

TOWN OF  
**Herndon**  
VIRGINIA

# Adopted FY 2022 Budget



**TOWN COUNCIL**

Sheila A. Olem, Mayor  
Cesar del Aguila, Vice Mayor  
Naila Alam  
Pradip Dhakal  
Signe Friedrichs  
Sean Regan  
Jasbinder Singh

**TOWN MANAGER**

Bill Ashton

Information about the Adopted FY 2022 Budget is online at  
[www.herndon-va.gov/budget](http://www.herndon-va.gov/budget)

*Cover Photo by Mike Madigan.*

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**Herndon**  
VIRGINIA

## Adopted Budget

**FY 2022**

Sheila A. Olem  
*Mayor*

**Town Council**

Cesar del Aguila  
*Vice Mayor*  
Naila Alam  
Pradip Dhakal  
Signe Friedrichs  
Sean Regan  
Jasbinder Singh

William H. Ashton II  
*Town Manager*

Lesia 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*  
Scott Robinson - *Director of Public Works*  
Vacant - *Director of Finance*  
Viki Wellershaus - *Town Clerk*

*Budget Managers: Karen L. Gagliano / Maria Lee*





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Herndon  
Virginia**

For the Fiscal Year Beginning

**July 01, 2020**

*Christopher P. Morill*

Executive Director



Town of Herndon, Virginia  
FY 2022 Adopted Budget  
**Table of Contents**

**I. Preface**

Herndon - Adopted Budget Page .....	i
GFOA Distinguished Budget Award .....	iii
Table of Contents .....	v
Town-Wide Organizational Chart .....	vii
Reader's Guide .....	viii

**II. Introduction**

Manager's Transmittal Letter .....	1
Vision 2035 .....	8
Community Profile .....	13
Financial Policies, Financial Structure, and Budget Process/Schedule .....	22

**III. Budget Summary - All Funds** ..... 35

Budget Summary Overview .....	37
Revenue Summary .....	38
Expenditure Summary .....	39
Personnel .....	44
Debt Service .....	46
Interfund Transfers .....	51
Fund Balance .....	52
Long Term Goals, Future Development, Economic Environment .....	57
General Fund Projection .....	58

**IV. Fund Summaries**

General Fund .....	61
Organizational Chart .....	62
Revenue and Expenditure Summary Overview .....	63
Revenue Summary .....	64
Revenue Table .....	76
Expenditures Summary .....	79
Personnel Table .....	86
Department Summaries .....	91
Town Clerk .....	92
Town Administration .....	96
Communications and Economic Development .....	98
Town Manager .....	101
Human Resources .....	103
Informational Technology .....	106
Parks & Recreation .....	110
Finance .....	127

General Fund - Department Summaries Continued...

Community Development.....	141
Police.....	151
Public Works.....	159
Attorney .....	195
Water & Sewer Fund .....	201
Organizational Chart.....	202
Vision.....	203
Revenue Trends & Descriptions.....	205
Revenue Table .....	209
Personnel Table.....	211
Expenditure Summary .....	212
Chestnut Grove Cemetery.....	223
Organizational Chart.....	224
Vision.....	225
Revenue Trends & Descriptions.....	228
Revenue Table .....	230
Personnel Table.....	231
Expenditure Summary .....	232
Golf Course Fund.....	233
Organizational Chart.....	234
Vision.....	235
Revenue Trends & Descriptions.....	236
Revenue Table .....	238
Personnel Table.....	239
Expenditure Summary .....	240
Downtown Parking Fund .....	247
Vision.....	248
Revenue Description.....	249
Revenue Table .....	250
Expenditure Summary .....	251
Capital Projects Fund.....	253
Vision.....	254
Revenue and Expenditure Detail .....	255
CIP Program - Overview .....	259
CIP Program - Financial Forecast and Debt Capacity.....	264
<b>CIP Project Descriptions.....</b>	<b>269</b>

**V. Appendices**

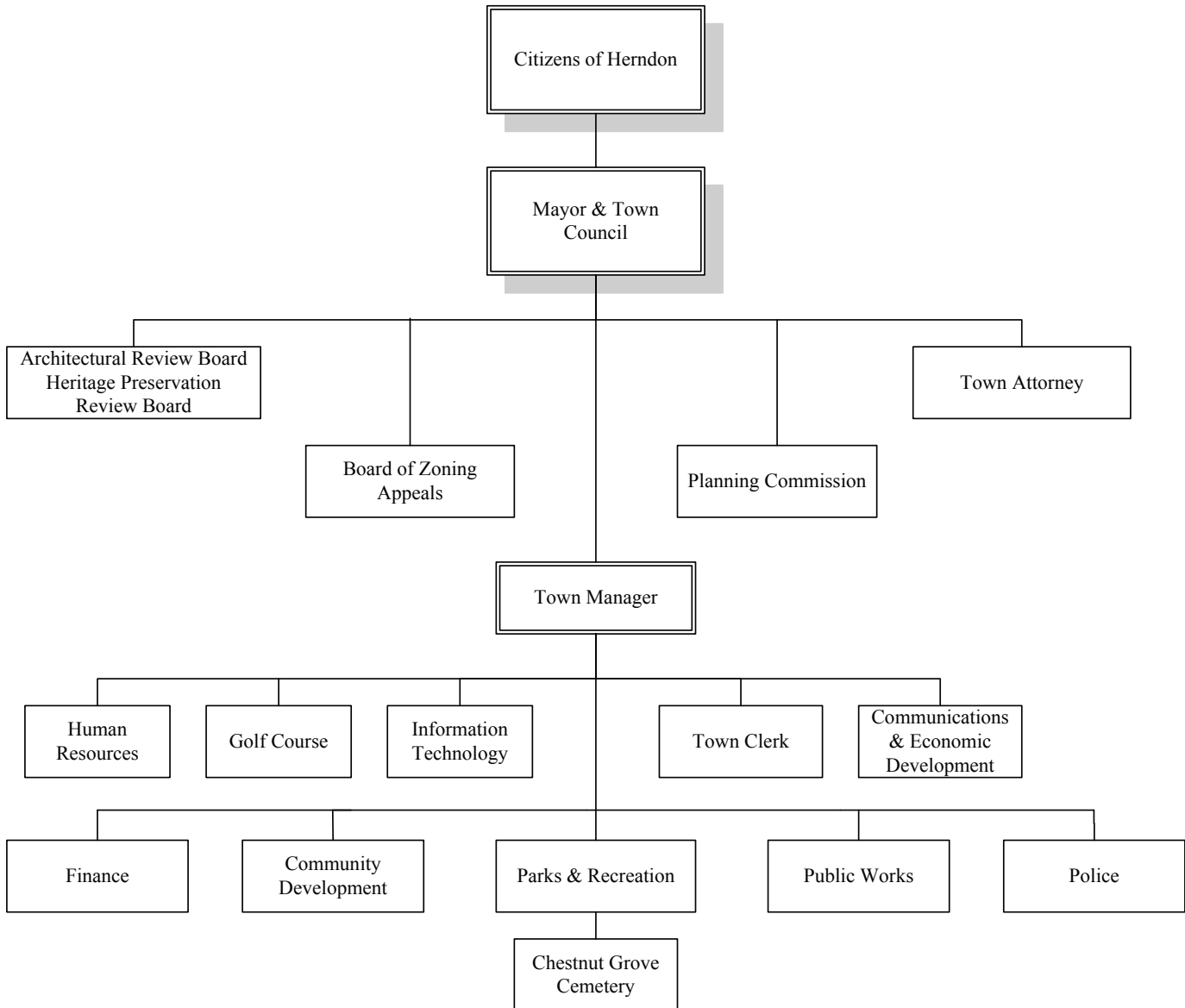
Acronyms & Glossary.....	327
Budget Guidance Resolution .....	339
Personnel Classification Plan & Town Wide Positions Summary .....	341



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# Town of Herndon, Virginia

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# FY 2022 Budget Reader's Guide

Welcome to the Town of Herndon FY 2022 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 a 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. Budget Summary**

The *Budget Summary* is designed to be an overview of the total town budget. The purpose is to give the reader a high-level understanding of what the town plans to accomplish in the upcoming budget.

It begins with an 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.

A comprehensive revenue and expenditure summary is provided next, regarding all 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.

Next, a summary of the personnel budget is provided (with major focus on the General Fund) including any changes in FTE, for the FY2022 Budget.

The next three sections highlight Debt Service, Interfund Transfers, and Fund Balances.

Lastly, the final section covers Long-Term Goals, Future Development, Economic Environment, and details about the General Fund Projections.

#### **IV. Fund Summaries**

This section provides the information presented in the *Budget 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.

Last part of this section is 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.

#### **V. 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.



**William H. Ashton II**  
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**TOWN COUNCIL**  
Sheila A. Olem, Mayor  
Cesar del Aguila, Vice Mayor  
Naila Alam  
Pradip Dhakal  
Signe Friedrichs  
Sean M. Regan  
Jasbinder Singh

**July 1, 2021**

The Honorable Mayor and Town Council  
Town of Herndon  
777 Lynn Street  
Herndon, Virginia 20170-4637

Dear Mayor Olem and Members of the Town Council,

Attached please find the Town of Herndon's Annual Budget for fiscal year (FY) 2022 adopted by the Herndon Town Council on April 27, 2021. This budget is balanced in accordance with the Code of Virginia, and it meets the goals that you outlined in your January 26, 2021 budget guidance resolution. The document contains the resources necessary to provide the town's residents with the services that they have come to count on while advancing the Town Council's 2035 Vision Plan. It anticipates an austere economic climate while the economy continues to recover from the Covid-19 pandemic. It re-instates maintenance that was deferred, vehicle and technology replacement that was foregone, and training and staff development, all of which were items that were necessary in response to the economic effects of Covid-19.

This budget was difficult to craft, and difficult for you to adopt, as it is still too early to discern the lingering economic impacts related to Covid-19. The revenue decline experienced by the town during the last quarter of FY 2020 and the first half of FY 2021 was significant. Late in FY 2021, revenues started to stabilize, but not to pre-pandemic levels. This budget forecasts a slight recovery in the latter half of the fiscal year as more people receive the vaccines, infection rates continue to decline, and people become more comfortable re-engaging in the economy under relaxed Covid-19 restrictions. This budget document does not anticipate a return to pre-pandemic revenue levels at any point in FY 2022.

Even though we anticipate an improvement in most revenue categories by the end of FY 2022, conservative planning for this budget was observed. Departments were asked to submit budget requests at 5% and 10% reductions levels. Staff developed this budget by incorporating a hybrid of these reductions and applying a strategic use of reserves to deliver a product that recognizes that fiscal uncertainty that lies ahead. Although all positions were authorized in the Annual Budget for fiscal year (FY) 2022, not all were funded. Staff plans on keeping the current hiring freeze intact and strategically using vacancy savings as another means to achieve budget balance.

The total budget proposal, which includes the General Fund, Enterprise Funds (Water and Sewer, Cemetery, Golf Course and Downtown Parking), and the FY 2022 portion of the Capital Improvement Program (CIP), is \$55,735,783, an 8.7 percent decrease from the adopted FY 2021 Budget.

<b>FY2022 Budget Summary - Expenditures - All Funds</b>				
<b>All Funds</b>	<b>FY2021 Adopted Budget</b>	<b>FY2022 Adopted Budget</b>	<b>+/- Adopted FY21 to FY22</b>	<b>% Change</b>
General Fund	38,806,000	35,304,587	(3,501,413)	-9.0%
Water And Sewer Fund	13,068,879	11,752,750	(1,316,129)	-10.1%
Cemetery Fund	967,592	736,656	(230,936)	-23.9%
Golf Course Fund	1,507,283	1,692,165	184,882	12.3%
Downtown Parking	1,315,000	3,894,625	2,579,625	196.2%
Capital Projects Fund	5,396,000	2,355,000	(3,041,000)	-56.4%
<b>Grand Total</b>	<b>61,060,754</b>	<b>55,735,783</b>	<b>(5,324,971)</b>	<b>-8.7%</b>

### **FY 2022 Revenues**

The budget reflects a modest 1.7 percent increase in assessed property tax values, which includes new construction and improvements. Although residential values (56 percent of the real property tax base) have significantly risen, commercial real estate (44 percent) offset most of the gains. The adopted budget maintains the town's current real estate tax rate at \$0.2650 per \$100 of assessed value.

This budget includes a modest projected increase in Business and Professional and Occupational Licenses (BPOL). Town financial policies support a conservative budgeting approach, with utilization of excess receipts over budgeted BPOL revenues to fund CIP projects, including major transportation projects related to Metro and other capital improvements. The business closures and restrictions related to Covid-19 will continue to affect Other Local Taxes. At the time of the budget's publication, Meals Tax receipts are 20 percent lower in year over year comparisons; Transient Lodging Tax receipts are down close to 75 percent. The budget projects that the town will continue to experience depressed receipts in these areas during the first half of FY 2022, with modest gains in the second half of 2022. The town always conservatively projects revenues most budget years, the revenue projections in the Town of Herndon's Annual Budget for fiscal year (FY) 2022 continues to observe this approach. Even though the town is experiencing declines in most Other Local Taxes categories, this document does not seek to raise any General Fund tax rate and maintains all General Fund user fees at their current levels.

FY2022 Budget Summary - Revenues - General Fund				
General Fund	FY2021 Adopted Budget	FY2022 Adopted Budget	+/- Adopted FY21 to FY22	% Change
General Property Tax	12,748,000	12,970,000	222,000	1.7%
Other Local Taxes	14,130,650	11,752,317	(2,378,333)	-16.8%
Permits & Priveleges	571,600	351,250	(220,350)	-38.5%
Fines & Forfeitures	429,000	354,000	(75,000)	-17.5%
Use of Money & Property	859,900	544,500	(315,400)	-36.7%
Charges for Services	3,750,895	3,041,694	(709,201)	-18.9%
Miscellaneous	4,000	8,000	4,000	100.0%
Intergovernmental	4,478,121	4,322,826	(155,295)	-3.5%
Other Financing Sources	-	60,000	60,000	0.0%
Use of Unassign.Fund Bal.	1,833,834	1,900,000	66,166	3.6%
<b>Grand Total</b>	<b>38,806,000</b>	<b>35,304,587</b>	<b>(3,501,413)</b>	<b>-9.0%</b>

As of today, Federal relief funding under the American Rescue Plan Act (ARPA) remains unknown. Once the money is received, staff will submit a budget amendment, presumably early in FY 2022, to incorporate the funding into the this adopted budget. This will most assuredly decrease the amount of fund balance the town intends to use to operate in FY 2022.

**FY 2022 Expenditures**

General Fund expenditures, which include personnel, operations and maintenance, minor capital, interfund transfers and debt service, total \$35,304,567, which is a decrease of nine percent over the adopted FY 2021 Budget. Decreases in health care costs, controlled spending on training, a modest capital maintenance and replacement program, the creation of two employee personal days in lieu of two holidays, and a closely managed hiring freeze are included in this budget provide the tactical means to control spending.

FY2022 Budget Summary - Expenditures - General Fund				
General Fund	FY2021 Adopted Budget	FY2022 Adopted Budget	+/- Adopted FY21 to FY22	% Change
Personnel	25,860,451	24,639,800	(1,220,651)	-4.7%
O & M	8,349,073	8,240,294	(108,779)	-1.3%
Capial	1,293,704	550,975	(742,729)	-57.4%
<b>Subtotal</b>	<b>35,503,228</b>	<b>33,431,069</b>	<b>(2,072,159)</b>	<b>-5.8%</b>
Non-Departmental	575,651	575,000	(651)	-0.1%
Interfund Transfers	977,000	-	(977,000)	-100.0%
Debt Service	1,750,121	1,298,518	(451,603)	-25.8%
<b>Grand Total</b>	<b>38,806,000</b>	<b>35,304,587</b>	<b>(3,501,413)</b>	<b>-9.0%</b>

**Town Council Budget Guidance**

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 2022 Budget and

the CIP. Council directives and the correlating initiatives included in the FY 2022 Budget are summarized as follows:

- **Guidance:** Provide a full budget with two levels of expenditure sequestration based on a range of revenue projections.

**Adopted:** This budget sets forth a base budget that assumes full recovery and a mid-level budget at the 9% reduction level. The mid-level budget includes restricted revenues in several major revenue categories and restricted expenditures to balance these projections. Staff also developed a deeper set of expenditure cuts to be implemented if economic indicators suggest they are warranted.

- **Guidance:** Establish additional funding in contingency for Council priorities.

**Adopted:** The FY 2022 budget establishes a \$200,000 contingency to be used for Town Council initiatives as they become better defined and adopted by Council as a whole.

- **Guidance:** Continue to fund core services and activities during these uncertain times, to include:

- Health, safety, and welfare;
- Statutory requirements;
- Contractual requirements; and
- Secondary functions that support and protect these core services and activities.

**Adopted:** The FY 2022 adopted budget funds core services and secondary support services at a level to provide services to the town's residents and citizens at a level to meet our customer service missions. Further, it begins to reinstate services and programs that our residents enjoy that may not have been considered "core" under the Covid-19 restrictions. The budget team was mindful and included all funding necessary to meet our statutory and contractual requirements.

- **Guidance:** Continue demonstrating a commitment to, and investment in, the town's employees:

- Strategies to minimize impacts to personnel;
- Maintain competitiveness in the local employment market;
- Addressing rising health care costs; and
- Funding training required to sustain key knowledge and skills

**Adopted:** This budget preserves town jobs, maintains competitiveness, and addresses the highest priority training needs:



- No layoffs are envisioned under this budget proposal. The town will instead strategically freeze some position vacancies. The freeze will be managed during the year as vacancies occur by constantly re-prioritizing the vacancies to be filled;
  - An average 3.0% pay-for-performance increase (PFP) on the heels of no increases since Covid-19 began;
  - Town health care costs are decreasing by 4%;
  - Pay scales advanced by 5% to further achieve market competitiveness;
  - Restore some training that was frozen at the outset of Covid-19 with a priority given to training that is required to obtain mission critical certifications; and
  - Convert two paid holidays to two personal holidays for each employee to take at their discretion.
- **Guidance:** Continue efforts to develop and maintain a strong fiscal position, to include:
- Preparing a full budget with two levels of expenditure sequestration to provide maximum flexibility and adaptability as revenue projections change;
  - Continuing to develop a multi-year revenue and expenditure forecast in anticipation of impacts associated with the current and projected economic climate;

**Adopted:** The Town of Herndon’s Annual Budget for fiscal year (FY) 2022 retains the flexibility that was created in the Amended FY 2021 Budget and spending sequestration plan. By producing in essence three budget scenarios, this budget is adaptable to both better or worse economic conditions during the FY 2022 fiscal year.

- **Guidance:** Explore various funding strategies, such as use of the FY2021 surplus or other revenue enhancements, to sustain key resources through a short-term economic downturn;

**Adopted:** After consultation with Town Council, this budget was created so that it would retain the same tax rates as FY 2021. Instead of increasing revenue through higher rates, this budget strategically uses reserves to restore capital investment in our vehicles, buildings, equipment, and infrastructure.

- **Guidance:** Balancing water and sewer service revenue with operating costs; and addressing increasing problems with water and sewer infrastructure

**Adopted:** During FY 2021, the operational revenues in the Water and Sewer Fund covered all operational costs for the first time in many years. Fairfax County has indicated that our sewer treatment fees will increase by 27% in FY 2022. This equates to an 8% increase in operational costs for the

Fund. This budget proposal increases water rates by 1.5%, sewer rates by 1.5%, and peak service charges by 1.5%. The budget proposal also calls upon staff to engage consultants to update the rate models that we last analyzed in 2017. Based on these models, additional increases may be proposed in the future.

The adopted Town of Herndon's Annual Budget for fiscal year (FY) 2022 was developed to ensure the town's financial viability and to provide financial resources to meet core services and capital funding requirements as the town continues to navigate through the effects of Covid-19. We have reduced the overall budget by 9.0 percent, to include an 8.7 percent reduction in the General Fund. These reductions were necessary to offset the very conservative approach that was taken in developing the revenue estimates. We were able to keep all tax rates and almost all user fees at their current levels, as well. Significant increases in sewer treatment costs have necessitated the need to increase water and sewer rates for FY 2022. Still, we chose a conservative approach to these increases while the town's consultants and staff update and analyze the town's rate models.

Developing the FY 2022 budget was challenging, but we met the Town Council's expectations as expressed in your January 26, 2021 adopted budget guidance resolution, the March budget markup work sessions, your individual meetings with the budget team, and during the two public hearings held before this document was adopted. Thank you for your support during these interesting times and in developing this challenging budget. Please contact me if you have any questions or comments on the adopted Town of Herndon's Annual Budget for fiscal year (FY) 2022.

Respectfully submitted,



William H. Ashton II  
Town Manager



## 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.





## 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 neighbor-hoods 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.



*Photo credit: Michele Revzer*

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 16,000 jobs. The 2019 population estimate is 24,601. Since 2000, the town has experienced a 13.6 percent increase in population, a modest increase compared to the population growth experienced by the Commonwealth of Virginia (20.6 percent) and Fairfax County (18.3 percent).

# MAP OF HERNDON



## Population Growth – 2000-2019

Jurisdiction	2000	2010	2019	% Growth
Town of Herndon	21,655	23,292	24,601	13.6%
Commonwealth of Virginia	7,079,030	8,001,024	8,535,519	20.6%
Fairfax County	969,749	1,081,726	1,147,532	18.3%
City of Fairfax	21,498	22,565	24,019	11.7%
Town of Vienna	14,453	15,687	16,485	14.0%

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	33.7%	61.8%	50.7%	56.2%	66.7%
Black or African American	6.9%	18.8%	9.5%	4.9%	2.4%
American Indian and Alaska Native	0.4%	0.2%	0.1%	0%	0.2%
Asian	18.4%	6.3%	19.1%	17.2%	14.7%
Native Hawaiian and Other Pacific Islander	0%	0.1%	0.1%	0%	0%
Some other race	0.7%	0.3%	0.3%	0%	0.4%
Two or More Races	3%	3.1%	3.8%	4.5%	5.9%
Hispanic	36.9%	9.4%	16.3%	17.2%	9.8%

Note: All categories include Non-Hispanics only, with the exception of the Hispanic category.  
Source: ACS 2019 5-year

## 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
2018	\$121,133	\$140,373
2019	\$128,374	\$151,028

Sources: U.S. Census Bureau, 2000, 2010 and ACS 2011-2018 5-year, ACS 2019 1-year

Year	Fairfax County Unemployment Rates (%)
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%
2018	2.5%
2019	2.3%

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 241 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	Shelia A. Olem	2 years (elected)	11 years	12/31/22
Vice Mayor & Council Member	Cesar del Aguila	2 years (elected Council Appointed Vice Mayor)	2 1/2 years	12/31/22
Council Member	Naila Alam	2 years (elected)	6 months	12/31/22
Council Member	Pradip Dhakal	2 years (elected)	2 1/2 years	12/31/22
Council Member	Signe Friedrichs	2 years (elected)	4 1/2 years	12/31/22
Council Member	Sean Regan	2 years (elected)	6 months	12/31/22
Council Member	Jasbinder Singh	2 years (elected)	6 months	12/31/22
Town Manager	William H. Ashton II	Appointed by Town Council	24 years	Discretion of Town Council
Town Attorney	Lesa J. Yeatts	Appointed by Town Council	6 years	Discretion of Town Council
Acting Deputy Town Manager	Gene A. Fleming	Appointed by Town Manager	35 years	Discretion of Town Manager
Chief Communications Officer	Anne Papa Curtis	Appointed by Town Manager	15 years	Discretion of Town Manager
Director of Community Development	Elizabeth M. Gilleran	Appointed by Town Manager	27 years	Discretion of Town Manager
Director of Finance	Vacant	Appointed by Town Manager		Discretion of Town Manager
Acting Director of Golf	Michael Mueller	Appointed by Town Manager	22 years	Discretion of Town Manager
Director of Human Resources	Tanya Kendrick	Appointed by Town Manager	7 years	Discretion of Town Manager
Director of Information Technology	Page Kalapasev	Appointed by Town Manager	3 years	Discretion of Town Manager
Director of Parks & Recreation	Cynthia S. Roeder	Appointed by Town Manager	18 years	Discretion of Town Manager
Chief of Police	Maggie DeBoard	Appointed by Town Manager	9 years	Discretion of Town Manager
Director of Public Works	Scott Robinson	Appointed by Town Manager	2 years	Discretion of Town Manager
Town Clerk	Viki L. Wellershaus	Appointed by Town Manager	28 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 is responsible for the review and processing of all administrative site plans and subdivision plans; and oversees construction, land development, building inspections, water and sewer maintenance, street and traffic signal maintenance, stormwater management, and facility inspection and 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 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 2020. 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 rezoning, special exception, variance, architectural and heritage preservation proposals and other land use 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, housing and neighborhood assistance, sustainable planning practices, commercial architecture and sign review and heritage preservation. The department provides staff support for the Planning Commission, Board of Zoning Appeals, Heritage Preservation Review Board, Architectural Review Board, and ad hoc committees such as the Pedestrian and Bicycle Advisory Committee.



**Parks and Recreation.** The Department of Parks and Recreation is a nationally accredited agency and is a four-time recipient of the Gold Medal Award for Excellence in Parks and Recreation Management. The Herndon Community Center offers a wide array of instructional classes and programs, 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.** Operated by the town as an enterprise fund, 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.



*Photo credit: Jim Kirby*

**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 52.7 percent of its 2021 fiscal budget to the school system.

The Fairfax County public school system is the largest education system in the Commonwealth of Virginia and one of the nation's 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>
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	187,474
2020	188,355
2021 estimated	180,622
2022 projected	189,944

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 going to be completed in 2022.

## 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 in 2022. 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 9 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 2020, Fiscal Year 2020**

<b>Taxpayer</b>	<b>Assessed Value</b>	<b>% of Total Assessed Value</b>
USGBF 499 Grove Street LLC	\$79,466,170	1.71%
Worldgate Centre Owner LLC	\$73,506,310	1.58%
GSG Residential Westerly AT	\$72,182,040	1.56%
USGBF 399 Grove Street LLC	\$67,754,930	1.46%
GSG Residential Townes AT	\$63,039,890	1.36%
MIVPO LLC	\$61,246,740	1.32%
Washreit Monument II LLC	\$45,355,230	0.98%
Dulles Suites LLC	\$45,238,450	0.97%
460 Herndon Parkway LLC	\$42,809,580	0.92%
Monument III Owner LLC	\$42,321,760	0.91%
<b>TOTAL</b>	<b>\$592,921,100</b>	<b>12.78%</b>

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

**Principal Employers, 2020 (Unaudited)**

<b>Employer</b>	<b>Employment Range</b>
Fannie Mae	1,250-1,499
Booz Allen Hamilton, Inc.	1,000-1,249
Northwest Federal Credit Union	500-749
Amazon Web Services	250-499
Peraton	250-499
Serco	250-499
Boeing	250-499
Town of Herndon	100-240
Physician Transport Services	100-249
Karsun Solutions	100-249

*Community Profile photo credits: Staff*

# **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 2022 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/November 2020</u></b>	<b><u>February 2021 (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
Budget kick-off discussion with departmental budget liaisons	Budget team develops proposed budget
	<b><u>March 2021</u></b>
Departments begin a review of all fees with comparative analysis and recommendations	Planning Commission recommended CIP submitted to town manager
<b><u>January 2021</u></b>	Town manager's proposed budget submitted to Town Council
Town Council work session to determine goals, objectives and priorities	<b><u>April 2021</u></b>
Staff CIP review meetings	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 2022 portion of CIP
Department budget line item requests submitted to town manager	Town Council sets tax rate and adopts budget and FY 2022 portion of CIP
Budget team meets with departments to review budget submissions	<b><u>May 2021</u></b>
<b><u>February 2021</u></b>	Town Council work session, public hearing and adoption of FY 2023-2027 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 adopted 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.

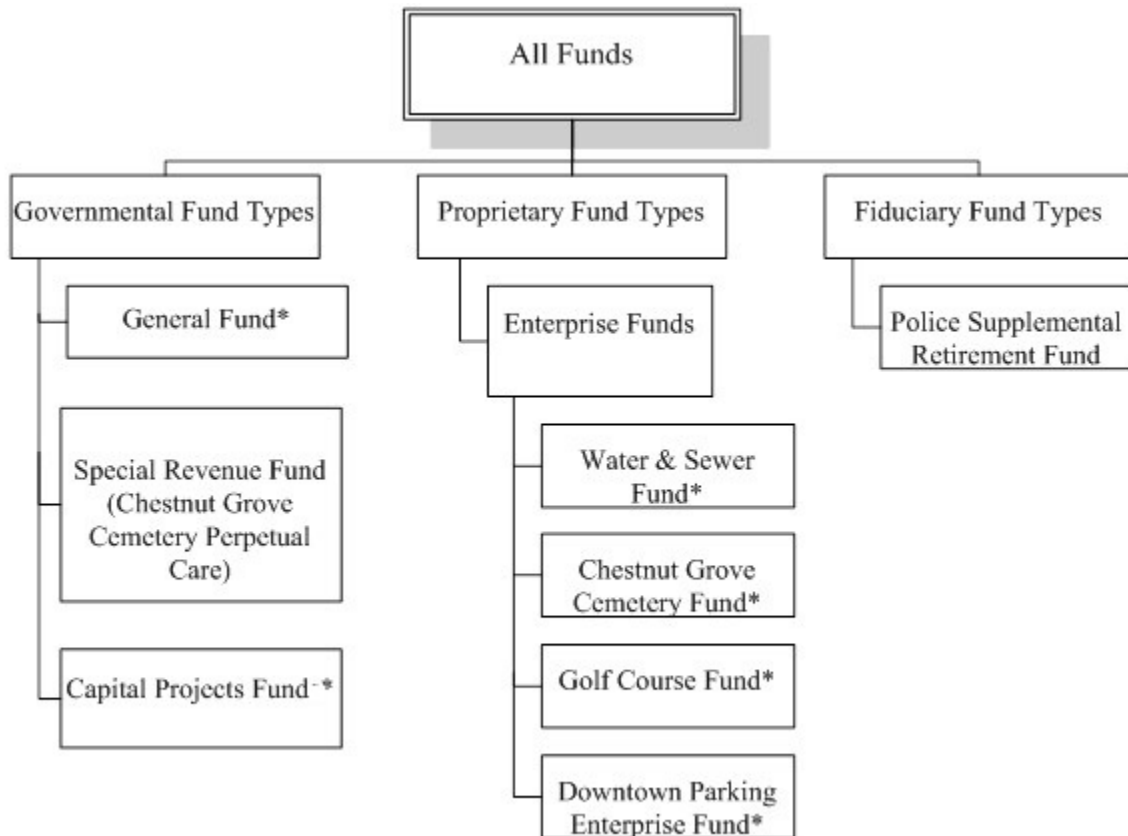
As promulgated by the Government Accounting Standards Board in Statement No. 34, the town's basic financial statements include separate fund-based presentations and two basic government-wide financial statements. These two government-wide statements are the statement of net assets and the statement of 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 general obligation bonds and other debt instruments payable from the enterprise funds) are expenditures of the General Fund.

## **Other Governmental-Type Funds**

The town has one capital project fund and accompanying budget titled "Capital Projects Fund." The Capital Projects Fund account for the acquisition or construction of major governmental-type capital projects and information systems improvements. Revenues of the Capital Projects Fund 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 other governmental-type fund 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, Water & Sewer Fund, Chestnut Grove Cemetery Fund, Golf Course Fund, Capital Projects Fund, and the Downtown Parking Fund. The town's other funds, which include the Chestnut Grove Cemetery Perpetual Care Trust Fund and the Police Supplemental Retirement Fund, are classified as non-major funds.

## **Proprietary Funds**

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. These funds are referred to as business-type funds with revenues consisting primarily 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 and Enterprise Funds 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/redistributions 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.

# **FY 2022 BUDGET OVERVIEW**

## **ALL FUNDS**



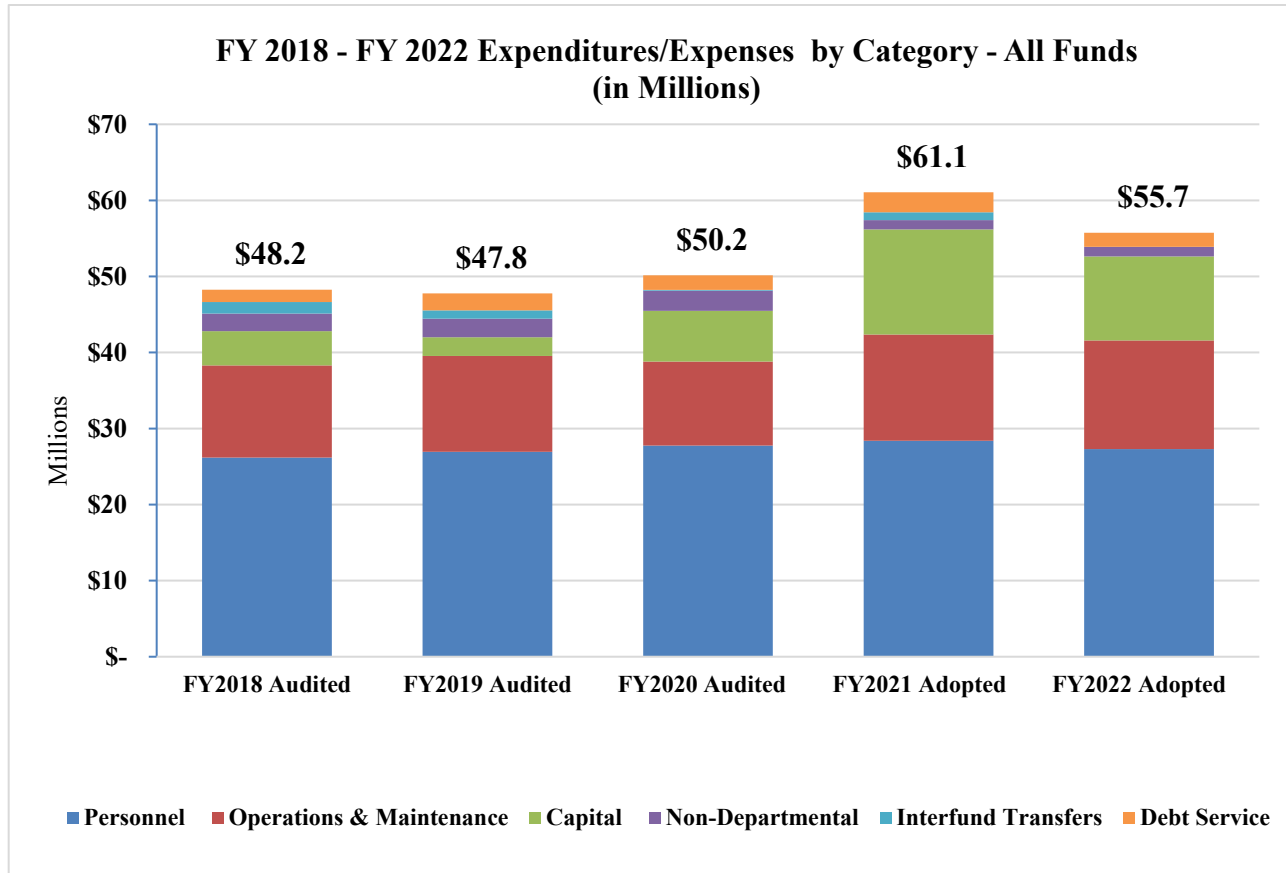


## FY 2022 BUDGET OVERVIEW – ALL FUNDS

The FY 2022 Total Budget includes the following funds: General Fund, Water and Sewer Fund, Chestnut Grove Cemetery Fund, Herndon Centennial Golf Course Fund, Downtown Parking Fund, and the Capital Projects Fund. The total budget of \$55,735,783 for FY 2022 represents a decrease of 8.7% or \$ 5,324,971 as compared to FY2021. The following tables provide comparisons by major categories of revenues and expenditures/expenses.

### All Funds – Expenditures/Expenses by Category

Category	FY2020 Adopted	FY2021 Adopted	FY2022 Adopted	% Change FY21 Adopted to FY20 Adopted	% Change FY22 Adopted to FY21 Adopted
Personnel	28,062,880	28,397,315	27,290,131	1.2%	-3.9%
Operations & Maintenance	12,725,986	13,972,523	14,294,594	9.8%	2.3%
Capital	8,084,800	13,812,672	11,043,775	70.8%	-20.0%
Non-Departmental	1,160,394	1,230,245	1,249,894	6.0%	1.6%
Interfund Transfers	975,490	1,022,490	20,000	4.8%	-98.0%
Debt Service	2,723,141	2,625,509	1,837,388	-3.6%	-30.0%
<b>Total</b>	<b>53,732,691</b>	<b>61,060,754</b>	<b>55,735,783</b>	<b>13.6%</b>	<b>-8.7%</b>



## All Funds – Revenue Summary

Fund	Revenue Category	2018 Actual	2019 Actual	2020 Actual	2021 Adopted	2022 Adopted
<b>General Fund</b>	General Property Tax	11,367,364	11,691,186	12,241,266	12,748,000	12,970,000
	Other Local Taxes	14,463,451	13,750,342	14,212,059	14,130,650	11,752,317
	Permits, Priv Fees	603,773	1,057,412	585,191	571,600	351,250
	Fines & Forfeitures	452,965	485,007	353,592	429,000	354,000
	Use of MoneyProperty	638,323	1,060,019	880,704	859,900	544,500
	Charges for Services	3,619,123	3,662,068	2,248,267	3,750,895	3,041,694
	MiscellaneousRevenue	27,876	31,720	50,791	4,000	8,000
	Intergov Revenue	4,581,413	4,427,999	6,420,889	4,478,121	4,322,826
	Other Finance Source	969,000	325,179	227,985	-	60,000
Use of Fund Balance	-	-	-	1,833,834	1,900,000	
<b>General Fund Total</b>		<b>36,723,288</b>	<b>36,490,933</b>	<b>37,220,745</b>	<b>38,806,000</b>	<b>35,304,587</b>
<b>Water &amp; Sewer Fund</b>	Use of MoneyProperty	104,478	298,486	171,160	150,000	15,000
	Charges for Services	6,588,772	6,894,509	7,200,390	7,852,723	6,933,500
	MiscellaneousRevenue	19,332	28,311	17,607	20,500	11,600
	Intergov Revenue	-	-	449,724	-	-
	Availability Fees	705,085	649,648	133,440	2,105,520	3,632,720
	Other Finance Source	27,431	11,115	(19,065)	-	-
	Use of Fund Balance	-	-	-	2,940,136	1,159,930
<b>Water &amp; Sewer Fund Total</b>		<b>7,445,098</b>	<b>7,882,068</b>	<b>7,953,257</b>	<b>13,068,879</b>	<b>11,752,750</b>
<b>Cemetery Fund</b>	Use of MoneyProperty	9,297	17,303	13,356	-	55,000
	Charges for Services	967,731	905,155	821,964	924,220	913,840
	MiscellaneousRevenue	49,013	60,405	43,998	17,050	18,050
	Other Finance Source	-	66,641	64,292	55,000	-
	Use of Fund Balance	-	-	-	(28,678)	(250,234)
<b>Cemetery Fund Total</b>		<b>1,026,042</b>	<b>1,049,505</b>	<b>943,609</b>	<b>967,592</b>	<b>736,656</b>
<b>Golf Course Fund</b>	Use of MoneyProperty	53,041	64,431	49,362	65,800	47,400
	Charges for Services	1,388,948	1,408,345	1,198,163	1,460,350	1,602,400
	MiscellaneousRevenue	245	194	159	200	200
	Other Finance Source	6,125	-	12,167	-	-
	Use of Fund Balance	-	-	-	(19,067)	42,165
<b>Golf Course Fund Total</b>		<b>1,448,359</b>	<b>1,472,970</b>	<b>1,259,851</b>	<b>1,507,283</b>	<b>1,692,165</b>
<b>Downtown Parking Ent Ft</b>	Use of MoneyProperty	6,738	31,185	25,418	3,800	4,300
	Charges for Services	12,714	118,554	12,714	17,400	13,000
	MiscellaneousRevenue	85,132	-	-	14,200	-
	Other Finance Source	200,000	200,000	-	-	2,300,000
	Use of Fund Balance	-	-	-	1,279,600	1,577,325
<b>Downtown Parking Ent Fund Total</b>		<b>304,584</b>	<b>349,739</b>	<b>38,132</b>	<b>1,315,000</b>	<b>3,894,625</b>
<b>Capital Projects Fund</b>	Use of MoneyProperty	51,005	214,840	141,680	-	-
	Intergov Revenue	2,027,087	1,804,642	3,750,892	4,619,000	1,955,000
	Other Finance Source	1,281,511	4,431,040	32,509	777,000	400,000
	Use of Fund Balance	12,792	-	-	-	-
<b>Capital Projects Fund Total</b>		<b>3,372,396</b>	<b>6,450,522</b>	<b>3,925,081</b>	<b>5,396,000</b>	<b>2,355,000</b>
<b>Grand Total</b>		<b>50,319,766</b>	<b>53,695,736</b>	<b>51,340,675</b>	<b>61,060,754</b>	<b>55,735,783</b>

## All Funds – Budget Summary

Fund	Revenue Category	2018 Actual	2019 Actual	2020 Actual	2021 Adopted	2022 Adopted
<b>General Fund</b>	Personnel Services	23,752,697	24,503,124	25,065,603	25,860,451	24,639,800
	Operations & Maintenance	7,101,105	6,867,509	6,637,001	8,349,073	8,240,294
	Capital	1,191,951	568,722	843,239	1,293,704	550,975
	Non-Departmental	374,601	466,574	457,223	575,651	575,000
	Interfund Transfers	1,480,000	981,498	-	977,000	-
	Debt Service	1,540,728	1,801,551	1,747,448	1,750,121	1,298,518
<b>General Fund Total</b>		<b>35,441,083</b>	<b>35,188,978</b>	<b>34,750,514</b>	<b>38,806,000</b>	<b>35,304,587</b>
<b>Water &amp; Sewer Fund</b>	Personnel Services	996,684	952,493	1,075,100	1,176,547	1,213,468
	Operations & Maintenance	4,474,136	5,186,662	3,900,481	5,074,800	5,486,550
	Capital	35,345	125,115	399,222	5,885,400	4,120,000
	Non-Departmental	1,492,977	1,540,113	1,759,259	570,244	571,594
	Debt Service	-	286,184	92,583	361,888	361,138
<b>Water &amp; Sewer Fund Total</b>		<b>6,999,143</b>	<b>8,090,567</b>	<b>7,226,645</b>	<b>13,068,879</b>	<b>11,752,750</b>
<b>Cemetery Fund</b>	Personnel Services	324,317	350,251	346,446	396,834	390,320
	Operations & Maintenance	168,781	183,164	157,884	181,350	180,850
	Capital	2,101	-	7,500	137,568	61,000
	Non-Departmental	132,358	137,293	141,817	23,550	28,600
	Interfund Transfers	55,013	46,027	44,281	45,490	20,000
	Debt Service	41,387	33,228	29,058	182,800	55,886
<b>Cemetery Fund Total</b>		<b>723,957</b>	<b>749,963</b>	<b>726,985</b>	<b>967,592</b>	<b>736,656</b>
<b>Golf Course Fund</b>	Personnel Services	843,812	833,557	874,374	963,483	1,046,544
	Operations & Maintenance	358,696	349,148	325,842	352,300	365,900
	Capital	47,294	-	-	-	156,800
	Non-Departmental	297,145	299,233	299,450	60,800	74,700
	Debt Service	25,097	21,066	16,856	130,700	48,221
<b>Golf Course Fund Total</b>		<b>1,572,043</b>	<b>1,503,004</b>	<b>1,516,523</b>	<b>1,507,283</b>	<b>1,692,165</b>
<b>Downtown Parking Ent Fund</b>	Operations & Maintenance	14,774	14,797	14,613	15,000	21,000
	Capital	114,789	18,900	9,770	1,100,000	3,800,000
	Non-Departmental	4,422	4,307	-	-	-
	Debt Service	-	74,431	38,938	200,000	73,625
<b>Downtown Parking Ent Fund Total</b>		<b>133,985</b>	<b>112,435</b>	<b>63,320</b>	<b>1,315,000</b>	<b>3,894,625</b>
<b>Capital Projects Fund</b>	Capital	3,109,931	1,755,189	5,410,583	5,396,000	2,355,000
<b>Capital Projects Fund Total</b>		<b>3,109,931</b>	<b>1,755,189</b>	<b>5,410,583</b>	<b>5,396,000</b>	<b>2,355,000</b>
<b>Grand Total</b>		<b>47,980,141</b>	<b>47,400,135</b>	<b>49,694,570</b>	<b>61,060,754</b>	<b>55,735,783</b>

## FY2022 Expenditure/Expense Budgets by Fund, Department and Category

General Fund	Category	2018 Actual	2019 Actual	2020 Actual	2021 Adopted	2022 Adopted	\$ Change FY22 to FY21 Adopted	% Change FY22 to FY21 Adopted
	Personnel Services	384,533	409,451	422,900	459,174	451,727	(7,447)	-1.6%
	Operations and Maint	111,244	85,758	77,852	98,150	81,300	(16,850)	-17.2%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Town Clerk Total</b>		<b>495,777</b>	<b>495,209</b>	<b>500,752</b>	<b>557,324</b>	<b>533,027</b>	<b>(24,297)</b>	<b>-4.4%</b>
	Personnel Services	324,802	337,316	360,370	383,997	374,040	(9,957)	-2.6%
	Operations and Maint	117,114	61,399	53,164	71,400	49,150	(22,250)	-31.2%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Communications and Economic Development Total</b>		<b>441,916</b>	<b>398,715</b>	<b>413,534</b>	<b>455,397</b>	<b>423,190</b>	<b>(32,207)</b>	<b>-7.1%</b>
	Personnel Services	448,884	453,540	367,361	385,941	385,030	(911)	-0.2%
	Operations and Maint	40,673	30,625	13,515	40,550	19,225	(21,325)	-52.6%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Town Manager Total</b>		<b>489,557</b>	<b>484,165</b>	<b>380,875</b>	<b>426,491</b>	<b>404,255</b>	<b>(22,236)</b>	<b>-5.2%</b>
	Personnel Services	484,083	398,402	418,324	448,900	442,632	(6,268)	-1.4%
	Operations and Maint	127,879	87,729	126,402	148,147	122,300	(25,847)	-17.4%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Human Resources Total</b>		<b>611,962</b>	<b>486,131</b>	<b>544,726</b>	<b>597,047</b>	<b>564,932</b>	<b>(32,115)</b>	<b>-5.4%</b>
	Personnel Services	692,568	795,249	788,532	756,533	750,351	(6,182)	-0.8%
	Operations and Maint	627,709	769,263	788,287	944,986	883,660	(61,326)	-6.5%
	Capital Outlay	-	-	62,655	50,500	47,975	(2,525)	-5.0%
<b>Informational Technology Total</b>		<b>1,320,276</b>	<b>1,564,511</b>	<b>1,639,475</b>	<b>1,752,019</b>	<b>1,681,986</b>	<b>(70,033)</b>	<b>-4.0%</b>
	Personnel Services	613,844	630,600	656,139	680,595	671,257	(9,338)	-1.4%
	Operations and Maint	116,528	112,922	87,193	134,450	118,425	(16,025)	-11.9%
	Capital Outlay	12,439	-	-	-	-	-	0.0%
<b>Parks &amp; Recreation - Administration Total</b>		<b>742,812</b>	<b>743,522</b>	<b>743,332</b>	<b>815,045</b>	<b>789,682</b>	<b>(25,363)</b>	<b>-3.1%</b>
	Personnel Services	989,975	990,570	789,537	747,104	721,970	(25,134)	-3.4%
	Operations and Maint	565,376	599,704	254,237	726,925	654,600	(72,325)	-9.9%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Parks &amp; Recreation - Recreation Total</b>		<b>1,555,351</b>	<b>1,590,274</b>	<b>1,043,774</b>	<b>1,474,029</b>	<b>1,376,570</b>	<b>(97,459)</b>	<b>-6.6%</b>
	Personnel Services	918,124	1,020,968	983,535	1,014,049	820,367	(193,682)	-19.1%
	Operations and Maint	203,197	236,524	187,454	209,175	421,000	211,825	101.3%
	Capital Outlay	-	18,448	19,970	-	-	-	0.0%
<b>Parks &amp; Recreation - Community Center Total</b>		<b>1,121,321</b>	<b>1,275,940</b>	<b>1,190,959</b>	<b>1,223,224</b>	<b>1,241,367</b>	<b>18,143</b>	<b>1.5%</b>
	Personnel Services	684,789	719,496	616,924	771,410	626,876	(144,534)	-18.7%
	Operations and Maint	146,126	127,616	110,178	164,230	140,074	(24,156)	-14.7%
	Capital Outlay	6,135	-	45,264	-	-	-	0.0%
<b>Parks &amp; Recreation - Aquatics Total</b>		<b>837,050</b>	<b>847,112</b>	<b>772,366</b>	<b>935,640</b>	<b>766,950</b>	<b>(168,690)</b>	<b>-18.0%</b>
	Personnel Services	90,861	99,681	90,298	110,452	117,192	6,740	6.1%
	Operations and Maint	78,913	103,650	93,310	92,150	91,145	(1,005)	-1.1%
	Capital Outlay	23,220	15,000	-	-	-	-	0.0%
	Debt Service	-	-	-	-	-	-	0.0%
<b>Parks &amp; Recreation - Parks Total</b>		<b>192,993</b>	<b>218,332</b>	<b>183,607</b>	<b>202,602</b>	<b>208,337</b>	<b>5,735</b>	<b>2.8%</b>
	Personnel Services	239,778	249,178	374,924	374,528	426,888	52,360	14.0%
	Operations and Maint	304,479	58,641	69,391	105,615	67,095	(38,520)	-36.5%
	Capital Outlay	-	-	-	-	-	-	0.0%
	Non-Departmental	-	-	-	-	-	-	0.0%
<b>Finance - Administration Total</b>		<b>544,258</b>	<b>307,818</b>	<b>444,315</b>	<b>480,143</b>	<b>493,983</b>	<b>13,840</b>	<b>2.9%</b>
	Personnel Services	579,545	602,309	565,755	566,389	503,157	(63,232)	-11.2%
	Operations and Maint	31,972	38,415	29,476	31,135	29,000	(2,135)	-6.9%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Finance - Accounting Total</b>		<b>611,516</b>	<b>640,724</b>	<b>595,230</b>	<b>597,524</b>	<b>532,157</b>	<b>(65,367)</b>	<b>-10.9%</b>
	Personnel Services	212,761	226,684	291,506	289,515	281,745	(7,770)	-2.7%
	Operations and Maint	63,944	66,241	58,697	33,845	36,710	2,865	8.5%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Finance - Revenue Total</b>		<b>276,705</b>	<b>292,925</b>	<b>350,202</b>	<b>323,360</b>	<b>318,455</b>	<b>(4,905)</b>	<b>-1.5%</b>
	Personnel Services	106,155	109,190	112,998	122,823	118,338	(4,485)	-3.7%
	Operations and Maint	6,312	6,222	5,392	2,605	2,820	215	8.3%
<b>Finance - Procurement Total</b>		<b>112,467</b>	<b>115,412</b>	<b>118,390</b>	<b>125,428</b>	<b>121,158</b>	<b>(4,270)</b>	<b>-3.4%</b>

General Fund	Category	2018 Actual	2019 Actual	2020 Actual	2021 Adopted	2022 Adopted	\$ Change FY22 to FY21 Adopted	% Change FY22 to FY21 Adopted
	Personnel Services	1,356,360	1,637,525	1,739,355	1,879,453	1,573,089	(306,364)	-16.3%
	Operations and Maint	212,134	149,271	143,678	119,550	118,200	(1,350)	-1.1%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Community Planning Total</b>		<b>1,568,494</b>	<b>1,786,796</b>	<b>1,883,033</b>	<b>1,999,003</b>	<b>1,691,289</b>	<b>(307,714)</b>	<b>-15.4%</b>
	Personnel Services	160,355	154,673	188,362	198,431	195,486	(2,945)	-1.5%
	Operations and Maint	7,887	5,861	4,003	4,900	4,000	(900)	-18.4%
	Capital Outlay	-	-	27,230	-	-	-	0.0%
<b>Community Development - Inspections Total</b>		<b>168,242</b>	<b>160,533</b>	<b>219,594</b>	<b>203,331</b>	<b>199,486</b>	<b>(3,845)</b>	<b>-1.9%</b>
	Personnel Services	5,009,628	5,026,847	5,245,538	5,186,357	4,871,278	(315,079)	-6.1%
	Operations and Maint	189,052	172,847	185,951	191,500	188,900	(2,600)	-1.4%
	Capital Outlay	258,765	241,011	214,561	249,700	63,200	(186,500)	-74.7%
<b>Police - Operations Total</b>		<b>5,457,444</b>	<b>5,440,706</b>	<b>5,646,050</b>	<b>5,627,557</b>	<b>5,123,378</b>	<b>(504,179)</b>	<b>-9.0%</b>
	Personnel Services	4,047,413	4,162,243	4,112,353	4,009,899	3,870,803	(139,096)	-3.5%
	Operations and Maint	550,495	547,983	565,320	646,850	597,285	(49,565)	-7.7%
	Capital Outlay	19,308	71,834	4,955	-	-	-	0.0%
<b>Police - Support Total</b>		<b>4,617,216</b>	<b>4,782,060</b>	<b>4,682,627</b>	<b>4,656,749</b>	<b>4,468,088</b>	<b>(188,661)</b>	<b>-4.1%</b>
	Personnel Services	806,646	745,821	771,886	830,026	917,260	87,234	10.5%
	Operations and Maint	31,758	13,598	94,567	26,689	18,330	(8,359)	-31.3%
	Capital Outlay	-	-	16,979	-	-	-	0.0%
<b>Public Works - Administration Total</b>		<b>838,404</b>	<b>759,419</b>	<b>883,431</b>	<b>856,715</b>	<b>935,590</b>	<b>78,875</b>	<b>9.2%</b>
	Personnel Services	526,215	591,467	574,930	658,928	662,789	3,861	0.6%
	Operations and Maint	54,590	71,439	28,714	189,100	168,050	(21,050)	-11.1%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Public Works - Engineering Total</b>		<b>580,804</b>	<b>662,906</b>	<b>603,644</b>	<b>848,028</b>	<b>830,839</b>	<b>(17,189)</b>	<b>-2.0%</b>
	Personnel Services	197,441	207,241	233,644	245,701	242,645	(3,056)	-1.2%
	Operations and Maint	-	125	37,319	400,100	294,845	(105,255)	-26.3%
	Capital Outlay	-	-	-	-	1,000	1,000	0.0%
<b>Public Works - Project Management Total</b>		<b>197,441</b>	<b>207,366</b>	<b>270,963</b>	<b>645,801</b>	<b>538,490</b>	<b>(107,311)</b>	<b>-16.6%</b>
	Personnel Services	473,043	411,013	487,470	521,727	443,235	(78,492)	-15.0%
	Operations and Maint	93,097	103,201	97,850	106,571	111,700	5,129	4.8%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Public Works - Inspections Total</b>		<b>566,141</b>	<b>514,214</b>	<b>585,320</b>	<b>628,298</b>	<b>554,935</b>	<b>(73,363)</b>	<b>-11.7%</b>
	Personnel Services	542,664	566,246	551,472	513,548	528,184	14,636	2.8%
	Operations and Maint	901,489	863,818	832,884	914,900	1,077,200	162,300	17.7%
	Capital Outlay	3,409	39,719	-	-	-	-	0.0%
<b>Public Works - Building Maintenance Total</b>		<b>1,447,563</b>	<b>1,469,783</b>	<b>1,384,356</b>	<b>1,428,448</b>	<b>1,605,384</b>	<b>176,936</b>	<b>12.4%</b>
	Personnel Services	649,255	735,524	781,008	792,528	824,711	32,183	4.1%
	Operations and Maint	237,175	318,931	187,402	303,900	252,500	(51,400)	-16.9%
	Capital Outlay	34,251	-	-	-	-	-	0.0%
<b>Public Works - Grounds Total</b>		<b>920,681</b>	<b>1,054,455</b>	<b>968,410</b>	<b>1,096,428</b>	<b>1,077,211</b>	<b>(19,217)</b>	<b>-1.8%</b>
	Personnel Services	810,668	693,191	755,545	750,231	795,973	45,742	6.1%
	Operations and Maint	1,480,867	841,952	1,114,692	1,074,250	1,001,600	(72,650)	-6.8%
	Capital Outlay	594,644	53,183	-	-	-	-	0.0%
<b>Public Works - Streets Total</b>		<b>2,886,179</b>	<b>1,588,326</b>	<b>1,870,237</b>	<b>1,824,481</b>	<b>1,797,573</b>	<b>(26,908)</b>	<b>-1.5%</b>

General Fund	Category	2018 Actual	2019 Actual	2020 Actual	2021 Adopted	2022 Adopted	\$ Change FY22 to FY21 Adopted	% Change FY22 to FY21 Adopted
	Personnel Services	820,661	881,123	937,016	1,095,932	1,049,031	(46,901)	-4.3%
	Operations and Maint	452,069	592,192	593,837	856,900	743,800	(113,100)	-13.2%
	Capital Outlay	111,810	-	310,637	-	-	-	0.0%
<b>Public Works - Refuse Total</b>		<b>1,384,540</b>	<b>1,473,315</b>	<b>1,841,490</b>	<b>1,952,832</b>	<b>1,792,831</b>	<b>(160,001)</b>	<b>-8.2%</b>
	Personnel Services	746,119	759,528	740,617	812,458	768,278	(44,180)	-5.4%
	Operations and Maint	37,693	403,022	401,146	416,750	433,700	16,950	4.1%
	Capital Outlay	91,802	74,853	112,660	969,504	415,000	(554,504)	-57.2%
<b>Public Works - General Services Total</b>		<b>875,614</b>	<b>1,237,402</b>	<b>1,254,423</b>	<b>2,198,712</b>	<b>1,616,978</b>	<b>(581,734)</b>	<b>-26.5%</b>
	Personnel Services	190,178	235,028	233,962	255,447	259,321	3,874	1.5%
	Operations and Maint	20,894	208,100	188,944	120,500	114,100	(6,400)	-5.3%
	Capital Outlay	36,068	54,516	-	20,000	20,000	-	0.0%
<b>Public Works - Traffic Total</b>		<b>247,140</b>	<b>497,644</b>	<b>422,905</b>	<b>395,947</b>	<b>393,421</b>	<b>(2,526)</b>	<b>-0.6%</b>
	Personnel Services	286,461	297,054	311,760	311,632	312,468	836	0.3%
	Operations and Maint	8,093	5,882	6,943	10,200	9,600	(600)	-5.9%
	Capital Outlay	-	-	28,330	4,000	3,800	(200)	-5.0%
<b>Public Works - Right of Way Inspections Total</b>		<b>294,555</b>	<b>302,936</b>	<b>347,032</b>	<b>325,832</b>	<b>325,868</b>	<b>36</b>	<b>0.0%</b>
	Personnel Services	358,887	355,965	561,585	686,743	633,681	(53,062)	-7.7%
	Operations and Maint	130,375	115,055	114,708	160,050	124,980	(35,070)	-21.9%
	Capital Outlay	100	159	-	-	-	-	0.0%
<b>Town Attorney Total</b>		<b>489,362</b>	<b>471,179</b>	<b>676,293</b>	<b>846,793</b>	<b>758,661</b>	<b>(88,132)</b>	<b>-10.4%</b>
	Debt Service	1,540,728	1,801,551	1,747,448	1,750,121	1,298,518	(451,603)	-25.8%
	Non-Departmental	374,601	466,574	457,223	575,651	687,000	111,349	19.3%
	Police - Grants	151,972	69,523	38,340	-	-	-	0.0%
	Interfund Transfers	1,480,000	981,498	-	977,000	-	(977,000)	-100.0%
<b>General Fund Total</b>		<b>35,441,083</b>	<b>35,188,978</b>	<b>34,750,514</b>	<b>38,806,000</b>	<b>35,304,587</b>	<b>(3,501,413)</b>	<b>-9.0%</b>
<b>General Fund By Category</b>	Personnel Services	23,752,697	24,503,124	25,065,603	25,860,451	24,639,800	(1,220,651)	-4.7%
	Operations and Maint	7,101,105	6,867,509	6,637,001	8,349,073	8,240,294	(108,779)	-1.3%
	Capital Outlay	1,191,951	568,722	843,239	1,293,704	550,975	(742,729)	-57.4%
	Non-Departmental	374,601	466,574	457,223	575,651	575,000	(651)	-0.1%
	Interfund Transfers	1,480,000	981,498	-	977,000	-	(977,000)	-100.0%
	Debt Service	1,540,728	1,801,551	1,747,448	1,750,121	1,298,518	(451,603)	-25.8%
	<b>Total</b>	<b>35,441,083</b>	<b>35,188,978</b>	<b>34,750,514</b>	<b>38,806,000</b>	<b>35,304,587</b>	<b>(3,501,413)</b>	<b>-9.0%</b>

Fund	Category	2018 Actual	2019 Actual	2020 Actual	2021 Adopted	2022 Adopted	\$ Change FY22 to FY21 Adopted	% Change FY22 to FY21 Adopted
<b>Water &amp; Sewer Fund</b>	Personnel	210,125	193,451	188,093	203,968	216,372	12,404	6.1%
	Operations & Maintenance	59,822	61,418	70,096	78,400	50,650	(27,750)	-35.4%
	Capital	-	-	-	-	-	-	0.0%
<b>Customer Service Total</b>		<b>269,946</b>	<b>254,870</b>	<b>258,188</b>	<b>282,368</b>	<b>267,022</b>	<b>(15,346)</b>	<b>-5.4%</b>
	Personnel	250,629	447,677	524,393	538,646	554,574	15,928	3.0%
	Operations & Maintenance	2,960,762	3,354,834	2,395,742	3,143,100	3,618,100	475,000	15.1%
	Capital	10,259	87,875	375,939	3,041,200	500,000	(2,541,200)	-83.6%
<b>Sewer Division Total</b>		<b>3,221,651</b>	<b>3,890,386</b>	<b>3,296,075</b>	<b>6,722,946</b>	<b>4,672,674</b>	<b>(2,050,272)</b>	<b>-30.5%</b>
	Personnel	596,979	369,623	371,833	433,933	442,521	8,588	2.0%
	Operations & Maintenance	1,453,552	1,770,409	1,434,643	1,853,300	1,817,800	(35,500)	-1.9%
	Capital	25,086	37,240	23,282	2,844,200	3,620,000	775,800	27.3%
<b>Water Division Total</b>		<b>2,075,617</b>	<b>2,177,272</b>	<b>1,829,759</b>	<b>5,131,433</b>	<b>5,880,321</b>	<b>748,888</b>	<b>14.6%</b>
	Non-Departmental	1,431,929	1,481,855	1,750,040	570,244	571,594	1,350	0.2%
	Debt Service	-	286,184	92,583	361,888	361,138	(750)	-0.2%
<b>Total Water &amp; Sewer Fund</b>		<b>6,999,143</b>	<b>8,090,567</b>	<b>7,226,645</b>	<b>13,068,879</b>	<b>11,752,750</b>	<b>(1,316,129)</b>	<b>-10.1%</b>
<b>Chestnut Grove Cemetery</b>								
	Personnel	341,358	370,816	369,687	396,834	390,320	(6,514)	-1.6%
	Operations & Maintenance	168,781	183,164	157,884	181,350	180,850	(500)	-0.3%
	Capital	2,101	-	7,500	137,568	61,000	(76,568)	-55.7%
<b>Chestnut Grove Cemetery Total</b>		<b>512,241</b>	<b>553,980</b>	<b>535,071</b>	<b>715,752</b>	<b>632,170</b>	<b>(83,582)</b>	<b>-11.7%</b>
	Interfund Transfers	55,013	46,027	44,281	45,490	20,000	(25,490)	-56.0%
	Non-Departmental	115,316	116,727	118,575	23,550	28,600	5,050	21.4%
	Debt Service	41,387	33,228	29,058	182,800	55,886	(126,914)	-69.4%
<b>Cemetery Fund Total</b>		<b>723,957</b>	<b>749,963</b>	<b>726,985</b>	<b>967,592</b>	<b>736,656</b>	<b>(230,936)</b>	<b>-23.9%</b>
<b>Golf Fund</b>								
	Personnel	433,834	434,662	385,555	458,608	484,724	26,116	5.7%
	Operations & Maintenance	112,349	111,711	93,139	113,300	123,300	10,000	8.8%
	Capital	47,294	-	-	-	73,100	73,100	73,100
<b>Golf Fund - Clubhouse Division Total</b>		<b>593,477</b>	<b>546,373</b>	<b>478,694</b>	<b>571,908</b>	<b>681,124</b>	<b>109,216</b>	<b>19.1%</b>
	Personnel	454,887	443,867	468,284	504,875	561,820	56,945	11.3%
	Operations & Maintenance	246,347	237,437	232,459	239,000	242,600	3,600	1.5%
	Capital	-	-	-	-	83,700	83,700	83,700
<b>Golf Fund - Maintenance Division Total</b>		<b>701,234</b>	<b>681,303</b>	<b>700,743</b>	<b>743,875</b>	<b>888,120</b>	<b>144,245</b>	<b>19.4%</b>
	Non-Departmental	252,236	254,262	319,986	60,800	74,700	13,900	22.9%
	Debt Service	25,097	21,066	16,856	130,700	48,221	(82,479)	-63.1%
<b>Total Golf Fund</b>		<b>1,572,043</b>	<b>1,503,004</b>	<b>1,516,279</b>	<b>1,507,283</b>	<b>1,692,165</b>	<b>184,882</b>	<b>12.3%</b>
<b>Downtown Parking Fund Total</b>								
	Operations & Maintenance	14,774	14,797	14,613	15,000	21,000	6,000	40.0%
	Capital	114,789	18,900	9,770	1,100,000	3,800,000	2,700,000	245.5%
	Non-Departmental	4,422	4,307	-	-	-	-	0.0%
<b>Downtown Parking Operating Total</b>		<b>133,985</b>	<b>38,004</b>	<b>24,383</b>	<b>1,115,000</b>	<b>3,821,000</b>	<b>2,706,000</b>	<b>242.7%</b>
	Debt Service	-	74,431	38,938	200,000	73,625	(126,375)	-63.2%
<b>Downtown Parking Fund Total</b>		<b>133,985</b>	<b>112,435</b>	<b>63,320</b>	<b>1,315,000</b>	<b>3,894,625</b>	<b>2,579,625</b>	<b>196.2%</b>
<b>Capital Projects</b>								
	Capital	283,317	104,512	858,891	-	-	-	0.0%
	Capital	2,826,613	1,650,677	4,551,692	5,396,000	2,355,000	(3,041,000)	-56.4%
<b>Total Capital Projects Fund</b>		<b>3,109,931</b>	<b>1,755,189</b>	<b>5,410,583</b>	<b>5,396,000</b>	<b>2,355,000</b>	<b>(3,041,000)</b>	<b>-56.4%</b>
<b>Grand Total - All Funds</b>		<b>47,980,141</b>	<b>47,400,135</b>	<b>49,694,570</b>	<b>61,060,754</b>	<b>55,735,783</b>	<b>(5,324,971)</b>	<b>-8.7%</b>

## Personnel

### Town Personnel

In FY 2022 we budgeted 265 regular status positions, the same amount as in FY2021. Several vacant positions across departments had to be frozen for FY2022 to attempt to bridge the current revenue gap caused by the pandemic, with every large department having to make vacant position sacrifices. This is a short-term strategy which may not be sustainable at current services levels. Though nationwide unemployment numbers are higher than past years due to the pandemic, northern Virginia continues to be substantially insulated due to the industries here, and therefore unemployment in the regional area remains low and competition for many skill sets, high. Certain industries are rallying faster than others, causing market compensation pressure in areas of construction, commercial drivers, utility workers, information technology, and others. Temporary jobs have reduced due to the pandemic since many events and programs are currently offline.

General Fund personnel expenditures of \$24,639,800 decreased 4.7 percent when compared to the \$25,860,451 budgeted for FY 2021. Though in a funding shortfall situation, it is critical for the town to recruit, retain and develop employees to remain competitive in the marketplace. FY2021 afforded no pay increases for town staff, due to the financial instability of the pandemic. The FY 2022 budget provides compensation for regular status employees that includes a pay - for-performance component averaging three percent for regular status employees.

	FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b>Total Personnel by Fund</b>								
<b>General Fund</b>								
Town Clerk	3	3.00	3	3.00	4	3.63	4	3.63
Town Administration	16	15.80	17	16.80	16	15.60	15	14.60
Parks & Recreation	30	28.14	30	28.14	29	27.51	27	25.51
Finance	12	11.75	12	11.75	12	11.75	12	11.75
Community Development	17	16.63	17	17.00	17	17.00	17	17.00
Police	74	73.36	73	72.36	72	71.63	73	72.63
Public Works	81	80.60	82	81.60	81	81.00	82	81.73
Town Attorney	3	2.63	4	3.63	5	4.63	5	4.63
<b>Total General Fund</b>	<b>236</b>	<b>231.91</b>	<b>238</b>	<b>234.28</b>	<b>236</b>	<b>232.75</b>	<b>235</b>	<b>231.48</b>
<b>Water &amp; Sewer</b>								
Water & Sewer - PW	12	12	12	12	12	12	12	12
Water & Sewer - Finance	3	3	3	3	3	3	3	3
<b>Total Water &amp; Sewer Fund</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Chestnut Grove Cemetery</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Golf Course</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>
<b>Total All Funds</b>	<b>265</b>	<b>260.91</b>	<b>267</b>	<b>263.28</b>	<b>265</b>	<b>261.75</b>	<b>265</b>	<b>261.48</b>

After a seven percent cost increase in FY 2021, health insurance costs have reduced by 4 percent for FY2022, the first time in known Herndon history health insurance costs have gone down. Retirement premiums through the Virginia Retirement System (VRS) were reevaluated for FY 2021 and increased



from 6.77 percent, to 8.37, a substantial increase for the same program. The valuation is valid for two fiscal years, therefore no change in VRS premiums for FY2022.

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 2022 position classification plan.

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 and has a current issuer rating of Aaa from Moody's Investor Services and AAA from both Standard & Poors and Fitch. 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 more than \$50,000 and an expected useful life of seven years or more. The town's financial policies concerning debt issuance and debt service are 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.

### 2012 Refunding Bond Issue

In 2012, 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.

### 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.

Finally, \$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.

### 2020A Refunding Bond Issue

In 2020, due to historic low municipal bond interest rates, the tax-exempt portion of the town's 2014 refunding bonds and 2010 GO bonds, with outstanding balances of \$3.34 million and \$1.7 million, respectively, were prime candidates for refunding. In July 2020, the town refunded these bonds by issuing \$5.229 million in refunding bonds with a 1.038 percent coupon rate over 10 years. The refunding bonds

will be fully retired on February 15, 2030. The town may prepay, in whole or in part, without penalty, at any time on or after February 15, 2025.

The 2014 refunding bonds consisted of the callable portions of the town's 2005 and 2006 general obligation bonds and the 2009 general obligation note. 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. Also, Chestnut Grove Cemetery financed the construction of a new maintenance facility, a small administrative office building and other improvements. 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 2010 general obligation bonds issued under the VML/VACo Finance Program financed three General Fund street infrastructure capital projects. They were the Park-Monroe intersection improvement project, the Station Street improvement project, and the sidewalks, driveway entrances, drainage system and other improvements for the Pearl, Nash, Oak, and Wood Streets neighborhood. Also, the Herndon Centennial Golf Course financed fairway bunker renovations and cart paths.

### **2020B Refunding Bond Issue**

The town's taxable bonds consisting of the 2010 refunding bonds and 2018A GO bonds, with outstanding balances of \$0.35 million and \$0.706 million, respectively, were also prime candidates for refunding. In July 2020, the town refunded these bonds by issuing \$1.111 million in refunding bonds with a 1.159 percent coupon rate over 5 years. The refunding bonds will be fully retired on February 15, 2025. These bonds are not prepayable.

The 2010 refunding bonds were originally issued in May 2001 to provide financing for several large town street and utility improvement projects, construction of new maintenance facilities at the Herndon Centennial Golf Course, and design and engineering of administrative and maintenance buildings at Chestnut Grove Cemetery.

The 2018A taxable general obligation bonds were originally issued in June 2018 to provide financing for six fleet vehicles for general fund use.

### **1994 Fairfax Water Agreement**

In July 1994 the town's Water and Sewer Fund entered into an agreement with Fairfax Water to purchase and additional one million gallons daily of water capacity for \$5.3 million payable over 35 years. This obligation will be fully retired on June 30<sup>th</sup>, 2029.

### **1999 Fairfax Water Agreement**

In October 1999 the town's Water and Sewer Fund entered into the Griffith Water Treatment Plant agreement for existing water capacity with Fairfax Water for \$4.5 million payable over 40 years. This obligation will be fully retired on December 31, 2039.

## Legal Debt Limit

The Code of Virginia limits the town's tax-supported debt to 10 percent of the taxable assessed value of real property in the town. The town's updated financial policies, adopted in FY 2019, further limit the town's tax-supported debt to one and one-half percent of the total taxable assessed value of real property in the town. Debt funded by the revenues of self-supporting enterprise funds is excluded from these limits.

As shown in the table below, the town's percentage of tax-supported debt to assessed value has been well below these two thresholds. See table 12 in the town's Comprehensive Annual Financial Report 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 expenditures.

Legal Debt Limit and Other Ratios							
Fiscal Year	Net Bonded Debt (1)	Direct Debt Service	Service as % Gen. Fund Expen. (2)	Debt Per Capita	Assessment Year	Taxable Assessed Value	% of Debt to Assessed Value (3)
2012	17,118,576	2,154,457	7.31%	727	2011	3,415,780,175	0.50%
2013	15,599,958	2,000,047	6.56%	662	2012	3,574,968,695	0.44%
2014	14,045,713	2,021,793	6.59%	595	2013	3,843,514,734	0.37%
2015	12,466,973	2,254,916	7.20%	528	2014	3,945,950,643	0.32%
2016	11,436,441	1,416,331	4.36%	483	2015	4,145,503,378	0.28%
2017	10,332,068	1,374,362	4.19%	435	2016	4,194,696,204	0.25%
2018	9,062,639	2,209,165	6.61%	381	2017	4,321,456,532	0.21%
2019	14,501,203	1,660,595	4.85%	606	2018	4,440,313,264	0.33%
2020	13,156,916	1,791,616	5.16%	547	2019	4,639,863,944	0.28%
2021	11,076,883	1,324,436	3.98%	461	2020	4,853,983,889	0.23%

- (1) Excludes self-supporting debt from the Water & Sewer, Cemetery, and Golf Course Funds. Includes notes payable and deferred bond premiums.
- (2) Per the town's debt policy, General Fund debt service should not exceed 12% of General Fund operating and debt service expenditures. FY 2021's percentage is based on estimates.
- (3) The state's legal debt limit is 10% of the taxable assessed values of real property within the town. The town's debt policy limit is much lower, at 1.5% of taxable assessed values.

## Debt Repayment Schedule

Annual debt service requirements (principal and interest) of the town's existing long-term debt by fund are as follows:

Fiscal Year	Self-Supporting					Total
	General Fund	Downtown Fund	Water & Sewer Fund	Cemetery Fund	Golf Fund	
2022	1,160,930	73,625	623,707	36,971	23,607	1,918,839
2023	1,158,860	71,875	622,707	36,818	23,653	1,913,913
2024	1,158,709	75,125	621,457	36,812	23,554	1,915,656
2025	1,049,222	73,125	624,957	101,295	68,952	1,917,551
2026	1,020,121	76,125	622,957	140,753	56,491	1,916,446
2027	960,548	73,875	620,707	130,065	52,202	1,837,396
2028	918,612	76,625	623,207	122,771	49,274	1,790,489
2029	918,620	74,125	625,207	123,485	49,561	1,790,997
2030	920,373	76,625	470,315	122,679	49,237	1,639,229
2031	274,131	73,875	471,565	-	-	819,571
2032	268,881	76,125	472,315	-	-	817,321
2033	272,581	74,325	471,465	-	-	818,371
2034	270,981	72,525	470,465	-	-	813,971
2035	269,231	75,725	469,315	-	-	814,271
2036	267,044	73,694	472,752	-	-	813,490
2037	269,700	71,663	470,877	-	-	812,240
2038	266,738	74,550	417,976	-	-	759,264
2039	273,613	72,275	415,339	-	-	761,226
2040	-	-	361,950	-	-	361,950
2041	-	-	358,825	-	-	358,825
2042	-	-	360,219	-	-	360,219
2043	-	-	361,275	-	-	361,275
2044	-	-	361,994	-	-	361,994
2045	-	-	362,375	-	-	362,375
2046	-	-	362,050	-	-	362,050
2047	-	-	361,375	-	-	361,375
2048	-	-	360,350	-	-	360,350
2049	-	-	358,975	-	-	358,975
2050	-	-	362,250	-	-	362,250
<b>Total</b>	<b>11,698,895</b>	<b>1,335,881</b>	<b>13,558,920</b>	<b>851,648</b>	<b>396,531</b>	<b>27,841,875</b>

**General Fund Debt Service Budget**

<b>Account Description</b>	<b>FY 18-19 Audited</b>	<b>FY 19-20 Audited</b>	<b>FY 20-21 Adopted</b>	<b>FY 21-22 Adopted</b>
Bond Issue Expense	155,059	-	-	-
Account Maint Charge	830	(1,660)	-	-
2010 GO Refunding Interest Exp	21,384	13,650	7,176	-
2010 GO Refund Principal Exp	193,333	199,192	205,051	-
2010 GO Bonds Interest	63,538	59,057	52,996	-
2010 GO Bonds Principal	107,900	112,050	120,350	-
2012 GO Refunding Bonds Intere	68,607	56,803	44,715	32,320
2012 GO Refunding Bonds Princ	541,000	557,000	567,500	585,500
2014 GO Refunding Bonds Intere	65,844	58,083	50,145	-
2014 GO Refunding Bonds Princ	366,054	373,004	383,044	-
2018A GO Bond Interest	21,928	30,988	26,263	-
2018A GO Bond Principal	136,000	127,000	131,000	-
2018B Bond Int Exp	60,074	142,281	141,881	140,881
2018B Bond Principal	-	20,000	20,000	130,000
2020A Bond Interest Exp	-	-	-	41,646
2020A Bond Principal	-	-	-	118,491
2020B Bond Interest Exp	-	-	-	7,830
2020B Bond Principal	-	-	-	104,263
<b>Total Debt Service</b>	<b>1,801,551</b>	<b>1,747,448</b>	<b>1,750,121</b>	<b>1,160,930</b>

**Adopted Bond Issues for FY 2022**

The town's General Fund budget does not contemplate new debt service expenditures in FY 2022. The practice of budgeting for future debt service has been discontinued in the FY 2021 budget because the Capital Reserve Fund in the General Fund's Assigned Fund may be used to fund future debt service in addition to other capital expenditures. The balance in the Capital Reserve is \$1.8M.

## Interfund Transfers

Interfund transfers fund, partially or wholly, one-time projects or capital improvement projects through the use of surplus, capital reserves (assigned fund balance), or unassigned fund balance.

Detailed project sheets are in the Capital Improvement Program section of this document.

Object Code	Account Description	FY 18-19 Audited	FY 19-20 Audited	FY 20-21 Adopted	FY 20-21 Authorized	FY 21-22 Adopted
	<b>Downtown Parking Fund:</b>					
480320	Downtown Parking Garage	200,000	-	200,000	200,000	-
	<b>Capital Projects Fund:</b>					
490360	Bready Park Tennis Court Renovations	55,000	-	-	-	-
491080	Sidewalks & Minor Trails	-	-	121,000	-	-
491130	Police Facility Security	192,000	-	-	-	-
491135	Police Server Room HVAC & Expansion	-	-	300,000	-	-
491470	Herndon Pkwy/Spring St Int to FFX Co. Pkwy	153,000	-	-	-	-
491590	Town-wide Building Security	-	-	300,000	-	-
491860	Bicycle Facilities & Accommodations	40,000	-	-	-	-
490350	Town Phone System Upgrade	-	-	56,000	-	-
	<b>IT Fund*</b>					
480090	Microcomputer/Peripherals	341,498	-	-	-	-
	<b>Total - Interfund Transfers</b>	<u>981,498</u>	<u>-</u>	<u>977,000</u>	<u>-</u>	<u>-</u>

\*Consolidated into the Capital Projects Fund in FY 2021.

The FY 2022 budget does not propose any interfund transfers. The FY 2021 General Fund Adopted budget includes a \$200k transfer to the Downtown Parking Fund. The town has transferred \$800k in total to the Downtown Parking Fund for debt service and other costs related to the Downtown Redevelopment project and the Public Shared Parking program.

## 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>Assigned – Revenue Stabilization</b>	<b>Assigned - Other</b>	<b>Unassigned</b>	<b>Total</b>
2020	\$168,883	\$1,800,000	\$3,538,176	\$13,293,488	\$18,800,547
2019	211,510	1,800,000	3,781,134	10,537,672	16,330,316
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

Changes in the town’s General Fund balance over the past 10 fiscal years reflect the economic conditions within the Washington metropolitan region and reflect the town’s conservative budgeting of business license revenues and personnel expenditures. Building unassigned fund balance in excess of the minimum required by policy gives the town more flexibility to for capital project funding and to weather major catastrophes, such as the severe reductions to other local taxes caused by the COVID-19 pandemic. Because the town maintains such strong reserves, short-term borrowing at the onset of the crisis was not necessary.

The town’s fiscal policies require a minimum balance equal to 20 percent of General Fund operating expenditures, including debt service, as presented in the town’s annual audited financial statements. Based on this policy, the minimum unassigned fund balance required for FY 2022 based on the adopted budget of



\$35,304,587 is \$7,060,900. The assigned fund balance for revenue stabilization was established in FY 2012 and updated in FY 2020. The balance of \$1.8 million is the maximum permitted under the town's financial policies. The assigned fund balance, other includes the capital reserve balance of \$1.8 million, which is to be used to fund capital or future debt service, and the contingency balance of \$900k to cover major, unforeseen expenditures. The capital reserve balance is not limited by policy, and the contingency balance is at its maximum.

This table presents comparisons of the General Fund's fund balance from FY2018 through FY2022 (adopted). The projected figures for FY 2021 are unaudited and reflect management's best estimate of the impact of the COVID-19 pandemic on revenues, particularly other local taxes and charges for services. The town may be required to use a combination of revenue stabilization, contingency, and unassigned fund balance in FY 2021.

<b>General Fund Fund Balance Summary FY 2018 - FY 2022</b>						
	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Projected</b>	<b>2022 Adopted</b>
<b>Revenues</b>						
Real Property Taxes	\$ 11,367,365	\$ 11,691,186	\$ 12,241,266	\$ 12,748,000	\$ 12,662,140	\$ 12,970,000
Other Local Taxes	14,463,451	13,750,342	14,212,059	14,130,650	10,820,650	11,752,317
Permits & Fees	603,773	1,057,412	585,191	571,600	346,265	351,250
Fines & Forfeitures	452,965	485,007	353,593	429,000	251,649	354,000
Use of Money & Property	638,323	1,060,019	880,704	859,900	568,785	544,500
Charges for Services	3,619,194	3,662,068	2,248,267	3,750,895	1,269,807	3,041,694
Miscellaneous	27,806	31,720	50,791	4,000	7,388	8,000
Intergovernmental	4,581,413	4,427,999	6,420,889	4,478,121	7,114,279	4,322,826
<b>Total Recurring Revenues</b>	<b>\$ 35,754,290</b>	<b>\$ 36,165,753</b>	<b>\$ 36,992,760</b>	<b>\$ 36,972,166</b>	<b>\$ 33,040,963</b>	<b>\$ 33,344,587</b>
<b>Expenditures</b>						
Town Clerk	\$ 699,202	\$ 495,209	\$ 500,752	\$ 557,324	\$ 502,391	\$ 533,027
Town Administration	2,863,707	2,933,522	2,978,610	3,230,954	3,038,343	3,074,363
Town Attorney	489,362	471,179	676,293	846,793	724,122	758,661
Parks & Recreation	4,449,527	4,675,180	3,934,039	4,650,540	2,867,686	4,382,906
Finance	1,716,122	1,356,880	1,508,139	1,526,455	1,439,801	1,465,752
Community Development	1,736,736	1,947,330	2,102,628	2,202,334	2,012,907	1,890,776
Police	10,074,661	10,222,765	10,328,678	10,284,306	10,123,044	9,591,465
Public Works	10,239,065	9,767,767	10,432,212	12,201,522	10,523,943	11,469,119
Grants	151,977	69,523	84,490	-	220,129	150,000
Non-departmental	-	466,574	457,223	578,651	306,789	690,000
Debt Service	1,540,728	1,801,551	1,747,448	1,750,121	1,287,856	1,298,518
<b>Total Operating Expenditures</b>	<b>\$ 33,961,087</b>	<b>\$ 34,207,480</b>	<b>\$ 34,750,512</b>	<b>\$ 37,829,000</b>	<b>\$ 33,047,011</b>	<b>\$ 35,304,587</b>
<b>Revenue Over (Under)</b>						
<b>Expenditures</b>	<b>\$ 1,793,203</b>	<b>\$ 1,958,273</b>	<b>\$ 2,242,248</b>	<b>\$ (856,834)</b>	<b>\$ (6,048)</b>	<b>\$ (1,960,000)</b>
Other Financing Sources (Uses), Net	(511,000)	(656,319)	227,985	856,834	29,865	1,960,000
<b>Net Change in Fund Balance</b>	<b>\$ 1,282,203</b>	<b>\$ 1,301,954</b>	<b>\$ 2,470,233</b>	<b>\$ -</b>	<b>\$ 23,817</b>	<b>\$ -</b>
Fund Balance, July 1	13,746,159	15,028,362	16,330,316	18,800,549	18,800,549	18,824,366
<b>Fund Balance, June 30</b>	<b>\$ 15,028,362</b>	<b>\$ 16,330,316</b>	<b>\$ 18,800,549</b>	<b>\$ 18,800,549</b>	<b>\$ 18,824,366</b>	<b>\$ 18,824,366</b>

## Capital Projects Fund

<b>Capital Projects Fund Fund Balance Summary FY 2018 - FY 2022</b>					
	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2022 Adopted</b>
<b>Revenues</b>					
Use of Money & Property	\$ 51,005	\$ 214,840	\$ 141,680	\$ -	\$ -
Miscellaneous	1,511	14,000	900	-	-
Intergovernmental	2,027,087	1,790,642	3,750,892	4,619,000	1,955,000
<b>Total Revenues</b>	<b>\$ 2,079,603</b>	<b>\$ 2,019,482</b>	<b>\$ 3,893,472</b>	<b>\$ 4,619,000</b>	<b>\$ 1,955,000</b>
<b>Expenditures</b>					
<b>Capital Outlay</b>	<b>\$ 3,109,931</b>	<b>\$ 1,755,189</b>	<b>\$ 5,410,582</b>	<b>\$ 5,396,000</b>	<b>\$ 2,355,000</b>
<b>Revenue Over (Under) Expenditures</b>					
	<b>\$ (1,030,328)</b>	<b>\$ 264,293</b>	<b>\$ (1,517,110)</b>	<b>\$ (777,000)</b>	<b>\$ (400,000)</b>
Other Financing Sources (Uses), Net	1,292,793	4,431,040	31,609	777,000	400,000
<b>Net Change in Fund Balance</b>	<b>\$ 262,465</b>	<b>\$ 4,695,333</b>	<b>\$ (1,485,501)</b>	<b>\$ -</b>	<b>\$ -</b>
Fund Balance, July 1	6,350,392	6,612,857	11,308,190	9,822,689	9,822,689
<b>Fund Balance, June 30</b>	<b>\$ 6,612,857</b>	<b>\$11,308,190</b>	<b>\$ 9,822,689</b>	<b>\$ 9,822,689</b>	<b>\$ 9,822,689</b>

The Capital Projects Fund is a governmental fund which is used to account for transactions related to major asset acquisition, maintenance or construction projects. Typical revenue sources for the Capital Projects Funds include transfers from the General Fund, federal, state and local grants, use of developer contributions or proffers, and proceeds from debt issuance. See the CIP section of this book for more details about the capital projects.

## 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.

In the following tables, capital costs and debt principal payments are presented on a budgetary basis for the budget columns, and on an accrual basis of accounting in the “actuals” columns. The budgetary basis treats capital costs and debt principal payments as outflows that reduce net position. The accrual basis of accounting requires capitalization of capital costs as long-term assets on the balance sheet, with expense recognized annually through depreciation. Debt principal payments reduce total liabilities on the balance sheet. This difference in basis explains why the actual amounts may differ significantly from the budgeted amounts.

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

<b>Water &amp; Sewer Fund</b>					
<b>Net Position Summary</b>					
<b>FY 2018 - FY 2022</b>					
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Operating Revenues	\$ 6,608,104	\$ 6,922,820	\$ 7,217,997	\$ 7,873,223	\$ 6,945,100
Operating Expenses	6,999,142	8,090,567	7,134,063	13,068,879	11,752,750
<b>Operating Income (Loss)</b>	<b>\$ (391,038)</b>	<b>\$ (1,167,747)</b>	<b>\$ 83,934</b>	<b>\$ (5,195,656)</b>	<b>\$ (4,807,650)</b>
<b>Non-Operating</b>					
<b>Revenue (Expense)</b>	<b>\$ 836,994</b>	<b>\$ 959,249</b>	<b>\$ 642,677</b>	<b>\$ 5,195,656</b>	<b>\$ 4,807,650</b>
<b>Change in Net Position</b>	<b>\$ 445,956</b>	<b>\$ (208,498)</b>	<b>\$ 726,611</b>	<b>\$ -</b>	<b>\$ -</b>
Net Position, July 1	22,444,215	22,890,171	22,681,673	23,408,284	23,408,284
<b>Net Position, June 30</b>	<b>\$22,890,171</b>	<b>\$22,681,673</b>	<b>\$23,408,284</b>	<b>\$23,408,284</b>	<b>\$23,408,284</b>

Due to escalating wholesale water and sewer conveyance costs without matching usage rate increases, the Water & Sewer fund has realized a net operating loss since at least FY 2006. Regular, systematic rate increases were not instituted until FY 2018, based on models developed by external consultants. The original FY 2021 proposed budget included a 5 percent usage rate increase for water and a 10 percent usage rate increase for sewer to address the gap between revenues and costs; however, these rate increases were not adopted as a result of the COVID-19 pandemic. The FY 2022 adopted amounts are based on a 1.5% rate increase for water and sewer rates. A refresh of this model is proposed during FY 2022 to set the rates for FY 2023. Consequently, certain capital projects were frozen until actual revenues can be analyzed, and the rate model refresh is completed.

<b>Cemetery Fund</b>					
<b>Net Position Summary</b>					
<b>FY 2018 - FY 2022</b>					
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Operating Revenues	\$ 1,016,746	\$ 965,560	\$ 865,962	\$ 941,270	\$ 931,890
Operating Expenses	668,944	703,935	653,646	967,592	736,656
<b>Operating Income (Loss)</b>	<b>\$ 347,802</b>	<b>\$ 261,625</b>	<b>\$ 212,316</b>	<b>\$ (26,322)</b>	<b>\$ 195,234</b>
<b>Non-Operating</b>					
<b>Revenue (Expense)</b>	<b>\$ (45,716)</b>	<b>\$ 37,917</b>	<b>\$ 4,309</b>	<b>\$ 26,322</b>	<b>\$ (195,234)</b>
<b>Change in Net Position</b>	<b>\$ 302,086</b>	<b>\$ 299,542</b>	<b>\$ 216,625</b>	<b>\$ -</b>	<b>\$ -</b>
Net Position, July 1	1,325,810	1,627,896	1,927,438	2,144,063	2,144,063
<b>Net Position, June 30</b>	<b>\$ 1,627,896</b>	<b>\$ 1,927,438</b>	<b>\$ 2,144,063</b>	<b>\$ 2,144,063</b>	<b>\$ 2,144,063</b>

The Cemetery 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.

<b>Golf Fund</b>					
<b>Net Position Summary</b>					
<b>FY 2018 - FY 2022</b>					
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Operating Revenues	\$ 1,389,192	\$ 1,408,539	\$ 1,231,402	\$ 1,460,550	\$ 1,602,600
Operating Expenses	1,524,749	1,503,004	1,499,667	1,507,283	1,692,165
<b>Operating Income (Loss)</b>	<b>\$ (135,557)</b>	<b>\$ (94,465)</b>	<b>\$ (268,265)</b>	<b>\$ (46,733)</b>	<b>\$ (89,565)</b>
<b>Non-Operating</b>					
<b>Revenue (Expense)</b>	<b>\$ 11,872</b>	<b>\$ 64,430</b>	<b>\$ 11,594</b>	<b>\$ 46,733</b>	<b>\$ 89,565</b>
<b>Change in Net Position</b>	<b>\$ (123,685)</b>	<b>\$ (30,035)</b>	<b>\$ (256,671)</b>	<b>\$ -</b>	<b>\$ -</b>
Net Position, July 1	2,957,338	2,833,653	2,803,618	2,546,947	2,546,947
<b>Net Position, June 30</b>	<b>\$ 2,833,653</b>	<b>\$ 2,803,618</b>	<b>\$ 2,546,947</b>	<b>\$ 2,546,947</b>	<b>\$ 2,546,947</b>

Golf course revenues are highly dependent on weather conditions and, as such, can vary significantly from year to year. Actual operating expenses include annual depreciation expense (a non-cash item) of approximately \$230,000; budget figures do not include depreciation. The COVID-19 pandemic forced closure of the golf course from mid-March through late June 2020. No expenses were frozen in the FY 2021 budget to allow the Director of Golf the maximum amount of flexibility to adapt the business model to the post-COVID reality.

<b>Downtown Parking Fund</b>					
<b>Net Position Summary</b>					
<b>FY 2018 - FY 2022</b>					
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Operating Revenues	\$ 97,846	\$ 118,554	\$ 12,714	\$ 31,600	\$ 13,000
Operating Expenses	133,985	112,435	24,383	1,315,000	3,894,625
<b>Operating Income (Loss)</b>	<b>\$ (36,139)</b>	<b>\$ 6,119</b>	<b>\$ (11,669)</b>	<b>\$ (1,283,400)</b>	<b>\$ (3,881,625)</b>
<b>Non-Operating</b>					
<b>Revenue (Expense)</b>	<b>\$ 206,738</b>	<b>\$ 231,182</b>	<b>\$ (13,519)</b>	<b>\$ 1,283,400</b>	<b>\$ 3,881,625</b>
<b>Change in Net Position</b>	<b>\$ 170,599</b>	<b>\$ 237,301</b>	<b>\$ (25,188)</b>	<b>\$ -</b>	<b>\$ -</b>
Net Position, July 1	4,848,666	5,019,265	5,256,566	5,231,378	5,231,378
<b>Net Position, June 30</b>	<b>\$ 5,019,265</b>	<b>\$ 5,256,566</b>	<b>\$ 5,231,378</b>	<b>\$ 5,231,378</b>	<b>\$ 5,231,378</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.

Revenues of the fund include the participants' share of annual parking lot maintenance costs and transfers from the General Fund. 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. The FY 2022 non-operating (expenses) line includes \$3.6 million as additional consideration for the development and construction of the downtown redevelopment project per the Comstock agreement with an additional \$0.2 million contingency included too. FY 2022 Non-operating revenue includes \$2.3 million anticipated from bond issuance or other undetermined funding sources.

## **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 2022 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 16,625 square feet Arts Center, and a 726-space parking garage. In November 2020, the Herndon Town Council unanimously approved a resolution that amended the comprehensive agreement with Comstock, to advance the project. It established a date by which Comstock must have the project under construction, to December 31, 2021. Comstock does retain rights for up to 24 months to pause construction commencement, due to market conditions or other matters, including delays as a result of the COVID-19 pandemic. In December 2020, the town closed on the transfer of land that is the subject of the public-private partnership with Comstock.

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 16,000 jobs. In 2020, 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 2019 median household income in Fairfax County, the county in which Herndon is located, is estimated at \$128,394, the third 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 \$5.08 billion for FY 2022.

Prior to the COVID-19 pandemic, Fairfax County also enjoyed unemployment rates that are among the lowest in the nation, with a 2.4 percent unemployment rate in 2019; as compared to the national and state equivalents at 3.7 percent and 2.9 percent, respectively.

The long-term economic fallout of the COVID-19 pandemic is still unknown. For this reason, the Town Council is adopting a conservative FY 2022 total budget of \$55,735,783. If revenues are worse than projected, further reductions in personnel costs may be required.

### **General Fund Projection**

The FY 2021 and FY 2022 budget process were both characterized by a concerted effort to focus on macro-level issues that impact financial planning for the town. Prior to the onset of the COVID-19 pandemic in early March 2020, 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, the unprecedented uncertainty wrought by the COVID-19 pandemic has made reliable revenue forecasting nearly impossible. There is not enough data, and the long-term economic fallout of the pandemic is still unknown. Therefore, a multi-year forecast has not been included in this document.

The table below provides a summary of historical and projected General Fund revenues and expenditures.

The FY 2021 projected, and the FY 2022 adopted figures reflect management’s assumptions, at the time the budget was developed, of the potential impacts of the COVID-19 pandemic.

<b>Revenues</b>	<b>2018 Audited</b>	<b>2019 Audited</b>	<b>2020 Audited</b>	<b>2021 Adopted</b>	<b>2021 Projected</b>	<b>2022 Adopted</b>
General Property Taxes	\$ 11,367,364	\$ 11,691,186	\$ 12,241,266	\$ 12,728,000	\$ 12,662,140	\$ 12,970,000
Other Local Taxes	14,463,451	13,750,342	14,212,059	10,278,713	10,820,650	11,752,317
Permits & Fees	603,773	1,057,412	585,191	571,600	346,265	351,250
Charges for Services	3,619,123	3,662,068	2,248,267	2,235,796	1,269,807	3,041,694
Fines & Forfeitures	452,965	485,007	353,592	387,500	251,649	354,000
Intergovernmental Revenues	4,581,413	4,427,999	6,420,889	4,478,121	7,114,279	4,322,826
Use of Money & Property	638,323	1,060,019	880,704	639,900	568,785	544,500
Miscellaneous	27,876	31,720	50,791	4,000	7,388	8,000
Other Financing Sources	969,000	325,179	227,985	-	229,865	60,000
Use of Capital Reserve	-	-	-	-	-	-
Use of Revenue Stabilization	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 36,723,288</b>	<b>\$ 36,490,933</b>	<b>\$ 37,220,745</b>	<b>\$ 31,323,630</b>	<b>\$ 33,270,829</b>	<b>\$ 33,404,587</b>
<b>Expenditures</b>	<b>2018 Audited</b>	<b>2019 Audited</b>	<b>2020 Audited</b>	<b>2021 Adopted</b>	<b>2021 Projected</b>	<b>2022 Adopted</b>
Personnel	\$ 23,664,298	\$ 24,503,124	\$ 24,642,703	\$ 25,084,343	\$ 24,291,017	\$ 24,639,800
Operations & Maintenance	7,304,530	7,085,509	6,637,001	5,854,589	6,784,289	8,240,294
Capital	1,757,951	910,220	843,239	315,800	380,059	550,975
Non-Departmental	259,575	248,547	457,223	299,452	303,789	575,000
Interfund Transfers	914,000	640,000	-	-	200,000	-
Debt Service	1,540,728	1,801,551	1,747,448	1,750,121	1,287,856	1,298,518
<b>Total Expenditures</b>	<b>\$ 35,441,082</b>	<b>\$ 35,188,951</b>	<b>\$ 34,327,614</b>	<b>\$ 33,304,305</b>	<b>\$ 33,247,011</b>	<b>\$ 35,304,587</b>
<b>Incr/(Decr) Unassigned Fund Balance</b>	<b>\$ 1,282,206</b>	<b>\$ 1,301,982</b>	<b>\$ 2,893,131</b>	<b>\$ (1,980,675)</b>	<b>\$ 23,818</b>	<b>\$ (1,900,000)</b>

The town formulates its annual budget utilizing conservative budgeting principles. This approach results in revenue projections that attempt to limit the town’s exposure to revenue shortfalls and expenditures projections that assume full employment. In keeping with the town’s financial policies, a portion of any resulting surplus is allocated to three assigned fund balance categories for revenue stabilization, contingency, and capital reserves, with the remainder flowing into unassigned fund balance. Both capital reserves and unassigned fund balance may be used for budgeting debt service, life-cycle capital, or other one-time expenditures in subsequent years. An important goal of the town’s financial policies is to maintain the town’s strong fiscal position. Strong, consistent fiscal health is a critical component for achieving the highest bond rating possible for debt that may be issued in support of major transportation projects, redevelopment near the Metro station, and the downtown redevelopment project.

Included in the Other Local Taxes category is revenue from Business, Professional, and Occupational Licenses (BPOL). This item is already budgeted conservatively because the loss of revenues from one of the larger businesses could negatively impact the Town’s ability to fund ongoing operations. The net result of this conservative approach is budgeting use of unassigned fund balance or a portion of the assigned fund balance reserved for capital to fund one-time expenditures and life cycle capital, respectively. The benefit of this approach is the reduction of risk should a large BPOL contributor leave the town or experience significant reductions in taxable gross receipts as a result of the COVID-19 pandemic.

Because of the town’s reserve policies and strong fiscal position, the town has not been forced to seek short-term financing as a result of the sudden and significant decrease in revenues due to the COVID-19

pandemic. While the situation is fluid and the town may need to seek such financing in the future, management implemented conservative revenue estimates and a strict spending plan to be able to respond to the economic realities of the pandemic as they continue to unfold. An alternative approach would have required drastic cuts to personnel costs and town services before actual revenue levels warranted these reductions. Management will provide regular updates to the Town Council, residents, and businesses throughout FY 2022 and beyond.





# General Fund

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

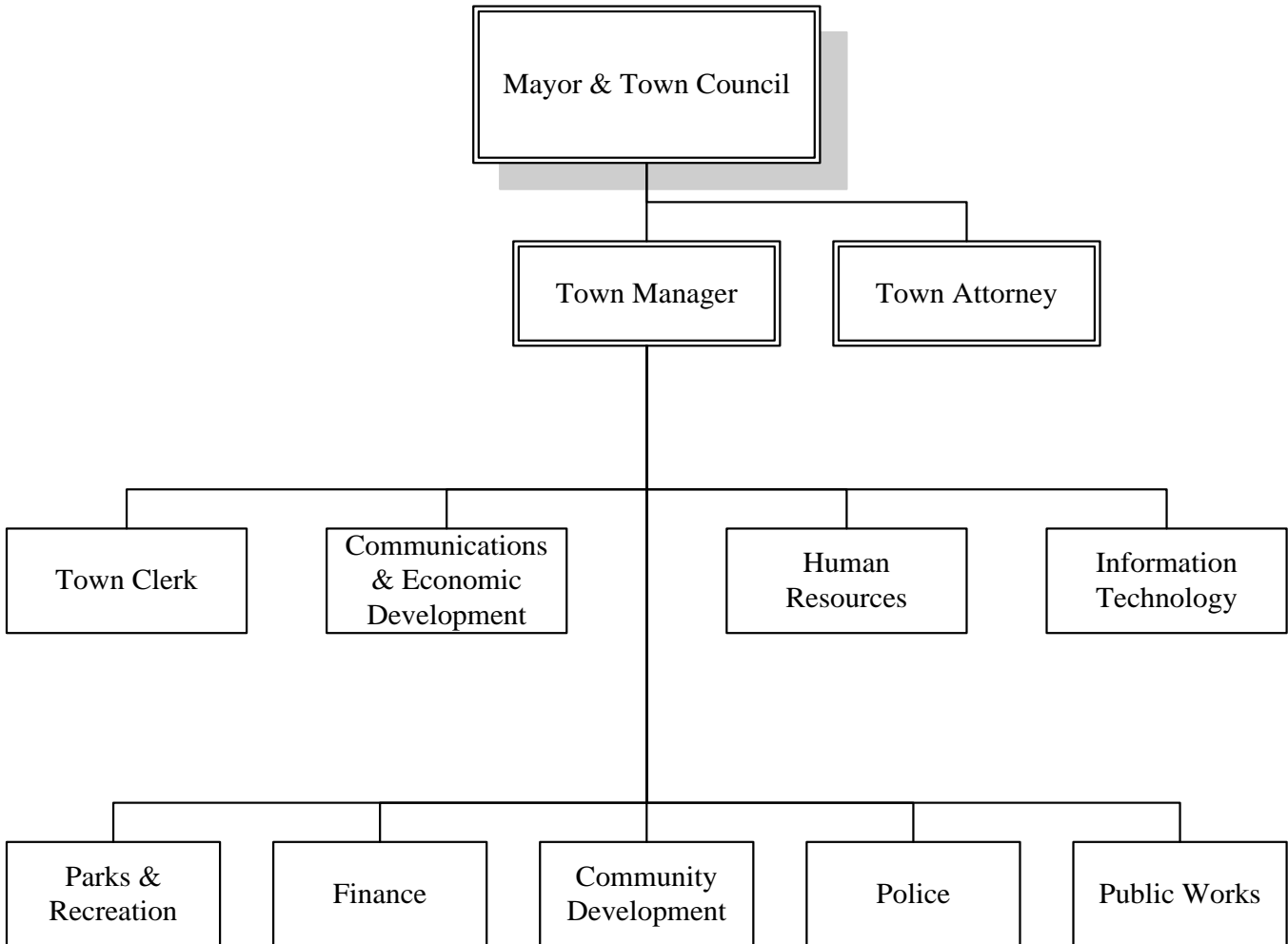
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## General Fund

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## FY2022 General Fund Summary Overview

Revenue Category	2021 Adopted	2022 Adopted	\$ Change	% Change	2021 Projected	\$ Change (Projected vs. Adopted)	% Change (Projected vs. Adopted)
General Property Tax	\$ 12,748,000	\$ 12,970,000	\$ 222,000	1.7%	\$ 12,662,140	\$ (307,860)	-2.4%
Other Local Taxes	14,130,650	11,752,317	(2,378,333)	-16.8%	10,820,650	(931,667)	-7.9%
Permits, Priv Fees	571,600	351,250	(220,350)	-38.5%	346,265	(4,985)	-1.4%
Fines & Forfeitures	429,000	354,000	(75,000)	-17.5%	251,649	(102,351)	-28.9%
Use of MoneyProperty	859,900	544,500	(315,400)	-36.7%	568,785	24,285	4.5%
Charges for Services	3,750,895	3,041,694	(709,201)	-18.9%	1,269,807	(1,771,887)	-58.3%
MiscellaneousRevenue	4,000	8,000	4,000	100.0%	7,388	(612)	-7.6%
Intergov Revenue	4,478,121	4,322,826	(155,295)	-3.5%	7,114,279	2,791,453	64.6%
Other Finance Source	-	60,000	60,000	0.0%	229,865	169,865	283.1%
Use of Fund Balance	1,833,834	1,900,000	66,166	3.6%	-	(1,900,000)	-100.0%
<b>Total Revenues</b>	<b>\$ 38,806,000</b>	<b>\$ 35,304,587</b>	<b>\$ (3,501,413)</b>	<b>-9.0%</b>	<b>\$ 33,270,829</b>	<b>\$ (2,033,758)</b>	<b>-5.8%</b>

Expenditure Category	2021 Adopted	2022 Adopted	\$ Change	% Change	2021 Projected	\$ Change (Projected vs. Adopted)	% Change (Projected vs. Adopted)
Personnel Services	\$ 25,860,451	\$ 24,639,800	\$ (1,220,651)	-4.7%	\$ 24,291,017	\$ (348,783)	-1.4%
Operations and Maint	8,349,073	8,240,294	(108,779)	-1.3%	6,784,289	(1,456,005)	-17.7%
Capital Outlay	1,293,704	550,975	(742,729)	-57.4%	380,059	(170,916)	-31.0%
Non-Departmental	575,651	575,000	(651)	-0.1%	303,789	(271,211)	-47.2%
Interfund Transfers	977,000	-	(977,000)	-100.0%	200,000	200,000	0.0%
Debt Service	1,750,121	1,298,518	(451,603)	-25.8%	1,287,856	(10,662)	-0.8%
<b>Total Expenditures</b>	<b>\$ 38,806,000</b>	<b>\$ 35,304,587</b>	<b>\$ (3,501,413)</b>	<b>-9.0%</b>	<b>\$ 33,247,011</b>	<b>\$ (2,057,576)</b>	<b>-5.8%</b>

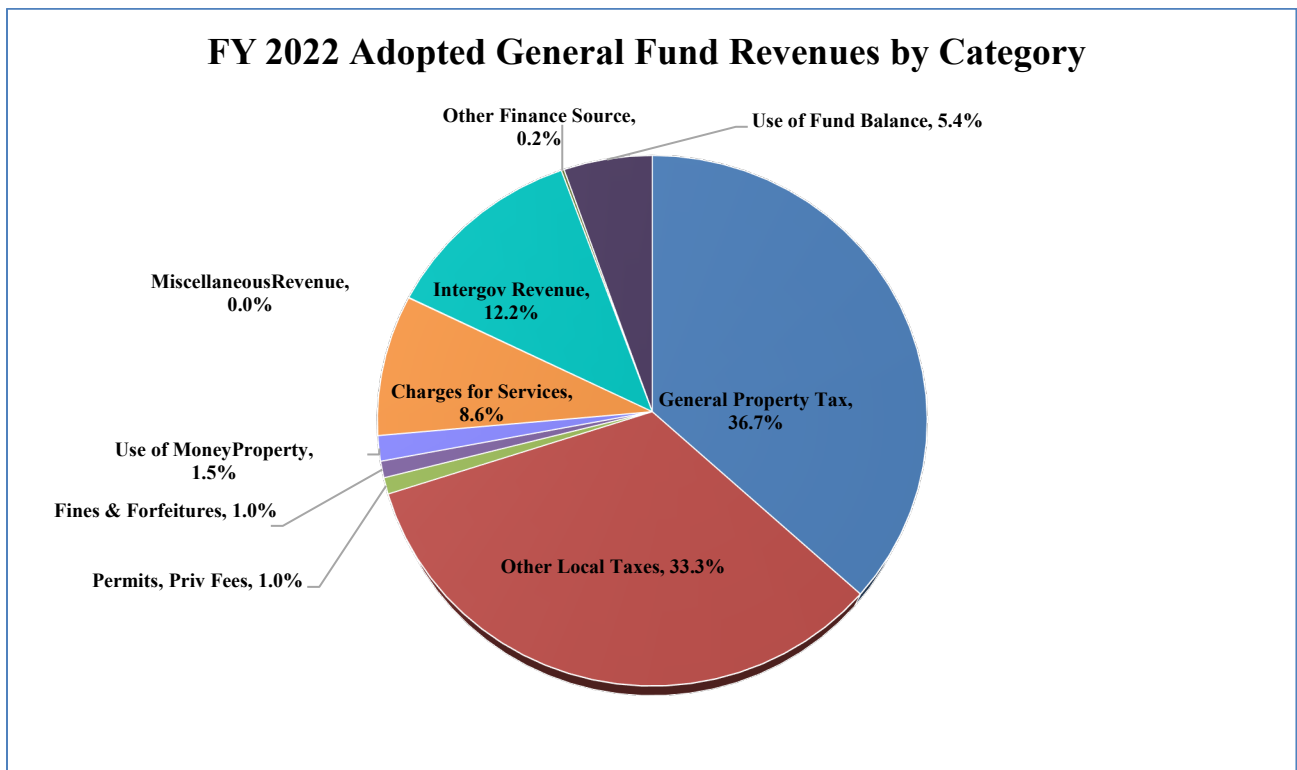
Expenditure Totals by Department	2021 Adopted	2022 Adopted	\$ Change	% Change	2021 Projected	\$ Change (Projected vs. Adopted)	% Change (Projected vs. Adopted)
Town Clerk	\$ 557,324	\$ 533,027	\$ (24,297)	-4.4%	\$ 502,391	\$ (30,636)	-5.7%
Administration	3,230,954	3,074,363	(156,591)	-4.8%	3,038,343	(36,020)	-1.2%
Parks & Recreation	4,650,540	4,382,906	(267,634)	-5.8%	2,867,686	(1,515,220)	-34.6%
Finance	1,526,455	1,465,752	(60,703)	-4.0%	1,439,801	(25,951)	-1.8%
Community Development	2,202,334	1,890,776	(311,558)	-14.1%	2,012,907	122,132	6.5%
Police	10,284,306	9,591,465	(692,841)	-6.7%	10,123,044	531,579	5.5%
Public Works	12,201,522	11,469,119	(732,403)	-6.0%	10,523,942	(945,176)	-8.2%
Town Attorney	846,793	758,661	(88,132)	-10.4%	724,122	(34,539)	-4.6%
Non-departmental	578,651	578,000	(651)	-0.1%	306,789	(271,211)	-46.9%
Interfund Transfers	977,000	-	(977,000)	-100.0%	200,000	200,000	0.0%
Debt Service	1,750,121	1,298,518	(451,603)	-25.8%	1,287,856	(10,662)	-0.8%
Commercial Leases	-	112,000	112,000	0.0%	-	(112,000)	-100.0%
Grants	-	-	-	0.0%	75,773	75,773	0.0%
State Federal Emergencies	-	150,000	150,000	0.0%	144,356	(5,644)	-3.8%
<b>Total Expenditures</b>	<b>\$ 38,806,000</b>	<b>\$ 35,304,587</b>	<b>\$ (3,501,413)</b>	<b>-9.0%</b>	<b>\$ 33,247,011</b>	<b>\$ (2,057,576)</b>	<b>-5.8%</b>

## General Fund Revenues

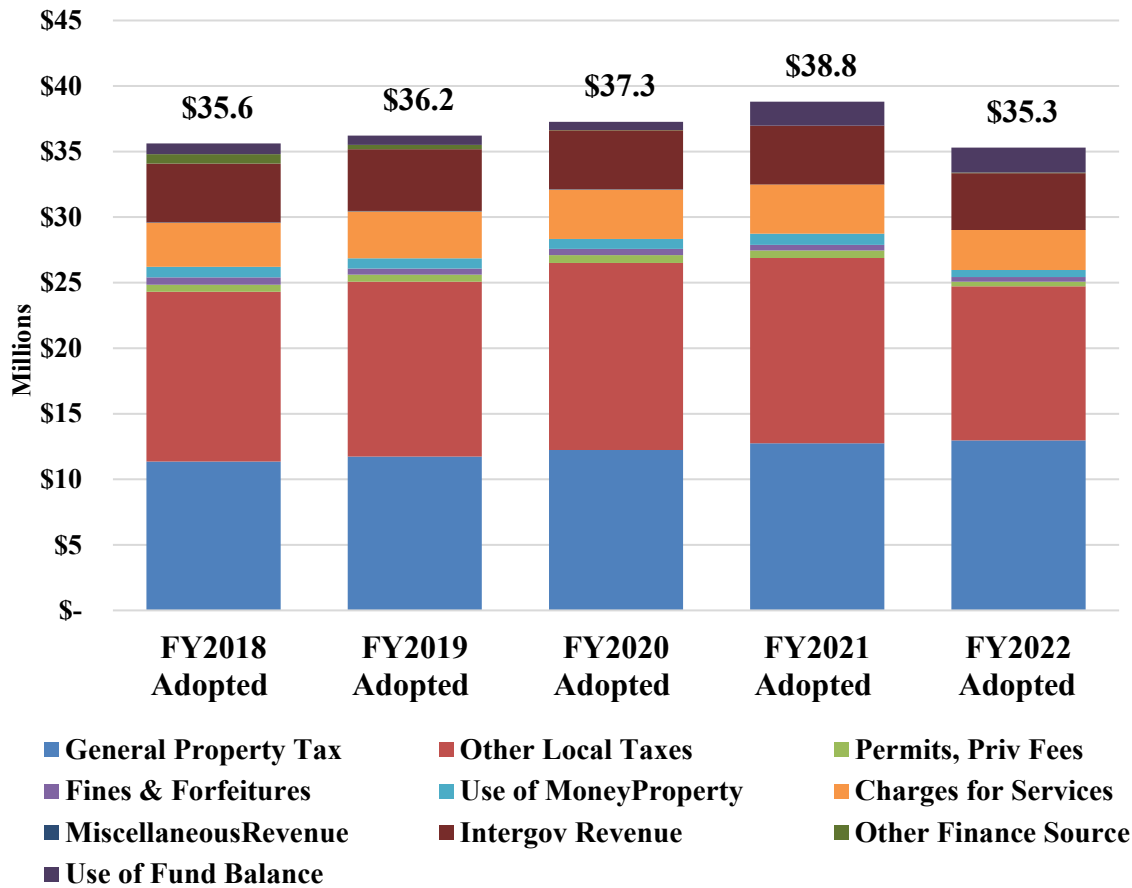
### Overview

The Town of Herndon enjoys relatively diverse revenue streams that fund general government operations. In addition to real property taxes, other major revenue categories include excise taxes and fees such as meals tax, transient occupancy tax, local sales tax, cigarette tax, and business, professional, and occupational license fees (BPOL). Charges for services from the Herndon Community Center, classes, and other Parks & Recreation offerings partially offset the cost of providing these amenities. Recurring state and local revenues also play a major role in funding General Fund operations, including funds from Fairfax County for economic development initiatives, State HB 599 funds for police services, highway maintenance allocations from the Virginia Department of Transportation (VDOT), the town's share of the state communications sales and use tax collections, and various other specialized grants.

FY2022 adopted General Fund resources, which include recurring revenues and other one-time financing sources, total \$35,304,587. This total represents a decrease of \$3,501,413 compared to the Adopted FY2021 budget, or 9.0% less than the prior year's budget. As discussed in the transmittal letter, in order to avoid drastic cuts to services and personnel, the town will be monitoring the expenditures closely.



### FY2018 - FY2022 General Fund - Revenues Budget by Category



## General Property Taxes

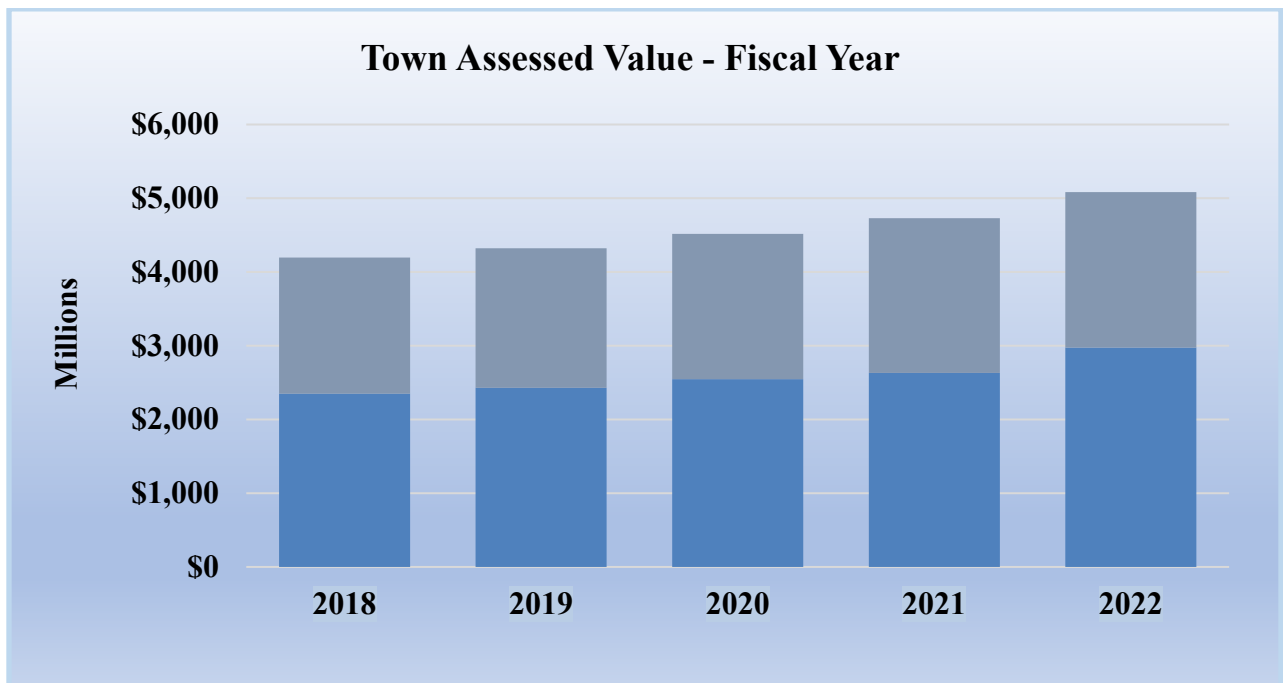
### Assessed Real Property Value

The town's real property tax is imposed on the taxable assessed value of real property, appraised at 100 percent of fair market value. Fairfax County conducts the assessments annually, as of January 1, for the upcoming fiscal year. The town's real estate tax rate remains at \$0.265 per \$100 of assessed value. Real property assessments as of January 1, 2021, including new construction and reassessments due to rezoning, totaled \$5.08 billion, or total increase of 7.4 percent over the prior year.

When calculating changes in real property assessed values, the calculations must differentiate between changes in the value of existing property and changes that result from the value of new construction or reassessments due to rezoning. The first component is referred to as *equalization*, while the second is simply referred to as *new construction/rezoning*. Differentiating between these two types of value allows for greater transparency about the actual source of the revenues – assessment changes versus rate changes. Theoretically, the town's revenue (levy) could increase without a corresponding change in the real property tax rate due solely to new construction or rezoning, and not necessarily an increase in the value of existing property. In fact, for FY2022, the total "equalization" decrease was 4.06 percent. However, the total increase in assessed values for existing residential properties was approximately 4.2 percent. Individual property taxes may, however, increase or decrease at a percentage greater than or less than the above percentage.

The commercial/residential split is 41.5 percent/58.5 percent. The value of one penny on the real estate tax rate is approximately \$475,000.

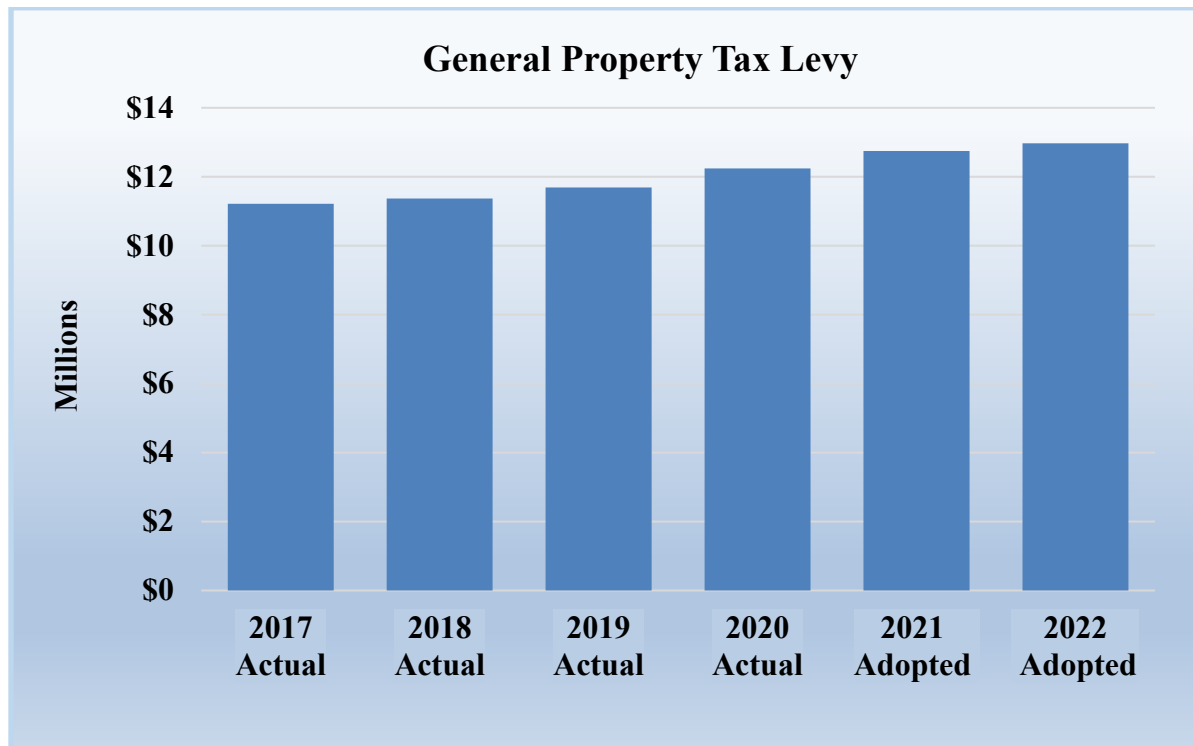
In FY2022 a rate increase of 1.5% for water, sewer fees and peak water usage charges are being recommended. All other taxes and fees Town-wide remain unchanged from FY2021. Water changed from \$3.16 to \$3.21 per 1,000 gallons of water consumed and sewer changed from \$6.19 to \$6.28 per 1,000 gallons. All water consumed during the peak use periods in excess of the average consumption of the preceding two winter quarter billing periods will be charged an additional amount of \$5.46 per 1,000 gallons. This peak use period charge will be applied in addition to the base water usage charge.



## Real Property Tax Levy

For FY2022, real property tax revenue is budgeted at \$12,970,000, or 36.7%, of total adopted 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 \$110,000 in tax relief offsets for qualifying elderly and disabled property owners. However, adjustments to projections for other categories of General Fund revenues in response to the COVID-19 pandemic have caused real property taxes to account for 38.2 percent of revenues. The town's collection rate is typically above 98 percent of taxes levied every year; however, actual collections may be much lower in FY2022.

The first half of real estate taxes is typically due by July 28<sup>th</sup> of every year. The second half remains due by December 5<sup>th</sup>. Semi-annual real estate taxes that have not been paid by due dates are considered delinquent. Penalties for delinquent taxes are either a \$10.00 minimum or 10 percent of the taxes due, whichever is greater, but not to exceed the amount of the tax.

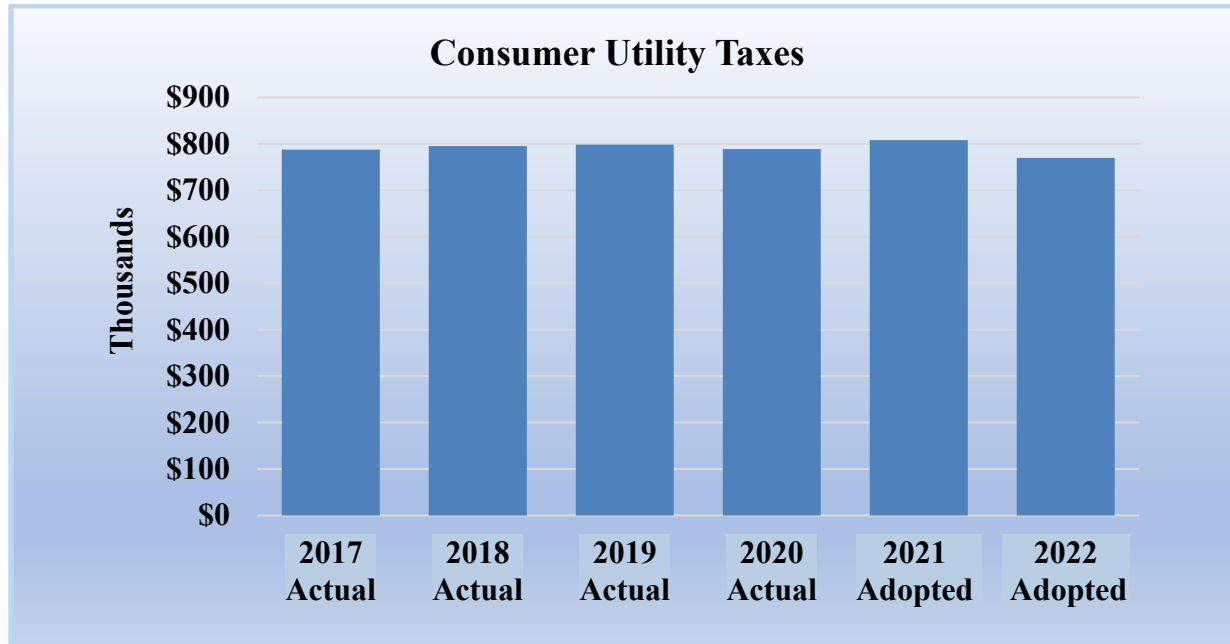


## Other Local Taxes

In addition to real estate taxes, the town assesses other local taxes that are primarily consumer driven. These taxes are consumer utility taxes, rights of way use fees, cigarette taxes, transient occupancy taxes, meals taxes, motor vehicle licenses, and the town's share of the local sales tax. Other taxes and fees included in the "Other Local Taxes" category include bank stock taxes, cable TV franchise fees, and BPOL. "Other Local Taxes" is typically the largest category of revenue for the General Fund. In FY22 budget it is a second largest revenue item and was budgeted at \$11.8 million which represents 33.3 percent of General Fund revenues. The COVID-19 pandemic had an immediate and drastic effect on this category of revenues, particularly meals taxes and transient occupancy taxes. FY2022 adopted revenue for the meals taxes is \$2.8 million, or 23.8 percent of total the "Other Local Taxes" category and for the transient occupancy taxes is \$0.75 million, or 6.4 percent of the total "Other Local Taxes". Actual revenues in the time of pandemic are challenging to forecast and could vary significantly.

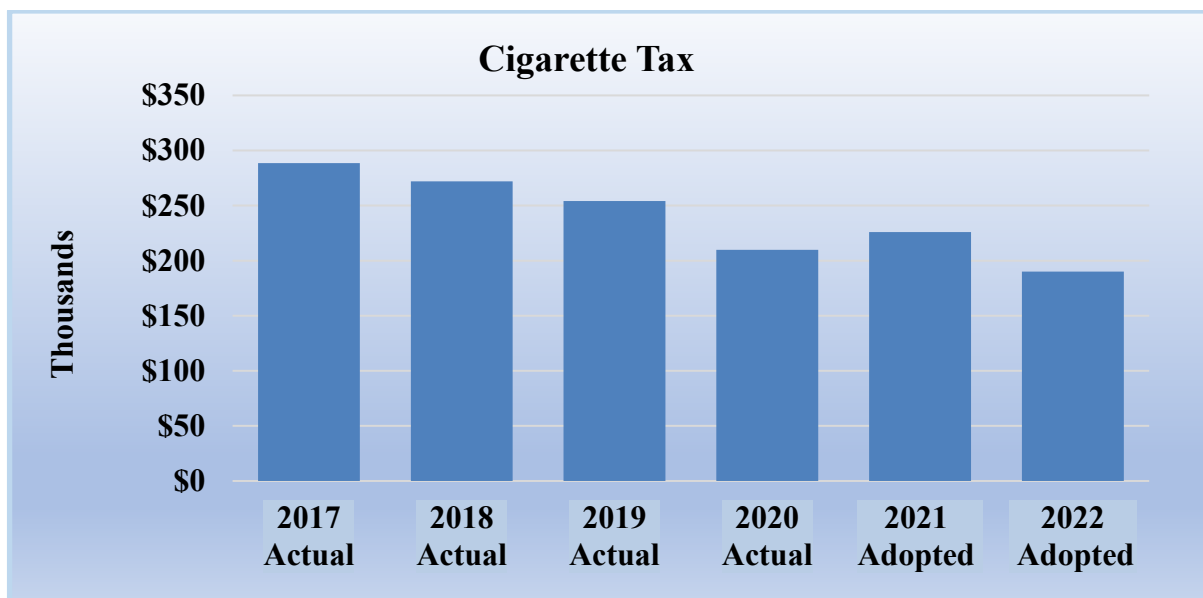
### Consumer Utility Tax

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 FY2022 budget for consumer utility taxes is \$770,000 (6.6% of “Others”). Receipts have been flat in recent years.



### Cigarette Tax

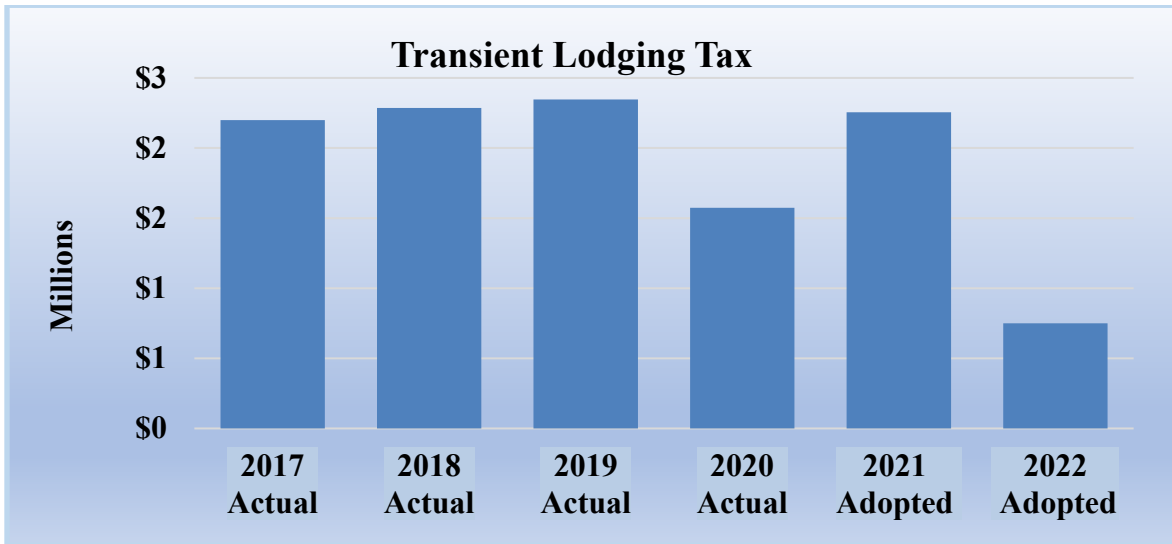
Cigarettes are taxed at \$0.75 per pack of 20 cigarettes and must be paid by the seller for all cigarette inventories. Payment of the tax is documented by the display of a stamp or meter imprint. Revenues for this tax for FY2022 are budgeted at \$190,000 and have decreased dramatically in past few years. Since the Covid-19 pandemic, the actual collected taxes in FY2020 had dropped 17% compared to FY2019. FY2022 Cigarette Tax revenue was budgeted 9% less than FY2020 actual revenue amounts.





**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. Currently there are nine hotels in town, with a combined total of 1,200 available rooms. While the FY2022 budget for transient lodging taxes is only \$750,000 or a drop of 52% compared to the FY2020 Actual. The adopted revenue was reduced due to unforeseeable impact the pandemic might take on the hospitality industry.

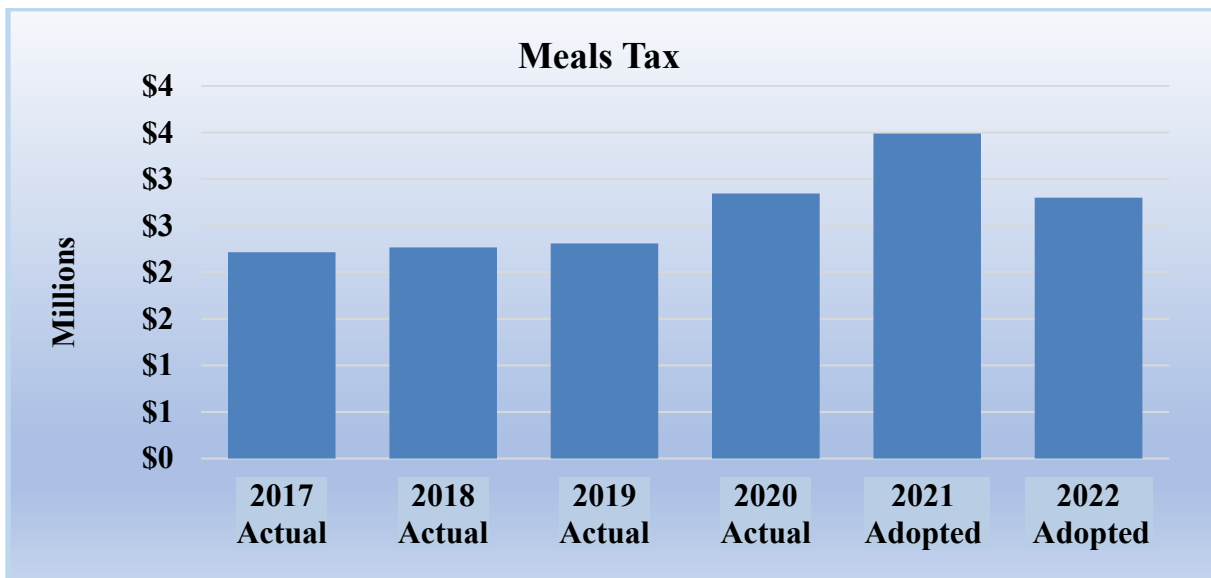


**Meals Tax**

The meals tax is an excise tax assessed as a percentage of the price of a meal or prepared food, with some exceptions. The consumer pays the tax which is collected and then remitted monthly to the town by the seller. Sellers who file and pay on time may keep 6 percent of the collections to offset the cost of collecting and reporting the taxes. The FY2022 meals tax rate remains at 3.75%.

The FY2022 budgeted amount for meals taxes \$2,800,000. The FY2020 projection was kept steady based on the FY2020 actual amount of \$2,845,607.

The chart below depicts the trend in the town’s meals tax collections over a five-year period beginning in FY2017 and concluding with the FY2022 adopted.



### **Bank Stock Franchise Tax**

This tax is an \$0.80 charge for every \$100 of the net capital as of January 1<sup>st</sup> held by banks located within the town's corporate limits. Bank Stock returns are filed by March 15<sup>th</sup> and are due by May 31<sup>st</sup> each year. This tax has decreased in recent years, most notably due to qualifying reductions taken by some of the larger banks.

### **Cable TV Franchise Fees**

This used to be an 8 percent fee imposed on the previous quarter's gross revenues (subscriber receipts and other cable revenues) of cable television providers, earned within the town's corporate limits. The total fee was composed of a 5% franchise fee and a 3% PEG (Public, Educational and Government) access fee designated for capital acquisition and infrastructure improvements. Effective January 1, 2007, the 5% franchise fee was replaced by the state's 5% communications sales and use tax, which the town receives monthly from the state. The 3% PEG fee continues to be assessed and collected by the town in February of every year. The majority of this fee is donated to the Herndon Community Television Corporation (HCTV) since they in turn broadcast official town meetings on local channels.

### **Business Professional and Occupational License (BPOL)**

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

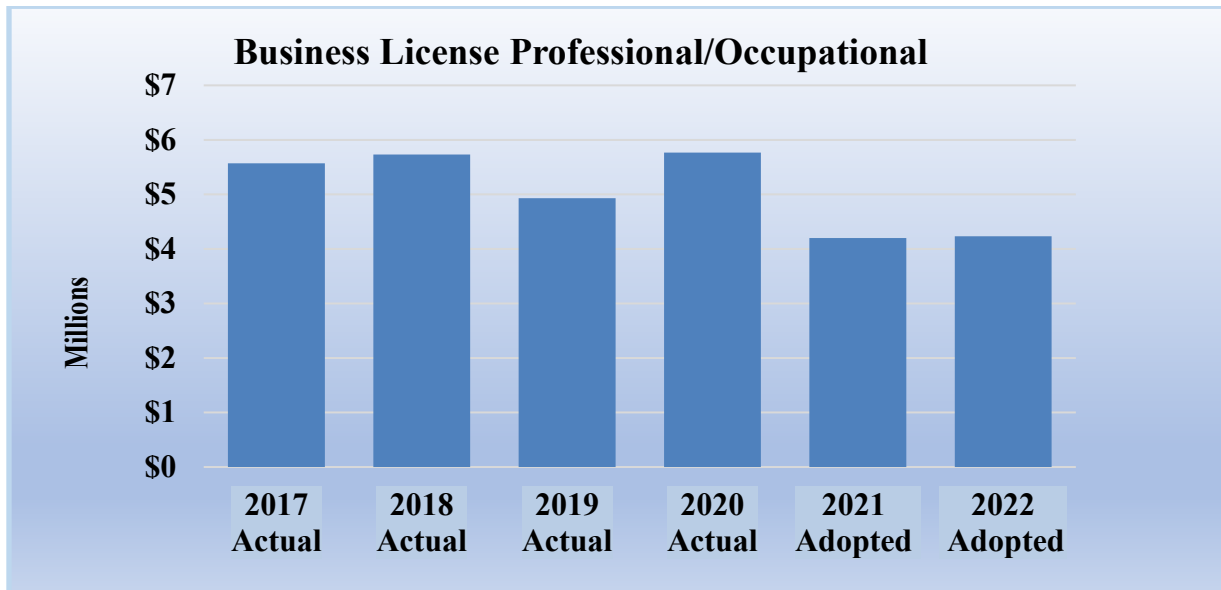
1. Businesses with annual gross receipts of \$0.00 up to and including \$50,000 per year pay a flat license tax of \$30.
2. Businesses with annual gross receipts in excess of \$50,000 up to and including \$100,000 per year pay a license tax that is either the lesser of \$50 per year or the license tax 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 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
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

The FY2022 budget for BPOL is \$ 4,232,317. Town businesses report and pay their BPOL taxes concurrently on March 1 each year, based on gross receipts earned during the previous calendar year. Actual BPOL revenues typically exceed budget because the town budgets this volatile revenue source very conservatively. BPOL in excess of budget is often treated as a one-time revenue source and used for capital expenditures. BPOL revenues for FY2020, which were due and paid before the onset of COVID-19, exceeded budget by approximately \$1.5 million (or 37%).

The following chart depicts the trend in BPOL tax collections during the period beginning with FY2017 and concluding with the adopted revenue for FY 2022. No reduction was made in the projected receipts based upon COVID-19 assumptions because the estimate is already very conservative.

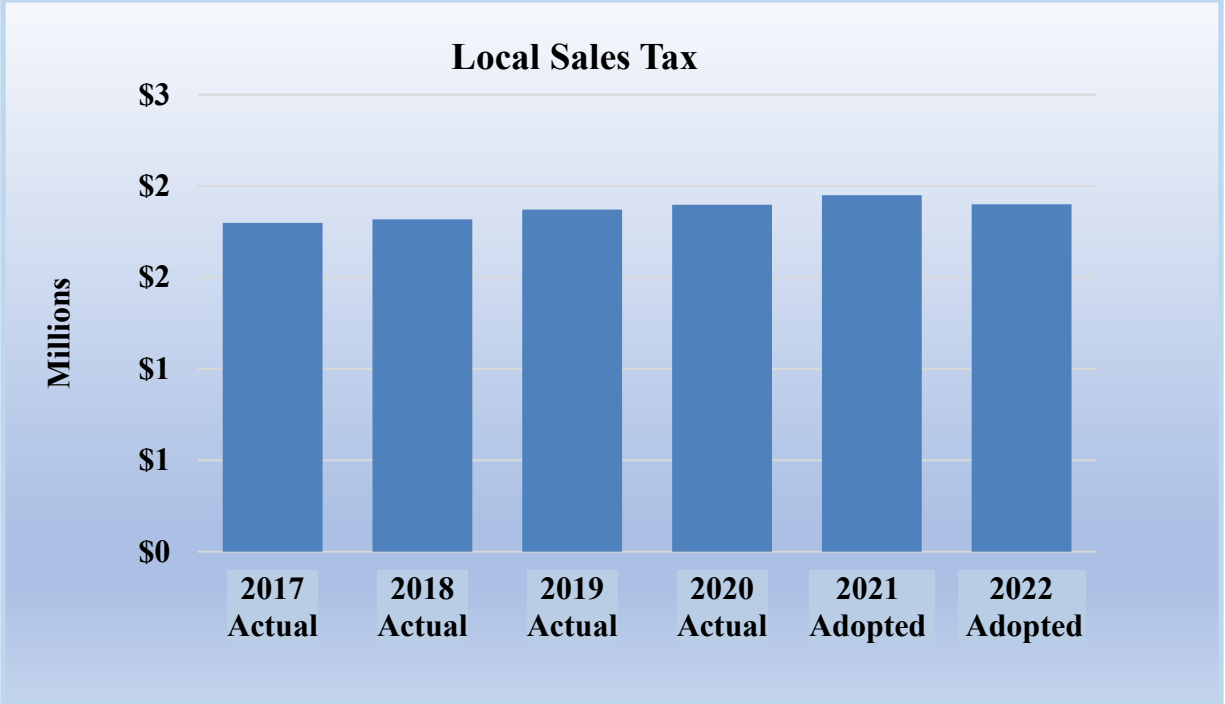


**Motor Vehicle Licenses**

This is 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. The FY2022 budget for Motor Vehicle Licenses is \$ 415,000.

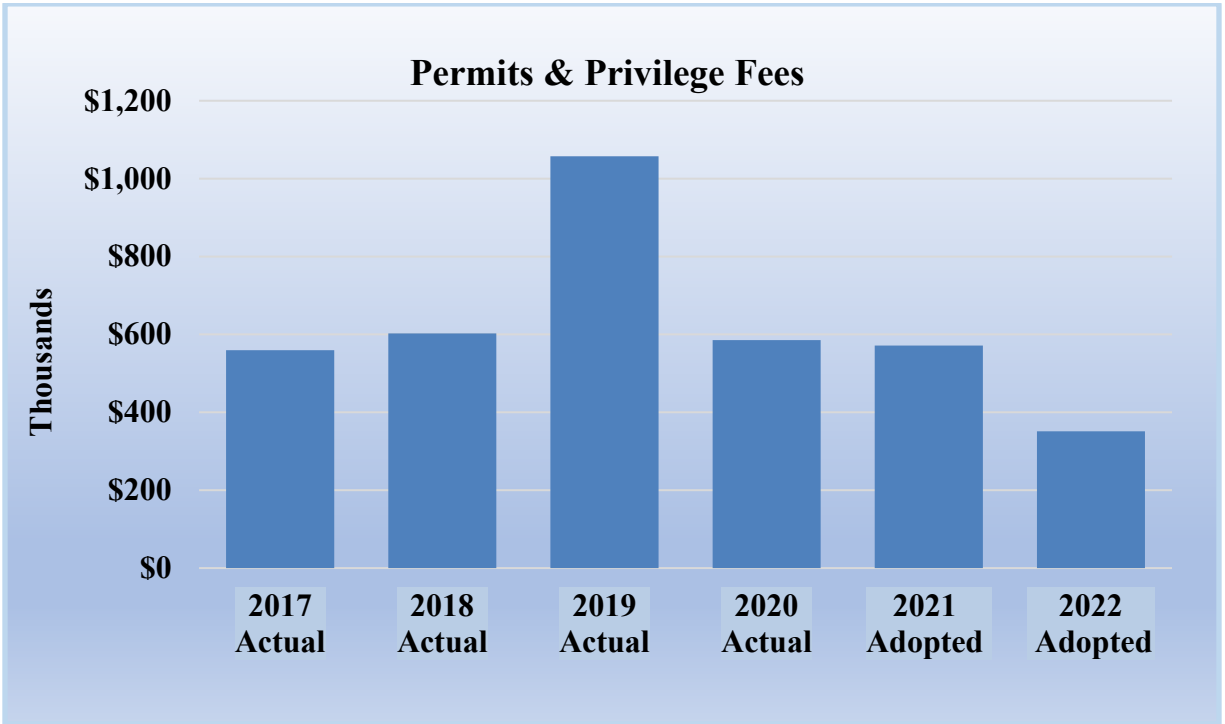
**Local Sales and Use Tax**

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 the population of school-aged children, to incorporated towns and unincorporated areas in Fairfax County. The FY2022 adopted budget is \$1,900,000; very close to FY2020 actual revenue of \$1,897,945.



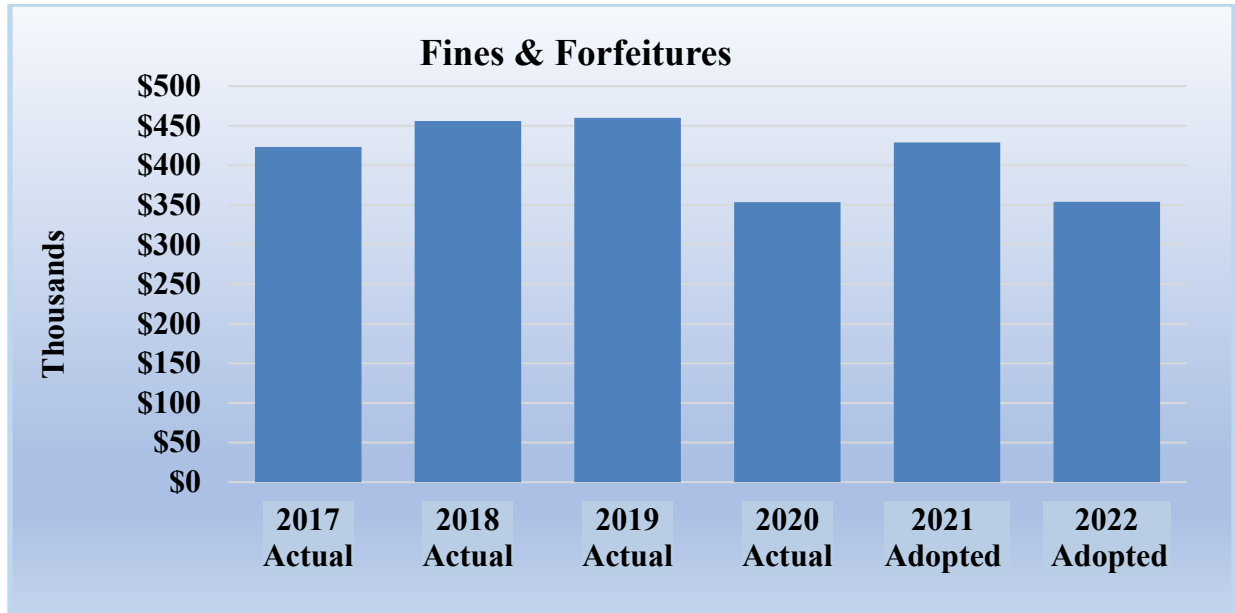
### Permits and Fees

FY2022 revenue generated from permits and fees, including planning fees, Virginia storm water management permit fees, building permits, building inspection fees, and rights-of-way permit fees, is budgeted at \$351,250. This revenue source represents about 1% of budgeted FY2022 total General Fund resources.



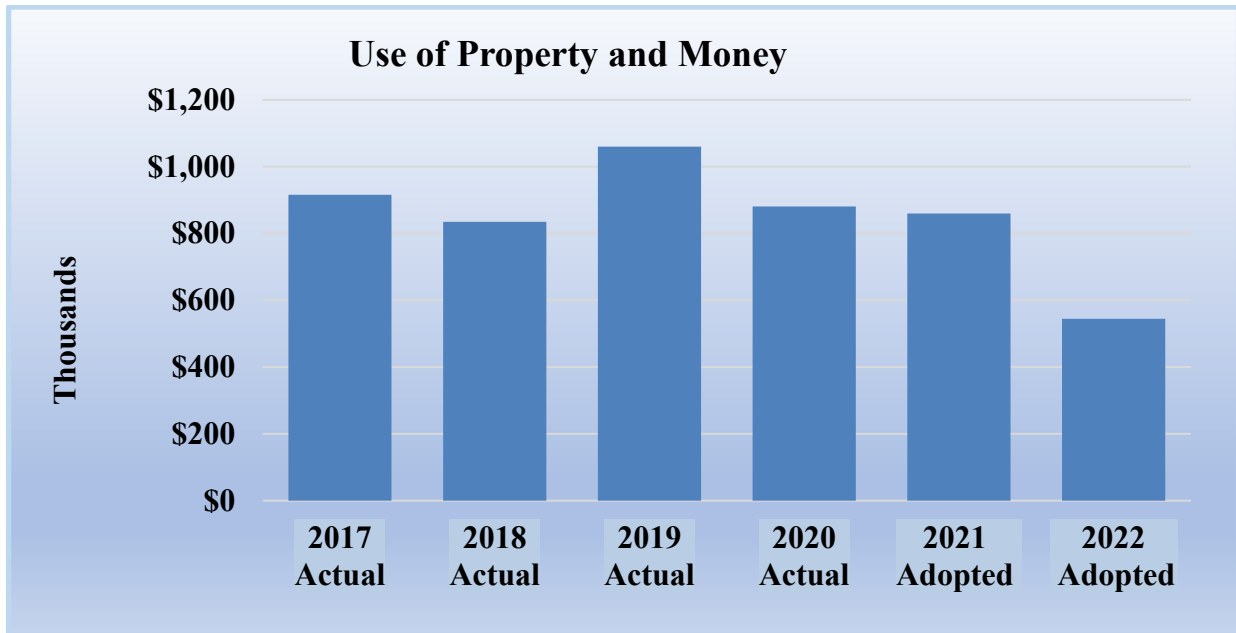
### Fines and Forfeitures

Revenue from fines and forfeitures accounts for \$354,000 or 1% of total budgeted FY2022 General Fund resources. A majority of the revenues in this category are generated from court fines collected on behalf of the town by the Fairfax County court system. Other fines included here are parking and zoning fines.



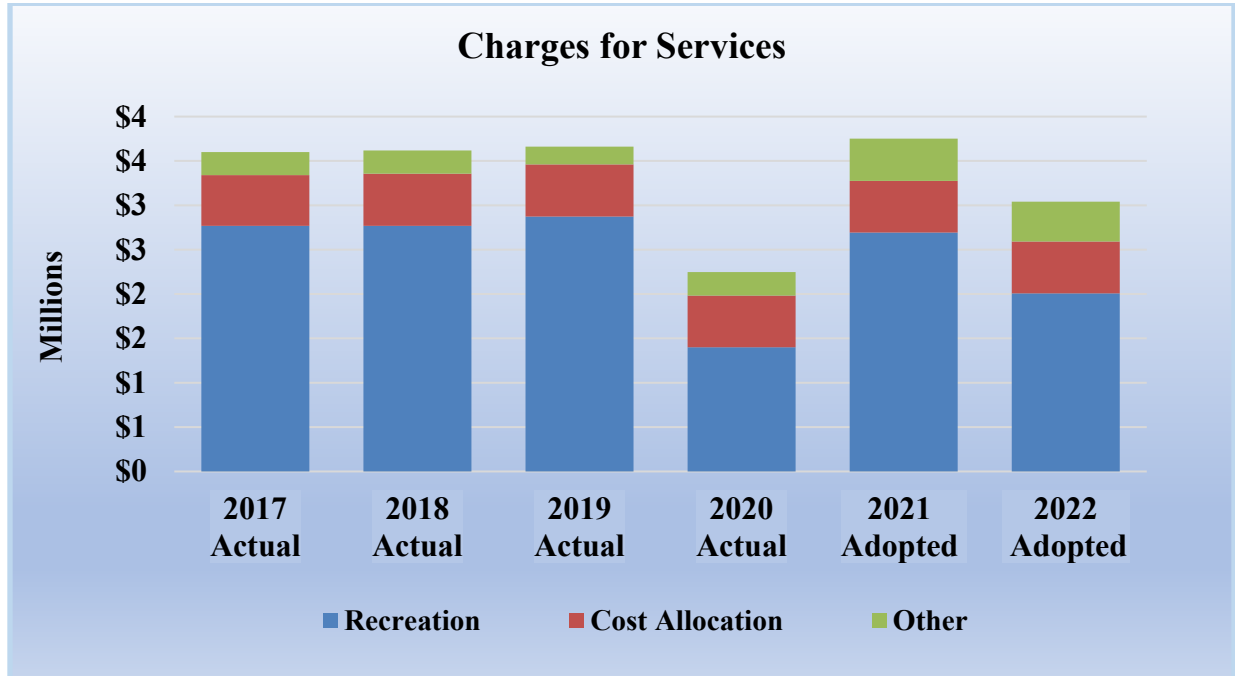
### Use of Money and Property

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 FY2022 was adopted at \$544,500. This category represents 1.5% of budgeted FY2022 total General Fund resources. Due to historically low interest rates on investments and due to reduced rents on the leased side of 397 Herndon Parkway the revenue in money and property revenue category was budgeted less than in typical year.



### Charges for Services

Charges for services is comprised mainly of parks and recreation fees that partially offset the cost of offering these programs and amenities. This category also includes franchise leases, recycling collection fees, quasi-external revenues paid by the enterprise funds for General Fund services such as Human Resources, Information Technology, and Finance. The adopted FY2022 charges for services total is \$ 3,041,694. FY2020 actual number was significantly lower than prior years due to the mandatory shut down of the Herndon Community Center and cancellation of programs and events, to protect public health.

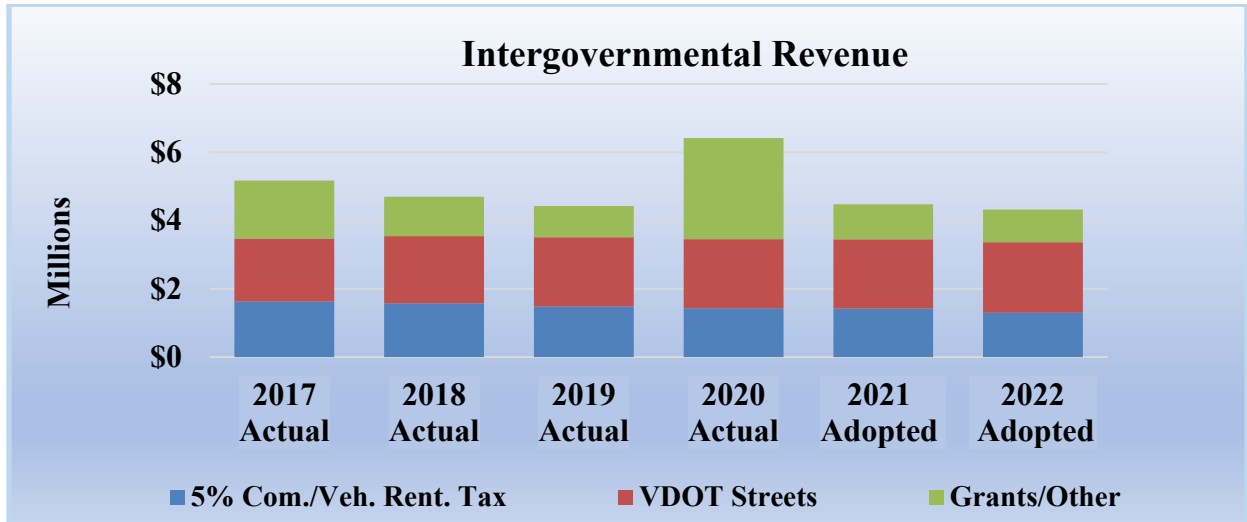


The town provides weekly recycling collection services to all single-family, duplex and townhouse residential dwellings. In FY2021 the fee for this service increased from \$8.00 per calendar quarter (\$32.00 per year) to \$16.00 per calendar quarter (\$64.00 per year). It remains unchanged for FY 2022.

The is included on the quarterly utility bills and generated approximately \$180,000 more in revenue to help offset expenses. While this fee is billed to customers quarterly, it is collected monthly by the town because the town’s customers are billed on different quarterly cycles.

Quasi-external revenues are a reimbursement of the estimated cost of General Fund services supplied to the town’s other operating funds. These services include personnel administration; preparation, records maintenance and disbursement of payroll and accounts payable checks; centralized purchasing support for major services, equipment, and supplies contracts; accounting; information 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. Additionally, the Water & Sewer Fund 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 2022, total inter-fund transfers are budgeted at \$ 584,794, the same as FY2020 actual and FY2021 budget.

### Intergovernmental Revenue



Intergovernmental revenues, which account for 12.2% of total budgeted FY2022 General Fund resources, includes VDOT street maintenance reimbursements, a 4% vehicle rental tax, and grants from local, state and federal sources. Revenues for this category are budgeted at \$ 4,322,826, the third largest General Fund category.

Annually, the town receives funding from VDOT for maintenance of the public roads and streets in the town. The budgeted FY2022 street maintenance allocation is \$ 2,065,594, a 1.8% increase from FY2020 Actual.

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 5% portion of the town’s cable TV franchise fee. 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 collections of these taxes. The town’s share of this tax is 0.41 percent. 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 from federal, state and county sources. FY2022 adopted revenues include \$ 957,163 in state grants, the majority of which is in HB 599 funding for the police department. There are also a variety of smaller grants that can vary annually. FY2020 the town received the one-time Federal Grant-CARES Act grant to offset the impact on the revenue from the pandemic. The town anticipates receiving an additional Federal grant in the upcoming FY2022 and FY2023 years, contingent on the stimulus package being approved by the Senate and the House.

### Other Revenue Sources

Revenues in the “Other” category include sale of land/buildings and surplus or obsolete materials, proceeds from capital lease purchases, insurance recoveries, use of capital maintenance reserves and use of fund balance. Recommended use of FY2021 “Other” resources total \$ 1,908,000. This includes \$8,000 from miscellaneous sources, use of \$1,900,000 of unassigned fund balance and capital reserves to assist in funding one-time expenditures. Continuing impact of COVID-19 demanded the use of capital reserves and unassigned fund balance to avoid having to balance the Adopted FY2022 budget with drastic service and personnel reductions.

**General Fund  
Revenue Projections**

Object	Description	FY2019 Audited	FY2020 Audited	FY2021 Adopted	FY2022 Adopted	Notes Based on FY2022 Projected Figures
311100	Real Property Tax	11,447,469	11,980,654	12,500,000	12,700,000	January 1, 2021 assessment is \$4,794,132,490. The town's current real estate tax rate is \$0.265 per \$100 of assessed value. Revenue includes reductions for abatements and uncollectible accounts.
311300	Public Service Corp Tax	317,411	323,483	328,000	320,000	Estimated assessments, as provided by Virginia State Corporation Commission and taxed at town's adopted real estate tax rate of \$0.2650 per \$100 of assessed value. This is the estimated amount of tax relief for senior citizens, veterans, and other qualifying residents.
311400	Qualified Tax Relief	(108,705)	(116,669)	(120,000)	(110,000)	Reduced as part of COVID-19 assumptions
319100	RE Taxes Pen & Int	35,011	53,798	40,000	60,000	
	<b>General Property Tax Total</b>	<b>11,691,186</b>	<b>12,241,266</b>	<b>12,748,000</b>	<b>12,970,000</b>	
313100	Consumer Utility Tax	798,265	788,674	808,000	770,000	Tax applies to electric and natural gas services only. Approximate 1% annual growth rate based on historical annual growth.
313200	Rights of Way Use Fee	127,181	127,259	125,000	120,000	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 Tax	254,081	209,757	226,000	190,000	FY 2022 revenue is based on cigarette tax rate of 75 cents per pack. Cigarette sales have been declining in recent years.
314200	Transient Occupancy Tax	2,345,943	1,573,340	2,255,000	750,000	FY 2022 projected figure is significantly lower as a result of COVID-19 lock down and travel restrictions.
314400	Meals Tax	2,308,551	2,845,607	3,490,000	2,800,000	The projected figure includes reductions related to COVID-19 and indoor dining restrictions.
318100	Bank Stock Tax	386,039	288,186	368,650	320,000	While total deposits increased in FY2021 for larger banks, the total amount due decreased due to bank balance sheet items that reduce the total taxable base.
318200	Cable TV Franchise Fees	176,423	172,638	169,000	170,000	Amount is town's three percent PEG fee which is received directly from Cox Communications and Verizon. Fees remain flat.
321100	Business Licenses - BPOL	4,930,755	5,767,393	4,200,000	4,232,317	BPOL is a volatile revenue stream and is budgeted conservatively every year. For this reason, the projection was not reduced from the prior year figure.
321300	Utility Consumption Tax	90,190	86,085	89,000	85,000	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	461,004	455,175	450,000	415,000	The amount is based on current fee of \$25 for vehicles weighing 4,000 lbs. or less. FY2022 figure was reduced in anticipation of fewer vehicle purchases due to Covid-19 travel limits and remote working.
335200	Local Sales Tax	1,871,909	1,897,945	1,950,000	1,900,000	FY2022 figures remain optimistic and was mirrored after the FY2020 Actual numbers.
	<b>Other Local Taxes Total</b>	<b>13,750,342</b>	<b>14,212,059</b>	<b>14,130,650</b>	<b>11,752,317</b>	
322150	Residential Parking Permits	685	405	600	250	\$5.00 per Zone B parking permit to offset costs.
322200	Planning Fees	130,448	96,310	130,000	130,000	FY 2022 estimated to be flat.
322250	VA Storm Water Mgmt Permit Fee	6,692	(462)	6,000	6,000	Town's share of VA storm water management fees assessed on new construction.
322300	Bldg Inspect Fees/Permits	898,871	476,556	420,000	200,000	Volatile revenue stream that can vary widely from year to year. FY 2022 estimates a decrease in new commercial and residential construction.
322400	Right of Way Permit Fee	20,716	12,382	15,000	15,000	FY 2022 based on recent trends. Numbers could fluctuate pending an increase in permitting based on adopted projects.
	<b>Permits &amp; Fees Total</b>	<b>1,057,412</b>	<b>585,191</b>	<b>571,600</b>	<b>351,250</b>	
351100	Fines/Local (Parking)	79,264	51,729	73,000	50,000	Parking enforcement fees remained flat compared to FY2020 Actual numbers.
351200	Fines/Fairfax County Court	369,168	272,479	320,000	275,000	Town's share of court costs. Project is based on recent years' actuals.
351300	Fines/Court Maintenance Fees	11,856	8,481	11,000	8,000	These fees are paid by Fairfax County specifically for court-related costs since the County uses the Council Chambers weekly. Revenue projection tracks with average assessments over the period.
351400	Fines/E-Summons Fees	26,969	21,104	25,000	20,000	Fee enacted on 07-01-2016 that supports town's use of E-summons technology for issuing traffic tickets. Based on actuals from recent years.
351500	Fines/Zoning Fines	(2,249)	(200)	-	1,000	Tracks with average assessments over the past four fiscal years.
	<b>Fines &amp; Forfeitures Total</b>	<b>485,007</b>	<b>353,592</b>	<b>429,000</b>	<b>354,000</b>	



**General Fund  
Revenue Projections**

Object	Description	FY2019 Audited	FY2020 Audited	FY2021 Adopted	FY2022 Adopted	Notes Based on FY2022 Projected Figures
361000	Interest on Investments	471,232	391,466	375,000	100,000	Interest projection based on historically low interest rates.
361001	Interest on SNAP Investments	-	-	-	-	
361050	Interest Drug Asset Forfeiture	(4,371)	(2,814)	(4,100)	(2,000)	Reduction in interest income, which is credited to the seized asset deferred revenue accounts.
361080	Escrow Bank Interest	248	235	-	-	N/A
361090	Adjustment for FMV	75,355	3,975	-	-	N/A
363000	Rental Income	517,555	487,841	489,000	446,500	Reduction due to vacancies and lower rent per square foot.
	<b>Use of Money &amp; Property Total</b>	<b>1,060,019</b>	<b>880,704</b>	<b>859,900</b>	<b>544,500</b>	
318300	Franchise Lease	66,330	58,203	66,000	66,000	Previously, these Franchise fees were the 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. This has been changed to "Access Fees" and are based on \$1.09/ft.
344300	Special Refuse Collection	27,943	30,585	40,000	20,000	FY 2022 revenue is for special refuse pick-ups only.
344400	Recycle Collection Fee	98,900	173,092	364,000	364,000	Annual recycling fee was increased from \$32 to \$64 for FY 2021 to partially offset the increased costs associated with recycling and tipping fees. It remains unchanged for FY 2022. FY2020 audited amount reflects old fee level.
347100	Recreation Programs	1,697,562	844,688	1,538,630	1,153,400	COVID-19 has had significant, negative impacts to Parks & Recreation fees and programs. FY2022 figure reflects decrease in program utilization.
347200	Admission Fees	411,968	249,665	415,009	170,700	COVID-19 has had significant, negative impacts to Parks & Recreation fees and programs. FY2022 figure reflects decrease in park attendance.
347300	Park Operation	28,623	17,517	23,000	18,800	COVID-19 has had significant, negative impacts to Parks & Recreation fees and programs. FY2022 figure remains at the FY2020 level.
347400	Herndon Festival	314,673	91	320,000	369,000	COVID-19 has had negative impacts on social events in Herndon. FY2022 figure is budgeted with anticipation of decline in Covid-19 cases and a global vaccine rollout.
347500	Concession	21,621	11,077	17,957	4,000	COVID-19 has had significant, negative impacts to Parks & Recreation fees and programs
347510	P&R Rental Income	134,389	62,859	117,405	49,000	COVID-19 has had significant, negative impacts to Parks & Recreation fees and programs
347550	Tennis/Multi-Use Facility	264,300	213,391	260,000	242,000	FY2022 figure is consistent with FY 2020 actuals; this outdoor socially distanced activity didn't get significantly affected during COVID-19 social distancing and lock down times.
348000	Penalties & Late Payments	535	-	-	-	
369100	Newspaper Sales	6,892	3,205	5,000	-	Assumes lack of market demand.
391020	Quasi Revenue from Water&Sewer	535,497	530,094	530,094	530,094	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	Quasi Revenue From Cemetery	17,136	17,400	17,400	22,400	Reimbursement to general fund for cost of indirect services such as Parks & Recreation administration, personnel, information technology, purchasing, accounting, payroll, and engineering.
391070	Quasi Revenue From Golf Fund	35,700	36,400	36,400	32,300	Reimbursement to general fund for cost of indirect services such as personnel, information technology, purchasing, accounting, payroll, engineering and general administration.
	<b>Charges for Services Total</b>	<b>3,662,068</b>	<b>2,248,267</b>	<b>3,750,895</b>	<b>3,041,694</b>	
318403	VRSA Safety Grant	-	4,000	4,000	4,000	The town typically receives a safety grant from its insurer every year for training or other related items.
369990	Not Otherwise Classified	31,720	46,791	-	4,000	Miscellaneous
	<b>Miscellaneous Revenue Total</b>	<b>31,720</b>	<b>50,791</b>	<b>4,000</b>	<b>8,000</b>	

**General Fund  
Revenue Projections**

Object	Description	FY2019 Audited	FY2020 Audited	FY2021 Adopted	FY2022 Adopted	Notes Based on FY2022 Projected Figures
318401	Fairfax County Grants	40,000	40,000	140,000	40,000	\$40k annual economic development grant.
322110	State-Vehicle Rental Tax	20,974	32,595	20,000	30,000	Town's portion of taxes on vehicle rentals originated in the town.
322130	State-5% Communications Tax	1,461,565	1,428,239	1,400,000	1,300,000	Town's portion of state sales taxes levied on telecommunications.
324101	State-ICAC Grant	40,000	42,773	30,000	30,000	State grant that funds training and equipment for the detective assigned to investigating internet crimes against children.
324103	State-Police 599 Funds	587,324	610,232	628,000	610,232	State funding for the police department.
		-	2,190	-	-	
324201	State-Fire Programs Funds	80,621	84,833	80,621	90,000	Pass-through grant from the state through the town to Fairfax County. The town must receive this grant directly from the state because the fire station is located within the town's limits. The town immediately disburses these funds to Fairfax County when received.
324301	State-VDOT Street Const/Maint	2,028,856	2,028,866	2,030,000	2,065,594	Annual payment from VDOT for street and highway maintenance based on the town's actuals from the last completed fiscal year, which are submitted to the state via a survey managed by the Weldon Cooper Center.
324302	State-Litter Control Grant	6,130	4,824	6,000	5,000	Annual litter control grant from the state.
324304	State-Dept of Emergency Mgmt	-	2,000	-	-	One time grant, not applicable in FY2022
324306	State-CTB Paving Grant	-	219,446	-	-	One time grant, not applicable in FY2022
324703	State-Commission for Arts Grant	4,500	4,500	-	4,500	Arts grant passed through the town to various non-profit arts organizations within the town's limits.
333101	Fed Grant-Bullet Proof Vests	1,087	4,474	1,000	5,000	Federal grant to fund the purchase of bullet-proof vests for police.
333102	Federal Grant-Byrne Jag	8,598	-	-	-	One time grant, not applicable in FY2022
333103	Federal Grant-DMV Speed	15,278	15,079	15,000	15,000	Federal grant passed through the Department of Motor Vehicles, which funds overtime for selective enforcement.
333104	Federal Grant-DMV Alcohol	28,887	30,540	15,000	15,000	Federal grant passed through the Department of Motor Vehicles, which funds overtime for selective enforcement.
333105	Federal Grant-HIDTA	-	2,684	2,500	2,500	"High Intensity Drug Trafficking Areas" DEA grant that covers some overtime for detective working drug cases.
333109	Fed thru Vienna-Gang Task Frc	22,086	4,512	20,000	20,000	Town's share of the regional gang task force grant. The source of this grant is not always federal funding; it is typically state funded.
333111	Federal Grant-CARES Act	-	1,794,549	-	-	One time Covid-19 related grant, not applicable in FY2022.
333112	Federal Grant-Seized Assets	35,744	15,965	-	-	Represents use of federal seized assets. These funds may only be used for specific police purposes and must be approved by the Town Manager first. Funds received but not expended are booked to a deferred revenue account on the balance sheet.
333205	Federal Grant-CD Bloc Grant	46,348	52,588	90,000	90,000	Federal Community Development BLOC grant passed through Fairfax County to fund a housing rehabilitation position.
	<b>Intergovernmental Revenue Total</b>	<b>4,427,999</b>	<b>6,420,889</b>	<b>4,478,121</b>	<b>4,322,826</b>	
392100	Surplus/Obsolete Property	65,954	19,727	-	50,000	The town uses Govdeals.com to auction its surplus property online.
393200	Other Sources of Proceeds	155,035	-	-	-	Proceeds from bond issuances, typically the portion required to pay for the cost of issuance.
393201	Insurance Recoveries	104,190	18,259	-	10,000	Periodic insurance payments received when town property is damaged or destroyed.
394016	Transfer In from IS Improv Fnd	-	190,000	-	-	One-time transfer of unexpended funds back to the General Fund.
	<b>Other Financing Sources Total</b>	<b>325,179</b>	<b>227,985</b>	<b>-</b>	<b>60,000</b>	
399000	Use of Unassigned Fund Balance	-	-	1,833,834	1,900,000	Because the town budgets BPOL so conservatively, the annual budget typically includes use of unassigned fund balance or capital reserves for one-time or life-cycle replacement costs. The town does not typically need to use fund balance since actual BPOL receipts often exceed budget.
	<b>Use of Fund Balance Total</b>	<b>-</b>	<b>-</b>	<b>1,833,834</b>	<b>1,900,000</b>	
	<b>Grand Total</b>	<b>36,490,933</b>	<b>37,220,745</b>	<b>38,806,000</b>	<b>35,304,587</b>	

## General Fund Expenditures

### Overview

The General Fund is the primary operating fund of the town and includes the Town Clerk, Town Administration (which includes: Communications & Economic Development, Town Manager, Human Resources, and Information Technology), Parks & Recreation, Finance, Community Development, Police, Public Works, and the Town Attorney. The adopted FY 2022 General Fund budget of \$ \$35,304,587 represents an increase of \$ \$554,074, or 1.6% over the Actual FY 2020 budget of \$ \$34,750,514.

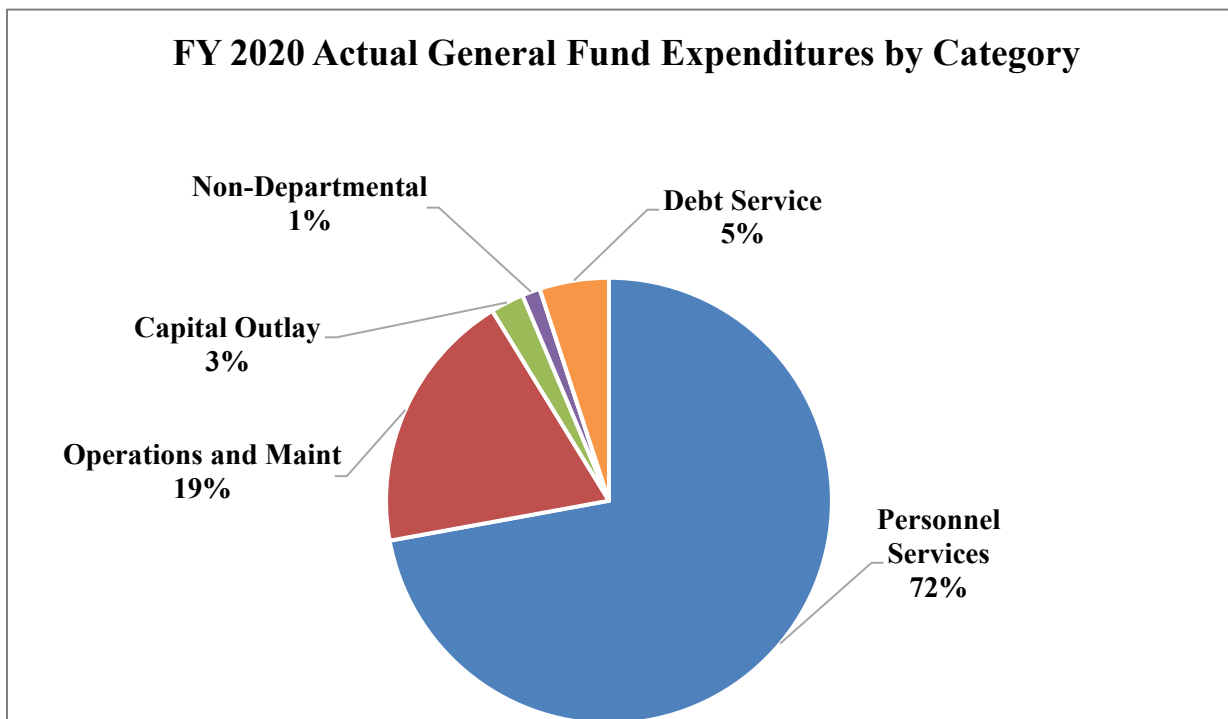
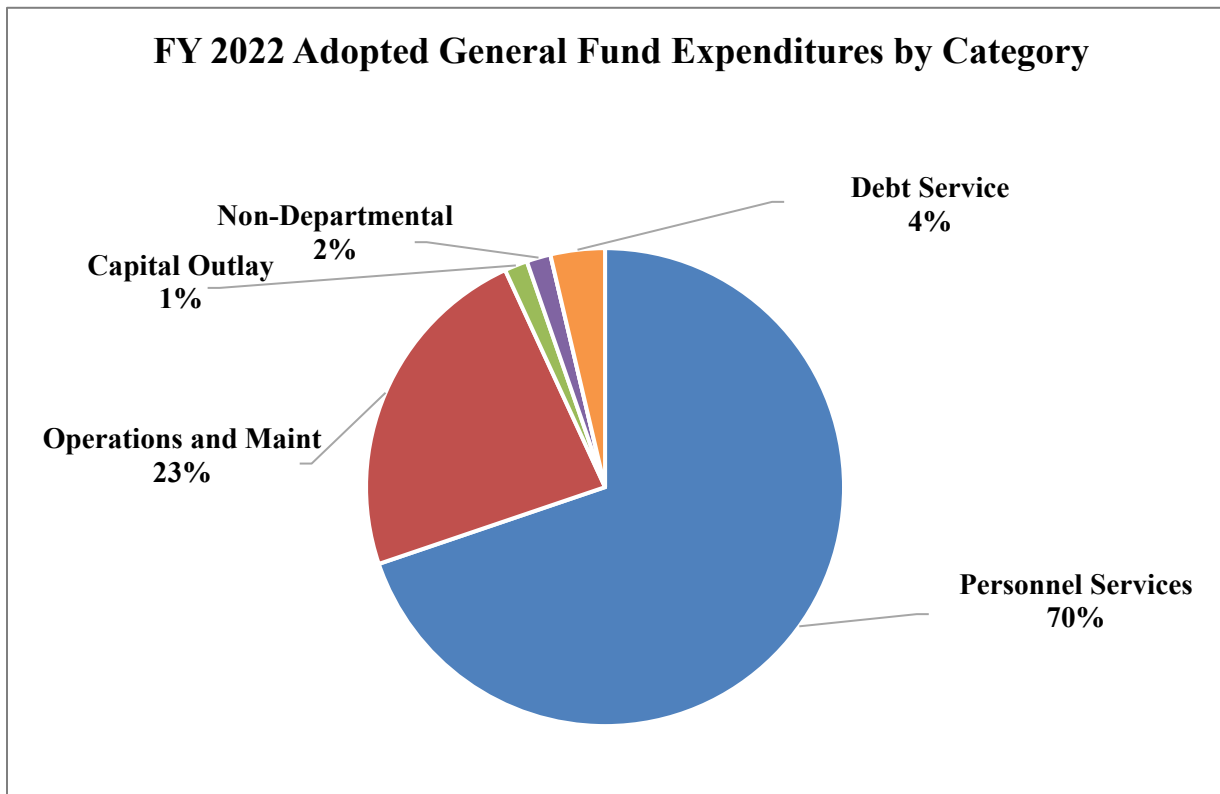
However, due to decreased revenue projections as a result of the economic fallout of the COVID-19 pandemic, the Adopted FY 2022 General Fund budget is \$ \$3,501,413 less compared to the FY 2021 Adopted Budget of \$38,806,000. There are several essential budget items that had to be deferred to the next fiscal year to sustain a balanced FY 2022 budget in the uncertain times of the global pandemic. Additional spending levels may be authorized by Town Council action if certain financial targets are met, or Town receives the stimulus money from the Federal government.

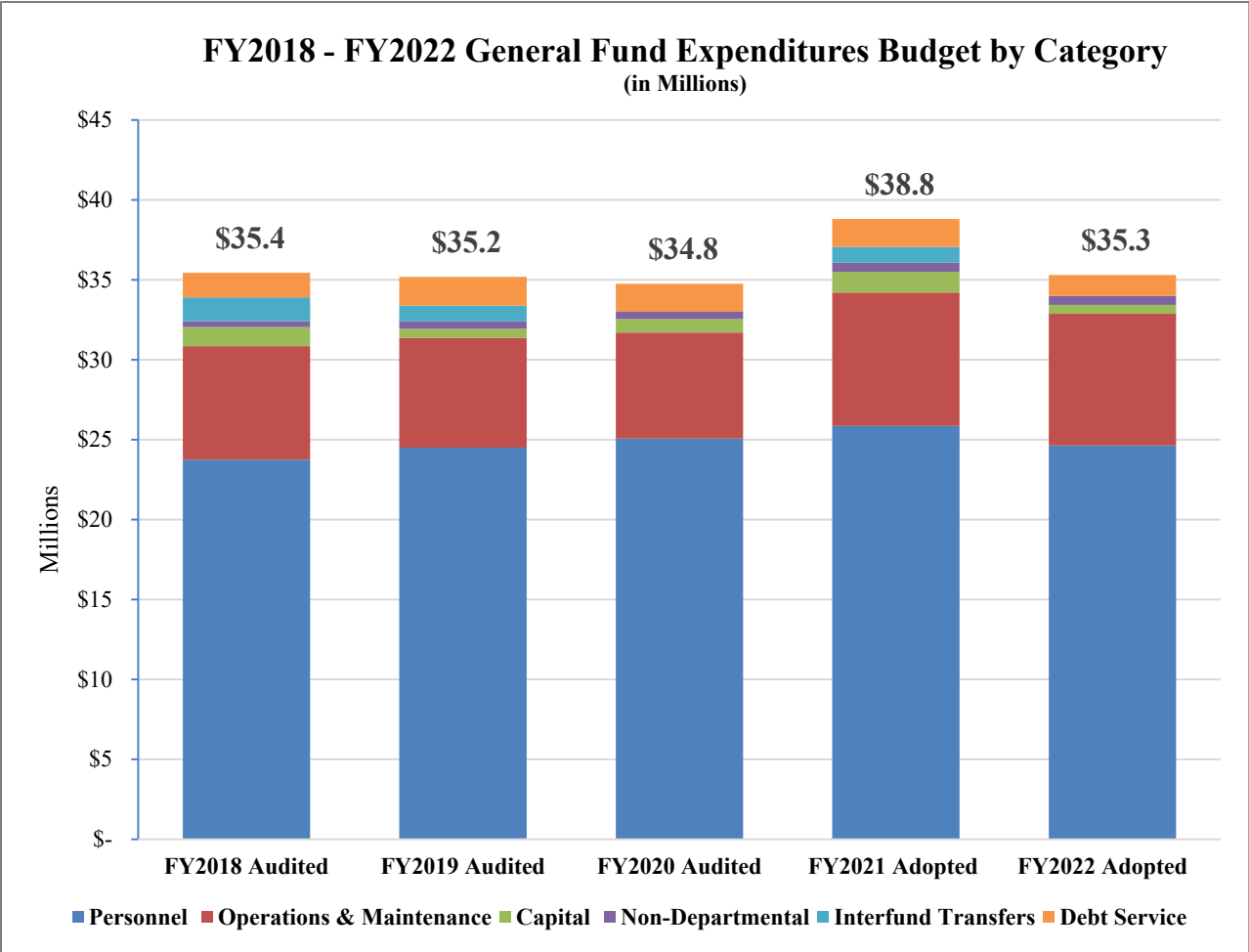
The first table below is a comparative overview of the FY 2021 and FY 2022 Adopted General Fund budgets. The second table compares the FY 2020 Actual results and the FY 2022 Adopted General Fund budgets.

<b>Expenditure Category</b>	<b>2021 Adopted</b>	<b>2022 Adopted</b>	<b>\$ Change</b>	<b>% Change</b>
Personnel Services	\$ 25,860,451	\$ 24,639,800	\$ (1,220,651)	-4.7%
Operations and Maint	8,349,073	8,240,294	(108,779)	-1.3%
Capital Outlay	1,293,704	550,975	(742,729)	-57.4%
Non-Departmental	575,651	575,000	(651)	-0.1%
Interfund Transfers	977,000	-	(977,000)	-100.0%
Debt Service	1,750,121	1,298,518	(451,603)	-25.8%
<b>Total Expenditures</b>	<b>\$ 38,806,000</b>	<b>\$ 35,304,587</b>	<b>\$ (3,501,413)</b>	<b>-9.0%</b>

<b>Expenditure Category</b>	<b>2020 Actual</b>	<b>2022 Adopted</b>	<b>\$ Change</b>	<b>% Change</b>
Personnel Services	\$ 25,065,603	\$ 24,639,800	\$ (425,803)	-1.7%
Operations and Maint	6,637,001	8,240,294	1,603,293	24.2%
Capital Outlay	843,239	550,975	(292,264)	-34.7%
Non-Departmental	457,223	575,000	117,777	25.8%
Interfund Transfers	-	-	-	0.0%
Debt Service	1,747,448	1,298,518	(448,930)	-25.7%
<b>Total Expenditures</b>	<b>\$ 34,750,514</b>	<b>\$ 35,304,587</b>	<b>\$ 554,074</b>	<b>1.6%</b>

The following pie charts show the percentage of each expenditure category to the total General Fund budget, for the FY 2022 Adopted budget (first chart) and the FY 2020 Actuals (second chart).





**Personnel Expenditures**

Personnel is the single largest expenditure category in the General Fund. At \$ 24,639,800, it comprises 69.8 percent of the adopted FY 2022 budget. It is 1.7 percent decrease compared to the FY 2020 actuals and 4.7 percent decrease compared to the FY 2021 adopted budget.

The decrease in FY 2022 budget is attributable to a 4.0 percent decrease in health insurance premiums and strategic savings measures to maintain a balanced budget by freezing several non-essential positions. The VRS employer contribution rate is applicable to both FY 2021 and FY2022.

Neither the FY 2021 projected, nor FY 2022 budgets include MRA increases for employees. In order to remain competitive in the market, the FY 2022 budget includes a 3.0% pay for performance increase across the board for all departments. Frozen positions remain in the total adopted headcount, but no funding has been appropriated. Funding will be authorized by Town Council, if certain FY 2022 financial targets are met.

**Operations and Maintenance Expenditures**

Adopted operations & maintenance (O&M) expenditures of \$8,240,294 comprise 23.1 percent of the total General Fund budget, a decrease of 1.3% over the FY 2021 adopted budget. The following line items have taken a significant reduction in order for the FY 2022 budget to remain balanced: Professional Services (25% less vs FY 2021 Adopted), Tree Maintenance & Removal (55%), Recreation, Aquatics, Teen Programs (40-50%), Mowing (61%), Special Events, Office Supplies (24%).

### **Capital Expenditures**

Capital expenditures of \$550,975 comprise 1.6 percent of the FY 2022 budget, or a decrease of 57.4 percent over the adopted FY 2021 budget.

No major capital expenditures will be made, except in cases of emergency, until late in the fiscal year, after major revenue sources like BPOL have been collected.

### **Non-Departmental Expenditures**

Non-Departmental expenditures of \$575,000 comprise 1.6 percent of the FY 2022 budget, which is remaining flat compared to the FY 2021 adopted budget. These expenditures are not directly tied to specific departments and include the following categories: community donations (cash and in-kind), general liability insurance, the annual financial statement audit, and actuarial valuations.

### **Interfund Transfers**

The FY 2022 budget does not include interfund transfers.

### **Debt Service**

Debt service expenditures of \$1,298,518 represent 3.7 percent of the FY 2022 budget or a decrease of 25.8 percent decrease from the FY 2021 adopted budget. These savings were made possible by recent refinancing at a lower interest rate.

## FY2022 Expenditure/Expense Budgets by Fund, Department and Category

General Fund	Category	2018 Actual	2019 Actual	2020 Actual	2021 Adopted	2022 Adopted	\$ Change FY22 to FY21 Adopted	% Change FY22 to FY21 Adopted
	Personnel Services	384,533	409,451	422,900	459,174	451,727	(7,447)	-1.6%
	Operations and Maint	111,244	85,758	77,852	98,150	81,300	(16,850)	-17.2%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Town Clerk Total</b>		<b>495,777</b>	<b>495,209</b>	<b>500,752</b>	<b>557,324</b>	<b>533,027</b>	<b>(24,297)</b>	<b>-4.4%</b>
	Personnel Services	324,802	337,316	360,370	383,997	374,040	(9,957)	-2.6%
	Operations and Maint	117,114	61,399	53,164	71,400	49,150	(22,250)	-31.2%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Communications and Economic Development Total</b>		<b>441,916</b>	<b>398,715</b>	<b>413,534</b>	<b>455,397</b>	<b>423,190</b>	<b>(32,207)</b>	<b>-7.1%</b>
	Personnel Services	448,884	453,540	367,361	385,941	385,030	(911)	-0.2%
	Operations and Maint	40,673	30,625	13,515	40,550	19,225	(21,325)	-52.6%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Town Manager Total</b>		<b>489,557</b>	<b>484,165</b>	<b>380,875</b>	<b>426,491</b>	<b>404,255</b>	<b>(22,236)</b>	<b>-5.2%</b>
	Personnel Services	484,083	398,402	418,324	448,900	442,632	(6,268)	-1.4%
	Operations and Maint	127,879	87,729	126,402	148,147	122,300	(25,847)	-17.4%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Human Resources Total</b>		<b>611,962</b>	<b>486,131</b>	<b>544,726</b>	<b>597,047</b>	<b>564,932</b>	<b>(32,115)</b>	<b>-5.4%</b>
	Personnel Services	692,568	795,249	788,532	756,533	750,351	(6,182)	-0.8%
	Operations and Maint	627,709	769,263	788,287	944,986	883,660	(61,326)	-6.5%
	Capital Outlay	-	-	62,655	50,500	47,975	(2,525)	-5.0%
<b>Informational Technology Total</b>		<b>1,320,276</b>	<b>1,564,511</b>	<b>1,639,475</b>	<b>1,752,019</b>	<b>1,681,986</b>	<b>(70,033)</b>	<b>-4.0%</b>
	Personnel Services	613,844	630,600	656,139	680,595	671,257	(9,338)	-1.4%
	Operations and Maint	116,528	112,922	87,193	134,450	118,425	(16,025)	-11.9%
	Capital Outlay	12,439	-	-	-	-	-	0.0%
<b>Parks &amp; Recreation - Administration Total</b>		<b>742,812</b>	<b>743,522</b>	<b>743,332</b>	<b>815,045</b>	<b>789,682</b>	<b>(25,363)</b>	<b>-3.1%</b>
	Personnel Services	989,975	990,570	789,537	747,104	721,970	(25,134)	-3.4%
	Operations and Maint	565,376	599,704	254,237	726,925	654,600	(72,325)	-9.9%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Parks &amp; Recreation - Recreation Total</b>		<b>1,555,351</b>	<b>1,590,274</b>	<b>1,043,774</b>	<b>1,474,029</b>	<b>1,376,570</b>	<b>(97,459)</b>	<b>-6.6%</b>
	Personnel Services	918,124	1,020,968	983,535	1,014,049	820,367	(193,682)	-19.1%
	Operations and Maint	203,197	236,524	187,454	209,175	421,000	211,825	101.3%
	Capital Outlay	-	18,448	19,970	-	-	-	0.0%
<b>Parks &amp; Recreation - Community Center Total</b>		<b>1,121,321</b>	<b>1,275,940</b>	<b>1,190,959</b>	<b>1,223,224</b>	<b>1,241,367</b>	<b>18,143</b>	<b>1.5%</b>
	Personnel Services	684,789	719,496	616,924	771,410	626,876	(144,534)	-18.7%
	Operations and Maint	146,126	127,616	110,178	164,230	140,074	(24,156)	-14.7%
	Capital Outlay	6,135	-	45,264	-	-	-	0.0%
<b>Parks &amp; Recreation - Aquatics Total</b>		<b>837,050</b>	<b>847,112</b>	<b>772,366</b>	<b>935,640</b>	<b>766,950</b>	<b>(168,690)</b>	<b>-18.0%</b>
	Personnel Services	90,861	99,681	90,298	110,452	117,192	6,740	6.1%
	Operations and Maint	78,913	103,650	93,310	92,150	91,145	(1,005)	-1.1%
	Capital Outlay	23,220	15,000	-	-	-	-	0.0%
	Debt Service	-	-	-	-	-	-	0.0%
<b>Parks &amp; Recreation - Parks Total</b>		<b>192,993</b>	<b>218,332</b>	<b>183,607</b>	<b>202,602</b>	<b>208,337</b>	<b>5,735</b>	<b>2.8%</b>
	Personnel Services	239,778	249,178	374,924	374,528	426,888	52,360	14.0%
	Operations and Maint	304,479	58,641	69,391	105,615	67,095	(38,520)	-36.5%
	Capital Outlay	-	-	-	-	-	-	0.0%
	Non-Departmental	-	-	-	-	-	-	0.0%
<b>Finance - Administration Total</b>		<b>544,258</b>	<b>307,818</b>	<b>444,315</b>	<b>480,143</b>	<b>493,983</b>	<b>13,840</b>	<b>2.9%</b>
	Personnel Services	579,545	602,309	565,755	566,389	503,157	(63,232)	-11.2%
	Operations and Maint	31,972	38,415	29,476	31,135	29,000	(2,135)	-6.9%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Finance - Accounting Total</b>		<b>611,516</b>	<b>640,724</b>	<b>595,230</b>	<b>597,524</b>	<b>532,157</b>	<b>(65,367)</b>	<b>-10.9%</b>
	Personnel Services	212,761	226,684	291,506	289,515	281,745	(7,770)	-2.7%
	Operations and Maint	63,944	66,241	58,697	33,845	36,710	2,865	8.5%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Finance - Revenue Total</b>		<b>276,705</b>	<b>292,925</b>	<b>350,202</b>	<b>323,360</b>	<b>318,455</b>	<b>(4,905)</b>	<b>-1.5%</b>
	Personnel Services	106,155	109,190	112,998	122,823	118,338	(4,485)	-3.7%
	Operations and Maint	6,312	6,222	5,392	2,605	2,820	215	8.3%
<b>Finance - Procurement Total</b>		<b>112,467</b>	<b>115,412</b>	<b>118,390</b>	<b>125,428</b>	<b>121,158</b>	<b>(4,270)</b>	<b>-3.4%</b>

General Fund	Category	2018 Actual	2019 Actual	2020 Actual	2021 Adopted	2022 Adopted	\$ Change FY22 to FY21 Adopted	% Change FY22 to FY21 Adopted
	Personnel Services	1,356,360	1,637,525	1,739,355	1,879,453	1,573,089	(306,364)	-16.3%
	Operations and Maint	212,134	149,271	143,678	119,550	118,200	(1,350)	-1.1%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Community Planning Total</b>		<b>1,568,494</b>	<b>1,786,796</b>	<b>1,883,033</b>	<b>1,999,003</b>	<b>1,691,289</b>	<b>(307,714)</b>	<b>-15.4%</b>
	Personnel Services	160,355	154,673	188,362	198,431	195,486	(2,945)	-1.5%
	Operations and Maint	7,887	5,861	4,003	4,900	4,000	(900)	-18.4%
	Capital Outlay	-	-	27,230	-	-	-	0.0%
<b>Community Development - Inspections Total</b>		<b>168,242</b>	<b>160,533</b>	<b>219,594</b>	<b>203,331</b>	<b>199,486</b>	<b>(3,845)</b>	<b>-1.9%</b>
	Personnel Services	5,009,628	5,026,847	5,245,538	5,186,357	4,871,278	(315,079)	-6.1%
	Operations and Maint	189,052	172,847	185,951	191,500	188,900	(2,600)	-1.4%
	Capital Outlay	258,765	241,011	214,561	249,700	63,200	(186,500)	-74.7%
<b>Police - Operations Total</b>		<b>5,457,444</b>	<b>5,440,706</b>	<b>5,646,050</b>	<b>5,627,557</b>	<b>5,123,378</b>	<b>(504,179)</b>	<b>-9.0%</b>
	Personnel Services	4,047,413	4,162,243	4,112,353	4,009,899	3,870,803	(139,096)	-3.5%
	Operations and Maint	550,495	547,983	565,320	646,850	597,285	(49,565)	-7.7%
	Capital Outlay	19,308	71,834	4,955	-	-	-	0.0%
<b>Police - Support Total</b>		<b>4,617,216</b>	<b>4,782,060</b>	<b>4,682,627</b>	<b>4,656,749</b>	<b>4,468,088</b>	<b>(188,661)</b>	<b>-4.1%</b>
	Personnel Services	806,646	745,821	771,886	830,026	917,260	87,234	10.5%
	Operations and Maint	31,758	13,598	94,567	26,689	18,330	(8,359)	-31.3%
	Capital Outlay	-	-	16,979	-	-	-	0.0%
<b>Public Works - Administration Total</b>		<b>838,404</b>	<b>759,419</b>	<b>883,431</b>	<b>856,715</b>	<b>935,590</b>	<b>78,875</b>	<b>9.2%</b>
	Personnel Services	526,215	591,467	574,930	658,928	662,789	3,861	0.6%
	Operations and Maint	54,590	71,439	28,714	189,100	168,050	(21,050)	-11.1%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Public Works - Engineering Total</b>		<b>580,804</b>	<b>662,906</b>	<b>603,644</b>	<b>848,028</b>	<b>830,839</b>	<b>(17,189)</b>	<b>-2.0%</b>
	Personnel Services	197,441	207,241	233,644	245,701	242,645	(3,056)	-1.2%
	Operations and Maint	-	125	37,319	400,100	294,845	(105,255)	-26.3%
	Capital Outlay	-	-	-	-	1,000	1,000	0.0%
<b>Public Works - Project Management Total</b>		<b>197,441</b>	<b>207,366</b>	<b>270,963</b>	<b>645,801</b>	<b>538,490</b>	<b>(107,311)</b>	<b>-16.6%</b>
	Personnel Services	473,043	411,013	487,470	521,727	443,235	(78,492)	-15.0%
	Operations and Maint	93,097	103,201	97,850	106,571	111,700	5,129	4.8%
	Capital Outlay	-	-	-	-	-	-	0.0%
<b>Public Works - Inspections Total</b>		<b>566,141</b>	<b>514,214</b>	<b>585,320</b>	<b>628,298</b>	<b>554,935</b>	<b>(73,363)</b>	<b>-11.7%</b>
	Personnel Services	542,664	566,246	551,472	513,548	528,184	14,636	2.8%
	Operations and Maint	901,489	863,818	832,884	914,900	1,077,200	162,300	17.7%
	Capital Outlay	3,409	39,719	-	-	-	-	0.0%
<b>Public Works - Building Maintenance Total</b>		<b>1,447,563</b>	<b>1,469,783</b>	<b>1,384,356</b>	<b>1,428,448</b>	<b>1,605,384</b>	<b>176,936</b>	<b>12.4%</b>
	Personnel Services	649,255	735,524	781,008	792,528	824,711	32,183	4.1%
	Operations and Maint	237,175	318,931	187,402	303,900	252,500	(51,400)	-16.9%
	Capital Outlay	34,251	-	-	-	-	-	0.0%
<b>Public Works - Grounds Total</b>		<b>920,681</b>	<b>1,054,455</b>	<b>968,410</b>	<b>1,096,428</b>	<b>1,077,211</b>	<b>(19,217)</b>	<b>-1.8%</b>
	Personnel Services	810,668	693,191	755,545	750,231	795,973	45,742	6.1%
	Operations and Maint	1,480,867	841,952	1,114,692	1,074,250	1,001,600	(72,650)	-6.8%
	Capital Outlay	594,644	53,183	-	-	-	-	0.0%
<b>Public Works - Streets Total</b>		<b>2,886,179</b>	<b>1,588,326</b>	<b>1,870,237</b>	<b>1,824,481</b>	<b>1,797,573</b>	<b>(26,908)</b>	<b>-1.5%</b>



General Fund	Category	2018 Actual	2019 Actual	2020 Actual	2021 Adopted	2022 Adopted	\$ Change FY22 to FY21 Adopted	% Change FY22 to FY21 Adopted
Public Works - Refuse Total	Personnel Services	820,661	881,123	937,016	1,095,932	1,049,031	(46,901)	-4.3%
	Operations and Maint	452,069	592,192	593,837	856,900	743,800	(113,100)	-13.2%
	Capital Outlay	111,810	-	310,637	-	-	-	0.0%
	<b>Total</b>	<b>1,384,540</b>	<b>1,473,315</b>	<b>1,841,490</b>	<b>1,952,832</b>	<b>1,792,831</b>	<b>(160,001)</b>	<b>-8.2%</b>
Public Works - General Services Total	Personnel Services	746,119	759,528	740,617	812,458	768,278	(44,180)	-5.4%
	Operations and Maint	37,693	403,022	401,146	416,750	433,700	16,950	4.1%
	Capital Outlay	91,802	74,853	112,660	969,504	415,000	(554,504)	-57.2%
	<b>Total</b>	<b>875,614</b>	<b>1,237,402</b>	<b>1,254,423</b>	<b>2,198,712</b>	<b>1,616,978</b>	<b>(581,734)</b>	<b>-26.5%</b>
Public Works - Traffic Total	Personnel Services	190,178	235,028	233,962	255,447	259,321	3,874	1.5%
	Operations and Maint	20,894	208,100	188,944	120,500	114,100	(6,400)	-5.3%
	Capital Outlay	36,068	54,516	-	20,000	20,000	-	0.0%
	<b>Total</b>	<b>247,140</b>	<b>497,644</b>	<b>422,905</b>	<b>395,947</b>	<b>393,421</b>	<b>(2,526)</b>	<b>-0.6%</b>
Public Works - Right of Way Inspections Total	Personnel Services	286,461	297,054	311,760	311,632	312,468	836	0.3%
	Operations and Maint	8,093	5,882	6,943	10,200	9,600	(600)	-5.9%
	Capital Outlay	-	-	28,330	4,000	3,800	(200)	-5.0%
	<b>Total</b>	<b>294,555</b>	<b>302,936</b>	<b>347,032</b>	<b>325,832</b>	<b>325,868</b>	<b>36</b>	<b>0.0%</b>
Town Attorney Total	Personnel Services	358,887	355,965	561,585	686,743	633,681	(53,062)	-7.7%
	Operations and Maint	130,375	115,055	114,708	160,050	124,980	(35,070)	-21.9%
	Capital Outlay	100	159	-	-	-	-	0.0%
	<b>Total</b>	<b>489,362</b>	<b>471,179</b>	<b>676,293</b>	<b>846,793</b>	<b>758,661</b>	<b>(88,132)</b>	<b>-10.4%</b>
General Fund Total	Debt Service	1,540,728	1,801,551	1,747,448	1,750,121	1,298,518	(451,603)	-25.8%
	Non-Departmental	374,601	466,574	457,223	575,651	687,000	111,349	19.3%
	Police - Grants	151,972	69,523	38,340	-	-	-	0.0%
	Interfund Transfers	1,480,000	981,498	-	977,000	-	(977,000)	-100.0%
	<b>Total</b>	<b>35,441,083</b>	<b>35,188,978</b>	<b>34,750,514</b>	<b>38,806,000</b>	<b>35,304,587</b>	<b>(3,501,413)</b>	<b>-9.0%</b>
General Fund By Category	Personnel Services	23,752,697	24,503,124	25,065,603	25,860,451	24,639,800	(1,220,651)	-4.7%
	Operations and Maint	7,101,105	6,867,509	6,637,001	8,349,073	8,240,294	(108,779)	-1.3%
	Capital Outlay	1,191,951	568,722	843,239	1,293,704	550,975	(742,729)	-57.4%
	Non-Departmental	374,601	466,574	457,223	575,651	575,000	(651)	-0.1%
	Interfund Transfers	1,480,000	981,498	-	977,000	-	(977,000)	-100.0%
	Debt Service	1,540,728	1,801,551	1,747,448	1,750,121	1,298,518	(451,603)	-25.8%
	<b>Total</b>	<b>35,441,083</b>	<b>35,188,978</b>	<b>34,750,514</b>	<b>38,806,000</b>	<b>35,304,587</b>	<b>(3,501,413)</b>	<b>-9.0%</b>

Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 Adopted	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b>General Fund</b>								
<b>Office of the Town Clerk</b>								
Chief Deputy Town Clerk	0	0	0	0	0	0	1	1
Deputy Town Clerk	2	2	2	2	2	2	1	1
Legislative Assistant	0	0	0	0	1	0.63	1	0.63
Town Clerk	1	1	1	1	1	1	1	1
<b>Town Clerk Total</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>4</b>	<b>3.63</b>	<b>4</b>	<b>3.63</b>
<b>Town Administration</b>								
<b>Communications &amp; Economic Development</b>								
Chief Communications Officer	1	1	1	1	1	1	1	1
Communications Assistant	1	1	1	1	1	0.8	1	0.8
Economic Development Manager	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>2.80</b>	<b>3</b>	<b>2.80</b>
<b>Town Manager</b>								
Administrative Assistant to the Town Manager	1	1	1	1	0	0	0	0
Budget & Project Manager	1	1	1	1	0	0	0	0
Executive Assistant to the Town Manager	0	0	0	0	1	1	1	1
Town Manager	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>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>
<b>Human Resources</b>								
Director of Human Resources	1	1	1	1	1	1	1	1
Human Resources Assistant	0	0	0	0	1	0.8	1	0.8
Human Resources Manager	1	1	1	1	1	1	1	1
Human Resources Technician	1	1	1	1	1	1	1	1
Office Assistant III	1	0.80	1	0.80	0	0	0	0
<b>Division Total</b>	<b>4</b>	<b>3.80</b>	<b>4</b>	<b>3.80</b>	<b>4</b>	<b>3.80</b>	<b>4</b>	<b>3.80</b>
<b>Information Technology</b>								
Director of Information Technology	1	1	1	1	1	1	1	1
Lead Network Engineer	1	1	1	1	1	1	0	0
Manager, Information Technology	0	0	0	0	0	0	1	1
Network Administrator	2	2	2	2	2	2	2	2
Network Security Engineer	1	1	1	1	1	1	1	1
Systems Engineer	0	0	0	0	0	0	0	0
Systems Manager	1	1	1	1	1	1	1	1
Technical Support Specialist	0	0	1	1	1	1	0	0
<b>Division Total</b>	<b>6</b>	<b>6.00</b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>6</b>	<b>6.00</b>
<b>Town Administration Total</b>	<b>16</b>	<b>15.80</b>	<b>17</b>	<b>16.80</b>	<b>16</b>	<b>15.60</b>	<b>15</b>	<b>14.60</b>
<b>Parks &amp; Recreation</b>								
<b>Administration</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>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
Preschool Teacher	1	0.63	1	0.63	0	0.00	0	0.00
Recreation Services Supervisor II	4	4	4	4	4	4	4	4
<b>Division Total</b>	<b>6</b>	<b>5.63</b>	<b>6</b>	<b>5.63</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</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 II	4	4	4	4	4	4	2	2
Fitness Supervisor	1	1	1	1	1	1	1	1
Head Fitness Trainer	1	0.75	1	0.75	1	0.75	1	0.75
Personal Trainer	1	0.75	1	0.75	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>Division Total</b>	<b>12</b>	<b>11.50</b>	<b>12</b>	<b>11.50</b>	<b>12</b>	<b>11.50</b>	<b>10</b>	<b>9.50</b>

Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 Adopted	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Aquatics</u></b>								
Aquatics Services Manager	1	1	1	1	1	1	1	1
Head Lifeguard	1	1	1	1	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>5</b>	<b>4.63</b>	<b>5</b>	<b>4.63</b>	<b>5</b>	<b>4.63</b>	<b>5</b>	<b>4.63</b>
<b><u>Parks Operations &amp; Development</u></b>								
Tennis Center Manager	1	0.63	1	0.63	1	0.63	1	0.63
<b><u>Division Total</u></b>	<b>1</b>	<b>0.63</b>	<b>1</b>	<b>0.63</b>	<b>1</b>	<b>0.63</b>	<b>1</b>	<b>0.63</b>
<b><u>Parks &amp; Recreation Total</u></b>	<b>30</b>	<b>28.14</b>	<b>30</b>	<b>28.14</b>	<b>29</b>	<b>27.51</b>	<b>27</b>	<b>25.51</b>
<b><u>Finance</u></b>								
<b><u>Administration</u></b>								
Accounting Tech II	1	1	1	1	0	0	0	0
Budget Manager	0	0	0	0	1	1	1	1
Director of Finance	1	1	1	1	1	1	1	1
Financial Management Analyst	0	0	0	0	0	0	1	1
<b><u>Division Total</u></b>	<b>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>	<b>3</b>	<b>3.00</b>
<b><u>Accounting</u></b>								
Accounting Tech II/Admin Tech	2	2	2	2	0	0	0	0
Deputy Director of Finance	1	1	1	1	1	1	1	1
Financial Management Analyst	1	1	1	1	1	1	0	0
Senior Accounting Technician	1	1	1	1	2	2	2	2
Senior General Ledger Accountant	1	1	1	1	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>5</b>	<b>5.00</b>	<b>4</b>	<b>4.00</b>
<b><u>Revenue</u></b>								
Accounting Tech II	1	0.75	2	1.75	2	1.75	2	1.75
Head Cashier	0	0	0	0	1	1	1	1
Revenue Supervisor	1	1	1	1	1	1	1	1
Senior Accounting Technician	1	1	0	0	0	0	0	0
<b><u>Division Total</u></b>	<b>3</b>	<b>2.75</b>	<b>3</b>	<b>2.75</b>	<b>4</b>	<b>3.75</b>	<b>4</b>	<b>3.75</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>1.00</b>	<b>1</b>	<b>1.00</b>	<b>1</b>	<b>1.00</b>
<b><u>Finance Total</u></b>	<b>12</b>	<b>11.75</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
Associate Administrative Planner	1	1	0	0	0	0	0	0
Capital Projects Planner/Engineer	0	0	1	1	1	1	1	1
Clerk of Boards and Commissions	0	0	1	1	1	1	1	1
Community Forester	1	1	1	1	1	1	1	1
Deputy Director of Community Developmet	0	0	1	1	1	1	1	1
Development Planner/Community Design	1	1	1	1	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	1	1	1	1	1	1
Office Assistant III	2	2	1	1	1	1	1	1
Planner I	1	1	1	1	1	1	1	1
Planning Operations Manager	0	0	1	1	1	1	1	1
Senior Planner	1	1	1	1	1	1	1	1
Senior Project Planner	1	0.63	0	0	0	0	0	0
Sustainability Program Planner	1	1	0	0	0	0	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>13.63</b>	<b>15</b>	<b>15.00</b>	<b>15</b>	<b>15.00</b>	<b>15</b>	<b>15.00</b>

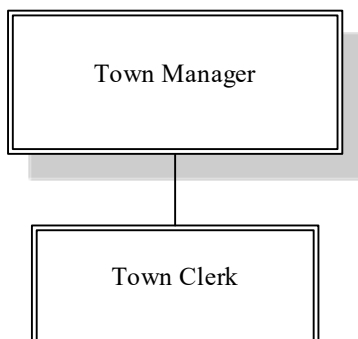
Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 Adopted	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Community Inspections</u></b>								
Community Development Operations Manager	1	1	0	0	0	0	0	0
Community Inspector	2	2	2	2	2	2	2	2
<b><u>Division Total</u></b>	<b>3</b>	<b>3.00</b>	<b>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>
<b><u>Community Development Total</u></b>	<b>17</b>	<b>16.63</b>	<b>17</b>	<b>17.00</b>	<b>17</b>	<b>17.00</b>	<b>17</b>	<b>17.00</b>
<b><u>Police</u></b>								
<b><u>Field Operations</u></b>								
Parking Enforcement Official	1	0.63	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	23	23	23	23	23	23
Police Sergeant	7	7	7	7	7	7	7	7
<b><u>Division Total</u></b>	<b>40</b>	<b>39.63</b>	<b>40</b>	<b>39.63</b>	<b>40</b>	<b>39.63</b>	<b>40</b>	<b>39.63</b>
<b><u>Support Services</u></b>								
Administrative Assistant	1	1	1	1	1	1	0	0
Assistant Communications Supervisor	2	2	2	2	2	2	2	2
Chief of Police	1	1	1	1	1	1	1	1
Communications Technician	7	7	7	7	7	7	7	7
Paralegal	1	0.73	1	0.73	0	0	0	0
Police Captain	1	1	1	1	1	1	1	1
Police Corporal	2	2	3	3	3	3	3	3
Police Lieutenant	2	2	2	2	2	2	2	2
Police Officer	9	9	8	8	7	7	8	8
Police Sergeant	2	2	2	2	2	2	2	2
Police Systems Engineer	0	0	0	0	1	1	1	1
Program Manager	1	1	1	1	1	1	1	1
Public Information Specialist	1	1	1	1	1	1	1	1
Public Safety Operations Manager	1	1	1	1	1	1	1	1
Records Technician	3	3	2	2	2	2	2	2
Technical Support Specialist	0	0	0	0	0	0	1	1
<b><u>Division Total</u></b>	<b>34</b>	<b>33.73</b>	<b>33</b>	<b>32.73</b>	<b>32</b>	<b>32.00</b>	<b>33</b>	<b>33.00</b>
<b><u>Police Total</u></b>	<b>74</b>	<b>73.36</b>	<b>73</b>	<b>72.36</b>	<b>72</b>	<b>71.63</b>	<b>73</b>	<b>72.63</b>
<b><u>Public Works</u></b>								
<b><u>Administration</u></b>								
Administrative Assistant	1	1	1	1	1	1	1	1
Capital Projects Program Manager	0	0	0	0	0	0	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	0	0	0	0
Streets and Right-of-Way Manager	0	0	0	0	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>8</b>	<b>8.00</b>
<b><u>Engineering</u></b>								
Civil Engineer I	0	0	1	1	1	1	1	1
Engineer	1	1	0	0	0	0	0	0
Engineering Inspector	1	1	1	1	1	1	1	1
Plan Review Coordinator	0	0	0	0	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>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>

Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 Adopted	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<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>Building Inspections</b>								
Building Inspector I	1	1	1	1	1	1	0	0
Building Inspector II	1	1	1	1	1	1	0	0
Building Official	1	1	1	1	1	1	1	1
Combination Inspector - Commercial	0	0	0	0	0	0	1	1
Combination Inspector - Residential	0	0	0	0	0	0	1	1
Office Assistant III	1	1	1	1	1	1	1	1
Property Maintenance Inspector	0	0	0	0	0	0	1	1
Residential Building Inspector	1	1	1	1	1	1	0	0
<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>Building Maintenance</b>								
Assistant Crew Supervisor	0	0	0	0	0	0	1	1
Building Maintenance Coordinator	1	1	1	1	1	1	0	0
Custodian I	3	3	0	0	0	0	0	0
Custodian II	0	0	3	3	2	2	0	0
Facility Maintenance Mechanic I	0	0	0	0	0	0	1	1
Facility Maintenance Mechanic II	2	2	2	2	3	3	3	3
Facility Maintenance Mechanic III	1	1	1	1	0	0	0	0
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>7</b>	<b>7.00</b>	<b>6</b>	<b>6.00</b>
<b>Grounds Maintenance</b>								
Assistant Crew Supervisor	1	1	1	1	1	1	1	1
Laborer	1	1	1	1	0	0	0	0
Utility Equipment Operator I	2	2	2	2	2	2	2	2
Utility Maintenance Worker I	6	5.80	6	5.80	7	7	7	7
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>12</b>	<b>11.80</b>	<b>12</b>	<b>11.80</b>	<b>12</b>	<b>12.00</b>	<b>12</b>	<b>12.00</b>
<b>Streets</b>								
Assistant Crew Supervisor	1	1	1	1	1	1	1	1
Laborer	1	1	1	1	0	0	0	0
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	1	1	1	1	2	2	2	2
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>Refuse</b>								
Assistant Crew Supervisor	0	0	0	0	1	1	1	1
Utility Equipment Operator II/Truck Driver	6	6	6	6	6	6	6	6
Utility Maintenance Worker I	8	7.80	8	7.80	8	8	9	8.73
Utility Work Crew Supervisor	1	1	1	1	1	1	1	1
<b>Division Total</b>	<b>15</b>	<b>14.80</b>	<b>15</b>	<b>14.80</b>	<b>16</b>	<b>16.00</b>	<b>17</b>	<b>16.73</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 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	0	0	0	0
Office Assistant III/Administrative Clerk	0	0	1	1	1	1	1	1
Operations Coordinator	1	1	1	1	1	1	1	1
Operations Specialist	0	0	0	0	1	1	1	1
Procurement Specialist	1	1	0	0	0	0	0	0
<b>Division Total</b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>9</b>	<b>9.00</b>	<b>9</b>	<b>9.00</b>
<b>Traffic</b>								
Traffic Control Supervisor/Coordinator	1	1	1	1	1	1	1	1
Traffic Signal Tech	1	1	1	1	1	1	1	1
Sign and Signal Technician	0	0	0	0	1	1	1	1
Utility Maintenance Worker I	1	1	1	1	0	0	0	0
<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>Right-of-Way Inspections</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>Public Works Total</b>	<b>81</b>	<b>80.60</b>	<b>81</b>	<b>80.60</b>	<b>81</b>	<b>81.00</b>	<b>82</b>	<b>81.73</b>
<b>Town Attorney</b>								
Deputy Town Attorney	0	0	1	1	1	1	1	1
Legal Assistant	2	1.63	2	1.63	2	1.63	2	1.63
Risk Manager	0	0	0	0	1	1	1	1
Town Attorney	1	1	1	1	1	1	1	1
<b>Town Attorney Total</b>	<b>3</b>	<b>2.63</b>	<b>4</b>	<b>3.63</b>	<b>5</b>	<b>4.63</b>	<b>5</b>	<b>4.63</b>
<b>General Fund Total</b>	<b>236</b>	<b>231.91</b>	<b>237</b>	<b>233.28</b>	<b>236</b>	<b>232.75</b>	<b>235</b>	<b>231.48</b>



# GENERAL FUND DEPARTMENT NARRATIVES

## 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 2021 Highlights**

- Adapted to Electronic Meeting Processes necessitated by the COVID-19 Pandemic State of Emergency. The Town Clerk's office ensured that meetings held during this time complied with state law requirements for electronic meetings.
- Posted approved minutes and certified legislative actions on the town's website for each Town Council meeting. Through the programs Munipro and OrdLinks, changes to the Town Code were linked to the town's website and were available to view a few days following adoption.
- Implemented a process whereby all Town Council, Board and Commission work session meeting recordings were posted on the town's website the day following the meeting.

### **FY 2022 Initiatives**

- Continue to support all Town Council meetings and ensure that all Town Council, Board and Commission meetings held in electronic format comply with specific state legal requirements.
- Encourage a broad range of residents to apply to the town's boards and commissions.
- Coordinate logistics for the Town Council Community Roundtable meetings and other special meetings requested by the Town Council.
- Work with departments to align meeting procedures town-wide to approved Town Council templates and processes.



## 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 Town Council's official journal of minutes, 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 created and completed by due date.</li> <li>• Correspondence and reports are 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 public knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>• Accurate meeting minutes are created and submitted to Town Council for approval within 30 days.</li> <li>• Action minutes and certified actions are provided to staff and posted on the town's website in a timely manner.</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 such as minutes and action minutes available on the website.</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 made available on the town's website.</li> <li>• Approved Town Council and boards and commissions meeting minutes are submitted to the Library of Virginia.</li> <li>• Records are updated and maintained in the Town Clerk's office.</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.</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 legal 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 on deadline.</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 newly elected officials, 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 listing of 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> <li>• Interviews are scheduled and facilitated.</li> <li>• Applications are filed appropriately.</li> <li>• Oaths of office are given, and boards and commissions files are updated.</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, Town Clerk, and associated pages of the website.</li> <li>• Ensure information for town meetings is posted on the website.</li> </ul>	<ul style="list-style-type: none"> <li>• Updates to the website are clear, timely, and accurate, providing greater accessibility to information.</li> <li>• Recordings are uploaded to the town's website the day following the meeting.</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, Historic District 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. Through Munipro and OrdLinks, changes to the Town Code are linked to the town's website and are available a few days following adoption.

During the COVID-19 pandemic, Town Council and Board meetings usually held in-person in the Herndon Council Chambers were moved to a virtual format. The virtual format impacted the number of Proclamations, Certificates of Appreciation, Presentations, and other items prepared by the Town Clerk's office. The estimated numbers for FY 2021 and projected numbers for FY 2022 account for this impact.

<b>Key Performance Indicators</b>					
	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Estimated</b>	<b>FY 2022 Projected</b>
<b>Town Council Minutes</b>					
Public Hearings	19	19	19	19	19
Work Sessions	19	18	18	19	19
Additional Meetings	1	4	4	5	5
Sets of minutes submitted for approval	42	42	41	43	43
Percent of minutes submitted within 30 days of meeting	100%	100%	100%	100%	100%
Accuracy of minutes	100%	100%	100%	100%	100%
Meeting notices accurately and timely published	75	101	97	103	103
<b>Advertisements</b>					
Advertisements accurately and timely published	139	135	126	135	135
<b>Resolutions, Ordinances, Proclamations, Certificates of Appreciation and Presentations</b>					
Total processed	182	177	154	150	170
Prepared by Town Clerk's office	68	93	38	40	70

NOTE: The "additional meetings" row documents meetings the Town Council schedules as needed that are neither work sessions nor public hearings. This includes Election Day and Community Roundtable minutes, and other special meetings.

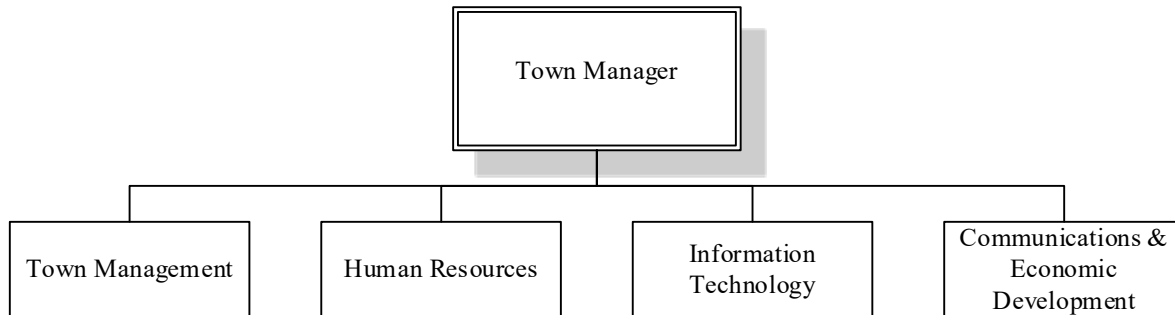
<b>Town Clerk</b> <b>Department Budget Summary</b>
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	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	384,533	409,451	422,900	459,174	451,727	451,727
<b>Operations &amp; Maintenance</b>	111,244	85,758	77,852	98,150	81,300	81,300
<b>Total Clerk</b>	<b>495,777</b>	<b>495,209</b>	<b>500,752</b>	<b>557,324</b>	<b>533,027</b>	<b>533,027</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	3	3	3	3	3	3
<b>Part Time</b>	0	0	0	1	1	1

# Town Administration



## Vision

Town Administration, consisting of the Town Manager's office, Communications & Economic Development, Human Resources and Information Technology supports the efforts of the Town Council, boards and commissions, other town operations and the community. The organization will focus efforts on completing goals adopted for FY 2022 to fulfill the 2035 Vision Plan and Goals and facilitate the completion of Town Council priorities.

## FY 2021 Initiatives Highlights

- Continued to advance the Town Council 2035 vision.
- Closed on the Comprehensive Agreement with Comstock Herndon, LLC for downtown redevelopment and to have project under construction begin by December 31, 2021.
- Established close coordination with Comstock Herndon, LLC as construction on the downtown redevelopment project begins.
- Phase II of town-wide security initiative.
- Expanded Wi-Fi to further town facilities.
- Completed the rewrite of the Historic Preservation Review Guidelines.
- Continued implementation of the sustainability plan which prioritizes projects and recommendations of the Sustainability Task Force.
- Promoted Herndon's downtown development and coordinated developer meetings and follow-up.
- Re-designed, sequestered, updated and amended the town's annual budget.
- Adopted Continuity of Governmental Operations Ordinance (20-O-23) to conduct Town Council Work Sessions and Public Hearing meetings electronically during the COVID 19 pandemic as determined by the Governor's Executive Order.
- Managed compliance with the Governor's Executive Orders during the COVID 10 pandemic to keep staff distanced through staggered work and telework schedules.

## FY 2022 Initiatives

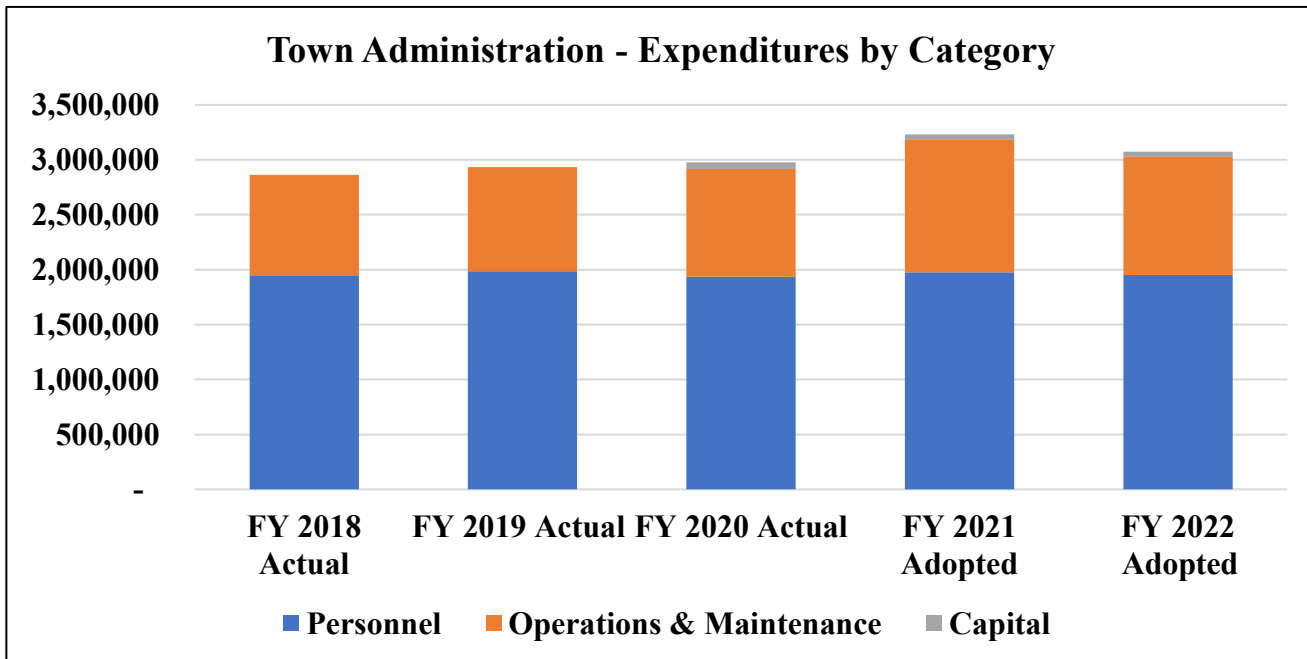
- Continue to advance and facilitate the implementation of the Town Council 2035 Vision Plan and Goals focusing on the redevelopment of town-owned land to a mixed use project with 273 apartments and approximately 17,000 square feet of retail space; a 16,265-square feet Arts Center; and a 726-space parking garage. This approved by the Herndon Town Council on November 17, 2020 in an agreement between the Town of Herndon and Comstock Herndon Venture, LC. Project construction to be underway by December 31, 2021.
- Expand community involvement in an advisory role to the Town Council.
- Provide robust on-line and WebEx capabilities and access for all town services.
- Manage and execute all town operations with a conservative budget.
- Encourage the Town of Herndon workforce to provide superior service to all constituents, residents, visitors, and businesses.

**Department of Town Administration  
Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	1,950,336	1,984,508	1,934,587	1,975,371	1,952,053	1,952,053
<b>Operations &amp; Maintenance</b>	913,375	949,015	981,368	1,205,083	1,074,335	1,074,335
<b>Capital</b>	-	-	62,655	50,500	47,975	47,975
<b>Total Town Administration</b>	<b>2,863,712</b>	<b>2,933,523</b>	<b>2,978,610</b>	<b>3,230,954</b>	<b>3,074,363</b>	<b>3,074,363</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	14	15	16	14	13	13
<b>Part Time</b>	2	1	1	2	2	2



## 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 website.</li> <li>• Execute against Communications Plan to include existing and new resources, as per 2035 Vision.</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> </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.

Maintenance and optimization of the town website'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 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Estimated</b>	<b>FY 2022 Projected</b>
Town news releases issued	28	24	26	40	40
<b>E-Communications</b>					
	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Estimated</b>	<b>FY 2022 Projected</b>
"News You Can Use" subscribers	1,965	2,000	2,000	2,100	2,200
"News You Can Use" bulletins	32	32	37	26	26
Facebook subscribers	2,850	3,500	3,800	4,200	4,500
"ON Board" subscribers	866	890	920	1,000	1,100
"ON Board" bulletins	4	4	13	10	10
<b>Economic Development</b>					
	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Estimated</b>	<b>FY 2022 Projected</b>
Business site visits	48	48	20	40	48

**Town Administration - Communications & Economic Development  
Division Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	324,802	337,316	360,370	383,997	374,040	374,040
<b>Operations &amp; Maintenance</b>	117,114	61,399	53,164	71,400	49,150	49,150
<b>Capital</b>	-	-	-	-	-	-
<b>Total Town Administration</b>	<b>441,916</b>	<b>398,715</b>	<b>413,534</b>	<b>455,397</b>	<b>423,190</b>	<b>423,190</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	2	3	3	2	2	2
<b>Part Time</b>	1	0	0	1	1	1



## Town Administration - Town Management

The Town Management activity center leads all town operations with the purpose of fulfilling the Town Council’s work program and directives. This activity center also manages the execution of the town operating budget, guides the performance of all town employees and serves the Mayor and Town Council. A priority for FY 2022 will be to advance the goals and objectives necessary to move closer to achieving the Town Council 2035 Vision.

Objectives	Strategies	Measures
<p>Continue to expand communication between the community, Council and town staff.</p> <p><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Invest in a multi-faceted approach to town communication.</li> <li>• Continue to identify areas to streamline communications with our citizen customers.</li> <li>• Expand community involvement in advisory role to Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain full participation and interest in community focus groups.</li> </ul>
<p>Develop the downtown into a vibrant year-round activity center.</p> <p><b><i>Vision Tenet: Enriching Lives through Arts and Entertainment</i></b></p>	<ul style="list-style-type: none"> <li>• Complete a fully executed comprehensive agreement for downtown redevelopment.</li> <li>• Develop a strategy focusing on attracting businesses and retail.</li> <li>• Complete downtown streetscape improvements.</li> <li>• Provide town staffing to meet the day-to-day downtown redevelopment operational requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the comprehensive agreement for downtown redevelopment.</li> <li>• Begin construction on the downtown.</li> <li>• Develop and advance a vibrant, fiscally responsible arts center operational model.</li> </ul>
<p>Continue to streamline the process in Community Development for building, opening a business or redeveloping property.</p> <p>Increase connectivity in the town.</p> <p><b><i>Vision Tenet: Championing Business and Technology</i></b></p>	<ul style="list-style-type: none"> <li>• Information technology, community development, and economic development to work together to define processes. Establish and enforce new (COVID 19) standards.</li> <li>• Continue the use of WebEx meetings (to keep participants distanced)</li> </ul>	<ul style="list-style-type: none"> <li>• Create measurable and repeatable processes to assist in opening businesses.</li> <li>• Create measurable, repeatable, and efficient processes that streamline re-development.</li> </ul>
<p>Develop an environmentally sustainable plan for the town.</p> <p>Implement the long-range plans and the Master Trails Plan to expand and improve multi-modal methods of moving people around town.</p> <p><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Continue the Go-Green status.</li> <li>• Continue planning of the Sustainability Task Force to develop a comprehensive sustainability plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement sustainability practices and procedures to meet the VML Go-Green Initiative.</li> <li>• Grants funded for trail improvements.</li> <li>• Develop funding mechanisms and plan for implementation of Sustainability Task Force recommendations.</li> </ul>
<p>Continue to develop and ensure that employees provide the best customer service, exceeding expectations.</p>	<ul style="list-style-type: none"> <li>• Recruit and retain top employees.</li> <li>• Increase focus on employee development to enhance our succession management posture.</li> <li>• Work with HR to utilize various, free online training.</li> <li>• Create a program to routinely and regularly provide leadership training</li> </ul>	<ul style="list-style-type: none"> <li>• Fully employed work force.</li> <li>• Reduce employee turnover.</li> <li>• Low levels of absenteeism.</li> <li>• Keep staff distanced through regular telework scheduling.</li> </ul>

**Town Administration - Town Manager  
Division Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	448,884	453,540	367,361	385,941	385,030	385,030
<b>Operations &amp; Maintenance</b>	40,673	30,625	13,515	40,550	19,225	19,225
<b>Total TM Administration</b>	<b>489,557</b>	<b>484,165</b>	<b>380,875</b>	<b>426,491</b>	<b>404,255</b>	<b>404,255</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	3	3	3	2	2	2
<b>Part Time</b>	0	0	0	0	0	0

## 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>• Training conducted for supervisors and employees has been reduced in FY2021 by pandemic related cost freezing and logistics of employee interaction being limited. Virtual training is being implemented.</li> <li>• Employees are engaged and completing work/projects timely.</li> <li>• Created hiring recruitment bonus programs for critical positions, resulting in targeted recruiting based on needed skillset.</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>• In conjunction with Risk Management, 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, VOSH, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• HR staff remains current on employment legislation, ensuring 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> <li>• Significant employment law changes with state/federal administration changes.</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.</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 MUNIS modules (finance/human resources) Enterprise Resource Systems (ERP), to efficiently manage employee lifecycle.</li> <li>• Encourage employee participation in making electronic changes to various benefits, tax 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. Version update in FY2021 requires significant testing and training.</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 employee benefit programs, compensation management, processing employee actions, employee relations, legal compliance, employee performance management, and promoting and promoting a safe and desirable work environment.

<b>Key Performance Indicators</b>					
	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Estimated</b>	<b>FY 2022 Projected</b>
Number of regular new hires	40	29	30	23	30
Number of temporary/flexible part time no benefits new hires	89	114	114	30	40
Number of applications processed	2675	2378	2500	1620	2000
Percent of regular status new hires successfully completing initial probationary period	81%	62%	70%	65%	70%
Attrition Rate - Regular employees (including retirements)	15%	11%	15%	15%	15%
Number of employees participating in HR initiated training	459	380	380	100	380
Number of recordable workers' compensation injuries	9	8	9	11	11
Number of employees hired as a result of employee referral program	45	41	41	20	30

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

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	484,083	398,402	418,324	448,900	442,632	442,632
<b>Operations &amp; Maintenance</b>	127,879	87,729	126,402	148,147	122,300	122,300
<b>Total HR Administration</b>	<b>611,962</b>	<b>486,131</b>	<b>544,726</b>	<b>597,047</b>	<b>564,932</b>	<b>564,932</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	3	3	3	3	3	3
<b>Part Time</b>	1	1	1	1	1	1

## Town Administration - Information Technology

The Information Technology (IT) activity center is responsible for the cybersecurity, telecommunications, electronic communication, testing, implementation, and support of information systems employed by the town. IT constantly seeks to improve cross-departmental collaboration and citizen's access to public information. IT provides technical guidance, assistance, support, cybersecurity and general direction 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>• Maximize efficiency in virtual environment by embracing the right technology to manage virtual work.</li> <li>• Transition Town's meetings to virtual environment.</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>• Minimize downtime during operational hours.</li> <li>• Increase customer satisfaction with voice and data network.</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>• Enforce Town's cybersecurity policy.</li> <li>• Maintain business and operational continuity during pandemic.</li> <li>• Replace main firewall to maintain cybersecurity posture and enable superior VPN connectivity.</li> <li>• Reinforce hardware/software refresh cycles.</li> <li>• Harden town's cloud and on-premise IT security posture.</li> </ul>	<ul style="list-style-type: none"> <li>• Control IT support costs.</li> <li>• Minimize number of cybersecurity related incidents.</li> <li>• Minimize unplanned data loss.</li> <li>• Achieve 99.5 percent voice and data networks 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 communications.</li> <li>• Treat town staff as customers.</li> <li>• Conduct routine follow-ups and make sure each ticket is satisfactory 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 teleworking, mobility and cloud offerings.</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 2020 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 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimated</b>	<b>FY 2020 Projected</b>
<b>Input</b>					
Number of FTEs	6	5	6	6	6
Number of operations FTEs	5	5	5	5	5
<b>Output</b>					
Local area networks	2	2	2	2	2
Servers administered	20	40*	40	46	47
Infrastructure components administered	24	24	26	28	30
Networked PCs	215	226	230	230	242
Networked printers	42	42	38	38	36
Mobile devices	110	118	130	170	150
Total number of devices managed	411	410	464	512	505
Work orders completed per month	190	90**	95	95	95
<b>Efficiency</b>					
Devices managed per operations FTE	82	82	93	102	101
Average number of work orders completed per month per operations FTE	38	18	19	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 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projected</b>	<b>FY 2022 Projected</b>	<b>FY 2023 Projected</b>
<b>Input</b>					
Number of FTEs	6	7	7	6	7
Number of operations FTEs	5	6	6	5	6
<b>Output</b>					
Local area networks	2	2	2	2	2
Servers administered	46	48	42	38	32
Infrastructure components administered	28	28	26	32	36
Networked PCs	230	255	230	244	255

<b>Key Performance Indicators</b>					
	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projected</b>	<b>FY 2022 Projected</b>	<b>FY 2023 Projected</b>
Networked printers	38	38	38	38	36
Mobile devices	170	170	130	170	180
Total number of devices managed	512	541	466	522	471
Work orders completed per month	95	95	95	88	87
<b>Efficiency</b>					
Devices managed per operations FTE	102	90	78	104	78
Average number of work orders	19	16	16	18	16



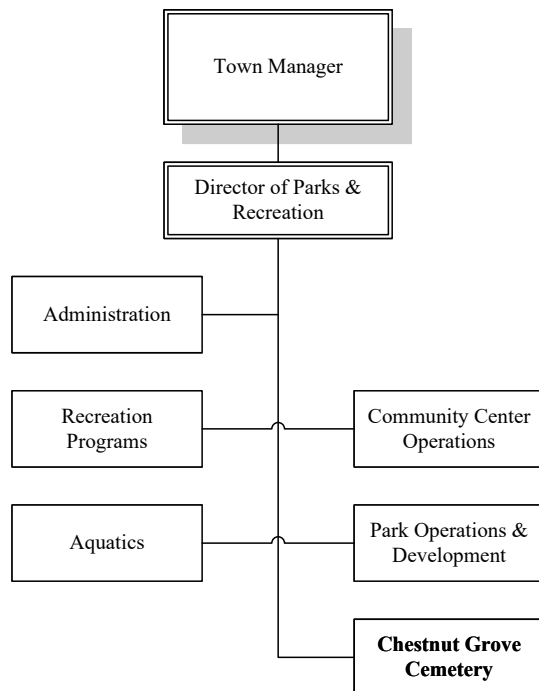
**Town Administration - Information Technologies  
Division Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	692,567	795,249	871,686	774,872	756,533	756,533
<b>Operations &amp; Maintenance</b>	622,598	769,263	854,012	944,986	944,986	944,986
<b>Capital</b>						
<b>Total IT Administration</b>	<b>1,315,165</b>	<b>1,564,511</b>	<b>1,725,698</b>	<b>1,719,858</b>	<b>1,701,519</b>	<b>1,701,519</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	6	6	7	7	6	6
<b>Part Time</b>	0	0	0	0	0	0

## Parks & Recreation



### Vision

The Herndon Parks & Recreation Department provides an exceptional level of service by offering enriching recreation programs, parks and facilities that provide opportunities for all town residents to benefit.

### FY 2021 Highlights

- As government restrictions were lifted, the Community Center resumed heavily curtailed operations in limited service areas late in the first quarter of FY21.
- The tennis bubble opened in mid-second quarter for a shorter season with random court reservations available.
- Fitness staff reinvented program offerings to promote wellness and exercise during the shutdown producing on-line video workouts, adding outdoor in-person opportunities, and later moving limited capacity classes indoors.

### FY 2022 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 the customer registration process.
- Plan and coordinate a diverse array of recreation, aquatics and fitness programs and activities for ages preschool through senior adult as COVID-19 related limitations allow.
- Operate the community center and the natatorium in a safe and clean manner.
- Operate the Bready Park Indoor Tennis Facility as a sustaining enterprise.

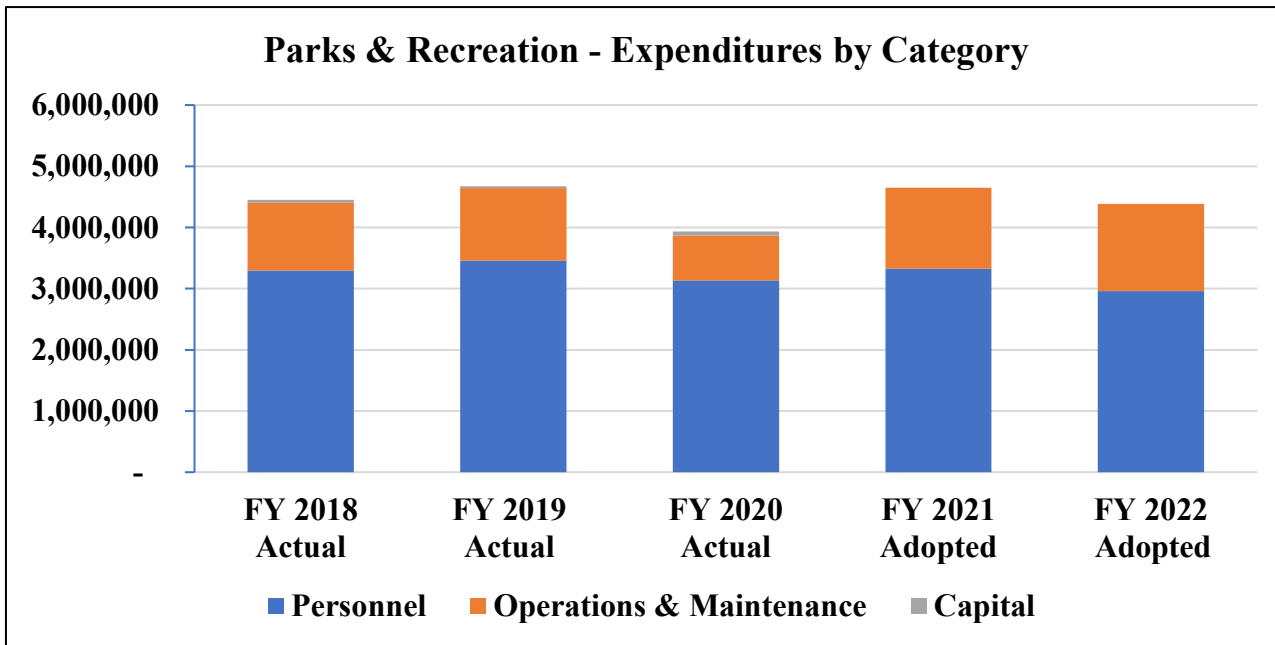
**Department of Parks & Recreation  
Budget Summary**

The following summary includes Administration, Recreation Programs, Aquatics, Community Center Operations, and Park Operations & Development.

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	3,297,594	3,461,315	3,136,432	3,323,610	2,957,662	2,957,662
<b>Operations &amp; Maintenance</b>	1,110,140	1,180,417	732,373	1,326,930	1,425,244	1,425,244
<b>Capital</b>	41,794	33,448	65,234	-	-	-
<b>Total P&amp;R</b>	<b>4,449,528</b>	<b>4,675,180</b>	<b>3,934,039</b>	<b>4,650,540</b>	<b>4,382,906</b>	<b>4,382,906</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	22	24	24	24	22	22
<b>Part Time</b>	7	6	6	5	5	5



## 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>• Review and revise policies and procedures as required by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) standards.</li> <li>• Complete the CAPRA self-assessment and submit for re-accreditation in CY2022.</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>• 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.</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 professional 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>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	613,844	630,600	656,139	680,595	671,257	671,257
<b>Operations &amp; Maintenance</b>	116,528	112,922	87,193	134,450	118,425	118,425
<b>Capital</b>	12,439	-	-	-	-	-
<b>Total P&amp;R Administration</b>	<b>742,812</b>	<b>743,522</b>	<b>743,332</b>	<b>815,045</b>	<b>789,682</b>	<b>789,682</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	5	5	5	5	5	5
<b>Part Time</b>	1	1	1	1	1	1

## 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>• Aggressively seek avenues to attract and obtain instructors and contractors to rebuild program offerings.</li> <li>• Offer 30 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>•</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> </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 150 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 1,200 youth participate in recreation programs.</li> <li>• Adapt summer camp offerings within current COVID safety guidelines.</li> <li>• Class evaluations document the majority enjoyed the program.</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 participate in two community outreach opportunities, events or campaigns.</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>• Apply data from community survey to inform program offerings.</li> <li>• Monitor customer satisfaction and implement improvements to programs based on expressed desires of participants.</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><i><b>Vision Tenet: Celebrating Community Spirit</b></i></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, July 4<sup>th</sup> celebration, NatureFest, and Farmers' Market Fun Days are held.</li> <li>• Plan and execute the Herndon Festival, 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>

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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 2022 festival marks the 39th annual (after missing '20 and '21). The event fosters the spirit of community involvement through a planning and implementation committee comprising civic, public and business organizations. The event features a diverse selection of entertainment, food and artisans. The relocation of the festival in 2019 and evaluation of the first year in the new location provided information on how to sustain a sense of community.

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. FY20, FY21, and FY22 were/will be impacted by the closure and restricted offerings related to the pandemic.

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### Key Performance Indicator

	<b>Percentage of programs operating (enrolled, meet or exceed minimum)**</b>
<b>FY 2018</b>	85.4%
<b>FY2019</b>	83.5%
<b>FY2020<sup>1</sup></b>	80.7%
<b>FY2021<sup>2</sup> est</b>	75%
<b>FY2022 proj</b>	82%

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

\*\*Department-wide, including fitness and aquatics.

<sup>1</sup>Spring classes were cancelled entirely and Winter classes were partially refunded once the pandemic closure began in March.

<sup>2</sup>No summer classes were held; Fall was very limited and Winter/Spring continue to be restricted in offerings.



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

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	989,975	990,570	789,537	747,104	721,970	721,970
<b>Operations &amp; Maintenance</b>	565,376	599,704	254,237	726,925	654,600	654,600
<b>Capital</b>		-	-	-	-	-
<b>Total P&amp;R Recreation</b>	<b>1,555,351</b>	<b>1,590,274</b>	<b>1,043,774</b>	<b>1,474,029</b>	<b>1,376,570</b>	<b>1,376,570</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	5	5	5	5	5	5
<b>Part Time</b>	1	1	1	0	0	0

## 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 all open hours each week.</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 along with the cleaning contractor will setup and supervise the building for all classes and rentals.</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 daily.</li> <li>• Provide a variety of pass options for patrons to visit the center including standard and punch pass options.</li> <li>• Provide time and space for facility rentals and birthday parties.</li> </ul>	<ul style="list-style-type: none"> <li>• Daily admissions to reach 50 percent of pre COVID-19 FY 2019 totals.</li> <li>• Pass sale totals to reach 35 percent of pre COVID-19 FY 2019 totals.</li> <li>• Facility rentals to reach 35 percent of pre COVID-19 FY 2019 totals.</li> <li>• Birthday parties to reach 30 percent of pre COVID-19 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 70 percent over FY 2021 totals.</li> <li>• Drop-in exercise class offerings meet 60 percent of the FY 2020 pre COVID-19 class offerings.</li> </ul>

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## Parks & Recreation - Community Center Operations

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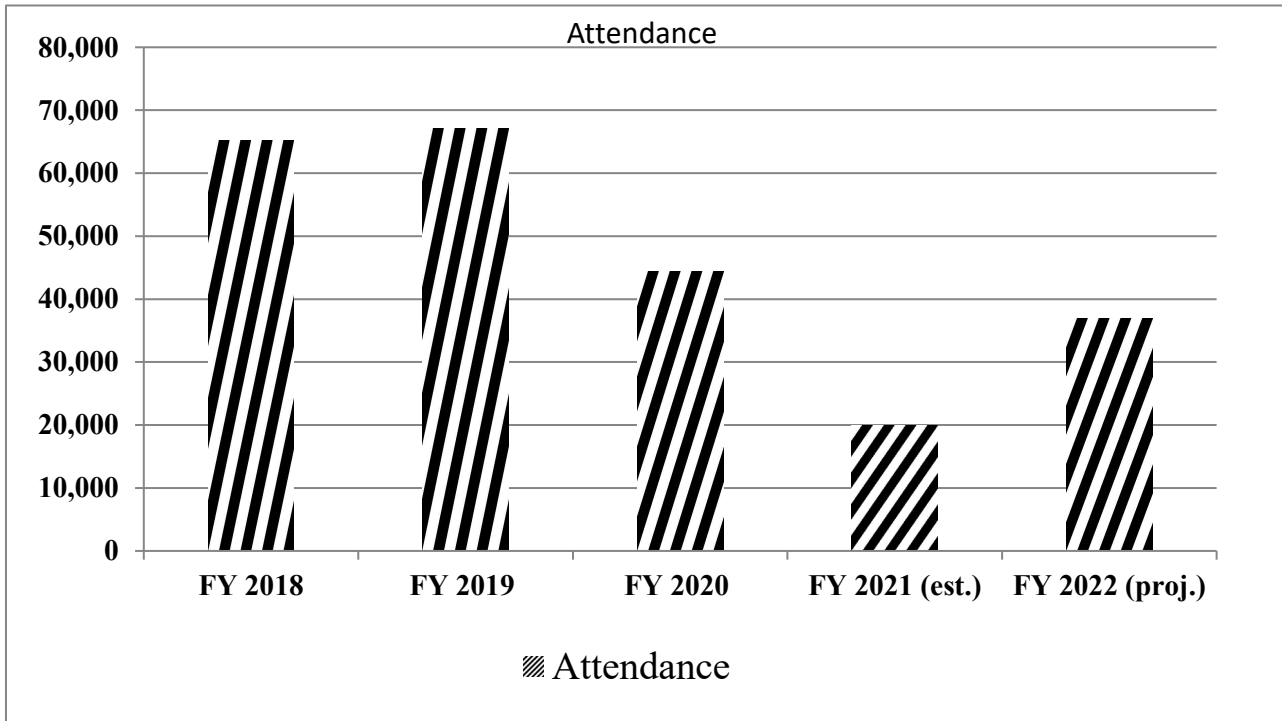
### Performance Measures

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 2018	65,222
FY 2019	67,082
FY 2020	44,356
FY 2021 (est.)	20,000
FY 2022 (proj.)	37,000



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

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	918,124	1,020,968	983,535	1,014,049	820,367	820,367
<b>Operations &amp; Maintenance</b>	203,197	236,524	187,454	209,175	421,000	421,000
<b>Capital</b>	-	18,448	19,970	-	-	-
<b>Total P&amp;R Community Center</b>	<b>1,121,321</b>	<b>1,275,940</b>	<b>1,190,959</b>	<b>1,223,224</b>	<b>1,241,367</b>	<b>1,241,367</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	9	10	10	10	8	8
<b>Part Time</b>	3	2	2	2	2	2

## 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 75 classes for ages six months to senior adults in fall, winter and spring.</li> <li>• 95 percent of the classes offered 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 year-round coaching for up to 140 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 can swim 25 yards of freestyle and 25 yards of backstroke.</li> <li>• 95 percent of the Commanders swimmers can 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 30 water exercise classes including water walking, water aerobics, deep water exercise, therapeutic water exercise and senior water exercise.</li> <li>• Offer three alternative water activities during the year.</li> <li>• Offer three 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 are American Red Cross certified. Head guards and managers are certified Fairfax County Pool Operators. Managers are certified Aquatics Facility Operators.</li> <li>• Offer quarterly lifeguard training and testing.</li> <li>• Swim Team (Commander) coaches 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>

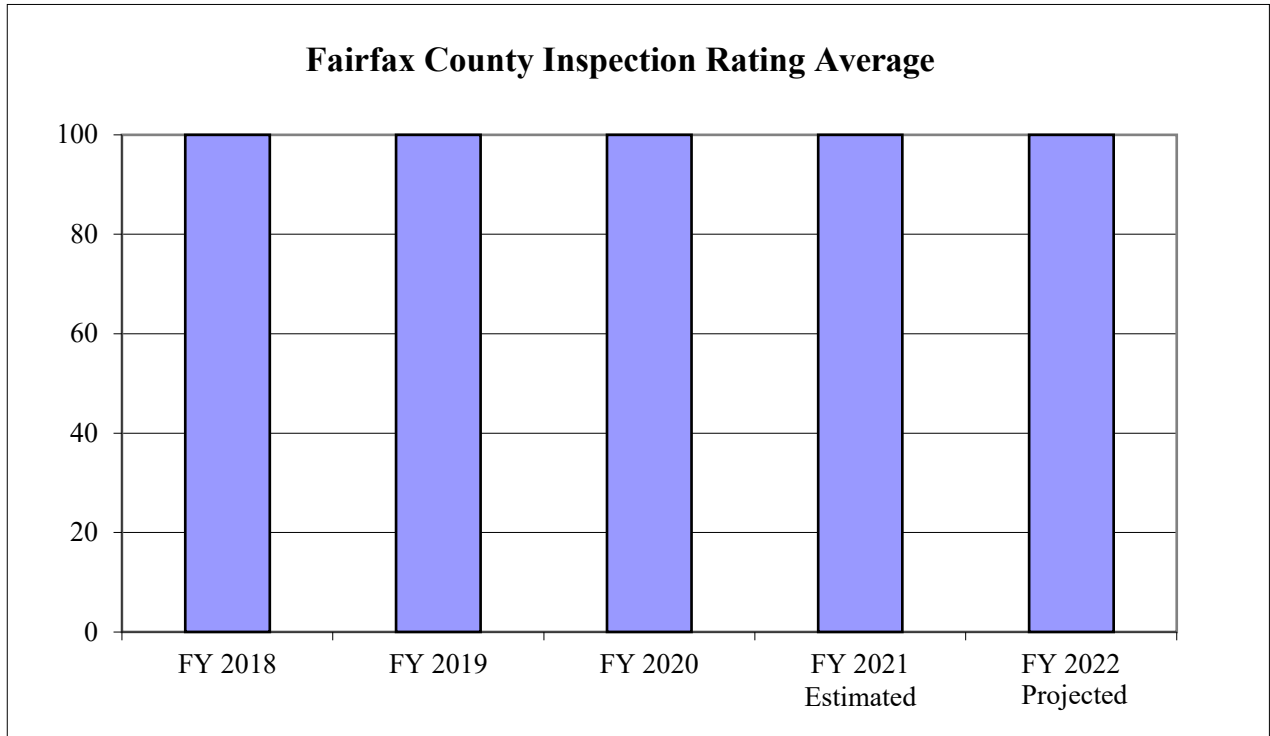
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## Parks & Recreation - Aquatics Programs & Operations

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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 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Projected</u>
Fairfax County Inspection Rating Average	100	100	100	100	100

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

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	684,789	719,496	616,924	771,410	626,876	626,876
<b>Operations &amp; Maintenance</b>	146,126	127,616	110,178	164,230	140,074	140,074
<b>Capital</b>	6,135	-	45,264	-	-	-
<b>Total P&amp;R Aquatics</b>	<b>837,050</b>	<b>847,112</b>	<b>772,366</b>	<b>935,640</b>	<b>766,950</b>	<b>766,950</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	3	4	4	4	4	4
<b>Part Time</b>	1	1	1	1	1	1

## 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><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>• 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 100 instructional classes, men's, women's and senior mixed doubles and other programs.</li> <li>• Book \$165,000 of contract court rentals.</li> <li>• Develop in-house private lesson opportunities.</li> <li>• The approved CIP authorizes the replacement and renovation of the tennis membrane, lights and mechanical units is completed.</li> </ul>
<p>Coordinate the scheduling of sports fields and picnic shelters.</p> <p><b><i>Vision Tenet: Honoring People</i></b></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 combined at Bready, Trailside and Runnymede Parks.</li> </ul>
<p>Provide enhanced and diversified recreational opportunities for town residents.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>• Investigate opportunities to enhance and update parks and trail facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore the redevelopment of the Bready Park softball field.</li> </ul>
<p>Maintain and preserve town parks.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>• Partner with Friends of Runnymede Park for annual stream cleanup, 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> </ul>

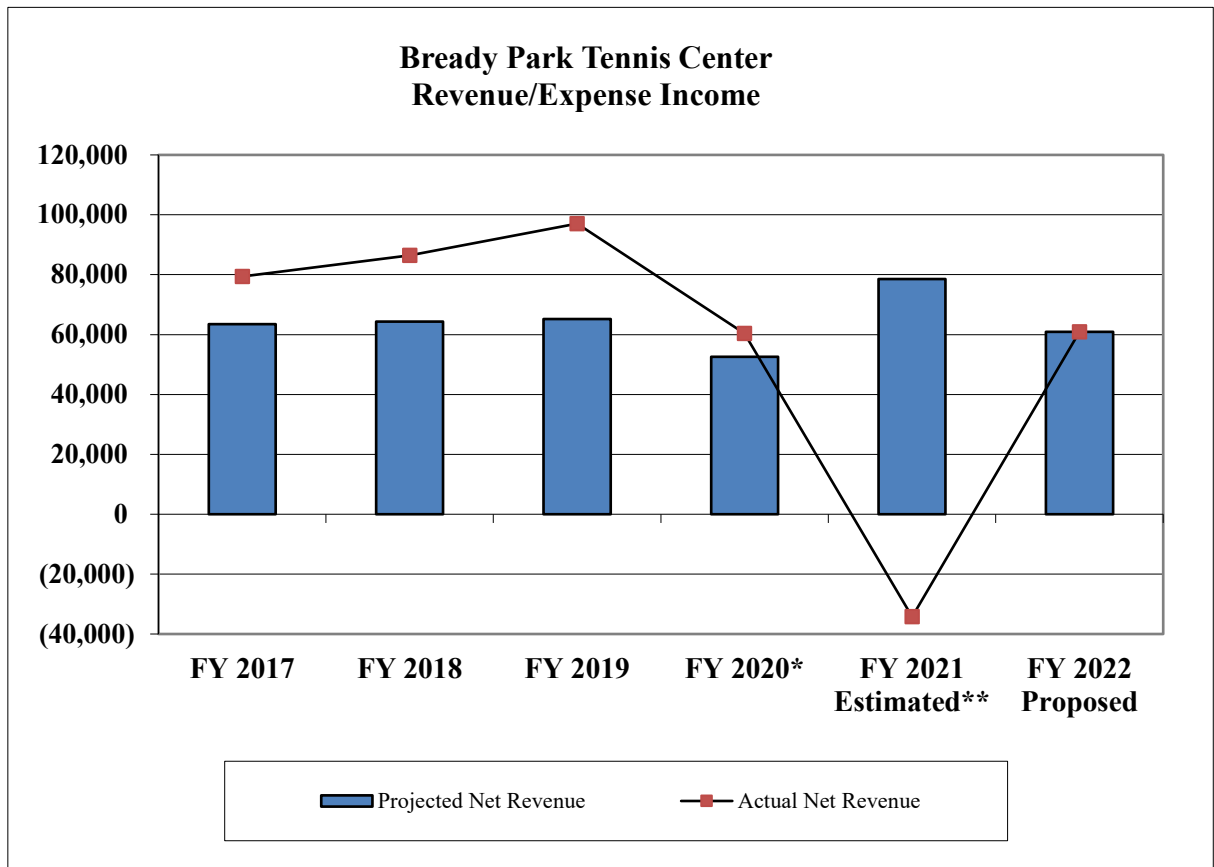


## Parks & Recreation - Park Operations & Development

### Performance Measures

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

	FY 2017	FY 2018	FY 2019	FY 2020*	FY 2021 Estimated**	FY 2022 Proposed
Projected Net Income	\$ 63,477	\$ 64,353	\$ 65,229	\$ 52,550	\$ 78,523	\$ 60,883
Actual Net Income	\$ 79,415	\$ 86,469	\$ 97,051	\$ 60,340	\$ (34,247)	\$ 60,883



NOTE: Replacement of the bubble structure was approved but sequestered in the FY 2020 Capital Improvement Program.

\*FY 2020 included partial refunds to contract holders and winter class enrollees due to pandemic closure in March; no spring classes were held.

\*\*FY 2021 reflects a 60-day delayed opening, random court reservations only, no contracts, no fall or winter classes, due to pandemic and financial restrictions.

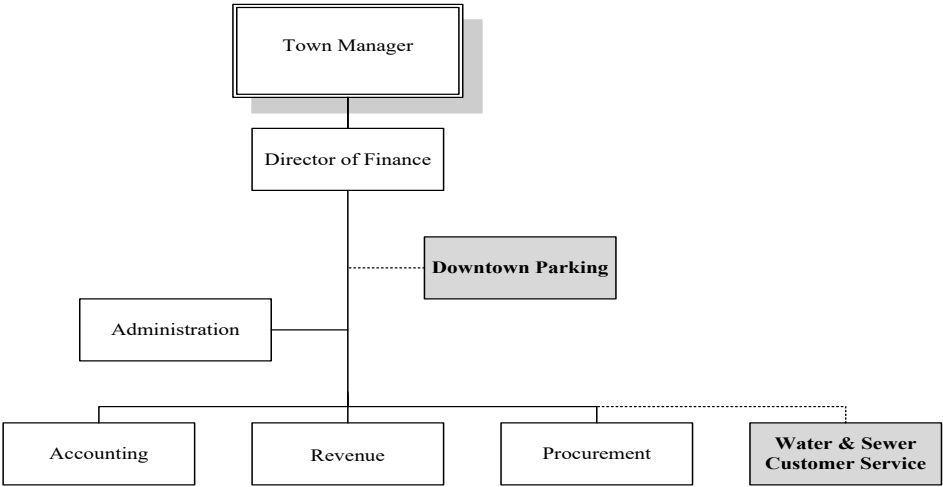
**Parks & Recreation - Parks  
Division Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	90,861	99,681	90,298	110,452	117,192	117,192
<b>Operations &amp; Maintenance</b>	78,913	103,650	93,310	92,150	91,145	91,145
<b>Capital</b>	23,220	15,000	-	-	-	-
<b>Total P&amp;R Parks</b>	<b>192,993</b>	<b>218,332</b>	<b>183,607</b>	<b>202,602</b>	<b>208,337</b>	<b>208,337</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	0	0	0	0	0	0
<b>Part Time</b>	1	1	1	1	1	1

# 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 2021 Highlights**

- AAA rating from each of the three major ratings agencies.
- Achieved the prestigious Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting award for the FY 2019 Comprehensive Annual Financial Report (CAFR); the 45th consecutive year that the town has achieved this recognition.
- Moved the budget function into Finance; achieved the GFOA Distinguished Budget Presentation Award for the FY2021 Adopted Budget.
- Maintained a 99 percent overall collection rate for all town taxes.
- Online payment portal through Customer Self Service which includes free online pay-by-check.

**FY 2022 Initiatives**

- Implement a major upgrade of the town’s ERP system, Munis.
- Add a revenue auditor to staff.
- Implement a 24/7 pay-by-phone option with multiple language capabilities.
- Online filing of excise taxes and BPOL.
- Transition the billing and collection of town real estate taxes to Fairfax County now that enabling legislation has been passed by the Virginia General Assembly.
  - This transition will allow town residents or their mortgage companies to pay one bill to one entity.
  - Staff time will be used for business license and meals tax audits.
- Overhaul the CIP process, from project inception through funding, reporting, and close-out.
- Prepare and refine multi-year financial forecasting to present during the budget cycle and throughout the fiscal year.
- Expand biometric timeclock program.

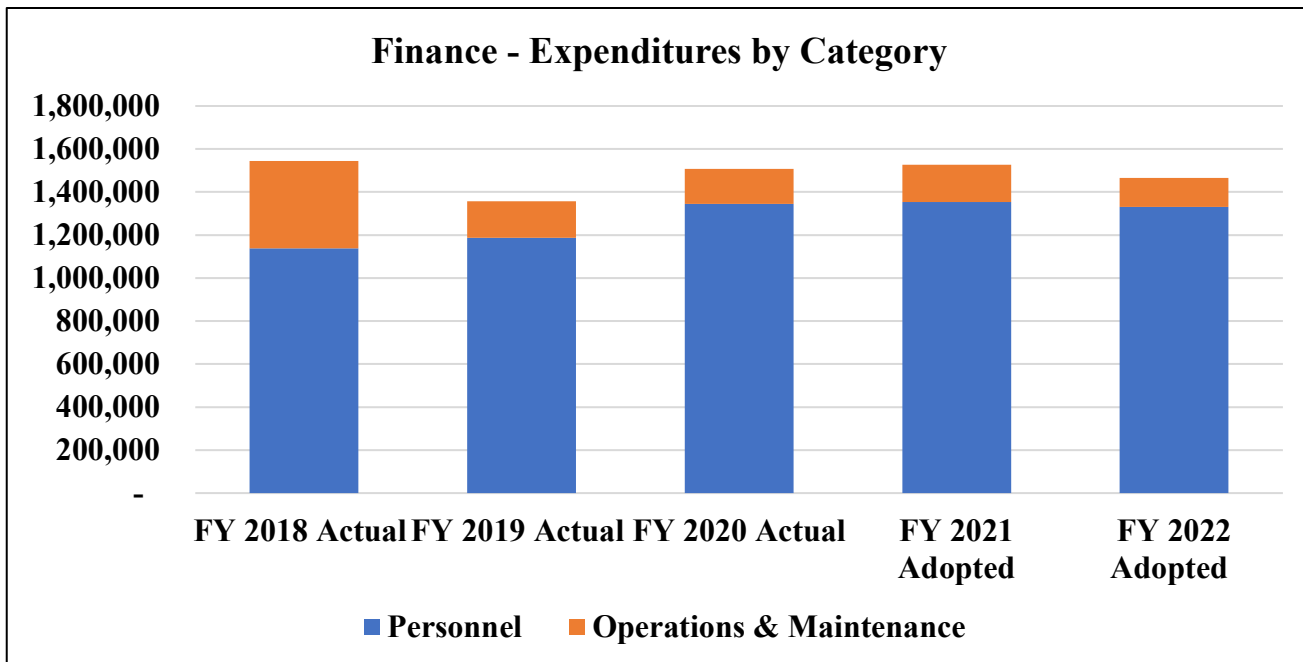
**Department of Finance  
Budget Summary**

The following summary includes Administration, Accounting, Revenue, and Procurement.

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	1,138,240	1,187,361	1,345,182	1,353,255	1,330,127	1,330,127
<b>Operations &amp; Maintenance</b>	406,706	169,519	162,956	173,200	135,625	135,625
<b>Operating Capital</b>	-	-	-	-	-	-
<b>Total Finance</b>	<b>1,544,946</b>	<b>1,356,880</b>	<b>1,508,137</b>	<b>1,526,455</b>	<b>1,465,752</b>	<b>1,465,752</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	11	11	11	11	11	11
<b>Part Time</b>	1	1	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>
Enhance the town's financial management.	<ul style="list-style-type: none"> <li>• Provide material support to Town Manager to present a balanced budget annually by the statutory deadlines.</li> </ul>	<ul style="list-style-type: none"> <li>• Proposed budget is issued before April 1.</li> <li>• Budget is adopted by the end of April or early May.</li> <li>• Budget is implemented and monitored throughout the year</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> </ul>

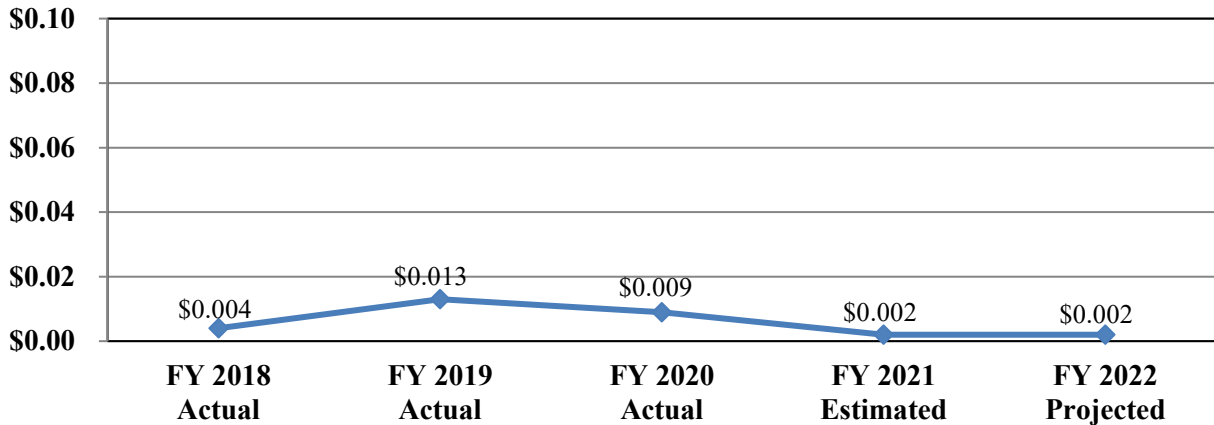
**Finance - Administration**

**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. Interest rates increased during FY 2019, but plummeted during the latter half of FY 2020 and FY 2021. A significant change in interest earning for FY 2022 is not projected. The town employs a very conservative investment approach, investing the majority of its funds in the Commonwealth of Virginia's group investment pool, which is fully compliant with the Investment of Public Funds Act.

Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected
Interest earnings converted to real estate tax rate	\$0.004	\$0.013	\$0.009	\$0.002	\$0.002

**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**  
**Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	239,778	249,178	374,924	374,528	426,888	426,888
<b>Operations &amp; Maintenance</b>	304,479	58,641	69,391	105,615	67,095	67,095
<b>Capital</b>	-	-	-	-	-	-
<b>Total Finance Administration</b>	<b>544,258</b>	<b>307,818</b>	<b>444,315</b>	<b>480,143</b>	<b>493,983</b>	<b>493,983</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	2	2	2	2	3	3
<b>Part Time</b>	0	0	0	0	0	0

## 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 management team.</li> <li>• Issue FY 2021 CAFR, along with information for the Comparative Report of Local Government Revenues and Expenditures and submit to the Virginia Auditor of Public Accounts by December 15, 2021.</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

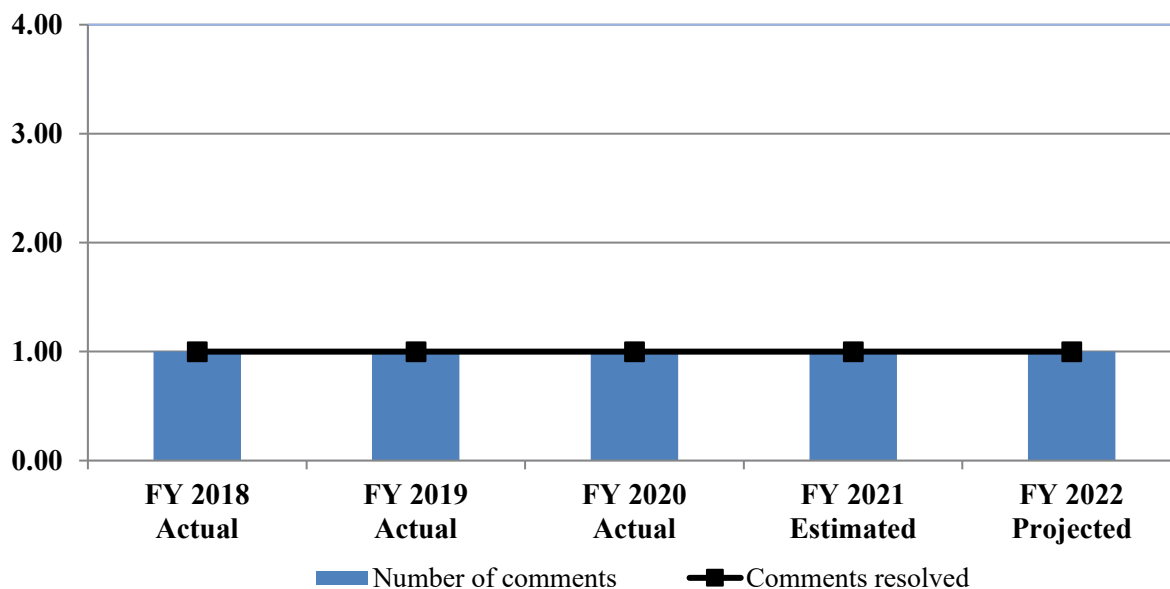
### Performance Measures

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 2020, FY 2019 and FY 2018. 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 2019 Comprehensive Annual Financial Report (CAFR). This marked the 45th consecutive year that the town achieved this prestigious recognition. The FY 2020 CAFR was submitted to GFOA for consideration of an award. Expected notification is imminent.

Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected
Auditor management letter					
Number of comments	1	1	1	1	1
Comments resolved	1	1	1	1	1
GFOA Certificate for Excellence in Financial Reporting					
Number of consecutive years achieved	44	45	46	47	48

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



<b>Finance - Accounting Budget Summary</b>
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	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	579,545	602,309	565,755	566,389	503,157	503,157
<b>Operations &amp; Maintenance</b>	31,972	38,415	29,476	31,135	29,000	29,000
<b>Operating Capital</b>	-	-	-	-	-	-
<b>Total Finance Accounting</b>	<b>611,516</b>	<b>640,724</b>	<b>595,230</b>	<b>597,524</b>	<b>532,157</b>	<b>532,157</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	6	6	6	5	4	4
<b>Part Time</b>	0	0	0	0	0	0

## 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/debit card payments at revenue counter.</li> <li>• Support credit card and e-check 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>• Accept credit card and e-check payments on-line.</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

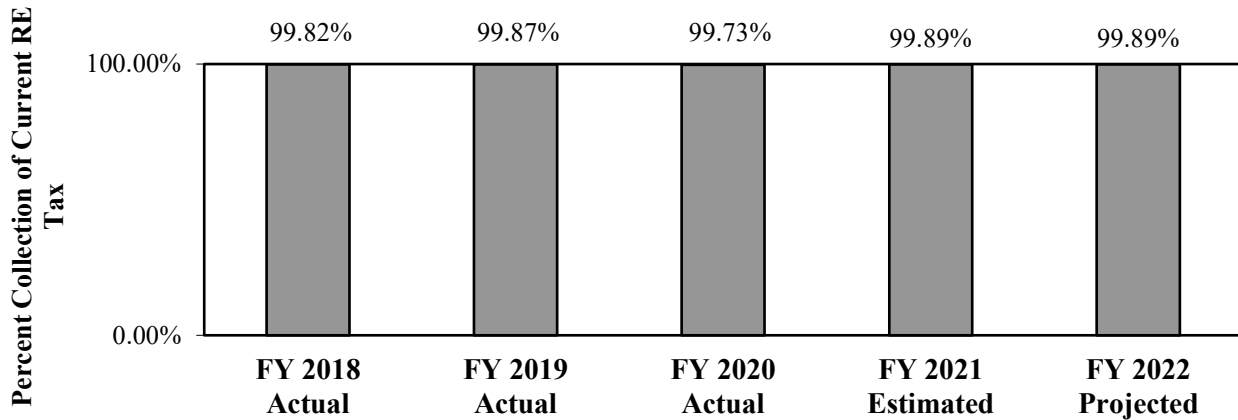
The Revenue activity center provides real estate and business license assessments and billings and collections of all taxes, fees, charges and fines while providing quality customer service. The division strives to collect all amounts due the town in a timely and efficient manner, thus maintaining low 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 and e-check payment portals 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, online, 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected
Percent of real estate taxes collected in year of levy	99.82%	99.87%	99.73%	99.89%	99.89%

**Actual/Projected Real Estate Tax Levies**



**Finance - Revenue  
Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	212,761	226,684	291,506	289,515	281,745	281,745
<b>Operations &amp; Maintenance</b>	63,944	66,241	58,697	33,845	36,710	36,710
<b>Total Finance Revenue</b>	<b>276,705</b>	<b>292,925</b>	<b>350,202</b>	<b>323,360</b>	<b>318,455</b>	<b>318,455</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	2	2	2	3	3	3
<b>Part Time</b>	1	1	1	1	1	1

## 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, using online auctions, in a responsible and timely manner.

Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected
Number of purchase orders processed each fiscal year	1,564	1,322	1,139	1,212	1,212
Rental income from commercial side of 397 Herndon Parkway	\$447,086	\$517,555	\$487,841	\$475,569	\$475,569
Receipts from sale of town-owned surplus property	\$0	\$65,954	\$19,727	\$142,116	\$142,116

**Finance - Procurement  
Budget Summary**

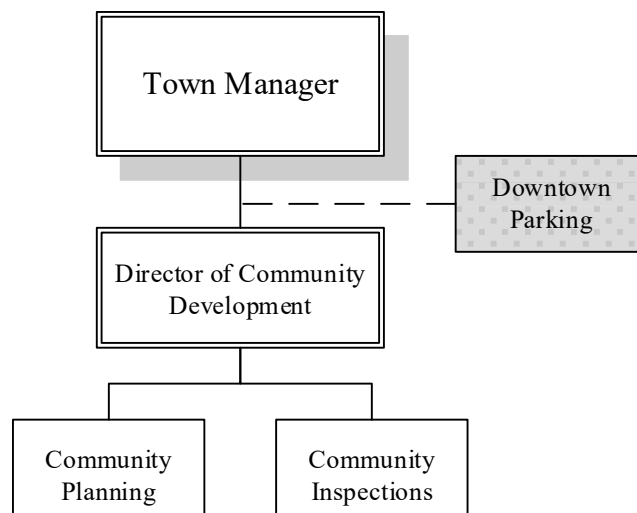
	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	106,155	109,190	112,998	122,823	118,338	118,338
<b>Operations &amp; Maintenance</b>	6,312	6,222	5,392	2,605	2,820	2,820
<b>Total Finance Procurement</b>	<b>112,467</b>	<b>115,412</b>	<b>118,390</b>	<b>125,428</b>	<b>121,158</b>	<b>121,158</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	1	1	1	1	1	1
<b>Part Time</b>	0	0	0	0	0	0



## Community Development



### Vision

The Department of Community Development, through application of best practices in the fields of land use planning, urban design, community forestry, preservation and zoning, works to ensure the creation of a vibrant, attractive and environmentally, economically and socially sustainable and equitable community in which all Town of Herndon residents and businesses prosper. By supplying professional and administrative support, the department facilitates the operation and success of the Town's Planning Commission, Board of Zoning Appeals (BZA), Architectural Review Board (ARB), Historic District Review Board (HDRB), and the Pedestrian and Bicycle Advisory Committee (PBAC) in fulfilling their missions to provide accurate, effective, fair, equitable decisions and recommendations in which all members of the community have a voice.

### FY 2021 Highlights

- Successful continuation of operations during COVID-19 disruptions to include development and implementation of virtual meetings and processes.
- Integration and automation of review processes to include electronic submissions.
- Secured over 4.75 M in transportation funding through federal, state, and local funding sources.
- Recognized as a Bicycle Friendly Community by the League of American Bicyclists.
- Awarded Tree City USA designation for the 32nd straight year.
- Awarded Arbor Day Foundation Growth Award.
- Development and programming of the FY 2022 – FY 2027 CIP.
- Encouraged and facilitated continued maintenance and reinvestment in the town's more affordable housing resources through 12 home repair projects.
- Adoption of a Comprehensive Plan Amendment to support the repurposing of a hotel use to residential workforce rental units.
- Adoption of new zoning ordinance text to permit staff review and approval of a range of Certificates of Approval for modifications and other projects within the Historic District Overlay.
- Adoption of revised Heritage Preservation Review Guidelines.
- Continued engagement with Fairfax and Loudoun county staff on matters of interest to the town.
- Continued participation in Fairfax County Connector bus service meetings and the development of future service plans to ensure future changes to the system provide adequate and timely service for Herndon residents once the Herndon Silver Line Metrorail Station opens.

- Review and processing of several complex land use applications to permit up to 900 residential multifamily rental units, 85 townhouses, 56 two-over-two condominiums and the potential for 600,000,000 square feet of office in addition to restoration and enhancement of portions of the Sugarland Run steam valley.
- Review and processing of a Zoning Map Amendment to update and revitalize an ageing office and light industrial development.
- Adoption of new zoning ordinance text creating the Planned Development-Urban Residential zoning district to effectuate the South Elden Area Plan.
- Adoption of new zoning text to encourage a more pedestrian oriented building setback distance in the Commercial Services (CS) zoning district to effectuate the policies of the South Elden Area Plan.
- Adoption of new zoning text to effectuate the repurposing of a hotel use to residential workforce rental units.
- Adoption of new zoning text to complete the transfer of the site plan process from Community Development to the Department of Public Works.
- Investigation of 420 alleged zoning violations.
- In coordination with Virginia DCR, completed 5-year annual review of Chesapeake Bay Preservation Act.
- Completion of the Uniform Sign Standards to allow for administrative review of all signs in town.
- Initiation of Comprehensive Plan Amendments incorporating the Herndon Pedestrian Plan and Herndon Bicycle Network Master Plan into the 2030 Comprehensive Plan.

## Community Development

### **FY 2022 Initiatives**

- Continued development and adoption of zoning ordinance amendments to implement the policies of the comprehensive plan with focus on diversity and affordability of housing, and effectuation of the South Elden Area Plan and Herndon Metrorail Area Plan.
- Continuation of efforts to increase maintenance and reinvestment in the town's more affordable housing resources through home repair assistance.
- Installation of historic district street signs.
- Refinements to procedures regarding departmental processes such as Historic District application processing, informational outreach to businesses and HOAs and public access to administrative approvals.
- 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.
- Continuation of the town's Tree City status.
- Continuation of efforts to obtain grant funding for needed multimodal transportation improvements.
- Completion of audits and updates to the Herndon Pedestrian Plan and Herndon Bicycle Network Master Plan.
- Completion of audit and update to the Herndon Streetscape Manual.
- Continued automation efforts with electronic submission and review and expanded use of available workflow engines.

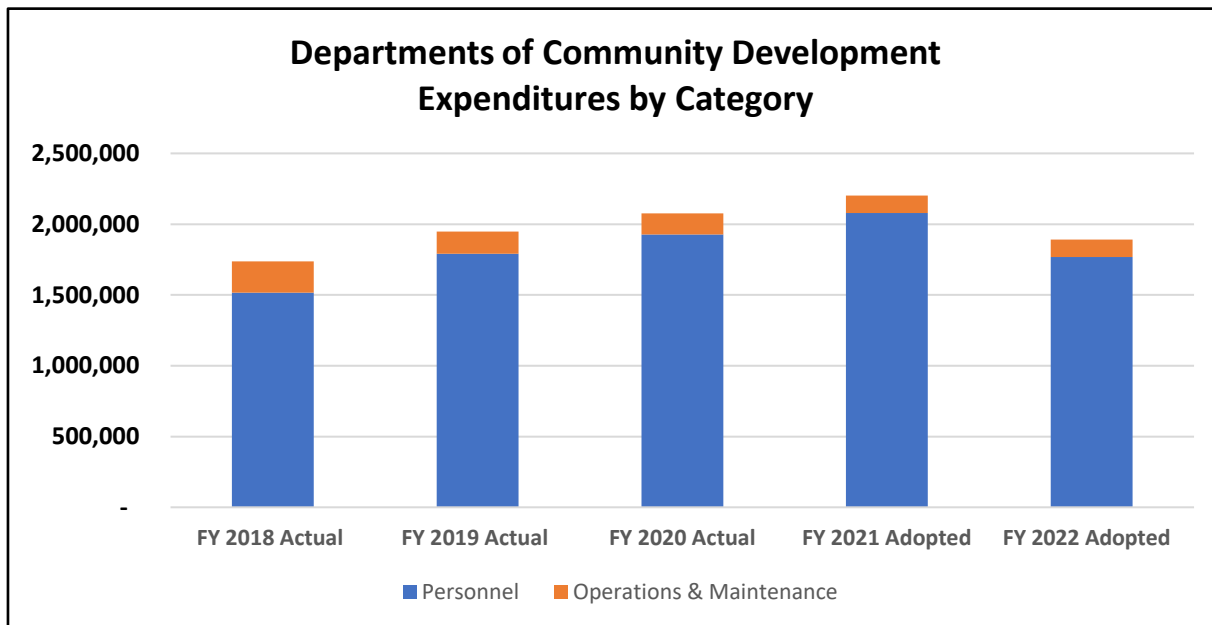
**Department of Community Development  
Budget Summary**

The following summary includes Community Planning and Community Inspections.

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	1,516,715	1,792,198	1,927,716	2,077,884	1,768,576	1,768,576
<b>Operations &amp; Maintenance</b>	220,021	155,132	147,681	124,450	122,200	122,200
<b>Capital</b>	-	-	-	-	-	-
<b>Total Community Development</b>	<b>1,736,736</b>	<b>1,947,330</b>	<b>2,075,398</b>	<b>2,202,334</b>	<b>1,890,776</b>	<b>1,890,776</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	16	16	17	17	17	17
<b>Part Time</b>	1	1	0	0	0	0



## Community Development – Community Planning

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

Objectives	Strategies	Measures
<p>Create and enhance a healthy, sustainable community comprised of attractive, safe, and distinctive residential, mixed-use and commercial neighborhoods and public spaces.</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>• Apply adopted policies, ordinances and guideline consistently.</li> <li>• Facilitate the development of attractive, stimulating and comfortable public spaces.</li> <li>• Create a variety of transportation options for residents and visitors connecting locations within Herndon and connecting Herndon with the region.</li> <li>• Reinvigorate existing residential neighborhoods.</li> <li>• Preserve and celebrate the town’s architectural history and unique sense of place.</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>• Ensure all residents have adequate access to green space and the natural environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that all adopted housing policies are implemented through adopted plans and ordinances.</li> <li>• Tree City designation is retained.</li> <li>• 100 percent of approved development and public improvement plans incorporates applicable streetscape, historic preservation and urban design guidelines.</li> <li>• 100 percent of approved development incorporates low-impact, sustainable design measures.</li> <li>• 100 percent of governmental and grant funding received is used for intended or allowable similar purpose within adopted CIP timelines</li> <li>• 100 percent of inter-jurisdictional development notifications are responded to by the established deadline.</li> <li>• Housing and Neighborhood Rehabilitation program provides resources to 100 percent of eligible homeowner applicants to improve and maintain housing stock.</li> <li>• Certified Local Government preservation designation is retained.</li> <li>• 100 percent of any changes to the local bus routes and stops are evaluated and feedback is provided to County staff within the requested response time.</li> </ul>

## Community Development – Community Planning

<p>Increase public involvement and transparency in the planning process.</p> <p><i>Vision Tenet: Honoring People</i></p> <p><i>Vision Tenet: Celebrating Community Spirit</i></p>	<ul style="list-style-type: none"> <li>• Optimize use of website and social media options.</li> <li>• Create opportunities for public outreach and involvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Website’s Active Development &amp; Land Use Cases webpage is updated within seven working days of a change in status.</li> <li>• The Website’s Active Planning Projects page is updated within seven days of a change in status.</li> <li>• 100 percent of Department administered public improvement plans benefit from special public workshops or meetings.</li> <li>• 100 percent of minutes and agendas are uploaded to the website on time.</li> <li>• Property owners and residents in the HDO receive printed media regarding the HDO at least twice a year.</li> <li>• 100 percent of FOIA requests are responded to within the established timelines.</li> <li>• The majority of FOIA requests received by the department are responded to immediately free of staffing charges.</li> <li>• When live, the department’s social media apps will have posts weekly if not more frequent.</li> </ul>
<p>Enhance Herndon’s competitive edge within the region through a diverse real estate tax base and efficient processing of plans and permits.</p> <p><i>Vision Tenet: Cultivating a Sustainable Environment</i></p> <p><i>Vision Tenet: Championing Business and Technology</i></p>	<ul style="list-style-type: none"> <li>• Ensure opportunities for an appropriate balance of uses in the town’s mixed-use hubs.</li> <li>• Ensure new development reflects current and foreseeable business and residential markets and trends for living and working in modern ways.</li> <li>• Facilitate private investment by providing timely zoning verification letters and review of applications.</li> </ul>	<ul style="list-style-type: none"> <li>• 100 percent of small area plans, planning policy initiatives, and other long-range comprehensive planning projects consider and evaluate impacts to changes in and the balance of land uses.</li> <li>• 100 percent of small area plans, and similar planning efforts, consider the need to balance housing and other development demands with infrastructure constraints.</li> <li>• 100 percent of land use applications and zoning permits are reviewed within the established and published timelines.</li> <li>• Zoning Verification Letters are provided within 3 weeks of request.</li> </ul>

## Community Development - Community Planning

### Performance Measures

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

	FY 2020	FY 2021 Estimated	FY 2022 Projection
Average # of Training/Education Hours per Employee	26	5	16
% of professional staff who are professionally certified	76	76	84
% of CIP funded by Grants	55	50	50
% of development/land use/site plan reviews completed prior to deadline	100	80	90
% of applicant households who received repair assistance	100	100	100
% of staff recommendations upheld by BZA	100	66	75
Frequency of webpage updates (in days)	10	7	7
# of review processes evaluated	N/A	4	4
# of processes review automated/improved	N/A	2	3
Number of BZA public hearing items submitted and processed	2	3	4
Number of Planning Commission public hearing items submitted and processed	7	15	17
Number of ARB public hearing items submitted and processed	31	13	15
Number of HDRB public hearing items submitted and processed	21	20	22

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

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	1,356,360	1,637,525	1,739,355	1,879,453	1,573,089	1,576,089
<b>Operations &amp; Maintenance</b>	212,134	149,271	143,678	119,550	118,200	118,200
<b>Total Community Development</b>	<b>1,568,494</b>	<b>1,786,796</b>	<b>1,883,033</b>	<b>1,999,003</b>	<b>1,691,289</b>	<b>1,691,289</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	13	13	15	15	15	15
<b>Part Time</b>	1	1	0	0	0	0

## 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> </ul>	<ul style="list-style-type: none"> <li>• All inspectors obtain or retain VAZO Certified Zoning Official status.</li> <li>• All complainants who ask to be contacted are contacted within two business days of receipt of their complaint and following the closure of the case.</li> <li>• Residential permit parking studies completed within 3 weeks of request.</li> <li>• Collection of illegal signs performed per standard seasonal schedule.</li> <li>• Ensure inoperable vehicles are removed in a timely manner.</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 7 residential homeowner or condominium association meetings per year.</li> <li>• One special educational mailing per year is sent to 25% of the town home-based and retail businesses</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 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021 Estimated</b>	<b>FY 2022 Projected</b>
Excessive Occupancy	57	36	40	52	52
Vehicle Related Violations	N/A	141	264	243	250
Other Zoning Violations	297	130	114	125	135
Total	354	307	418	420	437

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

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021 Estimated</b>	<b>FY 2022 Projected</b>
Number of interactions that qualify as community outreach, including meetings with HOAs, HCAC, crime watch, business associations, and others.	7	8	5	4	7

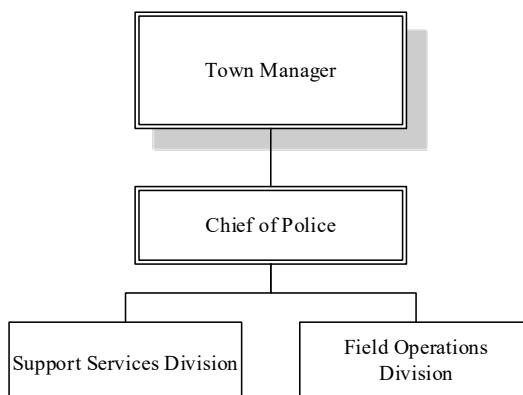
**Community Development - Inspections  
Division Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	160,355	154,673	188,362	198,431	195,486	195,486
<b>Operations &amp; Maintenance</b>	7,887	5,861	4,003	4,900	4,000	4,000
<b>Capital</b>	-	-	27,230	-	-	-
<b>Total Community Development</b>	<b>168,242</b>	<b>160,533</b>	<b>219,594</b>	<b>203,331</b>	<b>199,486</b>	<b>199,486</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	3	3	2	2	2	2
<b>Part Time</b>	0	0	0	0	0	0

# 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**

- **Awards and Recognitions:**
  - Presented with WRAP (Washington Region Alcohol Program) and MADD (Mothers Against Drunk Driving) awards for efforts to continue to combat impaired driving.
  - Awarded two Certificates of Valor and one Gold Medal from the Fairfax County Chamber of Commerce Valor Awards for officers' courageous acts in the line of duty.
  - Awarded reaccreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) in July 2020, achieving 34 years of consecutive accredited status.
- Continued security upgrades for the department in conjunction with town offices to secure door access, provide camera-monitoring, and other security improvements.
- Participated as a member of the Northern Virginia Gang Task Force, the Internet Crimes Against Children Task Force, and Fairfax County Narcotics Unit.
- Continued community partnership with Project HOPE – an interactive afterschool program at Hutchinson Elementary school where police and students from immigrant and at-risk communities work to build trusting relationships.
- Increased social media participation and outreach to over 11,000 followers through Twitter, Facebook and Instagram.
- Acquired image redaction technology for public requests of body-worn camera video.
- Relocated an alternate back-up site for communications operations to continue operations in the event of an emergency.
- Communications implemented RapidSOS software that allows 9-1-1 dispatchers to access real time locations of a cell phone caller during emergencies; the software also links with 9-1-1 agencies nationwide.

## **Upcoming Initiatives**

- Enforce traffic laws to promote roadway safety, targeting intersections with high accident numbers and heavy pedestrian and bicycle traffic.
- Promote and build police-community relationships through enhanced social media presence.

- Maintain emergency readiness through scenario exercises and practice of ICS protocols.
- Expand the use of technology to increase and enhance efficiency and effectiveness of operations and investigations.
- Provide advanced training opportunities for department personnel in leadership, citizen interactions, and use of force.

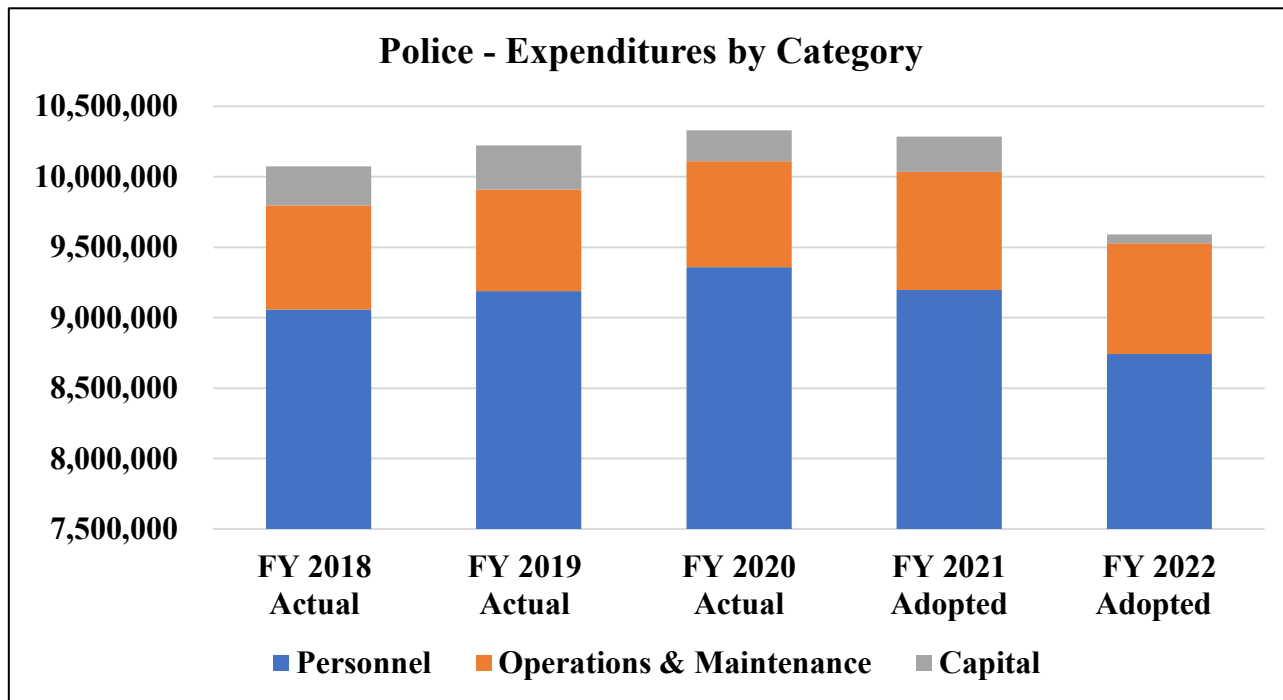
**Department of the Police  
Budget Summary**

The following summary includes Operations and Support.

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	9,057,041	9,189,090	9,357,890	9,196,256	8,742,080	8,742,080
<b>Operations &amp; Maintenance</b>	739,547	720,831	751,271	838,350	786,185	786,185
<b>Capital</b>	278,073	312,845	219,516	249,700	63,200	63,200
<b>Total Police</b>	<b>10,074,661</b>	<b>10,222,765</b>	<b>10,328,677</b>	<b>10,284,306</b>	<b>9,591,465</b>	<b>9,591,465</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	72	72	71	71	72	72
<b>Part Time</b>	0	2	2	1	1	1



## Police - Field Operations

The Field Operations activity center secures the community by providing proactive and responsive law enforcement services and promotes active community partnerships through engagement and outreach.

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>• Apprehend offenders and resolve active cases.</li> </ul>	<ul style="list-style-type: none"> <li>• Respond to all calls for service according to the emergency priority.</li> <li>• Initiate response to observed criminal activity.</li> <li>• Conduct effective investigations and monitor for efficient case resolutions.</li> <li>• Promptly transfer designated criminal cases to Criminal Investigations Section 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 engagement 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>• Participate in the National Night Out campaign.</li> <li>• Coffee with a Cop</li> <li>• Attend community meetings to share information.</li> <li>• Maintain school partnerships through Project Hope and mentoring opportunities.</li> <li>• Coordinate with HPCST members to assist with events, parking enforcement and courtesy services such as vacation house checks.</li> </ul>
<p>Enforce traffic laws and promote roadway safety.</p>	<ul style="list-style-type: none"> <li>• Promote roadway safety as a priority.</li> <li>• Plan targeted traffic enforcement efforts to deter unsafe driving.</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>• Identify locations for selective enforcement efforts based on traffic complaints and accidents.</li> <li>• Participate in the town's Traffic Engineering Improvement Committee to resolve traffic and roadway issues through engineering solutions.</li> <li>• Conduct holiday and other concentrated patrols to detect impaired driving.</li> <li>• Participate in traffic safety campaigns for distracted and impaired driving.</li> </ul>

**Police - Operations  
Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	5,009,628	5,026,847	5,245,538	5,186,357	4,871,278	4,871,278
<b>Operations &amp; Maintenance</b>	189,052	172,847	185,951	191,500	188,900	188,900
<b>Capital</b>	258,765	241,011	214,561	249,700	63,200	63,200
<b>Total Police Operations</b>	<b>5,457,444</b>	<b>5,440,706</b>	<b>5,646,050</b>	<b>5,627,557</b>	<b>5,123,378</b>	<b>5,123,378</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	40	39	39	39	39	39
<b>Part Time</b>	1	1	1	1	1	1

## Police - Support Services

Objectives	Strategies	Measures
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 units and outside partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor incoming cases for follow-up investigation and review status of resolution.</li> <li>• Assign priority to criminal investigations that involve violence.</li> <li>• Review cold cases annually.</li> <li>• Share/exchange alerts, intelligence, and information with law enforcement partnerships.</li> <li>• Maintain detectives on the Northern Virginia Gang Task Force, the Fairfax County Vice/Narcotics Unit, and the Internet Crimes Against Children Task Force.</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.</li> <li>• Exercise ICS protocol for all special events and critical incidents.</li> <li>• Attend monthly local or state emergency management meetings.</li> </ul>
Promote social media presence.	<ul style="list-style-type: none"> <li>• Promote interaction and exchange of information through social media platforms.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide timely alerts, awareness of crime trends, and other emerging issues and advisories to keep the public informed.</li> <li>• Maintain interaction with followers through press releases and exclusive notifications.</li> <li>• Promote daily interactive discussions.</li> <li>• Maintain local media partnerships with participating law enforcement partners.</li> </ul>
Provide advanced training opportunities.	<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> <li>• Ensure officers receive Crisis Intervention Training (CIT).</li> <li>• Provide advanced training in cyber-investigations to forensic detectives.</li> <li>• Provide mental wellness education to department members.</li> </ul>



<p>Expand the use of technology to increase and enhance efficiency and effectiveness.</p>	<ul style="list-style-type: none"><li>• Identify, implement, or upgrade technological alternatives to enhance operational support and physical security.</li></ul>	<ul style="list-style-type: none"><li>• Utilize electronic systems to streamline ticketing for traffic and parking violations.</li><li>• Utilize audio/video technology to capture police/citizen interactions and calls for service.</li></ul>
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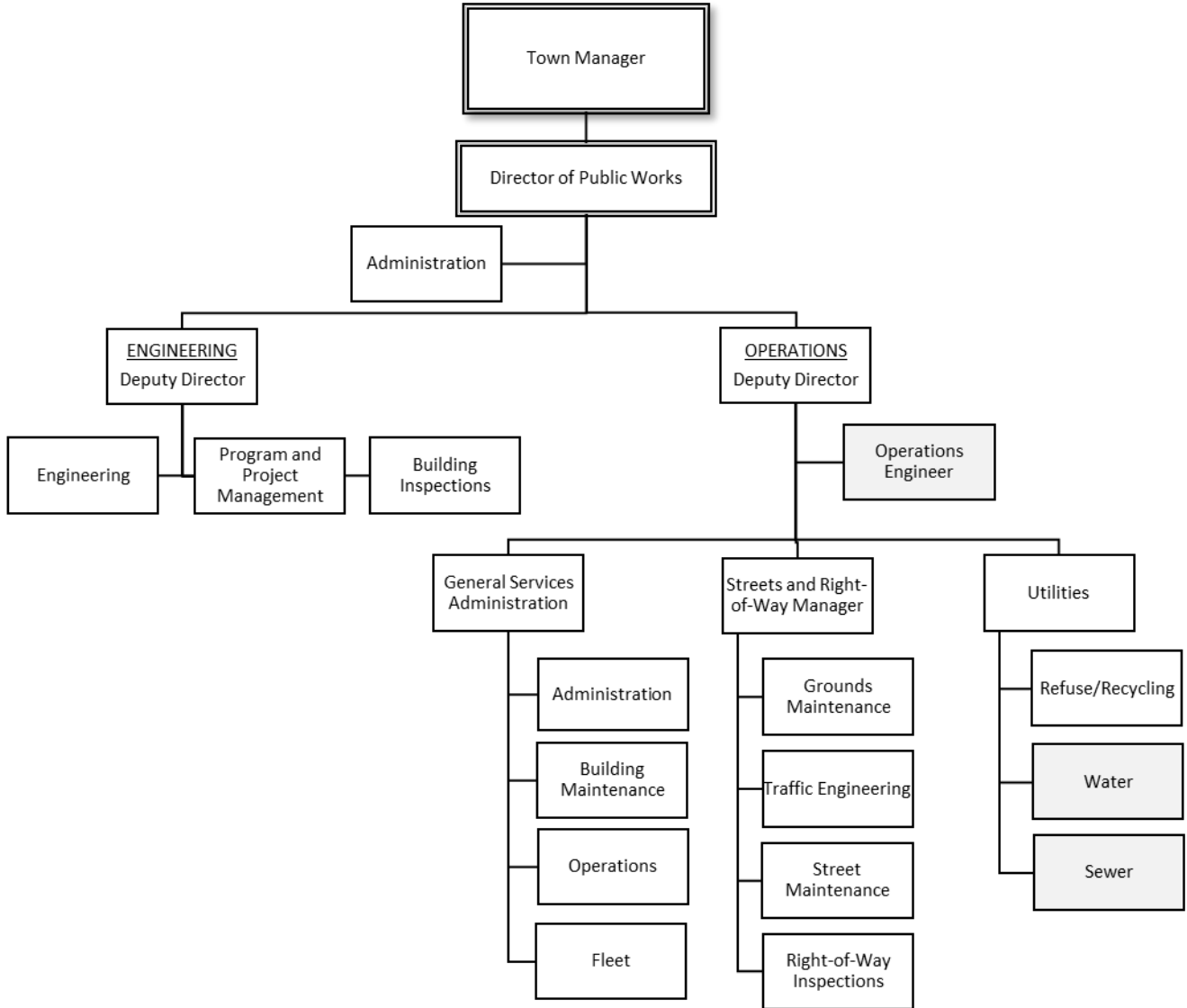
**Police - Support  
Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	4,047,413	4,162,243	4,112,353	4,009,899	3,870,803	3,870,803
<b>Operations &amp; Maintenance</b>	550,495	547,983	565,320	646,850	597,285	597,285
<b>Capital</b>	19,308	71,834	4,955	-	-	-
<b>Total Police Support</b>	<b>4,617,216</b>	<b>4,782,060</b>	<b>4,682,627</b>	<b>4,656,749</b>	<b>4,468,088</b>	<b>4,468,088</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	32	33	32	32	33	33
<b>Part Time</b>	0	1	1	0	0	0

# Public Works



## **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 is responsible for administering and managing Capital Improvement Program projects. DPW strives to provide the highest quality public works services in a safe, cost effective and customer-oriented manner.

### **FY 2021 Highlights**

- Completed utility relocation for the following transportation projects:
  - Van Buren Street Improvements
  - Van Buren and Herndon Parkway Intersection
  - Bus Bays at Herndon Metrorail Pavilion
- Completed Design for Sugarland Run – South Stream Restoration

### **FY 2022 Initiatives**

- Begin construction on the following transportation projects:
  - Van Buren Street Improvements
  - Van Buren and Herndon Parkway Intersection
  - Bus Bays at Herndon Metrorail Pavilion
  - Center Street and Elden Street Intersection Improvements
  - Streetscapes – Phase III
  - Elden – Monroe Intersection Improvements
  - East Spring Street Improvements – Utility Relocations
- Sugarland Run – South Stream Restoration
- Complete the assessment of the Town’s inventory of stormwater facilities

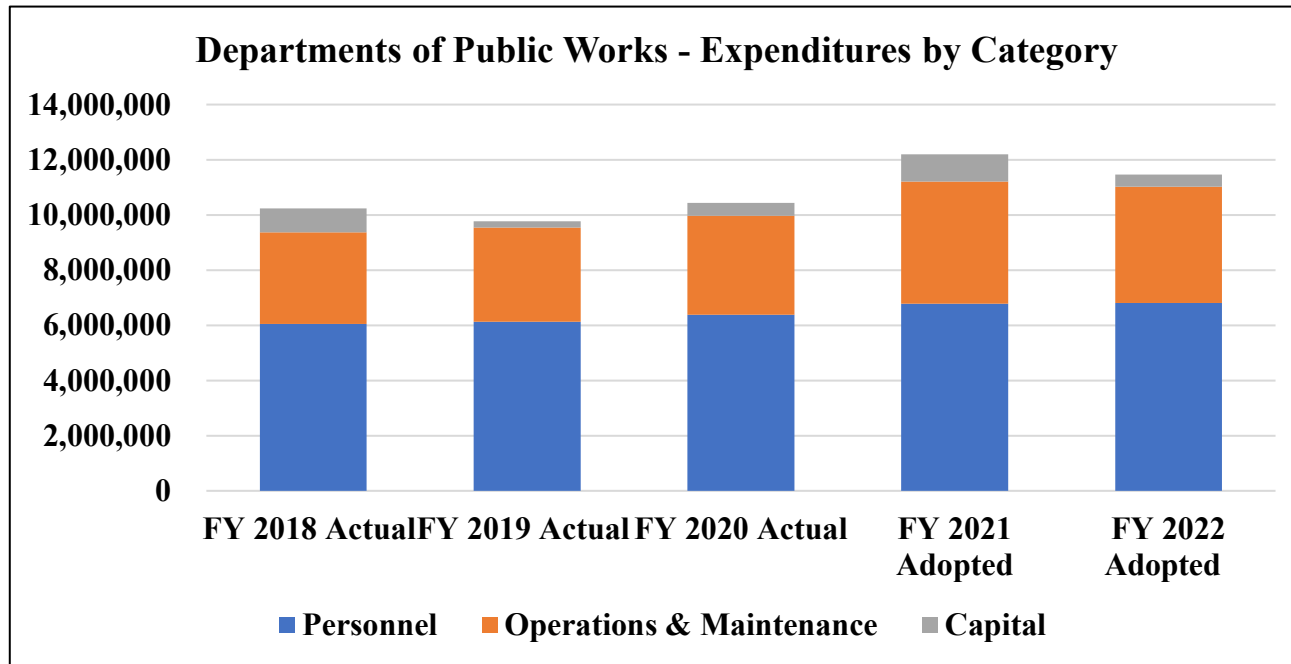
**Department of Public Works  
Budget Summary**

The following summary includes Administration, Engineering, Program & Project Management, Building Inspections, Building Maintenance, Grounds Maintenance, Street Maintenance & Construction, Refuse/Recycling, General Services, Traffic Engineering and Right-of-Way Inspections.

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	6,049,351	6,123,237	6,379,311	6,788,158	6,803,894	6,803,894
<b>Operations &amp; Maintenance</b>	3,317,726	3,422,260	3,584,297	4,419,860	4,225,425	4,225,425
<b>Capital</b>	871,984	222,270	468,605	993,504	439,800	439,800
<b>Total PW Department</b>	<b>10,239,060</b>	<b>9,767,766</b>	<b>10,432,212</b>	<b>12,201,522</b>	<b>11,469,119</b>	<b>11,469,119</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	79	79	80	81	81	81
<b>Part Time</b>	0	2	2	0	1	1



## 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 departmental operations and citizen inquiries</p> <p><i><b>Vision Tenet: Honoring People</b></i></p>	<ul style="list-style-type: none"> <li>• Provide timely response to Town Council, town manager, and citizen inquiries.</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>• Residential and commercial inspections are scheduled within one business day of request.</li> </ul>
<p>Provide opportunity for community participation and response.</p> <p><i><b>Vision Tenet: Celebrating Community Spirit</b></i></p>	<ul style="list-style-type: none"> <li>• Promote recycling through public outreach by engaging homeowners' associations (HOAs) and community.</li> <li>• Maintain accurate information on refuse/recycling regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Attend HOAs and other community events.</li> <li>• Special Collections services offered and scheduled for town residents.</li> </ul>
<p>Administer Traffic Engineering Improvement Committee (TEIC).</p> <p><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <li>• Traffic management concerns are received from the public and staff.</li> <li>• Evaluate specific traffic management concerns in the town through speed studies, analysis, traffic counts and field inspections.</li> </ul>	<ul style="list-style-type: none"> <li>• Committee member meetings are held to review concerns and provide recommendations and solutions.</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 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Estimate</b>	<b>FY 2022 Projected</b>
Applications and scheduled special pick-ups for citizens and HOAs	477	601	321	834	568
Traffic Engineering Improvement Committee (TEIC) agenda items deliberated	28	31	29	29	29
Building inspections logged and scheduled	3,340	3,444	2,105	2,300	2,800

**Public Works - Administration  
Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	806,646	745,821	771,886	830,026	917,260	917,260
<b>Operations &amp; Maintenance</b>	31,758	13,598	94,567	26,689	18,330	18,330
<b>Capital</b>	0	0	16,979	0	0	0
<b>Total PW Administration</b>	<b>838,404</b>	<b>759,419</b>	<b>883,431</b>	<b>856,715</b>	<b>935,590</b>	<b>935,590</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	7	7	7	7	8	8
<b>Part Time</b>	0	0	0	0	0	0



## 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 bridge inspection program.</li> <li>• Provide engineering support to the sanitary sewer and water utility programs.</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>• Existing stormwater management facilities and stormwater outfalls conform to site plans and stormwater regulations. Annual report of inspections updated monthly.</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 utility relocations and land acquisition, including easements and right-of-way dedications for CIP projects.</li> <li>• 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>•</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>•</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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY2021 Estimated	FY 2022 Projected
Management of CIP construction contracts	Number of projects	8	11	11	13	16
	Percent completed or currently on time	88%	91%	82%	85%	100%
	Percent completed or currently within budget	100%	100%	100%	100%	100%
Administer professional contracts and task orders for design of CIP	CIP projects/professional service design contracts managed	18	21	25	22	25
Plan review	Number of plans, revisions, plats, building permits and engineering studies reviewed	105	63	125	114	150

**Public Works - Engineering  
Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	526,215	591,467	574,930	658,928	662,789	662,789
<b>Operations &amp; Maintenance</b>	54,590	71,439	28,714	189,100	168,050	168,050
<b>Capital</b>	-	-	-	-	-	-
<b>Total PW Engineering</b>	<b>580,804</b>	<b>662,906</b>	<b>603,644</b>	<b>848,028</b>	<b>830,839</b>	<b>830,839</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	5	5	6	6	6	6
<b>Part Time</b>	0	0	0	0	0	0

## 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>• Manage design and construction projects for on-going and future CIP projects with emphasis on quality and fiscal responsibility.</li> <li>• Complete preliminary studies, designs and construction of small and medium scale projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Design and construction of all scheduled CIP and other assigned projects completed on time and within established budgets.</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 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Projected
Management of design and construction contracts	Number of design and construction projects	30	31	24	20	22
	Percent completed within contracted budgets	100%	100%	100%	100%	100%
	Percent completed on time	100%	100%	100%	95%	100%

**Public Works -Project Management  
Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	197,441	207,241	233,644	245,701	242,645	242,645
<b>Operations &amp; Maintenance</b>	0	125	37,319	400,100	294,845	294,845
<b>Capital</b>	-	-	-	-	1,000	1,000
<b>Total PW Project Management</b>	<b>197,441</b>	<b>207,366</b>	<b>270,963</b>	<b>645,801</b>	<b>538,490</b>	<b>538,490</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	3	3	3	3	3	3
<b>Part Time</b>	0	0	0	0	0	0

## 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.

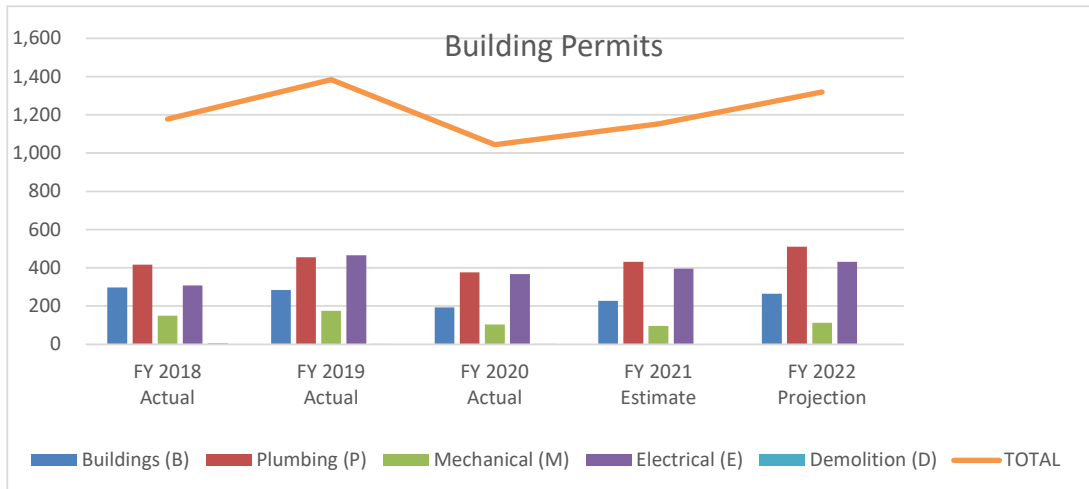
Objectives	Strategies	Measures
<p>Enforce codes for new construction to promote and maintain a safe residential haven, encourage economic development, and preserve existing housing.</p> <p><i><b>Vision Tenet: Celebrating Community Spirit</b></i></p> <p><i><b>Vision Tenet: Championing Business and Technology</b></i></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>• Manage and coordinate building permit review with other activity centers town departments and outside agencies.</li> <li>• Perform inspections of new construction in accordance with the Virginia Uniform Statewide Building Code and town ordinances.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan review is completed within established goal in a timely matter.</li> <li>• Inspections are performed the next business day following the request date.</li> </ul>
<p>Enforce property maintenance codes to promote and maintain a safe residential haven, encourage economic development, and preserve existing housing.</p> <p><i><b>Vision Tenet: Celebrating Community Spirit</b></i></p> <p><i><b>Vision Tenet: Championing Business and Technology</b></i></p>	<ul style="list-style-type: none"> <li>• Respond to and inspect complaints regarding existing structures and properties.</li> </ul>	<ul style="list-style-type: none"> <li>• First attempt to inspect complaints regarding existing structures and properties is performed within seven business days</li> </ul>
<p>Provide a Rental Inspection Program to promote and maintain a safe residential haven and preserve existing housing.</p> <p><i><b>Vision Tenet: Celebrating Community Spirit</b></i></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>

## Public Works - Building Inspections

### Performance Measures

The indicator below is the number of building permits issued by the activity center per fiscal year. The percentage of inspections completed the next business day is also indicated along with the total number of Rental Inspections.

<u>Descriptions</u>	<b>FY 2018</b> <u>Actual</u>	<b>FY 2019</b> <u>Actual</u>	<b>FY 2020</b> <u>Actual</u>	<b>FY 2021</b> <u>Estimate</u>	<b>FY 2022</b> <u>Projection</u>
Buildings (B)	298	284	193	228	264
Plumbing (P)	416	455	377	432	510
Mechanical (M)	150	176	104	96	113
Electrical (E)	<u>308</u>	<u>466</u>	<u>367</u>	<u>396</u>	<u>431</u>
Demolition (D)	<u>6</u>	<u>3</u>	<u>3</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1,178</b>	<b>1,384</b>	<b>1,044</b>	<b>1,153</b>	<b>1,319</b>
Rental Inspection Program Permits	77	73	48	2	0
Inspections completed next day	100%	100%	100%	100%	100%





**Public Works - Inspections  
Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	473,043	411,013	487,470	521,727	443,235	443,235
<b>Operations &amp; Maintenance</b>	93,097	103,201	97,850	106,571	111,700	111,700
<b>Total PW Inspections</b>	<b>566,141</b>	<b>514,214</b>	<b>585,320</b>	<b>628,298</b>	<b>554,935</b>	<b>554,935</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	5	5	5	5	5	5
<b>Part Time</b>	0	0	0	0	0	0

## 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.

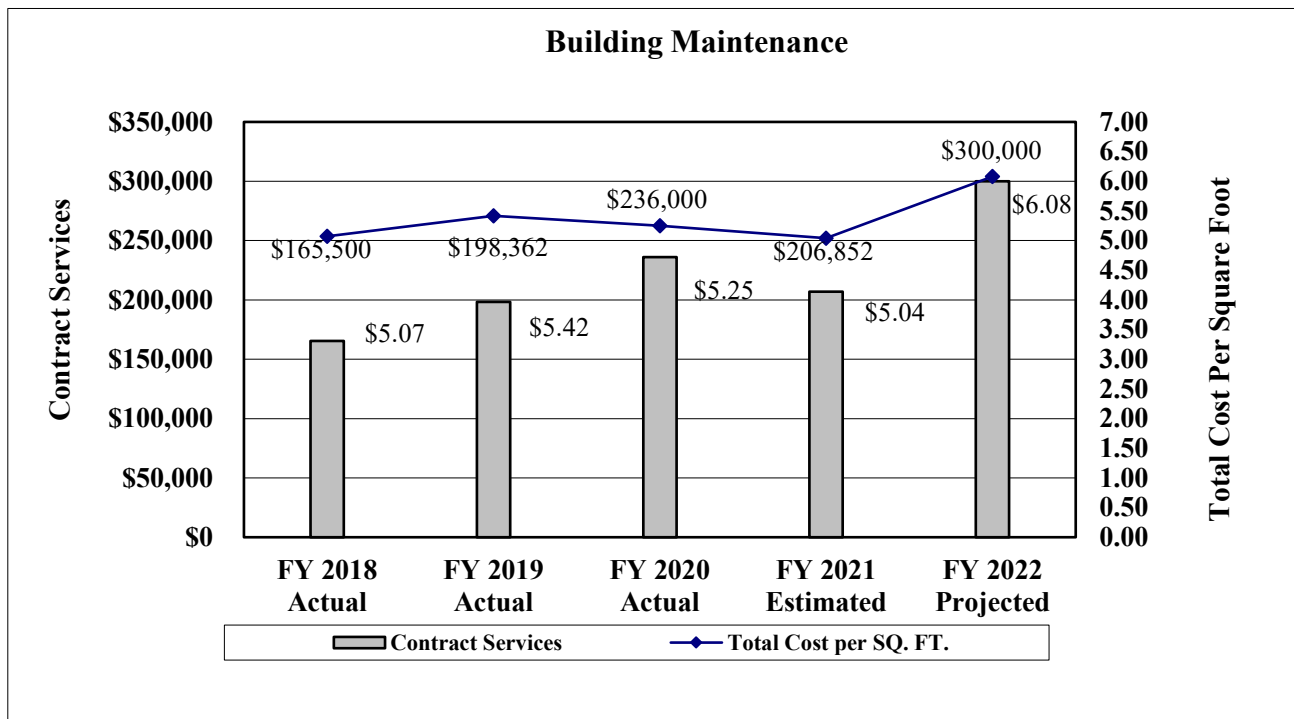
Objectives	Strategies	Measures
<p>Protect the town's investment in its facilities.</p> <p style="text-align: center;"><b><i>Vision Tenet: Cultivating a Sustainable Environment</i></b></p>	<ul style="list-style-type: none"> <li>• Ensure all town facilities, including equipment and systems, are inspected and receive required service as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Inspection and maintenance completed on all equipment.</li> <li>• Inspection records are kept on file.</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>• Utilize Customer Relationship Management (CRM) program to complete work orders in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <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. Building Maintenance, and contract services provide regular preventive maintenance schedules to ensure that all systems are operating efficiently.

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Estimated</b>	<b>FY 2022 Projected</b>
Direct					
Personnel	\$542,664	\$566,246	\$553,974	\$505,474	\$528,184
O&M (includes contract services)	<u>796,203</u>	<u>863,818</u>	<u>832,884</u>	<u>825,504</u>	<u>1,077,200</u>
<b>Total</b>	<b>\$1,338,867</b>	<b>\$1,430,064</b>	<b>\$1,386,857</b>	<b>\$1,330,978</b>	<b>\$1,605,384</b>
<b>Contract Services</b>	<b>\$165,500</b>	<b>\$198,362</b>	<b>\$236,000</b>	<b>\$206,852</b>	<b>\$300,000</b>
Sq. Ft. Maintained	264,047	264,047	264,047	264,047	264,047
<b>Total Cost per Sq. Ft.</b>	<b>\$5.07</b>	<b>\$5.42</b>	<b>\$5.25</b>	<b>\$5.04</b>	<b>\$6.08</b>



**Public Works - Building Maintenance  
Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	542,664	566,246	551,472	513,548	528,184	528,184
<b>Operations &amp; Maintenance</b>	901,489	863,818	832,884	914,900	1,077,200	1,077,200
<b>Capital</b>	3,409	39,719	-	-	-	-
<b>Total PW Building Maintenance</b>	<b>1,447,563</b>	<b>1,469,783</b>	<b>1,384,356</b>	<b>1,428,448</b>	<b>1,605,384</b>	<b>1,605,384</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	8	8	8	7	6	6
<b>Part Time</b>	0	0	0	0	0	0

**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. The Grounds Maintenance Division will be responsible for all of the irrigation system, and landscaping for the Metro.

Objective	Strategies	Measures
<p>Provide well maintained grounds at town facilities and in town rights-of-way.</p> <p align="center"><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <li>• Weekly and monthly inspections of in-house work and contractors services to assure quality of work and on-time delivery.</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.</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> <li>• Weekly irrigation inspections, system testing, start up and shut down.</li> </ul>

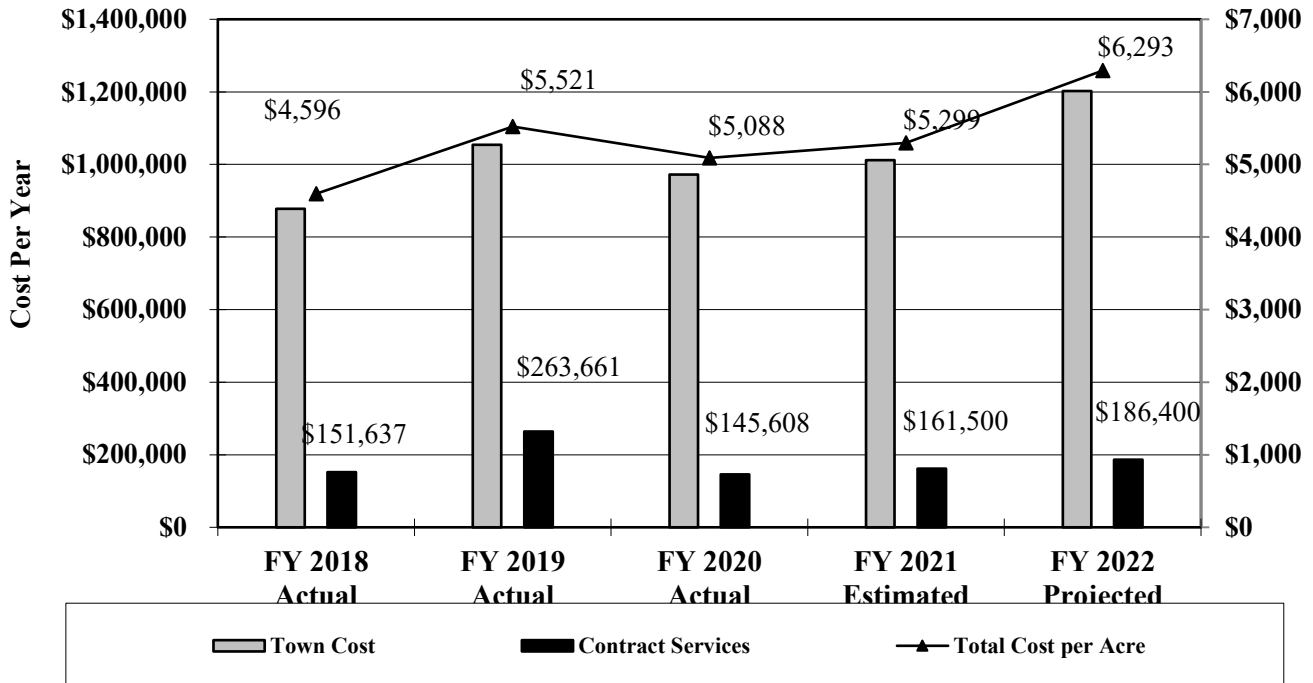
## Public Works - Grounds Maintenance

### 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected
Personnel	\$649,254	\$735,524	\$784,420	\$781,763	\$768,278
O&M (includes contract services)	<u>228,491</u>	<u>318,931</u>	<u>187,402</u>	<u>230,300</u>	<u>433,700</u>
<b>Total</b>	<b>\$877,745</b>	<b>\$1,054,455</b>	<b>\$971,822</b>	<b>\$1,012,063</b>	<b>\$1,201,978</b>
<b>Contract Services</b>	<b>\$151,637</b>	<b>\$263,661</b>	<b>\$145,608</b>	<b>\$161,500</b>	<b>\$186,400</b>
Acreage maintained by contract	42	43	43	43	43
Cost per contract acre	\$3,610	\$6,132	\$3,386	\$3,756	\$4,335
Total acreage	191	191	191	191	191
<b>Total Cost per Acre</b>	<b>\$4,596</b>	<b>\$5,521</b>	<b>\$5,088</b>	<b>\$5,299</b>	<b>\$6,293</b>

### Grounds Maintenance



**Public Works - Grounds  
Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	649,255	735,524	781,008	792,528	824,711	824,711
<b>Operations &amp; Maintenance</b>	237,175	318,931	187,402	303,900	252,500	252,500
<b>Capital</b>	34,251	-	-	-	-	-
<b>Total PW Grounds</b>	<b>920,681</b>	<b>1,054,455</b>	<b>968,410</b>	<b>1,096,428</b>	<b>1,077,211</b>	<b>1,077,211</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	11	11	11	12	12	12
<b>Part Time</b>	0	1	1	0	0	0

## Public Works - Street Maintenance & Construction

The Street Maintenance & Construction activity center is responsible for the maintenance and repair of approximately 129.79 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;"><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <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>• Repair all potholes as required</li> <li>• Milling and repaving, curb, gutter and sidewalks maintained as funds are released.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual right-of-way inspection completed.</li> <li>• Document pothole repairs.</li> <li>• Milling, paving, curb, gutter and sidewalk maintenance completed as per right-of-way inspection.</li> </ul>
<p>Provide a high quality storm drainage service to the town.</p> <p style="text-align: center;"><i><b>Vision Tenet: Celebrating Community Spirit</b></i></p>	<ul style="list-style-type: none"> <li>• Conduct annual inspection of drainage systems and detention pond areas to determine the amount of work to be completed for the coming year 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;"><i><b>Vision Tenet: Celebrating Community Spirit</b></i></p>	<ul style="list-style-type: none"> <li>• Provide monthly roadway sweeping as needed.</li> <li>• Provide leaf collection throughout the town during collection season.</li> </ul>	<ul style="list-style-type: none"> <li>• Volume of debris collected by sweepers meets MS-4 permit requirement.</li> <li>• Leaves are collected and disposed of with minimal cost and complaints. Minimal leaves enter the storm drainage system.</li> </ul>



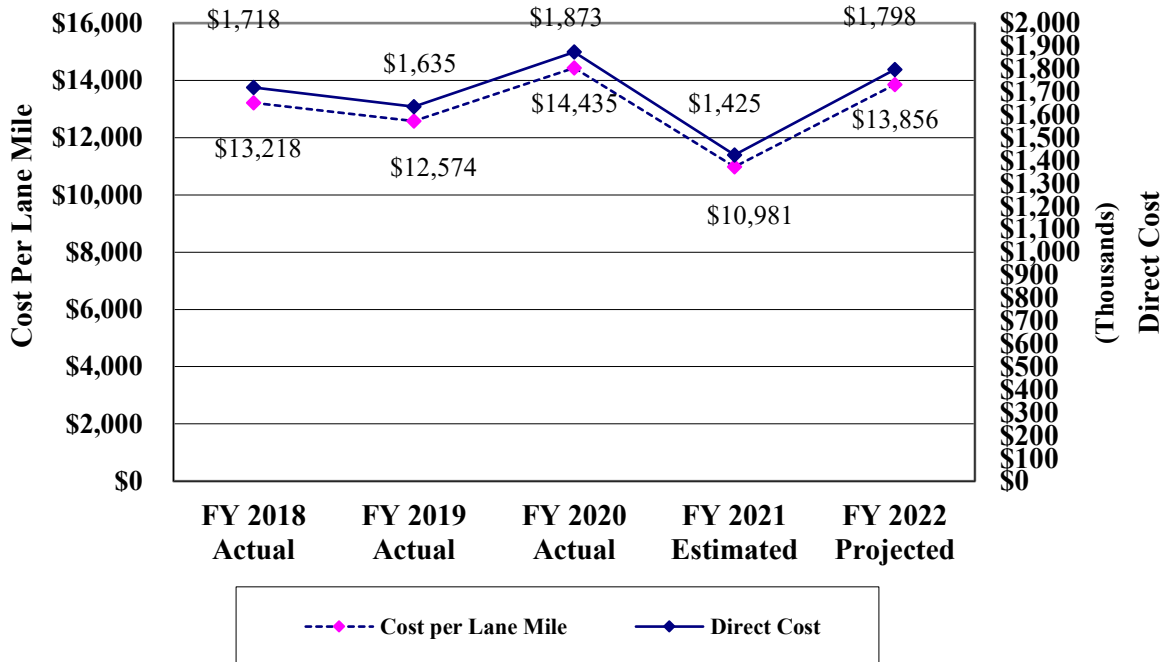
## Public Works - Street Maintenance & Construction

### Performance Measures

The chart below shows the direct costs for maintenance work performed on streets in the town and cost per lane mile for the 129.73 lane miles of roadway in the town.

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected
<b>Direct</b>					
Personnel	\$810,669	\$693,191	\$758,788	\$736,237	\$795,973
O&M	<u>907,800</u>	<u>941,600</u>	<u>1,114,692</u>	<u>688,321</u>	<u>1,001,600</u>
<b>Total</b>	<b>\$1,718,469</b>	<b>\$1,634,791</b>	<b>\$1,873,480</b>	<b>\$1,424,558</b>	<b>\$1,797,573</b>
<b>Cost per Lane Mile</b>	<b>\$13,218</b>	<b>\$12,574</b>	<b>\$14,435</b>	<b>\$10,981</b>	<b>\$13,856</b>
Miles (Arterial)	31.28	31.28	41.22	41.24	41.24
Miles (Collector/Local)	98.73	98.73	88.57	88.49	88.49

### Street Maintenance



**Public Works - Streets  
Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	810,668	693,191	755,545	750,231	795,973	795,973
<b>Operations &amp; Maintenance</b>	1,480,867	841,952	1,114,692	1,074,250	1,001,600	1,001,600
<b>Capital</b>	594,644	53,183	-	-	-	-
<b>Total PW Streets</b>	<b>2,886,179</b>	<b>1,588,326</b>	<b>1,870,237</b>	<b>1,824,481</b>	<b>1,797,573</b>	<b>1,797,573</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	10	10	10	10	10	10
<b>Part Time</b>	0	0	0	0	0	0

## 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. Notices are distributed to residents concerning special pick-ups, recycling yard waste and proper handling and storage of trash. Staff performs regular clean up of parks, maintains trash cans in public outdoor spaces, maintains dog waste stations throughout the town and collects roadside trash and litter.

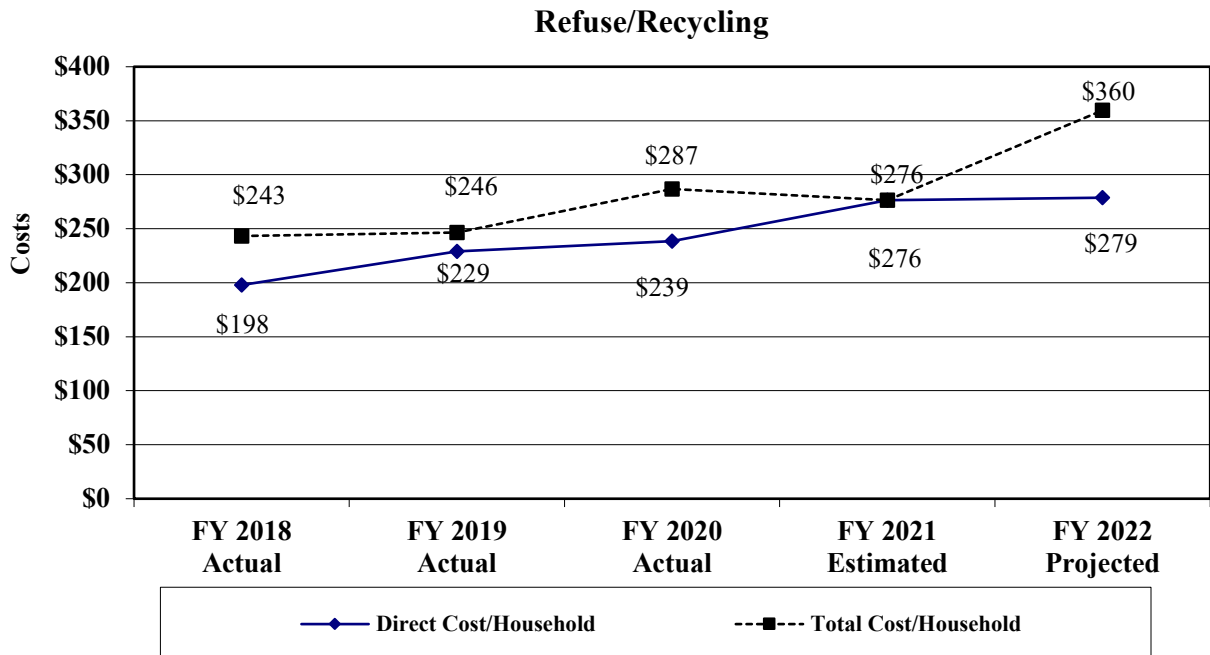
Objectives	Strategies	Measures
<p>Provide a safe, pleasing and healthful physical environment for town residents in the areas of residential and commercial refuse collection.</p> <p style="text-align: center;"><i><b>Vision Tenet: Honoring People</b></i></p>	<ul style="list-style-type: none"> <li>• Provide weekly collection service for participating customer</li> <li>• Collect illegally dumped debris and refuse promptly.</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>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;"><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <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>• Provide one business day response to citizen concerns.</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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected
<b>Direct</b>					
Personnel	\$820,660	\$881,123	\$940,998	\$1,085,167	\$1,049,031
O&M	<u>452,073</u>	<u>592,192</u>	<u>593,837</u>	<u>692,100</u>	<u>743,800</u>
Total Direct	\$1,272,733	\$1,473,315	\$1,534,834	\$1,777,267	\$1,792,831
<b>Indirect</b>					
Capital	<u>291,977</u>	<u>111,810</u>	<u>310,637</u>		<u>520,000</u>
Total	\$1,564,710	\$1,585,125	\$1,845,471	\$1,777,267	\$2,312,831
Number of Households	6,432	6,432	6,432	6,432	6,432
<b>Direct Cost/Household</b>	<b>\$198</b>	<b>\$229</b>	<b>\$239</b>	<b>\$276</b>	<b>\$279</b>
<b>Total Cost/Household</b>	<b>\$243</b>	<b>\$246</b>	<b>\$287</b>	<b>\$276</b>	<b>\$360</b>



**Public Works -Refuse  
Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	820,661	881,123	937,016	1,095,932	1,049,031	1,049,031
<b>Operations &amp; Maintenance</b>	452,069	592,192	593,837	856,900	743,800	743,800
<b>Capital</b>	111,810	-	310,637	-	-	-
<b>Total PW Refuse</b>	<b>1,384,540</b>	<b>1,473,315</b>	<b>1,841,490</b>	<b>1,952,832</b>	<b>1,792,831</b>	<b>1,792,831</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	14	14	14	16	16	16
<b>Part Time</b>	0	1	1	0	1	1

**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.

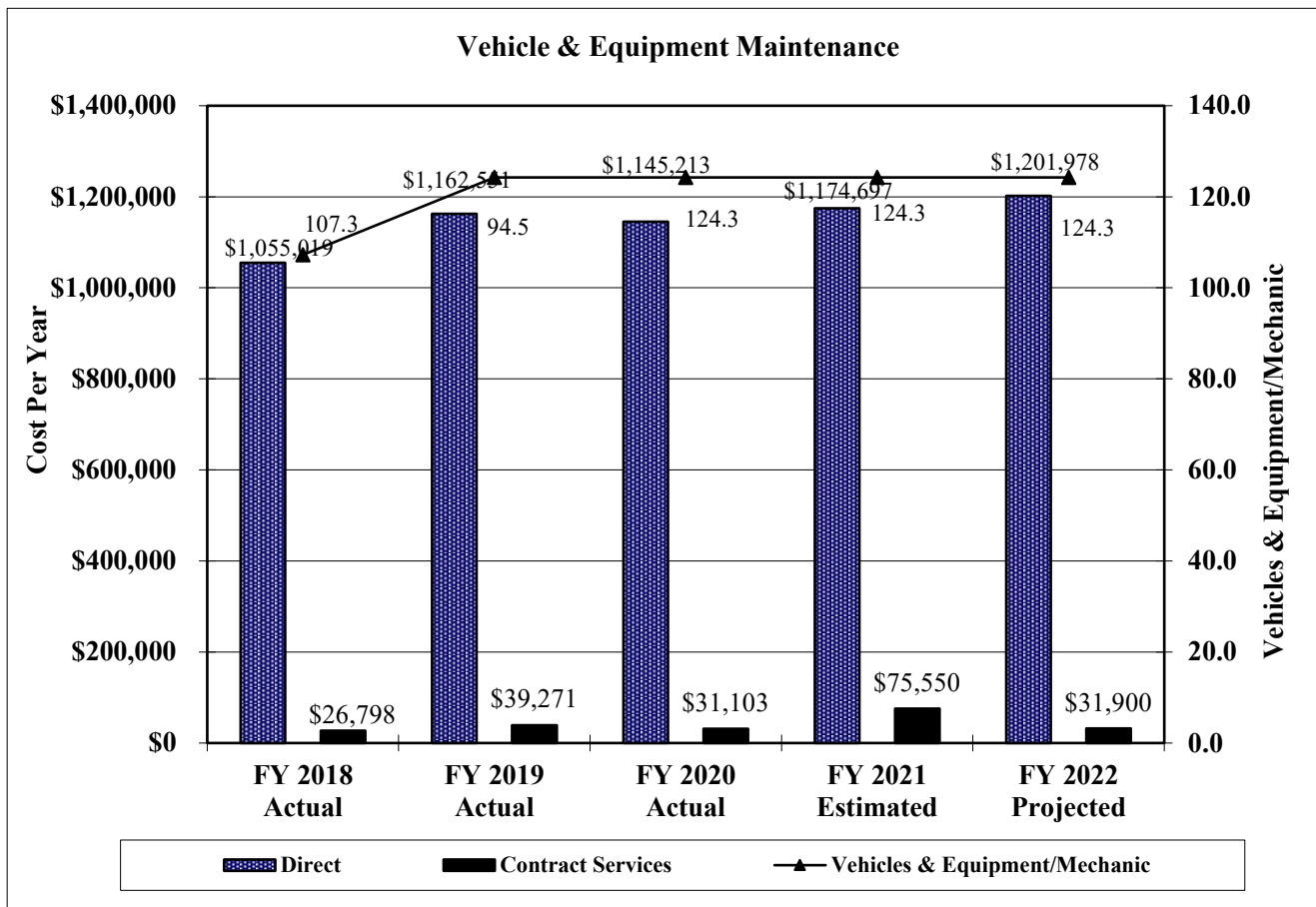
Objectives	Strategies	Measures
<p>Ensure vehicles and equipment are in safe operating condition.</p> <p><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Perform routine maintenance safety inspections and emission inspections on all town fleet vehicles and equipment as required..</li> <li>• Service seasonal equipment in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Readiness of seasonal equipment.</li> <li>• All town vehicles maintained and pass state safety and emission inspection as required.</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><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Process invoices within 7 days.</li> <li>• Process and submit for VDOT reimbursement within 30 days of the end of a quarter.</li> <li>• Maintain necessary contracts for continuity of operations</li> </ul>	<ul style="list-style-type: none"> <li>• Invoices processed on time.</li> <li>• VDOT reimbursement submitted on time. Records kept as required.</li> <li>• Necessary contracts maintained or Invitation for Bid submitted.</li> </ul>
<p>Coordinate the joint activities of the Town Shop in support of citizen requests, special events, safety and emergency operations and town department requests.</p> <p><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>• Keep town shop personnel up to date with required OSHA training.</li> <li>• Coordinate events and requests with all departments as required.</li> </ul>	<ul style="list-style-type: none"> <li>• All town shop personnel receive mandatory OSHA training.</li> <li>• Town events completed as requested.</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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected
<b>Direct</b>					
Personnel	\$746,119	\$759,528	\$744,066	\$807,076	\$768,278
O&M (includes contract services)	<u>308,900</u>	<u>403,023</u>	<u>401,146</u>	<u>367,621</u>	<u>433,700</u>
<b>TOTAL</b>	<b>\$1,055,019</b>	<b>\$1,162,551</b>	<b>\$1,145,213</b>	<b>\$1,174,697</b>	<b>\$1,201,978</b>
<b>Contract Services</b>	<b>\$26,798</b>	<b>\$39,271</b>	<b>\$31,103</b>	<b>\$75,550</b>	<b>\$31,900</b>
Number of Vehicles & Equipment	429	497	497	497	497
Number of Mechanics	4.0	4.0	4.0	4.0	4.0
<b>Vehicles &amp; Equipment/Mechanic</b>	<b>107.3</b>	<b>124.3</b>	<b>124.3</b>	<b>124.3</b>	<b>124.3</b>



**Public Works - General Services  
Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	746,119	759,528	740,617	812,458	768,278	768,278
<b>Operations &amp; Maintenance</b>	37,693	403,022	401,146	416,750	433,700	433,700
<b>Capital</b>	91,802	74,853	112,660	969,504	415,000	415,000
<b>Total General Services</b>	<b>875,614</b>	<b>1,237,402</b>	<b>1,254,423</b>	<b>2,198,712</b>	<b>1,616,978</b>	<b>1,616,978</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	10	10	10	9	9	9
<b>Part Time</b>	0	0	0	0	0	0



## 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>• Replace signs that are engineering grads, damaged or faded throughout the year.</li> </ul>	<ul style="list-style-type: none"> <li>• Signage records kept by Traffic Engineering Department</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>• Maintain tracking system to record all inspections and maintenance of traffic control devices</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 and as noted during annual inspections.</li> <li>• Both daylight and night site inspections are performed to verify proper standards in reflectivity and street light operations.</li> </ul>

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## Public Works - Traffic Engineering

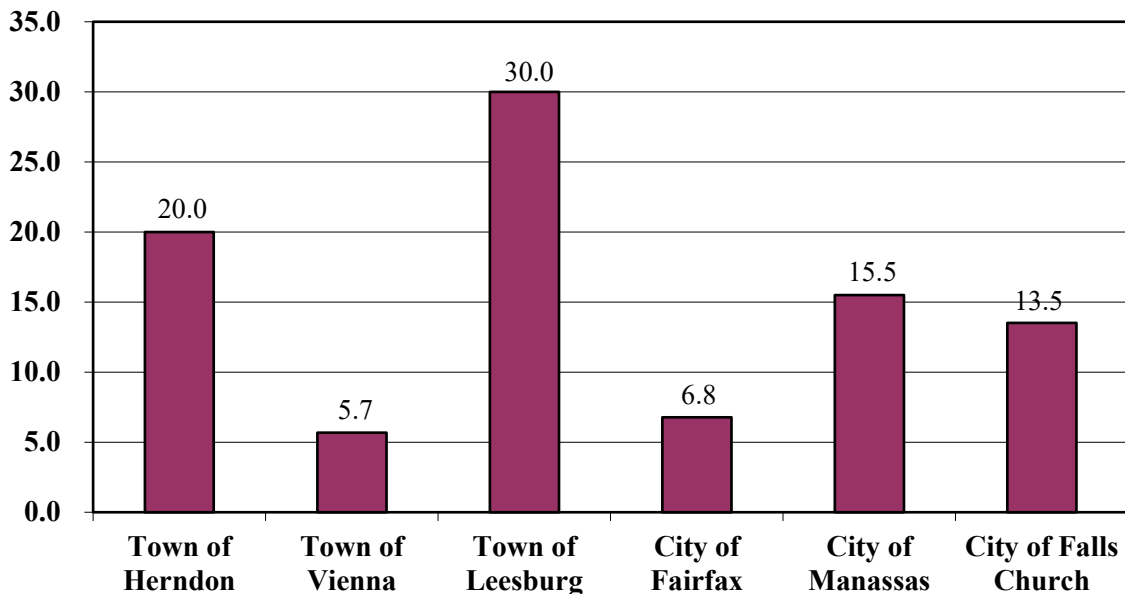
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### Performance Measures

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- Traffic  
Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	190,178	235,028	233,962	255,447	259,321	259,321
<b>Operations &amp; Maintenance</b>	20,894	208,100	188,944	120,500	114,100	114,100
<b>Capital</b>	36,068	54,516	-	20,000	20,000	20,000
<b>Total Traffic</b>	<b>247,140</b>	<b>497,644</b>	<b>422,905</b>	<b>395,947</b>	<b>393,421</b>	<b>393,421</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	3	3	3	3	3	3
<b>Part Time</b>	0	0	0	0	0	0

## 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 town personnel and contractors comply with local and state standards in installation and restorations and use proper work zone safety procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Document with detailed reports and pictures.</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 promptly.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports kept by ROW personnel.</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>

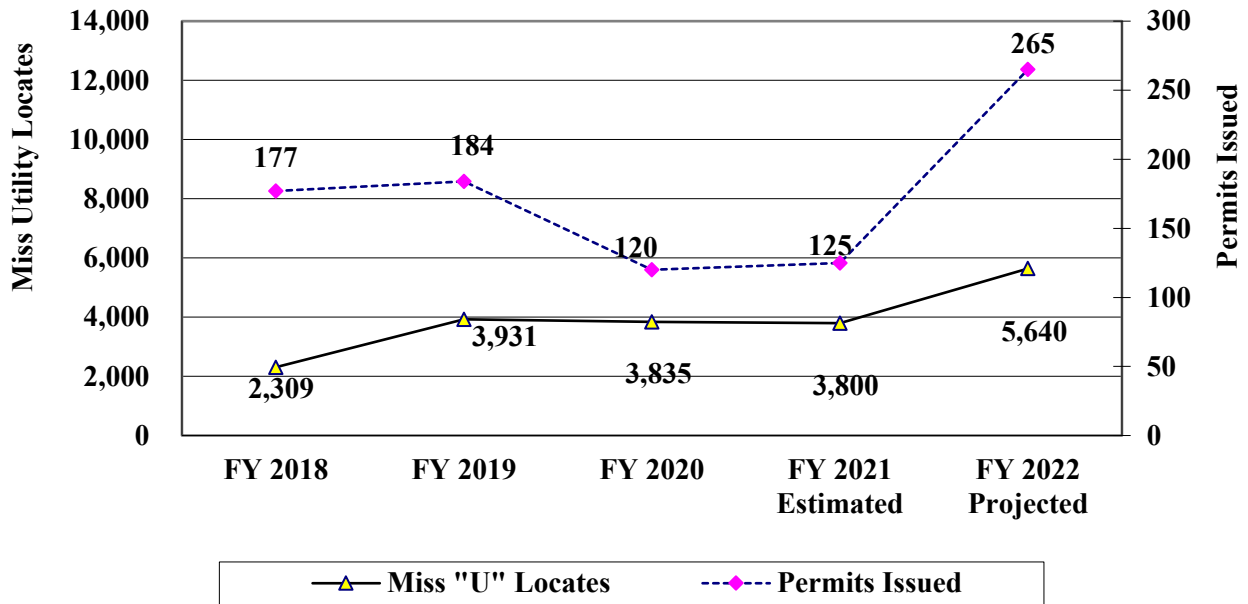
## Public Works - Right-of-Way Inspections

### 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 2018	FY 2019	FY 2020	FY 2021 Estimated	FY 2022 Projected
Miss "U" Locates	2,309	3,931	3,835	3,800	5,640
Permits Issued	177	184	120	125	265

### Right-of-Way Inspections



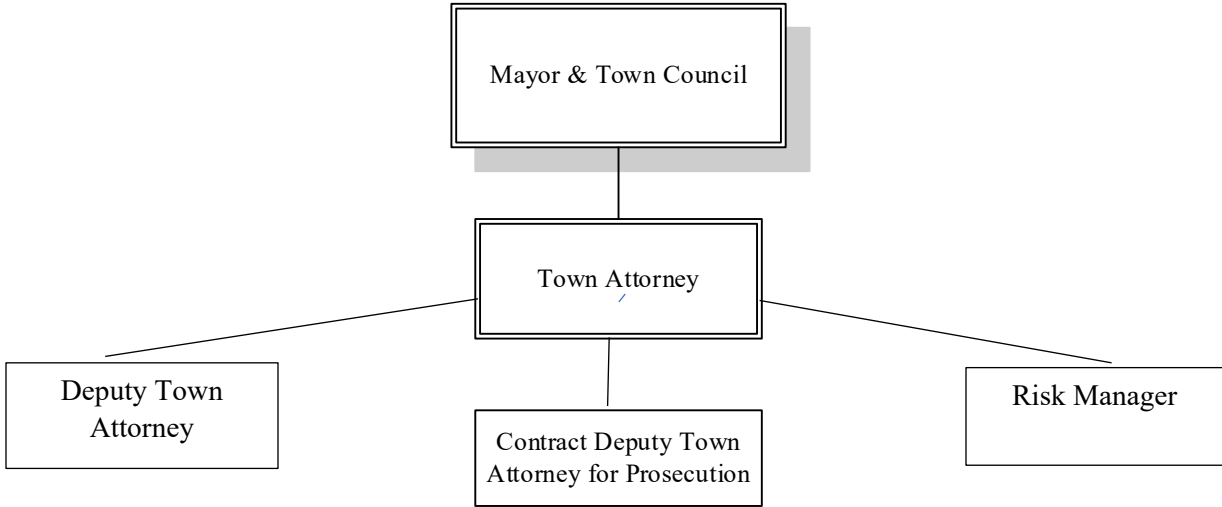
**Public Works -Right of Way Inspections  
Budget Summary**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	286,461	297,054	311,760	311,632	312,468	312,468
<b>Operations &amp; Maintenance</b>	8,093	5,882	6,943	10,200	9,600	9,600
<b>Capital</b>	-	-	28,330	4,000	3,800	3,800
<b>Total Right-of-Way Inspections</b>	<b>294,555</b>	<b>302,936</b>	<b>347,032</b>	<b>325,832</b>	<b>325,868</b>	<b>325,868</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	3	3	3	3	3	3
<b>Part Time</b>	0	0	0	0	0	0

**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’s office consists of a full time Deputy Town Attorney, Risk Manager, full time Legal Assistant, and a part time Legal Assistant. The Town Attorney’s office 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 under the supervision of the Town Attorney prosecutes all traffic and criminal misdemeanor offenses committed within the town.

**FY 2021 Highlights**

**COVID-19 pandemic**

- Adoption of the Town Emergency Management Plan
- Declaration of State of Local Emergency and Disaster
- Adoption of a Continuity of Government Ordinance (COG) and Amendments
- License Agreements to address social distancing– Outdoor Dining Phase I-III
- Creation of Human Resource policies and procedures for Covid-19
- Review and Implementation of VOSH Temporary Emergency Standards
- Creation and Implementation of virtual meeting procedures for Council, Board and Commission Meetings

## Land Use and Acquisition

- Van Buren/Herndon Parkway Intersection project: Prepared offer letters, conveyance documents, and coordinated with property owners and mortgage lenders for 3 parcels
- Monroe/Elden Street Intersection project: Prepared offer letters, conveyance documents, and coordinated with property owners and mortgage lenders for 3 parcels
- Herndon Downtown Development - Comstock closing
- Herndon Metrorail Access Improvements (Bus Bays)
- Prepared 5 Quitclaim Deeds to Dominion related to town transportation projects (Van Buren Improvement Projects, Bus Bays, and Monroe/Elden Street Intersection)
- Conveyed portion of vacant town land to Verizon related to the Herndon Parkway/Van Buren Street Intersection project.
- Herndon Community Garden – reviewed Deed and plat.
- Grove Street Monopole – reviewed Conservative Cash Escrow
- Shamin Hotel – Review of contract, Conservation Cash Escrow, and bonding documents
- Outback Steakhouse – Review of Deeds and plats
- Sunset Business Park – Review of Conservation Cash Escrow
- Spring Park Place – Reviewed Deed, proffer, and zoning map amendments for subdivision of property.
- Fairbrook Business Park – Multiple plan review
- Spring Street widening – temporary construction easement agreement to VDOT
- Haley Smith Park – conveyance of temporary construction easement to Dominion related to Van Buren/Herndon Parkway Intersection project
- Drafted **12** leases for Town Property

## Revenue Enhancement and Collections

Collected a total of **\$39,519.55** for the Town:

- Real estate taxes – \$6,644.85
- BPOL taxes – \$8,139.75
- Zoning – \$2,449.34
- Misc. (delinquent rent payments) – \$3,375
- VRSA Safety Grant - \$3,910.79
- Insurance payment for Town tree damaged by motorist - \$15,000.00

Total amount of Judgments taken for the Town: **\$1,928.18**

Drafted 4 Payment Plans totaling **\$40,746.33**:

- 1 – BPOL \$2,809.14
- 1 – Delinquent Rent \$13,500.00
- 2 – Real Estate Taxes \$24,437.19

It is expected that due to the completion of the VRSA Risk Management Guidelines, the Town will receive a **\$20,000.00 credit/refund** on their insurance premium at the July 2021 renewal for meeting the expectations set forth in the RMG's.



## **Litigation\***

- Litigated **4** real estate tax collection cases in Fairfax County General District Court
- Litigated **1** Petition for Injunction or Mandamus case in Fairfax County General District Court
- Reviewed and edited **3** Summons for HPD for Building Code Violations
- Processed **15** Property damage/Personal injury claims against the Town

\* COVID-19 courthouse and docket limitations dramatically reduced court matters during this period.

## **Legislation**

- Monitored 2020 General Assembly Special Session and 2021 Regular Session and communicated out to Council and Staff.
- Communicated with Senator Boysko and Delegate Samarih to advance Town agenda
- Prepared ordinances for adoption to effectuate the results of the 2020 General Assembly

## **Ordinances/Resolutions Highlights**

- Eminent Domain Ordinances for parcels related to Van Buren/Herndon Parkway Intersection and Monroe/Elden Street Intersections.
- Ordinances for Quitclaim Deeds to Dominion for 4 different properties.
- 18 outdoor dining license agreements, including extensions
- Amendment to Comstock Comprehensive Agreement
- Chapter 7 Arts District Code Amendment
- Continuity of Government Ordinance and subsequent Amendments

## **FOIA and Document Production**

- Reviewed requests, responses and documents Freedom of Information Requests for all requested HPD records.
- Reviewed subpoena and responsive items for **4** Subpoena Duces Tecum for HPD records
- Reviewed requests, responses and documents for **9** Freedom of Information Requests for Town records
- Prepared responses, including review of responsive documents, for **3** complex Freedom of Information Requests for Town Records.

## **Projects**

- Continue to onboard a Risk Manager
- New Councilmember orientation
- Draft Social Media Policy
- Updated Town FOIA Training Presentation
- Inspector Training Presentation
- Revised and updated Town Councilmember Handbook
- VOSH Emergency Temporary Standard - Updated town policy to comply with requirements set forth by the VOSH ETS to include filming training video for town wide training by Risk Manager.
- Completed VRSA Risk Management Guidelines.
- Yearly OSHA required Hearing Conservation Program testing completed by applicable departments.

- Revamped Injury and Accident reporting - Redeveloped process and form for injuries, accidents, or incidents in Parks and Recreation.

**Legal Research and Client Communication**

- Researched and wrote **13** legal opinions during first half of FY 2021.
- Provided extensive written and verbal counsel regarding:
  - Advancement of multiple road projects
  - Application of Comstock Comprehensive Agreement terms
  - Affordable Housing law

**FY 2021 Initiatives**

- Continue to address legal issues and requirements to facilitate the successful realization of the comprehensive agreement with Comstock and advance the project.
- Code Compliance Inspector Training
- Housing discussions

<b>Town Attorney</b>		
Objective	Strategy	Measure
Consider and implement legislative actions, contractual arrangements, and community initiatives that present and maintain the town as a high-tech community.  <p style="text-align: center;"><b><i>Vision Tenet: Championing Business and Technology</i></b></p>	<ul style="list-style-type: none"> <li>• Provide ongoing legal counsel to town departments regarding State and Federal laws regarding 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>• Provide report to Town Council by July 1, 2021 regarding legal counsel provided and legislative changes effected.</li> </ul>

## Town Attorney

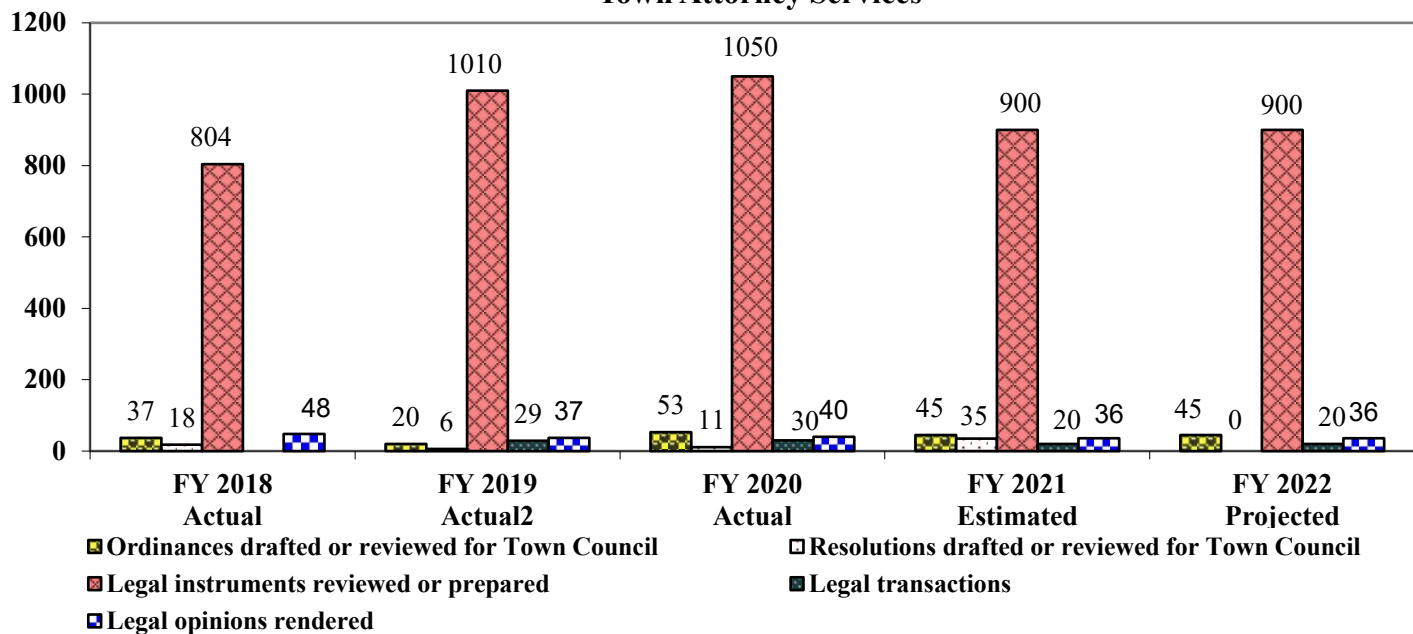
### Performance Measures

The Town Attorney's office prepares and reviews legal instruments, contracts and deeds to support the town's work. The town attorney and deputy town attorney render legal opinions on subjects of interest to the town to ensure that the town's actions are consistent with the law. The town attorney's office generally represents the town in legal proceedings and provides legal advice and counsel to town council and staff. The contract deputy town attorney prosecutes misdemeanors charged by Herndon Police.

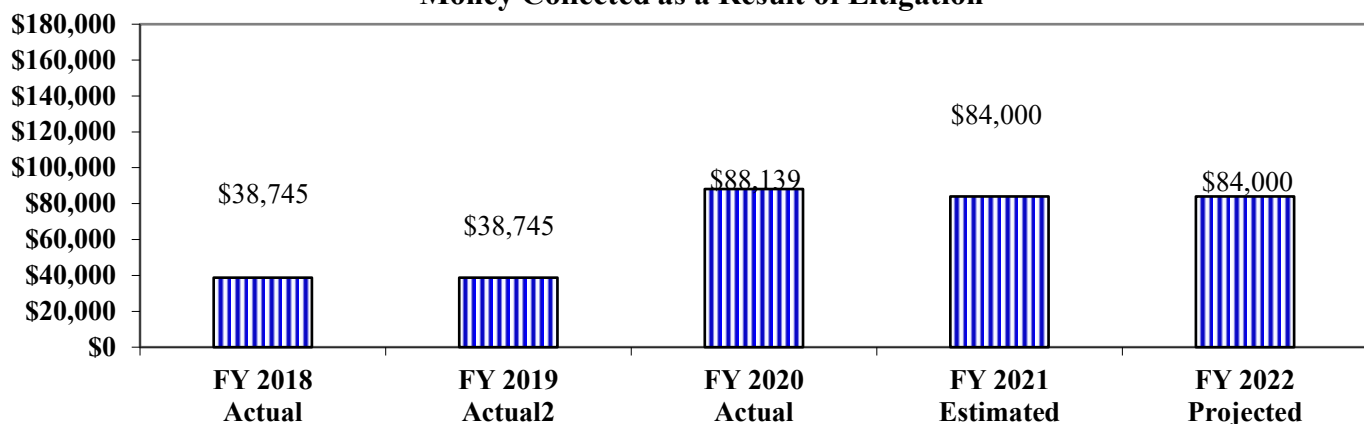
Column1	FY 2018 Actual	FY 2019 Actual2	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected
# of Consecutive years achieved 100% on Risk Mgmt Goals	11	12	13	14	15
Ordinances drafted or reviewed for Town Council	37	20	53	45	45
Resolutions drafted or reviewed for Town Council	18	6	11	35 *15	
Legal instruments reviewed or prepared	804	1010	1050	900	900
FOIA responses drafted or reviewed	107	108	116	125	125
Legal transactions		29	30	20	20
Legal opinions rendered	48	37	40	36	36
Herndon Police Department matters prosecuted		1387	671	1000	1000
Money collected and judgments obtained	\$38,745	\$38,745	\$88,139	\$84,000	\$84,000

\* Projected lower for fewer outdoor dining license requests

### Town Attorney Services



### Money Collected as a Result of Litigation



<b>Town Attorney Department Summary</b>
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	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	358,887	355,965	561,585	686,743	633,681	633,681
<b>Operations &amp; Maintenance</b>	130,375	115,055	114,708	160,050	124,980	124,980
<b>Capital</b>	100	159	-	-	-	-
<b>Total Attorney</b>	<b>489,362</b>	<b>471,179</b>	<b>676,293</b>	<b>846,793</b>	<b>758,661</b>	<b>758,661</b>

**Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	2	2	3	4	4	4
<b>Part Time</b>	1	1	1	1	1	1



# Water & Sewer Fund

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

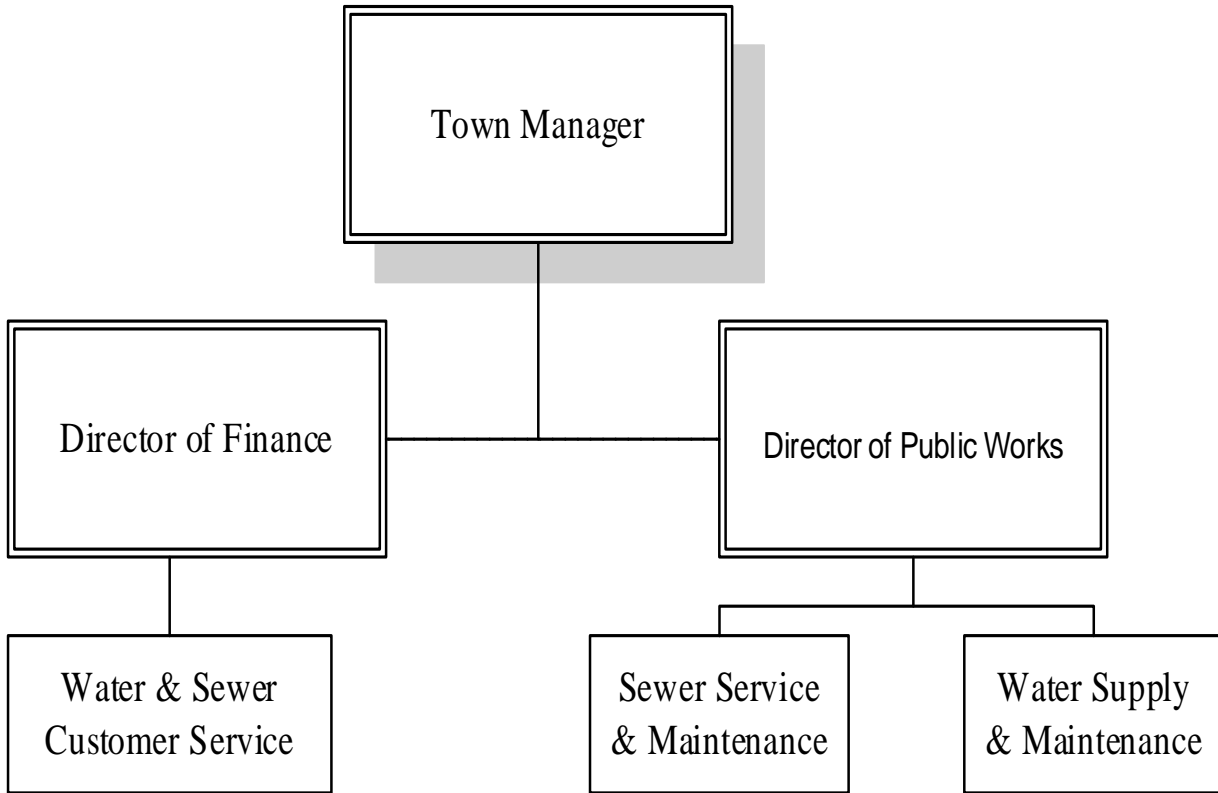
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## Water & Sewer Fund

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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 2021 Highlights**

- Coordinated preliminary design for a new Fairfax Water pump station to enhance the Town's water system capacity
  - This project will ensure system demands are met as development occurs in the Downtown and HTOC areas.
  - This also will help with ensuring we meet our system's required storage capacity
- Continued to work on conceptual design for wastewater conveyance related to HTOC, including a pump station and force main. This will be a joint project with Fairfax County
  - This project will ensure system needs are met as development occurs in the Downtown and HTOC areas
- Completed construction of SCADA (Supervisory Control and Data Acquisition) system upgrade for monitoring water and sewer systems
  - The upgrade replaced aging components while utilizing existing infrastructure to limit the total project cost.
  - Upgrades improved data collection and alarm response. Staff can now remotely take action which is more efficient and reduces cost associated with emergency response.
- Waterloss Survey and water system leak response.
  - Staff completed 25 water system repairs/replacement; this includes water main breaks, valve leaks, etc.
- Completed CIP project design and construction for the following water main CIP project, Center Street between Nash Street and Locust Street
  - This project was initially meant to replace old failing infrastructure. In addition to the improved service by extending the life of the system in this area, we were able to incorporate this project into our Utility Master Plan upgrades. This new main will serve as a major transmission main to a new 1 million gallon tank which will be located at the existing Alabama tank site. This larger tank will be needed for the development of the HTOC area.
- Completed 2,030 feet of sanitary sewer lining which extends the life of the sewer main by 50 years.

#### **FY 2022 Initiatives**

- Complete analysis and design of the Fairfax Water pumping station and modifications to the supply vaults to increase the town's overall water system capacity.
  - This project will ensure system needs are met as development occurs in the Downtown and HTOC areas.
  - This also will help with ensuring we meet our system's required storage capacity

- Finalize preliminary engineering report with Whitman, Requardt, & Associates and Fairfax County on additional sewer conveyance and capacity purchase which determines pump station location and route for force main pipe.
  - This project will ensure system needs are met as development occurs in the Downtown and HTOC areas.
- Begin construction improvements recommended by the Utility Master Plans (UMP) in the north quadrant of the town (Folly Lick sewer shed)
  - This project is designed to meet the increase in system conveyance capacity associated primarily with the Comstock project, along with other development that feeds into this portion of the system
- Complete water main construction CIP project, Wilshire Drive
  - This project replaces old failing infrastructure and will improve service by extending the life of the system in this area.



## Water & Sewer Enterprise Fund

The Water & Sewer Fund is an enterprise fund, which is a type of proprietary fund. Also referred to as a business-type fund, its operations are funded by user fees charged for services provided. Availability fees or bond proceeds typically cover capital costs. 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 6075 accounts.

The budget for this fund includes all anticipated outflows for the fiscal year, including capital costs and debt principal repayment. However, because the enterprise funds use the full accrual basis of accounting, audited figures may vary significantly from budgeted figures. This is because capital costs are capitalized and depreciated over the life of the asset once it is placed into service. Depreciation expense is not budgeted because it is a non-cash entry. Debt principal repayments reduce liabilities on the balance sheet; only interest on outstanding debt is recognized as an expense.

### Water & Sewer Fund Revenues

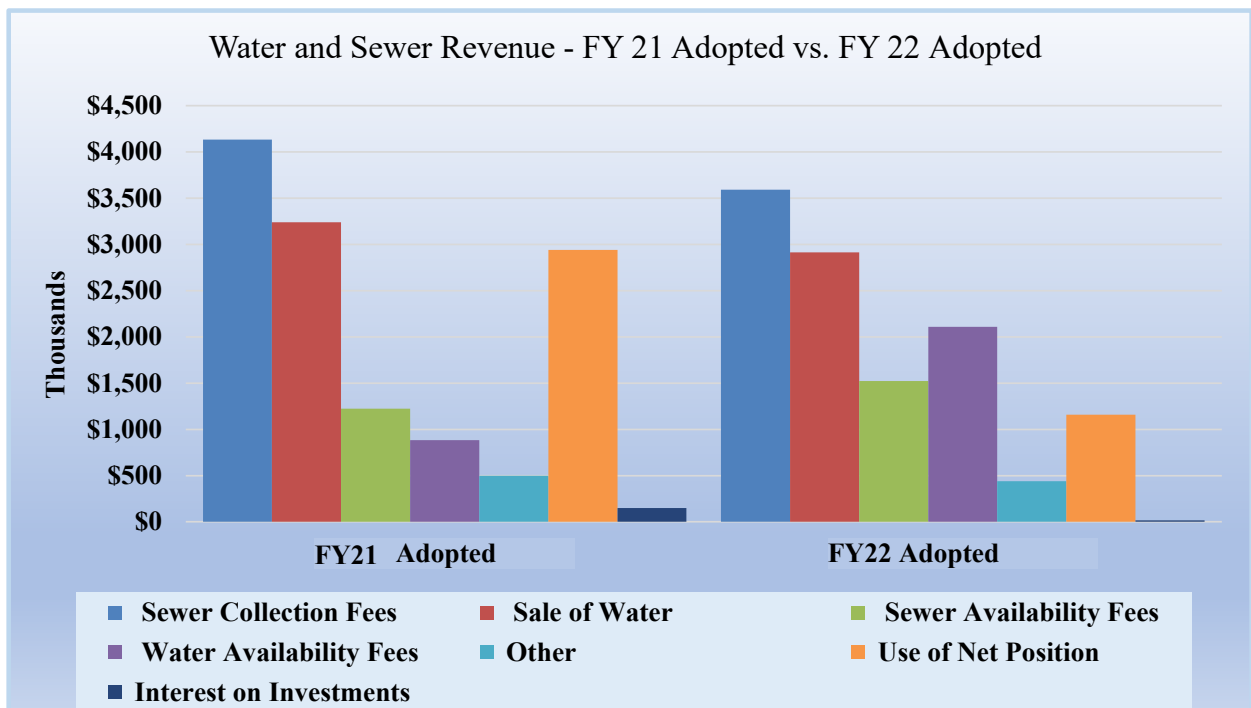
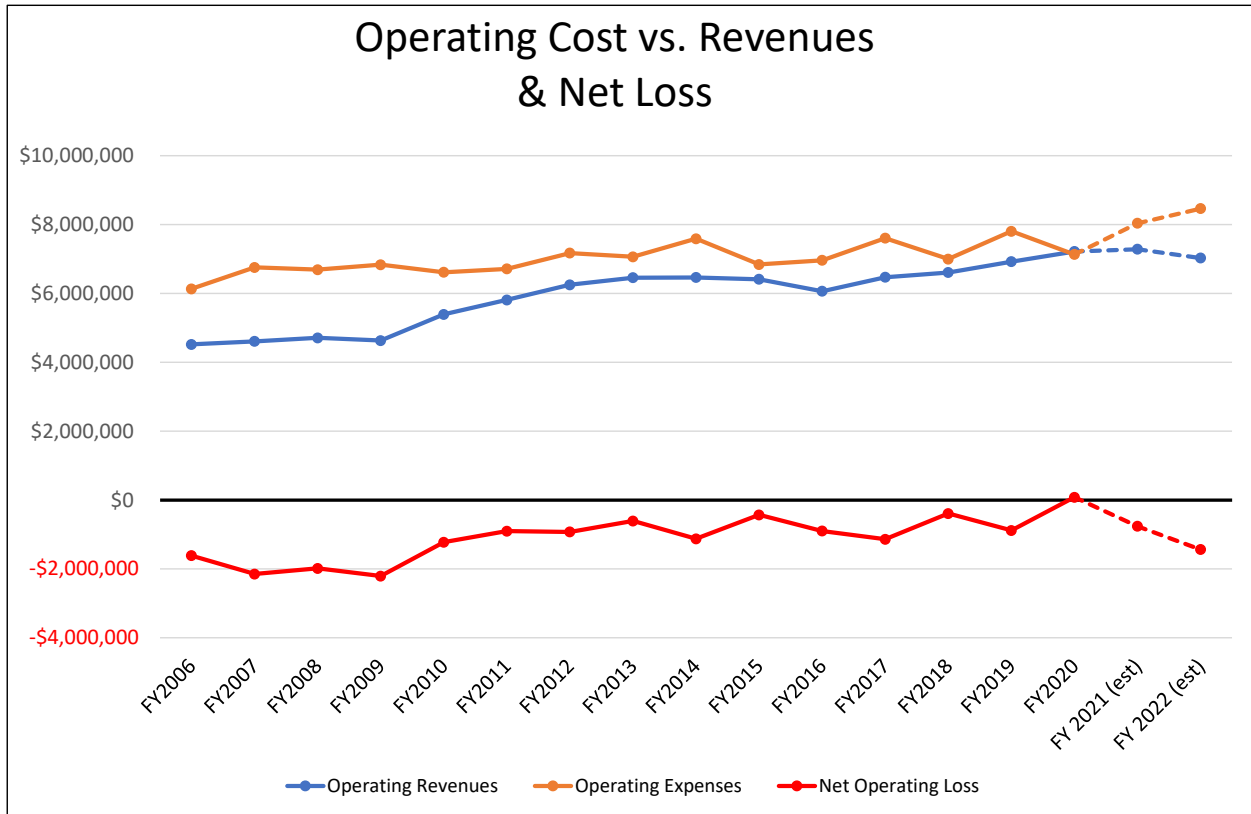
The FY 2022 adopted budget for the Water & Sewer Fund includes revenues estimated at \$11,752,750. Availability fee estimates can be difficult to predict since they are paid when a builder files for a building permit. Projects in the planning phase may take longer than anticipated to reach the building permit phase. Availability (or “connection”) fees are meant to cover growth-related expenses and may not be used to fund operations.

Other revenue sources include \$416,000 in franchise fees paid by telecommunications companies that lease space on the town’s water towers for their antennae, approximately \$15,000 in interest earnings from fixed-rate securities, and \$0 in late fees due to COVID-19 restrictions.

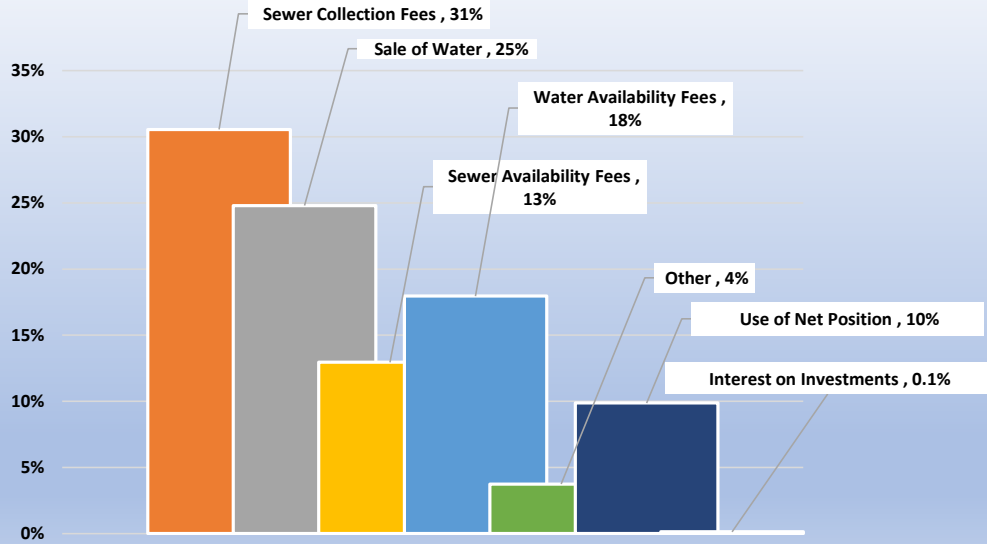
<b>DESCRIPTION</b>	<b>FY18 Actual</b>	<b>FY19 Actual</b>	<b>FY20 Adopted</b>	<b>FY21 Adopted</b>	<b>FY22 Adopted</b>
Sewer Collection Fees	3,412,416	3,554,644	3,902,000	4,132,621	3,591,000
Sale of Water	2,736,152	2,884,971	2,881,000	3,240,602	2,915,000
Sewer Availability Fees	456,970	444,548	2,470,000	1,222,560	1,522,560
Water Availability Fees	248,115	205,100	1,790,000	882,960	2,110,160
Other	591,445	792,806	504,600	500,000	439,100
Use of Net Position	-	-	(1,808,061)	2,940,136	1,159,930
Interest on Investments	-	-	200,000	150,000	15,000
	<b>7,445,098</b>	<b>7,882,069</b>	<b>9,939,539</b>	<b>13,068,879</b>	<b>11,752,750</b>

Up until January 2018, rates were not regularly updated for this fund, which has posted operating losses since at least FY 2006 as noted in the chart below. Charges for services are designed to recover the cost of delivery of service to customers. Historically, there has been a reliance on leases to close the gaps, and the losses result in not addressing depreciation costs. For FY 2022, the challenges also include a 27% increase in sewer commodity costs along with scheduling of asset replacements. In the recent past, the town implemented regular rate updates supported by a rolling five-year study conducted by external consultants and reviewed by the town’s financial advisors, to begin to address this issue. No rate increases were implemented for FY 20 and the refresh of the model was put on hold for FY 2021 at the onset of the COVID-19 pandemic. The refresh of the study is proposed again for FY 2022. As a beginning, a rate increase of 1.5% is being recommended for both water, sewer fees and peak water

usage charges in FY 2022.



**FY 2022 Total Water & Sewer Fund - Revenue Composition - \$11,752,750**



Water and sewer customers are billed quarterly.

**Water Usage Fees**

Water usage charges were adopted to increase by 1.5% from FY 2021 to FY 2022. Fees will change from \$3.16 to \$3.21 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 periods in excess of the average consumption of the preceding two winter quarter billing periods shall be charged an additional amount of \$5.46 per 1,000 gallons metered. Customers are also charged a flat customer service fee based on meter size.

<b>Meter Size (inches)</b>	<b>Customer Service Fee</b>	<b>Meter Size (inches)</b>	<b>Customer Service Fee</b>
5/8	\$ 8.97	2	\$ 71.72
3/4	\$ 13.45	3	\$ 143.45
1	\$ 22.41	4	\$ 224.14
1 1/2	\$ 44.83	6	\$ 448.28

**Sewer Usage Fees**

Sewer usage charges were approved to increase by 1.5% from FY 2021 to FY 2022. Fees will change from \$6.19 to \$6.28 per 1,000 gallons, which is based on water usage, not to exceed usage in excess of the average consumption of the preceding two winter quarter billing periods. In addition to sewer base charges, each customer receiving sanitary sewer service at a single family, two-family, or townhouse unit pays a quarterly 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.

**Availability Fees**

These fees are based on meter size, and are paid by builders when they file for their building permits.

<b>Availability Fees</b>					
<b>Meter Size (inches)</b>	<b>Sewer</b>	<b>Water</b>	<b>Meter Size (inches)</b>	<b>Sewer</b>	<b>Water</b>
5/8	\$ 10,800	\$ 7,800	2	\$ 86,400	\$ 62,400
3/4	\$ 16,200	\$ 11,700	3	\$ 172,800	\$ 124,800
1	\$ 27,000	\$ 19,500	4	\$ 270,000	\$ 195,000
1 1/2	\$ 54,000	\$ 39,000	6	\$ 540,000	\$ 390,000

**Peak Water Usage Charges**

Peak water usage charges were approved to increase 1.5% from FY 2021 to FY 2022. All water consumed during the peak use periods in excess of the average consumption of the preceding two winter quarter billing periods will be charged an additional amount of \$5.46 per 1,000 gallons. This peak use period charge will be applied in addition to the base water usage charge in subsection.

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

Object Code	Source	FY2020 Audited	FY2021 Adopted	FY2022 Adopted	Notes based on FY 2022 Projected
343100	Sale of Water (including service charges)	3,038,748	3,240,602	2,915,000	Based on a rate of \$3.21 vs \$3.16 per 1,000 gallons (approx 1.5% rate increase), over the estimate for FY 2021.
344100	Sewer Collection Fees	3,673,974	4,132,621	3,591,000	Based on a of \$6.28 vs \$6.19 per 1,000 gallons (approx 1.5% rate increase), over the estimate for FY 2021.
348000	Penalties - Late Payment	44,240	68,400	0	Penalties have been suspended during the pandemic.
349000	Sale of Commodities	10,058	11,100	11,500	Based on prior years' experience.
318300	Franchise Lease	433,370	400,000	416,000	Annual lease payments from telecommunications companies for placement of antennas on town water tanks (13 leases for FY 2022).
344600	Sewer Lateral Repair Program	10,637	10,500	10,600	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	6,970	10,000	1,000	Utility shut-off and reconnections fees have been suspended during the pandemic.
	<b>Total - Operating</b>	<u>7,217,997</u>	<u>7,873,223</u>	<u>6,945,100</u>	
361000	Interest on Investments	171,160	150,000	15,000	Assumes average interest rate of 0.13 percent and \$11.2 million available for investment.
392100	Sale of Obsolete/Surplus Property	(19,065)	0	0	FY 2020 represents the loss on disposal of asset #3080 - sewer air compressor.
343200	Water Availability Fees	38,400	1,222,560	1,522,560	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	95,040	882,960	2,110,160	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>285,535</u>	<u>2,255,520</u>	<u>3,647,720</u>	

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

Object Code	Source	FY2020 Audited	FY2021 Adopted	FY2022 Adopted	Notes based on FY 2022 Projected
	<b><u>Revenues from Intergovernmental &amp; Other Sources</u></b>				
333111	Federal Grant-CARES Act	68,156	0	0	CARES Act
338000	Fairfax County	381,569	0	0	Reimbursement
393200	Use of Bond Proceeds	0	0	0	
395000	(Addition to) / Use of Net Position	0	2,940,136	0	(Addition to) / Use of net position.
	<b>Total - Revenue from Intergovernmental &amp; Other Sources</b>	<u>449,725</u>	<u>2,940,136</u>	<u>1,159,930</u>	
	<b>Total - Water &amp; Sewer Fund Revenue</b>	<u>7,953,257</u>	<u>13,068,879</u>	<u>11,752,750</u>	

Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 Adopted	
	# 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	1	1	1	1	1	1	1	1
Office Assistant II	0	0	0	0	0	0	0	0
Senior Accounting Technician	1	1	1	1	1	1	1	1
Water Meter Reader	<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>Sewer Service &amp; Maintenance</u></b>								
Assistant Crew Supervisor	0	0	0	0	0	0	1	1
Operations Engineer	1	1	1	1	1	1	1	1
Utility Equipment Operator I	1	1	0	0	0	0	0	0
Utility Equipment Operator II	0	0	1	1	1	1	1	1
Utility Maintenance Worker I	0	0	1	1	1	1	1	1
Utility Maintenance Worker II	1	1	2	2	2	2	2	2
Utility Technician	1	1	1	1	1	1	0	0
Utility Work Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>5</b>	<b>5.00</b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>
<b><u>Water Service &amp; Maintenance</u></b>								
Assistant Crew Supervisor	0	0	0	0	0	0	1	1
Maintenance/Meter Mechanic	1	1	1	1	1	1	0	0
Utility Equipment Operator I	0	0	1	1	1	1	1	1
Utility Equipment Operator II	2	2	1	1	1	1	1	1
Utility Maintenance Worker I	1	1	0	0	0	0	0	0
Utility Maintenance Worker II	2	2	1	1	1	1	1	1
Utility Work Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>7</b>	<b>7.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>
<b><u>Water &amp; Sewer Total</u></b>	<b>15</b>	<b>15.00</b>	<b>15</b>	<b>15.00</b>	<b>15</b>	<b>15.00</b>	<b>15</b>	<b>15.00</b>

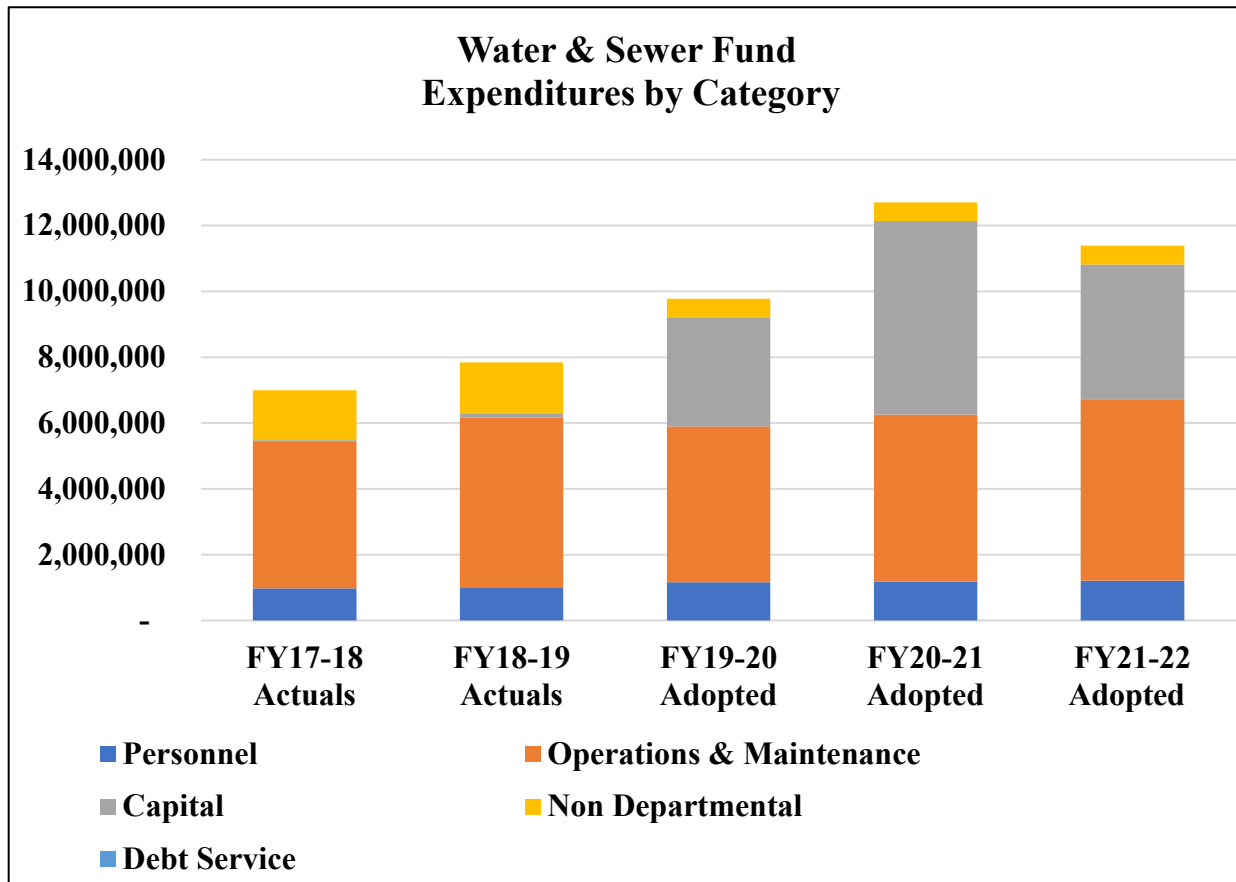
## Water & Sewer Fund Budget Summary

The following summary includes Customer Service, Sewer and Water.

	<b>FY17-18 Actuals</b>	<b>FY18-19 Actuals</b>	<b>FY19-20 Adopted</b>	<b>FY20-21 Adopted</b>	<b>FY21-22 Adopted</b>
<b>Personnel</b>	972,192	986,654	1,158,995	1,176,547	1,213,468
<b>Operations &amp; Maintenance</b>	4,474,136	5,186,662	4,735,350	5,074,800	5,486,550
<b>Capital</b>	35,345	125,115	3,315,000	5,885,400	4,120,000
<b>Non Departmental</b>	1,517,469	1,542,663	567,694	570,244	571,594
<b>Debt Service</b>	-	286,184	162,500	361,888	361,138
<b>Total Water &amp; Sewer</b>	<b>6,999,143</b>	<b>8,127,278</b>	<b>9,939,539</b>	<b>13,068,879</b>	<b>11,752,750</b>

### Staffing

	<b>FY17-18 Actuals</b>	<b>FY18-19 Actuals</b>	<b>FY19-20 Adopted</b>	<b>FY20-21 Adopted</b>	<b>FY21-22 Adopted</b>
<b>Full Time</b>	16	15	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>Vision Tenet: Cultivating a Sustainable Environment</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>

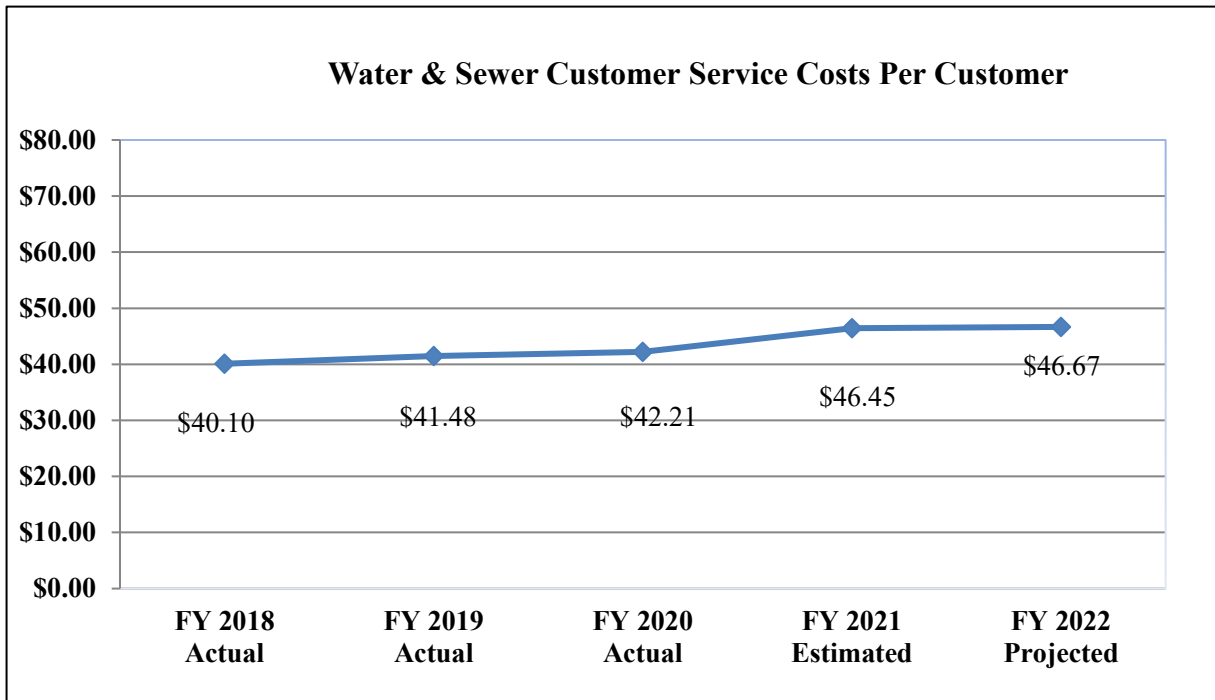
## Finance - Water & Sewer Customer Service

### 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 utilizes Automated Meter Reading (AMR) to record quarterly water..

Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected
Water & Sewer customer service costs per customer	\$40.10	\$41.48	\$42.21	\$46.45	\$46.67
Average number of customers billed each year	5,925	5,930	6,095	6,110	6,150



**Water & Sewer Fund  
Customer Service**

	<b>FY17-18 Actuals</b>	<b>FY18-19 Actuals</b>	<b>FY19-20 Adopted</b>	<b>FY20-21 Adopted</b>	<b>FY21-22 Adopted</b>
<b>Personnel</b>	177,745	192,733	214,070	203,968	216,372
<b>Operations &amp; Maintenance</b>	59,822	61,418	60,950	78,400	50,650
<b>Operating Capital</b>	-	-	-	-	-
<b>Total Customer Service</b>	<b>237,567</b>	<b>254,152</b>	<b>275,020</b>	<b>282,368</b>	<b>267,022</b>

**Staffing**

	<b>FY17-18 Actuals</b>	<b>FY18-19 Actuals</b>	<b>FY19-20 Adopted</b>	<b>FY20-21 Adopted</b>	<b>FY21-22 Adopted</b>
<b>Full Time</b>	4	3	3	3	3
<b>Part Time</b>	0	0	0	0	0

**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.

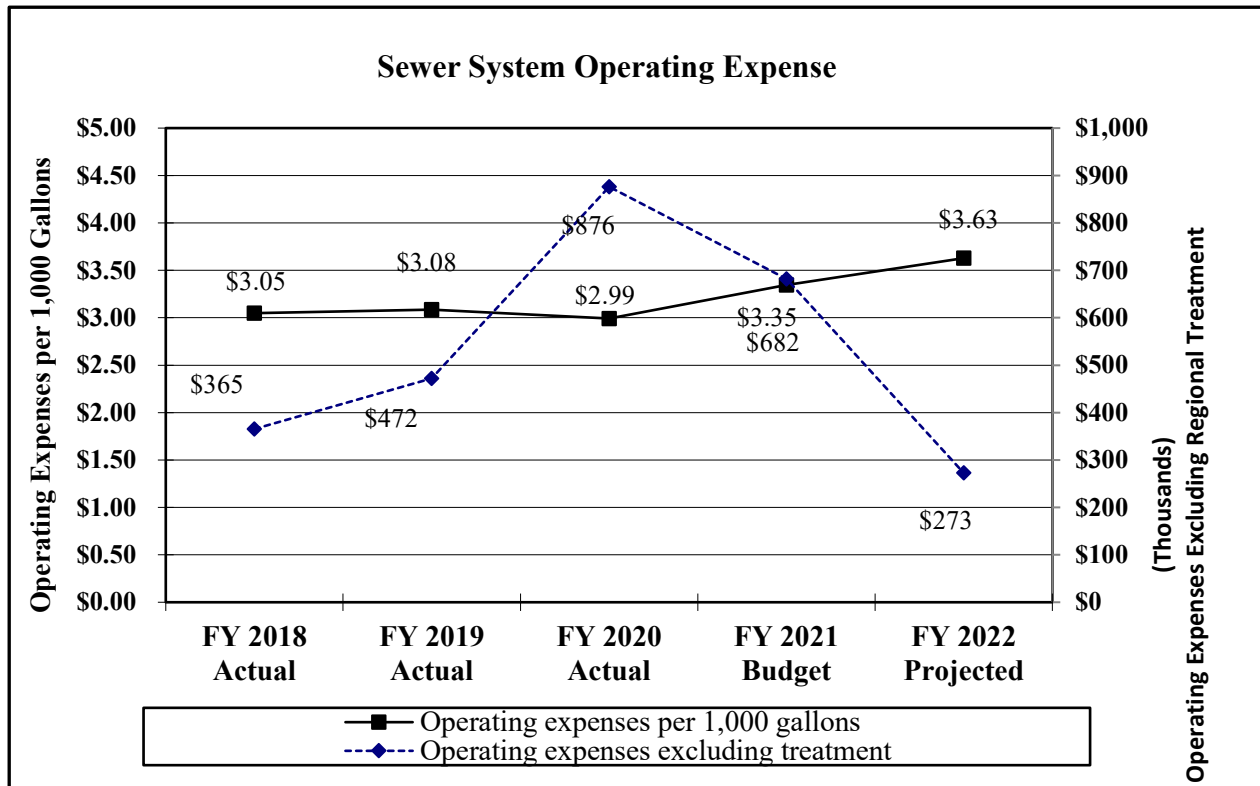
Objectives	Strategies	Measures
<p>Ensure a healthy and safe conveyance of sanitary sewer effluent with zero sanitary sewer overflows (SSOs) in the best possible cost effective manner.</p> <p><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <li>• Inspect and flush sanitary sewer mains on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Keep daily logs to ensure minimum 20 percent of sanitary system is flushed and inspected annually, in addition to areas that require routine maintenance.</li> </ul>
<p>Maintain and improve the integrity of sanitary sewer system throughout the town.</p> <p><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></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>•</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>•</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 2020, the treatment unit cost decreased due to a reduction in capital projects at Blue Plains. Treatment costs are expected to increase in FY 21 due to new capital projects at Blue Plains. Demand is expected to remain the same (not accounting for exceptional precipitation events). Sewer conveyance quantities vary significantly due to weather. I&I, heavy rain, and generally "wet" years such as FY 2019 contribute to unusually high conveyance amounts.

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
OPERATING EXPENSES	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>
Personnel	\$234,958	\$427,525	\$538,011	\$538,646	\$554,574
O&M (includes regional treatment)	<u>2,960,764</u>	<u>3,354,834</u>	<u>2,771,681</u>	<u>3,143,100</u>	<u>3,618,100</u>
<b>TOTAL</b>	<b>\$3,195,722</b>	<b>\$3,782,359</b>	<b>\$3,309,692</b>	<b>\$3,681,746</b>	<b>\$4,172,674</b>
Sewage Treated (1,000 gallons)	1,048,326	1,226,071	1,106,142	1,100,000	1,150,000
Regional treatment costs	\$2,830,476	\$3,310,390	\$2,433,512	\$3,000,000	\$3,900,000
<b>Operating expenses excluding treatment</b>	<b>\$365,246</b>	<b>\$471,969</b>	<b>\$876,180</b>	<b>\$681,746</b>	<b>\$272,674</b>
<b>Operating expenses per 1,000 gallons</b>	<b>\$3.05</b>	<b>\$3.08</b>	<b>\$2.99</b>	<b>\$3.35</b>	<b>\$3.63</b>



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

	<b>FY17-18 Actuals</b>	<b>FY18-19 Actuals</b>	<b>FY19-20 Adopted</b>	<b>FY20-21 Adopted</b>	<b>FY21-22 Adopted</b>
<b>Personnel</b>	234,958	427,525	493,753	538,646	554,574
<b>Operations &amp; Maintenance</b>	2,960,764	3,354,834	3,237,900	3,143,100	3,618,100
<b>Capital</b>	10,259	87,875	1,815,000	3,041,200	500,000
<b>Total Sewer</b>	<b>3,205,981</b>	<b>3,870,234</b>	<b>5,546,653</b>	<b>6,722,946</b>	<b>4,672,674</b>

**Staffing**

	<b>FY17-18 Actuals</b>	<b>FY18-19 Actuals</b>	<b>FY19-20 Adopted</b>	<b>FY20-21 Adopted</b>	<b>FY21-22 Adopted</b>
<b>Full Time</b>	5	5	7	7	7
<b>Part Time</b>	0	0	0	0	0

## 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	M
<p>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>• Complete O&amp;M tasks within compliance of state and federal codes and mandates.</li> <li>• Repair water main breaks and leaks.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete all required water sample collection. Monthly and Quarterly</li> <li>• Correct system leaks to ensure system pressure stays above the minimum working pressure of 20 psi</li> </ul>
<p>Reduce water system main losses.</p> <p><i><b>Vision Tenet: Cultivating a Sustainable Environment</b></i></p>	<ul style="list-style-type: none"> <li>• Conduct system wide leak surveys.</li> <li>• Analyze wholesale and retail quantities.</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 with the focus of the survey on older infrastructure</li> <li>• Compare water wholesale purchase to 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> </ul>

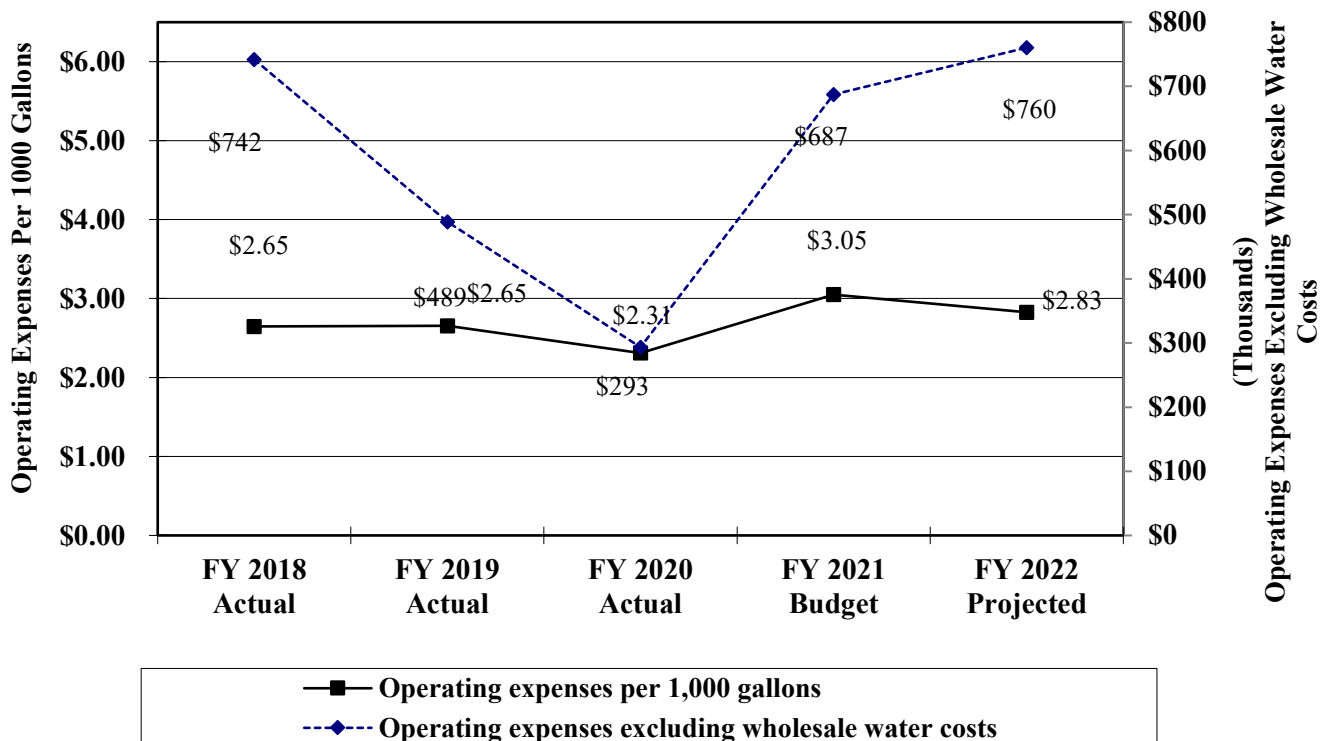
## Public Works - Water Supply & Maintenance

### 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. The budgeted amount for treatment costs in FY 21 will remain relatively the same as in FY 2020. Capital costs for line replacement are not included in the O&M costs.

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Projected
<b>OPERATING EXPENSES</b>					
Personnel	\$597,913	\$366,396	\$387,264	\$433,933	\$442,521
O&M (includes wholesale water costs)	<u>1,453,552</u>	<u>1,770,409</u>	<u>1,457,925</u>	<u>1,853,300</u>	<u>1,817,800</u>
<b>TOTAL</b>	<b>\$2,051,465</b>	<b>\$2,136,805</b>	<b>\$1,845,189</b>	<b>\$2,287,233</b>	<b>\$2,260,321</b>
Water Purchased (1,000 gallons)	775,000	805,274	798,878	750,000	800,000
Wholesale water costs	\$1,309,821	\$1,648,059	\$1,551,843	\$1,600,000	\$1,500,000
<b>Operating expenses excluding wholesale</b>	<b>\$741,644</b>	<b>\$488,746</b>	<b>\$293,346</b>	<b>\$687,233</b>	<b>\$760,321</b>
<b>Operating expenses per 1,000 gallons</b>	<b>\$2.65</b>	<b>\$2.65</b>	<b>\$2.31</b>	<b>\$3.05</b>	<b>\$2.83</b>

**Water System Operating Expense**





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

	<b>FY17-18 Actuals</b>	<b>FY18-19 Actuals</b>	<b>FY19-20 Adopted</b>	<b>FY20-21 Adopted</b>	<b>FY21-22 Adopted</b>
<b>Personnel</b>	559,490	366,396	451,172	433,933	442,521
<b>Operations &amp; Maintenance</b>	1,453,551	1,770,409	1,436,500	1,853,300	1,817,800
<b>Capital Projects</b>	25,086	37,240	1,500,000	2,844,200	3,620,000
<b>Total Water</b>	<b>2,038,127</b>	<b>2,174,046</b>	<b>3,387,672</b>	<b>5,131,433</b>	<b>5,880,321</b>

**Staffing**

	<b>FY17-18 Actuals</b>	<b>FY18-19 Actuals</b>	<b>FY19-20 Adopted</b>	<b>FY20-21 Adopted</b>	<b>FY21-22 Adopted</b>
<b>Full Time</b>	7	7	5	5	5
<b>Part Time</b>	0	0	0	0	0





# Chestnut Grove Cemetery Fund

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

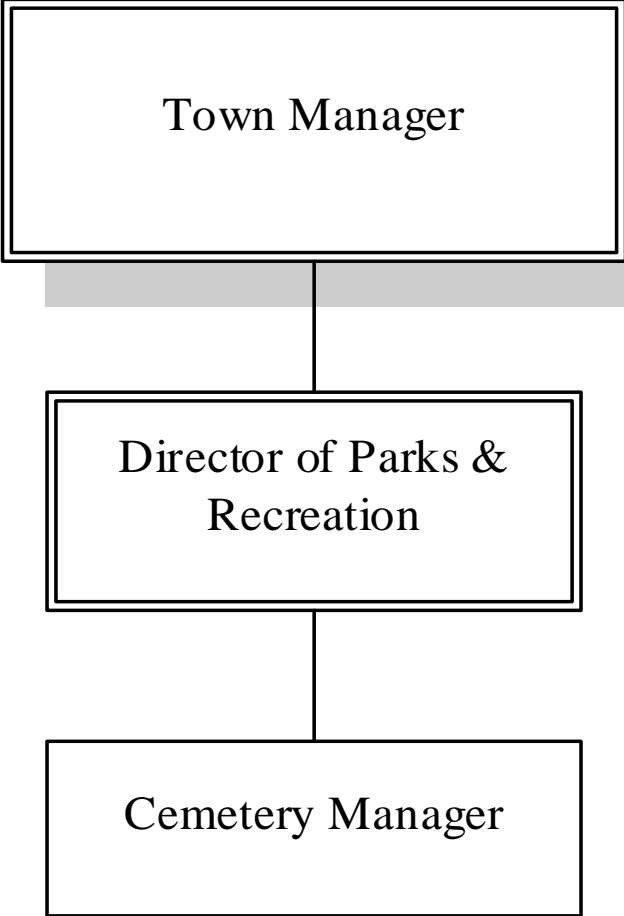
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**Cemetery Fund**

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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 2021 Highlights**

- Purchased and installed two 64 niche columbaria in the park cremation garden area.
- Completed development of cremation garden and estates by installing above ground cremation products and opening the area for sale to families.
- Extended the brick paver walkways in the cremation garden area to replace the current gravel paths.
- Removal of six (6) large hazardous trees and strategic limb removal to promote the health of the facility's old growth tree population.
- Restored 12 foundations for both historic and contemporary monuments that were in disrepair due to faulty materials and/or deterioration from age.

### **FY 2022 Initiatives**

- Strategic planning for the transition of undeveloped wooded acreage in the northwest corner of the facility as the precursor to future section expansion and structural developments.
- Placement of an Ossuary on the south side of section 12 to increase the burial options for families with cremated remains. The Ossuary placement is step one in the area development plan and a precursor to sale offerings in FY 2023.
- Install brick paver walkway on the south end of section 12 to create access to Ossuary garden.
- Develop additional cremation sites for above ground placement along the walk way on the south end of section 12.

## 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>• Advertising in local church, faith based and secular publications.</li> <li>• Distribute cemetery ad brochure in the 2022 town calendar.</li> <li>• Provide municipal locations, funeral homes and relevant cremation societies with marketing material.</li> </ul>
<p>Provide cemetery services and products that support operations of the cemetery.</p> <p style="text-align: center;"><i><b>Vision Tenet: Honoring People</b></i></p>	<ul style="list-style-type: none"> <li>• Provide pre-need and at-need sale of cemetery products.</li> <li>• Accommodate arrangements for 152 internments.</li> <li>• The sale of cemetery and cremation products including memorials, vaults, memorial inscriptions, crypt/niche vases, memorial repair services.</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 156 cemetery interment sites, mausoleum and columbaria sites.</li> <li>• Increase the average revenue per site sold with additional product/memorial options.</li> <li>• Increase retention rate of memorial sales from families we provide interment services to.</li> <li>• Increase the purchase of interment rights on existing sites as a cremation option for the families we serve.</li> </ul>
<p>Improve customer service and overall operation of the cemetery.</p> <p>Improve the overall appearance of the cemetery.</p> <p style="text-align: center;"><i><b>Vision Tenet: Honoring People</b></i></p>	<ul style="list-style-type: none"> <li>• Respond to community needs with on-site administration and sales.</li> <li>• 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 the cremation “Ossuary Garden” providing an interment option 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>• Establish Ossuary Garden as an additional cremation option for a previously untapped economic demographic.</li> <li>• Fund professional fertilization and weed control program for the developed areas of cemetery.</li> </ul>
<p>Take measures to provide families with continuous means to honor and pay tribute to loved ones throughout the year.</p> <p style="text-align: center;"><i><b>Vision Tenet: Celebrating Community Spirit</b></i></p>	<ul style="list-style-type: none"> <li>• On site assistance and pre-planning for annual events: Memorial Day, Veteran’s Day, and Wreaths Across America to honor Veterans.</li> <li>• Enhance the Memory Tree program for families and friends of loved ones interred during the year.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide information, logistics and assistance to local civic organizations for memorial events.</li> <li>• Conduct 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

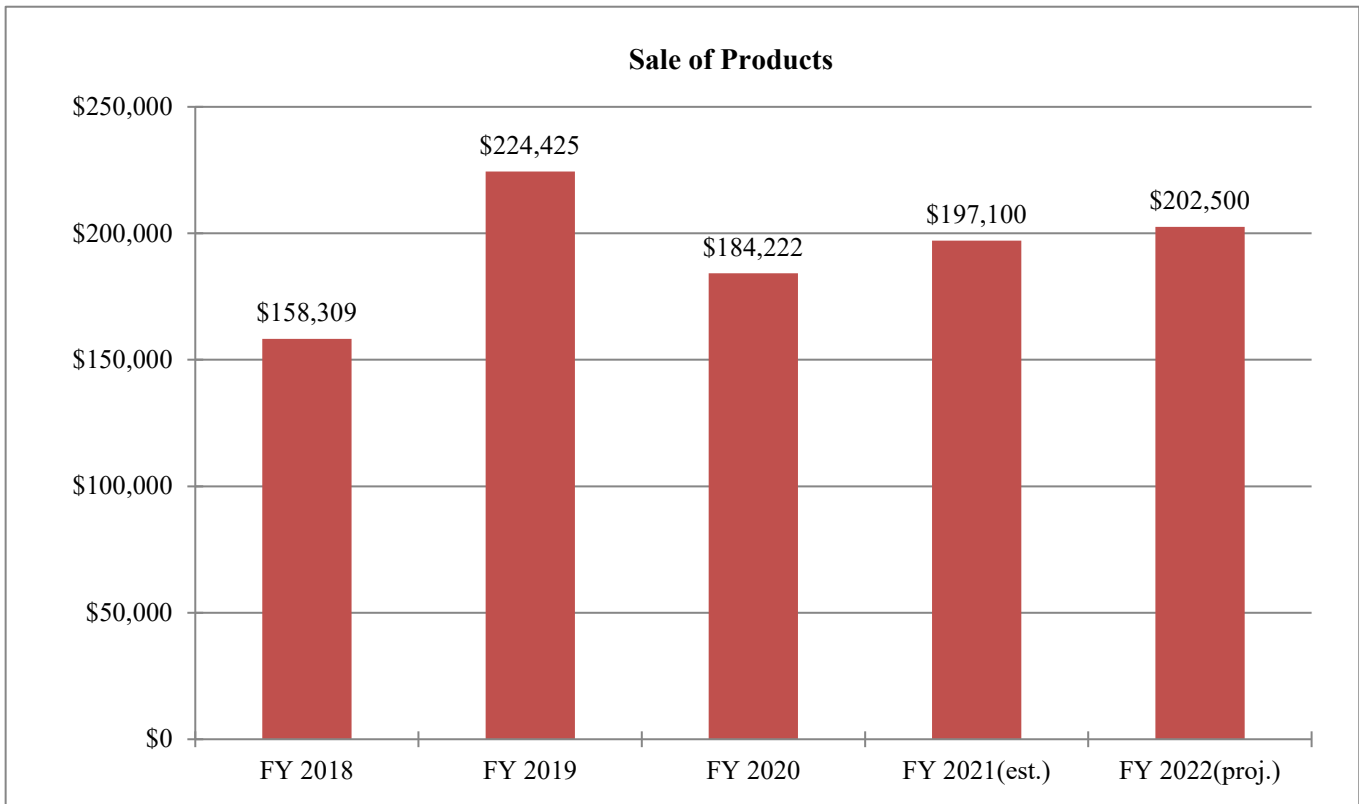
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### Performance Measures

On September 29, 1997 the Town of Herndon assumed management of Chestnut Grove Cemetery as a stand-alone enterprise fund. Revenue projections for FY 2022 include the sale of 156 sites and 152 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 2018	176	161	\$158,309
FY 2019	149	141	\$224,425
FY 2020	144	153	\$184,222
FY 2021(est.)	158	149	\$197,100
FY 2022(proj.)	156	152	\$202,500

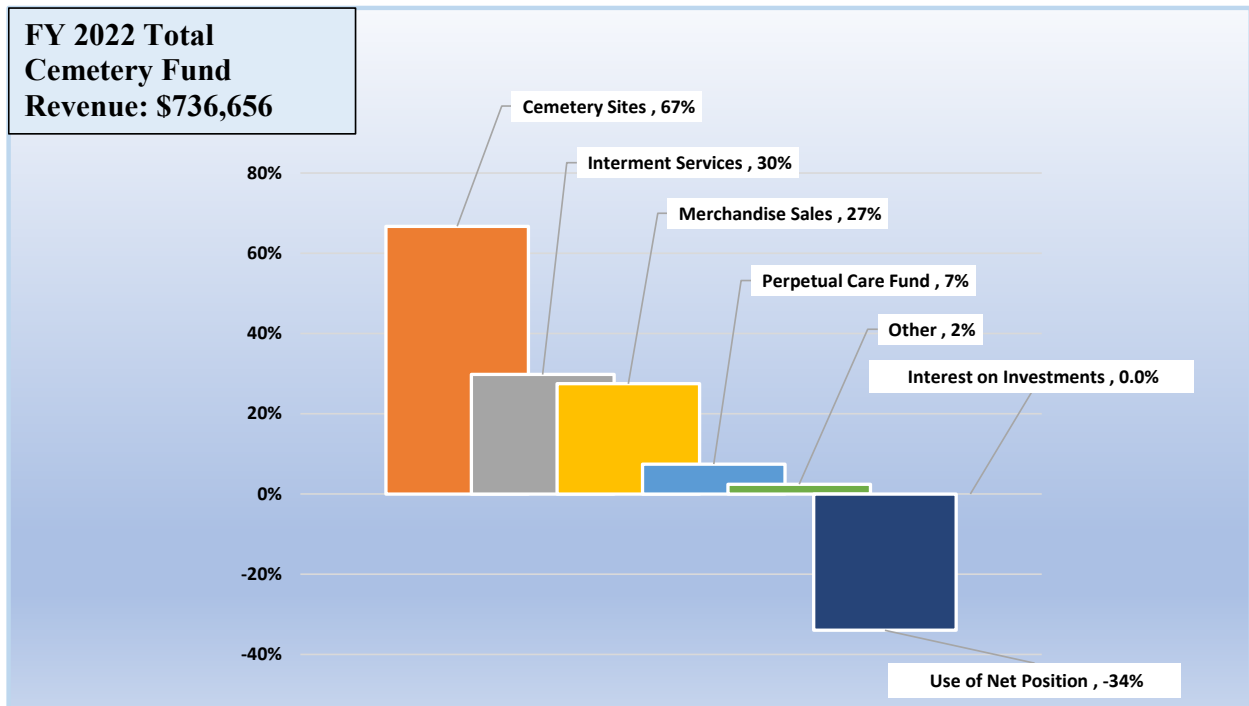


## Cemetery Enterprise Fund

The Chestnut Grove Cemetery, located at 831 Dranesville Road in Herndon, is a community 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 149-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.

The Cemetery Fund is an enterprise fund, which is a type of proprietary fund. Also referred to as a business-type fund, its operations are funded by user fees charged for services or goods provided. The budget for this fund includes all anticipated outflows for the fiscal year, including capital costs and debt principal repayment. However, because the enterprise funds use the full accrual basis of accounting, audited figures may vary significantly from budgeted figures. This is because capital costs are capitalized and depreciated over the life of the asset once it is placed into service. Depreciation expense is not budgeted because it is a non-cash entry. Debt principal repayments reduce liabilities on the balance sheet; only interest on outstanding debt is recognized as an expense.

### Chestnut Grove Cemetery Fund Revenues



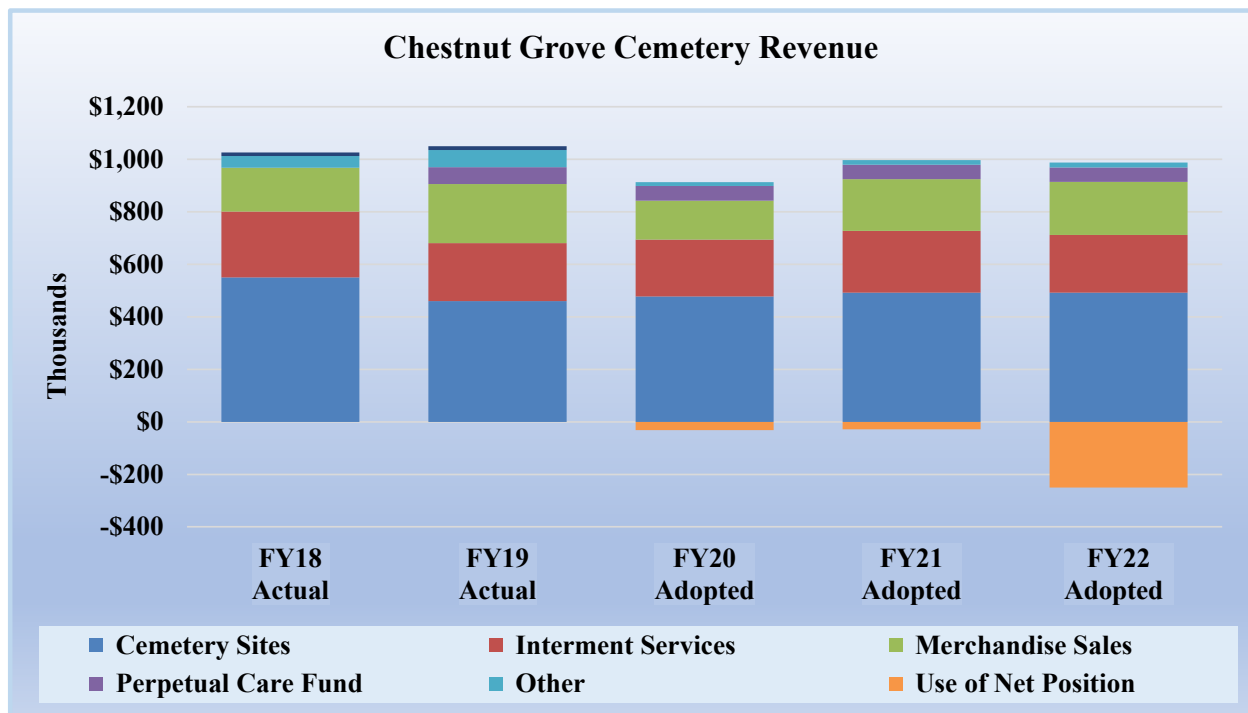
Total budgeted FY 2021 Chestnut Grove Cemetery Fund revenue is \$736,656. Projections for FY 2022 include the sale of an estimated 156 sites and 152 interments. In addition to site sales and interment services,



other 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; sale of cemetery sites and interment services. In FY 2022 the two revenues combined accounted for 74 percent, or \$711,340, of all Cemetery revenues. This year’s budget shows a contribution to net position, which is displayed as a negative value. Revenues have remained stable over time.

DESCRIPTION	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted	FY22 Adopted
Cemetery Sites	550,125	460,270	477,865	492,115	491,700
Interment Services	250,600	220,460	216,375	235,005	219,640
Merchandise Sales	167,006	224,425	148,500	197,100	202,500
Perpetual Care Fund	-	64,852	55,000	55,000	55,000
Other	44,548	64,551	15,050	17,050	18,050
Use of Net Position	-	-	(31,312)	(28,678)	(250,234)
Interest on Investments	13,763	14,947	-	-	-
	<b>1,026,042</b>	<b>1,049,505</b>	<b>881,478</b>	<b>967,592</b>	<b>736,656</b>



**Chestnut Grove Cemetery Fund  
Revenue Projections**

<b>Object Code</b>	<b>Source</b>	<b>FY2019 Audited</b>	<b>FY2020 Audited</b>	<b>FY2021 Adopted</b>	<b>FY2022 Adopted</b>	<b>Notes Based on FY21-22 Projected Figures</b>
349300	Cemetery Sites	477,865	492,115	492,115	491,700	Project 156 sites to be sold, including 2nd rights of interment.
347910	Interment Services	216,375	235,005	235,005	219,640	Project 152 interments
347930	Memorial Sales	148,500	197,100	197,100	202,500	Income from sale of memorials, related products and services.
347920	Other Cemetery Income	15,050	17,050	17,050	18,050	Miscellaneous revenue.
369990	Not Otherwise Classified	-	-	-	-	N/A
<b>Total - Operating Revenues</b>		<b>857,790</b>	<b>941,270</b>	<b>941,270</b>	<b>931,890</b>	
361000	Interest Income	-	-	-	-	Interest income on investment balances. Estimated at zero since rates are at historic lows.
391040	Interest Income on Perpetual Care Fund Balance	55,000	55,000	55,000	55,000	Interest income on perpetual care fund cash balance
391100	Use of (Addition to) Net Position	(31,312)	(28,678)	(28,678)	(250,234)	Estimated surplus
<b>Total - Revenue from Other Sources</b>		<b>23,688</b>	<b>26,322</b>	<b>26,322</b>	<b>(195,234)</b>	
<b>Total - Chestnut Grove Cemetery Fund</b>		<b>881,478</b>	<b>967,592</b>	<b>967,592</b>	<b>736,656</b>	The cemetery fund's revenues are not expected to be impacted materially by the COVID-19 pandemic.

Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 Adopted	
	# 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>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b><u>Cemetery 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>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Personnel</b>	322,239	346,901	373,238	396,834	390,320	390,320
<b>Operations &amp; Maintenance</b>	168,779	183,164	188,850	181,350	180,850	180,850
<b>Capital</b>	2,102	-	51,500	137,568	61,000	61,000
<b>Non-Departmental</b>	189,450	186,670	68,590	69,040	48,600	48,600
<b>Debt</b>	41,387	33,228	199,300	182,800	55,886	55,886
<b>Total Cemetery</b>	<b>723,957</b>	<b>749,963</b>	<b>881,478</b>	<b>967,592</b>	<b>736,656</b>	<b>736,656</b>

### **Staffing**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>	<b>FY 2022 Adopted</b>
<b>Full Time</b>	4	5	5	5	5	5
<b>Part Time</b>	0	0	0	0	0	0



# Golf Course Fund

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

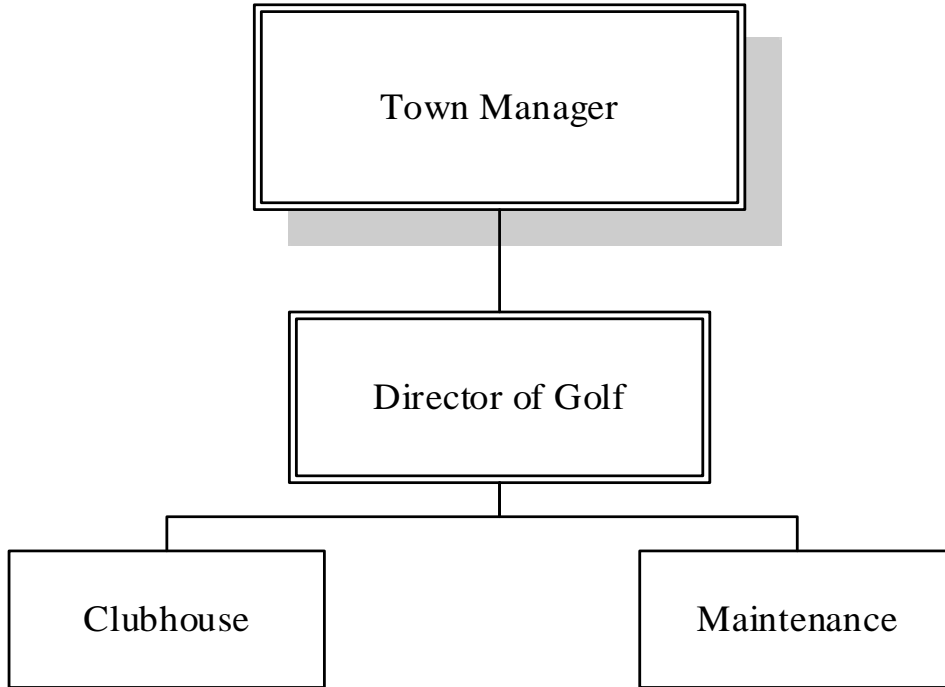
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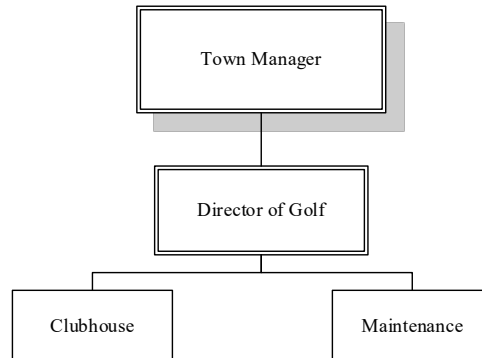
## Golf Course Fund

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# 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 2021 Highlights**

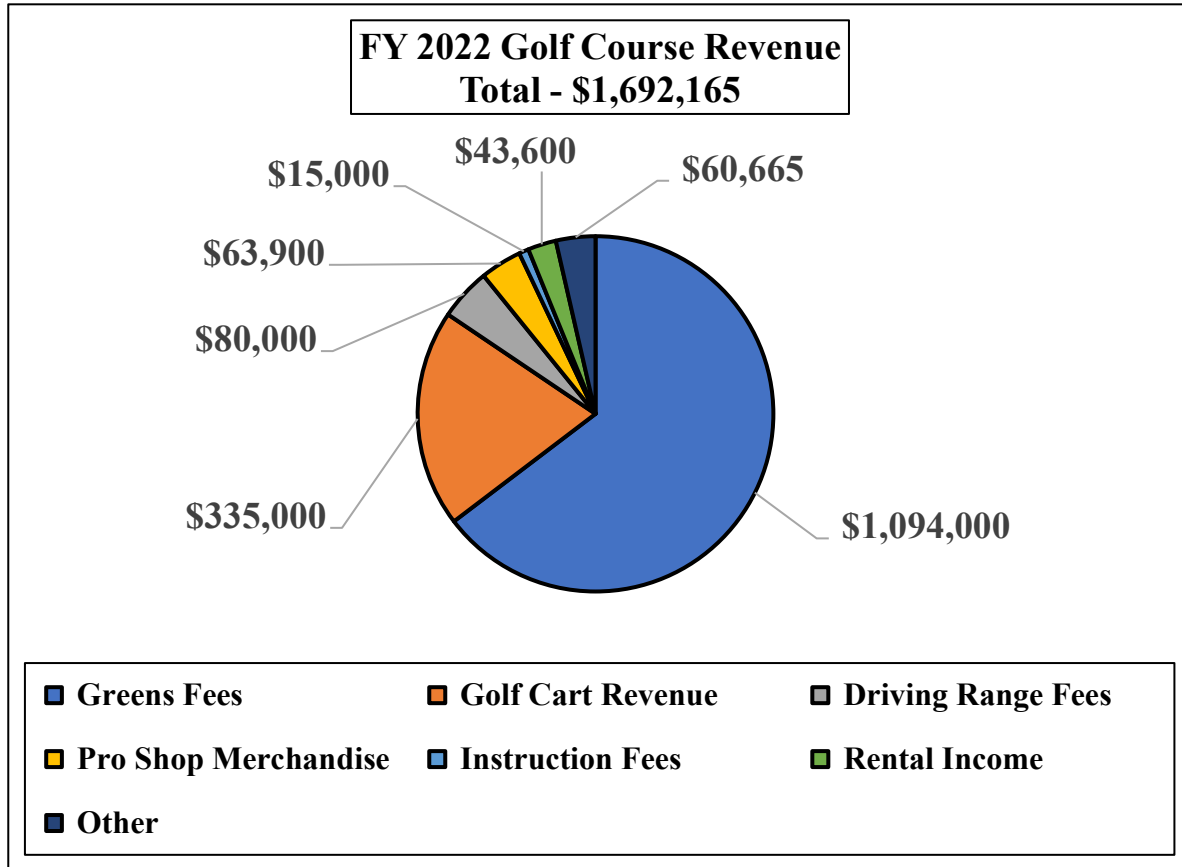
- Operated as a sustainable enterprise operation during COVID-19 pandemic.
- Planned and coordinated a variety of golf programs and activities for all ages and skill levels.
- Hosted and promoted events that establish the town as a destination in a safe manner with COVID-19 protocols.
- Provided excellent playing conditions and aesthetically pleasing grounds within desired industry standards.
- Implemented environmental management practices and programs based on Nutrient Management Plan soil test recommendations.

## **FY 2022 Initiatives**

- Operate enterprise operation to improve services and amenities.
- Plan and coordinate a variety of golf events and activities for all skill levels.
- Provide excellent playing conditions and aesthetically pleasing grounds.
- Implement environmental management practices and 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.

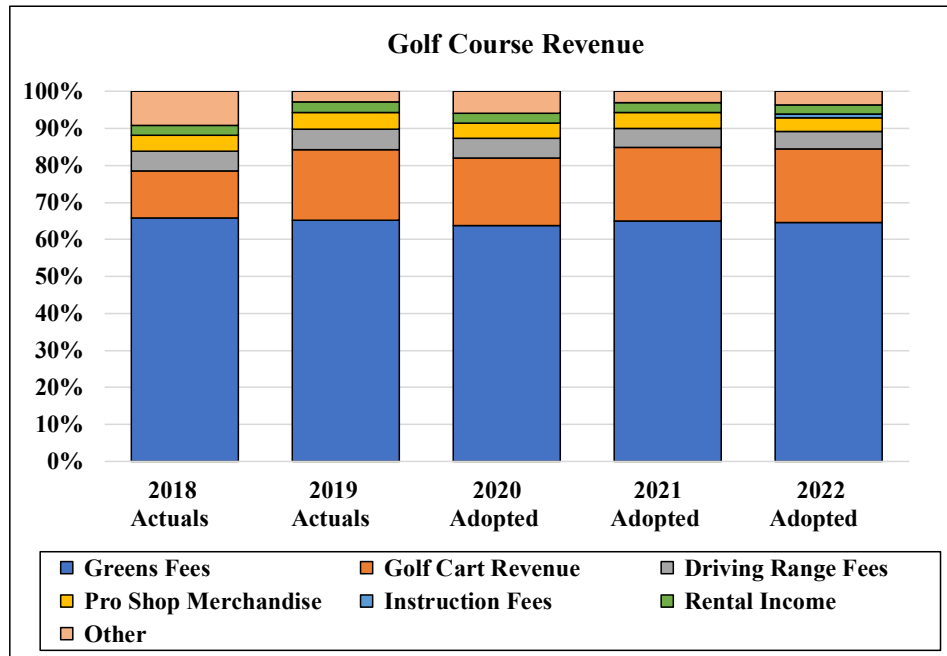
Total budgeted FY 2022 Golf Course Fund revenue is \$1,692,165. The greens fees for FY 2022 include discounts for: town residents, senior citizens and juniors, “twilight” time periods, annual passes and off-season play.



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 budgeted to remain very close to the prior fiscal year.

Description	2018 Actuals	2019 Actuals	2020 Adopted	2021 Adopted	2022 Adopted
Greens Fees	\$ 953,161	\$ 960,271	\$ 978,200	\$ 978,883	\$ 1,094,000
Golf Cart Revenue	\$ 183,382	\$ 282,505	\$ 282,500	\$ 301,000	\$ 335,000
Driving Range Fees	\$ 78,703	\$ 80,472	\$ 81,800	\$ 78,200	\$ 80,000
Pro Shop Merchandise	\$ 61,353	\$ 66,738	\$ 63,300	\$ 63,900	\$ 63,900
Instruction Fees	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Rental Income	\$ 40,575	\$ 40,533	\$ 40,400	\$ 40,800	\$ 43,600
Other	\$ 131,185	\$ 42,451	\$ 89,222	\$ 44,500	\$ 60,665
	<b>\$ 1,448,359</b>	<b>\$ 1,472,970</b>	<b>\$ 1,535,422</b>	<b>\$ 1,507,283</b>	<b>\$ 1,692,165</b>

The projection for FY 2022 reflects the increase in play during the COVID-19 pandemic. New players are entering the market and lapsed golfers are returning to the game. Facilities that have adapted by modifying operational business practices and protocols have thrived. Times are still uncertain; facilities will need the ability to adapt pricing to take advantage of the increase in play and adjust if market conditions become tougher. Facilities, equipment, and services need to be maintained and improved to meet or exceed golfer expectations while keeping up with competition.



**Golf Course Fund (007)**

**Revenue Estimates**

<b>Object Code</b>	<b>Source</b>	<b>FY2020 Audited</b>	<b>FY2021 Adopted</b>	<b>FY2022 Adopted</b>	<b>Notes from FY 2022</b>
347600	Green Fees	838,324	978,883	1,094,000	Revenue from daily fee and annual pass sales; includes rate discounts based on age, town residency, time of day and time of year. Adopted revenue based on current fees; weather sensitive.
347700	Golf Cart Revenue	231,370	301,000	330,000	Revenue from golf cart rentals. Adopted revenue based on current rental rates; weather sensitive.
347710	Pull Cart Rental	3,946	4,800	5,000	Rental income; weather sensitive.
347720	Merchandise Sales (Pro Shop)	44,222	63,900	63,900	Income from sale of golf equipment, clothes and accessories.
347730	Handicapping Fees	8,202	11,800	11,800	Income from the provision of VSGA handicapping service.
347740	Golf Club Rental	2,753	2,700	2,700	Rental income; weather sensitive.
347750	Driving Range Fees	69,347	78,200	80,000	Income from use of the driving range; weather sensitive.
347760	Instruction fees			15,000	Income from golf instruction programs.
363000	Rental Income	33,079	40,800	40,900	Rental income from concession operation and superintendent's house.
369990	Not Otherwise Classified	159	200	200	
	<b>Total - Operating Revenues</b>	<u>1,231,402</u>	<u>1,482,283</u>	<u>1,643,500</u>	
361000	Interest on Investments - <b>Non-Operating Revenues</b>	16,086	25,000	6,500	
391100	Use of Net Position	0	0	42,165	
	<b>Total - Golf Course Revenue</b>	<u>1,247,488</u>	<u>1,507,283</u>	<u>1,692,165</u>	

Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 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	3	3
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>7</b>	<b>7.00</b>
<b><u>Clubhouse</u></b>								
Director of Golf	1	1	1	1	1	1	1	1
Golf Operations Assistant I	0	0	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>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>Golf Course Total</u></b>	<b>9</b>	<b>9.00</b>	<b>9</b>	<b>9.00</b>	<b>9</b>	<b>9.00</b>	<b>10</b>	<b>10.00</b>

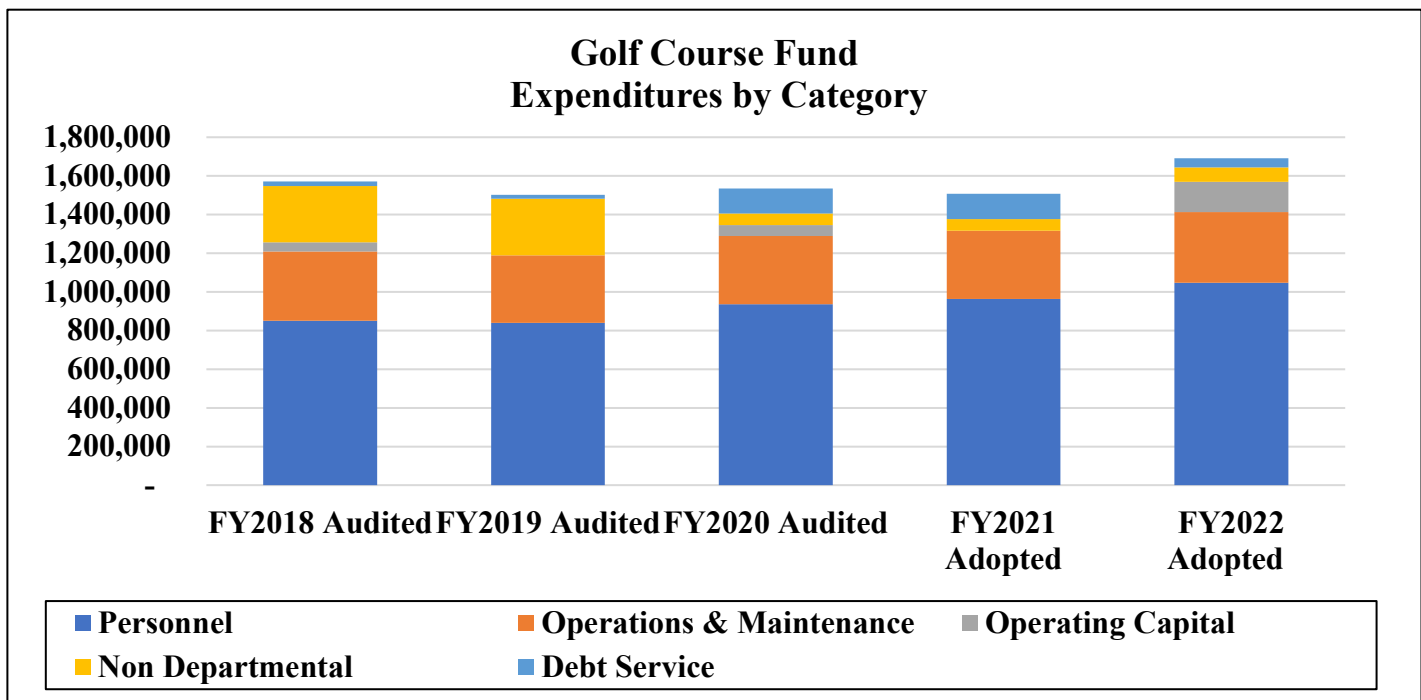
## Golf Course Fund Budget Summary

The following summary includes Maintenance and Club House.

	FY2018 Audited	FY2019 Audited	FY2020 Audited	FY2021 Adopted	FY2022 Adopted
<b>Personnel</b>	850,330	839,515	936,022	963,483	1,046,544
<b>Operations &amp; Maintenance</b>	358,696	349,148	353,500	352,300	365,900
<b>Operating Capital</b>	47,294	-	56,700	-	156,800
<b>Non Departmental</b>	290,626	293,275	59,000	60,800	74,700
<b>Debt Service</b>	25,097	21,066	130,200	130,700	48,221
<b>Total Golf Course</b>	<b>1,572,043</b>	<b>1,503,004</b>	<b>1,535,422</b>	<b>1,507,283</b>	<b>1,692,165</b>

### Staffing

	FY2018 Audited	FY2019 Audited	FY2020 Audited	FY2021 Adopted	FY2022 Adopted
<b>Full Time</b>	9	9	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 modern technology to monitor turf grass health.</li> <li>• Implement aeration and cultural programs.</li> <li>• Implement equipment preventive maintenance program.</li> </ul>	<ul style="list-style-type: none"> <li>• Replace twelve irrigation heads.</li> <li>• Conduct 20 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>• Mow or roll greens 6 days a week during growing season.</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 for Wildlife &amp; Habitat management.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct 10 Annual Bluegrass Weevil (ABW) scouting reports to identify thresholds.</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>

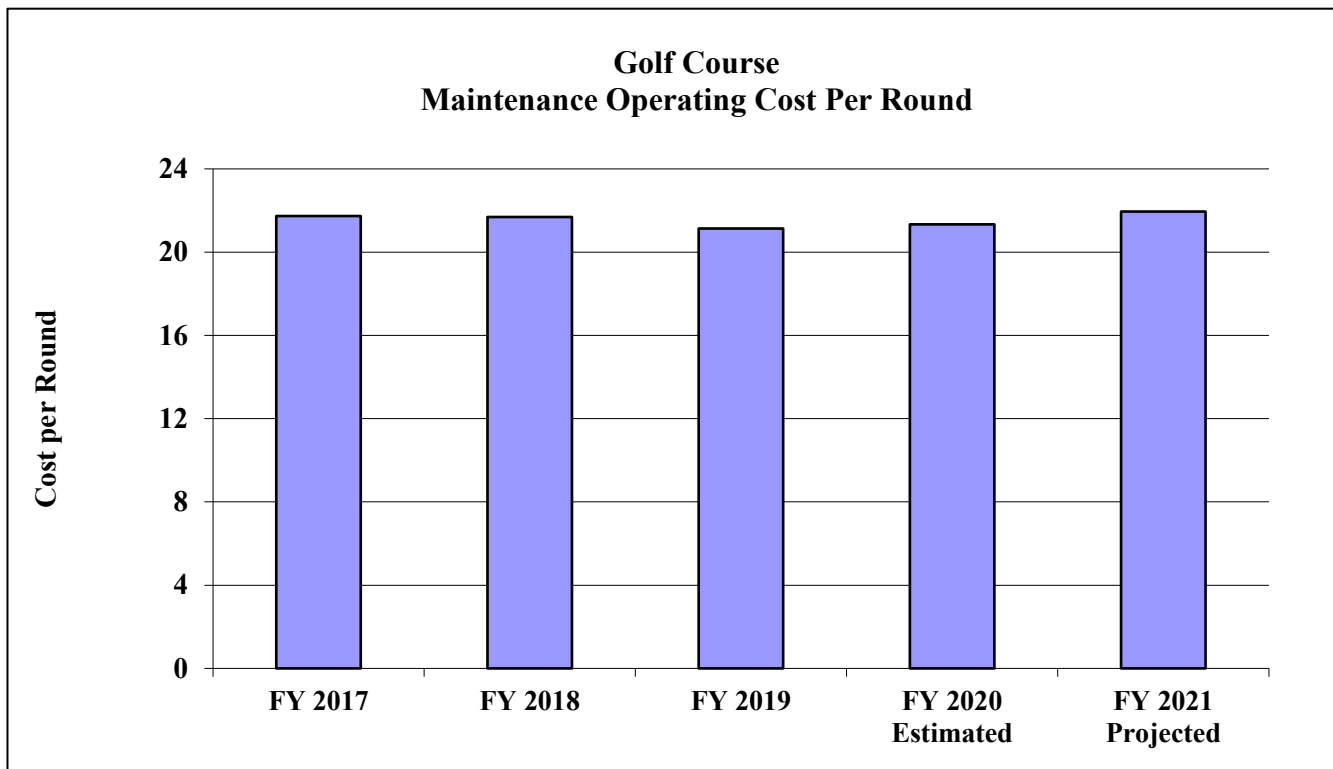
## Golf Course - Maintenance

### 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>2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Projected</u>
Rounds Played	31,369	31,401	25,420	32,800	34,100
Operating Expenses	\$680,550	\$663,390	\$721,263	\$743,875	\$870,106
Cost per Round	\$21.69	\$21.13	\$28.37	\$22.68	\$25.52



**Golf Course Fund  
Maintenance Division**

	<b>FY2018 Audited</b>	<b>FY2019 Audited</b>	<b>FY2020 Audited</b>	<b>FY2021 Adopted</b>	<b>FY2022 Adopted</b>
<b>Personnel</b>	434,203	425,953	481,563	504,875	561,820
<b>Operations &amp; Maintenance</b>	246,347	237,437	239,700	239,000	242,600
<b>Operating Capital</b>	-	-	-	-	83,700
<b>Total Maintenance</b>	<b>680,550</b>	<b>663,390</b>	<b>721,263</b>	<b>743,875</b>	<b>888,120</b>

**Staffing**

	<b>FY2018 Audited</b>	<b>FY2019 Audited</b>	<b>FY2020 Audited</b>	<b>FY2021 Adopted</b>	<b>FY2022 Adopted</b>
<b>Full Time</b>	6	6	6	6	6
<b>Part Time</b>	0	0	0	0	0

## 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>• Use third party resellers to expand reach and drive business.</li> <li>• Use patron feedback to keep programs and services fresh.</li> <li>• Pursue opportunities to operate more cost effectively and efficiently.</li> <li>• Implement fee structure based on quality of product offered and outstanding reputation with the golfing public, while considering operational needs and competitor pricing.</li> </ul>	<ul style="list-style-type: none"> <li>• Exceed FY 2018-2021 average operating revenues by two percent.</li> <li>• Compile customer feedback through surveys and staff interaction.</li> <li>• Outsource a minimum of three services.</li> <li>• Golf shop cost of goods sold should not exceed sixty percent</li> </ul>
Promote Herndon Centennial to help establish the town as a destination.  <p style="text-align: center;"><b><i>Vision Tenet: Celebrating Community Spirit</i></b></p>	<ul style="list-style-type: none"> <li>• Generate communication and targeted marketing campaigns.</li> <li>• Market opportunities for group events (outings).</li> <li>• Publicize the availability of association and league play.</li> <li>• Support Virginia High School League (VHSL) events.</li> <li>• Regularly post to social media event announcements, specials and topical facility or golf items.</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 services.</li> <li>• Host four weekly leagues, provide support to two partner tournament associations.</li> <li>• Host a VHSL tournament.</li> <li>• Average one social media post per week.</li> </ul>
Provide programs and services of exceptional quality.  <p style="text-align: center;"><b><i>Vision Tenet: Honoring People</i></b></p>	<ul style="list-style-type: none"> <li>• Continue training that assures internal control and provides back-up capabilities for critical functions.</li> <li>• Offer and administer the World Handicap System (WHS).</li> <li>• Coordinate and implement a year-round schedule of events offering both traditional and unique formats.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff develops proficiency in financial, payroll, performance management system and point of sale system through in-house and professional training.</li> <li>• Process 240 WHS registrants.</li> <li>• Register 300 participants for course sponsored events.</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. Operating revenues are obtained from 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.

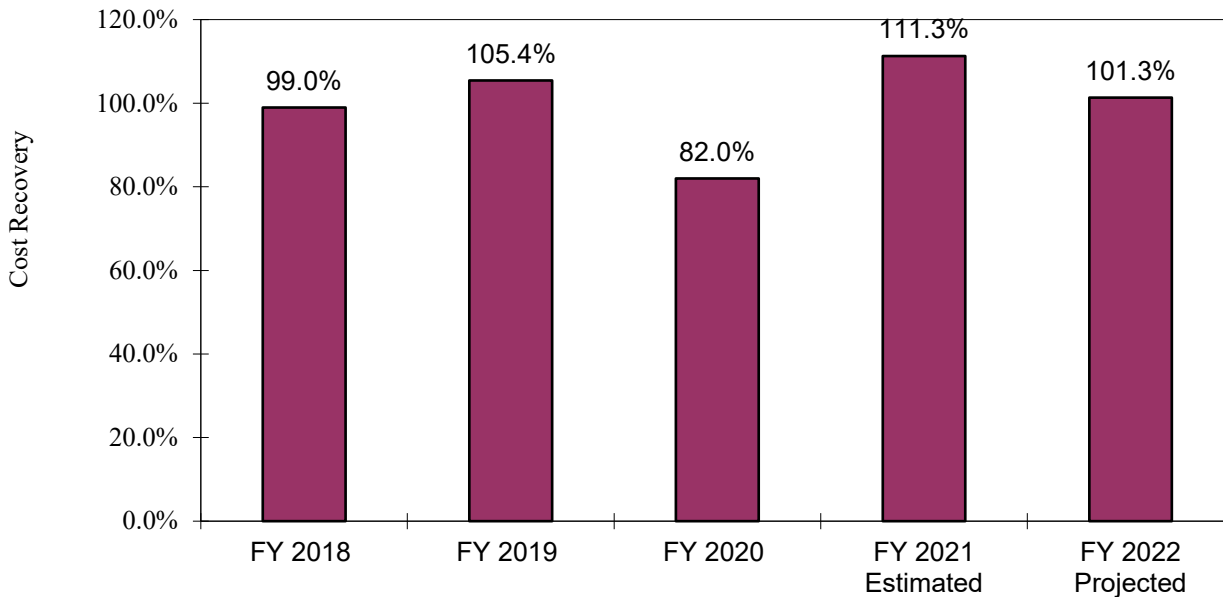
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### Percentage of Expenditures Offset by Revenues

	<u>Revenues</u>	<u>Expenditures*</u>	<u>Cost Recovery Percentage</u>
FY 2018	\$1,429,767	1,443,874	99.0%
FY 2019	\$1,449,072	1,375,350	105.4%
FY 2020	\$1,231,402	1,499,667	82.0%
FY 2021 Estimate	\$1,725,486	1,550,302	111.3%
FY 2022 Projected	\$1,650,000	1,628,550	101.3%

\*Excludes depreciation and amortization expenses

### Golf Course Cost Recovery



<b>Golf Course Fund</b> <b>Clubhouse Division</b>
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	<b>FY2018 Audited</b>	<b>FY2019 Audited</b>	<b>FY2020 Audited</b>	<b>FY2021 Adopted</b>	<b>FY2022 Adopted</b>
<b>Personnel</b>	416,127	413,561	454,459	458,608	484,724
<b>Operations &amp; Maintenance</b>	112,349	111,711	113,800	113,300	123,300
<b>Operating Capital</b>	47,294	-	56,700	-	73,100
<b>Total Club House</b>	<b>575,770</b>	<b>525,272</b>	<b>624,959</b>	<b>571,908</b>	<b>681,124</b>

**Staffing**

	<b>FY2018 Audited</b>	<b>FY2019 Audited</b>	<b>FY2020 Audited</b>	<b>FY2021 Adopted</b>	<b>FY2022 Adopted</b>
<b>Full Time</b>	3	3	3	3	3
<b>Part Time</b>	0	0	0	0	0



# 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 nine participants in the program and 223 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 2022 Downtown Parking Enterprise Fund revenue is \$3,894,625.

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

<b>Object Code</b>	<b>Source</b>	<b>FY2019 Audited</b>	<b>FY2020 Audited</b>	<b>FY2021 Adopted</b>	<b>FY2022 Adopted</b>	<b>Notes</b>
345010	Parking Availability Fees	105,840	0	0	0	As of March 2021, a total of 223 parking spaces have been committed to nine Public Shared Parking program participants.
365010	Annual Parking Space Maintenance Fee	12,714	12,714	17,394	13,000	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	0	0	0	0	Public shared parking program promissory note proceeds.
	<b>Total - Operating Revenue</b>	<u>118,554</u>	<u>12,714</u>	<u>17,394</u>	<u>13,000</u>	
361000	Interest on Investments	27,803	21,031	10,000	1,500	Interest on investments
361010	Interest Earnings on Notes Receivable	3,382	2,741	3,800	2,800	Interest on one note receivable associated with town's Public Shared Parking program.
	<b>Total Non-Operating Revenue</b>	<u>31,185</u>	<u>23,772</u>	<u>13,800</u>	<u>4,300</u>	
390010	<b>Transfer-in from General Fund</b>	<u>200,000</u>	<u>0</u>	<u>200,000</u>	<u>0</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>0</u>	<u>83,806</u>	<u>1,577,325</u>	Use of net position for professional services and project related costs for the downtown project.
393200	Use of Bond Proceeds	<u>0</u>	<u>0</u>	<u>1,000,000</u>	<u>2,300,000</u>	FY 2021 use of proceeds from the FY 2019 bond issuance is for the town's payment to Comstock for the downtown development as detailed in the comprehensive agreement.
	<b>Total Other Sources</b>	<u>200,000</u>	<u>0</u>	<u>1,283,806</u>	<u>3,877,325</u>	
	<b>Total - Downtown Parking Enterprise Fund</b>	<u>349,739</u>	<u>36,486</u>	<u>1,315,000</u>	<u>3,894,625</u>	

## Downtown Parking Fund

### Expenses

Object Code	Account Description	FY2019 Audited	FY2020 Audited	FY2021 Adopted	FY2022 Adopted
<b>0088005</b>	<b><u>Operations &amp; Maintenance</u></b>				
420310	Electricity	2,797	2,613	3,000	3,000
420410	Materials & Supplies	-	-	-	-
420450	Leased Space	12,000	12,000	12,000	18,000
	<b>Total - Operations &amp; Maintenance</b>	<b>14,797</b>	<b>14,613</b>	<b>15,000</b>	<b>21,000</b>
	<b><u>Capital</u></b>				
480320	Station Street Parking Garage	18,900	9,770	1,100,000	3,800,000
	<b>Total - Capital</b>	<b>18,900</b>	<b>9,770</b>	<b>1,100,000</b>	<b>3,800,000</b>
<b>0089797</b>	<b><u>Non-Departmental</u></b>				
420960	Depreciation Expense	4,307	-	-	-
	<b>Total - Non-Departmental</b>	<b>4,307</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>0089898</b>	<b><u>Debt</u></b>				
498510	Reserve for Future Debt Service	-	-	156,125	-
498000	Bond Issuance Costs	43,359	-		
498540	2018B Bond Interest Expense	31,072	37,291	38,875	38,625
498550	2018B Bond Principal	-	-	5,000	35,000
	<b>Total - Non-Departmental</b>	<b>74,431</b>	<b>37,291</b>	<b>200,000</b>	<b>73,625</b>
	<b>Total - Downtown Parking Fund</b>	<b>112,435</b>	<b>61,674</b>	<b>1,315,000</b>	<b>3,894,625</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 Project Fund is used to account for transactions related to major asset acquisition including IT equipment, maintenance, or construction projects.

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 2022-2027 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 Funds Revenue Table

Revenue Category	Object	Description	2019 Audited	2020 Audited	2021 Adopted	FY 2022 Adopted
Intergovernmental	310030	FFX County Stormwater Grant	348,516	363,599	300,000	300,000
Intergovernmental	310031	FFX County Stream Restore Grnt		-	1,000,000	1,000,000
Intergovernmental	310032	FFX County Arts Center Grant		-	1,200,000	
Intergovernmental	310200	NVTA HB2313 30% Local Grant	25,811	219,917		
Intergovernmental	390650	Downtown St Improves CIP	72,050	-		
Intergovernmental	390651	FedGrt-HernStreetScape!II	11,108	-		
Intergovernmental	391050	Gateway Entrances	0	900		
Intergovernmental	391370	S Elden StreetNDOT Proj		-		
Intergovernmental	391650	Grants/Center/Elden-VDOT Rev S	3,277	-		
Intergovernmental	391730	Fed GrantsNan Buren St Improv	59,881	99,563		
Intergovernmental	391750	W&OD Trail Lighting Proj	175,430	-		
Intergovernmental	391760	Grants-StormWtr-StreamRestore	200,000	-		
Intergovernmental	391790	Yeh/Ped Access Metro (Federal/State/Local)	65,623	1,530,180	307,000	300,000
Intergovernmental	392020	Grants/HB2313-70%		25,207		
Intergovernmental	392030	Grants/HB2313 Elden/Monroe	38,220	3,157		
Intergovernmental	392041	30% Gmt Sterling Rd Improvemt		82,344	50,000	
Intergovernmental	391870	Herndon Parkway/Sunset Park Dr. Intersection		-		75,000
Intergovernmental	392050	30% Gmt-Central Elden Walkability		-	75,000	
Intergovernmental	392051	Federal-Central Elden Walkability		-	1,012,000	
Intergovernmental	392730	Grant/HB2313 30% Van BurenSt	213,965	332,692	675,000	
Intergovernmental	392750	Grant/HB23 13 70% HPKY-Sterling	298,079	-		
Intergovernmental	392780	GrantHB23 J 3 70% Bus Bays	10,896	689,104		
Intergovernmental	392781	Grants/HMSAM Trails to Metro	55,433	389,599		
<b>Total Intergovernmental</b>			<b>1,578,289</b>	<b>3,736,261</b>	<b>4,619,000</b>	<b>1,675,000</b>
Other Financing Sources	390370	Ball Field & Park Improve	110,400	-		
Other Financing Sources	390670	Proffers/OT Undergrounding	101,953	-		
Other Financing Sources	391751	Dev Proffer-Street Lights		-		
Other Financing Sources	391830	Proffers-Elden/Monroe Intersec	14,000	15,531		
Other Financing Sources	393200	Bond Proceeds	3,531,231	-		
Other Financing Sources	393201	Insurance Recoveries	118,311	31,609		
<b>Total Other Financing Sources</b>			<b>3,875,895</b>	<b>47,140</b>	<b>0</b>	<b>0</b>
Transfers in from General Fund	391860	Transfer In Bicycle Facilities	40,000	-		
Transfers in from General Fund	391470	Hem Pk/Spring St to Fx Co Pkw	153,000	-		
Transfers in from General Fund	391690	Folly Lick/Spring Branch Trail		-		
Transfers in from General Fund	390360	Bready Park Tennis Courts	55,000	-		
Transfers in from General Fund	391220	Aquatics Pool Pak		-		20,000
Transfers in from General Fund	391080	Trails and Sidewalks		-	121,000	125,000
Transfers in from General Fund	391320	DPW - Town-wide Underground Fuel Tank		-		100,000
Transfers in from General Fund	391130	Police Facility Security	192,000	-		
Transfers in from General Fund	391860	Transfer In Bicycle Facilities	40,000	-		
Transfers in from General Fund	380090	Microcomputer/Peripherals		-		35,000
Transfers in from General Fund	394000	IT Phone System Upgrade		-	56,000	
Transfers in from General Fund	394000	Police Server Room HVAC and Expansion		-	300,000	400,000
Transfers in from General Fund	394000	Town-wide Security Initiative		-	300,000	
Transfers in from General Fund	394000	Transfer In from General Fund	341,498	-		
<b>Total Transfers in from General Fund</b>			<b>821,498</b>	<b>0</b>	<b>777,000</b>	<b>680,000</b>
Use of Money & Property	361000	Interest on Investments	111,261	67,136		
Use of Money & Property	361001	Interest on SNAP Investments	73,065	59,207		
Use of Money & Property	361080	Escrow Bank Interest	102	69		
Use of Money & Property	361090	Adjustment for FMV	30,413	15,268		
<b>Total Use of Money &amp; Property</b>			<b>214,841</b>	<b>141,680</b>	<b>0</b>	<b>0</b>
<b>Use of Fund Balance</b>	<b>399000</b>	<b>Use of Fund Balance</b>		-		
<b>Total Capital Projects Revenues</b>			<b>6,490,523</b>	<b>3,925,081</b>	<b>5,396,000</b>	<b>2,355,000</b>

**Capital Projects Funds - Expenditure Detail**

Department	Object_No	Description	2019 Audited	2020 Audited	2021 Adopted	2021 Authorized	2022 Adopted
Downtown Redevelopment	490670	DT U&L Underground	6,182	-	-	-	-
Downtown Redevelopment	xxxxxx	Downtown Redevelopment-Art Center	-	-	1,200,000	-	-
Downtown Redevelopment	491900	Parking & Arts Center	-	-	-	-	-
<b>Total Downtown Redevelopment</b>			<b>6,182</b>	<b>0</b>	<b>1,200,000</b>	<b>0</b>	<b>0</b>
DPW-Building Maintenance	491530	Building Major Maintenance	457,667	31,486	-	-	-
DPW-Building Maintenance	491550	Tenant-397 Herndon Parkway	-	-	-	-	-
DPW-Building Maintenance	491590	Town-wide Security Initiative	-	-	300,000	-	-
DPW-Building Maintenance	491750	W&OD Trail Lighting	219,287	-	-	-	-
DPW -Engineering	490080	Storm Drain Improvements	12,456	69,419	300,000	300,000	300,000
DPW-Eng ineer ing	491710	Stream Restoration	-	55,648	1,000,000	1,000,000	1,000,000
DPW-Ground Maintenance	491050	Gateway/Wayfinding /Historical	-	9,550	-	-	-
DPW-Ground Maintenance	491690	Folly Lick/Spring Branch	-	-	-	-	-
DPW-Streets/Transportation	490190	Streetlight Install	23,245	-	-	-	-
DPW-Streets/Transportation	490650	Downtown Improve	10,330	62,469	-	-	-
DPW-Streets/Transportation	491440	Elden/Herndon Center Signal	-	-	-	-	-
DPW-Streets/Transportation	491470	Hern Pk/Spring St to Fx Co Pkw	-	-	-	-	-
DPW-Streets/Transportation	491630	Sidewalk and Minor Trails	175,572	248,617	121,000	121,000	125,000
DPW-Streets/Transportation	491640	Central Elden Walkability Improvements	-	-	1,087,000	1,087,000	-
DPW-Streets/Transportation	491650	Elden-Center St Intersection	19,973	154,363	-	-	-
DPW-Streets/Transportation	491740	Herndon Parkway/ Van Buren St . Intersection	27,041	25,207	675,000	675,000	-
DPW-Streets/Transportation	491780	Trails to Herndon Metro	54,004	357,028	-	-	-
DPW-Streets/Transportation	491790	Vehicular/Pedestrian Access to Metrorail (Bus I	97,781	2,844,366	307,000	307,000	300,000
DPW-Streets/Transportation	491800	Sterling/HP Inter-70%	14,061	82,344	-	-	-
DPW-Streets/Transportation	491810	Van Buren Complete Streets	343,644	332,692	-	-	-
DPW-Streets/Transportation	491870	Herndon Pkwy/Sunset Dr.	-	-	-	-	75,000
DPW-Streets/Transportation	491830	Elden/Monroe Intersection	25,420	7,414	-	-	-
DPW-Streets/Transportation	491910	Traffic Signal UPS	-	245,728	-	-	-
DPW-Streets/Transportation	491840	Van Buren-Hem Pk to S Town Ln	-	-	50,000	50,000	-
DPW-Streets/Transportation	491850	Sterling Road Improvements	-	-	-	-	-
DPW-Systemwide	491320	Fuel/Underground Storage Tank - Shop	-	-	-	-	100,000
<b>Total DPW</b>			<b>1,480,481</b>	<b>4,526,329</b>	<b>3,840,000</b>	<b>3,540,000</b>	<b>1,900,000</b>
Information Technology	480090	Microcomputer/Peripherals	-	-	-	-	35,000
Information Technology	480270	Local Area Network	-	-	-	-	-
Infonnation Technology	480290	Mid-Range Systems	4,725	-	-	-	-
Information Technology	480380	IT Infrastructure	99,787	-	-	-	-
Information Technology	490350	Information Technology Phone System Upgrade	-	-	56,000	-	-
<b>Total Information Technology</b>			<b>104,512</b>	<b>0</b>	<b>56,000</b>	<b>0</b>	<b>35,000</b>
Parks & Recreation	490360	Bready Pk Court Ren	-	-	-	-	-
Parks & Recreation	491220	Aquatics - Pool Pak	-	-	-	-	20,000
Parks & Recreation	490370	Ball Field/Park Imp	-	-	-	-	-
<b>Total Parks &amp; Recreation</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,000</b>
Police	491130	Police Facility Security	164,015	25,362	-	-	-
Police	491135	Police Server Room HVAC and Expansion	-	-	300,000	-	400,000
<b>Total Police</b>			<b>164,015</b>	<b>25,362</b>	<b>300,000</b>	<b>0</b>	<b>400,000</b>
<b>Grand Total</b>			<b>1,755,190</b>	<b>4,551,692</b>	<b>5,396,000</b>	<b>3,540,000</b>	<b>2,355,000</b>



# FY 2022-FY 2027 Capital Improvement Program

Adopted April 27, 2021

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's residents and businesses. The programming of capital improvements aids in the efficient and effective provision of public facilities and services. While the CIP serves as a realistic, six-year program for implementing the capital priorities of the town within identified funding constraints during most budget cycles, the adverse impacts of COVID-19 on the town's general fund make the FY 2022 CIP aspirational.

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 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 and development plan applications. The CIP contains many projects that have a transportation component, including several major street improvement projects. These projects are supported primarily by federal and state funds allocated through the Virginia Department of Transportation (VDOT) including funds allocated through the Northern Virginia Transportation Authority. The majority of these funds are obtained through highly competitive grant programs.

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. During a yearly joint session of the Town Council and Planning Commission, the Department of Public Works provides an update regarding the status of CIP projects.

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.
September/October	Town departments formally submit proposed CIP projects.
November	Staff performs preliminary financial analyses.
January	The Planning Commission holds a public hearing to obtain public input prior to consideration of a draft document.
January	Department of Public Works staff presents the status of the capital improvement projects to the Planning Commission and Town Council at a joint work session.
February	Town Council holds a public hearing for citizen input on the fiscal year budget.
February	The Planning Commission holds a public hearing on the Draft CIP, and makes a recommendation to the Town Manager regarding their finding and priorities, as Virginia Code provides.
April	The Town Manager's proposed Operating Budget and CIP are released by April 1.

May/June	The Summary of the budget and CIP is distributed to town residents.
May/June	Town Council holds public hearings and takes action on the budget and the first year of the CIP.
June	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;
- 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 or availability fees;
- 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 Town Council's adopted 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**

## **Financial Forecast and Debt Capacity**

The capital improvement program (CIP) is a financial planning document that establishes a six-year schedule for public improvements. It serves as a policy document that is a companion to the Town of Herndon 2030 Comprehensive Plan. This CIP reflects and effectuates the town's goals, as expressed in the council's vision for the town.

The adopted CIP was developed during the third quarter of Fiscal Year 2021 and reviewed by the Planning Commission on February 22, 2021. This CIP document represents the Town Manager's recommendation; however, due to the unprecedented fiscal situation and the unknown long-term economic impacts of the COVID-19 pandemic, this CIP must be understood as a purely aspirational document.

The FY 2022 Operating Budget was adopted April 27, 2021; this action addressed the capital project funding for FY 22. However, 100% of the funding from the General Fund could be sequestered in response to the current economic conditions. To what extent the town will be able to achieve the approved spending for the projects contained herein is uncertain at this time and will be for the foreseeable future.

While grant funded projects should enjoy heightened financial security, at this time adjustments to funding sources have been incorporated into the current adopted CIP. Staff has incorporated the current FY22 CTB Six Year Improvement Plan as proposed for the Commonwealth of Virginia's biennial FY22-23 budget. The current impacts have not affected allocated funds from previous years and therefore have not affected the current CIP.

Normally, a multi-year financial forecast and the Town's debt capacity are presented in this section of the CIP document. However, given the unprecedented impacts and uncertainties discussed above, it is not feasible to include a multi-year financial forecast at this time.

**III. CIP PROGRAM SUMMARY  
SPREADSHEETS**

**FY 2022 - FY 2027 CIP SUMMARY: GENERAL GOVERNMENT PROJECTS**

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

All figures = dollars in thousands from all funding sources

Project No.	Dept.	Project Title	Estimated Reserves	Budget Year	dollars in same relative position -- shifted one year					Est. Total Cost		
				FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027		Beyond	
<b>A. Multimodal Transportation and Enhancements</b>												
1	03-ST-12-001	Comm. Dev.	Trails to Herndon Metrorail	565	0	0	0	0	0	0	0	565
2	10-CD-16-001	Comm. Dev.	Wayfinding Signs and Historic Markers	87	0	0	0	0	0	0	60	147
3	03-ST-97-001	Comm. Dev.	East Elden Street VDOT* (Van Buren St. to Fairfax Co. Pkwy)	0	0	0	974	974	0	0	0	1,948
4	03-ST-08-002	Comm. Dev.	Spring Street VDOT* (H. Parkway to Fairfax Co. Pkwy)	0	926	927	0	1,988	0	0	0	3,841
5	03-ST-12-001	Comm. Dev.	South Elden St. VDOT* (Herndon Pkwy. to Sterling Rd.)	0	0	0	2,000	14,000	0	0	0	16,000
6	03-CD-08-002	Comm. Dev.	Vehicular/Pedestrian Access to Metrorail (Bus Bays)	5,750	300	50	0	0	0	0	0	6,100
7	03-ST-13-001	Comm. Dev.	Van Buren Street (Herndon Pkwy north to old Spring St.)	5,908	0	0	0	0	0	0	0	5,908
8	03-ST-14-001	Comm. Dev.	Worldgate Drive Extension	0	0	0	700	400	100	700	0	1,900
9	03-CD-16-002	Comm. Dev.	Sterling Road Improvements	204	0	0	0	0	0	0	12,000	12,204
10	03-CD-16-002	Comm. Dev.	Central Elden Walkability Improvements	0	0	0	0	0	0	0	3,750	3,750
11	03-ST-96-001A	Public Works	Downtown Streets	780	0	0	0	0	0	0	0	780
12	03-ST-11-001	Public Works	Downtown Utility Relocation	150	0	0	0	0	0	0	0	150
13	03-ST-00-001	Public Works	Elden-Center Intersection Improvements	1,550	0	0	0	0	0	0	0	1,550
14	03-ST-08-001	Public Works	Sidewalk, Minor Trails and Bicycle Facilities	160	90	250	250	250	250	250	0	1,500
15	02-CD-08-001	Public Works	Herndon Parkway/ Van Buren Street Intersection	4,510	0	0	0	0	0	0	0	4,510
16	03-ST-15-002	Public Works	Elden -Monroe Intersection Improvements	2,000	0	0	0	0	0	0	0	2,000
17	02-ST-20-001	Public Works	Traffic Signal -Elden St at Herndon Centre	165	0	0	0	100	1,000	0	0	1,265
18	03-ST-22-001	Comm. Dev.	Herndon Parkway/Sunset Park Drive Intersection	0	75	0	0	0	0	0	4,425	4,500
			<b>SUBTOTAL</b>	<b>21,829</b>	<b>1,391</b>	<b>1,227</b>	<b>2,950</b>	<b>17,712</b>	<b>2,324</b>	<b>950</b>	<b>20,235</b>	<b>68,618</b>
<b>B. Government Facilities Infrastructure</b>												
19	16-IT-97-001	Info. Tech.	Information Technology	0	35	23	11	0	0	0	0	69
20	21-BD-21-001	Public Works	Town-wide Security Initiative	0	0	500	0	0	0	0	0	500
21	09-PO-20-001	Police	Police Parking Lot Expansion	0	0	500	0	0	0	0	0	500
22	09-PO-20-001	Police	Police Exterior Garage	0	0	125	650	0	0	0	0	775
23	09-PO-21-001	Police	Police Server Room HVAC and Expansion	0	400	0	0	0	0	0	0	400
24	09-CD-17-10	Town Mgr	Downtown Redevelopment-Art Center Interior	1,700	0	1,300	0	0	0	0	0	3,000
25	9-BD-22-001	Public Works	1481 Sterling Road HVAC and Roof	0	0	440	0	0	0	0	0	440
26	9-BD-22-002	Public Works	Energy Conservation	0	0	2,200	0	0	0	0	0	2,200
27	9-BD-22-003	Public Works	Town Shop Underground Fuel Storage Tanks	0	100	1,000	0	0	0	0	0	1,100
			<b>SUBTOTAL</b>	<b>1,700</b>	<b>535</b>	<b>2,448</b>	<b>661</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,244</b>
<b>C. Stormwater Management/Environmental Enhancement</b>												
28	05-SM-96-001	Public Works	Storm Drainage Improvements	400	300	300	300	300	0	0	0	1,600
29	05-SM-18-002	Public Works	Stream Restoration	200	1000	0	0	0	0	0	0	1,200
			<b>SUBTOTAL</b>	<b>600</b>	<b>1,300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,800</b>
<b>D. Parks and Recreation</b>												
30	11-PR-90-003	Parks & Rec.	Sports Field and Park Improvements	0	0	480	0	0	75	1,579	0	2,134
31	11-PR-07-001	Parks & Rec.	Bready Park Tennis Court Renovation	125	0	784	0	0	0	0	0	909
32	11-PR-06-001	Parks & Rec.	W&OD Trail Lighting - Downtown	0	0	75	640	0	0	0	0	715
33	11-PR-07-003	Parks & Rec.	Park Equipment Replacement Program	0	0	85	100	185	185	0	0	555
34	09-BD-08-003	Parks & Rec.	Herndon Community Center - Phase 5	0	0	0	0	0	0	0	4,375	4,375
35	11-PR-13-001	Parks & Rec.	Trailside Skate Park Expansion	0	0	0	225	0	0	0	0	225
36	11-PR-15-001	Parks & Rec.	Runnymede Park Nature Center	0	0	0	0	0	25	100	2,910	3,035
37	11-PR-15-002	Parks & Rec.	Community Center Aquatics Pool Pak	0	20	505	0	0	0	0	0	525
			<b>SUBTOTAL</b>	<b>125</b>	<b>20</b>	<b>1,929</b>	<b>965</b>	<b>185</b>	<b>285</b>	<b>1,679</b>	<b>7,285</b>	<b>12,473</b>
<b>TOTAL- General Government</b>				<b>24,254</b>	<b>3,246</b>	<b>5,904</b>	<b>4,876</b>	<b>18,197</b>	<b>2,609</b>	<b>2,629</b>	<b>27,520</b>	<b>89,235</b>

NOTES: Estimated Reserves reflects funding expected to be available at July 1, 2021; may include prior reserve amounts and FY 2021 allocations that are not encumbered.  
 \*Projects to be bid and built by VDOT include only the town matching commitments if from General Fund, G.O. bond or HB2313 30% allocations.

### FY 2022 - FY 2027 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	quantities position as last CIP -not shifted					Estimated Total Cost \b		
				FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027		Beyond	
<b>E. Golf Course Fund Projects</b>												
38	09-GC-96-003	Golf Course	Clubhouse Expansion - Phase Three	30	0	0	35	0	0	0	0	65
39	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>30</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>925</b>	<b>990</b>
<b>F. Water and Sewer Fund Projects</b>												
40	12-WS-96-001	Public Works	General Water Maint. & Replacement	1,780	1,315	495	700	795	450	500	500	6,535
41	12-WS-15-003	Public Works	Water Utility Master Plan Improvements	2,350	2,300	0	0	135	1,175	2,250	0	8,210
42	12-WS-15-004	Public Works	Sewer Conveyance	1,480	0	4,700	6,900	0	0	0	0	13,080
43	15-WS-12-002	Public Works	Water - Major Vehicles/Equipment	0	0	0	0	0	0	0	200	200
44	06-SS-13-001	Public Works	Sewer Main Relining and Manhole Rehab Program	500	500	250	250	250	250	250	0	2,250
45	06-SS-15-002	Public Works	Sewer Utility Master Plan Improvements	2,230	0	0	0	0	0	0	0	2,230
46	06-SS-15-003	Public Works	Sewer Capacity Purchase	0	0	25,000	0	0	0	0	0	25,000
47	15-SS-15-001	Public Works	Sewer - Major Vehicles/Equipment	50	0	450	0	175	0	0	0	675
<b>TOTAL- WATER AND SEWER FUND</b>			<b>8,390</b>	<b>4,115</b>	<b>30,895</b>	<b>7,850</b>	<b>1,355</b>	<b>1,875</b>	<b>3,000</b>	<b>700</b>	<b>58,180</b>	
<b>G. Downtown Parking Fund Projects</b>												
48	13-CD-19-001	Town Mgr.	Downtown Parking Capital Contribution	1,000	2,600	0	0	0	0	0	0	3,600
<b>TOTAL- DOWNTOWN PARKING FUND</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>0</b>	<b>3,600</b>	
<b>H. Cemetery Fund Projects</b>												
49	11-PR-15-001	Parks & Rec.	Chestnut Grove Cemetery	0	0	0	0	0	0	0	0	0
<b>TOTAL- CEMETERY FUND</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

(May include prior Reserve amounts and FY 2021 budget allocations that are not yet encumbered.)



# **IV. CIP PROJECT DESCRIPTIONS**

**A, B, C, D. GENERAL GOVERNMENT**

**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 Fairfax County's 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 (Total \$500,000 to include design in FY18 at \$200,000 and construction at \$300,000). Construction completed December 2021. Fairfax County to reimburse per agreements for design phase and construction phase.

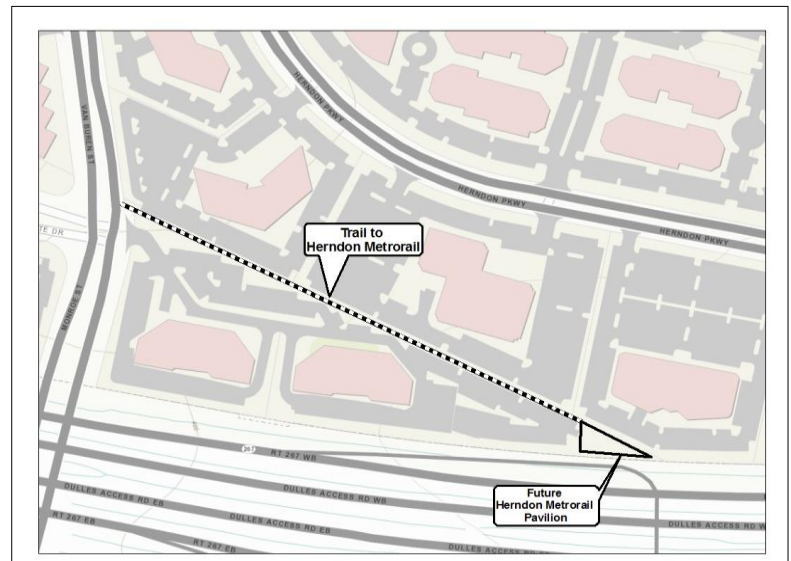
**Adopted Goals and Objectives:**

**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

**Fiscal Year**

<b>ESTIMATED COST:</b>	Previous Allocations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.									
Construction and related services	565								565
Equipment/Furniture									0
<b>TOTAL</b>	<b>565</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>565</b>

**FINANCING SOURCES:**

General Fund									0
G.O. Bonds									0
Intergovernmental Aid -F.Co. HMSAMS	250								250
Approved CMAQ funding									0
HB2313-local/30% share	315								315
<b>TOTAL</b>	<b>565</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>565</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

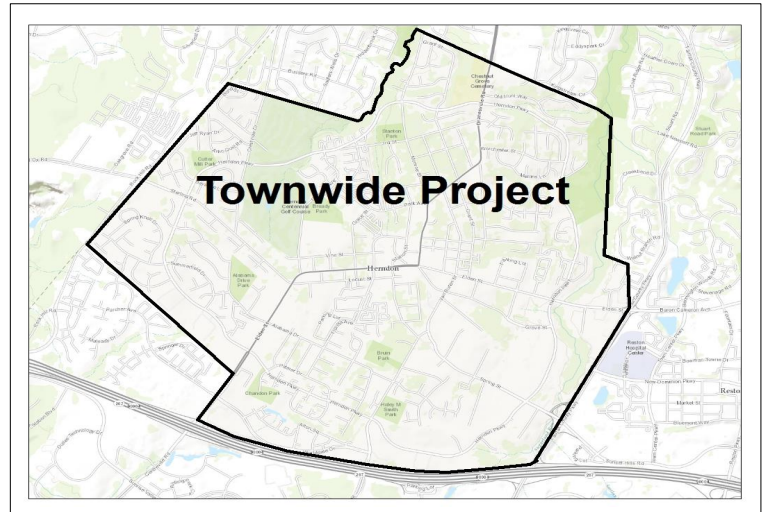
Department: Community Development

**Project Description:** 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 Metrorail station, to civic and community buildings such as the library, Post Office, HMC, Community Center and Golf Course, and to activity centers such as downtown, HTOC, Worldgate Drive, and Elden Street. They will also offer a means of identification for those various activity centers. Funding will be required for the design, construction, and installation of these signs. The project is expected to be divided into a separate contract for design and cost estimate, and another for construction and installation similar to the Gateway Sign process. Depending on funding availability and project costs, installation may also be phased. Following design, construction and installation costs and funding sources will be identified and programmed into the CIP. Street signs in the historic district will also be considered as a future project. Along with wayfinding signage, this project also accounts for the replacement of existing street signs in the Historic District Overlay (HDO) with new street signs designed specifically to identify which streets are located in the historic district. These signs would have a more decorative design and would include new posts.

**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**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.	87								87
Construction and related services								60	60
Equipment/Furniture									0
<b>TOTAL</b>	<b>87</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>147</b>

**FINANCING SOURCES:**

General Fund	87							60	147
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
<b>TOTAL</b>	<b>87</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>147</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>

**Town of Herndon FY 2022 - FY 2027 Capital Improvement Program**

**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. VDOT anticipates construction starting in the spring of 2023.

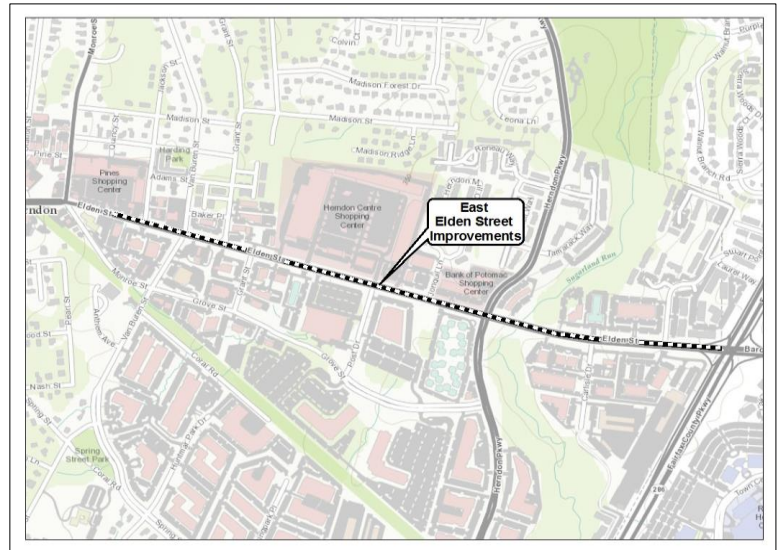
**Adopted Goals and Objectives:**

**From 2035 Vision Plan and Goals :**

1. Project implements multi-modal methods to move people in and around town.
2. Expand pedestrian and bicycle routes.

**From 2030 Comprehensive Plan :**

3. Identify and program sufficient resources to complete major elements or upgrades to the planned road network.
4. To facilitate alternative modes of transportation within the town.



*amounts indicated = dollars in thousands*

ESTIMATED COST:	Previous Allocations	Fiscal Year							TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.	6056								6056
Construction and related services		19922				24768	4596		49286
Equipment/Furniture									0
<b>TOTAL</b>	<b>6056</b>	<b>19922</b>	<b>0</b>	<b>0</b>	<b>24768</b>	<b>4596</b>	<b>0</b>	<b>0</b>	<b>55342</b>

FINANCING SOURCES:									
G.O. Bond (local match) to VDOT RS					974	974			1948
Legacy CN Formula, other	5052								5052
RSTP	5545	600	650	804	815	695			9109
Specialized State and Federal	789								789
VDOT Revenue Sharing					974	974			1948
HB2313-Regional (70%)	10400								10400
VDOT Smartscale	7369	4918	13809	0				0	26096
<b>TOTAL</b>	<b>29155</b>	<b>5518</b>	<b>14459</b>	<b>804</b>	<b>2763</b>	<b>2643</b>	<b>0</b>	<b>0</b>	<b>55342</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service					80	160	160		1948
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80</b>	<b>160</b>	<b>160</b>	<b>0</b>	<b>1948</b>

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

Project Number: 03-ST-08-002

Project Class: Traffic Control

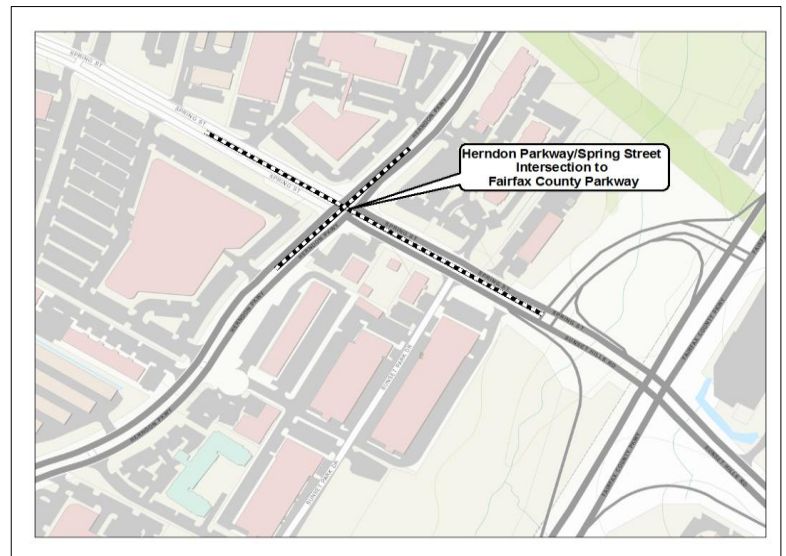
Department: Public Works

**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. The VDOT project name is East Spring Street Improvements. VDOT anticipates construction to start during summer 2021.

**Adopted Goals and Objectives:**

***Cultivating a Sustainable Environment:***

1. Continue the initiative to have through traffic use the Herndon Parkway instead of internal streets.
2. Through thoughtful planning the town has a network of sidewalks, trails, streets and connections to public transportation that provides residents the opportunity for one-car or no-car living.



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	<b>Previous Allocations</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>Beyond</b>	<b>TOTAL</b>
Land Acquisition									0
Architecture/Engin./Admin.	1914								1914
Construction and related services		6335	7981	1748					16064
Equipment/Furniture									0
	<b>1914</b>	<b>6335</b>	<b>7981</b>	<b>1748</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17978</b>

**FINANCING SOURCES:**

General fund									0
Fairfax Co. HMSAMS	3485								3485
<b>G. O. Bond funding</b>		926	927		1988				3841
<b>VDOT Revenue Sharing</b>		926	927		1988				3841
RSTP	511	200	100						811
VDOT Smartscale Funding	1892	801	3307						6000
<b>TOTAL</b>	<b>5888</b>	<b>2853</b>	<b>5261</b>	<b>0</b>	<b>3976</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17978</b>

**GENERAL FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service		74	148	148	310	310	310		1300
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>74</b>	<b>148</b>	<b>148</b>	<b>310</b>	<b>310</b>	<b>0</b>	<b>0</b>	<b>0</b>

**South Elden Street (Herndon Parkway to Sterling Road)**

03-ST-12-001

Project Class: Streets

Department: Community Development

**Project Description:** Improve South Elden Street to a multimodal facility as recommended in comprehensive plan amendment adopted February 12, 2019. Town Council also adopted a street design concept February 26, 2019. The project provides for reconstruction of the portion of Elden Street northward from Herndon Parkway and extending to Sterling Road. The project replaces an undivided 5-lane street with a median and protected left turn lanes and improved pedestrian and bicycle facilities. The project is included in the VDOT Six Year Plan with \$16M total. Cost escalation to future year of construction will be an important factor in total cost.

Adopted Goals and Objectives:

**2035 Vision Plan and Goals:**

Develop long-range plan for multimodal methods to move people in and around town



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition				1000					1000
Architecture/Engin./Admin.				1800					1800
Construction and related services					13200				13200
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2800</b>	<b>13200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16000</b>

FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
VDOT Smartscale				2000	14000				16000
Other									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2000</b>	<b>14000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16000</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>

**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 2021, 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 FY21 and will need to be coordinated with construction of the entrance pavilion and sidewalk by Metrorail.

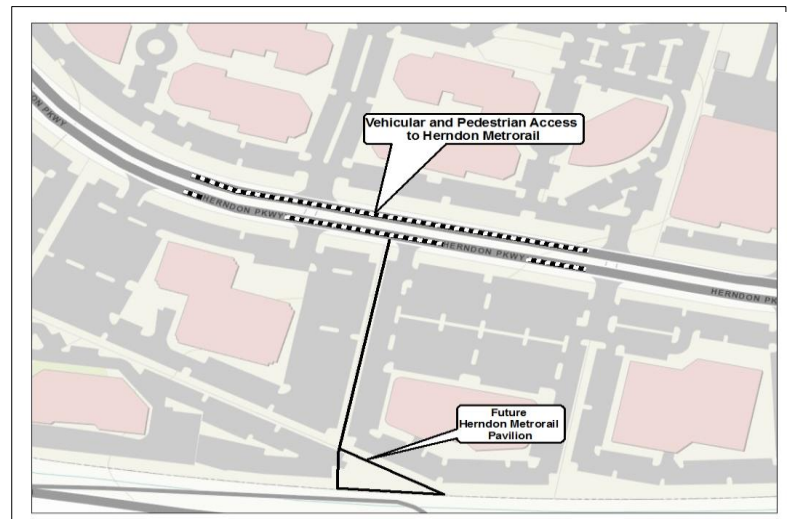
**Adopted Goals and Objectives:**

**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 Metrotrail Station and develop plans for surrounding access to the station.
5. To facilitate alternative modes of transportation within the town.



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	Previous Allocation	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition	200								200
Architecture/Engin./Admin.	600								600
Construction and related services	2059	2917	50	50					5300
Equipment/Furniture									0
<b>TOTAL</b>	<b>2859</b>	<b>2917</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6100</b>

<b>FINANCING SOURCES:</b>									
G.O. bond for local match	1500								1500
Urban Formula	2								2
Intergovernmental Aid (HMSAMS)	250								250
HB2313 Regional 70% share	1100								1100
HB2313 Regional 30% share	1123								1123
CMAQ Funding	1775	300	50	0					2125
<b>TOTAL</b>	<b>5750</b>	<b>300</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6100</b>

<b>GENERAL FUND OPERATING IMPACT:</b>									
Capital Costs									0
Debt Service	120	120	120	120	120	120	120	120	1500
Personnel/Operations									0
<b>TOTAL</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>1500</b>



**Van Buren Street Improvements (Spring Street to Herndon Parkway)**

Project Number: 03-ST-13-001

Project Class: Street

Department: Community Development

**Project Description:** This project will rebuild a portion of Van Buren Street to create a “complete street” with emphasis on vehicle mobility and pedestrian/bicycle facilities. This section of street provides a key linkage for multi-modal movements between the W&OD Trail and Downtown Herndon to the Herndon Metro Station. Van Buren Street curb lines and drainage features will likely be relocated to provide dedicated space for enhanced bicycle and pedestrian facilities. The general approach is to work within existing right of way, as much as possible, which varies in width. Surveys, concept designs, and preliminary cost estimates have been completed using \$150,000 of previous HB2313 funds (not shown). Remaining engineering and construction will use Fairfax County HMSAMS funding and Transportation Alternatives Set Aside funds. Design began in FY18. Construction of the project may occur in two phases: from Alabama north to Spring Street and from Alabama south to the Herndon Parkway.

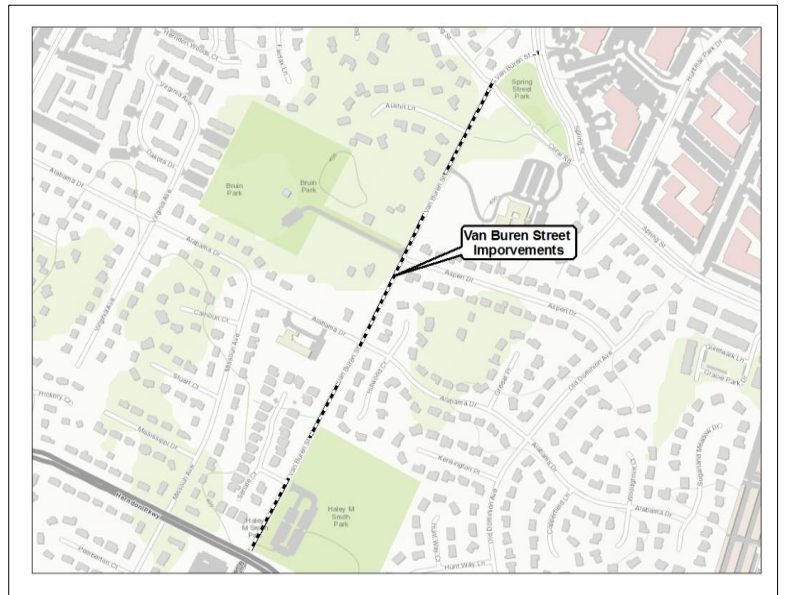
**Adopted Goals and Objectives:**

**From 2035 Vision Plan and Goals:**

1. Develop long-range plan for multi-modal methods to move people in and around town.
2. Advocate appropriate access improvements for the opening of the metro station.
3. Implement the Master Trails Plan to expand pedestrian and bicycle routes, to include the north/south bike route.

**From 2030 Comprehensive Plan:**

4. Facilitate alternative modes of transportation in town.
5. Provide safe streets that are friendly to pedestrians and bicyclists.
6. Continue to integrate pedestrian and bicycle facilities with the street and transit network.



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	Previous Allocations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition	1970								1970
Architecture/Engin./Admin.	495								495
Construction and related services	3443								3443
Equipment/Furniture									0
<b>TOTAL</b>	<b>5908</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5908</b>

**FINANCING SOURCES:**

G.O. Bonds	720								720
General Fund	0								0
Fairfax Co. HMSAMS (B.O.S. approved)	2450								2450
Transportation Alternatives Program	1110								1110
HB2313 local 30%	1628								1628
<b>TOTAL</b>	<b>5908</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5908</b>

**GENERAL FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service		58	58	58	58	58	58	58	406
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>406</b>

**Worldgate Drive Extension**

Project Number: 03-ST-14-001

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.

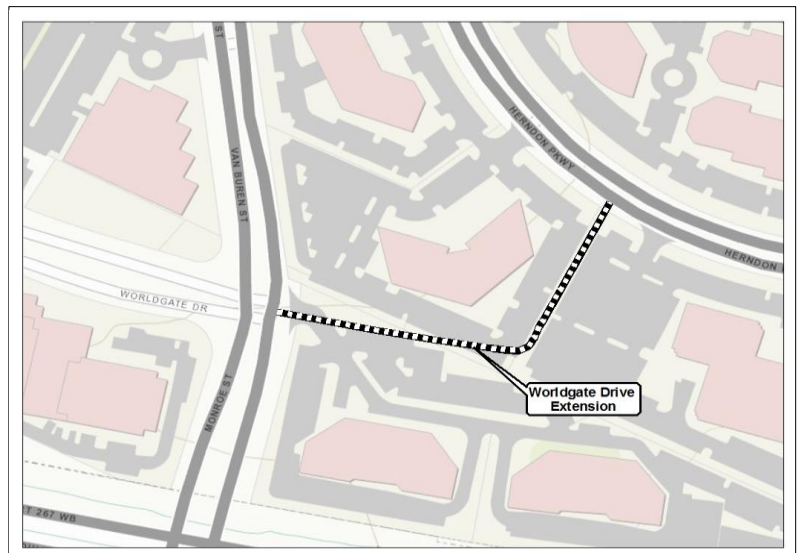
**Adopted Goals and Objectives:**

**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 Metrotrail Station and develop plans for surrounding access to the station. "Four lane Worldgate Drive Extension with turn lanes" (Figure 6.7 of the Herndon Metro



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition								300	300
Architecture/Engin./Admin.							250		250
Construction and related services								1350	1350
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>250</b>	<b>1900</b>

FINANCING SOURCES:									
General Funding									0
CMAQ Funding				700	400	100	700		1900
Developer project				TBD					0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>400</b>	<b>100</b>	<b>700</b>	<b>0</b>	<b>1900</b>

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

**Sterling Road Multi-Modal Improvements**

Project Number: 03-CD-16-002

Project Class: Streets

Department: Community Development

**Project Description:** This project is study of 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 VDOT Transportation Alternatives or Smartscale project. HB-2313 local 30% funding shown are placeholder amounts based on total projected funding and other projects using that source.

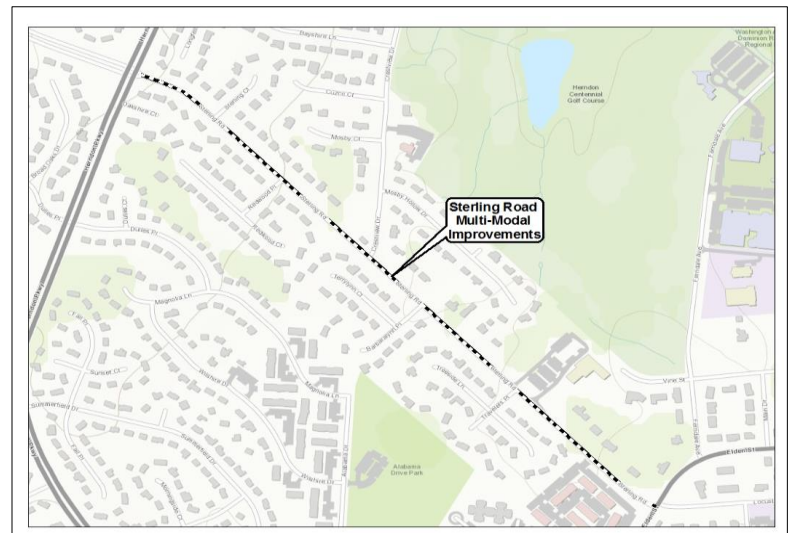
**Adopted Goals and Objectives:**

**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

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition								1000	1000
Architecture/Engin./Admin.	204							500	704
Construction and related services								10500	10500
Equipment/Furniture									0
<b>TOTAL</b>	<b>204</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12000</b>	<b>12204</b>

<b>FINANCING SOURCES:</b>									
General Fund									0
G.O. Bonds									0
Federal RSTP Funding							114		114
<b>HB2313 Local 30% funding</b>	<b>204</b>								<b>204</b>
<b>TOTAL</b>	<b>204</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>114</b>	<b>0</b>	<b>318</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>

**Central Elden Walkability Improvements**

Project Class: Buildings

Department: Community Development

**Project Description:** This project would improve pedestrian safety, accessibility and overall walkability of the south side of Elden Street between Center Street to the east, and Main Drive to the west. The improvements will include reconstruction of approximately 0.3 miles of substandard streetscape from a 4' sidewalk abutting curb to a continuous 5' wide sidewalk with brick pavers and a landscaped strip between the sidewalk and curb. The project also adds ADA-compliant curb ramps, high visibility crosswalks, and accessible pedestrian signalization at the intersection with Grace Street. The project may include relocation of existing overhead utility poles (funded by Dominion), which are currently placed in the middle of the existing sidewalk to minimize conflicts between the poles and the sidewalk and better ensure ADA compliance. This was identified as a priority project in the Town of Herndon Pedestrian Plan, adopted by Town Council in October 2019. Project implementation is dependant on the successful allocation of Federal funds awarded throughVDOT as part of the Transportation Alternatives - Set Aside Program.

**Adopted Goals and Objectives:**

Goals

- 3. To design needed transportation system improvements consistent with the town's character, to include maintaining a peaceful and harmonious environment.
- 6. To facilitate alternative modes of transportation within the town.
- 7. Provide safe streets that are friendly to pedestrians and bicyclists

Objectives

- 6. Continue to integrate pedestrian and bicycle facilities with the street and transit network through the Trail and Sidewalk Program and other project components of the town's capital improvement program involving transportation improvements
- 7. Apply appropriate traffic calming techniques and improvements to enhance vehicular and pedestrian safety and to preserve neighborhood character. Develop a policy regarding speed bumps and seek creative



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	Previous Allocations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition						500			500
Architecture/Engin./Admin.						500			500
Construction and related services							2750		2750
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1000</b>	<b>2750</b>	<b>0</b>	<b>3750</b>

**FINANCING SOURCES:**

HB2313 Local from NVTA as grant match					250	250	250		750
G.O. Bonds									0
VDOT TA Set Aside grant - PLANNED			1500		1500				3000
Other -									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>1500</b>	<b>0</b>	<b>1750</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>750</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 Streets-Phase 3**

Project Number: 03-ST-96-001A

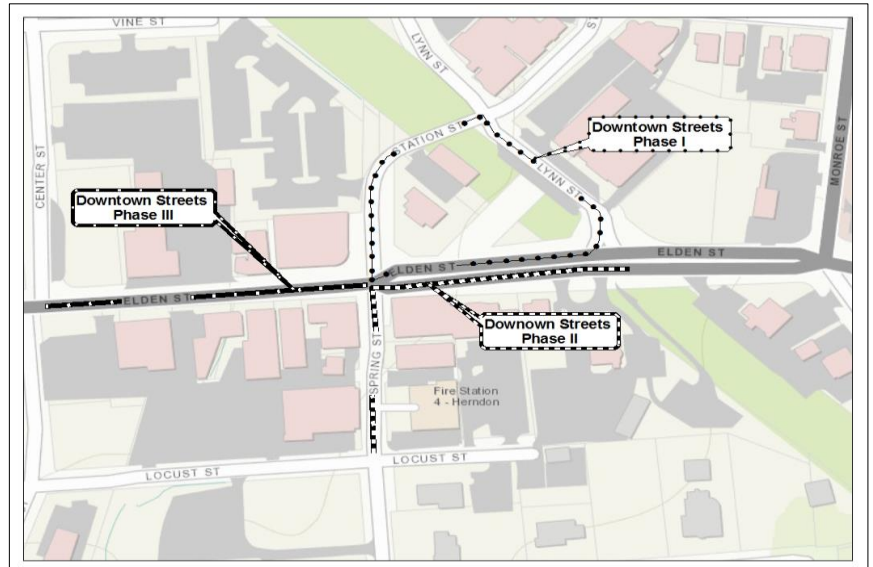
Project Class: Street

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								TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond		
Land Acquisition	98									98
Architecture/Engin./Admin.	50									50
Construction and related services	610									610
Equipment/Furniture										0
<b>TOTAL</b>	<b>758</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>758</b>
General Fund										0
G.O. Bonds										0
VDOT Enhancement Award	480									480
NVTA Local 30% Funds	300									300
<b>TOTAL</b>	<b>780</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>780</b>
<b>GENERAL FUND OPERATING IMPACT:</b>										
Capital Costs										0
Debt Service										0
Personnel/Operations										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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. 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. 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.

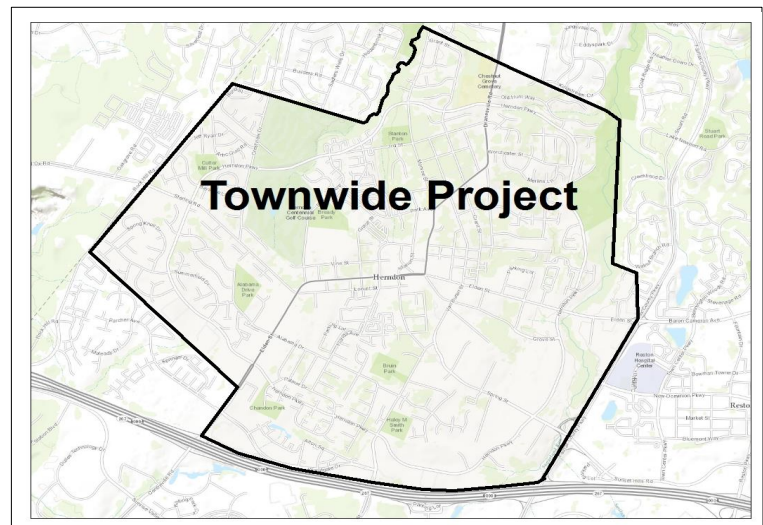
**Adopted Goals and Objectives:**

**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

	Estimated Reserves	Fiscal Year							Beyond	TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027			
<b>ESTIMATED COST:</b>										
Land Acquisition										0
Architecture/Engin./Admin.										0
Construction and related services	150									150
Equipment/Furniture										0
<b>TOTAL</b>	<b>150</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>150</b>
<b>FINANCING SOURCES:</b>										
General Fund										0
G.O. Bonds										0
Intergovernmental Aid										0
Proffers + developer contribution	150									150
<b>TOTAL</b>	<b>150</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>150</b>
<b>GENERAL FUND OPERATING IMPACT:</b>										
Capital Costs										0
Debt Service										0
Personnel/Operations										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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. The right-of-way acquisition phase has been completed and construction will start in 2021. This project is expected for bid advertisement in January 2021.

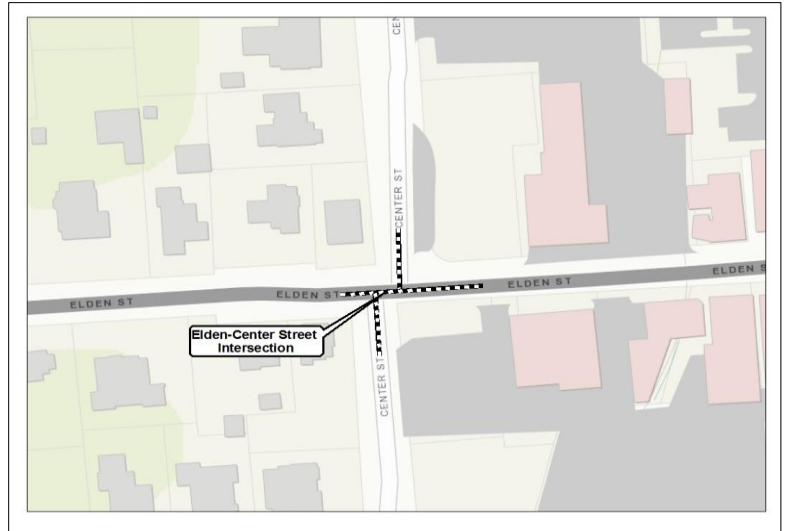
**Adopted Goals and Objectives:**

***Celebrating Community Spirit:***

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

***Enriching Lives Through Arts and Entertainment:***

Complete downtown streetscape improvements.



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition	300								300
Architecture/Engin./Admin.	120								120
Construction and related services	1130								1130
Equipment/Furniture									0
<b>TOTAL</b>	<b>1550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1550</b>

FINANCING SOURCES:									
General Fund									0
HB2313 Local -30% shared- projected FY15	775								775
G.O. Bonds									0
VDOT Revenue Sharing	775								775
<b>TOTAL</b>	<b>1550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1550</b>

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

**Sidewalks, Trails and Bicycle Facilities**

Project Number: 03-CD-08-001

Project Class: Street

Department: Public Works

**Project Description:** This project provides funding for various walking and cycling facilities and infrastructure in accord with the Herndon Pedestrian Plan, the Herndon Bicycle Network Plan and the Herndon ADA Transition Plan. These plans provide specific guidance and action items for constructing, installing, and improving sidewalks, trails and bicycle routes throughout town to ensure connected, accessible and safe multi-modal transportation system in Herndon. They will be used to help direct the sequence of project implementation and will be audited and updated annually with consultation by the Pedestrian and Bicycle Advisory Committee, the Traffic Engineering Improvement Committee and with staff from the departments of Public Works and Community Development. The types of projects to be funded range in costs though generally would not exceed \$500,000. The expectation is that one or more projects are funded annually depending on the project cost.

**Adopted Goals and Objectives:**

***Celebrating Community Spirit:***

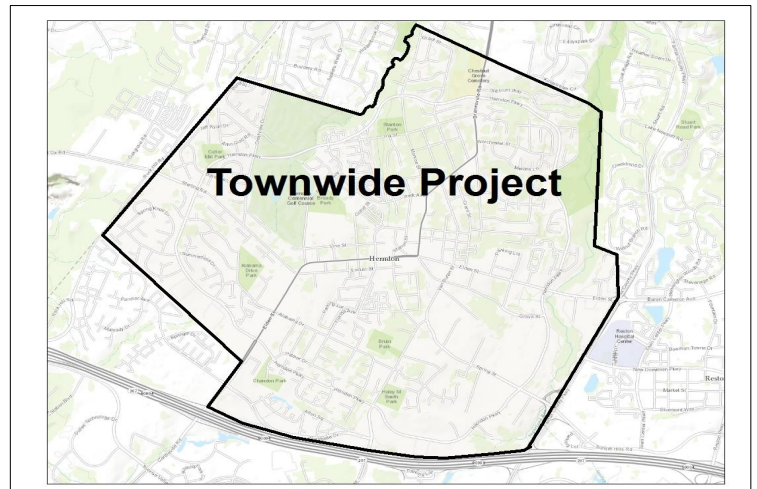
1. Continue to implement stormwater, sidewalk, and street lighting projects in town neighborhoods.

**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

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.	160								160
Construction and related services		90	250	250	250	250	250		1340
Equipment/Furniture									0
<b>TOTAL</b>	<b>160</b>	<b>90</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>1500</b>

**FINANCING SOURCES:**

General Fund	62	90	250	250	250	250	250		1402
G.O. Bonds	98								98
Safe Routes To School Program									0
Fairfax Co. Funding									0
<b>TOTAL</b>	<b>160</b>	<b>90</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>1500</b>

**GENERAL FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Herndon Parkway/Van Buren St. Intersection**

Project Number: 02-CD-08-001

Project Class: Traffic Control

Department: Public Works

**Project Description:** This project provides for significant transportation improvements in order to relieve congestion and improve safety. This project focuses on the Herndon Parkway intersection with South Van Buren Street. 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 FY2020, utility relocation and right-of-way acquisition in FY2021 and construction in FY2022.

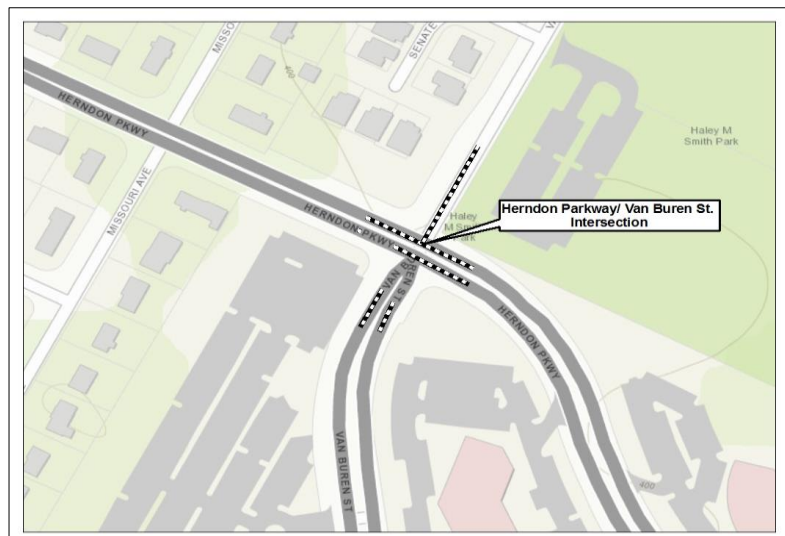
**Adopted Goals and Objectives:**

**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							TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition	1100								1100
Architecture/Engin./Admin.	483								483
Construction and related services; Utilities	2927								2927
Equipment/Furniture									0
<b>TOTAL</b>	<b>4510</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4510</b>

FINANCING SOURCES:										
HB2313 30% local funding	1000									1000
G.O. Bonds	400									400
RSTP	2610									2610
HB2313 Regional funding ("70% funding")	500									500
<b>TOTAL</b>	<b>4510</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>4510</b>

GENERAL FUND OPERATING IMPACT:										
Capital Costs										0
Debt Service		32	32	32	32	32	32	32		400
Personnel/Operations										0
<b>TOTAL</b>	<b>0</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Elden-Monroe Intersection Improvements**

Project Number: 03-ST-15-002

Project Class: Street

Department: Public Works

Project Description: This project redesigns and reconstructs the intersection of Monroe-Elden Streets. This project will link the East Elden Project, the Downtown Streetscape Project, and the Elden-Monroe private development project. Enhancements include a new traffic signal, brick crosswalks, sidewalks and storm drainage improvements. A state revenue sharing grant will support the project.

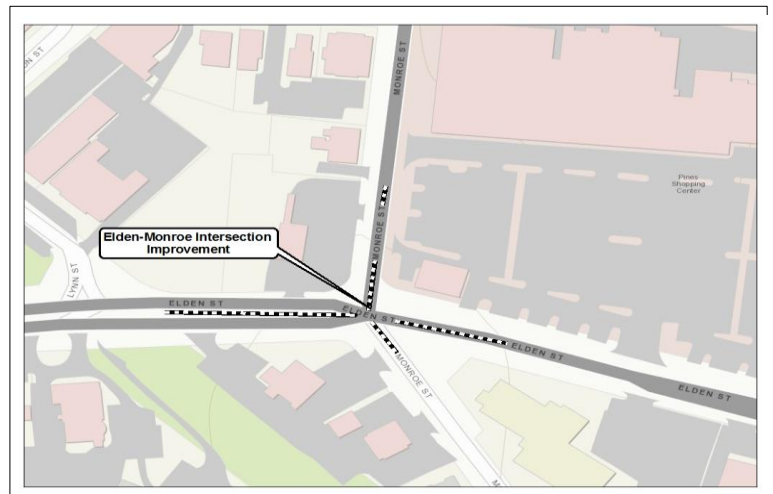
Adopted Goals and Objectives:

***Enriching Lives Through Arts and Entertainment:***

1. Complete downtown streetscape improvements.

***Celebrating Community Spirit:***

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



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year								TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond		
Land Acquisition	50									50
Architecture/Engin./Admin.	150									150
Construction and related services	1800									1800
Equipment/Furniture										0
<b>TOTAL</b>	<b>2000</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>2000</b>

FINANCING SOURCES:										
General Fund										0
G.O. Bonds										0
HB2313 Local 30%	977									977
Revenue Sharing Grants - (Approved)	1000									1000
Reallocation	23									23
<b>TOTAL</b>	<b>2000</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>2000</b>

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

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

Project Number: 02-ST-20-001

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. However, the proffer is contingent upon installation of the signal by FY 2025 or the proffer is reduced to \$50,000. The town must coordinate the signal installation with the plans by VDOT for the East Elden Street major street improvements project.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.					100				100
Construction and related services	165					1000			1165
Equipment/Furniture									0
<b>TOTAL</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>1000</b>	<b>0</b>	<b>0</b>	<b>1265</b>
<b>FINANCING SOURCES:</b>									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
HB2313 Local 30%									0
Other - Proffer	165				100	1000			1265
<b>TOTAL</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>1000</b>	<b>0</b>	<b>0</b>	<b>1265</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>

**Herndon Parkway / Sunset Park Drive Intersection**

Project No. 03-ST-22-001

Project Class: Streets

Department: Community Development

**Project Description:** This project is to provide for a new signalized intersection along Herndon Parkway at Sunset Park Drive to access Sunset Business Park. The project envisions a reconfigured and realigned signalized intersection to include street lighting, bike/pedestrian signalization, ADA sidewalk/curb cuts, crosswalks, median refuge islands and cycle tracks to provide safer access and improved traffic circulation between Herndon Parkway and Sunset Business Park.

The general approach is to work within the existing right-of-way to the extent possible. Right-of-way survey, concept/engineering design, traffic analysis and preliminary cost estimates are to be completed using Northern Virginia Transportation Authority's Local Revenue funds. The project could be eligible for future funding under VDOT's Revenue Sharing Program. The project timeline anticipates construction completion during fiscal year 2025. Total construction cost may be in the \$4,500,000 range.

Adopted Goals and Objectives:

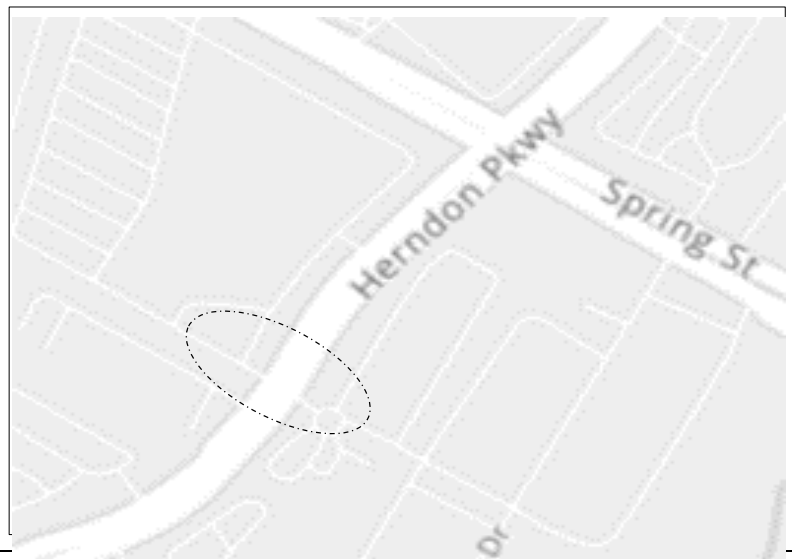
**FY 2021 Budget:**

**Championing Business and Technology**

1. Identify and evaluate opportunities to increase connectivity in the town.

**2035 Vision Plan and Goals:**

1. Project supports a transportation improvement that accomodates local traffic.
2. Project helps guide growth and development within the town.



amounts indicated = dollars in thousands

Fiscal Year

ESTIMATED COST:	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY2025	FY2026	FY2027	Beyond	TOTAL
Land Acquisition								1000	1000
Architecture/Engin./Admin.								500	500
Construction and related services								3000	3000
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>4500</b>	<b>4500</b>

FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
NVTA Local 30% Revenue (study/design)		75							75
Proffers and developer contributions									0
Other								4425	4425
<b>TOTAL</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4425</b>	<b>4500</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>

**Information Technology**

Project Number: 16-IT-97-001

Project Class: Information Technology

Department: Information Technology

**Project Description:** Town of Herndon is seeking to upgrade aging network switching infrastructure to the latest stable release hosted on new hardware and preserve the existing system configuration. With the ever-increasing needs of network infrastructure we are planning to increase reliability, performance, security, expansion, and flexibility. Many switches are end of life and need to be replaced to support increased network utilization, cyber security, bandwidth, throughput, latency, network packet delay and improve error rate and data flow .

- 1 C9500-24Y4C-A Catalyst 9500 24x1/10/25G and 4-port 40/100G, Advantage
- 2 CON-SSSNT-C95024YA SOLN SUPP 8X5XNBD Catalyst 9500 24-port 25/100G only, Adva
- 3 C9500-NW-A C9500 Network Stack, Advantage
- 4 S9500UK9-169 UNIVERSAL
- 5 C9K-PWR-650WAC-R 650W AC Config 4 Power Supply front to back cooling
- 6 C9K-PWR-650WAC-R/2 650W AC Config 4 Power Supply front to back cooling
- 7 CAB-9K12A-NA Power Cord, 125VAC 13A NEMA 5-15 Plug, North America
- 8 CAB-CONSOLE-USB Console Cable 6ft with USB Type A and mini-B
- 9 C9K-F1-SSD-BLANK Cisco pluggable SSD storage
- 10 C9500-DNA-24Y4C-A C9500 DNA Advantage, Term License
- 11 C9500-DNA-L-A-3Y Cisco Catalyst 9500 DNA Advantage 3 Year License
- 12 NETWORK-PNP-LIC Network Plug-n-Play License for zero-touch device deployment

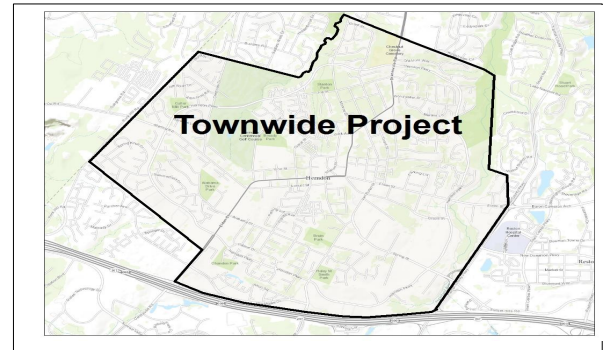
**Adopted Goals and Objectives:**

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services									0
Equipment/Furniture		35	23	11					69
<b>TOTAL</b>	<b>0</b>	<b>35</b>	<b>23</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>69</b>

FINANCING SOURCES:									
General Fund		35	23	11					69
G.O. Bonds									0
Intergovernmental Aid									0
Capital Leases									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>35</b>	<b>23</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>69</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs	0	35	23	11	0	0			69
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>35</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>69</b>

**Townwide Security Improvements**

Project Number: 21-BD-21-001

Project Class: Buildings

Department: Public Works/Town Manager

Project Description: The initial most critical town building security improvements or upgrades as identified by the security consultant.

- Herndon Municipal Center - \$415,000
- Town Hall - \$190,000
- Herndon Community Center - \$110,000
- Public Works (Shop) - \$245,000
- Public Works (1481 Sterling Road) - \$25,000
- Herndon Police Department - \$165,000

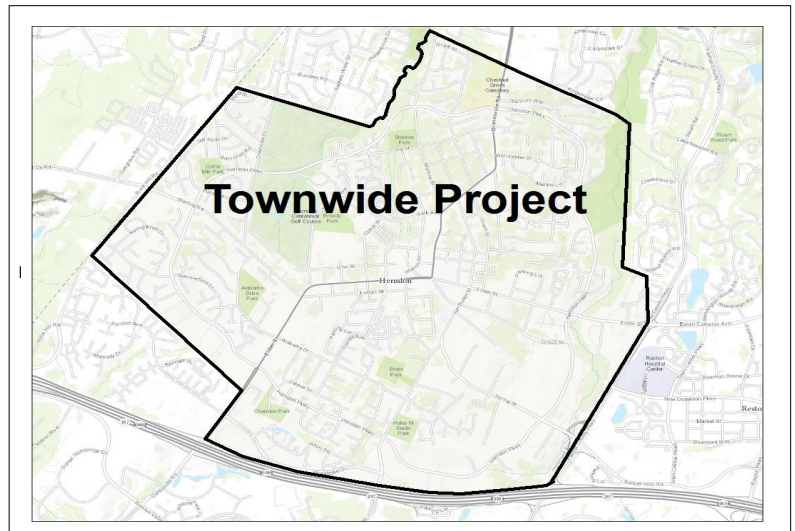
Adopted Goals and Objectives:

**2035 Vision**

1. Honoring people: evaluate and make strategic investments in a multi-faceted approach to town building security, for the safety and security of town staff and residents during town business and operations

Multi-Department FY 20 Goals

2. Improve the most critical components of a building infrastructure and equipment to provide a safe and secure work



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services	0	0	500						500
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>

FINANCING SOURCES:										
General Fund	0	0	500							500
G.O. Bonds										0
Intergovernmental Aid										0
Other										0
Other										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>

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

**Police Parking Lot Expansion**

Project Number: 09-PO-22-001

Project Class: Buildings

Department: Police

**Project Description:** The police department facility has limited secure parking spaces available for employee and police vehicles and equipment. This project involves initiating a study to determine the best option for increasing the number of secure parking spaces and to determine a budget for expansion of the parking lot including projected operational costs.

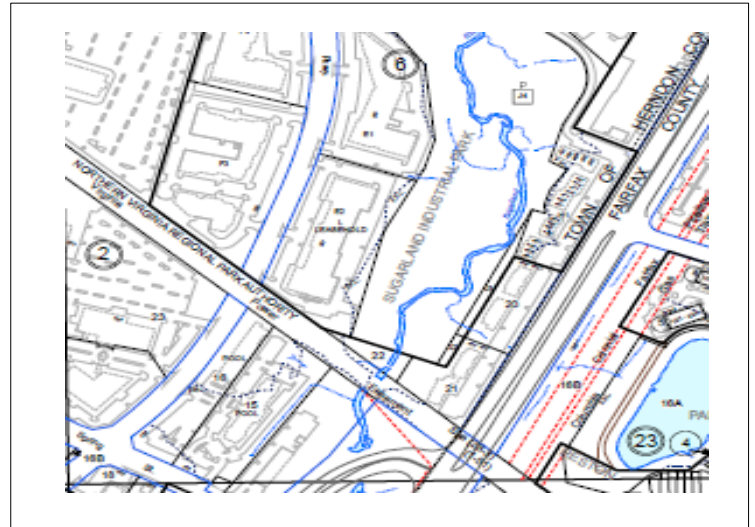
Adopted Goals and Objectives:

**2035 Vision**

1. Honoring People: Evaluate and make strategic investments in a multi-faceted approach to town facilities and infrastructure to create a secure area for police department vehicles, equipment and staff.

**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:	Estimated Reserves	Fiscal Year							TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.		0	100						100
Construction and related services			400						400
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
<b>FINANCING SOURCES:</b>									
General Fund		0	500						500
Fairfax County									0
Intergovernmental aid									0
Capital Lease/Purchase									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</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>

**Police Exterior Garage**

Project Number: 09-PO-20-001

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:	Estimated Reserves	Fiscal Year							TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services			125	650					775
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>125</b>	<b>650</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>775</b>
<b>FINANCING SOURCES:</b>									
General Fund			125	650					775
Fairfax County									0
Intergovernmental aid									0
Capital Lease/Purchase									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>125</b>	<b>650</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>775</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>



**Police Server Room HVAC & Expansion**

Project Number: 09-PO-21-001

Project Class:

Department: Public Works

Project Description:

The Police Department has dedicated server rooms and a communications room that houses physical servers, telephone/data lines, and other crucial equipment to store, power, and support critical data and computer systems necessary for police operations. Due to environmental failures of the current server and communications rooms, a need exists for new air conditioning units. The project includes removal of a current aging HVAC unit and installation of new air conditioning units to service three rooms housing this equipment. Additionally, due to current and future server requirements a need exists for additional server space. The project would require subsequent redesign, expansion and build-out of the existing server room, and relocation of the Information Technology office across the hall.

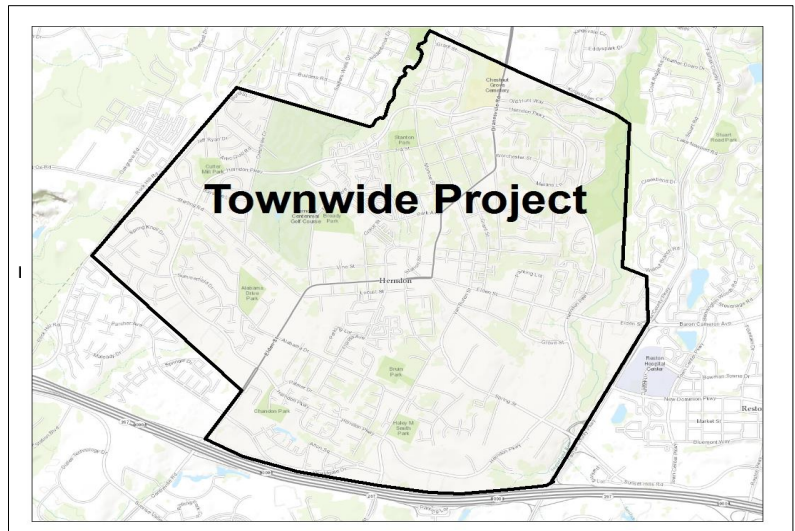
Adopted Goals and Objectives:

**2035 Vision**

1. Honoring People: evaluate and make strategic investments in a multi-faceted approach to town communication, including the receipt and provision of information. Maintaining the server rooms needs for police operations is critical to its information infrastructure.

**Police Department FY20 Goals**

2. Expand the use of technology to increase and enhance efficiency and effectiveness. Maintaining the server room needs for police data and information is critical to support efficiency and



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services		400							400
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>

**FINANCING SOURCES:**

General Fund		400							400
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>

**GENERAL FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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 (341 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

**Fiscal Year**

ESTIMATED COST:	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Contribution to core facilities per CA									0
Architecture/Engin./Admin.	500								500
Construction by town -Art Ctr. interior	1200	0	1300						2500
Equipment/Furniture									0
<b>TOTAL</b>	<b>1700</b>	<b>0</b>	<b>1300</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		0	1300						1300
Fairfax Co. grant per town/county MOU	1200								1200
Other -proffer from Comstock	500								500
Other									0
	<b>1700</b>	<b>0</b>	<b>1300</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	0	105	105	105	105	105	105	630
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>630</b>

**1481 Sterling Road HVAC & Roof Replacement**

9-BD-22-001

Project Class: Building

Department: Public Works

**Project Description:** This project provides for the design and construction of the replacement of the roof and four HVAC units for the building located at 1481 Sterling Road. The existing roof has many leaks contributing to the deterioration of the underlying poured gypsum decking as well as damage to the interior of the facility. The current HVAC units were installed circa 1986 and require extensive maintenance to keep them operational. Both the roof and HVAC units have greatly exceeded their life expectancies.

Adopted Goals and Objectives:

**2035 Vision**

1. Honoring people: evaluate and make strategic investments in a multi-faceted approach to town buildings for the safety and security of town staff and residents during town business and operations

Multi-Department FY 20 Goals

2. Improve the most critical components of a building infrastructure and equipment to provide a safe and secure work



*amounts indicated = dollars in thousands*

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY2025	FY2026	FY2027	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.			90						90
Construction and related services			350						350
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>440</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>440</b>

**FINANCING SOURCES:**

General Fund			440						440
G.O. Bonds									0
Intergovernmental Aid									0
Proffers and developer contributions									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>440</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>440</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>

**Energy Conservation**

Project No. 9-BD-22-002

Project Class: Government Facilities Infrastructure

Department: DPW

**Project Description:** This project provides for design and construction of energy conservation measures (ECMs) for Herndon's 4 major buildings, HCC/, HMC, Bldg 397, and Town Shops. The project will include ECMs such as: energy efficient lighting, building management systems, replacing inefficient equipment such as boilers with efficient models, daylight harvesting, sub-metering, new efficient variable air volume HVAC units, heat recovery, and recommissioning HVAC controls. The project could also include installation of photo-voltaics if feasible, utilizing a state grant program to fund 40% of the cost. Using alternative financing, the town would enter into a long term service contract with an energy service provider. Service provider's investment paid annually from guaranteed energy savings. Total Estimated Cost: \$2,200,000 consisting of Federal Solar Grant for \$200,000 and alternative financing through state Energy Savings Performance Program for \$2,000,000 or other means of financing such as bond funding.

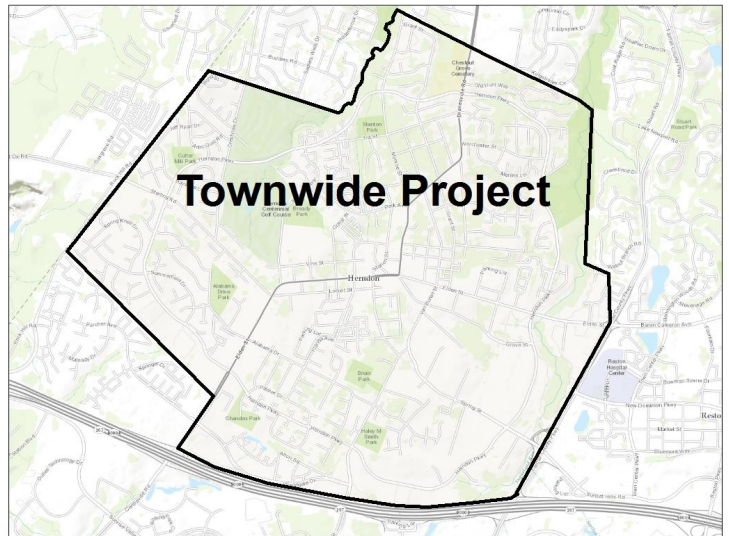
Adopted Goals and Objectives:

**Herndon Sustainability Plan:**

*Reduce energy use in Town Facilities and increase energy efficiency through the use of energy efficient upgrades, and improved operations and policies. Explore renewable energy use in Town facilities using public utility alternative energy sources and possible town-owned solar or wind facilities.*

This project will significantly reduce energy consumption and greenhouse gas emissions in the town's 4 large facilities. The project will reduce the energy bill by over \$380,000 per year.

*amounts indicated = dollars in thousands*



	Fiscal Year								
	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY2025	FY2026	FY2027	Beyond	TOTAL
<b>ESTIMATED COST:</b>									
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services			2200						2200
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>2200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2200</b>
<b>FINANCING SOURCES:</b>									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Proffers and developer contributions									0
Other (\$2,000,000 contract financing, \$200,000 Fed Solar Grant)			2200						2200
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>2200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2200</b>
<b>GENERAL FUND OPERATING IMPACT:</b>									
Capital Costs									0
Debt Service									0
Personnel/Operations			(380)	(380)	(380)	(380)	(380)	(380)	(1,900)
<b>TOTAL</b>		<b>0</b>	<b>-380</b>	<b>-380</b>	<b>-380</b>	<b>-380</b>	<b>-380</b>	<b>-380</b>	<b>-1900</b>

**Town Shop Underground Fuel Storage Tank Replacement**

Project No. 9-BD-22-003

Project Class: xxx

Department: Public Works

**Project Description:** This project provides for replacement of two 10,000 gallon underground fuel tanks located at the Town Shop facility at 1479 Sterling Road. These tanks were installed when the Town Shop facility was constructed and are nearing the end of their service lifespan. The tanks are used to fuel all town vehicles. A study is scheduled to be performed in FY2022 to identify any environmental concerns associated with the tank replacements and to provide additional budget information for the project.

Adopted Goals and Objectives:

**2035 Vision**

1. Honoring people: evaluate and make strategic investments in a multi-faceted approach to town buildings for the safety and security of town staff and residents during town business and operations

Multi-Department FY 20 Goals

2. Improve the most critical components of a building infrastructure and equipment to provide a safe and secure work environment



*amounts indicated = dollars in thousands*

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY2025	FY2026	FY2027	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.		100							100
Construction and related services			1000						1000
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>100</b>	<b>1000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1100</b>

**FINANCING SOURCES:**

General Fund		100	1000						1100
G.O. Bonds									0
Intergovernmental Aid									0
Proffers and developer contributions									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>100</b>	<b>1000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1100</b>

**GENERAL FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service									0
Personnel/Operations		0	0	0	0	0	0	0	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>

**Storm Drainage Improvements**

Project Number: 05-SM-96-001

Project Class: Storm Drainage

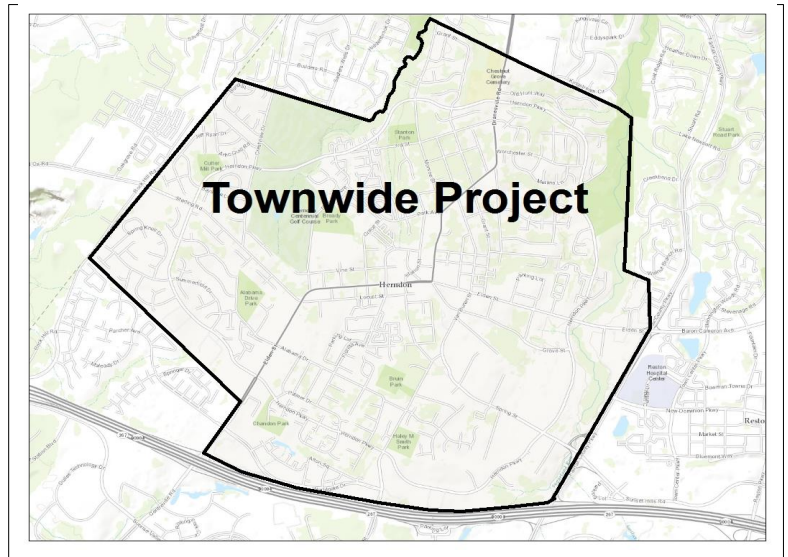
Department: Public Works

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. Existing Stormwater BMP facilities are being surveyed and studied. (BMP=Best Management Practice which is a common term relating to facilities that capture, store and cleanse stormwater thus reducing quantity of load into streams while improving the quality of the water and reducing sediments.)

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services	400	300	300	300	300				1600
Equipment/Furniture									0
<b>TOTAL</b>	<b>400</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1600</b>

FINANCING SOURCES:									
Fairfax Co. Stormwater Tax Revenue	400	300	300	300	300				1600
Pro Rata and General Funds									0
Intergovernmental Aid									0
<b>TOTAL</b>	<b>400</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1600</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

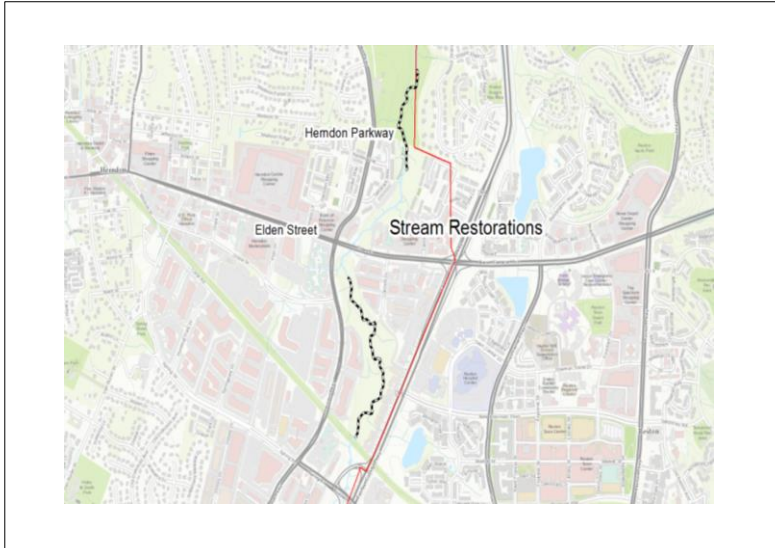
Project Class: Storm Drainage

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 FY21, Construct FY22
- 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							
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.	200								200
Construction and related services		1000							1000
Equipment/Furniture									0
<b>TOTAL</b>	<b>200</b>	<b>1000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1200</b>
<b>FINANCING SOURCES:</b>									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Fairfax County	200	1000							1200
Other									0
<b>TOTAL</b>	<b>200</b>	<b>1000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1200</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>

**Sports Field and Park Improvements**

Project Number: 11-PR-90-003

Project Class: Parks and Playgrounds

Department: Parks and Recreation

**Project Description:** FY23: The expected 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, estimated at 2019 costs.

FY23: 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.

FY27: 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). Project cost based on 2020 estimate and 3% annual escalation. 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 \$282,000 at current pricing. Funding is proposed to come from HTOC proffers including 555 Herndon Parkway approved proffer. Increasing use will also increase demand for parking.

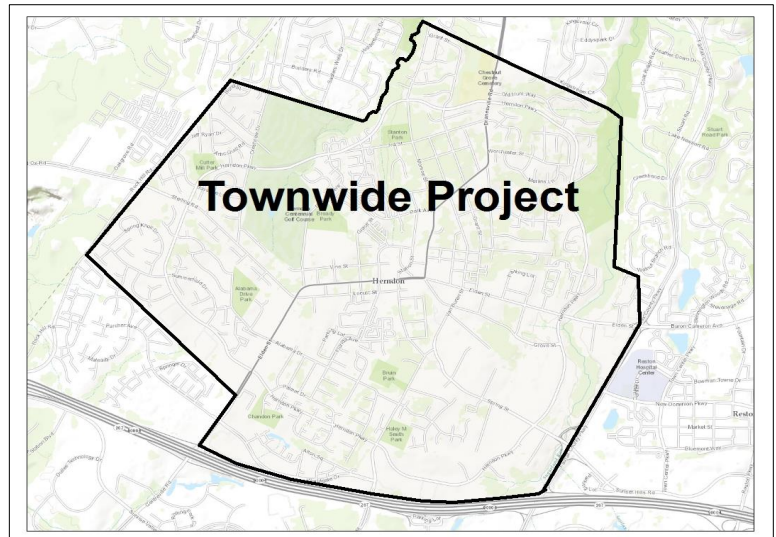
**Adopted Goals and Objectives:**

**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 2019-2023:**

- 2.2 Develop a capitalization and renewal plan for infrastructure and equipment.
- c. Develop a life cycle replacement plan for capital infrastructure within all recreational facilities and including all capital assets.
- 2.3 Assess future recreational needs and advocate



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.						75			75
Construction and related services			480				1539		2019
Equipment/Furniture							40		40
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>480</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>1579</b>	<b>0</b>	<b>2134</b>

FINANCING SOURCES:									
General Fund			480			75	379		934
G.O. Bonds									0
Intergovernmental Aid									0
Sports Contribution/Grants							100		100
Recreational Cash Proffers							1100		1100
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>480</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>1579</b>	<b>0</b>	<b>2134</b>

GENERAL FUND OPERATING IMPACT:									
Capital Costs									0
Debt Service									0
Personnel/Operations								18	18
<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>18</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 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 2020 estimates, plus a 10% contingency amount. The air structure is over 20 years old, and has exceeded its expected lifespan by more than five years. The tennis center is a revenue positive operation, netting over \$415,000 through FY 2018. Temporary patches were made this past summer by DPW to expansive cracks in three courts as a stop gap when the contract for the resurfacing was frozen during the pandemic. The project is to install a cushioned hard court ProBounce surface or equivalent mat consisting of free floating fiber pavement, cold-applied water based resin coatings and natural aggregates resulting in a monolithic overly that is completely detached from the underlying surface bridging large structural cracks and remove existing court net system and install new nets with adjustable center straps, posts and footings. Project cost

**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 2019 – 2023:**

- 2.2 Develop a capitalization and renewal plan for infrastructure and equipment.
- c. Develop a life cycle replacement plan for capital infrastructure within all recreation facilities and including all capital assets.
- 2.5 Review and execute Parks and Recreation Department sustainability policy



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services	125		784						909
Equipment/Furniture									0
<b>TOTAL</b>	<b>125</b>	<b>0</b>	<b>784</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>909</b>

<b>FINANCING SOURCES:</b>	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
General Fund	125	0	784						909
G.O. Bonds									0
Intergovernmental Aid									0
Recreation Cash Proffers									0
Other									0
<b>TOTAL</b>	<b>125</b>	<b>0</b>	<b>784</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>909</b>

<b>GENERAL FUND OPERATING IMPACT:</b>	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	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>

**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, totalling approximately 3,800 linear feet. Costs are estimated from Phase 2 (completed January 2019) at \$137 per foot based on pole spacing every 100 feet, escalated to FY24 or \$168 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 2019 – 2023:**

4.5 Maintain parks to foster a sense of community. Maintain parks as a sustainable source of recreation for citizens by working with DPW to create a plan to improve parks with a focus on: environment, viability, relevance, maintenance and inclusivity of appropriate amenities.



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.			75						75
Construction and related services				640					640
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>640</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>715</b>

<b>FINANCING SOURCES:</b>									
General Fund			75	390					465
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>640</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>715</b>

<b>GENERAL FUND OPERATING IMPACT:</b>									
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 several years ago, 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 \$35,000-\$40,000 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 \$35,000-\$45,000. Once complete, one hour per week of cleaning would be required during rental season.

FY24 - FY26: playground equipment replacement - 10 to 15 year life span (installation Cutter Mill 2008, Bready Park 2014, Haley Smith 2015, Trailside 2016)

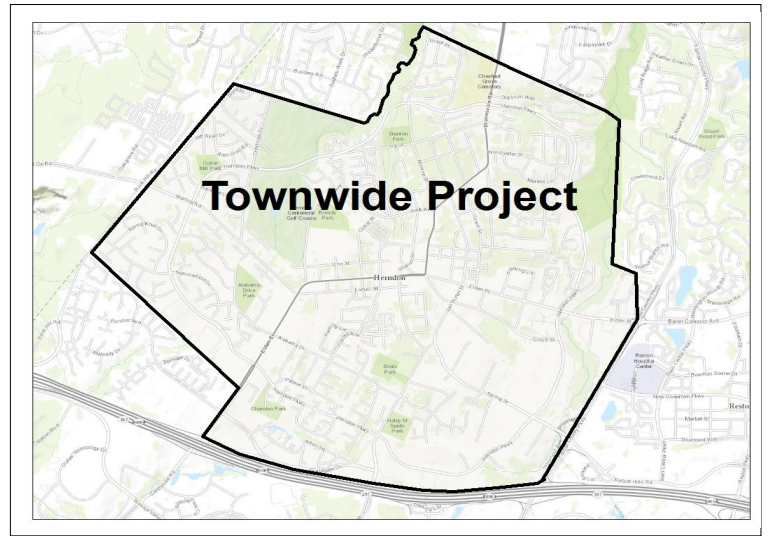
Adopted Goals and Objectives:

**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 2019-2023:**

- 2.2 Develop a capitalization and renewal plan for infrastructure and equipment.
- c. Develop a life cycle replacement plan for capital infrastructure within all recreation facilities and including all capital assets.



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition								0	0
Architecture/Engin./Admin.									0
Construction and related services		0	85						85
Equipment/Furniture				100	185	185			470
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>85</b>	<b>100</b>	<b>185</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>555</b>

**FINANCING SOURCES:**

General Fund		0	85	100	185	185			555
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>85</b>	<b>100</b>	<b>185</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>555</b>

**GENERAL FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service									0
Personnel/Operations			1	1	1	1	1		5
<b>TOTAL</b>									<b>5</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 and multi-purpose 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.

**Adopted Goals and Objectives:**

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

2.3 Assess future recreational needs and advocate for increased capacity to meet anticipated demand.

c. Develop a long range plan for adoption and introduction of appropriate projects into the Capital Improvement Program.

**2035 Vision Plan:**

2. Enriching Lives Through Arts and Entertainment.



amounts indicated = dollars in thousands

**Fiscal Year**

ESTIMATED COST:	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
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>0</b>	<b>0</b>	<b>0</b>	<b>4375</b>	<b>4375</b>

**FINANCING SOURCES:**

General Fund								150	150
G.O. Bonds								4225	4225
Intergovernmental Aid									0
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>4375</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. Work would include repairs to worn areas, rails and concrete in the existing park.

**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 2019 – 2023:**

2.3 Assess future recreational needs and advocate for increased capacity to meeting anticipated demand.

c. Develop a long range plan for adoption and introduction of appropriate projects into the Capital Improvement Program.



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.				35					35
Construction and related services				190					190
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>225</b>

**FINANCING SOURCES:**

General Fund				225					225
G.O. Bonds									0
Intergovernmental Aid									0
Other									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>225</b>

**GENERAL FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service									0
Personnel/Operations					3	3	3	3	12
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>12</b>

**Runnymede Park Nature Center**

Project Number: 11-PR-15-001

Project Class: Parks and Playgrounds

Department: Parks and Recreation

**Project Description:** A 4,000 square foot Nature Center at Runnymede Park with spaces for 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. The study should investigate and develop options for showcasing the history of the Carroll Cabin,

**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 2019 – 2023:**

c. Maintain parks as a sustainable source of recreation for citizens by working with DPW to create a plan to improve parks with a focus on: environment, viability, relevance, maintenance and inclusivity of appropriate amenities; align future development with adopted Master Plans.



amounts indicated = dollars in thousands

		Fiscal Year							
ESTIMATED COST:	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
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>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>100</b>	<b>2910</b>	<b>3035</b>

FINANCING SOURCES:									
	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
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>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>100</b>	<b>2910</b>	<b>3035</b>

GENERAL FUND OPERATING IMPACT:									
	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Capital Costs									0
Debt Service									0
Personnel/Operations								250	250
<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>250</b>	<b>250</b>

**Herndon Community Center -Aquatics - Pool Pak Replacement**

Project Number: 11-PR-22-001

Project Class: Buildings

Department: Parks and Recreation

**Project Description:** The dual Pool Pak units serving the natatorium are reaching the end of their life cycle and have requirement significant repairs in recent years. Replacement is estimated at \$190,000 for each PPK120 unit, plus removal of the old units, curbing, design specifications and contingency.

**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 2019-2023:**

- 2.2 Develop a capitalization and renewal plan for infrastructure and equipment.
- c. Develop a life cycle replacement plan for capital and infrastructure within all recreation facilities and including all capital assets.
- 2.5. Review and execute Parks and Recreation Department sustainability policy.
  - a. With Public Works, evaluate current state of sustainability within the community center and plan for improvements.
  - b. Identify, plan and budget for capital asset replacement with sustainable equipment and facilities.



amounts indicated = dollars in thousands

Fiscal Year									
ESTIMATED COST:	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.		20							20
Construction and related services			505						505
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>20</b>	<b>505</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>525</b>
<b>FINANCING SOURCES:</b>									
General Fund		20	505						525
G.O. Bonds									0
Intergovernmental Aid									0
Recreation Cash Proffers									0
Other									0
<b>TOTAL</b>	<b>0</b>	<b>20</b>	<b>505</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>525</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>

**ENTERPRIZE FUND**  
**E. 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 2024 before design commences. The current fiscal capacity of the Golf Course Enterprise Fund is not capable of assuming additional debt service until 2025.

**Adopted Goals and Objectives:**

**FY 2020 Budget:**

1. Promote Herndon Centennial Golf Course to help establish the town as a desirable destination throughout the region.

**FY 2020 Budget:**

2. Provide programs and services of exceptional quality.



amounts indicated = dollars in thousands

ESTIMATED COST:	Previous Allocations	Fiscal Year							TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.	30			35					65
Construction and related services									0
Equipment/Furniture									0
<b>TOTAL</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65</b>

FINANCING SOURCES:									
General Fund									0
G.O. Bonds									0
Intergovernmental Aid									0
Golf Course Fund	30			35					65
Other									0
<b>TOTAL</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65</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>

**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 2027.

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 2020 Budget:**

1. Provide well maintained playing conditions in an attractive setting.

**2035 Vision Plan and Goals:**

2. Develop and implement an environmental sustainability plan for the town.



amounts indicated = dollars in thousands

**Fiscal Year**

<b>ESTIMATED COST:</b>	Previous Allocations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	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	3
<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>	<b>3</b>

# **F. 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-

Fiscal Year	Estimated Reserves	2021	2022	2023	2024	2025	2026	Beyond	TOTAL
Center Street - Locust Street to Nash Street	650								650
Wilshire Dr - Alabama Dr to Magnolia Lane	790								790
Dranesville Road -Park Ave. to Fillmore St.	55	440							495
Lisa Court	185								185
Crestview Drive HPW to Boundary	100	820							920
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	500		1,025
<b>TOTAL</b>	<b>1,780</b>	<b>1,315</b>	<b>495</b>	<b>700</b>	<b>795</b>	<b>450</b>	<b>500</b>	<b>500</b>	<b>6,535</b>

**Adopted Goals and Objectives:**

**Comprehensive Plan Goals for Public Service:**

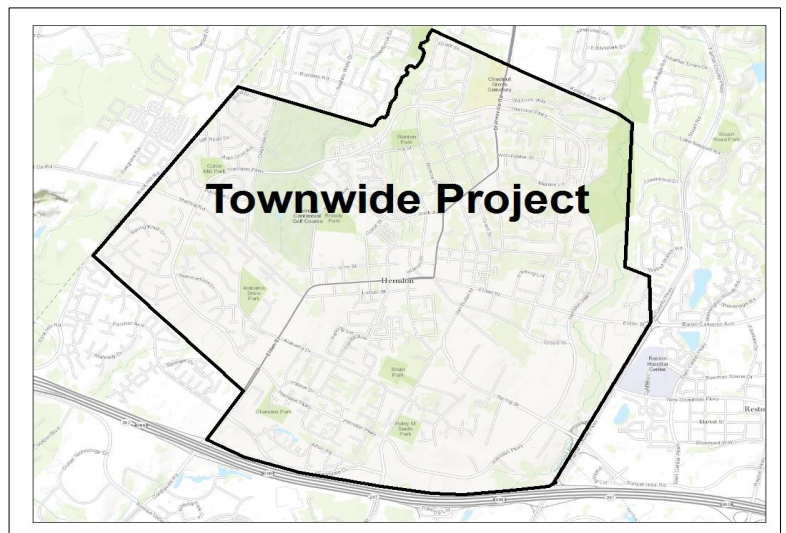
1. Ensure there is sufficient drinking water and sewer capacity to meet the needs of the town residential and commercial residents.

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.	175	55	105	100	75	TBD	TBD	TBD	510
Construction and related services	1605	1260	390	600	720	450	500	500	6025
Equipment/Furniture									0
<b>TOTAL</b>	<b>1780</b>	<b>1315</b>	<b>495</b>	<b>700</b>	<b>795</b>	<b>450</b>	<b>500</b>	<b>500</b>	<b>6535</b>

**FINANCING SOURCES:**

Water and Sewer Fund	1630	1315	465	700	795	450	500	500	6355
Bonds/Municipal Loans									0
Availability Fee Fund	150		30						180
Other Funding Sources									0
<b>TOTAL</b>	<b>1780</b>	<b>1315</b>	<b>495</b>	<b>700</b>	<b>795</b>	<b>450</b>	<b>500</b>	<b>500</b>	<b>6535</b>

Funding Note: Projects that provide for increased sizing of existing mains or the construction of infrastructure where it did not previously exist are partially funded from availability fees. The proportion of funding is based on the age of existing infrastructure to be replaced, and premium to increase pipe size.

**WATER / SEWER FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Water Utility Master Plan Improvements**

Project Number: 12-WS-15-003

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. In addition the town will fund a new pump station located behind the police station that will provide the needed flow for the town, and which will operate so as to provide for adequate water cycling through the Town's storage tanks. A new storage tank at the Alabama tank site and a new 16-inch water main from the intersection of Center and Nash Streets to the Alabama Tank and the Herndon Parkway will also be needed to meet future demand.

Fiscal Year Detail	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Fairfax Water/Herndon Pump Station	2250	1900							4,150
Alabama Tank					135	1175	2250		3,560
Vault Improvements	100	400							500
<b>TOTAL</b>	<b>2350</b>	<b>2300</b>	<b>0</b>	<b>0</b>	<b>135</b>	<b>1175</b>	<b>2250</b>	<b>0</b>	<b>8210</b>

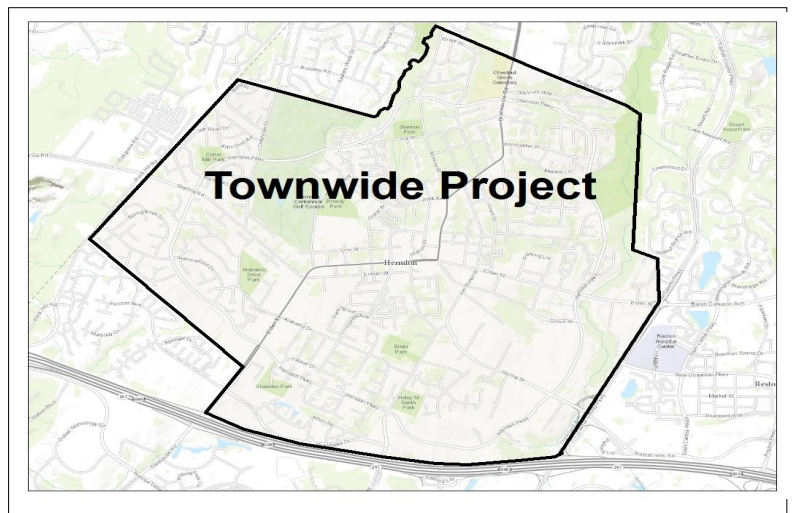
**Adopted Goals and Objectives:**

**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.

**2035 Vision Plans and Goals:**

2. Strengthen the bonds with Fairfax and Loudoun Counties to advance common interests, including transportation planning, access to Innovation Metro Station, and the adjacent development impacts to the Town of Herndon.



amounts indicated = dollars in thousands

**Fiscal Year**

ESTIMATED COST:	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.	850				135	275			410
Construction and related services	1500	2300				900	2250		6950
Equipment/Furniture									
<b>TOTAL</b>	<b>2350</b>	<b>2300</b>	<b>0</b>	<b>0</b>	<b>135</b>	<b>1175</b>	<b>2250</b>	<b>0</b>	<b>8210</b>

**FINANCING SOURCES:**

Water and Sewer Fund	50								50
Bonds/Municipal Loans	1700	2300				900	2250		7150
Availability Fee Fund	600				135	275			1010
Other Funding Sources									
<b>TOTAL</b>	<b>2350</b>	<b>2300</b>	<b>0</b>	<b>0</b>	<b>135</b>	<b>1175</b>	<b>2250</b>	<b>0</b>	<b>8210</b>

Funding Note: Improvements made to, or replacement of, existing infrastructure that is either obsolete or nearing the end of its service life will be partially funded out of O&M.

**WATER AND SEWER FUND OPERATING IMPACT:**

Capital Costs									0
Debt Service									0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Water - 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
Backhoe	Beyond	200

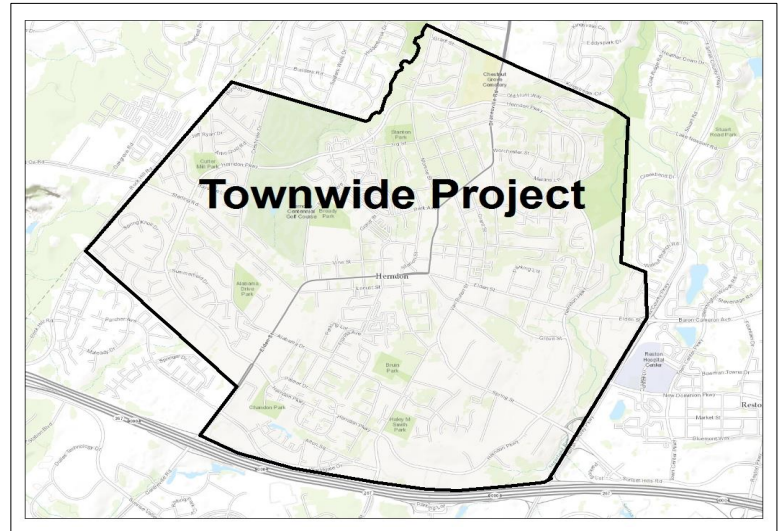
**Adopted Goals and Objectives:**

**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

**Fiscal Year**

ESTIMATED COST:	Estimated Reserves	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services									0
Equipment/Furniture								200	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>200</b>

FINANCING SOURCES:									
General Fund									0
Revenue Bonds/Water & Sewer									0
Intergovernmental Aid									0
Water and Sewer Fund								200	200
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>200</b>	<b>200</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 lines and collector pipelines.

Project Area	Year	Cost
Sugarland Trunk North of Elden (lining)	FY22	500
"	FY23	250
"	FY24	250
"	FY25	250
TBD	FY26	250
TBD	FY27	250

**Adopted Goals and Objectives:**

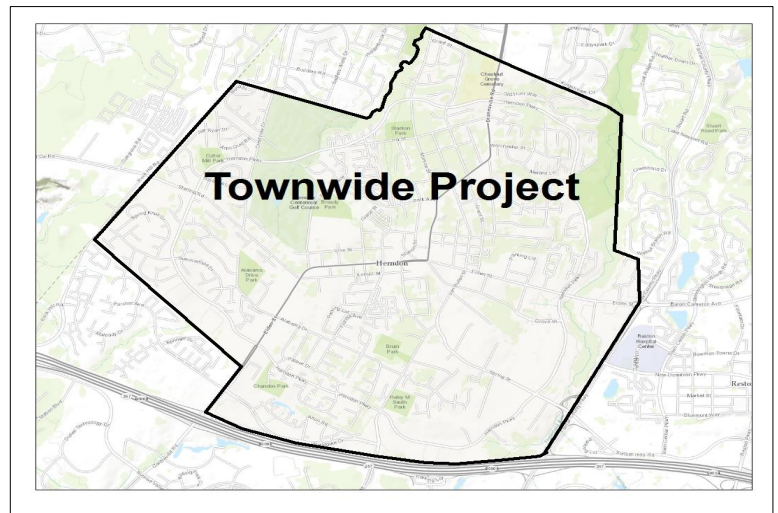
**Comprehensive Plan: Goals for Public Service:**

1. Ensure that the installation of new or retrofitted utilities have adequate capacity to meet the demands of the businesses and residents of Herndon while reducing the land disturbance and visual impact that such improvements and installations may cause

**Comprehensive Plan Goals for Public Service:**

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

3. Develop and implement an inspection and maintenance program of all sewer lines that ensures no leaking to or from the groundwater



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							Beyond	TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027			
Land Acquisition										0
Architecture/Engin./Admin.										0
Construction and related services	500	500	250	250	250	250	250	250		2250
Equipment/Furniture										0
<b>TOTAL</b>	<b>500</b>	<b>500</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>2250</b>

FINANCING SOURCES:										
General Fund										0
Revenue Bonds/Water & Sewer										0
Intergovernmental Aid										0
Water and Sewer Fund	119	119	250	250	250	250	250	250		1488
Fairfax Co. per Agreement (Estimated share)	381	381	0	0	0	0	0	0		762
<b>TOTAL</b>	<b>500</b>	<b>500</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>2250</b>

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



**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.

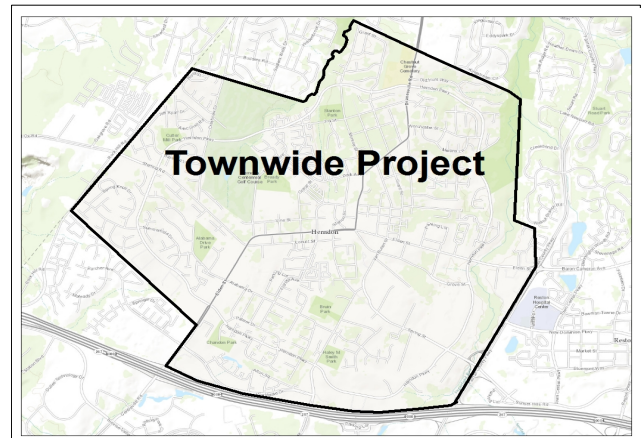
**Adopted Goals and Objectives:**

**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	\$550,000	FY21
Spring Down 100' 21-inch pipe FY22	728-meter	\$ 10,000	FY20	\$100,000	FY21
Spring Down 2250' 18-inch pipe FY22	789-781	\$ 135,000	FY20	\$950,000	FY21

amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.	0								0
Construction and related services	2320								2320
Equipment/Furniture									0
<b>TOTAL</b>	<b>2320</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2320</b>
<b>FINANCING SOURCES:</b>									
Water and Sewer Fund									0
Bonds/Municipal Loans									0
Availability Fee Fund	2320								2320
Other Funding Sources									0
<b>TOTAL</b>	<b>2320</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2320</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>

**Sewer Capacity Purchase**

Project Number: 06-SS-15-003

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 \$25 million.

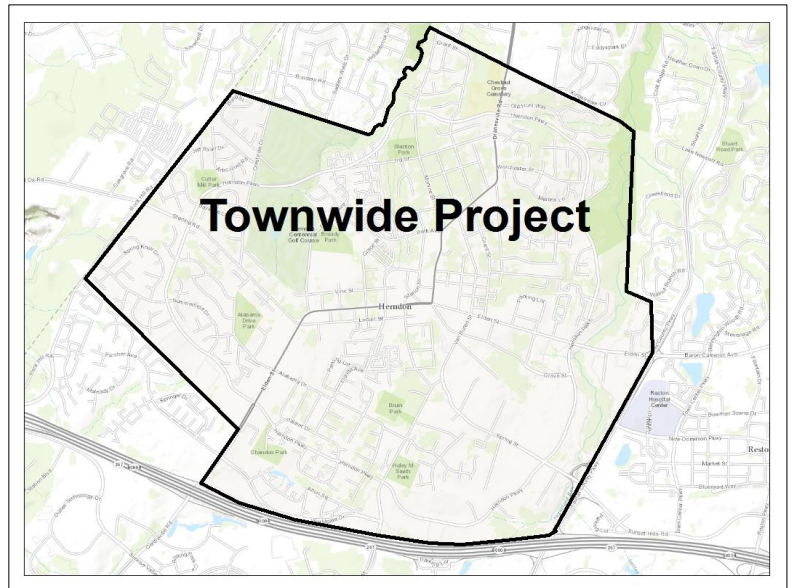
**Adopted Goals and Objectives:**

**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

ESTIMATED COST:	Estimated Reserves	Fiscal Year							TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services			25000						25000
Equipment/Furniture									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>25000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25000</b>

FINANCING SOURCES:										
Water and Sewer Fund										0
Revenue Bonds-Water and Sewer Fund			25000							25000
Availability Fee Fund										0
Other Funding Sources										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>25000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25000</b>

WATER AND SEWER FUND OPERATING IMPACT:										
Capital Costs										0
Debt Service			1600	1600	1600	1600	1600	1600		8000
Personnel/Operations										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>		<b>8000</b>

**Sewer - Major Vehicles/Equipment**

Project Number: 15-SS-15-001

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

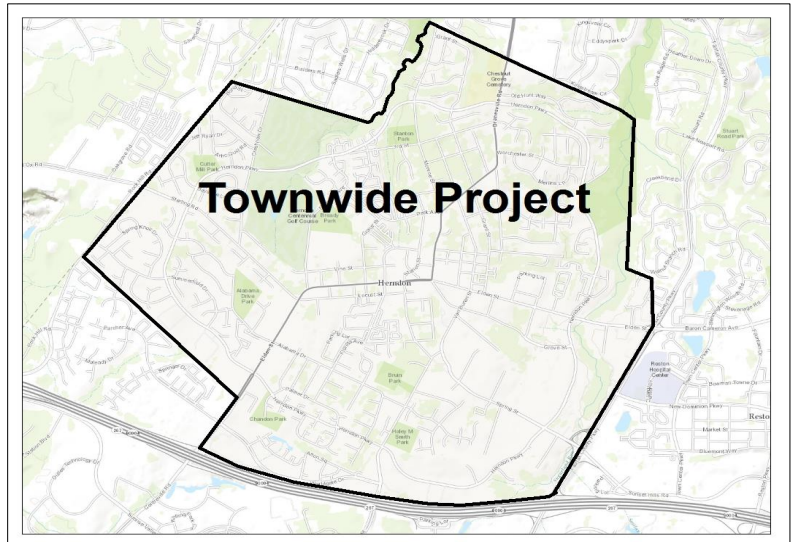
**Adopted Goals and Objectives:**

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services									0
Equipment/Furniture	50		450		175				675
<b>TOTAL</b>	<b>50</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>175</b>	<b>0</b>	<b>0</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>50</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>175</b>	<b>0</b>	<b>0</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>

**G. DOWNTOWN PARKING FUND PROJECT**

**Downtown Parking Capital Contribution**

Project Number:

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 Government project sheet. By the terms of the agreement Comstock provides 341 spaces of permanent structured parking to the town for public parking. This provides for 220 Public Shared Parking spaces, plus 60 spaces for the Arts Center and 61 spaces for retail uses. These spaces are located within a public/private parking structure containing a total of 763 spaces. The Comprehensive Agreement was negotiated and executed in accord with the Virginia Public Private Educational Facilities and Infrastructure Act. The agreement which was amended by Town Council action on December 15, 2020 also addresses temporary public shared parking during construction as well as project timing changes due to the pandemic.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Beyond	TOTAL
Land Acquisition									0
Architecture/Engin./Admin.									0
Construction and related services	1000	2600							3600
Equipment/Furniture									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>

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 (25 year term @ 4%)			228	228	228	228	228	228	0
Personnel/Operations									0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>228</b>	<b>228</b>	<b>228</b>	<b>228</b>	<b>228</b>	<b>228</b>	<b>0</b>

## **H. CEMETERY FUND**



**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 and 3.5 acres. 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 may be purchased.

Adopted Goals and Objectives:

1. Chestnut Grove Cemetery Master Plan



amounts indicated = dollars in thousands

ESTIMATED COST:	Estimated Reserves	Fiscal Year							Beyond	TOTAL
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027			
Land Acquisition									0	
Architecture/Engin./Admin.									0	
Construction and related services									0	
Equipment/Furniture									0	
<b>TOTAL</b>									<b>0</b>	

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

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



**V. PROJECTS SCHEDULED AFTER  
FY 2027**

Town of Herndon FY 2022 - FY 2027 Capital Improvement Program

CAPITAL PROJECTS SCHEDULED AFTER FY2027

All figures represent dollars in thousands

Project No.	Dept.	Project Title	Estimated Reserves	Budget	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Beyond	Estimated Total Cost \b	
				Year FY 2023								
<b>A. Proposed General Fund Projects</b>												
1	TBD	Public Works	Landscape Improvements - Downtown	0	0	0	0	0	0	0	75	75
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	Streetlights	0	0	0	0	0	0	0	0	0
	TBD	Public Works	Monroe Street Improvements	0	0	0	0	0	0	0	0	0
6	TBD	Parks	Town Hall Square Improvements	0	0	0	0	0	0	0	0	0
7	TBD	Comm. Dev.	Metro Promenade Improvements	0	0	0	0	0	0	0	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>1,920</b>	<b>1,965</b>

## **V. 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 Principles

**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**

**RESOLUTION**

**JANUARY 26, 2021**

**Resolution-** to provide guidance to the Town Manager on the development of the FY 2022 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 improving town government effectiveness and efficiency; and

**WHEREAS,** the Town Council is committed to maintaining the town's fiscal integrity in these economically uncertain times; and

**WHEREAS,** the Town Council recognizes the FY 2022 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 2022 budget:

**Provide a full budget with two levels of expenditure sequestration based on a range of revenue projections.**

**Establish additional funding in contingency for Council priorities.**

**Continue to fund core services and activities during these uncertain times, to include:**

- Health, safety, and welfare;
- Statutory requirements;
- Contractual requirements; and
- Secondary functions that support and protect these core services and activities.

**Continue to demonstrate a commitment to, and investment in, the town's employees, to include:**

- Strategies to minimize impacts to personnel and to maintain competitiveness in the local employment market;
- Addressing rising health care costs; and
- Funding training required to sustain key knowledge and skills.

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

- Preparing a full budget with two levels of expenditure sequestration to provide maximum flexibility and adaptability as revenue projections change;
- Continuing to develop a multi-year revenue and expenditure forecast in anticipation of impacts associated with the current and projected economic climate;
- Exploring various funding strategies, such as use of the FY2020 surplus or other revenue enhancements, to sustain key resources through a short-term economic downturn;
- Balancing water and sewer service revenue with operating costs; and
- Addressing increasing problems with water and sewer infrastructure.



FY2022 Position Classification Plan

Position	Grade	Annualized Range			Hourly Rate			FLSA
		Lower	Midpoint	Upper	Lower	Midpoint	Upper	Overtime Status
Office Assistant I	3	\$ 33,899.32	44,729.36	58,123.52	16.2977	21.5045	27.9440	N
Custodian II	4	\$ 36,899.46	48,688.90	63,266.06	17.7401	23.4081	30.4164	N
Equipment Operator/Greensworker	4	\$ 36,899.46	48,688.90	63,266.06	17.7401	23.4081	30.4164	N
Head Lifeguard	4	\$ 36,899.46	48,688.90	63,266.06	17.7401	23.4081	30.4164	N
Irrigation Technician	4	\$ 36,899.46	48,688.90	63,266.06	17.7401	23.4081	30.4164	N
Office Assistant II	4	\$ 36,899.46	48,688.90	63,266.06	17.7401	23.4081	30.4164	N
Utility Maintenance Worker I	4	\$ 36,899.46	48,688.90	63,266.06	17.7401	23.4081	30.4164	N
Accounting Technician II	5	\$ 39,897.78	52,645.84	68,407.56	19.1816	25.3105	32.8882	N
Parking Enforcement Official	5	\$ 39,897.78	52,645.84	68,407.56	19.1816	25.3105	32.8882	N
Personal Trainer	5	\$ 39,897.78	52,645.84	68,407.56	19.1816	25.3105	32.8882	N
Recreation Assistant I	5	\$ 39,897.78	52,645.84	68,407.56	19.1816	25.3105	32.8882	N
Sign and Signal Technician	5	\$ 39,897.78	52,645.84	68,407.56	19.1816	25.3105	32.8882	N
Utility Equipment Operator I	5	\$ 39,897.78	52,645.84	68,407.56	19.1816	25.3105	32.8882	N
Water Meter Reader	5	\$ 39,897.78	52,645.84	68,407.56	19.1816	25.3105	32.8882	N
Facility Maintenance Mechanic I	6	\$ 42,897.66	56,604.08	73,549.84	20.6239	27.2135	35.3605	N
Head Fitness Trainer	6	\$ 42,897.66	56,604.08	73,549.84	20.6239	27.2135	35.3605	N
Recreation Assistant II	6	\$ 42,897.66	56,604.08	73,549.84	20.6239	27.2135	35.3605	N
Recreation Program Assistant	6	\$ 42,897.66	56,604.08	73,549.84	20.6239	27.2135	35.3605	N
Utility Equipment Operator II	6	\$ 42,897.66	56,604.08	73,549.84	20.6239	27.2135	35.3605	N
Utility Equipment Operator II/Truck Driver	6	\$ 42,897.66	56,604.08	73,549.84	20.6239	27.2135	35.3605	N
Utility Maintenance Worker II	6	\$ 42,897.66	56,604.08	73,549.84	20.6239	27.2135	35.3605	N
Communications Assistant	7	\$ 45,897.54	60,562.58	79,631.50	22.0661	29.1166	38.2844	N
Communications Technician I	7	\$ 45,897.54	60,562.58	79,631.50	22.0661	29.1166	38.2844	N
Community Center Supervisor I	7	\$ 45,897.54	60,562.58	79,631.50	22.0661	29.1166	38.2844	N
Facility Maintenance Mechanic II	7	\$ 45,897.54	60,562.58	79,631.50	22.0661	29.1166	38.2844	N
Head Cashier	7	\$ 45,897.54	60,562.58	79,631.50	22.0661	29.1166	38.2844	N
Legislative Assistant	7	\$ 45,897.54	60,562.58	79,631.50	22.0661	29.1166	38.2844	N
Mechanic/Equipment Operator	7	\$ 45,897.54	60,562.58	79,631.50	22.0661	29.1166	38.2844	N
Office Assistant III	7	\$ 45,897.54	60,562.58	79,631.50	22.0661	29.1166	38.2844	N
Records Technician	7	\$ 45,897.54	60,562.58	79,631.50	22.0661	29.1166	38.2844	N
Right-of-Way Inspector/Utility Marker	7	\$ 45,897.54	60,562.58	79,631.50	22.0661	29.1166	38.2844	N
Tennis Center Manager	7	\$ 45,897.54	60,562.58	79,631.50	22.0661	29.1166	38.2844	N
Communications Technician II	8	\$ 48,896.64	64,519.78	83,837.78	23.5080	31.0191	40.3066	N
Facility Maintenance Mechanic III	8	\$ 48,896.64	64,519.78	83,837.78	23.5080	31.0191	40.3066	N
Human Resources Assistant	8	\$ 48,896.64	64,519.78	83,837.78	23.5080	31.0191	40.3066	N
Mechanic I	8	\$ 48,896.64	64,519.78	83,837.78	23.5080	31.0191	40.3066	N
Office Assistant III/Administrative Clerk	8	\$ 48,896.64	64,519.78	83,837.78	23.5080	31.0191	40.3066	N
Assistant Communications Supervisor	9	\$ 51,895.74	68,476.72	88,979.28	24.9499	32.9215	42.7785	N
Assistant Crew Supervisor	9	\$ 51,895.74	68,476.72	88,979.28	24.9499	32.9215	42.7785	N
Assistant Golf Course Superintendent	9	\$ 51,895.74	68,476.72	88,979.28	24.9499	32.9215	42.7785	N
Clerk of Boards and Commissions	9	\$ 51,895.74	68,476.72	88,979.28	24.9499	32.9215	42.7785	N
Community Center Supervisor II	9	\$ 51,895.74	68,476.72	88,979.28	24.9499	32.9215	42.7785	N
Equipment Operator	9	\$ 51,895.74	68,476.72	88,979.28	24.9499	32.9215	42.7785	N
Mechanic II	9	\$ 51,895.74	68,476.72	88,979.28	24.9499	32.9215	42.7785	N
Recreation Services Supervisor I	9	\$ 51,895.74	68,476.72	88,979.28	24.9499	32.9215	42.7785	N
Senior Accounting Technician	9	\$ 51,895.74	68,476.72	88,979.28	24.9499	32.9215	42.7785	N
System Technician	9	\$ 51,895.74	68,476.72	88,979.28	24.9499	32.9215	42.7785	N
Traffic Signal Technician	9	\$ 51,895.74	68,476.72	88,979.28	24.9499	32.9215	42.7785	N
Administrative Assistant	10	\$ 54,894.06	72,434.44	94,120.26	26.3914	34.8243	45.2501	N
Deputy Town Clerk	10	\$ 54,894.06	72,434.44	94,120.26	26.3914	34.8243	45.2501	N
Engineering Inspector	10	\$ 54,894.06	72,434.44	94,120.26	26.3914	34.8243	45.2501	N
Golf Operations Assistant II	10	\$ 54,894.06	72,434.44	94,120.26	26.3914	34.8243	45.2501	N
Human Resources Technician	10	\$ 54,894.06	72,434.44	94,120.26	26.3914	34.8243	45.2501	N
Marketing Specialist	10	\$ 54,894.06	72,434.44	94,120.26	26.3914	34.8243	45.2501	N
Operations Specialist	10	\$ 54,894.06	72,434.44	94,120.26	26.3914	34.8243	45.2501	N
Plan Review Coordinator	10	\$ 54,894.06	72,434.44	94,120.26	26.3914	34.8243	45.2501	N
Pool Operations Manager	10	\$ 54,894.06	72,434.44	94,120.26	26.3914	34.8243	45.2501	N
Property Maintenance Inspector	10	\$ 54,894.06	72,434.44	94,120.26	26.3914	34.8243	45.2501	N
Combination Inspector - Commercial	11	\$ 57,895.24	76,392.94	99,266.44	27.8343	36.7274	47.7243	N
Combination Inspector - Residential	11	\$ 57,895.24	76,392.94	99,266.44	27.8343	36.7274	47.7243	N
Community Inspector	11	\$ 57,895.24	76,392.94	99,266.44	27.8343	36.7274	47.7243	N
Golf Professional	11	\$ 57,895.24	76,392.94	99,266.44	27.8343	36.7274	47.7243	N
Legal Assistant	11	\$ 57,895.24	76,392.94	99,266.44	27.8343	36.7274	47.7243	N
Network Administrator	11	\$ 57,895.24	76,392.94	99,266.44	27.8343	36.7274	47.7243	N
Public Information Specialist	11	\$ 57,895.24	76,392.94	99,266.44	27.8343	36.7274	47.7243	N
Technical Support Specialist	11	\$ 57,895.24	76,392.94	99,266.44	27.8343	36.7274	47.7243	N
Chief Deputy Town Clerk	12	\$ 60,893.56	80,350.14	104,407.94	29.2757	38.6299	50.1961	E
Facility Maintenance Supervisor	12	\$ 60,893.56	80,350.14	104,407.94	29.2757	38.6299	50.1961	N
Fitness Supervisor	12	\$ 60,893.56	80,350.14	104,407.94	29.2757	38.6299	50.1961	N

FY2022 Position Classification Plan

Position	Grade	Annualized Range			Hourly Rate			FLSA
		Lower	Midpoint	Upper	Lower	Midpoint	Upper	Overtime Status
Fleet Manager	12	\$ 60,893.56	80,350.14	104,407.94	29.2757	38.6299	50.1961	N
Housing/Neighborhood Improvement Coordinator	12	\$ 60,893.56	80,350.14	104,407.94	29.2757	38.6299	50.1961	N
Operations Coordinator	12	\$ 60,893.56	80,350.14	104,407.94	29.2757	38.6299	50.1961	N
Planner I	12	\$ 60,893.56	80,350.14	104,407.94	29.2757	38.6299	50.1961	E
Planning Operations Manager	12	\$ 60,893.56	80,350.14	104,407.94	29.2757	38.6299	50.1961	E
Recreation Services Supervisor II	12	\$ 60,893.56	80,350.14	104,407.94	29.2757	38.6299	50.1961	N
Right-of-Way Inspection Supervisor	12	\$ 60,893.56	80,350.14	104,407.94	29.2757	38.6299	50.1961	N
Traffic Control Supervisor/Coordinator	12	\$ 60,893.56	80,350.14	104,407.94	29.2757	38.6299	50.1961	N
Utility Work Crew Supervisor	12	\$ 60,893.56	80,350.14	104,407.94	29.2757	38.6299	50.1961	N
Executive Assistant to the Town Manager	13	\$ 63,893.70	86,734.96	109,550.48	30.7181	41.6995	52.6685	E
Financial Management Analyst	13	\$ 63,893.70	86,734.96	109,550.48	30.7181	41.6995	52.6685	E
Human Resources Manager	13	\$ 63,893.70	86,734.96	109,550.48	30.7181	41.6995	52.6685	E
Program Manager	13	\$ 63,893.70	86,734.96	109,550.48	30.7181	41.6995	52.6685	E
Purchasing Agent	13	\$ 63,893.70	86,734.96	109,550.48	30.7181	41.6995	52.6685	E
Revenue Supervisor	13	\$ 63,893.70	86,734.96	109,550.48	30.7181	41.6995	52.6685	E
Senior General Ledger Accountant	13	\$ 63,893.70	86,734.96	109,550.48	30.7181	41.6995	52.6685	E
Aquatics Services Manager	14	\$ 66,891.50	88,265.32	114,691.20	32.1594	42.4352	55.1400	E
Community Center Manager	14	\$ 66,891.50	88,265.32	114,691.20	32.1594	42.4352	55.1400	E
Community Forester	14	\$ 66,891.50	88,265.32	114,691.20	32.1594	42.4352	55.1400	E
Network Security Engineer	14	\$ 66,891.50	88,265.32	114,691.20	32.1594	42.4352	55.1400	N
Public Safety Operations Manager	14	\$ 66,891.50	88,265.32	114,691.20	32.1594	42.4352	55.1400	N
Recreation Program Coordinator	14	\$ 66,891.50	88,265.32	114,691.20	32.1594	42.4352	55.1400	E
Systems Manager	14	\$ 66,891.50	88,265.32	114,691.20	32.1594	42.4352	55.1400	E
Capital Projects Planner/Engineer	15	\$ 69,891.64	92,224.60	119,834.52	33.6018	44.3387	57.6127	E
Capital Projects Program Manager	15	\$ 69,891.64	92,224.60	119,834.52	33.6018	44.3387	57.6127	E
Civil Engineer I	15	\$ 69,891.64	92,224.60	119,834.52	33.6018	44.3387	57.6127	E
Development Planner/Community Design	15	\$ 69,891.64	92,224.60	119,834.52	33.6018	44.3387	57.6127	E
General Services Administrator	15	\$ 69,891.64	92,224.60	119,834.52	33.6018	44.3387	57.6127	E
Golf Course Superintendent	15	\$ 69,891.64	92,224.60	119,834.52	33.6018	44.3387	57.6127	E
Manager, Information Technology	15	\$ 69,891.64	92,224.60	119,834.52	33.6018	44.3387	57.6127	E
Operations Engineer	15	\$ 69,891.64	92,224.60	119,834.52	33.6018	44.3387	57.6127	E
Police Systems Engineer	15	\$ 69,891.64	92,224.60	119,834.52	33.6018	44.3387	57.6127	N
Project Engineer I	15	\$ 69,891.64	92,224.60	119,834.52	33.6018	44.3387	57.6127	E
Streets and Right-of-Way Manager	15	\$ 69,891.64	92,224.60	119,834.52	33.6018	44.3387	57.6127	E
Utility Manager	15	\$ 69,891.64	92,224.60	119,834.52	33.6018	44.3387	57.6127	E
Civil Engineer II	16	\$ 72,891.26	96,182.84	124,978.88	35.0439	46.2418	60.0860	E
Development Program Planner	16	\$ 72,891.26	96,182.84	124,978.88	35.0439	46.2418	60.0860	E
Economic Development Manager	16	\$ 72,891.26	96,182.84	124,978.88	35.0439	46.2418	60.0860	E
Project Engineer II	16	\$ 72,891.26	96,182.84	124,978.88	35.0439	46.2418	60.0860	E
Risk Manager	16	\$ 72,891.26	96,182.84	124,978.88	35.0439	46.2418	60.0860	E
Cemetery Manager	17	\$ 75,889.84	100,139.00	130,117.78	36.4855	48.1438	62.5566	E
Senior Planner	17	\$ 75,889.84	100,139.00	130,117.78	36.4855	48.1438	62.5566	E
Transportation Program Manager	17	\$ 75,889.84	100,139.00	130,117.78	36.4855	48.1438	62.5566	E
Zoning Administrator	17	\$ 75,889.84	100,139.00	130,117.78	36.4855	48.1438	62.5566	E
Budget Manager	18	\$ 78,889.72	104,032.76	135,265.00	37.9277	50.0157	65.0312	E
Building Official	18	\$ 78,889.72	104,032.76	135,265.00	37.9277	50.0157	65.0312	E
Chief, Program & Project Manager	18	\$ 78,889.72	104,032.76	135,265.00	37.9277	50.0157	65.0312	E
Deputy Director of Community Development	18	\$ 78,889.72	104,032.76	135,265.00	37.9277	50.0157	65.0312	E
Senior Civil Engineer	18	\$ 78,889.72	104,032.76	135,265.00	37.9277	50.0157	65.0312	E
Chief Communications Officer	19	\$ 81,889.86	107,775.72	140,405.46	39.3701	51.8152	67.5026	E
Deputy Director of Parks and Recreation	19	\$ 81,889.86	107,775.72	140,405.46	39.3701	51.8152	67.5026	E
Deputy Town Attorney	19	\$ 81,889.86	107,775.72	140,405.46	39.3701	51.8152	67.5026	E
Town Clerk	19	\$ 81,889.86	107,775.72	140,405.46	39.3701	51.8152	67.5026	E
Deputy Director of Finance	21	\$ 92,281.80	124,812.74	158,224.82	44.3663	60.0061	76.0696	E
Deputy Director of Public Works	21	\$ 92,281.80	124,812.74	158,224.82	44.3663	60.0061	76.0696	E
Director of Golf	21	\$ 92,281.80	124,812.74	158,224.82	44.3663	60.0061	76.0696	E
Director of Human Resources	23	\$ 98,582.12	128,155.56	162,460.74	47.3952	61.6133	78.1061	E
Director of Information Technology	23	\$ 98,582.12	128,155.56	162,460.74	47.3952	61.6133	78.1061	E
Director of Community Development	24	\$ 104,636.48	142,096.76	179,489.96	50.3060	68.3158	86.2932	E
Director of Parks & Recreation	24	\$ 104,636.48	142,096.76	179,489.96	50.3060	68.3158	86.2932	E
Director of Finance	25	\$ 107,875.04	146,496.22	185,045.64	51.8630	70.4309	88.9642	E
Director of Public Works	25	\$ 107,875.04	146,496.22	185,045.64	51.8630	70.4309	88.9642	E

**FY2022 Position Classification Plan**

<u>Position</u>	<u>Grade</u>	<u>Annualized Range</u>			<u>Hourly Rate</u>			<u>FLSA</u>
		<u>Lower</u>	<u>Midpoint</u>	<u>Upper</u>	<u>Lower</u>	<u>Midpoint</u>	<u>Upper</u>	<u>Overtime Status</u>
<b><u>Protective Services</u></b>								
Police Officer I	P01	\$ 60,233.16	79,898.78	105,140.36	28.9582	38.4129	50.5483	N
Police Officer First Class	P02	\$ 62,985.78	83,551.00	109,947.24	30.2816	40.1688	52.8592	N
Senior Police Officer	P03	\$ 65,990.34	87,536.54	115,193.00	31.7261	42.0849	55.3813	N
Police Corporal	P04	\$ 69,290.26	91,913.90	120,952.52	33.3126	44.1894	58.1503	N
Police Sergeant	P05	\$ 72,752.94	96,507.84	126,995.44	34.9774	46.3980	61.0555	N
Senior Police Sergeant	P06	\$ 76,391.12	101,333.18	133,345.16	36.7265	48.7179	64.1083	N
Police Lieutenant	P08	\$ 84,827.08	112,523.84	148,071.30	40.7822	54.0980	71.1881	N
Police Captain	P10	\$ 92,911.00	123,247.28	162,179.16	44.6687	59.2535	77.9708	E
Chief of Police	P12	\$ 107,875.04	146,496.22	185,045.64	51.8630	70.4309	88.9642	E

**Non-Classified Positions**

(salaries determined by Town Council)

Town Attorney	\$180,204.96
Town Manager	\$200,224.44

**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

**Non-Regular Status Positions**

*Temporary employment* means status of persons hired to perform a seasonal or temporary job.

*Part time flexible* means status of persons hired to perform part-time work on a limited and variable schedule.

Hourly rates for positions with a non-regular status are determined by comparable market rates as well as individual qualifications and certifications. All non-regular status positions are non-exempt under the Fair Labor Standards Act and do not receive town sponsored benefits.

<u>Position</u>	<u>Status</u>
Camp Staff	Temporary
Community Center Supervisor	Part time flexible
Custodian	Part time flexible
Equipment Operator	Temporary
Event Staff	Part time flexible
Fitness Instructor	Part time flexible
Golf Cart Attendant	Part time flexible
Golf Recreation Clerk	Part time flexible
Golf Shop Assistant	Part time flexible
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

Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 Proposed	
	# 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>								
Chief Deputy Town Clerk	0	0	0	0	0	0	1	1
Deputy Town Clerk	2	2	2	2	2	2	1	1
Legislative Assistant	0	0	0	0	1	0.63	1	0.63
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>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>4</b>	<b>3.63</b>	<b>4</b>	<b>3.63</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	1	1	1	1	1	0.8	1	0.8
Economic Development 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>2.80</b>	<b>3</b>	<b>2.80</b>
<b><u>Town Manager</u></b>								
Administrative Assistant to the Town Manager	1	1	1	1	0	0	0	0
Budget & Project Manager	1	1	1	1	0	0	0	0
Executive Assistant to the Town Manager	0	0	0	0	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>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>
<b><u>Human Resources</u></b>								
Director of Human Resources	1	1	1	1	1	1	1	1
Human Resources Assistant	0	0	0	0	1	0.8	1	0.8
Human Resources Manager	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>0.80</u>	<u>1</u>	<u>0.80</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Division Total</u></b>	<b>4</b>	<b>3.80</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
Lead Network Engineer	1	1	1	1	1	1	0	0
Manager, Information Technology	0	0	0	0	0	0	1	1
Network Administrator	2	2	2	2	2	2	2	2
Network Security Engineer	1	1	1	1	1	1	1	1
Systems Engineer	0	0	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>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
<b><u>Division Total</u></b>	<b>6</b>	<b>6.00</b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>6</b>	<b>6.00</b>
<b><u>Town Administration Total</u></b>	<b>16</b>	<b>15.80</b>	<b>17</b>	<b>16.80</b>	<b>16</b>	<b>15.60</b>	<b>15</b>	<b>14.60</b>

Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 Proposed	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Parks &amp; Recreation</u></b>								
<b><u>Administration</u></b>								
Administrative Assistant	1	1	1	1	1	1	1	1
Director of Parks & Recreation	1	1	1	1	1	1	1	1
Marketing Specialist	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	<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>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><u>Recreation</u></b>								
Deputy Director of Parks & Recreation	1	1	1	1	1	1	1	1
Preschool Teacher	1	0.63	1	0.63	0	0.00	0	0.00
Recreation Services Supervisor II	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b><u>Division Total</u></b>	<b>6</b>	<b>5.63</b>	<b>6</b>	<b>5.63</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>
<b><u>Community Center Operations</u></b>								
Community Center Manager	1	1	1	1	1	1	1	1
Community Center Supervisor II	1	1	1	1	1	1	1	1
Custodian II	4	4	4	4	4	4	2	2
Fitness Supervisor	1	1	1	1	1	1	1	1
Head Fitness Trainer	1	0.75	1	0.75	1	0.75	1	0.75
Personal Trainer	1	0.75	1	0.75	1	0.75	1	0.75
Recreation Assistant I	2	2	2	2	2	2	2	2
Recreation Assistant II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>12</b>	<b>11.50</b>	<b>12</b>	<b>11.50</b>	<b>12</b>	<b>11.50</b>	<b>10</b>	<b>9.50</b>
<b><u>Aquatics</u></b>								
Aquatics Services Manager	1	1	1	1	1	1	1	1
Head Lifeguard	1	1	1	1	1	1	1	1
Pool Operations Manager	1	1	1	1	1	1	1	1
Recreation Program Assistant	1	0.63	1	0.63	1	0.63	1	0.63
Recreation Services Supervisor I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>5</b>	<b>4.63</b>	<b>5</b>	<b>4.63</b>	<b>5</b>	<b>4.63</b>	<b>5</b>	<b>4.63</b>

Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 Proposed	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Parks Operations &amp; Development</u></b>								
Tennis Center Manager	<u>1</u>	<u>0.63</u>	<u>1</u>	<u>0.63</u>	<u>1</u>	<u>0.63</u>	<u>1</u>	<u>0.63</u>
<b><u>Division Total</u></b>	<b>1</b>	<b>0.63</b>	<b>1</b>	<b>0.63</b>	<b>1</b>	<b>0.63</b>	<b>1</b>	<b>0.63</b>
<b><u>Parks &amp; Recreation Total</u></b>	<b>30</b>	<b>28.14</b>	<b>30</b>	<b>28.14</b>	<b>29</b>	<b>27.51</b>	<b>27</b>	<b>25.51</b>
<b><u>Finance</u></b>								
<b><u>Administration</u></b>								
Accounting Tech II	1	1	1	1	0	0	0	0
Budget Manager	0	0	0	0	1	1	1	1
Director of Finance	1	1	1	1	1	1	1	1
Financial Management Analyst	0	0	0	0	0	0	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>	<b>3</b>	<b>3.00</b>
<b><u>Accounting</u></b>								
Accounting Tech II/Admin Tech	2	2	2	2	0	0	0	0
Deputy Director of Finance	1	1	1	1	1	1	1	1
Financial Management Analyst	1	1	1	1	1	1	0	0
Senior Accounting Technician	1	1	1	1	2	2	2	2
Senior General Ledger Accountant	<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>5</b>	<b>5.00</b>	<b>4</b>	<b>4.00</b>
<b><u>Revenue</u></b>								
Accounting Tech II	1	0.75	2	1.75	2	1.75	2	1.75
Head Cashier	0	0	0	0	1	1	1	1
Revenue Supervisor	1	1	1	1	1	1	1	1
Senior Accounting Technician	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Division Total</u></b>	<b>3</b>	<b>2.75</b>	<b>3</b>	<b>2.75</b>	<b>4</b>	<b>3.75</b>	<b>4</b>	<b>3.75</b>
<b><u>Procurement</u></b>								
Purchasing Agent	<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>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><u>Finance Total</u></b>	<b>12</b>	<b>11.75</b>	<b>12</b>	<b>11.75</b>	<b>12</b>	<b>11.75</b>	<b>12</b>	<b>11.75</b>

Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 Proposed	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Community Development</u></b>								
<b><u>Community Planning</u></b>								
Administrative Assistant	1	1	1	1	1	1	1	1
Associate Administrative Planner	1	1	0	0	0	0	0	0
Capital Projects Planner/Engineer	0	0	1	1	1	1	1	1
Clerk of Boards and Commissions	0	0	1	1	1	1	1	1
Community Forester	1	1	1	1	1	1	1	1
Deputy Director of Community Developmet	0	0	1	1	1	1	1	1
Development Planner/Community Design	1	1	1	1	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	1	1	1	1	1	1
Office Assistant III	2	2	1	1	1	1	1	1
Planner I	1	1	1	1	1	1	1	1
Planning Operations Manager	0	0	1	1	1	1	1	1
Senior Planner	1	1	1	1	1	1	1	1
Senior Project Planner	1	0.63	0	0	0	0	0	0
Sustainability Program Planner	1	1	0	0	0	0	0	0
Transportation Program Manager	1	1	1	1	1	1	1	1
Zoning Administrator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>14</b>	<b>13.63</b>	<b>15</b>	<b>15.00</b>	<b>15</b>	<b>15.00</b>	<b>15</b>	<b>15.00</b>
<b><u>Community Inspections</u></b>								
Community Development Operations Manager	1	1	0	0	0	0	0	0
Community Inspector	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b><u>Division Total</u></b>	<b>3</b>	<b>3.00</b>	<b>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>
<b><u>Community Development Total</u></b>	<b>17</b>	<b>16.63</b>	<b>17</b>	<b>17.00</b>	<b>17</b>	<b>17.00</b>	<b>17</b>	<b>17.00</b>

Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 Proposed	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b>Police</b>								
<u>Field Operations</u>								
Parking Enforcement Official	1	0.63	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	23	23	23	23	23	23
Police Sergeant	7	7	7	7	7	7	7	7
<u>Division Total</u>	40	39.63	40	39.63	40	39.63	40	39.63
<u>Support Services</u>								
Administrative Assistant	1	1	1	1	1	1	0	0
Assistant Communications Supervisor	2	2	2	2	2	2	2	2
Chief of Police	1	1	1	1	1	1	1	1
Communications Technician	7	7	7	7	7	7	7	7
Paralegal	1	0.73	1	0.73	0	0	0	0
Police Captain	1	1	1	1	1	1	1	1
Police Corporal	2	2	3	3	3	3	3	3
Police Lieutenant	2	2	2	2	2	2	2	2
Police Officer	9	9	8	8	7	7	8	8
Police Sergeant	2	2	2	2	2	2	2	2
Police Systems Engineer	0	0	0	0	1	1	1	1
Program Manager	1	1	1	1	1	1	1	1
Public Information Specialist	1	1	1	1	1	1	1	1
Public Safety Operations Manager	1	1	1	1	1	1	1	1
Records Technician	3	3	2	2	2	2	2	2
Technical Support Specialist	0	0	0	0	0	0	1	1
<u>Division Total</u>	34	33.73	33	32.73	32	32.00	33	33.00
<b>Police Total</b>	74	73.36	73	72.36	72	71.63	73	72.63



Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 Proposed	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Public Works</u></b>								
<b><u>Administration</u></b>								
Administrative Assistant	1	1	1	1	1	1	1	1
Capital Projects Program Manager	0	0	0	0	0	0	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	0	0	0	0
Streets and Right-of-Way Manager	0	0	0	0	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>8</b>	<b>8.00</b>
<b><u>Engineering</u></b>								
Civil Engineer I	0	0	1	1	1	1	1	1
Engineer	1	1	0	0	0	0	0	0
Engineering Inspector	1	1	1	1	1	1	1	1
Plan Review Coordinator	0	0	0	0	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>6</b>	<b>6.00</b>	<b>6</b>	<b>6.00</b>
<b><u>Program &amp; Project Management</u></b>								
Chief, Program & Project Manager	1	1	1	1	1	1	1	1
Project Engineer I	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	0	0
Building Inspector II	1	1	1	1	1	1	0	0
Building Official	1	1	1	1	1	1	1	1
Combination Inspector - Commercial	0	0	0	0	0	0	1	1
Combination Inspector - Residential	0	0	0	0	0	0	1	1
Office Assistant III	1	1	1	1	1	1	1	1
Property Maintenance Inspector	0	0	0	0	0	0	1	1
Residential Building Inspector	1	1	1	1	1	1	0	0
<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>								
Assistant Crew Supervisor	0	0	0	0	0	0	1	1
Building Maintenance Coordinator	1	1	1	1	1	1	0	0
Custodian I	3	3	0	0	0	0	0	0
Custodian II	0	0	3	3	2	2	0	0
Facility Maintenance Mechanic I	0	0	0	0	0	0	1	1
Facility Maintenance Mechanic II	2	2	2	2	3	3	3	3
Facility Maintenance Mechanic III	1	1	1	1	0	0	0	0
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>7</b>	<b>7.00</b>	<b>6</b>	<b>6.00</b>

Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 Proposed	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Grounds Maintenance</u></b>								
Assistant Crew Supervisor	1	1	1	1	1	1	1	1
Laborer	1	1	1	1	0	0	0	0
Utility Equipment Operator I	2	2	2	2	2	2	2	2
Utility Maintenance Worker I	6	5.80	6	5.80	7	7	7	7
Utility Maintenance Worker II	1	1	1	1	1	1	1	1
Utility Work Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>12</b>	<b>11.80</b>	<b>12</b>	<b>11.80</b>	<b>12</b>	<b>12.00</b>	<b>12</b>	<b>12.00</b>
<b><u>Streets</u></b>								
Assistant Crew Supervisor	1	1	1	1	1	1	1	1
Laborer	1	1	1	1	0	0	0	0
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	1	1	1	1	2	2	2	2
Utility Work Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>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>								
Assistant Crew Supervisor	0	0	0	0	1	1	1	1
Utility Equipment Operator II/Truck Driver	6	6	6	6	6	6	6	6
Utility Maintenance Worker I	8	7.80	8	7.80	8	8	9	8.73
Utility Work Crew Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b><u>Division Total</u></b>	<b>15</b>	<b>14.80</b>	<b>15</b>	<b>14.80</b>	<b>16</b>	<b>16.00</b>	<b>17</b>	<b>16.73</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 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	0	0	0	0
Office Assistant III/Administrative Clerk	0	0	1	1	1	1	1	1
Operations Coordinator	1	1	1	1	1	1	1	1
Operations Specialist	0	0	0	0	1	1	1	1
Procurement Specialist	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Division Total</u></b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>9</b>	<b>9.00</b>	<b>9</b>	<b>9.00</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
Sign and Signal Technician	0	0	0	0	1	1	1	1
Utility Maintenance Worker I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Division Total</u></b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>
<b><u>Right-of-Way Inspections</u></b>								
Right-of-Way Inspection Supervisor	1	1	1	1	1	1	1	1
Right-of-Way Inspector/Utility Marker	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b><u>Division Total</u></b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>	<b>3</b>	<b>3.00</b>
<b><u>Public Works Total</u></b>	<b>81</b>	<b>80.60</b>	<b>81</b>	<b>80.60</b>	<b>81</b>	<b>81.00</b>	<b>82</b>	<b>81.73</b>

Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 Proposed	
	# of positions	FTE	# of positions	FTE	# of positions	FTE	# of positions	FTE
<b><u>Town Attorney</u></b>								
Deputy Town Attorney	0	0	1	1	1	1	1	1
Legal Assistant	2	1.63	2	1.63	2	1.63	2	1.63
Risk Manager	0	0	0	0	1	1	1	1
Town Attorney	1	1	1	1	1	1	1	1
<b><u>Town Attorney Total</u></b>	<b>3</b>	<b>2.63</b>	<b>4</b>	<b>3.63</b>	<b>5</b>	<b>4.63</b>	<b>5</b>	<b>4.63</b>
<b><u>General Fund Total</u></b>	<b>236</b>	<b>231.91</b>	<b>237</b>	<b>233.28</b>	<b>236</b>	<b>232.75</b>	<b>235</b>	<b>231.48</b>
<b><u>Water &amp; Sewer</u></b>								
<b><u>Customer Service</u></b>								
Accounting Tech II	1	1	1	1	1	1	1	1
Office Assistant II	0	0	0	0	0	0	0	0
Senior Accounting Technician	1	1	1	1	1	1	1	1
Water Meter Reader	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>Sewer Service &amp; Maintenance</u></b>								
Assistant Crew Supervisor	0	0	0	0	0	0	1	1
Operations Engineer	1	1	1	1	1	1	1	1
Utility Equipment Operator I	1	1	0	0	0	0	0	0
Utility Equipment Operator II	0	0	1	1	1	1	1	1
Utility Maintenance Worker I	0	0	1	1	1	1	1	1
Utility Maintenance Worker II	1	1	2	2	2	2	2	2
Utility Technician	1	1	1	1	1	1	0	0
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>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>	<b>7</b>	<b>7.00</b>
<b><u>Water Service &amp; Maintenance</u></b>								
Assistant Crew Supervisor	0	0	0	0	0	0	1	1
Maintenance/Meter Mechanic	1	1	1	1	1	1	0	0
Utility Equipment Operator I	0	0	1	1	1	1	1	1
Utility Equipment Operator II	2	2	1	1	1	1	1	1
Utility Maintenance Worker I	1	1	0	0	0	0	0	0
Utility Maintenance Worker II	2	2	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>7</b>	<b>7.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</b>
<b><u>Water &amp; Sewer Total</u></b>	<b>15</b>	<b>15.00</b>	<b>15</b>	<b>15.00</b>	<b>15</b>	<b>15.00</b>	<b>15</b>	<b>15.00</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	2	2	2	2	2	2	2	2
<b><u>Cemetery 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>

Personnel - All Funds	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Adopted		FY 2022 Proposed	
	# 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	3	3
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>7</b>	<b>7.00</b>
<b><u>Clubhouse</u></b>								
Director of Golf	1	1	1	1	1	1	1	1
Golf Operations Assistant I	0	0	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>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>Golf Course Total</u></b>	<b>9</b>	<b>9.00</b>	<b>9</b>	<b>9.00</b>	<b>9</b>	<b>9.00</b>	<b>10</b>	<b>10.00</b>
<b><u>Total All Funds</u></b>	<b><u>265</u></b>	<b><u>260.91</u></b>	<b><u>266</u></b>	<b><u>262.28</u></b>	<b><u>265</u></b>	<b><u>261.75</u></b>	<b><u>265</u></b>	<b><u>261.48</u></b>