

# TOWN OF Herndon VIRGINIA

## Adopted FY 2020 Budget



### TOWN COUNCIL

Lisa C. Merkel, Mayor  
Sheila A. Olem, Vice Mayor  
Jennifer K. Baker  
Cesar del Aguila  
Pradip Dhakal  
Signe Friedrichs  
Bill McKenna

### TOWN MANAGER

Bill Ashton

Information about the Adopted FY 2020 Budget is online at  
[www.herndon-va.gov/budget](http://www.herndon-va.gov/budget)





## Adopted Annual Budget

**FY 2020**

Lisa C. Merkel  
*Mayor*

**Town Council**

Sheila A. Olem  
*Vice Mayor*  
Cesar del Aguila  
Jennifer Baker  
Pradip Dhakal  
Signe Friedrichs  
Bill McKenna

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*  
Vacant - *Director of Public Works*  
Jennie Tripoli - *Director of Finance*  
Viki Wellershaus - *Town Clerk*

*Budget Manager: John Cassella*

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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, 2018**

*Christopher P. Morrill*

Executive Director

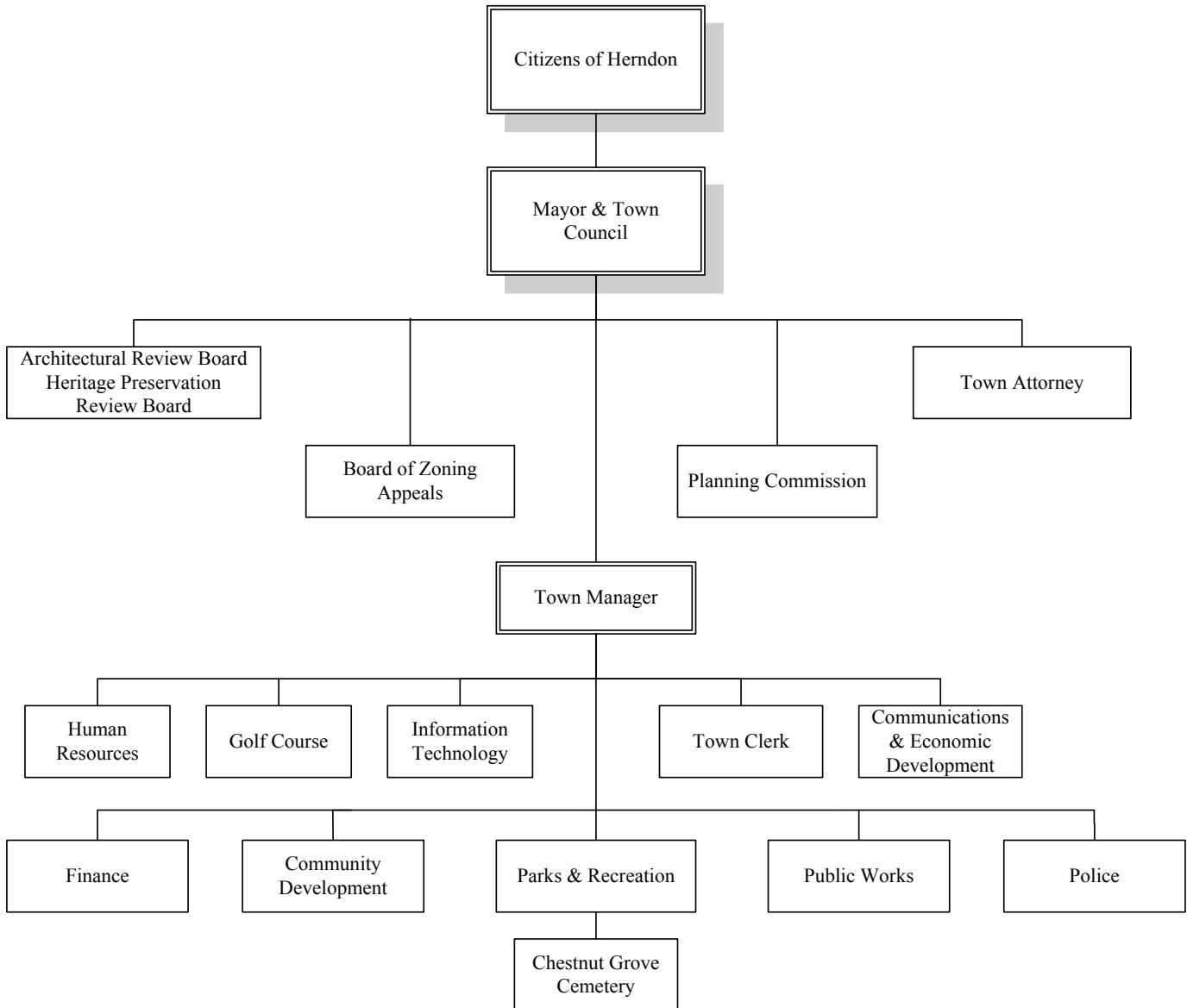
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# Town of Herndon, Virginia

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Town of Herndon, Virginia  
 FY 2020 Budget  
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# Introduction





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

**TOWN COUNCIL**  
Lisa C. Merkel, Mayor  
Sheila A. Olem, Vice Mayor  
Jennifer K. Baker  
Cesar del Aguila  
Pradip Dhakal  
Signe Friedrichs  
Bill McKenna

**June 28, 2019**

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 Town of Herndon Budget for fiscal year (FY) 2020. This budget is balanced in accordance with the Code of Virginia. It meets the goals that you outlined in your January 29, 2019 budget guidance resolution and contains the resources necessary to advance the Town Council's 2035 Vision Plan while continuing to provide residents with the high-quality services and programs they expect and enjoy.

The total budget, which includes the General Fund, Enterprise Funds (Water and Sewer, Cemetery, Golf Course and Downtown Parking), and the FY 2020 portion of the Capital Improvement Program (CIP), is \$53,732,691. The total represents a decrease of 10.8 percent when compared to the adopted FY 2019 Budget. This decrease is the result of reductions in capital expenses in the CIP and Water and Sewer fund in FY 2020.

General Fund expenditures, which include personnel, operations and maintenance, minor capital, interfund transfers and debt service, total \$37,266,252 an increase of 2.9 percent over the adopted FY 2019 Budget. The budget reflects a 4.6 percent increase in assessed property tax values, to include new construction, and maintains the town's real estate tax rate of \$0.2650 per \$100 of assessed value.

During FY 2019, the town realized a shift in its Business and Professional and Occupational License (BPOL) tax proceeds and is now bringing in approximately \$1 million less in this fiscal year than previous fiscal years. In past years the town has taken a fiscally conservative approach to the utilization of BPOL by applying \$1 million of the BPOL proceeds toward funding CIP projects. In the coming years, the town has several transportation projects related to Metro and other capital improvements. To continue funding these projects, the FY 2020 Budget includes raising the Meals Tax from 2.5 percent to 3.75 percent. The increase is projected to yield an additional \$1,125,000 in FY 2020. This, plus spending offsets elsewhere in the budget will address the decrease in BPOL revenue. All other excise taxes are maintained at their current rates in the FY 2020 Budget.

In the area of General Fund operations, several areas of cost savings and increased budget efficiency were also incorporated to meet Council priorities and maintain the customer service levels our citizens have come to expect.

In alignment with the 2035 Vision Plan and Goals, the Town Council's budget guidance provided direction to the Town Manager in the development of the FY 2020 Budget and the CIP. Council directives and the correlating initiatives included in the FY 2020 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 FY 2020 Budget includes the funding needed to support the ongoing downtown redevelopment efforts. It provides for continued work on sustainability plan implementation, to include the purchase of an electric vehicle for Police non-emergency use and continued retrofitting LED lights and smart switches in town facilities. Also, the budget includes resources needed to implement an enterprise software system for the Departments of Community Development and Public Works that will allow for electronic plan submission, review and permit tracking.

- Fund activities that will demonstrate a commitment to, and investment in the town's employees, to include:
  - Continuing employee skills development and education, with an emphasis on succession planning and leadership development; and
  - Continuing emphasis on maintaining a competitive employment position in local market

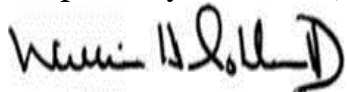
**Highlights:** The FY 2020 Budget continues to focus on ensuring that the town hires, trains, and retains quality personnel to serve its citizens. The budget allows for a 1.30 percent market rate adjustment for all regular status employees, and a 1.0 percent market rate adjustment for all temporary/part-time flexible employees. An average pay for performance increase of 2.0 percent for non-sworn personnel and an average 3.7 percent pay for performance increase for sworn personnel is included. The market rate increase this year is slightly higher than last year to offset the employees' contribution toward the 7 percent increase in healthcare costs. The FY 2020 Budget keeps departmental training budgets at the same funding levels as last year, but increases the education assistance budget, to include funding to send two staff members to the Northern Virginia Local Government Fellows MPA program at George Mason University.

- Continue efforts to develop and maintain a strong fiscal position, to include:
  - At Council's direction, preparing an annual budget that addresses the rising costs associated with program and service delivery, along with additional revenue appropriations needed to meet them.
  - The FY 2020 Budget removes the link that had been established July 1, 2011 between Meals Tax increases and downtown development and various economic initiatives.
  - At the Council's direction, revisit the town's existing Parks and Recreation cost recovery model and make recommendations regarding possible updates.
  - Continue forward looking budget preparation in anticipation of impacts associated with Metrorail and downtown redevelopment projects.
  - Emphasize the funding of the life cycle maintenance that provides a comprehensive assessment of the town's overall exposure along with the revenue stream needed to properly maintain town assets.

**Highlights:** The most significant threat to town program and service delivery relates to the shift in BPOL taxes. To meet the void that has been created, this FY 2020 Budget raises the Meals Tax rate 1.25 percentage points. Further, this budget removes the linkage between Meals Tax proceeds and specific spending initiatives. The FY 2020 Budget allocates funds to engage a consultant to analyze fees and examine the costs of service delivery in the Department of Parks and Recreation. The FY 2020 Budget also captures operational costs that were once a function of the CIP. These costs include vehicle replacement, technology life cycle replacement, building maintenance, and road re-repaving. Each of these items is no longer reflected in the CIP but will be captured as operational costs in FY 2020. Finally, the FY 2020 Budget minimizes the use of reserves to fund one-time expenditures in order for the town to maintain a strong financial position.

The FY 2020 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,



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 2017 population estimate is 24,532. 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 – 2000-2017

Jurisdiction	2000	2010	2017	% Growth
Town of Herndon	21,655	23,292	24,532	13.2%
Commonwealth of Virginia	7,079,030	8,001,024	8,470,020	19.6%
Fairfax County	969,749	1,081,726	1,148,433	18.4%
City of Fairfax	21,498	22,565	24,097	12.0%
Town of Vienna	14,453	15,687	16,544	14.4%

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 27,407 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
2017	\$117,515	\$135,791

Sources: U.S. Census Bureau, 2000, 2010 and 2013-2017 American Community Surveys

Year	Fairfax County Unemployment Rates (%)
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	3.3%
2017	3.0%

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)	9 years	12/31/20
Vice Mayor & Council Member	Sheila A. Olem	2 years (elected Council Appointed Vice Mayor)	9 years	12/31/20
Council Member	Jennifer K. Baker	2 years (elected)	5 years	12/31/20
Council Member	Cesar del Aguila	2 years (elected)	3 months	12/31/20
Council Member	Pradip Dhakal	2 years (elected)	3 months	12/31/20
Council Member	Signe Friedrichs	2 years (elected)	2 years	12/31/20
Council Member	Bill McKenna	2 years (elected)	2 years	12/31/20
Town Manager	William H. Ashton II	Appointed by Town Council	22 years	Discretion of Town Council
Town Attorney	Lesia J. Yeatts	Appointed by Town Council	4 years	Discretion of Town Council
Chief Communications Officer	Anne Papa Curtis	Appointed by Town Manager	13 years	Discretion of Town Manager
Director of Community Development	Elizabeth M. Gilleran	Appointed by Town Manager	25 years	Discretion of Town Manager
Director of Finance	Jennie A. Tripoli	Appointed by Town Manager	2 years	Discretion of Town Manager
Director of Golf	Gene A. Fleming	Appointed by Town Manager	33 years	Discretion of Town Manager
Director of Human Resources	Tanya Kendrick	Appointed by Town Manager	5 years	Discretion of Town Manager
Director of Information Technology	Page Kalapasev	Appointed by Town Manager	1 year	Discretion of Town Manager
Director of Parks & Recreation	Cynthia S. Roeder	Appointed by Town Manager	16 years	Discretion of Town Manager
Chief of Police	Maggie DeBoard	Appointed by Town Manager	7 years	Discretion of Town Manager
Director of Public Works	Vacant	Appointed by Town Manager		Discretion of Town Manager
Town Clerk	Viki L. Wellershaus	Appointed by Town Manager	26 years	Discretion of Town Manager

## SERVICES PROVIDED

The town provides general governmental services for its citizens including:



**Public Works and Utilities.** The Department of Public Works oversees all construction and land development, building inspections, water and sewer maintenance, and street and traffic signal maintenance. Public Works also provides trash and recycling collection, town-wide spring and fall clean-ups, fall leaf collection, snow removal and municipal building, grounds and park maintenance.

**Police Protection.** The Herndon Police Department is dedicated to providing professional law enforcement services through prompt police response and community involvement to preserve the peace, investigate crime, and enforce the law. Services are provided in accordance with professional and ethical standards that and are guided by a community policing philosophy. The Herndon Police Department seeks to build and strengthen partnerships in order to promote a safe community in which to live, work and visit. The department is nationally accredited, and was reviewed for compliance in August 2016. A variety of community services are provided through crime prevention programs and auxiliary support services.



**Community Development.** 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, 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 and the Herndon Parkway Advisory Committee.



**Parks and Recreation.** The Department of Parks and Recreation is a nationally accredited agency and it 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, including indoor swimming pool, weight room and fitness facility, gymnasium, racquetball courts, rental space for private functions and more. The indoor tennis center, which includes three courts, operates September through April. Many popular special events are produced by the department, including the Herndon Festival, July 4th 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.** The Herndon Centennial Golf Course provides an outstanding golf experience and a variety of golf support services tailored to all ages and skill levels. Designated as a Certified Audubon Cooperative Sanctuary, the course features 18 beautifully landscaped holes, practice facilities and golf instruction by PGA professionals. Herndon Centennial’s clubhouse amenities include a fully stocked pro shop, food and beverage service and locker rooms.



**Chestnut Grove Cemetery.** The Chestnut Grove Cemetery, is part of the town’s Heritage Preservation District. Although formally organized as a cemetery in 1872, burials date back to the 1830s. Facilities include an onsite administration office and a tranquil park area featuring a mausoleum, columbaria, cremation garden and pathways. Chestnut Grove is an active and full service cemetery offering a range of traditional and cremation burial options as well as memorial products.

**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 2019 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**

<b>Year</b>	<b>Number of Students</b>
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	188,403
2019 estimated	190,168
2020 projected	190,682

Source: Fairfax County Public Schools

## **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 2018, Fiscal Year 2018**

<b>Taxpayer</b>	<b>Assessed Value</b>	<b>% of Total Assessed Value</b>
BP New Dominion Technology	\$74,566,060	1.68%
Worldgate Centre Owner LLC	\$70,738,370	1.59%
GSG Residential Westerly AT	\$67,353,790	1.52%
New Dominion	\$66,813,250	1.50%
GSG Residential Townes AT	\$60,776,280	1.37%
RREEF America REIT II Corp VVV	\$58,858,330	1.33%
MIVPO LLC	\$54,705,170	1.23%
Inland America Herndon Worldgate	\$49,284,910	1.11%
Washreit Monument II LLC	\$43,321,680	.98%
Realty Associates Fund IX LP	\$39,447,350	0.89%
<b>TOTAL</b>	<b>\$585,865,190</b>	<b>13.19%</b>

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

**Principal Employers, 2018 (Unaudited)**

<b>Employer</b>	<b>Employment Range</b>
Amazon Web Services	1,000-1,249
Booz Allen Hamilton, Inc.	500-749
Fannie Mae	500-749
Northwest Federal Credit Union	250-499
Navy Federal Credit Union	250-499
Peraton	250-499
Serco	250-499
Boeing Corporation	250-499
Town of Herndon	250-499
Airline Pilots Association	100-249

*Community Profile photo credits: Stephanie Wright, Staff*

TOWN OF  
**Herndon**  
VIRGINIA

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



# **Financial Policies, Budget Process, and Financial Structure**

## **Financial Policies**

### **INTRODUCTION**

To establish and document a policy framework for fiscal decision-making and to strengthen the financial management of the Town of Herndon, Virginia (the “town”), the Town Council confirms the following Financial Policy Guidelines as part of the FY 2020 Budget.

Financial Policy Guidelines that are adopted, adhered to, and regularly reviewed are recognized as a cornerstone of sound financial management and:

- Contribute significantly to the town's ability to insulate itself from fiscal crisis;
- Enhance short term and long-term financial credit ability by helping to achieve the highest credit and bond ratings possible;
- Promote long-term financial stability by establishing clear and consistent guidelines;
- Direct attention to the total financial picture of the town rather than single issue areas;
- Promote the view of linking long-term financial planning with day to day operations; and
- Provide town staff, Town Council, and the town’s citizens a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.

The town will review these Financial Policy Guidelines at least once every four years and either reaffirm them or adjust them to reflect evolving town priorities, developments in industry best practices, and/or changes to rating agency criteria.

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

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

## **SECTION II. Asset Management**

- a. The town will capitalize all fixed assets with a value greater than \$5,000 and an expected life of two years or more.
- b. The operating budget will provide for minor and preventive maintenance.
- c. The capital budget will provide for the acquisition of fixed assets and the construction, or total replacement of physical facilities to include additions to existing facilities, which increase the square footage or asset value of that facility or other asset. The town will protect its assets by maintaining adequate insurance coverage through either commercial insurance or risk pooling arrangements with other governmental entities.

## **SECTION III. Revenue Management**

- a. The town will maintain a diversified and stable revenue structure to protect it from short-run fluctuations in any one revenue source.
- b. The town will estimate its annual revenues by an objective, analytical process.
- c. The town maintains budgetary control at the fund and department level. At minimum, quarterly reports of comprehensive financial data for each of the town's activity centers will be generated; displaying such line item information as approved budget, expenditure and encumbrance amounts, any budget transfers, and remaining budget balance.
- d. In addition, a condensed report is prepared for the Town Council at least semi-annually 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.
- e. The town has four enterprise funds: The Water & Sewer Fund, Chestnut Grove Cemetery Fund, Golf Course Fund, and Downtown Parking Enterprise Fund. The town, where practicable, will institute user fees and charges for specialized programs and services. Rates will be established to recover operational as well as overhead or indirect costs and capital or debt service costs, and the town will periodically review user fee charges and related expenditures to determine if pre-established recovery goals are being met.
- f. The town will follow an aggressive policy of collecting revenue.

## **SECTION IV. Budget Management**

### Operating Budget

- a. The town must adopt a structurally balanced annual budget by July 1 of each fiscal year. A structurally balanced budget is defined as one in which total recurring revenues and other financing sources are equal to total anticipated recurring expenditures.
- b. The budget is a plan for raising and allocating resources. The objective is to enable service delivery within available resources. Services must be delivered to residents and taxpayers at a level that will meet real needs as efficiently and effectively as possible.

- c. The town will fund current expenditures with current revenues and use nonrecurring revenues for nonrecurring expenditures. Recurring revenues may be used for one-time expenditures if deemed appropriate by the town manager.
- d. Revenues must be increased, or expenditures decreased, in the same fiscal year, if deficits appear.
- e. The budget must be structured so that the Town Council and the general public can readily establish the relationship between revenues, expenditures, and the achievement of service objectives.

### Capital Budget

- f. The town will make all capital improvements in accordance with an adopted Capital Improvements Program (CIP).
- g. The town will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.
- h. The town will annually update a multi-year financial forecast in concert with preparation of the operating and capital budget. The multi-year financial forecast will take into account projected operating revenues and expenditures as well as projected capital needs, both debt and non-debt funded. The multi-year financial forecast will also track projected compliance with the town's Financial Policy Guidelines.
- i. The town will make use of non-debt capital financing through alternate sources, including proffers and pay-as-you-go cash funding from the Capital Reserve Fund. The Capital Reserve Fund will be detailed be described further herein.
- j. The goal of the town is to finance 25 percent of the current portion of construction and acquisition costs of capital assets, improvements, and infrastructure (in excess of proffers) through the use non-debt sources over the course of a five-year CIP program. The amount provided in current resources may be applied equally to all projects or only to specific projects.

### **SECTION V. Reserve Funds Management**

- a. The General Fund Unassigned Fund Balance should be maintained at a minimum of 20 percent of total General Fund Operating Expenditures as measured in the town's annual audited financial statements. Operating Expenditures do not include capital expenditures of a one-time, non-recurring nature.
- b. General Fund Unassigned Fund Balance should be drawn upon only as absolutely necessary and, where applicable, after use of the Revenue Stabilization Fund and Contingency Fund. Any use of General Fund Unassigned Fund Balance should be limited to:
  - 1. One-time capital needs;
  - 2. Offsetting difficult economic times;

3. Non-recurring expenditures; and
  4. Providing liquidity in emergency situations.
- c. Should the town utilize Unassigned Fund Balance for one of the purposes noted above in such a way that will reduce the funds below the policy minimum level, the town will put in place a plan to restore the Unassigned Fund Balance to the policy minimum level. In such circumstances, the town will adopt a plan as part of the following year's budget process to restore the Unassigned Fund Balance to the policy minimum level within two years from the date of the budget's adoption.
- d. The town will establish a Revenue Stabilization Fund within the assigned portion of the General Fund Balance. At the close of each audited fiscal year, after certifying that the Unassigned Fund Balance is in compliance with these policies, the Revenue Stabilization Fund shall receive a minimum of 25 percent of the prior year's surplus, if any, as calculated in the prior fiscal year audit. Balances in the Revenue Stabilization Fund will be allowed to accumulate until they reach an amount equal to 5.0 percent of General Fund Operating Revenues. Transfers to the Revenue Stabilization Fund may also be made as part of the adopted operating budget.
1. 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.
  2. No more than half of the Revenue Stabilization Fund can be withdrawn in any one fiscal year except in the event that using no more than half of the balance would result in Unassigned Fund Balance falling below the 20 percent threshold noted herein. In such an instance, the withdrawal shall be the lesser of the amount needed to maintain the 20 percent Unassigned Fund Balance policy level or the remaining balance in the Revenue Stabilization Fund.
- e. The town will establish a Contingency Fund within the Assigned portion of the General Fund Balance. At the close of each audited fiscal year, after certifying that the Unassigned Fund Balance and Revenue Stabilization Fund are each in compliance with these financial policies, the Contingency Fund shall receive a minimum of 25 percent of the prior year's surplus, if any, as calculated in the prior fiscal year audit. Balances in the Contingency Fund will be allowed to accumulate until they reach an amount equal to 2.5 percent of General Fund Operating Expenditures. Transfers to the Contingency Fund may also be made as part of the adopted operating budget. Balances in the Contingency Fund are available for:
1. Reserves against shortfalls in any given revenue source(s);
  2. Reserves against unexpected increases in any given expenditure(s);
  3. Providing liquidity in emergency situations;
  4. A financial opportunity(s) to enhance the well-being of the town; and
  5. Other such global purpose as to protect the long-term fiscal security of the town.
- f. The town will establish a Capital Reserve Fund within the assigned portion of the General Fund Balance. At the close of each audited fiscal year, the Capital Reserve Fund shall receive a minimum of 25 percent of the prior year's surplus, if any, as calculated in the prior fiscal year audit. There

will be no cap or limitation on the balances allowed to accumulate in the Capital Reserve Fund. Balances in the Capital Reserve Fund are available for pay-as-you-go funding of capital projects and other non-recurring capital related expenditures including debt payoff/paydown.

## **SECTION VI. Debt and Cash Management**

### Debt Management

- a. The town will not fund current operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current financial resources.
- b. The town will, when financing capital improvements or other projects or equipment by issuing bonds or entering into capital leases, repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.
- c. The town will annually calculate target debt ratios for direct, non-revenue-based debt that is dependent on the General Fund for the payment of debt service (i.e. "Tax Supported Debt"). The town's Debt Capacity shall be maintained within the following primary goals.
  1. Tax Supported Debt Service expenditures as a percentage of annual General Fund expenditures should not exceed 12 percent.
  2. The outstanding amount of Tax Supported Debt of the town shall not exceed 1.5 percent of the total assessed value of the taxable property in the town.
  3. The 10-Year Payout Ratio of Tax Supported Debt (i.e. the amount of Tax Supported debt retired in 10 years as a proportion of total outstanding Tax Supported Debt) shall not be less than 55 percent.
- d. The town may exclude Water & Sewer Enterprise Fund debt, and other self-supporting Enterprise Fund Debt (if any), from the calculation of Tax Supported debt ratios if the Water & Sewer Enterprise Fund, or other Enterprise Fund, is fully self-supporting from current revenue and not reliant on support from general tax revenues.
- e. Before undertaking a new financing, the town will work with its Financial Advisor to determine the impact of the new financing on the town's Debt Capacity (i.e. impact to policy ratios) and Debt Affordability (i.e. impact to annual cash-flows).
- f. The town will follow a policy of full disclosure in every annual financial report and financing official statement/offering document. As such, the Director of Finance will maintain a record of all of the lenders of outstanding town issued debt. This record will include any post issuance disclosure obligations of the town. So long as the town has debt outstanding in the public markets this record will also include the continuing disclosure requirements found in the Continuing Disclosure Agreement ("CDA") that is executed at the closing of publicly issued bonds.
- g. It is the goal of the town to obtain a credit rating from at least two of the three major municipal bond credit rating services, namely Moody's Investors Service, Standard & Poor's, and Fitch Ratings. The town will strive to maintain and enhance its credit ratings once they have been

obtained. The town understands that there is a correlation between a higher bond rating(s) and lower borrowing costs (all else being equal) whether the town is borrowing for a new project or to refinance existing debt for savings. As such, working with its Financial Advisor, the town will maintain good communications about its financial condition with bond and credit rating institutions.

- h. The town understands that it has the unique ability to borrow on a tax-exempt basis for many of its General Government and Utility Enterprise projects. The town further understands that the provisions of the Internal Revenue Code of 1986, as amended (the “IRC”), together with the regulations promulgated thereunder (the “Treasury Regulations” and collectively with the IRC, the “Tax Laws”), impose requirements that must be met in order for interest on the Bonds to continue to be exempt from federal income taxation or the Bonds be entitled to certain other tax benefits while the Bonds are outstanding. It shall be the policy of the town to work with a nationally recognized Bond Counsel and Financial Advisor, as necessary, (a) to comply with the Tax Laws and (b) to implement and carry out the procedures to ensure compliance with the Tax Laws and to preserve appropriate records to evidence such compliance.

#### Cash Management

- i. The town will maintain an investment policy based on Government Finance Officers Association (GFOA) best practices and the Virginia Investment of Public Funds Act. The investment policies and procedures of the director of finance shall become a part of this policy.
- j. The town will, where permitted by law, pool cash from its various funds for investment purposes and will invest revenue to maximize the rate of return while maintaining a low level of risk.

#### **SECTION VII. Water & Sewer Enterprise Fund Policies**

- a. The town shall complete a cost of service rate study for the Water & Sewer Enterprise Fund and report the results to the Town Council as part of the development of the annual budget. The cost of service study shall include projected operational and capital costs over at least a five-year time period.
- b. It is the intent of the Water & Sewer Enterprise Fund to have adequate cash reserves to provide for at least 250 days of operating expenses and debt service as measured at the end of a fiscal year. If the unrestricted cash and long-term investments balance fall below the target level as measured at the completion of the annual audit, the town will develop a plan to bring reserves back in line with the policy target within two budget cycles.
- c. Net Revenues should be at least 1.70 times the annual debt service requirement of long-term Water & Sewer Enterprise Fund debt service with a goal of maintaining 2.0 times annual debt service requirements. Net Revenues shall be defined as operating revenues plus availability charges plus interest income less operating expenses net of depreciation. Excess revenues after debt service will be available to first build and maintain the Utility enterprise Cash and Cash Equivalents plus Long-Term Investments for policy compliance – if necessary – and secondly, to provide equity funding for future capital projects.
- d. The town will annually update a five-year Capital Improvements Program for the Water & Sewer Enterprise Fund. The town will maintain a balance between debt funding and equity/cash funding, with at least 25 percent of capital projects funded from non-debt sources over a five-year horizon.

- e. The Water & Sewer Enterprise Fund will amortize bond issues so that the cost of long-term assets is spread over the users that will benefit from them but not longer than the expected useful life of the asset.

### **Internal Policy**

#### **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, undertaking some other financial arrangement, or by Town Council action.

## 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 fix a tax rate for the budget year at that time.

<b><u>October 2018</u></b>	<b><u>February 2019 (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 2018</u></b>	Budget team develops proposed budget
Budget kick-off discussion with departmental budget liaisons	<b><u>March 2019</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 2019</u></b>
<b><u>January 2019</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 2020 portion of CIP
Department budget line item requests submitted to town manager	Town Council sets tax rate and adopts budget and FY 2020 portion of CIP
Budget team meets with departments to review budget submissions	<b><u>May 2019</u></b>
<b><u>February 2019</u></b>	Town Council work session, public hearing and adoption of FY 2021-2025 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 of Herndon's budget is presented 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 with the budget of the current fiscal year and to the audited, 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 Commonwealth of Virginia requires that the town budget be based on fund accounting, which is a system of accounting that matches the sources of revenue (such as taxes or service fees) with the uses (program costs) of that revenue. Therefore, the town budgets and accounts for its revenues and expenditures in various funds. The financial structure discussion following this section provides further detail on this topic.

### **Accounting Basis**

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

Governmental funds, which include the general fund, 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.

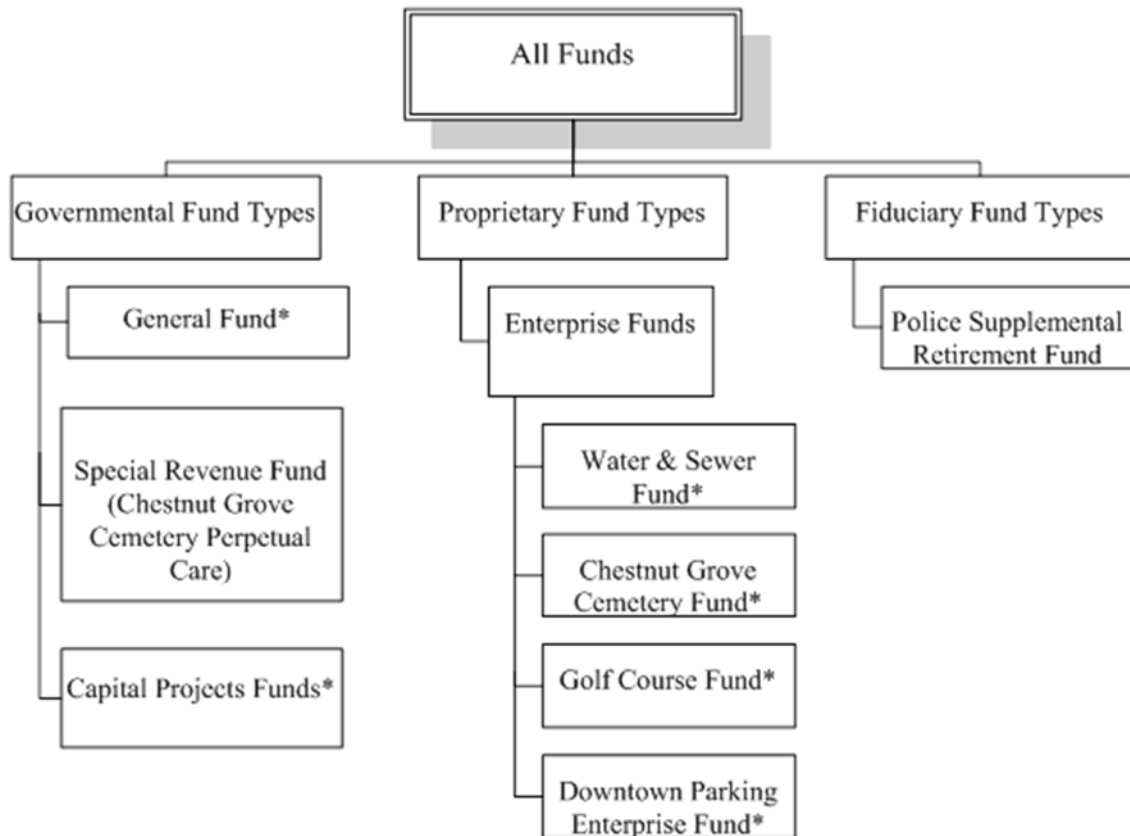
As promulgated by the Government Accounting Standards Board in Statement No. 34, the town's basic financial statements include separate fund-based presentations and two basic government-wide financial statements. These two government-wide statements are the statement of net assets and the statement of 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 utilizes three other governmental funds which include a special revenue fund to account for the perpetual care resources of Chestnut Grove Cemetery and two capital project funds titled Capital Project Fund and Information Systems Improvement Fund. The town's four proprietary funds include the Water & Sewer Fund, the Golf Course Fund, the Chestnut Grove Cemetery Fund and the Downtown Parking Enterprise Fund. Finally, the financial structure includes a 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 & Sewer Fund, Chestnut Grove Cemetery Fund, Golf Course Fund, Downtown Parking Enterprise Fund and Capital Projects Funds budgets are contained within this budget document. The cost to the town for funding the Police Supplemental Retirement Fund is contained within the Police Department's budgetary line items for employee benefits. This funding is based on the town contributing four percent of the annual salary of each sworn police officer toward police supplemental retirement programs. A detailed description of each fund type is provided below:

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

In addition to a prorated share of debt service on town general obligation bonds, other major expenditures for these funds include personnel and operating costs, and payments to outside authorities for wholesale water

purchases and sewer conveyance services. Also included as proprietary funds expenditures are equipment and major capital outlay, services provided by other funds and the day-to-day materials and supplies required to maintain and operate the physical plants of each fund.

### **Fiduciary Fund Type**

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

### **Transfer/Reallocation/Redistribution of Funds**

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

### **Department Heads and Directors**

Department heads and directors are authorized to transfer/reallocate/redistribute any amount, up to \$100,000, of the approved operations, maintenance and capital funding between approved expenditure accounts within their respective departments in the General Fund only, except for salary and benefit accounts. Proposed transfers from salary or benefits accounts of any amount must be submitted to the town manager for review and approval. Requirements in excess of \$100,000 must be submitted to the town manager for review, and to Town Council for approval.

### **Town Manager**

The town manager is authorized to approve the transfer/reallocation/redistribution of General Fund, Water & Sewer Fund, Golf Course Fund, Chestnut Grove Cemetery Fund, Downtown Parking Enterprise Fund, and the Capital Projects Funds 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 \$100,000 and multiple transfers to the same account cannot exceed a total of \$100,000. Requirements in excess of \$100,000 must be submitted by resolution to the Town Council for approval.

### **Town Council**

The Town Council retains the responsibility and authority to approve by council action all transfers/reallocations/redistribution in excess of \$100,000, 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 accounting system that maintains the accounting records for general governmental operations on a modified accrual basis. Accounting records for the town's proprietary funds (which are the Water & Sewer Fund, the Golf Course Fund, the Chestnut Grove Cemetery Fund and the Downtown Parking Enterprise Fund) are maintained on a full accrual basis.

## **Fund Balance 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.

Following are the General Fund balance amounts by category for the past 10 fiscal years.

<b>Fund Balance - General Fund 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>
2018	\$562,186	\$1,400,000	\$2,869,397	\$10,196,779	\$15,028,362
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

\* FY 2009 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.

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 to FY 2018, resulting in a combined unassigned fund balance amount of \$10.2 million by June 30, 2018.

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.

From FY 2009 to FY 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, 2018, the assigned fund balance for future debt service costs and BPOL reserve were \$1.3 million and \$0.5 million, respectively.

The town’s fiscal policy governing unassigned General Fund balance for FY 2020, as of June 30 of each year, requires a minimum level that equals 20 percent of the adopted General Fund operating expenditures as measured in the town’s annual audited financial statements. Based on this policy, the minimum unassigned fund balance for FY 2020 is \$6,792,217. The unassigned fund balance as of June 30, 2018 is \$10,196,779. After considering numerous transactions that will impact unassigned fund balance in FY 2019 and FY 2020, the anticipated unassigned fund balance at June 30, 2020 is projected to be around \$7,500,000 which is above the policy minimum level.

## Governmental Funds

The chart displayed below presents fund balance comparisons for the General Fund for FY 2016 through the projected balances for FY 2020.

<b>General Fund Fund Balance Summary FY 2016 - FY 2020</b>					
	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Projected</b>
<b>Revenues:</b>					
General Property Taxes	\$ 11,029,513	\$ 11,214,419	\$ 11,367,365	\$ 11,739,701	\$ 12,230,430
Other Local Taxes	13,372,805	14,177,297	14,463,451	13,333,714	14,275,578
Permits & Privilege Fees	630,218	559,488	603,773	539,663	595,000
Fines & Forfeitures	463,312	423,335	452,965	460,000	475,000
Use of Money & Property	978,087	569,727	638,323	789,500	760,000
Charges for Services	3,488,475	3,599,406	3,619,194	3,572,032	3,761,233
Miscellaneous	464,255	32,664	27,806	64,360	59,200
Intergovernmental	4,481,237	5,171,877	4,581,413	4,706,717	4,495,035
Total Recurring Revenue	34,907,902	35,748,213	35,754,290	35,205,687	36,651,476
<b>Expenditures:</b>					
Town Clerk	654,549	698,951	699,202	703,257	717,539
Town Administration	2,582,772	3,129,803	2,863,707	3,076,077	3,379,425
Town Attorney	476,792	476,844	489,362	526,860	666,007
Parks & Recreation	4,136,245	4,288,848	4,449,527	4,768,401	5,009,118
Finance	1,427,806	1,518,192	1,716,122	1,639,165	1,640,849
Community Development	1,598,172	1,686,329	1,736,736	1,902,329	2,159,182
Police	9,848,958	9,603,136	10,074,661	10,155,437	10,270,168
Public Works	10,014,006	10,735,437	10,239,065	10,091,640	10,346,923
Grants	46,618	74,628	151,977	0	0
Non-Departmental	0	1,510	0	118,900	115,900
Debt Service	1,416,331	1,374,362	1,540,728	2,209,165	2,031,141
Total Expenditures	32,202,249	33,588,040	33,961,087	35,191,231	36,336,252
<b>Revenue Over (Under) Expenditures</b>	<b>2,705,653</b>	<b>2,160,173</b>	<b>1,793,203</b>	<b>14,456</b>	<b>315,224</b>
Other Financing Sources (Uses), Net	(1,617,073)	(1,691,400)	(511,000)	(715,000)	(930,000)
<b>Net Change in Fund Balance</b>	<b>1,088,580</b>	<b>468,773</b>	<b>1,282,203</b>	<b>(700,544)</b>	<b>(614,776)</b>
Fund Balance (total), July 1	\$11,641,006	\$13,277,386	\$13,746,159	\$15,028,362	\$14,327,818
<b>Fund Balance (total), June 30 *</b>	<b>\$13,277,386</b>	<b>\$13,746,159</b>	<b>\$15,028,362</b>	<b>\$14,327,818</b>	<b>\$13,713,042</b>

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

As displayed in the table above, total FY 2020 General Fund recurring revenues are projected at \$36,651,000, which is an increase of \$1,446,000 over the FY 2019 adopted budget. General property taxes for FY 2020 are projected to increase \$491,000, which is 4.18 percent over the FY 2019 adopted budget. The increases are directly related to growth in both residential and commercial property assessments. The town's proposed real estate tax rate for FY 2020 is the current rate of \$0.2650 per \$100 of assessed value which been in place since FY 2012.

Total FY 2020 General Fund personnel, operations and maintenance, minor capital and debt service expenditures, at \$36,336,000, will be approximately \$1,145,000 more than the FY 2019 adopted budget. This increase in expenditures is mostly driven by increases in personnel \$741,000, operations and maintenance \$624,000, offset by an almost \$200,000 decrease in debt service. Personnel cost increases are for the pay-for-performance employee compensation program, a Assistant Town Attorney, and a seven percent increase in health insurance premiums. The Virginia Retirement System required contributions have remained flat to the FY 2019 budget.

Minor capital expenditures decreased slightly while interfund transfers have decreased \$95,000 from the FY 2019 budget. Interfund transfers and lease proceeds are included in the "Other Financing Sources (Uses) Net" line in the preceding table.

An organization chart of the departments contained in the General Fund can be found in the tabbed section titled "General Fund".

<b>Capital Projects Funds Fund Balance Summary FY2016 - FY2020</b>					
	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Projected</b>
<b>Revenues:</b>					
Use of Money & Property	\$ 32,054	\$ 346,313	\$ 51,004	\$ 30,000	\$ -
Miscellaneous	243,929	173,436	322,331	0	165,000
Intergovernmental	<u>2,291,815</u>	<u>989,844</u>	<u>1,719,060</u>	<u>5,295,000</u>	<u>1,750,000</u>
Total Revenues	<u>2,567,798</u>	<u>1,509,593</u>	<u>2,092,395</u>	<u>5,325,000</u>	<u>1,915,000</u>
<b>Expenditures:</b>					
Capital Outlay	<u>3,296,422</u>	<u>3,040,310</u>	<u>3,109,930</u>	<u>6,675,000</u>	<u>2,895,000</u>
<b>Revenues Over (Under) Expenditures</b>	<b>(728,624)</b>	<b>(1,530,717)</b>	<b>(1,017,535)</b>	<b>(1,350,000)</b>	<b>(980,000)</b>
Other Financing Sources (Uses), Net	<u>1,432,000</u>	<u>1,491,400</u>	<u>1,280,000</u>	<u>1,350,000</u>	<u>980,000</u>
<b>Net Change in Fund Balance</b>	<b>703,376</b>	<b>(39,317)</b>	<b>262,465</b>	<b>0</b>	<b>0</b>
Fund Balance (total), July 1	<u>5,649,297</u>	<u>6,389,709</u>	<u>6,350,392</u>	<u>6,612,857</u>	<u>6,612,857</u>
<b>Fund Balance (total), June 30 *</b>	<b>\$ 6,389,709</b>	<b>\$ 6,350,392</b>	<b>\$ 6,612,857</b>	<b>\$ 6,612,857</b>	<b>\$ 6,612,857</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 2020 General Fund capital projects portion of the CIP totals \$2.9 million as shown in the table above. See the CIP for more details about the capital projects included.

### 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 Enterprise Fund for FY 2016 through the projected balances for FY 2020.

<b>Water &amp; Sewer Fund</b>					
<b>Net Position Summary</b>					
<b>FY2016 - FY2020</b>					
	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Projected</b>
Operating Revenues	\$ 6,064,510	\$ 6,470,281	\$ 6,608,103	\$ 6,914,000	\$ 7,286,600
Operating Expenses	<u>6,963,515</u>	<u>7,606,887</u>	<u>6,999,142</u>	<u>14,627,212</u>	<u>10,889,539</u>
<b>Operating (Loss)</b>	<b>(899,005)</b>	<b>(1,136,606)</b>	<b>(391,039)</b>	<b>(7,713,212)</b>	<b>(3,602,939)</b>
Non-Operating Revenue (Expense)	<u>650,301</u>	<u>607,861</u>	<u>836,994</u>	<u>9,722,400</u>	<u>4,461,000</u>
<b>Change in Net Position</b>	<b>(248,704)</b>	<b>(528,745)</b>	<b>445,955</b>	<b>2,009,188</b>	<b>858,061</b>
Total Net Position, July 1	<u>23,211,386</u>	<u>23,104,086</u>	<u>22,444,215</u>	<u>22,890,170</u>	<u>24,899,358</u>
<b>Total Net Position, June 30</b>	<b>\$ 23,104,086</b>	<b>\$ 22,444,215</b>	<b>\$ 22,890,170</b>	<b>\$ 24,899,358</b>	<b>\$ 25,757,419</b>

\* FY 2016 and FY 2017 Ending net position was restated for an accounting reclassification.

Due to escalating wholesale water and sewer conveyance costs beginning in FY 2012, the Water & Sewer Fund's has had operating losses as shown in the table above from FY 2016 through FY 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 a utility rate increase aimed at reestablishing fiscal stability of the fund. The rate increases were effective January 2018. This was the first rate increase since FY 2012. The utility rate study recommends annual future utility rate increases starting in July 2018. These rate increases are reflected in the revenue increases noted in FY 2019 and FY 2020.

FY 2020 and FY 2019 projected Non-Operating Revenues consist primarily of water and sewer availability fees which are budgeted at \$4.26 and \$6.66 million, respectively. Also, included in FY 2019 are bond proceeds of \$2.9 million. The primary increase in availability fees is expected from the Comstock development of apartments and retail stores in the downtown.

<b>Cemetery Fund</b>					
<b>Net Position Summary</b>					
<b>FY 2016 - FY 2020</b>					
	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Projected</b>
Operating Revenue	\$ 829,602	\$ 890,165	\$ 1,016,746	\$ 853,383	\$ 912,790
Operating Expenses	<u>648,122</u>	<u>660,139</u>	<u>627,557</u>	<u>778,793</u>	<u>777,388</u>
<b>Operating Income (Loss)</b>	<b>181,480</b>	<b>230,026</b>	<b>389,189</b>	<b>74,590</b>	<b>135,402</b>
Non-Operating Revenue					
(Expense)	(51,792)	(39,284)	(32,090)	31,500	52,500
Transfer In (Out), Net	<u>(25,096)</u>	<u>(44,407)</u>	<u>(55,013)</u>	<u>(45,490)</u>	<u>(45,490)</u>
<b>Change in Net Position</b>	<b>104,592</b>	<b>146,335</b>	<b>302,086</b>	<b>60,600</b>	<b>142,412</b>
Total Net Position, July 1	<u>1,114,712</u>	<u>1,219,304</u>	<u>1,325,810</u>	<u>1,627,896</u>	<u>1,688,496</u>
<b>Total Net Position, June 30</b>	<b>\$ 1,219,304</b>	<b>\$ 1,325,810</b>	<b>\$ 1,627,896</b>	<b>\$ 1,688,496</b>	<b>\$ 1,830,908</b>

\* FY 2017 Ending net position was restated for an accounting reclassification.

Revenues for the Cemetery Fund during the five fiscal years displayed have range from \$800,000 to \$1,000,000 with FY 2018 hitting the high point. The fund's main source of revenue remains the sale of cemetery sites. In a typical fiscal year, the fund sells about 135 cemetery sites and performs about 140 interments. During FY 2018, the Cemetery sold 152 sites and performed 145 interments which increased operating revenue over the prior two years.

The change in net position from FY 2016 to FY 2017 has remained slightly over \$100,000 primarily due to operating income. We believe FY 2018 was an exceptional year, therefore, net position for FY 2019 and FY 2020 is projected to be about the same as FY 2016 and FY 2017.

<b>Golf Course Fund</b>					
<b>Net Position Summary</b>					
<b>FY2016 - FY2020</b>					
	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Projected</b>
Operating Revenue	\$ 1,477,226	\$ 1,497,289	\$ 1,429,767	\$ 1,464,334	\$ 1,463,900
Operating Expenses	<u>1,473,086</u>	<u>1,530,550</u>	<u>1,546,946</u>	<u>1,602,134</u>	<u>1,600,422</u>
<b>Operating Income (Loss)</b>	<b>4,140</b>	<b>(33,261)</b>	<b>(117,179)</b>	<b>(137,800)</b>	<b>(136,522)</b>
Non-Operating Revenue					
(Expense)	<u>(7,708)</u>	<u>(16,479)</u>	<u>(6,506)</u>	<u>14,600</u>	<u>21,050</u>
<b>Change in Net Position</b>	<b>(3,568)</b>	<b>(49,740)</b>	<b>(123,685)</b>	<b>(123,200)</b>	<b>(115,472)</b>
Total Net Position, July 1	<u>3,112,836</u>	<u>3,109,268</u>	<u>2,957,338</u>	<u>2,833,653</u>	<u>2,710,453</u>
<b>Total Net Position, June 30</b>	<b>\$ 3,109,268</b>	<b>\$ 2,957,338</b>	<b>\$ 2,833,653</b>	<b>\$ 2,710,453</b>	<b>\$ 2,594,981</b>

\* FY 2017 Ending net position was restated for an accounting reclassification.

Operating revenues for FY 2018 decreased about four percent compared to the prior two fiscal years due to the extremely rainy season during FY 2018. 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 \$234,000. 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</b>					
<b>Net Position Summary</b>					
<b>FY2016 - FY2020</b>					
	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Projected</b>
Operating Revenue	\$ 67,403	\$ 26,903	\$ 97,845	\$ 26,900	\$ 31,594
Operating Expenses	<u>72,623</u>	<u>111,913</u>	<u>133,985</u>	<u>1,044,500</u>	<u>1,058,375</u>
<b>Operating Income (Loss)</b>	<b>(5,220)</b>	<b>(85,010)</b>	<b>(36,140)</b>	<b>(1,017,600)</b>	<b>(1,026,781)</b>
Non-Operating Revenue	35,532	(6,979)	6,738	1,028,800	3,800
Transfer In (Out), Net	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>
<b>Change in Net Position</b>	<b>230,312</b>	<b>108,011</b>	<b>170,598</b>	<b>211,200</b>	<b>(822,981)</b>
Total Net Position, July 1	<u>4,510,343</u>	<u>4,740,655</u>	<u>4,848,666</u>	<u>5,019,264</u>	<u>5,230,464</u>
<b>Total Net Position, June 30</b>	<b>\$ 4,740,655</b>	<b>\$ 4,848,666</b>	<b>\$ 5,019,264</b>	<b>\$ 5,230,464</b>	<b>\$ 4,407,483</b>

The Downtown Parking Enterprise 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. Also,

being dedicated as “seed money” towards the future parking garage, is the \$1.9 million transferred into the fund in FY 2014 from the sale of the Vine Street/Center Street property. During FY 2015, the fund received \$400,000 of transfers in 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, \$200,000 in meals tax receipts was used for professional service expenses incurred for the development of the downtown parking garage. From FY 2018 to FY 2020, 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 of the fund include the participants’ share of annual parking lot maintenance costs and interest earnings on participant promissory notes. Operating expenses 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. 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. Given the delays in the Comstock project, the \$1.0 million payment due to Comstock has to be appropriated in FY 2020.

# Budget Summary



## FY 2020 Budget Reader's Guide

Welcome to the Town of Herndon FY 2020 annual budget Reader's Guide. 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 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 and 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*, the *Community Profile*, and the town's *Financial Policies, Financial Structure and Budget Process/Schedule*. 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* was created by the Town Council and conveys to staff the overall values that exemplify what they and town residents 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. 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 town's *Financial Policies, Financial Structure and Budget Process/Schedule* provide 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. 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 proposed 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.

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 of these categories, as well as trend information to give the reader a longer-term overview of how the town’s budgets have been changing over the past five years.

Information is provided regarding major funds the town uses to track its activities, organized by expenditure categories, and the supporting revenues. It is presented in this manner because local governments are required to use “fund accounting”. A fund is 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, *Fund Summaries*.

Lastly, this section contains 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).

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. Included in this section is 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 or 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, and position. It is a tally of positions and contains no information other than title and number of positions of that title, by fund, department, and division.

TOWN OF  
**Herndon**  
VIRGINIA

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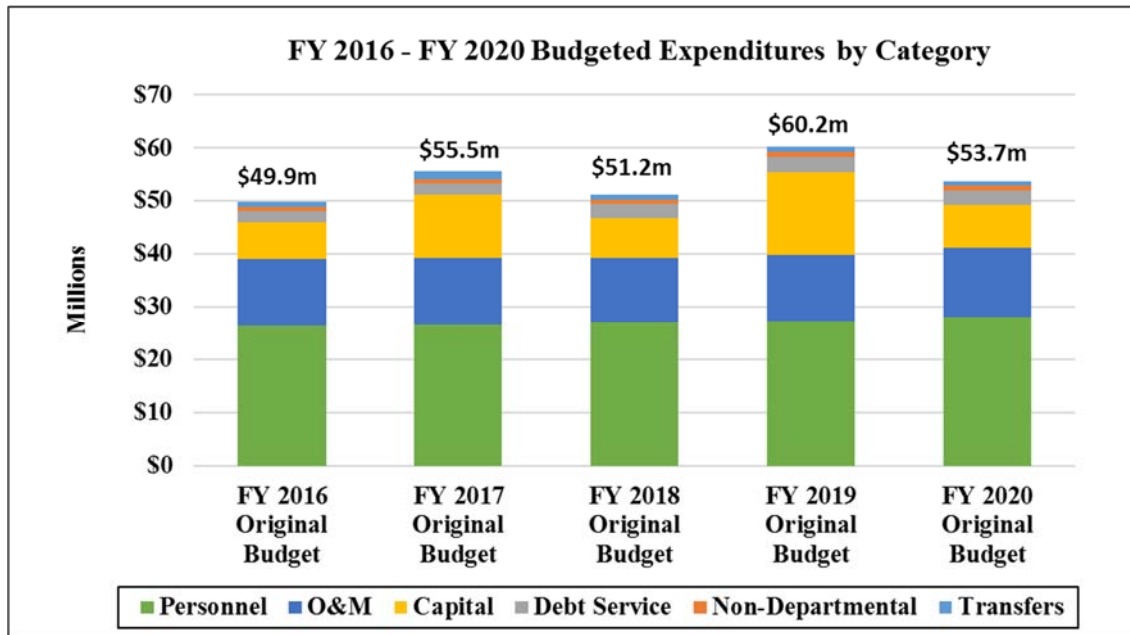
## FY 2020 Budget Overview

### Total Budgeted Expenditures

The FY 2020 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 \$53,732,691. This total represents a decrease of 10.8 percent, or -\$6,489,569 less than the adopted FY 2019 budget of \$60,222,260. Most of the decrease is due to the absence of large bonding numbers that were associated with Water and Sewer Fund infrastructure needs.

A comparative overview of the FY 2019 and FY 2020 budgets follows:

	<u>FY 2019</u>	<u>FY 2020</u>	<u>Percent Change</u>	<u>Percent of FY2020 Budget</u>
<b>Personnel</b>	27,257,521	28,062,880	3.0%	52%
<b>Operations &amp; Maintenance</b>	12,588,944	13,120,686	4.2%	24%
<b>Capital</b>	15,600,040	8,084,800	-48.2%	15%
<b>Interfund Transfers</b>	1,025,000	930,000	-9.3%	2%
<b>Non-Departmental</b>	986,190	973,684	-1.3%	2%
<b>Debt Service</b>	2,764,565	2,560,641	-7.4%	5%
<b>Total</b>	<u>60,222,260</u>	<u>53,732,691</u>	-10.8%	100%



Over the period of FY 2015-FY 2020, 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 2020 expenditures, by category, show a 48 percent decrease in Capital expenditures. Most of these reductions were result from the absence of previously budgeted appropriations in the water and sewer for infrastructure projects. 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

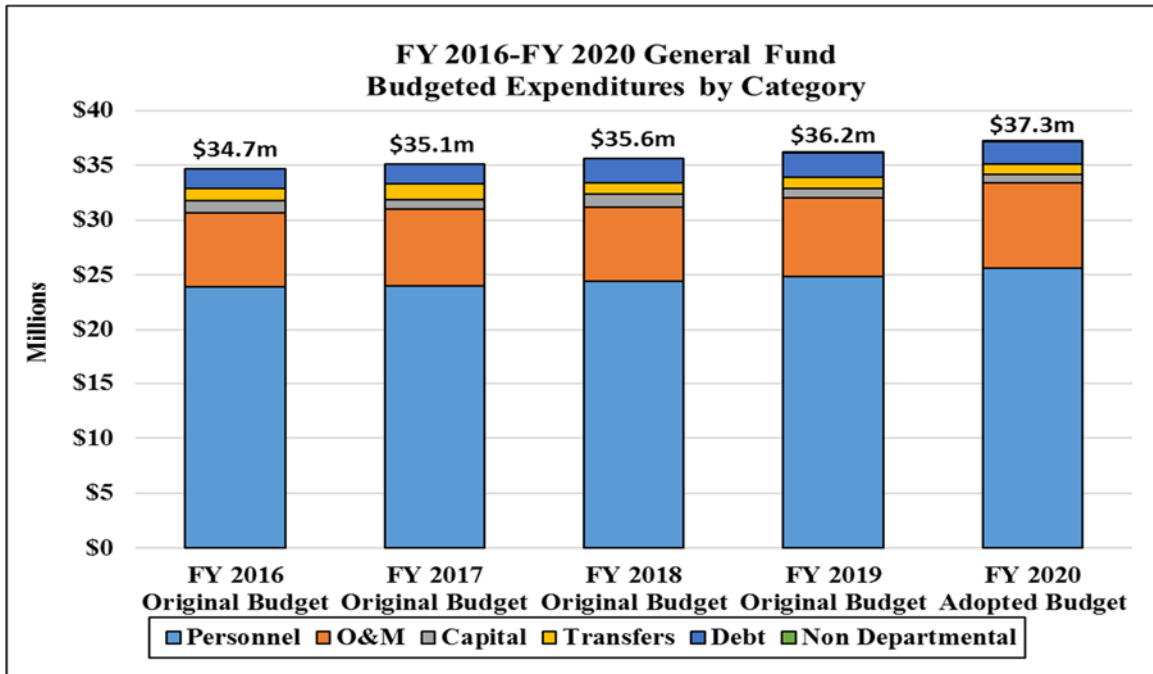
### General Fund Expenditures

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 2020 General Fund total of \$37,266,252 is an increase of \$1,050,021, or approximately 2.9 percent more than the adopted FY 2019 total of \$36,216,231.

A comparative overview of the FY 2019 and FY 2020 General Fund budgets follow:

<b>FY 2020 Total General Fund Budgeted Expenditures by Category</b>				
	<u>FY 2019</u>	<u>FY 2020</u>	<u>Percent Change</u>	<u>Percent of FY2020 Budget</u>
<b>Personnel</b>	24,854,022	25,594,625	3.0%	68.7%
<b>Operations &amp; Maintenance</b>	7,203,944	7,827,986	8.7%	21.0%
<b>Capital</b>	805,200	766,600	-4.8%	2.1%
<b>Interfund Transfers</b>	1,025,000	930,000	-9.3%	2.5%
<b>Non-Departmental</b>	118,900	115,900	-2.5%	0.3%
<b>Debt Service</b>	2,209,165	2,031,141	-8.1%	5.5%
<b>Total</b>	<u><u>36,216,231</u></u>	<u><u>37,266,252</u></u>	2.9%	100%

In FY 2020, growth in personnel expenditures of 3.0 percent, is above the average of 2.2 percent over the period FY 2015 to FY 2019. A 7 percent increase in health insurance premiums and the addition of an Assistant Town Attorney position combined to push the growth rate above average. This was the first increase in health insurance premiums in three years. Operations & Maintenance (O&M) increased 8.7 percent from FY 2019 to FY 2020, mainly due the movement of appropriations from the Capital Improvement Program (CIP) to the General Fund operating budget. This is part of a town-wide initiative to account for ongoing costs in the operating budget, a more appropriate methodology that ties ongoing revenues to ongoing expenditures. Transfers were reduced somewhat, in large part due to the movement of capital expenditures noted above. Operating capital decreased slightly, the decrease resulting from reduced expenditures associated replacement of vehicles and equipment. Lastly, this is the second consecutive year that we are including a non-departmental category in the General Fund. It contains appropriations for retiree benefits, as well as a small amount of appropriations for contingency purposes.



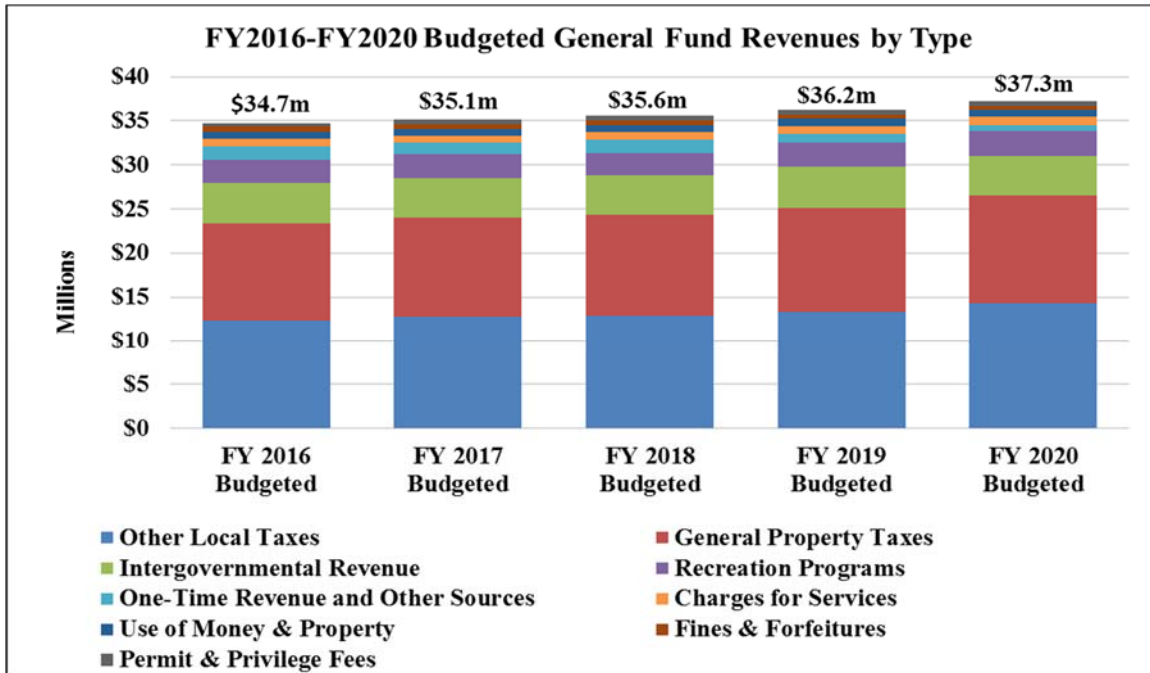
On average, from FY 2015 to FY 2019, the total General Fund budget increased by 2.4 percent per annum; with a 2.9 percent increase from FY 2019 to FY 2020. This puts FY 2020 growth in line with recent expenditure patterns; with increases in personnel and operations and maintenance offset somewhat by reductions in operating capital, debt service, and transfers out of the General Fund.

### General Fund Revenues

Total FY 2020 General Fund resources, which include recurring revenues and other one-time financing sources, are projected at \$37,266,252.

	<u>FY 2019</u>	<u>FY 2020</u>	<u>Percent Change</u>	<u>Percent of FY 2020 Budget</u>
<b>Other Local Taxes</b>	13,333,714	14,275,577	7.1%	38.3%
<b>General Property Taxes</b>	11,739,701	12,230,430	4.2%	32.8%
<b>Intergovernmental Revenue</b>	4,723,217	4,495,037	-4.8%	12.1%
<b>Recreation Programs</b>	2,741,200	2,831,900	3.3%	7.6%
<b>One-Time Revenue and Other</b>	1,010,544	614,776	-39.2%	1.6%
<b>Charges for Services</b>	878,693	988,533	12.5%	2.7%
<b>Use of Money &amp; Property</b>	789,500	760,000	-3.7%	2.0%
<b>Fines &amp; Forfeitures</b>	460,000	475,000	3.3%	1.3%
<b>Permit &amp; Privilege Fees</b>	539,663	595,000	10.3%	1.6%
<b>Total</b>	<b>36,216,232</b>	<b>37,266,252</b>	<b>2.9%</b>	<b>100.0%</b>

Reviewing the town’s revenue profile, approximately 83.2 percent of the total General Fund revenue comes from three categories: 1) Other Local Taxes 2) General Property Taxes 3) Intergovernmental Revenues. If revenues generated by Parks & Recreation programs are included, revenues that are ear-marked to offset the costs of specific programs provided to area residents, that number climbs to approximately 90.8 percent of total General Fund revenues.



**Other Local Taxes (38.3 percent or \$14,275,577)**

This category represents 38.3 percent of total budgeted General Fund revenue in FY 2020. It is comprised of several significant revenues including the Business & Professional Occupational License Tax (BPOL) (\$4,200,000); Transient Occupancy Tax (\$2,366,397); Meals Tax (\$3,479,304); State Shared Local Sales Tax (\$1,854,383); and Consumer Utility Taxes (\$797,900).

The FY 2020 budget contains some significant changes as the BPOL license tax lost a large contributor, resulting in a significant reduction in BPOL revenue. While the town has historically left a relative sizeable gap, budget to actual, in the amount of BPOL budgeted, it still resulted in a \$400,000 reduction in available revenue. The BPOL estimate for FY 2020 is \$4.2m, down from \$4.6m in FY 2019.

For FY 2020, to help offset the lost in BPOL, the budget includes an increase in the Meals Tax rate of 1.25%, increasing the overall rate from 2.5% to 3.75%. Fiscal year FY 2012 was the last time the meals tax rate was raised, which, at that time increased from 1.5% to 2.5%. It is expected that this rate change, along with normal annual growth in Meals Tax revenue, will generate approximately \$1,175,000 in new revenue. The additional revenue will be used to sustain the funding of capital projects for the town.

**Real Estate Property Taxes (32.8 percent or \$12,230,430)**

At 33.0 percent of total FY 2020 General Fund budgeted revenue, property taxes are the second largest General Fund category and represent the 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, in FY 2019 the growth rate was 3.4% over the prior year (which includes property taxes, taxes on public service corporations, penalties and interest and the senior tax deduction). FY 2020 estimates from Fairfax County indicate that there will be a similar increase (4.3%) in FY 2020.

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 2020, growth in residential assessments was 4.8 percent while commercial assessments grew 4.3 percent. The total combined assessment growth rate was 4.6 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 taxes. 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 2020 retains the current real estate tax rate of \$0.2650, the same rate it has been since FY 2012.

In FY 2020, one penny on the real estate tax rate will be equivalent to \$451,779<sup>1</sup>. In FY 2019, one penny was equivalent to \$432,054. The average FY 2020 residential assessed property value in Herndon is projected to be \$401,314, an increase of \$14,773 over the FY 2019 average value of \$386,541. The average FY 2020 residential tax bill is projected to be \$1,063.48 (at the rate of \$0.2650 per \$100 of assessed value), an increase of \$39.15 over the average FY 2019 amount of \$1024.33.

### **Intergovernmental Revenue (\$4,495,037 or 12.1 percent)**

Intergovernmental revenue comprises 12.1 percent of the total General Fund budgeted revenues for FY 2020, its third largest category. While growth over the FY 2015 to FY 2019 period has averaged 1.2 percent, in FY 2020 revenue estimates are projected to be down 4.8% due to the movement of Storm Water Management revenue into the CIP for capital related projects. The FY 2020 budgeted amount represents an estimated decrease of \$228,180 from the FY 2019 number of \$4,723,217. The three largest revenue line items in this category for FY 2020 are: 1) Virginia Department of Transportation (VDOT) street maintenance allocation \$2,110,576; 2) Communications Sales & Use Tax \$1,512,445; and 3) State Government Reimbursements and Grants \$707,114. The VDOT street 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

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<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 \$465,333.

state granting programs, the largest of which is called Section 599 funds (\$587,324 in FY 2020), that are to be used in support of local law enforcement.

### **General Fund Expenditures by Department by Category**

<b><u>Department</u></b>	<b><u>Personnel</u></b>	<b><u>O&amp;M</u></b>	<b><u>Capital</u></b>	<b><u>Total</u></b>	<b><u>% of Total</u></b>
Town Attorney	517,132	148,875	-	666,007	1.9%
Town Clerk	405,839	311,700	-	717,539	2.1%
Finance	1,261,514	379,335	-	1,640,849	4.8%
Community Development	2,012,622	118,060	28,500	2,159,182	6.3%
Town Administration	2,173,363	1,146,062	60,000	3,379,425	9.9%
Parks & Recreation	3,556,363	1,371,755	81,000	5,009,118	14.7%
Police	9,229,468	789,600	251,100	10,270,168	30.0%
Public Works	6,438,324	3,562,599	346,000	10,346,923	30.3%
<b>Total Operating Departments</b>	<b>25,594,625</b>	<b>7,827,986</b>	<b>766,600</b>	<b>34,189,211</b>	<b>100.0%</b>

All initiatives included in the FY 2020 budget are designed to provide a high level of service and enrich the quality of life for citizens. The FY 2020 General Fund budget for recurring expenditures (table above) includes personnel \$25.6 million, operations & maintenance \$7.8 million and minor capital of \$766,600. This represents an increase of 4.0 percent over the adopted FY 2019 budget for the same expenditure categories. Debt service, budgeted at \$2.0 million, is not a department-based expenditure and is therefore not included.

Personnel increased by 3.0 percent or \$740,603 due to a planned 1.3 percent market rate adjustment for regular status employees along with a pay for performance increase calculated at an average rate of two percent. In addition, there was a 7 percent increase in health care premiums and a new Assistant Town Attorney position was added. Similar, but lesser rates are also planned for seasonal staff to maintain a competitive market position. There are also some changes being proposed to the town staffing levels that also contribute to the increase. O&M increased by \$624,042 or 8.7 percent, \$280,000 of which resulted from moving life cycle building maintenance activities from CIP into the operating budget. Capital expenditures decreased by \$38,600 or -4.8 percent due to reductions in vehicle and equipment purchases.

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

Funds are provided in the FY 2020 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 2020 budget fully supports the 2035 Vision goals and the Town Council priorities to include:

- Expanding community involvement in an advisory role to the Town Council.
- Continue developing life cycle maintenance programs for vehicles & equipment, facilities and IT hardware.
- 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**

All community donations funding for local non-profits is budgeted in the Clerk's office. The FY 2020 proposed budget contains \$211,200, \$6,800 less than the amount approved in the FY 2019 budget. Please see the Clerk's budget found in the Fund Summaries/General Fund section of this document for a detailed break out of donation awards.

## **Town Administration**

Town Administration consists of several divisions that include Town Manager, Communications and Economic Development, Human Resources and Information Technology. Notable FY 2020 initiatives for Town Administration include:

- Continuing efforts to ensure successful implementation of the downtown development project.
- Overseeing a variety of capital projects, such as the downtown utility undergrounding, and number of streets projects.
- Increasing levels of staff training and development and funding for educational programs.
- Implementation of the EnerGov program that will improve data processing and improve efficiency of service delivery.
- Continuing to implement 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 and budget information.

## **Parks & Recreation**

Parks & Recreation consists of several divisions that include administration, recreation programs, community center operations, aquatics and parks. FY 2020 initiatives for Parks & Recreation include:

- New white coat for the community center pool.
- Year two, of a two- year program, to update strength training equipment.
- Additional funding for a variety of downtown events

## **Police**

The Herndon Police Department (HPD) consists of two divisions; operations and support services. Initiatives in FY 2020 will include:

- 4 police vehicles that include a hybrid vehicle for parking enforcement.
- Purchase of new polygraph machine.
- New carpeting for the police facility.

## **Attorney**

The addition of an Assistant Town Attorney position.

## **Public Works**

Public Works is one of the town's largest departments and consists of several divisions that include: administration, engineering, programs and project management, building inspections, building

maintenance, grounds maintenance, streets maintenance and construction, refuse and recycling, general services (fleet), traffic engineering and right-of-way inspections. Initiatives in FY 2020 include:

- Funding for a wide variety of building maintenance and special building maintenance projects that include: an updated custodial services contract, a town shop electrical compactor, a motorized gate for the shop, HMC roof repairs, new depot access controls, annual mulching and flower bed maintenance, resodding the town green, road repaving and concrete replacement, a town-wide traffic sign survey, monies for an energy audit, brick restoration, pool lighting and lintel painting at 397 Herndon Parkway.
- Purchasing equipment to include a pickup truck for building maintenance, a Chevy S10 for rights of way, a F350 for grounds, a F350 for streets, and \$150,000 for various pieces of equipment.
- The town will also be updating its recycling fees from \$4 a quarter (\$16 per year) to \$8 a quarter and \$32 per year.

### **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**

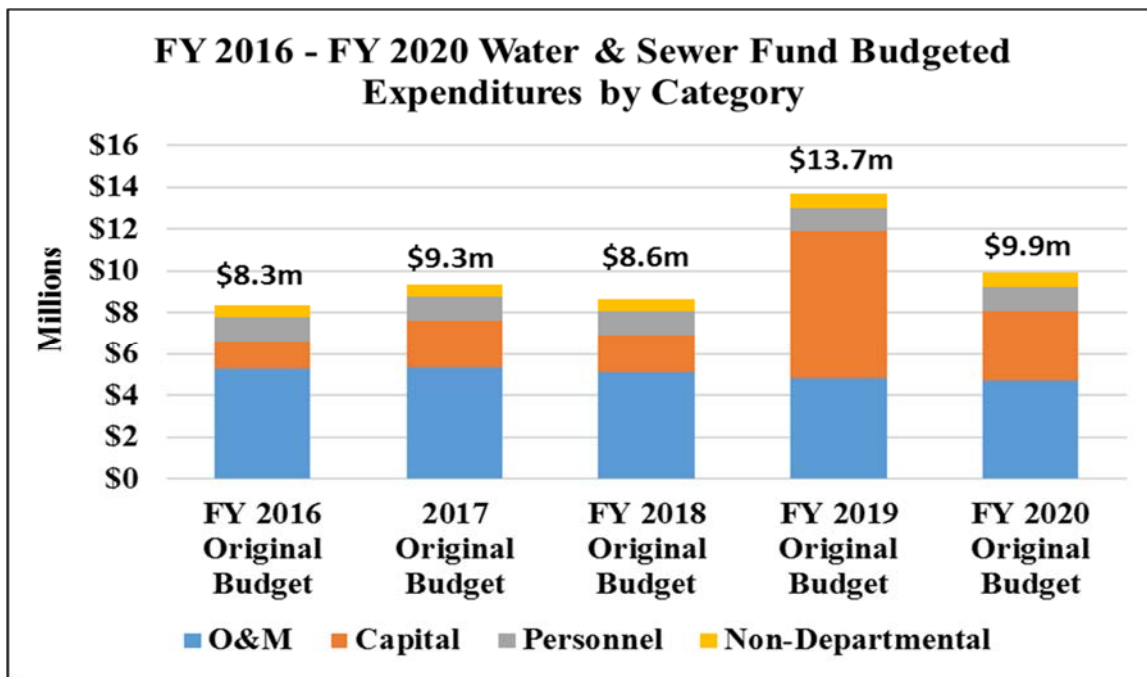
The Water & Sewer Fund budget of \$9,939,539 is a 27.6 percent decrease from the adopted FY 2019 budget of \$13,727,212. This reduction is predominately do to the decrease in capital expenditures of \$3.7 million. These funds, budgeted in FY 2019, were associated with infrastructure capacity requirements.

A comparative overview of the FY 2019 and FY 2020 Water & Sewer Fund budgets follows:

<b>Total Water &amp; Sewer Fund Budgeted Expenditures by Category</b>				
	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>Percent</u></b>	<b><u>Percent</u></b>
			<b><u>Change</u></b>	<b><u>of FY</u></b>
				<b><u>2020</u></b>
				<b><u>Budget</u></b>
<b>Non-Departmental</b>	741,000	730,194	-1.5%	7%
<b>Personnel</b>	1,100,112	1,158,995	5.4%	12%
<b>Capital</b>	7,035,000	3,315,000	-52.9%	33%
<b>O&amp;M</b>	4,851,100	4,735,350	-2.4%	48%
<b>Total</b>	<b><u>13,727,212</u></b>	<b><u>9,939,539</u></b>	-27.6%	100%

The largest expenditure category in the Water & Sewer Fund in FY 2020 is O&M (\$4,735,350) and results from the Water & Sewer Fund paying Fairfax County for access to existing capacity. In FY 2020, the estimated cost for existing usage will be \$3,100,000 for sewer and \$1,300,000 for water.

Other capital related budget items include: Water - \$650,000 for water main construction, \$100,000 for water main design, \$600,000 for a pump station, and \$140,000 for a dump truck. Sewer - \$640,000 construction projects associated with the Utility Master Plan, \$600,000 for design and construction of a pump station, and \$575,000 for rehabilitation of the Sugarland Run trunk line.



As shown 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 2020.

### 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 initial rate adjustment adopted by the Town Council effective 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 2019 to FY 2020 water service charges are projected to increase by 0.9 percent or \$25,000 and sewer service charges are projected to increase by 8.6 percent or \$310,000 (see table on next page). Overall budgeted operating revenues are projected to increase by 5.4 percent or \$372,600 from FY 2019 to FY 2020.

From FY 2019 to FY 2020, non-operating water availability fees are projected to increase 46.1 percent or \$564,700 and projected non-operating sewer availability fees are expected to increase by 45.6 percent or \$773,400. The bulk of the increases are due to capital projects relating to downtown development, Herndon

Transit-Oriented Core (HTOC) development, as well as other significant commercial development projects. Total non-operating budgeted revenues are projected to decrease -148.2 percent, or \$5.6 million, from FY 2019 to FY 2020. This is due to the removal of the large appropriation for bond funding in FY 2019.

Part of this year’s revenue stream, in “Other Bonding and Retained Earnings”, shows a negative entry indicating that the fund will be making a contribution to fund balance of \$1.8m. This is mainly due to the 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>FY 2020 Budgeted</b>
<b><u>Operating Revenues</u></b>						
Water	2,655,000	2,635,000	2,811,000	2,704,000	2,856,000	2,881,000
Sewer	3,335,000	3,240,000	3,097,000	3,052,000	3,592,000	3,902,000
Other	574,500	507,700	446,000	442,900	466,000	503,600
<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>7,286,600</b>
<b><u>Non-Operating Revenues</u></b>						
Water Availability	150,000	240,000	240,000	389,000	1,225,300	1,790,000
Sewer Availability	240,000	370,000	370,000	569,000	1,696,600	2,470,000
Other	325,500	325,500	313,500	215,500	138,000	201,000
<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>4,461,000</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>(1,808,061)</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>	<b>9,939,539</b>

## **Chestnut Grove Cemetery Fund**

The Chestnut Grove Cemetery Fund is an enterprise fund. For FY 2020, Chestnut Grove Cemetery Fund budget is set at \$881,478. Day-to-day management of the cemetery operations are overseen by the Department of Parks & Recreation. The fund also contains the cemetery’s perpetual care funds, which are invested on an intermediate basis.

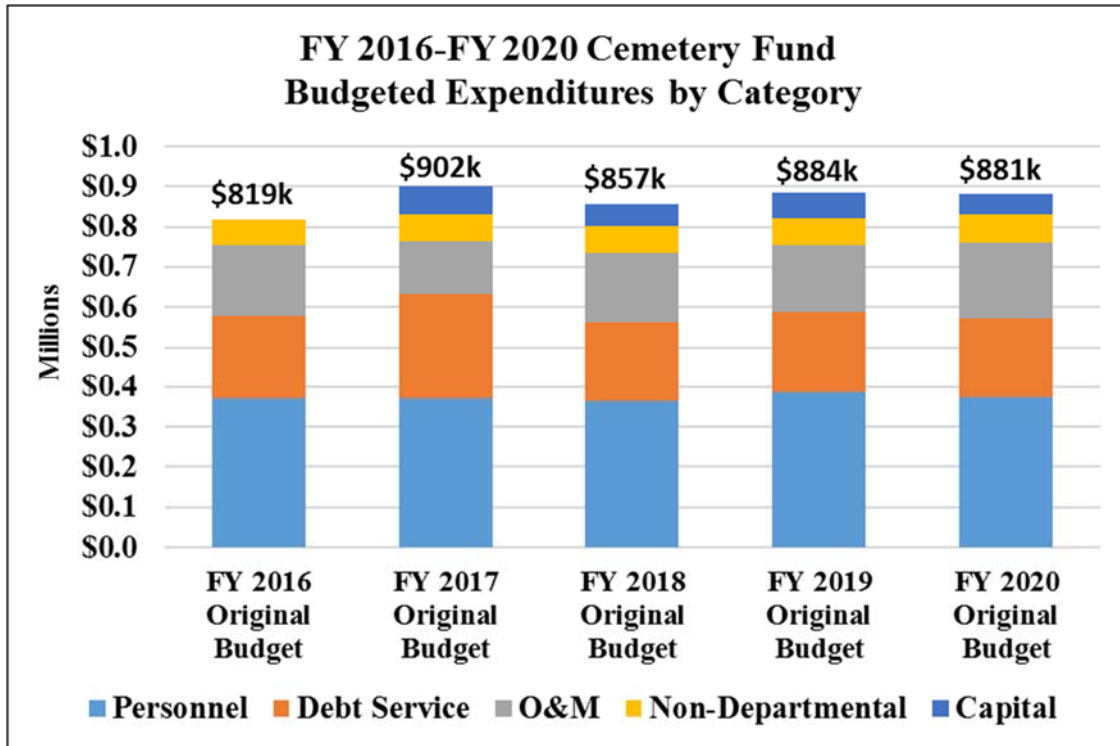
### **Chestnut Grove Cemetery Fund Expenditures**

As the charts on the next page indicate, in FY 2020, the largest categorical expenditure is personnel at 42 percent, or \$373,238. 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 2020 include purchase of a tractor with accessories.

### Total Cemetery Fund Budgeted Expenditures by Category

	<u>FY 2019</u>	<u>FY 2020</u>	<u>Percent Change</u>	<u>Percent of FY 2020 Budget</u>
<b>Capital</b>	62,240	51,500	-17.3%	6%
<b>Non-Departmental</b>	68,590	68,590	0.0%	8%
<b>O&amp;M</b>	167,300	188,850	12.9%	21%
<b>Debt</b>	199,300	199,300	0.0%	23%
<b>Personnel</b>	387,453	373,238	-3.7%	42%
<b>Total</b>	<b>884,883</b>	<b>881,478</b>	-0.4%	100%

### FY 2016-FY 2020 Cemetery Fund Budgeted Expenditures by Category



### Chestnut Grove Cemetery Fund Revenues

Revenue projections for FY 2020 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 2016 Budgeted	FY 2017 Budgeted	FY 2018 Budgeted	FY 2019 Budgeted	FY 2020 Budgeted
<b><u>Operating Revenues</u></b>					
Sale of Cemetery Sites	430,700	449,700	452,800	454,900	477,865
Internment Services	191,000	183,200	190,900	220,200	216,375
Sale of Merchandise	122,000	67,600	94,600	135,000	148,500
Other	28,200	19,100	2,500	43,283	15,050
Non-Classified	1,000	1,000	1,000	-	-
<b>Total Operating</b>	<b>772,900</b>	<b>720,600</b>	<b>741,800</b>	<b>853,383</b>	<b>857,790</b>
<b><u>Non-Operating</u></b>					
Interest on Perpetual Care	37,500	39,500	36,000	25,500	55,000
Interest on Cash	6,800	9,000	11,200	6,000	-
<b>Non-Operating Total</b>	<b>44,300</b>	<b>48,500</b>	<b>47,200</b>	<b>31,500</b>	<b>55,000</b>
<b><u>Other (Bonding &amp; Retained Earnings)</u></b>					
	2,100	132,700	68,154	-	(31,312)
<b>Total Cemetery Revenues</b>	<b>819,300</b>	<b>901,800</b>	<b>857,154</b>	<b>884,883</b>	<b>881,478</b>

Cemetery fees are occasionally modified in response to market and cost demands. The current fees were adopted by Town Council in 2019. Sale of Cemetery Sites, Internment Services, and Sale of Merchandise account for 98.2 percent of the budgeted revenue for FY 2020. Revenues for this fund tend to fluctuate slightly on an annual basis.

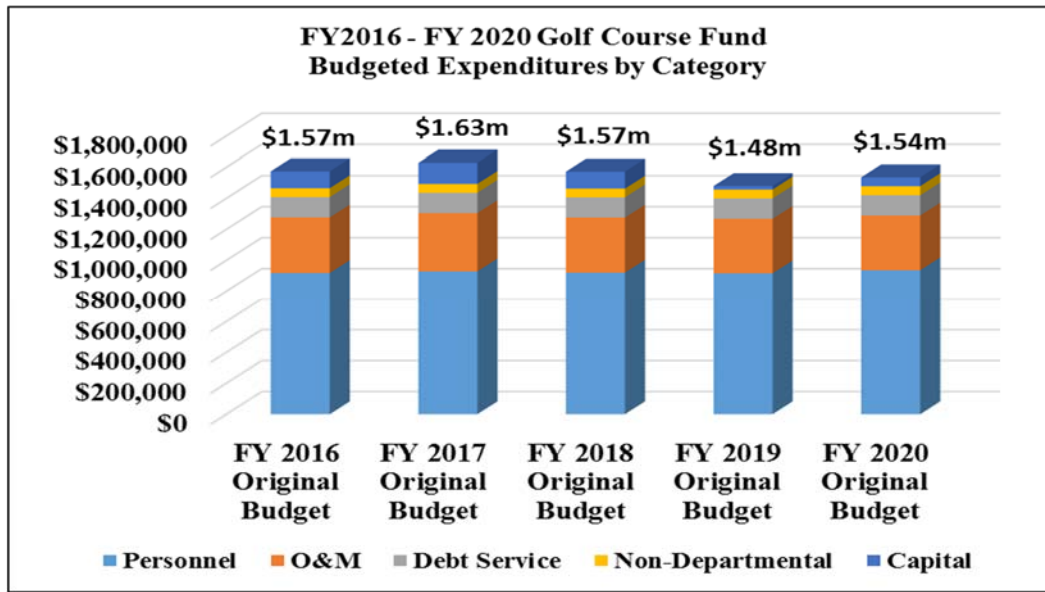
## Golf Course Fund

### Golf Course Fund Expenditures

The FY 2020 Golf Course Fund budget total is \$1,535,422, an increase of \$56,488 or 3.8 percent over the FY 2019 adopted budget of \$1,478,934. Capital expenditures increased 157.7 percent, or \$34,700, from FY 2019 to FY 2020, with funding in FY 2020 being used to purchase replacement golf carts. All personnel, operations & maintenance, capital and debt service expenses at the Herndon Centennial Golf Course are funded entirely through user fees.

<b>Total Golf Course Fund Budgeted Expenditures by Category</b>				
	<u>FY 2019</u>	<u>FY 2020</u>	<u>Percent Change</u>	<u>Percent of FY 2020 Budget</u>
<b>Personnel</b>	915,934	936,022	2.2%	61%
<b>O&amp;M</b>	352,200	353,500	0.4%	23%
<b>Debt Service</b>	131,100	130,200	-0.7%	8%
<b>Non-Departmental</b>	57,700	59,000	2.3%	4%
<b>Capital</b>	22,000	56,700	157.7%	4%
<b>Total</b>	<b>1,478,934</b>	<b>1,535,422</b>	<b>3.8%</b>	<b>100%</b>

A comparative overview of the FY 2016 through FY 2020 Golf Course Fund expenditure profile follows below. 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 an expenditure peak in FY 2017, 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 2016 Budgeted	FY 2017 Budgeted	FY 2018 Budgeted	FY 2019 Budgeted	FY 2020 Budgeted
<b><i>Operating Revenues</i></b>					
Green Fees	967,000	985,800	970,600	982,500	978,200
Golf Cart Rental	276,600	274,000	281,600	283,600	282,500
Merchandise Fees	66,800	66,000	65,700	64,300	63,300
Driving Range Fees	68,600	67,500	69,400	71,300	81,800
Other	61,300	65,300	62,900	62,634	58,100
<b>Total Operating</b>	<b>1,440,300</b>	<b>1,458,600</b>	<b>1,450,200</b>	<b>1,464,334</b>	<b>1,463,900</b>
<b><i>Non-Operating</i></b>					
Interest on Investments	25,000	25,000	25,000	14,600	20,000
Grants	-	15,000	-	-	-
<b>Non-Operating Total</b>	<b>25,000</b>	<b>40,000</b>	<b>25,000</b>	<b>14,600</b>	<b>20,000</b>
<b><i>Other (Bonding &amp; Retained Earnings)</i></b>					
	108,300	130,000	97,000	-	51,522
<b>Total Golf Course Revenues</b>	<b>1,573,600</b>	<b>1,628,600</b>	<b>1,572,200</b>	<b>1,478,934</b>	<b>1,535,422</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 82 percent of the funds revenue stream) are very competitive with nearby public facilities and continue to allow for superior operations and maintenance. Total FY 2020 Golf Course Fund revenue is \$1,535,422. 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.

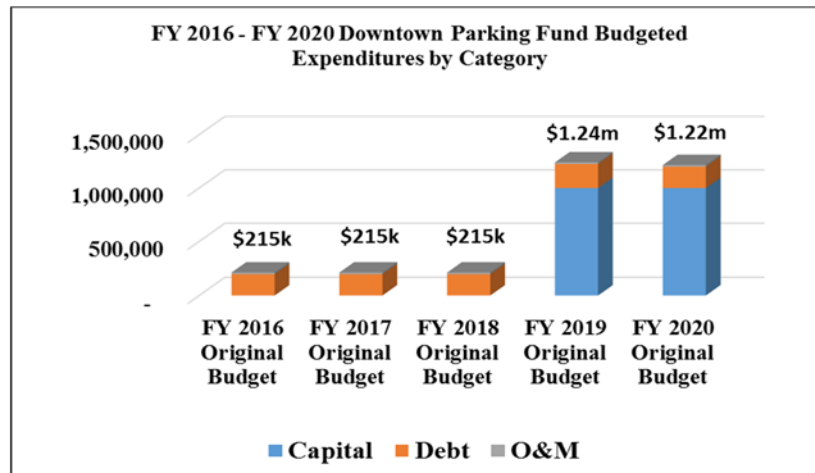
## Downtown Parking Fund

### 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 2020 Downtown Parking Fund amount of \$1,215,000 is comprised of: \$1 million 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.

A comparative overview of the FY 2019 and FY 2020 Downtown Parking Fund budgets follows:

<b>Total Downtown Parking Fund Budgeted Expenditures by Category</b>				
	<u>FY 2019</u>	<u>FY 2020</u>	<u>Percent Change</u>	<u>Percent of FY2020 Budget</u>
<b>Capital</b>	1,000,000	1,000,000	100.0%	82%
<b>Debt</b>	225,000	200,000	-11.1%	16%
<b>O&amp;M</b>	15,000	15,000	0.0%	1%
<b>Total</b>	<u><b>1,240,000</b></u>	<u><b>1,215,000</b></u>	-2.0%	100%





## Downtown Parking Fund Revenues

In most years, the majority of annual revenues available to the Downtown Parking Fund are the result of a use of net position. In FY 2020, that amount 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 2020, is it likely that the debt service payments will not begin until FY 2021. Revenues of \$26,900 relate to various elements of the shared parking program.

<b>Downtown Parking</b>	<b>FY 2016 Budgeted</b>	<b>FY 2017 Budgeted</b>	<b>FY 2018 Budgeted</b>	<b>FY 2019 Budgeted</b>	<b>FY 2020 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>26,900</b>	<b>26,900</b>	<b>12,700</b>
<b><u>Non-Operating</u></b>					
Interest on Investments	7,800	8,300	4,700	3,800	2,300
<b>Non-Operating Total</b>	<b>7,800</b>	<b>8,300</b>	<b>4,700</b>	<b>3,800</b>	<b>2,300</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</u></b>					
<b><u>Earnings</u></b>	<b>(5,300)</b>	<b>(5,800)</b>	<b>(16,600)</b>	<b>1,009,300</b>	<b>1,000,000</b>
<b>Total Downtown Parking Revenues</b>	<b>215,200</b>	<b>215,200</b>	<b>215,000</b>	<b>1,240,000</b>	<b>1,215,000</b>

## Capital Projects Funds

### Capital Projects Funds Expenditures

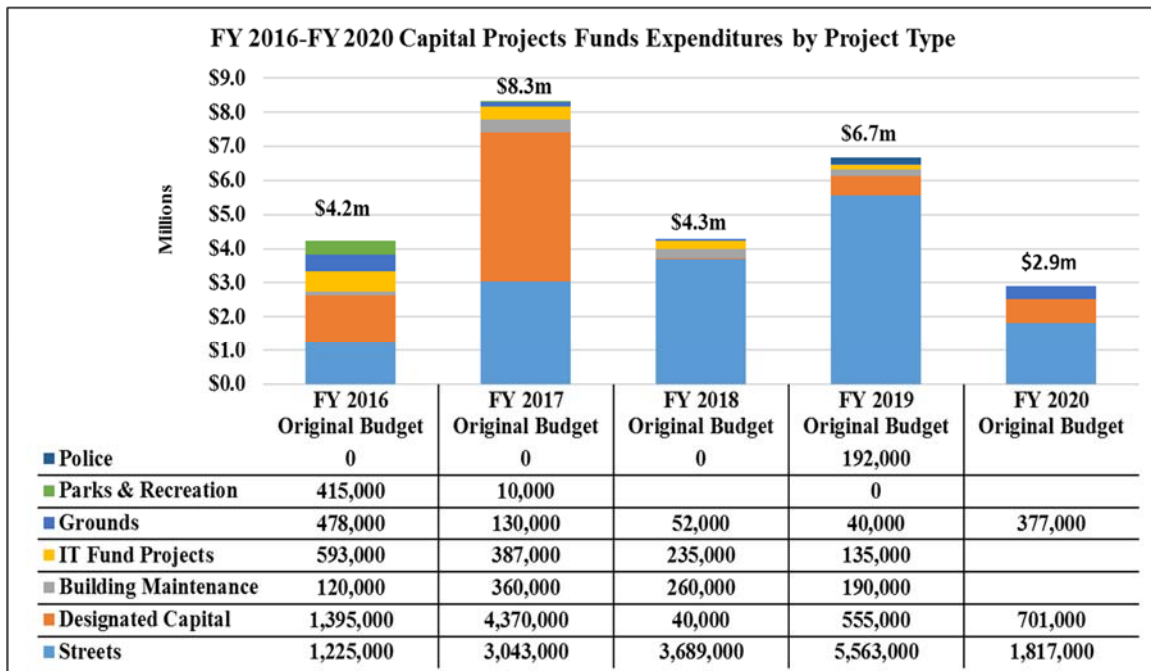
The Capital Projects Funds consist of two different types of capital funds. The first is the Capital Project Fund itself, which is used to account for transactions related to major asset acquisition, maintenance or construction projects for the General Fund (FY 2020 - \$2,895,000). The second is the Information Systems Improvement Fund (FY 2020 - \$0), which is used to account for the acquisition and installation of computer hardware and software, telecommunications equipment and other information systems improvements. The town is in the process of phasing out the Information Systems Improvement Fund and moving all expenditures into the Capital Projects Fund.

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. However, in FY 2017, and again in FY 2019, funding increased significantly due to a few large projects in each year. In FY 2020, there are fewer projects relative to recent years.

### Total Capital Projects Funds Budgeted Expenditures by Category

	<u>FY 2019</u>	<u>FY 2020</u>	<u>Percent Change</u>	<u>Percent of FY 2020 Budget</u>
<b>Capital Projects Fund</b>				
Streets	5,563,000	1,817,000	-67.3%	62.8%
Designated Capital	555,000	701,000	26.3%	24.2%
Building Maintenance	190,000	-	-100.0%	0.0%
Grounds	40,000	377,000	842.5%	13.0%
Police	192,000	-	100.0%	0.0%
<b>Total Capital Projects</b>	<b>6,540,000</b>	<b>2,895,000</b>	<b>-55.7%</b>	<b>100.0%</b>
<b>IT Projects Fund</b>	135,000	-	-100.0%	0.0%
<b>Total Capital Projects</b>	<b>6,675,000</b>	<b>2,895,000</b>	<b>-56.6%</b>	<b>100.0%</b>

In FY 2020, the decrease is due to the reduction in large streets projects and activities relating to the downtown development. Monies budgeted earlier for these projects are now in reserves until activities begin. Despite these reductions streets projects still are the largest single category at \$1.82m of the total \$2.89m. Other categories include Grounds (Folly Lick Trail (\$377k), Designated Capital (Storm Water Drainage \$300k), Bready Park Tennis Court Renovation (\$345k), and Pedestrian Walkways (\$56,000).



## Capital Projects Funds Revenue

In FY 2020, most of the capital projects are street projects, which is typical of the town's capital project's profile. All other categories trail far behind, with the next largest category, designated capital. Fortunately for the town, a very large portion of the funding for streets projects comes from external funding sources that include Fairfax County grants Commonwealth of Virginia revenue sharing grants and federal grants such as Congestion Mitigation and Air Quality Improvement (CMAQ). In total, \$1.9 million of the \$2.9 million of appropriations in FY 2020 are intergovernmental revenue. Additional revenue sources for the fund in FY 2020 include transfers from the General Fund of \$730,000.

<b>Capital Projects Funds</b>	<b>FY 2016 Budgeted</b>	<b>FY 2017 Budgeted</b>	<b>FY 2018 Budgeted</b>	<b>FY 2019 Budgeted</b>	<b>FY 2020 Budgeted</b>
<b><u>Use of Property and Money</u></b>					
Interest Income	112,500	60,000	30,000	30,000	-
<b><u>Intergovernmental Revenues</u></b>					
Federal Grants	263,000	510,000	-		75,000
VDOT Grants	-	625,000	819,000	625,000	
RSTP Grants	-	1,055,000			
CMAQ Grants	-	-		300,000	
NVTA Local 30%	850,000	978,000	1,000,000	1,000,000	1,000,000
NVTA Regional 70%	-	-			
County Grants	250,000	250,000	1,050,000	3,370,000	300,000
Other	-	-	320,000		540,000
<b><u>Total Intergovernmental</u></b>	<b>1,363,000</b>	<b>3,418,000</b>	<b>3,189,000</b>	<b>5,295,000</b>	<b>1,915,000</b>
<b><u>Miscellaneous</u></b>	<b>525,000</b>	<b>150,000</b>	<b>18,000</b>	<b>-</b>	<b>-</b>
<b><u>Transfers</u></b>	<b>912,000</b>	<b>1,257,000</b>	<b>819,000</b>	<b>825,000</b>	<b>730,000</b>
<b><u>Other (Bonding &amp; Retained Earnings)</u></b>	<b>1,313,500</b>	<b>3,415,000</b>	<b>220,000</b>	<b>525,000</b>	<b>250,000</b>
<b><u>Total Capital Projects Revenues</u></b>	<b>4,226,000</b>	<b>8,300,000</b>	<b>4,276,000</b>	<b>6,675,000</b>	<b>2,895,000</b>

## Personnel

### Town Personnel

In FY 2020, 238 regular status positions are funded in the General Fund, two additional positions above FY 2019 due to the Housing/Neighborhood Improvement Coordinator position's simultaneous grant approval from Fairfax County with the adoption of the FY19 budget last year, and one new Assistant Town Attorney. Several new position requests were submitted but not approved. Four and a half current vacant positions are being frozen, preserving the headcount but not funding the positions, in an effort to give pay increases to current employees, compete in a competitive job market and balance the budget. Two position classifications are being reclassified, to work toward parity in positions and compete with external market pressures. Funding for temporary positions has increased in some departments and decreased in others, based on project and variable staffing needs.

General Fund personnel expenditures of \$25,594,625 increased three percent when compared to the \$24,854,022 budgeted for FY 2019. It is critical for the town to remain competitive in the marketplace, which aids in attracting and retaining high quality employees. Therefore, the FY 2020 budget provides compensation for regular status employees that includes a market rate adjustment of 1.3 percent for regular status employees, and a pay- for-performance component averaging two percent for non-sworn employees and 3.7 percent for sworn police employees. A one percent market rate adjustment for temporary and part-time flexible employees is also included in the personnel expenditures number.

Total Personnel by Fund	FY 2016-17		FY 2017-18		FY 2018-19		FY 2019-20	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b>General Fund</b>								
Town Clerk	4	3.50	3	3.00	3	3.00	3	3.00
Town Administration	16	15.43	16	15.55	16	15.80	17	16.80
Parks & Recreation	29	26.26	29	26.26	30	28.14	30	28.14
Finance	11	11.25	12	11.75	12	11.75	12	11.75
Community Development	18	17.00	17	16.50	17	16.63	17	17.00
Police	71	71.00	73	72.63	74	73.36	73	72.36
Public Works	78.50	78.50	79	79.00	81	80.60	82	81.60
Town Attorney	3	2.50	3	2.50	3	2.63	4	3.63
<b>Total General Fund</b>	<b>230.50</b>	<b>225.44</b>	<b>232</b>	<b>227.19</b>	<b>236</b>	<b>231.91</b>	<b>238</b>	<b>234.28</b>
<b>Water &amp; Sewer</b>								
Water & Sewer - PW	12	12	12	12	12	12	12	12
Water & Sewer - Finance	4	4	4	4	3	3	3	3
<b>Total Water &amp; Sewer Fund</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>15</b>	<b>15</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>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Golf Course</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>Total All Funds</b>	<b>260.50</b>	<b>255.44</b>	<b>261</b>	<b>256.19</b>	<b>265</b>	<b>260.91</b>	<b>267</b>	<b>263.28</b>

After three years of no health insurance premium increases, FY 2020 healthcare costs increased by seven percent, which is average amongst our peers. Retirement premiums through the Virginia Retirement System were reevaluated in FY 2019 and are currently at 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 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 2020 position classification plan.

Over the period from FY 2016-2020, the total number of regular status positions in all funds increased from 261 to 267. 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 realignment 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 away 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 \$4.950 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.

## **2018A General Obligation Bond Issue**

In June 2018, the town issued taxable general obligation public improvement bonds in the amount of \$969,000 at a fixed rate of 3.72 percent secured by the general obligation pledge of the town. The bond proceeds of \$940,750 financed six fleet vehicles. This general obligation issue will be fully retired on February 1, 2025.

## **2018B General Obligation Bond Issue**

In September 2018, the town issued tax-exempt general obligation public improvement bonds in the amount of \$11,135,000 at variable interest rates between 2.0 and 5.0 percent secured by the full faith and credit of the town. Bond proceeds of \$3,820,483 will be used to finance four General Fund infrastructure capital projects and bond issuance costs. The capital projects to be financed with these bond proceeds include the relocation of utilities into the underground duct banks installed over the past several years in the downtown area and three streets, sidewalks, and minor trails projects in the downtown area.

In addition, \$1,046,657 of bond proceeds will be used for the first payment due to Comstock for the town's

portion of the downtown parking garage and bond issuance costs. Debt service for this portion of the bond issue is financed through the Downtown Parking Fund.

Also, \$6,779,837 of bond proceeds were used to finance the purchase of water capacity (1 million gallons per day or MGD) from Fairfax Water and bond issuance costs. Debt service for this portion of the bond issue is financed through the Water and Sewer Fund. This general obligation issue will be fully retired on February 15, 2050.

## 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 debt 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 table below, the town’s percentage of net bonded debt to assessed value has been well below these two thresholds. See table 12 in the town’s Comprehensive Annual Financial Report (CAFR) for further details regarding the legal debt limit. The table below also shows other debt ratios such as debt per capita and debt service as a percentage of general fund operating and debt service expenditures.

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)
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	10,031,639	4,320,535,360	0.23%	23,809	421	2,209,165	6.61%
2019	12,354,914	4,517,794,640	0.27%	23,949	516	2,031,300	5.91%

- (1) Excludes self-supporting debt and debt of the Water & Sewer, Cemetery, Golf Course and Downtown Parking Funds. Includes notes payable and deferred bond premiums.
- (2) State legal debt limit is 10% of real estate assessed value which equals \$451,779,464.  
Per the town debt policy, outstanding debt should not exceed 3% of assessed value which equals \$135,533,839.
- (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 the town's existing long-term debt by fund are as follows:

Year Ending June 30	General Long-term Debt Group	Water & Sewer Fund	Cemetery Fund	Golf Course Fund	Downtown Parking Fund	Total
2020	1,747,641	246,888	182,169	130,159	43,975	2,350,831
2021	1,750,121	361,888	182,629	130,641	43,875	2,469,154
2022	1,650,675	361,138	127,400	35,344	73,625	2,248,182
2023	1,649,190	360,138	127,913	35,148	71,875	2,244,264
2024	1,642,449	358,888	126,112	34,918	75,125	2,237,491
2025	1,023,843	362,388	127,000	34,796	73,125	1,621,151
2026	874,692	360,388	125,789	34,768	76,125	1,471,762
2027	620,854	358,138	51,088	35,328	73,875	1,139,283
2028	442,365	360,638	0	34,968	76,625	914,596
2029	436,707	362,638	0	34,578	74,125	908,048
2030	434,337	359,138	0	46,418	76,625	916,518
2031	274,131	360,388	0	0	73,875	708,394
2032	268,881	361,138	0	0	76,125	706,144
2033	272,581	360,288	0	0	74,325	707,194
2034	270,981	359,288	0	0	72,525	702,794
2035	269,231	358,138	0	0	75,725	703,094
2036	267,044	361,575	0	0	73,694	702,313
2037	269,700	359,700	0	0	71,663	701,063
2038	266,738	362,388	0	0	74,550	703,675
2039	273,613	359,750	0	0	72,275	705,638
2040	0	361,950	0	0	0	361,950
2041	0	358,825	0	0	0	358,825
2042	0	360,219	0	0	0	360,219
2043	0	361,275	0	0	0	361,275
2044	0	361,994	0	0	0	361,994
2045	0	362,375	0	0	0	362,375
2046	0	362,050	0	0	0	362,050
2047	0	361,375	0	0	0	361,375
2048	0	360,350	0	0	0	360,350
2049	0	358,975	0	0	0	358,975
2050	0	362,250	0	0	0	362,250
<b>Total</b>	<b>\$14,705,776</b>	<b>\$11,066,550</b>	<b>\$1,050,100</b>	<b>\$587,066</b>	<b>\$1,423,731</b>	<b>\$28,833,223</b>



## General Fund Debt Service Budget

Account Description	FY 16-17 Audited	FY 17-18 Audited	FY 18-19 Budget	FY 19-20 Proposed	FY 19-20 Adopted
<b>Debt Service</b>					
Bond Issue Expense	-	28,250	17,200	-	-
Account Maint. Charge	1,050	3,210	1,000	-	-
Lease Purchase - Principal	-	-	110,808	-	-
Lease Purchase Interest	-	-	62,457	-	-
2010 Refunding - Interest	35,914	28,766	21,400	13,700	13,700
2010 Refunding Issue -	178,687	184,500	193,300	199,200	199,200
2010 Bond Issue - Interest	72,012	67,904	62,000	57,600	57,600
2010 Bond Issue - Principal	99,600	103,750	107,900	112,100	112,100
2011 VRA Loan - Interest	2,405	2,276	-	-	-
2011 VRA Loan - Principal	4,363	78,795	-	-	-
2012 Refunding Issue - Interest	91,343	80,109	68,600	56,800	56,800
2012 Refunding Issue - Principal	516,000	529,000	541,000	557,000	557,000
2014 Refunding Issue - Interest	80,083	73,474	65,900	58,100	58,100
2014 Refunding Issue - Principal	268,748	360,648	366,100	373,000	373,000
Reserve for Future Debt Service	283,100	-	446,500	283,500	283,500
2018A GO Bond - Interest	-	-	45,000	31,000	31,000
2018A GO Bond - Principal	-	-	100,000	127,000	127,000
2018B GO Bond - Interest	-	-	-	20,000	20,000
2018B GO Bond - Principal	-	-	-	142,141	142,141
2007 Bond Issue - Interest	927	-	-	-	-
2007 Bond Issue - Principal	23,230	-	-	-	-
<b>Total - Debt Service</b>	<b><u>1,657,462</u></b>	<b><u>1,540,682</u></b>	<b><u>2,209,165</u></b>	<b><u>2,031,141</u></b>	<b><u>2,031,141</u></b>

### Proposed Bond Issues for FY 2020

The town's budget has not identified any specific need for a bond issue in FY 2020. However, the town's budget has built in some capacity in the General Fund to pay future debt service on unidentified anticipated borrowings. The FY 2020 budgets includes a reserve of \$283,500 for future debt service. Further, the Capital Reserve Fund in the General Fund's Assigned Fund Balance is forecasted to be approximately \$1,477,000 as of June 30, 2019. The General Fund budget also includes a \$200k 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 2020, the town will have transferred \$800k in total to the Downtown Parking Fund.

**Interfund Transfers  
Department Summary**

**Purpose**

FY 2020 Interfund Transfers are comprised of one-time projects or capital improvement projects funded partially or in full using assigned or unassigned fund balance.

Detailed project sheets describing the projects can be found in the Capital Improvement Program section of this budget document.

<b>Object Code</b>	<b>Account Description</b>	<b>FY 16-17 Audited</b>	<b>FY 17-18 Audited</b>	<b>FY 18-19 Budget</b>	<b>FY 19-20 Request</b>	<b>FY 19-20 Proposed</b>	<b>FY 19-20 Adopted</b>
	<b>Downtown Parking Fund:</b>						
480320	Downtown Parking Garage	200,000	200,000	200,000	-	-	200,000
	<b>Capital Projects Fund:</b>						
490030	Pedestrian Walkways	-	-	-	-	-	56,000
490360	Bready Park Tennis Court	-	-	55,000	345,000	345,000	345,000
490370	Ballfield/Park Improvements	110,000	-	-	265,000	-	-
490700	Streets Improvements	105,000	-	-	-	-	-
491050	Gateway/Downtown Way-Finder Signs	40,000	40,000	-	-	-	-
491080	Sidewalks & Minor Trails	-	-	-	250,000	-	-
491130	Police Facility Security	-	-	192,000	-	-	-
491310	Town Shop Improvements	90,000	-	-	-	-	-
NEW	Police Exterior Garage	-	-	-	700,000	-	-
491470	Herndon Pkwy /Spring St Int. to Fairfax Co. Pkwy	-	-	153,000	152,000	152,000	152,000
491530	Building Major Maintenance	-	260,000	-	580,000	-	-
491620	Streetlights	40,000	22,000	-	-	-	-
491680	Trailside Skate Park Expansion	-	-	-	35,000	-	-
491690	Folly Lick Trail	-	-	-	377,000	377,000	177,000
491720	Major Road Repaving Projects	325,000	250,000	250,000	350,000	-	-
491770	Park Equipment Replacement	-	-	-	75,000	-	-
491860	Bicycle Facilities & Accommodations	10,000	12,000	40,000	17,000	-	-
491900	Parking & Arts Center	-	130,000	-	-	-	-
492670	Downtown Underground Utility Conduit Improvements	150,000	-	-	-	-	-
	<b>IT Fund:</b>						
480090	Microcomputer/Peripherals	621,400	566,000	135,000	-	-	-
	<b>Total - Interfund Transfers</b>	<u>1,691,400</u>	<u>1,480,000</u>	<u>1,025,000</u>	<u>3,146,000</u>	<u>874,000</u>	<u>930,000</u>

**Revenue and Expenditure/Expense Summary - All Funds**

<b>Revenue and Other Financing Sources</b>	<b>2015-16 Audited</b>	<b>2016-17 Audited</b>	<b>2017-18 Audited</b>	<b>2018-19 Budget</b>	<b>2019-20 Budget</b>
<b><u>General Fund</u></b>					
General Property Taxes	11,029,513	11,214,419	11,367,365	11,739,701	12,230,430
Other Local Taxes	13,372,805	14,177,297	14,463,451	13,333,714	14,275,578
Permits and Privilege Fees	630,218	559,488	603,773	539,663	595,000
Fines and Forfeitures	463,312	423,335	452,965	460,000	475,000
Use of Money and Property	978,087	569,727	638,323	789,500	760,000
Charges for Services	3,488,475	3,599,406	3,619,194	3,572,032	3,761,233
Miscellaneous	464,255	32,664	27,806	64,360	59,200
Intergovernmental Revenue	4,481,237	5,171,877	4,581,413	4,706,717	4,495,035
Use of Fund Balance & Other Financing Sources	-	-	969,000	1,010,544	614,776
<b>Total General Fund</b>	<b>34,907,902</b>	<b>35,748,213</b>	<b>36,723,290</b>	<b>36,216,231</b>	<b>37,266,252</b>
<b><u>Water &amp; Sewer Fund</u></b>					
Water Services	2,436,439	2,815,443	2,736,152	2,856,000	2,881,000
Sewer Services	3,132,996	3,204,229	3,412,416	3,592,000	3,902,000
Rents and Leases	402,588	348,383	358,673	370,000	400,000
Miscellaneous	92,487	102,226	100,862	96,000	103,600
Availability Fees	477,170	547,787	705,085	2,921,900	4,260,000
Interest	254,291	53,704	104,478	137,000	200,000
Other Financing Sources	10,485	6,370	27,431	3,754,312	(1,807,061)
<b>Total Water &amp; Sewer Fund</b>	<b>6,806,456</b>	<b>7,078,142</b>	<b>7,445,097</b>	<b>13,727,212</b>	<b>9,939,539</b>
<b><u>Chestnut Grove Cemetery Fund</u></b>					
Cemetery Sites	429,208	445,939	550,125	454,900	477,865
Interment Services	202,235	195,335	250,600	220,200	229,875
Miscellaneous	198,159	248,891	216,021	178,283	205,050
Interest	28,075	8,960	9,297	31,500	52,500
Other Financing Sources	-	-	-	-	(83,812)
<b>Total Chestnut Grove Cemetery Fund</b>	<b>857,677</b>	<b>899,125</b>	<b>1,026,043</b>	<b>884,883</b>	<b>881,478</b>
<b><u>Golf Course Fund</u></b>					
Greens Fees	981,038	1,000,583	953,161	982,500	978,200
Golf Cart Revenue	283,140	292,332	278,969	283,600	282,500
Pro Shop Sales	64,397	64,237	61,353	64,300	63,300
Rents and Leases	44,490	45,525	40,575	40,100	40,400
Interest	25,323	12,720	12,466	14,600	21,050
Miscellaneous	104,161	94,612	101,834	93,834	99,500
Other Financing Sources	-	-	-	-	50,472
<b>Total Golf Course Fund</b>	<b>1,502,549</b>	<b>1,510,009</b>	<b>1,448,358</b>	<b>1,478,934</b>	<b>1,535,422</b>
<b><u>Downtown Parking Fund</u></b>					
Miscellaneous	67,403	26,903	97,845	26,900	31,594
Interest	35,532	(6,979)	6,738	3,800	3,800
Other Financing Sources	200,000	200,000	200,000	1,209,300	1,179,606
<b>Total Downtown Parking Fund</b>	<b>302,935</b>	<b>219,924</b>	<b>304,583</b>	<b>1,240,000</b>	<b>1,215,000</b>
<b><u>Capital Projects Funds</u></b>					
Interest	32,054	48,396	51,004	30,000	-
Intergovernmental Revenue	2,291,815	989,844	1,719,060	5,295,000	1,750,000
Other Sources	1,675,929	1,962,753	1,602,331	1,350,000	1,145,000
<b>Total Capital Projects Funds</b>	<b>3,999,798</b>	<b>3,000,993</b>	<b>3,372,395</b>	<b>6,675,000</b>	<b>2,895,000</b>
<b>Total Revenue - All Funds</b>	<b>48,377,317</b>	<b>48,456,406</b>	<b>50,319,766</b>	<b>60,222,260</b>	<b>53,732,691</b>

**Revenue and Expenditure/Expense Summary - All Funds**

<b>Expenditure/Expenses and Other Financing Uses</b>	<b>2015-16 Audited</b>	<b>2016-17 Audited</b>	<b>2017-18 Audited</b>	<b>2018-19 Budget</b>	<b>2019-20 Budget</b>
<b><u>General Fund</u></b>					
Personnel Services	23,065,430	23,494,557	23,664,298	24,854,022	25,594,625
Operations & Maintenance	6,273,879	7,433,304	7,304,531	7,203,944	7,827,986
Capital	1,183,836	1,034,760	1,191,951	805,200	766,600
Non-Departmental	262,773	251,060	259,575	118,900	115,900
Interfund Transfers	1,632,000	1,691,400	1,480,000	1,025,000	930,000
Debt Service	1,416,331	1,374,362	1,540,728	2,209,165	2,031,141
<b>Total General Fund</b>	<b>33,834,249</b>	<b>35,279,443</b>	<b>35,441,083</b>	<b>36,216,231</b>	<b>37,266,252</b>
<b><u>Water &amp; Sewer Fund</u></b>					
Personnel	1,050,904	1,070,000	996,684	1,100,112	1,158,995
Operations & Maintenance	4,463,392	5,029,985	4,474,136	4,851,100	4,735,350
Capital	167,746	52,759	35,345	7,035,000	3,315,000
Non-Departmental	1,362,633	1,454,143	1,492,977	741,000	730,194
<b>Total Water &amp; Sewer Fund</b>	<b>7,044,675</b>	<b>7,606,887</b>	<b>6,999,142</b>	<b>13,727,212</b>	<b>9,939,539</b>
<b><u>Chestnut Grove Cemetery Fund</u></b>					
Personnel	340,679	331,441	324,316	387,453	373,238
Operations & Maintenance	177,423	199,631	168,782	167,300	188,850
Capital	-	-	2,101	62,240	51,500
Non-Departmental	130,021	129,067	132,358	23,100	23,100
Interfund Transfers	42,921	44,407	55,013	45,490	45,490
Debt Service	62,042	48,244	41,387	199,300	199,300
<b>Total Chestnut Grove Cemetery Fund</b>	<b>753,086</b>	<b>752,790</b>	<b>723,957</b>	<b>884,883</b>	<b>881,478</b>
<b><u>Golf Course Fund</u></b>					
Personnel	844,959	893,164	843,812	915,934	936,022
Operations & Maintenance	336,355	337,884	358,695	352,200	353,500
Capital	-	15,574	47,294	22,000	56,700
Non-Departmental	291,772	283,928	297,145	57,700	59,000
Debt Service	33,031	29,199	25,097	131,100	130,200
<b>Total Golf Course Fund</b>	<b>1,506,117</b>	<b>1,559,749</b>	<b>1,572,043</b>	<b>1,478,934</b>	<b>1,535,422</b>
<b><u>Downtown Parking Fund</u></b>					
Operations & Maintenance	14,992	14,647	14,774	15,000	15,000
Capital	54,069	92,844	114,789	1,000,000	1,000,000
Non-Departmental	3,562	4,422	4,422	-	-
Debt Service	-	-	-	225,000	200,000
<b>Total Downtown Parking Fund</b>	<b>72,623</b>	<b>111,913</b>	<b>133,985</b>	<b>1,240,000</b>	<b>1,215,000</b>
<b><u>Capital Projects Funds</u></b>					
Capital Projects	2,758,843	2,791,334	2,826,613	6,540,000	2,895,000
IT Improvements	537,578	248,977	283,317	135,000	-
<b>Total Capital Projects Funds</b>	<b>3,296,421</b>	<b>3,040,311</b>	<b>3,109,930</b>	<b>6,675,000</b>	<b>2,895,000</b>
<b>Total Expenditures/Expenses - All Funds</b>	<b>46,507,171</b>	<b>48,351,093</b>	<b>47,980,140</b>	<b>60,222,260</b>	<b>53,732,691</b>
<b>Change in Fund Balance / Net Position</b>	<b>1,870,146</b>	<b>105,313</b>	<b>2,339,626</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance/Net Position July 1</b>	<b>47,189,016</b>	<b>51,840,408</b>	<b>51,672,576</b>	<b>54,012,202</b>	<b>54,012,202</b>
<b>Ending Fund Balance/Net Position June 30 *</b>	<b>51,840,408</b>	<b>51,672,576</b>	<b>54,012,202</b>	<b>54,012,202</b>	<b>54,012,202</b>
* FY 2016 and FY 2017 Ending fund balance were restated for accounting reclassifications					

## **Long-Term Goals**

The 2035 Vision Plan adopted by the Town Council espouses five tenets that are the cornerstone upon which all town initiatives are built. They are:



## **Future Development**

One aspect of the 2035 Vision Plan is the 2030 Comprehensive Plan, which addresses future development projects. Three development focus areas will significantly impact the town in the coming years: the opening of the Herndon Metrorail station, the construction of the Herndon Downtown Redevelopment Project, and the implementation of the recently adopted South Elden Area Plan.

The Herndon Metrorail station is slated to open in 2020 as part of Phase 2 of the Washington Metro Silverline project. The town continues to focus on the implementation of the Herndon Transit-Oriented Core (HTOC) plan adopted by the Town Council in 2012, that focuses on redevelopment of the 38 acres near the future station. The plan calls for the transformation of the existing low-rise office space into approximately 6.9 million square feet of transit-oriented development to include office, residential, hotel and retail space. In April 2019, the Herndon Town Council approved the town's first mixed-use development in the HTOC. The development plan for the 4.3-acre site located at 555 Herndon Parkway allows the owner Penzance to replace the existing office building with an urban block of three new buildings to include residential, office and retail space.

The Herndon Downtown Redevelopment Project is a partnership between the town and Comstock Herndon Venture LC. The project includes the construction of 273 apartments, 17,000 square feet of retail space, an 18,000 square feet Arts Center, and a 787-space parking garage. In early 2019, the town approved the site plan, and the Heritage Preservation Review Board (HPRB) approved the project application by Comstock. The closing on sale of the 4.675 acres of town-owned land to Comstock is at a date yet to be determined and is forthcoming. The next steps for the project include: further agreement to protect town financial interests, as outlined in the Comprehensive Agreement and requiring Town Council approval; application by Comstock to the town's building official for building permits; and completion by Comstock of its internal

processes, in preparation for construction on the project. The town and Comstock anticipate these actions to be completed and construction on the project to begin in late 2019.

The third project is the South Elden Area Plan, approved by the Town Council in February 2019. This long-range planning project will transform 76 acres of property on or near Elden Street south of Sterling Road into a vibrant mixed-use area that has a diversity of housing choices as well as attractive commercial uses to serve nearby residential areas.

### **Economic Environment**

A long-range economic goal is to continue to attract new businesses and encourage expansion of existing ones already located in the town. Located 23 miles west of Washington D.C, in what is often referred to as the “high-tech corridor,” the Town of Herndon continues to benefit from its proximity to Washington, DC, which provides a strong impetus for continued growth.

Approximately 9.3 million square feet of commercial and office space exists in the town, supporting over 25,000 jobs. In 2019, the Herndon business community is populated by a wide array of businesses, from home-based occupations to a Fortune 500 headquarters; from small family-owned grocery stores to firms specializing in computer software development and systems integration. There is also a strong presence in telecommunications, Internet and Internet-related services, financial services; and government contractors. A sizable proportion of these jobs are high valued added positions characterized as technical, professional, scientific service occupations.

The 2017 median household income in Fairfax County, the county in which Herndon is located, is estimated at \$117,515, the second highest level, by county, in the U.S. The level of income is reflected in area property values, the town’s total assessed value of real property is over \$4.5 billion for FY 2020.

Fairfax County also enjoys unemployment rates that are amongst the lowest in the nation, with a 3.0 percent unemployment rate in 2017; as compared to the national and state equivalents at 4.4 percent and 3.7 percent respectively.

### **General Fund Projection**

The FY 2020 budget process was characterized by a concerted effort to focus on macro-level issues that impact financial planning for the town. Items such as reserve usage, carryovers, life cycle maintenance programs, town-wide financial policies and the demands placed on revenues by capital projects, were all topics that guided the decision-making process. The goal was to facilitate a thorough understanding of macro-level financial imperatives to develop an accurate understanding of the cost of doing business. Development of the “base budget”, by understanding the universe of challenges each of these categories represents, is critical in creating greater predictability for future needs. Given that the town is nearly completely built out, revenue generation may present some unique challenges. However, as noted above, infill and redevelopment will play a significant role in Herndon’s future.

The table below provides a three-year projection based on the current conditions facing the Town of Herndon.

	<b>FY 2018 Audited</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Projected</b>	<b>FY 2022 Projected</b>	<b>FY 2023 Projected</b>
<b>Revenues</b>						
Real Property	\$ 11,367,364	\$ 11,744,440	\$ 12,230,430	\$ 12,475,039	\$ 12,724,539	\$ 12,979,030
Meals Taxes	2,266,761	2,278,379	3,479,354	3,496,751	3,514,235	3,531,806
Business, Professional, & Occupational Licenses	5,732,161	4,802,692	4,200,000	4,300,000	4,400,000	4,400,000
Other Local Taxes	6,464,529	6,405,023	6,596,223	6,678,676	6,762,159	6,846,686
Permits & Fees	603,773	789,839	595,000	600,950	606,960	613,029
Fines & Forfeitures	452,965	452,817	475,000	479,750	484,548	489,393
Use of Money & Property	638,323	773,406	760,000	771,400	782,971	794,716
Charges for Services	3,619,123	3,661,879	3,761,233	3,817,651	3,874,916	3,933,040
Miscellaneous	27,876	28,030	29,200	30,000	30,000	30,000
Intergovernmental	4,581,413	4,305,107	4,495,035	4,539,985	4,585,385	4,631,239
Other Financing Sources	969,000	325,539	30,000	-	-	-
Use of Fund Balance	-	-	614,776	-	-	-
<b>Total Revenues</b>	<b>\$ 36,723,288</b>	<b>\$ 35,567,151</b>	<b>\$ 37,266,251</b>	<b>\$ 37,190,202</b>	<b>\$ 37,765,713</b>	<b>\$ 38,248,939</b>
<b>Expenditures</b>						
Personnel	\$ 23,664,298	\$ 24,399,547	\$ 25,594,624	\$ 25,978,543	\$ 26,368,222	\$ 26,763,745
Operations & Maintenance	7,304,530	7,695,000	7,827,986	7,945,406	8,064,587	8,185,556
Capital Outlay	1,191,951	1,132,473	766,600	778,099	789,770	801,617
Interfund Transfers	1,480,000	640,000	930,000	943,950	850,000	933,000
Non-departmental	259,575	233,688	115,900	117,639	119,403	121,194
Debt Service	1,540,728	1,801,551	2,031,141	2,033,621	1,934,175	1,932,690
<b>Total Expenditures</b>	<b>\$ 35,441,083</b>	<b>\$ 35,902,259</b>	<b>\$ 37,266,251</b>	<b>\$ 37,797,258</b>	<b>\$ 38,126,157</b>	<b>\$ 38,737,802</b>
<b>Increase / (Decrease) Unassigned Fund Balance</b>	<b>\$ 1,282,205</b>	<b>\$ (335,108)</b>	<b>\$ -</b>	<b>\$ (607,056)</b>	<b>\$ (360,444)</b>	<b>\$ (488,862)</b>

The town formulates its annual budget utilizing conservative budgeting principles. This approach results in revenue projections that limit the town’s exposure to revenue shortfalls and expenditures projections that assume full employment. Historically, the net positive gain to fund balance resulting from this approach has provided a resource for budgeting life cycle capital, and other one-time expenditures, in subsequent years.

In the table above, the decline in budgeted “Business, Professional, & Occupational Licenses” (BPOL) revenue for FY 2020, relative to FY 2019 estimates, is an indication of the town’s conservative approach to revenue projection. This category of revenue is a large and potentially volatile revenue source for the town, as is shown by the decrease in FY 2019 estimates versus FY 2018 actuals. The revenue is budgeted conservatively because the loss of a single licensee (as occurred in FY 2019) can mean the loss of significant revenues that could have a negative impact on the ability to fund ongoing operations. The potential impact is exacerbated by the relatively slow growth rate for most of the remaining revenues in this category, despite some of those revenues being amongst the town’s largest revenue generators. The net result of this approach is the use of accumulated unassigned fund balance, beyond the level required by policy, for life cycle capital and other one-time expenditures. The benefit is the reduction of risk should a large BPOL contributor leave town.

In FY 2019, several new and/or growing businesses have provided additional contributions to the BPOL revenue stream. However, to remain conservative, projections for BPOL include only \$100k in new

revenue for FY 2021, an additional \$100k in FY 2022, and then flat growth thereafter. BPOL projections will be revised at least annually.

Recently the town, in conjunction with its financial advisors, reviewed and updated the town's financial policies. An important function of the policies is ensuring that the town achieve the highest bond rating possible for bonds that may be issued in support of the downtown redevelopment project. Thus, the minimum amount of unassigned fund balance currently required by policy was increased 10% to 20% of General Fund operating expenditures (excludes transfers). Additionally, the new policies established a capital reserve which has no maximum and is to be funded by 25 percent of the prior year's surplus, if any. The substantial reduction to BPOL in FY 2019 adversely impacted the town's ability to fund capital; consequently, a 1.0 percent increase in the meals tax rate was proposed, and a 1.25 percent increase was ultimately adopted for FY 2020 to address some of this shortfall.

In conjunction with efforts to manage revenue streams, the town is making a concerted effort to analyze its expenditure patterns to maximize resource utilization. Increased scrutiny of department expenditure patterns over the last two budget cycles has freed up previously underutilized appropriations and allowed for their use in other areas of the budget.

In addition, the budget team, which includes the town manager, budget manager, finance director and selected department directors (who rotate with each budget cycle), has focused on a two-pronged approach in compiling the annual operating budget - first, a focus on macro-level activities such as life cycle maintenance, reserve usage, the demands of capital projects budgeting on the General Fund, and employee reclassifications based on evolving duties and organizational needs with the goal of creating a better understanding of the universe of exposure for the town; and second, a detailed analysis of departmental expenditure patterns to aid in ensuring department budgets are at appropriate levels.

These efforts have aided the town in balancing its operating budget in recent years. Understanding the cost of services is critical, particularly as the major projects discussed above come online and impact the baseline budget. The town is in a strong fiscal position but will have to consider adjustments to both revenues and expenditures to meet future needs.



# Fund Summaries





# General Fund

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



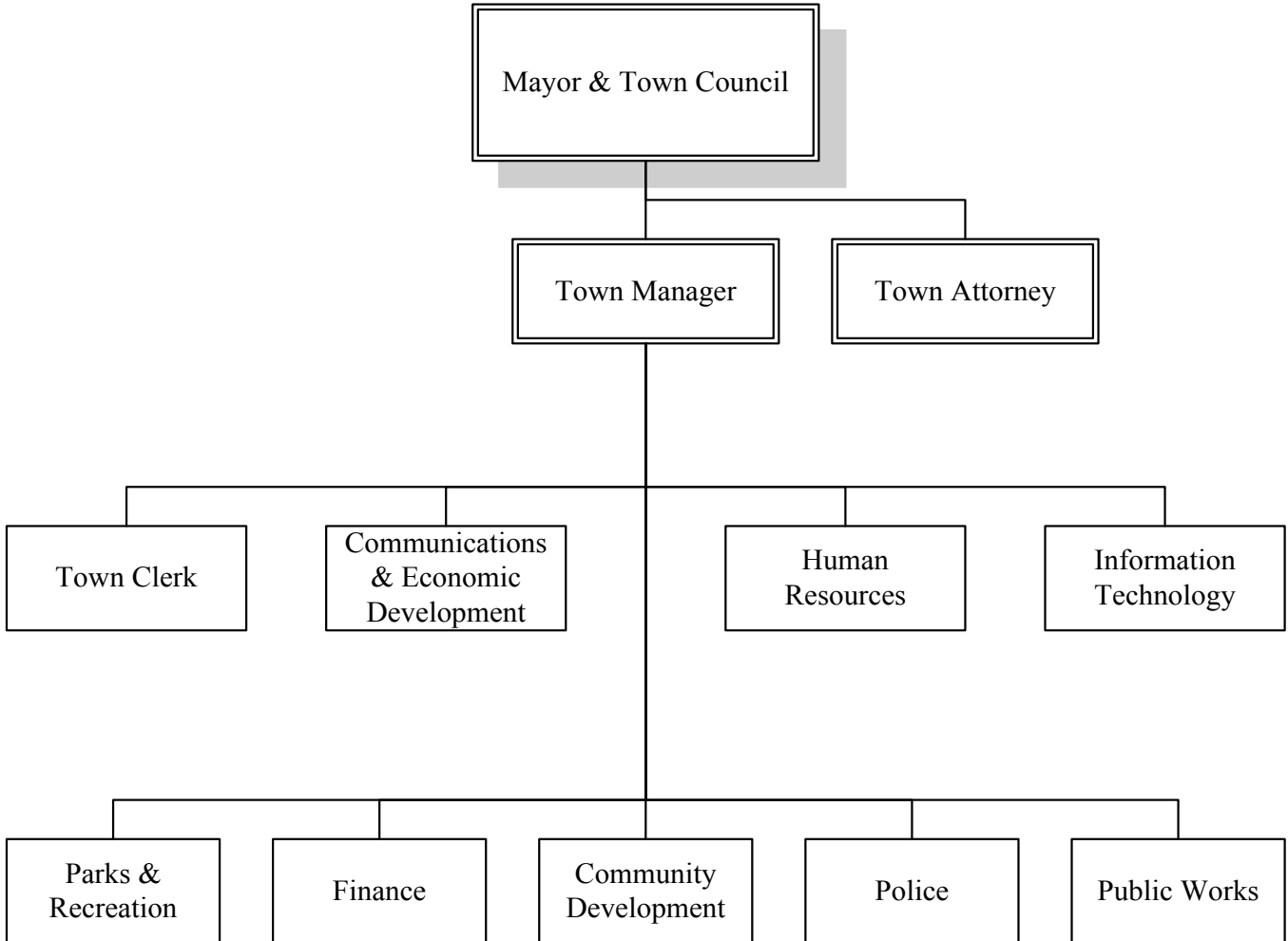
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## General Fund

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TOWN OF  
**Herndon**  
VIRGINIA

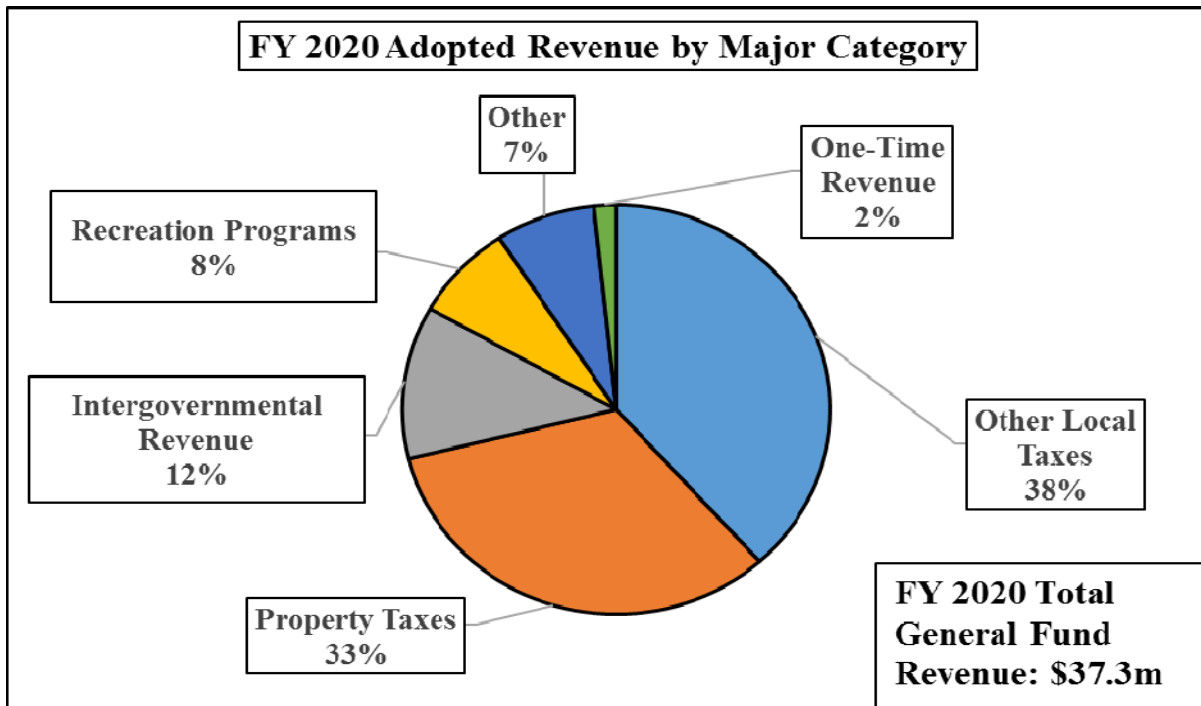
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# General Fund Revenues

## Overview

The Town of Herndon has a relatively diverse revenue stream that supports its use of general property taxes in funding general government operations. In addition to property taxes, other 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). Recurring county and state revenues also play a major role in financing General Fund operations, 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.

Total FY 2020 General Fund resources, which include recurring revenues and other one-time financing sources, are projected to be \$37,266,252. These resources are projected to increase \$1,050,021, or 2.9 percent more than the total budgeted amount for FY 2019. The projections assume, in keeping with recent trends, that many revenue categories will be relatively flat or experience only nominal growth during FY 2020.



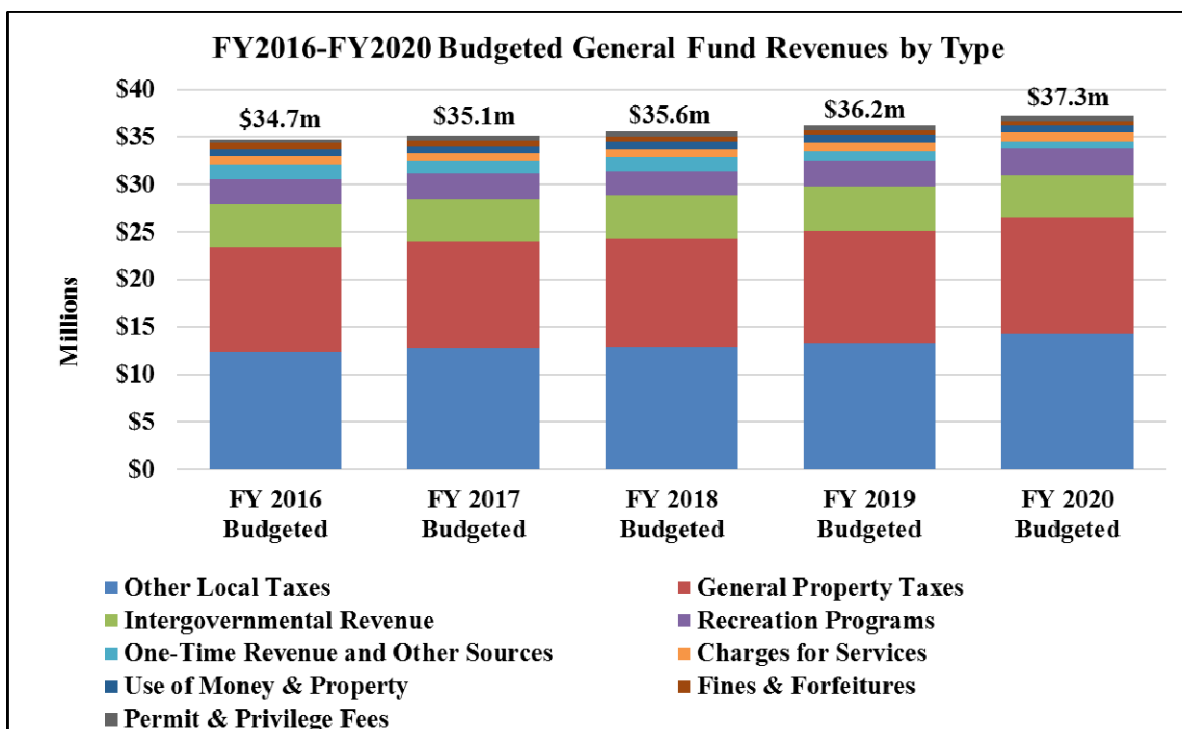
However, this year the town was informed that a major contributor to the town's Business Professional and Occupational License (BPOL) tax was leaving the town limits. The projected loss of revenue was approximately \$1.5m. Since the town has historically budgeted this number conservatively, the net impact to the General Fund ongoing operation was \$400k. However, the loss of revenue also impacted our reserves, which have historically been used to fund capital. The Adopted Budget therefore contains a 1.25% increase the Meals Tax, from 2.5% to 3.75%, in order to assist in continuing to fund capital.

The projected increase in the town's General Property Tax revenue is \$490,729. The projected increase in

the Other Local Taxes category is \$941,863, which includes the 1.25% increase in Meals Tax. It is projected that the town’s Intergovernmental revenues will decline by \$228,180, mostly due to the decision to move Storm Water Management revenue to the CIP.

The “Other” category identified in the pie chart on the previous page contains the following: Charge for Services \$988,533, Use of Money and Property \$760,000, Fines and Forfeitures \$475,000, and Permits and Privileges \$595,000.

As the chart below indicates, overall growth in General Fund revenue 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. The \$37.3m in FY 2020 includes \$1,175,000 in Meals Tax revenue generated, in large part, by the proposed tax increase.



### General Property Taxes

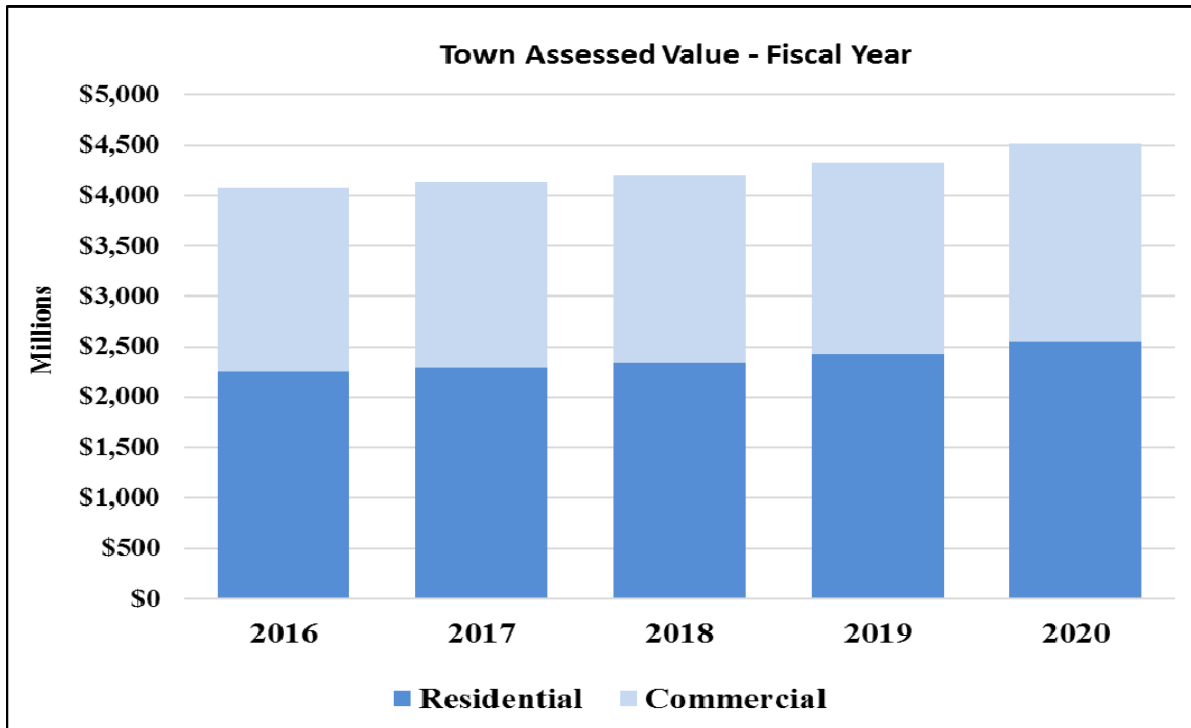
#### Assessed Value

The town’s general property tax is imposed on the assessed value of real estate appraised at 100 percent of fair market value. The FY 2020 recommended tax rate is \$0.2650 per \$100.00 of assessed valuation. Based on the annual reassessment, the assessed value of real property within the town was \$4,517,794,640 as of January 1, 2019.

The January 1, 2019 assessed value, when compared to the total assessed value as of January 1, 2018, represents an increase of nearly 4.6 percent. This increase was relatively large compared to the annual increase over the previous three years of 1.31 percent, 1.53 and 2.95 percent. These numbers appear to show a trend toward increasing property values, which could prove valuable in the future. In FY 2020, the



proportion of residential and commercial valuation in the town remained unchanged at 56 percent residential and 44 percent commercial. The chart on the next page provides a visual representation.



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.

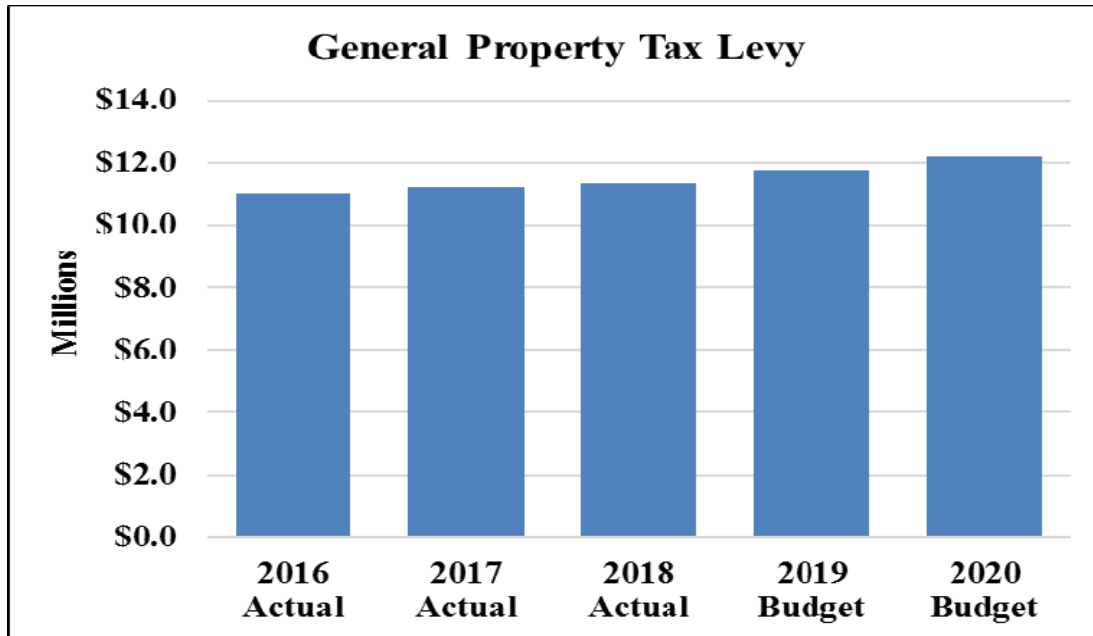
Accurately determining the assessed value of property is a critical step in understanding the levy for the coming year. While the town receives its assessed value information from Fairfax County, the Town Council sets the local property tax rate, which in turn determines the levy or revenue generated.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

### Levy

In FY 2020, property tax revenue is budgeted at \$12,230,430, or 33 percent, of total General Fund revenue, the fund’s single largest tax. This number includes penalties, taxes on public service corporations and a credit (reduction in revenue to the town) 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 2020, 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.



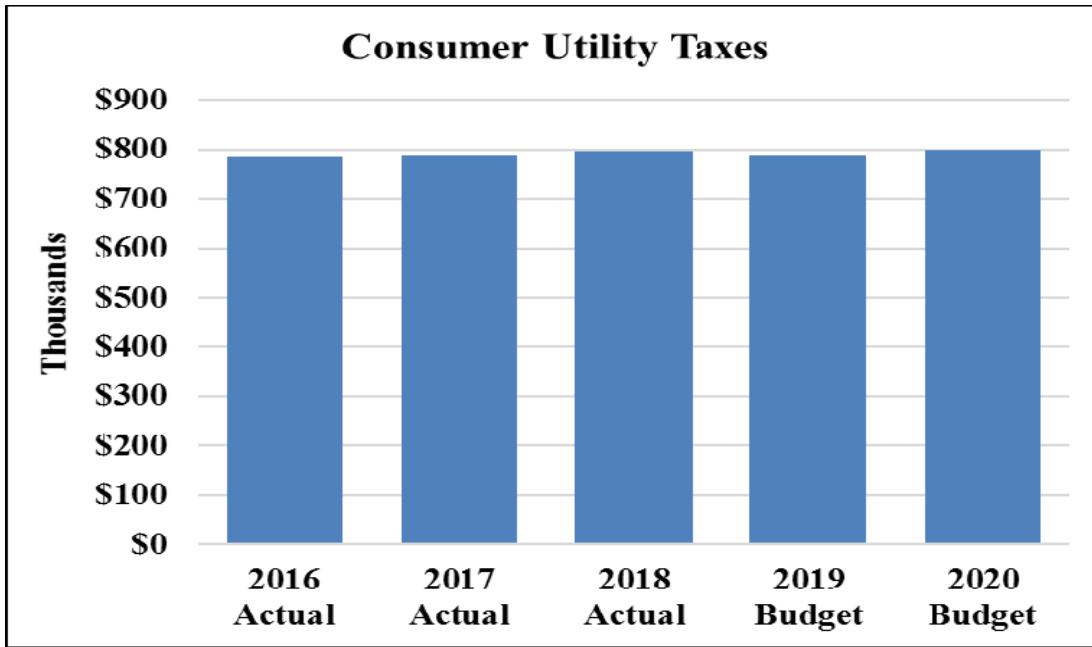
### Other Local Taxes

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 38.3 percent, or \$14.3 million, this category comprises the single largest category of General Fund revenue.

### Consumer Utility Tax

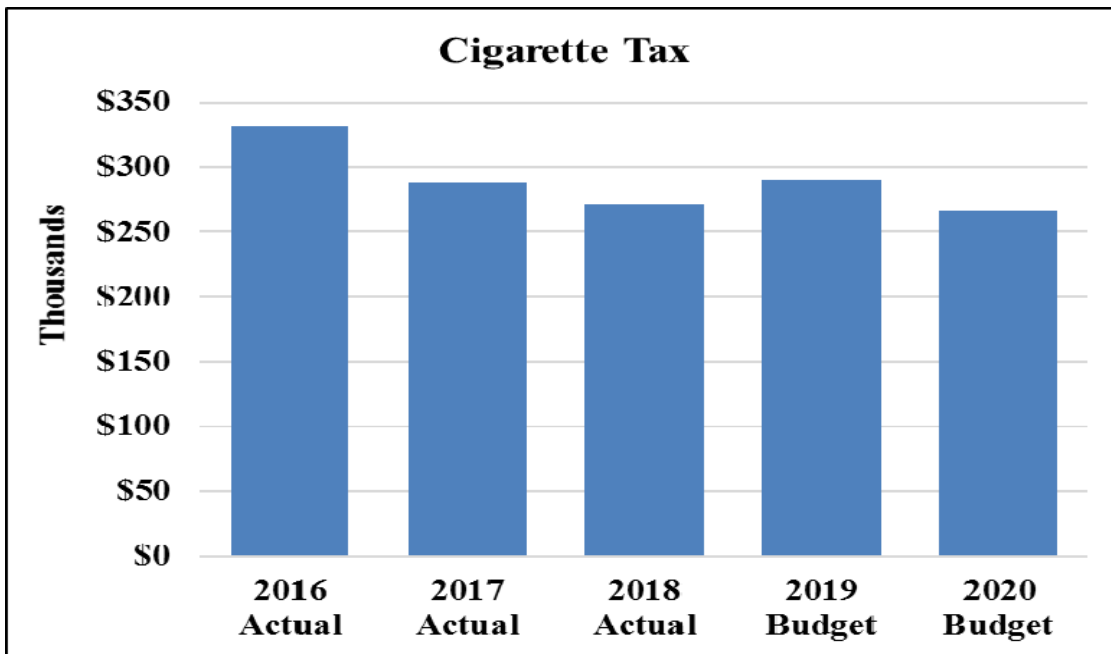
This tax is based on the purchase of electric and natural gas utility services within the corporate limits of the town. Residential and commercial rates vary and are comprised of a base charge and a usage charge for electric and natural gas.

The FY 2020 projection for consumer utility taxes is \$797,900. Receipts have been down in recent years, so the FY 2020 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.



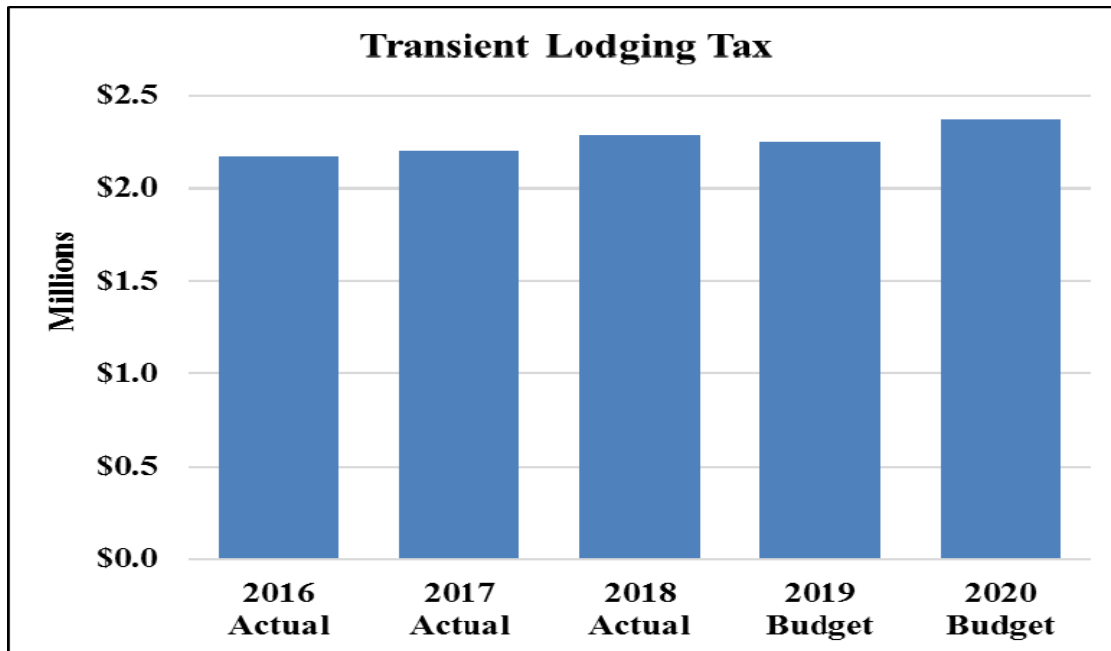
### Cigarette Tax

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 2020 are projected at \$266,543 and are based on a revenue source that is in decline, as you can see below.



## 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 2020 projection for transient lodging taxes is \$2,366,397. Currently there are nine hotels in Herndon with a combined total of 1,200 rooms available for business travelers and visitors. This revenue is somewhat volatile and tends to drift around a mean value. But recent trends have been up and influenced the FY 2020 projection. The following chart depicts the growth in transient lodging tax collections over a five-year period beginning with FY 2016 and concluding with the estimate for FY 2020.



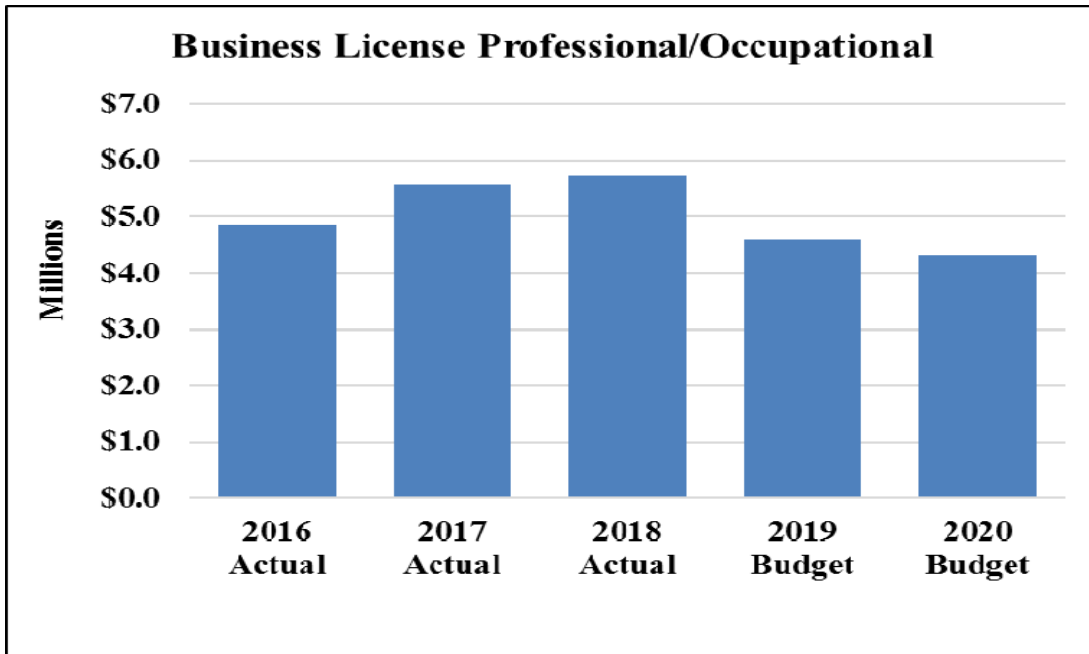
## Business Professional and Occupational License (BPOL)

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 2020 budget for BPOL is \$4,300,000 down from the \$4,600,000 budgeted in FY 2020. This is due to a large enterprise leaving the town limits. 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 new entrants into the market. The town does budget these revenues conservatively because the loss of even one very large contributor can have, as we have seen this year, a significant impact on revenue.

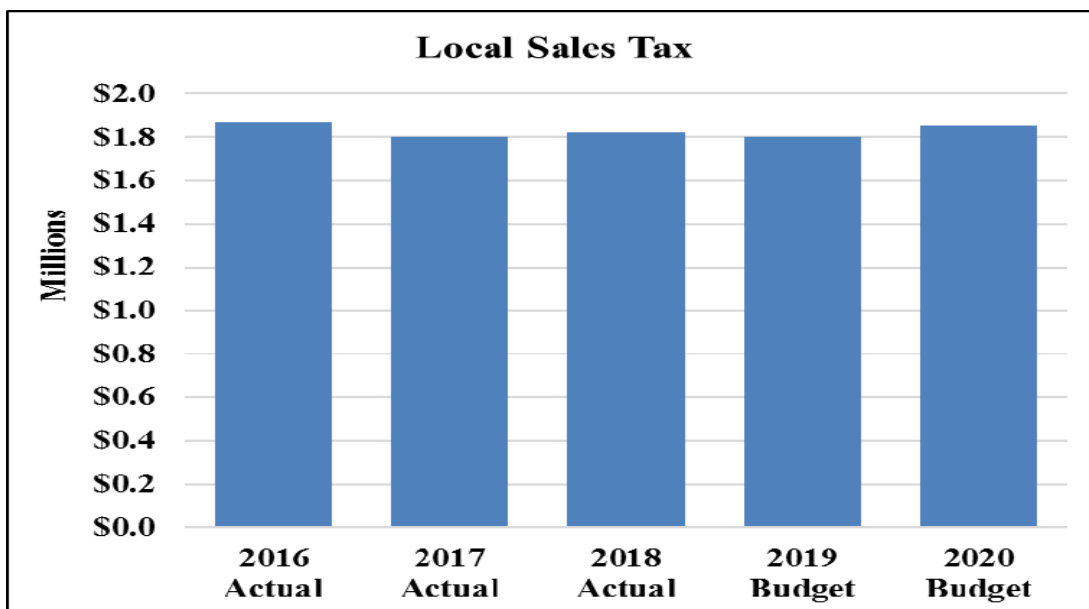
The following chart depicts the trend in BPOL tax collections over the five-year period beginning with FY 2016 and concluding with the projection for FY 2020.



### 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 lower than historicals. But this number also tends to be somewhat volatile, which makes projections difficult. Fortunately recent variations have been relatively small, if somewhat random. The FY 2020 projection is \$1,854,383 based higher than expected FY18 receipts.

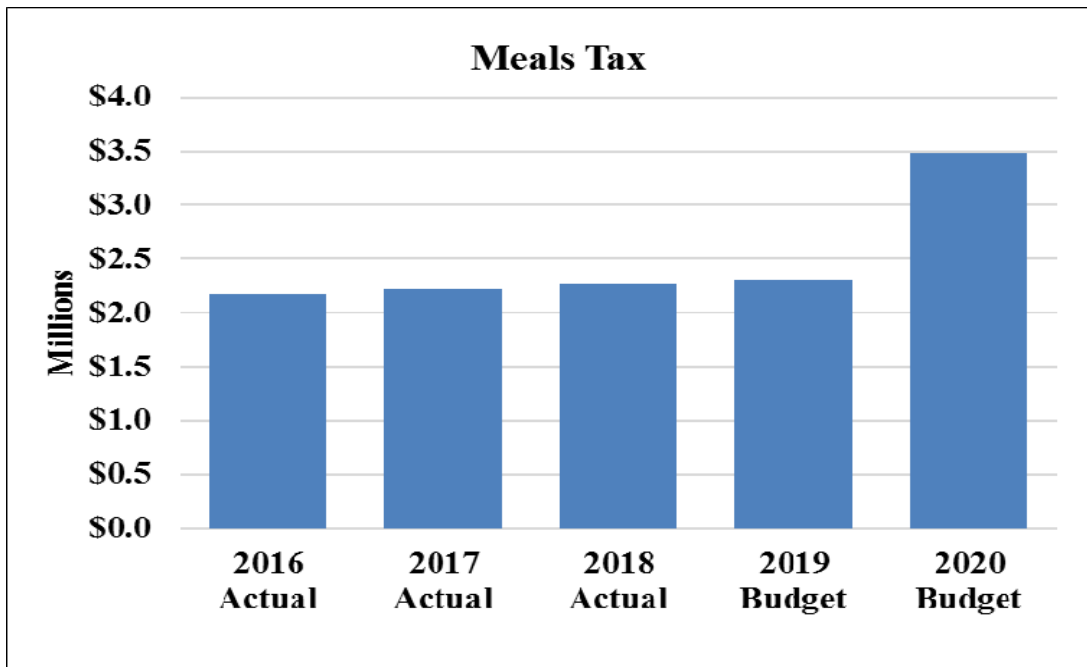


## Meals Tax

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 proposed FY 2020 meals tax rate is 3.75 percent, which includes an adopted increase of 1.25%. It is projected that the increase will generate approximately \$1,175,000, which also includes normal longitudinal growth in the revenue stream.

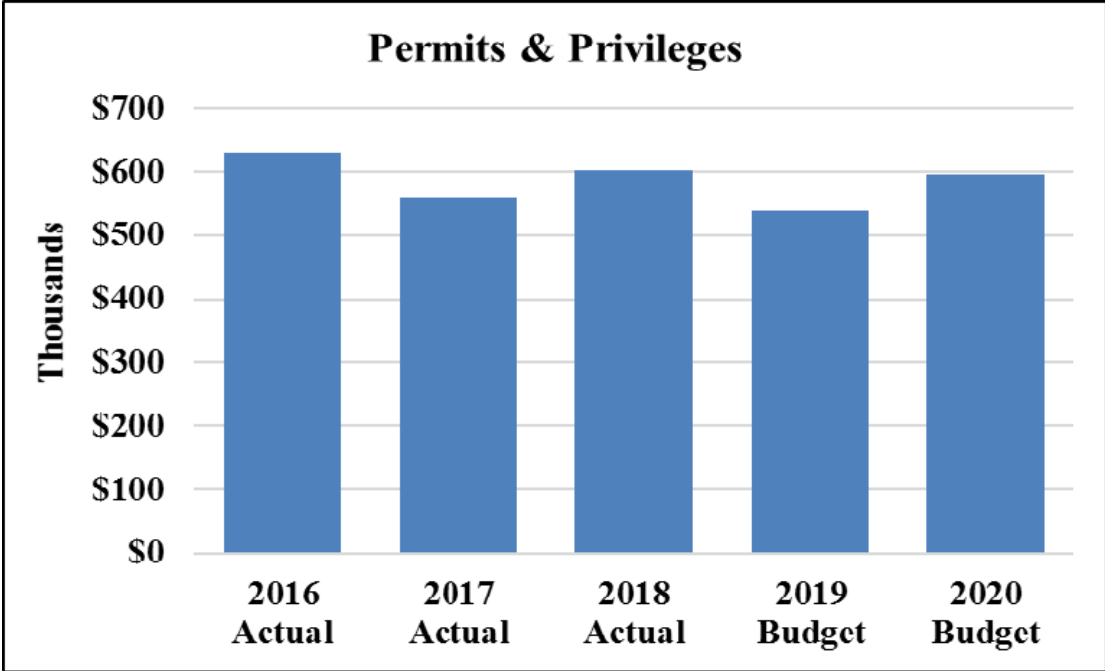
The FY 2020 budgeted revenue from the meals tax is projected at \$3,479,304. The amount assumes both an increase predicated on the rate change and the increase to the base. The chart below depicts the trend in the town's meals tax collections over a five-year period beginning in FY 2016 and concluding with the projection for FY 2020.

Also of note is Council direction to “decouple” a portion of the meals tax previously tied to downtown development activity. In FY 2012 a one percent increase in the Meals Tax was implemented, which raised the tax from 2.5 percent to 3.5 percent. Given significant changes in the town's environment, it was felt that this allocation was no longer relevant and was therefore ended.



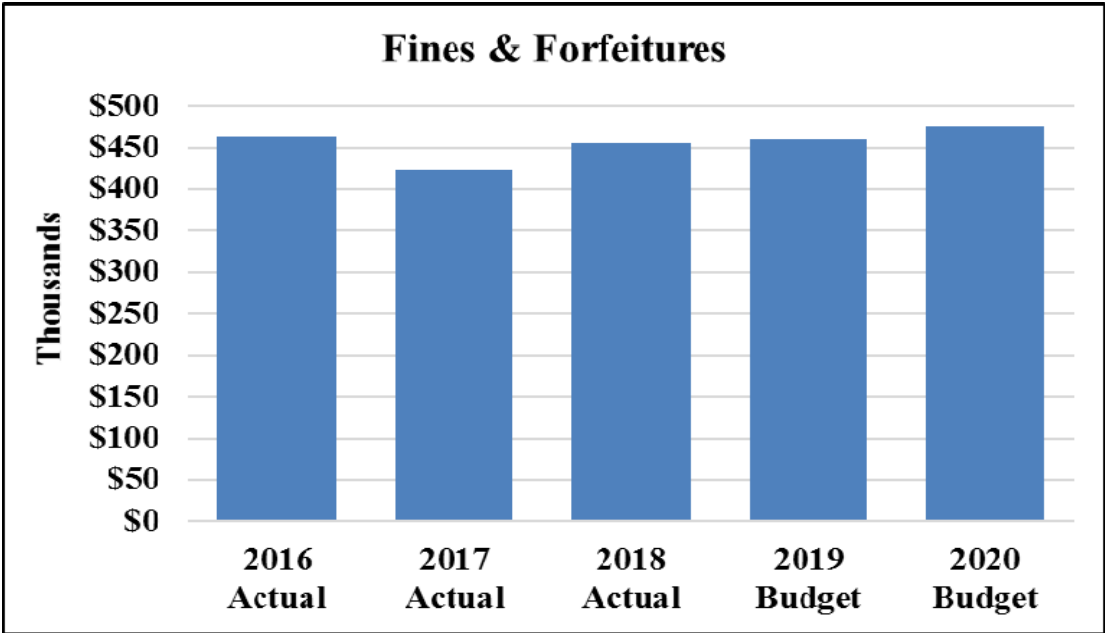
## Permits and Privilege Fees

FY 2020 revenue generated from permits and privilege fees, which includes planning fees, building permits, and rights-of-way permit fees, is projected at \$595,000. The projection assumes residential and commercial development during the upcoming fiscal year will be similar to that experienced in FY 2019. This revenue source represents about 1.6 percent of budgeted FY 2020 total General Fund resources. This is a difficult revenue to estimate because new developments can come on line at any time. The chart on the next page, clearly shows the inherent volatility.



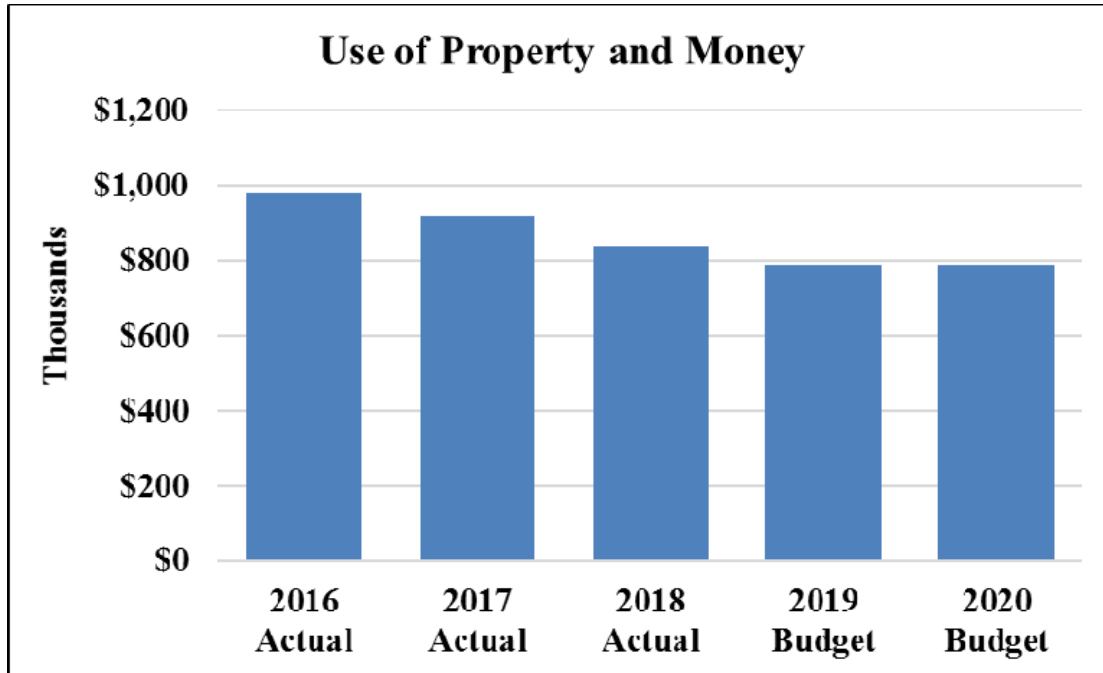
**Fines and Forfeitures**

Revenue from fines and forfeitures accounts for 1.3 percent of total budgeted FY 2020 General Fund resources. The addition of a new parking enforcement officer has given this category some additional revenues that were not present in the historical data. However, a majority of the revenues generated still come from court fines collected on behalf of the town by the Fairfax County court system. Court fines are difficult to predict since the imposition of fines is 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 of several revenue types, the most significant of which is interest earnings and rental income. Total budgeted income generated from the Use of Money and Property category during FY 2020 is projected to be \$760,000, a 3.7 percent decline from FY 2019. This category represents 2.0 percent of budgeted FY 2020 total General Fund resources.



FY 2020 interest earnings are projected to be \$360,000. This assumes that the town's investment portfolio mix, which includes short-term and intermediate-term corporate and government agency securities, will remain relatively consistent. Despite somewhat limited investment options for local governments, this is another somewhat volatile revenue, albeit 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 lease for the residence located at Runnymede Park; and the rental of 750 Center Street to ArtSpace are projected to generate \$400,000 for FY 2020. There has been a decline in recent years and is due to rent adjustments and vacancies at 397 Herndon Parkway. It is the decline in these revenues that imparts the downward trend to the above chart.

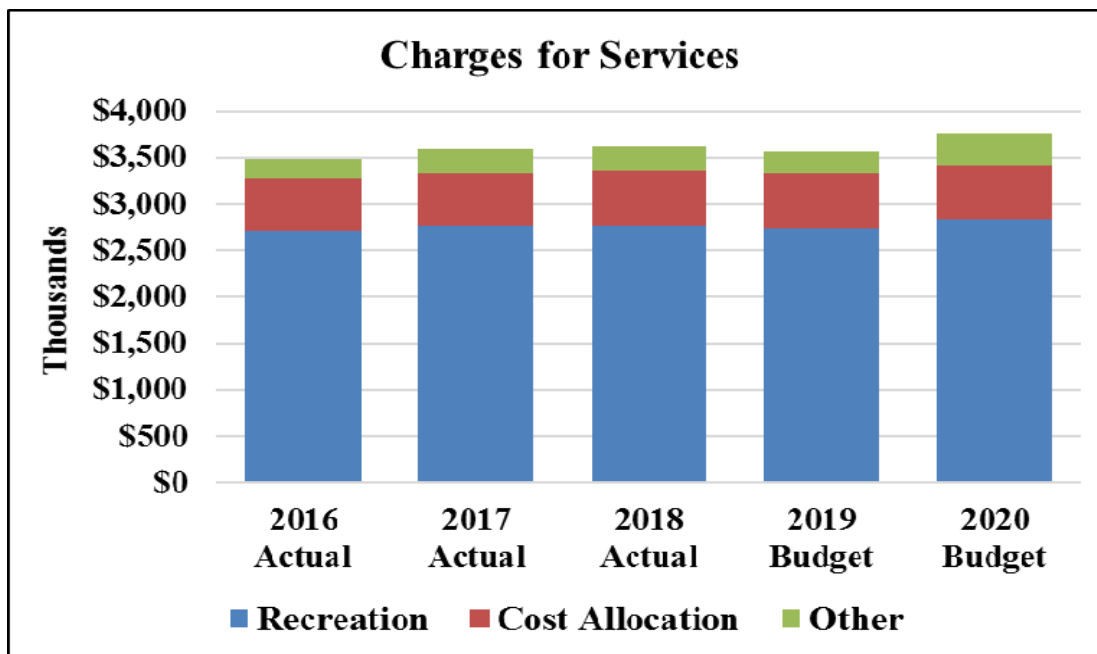
## Charges for Services

Charges for services contains two main revenue sub-categories: Parks and Recreation and Transfers from Other Funds (see chart on next page). Total charges for services budgeted for FY 2020 is \$3,761,233. This amount represents a 5.3 percent increase over the FY 2019 budgeted number, a substantial portion of which comes from a \$100,000 increase in recycling fees. Growth in recycling fees is based on an increase to the fee charged for recycling services from \$4 per quarter (\$16 per year) to \$8 per quarter (\$32 per year).

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 \$2,831,900. That is an approximately 3.3 percent increase from the budgeted amount in FY 2019.



Charges for services also contains revenues paid (cost allocations) 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 2020 total inter-fund transfers are budgeted at \$588,333, the same as FY 2019. However, since this transfer has not been updated in recent memory, this year’s budget contains appropriations to hire a consultant to recalculate this distribution.

### Intergovernmental Revenues

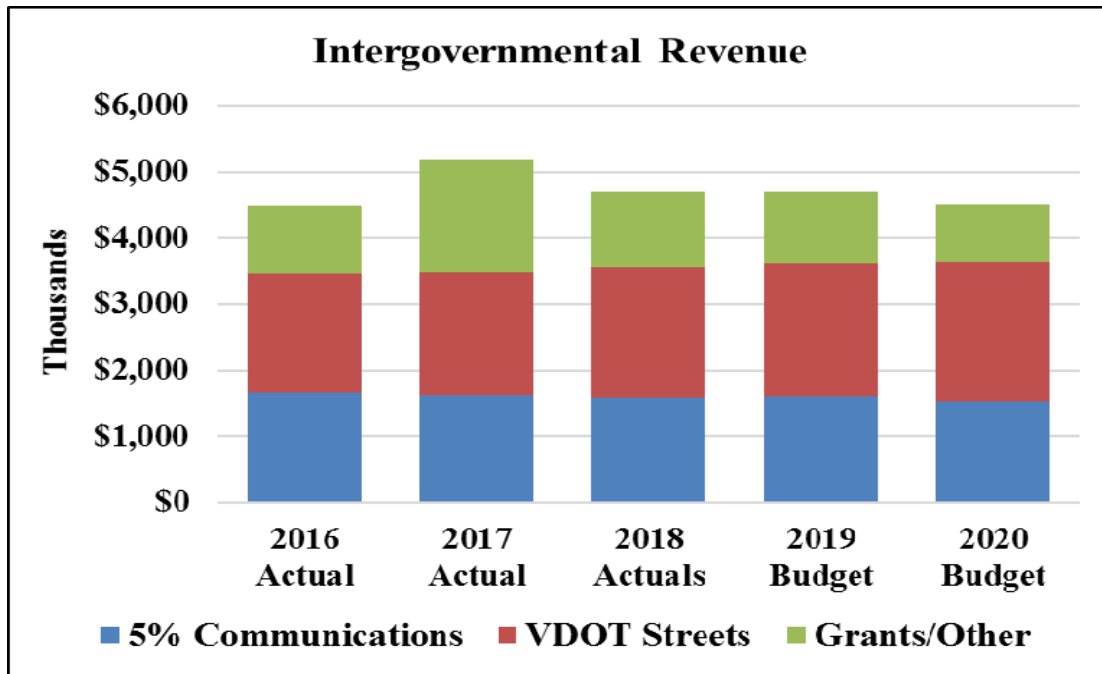
Intergovernmental revenues, which account for 12.1 percent of total budgeted FY 2020 General Fund resources, contains several revenue sources that include VDOT street maintenance reimbursements, the five percent communications tax, and grants from local, state and federal sources. Revenues for this category are estimated at \$4,495,037, the third largest General Fund category (see chart on next page).

Every year the town receives funding from VDOT for maintenance of the public roads and streets in the town. The budgeted FY 2020 street maintenance allocation is \$2,110,576, a 4.0 percent increase over the FY 2019 budgeted number.

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 2020 revenue from this state source is \$1,512,445, which is a decrease of 4.5 percent from the FY 2019 budget. 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 2020 projected revenues include \$707,114 in state grants, the majority of which is contained in the state’s HB 599 funding for police departments, which this year is projected to be \$587,324. 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 anticipates receiving grants totaling of from Fairfax County that include \$40,000 to assist the town in its economic development initiatives. Storm water grant revenues have been moved to the CIP to support the town’s FY 2020 related projects. 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 2020 resources include \$614,776 of unassigned fund balance used to assist in funding one-time expenditures. These monies are one-time revenues.

## **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 one hundred percent of fair market value. The recommended FY 2020 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 ten 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 (Commonwealth) to Fairfax County. From this one percent, the County receives an automatic fifty percent and the remaining fifty 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 2020 meals tax rate is 3.75 percent – this is a 1.25 percent increase over the FY 2019 rate of two and one-half 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 8 percent of the previous quarter's gross revenues (subscriber receipts and other cable revenues) earned within the corporate limits of Herndon. The total fee is composed of a five percent franchise fee and a three percent PEG (Public, Educational and Government) 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 beginning July 1, 2016 will be \$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. In FY 2020 the fee for this service will increase from \$4.00 per calendar quarter (\$16.00 per year) to \$8.00 per calendar quarter (\$32.00 per year). The charge is 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 state (under the 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 state (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 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 the Virginia Department of Transportation 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. During FY 2020, the town anticipates receiving \$40,000 for the town's economic development initiatives and approximately \$250,000 (which can vary yearly) under the county's storm water utility district tax levy for operational costs. The later allocation is for support of the town's storm water maintenance costs and compliance with state permit requirements.

### **Other Revenues**

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

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.

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**General Fund (001)  
Revenue Estimates**

Object Code	Source	FY 17-18 Audited	FY 18-19 Budgeted	FY 19-20 Projected	Notes (for FY 2020)
311100	Real Estate Taxes (Current plus Delinquent)	10,993,614	11,341,418	11,816,265	January 1, 2019 assessment is \$4,517,794,000. The FY 2020 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. Levy calculation was reduced to .996 to allow for uncollected accounts.
319100	Real Estate Penalties & Interest	42,801	54,800	55,000	Based on prior years' experience. Also, contains -\$200 for interest refunds
311300	Public Service Corporate Tax	330,949	343,483	359,165	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>11,367,364</u>	<u>11,739,701</u>	<u>12,230,430</u>	
	<b><u>Other Local Taxes</u></b>				
313100	Consumer Utility Taxes	795,461	790,000	797,900	Tax applies to electric and natural gas services only. 1% annual growth rate based on historical annual growth.
313200	Public Right-of-Way Use Fee	144,534	150,000	150,000	Public right-of-way use fees levied upon Certified Local Exchange Carriers customers, as allowed by State Code. Calculation based on average growth.
314100	Cigarette Taxes	271,983	290,000	266,543	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	2,286,397	2,249,410	2,366,397	Volatile revenue; FY20 assumes \$40k increase based on average growth FY13-FY18. Number calculated off FY18 actual.
318100	Bank Stock Tax	407,637	405,000	409,050	Bank deposit growth pattern has slowed in recent years. 1% annual growth rate applied. Received once per year in May.

**General Fund (001)  
Revenue Estimates**

Object Code	Source	FY 17-18 Audited	FY 18-19 Budgeted	FY 19-20 Projected	Notes (for FY 2020)
	<b><u>Other Local Taxes (continued)</u></b>				
318200	Cable TV Franchise Fees	190,037	205,000	200,000	Amount is town's three percent PEG fee which is received directly from Cox Communications and Verizon. FY13-FY18 shows 0% growth on average.
321100	Business & Professional Occupational Licenses	5,732,161	4,600,000	4,200,000	Large business leaving the town caused a significant loss of revenue, budget adjustment reflects impact to General Fund.
321300	Utility Consumption Tax	91,039	90,000	92,000	Gross receipts tax levied on consumers of electricity and natural gas, as allowed by State Code. Historical numbers for this revenue have been relatively flat.
322100	Motor Vehicle Licenses	459,417	450,000	460,000	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	1,818,023	1,800,000	1,854,383	FY 2020 predicated on modest increase in FY 2018; this number does not trend unidirectionally over time, somewhat volatile.
314400	Meals Tax	2,266,761	2,304,304	3,479,304	FY 2020 includes growth component and a \$1.125m increase predicated on a 1.25% increase in the Meals Tax from 2.5% to 3.75%.
	<b>Total - Other Local Taxes</b>	<u>14,463,450</u>	<u>13,333,714</u>	<u>14,275,577</u>	
	<b><u>Permit &amp; Privilege Fees</u></b>				
322200	Planning Fees	130,446	157,663	150,000	FY2020 predicated on status quo.
322300	Building Permits	445,926	357,000	420,000	FY 2020 estimate is new commercial and residential construction. Volatile revenue but there are some new projects underway.
322250	Storm water Management Permits	9,024	10,000	10,000	Town's share of VA storm water management fees assessed on new construction.

**General Fund (001)  
Revenue Estimates**

Object Code	Source	FY 17-18 Audited	FY 18-19 Budgeted	FY 19-20 Projected	Notes (for FY 2020)
	<b><u>Permit &amp; Privilege Fees</u></b> <b><u>(continued)</u></b>				
322400	Right-of-Way Permits	17,102	15,000	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><u>Total - Permit &amp; Privilege Fees</u></b>	<b><u>602,498</u></b>	<b><u>539,663</u></b>	<b><u>595,000</u></b>	
	<b><u>Fines and Forfeitures</u></b>				
351100	Local Fines (Parking)	80,215	98,000	100,000	Town hired Park Enforcement Officer, which accounts for anticipated increase.
351200	Fairfax County Court Fines	338,901	325,000	335,000	Number based on year to date actuals in FY 2020 based on typical activity.
351300	Court Maintenance Fees	11,566	13,000	13,000	Tracks with average assessments over the period.
351400	E-Summons Fees	23,786	20,000	25,000	New fee effective 07-01-2016 which supports town's use of E-summons technology for issuing traffic tickets. Based on actuals from FY 2018.
351500	Zoning Fines	1,505	4,000	2,000	Tracks with average assessments over the past four fiscal years.
	<b><u>Total - Fines and Forfeitures</u></b>	<b><u>455,973</u></b>	<b><u>460,000</u></b>	<b><u>475,000</u></b>	
	<b><u>Use of Money and Property</u></b>				
361000	Interest on Investments	374,845	302,500	360,000	Interest projection based on receipts in previous years. Numbers appear to be higher in recent years with interest rates in general rising.
363000	Rental Income	460,031	487,000	400,000	Numbers are down here due to vacancies at 397 Herndon Parkway.
	<b><u>Total - Use of Money and Property</u></b>	<b><u>834,876</u></b>	<b><u>789,500</u></b>	<b><u>760,000</u></b>	

**General Fund (001)  
Revenue Estimates**

Object Code	Source	FY 17-18 Audited	FY 18-19 Budgeted	FY 19-20 Projected	Notes (for FY 2020)
	<b><u>Charges for Services</u></b>				
	<b><u>Recreation Programs</u></b>				
347100	Recreation Programs	1,665,513	1,600,000	1,620,000	FY 2018 came in at \$1,665,543. With revenue predicated on expenditures in this area, which are on the rise, we should expect more revenue. With budgets held at FY 2019 levels we should expect to be at least at FY 2018 levels, number is conservative.
347200	Admission Fees	404,869	410,500	431,400	Projections are based on estimated daily admissions, pass sales and facility promotions. Number provided by Parks & Recreation.
347300	Park Operation & Revenue	22,257	10,500	20,000	Projections are based on estimated park shelter rentals.
347400	Herndon Festival	308,894	380,000	380,000	Estimate provided by Parks & Recreation.
347500	Concession Revenue	14,905	14,200	15,000	Projections are based on estimated sale of merchandise and vending items. Average for period FY13-FY18 has been \$18k.
347510	Community Center Rentals	106,162	100,000	135,000	Projections are based on estimated aquatic and community center rentals. Estimate provided by Parks & Recreation \$137k, rounded.
347550	Tennis/Multi-Use Indoor Facility	245,312	226,000	230,500	Projections are based on estimated indoor tennis operations including contracts, rentals, classes, leagues and tournaments. Provided by Parks & Recreation.
	<b>Total - Recreation Programs</b>	<u>2,767,912</u>	<u>2,741,200</u>	<u>2,831,900</u>	
318300	Franchise Leases	102,243	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	25,145	20,000	20,000	FY 2019 revenue is for special refuse pick-ups only.

**General Fund (001)  
Revenue Estimates**

Object Code	Source	FY 17-18 Audited	FY 18-19 Budgeted	FY 19-20 Projected	Notes (for FY 2020)
344400	Recycling Collection Fees	98,268	100,000	200,000	Current annual recycling fee is \$16; doubled to \$32 for FY 2020.
369100	News Paper Sales	35,975	26,500	25,000	Assumes market demand is flat for recycled newsprint and other recyclable materials. Includes \$1,500 for penalties.
	<b><u>Quasi-external Revenues</u></b>				
391070	Transfer from Golf Course Fund	35,700	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	535,497	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 Department of Public Works.
391030	Transfer from Chestnut Grove Cemetery Fund	17,136	17,136	17,136	Reimbursement to general fund for cost of indirect services such as Parks & Recreation administration, personnel, information technology, purchasing, accounting, payroll, and engineering.
	<b>Total - Charges for Services</b>	<u>3,617,876</u>	<u>3,572,033</u>	<u>3,761,233</u>	
	<b><u>Miscellaneous</u></b>				
369990	Not Otherwise Classified	25,508	20,000	29,200	Tracks with average receipts over the past four fiscal years. Also contains miscellaneous.
392100	Sale of Surplus/Obsolete Material	0	27,860	30,000	Tracks with average receipts over the past four fiscal years.
	<b>Total - Miscellaneous</b>	<u>25,508</u>	<u>64,360</u>	<u>59,200</u>	Total includes \$16,500 in other small miscellaneous items

**General Fund (001)  
Revenue Estimates**

Object Code	Source	FY 17-18 Audited	FY 18-19 Budgeted	FY 19-20 Projected	Notes (for FY 2020)
	<b><u>Intergovernmental Revenues</u></b>				
310030	Local Government Reimbursements & Grants	40,000	315,000	40,000	No longer includes town's allocation from County's storm water utility tax, economic development initiatives only.
310020	State Government Reimbursements & Grants	705,809	721,000	707,114	Includes following state reimbursements and grants: Police (Section 599) funding at \$587,324; Virginia Fire Fund Program grant at \$82,540; Litter Control grant at \$6,000; state ICAC grant at \$30,000 and Forestry grant \$1,250.
310010	Federal Government Reimbursements & Grants	297,824	56,000	116,500	Includes \$1,500 Vests, \$15,000 Byrne JAG, \$15,000 DMV Speed, \$15,000 DMV Alcohol; \$20,000 Gang Task Force; Federal Assets Seizure
314300	Vehicle Rental Taxes	8,233	1,000	8,400	Based on FY 2018
313400	Communications Sales and Use Tax	1,575,464	1,584,317	1,512,445	State tax on telecommunications. FY 2020 assumes a continued decline in line with prior year trends.
334200	VDOT Street Maintenance Allocation	1,970,043	2,029,400	2,110,576	Estimate for FY 2020 is based on actual reimbursement rates for FY 2019. Clear upward trend 4% growth matches FY 2019.
	<b>Total - Intergovernmental Revenues</b>	<u>4,597,373</u>	<u>4,706,717</u>	<u>4,495,035</u>	
	<b>Total Revenue - All Recurring Sources</b>	<u>35,964,918</u>	<u>35,205,688</u>	<u>36,651,475</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	

**General Fund (001)  
Revenue Estimates**

Object Code	Source	FY 17-18 Audited	FY 18-19 Budgeted	FY 19-20 Projected	Notes (for FY 2020)
	<b><u>One-time Revenues, Grants and Other Financing Sources (continued)</u></b>				
391010	Transfer From General Fund Balance - (One-time Operating)	0	0	0	
391010	Transfer From General Fund Balance - (CIP Projects)	0	700,544	614,776	
393200	Capital Lease Proceeds	969,000	310,000		
	<b>Total - One-time Revenues and Other Financing Sources</b>	<u>969,000</u>	<u>1,010,544</u>	<u>614,776</u>	
	<b>Total - General Fund Recurring Revenues and other One-time Financing Sources</b>	<u>36,933,918</u>	<u>36,216,232</u>	<u>37,266,251</u>	

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Personnel - All Funds	FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Adopted		FY 2019-20 Adopted	
	# 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/Administrative Clerk**	1	0.50	0	0	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>3</b>	<b>3.00</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	1	0.75	1	1	1	1
Economic Development Manager	1	1	1	1	1	1	1	1
Office Assistant III	<u>1</u>	<u>0.80</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>3</b>	<b>2.80</b>	<b>3</b>	<b>2.75</b>	<b>3</b>	<b>3.00</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>0.80</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>3.80</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	0	0	0	0	0	0
Lead Network Engineer	1	1	1	1	1	1	1	1
Network Administrator	0	0	2	2	2	2	2	2
Network Security Engineer	1	1	1	1	1	1	1	1
Systems Engineer	1	1	0	0	0	0	0	0
Systems Manager	1	1	1	1	1	1	1	1
Technical Support Specialist	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</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>7</b>	<b>7.00</b>
<b><u>Town Administration Total</u></b>	<b>16</b>	<b>15.43</b>	<b>16</b>	<b>15.55</b>	<b>16</b>	<b>15.80</b>	<b>17</b>	<b>16.80</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	1	1	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

Personnel - All Funds	FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Adopted		FY 2019-20 Adopted	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
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>Division Total</b>	<b>6</b>	<b>5.75</b>	<b>6</b>	<b>5.75</b>	<b>6</b>	<b>5.75</b>	<b>6</b>	<b>5.75</b>
<b>Recreation</b>								
Deputy Director of Parks & Recreation	1	1	1	1	1	1	1	1
Marketing Specialist	0	0	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>Division Total</b>	<b>6</b>	<b>5.63</b>	<b>6</b>	<b>5.63</b>	<b>6</b>	<b>5.63</b>	<b>6</b>	<b>5.63</b>
<b>Community Center Operations</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	0	0	0	0
Custodian II	3	3	3	3	4	4	4	4
Fitness Specialist	1	1	1	1	0	0	0	0
Fitness Supervisor	0	0	0	0	1	1	1	1
Head Fitness Trainer	1	0.75	1	0.75	1	0.75	1	0.75
Personal Trainer	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>Division Total</b>	<b>12</b>	<b>10.75</b>	<b>12</b>	<b>10.75</b>	<b>12</b>	<b>11.50</b>	<b>12</b>	<b>11.50</b>
<b>Aquatics</b>								
Aquatics Services Manager	1	1	1	1	1	1	1	1
Head Lifeguard	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>Division Total</b>	<b>4</b>	<b>3.63</b>	<b>4</b>	<b>3.63</b>	<b>5</b>	<b>4.63</b>	<b>5</b>	<b>4.63</b>
<b>Parks Operations &amp; Development</b>								
Tennis Center Manager	<u>1</u>	<u>0.50</u>	<u>1</u>	<u>0.50</u>	<u>1</u>	<u>0.63</u>	<u>1</u>	<u>0.63</u>
<b>Division Total</b>	<b>1</b>	<b>0.50</b>	<b>1</b>	<b>0.50</b>	<b>1</b>	<b>0.63</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>30</b>	<b>28.14</b>	<b>30</b>	<b>28.14</b>
<b>Finance</b>								
<b>Administration</b>								
Accounting Tech II	0	0	1	1	1	1	1	1
Director of Finance	1	1	1	1	1	1	1	1
Office Assistant III/Administrative Clerk**	<u>0</u>	<u>0.50</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Division Total</b>	<b>1</b>	<b>1.50</b>	<b>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>
<b>Accounting</b>								
Accounting Tech II/Admin Tech	1	1	2	2	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	2	2	1	1	1	1
Senior General Ledger Accountant	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Division Total</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>

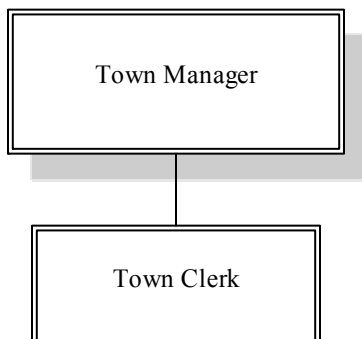
Personnel - All Funds	FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Adopted		FY 2019-20 Adopted	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Revenue</u></b>								
Accounting Tech II	2	1.75	2	1.75	1	0.75	2	1.75
Revenue Supervisor	1	1	1	1	1	1	1	1
Senior Accounting Technician	0	0	0	0	1	1	0	0
<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>1.00</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1.00</b>	<b>1</b>	<b>1.00</b>
<b><u>Finance Total</u></b>	<b>11</b>	<b>11.25</b>	<b>12</b>	<b>11.75</b>	<b>12</b>	<b>11.75</b>	<b>12</b>	<b>11.75</b>
<b><u>Community Development</u></b>								
<b><u>Community Planning</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	0	0
Capital Projects Planner	0	0	0	0	0	0	1	1
Clerk of Boards and Commissions	0	0	0	0	0	0	1	1
Community Forester	1	1	1	1	1	1	1	1
Deputy Director of Community Developmet	0	0	0	0	0	0	1	1
Development Planner/Community Design	0	0	0	0	1	1	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
Housing/Neighborhood Improvement Coordinator	0	0	0	0	0	0	1	1
Office Assistant III	2	2	2	2	2	2	1	1
Permit Technician	0	0	0	0	0	0	0	0
Planner I	2	2	2	2	1	1	1	1
Planning Operations Manager	0	0	0	0	0	0	1	1
Senior Planner	1	1	1	1	1	1	1	1
Senior Project Planner	1	0.50	1	0.50	1	0.63	0	0
Sustainability Program Planner	1	1	1	1	1	1	0	0
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>13.63</b>	<b>15</b>	<b>15.00</b>
<b><u>Community Inspections</u></b>								
Community Development Operations Manager	0	0	0	0	1	1	0	0
Community Inspector	0	0	3	3	2	2	2	2
Community Inspector I	2	1.50	0	0	0	0	0	0
Community Inspector II	1	1	0	0	0	0	0	0
Deputy Zoning Admin/Sr Community Inspector	1	1	0	0	0	0	0	0
<b><u>Division Total</u></b>	<b>4</b>	<b>3.50</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>2</b>	<b>2.00</b>
<b><u>Community Development Total</u></b>	<b>18</b>	<b>17.00</b>	<b>17</b>	<b>16.50</b>	<b>17</b>	<b>16.63</b>	<b>17</b>	<b>17.00</b>

Personnel - All Funds	FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Adopted		FY 2019-20 Adopted	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Police</u></b>								
<b><u>Field Operations</u></b>								
Parking Enforcement Official	0	0	1	0.63	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	24	24	23	23	23	23
Police Sergeant	7	7	7	7	7	7	7	7
<b><u>Division Total</u></b>	<b>39</b>	<b>39.00</b>	<b>41</b>	<b>40.63</b>	<b>40</b>	<b>39.63</b>	<b>40</b>	<b>39.63</b>
<b><u>Support Services</u></b>								
Accreditation Manager	1	1	1	1	0	0	0	0
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	0	0	0	0
Communications Technician	7	7	7	7	7	7	7	7
Information Specialist	1	1	1	1	0	0	0	0
Paralegal	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	2	2	3	3
Police Lieutenant	2	2	2	2	2	2	2	2
Police Officer	9	9	9	9	9	9	8	8
Police Sergeant	2	2	2	2	2	2	2	2
Program Manager	0	0	0	0	1	1	1	1
Public Information Specialist	0	0	0	0	1	1	1	1
Public Safety Operations Manager	0	0	0	0	1	1	1	1
Records Technician	2	2	2	2	3	3	2	2
Records Technician Supervisor	1	1	1	1	0	0	0	0
<b><u>Division Total</u></b>	<b>32</b>	<b>32.00</b>	<b>32</b>	<b>32.00</b>	<b>34</b>	<b>33.73</b>	<b>33</b>	<b>32.73</b>
<b><u>Police Total</u></b>	<b>71</b>	<b>71.00</b>	<b>73</b>	<b>72.63</b>	<b>74</b>	<b>73.36</b>	<b>73</b>	<b>72.36</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	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>Engineering</u></b>								
Associate Administrative Planner	0	0	0	0	0	0	1	1
Civil Engineer I	0	0	0	0	0	0	1	1
Engineer	1	1	1	1	1	1	0	0
Engineering Inspector	1	1	1	1	1	1	1	1
Project Engineer I	2	2	2	2	2	2	2	2
Senior Civil Engineer	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>6</b>	<b>6.00</b>

Personnel - All Funds	FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Adopted		FY 2019-20 Adopted	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Program &amp; Project Management</u></b>								
Chief, Program & Project Manager	1	1	1	1	1	1	1	1
Project Engineer I	2	2	2	2	2	2	2	2
<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	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>Building Maintenance</u></b>								
Building Maintenance Coordinator	1	1	1	1	1	1	1	1
Custodian I	3	3	3	3	3	3	0	0
Custodian II	0	0	0	0	0	0	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	1	1	1	1	1	1	1	1
<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	1	1	1	1
Utility Equipment Operator I	2	2	2	2	2	2	2	2
Utility Maintenance Worker I	5	5	6	6	6	5.80	6	5.80
Utility Maintenance Worker II	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>10</b>	<b>10.00</b>	<b>11</b>	<b>11.00</b>	<b>12</b>	<b>11.80</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	1	1	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	1	1	1	1
Utility Work Crew Supervisor	1	1	1	1	1	1	1	1
<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*	7.50	7.50	7	7	8	7.80	8	7.80
Utility Work Crew Supervisor	1	1	1	1	1	1	1	1
<b><u>Division Total</u></b>	<b>14.50</b>	<b>14.50</b>	<b>14</b>	<b>14.00</b>	<b>15</b>	<b>14.80</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	0	0	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	2	2	2	2	2	2	2	2

Personnel - All Funds	FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Adopted		FY 2019-20 Adopted	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
Office Assistant III/Administrative Clerk	0	0	0	0	0	0	1	1
Operations Coordinator	1	1	1	1	1	1	1	1
Procurement Specialist	1	1	1	1	1	1	0	0
<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>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	1	1	1	1	1	1	1	1
<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	2	2	2	2	2	2	2	2
<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>78.50</b>	<b>78.50</b>	<b>79</b>	<b>79.00</b>	<b>81</b>	<b>80.60</b>	<b>82</b>	<b>81.60</b>
<b><u>Town Attorney</u></b>								
Assistant Town Attorney	0	0	0	0	0	0	1	1
Legal Assistant	1	0.50	1	0.50	2	1.63	2	1.63
Paralegal	1	1	1	1	0	0	0	0
Town Attorney	1	1	1	1	1	1	1	1
<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>2.63</b>	<b>4</b>	<b>3.63</b>
<b><u>General Fund Total</u></b>	<b>230.50</b>	<b>225.44</b>	<b>232</b>	<b>227.19</b>	<b>236</b>	<b>231.91</b>	<b>238</b>	<b>234.28</b>

## Office of the Town Clerk



### **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 2019 Highlights**

- Under auspice of the town attorney, Munipro and OrdLinks are utilized to enhance services to citizens and staff. Town Code changes are immediately available on the town's website following council adoption, which resulted in cost savings and efficient use of staff resources.
- 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 2020 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.
- Transition the outgoing 2017-2018 Town Council.
- Transition the incoming 2019-2020 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 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimated</b>	<b>FY 2020 Projected</b>
<b>Town Council Minutes</b>					
Public Hearings	20	20	19	20	
Work Sessions	20	20	19	20	
Additional Meetings	3	10	3	6	
Sets of minutes submitted for approval	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	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

NOTE: The "additional meetings" row documents meetings the Town Council schedules as needed that are neither work sessions nor public hearings.

**Town Clerk  
Department Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	386,905	384,534	398,557	405,839	405,839
<b>Operations &amp; Maintenance</b>	267,643	314,668	322,700	318,500	311,700
<b>Total Clerk</b>	<b>654,548</b>	<b>699,202</b>	<b>721,257</b>	<b>724,339</b>	<b>717,539</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	3	3	3	3	3
<b>Part Time</b>	1	0	0	0	0

**Budget Highlights**

The major program in the town clerk's budget is the town's community donation's 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 Adopted Budget contains \$211,000 for community donations. The final appropriation will be determined by Town Council and be included in the Adopted Budget.

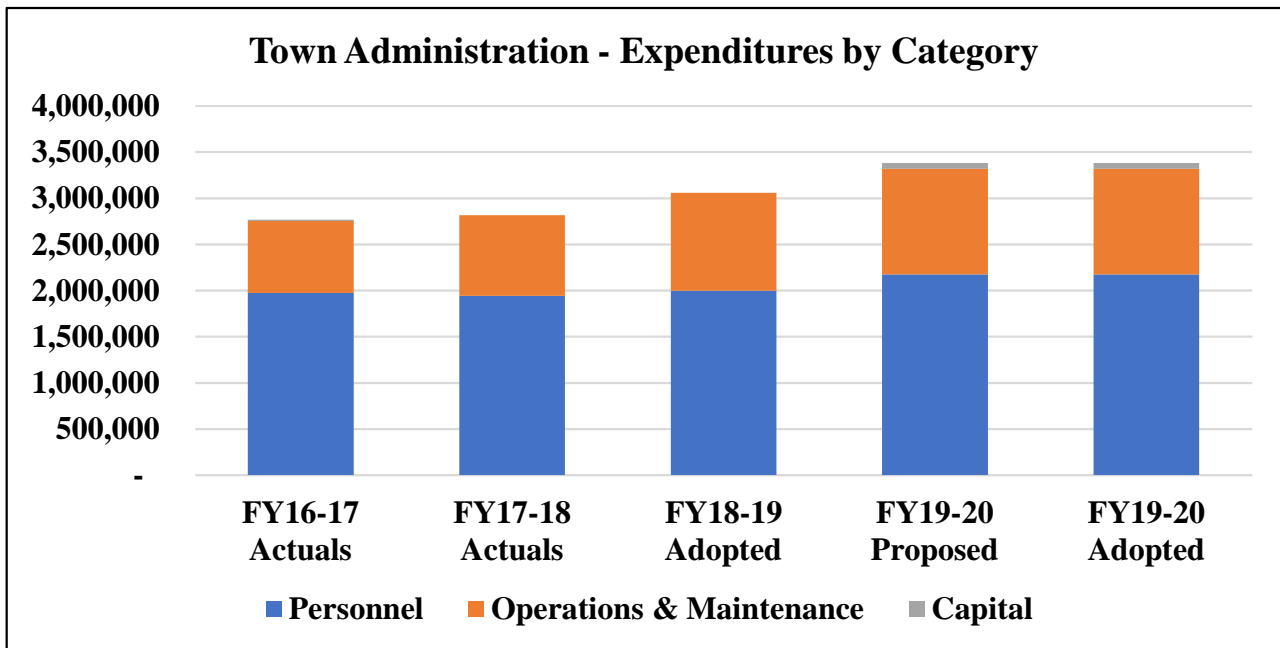
	\$	In-Kind
<b>Donations Funding</b>		
HCTV	99,700	-
Herndon High School Band	500	-
Herndon High School PTSA	2,000	-
Kids At Hope	4,000	-
Herndon Elementary PTA	5,000	-
NextStop	50,000	-
Arts Herndon	50,000	-
Friday Night Live	-	15,000
Herndon Hospitality	-	3,950
<b>Total</b>	<b>211,200</b>	<b>18,950</b>

**Town Administration Department  
Department Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	1,973,210	1,942,662	1,996,305	2,173,363	2,173,363
<b>Operations &amp; Maintenance</b>	779,260	871,497	1,061,772	1,146,062	1,146,062
<b>Capital</b>	13,017	-	-	60,000	60,000
<b>Total Town Admin</b>	<b>2,765,487</b>	<b>2,814,159</b>	<b>3,058,077</b>	<b>3,379,425</b>	<b>3,379,425</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY16-17 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	14	14	14	15	15
<b>Part Time</b>	2	2	2	1	1



## 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 style="text-align: center;"><b><i>Vision Tenet: Honoring People</i></b></p> <p style="text-align: center;"><b><i>Vision Tenet: Celebrating Community Spirit</i></b></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 style="text-align: center;"><b><i>Vision Tenet: Championing Business and Technology</i></b></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, National Small Business Week and tech networking events</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> </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 2018 indicates that more than 85 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 2017 and is used 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. The division produces collateral that keeps citizens informed, including the town calendar, events guide, annual report and budget citizens' guide. 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 celebration of Small Business Week and a networking event for tech companies in the town. The town's e-newsletters targeting citizens, businesses and employees all increased in distribution. It's social media presence expanded as well, as reliance on (and availability of) traditional media wanes.

<b>Key Performance Indicators</b>					
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 estimated</b>	<b>FY 2020 projected</b>
Town news releases issued	41	40	28	35	35
<b>E-Communications</b>					
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 estimated</b>	<b>FY 2020 projected</b>
"News You Can Use" subscribers	1,800	1,900	1,965	2,000	2,100
"News You Can Use" bulletins	37	35	32	35	35
Facebook subscribers	2,300	2,700	2,850	3,400	3,800
"ON Board" subscribers	680	770	866	900	950
"ON Board" bulletins	6	6	4	4	4
<b>Economic Development</b>					
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 estimated</b>	<b>FY 2020 projected</b>
Business site visits	48	48	48	48	48

<b>Town Administration - Communications &amp; Economic Development</b> <b>Division Budget Summary</b>
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	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	343,124	324,801	364,035	377,212	377,212
<b>Operations &amp; Maintenance</b>	46,343	84,424	73,700	73,700	73,700
<b>Total C&amp;ED</b>	<b>389,467</b>	<b>409,225</b>	<b>437,735</b>	<b>450,912</b>	<b>450,912</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	2	2	3	3	3
<b>Part Time</b>	1	1	0	0	0

**Budget Highlights**

There are no highlights for this division.

<b>Town Administration - Town Manager</b> <b>Division Budget Summary</b>
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	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	410,857	448,882	472,429	494,031	494,031
<b>Operations &amp; Maintenance</b>	-	40,661	103,287	55,450	55,450
<b>Total TM Administration</b>	<b>410,857</b>	<b>489,543</b>	<b>575,716</b>	<b>549,481</b>	<b>549,481</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	3	3	3	3	3
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

No budget highlights for this section.

## 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><b><i>Vision Tenet: Honoring People</i></b></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> <li>• Create ‘critical job’ recruitment bonus programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Eighty-one 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>• Timely filing of federal government requirements with IRS, OSHA/VOSH, 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 MUNIS modules (finance/human resources) Enterprise Resource Systems (ERP), to efficiently manage 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, electronic performance evaluation system implemented in FY18/19.</li> </ul>



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**Town Administration - Human Resources**

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**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 promoting a safe work environment.

<b>Key Performance Indicators</b>					
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
Number of regular new hires	29	22	40	30	25
Number of temporary/flexible part time no benefits new hires	94	79	89	85	85
Percent of regular status new hires successfully completing initial probationary period	92%	76%	81%	80%	80%
Attrition Rate - Regular employees (including retirements). Fifteen percent is national average	14%	11%	15%	13%	13%
Number of employees participating in HR initiated training	184	350	459	250	250
Number of recordable workers' compensation injuries	12	14	9	10	10
Number of consecutive years achieved 100% on Risk Management Guidelines	8	9	10	11	12
Number of employees utilizing education reimbursement benefits	6	9	8	12	12

In FY 2019, the Virginia Municipal League (VML) discontinued their Where the Rubber Meets the Road driving safety program. Therefore, the town has modified it risk management and driving training program, to be more specialized to Herndon's needs.

**Town Administration - Human Resources  
Division Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	454,830	476,412	411,187	430,434	430,434
<b>Operations &amp; Maintenance</b>	80,334	123,814	115,200	162,900	162,900
<b>Total HR Administration</b>	<b>535,164</b>	<b>600,226</b>	<b>526,387</b>	<b>593,334</b>	<b>593,334</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	3	3	3	3	3
<b>Part Time</b>	1	1	1	1	1

**Budget Highlights**

The town continues to invest in employee development. The FY 2020 budget includes \$65,000 for employee educational stipends, and increase of \$35,000 over the prior year.

## 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><b><i>Vision Tenet: Honoring People</i></b></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><b><i>Vision Tenet: Championing Business and Technology</i></b></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><b><i>Vision Tenet: Honoring People</i></b></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><b><i>Vision Tenet: Championing Business and Technology</i></b></p> <p><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></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 2019 include the continued migration of the town's core financial, human resources, and utility billing systems; Mobile Herndon ON the GO application launch; Cityworks asset management system overhaul; implementation of a new virtual server environment and storage area network at the Herndon Police Department (HPD); Telephone and telecommunications systems enhancements; Increased GIS presence					
<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.

<b>Key Performance Indicators</b>					
	<b>FY 2018 Actuals</b>	<b>FY 2019 Actuals</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Projected</b>	<b>FY 2022 Projected</b>
<b>Input</b>					
Number of FTEs	6	6	7	7	7
Number of operations FTEs	5	5	6	6	6
<b>Output</b>					
Local area networks	2	2	2	2	2
Servers administered	40	46	48	48	48
Infrastructure components administered	26	28	28	26	28

Networked PCs	230	230	255	230	230
Networked printers	38	38	38	38	38
Mobile devices	130	170	170	130	170
Total number of devices managed	464	512	541	472	514
Work orders completed per month	95	95	95	95	95
<b>Efficiency</b>					
Devices managed per operations FTE	93	102	90	79	86
Average number of work orders	19	19	16	16	16

**Town Administration - Information Technologies  
Division Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	747,756	692,567	748,654	871,686	871,686
<b>Operations &amp; Maintenance</b>	392,528	622,598	769,585	854,012	854,012
<b>Capital</b>	30,089	-	-	60,000	60,000
<b>Total IT Administration</b>	<b>1,170,373</b>	<b>1,315,165</b>	<b>1,518,239</b>	<b>1,785,698</b>	<b>1,785,698</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	6	6	6	7	7
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

**Capital**

\$60,000 in operating capital for equipment rotation (PC's).

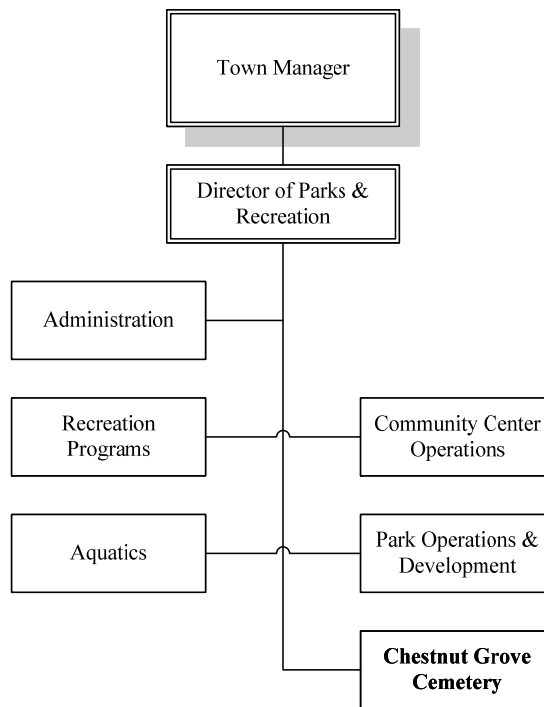
**O&M**

\$66,000 for EnerGov data conversion project.

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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 2019 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 2020 Initiatives**

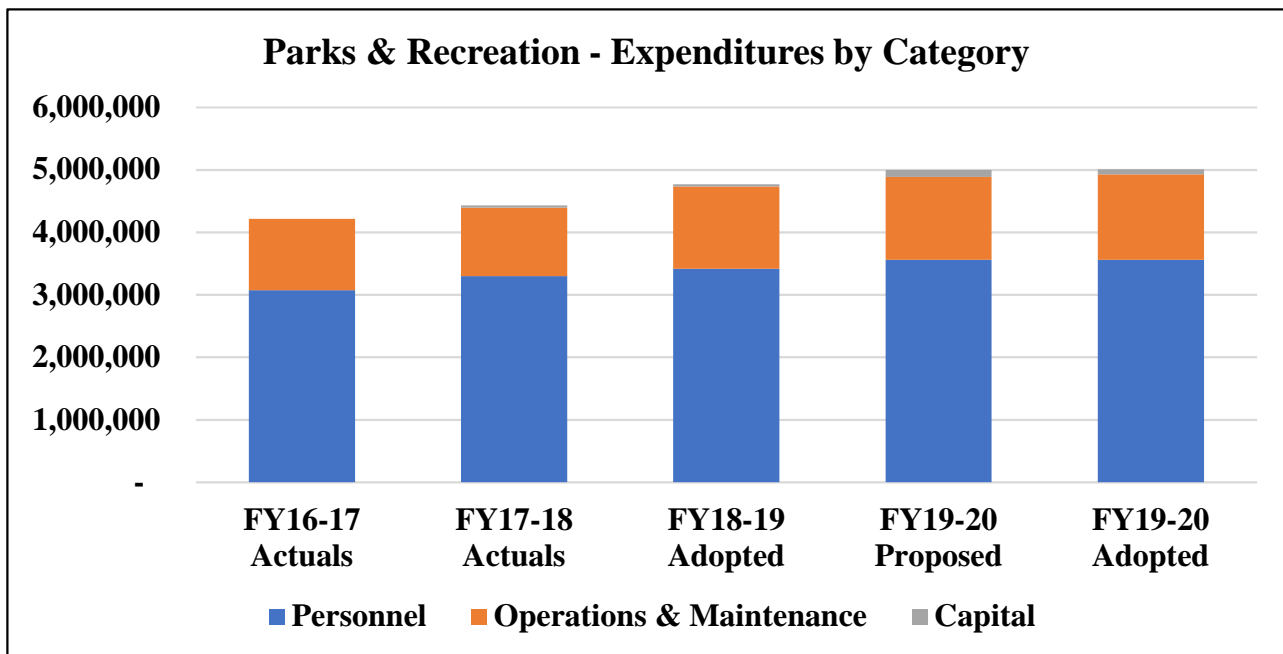
- Maintain the department's parks and facilities; provide quality service to all patrons.
- Provide financial management and oversight of department revenues and expenditures.
- Coordinate and support registration process.
- Plan and coordinate a diverse array of recreation and aquatics programs and activities for ages preschool through senior adult.
- Promote 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 operation.

**Parks & Recreation Department  
Department Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	3,071,320	3,297,593	3,414,829	3,556,363	3,556,363
<b>Operations &amp; Maintenance</b>	1,142,206	1,096,306	1,318,572	1,328,255	1,371,755
<b>Capital</b>	-	35,407	35,000	114,000	81,000
<b>Total P&amp;R</b>	<b>4,213,526</b>	<b>4,429,306</b>	<b>4,768,401</b>	<b>4,998,618</b>	<b>5,009,118</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Adopted</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	24	24	24	24	24
<b>Part Time</b>	5	5	6	6	6





## Parks & Recreation - Administration

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.

Objectives	Strategies	Measures
<p>Lead and manage the department for continuous improvement.</p> <p><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Maintain the department’s parks and facilities.</li> <li>• Maintain the agency’s accreditation status.</li> <li>• Execute the department’s Strategic Plan.</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, monthly and annual revenue summaries.</li> <li>• Provide purchasing processing support.</li> </ul>	<ul style="list-style-type: none"> <li>• Apply pricing strategies to recoup required revenue percentage.</li> <li>• Ensure execution by staff of appropriate cash and inventory control procedures.</li> </ul>
<p>Provide administrative support for the department.</p> <p><b><i>Vision Tenet: Honoring People</i></b></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 50 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><b><i>Vision Tenet: Championing Business &amp; Technology</i></b></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, performance management, and payroll management system.</li> </ul>

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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	544,083	613,845	631,708	655,885	655,885
<b>Operations &amp; Maintenance</b>	98,477	116,528	117,690	124,550	124,550
<b>Capital</b>	-	12,187	-	-	-
<b>Total P&amp;R Administration</b>	<b>642,560</b>	<b>742,560</b>	<b>749,398</b>	<b>780,435</b>	<b>780,435</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	5	5	5	5	5
<b>Part Time</b>	1	1	1	1	1

**Budget Highlights**

There are no highlights for this division.

## 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>• Reach 94% capacity or greater for Herndon Odyssey summer camp registrations.</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 per year in performing arts, environmental education, sports, arts and crafts and special interests, and provide the opportunity to learn or develop a new skill.</li> </ul>	<ul style="list-style-type: none"> <li>• Over 4,000 youth participate in recreation programs.</li> <li>• 40 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>• Offer wellness programs quarterly, combined with promotion of active and healthy lifestyles via social media, events and community outreach.</li> </ul>	<ul style="list-style-type: none"> <li>• Recreation staff participation in three community outreach opportunities.</li> </ul>
<p>Embody and promote Kids at Hope philosophy: <i>All people are capable of success, no exceptions.</i></p> <p><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Provide training to regular and part-time staff.</li> <li>• Infuse customer service and teach philosophies and culture with Kids at Hope as a linchpin of delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• All regular staff complete the Kids at Hope module one training, and all temporary staff have been offered the opportunity to attend and/or been trained by their supervisor.</li> <li>• <i>Culture? Satisfaction ratings go up? Add question to eval form re: I feel encouraged by instructor?</i></li> </ul>

**Parks & Recreation - Recreation Programs**

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 800 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, attracting people from the greater Washington, DC Metropolitan Area; the 2020 festival marks the 39th annual. The event fosters the spirit of community involvement through a planning and implementation committee comprising civic, public and business organizations. The relocation of the festival in 2019 and evaluation of the first year in the new location will provide information on how to maintain and build a sense of community and spirit through the Herndon Festival and its changes.

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 benchmark of an 85 percent overall operation rate. The goal of 82 percent strives to balance creative and new programming opportunities with fiscal and revenue responsibilities.

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### Key Performance Indicator

	<b>Percentage of programs operating (enrolled, meet or exceed minimum)*</b>
<b>FY 2017</b>	85.5%
<b>FY2018</b>	85.4%
<b>FY2019 est</b>	82%
<b>FY2020 proj</b>	82%

\*Department-wide, including fitness and aquatics

\*\* National benchmark for class operation rate is 85%. Source: Learning Resources Network (LERN).

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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	825,177	989,975	885,383	972,871	972,871
<b>Operations &amp; Maintenance</b>	630,428	551,956	708,700	711,825	755,325
<b>Capital</b>	-	-	-	-	-
<b>Total P&amp;R Recreation</b>	<b>1,455,605</b>	<b>1,541,931</b>	<b>1,594,083</b>	<b>1,684,696</b>	<b>1,728,196</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	5	5	5	5	5
<b>Part Time</b>	1	1	1	1	1

**Budget Highlights**

**Personnel**

PT Instructional salaries increased by \$30,650 and PT Supervisor Salaries increased by \$53,113.

**O&M**

Downtown Events	25,000
Kids at Hope	15,000
Fun Days	3,500

## Parks & Recreation - Community Center Operations

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
<p>Provide quality service to all patrons of the community center.</p> <p><b><i>Vision Tenet: Honoring People</i></b></p>	<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>
<p>Maintain a safe and clean facility.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<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>• Parks and Recreation staff will setup and supervise the building for over 1500 classes and 300 rentals during the year.</li> </ul>
<p>Increase daily use of the Herndon Community Center.</p> <p><b><i>Vision Tenet: Honoring People</i></b></p>	<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 increase 2.5 percent over FY 2019 totals.</li> <li>• Total pass sales increase 2.5 percent over FY 2019 totals.</li> <li>• Facility rentals remain consistent with FY 2019 totals.</li> <li>• Birthday parties to increase five percent over FY 2019 totals.</li> </ul>
<p>Provide a quality comprehensive fitness program.</p> <p><b><i>Vision Tenet: Honoring People</i></b></p>	<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 2.5 percent over FY 2019 totals.</li> <li>• Drop-in exercise class offerings to remain consistent with FY 2019 totals.</li> </ul>

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## Parks & Recreation - Community Center Operations

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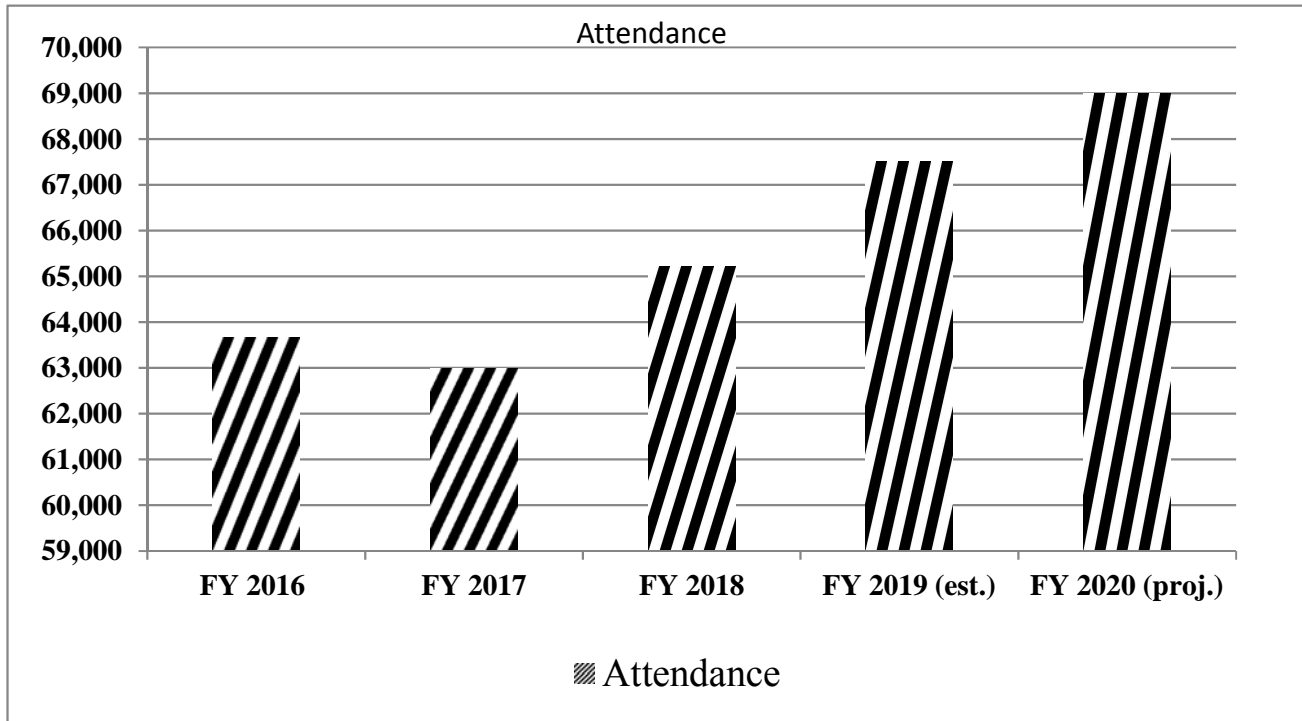
### Performance Measures

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 2016	63,678
FY 2017	62,993
FY 2018	65,222
FY 2019 (est.)	67,500
FY 2020 (proj.)	69,000





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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	938,900	918,124	1,008,317	1,030,828	1,030,828
<b>Operations &amp; Maintenance</b>	215,093	203,197	226,600	223,550	223,550
<b>Capital</b>	-	-	20,000	58,000	25,000
<b>Total P&amp;R Community Center</b>	<b>1,153,993</b>	<b>1,121,321</b>	<b>1,254,917</b>	<b>1,312,378</b>	<b>1,279,378</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	11	11	10	10	10
<b>Part Time</b>	1	1	2	2	2

**Budget Highlights**

**Capital**

\$25,000 was included to complete the second year of a two year program to update weight room equipment.

## Parks & Recreation - Aquatics Programs & Operations

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.

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 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>

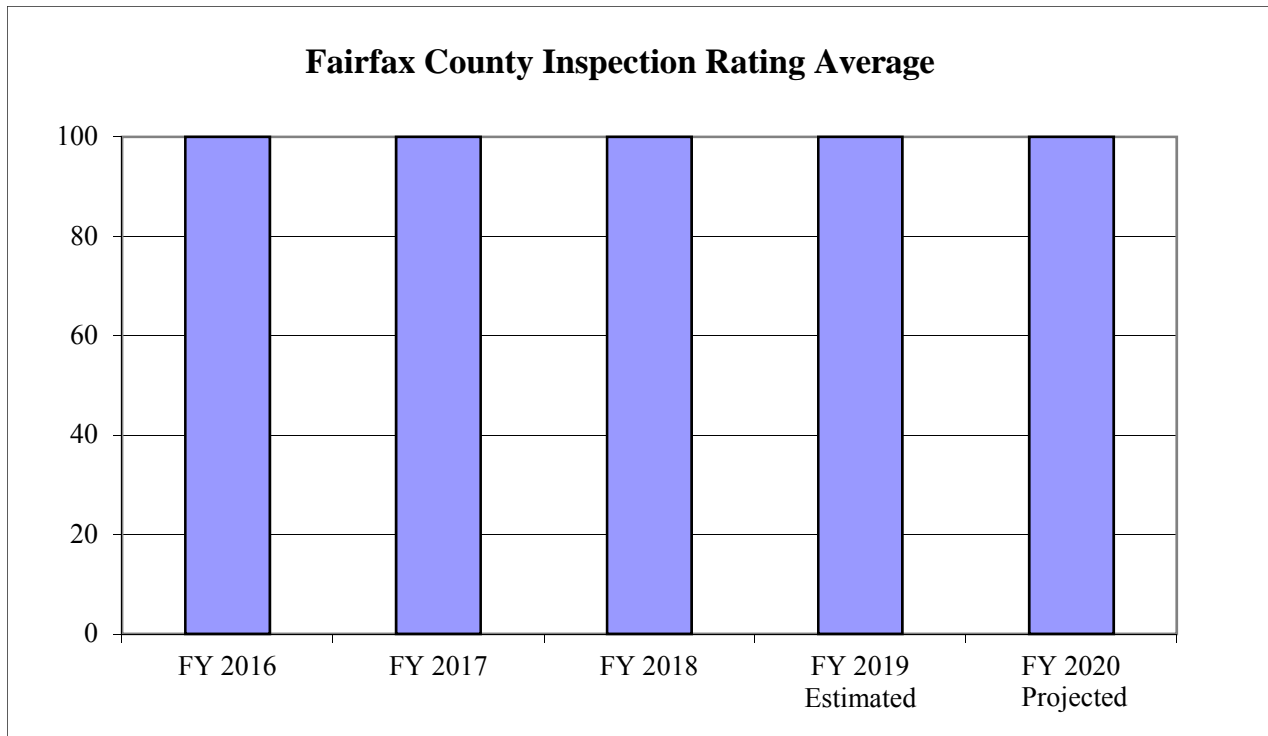
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## Parks & Recreation - Aquatics Programs & Operations

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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.



	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Projected</u>
Fairfax County Inspection Rating Average	100	100	100	100	100

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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	626,422	626,422	801,359	786,108	786,108
<b>Operations &amp; Maintenance</b>	130,675	130,675	164,172	166,580	166,580
<b>Capital</b>	-	-	-	56,000	56,000
<b>Total P&amp;R Aquatics</b>	<b>757,097</b>	<b>757,097</b>	<b>965,531</b>	<b>1,008,688</b>	<b>1,008,688</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	3	3	4	4	4
<b>Part Time</b>	1	1	1	1	1

**Budget Highlights**

**Capital**

\$56,000 for pool white coat.

## Parks & Recreation - Park Operations & Development

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.

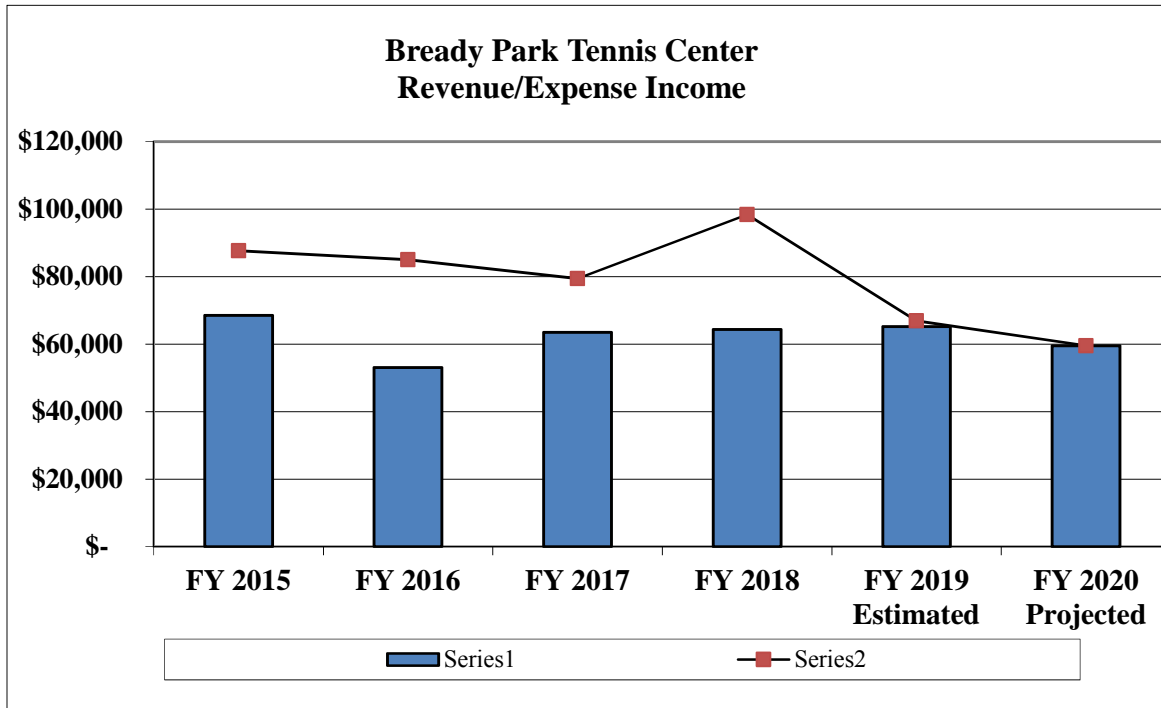
Goals	Strategies	Measures
<p>Operate the Bready Park Indoor Tennis Facility as a sustaining enterprise operation.</p> <p><i><b>Vision Tenet: Celebrating Community Spirit</b></i></p> <p><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <li>• Market 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><b>Vision Tenet: Honoring People</b></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><b>Vision Tenet: Celebrating Community Spirit</b></i></p>	<ul style="list-style-type: none"> <li>• Renew picnic experience at Haley Smith Park.</li> </ul>	<ul style="list-style-type: none"> <li>• Install a picnic shelter to replace loss of shaded picnic space.</li> </ul>
<p>Maintain and preserve town parks.</p> <p><i><b>Vision Tenet: Celebrating Community Spirit</b></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 Bredy 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.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Estimated	FY 2020 Projected
Projected Net Income	\$ 68,485	\$ 53,048	\$ 63,477	\$ 64,353	\$ 65,229	\$ 59,536
Actual Net Income	\$ 87,653	\$ 84,966	\$ 79,415	\$ 98,366	\$ 66,944	\$ 59,536



NOTE: FY 2015 income increase is due to completion of the 15-year lease purchase of the tennis bubble and its construction. Plans to fund replacement of the bubble structure are reflected in the Capital Improvement Program.

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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	91,847	90,861	88,062	110,671	110,671
<b>Operations &amp; Maintenance</b>	74,089	78,499	101,410	101,750	101,750
<b>Capital</b>	-	23,200	15,000	-	-
<b>Total P&amp;R Parks</b>	<b>165,936</b>	<b>192,560</b>	<b>204,472</b>	<b>212,421</b>	<b>212,421</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	0	0	0	0	0
<b>Part Time</b>	1	1	1	1	1

**Budget Highlights**

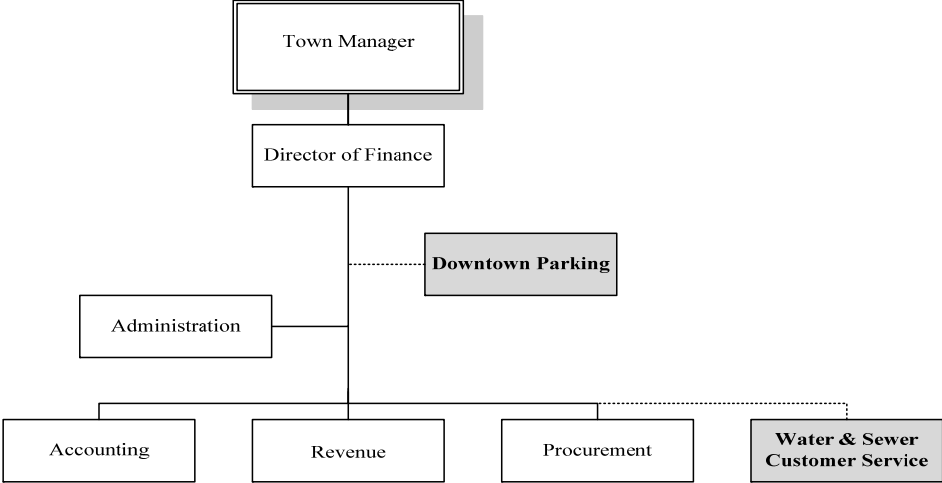
There are no highlights for this division.

TOWN OF  
**Herndon**  
VIRGINIA

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



# 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 2019 Highlights**

- Achieved the prestigious Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting award for the FY 2017 Comprehensive Annual Financial Report (CAFR); the 43rd 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.
- Completed Phase IV, Utility Billing, and implementation of the Tyler Technologies MUNIS software package.
- Updated online payment portals to allow customers to access real estate and utility bills and to pay online via a more secure gateway.
- Continued to transition more vendors and all employees with direct deposit to receive ACH payments for invoices and travel, respectively.
- Enrolled in Tyler Technology’s PACE program for post-implementation Munis training.

**FY 2020 Initiatives**

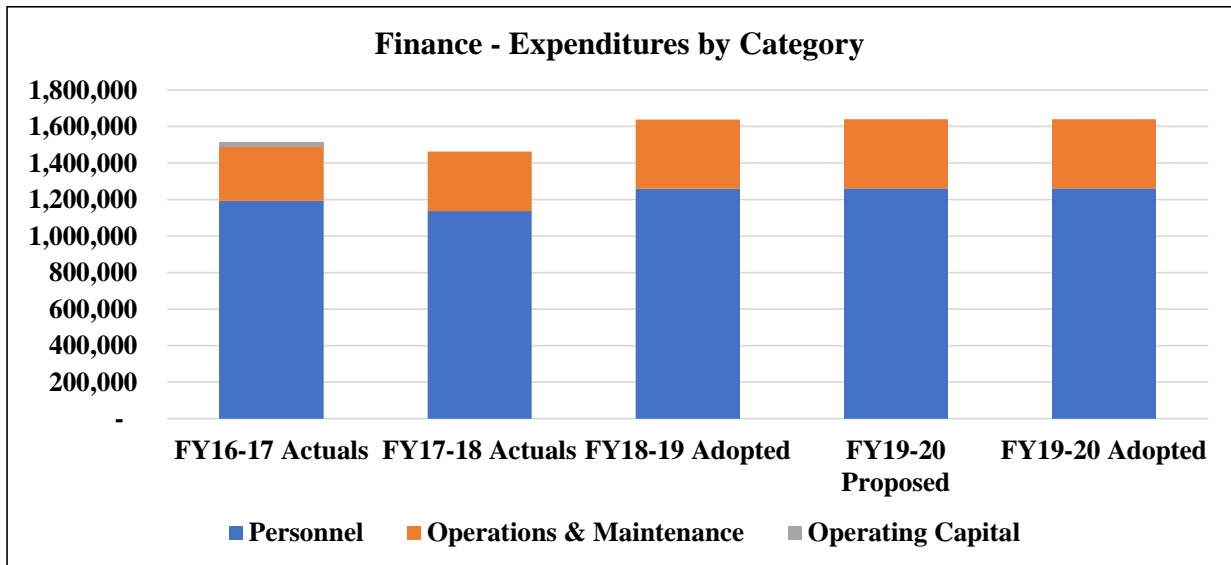
- Implement Employee Expense Reporting module of Tyler Munis to update the outdated, paper-driven process.
- Begin use of Check Request module in Tyler Munis to eliminate paper-bound process.
- Continue optimization of Munis setup, processes, and procedures.
- Provide on-going training to departments on Munis and other finance policies and procedures.
- Complete CIP capitalization project.
- Continue automating preparation of Comprehensive Annual Financial Report (CAFR) exhibits.
- Finalize optimization of Chart of Accounts in the General Ledger.

**Finance Department  
Department Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	1,193,184	1,138,242	1,259,914	1,261,514	1,261,514
<b>Operations &amp; Maintenance</b>	299,541	325,200	379,251	379,335	379,335
<b>Operating Capital</b>	25,450	-	-	-	-
<b>Total Finance</b>	<b>1,518,175</b>	<b>1,463,442</b>	<b>1,639,165</b>	<b>1,640,849</b>	<b>1,640,849</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	10	10	11	11	11
<b>Part Time</b>	2	1	1	1	1



## Finance - Administration

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.

Objectives	Strategies	Measures
Enhance the town's financial management and its credit rating.	<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 to maintain AAA credit rating 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>
Ensure town assets are adequately safeguarded.	<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 before 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 three days of notification to the division.</li> </ul>
Provide oversight and guidance to department.	<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> <li>• Continue to optimize new accounting software package to streamline processes and automate basic tasks</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> <li>• Invest in Munis training for the Finance department and town-wide.</li> </ul>

## Finance - Administration

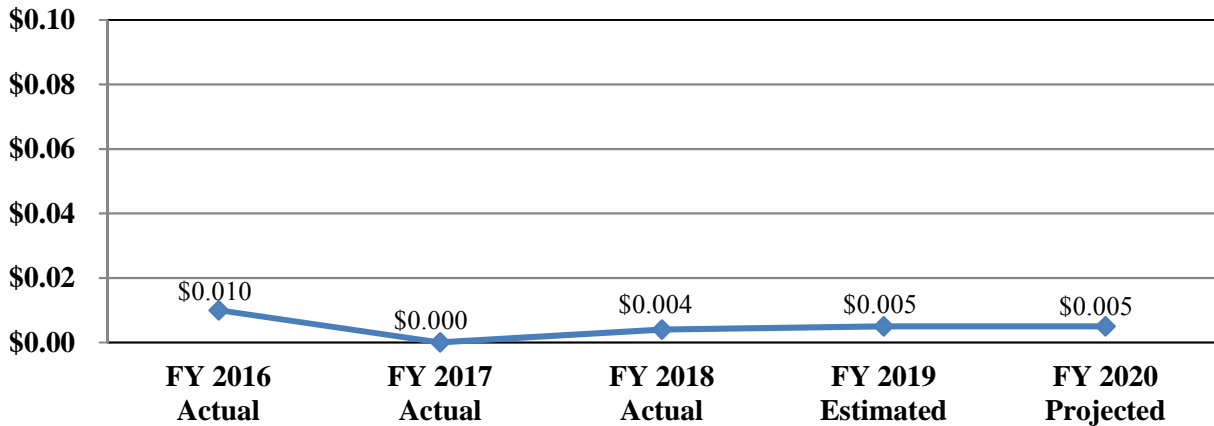
### Performance Measures

Restating the interest earned on available funds into an equivalent real estate tax rate demonstrates the role interest earnings play in funding town operations. 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) and a very conservative investment approach while an updated investment strategy is implemented, 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Interest earnings converted to real estate tax rate	\$0.010	\$0.000	\$0.004	\$0.005	\$0.005
Percentage of insurance claims reported to carrier within 3 days of incident	94%	94%	95%	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**

**Finance - Administration  
Division Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	259,617	239,779	260,867	272,503	272,503
<b>Operations &amp; Maintenance</b>	209,820	222,971	262,351	288,850	288,850
<b>Total Finance Administration</b>	<b>469,437</b>	<b>462,750</b>	<b>523,218</b>	<b>561,353</b>	<b>561,353</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	1	2	2	2	2
<b>Part Time</b>	1	0	0	0	0

**Budget Highlights**

**O&M**

\$98,500 in Professional Services for financial advisors, a cost allocation study, and a user fee study.

## Finance - Accounting

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.

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 2019 after the FY 2019 financial records are complete.</li> <li>• Issue FY 2019 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, 2019.</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>• Vendors paid via ACH when available instead of paper checks.</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

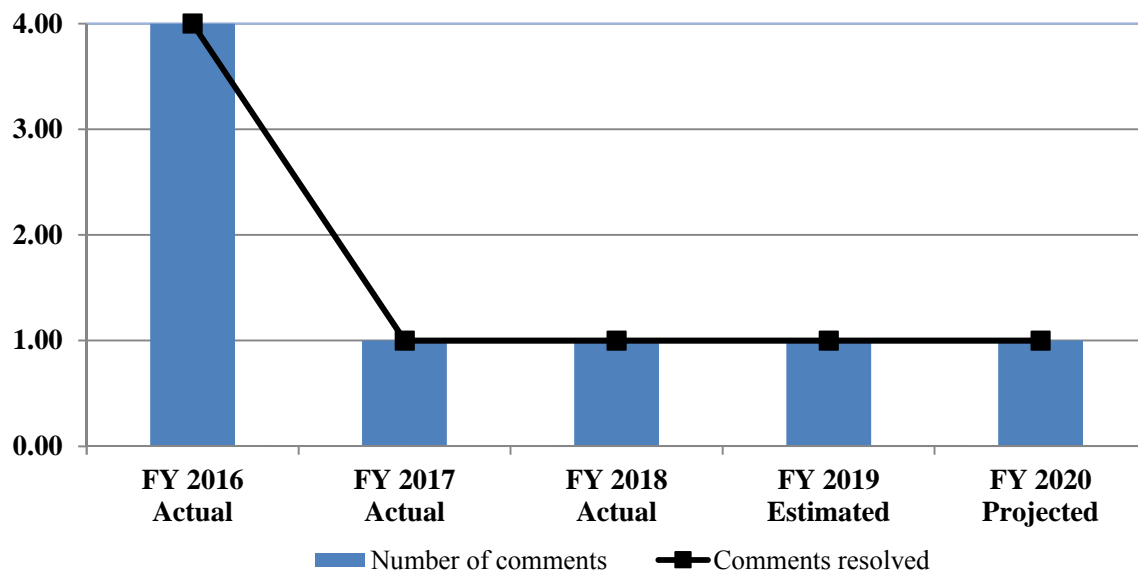
### Performance Measures

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 2018 and FY 2017. 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 2017 Comprehensive Annual Financial Report (CAFR). This marked the 43rd consecutive year that the town achieved this prestigious recognition. The FY 2018 CAFR was submitted to GFOA for consideration of an award. Expected notification is imminent.

Indicator	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Auditor management letter					
Number of comments	4	1	1	1	1
Comments resolved	4	1	1	1	1
GFOA Certificate for Excellence in Financial Reporting					
Number of consecutive years achieved	42	43	44	45	46

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



**Finance - Accounting  
Division Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	618,239	579,545	615,481	634,194	634,194
<b>Operations &amp; Maintenance</b>	23,390	31,973	36,400	33,800	33,800
<b>Operating Capital</b>	25,450	-	-	-	-
<b>Total Finance Accounting</b>	<b>667,079</b>	<b>611,518</b>	<b>651,881</b>	<b>667,994</b>	<b>667,994</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	6	6	6	6	6
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

There were no highlights for this division.



## Finance - Revenue

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.

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>• Optimize use of Munis Enterprise Resource Planning financial software package.</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.</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

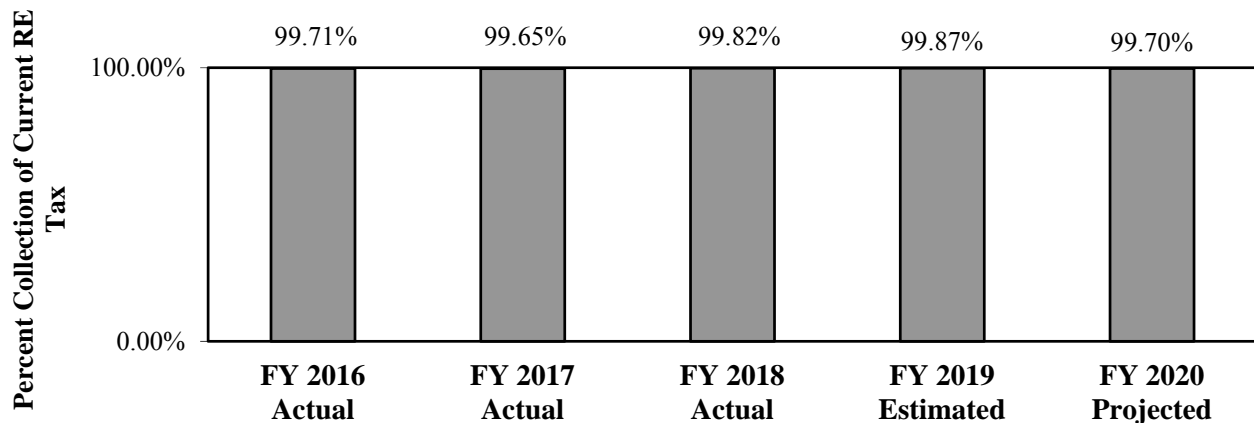
The Revenue activity center provides real estate and business license assessments and billings and collections of all taxes, fees, charges and fines while providing quality customer service. The division strives to collect all amounts due the town in a timely and efficient manner, thus maintaining low 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Percent of real estate taxes collected in year of levy	99.71%	99.65%	99.82%	99.87%	99.70%

**Actual/Projected Real Estate Tax Levies**



<b>Finance - Revenue</b> <b>Division Budget Summary</b>
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	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	227,744	212,762	267,856	235,560	235,560
<b>Operations &amp; Maintenance</b>	61,335	63,944	74,800	51,485	51,485
<b>Total Finance Revenue</b>	<b>289,079</b>	<b>276,706</b>	<b>342,656</b>	<b>287,045</b>	<b>287,045</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	2	2	2	2	2
<b>Part Time</b>	1	1	1	1	1

**Budget Highlights**

**O&M**

The bank service charges are being phased out as a cost to the town. Reduction represents savings for one-half of the year.

## Finance - Procurement

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.

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><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></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>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 cash flows 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>

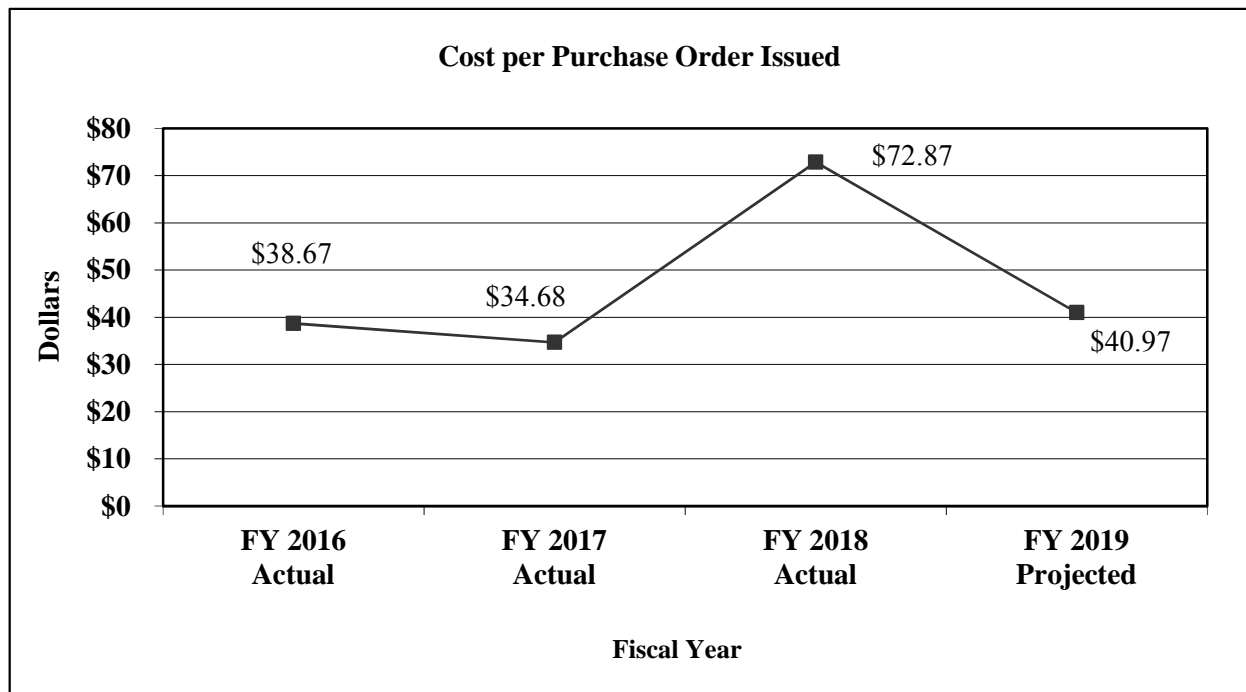
## Finance - Procurement

### 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Number of purchase orders processed each fiscal year	2,714	2,756	1,564	1,572	2,000
Rental income from commercial side of 397 Herndon Parkway	\$538,005	\$550,069	\$447,086	\$472,387	\$472,387.00
Receipts from sale of town-owned surplus property	\$14,927	\$0	\$0	\$55,000	\$60,000.00



**Finance - Procurement  
Division Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	90,584	106,156	115,710	119,257	119,257
<b>Operations &amp; Maintenance</b>	4,996	6,312	5,700	5,200	5,200
<b>Total Finance Procurement</b>	<b>95,580</b>	<b>112,468</b>	<b>121,410</b>	<b>124,457</b>	<b>124,457</b>

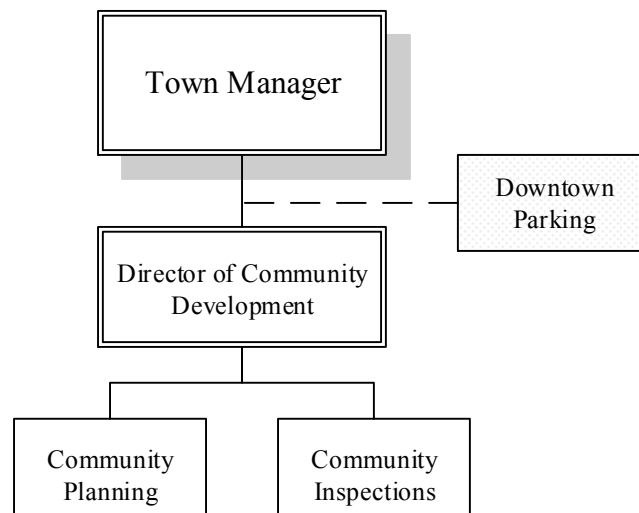
**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	1	1	1	1	1
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

There were no highlights for this division.

## Community Development



### **Vision**

Comprised of land planning, urban design, transportation planning, zoning, historical preservation, environmental planning, capital improvement programming, architectural review, arboriculture, residential revitalization and code enforcement, the Department of Community Development protects, plans, enhances and cultivates the town's natural and manmade environment. Through application of these multiple disciplines, the department strives to ensure a vibrant, attractive and environmentally, economically and socially sustainable community in which Town of Herndon residents and businesses prosper. 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 2019 Highlights**

- Secured over \$4.7 M in transportation related grant funding
- Awarded Tree City USA designation for the 30<sup>th</sup> straight year.
- Adoption of the South Elden Street Area Plan.
- Development, programming and processing of the FY 2020 – FY 2025 CIP.
- 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.
- Adoption of the Herndon Town-wide Streetscape Standards.
- Review and approval of the Downtown Redevelopment Development Site Plan.
- Review and approval of the Downtown Redevelopment Certificate of Appropriateness.
- Adoption of Uniform Sign Standards for the Heritage Preservation District to allow for administrative approval.
- Adoption of Uniform Sign Standards for the Architectural Control District to allow for administrative approval.
- Adoption of the sign and open space chapters of the Urban Design and Architectural Guidelines for the Herndon Transit- Oriented Core (HTOC).
- Adoption of new Heritage Preservation Review Board, Architectural Review Board and Planning Commission updated by-laws and schedules for implementation of process improvements.
- Implementation of Citywork PLL for work flow management and case tracking.
- Adoption of new Architectural Surveys for Historic District.

## Community Development

- Review of first development plan application in the Herndon Transit Oriented Core by the Planning Commission and Town Council.
- Town of Herndon Community Forester awarded Fairfax County's Friends of Trees Award and selected by statewide peers to attend the International Urban Forestry Conference.
- Adoption of the sign and open space chapters of the Urban Design and Architectural Guidelines for the Herndon Transit- Oriented Core (HTOC).
- Adoption of the Herndon Pedestrian Plan.
- Furtherance of the East Elden Street Improvement Project and East Spring Street Improvement Project in cooperation with VDOT.
- Continued engagement with Fairfax and Loudoun county staff on matters of interest to the town.
- Initiation of department social media program.
- Secured additional Herndon Metrorail Stations Access Management Study (HMSAMS) funding from Fairfax County towards pedestrian and bicycle access improvements to the Herndon Metrorail Station.
- Participated in Metropolitan Washington Airport Authority meetings to protect the Town from adverse impacts of new flight patterns.

### **FY 2020 Initiatives**

- Adoption of revised Heritage Preservation Review Guidelines.
- Completion of the state mandated 5-year review of the Herndon Comprehensive Plan.
- Installation of heritage district street signs.
- Adoption of a Comprehensive Plan Amendment for the Herndon Transit Related Growth Area.
- Development of an electronic Wayfinding program.
- Furtherance of the East Elden Street Improvement Project and East Spring Street Improvement Project in cooperation with VDOT.
- Continued 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.
- Adoption of a Certificate of Appropriateness to permit additional work to be performed in the Heritage District upon administrative approval.
- Adoption of TOH Bicycle Network Master Plan.
- Adoption of new Streetlight Agreement with Fairfax County and Dominion Energy to allow LED streetlights
- Initiation of bikeshare program study.
- Achieve Bicycle Friendly Community Certification.
- Development and adoption of zoning ordinance amendments as recommended by the comprehensive plan amendment for the South Elden Area Plan.

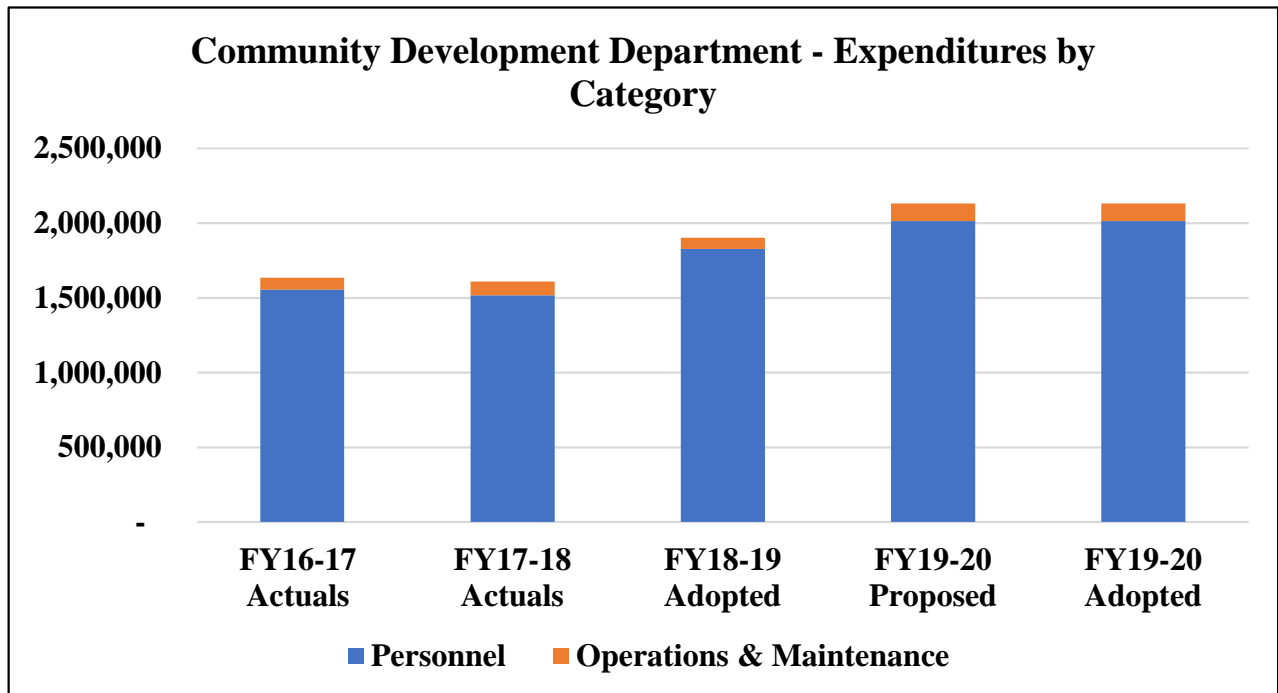


**Community Development  
Department Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	1,554,707	1,516,715	1,826,029	2,012,622	2,012,622
<b>Operations &amp; Maintenance</b>	80,182	91,213	76,300	118,060	118,060
<b>Capital</b>	-	-	-	28,500	28,500
<b>Total Community Development</b>	<b>1,634,889</b>	<b>1,607,928</b>	<b>1,902,329</b>	<b>2,159,182</b>	<b>2,159,182</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	16	17	17	17	17
<b>Part Time</b>	2	1	1	0	0



## 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>• Facilitate the development of attractive, stimulating and comfortable public spaces.</li> <li>• Champion the natural environment through sustainable practices.</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>• Site plans incorporate applicable streetscape, heritage preservation and urban design guidelines.</li> <li>• Low-impact, sustainable design measures are incorporated within proposed development.</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 eligible homeowners to improve and maintain housing stock.</li> <li>• Planning commences for the establishment of public wayfinding 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>• Additional materials are permitted or made permissible in the Heritage District.</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>• Board and Planning Commission members are provided training and thorough and concise summaries of public hearing and general items to enable consistent application of approved town area plans and policies.</li> <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>

## Community Development – Community Planning

Enhance Herndon’s competitive edge within the region through a diverse real estate tax base and efficient processing of plans and permits.

***Vision Tenet: Cultivating a Sustainable Environment***

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

- Ensure appropriate balance of uses in the town’s mixed-use hubs.
- Streamline review processes.
- Ensure new development reflects current and foreseeable business and residential markets and trends for living and working in modern ways.
- Facilitate private investment by providing official documents.
- Small area plan amendments provide guidance for balanced mixed-use development and residential and non-residential mix.
- Small area plan amendments balance the need for housing with infrastructure constraints.
- Changes occur to allow an increased number of administratively approved permits.
- Zoning Certification Letters provided within 3 weeks of request.

## 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, ARB and HPRB, BZA and PBAC.

	Key Performance Indicators				
	FY 2016	FY 2017	FY 2018	FY 2019 Estimated	FY 2020 Projected
# HOAs served by Housing Specialist	N/A*	N/A*	N/A*	4	25
# of homeowners served by Housing	N/A*	N/A*	N/A*	1	2
# years awarded Tree City USA status	26	27	28	29	30
Transportation related grant funds	\$7,522,830	\$27,626,697	\$5,488,016	\$17,900,000	\$2,000,000**

\*Due to the loss of grant funding, the position of Housing Specialist was eliminated in FY 2016. New funding was obtained in FY 2018.

\*\*A FY2020 projection of \$2.0 M is based on the assumption that the town successfully achieves \$17.9 Million in FY2019. If 'not successful', then the FY2020 projection will increase accordingly as a result of applying again through federal and state funding sources.

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.

	Downtown				
	FY 2016	FY 2017	FY 2018	FY 2019 Estimated	FY 2020 Projected
Zoning Appropriateness Permits	23	5	2	3	6
Sign Permits	9	3	3	4	5
Site Plans & Site Plan Revisions	5	2	1	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.

	Town-Wide				
	FY 2016	FY 2017	FY 2018	FY 2019 Estimated	FY 2020 Projected
All site and subdivision plans, site plan review	33	25	40	24	27
HPRB Applications	19	25	31	30	30
Sign Permit Applications	41	40	30	28	28
Zoning Inspection Permits	37	45	42	45	50
Zoning Appropriateness Permits	177	130	125	129	130
BZA Applications	10	4	8	6	8

**Community Development - Community Planning  
Division Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	1,401,563	1,356,359	1,553,544	1,725,042	1,725,042
<b>Operations &amp; Maintenance</b>	73,535	83,326	66,700	109,260	109,260
<b>Total Community Development</b>	<b>1,475,098</b>	<b>1,439,685</b>	<b>1,620,244</b>	<b>1,834,302</b>	<b>1,834,302</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	13	13	13	15	15
<b>Part Time</b>	1	1	1	0	0

**Budget Highlights**

There were no highlights for this division.

## 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><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p> <p><b><i>Vision Tenet: Honoring People</i></b></p> <p><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></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 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> <li>• Monitor and respond to community parking concerns.</li> </ul>	<ul style="list-style-type: none"> <li>• Re-inspection of all home-based businesses within 24 months from initial inspection.</li> <li>• Illegal sign collection performed per standard seasonal schedule.</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> <li>• Parking studies completed within 3 weeks of request.</li> </ul>
<p>Initiate community engagement to educate and establish partnerships to enhance understanding of and adherence to zoning regulations.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p> <p><b><i>Vision Tenet: Honoring People</i></b></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>• Inspectors meet with at least 12 commercial business owners or property managers.</li> <li>• The zoning administrator meets with the Herndon Economic Development Advisory Committee at least once a year.</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.

	<b>FY 2017 - FY 2020</b>			
	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 Estimated</b>	<b>FY 2020 Projected</b>
Excessive Occupancy	48	57	40	45
Other Zoning Violations	154	297	200	225
Total	202	354	240	270

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

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 Estimated</b>	<b>FY 2020 Projected</b>
Number of interactions that qualify as community outreach, including meetings with HOAs, HCAC, crime watch, business associations, and others.	12	9	7	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.	7	9	7	15	15

**Community Development - Inspections  
Division Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	153,144	160,356	272,485	287,580	287,580
<b>Operations &amp; Maintenance</b>	6,647	7,887	9,600	8,800	8,800
<b>Capital</b>	0	0	0	28,500	28,500
<b>Total Community Development</b>	<b>159,791</b>	<b>168,243</b>	<b>282,085</b>	<b>324,880</b>	<b>324,880</b>

**Staffing**

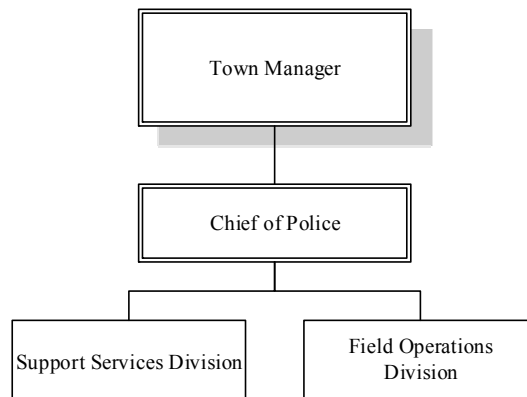
	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	3	3	3	2	2
<b>Part Time</b>	1	0	0	0	0

**Budget Highlights**

\$28,500 for S10 Pickup Truck



# Police Department



## **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 department advocates partnerships with the community to promote crime prevention and strengthen community involvement.

## **Recent Highlights**

- Awarded first place in the annual statewide Virginia Law Enforcement Challenge, a program designed to demonstrate traffic safety efforts conducted throughout the year.
- Awards and Recognition:
  - Received WRAP (Washington Region Alcohol Program) and MADD (Mothers Against Drunk Driving) Awards.
  - Received a community policing award from ASIS, a professional organization for security professionals.
  - Received First Responder of the Year Award by the Chamber of Commerce.
  - Recognized by US Attorney for outstanding assistance in child exploitation casework and a high-profile murder case in Fairfax County.
  - Recognized by PERF (Police Executive Research Forum) for the department's participation with Project HOPE, for efforts to strengthen relations with immigrant communities.
  - Awarded a grant by the state to provide department-wide de-escalation training for officers and computer forensics training for two detectives.
- Completed an upgrade in dispatching equipment and associated workstations.
- Participated as a member of the Northern Virginia Gang Task Force and the Internet Crimes Against Children Task Force.
- Held a Citizens and Youth Police Academy.

## **Upcoming Initiatives**

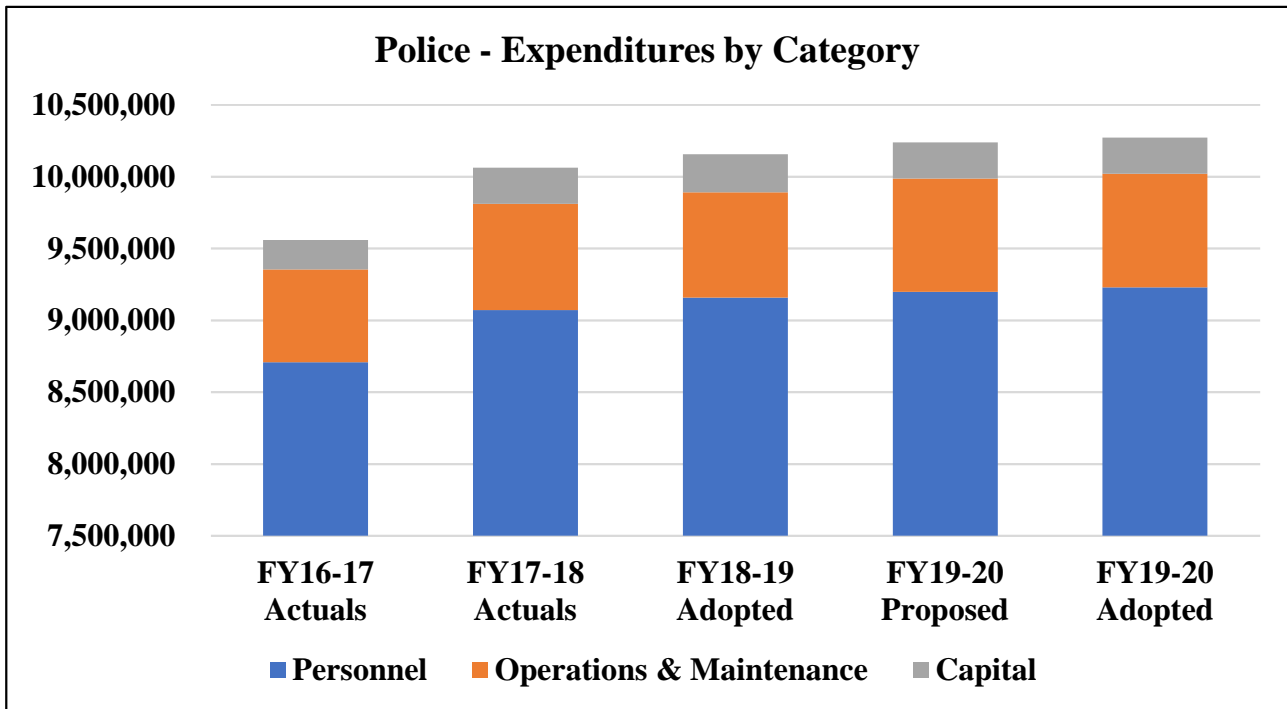
- Deter and detect crime, investigate criminal activity and apprehend suspected criminals.
- Promote crime prevention and preserve and strengthen community partnerships.
- Enforce traffic laws to promote roadway safety.
- Maintain readiness through emergency management.
- Expand the use of technology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

**Police Department  
Department Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	8,707,414	9,071,292	9,156,937	9,196,468	9,229,468
<b>Operations &amp; Maintenance</b>	645,055	737,548	734,300	789,600	789,600
<b>Capital</b>	206,574	252,660	264,200	251,100	251,100
<b>Total Police</b>	<b>9,559,043</b>	<b>10,061,500</b>	<b>10,155,437</b>	<b>10,237,168</b>	<b>10,270,168</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	71	72	72	71	71
<b>Part Time</b>	0	1	2	2	2



## 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 according to priority of emergency.</li> <li>• Initiate response to observed criminal activity.</li> <li>• Conduct foot and bike patrols to target nuisance crimes and detect criminal activity.</li> <li>• Conduct effective investigations and review case resolution.</li> <li>• Promptly transfer criminal cases to Criminal Investigations for follow-up investigation.</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>• Promote community policing and 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>• Provide crime prevention resources to businesses and citizens.</li> <li>• Attend meetings of homeowners' associations, Neighborhood Watch groups, and other community groups.</li> <li>• Share non-emergency citizen concerns with appropriate town departments for effective resolution.</li> <li>• Bolster partnerships with the schools through Project Hope and the Youth Resource Officer.</li> <li>• Sponsor two "Coffee with a Cop" events annually.</li> <li>• Coordinate with HPCST members to assist with events, parking enforcement, radar surveys, and courtesy services such as vacation house checks fingerprinting services.</li> </ul>
<p>Enforce traffic laws and promote roadway safety.</p>	<ul style="list-style-type: none"> <li>• Promote roadway safety as a priority.</li> <li>• Plan targeted traffic enforcement efforts to deter hazardous driving.</li> <li>• Enforce motor carrier safety regulations.</li> <li>• Promote traffic safety campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct traffic enforcement to identify impaired and distracted driving, speeding, and other safety violations.</li> <li>• Address traffic complaints, and monitor violation and accident frequency to identify locations for selective enforcement.</li> <li>• Conduct saturation and holiday patrols to detect impaired driving.</li> <li>• Utilize social media for urgent alerts and advisories to keep the public informed.</li> <li>• Participate in traffic safety campaigns to curb distracted driving, encourage seat belt use, and improve pedestrian and bicycle safety.</li> <li>• Participate in the annual "Law Enforcement Challenge" competition to demonstrate traffic safety efforts.</li> <li>• Perform a minimum of 32 motor carrier safety inspections annually per certified</li> </ul>

		<p>inspector.</p> <ul style="list-style-type: none"><li>• Conduct a bicycle and pedestrian safety campaign with emphasis on WO&amp;D trail intersections.</li></ul>
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**Police - Operations**  
**Division Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	5,211,649	5,023,878	5,118,391	5,327,405	5,332,588
<b>Operations &amp; Maintenance</b>	192,557	187,052	151,200	172,200	172,200
<b>Capital</b>	191,624	233,352	237,900	210,100	
<b>Total Police Operations</b>	<b>5,595,830</b>	<b>5,444,282</b>	<b>5,507,491</b>	<b>5,709,705</b>	<b>5,504,788</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	39	40	39	39	39
<b>Part Time</b>	0	1	1	1	1

**Budget Highlights**

**Capital**

Ford Interceptor	Patrol	56,000
Ford Explorer	CIS	42,500
Ford Fusion	CIS	37,500
Nissan Leaf (electric)	Parking	43,000
		179,000

**Replacements**

MCT's (3)	17,100
In-Car Cameras (2)	14,000
	31,100

**Police - Support Services**

Objectives	Strategies	Measures
Promote crime prevention.	<ul style="list-style-type: none"> <li>• Promote crime prevention through social media platforms.</li> <li>• Promote community engagement and citizen involvement.</li> <li>• Advocate Neighborhood, Apartment, Business and Fleet Watch Programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide alerts and awareness of crime trends and other emerging issues on social media.</li> <li>• Coordinate annual National Night Out campaign with participating community groups.</li> <li>• Conduct a Youth Police Academy.</li> <li>• Attend monthly safety meetings at senior citizen center.</li> <li>• Contact victims of burglary and offer residential or business security checks.</li> <li>• Participate in watch program meetings and maintain interaction with members through distribution of press releases and social media alerts.</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 specialized law enforcement operations.</li> <li>• Augment computer forensic investigation capabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Review the nature of incoming cases and status of resolution.</li> <li>• Investigate criminal incidents involving violence as a top priority.</li> <li>• Assign detectives to the Northern Virginia Gang Task Force, the Fairfax County Vice/Narcotics Unit, and the Internet Crimes Against Children Task Force.</li> <li>• Share/exchange alerts, intelligence, and information with law enforcement partnerships.</li> <li>• Provide advanced training in cyber-investigations to computer forensic detectives.</li> </ul>
Maintain readiness through emergency management.	<ul style="list-style-type: none"> <li>• Provide 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>• Ensure National Incident Management System (NIMS) and annual Incident Command System (ICS) training for police personnel in conjunction with other town staff.</li> <li>• Exercise ICS protocol for special events and critical incidents.</li> <li>• Attend monthly local or state emergency management meetings.</li> </ul>

**Police - Support Services**

Objectives	Strategies	Performance Measures
Provide advanced training opportunities for department personnel.	<ul style="list-style-type: none"> <li>• Provide advanced leadership training for supervisors.</li> <li>• Provide specialized training opportunities for police personnel.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure newly promoted supervisors receive job related leadership training.</li> <li>• Ensure specialty positions maintain certifications and receive updated training.</li> <li>• Ensure officers receive active shooter training and participate in regional active violence response exercises.</li> </ul>
Expand the use of technology to increase and enhance efficiency and effectiveness.	<ul style="list-style-type: none"> <li>• Identify, implement, or upgrade technological alternatives to enhance operational support and physical security.</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade the department's security system.</li> <li>• Utilize electronic systems to streamline ticketing for traffic and parking violations.</li> <li>• Increase dedicated police technology support with the addition of a technology specialist position.</li> <li>• Utilize audio/video recording devices to capture police/citizen interactions and evidence of crimes.</li> </ul>

<b>Police - Support</b> <b>Division Budget Summary</b>
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	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	3,495,765	4,047,414	4,038,546	3,869,063	3,896,880
<b>Operations &amp; Maintenance</b>	452,498	550,496	583,100	617,400	617,400
<b>Capital</b>	14,950	19,308	26,300	41,000	41,000
<b>Total Police Support</b>	<b>3,963,213</b>	<b>4,617,218</b>	<b>4,647,946</b>	<b>4,527,463</b>	<b>4,555,280</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	32	32	33	33	33
<b>Part Time</b>	0	0	1	1	1

**Budget Highlights**

**Capital**

\$36,000 for carpeting

\$5,000 for new polygraph machine.



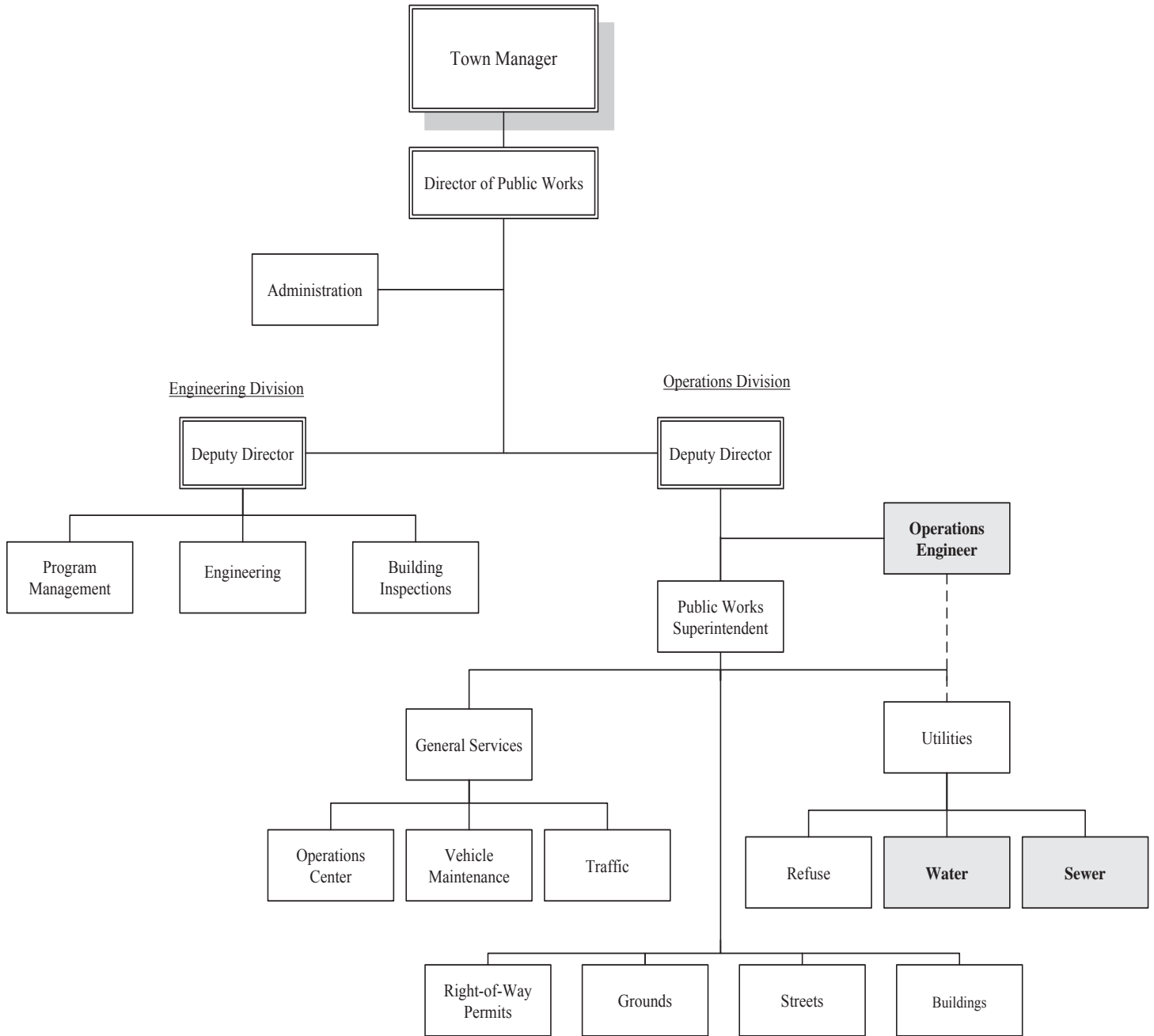
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## Public Works

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## Public Works

### 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 2019 Highlights

- Completed the following projects:
  - W&OD Trail Lighting Phase 2
  - HMC Server Room HVAC Upgrade
  - Downtown Sidewalk Replacement
  - Folly Lick Sewer Relining
  - Cemetery Fence Restoration
  - 3<sup>rd</sup> Street Water Tank Painting & Rehabilitation
  - Chandon Park Trail
  - Carroll Cabin Restoration
  - HCC Bleacher Replacement
  - HCC Gym Floor Replacement
  - HPD Feasibility Study for Storage Facility
  - HPD Server Room & Computer Room HVAC Upgrade
  - HMC Redesign of CD Office Space

### FY 2020 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.
- Provide support and coordination of VDOT projects:
  - Spring Street / Herndon Parkway Intersection Improvements
  - East Elden Street Widening
- Construction of Metro area transportation projects:
  - Vehicular/Pedestrian Access to Herndon Metro Rail
  - Trails to Metro
  - Van Buren Complete Streets

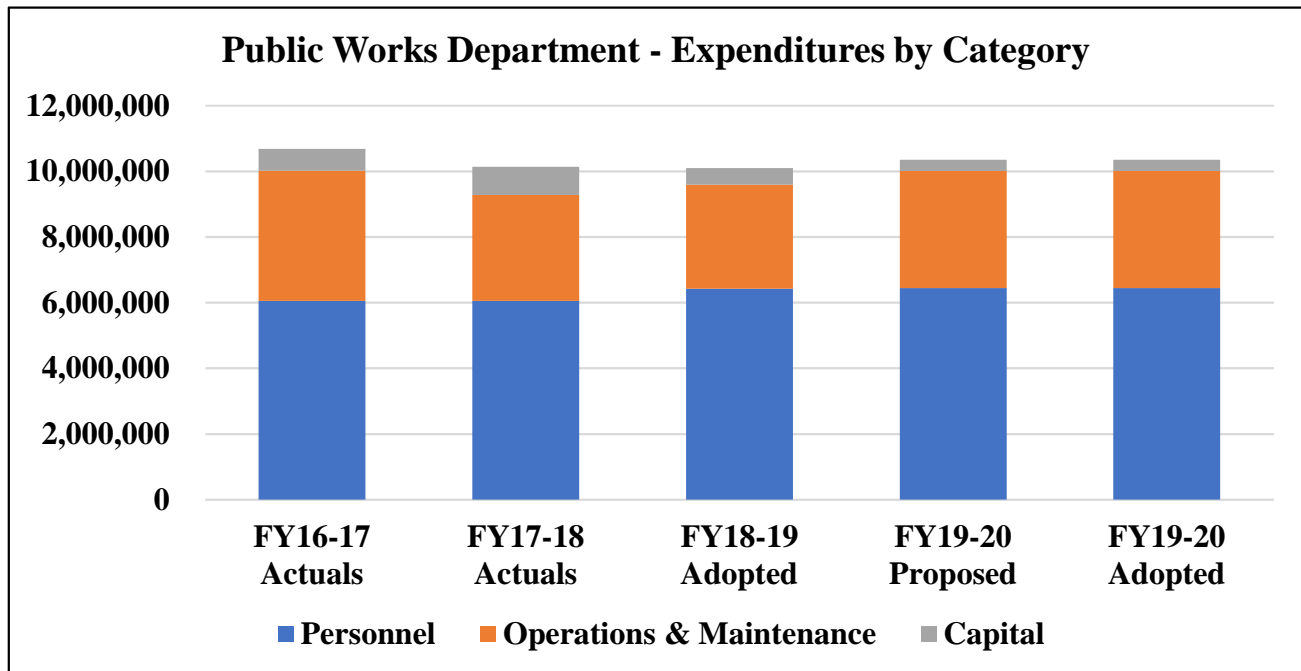
- Herndon Parkway/Van Buren Street Intersection Improvements
- Construction of Downtown Streetscape project, Phase III.
- Keep the Town Council and town manager advised on public works activities and issues.

**Public Works Department  
Department Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	6,045,741	6,049,950	6,422,891	6,438,324	6,438,324
<b>Operations &amp; Maintenance</b>	3,971,272	3,228,986	3,162,749	3,562,599	3,562,599
<b>Capital</b>	659,421	854,950	506,000	346,000	346,000
<b>Total PW Department</b>	<b>10,676,434</b>	<b>10,133,886</b>	<b>10,091,640</b>	<b>10,346,923</b>	<b>10,346,923</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	77.0	79.0	79	80	80
<b>Part Time</b>	1	0	2	2	2



## Public Works - Administration

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><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Provide timely response to Town Council, town manager and citizen inquiries.</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>• 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><b><i>Vision Tenet: Honoring People</i></b></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><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p> <p><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></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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<b>Activity</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
Applications and scheduled special pick-ups for citizens and HOAs	438	552	477	455	480
TEIC meetings and items deliberated	20	30	28	24	25
Oversight and support of project contracts	5	9	5	10	7
Building inspections logged and scheduled	3,095	3,433	3,340	3,124	3,248

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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	829,389	806,645	908,128	803,886	803,886
<b>Operations &amp; Maintenance</b>	31,613	31,758	27,129	27,219	27,129
<b>Capital</b>	0	0	0	150,000	150,000
<b>Total PW Administration</b>	<b>861,002</b>	<b>838,403</b>	<b>935,257</b>	<b>981,105</b>	<b>981,015</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	7	7	7	7	7
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

There were no highlights for this division.

**Capital**

\$150k was added for various equipment purchases department wide.

## Public Works - Engineering

The Engineering activity center manages engineering and environmental programs to provide quality services to town residents. Implements town's CIP for infrastructure projects.

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Management of CIP construction contracts	Number of projects	8	6	8	8	8
	Percent completed on time	88%	100%	88%	100%	100%
	Percent 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	25	21	18	20	25
Plan review	Number of plans, revisions, plats, building permits and engineering studies reviewed	80	116	105	110	116

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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	532,046	526,215	585,074	652,639	652,639
<b>Operations &amp; Maintenance</b>	58,227	54,590	102,400	94,100	94,100
<b>Capital</b>	0	0	0	0	0
<b>Total PW Engineering</b>	<b>590,273</b>	<b>580,805</b>	<b>687,474</b>	<b>746,739</b>	<b>746,739</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	5	5	5	5	5
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

There are no highlights for this division.

## Public Works - Program & Project Management

The Program & 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.

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>

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**Public Works - Program & Project Management**

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**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.

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Area	Activity	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Management of architectural and engineering design contracts	Number designs completed	10	3	7	3	5
	Percent designs completed within budget	100%	100%	100%	100%	100%
	Number designs completed on time	10	3	7	3	5
	Percent designs completed on time	100%	100%	100%	100%	100%
Management of construction contracts	Number construction projects	4	4	11	6	9
	Percent construction projects completed within contracted budgets	100%	100%	100%	100%	100%
	Number construction projects completed on time	15	4	8	6	9
	Percent construction projects completed on time	100%	100%	100%	100%	100%
CIP assigned project delivery	Total CIP projects	5	3	12	8	6
	Project delivery per CIP schedule	100%	100%	100%	100%	100%

**Public Works - HMC - Project Management  
Division Budget Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	135,745	197,441	222,916	238,439	238,439
<b>Operations &amp; Maintenance</b>	1,254	0	5,400	5,400	5,400
<b>Capital</b>	0	0	0	0	0
<b>Total PW Project Management</b>	<b>136,999</b>	<b>197,441</b>	<b>228,316</b>	<b>243,839</b>	<b>243,839</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	3	3	3	3	3
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

There were no highlights for this division.

## Public Works - Building Inspections

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.

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

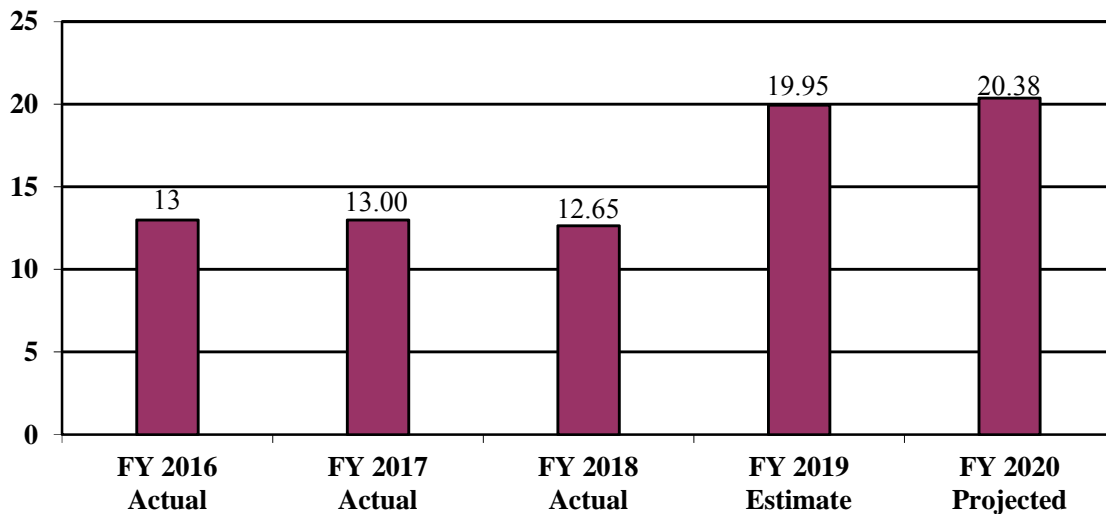
### Performance Measures

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.

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 proactive code enforcement, complaints and inspections with zoning staff. The Neighborhood Inspection Program (NIP) is currently being used to address trash and refuse issues in neighborhoods.

Descriptions	FY 2016 <u>Actual</u>	FY 2017 <u>Actual</u>	FY 2018 <u>Actual</u>	FY 2019 <u>Estimate</u>	FY 2020 <u>Projected</u>
Buildings (B)	1,276	1,207	1,284	2,188	2,378
Plumbing (P)	833	932	797	1,197	1,092
Mechanical (M)	433	382	376	608	586
Electrical (E)	890	856	883	1,273	1,325
<b>TOTAL</b>	<b>3,432</b>	<b>3,377</b>	<b>3,340</b>	<b>5,266</b>	<b>5,381</b>
 <b>Daily Average for (B, P, M &amp; E)</b> <b>(ISO standard is 10 per day)</b>	 <b>13</b>	 <b>13.00</b>	 <b>12.65</b>	 <b>19.95</b>	 <b>20.38</b>
Rental Inspection Program (RIP)	151	182	236	118	271

**Building Inspector Average Daily Inspections**



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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	481,017	473,043	512,158	525,207	525,207
<b>Operations &amp; Maintenance</b>	91,866	93,097	81,800	83,200	83,200
<b>Total PW Inspections</b>	<b>572,883</b>	<b>566,140</b>	<b>593,958</b>	<b>608,407</b>	<b>608,407</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	5	5	5	5	5
<b>Part Time</b>	0	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 style="text-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 style="text-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 style="text-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>

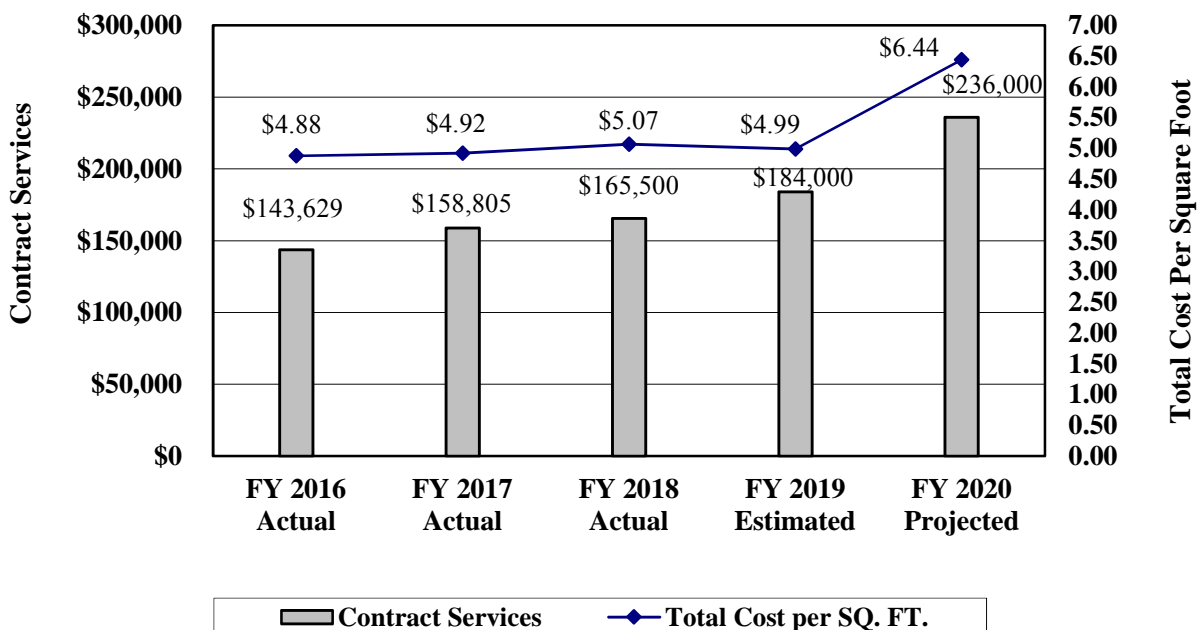
## Public Works - Building Maintenance

### 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 town wide 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Direct					
Personnel	\$553,633	\$551,800	\$542,664	\$551,200	\$565,654
O&M (includes contract services)	734,934	748,300	796,203	791,800	1,168,000
<b>Total</b>	<b>\$1,288,567</b>	<b>\$1,300,100</b>	<b>\$1,338,867</b>	<b>\$1,343,000</b>	<b>\$1,733,654</b>
<b>Contract Services</b>	<b>\$143,629</b>	<b>\$158,805</b>	<b>\$165,500</b>	<b>\$184,000</b>	<b>\$236,000</b>
Sq. Ft. Maintained	264,047	264,047	264,047	269,047	269,047
<b>Total Cost per Sq. Ft.</b>	<b>\$4.88</b>	<b>\$4.92</b>	<b>\$5.07</b>	<b>\$4.99</b>	<b>\$6.44</b>

### Building Maintenance



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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	527,017	542,664	551,200	565,654	565,654
<b>Operations &amp; Maintenance</b>	735,679	796,203	791,800	1,168,000	1,168,000
<b>Capital</b>	-	3,409	40,000	41,000	41,000
<b>Total PW Building Maintenance</b>	<b>1,262,696</b>	<b>1,342,276</b>	<b>1,383,000</b>	<b>1,774,654</b>	<b>1,774,654</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	8	8	8	8	8
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

**O&M**

*Contract Services* is a large component of the operations & maintenance and \$236,000 in FY 2020, up \$52,000 over FY 2019. Some of the external contracts include:

		<b><u>Capital</u></b>	
Custodial	\$95,500	Vehicle	\$41,000
HVAC	\$68,000		
Pest Control	\$6,500		
Fire Equipment	\$7,000		
Cintas	\$9,000		
REACS	\$22,000		

*Building Maintenance* is the internal component of the town's building related maintenance.

It totals \$500,000 in FY 2020 and includes:

Base	\$150,000	(up \$30,000 from FY 2019)
Shop Compactor	\$17,000	
Shop Gate Motorization	\$15,000	
HMC Roof Repair	\$25,000	
Depot Access Control	\$5,000	
Electrical Service - Vehicles	\$5,000	

Moved in from CIP

Energy Audit	\$75,000	
Pool Lighting	\$75,000	
397 Herndon Pkwy	\$60,000	Lintel Painting
397 Herndon Pkwy	\$70,000	Brick restoration
	<u>\$280,000</u>	

## 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 style="text-align: center;"><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></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 style="text-align: center;"><b><i>Vision Tenet: Enriching Lives Through Arts and Entertainment</i></b></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>

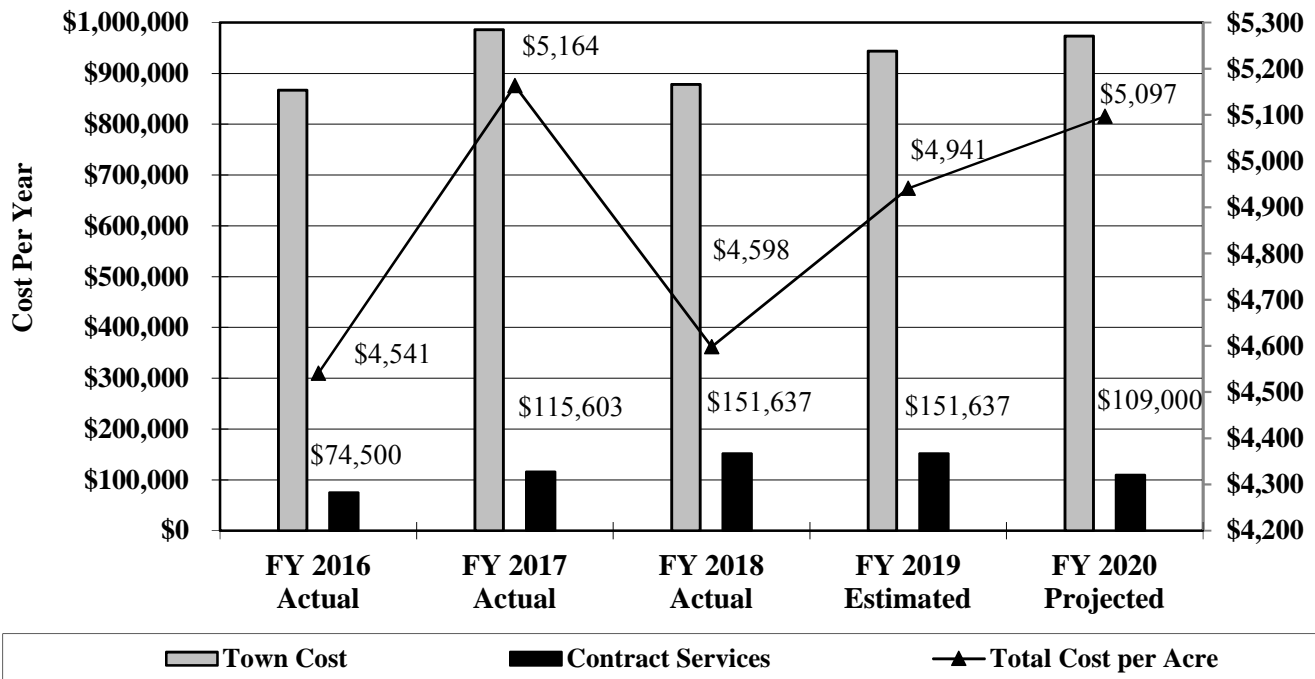
## Public Works - Grounds Maintenance

### 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Personnel	\$672,253	\$703,600	\$649,698	\$686,294	\$707,372
O&M (includes contract services)	195,016	282,637	228,491	257,400	266,100
<b>Total</b>	<b>\$867,269</b>	<b>\$986,237</b>	<b>\$878,189</b>	<b>\$943,694</b>	<b>\$973,472</b>
<b>Contract Services</b>	<b>\$74,500</b>	<b>\$115,603</b>	<b>\$151,637</b>	<b>\$151,637</b>	<b>\$109,000</b>
Acreage maintained by contract	42	42	42	42	42
Cost per contract acre	\$1,774	\$2,752	\$3,610	\$3,610	\$2,595
Total acreage	191	191	191	191	191
<b>Total Cost per Acre</b>	<b>\$4,541</b>	<b>\$5,164</b>	<b>\$4,598</b>	<b>\$4,941</b>	<b>\$5,097</b>

Grounds Maintenance



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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	653,472	649,698	686,294	707,372	707,372
<b>Operations &amp; Maintenance</b>	184,709	228,491	257,400	266,100	266,100
<b>Capital</b>	6,800	34,251	-	47,500	47,500
<b>Total PW Grounds</b>	<b>844,981</b>	<b>912,440</b>	<b>943,694</b>	<b>1,020,972</b>	<b>1,020,972</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	10	10	11	11	11
<b>Part Time</b>	0	0	1	1	1

**Budget Highlights**

**O&M**

The mowing contract for FY 2020, the single largest non-personnel related item in this budget, came in at \$135,500

Materials & supplies \$39,500 and landscaping \$42,000 are also major costs for this division.

**Capital**

F350                                 \$     47,500

## Public Works - Street Maintenance & Construction

The Street Maintenance & Construction activity center is responsible for the maintenance and repair of approximately 130.01 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.

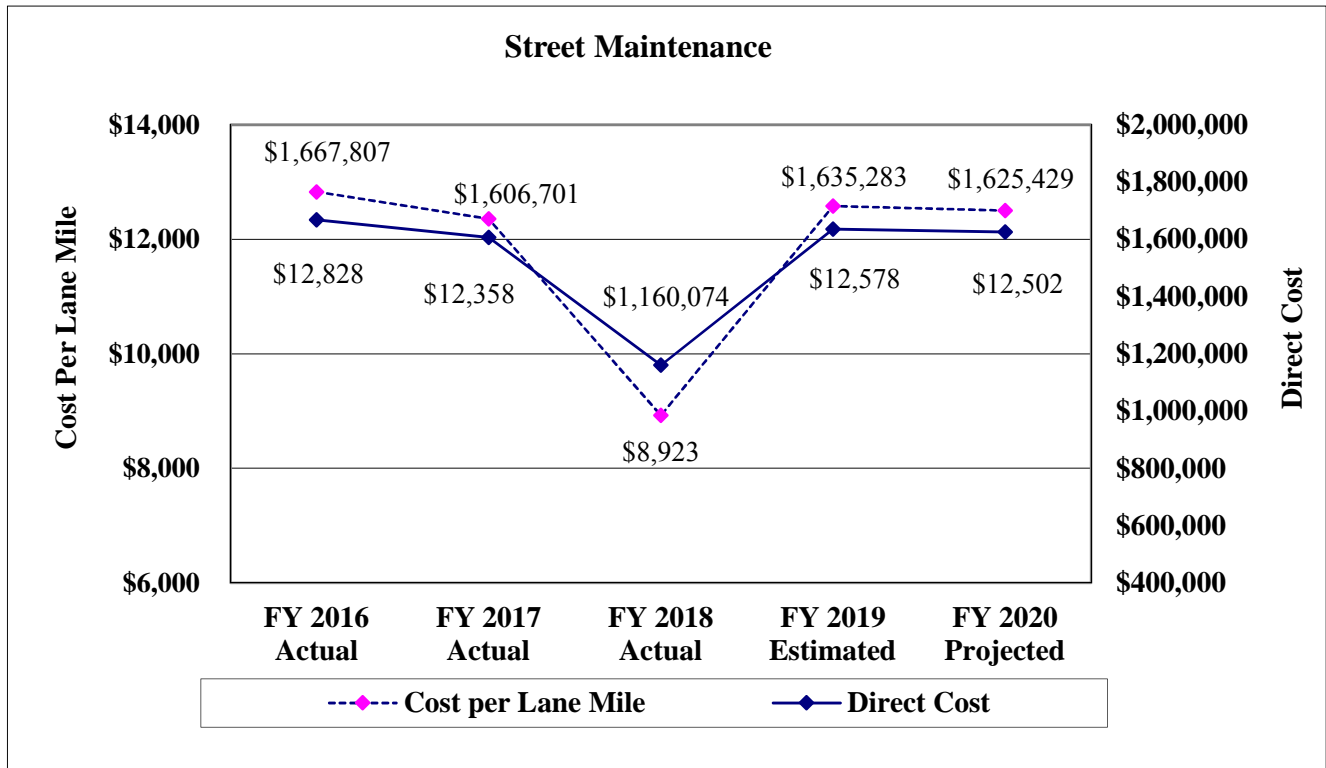
Objectives	Strategies	Measures
<p>Provide a safe, high quality vehicular and pedestrian transportation system.</p> <p style="text-align: center;"><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Maintain a planned program of in-house repairs 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 style="text-align: center;"><b><i>Vision Tenet: Celebrating Community Spirit</i></b></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 style="text-align: center;"><b><i>Vision Tenet: Celebrating Community Spirit</i></b></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 130.01 lane miles of roadway in the town.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
<b>Direct</b>					
Personnel	\$608,379	\$870,009	\$810,748	\$693,683	\$721,229
O&M	<u>1,059,428</u>	<u>736,692</u>	<u>349,326</u>	<u>941,600</u>	<u>904,200</u>
<b>Total</b>	<b>\$1,667,807</b>	<b>\$1,606,701</b>	<b>\$1,160,074</b>	<b>\$1,635,283</b>	<b>\$1,625,429</b>
<b>Cost per Lane Mile</b>	<b>\$12,828</b>	<b>\$12,358</b>	<b>\$8,923</b>	<b>\$12,578</b>	<b>\$12,502</b>
Miles (Arterial)	31.28	31.28	31.28	31.28	31.28
Miles (Collector/Local)	98.73	98.73	98.73	98.73	98.73





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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	870,010	810,748	693,683	721,229	721,229
<b>Operations &amp; Maintenance</b>	2,046,140	1,480,867	941,600	904,200	904,200
<b>Capital</b>	345,379	594,644	68,000	47,500	47,500
<b>Total PW Streets</b>	<b>3,261,529</b>	<b>2,886,259</b>	<b>1,703,283</b>	<b>1,672,929</b>	<b>1,672,929</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	10	10	10	10	10
<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 \$109,000. It covers:

Disposal of Debris	\$ 10,000
Guardrail & Fence Repair	\$ 10,000
Disposal of Sweeper Debris	\$ 22,000
Leaf Disposal	\$ 6,000
Storm Top & Sound Wall Repair	\$ 45,000

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.

**Capital**

Ford 350	\$ 47,500
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## Public Works - Refuse/Recycling

The Refuse/Recycling activity center collects refuse & 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 cleanup 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.

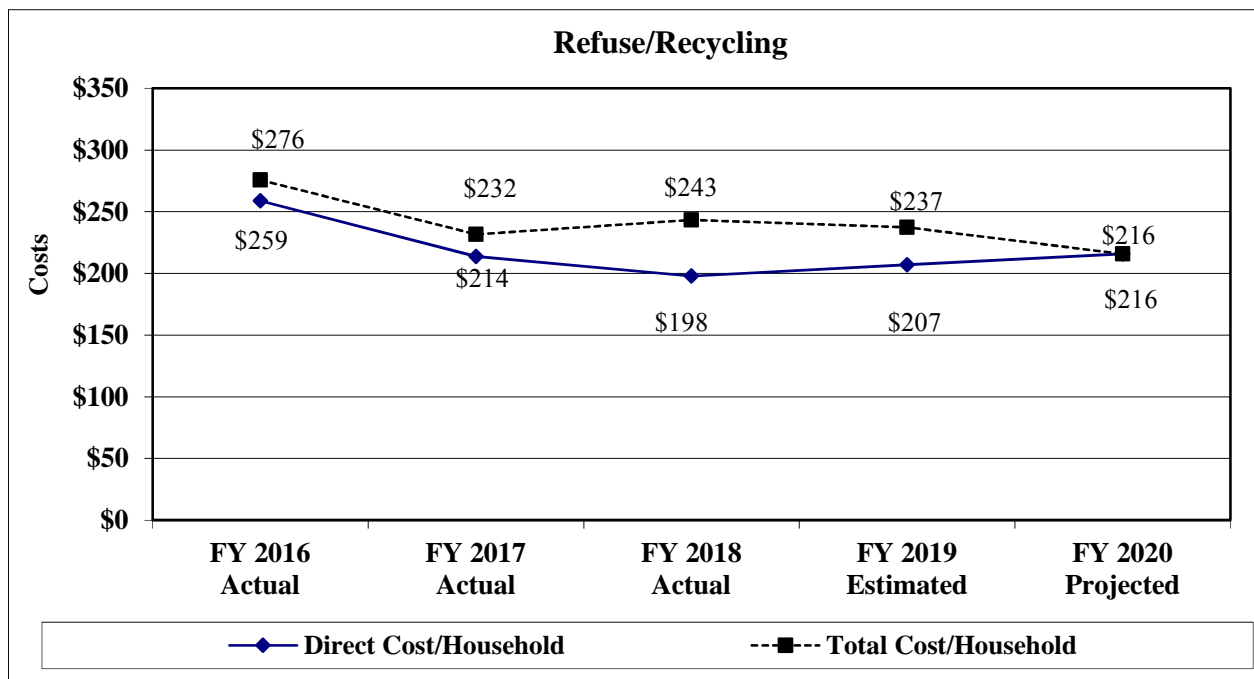
Objectives	Strategies	Measures
<p>Provide a safe, pleasing and healthful physical environment for town residents in the areas of residential and commercial refuse collection.</p> <p style="text-align: center;"><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Collect 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
<b>Direct</b>					
Personnel	\$1,028,400	\$813,178	\$820,660	\$898,911	\$851,833
O&M	<u>631,300</u>	<u>561,544</u>	<u>452,073</u>	<u>437,600</u>	<u>548,300</u>
Total Direct	\$1,659,700	\$1,374,722	\$1,272,733	\$1,336,511	\$1,400,133
<b>Indirect</b>					
Capital	<u>108,266</u>	<u>116,000</u>	<u>291,977</u>	<u>195,000</u>	<u>0</u>
Total	\$1,767,966	\$1,490,722	\$1,564,710	\$1,531,511	\$1,400,133
Number of Households	6,412	6,432	6,432	6,452	6,489
<b>Direct Cost/Household</b>	<b>\$259</b>	<b>\$214</b>	<b>\$198</b>	<b>\$207</b>	<b>\$216</b>
<b>Total Cost/Household</b>	<b>\$276</b>	<b>\$232</b>	<b>\$243</b>	<b>\$237</b>	<b>\$216</b>



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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	813,178	820,660	898,911	851,833	851,833
<b>Operations &amp; Maintenance</b>	561,543	452,073	537,600	548,300	548,300
<b>Capital</b>	291,977	111,810	263,000	-	-
<b>Total PW Refuse</b>	<b>1,666,698</b>	<b>1,384,543</b>	<b>1,699,511</b>	<b>1,400,133</b>	<b>1,400,133</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	14	14	14	14	14
<b>Part Time</b>	1	0	1	1	1

**Budget Highlights**

Refuse/Recycling is a large operating division in DPW. It contains significant O&M costs.

**O&M**

Major O&M accounts include recycling tipping fees \$42,200, landfill charges \$360,500, and a contract for refuse collections at multi-family dwellings \$104,900.

Many of these contracts have built in escalators and the costs continue to rise.

The town is increasing the recycling fee in FY2020 from \$4 a quarter (\$16 annually) to \$8 a quarter (\$32 annually).

## Public Works - General Services

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.

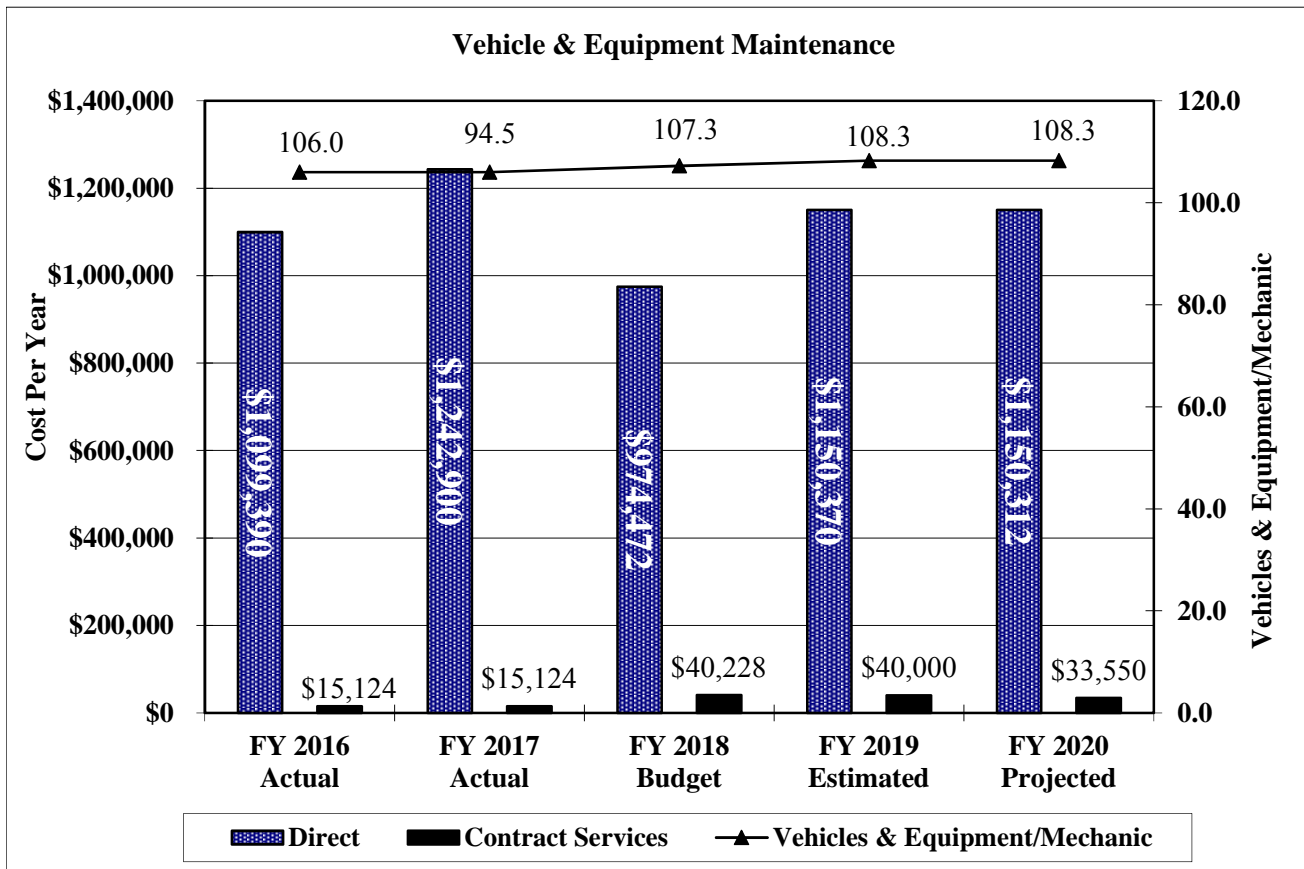
Objectives	Strategies	Measures
<p>Ensure vehicles and equipment are in safe operating condition.</p> <p style="text-align: center;"><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Perform routine maintenance service and safety inspections on all town fleet vehicles 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.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Estimated	FY 2020 Projected
<b>Direct</b>					
Personnel	\$805,290	\$768,700	\$746,119	\$856,220	\$849,312
O&M (includes contract services)	<u>294,100</u>	<u>474,200</u>	<u>228,353</u>	<u>294,150</u>	<u>301,000</u>
<b>TOTAL</b>	<b>\$1,099,390</b>	<b>\$1,242,900</b>	<b>\$974,472</b>	<b>\$1,150,370</b>	<b>\$1,150,312</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	424	424	429	433	433
Number of Mechanics	4.0	4.0	4.0	4.0	4.0
<b>Vehicles &amp; Equipment/Mechanic</b>	<b>106.0</b>	<b>106.0</b>	<b>107.3</b>	<b>108.3</b>	<b>108.3</b>



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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	781,741	746,119	856,220	849,312	849,312
<b>Operations &amp; Maintenance</b>	230,349	62,919	294,150	301,000	301,000
<b>Capital</b>	3,770	91,801	75,000	32,000	32,000
<b>Total General Services</b>	<b>1,015,860</b>	<b>900,839</b>	<b>1,225,370</b>	<b>1,182,312</b>	<b>1,182,312</b>

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	10	10	10	10	10
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

**O&M**

Gas and oil was budgeted at \$100,000; automobile Repair & Maintenance was budgeted at \$100,000.

## 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

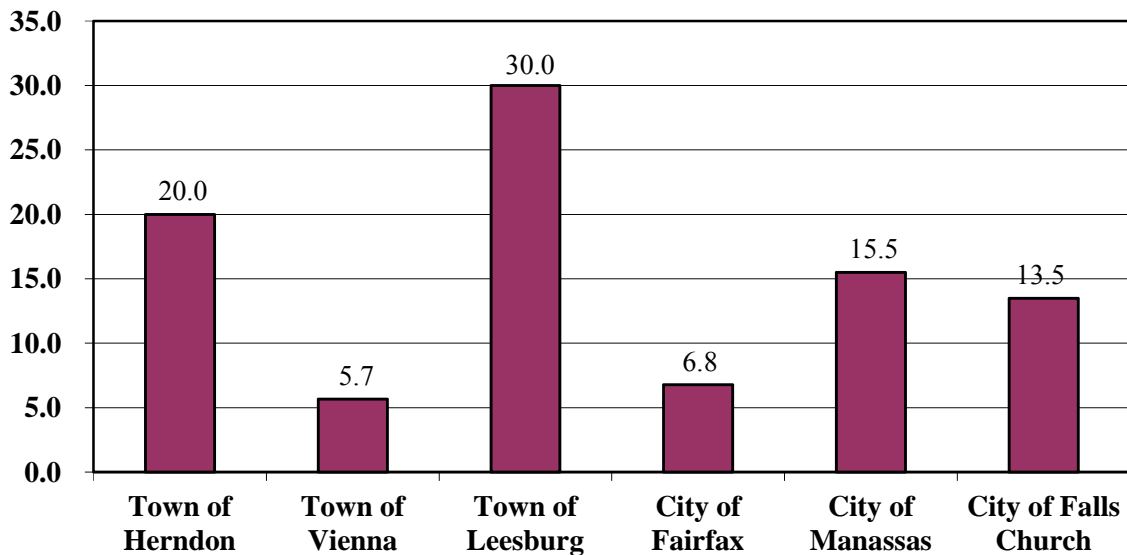
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### Performance Measures

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	17	60	61	62	27
Personnel	2	3	2	9	4	2
<b>Number of Signals/Employee</b>	<b>20.0</b>	<b>5.7</b>	<b>30.0</b>	<b>6.8</b>	<b>15.5</b>	<b>13.5</b>

**Traffic Signals per Employee**



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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	141,568	190,256	219,947	227,089	227,089
<b>Operations &amp; Maintenance</b>	22,734	20,894	112,770	153,070	153,070
<b>Capital</b>	11,495	19,035	60,000	-	-
<b>Total Traffic</b>	<b>175,797</b>	<b>230,185</b>	<b>392,717</b>	<b>380,159</b>	<b>380,159</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	3	3	3	3	3
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

**O&M**

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

This year's O&M includes \$40,000 for a traffic sign survey.

## 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>

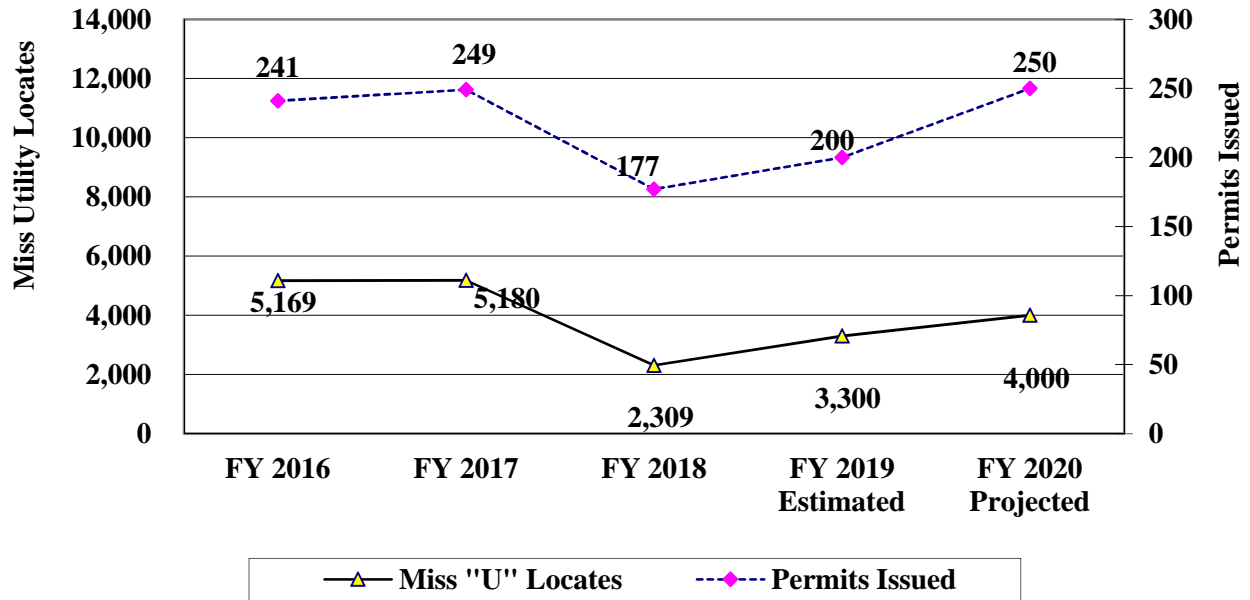
## Public Works - Right-of-Way Inspections

### 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 2016	FY 2017	FY 2018	FY 2019 Estimated	FY 2020 Projected
Miss "U" Locates	5,169	5,180	2,309	3,300	4,000
Permits Issued	241	249	177	200	250

### Right-of-Way Inspections



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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	280,558	286,461	288,360	295,664	295,664
<b>Operations &amp; Maintenance</b>	7,158	8,094	10,700	12,100	12,100
<b>Capital</b>	-	-	-	28,500	28,500
<b>Total Right-of-Way Inspections</b>	<b>287,716</b>	<b>294,555</b>	<b>299,060</b>	<b>336,264</b>	<b>336,264</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	3	3	3	3	3
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

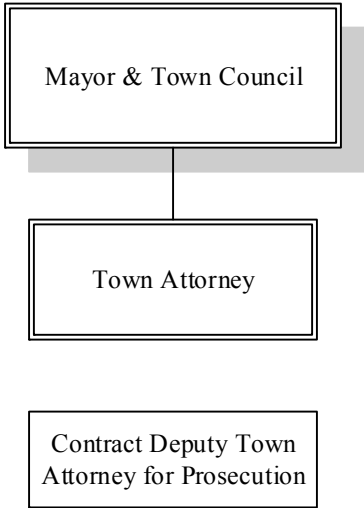
**Capital**

S-10 Pickup                      28,500

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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 2019 Highlights**

- Assumed primary responsibility for downtown redevelopment legal processes – identified, drafted, and recorded necessary instruments in anticipation of closing.
- Completed necessary legal instruments to vacate the Vine Street right-of-way.
- Completed necessary legal instruments to vacate the Station Street/Spring Street right-of-way.
- Completed necessary legal instruments to effectuate the consolidation and boundary line adjustment of all town owned parcels constituting the land to be transferred to Comstock for redevelopment.
- Collaborated with and provided legal counsel to staff and Town Council and boards regarding necessary governmental processes for downtown redevelopment.
- Provided legal counsel to Town Council and staff regarding HPRB appeal of Comstock Certificate of Appropriateness (COA).
- Worked with outside bond counsel and staff to prepare and review all necessary documents for \$969,000 General Obligation bond issue.
- Worked with outside bond counsel and staff to prepare and review all necessary documents for \$11 million General Obligation bond issue.

## **FY 2019 Highlights, Continued**

- Obtained court ordered judgments for the town in the total amount of \$35,745.96.
- Collected \$3,000.89 in delinquent real estate taxes.\*
- Drafted eight leases for town property.
- Researched and wrote 22 legal opinions for the first half of FY 2019.
- Conducted presentations to town staff on the Freedom of Information Act and Records Retention Act.
- Drafted new uniform bylaws for Board of Zoning Appeals (BZA), Heritage Preservation Review Board (HPRB), and Architectural Review Board (ARB).
- Collaborated with Zoning Administrator to complete draft ordinance and regulations for short term rentals.
- Collaborated with Zoning Administrator to draft ordinance for special events.
- Completed ordinance amendments to the Town Code for revisions to the parking code, personnel policy, renewal process for residential permit parking, and increased the threshold amount for petit larceny.
- Reviewed 36 complex legal instruments for the departments of Community Development and Public Works.
- Began attending all HPRB, ARB, Planning Commission, and BZA work sessions and public hearings.
- Negotiated and drafted Pilot Program Agreement and amendments for town partnership with Vivacity for enhanced connectivity in downtown.
- Oversaw one HPRB Appeal to the Town Council.
- Provided legal counsel to staff regarding the institution of an Erosion and Sediment Control Stop Work Order for site violations at 716 Elden Street.
- Negotiated Return to Work provisions for Stop Work Order at 716 Elden Street.
- Drafted pleadings for and appeared in Fairfax County Circuit Court to prosecute the Writ of Certiorari regarding a Zoning Administrator decision.
- Developed and oversaw new case tracking system for town prosecutor.
- Identified three innovative legislative action items for the 2019 town legislative program.
- Collaborated with the Town Clerk's Office to train board and commission deputy clerks on town processes.

\*Water, BPOL and meals tax collections by Town Attorney's office have decreased due to more efficient interdepartmental processes.

## **FY 2020 Initiatives**

- Continue to address legal issues and requirements to facilitate the successful realization of the comprehensive agreement with Comstock so that closing can occur and construction can begin.
- Conduct comprehensive review of Town Charter to identify necessary amendments for inclusion in the 2020 legislative program.
- Participate in the Heritage Preservation Review Board guidelines update process and adoption.
- Provide legal assistance to create organizational processes for tracking land use items including proffers, agreements, etc.
- Provide advice for changes to the Zoning Ordinance regarding language that is legally problematic, overly complicated, or simply outdated.
- Identify or conduct training in the area of prevention of claims.
- Identify and address areas to allocate Town Attorney workload to new Deputy/Assistant Town Attorney position.



<b>Town Attorney</b>		
Objective	Strategy	Measure
<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>• Provide legal counsel to town departments regarding State and Federal laws regarding connectivity.</li> <li>• Collaborate with other jurisdictions both inside and outside the Commonwealth of Virginia to identify ways to activate innovative connectivity.</li> <li>• Where possible, effect legislative changes to further permit or expand electronic communications between the town, and citizens and businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• By July 1, 2019, provide council with report regarding status of new state and federal laws regarding connectivity.</li> <li>• By July 1, 2019, provide recommendations to Manager regarding strategies to expand and/or enhance citizen and business electronic interaction with the town.</li> <li>• By December 31, 2019, identify legislative measures that enhance/improve electronic communications between the town, and citizens and businesses.</li> </ul>

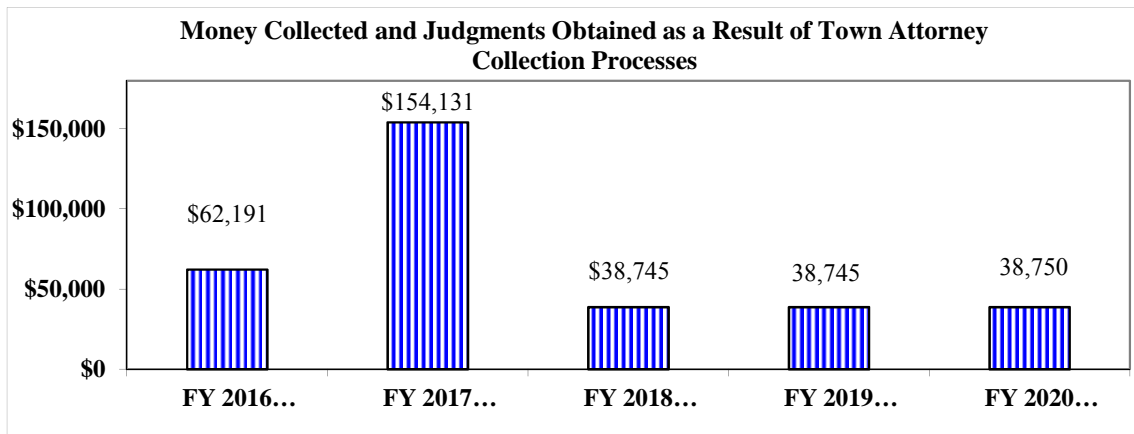
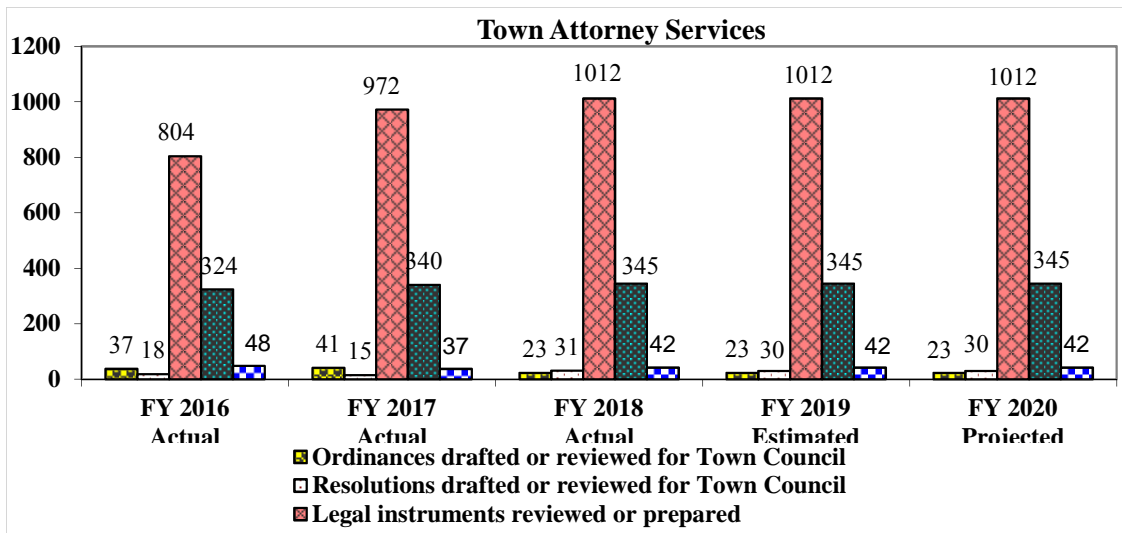
## Town Attorney

### 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 2016 <u>Actual</u>	FY 2017 <u>Actual</u>	FY 2018 <u>Actual</u>	FY 2019 <u>Estimated</u>	FY 2020 <u>Projected</u>
Ordinances drafted or reviewed for Town Council	37	41	23	23	23
Resolutions drafted or reviewed for Town Council	18	15	31	30	30
Legal instruments reviewed or prepared	804	972	1012	1012	1012
FOIA Responses drafted or reviewed			107	107	107
Inquires answered	324	340	345	345	345
Legal opinions rendered	48	37	42	42	42
Money Collected and Judgments Obtained *	\$62,191	\$154,131	\$38,745	\$38,750	\$38,750

\* Water, BPOL, and meals tax collections by Town Attorney's Office have decreased due to more efficient interdepartmental processes



<b>Town Attorney Department Summary</b>
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	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	355,234	358,887	378,560	391,632	517,132
<b>Operations &amp; Maintenance</b>	121,605	130,475	148,300	148,875	148,875
<b>Total Attorney</b>	<b>476,839</b>	<b>489,362</b>	<b>526,860</b>	<b>540,507</b>	<b>666,007</b>

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	2	2	2	2	3
<b>Part Time</b>	1	1	1	1	1

**Budget Highlights**

Added Assistant Town Attorney position, with total additional cost of \$125,500, as per resolution passed by Council.

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# Water & Sewer Fund

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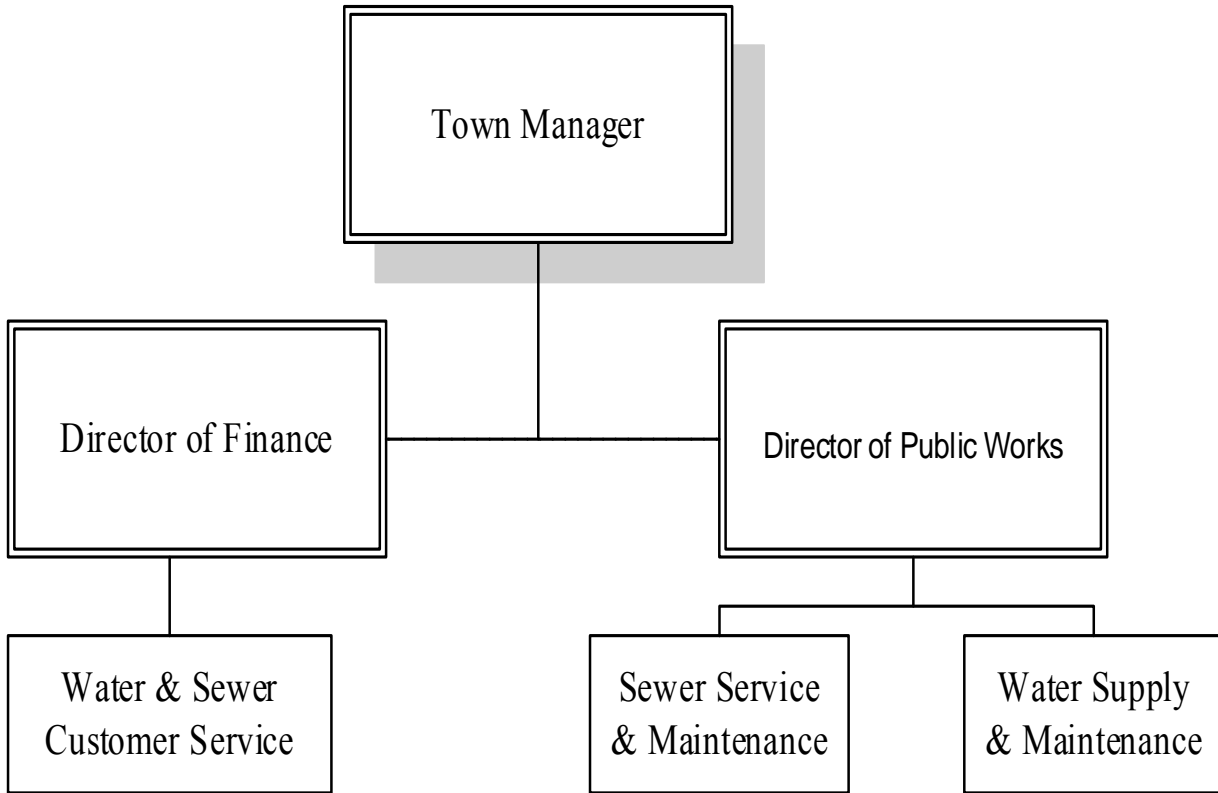
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## Water & Sewer Fund

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## **Sewer & Water Fund**

### **Vision**

The Water & Sewer Fund activity centers provide safe, efficient and affordable water and sewer services to Town of Herndon utility customers.

#### **FY 2019 Highlights**

- Sewer rehabilitation (re-lining) for a portion of the Folly Lick trunk line to be completed in FY 2018, the areas for the rehabilitation were identified through CCTV inspection.
- Flushed 100,000+ linear feet of sewer main in FY 2018.
- Completed 80,000 linear feet of sewer main inspection by closed circuit television (CCTV) in FY 2018.
- In the first half of FY 2018, staff responded to over 50 water customer service requests; leak checks, site access, low pressure, odor, etc.
- In the first half of FY 2018, staff responded to over 30 sewer customer service requests; 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.

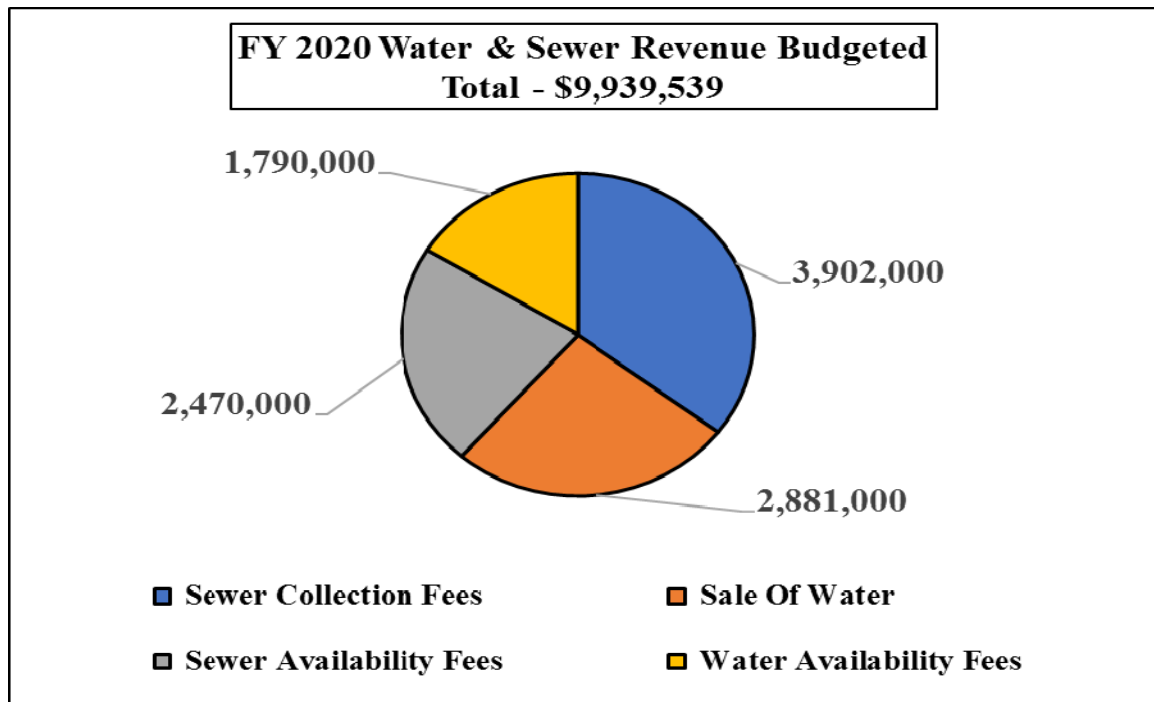
#### **FY 2020 Initiatives**

- Complete analysis and design modifications to the Fairfax Water supply vaults to increase the town's elevated water tank storage capacity.
- Complete Whitman, Requardt, & Associates analysis regarding the purchase of additional water capacity from Fairfax Water.
- Award construction contract for SCADA (Supervisory Control and Data Acquisition) system upgrade for monitoring water and sewer systems
- Continue working with Whitman, Requardt, & Associates and Fairfax County on additional sewer capacity purchase.
- Utilize construction services to aid in completing designs for the water storage improvement project.
- Complete integration of MUNIS Utility Billing module with the Badger Read Center module during the first half of FY 2019.
- Support the town's master plan and development.
- Plan and analyze infrastructure improvements to meet the town's future growth.
- Implement SCADA system upgrades.
- Begin design improvements recommended by the Utility Master Plan (UMP) studies in the southeast quadrant of the town

## 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; it is a stand-alone fund (separate from the General Fund) where user 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 2020 Water & Sewer Fund revenue is \$9,939,539 which includes \$4,260,000 in availability fees for water and sewer combined, an unusually high amount. This increase is due to a variety of projects expected in the coming year. Availability fees can only be used to fund capital activities and cannot be used to fund operating expenses.

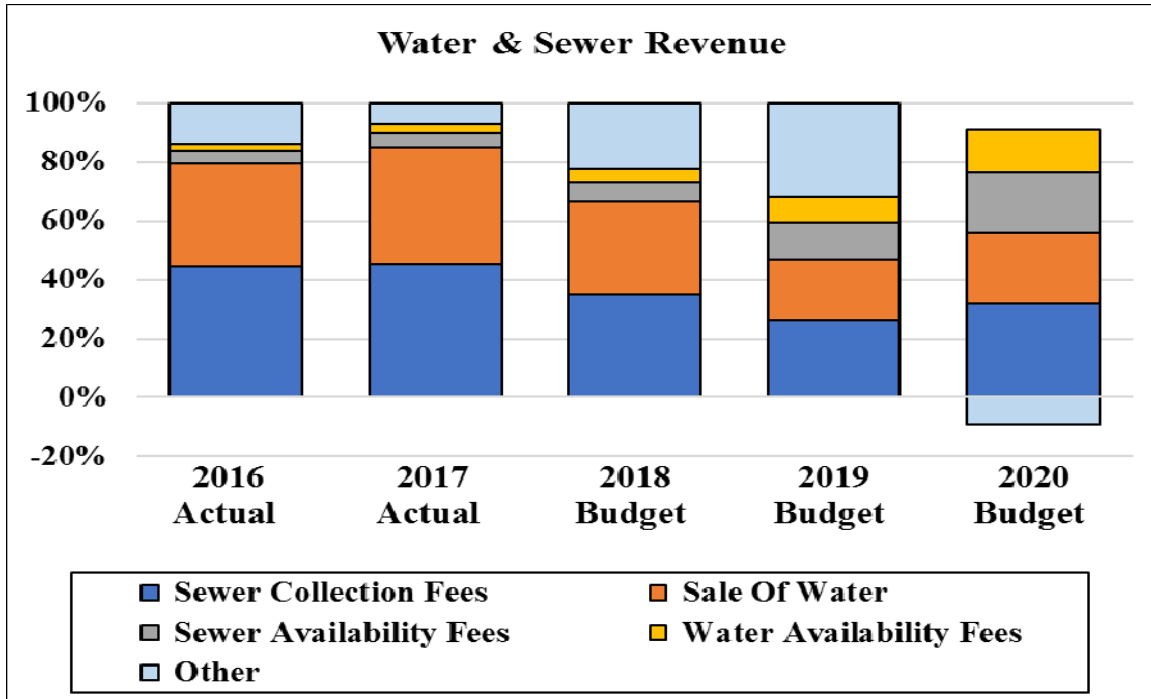
Part of the fund's revenue profile includes -\$1,103,461, not shown in the pie chart, but contained in the fund's revenue table on the next page in the "Other" category. This includes a use of fund balance (-1,808,061) that is documented as a negative revenue. While this may seem counterintuitive, it is the result of revenues exceeding expenditures by this amount. In order to balance the fund, this "excess of revenues" is shown as a negative revenue or an addition to net position.

There are also several smaller revenue sources that include \$400,000 in franchise fees charged to telecommunications companies for use of the town's water towers, \$200,000 in interest earnings, and \$70,000 in late payment fees.

Historically, actual revenues for the fund have been relatively stable, with a slightly downward trend. 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 revenue projections for FY 2020 is the result of rate increases from the newly adopted utility rate study. Subject to Council approval, rates will increase over a five-year period. The first-rate increase went into effect January 1, 2018.

Description	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget
Sewer Collection Fees	3,132,996	3,204,229	3,052,000	3,592,000	3,902,000
Sale Of Water	2,436,439	2,815,443	2,704,000	2,856,000	2,881,000
Sewer Availability Fees	320,106	318,672	569,000	1,696,600	2,470,000
Water Availability Fees	157,064	229,115	389,000	1,225,300	1,790,000
Other	<u>974,134</u>	<u>510,683</u>	<u>1,929,396</u>	<u>4,357,212</u>	<u>(1,103,461)</u>
	<b>7,020,739</b>	<b>7,078,142</b>	<b>8,643,396</b>	<b>13,727,112</b>	<b>9,939,539</b>



## **Water Charges**

In FY 2020, the water usage charge will be \$3.16 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 \$5.38 per 1,000 gallons metered. The basic service charge will be \$8.97.

## **Sewer Charges**

The budgeted sewer usage charge in FY 2020 will be \$6.19 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.

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

<b>Object Code</b>	<b>Source</b>	<b>FY 17-18 Audited</b>	<b>FY 18-19 Budgeted</b>	<b>FY 19-20 Projected</b>	<b>Notes</b>
343100	Sale of Water (including service charges)	2,736,152	2,856,000	2,881,000	Based on a 3.27% rate increase, \$3.16 vs \$3.06 per 1,000 gallons, over the estimate for FY 2019.
344100	Sewer Collection Fees	3,412,416	3,592,000	3,902,000	Based on a 7.09% rate increase, \$6.19 vs \$5.78 per 1,000 gallons, over the estimate for FY 2019.
348000	Penalties - Late Payment	70,389	63,000	70,000	Based on prior years' experience.
349000	Sale of Commodities	11,142	11,000	11,100	Based on prior years' experience.
318300	Franchise Lease	358,673	370,000	400,000	Annual lease payments from telecommunications companies for placement of antennas on town water tanks (13 leases for FY 2020).
344600	Sewer Lateral Repair Program	10,557	10,500	10,500	Residential sanitary lateral repair and replacement program for single family, two-family and townhouse dwellings. Fee is \$.50 per calendar quarter.
369990	Not Otherwise Classified	8,774	11,500	12,000	Based on prior years' experience.
	<b>Total - Operating</b>	<u>6,608,103</u>	<u>6,914,000</u>	<u>7,286,600</u>	
361000	Interest on Investments	104,478	137,000	200,000	Assumes average interest rate of 2.5 percent and \$10.0 million available for investment and a slight decrease in fair market value.
392100	Sale of Obsolete/Surplus Property	27,431	1,000	1,000	FY 2018 represents scrap metal sales from old water meters that were replaced by AMR water meters.
343200	Water Availability Fees	248,115	1,225,300	1,790,000	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	456,970	1,696,600	2,470,000	Based on availability fee structure for all residential and fixture units (i.e., single family residential at \$10,800). Includes Downtown Comstock plan.
	<b>Total - Non-Operating Revenues</b>	<u>836,994</u>	<u>3,059,900</u>	<u>4,461,000</u>	

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

Object Code	Source	FY 17-18 Audited	FY 18-19 Budgeted	FY 19-20 Projected	Notes
	<b><u>Revenues from Other Sources</u></b>				
393200	Use of Bond Proceeds	0	6,662,500	0	FY 2019 bond proceeds are for the purchase of 1 MGD from Fairfax Water to increase water capacity. 2018 bond proceeds are for the Third Street Water Tank painting and rehabilitation.
395000	(Addition to) / Use of Net Position	0	(2,909,188)	(1,808,061)	(Addition to) / Use of net position.
	<b>Total - Revenue from Intergovernmental &amp; Other Sources</b>	<u>0</u>	<u>3,753,312</u>	<u>(1,808,061)</u>	
	<b>Total - Water &amp; Sewer Fund Revenue</b>	<u>7,445,097</u>	<u>13,727,212</u>	<u>9,939,539</u>	

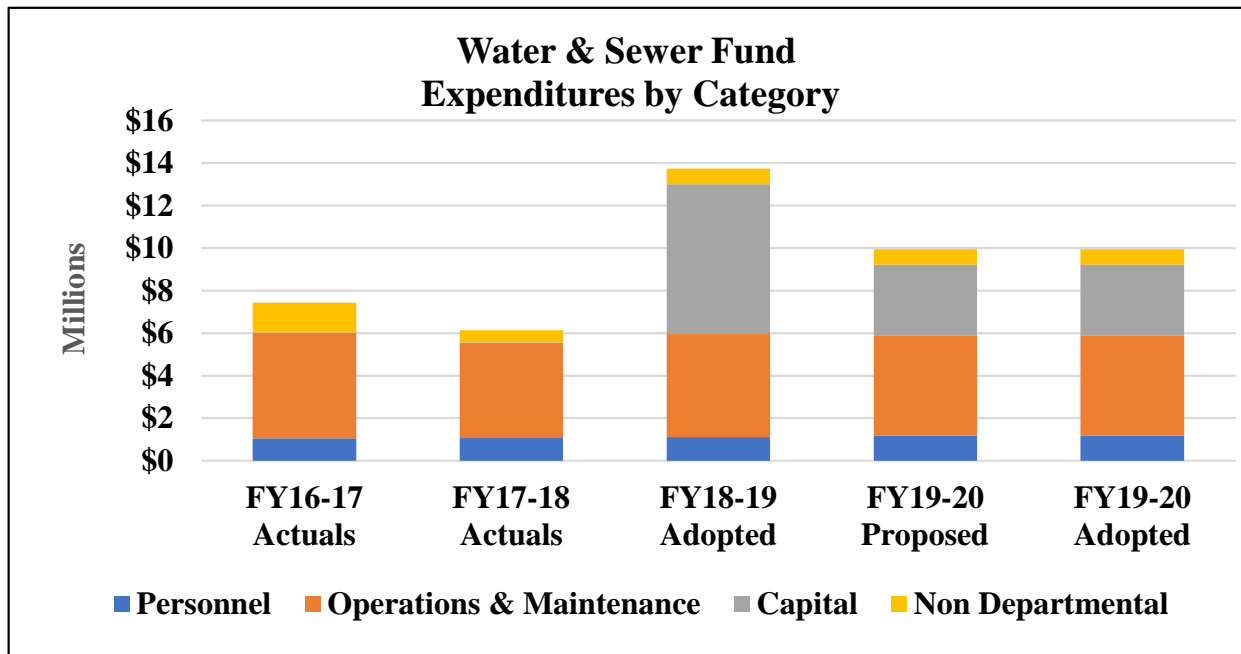
Personnel - Water & Sewer Fund	FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Adopted		FY 2019-20 Proposed	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Water &amp; Sewer</u></b>								
<b><u>Customer Service</u></b>								
Accounting Tech II	0	0	0	0	1	1	1	1
Office Assistant II	1	1	1	1	0	0	0	0
Senior Accounting Technician	1	1	1	1	1	1	1	1
Water Meter Reader	2	2	2	2	1	1	1	1
<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>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	0	0
Utility Equipment Operator II	0	0	0	0	0	0	1	1
Utility Maintenance Worker I	0	0	0	0	0	0	1	1
Utility Maintenance Worker II	1	1	1	1	1	1	2	2
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>7</b>	<b>7.00</b>
<b><u>Water Service &amp; Maintenance</u></b>								
Maintenance/Meter Mechanic	1	1	1	1	1	1	1	1
Utility Equipment Operator I	0	0	0	0	0	0	1	1
Utility Equipment Operator II	2	2	2	2	2	2	1	1
Utility Maintenance Worker I	1	1	1	1	1	1	0	0
Utility Maintenance Worker II	2	2	2	2	2	2	1	1
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>5</b>	<b>5.00</b>
<b><u>Water &amp; Sewer Total</u></b>	<b>16</b>	<b>16.00</b>	<b>16</b>	<b>16.00</b>	<b>15</b>	<b>15.00</b>	<b>15</b>	<b>15.00</b>

**Water & Sewer Fund  
Fund Budget**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	1,040,289	1,058,667	1,100,112	1,158,995	1,158,995
<b>Operations &amp; Maintenance</b>	4,972,348	4,474,138	4,851,100	4,735,350	4,735,350
<b>Capital</b>	10,196	20,021	7,035,000	3,315,000	3,315,000
<b>Non Departmental</b>	1,401,277	569,588	741,000	730,194	730,194
<b>Total Golf Course</b>	<b>7,424,110</b>	<b>6,122,414</b>	<b>13,727,212</b>	<b>9,939,539</b>	<b>9,939,539</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	16	16	15	15	15
<b>Part Time</b>	0	0	0	0	0





## Finance - Water & Sewer Customer Service

The Water & 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.

Objectives	Strategies	Measures
Meter reading.	<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>
Utility billing and customer service.  <i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i>	<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>• Optimize use of Munis Enterprise Resource Planning (ERP) financial software package.</li> <li>• Delinquent accounts are fully collected 95 percent of time.</li> </ul>
Information reporting.	<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>

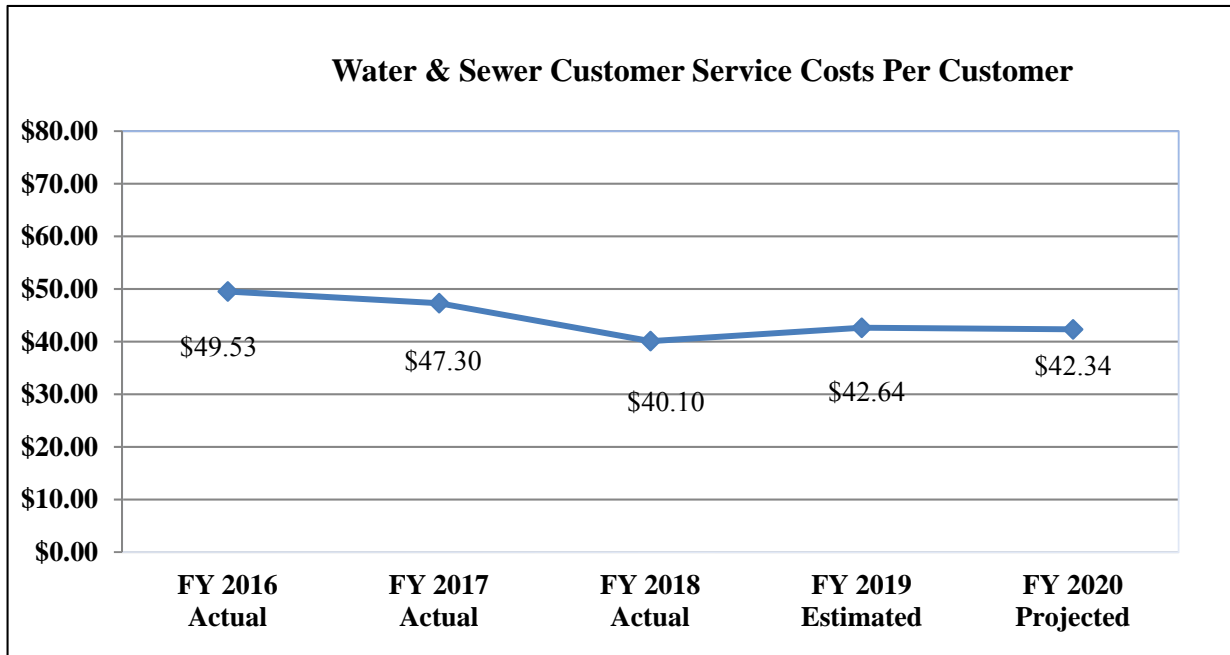
## Finance - Water & Sewer Customer Service

### 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. A portion of each water and sewer customer billing is used to support the activity center.

The town utilized Automated Meter Reading (AMR) to record quarterly water consumption for approximately 5,850 water meters in FY 2018.

Indicator	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Water & Sewer customer service costs per customer	\$49.53	\$47.30	\$40.10	\$42.64	\$42.34
Average number of customers billed each year	5,990	5,850	5,925	5,950	5,975



**Water & Sewer Fund  
Customer Service**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	224,545	210,125	195,327	214,070	214,070
<b>Operations &amp; Maintenance</b>	49,095	59,822	58,400	60,950	60,950
<b>Operating Capital</b>	-	-	-	-	-
<b>Total Customer Service</b>	<b>273,640</b>	<b>269,947</b>	<b>253,727</b>	<b>275,020</b>	<b>275,020</b>

**Staffing**

	<b>FY15-16 Audited</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	4	4	3	3	3
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

There were no highlights for this division.

**Public Works - Sewer Service & Maintenance**

The Sewer Service & 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.

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 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 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 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>

**Public Works - Sewer Service & Maintenance**

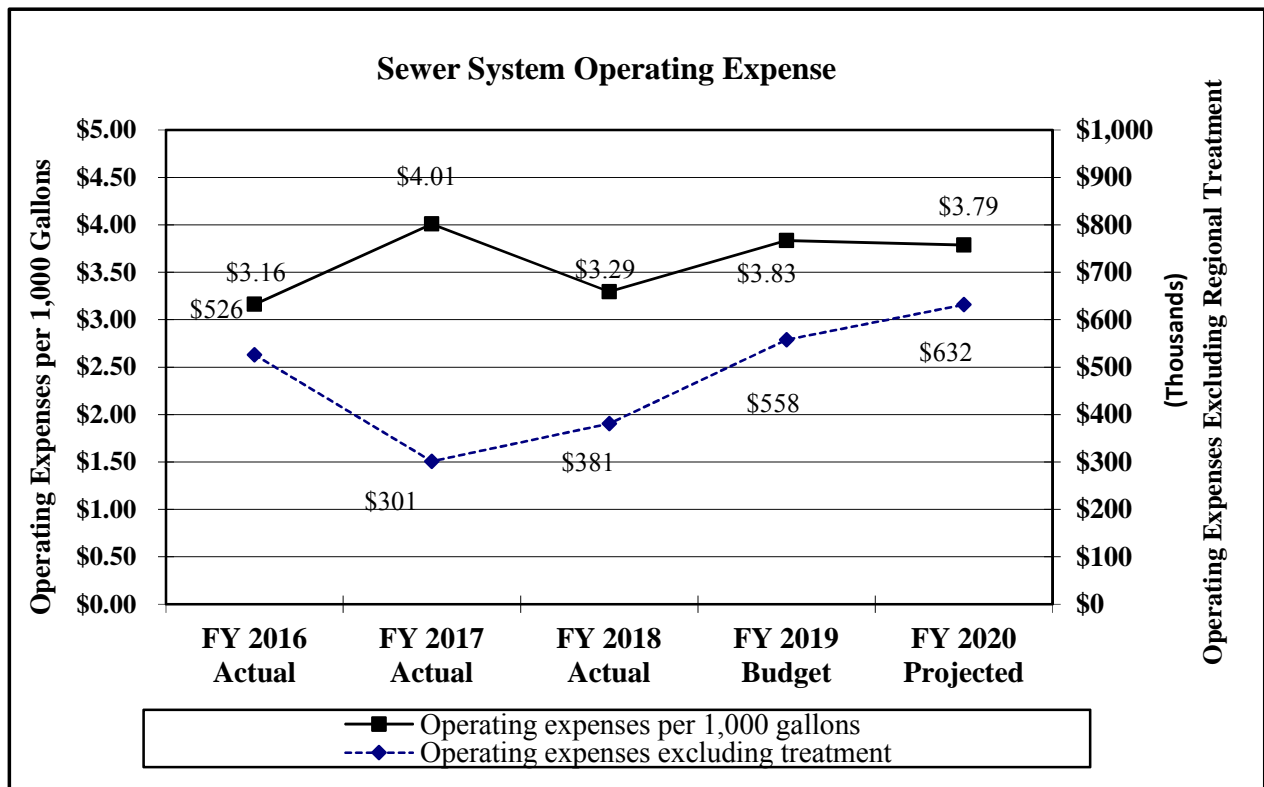
Goals	Strategies	Measures
<p>Minimize the infusion of extraneous flows into the treatment process and collect and analyze data for Inflow and Infiltration (I&amp;I) capacity studies.</p> <p><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <li>• 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Projected
Personnel	\$419,577	\$219,614	\$250,629	\$411,363	\$493,753
O&M (includes regional treatment)	<u>2,394,556</u>	<u>3,691,488</u>	<u>2,960,764</u>	<u>3,346,600</u>	<u>3,237,900</u>
<b>TOTAL</b>	<b>\$2,814,133</b>	<b>\$3,911,102</b>	<b>\$3,211,393</b>	<b>\$3,757,963</b>	<b>\$3,731,653</b>
Sewage Treated (1,000 gallons)	889,979	975,603	975,000	980,000	985,000
Regional treatment costs	\$2,287,999	\$3,609,731	\$2,830,476	\$3,200,000	\$3,100,000
<b>Operating expenses excluding treatment</b>	<b>\$526,134</b>	<b>\$301,371</b>	<b>\$380,917</b>	<b>\$557,963</b>	<b>\$631,653</b>
<b>Operating expenses per 1,000 gallons</b>	<b>\$3.16</b>	<b>\$4.01</b>	<b>\$3.29</b>	<b>\$3.83</b>	<b>\$3.79</b>



**Water & Sewer Fund  
Sewer**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	219,614	250,629	411,363	493,753	493,753
<b>Operations &amp; Maintenance</b>	3,691,488	2,960,764	3,346,600	3,237,900	3,237,900
<b>Capital</b>	-	48,404	385,000	1,815,000	1,815,000
<b>Total Sewer</b>	<b>3,911,102</b>	<b>3,259,797</b>	<b>4,142,963</b>	<b>5,546,653</b>	<b>5,546,653</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	5	5	5	7	7
<b>Part Time</b>	0	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 2020, \$3,100,000 was budgeted, \$100,000 less than FY 2019.

\$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 \$1,815,000

**Capital Projects**

Master Plan	\$ 640,000
Sewer Repairs (lining)	\$ 575,000
Pump Station	\$ 600,000
	<b><u>\$ 1,815,000</u></b>

## Public Works - Water Supply & Maintenance

The Water Supply & 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.

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>



**Public Works - Water Supply & Maintenance**

Goals	Strategies	Measures
<p>Improve maintenance of water system.</p> <p 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>

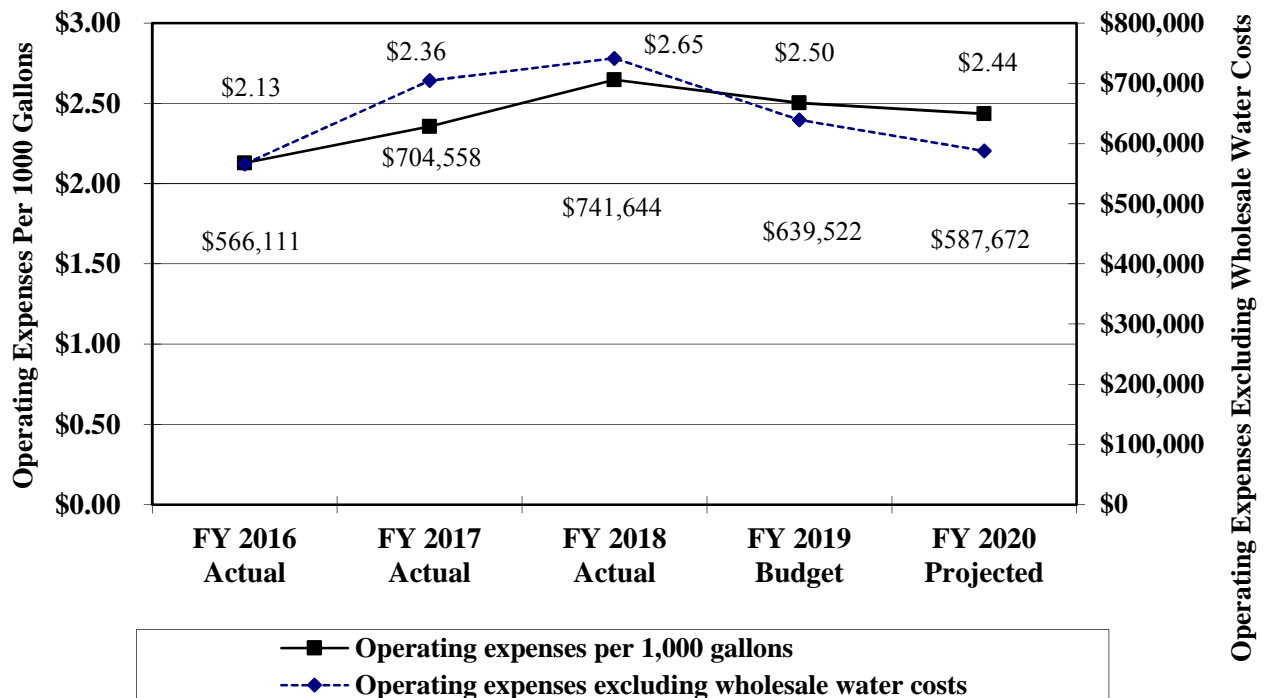
## Public Works - Water Supply & Maintenance

### 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 2020 as in FY 2019. Capital costs for line replacement are not included in the O&M costs.

OPERATING EXPENSES	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Projected
Personnel	\$438,669	\$596,130	\$597,913	\$493,422	\$451,172
O&M (includes wholesale water costs)	<u>1,232,147</u>	<u>1,231,765</u>	<u>1,453,552</u>	<u>1,446,100</u>	<u>1,436,500</u>
<b>TOTAL</b>	<b>\$1,670,816</b>	<b>\$1,827,895</b>	<b>\$2,051,465</b>	<b>\$1,939,522</b>	<b>\$1,887,672</b>
Water Purchased (1,000 gallons)	784,987	775,664	775,000	775,000	775,000
Wholesale water costs	\$1,104,705	\$1,123,337	\$1,309,821	\$1,300,000	\$1,300,000
<b>Operating expenses excluding wholesale</b>	<b>\$566,111</b>	<b>\$704,558</b>	<b>\$741,644</b>	<b>\$639,522</b>	<b>\$587,672</b>
<b>Operating expenses per 1,000 gallons</b>	<b>\$2.13</b>	<b>\$2.36</b>	<b>\$2.65</b>	<b>\$2.50</b>	<b>\$2.44</b>

**Water System Operating Expense**



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

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	596,130	597,913	493,422	451,172	451,172
<b>Operations &amp; Maintenance</b>	1,231,765	1,453,552	1,446,100	1,436,500	1,436,500
<b>Capital Projects</b>	10,196	15,217	6,650,000	1,500,000	1,500,000
<b>Total Water</b>	<b>1,838,091</b>	<b>2,066,682</b>	<b>8,589,522</b>	<b>3,387,672</b>	<b>3,387,672</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	7	7	7	5	5
<b>Part Time</b>	0	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 2020, \$1,300,000 is budgeted, the same as FY 2019.

\$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:

**Capital Projects:**

Water Main Locust	\$	650,000	
Design Main Wilshire	\$	100,000	
Single Axle Dump #443		140,000	
Water Utility Master Plan	\$	600,000	vault/pump station
Water Meters	\$	10,000	
	<b>\$</b>	<b>1,500,000</b>	

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



# Chestnut Grove Cemetery Fund

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



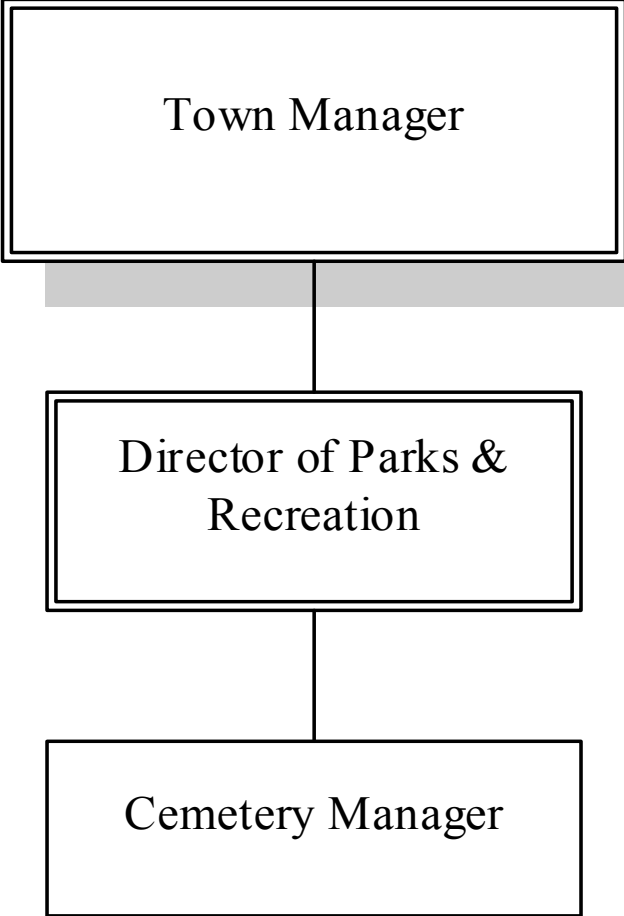
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**Cemetery Fund**

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## **Cemetery Fund**

### **Vision**

Chestnut Grove Cemetery provides residents of the Town of Herndon and the surrounding community with interment services consisting of traditional and cremation ground burial, mausoleum crypts and cremation niches. Families are offered support and guidance while navigating burial and memorial options.

### **FY 2019 Highlights**

- Replacement of equipment essential to the daily operations of Chestnut Grove. This consists of a rear discharge Toro mower more suited for the cemetery environment.
- Complete restoration of the 23 stone columns along the facility boarder.
- 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
- Reorganized the operational structure allowing for an additional full time grounds employee to be added to the cemetery staff.
- Erect the stone wall along the main drive as the anchor for cremation land/estate development.

### **FY 2020 Initiatives**

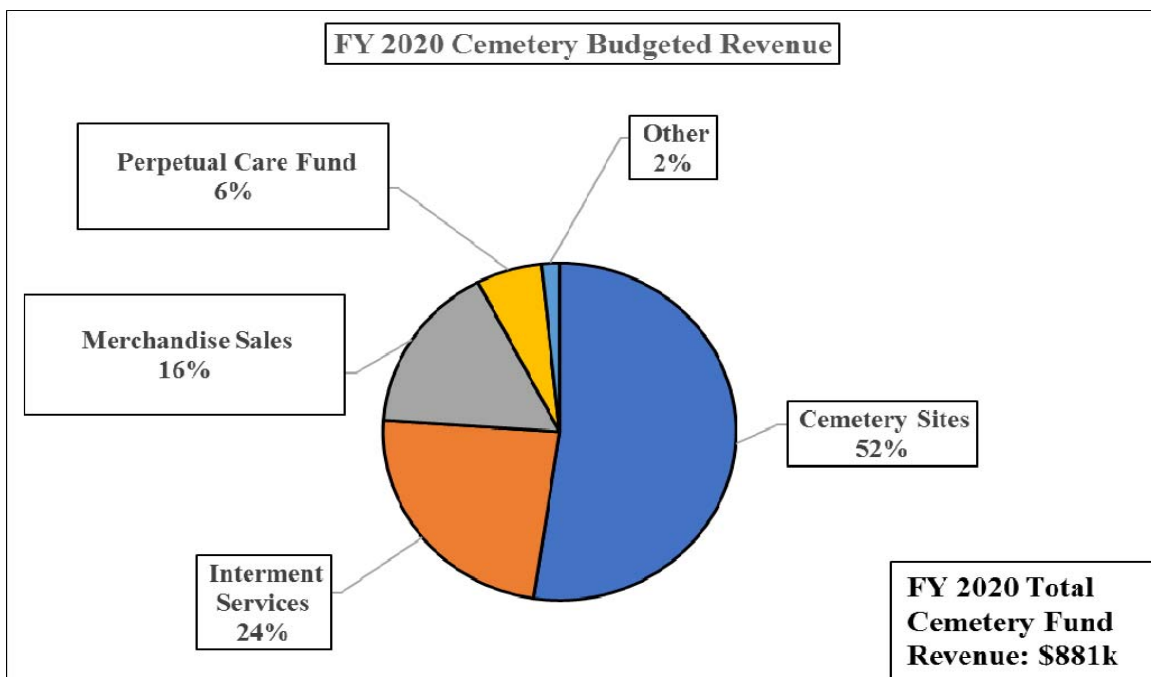
- Begin strategic planning for the cemetery ground development masterplan and initial development phase timeline.
- Work with town arborist to start distressed limb and tree removal on established cemetery grounds.
- Placement of an Ossuary in the park cremation garden to increase the burial options for families with cremated remains.
- Complete development of cremation estates and integrate into saleable inventory.
- Continue to replace vital equipment to ensure the high level of maintenance standards within the facility. This will include the acquisition of a new turf utility vehicle.

## 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; 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.

### Chestnut Grove Cemetery Fund Revenues

The Chestnut Grove Cemetery, located at 831 Dranesville Road in Herndon, 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 Chestnut Grove Cemetery from the Chestnut Grove Cemetery Association, a volunteer group established in 1954, which operated and managed the day-to-day activities of this 145-year-old cemetery. A seven-member Town Manager's Cemetery Advisory Committee provides citizen input into the formation of new or revised regulations and the operations of the cemetery itself.

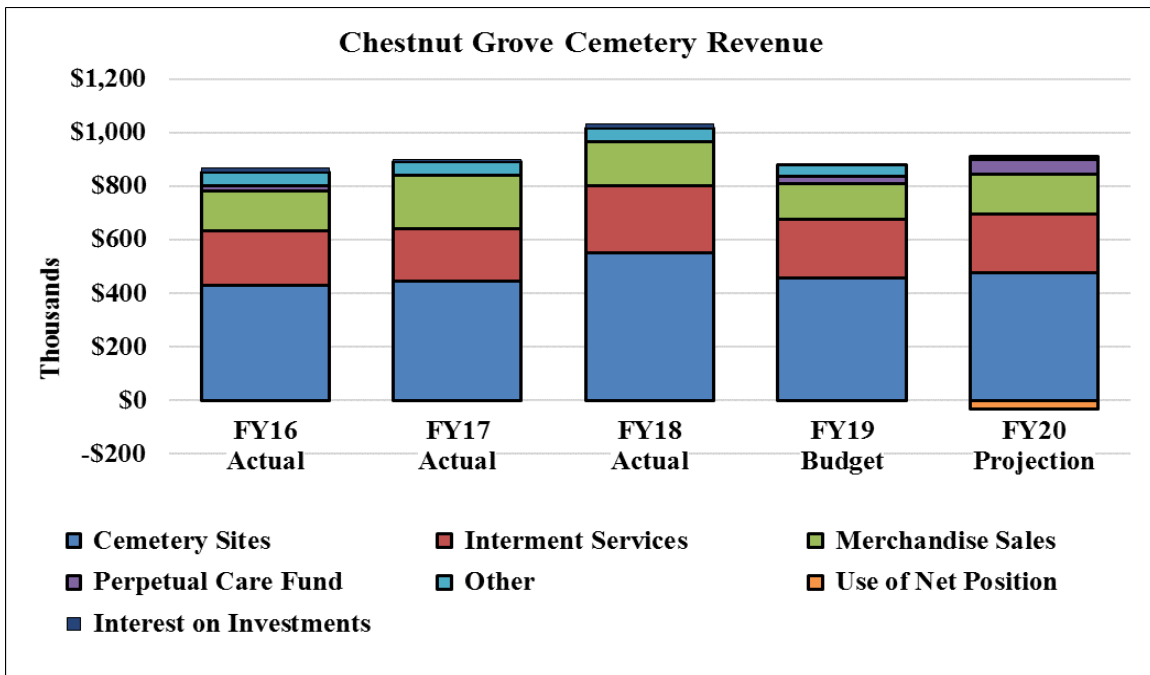


Total budgeted FY 2020 Chestnut Grove Cemetery Fund revenue is \$881,478. Projections for FY 2020 include the sale of an estimated 152 sites and 145 interments. In addition to site sales and interment services, other projected revenues include income from the sale of memorializing products (e.g., gravestones, urns, and flower vases) and interest earnings from continued investment of the perpetual care funds.

As can be seen from the tables below, the majority of revenue comes from two sources; Cemetery Sites and Interment services. In FY 2020 the two revenues combined accounted for 79%, or \$694,240, of all Cemetery

revenues. This year's budget shows a contribution to the unassigned fund balance, which shows as a negative revenue. 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>DESCRIPTION</b>	<b>FY16 Actual</b>	<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY20 Projection</b>
Cemetery Sites	429,208	445,939	550,125	454,900	477,865
Interment Services	202,235	195,335	250,600	220,200	216,375
Merchandise Sales	152,155	198,924	167,006	135,000	148,500
Perpetual Care Fund	17,825		-	25,500	55,000
Other	52,090	49,967	49,013	43,283	15,050
Use of Net Position	-	-	-	-	(31,312)
Interest on Investments	13,775	8,960	13,763	6,000	-
	<b>867,287</b>	<b>899,125</b>	<b>1,030,507</b>	<b>884,883</b>	<b>881,478</b>



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

Object Code	Source	FY17-18 Actual	FY 18-19 Adopted	FY 19-20 Projected	Notes
349300	Cemetery Sites	550,125	454,900	477,865	Project 145 sites to be sold, including 2nd rights of interment.
347910	Interment Services	250,600	220,200	216,375	Project 145 interments
347930	Memorial Sales	167,006	135,000	148,500	Income from sale of memorials, related products and services.
347920	Other Cemetery Income	48,513	43,283	15,050	Miscellaneous revenue.
369990	Not Otherwise Classified	500	0	0	
	<b>Total - Operating Revenues</b>	<u>1,016,744</u>	<u>853,383</u>	<u>857,790</u>	
361000	Interest Income on Investment Balances - <b>Non-Operating Revenue</b>	<u>13,763</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>25,500</u>	<u>55,000</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	0	(31,312)	Estimated return to fund balance.
	<b>Total - Revenue from Other Sources</b>	<u>0</u>	<u>0</u>	<u>(31,312)</u>	
	<b>Total - Chestnut Grove Cemetery Fund</b>	<u>1,030,507</u>	<u>884,883</u>	<u>881,478</u>	

Personnel - Cemetery	FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Adopted		FY 2019-20 Proposed	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	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>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b><u>Cemetery Total</u></b>	<b>4</b>	<b>4.00</b>	<b>4</b>	<b>4.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>

## Chestnut Grove Cemetery – Cemetery Operations

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.

Goals	Strategies	Measures
Promote Chestnut Grove Cemetery as cemetery of choice for Northern Virginia residents in western Fairfax and eastern Loudoun counties.	<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;"><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Provide pre-need and at-need sale of cemetery products.</li> <li>• Accommodate arrangements for 145 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 152 cemetery interment sites, mausoleum and columbaria sites.</li> <li>• Average revenue per site sale increases with additional product/memorial options.</li> <li>• Increase retention rate of memorial sales from families we provide interments services to.</li> <li>• Increase additional interment right purchases on existing sites as a cremation options for interested families.</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;"><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Respond to community needs with on-site administration and sales.</li> <li>• Replacement of compact utility tractor vital to memorial installation.</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> <li>• Finalize development of cremation “Park” area with cremation estates and new cremation products previously unavailable at Chestnut Grove.</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;"><b><i>Vision Tenet: Celebrating Community Spirit</i></b></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> </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> </ul>

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## Chestnut Grove Cemetery - Cemetery Operations

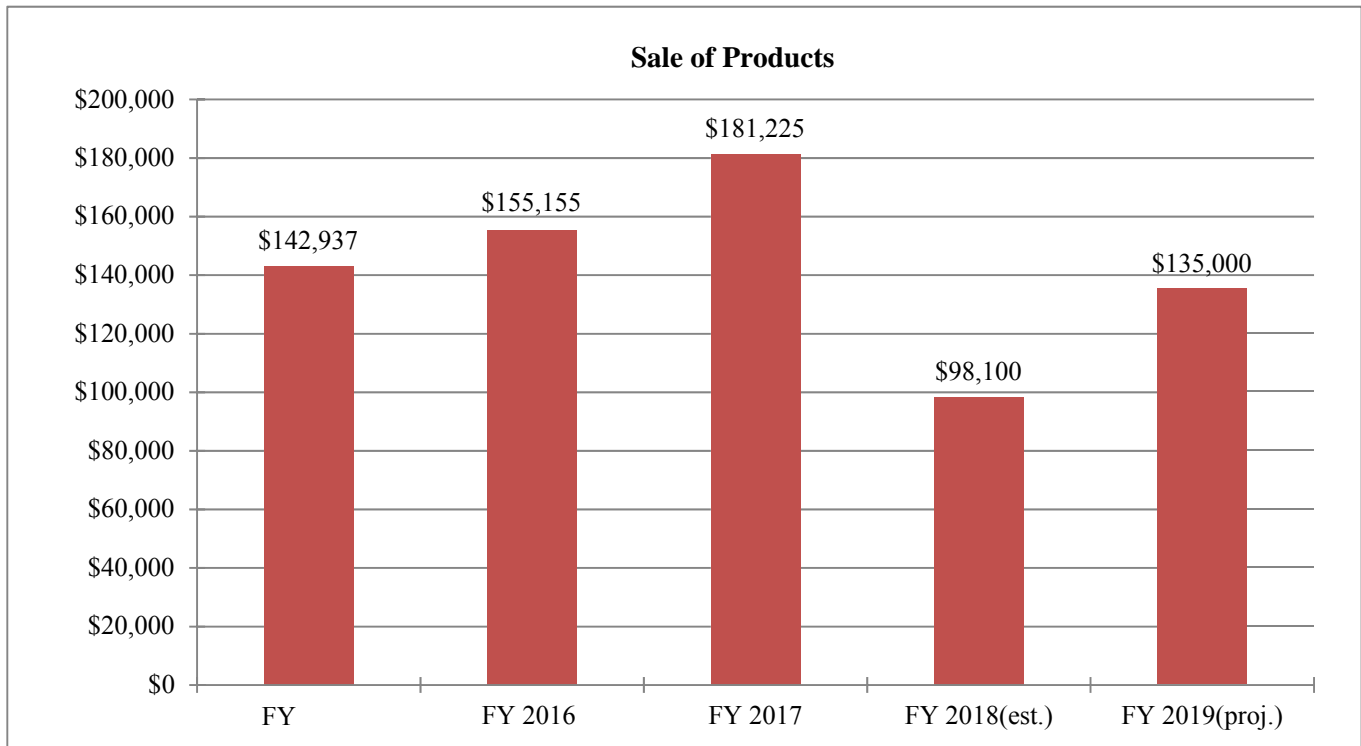
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### Performance Measures

On September 29, 1997, the town assumed management of Chestnut Grove Cemetery as a stand-alone enterprise fund. Revenue projections for FY 2020 include the sale of 152 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.

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	<u>Site Sales</u>	<u>Interments</u>	<u>Sale of Products</u>
FY 2016	132	140	\$155,155
FY 2017	148	132	\$181,225
FY 2018	176	161	\$158,309
FY 2019 (est.)	145	145	\$135,000
FY 2020(proj.)	152	145	\$164,896



**Cemetery  
Fund Summary**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actual</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	360,904	341,641	387,453	373,238	373,238
<b>Operations &amp; Maintenance</b>	199,630	168,779	167,300	188,850	188,850
<b>Capital</b>	-	2,102	62,240	51,500	51,500
<b>Non-Departmental</b>	173,474	77,321	68,590	68,590	68,590
<b>Debt</b>	48,242	41,387	199,300	199,300	199,300
<b>Total Cemetery</b>	<b>782,250</b>	<b>631,230</b>	<b>884,883</b>	<b>881,478</b>	<b>881,478</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actual</b>	<b>FY17-18 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	4	4	5	5	5
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

**O&M**

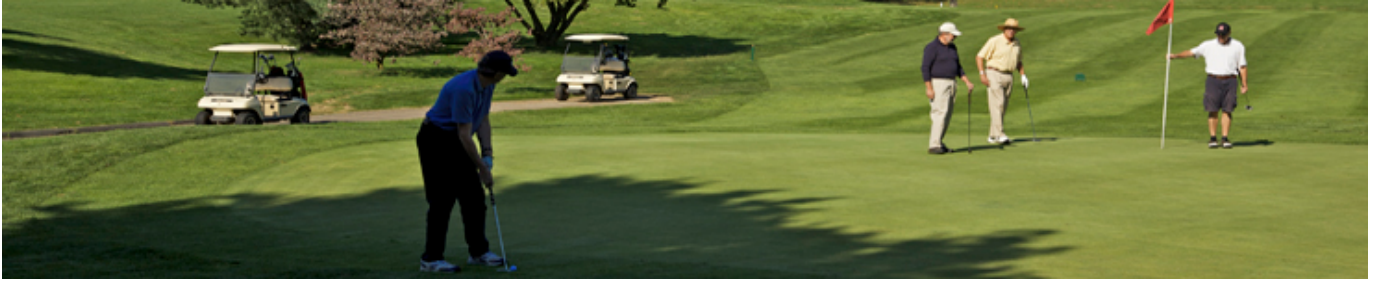
Products for resale is budgeted at \$80,000. The sale of products related to memorial services generates a markup that more than pays for the budget amount.

Master Plan Update      \$     10,000

**Capital Projects**

Utility Tractor	\$35,000
Tractor Attachment	\$9,000
	<u>\$44,000</u>





# Golf Course Fund

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



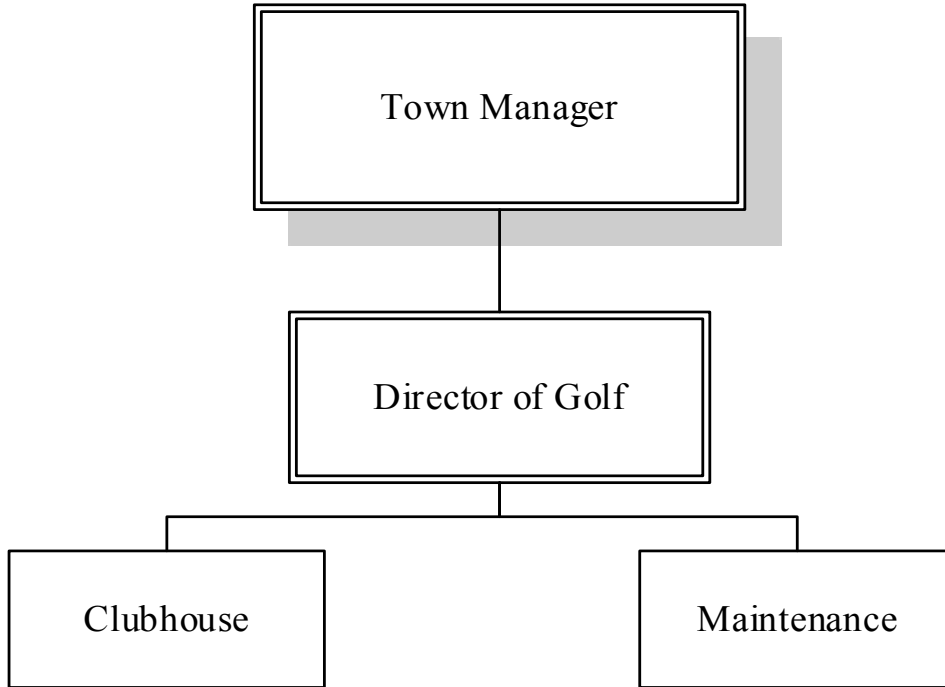
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## Golf Course Fund

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TOWN OF  
**Herndon**  
VIRGINIA

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

## **Golf Course**

### **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 2019 Highlights**

- Conducted several special events including the Spring Training Shamble, Police/Fire & Rescue Invitational, Club Championship, Superintendent's Revenge, Thanksgiving Gobbler and New Year's Eve Scramble.
- Updated nutrient management plan, obtained approval from the Virginia Department of Conservation & Recreation.
- Implemented solutions to address MS 4 program inspection report recommendations and corrective actions.
- Completed Storm Water Pollution Prevention Plan (SWPPP) comprehensive site compliance evaluation.

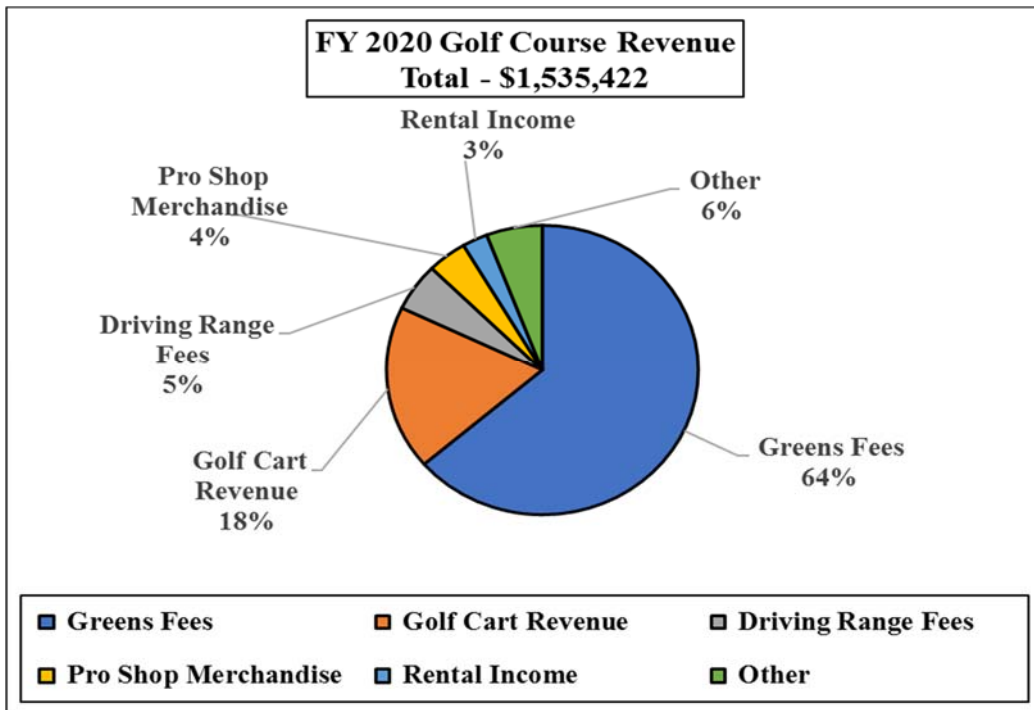
### **FY 2020 Initiatives**

- Maintain the sustainability of the golf course enterprise fund.
- Maintain excellent playing conditions and aesthetically pleasing grounds.
- Develop, promote and administer a variety of activities and events for patrons of all ages and skill levels.
- Retain designation as a Certified Audubon Cooperative Sanctuary for a three-year period.
- Implement environmental management programs.

## 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; 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.

### Golf Course Fund Revenues



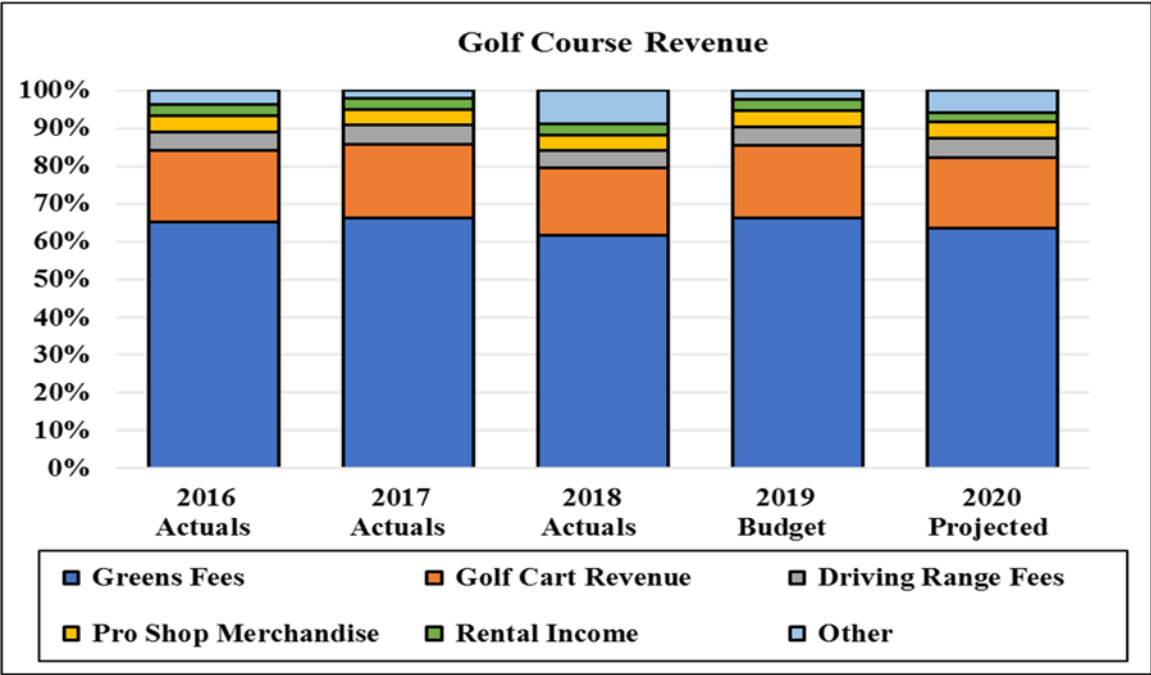
The Herndon Centennial Golf Course, continues to be one of the most popular, well managed and well-maintained courses in Northern Virginia. The course offers 18 holes, a driving range and practice facilities. There is also a full-service pro shop, club rental, PGA golf instruction and a snack bar. The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

Total budgeted FY 2020 Golf Course Fund revenue is \$1,535,422. The greens fees for FY 2020 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 and 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).

<b>Description</b>	<b>2016 Actuals</b>	<b>2017 Actuals</b>	<b>2018 Actuals</b>	<b>2019 Budget</b>	<b>2020 Projected</b>
Greens Fees	\$ 981,038	\$ 1,000,583	\$ 970,600	\$ 982,500	\$ 978,200
Golf Cart Revenue	\$ 283,140	\$ 292,332	\$ 281,600	\$ 283,600	\$ 282,500
Driving Range Fees	\$ 73,147	\$ 77,455	\$ 69,400	\$ 71,300	\$ 81,800
Pro Shop Merchandise	\$ 64,396	\$ 64,237	\$ 65,700	\$ 64,300	\$ 63,300
Rental Income	\$ 44,490	\$ 45,525	\$ 43,600	\$ 40,100	\$ 40,400
Other	\$ 56,337	\$ 29,877	\$ 141,300	\$ 37,134	\$ 89,222
	<b>\$ 1,502,549</b>	<b>\$ 1,510,009</b>	<b>\$ 1,572,200</b>	<b>\$ 1,478,934</b>	<b>\$ 1,535,422</b>

The projection for FY 2020 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; to include 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 17-18 Audited</b>	<b>FY 18-19 Budgeted</b>	<b>FY19-20 Projected</b>	<b>Notes</b>
347600	Green Fees	953,160	982,500	978,200	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	278,969	283,600	282,500	Revenue from golf cart rentals. Proposed revenue based on current rental rates; weather sensitive.
347710	Pull Cart Rental	4,413	5,400	5,000	Rental income; weather sensitive.
347720	Merchandise Sales (Pro Shop)	61,352	64,300	63,300	Income from sale of golf equipment, clothes and accessories.
347730	Handicapping Fees	9,576	10,100	9,800	Income from the provision of VSGA handicapping service.
347740	Golf Club Rental	2,773	2,500	2,600	Rental income; weather sensitive.
347750	Driving Range Fees	78,703	71,300	81,800	Income from use of the driving range; weather sensitive.
363000	Rental Income	40,575	40,100	40,400	Rental income from concession operation and superintendent's house.
369990	Not Otherwise Classified	245	4,534	300	
	<b>Total - Operating Revenues</b>	<u>1,429,766</u>	<u>1,464,334</u>	<u>1,463,900</u>	
361000	Interest on Investments - <b>Non-Operating Revenues</b>	23,196	14,600	20,000	
391100	Use of Net Position	0	0	51,522	Use of available cash in enterprise fund portion of Golf Course for golf cart purchases.
	<b>Total - Golf Course Revenue</b>	<u>1,452,962</u>	<u>1,478,934</u>	<u>1,535,422</u>	



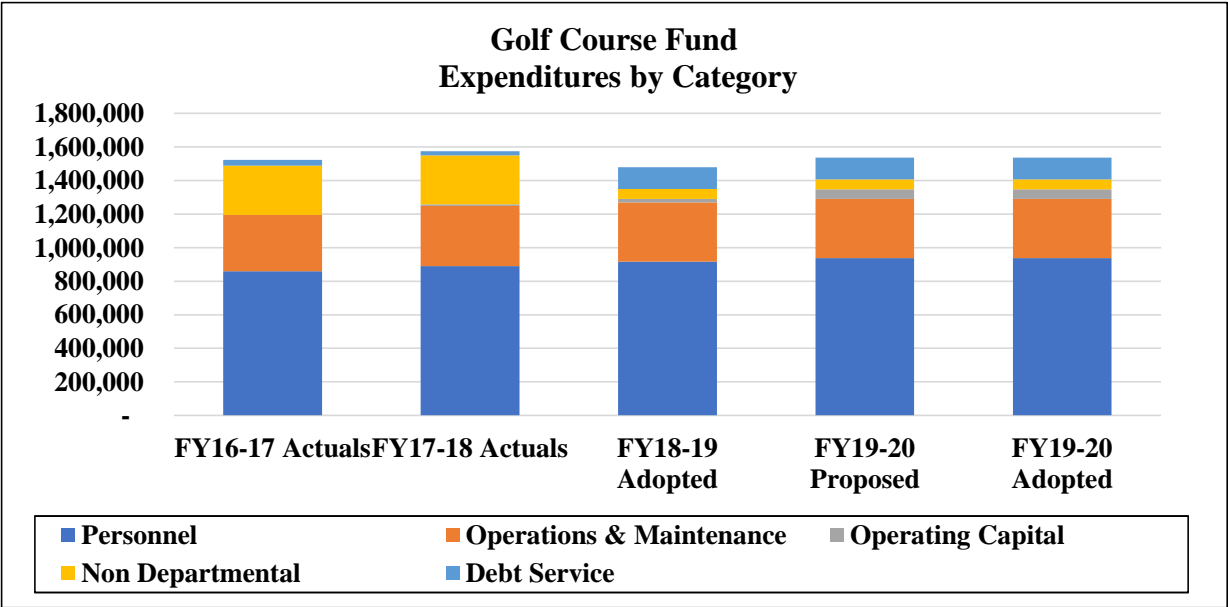
Personnel - Golf Course	FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Adopted		FY 2019-20 Adopted	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Golf Course</u></b>								
<b><u>Maintenance</u></b>								
Assistant Golf Course Superintendent	1	1	1	1	1	1	1	1
Equipment Operator/Greensworker	2	2	2	2	2	2	2	2
Golf Course Superintendent	1	1	1	1	1	1	1	1
Irrigation Technician	1	1	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>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>Clubhouse</u></b>								
Director of Golf	1	1	1	1	1	1	1	1
Golf Operations Assistant I	1	1	0	0	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>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>
<b><u>Golf Course Total</u></b>	<b>10</b>	<b>10.00</b>	<b>9</b>	<b>9.00</b>	<b>9</b>	<b>9.00</b>	<b>9</b>	<b>9.00</b>

**Golf Course  
Fund Budget**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	857,823	888,721	915,934	936,022	936,022
<b>Operations &amp; Maintenance</b>	336,352	358,696	352,200	353,500	353,500
<b>Operating Capital</b>	-	10,086	22,000	56,700	56,700
<b>Non Departmental</b>	293,907	290,626	57,700	59,000	59,000
<b>Debt Service</b>	33,031	25,097	131,100	130,200	130,200
<b>Total Golf Course</b>	<b>1,521,113</b>	<b>1,573,226</b>	<b>1,478,934</b>	<b>1,535,422</b>	<b>1,535,422</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	9	10	9	9	9
<b>Part Time</b>	0	0	0	0	0



## Golf Course - Maintenance

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.

Objectives	Strategies	Measures
<p>Provide well maintained playing conditions in an attractive setting.</p> <p><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Maintain course conditions within desired standards.</li> <li>• Use up-to-date technology to improve efficiency, playability and turfgrass performance.</li> <li>• Implement aeration and cultural programs.</li> <li>• Implement landscaping master plan.</li> <li>• Implement equipment preventive maintenance program.</li> </ul>	<ul style="list-style-type: none"> <li>• Ninety percent of reviews posted on Golf Advisor rate playing conditions as either good or excellent.</li> <li>• Conduct 30 root zone moisture audits during the summer months.</li> <li>• Conduct three aerations of greens and one aeration of tees and fairways.</li> <li>• Conduct five light topdressing applications on greens.</li> <li>• Perform reel grinding on mowing equipment a minimum of twice a year.</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><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></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>• Implement Stormwater Pollution Prevention Plan (SWPPP).</li> <li>• Partner with community organizations to enhance environmental sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>• Attain recertification as an Audubon Cooperative Sanctuary for a three-year period.</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>• Conduct SWPPP site inspections on a quarterly basis.</li> </ul>

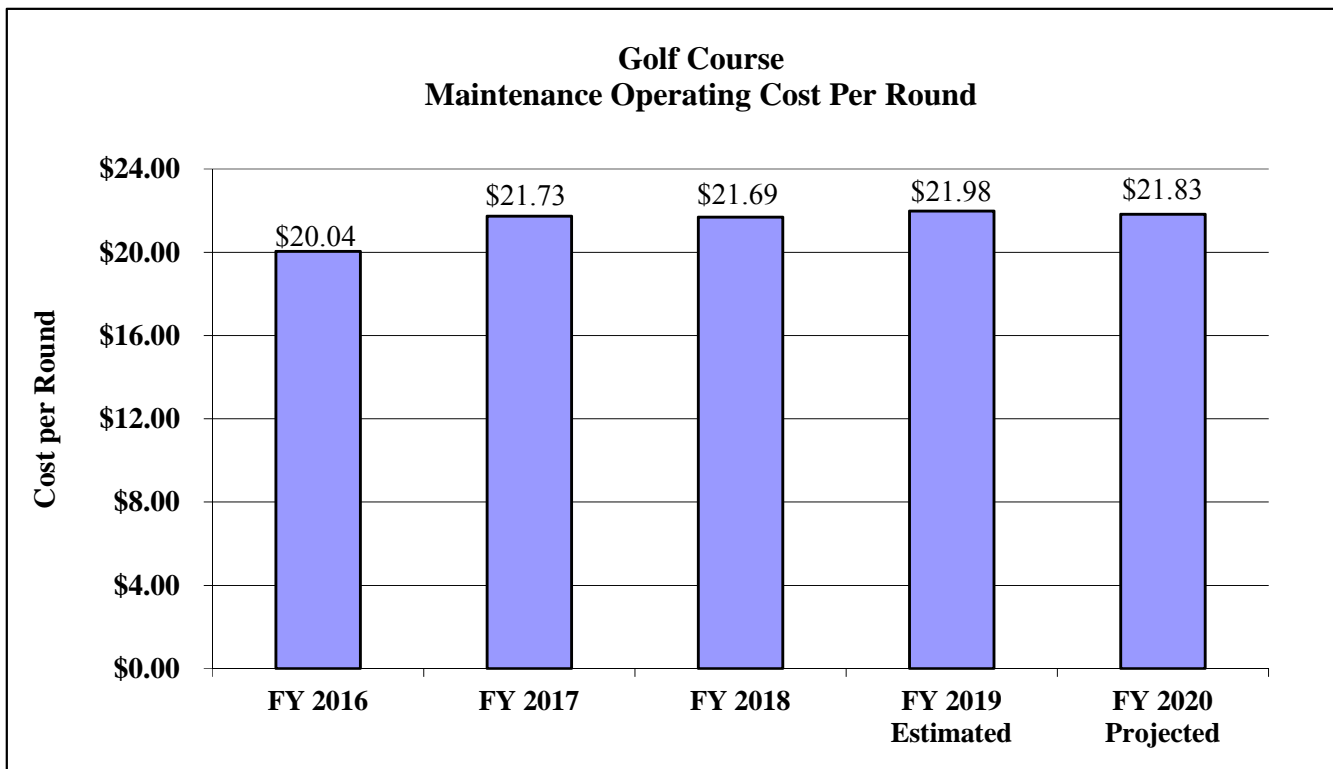
## Golf Course - Maintenance

### 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 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Projected</u>
Rounds Played	33,112	33,029	31,369	30,600	33,000
Operating Expenses	\$663,701	\$717,667	\$680,550	\$672,722	\$720,400
Cost per Round	\$20.04	\$21.73	\$21.69	\$21.98	\$21.83



<b>Golf Course Fund Maintenance Division</b>
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	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19 -20 Adopted</b>
<b>Personnel</b>	477,030	454,887	473,676	481,563	481,563
<b>Operations &amp; Maintenance</b>	226,763	246,347	233,400	239,700	239,700
<b>Operating Capital</b>	15,574	-	22,000	-	-
<b>Total Maintenance</b>	<b>719,367</b>	<b>701,234</b>	<b>729,076</b>	<b>721,263</b>	<b>721,263</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19 -20 Adopted</b>
<b>Full Time</b>	6	6	6	6	6
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

**O&M**

Materials & supplies \$127,000 for purchase of fertilizer, pesticides and seed.

## Golf Course - Clubhouse

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.

Objectives	Strategies	Measures
Maintain and enhance economic sustainability.	<ul style="list-style-type: none"> <li>• Offer a tiered fee structure that is competitively priced and provides superior value.</li> <li>• Use third party resellers to drive incremental business during off peak times.</li> <li>• Offer a variety of golf shop merchandise and options to custom order.</li> <li>• Pursue opportunities to operate more cost effectively and efficiently.</li> </ul>	<ul style="list-style-type: none"> <li>• Exceed FY 2017-2019 average operating revenues by two percent.</li> <li>• Over \$50,000 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 600 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>• Generate efficient communication and targeted marketing campaigns to improve brand awareness.</li> <li>• Publicize the availability of weekday evening league play.</li> <li>• Market opportunities for business, non-profit and charity golf outings.</li> <li>• Support Virginia High School League (VHSL) events.</li> </ul>	<ul style="list-style-type: none"> <li>• Issue a minimum of 10 “On the Tee” e-newsletters.</li> <li>• Utilize four different marketing channels to promote programs and services.</li> <li>• Host four weekly in-house, corporate or local business leagues.</li> <li>• Host a VHSL regional tournament.</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>• Develop efficiencies with regard to food concession menu options and services.</li> <li>• Implement introductory and growth of game initiatives emphasizing health and fitness benefits.</li> <li>• Coordinate and implement a year-round schedule of events with a focus on popular and unique formats.</li> </ul>	<ul style="list-style-type: none"> <li>• Register over 400 participants for course sponsored events.</li> <li>• Conduct a minimum of two 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

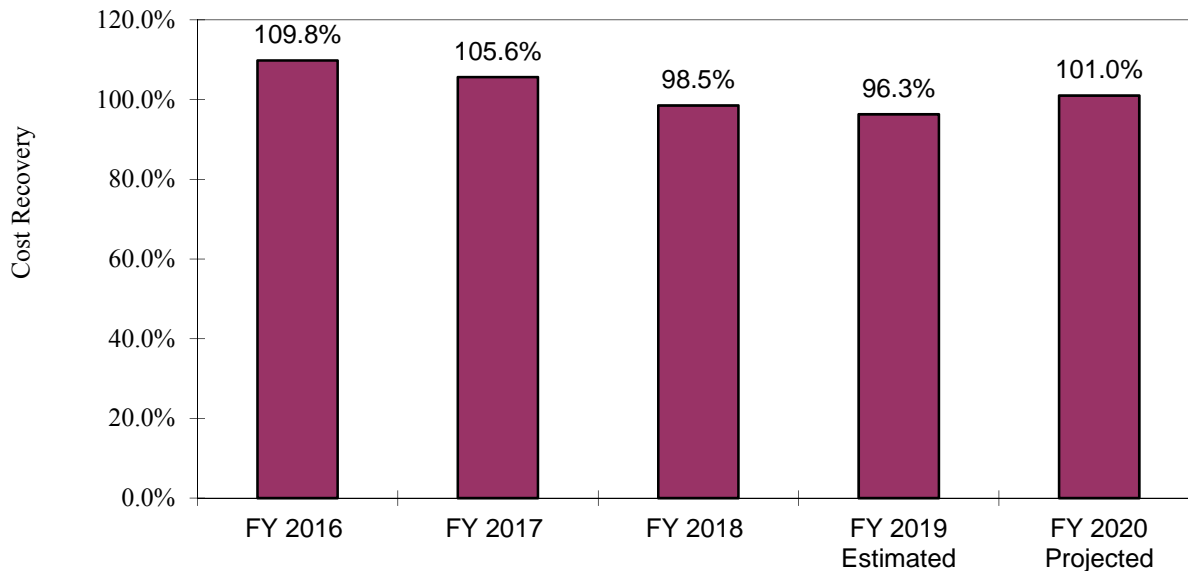
The Herndon Centennial Golf Course is managed as an enterprise fund and accounts for operations in a manner similar to private business enterprises, where the intent is that the costs of providing goods and services be financed or recovered through user charges. Revenues are obtained from investment 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; 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 2016	\$1,502,549	1,369,049	109.8%
FY 2017	\$1,510,009	1,429,643	105.6%
FY 2018	\$1,422,233	1,443,874	98.5%
FY 2019 Estimate	\$1,365,950	1,418,900	96.3%
FY 2020 Projected	\$1,473,000	1,458,000	101.0%

\*Excludes depreciation and amortization expenses

### Golf Course Cost Recovery



<b>Golf Course Fund Clubhouse Division</b>
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	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Personnel</b>	420,415	433,834	442,258	454,459	454,459
<b>Operations &amp; Maintenance</b>	111,106	112,349	118,800	113,800	113,800
<b>Operating Capital</b>	-	10,086	-	56,700	56,700
<b>Total Club House</b>	<b>531,521</b>	<b>556,269</b>	<b>561,058</b>	<b>624,959</b>	<b>624,959</b>

**Staffing**

	<b>FY16-17 Actuals</b>	<b>FY17-18 Actuals</b>	<b>FY18-19 Adopted</b>	<b>FY19-20 Proposed</b>	<b>FY19-20 Adopted</b>
<b>Full Time</b>	4	4	3	3	3
<b>Part Time</b>	0	0	0	0	0

**Budget Highlights**

Products for resale \$37,500 are sold with a small markup and return more money than initially expended.

\$56,700 for the replacement of existing golf carts.





# Downtown Parking Fund

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## Downtown Parking Fund

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

### **Vision**

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 2020 Downtown Parking Enterprise Fund revenue is \$1,215,000. This amount includes a \$200,000 transfer-in from the General Fund that will provide debt service capacity for the downtown development project.

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

Object Code	Source	FY 17-18 Audited	FY 18-19 Budgeted	FY 19-20 Projected	Notes
345010	Parking Availability Fees	0	0	0	As of March 2019, a total of 223 parking spaces have been committed to nine Public Shared Parking program participants.
365010	Annual Parking Space Maintenance Fee	12,714	12,700	17,394	Participants' 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	85,132	14,200	14,200	Public share parking program promissory note proceeds.
	<b>Total - Operating Revenue</b>	<u>97,846</u>	<u>26,900</u>	<u>31,594</u>	
361000	Interest on Investments	2,524	0	0	
361010	Interest Earnings on Notes Receivable	4,214	3,800	3,800	Interest on one note receivable associated with town's Public Shared Parking program.
	<b>Total Non-Operating Revenue</b>	<u>6,738</u>	<u>3,800</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.
391100	Use (or Return) of Net Position	<u>0</u>	<u>(15,700)</u>	<u>979,606</u>	Bond proceeds from GO Bond 2018B were received in FY 2019 but not used. The payment to Comstock is anticipated to occur in FY 2020, hence the use of net position. Net position will also be used to cover debt service payments.
393200	Use of Bond Proceeds	<u>0</u>	<u>1,025,000</u>	<u>0</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 Other Sources</b>	<u>200,000</u>	<u>1,209,300</u>	<u>1,179,606</u>	
	<b>Total - Downtown Parking Enterprise Fund</b>	<u>304,584</u>	<u>1,240,000</u>	<u>1,215,000</u>	

**Downtown Parking Fund  
Department Summary**

Object Code	Account Description	FY16-17 Actuals	FY17-18 Adopted	FY18-19 Proposed	FY19-20 Adopted
	<b><u>Operations &amp; Maintenance</u></b>				
420 31 0	Electricity	2,647	3,000	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>14,647</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
	<b><u>Capital</u></b>				
480 32 0	Station Street Parking Garage	200,000	-	1,000,000	1,000,000
480 33 0	Surface Parking Lots	-	-	-	-
	<b>Total - Capital</b>	<b>200,000</b>	<b>-</b>	<b>1,000,000</b>	<b>1,000,000</b>
	<b><u>Non-Departmental</u></b>				
420 96 0	Depreciation Expense	4,422	-	-	-
	<b>Total - Non-Departmental</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	200,000
	Bond Issuance Costs	-	-	25,000	
	<b>Total - Non-Departmental</b>	<b>-</b>	<b>200,000</b>	<b>225,000</b>	<b>200,000</b>
	<b>Total - Downtown Parking Fund</b>	<b>219,069</b>	<b>215,000</b>	<b>1,240,000</b>	<b>1,215,000</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*

### **Vision**

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

Typical revenue sources include interest earnings on available project balances, such as 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. Staff prepares the CIP for adoption by the Town Council after review and recommendation by the Planning Commission, town manager and staff. The review process includes public hearings and work sessions of the Planning Commission and Town Council in accord with Code of Virginia. The FY 2020-2025 CIP is anticipated to include a number of capital projects supported by the General Fund, the Water & 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**

Object Code	Source	FY 17-18 Audited	FY 18-19 Budgeted	FY 19-20 Projected	Notes
	<b>015- and 016-</b>				
	<b><u>Use of Money and Property</u></b>				
	<b>0151536-</b>				
300000	Interest on Investments	52,516	30,000	-	Beginning in FY 2020, interest income will be allocated to the General Fund to partially offset interest expense since debt service for General Government CIP is paid out of the General Fund.
	<b>Total - Use of Money and Property</b>	<u>52,516</u>	<u>30,000</u>	<u>-</u>	
	<b><u>Intergovernmental Grants</u></b>				
	<b>0151599-</b>				
310030	Fairfax County Capital Grants (Local Funding)	-	3,180,000	-	FY 2020 does not contain grant funding from Fairfax County.
Various	Northern Virginia Transportation Authority (NVTA) HB2313 - 30% (Local Funding)	-	1,000,000	1,000,000	FY 2020 NVTA/ HB2313 30% local funding - \$200,000 to Folly Lick Trail; \$375,000 to Elden/Monroe St. Intersection; \$275,000 to Elden/Monroe St. Improvements; \$150,000 to Traffic Signal Uninterruptable Power Source.
315080	Fairfax County Stormwater Grant	312,955	190,000	300,000	Storm Drainage Improvements
391100	State Revenues - Park St./ Monroe St.	12,792	-	-	
391370	State Revenues - S. Elden St./Monroe St. Intersection	-	625,000	375,000	FY 2020 is State Revenue Sharing for the Elden/Monroe St. Intersection Improvements project.
391630	Federal Revenues - SRTS	381,898	-	-	New Sidewalk Construction
391650	State Revenues - VDOT Revenue Sharing	9,194	-	-	Elden/Center St Project
391740	Federal Revenues - RSTP	14,389	-	-	Herndon Parkway Intersection
391790	Federal Revenues - CMAQ	5,132	300,000	75,000	Federal Pass-through Congestion Mitigation and Air Quality (CMAQ) grant for vehicular and pedestrian access to the Herndon Metro Rail Station.
392040	Northern Virginia Transportation Authority (NVTA) HB2313 - 30% (Local Funding)	160,526	-	-	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)	63,053	-	-	NVTA/ HB2313 30% local funding to be dedicated to Monroe/Park Streets Intersection Improvements
390650	TAP Grants (Federal Funding)	757,611	-	-	FY 2018 is Enhancement federal grant for Historic Downtown Improvements.
	<b>Total - Intergovernmental Revenue</b>	<u>1,717,550</u>	<u>5,295,000</u>	<u>1,750,000</u>	

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

<b>Object Code</b>	<b>Source</b>	<b>FY 17-18 Audited</b>	<b>FY 18-19 Budgeted</b>	<b>FY 19-20 Projected</b>	<b>Notes</b>
	<b><u>Developer Proffers</u></b>				
	<u>0151537-</u>				
390370	Ballfield & Park Improvement Proffer	241,767	-	-	FY 2018 is contributions from Fairfax County and Herndon Youth Sports for the Bready Park Synthetic Turf project FY 2018 is proffers from developers for utility undergrounding FY 2020 is a developer proffer for a traffic signal at Elden St. and Herndon Centre.
390670	Downtown Utility Undergrounding Proffer	80,564	-	-	
NEW	Traffic Signal - Elden St. at Herndon Centre	-	-	165,000	
	<b>Total - Developer Proffers</b>	<u>322,331</u>	<u>-</u>	<u>165,000</u>	
	<b><u>Other Financing Sources</u></b>				
	<u>0151540-</u>				
301000	Transfer from the General Fund Balance	714,000	690,000	730,000	Transfer-in from General Fund to fully or partially finance the following FY 2020 CIP projects: Bready Park Tennis Bubble Replacement (\$345,000); Local Match for Herndon Pkwy/Spring St (\$152,000); Local Match for the Folly Lick Trail. Note that Major Road Repaving and Major Building Maintenance will be budgeted in the General Fund starting in FY 2020. \$56,000 added for Pedestrian Walkways, which are funded by budget transfer.
	<u>0161640-</u>				
	Transfer from the General Fund Balance	566,000	135,000	-	
	<u>0151541-</u>				
320000	Bond Issue or Capital Lease Proceeds	-	525,000	-	FY 2019 is the portion of GO Bond 2018B to be used for sidewalks and trails. FY 2020 Trails and Sidewalks project will use existing 2018B GO bond funds.
399000	Use of Fund Balance (Restricted)			250,000	
	<b>Total - One-time Revenues and Other Financing Sources</b>	<u>1,280,000</u>	<u>1,350,000</u>	<u>980,000</u>	
	<b>Total - General Fund Revenue and Other Financing Sources</b>	<u>3,372,397</u>	<u>6,675,000</u>	<u>2,895,000</u>	

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

Object Code	Account Description	FY17-18 Audited	FY18-19 Budget	FY19-20 Proposed	FY19-20 Adopted
<b>Capital Projects Fund (015)</b>					
<b><u>0771 - Police</u></b>					
491130	Police Facility Security	-	192,000	-	-
	<b>Total - 0771</b>	<b>-</b>	<b>192,000</b>	<b>-</b>	<b>-</b>
<b><u>0884 - Building Maintenance</u></b>					
491390	Town Depot Improvements	-	-	-	-
491530	Buildings - Major Maintenance	357,370	-	-	-
491550	397 Herndon Pkwy Improvements	15,000	-	-	-
491710	Stream Restoration	-	190,000	-	-
491750	W&OD Trail Lighting - Downtown	85	-	-	-
491760	Storm Water/Chesapeake	-	-	-	-
	<b>Total - 0884</b>	<b>372,455</b>	<b>190,000</b>	<b>-</b>	<b>-</b>
<b><u>0885 - Grounds</u></b>					
491050	Gateway/Way finder Signs/Historic Markers	41,864	-	-	-
491130	Town Shop Improvements/Support Facilities	30,930	-	-	-
491680	Trailside Skate Park Expansion	-	-	-	-
491690	Folly Lick Trail	-	-	577,000	377,000
491860	Bicycle Facilities and Accommodations	-	40,000	-	-
	<b>Total - 0885</b>	<b>72,794</b>	<b>40,000</b>	<b>577,000</b>	<b>377,000</b>
<b><u>0886 - Streets</u></b>					
491080	Sidewalks & Trails	-	555,000	250,000	250,000
491100	Park/Monroe/Station	24,224	-	-	-
491330	Station Street Improvements	6,363	-	-	-
491470	H.Parkway/Spring St. Intersection	-	730,000	152,000	152,000
491630	New Sidewalk Construction	133,022	-	-	-
491650	Elden-Center Street Intersection	7,930	-	-	-
491720	Major Road Repaving	23,891	250,000	-	-
491740	H. Parkway/Van Buren Intersection	41,646	-	-	-
491780	Trails to Herndon Metro	35,137	-	-	-
491790	Veh/Ped Access to Metro	99,860	300,000	75,000	75,000
491800	Sterling/HP - 70%	4,080	148,000	-	-
491810	Van Buren Herndon Parkway North	96,450	1,400,000	-	-
491820	Worldgate Extension - 30%	23,272	-	-	-
491830	Elden/Monroe Intersection	19,553	900,000	750,000	750,000
491840	Van Buren Herndon Parkway to South	-	1,280,000	-	-
NEW	Monroe St. Improvements	-	-	275,000	275,000
NEW	Traffic Signal - Elden St @ Herndon Centre	-	-	165,000	165,000
491910	Traffic Signal Uninterruptable Power Supply	-	-	150,000	150,000
	<b>Total - 0886</b>	<b>515,428</b>	<b>5,563,000</b>	<b>1,817,000</b>	<b>1,817,000</b>

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

Object Code	Account Description	FY17-18 Audited	FY18-19 Budget	FY19-20 Proposed	FY19-20 Adopted
	<b><u>9999 - Capital</u></b>				
490030	<u>Pedestrian Walkways</u>	-	-	-	56,000
491900	Downtown Parking & Arts Center	-	500,000	-	-
490080	Storm Drainage Improvements	-	-	300,000	300,000
590190	Streetlights	37,445	-	-	-
490360	Bready Park Tennis Court Renovation	-	55,000	345,000	345,000
490370	Ball Field & Park Improvements	795,984	-	-	-
490650	Downtown Streets Improvements	767,366	-	-	-
490670	Downtown Utility Conduit Improvements	229,861	-	-	-
490710	W&OD Trail Enhancement	-	-	-	-
	<b>Total - 9999</b>	<b>1,830,656</b>	<b>555,000</b>	<b>645,000</b>	<b>701,000</b>
	<b>Total - Capital Projects Funds/Capital Projects</b>	<b>2,791,333</b>	<b>6,540,000</b>	<b>3,039,000</b>	<b>2,895,000</b>

Object Code	Account Description	FY17-18 Audited	FY18-19 Budget	FY19-20 Proposed	FY19-20 Adopted
	<b>Capital Projects Fund - IT (016)</b>				
	<b><u>0225 - IT</u></b>				
480900	Microcomputer/Peripherals	24,032	-	-	-
480270	Local Area Network	94,491	-	-	-
480290	Mid-Range Systems	41,215	-	-	-
480380	IT Infrastructure	63,050	135,000	-	-
480400	Web Redesign	26,190	-	-	-
	<b>Total - 0225</b>	<b>248,978</b>	<b>135,000</b>	-	-
	<b><u>0770 - Police Operations</u></b>				
480430	Police Radio Equipment	-	-	-	-
	<b>Total - 0770</b>	-	-	-	-
	<b>Total - Capital Projects Funds - Information Systems Improvements</b>	<b>248,978</b>	<b>135,000</b>	-	-
	<b>Total Capital Projects Funds</b>	<b>3,040,311</b>	<b>6,675,000</b>	<b>3,039,000</b>	<b>2,895,000</b>

TOWN OF  
**Herndon**  
VIRGINIA

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# **FY 2020-FY 2025 Capital Improvement Program**

**Adopted May 14, 2019**

**Prepared by the Town of Herndon Department of  
Community Development**





# **I. OVERVIEW**



## **I. OVERVIEW**

### **PURPOSE**

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

As opposed to operations and maintenance, capital projects require major expenditures for such items as public land, structures, utility systems, streets, and major equipment. Projects or programs requiring a total commitment of less than \$50,000 are not normally included in the town's CIP.

### **TOWN OF HERNDON OPERATING GOALS**

The CIP is a critical component of the town's goal setting, budgeting, evaluating, and reporting system, as identified in the adopted budget. After final adoption by the Town Council, the CIP serves as a budget document and funding authorization for the first fiscal year of the program as well as a planning tool for the remaining five years of the six-year schedule. The CIP is updated annually and is considered a component of the town's comprehensive plan.

The town operates on a July 1 through June 30 fiscal year. The term "FY 2020," for example, is used to refer to the July 1, 2019 through June 30, 2020 fiscal year. The CIP is developed concurrently with the programs and activities that comprise the annual operating budget. The Financial Analysis component of the CIP is finalized after the operating budget amounts are in final recommended form. This section includes historic and projected trends for revenues and expenditures, culminating with the identification of projected Capital Financing Potential.

### **FUNDING OPTIONS**

A variety of funding options are available to the Town of Herndon for its capital project needs: General Fund revenues; County, State, and Federal grants and payments; developer contributions; and cash proffers from an approved rezoning application. 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 money allocated through the Northern Virginia Transportation Authority.

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 and 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 the Chestnut Grove Cemetery, which is owned by the town.

## **PROCESS**

Within the framework of the 2035 Vision Strategic Plan, the fiscal year Operating Goals, the 2030 Comprehensive Plan, and other adopted town policy documents, the annual development of the CIP is a process characterized by extensive community input. The operating departments constantly review needs and requests for services and facilities. Early financing indicators and capital project issues are typically reviewed with the Planning Commission and Town Council during the latter part of the calendar year.

In December, the CIP process begins with the submittal of project requests from the various departments. During the month of 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 hearing in 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 then 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 by the Town Council.

### **Capital Improvement Program Process:**

Continuous	Input on CIP projects.
November	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 capital improvement projects to the Planning Commission and Town Council at a joint work session. Staff also provides a staff 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 Virginia Code provides.
March	The Town Manager's proposed Operating Budget and CIP are released on or about March 31.

April	Budget and CIP Summary is 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 takes action on the remaining five years of the CIP.

## **POLICY**

A number of important policies guide the formulation of the CIP and the programming of resources to support the scheduled projects:

- To assist with financial planning and decision making, the town will annually prepare a six year projection of General Fund revenues and expenditures, Unassigned Fund Balance, and Capital Financing Potential;
- The CIP project totals conform closely to the constraints identified in the annual projection of total revenues, recurring revenues, total expenditures, recurring expenditures, unassigned fund balance and available funds for capital projects;
- Fiscal year funding amounts designate monies for a particular project phase. The funding amounts should be encumbered by the end of the fiscal year in which they appear;
- The Town Council will review the status of capital improvement projects six months after adoption of the CIP to determine what adjustments, if any, are required in project scheduling and funding;
- Operations of the town's Enterprise Funds—Golf Course, Water and Sewer, Downtown Parking and Cemetery—are intended to be financed or recovered primarily through user charges;
- Enterprise Fund revenues are to support construction costs or debt service for capital facilities for the respective operations whenever possible. General Fund transfers may be used to support the development of Enterprise Fund capital facilities;
- To assist with budgeting and planning efforts, the CIP may include purchases that typically may not be considered capital investments for larger jurisdictions. These purchases may include information systems and telecommunications infrastructure procurements.

## **BENEFITS**

Capital programming, through the Town of Herndon Capital Improvement Program, benefits the town by accomplishing the following:

- Establishes an annual examination and prioritization of town needs;

- Facilitates capital expenditure and revenue estimates and helps avoid emergency financing methods;
- Provides a basis for formulating bond programs and other revenue producing measures;
- Provides focus on community goals and objectives, including those identified in the 2030 Vision Statement;
- 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 better coordination between town departments in planning and implementing capital projects;
- Enables proper project management and design, including appropriate project financing and construction scheduling.

**CLASSIFICATION:** The CIP is divided into a number of project classes, and projects are coded using the convention outlined below:

Classification Number and Name

1. Land Acquisition
2. Traffic Control
3. Streets
4. Bridges
5. Storm Drainage
6. Sanitary Sewer
7. Redevelopment
8. Refuse Disposal
9. Buildings
10. Grounds
11. Parks and Playgrounds
12. Water System
13. Downtown Development
14. Consultant Services
15. Vehicles and Large Equipment
16. Information Technology

Agency Codes

- BD = Buildings
- CD = Community Development
- FI = Finance Department
- GC = Golf Course
- GD = Grounds (Department of Public Works [DPW])
- IT = Information Technology
- PO = Police Department
- PR = Parks and Recreation
- SM = Storm Sewer (DPW)

SS = Sanitary Sewer (DPW)  
ST = Streets (DPW)  
TS = Town Shop (DPW)  
WS = Water System (DPW)

Project Number Components: [Example] 03-ST-96-001

03 – Project Classification

ST – Agency Code (department responsible)

96 – Fiscal Year included in CIP

1 – Department Project Numbering

## **II. FINANCIAL ANALYSIS**



## **II. FINANCIAL ANALYSIS**

The purpose of this section is to examine the current and future revenues and expenditures of the town to be used for comprehensive financial planning for the upcoming fiscal year. In particular, this section shows the assessment of the present and future ability of the town to pay for the construction and maintenance of public improvements. This ability will be determined by establishing the present availability of funds, researching probable future trends of municipal revenues and expenditures, appraising key factors related to the administration and operation of the Capital Improvement Program, and by determining which limitations may be imposed upon the freedom of the town to act.

**Table 1 – Financial Forecast**

	<b>FY 2018 Audited</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Projected</b>	<b>FY 2022 Projected</b>	<b>FY 2023 Projected</b>
<b><u>Revenues</u></b>						
Real Property	\$ 11,367,364	\$ 11,744,440	\$ 12,230,430	\$ 12,475,039	\$ 12,724,539	\$ 12,979,030
Meals Taxes	2,266,761	2,278,379	3,479,354	3,496,751	3,514,235	3,531,806
Business, Professional, & Occupational Licenses	5,732,161	4,802,692	4,200,000	4,300,000	4,400,000	4,400,000
Other Local Taxes	6,464,529	6,405,023	6,596,223	6,678,676	6,762,159	6,846,686
Permits & Fees	603,773	789,839	595,000	600,950	606,960	613,029
Fines & Forfeitures	452,965	452,817	475,000	479,750	484,548	489,393
Use of Money & Property	638,323	773,406	760,000	771,400	782,971	794,716
Charges for Services	3,619,123	3,661,879	3,761,233	3,817,651	3,874,916	3,933,040
Miscellaneous	27,876	28,030	29,200	30,000	30,000	30,000
Intergovernmental	4,581,413	4,305,107	4,495,035	4,539,985	4,585,385	4,631,239
Other Financing Sources	969,000	325,539	30,000	-	-	-
Use of Fund Balance	-	-	614,776	-	-	-
<b>Total Revenues</b>	<b>\$ 36,723,288</b>	<b>\$ 35,567,151</b>	<b>\$ 37,266,251</b>	<b>\$ 37,190,202</b>	<b>\$ 37,765,713</b>	<b>\$ 38,248,939</b>
<b><u>Expenditures</u></b>						
Personnel	\$ 23,664,298	\$ 24,399,547	\$ 25,594,624	\$ 25,978,543	\$ 26,368,222	\$ 26,763,745
Operations & Maintenance	7,304,530	7,695,000	7,827,986	7,945,406	8,064,587	8,185,556
Capital Outlay	1,191,951	1,132,473	766,600	778,099	789,770	801,617
Interfund Transfers	1,480,000	640,000	930,000	943,950	850,000	933,000
Non-departmental	259,575	233,688	115,900	117,639	119,403	121,194
Debt Service	1,540,728	1,801,551	2,031,141	2,033,621	1,934,175	1,932,690
<b>Total Expenditures</b>	<b>\$ 35,441,083</b>	<b>\$ 35,902,259</b>	<b>\$ 37,266,251</b>	<b>\$ 37,797,258</b>	<b>\$ 38,126,157</b>	<b>\$ 38,737,802</b>
<b>Increase / (Decrease) Unassigned Fund Balance</b>	<b>\$ 1,282,205</b>	<b>\$ (335,108)</b>	<b>\$ -</b>	<b>\$ (607,056)</b>	<b>\$ (360,444)</b>	<b>\$ (488,862)</b>

**Table 2 – Projected Debt Capacity**

<b>Fiscal Year</b>	<b>Total Debt Capacity*</b>	<b>Projected Outstanding Debt at End of Fiscal Year</b>	<b>Projected Available Debt Capacity</b>
2020	29,113,000	10,800,000	18,313,000
2021	29,526,000	10,670,000	18,856,000
2022	29,866,000	13,490,000	16,376,000
2023	30,286,000	11,900,000	18,386,000
2024	31,193,000	10,300,000	20,893,000

\*Total Debt Capacity is estimated based on the updated financial policy requirement that debt service payments may not exceed 12 percent of General Fund expenditures.

**Table 3 – Actual General Obligation Debt Service Schedule  
(General Fund)**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2020	1,388,246	359,395	1,747,641
2021	1,426,945	323,176	1,750,121
2022	1,365,994	284,681	1,650,675
2023	1,402,184	247,006	1,649,190
2024	1,434,151	208,298	1,642,449
2025	847,885	175,958	1,023,843
2026	724,668	150,024	874,692
2027	490,843	130,011	620,854
2028	328,550	113,815	442,365
2029	337,700	99,007	436,707
2030	349,750	84,587	434,337
2031	205,000	69,131	274,131
2032	210,000	58,881	268,881
2033	220,000	52,581	272,581
2034	225,000	45,981	270,981
2035	230,000	39,231	269,231
2036	235,000	32,044	267,044
2037	245,000	24,700	269,700
2038	250,000	16,738	266,738
2039	265,000	8,613	273,613

TOWN OF  
**Herndon**  
VIRGINIA

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# **III. CIP PROGRAM SUMMARY SPREADSHEETS**



**FY 2020 - FY 2025 CIP SUMMARY: GENERAL GOVERNMENT 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		
				FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025		Beyond	
<b>A. Proposed General Government Projects</b>												
1	11-PR-90-003	Parks & Rec.	Sports Field and Park Improvements	0	0	265	215	1,115	0	0	0	1,595
2	11-PR-00-002	Parks & Rec.	Folly Lick/Spring Branch Regional Trail	17	177	300	0	0	0	0	0	494
3	11-PR-07-001	Parks & Rec.	Bready Park Tennis Court Renovation	0	345	0	0	0	0	0	0	345
4	11-PR-06-001	Parks & Rec.	W&OD Trail Lighting - Downtown	0	0	75	0	608	0	0	0	683
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	0	450	3,775	150	4,375
7	11-PR-13-001	Parks & Rec.	Trailside Skate Park Expansion	0	0	210	0	0	0	0	0	210
8	11-PR-15001	Parks & Rec.	Runnymede Park Nature Center	0	0	25	100	2,650	0	0	260	3,035
9	11-PR15-002	Parks & Rec.	Town Hall Square Improvements	0	0	0	50	0	0	0	0	50
10	03-ST-12-001	Comm. Dev.	Trails to Herndon Metrorail	1,065	0	0	0	0	0	0	0	1,065
11	10-CD-98-002	Comm. Dev.	Wayfinding Signs and Historic Markers	125	0	140	0	0	0	0	0	265
12	03-ST-97-001	Comm. Dev.	East Elden St. -Van Buren St. to Fairfax Co. Pkwy*	72	0	0	0	0	0	0	0	72
13	03-ST-08-002	Comm. Dev.	Vehicular/Pedestrian Access to H. Metrorail	2,850	75	307	0	50	0	100	0	3,382
14	03-ST-12-001	Comm. Dev.	Van Buren St -Herndon Pkwy north to Old Spring	4,158	0	0	0	0	0	0	0	4,158
15	03-ST-18-001	Comm. Dev.	Van Buren St -Herndon Pkwy to South Town Line	2,630	0		0	0	0	0	0	2,630
16	03-ST-14-001	Comm. Dev.	Worldgate Drive Extension	0	0	0	0	0	0	0	0	0
17	11-CD-14-002	Comm. Dev.	Sterling Road Improvements	148	0	200	800	800	0	0	0	1,948
18	03-CD-15-001	Comm. Dev.	Bicycle Facilities & Accommodations	62	0	206	0	0	0	0	0	268
19	03-ST-96-001A	Public Works	Downtown Streets	600	0	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	0	1,830
21	03-ST-94-003	Public Works	Streetlights	120	0	120	75	40	0		0	355
22	05-SM-96-001	Public Works	Storm Drainage Improvements	220	300	300	300	300	0	0	0	1,420
23	03-ST-08-001	Public Works	Sidewalk and Minor Trails	555	250	275	285	235	250	0	120	1,970
24	02-CD08-001	Public Works	Herndon Parkway/ Van Buren St. Intersection	2,600	0	0	0	0	0	0	0	2,600
25	03-ST-15-004	Public Works	Herndon Pkwy/ Spring St. Intersection to Fairfax Co. Pkwy	1,121	152	0	0	0	0	0	0	1,273
26	03-ST-11-003	Public Works	Downtown Utility Relocation	2,925	0	0	0	0	0	0	0	2,925
27	03-ST-15-002	Public Works	Elden -Monroe Intersection Improvements	1,250	750	0	0	0	0	0	0	2,000
28	03-ST-15-003	Public Works	Monroe Street Improvements	0	275	699	0	0	0	0	0	974
29	16-IT-97-001	Info. Tech.	Information Technology	109	0	0	0	0	0	0	0	109
30	15-PO-15-001	Police	Police Radio Equipment	630	0	0	0	0	0	0	0	630
31	09-PO-20-001	Police	Police Exterior Garage	0	0	700	0	0	0	0	0	700
32	05-SM-18-002	Public Works	Stream Restoration	200	0	1000	0	0	0	0	0	1200
33	09-CD-17-10	Town Mgr	Downtown Redevelopment-Art Center Interior	500	0	2500	0	0	0	0	0	3000
34	02-ST-18-003	Public Works	Traffic Signal Uninterruptable Power Supply	150	150	0	0	0	0	0	0	300
35	02-ST-20-001	Public Works	Traffic Signal -Elden St at Herndon Centre (K-Mart)	0	165	0	0	0	0	0	0	165
<b>TOTAL- General Government</b>				<b>23,937</b>	<b>2,639</b>	<b>7,397</b>	<b>1,825</b>	<b>5,798</b>	<b>700</b>	<b>4,025</b>	<b>530</b>	<b>46,851</b>

NOTES: Estimated Reserves reflects funding expected to be available at July 1, 2019; may include prior reserve amounts and FY2019 allocations that are not encumbered. VDOT projects not included are East Elden (\$45.545M except \$72,000 from Gen. F.) & HP/Spring St. (\$11.478M except Gen. F. & HB2313 30% funding). See Project Sheets.

Town of Herndon FY 2020 - FY 2025 Capital Improvement Program

FY 2020 - FY 2025 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	
				FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond		
<b>B. Proposed Golf Course Fund Projects</b>												
36	09-GC-96-003	Golf Course	Clubhouse Expansion - Phase Three	133	0	0	0	25	0	25	0	183
37	10-GC-96-005	Golf Course	Golf Course Master Plan Improvements	0	0	0	0	0	0	0	925	925
<b>TOTAL- GOLF COURSE FUND</b>			<b>133</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>25</b>	<b>925</b>	<b>1,108</b>	
<b>C. Proposed Water and Sewer Fund Projects</b>												
38	12-WS-96-001	Public Works	General Water Maint. & Replacement	0	750	845	495	495	700	795	450	4,530
39	12-WS-15-003	Public Works	Water Utility Master Plan Improvements	50	600	1,600	1,900	0	135	1,175	2,250	7,710
40	12-WS-15-004	Public Works	Sewer Conveyance	0	600	5,500	7,500	0	0	0	TBD	13,600
41	15-WS-15-002	Public Works	Water - Major Vehicles/Equipment	0	140	0	0	0	0	0	200	340
42	06-SS-13-001	Public Works	Sewer Main Relining and Manhole Rehab Program	0	575	500	500	250	250	250	0	2,325
43	06-SS-15-02	Public Works	Sewer Utility Master Plan Improvements	0	640	1,485	0	0	0	0	0	2,125
44	06-SS-15-003	Public Works	Sewer Capacity Purchase	0	0	22,000	0	0	0	0	TBD	22,000
45	15-SS-15-001	Public Works	Sewer - Major Vehicles/Equipment	0	0	50	0	450	0	175	0	675
<b>TOTAL- WATER AND SEWER FUND</b>			<b>50</b>	<b>3,305</b>	<b>31,980</b>	<b>10,395</b>	<b>1,195</b>	<b>1,085</b>	<b>2,395</b>	<b>2,900</b>	<b>53,305</b>	
<b>D. Proposed Downtown Parking Fund Projects</b>												
46			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>												
47	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 FY2019 budget allocations that are not yet encumbered.)



## **IV. CIP PROJECT DESCRIPTIONS**



## **A. GENERAL GOVERNMENT**



**Sports Field and Park Improvements**

Project Number: 11-PR-90-003

Project Class: Parks and Playgrounds

Department: Parks and Recreation

Project Description: FY21: The increase in use of Bready Park and the Community Center warrant the expansion of the parking lot by adding 30 spaces between Ferndale Ave. and the tennis courts. This section would be connected to both the softball drive and the community center drive to improve traffic flow.

FY22: The tennis court lights in Bready Park are nearing their end of life value. The poles were originally installed in the 1980's and the light fixtures were updated in 1999. Replacement with LED fixtures and new poles will enhance efficiency and output significantly. This estimate includes pre-cast concrete bases, galvanized steel poles, remote electrical component enclosures, pole length wire harnesses and factory-aimed and assembled luminaries, plus estimated installation costs. It does not include the cost of a new electrical transformer. It assumes standard soil conditions.

FY23: 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. Increasing use will also increase demand for parking.

FY24: playground equipment replacement

Adopted Goals and Objectives:

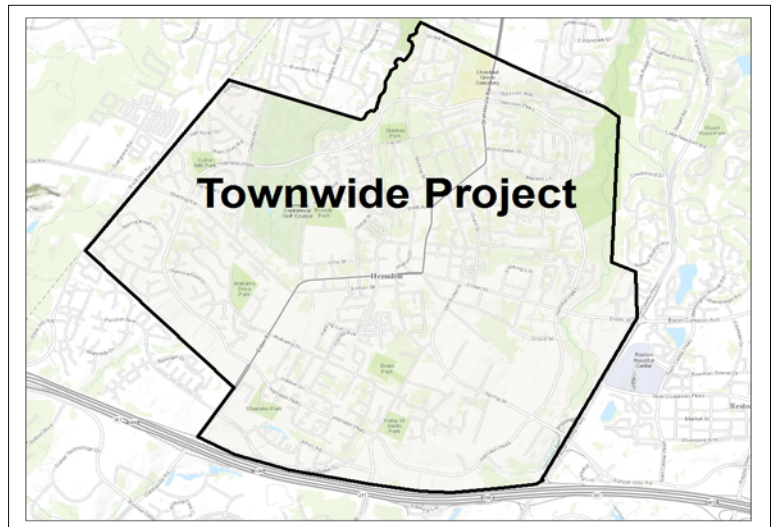
**Cultivating A Sustainable Environment:**

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

**Town of Herndon Parks and 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							Beyond	TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025			
Land Acquisition										0
Architecture/Engin./Admin.					40					40
Construction and related services			265	215	1035	TBD				1515
Equipment/Furniture					40					40
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>265</b>	<b>215</b>	<b>1115</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1595</b>

FINANCING SOURCES:										
General Fund			265	215		TBD				480
G.O. Bonds										0
Intergovernmental Aid										0
Sports Contribution/Grants										0
Recreational Cash Proffers					1115					1115
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>265</b>	<b>215</b>	<b>1115</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1595</b>

GENERAL FUND OPERATING IMPACT:										
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>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. HB2313 funds are reflected according to the current allocation schedule.

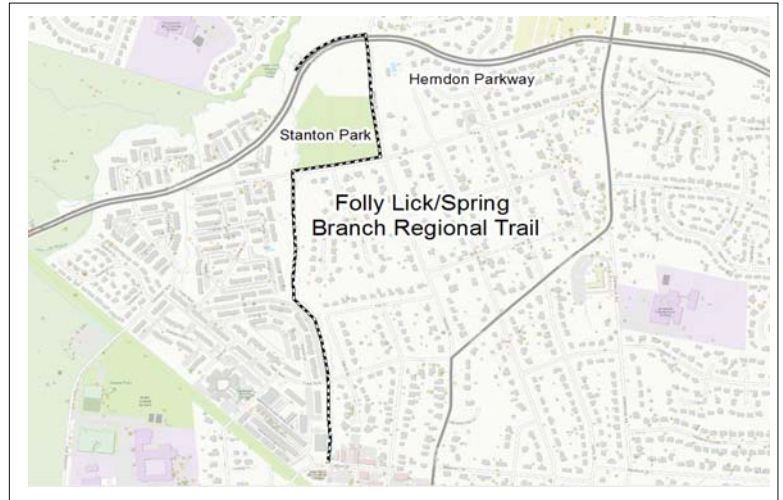
Adopted Goals and Objectives:

***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
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services	17	177	300						494
Equipment/Furniture									0
<b>TOTAL</b>	<b>17</b>	<b>177</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>494</b>

FINANCING SOURCES:									
General Fund		177							177
G.O. Bonds									0
Intergovernmental Aid									0
Recreational Cash Proffers	17								17
HB2313 Local share 30% funding			300						300
<b>TOTAL</b>	<b>17</b>	<b>177</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>494</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>

**Bready Park Tennis Court Renovation**

Project Number: 11-PR-07-001

Project Class: Parks and Playgrounds

Department: Parks and Recreation

Project Description: The project his project replaces the inner membrane of the air structure as well as the lighting system (including conversion to LED's for improved efficiency and longevity, thus meeting our sustainability objectives), mechanical system and other identified repairs. Pricing is based on 2016 estimates, plus a 15% contingency amount. The air structure is 20 years old in calendar year 2019, and has exceeded its expected lifespan by five years. The tennis center is a revenue positive operation, netting over \$415,000 through FY 2018.

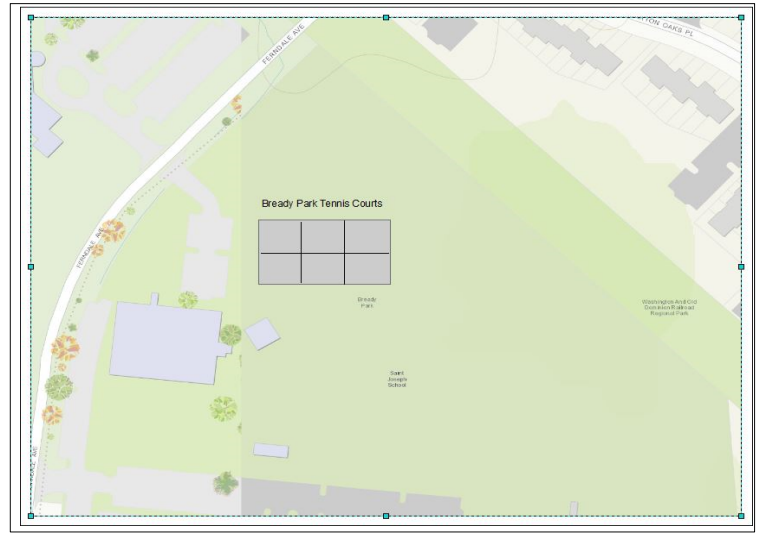
Adopted Goals and Objectives:

**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

ESTIMATED COST:	Estimated Reserves	Fiscal Year							
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services		345							345
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>345</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>345</b>

FINANCING SOURCES:									
General Fund		345							345
G.O. Bonds									0
Intergovernmental Aid									0
Recreation Cash Proffers									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>345</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>345</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 to illuminate the length of the trail through the town, from Van Buren to the connection with the Sugarland Run Trail, east of the Herndon Parkway bridge, totaling approximately 3,800 linear feet. Costs are estimated from Phase 2 (completed January 2019) costs at \$137 per foot based on pole spacing every 100 feet, escalated to FY23 or \$160 per linear foot. This section has not yet been designed.

Funding relies on General Fund and the potential for a \$250,000 Trails Grant from the Virginia Department of Conservation and Recreation (DCR).

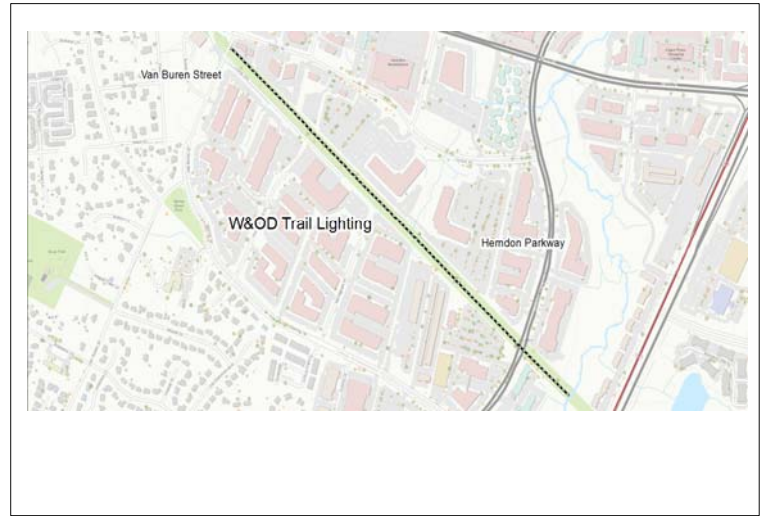
**Adopted Goals and Objectives:**

**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
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.			75						75
Construction and related services					608				608
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>608</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>683</b>

FINANCING SOURCES:									
General Fund			75		358				433
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>75</b>	<b>0</b>	<b>608</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>683</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.

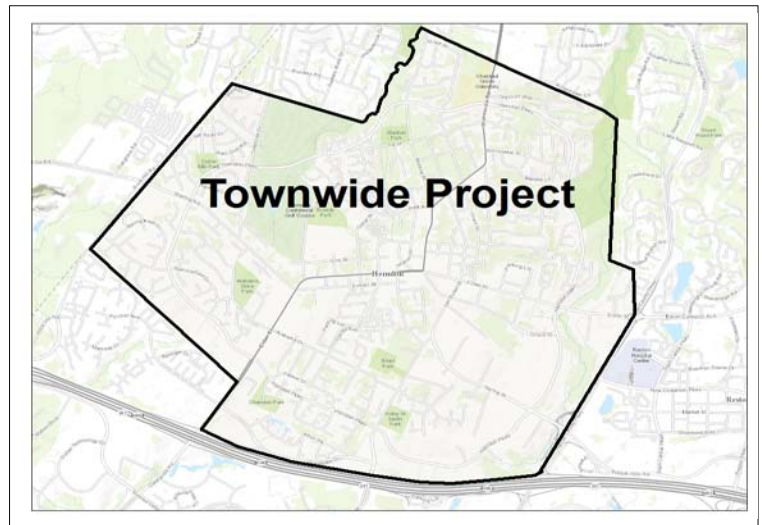
Adopted Goals and Objectives:

**Cultivating A Sustainable Environment:**

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

**2019-2023 Town of Herndon Parks & Recreation Department Strategic Plan:**

4. Improve quality of life by providing engaging, accessible and valued parks, facilities and programs.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year						Beyond	TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025		
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
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>0</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, one new office space 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

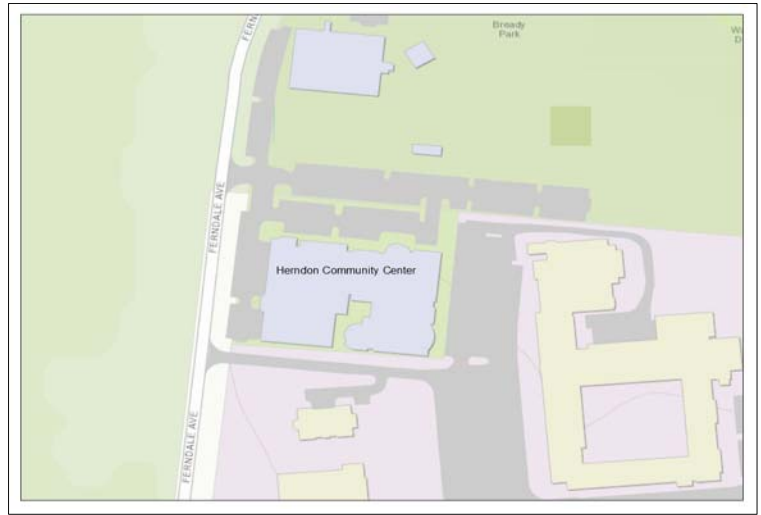
Adopted Goals and Objectives:

**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							Beyond	TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025			
Land Acquisition										0
Architecture/Engin./Admin.						450				450
Construction and related services							3775			3775
Equipment/Furniture									150	150
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>3775</b>	<b>150</b>		<b>4375</b>

FINANCING SOURCES:										
General Fund									150	150
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>150</b>		<b>4375</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>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. 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

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.			35						35
Construction and related services			175						175
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>210</b>

FINANCING SOURCES:									
General Fund			210						210
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>210</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations				3	3	3	3	3	15
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>15</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 free and low cost nature education activities, to include exhibits and equipment. The 16-year-old proposed design warrants a feasibility study and required code review to determine necessary changes. Once assessed, new cost estimates for design and construction can be developed, programming and indoor exhibits updated and a staffing plan developed.

**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							TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.			25	100					125
Construction and related services					2650				2650
Equipment/Furniture								260	260
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>100</b>	<b>2650</b>	<b>0</b>	<b>0</b>	<b>260</b>	<b>3035</b>

FINANCING SOURCES:										
General Fund			25	100					260	385
G.O. Bonds					2650					2650
Intergovernmental Aid										0
Recreation Cash Proffers										0
Other										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>100</b>	<b>2650</b>	<b>0</b>	<b>0</b>	<b>260</b>	<b>3035</b>	

GENERAL FUND OPERATING IMPACT:										
Capital Costs										0
Debt Service										0
Personnel/Operations					100				0	100
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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.

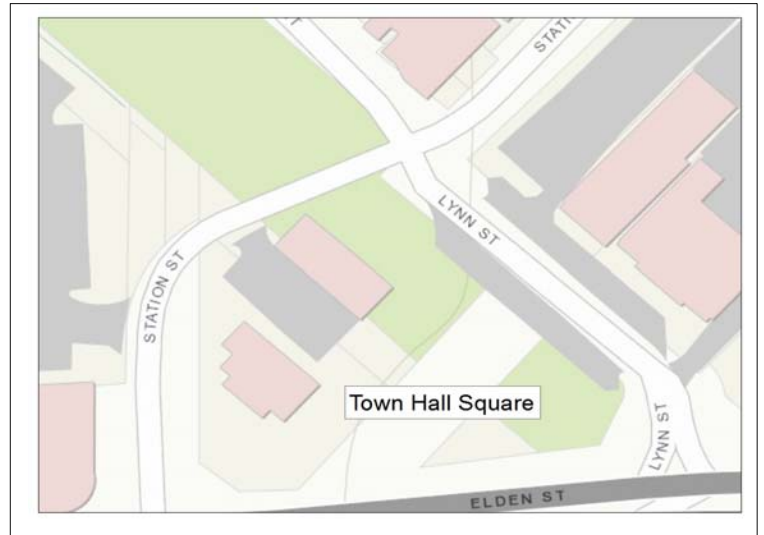
**Adopted Goals and Objectives:**

**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							TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
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>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>

FINANCING SOURCES:									
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>

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>

**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.

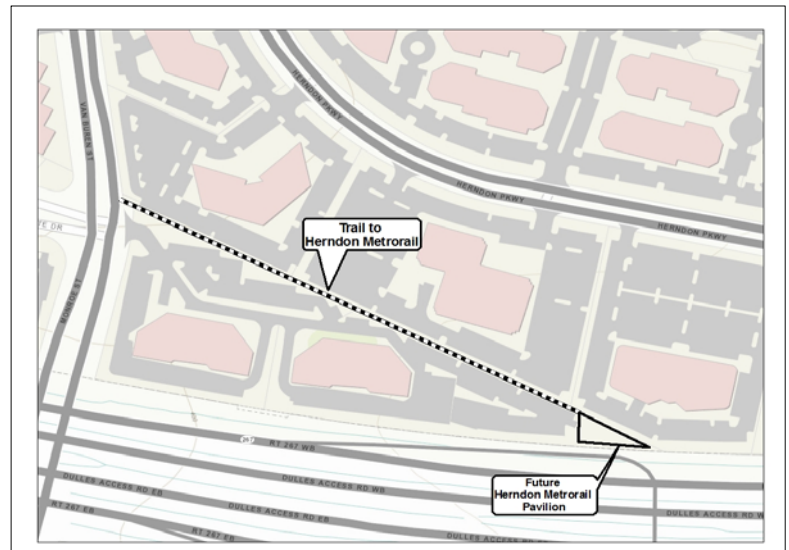
**Adopted Goals and Objectives:**

**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	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	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

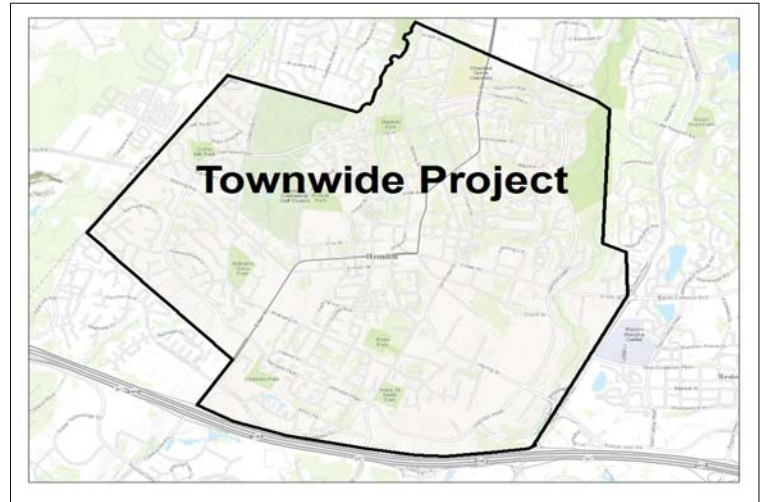
Project Description: The historic marker program has been established with most of the markers installed. Approximately seven remaining markers will be fabricated and installed in FY 2018. Program completion is expected within the first quarter of FY 2019. In FY2016, design was finalized and the manufacturer 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

		Fiscal Year							
	Estimated Reserves	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
<b>ESTIMATED COST:</b>									
Land Acquisition									0
Architecture/Engin./Admin. 70+40	110		20						130
Construction and related services	15		120						135
Equipment/Furniture									0
<b>TOTAL</b>	<b>125</b>	<b>0</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>265</b>
<b>FINANCING SOURCES:</b>									
General Fund	125		140						265
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
<b>TOTAL</b>	<b>125</b>	<b>0</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>265</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>

**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. Slight increase to FY 25 funding is pending.

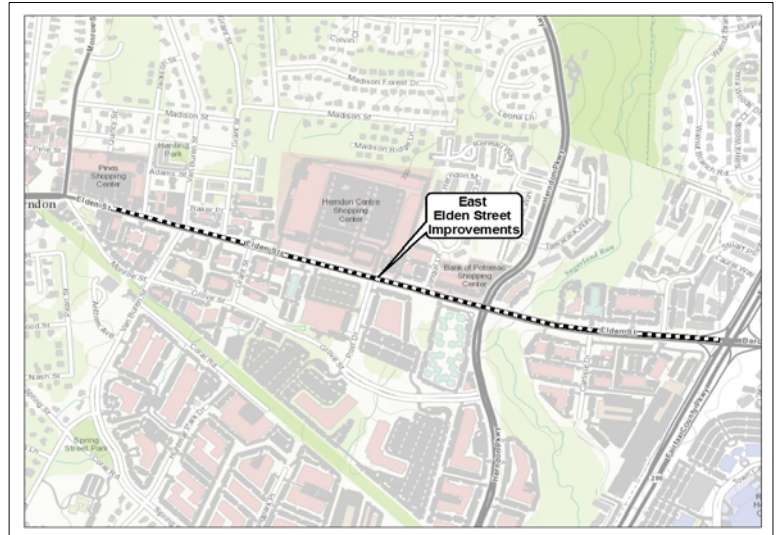
**Adopted Goals and Objectives:**

**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:	Fiscal Year								
	Previous Allocations	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
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>

FINANCING SOURCES:									
General Fund (local match)	72								72
Legacy CN Formula, other	577								577
RSTP	4736	699	109	600	650	725	800		8319
Specialized State and Federal	781								781
HB2313-Regional (70%)	10400								10400
VDOT Smartscale				12287	13809				26096
<b>TOTAL</b>	<b>16566</b>	<b>699</b>	<b>109</b>	<b>12887</b>	<b>14459</b>	<b>725</b>	<b>800</b>	<b>0</b>	<b>46245</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>



**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.

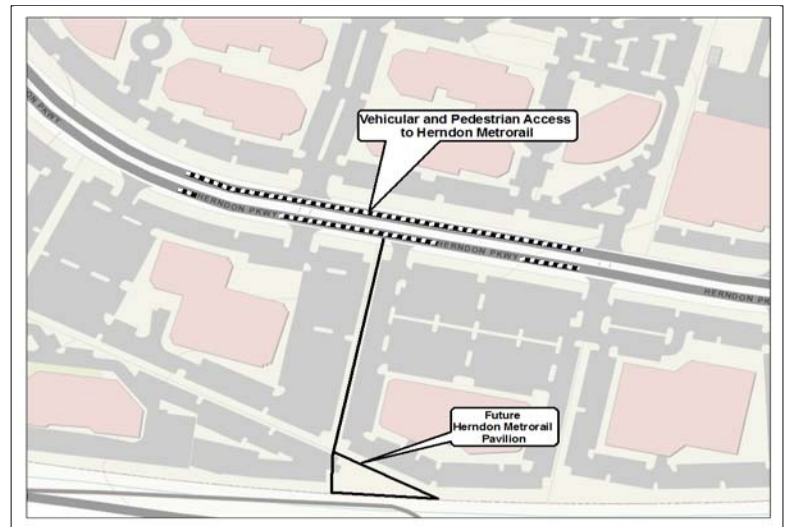
**Adopted Goals and Objectives:**

**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

ESTIMATED COST:	Previous Allocation	Fiscal Year							Beyond	TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025			
Land Acquisition	200								200	
Architecture/Engin./Admin.	600								600	
Construction and related services	2050	75	307		50		100		2582	
Equipment/Furniture									0	
<b>TOTAL</b>	<b>2850</b>	<b>75</b>	<b>307</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>3382</b>	

FINANCING SOURCES:									
Regional Surface Trans. Program									0
G.O. Bonds									0
Intergovernmental Aid (HMSAMS)	250								250
HB2313 Regional 70% share	1100								1100
CMAQ Funding	1500	75	307		50		100		2032
<b>TOTAL</b>	<b>2850</b>	<b>75</b>	<b>307</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>3382</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>

**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.

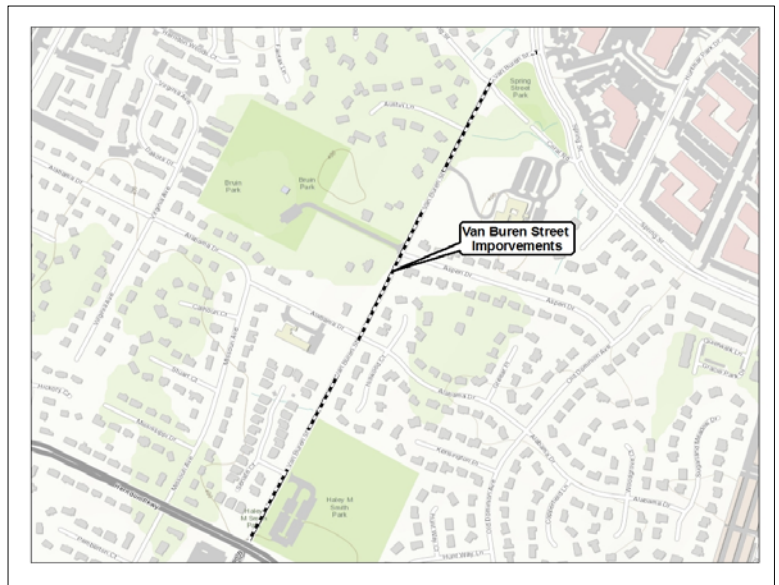
**Adopted Goals and Objectives:**

**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

ESTIMATED COST:	Previous Allocations	Fiscal Year							
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
Land Acquisition	240								240
Architecture/Engin./Admin.	580								580
Construction and related services	3338								3338
Equipment/Furniture									0
<b>TOTAL</b>	<b>4158</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4158</b>

FINANCING SOURCES:									
General Fund	70								70
Fairfax Co. HMSAMS funding-PENDING	2200								2200
Transportation Alternatives Program	1110								1110
HB2313 local 30%	778								778
<b>TOTAL</b>	<b>4158</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4158</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>

**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.

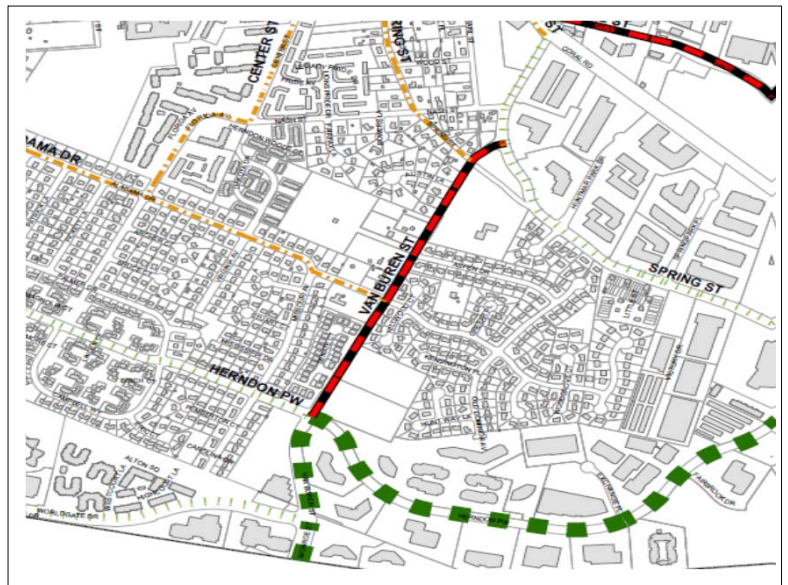
Adopted Goals and Objectives:

**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 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:	Previous Allocations	Fiscal Year							
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.	500								500
Construction and related services	2130	TBD							2130
Equipment/Furniture									0
<b>TOTAL</b>	<b>2630</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2630</b>

FINANCING SOURCES:									
General Fund									0
Fairfax Co. HMSAMS funding -PENDING	1780	TBD	TBD						1780
Transportation Alternatives Program									0
HB2313 local 30%	850								850
<b>TOTAL</b>	<b>2630</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2630</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>

**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.

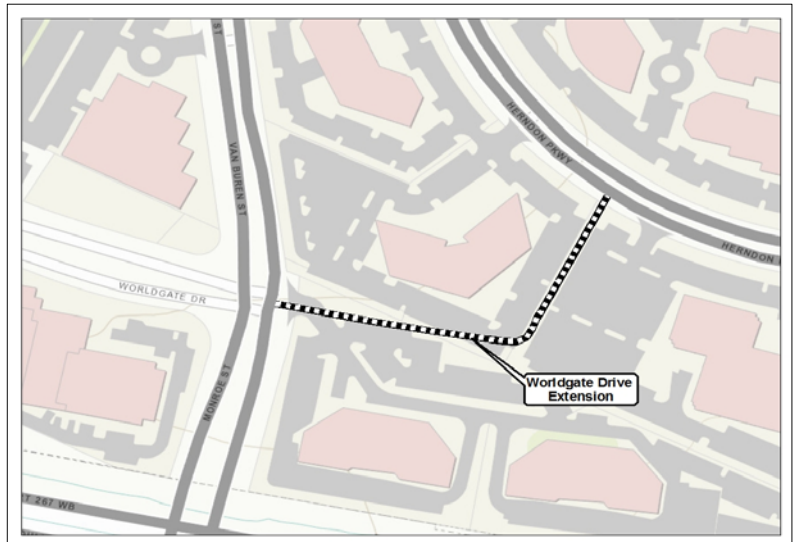
**Adopted Goals and Objectives:**

**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 Metrorail Station.
3. Continue to support the Herndon Metrorail Station and develop plans for surrounding access to the station.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
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>

FINANCING SOURCES:									
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>

GENERAL FUND OPERATING IMPACT:									
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							Beyond	TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025			
Land Acquisition										0
Architecture/Engin./Admin.	148		200							348
Construction and related services				800	800					1600
Equipment/Furniture										0
<b>TOTAL</b>	<b>148</b>	<b>0</b>	<b>200</b>	<b>800</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1948</b>

FINANCING SOURCES:										
General Fund										0
G.O. Bonds										0
Intergovernmental Aid (TBD)										0
HB2313 Local 30%	148		200	800	800					1948
<b>TOTAL</b>	<b>148</b>	<b>0</b>	<b>200</b>	<b>800</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1948</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>

**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 sharrow 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)
- Station Street (Center St - Park Ave)
- Dranesville Road (Park Ave - Madison St)
- Dranesville Road (Herndon Pkwy - North town line)

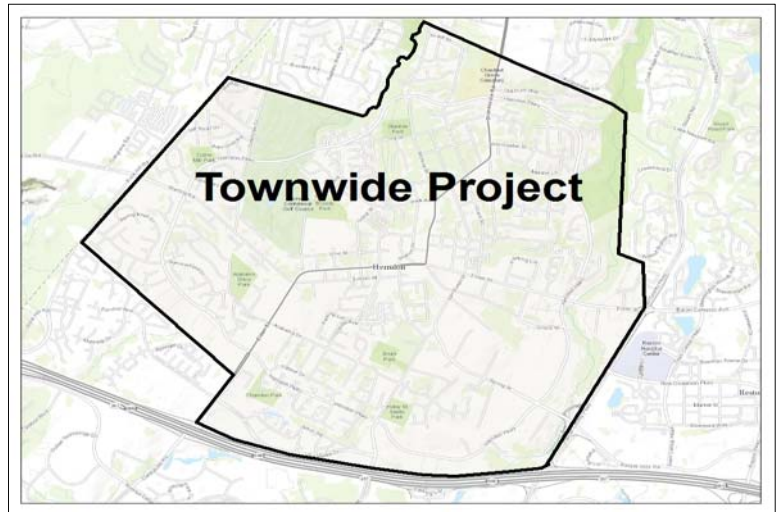
**Adopted Goals and Objectives:**

**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								
	Previous Allocations	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
<b>ESTIMATED COST:</b>									
Land Acquisition									0
Architecture/Engin./Admin.			50						50
Construction and related services	48		156						204
Equipment/Furniture	14								14
<b>TOTAL</b>	<b>62</b>	<b>0</b>	<b>206</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>268</b>

<b>FINANCING SOURCES:</b>									
General Fund	62		17						79
G.O. Bonds									0
Grant - TBD (VDOT Enhancement/other)			189						189
Downtown Parking Fund									0
Other -Developer									0
<b>TOTAL</b>	<b>62</b>	<b>0</b>	<b>206</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>268</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 Streets-Phase 3**

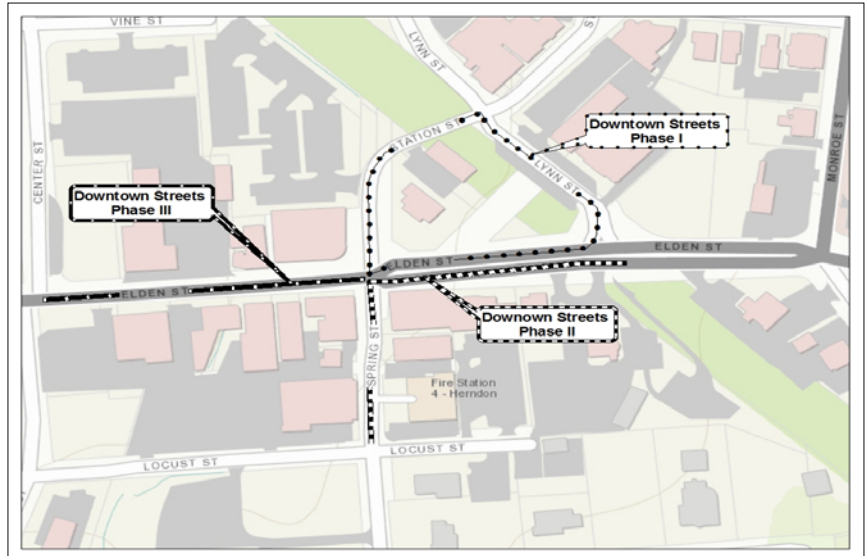
Project Number: 03-ST-96-001A

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. The Downtown Redevelopment project by Comstock will install a portion of the streetscape on the north side of Elden Street, east of Center Street. Additional dedication or right-of-way acquisition is required for Phase 3 for the south side of Elden Street.

Adopted Goals and Objectives:  
***Enriching Lives Through Arts and Entertainment:***  
 1. Complete downtown streetscape improvements.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
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>

FINANCING SOURCES:									
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>

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>

**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 that was formerly town parking property and a car dealer. Right of way acquisition has begun and construction will follow in 2020.

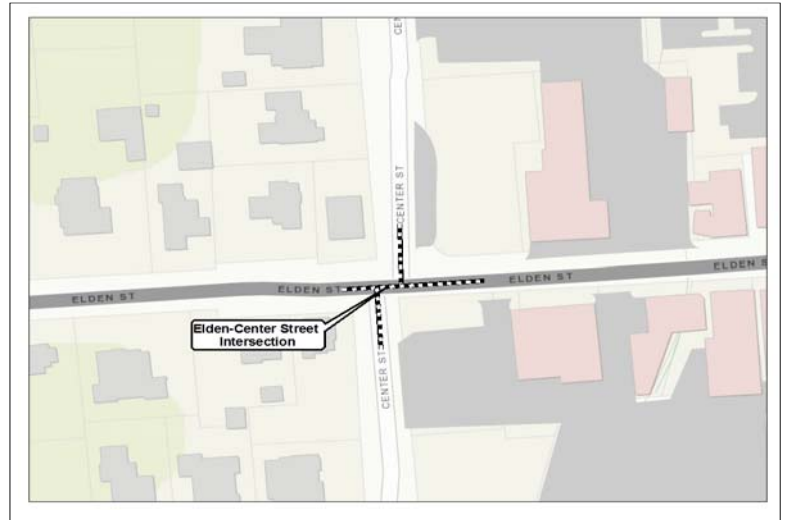
Adopted Goals and Objectives:

***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

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
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>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>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>



**Streetlights**

Project Number: 03-ST-94-003

Project Class: Street

Department: Public Works

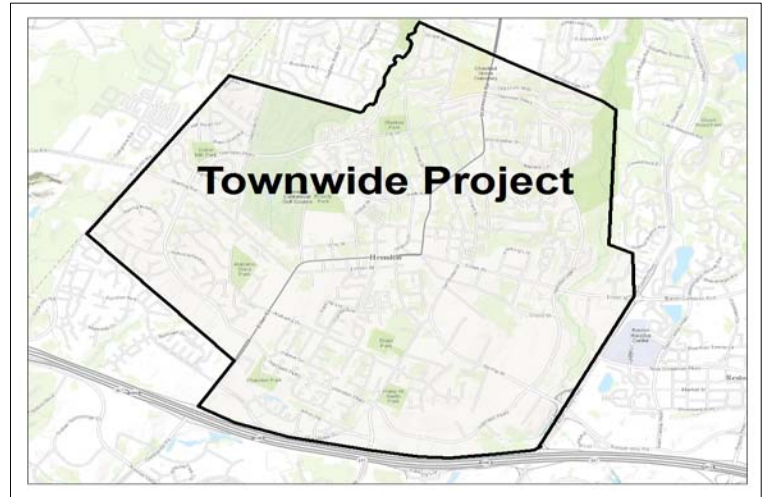
**Project Description:** This project supports the installation of streetlights in the older areas of town as well as between and adjacent to developments that lack street lighting. Streetlights increase traffic safety, provide additional safety for pedestrians and deter crime. A process for the project 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

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services	120		120	75	40				355
Equipment/Furniture									0
<b>TOTAL</b>	<b>120</b>	<b>0</b>	<b>120</b>	<b>75</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>355</b>

**FINANCING SOURCES:**

General Fund	120	0	120	75	40				355
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
<b>TOTAL</b>	<b>120</b>	<b>0</b>	<b>120</b>	<b>75</b>	<b>40</b>	<b>0</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

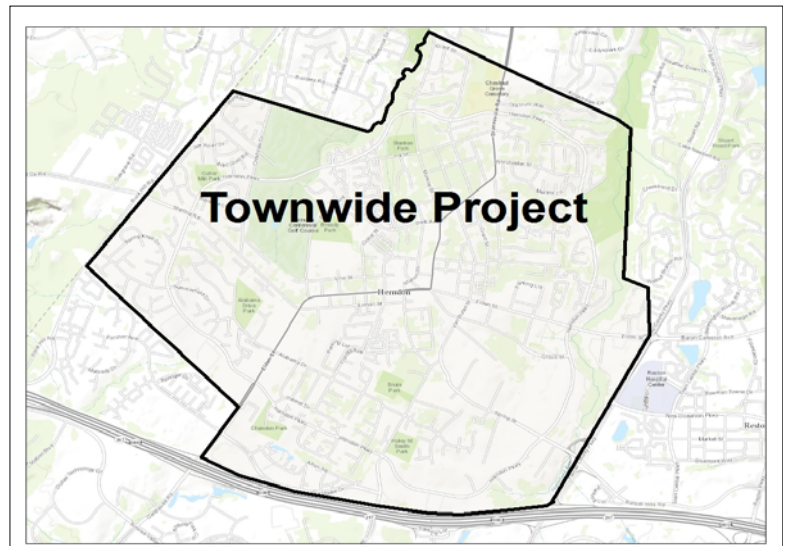
**Project Description:** This CIP program addresses local area drainage problems. This program may also fund drainage elements of town projects. A portion of the Fairfax County Stormwater Tax Revenues will be assigned to this program each year.

	Reserves	FY 2020	FY 2021	FY 2022	FY 2023
Spring Street, Nash to Van Buren		0		250	
Van Buren, Park to First Street	50	0	300		
Van Buren/Fillmore Area Study	100	0			
Small Area Drainage Improvements	70	0		50	300
<b>Total</b>	<b>220</b>	<b>0</b>	<b>300</b>	<b>300</b>	<b>300</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

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.	150								150
Construction and related services	70	300	300	300	300				1270
Equipment/Furniture									0
<b>TOTAL</b>	<b>220</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1420</b>

FINANCING SOURCES:										
Fairfax Co. Stormwater Tax Revenue		300	300	300	300					1200
Pro Rata and General Funds	220									220
Intergovernmental Aid										0
<b>TOTAL</b>	<b>220</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1420</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>

**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

Sidewalks	
FY2020-Downtown Brick sidewalks - Center Street	250k
FY2021-Downtown Brick sidewalks-Fortnightly Ph1	275k
FY2022-Downtown Brick sidewalks-Fortnightly Ph 2	200k
FY2022 - Dranesville Road at Madison St. corner	85k
FY2023 - Locust St. - North segment (#910-#906)	45k
FY2023 - Locust St. -Fifth to Elden Street	190k
FY2024 - H Pkwy south side Crestview to Ferndale	250k
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:***

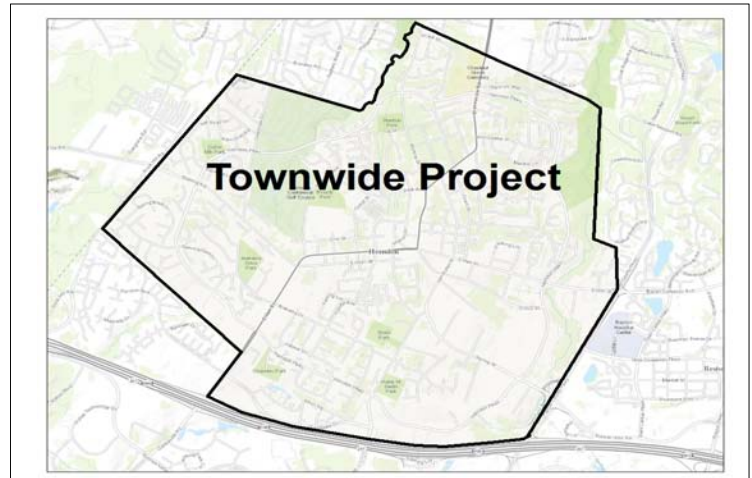
1. Continue to implement stormwater, sidewalk, and street lighting projects in town neighborhoods.

***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							Beyond	TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025			
Land Acquisition										0
Architecture/Engin./Admin.										0
Construction and related services	555	250	275	285	235	250		120		1970
Equipment/Furniture										0
<b>TOTAL</b>	<b>555</b>	<b>250</b>	<b>275</b>	<b>285</b>	<b>235</b>	<b>250</b>	<b>0</b>	<b>120</b>		<b>1970</b>

FINANCING SOURCES:										
General Fund			275	285	235	250			120	1165
G.O. Bonds	555	250								805
Safe Routes To School Program										0
Fairfax Co. Funding										0
<b>TOTAL</b>	<b>555</b>	<b>250</b>	<b>275</b>	<b>285</b>	<b>235</b>	<b>250</b>	<b>0</b>	<b>120</b>		<b>1970</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>

**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.

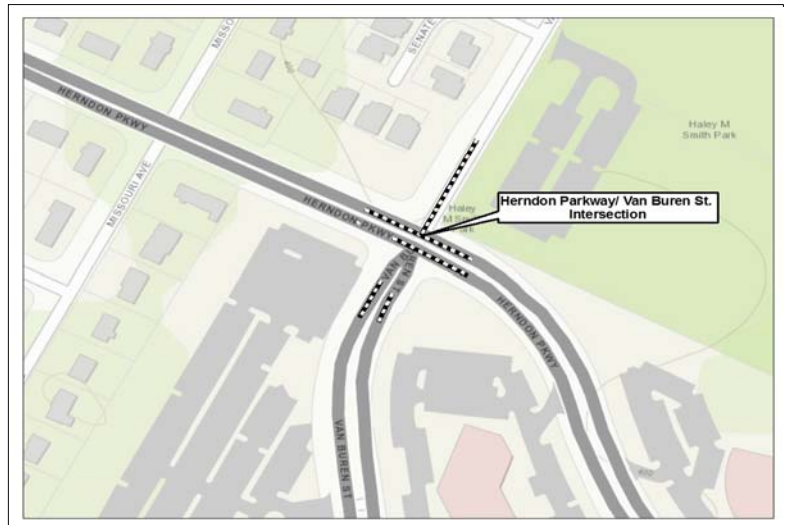
**Adopted Goals and Objectives:**

**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

ESTIMATED COST:	Estimated Reserves	Fiscal Year							Beyond	TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025			
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>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>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>	<b>0</b>

**Herndon Pkwy/Spring St Intersection to F. Co. Pkwy**

Project Number: 15-DPW-15-002

Project Class: Traffic Control

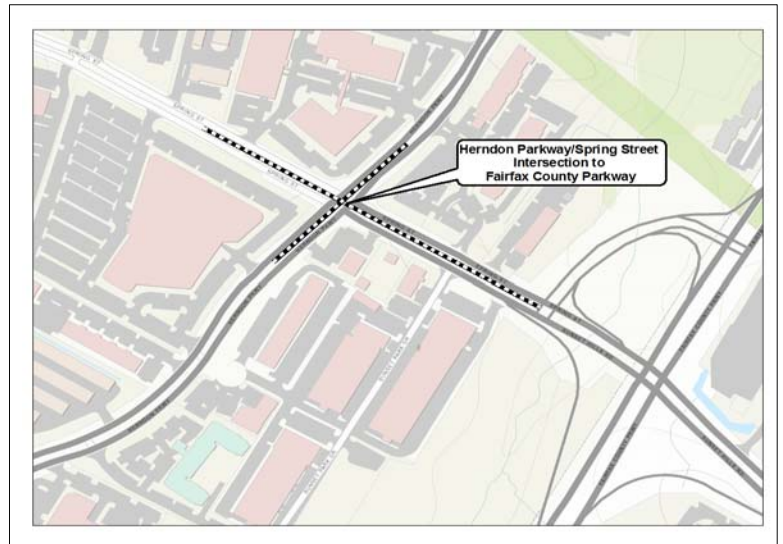
Department: Public Works

**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

ESTIMATED COST:	Estimated Reserves	Fiscal Year							Beyond	TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025			
Land Acquisition										0
Architecture/Engin./Admin.										0
Construction and related services	4916	3223	3039	200	100					11478
Equipment/Furniture										0
	<b>4916</b>	<b>3223</b>	<b>3039</b>	<b>200</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11478</b>

**FINANCING SOURCES:**

HB2313 30% local share	968									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	2095	1281	2624							6000
<b>TOTAL</b>	<b>4916</b>	<b>3223</b>	<b>3039</b>	<b>200</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11478</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>

**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. New conduit has been installed and the overhead wires will be relocated into the conduit.

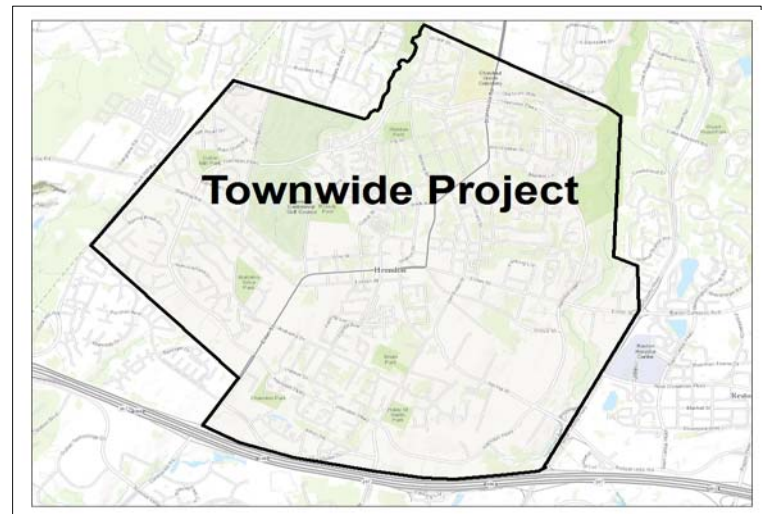
**Adopted Goals and Objectives:**

**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

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	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>

<b>FINANCING SOURCES:</b>									
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>

<b>GENERAL FUND OPERATING IMPACT:</b>									
Capital Costs									0
Debt Service		175	175	175	175	175	175	1875	2925
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>1875</b>	<b>2925</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.

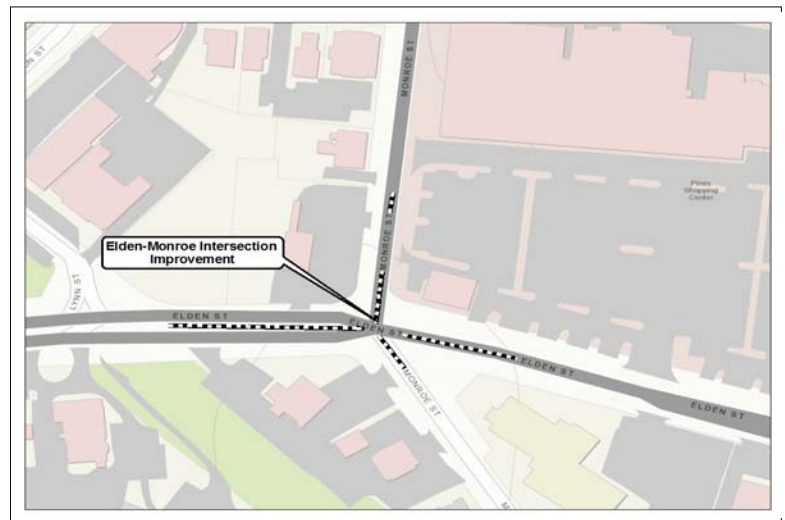
Adopted Goals and Objectives:

**Enriching Lives Through Arts and Entertainment:**

1. Complete downtown streetscape improvements.

**Celebrating Community Spirit:**

2. Continue to implement stormwater, sidewalk, and street lighting projects in town neighborhoods.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
Land Acquisition	200								200
Architecture/Engin./Admin.	150								150
Construction and related services	900	750							1650
Equipment/Furniture									0
<b>TOTAL</b>	<b>1250</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>

FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
HB2313 Local 30%	602	375							977
Revenue Sharing Grants - (Approved)	625	375							1000
CIP Reallocation	23								23
<b>TOTAL</b>	<b>1250</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>

**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.

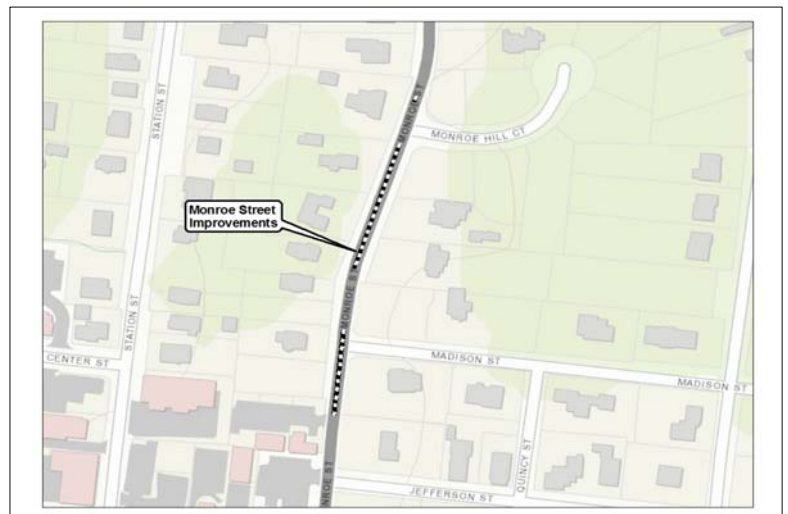
Adopted Goals and Objectives:

***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

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
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>275</b>	<b>699</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>974</b>

<b>FINANCING SOURCES:</b>									
General Fund			375						375
HB2313 30% local funding		275	300	TBD					575
Proffer- Madison Single Lot Development			24						24
<b>TOTAL</b>	<b>0</b>	<b>275</b>	<b>699</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>974</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>



**Information Technology**

Project Number: 16-IT-97-001

Project Class: Information Technology

Department: Information Technology

**Project Description:** FY 2019 - Next generation zoning and permitting application software with electronic plan review – Tyler technologies EnerGov.

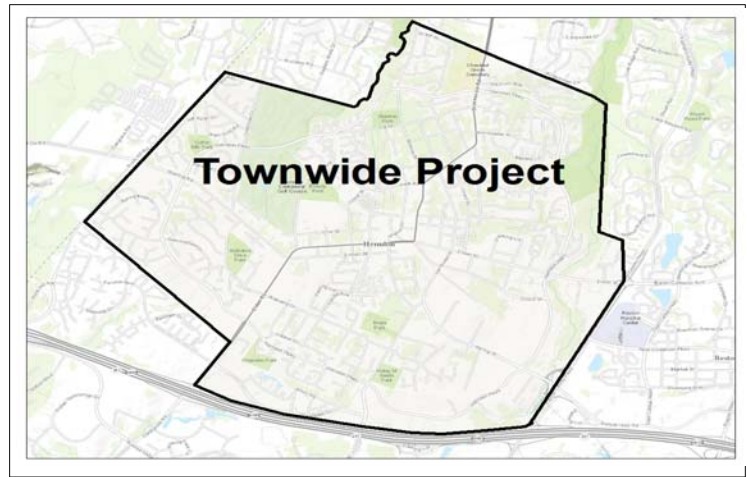
Adopted Goals and Objectives:

**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
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.	109								109
Construction and related services									0
Equipment/Furniture									0
<b>TOTAL</b>	<b>109</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>109</b>

FINANCING SOURCES:										
General Fund	109									109
G.O. Bonds										0
Intergovernmental Aid										0
Capital Leases										0
Other										0
<b>TOTAL</b>	<b>109</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>109</b>

GENERAL FUND OPERATING IMPACT:										
Capital Costs	0	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>	<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.

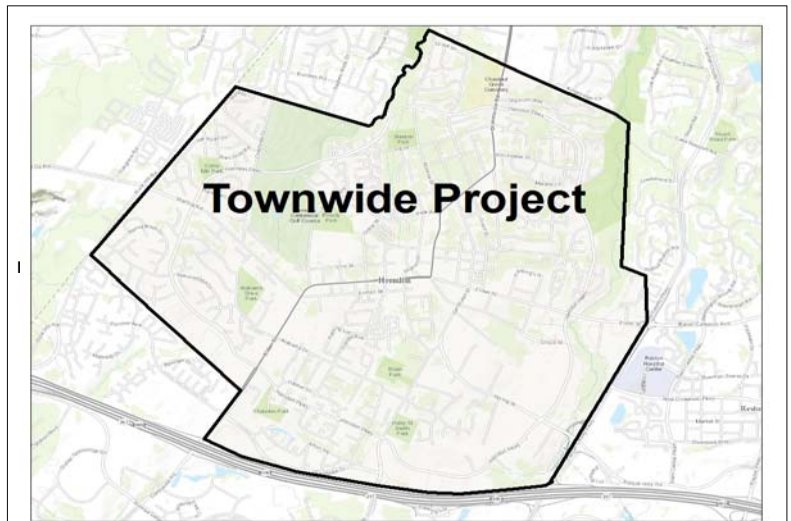
Adopted Goals and Objectives:

**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 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



amounts indicated = dollars in thousands

ESTIMATED COST:	Fiscal Year								
	Previous Allocations	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
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
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
Other									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>

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>

**Police Exterior Garage**

Project Number: 09-PO-20-01

Project Class: Buildings

Department: Police

**Project Description:** Construction of a permanent exterior garage facility (30' x 40') is needed to expand storage capacity for police bicycles, bulky emergency readiness equipment and supplies, adverse weather equipment and other agency property where space is not available nor suitable for storage inside the police facility. The garage will also support an area to perform technology maintenance associated with police vehicles and equipment. Adding an exterior garage will alleviate haphazard storage of bulky operational equipment inside and around the police facility and provide defined workspace to properly access, maintain, utilize and store the property and equipment.

Adopted Goals and Objectives:

**FY 2020 Budget**

1. Providing adequate storage for bulky operational equipment and supplies, police bicycles and other readiness equipment meets the department's objective to maintain readiness for emergencies and other operational needs.

**National Accreditation Standard 17.5.3:**

2. Maintaining stored agency property in a state of operational readiness promotes effective response to incidents and proper protection and accountability of property.



amounts indicated = dollars in thousands

ESTIMATED COST:	Previous Allocations	Fiscal Year							
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services			700						700
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>

FINANCING SOURCES:									
General Fund			700						700
Fairfax County									0
Intergovernmental aid									0
Capital Lease/Purchase									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</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>

**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
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.	200		1000					TBD	1200
Construction and related services								TBD	0
Equipment/Furniture									0
<b>TOTAL</b>	<b>200</b>	<b>0</b>	<b>1000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1200</b>

FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Fairfax County Stormwater Tax	200		1000					TBD	1200
Other									0
<b>TOTAL</b>	<b>200</b>	<b>0</b>	<b>1000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1200</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>

**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							
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
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>500</b>	<b>0</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 per town/county MOU			1200						1200
Other -proffer from Comstock	500								500
Other									0
	<b>500</b>	<b>0</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.

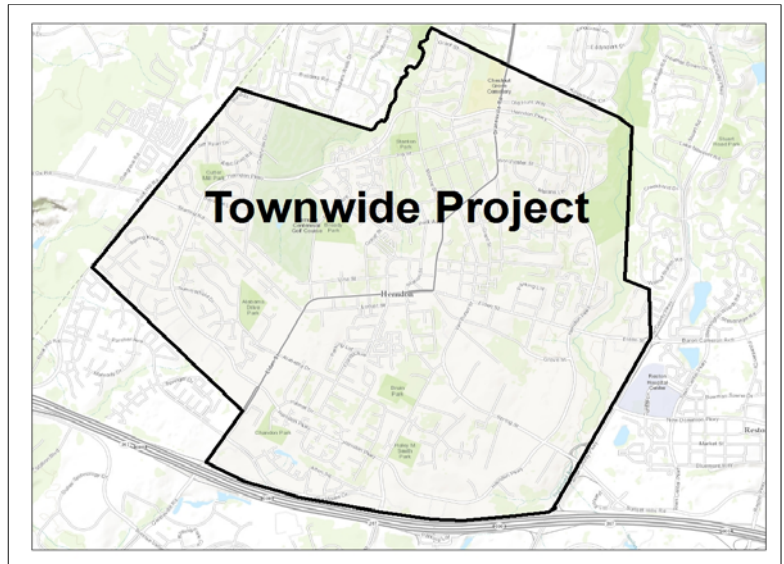
Adopted Goals and Objectives:

**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
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	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>150</b>	<b>0</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>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>

**Traffic Signal at Herndon Centre (former K-Mart)**

Project Number: 02-ST-18-003

Project Class: Traffic

Department: Public Works

**Project Description:** Install traffic signal to include pedestrian facilities and design in coordination with VDOT street improvement project. Developer proffer from redevelopment of part of the Herndon Centre property on Elden Street supports portion of cost. The approved Proffered Condition Amendment PCA 18-101 included within the development proffers a contribution of \$165,000 from the developer for the signal.

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
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services		165							165
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>165</b>
<b>FINANCING SOURCES:</b>									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
HB2313 Local 30%									0
Other - Proffer		165							165
<b>TOTAL</b>	<b>0</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>165</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>

TOWN OF  
**Herndon**  
VIRGINIA

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**B. GOLF COURSE FUND PROJECTS**



**Clubhouse Expansion - Phase Three**

Project Number: 09-GC-96-003

Project Class: Buildings

Department: Golf Course

**Project Description:** This project will provide for renovation of the golf course clubhouse, constructed in 1980. The project will include a new architectural image and replacement of the building exterior with a more modern material. Within financial limits, project planning will also refresh or potentially expand components of the existing structure, to include the pro shop, office, food service and golf cart storage areas.

Development of preliminary concept plans and budgetary cost estimates were completed in FY 2017. Based on these estimates, it will be necessary to prioritize options that can be addressed in the order of need and perceived value. A feasibility study is scheduled to be completed in FY 2023 before design commences. The current fiscal capacity of the Golf Course Enterprise Fund is not capable of assuming additional debt service until 2024.

**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:	Previous Allocations	Fiscal Year							TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.	133				25	TBD			158
Construction and related services							TBD		0
Equipment/Furniture									0
<b>TOTAL</b>	<b>133</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>158</b>

FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Golf Course Fund	133				25	TBD	TBD		158
Other									0
<b>TOTAL</b>	<b>133</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>158</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>0</b>	<b>0</b>	<b>TBD</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. Phase Two improvements included fairway bunker renovations, reconstruction of selected tee complexes, cart path and curbing renovations. Future improvements, to include enhancements to the remaining tee complexes, are scheduled to be completed after FY 2025.

Additional materials and supplies required for turf maintenance of the enlarged teeing areas is anticipated to cost \$3,000 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:	Fiscal Year								
	Previous Allocations	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.								85	85
Construction and related services								840	840
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>925</b>	<b>925</b>

FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Golf Course Fund								925	925
Other									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>925</b>	<b>925</b>

GOLF COURSE FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations								3	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>3</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	2020	2021	2022	2023	2024	2025	Beyond	TOTAL
Center Street - Locust Street to Nash Street	650							650
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			15	100				115
Nash St.- Fairfax Ln to Spring St with Bowers Ln			40	290				330
Florida Ave - Bruce Court -Archer Court				105	600			705
Patrick Dr/Pickett Ln & Palmer Dr to Alabama					100	720		820
Miss/Calhoun/Stuart to Missouri						75	450	525
<b>TOTAL</b>	<b>750</b>	<b>845</b>	<b>495</b>	<b>495</b>	<b>700</b>	<b>795</b>	<b>450</b>	<b>4,530</b>

**Adopted Goals and Objectives:**

**Comprehensive Plan Goals for Public Service:**

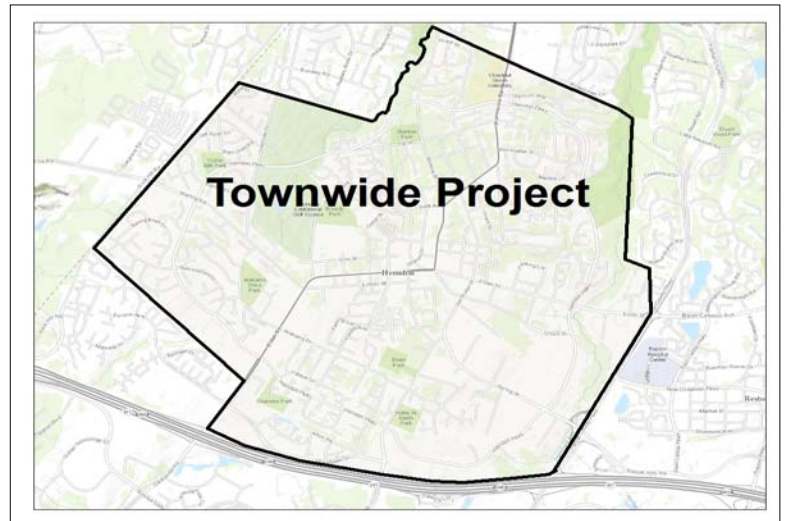
1. Ensure there is sufficient drinking water and sewer capacity to meet the needs of the town residential and commercial residents.

**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
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.		100	55	55	105	100	75	TBD	490
Construction and related services		650	790	440	390	600	720	450	4040
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>750</b>	<b>845</b>	<b>495</b>	<b>495</b>	<b>700</b>	<b>795</b>	<b>450</b>	<b>4530</b>

**FINANCING SOURCES:**

Water and Sewer Fund		570	845	495	465	700	795	450	4320
Bonds/Municipal Loans									0
Availability Fee Fund		180			30				210
Other Funding Sources									0
<b>TOTAL</b>	<b>0</b>	<b>750</b>	<b>845</b>	<b>495</b>	<b>495</b>	<b>700</b>	<b>795</b>	<b>450</b>	<b>4530</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>	<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 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. The Town will be changing its source of supply from three existing meter vaults to vaults connected to the 24-inch water main in the W&OD Trail, now owned and operated by Fairfax Water. Improvements to three existing 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 addition the town will share in the cost of a new pump station located behind the police station that will provide the needed flow for the town and a redundant feed for a community north of town served by Fairfax Water. A new storage tank at the Alabama tank site and a new 16-inch water main from the W&OD trail to the Alabama Tank and the Herndon Parkway will also be needed to meet future demands.

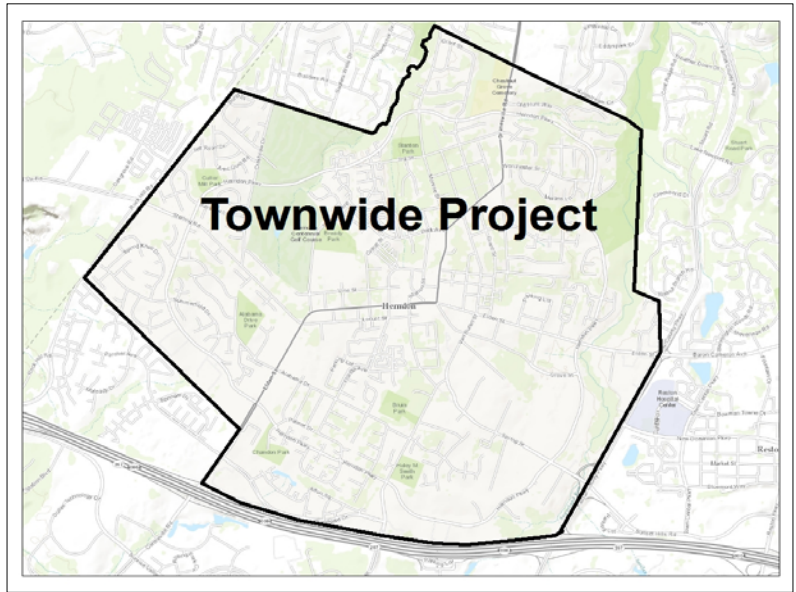
**Adopted Goals and Objectives:**

**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

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.	50	600	100			135	275		1110
Construction and related services			1500	1900			900	2250	6550
Equipment/Furniture									
<b>TOTAL</b>	<b>50</b>	<b>600</b>	<b>1600</b>	<b>1900</b>	<b>0</b>	<b>135</b>	<b>1175</b>	<b>2250</b>	<b>7710</b>

**FINANCING SOURCES:**

	Estimated Reserves	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
Water and Sewer Fund	50								
Bonds/Municipal Loans			1600	1900			900	2250	6650
Availability Fee Fund		600				135	275		1010
Other Funding Sources									
<b>TOTAL</b>	<b>50</b>	<b>600</b>	<b>1600</b>	<b>1900</b>	<b>0</b>	<b>135</b>	<b>1175</b>	<b>2250</b>	<b>7710</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:**

	Estimated Reserves	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
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>

Fiscal Year Detail	2020	2021	2022	2023	2024	2025	Beyond	TOTAL
Fairfax Water/Herndon Pump Station	600	1500	1500					3,600



**Sewer System Conveyance**

Project Number: 06-SS-13-001

Project Class: Sewer

Department: Public Works

**Project Description:** This project will provide for conveying most of the future growth in wastewater flows to the Fairfax County or Loudoun Water sewer systems, or a combination of both. The design concept consists of a new pumping station near the Sugarland Run Interceptor, along with a force main heading west along the Herndon Parkway. In Phase One there would be a connection to the Fairfax system at the Town's Worldgate connection to Fairfax County, and then Phase Two would be a continuation of the force main west to a Loudoun County interceptor that would transport wastewater to their treatment plant. The Town's consultant is currently performing a study to determine how much flow the Fairfax system can absorb. Future flows beyond that would need to be sent to Loudoun Water for treatment. The consultant has estimated the total cost of the project at \$13,600,000.

Sewer Pump Station - \$600,000 in FY20, \$4,700,000 in FY21; total \$5,300,000

Sewer Force Main (16-inch) - \$800,000 in FY21; \$7,500,000 in FY22; total \$8,300,000

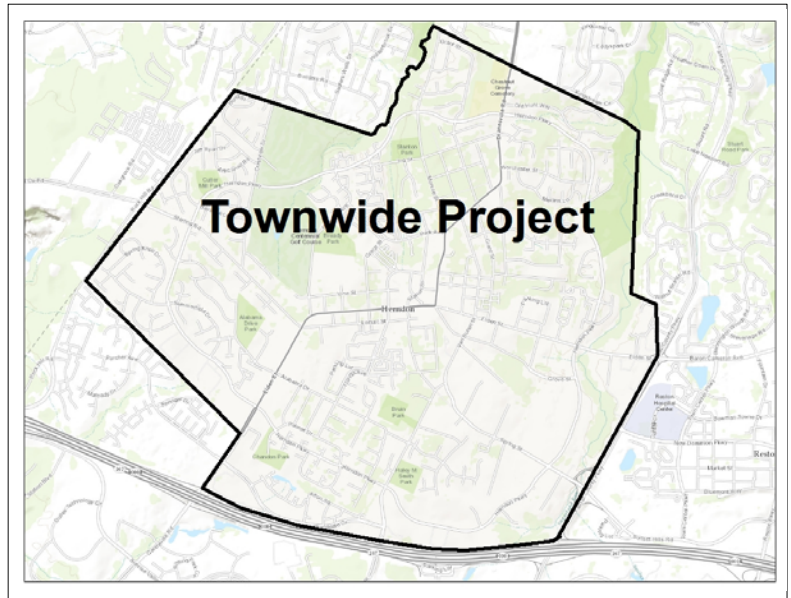
**Adopted Goals and Objectives:**

**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

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.		600	800						1400
Construction and related services			4700	7500					12200
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>600</b>	<b>5500</b>	<b>7500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13600</b>

FINANCING SOURCES:									
Water and Sewer Fund									0
W and S Fund Revenue Bonds		600	5500	7500					13600
Availability Fee Fund									0
Other Funding Sources-Fairfax Water Agrmnt									0
<b>TOTAL</b>		<b>600</b>	<b>5500</b>	<b>7500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13600</b>

WATER AND SEWER FUND OPERATING IMPACT:									
Capital Costs									
Debt Service		871	871	871	871	871	871	TBD	
Personnel/Operations									
<b>TOTAL</b>	<b>0</b>	<b>871</b>	<b>871</b>	<b>871</b>	<b>871</b>	<b>871</b>	<b>871</b>	<b>TBD</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
#443 -2002 Single Axle Dump Truck	FY20	140
Backhoe	Beyond	200

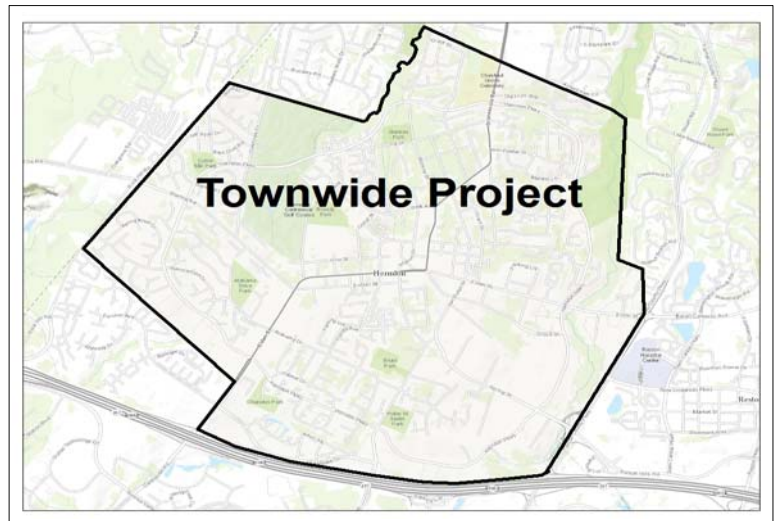
Adopted Goals and Objectives:

***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
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services									0
Equipment/Furniture		140						200	340
<b>TOTAL</b>	<b>0</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>340</b>

FINANCING SOURCES:									
General Fund									0
Revenue Bonds/Water & Sewer									0
Intergovernmental Aid									0
Water and Sewer Fund		140						200	340
Other									0
<b>TOTAL</b>	<b>0</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>340</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 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

Project Area	Year	Cost
Locust Street - Grace to Center St	FY20	75
Sugarland Trunk North of Elden (lining)	FY20	500
"	FY21	500
"	FY22	500
"	FY23	250
TBD	FY24	250
TBD	FY25	250

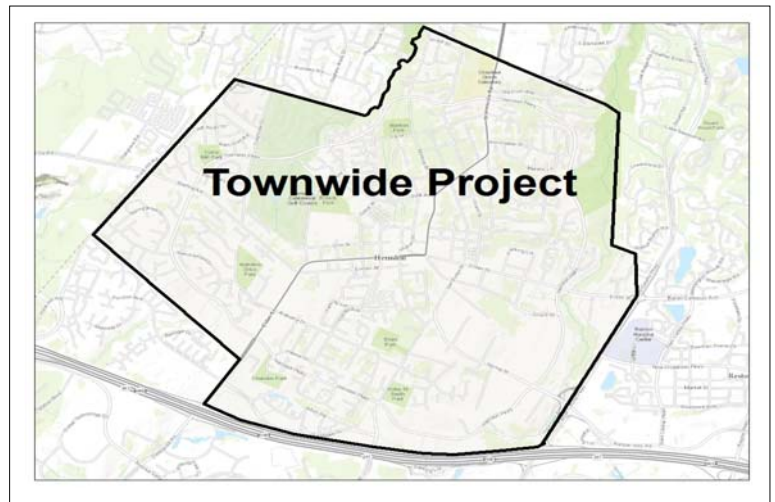
**Adopted Goals and Objectives:**

**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							TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.		15							15
Construction and related services		560	500	500	250	250	250	TBD	2310
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>575</b>	<b>500</b>	<b>500</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>2325</b>

FINANCING SOURCES:									
General Fund									0
Revenue Bonds/Water & Sewer									0
Intergovernmental Aid									0
Water and Sewer Fund		194	119	119	250	250	250	TBD	1182
Fairfax Co. per Agreement (Estimated share)		381	381	381	0	0	0	TBD	1143
<b>TOTAL</b>	<b>0</b>	<b>575</b>	<b>500</b>	<b>500</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>2325</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>

**Sewer Utility Master Plan Improvements**

Project Number: 06-SS-15-002

Project Class: Sanitary Sewer

Department: Public Works

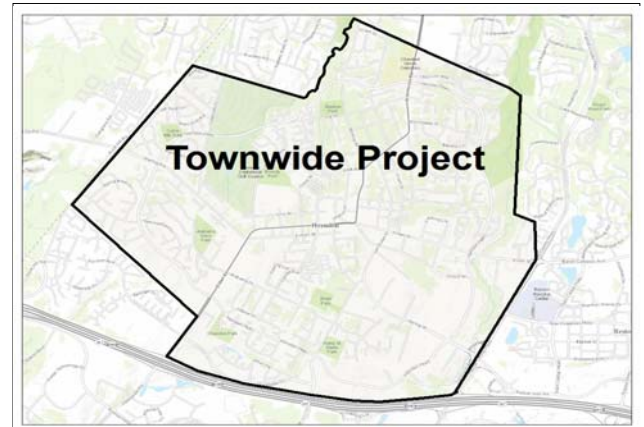
**Project Description:** This program provides for major component construction and upgrades to the sewer conveyance system. As a result of the Herndon Transit-Oriented Core (HTOC), Downtown Master Plan (DTMP), Overlay Districts, and rezoning cases, sewer system construction and upgrades will be targeted to provide sufficient capacity within the Town's sewer mains and trunk lines. The majority of improvements will be localized to the Herndon Parkway area near the proposed Metrorail Station 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.

**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	Design FY	Construction	Con FY
Folly Lick near Young Ave. 300' 24-inch FY 21	2110 -2112	\$ 35,000	FY18	\$210,000	FY18
Folly Lick near Young Ave. 600' 24-inch FY21	2109-2112	\$ 65,000	FY19	\$420,000	FY20
Spring Down 1000' 18-inch pipe FY21	781-728	\$ 75,000	FY20	\$510,000	FY21
Spring Down 100' 21-inch pipe FY22	728-meter	\$ 10,000	FY20	\$75,000	FY21
Spring Down 2250' 18-inch pipe FY22	789-781	\$ 135,000	FY20	\$900,000	FY21

amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.		220		TBD	TBD	TBD	TBD	TBD	220
Construction and related services		420	1485		TBD	TBD	TBD		1905
Equipment/Furniture									0
<b>TOTAL</b>	0	640	1485	0	0	0	0	0	2125

FINANCING SOURCES:										
Water and Sewer Fund										0
Bonds/Municipal Loans										0
Availability Fee Fund		640	1485	0	TBD	TBD	TBD	TBD		2125
Other Funding Sources		TBD	TBD							0
<b>TOTAL</b>	0	640	1485	0	0	0	0	0	0	2125

GENERAL FUND OPERATING IMPACT:										
Capital Costs										0
Debt Service										0
Personnel/Operations										0
<b>TOTAL</b>	0	0	0	0	0	0	0	0	0	0

**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 \$22 million.

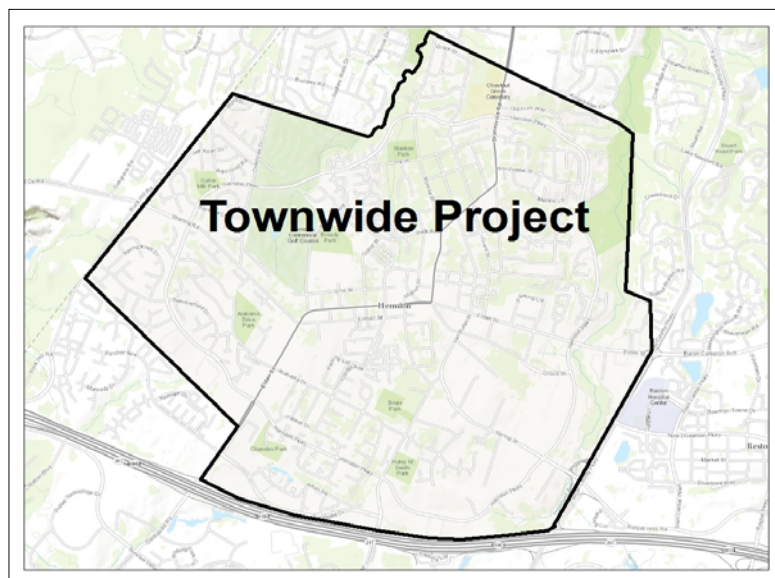
Adopted Goals and Objectives:

**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>	<b>Estimated Reserves</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Beyond</b>	<b>TOTAL</b>
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services			22000						22000
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>22000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22000</b>

**FINANCING SOURCES:**

Water and Sewer Fund									0
Revenue Bonds-Water and Sewer Fund			22000						22000
Availability Fee Fund									0
Other Funding Sources									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>22000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22000</b>

**WATER AND SEWER FUND OPERATING IMPACT:**

Capital Costs	80								80
Debt Service			1408	1408	1408	1408	1408	TBD	TBD
Personnel/Operations								TBD	TBD
<b>TOTAL</b>	<b>80</b>		<b>1408</b>	<b>1408</b>	<b>1408</b>	<b>1408</b>	<b>1408</b>	<b>TBD</b>	<b>TBD</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
#453 - 2004 Crew Pickup Truck	FY21	50
#448 -2004 Sewer Flush Truck	FY23	450
#440 -2006 Crew Pickup Truck	FY25	50
#456 - 2007 Small Dump Truck w Liftgate	FY25	125

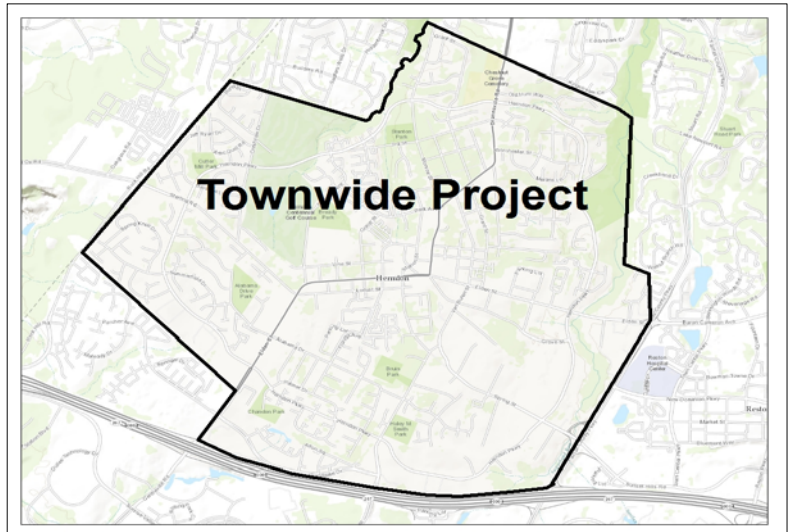
**Adopted Goals and Objectives:**

***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
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services									0
Equipment/Furniture			50		450		175		675
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>175</b>	<b>0</b>	<b>675</b>

FINANCING SOURCES:									
General Fund									0
Revenue Bonds/Water & Sewer									0
Intergovernmental Aid									0
Water and Sewer Fund			50		450		175		675
Other									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>175</b>	<b>0</b>	<b>675</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>

**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. The agreement also addresses temporary public shared parking during construction.

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:	Fiscal Year								
	Previous Allocations	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
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>

FINANCING SOURCES:									
General Fund									0
G.O. Bonds	1000	2600							3600
Intergovernmental Aid									0
Other									0
Other									0
<b>TOTAL</b>	<b>1000</b>	<b>2600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3600</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>

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## **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

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.					TBD				0
Construction and related services						TBD			0
Equipment/Furniture									0
<b>TOTAL</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>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>

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# **V. PROJECTS SCHEDULED AFTER FY2025**





Town of Herndon FY 2020 - FY 2025 Capital Improvement Program

CAPITAL PROJECTS SCHEDULED AFTER FY2025

All figures represent dollars in thousands

Project No.	Dept.	Project Title	Estimated Reserves	Budget Year FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	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>

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# Appendices



## 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.

**CAER** - 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.

**YPA** – 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.)

**Non – Major Funds** – any fund not meeting the definition of a major fund.

**Non-spendable 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.

**Trust Fund** – Funds consisting of resources received and held by government as trustee, to be expended or invested in accordance with the conditions of the trust.

**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.

TOWN OF  
**Herndon**  
VIRGINIA

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



**TOWN OF HERNDON, VIRGINIA**

**RESOLUTION**

**JANUARY 29, 2019**

**Resolution-** to provide to the Town Manager Town Council Guidance on the FY 2020 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 2020 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 2020 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; and
- Maintaining the town's focus on the 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:**

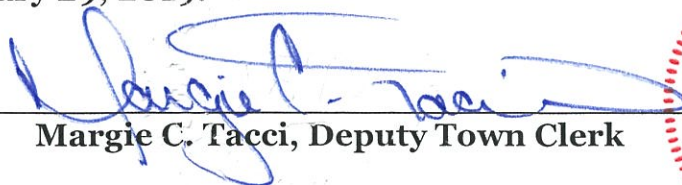
- Continuing employee skills development and education, with an emphasis on succession planning and leadership development; and

- Continuing emphasis on maintaining a competitive employment position in local market.

**Continue efforts to develop and maintain a strong fiscal position, to include:**

- At Council's direction, preparing an annual budget that addresses the rising costs associated with program and service delivery, along with the additional revenue appropriations needed to meet them;
- At Council's direction, beginning with the FY 2020 budget cycle, the policy of linking the 1 percent increase in Meals Tax, initiated July 1, 2011, to address downtown development and various economic development initiatives, shall no longer be in effect;
- At Council's direction, revisit the town's existing Parks and Recreation cost recovery model and make recommendations regarding possible updates;
- Continue forward looking budget preparation in anticipation of impacts associated with the Metrorail and downtown redevelopment projects; and
- Emphasizing the funding of life cycle maintenance that provides a comprehensive assessment of the town's overall exposure along with the revenue stream needed to properly maintain town assets.

**This is certified to be a true and accurate copy of Resolution 19-G-05 adopted at a legally convened meeting of the Town Council of the Town of Herndon on January 29, 2019.**

  
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Margie C. Tacci, Deputy Town Clerk



FY2020 Position Classification Plan	Annualized Range			Hourly Rate			FLSA	
	Grade	Lower	Midpoint	Upper	Lower	Midpoint	Upper	Overtime Status
Custodian I	2	\$29,778.58	40,276.08	51,056.98	14.3166	19.3635	24.5466	N
Irrigation Technician	2	\$29,778.58	40,276.08	51,056.98	14.3166	19.3635	24.5466	N
Laborer	3	\$30,747.60	40,570.92	52,719.68	14.7825	19.5052	25.3460	N
Office Assistant I	3	\$30,747.60	40,570.92	52,719.68	14.7825	19.5052	25.3460	N
Custodian II	4	\$33,468.76	44,162.04	57,384.34	16.0908	21.2318	27.5886	N
Equipment Operator/Greensworker	4	\$33,468.76	44,162.04	57,384.34	16.0908	21.2318	27.5886	N
Head Lifeguard	4	\$33,468.76	44,162.04	57,384.34	16.0908	21.2318	27.5886	N
Office Assistant II	4	\$33,468.76	44,162.04	57,384.34	16.0908	21.2318	27.5886	N
Utility Maintenance Worker I	4	\$33,468.76	44,162.04	57,384.34	16.0908	21.2318	27.5886	N
Accounting Technician II	5	\$36,188.36	47,751.08	62,047.70	17.3983	22.9573	29.8306	N
Parking Enforcement Official	5	\$36,188.36	47,751.08	62,047.70	17.3983	22.9573	29.8306	N
Personal Trainer	5	\$36,188.36	47,751.08	62,047.70	17.3983	22.9573	29.8306	N
Recreation Assistant I	5	\$36,188.36	47,751.08	62,047.70	17.3983	22.9573	29.8306	N
Utility Equipment Operator I	5	\$36,188.36	47,751.08	62,047.70	17.3983	22.9573	29.8306	N
Water Meter Reader	5	\$36,188.36	47,751.08	62,047.70	17.3983	22.9573	29.8306	N
Head Fitness Trainer	6	\$38,909.52	51,341.42	66,711.84	18.7065	24.6834	32.0730	N
Recreation Assistant II	6	\$38,909.52	51,341.42	66,711.84	18.7065	24.6834	32.0730	N
Recreation Program Assistant	6	\$38,909.52	51,341.42	66,711.84	18.7065	24.6834	32.0730	N
Utility Equipment Operator II	6	\$38,909.52	51,341.42	66,711.84	18.7065	24.6834	32.0730	N
Utility Equipment Operator II/Truck Driver	6	\$38,909.52	51,341.42	66,711.84	18.7065	24.6834	32.0730	N
Utility Maintenance Worker II	6	\$38,909.52	51,341.42	66,711.84	18.7065	24.6834	32.0730	N
Accounting Technician II/Administrative Tech	7	\$41,630.42	54,932.02	71,378.32	20.0146	26.4096	34.3165	N
Communications Assistant	7	\$41,630.42	54,932.02	71,378.32	20.0146	26.4096	34.3165	N
Communications Technician I	7	\$41,630.42	54,932.02	71,378.32	20.0146	26.4096	34.3165	N
Community Center Supervisor I	7	\$41,630.42	54,932.02	71,378.32	20.0146	26.4096	34.3165	N
Facility Maintenance Mechanic II	7	\$41,630.42	54,932.02	71,378.32	20.0146	26.4096	34.3165	N
Maintenance/Meter Mechanic	7	\$41,630.42	54,932.02	71,378.32	20.0146	26.4096	34.3165	N
Mechanic/Equipment Operator	7	\$41,630.42	54,932.02	71,378.32	20.0146	26.4096	34.3165	N
Office Assistant III	7	\$41,630.42	54,932.02	71,378.32	20.0146	26.4096	34.3165	N
Preschool Teacher	7	\$41,630.42	54,932.02	71,378.32	20.0146	26.4096	34.3165	N
Records Technician	7	\$41,630.42	54,932.02	71,378.32	20.0146	26.4096	34.3165	N
Right-of-Way Inspector/Utility Marker	7	\$41,630.42	54,932.02	71,378.32	20.0146	26.4096	34.3165	N
Tennis Center Manager	7	\$41,630.42	54,932.02	71,378.32	20.0146	26.4096	34.3165	N
Utility Technician	7	\$41,630.42	54,932.02	71,378.32	20.0146	26.4096	34.3165	N
Communications Technician II	8	\$44,350.80	58,521.32	76,043.24	21.3225	28.1352	36.5592	N
Facility Maintenance Mechanic III	8	\$44,350.80	58,521.32	76,043.24	21.3225	28.1352	36.5592	N
Mechanic I	8	\$44,350.80	58,521.32	76,043.24	21.3225	28.1352	36.5592	N
Office Assistant III/Administrative Clerk	8	\$44,350.80	58,521.32	76,043.24	21.3225	28.1352	36.5592	N
Assistant Communications Supervisor	9	\$47,070.92	62,110.36	80,706.60	22.6303	29.8608	38.8013	N
Assistant Crew Supervisor	9	\$47,070.92	62,110.36	80,706.60	22.6303	29.8608	38.8013	N
Assistant Golf Course Superintendent	9	\$47,070.92	62,110.36	80,706.60	22.6303	29.8608	38.8013	N
Building Maintenance Coordinator	9	\$47,070.92	62,110.36	80,706.60	22.6303	29.8608	38.8013	N
Clerk of Boards and Commissions	9	\$47,070.92	62,110.36	80,706.60	22.6303	29.8608	38.8013	N
Community Center Supervisor II	9	\$47,070.92	62,110.36	80,706.60	22.6303	29.8608	38.8013	N
Equipment Operator	9	\$47,070.92	62,110.36	80,706.60	22.6303	29.8608	38.8013	N
Mechanic II	9	\$47,070.92	62,110.36	80,706.60	22.6303	29.8608	38.8013	N
Recreation Services Supervisor I	9	\$47,070.92	62,110.36	80,706.60	22.6303	29.8608	38.8013	N
Senior Accounting Technician	9	\$47,070.92	62,110.36	80,706.60	22.6303	29.8608	38.8013	N
System Technician	9	\$47,070.92	62,110.36	80,706.60	22.6303	29.8608	38.8013	N
Traffic Signal Technician	9	\$47,070.92	62,110.36	80,706.60	22.6303	29.8608	38.8013	N
Administrative Assistant	10	\$49,790.52	65,700.44	85,369.70	23.9378	31.5867	41.0431	N
Associate Administrative Planner	10	\$49,790.52	65,700.44	85,369.70	23.9378	31.5867	41.0431	N
Building Inspector I	10	\$49,790.52	65,700.44	85,369.70	23.9378	31.5867	41.0431	N
Deputy Town Clerk	10	\$49,790.52	65,700.44	85,369.70	23.9378	31.5867	41.0431	N
Engineering Inspector	10	\$49,790.52	65,700.44	85,369.70	23.9378	31.5867	41.0431	N
Golf Operations Assistant II	10	\$49,790.52	65,700.44	85,369.70	23.9378	31.5867	41.0431	N
Human Resources Technician	10	\$49,790.52	65,700.44	85,369.70	23.9378	31.5867	41.0431	N
Marketing Specialist	10	\$49,790.52	65,700.44	85,369.70	23.9378	31.5867	41.0431	N
Pool Operations Manager	10	\$49,790.52	65,700.44	85,369.70	23.9378	31.5867	41.0431	N
Building Inspector II	11	\$52,512.98	69,290.78	90,037.48	25.2466	33.3129	43.2873	N
Community Inspector	11	\$52,512.98	69,290.78	90,037.48	25.2466	33.3129	43.2873	N
Golf Professional	11	\$52,512.98	69,290.78	90,037.48	25.2466	33.3129	43.2873	N
Legal Assistant	11	\$52,512.98	69,290.78	90,037.48	25.2466	33.3129	43.2873	N
Network Administrator	11	\$52,512.98	69,290.78	90,037.48	25.2466	33.3129	43.2873	N
Public Information Specialist	11	\$52,512.98	69,290.78	90,037.48	25.2466	33.3129	43.2873	N
Residential Building Inspector	11	\$52,512.98	69,290.78	90,037.48	25.2466	33.3129	43.2873	N
Technical Support Specialist	11	\$52,512.98	69,290.78	90,037.48	25.2466	33.3129	43.2873	N
Facility Maintenance Supervisor	12	\$55,232.06	72,880.08	94,700.84	26.5539	35.0385	45.5293	N
Fitness Supervisor	12	\$55,232.06	72,880.08	94,700.84	26.5539	35.0385	45.5293	N
Fleet Manager	12	\$55,232.06	72,880.08	94,700.84	26.5539	35.0385	45.5293	N
Housing/Neighborhood Improvement Coordinator	12	\$55,232.06	72,880.08	94,700.84	26.5539	35.0385	45.5293	N
Human Resources Analyst	12	\$55,232.06	72,880.08	94,700.84	26.5539	35.0385	45.5293	N
Operations Coordinator	12	\$55,232.06	72,880.08	94,700.84	26.5539	35.0385	45.5293	N
Paralegal	12	\$55,232.06	72,880.08	94,700.84	26.5539	35.0385	45.5293	N
Planner I	12	\$55,232.06	72,880.08	94,700.84	26.5539	35.0385	45.5293	N

FY2020 Position Classification Plan	Annualized Range			Hourly Rate			FLSA	
	Grade	Lower	Midpoint	Upper	Lower	Midpoint	Upper	Overtime Status
Planning Operations Manager	12	\$55,232.06	72,880.08	94,700.84	26.5539	35.0385	45.5293	N
Recreation Services Supervisor II	12	\$55,232.06	72,880.08	94,700.84	26.5539	35.0385	45.5293	N
Right-of-Way Inspection Supervisor	12	\$55,232.06	72,880.08	94,700.84	26.5539	35.0385	45.5293	N
Senior General Ledger Accountant	12	\$55,232.06	72,880.08	94,700.84	26.5539	35.0385	45.5293	N
Traffic Control Supervisor/Coordinator	12	\$55,232.06	72,880.08	94,700.84	26.5539	35.0385	45.5293	N
Utility Work Crew Supervisor	12	\$55,232.06	72,880.08	94,700.84	26.5539	35.0385	45.5293	N
Administrative Assistant to the Town Manager	13	\$57,953.48	78,671.32	99,365.50	27.8622	37.8227	47.7719	N
Financial Management Analyst	13	\$57,953.48	78,671.32	99,365.50	27.8622	37.8227	47.7719	E
Program Manager	13	\$57,953.48	78,671.32	99,365.50	27.8622	37.8227	47.7719	E
Purchasing Agent	13	\$57,953.48	78,671.32	99,365.50	27.8622	37.8227	47.7719	E
Revenue Supervisor	13	\$57,953.48	78,671.32	99,365.50	27.8622	37.8227	47.7719	E
Aquatics Services Manager	14	\$60,672.56	80,059.20	104,028.34	29.1695	38.4900	50.0136	N
Community Center Manager	14	\$60,672.56	80,059.20	104,028.34	29.1695	38.4900	50.0136	N
Community Forester	14	\$60,672.56	80,059.20	104,028.34	29.1695	38.4900	50.0136	E
General Services Administrator	14	\$60,672.56	80,059.20	104,028.34	29.1695	38.4900	50.0136	E
Lead Network Engineer	14	\$60,672.56	80,059.20	104,028.34	29.1695	38.4900	50.0136	N
Network Security Engineer	14	\$60,672.56	80,059.20	104,028.34	29.1695	38.4900	50.0136	N
Public Safety Operations Manager	14	\$60,672.56	80,059.20	104,028.34	29.1695	38.4900	50.0136	N
Recreation Program Coordinator	14	\$60,672.56	80,059.20	104,028.34	29.1695	38.4900	50.0136	E
Systems Manager	14	\$60,672.56	80,059.20	104,028.34	29.1695	38.4900	50.0136	E
Utility Manager	14	\$60,672.56	80,059.20	104,028.34	29.1695	38.4900	50.0136	E
Capital Projects Planner	15	\$63,393.72	83,650.32	108,693.26	30.4778	40.2165	52.2564	N
Civil Engineer I	15	\$63,393.72	83,650.32	108,693.26	30.4778	40.2165	52.2564	E
Development Planner/Community Design	15	\$63,393.72	83,650.32	108,693.26	30.4778	40.2165	52.2564	E
Golf Course Superintendent	15	\$63,393.72	83,650.32	108,693.26	30.4778	40.2165	52.2564	E
Operations Engineer	15	\$63,393.72	83,650.32	108,693.26	30.4778	40.2165	52.2564	E
Project Engineer I	15	\$63,393.72	83,650.32	108,693.26	30.4778	40.2165	52.2564	N
Budget Manager & Special Projects	16	\$66,114.36	87,240.92	113,359.48	31.7858	41.9427	54.4998	E
Civil Engineer II	16	\$66,114.36	87,240.92	113,359.48	31.7858	41.9427	54.4998	E
Economic Development Manager	16	\$66,114.36	87,240.92	113,359.48	31.7858	41.9427	54.4998	E
Project Engineer II	16	\$66,114.36	87,240.92	113,359.48	31.7858	41.9427	54.4998	E
Cemetery Manager	17	\$68,834.22	90,828.92	118,020.76	33.0934	43.6678	56.7407	E
Development Program Planner	17	\$68,834.22	90,828.92	118,020.76	33.0934	43.6678	56.7407	E
Senior Planner	17	\$68,834.22	90,828.92	118,020.76	33.0934	43.6678	56.7407	E
Transportation Program Manager	17	\$68,834.22	90,828.92	118,020.76	33.0934	43.6678	56.7407	E
Zoning Administrator	17	\$68,834.22	90,828.92	118,020.76	33.0934	43.6678	56.7407	E
Building Official	18	\$71,555.12	94,360.76	122,689.32	34.4015	45.3657	58.9852	E
Chief, Program & Project Manager	18	\$71,555.12	94,360.76	122,689.32	34.4015	45.3657	58.9852	E
Deputy Director of Community Development	18	\$71,555.12	94,360.76	122,689.32	34.4015	45.3657	58.9852	E
Public Works Superintendent	18	\$71,555.12	94,360.76	122,689.32	34.4015	45.3657	58.9852	E
Senior Civil Engineer	18	\$71,555.12	94,360.76	122,689.32	34.4015	45.3657	58.9852	E
Assistant Town Attorney	19	\$74,276.28	97,755.58	127,351.90	35.7098	46.9979	61.2269	E
Chief Communications Officer	19	\$74,276.28	97,755.58	127,351.90	35.7098	46.9979	61.2269	E
Deputy Director of Parks and Recreation	19	\$74,276.28	97,755.58	127,351.90	35.7098	46.9979	61.2269	E
Town Clerk	19	\$74,276.28	97,755.58	127,351.90	35.7098	46.9979	61.2269	E
Deputy Director of Finance	20	\$76,995.62	101,787.40	132,191.28	37.0171	48.9362	63.5535	E
Deputy Director of Public Works	21	\$83,702.32	113,208.68	143,514.28	40.2415	54.4273	68.9973	E
Director of Golf	21	\$83,702.32	113,208.68	143,514.28	40.2415	54.4273	68.9973	E
Director of Human Resources	23	\$89,416.86	116,240.80	147,356.82	42.9889	55.8850	70.8446	E
Director of Information Technology	23	\$89,416.86	116,240.80	147,356.82	42.9889	55.8850	70.8446	E
Director of Community Development	24	\$94,908.32	128,886.16	162,802.64	45.6290	61.9645	78.2705	E
Director of Parks & Recreation	24	\$94,908.32	128,886.16	162,802.64	45.6290	61.9645	78.2705	E
Director of Finance	25	\$97,845.80	132,876.38	167,841.70	47.0412	63.8829	80.6931	E
Director of Public Works	25	\$97,845.80	132,876.38	167,841.70	47.0412	63.8829	80.6931	E

**FY2020 Position Classification Plan**

<b>Position</b>	<b>Grade</b>	<b>Annualized Range</b>			<b>Hourly Rate</b>			<b>FLSA</b>
		<b>Lower</b>	<b>Midpoint</b>	<b>Upper</b>	<b>Lower</b>	<b>Midpoint</b>	<b>Upper</b>	<b>Overtime Status</b>
<b><u>Protective Services</u></b>								
Police Officer I	P01	\$54,633.02	72,470.58	95,365.40	26.2659	34.8416	45.8488	N
Police Officer First Class	P02	\$57,129.80	75,783.24	99,725.34	27.4663	36.4343	47.9449	N
Senior Police Officer	P03	\$59,855.12	79,398.28	104,483.60	28.7765	38.1723	50.2325	N
Police Corporal	P04	\$62,848.24	83,368.48	109,707.52	30.2155	40.0810	52.7440	N
Police Sergeant	P05	\$65,989.04	87,535.50	115,188.58	31.7255	42.0844	55.3791	N
Senior Police Sergeant	P06	\$69,288.96	91,912.34	120,948.10	33.3120	44.1886	58.1481	N
Police Lieutenant	P08	\$76,940.76	102,062.48	134,305.08	36.9907	49.0685	64.5697	N
Police Captain	P10	\$84,272.76	111,789.08	147,101.24	40.5158	53.7447	70.7218	E
Chief of Police	P12	\$97,845.80	132,876.38	167,841.70	47.0412	63.8829	80.6931	E

**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.

<b><u>Position</u></b>	<b><u>Status</u></b>
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
Laborer	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	Part time flexible
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
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	\$173,131.14
Town Manager	\$186,907.50

**Council, Boards & Commissions**

Mayor	\$6,000/year
Town Council	\$4,000/year
Planning Commission	\$2,100/year
Architectural Review Board	\$1,200/year
Heritage Preservation Review Board	\$1,200/year
Board of Zoning Appeals	\$600/year

TOWN OF  
**Herndon**  
VIRGINIA

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

Personnel - All Funds	FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Adopted		FY 2019-20 Adopted		FY 2020 Adopted Over (under) FY 2019 Adopted	
	# of positions	FTE	# 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/Administrative Clerk**	1	0.50	0	0	0	0	0	0	-	-
Town Clerk	1	1	1	1	1	1	1	1	-	-
<b><u>Town Clerk Total</u></b>	<b>4</b>	<b>3.50</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>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	1	0.75	1	1	1	1	-	-
Economic Development Manager	1	1	1	1	1	1	1	1	-	-
Office Assistant III	1	0.80	0	0	0	0	0	0	-	-
<b><u>Division Total</u></b>	<b>3</b>	<b>2.80</b>	<b>3</b>	<b>2.75</b>	<b>3</b>	<b>3.00</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	1	1	1	1	1	1	1	1	-	-
<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	1	0.63	1	0.80	1	0.80	1	0.80	-	-
<b><u>Division Total</u></b>	<b>4</b>	<b>3.63</b>	<b>4</b>	<b>3.80</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	0	0	0	0	0	0	-	-
Lead Network Engineer	1	1	1	1	1	1	1	1	-	-
Network Administrator	0	0	2	2	2	2	2	2	-	-
Network Security Engineer	1	1	1	1	1	1	1	1	-	-
Systems Engineer	1	1	0	0	0	0	0	0	-	-
Systems Manager	1	1	1	1	1	1	1	1	-	-
Technical Support Specialist	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>7</b>	<b>7.00</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>15.55</b>	<b>16</b>	<b>15.80</b>	<b>17</b>	<b>16.80</b>	<b>0</b>	<b>0</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	1	1	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	1	1	1	1	1	1	1	1	-	-
<b><u>Division Total</u></b>	<b>6</b>	<b>5.75</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	0	0	0	0	0	0	0	0	-	-
Preschool Teacher	1	0.63	1	0.63	1	0.63	1	0.63	-	-
Recreation Services Supervisor II	4	4	4	4	4	4	4	4	-	-
<b><u>Division Total</u></b>	<b>6</b>	<b>5.63</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>

Personnel - All Funds	FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Adopted		FY 2019-20 Adopted		FY 2020 Adopted Over (under) FY 2019 Adopted	
	# of positions	FTE	# 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	0	0	0	0	-	-
Custodian II	3	3	3	3	4	4	4	4	-	-
Fitness Specialist	1	1	1	1	0	0	0	0	-	-
Fitness Supervisor	0	0	0	0	1	1	1	1	-	-
Head Fitness Trainer	1	0.75	1	0.75	1	0.75	1	0.75	-	-
Personal Trainer	0	0	0	0	1	0.75	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>11.50</b>	<b>12</b>	<b>11.50</b>	<b>0</b>	<b>0.00</b>
<b><u>Aquatics</u></b>										
Aquatics Services Manager	1	1	1	1	1	1	1	1	-	-
Head Lifeguard	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	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>5</b>	<b>4.63</b>	<b>5</b>	<b>4.63</b>	<b>0</b>	<b>0.00</b>
<b><u>Parks Operations &amp; Development</u></b>										
Tennis Center Manager	1	0.50	1	0.50	1	0.63	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>0.63</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>30</b>	<b>28.14</b>	<b>30</b>	<b>28.14</b>	<b>0</b>	<b>0.00</b>
<b><u>Finance</u></b>										
<b><u>Administration</u></b>										
Accounting Tech II	0	0	1	1	1	1	1	1	-	-
Director of Finance	1	1	1	1	1	1	1	1	-	-
Office Assistant III/Administrative Clerk**	0	0.50	0	0	0	0	0	0	-	-
<b><u>Division Total</u></b>	<b>1</b>	<b>1.50</b>	<b>2</b>	<b>2.00</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	2	2	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	2	2	1	1	1	1	-	-
Senior General Ledger Accountant	0	0	0	0	1	1	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	1	0.75	2	1.75	-	-
Revenue Supervisor	1	1	1	1	1	1	1	1	-	-
Senior Accounting Technician	0	0	0	0	1	1	0	0	-	-
<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>1.00</b>	<b>1</b>	<b>1.00</b>	<b>1</b>	<b>1.00</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>12</b>	<b>11.75</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>Community Planning</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	0	0	-	-
Capital Projects Planner	0	0	0	0	0	0	1	1	-	-
Clerk of Boards and Commissions	0	0	0	0	0	0	1	1	-	-
Community Forester	1	1	1	1	1	1	1	1	-	-
Deputy Director of Community Developmet	0	0	0	0	0	0	1	1	-	-
Development Planner/Community Design	0	0	0	0	1	1	1	1	-	-



Personnel - All Funds	FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Adopted		FY 2019-20 Adopted		FY 2020 Adopted Over (under) FY 2019 Adopted	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
Development Program Planner	1	1	1	1	1	1	1	1	-	-
Director of Community Development	1	1	1	1	1	1	1	1	-	-
Housing/Neighborhood Improvement Coordinator	0	0	0	0	0	0	1	1	-	-
Office Assistant III	2	2	2	2	2	2	1	1	-	-
Permit Technician	0	0	0	0	0	0	0	0	-	-
Planner I	2	2	2	2	1	1	1	1	-	-
Planning Operations Manager	0	0	0	0	0	0	1	1	-	-
Senior Planner	1	1	1	1	1	1	1	1	-	-
Senior Project Planner	1	0.50	1	0.50	1	0.63	0	0	-	-
Sustainability Program Planner	1	1	1	1	1	1	0	0	-	-
Transportation Program Manager	1	1	1	1	1	1	1	1	-	-
Zoning Administrator	1	1	1	1	1	1	1	1	-	-
<b>Division Total</b>	<b>14</b>	<b>13.50</b>	<b>14</b>	<b>13.50</b>	<b>14</b>	<b>13.63</b>	<b>15</b>	<b>15.00</b>	<b>0</b>	<b>0</b>
<b>Community Inspections</b>										
Community Development Operations Manager	0	0	0	0	1	1	0	0	-	-
Community Inspector	0	0	3	3	2	2	2	2	-	-
Community Inspector I	2	1.50	0	0	0	0	0	0	-	-
Community Inspector II	1	1	0	0	0	0	0	0	-	-
Deputy Zoning Admin/Sr Community Inspector	1	1	0	0	0	0	0	0	-	-
<b>Division Total</b>	<b>4</b>	<b>3.50</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>2</b>	<b>2.00</b>	<b>0</b>	<b>0</b>
<b>Community Development Total</b>	<b>18</b>	<b>17.00</b>	<b>17</b>	<b>16.50</b>	<b>17</b>	<b>16.63</b>	<b>17</b>	<b>17.00</b>	<b>0</b>	<b>0</b>
<b>Police</b>										
<b>Field Operations</b>										
Parking Enforcement Official	0	0	1	0.63	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	24	24	23	23	23	23	-	-
Police Sergeant	7	7	7	7	7	7	7	7	-	-
<b>Division Total</b>	<b>39</b>	<b>39.00</b>	<b>41</b>	<b>40.63</b>	<b>40</b>	<b>39.63</b>	<b>40</b>	<b>39.63</b>	<b>0</b>	<b>0</b>
<b>Support Services</b>										
Accreditation Manager	1	1	1	1	0	0	0	0	-	-
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	0	0	0	0	-	-
Communications Technician	7	7	7	7	7	7	7	7	-	-
Information Specialist	1	1	1	1	0	0	0	0	-	-
Paralegal	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	2	2	3	3	-	-
Police Lieutenant	2	2	2	2	2	2	2	2	-	-
Police Officer	9	9	9	9	9	9	8	8	-	-
Police Sergeant	2	2	2	2	2	2	2	2	-	-
Program Manager	0	0	0	0	1	1	1	1	-	-
Public Information Specialist	0	0	0	0	1	1	1	1	-	-
Public Safety Operations Manager	0	0	0	0	1	1	1	1	-	-
Records Technician	2	2	2	2	3	3	2	2	-	-
Records Technician Supervisor	1	1	1	1	0	0	0	0	-	-
<b>Division Total</b>	<b>32</b>	<b>32.00</b>	<b>32</b>	<b>32.00</b>	<b>34</b>	<b>33.73</b>	<b>33</b>	<b>32.73</b>	<b>0</b>	<b>0.00</b>
<b>Police Total</b>	<b>71</b>	<b>71.00</b>	<b>73</b>	<b>72.63</b>	<b>74</b>	<b>73.36</b>	<b>73</b>	<b>72.36</b>	<b>0</b>	<b>0.00</b>
<b>Public Works</b>										
<b>Administration</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	-	-

Personnel - All Funds	FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Adopted		FY 2019-20 Adopted		FY 2020 Adopted Over (under) FY 2019 Adopted	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
Utility Manager	1	1	1	1	1	1	1	1	-	-
<b>Division Total</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>Engineering</b>										
Associate Administrative Planner	0	0	0	0	0	0	1	1	-	-
Civil Engineer I	0	0	0	0	0	0	1	1	-	-
Engineer	1	1	1	1	1	1	0	0	-	-
Engineering Inspector	1	1	1	1	1	1	1	1	-	-
Project Engineer I	2	2	2	2	2	2	2	2	-	-
Senior Civil Engineer	1	1	1	1	1	1	1	1	-	-
<b>Division Total</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>6</b>	<b>6.00</b>	<b>0</b>	<b>0</b>
<b>Program &amp; Project Management</b>										
Chief, Program & Project Manager	1	1	1	1	1	1	1	1	-	-
Project Engineer I	2	2	2	2	2	2	2	2	-	-
<b>Division Total</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>Building Inspections</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	1	1	1	1	1	1	1	1	-	-
<b>Division Total</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>Building Maintenance</b>										
Building Maintenance Coordinator	1	1	1	1	1	1	1	1	-	-
Custodian I	3	3	3	3	3	3	0	0	(3)	(3)
Custodian II	0	0	0	0	0	0	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	1	1	1	1	1	1	1	1	-	-
<b>Division Total</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>Grounds Maintenance</b>										
Assistant Crew Supervisor	1	1	1	1	1	1	1	1	-	-
Laborer	0	0	0	0	1	1	1	1	-	-
Utility Equipment Operator I	2	2	2	2	2	2	2	2	-	-
Utility Maintenance Worker I	5	5	6	6	6	5.80	6	5.80	-	-
Utility Maintenance Worker II	1	1	1	1	1	1	1	1	-	-
Utility Work Crew Supervisor	1	1	1	1	1	1	1	1	-	-
<b>Division Total</b>	<b>10</b>	<b>10.00</b>	<b>11</b>	<b>11.00</b>	<b>12</b>	<b>11.80</b>	<b>12</b>	<b>11.80</b>	<b>0</b>	<b>0.00</b>
<b>Streets</b>										
Assistant Crew Supervisor	1	1	1	1	1	1	1	1	-	-
Laborer	0	0	0	0	1	1	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	1	1	1	1	-	-
Utility Work Crew Supervisor	1	1	1	1	1	1	1	1	-	-
<b>Division Total</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>Refuse</b>										
Utility Equipment Operator II/Truck Driver	6	6	6	6	6	6	6	6	-	-
Utility Maintenance Worker I*	7.50	7.50	7	7	8	7.80	8	7.80	-	-
Utility Work Crew Supervisor	1	1	1	1	1	1	1	1	-	-
<b>Division Total</b>	<b>14.50</b>	<b>14.50</b>	<b>14</b>	<b>14.00</b>	<b>15</b>	<b>14.80</b>	<b>15</b>	<b>14.80</b>	<b>0</b>	<b>0.00</b>
<b>General Services</b>										
Fleet Manager	1	1	1	1	1	1	1	1	-	-
General Services Administrator	1	1	1	1	1	1	1	1	-	-
Mechanic Assistant	0	0	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	-	-

Personnel - All Funds	FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Adopted		FY 2019-20 Adopted		FY 2020 Adopted Over (under) FY 2019 Adopted	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
Office Assistant II	2	2	2	2	2	2	2	2	-	-
Office Assistant III/Administrative Clerk	0	0	0	0	0	0	1	1	-	-
Operations Coordinator	1	1	1	1	1	1	1	1	-	-
Procurement Specialist	1	1	1	1	1	1	0	0	-	-
<b>Division Total</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	1	1	1	1	1	1	1	1	-	-
<b>Division Total</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	2	2	2	2	2	2	2	2	-	-
<b>Division Total</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>Public Works Total</b>	<b>78.50</b>	<b>78.50</b>	<b>79</b>	<b>79.00</b>	<b>81</b>	<b>80.60</b>	<b>82</b>	<b>81.60</b>	<b>0</b>	<b>0.00</b>
<b><u>Town Attorney</u></b>										
Assistant Town Attorney	0	0	0	0	0	0	1	1	1	1
Legal Assistant	1	0.50	1	0.50	2	1.63	2	1.63	-	-
Paralegal	1	1	1	1	0	0	0	0	-	-
Town Attorney	1	1	1	1	1	1	1	1	-	-
<b>Town Attorney Total</b>	<b>3</b>	<b>2.50</b>	<b>3</b>	<b>2.50</b>	<b>3</b>	<b>2.63</b>	<b>4</b>	<b>3.63</b>	<b>1</b>	<b>1</b>
<b>General Fund Total</b>	<b>230.50</b>	<b>225.44</b>	<b>232</b>	<b>227.19</b>	<b>236</b>	<b>231.91</b>	<b>238</b>	<b>234.28</b>	<b>1</b>	<b>1.00</b>
<b><u>Water &amp; Sewer</u></b>										
<b><u>Customer Service</u></b>										
Accounting Tech II	0	0	0	0	1	1	1	1	-	-
Office Assistant II	1	1	1	1	0	0	0	0	-	-
Senior Accounting Technician	1	1	1	1	1	1	1	1	-	-
Water Meter Reader	2	2	2	2	1	1	1	1	-	-
<b>Division Total</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>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	0	0	-	-
Utility Equipment Operator II	0	0	0	0	0	0	1	1	-	-
Utility Maintenance Worker I	0	0	0	0	0	0	1	1	-	-
Utility Maintenance Worker II	1	1	1	1	1	1	2	2	-	-
Utility Technician	1	1	1	1	1	1	1	1	-	-
Utility Work Crew Supervisor	1	1	1	1	1	1	1	1	-	-
<b>Division Total</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>7</b>	<b>7.00</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 I	0	0	0	0	0	0	1	1	-	-
Utility Equipment Operator II	2	2	2	2	2	2	1	1	-	-
Utility Maintenance Worker I	1	1	1	1	1	1	0	0	-	-
Utility Maintenance Worker II	2	2	2	2	2	2	1	1	-	-
Utility Work Crew Supervisor	1	1	1	1	1	1	1	1	-	-
<b>Division Total</b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>5</b>	<b>5.00</b>	<b>0</b>	<b>0</b>
<b>Water &amp; Sewer Total</b>	<b>16</b>	<b>16.00</b>	<b>16</b>	<b>16.00</b>	<b>15</b>	<b>15.00</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	1	1	1	1	2	2	2	2	-	-
<b>Cemetery Total</b>	<b>4</b>	<b>4.00</b>	<b>4</b>	<b>4.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>0</b>	<b>0.00</b>

Personnel - All Funds	FY 2016-17 Adopted		FY 2017-18 Adopted		FY 2018-19 Adopted		FY 2019-20 Adopted		FY 2020 Adopted Over (under) FY 2019 Adopted	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	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	1	1	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>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>Clubhouse</u></b>										
Director of Golf	1	1	1	1	1	1	1	1	-	-
Golf Operations Assistant I	1	1	0	0	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>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>Golf Course Total</u></b>	<b>10</b>	<b>10.00</b>	<b>9</b>	<b>9.00</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>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>267</u></b>	<b><u>263.28</u></b>	<b><u>1</u></b>	<b><u>1.00</u></b>

\*Indicates a position was funded for half of a fiscal year.

\*\*Indicates position allocation was shared with another department.