fund capital projects, the bonds also financed the construction of a new maintenance facility; a small administrative office building and other improvements at Chestnut Grove Cemetery. The 2009 note was originally issued for land acquisition associated with the Station Street improvement project, design of the Park/Monroe intersection improvement project, constructing storm drainage improvements, installing new sidewalks and constructing certain Town Shop improvements.

The town redeemed the general obligation bonds and note by issuing \$5.221 million in refunding bonds with a 12 year life and a true interest cost of 2.10 percent. The net cumulative savings to the town from the refunding was \$489,000 over the life of the replaced (2005, 2006 and 2009) bonds. This bond issue will be fully retired on August 1, 2026.

## **2010 General Obligation Bond Issue**

In March 2010, the town issued general obligation bonds under the VML/VACo Finance Program in the amount of \$2.875 million. The bonds were a combination of taxable Recovery Zone Economic Development bonds (which contain a 45 percent federal interest rate subsidy), taxable Build America Bonds (which contain a 35 percent federal interest rate subsidy) and tax-exempt bonds. Bond proceeds of \$2.375 million financed three General Fund street infrastructure capital projects, which are construction of the Park/Monroe intersection improvements project; construction of the Station Street improvement project; and construction of the sidewalk, driveway entrances, drainage system and other improvements for the Pearl, Nash, Oak, and Wood Streets neighborhood. In addition, \$500,000 of bond proceeds was used to finance fairway bunker renovations and cart paths at Herndon Centennial Golf Course. Debt service for this portion of the bond issue is financed through the Golf Course Fund. This general obligation loan will be fully retired on February 5, 2030.

## **Legal Debt Limit**

The Code of Virginia limits the town's general long-term debt to 10 percent of assessed value which is the town's legal debit limit. In addition, one of the town's financial policies further limits the town's debt to three percent of assessed value. As shown in the following table, the town's percentage of net bonded debt to

assessed value has been well below these two thresholds. The table also shows other debt ratios such as debt per capita and debt service as a percentage of General Fund operating and debt service expenditures. See table 13 in the town's Comprehensive Annual Financial Report (CAFR) for further details regarding the legal debt limit.

Legal Debt Limit and Other Debit Ratios							
FY	Net Bonded Debt (1)	Assessed Value	% of Debt to Assessed Value (2)	Population	Debt Per Capita	Direct Debt Service	Debt Service as % Gen. Fund Expen. (3)
2008	19,114,365	4,597,329,360	0.42%	23,367	818	2,817,735	9.29%
2009	17,402,449	4,583,799,599	0.38%	23,476	741	2,514,765	8.07%
2010	18,911,007	3,853,860,827	0.49%	23,496	805	2,612,672	8.68%
2011	18,149,991	3,281,188,280	0.55%	23,620	768	2,594,367	8.97%
2012	17,118,576	3,455,435,917	0.50%	23,556	727	2,154,457	7.31%
2013	15,599,958	3,727,433,394	0.42%	23,572	662	2,000,047	6.56%
2014	14,045,713	3,864,014,741	0.36%	23,592	595	2,021,793	6.59%
2015	12,466,973	4,033,147,925	0.31%	23,612	528	2,254,916	7.20%
2016	11,436,441	4,080,007,220	0.28%	23,666	483	1,416,331	4.36%
2017	10,332,068	4,196,569,890	0.25%	23,734	435	1,374,362	4.19%
2018	9,062,639	4,320,535,360	0.21%	23,809	381	2,209,165	6.61%

(1) Excludes self-supporting debt and debt of the Cemetery and Golf Course Funds. Includes notes payable and deferred bond premiums.

(2) State legal debt limit is 10% of real estate assessed value which equals \$432,053,536.

Per the town debt policy, outstanding debt should not exceed 3% of assessed value which equals \$129,616,061.

(3) Per the town debt policy, general fund debt service should not exceed 12% of debt service as a percentage of General Fund operating and debt service expenditures.

## Debt Repayment Schedule

Annual debt service requirements of existing long-term debt and related interest costs by fund are as follows:

Year Ending June 30	General Long-term Debt			Cemetery Fund			Golf Course Fund		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2019	1,208,287	217,849	1,426,136	157,946	24,946	182,892	108,767	22,288	131,055
2020	1,241,246	186,126	1,427,372	161,511	20,658	182,169	112,243	17,916	130,159
2021	1,275,945	155,032	1,430,977	165,986	16,643	182,629	116,569	14,072	130,641
2022	1,099,994	122,410	1,222,404	115,006	12,394	127,400	25,500	9,844	35,344
2023	1,126,184	96,294	1,222,478	117,966	9,947	127,913	26,350	8,798	35,148
2024	1,148,151	69,581	1,217,732	118,649	7,463	126,112	27,200	7,718	34,918
2025	550,885	49,672	600,557	122,065	4,935	127,000	28,050	6,746	34,796
2026	559,668	36,643	596,311	123,432	2,357	125,789	28,900	5,868	34,768
2027	320,843	24,880	345,723	50,557	531	51,088	30,600	4,728	35,328
2028	153,550	17,184	170,734	0	0	0	31,450	3,518	34,968
2029	157,700	11,126	168,826	0	0	0	32,300	2,278	34,578
2030	154,750	5,706	160,456	0	0	0	45,250	1,168	46,418
<b>Total</b>	<b>\$8,997,203</b>	<b>\$992,503</b>	<b>\$9,989,706</b>	<b>\$1,133,118</b>	<b>\$99,874</b>	<b>\$1,232,992</b>	<b>\$613,179</b>	<b>\$104,942</b>	<b>\$718,121</b>

## **Proposed Bond Issues for FY 2018 and FY 2019**

To fully fund the FY 2019 CIP, the town intends to issue general obligation bonds for approximately \$4.7 million. The capital projects to be financed with these bond proceeds include: 1) \$2.9 million for the relocation of utilities into the underground duct banks installed over the past several years in the downtown area; 2) \$735,000 for three streets, sidewalks, and minor trails projects in the downtown area; 3) \$1.0 million for the first payment due to Comstock for the town's portion of the downtown parking garage, payable from the Downtown Parking Fund; and 4) approximately \$117,000 in debt issuance costs.

The town's budget has built in some capacity in the General Fund to pay future debt service on the anticipated borrowings for the aforementioned projects. In both FY 2018 and FY 2019, the General Fund reserved \$446,500. At the end of FY 2019, the anticipated future debt service reserve in the General Fund should total \$1.7 million. The General Fund budget also includes a \$200,000 transfer to the Downtown Parking Fund to cover costs associated with the town's share of the proposed parking garage. At the end of FY 2019, the town will have transferred \$600,000 in total to the Downtown Parking Fund.

Also in FY 2019, the town intends to issue \$6.66 million in bonds to finance the purchase of water capacity (one million gallons per day or MGD) from Fairfax Water. The issuance will cover the \$6.5 million cost of capacity and approximate \$166,000 in bond issuance costs.

Finally, the town intends to enter into a \$695,000 lease financing at the end of FY 2018 for the acquisition of vehicles and equipment, with the first debt service payment budgeted for FY 2019. The budget for FY 2019 contemplates a \$310,000 lease financing, with the first debt service payment to be budgeted in FY 2020.



## Inter-fund Transfers

The table below provides an overview of the total transfers out of the General Fund to other funds in FY 2019. Of the total \$1,025,000, \$825,000 is for capital projects and flows to the Capital Projects Funds with the remaining \$200,000 transferred to the Downtown Parking Fund to build capacity for potential debt issuances associated with the downtown development project.

Account Description	FY15-16 Audited	FY16-17 Audited	FY17-18 Budget	FY18-19 Proposed	FY18-19 Adopted
Down Town Parking Garage - Debt	-	-	200,000	200,000	
Station Street Parking Garage - Capital	200,000	200,000	0	0	
Building Improve.	80,000	90,000	-	-	
Ballfield/Park Improve.	90,000	110,000	-	-	
Streets Improve.	87,000	105,000	-	-	
Wayfinder Signs	70,000	40,000	40,000	-	
Police Facility Security	-	-	-	192,000	
Herndon Pkwy./Spring St. to Fairfax County Prkwy	-	-	-	153,000	
Building Major Maintenance	-	-	260,000	-	
Streetlights	70,000	40,000	22,000	-	
Trailside Skatepark Expansion	-	-	-	-	
Major Road Repaving	325,000	325,000	250,000	250,000	
W&OD Trail Lighting	40,000	-	-	-	
Park Equipment Replacement	-	-	-	-	
Bicycle Facilities	-	10,000	12,000	40,000	
Downtown Undergrounding	150,000	1,500,000	-	-	
Bready Park Tennis Court Renovations	-	-	-	55,000	
Microcomputers & Peripherals	520,000	621,400	235,000	135,000	
<b>Total Interfund Transfers</b>	<b>1,632,000</b>	<b>3,041,400</b>	<b>1,019,000</b>	<b>1,025,000</b>	<b>-</b>

## Fund Balance Net Position

Combined Fund Balance/ Net Position Summaries - All Funds	General Fund	Water & Sewer Fund	Chestnut Grove Cemetery Fund	Golf Course Fund	Downtown Parking Enterprise Fund	Capital Projects Funds	Memorandum Total (All Funds)
<b>Revenue and Other Financing</b>							
<b>Sources</b>							
General Property Taxes	11,739,701	0	0	0	0	0	11,739,701
Other Local Taxes	13,333,714	0	0	0	0	0	13,333,714
Permit and Privilege Fees	539,663	0	0	0	0	0	539,663
Fines and Forfeitures	460,000	0	0	0	0	0	460,000
Water Services	0	2,856,000	0	0	0	0	2,856,000
Sewer Services	0	3,592,000	0	0	0	0	3,592,000
Rents and Leases	0	370,000	0	40,100	0	0	410,100
Cemetery Sites	0	0	454,900	0	0	0	454,900
Interment Services	0	0	220,200	0	0	0	220,200
Greens Fees	0	0	0	982,500	0	0	982,500
Golf Cart Revenue	0	0	0	283,600	0	0	283,600
Pro Shop Sales	0	0	0	64,300	0	0	64,300
Use of Money and Property	789,500	0	0	0	0	0	789,500
Charges for Services	3,572,032	0	0	0	0	0	3,572,032
Miscellaneous	64,360	96,000	178,283	93,834	26,900	0	459,377
Intergovernmental Revenues	4,706,717	0	0	0	0	5,295,000	10,001,717
<b>Total Operating Revenues</b>	<b>35,205,687</b>	<b>6,914,000</b>	<b>853,383</b>	<b>1,464,334</b>	<b>26,900</b>	<b>5,295,000</b>	<b>49,759,304</b>
Availability Fees	0	2,921,900	0	0	0	0	2,921,900
Investment Earnings, net	0	137,000	31,500	14,600	3,800	30,000	216,900
Other Financing Sources	310,000	6,663,500	0	0	1,225,000	1,350,000	9,548,500
<b>TOTAL - Revenue and Other Financing Sources</b>	<b>35,515,687</b>	<b>16,636,400</b>	<b>884,883</b>	<b>1,478,934</b>	<b>1,255,700</b>	<b>6,675,000</b>	<b>62,446,604</b>
<b>Expenditures and Other</b>							
<b>Financing Uses</b>							
Personnel Services	24,854,022	1,100,112	387,453	915,934	0	0	27,257,521
Operations & Maintenance	7,203,344	4,851,100	167,300	352,200	15,000	0	12,588,944
Capital	805,800	7,035,000	62,240	22,000	1,000,000	6,675,000	15,600,040
Non-Departmental	118,900	741,000	23,100	57,700	0	0	940,700
Interfund Transfers	1,025,000	0	45,490	0	0	0	1,070,490
Debt Service	2,209,165	0	199,300	131,100	225,000	0	2,764,565
<b>Total Expenditures</b>	<b>36,216,231</b>	<b>13,727,212</b>	<b>884,883</b>	<b>1,478,934</b>	<b>1,240,000</b>	<b>6,675,000</b>	<b>60,222,260</b>
Add Back Non-cash Adjustments	0	900,000	(60,600)	123,200	(195,500)	0	767,100
<b>TOTAL - Expenditures/Expenses and Other Financing Uses</b>	<b>36,216,231</b>	<b>14,627,212</b>	<b>824,283</b>	<b>1,602,134</b>	<b>1,044,500</b>	<b>6,675,000</b>	<b>60,989,360</b>
<b>Projected Net Change in Fund Balance / Net Position</b>	<b>(700,544)</b>	<b>2,009,188</b>	<b>60,600</b>	<b>(123,200)</b>	<b>211,200</b>	<b>0</b>	<b>1,457,244</b>
<b>Projected Beginning Fund Balance /Net Position - June 30, 2018</b>	<b>\$12,927,159</b>	<b>\$23,540,945</b>	<b>\$1,471,985</b>	<b>\$2,941,028</b>	<b>\$5,060,766</b>	<b>\$6,350,392</b>	<b>\$52,292,275</b>
<b>Projected Ending Fund Balance/ Net Position - June 30, 2019</b>	<b>\$12,226,615</b>	<b>\$25,550,133</b>	<b>\$1,532,585</b>	<b>\$2,817,828</b>	<b>\$5,271,966</b>	<b>\$6,350,392</b>	<b>\$53,749,519</b>

## Revenue Summary – All Funds

Revenue and Other Financing Sources	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Budget	2018-19 Proposed	2018-19 Adopted
<b><u>General Fund</u></b>						
General Property Taxes	10,970,320	11,029,513	11,214,419	11,355,719	11,739,701	
Other Local Taxes	13,318,644	13,372,805	14,177,297	12,948,700	13,333,714	
Permits and Privilege Fees	522,048	630,218	559,488	536,000	539,663	
Fines and Forfeitures	547,939	463,312	423,335	568,000	460,000	
Use of Money and Property	686,546	978,087	569,727	800,000	789,500	
Charges for Services	3,556,221	3,488,475	3,599,406	3,363,833	3,572,032	
Miscellaneous	13,560	464,255	32,664	50,000	64,360	
Intergovernmental Revenue	4,412,952	4,481,237	5,171,877	4,481,875	4,706,717	
Use of Fund Balance & Other Financing Sources	-	-	-	1,514,000	1,010,544	
<b>Total - General Fund</b>	<u>34,028,230</u>	<u>34,907,902</u>	<u>35,748,213</u>	<u>35,618,127</u>	<u>36,216,231</u>	-
<b><u>Water &amp; Sewer Fund</u></b>						
Water Services	2,811,888	2,436,439	2,815,443	2,704,000	2,856,000	
Sewer Services	3,040,808	3,132,996	3,204,229	3,052,000	3,592,000	
Rents and Leases	471,960	402,588	348,383	355,000	370,000	
Miscellaneous	87,856	92,487	102,226	87,900	96,000	
Availability Fees	376,299	477,170	547,787	958,000	2,921,900	
Interest	214,682	254,291	53,704	215,000	137,000	
Other Financing Sources	(16,640)	10,485	6,370	1,271,496	3,754,312	
<b>Total - Water &amp; Sewer Fund</b>	<u>6,986,853</u>	<u>6,806,456</u>	<u>7,078,142</u>	<u>8,643,396</u>	<u>13,727,212</u>	-
<b><u>Chestnut Grove Cemetery Fund</u></b>						
Cemetery Sites	388,880	429,208	445,939	452,800	454,900	
Interment Services	193,365	202,235	195,335	190,900	220,200	
Miscellaneous	190,584	198,159	248,891	166,254	178,283	
Interest	67,374	28,075	8,960	47,200	31,500	
<b>Total Chestnut Grove Cemetery Fund</b>	<u>840,203</u>	<u>857,677</u>	<u>899,125</u>	<u>857,154</u>	<u>884,883</u>	-
<b><u>Golf Course Fund</u></b>						
Greens Fees	912,494	981,038	1,000,583	970,600	982,500	
Golf Cart Revenue	268,609	283,140	292,332	281,600	283,600	
Pro Shop Sales	62,803	64,397	64,237	65,700	64,300	
Rents and Leases	42,750	44,490	45,525	43,600	40,100	
Interest	(1,587)	25,323	12,720	25,000	14,600	
Miscellaneous	97,694	104,161	94,612	185,700	93,834	
<b>Total - Golf Course Fund</b>	<u>1,382,763</u>	<u>1,502,549</u>	<u>1,510,009</u>	<u>1,572,200</u>	<u>1,478,934</u>	-
<b><u>Downtown Parking Fund</u></b>						
Miscellaneous	40,037	67,403	26,903	26,900	26,900	
Interest	8,480	35,532	(6,979)	4,700	3,800	
Other Financing Sources	400,000	200,000	200,000	183,400	1,209,300	
<b>Total - Downtown Parking Fund</b>	<u>448,517</u>	<u>302,935</u>	<u>219,924</u>	<u>215,000</u>	<u>1,240,000</u>	-
<b><u>Capital Projects Funds</u></b>						
Interest	152,293	32,054	48,396	30,000	30,000	
Intergovernmental Revenue	1,071,077	2,291,815	989,844	3,189,000	5,295,000	
Other Sources	559,628	1,675,929	1,962,753	1,057,000	1,350,000	
<b>Total - Capital Projects Funds</b>	<u>1,782,998</u>	<u>3,999,798</u>	<u>3,000,993</u>	<u>4,276,000</u>	<u>6,675,000</u>	-
<b>Total Revenue - All Funds</b>	<u>45,469,564</u>	<u>48,377,317</u>	<u>48,456,406</u>	<u>51,181,877</u>	<u>60,222,260</u>	-

## Expenditure/Expense Summary – All Funds

Expenditure/Expenses and Other Financing Uses	2014-15 Audited	2015-16 Audited	2016-17 Audited	2017-18 Budget	2018-19 Proposed	2018-19 Adopted
<b>General Fund</b>						
Personnel Services	22,449,172	23,148,730	23,587,357	24,452,086	24,854,022	
Operations & Maintenance	6,069,400	6,342,165	7,401,259	6,733,831	7,203,344	
Capital	996,719	1,295,023	1,223,555	1,200,620	805,800	
Non-Departmental	-	-	1,510	-	118,900	
Interfund Transfers	1,405,000	1,632,000	1,691,400	1,019,000	1,025,000	
Debt Service	2,254,916	1,416,331	1,374,362	2,212,590	2,209,165	
<b>Total - General Fund</b>	<u>33,175,207</u>	<u>33,834,249</u>	<u>35,279,443</u>	<u>35,618,127</u>	<u>36,216,231</u>	-
<b>Water &amp; Sewer Fund</b>						
Personnel	995,558	1,048,380	1,070,000	1,147,196	1,100,112	
Operations & Maintenance	4,503,411	4,463,392	5,029,985	5,088,000	4,851,100	
Capital	77,682	167,746	52,759	1,828,600	7,035,000	
Non-Departmental	1,265,765	1,365,157	1,454,143	579,600	741,000	
<b>Total - Water &amp; Sewer Fund</b>	<u>6,842,416</u>	<u>7,044,675</u>	<u>7,606,887</u>	<u>8,643,396</u>	<u>13,727,212</u>	-
<b>Chestnut Grove Cemetery Fund</b>						
Personnel	339,734	340,039	331,441	362,954	387,453	
Operations & Maintenance	178,777	177,423	199,631	173,300	167,300	
Capital	-	-	-	55,000	62,240	
Non-Departmental	130,394	130,661	129,067	20,730	23,100	
Interfund Transfers	134,849	42,921	44,407	44,970	45,490	
Debt Service	48,301	62,042	48,244	200,200	199,300	
<b>Total - Chestnut Grove Cemetery Fund</b>	<u>832,055</u>	<u>753,086</u>	<u>752,790</u>	<u>857,154</u>	<u>884,883</u>	-
<b>Golf Course Fund</b>						
Personnel	869,303	842,823	893,164	920,319	915,934	
Operations & Maintenance	366,786	336,355	337,884	355,781	352,200	
Capital	2,328	-	15,574	109,500	22,000	
Non-Departmental	282,124	293,908	283,928	56,100	57,700	
Debt Service	37,178	33,031	29,199	130,500	131,100	
<b>Total - Golf Course Fund</b>	<u>1,557,719</u>	<u>1,506,117</u>	<u>1,559,749</u>	<u>1,572,200</u>	<u>1,478,934</u>	-
<b>Downtown Parking Fund</b>						
Operations & Maintenance	14,979	14,992	14,647	15,000	15,000	
Capital	8,883	54,069	92,844	-	1,000,000	
Non-Departmental	4,422	3,562	4,422	-	-	
Debt Service	-	-	-	200,000	225,000	
<b>Total - Downtown Parking Fund</b>	<u>28,284</u>	<u>72,623</u>	<u>111,913</u>	<u>215,000</u>	<u>1,240,000</u>	-
<b>Capital Projects Funds</b>						
Capital Projects	4,278,824	2,758,843	2,791,334	4,041,000	6,540,000	
IT Improvements	526,961	537,578	248,977	235,000	135,000	
<b>Total - Capital Projects Funds</b>	<u>4,805,785</u>	<u>3,296,421</u>	<u>3,040,311</u>	<u>4,276,000</u>	<u>6,675,000</u>	-
<b>Total Expenditures/Expenses - All Funds</b>	<u><b>47,241,466</b></u>	<u><b>46,507,171</b></u>	<u><b>48,351,093</b></u>	<u><b>51,181,877</b></u>	<u><b>60,222,260</b></u>	<u><b>-</b></u>
<b>Actual or Project Change in Fund Balance / Net Position</b>	<u><b>(1,771,902)</b></u>	<u><b>1,870,146</b></u>	<u><b>105,313</b></u>	<u><b>-</b></u>	<u><b>-</b></u>	<u><b>-</b></u>
<b>Actual or Projected Beginning Fund Balance / Net Position - July 1</b>	<u><b>48,960,918</b></u>	<u><b>47,189,016</b></u>	<u><b>51,840,408</b></u>	<u><b>51,945,721</b></u>	<u><b>51,945,721</b></u>	
<b>Actual or Projected Ending Fund Balance / Net Position - June 30 *</b>	<u><b>47,189,016</b></u>	<u><b>51,840,408</b></u>	<u><b>51,945,721</b></u>	<u><b>51,945,721</b></u>	<u><b>51,945,721</b></u>	<u><b>-</b></u>

\* FY 2016 Ending fund balance was restated for an accounting reclassification

TOWN OF  
**Herndon**  
VIRGINIA

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# FUND SUMMARIES



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# General Fund



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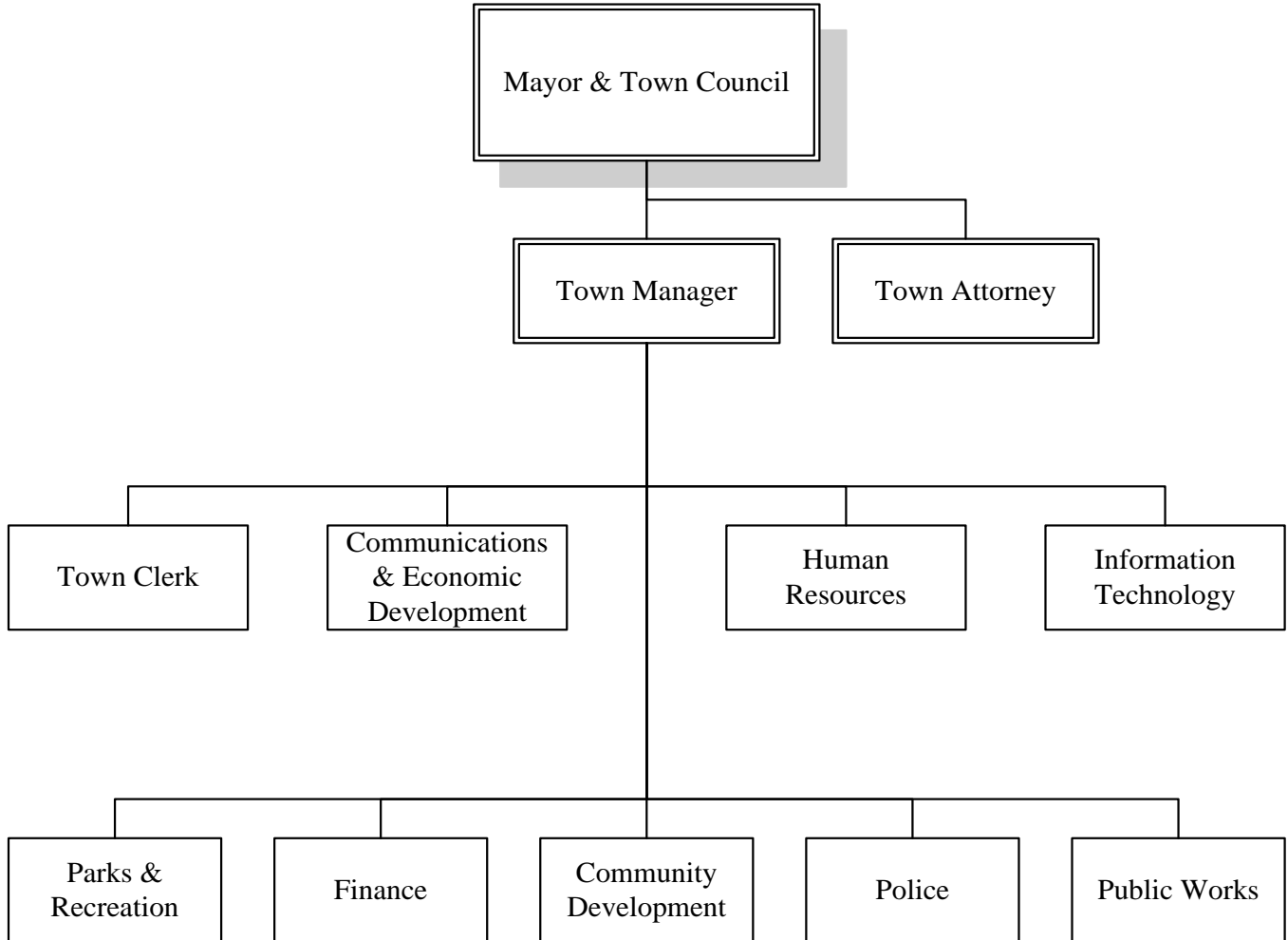
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## General Fund

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Personnel - General Fund	FY 2015-16		FY 2016-17		FY 2017-18		FY 2018-19	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>General Fund</u></b>								
<b><u>Office of the Town Clerk</u></b>								
Deputy Town Clerk	2	2	2	2	2	2	2	2
Office Assistant III/Admin Clerk**	1	0.50	1	0.50	0	0	0	0
Town Clerk	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Town Clerk Total</u></b>	<b>4</b>	<b>3.50</b>	<b>4</b>	<b>3.50</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>
<b><u>Town Administration</u></b>								
<b><u>Communications &amp; Economic Development</u></b>								
Chief Communications Officer	1	1	1	1	1	1	1	1
Communications Assistant	0	0	0	0	1	0.75	1	1
Economic Development Manager	1	1	1	1	1	1	1	1
Office Assistant III	<u>1</u>	<u>0.80</u>	<u>1</u>	<u>0.80</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Division Total</u></b>	<b>3</b>	<b>2.80</b>	<b>3</b>	<b>2.80</b>	<b>3</b>	<b>2.75</b>	<b>3</b>	<b>3.00</b>
<b><u>Town Manager</u></b>								
Administrative Assistant to the Town Manager	1	1	1	1	1	1	1	1
Budget & Project Manager	1	1	1	1	1	1	1	1
Town Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>
<b><u>Human Resources</u></b>								
Director of Human Resources	1	1	1	1	1	1	1	1
Human Resources Analyst	1	1	1	1	1	1	1	1
Human Resources Technician	1	1	1	1	1	1	1	1
Office Assistant III	<u>1</u>	<u>0.63</u>	<u>1</u>	<u>0.63</u>	<u>1</u>	<u>0.80</u>	<u>1</u>	<u>0.80</u>
<b><u>Division Total</u></b>	<b>4</b>	<b>3.63</b>	<b>4</b>	<b>3.63</b>	<b>4</b>	<b>3.80</b>	<b>4</b>	<b>3.80</b>
<b><u>Information Technology</u></b>								
Director of Information Technology	1	1	1	1	1	1	1	1
Help Desk Analyst	1	1	1	1	0	0	0	0
Lead Network Engineer	1	1	1	1	1	1	1	1
Network Administrator	0	0	0	0	2	2	2	2
Network Security Engineer	1	1	1	1	1	1	1	1
Systems Engineer	1	1	1	1	0	0	0	0
Systems Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>
<b><u>Town Administration Total</u></b>	<b>16</b>	<b>15.43</b>	<b>16</b>	<b>15.43</b>	<b>16</b>	<b>15.55</b>	<b>16</b>	<b>15.80</b>
<b><u>Parks &amp; Recreation</u></b>								
<b><u>Administration</u></b>								
Administrative Assistant	1	1	1	1	1	1	1	1
Director of Parks & Recreation	1	1	1	1	1	1	1	1
Marketing Specialist	0	0	1	1	1	1	1	1
Office Assistant III/Administrative Clerk	1	1	1	1	1	1	1	1
Recreation Program Coordinator	1	0.75	1	0.75	1	0.75	1	0.75
System Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>5</b>	<b>4.75</b>	<b>6</b>	<b>5.75</b>	<b>6</b>	<b>5.75</b>	<b>6</b>	<b>5.75</b>
<b><u>Recreation</u></b>								
Deputy Director of Parks & Recreation	1	1	1	1	1	1	1	1
Marketing Specialist	1	1	0	0	0	0	0	0
Preschool Teacher	1	0.63	1	0.63	1	0.63	1	0.63
Recreation Services Supervisor II	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b><u>Division Total</u></b>	<b>7</b>	<b>6.63</b>	<b>6</b>	<b>5.63</b>	<b>6</b>	<b>5.63</b>	<b>6</b>	<b>5.63</b>

Personnel - General Fund	FY 2015-16		FY 2016-17		FY 2017-18		FY 2018-19	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Community Center Operations</u></b>								
Community Center Manager	1	1	1	1	1	1	1	1
Community Center Supervisor II	1	1	1	1	1	1	1	1
Custodian I	2	1	2	1	2	1	0	0
Custodian II	3	3	3	3	3	3	4	4
Fitness Specialist	1	1	1	1	1	1	0	0
Fitness Supervisor	0	0	0	0	0	0	1	1
Head Fitness Trainer	1	0.75	1	0.75	1	0.75	1	0.75
Personal Trainer	0	0	0	0	0	0	1	0.75
Recreation Assistant I	2	2	2	2	2	2	2	2
Recreation Assistant II	1	1	1	1	1	1	1	1
<b><u>Division Total</u></b>	<b>12</b>	<b>10.75</b>	<b>12</b>	<b>10.75</b>	<b>12</b>	<b>10.75</b>	<b>12</b>	<b>11.50</b>
<b><u>Aquatics</u></b>								
Aquatics Services Manager	1	1	1	1	1	1	1	1
Head Lifeguard	0	0	0	0	0	0	1	1
Pool Operations Manager	1	1	1	1	1	1	1	1
Recreation Program Assistant	1	0.63	1	0.63	1	0.63	1	0.63
Recreation Services Supervisor I	1	1	1	1	1	1	1	1
<b><u>Division Total</u></b>	<b>4</b>	<b>3.63</b>	<b>4</b>	<b>3.63</b>	<b>4</b>	<b>3.63</b>	<b>5</b>	<b>4.63</b>
<b><u>Parks Operations &amp; Development</u></b>								
Tennis Center Manager	1	0.50	1	0.50	1	0.50	1	0.63
<b><u>Division Total</u></b>	<b>1</b>	<b>0.50</b>	<b>1</b>	<b>0.50</b>	<b>1</b>	<b>0.50</b>	<b>1</b>	<b>0.63</b>
<b><u>Parks &amp; Recreation Total</u></b>	<b>29</b>	<b>26.26</b>	<b>29</b>	<b>26.26</b>	<b>29</b>	<b>26.26</b>	<b>30</b>	<b>28.14</b>
<b><u>Finance</u></b>								
<b><u>Administration</u></b>								
Accounting Tech II	0	0	0	0	1	1	1	1
Director of Finance	1	1	1	1	1	1	1	1
Office Assistant III/Admin Clerk**	0	0.50	0	0.50	0	0	0	0
<b><u>Division Total</u></b>	<b>1</b>	<b>1.50</b>	<b>1</b>	<b>1.50</b>	<b>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>
<b><u>Accounting</u></b>								
Accounting Tech II/Admin Tech	1	1	1	1	2	2	2	2
Deputy Director of Finance	1	1	1	1	1	1	1	1
Financial Management Analyst	1	1	1	1	1	1	1	1
Senior Accounting Technician	3	3	3	3	2	2	1	1
Senior General Ledger Accountant	0	0	0	0	0	0	1	1
<b><u>Division Total</u></b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>
<b><u>Revenue</u></b>								
Accounting Tech II	2	1.75	2	1.75	2	1.75	1	0.75
Revenue Supervisor	1	1	1	1	1	1	1	1
Senior Accounting Technician	0	0	0	0	0	0	1	1
<b><u>Division Total</u></b>	<b>3</b>	<b>2.75</b>	<b>3</b>	<b>2.75</b>	<b>3</b>	<b>2.75</b>	<b>3</b>	<b>2.75</b>
<b><u>Procurement</u></b>								
Purchasing Agent	1	1	1	1	1	1	1	1
<b><u>Division Total</u></b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1.00</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1.00</b>
<b><u>Finance Total</u></b>	<b>11</b>	<b>11.25</b>	<b>11</b>	<b>11.25</b>	<b>12</b>	<b>11.75</b>	<b>12</b>	<b>11.75</b>
<b><u>Community Development</u></b>								
<b><u>Administration</u></b>								
Administrative Assistant	1	1	1	1	1	1	1	1
Administrative Planner	0	0	0	0	0	0	0	0
Associate Administrative Planner	1	1	1	1	1	1	1	1
Community Forester	1	1	1	1	1	1	1	1
Development Planner/Community Design	0	0	0	0	0	0	1	1
Development Program Planner	1	1	1	1	1	1	1	1
Director of Community Development	1	1	1	1	1	1	1	1
Office Assistant III	2	2	2	2	2	2	2	2

Personnel - General Fund	FY 2015-16		FY 2016-17		FY 2017-18		FY 2018-19	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
Permit Technician	1	1	0	0	0	0	0	0
Planner I	1	1	2	2	2	2	1	1
Senior Planner	1	1	1	1	1	1	1	1
Senior Project Planner	1	0.50	1	0.50	1	0.50	1	0.63
Sustainability Program Planner	1	1	1	1	1	1	1	1
Transportation Program Manager	1	1	1	1	1	1	1	1
Zoning Administrator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>14</b>	<b>13.50</b>	<b>14</b>	<b>13.50</b>	<b>14</b>	<b>13.50</b>	<b>14</b>	<b>13.63</b>
<b><u>Community Inspections</u></b>								
Community Development Operations Manager	0	0	0	0	0	0	1	1
Community Inspector	0	0	0	0	3	3	2	2
Community Inspector I	2	2	2	1.50	0	0	0	0
Community Inspector II	1	1	1	1	0	0	0	0
Deputy Zoning Admin/Sr Community Inspector	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Division Total</u></b>	<b>4</b>	<b>4.00</b>	<b>4</b>	<b>3.50</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>
<b><u>Community Development Total</u></b>	<b>18</b>	<b>17.50</b>	<b>18</b>	<b>17.00</b>	<b>17</b>	<b>16.50</b>	<b>17</b>	<b>16.63</b>
<b><u>Police</u></b>								
<b><u>Field Operations</u></b>								
Parking Enforcement Official	0	0	0	0	1	0.63	1	0.63
Police Captain	1	1	1	1	1	1	1	1
Police Corporal	6	6	6	6	6	6	6	6
Police Lieutenant	2	2	2	2	2	2	2	2
Police Officer	23	23	23	23	24	24	23	23
Police Sergeant	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>
<b><u>Division Total</u></b>	<b>39</b>	<b>39.00</b>	<b>39</b>	<b>39.00</b>	<b>41</b>	<b>40.63</b>	<b>40</b>	<b>39.63</b>
<b><u>Support Services</u></b>								
Accreditation Manager	1	1	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1	1	1
Assistant Communications Supervisor	2	2	2	2	2	2	2	2
Chief of Police	1	1	1	1	1	1	1	1
Communications Section Manager	1	1	1	1	1	1	0	0
Communications Technician	7	7	7	7	7	7	7	7
Information Specialist	1	1	1	1	1	1	0	0
Paralegal	0	0	0	0	0	0	1	0.73
Police Captain	1	1	1	1	1	1	1	1
Police Corporal	1	1	1	1	1	1	2	2
Police Lieutenant	2	2	2	2	2	2	2	2
Police Officer	9	9	9	9	9	9	9	9
Police Sergeant	2	2	2	2	2	2	2	2
Public Information Specialist	0	0	0	0	0	0	1	1
Public Safety Operations Manager	0	0	0	0	0	0	1	1
Records Technician	2	2	2	2	2	2	3	3
Records Technician Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
<b><u>Division Total</u></b>	<b>32</b>	<b>32.00</b>	<b>32</b>	<b>32.00</b>	<b>32</b>	<b>32.00</b>	<b>34</b>	<b>33.73</b>
<b><u>Police Total</u></b>	<b>71</b>	<b>71.00</b>	<b>71</b>	<b>71.00</b>	<b>73</b>	<b>72.63</b>	<b>74</b>	<b>73.36</b>
<b><u>Public Works</u></b>								
<b><u>Administration</u></b>								
Administrative Assistant	1	1	1	1	1	1	1	1
Deputy Director of Public Works	2	2	2	2	2	2	2	2
Director of Public Works	1	1	1	1	1	1	1	1
Office Assistant III	1	1	1	1	1	1	1	1
Public Works Superintendent	1	1	1	1	1	1	1	1
Utility Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>

Personnel - General Fund	FY 2015-16		FY 2016-17		FY 2017-18		FY 2018-19	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Engineering</u></b>								
Engineer	1	1	1	1	1	1	1	1
Engineering Inspector	1	1	1	1	1	1	1	1
Project Engineer I	2	2	2	2	2	2	2	2
Senior Civil Engineer	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>
<b><u>Program &amp; Project Management</u></b>								
Chief, Program & Project Manager	1	1	1	1	1	1	1	1
Project Engineer I	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b><u>Division Total</u></b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>
<b><u>Building Inspections</u></b>								
Building Inspector I	1	1	1	1	1	1	1	1
Building Inspector II	1	1	1	1	1	1	1	1
Building Official	1	1	1	1	1	1	1	1
Office Assistant III	1	1	1	1	1	1	1	1
Residential Building Inspector	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>
<b><u>Building Maintenance</u></b>								
Building Maintenance Coordinator	1	1	1	1	1	1	1	1
Custodian I	3	3	3	3	3	3	3	3
Facility Maintenance Mechanic II	2	2	2	2	2	2	2	2
Facility Maintenance Mechanic III	1	1	1	1	1	1	1	1
Facility Maintenance Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>8</b>	<b>8.00</b>	<b>8</b>	<b>8.00</b>	<b>8</b>	<b>8.00</b>	<b>8</b>	<b>8.00</b>
<b><u>Grounds Maintenance</u></b>								
Assistant Crew Supervisor	1	1	1	1	1	1	1	1
Laborer	0	0	0	0	0	0	1	1
Utility Equipment Operator I	2	2	2	2	2	2	2	2
Utility Maintenance Worker I	5	5	5	5	6	6	6	5.80
Utility Maintenance Worker II	1	1	1	1	1	1	1	1
Utility Work Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>11</b>	<b>11.00</b>	<b>12</b>	<b>11.80</b>
<b><u>Streets</u></b>								
Assistant Crew Supervisor	1	1	1	1	1	1	1	1
Laborer	0	0	0	0	0	0	1	1
Utility Equipment Operator I	1	1	1	1	1	1	1	1
Utility Equipment Operator II	5	5	5	5	5	5	5	5
Utility Maintenance Worker I	2	2	2	2	2	2	1	1
Utility Work Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>
<b><u>Refuse</u></b>								
Utility Equipment Operator II/Truck Driver	6	6	6	6	6	6	6	6
Utility Maintenance Worker I*	9	9	7.50	7.50	7	7	8	7.80
Utility Work Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>16</b>	<b>16.00</b>	<b>14.50</b>	<b>14.50</b>	<b>14</b>	<b>14.00</b>	<b>15</b>	<b>14.80</b>
<b><u>General Services</u></b>								
Fleet Manager	1	1	1	1	1	1	1	1
General Services Administrator	1	1	1	1	1	1	1	1
Mechanic Assistant	1	1	0	0	0	0	0	0
Mechanic I	2	2	2	2	2	2	2	2
Mechanic II	2	2	2	2	2	2	2	2
Office Assistant II	1	1	2	2	2	2	2	2
Operations Coordinator	1	1	1	1	1	1	1	1
Procurement Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>

Personnel - General Fund	FY 2015-16		FY 2016-17		FY 2017-18		FY 2018-19	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Traffic</u></b>								
Traffic Control Supervisor/Coordinator	1	1	1	1	1	1	1	1
Traffic Signal Tech	1	1	1	1	1	1	1	1
Utility Maintenance Worker I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>
<b><u>Right-of-Way Inspections</u></b>								
Right-of-Way Inspection Supervisor	1	1	1	1	1	1	1	1
Right-of-Way Inspector/Utility Marker	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b><u>Division Total</u></b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>
<b><u>Public Works Total</u></b>	<b>80</b>	<b>80.00</b>	<b>78.50</b>	<b>78.50</b>	<b>79</b>	<b>79.00</b>	<b>81</b>	<b>80.60</b>
<b><u>Town Attorney</u></b>								
Legal Assistant	1	0.50	1	0.50	1	0.50	1	0.63
Paralegal	1	1	1	1	1	1	1	1
Town Attorney	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Town Attorney Total</u></b>	<b>3</b>	<b>2.50</b>	<b>3</b>	<b>2.50</b>	<b>3</b>	<b>2.50</b>	<b>3</b>	<b>2.63</b>
<b><u>General Fund Total</u></b>	<b><u>232</u></b>	<b><u>227.44</u></b>	<b><u>230.50</u></b>	<b><u>225.44</u></b>	<b><u>232</u></b>	<b><u>227.19</u></b>	<b><u>236</u></b>	<b><u>231.91</u></b>



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**General Fund (001)  
Revenue Estimates**

<b>Object Code</b>	<b>Source</b>	<b>FY 16-17 Audited</b>	<b>FY 17-18 Budgeted</b>	<b>FY 18-19 Projected</b>	<b>Notes (for FY 2019)</b>
311100	Real Estate Taxes (Current plus Delinquent)	10,823,375	10,968,426	11,341,418	January 1, 2018 assessment is \$4,320,535,000. The FY 2019 tax levy includes deduction of \$108,000 for qualified tax exemptions (i.e., elderly and disabled). Real estate tax rate is town's current rate of 26 1/2 cents (\$0.2650) per \$100 of assessed value.
319100	Real Estate Penalties & Interest	64,073	55,000	54,800	Based on prior years' experience. Also, contains \$200 for interest refunds.
311300	Public Service Corporate Tax	326,971	332,293	343,483	Estimated assessments, as provided by Virginia State Corporation Commission and taxed at town's proposed real estate tax rate of \$0.2650 per \$100 of assessed value.
	<b>Total - General Property Taxes</b>	<u>11,214,419</u>	<u>11,355,719</u>	<u>11,739,701</u>	
	<b><u>Other Local Taxes</u></b>				
313100	Consumer Utility Taxes	787,614	790,000	790,000	Tax applies to electric and natural gas services only.
313200	Public Right-of-Way Use Fee	190,401	115,020	150,000	Public right-of-way use fees levied upon Certified Local Exchange Carriers customers, as allowed by State Code. Budget based on five year average.
314100	Cigarette Taxes	288,484	330,000	290,000	FY 2019 revenue is based on cigarette tax rate of 75 cents per pack. Cigarette sales have been declining in recent years.
314200	Transient Occupancy Tax	2,199,410	2,186,650	2,249,410	FY 2019 assumes an increase 2.9 percent over FY 2018 budgeted and trends of actuals from preceding years.
318100	Bank Stock Tax	402,719	395,000	405,000	Bank deposit show fairly strong upward trend over the period. Received once per year in May.
318200	Cable TV Franchise Fees	203,958	209,000	205,000	Amount is town's three percent PEG fee which is received directly from Cox Communications and Verizon. Virtually no growth in recent years.
321100	Business & Professional Occupational Licenses	5,569,516	4,300,000	4,600,000	Estimate based on upward trending of this revenue due to new businesses entering the market. Still budgeted well below actuals from prior year due to unpredictability in business movements.



**General Fund (001)  
Revenue Estimates**

<b>Object Code</b>	<b>Source</b>	<b>FY 16-17 Audited</b>	<b>FY 17-18 Budgeted</b>	<b>FY 18-19 Projected</b>	<b>Notes (for FY 2019)</b>
321300	Utility Consumption Tax	89,151	90,000	90,000	Gross receipts tax levied on consumers of electricity and natural gas, as allowed by State Code. Numbers slowly declining in recent years.
322100	Motor Vehicle Licenses	431,639	390,000	450,000	Projection based on current fee of \$25 for vehicles weighing 4,000 lbs. or less. Have seen increased collections since turning over administration of the tax to the county.
335200	Share - Local Sales Tax	1,798,728	1,918,000	1,800,000	FY 2019 projection assumes decline as FY 2017 actuals were down from budgeted numbers.
314400	Meals Tax	2,215,677	2,225,030	2,304,304	FY 2019 assumes four percent increase from FY 2017 actuals, with numbers generated in keeping with five year growth trend.
	<b>Total - Other Local Taxes</b>	<u>14,177,297</u>	<u>12,948,700</u>	<u>13,333,714</u>	
	<b><u>Permit &amp; Privilege Fees</u></b>				
322200	Planning Fees	151,650	140,000	157,663	FY 2019 estimate is based on YTD in FY 2018.
322300	Building Permits	380,761	357,000	357,000	FY 2019 estimate is based on average yearly activity for new commercial and residential construction.
322250	Storm water Management Permits	12,485	9,000	10,000	Town's share of VA storm water management fees assessed on new construction.
322400	Right-of-Way Permits	14,592	30,000	15,000	FY 2019 based on recent trends. Numbers could come in higher pending an increase in permitting related to Silver Line (fiber optics).
	<b>Total - Permit &amp; Privilege Fees</b>	<u>559,488</u>	<u>536,000</u>	<u>539,663</u>	
	<b><u>Fines and Forfeitures</u></b>				
351100	Local Fines (Parking)	46,175	98,000	98,000	Town hired Park Enforcement Officer, which accounts for anticipated increase.
351200	Fairfax County Court Fines	339,614	435,000	325,000	Number based on year to date actuals in FY 2017.
351300	Court Maintenance Fees	11,902	11,000	13,000	Tracks with average assessments over the period.

**General Fund (001)  
Revenue Estimates**

Object Code	Source	FY 16-17 Audited	FY 17-18 Budgeted	FY 18-19 Projected	Notes (for FY 2019)
	<b><u>Fines and Forfeitures (continued)</u></b>				
351400	E-Summons Fees	23,970	20,000	20,000	Fee that supports town's use of E-summons technology for issuing traffic tickets.
351500	Zoning Fines	1,674	4,000	4,000	Tracks with average assessments over the past four fiscal years.
	<b>Total - Fines and Forfeitures</b>	<u>423,335</u>	<u>568,000</u>	<u>460,000</u>	
	<b><u>Use of Money and Property</u></b>				
361000	Interest on Investments	348,869	275,000	302,500	Interest projection based on receipts in previous years. Numbers appear to be higher year to date in FY 2018. Also contains several very small miscellaneous revenues.
363000	Rental Income	566,729	525,000	487,000	Rent from three town-owned properties which are: residence located at Runnymede Park; 750 Center Street (Art Space); and commercial flex/office space at 397 Herndon Parkway. Adjusted downward due to tenants lease termination.
	<b>Total - Use of Money and Property</b>	<u>915,598</u>	<u>800,000</u>	<u>789,500</u>	
	<b><u>Charges for Services</u></b>				
	<b><u>Recreation Programs</u></b>				
347100	Recreation Programs	1,608,008	1,604,500	1,600,000	Projections are based on fiscal year annual actuals and trend year to date in FY 2018.
347200	Admission Fees	389,515	391,500	410,500	Projections are based on estimated daily admissions, pass sales and facility promotions.
347300	Park Operation & Revenue	15,703	12,000	10,500	Projections are based on estimated park shelter rentals.
347400	Herndon Festival	416,718	200,000	380,000	Projections are based on estimated Herndon Festival receipts with addition of carnival revenue.

**General Fund (001)  
Revenue Estimates**

Object Code	Source	FY 16-17 Audited	FY 17-18 Budgeted	FY 18-19 Projected	Notes (for FY 2019)
	<b>Recreation Programs (continued)</b>				
347500	Concession Revenue	17,112	19,000	14,200	Projections are based on estimated sale of merchandise and vending items.
347510	Community Center Rentals	89,391	100,500	100,000	Projections are based on estimated aquatic and community center rentals.
347550	Tennis/Multi-Use Indoor Facility	231,283	215,000	226,000	Projections are based on estimated indoor tennis operations including contracts, rentals, classes, leagues and tournaments.
	<b>Total - Recreation Programs</b>	<u>2,767,730</u>	<u>2,542,500</u>	<u>2,741,200</u>	
318300	Franchise Leases	93,362	96,000	96,000	Franchise fees from town's standard \$2 per linear foot fee (plus annual escalators based on CPI) for public right-of-way use applicable to non-CLEC franchises.
344300	Special Refuse Collection	29,102	17,000	20,000	FY 2019 revenue is for special refuse pick-ups only.
344400	Recycling Collection Fees	95,149	100,000	100,000	Current annual recycling fee is \$16 (\$4 per quarter). Based on trends.
369100	Sale of Recycled Materials	42,363	20,000	26,500	Assumes market demand is flat for recycled newsprint and other recyclable materials. Includes \$1,500 for penalties.
	<b>Quasi-external Revenues</b>				
391070	Transfer from Golf Course Fund	35,000	35,700	35,700	Reimbursement to general fund for cost of indirect services such as personnel, information technology, purchasing, accounting, payroll, engineering and general administration.
391020	Transfer from Water & Sewer Fund	519,900	535,497	535,497	Reimbursement to general fund for cost of indirect services such as personnel, information technology, purchasing, accounting, payroll, engineering and DPW and finance administration. Also includes salary and fringe benefit reimbursement for field inspector/utility marker position assigned to right-of-way inspections activity center in DPW.

**General Fund (001)  
Revenue Estimates**

Object Code	Source	FY 16-17 Audited	FY 17-18 Budgeted	FY 18-19 Projected	Notes (for FY 2019)
	<b><u>Quasi-external Revenues</u></b> <b><u>(Continued)</u></b>				
391030	Transfer from Chestnut Grove Cemetery Fund	16,800	17,136	17,136	Reimbursement to general fund for cost of indirect services such as P&R administration, personnel, information technology, purchasing, accounting, payroll, and engineering.
	<b>Total - Charges for Services</b>	<u>3,599,406</u>	<u>3,363,833</u>	<u>3,572,033</u>	
	<b><u>Miscellaneous</u></b>				
369990	Not Otherwise Classified	82,411	30,000	20,000	Tracks with average receipts over the past four fiscal years.
392100	Sale of Surplus/Obsolete Material	0	20,000	27,860	Tracks with average receipts over the past four fiscal years.
	<b>Total - Miscellaneous</b>	<u>82,411</u>	<u>50,000</u>	<u>64,360</u>	Total includes \$16,500 in other small miscellaneous items.
	<b><u>Intergovernmental Revenues</u></b>				
310030	Local Government Reimbursements & Grants	500,449	260,000	315,000	Includes town's allocation from County's storm water utility tax, economic development initiatives and Northern VA Gang Task Force.
310020	State Government Reimbursements & Grants	1,083,395	699,000	721,000	Includes following state reimbursements and grants: Police (Section 599) funding at \$589,000 (\$20,000 more than FY 2018); Virginia Fire Fund Program grant at \$74,000; Litter Control grant at \$6,000; state ICAC grant at \$35,000 and other grants estimated at \$15,000.
310010	Federal Government Reimbursements & Grants	60,832	35,000	56,000	Includes estimated federal reimbursements and grants from state DMV and other federal pass-thru mini-grants.
314300	Vehicle Rental Taxes	1,586	1,000	1,000	Tracks with FY 2017 revised estimates.
313400	Communications Sales and Use Tax	1,626,306	1,600,320	1,584,317	State tax on telecommunications. FY 2019 assumes a continued decline in line with prior year trends.

**General Fund (001)  
Revenue Estimates**

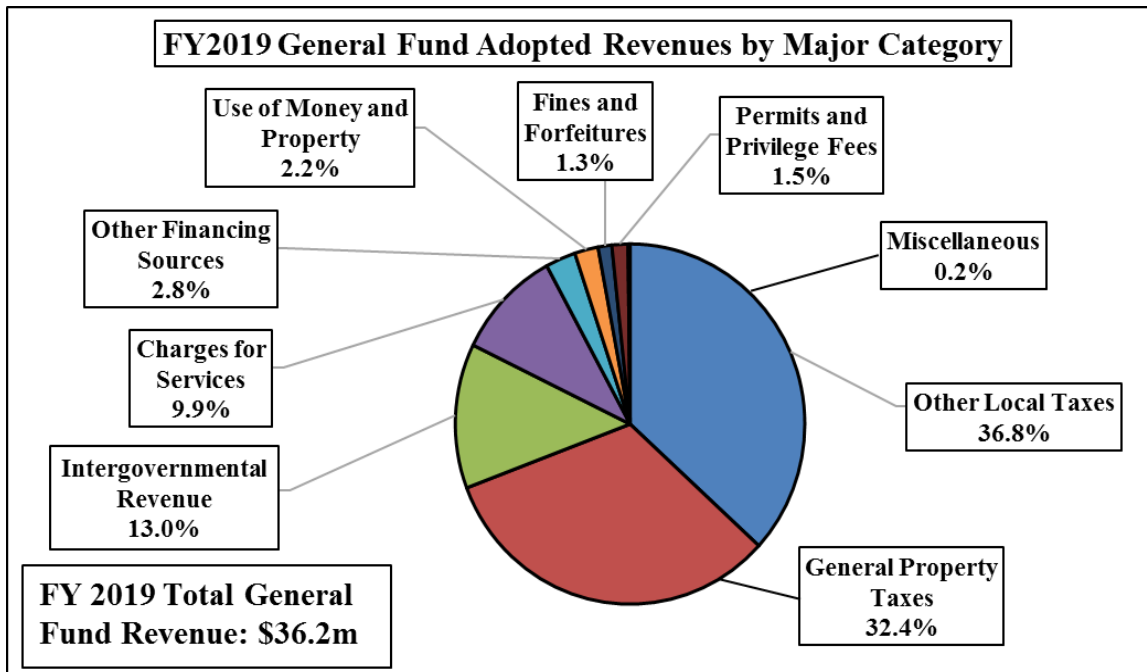
<b>Object Code</b>	<b>Source</b>	<b>FY 16-17 Audited</b>	<b>FY 17-18 Budgeted</b>	<b>FY 18-19 Projected</b>	<b>Notes (for FY 2019)</b>
334200	VDOT Street Maintenance Allocation	1,849,564	1,886,555	2,029,400	Estimate for FY 2019 is based on actual reimbursement rates for FY 2018 that were higher than budgeted.
	<b>Total - Intergovernmental Revenues</b>	<u>5,122,132</u>	<u>4,481,875</u>	<u>4,706,717</u>	
	<b>Total Revenue - All Recurring Sources</b>	<u>36,094,086</u>	<u>34,104,127</u>	<u>35,205,688</u>	
	<b><u>One-time Revenues, Grants and Other Financing Sources</u></b>				
392200	Sale of Land/Buildings	0	0	0	
310220	VDOT Revenue Sharing for Repaving Program	0	0	0	
391010	Transfer From General Fund Balance - (One-time Operating)	102,000	250,000	0	
391010	Transfer From General Fund Balance - (CIP Projects)	782,000	569,000	700,544	Monies to be used to support operating capital projects.
393200	Capital Lease Proceeds	420,000	695,000	310,000	Lease vehicle 891 4X4 pickup truck \$60,000; refuse packer \$250,000.
	<b>Total - One-time Revenues and Other Financing Sources</b>	<u>1,304,000</u>	<u>1,514,000</u>	<u>1,010,544</u>	
	<b>Total - General Fund Recurring Revenues and other One-time Financing Sources</b>	<u><u>37,398,086</u></u>	<u><u>35,618,127</u></u>	<u><u>36,216,232</u></u>	

## General Fund Revenues

### Overview

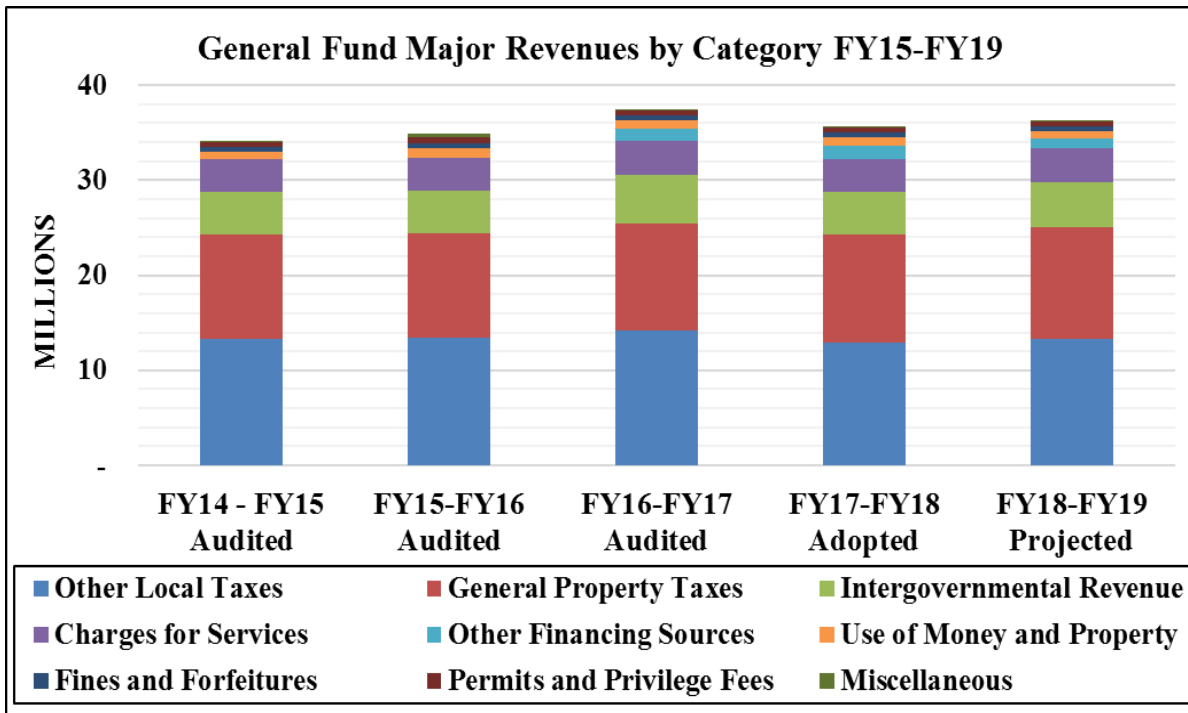
The Town of Herndon has developed a diverse revenue stream that seeks to reduce its dependence on general property taxes as the primary source of General Fund revenue. Additional major revenue categories include consumer-related excise taxes and fees (consumer utility tax, cigarette tax, transient lodging taxes, business license fees, local sales tax, meals taxes), and receipts associated with charges for services (parks and recreation classes and admissions fees as well as reimbursements for indirect costs). In addition, recurring county and state revenues such as the town’s pro-rata share of the county’s storm water tax district collections, state “HB 599” funds for police services, highway maintenance allocations, the town’s share of the state communications sales and use tax collections and various operating grants also play a major role in financing town General Fund operations.

Total FY 2019 General Fund resources, which include recurring revenues and other one-time financing sources, are projected at \$36,216,232. Overall, total FY 2019 General Fund resources (including one-time and other financing sources) are projected to increase \$598,105, or 1.7 percent more than the total budgeted amount for FY 2018. The projections assume, in keeping with recent trends, that many revenue categories will be flat or experience only nominal growth during FY 2019.



Most of the increase is expected to occur within the town’s general property taxes (\$383,982), other local taxes (\$385,014) and intergovernmental (\$224,842) categories. In addition, there are a number of relatively small increases in other revenue categories including fine and forfeitures (\$108,000) and use of money and property (\$10,500). The town is dependent on three major revenue categories: property tax, local taxes, and intergovernmental revenues. The other financing sources identified represent one-time revenues that are funded by a combinations of unassigned fund balance and lease purchase funding. The total anticipated decrease for these one-time revenue sources is \$503,456.

As the chart below indicates, overall growth in General Fund revenues has been relatively slow in recent years. It also provides a clear indication of the importance of other local taxes, general property taxes, and intergovernmental revenues relative to the overall revenue stream.

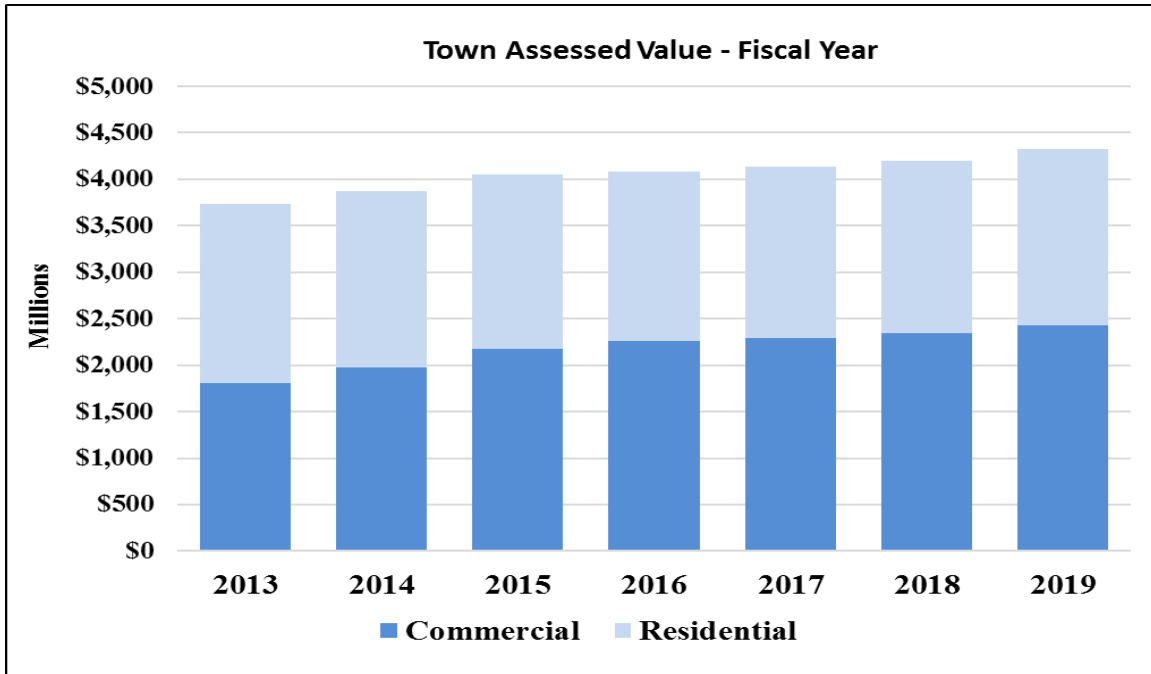


## General Property Taxes

### Assessed Value

The town’s general property tax is imposed on the assessed value of real estate appraised at 100 percent of fair market value. The recommended tax rate for FY 2019 is \$0.2650 per \$100.00 of assessed valuation. Based on the annual reassessment, the assessed value of real property within the town was \$4,320,535,360 as of January 1, 2018.

The January 1, 2018 assessed value, when compared to the total assessed value as of January 1, 2017, represents an increase of just under three percent. This increase was relatively large compared to the annual increase over the previous three years of 0.7 percent, 1.3 percent and 1.5 percent. However, growth continues to favor residential property, while commercial continues to lag. This trend can be seen in the chart on the next page. In FY 2019, residential valuations comprise 56 percent of total valuations with commercial valuations comprising 44 percent.



When calculating changes in real property values it is legally required that those calculations differentiate between changes in the value of existing property and changes that result from the value of new construction. The first component is referred to as *equalization*, while the second is simply referred to as *new construction*. Differentiating between these two types of value allows for greater transparency in understanding the actual source of the revenues (levy) generated. Theoretically, the town’s revenue (levy) could increase, utilizing the same tax rate, while having the entirety of that increase be the result of new construction, not an increase in the value of existing property.

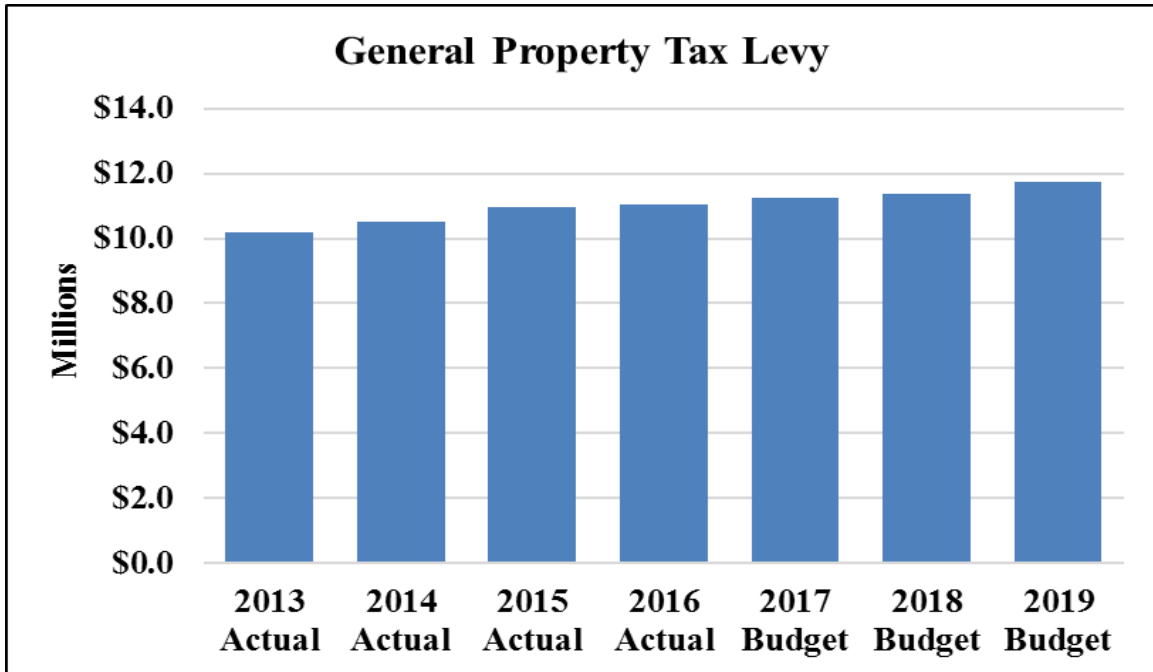
Accurately determining the assessed value of property is a critical step in understanding what the levy will be for the coming year. While the town receives its assessed value information from Fairfax County, the Town Council sets the local property tax rate, which in turn determines the levy or revenue generated. The current town property tax rate of \$0.2650 has been in place since FY 2012.

**Levy**

In FY 2019, property tax revenue is budgeted at \$11,739,701, or 32.4 percent, of total General Fund revenue, the funds single largest tax. This number includes penalties, taxes on public service corporations and a credit of \$108,500 in tax relief offsets for qualifying elderly and disabled property owners.

The town tax relief program for qualifying elderly and disabled residential property owners mirrors the program currently offered by Fairfax County. In FY 2019, the program provides 100 percent exemption for qualifying applicants with incomes up to \$52,000; 50 percent exemption for qualifying applicants with income between \$52,001 and \$62,000; and 25 percent exemption for qualifying applicants with income between \$62,001 and \$72,000. The allowable asset limit is \$340,000 for all ranges of tax relief. The asset limit excludes the value of the home. A few years ago, the town expanded its real estate tax relief program by adding a provision for veterans who have a 100 percent permanent and total disability directly resulting from military service, regardless of income or assets.





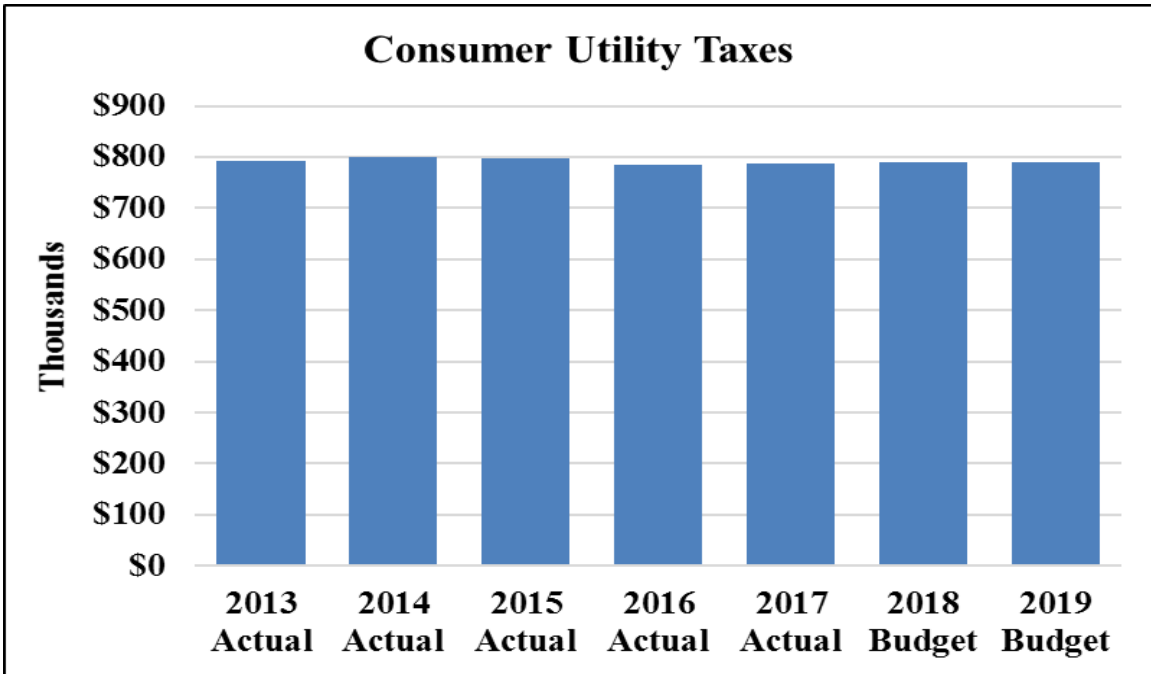
**Other Local Taxes**

In addition to real estate taxes, the town assesses other local taxes that are primarily consumer-related. These taxes are consumer utility taxes, cigarette taxes, transient occupancy taxes, bank stock taxes, business and professional occupational license taxes (BPOL), motor vehicle licenses, the town’s share of the local sales tax and meals taxes. At 36.8 percent, or \$13.3 million, this category comprises the single largest category of General Fund revenue.

**Consumer Utility Tax**

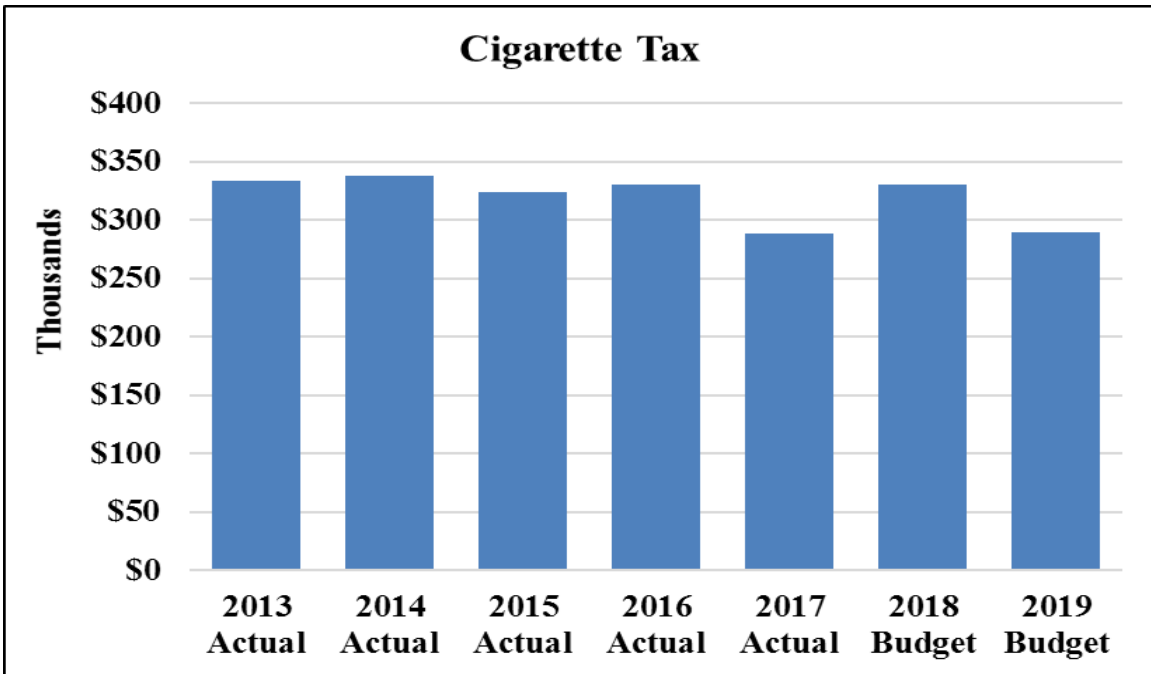
This tax is based on the purchase of electric and natural gas utility services within the corporate limits of the town. Residential and commercial rates vary and are comprised of a base charge and a usage charge for electric and natural gas.

The FY 2019 projection for consumer utility taxes is \$790,000. Receipts have been down in recent years so the FY 2019 projection was left at the prior year projection level. Nevertheless, predicting consumer utility taxes is difficult due to the variability in usage, weather, and changing technologies that focus on increased efficiencies.



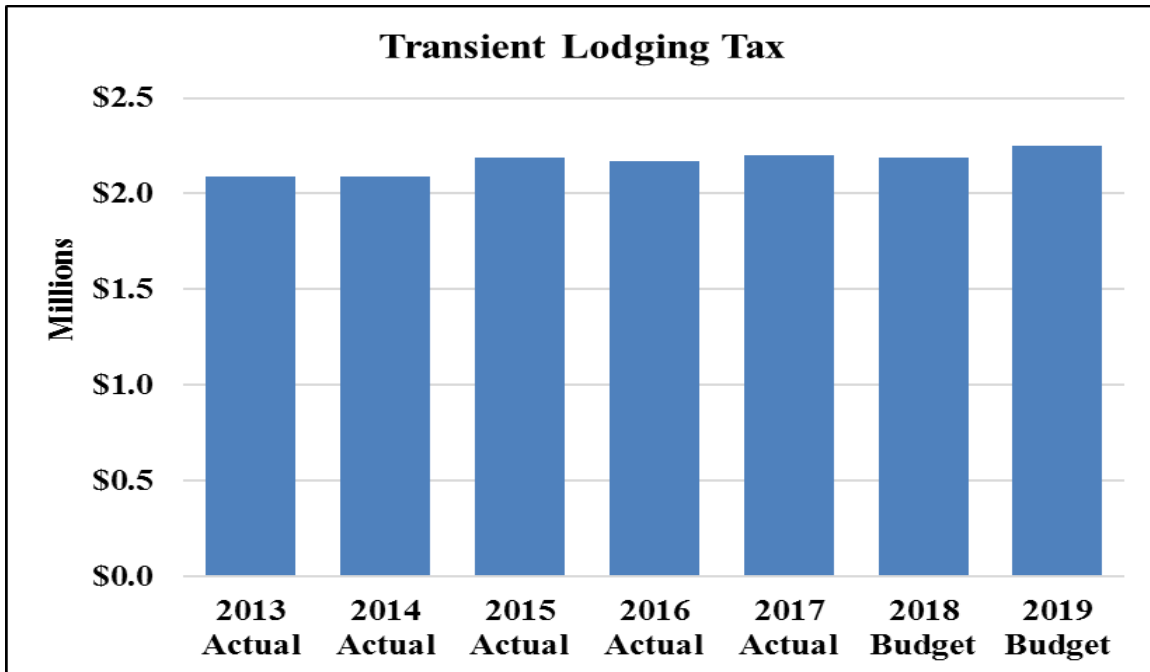
### Cigarette Tax

Cigarettes are taxed at \$0.75 per pack of 20 cigarettes and must be paid by the seller for all cigarette inventories. Payment of the tax is documented by the display of a stamp or meter imprint. Revenues for this tax for FY 2019 are projected at \$290,000, and are based on a rough average over the period and the steep decline in FY 2017 actual receipts.



### Transient Lodging

A tax of six percent is imposed on hotel and motel room rates, as well as bed and breakfast operations, inns, tourist homes and other transient lodging facilities. The FY 2019 projection for transient lodging taxes is \$2,249,410. Currently there are nine hotels in Herndon with a combined total of 1,200 rooms available for business travelers and visitors. Based on FY 2017 actuals, along with recent overall trends, collections were estimated to increase by 2.9 percent in FY 2019. The following chart depicts the growth in transient lodging tax collections over a seven-year period beginning with FY 2013 and concluding with the projection for FY 2019.



### Business Professional and Occupational License (BPOL)

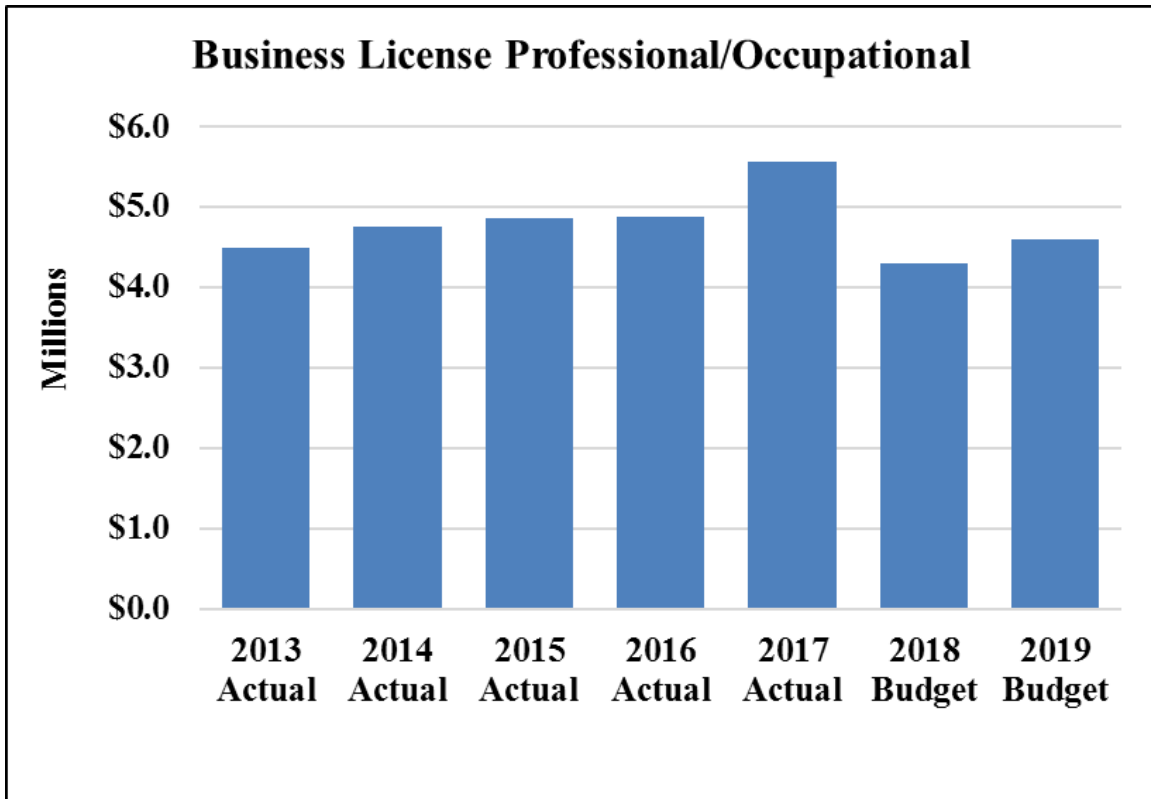
Business license taxes are generally based on gross receipts, after accounting for the following thresholds:

1. Businesses with annual gross receipts of \$0.00 up to and including \$50,000 per year pay a flat license tax of \$30.
2. Businesses with annual gross receipts in excess of \$50,000 up to and including \$100,000 per year pay a license tax that is either the lesser of \$50 per year or the license tax calculated under the business license classification tax rate.
3. Business license taxes for businesses with annual gross receipts greater than \$100,000 are based on the applicable business license classification tax rate.

The FY 2019 budget for BPOL is \$4,600,000. Town businesses file and pay their BPOL taxes concurrently on March 1 each year, based on gross receipts earned during the previous calendar year. Actual BPOL numbers have come in much higher than budgeted in recent years, due mainly to the conservative approach to this revenue. The loss of even one very large contributor could have a significant impact on revenue. The spike in FY 2017 actuals is the result of a new entrant into the market in combination with reporting requirements that include both actual and estimated revenues. It is

expected that this spike will decrease in FY 2018, the decrease dependent on the accuracy of the original estimate.

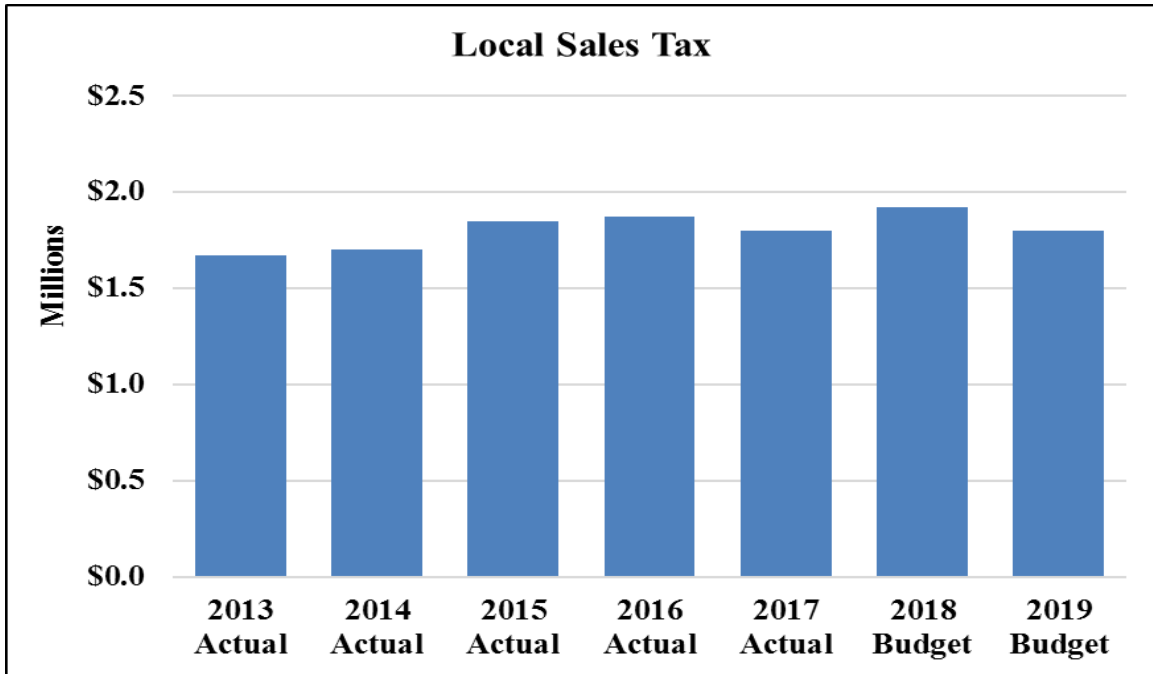
The following chart depicts the trend in BPOL tax collections over the seven-year period beginning with FY 2013 and concluding with the projection for FY 2019.



### Local Sales and Use Tax

One percent of the sales tax collected in Fairfax County is returned to the county by the Commonwealth of Virginia. The County retains 50 percent of this allocation with the remaining 50 percent distributed, using school age population, to incorporated towns and unincorporated areas in Fairfax County.

In recent years, this number has been decreasing, as is true with many General Fund revenues. Because of this slowing, the number was budgeted flat for FY 2018 (\$1,918,000), and down in FY 2019 (\$1,800,000) due to the low number received in FY 2017 (see chart on next page).

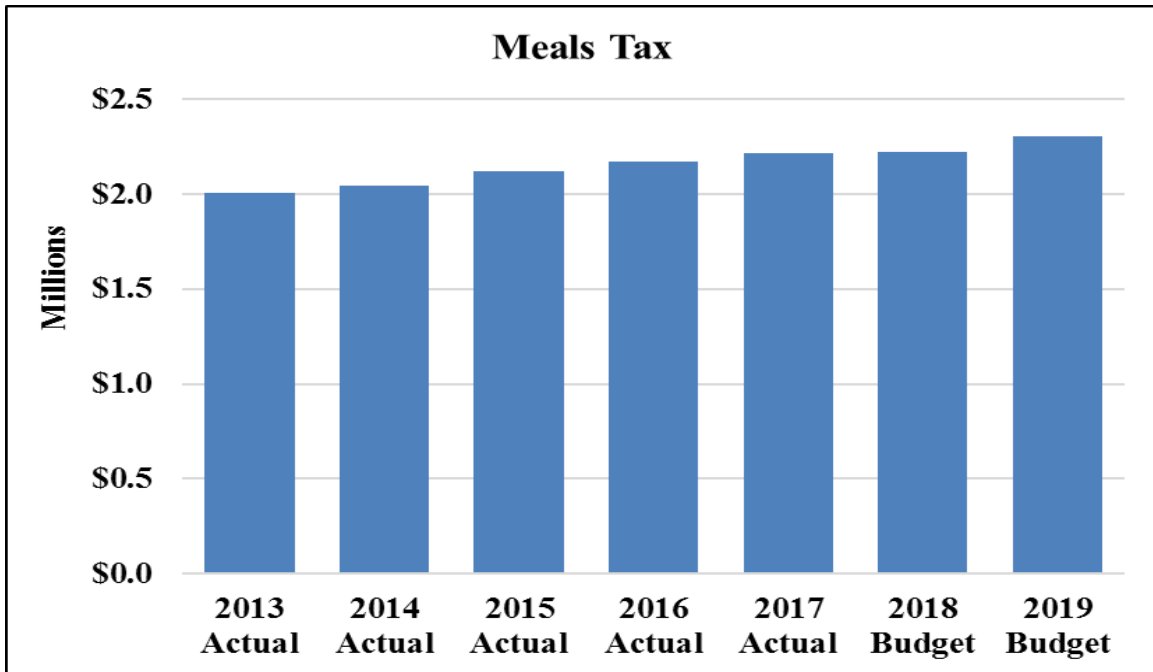


**Meals Tax**

The meals tax is an excise tax assessed as a flat percentage upon the price of a meal or prepared food. The purchaser pays the tax which is collected and then remitted monthly to the town by the seller. The recommended FY 2019 meals tax rate is 2.5 percent, still one of the lowest rates in the Commonwealth.

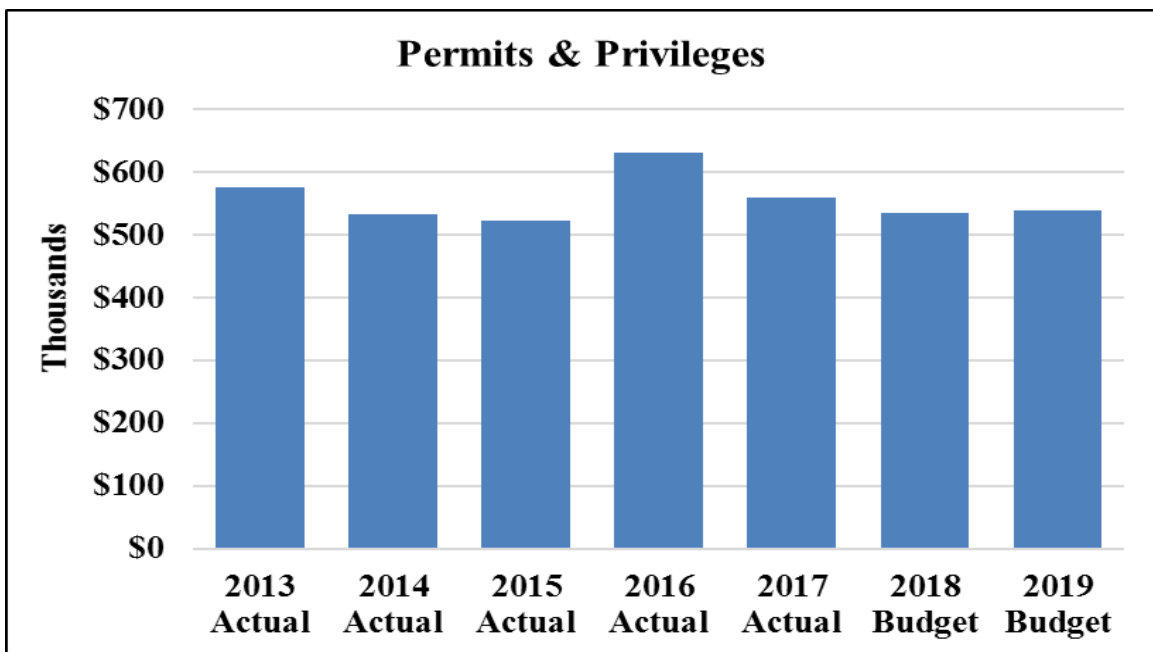
The FY 2019 budgeted revenue from the meals tax is projected at \$2,304,304 (see chart on next page). The FY 2019 projection is based on current collection information and FY 2017 actuals. The amount assumes collections for FY 2019 will roughly follow the average growth pattern over the period. The chart on the following page depicts the trend in the town’s meals tax collections over the seven-year period beginning with FY 2013 and concluding with the projection for FY 2019.

Continuing the allocation method adopted with the FY 2012 budget, meals tax receipts will be used to finance the following FY 2019 programs and capital projects: \$75,000 for continued economic development, branding, and marketing activities with special emphasis on the downtown; \$250,000 for major road repaving; \$221,500 to be set aside for debt service related to the downtown; \$150,000 to be set aside for future utility conduit undergrounding in the downtown.



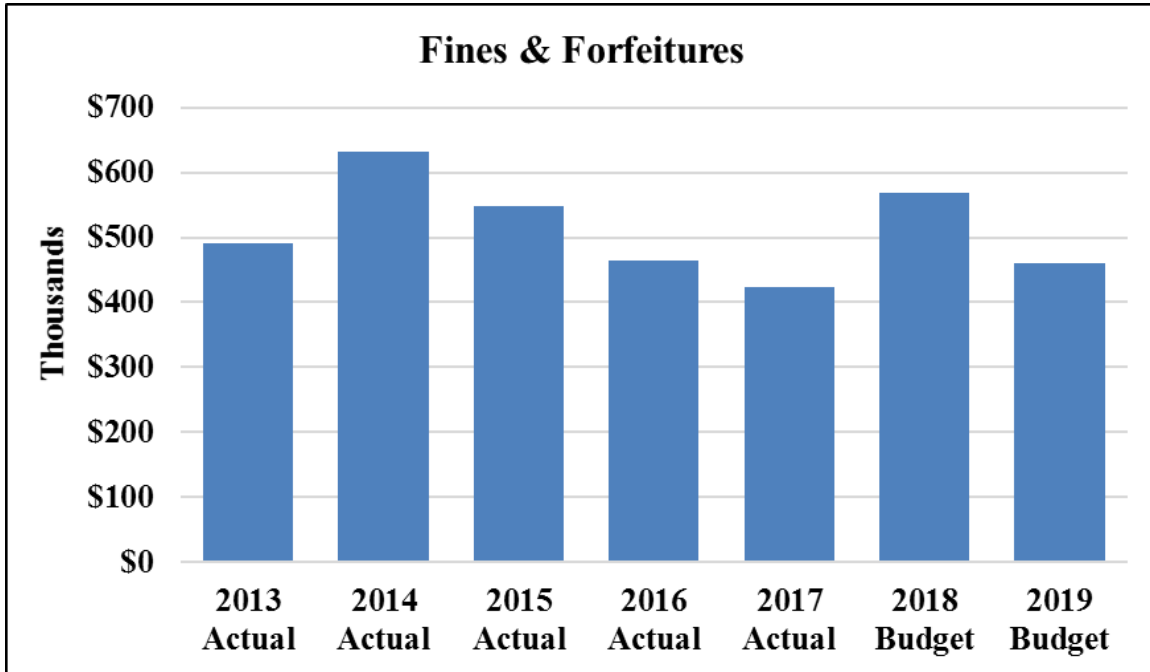
### Permits and Privilege Fees

FY 2019 revenue generated from permits and privilege fees, which includes planning fees, building permits, and rights-of-way permit fees, is projected at \$539,663. The projection assumes residential and commercial development during the upcoming fiscal year will be similar to that experienced in in FY 2018. This revenue source represents about 1.5 percent budgeted FY 2019 total General Fund resources. This is a difficult revenue to estimate, as can be seen on the chart below.



### Fines and Forfeitures

Revenue from fines and forfeitures, which accounts for 1.3 percent of total budgeted FY 2019 General Fund resources, is expected to increase in FY 2018 due to the addition of revenues associated with the hiring of a new Parking Enforcement Officer. However, given the decidedly downward trend in revenues over the period, it was decided that the budget would be conservative until the town begins to see changes in actual receipts. 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 dependent on various aspects of the enforcement process from ticketing to sentencing.



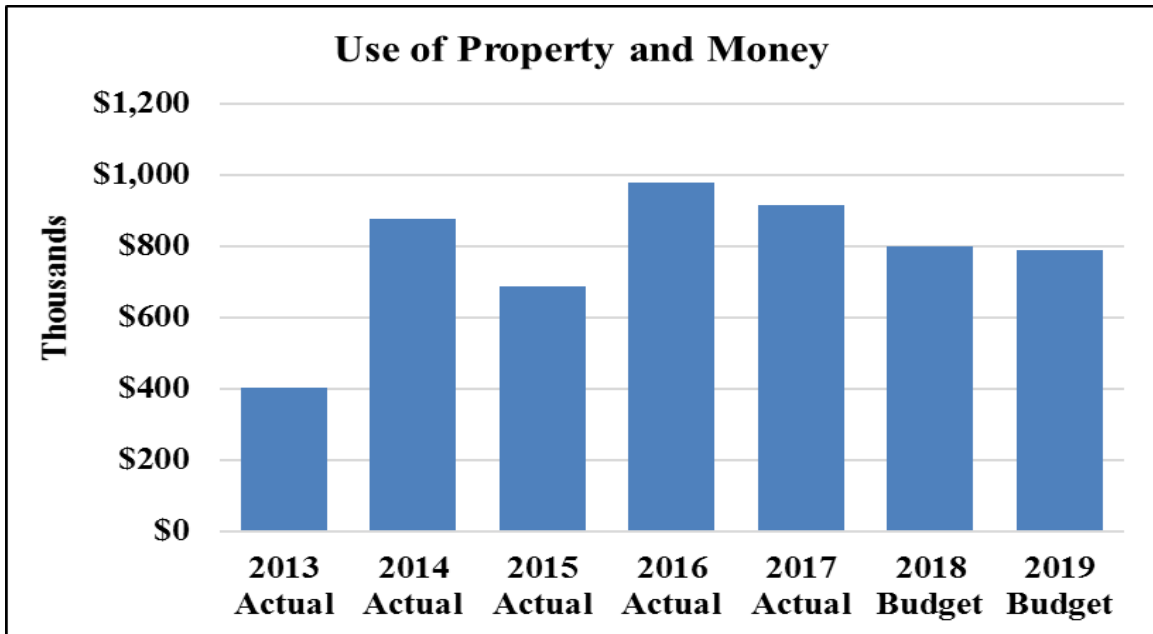
### Use of Money and Property

The use of money and property revenue category is comprised several revenue types, the most significant of which interest earnings and rental income.

FY 2019 interest earnings are projected to be \$300,000. This assumes that the town’s investment portfolio mix, which includes short-term and intermediate-term corporate and government agency securities. This is another somewhat volatile revenue, but it has been trending upward in recent years.

Estimated rental income from the leasing of 27,479 square feet of flex/office space at 397 Herndon Parkway (the “commercial side” of 397 Herndon Parkway); the continued lease of the residence located at Runnymede Park; and rental of 750 Center Street to ArtSpace is projected to generate \$487,000 for FY 2019. There is a decline in the revenue estimate for FY 2019 due to leases ending and existing vacancies.

Total budgeted income generated from the Use of Money and Property category during FY 2019 is projected to be \$789,500. This category represents 2.2 percent of budgeted FY 2019 total General Fund resources. It is also another volatile revenue.



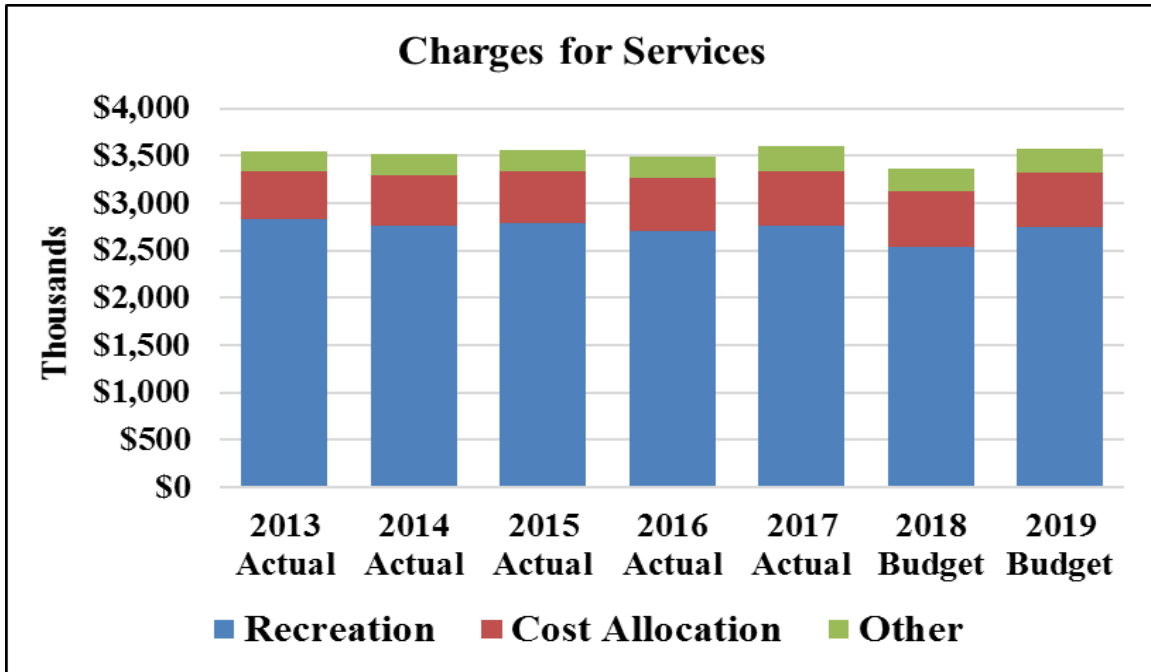
### Charges for Services

Charges for services contains two main revenue sub-categories: parks and recreation and transfers from other funds (cost allocations). Total charges for services budgeted for FY 2019 is \$3,572,033. This amount represents a 6.2 percent increase over the FY 2018 budgeted number, most of that increase is due to the inclusion of \$200,000 in carnival revenue that was absent in the FY 2018 budgeted number.

FY 2019 projected parks and recreation revenue from recreation classes and programs, aquatic center fees, community center admissions, rentals and concessions, including revenue from the Bready Park Tennis Center, is \$2,741,200. That is an approximately 7.8 percent increase from the budgeted amount in FY 2018, mostly carnival revenue.

Charges for services also contains revenues paid to the General Fund by other funds for the provision of several indirect services. 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 technology services; and public works engineering and project management.





The approximate value of the services received is reimbursed to the General Fund through an interfund transfer to the General Fund. In addition, the Water & 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 2019, total inter-fund transfers will be \$588,333.

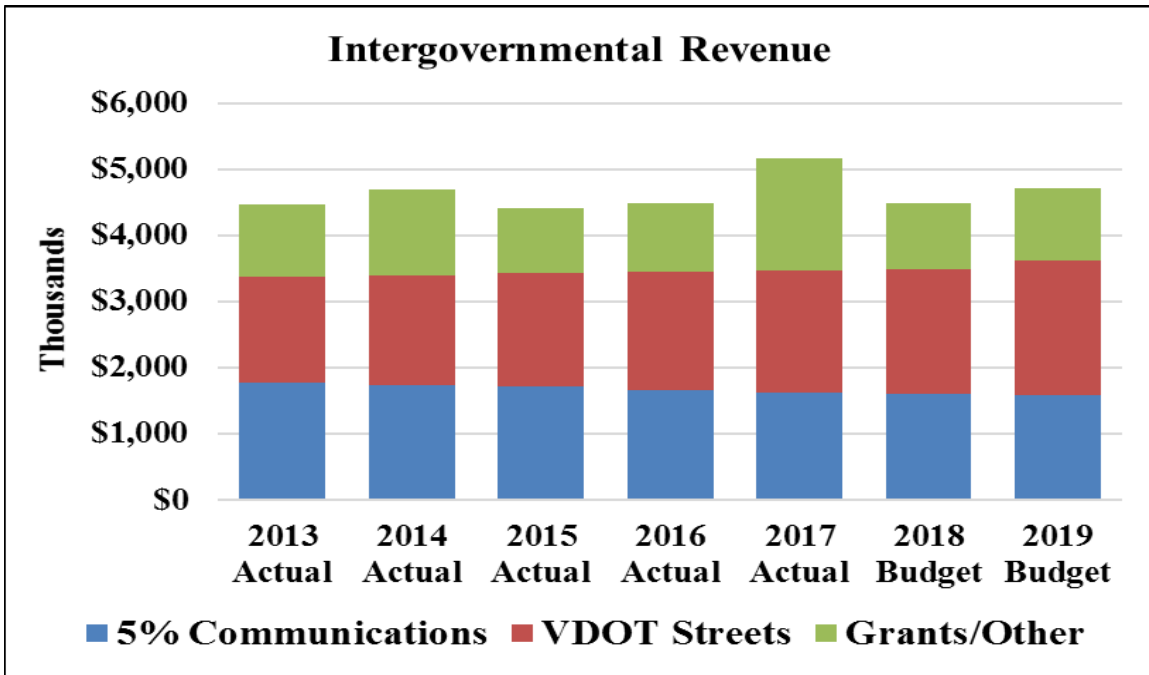
### Intergovernmental Revenues

Intergovernmental revenues, which account for 13 percent of total budgeted FY 2019 General Fund resources contains several revenues sources that include VDOT street maintenance reimbursements, the five percent communications tax, and grants from local, state and federal sources. Revenues for this category are estimated at \$4,706,717, the third largest General Fund category.

Every year the town receives funding from the VDOT for maintenance of the public roads and streets in the town. The budgeted FY 2019 street maintenance allocation is \$2,029,400, which is approximately a 7.6 percent increase over the FY 2018 budgeted number and accounts for the higher than expected increase in the FY 2018 allocation.

The state’s communication sales and use tax replaced three previously locally assessed town taxes. These were the consumer utility taxes on telecommunication services, the mobile telecommunications fee (cellular telephone tax) and the five percent portion of the town’s cable TV franchise fee. The three percent Public, Educational and Government (PEG) access fee assessed as part of the town’s cable TV franchise agreements was not affected by this legislation. The communication sales and use tax is 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 of this tax is 0.41 percent of the state-wide collections.

Budgeted FY 2019 revenue from this state source is \$1,584,317, which is a decrease of one percent from the FY 2018 budgeted number. The revenues from this tax have been declining in recent years mainly due to changes in technology that has resulted in diminished use of taxable services.



The town receives a variety of grant money every year. FY 2019 projected revenues include \$715,000 in state grants, the majority of which is contained in the state’s HB 599 funding for police departments (\$589,000). There are also a variety of smaller grants that can vary annually. Other smaller federal Department of Justice grants and Department of Motor Vehicles “mini-grants” are also anticipated.

The town also anticipates receiving grants totaling of \$260,000 from Fairfax County that include \$40,000 to assist the town in its economic development initiatives and storm water utility tax district collections that will support the town’s FY 2019 storm water operational activities. This allocation is financed from the county’s storm water utility tax levy attributed to real property located within the town. The county also provides limited funding under the local Northern Virginia Gang Task Force.

**Other Sources**

Recommended FY 2019 resources include one-time lease revenues in the amount of \$310,000 for vehicle purchases and \$700,544 of unassigned fund balance used to assist in funding operating capital purchases. Budgeted use of one-time resources in FY 2019 total \$1,010,544.

## **General Fund Revenues**

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 recommended FY 2017 tax rate is \$0.2650 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 of Virginia to Fairfax County. From this one 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.

Transient Occupancy Tax - A tax of six 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 recommended FY 2017 meals tax rate is 2.5 percent.

Cigarette Tax - A tax of \$0.75 per pack of 20 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 of net capital in Herndon banks as of January 1 of each year. Bank stock returns are filed by March 15. Bank franchise taxes are due by May 31.

Cable TV Franchise Fee - A fee imposed upon cable television providers, which is equal to eight 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 five percent franchise fee and a three percent Public, Educational and Government (PEG) access fee designated for capital acquisition and infrastructure improvements. Effective January 1, 2007, the five percent franchise fee was replaced by the state's five percent communications sales and use tax. The three percent PEG fee continues to be assessed and collected by the town.

**Licenses and Permits**

Business, Professional and Occupational License Taxes (BPOL) - This is a license tax imposed on local businesses. The following table displays the various business license classifications and rates.

<b>Business Classification</b>	<b>Rate Per \$100 of Gross Receipts Above the \$100,000 Threshold</b>
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
Commissioned Merchants	\$0.27
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 Registration Fee - An annual fee for each motor vehicle, trailer, or semi-trailer owned, kept or used by residents or businesses in the town. The fee rates are \$25 for private passenger and other vehicles weighing less than 4,000 pounds, \$32 for vehicles weighing more than of 4,000 pounds and \$12 for motorcycles. Fairfax County collects this fee for the town and remits the revenue to the town. Decals are no longer required by the town.

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 \$60.

### **Charges for Services**

Franchise Leases – A lease granted to users (such as utility companies) of the town’s public rights-of-way. 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, the public right-of-way fee that began July 1, 2016 was \$1.11 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 \$4.00 per calendar quarter (\$16.00 per year) and is to be included as part of the resident’s quarterly utility bill.

Recreation and Admissions Fees – The Department of Parks and Recreation offers various recreational programs and classes, including land and water fitness, personal training, performing arts, special interest, youth activities, tennis and aquatics. Fees charged cover the cost of the class. The last revision to the fee structure occurred in 2013 and provides town residents with priority registration and discounts on recreational programs. Included under admissions fees are daily use of the community center, fitness room, 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. These fees were revised in 2016.

Quasi-external Revenues – 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, information technology, procurement, engineering and general administration.

### **Intergovernmental Revenues**

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 U.S. population census.

Vehicle Rental Taxes – The 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.

Communications Sales and Use Taxes - This revenue source, which became effective January 1, 2007, replaced three previously assessed local town taxes. These were the consumer utility tax on telecommunication services, the mobile telecommunications fee (cell phone tax) and the five percent portion of the town’s cable TV franchise fee. The state-assessed communications sales and use tax is collected and remitted by the different telecommunications and cable TV companies to the 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 percent of the statewide collections.

Street and Highway Maintenance - Quarterly payments from the Virginia Department of Transportation (VDOT) for maintaining primary and secondary roads, and related infrastructure maintenance within the town's corporate limits. The allocation is based on the number of primary and secondary road miles within the town limits and the Commonwealth Transportation Board'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 the commonwealth's 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 VDOT capital construction program grants. These grant programs range in value from \$1,500 to \$1 million.

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.

### **Other Revenues**

Interest Earnings on Investments – Interest is 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.

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 or less and the interest rate charged is usually lower than the town's average interest rate earned on its investments.



[www.herndon-va.gov](http://www.herndon-va.gov)

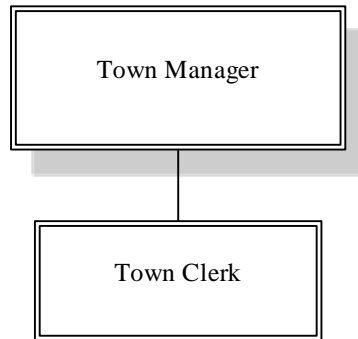
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## Office of the Town Clerk

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### **Vision**

The Office of the Town Clerk provides complete support to the Mayor, Town Council, and the citizens of the Town of Herndon; and maintains, preserves, and attests the official and historical records of the town.

### **FY 2018 Highlights**

- Under auspice of the town attorney, transitioned the town and implemented Munipro and OrdLinks to enhance services to citizens and staff. Town Code changes are now immediately available on the town’s website following council adoption, which resulted in cost savings and efficient use of staff resources.
- Herndon Parkway Advisory Committee created to address cross-jurisdictional transportation facilities centered on the town and surrounding jurisdictions.
- Herndon Youth Advisory Council created to serve as a link between the town, our youth, middle and high school principals, and other adult leaders.
- Updated application for individuals interested in serving on the town boards, commissions, committees, advisory committees, and subcommittees to clarify role, commitment, and qualifications of each board, commission, committee, advisory committee, or subcommittee. The changes help citizens more clearly understand to which boards they may want to apply.

### **FY 2019 Initiatives**

- Work with community groups and create outreach programs to encourage long-time residents and bi-lingual residents of all ages to be more involved in town government.
- Encourage broad range of residents to apply to the town’s boards, commissions, ad hoc committees, and advisory committees.
- Crosstrain community development staff to standardize the Planning Commission, Architectural/Heritage Preservation Review Board, and Board of Zoning Appeals’ agendas and minutes format.
- Transition the outgoing 2017-2018 Town Council.
- Transition the incoming 2018-2019 Town Council.



**Office of the Town Clerk**

The Office of the Town Clerk maintains the official records of the town as set forth in the Code of Virginia and the Town Charter, is responsible for the official journal of the Town Council, and accurately documents all legislative actions.

Objectives	Strategies	Measures
Provide timely, accurate and complete support to the Mayor and Town Council.	<ul style="list-style-type: none"> <li>• Research and prepare staff reports, resolutions, proclamations, and correspondence on behalf of the Mayor and Town Council.</li> <li>• Error-free production.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff reports, resolutions, proclamations and correspondence are completed by due date.</li> <li>• Correspondence and reports error free 95 percent of the time.</li> </ul>
Produce accurate records of Town Council meetings.	<ul style="list-style-type: none"> <li>• Record Town Council proceedings, actions and votes for the public record.</li> <li>• Prepare action minutes and certified actions for the town’s website.</li> </ul>	<ul style="list-style-type: none"> <li>• Accurate meeting minutes submitted for Town Council approval within 30 days.</li> <li>• Action minutes and certified actions posted on the town’s website.</li> </ul>
Image official and historical town records and make appropriate records available on the town’s website.  Archive records in accordance with the Library of Virginia.	<ul style="list-style-type: none"> <li>• Make pertinent records available on the website, including minutes and action minutes.</li> <li>• Transmit approved Town Council and boards/commissions meeting minutes to the Library of Virginia.</li> <li>• Maintain and index the town’s leases, contracts and agreements.</li> </ul>	<ul style="list-style-type: none"> <li>• Pertinent records are available on the town’s website.</li> <li>• Approved Town Council and boards/commissions meeting minutes are submitted to the Library of Virginia.</li> </ul>
Update and Maintain the Town Code.	<ul style="list-style-type: none"> <li>• Process ordinance amendments to the Town Code following Town Council adoption.</li> <li>• Coordinate ordinance amendments with the Municipal Code Corporation to update Town Code (OrdLinks).</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal Code Corporation identifies ordinance amendments (OrdLinks) following adoption.</li> <li>• Supplements are prepared and processed quarterly.</li> </ul>
Ensure proper advertising of government meetings in accordance with the Code of Virginia.	<ul style="list-style-type: none"> <li>• Submit legal advertisements for publication in accordance with the Code of Virginia.</li> <li>• Prepare notices in accordance with requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Legal advertisements/notices submitted by deadline 100 percent of the time.</li> <li>• Legal advertisements/notices posted on the town’s website.</li> </ul>
Track appointments and expiration dates for the town’s boards and commissions and schedule for Town Council action.  Administer oaths of offices to appointees, senior and key staff and police.	<ul style="list-style-type: none"> <li>• Track appointments and expiration dates for the town’s boards and commissions.</li> <li>• Advertise vacancies and schedule interviews as appropriate.</li> <li>• Update and maintain the town’s talent bank and transmit applications for Town Council review.</li> <li>• Administer appropriate oaths of office.</li> </ul>	<ul style="list-style-type: none"> <li>• Mayor and Town Council notified 45 days prior to the expiration of appointment of boards and commissions members.</li> </ul>
Maintain Town Clerk, Town Council, and linked portions of the town’s website.	<ul style="list-style-type: none"> <li>• Maintain the Town Council and Town Clerk pages of the website.</li> </ul>	<ul style="list-style-type: none"> <li>• Updates to the website are timely and accurate, providing additional means for citizens to receive information.</li> </ul>

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**Office of the Town Clerk**

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**Performance Measures**

The Town Clerk produces accurate records of Town Council meetings; documents all legislative actions; legally advertises meetings; and maintains the official record, as defined by the Code of Virginia and the Town Charter.

Live streaming of Town Council, Planning Commission, Architectural Review Board, Heritage Preservation Review Board and Board of Zoning Appeals public hearings are available on the town's website. Approved minutes and certified legislative actions are posted on the website for each Town Council meeting. With Munipro and OrdLinks, changes to the Town Code are linked to the town's website and are available a few days following adoption.

<b>Key Performance Indicators</b>					
	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Estimated</b>	<b>FY 2019 Projected</b>
<b>Town Council Minutes</b>					
Public Hearings	20	20	20	19	20
Work Sessions	20	20	20	19	20
Additional Meetings	5	3	10	3	6
Sets of minutes submitted for approval	49	43	50	41	46
Percent of minutes submitted within 30 days of meeting	100%	100%	100%	100%	100%
Accuracy of minutes	100%	100%	100%	100%	100%
<b>Meeting Notices</b>					
Meeting notices accurately and timely published	57	50	65	75	70
<b>Advertisements</b>					
Advertisements accurately and timely published	127	120	123	130	126
<b>Resolutions, Ordinances, Proclamations, Certificates of Appreciation and Presentations</b>					
Total processed	211	192	222	205	224
Prepared by Town Clerk's office	82	60	119	90	105

<p><b>Town Clerk</b>  <b>Department Budget Summary</b></p>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	386,905	399,011	412,034	398,557	-
<b>Operations &amp; Maintenance</b>	267,643	299,933	295,900	304,700	-
<b>Total Clerk</b>	<b>654,548</b>	<b>698,944</b>	<b>707,934</b>	<b>703,257</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	3	3	3	3	
<b>Part Time</b>	0.5	0.5	0	0	

**Budget Highlights**

The major program in the Town Clerk's budget is the town's community granting program. The program allows local non-profits to make application for financial assistance to promote their local endeavors that support community activities and groups. This year's proposed budget contains an appropriation of \$200,000. This number may change in the adopted budget as a result of Town Council action.

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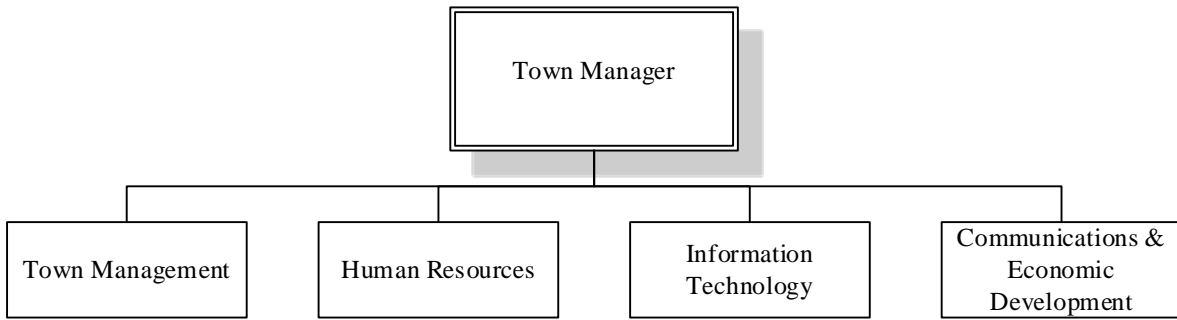
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**Town Administration**

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**Vision**

Town Administration, consisting of the Town Manager’s office, Communications & Economic Development, Human Resources and Information Technology supports the efforts of the Town Council, boards and commissions, other town operations and the community. The organization will focus efforts on completing goals adopted for FY 2019 to fulfill the 2035 Vision Plan and Goals and facilitate the completion of Town Council priorities.

**FY 2018 Highlights**

- Advanced town initiatives for downtown redevelopment in accordance with the town’s approved Downtown Master Plan.
- Negotiated and presented to Town Council a Comprehensive Agreement with Comstock Herndon, LLC to redevelop the downtown.
- Continued to advance implementation of the Town Council 2035 Vision Plan and Goals with a focus on enhancing the downtown as a vibrant year-round activity center with an established arts district.
- Continued to promote the town through effective use of the Herndon brand.
- Expanded community involvement in an advisory role to the Town Council.
- Provided robust on-line access for all town services.
- Promoted Herndon’s downtown development opportunities, to include collateral development and advertising; and coordinating developer meetings and follow-up.
- Re-designed and upgraded the town’s budget and annual report communications.
- Upgraded Wi-Fi in the Town Council Chambers and portions of the HMC.

**FY 2019 Initiatives**

- Continue to advance the Town Council 2035 vision.
- Implement the Comprehensive Agreement for downtown redevelopment and closing on the town’s property.
- Establish close coordination with Comstock Herndon, LLC as construction on the downtown redevelopment project begins.
- Develop a vibrant, fiscally responsible arts center operating model.
- Implement the design of interior space of the arts center.
- Complete the implementation of MUNIS ERP, to include incorporating all inspection operations into the system.
- Expansion of Wi-Fi to further town facilities.
- Advance bonding for downtown redevelopment and utility undergrounding.
- Complete the rewrite of the Heritage Preservation Review Guidelines.
- Continue implementation of the sustainability plan which prioritizes projects and recommendations of the Sustainability Task Force.

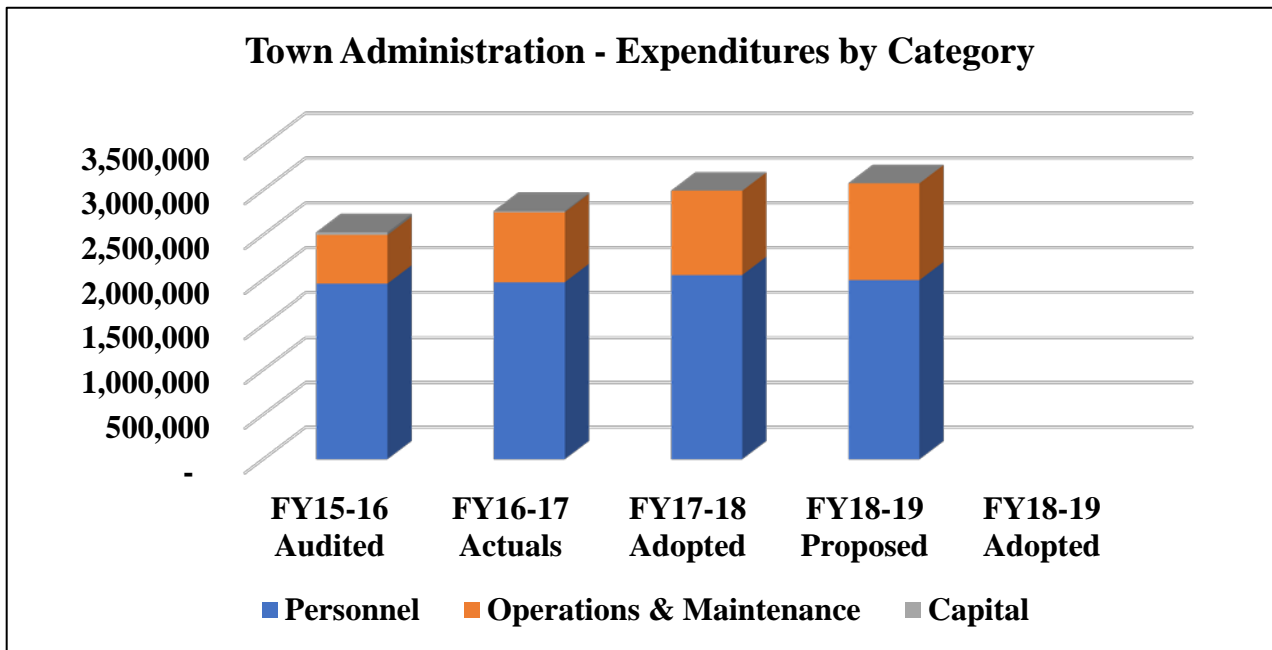
<b>Town Administration - Town Management</b>		
<p>The Town Management activity center leads all town operations with the purpose of fulfilling the Town Council’s work program and directives. This activity center also manages the execution of the town operating budget, guides the performance of all town employees and serves the Mayor and Town Council. A priority for FY 2019 will be to advance the goals and objectives necessary to move closer to achieving the Town Council 2035 Vision.</p>		
Objectives	Strategies	Measures
<p>Continue to expand communication between the community, Council and town staff.</p> <p><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Invest in a multi-faceted approach to town communication.</li> <li>• Continue to identify areas to streamline communications with our citizen customers.</li> <li>• Expand community involvement in advisory role to Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain full participation and interest in community focus groups.</li> </ul>
<p>Develop the downtown into a vibrant year-round activity center.</p> <p><b><i>Vision Tenet: Enriching Lives through Arts and Entertainment</i></b></p>	<ul style="list-style-type: none"> <li>• Advance to closing, the comprehensive agreement for downtown redevelopment.</li> <li>• Develop a strategy focusing on attracting businesses and retail.</li> <li>• Complete downtown streetscape improvements.</li> <li>• Provide town staffing to meet the day-to-day downtown redevelopment operational requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the comprehensive agreement for downtown redevelopment.</li> <li>• Begin construction on the downtown.</li> <li>• Develop and advance a vibrant, fiscally responsible arts center operational model.</li> </ul>
<p>Continue to streamline the process in Community Development for building, opening a business or redeveloping property.</p> <p>Increase connectivity in the town.</p> <p><b><i>Vision Tenet: Championing Business and Technology</i></b></p>	<ul style="list-style-type: none"> <li>• Information technology, community development, and economic development to work together to define processes. Establish and enforce standards.</li> <li>• Explore “SmartCities” opportunities for inclusion in the downtown, to include expanding Wi-Fi availability on public properties.</li> </ul>	<ul style="list-style-type: none"> <li>• Create measurable and repeatable processes to assist in opening businesses.</li> <li>• Create measurable, repeatable, and efficient processes that streamline re-development.</li> </ul>
<p>Develop an environmentally sustainable plan for the town.</p> <p>Implement the long-range plans and the Master Trails Plan to expand and improve multi-modal methods of moving people around town.</p> <p><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Continue the Go-Green status.</li> <li>• Continue planning of the Sustainability Task Force to develop a comprehensive sustainability plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement sustainability practices and procedures to meet the VML Go-Green Initiative.</li> <li>• Grants funded for trail improvements.</li> <li>• Develop funding mechanisms and plan for implementation of Sustainability Task Force recommendations.</li> </ul>
<p>Continue to develop and ensure that employees provide the best customer service, exceeding expectations.</p>	<ul style="list-style-type: none"> <li>• Recruit and retain top employees.</li> <li>• Increase focus on employee development to enhance our succession management posture.</li> <li>• Create a program to routinely and regularly provide leadership training and support for our front-line supervisors.</li> </ul>	<ul style="list-style-type: none"> <li>• Fully employed work force.</li> <li>• Reduce employee turnover.</li> <li>• Low levels of absenteeism.</li> </ul>

**Town Administration Department  
Department Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	1,956,567	1,973,210	2,052,560	1,996,305	
<b>Operations &amp; Maintenance</b>	541,517	779,260	939,624	1,079,772	
<b>Capital</b>	30,089	13,017	-	-	
<b>Total Town Admin</b>	<b>2,528,173</b>	<b>2,765,487</b>	<b>2,992,184</b>	<b>3,076,077</b>	<b>-</b>

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	14	14	14	0	
<b>Part Time</b>	2	2	2	0	



<p><b>Town Administration - Town Manager</b>  <b>Division Budget Summary</b></p>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	410,857	472,063	451,815	472,429	-
<b>Operations &amp; Maintenance</b>	22,312	54,617	116,424	121,287	-
<b>Total TM Administration</b>	<b>433,169</b>	<b>526,680</b>	<b>568,239</b>	<b>593,716</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	3	3	3	3	
<b>Part Time</b>	0	0	0	0	

**Budget Highlights**

No budget highlights for this section.

**Town Administration – Communications & Economic Development**

The Communications & Economic Development activity center is responsible for a wide range of materials and outreach programs that inform the public of town policies, activities, services and accomplishments. Staff works in conjunction with all town departments and activity centers in the development and implementation of communications strategies designed to promote better understanding of town resources and initiatives. This activity center is responsible for tactical execution against all communications strategies, to include media relations, promotional programs, collateral development and web strategy. Staff is also responsible for working with the Mayor, Town Manager and relevant departments on economic development initiatives and programs.

Objectives	Strategies	Measures
<p>Enhance information flow to town citizens and other relevant constituencies about programs, policies, services and accomplishments by expanding use of traditional and new communications conduits.</p> <p><i>Vision Tenet: Honoring People</i></p> <p><i>Vision Tenet: Celebrating Community Spirit</i></p>	<ul style="list-style-type: none"> <li>• Execute a proactive, comprehensive, traditional and new media program:                             <ul style="list-style-type: none"> <li>○ News releases.</li> <li>○ Media relations consultation, execution to Mayor, Town Council and all departments.</li> <li>○ Proactive and expanded uses of social media.</li> <li>○ Work with departments to develop communications plans for major town initiatives.</li> <li>○ Identify potential tools for expanded outreach to targeted citizen groups, as per 2035 Vision objectives.</li> </ul> </li> <li>• Enhance utilization of website as interactive communications tool:                             <ul style="list-style-type: none"> <li>○ Oversee content development of new website.</li> <li>○ Continued development of targeted e-newsletters, to include “News You Can Use”, “ON Board” and “Count ON Us”.</li> <li>○ Work with departments for optimal management, timeliness of web content.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Continue to work with all town departments on enhancement of newly-launched website.</li> <li>• Execute against Communications Plan to include existing and new resources, as per 2035 Vision.</li> <li>• Issue a minimum of eight news releases per quarter that influence positive coverage of town initiatives.</li> <li>• Increase “News You Can Use” sign-ups by five percent from current level.</li> <li>• Increase Facebook and Twitter followers by 10 percent from current level.</li> <li>• Expand “On Board” readership and distribution by five percent from current level.</li> </ul>
<p>Follow through on recommendations presented to the Town Council by the town’s Economic Development Task Force.</p> <p><i>Vision Tenet: Championing Business and Technology</i></p>	<ul style="list-style-type: none"> <li>• Continue to further initiatives to foster economic development:                             <ul style="list-style-type: none"> <li>○ Work with relevant departments to facilitate downtown redevelopment.</li> <li>○ Work with economic development advisory body in follow-through of economic development plan, advisory role to Town Council.</li> <li>○ Continue business retention program meetings.</li> <li>○ Execute signature events such as new business breakfast and National Small Business Week.</li> <li>○ Continue monthly welcome packet mailing to new businesses.</li> <li>○ Continue publication and promotion of events guide, seasonal promotion and other tourism initiatives.</li> <li>○ Continue marketing program of town restaurants through DineONHerndon.com website</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Work with town manager and relevant departments on downtown development process and project requirements.</li> <li>• Work with advisory committee, to develop initiatives in support of economic development plan.</li> <li>• Conduct 12 business site visits per quarter.</li> <li>• Successfully execute signature events, incorporating town brand.</li> </ul>



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**Town Administration - Communications & Economic Development**

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**Performance Measures**

Communications & Economic Development (C&ED) is responsible for a wide range of materials and programs designed to keep citizens informed, and to foster a climate conducive to growth and success for the town's businesses. A citizens' opinion survey conducted in FY 2015 indicates that more than 95 percent of citizens are satisfied or very satisfied with the information they receive about town programs, initiatives and services.

In alignment with Town Council Vision objectives, a detailed communications plan was prepared for FY 2016 and FY 2017, which serves as a blueprint for communications activity and initiatives. The town's new website was fully operational in FY 2017; maintenance and optimization of the site's capabilities is an ongoing, collaborative effort led by C&ED that involves town-wide participation. C&ED is responsible for coordination of the downtown redevelopment project, working in collaboration with the town manager; the annual Mayor's New Business Breakfast; and continued special events such as a patriotic decoration challenge for businesses and celebration of Small Business Week. Marketing of the town's restaurant website, DineONHerndon.com, continued through a digital marketing campaign that has led to a four-fold increase in pageviews to the site, as well as redevelopment into a mobile-friendly format. The town's e-newsletters targeting citizens, businesses and employees all increased in distribution.

<b>Key Performance Indicators</b>					
	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Projected</b>
Town news releases issued	45	40	41	40	40
<b>E-Communications</b>					
	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Projected</b>
"News You Can Use" subscribers	1,550	1,700	1,800	1,900	2,000
"News You Can Use" bulletins	32	35	37	35	35
Facebook subscribers	1,000	1,200	2,300	2,700	2,900
"ON Board" subscribers	450	550	680	770	850
"ON Board" bulletins	6	6	6	6	6
<b>Economic Development</b>					
	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Projected</b>
"DineONHerndon" web traffic	n/a	7,500	18,000	18,000	18,000
Business site visits	n/a	8	48	48	48

<b>Town Administration - Communications &amp; Economic Development</b> <b>Division Budget Summary</b>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	343,124	343,629	357,076	364,035	-
<b>Operations &amp; Maintenance</b>	46,343	77,587	88,200	73,700	-
<b>Total C&amp;ED</b>	<b>389,467</b>	<b>421,216</b>	<b>445,276</b>	<b>437,735</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	2	2	2	3	
<b>Part Time</b>	0.8	0.8	0.75	0	

**Budget Highlights**

There are no highlights for this division.



[www.herndon-va.gov](http://www.herndon-va.gov)

**Town Administration - Human Resources**

The Department of Human Resources (HR) attracts and maintains a highly motivated work force equipped with the skills required to deliver high quality services, in support of the citizens of the Town of Herndon. HR provides 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.

Objectives	Strategies	Measures
<p>Attract, retain and develop highly qualified and motivated employees.</p> <p><i>Vision Tenet: Honoring People</i></p>	<ul style="list-style-type: none"> <li>• Actively recruit and select top quality applicants to fill staff vacancies in a timely manner.</li> <li>• Evaluate needed training for employees to support town goals and objectives.</li> <li>• Formulate career development opportunities to retain employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Eighty percent of new hires successfully complete their initial probationary period.</li> <li>• Training conducted for supervisors and employees.</li> <li>• Employees are engaged and completing work/projects timely</li> </ul>
<p>Ensure compliance with all employment related federal and state legislation and provide timely investigation and resolution of employee issues and grievances.</p>	<ul style="list-style-type: none"> <li>• Administer and communicate human resources policies and procedures that are fair and in compliance with employment laws.</li> <li>• Administer the Workers' Compensation Insurance Program and promote workplace safety.</li> <li>• Meet timely federal and state legislative requirements of the Department of Labor, Internal Revenue Service, United States Immigration and Citizenship Service, EEOC, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• HR staff remains current on employment legislation and ensures town policies are updated as appropriate to remain in compliance with current employment laws, while gaining compliance with upcoming laws.</li> <li>• Town meets 100 percent of Virginia Municipal League Insurance Programs (VMLIP) guidelines, including Where the Rubber Meets the Road (WTRMTR).</li> <li>• Timely filing of federal government requirements with IRS, DOL, EEOC, USCIS, etc.</li> </ul>
<p>Continuously improve and communicate a comprehensive employee benefits and compensation program to assist in attracting and retaining the most qualified employees.</p>	<ul style="list-style-type: none"> <li>• Actively work with neighboring jurisdictions to understand the programs offered and structure/improve programs as applicable to the town environment.</li> </ul>	<ul style="list-style-type: none"> <li>• More effective communication and engagement from town staff and management regarding total compensation package including benefits.</li> <li>• HR staff stays current with trends pertaining to benefits and compensation and adapts as appropriate with town Vision.</li> </ul>
<p>Embrace new technology that will assist in making HR functions more efficient and user friendly, in turn providing exceptional service.</p>	<ul style="list-style-type: none"> <li>• Continue to implement HR modules of the new Munis finance/human resources Enterprise Resource Systems (ERP), to more efficiently manage factors in the employee lifecycle.</li> <li>• Encourage employee participation in making electronic retirement plan changes, benefit changes, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• HR staff and town employees continuously trained in newly launched aspects of Munis ERP system.</li> <li>• Town staff trained and using Employee Self Service and other vendor benefit tools.</li> </ul>

**Town Administration - Human Resources**

**Performance Measures**

Human Resources (HR) supports Town Council priorities and the goals to achieve the 2035 Vision by attracting, developing and retaining high quality employees. In addition, the department is responsible for policies relating to HR benefit programs, compensation administration, processing employee actions, employee relations, legal compliance, employee performance management and promoting and ensuring a safe work environment.

<b>Key Performance Indicators</b>					
	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Projected</b>
Number of regular new hires	26	29	22	29	25
Number of seasonal/part time no benefits new hires	85	94	79	90	85
Percent of regular status new hires successfully completing initial probationary period	92%	92%	76%	80%	80%
Attrition Rate - Regular employees (including retirements). Fifteen percent is national average	14%	14%	11%	13%	13%
Number of employees participating in HR initiated training	310	184	350	300	250
Number of recordable workers' compensation injuries	23	12	14	15	15
Number of consecutive years achieved 100% on Risk Management Guidelines	7	8	9	10	10
Number of consecutive years achieved "Where the Rubber Meets the Road" program goals	2	3	4	5	6

To promote a safe work driving environment, the town participates in the Virginia Municipal Leagues "Where the Rubber Meets the Road" program. Under this program, the town agrees to provide defensive driving training to 90 percent of town drivers and to continue to train 50 percent of town drivers each year thereafter. By meeting these goals, the town is eligible for a five percent premium credit for auto liability in two programs through the Virginia Municipal League Insurance Programs.

<b>Town Administration - Human Resources</b> <b>Division Budget Summary</b>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	454,830	469,019	483,442	411,187	-
<b>Operations &amp; Maintenance</b>	80,334	107,214	103,300	115,200	-
<b>Total HR Administration</b>	<b>535,164</b>	<b>576,233</b>	<b>586,742</b>	<b>526,387</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	3	3	3	3	
<b>Part Time</b>	0.63	0.63	0.8	0.8	

**Budget Highlights**

HR is managing several projects including continued implementation of MUNIS functionality, development of new performance evaluation forms, and additional training and development programs for staff.



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**Town Administration - Information Technology**

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

Objectives	Strategies	Measures
<p>Implement technologies that assist departments in providing exceptional service to town citizens.</p> <p><i><b>Vision Tenet: Honoring People</b></i></p>	<ul style="list-style-type: none"> <li>• Continue migration of applications to the cloud reducing town’s dependency on legacy systems and on-site infrastructure.</li> <li>• Replace the town’s citizen engagement mobile application to enhance bilateral communication.</li> <li>• Complete financial and human resource systems (Enterprise Resource Systems, ERP) cloud migration.</li> <li>• Upgrade underlying voice infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• No downtime during operational hours.</li> <li>• Increase customer satisfaction with network availability.</li> <li>• Improve communications between staff and citizens/customers.</li> </ul>
<p>Protect town’s technology assets and electronic information.</p> <p><i><b>Vision Tenet: Championing Business and Technology</b></i></p>	<ul style="list-style-type: none"> <li>• Establish comprehensive cybersecurity policy.</li> <li>• Reevaluate all annual software and hardware related maintenance contracts.</li> <li>• Implement hardware/software refresh cycles.</li> <li>• Harden town’s cloud and on-premise IT security posture.</li> <li>• Maintain business and operational continuity.</li> </ul>	<ul style="list-style-type: none"> <li>• Control IT support costs.</li> <li>• Minimize number of cybersecurity related incidents.</li> <li>• No unplanned data loss.</li> <li>• Achieve 99.5 percent voice, data and network uptime.</li> <li>• Increase customer satisfaction with enterprise software solutions.</li> <li>• Create and update comprehensive operational manual, documentation and user guides for all IT initiatives.</li> </ul>
<p>Improve internal customer satisfaction with IT services.</p> <p><i><b>Vision Tenet: Honoring People</b></i></p>	<ul style="list-style-type: none"> <li>• Encourage proactive interdepartmental open communications.</li> <li>• Treat town staff as customers.</li> <li>• Conduct routine follow-ups and make sure each incident is 100 percent resolved.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide resolution to each open case.</li> <li>• Engage and escalate until incident has been resolved with customer’s full satisfaction.</li> <li>• Establish grading scale for customer satisfaction regarding IT cases.</li> </ul>
<p>Anticipate technology needs of town’s departments via collaboration and open communication and knowledge sharing.</p> <p><i><b>Vision Tenet: Championing Business and Technology</b></i></p> <p><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <li>• Use departmental feedback and open collaboration to empower more efficient programs utilizing mobility and cloud.</li> <li>• Enable paperless documentation delivery and shared cloud collaboration and communication tools, reducing number of printed documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Control IT support costs.</li> <li>• Provide network and telephone availability at virtually 100 percent.</li> <li>• Increase customer engagement with mobile software solutions.</li> <li>• Reduction in printed documents.</li> </ul>



<b>Town Administration - Information Technology</b>					
<b>Performance Measures</b>					
The Department of Information Technology continually seeks to improve cross-departmental communication and citizen access to public information. Some of the accomplishments during FY 2018 include the continued migration of the town's core financial, human resources, and utility billing systems; implementation of a new virtual server environment and storage area network at the Herndon Police Department (HPD); continued implementation of the HPD camera systems; upgrades to the the town's record imaging system, meeting management and webcast systems; and various other telecommunications systems enhancements.					
<b>Key Performance Indicators</b>					
	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017 Actuals</b>	<b>FY 2018 Estimated</b>	<b>FY 2019 Projected</b>
<b>Input</b>					
Number of FTEs	6	6	5	6	6
Number of operations FTEs	5	5	5	5	5
<b>Output</b>					
Local area networks	2	2	2	2	2
Servers administered	22	20	40*	40	46
Infrastructure components administered	24	24	24	26	28
Networked PCs	215	215	226	230	230
Networked printers	42	42	42	38	38
Mobile devices	110	110	118	130	170
Total number of devices managed	413	411	410	464	512
Work orders completed per month	183	190	90**	95	95
<b>Efficiency</b>					
Devices managed per operations FTE	83	82	82	93	102
Average number of work orders completed per month per operations FTE	37	38	18	19	19

\* Increase reflects the changes made to the virtual server environment, which resulted in additional virtual machines.

\*\* Decrease reflects changes the department made in internal call tracking and upgrades to the town's network security posture.

<p><b>Town Administration - Information Technologies</b>  <b>Division Budget Summary</b></p>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	747,756	688,499	760,227	748,654	-
<b>Operations &amp; Maintenance</b>	392,528	539,842	631,700	769,585	-
<b>Capital</b>	30,089	13,017	-	-	-
<b>Total IT Administration</b>	<b>1,170,373</b>	<b>1,241,358</b>	<b>1,391,927</b>	<b>1,518,239</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	6	6	6	6	
<b>Part Time</b>	0	0	0	0	

**Budget Highlights**

IT is working on several projects including the development and implementation of a Geographic Information System-Centric computer maintenance management system. The technology can be used to assist in efficiently maintaining the town's infrastructure and equipment/assets. \$60,000 has been budgeted in FY 2019 for this purpose, with the initial \$60,000 appropriated as part of the FY 2018 mid year budget adjustment.

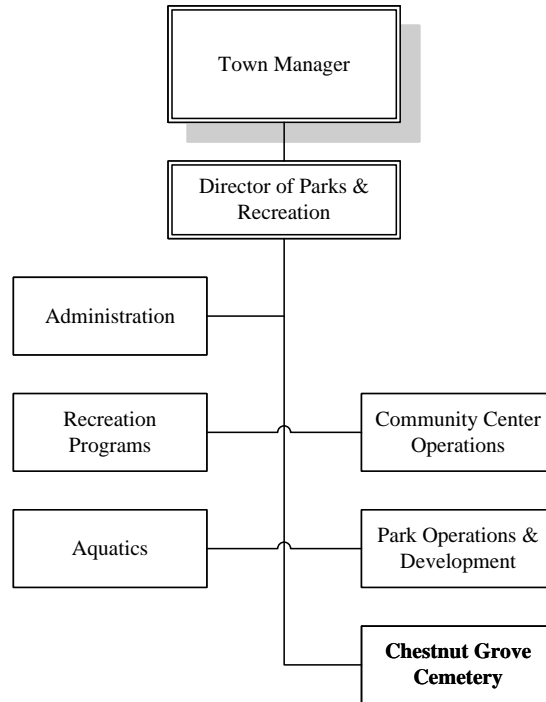


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## Parks & Recreation

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### Vision

The Parks & Recreation Department enriches the lives of residents, fosters a sense of community and serves as stewards of town resources by providing diverse, accessible and valued parks, facilities and recreation programs which enhance those provided by Fairfax County.

### FY 2018 Highlights

- Conducted several special events including the July 4<sup>th</sup> Celebration, Kids' Triathlon, Labor Day Festival, Harvest Moon swim meet, Holiday Arts and Crafts show and 36<sup>th</sup> Herndon Festival.
- Maintained agency accreditation with the Commission for Accreditation of Parks and Recreation Agencies.
- Received an International Award for Excellence in Brochure Design from the Learning Resources Network (LERN).

### FY 2019 Initiatives

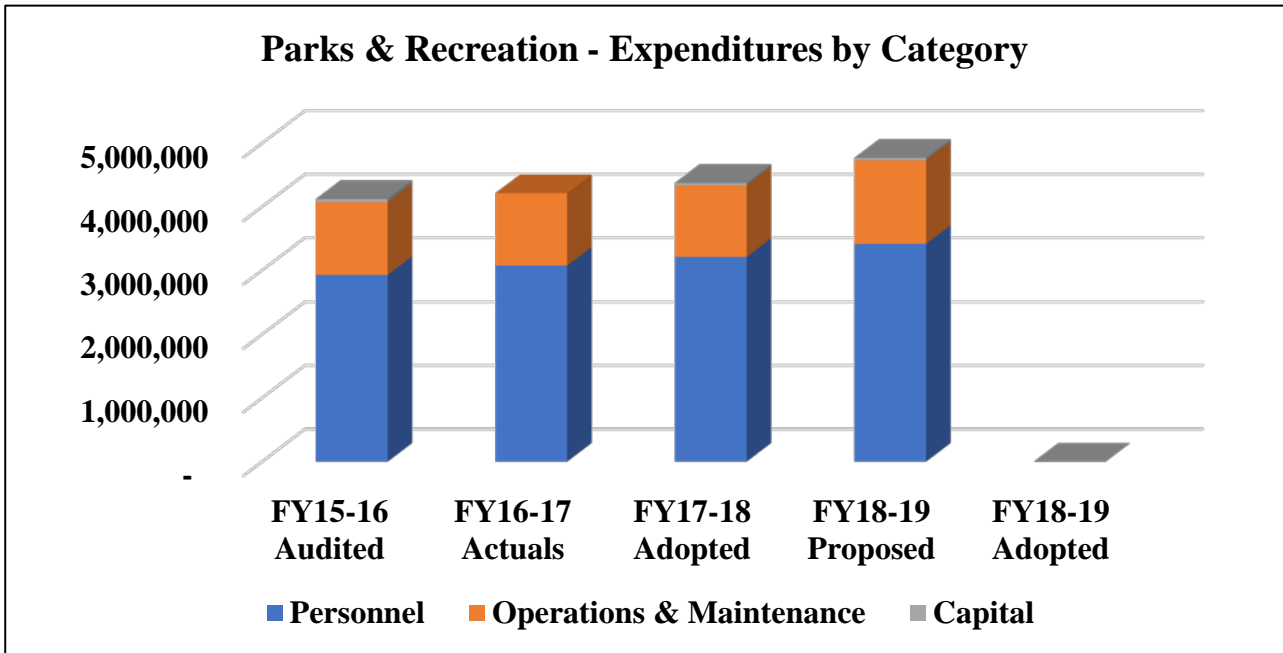
- Maintain the department's parks and facilities; provide quality service to all patrons.
- Provide financial management and oversight of department revenues and expenditures.
- Coordinate and support registration process.
- Plan and coordinate a diverse array of recreation and aquatics programs and activities for ages preschool through senior adult.
- Promote the Town of Herndon and the downtown by attracting citizens to the area through community events.
- Operate the community center and the natatorium in a safe and clean manner.
- Operate the Bready Park Indoor Tennis Facility as a sustaining enterprise.

**Parks & Recreation Department  
Department Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	2,926,480	3,071,313	3,210,637	3,414,829	-
<b>Operations &amp; Maintenance</b>	1,144,341	1,142,205	1,128,545	1,318,572	-
<b>Capital</b>	51,743		35,320	35,000	-
<b>Total P&amp;R</b>	<b>4,122,564</b>	<b>4,213,518</b>	<b>4,374,502</b>	<b>4,768,401</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	23	23	23	24	
<b>Part Time</b>	3.26	3.26	3.26	4.14	



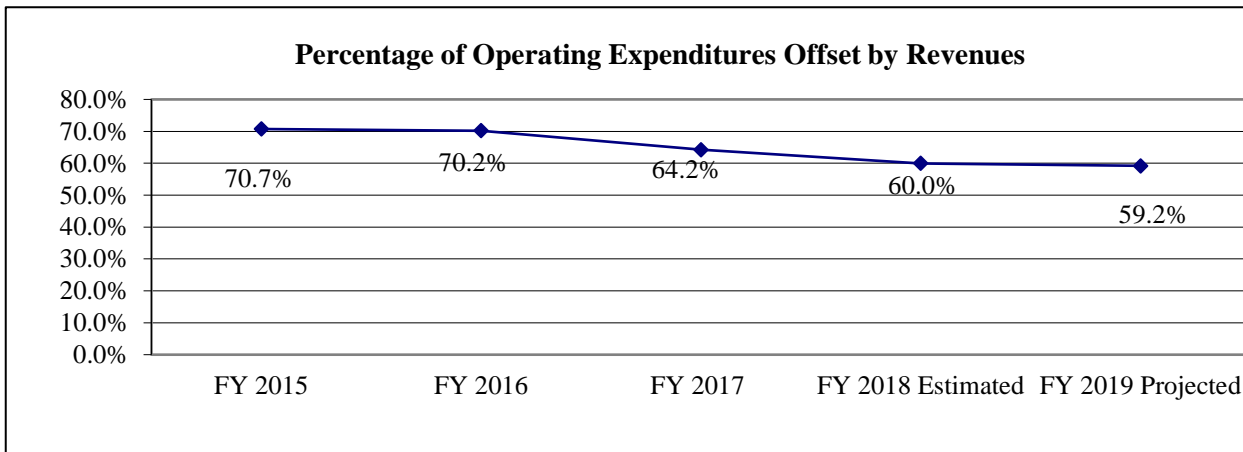
<b>Parks &amp; Recreation - Administration</b>		
<p>The Administration activity center provides leadership, vision and management support for the department in providing comprehensive park and recreation program services; park planning and development; and facilities operation, maintenance and management. Staff provides accounting and procurement support, program registration, marketing support and general administrative support to the department to facilitate the provision of effective and efficient park and recreation services.</p>		
Objectives	Strategies	Measures
<p>Lead and manage the department for continuous improvement.</p> <p><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <li>• Complete revision of department’s FY 2018-2022 strategic plan.</li> <li>• Maintain the department’s parks and facilities.</li> <li>• Maintain the agency accreditation status.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete annual report and quarterly reviews.</li> <li>• Review and revise policies and procedures as required by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) standards.</li> </ul>
<p>Provide financial management and oversight of department revenues and expenditures.</p>	<ul style="list-style-type: none"> <li>• Handle financial accounting, including daily cash reconciliation, and monthly and annual revenue summaries.</li> <li>• Provide purchasing processing support.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve 75 percent revenue to expenditure ratio.</li> <li>• Ensure execution by staff of appropriate cash and inventory control procedures.</li> </ul>
<p>Provide administrative support for the department.</p> <p><i><b>Vision Tenet: Honoring People</b></i></p>	<ul style="list-style-type: none"> <li>• Coordinate and support registration process with software and online registration.</li> <li>• Manage departmental personnel records for over 250 employees.</li> <li>• Provide administrative support, equipment and technology to promote insourcing of services and standardization of processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Registrations processed in a timely manner with 40 percent of registrations completed online.</li> <li>• Personnel records are tracked in internal personnel files, RecTrac and Excel.</li> </ul>
<p>Increase staff proficiency with computer hardware and software.</p> <p><i><b>Vision Tenet: Championing Business &amp; Technology</b></i></p>	<ul style="list-style-type: none"> <li>• Provide opportunities for employee development.</li> <li>• New employees receive applicable training in website content management, procurement, employee self service, work request, and registration software programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Every regular employee is offered at least one internal or external training to upgrade their computer skills.</li> <li>• New staff is trained, demonstrates progress and increases proficiency within 30 days of hire.</li> <li>• Staff receive assistance in developing proficiency in MUNIS financial and payroll management system.</li> </ul>

**Parks & Recreation - Administration**

**Performance Measures**

Since the mid-1990's, Town Council policy required the Department of Parks & Recreation to offset at least 65 percent of its operating personnel, operations and maintenance and minor capital expenses with revenues obtained from recreation programs, admissions fees, park operations, the Herndon Festival and concession sales. Credits are applied for limited or non-revenue generating programs. In January 2011, Council modified this policy to further offset parks and recreation costs with a goal of achieving a 75 percent offset by FY 2018. To minimize the impact of the policy adjustment on users of the facilities and programs, a 70 percent return was implemented in FY 2013 and a one percent increase in each subsequent year, until a 75 percent return is achieved. Market changes and personnel cost increases have impacted the revenue recovery percentage since FY 2015.

<b>Key Performance Indicators</b>					
	FY 2015	FY 2016	FY 2017	FY 2018 Estimated	FY 2019 Projected
Number of consecutive years agency reaccreditation achieved	10	11	12	13	14
Revenue-to-expenditure percentage achieved	70.7%	70.2%	64.2%	60.0%	59.2%



	FY 2015	FY 2016	FY 2017	FY 2018 Estimated	FY 2019 Projected
<b>Revenues</b>	\$2,785,759	\$2,710,944	\$ 2,729,000	\$ 2,542,500	\$ 2,741,200
<b>Expenditures</b>					
Personnel	\$2,855,636	\$2,926,462	\$ 3,106,100	3,210,637	3,414,829
O&M	1,167,188	1,023,713	1,246,454	1,128,545	1,318,572
Capital	32,931	51,743	-	35,320	35,000
<b>Total Operating Expenditures</b>	<b>\$4,055,755</b>	<b>\$4,001,918</b>	<b>\$4,352,554</b>	<b>\$4,374,502</b>	<b>\$4,768,401</b>
<b>% Offset</b>	<b>70.7%</b>	<b>70.2%</b>	<b>64.2%</b>	<b>60.0%</b>	<b>59.2%</b>

Offset includes credit for programs and services which add value to community and quality of life without ability to generate significant revenue.

<b>Parks &amp; Recreation - Administration</b> <b>Division Budget Summary</b>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	544,083	588,967	591,005	631,708	-
<b>Operations &amp; Maintenance</b>	98,477	91,920	124,000	117,690	-
<b>Capital</b>	-	-	12,100	-	-
<b>Total P&amp;R Administration</b>	<b>642,560</b>	<b>680,887</b>	<b>727,105</b>	<b>749,398</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	4	5	5	5	
<b>Part Time</b>	0.75	0.75	0.75	0.75	

**Budget Highlights**

There are no highlights for this division.





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**Parks & Recreation - Recreation Programs**

The Recreation Programs activity center offers exceptional, engaging, accessible and valued programs and events which enrich lives, introduce new experiences, foster healthy lifestyles, encourage lifetime skills, and celebrate community spirit while serving the needs of our diverse population.

Goals	Strategies	Measures
<p>Enrich the lives of residents through recreation programs, activities and events that meet the social, physical, intellectual and cultural interests of the town’s citizens.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>• Plan, coordinate, implement and evaluate a diverse array of recreation programs and activities for participants from preschool through senior adult.</li> <li>• Offer 50 adult instructional programs quarterly in performing arts, environmental education, sports and arts and crafts that complement offerings by the county parks and recreation agencies.</li> <li>• Use marketing tools to educate and inform the community of available opportunities and services.</li> <li>• Aggressively seek out avenues to attract and obtain instructors to lead new program offerings.</li> </ul>	<ul style="list-style-type: none"> <li>• Over 80 percent of offered recreation classes meet minimum enrollment and operate as scheduled.</li> <li>• Citizens obtain information on department programs via direct mail, town website, e-mail marketing, posters, flyers, signs, quarterly brochure or through social media outlets.</li> <li>• Herndon Odyssey summer camp achieves an increase of 10 percent participation over FY 2018.</li> </ul>
<p>Introduce youth ages two to 17 to lifetime leisure skills and activities.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>• Offer 340 youth instructional programs in performing arts, environmental education, sports, arts and crafts and special interests provide the opportunity to learn or develop a new skill.</li> </ul>	<ul style="list-style-type: none"> <li>• Over 6,400 youth participate in recreation programs.</li> <li>• 60 or more youth summer camps held with minimum enrollment met.</li> <li>• Class evaluations document that the majority of class participants enjoyed the program.</li> <li>• Two new special interest programs conducted.</li> </ul>
<p>Foster healthy lifestyles.</p> <p><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Recreation staff participation in three community outreach opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain FY 2018 participation levels of 1,300 patrons quarterly in 150 classes, fitness and wellness programs, competitive and community events.</li> </ul>

<b>Parks &amp; Recreation - Recreation Programs</b>		
Objectives	Strategies	Measures
<p>Foster a sense of community through celebrations with our citizens, businesses and community organizations.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>• Offer cultural, entertaining, social, sporting and business activities.</li> <li>• Promote Herndon and its downtown by attracting citizens to the area through community events.</li> <li>• Foster the spirit of community involvement in Herndon Festival events through a planning and implementation committee comprised of civic, public and business organizations.</li> <li>• Seek new community partners to add quality programs and services for our citizens.</li> </ul>	<ul style="list-style-type: none"> <li>• Community events, including the Herndon Festival, Labor Day Festival, July 4<sup>th</sup> celebration, NatureFest, Farmers' Market Fun Days and children's shows held.</li> <li>• Plan and execute the Herndon Festival in its new location, meeting the interests of the community, attendees, volunteer groups, and commercial entities.</li> <li>• Volunteers provide over 1,000 hours of support to the Herndon Festival.</li> <li>• At least one new corporate partnership acquired for program delivery.</li> </ul>
<p>Anticipate the needs of the changing community and structure programs accordingly.</p> <p><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Use participant and community feedback to keep programs and activities fresh and appealing.</li> <li>• Evaluate and retool programs not achieving minimum enrollment requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement improvements to programs based on expressed desires of participants.</li> <li>• Three program improvements culled from participant evaluations.</li> </ul>

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**Parks & Recreation - Recreation Programs**

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**Performance Measures**

The Herndon Festival is a town-wide event held in historic downtown Herndon that attracts over 80,000 people from the greater Washington, DC Metropolitan Area. The event fosters the spirit of community involvement through a planning and implementation committee comprising civic, public and business organizations. With the relocation of the festival in 2019, demand for volunteer hours may be reduced over previous years.

The Recreation Program activity center plans, coordinates, implements, and evaluates a diverse array of recreation programs and activities for participants from ages preschool through senior adult. Over 80 percent of offered recreation classes meet minimum enrollment and operate as scheduled, which is slightly below the national average of an 85 percent cancellation rate. The division goal of 82 percent strives to balance creative and new programming opportunities with fiscal and revenue responsibilities.

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**Key Performance Indicators**

	Festival Volunteer Hours	Percentage of programs operating (enrolled, meet or exceed minimum)*
FY 2016	1,524	80%
FY 2017	1,052	85.5%
FY2018 est	1,000	82%
FY2019 proj	850	82%

\*Department-wide, including fitness and aquatics

**Parks & Recreation - Recreation  
Division Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	843,231	825,177	820,226	885,383	-
<b>Operations &amp; Maintenance</b>	641,143	630,428	544,095	708,700	-
<b>Capital</b>	-	-	-		
<b>Total P&amp;R Recreation</b>	<b>1,484,374</b>	<b>1,455,605</b>	<b>1,364,321</b>	<b>1,594,083</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	6	5	5	5	
<b>Part Time</b>	0.63	0.63	0.63	0.63	

**Budget Highlights**

**O&M**

\$150,000 in appropriations was added back to cover carnival costs.

<b>Parks &amp; Recreation - Community Center Operations</b>		
The Community Center Operations activity center/division operates a well-maintained recreation and aquatics facility, provides a comprehensive array of fitness opportunities, and delivers exceptional customer service.		
Goals	Strategies	Measures
Provide quality service to all patrons of the community center  <i><b>Vision Tenet: Honoring People</b></i>	<ul style="list-style-type: none"> <li>• Provide friendly service and accurate information to patrons in person, on the telephone and on the website.</li> <li>• Process daily admissions and multi-visit pass sales</li> <li>• Process program registrations and inquiries.</li> <li>• Hold staff accountable to meet all customer service standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Center appropriately staffed for 105 hours each week with knowledgeable and friendly staff.</li> <li>• Parks and Recreation staff will process 100 percent of daily admissions and pass sales.</li> <li>• Parks and Recreation staff will process approximately 50 percent of all class and program registrations.</li> <li>• 90 percent of department surveys returned with an excellent or good rating for customer service.</li> </ul>
Maintain a safe and clean facility.  <i><b>Vision Tenet: Celebrating Community Spirit</b></i>	<ul style="list-style-type: none"> <li>• Perform routine maintenance and cleaning as outlined by The Facilities Operations Maintenance and Preventive Maintenance Standards and Plan.</li> <li>• Provide daily set-up for all programs and events, as well as evening rentals, and supervision for all center activities.</li> </ul>	<ul style="list-style-type: none"> <li>• 90 percent of department surveys returned with an excellent or good rating for cleanliness.</li> <li>• Staff will setup and supervise the building for over 1500 classes and 300 rentals during the year.</li> </ul>
Increase daily use of the Herndon Community Center.  <i><b>Vision Tenet: Honoring People</b></i>	<ul style="list-style-type: none"> <li>• Provide the opportunity for patrons to visit the center on a daily basis.</li> <li>• Provide a variety of pass options for patrons to visit the center including standard and punch pass options.</li> <li>• Provide time and space for facility rentals and birthday parties.</li> </ul>	<ul style="list-style-type: none"> <li>• Daily admissions to increase 2.5 percent over FY 2018 totals.</li> <li>• Total pass sales to increase three percent over FY 2018 totals.</li> <li>• Facility rentals and birthday parties remain consistent with FY 2018 totals.</li> </ul>
Provide a quality comprehensive fitness program.  <i><b>Vision Tenet: Honoring People</b></i>	<ul style="list-style-type: none"> <li>• Offer quality personal training and small group fitness classes led by certified personal trainers.</li> <li>• Offer a variety of quality drop-in exercise classes at different times throughout the week.</li> </ul>	<ul style="list-style-type: none"> <li>• Personal training and small group fitness to increase 20 percent over FY 2018 totals.</li> <li>• Drop-in exercise classes to remain consistent with FY 2018 totals.</li> </ul>

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## Parks & Recreation - Community Center Operations

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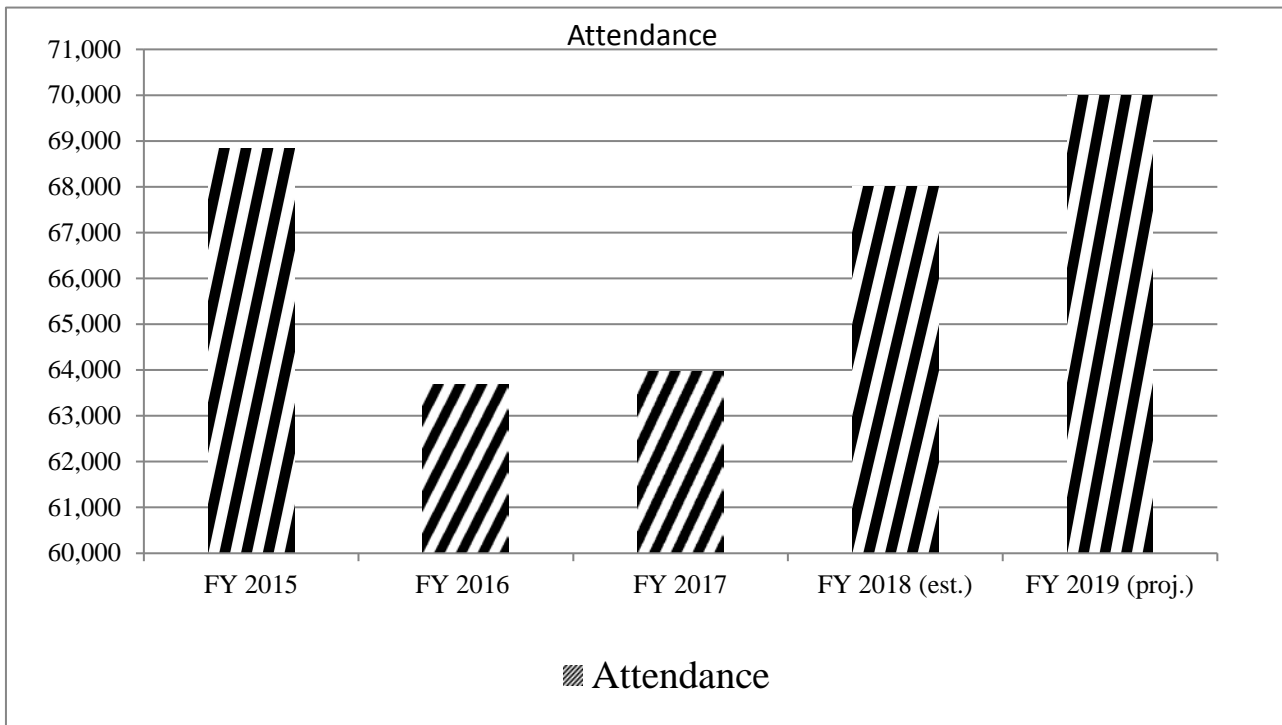
### Performance Measures

This activity center is responsible for operating the Herndon Community Center as a clean, safe and attractive facility and for coordinating the daily use of the center including fitness programs, rentals and birthday parties. One goal is to increase the use of the community center through building attendance which includes daily admissions and pass scans.

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### Key Performance Indicators

	<u>Attendance</u>
FY 2015	68,845
FY 2016	63,678
FY 2017	63,973
FY 2018 (est.)	68,000
FY 2019 (proj.)	70,000



**Parks & Recreation - Community Center  
Division Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	863,618	938,900	994,994	1,008,317	-
<b>Operations &amp; Maintenance</b>	204,843	215,093	226,400	226,600	-
<b>Capital</b>	35,929	-	-	20,000	-
<b>Total P&amp;R Community Center</b>	<b>1,104,390</b>	<b>1,153,993</b>	<b>1,221,394</b>	<b>1,254,917</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	10	10	10	10	
<b>Part Time</b>	0.75	0.75	0.75	1.5	

**Budget Highlights**

**Capital**

\$20,000 was added for the purchase of Cybex equipment. The original request was for \$45,000.

It is planned that additional requests for funding will be part of future submissions.





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<b>Parks &amp; Recreation - Aquatics Programs &amp; Operations</b>		
<p>The Aquatics activity center enriches the quality of life by providing recreational, fitness, competitive, and educational programs, implemented by knowledgeable and caring staff, and exceeds industry standards for cleanliness and safety in the operation of the natatorium.</p>		
Goals	Strategies	Measures
<p>Teach instructional classes to accommodate all ages and abilities.</p> <p><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Offer 90 classes quarterly for ages six months to senior adults.</li> <li>• 90 percent of the classes will be taught by Virginia SWIMS trained instructors.</li> <li>• Instructors apply the Kids at Hope tenet, all children are capable of success, no exceptions, in the delivery of their classes.</li> </ul>	<ul style="list-style-type: none"> <li>• 92 percent of learn-to-swim and developmental class participants (or parents) responding to end-of-session class evaluations rate an improvement in swimming skills.</li> <li>• All instructors complete the Level 1 Kids at Hope training.</li> </ul>
<p>Foster youth physical development, physical conditioning and competitive swimming progression.</p> <p><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Provide developmental swim programs for youth to enhance stroke development and encourage competitive swimming.</li> <li>• Offer up to 120 swimmers ages six to 18 years, the opportunity to participate in a Herndon summer swim team, the Herndon Halibuts.</li> <li>• Offer year-round coaching for up to 265 children ages six to 18 years through the Herndon Commanders, a United States Swimming sanctioned swim team which incorporates correct stroke techniques, positive training, and a healthy attitude towards competitive swimming.</li> </ul>	<ul style="list-style-type: none"> <li>• 85 percent of the swimmers completing the instructional developmental lessons are able to swim 25 yards of freestyle and 25 yards of backstroke.</li> <li>• 90 percent of the Herndon Halibuts have two legal strokes.</li> <li>• 95 percent of the Commanders swimmers are able to swim four legal strokes.</li> <li>• 100 percent of coaches have completed the Fundamentals of Coaching program.</li> </ul>
<p>Encourage families, youth and adults to incorporate aquatics into a healthier lifestyle.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>• Offer over 50 water exercise classes including water walking, water aerobics, deep water exercise, therapeutic water exercise and senior water exercise.</li> <li>• Offer alternative water activities each quarter.</li> <li>• Offer eight classes in adapted aquatics for children needing extra attention and assistance with instruction.</li> <li>• Offer four special events focusing on active family recreation and leisure activities.</li> </ul>	<ul style="list-style-type: none"> <li>• The variety of offerings is rated as satisfactory or very satisfactory by 92 percent of patrons on the program evaluations.</li> <li>• 92 percent of the water fitness class participants report an improvement in their fitness level.</li> </ul>
<p>Operate the natatorium in a safe and hygienic manner as mandated by the Fairfax County Health Code.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>• Follow all Fairfax County Health Department codes.</li> <li>• Aquatics operational staff will be American Red Cross certified. Head guards and managers will be certified Fairfax County Pool Operators. Managers will be certified Aquatics Facility Operators.</li> <li>• Offer quarterly lifeguard training and testing.</li> <li>• Swim Team (Commander) coaches will have current USA swimming credentials.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve a minimum score of 97 on all Fairfax County Health Department inspections.</li> <li>• 90 percent of the lifeguards successfully complete the Herndon Community Center skills checklist during simulated rescues.</li> <li>• 100 percent of head lifeguards and aquatic management staff hold certification from Fairfax County Pool Operators and/or Aquatic Facility Operators.</li> <li>• 100 percent of Commanders coaches have current CPR/First-Aid, and Coaches Safety certifications.</li> </ul>

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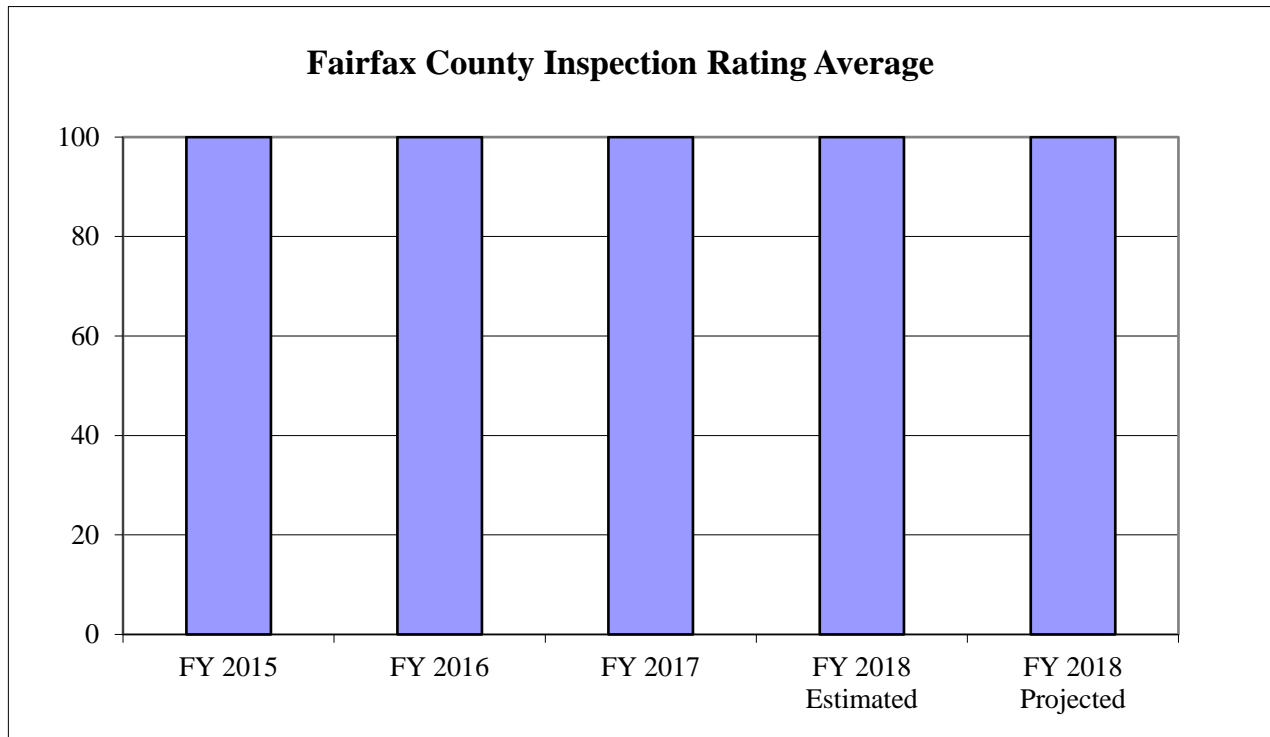
**Parks & Recreation - Aquatics Programs & Operations**

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**Performance Measures**

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. The goal each year is to achieve a minimum score of 97. A perfect score is 100.

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	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2018 Projected</u>
Fairfax County Inspection Rating Average	100	100	100	100	100

<b>Parks &amp; Recreation - Aquatics</b> <b>Division Budget Summary</b>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	602,346	626,422	725,615	801,359	-
<b>Operations &amp; Maintenance</b>	128,438	130,675	153,900	164,172	-
<b>Capital</b>	14,008	-	-	-	-
<b>Total P&amp;R Aquatics</b>	<b>744,792</b>	<b>757,097</b>	<b>879,515</b>	<b>965,531</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	3	3	3	4	
<b>Part Time</b>	0.63	0.63	0.63	0.63	

**Budget Highlights**

**O&M**

Heating fuel is the largest O&M item in this division and was budgeted at \$53,000.

Funding was added for spa repairs \$7,000, and \$6,000 for Olympic clinic event.



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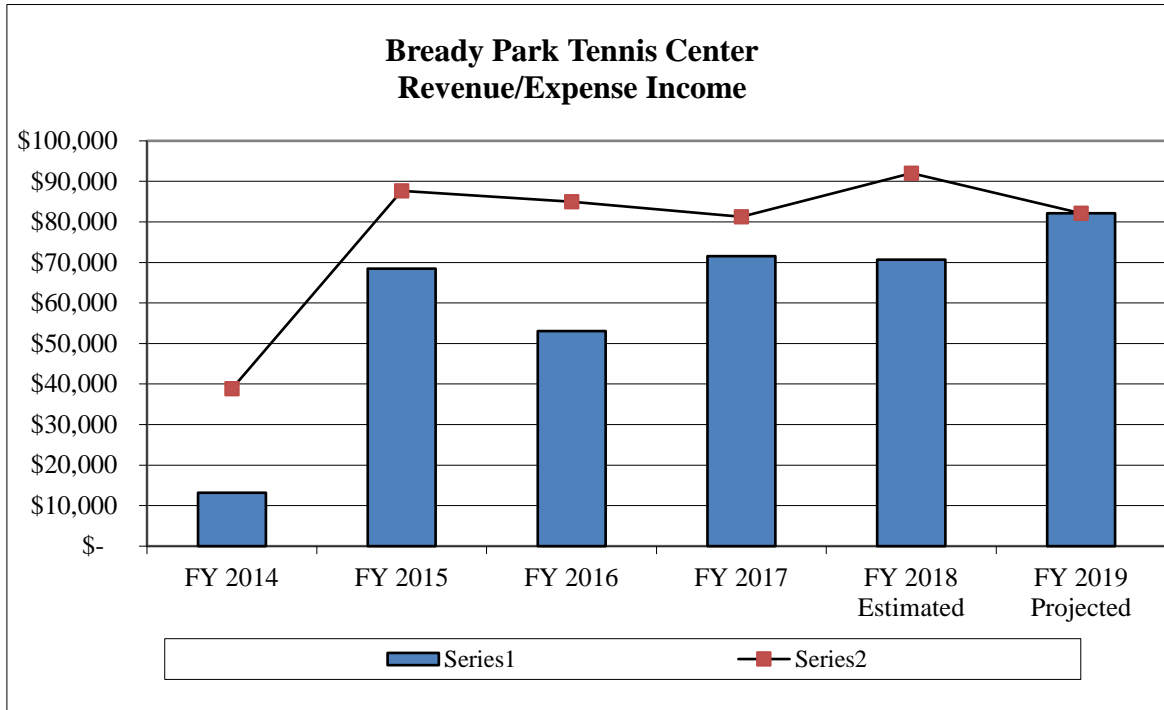
<b>Parks &amp; Recreation - Park Operations &amp; Development</b>		
The Parks Division stewards the town’s parks and trails by overseeing the maintenance and development of park land, protection of the natural environment, and access for use.		
Goals	Strategies	Measures
<p>Operate the Bready Park Indoor Tennis Facility as a sustaining enterprise operation.</p> <p><i>Vision Tenet: Celebrating Community Spirit</i></p> <p><i>Vision Tenet: Cultivating a Sustainable Environment</i></p>	<ul style="list-style-type: none"> <li>• Market the indoor tennis facility through the town’s website, quarterly brochure and other print and online material.</li> <li>• Provide diverse opportunities for use of the tennis facility to all ages and levels of players.</li> <li>• Offset all operating costs of the facility with revenue.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer a minimum of 130 instructional classes, seasonal tournaments, men’s, women’s and senior mixed doubles and other programs.</li> <li>• Book 80-90 percent of available court time or \$158,000 of contract court rentals.</li> </ul>
<p>Coordinate the scheduling of sports fields and picnic shelters.</p> <p><i>Vision Tenet: Honoring People</i></p>	<ul style="list-style-type: none"> <li>• Schedule town park facilities at Bready, Trailside, Runnymede and Haley Smith Parks for community use.</li> </ul>	<ul style="list-style-type: none"> <li>• Baseball, softball and turf soccer fields are reserved for use from March through October for youth and adult league play, tournaments and camps at both athletic parks.</li> <li>• Synthetic turf soccer field is scheduled for use year round.</li> <li>• Coordinate approximately 60 picnic shelter reservations at Bready, Trailside and Runnymede Parks.</li> </ul>
<p>Provide enhanced and diversified recreational opportunities for town residents.</p> <p><i>Vision Tenet: Celebrating Community Spirit</i></p>	<ul style="list-style-type: none"> <li>• Coordinate completion of Phase 2 of W&amp;OD trail lighting project with DPW staff.</li> <li>• Renew picnic experience at Haley Smith Park.</li> </ul>	<ul style="list-style-type: none"> <li>• Meet Recreational Trails grant deadlines and documentation requirements.</li> <li>• Install a picnic shelter to replace loss of shaded picnic space.</li> </ul>
<p>Maintain and preserve town parks.</p> <p><i>Vision Tenet: Celebrating Community Spirit</i></p>	<ul style="list-style-type: none"> <li>• Coordinate three youth or corporate community service activities.</li> <li>• Invasive plant removal occurs through a combination of volunteer efforts, collaboration with the Herndon Environmental Network (HEN) and the Fairfax County Park Authority.</li> <li>• Partner with Friends of Runnymede Park for annual stream cleanup, monarch waystations, seasonal care of native plant garden, and NatureFest.</li> </ul>	<ul style="list-style-type: none"> <li>• Community service projects result in the beautification of parks and open space through invasive plant removal, trash pickup, minor maintenance and mulching and plantings of trees and shrubs.</li> <li>• At least one Scout project, coordinated through the Community Forester, is completed and benefits a town park.</li> </ul>

**Parks & Recreation - Park Operations & Development**

**Performance Measures**

The Bready Park Indoor Tennis Center features a seasonal bubble that allows three tennis courts to be covered and used throughout the colder months. The Tennis Center operates as a sustaining enterprise with revenue offsetting all operating and amortized capital development costs of the facility.

	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018 Estimated</b>	<b>FY 2019 Projected</b>
Projected Net Income	\$ 13,175	\$ 68,485	\$ 53,048	\$ 71,571	\$ 70,653	\$ 82,116
Actual Net Income	\$ 38,816	\$ 87,653	\$ 84,966	\$ 81,255	\$ 92,028	\$ 82,116



NOTE: FY 2015 income increase is due to completion of the 15-year lease purchase of the tennis bubble and its construction. FY 2014 difference between projected and net can be partially attributed to the vacancy of the tennis manager (regular position) and associated benefits. Plans to fund replacement of the bubble structure are reflected in the Capital Improvement Program.

<b>Parks &amp; Recreation - Parks Division Budget Summary</b>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	73,202	91,847	78,797	88,062	-
<b>Operations &amp; Maintenance</b>	71,440	74,089	80,150	101,410	-
<b>Capital</b>	1,806	-	23,220	15,000	-
<b>Total P&amp;R Parks</b>	<b>146,448</b>	<b>165,936</b>	<b>182,167</b>	<b>204,472</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	0	0	0	0	
<b>Part Time</b>	0.5	0.5	0.5	0.63	

**Budget Highlights**

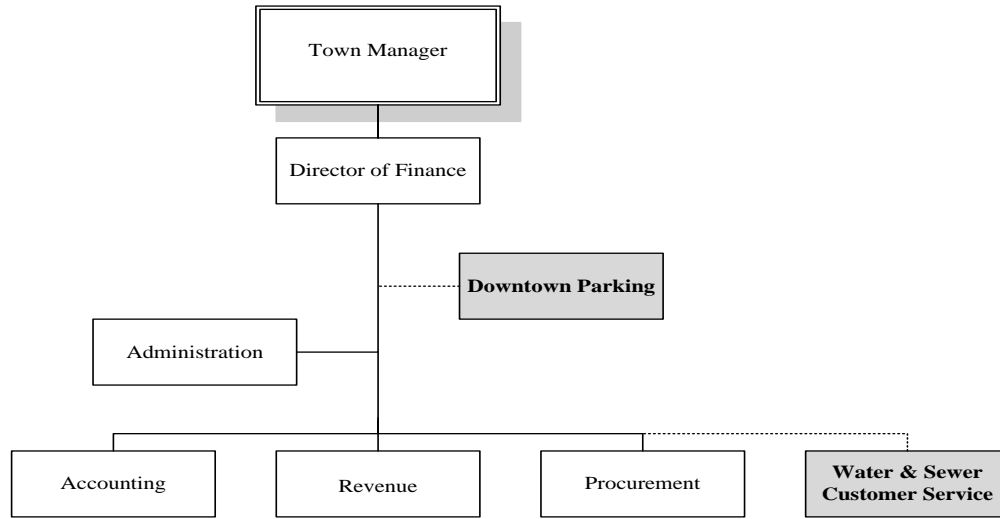
There no highlights for this division.





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# Finance



**Vision**

Manage, protect, and enhance the town’s financial resources in a professional, responsible and accountable manner, and provide the Town Council, Town Manager and town departments with updated, efficient processes, accurate interim and final financial reports, selected financial analyses, and general guidance concerning the financial affairs of the town government.

**FY 2018 Highlights**

- Achieved the prestigious Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting award for the FY 2016 Comprehensive Annual Financial Report (CAFR); the 42nd consecutive year that the town has achieved this recognition.
- Maintained a 99 percent overall collection rate for all town taxes.
- Completed Phase III, Tax & Collections, of the Tyler Technologies MUNIS Enterprise Resource Planning (ERP) software package.
- Started Phase IV, Utility Billing, implementation of the Tyler Technologies MUNIS software package, with completion expected in fall 2018.
- Finalized installation and implementation of time clocks at the golf course and town shop to further automate time and attendance reporting.
- Upgraded a revenue position to allow for strategic succession planning and for the commencement of business license and meals tax audits.

**FY 2019 Initiatives**

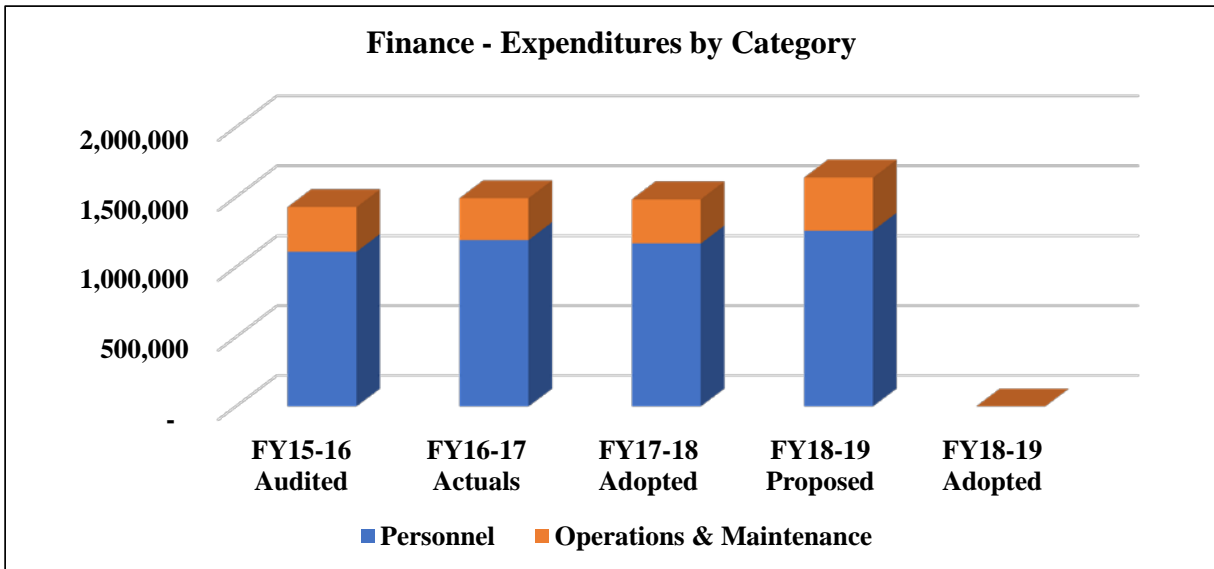
- Assess, collect and invest town receipts in a prudent, safe and timely manner while maximizing the security and liquidity of the invested funds, followed by interest income earnings.
- Provide technical accounting oversight and guidance to town departments and satisfy local, state and federal financial reporting requirements.
- Provide employees with an updated and robust purchasing card program.
- 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.
- Complete Phase IV of systematic transition to ERP software package and financial applications. Fourth phase contains the utility billing software application.
- Begin optimization of MUNIS setup, processes, and procedures.
- Provide on-going training to departments on MUNIS and other finance policies and procedures.
- Begin work on implementing smaller MUNIS modules, including time and expense reporting, contracts, and citizen self service.

**Finance Department  
Department Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	1,108,692	1,193,184	1,168,283	1,259,914	-
<b>Operations &amp; Maintenance</b>	319,112	299,541	316,075	379,251	-
<b>Operating Capital</b>	-	25,450	-	-	-
<b>Total Finance</b>	<b>1,427,804</b>	<b>1,518,175</b>	<b>1,484,358</b>	<b>1,639,165</b>	<b>-</b>

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	10	10	13	11	
<b>Part Time</b>	1.25	1.25	0.75	0.75	



<b>Finance - Administration</b>		
<p>The Administration activity center oversees the proper and timely recording of all financial transactions, preparation of the town’s Comprehensive Annual Financial Report and execution of the adopted budget. The center is charged with investing town funds, managing property, vehicle and general liability insurance and risk programs, securing borrowed funds when needed and performing other financial activities. The center provides the other finance activity centers with technical and management guidance and general supervision.</p>		
Objectives	Strategies	Measures
<p>Enhance the town’s financial management and its credit rating.</p> <p><i>Vision Tenet: Cultivating a Sustainable Environment</i></p>	<ul style="list-style-type: none"> <li>• Monitor, on a consistent town-wide basis, revenues and expenditures so possible, corrective actions can be promptly taken when needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Operate like a AAA credit rated municipal organization with all three rating agencies.</li> <li>• Manage town’s debt programs, including tracking and payment of annual and semi-annual debt service requirements for all bond and note issues.</li> <li>• Update and disseminate various reports, such as status of current revenues and expenditures, to Town Council and Town Manager on a periodic basis or on request.</li> <li>• Track major revenue sources monthly, such as sales tax, meals tax, communications sales tax and transient lodging tax, noting any variances from expected results and taking corrective action, as warranted.</li> <li>• Review annually and (if applicable) update policies and procedures related to debt, investments and financial reporting.</li> </ul>
<p>Ensure town assets are adequately safeguarded.</p>	<ul style="list-style-type: none"> <li>• Secure commercial, property and general liability insurance coverage, at adequate monetary levels, to protect the town government.</li> </ul>	<ul style="list-style-type: none"> <li>• Insurance policies are in place for the upcoming fiscal year by April 1 with an effective date of July 1. All town officials, employees and assets are insured at monetary levels that are appropriate and adequate for use and exposure.</li> <li>• Transmit all reportable property claims to the town’s insurance carrier within one day of notification to the division.</li> </ul>
<p>Provide oversight and guidance to department.</p> <p><i>Vision Tenet: Cultivating a Sustainable Environment</i></p>	<ul style="list-style-type: none"> <li>• Ensure the town and departmental goals, objectives and priorities are incorporated into the department’s annual work plan.</li> <li>• Foster clear and consistent interpretation of town accounting policies and procedures among department members, other town employees, citizens and vendors.</li> <li>• Continue to implement a department-wide, cross-training program that assures effective internal control features and provides backup capabilities for critical department functions.</li> </ul>	<ul style="list-style-type: none"> <li>• Include in department employee performance agreements objectives that support the overall goals of the town.</li> <li>• Ensure finance staff can accurately interpret and communicate the town’s accounting policies, internal controls and fiscal practices to other departments and the public, and perform their basic roles with minimal direct intervention of (or consultation with) Director or Deputy Director.</li> <li>• Require certifications for positions, especially payroll and procurement.</li> <li>• Ensure finance staff attend training as needed to enhance or reaffirm skills.</li> </ul>

**Finance - Administration**

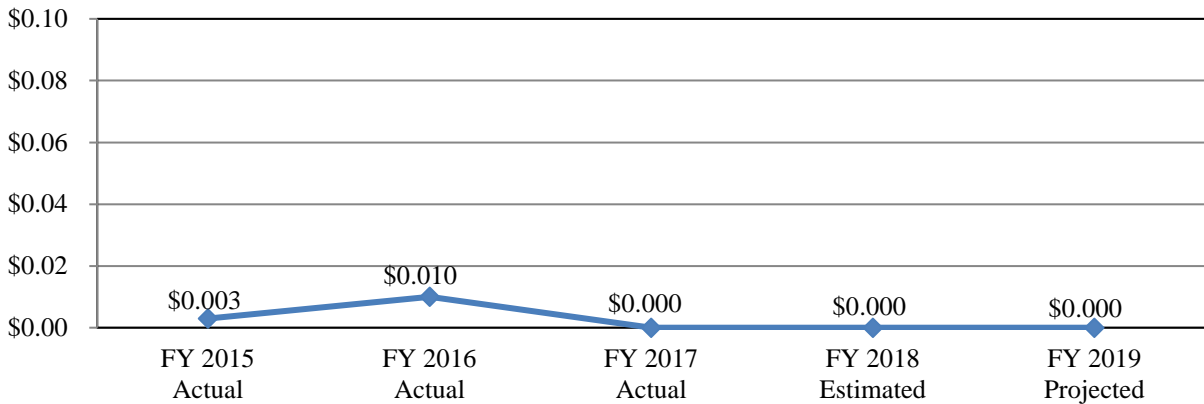
**Performance Measures**

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 below shows interest earnings, as a percentage of the town's total real estate tax levy, have become less significant. Currently, low interest rates (thus lower potential earnings) coupled with an increase in the town's real property tax levies are the major reasons for the decline.

Sound risk management practices encourage clear, complete and timely reporting processes for accidents and other potential claims against the town. Most accidents, which occur locally and during normal work day hours, are reported by departments in a timely manner. Further reporting refinements are being developed for those incidents which fall outside the typical pattern.

Indicator	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Interest earnings converted to real estate tax rate	\$0.003	\$0.010	\$0.000	\$0.000	\$0.000
Percentage of insurance claims reported to carrier within 3 days of incident	93%	94%	94%	95%	95%

**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

<b>Finance - Administration</b> <b>Division Budget Summary</b>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	218,347	259,617	214,299	260,867	-
<b>Operations &amp; Maintenance</b>	221,006	209,820	218,300	262,351	-
<b>Total Finance Administration</b>	<b>439,353</b>	<b>469,437</b>	<b>432,599</b>	<b>523,218</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	1	1	2	2	
<b>Part Time</b>	0.5	0.5	0	0	

**Budget Highlights**

**O&M**

\$55,401 was budgeted for the annual audit, which represents 66 percent of total audit costs. This was a two percent increase over FY 2018. The remaining 33 percent is distributed to other funds as part of our cost allocation.

\$50,000 in additional appropriations was budgeted for financial advisors, bringing total professional services to \$73,000.

Town wide insurance is budgeted at \$125,500, a decrease of \$6,500 from FY 2018.



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<b>Finance - Accounting</b>		
<p>The Accounting activity center is responsible for all interim and annual financial reports, monthly bank reconciliations, account 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, as required by the Code of Virginia. Also, the center updates and maintains the financial components of the town-wide computer software programs.</p>		
Objectives	Strategies	Measures
<p>Provide accurate and timely financial performance information to town departments and satisfy local, state and federal financial reporting requirements.</p>	<ul style="list-style-type: none"> <li>• Maintain accounting records in conformity with generally accepted accounting principles (GAAP).</li> <li>• Issue timely and relevant monthly financial performance information to the town’s departments.</li> <li>• Issue the CAFR and achieve an unmodified opinion from the town’s independent certified public accounting firm and recognition for quality performance by receiving the GFOA Certificate of Achievement for Excellence in Financial Reporting.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement recommended GAAP by the Government Accounting Standards Board 100 percent of time.</li> <li>• Issue interim monthly financial reports to department directors beginning in November 2018 after the FY 2018 financial records are complete.</li> <li>• Issue FY 2018 CAFR, along with information for the Comparative Report of Local Government Revenues and Expenditures, and submit to the Virginia Auditor of Public Accounts by November 30, 2018.</li> <li>• GFOA Certificate of Achievement for Excellence in Financial Reporting attained.</li> <li>• All required reports, schedules, spreadsheets and exhibits prepared in support of the town’s financial data are available for the independent auditors on the agreed upon date.</li> </ul>
<p>Promote efficiency in processing town financial transactions to maintain the highest level of accountability.</p> <p><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Process accurate vendor and employee travel payments in accordance with established policies and the terms of the purchase order or contract, avoiding late payment fees or finance charges, and minimizing the number of inquiries from vendors and departments concerning payment status.</li> <li>• Process accurate, on-time bi-weekly payroll in accordance with town policies and applicable state and federal regulations.</li> <li>• Promptly update town’s financial software.</li> <li>• Keep the comprehensive financial policy and procedure manual current.</li> </ul>	<ul style="list-style-type: none"> <li>• Vendor invoices paid within 45 days of invoice date or, if discount is available, by the discount date 90 percent of time.</li> <li>• Late payments fees, if any, constitute less than one percent of total payments processed.</li> <li>• Percent of disbursement checks voided due to errors in data input maintained at less than eight percent of checks produced.</li> <li>• Accurate payroll Automated Clearing House (ACH) file and payroll checks produced by the due date.</li> <li>• Accurate payroll tax payments, withholding remittances and employee benefit vendor payments are submitted by the due date 99 percent of time.</li> <li>• Bank account reconciliations completed within three weeks of receipt of statements 95 percent of time.</li> <li>• Annually, review and update accounting, accounts payable, payroll and miscellaneous receivables sections of department’s financial policy and procedures manual.</li> </ul>



## Finance - Accounting

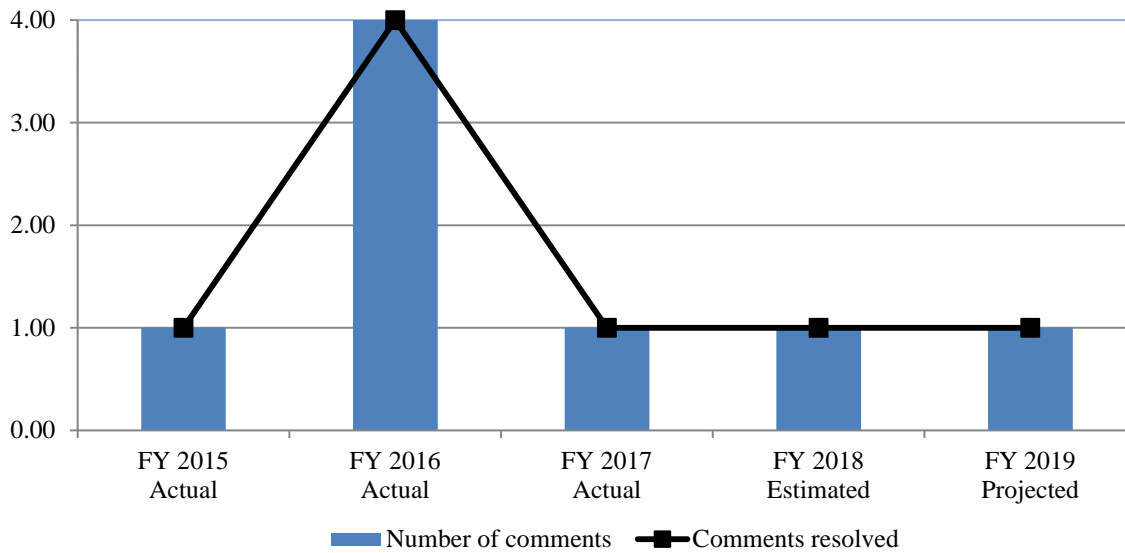
### Performance Measures

One indication of sound financial management and good internal control practices is a limited number of management letter comments offered by the town's independent certified public accountants. One management letter comment was issued by the town's independent auditors for FY 2017 and FY 2015 and four comments were issued for FY 2016. These comments are presented as a part of the annual independent audit of the town's financial records and system of internal controls, and are intended to identify areas where controls could be strengthened. Town staff evaluates the comments each year and strives to address them in the most comprehensive and cost effective manner.

The town achieved the GFOA Certificate of Achievement for Excellence in Financial Reporting award for the FY 2016 Comprehensive Annual Financial Report (CAFR). This marked the 42th consecutive year that the town achieved this prestigious recognition. The FY 2017 CAFR was submitted to GFOA for consideration of an award. Expected notification is imminent.

Indicator	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Auditor management letter Number of comments	1	4	1	1	1
Comments resolved	1	4	1	1	1
GFOA Certificate for Excellence in Financial Reporting Number of consecutive years achieved	41	42	43	44	45

**Auditor Management Letter Comments  
Noting Areas for Improvement by Fiscal year**



<b>Finance - Accounting</b>					
<b>Division Budget Summary</b>					

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	566,560	618,239	609,403	615,481	-
<b>Operations &amp; Maintenance</b>	24,181	23,390	30,475	36,400	-
<b>Operating Capital</b>	-	25,450	-	-	-
<b>Total Finance Accounting</b>	<b>590,741</b>	<b>667,079</b>	<b>639,878</b>	<b>651,881</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	6	6	6	6	
<b>Part Time</b>	0	0	0	0	

**Budget Highlights**

There were no highlights for this division.



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<b>Finance - Revenue</b>		
<p>The Revenue activity center is responsible for the collection and processing of all revenue resulting from real estate taxes, utility billings, business license fees, transient occupancy taxes, meals taxes and other collections and fees. Deposits are made with total receipts reconciled daily to the accounting records. Employees in this activity center have daily personal, e-mail and telephone contact with town citizens and the general public.</p>		
Objectives	Strategies	Measures
<p>Assess and collect taxes, fees and other miscellaneous invoiced amounts.</p> <p><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Prepare and disseminate accurate bills, notices and invoices for town taxes, fees, services, utility charges and other miscellaneous billings in a timely manner.</li> <li>• Collect and process all revenues and receipts owed the town.</li> </ul>	<ul style="list-style-type: none"> <li>• Property assessment information from the Fairfax County Department of Tax Administration is updated to town application programs within five days of receipt.</li> <li>• Real estate tax bills are mailed no later than two weeks before the due date.</li> <li>• Maintain a 98 percent average collection rate on all revenue receipts.</li> <li>• Taxpayer and citizen inquiries are resolved in a timely, efficient and equitable manner.</li> </ul>
<p>Invest town receipts in a prudent, safe and timely manner while maximizing investments.</p>	<ul style="list-style-type: none"> <li>• Maximize town investment income by investing all reserve and idle funds.</li> </ul>	<ul style="list-style-type: none"> <li>• Update the town’s automated cash receipts application programs and make bank deposits daily.</li> <li>• Funds available for investment are placed in interest bearing investments within 24 hours of availability 90 percent of time.</li> </ul>
<p>Promote efficiency in processing town financial transactions to maintain the highest level of accountability.</p>	<ul style="list-style-type: none"> <li>• Maintain comprehensive financial policy and procedures manual.</li> <li>• Promptly update the town’s revenue related financial software.</li> </ul>	<ul style="list-style-type: none"> <li>• Annually review and update (if applicable), revenue and cash receipts sections of the department’s financial policy and procedures manual.</li> <li>• Systematic transition to Munis Enterprise Resource Planning financial software package is completed as scheduled.</li> </ul>
<p>Actively collect delinquent town accounts based on established policies and practices.</p>	<ul style="list-style-type: none"> <li>• Initiate effective collection activities on delinquent accounts.</li> </ul>	<ul style="list-style-type: none"> <li>• Collection of delinquent tax, license, fee or miscellaneous accounts is initiated within 15 days after due dates have passed.</li> <li>• Collection activities are coordinated with Town Attorney’s office, Department of Motor Vehicles, and state Set-Off Debt Collection Program.</li> <li>• Participate in state Set-Off Debt Collection Program for the collection of delinquent amounts which withholds state income tax refunds to pay bona fide local government claims. Participate in state Department of Motor Vehicles’ Vehicle Registration Hold Program for settlement of outstanding parking tickets.</li> </ul>
<p>Provide citizens with Internet access for financial services.</p> <p><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Facilitate customer credit and debit card payments at revenue counter. Support credit card, Automated Clearing House and direct debit transaction processing on town website as convenient, alternative methods for payment of utility bills, real estate taxes and parking tickets.</li> </ul>	<ul style="list-style-type: none"> <li>• Accept credit and debit card payments at the HMC revenue counter.</li> <li>• Process daily on-line transactions received from the prior day’s activity and post to cash receipts programs as well as appropriate customer accounts receivable.</li> </ul>

**Finance - Revenue**

**Performance Measures**

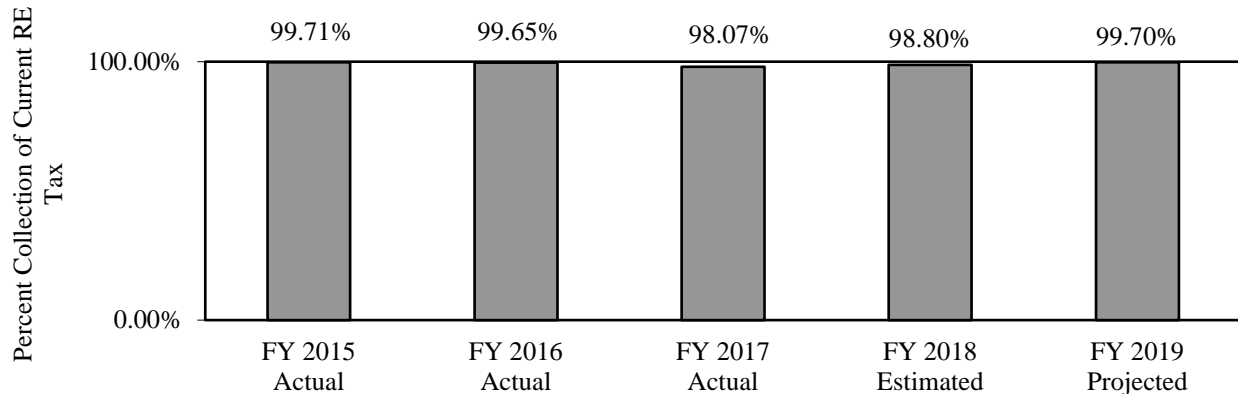
The Revenue activity center provides real estate and business license assessments and billings and collections of all taxes, fees, charges and fines while providing quality customer service. The division strives to collect all amounts due the town in a timely and efficient manner, thus maintaining low delinquency rates. Many of these collection efforts are coordinated with the Town Attorney's office. The division also maintains the town's online credit card payment portal for payment of utility billings, parking tickets and real estate taxes. The service provides a 24-hour alternative for citizens to pay the amounts due in a timely manner, thus avoiding late payment penalties. The town also offers bank direct debit programs for automatic payment of customer quarterly utility bills and taxpayer semi-annual real estate tax notices. Both credit and debit card payments are accepted at the Herndon Municipal Center's revenue counter and over the telephone.

Specific goals of the division are:

- Prepare and disseminate timely and accurate bills, notices and invoices for town taxes, fees, services, utility charges and other miscellaneous amounts.
- Actively collect delinquent town accounts based on established policies and practices with the goal of achieving a minimum current year collection rate of 99 percent.
- Provide citizens with online access to financial services.

Indicator	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Number of real estate tax notices generated	13,728	13,720	13,720	13,760	13,770
Percent of real estate taxes collected with fiscal year of levy	99.71%	99.65%	98.07%	98.80%	99.70%
Percent of customers using town's online portal for payment purposes	2%	5%	7%	9%	9%

**Actual/Projected Real Estate Tax Levies**



<b>Finance - Revenue</b> <b>Division Budget Summary</b>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	224,414	224,744	236,319	267,856	-
<b>Operations &amp; Maintenance</b>	68,342	61,335	61,600	74,800	-
<b>Total Finance Revenue</b>	<b>292,756</b>	<b>286,079</b>	<b>297,919</b>	<b>342,656</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	2	2	2	2	
<b>Part Time</b>	0.75	0.75	0.75	0.75	

**Budget Highlights**

The bank service charge line item was increased by \$17,000 to \$55,000 in anticipation of an increase in online BPOL payments.



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<b>Finance - Procurement</b>		
<p>The Procurement activity center serves all town departments by obtaining goods, services, insurance and construction under the procurement laws (Virginia Public Procurement Act) and Town Code. The office operates the automated purchasing module (MUNIS), establishes procurement policies and procedures, and trains town staff and personnel. In addition, the office provides purchasing technical support in the areas of need determination, specification preparation, bid requests, proposal evaluation, contract award and contract administration.</p>		
Objectives	Strategies	Measures
<p>Provide an effective, efficient and user-friendly procurement system and process for town departments based on purchasing practices consistent with local, state and federal procurement laws.</p> <p><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <li>• Procure goods and services for town departments in the most timely and efficient way.</li> <li>• Consult and guide town staff on correct interpretation(s) of the Town Code and adopted purchasing procedures and policies.</li> <li>• Manage procurement card program for small dollar purchases.</li> </ul>	<ul style="list-style-type: none"> <li>• Process purchase requisitions into orders within two working days of receipt of fully documented departmental requisitions 95 percent of time.</li> <li>• Annually review and (if applicable) update procurement and P-Card sections of the department’s financial policy and procedures manual.</li> <li>• Oversee operation of town-wide P-Card program, including monitoring of activities and auditing selective transactions with follow-up investigations, if warranted. Provide users with training prior to release of P-Card.</li> <li>• Assist in training town department users on new purchasing module, including development of a written user guide.</li> </ul>
<p>Maximize rent potential for town-owned rental property.</p>	<ul style="list-style-type: none"> <li>• Work with town departments and outside commercial property broker to manage the rental of town-owned property.</li> </ul>	<ul style="list-style-type: none"> <li>• Receive fair market-based rent for town-owned rental properties.</li> </ul>
<p>Manage a surplus property program for the disposal of property in a responsible and timely manner.</p>	<ul style="list-style-type: none"> <li>• Work with town departments to ensure town surplus assets are promptly cataloged and efficiently disposed and, to the extent possible, provide a profit to the town.</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement official provides disposal records and receipts immediately upon disposal of surplus equipment for review.</li> </ul>
<p>Establish an accessible electronic central repository for all town contracts.</p>	<ul style="list-style-type: none"> <li>• Work with the town’s IT, DPW and P&amp;R departments to create and maintain a contract document repository.</li> </ul>	<ul style="list-style-type: none"> <li>• Purchasing agent researches the creation of a web-based, electronic, and accessible contract repository.</li> </ul>



**Finance - Procurement**

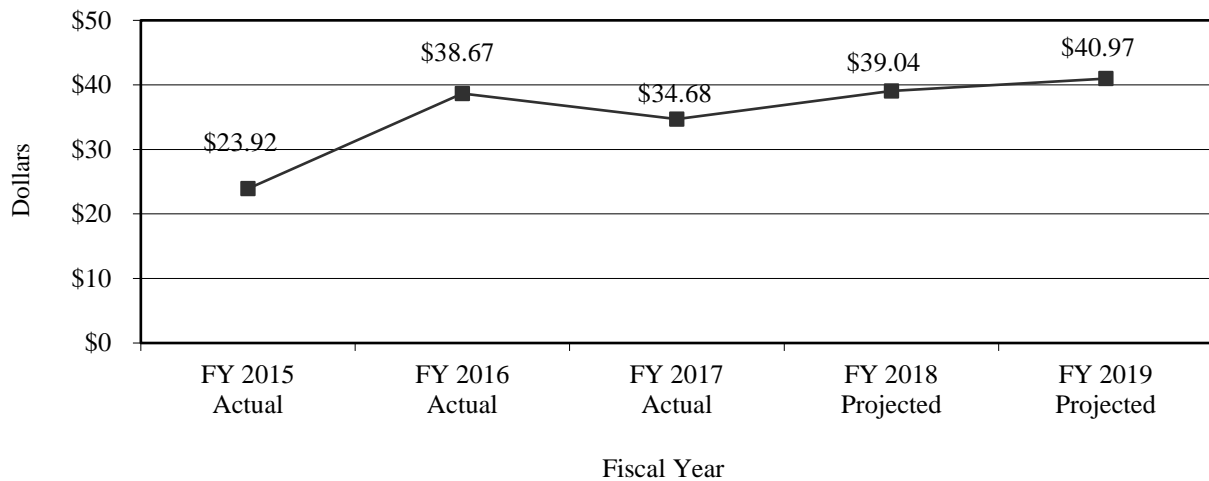
**Performance Measures**

The Procurement office provides an effective, efficient, timely and user-friendly procurement management system for town departments based on purchasing practices consistent with local, state and federal procurement laws. As part of its charge, the office trains new users on the town’s automated processes; purchases or supervises the purchase of goods, services, insurances and construction; provides oversight of the town’s excess and surplus property program and administers the town’s government procurement card (P-Card) program. The division is also responsible for managing the rental of specific town-owned properties, in conjunction with the town’s commercial property broker. Specific goals of the office are:

- Manage the town-wide automated purchasing module and process purchase orders.
- Maximize rent potential for town-owned rental properties.
- Maximize a surplus property program for the disposal of property in a responsible and timely manner.

Indicator	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected
Number of purchase orders processed each fiscal year	3,061	2,714	2,756	2,918	2,862
Rental income from commercial side of 397 Herndon Parkway	\$536,309	\$538,005	\$550,069	\$447,086	\$456,028
Receipts from sale of town-owned surplus property	\$0	\$14,927	\$0	\$20,000	\$10,000

**Cost per Purchase Order Issued**



\*The decrease in FY 2015 is due to the purchasing agent position being vacant for approximately three months during the year.

<b>Finance - Procurement</b> <b>Division Budget Summary</b>
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	FY15-16 Audited	FY16-17 Actuals	FY17-18 Adopted	FY18-19 Proposed	FY18-19 Adopted
<b>Personnel</b>	99,371	90,584	108,262	115,710	-
<b>Operations &amp; Maintenance</b>	5,583	4,996	5,700	5,700	-
<b>Total Finance Procurement</b>	<b>104,954</b>	<b>95,580</b>	<b>113,962</b>	<b>121,410</b>	-

**Staffing**

	FY15-16 Audited	FY16-17 Actuals	FY17-18 Adopted	FY18-19 Proposed	FY18-19 Adopted
<b>Full Time</b>	1	1	1	1	
<b>Part Time</b>	0	0	0	0	

**Budget Highlights**

There were no highlights for this division.

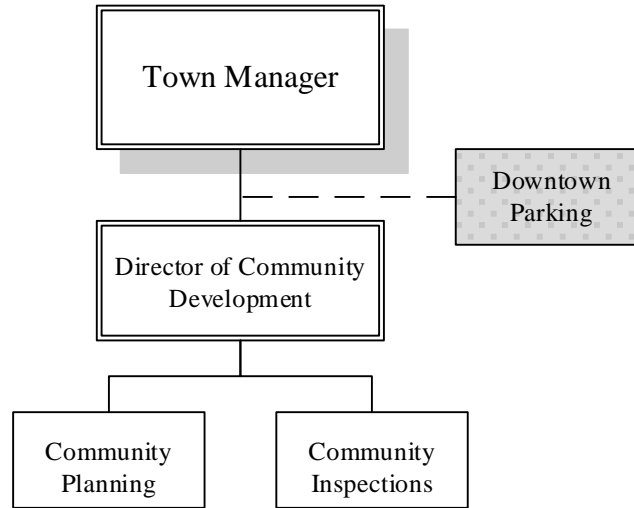


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## Community Development

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### Vision

Through a multidisciplinary program comprised of land planning, urban design, transportation planning, zoning, historical preservation, environmental planning, capital improvement programming, architectural review, arboriculture and code enforcement, the Department of Community Development protects, plans and enhances the town's natural and manmade environment. The department provides administrative and professional support to the Planning Commission, Board of Zoning Appeals (BZA), Architectural Review Board (ARB), Heritage Preservation Review Board (HPRB), Pedestrian and Bicycle Advisory Committee (PBAC) and ad hoc committees as assigned.

### FY 2018 Highlights

- Adoption of the reorganized zoning ordinance.
- Update of the Heritage District Building Survey.
- Installation of the 10 additional Herndon historic markers.
- Development, programming and processing of the FY 2019 – FY 2024 CIP.
- Grant funding and adoption of Comprehensive Plan Amendment to connect a future cycle track along the Herndon Parkway to the Washington and Old Dominion Trail.
- Completed initial 2020 census steps.
- Adoption of the town's first Sustainability Plan.
- Awarded Tree City USA designation for the 28<sup>th</sup> straight year.
- Awarded Office of Intermodal Planning and Investment (OIPI) funds for South Elden Street improvement planning.
- Initiation of the Transit Related Growth Small Area Plan Comprehensive Plan study.
- Initiation of the South Elden Street Small Area Plan Comprehensive Plan study.
- Adoption of the sign and open space chapters of the Urban Design and Architectural Guidelines for the Herndon Transit-Oriented Core (HTOC).
- Approval of the Metro Square Subdivision Site Plan within the HTOC.
- Adoption of the Herndon Pedestrian Plan.
- Adoption of the Herndon Town-wide Streetscape Standards.
- Adoption of zoning text amendments regulating short-term rentals and allowing an increased number of administratively approved signs.
- Reinitiation of the town's Housing Program Planner position, through Fairfax County funding, to encourage and facilitate continued maintenance and reinvestment in the town's more affordable housing resources.

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## Community Development

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### FY 2019 Initiatives

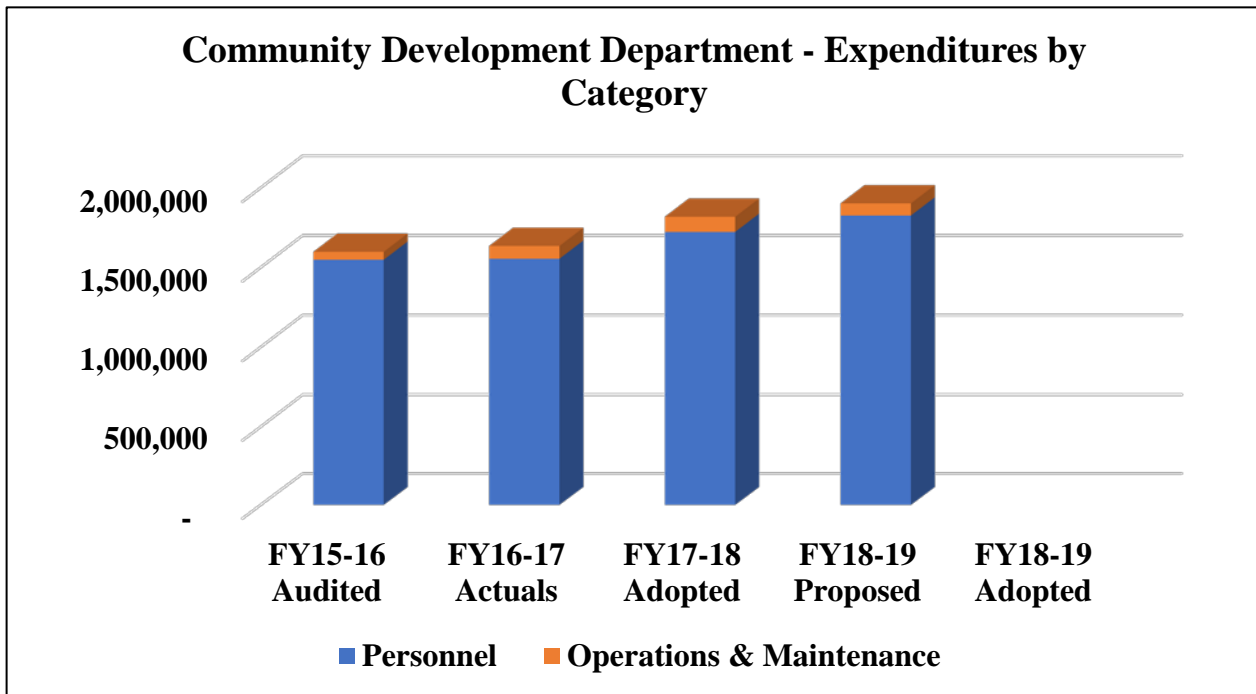
- Final review of site plan and Heritage Preservation Review for blocks D and E of the downtown plan (Comstock).
- Completion of the state mandated 5-year review of the Herndon Comprehensive Plan.
- Adoption of revised Heritage Preservation Review Guidelines.
- Installation of heritage district street signs.
- Development, programming and processing of a CIP comprised of projects supported by an array of diverse funding sources including county, state, regional and federal monies.
- Adoption of a Comprehensive Plan Amendment for the Herndon Transit Related Growth Area.
- Adoption of a Comprehensive Plan Amendment for the South Elden Street Area Plan.
- Initiation of Wayfinding Sign Project with emphasis on the downtown and HTOC.
- Furtherance of the East Elden Street Improvement Project and East Spring Street Improvement Project in cooperation with VDOT.
- Engagement with Fairfax and Loudoun county staff on matters of interest to the town.
- Development of an educational campaign promoting sustainable composting programs, pollinator programs, renewable energy opportunities and private stormwater management options.
- Continuation of the town's Tree City status.
- Implementation of a new database to track submissions through multiple step processes.

**Community Development  
Department Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	1,548,233	1,554,707	1,722,985	1,826,029	
<b>Operations &amp; Maintenance</b>	49,890	80,182	95,250	76,300	
<b>Total Community Development</b>	<b>1,598,123</b>	<b>1,634,889</b>	<b>1,818,235</b>	<b>1,902,329</b>	<b>-</b>

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	17	16	16	16	0
<b>Part Time</b>	0.5	1	0.5	0.63	0





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**Community Development – Community Planning**

The Community Planning activity center is to provide short- and long-range planning and development services to the town, including land use regulation, land development application processing, proffer and surety management, long-range master planning, architectural and heritage preservation design review, community forestry services, transportation planning and inter-jurisdictional development impact coordination. Staff within this activity center also provides support for the Planning Commission, BZA, ARB and HPRB, as well as the PBAC and other ad hoc committees as assigned.

Objectives	Strategies	Measures
<p>Enhance and create a healthy, sustainable community comprised of attractive, safe, and distinctive residential, mixed-use and commercial neighborhoods and public spaces through the consistent application of adopted ordinances, policies and guidelines.</p> <p><i><b>Vision Tenet: Honoring People</b></i></p> <p><i><b>Vision Tenet: Celebrating Community Spirit</b></i></p> <p><i><b>Vision Tenet: Enriching Lives through Arts and Entertainment</b></i></p> <p><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <li>• Create attractive, stimulating comfortable and pleasant public spaces.</li> <li>• Create a variety of transportation options for residents and visitors connecting locations within Herndon and connecting Herndon with the region.</li> <li>• Reinvigorate existing residential neighborhoods and non-residential development.</li> <li>• Preserve and celebrate the town’s architectural history.</li> <li>• Coordinate with neighboring jurisdictions and state agencies to obtain transportation funding to progress the CIP.</li> <li>• Coordinate with neighboring jurisdictions and state agencies to mitigate external impacts to the town’s transportation system.</li> <li>• Redevelop and activate the downtown with contextually appropriate mixed-use development.</li> </ul>	<ul style="list-style-type: none"> <li>• Tree City designation retained.</li> <li>• Grant funding meets adopted CIP timelines.</li> <li>• 100 percent inter-jurisdictional development notifications are responded to by the established deadline.</li> <li>• Housing and Community Rehabilitation program provides resources to both individuals and HOAs.</li> <li>• Public signage is provided to educate and guide residents and visitors.</li> <li>• Property owners within the Heritage District are provided with useful information regarding preservation and processes.</li> <li>• Board and Planning Commission members are provided on-going training to enable consistent application of approved town area plans and policies.</li> </ul>
<p>Increase public involvement and transparency in the planning process.</p> <p><i><b>Vision Tenet: Honoring People</b></i></p> <p><i><b>Vision Tenet: Celebrating Community Spirit</b></i></p>	<ul style="list-style-type: none"> <li>• Optimize use of website and social media options.</li> <li>• Create opportunities for public outreach and involvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Website’s Current Development Interactive Map is updated within five working days of a change in status.</li> <li>• Town and VDOT plans benefit from special public workshops or meetings.</li> <li>• 100 percent of minutes and agendas are uploaded to the website on time.</li> </ul>
<p>Enhance Herndon’s competitive edge within the region through a diverse real estate tax base and efficient processing of plans and permits.</p> <p><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p> <p><i><b>Vision Tenet: Championing Business and Technology</b></i></p>	<ul style="list-style-type: none"> <li>• Ensure appropriate balance of uses in the town’s mixed use hubs.</li> <li>• Streamline review processes.</li> <li>• Ensure new development reflects current and foreseeable business and residential markets and trends for living and working in modern ways.</li> </ul>	<ul style="list-style-type: none"> <li>• Small area plan amendments to the comprehensive plan provide guidance for balanced mixed-use development.</li> <li>• Initial review of site plans and zoning map amendments occurs within 30 days of acceptance and comments returned within five additional days.</li> <li>• Policies and regulatory language permit increased administrative review options in architectural control districts.</li> </ul>



**Community Development - Community Planning**

**Performance Measures**

The Community Planning activity center provides multidisciplinary services to the town, including short and long-range planning services, such as review of permits and applications, multimodal transportation planning, inter-jurisdictional development impact coordination, grant application writing and tracking, community forestry services and staffing of the Planning Commission and various boards.

	<b>Key Performance Indicators</b>				
	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018 Estimated</b>	<b>FY 2019 Projected</b>
# HOAs served by Housing Specialist	6	N/A*	N/A*	N/A*	N/A*
# of homeowners served by Housing Specialist	24	N/A*	N/A*	N/A*	N/A*
# years awarded Tree City USA status	25	26	27	28	29
Transportation related grant funds	\$6,351,584	\$7,522,830			

\*Due to the loss of grant funding, the position of Housing Specialist was eliminated. In late FY 2018 the town, in cooperation with Fairfax County, reinstated the position. Data will become available during FY 2019.

The town continues to plan for a vibrant mixed-use downtown. The department has been tracking downtown permitting and plan submittal as the redevelopment and revitalization of the downtown continues to hold a vital position in the town's Vision. Due to the inclusion of the Pines Shopping Center within the area of the Downtown Plan, activities at the Pines Shopping Center are included within the data.

	<b>Downtown</b>				
	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018 Estimated</b>	<b>FY 2019 Projected</b>
Zoning Appropriateness Permits	8	23	5	8	6
Sign Permits	4	9	3	12	4
Site Plans & Site Plan Revisions	4	5	2	2	3

Ensuring the town's business and development processes retain a competitive edge, and guaranteeing the process remains thorough, being customer friendly and transparent is central to foster community involvement, development of a well planned community, spur economic development and nurture a successful business community.

	<b>Town-Wide</b>				
	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018 Estimated</b>	<b>FY 2019 Projected</b>
All site and subdivision plans, site plan reviews	33	33	25	24	27
HPRB Applications	31	19	25*	39	30
Sign Permit Applications	47	41	40**	40	40
Zoning Inspection Permits	31	37	45	40	38
Zoning Appropriateness Permits	92	177	130	120	135
BZA Applications	1	10	4	9	8

<b>Community Development - Community Planning</b> <b>Division Budget Summary</b>
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	FY15-16 Audited	FY16-17 Actuals	FY17-18 Adopted	FY18-19 Proposed	FY18-19 Adopted
<b>Personnel</b>	1,333,627	1,401,563	1,432,967	1,553,544	-
<b>Operations &amp; Maintenance</b>	45,330	73,535	85,400	66,700	-
<b>Total Community Development</b>	<b>1,378,957</b>	<b>1,475,098</b>	<b>1,518,367</b>	<b>1,620,244</b>	-

**Staffing**

	FY15-16 Audited	FY16-17 Actuals	FY17-18 Adopted	FY18-19 Proposed	FY18-19 Adopted
<b>Full Time</b>	13	13	13	13	
<b>Part Time</b>	0.5	0.5	0.5	0.63	

**Budget Highlights**

There were no highlights for this division.



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**Community Development - Community Inspections**

The Community Inspections activity center protects and enhances the quality of life within the town by resolving zoning violations in a consistent, fair, thorough and expedient manner per the Zoning Ordinance and the Policy and Procedures Manual; and to create a positive environment for productive communication between the town, its residents and the business community.

Objectives	Strategies	Measures
<p>Protect and enhance the community's quality of life, safety and tax base through enforcement of the town's adopted Zoning Ordinance in a professional, fair and expedient manner.</p> <p><i>Vision Tenet: Celebrating Community Spirit</i></p> <p><i>Vision Tenet: Honoring People</i></p> <p><i>Vision Tenet: Cultivating a Sustainable Environment</i></p>	<ul style="list-style-type: none"> <li>• Ensure residential neighborhoods are protected from the adverse impacts of illegal boarding houses, overcrowding and illegal home-based businesses.</li> <li>• Ensure the appearance of the community exhibits a successful level of municipal and private custodianship for residents and visitors.</li> <li>• Ensure that staff is knowledgeable and professional in all customer interaction.</li> <li>• Ensure that complainants are updated, to the extent legally allowable, through preferred communication and in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Re-inspection of all home-based businesses 24 months from initial inspection.</li> <li>• Illegal sign collection performed per standard seasonal schedule.</li> <li>• Staff liaison assigned to the Town Attorney's office for any case that may lead to prosecution.</li> <li>• All inspectors obtain or retain VAZO Certified Zoning Official status.</li> <li>• All complainants who wish to be contacted are contacted within two business days of receipt of their complaint and following the closure of the case.</li> </ul>
<p>Initiate community engagement to educate and establish partnerships to enhance understanding of and adherence to zoning regulations.</p> <p><i>Vision Tenet: Celebrating Community Spirit</i></p> <p><i>Vision Tenet: Honoring People</i></p>	<ul style="list-style-type: none"> <li>• Ensure that inspectors meet with residential homeowners and condominium associations to educate members of the community and ascertain concerns.</li> <li>• Ensure that inspectors meet with business owners, commercial leasing and management companies regarding community issues and zoning regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Zoning administrator and inspectors attend at least 12 residential homeowner or condominium association meetings per year.</li> <li>• In cooperation with the economic development manager, inspectors meet with at least 12 commercial business owners or property managers.</li> </ul>

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**Community Development - Community Inspections**

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**Performance Measures**

The Community Inspections activity center enforces the town's Zoning Ordinance as complaints are received and through proactive enforcement. Community Inspections staff seeks to optimize zoning compliance by reaching out to neighborhoods, providing information and being responsive to callers. At the end of FY 2016, the town's mobile app, Herndon ONtheGo, was introduced to provide Herndon residents a new means of reporting possible violations.

	<b>FY 2016 - FY 2019</b>			
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018 Estimated</b>	<b>FY 2019 Projected</b>
Excessive Occupancy	50	48	45	50
Other Zoning Violations	110	154	180	195
Total	160	202	225	245

One of the activity center goals is to promote community interaction and communication through informational meetings and educational materials.

	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018 Estimated</b>	<b>FY 2019 Projected</b>
Number of interactions that qualify as community outreach, including meetings with HOAs, HCAC, crime watch, business associations, and others.	13	12	9	12	12
Number of interactions that qualify as participation on inter-departmental and inter-jurisdictional efforts that address common interests with regard to problems and/or challenges that impact maintaining healthy and safe neighborhoods and growth of small businesses.	10	7	9	12	12

<b>Community Development - Inspections</b> <b>Division Budget Summary</b>
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	FY15-16 Audited	FY16-17 Actuals	FY17-18 Adopted	FY18-19 Proposed	FY18-19 Adopted
<b>Personnel</b>	214,606	153,144	290,018	272,485	-
<b>Operations &amp; Maintenance</b>	4,560	6,647	9,850	9,600	-
<b>Total Community Development</b>	<b>219,166</b>	<b>159,791</b>	<b>299,868</b>	<b>282,085</b>	-

**Staffing**

	FY15-16 Audited	FY16-17 Actuals	FY17-18 Adopted	FY18-19 Proposed	FY18-19 Adopted
<b>Full Time</b>	4	3	3	-	
<b>Part Time</b>	-	1	-	-	

**Budget Highlights**

There were no highlights for this division.



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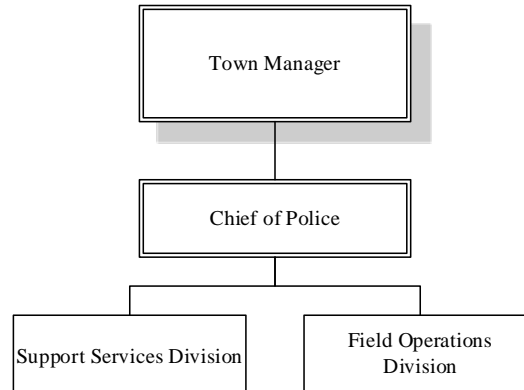
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## Police Department

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### **Vision**

The Herndon Police Department (HPD) is a full-service law enforcement agency that enforces laws, responds to calls for service, and investigates crime and complaints. The HPD advocates partnerships with the community to promote crime prevention and strengthen community involvement.

### **FY 2018 Highlights**

- Awarded first place in the annual statewide Virginia Law Enforcement Challenge, a program designed to highlight traffic safety efforts conducted throughout the year.
- Received WRAP (Washington Region Alcohol Program) and MADD (Mothers Against Drunk Driving) Awards.
- Implemented body worn cameras.
- Added a Youth Resource Officer to work with the school.
- Added a part-time Parking Enforcement Official.
- Increased social media participation and outreach through Twitter, Facebook and Instagram.
- Upgraded audio/video presentation technology.
- Participated as a member of the Northern Virginia Gang Task Force and the Internet Crimes Against Children Task Force.
- Held a Youth Police Academy with 19 participants.

### **FY 2019 Initiatives**

- Deter and detect crime, investigate criminal activity and apprehend suspected criminals.
- Promote crime prevention.
- Preserve and strengthen community partnerships to promote police/citizen involvement.
- Enforce traffic laws and promote roadway safety.
- Maintain readiness through emergency management.
- Expand technology to increase and enhance efficiency and effectiveness.
- Provide advanced training opportunities for department personnel.

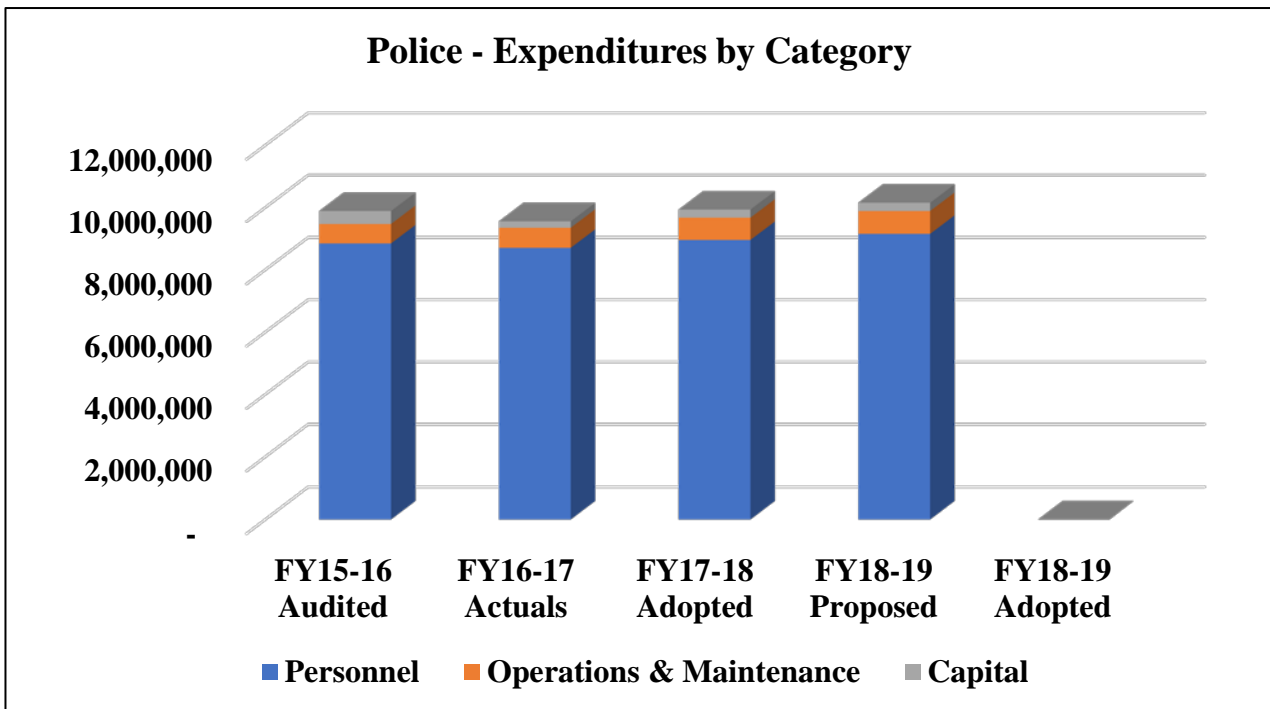


**Police Department  
Department Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	8,848,317	8,707,414	8,959,718	9,156,937	-
<b>Operations &amp; Maintenance</b>	625,139	645,055	715,800	734,300	-
<b>Capital</b>	415,843	206,574	260,300	264,200	-
<b>Total Police</b>	<b>9,889,299</b>	<b>9,559,043</b>	<b>9,935,818</b>	<b>10,155,437</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	71	71	72	74	0
<b>Part Time</b>	0	0	0.63	0.73	0



**Police - Field Operations**

The Field Operations activity center secures the community by providing proactive and responsive law enforcement services in conjunction with community policing principles that seek to maintain strong community partnerships and advance crime prevention strategies.

Objectives	Strategies	Measures
<p>Deter and detect crime to maintain public safety.</p> <p><i>Vision Tenet: Honoring People</i></p>	<ul style="list-style-type: none"> <li>• Promptly respond to calls for service.</li> <li>• Conduct proactive patrols.</li> <li>• Enhance police visibility through foot and bike patrols.</li> <li>• Apprehend offenders and resolve active cases.</li> </ul>	<ul style="list-style-type: none"> <li>• Respond to all calls for service; give preference to high priority calls.</li> <li>• Respond to observed criminal activity.</li> <li>• Perform routine patrols throughout assigned community policing districts.</li> <li>• Plan monthly foot or bike patrols to target nuisance crimes and detect criminal activity.</li> <li>• Investigate crime and collect evidence to support effective prosecutions.</li> <li>• Promptly notify Criminal Investigations of criminal cases requiring follow-up.</li> </ul>
<p>Preserve and strengthen community partnerships to promote police/citizen involvement.</p> <p><i>Vision Tenet: Celebrating Community Spirit</i></p>	<ul style="list-style-type: none"> <li>• Encourage businesses and community members to report issues or concerns.</li> <li>• Understand neighborhood issues or concerns and propose solutions or refer resources.</li> <li>• Promote community outreach opportunities.</li> <li>• Utilize the Herndon Police Citizens Support Team (HPCST) to provide authorized services in support of police operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Inform businesses and citizens of crime alerts and crime prevention resources.</li> <li>• Ensure team leaders and CAT members attend HOA meetings in community policing districts.</li> <li>• Post urgent alerts or traffic advisories on social media in real time.</li> <li>• Solicit input on specific issues from Chief’s Advisory Council.</li> <li>• Cultivate partnerships with schools through the Youth Resource Officer.</li> <li>• Sponsor “Coffee with a Cop” quarterly.</li> <li>• Coordinate with HPCST members to assist with events, parking enforcement, radar surveys, and courtesy services such as vacation house checks.</li> </ul>
<p>Enforce traffic laws and promote roadway safety.</p>	<ul style="list-style-type: none"> <li>• Ensure roadway safety is a priority.</li> <li>• Plan targeted traffic enforcement efforts to deter hazardous driving.</li> <li>• Enforce motor carrier safety regulations.</li> <li>• Promote bicycle, pedestrian and passenger safety on the roadways.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct routine traffic enforcement to identify impaired and distracted driving, speeding, and other violations.</li> <li>• Monitor traffic violations and accidents to identify specific roadway safety issues for increased enforcement.</li> <li>• Schedule monthly selective traffic enforcement locations and times after reviewing accident data and concerns.</li> <li>• Conduct saturation and holiday patrols to detect impaired driving.</li> <li>• Participate in safety campaigns to target distracted driving, speeding or passenger restraint protection.</li> <li>• Participate in the annual “Law Enforcement Challenge” competition to highlight traffic safety efforts.</li> <li>• Perform a minimum of 32 motor carrier safety inspections per inspector.</li> <li>• Conduct a bicycle and pedestrian safety campaign.</li> <li>• Inspect child safety seats as requested.</li> </ul>

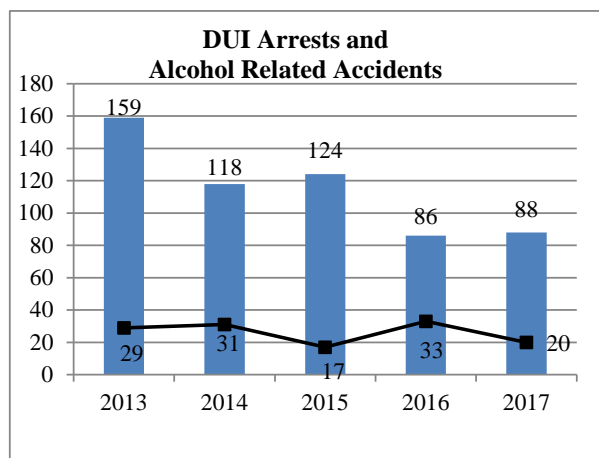
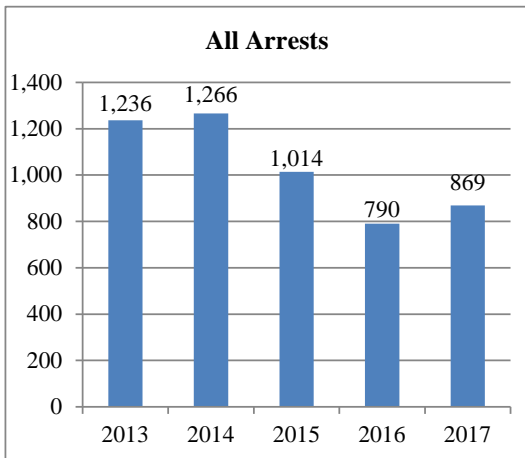
**Police - Field Operations**

**Performance Measures**

The Field Operations activity center consists of Patrol and Traffic Safety operations to provide proactive and responsive police services. The statistics highlight crime data over the past five years for the Town of Herndon and demonstrate the activity of selected incidents. Overall, activity remained consistent with notable decreases in burglaries and larcenies from calendar year CY 2016 to CY 2017. Larceny continues to be the most prevalent offense, and incidents in CY 2016 peaked to a five-year high. Traffic accidents decreased 18 percent from CY 2016 and alcohol related accidents decreased 39 percent. DUI enforcement efforts remain a priority along with traffic safety as the department continues to promote diversified measures to curb accidents and encourage roadway safety by employing efforts in targeted enforcement, safety campaigns and educational outreach.

**Key Performance Indicators**

	<u>CY 2013</u>	<u>CY 2014</u>	<u>CY 2015</u>	<u>CY 2016</u>	<u>CY 2017</u>
<b><u>Crime Reports</u></b>					
Homicide	0	0	0	0	0
Rape	7	6	9	12	9
Robbery	18	16	12	15	12
Aggravated Assault	23	27	25	24	21
Burglary	27	31	22	36	10
Larceny	336	282	241	347	271
Auto Theft	8	13	7	13	11
Destruction of Property	171	116	95	117	102
Drug/Narcotic Violations	123	133	128	143	149
<b><u>Felony/Misdemeanor Arrests</u></b>					
Felony Charges	225	230	189	180	167
Misdemeanor Charges	1,011	1,036	825	610	702
<b><u>Traffic Activity</u></b>					
Traffic Accidents	686	685	706	753	617
DUI Arrests	159	118	124	86	88
Alcohol Related Accidents	29	31	17	33	20



<b>Police - Operations</b> <b>Division Budget Summary</b>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	5,288,094	5,211,649	5,113,298	5,118,391	-
<b>Operations &amp; Maintenance</b>	153,281	192,557	148,500	151,200	-
<b>Capital</b>	349,050	191,624	219,300	237,900	-
<b>Total Police Operations</b>	<b>5,790,425</b>	<b>5,595,830</b>	<b>5,481,098</b>	<b>5,507,491</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	39	39	40	39	
<b>Part Time</b>	0	0	0.63	0.63	

**Budget Highlights**

The police will be purchasing four vehicles, with the associated equipment, at a cost of \$220,800. In addition, three replacement MCT's (mobile computer terminals) for existing vehicles will be purchased.



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<b>Police - Support Services</b>		
Objectives	Strategies	Measures
Promote crime prevention.	<ul style="list-style-type: none"> <li>• Develop crime prevention programs.</li> <li>• Advocate Neighborhood, Apartment, Business and Fleet Watch Programs.</li> <li>• Promote community engagement and citizen involvement.</li> <li>• Maintain the Certified Crime Prevention Community Program.</li> </ul>	<ul style="list-style-type: none"> <li>• Design a crime prevention program for the community to bring awareness to an emerging trend or an identified issue.</li> <li>• Participate in watch program meetings; maintain communication through meetings, press releases, social media, and alerts.</li> <li>• Coordinate annual National Night Out campaign with participating community groups.</li> <li>• Conduct a Citizens and Youth Police Academy.</li> <li>• Attend senior center safety meetings.</li> <li>• Contact victims of burglary; offer residential/business security checks.</li> <li>• Satisfy requirements as a Certified Crime Prevention Community.</li> </ul>
Investigate criminal activity and apprehend suspected criminals.	<ul style="list-style-type: none"> <li>• Ensure effective criminal investigations.</li> <li>• Maintain liaison with outside law enforcement agencies and other specialized operations.</li> <li>• Augment computer forensic investigation capabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor detectives' caseloads and status of case resolution.</li> <li>• Investigate criminal incidents involving violence as a top priority.</li> <li>• Maintain specialized assignments to Northern Virginia Gang Task Force, Fairfax County Vice/Narcotics Unit, and the Internet Crimes Against Children Task Force.</li> <li>• Share/exchange information with other law enforcement agencies for alerts, intelligence and crime trends.</li> <li>• Provide advanced training in cyber-investigations to part-time computer forensic detectives.</li> </ul>
Maintain readiness through emergency management.	<ul style="list-style-type: none"> <li>• Maintain training in national emergency management protocols.</li> <li>• Participate in regional workgroups and planning sessions to identify security threats to the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide National Incident Management System (NIMS) and Incident Command System (ICS) training to police personnel and other town staff.</li> <li>• Exercise ICS protocol for special events or critical incidents.</li> <li>• Attend local or state emergency management meetings monthly.</li> </ul>
Provide advanced training opportunities for department personnel.	<ul style="list-style-type: none"> <li>• Seek advanced leadership training for supervisors.</li> <li>• Seek specialized training opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure newly promoted supervisors receive job related leadership training.</li> <li>• Ensure specialized positions maintain certifications and receive updated job-related training.</li> <li>• Ensure officers receive training on emerging issues, such as mental health or terrorist response.</li> </ul>

<p>Expand the use of technology to increase and enhance efficiency and effectiveness.</p>	<ul style="list-style-type: none"><li>• Identify, implement, or upgrade technological alternatives to enhance operational support.</li></ul>	<ul style="list-style-type: none"><li>• Utilize the language-line when needed to enhance police/citizen communications.</li><li>• Streamline traffic violations and parking tickets through electronic ticket processing.</li><li>• Utilize mobile fingerprint devices for quick identification verification or to collect evidence.</li><li>• Utilize audio/video recording devices to capture police/citizen interactions.</li></ul>
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**Police - Support Services**

**Performance Measures**

The Support Services activity center consists of operations that support field personnel, such as follow-up criminal investigations, crime prevention programs, property/evidence collection, emergency management, 9-1-1 dispatch and maintaining official records. Crime prevention programs are an integral part of community outreach, which promotes interactive community partnerships. Support Services also conducts recruitment and hiring, and facilitates mandatory and specialized training for sworn and civilian personnel. The following selected activities represent a measurement of performance and effectiveness in support of police operations.

<b>Area</b>	<b>Activity</b>	<b>CY 2014</b>	<b>CY 2015</b>	<b>CY 2016</b>	<b>CY 2017</b>	<b>CY 2018 Projected</b>
Promote crime prevention	Number of Neighborhood/ Apartment Watches	17	19	20	21	21
	Number of Business Watches	3	11	9	11	12
	Number of Fleet Watches	2	2	2	2	2
	Number of groups participating in National Night Out	12	13	15	14	16
Investigate criminal activity and apprehend suspected criminals	Number of new cases assigned to Criminal Investigations	348	296	227	277	250
	Number of closed cases	303	222	164	196	180
Maintain readiness through emergency management.	Exercise national (ICS) emergency management protocol	Yes	Yes	Yes	Yes	Yes



<p><b>Police - Support</b>  <b>Division Budget Summary</b></p>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	3,560,223	3,495,765	3,846,420	4,038,546	-
<b>Operations &amp; Maintenance</b>	471,858	452,498	567,300	583,100	-
<b>Capital</b>	66,793	14,950	41,000	26,300	-
<b>Total Police Support</b>	<b>4,098,874</b>	<b>3,963,213</b>	<b>4,454,720</b>	<b>4,647,946</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	32	32	32	33	
<b>Part Time</b>	0	0	1	0.73	

**Budget Highlights**

The support division will be adding a part-time paralegal to their staff. The position will be used to address legal issues that arise due to the use of video camera technology.

\$26,300 is budgeted in capital for the purchase of GPS tracking modules. This greatly enhances officer safety by providing vehicle location in the event that an officer becomes unable to respond.

\$10,000 is budgeted to conduct a feasibility study regarding the construction of a storage shed. Given the buildings potential location, there could be issues with the floodplain.

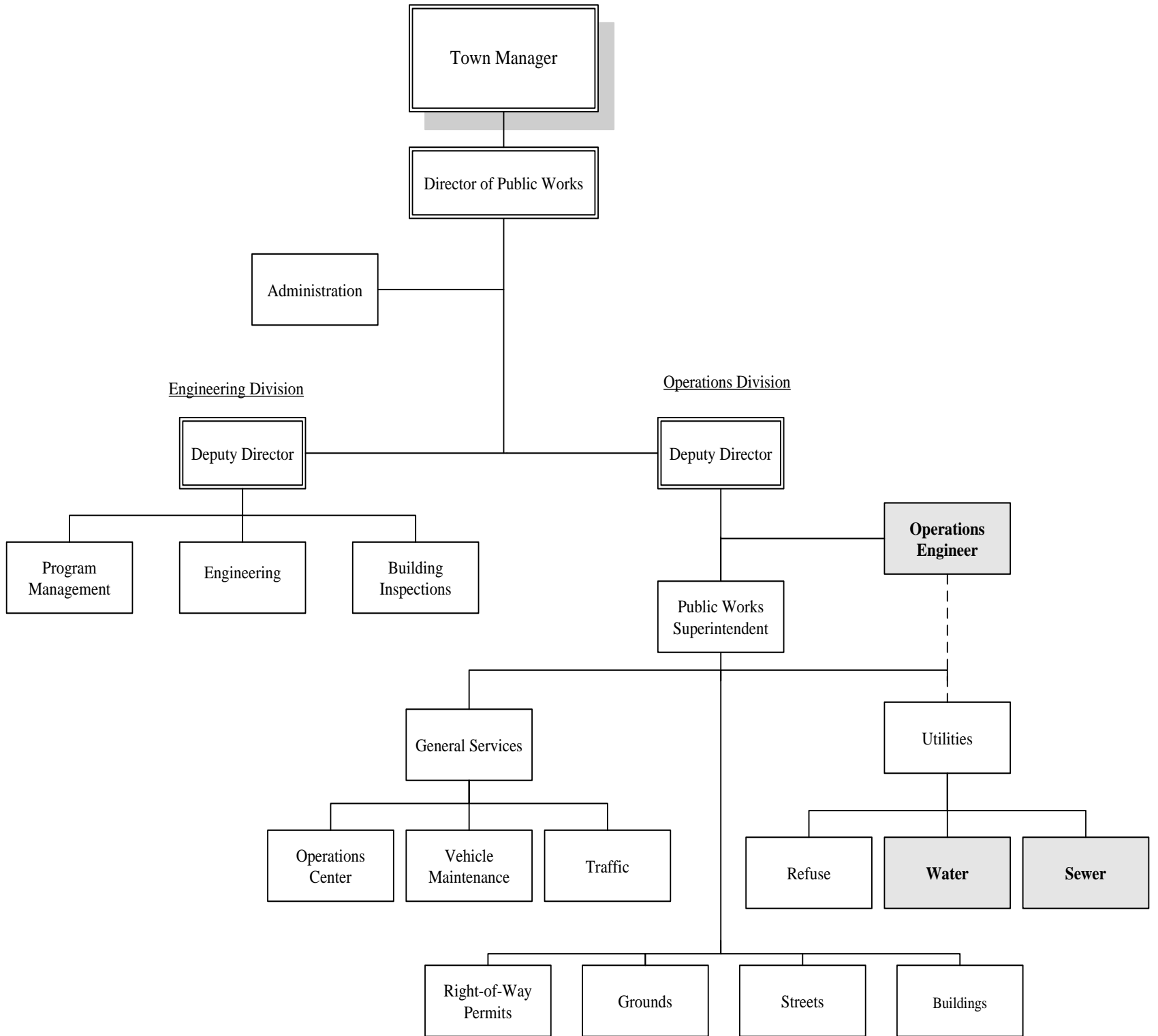
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## Public Works

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## Public Works

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### Vision

The Department of Public Works (DPW) oversees all construction and land development, building inspections, street maintenance and water and sewer maintenance. DPW also provides trash and recycling collection, town-wide spring and fall clean-ups, fall leaf collection, snow removal and municipal building and park maintenance. DPW strives to provide the highest quality public works services in a safe, cost effective and customer oriented manner.

### FY 2018 Highlights

- Completed the following projects:
  - Historic Downtown Streetscapes Project – Phase II
  - Park Avenue Sidewalk Project
  - Sterling Road Sidewalk Improvements
  - Virginia Avenue Watermain Replacement
  - Vine Street Watermain Replacement
  - Bready Park Soccer Field
  - Energy Audits
  - Downtown sidewalk and brick paver replacement
  - Carroll Cabin restoration
  - Design HMC HVAC upgrade & emergency generator
  - Design Chandon Park Trail
  - Environmental Sustainability Plan

### FY 2019 Initiatives

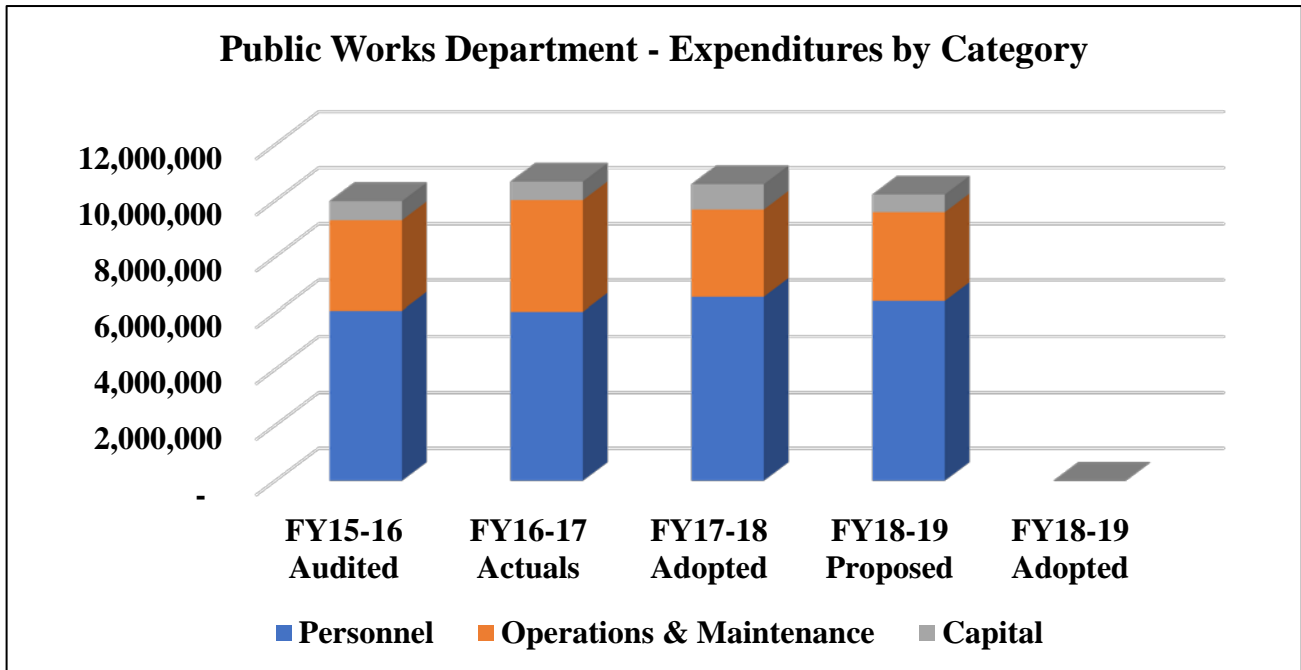
- Provide support to the downtown redevelopment through the public/private redevelopment plan
- Provide planned improvements to town's facilities and infrastructure.
- Ensure all construction work in town complies with ordinances and regulations, laws and sound engineering practices.
- Provide a safe, pleasing and healthful physical environment for town citizens and visitors.
- Provide town enterprise funds with top quality and timely improvements to their facilities.
- Provide opportunity for community participation and response.
- Consider roadway designs that encourage drivers to use the Herndon Parkway instead of internal streets.
- Implementation of town-wide Environmental Sustainability Plan.
- Continue implementation of Water and Sewer Infrastructure Improvements, especially those related to the Metro area re-development.
- Construction of Metro area transportation projects:
  - Vehicular/Pedestrian Access to Herndon Metro Rail
  - Trails to Metro
  - Van Buren Complete Streets
  - Herndon Parkway/Van Buren Street Intersection Improvements
- Construction of Downtown Streetscape project, Phase III.
- Offer quality customer service to residents and business establishments.
- Keep the Town Manager and Town Council advised on public works activities and issues.

**Public Works Department  
Department Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	6,081,689	6,045,741	6,571,173	6,422,891	-
<b>Operations &amp; Maintenance</b>	3,219,158	3,971,272	3,108,837	3,162,749	-
<b>Capital</b>	679,268	659,421	905,000	630,000	-
<b>Total PW Department</b>	<b>9,980,115</b>	<b>10,676,434</b>	<b>10,585,010</b>	<b>10,215,640</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	80	78	79	80	-
<b>Part Time</b>	-	1	-	1	-





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<b>Public Works - Administration</b>		
The Administration activity center provides management and technical guidance to all department activity centers.		
Objectives	Strategies	Measures
<p>Manage and provide support to all departmental operations.</p> <p><i>Vision Tenet: Honoring People</i></p>	<ul style="list-style-type: none"> <li>• Provide timely response to Town Council, Town Manager and citizen inquiries.</li> <li>• Maintain an internal suspense system for resource and retrieval of site plan review status and bond release requests.</li> <li>• Support the town’s fiber optic broadband and wireless communication franchise leases.</li> <li>• Maintain accurate lane mileage records for Virginia Department of Transportation (VDOT) reimbursement.</li> <li>• Prepare and execute the departmental operating budget.</li> <li>• Provide customer support to contractors and citizens seeking building improvements and development.</li> <li>• Maintain an accurate up-to-date town services website.</li> </ul>	<ul style="list-style-type: none"> <li>• Initial response is provided within 24 hours of inquiry.</li> <li>• Up-to-date database helps engineering staff provide site plan and as-built review and bond release requests by deadline.</li> <li>• Approved plans and the provisions of the permit and work meet the rules and regulations of the town 100 percent of the time.</li> <li>• Accurate records are kept in accordance with VDOT requirements and deadline submissions for reimbursement are met 100 percent of the time.</li> <li>• Funding requirements are clearly defined and limited to what is required.</li> <li>• Ensure residential and commercial developments are well constructed.</li> <li>• Department website is reviewed and updated weekly.</li> </ul>
<p>Provide opportunity for community participation and response.</p> <p><i>Vision Tenet: Honoring People</i></p>	<ul style="list-style-type: none"> <li>• Promote recycling through public outreach by engaging homeowners associations (HOAs) and community.</li> <li>• Maintain accurate information on refuse/recycling regulations.</li> <li>• Administer the Traffic Engineering Improvement Committee (TEIC) to evaluate specific traffic management concerns in the town.</li> </ul>	<ul style="list-style-type: none"> <li>• Attend HOAs and other community events.</li> <li>• Maintain up-to-date brochures &amp; web page.</li> <li>• Initial response to concerns is made within one week.</li> </ul>
<p>Provide professional support for construction contract procurement and town projects.</p> <p><i>Vision Tenet: Celebrating Community Spirit</i></p> <p><i>Vision Tenet: Cultivating a Sustainable Environment</i></p>	<ul style="list-style-type: none"> <li>• Provide construction management and professional services support for the Capital Improvement Program (CIP).</li> <li>• Manage professional service consultants to support town programs and projects.</li> </ul>	<ul style="list-style-type: none"> <li>• 100 percent compliance with procurement code.</li> <li>• Projects completed as scheduled and meet quality standards.</li> </ul>

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**Public Works - Administration**

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**Performance Measures**

In addition to managing the DPW, staff in this activity center provides professional administrative assistance to citizens, Town Council, staff and community groups.

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Activity	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Projected
Applications and scheduled special pick-ups for citizens and HOAs	268	438	552	560	455
TEIC meetings and items deliberated	23	20	30	24	24
Oversight and support of project contracts	15	5	9	10	10
Building inspections logged and scheduled	2,844	3,095	3,433	3,124	3,124

**Public Works - HMC - Administration  
Division Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	875,610	829,389	899,105	908,128	-
<b>Operations &amp; Maintenance</b>	41,759	31,613	48,300	27,129	-
<b>Total PW Administration</b>	<b>917,369</b>	<b>861,002</b>	<b>947,405</b>	<b>935,257</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	7	7	7	7	-
<b>Part Time</b>	-	-	-	-	-

**Budget Highlights**

There were no highlights for this division.





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<b>Public Works - Engineering</b>		
<p>The Engineering activity center manages engineering and environmental programs to provide quality services to town residents. Implements town's CIP for infrastructure projects.</p>		
Objectives	Strategies	Measures
<p>Manage town's engineering and environmental programs.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>• Manage civil and environmental engineering projects through all phases, to ensure compliance with state and local standards and sound engineering practices.</li> <li>• Administer and enforce erosion and sediment control and stormwater management programs in accordance with state and federal regulations.</li> <li>• Manage trail and sidewalk program.</li> <li>• Manage bridge inspection program.</li> <li>• Provide engineering support to the sanitary sewer and water programs.</li> <li>• Respond to citizens' complaints and requests for information related to all civil and environmental engineering projects.</li> <li>• Inspect all active site development projects in town for conformance with site plans, permits and regulations, bond reduction and release.</li> </ul>	<ul style="list-style-type: none"> <li>• All construction projects are completed in compliance with plans and specifications.</li> <li>• Existing stormwater management facilities and stormwater outfalls conform to site plans and stormwater regulations. Annual report of inspections updated monthly.</li> <li>• Construction of various connecting sidewalk segments is completed as scheduled.</li> <li>• Bridges and culverts are inspected as required by VDOT.</li> <li>• Initial response to citizens is made within one working day of first contact.</li> </ul>
<p>Implement town's CIP for utility and infrastructure projects.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>• Manage design and construction contracts for on-going and future CIP projects.</li> <li>• Administer professional service engineering contracts in support of civil engineering tasks for design of capital improvement projects, surveying and engineering studies.</li> <li>• Complete engineering design and analysis in support of town's small and medium scale projects.</li> <li>• Manage land acquisition, including easements and right-of-way dedications for CIP projects.</li> <li>• Provide engineering support for planning activities.</li> <li>• Manage the town's streetlight program.</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of storm drainage, water main replacement, traffic signal installation and streetscape projects completed as scheduled.</li> <li>• Design of various streetscape, trail connection, drainage and road improvement projects managed and completed as scheduled.</li> <li>• Plats are prepared and easements and rights-of-way are acquired as needed for various CIP projects.</li> <li>• Project cost estimating, surveying and drafting tasks are completed 100 percent of time.</li> <li>• Design and construction of streetlight projects are completed in accordance with the CIP.</li> </ul>
<p>Administer town's site plan review program.</p> <p><b><i>Vision Tenet: Enriching Lives through Arts and Entertainment</i></b></p>	<ul style="list-style-type: none"> <li>• Provide exceptional service in reviewing developer site plans, revisions, plats and engineering studies for compliance with town policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Site plans, revisions, subdivision plans and plats are reviewed in accordance with ordinances, regulations and sound engineering practices.</li> <li>• Technical documents such as traffic impact studies, zoning map amendments, generalized development plans and conditional use permits are reviewed in accordance with regulations and sound engineering practices 100 percent of the time.</li> </ul>

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**Public Works - Engineering**

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**Performance Measures**

This indicator reflects actual and projected outcomes for the following objectives: 1) manage construction for CIP projects; 2) administer professional service engineering contracts in support of civil engineering tasks for design of CIP; and 3) plan review.

Area	Activity	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Management of construction contracts	# of projects	7	8	6	8	8
	% completed on time	86%	88%	100%	88%	100%
	% completed within budget	100%	100%	100%	100%	100%
Administer professional contracts and task orders for design of CIP	CIP projects/professional service design contracts managed	15	25	21	18	20
Plan review	# of plans, revisions, plats, building permits and engineering studies reviewed	76	80	116	105	110

<p><b>Public Works - HMC - Engineering</b>  <b>Division Budget Summary</b></p>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	443,205	532,046	553,315	585,074	-
<b>Operations &amp; Maintenance</b>	95,590	58,227	75,900	102,400	-
<b>Capital</b>	-	-	-	-	-
<b>Total PW Engineering</b>	<b>538,795</b>	<b>590,273</b>	<b>629,215</b>	<b>687,474</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	5	5	5	5	
<b>Part Time</b>	-	-	-	-	

**Budget Highlights**

There was an increase in costs associated with consulting services to augment staff, evaluate traffic studies and perform additional bridge inspections.

\$9,800 was provided to replace an aging plotter/scanner.



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<b>Public Works - Program &amp; Project Management</b>		
<p>The Program &amp; Project Management activity center manages assigned projects in the CIP and other projects to provide town residents with quality, well-planned public facilities and infrastructure.</p>		
Objectives	Strategies	Measures
<p>Execute the CIP for facilities, parks and recreation and other assigned projects for town citizens by providing timely, high quality delivery of planned projects within established budgets.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>• Provide planned improvements to town’s facilities infrastructure as scheduled in the CIP.</li> <li>• Provide staff resources to furnish enterprise funds with quality and timely improvements to their facilities and infrastructure.</li> <li>• Manage design and construction projects for on-going and future CIP projects with emphasis on quality and fiscal responsibility.</li> <li>• Manage professional architectural and engineering service contracts in support of study and design efforts for CIP projects.</li> <li>• Manage entire project process from project inception through land acquisition, studies, design, public hearings, construction, close-out and warranty period for all projects.</li> <li>• Complete engineering design and analysis in support of small and medium scale projects.</li> <li>• Manage geotechnical engineering and construction inspection contracts to ensure support for all projects.</li> <li>• Provide cost estimating for project evaluation and CIP planning.</li> <li>• Manage land acquisition activities for all CIP projects.</li> <li>• Utilize value engineering measures from the design phase through completion of construction.</li> </ul>	<ul style="list-style-type: none"> <li>• Inspect and monitor projects for compliance with plans and specifications on 100 percent of contracts.</li> <li>• Design and construction of all scheduled CIP projects completed on time and within established budgets.</li> <li>• Same day response to all citizen inquiries regarding projects.</li> <li>• Project cost estimates completed for all assigned projects.</li> <li>• Provide requested information to the Planning Commission and Town Council for planning and implementation of adopted capital projects to meet project schedules.</li> </ul>
<p>Manage the town’s major maintenance replacement program to schedule replacement of aging facility equipment and materials.</p> <p><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Track age and condition of major facility items to create a replacement schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Design and construction of major facility maintenance items in CIP achieved.</li> <li>• Design and construction of small and medium scale replacements achieved.</li> </ul>

**Public Works - Program & Project Management**

**Performance Measures**

Engineering and technical oversight of the town's major facilities and assigned infrastructure projects is performed by staff in the Program & Project Management activity center. Programs are on-going work efforts that require monitoring and oversight on a continual basis, including management of the town's professional services architectural and engineering contracts. Projects include CIP line items, ongoing major maintenance projects and special projects as directed by Town Council.

<b>Area</b>	<b>Activity</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Estimated</b>	<b>FY 2019 Projected</b>
Management of architectural and engineering design contracts	# designs completed	5	10	3	7	3
	% designs completed within budget	100%	100%	100%	100%	100%
	# designs completed on time	5	10	3	7	3
	% designs completed on time	100%	100%	100%	100%	100%
Management of construction contracts	# construction projects	15	4	4	11	6
	% construction projects completed within contracted budgets	100%	100%	100%	73%	100%
	# construction projects completed on time	15	4	4	8	6
	% construction projects completed on time	100%	100%	100%	100%	100%
CIP assigned project delivery	Total CIP projects	11	5	3	12	8
	Project delivery per CIP schedule	100%	100%	100%	100%	100%

<b>Public Works - HMC - Project Management</b> <b>Division Budget Summary</b>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	143,342	135,745	327,517	222,916	-
<b>Operations &amp; Maintenance</b>	10,646	1,254	5,400	5,400	-
<b>Capital</b>	-	-	-	-	-
<b>Total PW Project Management</b>	<b>153,988</b>	<b>136,999</b>	<b>332,917</b>	<b>228,316</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	3	3	3	3	
<b>Part Time</b>	-	-	-	-	

**Budget Highlights**

There were no highlights for this division.





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<b>Public Works - Building Inspections</b>		
<p>The Building Inspections activity center enforces the Virginia Uniform Statewide Building Code, which is applicable to new construction, existing structures and amusement devices. Enforces code provisions pertaining to dwelling unit overcrowding and blight. Programs managed are cross-connection, pretreatment and underground storage tank compliance program.</p>		
Objectives	Strategies	Measures
<p>Enforce codes to promote and maintain a safe residential haven, encourage economic development and preserve existing housing.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p> <p><b><i>Vision Tenet: Championing Business and Technology</i></b></p>	<ul style="list-style-type: none"> <li>Review building permit applications and plans in accordance with the Virginia Uniform Statewide Building Code and town ordinances.</li> <li>Perform inspections of new construction in accordance with the Virginia Uniform Statewide Building Code and town ordinances.</li> <li>Respond to and inspect complaints regarding existing structures and properties.</li> </ul>	<ul style="list-style-type: none"> <li>Plan review is completed within 14 days of receipt.</li> <li>Inspections are performed the next business day following the request date.</li> <li>First attempt to inspect complaints regarding existing structures and properties is performed within seven business days.</li> </ul>
<p>Provide a proactive code enforcement program.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>Work collaboratively with HOAs, landlords, property managers, community development and HPD to identify neighborhoods to be included in Neighborhood Inspection Program.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Neighborhood Inspection Program in a minimum of two neighborhoods, one in the spring and one in the fall.</li> </ul>
<p>Provide a Rental Inspection Program to promote and maintain a safe residential haven and preserve existing housing.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>Work collaboratively with HOAs, landlords, property managers and community development to enforce the Rental Inspection Program.</li> </ul>	<ul style="list-style-type: none"> <li>All known rental units within the Rental Inspection Districts are notified of the program and successfully complete the inspection process.</li> </ul>
<p>Provide staff support to Community Inspections to assist in code enforcement in overcrowding cases.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>Provide a certified, professional, residential building inspector to assist and provide technical assistance to Community Inspections.</li> </ul>	<ul style="list-style-type: none"> <li>Residential Building Inspector participates in requested inspections by Community Inspections.</li> </ul>
<p>Manage the Wastewater Pretreatment Program as mandated by the Commonwealth of Virginia and the Environmental Protection Agency (EPA).</p> <p><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>Monitor existing and new businesses for compliance with town ordinances, Commonwealth of Virginia and EPA regulations.</li> <li>Monitor the existing Wastewater Discharge Permit regulations.</li> </ul>	<ul style="list-style-type: none"> <li>All sampling and inspections of existing permits are performed in the required time frame.</li> <li>All industries requiring a Wastewater Discharge Permit obtain one.</li> </ul>
<p>Provide professional, concise and comprehensive overall code enforcement efforts throughout the town with all agencies involved.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p> <p><b><i>Vision Tenet: Championing Business and Technology</i></b></p>	<ul style="list-style-type: none"> <li>Provide staff support to Community Inspections and other town agencies.</li> <li>Serve as liaison with the Fairfax County Fire and Rescue Department and Fairfax County Health Department.</li> </ul>	<ul style="list-style-type: none"> <li>Contacts are maintained with the Fairfax County Fire and Rescue Department and Fairfax County Health Department.</li> <li>Lists updated quarterly in case of reassignments of staff or position changes.</li> </ul>

**Public Works - Building Inspections**

**Performance Measures**

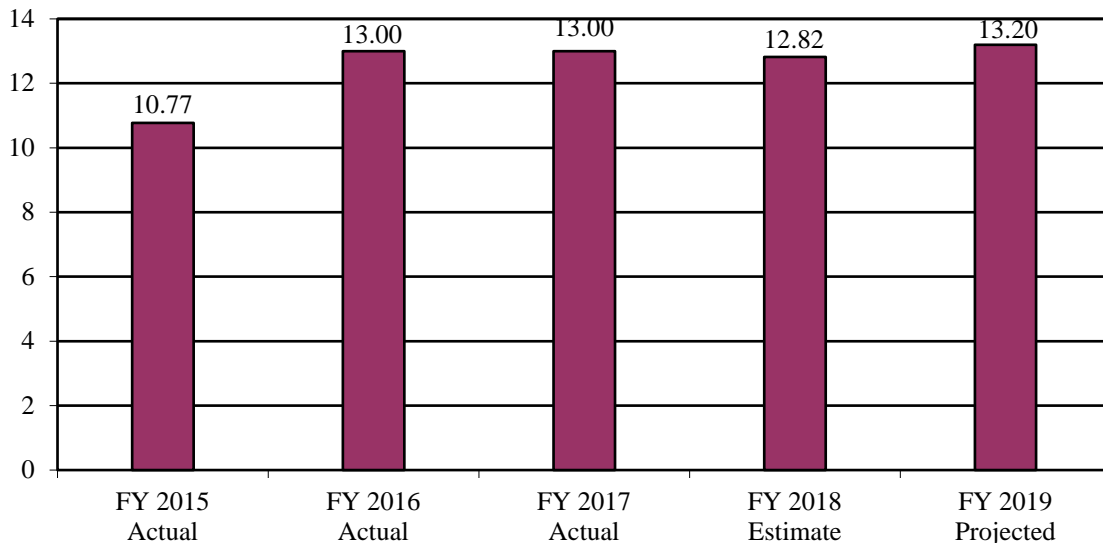
The indicator below is the average daily inspections per building inspector (excluding the building official) for all permits (building plus trades). The Insurance Service Office (ISO) standard for Herndon is 10 inspections per day. The ISO standard recognizes that building inspectors have other responsibilities, e.g., plan review, property maintenance, cross connections and allocates inspector time accordingly.

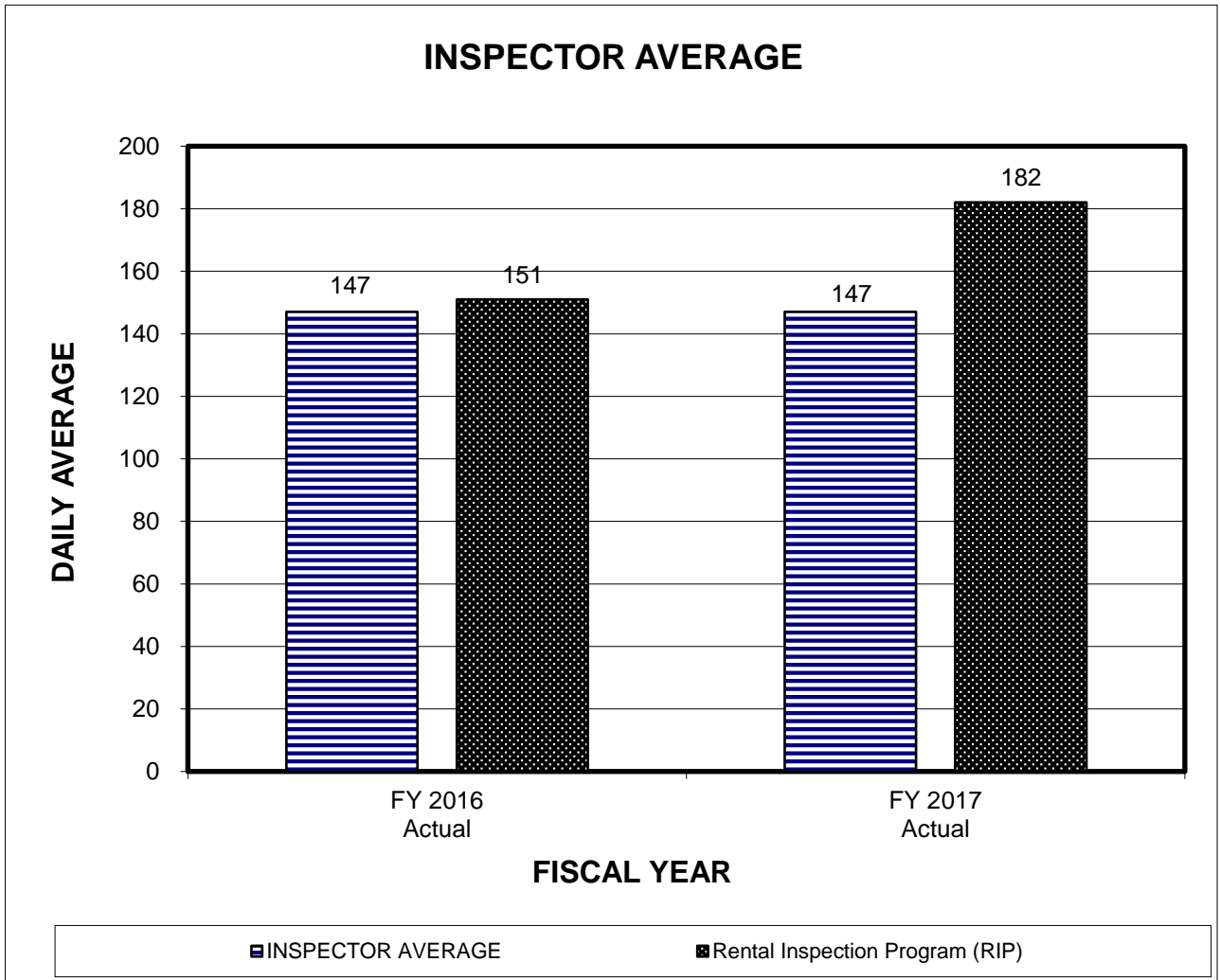
To support the town’s initiative to improve neighborhoods, a Neighborhood Inspection Program (NIP) was initiated in 2005 with a dedicated inspector assigned to this program. Due to budgetary constraints, there has not been an inspector dedicated to NIP since FY 2009 but the program has operated on a reduced scale using current building inspection staff.

The town implemented a rental inspection Program (RIP) in FY 2008. This program ensures that rental properties are maintained in a safe and sanitary manner. Approximately 40 percent of the Residential Inspector's time is allocated to this program, with the remainder of time allotted to the NIP program, complaints and inspections with zoning staff.

<u>Descriptions</u>	<b>FY 2015</b> <u>Actual</u>	<b>FY 2016</b> <u>Actual</u>	<b>FY 2017</b> <u>Actual</u>	<b>FY 2018</b> <u>Estimate</u>	<b>FY 2019</b> <u>Projected</u>
Buildings (B)	1,076	1,276	1,207	1,465	1,508
Plumbing (P)	720	833	932	792	815
Mechanical (M)	252	433	382	324	334
Electrical (E)	<u>796</u>	<u>890</u>	<u>856</u>	<u>804</u>	<u>828</u>
<b>TOTAL</b>	<b>2,844</b>	<b>3,432</b>	<b>3,377</b>	<b>3,385</b>	<b>3,485</b>
<b>Daily Average for (B, P, M &amp; E)</b> <b>(ISO standard is 10 per day)</b>	<b>10.77</b>	<b>13.00</b>	<b>13.00</b>	<b>12.82</b>	<b>13.20</b>
Neighborhood Improvement Program (NIP)	331	147	147	200	200
Rental Inspection Program (RIP)	99	151	182	148	92

**Building Inspector Average Daily Inspections**





**Public Works - HMC - Inspections  
Division Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	464,088	481,017	496,797	512,158	-
<b>Operations &amp; Maintenance</b>	89,566	91,866	81,900	81,800	-
<b>Total PW Inspections</b>	<b>553,654</b>	<b>572,883</b>	<b>578,697</b>	<b>593,958</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	5	5	5	5	
<b>Part Time</b>	0	0	0	0	

**Budget Highlights**

There are no highlights for this division.

**Public Works - Building Maintenance**

The Building Maintenance activity center provides facility management services to all town-owned and town owned leased facilities. Services include maintenance repairs, custodial services, installation of new equipment, preventive maintenance of existing equipment, energy conservation and monitors; responds to emergencies at all town facilities; and supports several community events. Building maintenance also ensures that all town facilities conform to specified federal, state, and local regulations and codes.

Objectives	Strategies	Measures
<p>Protect the town’s investment in its facilities.</p> <p align="center"><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Review, update and implement Standard Operating Procedures (SOP) Manual for facilities maintenance operations.</li> <li>• Ensure all town facilities, including equipment and systems, are inspected and receive required service as required by the SOP.</li> <li>• Building maintenance staff meets weekly to review maintenance, repair and improvement schedules.</li> <li>• Develop training program to ensure all staff is capable of performing assigned tasks in a safe and efficient manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Standard Operating Manual is updated and approved.</li> <li>• Inspection and maintenance completed on all equipment.</li> <li>• Inspection records are kept on file.</li> <li>• All staff receives a minimum of 15 hours training specially designed for facilities maintenance.</li> </ul>
<p>Complete assigned Capital Improvement Program’s (CIP) major maintenance projects.</p> <p align="center"><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Prepare project scope cost estimate and schedules for assigned projects within first 30 days of fiscal year.</li> <li>• Update project status report and participate in monthly project review meetings.</li> <li>• Meet regularly with project management section to coordinate major maintenance projects and other facility projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete assigned projects on time and within budget.</li> <li>• Project status report updated monthly.</li> <li>• Ensure all new installation projects are compatible with existing equipment and programs.</li> </ul>
<p>Provide citizens and town staff safe, comfortable and well maintained facilities to conduct activities, events and town business.</p> <p align="center"><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Respond expeditiously to customer complaints.</li> <li>• Visit facilities bi-monthly to solicit feedback from town staff regarding facility conditions.</li> <li>• Utilize Customer Relationship Management (CRM) program to complete work orders in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• All customer complaints acknowledged and responded to within 24 hours, 100 percent of the time.</li> <li>• Provide monthly assessment of requested work orders.</li> <li>• Provide regular inspections of all buildings for preventive maintenance services.</li> </ul>

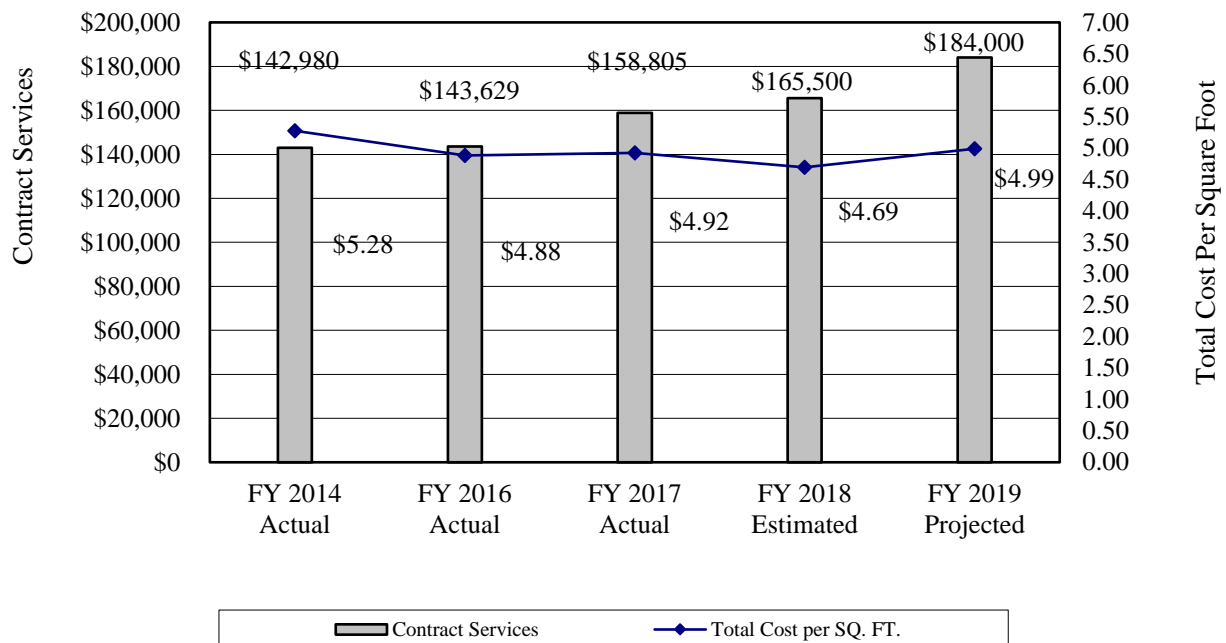
## Public Works - Building Maintenance

### Performance Measures

The Building Maintenance activity center is responsible for many general and specialized property maintenance services, repairs and cleaning. Staff responds to after hour emergency situations townwide to include inclement weather events, residential property assistance, police response assistance, fires, floods and private sector building structure damages. The staff also performs a wide variety of support tasks for town activities and events throughout the year, including the Herndon Festival, Labor Day Festival and other special events and ceremonies. Staff and contract services work in tandem to provide specialized technical expertise for the maintenance of town facilities to include heating, ventilating, air conditioning, (HVAC) along with repairs and maintenance. Custodial services to facilities, along with contract cleaning services, ensure that all facilities are clean and well maintained for the staff and public use. Contract services provide for pest control, elevator maintenance, fire and intrusion alarm monitoring.

	FY 2014 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Direct					
Personnel	\$558,026	\$553,633	\$551,800	\$527,018	\$551,200
O&M (includes contract services)	834,968	734,934	748,300	735,681	791,800
<b>Total</b>	<b>\$1,392,994</b>	<b>\$1,288,567</b>	<b>\$1,300,100</b>	<b>\$1,262,699</b>	<b>\$1,343,000</b>
<b>Contract Services</b>	<b>\$142,980</b>	<b>\$143,629</b>	<b>\$158,805</b>	<b>\$165,500</b>	<b>\$184,000</b>
Sq. Ft. Maintained	264,047	264,047	264,047	269,047	269,047
<b>Total Cost per Sq. Ft.</b>	<b>\$5.28</b>	<b>\$4.88</b>	<b>\$4.92</b>	<b>\$4.69</b>	<b>\$4.99</b>

### Building Maintenance



**Public Works - Operations - Building Maintenance  
Division Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	547,224	527,017	556,463	551,200	-
<b>Operations &amp; Maintenance</b>	739,809	735,679	798,000	791,800	-
<b>Capital</b>	-	-	6,000	40,000	-
<b>Total PW Building Maintenance</b>	<b>1,287,033</b>	<b>1,262,696</b>	<b>1,360,463</b>	<b>1,383,000</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	8	8	8	8	
<b>Part Time</b>	0	0	0	0	

**Budget Highlights**

Building Maintenance is a major operating fund for the town and is responsible for all annual maintenance on HVAC, electrical, plumbing, and carpentry. The annual budget for this base level maintenance is currently \$120,000.

**Special projects and equipment selected for funding in the FY 2019 budget cycle include:**

Replace 1 Ton Van - Vehicle 707	\$ 40,000
Replace Finance Carpet	\$ 15,000
Mortar Repair HMC	\$ 35,000
HPD Generator Platform	\$ 10,000
	<u>\$ 100,000</u>

The division also covers other large operating expenses such as electricity (\$325,000), materials & supplies (\$40,000), and contractual services (\$184,000).





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**Public Works - Grounds Maintenance**

The Grounds Maintenance activity center is responsible for the maintenance of grounds surrounding all town owned facilities, rights-of-way, town parks and Fairfax County owned school athletic fields in the corporate limits of the town. Approximately 191 acres are maintained on a regular basis by town forces and service contractors. This section consistently strives to meet the public’s needs to include supporting the many special town events and projects, snow removal, leaf collection and other operations. This section improves the town’s physical appearance by providing a safe, pleasing and healthful environment, as well as high quality recreational fields.

Objectives	Strategies	Measures
<p>Provide well maintained grounds at town facilities and in town rights-of-way.</p> <p><i>Vision Tenet: Cultivating a Sustainable Environment</i></p>	<ul style="list-style-type: none"> <li>• Administer grounds maintenance contracts to ensure compliance with maintenance requirements.</li> <li>• Manage in-house work force to keep turf maintenance on schedule and groomed.</li> <li>• Weekly and monthly inspections of in-house work to assure quality of work and on-time delivery.</li> <li>• Records of complaints and response times are developed for comparison to future years.</li> <li>• Meet the State of Virginia’s requirements to obtain a Registered Technician Pesticide Applicator Certification to assure proper application to keep lawns and foliage healthy and beautiful.</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly and monthly inspections show contractors are complying with the contract 100 percent.</li> <li>• Field condition and availability is acceptable for play as required.</li> <li>• All initial responses to complaints are responded to within two business days.</li> <li>• A required minimum of 15 hours of training per year completed by all staff.</li> <li>• All supervisory staff on Grounds crew certified as Registered Technician Pesticide Applicator and all necessary crew members keep up to date with their Pesticide Applicator License certifications.</li> </ul>
<p>Support town sponsored special events.</p> <p><i>Vision Tenet: Enriching Lives Through Arts and Entertainment</i></p>	<ul style="list-style-type: none"> <li>• Coordinate with appropriate town agencies to ensure special events are properly supported.</li> <li>• Develop a satisfaction survey sheet for department or agency that is handling the event.</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate satisfaction survey with ground maintenance staff support.</li> </ul>

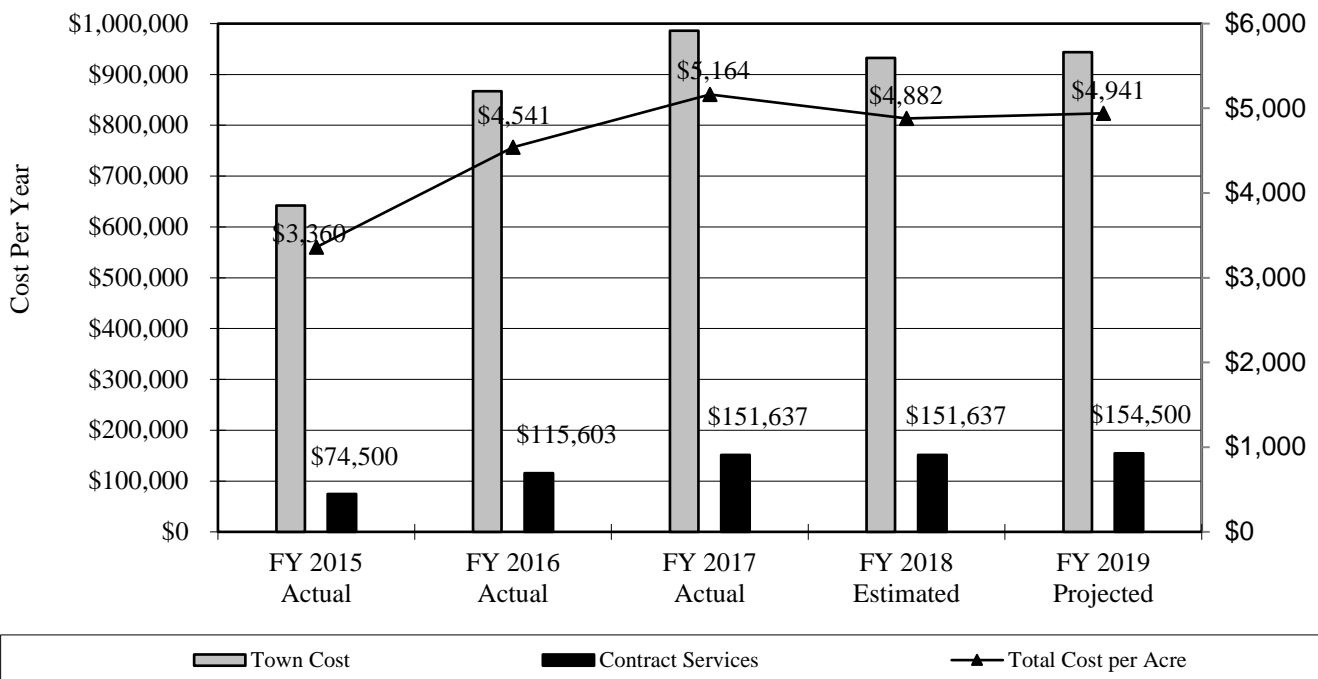
## Public Works - Grounds Maintenance

### Performance Measures

The Grounds activity center is responsible for maintenance of all public grounds, parks, athletic fields, greens and rights-of-way. Significant staff efforts support recurring town events in addition to grounds maintenance responsibilities. Contract services are used to perform routine grounds maintenance such as mowing, and to provide greater attention to heavily used recreation and public areas. Continued increases in O&M reflect the additional emphasis on landscaping and maintenance and increased cost of materials.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Personnel	\$579,757	\$672,253	\$703,600	\$683,985	\$686,294
O&M (includes contract services)	62,092	195,016	282,637	248,437	257,400
<b>Total</b>	<b>\$641,849</b>	<b>\$867,269</b>	<b>\$986,237</b>	<b>\$932,422</b>	<b>\$943,694</b>
<b>Contract Services</b>	<b>\$74,500</b>	<b>\$115,603</b>	<b>\$151,637</b>	<b>\$151,637</b>	<b>\$154,500</b>
Acreage maintained by contract	42	42	42	42	42
Cost per contract acre	\$1,774	\$2,752	\$3,610	\$3,610	\$3,679
Total acreage	191	191	191	191	191
<b>Total Cost per Acre</b>	<b>\$3,360</b>	<b>\$4,541</b>	<b>\$5,164</b>	<b>\$4,882</b>	<b>\$4,941</b>

**Grounds Maintenance**



**Public Works - Operations - Grounds  
Division Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	618,780	653,472	683,985	686,294	-
<b>Operations &amp; Maintenance</b>	169,983	184,709	248,437	257,400	-
<b>Capital</b>	117,164	6,800	35,000	-	-
<b>Total PW Grounds</b>	<b>905,927</b>	<b>844,981</b>	<b>967,422</b>	<b>943,694</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	10	10	11	11	0
<b>Part Time</b>	0	0	0	0.8	0

**Budget Highlights**

The mowing contract for FY 2019, the single largest non-personnel related item in this budget, came in at \$135,500. This amount includes a contractual three percent CPI increase over the prior year.

Materials & supplies (\$32,000) and landscaping (\$42,000) are also major costs for this division. Neither of these items were increased in FY 2019.



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**Public Works - Street Maintenance & Construction**

The Street Maintenance & Construction activity center is responsible for the maintenance and repair of approximately 129.65 lane miles of the road system within the town. Work is completed in accordance with the Virginia Department of Transportation (VDOT) and town standards, with maximum emphasis on providing the safest possible transportation system. A large portion of the work consists of required maintenance for which the town is reimbursed by the Commonwealth of Virginia. 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 stormwater drainage systems within the town is provided.

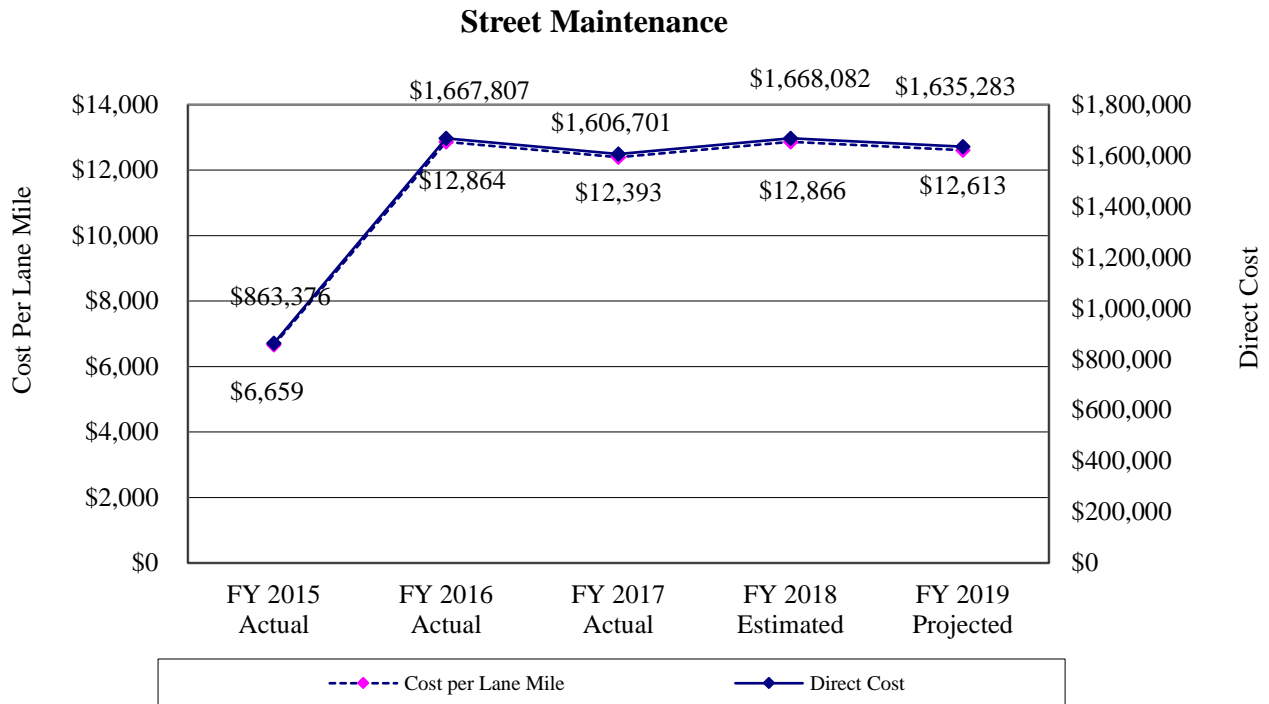
Objectives	Strategies	Measures
<p>Provide a safe, high quality vehicular and pedestrian transportation system.</p> <p><i>Vision Tenet: Cultivating a Sustainable Environment</i></p>	<ul style="list-style-type: none"> <li>• Maintain a planned program of in-house repairs and contractor repair efforts for the town’s internal systems of sidewalks, streets, trails and connections to mass transit.</li> <li>• Perform annual inspection of roadways, sidewalks and gutter systems to determine the amount of work to be completed for the coming year.</li> <li>• Implement five-year repaving program and concrete replacement program.</li> <li>• Complete asphalt pothole and crack filling repairs.</li> </ul>	<ul style="list-style-type: none"> <li>• Projects in current year of five-year repaving program completed as scheduled.</li> <li>• Annual right-of-way inspection completed.</li> <li>• A required minimum of 15 hours of training completed per year for all staff.</li> </ul>
<p>Provide a high quality storm drainage service to the town.</p> <p><i>Vision Tenet: Celebrating Community Spirit</i></p>	<ul style="list-style-type: none"> <li>• Conduct annual inspection of drainage systems and detention pond areas to determine the amount of work to be completed for the coming year.</li> <li>• Conduct annual inspections of all drainage manholes, structures and drainage systems with documentation and pictures.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual inspection of drainage systems and detention pond areas completed.</li> <li>• All deficiencies in drainage system and detention ponds noted by inspections are corrected within 90 days.</li> </ul>
<p>Improve the town’s physical roadway appearance.</p> <p><i>Vision Tenet: Celebrating Community Spirit</i></p>	<ul style="list-style-type: none"> <li>• Provide monthly roadway sweeping as needed.</li> <li>• Provide leaf collection throughout the town during collection season.</li> </ul>	<ul style="list-style-type: none"> <li>• Volume of debris collected by sweepers meets MS-4 permit requirement.</li> <li>• Leaves are collected and disposed of with minimal cost and complaints. Minimal leaves enter the storm drainage system.</li> </ul>

**Public Works - Street Maintenance & Construction**

**Performance Measures**

The chart below shows the direct costs for maintenance work performed on streets in the town and cost per lane mile for the 129.65 lane miles of roadway in the town.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
<b>Direct</b>					
Personnel	\$511,470	\$608,379	\$870,009	\$760,282	\$693,683
O&M	<u>351,906</u>	<u>1,059,428</u>	<u>736,692</u>	<u>907,800</u>	<u>941,600</u>
<b>Total</b>	<b>\$863,376</b>	<b>\$1,667,807</b>	<b>\$1,606,701</b>	<b>\$1,668,082</b>	<b>\$1,635,283</b>
<b>Cost per Lane Mile</b>	<b>\$6,659</b>	<b>\$12,864</b>	<b>\$12,393</b>	<b>\$12,866</b>	<b>\$12,613</b>
Miles (Arterial)	31.28	31.28	31.28	31.28	31.28
Miles (Collector/Local)	98.37	98.37	98.37	98.37	98.37



**Public Works - Operations - Streets  
Division Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	832,748	870,010	760,282	693,683	-
<b>Operations &amp; Maintenance</b>	1,359,092	2,046,140	907,800	941,600	-
<b>Capital</b>	225,754	345,379	572,000	68,000	-
<b>Total PW Streets</b>	<b>2,417,594</b>	<b>3,261,529</b>	<b>2,240,082</b>	<b>1,703,283</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	10	10	10	10	0
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

Streets Maintenance & Construction is a large operating division in DPW. It contains significant O&M as well as equipment and vehicle costs.

**O&M**

Contract Services was budgeted at \$114,000, an increase of \$28,000 over the FY 2018 budget. The line item covers operating costs that include snow mobilization contract (\$30,000), guardrail and fence= repair (\$30,000), disposal of sweeper debris (\$22,000), and several other items.

The division also contains appropriations for the repaving program (\$350,000), concrete repair program (\$215,000), and tree maintenance and removal program at (\$30,000).

**Vehicles & Equipment**

LED Tower	\$ 18,000
Salt Brine Machine	\$ 50,000
	<b><u>\$ 68,000</u></b>





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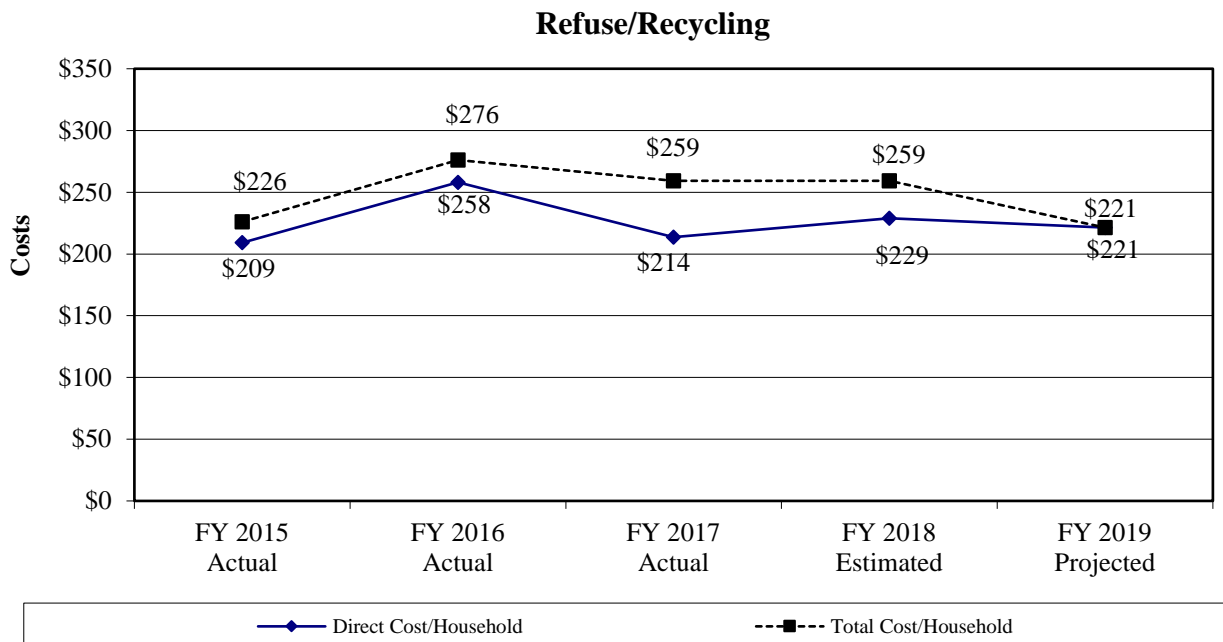
<b>Public Works - Refuse/Recycling</b>		
<p>The Refuse/Recycling activity center collects refuse &amp; recycling from residential customers including businesses who request service and are small generators as defined in the Town code. Staff collects yard waste and brush weekly from residential customers. Upon request, special collection is provided for a fee to residential customers. Staff collects and transports ferrous metal/white goods, such as stoves, refrigerators and washing machines for recycling; collects furniture such as couches, chairs, tables and carpet, and recycles tires. Christmas trees are recycled during the appropriate season. Notices are distributed to residents concerning special pick-ups, recycling yard waste and proper handling and storage of trash. Staff performs daily clean up of parks, maintains trash cans in public outdoor spaces, maintains dog waste stations throughout the town and collects roadside trash and litter. Staff manages the “Can-It” program for residential refuse collection.</p>		
Objectives	Strategies	Measures
<p>Provide a safe, pleasing and healthful physical environment for town residents in the areas of residential and commercial refuse collection.</p> <p style="text-align: center;"><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Collect illegally dumped debris and refuse promptly.</li> <li>• Continue the current programs that monitor code compliance by performing inspections of neighborhoods prior to pick up.</li> <li>• Coordinate with building officials to identify problem neighborhoods, so litter clean-up is completed in a timely fashion.</li> </ul>	<ul style="list-style-type: none"> <li>• 100 percent of scheduled daily collections are performed.</li> <li>• Source(s) of illegally dumped debris are diligently researched; if successfully identified, offender(s) are educated by town staff of acceptable practices according to Town Code.</li> </ul>
<p>Continue the recycling program with emphasis on preservation of the natural environment.</p> <p style="text-align: center;"><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Provide curbside collection of recyclables and collect recyclables from town buildings.</li> <li>• Promote recycling.</li> <li>• Improve the program by providing a means for residents and patrons to dispose of recyclable material for proper processing.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in public events to promote recycling and provide public education on recycling.</li> <li>• Continue to ensure the minimum recycling rate meets or exceeds the 25 percent of total solid waste intake as required by the state.</li> <li>• Continue to provide more recycling containers in public spaces and at town hosted events.</li> </ul>
<p>Offer citizens exceptional service and the opportunity to remove unwanted materials not regularly collected in daily refuse collection efforts.</p> <p style="text-align: center;"><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Conduct town-wide clean-up programs, one week in spring and one week in fall.</li> <li>• Provide fast and efficient service in the collection of clean-up programs in conjunction with homeowners associations and civic events.</li> <li>• Continue to distribute door hangers informing citizens when they are violating ordinances or established codes.</li> </ul>	<ul style="list-style-type: none"> <li>• Same day response to citizen concerns 100 percent of time.</li> <li>• Utilize the Customer Relationship Management (CRM) system to record work and notices distributed to assist with managing staff efforts.</li> </ul>
<p>Improve the level of litter control in public places.</p> <p style="text-align: center;"><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Attend to public waste and recycling receptacles located in public places.</li> <li>• Provide roadside litter control daily.</li> <li>• Continue the seasonal weekend parks and downtown litter collection program from April through November or as needed.</li> <li>• Provide a means for citizens to recycle in public outdoor spaces.</li> </ul>	<ul style="list-style-type: none"> <li>• 100 percent effort performed in daily collections of roadway litter during the four days of solid waste collection (Monday, Tuesday, Thursday and Friday) after curbside collection is completed.</li> <li>• Install recycle containers in parks and provide recycle containers for town events.</li> </ul>

**Public Works - Refuse/Recycling**

**Performance Measures**

Illustrated below are the direct and the total annual costs per household for refuse and recycling services. Condominiums were included in the household inventory since costs to service them are included in the operations and maintenance (O&M) expenses. Direct costs include personnel and O&M expenses. Fluctuations in direct costs are due mainly to personnel vacancies. 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.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
<b>Direct</b>					
Personnel	\$896,758	\$1,028,400	\$813,178	\$973,112	\$898,911
O&M	444,062	631,300	561,544	503,900	537,600
<b>Total Direct</b>	\$1,340,820	\$1,659,700	\$1,374,722	\$1,477,012	\$1,436,511
<b>Indirect</b>					
Capital	108,266	116,000	291,977	195,000	
<b>Total</b>	\$1,449,086	\$1,775,700	\$1,666,699	\$1,672,012	\$1,436,511
Number of Households	6,412	6,432	6,432	6,452	6,489
<b>Direct Cost/Household</b>	<b>\$209</b>	<b>\$258</b>	<b>\$214</b>	<b>\$229</b>	<b>\$221</b>
<b>Total Cost/Household</b>	<b>\$226</b>	<b>\$276</b>	<b>\$259</b>	<b>\$259</b>	<b>\$221</b>



**Public Works - Operations - Refuse  
Division Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	945,365	813,178	973,112	898,911	-
<b>Operations &amp; Maintenance</b>	576,622	561,543	503,900	537,600	-
<b>Capital</b>	279,977	291,977	195,000	387,000	-
<b>Total PW Refuse</b>	<b>1,801,964</b>	<b>1,666,698</b>	<b>1,672,012</b>	<b>1,823,511</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	16	14	14	14	
<b>Part Time</b>	0	0.5	0	0.8	

**Budget Highlights**

Refuse/Recycling is a large operating division in DPW. It contains significant O&M, as well as other vehicle and equipment costs.

**O&M**

Major O&M accounts include recycling tipping fees (\$30,000), landfill charges (\$350,000), and a contract for refuse collections at multi-family dwellings (\$66,700).

As part of the continued implementation of our automated refuse program funding is provided for the purchase of additional recycling carts at \$35,800. This was half of the original request of \$71,600. The remaining carts will be budget in FY 2020.

Also included in this year's budget is the purchase of nine trash receptacles for the downtown at a cost of \$17,000

**Vehicles & Equipment**

Vehicle 116 Packer	\$ 250,000	lease
2 - 40 Yard Roll Offs	\$ 13,000	
	<u>\$ 263,000</u>	



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<b>Public Works - General Services</b>		
<p>The General Services activity center provides administrative and logistical support for all Town Shop activity centers; and provides fleet management preventative maintenance and repair to all town vehicles and equipment. Operations coordinates joint activities in support of citizen inquiries, special events, snow removal and other emergency events.</p>		
Objectives	Strategies	Measures
<p>Ensure vehicles and equipment are in safe operating condition.</p> <p style="text-align: center;"><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Perform routine maintenance service and safety inspections on all town fleet vehicles and equipment.</li> <li>• Evaluate requests for repairs and break downs and prioritize work to be completed.</li> <li>• Service seasonal equipment in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• All state standards are met and inspections are completed 100 percent of the time.</li> <li>• All required maintenance is done to meet manufacturer standards.</li> <li>• Readiness of seasonal equipment.</li> <li>• All town vehicles maintained and pass state inspection.</li> </ul>
<p>Work independently and in coordination with the purchasing department to procure goods and services required to run the activity centers within DPW.</p> <p style="text-align: center;"><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Obtain quality products at competitive prices.</li> <li>• Determine the appropriate method of procurement based on federal, state, local laws and internal policies.</li> <li>• Ensure compliance with federal, state, local laws and internal policies that affect procurement of goods and services. Set the terms of contracts.</li> <li>• Ensure purchase requisitions are within budget guidelines and signed as appropriate</li> <li>• Select and manage supplies by designing a set of criteria.</li> <li>• Collaborate with the activity centers and foster teamwork. Understand the needs and requirements of each unit within DPW.</li> </ul>	<ul style="list-style-type: none"> <li>• All requisitions processed on time.</li> <li>• Obtain the correct supplies at the time needed.</li> <li>• Request for quotes or invitation for bid and contract for materials and services are processed to maintain operation schedules.</li> </ul>
<p>Coordinate the joint activities of the Town Shop in support of citizen requests, special events, emergency operations and town department requests.</p> <p style="text-align: center;"><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>• Participate in special event planning task forces.</li> <li>• Review and update Emergency Preparation Plan.</li> <li>• Participate in at least one table-top per year.</li> <li>• Coordinate safety planning and training.</li> </ul>	<ul style="list-style-type: none"> <li>• All town shop personnel receive mandatory OSHA training.</li> <li>• A required minimum of 15 hours of training per year is completed by all activity center staff.</li> </ul>
<p>Manage the VDOT reimbursement program.</p> <p style="text-align: center;"><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Monitor VDOT reimbursements and other similar programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Records are kept in accordance with VDOT requirements and submissions for reimbursement are timely and accurate.</li> </ul>

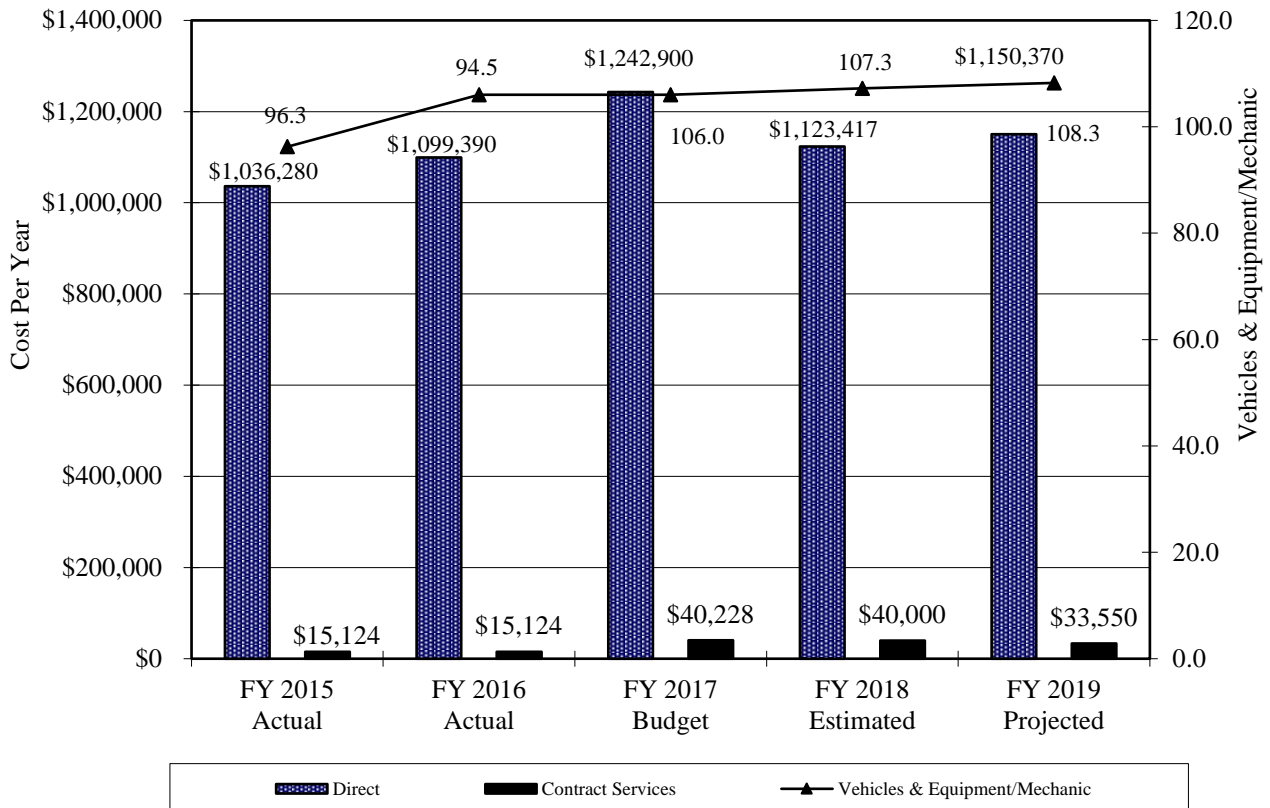
**Public Works - General Services**

**Performance Measures**

Town vehicle maintenance costs equal the sum of personnel and operations and maintenance 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 materials and supplies.

	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2018 Estimated</b>	<b>FY 2019 Projected</b>
<b>Direct</b>					
Personnel	\$796,216	\$805,290	\$768,700	\$814,517	\$856,220
O&M (includes contract services)	<u>240,064</u>	<u>294,100</u>	<u>474,200</u>	<u>308,900</u>	<u>294,150</u>
<b>TOTAL</b>	<b>\$1,036,280</b>	<b>\$1,099,390</b>	<b>\$1,242,900</b>	<b>\$1,123,417</b>	<b>\$1,150,370</b>
<b>Contract Services</b>	<b>\$15,124</b>	<b>\$15,124</b>	<b>\$40,228</b>	<b>\$40,000</b>	<b>\$33,550</b>
Number of Vehicles & Equipment	385	424	424	429	433
Number of Mechanics	4.0	4.0	4.0	4.0	4.0
<b>Vehicles &amp; Equipment/Mechanic</b>	<b>96.3</b>	<b>106.0</b>	<b>106.0</b>	<b>107.3</b>	<b>108.3</b>

**Vehicle & Equipment Maintenance**



**Public Works - Operations - General Services  
Division Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	803,295	781,741	814,517	856,220	-
<b>Operations &amp; Maintenance</b>	121,292	230,349	308,900	294,150	-
<b>Capital</b>	24,843	3,770	75,000	75,000	-
<b>Total General Services</b>	<b>949,430</b>	<b>1,015,860</b>	<b>1,198,417</b>	<b>1,225,370</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	10	10	10	10	0
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

**O&M**

Gas and oil was budgeted at \$100,000; automobilerRepair &mMaintenance was budgeted at \$100,000.

**Capital**

Budgeted \$75,000 for year two of the implementation of a 2-Way Radio System.



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## Public Works - Traffic Engineering

The Traffic Engineering activity center works to provide a safe and high-quality transportation system for town citizens and visitors through maintenance and improvement of traffic control devices. In addition, continued efforts to update town signage and pavement markings will be provided to improve driver and pedestrian safety and assist traffic flow. The Street Maintenance & Construction activity center supports the Traffic Engineering operation.

Objectives	Strategies	Measures
<p>Provide uncomplicated and readable directions for motorists to maneuver through town by means of proper signage.</p> <p style="text-align: center;"><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Continue replacement of all engineering grade signs that increase reflectivity of signs.</li> <li>• Replace signs that are damaged or faded throughout the year.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous on-site inspections and service requests are met 100 percent of the time as per state and federal standards.</li> <li>• Clear views and directions for motorists as they travel about town.</li> </ul>
<p>Maintain traffic signal equipment to continually operate at top efficiency and allow safe movement of motor vehicles and pedestrians throughout the town.</p> <p style="text-align: center;"><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Perform routine maintenance inspections of all traffic control devices.</li> <li>• Maintain semi-annual safety certification testing of signal conflict monitors and cabinet wiring.</li> <li>• Maintain a safety inspection program for signal pole and mast arm structures.</li> <li>• Maintain tracking system to record all inspections of traffic signals.</li> </ul>	<ul style="list-style-type: none"> <li>• All traffic signals are inspected annually.</li> <li>• All signal pole and mast arms are inspected annually.</li> <li>• Track and record number of conflict monitors that are tested each year.</li> <li>• A required minimum of 15 hours of training per year completed by all activity center staff.</li> </ul>
<p>Provide high quality roadway markings that allow pedestrians and motorists good visibility and direction as they travel safely through town.</p> <p style="text-align: center;"><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Manage annual in-house installation of street striping and pavement markings.</li> <li>• Manage outside contracts for annual re-striping throughout the town.</li> <li>• Install thermoplastic markings instead of paint markings on all streets that are repaved annually.</li> <li>• Inspect roadways to ensure crosswalks, arrows and stop bar markings are visible for safe passage.</li> </ul>	<ul style="list-style-type: none"> <li>• Street striping and pavement markings are completed after each repaving.</li> <li>• Both daylight and night site inspections are performed to verify proper standards in reflectivity.</li> </ul>

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## Public Works - Traffic Engineering

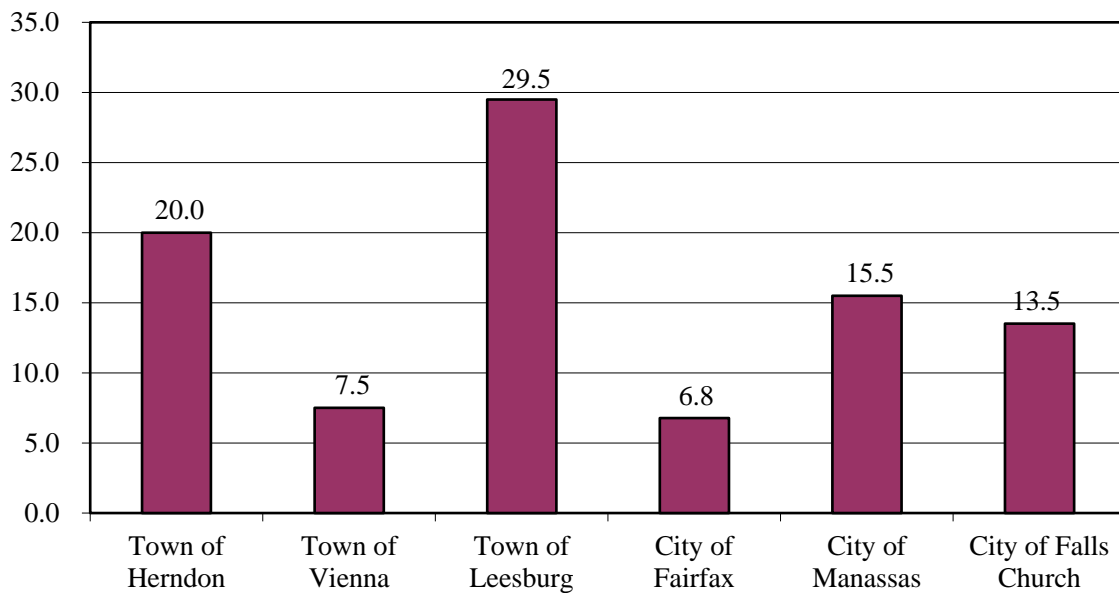
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### Performance Measures

The Traffic Engineering activity center is 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 two positions. The graph below describes the ratio of traffic signals operated by nearby jurisdictions compared to the number of personnel dedicated to maintaining these signals.

	Town of Herndon	Town of Vienna	Town of Leesburg	City of Fairfax	City of Manassas	City of Falls Church
Number of Signals	40	15	59	61	62	27
Personnel	2	2	2	9	4	2
<b>Number of Signals/Employee</b>	<b>20.0</b>	<b>7.5</b>	<b>29.5</b>	<b>6.8</b>	<b>15.5</b>	<b>13.5</b>

**Traffic Signals per Employee**



**Public Works - Operations - Traffic Engineering  
Division Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	125,565	141,568	223,648	219,947	-
<b>Operations &amp; Maintenance</b>	6,886	22,734	119,600	112,770	-
<b>Capital</b>	31,530	11,495	22,000	60,000	-
<b>Total Traffic</b>	<b>163,981</b>	<b>175,797</b>	<b>365,248</b>	<b>392,717</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	3	3	3	3	
<b>Part Time</b>	0	0	0	0	

**Budget Highlights**

**O&M**

Electricity (\$15,000), Traffic Maintenance & Repair (\$20,000), Street Markings (\$50,000), Signage (\$20,000)

**Capital**

4X4 Pickup (\$60,000)

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## Public Works - Right-of-Way Inspections

The Right-of-Way Inspections activity center reviews permits submitted for all work to be performed in town rights-of-way and ensures quality restorations in accordance with local, state and federal guidelines.

Objectives	Strategies	Measures
<p>Monitor and inspect all utility companies and their subcontractors working in the town rights-of-way.</p> <p style="text-align: center;"><b><i>Vision Tenet: Championing Business and Technology</i></b></p>	<ul style="list-style-type: none"> <li>• Ensure contractors comply with local and state standards in installation and restorations and use proper work zone safety procedures.</li> <li>• Document with detailed reports and pictures.</li> </ul>	<ul style="list-style-type: none"> <li>• Contractors comply with standards 100 percent of time.</li> <li>• Work is accomplished correctly and safely in accordance with state and federal standards.</li> </ul>
<p>Process all “Miss Utility” requests in a timely and accurate manner.</p> <p style="text-align: center;"><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Mark all town utilities located in the rights-of-way and easements.</li> <li>• Respond to after-hours emergency requests.</li> </ul>	<ul style="list-style-type: none"> <li>• Respond to utility mark requests within required time frame 100 percent of the time.</li> </ul>
<p>Keep all required VDOT certifications for inspectors current.</p> <p style="text-align: center;"><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Provide on-going education and training of the latest requirements and codes.</li> </ul>	<ul style="list-style-type: none"> <li>• A required minimum of 15 hours of training completed per year for all activity center staff.</li> </ul>
<p>Review and inspect all rights-of-way permit applications and plans.</p> <p style="text-align: center;"><b><i>Vision Tenet: Championing Business and Technology</i></b></p>	<ul style="list-style-type: none"> <li>• All applications are reviewed in a timely manner.</li> <li>• Confirm the town has no complaints regarding a back log of permit approvals.</li> </ul>	<ul style="list-style-type: none"> <li>• Permits are issued in time allotted and tracked on a quarterly basis.</li> </ul>

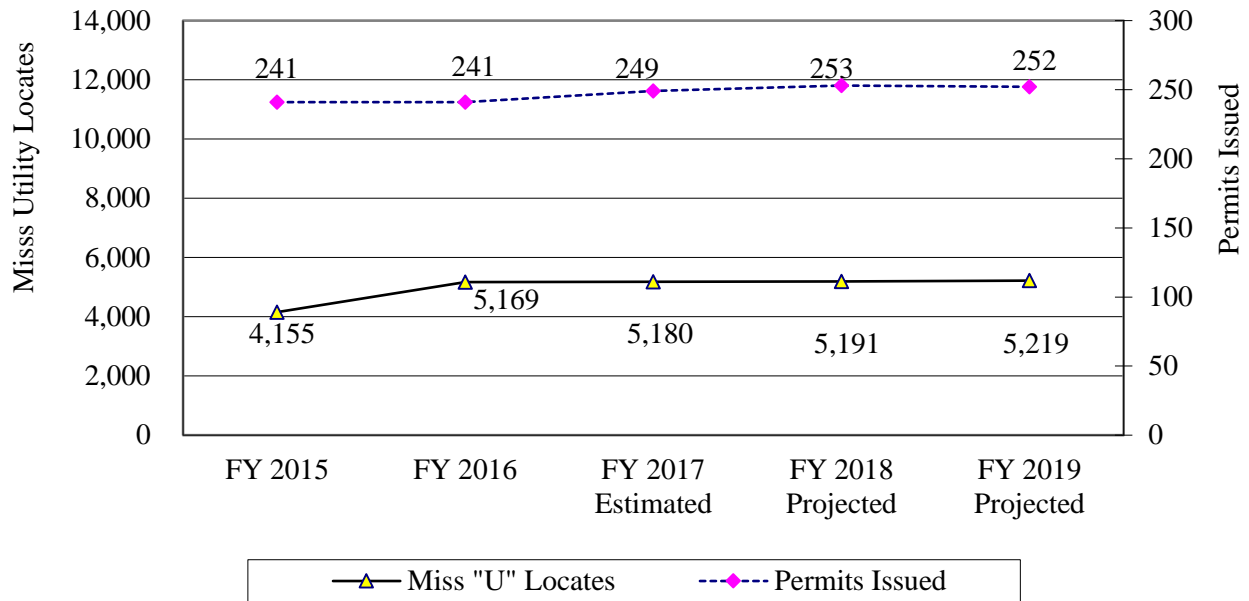
## Public Works - Right-of-Way Inspections

### Performance Measures

The chart below shows the number of Miss Utility (Miss "U") locates and street cut right-of-way permits completed by this activity center since FY 2015. The number of permits issued and Miss "U" locates performed in a year are affected by major road projects, residential/commercial fiber optic right-of-way installations and utility replacement projects. There are three full-time personnel in this activity center.

Direct	FY 2015	FY 2016	FY 2017 Estimated	FY 2018 Projected	FY 2019 Projected
Miss "U" Locates	4,155	5,169	5,180	5,191	5,219
Permits Issued	241	241	249	253	252

Right-of-Way Inspections



**Public Works - Operations - Right of Way Inspections  
Division Budget Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	282,467	280,558	282,432	288,360	-
<b>Operations &amp; Maintenance</b>	7,913	7,158	10,700	10,700	-
<b>Total Right-of-Way Inspections</b>	<b>290,380</b>	<b>287,716</b>	<b>293,132</b>	<b>299,060</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	3	3	3	3	
<b>Part Time</b>	0	0	0	0	

**Budget Highlights**

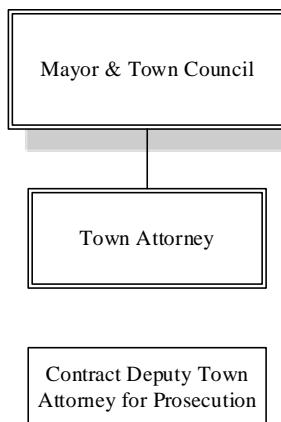
There were no highlights for this division.



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## Town Attorney



### Vision

The Town Attorney is appointed by the Mayor and Town Council and 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 litigation and administrative proceedings. In preparation and effectuation of the legislative program, the Town Attorney supports the Mayor and Town Council and recommends changes to the Town Code to maintain its currency. The Town Attorney's office responds to citizen inquiries and advises various boards and commissions. The goal of the Town Attorney's office is to render the work of the Mayor, Town Council and town staff more efficient and protect the Town Council's interests through the practice of preventive law. The contract Deputy Town Attorney prosecutes all traffic and criminal misdemeanor offenses committed within the town.

### FY 2018 Highlights

- Collected \$58,579.56 in delinquent real estate, meals and BPOL taxes, and water accounts for the first half of FY 2018.
- Negotiated three payment plans guaranteeing payment of \$15,312.95 in delinquent taxes for fees.
- Worked with outside counsel and Comstock to negotiate and execute the downtown development agreement.
- Drafted four leases for town property.
- Researched and wrote 37 legal opinions for the first half of FY 2018.
- Examined proffer policy for the Herndon Transit-Oriented Core (HTOC).
- Implemented full e-version of Herndon Town Code and Zoning Ordinance.
- Streamlined and modernized the Town Attorney's office work product through electronic case and file management.
- Drafted comprehensive amendments to the sign and procurement ordinances.
- Drafted the following ordinances: parking enforcement/residential permit parking, water & sewer connection and availability rates, special events, water billing procedures, overtime, fiscal procedures, grievance procedures, and third party collection of parking fines.

### FY 2019 Initiatives

- Train staff and others regarding use of fully electronic Town Code and Zoning Ordinance.
- Conduct comprehensive review of Charter to identify necessary amendments.
- Board and commission training regarding Board Bylaws for BZA, ARB and HPRB.
- Vacate portion of Vine Street, draft boundary line adjustment for parcel 10B, etc. to facilitate development parcel closing.
- Address HTOC and Metro development issues, including review and approval of necessary instruments to facilitate easements, rights-of-way, utility relocations and other necessary transactions.
- Provide support and legal counsel regarding transactions and instruments necessary to implement the comprehensive agreement for the redevelopment of downtown and for the HTOC.
- Draft ordinance to adopt regulations for short-term rentals.
- Draft ordinance to adopt procedure for processing applications for co-locating small cell facilities on existing structures.

<b>Town Attorney</b>		
Objectives	Strategies	Measures
<p>Consider and implement legislative actions, contractual arrangements and community initiatives that present and maintain the town as a high-tech community.</p> <p style="text-align: center;"><b><i>Vision Tenet: Championing Business and Technology</i></b></p>	<ul style="list-style-type: none"> <li>• Enhance and modernize information exchange between citizens and businesses and the town regarding legislative and legal issues.</li> <li>• Research legislative and process barriers to connectivity within the town and make recommendations to develop and implement legislative measures to simplify and shorten the process to improve connectivity.</li> <li>• Effect legislative changes to permit and/or expand electronic communications between the town and citizens and businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• By January 1, 2018 provide report to council regarding electronic code and access and usage by citizens and businesses.</li> <li>• By January 1, 2018 research and recommend strategies to implement and enhance citizen and business interaction with the town electronically.</li> <li>• By July 1, 2018 identify ways to increase or expand electronic communications between the town and citizens and businesses.</li> </ul>

## Town Attorney

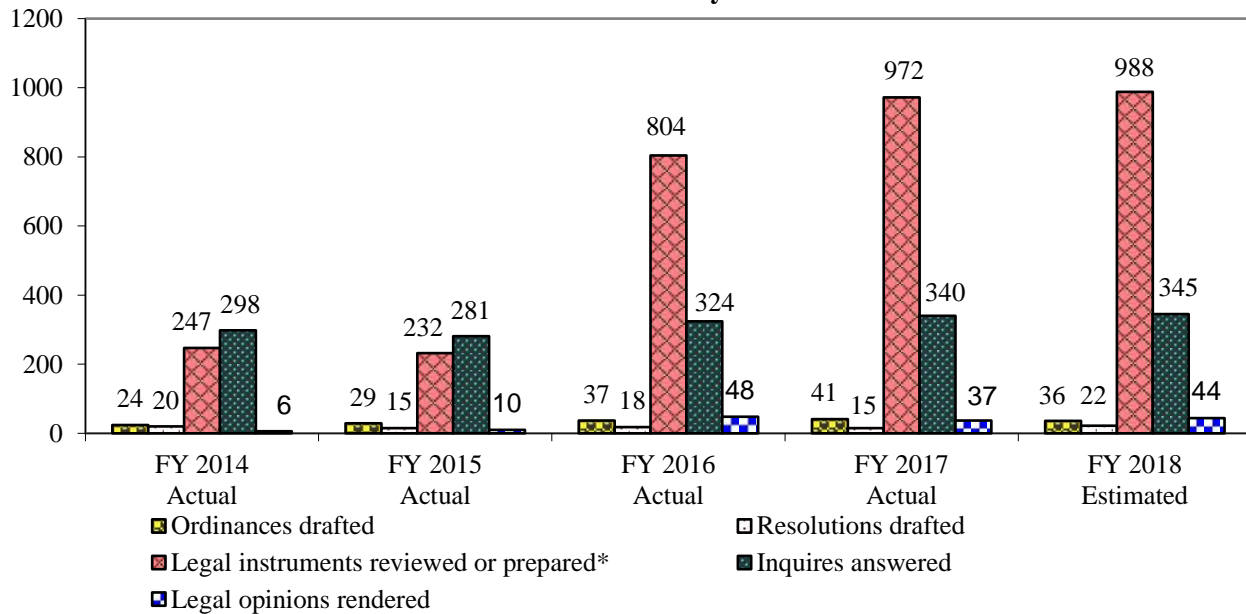
### Performance Measures

The Town Attorney's office prepares and reviews legal instruments, contracts and deeds to support the town's work. The Town Attorney renders legal opinions on subjects of interest to the town to ensure that the town's actions are consistent with the law. The Town Attorney generally represents the town in legal proceedings and provides legal advice and counsel to town council and staff.

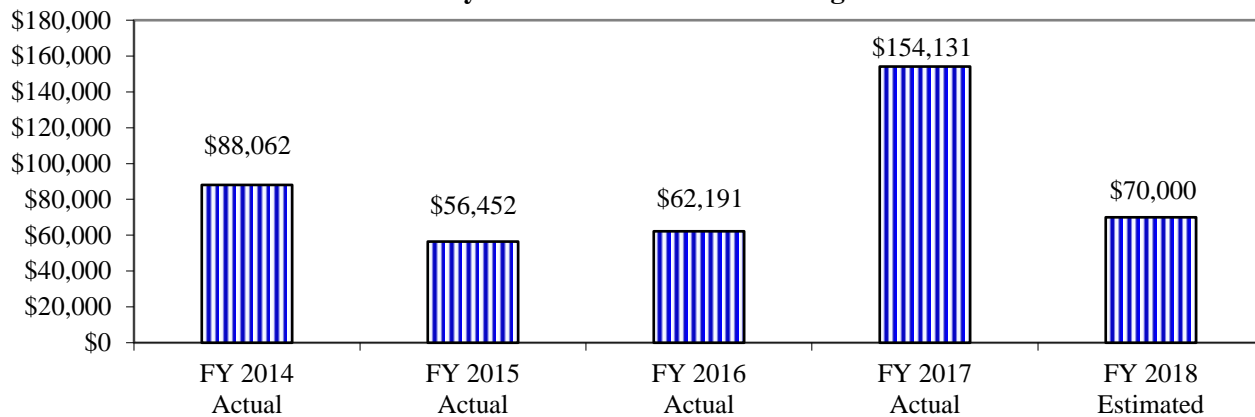
	FY 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Actual</u>	FY 2017 <u>Actual</u>	FY 2018 <u>Estimated</u>
Ordinances drafted	24	29	37	41	36
Resolutions drafted	20	15	18	15	22
Legal instruments reviewed or prepared*	247	232	804	972	988
Inquires answered	298	281	324	340	345
Legal opinions rendered	6	10	48	37	44
Money collected as a result of litigation/collection	\$88,062	\$56,452	\$62,191	\$154,131	\$70,000

\*represents more inclusive data starting in FY 2016

**Town Attorney Services**



**Money Collected as a Result of Litigation**



<b>Town Attorney Department Summary</b>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	348,040	355,234	354,696	378,560	-
<b>Operations &amp; Maintenance</b>	128,752	121,605	133,800	148,300	-
<b>Total Attorney</b>	<b>476,792</b>	<b>476,839</b>	<b>488,496</b>	<b>526,860</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	2	2	2	2	
<b>Part Time</b>	0.5	0.5	0.5	0.63	

**Budget Highlights**

There are no highlights for this department.

# Water & Sewer Fund



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Personnel - Water & Sewer Fund	FY 2015-16 Adopted		FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Proposed	
	#	FTE	#	FTE	#	FTE	#	FTE
<b><u>Water &amp; Sewer</u></b>								
<b><u>Customer Service</u></b>								
Accounting Tech II	0	0	0	0	0	0	1	1
Office Assistant II	1	1	1	1	1	1	0	0
Senior Accounting Technician	1	1	1	1	1	1	1	1
Water Meter Reader	2	2	2	2	2	2	1	1
<b><u>Division Total</u></b>	<b>4</b>	<b>4.00</b>	<b>4</b>	<b>4.00</b>	<b>4</b>	<b>4.00</b>	<b>3</b>	<b>3.00</b>
<b><u>Sewer Service &amp; Maintenance</u></b>								
Operations Engineer	1	1	1	1	1	1	1	1
Utility Equipment Operator I	1	1	1	1	1	1	1	1
Utility Maintenance Worker II	1	1	1	1	1	1	1	1
Utility Technician	1	1	1	1	1	1	1	1
Utility Work Crew Supervisor	1	1	1	1	1	1	1	1
<b><u>Division Total</u></b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>
<b><u>Water Service &amp; Maintenance</u></b>								
Maintenance/Meter Mechanic	1	1	1	1	1	1	1	1
Utility Equipment Operator II	2	2	2	2	2	2	2	2
Utility Maintenance Worker I	1	1	1	1	1	1	1	1
Utility Maintenance Worker II	2	2	2	2	2	2	2	2
Utility Work Crew Supervisor	1	1	1	1	1	1	1	1
<b><u>Division Total</u></b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>
<b><u>Water &amp; Sewer Total</u></b>	<b>16</b>	<b>16.00</b>	<b>16</b>	<b>16.00</b>	<b>16</b>	<b>16.00</b>	<b>15</b>	<b>15.00</b>



**Water & Sewer Fund (002)  
Revenue Estimates**

<b>Object Code</b>	<b>Source</b>	<b>FY 16-17 Audited</b>	<b>FY 17-18 Budgeted</b>	<b>FY 18-19 Projected</b>	<b>Notes</b>
343100	Sale of Water (including service charges)	2,815,443	2,704,000	2,856,000	Based on a five and half percent rate increase, \$3.06 vs \$2.90 per 1,000 gallons, over the estimate for FY 2018.
344100	Sewer Collection Fees	3,204,229	3,052,000	3,592,000	Based on a 14 percent rate increase, \$5.78 vs \$5.05 per 1,000 gallons, over the estimate for FY 2018.
344600	Sewer Lateral Repair Program	10,540	10,400	10,500	Residential sanitary lateral repair and replacement program for single family, two-family and townhouse dwellings. Fee is \$.50 per calendar quarter.
348000	Penalties - Late Payment	66,317	55,000	63,000	Based on prior years' experience.
349000	Sale of Commodities	12,214	11,000	11,000	Based on prior years' experience.
369990	Not Otherwise Classified	13,155	11,500	11,500	Based on prior years' experience.
318300	Franchise Lease	348,383	355,000	370,000	Annual lease payments from telecommunications companies for placement of antennas on town water tanks (11 leases for FY 2019).
	<b>Total - Operating</b>	<u>6,470,281</u>	<u>6,198,900</u>	<u>6,914,000</u>	
343200	Water Availability Fees	229,115	389,000	1,225,300	Based on water availability fee structure for all types of premises and meter sizes (i.e., single family residential at \$7,800). Includes Downtown Comstock plan.
344200	Sewer Availability Fees	318,672	569,000	1,696,600	Based on availability fee structure for all residential and fixture units (i.e., single family residential at \$10,800). Includes Downtown Comstock plan.
361000	Interest on Investments	53,704	215,000	137,000	Assumes average interest rate of 1.5 percent and \$9.2 million available for
392100	Sale of Obsolete/Surplus Property	6,370	500	1,000	FY 2017 represents scrap metal sales from old water meters that were replaced by AMR water meters.
	<b>Total - Non-Operating Revenues</b>	<u>607,861</u>	<u>1,173,500</u>	<u>3,059,900</u>	
	<b>Revenues from Other Sources</b>				
393200	Use of Bond Proceeds	0	1,130,000	6,662,500	Water Capacity Purchase in Water
393220	Proceeds Capital Lease	0	0	0	

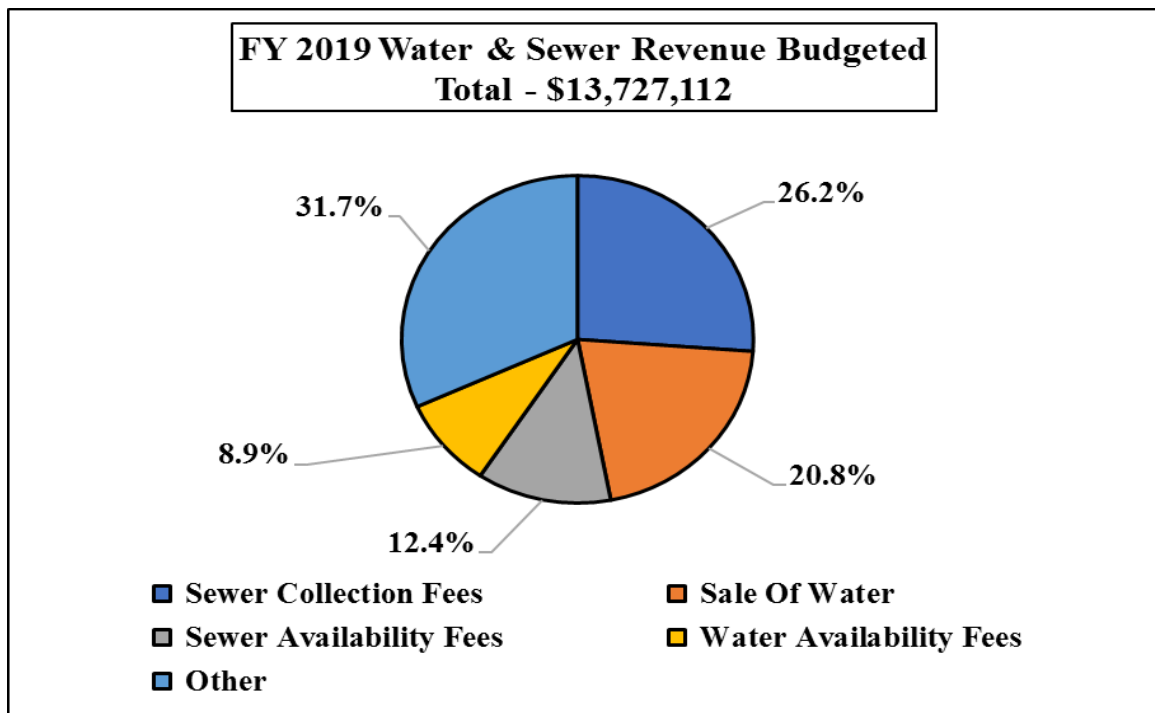
**Water & Sewer Fund (002)  
Revenue Estimates**

<b>Object Code</b>	<b>Source</b>	<b>FY 16-17 Audited</b>	<b>FY 17-18 Budgeted</b>	<b>FY 18-19 Projected</b>	<b>Notes</b>
395000	(Addition to) / Use of Net Position	0	140,996	(2,909,188)	Negative use of net position, indicative of an excess of revenue over expenditures, is the result of anticipated large increase in one-term availability fee revenues.
	<b>Total - Revenue from Intergovernmental &amp; Other Sources</b>	<u>0</u>	<u>1,270,996</u>	<u>3,753,312</u>	
	<b>Total - Water &amp; Sewer Fund Revenue</b>	<u>7,078,142</u>	<u>8,643,396</u>	<u>13,727,212</u>	

## Water & Sewer Enterprise Fund

Operating as a local government entity the town uses fund accounting. The Water & Sewer Fund is considered a proprietary or "enterprise fund" and operates much like a private business; which is to say that it is a stand-alone fund (separate from the General Fund) where users' fees -- not real estate taxes -- support operational and maintenance expenditures. All of the revenues collected for this fund are used to improve service delivery, maintain or expand current facilities, and pay for debt service. The town provides water and sewer services on a continual basis to approximately 5,900 customers.

### Water & Sewer Fund Revenues



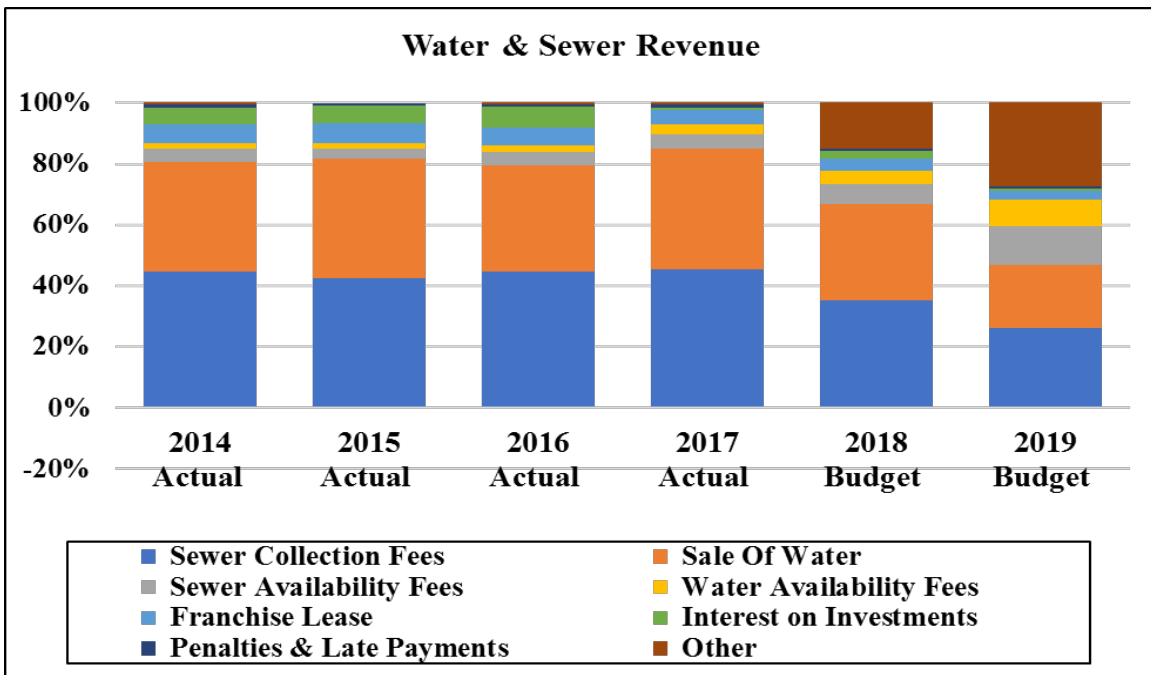
Total budgeted FY 2019 Water and Sewer Fund revenue is \$13,727,112, which includes \$2,921,900 in availability fees for water and sewer combined, an unusually high amount. The majority of this increase is related to the downtown development project but does also include some other developments that are expected in the town in the coming year. Availability fees can only be used to fund capital activities and cannot be used to fund operating expenses.

The "Other" category contains revenues associated with an anticipated bond issuance of \$6,662,500. This bond will be used to purchase additional water capacity from Fairfax County. In addition to the bond proceeds, "Other" contains an offset to net position of -\$2,909,188. This negative offset indicates an addition to net position. While this may seem counterintuitive, it is the result of revenues to the fund exceeding expenditures by this amount. In order to balance the fund we are showing this "excess of revenues" as a negative revenue - or said another way - an addition to net position.

The "Other" category also contains several smaller revenue sources that include: \$370,000 in franchise fees charged to telecommunications companies for the use of town's water towers, \$137,000 in interest earnings, and \$63,000 in late payment fees.

As can be seen on the table and chart below, historically, actual revenues for the fund have been relatively stable, with a slightly downward trend. As one would expect, Sewer Collection Fees and the Sale of Water are by the far the largest revenue generators for the fund. In addition, and unlike availability fees, they are the main operating revenue source for the fund. The uptick in these revenues projections for FY 2019 is the result of rate increases from the newly adopted utility rate study. Subject to Council approval, rates will increase on January 1<sup>st</sup> of each year over a five-year period. The first rate increase went into effect January 1, 2018.

Description	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Sewer Collection Fees	3,040,808	3,132,996	3,204,229	3,052,000	3,592,000
Sale Of Water	2,811,888	2,436,439	2,815,443	2,704,000	2,856,000
Sewer Availability Fees	249,002	320,106	318,672	569,000	1,696,600
Water Availability Fees	127,297	157,064	229,115	389,000	1,225,300
Other	<u>933,296</u>	<u>974,134</u>	<u>510,683</u>	<u>1,929,396</u>	<u>4,357,212</u>
	<b>7,162,291</b>	<b>7,020,739</b>	<b>7,078,142</b>	<b>8,643,396</b>	<b>13,727,112</b>



### **Water Charges**

For FY 2019 the water usage charge is \$2.98 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, 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, will be charged an additional peak use rate of \$5.08 per 1,000 gallons metered. Peak use period charges are in addition to the base water usage charge of \$2.98 per 1,000 gallons. A second peak tier, at \$4.19 per 1,000 gallons, is assessed on commercial customers who use subtracting meters for HVAC or irrigation purposes.

### **Sewer Charges**

For FY2019 the budgeted sewer usage charge is \$5.40 per 1,000 gallons and is based on water used, as measured by readings of the water meter serving the property. In addition to sewer base 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 located within the public right-of-way or public easement.

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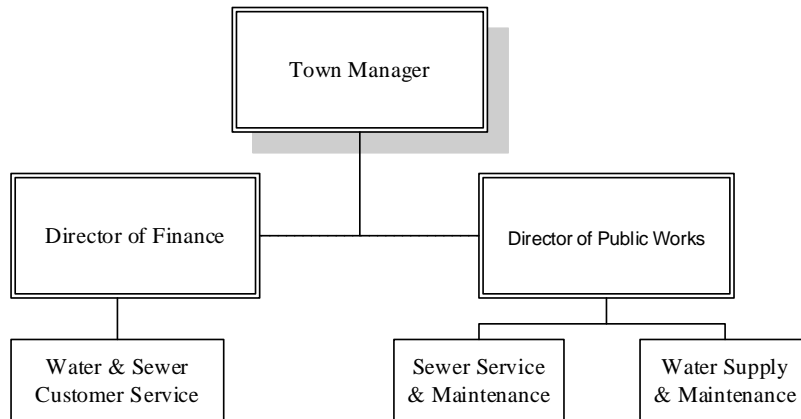
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## Water & Sewer Fund

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### Vision

The Water & Sewer Fund provides safe, efficient and affordable water and sewer services to the town's utility customers.

### FY 2018 Highlights

- Complete the analysis and design of modifications to the Fairfax Water supply vaults to increase the water storage in the town's elevated water tanks to meet storage requirements for current system capacity. Future storage needs will require additional system improvements for future development.
- Continue to work with Whitman, Requardt, & Associates and Fairfax Water on additional water capacity purchase.
- Continue to work with Whitman, Requardt, & Associates and Fairfax County on additional sewer capacity purchase.
- Supervisory Control and Data Acquisition (SCADA) system upgrade for monitoring water and sewer systems.
- Sewer rehabilitation (re-lining) for a portion of the Folly Lick trunk line is expected to be completed in FY 2018; the areas for the rehabilitation were identified through closed circuit television (CCTV) inspection.
- Expect to flush 100,000+ linear feet of sewer main in FY 2018.
- Expect to complete 80,000 linear feet of sewer main inspection by CCTV in FY 2018.
- In the first half of FY 2018, staff responded to over 50 customer service requests (water); leak checks, site access, low pressure, odor, etc.
- In the first half of FY 2018, staff responded to over 30 customer service requests (sewer); back up investigations, odor, slow flow, etc.
- In the first half of FY 2018, staff completed 14 water system repairs/replacement; this includes water main breaks, valve leaks, etc.

### FY 2019 Initiatives

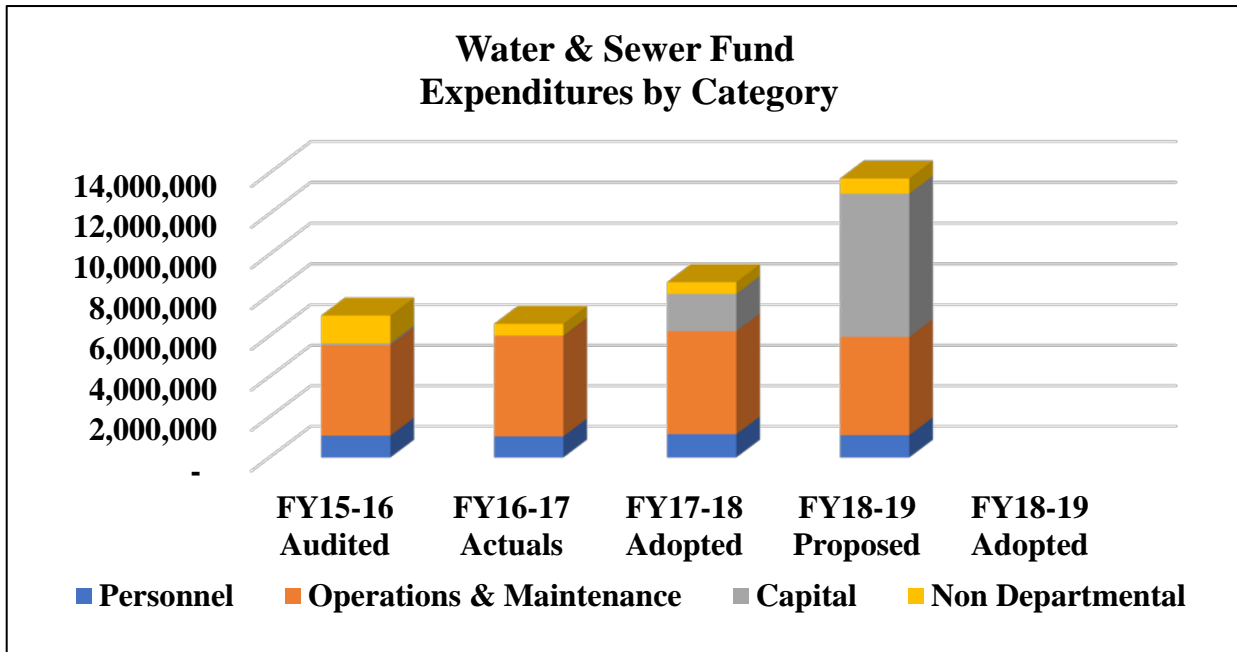
- Prepare, generate and distribute utility bills, utilizing the town's computerized utility billing system.
- Implement the Munis Utility Billing module with an interface to the Badger Read Center module in the first half of FY 2019.
- Support the town's master plan and support the town's development.
- Plan and analyze infrastructure improvements to meet the town's future growth.
- Implement SCADA system upgrades.
- Design and provide construction services for the water storage improvement project.
- Begin design on improvements recommended by the Utility Master Plan studies in the southeast quadrant of the town.

**Water & Sewer Fund  
Fund Budget**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	1,081,044	1,040,289	1,147,196	1,100,112	
<b>Operations &amp; Maintenance</b>	4,463,393	4,972,348	5,088,000	4,851,100	
<b>Capital</b>	93,009	10,196	1,828,600	7,035,000	
<b>Non Departmental</b>	1,365,350	571,900	579,600	741,000	
<b>Total Golf Course</b>	<b>7,002,796</b>	<b>6,594,733</b>	<b>8,643,396</b>	<b>13,727,212</b>	<b>-</b>

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	16	16	16	16	
<b>Part Time</b>	0	0	0	0	



<b>Finance - Water &amp; Sewer Customer Service</b>		
<p>The Water &amp; 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 using the town’s computerized utility billing system. Unusual water consumption is investigated and when applicable, utility bill adjustments are calculated.</p>		
Objectives	Strategies	Measures
<p>Meter reading.</p>	<ul style="list-style-type: none"> <li>• Accurately read all residential and commercial water meters quarterly.</li> </ul>	<ul style="list-style-type: none"> <li>• Using Automatic Meter Reading (AMR) laptop and hand-held computerized meter reading devices, record consumptions for water meters on a consistent, quarterly basis. Rereading of meters due to any type of errors are less than one percent of all readings recorded.</li> <li>• Automated readings are promptly uploaded to the computerized utility billing system within 48 hours after completing reading route 100 percent of time.</li> </ul>
<p>Utility billing and customer service.</p> <p><i>Vision Tenet: Cultivating a Sustainable Environment</i></p>	<ul style="list-style-type: none"> <li>• Generate and distribute quarterly and final billings for utility customer accounts.</li> <li>• Manage delinquent accounts.</li> </ul>	<ul style="list-style-type: none"> <li>• Utility billings for customer accounts are prepared, posted and disseminated on a consistent, quarterly basis. Bills are mailed no later than the last day of the month a meter is read 100 percent of time.</li> <li>• During regular town business hours, customer service desk is fully staffed 100 percent of the time and telephone and e-mail customer inquiries are responded to within one day of receipt 95 percent of time.</li> <li>• Systematic transition to new Munis Enterprise Resource Planning (ERP) financial software package which includes utility billing applications is implemented as scheduled.</li> <li>• Delinquent accounts are fully collected 95 percent of time.</li> </ul>
<p>Information reporting.</p>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• All applicable documentation is available and provided in timely manner for the town’s annual financial audit 100 percent of time.</li> <li>• Review and update (if applicable) on an annual basis, utility customer service receivable policies and procedures section of department’s financial policies and procedures manual.</li> </ul>



**Finance - Water & Sewer Customer Service**

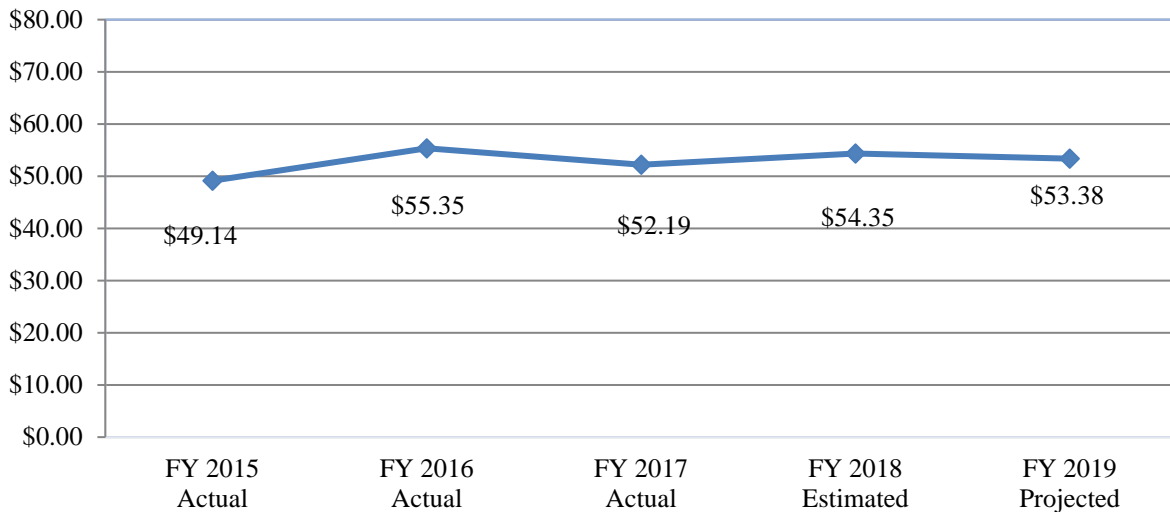
**Performance Measures**

The Water & Sewer Customer Service activity center establishes new customer accounts, provides quarterly reading of all town water meters, generates quarterly customer billings and assists customers with inquiries and concerns about their accounts. Costs per customer have remained relatively stable from FY 2015 through FY 2019. A portion of each water and sewer customer billing is used to support the activity center.

The town utilizes Automated Meter Reading (AMR) to record water consumption for approximately 5,850 water meters per quarter in FY 2017. The number of customers is relatively flat showing a slight decrease from 6,000 in FY 2015 to an estimated 5,890 customers at June 30, 2018.

Indicator	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Water & Sewer customer service costs per customer	\$49.14	\$55.35	\$52.19	\$54.35	\$53.38
Average number of customers billed each year	6,000	5,990	5,850	5,890	5,890

**Water & Sewer Customer Service Costs Per Customer**



<b>Water &amp; Sewer Fund</b>
<b>Customer Service</b>

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	229,637	224,545	234,354	195,327	-
<b>Operations &amp; Maintenance</b>	72,170	49,095	79,700	58,400	-
<b>Operating Capital</b>	-	-	-	-	-
<b>Total Customer Service</b>	<b>301,807</b>	<b>273,640</b>	<b>314,054</b>	<b>253,727</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	4	4	4	3	
<b>Part Time</b>	0	0	0	0	

**Budget Highlights**

There were no highlights for this division.



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<b>Public Works - Sewer Service &amp; Maintenance</b>		
<p>The Sewer Service &amp; Maintenance activity center maintains the Town’s sanitary sewer conveyance system and provides technical and operational support for the town’s development, as well as maintaining unrestricted flow, of the sanitary sewer system.</p>		
Objectives	Strategies	Measures
<p>Ensure a healthy and safe conveyance of sanitary sewer effluent with zero sanitary sewer overflows (SSOs) in the best possible cost effective manner.</p> <p style="text-align: center;"><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Monitor all sewer flows via the town’s eight master monitoring stations.</li> <li>• Inspect and assess developer constructed sewer system additions.</li> <li>• Complete new line and manhole inspections prior to bond release.</li> <li>• Inspect and flush sanitary sewer mains on a regular basis.</li> <li>• Provide enhanced training to staff, particularly new employees, to ensure division is meeting the town’s sewer system operation and maintenance requirements.</li> <li>• Record all data from projects, maintenance work and repair work via Customer Relationship Management (CRM) system.</li> </ul>	<ul style="list-style-type: none"> <li>• Compile and provide a monthly report to Fairfax County regarding daily sanitary flows.</li> <li>• Send reports to engineering regarding assessment of the sanitary sewer system for future growth needs and improvements.</li> <li>• Keep daily logs to ensure minimum 20 percent of sanitary system is flushed annually, in addition to areas that require routine maintenance.</li> <li>• Continue with the DPW self-assessment.</li> <li>• A required minimum of 15 hours of training per year completed for all staff.</li> <li>• The use of service requests and work orders within the CRM will improve system tracking, identify potential weakness and analyze key staff performance indicators.</li> </ul>
<p>Reduce system risk by optimizing the best practices of risk management.</p> <p style="text-align: center;"><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Conduct Preventive Maintenance Programs (PMP).</li> <li>• Perform comprehensive maintenance of pump stations.</li> <li>• Complete sewer system wide inspections with the CCTV unit every three to five years.</li> <li>• Assist Right-of-Way division with “Miss Utility” locates.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual PMP monitoring, performance assessment and efficiency of staff needed for optimum services.</li> <li>• Perform daily pump checks, weekly inspections, and monthly regular maintenance and repair as required.</li> <li>• Achieve 20-35 percent annual sewer system inspection using a CCTV unit.</li> <li>• Decrease the amount of damage to sewer mains and services from construction work throughout the town by accurately locating sewer system components when needed.</li> </ul>
<p>Maintain and improve the integrity of sanitary sewer system throughout the town.</p> <p style="text-align: center;"><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Manage the sewer main relining and sewer manhole rehabilitation programs.</li> <li>• Maintain the Sewer Lateral Repair and Replacement Program (SLRRP).</li> <li>• Assist with maintaining requirements or development of future requirements for the sewer utility system.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue annual sewer main relining and sewer manholes rehabilitation program.</li> <li>• Continue to support the SLRRP as needed.</li> <li>• Perform a sewer capacity study in accordance with the town’s Comprehensive Master Plan and plan sewer infrastructure improvements.</li> </ul>

<b>Public Works - Sewer Service &amp; Maintenance</b>		
Goals	Strategies	Measures
<p>Minimize the infusion of extraneous flows into the treatment process and collect and analyze data for Inflow and Infiltration (I&amp;I) capacity studies.</p> <p style="text-align: center;"><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Continue the I&amp;I reduction program (CCTV, rain event surveys, comparing data, system rehabilitation, etc.).</li> <li>• Use data collected via SCADA to support flow monitoring.</li> <li>• Conduct a comprehensive system inspection of mains, manholes and laterals to include clean outs where applicable.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve 20-35 percent annual sewer system inspection using CCTV.</li> <li>• Compare monthly water intake to monthly sewer usage and data analysis during periods of rain.</li> <li>• Review daily recorded flows via the SCADA system’s eight flow metering stations.</li> <li>• Review monthly SCADA reports for compliance.</li> <li>• Perform annual inspection of commercial clean outs.</li> </ul>

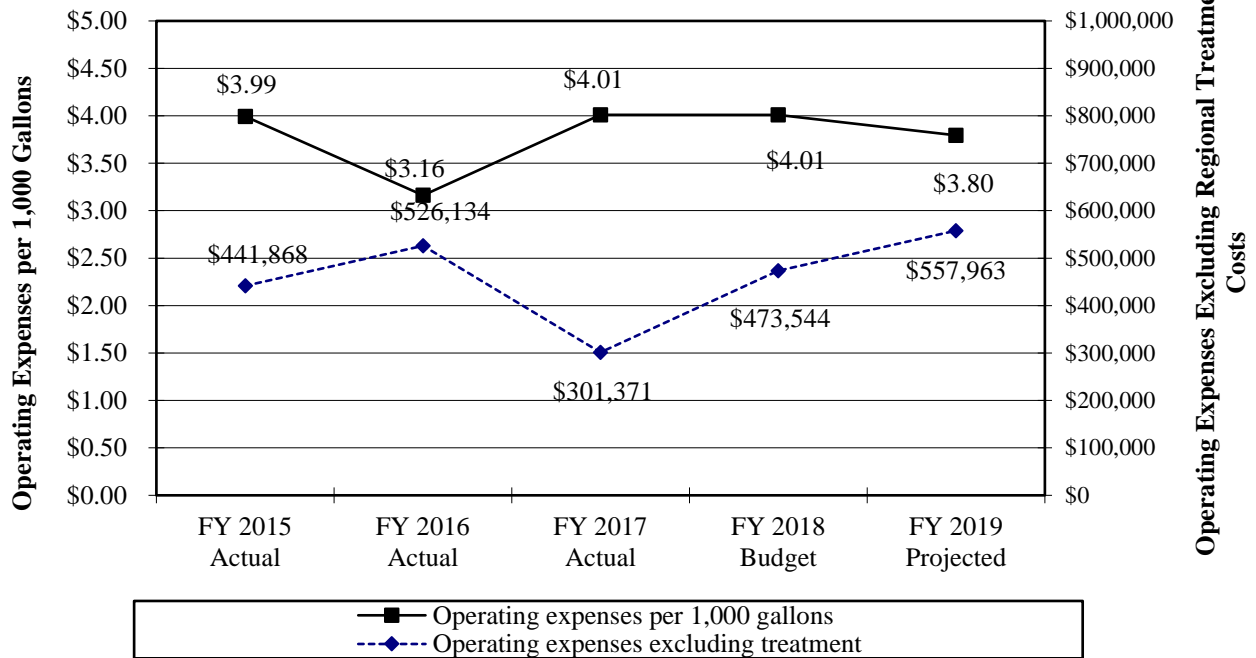
**Public Works - Sewer Service & Maintenance**

**Performance Measures**

The town's sewer system operating expenses per 1,000 gallons of sewage treated, are calculated by dividing town sewer system expenses (personnel and O&M costs and regional O&M treatment costs) by total gallons of sewage treated for each fiscal year. In FY 2019, the treatment unit cost will decrease due to the end of debt service for past capital projects at Blue Plains. Demand is expected to increase nominally (not accounting for exceptional precipitation events). Sewer conveyance quantities vary significantly due to weather. I&I, heavy rain, and generally "wet" years contribute to unusually high conveyance amounts.

OPERATING EXPENSES	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Projected
Personnel	\$374,629	\$419,577	\$219,614	\$420,444	\$411,363
O&M (includes regional treatment costs)	<u>3,208,971</u>	<u>2,394,556</u>	<u>3,691,488</u>	<u>3,553,100</u>	<u>3,346,600</u>
<b>TOTAL</b>	<b>\$3,583,600</b>	<b>\$2,814,133</b>	<b>\$3,911,102</b>	<b>\$3,973,544</b>	<b>\$3,757,963</b>
Sewage Treated (1,000 gallons)	897,640	889,979	975,603	991,000	990,000
Regional treatment costs	\$3,141,732	\$2,287,999	\$3,609,731	\$3,500,000	\$3,200,000
<b>Operating expenses excluding treatment</b>	<b>\$441,868</b>	<b>\$526,134</b>	<b>\$301,371</b>	<b>\$473,544</b>	<b>\$557,963</b>
<b>Operating expenses per 1,000 gallons</b>	<b>\$3.99</b>	<b>\$3.16</b>	<b>\$4.01</b>	<b>\$4.01</b>	<b>\$3.80</b>

**Sewer System Operating Expense**



**Water & Sewer Fund**  
**Sewer**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	416,155	219,614	420,444	411,363	-
<b>Operations &amp; Maintenance</b>	3,168,156	3,691,488	3,553,100	3,346,600	-
<b>Capital</b>	16,431	-	263,600	385,000	-
<b>Total Sewer</b>	<b>3,600,742</b>	<b>3,911,102</b>	<b>4,237,144</b>	<b>4,142,963</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	5	5	5	5	
<b>Part Time</b>	0	0	0	0	

**Budget Highlights**

**O&M**

The purchase of sewer capacity for residents is the largest single O&M expenditure in the sewer budget. In FY 2019, \$3,200,000 was budgeted, \$200,000 less than FY 2018.

\$45,000 total was budgeted for the two main maintenance accounts: Trunk Line Maintenance \$20,000 and lateral repair \$25,000.

**Capital**

Total budgeted capital for the water division is \$385,000.

**Capital Projects**

Spring Down Design	\$ 55,000
Sewer Repairs	\$ 250,000
Utility Master Plan	\$ 80,000
	<b><u>\$ 385,000</u></b>

<b>Public Works - Water Supply &amp; Maintenance</b>		
<p>The Water Supply &amp; Maintenance activity center provides high quality water supply to Town of Herndon customers and provides technical and operational support for the town’s development and sustainability of the highest quality product. This includes ensuring system pressure is sustained above the requirement for fire protection. Public health and safety is the main goal for the town.</p>		
Objectives	Strategies	Measures
<p>Implement efficient and cost effective improvements of the water supply system. Maintain the water supply system with the highest standards.</p> <p><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <li>• Enhance staff knowledge and skills through formal classroom and on-the-job training.</li> <li>• Provide for maintenance-focused design within compliance of state and federal codes and mandates.</li> <li>• Record all data from projects, maintenance work and repair work via Customer Relationship Management (CRM).</li> </ul>	<ul style="list-style-type: none"> <li>• Work with the state health department on a regular basis to review programs in place and to ensure compliance with state standards.</li> <li>• Regularly review current state and federal codes.</li> <li>• Continue with the DPW self-assessment.</li> <li>• The use of service requests and work orders within the CRM system will improve system tracking, identify potential weakness and analyze key staff performance indicators.</li> </ul>
<p>Reduce water system main losses.</p> <p><i><b>Vision Tenet: Honoring People</b></i></p>	<ul style="list-style-type: none"> <li>• Conduct system wide leak surveys.</li> <li>• Repair water break and leaks.</li> <li>• Analyze wholesale and retail quantities.</li> <li>• Factor age and condition in replacement.</li> <li>• Assist with developing standard operating procedures (SOPs) for the new automated meter system.</li> </ul>	<ul style="list-style-type: none"> <li>• Survey 50-100 percent of the town’s water mains for leaks annually to ensure system integrity. The focus of the survey will be on older infrastructure</li> <li>• Utilize the Automated Meter Reading (AMR) system’s service leak alert system to identify leaks.</li> <li>• Analyze water wholesale purchase in comparison of actual water consumption data and estimate water losses. The current water loss is estimated to be below 15 percent of purchased water (industry average is 13 to 15 percent).</li> <li>• Operations staff will continue to work with the finance/customer service in developing SOPs, to include meter interrogation for signal, leaks, etc. and to use the data to better serve the customers.</li> </ul>
<p>Maintain compliance with state and federal safe drinking water standards.</p> <p><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <li>• Keep staff updated on current regulations and proposed changes.</li> <li>• Audit current programs to ensure accuracy and efficiency of effort.</li> </ul>	<ul style="list-style-type: none"> <li>• All mandated activities and programs are completed each year.</li> <li>• The town’s system network is modeled to evaluate operations and to ensure the system can handle expansion due to new growth.</li> </ul>



<b>Public Works - Water Supply &amp; Maintenance</b>		
Goals	Strategies	Measures
<p>Improve maintenance of water system.</p> <p style="text-align: center;"><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <li>• Conduct Preventive Maintenance Programs (PMP) and prioritize activities with revised factors.</li> <li>• Continue to monitor the PMP to eliminate redundancy and improve efficiency and quality of work.</li> <li>• Ensure budget meets increased efforts.</li> <li>• Provide enhanced training to staff, particularly new employees, to ensure meeting the town’s water system requirements.</li> <li>• Assist with maintaining requirements or development of future requirements for water utility system.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete critical system preventative maintenance programs annually. Update the PMP as needed to include either revising or creating SOPs.</li> <li>• Complete financial analysis of Water &amp; Sewer Fund and annual rate study.</li> <li>• A minimum of 15 hours of training provided to all staff.</li> <li>• Perform water capacity study in accordance with the town’s Comprehensive Master Plan and plan the water infrastructure improvement.</li> </ul>

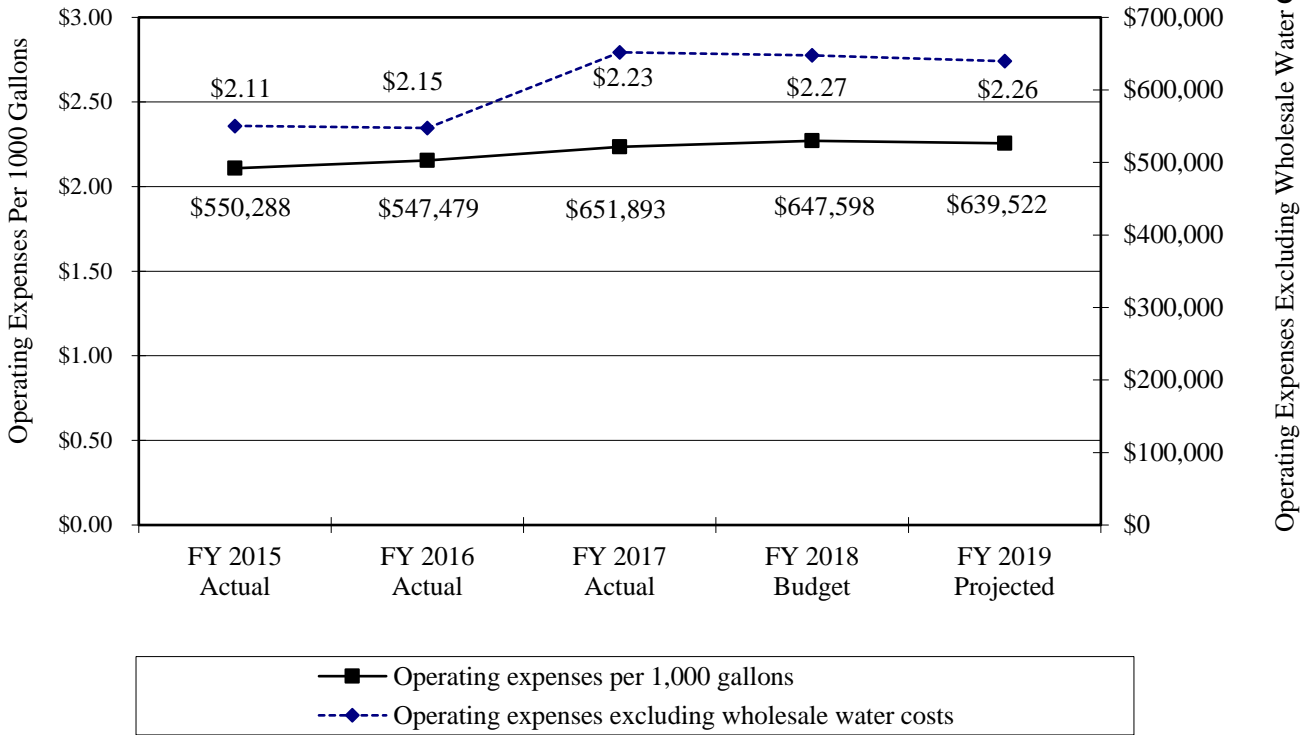
**Public Works - Water Supply & Maintenance**

**Performance Measures**

The Town of Herndon has approximately 84.7 miles of water main. Town water system operating expenses per 1,000 gallons of water purchased are calculated by dividing town water system expenses (personnel and O&M costs and wholesale water costs) by the total gallons of water purchased for each fiscal year. Town water operating expenses (less treatment and personnel) were relatively flat from FY 2017 to FY 2018. The budgeted amount for wholesale costs remains the same in FY 2019 as in FY 2018. Capital costs for line replacement are not included in the O&M costs.

OPERATING EXPENSES	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Projected
Personnel	\$420,686	\$438,669	\$596,130	\$492,398	\$493,422
O&M (includes wholesale water costs)	<u>1,234,307</u>	<u>1,232,147</u>	<u>1,231,765</u>	<u>1,455,200</u>	<u>1,446,100</u>
<b>TOTAL</b>	<b>\$1,654,993</b>	<b>\$1,670,816</b>	<b>\$1,827,895</b>	<b>\$1,947,598</b>	<b>\$1,939,522</b>
Water Purchased (1,000 gallons)	784,987	775,664	817,886	857,750	860,000
Wholesale water costs	\$1,104,705	\$1,123,337	\$1,176,002	\$1,300,000	\$1,300,000
<b>Operating expenses excluding wholesale</b>	<b>\$550,288</b>	<b>\$547,479</b>	<b>\$651,893</b>	<b>\$647,598</b>	<b>\$639,522</b>
<b>Operating expenses per 1,000 gallons</b>	<b>\$2.11</b>	<b>\$2.15</b>	<b>\$2.23</b>	<b>\$2.27</b>	<b>\$2.26</b>

**Water System Operating Expense**



<b>Water &amp; Sewer Fund</b>
<b>Water</b>

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	435,252	596,130	492,398	493,422	-
<b>Operations &amp; Maintenance</b>	1,223,067	1,231,765	1,455,200	1,446,100	-
<b>Capital Projects</b>	76,578	10,196	1,565,000	6,650,000	-
<b>Total Water</b>	<b>1,734,897</b>	<b>1,838,091</b>	<b>3,512,598</b>	<b>8,589,522</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	7	7	7	7	
<b>Part Time</b>	0	0	0	0	

**Budget Highlights**

**O&M**

The purchase of water capacity for residents is the largest single O&M expenditure in the water budget. In FY 2019, \$1,300,000 is budgeted, the same as FY 2018.

\$52,000 is budgeted for laboratory services and the disposal of debris from excavated job sites.

**Capital**

Total budgeted capital for the water division includes \$6,500,000 for the purchase of water capacity from Fairfax County.

**Capital Projects:**

Water Main Design	\$ 95,000
4X4 Pickup (338)	\$ 45,000
Water Meters	\$ 10,000
Purchase of Capacity (Bonded)	\$ 6,500,000
	<b>\$ 6,650,000</b>

# Chestnut Grove Cemetery Fund



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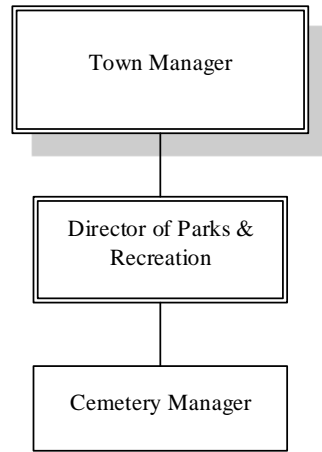
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## Chestnut Grove Cemetery

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### **Vision**

Chestnut Grove Cemetery provides residents of the Town of Herndon and the surrounding community interment services with traditional and mausoleum sites and park cremation garden and niches. Customers are supported with comforting memorial options.

### **FY 2018 Highlights**

- Replacement of Bobcat mini excavator.
- Placement of two 48-niche columbarium units in the park cremation garden areas.
- Monument restoration and repairs, which is an annual effort to restore and maintain historic memorials.
- 138 traditional sites added to inventory.

### **FY 2019 Initiatives**

- Pursue and reorganize the operational structure to allow for an additional full-time cemetery grounds employee to elevate the quantity and quality of work necessary to effectively increase the standards of grounds maintenance.
- Placement of a rock retaining wall around the northern side of the park area Mausoleum. This development will prevent the previous runoff of soil and contribute to the overall aesthetics of the park garden area.
- Develop private cremation estates in the park cremation garden area.
- Establish an Ossuary in the park cremation garden to increase the burial options for families with cremated remains.
- Continue to replace vital equipment to ensure the high level of maintenance standards within the facility, including the acquisition of a new mower/mulcher for turf care.
- Professional staff training and development.

Personnel - Cemetery	FY 2015-16 Adopted		FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Proposed	
	#	FTE	#	FTE	#	FTE	#	FTE
<b><u>Chestnut Grove Cemetery</u></b>								
Administrative Assistant	1	1	1	1	1	1	1	1
Cemetery Manager	1	1	1	1	1	1	1	1
Equipment Operator	1	1	1	1	1	1	1	1
Equipment Operator/Greensworker	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>2</u>	<u>2</u>
<b><u>Cemetery Total</u></b>	<b><u>4</u></b>	<b><u>4.00</u></b>	<b><u>4</u></b>	<b><u>4.00</u></b>	<b><u>4</u></b>	<b><u>4.00</u></b>	<b><u>5</u></b>	<b><u>5.00</u></b>

**Chestnut Grove Cemetery Fund (003)  
Revenue Estimates**

Object Code	Source	FY 16-17 Audited	FY 17-18 Budgeted	FY 18-19 Projected	Notes
349300	Cemetery Sites	445,939	452,800	454,900	Project 145 sites to be sold, including 2nd rights of interment.
347910	Interment Services	195,335	190,900	220,200	Project 145 interments.
347930	Memorial Sales	198,924	94,600	135,000	Income from sale of memorials, related products and services.
347920	Other Cemetery Income	46,049	2,500	43,283	Miscellaneous revenue.
369990	Not Otherwise Classified	3,918	1,000	0	
	<b>Total - Operating Revenues</b>	<u>890,165</u>	<u>741,800</u>	<u>853,383</u>	
361000	Interest Income on Investment Balances - <b>Non-Operating Revenue</b>	<u>8,960</u>	<u>11,200</u>	<u>6,000</u>	Interest income on investment balance at an average rate of 1.5 percent on \$400,000 average balance.
391040	Interest Income on Perpetual Care Fund Balance - <b>Transfer In</b>	<u>0</u>	<u>36,000</u>	<u>25,500</u>	Interest income on perpetual care fund cash balance at an average rate of 1.5 percent on \$1.7 million average balance.
391100	Use of Net Position	0	68,154	0	Use (or return) of available cash in enterprise fund portion of Cemetery
	<b>Total - Revenue from Other Sources</b>	<u>0</u>	<u>68,154</u>	<u>0</u>	
	<b>Total - Chestnut Grove Cemetery Fund</b>	<u>899,125</u>	<u>857,154</u>	<u>884,883</u>	
					<u>Investment Projections - FY 2018</u>
					Cemetery investment balance July 1, 2017, less FY 2018 use of net position: \$431,846
					Cemetery investment balance June 30, 2018, less FY 2019 use of net position: \$431,846
					P.C. cash balance July 1, 2017, plus 10 percent of FY 2018 cemetery sites revenue: \$1,663,722
					P.C. cash balance June 30, 2018, plus 10 percent of FY 2019 cemetery sites revenue: \$1,709,212

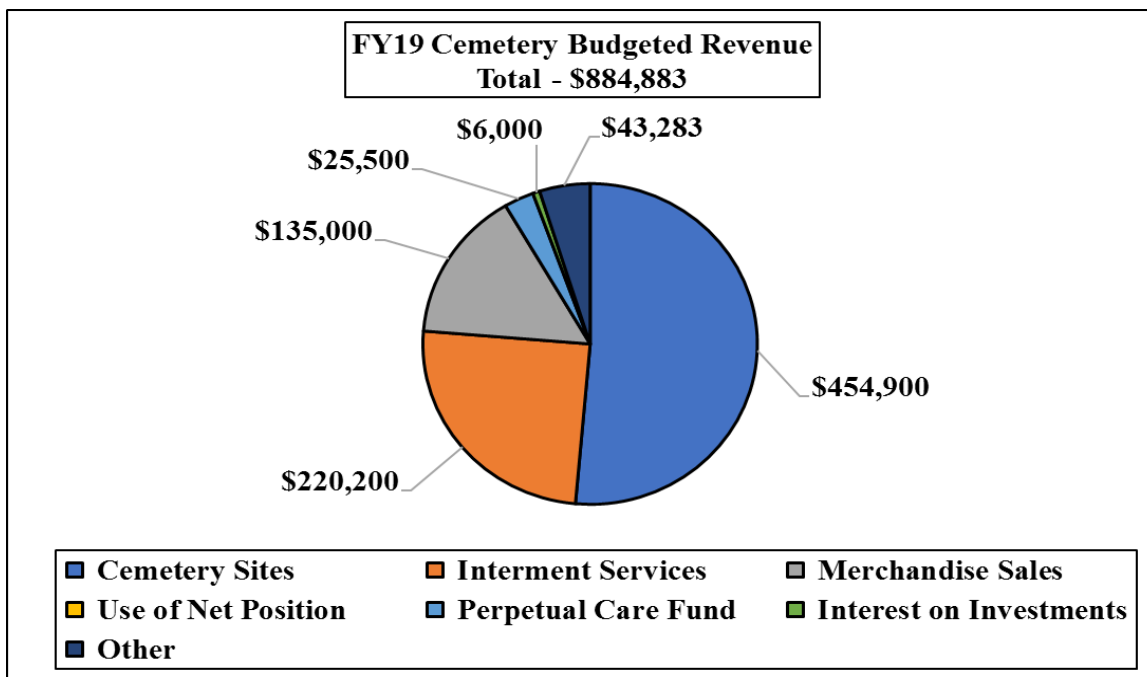


## Chestnut Grove Cemetery Enterprise Fund

Operating as a local government entity, the town uses fund accounting. The Cemetery Fund is considered a proprietary or "enterprise fund" and operates much like a private business; it is a stand-alone fund (separate from the General Fund) where user fees -- not real estate taxes -- support operational and maintenance expenditures.

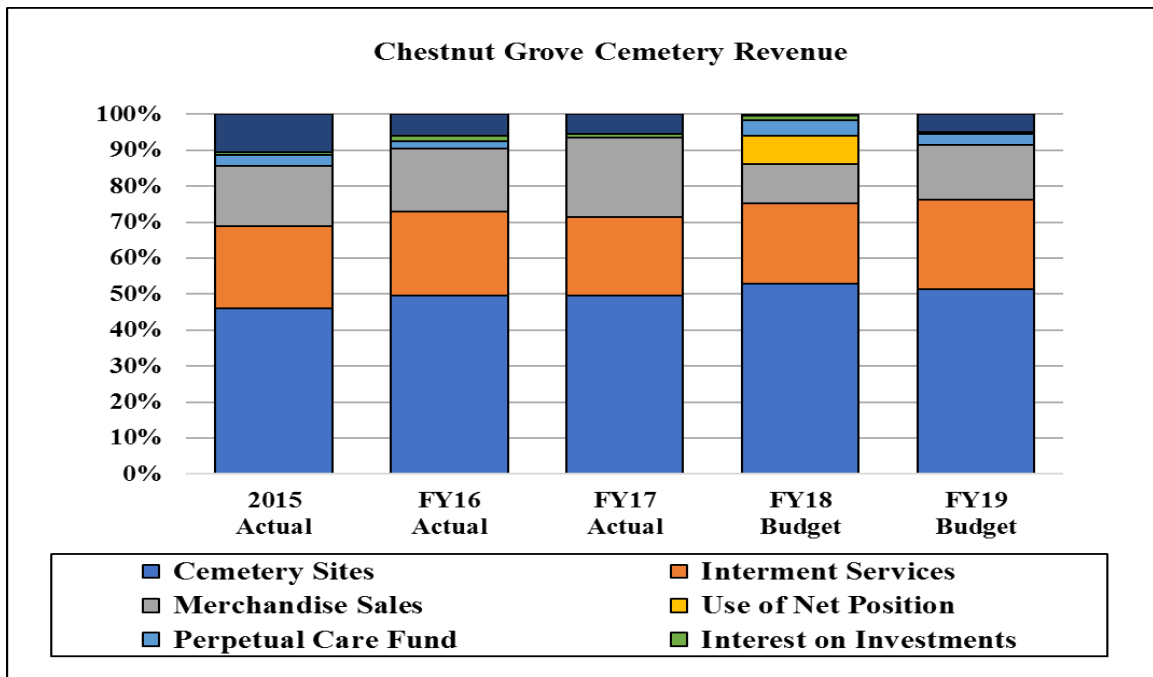
### Chestnut Grove Cemetery Fund Revenues

The Chestnut Grove Cemetery, located at 831 Dranesville Road, is a community heritage resource, providing 25 acres as an active historic cemetery. The site was formally organized as a cemetery in 1872, but its earliest burials date to the 1830s. In September 1997, the town accepted the dedication and ownership of the cemetery from the Chestnut Grove Cemetery Association, a volunteer group established in 1954, which operated and managed its day-to-day activities. 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.



Total budgeted FY 2019 Chestnut Grove Cemetery Fund revenue is \$884,883. Projections for FY 2019 include the sale of an estimated 145 sites and 145 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.

<b>DESCRIPTION</b>	<b>2015 Actual</b>	<b>FY16 Actual</b>	<b>FY17 Actual</b>	<b>FY18 Budget</b>	<b>FY19 Budget</b>
Cemetery Sites	388,880	429,208	445,939	452,800	454,900
Interment Services	193,365	202,235	195,335	190,900	220,200
Merchandise Sales	142,937	152,155	198,924	94,600	135,000
Use of Net Position				68,154	
Perpetual Care Fund	25,526	17,825		36,000	25,500
Interest on Investments	5,952	13,775	8,960	11,200	6,000
Other	89,475	52,090	49,967	3,500	43,283
	<b>846,134</b>	<b>867,287</b>	<b>899,125</b>	<b>857,154</b>	<b>884,883</b>



The majority of revenue comes from two sources – cemetery sites and interment services. In FY 2019, the two revenues combined accounted for 76.3 percent, or \$675,100, of cemetery revenues. On occasion, the town has budgeted for use of unassigned fund balance, but actual revenues generated in recent years has not required its use at year end. Often this can be attributed to better than expected performance in merchandise sales. Also of note is the relative stability of revenues over time.

<b>Chestnut Grove Cemetery – Cemetery Operations</b>		
<p>The Chestnut Grove Cemetery activity center operates as a stand-alone, self-sustaining enterprise fund. The mission of Chestnut Grove Cemetery is to provide cemetery services for the town and area residents through an aesthetically-pleasing, well-maintained cemetery, which offers contemporary options for interment services. Through customer service, citizens of the community can expect to be served with respect and dignity.</p>		
Goals	Strategies	Measures
<p>Promote Chestnut Grove Cemetery as cemetery of choice for Northern Virginia residents in western Fairfax and eastern Loudoun counties.</p>	<ul style="list-style-type: none"> <li>• Increase awareness of Chestnut Grove Cemetery and product offerings to town residents, local communities, funeral homes and independent consumers using the website and marketing materials.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue advertising program in local churches.</li> <li>• Distribute cemetery ad brochure in the 2019 town calendar.</li> <li>• Provide municipal locations, local churches, funeral homes and relevant cremation societies with marketing material.</li> </ul>
<p>Provide cemetery services and products that support operations of the cemetery.</p> <p style="text-align: center;"><i><b>Vision Tenet: Honoring People</b></i></p>	<ul style="list-style-type: none"> <li>• Provide pre-need and at-need sale of cemetery products.</li> <li>• Accommodate arrangements for 154 internments.</li> <li>• Continue sale of cemetery products including memorials, vaults, memorial inscriptions, mausoleum and niche vases and repairs.</li> <li>• Provide updated sales and memorial brochures.</li> <li>• Strategic follow-up with families after interment regarding memorial options.</li> </ul>	<ul style="list-style-type: none"> <li>• Attain pre-need and at-need sales of 145 cemetery interment sites, mausoleum and columbaria sites.</li> <li>• Average revenue per site sale increases with additional product options.</li> </ul>
<p>Improve customer service and overall operation of the cemetery.</p> <p>Improve the overall appearance of the cemetery.</p> <p style="text-align: center;"><i><b>Vision Tenet: Honoring People</b></i></p>	<ul style="list-style-type: none"> <li>• Respond to community needs with on-site administration and sales.</li> <li>• Replacement of Bobcat excavator.</li> <li>• Continue employee training and mentoring programs.</li> <li>• Continue turf management with consistent soil preparation, seeding, fertilization and weed control program for developed areas of cemetery in line with budgeted resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide cemetery informational materials on request including: price sheets, maps, cemetery brochure, memorial brochure, and owner property information.</li> <li>• Provide exceptional graveside and burial service which demonstrates the overall operational standards of the facility.</li> <li>• Schedule the upkeep and development of landscaped areas in line with budgeted resources.</li> <li>• Fund professional fertilization and weed control program for the developed areas of cemetery.</li> </ul>
<p>Take measures to provide families with continuous means to honor and pay tribute to loved ones throughout the year.</p> <p style="text-align: center;"><i><b>Vision Tenet: Celebrating Community Spirit</b></i></p>	<ul style="list-style-type: none"> <li>• On site assistance and pre-planning for annual events: Memorial Day, Veteran’s Day, and Wreaths Across America to honor Veterans.</li> <li>• Enhance the Memory Tree program for families and friends of loved ones interred during the year.</li> <li>• Maintain “park area” as cemetery anchor.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide information, logistics and assistance to local civic organizations for memorial events.</li> <li>• Seasonal observance for families and friends who have loved ones interred during the year.</li> <li>• Continue strategic development of park cremation garden area.</li> </ul>

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### Chestnut Grove Cemetery - Cemetery Operations

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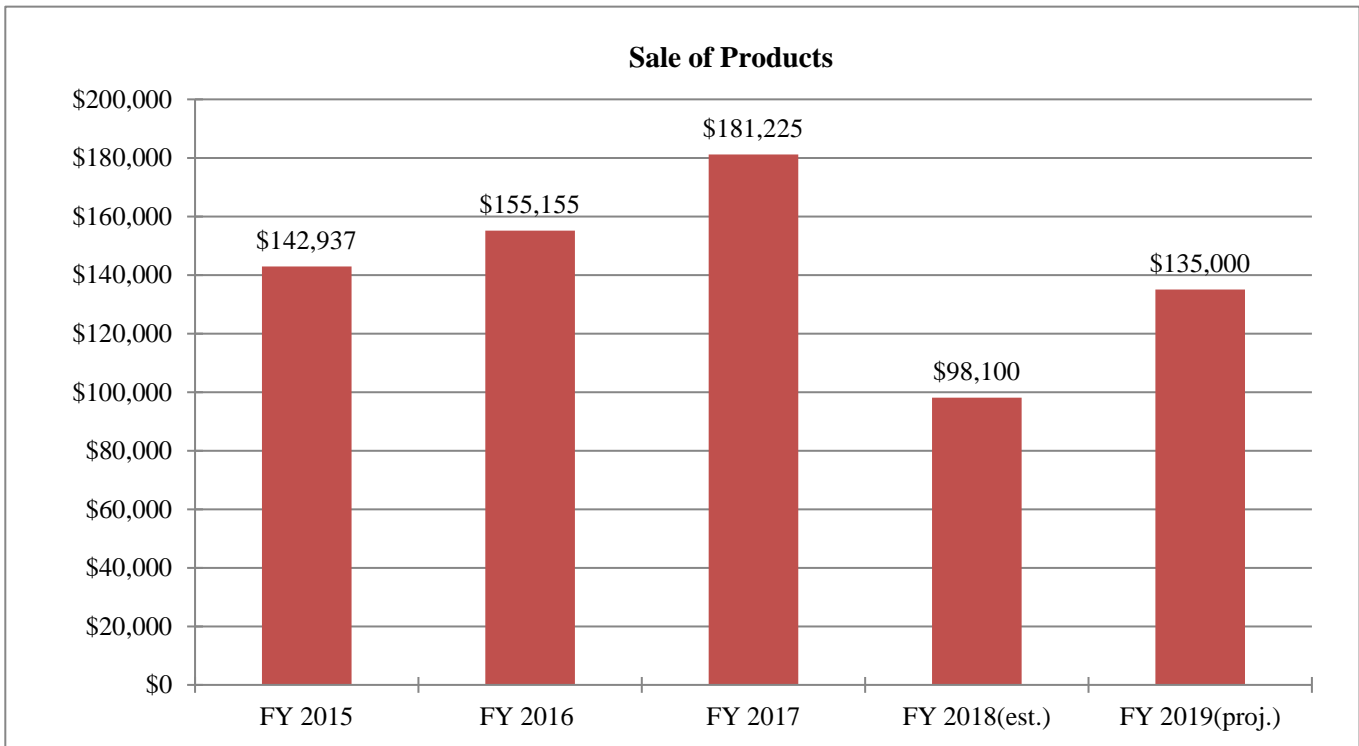


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#### Performance Measures

On September 29, 1997, the town assumed management of Chestnut Grove Cemetery as a stand-alone enterprise fund. Revenue projections for FY 2019 include the sale of 145 sites and 145 interments. Additional revenues include income from the sale of memorializing products and interest earnings from continued investment of the perpetual care funds. Fees are modified in response to market and cost demands.

	<u>Site Sales</u>	<u>Interments</u>	<u>Sale of Products</u>
FY 2015	153	137	\$142,937
FY 2016	132	140	\$155,155
FY 2017	148	132	\$181,225
FY 2018(est.)	131	129	\$98,100
FY 2019(proj.)	145	145	\$135,000



**Cemetery  
Fund Summary**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	349,835	360,904	362,954	387,453	-
<b>Operations &amp; Maintenance</b>	176,075	199,630	173,300	167,300	-
<b>Capital</b>	-	-	55,000	62,240	-
<b>Non-Departmental</b>	173,582	173,474	65,700	68,590	-
<b>Debt</b>	48,301	48,242	200,200	199,300	-
<b>Total Cemetery</b>	<b>747,793</b>	<b>782,250</b>	<b>857,154</b>	<b>884,883</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	4	4	4	5	
<b>Part Time</b>	0	0	0	0	

**Budget Highlights**

**Personnel**

In order to improve service delivery and employee retention, in FY 2019 the Cemetery Fund plans to convert a part-time position into a full-time position.

**O&M**

For the first time in several years, the Cemetery Fund has included appropriations (\$3,500) for travel and training. This is part of a town-wide effort to ensure that employees have the necessary training to perform their functions at a high level.

Products for resale is budgeted at \$70,000. The sale of products related to memorial services generates a markup and more than pays for the budget amount.

**Capital Projects**

Mausoleum & Cremation	
Estate retaining wall	\$49,195

# Golf Course Fund



[www.herndon-va.gov](http://www.herndon-va.gov)



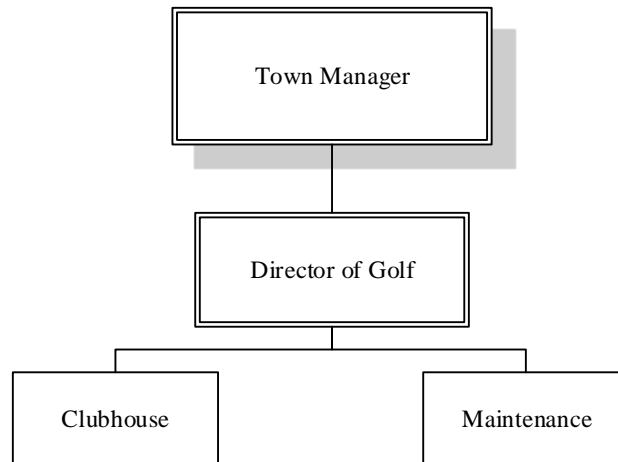
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## Golf Course

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### **Vision**

The vision of the Herndon Centennial Golf Course is to be known as the first course to consider in the Washington D.C. Metropolitan area, because of its quality conditions, value and service, while striving to operate in a manner that protects and enhances the environment.

### **FY 2018 Highlights**

- Advertised request for proposal (RFP), awarded contract and launched new point of sale golf management system.
- Advertised RFP and awarded contract for new food and beverage concessionaire.
- Incorporated hybrid technology into the equipment replacement plan through procurement of a hybrid greens mower.
- Continued implementation of the nutrient management plan as approved by Virginia Department of Conservation and Recreation.

### **FY 2019 Initiatives**

- Maintain the sustainability of the golf course enterprise fund.
- Implement equipment replacement program.
- Implement environmental management programs.
- Administer a variety of activities; provide quality service to all patrons.

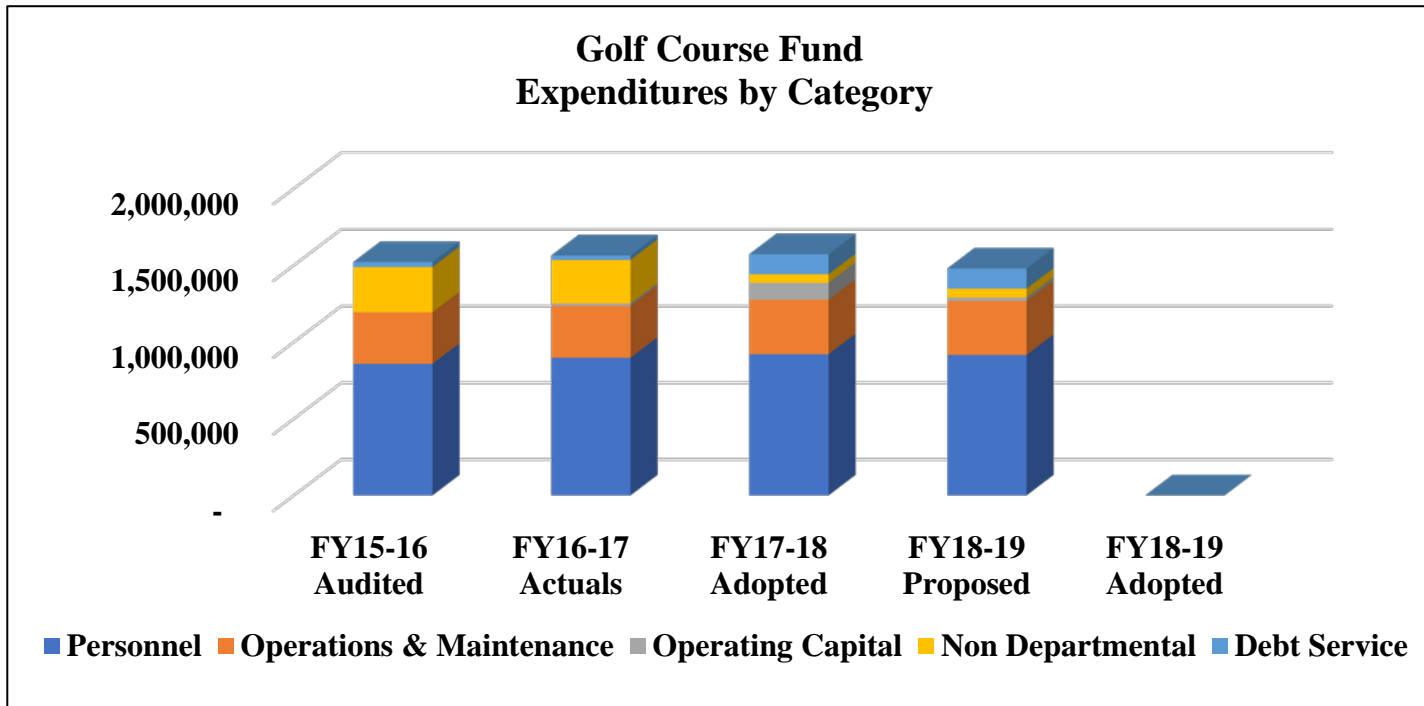


**Golf Course  
Fund Budget**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	857,823	897,445	920,319	915,934	-
<b>Operations &amp; Maintenance</b>	336,352	337,869	355,781	352,200	-
<b>Operating Capital</b>	-	15,574	109,500	22,000	-
<b>Non Departmental</b>	293,907	283,926	56,100	57,700	-
<b>Debt Service</b>	33,031	29,198	130,500	131,100	-
<b>Total Golf Course</b>	<b>1,521,113</b>	<b>1,564,012</b>	<b>1,572,200</b>	<b>1,478,934</b>	<b>-</b>

**Staffing**

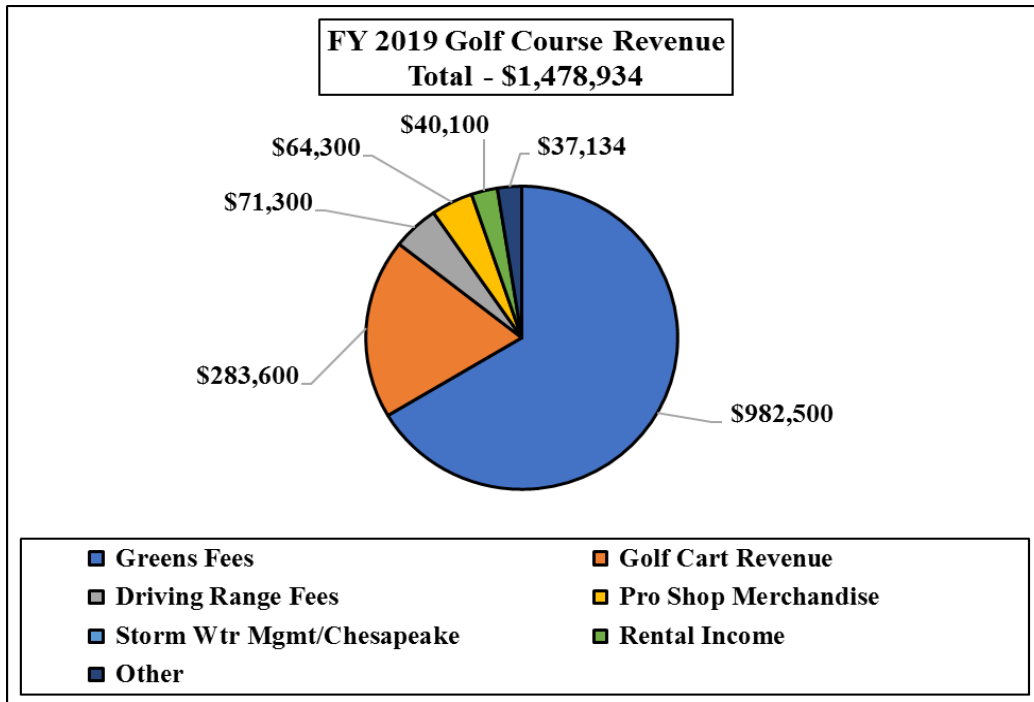
	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	9	10	9	9	
<b>Part Time</b>	0	0	0	0	



## Golf Course Fund

Operating as a local government entity, the town uses fund accounting. The Golf Course Fund is considered a proprietary or "enterprise fund" and operates much like a private business; it is a stand-alone fund (separate from the General Fund) where user fees -- not real estate taxes -- support operational and maintenance expenditures.

### Golf Course Fund Revenues



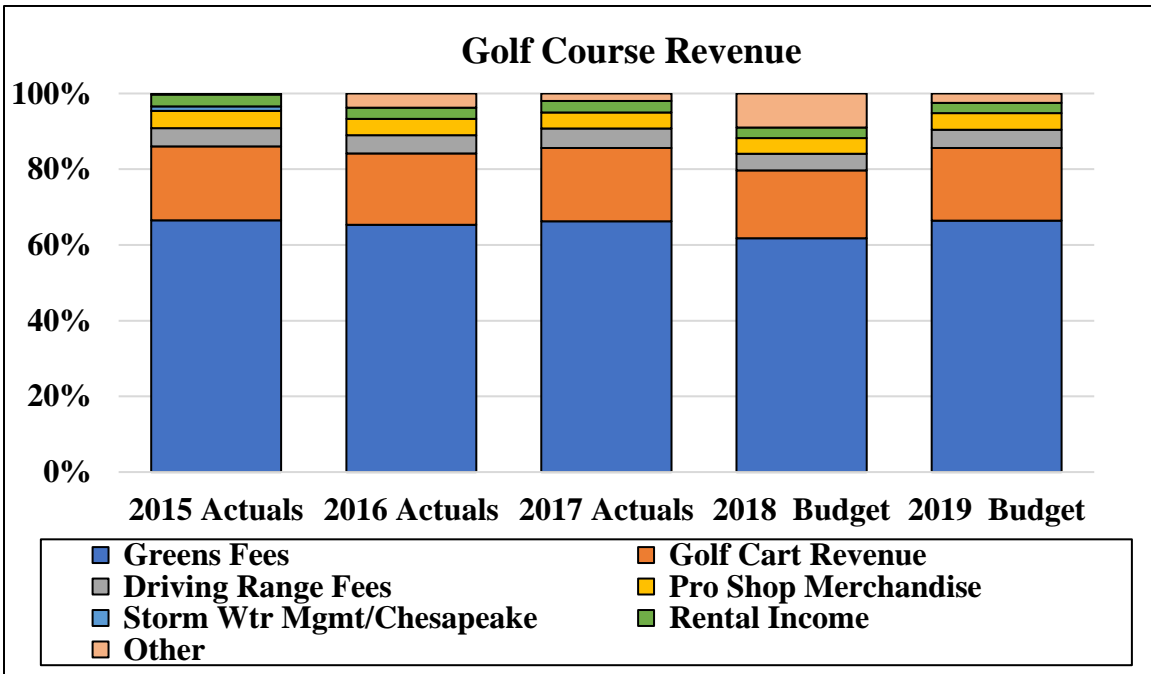
The Herndon Centennial Golf Course continues to be one of the most popular, well managed and well-maintained courses in Northern Virginia. The course offers 18 holes, a driving range and practice facilities. There is also a full-service pro shop, club rental, PGA golf instruction and a snack bar. The course maintains a 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.

Total budgeted FY 2019 Golf Course Fund revenue is \$1,478,934. The greens fees for FY 2019 include discounts for town residents, senior citizens and juniors, "twilight" and "late twilight" time periods, annual passes and off-season play. Golf cart rental rates include an option for annual pass cart upgrade.

Greens fees, golf cart rentals and all 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 are projected to remain unchanged over the prior fiscal year (see information on next page).

Description	2015 Actuals	2016 Actuals	2017 Actuals	2018 Budget	2019 Budget
Greens Fees	\$ 912,494	\$ 981,038	\$ 1,000,583	\$ 970,600	\$ 982,500
Golf Cart Revenue	\$ 268,609	\$ 283,140	\$ 292,332	\$ 281,600	\$ 283,600
Driving Range Fees	\$ 65,306	\$ 73,147	\$ 77,455	\$ 69,400	\$ 71,300
Pro Shop Merchandise	\$ 62,803	\$ 64,396	\$ 64,237	\$ 65,700	\$ 64,300
Storm Wtr Mgmt/Chesapeake	\$ 16,670				
Rental Income	\$ 42,750	\$ 44,490	\$ 45,525	\$ 43,600	\$ 40,100
Other	\$ 3,932	\$ 56,337	\$ 29,877	\$ 141,300	\$ 37,134
	<b>\$ 1,372,563</b>	<b>\$ 1,502,549</b>	<b>\$ 1,510,009</b>	<b>\$ 1,572,200</b>	<b>\$ 1,478,934</b>

The projection for FY 2019 closely mirrors the current state of the golf industry. Key issues that continue to impact golf course operations are a sluggish economy and a decline in golf participation. Pricing has become very fluid with today's changing market dynamics. Discounting is now a standard practice and strategies incorporated continue to take on many forms, including use of promotional rates, internal yield management and use of third party resellers. With the foreseeable future predicted to remain unstable, a careful blend of planning, creativity and flexibility will be required to ensure continued success.



**Golf Course Fund (007)  
Revenue Estimates**

<b>Object Code</b>	<b>Source</b>	<b>FY 16-17 Audited</b>	<b>FY 17-18 Budgeted</b>	<b>FY 18-19 Projected</b>	<b>Notes</b>
347600	Green Fees	1,000,583	970,600	982,500	Revenue from daily fee and annual pass sales; includes rate discounts based on age, town residency, time of day and time of year. Proposed revenue based on current fees; weather sensitive.
347700	Golf Cart Revenue	292,332	281,600	283,600	Revenue from golf cart rentals. Proposed revenue based on current rental rates; weather sensitive.
347710	Pull Cart Rental	4,734	5,700	5,400	Rental income; weather sensitive.
347720	Merchandise Sales (Pro Shop)	64,237	65,700	64,300	Income from sale of golf equipment, clothes and accessories.
347730	Handicapping Fees	9,538	10,500	10,100	Income from the provision of VSGA handicapping service.
347740	Golf Club Rental	2,444	2,800	2,500	Rental income; weather sensitive.
347750	Driving Range Fees	77,455	69,400	71,300	Income from use of the driving range; weather sensitive.
363000	Rental Income	45,525	43,600	40,100	Rental income from concession operation and superintendent's house.
369990	Not Otherwise Classified	441	300	4,534	
	<b>Total - Operating Revenues</b>	<u>1,497,289</u>	<u>1,450,200</u>	<u>1,464,334</u>	
361000	Interest on Investments - <b>Non-Operating Revenues</b>	12,720	25,000	14,600	Interest earnings on investment balance of \$650,000 at average interest rate of 1.5 percent plus \$4,800 in bond premium amortization.
391100	Use of Net Position	0	97,000	0	Use of available cash in enterprise fund portion of Golf Course Fund for FY 2017 CIP project; clubhouse renovation design services.
	<b>Total - Golf Course Revenue</b>	<u>1,510,009</u>	<u>1,572,200</u>	<u>1,478,934</u>	

Personnel - Golf Course	FY 2015-16 Adopted		FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Proposed	
	#	FTE	#	FTE	#	FTE	#	FTE
<b><u>Golf Course</u></b>								
<b><u>Maintenance</u></b>								
Assistant Golf Course Superintendent	1	1	1	1	1	1	1	1
Equipment Operator/Greensworker	2	2	2	2	2	2	2	2
Golf Course Superintendent	1	1	1	1	1	1	1	1
Irrigation Technician	0	0	1	1	1	1	1	1
Mechanic/Equipment Operator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>5</b>	<b>5.00</b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>
<b><u>Clubhouse</u></b>								
Director of Golf	1	1	1	1	1	1	1	1
Golf Operations Assistant I	1	1	1	1	0	0	0	0
Golf Operations Assistant II	1	1	1	1	1	1	1	1
Golf Professional	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>4</b>	<b>4.00</b>	<b>4</b>	<b>4.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>
<b><u>Golf Course Total</u></b>	<b><u>9</u></b>	<b><u>9.00</u></b>	<b><u>10</u></b>	<b><u>10.00</u></b>	<b><u>9</u></b>	<b><u>9.00</u></b>	<b><u>9</u></b>	<b><u>9.00</u></b>

<b>Golf Course - Clubhouse</b>		
<p>The mission of the Clubhouse activity center is to oversee the operation, scheduling and publicity of daily play and administer programs and services that support the golf activities of the public, while embracing a culture that emphasizes customer-centric operations in order to operate as a successful enterprise.</p>		
Objectives	Strategies	Measures
<p>Maintain and enhance economic sustainability.</p>	<ul style="list-style-type: none"> <li>• Provide an adaptive and competitively priced daily fee structure.</li> <li>• Offer and promote an annual membership program.</li> <li>• Use third party resellers to drive incremental business during off peak times.</li> <li>• Coordinate and implement a year round schedule of individual and team competitions.</li> <li>• Pursue opportunities to operate more cost effectively and efficiently.</li> </ul>	<ul style="list-style-type: none"> <li>• Exceed FY 2014-2018 average rounds played by one percent.</li> <li>• Sell a minimum of 50 annual passes.</li> <li>• Over \$75,000 in sales generated through intermediary websites and other outlets.</li> <li>• Outsource a minimum of four services through use of private sector.</li> <li>• Utilize 500 hours of volunteer service.</li> </ul>
<p>Promote Herndon Centennial to help establish the town as a desirable destination throughout the region.</p> <p style="text-align: center;"><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>• Develop and publish regular communications and a schedule of course activities through the website, social media and e-mail club.</li> <li>• Continue targeted marketing efforts; implement opportunities for direct marketing through point-of-sale system.</li> <li>• Recruit and retain league clients.</li> <li>• Recruit business, non-profit and charity golf outings.</li> </ul>	<ul style="list-style-type: none"> <li>• Issue 10 “On the Tee” e-newsletters.</li> <li>• Utilize five different marketing channels to promote services and events.</li> <li>• Host four weekly in-house, corporate or local business leagues.</li> <li>• Host a minimum of four outings with 75 or more participants.</li> </ul>
<p>Provide programs and services of exceptional quality.</p> <p style="text-align: center;"><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Coordinate and conduct a variety of events with a focus on customer favorites and unique formats.</li> <li>• Offer options to custom order merchandise from major manufacturers.</li> <li>• Implement introductory and growth of game initiatives in a cost effective manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Register over 400 participants for course sponsored events.</li> <li>• Receive and process over 50 custom merchandise orders.</li> <li>• Conduct three complimentary instructional clinics.</li> <li>• Ninety percent of reviews posted on Golf Advisor recommend Herndon Centennial.</li> </ul>

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## Golf Course - Clubhouse

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### Performance Measures

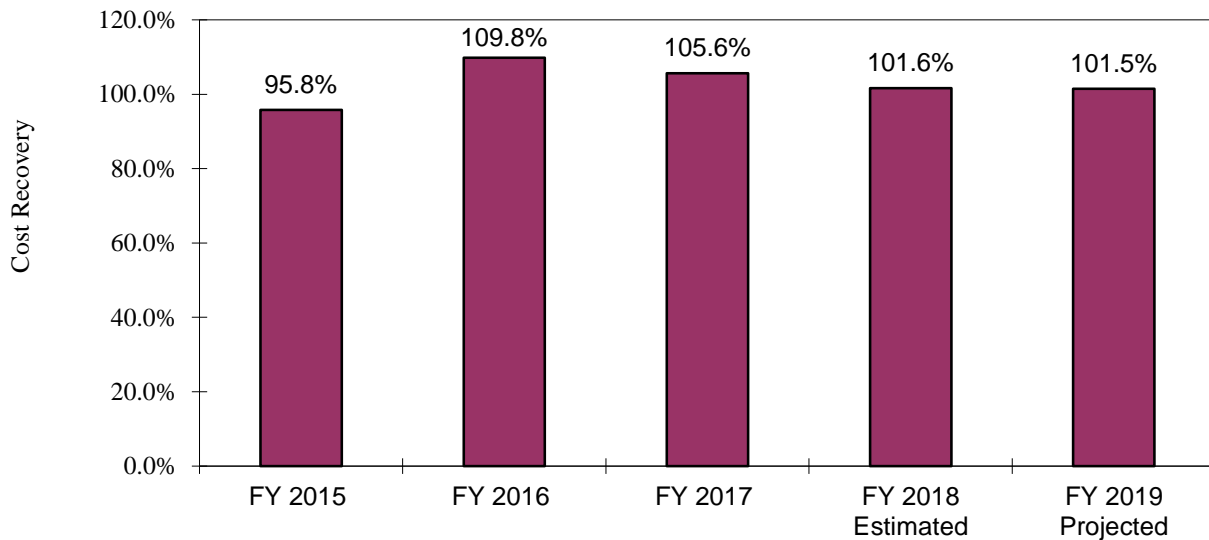
The Herndon Centennial Golf Course is managed as an enterprise fund and accounts for operations in a manner similar to private business enterprises, where the intent is that the costs of providing goods and services be financed or recovered through user charges. Revenues are obtained from investment earnings, greens fees, merchandise sales, use of the driving range, provision of handicapping services, and rental income from golf carts, pull carts, golf clubs and concession operation. The overall golf market continues to show volatility as owners struggle with declining interest in the sport and a glut of competition. The number of U.S. golfers who played at least one round a year dropped from 30 million in 2003 to 24 million last year. A nearby public course in Loudoun County has closed and a second is under contract for redevelopment. More than 800 golf courses have closed across the United States in the past decade.

### Percentage of Expenditures Offset by Revenues

	<u>Revenues</u>	<u>Expenditures*</u>	Cost Recovery <u>Percentage</u>
FY 2015	\$1,366,093	1,426,190	95.8%
FY 2016	\$1,502,549	1,367,942	109.8%
FY 2017	\$1,510,009	1,429,643	105.6%
FY 2018 Estimated	\$1,486,500	1,462,700	101.6%
FY 2019 Projected	\$1,480,100	1,458,000	101.5%

\*Excludes depreciation and amortization expenses

### Golf Course Cost Recovery



<b>Golf Course Fund</b> <b>Clubhouse Division</b>
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	FY15-16 Audited	FY16-17 Actuals	FY17-18 Adopted	FY18-19 Proposed	FY18-19 Adopted
<b>Personnel</b>	416,695	420,415	442,298	442,258	-
<b>Operations &amp; Maintenance</b>	110,261	111,106	118,281	118,800	-
<b>Operating Capital</b>	-	-	31,500	-	-
<b>Total Club House</b>	<b>526,956</b>	<b>531,521</b>	<b>560,579</b>	<b>561,058</b>	-

**Staffing**

	FY15-16 Audited	FY16-17 Actuals	FY17-18 Adopted	FY18-19 Proposed	FY18-19 Adopted
<b>Full Time</b>	4	4	3	3	
<b>Part Time</b>	0	0	0	0	

**Budget Highlights**

Products for resale (\$39,400) are sold with a small markup and return more money than initially expended.

Bank Service Charges (\$29,000) increased by \$2,700 over the FY 2018 number. Growth in these fees is being seen in all divisions.

Electricity (\$14,200)



<b>Golf Course - Maintenance</b>		
<p>The Maintenance activity center implements agronomic practices and programs that provide the highest quality and most aesthetically pleasing grounds, to meet or exceed the expectations of all patrons, while operating in a manner that protects and enhances the environment.</p>		
Objectives	Strategies	Measures
<p>Provide well maintained playing conditions in an attractive setting.</p> <p><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <li>• Provide smooth putting surfaces and maintain mowing heights within desired standards.</li> <li>• Implement aeration, cultural and weed control programs.</li> <li>• Maintain bunkers and provide uniform depths of sand.</li> <li>• Maintain equipment in safe operating condition.</li> </ul>	<ul style="list-style-type: none"> <li>• Mow or roll greens a minimum of six times per week during peak season.</li> <li>• Ninety percent of reviews posted on Golf Advisor rate playing conditions as either good or excellent.</li> <li>• Conduct a minimum of three aerations of greens and one aeration of tees and fairways.</li> <li>• Conduct five light topdressing applications on greens.</li> </ul>
<p>Implement environmental management practices to responsibly care for the land, water, wildlife and natural resources on which the course is sustained.</p> <p><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <li>• Implement an integrated pest management program.</li> <li>• Implement nutrient management program.</li> <li>• Utilize organic fertility sources.</li> <li>• Monitor soil moisture conditions and check against established threshold numbers prior to applying water.</li> <li>• Partner with community organizations to enhance environmental sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>• Use a combination of three pest management control methods.</li> <li>• Conduct 24 soil tests (six each of greens, tees, fairways and roughs).</li> <li>• Use a minimum of five Organic Material Review Institute (OMRI) approved products.</li> <li>• Coordinate with the Community Forester to complete a Scout project.</li> </ul>

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## Golf Course - Maintenance

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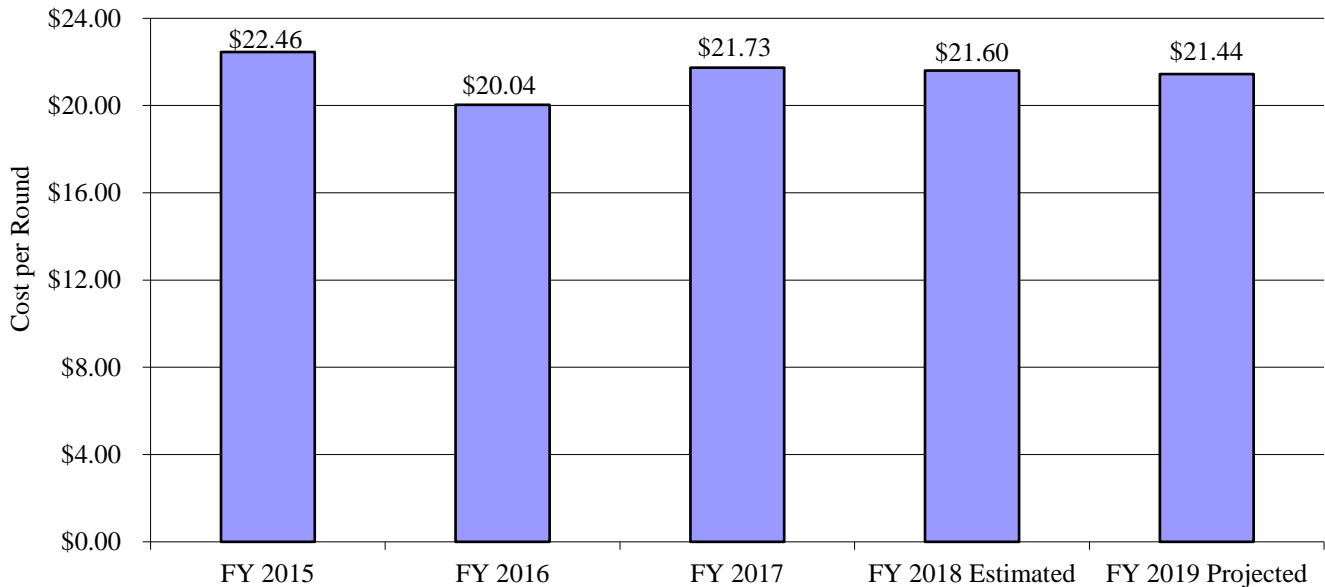
### Performance Measures

The town's golf course enables citizens to enjoy a high quality of life and provides an enduring green space that supports the town's 2035 Vision tenet "Cultivating a Sustainable Environment". A focus on implementation of environmental management best practices, having both economic and productivity advantages, helps to protect the environment as well as provide services at the lowest possible cost.

### Key Performance Indicators

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Projected</u>
Rounds Played	30,368	33,112	33,029	32,800	33,100
Operating Expenses	\$682,137	\$663,701	\$717,667	\$708,366	\$709,800
Cost per Round	\$22.46	\$20.04	\$21.73	\$21.60	\$21.44

**Golf Course  
Maintenance Operating Cost Per Round**



<b>Golf Course Fund Maintenance Division</b>
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	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Personnel</b>	441,128	477,030	478,021	473,676	-
<b>Operations &amp; Maintenance</b>	226,091	226,763	237,500	233,400	-
<b>Operating Capital</b>	-	15,574	78,000	22,000	-
<b>Total Maintenance</b>	<b>667,219</b>	<b>719,367</b>	<b>793,521</b>	<b>729,076</b>	-

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Proposed</b>	<b>FY18-19 Adopted</b>
<b>Full Time</b>	5	6	6	6	
<b>Part Time</b>	0	0	0	0	

**Budget Highlights**

**O&M**

Materials & supplies (\$124,000) for purchase of fertilizer, pesticides and seed.

**Capital**

Utility vehicle (\$22,000).

# Downtown Parking Fund



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## Downtown Parking Fund

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**Vision Tenet:**  
*Championing Business and  
Technology*

### **Purpose**

The Downtown Parking Fund provides a separate financial entity to account for the revenues and expenditures associated with the 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. The fund is dedicated to planning and providing for public shared parking facilities to serve the downtown.

Based on an analysis conducted in 2009 and further affirmed by Town Council Ordinance 09-O-06, the projected capital cost of the parking spaces is approximately \$14,700 per space; and the annual cost of operations, maintenance and administration of the public shared parking spaces is \$156 per space.

When joining the program, participants pay 60 percent of the \$14,700 per parking space capital cost (or \$8,820 per space) to the town for each parking space needed. Participants also pay 50 percent of the \$156 per parking space yearly operations, maintenance and administration cost (or an annual maintenance fee of \$78 per parking space).

The public shared parking alternative program provides for a situation where a developer would provide private parking facilities with a portion of the spaces dedicated to public shared parking. The ordinance continues to allow for parking facilities provided by the town, on town-owned land.

## **Downtown Parking Fund Revenues**

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. Currently, the town has eight participants in the program and 211 parking spaces committed. Based on an analysis conducted in 2009 and further affirmed by Town Council, the projected capital cost of the parking spaces is approximately \$14,700 per space; and the annual cost of operations, maintenance and administration of the public shared parking spaces is \$156 per space.

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 include electric service for parking lot lighting, minor maintenance costs and rent for use of a vacant downtown parcel for additional public parking.

Total budgeted FY 2019 Downtown Parking Enterprise Fund revenue is \$1,240,000. This amount includes a \$200,000 transfer-in from the General Fund that will provide debt service capacity for the downtown development project. Funding for the transfer-in is derived from the town's meals tax collections. It also includes \$1,000,000 in bond proceeds (with an additional \$25,000 for fiscal agency fees) for activities related to the downtown development project.

**Downtown Parking Enterprise Fund (008)  
Revenue Estimates**

<b>Object Code</b>	<b>Source</b>	<b>FY 16-17 Audited</b>	<b>FY 17-18 Budgeted</b>	<b>FY 18-19 Projected</b>	<b>Notes</b>
345010	Parking Availability Fees	0	0	0	As of March 2018, a total of 211 parking spaces have been committed to eight Public Shared Parking Program participants.
365010	Annual Parking Space Maintenance Fee	12,714	12,700	12,700	Participant share of operations, maintenance and administrative costs associated with the Public Shared Parking Program. Current annual reimbursement rate is \$78 per parking space.
369990	Not Otherwise Classified	14,189	14,200	14,200	Public Shared Parking Program promissory note proceeds.
	<b>Total - Operating Revenue</b>	<u>26,903</u>	<u>26,900</u>	<u>26,900</u>	
361000	Interest on Investments	(12,563)	0	0	FY 2017 fair market value of the investments declined.
361010	Interest Earnings on Notes Receivable	5,584	4,700	3,800	Interest on one note receivable associated with town's Public Shared Parking Program.
	<b>Total Non-Operating Revenue</b>	<u>(6,979)</u>	<u>4,700</u>	<u>3,800</u>	
390010	<b>Transfer-in from General Fund</b>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	Transfer-in from General Fund to be set aside for future construction of a parking garage in the downtown. General Fund transfer is supported by meals tax rate increase to 2.5 percent which became effective July 1, 2011.
391100	Use (or Return) of Net Position	<u>0</u>	<u>(16,600)</u>	<u>(15,700)</u>	
393200	Use of Bond Proceeds	<u>0</u>	<u>0</u>	<u>1,025,000</u>	FY 2019 bond proceeds are for the town's payment to Comstock for the downtown development, which is detailed in the comprehensive agreement.
	<b>Total - Downtown Parking Enterprise Fund</b>	<u>219,924</u>	<u>215,000</u>	<u>1,240,000</u>	



**Downtown Parking Fund  
0088005**

Object Code	Account Description	FY15-16 Audited	FY16-17 Actuals	FY17-18 Adopted	FY18-19 Proposed	FY18-19 Adopted
	<b><u>Operations &amp; Maintenance</u></b>					
420 31 0	Electricity	2,992	2,647	3,000	3,000	
420 41 0	Materials & Supplies	-	-	-	-	
420 45 0	Leased Space	12,000	12,000	12,000	12,000	
	<b>Total - Operations &amp; Maintenance</b>	<b>14,992</b>	<b>14,647</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>
	<b><u>Capital</u></b>					
480 32 0	Station Street Parking Garage	29,013	200,000	-	1,000,000	-
480 33 0	Surface Parking Lots	-	-	-	-	-
	<b>Total - Capital</b>	<b>29,013</b>	<b>200,000</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>
	<b><u>Non-Departmental</u></b>					
420 96 0	Depreciation Expense	3,562	4,422	-	-	-
	<b>Total - Non-Departmental</b>	<b>3,562</b>	<b>4,422</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b><u>Debt</u></b>					
498 51 0	Reserve for Future Debt Service	-	-	200,000	200,000	
	Bond Issuance Costs	-	-	-	25,000	
	<b>Total - Non-Departmental</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>225,000</b>	<b>-</b>
	<b>Total - Downtown Parking Fund</b>	<b>47,567</b>	<b>219,069</b>	<b>215,000</b>	<b>1,240,000</b>	<b>-</b>

# Capital Projects Fund



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## Capital Projects Fund

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**Vision Tenets:**  
*Celebrating Community Spirit*  
*Enriching Lives Through Arts and Entertainment*  
*Cultivating a Sustainable Environment*

### **Purpose**

The Capital Projects Funds include two different types of capital funds – the first is the Capital Project Fund itself, which is used to account for transactions related to major asset acquisition, maintenance or construction projects, and the second is the Information Systems Improvement Fund, which is used to account for the acquisition and installation of automated equipment, telecommunications and other information systems improvements.

Typical revenue sources for the Capital Projects Funds include interest earnings on available project balances; federal, state and local grants for select capital construction projects; use of developer contributions, proffers and watershed pro-rata shares; proceeds from bond issues or capital lease/purchase arrangements; and inter-fund transfers.

Community Development provides the lead staff support for the annual capital improvement program (CIP) process which includes extensive inter-departmental coordination and production of a final document for adoption by the Town Council after review and recommendation by the staff, the Planning Commission and the town manager. The review process includes public hearings and work sessions of the Planning Commission and Town Council in accord with Virginia Code. The FY 2019-2024 CIP is anticipated to include a number of capital projects supported by the General Fund, the Golf Course Fund, the Water and Sewer Fund, the Downtown Parking Fund and numerous federal, state, regional and local grant funding sources.

**Capital Projects and Information Systems Improvement Fund  
Revenue Estimates**

<b>Object Code</b>	<b>Source</b>	<b>FY 16-17 Audited</b>	<b>FY 17-18 Budgeted</b>	<b>FY 18-19 Projected</b>	<b>Notes</b>
	<b><u>015- and 016-</u></b>				
	<b><u>Use of Money and Property</u></b>				
300000	<u>0151536-</u> Interest on Investments	53,397	30,000	30,000	Anticipates average intermediate-term interest rate at 2.25 percent and investment base of \$1.33 million. Interest earnings to will be used to offset amount needed for bond proceeds / capital lease purchase of certain CIP projects.
	<b>Total - Use of Money and Property</b>	<u>53,397</u>	<u>30,000</u>	<u>30,000</u>	
	<b><u>Intergovernmental Grants</u></b>				
310030	<u>0151599-</u> Fairfax County Capital Grants (Local Funding)	0	1,050,000	3,180,000	FY 2019 contains \$1,400,000 anticipated grant from Fairfax County (under HMSAMS funding) to augment funding of Van Buren Street (Spring St to Herndon Pkwy); \$1,280,000 Herndon Pkwy to South Town Line; \$500,000 Fairfax County Grant for the Downtown Arts Center.
Various	Northern Virginia Transportation Authority (NVTA) HB2313 - 30% (Local Funding)	0	1,000,000	1,000,000	FY 2019 is NVTA/ HB2313 30% local funding - \$148,000 to Sterling Rd. Multi-modal Improvements; \$577,000 to Herndon Pkwy/Spring St. Intersection; \$275,000 to Elden/Monroe St. Intersection.
315080	Fairfax County Stormwater Grant	0	0	190,000	Stream Restoration
391370	State Revenues - S. Elden St.	9,777	0	625,000	FY 2019 is State Revenue Sharing for the Elden/Monroe St. Intersection Improvements project.
391375	State Revenues - Dept of Environmental Quality	109,000	0	0	
391630	Federal Revenues - SRTS	17,659	0	0	New Sidewalk Construction
391650	State Revenues - VDOT Revenue Sharing	6,943	0	0	Elden/Center St Project
391720	State Revenues - VDOT Revenue Sharing	21,908	0		Major Road Repaving
391730	Federal Revenues - RSTP	41,124	0		FY 2017 and prior is Regional Surface Transportation Program (RSTP) grants for continued financing of downtown street improvements.
391740	Federal Revenues - RSTP	22,080	0		Herndon Parkway Intersection
391790	Federal Revenues - CMAQ	123,848	0	300,000	Federal Pass-through Congestion Mitigation and Air Quality (CMAQ) grant for vehicular and pedestrian access to the Herndon Metro Rail Station.

**Capital Projects and Information Systems Improvement Fund  
Revenue Estimates**

<b>Object Code</b>	<b>Source</b>	<b>FY 16-17 Audited</b>	<b>FY 17-18 Budgeted</b>	<b>FY 18-19 Projected</b>	<b>Notes</b>
392010	Northern Virginia Transportation Authority (NVTA) HB2313 - 30% (Local Funding)	0	0	0	NVTA/ HB2313 30% local funding to be dedicated to Elden-Monroe Streets Intersection Improvements and Van Buren Street "complete street" Improvements capital project.
392110	Northern Virginia Transportation Authority (NVTA) HB2313 - 30% Regional Funding (Local Funding)	14,879	0	0	NVTA/ HB2313 30% local funding to be dedicated to Monroe/Park Streets Intersection Improvements
310220	VDOT Capital Construction Grants (State Funding)	0	819,000	0	FY 2018 is VDOT Smartscale Funding grant for Herndon Parkway and Spring Street intersection to Fairfax County Parkway capital project. FY 2017 and prior is VDOT Revenue Sharing grant.
310340	TAP Grants (Federal Funding)		320,000	0	FY 2018 is Transportation Alternatives Program (TAP) federal grant for Van Buren Street improvements (Old Spring St. to Herndon Parkway) capital project.
390650	TAP Grants (Federal Funding)	617,627	0	0	FY 2017 is Transportation Alternatives Program (TAP) federal grant for Van Buren Street improvements capital project.
	<b>Total - Intergovernmental Revenue</b>	<u>984,845</u>	<u>3,189,000</u>	<u>5,295,000</u>	
	<b><u>Developer Proffers</u></b>				
	<u>0151537-</u>				
390370	Ballfield & Park Improvement Proffer	297,917	0	0	FY 2017 is proffers from Herndon Youth Sports for the Bready Park Synthetic Turf project
390670	Downtown Utility Undergrounding Proffer	173,436	0	0	FY 2017 is proffers from developers for utility undergrounding
	<b>Total - Developer Proffers</b>	<u>471,353</u>	<u>0</u>	<u>0</u>	
	<b><u>Miscellaneous Revenues</u></b>				
	<u>0151538-</u>				
320000	Proffers, Pro-rata Share and Other Contributions	<u>0</u>	<u>18,000</u>	<u>0</u>	FY 2018 are use of Huntmar bond for the Streetlights capital project.

**Capital Projects and Information Systems Improvement Fund  
Revenue Estimates**

<b>Object Code</b>	<b>Source</b>	<b>FY 16-17 Audited</b>	<b>FY 17-18 Budgeted</b>	<b>FY 18-19 Projected</b>	<b>Notes</b>
	<b><u>Other Financing Sources</u></b>				
301000	<u>0151540-</u> Transfer from the General Fund Balance	870,000	584,000	690,000	Transfer-in from General Fund to fully or partially finance the following FY 2019 CIP projects: Bready Park Tennis Court Renovation (\$55,000); Bike Facilities & Accommodations (\$40,000); Local Match for Herndon Pkwy/Spring St (\$153,000); Major Street Repaving (\$250,000); Police Facility Security (\$192,000). Transfers-in to support Major Street Repaving is funded through meal tax collections.
	<u>0161640-</u> Transfer from the General Fund Balance	621,400	235,000	135,000	Transfer-in from General Fund to fully or partially finance the following FY 2019 CIP projects: Information Technology (\$135,000).
320000	<u>0151541-</u> Bond Issue or Capital Lease Proceeds	0	220,000	525,000	FY 2019 is \$555,000 in bond proceeds for the Sidewalks and Minor Trails capital project offset by \$30,000 in interest income.
	<b>Total - One-time Revenues and Other Financing Sources</b>	<u>1,491,400</u>	<u>1,039,000</u>	<u>1,350,000</u>	
	<b>Total - General Fund Revenue and Other Financing Sources</b>	<u>3,000,995</u>	<u>4,276,000</u>	<u>6,675,000</u>	

**Capital Projects Funds (015) & (016)**

<b>Object Code</b>	<b>Account Description</b>	<b>FY15-16 Audited</b>	<b>FY16-17 Audited</b>	<b>FY17-18 Budget</b>	<b>FY18-19 Proposed</b>
	<b>Capital Projects Fund (015)</b>				
	<b><u>0334 - Parks</u></b>				
491210	Herndon Community Center Phase 5	22,935	-	-	-
491260	Haley M. Smith Park	157,168	-	-	-
491720	Major Road Repaving	-	-	-	-
491770	Park Equipment	88,888	-	-	-
	<b>Total - 0334</b>	<b>268,991</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b><u>0771 - Police</u></b>				
491130	Police Facility Security	-	-	-	192,000
	<b>Total - 0771</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>192,000</b>
	<b><u>0884 - Building Maintenance</u></b>				
491390	Town Depot Improvements	-	-	-	-
491530	Buildings - Major Maintenance	109,241	357,370	260,000	-
491550	397 Herndon Pkwy Improvements	-	15,000	-	-
491710	Stream Restoration	-	-	-	190,000
491750	W&OD Trail Lighting - Downtown	33,651	85	-	-
491760	Storm Water/Chesapeake	2,000	-	-	-
	<b>Total - 0884</b>	<b>144,892</b>	<b>372,455</b>	<b>260,000</b>	<b>190,000</b>
	<b><u>0885 - Grounds</u></b>				
491050	Gateway/Wayfinder Signs/Historic Markers	1,375	41,864	40,000	-
491130	Town Shop Improvements/Support Facilities	2,000	30,930	-	-
491680	Trailside Skate Park Expansion	-	-	-	-
491860	Bicycle Facilities and Accommodations	-	-	12,000	40,000
	<b>Total - 0885</b>	<b>3,375</b>	<b>72,794</b>	<b>52,000</b>	<b>40,000</b>
	<b><u>0886 - Streets</u></b>				
491080	Sidewalks & Trails	-	-	-	555,000
491100	Park/Monroe/Station	1,035,770	24,224	-	-
491330	Station Street Improvments	88,250	6,363	-	-
491470	H.Parkway/Spring St. Intersection	-	-	819,000	730,000
491630	New Sidewalk Construction	8,309	133,022	250,000	-
491650	Elden-Center Street Intersection	5,957	7,930	-	-
491720	Major Road Repaving	439,838	23,891	250,000	250,000
491740	H. Parkway/Van Buren Intersection	64,000	41,646	-	-
491780	Trails to Herndon Metro	31,665	35,137	-	-
491790	Veh/Ped Access to Metro	59,530	99,860	-	300,000
491800	Sterling/HP - 70%	-	4,080	-	148,000
491810	Van Buren Herndon Parkway North	-	96,450	1,120,000	1,400,000
491820	Worldgate Extension - 30%	27,770	23,272	-	-
491830	Elden/Monroe Intersection	-	19,553	-	900,000
491840	Van Buren Herndon Parkway to South	-	-	1,100,000	1,280,000
491910	Traffic Signal Uninterruptable Power Supply	-	-	150,000	-
	<b>Total - 0886</b>	<b>1,761,089</b>	<b>515,428</b>	<b>3,689,000</b>	<b>5,563,000</b>



**Capital Projects Funds (015) & (016)**

<b>Object Code</b>	<b>Account Description</b>	<b>FY15-16 Audited</b>	<b>FY16-17 Audited</b>	<b>FY17-18 Budget</b>	<b>FY18-19 Proposed</b>
	<b>9999 - Capital</b>				
491900	Downtown Parking & Arts Center	-	-	-	500,000
590080	Storm Drainage Improvements	1,176	-	-	-
590190	Streetlights	(62,635)	37,445	40,000	-
590360	Bready Park Tennis Court Renovation	-	-	-	55,000
590370	Ball Field & Park Improvements	48,814	795,984	-	-
590650	Downtown Streets Improvements	106,834	767,366	-	-
590670	Downtown Utility Conduit Improvements	486,307	229,861	-	-
590710	W&OD Trail Enhancement	-	-	-	-
	<b>Total - 9999</b>	<b>580,496</b>	<b>1,830,656</b>	<b>40,000</b>	<b>555,000</b>
	<b>Total - Capital Projects Funds/Capital Projects</b>	<b>2,758,843</b>	<b>2,791,333</b>	<b>4,041,000</b>	<b>6,540,000</b>

<b>Object Code</b>	<b>Account Description</b>	<b>FY15-16 Audited</b>	<b>FY16-17 Audited</b>	<b>FY17-18 Budget</b>	<b>FY18-19 Proposed</b>
	<b>Capital Projects Fund - IT (016)</b>				
	<b>0225 - IT</b>				
480900	Microcomputer/Peripherals	13,698	24,032	-	-
480270	Local Area Network	-	94,491	-	-
480290	Mid-Range Systems	242,334	41,215	-	-
480380	IT Infrastructure	255,321	63,050	25,000	135,000
480400	Web Redesign	26,226	26,190	-	-
	<b>Total - 0225</b>	<b>537,579</b>	<b>248,978</b>	<b>25,000</b>	<b>135,000</b>
	<b>0770 - Police Operations</b>				
480430	Police Radio Equipment	-	-	210,000	-
	<b>Total - 0770</b>	<b>-</b>	<b>-</b>	<b>210,000</b>	<b>-</b>
	<b>Total - Capital Projects Funds - Information Systems Improvements</b>	<b>537,579</b>	<b>248,978</b>	<b>235,000</b>	<b>135,000</b>
	<b>Total Capital Projects Funds</b>	<b>3,296,422</b>	<b>3,040,311</b>	<b>4,276,000</b>	<b>6,675,000</b>
	Police Radio Equipment of \$210,000 will be funded from reserves on 7/1/18.				

# Capital Improvement Program



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## **Capital Improvement Program (CIP)**

### **Purpose**

The Capital Improvement Program (CIP) provides a plan for the acquisition, development, enhancement or replacement of major public infrastructure and equipment. Due to the complex nature of many of the projects undertaken, many requiring more than one year to complete, the CIP uses a six-year time horizon that includes the current budget cycle and a five-year projection. And while funding sources for the CIP can vary from those used in the operating budget, the CIP is still subject to financial constraints.

### **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 town's comprehensive plan.

The town operates on a July 1 through June 30 fiscal year; therefore, the CIP is developed concurrently with the programs and activities that comprise the annual operating budget.

### **Funding Options**

A variety of funding options are available to the town capital project needs such as General Fund revenues; county, state, and federal grants and payments; developer contributions; and cash proffers from approved rezoning applications. 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 Authority (NVTA).

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 grants 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 & Sewer Fund supports the water and sanitary sewer systems through user fees and connection 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 Chestnut Grove Cemetery.

## **Process**

The annual development of the CIP is a process characterized by extensive community input within the framework of adopted town policy documents, such as the 2035 Vision Strategic Plan, the fiscal year Operating Goals, and the 2030 Comprehensive Plan. 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 December, town staff evaluates the submitted projects, and a draft CIP is developed and provided to the Planning Commission for review and consideration at its public hearings in January and February. The Planning Commission makes its official recommendation on the CIP, which is forwarded to the Town Manager. In April, the Town Manager proposes a recommended Capital Improvement Program to the Town Council. Then the Town Council holds two public hearings for input and takes action on the upcoming fiscal year operating budget, including the first year of the CIP. In May or June, a public hearing is held on the remainder of the CIP for input and then final action is taken by the Town Council.

## **Calendar**

Continuous	Input on CIP projects.
December	Staff performs preliminary financial analyses and reviews budget goals and objectives with Town Council.
January	The Planning Commission holds a public hearing to obtain public input prior to consideration of a draft document. Staff presents the status of the CIP projects to the Planning Commission and Town Council at a joint work session. Staff also provides a report with a draft CIP document for the January work session.
February	Town Council holds a public hearing for citizen input on the fiscal year budget and CIP; the Planning Commission holds a public hearing on the Draft CIP. The Planning Commission makes a recommendation to the Town Manager on the CIP, as per the Code of Virginia.
March	If needed, the Planning Commission holds a third public hearing on the CIP and makes a recommendation, which is forwarded to the Town Manager. The Town Manager's budget and CIP are released at the end of March/beginning of April.
April	Budget and CIP Summary leaflet distributed to town residents. Town Council holds public hearings and takes action on the budget and the first year of the CIP.
May	Town Council holds a public hearing and acts on the remaining five years of the CIP.

**Benefits**

Capital programming through the CIP, 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 needs;
- Provides a basis for formulating bond programs and other revenue producing measures;
- Provides focus on community goals and objectives, including those identified in the 2035 Vision;
- Assists with the implementation of the town’s comprehensive plan and related policies;
- Assists with the prioritization and implementation of neighborhood-based programs and projects;
- Facilitates coordination between town departments in planning and implementing capital projects;
- Enables proper project management and design, including appropriate project financing and construction scheduling.

**Classifications**

The CIP is divided into project classes, and projects are coded as 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 & 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 (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  
 96 – Fiscal Year included in CIP

ST – Agency Code (department responsible)  
 01 – Department Project Numbering

**FY2019 - FY2024 CIP SUMMARY: GENERAL FUND PROJECTS**

*Consecutive numbering corresponds to page numbers in Section III-CIP Project Descriptions*

*All figures represent dollars in thousands*

Project No.	Dept.	Project Title	Estimated Reserves	Budget Year						Est. Total Cost		
				FY2019	FY2020	FY2021	FY2022	FY2023	FY2024		Beyond	
<b>A. Proposed General Fund Projects</b>												
1	11-PR-90-003	Parks & Rec.	Sports Field and Park Improvements	0	0	0	0	1,140	0	0	1,140	
2	11-PR-00-002	Parks & Rec.	Folly Lick/Spring Branch Regional Trail	17	0	200	300	0	0	0	517	
3	11-PR-07-001	Parks & Rec.	Bready Park Tennis Court Renovation	0	55	345	0	0	0	0	400	
4	11-PR-06-001	Parks & Rec.	W&OD Trail Lighting - Downtown	0	0	0	65	608	0	0	673	
5	11-PR-07-003	Parks & Rec.	Park Equipment Replacement Program	0	0	75	0	0	0	150	225	
6	09-BD-08-003	Parks & Rec.	Herndon Community Center - Phase 5		0	0	0	450	3,775	100	4,325	
7	11-PR-13-001	Parks & Rec.	Trailside Skate Park Expansion	0	0	25	150	0	0	0	175	
8	11-PR-15001	Parks & Rec.	Runnymede Park Nature Center	0	0	0	0	40	2,650	260	2,950	
9	11-PR15-002	Parks & Rec.	Town Hall Square Improvements	0	0	0	50	0	0	0	50	
10	03-ST-12-001	Comm. Dev.	Trails to Herndon Metrorail	1,065	0	0	0	0	0	0	1,065	
11	10-CD-98-002	Comm. Dev.	Wayfinding Signs and Historic Markers	140	0	140	0	0	0	0	280	
12	03-ST-97-001	Comm. Dev.	East Elden St. -Van Buren St. to Fairfax Co. Pkwy*	72	0	0	0	0	0	0	72	
13	03-ST-08-002	Comm. Dev.	Vehicular/Pedestrian Access to H. Metrorail	2,550	300	75	307	0	50	0	3,282	
14	03-ST-12-001	Comm. Dev.	Van Buren St -Herndon Pkwy north to Old Spring	2,758	1,400	0	0	0	0	0	4,158	
15	03-ST-18-001	Comm. Dev.	Van Buren St -Herndon Pkwy to South Town Line	1,350	1,280		0	0	0	0	2,630	
16	03-ST-14-001	Comm. Dev.	Worldgate Drive Extension	0	0	0	0	0	0	0	0	
17	11-CD-14-002	Comm. Dev.	Sterling Road Improvements	0	148	0	400	1,000	1,000	0	2,548	
18	03-CD-15-001	Comm. Dev.	Bicycle Facilities & Accommodations	22	40	67	139	0	0	0	268	
19	03-ST-96-001A	Public Works	Downtown Streets	600	0	0	0	0	0	0	600	
20	03-ST-00-001	Public Works	Elden - Center Streets Intersection Improvements	1,830	0	0	0	0	0	0	1,830	
21	15-TS-96-001	Public Works	GSA - Major Vehicle/Equipment Replacement	0	0	620	380	710	575	715	3,000	
22	03-ST-94-003	Public Works	Streetlights	120	0	70	50	75	40		355	
23	05-SM-96-001	Public Works	Storm Drainage Improvements	220	0	0	0	300	250	0	770	
24	09-BD-04-001	Public Works	Buildings - Major Maintenance	1,090	0	315	360	365	445	350	450	3,375
25	03-ST-08-001	Public Works	Sidewalk and Minor Trails	0	555	190	85	0	80	250	0	1,160
26	02-CD08-001	Public Works	Herndon Parkway/ Van Buren St. Intersection	2,600	0	0	0	0	0	0	2,600	
27	03-ST-15-004	Public Works	Herndon Pkwy/ Spring St. Intersection to Fairfax Co. Pkwy	391	730	152				0	0	1,273
28	03-ST-11-003	Public Works	Downtown Utility Relocation	2,925	0	0	0	0	0	0	2,925	
29	03-ST-12-004	Public Works	Major Road Repaving Projects	0	250	250	250	250	250	0	0	1,250
30	03-ST-15-002	Public Works	Elden -Monroe Intersection Improvements	350	900	750	0	0	0	0	0	2,000
31	03-ST-15-003	Public Works	Monroe Street Improvements	0	0	275	699	TBD	0	0	0	974
32	16-IT-97-001	Info. Tech.	Information Technology	330	135	0	0	0	0	0	0	465
33	15-PO-15-001	Police	Police Radio Equipment	630	0	0	0	0	0	0	0	630
34	09-PO-19-002	Police	Police Facility Security	0	192	0	0	0	0	0	0	192
35	05-SM-18-002	Public Works	Stream Restoration	0	190	0	1000	0	0	0	0	1190
36	09-CD-17-10	Town Mgr	Downtown Redevelopment-Art Center Interior	0	500	2500	0	0	0	0	0	3000
37	02-ST-18-003	Public Works	Traffic Signal Uninterruptable Power Supply	150	0	150	0	0	0	0	0	300
			<b>TOTAL- GENERAL FUND</b>	<b>19,210</b>	<b>6,675</b>	<b>6,199</b>	<b>4,235</b>	<b>3,308</b>	<b>4,320</b>	<b>7,890</b>	<b>810</b>	<b>52,647</b>

52,647

*Estimated Reserves reflects funding expected to be available at July 1, 2018; may include prior reserve amounts and FY2018 allocations that are not encumbered.  
NOTE on VDOT projects: \$45.5M East Elden not included except \$72,000 from Gen. Fund; HP/Spring Street \$10.5M not included except \$305,000 from Gen. Fund*

**FY 2019 - FY 2024 Capital Improvement Program  
Town Manager's Recommendation**

Fiscal years run July 1 through June 30; program covers 2018-2019 through 2023-2024

**III. CIP PROGRAM SUMMARY  
SPREADSHEETS**



**FY2019 - FY2024 CIP SUMMARY: ENTERPRISE FUND PROJECTS**

Consecutive numbering corresponds to page numbers in Section V-CIP Project Descriptions

All figures represent dollars in thousands

Project No.	Dept.	Project Title	Estimated Reserves	Budget Year							Estimated Total Cost \b	
				FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond		
<b>B. Proposed Golf Course Fund Projects</b>												
38	09-GC-96-003	Golf Course	Clubhouse Expansion - Phase Three	143	0	0	0	0	0	0	0	143
39	10-GC-96-005	Golf Course	Golf Course Master Plan Improvements	0	0	0	10	206	0	0	655	871
<b>TOTAL- GOLF COURSE FUND</b>				<b>143</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>206</b>	<b>0</b>	<b>0</b>	<b>655</b>	<b>1,014</b>
<b>C. Proposed Water and Sewer Fund Projects</b>												
40	12-WS-96-001	Public Works	General Water Maint. & Replacement	0	95	750	845	460	190	395	0	2,735
41	15-WS-15-002	Public Works	Water - Major Vehicles/Equipment	0	45	0	0	0	0	0	0	45
42	15-SS-15-001	Public Works	Sewer - Major Vehicles/Equipment	0	0	140	0	80	0	0	0	220
43	06-SS-15-002	Public Works	Sewer Utility Master Plan Improvements	0	55	655	485	325	290	220	1,000	3,030
44	06-SS-15-003	Public Works	Sewer Capacity Purchase	0	80	32,000	0	0	0	0	TBD	32,080
45	06-SS-13-001	Public Works	Sewer Main Relining and Manhole Rehab Program	0	250	500	500	500	250	250	0	2,250
46	12-WS-15-003	Public Works	Water Utility Master Plan Improvements	0	0	0	0	0	0	600	8,600	9,200
47	12-WS-15-004	Public Works	Water Capacity Purchase	344	6,500	0	0	0	0	0	TBD	6,844
<b>TOTAL- WATER AND SEWER FUND</b>				<b>344</b>	<b>7,025</b>	<b>34,045</b>	<b>1,830</b>	<b>1,365</b>	<b>730</b>	<b>1,465</b>	<b>9,600</b>	<b>56,404</b>
<b>D. Proposed Downtown Parking Fund Projects</b>												
48			Downtown Parking Capital Contribution	0	1,000	2,600	0	0	0	0	0	3,600
<b>TOTAL- DOWNTOWN PARKING FUND</b>				<b>0</b>	<b>1,000</b>	<b>2,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,600</b>
<b>E. Proposed Cemetery Fund Projects</b>												
49	11-PR-15-001	Parks & Rec.	Chestnut Grove Cemetery	0	0	0	0	0	0	0	0	0
<b>TOTAL- CEMETERY FUND</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

(May include prior Reserve amounts and FY2017 budget allocations that are not yet encumbered.)

## **IV. CIP PROJECT DESCRIPTIONS**

## **A. GENERAL FUND PROJECTS**

**Sports Field and Park Improvements**

Project Number: 11-PR-90-003

Project Class: Parks and Playgrounds

Department: Parks and Recreation

**Project Description:** Haley Smith Park is located on the east side of Van Buren Street, north of Herndon Parkway. This proposal is to replace the Haley Smith natural turf with synthetic grass to increase playability and help offset the need for rectangular fields following the redevelopment of the Herndon Transit-Oriented Core (HTOC). Operating costs include purchasing a grooming machine and the appropriate goals, corner flags, etc. at \$10-20,000, plus an equipment storage shed. This project includes the necessary irrigation and storm sewer modifications, as well as adding lights to the field which is estimated at \$185,000 at current pricing. Funding is proposed to come from HTOC proffers.

**Adopted Goals and Objectives:**

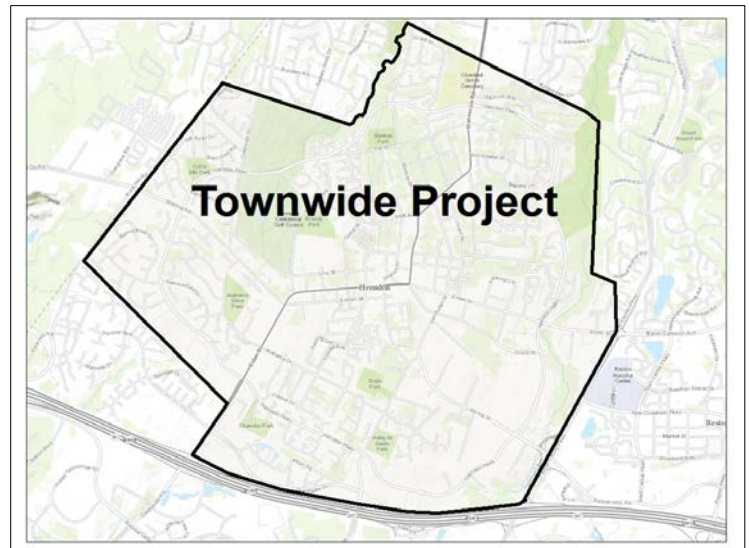
**Cultivating A Sustainable Environment:**

1. Develop and implement an environmental sustainability plan for the town. Sustain and enhance our parks.

**Town of Herndon Parks & Recreation Department Strategic Plan 2013 – 2017:**

2. Provide a balanced system of parks, trails, open space and recreational facilities which are equitably distributed and accessible to all residents.

3. Improve and enhance sports fields.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services						1140			1140
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1140</b>	<b>0</b>	<b>0</b>	<b>1140</b>
<b>FINANCING SOURCES:</b>									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Sports Contribution/Grants									0
Recreational Cash Proffers						1140			1140
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1140</b>	<b>0</b>	<b>0</b>	<b>1140</b>
<b>GENERAL FUND OPERATING IMPACT:</b>									
Capital Costs									0
Debt Service									0
Personnel/Operations							18	11	29
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29</b>

**Folly Lick/Spring Branch Regional Trail**

Project Number: 11-PR-00-002

Project Class: Parks and Playgrounds

Department: Parks and Recreation

**Project Description:** The Folly Lick/Spring Branch Trail begins at the existing regional trail located at the town's northern boundary near Monroe Street continuing southward to Center Street. The town's project will develop a 3,000 foot segment of the Folly Lick/Spring Branch Trail between Herndon Parkway and Park Avenue, utilizing the signalized crossing at Herndon Parkway and Monroe Streets.

In FY2010, concept design was completed and construction information was gathered to apply for construction grants. Easement acquisition is necessary.

**Adopted Goals and Objectives:**

**Cultivating a sustainable environment:**

1. Develop long-range plan for multi-modal methods to move people in and around town.

2. Implement the Master Trails Plan to expand pedestrian and bicycle routes, to include the north/south bike route.

**Town of Herndon Parks & Recreation Department Strategic Plan 2013 – 2017:**

3. Provide a balanced system of parks, trails, open space and recreational facilities which are equitably distributed and accessible to all residents. C. Increase opportunity for pedestrian and bike use for transportation and recreation.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services	17		200	300					517
Equipment/Furniture									0
<b>TOTAL</b>	<b>17</b>	<b>0</b>	<b>200</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>517</b>

FINANCING SOURCES:										
General Fund										0
G.O. Bonds										0
Intergovernmental Aid										0
Recreational Cash Proffers	17									17
HB2313 Local share 30% funding			200	300						500
<b>TOTAL</b>	<b>17</b>	<b>0</b>	<b>200</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>517</b>

GENERAL FUND OPERATING IMPACT:										
Capital Costs										0
Debt Service										0
Personnel/Operations										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Bready Park Tennis Court Renovation**

Project Number: 11-PR-07-001

Project Class: Parks and Playgrounds

Department: Parks and Recreation

**Project Description:** The project provides for continued renovation of three of Bready Park's six tennis courts. The project will install a channel drain between the courts (16,500) and replace the conduit and electrical boxes. The following year the project is to replace the inner membrane of the air structure as well as the lighting system (including conversion to LEDs), mechanical system and other identified repairs. Pricing is based on 2016 estimates, plus a 15% contingency amount. The air structure is 19 years old in calendar year 2018.

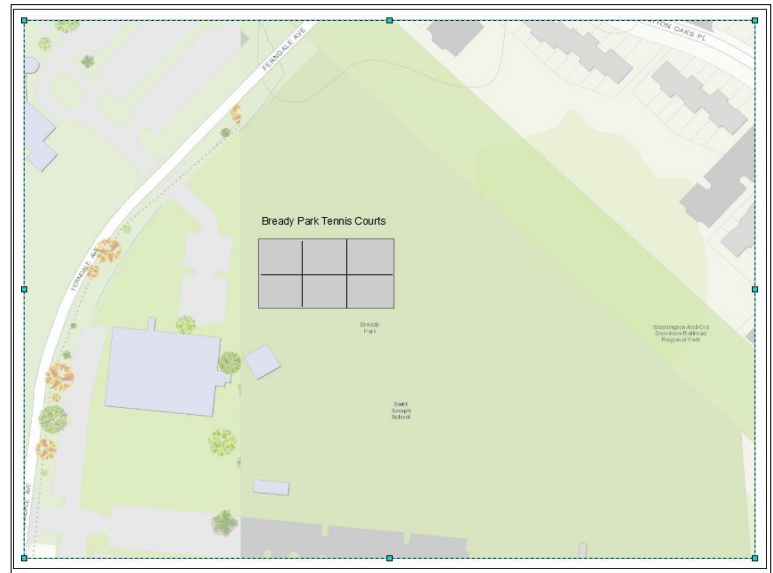
**Adopted Goals and Objectives:**

**Cultivating A Sustainable Environment:**

1. Develop and implement an environmental sustainability plan for the town. Sustain and enhance our parks.

**Town of Herndon Parks & Recreation Department Strategic Plan 2013 – 2017:**

•2. Provide a balanced system of parks, trails, open space and recreational facilities which are equitably distributed and accessible to all residents.



amounts indicated = dollars in thousands

**Fiscal Year**

ESTIMATED COST:	Estimated Reserves	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services		55	345						400
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>55</b>	<b>345</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>

**FINANCING SOURCES:**

General Fund		55	345						400
G.O. Bonds									0
Intergovernmental Aid									0
Recreation Cash Proffers									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>55</b>	<b>345</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>

**GENERAL FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**W&OD Trail Lighting**

Project Number: 11-PR-06-001

Project Class: Parks and Playgrounds

Department: Parks and Recreation

**Project Description:** Final phase from Van Buren to the connection with the Sugarland Run Trail, east of the Herndon Parkway bridge. Approximately 3,800 linear feet. Costs are estimated based on Phase 2 costs which were \$137 per foot based on pole spacing every 100 feet, escalated to FY23 or \$160 per linear foot.

Funding relies on General Fund and a \$250,000 Trails Grant from the Virginia Department of Conservation and Recreation (DCR) which is unknown at this time.

**Adopted Goals and Objectives:**

**Cultivating a Sustainable Environment:**

1. Develop long-range plan for multi-modal methods to move people in and around town.
2. Implement the Master Trails Plan to expand pedestrian and bicycle routes, to include the north/south bike route.

**Town of Herndon Parks & Recreation Department Strategic Plan 2013 – 2017:**

3. Provide a balanced system of parks, trails, open space and recreational facilities which are equitably distributed and accessible to all residents. C. Increase opportunity for pedestrian and bike use for transportation and recreation.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.				65					65
Construction and related services					608				608
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>608</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>673</b>

FINANCING SOURCES:									
General Fund				65	358				423
G.O. Bonds									0
Intergovernmental Aid									0
Recreational Cash Proffers									0
Recreational Trails Grant (DCR)					250				250
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>608</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>673</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations					3	5	5		13
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>13</b>

**Park Equipment Replacement Program**

Project Number: 11-PR-07-003

Project Class: Parks and Playgrounds

Department: Parks and Recreation

Project Description This project accounts for any playground replacement or significant improvements in Town parks.

With the loss of a large, mature shade tree at Haley Smith Park, the picnic experience needs enhancement with installation of a pavilion. The proposed 30' x 36' shelter would be made available for fee-based rentals and walk-up use. Kit costs range from \$25,000-\$32,000 and installation (including minor site grading, concrete footings, gravel subbase, concrete slab, shelter erection, provision and installation of shingle roof, and wood stain) ranges from \$32,000-\$44,000.

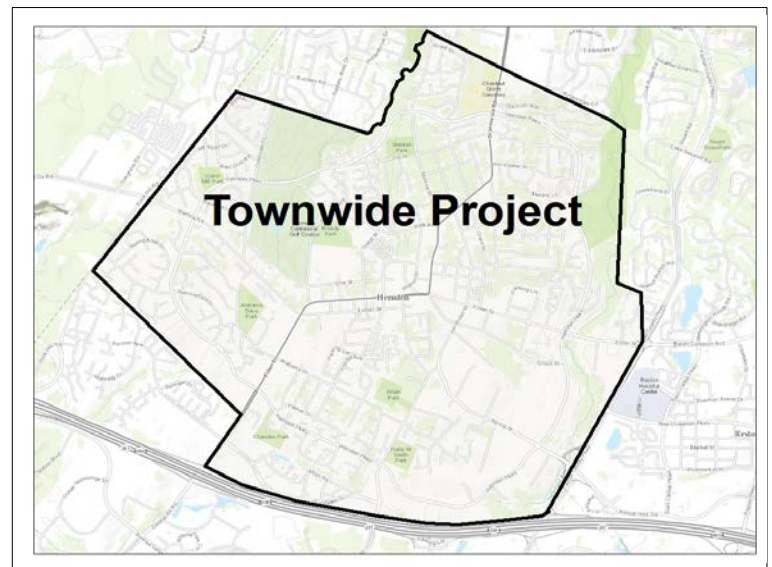
Adopted Goals and Objectives:

**Cultivating A Sustainable Environment:**

1. Develop and implement an environmental sustainability plan for the town. Sustain and enhance our parks.

**Town of Herndon Parks & Recreation Department Strategic Plan 2013 – 2017:**

2. Provide a balanced system of parks, trails, open space and recreational facilities which are equitably distributed and accessible to all residents.



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services			75						75
Equipment/Furniture							150		150
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>		<b>225</b>

**FINANCING SOURCES:**

General Fund			75				150		225
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>225</b>

**GENERAL FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>									<b>0</b>



**Herndon Community Center - Phase 5**

Project Number: 09-BD-08-003

Project Class: Buildings

Department: Parks and Recreation

**Project Description:** The phase five expansion project is proposed as an under 10,000 square foot second story addition to the Herndon Community Center. This expansion will enhance the quality of existing operations by improving the fitness and instructional areas, multi-purpose space and storage space. The project also includes improvements to the locker room areas. It will reconfigure the entrance and address HVAC shortcomings in the lobby. Project planning includes improvements to the parking lot. The previous expansion included foundation support, locations for stairwells, elevators and floor structures.

Operating impacts include select new fitness equipment and supplies, and personnel expenses are anticipated to increase by one full-time custodial position and associated seasonal staff. These impacts are offset by revenue. Previously allocated design funds (\$325k) were transferred to Building Major Maintenance for Community Center maintenance projects.

**Adopted Goals and Objectives:**

**Town of Herndon Parks & Recreation Department Strategic Plan 2013 – 2017:**

1. Provide a balanced system of parks, trails, open space and recreational facilities which are equitably distributed and accessible to all residents. Provide safe, clean, and attractive facilities in a customer-friendly environment.

**2035 Vision Plan:**

2. Enriching Lives Through Arts and Entertainment.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.						450			450
Construction and related services							3775		3775
Equipment/Furniture								100	100
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>3775</b>	<b>100</b>	<b>4325</b>

FINANCING SOURCES:									
General Fund								100	100
G.O. Bonds						450	3775		4225
Intergovernmental Aid									0
Other									0
Other									0
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>3775</b>	<b>100</b>	<b>4325</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations								200	
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>

**Trailside Skate Park Expansion**

Project Number: 11-PR-13-001

Project Class: Parks and Playgrounds

Department: Parks and Recreation

Project Description: The skate park at Trailside was completed in September 2010. Concrete repairs to cracked and chipped areas from wear and aging, and the coping around the bowl as well as replacing rusted railings are due. The current 4,200 square foot park could be enhanced with an additional 5,000 square foot area that would allow for separation of beginner skaters and instructional programs and include updating street components adjacent to the existing skate areas. Further enhancements may include spectator areas, benches and access pathways.

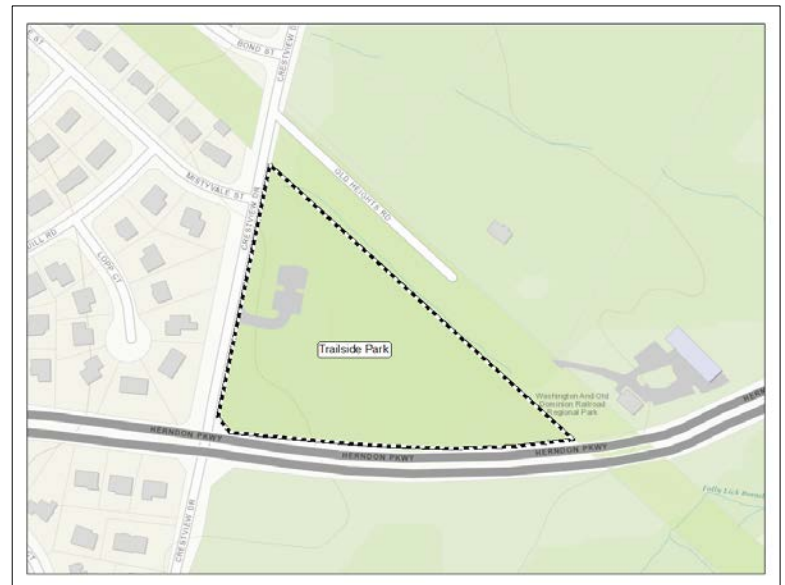
Adopted Goals and Objectives:

**Cultivating A Sustainable Environment:**

1. Develop and implement an environmental sustainability plan for the town. Sustain and enhance our parks.

**Town of Herndon Parks & Recreation Department Strategic Plan 2013 – 2017:**

2. Provide a balanced system of parks, trails, open space and recreational facilities which are equitably distributed and accessible to all residents.



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.			25						25
Construction and related services				150					150
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>175</b>

**FINANCING SOURCES:**

General Fund			25	150					175
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>175</b>

**GENERAL FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service									0
Personnel/Operations					3	3	3	3	12
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>12</b>

**Runnymede Park Nature Center**

Project Number: 11-PR-15-001

Project Class: Parks and Playgrounds

Department: Parks and Recreation

**Project Description:** A 4,000 square foot Nature Center at Runnymede Park with spaces for nature education activities, to include exhibits and equipment. A code review is necessary to determine the necessary changes to the 2003 proposed design. Once assessed, new cost estimates for design and construction can be developed, and programming and indoor exhibits updated along with a staffing plan.

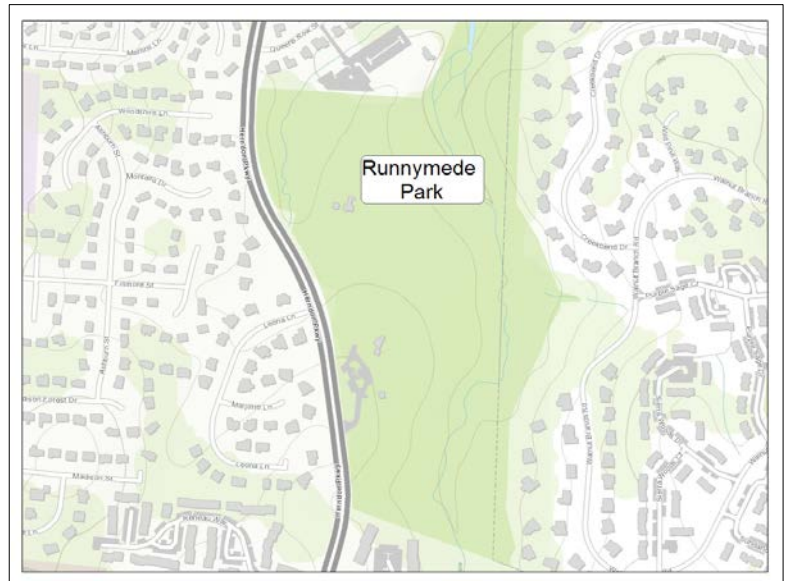
**Adopted Goals and Objectives:**

**Cultivating A Sustainable Environment:**

1. Develop and implement an environmental sustainability plan for the town. Sustain and enhance our parks.

**Town of Herndon Parks & Recreation Department Strategic Plan 2013 – 2017:**

2. Provide a balanced system of parks, trails, open space and recreational facilities which are equitably distributed and accessible to all residents.



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.						40			40
Construction and related services							2650		2650
Equipment/Furniture								260	260
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>2650</b>	<b>260</b>	<b>2950</b>

**FINANCING SOURCES:**

General Fund						40		260	300
G.O. Bonds							2650		2650
Intergovernmental Aid									0
Recreation Cash Proffers									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>2650</b>	<b>260</b>	<b>2950</b>

**GENERAL FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service									0
Personnel/Operations								100	100
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>100</b>

**Town Hall Square Improvements**

Project Number: 11-PR-15-002

Project Class: Grounds

Department: Community Development

Project Description: Enhancements to the town green area near the Old Town Hall at Elden, Station and Lynn Streets. Improvements to enhance the use of the Town Hall Square to include replacement of the existing parking area between the Depot and the Town Hall with an additional gathering space, various seating options, and one or more activity options. The project will also create a space for temporary interactive art installations and possibly a space for a permanent art installation. Existing spaces such as Depot stage and lawn/audience areas to be preserved with potential upgrades to landscaping and surface treatments.

Adopted Goals and Objectives:

***Cultivating A Sustainable Environment:***

1. Develop and implement an environmental sustainability plan for the town. Sustain and enhance our parks.

***Town of Herndon Parks & Recreation Department Strategic Plan 2013 – 2017:***

2. Provide a balanced system of parks, trails, open space and recreational facilities which are equitably distributed and accessible to all residents.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.				50	TBD				50
Construction and related services									0
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>
<b>FINANCING SOURCES:</b>									
General Fund				50	TBD				50
G.O. Bonds									0
Intergovernmental Aid									0
Recreation Cash Proffers									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>
<b>GENERAL FUND OPERATING IMPACT:</b>									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Trails to Herndon Metrorail**

Project Number: 03-ST-12-001

Project Class: Streets

Department: Community Development

**Project Description:** This project will provide improvements to create better pedestrian and bicycle access to the Metro entrance pavilion that will be located just to the north of the Herndon Metrorail Station. Pedestrian and bicycle improvements include improved sidewalk and asphalt trail facilities connecting the intersection of Van Buren Street and Worldgate Drive with the entrance pavilion, making use of an existing easement. Depending on the position and coverage of adjacent lighting fixtures, the trail may require lighting. Reserves as shown are HB2313 funding and also include the following Fairfax County Herndon Metrorail Station Access Management Study (HMSAMS) funding as approved by Fairfax County: Crosswalk at Van Buren St. and Worldgate Dr. (\$250,000); Chandon Park Connector Trail to Worldgate Trail (\$500,000, supporting design to occur in FY18 with funding at \$200,000 and construction for FY19 with \$300,000. ) Fairfax County to reimburse town per design agreement followed by construction agreement.

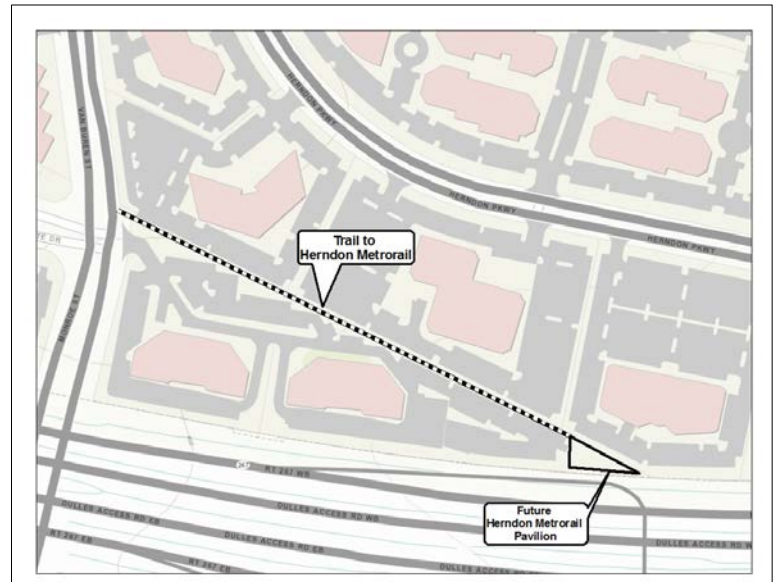
**Adopted Goals and Objectives:**

**From 2035 Vision Plan and Goals:**

1. Project implements multi-modal methods to move people in and around town.
2. Expand pedestrian and bicycle routes.

**From 2030 Comprehensive Plan :**

3. To facilitate alternative modes of transportation within the town.
4. Continue to integrate pedestrian and bicycle facilities with the street and transit network through the trail and sidewalk program.
5. Implement the Master Trails Plan to expand pedestrian and bicycle routes to include the north/south pedestrian and bike route.



amounts indicated = dollars in thousands

ESTIMATED COST:	Fiscal Year								
	Previous Allocations	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.									
Construction and related services	1065								1065
Equipment/Furniture									0
<b>TOTAL</b>	<b>1065</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1065</b>

FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid -F.Co. HMSAMS	750								750
Approved CMAQ funding									0
HB2313-local/30% share	315								315
<b>TOTAL</b>	<b>1065</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1065</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Wayfinding Signs and Historic Markers**

Project Number: 10-CD-16-001

Project Class: Grounds

Department: Community Development

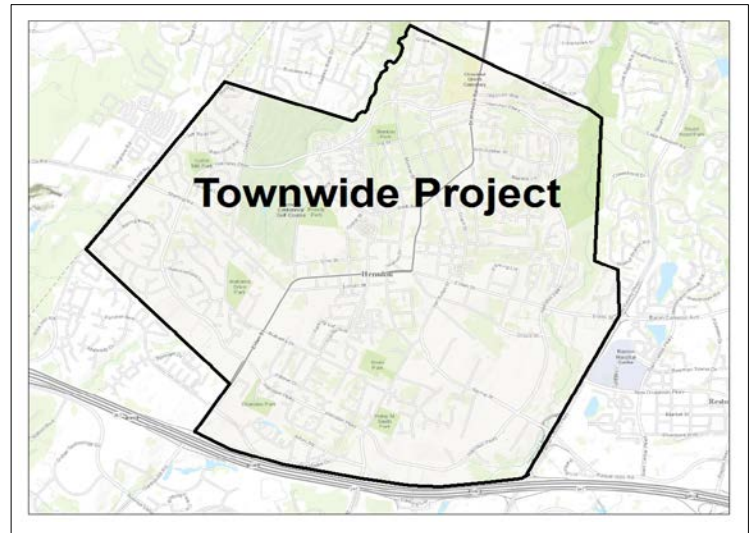
**Project Description:** The historic marker program has been established with most of the markers installed. Approximately seven remaining markers will be fabricated and installed in FY 2018. Program completion is expected within the first quarter of FY 2019. In FY2016, design was finalized and the manufacturer chosen.

A town-wide coordinated wayfinding sign program is planned with focus on the downtown and the metro station area. This program would direct pedestrian, bicyclists, and motorists to specific transportation facilities such as the W&OD trail and the metro station, to civic and community buildings such as the library or HMC, and in mixed-use activity centers may provide wayfinding for certain businesses or commercial developments. Funding will be required for the design, construction, and installation of these signs. Funding is programmed with design the first year and construction subsequent years with an anticipated completion coordinated with the opening of the Herndon Metrorail Station.

**Adopted Goals and Objectives:**

**From 2035 Vision Plan and Goals:**

1. Develop and implement a strategy to identify distinctive features/locations of Herndon and use signage, streetscaping, and beautification efforts.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin. 70+40	110		20						130
Construction and related services	30		120						150
Equipment/Furniture									0
<b>TOTAL</b>	<b>140</b>	<b>0</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>280</b>

FINANCING SOURCES:									
General Fund	140	0	140						280
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
<b>TOTAL</b>	<b>140</b>	<b>0</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>280</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**East Elden Street (from west of Van Buren St to Fairfax Co. Parkway)**

Project Number: 03-ST-97-001

Project Class: Street

Department: Community Development (VDOT Project)

**Project Description:** This VDOT project will improve Elden Street, from Fairfax County Parkway to Van Buren Street, in accord with the Town Council resolution of October 13, 1998. Project elements include streetscape and median enhancements. Elden Street will be widened to a six-lane divided section with a vegetated median strip between the Herndon and Fairfax County Parkways. From Herndon Parkway to Van Buren Street, the project will include a four-lane section with vegetated median strip with dedicated turning lanes. The project will make a transition down to two travel lanes west of Van Buren Street and approaching Monroe Street.

VDOT's Six-Year Improvement Program (SYIP) is the source for the figures below. The project is currently using federal surface transportation (RSTP) funding for the engineering design phase. The project is being designed and constructed by VDOT, in cooperation with the Town of Herndon. During March 2017, the Northern Virginia Transportation Authority approved an additional \$650,000 in RSTP for this project for FY2023.

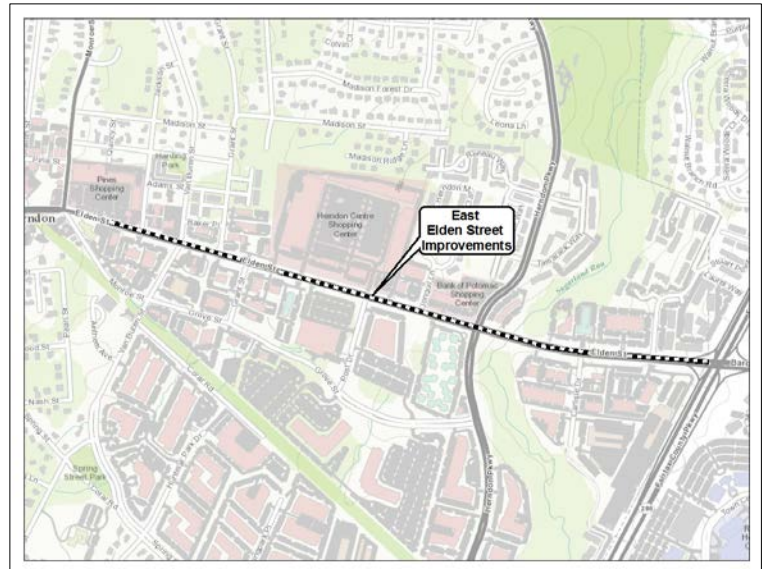
**Adopted Goals and Objectives:**

**From 2035 Vision Plan and Goals :**

1. Project implements multi-modal methods to move people in and around town.
2. Expand pedestrian and bicycle routes.

**From 2030 Comprehensive Plan :**

3. Identify and program sufficient resources to complete major elements or upgrades to the planned road network.
4. To facilitate alternative modes of transportation within the town.



amounts indicated = dollars in thousands

ESTIMATED COST:	Previous Allocations	Fiscal Year							Beyond	TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024			
Land Acquisition										0
Architecture/Engin./Admin.										0
Construction and related services										0
Equipment/Furniture										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

FINANCING SOURCES:										
General Fund (local match)	72									72
Legacy CN Formula, other	577									577
RSTP (FY24 is pending)	4152	584	699	109	600	650	725			7519
Specialized State and Federal	781									781
HB2313-Regional (70%)	10400									10400
VDOT Smartscale					12287	13809			0	26096
<b>TOTAL</b>	<b>15982</b>	<b>584</b>	<b>699</b>	<b>109</b>	<b>12887</b>	<b>14459</b>	<b>725</b>	<b>0</b>	<b>0</b>	<b>45445</b>

GENERAL FUND OPERATING IMPACT:										
Capital Costs										0
Debt Service										0
Personnel/Operations										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Vehicular and Pedestrian Access to Herndon Metrorail**

Project Number: 3-CD-08-002

Project Class: Street

Department: Community Development

**Project Description:** This project will provide improvements to create better vehicular and pedestrian access in the vicinity of the north side of the Herndon Metrorail Station. A drop-off lane for both directions along Herndon Parkway is proposed to accommodate Fairfax Connector buses and for drivers to pull off of Herndon Parkway to drop off Metrorail passengers in a safe manner. The town was allocated previous CMAQ funding, with an additional \$300,000 in FY2022 approved by the Northern Virginia Transportation Authority for enhancements, signalization, etc. that will be needed beyond the initial improvements. The project will be using \$250,000 of HMSAMS funding for a mid-block signalized crosswalk at Herndon Parkway and the sidewalk extending from the station entrance. The town anticipates that additional enhanced pedestrian and vehicle facilities beyond this project will be funded through developer commitments associated with rezoning for redevelopment. Metrorail service in Phase 2 of the Silver Line may be available by 2020, extending the line from Wiehle Ave Station through Dulles Airport to Route 772 in Loudoun County. Construction of the town access project is anticipated during FY19 and will need to be coordinated with construction of the entrance pavilion and sidewalk by Metrorail.

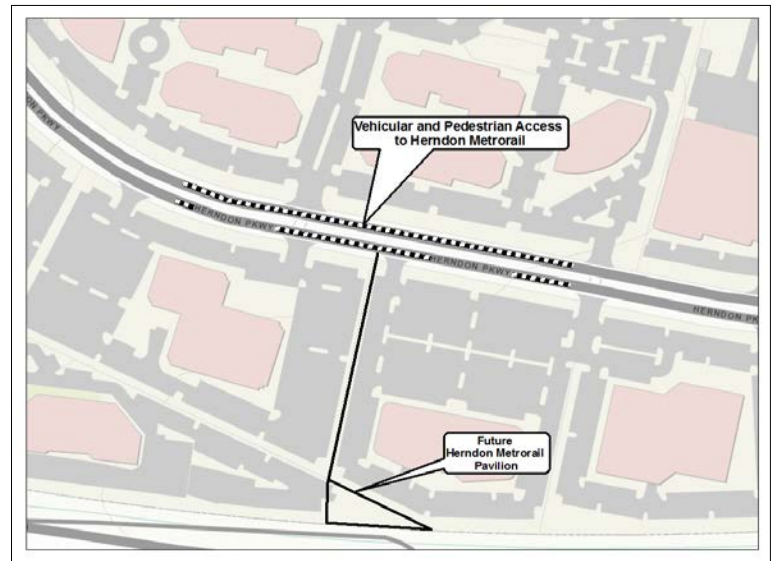
**Adopted Goals and Objectives:**

**From 2035 Vision Plan and Goals :**

1. Advocate appropriate access improvements for the opening of the Herndon Station.
2. Project implements multi-modal methods to move people in and around town.

**From 2030 Comprehensive Plan :**

3. Provide enhanced access facilities at the north side of the Herndon Metrorail Station.
4. Continue to support the Herndon Metrorail Station and develop plans for surrounding access to the station.
5. To facilitate alternative modes of transportation within the town.



amounts indicated = dollars in thousands

	Fiscal Year								
	Previous Allocation	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
<b>ESTIMATED COST:</b>									
Land Acquisition	200								200
Architecture/Engin./Admin.	600								600
Construction and related services	1750	300	75	307		50			2482
Equipment/Furniture									0
<b>TOTAL</b>	<b>2550</b>	<b>300</b>	<b>75</b>	<b>307</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>3282</b>
<b>FINANCING SOURCES:</b>									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid (HMSAMS)	250								250
HB2313 Regional 70% share	1100								1100
CMAQ Funding	1200	300	75	307		50	Pending		1932
<b>TOTAL</b>	<b>2550</b>	<b>300</b>	<b>75</b>	<b>307</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>3282</b>
<b>GENERAL FUND OPERATING IMPACT:</b>									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Van Buren Street Improvements (Spring Street to Herndon Parkway)**

Project Number: 03-ST-13-001

Project Class: Street

Department: Community Development

**Project Description:** This project will rebuild a portion of Van Buren Street to create a “complete street” with emphasis on vehicle mobility and pedestrian/bicycle facilities. This section of street provides a key linkage for multi-modal movements between the W&OD Trail and Downtown Herndon to the Herndon Metro Station. Van Buren Street curb lines and drainage features will likely be relocated to provide dedicated space for enhanced bicycle and pedestrian facilities. The general approach is to work within existing right of way, as much as possible, which varies in width. Surveys, concept designs, and preliminary cost estimates have been completed using \$150,000 of previous HB2313 funds (not shown). Remaining engineering and construction will use Fairfax County HMSAMS funding and Transportation Alternatives Set Aside funds. Design began in FY18. Construction of the project may occur in two phases: from Alabama north to Spring Street and from Alabama south to the Herndon Parkway.

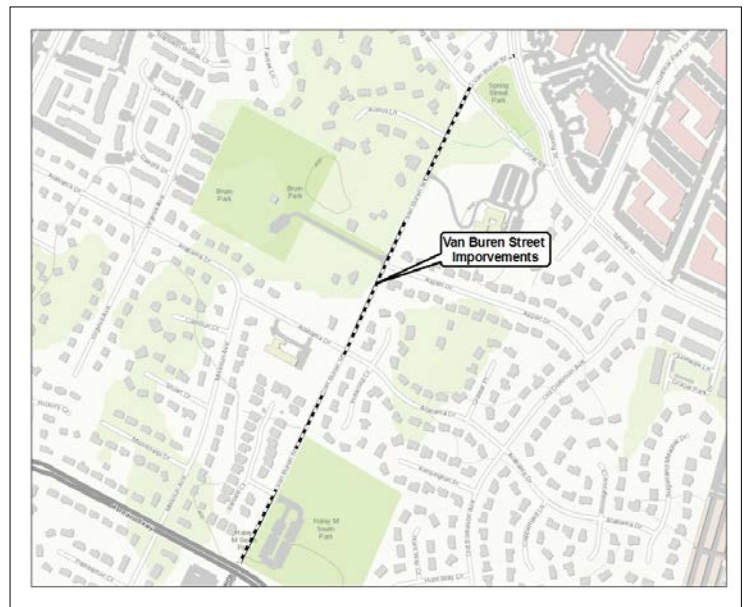
**Adopted Goals and Objectives:**

**From 2035 Vision Plan and Goals:**

1. Develop long-range plan for multi-modal methods to move people in and around town.
2. Advocate appropriate access improvements for the opening of the metro station.
3. Implement the Master Trails Plan to expand pedestrian and bicycle routes, to include the north/south bike route.

**From 2030 Comprehensive Plan:**

4. Facilitate alternative modes of transportation in town.
5. Provide safe streets that are friendly to pedestrians and bicyclists.
6. Continue to integrate pedestrian and bicycle facilities with the street and transit network.



amounts indicated = dollars in thousands

	Fiscal Year								
ESTIMATED COST:	Previous Allocations	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition	240								240
Architecture/Engin./Admin.	580								580
Construction and related services	1938	1400							3338
Equipment/Furniture									0
<b>TOTAL</b>	<b>2758</b>	<b>1400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4158</b>
<b>FINANCING SOURCES:</b>									
General Fund	70								70
Fairfax Co. HMSAMS funding-PENDING	800	1400							2200
Transportation Alternatives Program	1110								1110
HB2313 local 30%	778								778
<b>TOTAL</b>	<b>2758</b>	<b>1400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4158</b>
<b>GENERAL FUND OPERATING IMPACT:</b>									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Van Buren Street Improvements (Herndon Parkway to South Town Line plus north segment)**

Project Number: 03-ST-18-001

Project Class: Street

Department: Community Development

Project Description: This project will retrofit the character and composition of Van Buren Street between Herndon Parkway and the Monroe Street bridge at the South Town line as a continuation of the complete street design of Van Buren Street to the north of Herndon Parkway. Its primary purpose is to provide a continuous facility for multi-modal movement especially pedestrian and bicycle activity that links with the County dedicated pedestrian and bicycle facilities at the bridge. This improvement would serve as the final link of the Folly Lick -Spring Branch Regional Trail and enhance multi-modal level of service and access in and around the Herndon Metro Station area. Herndon Metro Station Access Management Study (HMSAMS) initiated funding from Fairfax County will be used for the planning study and concept design and also for design and construction when approved through agreements with Fairfax County and the Town of Herndon. The scope also includes bicycle facility improvements on the short segment between Spring Street and the W&OD Trail.

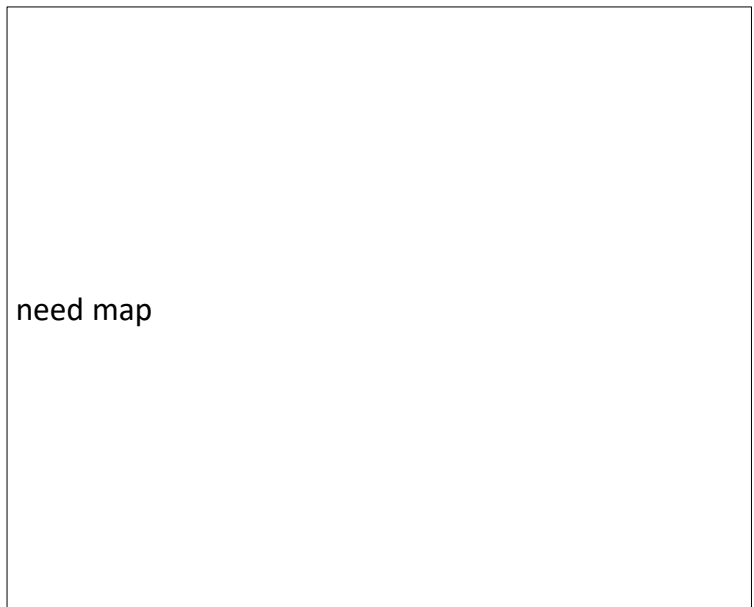
**Adopted Goals and Objectives:**

***From 2035 Vision Plan and Goals:***

1. Develop long-range plan for multi-modal methods to move people in and around town.
2. Advocate appropriate access improvements for the opening of the metro station.
3. Implement the Master Trails Plan to expand pedestrian and bicycle routes, to include the north/south bike route.

***From 2030 Comprehensive Plan:***

4. Facilitate alternative modes of transportation in town.
5. Provide safe street that are friendly to pedestrians and bicyclists.
6. Continue to integrate pedestrian and bicycle facilities with the street and transit network.



amounts indicated = dollars in thousands

	Fiscal Year								
ESTIMATED COST:	Previous Allocations	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.	500								500
Construction and related services	850	1280	TBD						2130
Equipment/Furniture									0
<b>TOTAL</b>	<b>1350</b>	<b>1280</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2630</b>
<b>FINANCING SOURCES:</b>									
General Fund									0
Fairfax Co. HMSAMS funding -PENDING	500	1280	TBD						1780
Transportation Alternatives Program									0
HB2313 local 30%	850								850
<b>TOTAL</b>	<b>1350</b>	<b>1280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2630</b>
<b>GENERAL FUND OPERATING IMPACT:</b>									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Worldgate Drive Extension**

Project Number: 03-ST-97-001

Project Class: Street

Department: Community Development

Project Description: The Worldgate Drive Extension is a keystone infrastructure improvement for the Herndon Transit Oriented Core as included in the Metrorail Station Area Plan. Per the area plan adopted as part of the town's comprehensive plan by the Town Council on February 28, 2012, Worldgate Drive will be extended from Van Buren Street to the Herndon Parkway, providing additional capacity to the street network for Metrorail redevelopment. A concept and preliminary engineering has been completed to provide private developers with cost estimates and a detailed concept for right of way dedications. The town is anticipating private development to complete final engineering and construction of the project through redevelopment. A previous allocation of Northern Virginia Transportation Authority HB2313 local 30% share funding covered creation of base engineering and concept plan.

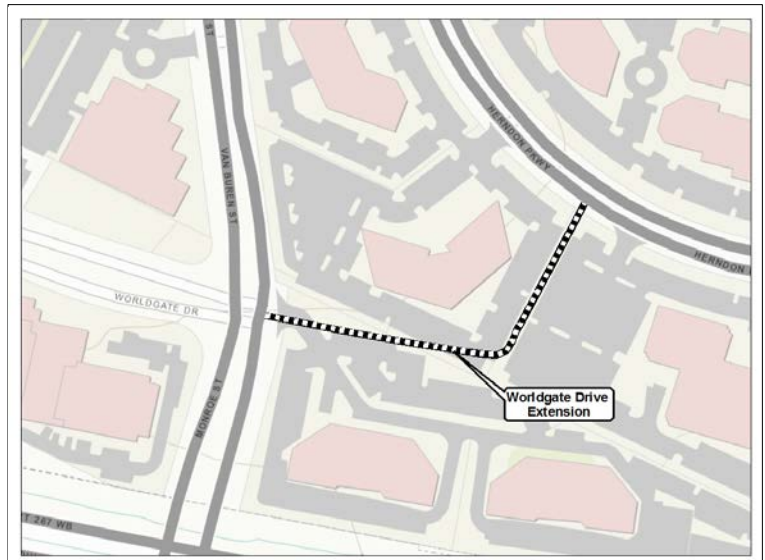
Adopted Goals and Objectives:

**From 2035 Vision Plan and Goals :**

1. Advocate appropriate access improvements for the opening of the Herndon Station.

**From 2030 Comprehensive Plan :**

2. Provide enhanced access facilities at the north side of the Herndon Metorail Station.
3. Continue to support the Herndon Metrotrail Station and develop plans for surrounding access to the station.



amounts indicated = dollars in thousands

Fiscal Year									
ESTIMATED COST:	Estimated Reserves	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services		TBD	TBD						0
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FINANCING SOURCES:</b>									
General Fund									0
G.O. Bonds									0
Private Developers to fund		TBD	TBD						0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL FUND OPERATING IMPACT:</b>									
Capital Costs									
Debt Service									
Personnel/Operations									
<b>TOTAL</b>									

**Sterling Road Multi-Modal Improvements**

Project Number: 03-CD-16-002

Project Class: Streets

Department: Community Development

**Project Description:** This project envisions the reconfiguration of Sterling Road, from Elden Street to Herndon Parkway, to reflect the town's current plans for traffic management and circulation in residential areas. This project is to begin with a study to include a concept design and traffic impact analysis. As part of the study, a warrant analysis will be prepared to determine the need for a signalized intersection with Crestview Drive. The study is also to include the feasibility of a bike facility between Elden Street and the town limits. The general guidance for the concept design is to convert the existing, undivided, three-lane section to a two-lane roadway with a middle lane for turning movements and where appropriate a landscaped median. Proposed improvements will function to enhance traffic mobility, while providing for safer pedestrian and bike accommodations. The project could be eligible for future transportation funding under the Federal roadway surface program, VDOT's revenue sharing program and state HB-2313 allocations as well as a potential candidate through VDOT's Transportation Alternatives Program.

**Adopted Goals and Objectives:**

**From 2035 Vision Plan and Goals**

1. Develop long-range plan for multi-modal methods to move people in and around town.
2. Implement the Master Trails Plan to expand pedestrian and bicycle routes, to include the north/south bike route.

**From 2030 Comprehensive Plan**

3. Facilitate alternative modes of transportation in town.
4. Provide safe streets that are friendly to pedestrians and bicyclists.
5. Continue to integrate pedestrian and bicycle facilities with the street and transit network.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.		148		400					548
Construction and related services					1000	1000			2000
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>148</b>	<b>0</b>	<b>400</b>	<b>1000</b>	<b>1000</b>	<b>0</b>	<b>0</b>	<b>2548</b>

FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid (TBD)									0
HB2313 Local 30%		148		400	1000	1000			2548
<b>TOTAL</b>	<b>0</b>	<b>148</b>	<b>0</b>	<b>400</b>	<b>1000</b>	<b>1000</b>	<b>0</b>	<b>0</b>	<b>2548</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Bicycle Facilities & Accommodations**

Project Number: 03-CD-16-001

Project Class: Streets

Department: Community Development

**Project Description:** This project will provide funding for bicycle facilities to connect missing links in the Town's bicycle facility network, in compliance with and to advance the Town Council endorsed Fairfax County Bicycle Master Plan. Facilities may include on-street bicycle lane and sharrows markings, on-street bicycle racks and other amenities, and may be used to support a bicycle sharing service in town. Multiple bicycle improvements included in the Bicycle Master Plan are designed and funded as part of other CIP projects such as East Elden Street and Van Buren Street. This project will implement the bicycle facility improvements that are not included in those major roadway improvement projects. These connections are intended to be completed with little to no adjustments to curb lines. The principal bicycle network connections to be made include:

- Center Street (Station St - Alabama Dr)
- Dranesville Road (Park Ave - Madison St)
- Locust Street (Elden St - Center St)
- Station Street (Center St - Park Ave)
- Dranesville Road (Herndon Pkwy - North town line)
- Van Buren Street (W&OD - Park Ave)

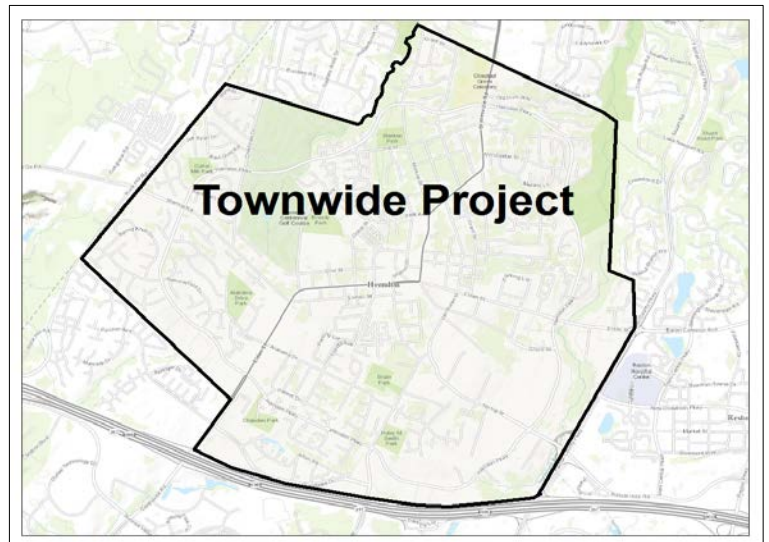
**Adopted Goals and Objectives:**

**From 2035 Vision Plan and Goals**

1. Develop long-range plan for multi-modal methods to move people in and around town.
2. Advocate appropriate access improvements for the opening of the metro station.
3. Implement the Master Trails Plan to expand pedestrian and bicycle routes, to include the north/south bike route.

**From 2030 Comprehensive Plan**

4. Facilitate alternative modes of transportation in town.
5. Provide safe streets that are friendly to pedestrians and bicyclists.
6. Continue to integrate pedestrian and bicycle facilities with the street and transit network.



amounts indicated = dollars in thousands

ESTIMATED COST:	Fiscal Year								
	Previous Allocations	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.			50						50
Construction and related services	18	30	17	139					204
Equipment/Furniture	4	10							14
<b>TOTAL</b>	<b>22</b>	<b>40</b>	<b>67</b>	<b>139</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>268</b>

FINANCING SOURCES:									
General Fund	22	40	17						79
G.O. Bonds									0
Intergovernmental Aid			50	139					189
Downtown Parking Fund									0
Other -Developer									0
<b>TOTAL</b>	<b>22</b>	<b>40</b>	<b>67</b>	<b>139</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>268</b>

PARKING FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Downtown Streets-Phase 3**

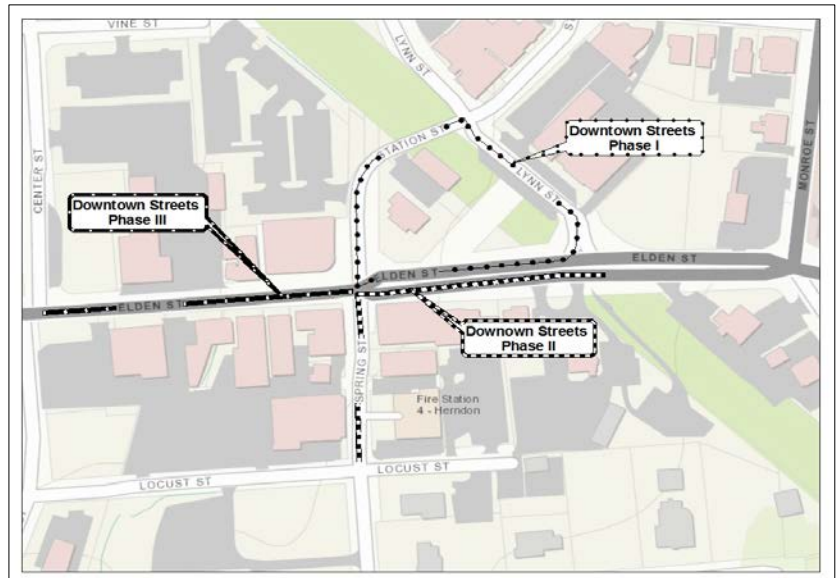
Project Number: 03-ST-96-001A

Project Class: Street

Department: Public Works

**Project Description:** This is a VDOT Transportation Alternatives Program (TAP-formerly Enhancement) grant project to widen and enhance streetscapes with brick sidewalks, grated tree wells and other features consistent with the "Downtown Streetscape" standards. This project is divided into three phases. Phases 1 and 2 are complete. Phase 3 funding is approved and is shown in Reserves. A private sector project is constructing a large area of streetscape at the corner of Elden and Monroe streets. Right-of-way acquisition is required for Phase 3.

**Adopted Goals and Objectives:**  
**Enriching Lives Through Arts and Entertainment:**  
 1. Complete downtown streetscape improvements.



amounts indicated = dollars in thousands

		Fiscal Year							
	Estimated Reserves	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
<b>ESTIMATED COST:</b>									
Land Acquisition	50								50
Architecture/Engin./Admin.									0
Construction and related services	550								550
Equipment/Furniture									0
<b>TOTAL</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>
<b>FINANCING SOURCES:</b>									
General Fund	120								120
G.O. Bonds									0
VDOT Enhancement Award	480								480
									0
<b>TOTAL</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>
<b>GENERAL FUND OPERATING IMPACT:</b>									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Elden-Center Streets Intersection Improvements**

Project Number: 03-ST-00-001

Project Class: Street

Department: Public Works

**Project Description:** This project supports the reconstruction and signalization of the Elden Street/Center Street intersection (the traffic signal at Elden/Grace Street will be retained). Enhancements include brick sidewalks and storm drainage improvements. Existing and future mixed use residential development on Center Street places greater traffic volumes in this project area. Additional revenue sharing funds were obtained in the FY2013 program to support construction of duct banks for future undergrounding of utilities. Construction is being coordinated with the town's PPEA redevelopment project on the northeast corner. The town has an agreement with Comstock relative to development of the property known as Block D and E, formerly town parking property and a car dealer property.

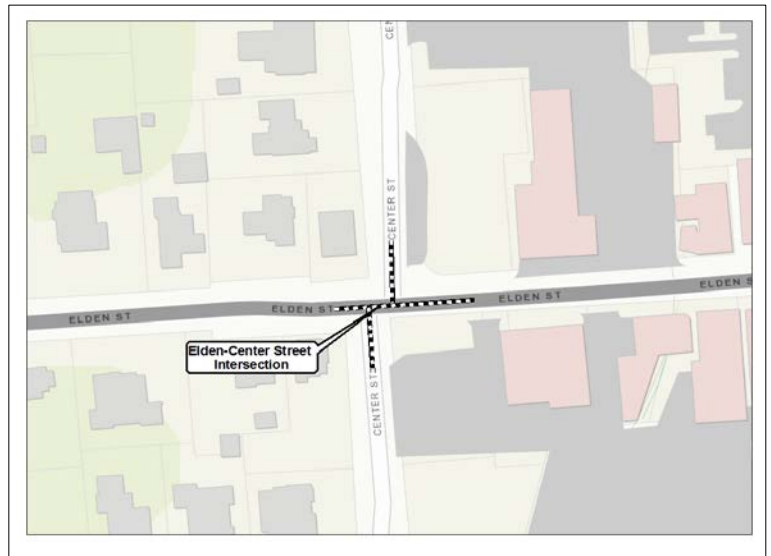
**Adopted Goals and Objectives:**

***Celebrating Community Spirit:***

Continue to implement stormwater, sidewalk and street lighting projects in town neighborhoods.

***Enriching Lives Through Arts and Entertainment:***

Complete downtown streetscape improvements.



amounts indicated = dollars in thousands

	Estimated Reserves	Fiscal Year								
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL	
<b>ESTIMATED COST:</b>										
Land Acquisition	300									300
Architecture/Engin./Admin.	30									30
Construction and related services	1500									1500
Equipment/Furniture										0
<b>TOTAL</b>	<b>1830</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1830</b>
<b>FINANCING SOURCES:</b>										
General Fund	25									25
HB2313 Local -30% shared- projected FY15	850									850
G.O. Bonds	180									180
VDOT Revenue Sharing	775									775
<b>TOTAL</b>	<b>1830</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1830</b>
<b>GENERAL FUND OPERATING IMPACT:</b>										
Capital Costs										0
Debt Service										0
Personnel/Operations										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**GSA-Major Vehicle/Equipment Replacement**

Project Number: 15-TS-96-001

Project Class: Vehicles/Equipment

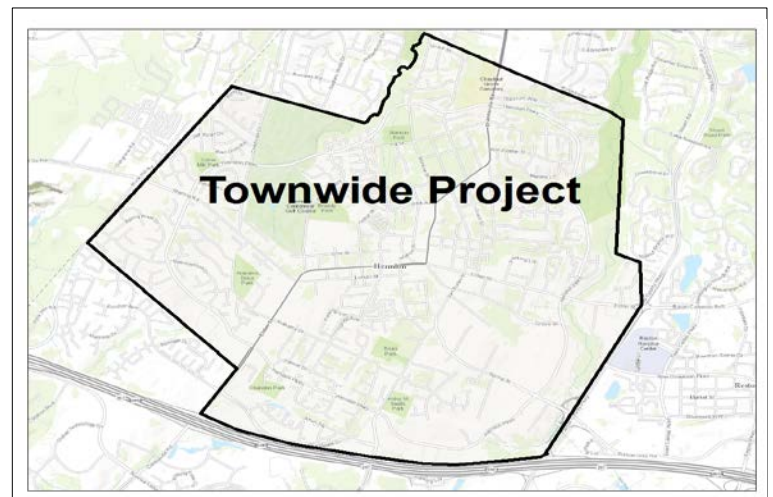
Department: Public Works

**Project Description:** This program replaces older town vehicles and major equipment over \$50K 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 Invitation for Bid or use of state or local contracts. The following vehicles will be replaced.

FY2019 (covered with reserves)		FY2020		FY2021	
1999 Volvo Refuse Packer 116	\$250,000	2000 GMC 1 Ton Utility 706	\$95,000	2002 Ford 1 Ton Utility 826	\$95,000
1999 Volvo Roll-off truck 117	\$190,000	2001 Ford 1 Ton Utility 524	\$95,000	2002 Ford 1 Ton Utility 763	\$95,000
2002 Chevrolet Utility Van 891	\$85,000	2000 GMC SA Dump Truck 896	\$180,000	2003 Ford 1 Ton Utility 877	\$95,000
New Salt Brine Machine	\$50,000	2000 Volvo 25 Yard Packer 103	\$250,000	2003 Chevy 1 Ton Utility 705	\$95,000

**Adopted Goals and Objectives:**

1. Develop and implement an environmental sustainability plan for the town.
2. Identify best management practices, evaluate what will work best for the town.
3. Maintain and improve our Go-Green status.
4. Ensure modern technologies and incorporated in to the utility infrastructure in Herndon.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services									0
Equipment/Vehicles	0		620	380	710	575	715	TBD	3000
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>620</b>	<b>380</b>	<b>710</b>	<b>575</b>	<b>715</b>	<b>0</b>	<b>3000</b>

FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Capital Leases	0		620	380	710	575	715	TBD	3000
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>620</b>	<b>380</b>	<b>710</b>	<b>575</b>	<b>715</b>	<b>0</b>	<b>3000</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Streetlights**

Project Number: 03-ST-94-003

Project Class: Street

Department: Public Works

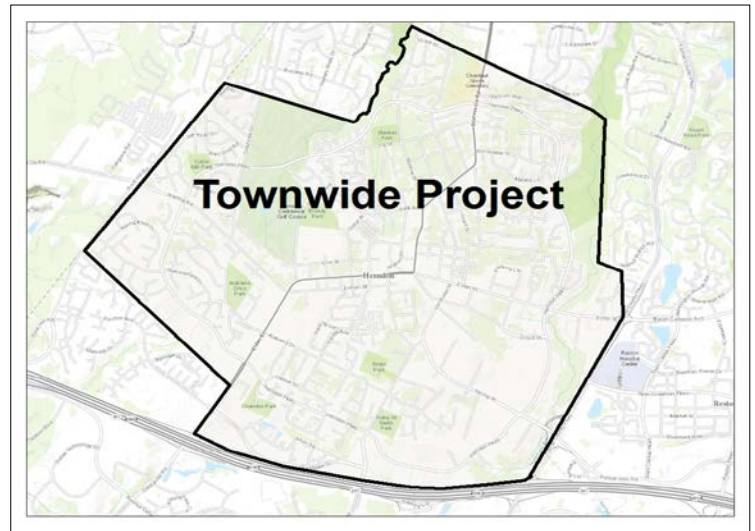
**Project Description:** This project supports the installation of streetlights in the older areas of town as well as between and adjacent to developments that lack street lighting. Streetlights increase traffic safety, provide additional safety for pedestrians and deter crime. A process for the project selection was developed in FY2009 with an emphasis on safety, police reports, HOA and citizen requests as priority elements. Projects may be reprioritized each year as the program is re-evaluated.

	Reserves	FY 2020	FY 2021	FY2022	FY2023
Upgrades to Existing Street Lights - various locations	40				
Elden St. - 1000 to 1100 Block (cobras)	80				
Grace Street (acorns)		70			
H Pkwy - Cavendish-Worchester(cobras)			50		
Spring St-VB to Adele Grdn Way(cobras)				75	
H Pkwy -Palmer to Van Buren(cobras)					40

**Adopted Goals and Objectives:**

***Celebrating Community Spirit:***

Continue to implement storm water, sidewalk, and street lighting projects in town neighborhoods.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services	120	0	70	50	75	40			355
Equipment/Furniture									0
<b>TOTAL</b>	<b>120</b>	<b>0</b>	<b>70</b>	<b>50</b>	<b>75</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>355</b>

FINANCING SOURCES:									
General Fund	120	0	70	50	75	40			355
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
<b>TOTAL</b>	<b>120</b>	<b>0</b>	<b>70</b>	<b>50</b>	<b>75</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>355</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Storm Drainage Improvements**

Project Number: 05-SM-96-001

Project Class: Storm Drainage

Department: Public Works

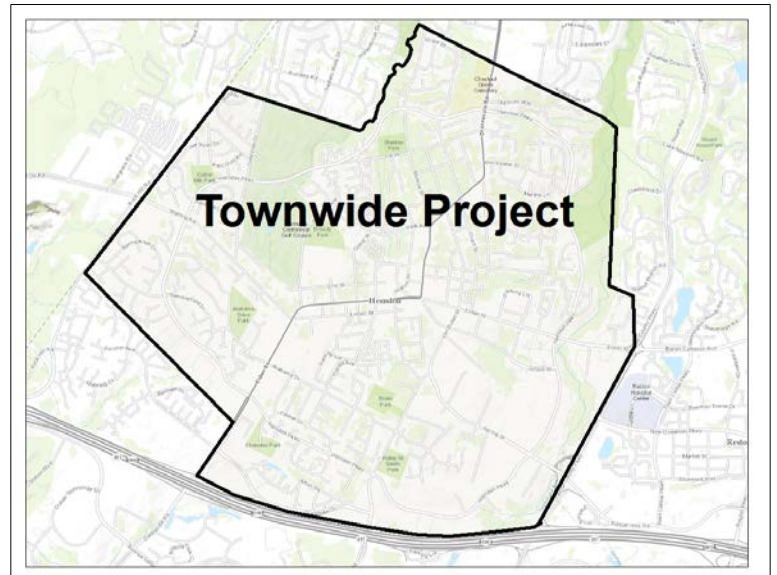
Project Description: This CIP program addresses local area drainage problems. This program may also fund drainage elements of town projects. A portion of the Fairfax County Stormwater Tax Revenues will be assigned to this program each year. The figure of \$300,000 for FY2022 that is shown below is based on \$60,000 per year of stormwater tax revenues accumulating from FY17 to FY22 towards construction phases.

	Reserves	FY 2021	FY 2022	FY 2023
Spring Street, Nash to Van Buren				250
Van Buren, Park to First Street	50		300	
Van Buren/Fillmore Area Study	100			
Small Area Drainage Improvements	70			
<b>Total</b>	<b>220</b>	<b>0</b>	<b>300</b>	<b>250</b>

Adopted Goals and Objectives:

***Celebrating Community Spirit:***

1. Continue to implement storm water, sidewalk, and street lighting project in town neighborhoods.



amounts indicated = dollars in thousands

	Fiscal Year								
	Estimated Reserves	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
<b>ESTIMATED COST:</b>									
Land Acquisition									0
Architecture/Engin./Admin.	150					250			400
Construction and related services	70				300				370
Equipment/Furniture									0
<b>TOTAL</b>	<b>220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>770</b>
<b>FINANCING SOURCES:</b>									
Fairfax Co. Stormwater Tax Revenue					300	250			550
Pro Rata and General Funds	220								220
Intergovernmental Aid									0
<b>TOTAL</b>	<b>220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>770</b>
<b>GENERAL FUND OPERATING IMPACT:</b>									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Buildings - Major Maintenance**

Project Number: 09-BD-04-001

Project Class: Buildings

Department: Public Works

Project Description: This project supports large maintenance and repair projects for town-owned facilities. Planned projects are listed below for the next two fiscal years. Out-year project funding amounts are estimated costs for a building maintenance and repair program that will include HVAC replacements, roof replacements and other refurbishment of town facilities.

**FY2020 Projects**

- Energy Audit Upgrades (Design) - \$75K
- HMC Garage LED Lighting - \$95K
- Comm. Ctr. Pool Lighting System-\$75K (Constructi
- 397 Herndon Parkway Brick Restoration -\$70K

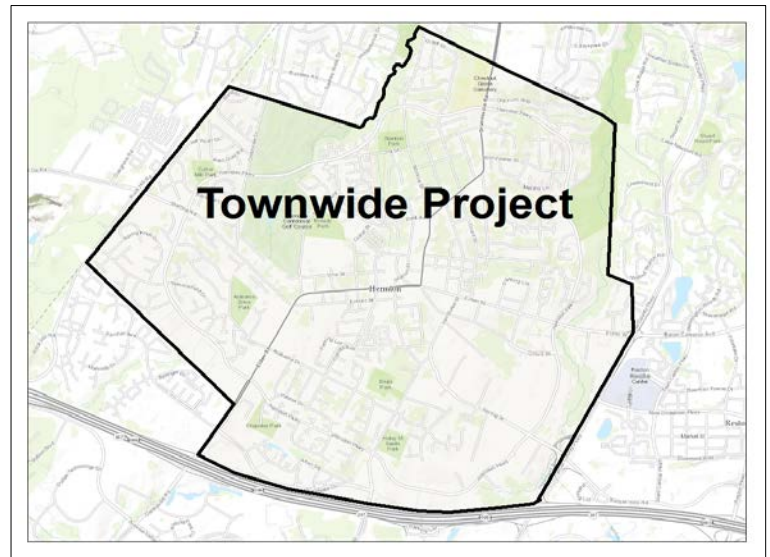
**FY2021 Projects**

- Energy Audit Upgrades (Construction)- \$250K
- Paint Aquatic Center Ceiling (Metal deck, spot paint) - \$50K
- 397 Herndon Parkway Lintel Painting - \$60K

Adopted Goals and Objectives:

**2030 Comprehensive Plan:**

1. Public Services- Ensure that adequate public facilities exist to support the needs of town residents and businesses.



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services	1090		315	360	365	445	350	450	3375
Equipment/Furniture									0
<b>TOTAL</b>	<b>1090</b>	<b>0</b>	<b>315</b>	<b>360</b>	<b>365</b>	<b>445</b>	<b>350</b>	<b>450</b>	<b>3375</b>

**FINANCING SOURCES:**

General Fund	1090	0	315	360	365	445	350	450	3375
G.O. Bonds									0
Intergovernmental Aid									0
Capital Leases									0
Other									0
<b>TOTAL</b>	<b>1090</b>	<b>0</b>	<b>315</b>	<b>360</b>	<b>365</b>	<b>445</b>	<b>350</b>	<b>450</b>	<b>3375</b>

**GENERAL FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Sidewalks and Minor Trails**

Project Number: 03-CD-08-001

Project Class: Street

Department: Public Works

**Project Description:** This project provides funding for the replacement of brick sidewalks and for trail and sidewalk segments that are planned per the Master Trails Plan in the town's 2030 Comprehensive Plan. This project does not address trails designated as Regional (Folly Lick, Sugarland Run, Van Buren Street). Funding for projects is determined based upon a continuing project assessment and the need for trail easements on private properties. Future applications for Transportation Alternatives Program may be a factor in determining project funding and scheduling.

Sidewalks	
FY2019-Downtown Brick sidewalks	250k
FY2019- Locust St. - Spring to Center St. South Side	305k
FY2020 - Locust St. -Fifth to Elden Street	190k
FY2021 - Dranesville Road at Madison St. corner	85k
FY2023 - Center St. -west side Vine to Elden St.	80k
FY2024 - H Pkwy south side Crestview to Ferndale	250k
FY2025 - Locust St. - North segment (#910-#906)	45k
FY2026 - Madison - Monroe St. to Quincy St	20k
FY2027 - Monroe St - Elden to Van Buren St.	100k

Trails	
Third St. (east of Dranesville Rd) to Herndon Pkwy	75k
Need Easement - Vine St. to Sterling Rd.	30k
Need Easement - Florida Ave. to H. Pkwy	15k
Need Easement - Spring Park Place to W&OD Trail	15k
Need Easement - Palmer Drive to Campbell Way	45k
Need Easement - 200 Spring St. to W&OD Trail	10k
Need Easement - Spring St. to Quadrangle Dev.	100k
Need Easement - Huntsman Place Trail Connection	100k
Nash - Spring St. to Pearl St.	TBD

**Adopted Goals and Objectives:**

***Celebrating Community Spirit:***

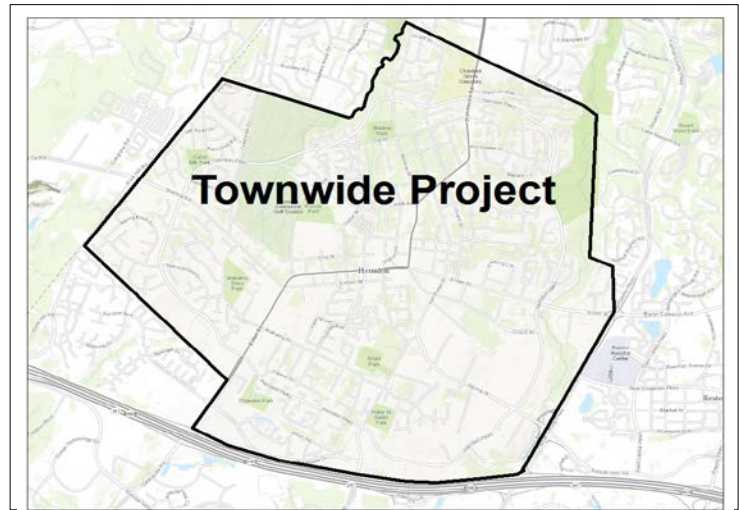
1. Continue to implement stormwater, sidewalk, and street lighting projects in town neighborhoods.

***2030 Comprehensive Plan:***

Master Trails Plan.

***Cultivating A Sustainable Environment:***

3. Implement the Master Trails Plan to expand pedestrian and bicycle routes, to include the north/south bike route.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services		555	190	85		80	250		1160
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>555</b>	<b>190</b>	<b>85</b>	<b>0</b>	<b>80</b>	<b>250</b>	<b>0</b>	<b>1160</b>

FINANCING SOURCES:									
General Fund			190	85	0	80	250		605
G.O. Bonds		555							555
Safe Routes To School Program									0
Fairfax Co. Funding									0
<b>TOTAL</b>	<b>0</b>	<b>555</b>	<b>190</b>	<b>85</b>	<b>0</b>	<b>80</b>	<b>250</b>	<b>0</b>	<b>1160</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Herndon Parkway/Van Buren St. Intersection**

Project Number: 02-CD-08-001

Project Class: Traffic Control

Department: Public Works

Project Description: This project provides for significant transportation improvements in order to relieve congestion and improve safety. This project focuses on the Herndon Parkway intersection with South Van Buren Street. Sterling Road/Herndon Parkway has separate funding and is shown as the next general fund project in the CIP. A concept study was completed in FY2014, resulting in Town Council adopting a preliminary plan for the intersection. Funding to date includes Regional Surface Transportation Program monies as well as HB2313 Regional 70% share funding. The intersection connects two Urban Minor Arterials that provide linkage to Fairfax County and access to redevelopment areas of the Herndon Transit Oriented Core as well as the future Herndon Metrorail station.

The project schedule anticipates design in finalization in FY2018, utility relocation and right of way acquisition in FY2019 and construction in FY2020.

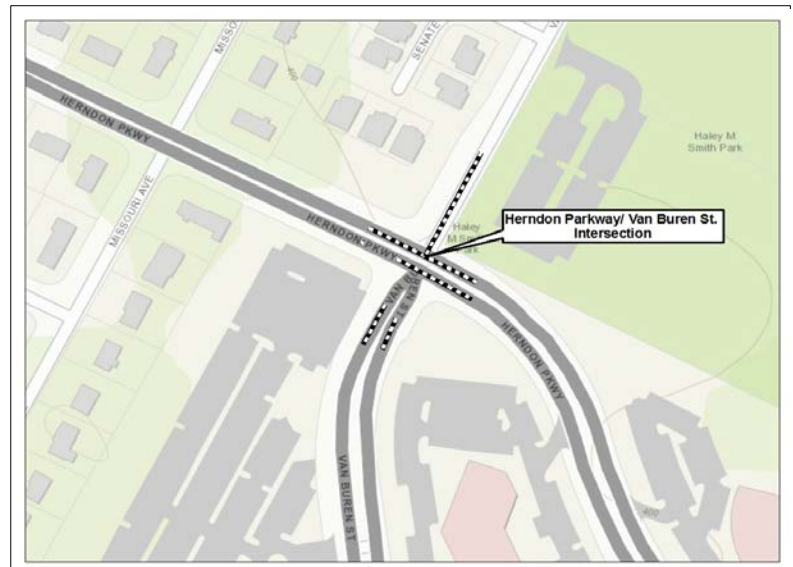
Adopted Goals and Objectives:

***Cultivating a Sustainable Environment:***

1. Advocate appropriate access improvements for the opening of Herndon Station.

***Cultivating a Sustainable Environment:***

2. Continue initiatives to have through traffic use the Herndon Parkway instead of internal streets.



*amounts indicated = dollars in thousands*

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition	500								500
Architecture/Engin./Admin.									0
Construction and related services	2100								2100
Equipment/Furniture									0
<b>TOTAL</b>	<b>2600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2600</b>

**FINANCING SOURCES:**

General Fund									0
G.O. Bonds									0
RSTP	2100								2100
HB2313 Regional funding ("70% funding")	500								500
<b>TOTAL</b>	<b>2600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2600</b>

**GENERAL FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Herndon Pkwy/Spring St Intersection to F. Co. Pkwy**

Project Number: 15-DPW-15-002

Project Class: Traffic Control

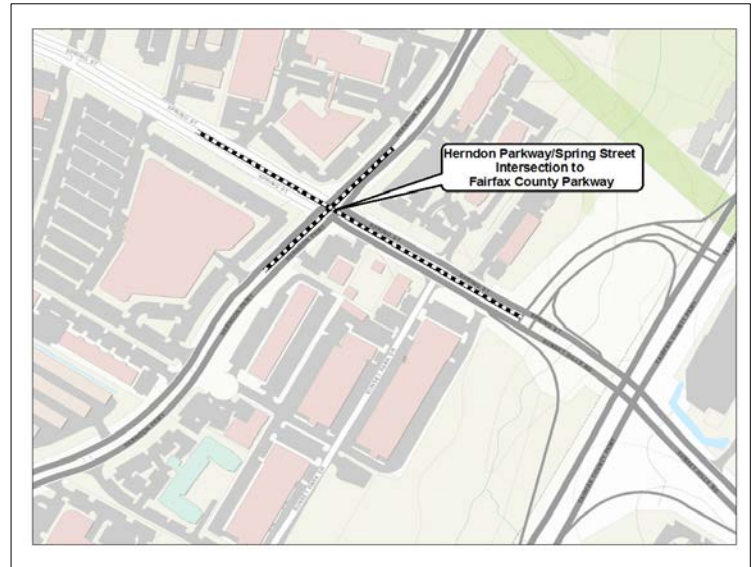
Department: Public Works

**Project Description:** Widen and reconstruct Spring Street from 4 to 6 lanes between Fairfax County Parkway and Herndon Parkway; project limits extend westward approximately 650 feet west of Herndon Parkway; add turning lanes on approaches to the intersection of Herndon Parkway and Spring Street; reconfigure the Fairfax County Parkway off-ramp at Spring Street to accommodate an exclusive southbound left turn lane; add dedicated northbound right turn lanes on Herndon Parkway at Spring Street; add a second left turn lane on southbound Herndon Parkway at Spring Street; reconfigure existing traffic signals. Create a safe pedestrian crossing of the ramp to southbound Fairfax County Parkway along the southern side of Spring Street and connect the crossing to nearby sidewalks. Enhance safety facilities for pedestrians, cyclists and transit users. VDOT will administer this project and will design and build the project based on the funding shown. Funding from VDOT Revenue Sharing is PENDING APPROVAL by VDOT. The VDOT project name is East Spring Street Improvements.

**Adopted Goals and Objectives:**

**Cultivating a Sustainable Environment:**

1. Continue the initiative to have through traffic use the Herndon Parkway instead of internal streets.
2. Through thoughtful planning the town has a network of sidewalks, trails, streets and connections to public transportation that provides residents the opportunity for one-car or no-car living.



amounts indicated = dollars in thousands

	Fiscal Year								
	Estimated Reserves	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
<b>ESTIMATED COST:</b>									
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services	1210	3706	3223	3039	200	100			11478
Equipment/Furniture									0
	<b>1210</b>	<b>3706</b>	<b>3223</b>	<b>3039</b>	<b>200</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>11478</b>
<b>FINANCING SOURCES:</b>									
HB2313 30% local share	391	577							968
VDOT Rev. Sharing		926	926						1852
Revenue Sharing match -HMSAMS		774	774						1548
Gen. Fund match for Rev. Sharing		153	152						305
RSTP			90	415	200	100			805
VDOT Smartscale Funding	819	1276	1281	2624					6000
<b>TOTAL</b>	<b>1210</b>	<b>3706</b>	<b>3223</b>	<b>3039</b>	<b>200</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>11478</b>
<b>GENERAL FUND OPERATING IMPACT:</b>									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Downtown Utility Relocation**

Project Number: 03-ST-11-001

Project Class: Street

Department: Public Works

**Project Description:** A significant cost element of downtown redevelopment is the undergrounding/relocation of utilities. For an initial phase, the town installed underground duct bank for future relocation of overhead utilities through the Federal American Recovery and Reinvestment Act of 2009 (ARRA stimulus program). The project installed duct banks in Elden Street (from Spring/Station to east of Lynn Street) and through the intersection of Elden and Spring/Station. Duct bank installation along Spring Street, not completed with the ARRA project, was completed in 2014 prior to Phase 2 of the Downtown Streetscape project. Duct bank in Station Street from Elden to the W&OD is the next segment to be constructed. The FY2012 Adopted Budget increased the town's meals tax rate to 2.5 percent, and \$150,000 of the additional collections is dedicated toward downtown utility relocation. This revenue will support debt service on G.O. bonds to fund construction. Future proffer contributions may also assist with funding this project. Proffers from approved projects include \$50,000 from the Herndon Fire Station and \$75,000 from the Vinehaven residential project (\$75,000 not shown in reserves-expected to be encumbered in FY16). In Estimated Reserves, an order of magnitude estimate is noted to underground wires on Elden Street, from Monroe to possibly Center Street. Construction will extend into FY 2019.

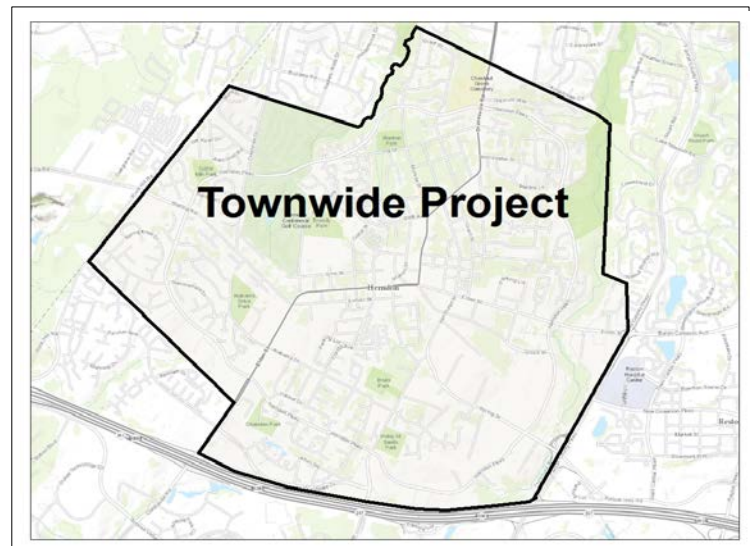
**Adopted Goals and Objectives:**

**Enriching lives through Arts and Entertainment:**

1. Complete downtown streetscape improvements.

**2030 Comprehensive Plan:**

2. Goals for downtown - Create a safe, pedestrian-friendly environment.
3. Goals for downtown - Create a singularly attractive downtown.
4. Public Facilities - Continue to place new and existing lines underground.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services	2925								2925
Equipment/Furniture									0
<b>TOTAL</b>	<b>2925</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2925</b>

FINANCING SOURCES:									
General Fund	150								150
G.O. Bonds	2600								2600
Intergovernmental Aid									0
Proffer + \$125K developer contribution	175								175
<b>TOTAL</b>	<b>2925</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2925</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service		175	175	175	175	175	175	2450	3500
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>2450</b>	<b>3500</b>

**Major Road Repaving Projects**

Project Number: 03-ST-12-003

Project Class: Street

Department: Public Works

**Project Description:** This project supports major maintenance of the town's arterial street network. Significant increases in asphalt costs over the past several years has resulted in a back log and delay in keeping up with scheduled resurfacing of the major road ways. These costs are so high, they take up the majority of resurfacing funds reimbursed by the state. By creating a CIP fund for the major roads, more funds can be dedicated to secondary roads and subdivision streets that are starting to fail.

The proposed paving program has been structured to complete segments that were previously delayed for maintenance. Funding will be used to complete the projects listed below. Asphalt milling, concrete curb and gutter replacement, repaving, restriping and traffic loop replacement are the major project elements to be completed. The FY2012 adopted Budget increased the town's meals tax rate to 2.5 percent. A portion of the additional collections (\$250,000) is dedicated toward major road repaving.

FY2019 - Herndon Parkway from Sterling Road to Elden Street (inner loop)
FY2020 - Herndon Parkway from Sterling Road to Elden Street (outer loop)
FY2021 - Replace Elden Street Bomanite
FY2022 - Worldgate Drive from Elden Street to Wilshire Lane

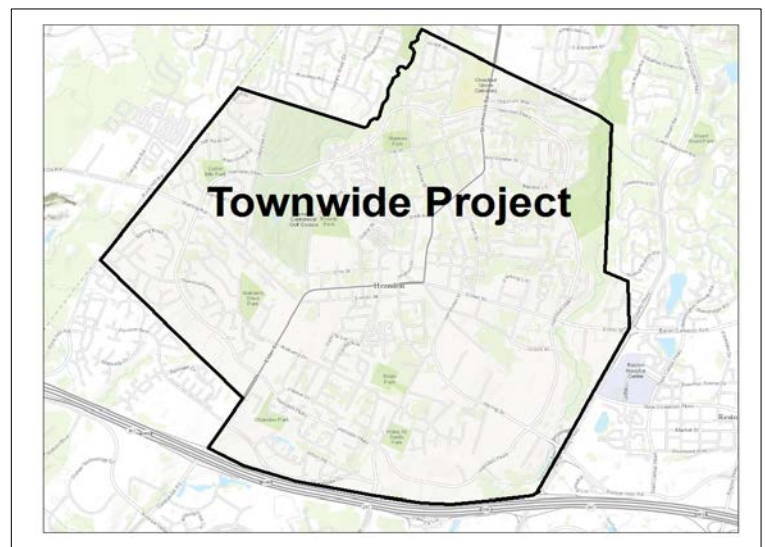
**Adopted Goals and Objectives:**

**2030 Comprehensive Plan:**

1. To provide a transportation system that safely accommodates local traffic

**2030 Comprehensive Plan:**

2. Provide safe streets that are friendly to pedestrians and bicyclists



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services		250	250	250	250	250			1250
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>1250</b>

FINANCING SOURCES:										
General Fund		250	250	250	250	250				1250
G.O. Bonds										0
Intergovernmental Aid										0
Other - VDOT Revenue Grant										0
Other										0
<b>TOTAL</b>	<b>0</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1250</b>

GENERAL FUND OPERATING IMPACT:										
Capital Costs										0
Debt Service										0
Personnel/Operations										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Elden-Monroe Intersection Improvements**

Project Number:

Project Class: Street

Department: Public Works

**Project Description:** This project redesigns and reconstructs the intersection of Monroe-Elden Streets. This project will link the East Elden Project, the Downtown Streetscape Project, and the Elden-Monroe private development project. Enhancements include a new traffic signal, brick crosswalks, sidewalks and storm drainage improvements. A state revenue sharing grant will support the project.

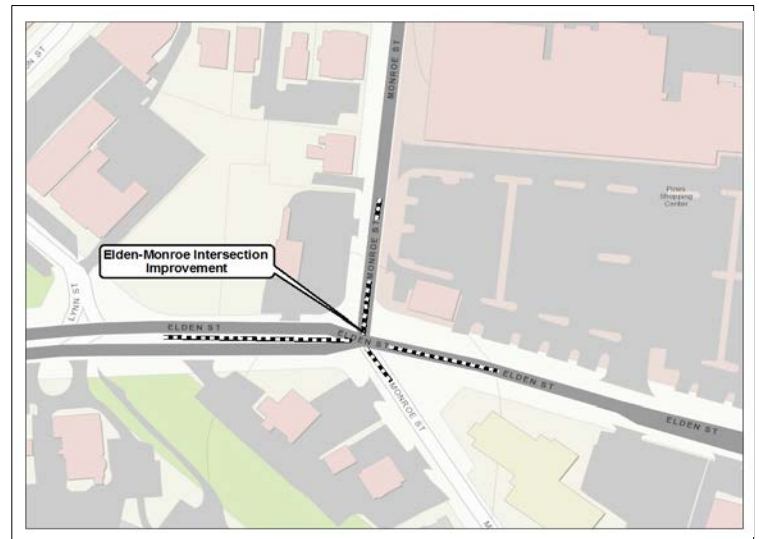
**Adopted Goals and Objectives:**

**Enriching Lives Through Arts and Entertainment:**

- 1. Complete downtown streetscape improvements.

**Celebrating Community Spirit:**

- 2. Continue to implement stormwater, sidewalk, and streetlighting projects in town neighborhoods.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition	200								200
Architecture/Engin./Admin.	150								150
Construction and related services		900	750						1650
Equipment/Furniture									0
<b>TOTAL</b>	<b>350</b>	<b>900</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2000</b>

FINANCING SOURCES:										
General Fund										0
G.O. Bonds										0
HB2313 Local 30%	327	275	375							977
Revenue Sharing Grants - (Pending)		625	375							1000
CIP Reallocation	23									23
<b>TOTAL</b>	<b>350</b>	<b>900</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2000</b>

GENERAL FUND OPERATING IMPACT:										
Capital Costs										0
Debt Service										0
Personnel/Operations										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Monroe Street Improvements**

Project Number:

Project Class: Street

Department: Public Works

**Project Description:** This project adds curb and gutter and new sidewalk to the west side of Monroe Street from 761 Monroe to 815 Monroe, and on the east side of Monroe Street from 760 Monroe to approximately 170 feet north of Monroe Hill Court. Monroe Street will be widened to match improvements that have been constructed on both ends of the project. Storm drainage, lighting, and paving are included in the project. Grant funding may be pursued for the project in future grant applications. Potential sources include VDOT revenue sharing, HB2313 local funding and other sources.

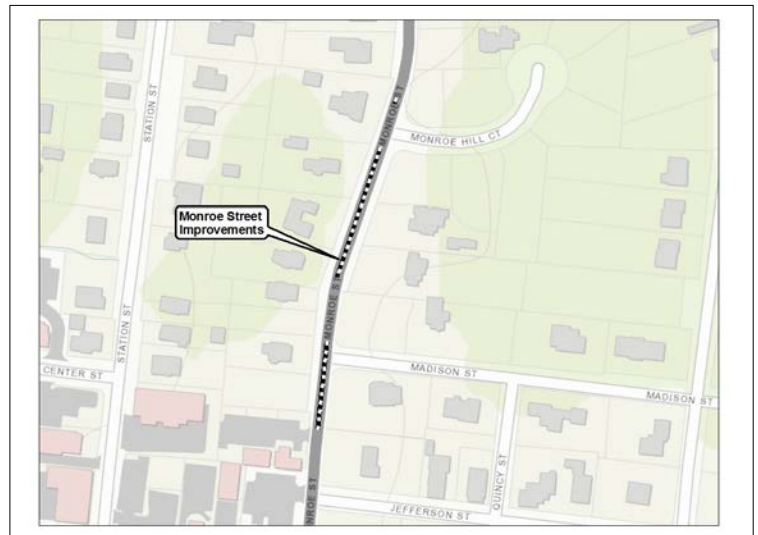
**Adopted Goals and Objectives:**

**Celebrating Community Spirit:**

1. Continue to implement stormwater, sidewalk, and street lighting projects in town neighborhoods.

**Comprehensive Plan:**

2. Provide safe streets that are friendly to pedestrians and bicyclists.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition				300					300
Architecture/Engin./Admin.			275						275
Construction and related services				399	TBD				399
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>275</b>	<b>699</b>	<b>TBD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>974</b>

FINANCING SOURCES:										
General Fund				375	TBD					375
HB2313 30% local funding			275	300	TBD					575
Proffer- Madison Single Lot Development				24						24
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>275</b>	<b>699</b>	<b>TBD</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>974</b>

GENERAL FUND OPERATING IMPACT:										
Capital Costs										0
Debt Service										0
Personnel/Operations										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Information Technology**

Project Number: 16-IT-97-001

Project Class: Information Technology

Department: Information Technology

Project Description:

FY2019 - Network infrastructure upgrades (HMC) - Replace end-of-life the network infrastructure components originally installed in 2012 at HMC, Town Hall, Community Center, Town Shop, Golf Course and Zoning Enforcement.

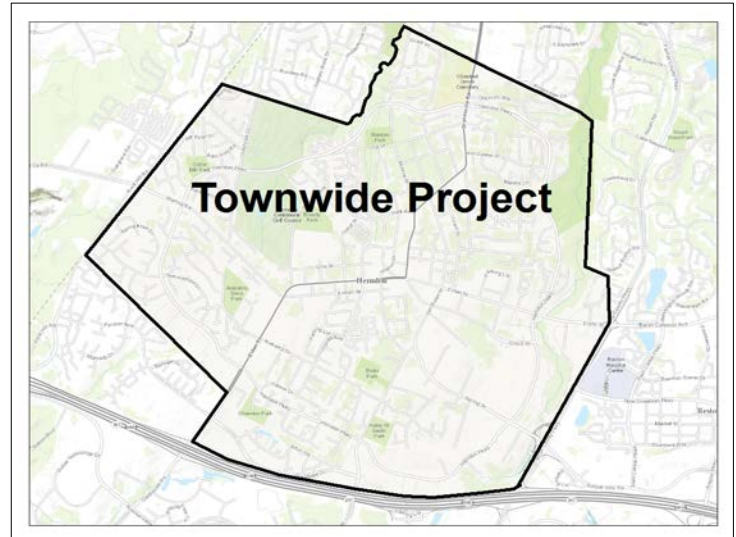
Adopted Goals and Objectives:

**2035 Vision Plan Goals:**

1. Provide robust online access for all town services and customer relationship management.

**Championing Business and Technology:**

2. Identify and evaluate opportunities to increase connectivity in the town.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.		45							45
Construction and related services									0
Equipment/Furniture	330	90							420
<b>TOTAL</b>	<b>330</b>	<b>135</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>465</b>

FINANCING SOURCES:									
General Fund	330	135							465
G.O. Bonds									0
Intergovernmental Aid									0
Capital Leases									0
Other									0
<b>TOTAL</b>	<b>330</b>	<b>135</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>465</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs	0	0	0	0	0	0	0	0	0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Police Radio Equipment**

Project Number: 15-PO-15-01

Project Class: Special Equipment

Department: Police

**Project Description:** Police radios with associated equipment must be replaced due to obsolescence, interoperability, and encryption requirements. The project coordinates with Fairfax County as the lead communications point, and is largely driven by county timeframes and operational requirements. The expenditures are tentatively expected in FY 2019. The FY 2019 commitment of \$211,000 is not shown here; this will be funded from reserves at the first FY19 Budget Amendment cycle. The overall project expense and CIP allocation for the Town of Herndon was decreased due to Fairfax County's agreement to purchase \$372,000 worth of necessary equipment.

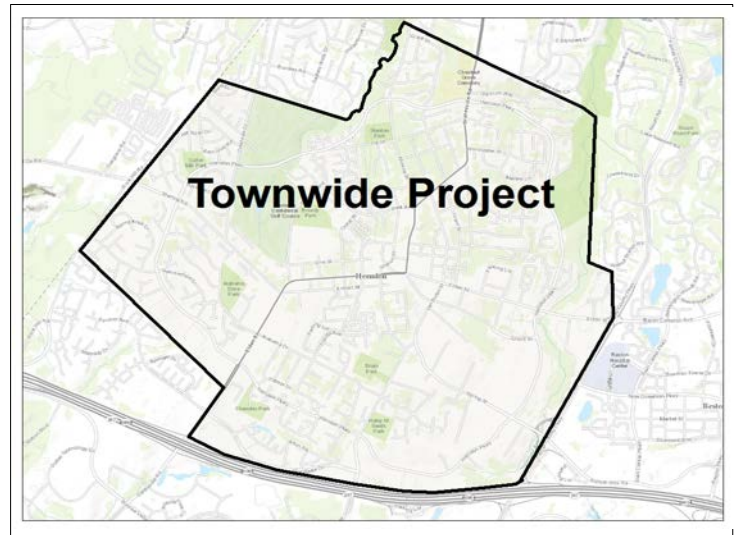
**Adopted Goals and Objectives:**

**Accreditation Standard 81.3.4**

1. This communications capability among law enforcement and public service agencies, such as fire departments, ambulance services, public utilities, etc., is necessary to provide proper coordination and deployment of forces in times of emergencies. The capability may range from simple car-to-car arrangements to interagency and statewide networks.

**Accreditation Standard 81.2.2**

2. Immediate communications capability provides a measure of safety and security to law enforcement officers and the public.



amounts indicated = dollars in thousands

ESTIMATED COST:	Previous Allocations	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services									0
Equipment/Furniture	630								630
<b>TOTAL</b>	<b>630</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>630</b>

FINANCING SOURCES:									
General Fund	630								630
Fairfax County E911 funds									0
Intergovernmental aid									0
Capital Lease/Purchase									0
<b>TOTAL</b>	<b>630</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>630</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Police Facility Security**

Project Number: ##-AA-FY-###

Project Class: Facility Security

Department: Police

**Project Description:** Exterior lighting and perimeter cameras of the police facility must be upgraded to provide improved security for police personnel and law enforcement operations. The current lighting conditions were analyzed in a study by the town's consulting engineers with specific recommendations. The department concurs that updating the secure rear lot with perimeter lighting will improve inadequate illumination and enhance officer safety. Current exterior security cameras are antiquated (10+ years old) and failing. New exterior cameras will also enhance facility security and will be integrated into the digital video infrastructure and maintained as a global system.

**Adopted Goals and Objectives:**

**FY 2018 Budget:**

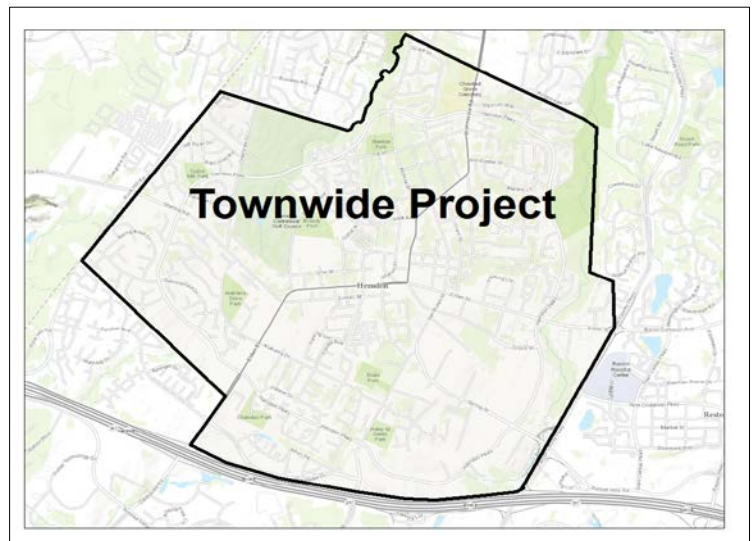
**Police - Support Services Objective**

1. Maintaining effective facility security for law enforcement operations and police personnel meets the department's objective to deploy technology to increase and enhance efficiency and effectiveness.

**2035 Vision Plan and Goals:**

**Honoring People and Championing Business and Technology**

2. Upgrading police facility security lighting and cameras promotes a safe environment for personnel to provide professional law enforcement services to



amounts indicated = dollars in thousands

ESTIMATED COST:	Previous Allocations	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.		17							17
Construction and related services		111							111
Equipment/Furniture		64							64
<b>TOTAL</b>	<b>0</b>	<b>192</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>192</b>

FINANCING SOURCES:										
General Fund		192								192
G.O. Bonds										0
Intergovernmental Aid										0
Golf Course Fund										0
Other										0
<b>TOTAL</b>	<b>0</b>	<b>192</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>192</b>

GOLF COURSE FUND OPERATING IMPACT:										
Capital Costs										0
Debt Service										0
Personnel/Operations										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Stream Restoration**

Project Number: 5-SM-18-002

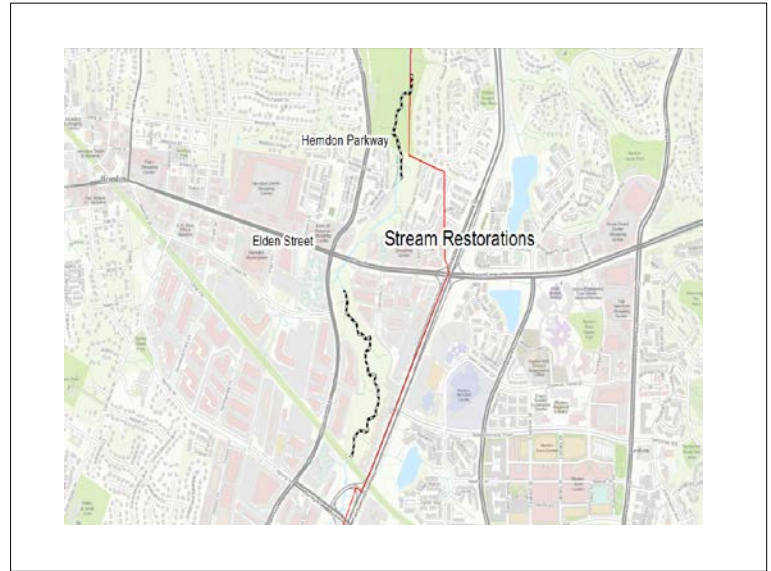
Project Class: Storm Drainage

Department: Public Works

Project Description: These projects are designed to address the quality of the town's stream banks and stream valley conditions. This project addresses a regional mandate to improve the Chesapeake Bay with reduction to the Total Maximum Daily Load of nutrients. TMDL targets have been set for the jurisdictions by Virginia DEQ. Urbanization and storm water have contributed to erosion and damage to the stream areas. These projects will use Fairfax County stormwater tax funding and possible grant funding to implement the projects. Stream restoration areas are identified as:

- Sugarland Run (behind Herndon Police Department) - Design FY19, Construct FY21
- Sugarland Run (south of Elden Street) - Construct - beyond
- Sugarland Run ( along Runnymede Park) - Construct - beyond

Adopted Goals and Objectives:  
**Cultivating a Sustainable Environment**  
 1. Sustain and enhance our parks



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.		190		1000				TBD	1190
Construction and related services								TBD	0
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>190</b>	<b>0</b>	<b>1000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1190</b>
<b>FINANCING SOURCES:</b>									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Fairfax County Stormwater Tax		190		1000				TBD	1190
Other									0
<b>TOTAL</b>	<b>0</b>	<b>190</b>	<b>0</b>	<b>1000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1190</b>
<b>GENERAL FUND OPERATING IMPACT:</b>									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Downtown Redevelopment - Arts Center**

Project Number: 09-CD-17-10

Project Class: Buildings

Department: Town Manager

Project Description: This project provides for the development of public parking as well as an arts center in the downtown in accord with the comprehensive plan. During 2017 a Comprehensive Agreement was negotiated between the town and Comstock and approved by Town Council. By the terms of the agreement Comstock provides permanent structured parking (339 spaces), the shell arts center facilities as well as temporary facilities during construction, other public space improvements and a \$500,000 recreation proffer. The total public improvements are valued at \$13.6M, while the town had invested \$5.8M previously in land acquisition and the town funds \$3.6M towards core facilities plus environmental clean-up, culvert repair, easements and other items. The town will also cover interior build-out for the arts center with all of the shell construction costs covered by Comstock. This project sheet displays the costs to be undertaken by the Town of Herndon for design and construction of the arts center interior build-out.

Adopted Goals and Objectives:

**FY2016 Budget:**

Enriching Lives Through Arts and Entertainment  
 -Goal 1: Make downtown a vibrant and year-round activity-based draw.

**2030 Comprehensive Plan, Page III-25**

2. Encourage Complementary Redevelopment



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Contribution to core facilities per CA									0
Architecture/Engin./Admin.		500							500
Construction by town -Art Ctr. interior			2500						2500
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>500</b>	<b>2500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3000</b>

FINANCING SOURCES:									
General Fund									0
G.O. Bonds			1300						1300
Fairfax Co. Grant (PENDING at \$1.2M)			1200						1200
Other -proffer from Comstock		500							500
Other									0
	<b>0</b>	<b>500</b>	<b>2500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3000</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Traffic Signal Uninterruptable Power Supply**

Project Number: 02-ST-18-003

Project Class: Traffic

Department: Public Works

**Project Description:** Install uninterruptable power supplies for the town's traffic signals at higher volume intersections to enhance performance and limit traffic signal interruptions during power outages, and lower emissions during interruptions to traffic signal operations. Intersections identified include 25 intersections on Elden Street and Herndon Parkway. Installation is programmed over time using available grant funding.

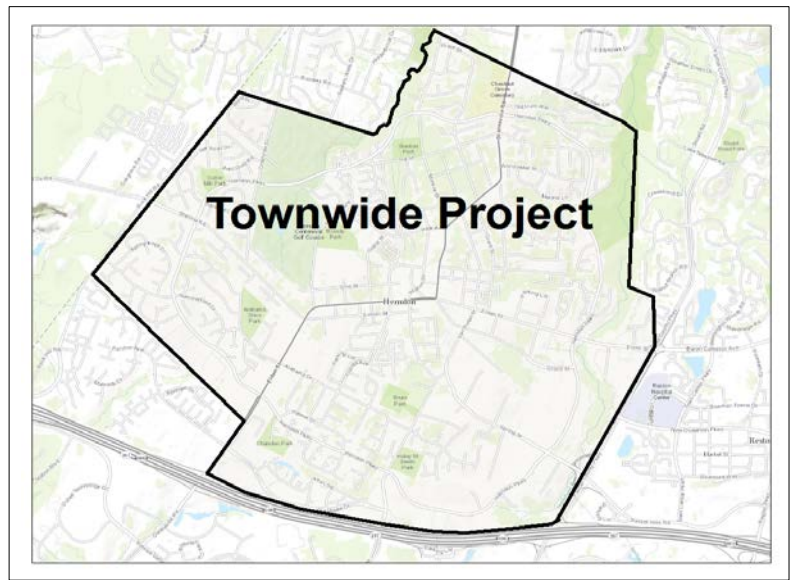
Adopted Goals and Objectives:

**2030 Comprehensive Plan:**

1. To provide a transportation system that safely accommodates local traffic

**2030 Comprehensive Plan:**

2. Provide safe streets that are friendly to pedestrians and bicyclists.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services	150		150						300
Equipment/Furniture									0
<b>TOTAL</b>	<b>150</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>
<b>FINANCING SOURCES:</b>									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
HB2313 Local 30%	150		150						300
Other									0
<b>TOTAL</b>	<b>150</b>		<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>
<b>GENERAL FUND OPERATING IMPACT:</b>									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## **B. GOLF COURSE PROJECTS**

**Clubhouse Expansion - Phase Three**

Project Number: 09-GC-96-003

Project Class: Buildings

Department: Golf Course

**Project Description:** This project will improve upon the existing configurations and space allocations of the golf course clubhouse, constructed in 1980, as well as modernize and potentially add new amenities. Renovations will address underutilized space, earning potentials and overall customer service. Project planning will also include improvements to the parking lot, associated landscaping and replacement of the building exterior with a more attractive material to improve the appearance and visual impact upon arrival at the facility.

Development of a concept plan and budgetary cost estimate was completed in FY 2017. Based on these estimates, the current fiscal capacity of the Golf Course Enterprise Fund is not capable of assuming the additional debt service required for construction until 2022. Funding is likely to be a bond issue with the Golf Course Fund responsible for the debt service.

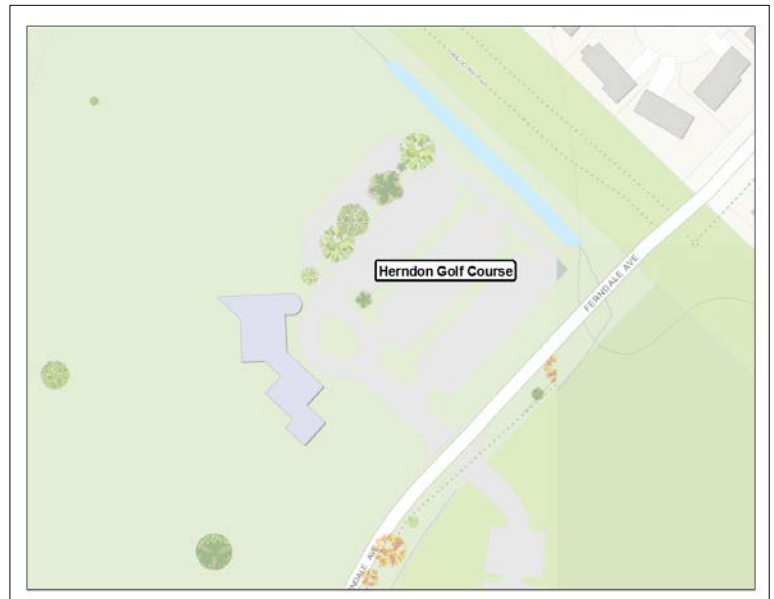
**Adopted Goals and Objectives:**

**FY 2016 Budget:**

1. Promote Herndon Centennial Golf Course to help establish the town as a desirable destination throughout the region.

**FY 2016 Budget:**

2. Provide programs and services of exceptional quality.



amounts indicated = dollars in thousands

ESTIMATED COST:	Fiscal Year								
	Previous Allocations	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.	143								143
Construction and related services					TBD				0
Equipment/Furniture									0
<b>TOTAL</b>	<b>143</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>143</b>

FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Golf Course Fund	143				TBD				143
Other									0
<b>TOTAL</b>	<b>143</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>TBD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>143</b>

GOLF COURSE FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service					TBD				0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>TBD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Golf Course Master Plan Improvements**

Project Number: 10-GC-96-005

Project Class: Grounds

Department: Golf Course

Project Description: The Herndon Centennial Golf Course Master Plan provides for improvements to include course playability, aesthetics, and maintainability. Upgrades to the clubhouse entrance, parking lot and the associated landscaping will be included in this project.

Phase Two improvements, which included fairway bunker renovations, reconstruction of selected tee complexes, cart path and curbing renovations were completed in FY 2011. Phase Three improvements, including enhancements to the size, proportion and location of the remaining teeing areas, are scheduled to be completed in FY 2022. The out-years show proposed funding for future improvements.

Additional materials and supplies required for turf maintenance of the enlarged teeing areas is anticipated to cost \$2,000 annually.

Adopted Goals and Objectives:

***FY 2016 Budget:***

1. Provide impeccably manicured playing conditions and an attractive setting in which to play.

***2035 Vision Plan and Goals:***

2. Develop and implement an environmental sustainability plan for the town.



*amounts indicated = dollars in thousands*

ESTIMATED COST:	Previous Allocations	Fiscal Year								
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL	
Land Acquisition									0	
Architecture/Engin./Admin.				10	6				55	71
Construction and related services					200				600	800
Equipment/Furniture										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>206</b>	<b>0</b>	<b>0</b>	<b>655</b>	<b>871</b>	

FINANCING SOURCES:										
General Fund									0	
G.O. Bonds									0	
Intergovernmental Aid									0	
Golf Course Fund				10	206				655	871
Other									0	
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>206</b>	<b>0</b>	<b>0</b>	<b>655</b>	<b>871</b>	

GOLF COURSE FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations						2	2	2	4
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>4</b>

# **C. WATER AND SEWER FUND PROJECTS**

**General Water Maintenance and Replacement**

Project Number: 12-WS-96-001

Project Class: Water

Department: Public Works

**Project Description:** This program provides for major component replacement of the water distribution system. Major maintenance and replacement of system mains and facilities will be phased and prioritized based on pipe age, material, and localized General Fund projects, thus reducing the adverse impacts caused by frequent outages and the cost premiums experienced from system failure repairs. Increased frequency in water main breaks, funding, and re-prioritization of nearby General Fund projects may cause the replacement order to change as needed.

Fiscal Year	2019	2020	2021	2022	2023	2024	TOTAL
Center Street - Locust Street to Nash Street	95	650					745
Wilshire Dr - Alabama Dr to Magnolia Lane		100	790				890
Dranesville Road -Park Ave. to Fillmore St.			55	440			495
Monroe Street - Elden Street to Oak Street				20	150		170
Nash St.- Fairfax Ln to Spring St with Bowers Ln					40	290	330
Florida Ave - Bruce Court -Archer Court						105	105
<b>TOTAL</b>	<b>95</b>	<b>750</b>	<b>845</b>	<b>460</b>	<b>190</b>	<b>395</b>	<b>2735</b>

**Adopted Goals and Objectives:**

**Comprehensive Plan Goals for Public Service:**

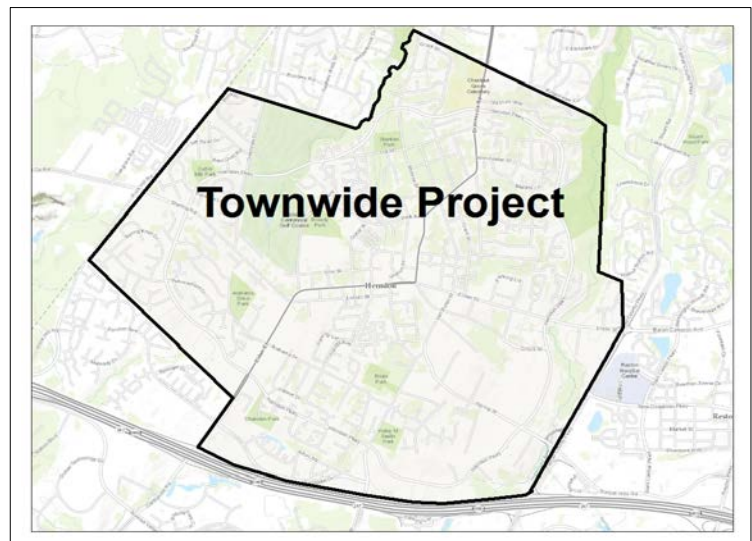
1. Ensure there is sufficient drinking water and sewer capacity to meet the needs of the town residential and commercial residents.

**FY 18 adopted Budget:**

2. Implement efficient and cost effective improvements of the water supply system. Maintain the water supply system with the highest standard.

**FY 18 adopted Budget:**

3. Maintain compliance with state and federal safe drinking water standards.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.		95	100	55	20	40	105		415
Construction and related services			650	790	440	150	290		2320
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>95</b>	<b>750</b>	<b>845</b>	<b>460</b>	<b>190</b>	<b>395</b>	<b>0</b>	<b>2735</b>

FINANCING SOURCES:									
Water and Sewer Fund	0	95	570	845	460	160	395		2525
Bonds/Municipal Loans									0
Availability Fee Fund			180		0	30			210
Other Funding Sources									0
<b>TOTAL</b>	<b>0</b>	<b>95</b>	<b>750</b>	<b>845</b>	<b>460</b>	<b>190</b>	<b>395</b>	<b>0</b>	<b>2735</b>

Funding Note: Projects that provide for increased sizing of existing mains or the construction of infrastructure where it did not previously exist are partially funded from availability fees. The proportion of funding is based on the age of existing infrastructure to be replaced, and premium to increase pipe size.

WATER / SEWER FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Water - Major Vehicles/Equipment**

Project Number: 15-WS-12-002

Project Class: Water

Department: Public Works

**Project Description:** This program replaces older town vehicles and major equipment over \$50,000 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. The following vehicles are scheduled for replacement:

Vehicle	Year	Cost
#338 - 1997 Van - replace w/Crew Cab pickup	FY19	45

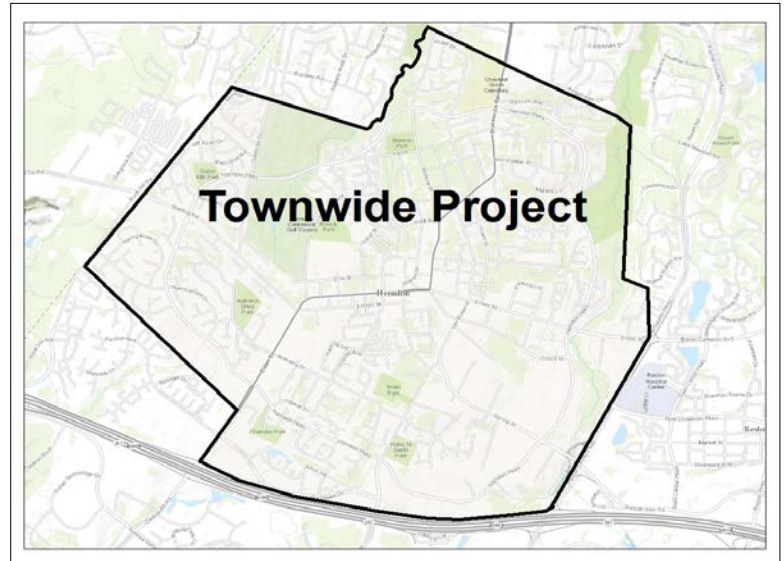
Adopted Goals and Objectives:

**FY 18 adopted Budget:**

1. Improve maintenance of the water system.

**Comprehensive Plan Goals for Public Service:**

2. Ensure there is sufficient drinking water and sewer capacity to meet the needs of the Town of Herndon residential and commercial residents.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services									0
Equipment/Furniture		45							45
<b>TOTAL</b>	<b>0</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45</b>

FINANCING SOURCES:									
General Fund									0
Revenue Bonds/Water & Sewer									0
Intergovernmental Aid									0
Water and Sewer Fund		45				0	0		45
Other									0
<b>TOTAL</b>	<b>0</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45</b>

WATER AND SEWER FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Sewer - Major Vehicles/Equipment**

Project Number: 15-WS-12-002

Project Class: Sanitary Sewer

Department: Public Works

**Project Description:** This program replaces older town vehicles and major equipment over \$50,000 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. The following vehicles are scheduled for replacement:

Vehicle	Year	Cost
#443-2002 Single Axle Dump Truck	FY20	140
#453 - 2004 Crew Pickup Truck	FY22	80
<b>Total</b>		<b>220</b>

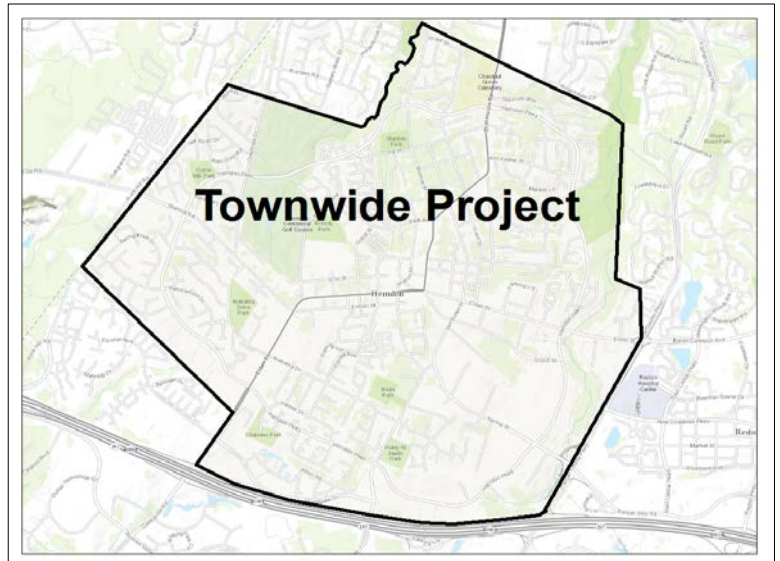
**Adopted Goals and Objectives:**

**FY 17 adopted Budget:**

1. Ensure a healthy and safe conveyance of sanitary sewer effluent with zero sanitary sewer overflows in the best possible cost effective manner.

**Comprehensive Plan Goals for Public Service:**

2. Develop and implement an inspection and maintenance program of all sewer lines that ensures no leaking to or from the groundwater.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services									0
Equipment/Furniture			140		80				220
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>140</b>	<b>0</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>220</b>

FINANCING SOURCES:									
General Fund									0
Revenue Bonds/Water & Sewer									0
Intergovernmental Aid									0
Water and Sewer Fund			140		80				220
Other									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>140</b>	<b>0</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>220</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Sewer Utility Master Plan Improvements**

Project Number: 06-SS-15-002

Project Class: Sanitary Sewer

Department: Public Works

**Project Description:** This program provides for major component construction and upgrades to the sewer conveyance system. As a result of the Herndon Transit-Oriented Core (HTOC), Downtown Master Plan (DTMP), Overlay Districts, and rezoning cases, sewer system construction and upgrades will be targeted to provide sufficient capacity within the Town's sewer mains and trunk lines. The majority of improvements will be localized to Herndon Parkway (near the proposed Metrorail Station), the Sugarland Run trunk line and the Folly Lick trunk line while additional improvements may be required elsewhere. The town's engineering consultant submitted a Utility Master Plan (UMP) with an extended outlook (2040) for expected improvements needed to meet current and future needs. With the impending East Elden Street VDOT improvement project, staff recommends completing the 2040 recommendation of upsizing a portion of the Sugarland Run trunk line in that area.

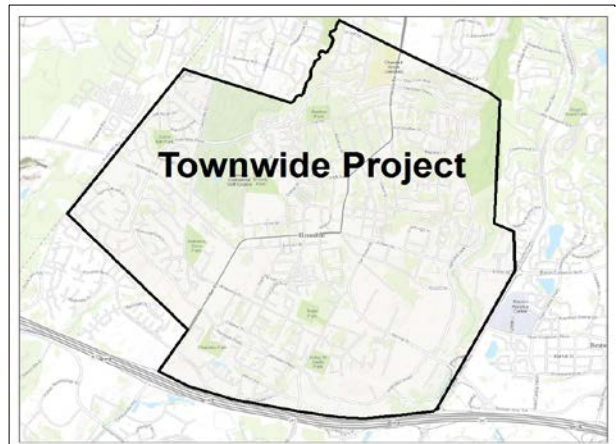
**Adopted Goals and Objectives:**

**Comprehensive Plan Goals for Public Facilities and Services:**

1. Ensure there is sufficient drinking water and sewer capacity to meet the needs of the town residential and commercial residents.

**2035 Vision Plans and Goals:**

2. Strengthen the bonds with Fairfax and Loudoun Counties to advance common interests, including transportation planning, access to Innovation Metro Station, and the adjacent development impacts to the Town of Herndon.



Location & Total Cost	Manholes	Design	Construction
Folly Lick near Young Ave. 300' pipe	2110 -2112	(\$35K in FY18)	\$210,000
Spring Down 750' pipe \$427,000.00 FY19	781-828	\$55,000	\$380,000
Sugarland Run (East Elden) 800' pipe \$507,000.00 FY20	857-959	\$ 65,000	\$445,000
Sugarland Run 450' pipe \$316,000.00 FY21	2420-2421	\$ 40,000	\$280,000
Folly Lick near Young Ave. 350' pipe \$241,000.00 FY22	2109-2110	\$ 45,000	\$280,000
Spring Down 100' pipe \$82,000.00 FY22	828-727	\$ 10,000	\$75,000
Spring Down 2500' pipe \$1,142,000.00 FY23	789-781	\$ 145,000	\$1,000,000
		\$360,000	\$2,670,000

\$3,030,000

amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.	0	55	65	40	45	10	145	TBD	360
Construction and related services	0	0	590	445	280	280	75	1000	2670
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>55</b>	<b>655</b>	<b>485</b>	<b>325</b>	<b>290</b>	<b>220</b>	<b>1000</b>	<b>3030</b>

FINANCING SOURCES:									
Water and Sewer Fund									0
Bonds/Municipal Loans									0
Availability Fee Fund	0	55	655	485	325	290	220	1000	3030
Other Funding Sources									0
<b>TOTAL</b>	<b>0</b>	<b>55</b>	<b>655</b>	<b>485</b>	<b>325</b>	<b>290</b>	<b>220</b>	<b>1000</b>	<b>3030</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Sewer Capacity Purchase**

Project Number: 06-SS-13-001

Project Class: Sanitary Sewer

Department: Public Works

**Project Description:** This program provides for additional treatment capacity allocations at the Blue Plains Wastewater Treatment Plant. The Town has indicated a desire to have the necessary capacity allotments ahead of forthcoming development and redevelopment. The exact cost and timing of the purchase will be dependent on the precise source of the capacity allotment. The Utility Master Plan prepared by the town's consultant recommends acquiring additional capacity. The town's consultant will develop and analyze options for obtaining the needed capacity from either Loudoun or Fairfax County. Both options will likely require construction of new facilities. The current cost estimate for 1.0 million gallons per day of treatment capacity is \$32 million.

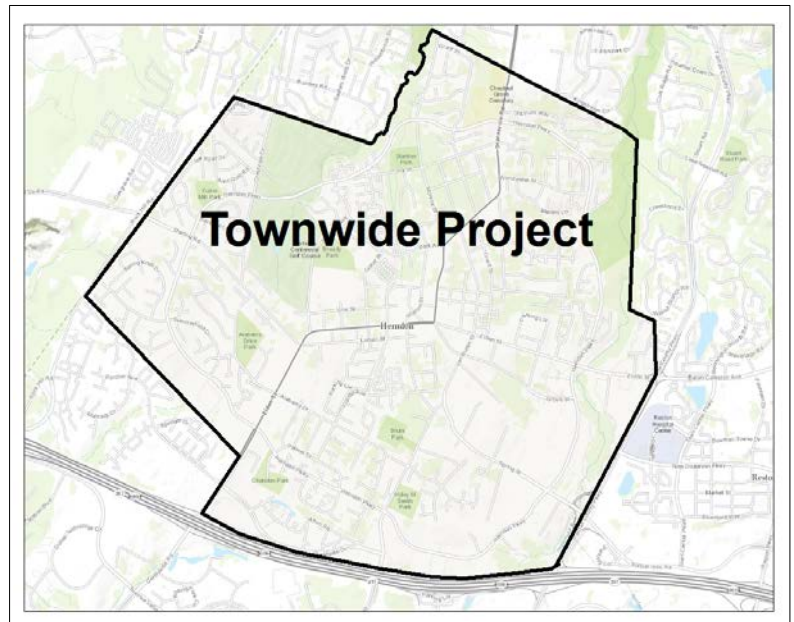
**Adopted Goals and Objectives:**

**Comprehensive Plan Goals for Public Service:**

1. Ensure there is sufficient drinking water and sewer capacity to meet the needs of the town residential and commercial residents.

**Comprehensive Plan Goals for Public Service:**

2. Strengthen the bonds with Fairfax and Loudoun Counties to advance common interests, including transportation planning, access to Innovation Metro Station, and the adjacent development impacts to the Town of Herndon.



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.		80							80
Construction and related services			32000						32000
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>80</b>	<b>32000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32080</b>

<b>FINANCING SOURCES:</b>									
Water and Sewer Fund									0
Bonds/Municipal Loans			32000						32000
Availability Fee Fund		80							80
Other Funding Sources									0
<b>TOTAL</b>	<b>0</b>	<b>80</b>	<b>32000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32080</b>

<b>WATER AND SEWER FUND OPERATING IMPACT:</b>									
Capital Costs		80							80
Debt Service			2082	2082	2082	2082	2082	TBD	TBD
Personnel/Operations								TBD	TBD
<b>TOTAL</b>	<b>0</b>	<b>80</b>	<b>2082</b>	<b>2082</b>	<b>2082</b>	<b>2082</b>	<b>2082</b>	<b>TBD</b>	<b>TBD</b>

**Sewer Main Relining and Manhole Rehab Program**

Project Number: 06-SS-13-001

Project Class: Sanitary Sewer

Department: Public Works

**Project Description:** The sewer conveyance system requires constant maintenance to prevent costly, unnecessary repairs and sanitation hazards due to infrastructure failures and sewer main deterioration. Fiscal year savings are generated from the infiltration and inflow (I&I) reduction, which reduce sewer conveyance and treatment costs. After surveying our largest trunk line, sections were identified to be in less than favorable condition; I&I, tree roots, deterioration, etc. This will be the focus of our program over the next few years. Other sewer main and manhole rehabilitation may be added to the list when identified in future sewer system surveys. Future efforts will focus on other trunk lines and collector pipelines.

Project Area	Year	Cost
Various small diameter pipelines	FY19	250
Sugarland Trunk Line North of Elden	FY20	500
"	FY21	500
"	FY22	500
TBD	FY23	250
TBD	FY24	250

**Adopted Goals and Objectives:**

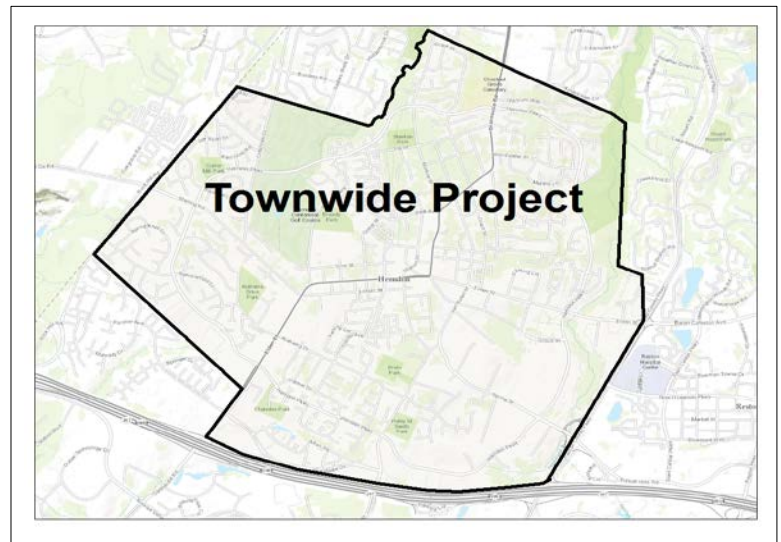
**Comprehensive Plan: Goals for Public Service:**

1. Ensure that the installation of new or retrofitted utilities have adequate capacity to meet the demands of the businesses and residents of Herndon while reducing the land disturbance and visual impact that such improvements and installations may cause

**Comprehensive Plan Goals for Public Service:**

2. Ensure there is sufficient drinking water and sewer capacity to meet the needs of the town residential and commercial residents;

3. Develop and implement an inspection and maintenance program of all sewer lines that ensures no leaking to or from the groundwater



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							Beyond	TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024			
Land Acquisition										0
Architecture/Engin./Admin.										0
Construction and related services	0	250	500	500	500	250	250	TBD		2250
Equipment/Furniture										0
<b>TOTAL</b>	<b>0</b>	<b>250</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>250</b>	<b>250</b>	<b>0</b>		<b>2250</b>

FINANCING SOURCES:										
General Fund										0
Revenue Bonds/Water & Sewer										0
Intergovernmental Aid										0
Water and Sewer Fund	0	250	119	119	119	250	250	TBD		1107
Fairfax Co. per Agreement (Estimated share)	0	0	381	381	381	0	0	TBD		1143
<b>TOTAL</b>	<b>0</b>	<b>250</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>250</b>	<b>250</b>	<b>0</b>		<b>2250</b>

WATER AND SEWER FUND OPERATING IMPACT:										
Capital Costs										
Debt Service										
Personnel/Operations										
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Water Utility Master Plan Improvements**

Project Number: 12-WS-13-001

Project Class: Water

Department: Public Works

**Project Description:** This program provides for major component construction and upgrades to the water distribution system. As a result of Herndon Transit-Oriented Core (HTOC), Downtown Master Plan (DTMP), Overlay Districts, and rezoning cases, water system construction and upgrades will be targeted to provide sufficient domestic and fire flow to new developments. In FY17 the Virginia Department of Health instructed staff that storage needs were not being met; VDH recommends raising the water system's storage tank water levels 15 feet. Improvements to the three control vaults that deliver water to the town will allow the water levels to be raised while cycling the water to maintain water quality. In 2025 Phase I will be needed; this is a 16-inch transmission main north of town extending to the Third Street Tank with an estimated cost of \$3,000,000; Phase 2 will be needed shortly thereafter; this is a 12" transmission main from the Third Street tank to the Spring Knoll Tank at a cost of \$3,200,000. A new water tank at the Alabama Drive site is anticipated in the future, and \$3,000,000 is included in the "Beyond" column.

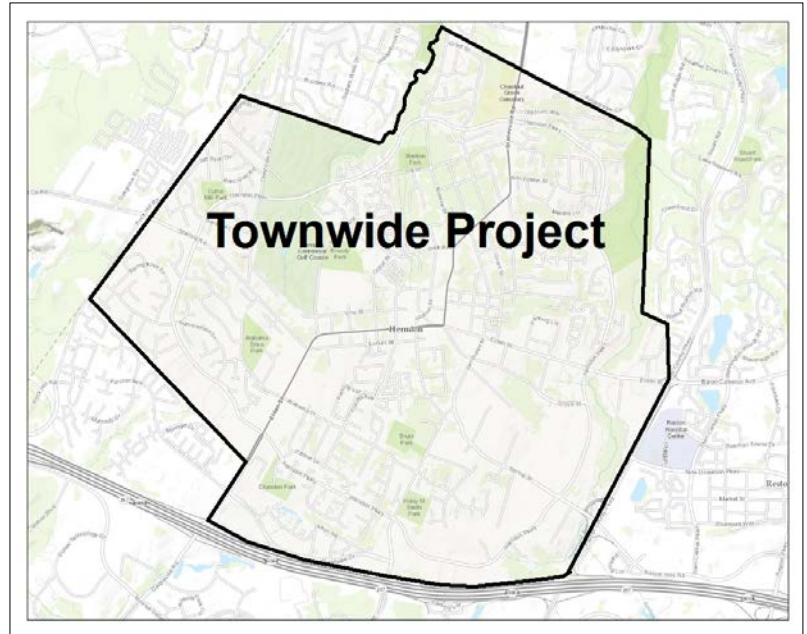
**Adopted Goals and Objectives:**

**Comprehensive Plan Goals for Public Service:**

1. Ensure there is sufficient drinking water and sewer capacity to meet the needs of the town residential and commercial residents.

**2035 Vision Plans and Goals:**

2. Strengthen the bonds with Fairfax and Loudoun Counties to advance common interests, including transportation planning, access to Innovation Metro Station, and the adjacent development impacts to the Town of Herndon.



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.							600		600
Construction and related services								8600	8600
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>8600</b>	<b>9200</b>

**FINANCING SOURCES:**

Water and Sewer Fund									0
Bonds/Municipal Loans									0
Availability Fee Fund							600	8600	9200
Other Funding Sources									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>8600</b>	<b>9200</b>

Funding Note: Improvements made to, or replacement of, existing infrastructure that is either obsolete or nearing the end of its service life will be partially funded out of O&M.

**WATER AND SEWER FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Water Capacity Purchase**

Project Number: 06-SS-13-001

Project Class: Water

Department: Public Works

**Project Description:** This program provides for additional treatment capacity allocations through Fairfax Water. The Town has indicated a desire to have the necessary capacity allocations ahead of forthcoming development and redevelopment. The exact cost and timing of the purchase will be dependent on the continued availability of capacity through Fairfax Water's most recent 2005 upgrade at their Corbalis Plant. The current estimate for the purchase of 1.0 million gallons per day of treatment capacity is \$6.5 million.

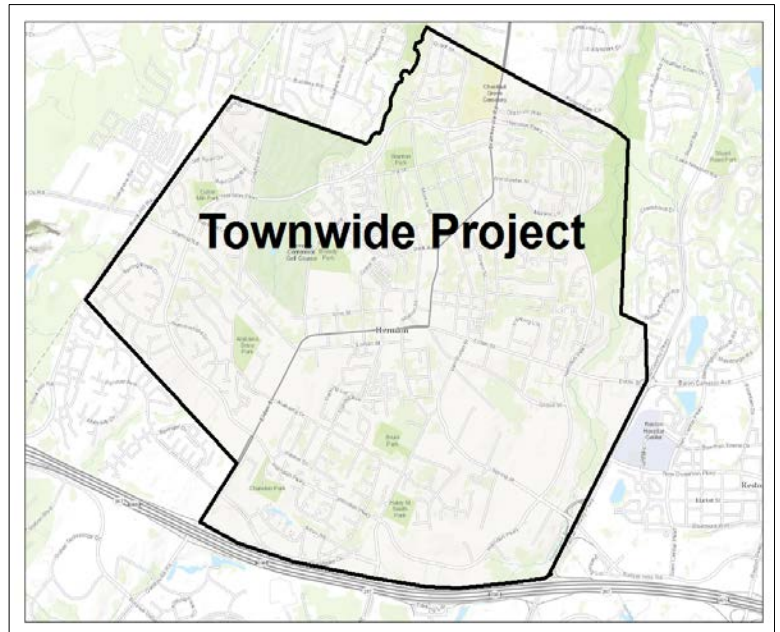
**Adopted Goals and Objectives:**

**Comprehensive Plan Goals for Public Service:**

1. Ensure there is sufficient drinking water and sewer capacity to meet the needs of the town residential and commercial residents.

**2035 Vision Plan and Goals:**

2. Strengthen the bonds with Fairfax and Loudoun counties to advance common interests, including transportation planning, access to Innovation Metro Station, and the adjacent development impacts to the Town of Herndon.



amounts indicated = dollars in thousands

		Fiscal Year								
<b>ESTIMATED COST:</b>	Estimated Reserves	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL	
Land Acquisition									0	
Architecture/Engin./Admin.									0	
Construction by others	344	6500							6844	
Equipment/Furniture									0	
<b>TOTAL</b>	<b>344</b>	<b>6500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6844</b>	

<b>FINANCING SOURCES:</b>									
Water and Sewer Fund									0
W and S Fund Revenue Bonds	344	6500							6844
Availability Fee Fund									0
Other Funding Sources-Fairfax Water Agrmnt									0
<b>TOTAL</b>	<b>344</b>	<b>6500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6844</b>

<b>WATER AND SEWER FUND OPERATING IMPACT:</b>									
Capital Costs									0
Debt Service		421	421	421	421	421	421	TBD	TBD
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>421</b>	<b>421</b>	<b>421</b>	<b>421</b>	<b>421</b>	<b>421</b>	<b>TBD</b>	<b>TBD</b>

## **D. DOWNTOWN PARKING FUND PROJECT**

**Downtown Parking Capital Contribution**

Project Number: 09-CD-17-10

Project Class: Buildings

Department: Town Manager

Project Description: Capital contribution per the 2017 Comprehensive Agreement with Comstock for Downtown Development on Blocks D and E. This project sheet addresses the commitment to a share of the capital cost for structured parking. Arts Center costs are addressed separately on a General Fund project sheet. By the terms of the agreement Comstock provides 339 spaces of permanent structured parking to the town for public parking. This provides for 220 Public Shared Parking spaces, 60 spaces for the Arts Center and 59 spaces for retail uses. These spaces are located within a public/private parking structure containing a total of 761 spaces. The Comprehensive Agreement was negotiated and executed in accord with the Virginia Public Private Educational Facilities and Infrastructure Act.

Adopted Goals and Objectives:

**FY2016 Budget:**

Enriching Lives Through Arts and Entertainment  
 -Goal 1: Make downtown a vibrant and year-round activity-based draw.

**2030 Comprehensive Plan, Page III-25**

2. Encourage Complementary Redevelopment



amounts indicated = dollars in thousands

	Fiscal Year								
	Previous Allocations	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	TOTAL
<b>ESTIMATED COST:</b>									
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services									0
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FINANCING SOURCES:</b>									
General Fund									0
G.O. Bonds		1000	2600						3600
Intergovernmental Aid									0
Other									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>1000</b>	<b>2600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3600</b>
<b>GENERAL FUND OPERATING IMPACT:</b>									
Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **E. CEMETERY FUND PROJECT**

**Chestnut Grove Cemetery**

Project Number: 11-PR-15-001

Project Class: Cemetery

Department: Park and Recreation

**Project Description:** This project provides for the development of approximately 3,000 burial sites. The funding is intended for the design, engineering and construction of this area. The site has to be cleared of trees, stumps and other vegetation. In addition, there will be approximately 272 feet of 18" diameter storm drain to be installed prior to importing clean fill to bring the area up to the grade specified in the site plan. A street with a cul de sac will be constructed and water lines will be installed according to the plans. The site will be landscaped to be compatible with the present landscape and the overall usage of the area yet to be determined. The area has to be surveyed, mapped and burial lots marked off with site pins and numbered posts. To support the maintenance and upkeep of this area, a full-time position will be added and additional lawn maintenance equipment (such as mowers) and supplies purchased.

Adopted Goals and Objectives:

1. Chestnut Grove Cemetery Master Plan



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.				TBD					0
Construction and related services					TBD				0
Equipment/Furniture									0
<b>TOTAL</b>				<b>TBD</b>	<b>TBD</b>				<b>0</b>

FINANCING SOURCES:									
General Fund				TBD	TBD				0
G.O. Bonds					TBD				0
Intergovernmental Aid									0
Other									0
Proffers									0
<b>TOTAL</b>				<b>TBD</b>	<b>TBD</b>				<b>0</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									
Debt Service						TBD	TBD		TBD
Personnel/Operations						TBD	TBD		TBD
<b>TOTAL</b>						<b>TBD</b>	<b>TBD</b>		<b>TBD</b>



# **V. PROJECTS SCHEDULED AFTER FY2023**

## **VI. ACTIVE PROJECTS USING RESERVE FUNDS**

Projects being implemented that do not need any additional funding within the FY2019-2024 C:

1. Project x
2. Project y

**CAPITAL PROJECTS SCHEDULED AFTER FY2024**

*All figures represent dollars in thousands*

Project No.	Dept.	Project Title	Estimated Reserves	Budget Year FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Beyond	Estimated Total Cost \b	
<b>A. Proposed General Fund Projects</b>												
1	TBD	Public Works	Landscape Improvements - Downtown	0	0	0	0	0	0	0	75	75
2	TBD	Comm. Dev.	Heritage District Bus Stop Shelters	0	0	0	0	0	0	0	50	50
3	TBD	Public Works	Alabama Drive Phases II - Elden to Magnolia	0	0	0	0	0	0	0	620	620
4	TBD	Public Works	Locust Street Improvements	45	0	0	0	0	0	0	1,225	1,270
5	TBD	Public Works	Triangle Streets Improvements - Phases II	0	0	0	0	0	0	0	390	390
6	TBD	Public Works	South Elden Interim Improvements	0	0	0	0	0	0	0	1,100	1,100
7	TBD	Public Works	Town-Wide Utility Relocation Undergrounding	0	0	0	0	0	TBD	TBD	0	0
			<b>TOTAL</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,460</b>	<b>3,505</b>

# APPENDICES



[www.herndon-va.gov](http://www.herndon-va.gov)



## Acronyms

**ADA** - Americans with Disabilities Act.

**AMI** – Automated Meter Infrastructure – Water & Sewer Department.

**APA** - American Polygraph Association.

**ASP** - Applications Service Provider - used to refer to an outsourcing of previously provided in-house computer hardware and software maintenance and support.

**BMP** – Best Management Practices.

**BZA** – Board of Zoning Appeals.

**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.

**CAD** - Computer Aided Dispatch.

**CAFR** - Comprehensive Annual Financial Report - the official annual financial report of the town.

**CCTV** – Closed circuit television.

**CD** - Department of Community Development.

**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.

**CFA** - Computerized Fleet Analysis.

**CIP** - Capital Improvement Program.

**CMAQ** - Congestion Mitigation and Air Quality Improvement Program – the CMAQ program provides federal funding for surface transportation and other related projects that contribute to air quality improvements and reduce congestion.

**CRM** – Customer Relationship Management software.

**CY** - Calendar Year, twelve-month period beginning January 1 and ending December 31.

**DPW** - Department of Public Works.

**ERP** – Enterprise Resource Planning software for the town’s financial, human resources and utility billing systems.

**FBINA** - Federal Bureau of Investigation – National Academy.

**FY** - Fiscal Year, the twelve months beginning July 1 and ending the following June 30.

**GAAP** - Generally Accepted Accounting Principals

**GASB** - This refers to the Governmental Accounting Standards Board which is currently the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States.

**GED** - General Educational Developmental Diploma.

**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.

**GFOA** – Government Finance Officers Association.

**HCAC** - Herndon Community Association Coalition - an umbrella group of homeowner and condominium associations in the Town of Herndon.

**HMC** - Herndon Municipal Center – Completed in 1995, the HMC was constructed to bring town government back to the heart of Herndon. The HMC houses the administrative offices of town government.

**HPD** - Herndon Police Department.

**HPRB** – Heritage Preservation Review Board.

**HOA** – Homeowners Association.

**HTOC** – Herndon Transit-Oriented Core.

**ICS** – Incident Command System.

**MCT** - Mobile Computer Terminal.

**MGD** - Million gallons per day.

**MRA** - Market Rate Adjustment.

**MS4** - Municipal Separate Storm Sewer System.

**NIMS** – National Incident Management System.

**NRC** - Neighborhood Resource Center.

**NRO** - Neighborhood Resource Office.

**O&M** – Operation and Maintenance.

**OSSI** - Open Software Solutions Inc.

**P-CARD** – Purchasing Card.

**RFP** – Request for Proposal.

**RMS** - Records Management System.

**ROCIC** - Regional Organized Crime Information Center.

**SCADA** – Supervisory Control and Data Acquisition, a type of software application program used to process control and gather real time data from remote locations to monitor equipment and conditions.

**SLRRP** – Sewer Lateral Repair and Replacement Program.

**SRTS** – Safe Route to School.

**SSO** – Sanitary Sewer Overflow.

**TEIC** – Traffic Engineering Improvement Committee.

**USGA** – United States Golf Association.

**VCIN** – Virginia Criminal Information network.

**VDACS** – Virginia Department of Agricultural and Consumer Services.

**VDOT** - Virginia Department of Transportation.

**VPA** – Virginia Polygraph Association.

**VRS** - Virginia Retirement System - The Virginia Retirement System administers a defined benefit retirement plan, a group life insurance plan, a deferred compensation plan and a cash match plan for Virginia's public sector employees.

**VSMP** - Virginia Stormwater Management Program.

**W&OD** – Washington and Old Dominion Trail – The 100-foot wide Washington and Old Dominion Railroad Regional Park is one of the skinniest parks in the commonwealth of Virginia, but also one of the longest – 45 miles in length. The W&OD takes its name from the railroad whose trains ran along the right-of-way from 1859 until 1968.

**ZOTA** – Zoning Ordinance Text Amendment.



## 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.

**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.

**Amortization** - The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as its maturity.

**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.

**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.

**Assigned Fund Balance** – that portion of total fund balance which a government intends to use for a specific purpose.

**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.

**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.

**Calendar Year** - twelve months beginning January 1 and ending December 31.

**Capital** - a category of account codes which identifies 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 - Minor Furniture/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 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.

**Capital – Vehicles** - fixed assets such as large vehicles and equipment that have a life expectancy of more than one year and a unit value of at least \$50,000.

**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. Appropriate 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.

**Chestnut Grove Cemetery Fund** - see Enterprise Fund.

**CityWorks** - software utilized by the town and citizens which support tracking of work order/projects etc.

**Committed Fund Balance** - that portion of total fund balance which has internally imposed restrictions authorized by the government's highest level of decision-making authority

**Cost** - the amount of money or value exchanged for property or services.

**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 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.

**Depreciation** - The decrease in value of physical assets due to use and the passage of time. In financial terms, it refers to the process of allocating the cost of a capital asset to the periods during which the asset is used.

**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 2014 fiscal plan applies to the calendar year beginning January 1, 2013. Expenditures are for the fiscal year beginning July 1, 2013.

**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.

**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.

**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.

**Governmental Funds** – Governmental funds are typically used to account for most of a government’s activities, including those that are tax-supported. The town maintains the following types of governmental funds: a general fund to account for all activities not required to be accounted for in another fund, a special revenue fund and capital projects funds.

**Interfund Transfers** – FY 2014 Interfund Transfers are comprised of one-time projects or capital improvement projects, funded partially or in full, using either undesignated fund balance or revenue from the one percent increase in the meals tax.

**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.

**Major Fund** – A governmental fund or enterprise fund reported as a separate column in the basic financial statements. The general fund is always a major fund. In addition, major funds are funds whose revenues, expenditures/expenses, assets, or liabilities are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least five percent of the aggregate amount for all governmental or enterprise funds for the same item.

**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.

**Natatorium** – building which holds a swimming pool.

**Net Assets** - the difference between assets and liabilities in the government-wide statement of net assets. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the Town is improving or deteriorating.

**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.)

**Nonspendable Fund Balance** – that portion of total fund balance which is not in a spendable form, such as inventories or prepaid expenses.

**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.

**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 regular 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 on 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.

**Quasi-external Revenue** - Interfund transactions that would be treated as revenues, expenditures or expenses if they involved organizations external to the town government (e.g., payments from an enterprise fund to the general fund for reimbursement of indirect services).

**Real Property** - real estate, including land and improvements (buildings, fences, pavement, etc.) classified for purposes of assessment.

**RecTrac** – Software used by town to manage all recreational clients/programs/payments etc.

**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.

**Special Revenue Fund** – a fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes, such use of the interest earnings and other revenues related to the Town's Chestnut Grove Cemetery Perpetual Care Fund.

**Resolution** - a special or temporary order of the Town Council.

**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., 2675 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.

**Unassigned Fund Balance** - remaining portion of fund balance at the close of the fiscal year which has not been assigned to other funds nor allocated for other purposes or to other categories of fund balance (i.e., not categorized as restricted, committed, or assigned to a specific purpose).

**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.

**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.





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**TOWN OF HERNDON, VIRGINIA**

**RESOLUTION**

**DECEMBER 12, 2017**

**Resolution-** to provide the Town Manager with Town Council Guidance on the FY 2019 Budget.

**WHEREAS,** the Town Council is committed to providing the core services expected of a municipal government, providing quality services and facilities for residents and businesses of the town and continuously improving town government effectiveness and efficiency; and

**WHEREAS,** the Town Council is committed to advancing the 2035 Vision Plan and Goals for the Town of Herndon as embodied in its principles, goals and objectives; and

**WHEREAS,** the Town Council is committed to maintaining the town's fiscal integrity; and

**WHEREAS,** the Town Council recognizes the FY 2019 budget priorities for funding must be set.

**NOW, THEREFORE, BE IT RESOLVED** that the Town Council of the Town of Herndon, Virginia, hereby directs the Town Manager to use the following guidance in preparing the FY 2019 budget:

**Fund activities that will advance the 2035 Vision, to include:**

- Advancing implementation of Council's sustainability plan
- Advancing implementation of town's downtown redevelopment plan
- Providing for development and operation of an arts center facility
- Maintaining the town's focus on use of technology to support administration and service provision

**Fund activities that will demonstrate a commitment to, and investment in the town's employees, to include:**

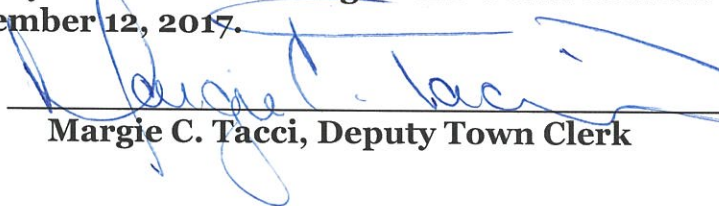
- Emphasizing employee skills development including succession planning and leadership development
- Continuing emphasis on maintaining a competitive employment position in local market

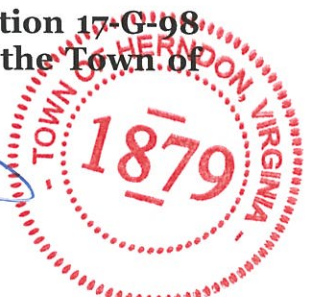
- Improving employee work environments, to include tools and equipment

**Continue working toward updating budgetary policy, to include:**

- Emphasizing funding of life cycle maintenance
- Continuing work on updating town's financial policies
- Streamlining the budget document and make it more readable and understandable
- Beginning emphasis on performance measurements as a critical component of the budget
- Continuing to find additional budget capacity as the primary source of fiscal resourcing

**This is certified to be a true and accurate copy of Resolution 17-G-98, adopted at a legally convened meeting of the Town Council of the Town of Herndon on December 12, 2017.**

  
\_\_\_\_\_  
**Margie C. Tacci, Deputy Town Clerk**



## Personnel Classification Plan

<u>Position</u>	<u>Grade</u>	<u>Annualized Range</u>			<u>Hourly Rate</u>			<u>FLSA</u>
		<u>Lower</u>	<u>Midpoint</u>	<u>Upper</u>	<u>Lower</u>	<u>Midpoint</u>	<u>Upper</u>	<u>Overtime Status</u>
Accounting Technician II	5	\$35,724.00	47,138.52	61,251.32	17.1750	22.6627	29.4478	N
Accounting Technician II/Administrative Tech	7	\$41,096.12	54,227.16	70,462.34	19.7577	26.0707	33.8761	N
Accreditation Manager	13	\$57,209.62	77,661.48	98,090.20	27.5046	37.3373	47.1588	N
Administrative Assistant	10	\$49,151.70	64,857.00	84,274.06	23.6306	31.1813	40.5164	N
Administrative Assistant to the Town Manager	13	\$57,209.62	77,661.48	98,090.20	27.5046	37.3373	47.1588	N
Aquatics Services Manager	14	\$59,894.12	79,031.94	102,693.24	28.7952	37.9961	49.3718	N
Assistant Communications Supervisor	9	\$46,466.94	61,313.46	79,671.02	22.3399	29.4776	38.3034	N
Assistant Crew Supervisor	9	\$46,466.94	61,313.46	79,671.02	22.3399	29.4776	38.3034	N
Assistant Golf Course Superintendent	9	\$46,466.94	61,313.46	79,671.02	22.3399	29.4776	38.3034	N
Associate Administrative Planner	10	\$49,151.70	64,857.00	84,274.06	23.6306	31.1813	40.5164	N
Budget Manager & Special Projects	16	\$65,265.98	86,121.10	111,904.78	31.3779	41.4044	53.8004	E
Building Inspector I	10	\$49,151.70	64,857.00	84,274.06	23.6306	31.1813	40.5164	N
Building Inspector II	11	\$51,839.06	68,401.58	88,882.04	24.9226	32.8854	42.7318	N
Building Maintenance Coordinator	9	\$46,466.94	61,313.46	79,671.02	22.3399	29.4776	38.3034	N
Building Official	18	\$70,636.80	93,149.68	121,114.76	33.9600	44.7835	58.2282	E
Cemetery Manager	17	\$67,951.00	89,663.34	116,506.00	32.6687	43.1074	56.0125	E
Chief Communications Officer	19	\$73,323.12	96,501.08	125,717.80	35.2515	46.3948	60.4412	E
Chief, Program & Project Manager	18	\$70,636.80	93,149.68	121,114.76	33.9600	44.7835	58.2282	E
Communications Assistant	7	\$41,096.12	54,227.16	70,462.34	19.7577	26.0707	33.8761	N
Communications Technician I	7	\$41,096.12	54,227.16	70,462.34	19.7577	26.0707	33.8761	N
Communications Technician II	8	\$43,781.66	57,770.18	75,067.20	21.0489	27.7741	36.0900	N
Community Center Manager	14	\$59,894.12	79,031.94	102,693.24	28.7952	37.9961	49.3718	N
Community Center Supervisor I	7	\$41,096.12	54,227.16	70,462.34	19.7577	26.0707	33.8761	N
Community Center Supervisor II	9	\$46,466.94	61,313.46	79,671.02	22.3399	29.4776	38.3034	N
Community Development Operations Manager	12	\$54,523.30	71,944.60	93,485.60	26.2131	34.5888	44.9450	N
Community Forester	14	\$59,894.12	79,031.94	102,693.24	28.7952	37.9961	49.3718	E
Community Inspector	11	\$51,839.06	68,401.58	88,882.04	24.9226	32.8854	42.7318	N
Custodian I	2	\$29,396.38	39,759.20	50,401.78	14.1329	19.1150	24.2316	N
Custodian II	4	\$33,039.24	43,595.24	56,648.02	15.8843	20.9593	27.2346	N
Deputy Director of Finance	20	\$76,007.62	100,481.16	130,494.78	36.5421	48.3082	62.7379	E
Deputy Director of Parks and Recreation	19	\$73,323.12	96,501.08	125,717.80	35.2515	46.3948	60.4412	E
Deputy Director of Public Works	21	\$82,628.26	111,755.80	141,672.44	39.7251	53.7288	68.1118	E
Deputy Town Clerk	10	\$49,151.70	64,857.00	84,274.06	23.6306	31.1813	40.5164	N
Development Planner/Community Design	13	\$57,209.62	77,661.48	98,090.20	27.5046	37.3373	47.1588	N
Development Program Planner	17	\$67,951.00	89,663.34	116,506.00	32.6687	43.1074	56.0125	E
Director of Community Development	24	\$93,690.22	127,232.04	160,713.28	45.0434	61.1693	77.2660	E
Director of Finance	25	\$96,590.00	131,171.30	165,687.86	46.4375	63.0631	79.6576	E
Director of Golf	21	\$82,628.26	111,755.80	141,672.44	39.7251	53.7288	68.1118	E
Director of Human Resources	21	\$82,628.26	111,755.80	141,672.44	39.7251	53.7288	68.1118	E
Director of Information Technology	23	\$88,269.48	114,748.92	145,465.58	42.4372	55.1678	69.9354	E
Director of Parks & Recreation	24	\$93,690.22	127,232.04	160,713.28	45.0434	61.1693	77.2660	E
Director of Public Works	25	\$96,590.00	131,171.30	165,687.86	46.4375	63.0631	79.6576	E
Economic Development Manager	16	\$65,265.98	86,121.10	111,904.78	31.3779	41.4044	53.8004	E
Engineer	14	\$59,894.12	79,031.94	102,693.24	28.7952	37.9961	49.3718	E
Engineering Inspector	10	\$49,151.70	64,857.00	84,274.06	23.6306	31.1813	40.5164	N
Equipment Operator	9	\$46,466.94	61,313.46	79,671.02	22.3399	29.4776	38.3034	N
Equipment Operator/Greensworker	4	\$33,039.24	43,595.24	56,648.02	15.8843	20.9593	27.2346	N
Facility Maintenance Mechanic II	7	\$41,096.12	54,227.16	70,462.34	19.7577	26.0707	33.8761	N
Facility Maintenance Mechanic III	8	\$43,781.66	57,770.18	75,067.20	21.0489	27.7741	36.0900	N
Facility Maintenance Supervisor	12	\$54,523.30	71,944.60	93,485.60	26.2131	34.5888	44.9450	N
Financial Management Analyst	13	\$57,209.62	77,661.48	98,090.20	27.5046	37.3373	47.1588	E
Fitness Supervisor	12	\$54,523.30	71,944.60	93,485.60	26.2131	34.5888	44.9450	N
Fleet Manager	12	\$54,523.30	71,944.60	93,485.60	26.2131	34.5888	44.9450	N
General Services Administrator	14	\$59,894.12	79,031.94	102,693.24	28.7952	37.9961	49.3718	E
Golf Course Superintendent	15	\$62,580.44	82,576.78	107,298.36	30.0867	39.7004	51.5858	E
Golf Operations Assistant I	5	\$35,724.00	47,138.52	61,251.32	17.1750	22.6627	29.4478	N
Golf Operations Assistant II	10	\$49,151.70	64,857.00	84,274.06	23.6306	31.1813	40.5164	N
Golf Professional	11	\$51,839.06	68,401.58	88,882.04	24.9226	32.8854	42.7318	N
Head Fitness Trainer	6	\$38,410.06	50,682.58	65,855.66	18.4664	24.3666	31.6614	N
Head Lifeguard	4	\$33,039.24	43,595.24	56,648.02	15.8843	20.9593	27.2346	N
Human Resources Analyst	12	\$54,523.30	71,944.60	93,485.60	26.2131	34.5888	44.9450	N
Human Resources Technician	10	\$49,151.70	64,857.00	84,274.06	23.6306	31.1813	40.5164	N
Irrigation Technician	2	\$29,396.38	39,759.20	50,401.78	14.1329	19.1150	24.2316	N
Laborer	3	\$30,352.92	40,050.14	52,043.16	14.5928	19.2549	25.0207	N
Lead Network Engineer	14	\$59,894.12	79,031.94	102,693.24	28.7952	37.9961	49.3718	N
Legal Assistant	11	\$51,839.06	68,401.58	88,882.04	24.9226	32.8854	42.7318	N
Maintenance/Meter Mechanic	7	\$41,096.12	54,227.16	70,462.34	19.7577	26.0707	33.8761	N
Marketing Specialist	10	\$49,151.70	64,857.00	84,274.06	23.6306	31.1813	40.5164	N
Mechanic I	8	\$43,781.66	57,770.18	75,067.20	21.0489	27.7741	36.0900	N

### Personnel Classification Plan

<u>Position</u>	<u>Grade</u>	<u>Annualized Range</u>			<u>Hourly Rate</u>			<u>FLSA</u>
		<u>Lower</u>	<u>Midpoint</u>	<u>Upper</u>	<u>Lower</u>	<u>Midpoint</u>	<u>Upper</u>	<u>Overtime Status</u>
Mechanic II	9	\$46,466.94	61,313.46	79,671.02	22.3399	29.4776	38.3034	N
Mechanic/Equipment Operator	7	\$41,096.12	54,227.16	70,462.34	19.7577	26.0707	33.8761	N
Network Administrator	11	\$51,839.06	68,401.58	88,882.04	24.9226	32.8854	42.7318	N
Network Security Engineer	14	\$59,894.12	79,031.94	102,693.24	28.7952	37.9961	49.3718	N
Office Assistant I	3	\$30,352.92	40,050.14	52,043.16	14.5928	19.2549	25.0207	N
Office Assistant II	4	\$33,039.24	43,595.24	56,648.02	15.8843	20.9593	27.2346	N
Office Assistant III	7	\$41,096.12	54,227.16	70,462.34	19.7577	26.0707	33.8761	N
Office Assistant III/Administrative Clerk	8	\$43,781.66	57,770.18	75,067.20	21.0489	27.7741	36.0900	N
Operations Coordinator	12	\$54,523.30	71,944.60	93,485.60	26.2131	34.5888	44.9450	N
Operations Engineer	15	\$62,580.44	82,576.78	107,298.36	30.0867	39.7004	51.5858	E
Paralegal	12	\$54,523.30	71,944.60	93,485.60	26.2131	34.5888	44.9450	N
Parking Enforcement Official	5	\$35,724.00	47,138.52	61,251.32	17.1750	22.6627	29.4478	N
Personal Trainer	5	\$35,724.00	47,138.52	61,251.32	17.1750	22.6627	29.4478	N
Planner I	12	\$54,523.30	71,944.60	93,485.60	26.2131	34.5888	44.9450	N
Pool Operations Manager	10	\$49,151.70	64,857.00	84,274.06	23.6306	31.1813	40.5164	N
Preschool Teacher	7	\$41,096.12	54,227.16	70,462.34	19.7577	26.0707	33.8761	N
Procurement Specialist	10	\$49,151.70	64,857.00	84,274.06	23.6306	31.1813	40.5164	N
Project Engineer I	15	\$62,580.44	82,576.78	107,298.36	30.0867	39.7004	51.5858	N
Project Engineer II	16	\$65,265.98	86,121.10	111,904.78	31.3779	41.4044	53.8004	E
Public Information Specialist	11	\$51,839.06	68,401.58	88,882.04	24.9226	32.8854	42.7318	N
Public Safety Operations Manager	14	\$59,894.12	79,031.94	102,693.24	28.7952	37.9961	49.3718	N
Public Works Superintendent	18	\$70,636.80	93,149.68	121,114.76	33.9600	44.7835	58.2282	E
Purchasing Agent	13	\$57,209.62	77,661.48	98,090.20	27.5046	37.3373	47.1588	E
Records Technician	7	\$41,096.12	54,227.16	70,462.34	19.7577	26.0707	33.8761	N
Recreation Assistant I	5	\$35,724.00	47,138.52	61,251.32	17.1750	22.6627	29.4478	N
Recreation Assistant II	6	\$38,410.06	50,682.58	65,855.66	18.4664	24.3666	31.6614	N
Recreation Program Assistant	6	\$38,410.06	50,682.58	65,855.66	18.4664	24.3666	31.6614	N
Recreation Program Coordinator	14	\$59,894.12	79,031.94	102,693.24	28.7952	37.9961	49.3718	E
Recreation Services Supervisor I	9	\$46,466.94	61,313.46	79,671.02	22.3399	29.4776	38.3034	N
Recreation Services Supervisor II	12	\$54,523.30	71,944.60	93,485.60	26.2131	34.5888	44.9450	N
Residential Building Inspector	11	\$51,839.06	68,401.58	88,882.04	24.9226	32.8854	42.7318	N
Revenue Supervisor	13	\$57,209.62	77,661.48	98,090.20	27.5046	37.3373	47.1588	E
Right-of-Way Inspection Supervisor	12	\$54,523.30	71,944.60	93,485.60	26.2131	34.5888	44.9450	N
Right-of-Way Inspector/Utility Marker	7	\$41,096.12	54,227.16	70,462.34	19.7577	26.0707	33.8761	N
Senior Accounting Technician	9	\$46,466.94	61,313.46	79,671.02	22.3399	29.4776	38.3034	N
Senior Civil Engineer	18	\$70,636.80	93,149.68	121,114.76	33.9600	44.7835	58.2282	E
Senior Communications Technician	9	\$46,466.94	61,313.46	79,671.02	22.3399	29.4776	38.3034	N
Senior General Ledger Accountant	12	\$54,523.30	71,944.60	93,485.60	26.2131	34.5888	44.9450	N
Senior Planner	17	\$67,951.00	89,663.34	116,506.00	32.6687	43.1074	56.0125	E
Senior Project Planner	17	\$67,951.00	89,663.34	116,506.00	32.6687	43.1074	56.0125	E
Sustainability Program Planner	15	\$62,580.44	82,576.78	107,298.36	30.0867	39.7004	51.5858	E
System Technician	9	\$46,466.94	61,313.46	79,671.02	22.3399	29.4776	38.3034	N
Systems Manager	14	\$59,894.12	79,031.94	102,693.24	28.7952	37.9961	49.3718	E
Tennis Center Manager	7	\$41,096.12	54,227.16	70,462.34	19.7577	26.0707	33.8761	N
Town Clerk	19	\$73,323.12	96,501.08	125,717.80	35.2515	46.3948	60.4412	E
Traffic Control Supervisor/Coordinator	12	\$54,523.30	71,944.60	93,485.60	26.2131	34.5888	44.9450	N
Traffic Signal Technician	9	\$46,466.94	61,313.46	79,671.02	22.3399	29.4776	38.3034	N
Transportation Program Manager	17	\$67,951.00	89,663.34	116,506.00	32.6687	43.1074	56.0125	E
Utility Equipment Operator I	5	\$35,724.00	47,138.52	61,251.32	17.1750	22.6627	29.4478	N
Utility Equipment Operator II	6	\$38,410.06	50,682.58	65,855.66	18.4664	24.3666	31.6614	N
Utility Equipment Operator II/Truck Driver	6	\$38,410.06	50,682.58	65,855.66	18.4664	24.3666	31.6614	N
Utility Maintenance Worker I	4	\$33,039.24	43,595.24	56,648.02	15.8843	20.9593	27.2346	N
Utility Maintenance Worker II	6	\$38,410.06	50,682.58	65,855.66	18.4664	24.3666	31.6614	N
Utility Manager	14	\$59,894.12	79,031.94	102,693.24	28.7952	37.9961	49.3718	E
Utility Technician	7	\$41,096.12	54,227.16	70,462.34	19.7577	26.0707	33.8761	N
Utility Work Crew Supervisor	12	\$54,523.30	71,944.60	93,485.60	26.2131	34.5888	44.9450	N
Water Meter Reader	5	\$35,724.00	47,138.52	61,251.32	17.1750	22.6627	29.4478	N
Zoning Administrator	17	\$67,951.00	89,663.34	116,506.00	32.6687	43.1074	56.0125	E

## Personnel Classification Plan

<u>Position</u>	<u>Grade</u>	<u>Annualized Range</u>			<u>Hourly Rate</u>			<u>FLSA Overtime Status</u>
		<u>Lower</u>	<u>Midpoint</u>	<u>Upper</u>	<u>Lower</u>	<u>Midpoint</u>	<u>Upper</u>	
<b><u>Protective Services</u></b>								
<u>Position</u>	<u>Grade</u>	<u>Lower</u>	<u>Midpoint</u>	<u>Upper</u>	<u>Lower</u>	<u>Midpoint</u>	<u>Upper</u>	
Chief of Police	P12	\$96,590.00	131,171.30	165,687.86	46.4375	63.0631	79.6576	E
Police Captain	P10	\$83,191.42	110,354.40	145,213.64	39.9959	53.0550	69.8142	E
Police Corporal	P04	\$62,041.72	82,298.58	108,299.62	29.8277	39.5666	52.0671	N
Police Lieutenant	P08	\$75,953.28	100,752.60	132,581.54	36.5160	48.4388	63.7411	N
Police Officer First Class	P02	\$56,396.60	74,810.84	98,445.62	27.1138	35.9667	47.3296	N
Police Officer I	P01	\$53,931.80	71,540.56	94,141.58	25.9288	34.3945	45.2604	N
Police Sergeant	P05	\$65,142.22	86,412.04	113,710.22	31.3184	41.5443	54.6684	N
Senior Police Officer	P03	\$59,087.08	78,379.34	103,142.78	28.4072	37.6824	49.5879	N
Senior Police Sergeant	P06	\$68,399.76	90,732.72	119,395.90	32.8845	43.6215	57.4019	N

**Non-Regular Status Positions**

*Temporary employment* means status of persons hired to perform a seasonal or temporary job.

*Part time flexible* means status of persons hired to perform part-time work on a limited and variable schedule.

Hourly rates for positions with a non-regular status are determined by comparable market rates as well as individual qualifications and certifications. All non-regular status positions are non-exempt under the Fair Labor Standards Act and do not receive town sponsored benefits.

<u>Position</u>	<u>Status</u>
Camp Staff	Temporary
Community Center Supervisor	Part time flexible
Custodian	Part time flexible
Equipment Operator	Temporary
Event Staff	Part time flexible
Fitness Instructor	Part time flexible
Golf Cart Attendant	Temporary
Golf Recreation Clerk	Temporary
Golf Shop Assistant	Temporary
Groundswoker	Part time flexible
Gymnastics Instructor	Part time flexible
Hac Administrator	Part time flexible
Hac Assistant Coach	Part time flexible
Head Lifeguard	Part time flexible
Intern	Part time flexible
Kid Care Attendant	Part time flexible
Life Interest Instructor	Part time flexible
Lifeguard	Part time flexible
Marketing Staff	Part time flexible
Martial Arts Instructor	Part time flexible
Nature Programs	Temporary
Office Assistant	Part time flexible
Performing Arts Instructor	Part time flexible
Personal Trainer	Part time flexible
Pool Operator/Lifeguard	Part time flexible
Preschool	Part time flexible
Recreation Assistant	Part time flexible
Recreation Services Supervisor	Part time flexible
Seasonal Laborer	Part time flexible
Special Projects	Part time flexible
Sports Instructor	Part time flexible
Swim Instructor	Part time flexible
Teen Camp Staff	Temporary
Tennis Center Attendant	Part time flexible
Tennis Instructor Indoor	Part time flexible
Tennis Instructor Outdoor	Part time flexible
Water Aerobics	Part time flexible
Wellness Instructor	Part time flexible

**Non-Classified Positions**

(salaries determined by Town Council)

Town Attorney	\$164,886.80
Town Manager	\$177,500.18

**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



[www.herndon-va.gov](http://www.herndon-va.gov)

**Town of Herndon - Position Summary - All Funds**

Personnel - All Funds	FY 2015-16 Adopted		FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Proposed		FY 2019 Proposed over/(under) FY 2018 Adopted	
	#	FTE	#	FTE	#	FTE	#	FTE	#	FTE
<b><u>General Fund</u></b>										
<b><u>Office of the Town Clerk</u></b>										
Deputy Town Clerk	2	2	2	2	2	2	2	2	-	-
Office Assistant III/Admin Clerk**	1	0.50	1	0.50	0	0	0	0	-	-
Town Clerk	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Town Clerk Total</u></b>	<b>4</b>	<b>3.50</b>	<b>4</b>	<b>3.50</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>0</b>	<b>0</b>
<b><u>Town Administration</u></b>										
<b><u>Communications &amp; Economic Development</u></b>										
Chief Communications Officer	1	1	1	1	1	1	1	1	-	-
Communications Assistant	0	0	0	0	1	0.75	1	1	-	-
Economic Development Manager	1	1	1	1	1	1	1	1	-	-
Office Assistant III	<u>1</u>	<u>0.80</u>	<u>1</u>	<u>0.80</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	=	=
<b><u>Division Total</u></b>	<b>3</b>	<b>2.80</b>	<b>3</b>	<b>2.80</b>	<b>3</b>	<b>2.75</b>	<b>3</b>	<b>3.00</b>	<b>0</b>	<b>0</b>
<b><u>Town Manager</u></b>										
Administrative Assistant to the Town Manager	1	1	1	1	1	1	1	1	-	-
Budget & Project Manager	1	1	1	1	1	1	1	1	-	-
Town Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Division Total</u></b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>0</b>	<b>0</b>
<b><u>Human Resources</u></b>										
Director of Human Resources	1	1	1	1	1	1	1	1	-	-
Human Resources Analyst	1	1	1	1	1	1	1	1	-	-
Human Resources Technician	1	1	1	1	1	1	1	1	-	-
Office Assistant III	<u>1</u>	<u>0.63</u>	<u>1</u>	<u>0.63</u>	<u>1</u>	<u>0.80</u>	<u>1</u>	<u>0.80</u>	=	=
<b><u>Division Total</u></b>	<b>4</b>	<b>3.63</b>	<b>4</b>	<b>3.63</b>	<b>4</b>	<b>3.80</b>	<b>4</b>	<b>3.80</b>	<b>0</b>	<b>0</b>
<b><u>Information Technology</u></b>										
Director of Information Technology	1	1	1	1	1	1	1	1	-	-
Help Desk Analyst	1	1	1	1	0	0	0	0	-	-
Lead Network Engineer	1	1	1	1	1	1	1	1	-	-
Network Administrator	0	0	0	0	2	2	2	2	-	-
Network Security Engineer	1	1	1	1	1	1	1	1	-	-
Systems Engineer	1	1	1	1	0	0	0	0	-	-
Systems Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Division Total</u></b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>	<b>0</b>	<b>0</b>
<b><u>Town Administration Total</u></b>	<b>16</b>	<b>15.43</b>	<b>16</b>	<b>15.43</b>	<b>16</b>	<b>15.55</b>	<b>16</b>	<b>15.80</b>	<b>0</b>	<b>0</b>



**Town of Herndon - Position Summary - All Funds**

Personnel - All Funds	FY 2015-16 Adopted		FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Proposed		FY 2019 Proposed over/(under) FY 2018 Adopted	
	#	FTE	#	FTE	#	FTE	#	FTE	#	FTE
<b><u>Parks &amp; Recreation</u></b>										
<b><u>Administration</u></b>										
Administrative Assistant	1	1	1	1	1	1	1	1	-	-
Director of Parks & Recreation	1	1	1	1	1	1	1	1	-	-
Marketing Specialist	0	0	1	1	1	1	1	1	-	-
Office Assistant III/Administrative Clerk	1	1	1	1	1	1	1	1	-	-
Recreation Program Coordinator	1	0.75	1	0.75	1	0.75	1	0.75	-	-
System Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Division Total</u></b>	<b>5</b>	<b>4.75</b>	<b>6</b>	<b>5.75</b>	<b>6</b>	<b>5.75</b>	<b>6</b>	<b>5.75</b>	<b>0</b>	<b>0</b>
<b><u>Recreation</u></b>										
Deputy Director of Parks & Recreation	1	1	1	1	1	1	1	1	-	-
Marketing Specialist	1	1	0	0	0	0	0	0	-	-
Preschool Teacher	1	0.63	1	0.63	1	0.63	1	0.63	-	-
Recreation Services Supervisor II	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	=	=
<b><u>Division Total</u></b>	<b>7</b>	<b>6.63</b>	<b>6</b>	<b>5.63</b>	<b>6</b>	<b>5.63</b>	<b>6</b>	<b>5.63</b>	<b>0</b>	<b>0</b>
<b><u>Community Center Operations</u></b>										
Community Center Manager	1	1	1	1	1	1	1	1	-	-
Community Center Supervisor II	1	1	1	1	1	1	1	1	-	-
Custodian I	2	1	2	1	2	1	0	0	-	-
Custodian II	3	3	3	3	3	3	4	4	-	-
Fitness Specialist	1	1	1	1	1	1	0	0	-	-
Fitness Supervisor	0	0	0	0	0	0	1	1	-	-
Head Fitness Trainer	1	0.75	1	0.75	1	0.75	1	0.75	-	-
Personal Trainer	0	0	0	0	0	0	1	0.75	1	0.75
Recreation Assistant I	2	2	2	2	2	2	2	2	-	-
Recreation Assistant II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Division Total</u></b>	<b>12</b>	<b>10.75</b>	<b>12</b>	<b>10.75</b>	<b>12</b>	<b>10.75</b>	<b>12</b>	<b>11.50</b>	<b>1</b>	<b>0.75</b>
<b><u>Aquatics</u></b>										
Aquatics Services Manager	1	1	1	1	1	1	1	1	-	-
Head Lifeguard	0	0	0	0	0	0	1	1	1	1
Pool Operations Manager	1	1	1	1	1	1	1	1	-	-
Recreation Program Assistant	1	0.63	1	0.63	1	0.63	1	0.63	-	-
Recreation Services Supervisor I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Division Total</u></b>	<b>4</b>	<b>3.63</b>	<b>4</b>	<b>3.63</b>	<b>4</b>	<b>3.63</b>	<b>5</b>	<b>4.63</b>	<b>1</b>	<b>1.00</b>
<b><u>Parks Operations &amp; Development</u></b>										
Tennis Center Manager	<u>1</u>	<u>0.50</u>	<u>1</u>	<u>0.50</u>	<u>1</u>	<u>0.50</u>	<u>1</u>	<u>0.63</u>	=	=
<b><u>Division Total</u></b>	<b>1</b>	<b>0.50</b>	<b>1</b>	<b>0.50</b>	<b>1</b>	<b>0.50</b>	<b>1</b>	<b>0.63</b>	<b>0</b>	<b>0</b>
<b><u>Parks &amp; Recreation Total</u></b>	<b>29</b>	<b>26.26</b>	<b>29</b>	<b>26.26</b>	<b>29</b>	<b>26.26</b>	<b>30</b>	<b>28.14</b>	<b>2</b>	<b>1.75</b>

Town of Herndon - Position Summary - All Funds

Personnel - All Funds	FY 2015-16 Adopted		FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Proposed		FY 2019 Proposed over/(under) FY 2018 Adopted	
	#	FTE	#	FTE	#	FTE	#	FTE	#	FTE
<b><u>Finance</u></b>										
<b><u>Administration</u></b>										
Accounting Tech II	0	0	0	0	1	1	1	1	-	-
Director of Finance	1	1	1	1	1	1	1	1	-	-
Office Assistant III/Admin Clerk**	0	0.50	0	0.50	0	0	0	0	=	=
<b><u>Division Total</u></b>	<b>1</b>	<b>1.50</b>	<b>1</b>	<b>1.50</b>	<b>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>	<b>0</b>	<b>0</b>
<b><u>Accounting</u></b>										
Accounting Tech II/Admin Tech	1	1	1	1	2	2	2	2	-	-
Deputy Director of Finance	1	1	1	1	1	1	1	1	-	-
Financial Management Analyst	1	1	1	1	1	1	1	1	-	-
Senior Accounting Technician	3	3	3	3	2	2	1	1	-	-
Senior General Ledger Accountant	0	0	0	0	0	0	1	1	=	=
<b><u>Division Total</u></b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>	<b>0</b>	<b>0</b>
<b><u>Revenue</u></b>										
Accounting Tech II	2	1.75	2	1.75	2	1.75	1	0.75	-	-
Revenue Supervisor	1	1	1	1	1	1	1	1	-	-
Senior Accounting Technician	0	0	0	0	0	0	1	1	=	=
<b><u>Division Total</u></b>	<b>3</b>	<b>2.75</b>	<b>3</b>	<b>2.75</b>	<b>3</b>	<b>2.75</b>	<b>3</b>	<b>2.75</b>	<b>0</b>	<b>0</b>
<b><u>Procurement</u></b>										
Purchasing Agent	1	1	1	1	1	1	1	1	=	=
<b><u>Division Total</u></b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1.00</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1.00</b>	<b>0</b>	<b>0</b>
<b><u>Finance Total</u></b>	<b>11</b>	<b>11.25</b>	<b>11</b>	<b>11.25</b>	<b>12</b>	<b>11.75</b>	<b>12</b>	<b>11.75</b>	<b>0</b>	<b>0</b>
<b><u>Community Development</u></b>										
<b><u>Administration</u></b>										
Administrative Assistant	1	1	1	1	1	1	1	1	-	-
Administrative Planner	0	0	0	0	0	0	0	0	-	-
Associate Administrative Planner	1	1	1	1	1	1	1	1	-	-
Community Forester	1	1	1	1	1	1	1	1	-	-
Development Planner/Community Design	0	0	0	0	0	0	1	1	-	-
Development Program Planner	1	1	1	1	1	1	1	1	-	-
Director of Community Development	1	1	1	1	1	1	1	1	-	-
Office Assistant III	2	2	2	2	2	2	2	2	-	-
Permit Technician	1	1	0	0	0	0	0	0	-	-
Planner I	1	1	2	2	2	2	1	1	-	-
Senior Planner	1	1	1	1	1	1	1	1	-	-
Senior Project Planner	1	0.50	1	0.50	1	0.50	1	0.63	-	-
Sustainability Program Planner	1	1	1	1	1	1	1	1	-	-
Transportation Program Manager	1	1	1	1	1	1	1	1	-	-
Zoning Administrator	1	1	1	1	1	1	1	1	=	=
<b><u>Division Total</u></b>	<b>14</b>	<b>13.50</b>	<b>14</b>	<b>13.50</b>	<b>14</b>	<b>13.50</b>	<b>14</b>	<b>13.63</b>	<b>0</b>	<b>0</b>

**Town of Herndon - Position Summary - All Funds**

Personnel - All Funds	FY 2015-16 Adopted		FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Proposed		FY 2019 Proposed over/(under) FY 2018 Adopted	
	#	FTE	#	FTE	#	FTE	#	FTE	#	FTE
<b><u>Community Inspections</u></b>										
Community Development Operations Manaaage	0	0	0	0	0	0	1	1	1	1
Community Inspector	0	0	0	0	3	3	2	2	-1	-1
Community Inspector I	2	2	2	1.50	0	0	0	0	0	0
Community Inspector II	1	1	1	1	0	0	0	0	0	0
Deputy Zoning Admin/Sr Community Inspecto	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Division Total</u></b>	<b>4</b>	<b>4.00</b>	<b>4</b>	<b>3.50</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>0</b>	<b>0</b>
<b><u>Community Development Total</u></b>	<b>18</b>	<b>17.50</b>	<b>18</b>	<b>17.00</b>	<b>17</b>	<b>16.50</b>	<b>17</b>	<b>16.63</b>	<b>0</b>	<b>0</b>
<b><u>Police</u></b>										
<b><u>Field Operations</u></b>										
Parking Enforcement Official	0	0	0	0	1	0.63	1	0.63	-	-
Police Captain	1	1	1	1	1	1	1	1	-	-
Police Corporal	6	6	6	6	6	6	6	6	-	-
Police Lieutenant	2	2	2	2	2	2	2	2	-	-
Police Officer	23	23	23	23	24	24	23	23	-	-
Police Sergeant	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	=	=
<b><u>Division Total</u></b>	<b>39</b>	<b>39.00</b>	<b>39</b>	<b>39.00</b>	<b>41</b>	<b>40.63</b>	<b>40</b>	<b>39.63</b>	<b>0</b>	<b>0</b>
<b><u>Support Services</u></b>										
Accreditation Manager	1	1	1	1	1	1	1	1	-	-
Administrative Assistant	1	1	1	1	1	1	1	1	-	-
Assistant Communications Supervisor	2	2	2	2	2	2	2	2	-	-
Chief of Police	1	1	1	1	1	1	1	1	-	-
Communications Section Manager	1	1	1	1	1	1	0	0	-	-
Communications Technician	7	7	7	7	7	7	7	7	-	-
Information Specialist	1	1	1	1	1	1	0	0	-	-
Paralegal	0	0	0	0	0	0	1	0.73	1	0.73
Police Captain	1	1	1	1	1	1	1	1	-	-
Police Corporal	1	1	1	1	1	1	2	2	-	-
Police Lieutenant	2	2	2	2	2	2	2	2	-	-
Police Officer	9	9	9	9	9	9	9	9	-	-
Police Sergeant	2	2	2	2	2	2	2	2	-	-
Public Information Specialist	0	0	0	0	0	0	1	1	-	-
Public Safety Operations Manager	0	0	0	0	0	0	1	1	-	-
Records Technician	2	2	2	2	2	2	3	3	-	-
Records Technician Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	=	=
<b><u>Division Total</u></b>	<b>32</b>	<b>32.00</b>	<b>32</b>	<b>32.00</b>	<b>32</b>	<b>32.00</b>	<b>34</b>	<b>33.73</b>	<b>1</b>	<b>0.73</b>
<b><u>Police Total</u></b>	<b>71</b>	<b>71.00</b>	<b>71</b>	<b>71.00</b>	<b>73</b>	<b>72.63</b>	<b>74</b>	<b>73.36</b>	<b>1</b>	<b>0.73</b>

Town of Herndon - Position Summary - All Funds

Personnel - All Funds	FY 2015-16 Adopted		FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Proposed		FY 2019 Proposed over/(under) FY 2018 Adopted	
	#	FTE	#	FTE	#	FTE	#	FTE	#	FTE
<b><u>Public Works</u></b>										
<b><u>Administration</u></b>										
Administrative Assistant	1	1	1	1	1	1	1	1	-	-
Deputy Director of Public Works	2	2	2	2	2	2	2	2	-	-
Director of Public Works	1	1	1	1	1	1	1	1	-	-
Office Assistant III	1	1	1	1	1	1	1	1	-	-
Public Works Superintendent	1	1	1	1	1	1	1	1	-	-
Utility Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	-	-
<b><u>Division Total</u></b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>0</b>	<b>0</b>
<b><u>Engineering</u></b>										
Engineer	1	1	1	1	1	1	1	1	-	-
Engineering Inspector	1	1	1	1	1	1	1	1	-	-
Project Engineer I	2	2	2	2	2	2	2	2	-	-
Senior Civil Engineer	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	-	-
<b><u>Division Total</u></b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>0</b>	<b>0</b>
<b><u>Program &amp; Project Management</u></b>										
Chief, Program & Project Manager	1	1	1	1	1	1	1	1	-	-
Project Engineer I	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	-	-
<b><u>Division Total</u></b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>0</b>	<b>0</b>
<b><u>Building Inspections</u></b>										
Building Inspector I	1	1	1	1	1	1	1	1	-	-
Building Inspector II	1	1	1	1	1	1	1	1	-	-
Building Official	1	1	1	1	1	1	1	1	-	-
Office Assistant III	1	1	1	1	1	1	1	1	-	-
Residential Building Inspector	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	-	-
<b><u>Division Total</u></b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>0</b>	<b>0</b>
<b><u>Building Maintenance</u></b>										
Building Maintenance Coordinator	1	1	1	1	1	1	1	1	-	-
Custodian I	3	3	3	3	3	3	3	3	-	-
Facility Maintenance Mechanic II	2	2	2	2	2	2	2	2	-	-
Facility Maintenance Mechanic III	1	1	1	1	1	1	1	1	-	-
Facility Maintenance Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	-	-
<b><u>Division Total</u></b>	<b>8</b>	<b>8.00</b>	<b>8</b>	<b>8.00</b>	<b>8</b>	<b>8.00</b>	<b>8</b>	<b>8.00</b>	<b>0</b>	<b>0</b>
<b><u>Grounds Maintenance</u></b>										
Assistant Crew Supervisor	1	1	1	1	1	1	1	1	-	-
Laborer	0	0	0	0	0	0	1	1	-	-
Utility Equipment Operator I	2	2	2	2	2	2	2	2	-	-
Utility Maintenance Worker I	5	5	5	5	6	6	6	5.80	-	0.80
Utility Maintenance Worker II	1	1	1	1	1	1	1	1	-	-
Utility Work Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	-	-
<b><u>Division Total</u></b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>11</b>	<b>11.00</b>	<b>12</b>	<b>11.80</b>	<b>0</b>	<b>0.80</b>

**Town of Herndon - Position Summary - All Funds**

Personnel - All Funds	FY 2015-16 Adopted		FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Proposed		FY 2019 Proposed over/(under) FY 2018 Adopted	
	#	FTE	#	FTE	#	FTE	#	FTE	#	FTE
<b><u>Streets</u></b>										
Assistant Crew Supervisor	1	1	1	1	1	1	1	1	-	-
Laborer	0	0	0	0	0	0	1	1	-	-
Utility Equipment Operator I	1	1	1	1	1	1	1	1	-	-
Utility Equipment Operator II	5	5	5	5	5	5	5	5	-	-
Utility Maintenance Worker I	2	2	2	2	2	2	1	1	-	-
Utility Work Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Division Total</u></b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>0</b>	<b>0</b>
<b><u>Refuse</u></b>										
Utility Equipment Operator II/Truck Driver	6	6	6	6	6	6	6	6	-	-
Utility Maintenance Worker I*	9	9	7.50	7.50	7	7	8	7.80	-	0.80
Utility Work Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Division Total</u></b>	<b>16</b>	<b>16.00</b>	<b>14.50</b>	<b>14.50</b>	<b>14</b>	<b>14.00</b>	<b>15</b>	<b>14.80</b>	<b>0</b>	<b>0.80</b>
<b><u>General Services</u></b>										
Fleet Manager	1	1	1	1	1	1	1	1	-	-
General Services Administrator	1	1	1	1	1	1	1	1	-	-
Mechanic Assistant	1	1	0	0	0	0	0	0	-	-
Mechanic I	2	2	2	2	2	2	2	2	-	-
Mechanic II	2	2	2	2	2	2	2	2	-	-
Office Assistant II	1	1	2	2	2	2	2	2	-	-
Operations Coordinator	1	1	1	1	1	1	1	1	-	-
Procurement Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Division Total</u></b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>0</b>	<b>0</b>
<b><u>Traffic</u></b>										
Traffic Control Supervisor/Coordinator	1	1	1	1	1	1	1	1	-	-
Traffic Signal Tech	1	1	1	1	1	1	1	1	-	-
Utility Maintenance Worker I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Division Total</u></b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>0</b>	<b>0</b>
<b><u>Right-of-Way Inspections</u></b>										
Right-of-Way Inspection Supervisor	1	1	1	1	1	1	1	1	-	-
Right-of-Way Inspector/Utility Marker	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	=	=
<b><u>Division Total</u></b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>0</b>	<b>0</b>
<b><u>Public Works Total</u></b>	<b>80</b>	<b>80.00</b>	<b>78.50</b>	<b>78.50</b>	<b>79</b>	<b>79.00</b>	<b>81</b>	<b>80.60</b>	<b>0</b>	<b>1.60</b>
<b><u>Town Attorney</u></b>										
Legal Assistant	1	0.50	1	0.50	1	0.50	1	0.63	-	-
Paralegal	1	1	1	1	1	1	1	1	-	-
Town Attorney	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Town Attorney Total</u></b>	<b>3</b>	<b>2.50</b>	<b>3</b>	<b>2.50</b>	<b>3</b>	<b>2.50</b>	<b>3</b>	<b>2.63</b>	<b>0</b>	<b>0</b>
<b><u>General Fund Total</u></b>	<b>232</b>	<b>227.44</b>	<b>230.50</b>	<b>225.44</b>	<b>232</b>	<b>227.19</b>	<b>236</b>	<b>231.91</b>	<b>3</b>	<b>4.08</b>

**Town of Herndon - Position Summary - All Funds**

Personnel - All Funds	FY 2015-16 Adopted		FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Proposed		FY 2019 Proposed over/(under) FY 2018 Adopted	
	#	FTE	#	FTE	#	FTE	#	FTE	#	FTE
<b><u>Water &amp; Sewer</u></b>										
<b><u>Customer Service</u></b>										
Accounting Tech II	0	0	0	0	0	0	1	1	-	-
Office Assistant II	1	1	1	1	1	1	0	0	-	-
Senior Accounting Technician	1	1	1	1	1	1	1	1	-	-
Water Meter Reader	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Division Total</u></b>	<b>4</b>	<b>4.00</b>	<b>4</b>	<b>4.00</b>	<b>4</b>	<b>4.00</b>	<b>3</b>	<b>3.00</b>	<b>0</b>	<b>0</b>
<b><u>Sewer Service &amp; Maintenance</u></b>										
Operations Engineer	1	1	1	1	1	1	1	1	-	-
Utility Equipment Operator I	1	1	1	1	1	1	1	1	-	-
Utility Maintenance Worker II	1	1	1	1	1	1	1	1	-	-
Utility Technician	1	1	1	1	1	1	1	1	-	-
Utility Work Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Division Total</u></b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>0</b>	<b>0</b>
<b><u>Water Service &amp; Maintenance</u></b>										
Maintenance/Meter Mechanic	1	1	1	1	1	1	1	1	-	-
Utility Equipment Operator II	2	2	2	2	2	2	2	2	-	-
Utility Maintenance Worker I	1	1	1	1	1	1	1	1	-	-
Utility Maintenance Worker II	2	2	2	2	2	2	2	2	-	-
Utility Work Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Division Total</u></b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>0</b>	<b>0</b>
<b><u>Water &amp; Sewer Total</u></b>	<b>16</b>	<b>16.00</b>	<b>16</b>	<b>16.00</b>	<b>16</b>	<b>16.00</b>	<b>15</b>	<b>15.00</b>	<b>0</b>	<b>0</b>
<b><u>Chestnut Grove Cemetery</u></b>										
Administrative Assistant	1	1	1	1	1	1	1	1	-	-
Cemetery Manager	1	1	1	1	1	1	1	1	-	-
Equipment Operator	1	1	1	1	1	1	1	1	-	-
Equipment Operator/Greensworker	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>
<b><u>Cemetery Total</u></b>	<b>4</b>	<b>4.00</b>	<b>4</b>	<b>4.00</b>	<b>4</b>	<b>4.00</b>	<b>5</b>	<b>5.00</b>	<b>1</b>	<b>1.00</b>
<b><u>Golf Course</u></b>										
<b><u>Maintenance</u></b>										
Assistant Golf Course Superintendent	1	1	1	1	1	1	1	1	-	-
Equipment Operator/Greensworker	2	2	2	2	2	2	2	2	-	-
Golf Course Superintendent	1	1	1	1	1	1	1	1	-	-
Irrigation Technician	0	0	1	1	1	1	1	1	-	-
Mechanic/Equipment Operator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Division Total</u></b>	<b>5</b>	<b>5.00</b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>	<b>0</b>	<b>0</b>

**Town of Herndon - Position Summary - All Funds**

Personnel - All Funds	FY 2015-16 Adopted		FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Proposed		FY 2019 Proposed over/(under) FY 2018 Adopted	
	#	FTE	#	FTE	#	FTE	#	FTE	#	FTE
<b><u>Clubhouse</u></b>										
Director of Golf	1	1	1	1	1	1	1	1	-	-
Golf Operations Assistant I	1	1	1	1	0	0	0	0	-	-
Golf Operations Assistant II	1	1	1	1	1	1	1	1	-	-
Golf Professional	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	=	=
<b><u>Division Total</u></b>	<b>4</b>	<b>4.00</b>	<b>4</b>	<b>4.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>0</b>	<b>0</b>
<b><u>Golf Course Total</u></b>	<b>9</b>	<b>9.00</b>	<b>10</b>	<b>10.00</b>	<b>9</b>	<b>9.00</b>	<b>9</b>	<b>9.00</b>	<b>0</b>	<b>0</b>
<b><u>Total All Funds</u></b>	<b><u>261</u></b>	<b><u>256.44</u></b>	<b><u>260.50</u></b>	<b><u>255.44</u></b>	<b><u>261</u></b>	<b><u>256.19</u></b>	<b><u>265</u></b>	<b><u>260.91</u></b>	<b><u>4</u></b>	<b><u>5.08</u></b>

Position accounting method was changed for FY 2019 to show full time equivalent percentage for positions that are filled at less than full time (e.g. 25 hour per week position is represented by 0.63). This method provides for more accurate accounting of positions.

\*Indicates a position was funded for half of a fiscal year.

\*\*Indicates position allocation was shared with another department.