

Warren County Fiscal Year 2015-2016 Budget



Approved by
the Board of
Supervisors
April 21, 2015



FY 2015-2016
BUDGET

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Warren County Board of Supervisors



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South River District



Tony F. Carter
Happy Creek District



Archie A. Fox
Fork District



Daniel J. Murray, Jr.
North River District

Warren County Staff & Constitutional Officers

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Robert B. Childress, Deputy County Administrator
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Jodi R. Spittler, Human Resources Manager
Blair D. Mitchell, County Attorney
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Daniel T. McEathron, Sheriff

History of Warren County

The history of Warren County begins with the American Indians between 11,000 and 12,000 years ago. The site of the oldest known permanent habitations in the eastern United States is located in the County along the South Fork of the Shenandoah River.

White men first appeared in the Shenandoah Valley in the mid-1600's. Warren County was first settled around 1730. Many of the County's early settlers were Scots-Irish and English Quakers.

Warren County was situated at the intersection of land and water trade routes. Supplies and manufactured goods came through the Blue Ridge Mountains through Chester and Manassas Gaps. At the confluence of the North and South Forks of the Shenandoah River, much of the early agricultural produce of the Valley was loaded onto barges for shipment to the coastal ports. The Town of Front Royal was eventually established at that river port in 1788.

Leadership and military manpower were the major resources supplied by Warren County and other Shenandoah Valley communities during the Revolutionary War. Pig iron, grain, leather, flour, meat, fruit, vegetables, and lumber were other valuable resources furnished to the Colonial cause.

Warren County began to boom in the early 1800's. The wars in Europe created a need for breadstuffs and brought a quick change from a tobacco-oriented economy to the raising of wheat.

The County was officially founded in 1836. It was formed from parts of Frederick and Shenandoah Counties. Front Royal has been the county seat from the beginning. In 1840, Warren County had a population of 5,627, one-fourth of which were slaves.

The first railroad made its way into the Shenandoah Valley in 1854 by way of the Manassas Gap and Front Royal.

Warren County was of strategic importance during the Civil War because of its agricultural productivity, its transportation links with Winchester to the north, and its links with eastern Virginia by way of the roads through Chester and Manassas Gaps and the vital Manassas Gap Railroad.

The Battle of Front Royal, on May 23, 1862, was one of the Battles in General Stonewall Jackson's famous Valley Campaign. In that battle, Confederate forces defeated 1,000 Union soldiers to capture a military supply depot, the Manassas Gap Railroad, and the strategic bridges over the two forks of the Shenandoah River at Riverton.

The Civil War destroyed most of the buildings in Warren County, but the soil could still be farmed and the County soon began to attract investors to develop local natural resources. By the 1890's, the County had again erupted in a flurry of activity. An enormous vineyard had been started near Front Royal, and iron, copper, and manganese were discovered within the County. Lime works had been founded in Riverton in 1869. Manufacturing also soon expanded, with sumac, tanning, and leather industries regaining the importance they had previously known. Other industries included tinning and cigar production. By 1900, Warren County's population had reached 8,837.

The two most important changes in Warren County during the 20th century have been the construction of two large manufacturing plants and the growth of tourism.

In 1937, construction began on the American Viscose manufacturing facility. This chemical-textile plant in Front Royal was at one time the world's largest producer of rayon. The U.S. Government operated the plant during World War II, producing materials to aid the war effort. FMC, Inc. purchased the facility and operated it into the mid 1970's. In 1976, an FMC management team, led by FMC Vice President John Gregg, executed one of the first leveraged buyouts in the United States. The new company was named Avtex Fibers-Front Royal, Inc.

The rayon plant was the economic mainstay of this community for several decades. It was the largest employer within the region for over 20 years. Several major layoffs decreased the workforce from approximately 1,300 in 1988 to 468 at the plant's closing in November 1989.

In 1980, a division of the duPont Corporation was established in Cedarville near Front Royal. Paint for the secondary automotive market is manufactured at this facility. In 1989, with the closing of Avtex Fibers, duPont became Warren County's largest employer. In 2013, the plant was acquired by Axalta Coating Systems.

Since 1994, the Front Royal-Warren County Economic Development Authority has successfully recruited manufacturing, distribution, hospitality and technology companies for an investment of more than \$3.5 million square feet and the creation of 2,000 new jobs.

Warren County has long attracted tourists and seasonal residents, who have come to the area because of its climate, accessibility to major cities, and scenic beauty. Major tourist attractions include the Shenandoah National Park, the Skyline Drive, George Washington National Forest, Raymond R. "Andy" Guest Shenandoah River State Park, the Shenandoah River, six local golf courses, and the Skyline Caverns.

Location of Warren County

Warren County is located in the Shenandoah Valley of northwestern Virginia. It is bounded by Frederick and Clarke Counties on the north, Fauquier and Rappahannock Counties on the east, Page County to the south, and by Shenandoah County to the west.

Warren County has a total land area of 219 square miles. The rural part of the County contains 209.9 square miles and the Town of Front Royal covers 9.3 square miles.

Three factors in the County's regional setting have greatly influenced growth and development. The first factor is its location in the Shenandoah Valley. For more than a century, the Valley has been noted for its beautiful mountains and clear streams, and has attracted many tourists and seasonal guests. Because of the ease of travel along its length, the Valley has been an important north-south transportation route since Indian times.



A second regional setting factor influencing growth is the County's location bordering two low passes over the Blue Ridge Mountains. Much pioneer commerce from the Richmond and Hampton Roads areas passed through Chester and Manassas Gaps, across Warren County to distant markets. The early retail and industrial sectors of the economy developed from trans-shipping of manufactured goods and agricultural produce through the County.

The third factor is the close proximity of Warren County to major cities. The distance to Washington, D.C. is 70 miles; to Baltimore, 110 miles; and to Richmond, 135 miles. These and other eastern cities have been major market places for County produce and products, as well as major suppliers of manufactured goods.



COUNTY OF WARREN

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Warren County Government Center
220 North Commerce Avenue, Suite 100
Front Royal, Virginia 22630
Phone: (540) 636-4600
FAX: (540) 636-6066
Email: dstanley@warrencountyva.net

Douglas P. Stanley
County Administrator

July 1, 2015

BOARD OF SUPERVISORS

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FY 2015-2016 Budget Process, Development and Issues

On behalf of the staff, I am pleased to present you with the adopted budget for Fiscal Year 2015-2016. This budget represents the Board of Supervisors' revenue and expenditure policy direction after numerous budget work sessions with County departments, Constitutional Officers, the School Board, various State offices, and outside agencies. This budget document provides backup as to the justification of the various funding requests and more detailed information on the adopted budget.

As part of this year's process a number of issues were discussed and addressed including the impact of continued moderate growth in tax revenue, debt service for Phase I of the school capital improvements plan (CIP), operational and debt service funding for the proposed 2nd Middle School, and funding operating and debt services for the County's share (operating cost and debt service) of the RSW Regional Jail. The commitment of the Board of Supervisors, the School Board and County staff has allowed us the opportunity to continue to provide necessary services in a quality manner while at the same time maintaining a low real estate tax rate. With this commitment in mind, we have produced a budget that recognizes limited revenue sources, conservative expenditures, and the needs of the citizens of Warren County.

The goals set by the Board at the beginning of the budget process called for the staff to:

- Minimize the impact on the taxpayers
- Continue to keep our CIP moving forward including the 2nd middle school, Rockland Park, Leach Run Parkway, septage receiving station and Regional Jail projects
- Set aside revenue to be used for operational funding of 2nd middle school
- Fund a salary increase for all County and School Board staff

These goals are consistent with those of the FY 2014-2015 budget and reflect the Board's desire to continue making progress on its capital improvements plan despite the downturn in the economy.

There were a number of factors that impacted the County's ability to fund the budget including:

- Cost of a salary increase for County and School Board staff
- Slight increase for school capital projects – Phase I
- Set aside revenue for operational costs of 2nd middle school - \$1.5 million in FY2017-2018
- Additional cost of share of RSW Regional Jail operating and debt service cost. FY 2014-2015 \$2,766,650.08 cost/\$2,250,000 budgeted. FY 2015-2016 will see \$1.2 million in debt service share kick in
- Full cost of implementation of positions added in FY 2014-2015 - Two full-time Fire Fighter/EMT positions at Company #4 (Linden)
- Cost of State mandated 1% employee contribution in Virginia Retirement System rates and corresponding 1% offsetting raise
- Maintaining our fund balance – We need to maintain an undesignated fund balance of 15% pursuant to adopted fiscal policies
- Moderate growth in local revenue sources – real estate, personal property, utility, and sales taxes. There was an increase in total local revenue from \$57,180,639 to \$60,029,729 (\$2,849,729 – 4.98%) included in the budget. The majority of the increase was from additional revenue from the Dominion Power Plant (\$1,350,000) and from the \$0.015 real estate tax increase (\$606,579). \$1,144,556 of local revenue is from fund balance, up from \$865,000 in FY 2014-2015
- Modest growth in support from the State from \$6,405,484 to \$6,501,674 (\$96,190 – 1.50%)

The County held a public hearing on the proposed FY 2015-2016 budget and tax rates on April 14, 2015 and a separate hearing on the proposed real estate tax rate and sanitary district tax rates on April 21, 2015. At the April 14th hearing, two speakers spoke in favor of the proposed budget and tax rates and two in opposition. At the April 21st meeting four speakers spoke in opposition to the proposed real estate tax rate.

The FY 2015-2016 budget and 2015 tax rates were formally adopted on April 21, 2015, and the appropriations resolution was approved on June 2, 2015.

The most significant impact of the budget was the decision by the Board of Supervisors to include \$1,250,000 in additional funding for the RSW regional jail, \$269,557 in funding for salary increases for County staff, \$170,000 in additional funding for the County's obligation, \$120,000 for debt service for the septage receiving facility, and to appropriate an additional \$300,000 to the School System to fund the local share of a cost of living raise. The increase reflects the Board's commitment to the School System in staying competitive with pay and benefits.

Total of \$2,668,454.88 of the proposed FY 2015-2016 budget was cut or funded from fund balance during final deliberations. Some items include:

- Reduction in outside agency requests - \$78,510
- Eliminate Fire and Rescue training position - \$33,946.79
- Health insurance savings - \$296,345
- Reduce Comprehensive Services Act funding by \$100,000 - \$38,530 local savings
- Eliminate Parks and Recreation position upgrade from part-time to full-time - \$22,079.17
- Reduce reserve for contingencies from \$324,661 to \$106,974 - \$217,687
- Using \$740,000 in fund balance for capital projects
- Additional funding for RSW Regional Jail - \$1,250,000

- Operational funding for 2nd Middle School - \$202,278
- \$224,948 in funding for Leach Run Parkway
- \$120,000 in debt service payments for septage receiving facility upgrades
- Additional funding for Samuels Public Library (\$35,000 – 4.00%)
- Increase in funding for Warren County Humane Society – (\$27,500 – 10.95%)
- One additional fire fighter/EMT - \$59,485 - Offset by reduction in part-time funding
- \$300,000 in additional local appropriation to school system for operating
- \$205,164 in additional funding for school debt service

Staffing Impacts

PT Positions – July 1, 2015

- Circuit Court Clerk’s Office – (\$11,477)

PT to FT Positions – July 1, 2015

- One full-time FF/EMT – (\$59,485.44)
- Operator/Technician/Refuse Disposal – (\$31,815)
- Administrative Assistant/Finance – (\$23,478)

Added Positions – January 1, 2016

- DSS Assistant Director – (\$41,261)
- DSS Benefit Program Specialist – (\$21,971)

School Budget

- 1.5% salary increase for all full-time salaried positions
- One additional biomedical teacher for the Project Lead the Way program
- Reduction of approximately four existing positions to balance budget (this would be accomplished through attrition)
- No increases to non-labor budget
- No health insurance increase

This continues to be an extremely exciting time for Warren County. 2015-2016 is expected to be an exciting year with the opening of the Warren County Health and Human Service Complex (former 15th Street/Warren County Middle School) which will house the Department of Social Services and Health Department. Future plans call for a conversion of a portion of the facility into offices and workshop area for the School Maintenance Department and area for the relocation of the Shenandoah Area Agency on Aging’s Senior Center. The Parks and Recreation Department is currently utilizing the gymnasium space for recreation programs and the football field for various football, lacrosse and soccer league events. With the opening of this facility, the County will be looking to sell the existing Department of Social Services building.

In addition to this project, the anticipated start of construction of the long awaited Leach Run Parkway project which will provide greater connectivity for our community and the proposed 2nd Middle School which will help provide educational capacity at the secondary level in the Warren County Public School System for the next 20 years will begin.

There are several significant Virginia Department of Transportation projects that are currently under construction including: Gooney Creek Bridge (\$14,664,392) and South Fork Bridge (\$72,200,000). In addition, we anticipate starting the Morgan Ford Bridge replacement project (\$9,713,152) in FY

2015-2016. On the private sector side, the recent announcement of ITFederal locating a facility at the former Avtex site to invest \$40 million and create over 600 jobs over the next three years should have an extremely positive impact on the local economic forecast. It is anticipated that they will start construction on the project in the fall of 2015.

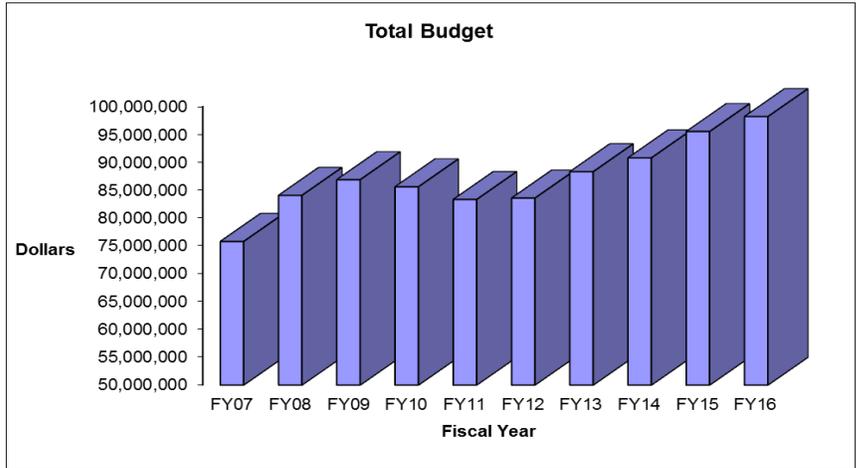
Long-term, all of these projects, along with other projects that are being proposed, will serve to enhance and strengthen the County’s financial position by providing local employment and direct and indirect tax benefits during the coming fiscal year.

In the short-term we anticipate the upcoming budget year to continue showing signs of improvement due to the aforementioned projects and a slowly improving local housing market. We appreciate your continued patience as we grow out of the recession and start to improve the local economy, tax base and job opportunities over the coming years. Things are continuing to head in a positive direction! I feel that we will rebound well as a community and continue to feel we have a reason to be optimistic about the near future (2015-2017).

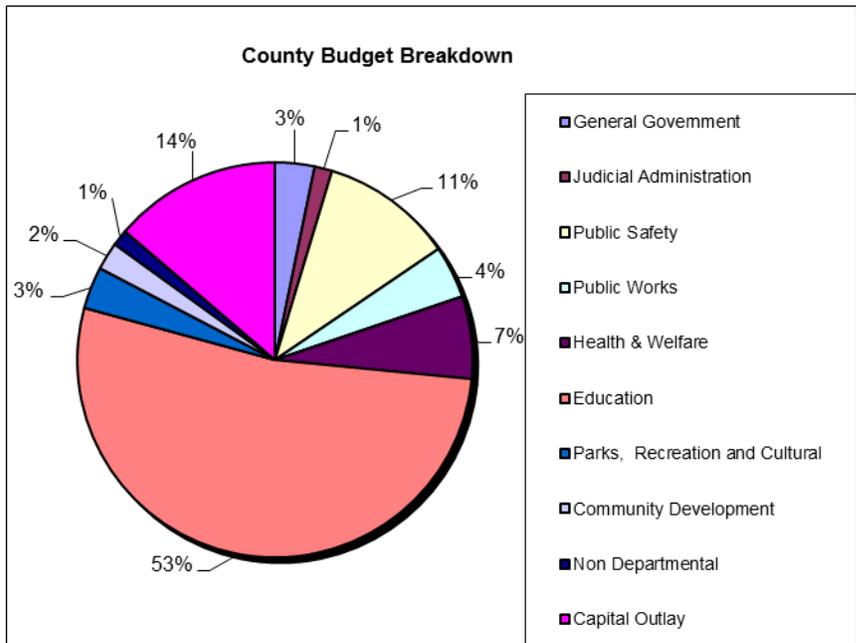
County Expenditures

County Budget

The total County budget (excluding Sanitary Districts and School Cafeteria Fund) for FY 2015-2016 is up from \$95,497,418 to \$98,173,216 (\$2,675,798 – 2.80%) from the FY 2014-2015 adopted budget. Looking back ten years, the County budget has increased 29.56%, or \$22,399,173.



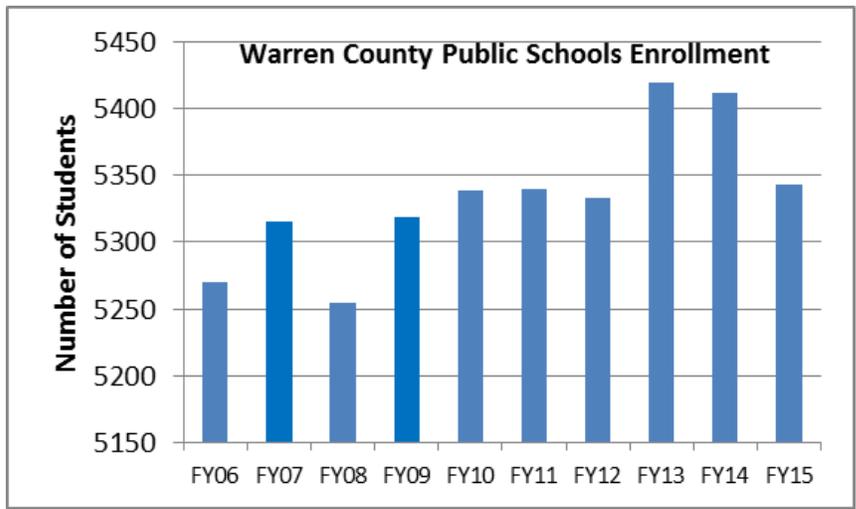
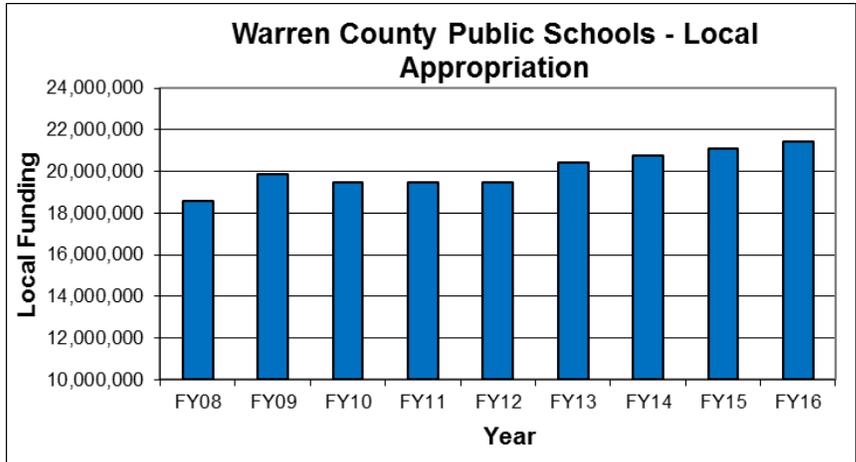
In the FY 2015-2016 budget, \$51,746,736 has been appropriated for public education, \$10,634,242 for public safety, \$6,628,894 for health and welfare, \$13,462,445 for capital outlay, \$4,210,046 for public works, \$3,165,751 for general government, \$3,370,133 for parks and recreation, \$2,232,406 for community development and \$1,416,548 for judicial administration.



School Budget

The School Operating Budget for FY 2015-2016 is \$51,707,337 which represents an increase of \$172,429 or .33% more than FY 2014-2015. The local appropriation was increased by \$300,000 and the State appropriation was reduced by \$207,376. The local appropriation increase represents additional funding needed to provide the local match for a 1.5% salary increase for all School Board staff.

FY 2015-2016 budget is also based on student enrollment of 5,312. Student enrollment has risen by 1.4% or 73 students from September 2005 to September 2014.



County Vision Statement

Our community’s vision is that we must maintain and enhance the quality of life for the residents of Warren County. To do so, the quality and character of Warren County’s natural resources should be preserved, conserved, and used effectively to ensure that future citizens will enjoy the benefits of:

- An adequate, sustainable, clean, and potable supply of both surface water and ground water
- Clean air;
- Farming and open spaces;
- The beauty of our rivers, mountains, and scenic views;
- Protection of our rural character;
- Quality educational facilities and system;
- A balanced tax base; and
- Sound fiscal management.

This mandates that we plan for sustainable growth based on these limited resources. This can be translated to saying our annual residential growth rate should be maintained at approximately 2%, but no more than 3% annually and our industrial/commercial tax base sustained at 20 to 25%.

Only by doing so can we provide quality schools, safety on our roads and in our communities, a balanced tax base, equitable paying jobs, reduced out-of-county commuting, and other social amenities associated with our quality of life expectations.

Future Capital Improvements

Over the past decade, the County has been diligent in setting aside funding in advance of planned capital improvement projects to “build” up to the anticipated debt service, pay for a portion of the project in cash, and/or pay for the entire project with cash. In the FY 2015-2016 budget incremental funding is included for the following capital projects:

Project	Capital Funding
RSW Regional Jail	\$3,500,000
Eastham Park	\$75,000
New Solid Waste Convenience	\$100,000
Catlett Mountain Landfill	\$20,000
Government Center Renovations	\$50,000
Fork Park	\$25,000
Warren County Health and Human Services Building	\$50,000
Purchase of Second Street Property	\$100,000
Avtex Soccer Fields	\$75,000
School Project Debt Service	\$5,046,681
2 nd Middle School	\$1,488,645

There are a number of projects either in the planning or implementation stages that will improve the services that are provided by the County. These projects include:

The County completed design work on a second middle school and identified a site off the proposed Leach Run Parkway. At its meeting on June 25th, the Warren County School Board awarded a bid to Howard Shockey for the construction of the school in the amount of \$32,820,000. The second middle school will allow the school system to get to ideal grade structure of K-5 (elementary), 6-8 (middle school) and 9-12 (high school) and will allow for the 8th grade to be moved out of Warren County and Skyline High Schools – thereby creating additional capacities at each of those schools. The reconfiguration of grades will create capacity at the secondary level for the next 15-20 years in the school system. Beginning in FY 2012-2013 the County started setting funds aside in the budget for the project. In the FY 2015-2016 budget there is \$1,488,645 included as a debt service payment reserve.

The County is currently renovating of the former Warren County Middle School facility and its conversion to the Warren County Health and Human Services Building. In May 2013, a project to install a new roof and remove asbestos from the building was completed at a cost of \$2,485,368. At its meeting on January 6, 2015, the Board of Supervisors awarded a bid of \$3,988,000 from Lantz Construction of Winchester to renovate space for the Warren County Department of Social Services

and Health Department. As a component of the project, the parking lot has been expanded, lights added, stormwater management incorporated and the entire parking lot repaved to meet the code requirements of the Town of Front Royal.

In 2014, the County completed a regional jail project with Shenandoah and Rappahannock Counties to alleviate overcrowding at the County's current jail located on Jackson Street. The \$55,674,800 - 177,360 square foot facility opened on July 1, 2014. The County has started to build a fund reserve for the project and has included \$250,000 in the FY 2009-2010 budget, \$200,000 in the FY 2010-2011 budget, \$100,000 in the FY 2011-2012 budget, \$350,000 in FY 2013-2014 and \$2,250,000 in FY 2014-2015. The County will begin to start paying its share of the debt service on the project in FY 2015-2016. The County has included \$3,500,000 in its FY 2015-2016 budget. Of this amount, \$404,556 is fund balance.

The latest estimate for Warren County's share of the FY 2015-2016 RSW budget is \$4,675,666. The additional \$1,175,666 will be covered by a combination of special projects and fund balance. It is anticipate that the Board will have to increase its budget allocation in the FY2016-2017 budget to cover the County's commitment. As of June 2015, the RSW Regional Jail Authority Board is considering adding Page County as a member. This move, if approved, has the potential to reduce the three existing members' financial liability for the project.

Over the past several years, the Parks and Recreation Department has completed a number of significant projects including the Warren County Skatepark, Freewheeling Way accessible park, Linden Park, a new concession/restroom building and playground equipment at the Skyline Soccerplex, Eastham Park and Eastham Trail Phases I and II, replacement of the Fantasyland restroom building, and the paving of Little League Drive. In the spring of 2015 the County completed Phase I of Rockland Park which included hiking trails, playground complex, two shelters, 18-hole disc golf course, and associated access road and parking.

County staff is currently working on securing grant funding for the park to continue implementation of the adopted development plan. In 2009, the County developed a Master Plan for Rockland Park and implementation of future phases will continue as funding becomes available. Staff is in the process of updating the Plan and amenities to come include: a multi-field baseball/softball complex with restrooms and concession stand, additional walking trails, multi-use practice fields, outdoor amphitheater, Fire and Rescue training facility, dog park, camping areas, canoe launch, and potentially a recreation center and elementary school site.

In 2015 the County expects to complete construction of additional improvements at Skyline Soccerplex. These improvements include three additional playing fields, completion of the loop trail, and addition of a southern parking lot. Also in 2015, the County is expecting to construct Phase III of Eastham Trail which connects Skyline High School to Criser Road, along with a public boat landing in Shenandoah Farms along the main stem of the Shenandoah River.

County officials, staff and the community need to continue to work together to promote and enhance the county in which we live and the quality of life for its residents. It is a continuing goal that Warren County remains a productive and promising community as well as maintaining fiscal stability for many, many years to come.

Increasing the industrial/commercial tax base in an effort to minimize the tax burden on residents continues to be a top priority of the County. Over the past few years a number of large industrial projects have opened in the Route 340/522 Corridor including:

Industrial Development Projects

In May 2012, Dominion Power broke ground on a new 1,329 megawatt power plant facility. The plant was constructed on a 39-acre site in the Warren Industrial Park, approximately three miles north of Front Royal. The close proximity to Northern Virginia will enable it to serve a growing, high-demand region in the company's service area.

The station is powered solely by natural gas and will be among the cleanest fossil fuel fired facilities in the nation. The station has three combustion turbines and a steam turbine that generates 1,329 megawatts of electricity, or enough energy to power approximately 325,000 homes. Commercial operation began in December 2014.

The power station is helping Dominion close a gap of 5,600 megawatts of generation needed in its service area by 2019 as identified by PJM Interconnection LLC, the regional independent system operator of the 13-state transmission system.

The station also received approval from Warren County, an air permit from the Virginia Department of Environmental Quality, and a water agreement from the Town of Front Royal. As part of its air permit, Dominion agreed to mitigate potential impact on Shenandoah National Park by agreeing to close its North Branch Power Station, a coal-fired power station in West Virginia.

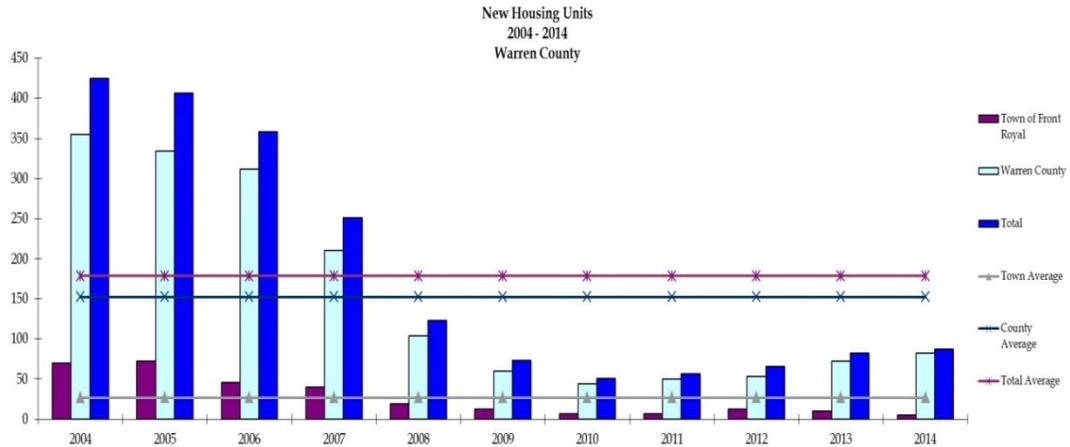
The plant started providing annual property tax payments to Warren County during the first year full year of construction (FY 2013-2014 budget) of about \$1 million and increased to approximately \$3.0 million in FY 2014-2015. The FY 2015-2016 budget estimates that the County will receive \$5.35 million in tax revenue. After the anticipated impact to the County's composite index is factored in, the net financial impact to the County is estimated at approximately \$4.25+ million per year. As part of the incentive package for the project, the County agreed to contribute up to \$1.0 million per year for years 6-10 to offset the Town's double water and sewer fees in the corridor. The FY 2015-2016 budget includes \$400,000 to help offset this cost.

Commercial development has slowed significantly over the past several years as the Crooked Run (220,000 SF) and Riverton Commons (450,000 SF) developments have been filled out. In 2015, however, there are a number of new commercial entities that are in various stages of the development including ALDI grocery store (Riverton Commons), Valley Health Urgent Care (Riverton Commons), Wal-Mart fueling station (Riverton Commons), and a Marriott Hotel. With the improvement of the local economy we anticipate that construction activity will pick up in the near-term.

Residential growth in Warren County continues to remain sluggish. While new home starts reached an all-time high in 2004 with 425 permits issued, the 11-year average has been 223 permits per year. The climb in housing construction has diminished significantly since 2004, down to 51 permits issued in 2010. This represents the lowest total since the County has been keeping records for the past 30 years. New home starts have picked since 2011. We anticipate the growth to continue over the next couple of years and to get back to at least the 2008 levels of 100-150 new units per year.

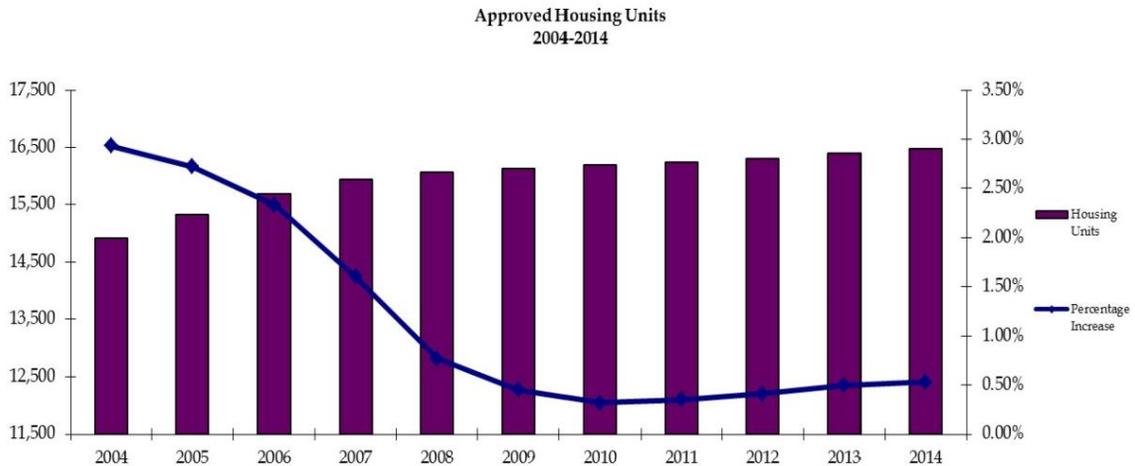
The following charts show the increase in the number of units and the percentage growth in the County since 2004:

Housing unit additions totaled 87 in 2014. The eleven year total is 1,979 for an average annual increase of 179 units. The graph below shows the historical trend since 2004.



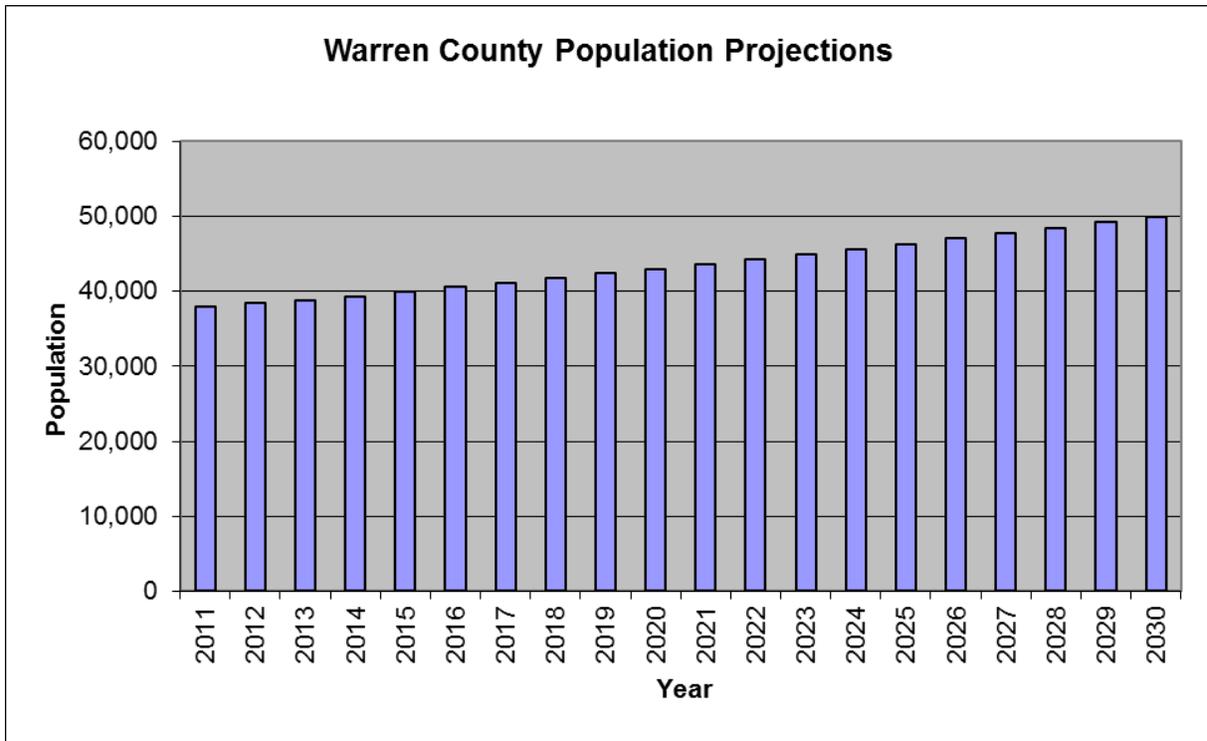
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Average
Front Royal	70	72	46	40	19	13	7	7	13	10	5	27
Warren County	355	334	312	211	104	60	44	50	53	72	82	152
Total	425	406	358	251	123	73	51	57	66	82	87	179

Approved housing units totaled 16,476 in the year 2014. The graph below shows the historical trend since 2004 for approved housing units in Warren County. The graph also indicates the annual percentage increase in housing units. The highest annual increase is 2.93%, which occurred in 2004. The housing unit increase in 2014 was 0.53%.



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Approved Housing Units	14,922	15,328	15,686	15,937	16,060	16,133	16,184	16,241	16,307	16,389	16,476
Annual Percentage Increase	2.93%	2.72%	2.33%	1.60%	0.77%	0.45%	0.32%	0.35%	0.41%	0.50%	0.53%

The 2010 Census showed that Warren County’s population increased from 31,584 to 37,439 or an increase of 5,855 persons (18.53%) since 2000. The County Planning Department projections show a steady conservative population growth of 1.50% over the next 15 years. This is based on the County’s average of 1.49% for the period of 2001-2014.



As the Washington Metropolitan area continues to expand, Warren County and the surrounding area will continue to see additional residential growth pressures and an influx of new homeowners. This will be somewhat offset with the rise of fuel costs which make commuting to work in the Northern Virginia area less attractive to our residents.

County officials, staff, and the community need to continue to work together to promote and enhance the county in which we live. It is a continuing goal that Warren County remains a productive and promising community as well as maintaining fiscal stability for many, many years to come.

We hope you will find this document useful and informative. I believe the Board of Supervisors and County staff should be commended for their role in the preparation of this budget. I especially want to thank Carolyn Stimmel, Finance Director (retired), Andre Fletcher, Deputy Finance Director, and Constance Oden, Finance Office Associate for their dedication, hard work, and assistance in putting this document together.

Respectfully submitted,

Douglas P. Stanley, AICP ICMA-CM
County Administrator



Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Warren County, Virginia for its annual budget for the fiscal year beginning July 1, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Basis of Budgeting

The annual budget of Warren County is presented on a modified accrual basis of accounting and is accounted for on the same basis. Under the modified accrual basis, revenues are recognized when deemed collectible during the current period. Expenditures are recorded in the accounting period in which the liability is incurred, except for long term debt.

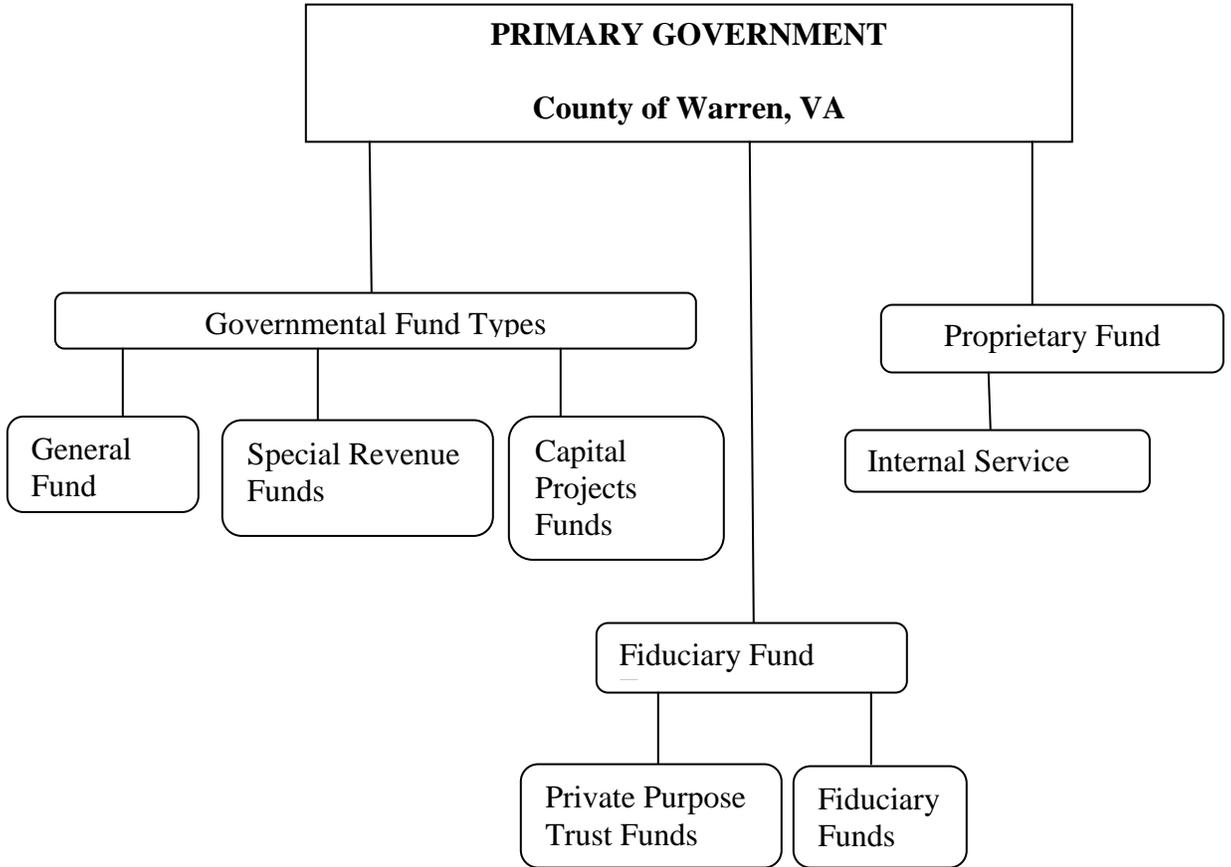
Budget Process

Warren County's budget process begins each year in November with information being sent out by the County Administrator to all outside agencies and County departments detailing budget objectives and pertinent salary and benefit information.

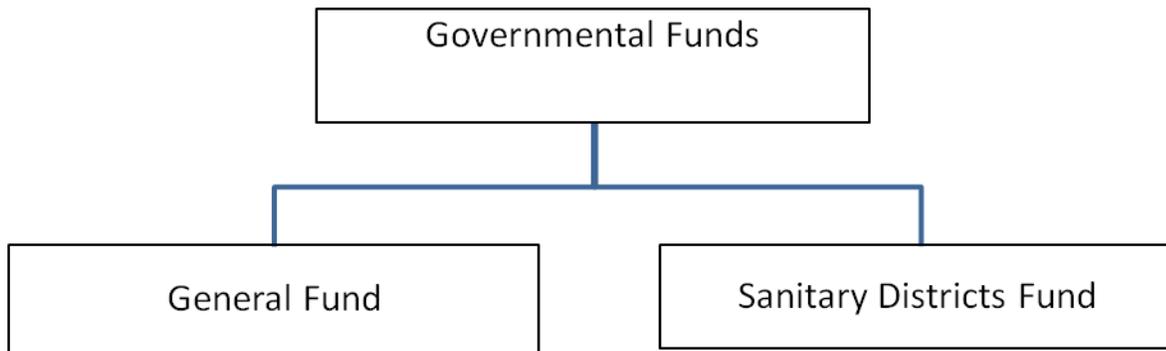
In January, the County Administrator meets with all County Department Heads to review their budget submittals. From January through March, a number of work sessions are held with the Board of Supervisors where the County Department Heads and outside agencies present their budgets. The County Administrator submits a General Fund budget in which the budgeted revenues and expenditures are equal (a balanced budget). In accordance with the County's Fiscal Policy Guidelines, use of the undesignated fund balance shall be limited to one-time expenditures as approved by the Board of Supervisors. In April, a public hearing is held in order to obtain citizen input regarding the budget. The budget is adopted in late April.

The Board of Supervisors must approve supplemental appropriations or transfers after the adoption and appropriation of the budget.

Fund Structure



Budgeted Funds



The County has additional funds that are audited, but not included in the budget. The Special Projects Fund and School Bond Construction Fund both account for financial resources to be used mainly for the acquisition or construction of capital facilities and equipment. The funds in the Special Projects Fund are generally transferred to the General Fund as needed. The School Bond Construction Fund uses funds provided by bond issues.

Other funds that are not budgeted include:

Nonmajor Capital Project Funds:

- Capital Projects Fund

Nonmajor Special Revenue Funds:

- Drug Forfeiture Fund

- Proffers Fund

Fiduciary Funds – Private Purpose Trust (Scholarship funds):

- Woodward Cook Fund

- Louise Bolling Fund

- Elizabeth P. Denny Fund

- Warren County Education Foundation Fund

- Thompson Scholarship Fund

Fiduciary Funds – Agency Funds:

- Special Welfare Fund

- Undistributed Local Sales Tax Fund

- Flexible Spending Fund

Internal Service Funds:

- Self Insurance Fund

Funds of Component Units (School Board and Industrial Development Authority) are not included in this chart.

BUDGET AGENDA

FY 2015-2016

OUTSIDE AGENCIES BUDGET REQUESTS

- November 10, 2014 Mail out memo to agencies submitting budget requests to the County of Warren for FY 2015-2016
- December 15, 2014
1. Outside agencies budgets due
 2. Outside agencies must call the office by 2:00 p.m. to be put on the agenda for the work session to be held on January 27, 2015

ALL COUNTY DEPARTMENTS

- November 24, 2014 FY 2015-2016 Budget Requests are given out and mailed out
CONSTITUTIONAL OFFICERS MUST INCLUDE STATE REQUEST
- January 5, 2015 Budgets due from all department heads
- January 12-14, 2015 Mr. Stanley to meet with all department heads and Constitutional Officers.

TENTATIVE DATES FOR BOARD OF SUPERVISORS WORK SESSIONS/MEETINGS

- January 27, 2015 7:00 p.m. GOVERNMENT CENTER CAUCUS ROOM – Work Session for outside agencies
- February 3, 2015 10:30 a.m. – GOVERNMENT CENTER CAUCUS ROOM
Health Department, EDA, Northwestern Community Services, SAAA
Work Session
- February 10, 2015 Board Work Session with all County Departments and Constitutional Officers
TIME: 9:00 a.m.
GOVERNMENT CENTER CAUCUS ROOM
- February 17, 2015 5:30 p.m. - 7:00 p.m. – GOVERNMENT CENTER CAUCUS ROOM
School Board
Work Session
- February 24, 2015 9:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM
Work Session
- March 10, 2015 9:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM
Work Session
- March 24, 2015 9:00 a.m. –Special Board Meeting – Advertise Public Hearing
GOVERNMENT CENTER BOARD ROOM
- April 14, 2015 7:00 p.m. –Special Board Meeting – Public Hearing
FY 2015-2016 Budget – GOVERNMENT CENTER BOARD ROOM
- April 21, 2015 7:00 p.m. – Regular Board Meeting – Approve Budget
GOVERNMENT CENTER BOARD ROOM

Adopted by Board of Supervisors on November 4, 2014, REVISED December 24, 2014

Fiscal Policy Guidelines

County of Warren, Virginia

Section Contents

Objectives

Capital Improvement Budget Policies

Debt Policies

Reserve Policies

Investment Policies

FISCAL POLICY GUIDELINES - OBJECTIVES

This fiscal policy is a statement of the guidelines and goals that will influence and guide the financial management practice of the County of Warren. A fiscal policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management. Effective fiscal policy:

- Contributes significantly to the County's ability to insulate itself from fiscal crisis,
- Enhances short term and long term financial credit ability by helping to achieve the highest credit and bond ratings possible,
- Promotes long-term financial stability by establishing clear and consistent guidelines,
- Directs attention to the total financial picture of the County rather than single issue areas,
- Promotes the view of linking long-run financial planning with day to day operations, and
- Provides the Board of Supervisors and the citizens a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.

To these ends, the following fiscal policy statements are presented.

Fiscal Policy Guidelines - *Continued*

County of Warren, Virginia

CAPITAL IMPROVEMENT BUDGET POLICIES

1. The County will consider all capital improvements in accordance with an adopted capital improvement program.
2. The County will develop a five-year plan for capital improvements and review and update the plan annually.
3. The County will enact an annual capital budget based on the five-year capital improvement plan. Future capital expenditures necessitated by changes in population, changes in real estate development, or changes in economic base will be calculated and included in capital budget projections.
4. The County will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.
5. The County will use intergovernmental assistance to finance only those capital improvements that are consistent with the capital improvement plan and County priorities, and who's operating and maintenance costs have been included in operating budget forecasts.
6. The County will maintain all its assets at a level adequate to protect the County's capital investment and to minimize future maintenance and replacement costs.
7. The County will project its equipment replacement and maintenance needs for the next several years and will update this projection each year. From this projection a maintenance and replacement schedule will be developed and followed.
8. The County will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.
9. The County will attempt to determine the least costly and most flexible financing method for all new projects.

Fiscal Policy Guidelines - *Continued*

County of Warren, Virginia

DEBT POLICIES

1. The County will confine long-term borrowing to capital improvement or projects that cannot be financed from current revenues except where approved justification is provided.
2. When the County finances capital improvements or other projects by issuing bonds or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project. Target debt ratios will be annually calculated and included in the review of financial trends.
3. Net debt as a percentage of estimated market value of taxable property should not exceed 5.0%. Net debt is defined as any and all debt that is tax-supported. This ratio will be measured annually.
4. The ratio of debt service expenditures as a percent of total governmental fund expenditures should not exceed 12.0%. This ratio will be measured annually.
5. The ratio of debt as a percentage of income should not exceed 12.0%. This ratio will be measured annually.
6. The County recognizes the importance of underlying and overlapping debt in analyzing financial condition. The County will regularly analyze total indebtedness including underlying and overlapping debt.
7. As feasible, on all General Fund supported, debt-financed projects, the County will make a down payment of at least 5 percent of total project cost in the aggregate from current resources.
8. Where feasible, the County will explore the usage of special assessment, revenue, or other self-supporting bonds instead of general obligation bonds.
9. The County will retire tax anticipation debt, if any, annually and will retire bond anticipation debt within six months after completion of the project.

Fiscal Policy Guidelines - *Continued*

County of Warren, Virginia

RESERVE POLICIES

1. The County will establish an emergency reserve to pay for needs caused by unforeseen emergencies, including unanticipated expenditures of a nonrecurring nature, or to meet unexpected small increases in service delivery costs. This reserve will be budgeted at not less than 0.5% of the general fund.
2. Undesignated fund balances at the close of each fiscal year should be at least 15% of the Total Annual Operating Budget of the County inclusive of the Warren County School Board's budget. Use of the undesignated fund balance shall be limited to one-time expenditures as approved by the Board of Supervisors. Should the fund balance fall below its targeted level, the County Board of Supervisors will take steps over the course of the following two (2) fiscal year budgets to replenish the fund to its minimum level.
3. In recognition of the incremental costs of capital improvements and their future maintenance and replacement costs, the County will establish a Capital Improvements Reserve Fund, the interest income on which will be used to help pay for a part of the incremental cost of future maintenance and debt service. The level of the Fund will be determined on an annual basis and incorporated into the County's Annual Operating Budget. This Fund will be initially established at some minimum level based upon a further evaluation of the future capital improvement needs.

OVERVIEW

The County Board recognizes that it is the explicit constitutional responsibility of the County Treasurer to invest County Funds in accordance with Virginia Law. It is the desire of the County Board of Supervisors to provide the Treasurer with the timeliest information in order to best execute the powers of the Treasurer's Office. To that end, the following Investment Policies are intended as a guide for the County Board of Supervisors to facilitate this relationship.

INVESTMENT POLICIES

1. The County will attempt to provide a cash-flow analysis of all funds on a continuous basis. Disbursement, collection, and deposit of funds will be scheduled to insure maximum cash availability.
2. The County will develop an annual cash-flow budget for County Operations to be reviewed quarterly with the Treasurer.

Warren County, Virginia

Annual Requirements on All Long-Term Debt

June 30, 2014

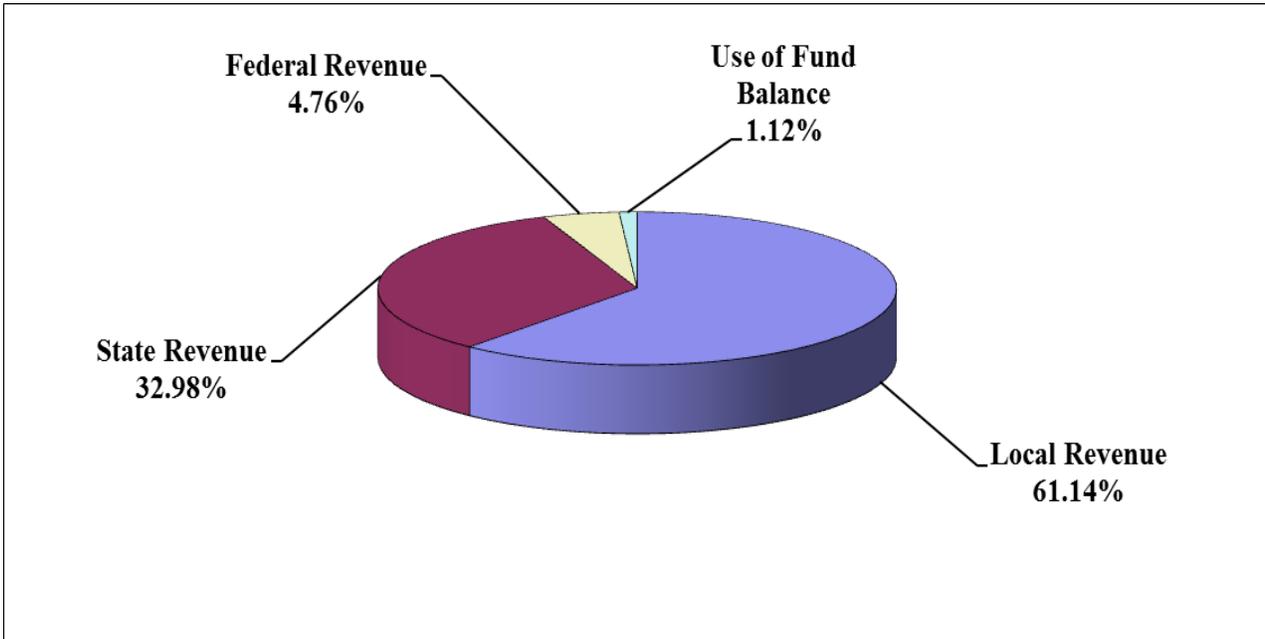
Year Ending June 30,	Bonds Payable		Notes Payable		Capital Leases	
	Principal	Interest	Principal	Interest	Principal	Interest
2015	5,120,114	4,385,009	393,681	1,285	53,494	318
2016	7,689,310	4,107,944	--	--	31,862	--
2017	4,278,442	3,889,229	--	--	159,314	--
2018	4,427,430	3,724,177	--	--	--	--
2019	4,566,398	3,556,799	--	--	--	--
2020-2024	24,783,442	14,965,964	--	--	--	--
2025-2029	28,082,364	8,901,818	--	--	--	--
2030-2034	18,590,000	3,497,463	--	--	--	--
2035-2036	4,305,000	110,316	--	--	--	--
			--	--	--	--
Total	\$ 101,842,500	\$ 47,138,719	\$ 393,681	\$ 1,285	\$ 244,670	\$ 318

The County of Warren does not plan to issue any additional debt during Fiscal Year 2015-2016. Due to favorable market conditions, debt in the amount of \$42,440,000 was issued in FY 2014-2015 for the construction of a new middle school. There is no legal debt limit for counties in Virginia. The issuance of all county general obligation debt is subject to voter referendum, with the exception of Virginia Public School Authority (VPSA) Bonds and State Literary Fund Loans.

Approved Tax Rates

	<u>Approved 2015 - 2016</u>
Real Estate	\$0.595
Tangible Personal Property	\$4.00
Tangible Personal Property - Business Furniture & Fixtures/Equipment	\$4.00
Tangible Personal Property - Volunteer Fire & Rescue Squad Members	\$2.00
Tangible Personal Property - Aircraft	\$0.75
Machinery and Tools	\$1.95
Contract Carrier	\$1.95
Mobile Homes	\$0.595
Skyland Estates Sanitary District (per lot tax on lots in existence as of January 1, 2015)	\$0.35 per \$100 of assessed value of lot plus \$0.35 per \$100 of assessed value on improvements
Shenandoah Shores Sanitary District (per lot tax on lots in existence as of January 1, 2015)	\$115.00 per lot plus \$0.17 per \$100 of assessed value on improvements
South River Estates Sanitary District (per lot tax on lots in existence as of January 1, 2015)	\$300.00 per lot plus \$0.05 per \$100 of assessed value on improvements
Blue Mountain Sanitary District (per lot tax on lots in existence as of January 1, 2015)	\$65.00 per lot plus \$0.21 per \$100 of assessed value on improvements
Riverside Sanitary District (per lot tax on lots in existence as of January 1, 2015)	\$60.00 per lot plus \$0.17 per \$100 of assessed value on improvements
Shenandoah Farms Sanitary District (per lot tax on lots in existence as of January 1, 2015)	\$230.00 per unimproved lot; \$265.00 per improved lot
Cedarville Heights Sanitary District (per lot tax on lots in existence as of January 1, 2015)	\$50.00 per lot
High Knob Sanitary District (per lot tax on lots in existence as of January 1, 2015)	\$365.00 per unimproved lot; \$590.00 per improved lot
Linden Heights Sanitary District (per lot tax lots in existence as of January 1, 2015)	\$350 per lot

**FY 2015-2016 Total County Revenues
\$102,291,402**

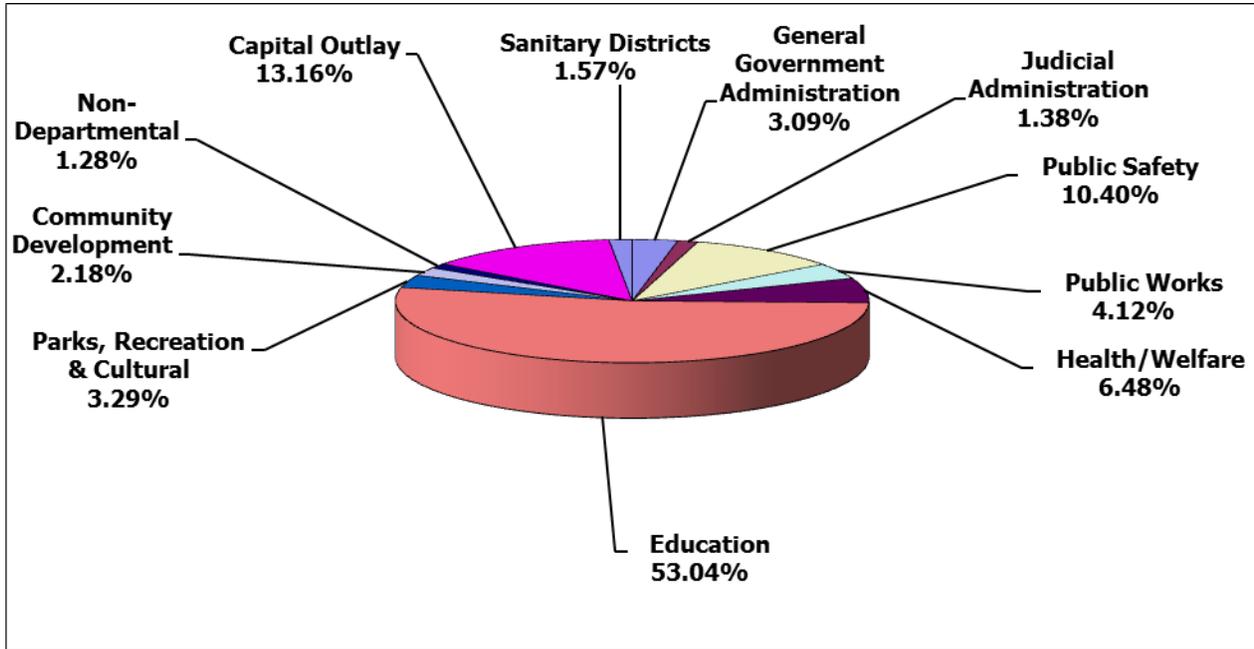


	FY 2013-2014 Actual	FY 2014-2015 Budgeted	FY 2015-2016 Budgeted	% of Total
Total County Revenues				
Local Revenue				
Property Taxes	41,504,913	43,628,391	46,072,987	45.04%
Property Taxes - Sanitary Districts	1,555,340	1,593,653	1,606,731	1.57%
Other Local Revenue	12,559,517	12,707,248	12,830,186	12.54%
Other Local Revenue - School Funds	1,765,615	1,928,482	2,029,662	1.98%
Subtotal	57,385,385	59,857,774	62,539,566	61.14%
State Revenue				
General Fund	7,939,983	6,385,484	6,483,674	6.34%
School Funds	26,626,763	27,452,257	27,255,683	26.65%
Subtotal	34,566,746	33,837,741	33,739,357	32.98%
Federal Revenue				
General Fund	2,027,993	1,480,980	1,364,206	1.33%
School Funds	3,596,830	3,509,764	3,503,717	3.43%
Subtotal	5,624,823	4,990,744	4,867,923	4.76%
Use of Fund Balance				
General Fund	439,621	865,000	1,144,556	1.12%
Health Fund	159,789	0	0	0.00%
School Funds	0	0	0	0.00%
Subtotal	599,410	865,000	1,144,556	1.12%
Total Revenue	\$98,176,364	\$99,551,259	\$102,291,402	100.00%

**Revenue Summary
FY 2015-2016
County of Warren, Virginia**

Revenue Source	General Fund	Sanitary Districts Fund	School Operating Fund	School Cafeteria Fund	Total Budgeted Revenue
LOCAL					
General Property Taxes	46,833,987	1,606,731	0	0	48,440,718
Other Local Taxes	7,975,849	0	0	0	7,975,849
Permits, Fees & Licenses	969,670	0	0	0	969,670
Fines and Forfeitures	100,000	0	0	0	100,000
Revenue from Use of Money & Property	275,000	0	0	0	275,000
Charges for Services	1,674,467	0	0	1,284,071	2,958,538
Miscellaneous	237,000	0	745,591	0	982,591
Recovered Costs	837,200	0	0	0	837,200
Total Local Revenue	58,903,173	1,606,731	745,591	1,284,071	62,539,566
STATE					
Non-categorical Aid	1,073,800	0	0	0	1,073,800
Categorical Aid - Shared Expenses	2,641,529	0	0	0	2,641,529
Categorical Aid	2,768,345	0	27,207,620	48,063	30,024,028
Total State Revenue	6,483,674	0	27,207,620	48,063	33,739,357
FEDERAL					
Non-categorical Aid	53,000	0	0	0	53,000
Categorical Aid	1,311,206	0	2,324,397	1,179,320	4,814,923
Total Federal Revenue	1,364,206	0	2,324,397	1,179,320	4,867,923
NON-REVENUE RECEIPTS					
Funding from Fund Balance	1,144,556	0	0	0	1,144,556
TOTAL	\$67,895,609	\$1,606,731	\$30,277,608	\$2,511,454	\$102,291,402

**FY 2015-2016 Total County Expenditures
\$102,291,402**



	FY2013-2014 Actual	FY2014-2015 Budgeted	FY2015-2016 Budgeted	% of Total
Total County Expenditures				
General Government Administration	2,898,731	3,066,773	3,165,751	3.09%
Judicial Administration	1,301,317	1,378,976	1,416,548	1.38%
Public Safety	12,873,979	10,516,652	10,634,242	10.40%
Public Works	3,725,930	4,465,292	4,210,046	4.12%
Health/Welfare	6,233,146	6,677,062	6,628,894	6.48%
Education	52,108,274	54,037,500	54,258,190	53.04%
Parks, Recreation & Cultural	3,277,054	3,380,408	3,370,133	3.29%
Community Development	757,121	2,219,295	2,232,406	2.18%
Non-Departmental	250,499	577,801	1,306,015	1.28%
Capital Outlay	11,567,426	11,637,847	13,462,445	13.16%
Sanitary Districts	1,555,340	1,593,653	1,606,731	1.57%
Total Expenditures	\$96,548,817	\$99,551,259	\$102,291,402	100.00%

Summary of Approved Expenditures
FY 2015-2016
County of Warren, Virginia

Fund and Department	Personnel Expenses	Operating Expenses	Capital Expenses	Total Expenses
GENERAL FUND:				
GENERAL GOVERNMENT ADMINISTRATION				
Board of Supervisors	65,215	148,500	0	213,715
County Administration	593,954	47,770	14,000	655,724
County Attorney's Office	294,082	23,905	2,000	319,987
Office of the Commissioner of the Revenue	599,393	54,920	13,100	667,413
Reassessment	0	125,000	0	125,000
Treasurer's Office	420,777	102,250	4,650	527,677
Finance and Purchasing	366,089	16,630	7,400	390,119
Elections	217,051	44,715	4,350	266,116
Total	2,556,561	563,690	45,500	3,165,751
JUDICIAL ADMINISTRATION				
Circuit Court	25,600	37,100	750	63,450
General District Court	0	17,845	4,400	22,245
Magistrates	0	5,550	1,500	7,050
Juvenile and Domestic Court	0	13,100	7,100	20,200
Clerk of Circuit Court	489,638	41,275	8,800	539,713
Law Library	0	24,000	0	24,000
Commonwealth's Attorney	715,366	22,525	2,000	739,891
Total	1,230,603	161,395	24,550	1,416,548
PUBLIC SAFETY				
Sheriff's Department	3,471,606	413,154	249,330	4,134,090
Court Security	0	0	0	0
E-911 System	331,479	133,277	46,809	511,565
Volunteer Fire and Rescue	0	939,467	0	939,467
Corrections	957,860	48,870	19,000	1,025,730
Work Release	0	0	0	0
Probation	58,103	3,500	0	61,603
Building Inspections	418,774	97,253	15,500	531,527
Animal Control	246,254	328,886	27,370	602,510
Medical Examiner	0	500	0	500
Fire and Rescue Department	2,137,401	153,849	27,500	2,318,750
Cost Recovery	0	356,000	152,500	508,500
Total	\$7,621,477	\$2,474,756	\$538,009	\$10,634,242

Fund and Department	Personnel Expenses	Operating Expenses	Capital Expenses	Total Expenses
PUBLIC WORKS				
Streets and Highways	11,025	20,000	0	31,025
Refuse Collection	287,838	527,360	12,400	827,598
Refuse Disposal	334,861	1,956,100	106,289	2,397,250
Building and Grounds	277,367	627,806	49,000	954,173
Total	911,091	3,131,266	167,689	4,210,046
HEALTH AND WELFARE				
Health	0	333,867	0	333,867
Mental Health and Retardation	0	307,600	0	307,600
Social Services	2,326,713	1,464,646	0	3,791,359
Other Social Services	0	116,512	0	116,512
Comprehensive Youth Service Act	78,356	2,001,200	0	2,079,556
Total	2,405,069	4,223,825	0	6,628,894
EDUCATION				
Community College	0	39,399	0	39,399
Total	0	39,399	0	39,399
PARKS, RECREATION AND CULTURAL				
Parks and Recreation	1,511,338	848,795	84,500	2,444,633
Library Museum Cult. Enrichment	0	925,500	0	925,500
Total	1,511,338	1,774,295	84,500	3,370,133
COMMUNITY DEVELOPMENT				
Planning and Zoning Administration	331,154	54,102	8,500	393,756
Economic Development	0	1,532,581	0	1,532,581
Front Royal/Warren County Airport	15,600	74,125	69,401	159,126
Environmental Management	0	35,500	0	35,500
VPI Extension Service	101,293	10,150	0	111,443
Total	448,047	1,706,458	77,901	2,232,406
NON-DEPARTMENTAL	92,760	1,213,255	0	1,306,015
CAPITAL OUTLAY	0	0	13,462,445	13,462,445
<u>GENERAL FUND TOTAL</u>	\$16,776,947	\$15,288,339	\$14,400,594	\$46,465,880
<u>SCHOOL OPERATING FUND</u>	\$41,800,171	\$7,986,945	\$1,920,221	\$51,707,337
<u>SCHOOL CAFETERIA FUND</u>	\$817,583	\$1,639,938	\$53,933	\$2,511,454
<u>SANITARY DISTRICTS FUND</u>	\$186,797	\$1,379,434	\$40,500	\$1,606,731

Statement of Change in Fund Balance FY 2015-2016

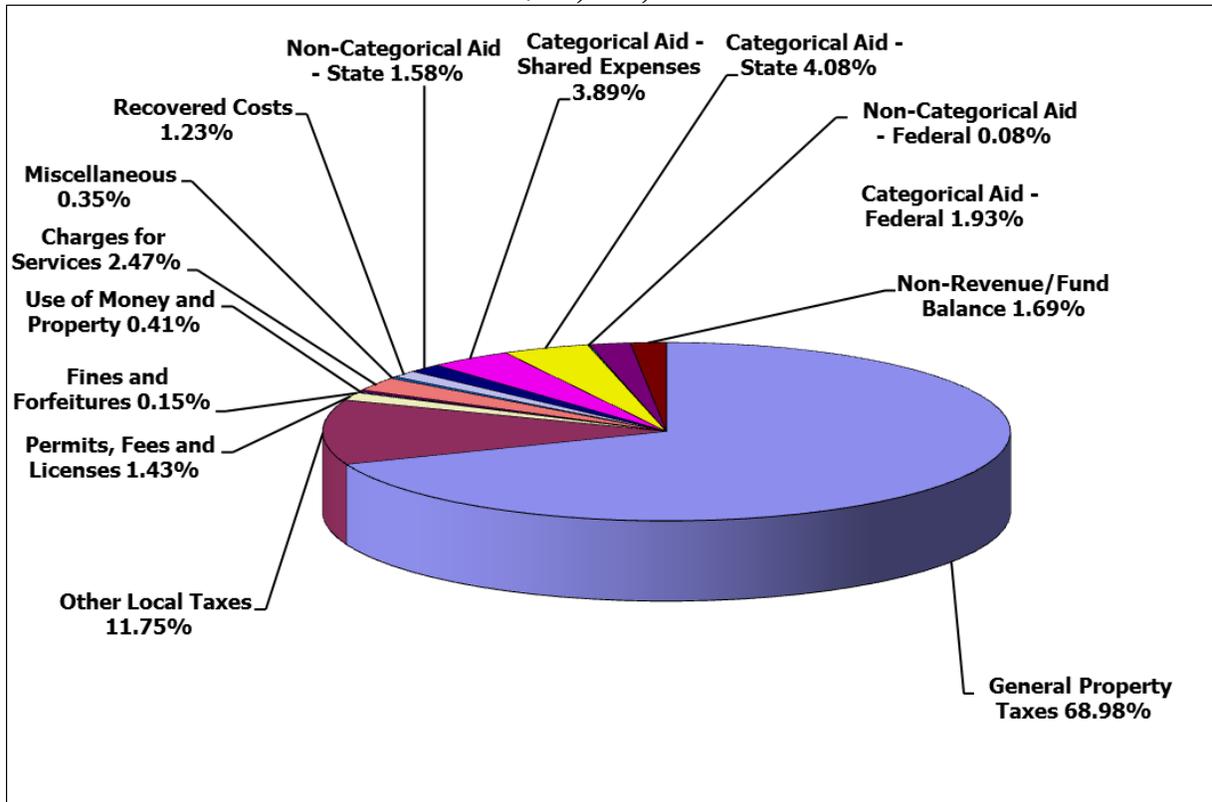
General Fund

Undesignated General Fund Balance is the accumulation of prior years' revenues in excess of expenses that has not been reserved or designated for specific purposes.

The following table is an overview of beginning estimated balances, budgeted activity for the year, and an estimate of the ending fund balance for all budgeted funds.

	General Fund	Sanitary Districts Fund	School Operating Fund	School Cafeteria Fund
Estimated Fund Balance, Beginning of Year	\$ 16,028,295	\$ 484,088	\$ 0	\$ 999,113
Budgeted Revenues	66,751,053	1,606,731	30,277,608	2,511,454
Budgeted Expenditures	(46,465,880)	(1,606,731)	(51,707,337)	(2,511,454)
Transfers from/to Other Funds	(21,429,729)		21,429,729	
Estimated Fund Balance, End of Year	\$ 14,883,739	\$ 484,088	\$ 0	\$ 999,113

FY 2015-2016 General Fund Revenue
\$67,895,609



	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED	% OF TOTAL
General Fund Revenues					
Local Revenue					
General Property Taxes	39,278,500	42,216,132	44,389,391	46,833,987	68.98%
Other Local Taxes	7,839,749	7,479,296	7,958,849	7,975,849	11.75%
Permits, Fees and Licenses	991,292	797,921	987,326	969,670	1.43%
Fines and Forfeitures	70,000	97,416	73,061	100,000	0.15%
Use of Money and Property	425,000	372,850	425,000	275,000	0.41%
Charges for Services	1,707,331	1,937,302	1,481,812	1,674,467	2.47%
Miscellaneous	275,000	384,878	237,000	237,000	0.35%
Recovered Costs	682,700	786,786	783,200	837,200	1.23%
Subtotal	51,269,572	54,072,581	56,335,639	58,903,173	86.76%
State Revenue					
Non-Categorical Aid - State	1,173,000	1,159,207	1,133,800	1,073,800	1.58%
Categorical Aid - Shared Expenses	3,586,394	3,570,526	2,455,535	2,641,529	3.89%
Categorical Aid - State	2,937,369	3,202,099	2,796,149	2,768,345	4.08%
Subtotal	7,696,763	7,931,832	6,385,484	6,483,674	9.55%
Federal Revenue					
Non-Categorical Aid - Federal	45,000	53,034	50,000	53,000	0.08%
Categorical Aid - Federal	1,743,166	1,974,959	1,430,980	1,311,206	1.93%
Subtotal	1,788,166	2,027,993	1,480,980	1,364,206	2.01%
Non-Revenue/Fund Balance	848,500	599,410	865,000	1,144,556	1.69%
Total General Fund Revenues	\$61,603,001	\$64,631,816	\$65,067,103	\$67,895,609	100.00%

Revenues

General Property Taxes:

Taxes on real estate and personal property are the largest components of general property taxes. The tax rates are applied per \$100 of assessed value. Beginning in calendar year 2010, real and personal property taxes are due June 5 and December 5. Prior to 2010, the County collected these taxes once per year, the due date being December 5.

Real estate taxes are assessed by the Office of the Commissioner of the Revenue. Real estate values were reassessed for calendar year 2015 which resulted in an average increase of 5.68%. Due to this increase, the existing tax rate was equalized to \$0.58 per \$100 of assessed value. The FY2015-2016 Budget was adopted with a real estate tax rate for calendar year 2015 of \$0.595 per \$100 of assessed value, which is an increase of \$0.015.

Personal property taxes are levied on personally owned items and business equipment, mainly vehicles. Taxes on personal property are prorated based on the number of months in the County. The current personal property tax rate is \$4.000 per \$100 of assessed value. The Personal Property Tax Relief Act of 1998 (PPTRA) established a statewide program by which the Commonwealth of Virginia was to provide relief for owners of personal use motor vehicles from city, county, and town personal property tax on those vehicles. Effective in FY2007, the state established a fixed amount of \$950 million for the personal property tax relief. The portion that the County of Warren currently receives is \$4,552,220 annually.

Public service corporation taxes are the real estate and personal property taxes collected for companies that provide utilities to the public. The State Corporation Commission provides the annual assessments for these properties. The County's real and personal property tax rates are applied to those assessments. The County has increased its projection for these taxes mainly due to the completion of the construction of the Dominion power plant.

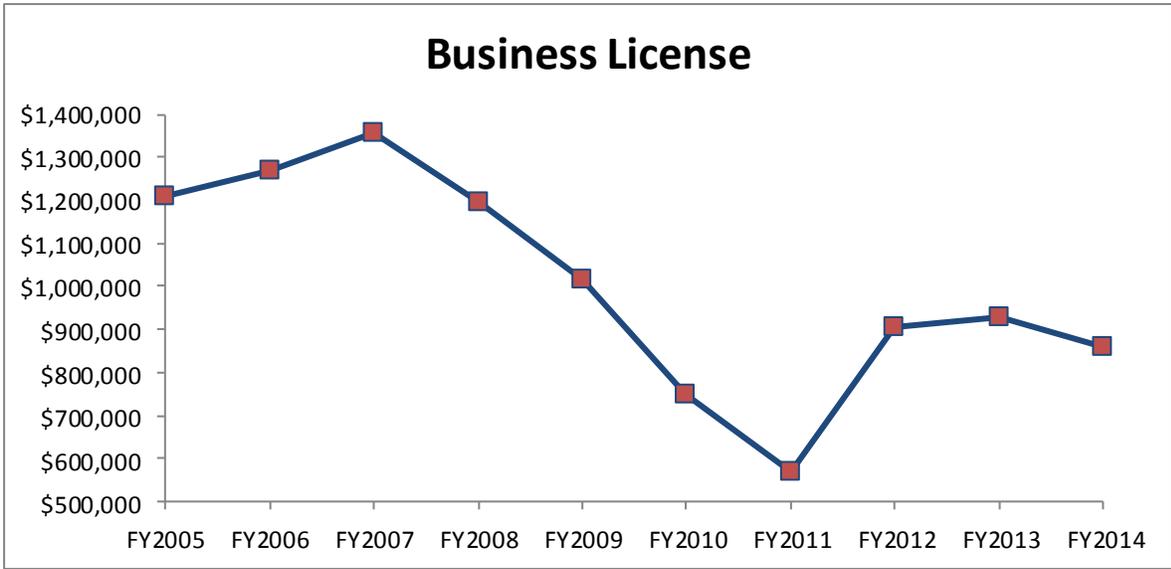
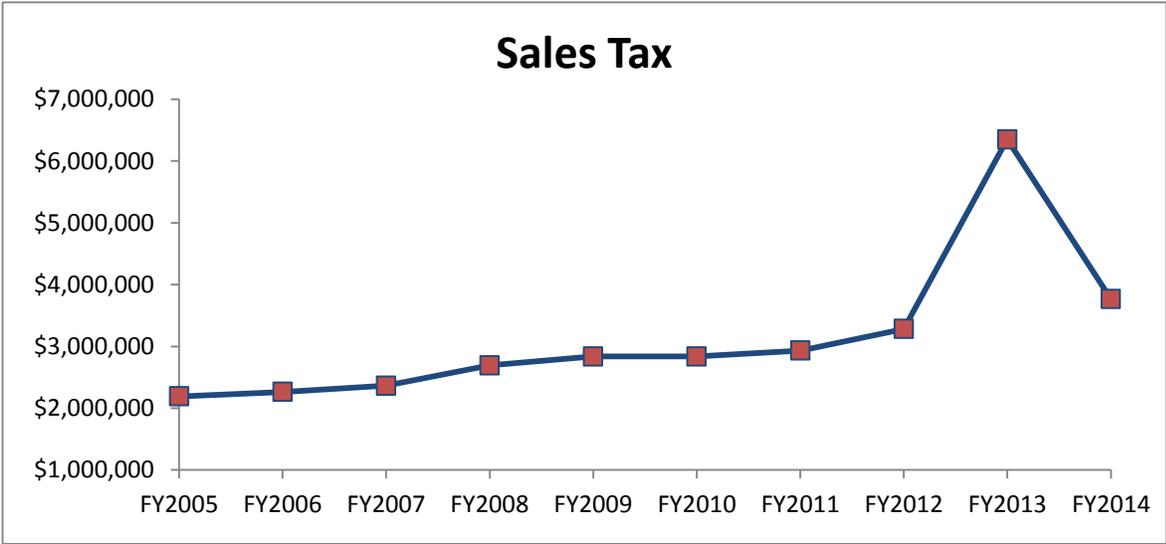
General Property Taxes:	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED
Real Property Taxes	22,500,000	22,458,959	23,444,068	24,206,664
Public Service Corporation Taxes	1,975,000	4,450,352	5,150,000	6,700,000
Personal Property Taxes	13,400,000	13,704,111	14,005,983	14,005,983
Mobile Homes	7,500	8,088	10,340	10,340
Machinery and Tools	700,000	851,306	1,018,000	1,150,000
Land Redemptions	1,000	63	1,000	1,000
Rollback Taxes	0	32,097	0	0
Mineral Rights	0	1,772	0	0
Penalties	435,000	422,496	435,000	435,000
Interest	260,000	286,888	325,000	325,000
TOTAL	\$39,278,500	\$42,216,132	\$44,389,391	\$46,833,987

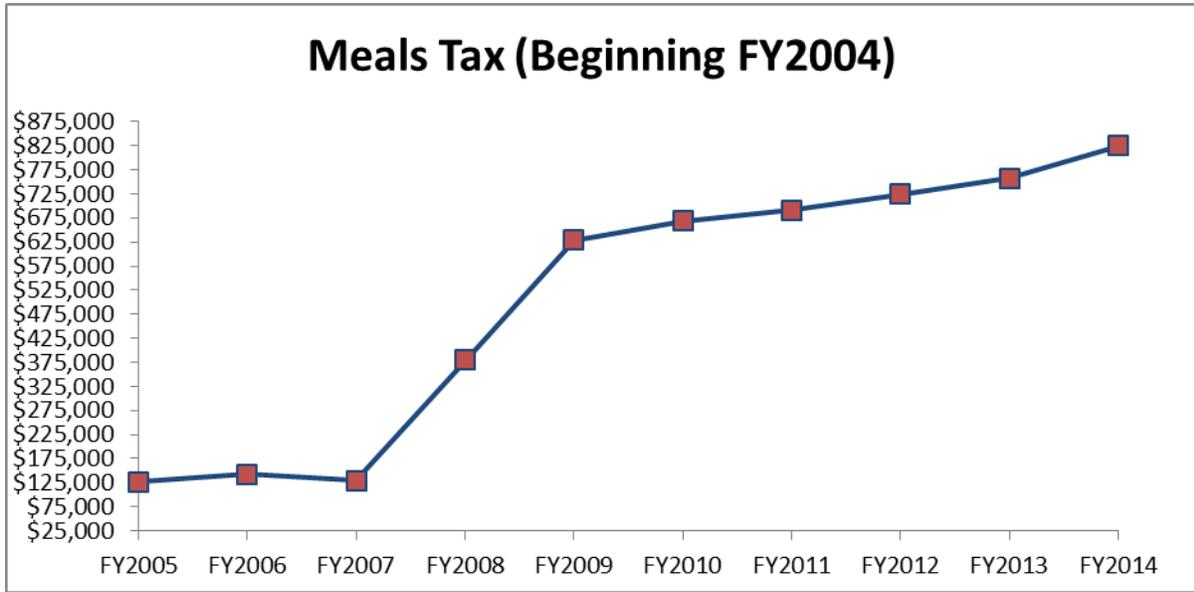
PROPERTY TAX RATES Last Ten Calendar Years				
Calendar Year	Real Estate	Personal Property	Machinery and Tools	Mobile Homes
2006	0.82	3.15	2.25	0.82
2007	0.45	3.15	1.30	0.45
2008	0.45	3.15	1.30	0.45
2009	0.46	4.00	1.30	0.46
2010	0.46	4.00	1.30	0.46
2011	0.59	4.00	1.30	0.59
2012	0.59	4.00	1.30	0.59
2013	0.59	4.00	1.30	0.59
2014	0.61	4.00	1.95	0.61
2015	0.595	4.00	1.95	0.595

Other Local Taxes:

Other local taxes include sales tax, communication tax, consumer utility taxes, business licenses, motor vehicle licenses, taxes on recordation and wills, meals and beverage tax, and occupancy taxes. Projected revenue is based on historical collections taking into consideration as well the current economic conditions. The general sales tax rate in Virginia is 5.3% of which 1% is the local portion and is returned to the locality. Sales tax revenue peaked in FY2013 mainly due to the constructions of the Dominion power plant project. Recordation taxes are collected when instruments are recorded relating to property located in the County. Revenue generated from the meals and beverage tax is used solely for public school capital improvement projects. Beginning in 1970, Warren County was the only locality in the Commonwealth of Virginia that had the ability to collect Business License (BPOL) taxes within a town in its jurisdiction. The County reached the agreement in lieu of implementing a merchants capital tax. Starting in FY2007-2008, the Town of Front Royal began phasing out the County's ability to collect the BPOL tax by reducing the effective rate by 2 per year over a 4-year period. The phase-out was completed in FY2010-2011. Unfortunately, the phase-out coupled with the downturn in the economy has led the County to less than expected collections. The County saw additional BPOL revenue in FY2011-2012, FY2012-2013, FY2013-2014 and FY2014-2015 associated with the construction of the Dominion power plant project.

Other Local Taxes	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED
Local Sales Tax	4,000,000	3,765,595	4,000,000	4,000,000
Consumer Utility Tax	690,000	708,592	750,000	750,000
Business License	1,036,194	858,661	1,036,194	1,036,194
Motor Vehicle License Tax	818,555	791,472	818,555	818,555
Taxes on Recordation & Wills	500,000	460,515	558,000	525,000
Meals Tax	725,000	824,351	725,000	775,000
Occupancy Tax	70,000	70,110	71,100	71,100
TOTAL	\$7,839,749	\$7,479,296	\$7,958,849	\$7,975,849

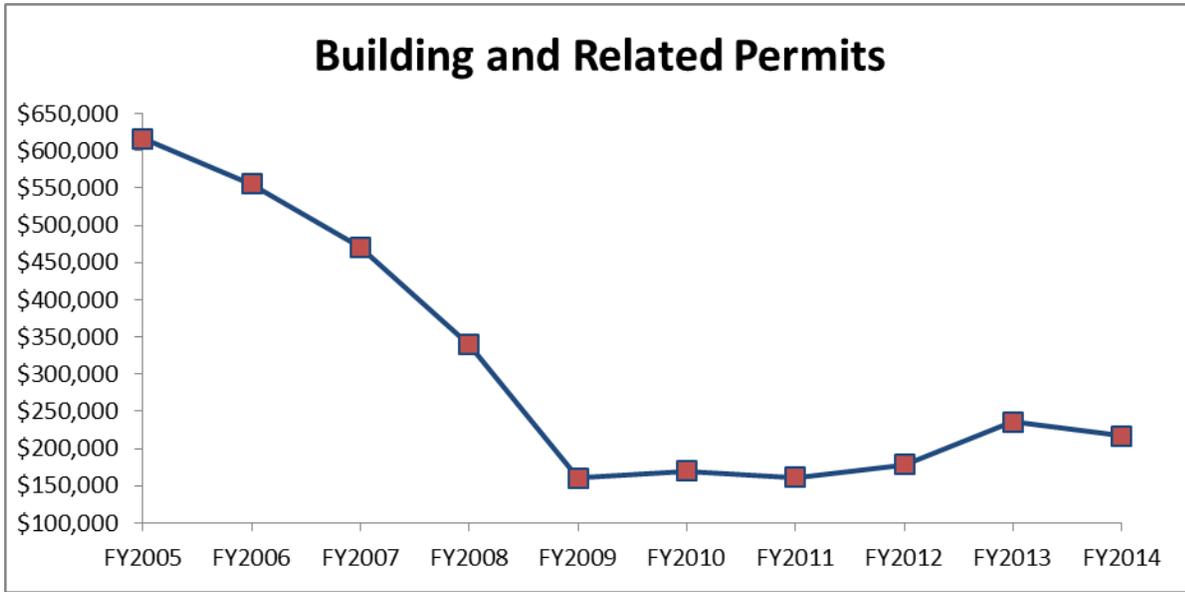




Permits, Fees, and Licenses:

Permits, Fees, and License revenue consists of collections from animal license fees, building and related permits, zoning and subdivision fees, land transfer fees, parks and recreation user fees, and septage fees. There has been a significant decline in building and related permits during recent years due to the slump in the housing market but appears to be leveling out. Building permit revenue and inspection activity picked up in FY2012-2013 and FY2013-2014 due to the Dominion power plant project and RSW Regional Jail projects. Animal license fees were increased by \$2.00 per category effective November 1, 2013.

Permits, Fees & Licenses	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED
Animal Licenses	47,596	46,888	47,596	47,596
Building and Related Permits	265,000	216,576	265,000	265,000
Zoning, Rezoning, and Subdivision fees	30,000	30,430	30,000	10,000
Transfer Fees	2,500	1,452	1,730	1,730
Parks & Rec. User Fees	282,565	247,678	243,100	302,309
Golf Club Fees	323,631	181,460	342,400	248,035
Septage Fees	40,000	73,437	57,500	95,000
TOTAL	\$991,292	\$797,921	\$987,326	\$969,670



Fines and Forfeitures:

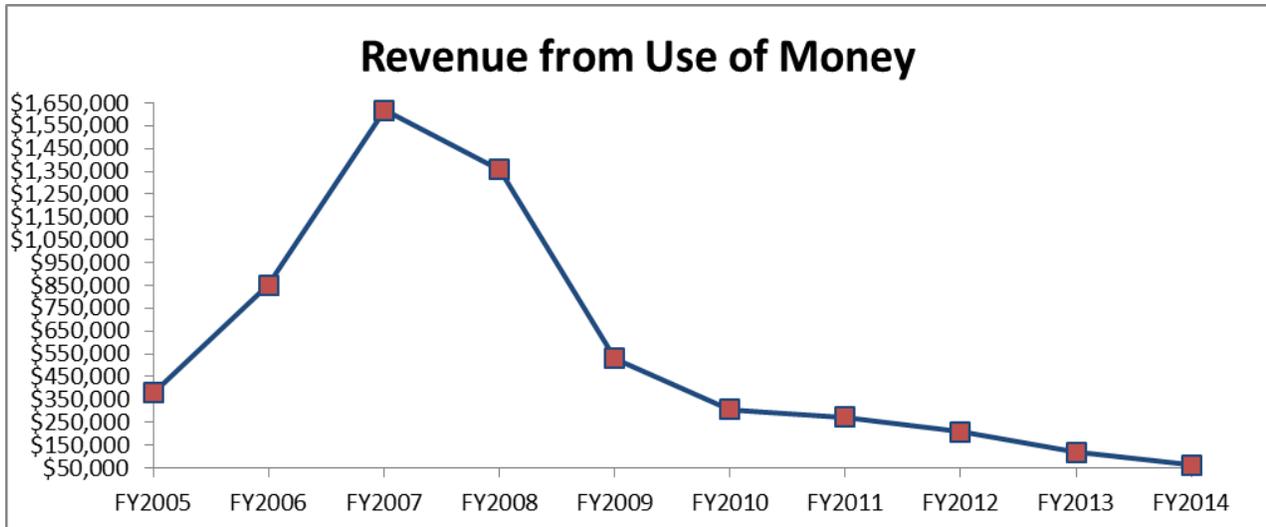
Fines and forfeitures are revenues collected for court fines and forfeitures as a result of violations of local ordinances and regulations.

Fines and Forfeitures:	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED
Court Fines and Forfeitures	70,000	97,416	73,061	100,000
TOTAL	\$70,000	\$97,416	\$73,061	\$100,000

Revenue from Use of Money and Property:

Revenue from Use of Money is the return on cash investments. Due to declining interest rates in recent years, this amount has been reduced. Revenue from Use of Property comes from the rental of County owned property.

Revenue from Use of Money and Property:	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED
Revenue from Use of Money	250,000	63,566	250,000	100,000
Revenue from Use of Property	175,000	309,284	175,000	175,000
TOTAL	\$425,000	\$372,850	\$425,000	\$275,000



Charges for Service:

This section is for revenue collected for services. The charges for sanitation and waste are for fees collected at the County's transfer station. Fees are charged for the disposal of commercial waste, brush, stumps, etc. Also included in this section are airport hangar rentals, work release fees, excess fees of circuit court clerk, courthouse security fees, administrative fees placed on delinquent tax accounts and other miscellaneous fees.

Charges for Services:	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED
Excess Fees of Clerk	20,000	20,957	20,000	0
Sheriff's Fees	0	2,396	0	0
Courthouse Security Fees	90,000	70,536	65,000	70,000
Administrative Fees	160,000	205,331	190,000	200,000
Sanitary District Fees	75,867	75,632	82,833	83,488
Law Library Fees	24,000	23,207	24,000	24,000
Courthouse Maintenance Fees	27,500	21,073	27,500	27,500
Courthouse Construction/Ren. Fees	35,000	29,408	35,000	35,000
Weapons Permits Fees	15,000	25,453	25,000	25,000
Bank Franchise Fees	0	40,734	0	10,000
Charges for Commonwealth's Atty.	1,000	4,511	4,277	4,277
Inmate Phone Usage	30,000	42,097	0	0
Airport Hangar Rental Fees	158,204	160,989	158,202	158,202
VA Inland Port Authority	0	17,193	0	17,000
Reimb Shen Farms Manager	0	62,934	0	20,000
Work Release Fees	170,000	208,790	0	0
Charges for Sanitation & Waste Removal	900,760	889,764	850,000	1,000,000
Charges for Other and Sale of Maps	0	36,297	0	0
TOTAL	\$1,707,331	\$1,937,302	\$1,481,812	\$1,674,467

Miscellaneous:

Miscellaneous	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED
Miscellaneous	150,000	293,794	150,000	150,000
Sale of Recyclable Materials	<u>125,000</u>	<u>91,084</u>	<u>87,000</u>	<u>87,000</u>
TOTAL	\$275,000	\$384,878	\$237,000	\$237,000

Recovered Costs:

Expenditure refunds include reimbursed costs for jurors and social services expenditures. The Other Recovered Costs is revenue received from ambulance services.

Recovered Costs	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED
Expenditure Refunds	20,000	9,951	20,000	18,000
Other Recovered Costs	<u>662,700</u>	<u>776,835</u>	<u>763,200</u>	<u>819,200</u>
TOTAL	\$682,700	\$786,786	\$783,200	\$837,200

Non-categorical Aid - State:

Non-categorical aid is state shared revenue which can be used at the discretion of the locality.

Non-categorical Aid	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED
Communication Tax	975,000	890,425	925,000	925,000
Motor Vehicle Carriers' Tax	45,000	119,405	45,000	45,000
Mobile Home Titling Tax	3,000	2,198	3,800	3,800
State Recordation Tax	<u>150,000</u>	<u>147,179</u>	<u>160,000</u>	<u>100,000</u>
TOTAL	\$1,173,000	\$1,159,207	\$1,133,800	\$1,073,800

Reduction in State Aid to Localities:

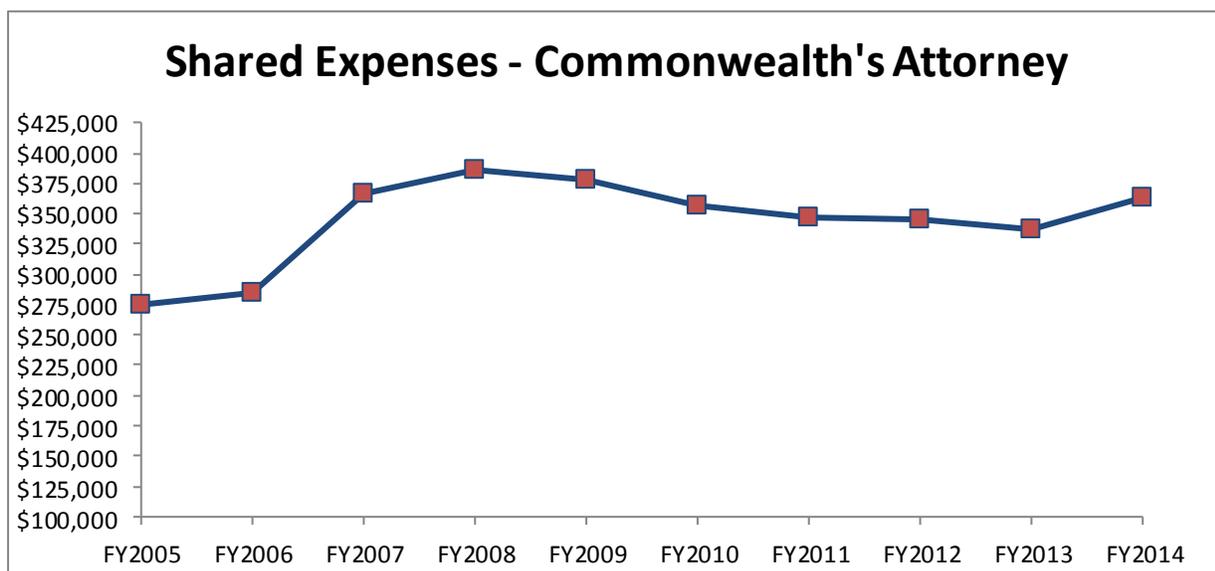
In FY2009 & FY2010, the State budget called for a \$50 million reduction in state aid to localities. In FY2011 & FY2012, this reduction in state aid to localities increased to \$60 million. In FY2013, this was reduced to the \$50 million level. Warren County's share of this reduction was \$256,886. This reduction could be withheld from State payment for specific programs, the County could make a payment back to the State, or the County could elect a combination of program reductions and a reimbursement back to the State. In FY2011-2012 and FY2012-2013, the County elected to have the entire reduction withheld from the State payment for specific programs. In FY2013-2014, the State

budget no longer called for a reduction in state aid to localities. In FY2014-2015, after the budget was adopted, the State implemented reductions in state aid to local governments in the amount of \$30 million. Warren County’s share of this reduction was \$79,019. The County elected again to have the entire reduction withheld from the State payment for specific programs. In FY2015-2016, the State budget did not call for a reduction in state aid to localities.

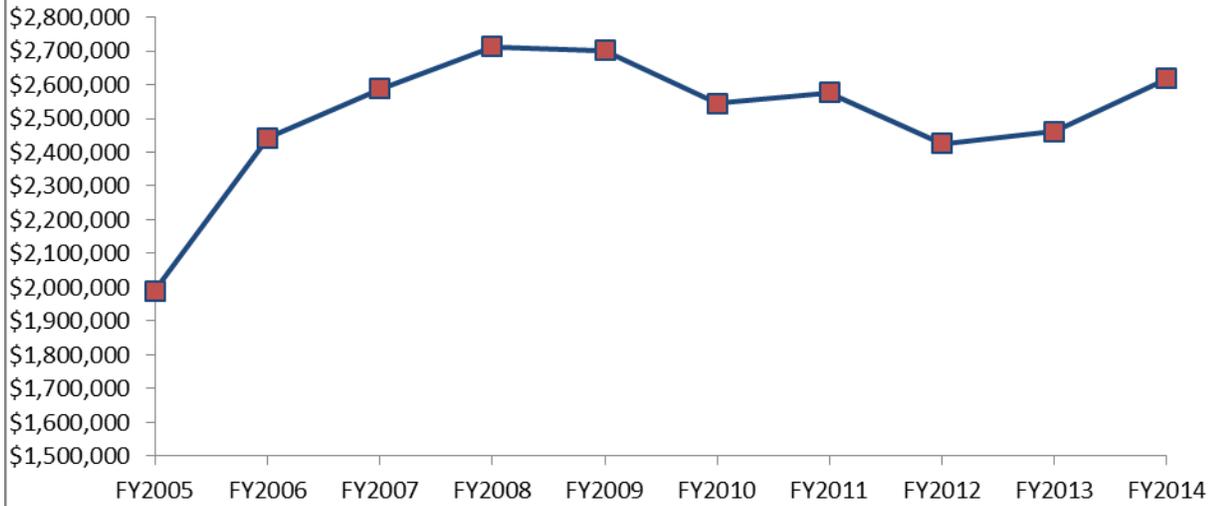
Categorical Aid – Shared Expenses:

Categorical Aid – Shared Expenses include funding received from the State Compensation Board for a portion of the salaries, benefits and certain office expenses of constitutional officers and their departments. The departments include Commonwealth’s Attorney, Sheriff, Commissioner of the Revenue, Treasurer, and Clerk of Circuit Court. The State Board of Elections provides funding for the Registrar. This amount of funding received from the State started to decline generally in FY2009 but has increased slightly in FY2013-2014 and FY2014-2015 mainly due to the elimination of the reduction in State aid to localities. In June 2014, the new RSW Regional Jail began operations. Consequently, the local jail operated by Warren County closed and funding provided by the Compensation Board relevant to the operations of the Warren Count Jail has been eliminated beginning in the FY2014-2015 budget.

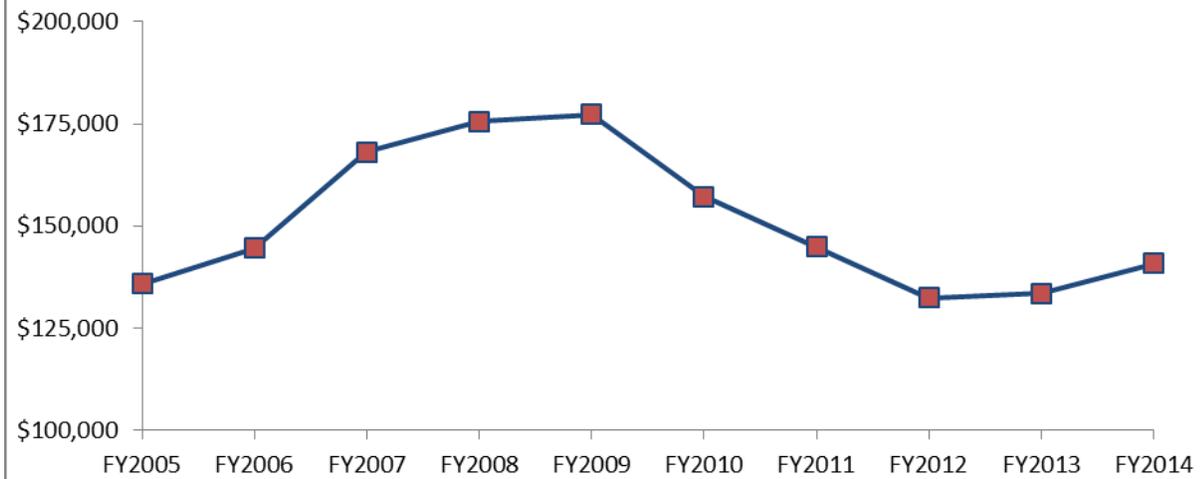
Categorical Aid - Shared Expenses	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED
Commonwealth's Attorney	380,742	363,347	380,742	399,488
Sheriff	2,629,905	2,617,901	1,499,046	1,652,842
Commissioner of the Revenue	140,344	140,769	140,344	144,350
Treasurer	103,519	104,586	103,519	106,937
Registrar/Electoral Board	40,000	42,347	40,000	40,000
Clerk of the Circuit Court	291,884	301,576	291,884	297,912
TOTAL	\$3,586,394	\$3,570,526	\$2,455,535	\$2,641,529

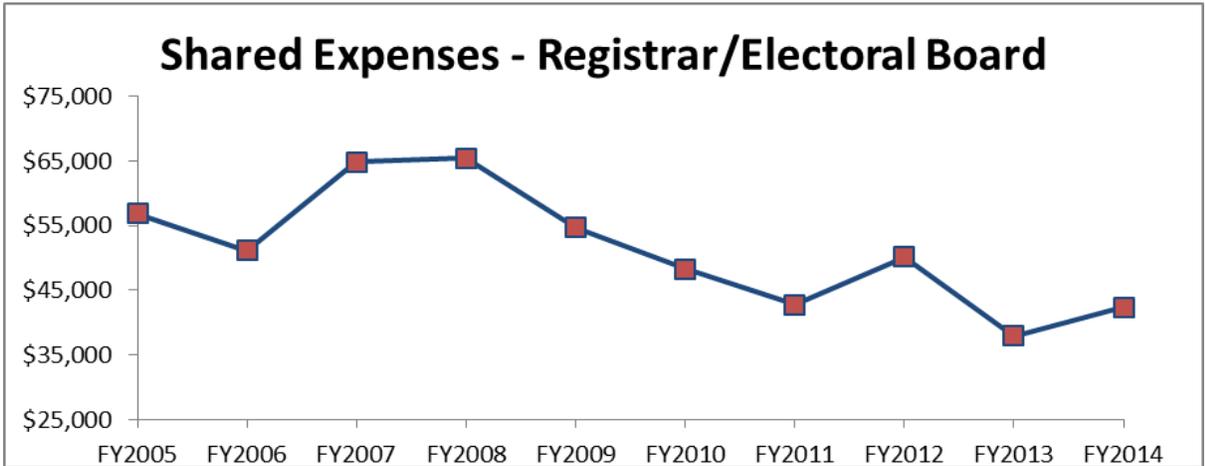
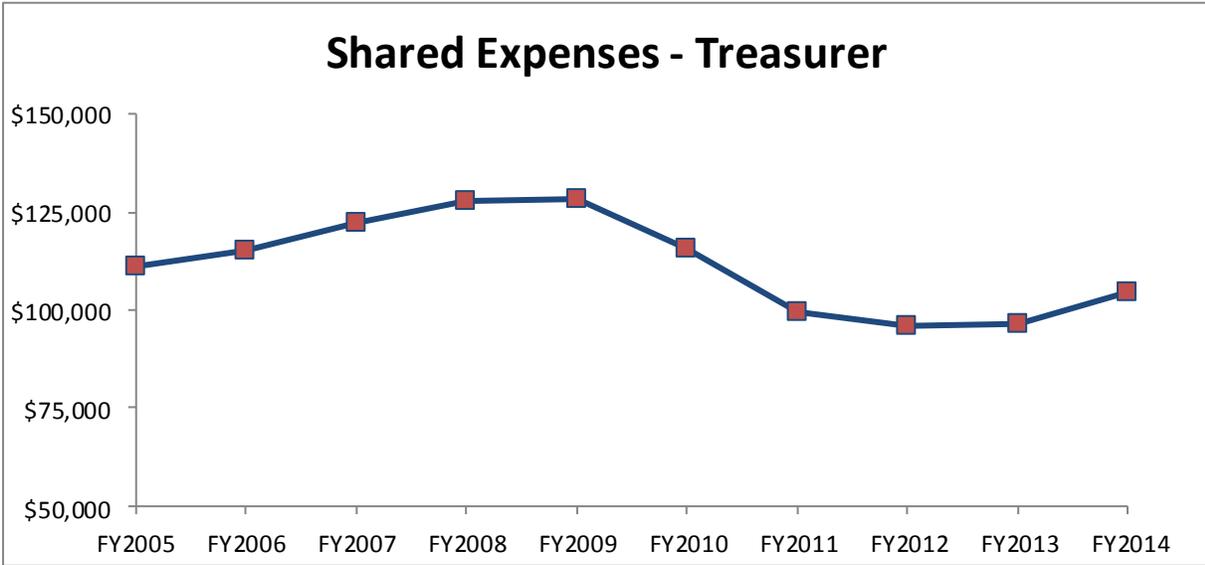


Shared Expenses - Sheriff



Shared Expenses - Commissioner of the Revenue





Categorical Aid - State:

Categorical Aid includes revenues received from the Commonwealth of Virginia designated for a specific use.

Categorical Aid	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED
Welfare Admin. and Public Assistance	1,267,338	1,042,350	1,326,830	1,314,070
Comprehensive Services Act	1,092,192	903,527	1,190,412	1,163,942
Emergency Medical Services (Four for Life)	40,000	40,746	40,300	40,300
Fire Programs Funds	46,033	135,465	46,033	46,033
Care of Prisoners	300,000	338,924	0	0
Technology Trust Funds	0	9,967	0	0
Abandoned Vehicle Program	20,000	3,350	20,000	20,000
Va. Domestic Violence Victims Grant	40,000	57,305	40,000	40,000
Victim Witness Grant	48,000	54,336	46,574	54,000
E911	45,000	51,923	45,000	45,000
VITA - Public Safety - Wireless Grant	0	0	0	0
VJCCA Grant	33,806	41,092	36,000	40,000
Airport Grants	0	15,951	0	0
DMV Grants	0	0	0	0
Registrar Equipment Grant	0	0	0	0
Local Gov't. Challenge Grant	5,000	5,000	5,000	5,000
Litter Control Grant	0	13,129	0	0
Rescue Squad Assistance Grant	0	0	0	0
Va. Dept. of Housing & Com. Dev. Grant	0	0	0	0
Va. Dept. of Historic Resources Grant	0	0	0	0
VDOT - Revenue Sharing	0	223,785	0	0
Va. Dept. of Emergency Management Grant	0	0	0	0
Va. State Library Pres. Program Grant	0	0	0	0
Animal Friendly Tags	0	0	0	0
Highway Maintenance Funds	0	0	0	0
Other Categorical Aid	0	265,249	0	0
TOTAL	\$2,937,369	\$3,202,099	\$2,796,149	\$2,768,345

Non-categorical Aid – Federal:

Payments in lieu of taxes is received from the National Forest Reserve Funds for national forest acreage in the County.

Non-categorical Aid - Federal	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED
Payments in Lieu of Taxes	45,000	53,034	50,000	53,000
TOTAL	\$45,000	\$53,034	\$50,000	\$53,000

Categorical Aid – Federal:

Categorical Aid includes revenues received from the Federal government designated for a specific use.

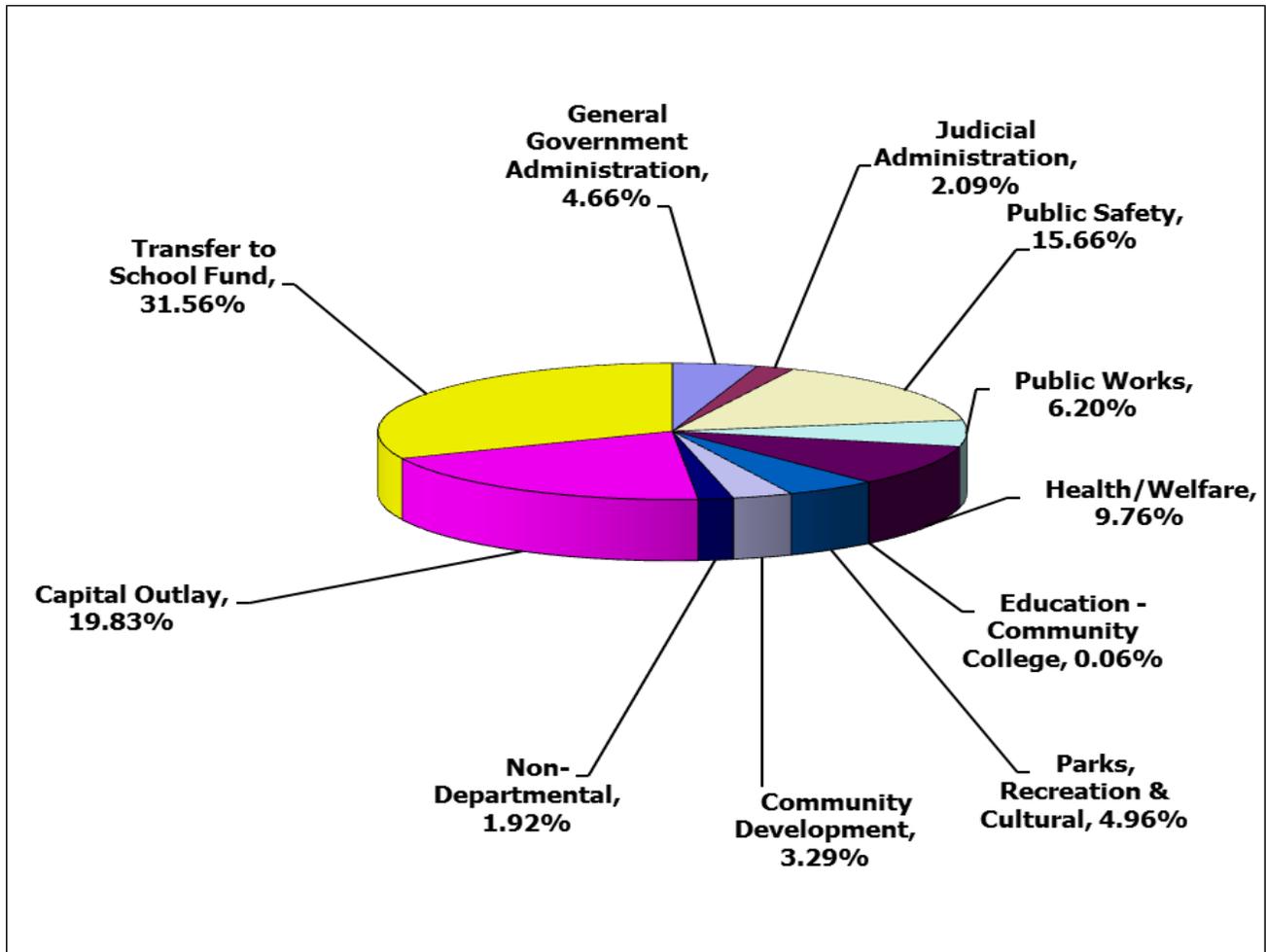
Categorical Aid - Federal	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED
Welfare Admin. and Public Assistance	1,587,641	1,631,910	1,380,980	1,311,206
State & Community Highway Safety Grants	0	0	0	0
Juvenile Justice & Delinquency Prevention	0	0	0	0
Ed Byrne Memorial State & Local Law Enf.	50,000	66,475	50,000	0
Ed Byrne Justice Assistance Grant	0	0	0	0
Build America Bond Interest Rebate	105,525	35,632	0	0
Airport Improvement Program Grants	0	0	0	0
Other-Grants	0	240,942	0	0
TOTAL	\$1,743,166	\$1,974,959	\$1,430,980	\$1,311,206

Non-Revenue Receipts:

This category is used when needed to balance the budget using reserve in the fund balance. Fund balance is generally used for capital items only.

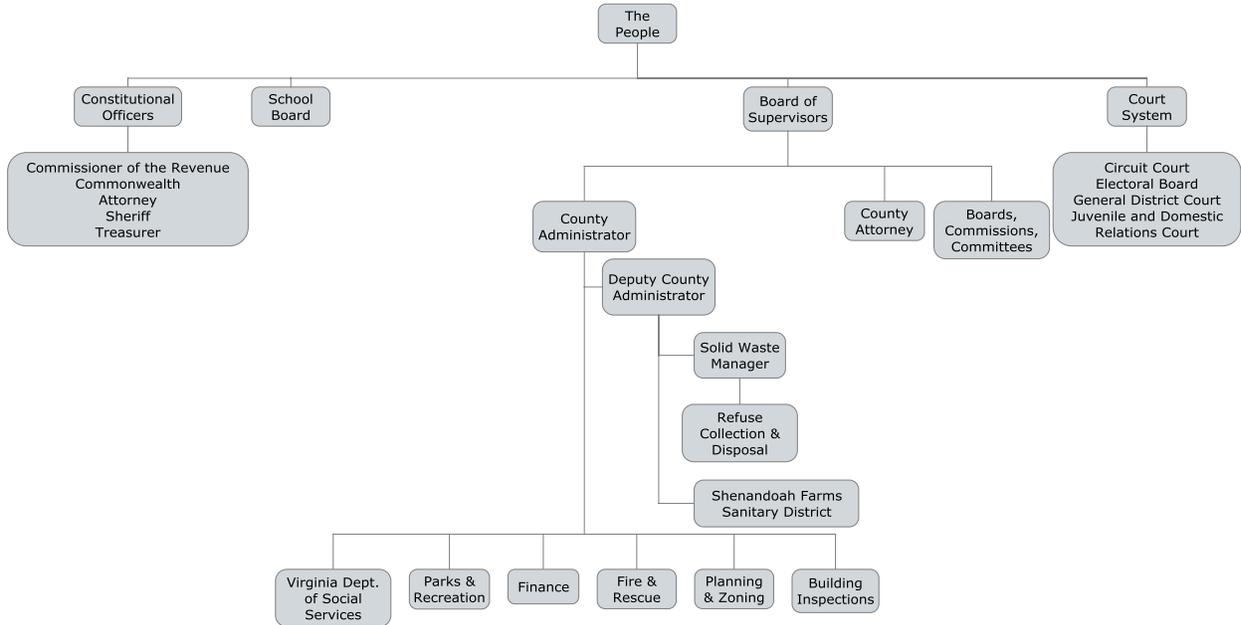
Non-Revenue Receipts	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED
Funding from Fund Balance	848,500	439,621	865,000	1,144,556
Transfer from Health Fund	0	159,789	0	0
TOTAL	\$848,500	\$599,410	\$865,000	\$1,144,556

FY 2015-2016 General Fund Expenditures
\$67,895,609



General Fund Expenditures	FY2013-2014 BUDGETED	FY2013-2014 ACTUAL	FY2014-2015 BUDGETED	FY2015-2016 BUDGETED	% OF TOTAL
General Government Administration	3,053,061	2,898,731	3,066,773	3,165,751	4.66%
Judicial Administration	1,348,014	1,301,317	1,378,976	1,416,548	2.09%
Public Safety	11,807,594	12,873,979	10,516,652	10,634,242	15.66%
Public Works	3,920,014	3,725,930	4,465,292	4,210,046	6.20%
Health/Welfare	6,797,827	6,233,146	6,677,062	6,628,894	9.76%
Education - Community College	41,010	41,010	42,404	39,399	0.06%
Parks, Recreation & Cultural	3,144,042	3,277,054	3,380,408	3,370,133	4.96%
Community Development	2,201,384	757,121	2,219,295	2,232,406	3.29%
Non-Departmental	367,373	250,499	577,801	1,306,015	1.92%
Capital Outlay	8,183,089	11,567,426	11,637,847	13,462,445	19.83%
Transfer to School Fund	20,739,593	19,998,098	21,104,593	21,429,729	31.56%
Total	\$61,603,001	\$62,924,311	\$65,067,103	\$67,895,609	100.00%

County of Warren Organizational Chart





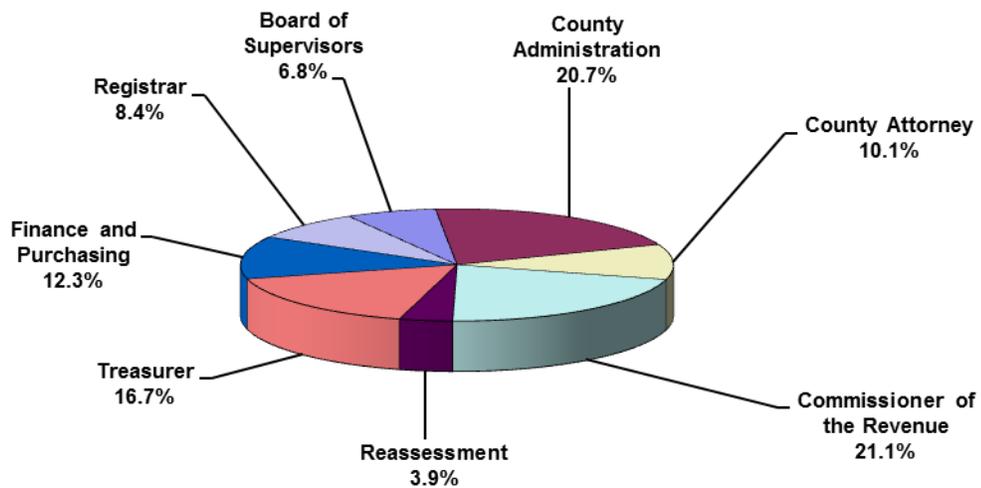
Warren County Government Center

General Government Administration

	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
				AMOUNT	%
Board of Supervisors	211,224	216,434	213,715	(2,719)	-1.26%
County Administration	620,764	635,241	655,724	20,483	3.22%
County Attorney	309,368	323,484	319,987	(3,497)	-1.08%
Commissioner of the Revenue	590,430	644,799	667,413	22,614	3.51%
Reassessment	185,063	125,000	125,000	0	0.00%
Treasurer	480,382	503,087	527,677	24,590	4.89%
Finance and Purchasing	322,570	346,826	390,119	43,293	12.48%
Registrar	178,930	271,902	266,116	(5,786)	-2.13%

**GENERAL GOVERNMENT
ADMINISTRATION**

\$2,898,731	\$3,066,773	\$3,165,751	\$98,978	3.23%
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Board of Supervisors

DEPARTMENT DESCRIPTION:

Warren County operates under the County Board form of government as provided for in the Code of Virginia. Warren County consists of five magisterial districts. Each district is represented by an elected representative, while the Board elects its Chairman-at-Large. The Board of Supervisors collectively sets policy for the County and enacts those ordinances which are deemed necessary by the Board (State law permitting). The Board appoints the county administrator, most boards, commissions, authorities and committees to examine and conduct various aspects of County business. The Board’s own standing committees include Finance, Public Safety, Code and Ordinance, Public Works and Human Resources and Transportation. All funds which allow the County to operate are appropriated by the Board. The volumes of the Code of Virginia, as amended, delineate the authority and the responsibility of the Board of Supervisors.

PROJECTS:

In order to implement the County’s vision, the following long-term and short-term goals were adopted by the Board of Supervisors at its meeting on May 19, 2015:

2015 Warren County Board of Supervisors Goals

Priority	Future Goals, Projects, Programs	Level of Importance (highest to Lowest)	Timeframe
1	Morgan Ford Bridge	48	1-3 years
2	Widening of Rt. 55 East	47	3-5 years
2	For Commercial and Industrial development focus on servicing and manufacturing	47	Ongoing
3	Expand the County Commercial Tax Base in the following areas: Route 340/522 Corridor and I-66 at Linden	46	Ongoing
3	Address staffing issues in the fire and rescue companies due to decreasing number of volunteers	46	1-3 years
4	Improvement of Substandard Roads	43	Ongoing
5	Construction of Leach Run Parkway	42	1-3 years
5	Resolution of Route 340/522 Corridor Issues with the Town of Front Royal	42	3-6 months
6	Standardize operating procedures and equipment, management, and administration of all Fire Departments	40	Ongoing
7	Completion of easement project for Airport	38	1-3 years
8	Establish firm self-sufficiency date for Front Royal Golf Club	37	Ongoing
8	Construct a kiss-and-ride facility on Freezeland Road for bus drop-off	37	3-6 months

Priority	Future Goals, Projects, Programs	Level of Importance (highest to lowest)	Timeframe
9	Design and start construction of 2 nd Middle School	36	3 months
9	Upgrade of Septage Receiving Facility	36	1-3 years
10	Install traffic signal on Rt. 340/522 north to address safety issue at McDonalds/Hampton Inn entrance	35	3-6 months
10	Completion of Security Improvements to the Commissioner of the Revenue and Treasurer's Office	35	6-12 months
11	Expansion of Broadband into underserved areas of the County	34	Ongoing
12	Self-sufficiency of the Airport	33	Ongoing
12	Completion of Skyline Soccerplex	33	1-3 years
12	Establish a path forward for Company 2 and Company 8	33	3-6 months
13	Complete re-development of Health and Human Services Building	32	6-12 months
13	Develop training to develop volunteers for Fire and Rescue	32	Ongoing
13	Consider a COLA and Merit Increase for employees	32	3 months
14	Expansion of Park and Ride Facilities	31	1-3 years
15	Complete implementation of Springsted Management Study of Building Inspections Department	30	3-6 months
15	Complete implementation of EnerGov software for Building Inspections, County Planning, and Town Planning	30	3-6 months
16	Replacement of Shen Farms Compactor Site	29	3-5 years
16	Initiate Uniform Accounting and Audit procedures for all Fire Departments	29	6-12 months
16	Update Implementation section of the Comp Plan	29	3-6 months
17	RSW Jail – Consideration of Page County Membership	28	3-6 months
18	Implement Health and Fitness programs for public safety personnel	27	6-12 months
18	Hire a manager for the Shenandoah Farms Sanitary District	27	1-3 years
18	Completion of Implementation of Recommendations of Fire and Rescue Study	27	1-3 years

Priority	Future Goals, Projects, Programs	Level of Importance (highest to lowest)	Timeframe
19	Implement the recommendations of the Shenandoah Farms Road and Drainage Study and CIP	26	Ongoing
19	Update of FY2014-2015 Capital Improvement Plan	26	6-12 months

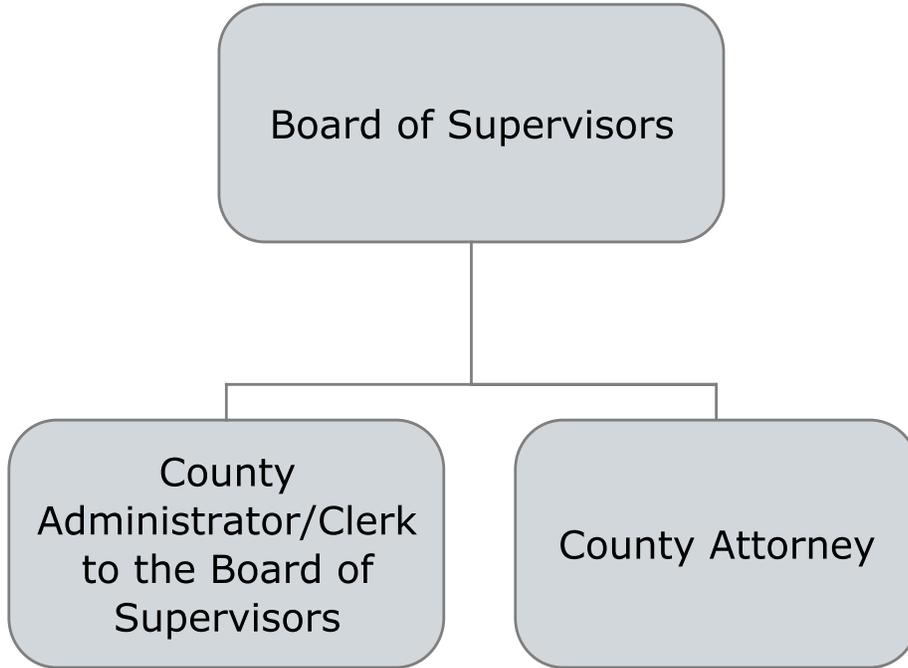
SERVICE LEVELS:

Board Action	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Budget
Resolutions considered	42	24	30	34	25
Ordinances considered	27	25	8	19	25
Board meetings held	25	25	23	25	23
Work sessions held	17	19	15	14	15
Budget work sessions held	6	5	5	6	5

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16 AMOUNT	%
COSTS:						
PERSONNEL	65,517	64,724	65,684	65,215	(469)	-0.71%
OPERATING	110,916	146,500	150,750	148,500	(2,250)	-1.49%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$176,433	\$211,224	\$216,434	\$213,715	\$(2,719)	-1.26%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	176,433	211,224	216,434	213,715	(2,719)	-1.26%
TOTAL	\$176,433	\$211,224	\$216,434	\$213,715	\$(2,719)	-1.26%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Board of Supervisors



County Administration

DEPARTMENT DESCRIPTION:

The Warren County Administrator's Office directs the daily operations of the County government and engages in the long range planning of governmental operations.

RESPONSIBILITIES:

The County Administrator's Office has responsibilities to the Board of Supervisors, to other County departments and personnel, and to the general public.

- Provides general information to the staff, boards and commissions and the public in general
- Coordinates Volunteer program and community service programs

Responsibilities to Board of Supervisors:

- Provides support to the Board of Supervisors including the preparation of agenda packages every two weeks to be distributed to the Board members and the press
- Make policy recommendations to the Board of Supervisors
- Implements it's goals and objectives, and
- Implements the goals and objectives of the Board of Supervisors
- Assists with Town/County Liaison Committee

Responsibilities to Other County Departments and Personnel:

- Advises and evaluate department personnel, taking into account present and future needs, and in conformity with all laws, policies, and direction provided by the Board of Supervisors.
- Works with staff to prepare the County budget.
- Provides general overall supervision of the Building Inspections, Parks and Recreation, Planning, Finance, Solid Waste Collection and Disposal and Fire and Rescue Departments
- Handles County personnel issues including the hiring, termination, and discipline of employees as well as the administration of employee policies and benefits
- Supervises the solid waste collection and disposal, building maintenance and sign replacement departments.

Responsibilities to General Public:

- Coordinates volunteer and community service programs
- Responds to citizen complaints, concerns, and general inquires about County services.
- Handles general inquiries from citizens on County services
- Responds to citizen complaints and concerns
- Provides assistance and guidance to each of the County's eight Sanitary Districts
- Act as County Liaison to various state and federal departments and agencies including VDOT, Virginia Department of Health and state and federal representatives

CURRENT PROJECTS:

- Provide continued support to the Board of Supervisors and various County departments and offices
- Start construction of Part II of Phase II of the School Capital Improvement Plan (CIP)
- Start construction of the Leach Run Parkway project
- Start design work and determine funding for the Avtex Connector Road
- Determine funding and start design for development of Phase II Rockland Park site
- Identification of site and completion of Fork Park site design
- Implementation of Rural Addition/Revenue Sharing program including completion of Old Oak (Phase I and II), Pine Ridge, Fellows Drive (Phase III) and Shangri-La projects

- Start construction of the Thompson kiss-and-ride
- Continue to work on efficiency of solid waste disposal and recycling
- Complete design work and clearing and grubbing for new proposed Shenandoah Farms compactor site
- Complete review of potential to add Page County to the RSW Regional Jail Authority
- Complete construction of the renovation of DSS and Health Department portions of the Health and Human Services Complex
- Complete security renovations for the Commissioner of the Revenue and Treasurer Office Space portions of the Government Center
- Implementation of Fire and Rescue Study
- Complete implementation of the Building Inspections Management Study including the deployment of the EnerGov Software System
- Implementation of Road and Drainage Study for the Shenandoah Farms Sanitary District
- Continue to work with Front Royal Golf Course to establish self-sufficiency date
- Continued evaluation/implementation of green concepts in operations and building maintenance/construction

BUDGET COMPARISON:

	FY11-12 Budget	FY12-13 Budget	FY13-14 Budget	FY14-15* Budget	FY15-16* Budget
Population	37,688	38,077	38,814	39,396	39,987
Size of Budget	\$587,999	\$614,650	\$620,764	\$635,241	\$655,724
Per Capita Cost	\$15.60	\$16.14	\$15.99	\$16.12	\$16.40

*FY14/15 and FY15/16 are estimates based on the Planning Department projections.

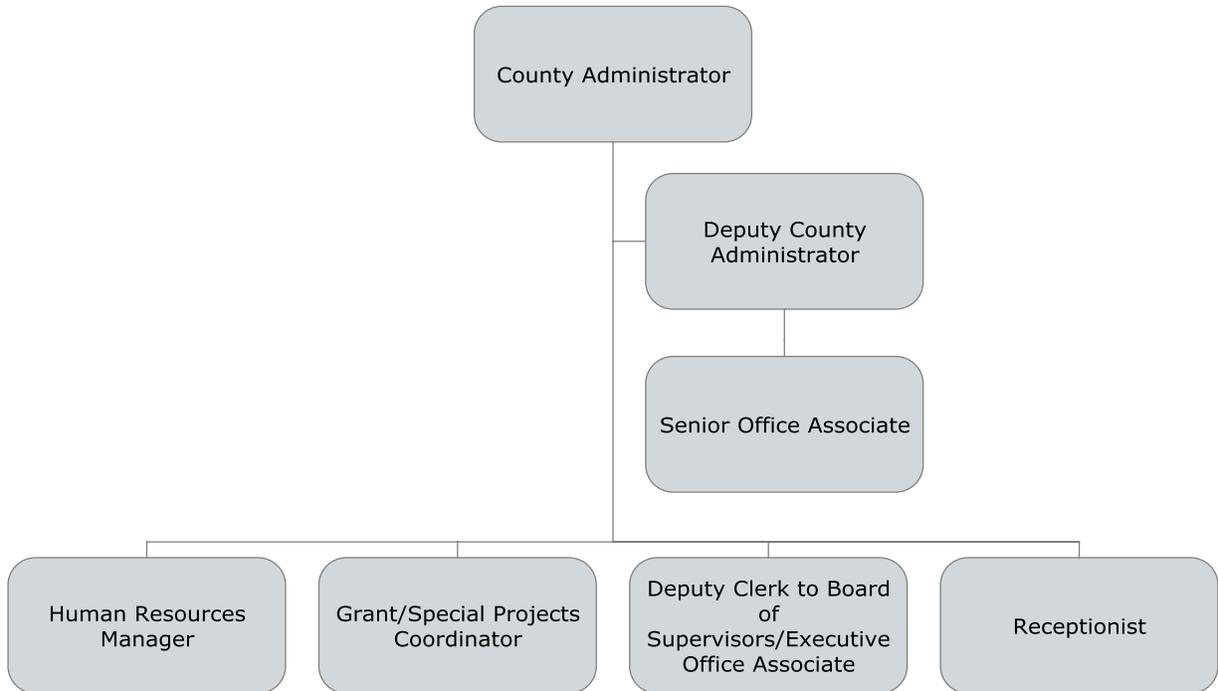
PERFORMANCE MEASUREMENTS:

Board Action	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Budget
Resolutions considered	42	24	30	34	25
Ordinances considered	27	25	8	19	25
Board meetings held	25	25	23	25	23
Work sessions held	17	19	15	14	15
Budget work sessions held	6	5	5	6	5
Conditional Use permits	11	14	11	26	12
Rezoning	2	1	1	2	2
Subdivision Variances	0	0	0	2	1

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	561,752	572,062	569,121	593,954	24,833	4.36%
OPERATING	44,121	43,972	52,120	47,770	(4,350)	-8.35%
CAPITAL	8,777	4,730	14,000	14,000	0	0.00%
TOTAL	\$614,650	\$620,764	\$635,241	\$655,724	\$20,483	3.22%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	614,650	620,764	635,241	655,724	20,483	3.22%
TOTAL	\$614,650	\$620,764	\$635,241	\$655,724	\$20,483	3.22%
FULL TIME POSITIONS	6	6	6	7	1	16.67%

County Administration



County Attorney

DESCRIPTION:

The office of the County Attorney provides legal advice and representation in civil matters to the Board of Supervisors, County Constitutional offices (Clerk of the Circuit Court, Sheriff, Treasurer, and Commissioner of the Revenue), General Registrar, County Administrator, County Department Heads and staff, the Department of Social Services, the Economic Development Authority, and other County agencies and boards, such as the Planning Commission, Airport Commission and Social Services Board, and provides representation before the Board of Zoning Appeals, Board of Assessors, and Board of Equalization. The office appears on behalf of the County in state and federal courts and/or coordinates defense of the County through the Virginia Association of Counties' insurance programs. The office drafts and/or reviews all ordinances, contracts, memoranda of understanding, deeds, leases, easements and other documents involving the County. The office also prosecutes zoning, building code, fire code, animal control, and other enforcement codes adopted by the Board, with the concurrence of the Commonwealth's Attorney. The office has actively pursued civil collections of delinquent personal property and BPOL taxes for several years, as well as delinquent transfer station accounts, CPMT accounts, Parks & Recreation accounts, Humane Society accounts, and Shenandoah Farms Volunteer Fire Department accounts. Delinquent tax collections since 2008 now totals over \$746,000. Total collections in past 3 fiscal years total \$267,107.

The County Attorney also serves as the legal advisor to the Front Royal-Warren County Economic Development Authority and assists in the preparation of loan documents for business development in the area. Lately, the office has participated in the acquisition of right-of-way from portions of more than 50 parcels for the future Leach Run Parkway.

The office also answers a high volume of citizen-originated questions about the operations of the Warren County government, and how it may best serve the citizens.

RESPONSIBILITIES:

- Draft/review ordinances and agenda items for Board of Supervisors
- Draft/review contracts and procurement documents
- Draft/review deeds, leases, easements and other real estate documents
- Prepare pleadings in court cases/attend court hearings
- Review all items on agendas of Board of Supervisors, Planning Commission, Board of Zoning Appeals, Economic Development Authority for compliance with state and local laws
- Research law and procedures for Board of Supervisors, staff and other offices on questions and issues, as well as new legislation pending or enacted by the General Assembly
- Examine titles and deeds at Courthouse in conjunction with all property acquisitions, deeds, leases and zoning requests
- Respond to Freedom of Information requests on a regular basis
- Consult on personnel issues
- Advise officials on conflicts of interests claims and questions
- Perform constituent services on behalf of elected officials

- Prepare and route routine correspondence and payment for sanitary districts
- Coordinate departmental purchases and budgets
- Delinquent personal property taxes and BPOL collections, including tracking of payment agreements, preparation of court documents, employer liens, and liens on real estate owned by judgment debtors
- Tracking of monthly lease and rent payments at Second Street properties

PROJECTS:

- Work with Economic Development Authority towards the marketing and development of the Royal Phoenix complex
- Track General Assembly legislation during January and February, and advise the Board of potential impact of proposed and adopted laws
- Prepare and distribute standard contract documents to be used by all departments for purchases of goods and services
- Attend seminars and conferences to obtain at least twelve (12) hours of continuing legal education credits annually, including at least two (2) CLE credits in legal ethics
- Work with EDA and Town of Front Royal to monitor a contractor to complete construction of Leach Run Parkway

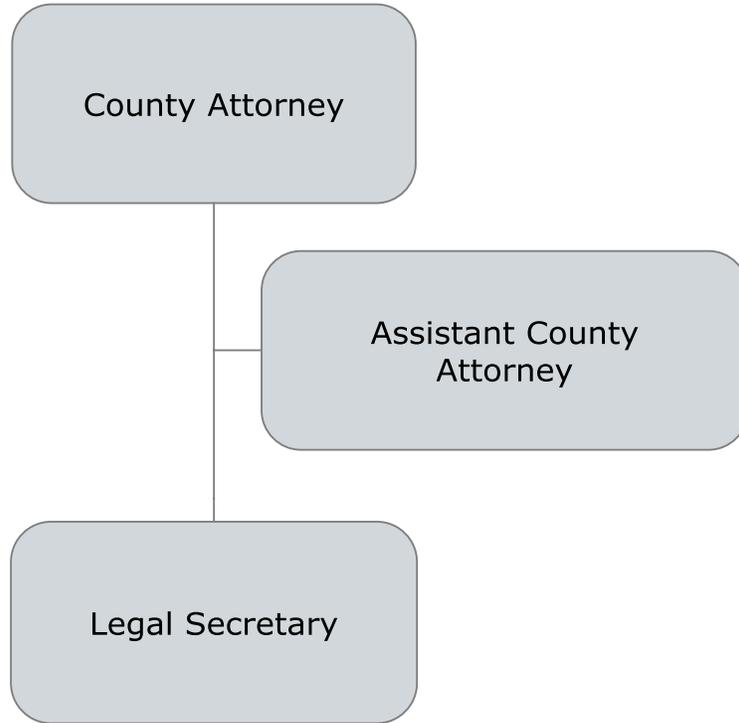
PERFORMANCE MEASURES

	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Projected	FY 15-16 Projected
Short Consults/Mtgs.	1,293	1,108	1,360	1,290	1,315
Phone/Email	2,480	2,118	2,329	2,400	2,275
Meetings > 1hour	170	169	159	150	165
Litigated Cases	42	64	25	33	40
Procurement	224	183	174	225	195
Real Estate	156	112	159	175	140
Ordinances	46	50	43	36	45
Researched Items	82	149	92	95	105
Total	4,493	3,953	4,341	4,404	4,280
Total EDA Hours	132.7	86.5	146.0	180.0	125.0

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	286,061	288,372	297,579	294,082	(3,497)	-1.18%
OPERATING	19,263	20,655	23,905	23,905	0	0.00%
CAPITAL	<u>1,708</u>	<u>341</u>	<u>2,000</u>	<u>2,000</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$307,032	\$309,368	\$323,484	\$319,987	\$(3,497)	-1.08%
REVENUE:						
FEES	11,046	10,000	10,000	10,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>295,986</u>	<u>299,368</u>	<u>313,484</u>	<u>309,987</u>	<u>(3,497)</u>	<u>-1.12%</u>
TOTAL	\$307,032	\$309,368	\$323,484	\$319,987	\$(3,497)	-1.08%
FULL TIME POSITIONS	3	3	3	3	0	0.00%

County Attorney



Commissioner of the Revenue

DEPARTMENT DESCRIPTION:

The Commissioners of the Revenue are the chief tax assessing officers in Virginia's cities and counties. The commissioners and their staff of deputies administer the assessments for businesses and individuals in the following areas: Business license taxes (BPOL), Consumer Utility taxes, Estimated State taxes, Land Use, Machinery and Tools taxes, Meals and Beverage taxes, Personal Property taxes, Personal Property Tax Relief, Real Estate taxes, State Income taxes, Real Estate Tax Relief for the Elderly and Disabled, Veteran Relief for Real Estate, Transient Occupancy taxes, Public Service taxes, and Mineral taxes.

RESPONSIBILITIES:

- Assist citizens with general tax needs via in person, e-mail, mail, and by phone
- Assist citizens with state tax and estimated returns
- Audit tax returns and enter daily tax dues on state income and estimated taxes
- Audit and run daily and monthly State Income, Estimated, Consumer Utilities, Meals and Beverage, Transient Occupancy and BPOL reports
- Audit Business Professional Occupational Licensees with Department of Taxation reports
- Statutory Assess and bill Meals and Beverage taxes and Transient Occupancy taxes for non-filers
- E-file Federal and State Tax Returns for low income and elderly individuals
- Audit BPOL renewals and issue new licenses to customers
- Statutory Assess and bill BPOL non-renewals and non-filers
- Research and determine whether a vehicle is qualified for tax relief for Personal Property, audit periodically
- Enter data daily on new vehicle purchases, disposed vehicles, moves, DMV additions and deletes, address changes, etc.
- Run necessary queries weekly and/or monthly to update data in personal property records
- Real Estate transfers, split offs, subdivision changes, map changes, address changes, etc.
- Assess all additional improvements and changes to real estate, complete field inspections, and enter data into CAMRA system
- Assist General Reassessment and GIS Mapping Department as needed
- Complete reports and surveys as needed by auditors, Department of Taxation, and VAAO, etc.
- Prepare annual tax books for Real Estate, Nine Sanitary Districts, Personal Property, Machinery and Tools, Public Services, and Minerals in the County of Warren.
- Prepare annual tax books for Real Estate, Personal Property, Machinery and Tools and Public Services for the Town of Front Royal
- Audit Land Use applications, Tax Relief for the Elderly and Disabled, and Veterans
- Prepare the Ratio Report based on Real Estate transactions for the Department of Taxation
- Informational changes annually for tax tickets between the County Treasurer and the Commissioner
- Prorate items of Personal Property based on disposed dates, move out dates, etc. via exoneration and/or abatement after tax book is completed {Must do two abatements per item- 1st and 2nd half}

- Prorate and Supplement Personal Property accounts after book is run in April to add in new vehicles and move-ins {April-December}
- Prorate and Supplement Real Estate property as needed
- Prepare the County of Warren and State Budgets as required for the office
- Maintain the budget for the office according to requirements of the county and Compensation Board
- Maintain and approve employees time sheets and leave requests, maintain office personnel files
- Research Code of Virginia and Warren County Code, and Attorney General Opinions on various determinations for Business Professional and Occupational Licenses, Personal Property Tax, Meals and Beverage Tax, Transient Occupancy {Lodging} Tax, Real Estate Tax including Tax Relief for the Elderly and Disabled, and Veterans Relief.

PROJECTS:

- Reduce current files to electronic format by scanning records into Laserfiche and to reduce storage needs and manual time it takes to locate documents. Increased staffing for scanning purposes. Review document retention schedules annually according to State Library.
- Take continuing education training courses and meetings to retain certification through the State Compensation Board including: Commissioners of the Revenue Annual Conference (annual), West Central Commissioners of the Revenue (quarterly), VAAO (annual), COR-BAI (annual), CAMRA Mass Appraisal system software (annual), IRMS required online yearly training, and classes at the Lord Fairfax Community College. {Requires 3 years to become certified Master COR Deputy or Master COR} We currently have 9 staff in the office including COR registered with Weldon Cooper Center for local government training and certification.
- Continue to update Policy and Procedures office handbook and create an Emergency Plan for the office
- Plan for future replacement software 3-5 years
- Plan & implement security measures in the Commissioner's office.

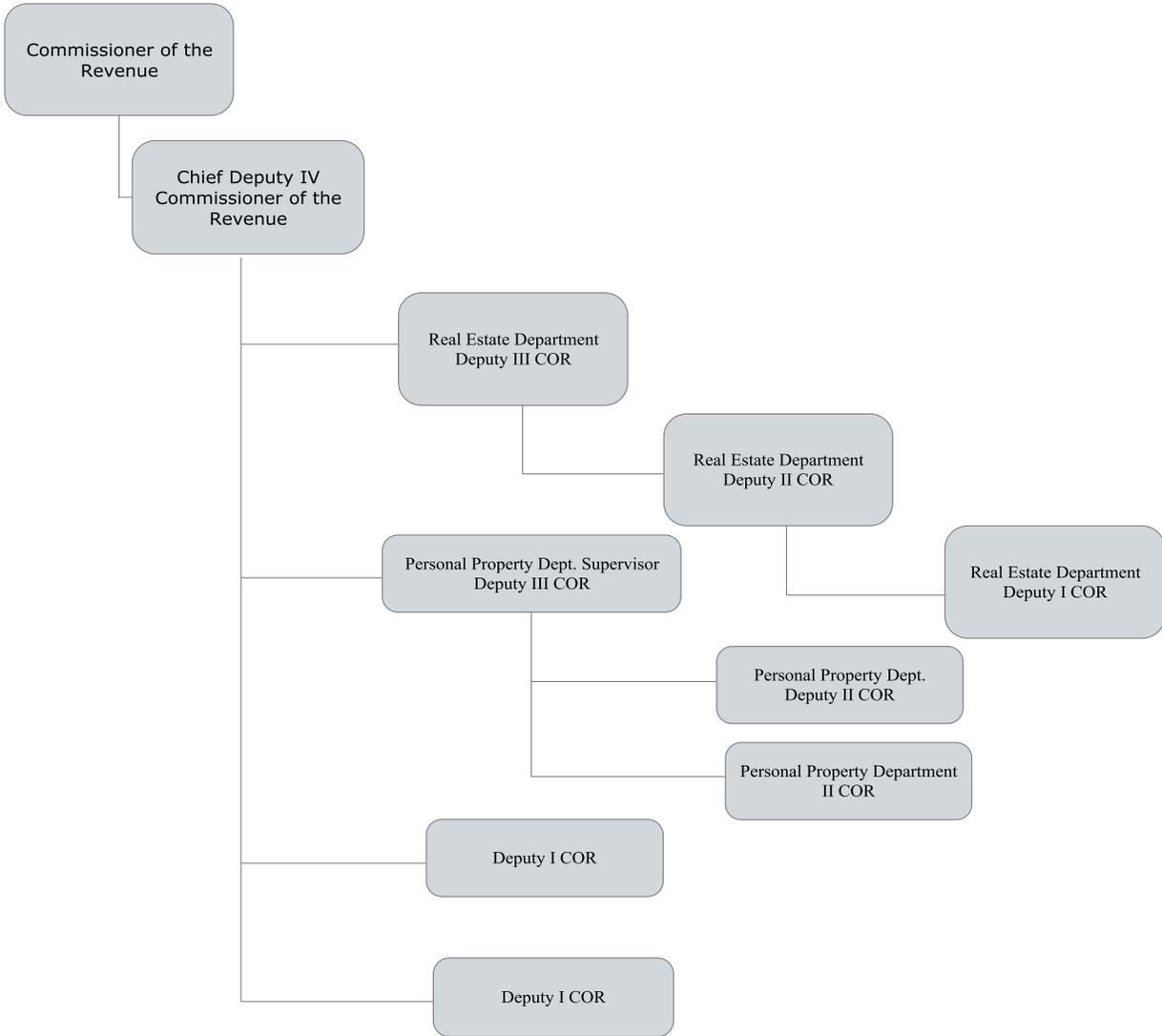
PERFORMANCE MEASUREMENTS:

	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Actual	FY 2013-2014 Actual	FY 2014-2015 Actual
Business License Capital Accounts	3,186	1,620	1,523	2,990	1,747
State Tax Returns Processed	2,379	1,820	1,649	1,726	1,569
Taxpayer Assisted State Income Tax	1,097	392	290	269	254
State Tax Returns Prepared	249	484	265	153	361
Personal Property Assessments	53,070	52,515	61,046	59,114	61,263
PPTRA Compliance	40,313	44,382	44,281	45,178	46,983
Motor Vehicle License Fees Assessed	36,456	36,531	37,159	37,330	36,725
Mobile Home Assessments	357	355	349	352	352
Parcels of Land	26,507	26,462	26,450	25,695	25,665

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	547,579	538,838	586,307	599,393	13,086	2.23%
OPERATING	46,411	42,482	50,242	54,920	4,678	9.31%
CAPITAL	13,126	9,110	8,250	13,100	4,850	58.79%
TOTAL	\$607,116	\$590,430	\$644,799	\$667,413	\$22,614	3.51%
REVENUE:						
FEEs	662	0	0	0	0	0.00%
STATE/FEDERAL	133,503	140,769	140,344	144,350	4,006	2.85%
LOCAL	472,951	449,661	504,455	523,063	18,608	3.69%
TOTAL	\$607,116	\$590,430	\$644,799	\$667,413	\$22,614	3.51%
FULL TIME POSITIONS	10	10	10	10	0	0.00%

Commissioner of the Revenue



Reassessment

DEPARTMENT DESCRIPTION:

A General Reassessment is a complete uniform reassessment of all property within Warren County. An appraisal firm conducts a market study and all field appraisals. The Board of Supervisors has elected to conduct its general reassessment under a four year cycle. Board of Supervisors hires the firm to conduct reassessments and also appoints a Board of Assessors and Board of Equalization for Warren County. Budget should include funding for Firm, Board of Assessors, and Board of Equalization on a four year cycle.

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	0	185,063	125,000	125,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	0	\$185,063	\$125,000	\$125,000	\$0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	0	185,063	125,000	125,000	0	0.00%
TOTAL	0	\$185,063	\$125,000	\$125,000	\$0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Treasurer

DEPARTMENT DESCRIPTION:

The primary function of the Warren County Treasurer’s Office is the receipt and collection of revenue, the safekeeping of the revenue, and the appropriate accounting for and disbursement of revenue. The office collects revenue from real estate tax, sanitary district tax, personal property tax, business licenses, dog tags, state income, estimated tax payments, sheriff fees, vehicle decals, meals tax, and utility tax.

RESPONSIBILITIES:

- Ensure that local funds are collected, invested, and expended.
- Prepare annual bills and second notices for real estate, nine (9) sanitary districts, and personal property.
- Verify assessment and money received agree, and enter data into computer system
- Check for paid of delinquent real estate taxes for title companies and attorneys
- Add and delete debt set-off accounts with the Department of Taxation, mail letters to individuals concerning set-off, post any set-off payments to computer system
- Add and delete delinquent personal property tax to the DMV Registration Stop Program
- Collect and process business licenses tax payments
- Mail out bills for real estate, sanitary district, personal property taxes.
- Respond to citizen inquiries concerning tax bills, assessments, etc.
- Send employer liens for delinquent taxes.
- Process bank liens for delinquent taxes.

PROJECTS:

- Aggressively collect delinquent tax on real estate and personal property.
- Expand upon the computer technology available on the Bright AS 400 system.

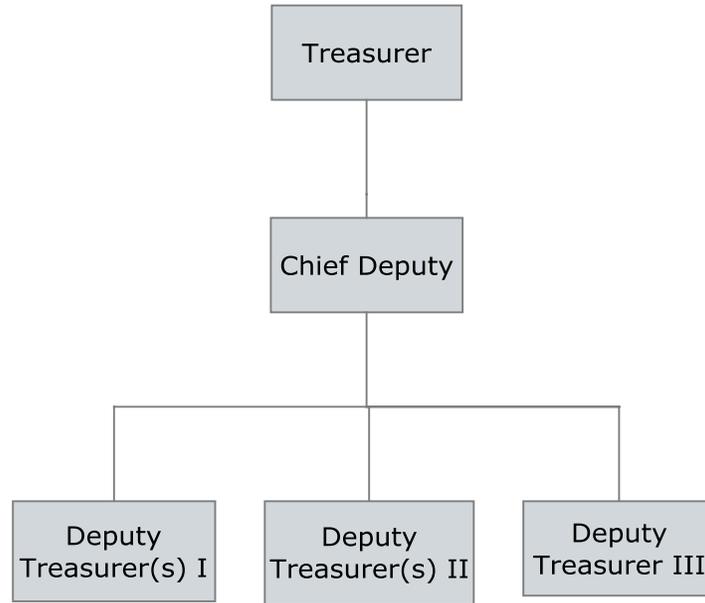
PERFORMANCE MEASUREMENTS:

	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Actual	FY 2013-2014 Actual	FY 2014-2015 Actual
Real Estate Tax Bills Processed	25,827	25,704	25,665	25,732	24,759
Personal Property Tax Bills Processed	35,306	34,423	35,276	35,002	41,708
Dog Licenses Sold	6,173	6,295	6,117	6,195	5,730
Vehicle Decals Issued	300	352	306	319	1,782
Vehicle License Fees Billed	36,442	36,544	39,193	37,393	35,372
Trash Decals Issued	329	333	340	334	292

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	373,856	379,345	402,427	420,777	18,350	4.56%
OPERATING	84,709	98,619	97,565	102,250	4,685	4.80%
CAPITAL	9,071	2,418	3,095	4,650	1,555	50.24%
TOTAL	\$467,636	\$480,382	\$503,087	\$527,677	\$24,590	4.89%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	96,330	104,586	103,519	106,937	3,418	3.30%
LOCAL	371,306	375,796	399,568	420,740	21,172	5.30%
TOTAL	\$467,636	\$480,382	\$503,087	\$527,677	\$24,590	4.89%
FULL TIME POSITIONS	7	7	7	7	0	0.00%

Treasurer



Finance

DEPARTMENT DESCRIPTION:

The Finance Department is responsible for maintaining Warren County's general accounting system and financial records.

RESPONSIBILITIES:

- Process payroll according to established deadlines
- Coordinate and assist with annual audit
- Administer risk management program
- Monitor departmental expenditures and revenues
- Coordinate all department budget adjustment requests
- Process accounts payable
- Process bills for septic and transfer stations
- Maintain airport hangar rental accounts
- Maintain vendor accounts and payments
- Coordinates preparation of the annual budget and monitors compliance after adoption which includes providing accurate financial information to all County departments in a timely manner
- Perform analyses of financial condition including interim and annual financial reports as requested by the Board of Supervisors and the County Administrator
- Maintenance of AS/400 computer system, regular backup of data, and troubleshooting hardware/software programs.
- Coordinates the advertisement, receipt, and tabulation of bids.
- Provide timely and accurate budget reports to the County Administrator and departments
- Regularly conducts review of internal controls

GOALS:

- Maintain accurate accounting records.
- Participate in GFOA budget award program.
- Participate in GFOA CAFR award program.
- Meet payroll deadlines and continue to file all payroll returns timely.

SERVICE LEVELS:

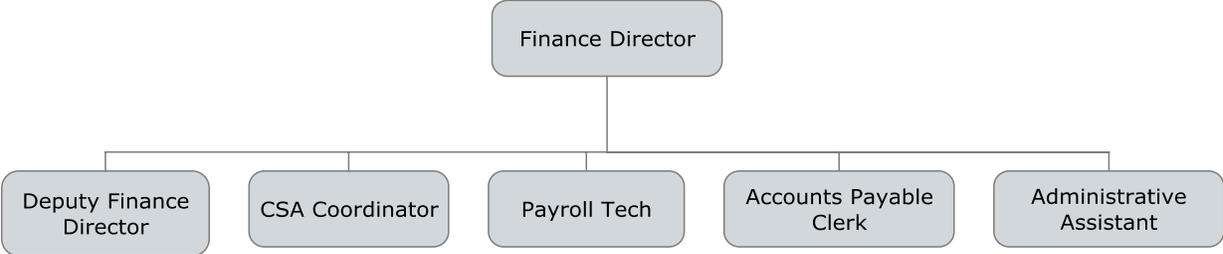
Month	Paychecks processed*	Invoices processed
Sept. 2008	275	1,255
Sept. 2009	284	1,191
Sept. 2010	303	1,260
Sept. 2011	314	1,305
Sept. 2012	334	1,242
Sept. 2013	337	1,261
Sept. 2014	304	1,156

*In addition, the Finance Office processes approximately 40 additional paychecks twice a month for the temporary pool employees during the summer months.

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	278,857	296,800	322,601	366,089	43,488	13.48%
OPERATING	16,725	15,635	16,825	16,630	(195)	-1.16%
CAPITAL	6,958	10,135	7,400	7,400	0	0.00%
TOTAL	\$302,541	\$322,570	\$346,826	\$390,119	\$43,293	12.48%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	302,541	322,570	346,826	390,119	43,293	12.48%
TOTAL	\$302,541	\$322,570	\$346,826	\$390,119	\$43,293	12.48%
FULL TIME POSITIONS	4	4	4	5	1	25.00%

Finance



Elections

DEPARTMENT DESCRIPTION:

The Department of Voter Registration and Elections implements Election Laws to ensure the integrity and pureness of Elections and Voter Registration in a fair, equitable, and non-partisan manner.

RESPONSIBILITIES:

- Administer Election Laws in accordance with the Constitution of the United States and the Commonwealth of Virginia, Title 24.2 of the Code of Virginia, Federal Election Laws, the National Voter Registration Act (NVRA) and the Help America Vote Act (HAVA), in order to protect the rights of voters in Warren County.
- Provide opportunities for eligible citizens of Warren County to register to vote.
- Administer and supervise the loading and testing of electronic voting equipment and Pollbooks to include hardware, software, maintenance and troubleshooting of equipment.
- Receive and process approximately 1400 registration transactions on a monthly basis.
- Receive and process all Candidate filings for county citizens seeking office in an election including certification of petitions for candidate filings, referendums, and other court ordered certification of petitions and campaign finance reports filed by candidates.
- Administer and conduct absentee voting for the citizens of Warren County which includes many military and other citizens serving our country overseas.
- Provide Saturday hours for absentee voting before each Election in accordance with state requirements.
- Train Election Officials for Local, State, and Federal Elections.
- Administer and conduct elections, reporting of election results and certification of election results.
- Conduct educational programs to educate the public on the election process and voter registration.
- Conduct between one and four Elections each year in accordance with Federal and State Election Laws.
- Participate in all training provided by the State Board of Elections as required by law.
- Ensure that all voter registration and election timelines are met.

Service Levels:

Registered Voters	Registered Voters	Registered Voters	Registered Voters
<u>12/1/12</u>	<u>12/1/13</u>	<u>12/1/14</u>	<u>12/1/15</u>
24,775	24,018	24,350	25,300 (Projected)

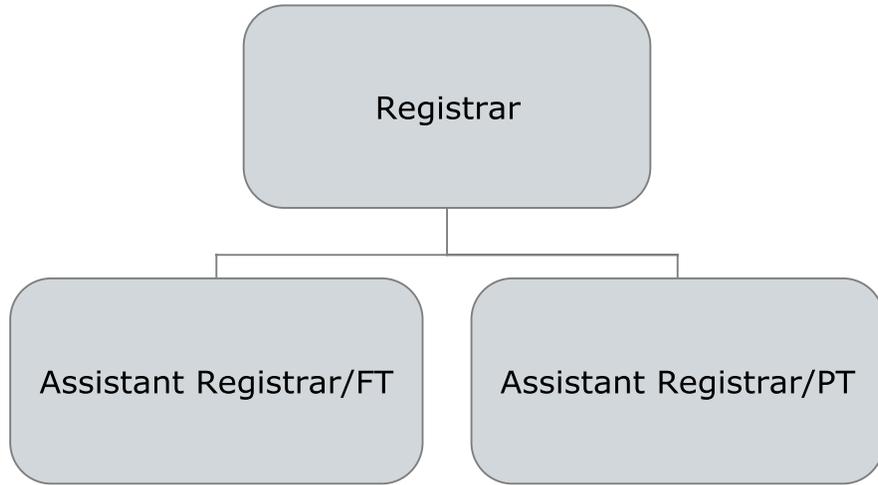
GOALS AND OBJECTIVES:

- Prepare for and conduct all Elections in 2015-2016 which includes the Presidential Primary in March of 2016.
- Request the purchase of new voting equipment prior to the November 2015 General Election.
- Continue the Training Process in the use of Electronic Pollbooks.
- Create new methods to expand the Training for Officers of Elections.
- Continue to recruit Officers of Elections.
- Continue to attend all Training and Certification Sessions.

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	148,639	143,506	213,537	217,051	3,514	1.65%
OPERATING	35,094	28,036	54,015	44,715	(9,300)	-17.22%
CAPITAL	<u>21,012</u>	<u>7,388</u>	<u>4,350</u>	<u>4,350</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$204,744	\$178,930	\$271,902	\$266,116	\$(5,786)	-2.13%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	37,981	42,347	40,000	40,000	0	0.00%
LOCAL	<u>166,763</u>	<u>136,583</u>	<u>231,902</u>	<u>226,116</u>	<u>(5,786)</u>	<u>-2.49%</u>
TOTAL	\$204,744	\$178,930	\$271,902	\$266,116	\$(5,786)	-2.13%
FULL TIME POSITIONS	2	2	2	2	0	0.00%

Elections

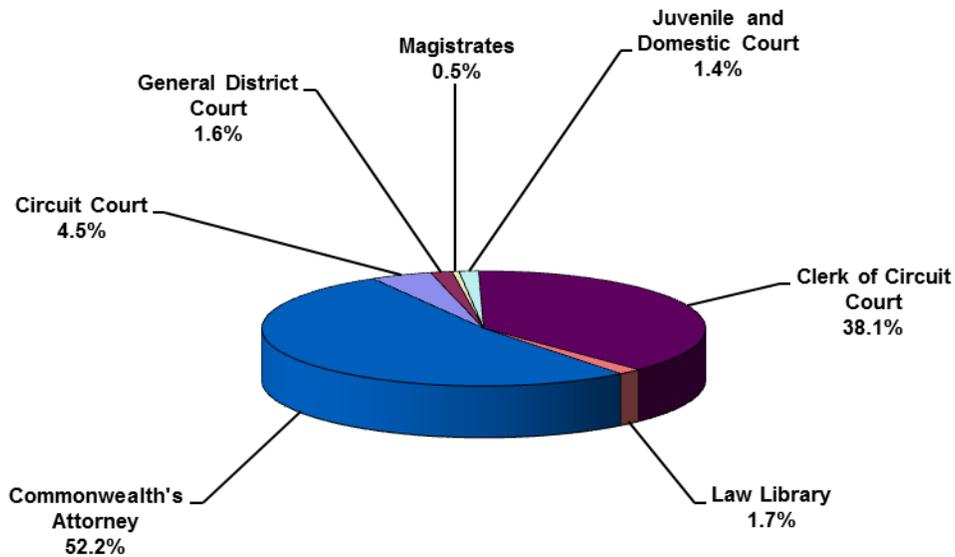




Warren County Court House

Judicial Administration

	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
				AMOUNT	%
Circuit Court	41,863	62,800	63,450	650	1.04%
General District Court	14,956	9,645	22,245	12,600	130.64%
Magistrates	4,330	6,250	7,050	800	12.80%
Juvenile and Domestic Court	16,255	20,200	20,200	0	0.00%
Clerk of Circuit Court	513,934	526,802	539,713	12,911	2.45%
Law Library	14,586	24,000	24,000	0	0.00%
Commonwealth's Attorney	695,393	729,279	739,891	10,612	1.46%
JUDICIAL ADMINISTRATION	\$1,301,317	\$1,378,976	\$1,416,548	\$37,572	2.72%



Circuit Court

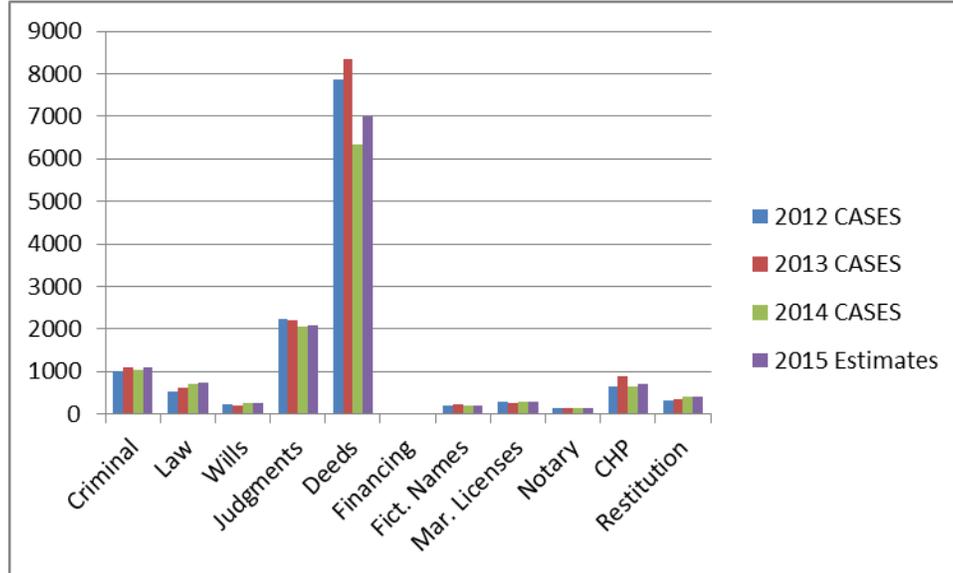
DEPARTMENT DESCRIPTION:

Warren County is in the Twenty-Sixth Judicial Circuit of Virginia. The Circuit Court is the only trial court of general jurisdiction in Virginia. It is the sole court with the authority to try all types of cases except as specifically provided by statute. The Circuit Court has appellate jurisdiction in criminal as well as civil cases when an appeal is noted from the lower courts. Circuit Courts have original jurisdiction over indictments, presentments, or information's in felony and/or misdemeanor cases. The Circuit Court, in civil cases, has concurrent jurisdiction with the general district court over claims from \$4,500 to \$25,000 and exclusive original jurisdiction where the amount of money involved exceeds \$25,000. Circuit Courts render decisions in divorce proceedings, wills, trusts and estate matters, property disputes and adoption proceedings. The final decision of the Circuit Court may be appealed to either the Supreme Court of Virginia or the Court of Appeals of Virginia, depending upon the type of case involved. Warren County has four terms of court each year.

Warren County has two sitting Judges in Circuit Court and court is in session four days per week. The Judges share the criminal and civil docket.

WORKLOAD MEASURES DATA

	2012 CASES	2013 CASES	2014 CASES	2015 Estimates
Criminal	1,001	1,099	1,040	1,100
Law	543	619	721	730
Wills	229	205	250	250
Judgments	2,244	2,217	2,043	2,100
Deeds	7,859	8,358	6,329	7,000
Financing	18	17	13	15
Fict. Names	199	222	195	200
Mar. Licenses	296	269	285	290
Notary	140	148	136	140
CHP	663	879	660	700
Restitution	332	336	409	400



BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	6,900	8,820	29,100	25,600	(3,500)	-12.03%
OPERATING	29,204	33,043	33,500	37,100	3,600	10.75%
CAPITAL	0	0	200	750	550	275.00%
TOTAL	\$36,104	\$41,863	\$62,800	\$63,450	\$650	1.04%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	5,430	1,800	20,000	18,000	(2,000)	-10.00%
LOCAL	30,674	40,063	42,800	45,450	2,650	6.19%
TOTAL	\$36,104	\$41,863	\$62,800	\$63,450	\$650	1.04%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

General District Court

DEPARTMENT DESCRIPTION:

The Warren General District Court is in the 26th Judicial District of Virginia. There is a general district court in each city and county in Virginia. General district court judges are elected by the General Assembly for 6 year terms. General District Court Clerks are appointed by the Judge. Judges, Clerks and staff are employees of the Supreme Court of Virginia. General district courts have exclusive authority to hear civil cases with claims up to \$25,000. The General District Court handles most traffic violations. The General District Court also hears minor criminal cases known as misdemeanors and conducts preliminary hearings for more serious criminal cases called felonies. Examples of civil cases are landlord and tenant disputes, contract disputes and personal injury actions.

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	12,215	11,570	8,445	17,845	9,400	111.31%
CAPITAL	3,736	3,386	1,200	4,400	3,200	266.67%
TOTAL	\$15,951	\$14,956	\$9,645	\$22,245	\$12,600	130.64%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	15,951	14,956	9,645	22,245	12,600	130.64%
TOTAL	\$15,951	\$14,956	\$9,645	\$22,245	\$12,600	130.64%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Magistrates

DEPARTMENT DESCRIPTION:

Magistrates serve as the immediate buffer between law enforcement and citizens and authorize or deny law enforcement the ability to detain individuals suspected of crimes. In addition, they provide services in disputes involving citizens vs. citizens. These functions are available 24 hours per day. Rather than being called upon to determine guilt or innocence, Magistrates are called upon to determine whether there is probable cause to deny persons their liberty, taking into account such factors as the evidence brought before them, the seriousness of the accusation, and the potential danger to society or to the accused.

RESPONSIBILITIES:

- Conduct one or two party hearings at local office sites to determine whether there is probable cause to move forward in one of the following statutory procedures: issue arrest and search warrants in criminal cases, issue a temporary detention order in either mental health or medical cases, and authorize pre-trial seizures in civil matters.
- Issue Emergency Protective orders in Domestic and general criminal matters
- Conduct bond hearings to determine if the defendant will be required to stay in jail or be able to post a bond, and what their conditions will be upon release.
- On occasion travel to another locality within a judicial district to perform Magistrate functions or perform these functions through electronic audio and video telecommunications systems
- Make decisions in accordance with the requirements established by the United States and Virginia Constitutions, court decisions, and the Code of Virginia
- Issue civil warrants
- Administer oaths
- Accept prepayments for traffic infractions and pre-payable misdemeanors
- Maintain accounting records from persons posting cash bonds as required by the State Auditor
- Prepare legal documents to go before the courts
- Attend two continuing legal education seminars provided by the Supreme Court each year and attend classes approved by the Supreme Court of Virginia to obtain a minimum of 20 continuing legal education credits as required by the Code of Virginia in order to maintain our position.

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	4,415	4,283	5,550	5,550	0	0.00%
CAPITAL	0	47	700	1,500	800	114.29%
TOTAL	\$4,415	\$4,330	\$6,250	\$7,050	\$800	12.80%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	4,415	4,330	6,250	7,050	800	12.80%
TOTAL	\$4,415	\$4,330	\$6,250	\$7,050	\$800	12.80%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Juvenile and Domestic Relations Court

DEPARTMENT DESCRIPTION:

This office provides judicial services to the citizens of Warren County.

A juvenile is a person under the age of 18 years. The Juvenile & Domestic Relations Court hears all matters involving juveniles such as criminal, traffic, status offenses, custody, visitation, paternity, child abuse cases and foster care cases.

The Court handles matters involving the family such as child support, family abuse & criminal cases where the defendant and alleged victim are family, household members or have a child in common.

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	8,766	9,893	13,100	13,100	0	0.00%
CAPITAL	<u>7,341</u>	<u>6,362</u>	<u>7,100</u>	<u>7,100</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$16,107	\$16,255	\$20,200	\$20,200	\$0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>16,107</u>	<u>16,255</u>	<u>20,200</u>	<u>20,200</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$16,107	\$16,255	\$20,200	\$20,200	\$0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Clerk of the Circuit Court

DEPARTMENT DESCRIPTION:

The Clerk of the Circuit Court is an office required by the Virginia Constitution. This office is the official custodian of all Circuit Court criminal and civil records. Documents recorded for preservation include land records, wills and estate records, and marriage licenses. The Clerk is empowered to give oaths of office to elected public officials and the taking of bonds when required. All of the permanent records are digitally scanned on a continual basis and are securely stored and preserved on microfilm at the State Library in Richmond, Virginia. This office assists the public in finding records on their family genealogy, land transfers and estates. Records maintained in the Clerk's office include Wills, Deeds, Deeds of Trust, Rights of Way, Judgments, Financing and Termination Statements, Marriage Licenses, Divorces, Adoptions, Commissioner Bonds, Guardian Bonds and Elected Official Bonds and Oaths.

RESPONSIBILITIES:

- Receive, record, and maintain land records, judgments, financing statements and other official records that are to be retained as prescribed by law.
- Maintain court dockets and prepare criminal and civil cases
- Manage jurors and jury trials
- Appoint jury commissioners for the selection of qualified jurors annually
- Issue marriage licenses
- Probate wills and grant administration of estates
- Record business names
- Assess and collect criminal fines and costs; collect and disburse restitution
- Provide daily financial reports, deposits, and transmittal of state collections.
- Issue witness subpoenas, rules, and capiases.
- Manage and preserve land records, estate records, genealogy information, and marriage records.
- Retain judgments, civil and felony records for twenty years (unless the case involves real estate ownership and boundary line issues or is a high profile case). Retain misdemeanor records for ten years
- Attend Supreme Court, State Compensation Board, and Virginia Department of Taxation seminars and training sessions, annual Clerk's association meetings and other work-related training/classes to enhance education
- Administer oaths to public officials, law enforcement, and notary publics
- Manage trust fund accounts
- Provide monthly caseload statistical reports, incompetent reports, financial disbursements, bank reconciliation, vital statistical reports for marriages, divorces, and adoptions, and the clerk's fee report to the State Compensation Board
- Respond to questions from the public and assist them in researching land records and family genealogy
- Provide court debt collection activity and escheatment of unclaimed property
- Prepare grand jury list
- Respond to surveys and annual reports for state government agencies.

- Prepare annual budgets – local government (clerk and court), State Compensation Board, and technology trust fund

PROJECTS:

- Preservation of older records by converting them to digital images
- Management of archival records

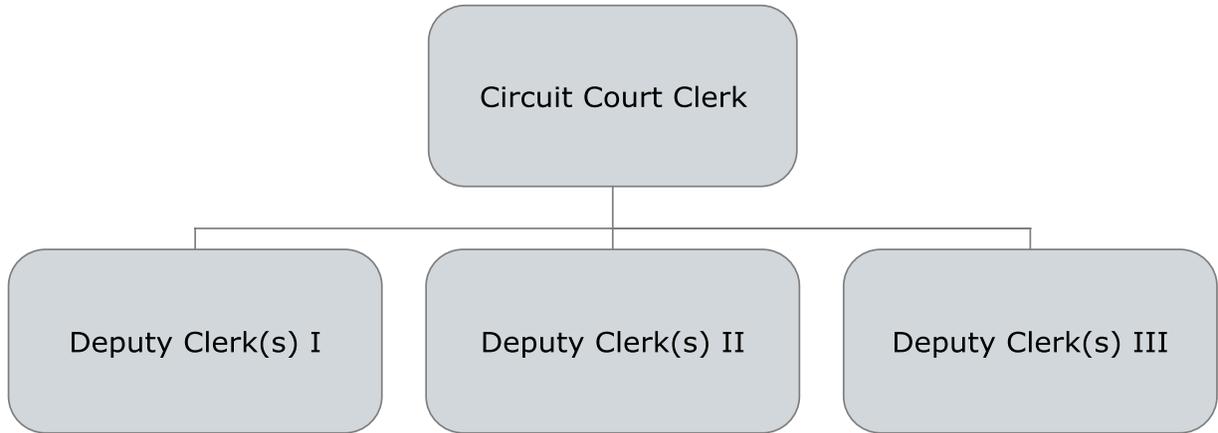
PERFORMANCE MEASUREMENTS:

	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Projected
Criminal	911	1,001	1,096	1,100
Law	673	543	617	625
Wills	223	229	205	200
Judgments	2,379	2,244	2,213	2,225
Deeds	6,596	7,859	8,402	8,500
Financing	18	18	16	20
Fictitious Names	244	199	222	225
Marriage Licenses	287	296	269	275
Notary	115	140	148	150
CHP	404	663	876	850
Restitution	297	332	336	340

BUDGET SUMMARY:

	<u>FY 12-13 ACTUAL</u>	<u>FY 13-14 ACTUAL</u>	<u>FY 14-15 ADOPTED BUDGET</u>	<u>FY 15-16 ADOPTED BUDGET</u>	<u>INCREASE (DECREASE) FY 14-15 TO FY 15-16 AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	430,431	462,243	473,477	489,638	16,161	3.41%
OPERATING	46,989	47,253	41,325	41,275	(50)	-0.12%
CAPITAL	<u>5,390</u>	<u>4,438</u>	<u>12,000</u>	<u>8,800</u>	<u>(3,200)</u>	<u>-26.67%</u>
TOTAL	\$482,809	\$513,934	\$526,802	\$539,713	\$12,911	2.45%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	306,573	301,576	311,884	297,912	(13,972)	-4.48%
LOCAL	<u>176,236</u>	<u>212,358</u>	<u>214,918</u>	<u>241,801</u>	<u>26,883</u>	<u>12.51%</u>
TOTAL	\$482,809	\$513,934	\$526,802	\$539,713	\$12,911	2.45%
FULL TIME POSITIONS	8	8	8	8	0	0.00%

Clerk of the Circuit Court



Law Library

DEPARTMENT DESCRIPTION:

The Law Library is located on the second floor of the Warren County Courthouse. It provides legal library services and reference assistance for the benefit of the judiciary, practicing attorneys, and the general public. It is maintained by a local attorney.

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	13,063	14,586	24,000	24,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$13,063	\$14,586	\$24,000	\$24,000	\$0	0.00%
REVENUE:						
FEES	13,063	14,586	24,000	24,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	0	0	0	0	0	0.00%
TOTAL	\$13,063	\$14,586	\$24,000	\$24,000	\$0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Commonwealth's Attorney

DEPARTMENT DESCRIPTION:

The Commonwealth Attorney's Office works daily with Federal, State, and local law enforcement to fight criminal activity in Warren County and other jurisdictions. By statute, the Commonwealth's Attorney is the chief law enforcement officer of the jurisdiction in which he or she serves.

RESPONSIBILITIES:

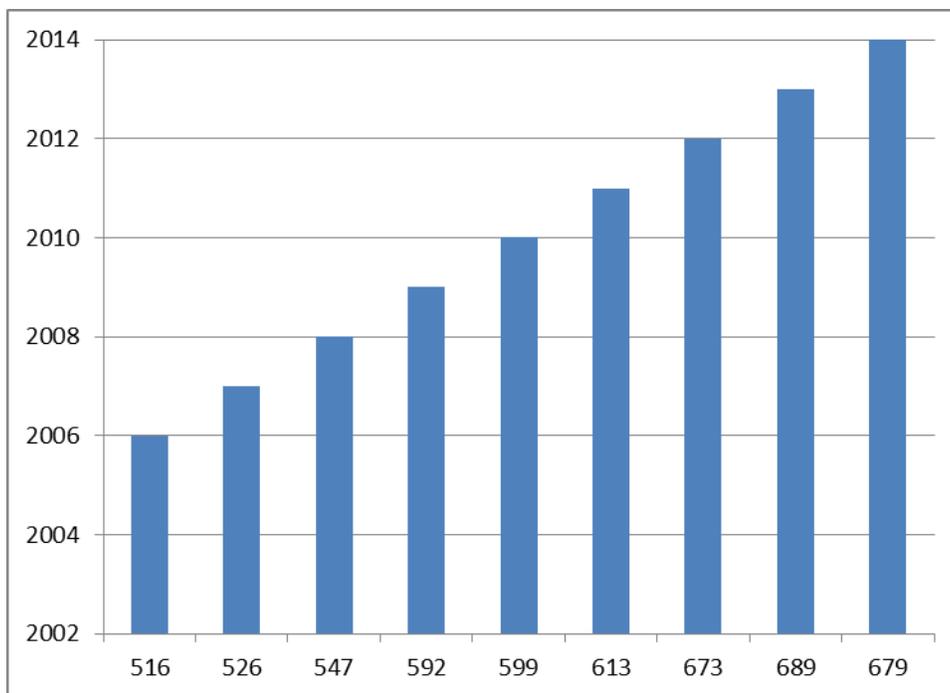
- Represent the interests of the law abiding citizens of Warren County in the different Courts that hold civil and criminal court proceedings in the County
- Handle trials, appeals, preliminary hearings, probation revocations, bond hearings, license revocations, etc.
- Work closely with all crime fighting agencies to ensure that the citizens of our community are safe and criminals are punished
- Each attorney must earn 12 hours of continuing legal education credit each year
- Provide criminal justice training to local and State law enforcement and provide instructors for the Criminal Justice Academy in Middletown
- Participate in legal training for local and school groups

PROJECTS:

- Look for ways to enhance skills and participate in "crime specific" training such as homicide investigation, sexual assault prosecution, DUI procedures, etc.

SERVICE LEVELS:

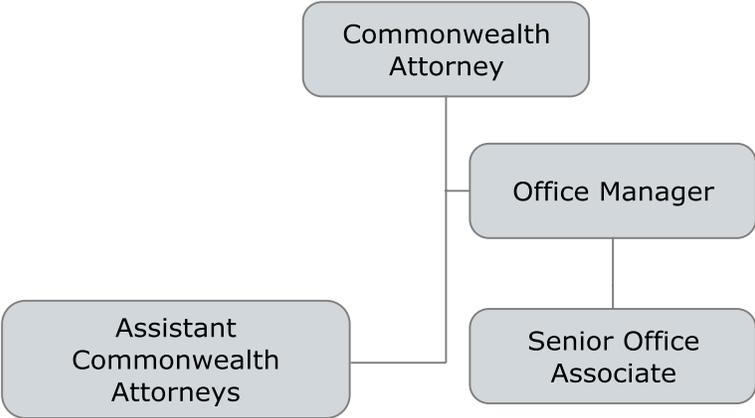
Circuit Court Cases Per Year



BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	66,853	680,110	705,779	715,366	9,587	1.36%
OPERATING	15,043	14,039	21,500	22,525	1,025	4.77%
CAPITAL	1,493	1,244	2,000	2,000	0	0.00%
TOTAL	\$683,389	\$695,393	\$729,279	\$739,891	\$10,612	1.46%
REVENUE:						
FEES	4,777	4,511	4,277	4,277	0	0.00%
STATE/FEDERAL	361,178	363,347	420,742	439,488	18,746	0.00%
LOCAL	317,434	327,535	304,260	296,126	(8,134)	2.67%
TOTAL	\$683,389	\$695,393	\$729,279	\$739,891	\$10,612	1.46%
FULL TIME POSITIONS	8	8	8	8	0	0.00%

Commonwealth's Attorney

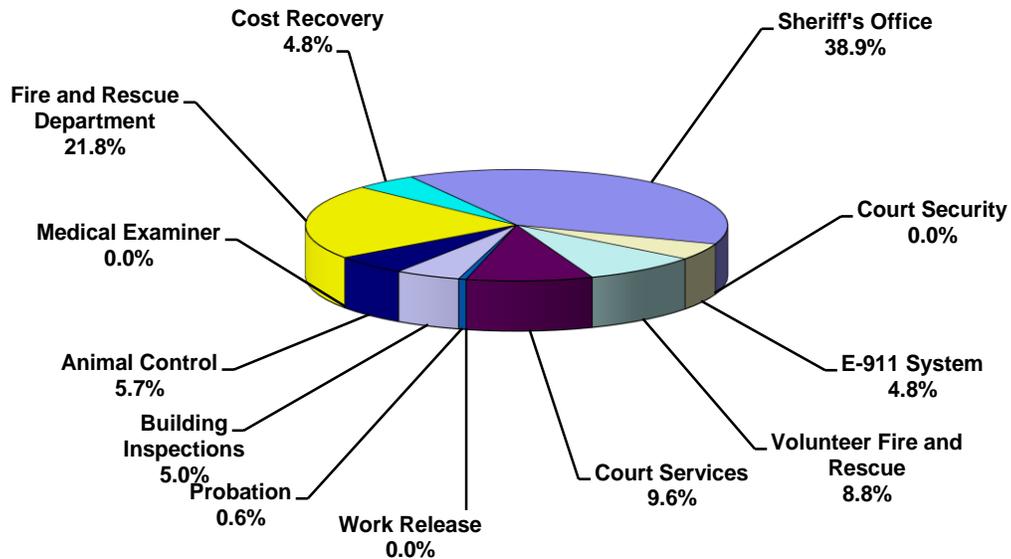




Warren County Public Safety Building

Public Safety

	FY	FY	INCREASE (DECREASE)		
	13-14 ACTUAL	14-15 ADOPTED BUDGET	15-16 ADOPTED BUDGET	FY 14-15 TO FY 15-16 AMOUNT	%
Sheriff's Office	4,377,502	4,065,133	4,134,090	68,957	1.70%
Court Security	277,957	294,806	0	(294,806)	-100.00%
E-911 System	763,779	513,290	511,565	(1,725)	-0.34%
Volunteer Fire and Rescue	898,176	934,869	939,467	4,598	0.49%
Court Services	2,707,401	799,162	1,025,730	226,568	28.35%
Work Release	280,265	0	0	0	0.00%
Probation	61,576	60,431	61,603	1,172	1.94%
Building Inspections	505,570	526,393	531,527	5,134	0.98%
Animal Control	525,203	574,005	602,510	28,505	4.97%
Medical Examiner	580	500	500	0	0.00%
Fire and Rescue Department	2,123,970	2,295,563	2,318,750	23,187	1.01%
Cost Recovery	352,000	452,500	508,500	56,000	12.38%
PUBLIC SAFETY	\$12,873,979	\$10,516,652	\$10,634,242	\$117,590	1.12%



Sheriff's Office

DEPARTMENT DESCRIPTION:

The Warren County Sheriff's Office is managed by an elected constitutional officer "Sheriff". The core function is to provide Public Safety and Law Enforcement Services for the citizens of Front Royal/Warren County.

The Sheriff's Office is comprised of eight divisions. Their functions and responsibilities include, but not limited to:

- Administration. Responsible for all civil/criminal documents; personnel records; invoicing accounts payable; clerical duties; preparation and implementation of four budgets.
- Civil Process. Responsible for all civil/criminal records and service of court issued warrants and civil papers; courtroom security; DARE program.
- Court Holding. Responsible for detention court appearances of inmates; transportation of court ordered inmates; Temporary Detention Order Transports.
- Communications. Responsible for dispatching all law enforcement, fire and rescue, emergency medical services; E911 center and maintains records/files.
- Investigations. Responsible for Criminal/Narcotic/Gang investigations; personnel background checks; evidence; maintains records/files.
- Animal Control. Responsible for all animal related complaints; enforcement of animal related ordinances in the Town of Front Royal and Warren County.
- Patrol. Responsible for routine patrol; special enforcement; school resources program; special operation units; answering all related complaints coming into the office from the community or other jurisdictions; overall public safety of the community.
- Courthouse Security. Responsible for security of the courthouse and courtrooms ensuring all courts are run in an orderly manner and security checkpoint is staffed.

GOALS AND OBJECTIVES:

The following is a list of three of the major goals and objectives that the Warren County Sheriff's Office will strive to reach for 2015-2016.

Goal 1 Public Safety

The top priority for the Sheriff's Office is dedicated to provide and improve public safety for our community.

- Objective 1: To increase awareness through enforcement by conducting high visibility enforcement monitoring in pre-identified public areas of concern for safety.
- Objective 2: To increase awareness through education by providing awareness education presentations and classes to the community.
- Objective 3: To work and inform the media outlets about the issues that concerns the community and general public safety.

Goal 2 Accreditation

The Warren County Sheriff's Office is committed to improving and enhancing the professionalism of this office by maintaining our certification through Virginia Law Enforcement Professional Standards Commission.

- Objective 1: To review, change and implement policies and procedures as required by the policy review committee.
- Objective 2: To account for compliance of policy through documentation by maintaining an accreditation manager file of proofs.
- Objective 3: To schedule assessment of agency by setting timelines and performance outcomes to be reviewed by accreditation assessment teams to ensure compliance.

Goal 3 Indoor Firearms Range

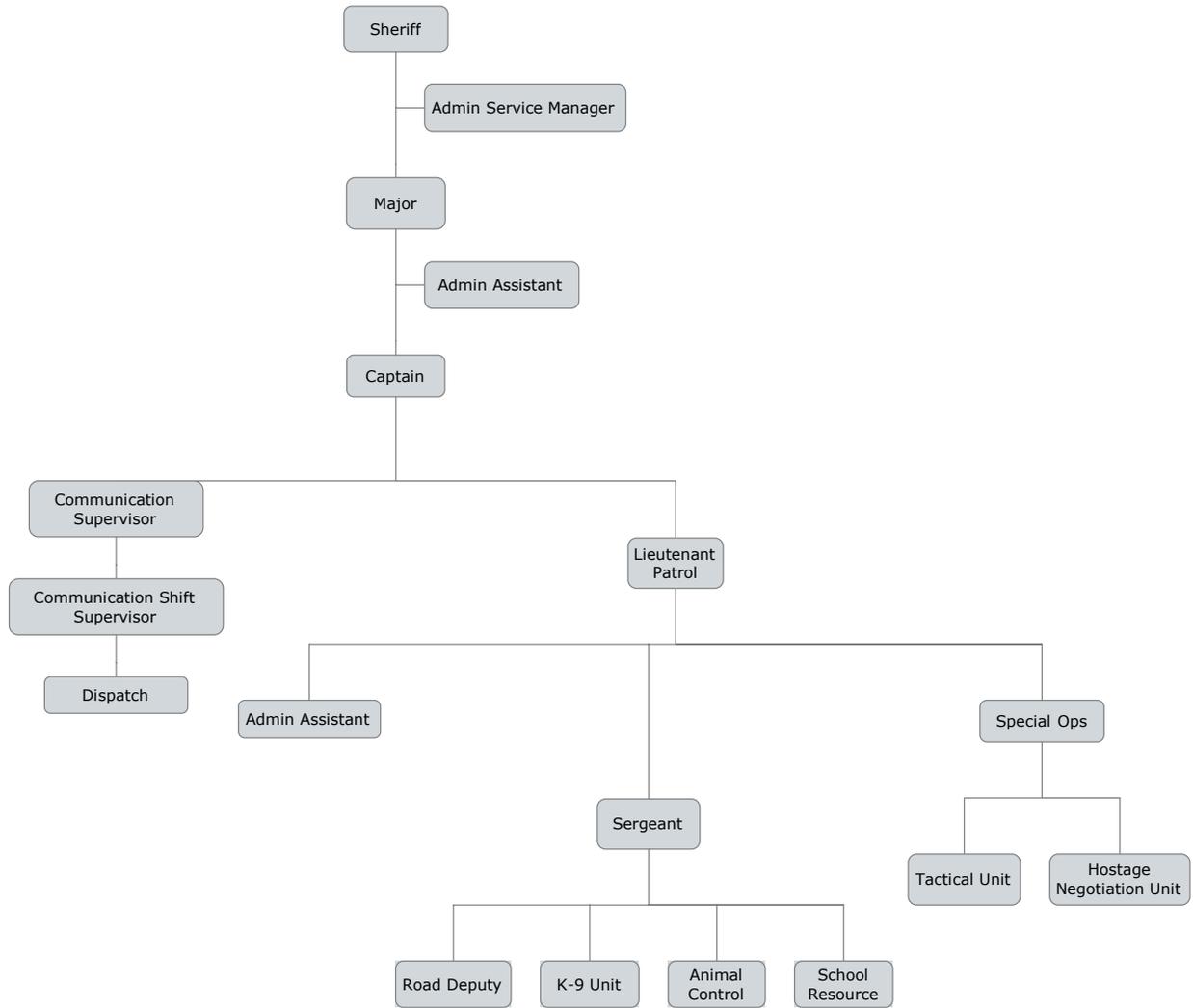
- Objective 1: To work with county administration to secure funding for an indoor firearms range for the sheriff's office and have completed and operational by fiscal year 2016-2017.
- Objective 2: To set timelines and develop plans for design and construction.
- Objective 3: To implement construction and the conversion of going to the use of lead free ammunition.

BUDGET SUMMARY:

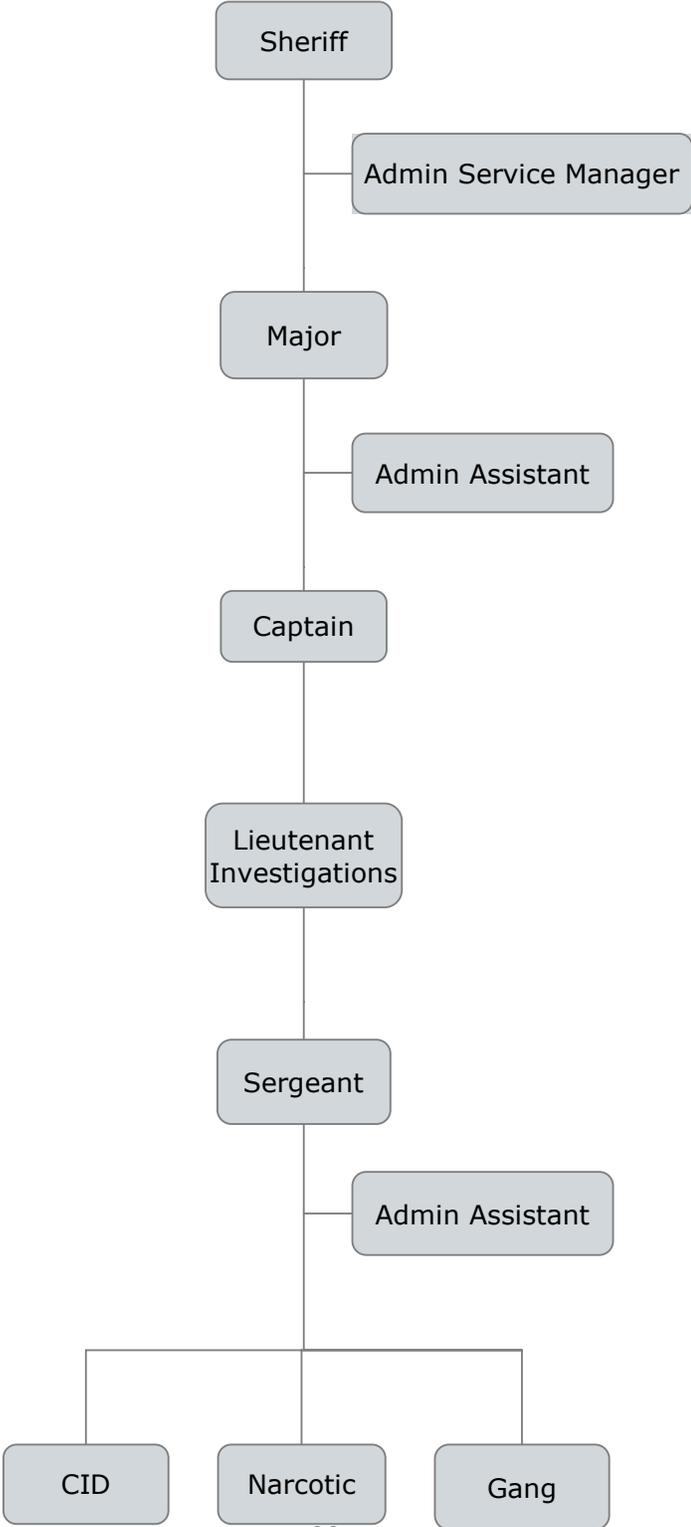
	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	3,263,336	3,637,489	3,388,535	3,471,606	83,071	2.45%
OPERATING	468,827	485,801	422,268	413,154	(9,114)	-2.16%
CAPITAL	288,393	254,212	254,330	249,330	(5,000)	-1.97%
TOTAL	\$4,020,556	\$4,377,502	\$4,065,133	\$4,134,090	\$(68,957)	1.70%
REVENUE:						
FEES	(3,322)	2,396	0	0	0	0.00%
STATE/FEDERAL	1,529,305	1,892,304	1,355,474	1,466,696	111,222	8.21%
LOCAL	2,494,573	2,482,802	2,709,659	2,667,394	(42,265)	-1.56%
TOTAL	\$4,020,556	\$4,377,502	\$4,065,133	\$4,134,090	\$68,957	1.70%
FULL TIME POSITIONS	54	54	53	53	0	0.00%

*State/Federal Revenues are an estimated proportionate share of total State/Federal revenues received for the operation of the Sheriff's Office.

Sheriff's Office Law Enforcement



Sheriff's Office Investigations



Court Security

DEPARTMENT DESCRIPTION:

Responsible for security of the courthouse and courtrooms ensuring all courts are run in an orderly manner and security checkpoint is staffed. Court Security duties and responsibilities as well as the budget have been incorporated in with Court Services.

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	274,334	270,015	274,871	0	(274,871)	-100.00%
OPERATING	16,345	7,566	16,135	0	(16,135)	-100.00%
CAPITAL	1,680	376	3,800	0	(3,800)	-100.00%
TOTAL	\$282,360	\$277,957	\$294,806	\$0	\$(294,806)	-100.00%
REVENUE:						
FEES	70,495	70,536	65,000	0	(65,000)	-100.00%
STATE/FEDERAL	0	0	66,532	0	(66,532)	0.00%
LOCAL	211,865	207,421	163,274	0	(163,274)	-100.00%
TOTAL	\$282,360	\$277,957	\$294,806	\$0	\$(294,806)	-100.00%
FULL TIME POSITIONS	2	2	2	0	(2)	-0.00%

E-911 System

DEPARTMENT DESCRIPTION:

Responsible for dispatching all law enforcement, fire and rescue, emergency medical services; E911 center and maintains records/files.

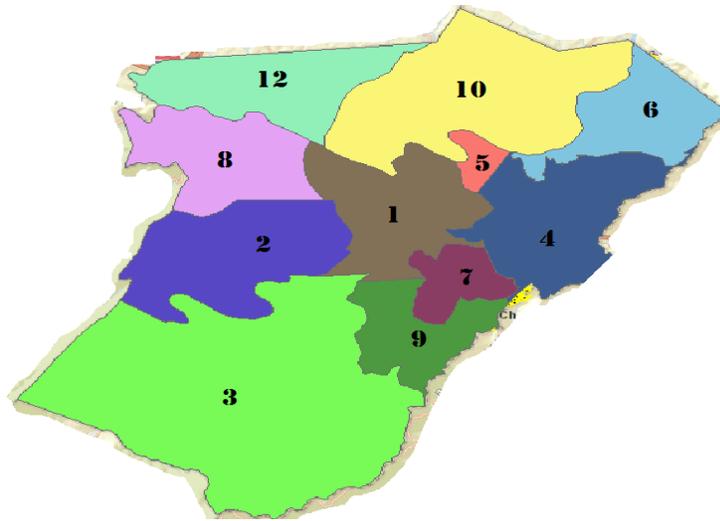
BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	377,573	309,269	327,118	331,479	4,361	1.33%
OPERATING	247,998	125,103	137,213	133,277	(3,936)	-2.87%
CAPITAL	<u>79,693</u>	<u>329,407</u>	<u>48,959</u>	<u>46,809</u>	<u>(2,150)</u>	<u>-4.39%</u>
TOTAL	\$705,264	\$763,779	\$513,290	\$511,565	\$(1,725)	-0.34%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	42,168	51,923	45,000	45,000	0	0.00%
LOCAL	<u>663,096</u>	<u>711,856</u>	<u>468,290</u>	<u>466,565</u>	<u>(1,725)</u>	<u>-0.37%</u>
TOTAL	\$705,264	\$763,779	\$513,290	\$511,565	\$(1,725)	-0.34%
FULL TIME POSITIONS	6	6	6	6	0	0.00%

Volunteer Fire and Rescue

DEPARTMENT DESCRIPTION:

The County of Warren provides funds to the nine volunteer fire departments: Front Royal VFC #1, Rivermont VFC #2, South Warren VFC #3, Linden VFC #4, Shenandoah Shores VFC #5, WCFR #6, Fortsmouth VFC #8, Chester Gap VFC #9, and North Warren VFC #10. This budget is approximately \$950,000. Each station provides fire protection to the residents of their service area. Each volunteer company provides an annual financial statement to the County as evidence of expenses incurred. Each station owns the fire and rescue station with the exception of Stations 6 and 10; these stations are owned by the County of Warren. The County currently owns five ambulances, Water Rescue apparatus and equipment vehicles and the 105' foot ladder truck at Station 10.



BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	963,562	898,176	934,869	939,467	4,598	0.49%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$963,562	\$898,176	\$934,869	\$939,467	\$4,598	.49%
REVENUE:						
FEES	37,750	37,750	37,750	35,750	(2,000)	-5.30%
STATE/FEDERAL	12,247	147,712	59,505	59,505	0	0.00%
LOCAL	913,565	712,714	837,614	844,212	6,598	0.79%
TOTAL	\$963,562	\$898,176	\$934,869	\$939,467	\$4,598	0.49%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Court Services

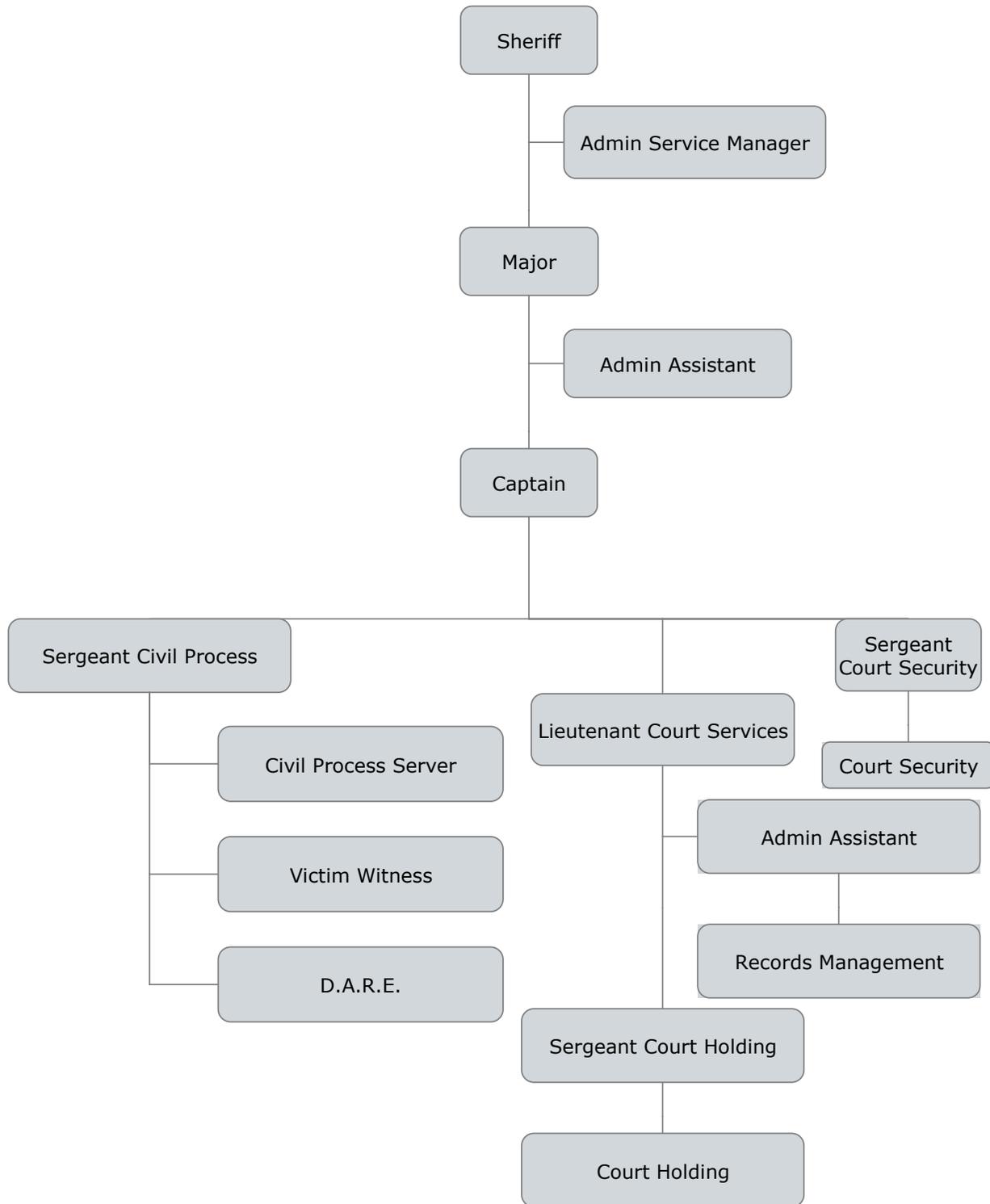
DEPARTMENT DESCRIPTION:

Civil Process is responsible for all civil/criminal records and service of court issued warrants and civil papers; courtroom security; DARE program. Court Holding is responsible for detention court appearances of inmates; transportation of court ordered inmates; Temporary Detention Order Transports. Courthouse Security is responsible for security of the courthouse and courtrooms ensuring all courts are run in an orderly manner and security checkpoint is staffed.

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	1,556,940	1,593,134	735,762	957,860	222,098	30.19%
OPERATING	486,205	1,103,340	43,200	48,870	5,670	13.13%
CAPITAL	17,050	10,927	20,200	19,000	(1,200)	-5.94%
TOTAL	\$2,060,195	\$2,707,401	\$799,162	\$1,025,730	\$226,568	28.35%
REVENUE:						
FEES	27,224	42,097	0	0	0	0.00%
STATE/FEDERAL	1,224,501	1,291,689	305,146	310,146	5,000	1.64%
LOCAL	808,470	1,373,615	494,016	715,584	221,568	44.85%
TOTAL	\$2,060,195	\$2,707,401	\$799,162	\$1,025,730	\$226,568	28.35%
FULL TIME POSITIONS	31	31	8	10	2	25.00%

Court Services



Work Release

DEPARTMENT DESCRIPTION:

This department is responsible for detention of inmates, transportation of court ordered inmates, temporary detention order transports, home electronic monitoring, and restitution and inmate development work release program. With the opening of the RSW Regional Jail in July 2014, Warren County no longer operates a Work Release Program.

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	265,398	211,483	0	0	0	0.00%
OPERATING	80,005	68,180	0	0	0	0.00%
CAPITAL	<u>3,034</u>	<u>602</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$348,438	\$280,265	\$0	\$0	\$0	0.00%
REVENUE:						
FEES	194,771	208,790	0	0	0	0.00%
STATE/FEDERAL	135,812	152,516	0	0	0	0.00%
LOCAL	<u>17,855</u>	<u>(81,041)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$348,438	\$280,265	\$0	\$0	\$0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

*State/Federal Revenues are an estimated proportionate share of total State/Federal revenues received for the operation of the Sheriff's Office.

Juvenile Probation

DEPARTMENT DESCRIPTION:

The 26th District Court Service Unit is part of Virginia's Department of Juvenile Justice. The 26th District serves eight localities with six offices in: Winchester, Berryville, Front Royal, Woodstock, Luray, and Harrisonburg.

The Mission Statement is "The Virginia Department of Juvenile Justice protects the public by preparing Court-involved youth to be successful citizens." The Vision Statement is "The Virginia Department of Juvenile Justice is committed to excellence in public safety by providing effective interventions that improve the lives of youth, strengthening both families and communities within the Commonwealth."

RESPONSIBILITIES:

INTAKE:

Intake services are provided during working hours by appointment for everyone and twenty four hours a day for law enforcement agencies that have taken a youth into custody and are requesting a detention order be issued. Some of the types of intake include: child custody, visitation, support, juvenile delinquency, adult protective orders, child abuse and neglect filed by child protective service workers, children in need of services and children in need of supervision. By law the intake officer (probation officer) has the authority to receive, review, and process complaints. The intake officer will decide whether probable cause exists to handle the case informally, file the petition and if the child is in custody, to release the child to their parent or issue a detention order.

INVESTIGATIONS AND REPORTS:

Social histories make up the majority of the reports that CSU personnel complete. These court-ordered investigations describe the social adjustment of the youth before the court and provide timely, relevant and accurate data. This information helps the court select the most appropriate services for the juvenile and the family.

PROBATION SUPERVISION:

One of the more frequently used dispositions for those juvenile adjudicated guilty of a delinquent charged is probation supervision. Virginia juvenile probation strives to achieve a "balanced approach." This approach focuses on the principles of community protection (public safety), accountability, and competency development. The probation officer will develop an individualized supervision plan for each probationer based on their risk assessment and other factors. A level of supervision will be developed for contacts with the youth and family.

PAROLE SUPERVISION:

Upon release from one of the Department's Juvenile Correctional Centers, offenders are provided parole services to assist in the transition back to the community. Parole officers are assigned to offenders to provide case management services, broker appropriate transitional services, and monitor the offender's adjustment to the community. The parolee may receive family and individual counseling, referral to other community services, vocational services or specialized education services. An individualized supervision plan and level of supervision will be developed for the parolee.

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	35,545	58,549	56,931	58,103	1,172	2.06%
OPERATING	4,265	3,027	3,500	3,500	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$39,810	\$61,576	\$60,431	\$61,603	\$1,172	1.94%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	34,927	33,806	36,000	40,000	4,000	11.11%
LOCAL	4,883	27,770	24,431	21,603	(2,828)	-11.58%
TOTAL	\$39,810	\$61,576	\$60,431	\$61,603	\$1,172	1.94%
FULL TIME POSITIONS	1	1	1	1	0	0.00%

Building Inspections

DEPARTMENT DESCRIPTION:

The Warren County Building Inspections Department is the enforcement authority for the State of Virginia's Uniform Statewide Building Code and the Virginia Erosion and Sediment Control Handbook, having jurisdiction for all of Warren County including the Town of Front Royal as authorized under Virginia State Statute 36-105 and 10.1-562 in conjunction with Chapter 82 and 150 of the Warren County Code.

The Department protects the health, life and safety of all Warren County residents, as it pertains to new construction, alterations and rehabilitation. By ensuring that buildings and structures are permitted to be constructed according to the Virginia Uniform Statewide Building Code which is part of the Code of Virginia and its recognized standards for health, safety, energy conservation, water conservation, and while meeting the State mandated erosion and sediment control.

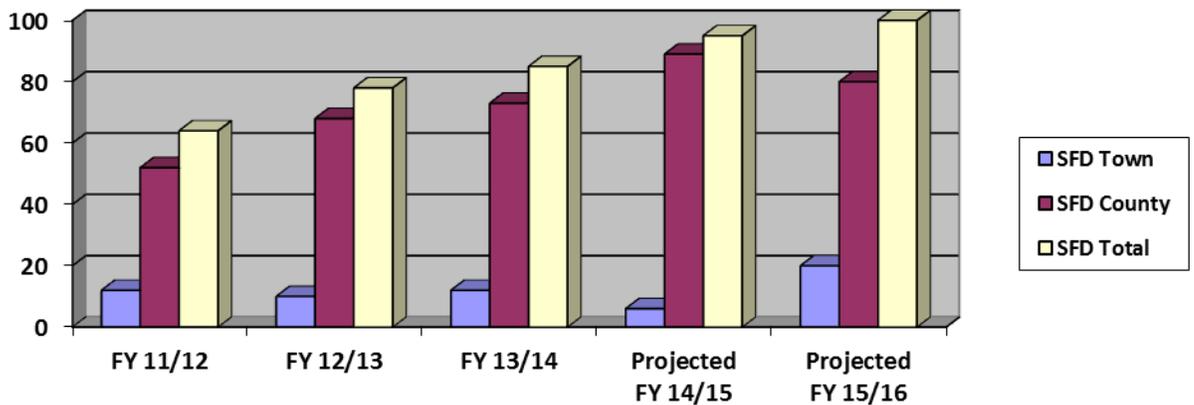
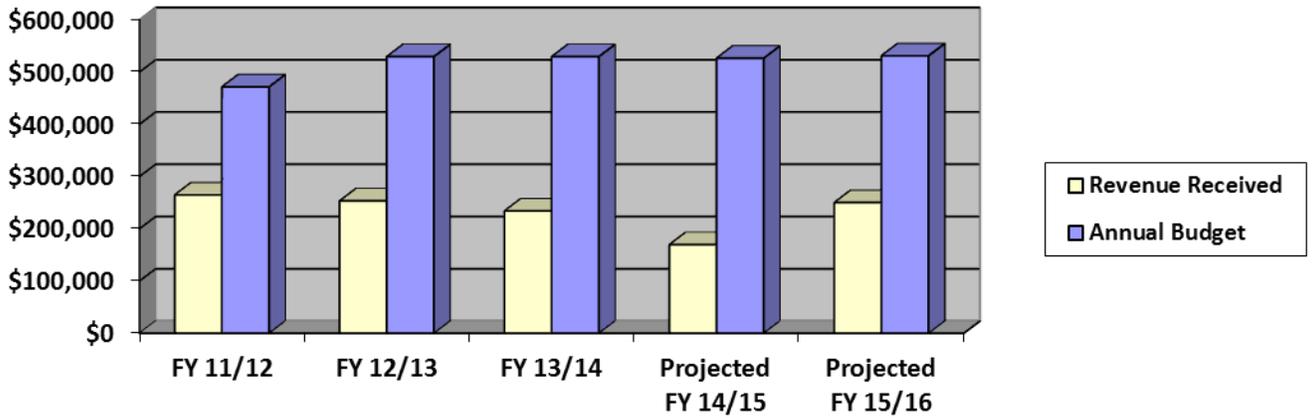
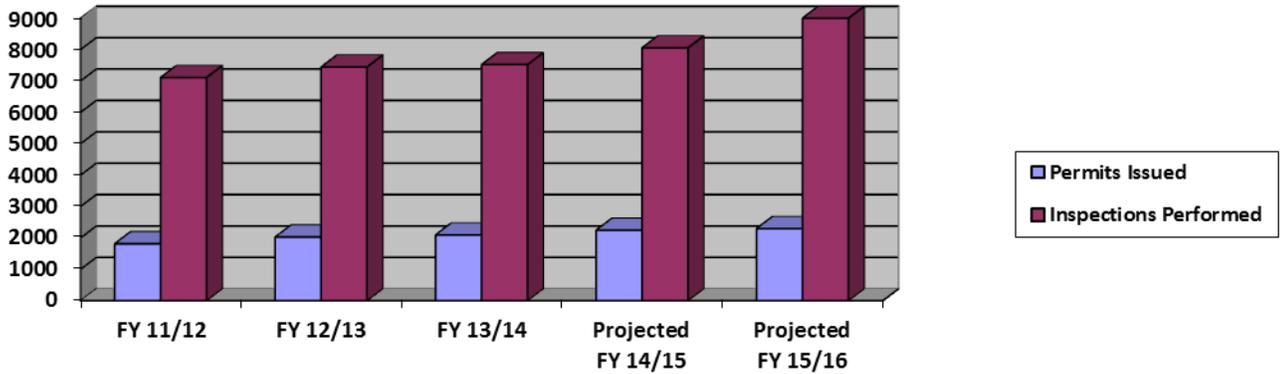
RESPONSIBILITIES:

- Ensure that buildings and structures are permitted to be constructed according to Virginia Uniform Statewide Building Codes, at the least possible cost
- Obtain and maintain required staff certifications mandated by State Certification Program
- Attend State and Regional Code related organization meetings to achieve better interpretive understanding of current regulations and to influence future Code changes
- Provide timely, efficient and courteous service to the public

GOALS AND OBJECTIVES:

- Have each of our current Inspectors certified by the State for Residential Combination inspections.
- Have current Inspectors certified by the State for Commercial inspections.
- Have current Inspectors and Permit Technicians meet the mandated Continuing Education Requirements set by State.
- Have all Permit Technicians certified.
- Provide Code training and instructional seminars to the public.
- Continue to close old permits that have not received the required inspections or final inspection and have not complied with notices. This continues to be accomplished as new permits are applied for at the same location.
- Attend State and Code related organization meetings to achieve better interpretive understanding of current regulations and to influence future Code changes.
- Continue to be active in the Code Development process at the State and National levels.
- Introduce a new software program to allow seamless interaction and communication between both County and Town Zoning Departments and provide a customer friendly experience.

SERVICE MEASURES:



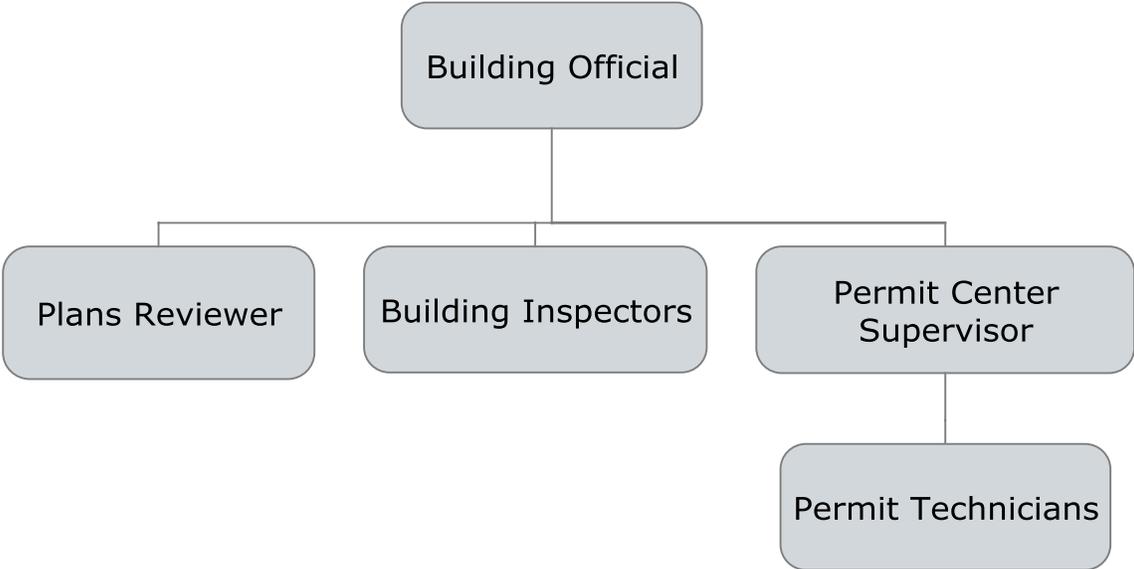
SERVICE VOLUME	FY 11-12	FY 12-13	FY 13-14	Projected FY 14-15
Building Permit Plan Reviews	746	787	728	750
Building Permits Issued	1,815	2,028	2,151	2,246
Building Permit Inspections	7,110 ^①	7,445 ^①	7,521 ^①	8,454 ^①
Erosion & Sediment Control Plan Reviews	18	9	12	14

^① Inspection levels do not indicate multiple daily inspections performed at the Dominion Power Plant due to the limitations of our current software to properly display. Inspections started at the site in April 2012 and then full-time on site in July 2012.

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	412,508	400,453	426,106	418,774	(7,332)	-1.72%
OPERATING	46,850	90,589	85,787	97,253	11,466	13.37%
CAPITAL	12,157	14,528	14,500	15,500	1,000	6.90%
TOTAL	\$471,515	\$505,570	\$526,393	\$531,527	\$5,134	0.98%
REVENUE:						
FEES	235,568	215,926	265,000	265,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	235,947	289,644	261,393	266,527	5,134	1.96%
TOTAL	\$471,515	\$505,570	\$526,393	\$531,527	\$5,134	0.98%
FULL TIME POSITIONS	6	6	6	6	0	0.00%

Building Inspections



Animal Control

DEPARTMENT DESCRIPTION:

Animal Control is responsible for all animal related complaints; enforcement of animal related ordinances in the Town of Front Royal and Warren County.

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	234,282	252,092	245,249	246,254	1,005	0.41%
OPERATING	254,947	250,646	301,386	328,886	27,500	9.12%
CAPITAL	9,532	22,465	27,370	27,370	0	0.00%
TOTAL	\$498,761	\$525,203	\$574,005	\$602,510	\$28,505	4.97%
REVENUE:						
FEEs	35,688	46,888	47,596	47,596	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	463,073	478,315	526,409	554,914	28,505	5.41%
TOTAL	\$498,761	\$525,203	\$574,005	\$602,510	\$28,505	4.97%
FULL TIME POSITIONS	4	4	4	4	0	0.00%

Medical Examiner

DEPARTMENT DESCRIPTION:

Upon being notified of a death, the medical examiner shall take charge of the dead body, make an investigation into the cause and manner of death, reduce his/her findings to writing, and promptly make a full report to the Chief Medical Examiner. For each investigation, including the making of required reports, the medical examiner shall receive a fee within the limitations of appropriations for the purpose. The fee is paid by the Commonwealth of Virginia if the deceased is not a legal resident of the county or city in which the death occurred. If the deceased is a legal resident of the county, the county is responsible for up to \$20 of the fee.

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	300	580	500	500	0	0.00%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$300	\$580	\$500	\$500	\$0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>300</u>	<u>580</u>	<u>500</u>	<u>500</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$300	\$580	\$500	\$500	\$0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Fire and Rescue Department

DEPARTMENT DESCRIPTION:

The Warren County Department of Fire and Rescue Services is the administrative/managing department and operational management for the County emergency response and emergency management functions. It is a combination department consisting of nine stations with approximately fifty active/responding volunteers. The Department supplements the volunteers with twenty four career staff from three stations, 5 days/nights a week, and three stations 24/7, assisted by an Administrative staff of five.

RESPONSIBILITIES:

- Oversight and operational control over nine fire and rescue stations, Special Operations Team, County Emergency Management Team, including the CERT Team, Fire Marshal's Office.
- Respond to emergency calls including those which require emergency medical service
- Manage a Cost Recovery program which generates additional funding for the Department and is used for operating costs, additional staffing costs, apparatus, etc.
- Provide training and continuing education training programs to maintain required certifications for career and volunteer responders
- Test and hire new firefighters

FIRE DEPARTMENT:

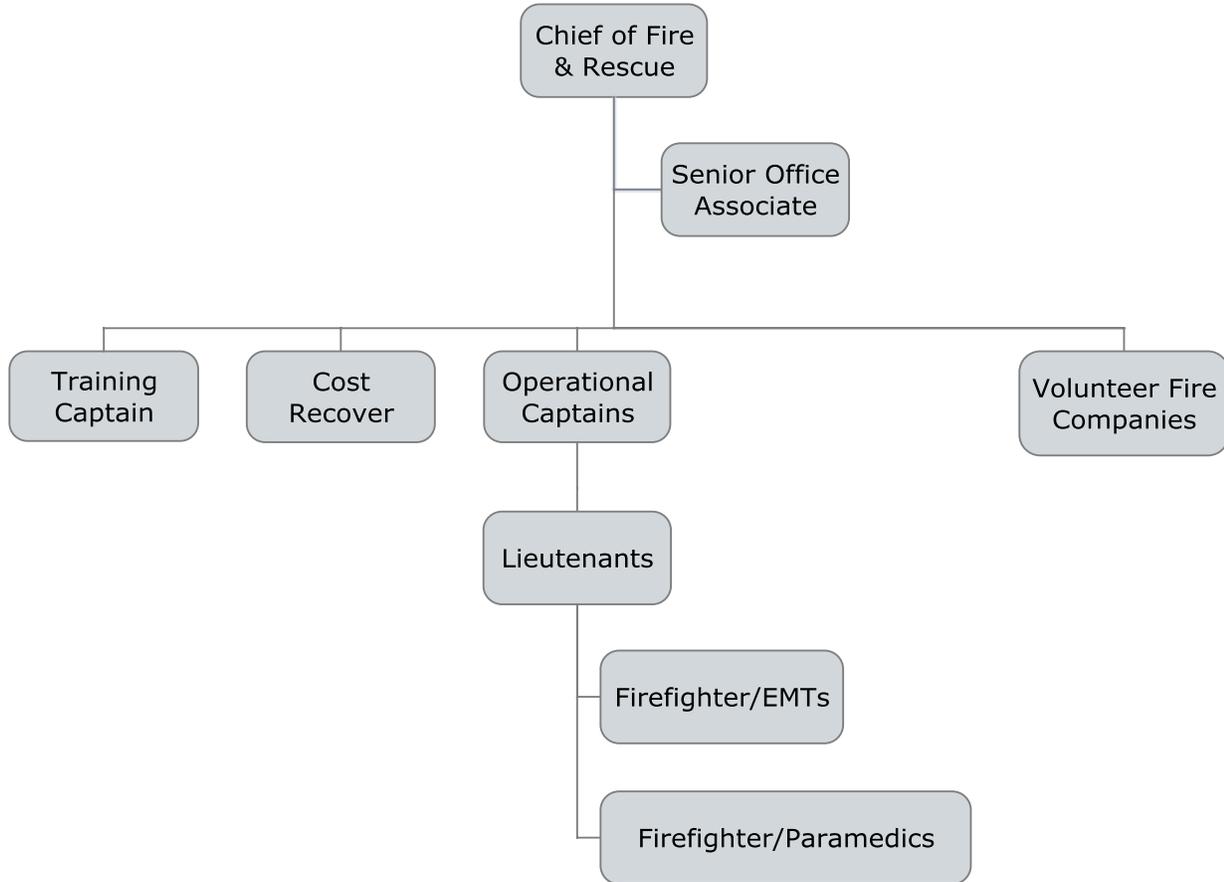
- \$3,500,000 budget
- 24 full time career responders, 5 office staff, 22 part time career responders, 50 active volunteer responders
- 9 fire and rescue stations, 2 Truck companies, 1 heavy rescue company, 4 boats, 1 air utility



BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	1,842,655	1,931,700	2,104,380	2,137,401	33,021	1.57%
OPERATING	164,236	154,770	151,183	153,849	2,666	1.76%
CAPITAL	<u>39,798</u>	<u>37,500</u>	<u>40,000</u>	<u>27,500</u>	<u>(12,500)</u>	<u>-31.25%</u>
TOTAL	\$2,046,689	\$2,123,970	\$2,295,563	\$2,318,750	\$23,187	1.01%
REVENUE:						
FEES	274,950	274,950	274,950	274,950	0	0.00%
STATE/FEDERAL	28,058	28,499	26,828	26,828	0	0.00%
LOCAL	<u>1,743,681</u>	<u>1,820,521</u>	<u>1,993,785</u>	<u>2,016,972</u>	<u>23,187</u>	<u>1.16%</u>
TOTAL	\$2,046,689	\$2,123,970	\$2,295,563	\$2,318,750	\$23,187	1.01%
FULL TIME POSITIONS	24	26	28	29	1	3.57%

Fire and Rescue Department



Cost Recovery

DEPARTMENT DESCRIPTION:

The Cost Recovery Program budget is managed by the Fire Chief. The income side are funds made available by billing patient insurance companies for ambulance transport to the local hospital. These funds are used on the expense side to reimburse stations for expenses associated with the emergency medical services program in the Department such as fuel for apparatus, medical supplies not provided by Emergency Room, maintenance of equipment, reimbursement for insurance and the like.

In fiscal year 2013, the Fire and Rescue Department put in place a Capital Improvement Program that allows for funds to be made available for the purchase of County spec ambulance in priority as adopted by the Fire Chief's Advisory Committee. In 2012 and 2013, we were able to purchase three brand new ambulances (Stations 2, 10 and 1) as well as make annual payments on our new 105' Smeal Quint at Station 10. On order for 2015-2016 is a new ambulance for Station 6.



BUDGET SUMMARY:

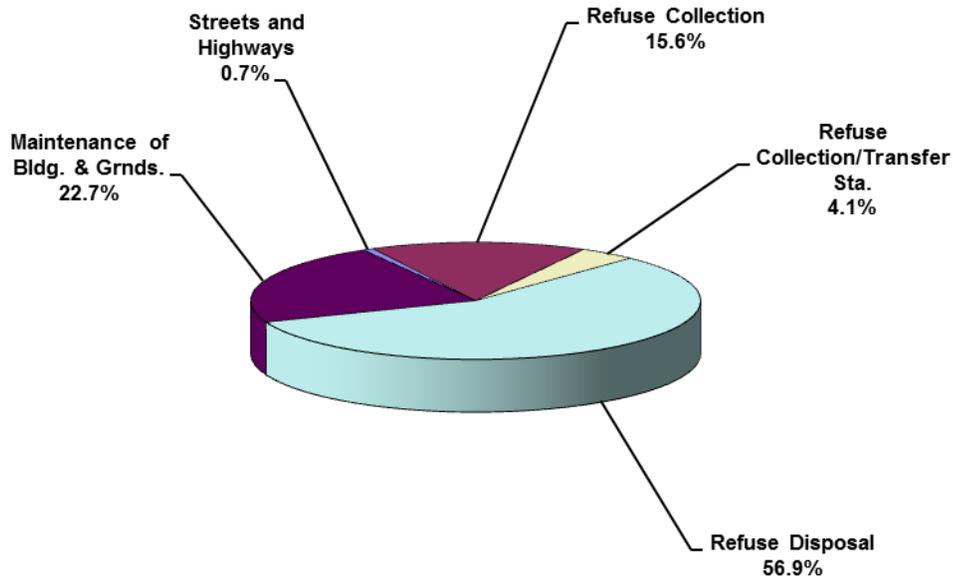
	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	272,044	319,150	297,500	356,000	58,500	19.66%
CAPITAL	(20)	10,547	155,000	152,500	(2,500)	-1.61%
TOTAL	\$272,024	\$329,697	\$452,500	\$508,500	\$56,000	12.38%
REVENUE:						
FEES	272,024	329,697	452,500	508,500	56,000	12.38%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	0	0	0	0	0	0.00%
TOTAL	\$272,024	\$329,697	\$452,500	\$508,500	\$56,000	12.38%
FULL TIME POSITIONS	0	0	0	0	0	0.00%



Linden Public Convenience Site

Public Works

	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16 AMOUNT	%
Streets and Highways	16,590	31,025	31,025	0	0.00%
Refuse Collection	628,005	757,231	655,733	(101,498)	-13.40%
Refuse Collection/Transfer Sta.	155,413	170,579	171,865	1,286	0.75%
Refuse Disposal	2,052,030	2,525,006	2,397,250	(127,756)	-5.06%
Maintenance of Bldg. & Grnds.	873,892	981,451	954,173	(27,278)	-2.78%
PUBLIC WORKS	\$3,725,930	\$4,465,292	\$4,210,046	\$(255,246)	-5.72%



Streets and Highways

DEPARTMENT DESCRIPTION:

Road sign installation & maintenance serves the entire County for new road sign designation as well as replacement of current road signs that may be damaged due to accidents and road construction or replacement due to vandalism. Approximately 500-750 road signs are replaced each year.

RESPONSIBILITIES:

- Replace missing road signs within two to three weeks of ordering. Sign production varies from one to three weeks depending on their production schedule.
- Update and replace older signs that may not meet current safety considerations.
- Install signs for new roads or modifications made to existing roads.
- Investigate any signage complaints or concerns and follow up with appropriate action.

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	7,213	4,582	11,025	11,025	0	0.00%
OPERATING	18,578	12,008	20,000	20,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$25,790	\$16,590	\$31,025	\$31,025	\$0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	25,790	16,590	31,025	31,025	0	0.00%
TOTAL	\$25,790	\$16,590	\$31,025	\$31,025	\$0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Refuse Collection

DEPARTMENT DESCRIPTION:

Warren County operates five (5) convenience sites throughout the County. Solid waste deposited at these convenience sites is transported to the Transfer Station for final disposal to a landfill outside of Warren County. Collection staff monitors County/Town current windshield decals and assists residents in need. Staff monitors and separates materials for recycling. Warren County has one of the most aggressive recycling programs and highest collection rates in the region. Staff assists all visitors at the convenience sites, offering help to the elderly and those citizens who request help. Sites are kept clean and neat with a very strong emphasis on maintaining a safe, hazard free environment.

RESPONSIBILITIES:

- Assist all visitors at convenience sites
- Keep sites clean and neat
- Maintain a safe and hazard-free environment
- Offer recycling program

PROJECTS:

- Find larger sites which can accommodate two independent compactors to improve the overall performance of solid waste collection and to provide safer access and egress for increased flow of traffic and increased interest in recycling.

BUDGET SUMMARY:

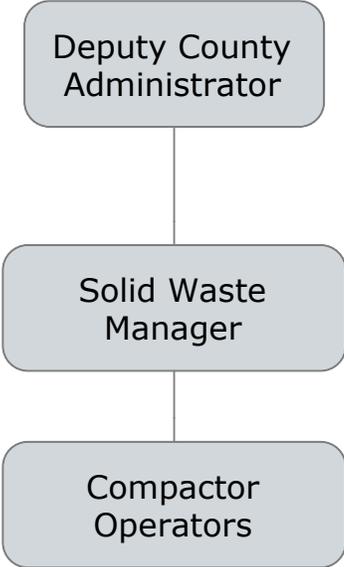
REFUSE COLLECTION-CONVENIENCE SITES

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	187,910	179,773	189,531	190,033	502	0.26%
OPERATING	452,608	439,687	420,300	453,300	33,000	7.85%
CAPITAL	<u>35,793</u>	<u>8,545</u>	<u>147,400</u>	<u>12,400</u>	<u>(135,000)</u>	<u>-91.59%</u>
TOTAL	\$676,311	\$628,005	\$757,231	\$655,733	\$(101,498)	-13.40%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	14,563	0	0	0	0	0.00%
LOCAL	<u>661,748</u>	<u>628,005</u>	<u>757,231</u>	<u>655,733</u>	<u>(101,498)</u>	<u>-13.40%</u>
TOTAL	\$676,311	\$628,005	\$757,231	\$655,733	\$(101,498)	-13.40%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

**BUDGET SUMMARY:
REFUSE COLLECTION-TRANSFER STATION**

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	83,452	86,942	97,329	97,805	476	0.49%
OPERATING	57,561	68,471	73,250	74,060	810	1.11%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$141,013	\$155,413	\$170,579	\$171,865	\$1,286	0.75%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>141,013</u>	<u>155,413</u>	<u>170,579</u>	<u>171,865</u>	<u>1,286</u>	<u>0.75%</u>
TOTAL	\$141,013	\$155,413	\$170,579	\$171,865	\$1,286	0.75%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Refuse Collection



Refuse Disposal

DEPARTMENT DESCRIPTION:

The Refuse Disposal budget focuses on the daily activities of the Warren County Transfer Station located in Bentonville. Wastes are received by the Town of Front Royal, the County's five (5) public convenience locations and commercial businesses in Warren County. Warren County ships and deposits approximately 32,000 tons of solid waste per year to a landfill in Page County.

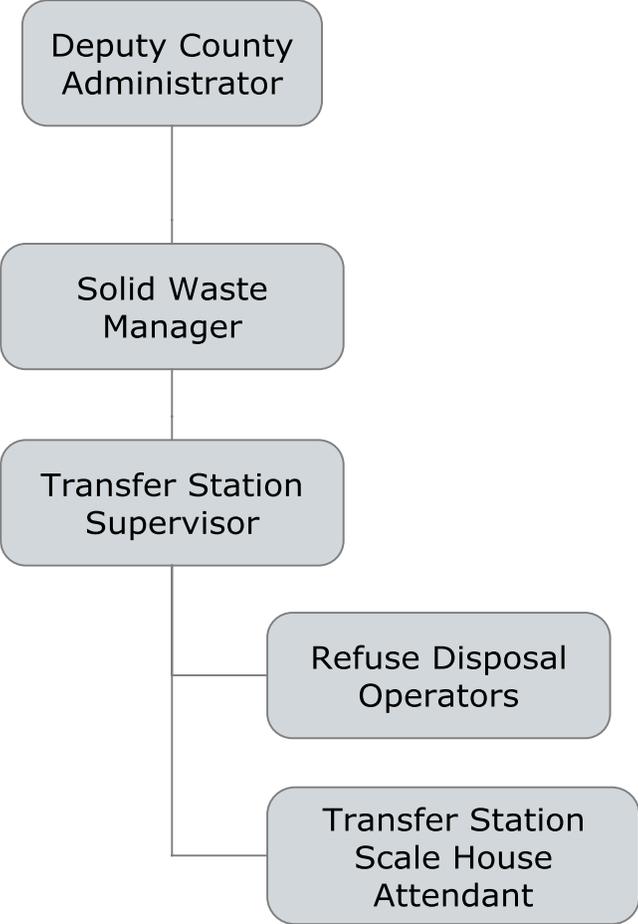
RESPONSIBILITIES:

- Maintain certification of all staff through the Virginia Department of Environmental Quality (DEQ).
- Maintain Public Weighmaster Certification for all staff through the Virginia Department of Agriculture & Consumer Services (VDACS).
- Provide for County-wide waste collection
- Recycle all metals
- Re-compacting waste in transfer trailers for shipment to the landfill
- Grinding of brush and stumps for sale as mulch
- White good collection; Freon extraction and recycling of all metals
- Paint, oil, and antifreeze collection and disposal
- Monitoring and maintenance of the Warren County Closed Landfill
- Coordination with trucking vendors
- Compliance monitoring and inspections of incoming waste

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	226,771	252,367	300,517	334,861	34,344	11.43%
OPERATING	1,762,925	1,696,825	1,955,700	1,956,100	400	0.02%
CAPITAL	44,129	102,838	268,789	106,289	(162,500)	-60.46%
TOTAL	\$2,033,825	\$2,052,030	\$2,525,006	\$2,397,250	\$(127,756)	-5.06%
REVENUE:						
FEEES	893,158	980,848	937,000	1,087,000	150,000	16.01%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	1,140,667	1,071,182	1,588,006	1,310,250	(277,756)	-17.49%
TOTAL	\$2,033,825	\$2,052,030	\$2,525,006	\$2,397,250	\$(127,756)	-5.06%
 FULL TIME POSITIONS	 3	 4	 4	 5	 1	 25.00%

Refuse Disposal



Maintenance of Buildings & Grounds

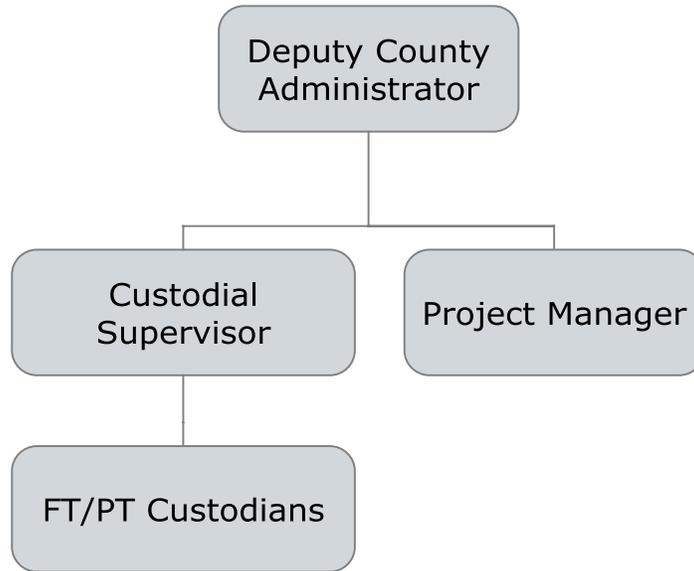
DEPARTMENT DESCRIPTION:

The County maintains all County-owned buildings and grounds with the goal of keeping all areas safe and hazard-free for employees, citizens, and users. It provides staffed full-time janitorial services for the Courthouse, Public Safety Building and other facilities. This budget covers annual County-wide costs such as fuel (propane), electric, water, sewer, trash collection, fire and liability insurance coverage, pest control, HVAC services, fire/life safety services, and security monitoring. It covers any necessary repairs and maintenance of County owned facilities.

BUDGET SUMMARY:

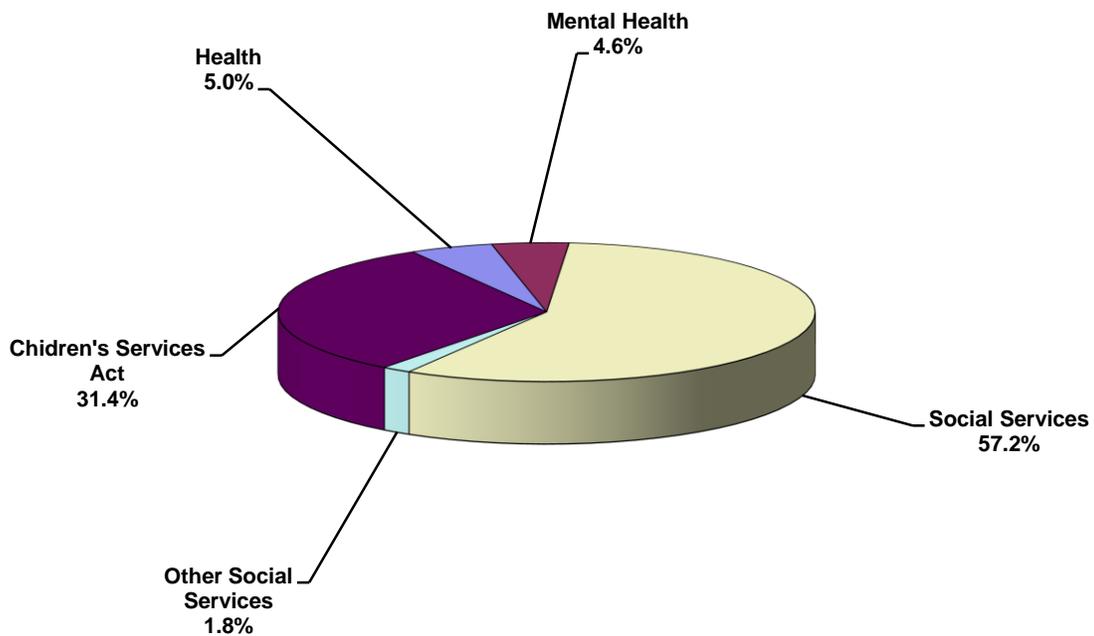
	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	211,370	232,230	269,701	277,367	7,666	2.84%
OPERATING	525,389	632,189	631,750	627,806	(3,944)	-0.62%
CAPITAL	<u>57,906</u>	<u>9,473</u>	<u>80,000</u>	<u>49,000</u>	<u>(31,000)</u>	<u>-38.75%</u>
TOTAL	\$794,665	\$873,892	\$981,451	\$954,173	\$(27,278)	-2.78%
REVENUE:						
FEES	21,315	21,073	27,500	27,500	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>773,350</u>	<u>852,819</u>	<u>953,951</u>	<u>926,673</u>	<u>(27,278)</u>	<u>-2.86%</u>
TOTAL	\$794,665	\$873,892	\$981,451	\$954,173	\$(27,278)	-2.78%
FULL TIME POSITIONS	4	4	5	5	0	0.00%

Maintenance of Buildings & Grounds



Health and Welfare

	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
				AMOUNT	%
Health	310,759	314,748	333,867	19,119	6.07%
Mental Health	277,500	289,500	307,600	18,100	6.25%
Social Services	3,924,715	3,795,876	3,791,359	(4,517)	-0.12%
Other Social Services	108,581	99,512	116,512	17,000	17.08%
Children's Services Act	1,611,591	2,177,426	2,079,556	(97,870)	-4.49%
HEALTH AND WELFARE	\$6,233,146	\$6,677,062	\$6,628,894	\$(48,168)	-0.72%



Health

DEPARTMENT DESCRIPTION:

The budget under the section titled “Health” includes local funding for the Warren County Health Department and the Warren Coalition.

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	299,674	310,759	314,748	333,867	19,119	6.07%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$299,674	\$310,759	\$314,748	\$333,867	\$19,119	6.07%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>299,674</u>	<u>310,759</u>	<u>314,748</u>	<u>333,867</u>	<u>19,119</u>	<u>6.07%</u>
TOTAL	\$299,674	\$310,759	\$314,748	\$333,867	\$19,119	6.07%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Mental Health and Retardation

DEPARTMENT DESCRIPTION:

The budget for Mental Health and Retardation includes local funding for The ARC of Warren, Inc., Northwestern Community Services Board, and Blue Ridge Opportunities.

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	277,500	277,500	289,500	307,600	18,100	6.25%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$277,500	\$277,500	\$289,500	\$307,600	\$18,100	6.25%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	277,500	277,500	289,500	307,600	18,100	6.25%
TOTAL	\$277,500	\$277,500	\$289,500	\$307,600	\$18,100	6.25%
 FULL TIME POSITIONS	 0	 0	 0	 0	 0	 0.00%

Social Services

DEPARTMENT DESCRIPTION:

The public assistance programs provided through the Warren County Department of Social Services allow families and individuals to live their lives with dignity and self-respect by providing resources to meet basic needs of food, clothing, shelter and medical assistance when such persons are not supported by their own means, by their relatives and friends, or by other public or private institutions. Programs include: Supplemental Nutrition Assistance Program (formerly called Food Stamps), Medicaid, Energy Assistance, Temporary Assistance to Needy Families, Virginia Initiative for Employment not Welfare, Adoption and Foster Care, Foster Parent Education and Training, Child Protective Services, Adult Protective Services, Ongoing Child and Adult Services, Fraud Referral and Investigation, and other customer services.

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	2,023,194	2,171,218	2,224,384	2,326,713	102,329	4.60%
OPERATING	1,584,987	1,753,497	1,571,492	1,464,646	(106,846)	-6.80%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$3,608,181	\$3,924,715	\$3,795,876	\$3,791,359	\$(4,517)	-0.12%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	2,690,392	2,674,260	2,707,810	2,625,276	(82,534)	-3.05%
LOCAL	<u>917,789</u>	<u>1,250,455</u>	<u>1,088,066</u>	<u>1,166,083</u>	<u>78,017</u>	<u>7.17%</u>
TOTAL	\$3,608,181	\$3,924,715	\$3,795,876	\$3,791,359	\$(4,517)	-0.12%
FULL TIME POSITIONS	38	38	39	41	0	0.00%

Other Social Services

DEPARTMENT DESCRIPTION:

This department includes contributions to various local agencies that provide assistance to residents of Warren County. Agencies include: Shenandoah Area Agency on Aging, Blue Ridge Legal Services, Access Independence, Concern Hotline, Front Royal Children’s Center, Help with Housing, Apple Valley Mediation Network, St. Luke Community Clinic, House of Hope and Phoenix Project.

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	140,908	108,581	99,512	116,512	17,000	17.08%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$140,908	\$108,581	\$99,512	\$116,512	\$17,000	17.08%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	18,346	0	0	0	0	0.00%
LOCAL	<u>122,562</u>	<u>108,581</u>	<u>99,512</u>	<u>116,512</u>	<u>17,000</u>	<u>17.08%</u>
TOTAL	\$140,908	\$108,581	\$99,512	\$116,512	\$17,000	17.08%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Children's Services Act

DEPARTMENT DESCRIPTION:

The Children's Services Act (CSA) for At-Risk Youth and Families is a 1993 Virginia Law that provides for the pooling of eight specific funding streams used to purchase services for high-risk youth. These funds are returned to the localities with a required state/local match and are managed by local interagency teams. The purpose of the Act is to provide high quality, child-centered, family-focused, cost-effective, community-based services to high-risk youth and their families. The department is the responsible entity for oversight of CSA policies and programs to insure the effective coordination of the programs in accordance with all state mandates and local CSA policies.

RESPONSIBILITIES:

- Serve as principal advisor to the Warren County Community Policy and Management Team (CPMT) and Family Assessment and Planning Team (FAPT) concerning financial aspects of placements and care required for individual children and families referred for action in accordance with CSA.
- Screens and tracks all service referrals and ensures the referral meets appropriate criteria/eligibility for service
- Serve as principal advisor to FAPT and CPMT concerning individual cases of at risk children.
- Monitors and review each case in accordance with state and federal laws
- Reviews youth progress
- Ensure that Medicaid is being accessed by case managers for clients whenever possible
- Ensures that service planning includes a Mandatory Uniform Assessment Instrument (MUAI)
- Provides administrative support and coordination for FAPT and CPMT meetings
- Approves payment of invoices for services rendered for CSA funded children
- Assists CPMT with contract development
- Maintains computerized CSA State Data Information
- Maintains local database system to track CSA youth being referred for care, those receiving care, and those leaving care
- Conducts cost analysis of available care providers in conjunction with other CSA Coordinators
- Maintains State Utilization Management requirements by obtaining necessary documentation from providers and case managers
- Completes Monthly CSA Pool Reimbursement Request
- Completes a supplemental allocation request for reimbursement from the State
- Attend quarterly State CSA-Coordinator training
- Plans, organizes and chairs Shenandoah Regional CSA Coordinator meetings
- Attend relevant local/regional/state trainings/seminars
- Participate in Warren County's Courts Best Practices Group
- Provide information and training to FAPT case managers,
- Develop, revise, and/or format all documentation related to FAPT referrals
- Organize monthly Warren County CPMT Brown Bag Trainings
- Receive and prepare all PreFAPT referral cases for review
- Document and assess all parental co-payment as needed

PROJECTS:

- Communicate ideas, strategies, services through Warren County’s Best Practices Group
- Increase parental fiscal responsibility for services provided through CSA
- Collaborate with public and private partners to bring needed services to Warren County
- OCS Data Elements Project
- OCS Self-Assessment Audit
- Youth Advisory Council Board Member
- Brown Bag Lunches

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	72,233	73,710	76,226	78,356	2,130	2.79%
OPERATING	1,550,215	1,537,881	2,101,200	2,001,200	(100,000)	-4.76%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$1,622,449	\$1,611,591	\$2,177,426	\$2,079,556	\$(97,870)	-4.49%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	750,061	884,255	1,190,412	1,163,942	(26,470)	-2.22%
LOCAL	<u>872,388</u>	<u>727,336</u>	<u>987,014</u>	<u>915,614</u>	<u>(71,400)</u>	<u>-7.23%</u>
TOTAL	\$1,622,449	\$1,611,591	\$2,177,426	\$2,079,556	\$(97,870)	-4.49%
FULL TIME POSITIONS	1	1	1	1	0	0.00%

Education

Community College

DEPARTMENT DESCRIPTION:

This is a local contribution to Lord Fairfax Community College which serves residents of Warren County.

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	36,274	41,010	42,404	39,399	(3,005)	-7.09%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$36,274	\$41,010	\$42,404	\$39,399	\$(3,005)	-7.09%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>36,274</u>	<u>41,010</u>	<u>42,404</u>	<u>39,399</u>	<u>(3,005)</u>	<u>-7.09%</u>
TOTAL	\$36,274	\$41,010	\$42,404	\$39,399	\$(3,005)	-7.09%
FULL TIME POSITIONS	0	0	0	0	0	0.00%



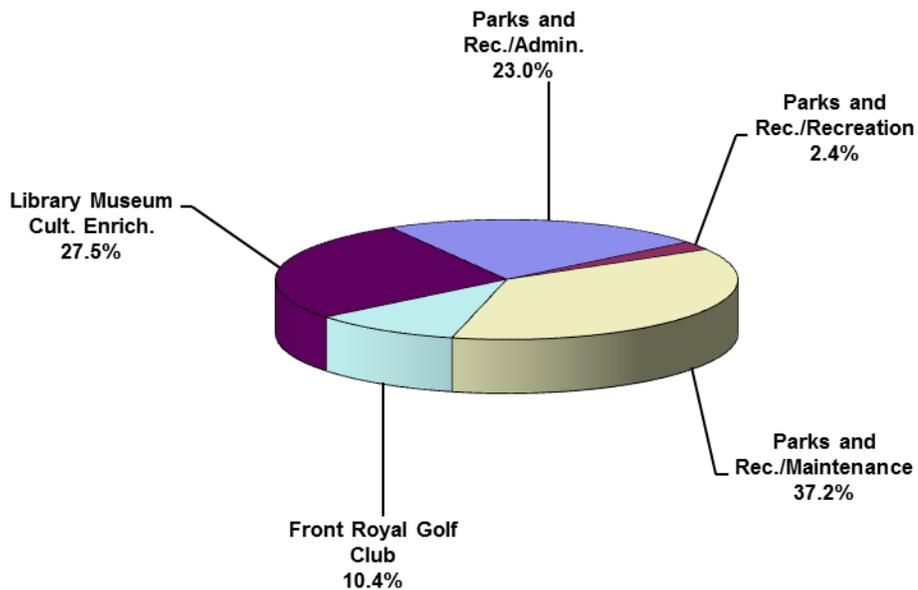
Warren County Community Center



Bing Crosby Stadium
137

Parks, Recreation and Cultural

	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16 AMOUNT	%
Parks and Rec./Administration	688,849	732,124	760,456	28,332	3.87%
Parks and Rec./Recreation	70,534	77,400	81,000	3,600	4.65%
Parks and Rec./Maintenance	1,332,819	1,343,484	1,252,118	(91,366)	-6.80%
Front Royal Golf Club	334,852	342,400	351,059	8,659	2.53%
Library Museum Cult. Enrich.	850,000	885,000	925,500	40,500	4.58%
PARKS, REC. & CULTURAL	\$3,277,054	\$3,380,408	\$3,370,133	\$(10,275)	-0.30%



Parks and Recreation Administration

DEPARTMENT DESCRIPTION:

The Administrative Division for the Parks and Recreation Department coordinates policy and department planning, short-term and long-term, and directs all department functions.

RESPONSIBILITIES:

- Manage seventeen (17) full-time employees and approximately sixty (60) seasonal/part-time employees
- Oversee all parks as well as the Raymond E. Santmyers Youth Center, Bing Crosby Stadium, the Claude A. Stokes Jr. Community Swimming Pool Complex, the Front Royal Golf Club Golf Course, Rockland Park, Skyline Soccerplex, Warren County Community Center and Warren County Health & Human Services Complex gymnasium and athletic facilities, and year-round recreational activities programs and special events
- Maintain parks and facilities according to safety standards published by recognized organizations
- Plan, develop, and administer a balanced year-round suite of educational, enrichment, and recreational services that meet the community's need
- Ensure all parks and facilities are attractive, functional, safe, clean, and hazard-free
- Administer and evaluate fiscal budget, capital improvements, park maintenance procedures, seasonal employees
- Promote the Parks and Recreation Department and Front Royal Golf Club via web page and new full page Recreation Connection brochure
- Continue using volunteer donation program to defer cost/expenditures of current programs
- Identify and assess needs for recreational facilities
- Serve as technical advisor and work with Parks and Recreational Commission, the Front Royal Golf Club Advisory Board, Warren County Youth Services Advisory Board, Warren Coalition and civic and special interest groups
- Implement the Rockland Park Master Plan and Design Guidelines for 2015.

PROJECTS:

- Aggressively pursue alternative sources of funding for recreational programs and facilities including fundraisers and grant opportunities
- Develop, expand, and improve the quality of recreational facilities and program offerings
- Implement the standard operating facilities plan for: Skyline Soccerplex, Bing Crosby Stadium, Warren County Skatepark, Warren County Eastham Park Dog Park, Front Royal Golf Club, Rockland Park, Warren County Community Center and Warren County Health & Human Services Complex gymnasium and athletic facilities.
- Establish systematic communication to keep the community informed and involved
- Expand usage of facilities and participation in programs through publicity/advertising
- Implement new RecPro software and on-line registration for Warren County community.

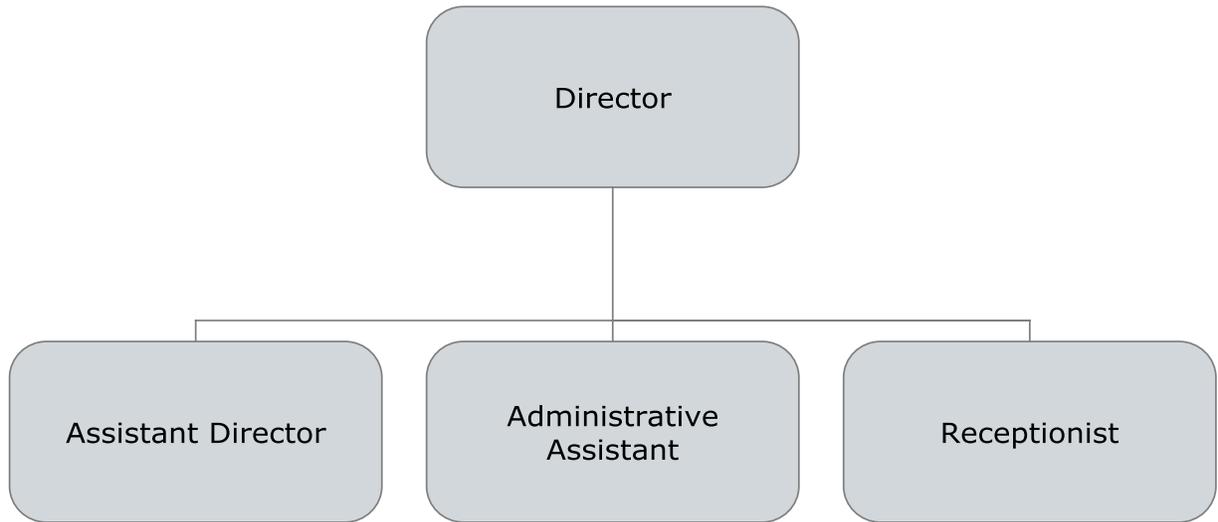
SERVICE LEVELS:

PERFORMANCE MEASURES	FY 2013	FY 2014	FY 2015	LONG TERM
	Actual	Actual	Proposed	Target
Monitor Youth Center Reservations	331	484	500	480
Improve Customer Service Response	5 minutes	5 minutes	5 minutes	5 minutes
Improve Positive Public Input	75	75	75	75
Monitor Shelter Reservations	310	293	350	450
Community Center Reservations	755	1,076	1,200	1,500
Community Center Revenue		\$15,036.99	\$20,000.00	\$30,000.00
Athletic Field User Fees	\$33,836.23	\$36,614.71	\$38,000	\$50,000
Athletic Field Usage (youth/adult)	55/45	53/47	52/48	50/50
Activity Registrations	3,612	5,547	6,000	6,500
Recreation Complaints Received	6	6	5	5
Average Cost per Activity Day Per Part.	45/50	47/52	47/52	50/60
Number of Daily Admissions- Revenue	\$37,030.15	\$43,114.00	\$45,000	\$50,000
Number of Seasonal Passes Sold	\$2,945	\$2,695	\$3,000	\$3,200
Monitor Pool Reservations	18	17	20	25
Class Registration vs. Class Capacity	97%	95%	98%	100%
Hire Quality Certified Staff	60	47	48	50

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	519,169	519,789	585,424	601,721	16,297	2.78%
OPERATING	134,767	139,442	137,800	152,735	14,935	10.84%
CAPITAL	4,710	29,618	8,900	6,000	(2,900)	-32.58%
TOTAL	\$658,647	\$688,849	\$732,124	\$760,456	\$28,332	3.87%
REVENUE:						
FEES	144,671	149,326	141,074	175,339	34,265	24.29%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	513,976	539,523	591,050	585,117	(5,933)	-1.00%
TOTAL	\$658,647	\$688,849	\$732,124	\$760,456	\$28,332	3.87%
FULL TIME POSITIONS	5	5	5	5	0	0.00%

Parks and Recreation Administration



Parks and Recreation Rec. Program

DEPARTMENT DESCRIPTION:

The **Recreation Division** of the Parks and Recreation Department provides and promotes year-round recreational programs, classes, and activities for citizens of the Town of Front Royal and Warren County. These include special interest fitness classes and camps, family and children programs, youth sports programs such as basketball, flag football, and gymnastics, and several special events and bus trips. The Division schedules athletic field use and coordinates programs with the public school system. This division is located in the Warren County Community Center and is responsible for rentals at the Warren County Health & Human Services Complex Gym, all athletic facilities, Claude A. Stokes, Jr. Community Swimming Pool as well as the Warren County Community Center.

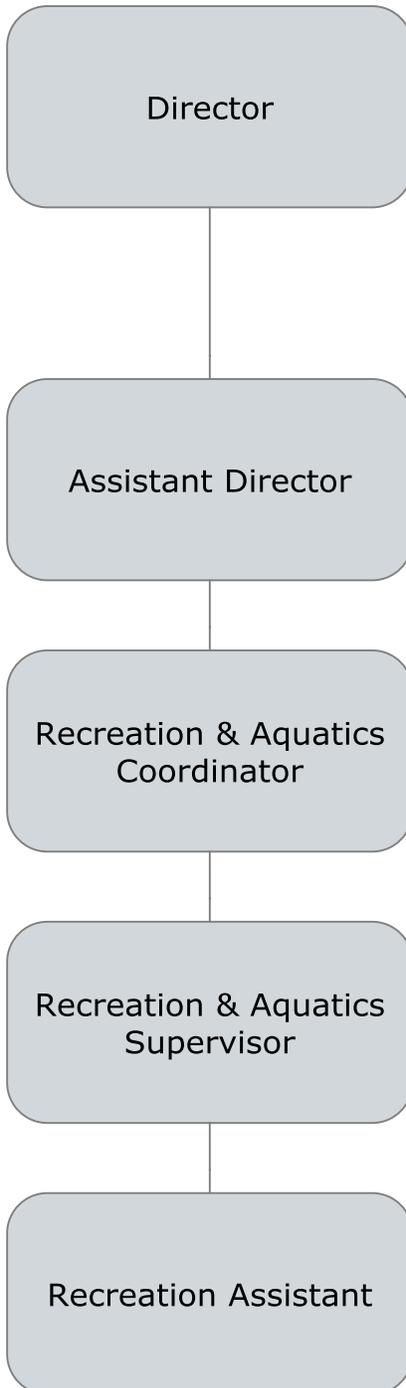
RESPONSIBILITIES:

- Review, revise, and promote a new recreational fee schedule bi-yearly to create a more balanced revenue/expenditure budget and increase public awareness of the need for and benefits of increased fees.
- Implement and develop new parks and recreation web page for County web-site.

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	70,846	70,534	77,400	81,000	3,600	4.65%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	<u>\$70,846</u>	<u>\$70,534</u>	<u>\$77,400</u>	<u>\$81,000</u>	<u>\$3,600</u>	<u>4.65%</u>
REVENUE:						
FEES	92,192	93,074	102,026	126,970	24,944	24.45%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>(21,346)</u>	<u>(22,540)</u>	<u>(24,626)</u>	<u>(45,970)</u>	<u>(21,344)</u>	<u>86.67%</u>
TOTAL	<u>\$70,846</u>	<u>\$70,534</u>	<u>\$77,400</u>	<u>\$81,000</u>	<u>\$3,600</u>	<u>4.65%</u>
 FULL TIME POSITIONS	 0	 0	 0	 0	 0	 0.00%

Parks and Recreation Rec. Program



Parks and Recreation Maintenance

DEPARTMENT DESCRIPTION:

The Parks and Recreation Department **Maintenance Division** are responsible for the maintenance of grounds and facilities and ensure that they are safe, clean, and attractive. The Maintenance Division follows Department guidelines for conservation of natural areas and open space for passive use. The Division works with the Department on the development and expansion of the parks system. The Division maintains twenty parks comprising 400 acres: Gertrude E. Miller Community Park, Lion's Park, Skyline Soccerplex, Burrell Brooks Park, Chimney Field, Riverton Park, Miss Smith's Park, Dr. Seide Memorial Gardens, Peter Lehw Park, Constitution Oak Park, Eastham Park, Linden Park and Rockland Park. Within the park system there are a number of baseball, softball, and soccer fields, tennis and basketball courts, playground equipment, walking trails, picnic shelters, drinking fountains, walking trails, and restrooms. The Division maintains the following facilities: Raymond E. Santmyers Youth Center, Bing Crosby Stadium, Claude A. Stokes Jr. Community Swimming Pool, Skyline Soccerplex, Warren County Skatepark, Park Maintenance Facility, Rockland Park property, Warren County Dog Park, Warren County Community Center, and Warren County Health & Human Services Complex gymnasium and athletic facilities.

RESPONSIBILITIES:

- Maintain grounds and facilities according to Department standards
- Conduct safety inspections
- Participate in seminars, workshops, and other opportunities to increase knowledge of safety and parks maintenance
- Prepare standardized seasonal work schedules for park improvements and preventive maintenance

PROJECTS:

- Complete new Capital Design Guideline park amenities (e.g., signs, drinking fountains, bleachers, picnic tables, shelters, playground equipment, etc) according to the Park Master Plan and Design Guideline recommendations for 2015-19 Capital Improvement Program, and Rockland Park.
- Upgrade existing parks to conform to the American Disabilities Act standards and regulations and to decrease hazards, reduce maintenance efforts, and improve appearance
- Over time hire new staff to maintain upgraded facilities when applicable.
- Begin Capital Design Guidelines projects at Sawner Park Property (2015).

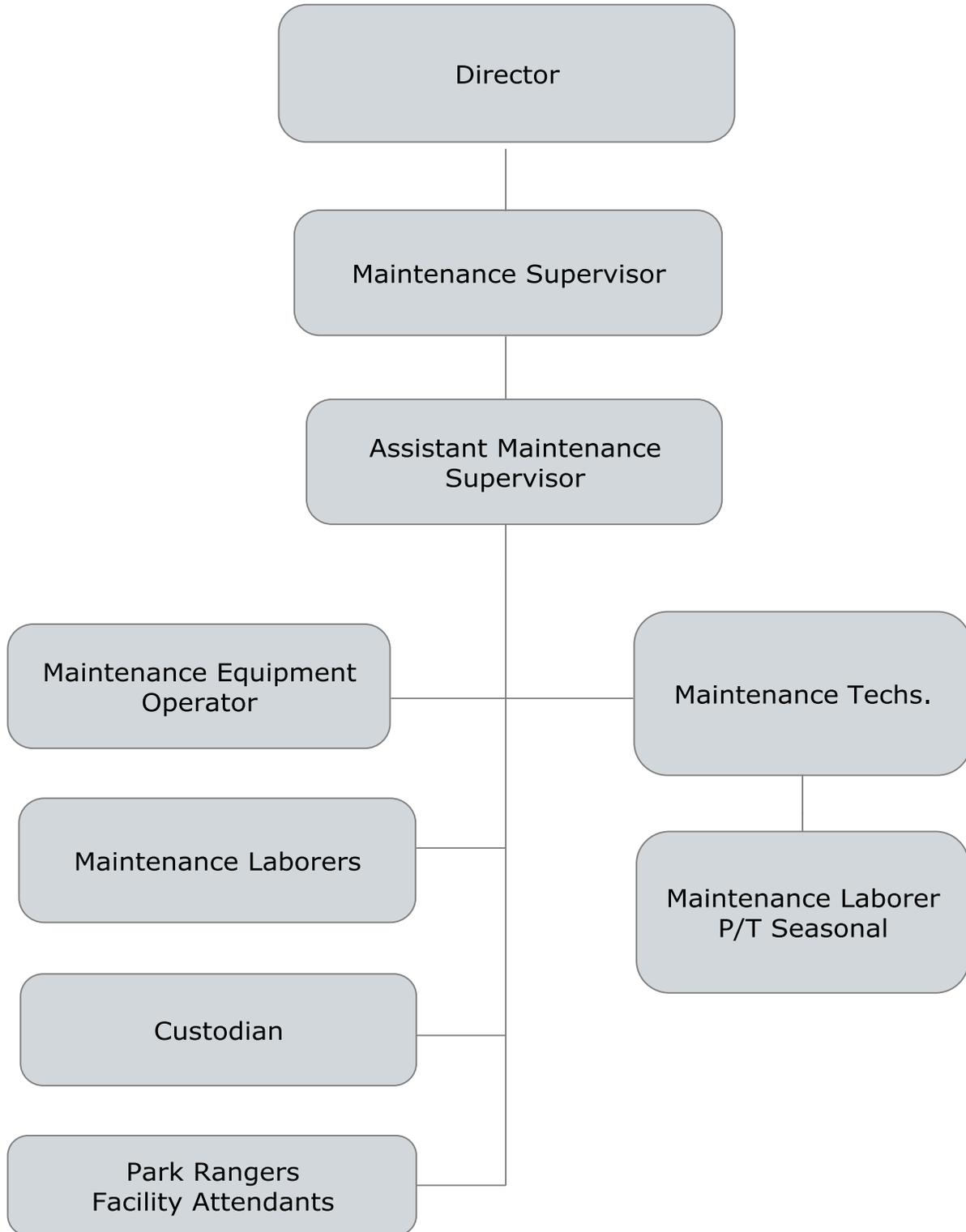
SERVICE LEVELS:

PERFORMANCE MEASURES	FY 2013	FY 2014	FY 2015	LONG TERM
	Actual	Actual	Proposed	Target
Cost of Mowing 1 Acre	17.50	17.00	16.50	14.50
Safety Inspection Completed	12	12	12	12
Hours on Field Preparation	2,500	2,000	2,000	1,600
Reduce Vandalism Occurrences	12	5	6	2
Planting New Trees	10	30	50	10
Park Facility Improvement	9	10	6	5

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	563,545	659,362	690,302	718,668	28,366	4.11%
OPERATING	387,851	462,746	438,400	459,950	21,550	4.92%
CAPITAL	<u>168,514</u>	<u>210,711</u>	<u>214,782</u>	<u>73,500</u>	<u>(141,282)</u>	<u>-65.78%</u>
TOTAL	\$1,119,910	\$1,332,819	\$1,343,484	\$1,252,118	\$ (91,366)	-6.80%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>1,119,910</u>	<u>1,332,819</u>	<u>1,343,484</u>	<u>1,252,118</u>	<u>(91,366)</u>	<u>-6.80%</u>
TOTAL	\$1,119,910	\$1,332,819	\$1,343,484	\$1,252,118	\$ (91,366)	-6.80%
FULL TIME POSITIONS	8	9	10	11	0	0.00%

Parks and Recreation Maintenance



Parks and Recreation Aquatics

DEPARTMENT DESCRIPTION:

The **Aquatics Division** of the Parks and Recreation Department is located at the Warren County Community Center and operates the Claude A. Stokes Jr Community Swimming Pool Complex. The Division operates and maintains the pool complex and is responsible for hiring staff: assistant pool managers, lifeguards, water safety instructors, aides, cashiers, and concession staff. Revenue received from the sale of seasonal passes, daily admissions, pool party rentals, swimming lessons, and concession sales offset a large percentage of the expenditures. The facilities include: Z-shaped pool, wading pool, mushroom fountain pool, water slide, bath house, pump house, and picnic shelters.

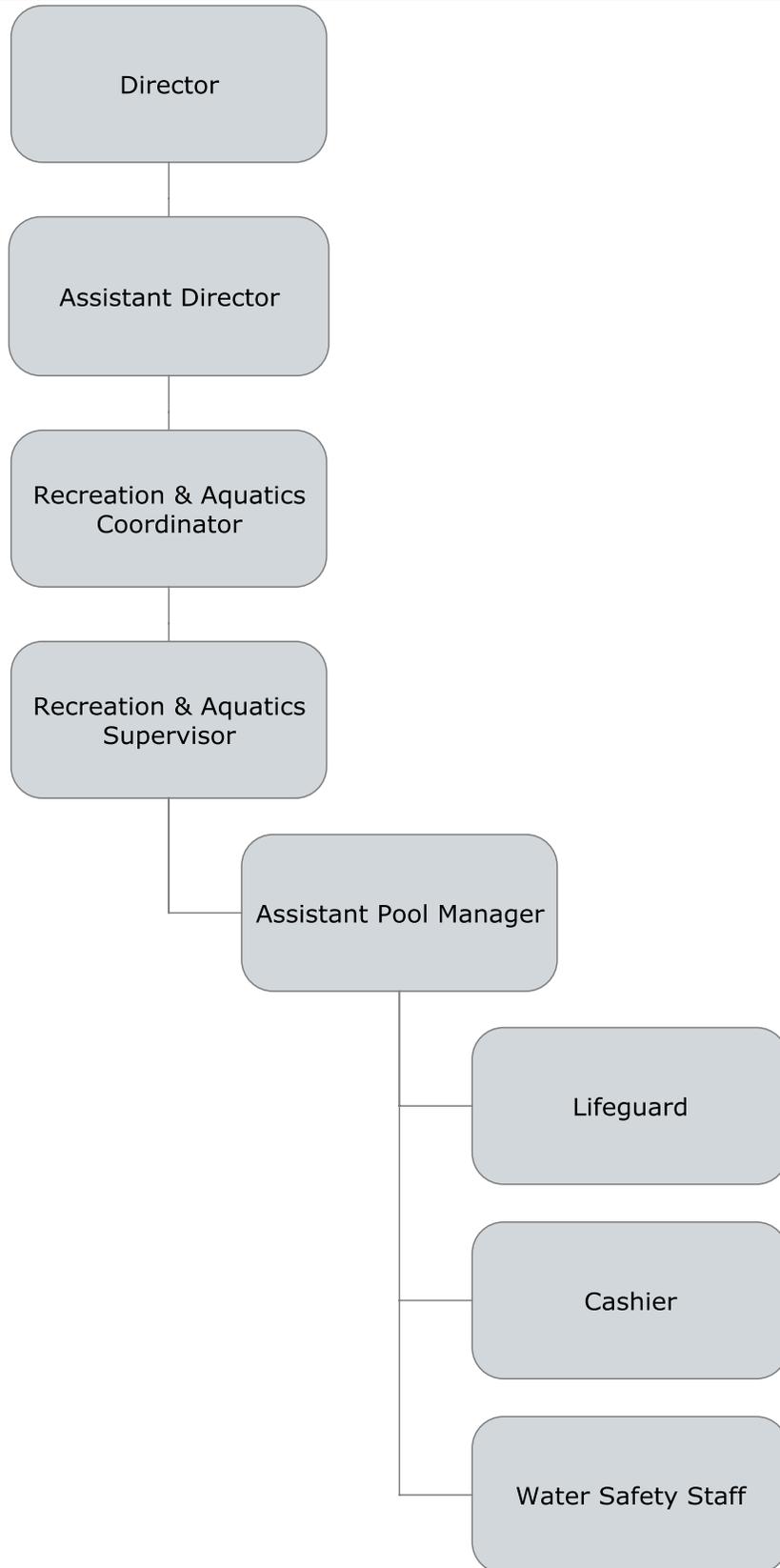
RESPONSIBILITIES:

- Provide safe and healthy recreation opportunities for all age, social, and economic groups
- Provide a clean, accessible, properly supervised, and safe aquatic facility for fitness and recreational purposes.

BUDGET SUMMARY:

Personnel, operating, and capital expenses are included in the budgets for Parks and Recreation Administration and Parks and Recreation Maintenance.

Parks and Recreation Aquatics



Parks and Recreation–Front Royal Golf Club

DEPARTMENT DESCRIPTION:

The **Front Royal Golf Club** features a public parkland golf course located directly on the main fork of the Shenandoah River a few miles north of Front Royal, located at 902 Country Club Road. The scenic course has two sets of tees with 9 putting greens, for a total of 18 holes playing to par 70. A boat ramp provides access to the Shenandoah River and the club house features a pro shop, snack bar and banquet room. The facility was originally constructed in 1938 by the Civilian Conservation Corps on land donated by William Carson with the course built to his design. The current club house, built in 1998 to replace the original rustic CCC clubhouse lost in the flood of 1996. It hosts a snack bar, commercial kitchen and rental hall. The William E. Carson Walking Trail Phase 2 is open to the public. Phase 1 opened Spring 2013. Phase 3 will open in 2015.

RESPONSIBILITIES:

- Provide a safe, clean, aesthetically pleasing, and risk free golf facility for community use
- Provide recreational and educational programs for the public
- Work closely with the Front Royal Golf Club Advisory Board to plan, coordinate, and maintain facility
- Implement sound fiscal management policies
- Maintain safety standards established by recognized organization (e.g., United States Golf Association)

PROJECTS:

- Increase golf, boating, and walking trail patronage.
- Develop new programs to include youth golf programs and weekday golf leagues
- Aggressively pursue alternative sources of funding for golf club and maintenance
- Use publicity and advertising to enhance the public’s perception of the golf course, recreation facilities, boat ramp, William E. Carson Walking Trail, and to increase their use of it
- Increase rental use of banquet room
- Establish a youth (14-18 years) golf league with other area golf courses
- Office lessons

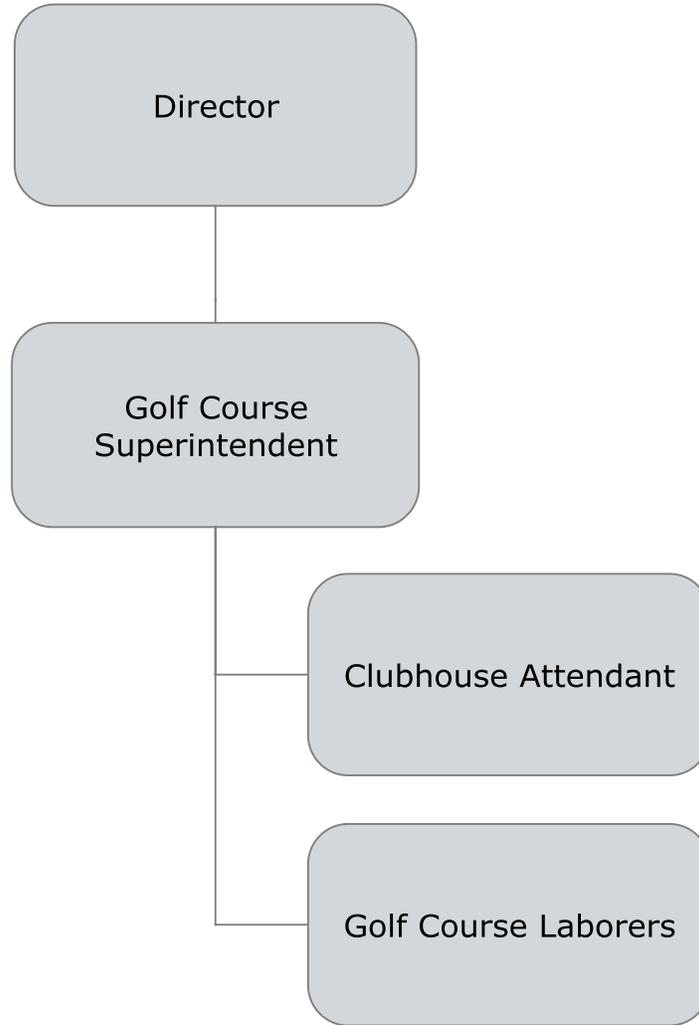
SERVICE LEVELS:

PERFORMANCE MEASURES	FY 2013	FY 2014	FY 2015	LONG TERM
	Actual	Actual	Proposed	Target
Number of memberships	147	182	165	200
Number of rounds of golf played	6,737	5,904	7,000	8,000
Number of months open	12	12	12	12
Use of club house facilities for banquets, etc.	26	26	30	40+

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	178,213	188,849	188,225	190,949	2,724	1.45%
OPERATING	166,958	146,003	154,175	155,110	935	0.61%
CAPITAL	44,338	0	0	5,000	5,000	0.00%
TOTAL	\$389,509	\$334,852	\$342,400	\$351,059	\$8,659	2.53%
REVENUE:						
FEES	292,949	281,460	342,400	248,035	(94,365)	-27.56%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	96,560	53,392	0	103,024	103,024	0.00%
TOTAL	\$389,509	\$334,852	\$342,400	\$351,059	\$8,659	2.53%
FULL TIME POSITIONS	1	2	2	2	0	0.00%

Parks and Recreation–Front Royal Golf Club





Samuels Public Library

Library, Museum, and Cultural Enrichment

DEPARTMENT DESCRIPTION:

This section includes contributions to the following organizations: Northern Virginia 4-H Center, Warren Heritage Society, Blue Ridge Arts Council, Browntown Community Center, and Samuels Public Library.

BUDGET SUMMARY:

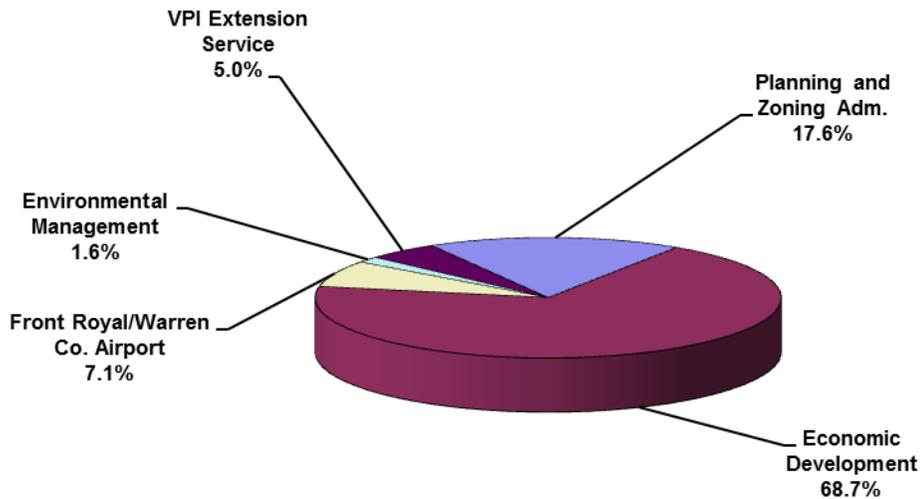
	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	767,000	850,000	885,000	925,500	40,500	4.58%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$767,000	\$850,000	\$885,000	\$925,500	\$40,500	4.58%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	5,000	5,000	5,000	5,000	0	0.00%
LOCAL	<u>762,000</u>	<u>845,000</u>	<u>880,000</u>	<u>920,500</u>	<u>40,500</u>	<u>4.60%</u>
TOTAL	\$767,000	\$850,000	\$885,000	\$925,500	\$40,500	4.58%
FULL TIME POSITIONS	0	0	0	0	0	0.00%



Front Royal-Warren County Airport

Community Development

	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
				AMOUNT	%
Planning and Zoning Adm.	386,129	389,377	393,756	4,379	1.12%
Economic Development	111,150	1,530,620	1,532,581	1,961	0.13%
Front Royal/Warren Co. Airport	147,088	159,126	159,126	0	0.00%
Environmental Management	16,515	34,000	35,500	1,500	4.41%
VPI Extension Service	96,239	106,172	111,443	5,271	4.96%
COMMUNITY DEVELOPMENT	\$757,121	\$2,219,295	\$2,232,406	\$13,111	0.59%



Planning and Zoning Administration

DEPARTMENT DESCRIPTION:

The Planning Department aids the Board of Supervisors, Planning Commission, Board of Zoning Appeals, and other designated committees in establishing and implementing development policies for the County. Proposals for changes in plans, ordinances, land use, and the division of land are reviewed with Federal, State, and local agencies for consistency with applicable regulations and policies. The staff also disseminates policy information to the Board, Planning Commission, other boards and committees and the public. The revenue is received primarily from zoning permits and various fees.

RESPONSIBILITIES:

- Assist applicants in filing for variances, conditional use permits, and rezoning applications.
- Process applications in a timely manner.
- Prepare ordinances, ordinance amendments, procedures and forms for the Departments, and the ongoing advance planning activity for the County, including the comprehensive plan amendments, demographics, and regional issues.
- Accept, review, and settle all land use and subdivision applications, including the acceptance, review tracking, and coordination of County response to, and approval of, the site plan and subdivision applications.
- Address new structures in the County's 911 addressing system.
- Enforce the Zoning Ordinance and Subdivision Ordinance.
- Review and approval of building permits to ensure compliance with zoning ordinance.
- Process appeals to the Board of Zoning Appeals and the Well and Septic Appeals Board.
- Make presentations to civic and community organizations.
- Provide educational and training opportunities for staff, Planning Commission, and Board of Zoning Appeals members.
- Work with the Planning Commission, Board of Zoning Appeals and the Board of Supervisors.
- Participate in regional and State planning discussions including: committees of the Northern Shenandoah Valley Regional Commission, Transportation, Civil War Battlefield Network, and the Planners Network.
- Coordinate development approvals with Health, Highway, Soil Conservation, and other outside agencies
- Implement the revised Comprehensive Plan.
- Provide educational opportunities for the public.
- Write grants, enterprise zone applications, and other specialized planning project applications.
- Prepare annual report of the Department and Planning Commission and present the report to the Board of Supervisors.
- Implement goals of the Board of Supervisors and Planning Commission.

PROJECTS:

- Review and implementation of the Warren County Comprehensive Plan
- Review the current Capital Improvement Plan (CIP)
- Prepare Annual Report of the Department and Planning Commission
- Implementing the goals of the Board of Supervisors and Planning Commission
- Complete update of Warren County Geographic Information Systems

BUDGET COMPARISON:

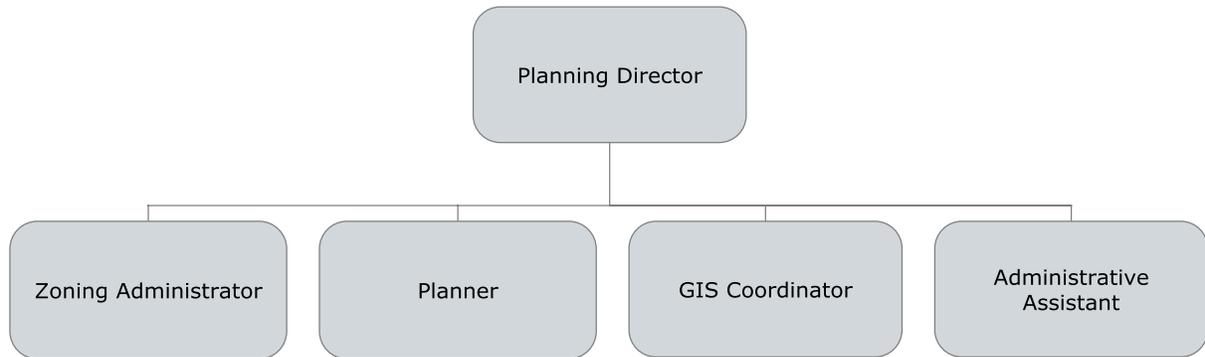
	FY 12-13 Budget	FY 13-14 Budget	FY 14-15 Budget	FY 15-16 Budget
Population	38,077	38,861	39,937	40,332
Size of Budget	\$373,922	\$382,861	\$389,377	\$392,056
Per Capita Operating Cost	\$9.82	\$9.85	\$9.75	\$9.72
Revenue	\$27,033	\$29,105	\$31,542	
Net Per Capita Operating Cost	\$9.11	\$9.10	\$8.96	

Applications	2012	2013	2014
Building Permits (County Only)	223	250	337
Subdivisions			
Class A	2	5	3
Class B	0	0	0
Class C	0	0	0
Exempt	3	4	2
Family	2	5	7
Boundary Adjustments	18	20	35
Lot Consolidations	30	26	22
Conditional Use Permits	14	11	23
Rezoning	1	1	1
Zoning Text Amendments	9		7
BZA Variances	1	2	0
Subdivision Variances	0	1	2
Well/Septic Variances	0	1	3
By-Right/Site Plan Approvals	6	5	3
Planning Commission Regular Meetings	12	12	13
Planning Commission Work Sessions	8	2	2
Certificates of Zoning	155	124	131

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	313,461	321,188	330,711	331,154	443	0.13%
OPERATING	55,787	47,714	50,166	54,102	3,936	7.85%
CAPITAL	<u>7,912</u>	<u>17,227</u>	<u>8,500</u>	<u>8,500</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$377,161	\$386,129	\$389,377	\$393,756	\$4,379	1.12%
REVENUE:						
FEES	27,616	30,430	30,000	10,000	(20,000)	-66.67%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>349,545</u>	<u>355,699</u>	<u>359,377</u>	<u>383,756</u>	<u>24,379</u>	<u>6.78%</u>
TOTAL	\$377,161	\$386,129	\$389,377	\$393,756	\$4,379	1.12%
FULL TIME POSITIONS	4	4	4	4	0	0.00%

Planning and Zoning Administration



Economic Development

DEPARTMENT DESCRIPTION:

The County supports the Front Royal-Warren County Chamber of Commerce and pays an annual \$500 membership fee.

The Front Royal - Warren County Economic Development Authority (EDA) is committed to attracting new business and assisting current businesses in reaching their potential. The EDA emphasis is on quality businesses and jobs that enhance our community.

The Enterprise Zone grants line item includes real estate and machinery and tools taxes from businesses and industries located in the Route 340/522 Corridor. Any Enterprise Zone grants paid through the EDA through the year are reimbursed through this line item. At the end of the year any leftover funds are transferred to Special Projects for use on capital projects.

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 215-16	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	182,237	111,150	1,530,620	1,532,581	1,961	0.13%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$182,237	\$111,150	\$1,530,620	\$1,532,581	\$1,961	0.13%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	182,237	111,150	1,530,620	1,532,581	1,961	0.13%
TOTAL	\$182,237	\$111,150	\$1,530,620	\$1,532,581	\$1,961	0.13%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Front Royal-Warren County Airport

DEPARTMENT DESCRIPTION:

The Front Royal-Warren County Airport is a public use general aviation airport located three miles west of Front Royal, Virginia. The Airport, which is owned by Warren County, is comprised of a single east-west runway which measures 3,007 feet by 75 feet. Additional airport facilities include a full parallel taxiway along with an 11,000 square yard apron. Covered aircraft storage is provided by 32 T-hangar units and 7,600 square feet of conventional hangar space. There are currently 71 aircraft based at the Airport, which in addition to transient traffic, account for approx. 18,500 annual takeoff or landings. A 3,000 square foot terminal building is located along the eastern portion of the airport property along with an adjacent auto parking lot. PHI, a fixed-based medical air transport company houses a helicopter at the Airport to transport critically injured/sick patients in the County and surrounding areas to advanced hospital facilities. Randolph-Macon Academy Flight School, Skyline Soaring Club, Inc., a glider flight training organization, and Cass Aviation, a Fixed Based Operator offering general aviation flight services are also based at the facility. Fuel for piston aircraft and aircraft maintenance services are offered at the Airport as well.

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	12,450	13,800	15,000	15,600	600	4.00%
OPERATING	43,153	51,674	74,725	74,125	(600)	-0.80%
CAPITAL	127,095	81,614	69,401	69,401	0	0.00%
TOTAL	<u>\$182,698</u>	<u>\$147,088</u>	<u>\$159,126</u>	<u>\$159,126</u>	<u>\$0</u>	<u>0.00%</u>
REVENUE:						
FEES	164,568	160,989	158,202	158,202	0	0.00%
STATE/FEDERAL	55,299	0	0	0	0	0.00%
LOCAL	(37,169)	(13,901)	924	924	0	0.00%
TOTAL	<u>\$182,698</u>	<u>\$147,088</u>	<u>\$159,126</u>	<u>\$159,126</u>	<u>\$0</u>	<u>0.00%</u>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Environmental Management

DEPARTMENT DESCRIPTION:

This section includes contributions to the Lord Fairfax Soil and Water Conservation District and Friends of the Shenandoah River. Also included is the Abandoned Vehicle Removal Program in Warren County which is designed to identify and remove inoperable motor vehicles from public and private land. Through a program operated by the Department of Motor Vehicles (DMV), the County can provide up to forty-five dollars (\$45.00) for each inoperable motor vehicle that is demolished and approved by DMV.

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	15,340	16,515	34,000	35,500	1,500	4.41%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	<u>\$15,340</u>	<u>\$16,515</u>	<u>\$34,000</u>	<u>\$35,500</u>	<u>\$1,500</u>	<u>4.41%</u>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	1,950	3,350	20,000	20,000	0	0.00%
LOCAL	13,390	13,165	14,000	15,500	1,500	10.71%
TOTAL	<u>\$15,340</u>	<u>\$16,515</u>	<u>\$34,000</u>	<u>\$35,500</u>	<u>\$1,500</u>	<u>4.41%</u>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

VPI Extension Service

DEPARTMENT DESCRIPTION:

Virginia Cooperative Extension (V.C.E.) is an educational partnership between the U. S. Department of Agriculture, Virginia's Land Grant Universities (Virginia Tech & Virginia State) and local governments. V.C.E. serves as the primary source of assistance for agriculture and horticulture production within the County. V.C.E. offers educational programs designed to meet the needs of Warren's residents in agriculture, horticulture, family and consumer sciences, and 4 H Youth Development. Local program delivery is also enhanced by volunteers who receive training by Extension Services personnel.

Building on the strength of our agriculture, natural resource, family and community heritage, we enable people to shape their futures through research based educational programs. Recognizing that knowledge is power, we serve people where they live and work. Audiences are involved in designing, implementing and evaluating needs-driven programs. We are a dynamic organization which stimulates positive personal and societal change leading to more productive lives, families, farms, and forests, as well as a better environment in urban and rural communities. Virginia Cooperative Extension is a product of cooperation with citizens, who, through local Extension Leadership Councils and various advisory groups, help design, implement and evaluate Cooperative Extension's needs-driven program.

Mission Statement

Virginia Cooperative Extension helps lead the engagement mission of Virginia Tech and Virginia State University, the commonwealth's land-grant universities. Building local relationships and collaborative partnerships, we help people put scientific knowledge to work through learning experiences that improve economic, environmental, and social well-being.

Core Values

Inclusion of all stakeholders and partners in programming and discussions related to issues that affect agricultural enterprises, the family, and the local community.

Integrity of information is maintained through unbiased and relevant research.

Science-based knowledge is gathered from the research of highly respected scientists.

Engagement of each partner in developing solutions for the challenges faced by the family, on the land, or in the community.

Partnerships with all universities, state and federal agencies, community organizations, local and state governmental representatives, and other groups that provide access to vital resources.

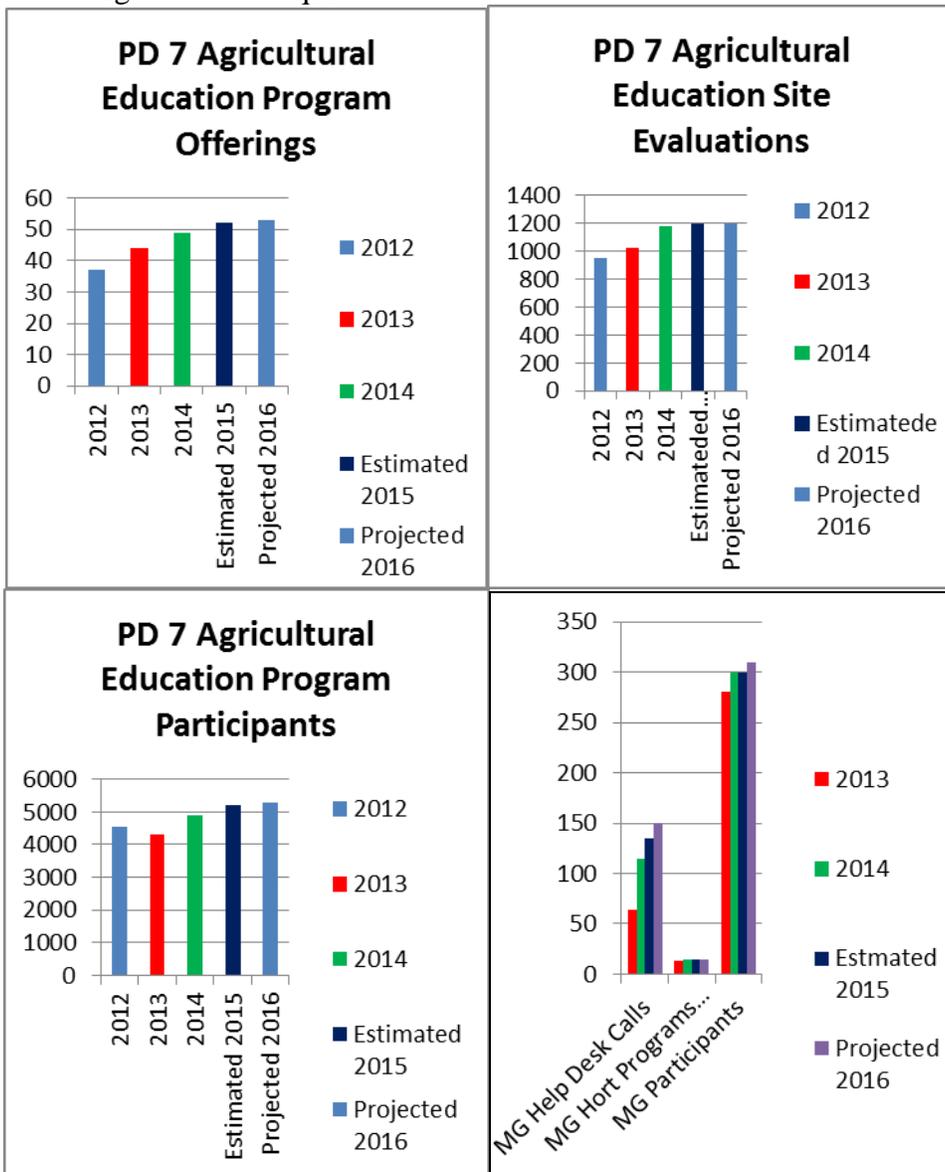
Individual relationships between Extension educators and specialists with farmers, families, and local community representatives.

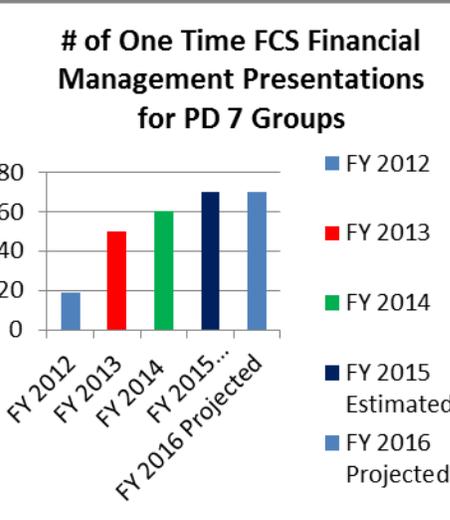
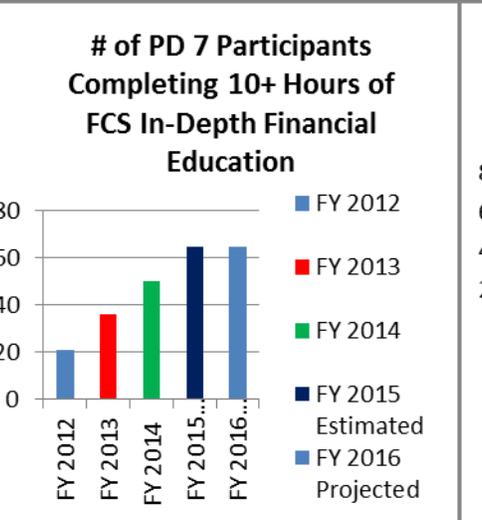
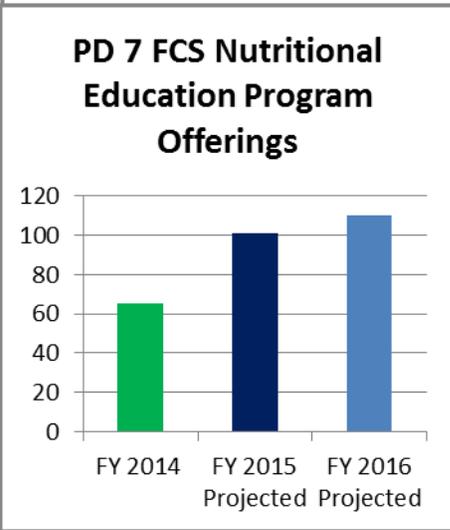
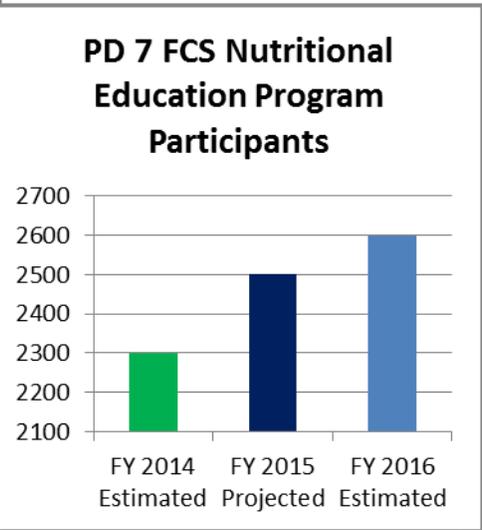
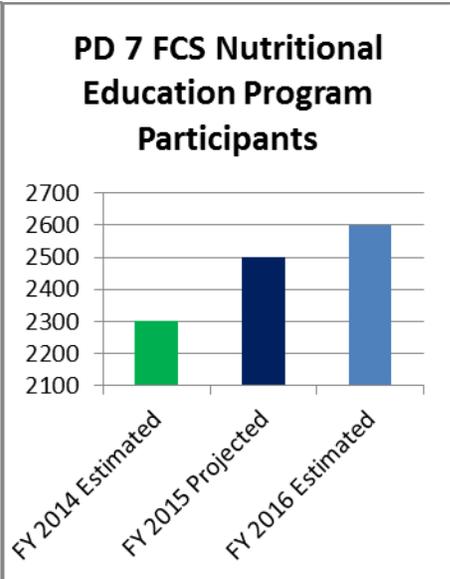
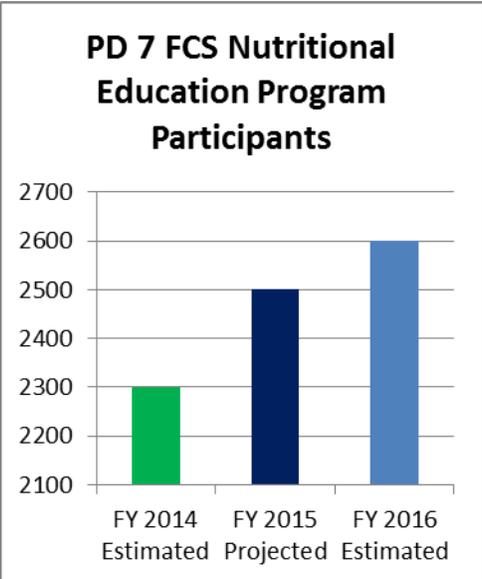
Good stewardship of public trust where investments of time, money, and intellectual resources are effectively applied to responding to local issues.

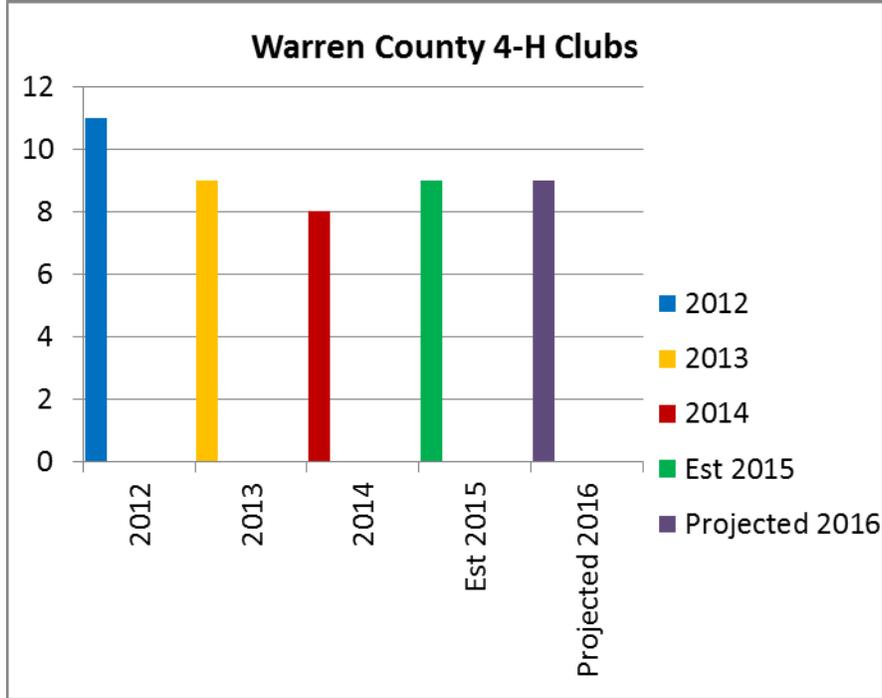
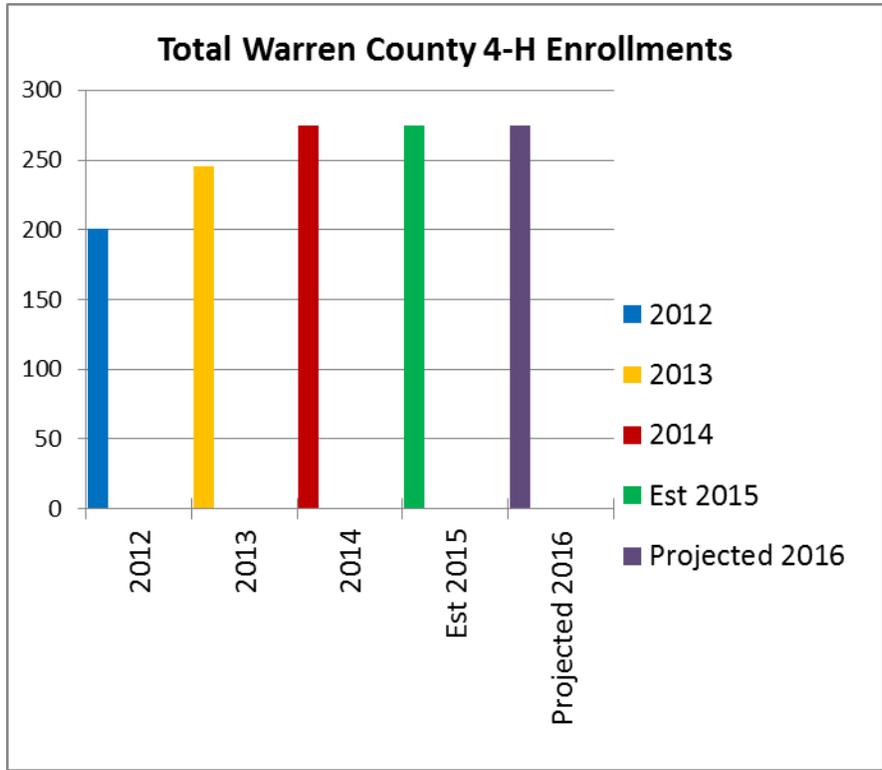
Extension is committed to providing access to unbiased, scientific information related to locally defined issues; a presence in local communities; the establishment of strong partnerships and collaborative coalitions; and innovative service to the commonwealth.

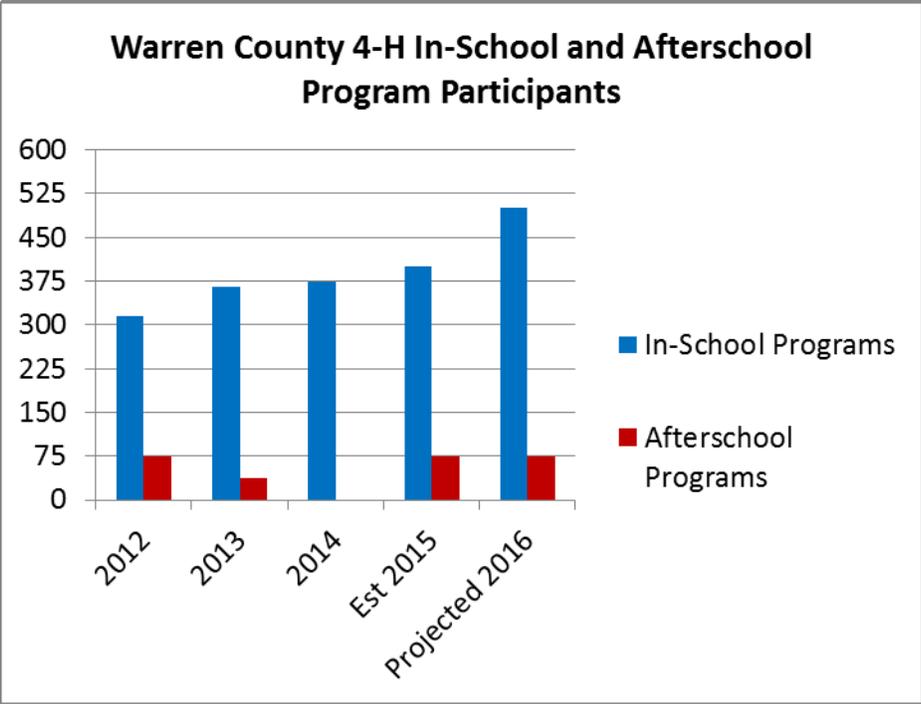
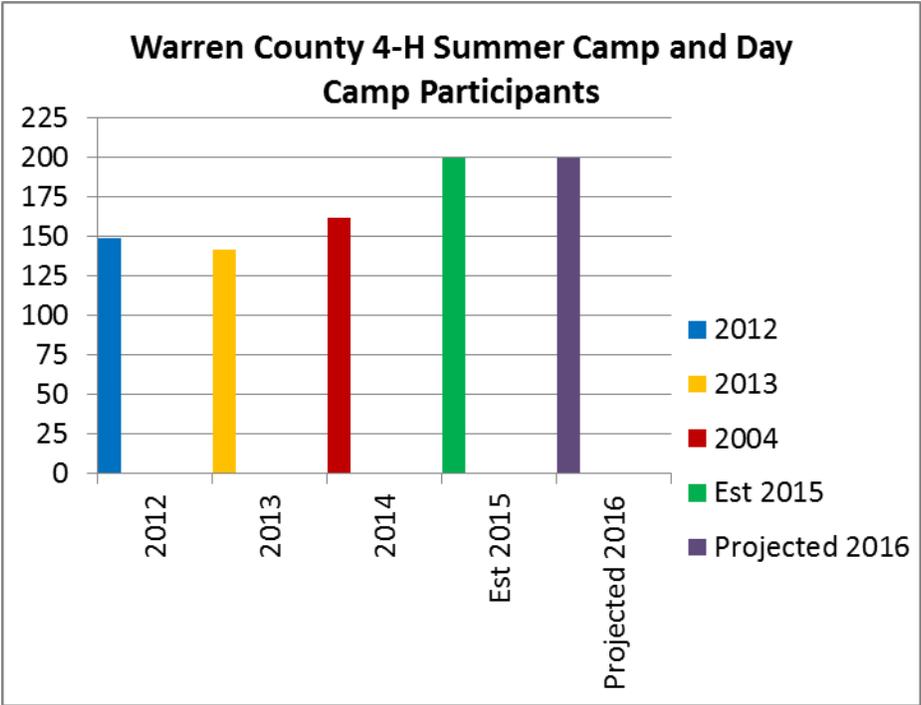
RESPONSIBILITIES:

- Support the 4-H Youth program by helping to coordinate the local 4-H Character Counts educational programs, develop and facilitate after school, weekend, and summer day camp programs for at-risk youth ages 5-18, identify resources and write grants to support programming efforts.
- Work with volunteers, public schools, and other youth serving organizations to develop and deliver hands-on research-based learning experiences to complement classroom learning and contribute to the positive and healthy development of youth.
- Provide livestock management expertise and develop, deliver, and evaluate livestock education program activities that will enhance the sustainability of Virginia agriculture in a multi-county area.
- Maintain a level of expertise that complements Virginia’s animal industry mission and goals.
- Network with industry, specialists and other agents.
- Provide training and support programming that help individuals and families improve the lives while increasing their knowledge and implementation of improved nutrition and financial management techniques.









BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	79,570	86,576	96,722	101,293	4,571	4.73%
OPERATING	7,709	9,663	9,450	10,150	700	7.41%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$87,280	\$96,239	\$106,172	\$111,443	\$5,271	4.96%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>87,280</u>	<u>96,239</u>	<u>106,172</u>	<u>111,443</u>	<u>5,271</u>	<u>4.96%</u>
TOTAL	\$87,280	\$96,239	\$106,172	\$111,443	\$5,271	4.96%
FULL TIME POSITIONS	1	1	1	1	0	0.00%

Full Time Staff

<u>DEPARTMENT</u>	<u>FY 12-13 ACTUAL</u>	<u>FY 13-14 ACTUAL</u>	<u>FY 14-15 ADOPTED BUDGET</u>	<u>FY 15-16 ADOPTED BUDGET</u>
<u>GENERAL GOVERNMENT ADMINISTRATION</u>				
Board of Supervisors	0	0	0	0
County Administration	6	6	6	7
County Attorney's Office	3	3	3	3
Office of the Commissioner of the Revenue	10	10	10	10
Reassessment	0	0	0	0
Treasurer's Office	7	7	7	7
Finance and Purchasing	4	4	4	5
Elections	2	2	2	2
<u>JUDICIAL ADMINISTRATION</u>				
Circuit Court	0	0	0	0
General District Court	0	0	0	0
Magistrates	0	0	0	0
Juvenile and Domestic Court	0	0	0	0
Clerk of Circuit Court	8	8	8	8
Law Library	0	0	0	0
Commonwealth's Attorney	8	8	8	8
<u>PUBLIC SAFETY</u>				
Sheriff's Office	54	54	53	53
Court Security	2	2	2	0
E-911 System	6	6	6	6
Volunteer Fire and Rescue	0	0	0	0
Corrections	31	31	8	10
Work Release	0	0	0	0
Probation	1	1	1	1
Building Inspections	6	6	6	6
Animal Control	4	4	4	4
Medical Examiner	0	0	0	0
Fire and Rescue Department	24	26	28	29
Cost Recovery	0	0	0	0
<u>PUBLIC WORKS</u>				
Streets and Highways	0	0	0	0
Refuse Collection	0	0	0	0
Refuse Disposal	3	4	4	5
Building and Grounds	4	4	5	5

<u>DEPARTMENT</u>	<u>FY 12-13 ACTUAL</u>	<u>FY 13-14 ACTUAL</u>	<u>FY 14-15 ADOPTED BUDGET</u>	<u>FY 15-16 ADOPTED BUDGET</u>
<u>HEALTH AND WELFARE</u>				
Health	0	0	0	0
Mental Health and Retardation	0	0	0	0
Social Services	38	38	39	41
Other Social Services	0	0	0	0
Comprehensive Youth Services Act	1	1	1	1
<u>EDUCATION</u>				
Community College	0	0	0	0
<u>PARKS, RECREATION AND CULTURAL</u>				
Parks and Recreation	14	16	17	18
Library Museum Cult. Enrichment	0	0	0	0
<u>COMMUNITY DEVELOPMENT</u>				
Planning and Zoning Administration	4	4	4	4
Economic Development	0	0	0	0
Front Royal/Warren County Airport	0	0	0	0
Environmental Management	0	0	0	0
Gypsy Moth Control	0	0	0	0
VPI Extension Service	1	1	1	1
TOTAL	241	246	227	234

Non-Departmental

DEPARTMENT DESCRIPTION:

Items included in this section are operating costs that are not department specific or for resources shared County-wide.

BUDGET SUMMARY:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					AMOUNT	%
COSTS:						
PERSONNEL	104,185	111,221	115,140	92,760	(22,380)	-19.44%
OPERATING	134,972	139,278	462,661	1,213,255	750,594	162.23%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$239,158	\$250,499	\$577,801	\$1,306,015	\$728,214	126.03%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	208,479	268,782	208,800	148,800	(60,000)	-28.74%
LOCAL	30,679	(18,283)	369,001	1,157,215	788,214	213.61%
TOTAL	\$239,158	\$250,499	\$577,801	\$1,306,015	\$728,214	126.03%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

BUDGET DETAIL:

	FY 2012-2013 ACTUAL	FY 2013-2014 ACTUAL	FY 2014-2015 APPROPRIATION	FY 2015-2016 APPROVED BUDGET
** NON-DEPARTMENTAL **				
HOSPITAL MEDICAL (RETIRES)	95,195	100,504	106,140	83,760
UNEMPLOYMENT COMPENSATION	8,990	10,717	9,000	9,000
	104,185	111,221	115,140	92,760
MAINTENANCE - CENTRAL COMPUTER	54,287	62,552	60,000	60,000
MAINTENANCE - CENTRAL COPIER	1,983	1,726	3,000	3,000
MAINTENANCE - COMPUTER (SCHOOL SYS.)	75,000	75,000	75,000	107,725
MAINTENANCE - SECOND STREET PROP.	2,728	0	0	0
WARREN COUNTY 175TH ANNIVERSARY	(25)	0	0	0
TOWN'S 225TH ANNIVERSARY	1,000	0	0	0
COMPOSITE INDEX OFFSET	0	0	0	733,278
OPERATIONS FOR 2ND MIDDLE SCHOOL	0	0	0	202,278
RESERVE FOR CONTINGENCIES	0	0	324,661	106,974
	134,973	139,278	462,661	1,213,255
	\$239,158	\$250,499	\$577,801	\$1,306,015

Capital Outlay

DEPARTMENT DESCRIPTION:

The Capital Outlay section of the budget includes both capital outlay expenditures and debt service. Capital projects are non-recurring with a useful life of five years or more. The estimated cost of the expenditure will exceed \$25,000 for a general government project and \$100,000 for a school project. Projects include facilities development and/or improvement, infrastructure and large equipment needs.

BUDGET SUMMARY:

	FY 12-13 <u>ACTUAL</u>	FY 13-14 <u>ACTUAL</u>	FY 14-15 ADOPTED <u>BUDGET</u>	FY 15-16 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 14-15 TO FY 15-16	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	0	0	0	0	0	0.00%
CAPITAL	<u>11,161,260</u>	<u>11,567,426</u>	<u>11,637,847</u>	<u>13,462,445</u>	<u>1,824,598</u>	<u>15.68%</u>
TOTAL	\$11,161,260	\$11,567,426	\$11,637,847	\$13,462,445	\$1,824,598	15.68%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	156,913	492,712	0	0	0	0.00%
LOCAL	<u>11,004,347</u>	<u>11,074,714</u>	<u>11,637,847</u>	<u>13,462,445</u>	<u>1,824,598</u>	<u>15.68%</u>
TOTAL	\$11,161,260	\$11,567,426	\$11,637,847	\$13,462,445	\$1,824,598	15.68%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

BUDGET DETAIL:

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 APPROPRIATION	FY 15-16 APPROVED BUDGET
** CAPITAL OUTLAY **				
FURNITURE AND FIXTURES	376	9,447	12,500	12,500
COURTHOUSE RENOVATION BOND	0	0	0	0
CENTRAL TELEPHONE SYSTEM	0	0	10,000	10,000
COUNTY OFFICE SPACE	6,000	8,466	25,000	25,000
ECONOMIC DEVELOPMENT	228,748	174,694	146,628	134,065
CENTRAL COMPUTER & INTERNET	8,490	10,994	25,000	25,000
REVENUE SHARING	50,078	4,443	250,000	250,000
JUVENILE DETENTION FACILITY	251,862	260,050	257,815	329,540
AIRPORT GRANT-LOCAL	11,871	0	0	0
TAX MAPPING	7,200	0	10,000	10,000
340/522 WATER-SEWER BOND PROJECT	268,136	271,736	267,048	270,073
NORTH WARREN VFD	3,010	0	5,000	5,000
COURTHOUSE GENERAL OBLIGATION BOND	354,524	353,601	351,516	358,815
BUILDING IMPROVEMENT FUND	168,865	393,617	133,960	133,960
AVTEX SOCCER FIELDS	54,311	11,959	75,000	75,000
BING CROSBY STADIUM	175,566	10,640	10,000	15,000
COMPUTER SOFTWARE	14,892	10,547	20,000	20,000
PURCHASE OF SECOND STREET PROPERTY	106,065	125,843	125,000	100,000
SCHOOL CAPITAL IMP.	757,306	649,999	725,000	775,000
SCHOOL BONDS	4,007,788	3,459,712	2,496,494	2,496,494
FISHNET PROPERTY	169,650	26,658	100,000	150,000
2004 BING CROSBY IMPROVEMENT BOND	250,000	250,000	250,000	250,000
2004 SCHOOL BONDS	961,165	961,165	1,112,544	1,267,708
COURTHOUSE SECURITY	10	19,843	25,000	25,000
SAMUELS LIBRARY	31,863	31,863	31,863	31,863
TORAY TREE PLANTING	0	72	0	0
SCHOOL CAPITAL IMPROVEMENTS - PH. II	0	309,558	505,525	505,525
REGIONAL JAIL	110	9,774	2,250,000	1,490,000
REGIONAL JAIL - DOMINION	0	0	0	2,010,000
COMMUNITY CENTER/ADDITIONS & REN.	23,919	168,042	0	0
COUNTY 20-YEAR CAPITAL IMP. PLAN	1,369,743	413,688	250,000	50,000
LINDEN PARK	0	0	0	0
EASTHAM PARK	131,996	222,205	75,000	75,000
NEW CONVENIENCE SITES	0	4,977	100,000	100,000
CATLETT MOUNTAIN LANDFILL	1,080	19,754	0	20,000
PUBLIC SAFETY BUILDING	59,225	527,469	526,954	526,954
PUBLIC FACILITY BOND - LURAY AVE.	301,500	70,664	0	0
VPSA - SCHOOL BONDS	1,100,049	1,077,549	0	0
WARREN COUNTY DOG PARK	27,647	0	0	0
VEHICLES & EQUIPMENT	84,567	(39,564)	0	0
ROUTE 522 BEAUTIFICATION PROJECT	62,184	30,784	0	0
FORK PARK	0	0	25,000	25,000
BROADBAND PROJECT	2,325	0	0	0
FAIRGROUNDS RD. PROPERTY ACQUISITION	15,688	5,000	0	0
GREENWAY RURAL HISTORIC DIST. EXP.	5,000	5,000	0	0
LIONS PARK	11,822	32,870	0	0
SECOND MIDDLE SCHOOL (PH.II,PARTII)	1,000	332,555	0	0
SECOND MIDDLE SCHOOL (PH.II,PARTII)-DOMI	0	0	1,000,000	1,000,000
SIMPSON'S LANDING	0	5,489	0	0
LEACH RUN PARKWAY	0	579,304	200,000	224,948
FREEZELAND ROAD PARK	0	122,500	10,000	20,000
2013 LEASE REV. REFUNDING BOND	0	125,303	0	0

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 APPROPRIATION	FY 15-16 APPROVED BUDGET
** CAPITAL OUTLAY **				
SHENANDOAH FARMS VFC	0	21,565	0	0
COURT HOLDING PROJECT (OLD JAIL)	0	5,500	0	50,000
DOMINION WATER PAYMENT	0	0	230,000	400,000
SEPTAGE RECEIVING FACILITY DEBT SERVICE	0	0	0	120,000
HEALTH AND HUMAN SERVICE COMPLEX	0	0	0	50,000
SHENANDOAH FARMS BOAT LANDING	0	0	0	25,000
REV. SHARING - FELLOWS DRIVE EXT.	9,231	138,785	0	0
REV. SHARING - TOMAHAWK WAY	7,779	184,730	0	0
REV. SHARING - WINDY RIDGE ROAD	25,157	0	0	0
REV. SHARING - CEDAR CREST LANE	19,210	0	0	0
REV. SHARING - YOUNG'S DRIVE	8,630	111,089	0	0
REV. SHARING - MOUNTAIN LAKE ROAD	5,622	22,051	0	0
REV. SHARING - OLD OAK LANE PH. 1	0	8,970	0	0
REV. SHARING - HOMESTEAD DRIVE	0	6,466	0	0
TOTAL	\$11,161,260	\$11,567,426	\$11,637,847	\$13,462,445



**Warren County Middle School
(Former Warren County High School, Renovated 2010)**



Warren County High School

Public Schools

DEPARTMENT DESCRIPTION:

The Warren County Public School System provides a quality education for approximately 5,400 students in grades K-12. The system is accredited by the Virginia Department of Education. The system includes:

- Five Elementary Schools (K-12)
- One Middle School (6-7)
- Two High Schools (8-12)
- Career and Technical Center (10-12)
- Dual Enrollment with Lord Fairfax Community College
- Mountain Vista Governor's School

The School System employs a total of 805 full time employees. Included in this number are 428 teaching positions, 34 administrator positions, 13 other professional staff and 330 non-licensed support staff.

A total operating budget of \$51,707,337 (includes debt service) breaks down to the following; 73% is used for instruction, 4% is for Administration, Attendance and Health, 5% for Transportation, 12% Operations/Maintenance, 3% Debt Service, and 3% Technology. The Per Pupil Expenditure for operations is \$9,668.

The school system offers comprehensive curriculum at all grade levels. In addition, state of the art technology is available at all schools which includes, but not limited to smart, multi-media projectors, digital microscopes, digital cameras, digital document cameras, computer labs, mobile laptop computer labs, etc.

The Elementary School Programs begin serving students as early as three years old based on identified special needs of students. An at-risk program begins at age four, serving a wider range of students. Regular schooling begins at age five with full day kindergarten. Over 80% of the school day is spent in the four core academic areas. The Federal Title I program provides additional supports in Reading. Students also receive instruction in music, art, physical education, health, and guidance services.

The Middle School Programs like the elementary spend over 80% of the day in the four core subject areas. Students in middle school take exploratory classes on a variety of content areas such as, art, computers, foreign language, leadership, journalism and technology. Students also have opportunity to participate in band and chorus.

The High School curriculum is based on the Virginia Standards of Learning (SOL) as well as technology education. 177 credit courses are offered in grades 8-12. There are 57 career and technical courses, 23 which lead to some type of certification. Students can earn dual enrolled credits via a partnership with Lord Fairfax Community College. Advanced courses, including Advanced Placement (AP) are offered and a wide range of co-curricular and extracurricular activities are available for students to connect to school in a variety of interest areas.

BUDGET SUMMARY:**SCHOOL OPERATING FUND**

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16 AMOUNT	%
COSTS:						
PERSONNEL	40,190,279	41,298,575	43,366,955	41,800,171	(1,566,784)	-3.61%
OPERATING	6,320,311	6,237,462	6,247,732	7,986,945	1,739,213	27.84%
CAPITAL	1,604,028	2,020,356	1,920,221	1,920,221	0	0.00%
TOTAL	\$48,114,618	\$49,556,393	\$51,534,908	\$51,707,337	\$172,429	0.33%
REVENUE:						
FEES	419,113	772,847	712,866	745,591	32,725	0.00%
STATE/FEDERAL	28,781,755	28,785,448	29,717,449	29,532,017	(185,432)	-0.62%
LOCAL	18,913,750	19,998,098	21,104,593	21,429,729	325,136	1.54%
TOTAL	\$48,114,618	\$49,556,393	\$51,534,908	\$51,707,337	\$172,429	0.33%
FULL TIME POSITIONS	749	752	770	720	(50)	-6.49%

SCHOOL CAFETERIA FUND

	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 ADOPTED BUDGET	FY 15-16 ADOPTED BUDGET	INCREASE (DECREASE) FY 14-15 TO FY 15-16 AMOUNT	%
COSTS:						
PERSONNEL	762,630	753,059	654,508	817,583	163,075	24.92%
OPERATING	1,601,392	1,740,608	1,616,002	1,639,938	23,936	1.48%
CAPITAL	58,505	17,204	189,678	53,933	(135,745)	-71.57%
TOTAL	\$2,422,527	\$2,510,871	\$2,460,188	\$2,511,454	\$51,266	2.08%
REVENUE:						
FEES	1,316,032	1,304,768	1,215,616	1,284,071	68,455	5.63%
STATE/FEDERAL	1,257,369	1,409,386	1,244,572	1,227,383	(17,189)	-1.38%
LOCAL	0	0	0	0	0	0.00%
TOTAL	\$2,573,401	\$2,714,154	\$2,460,188	\$2,511,454	\$51,266	2.08%
FULL TIME POSITIONS	39	39	39	39	0	0.00%

Sanitary Districts

A sanitary district is a special taxing district allowed by the Code of Virginia. The Property Owners Association/Home Owners Association of the sanitary district submits an annual budget request to the Board of Supervisors for approval (the Board of Supervisors approves the staff request for the Shenandoah Farms Sanitary District). There are nine sanitary districts in Warren County: Skyland Estates, Shenandoah Shores, South River Estates, Blue Mountain, Riverside, Shenandoah Farms, Cedarville Heights, High Knob, and Linden Heights.

SKYLAND ESTATES SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2015
\$0.35 per \$100 of assessed value of lot plus \$0.35 per \$100 of assessed value on improvements

Budget:

**Contract Payments for Road Maintenance, Water, Supply Point,
Security Patrol and Administrative Expenses** **\$212,234**

SHENANDOAH SHORES SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2015
\$115.00 per lot plus \$0.17 per \$100 of assessed value on improvements

Budget:

**Contract Payments for Road Maintenance and Administrative
Expenses** **\$295,816**

SOUTH RIVER ESTATES SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2015
\$300.00 per lot plus \$0.05 per \$100 of assessed value on improvements

Budget:

**Contract Payments for Road Maintenance and Administrative
Expenses** **\$11,800**

BLUE MOUNTAIN SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2015
\$65.00 per lot plus \$0.21 per \$100 of assessed value on improvements

Budget:

Contract Payments for Road Maintenance, Security **\$122,932**
Maintenance of Lodge and Common Areas and Administrative
Expenses

RIVERSIDE SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2015
\$60.00 per lot plus \$0.17 per \$100 of assessed value on improvements

Budget:

Contract Payments for Road Maintenance and Administrative **\$3,480**
Expenses

CEDARVILLE HEIGHTS SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2015
\$50.00 per lot

Budget:

Contract Payments for Road Maintenance and Administrative **\$1,850**
Expenses

HIGH KNOB SANITARY DISTRICT

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2015
\$365.00 per unimproved lot; \$590.00 per improved lot**

Budget:

Contract Payments for Road Maintenance, Association Operations, Water Capital Improvement, Repairs and Maintenance, and Administrative Expenses	\$333,750
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LINDEN HEIGHTS SANITARY DISTRICT

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2015
\$350.00 per lot**

Budget:

Contract Payments for Road Maintenance and Administrative Expenses	\$26,880
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Shenandoah Farms Sanitary District

DEPARTMENT DESCRIPTION:

The Shenandoah Farms Sanitary District is responsible for the maintenance and improvements to the road system within the Warren County portion of the Shenandoah Farms community. In addition there are two dams within the sanitary district that are monitored and maintained. The road system consists of 43 miles of predominantly unpaved roads.

RESPONSIBILITIES:

- Develop and set up contracts for work to be performed on the road system such as road maintenance, snow removal, survey contracts etc. Also developing bid packets and meeting with potential bidders to answer questions and concerns.
- Determining the maintenance needs by developing short & long term maintenance plans, maps and lists of roads that need attention so contractors have a clearly mapped out plan of action when they arrive. Due to the fact contracts are based on hourly rates it is critical to keep things moving and cut down on wasted time.
- Provide oversight, inspecting, monitoring work of contractors and County staff for efficiency and quality of work.
- Developing annual budgets based on need, paying bills within established time frames and developing and maintaining records to track expenditures.
- Respond to resident requests and concerns by email, phone or personal visit. Keeping residents and county officials informed of operations through notifications on the website, emails, and reports to the Warren County Board of Supervisors and the POSF Board.
- Monitor the dams at Lake of the Clouds and Spring Lake; perform periodic inspections per the requirements of the Virginia Department of Conservation and Recreation (DCR).
- Research products, develop accounts with suppliers and schedule deliveries of needed materials.
- Performing road maintenance operations in the field and working with contractors when help is needed.
- Performing snow removal operations with county equipment while working with and monitoring the work of contract snow removal. Spreading abrasive stone on icy portions of the roadway.
- Maintaining of county tools and equipment.
- Review roads and Dams, monitoring damage and scheduling needed repairs during and after inclement weather events such as flooding, or snow and ice.
- Develop and update a comprehensive Capital Improvement Plan (CIP) which outlines infrastructure improvements on an annual basis.

PROJECTS:

Projects on the road and drainage system include but are not limited to:

- Routine and seasonal maintenance such as grading and ditching roads, adding stone, replacement/maintaining/cleaning drainage culverts, vegetation control, and snow/ice removal operations.
- Prioritizing and developing projects for road improvements such as widening, drainage upgrades in preparation for eventual paving projects.
- Identifying potential VDOT Revenue Sharing projects and administering such projects as State/County/SFSD funds become available.
- In support of the ongoing road and drainage systems, develop SFSD facilities to include a new maintenance building/shop/storage yard.

SHENANDOAH FARMS SANITARY DISTRICT

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2015
\$230.00 per unimproved lot; \$265.00 per improved lot**

Budget:

Contract Payments for Road Maintenance and Administrative Expenses	\$602,189
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Warren County, Virginia
Assessed Valuation of All Taxable Property
Fiscal Years 2005 – 2014

Fiscal Year	Real Estate	Personal Property & Mobile Homes	Machinery & Tools	Public Service	Total Assessed Value
2005	\$2,296,416,720	\$336,831,968	\$20,171,800	\$54,718,870	\$2,708,139,358
2006	\$2,232,709,900	\$275,486,114	\$24,482,595	\$45,019,071	\$2,577,697,680
2007	\$2,322,050,800	\$413,895,353	\$19,761,215	\$37,241,703	\$2,792,949,071
2008	\$4,618,588,000	\$426,788,783	\$54,714,951	\$67,587,582	\$5,167,679,316
2009	\$4,737,808,700	\$422,529,586	\$54,831,030	\$71,830,670	\$5,286,999,986
2010	\$4,805,941,500	\$362,529,370	\$57,578,180	\$84,239,604	\$5,310,288,654
2011	\$4,816,929,300	\$336,375,506	\$55,042,750	\$83,128,930	\$5,291,476,486
2012	\$3,783,054,400	\$338,756,346	\$51,946,980	\$95,214,200	\$4,268,971,926
2013	\$3,795,435,900	\$345,186,421	\$52,915,970	\$93,483,110	\$4,287,021,401
2014	\$3,813,780,900	\$361,209,652	\$53,266,515	\$384,518,870	\$4,612,775,937

Source: Financial Report Year Ended June 30, 2014

Note: The County implemented semi-annual tax billings in fiscal year 2010. The values for Fiscal Years 2010, 2011, 2012, 2013 and 2014 are the assessed values for calendar year 2009, 2010, 2011, 2012, and second half of calendar year 2013 and first half of calendar year 2014 respectively.

Property Tax Rates
Warren County, Virginia
Last Ten Calendar Years

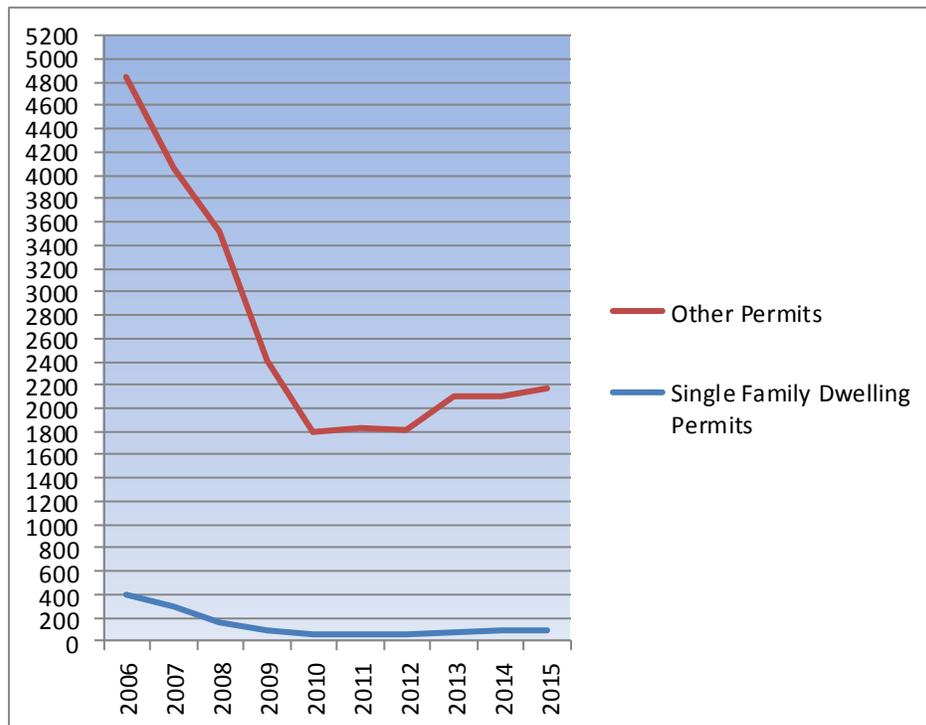
<u>Calendar Year</u>	<u>Real Estate</u>	<u>Personal Property</u>	<u>Machinery and Tools</u>	<u>Mobile Homes</u>
2006	\$0.82	\$3.15	\$2.25	\$0.82
2007	\$0.45	\$3.15	\$1.30	\$0.45
2008	\$0.45	\$3.15	\$1.30	\$0.45
2009	\$0.46	\$4.00	\$1.30	\$0.46
2010	\$0.46	\$4.00	\$1.30	\$0.46
2011	\$0.59	\$4.00	\$1.30	\$0.59
2012	\$0.59	\$4.00	\$1.30	\$0.59
2013	\$0.59	\$4.00	\$1.30	\$0.59
2014	\$0.61	\$4.00	\$1.30	\$0.61
2015	\$0.595	\$4.00	\$1.95	\$0.595

**Demographic & Economic Statistics
County of Warren, Virginia
Fiscal Years 2005-2014**

Fiscal Year	Population	Personal Income (in thousands)	Per Capita Income	September 30 School Enrollment	Unemployment Rate
2005	34,977	\$1,100,204	\$31,455	5,174	2.90%
2006	35,752	\$1,196,000	\$33,452	5,268	2.80%
2007	36,300	\$1,256,000	\$34,600	5,332	3.10%
2008	36,695	\$1,382,000	\$37,661	5,273	4.20%
2009	36,713	\$1,384,000	\$37,697	5,319	6.60%
2010	37,439	\$1,419,574	\$37,917	5,339	6.61%
2011	37,688	\$1,419,556	\$37,666	5,340	6.20%
2012	38,077	\$1,408,315	\$36,986	5,394	5.00%
2013	38,367	\$1,530,374	\$39,867	5,390	4.90%
2014	38,699	\$1,544,352	\$39,907	5,343	4.80%

Source: Weldon Cooper Center, Annual school report- prepared by the County, www.fedstats.gov.

Building Permits Issued Last Ten Fiscal Years



Building Permits Issued Last Ten Fiscal Years

Fiscal Year	No. of Single Family Dwelling Permits	No. of Other Permits	Total Permits Issued
2006	402	4,449	4,851
2007	296	3,773	4,069
2008	162	3,363	3,525
2009	93	2,310	2,403
2010	63	1,730	1,793
2011	51	1,776	1,827
2012	64	1,751	1,815
2013	78	2,028	2,106
2014	85	2,012	2,097
2015	97	2,081	2,178

Glossary

Accrual Basis of Accounting – a method of accounting that recognizes the financial effect of transactions, events and inter-fund activities when they occur, regardless of the timing of related cash flows.

ALS – advanced life support.

Appropriation – an authorization made by the County that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are granted for a one-year period.

Assessed Value – the fair market value placed upon real and personal property by the County as the basis for levying property taxes.

Balanced Budget – a budget where the revenues equals expenditures.

Basis of Accounting – the timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes.

BLS – basic life support.

Bond Ratings – a rating of quality given on any given bond offering as determined by an independent agency in the business of rating such offerings.

Budget – a plan of financial operation including an estimate of proposed means of financing them (revenue estimates).

Budget Calendar – the schedule of key dates or milestones the County follows in the preparation and adoption of the budget.

BZA – Board of Zoning Appeals.

Capital Improvement Plan (CIP) – a five-year plan of proposed capital expenditures for longterm improvements which include facilities development and/or improvements, infrastructure and large equipment needs.

Comprehensive Annual Financial Report (CAFR) – the annual report that represents a locality’s financial activities and contains the independent auditor’s reports on compliance with laws, regulations and internal controls over financial reporting based on an audit of financial statements performed in accordance with “Government Auditing Standards.”

Consumer Price Index (CPI) – a measure, calculated by the United States Department of Labor, commonly used to indicate the rate of inflation.

Contingency – a budgetary reserve set aside for emergencies or unforeseen expenditures for which no other budget exists.

CSA – Children’s Services Act.

CY – Calendar year.

Debt Service – the payment of interest and principal to holders of the County’s debt instruments.

Economic Development Authority (EDA) – responsible for encouraging industrial and commercial development in the City.

EMS – emergency medical services.

EMT – emergency medical technician.

Expenditure – actual outlay of monies for goods or services.

Fringe Benefits – the employer contributions paid by the City as part of the conditions of employment. Examples include health insurance and state public employees retirement system.

Fund – an independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities that are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance – the excess of an entity’s assets over its liabilities also known as excess revenues over expenditures. A negative fund balance is sometimes called a deficit.

GASB – Governmental Accounting Standards Board – an organization that provides the ultimate authoritative accounting and financial reporting standards for state and local governments.

General Fund — used to account for all general operating expenditures and revenues. Revenues in the general fund primarily are from property taxes, sales tax, the business license tax and State aid.

IT – information technology.

Modified Accrual Basis of Accounting – basis of accounting according to which revenues are recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

Non-Departmental Accounts – accounts used to record expenditures that cannot or have not been allocated to individual departments.

Personal Property Tax (PP) – a County tax levied on motor vehicles and boats based on published listings of values, and on machinery and tools based on a percentage of cost.

Public Service Corporation (PSC) – an entity defined by the Commonwealth of Virginia as providing utilities to residents and businesses; includes power companies, phone companies, gas companies, and other similar type organizations.

Real Estate Tax (R/E) – a tax levied on real property in the County; real property is defined as land and improvements on the land (buildings).

Revenue – the income received by the County such as property taxes, fees, user charges, grants, fines and forfeitures, interest income and miscellaneous revenue.

Tax Rate – the amount of tax levied for each \$100 of assessed value.

Transient Occupancy or Lodging Tax – tax on stays at hotels and motels of less than 30 days duration.

User Fees – the payment of a fee for direct receipt of a public service by the person benefiting from the service.