

Warren County, Virginia Fiscal Year 2019~2020 Budget



Approved by
the Board of
Supervisors
May 7, 2019

FY 2019~2020
BUDGET

TABLE OF CONTENTS

Warren County Board of Supervisors 5

Warren County Staff & Constitutional Officers 6

History of Warren County 7

Location of Warren County 9

FY 2019-2020 Budget Process, Development and Issues 10

Distinguished Budget Presentation Award 21

Basis of Budgeting..... 22

Budget Process..... 22

Fund Structure..... 23

Budgeted Funds 24

Budget Agenda..... 25

Annual Requirements on All Long-Term Debt 30

Approved Tax Rates 31

FY 2019-2020 Total County Revenues 33

Revenue Summary 34

FY 2019-2020 Total County Expenditures..... 35

Summary of Approved Expenditures..... 36

Statement of Change in Fund Balance..... 38

FY 2019-2020 General Fund Revenue 39

Revenues 40

FY 2019-2020 General Fund Expenditures 51

County of Warren Organizational Chart..... 52

General Government Administration..... 54

 Board of Supervisors 55

 County Administration..... 59

 County Attorney 63

 Commissioner of the Revenue 67

 Reassessment..... 72

 Treasurer..... 73

 Finance 76

 Elections 79

Judicial Administration..... 83

 Circuit Court..... 84

 General District Court 86

 Magistrates 87

 Juvenile and Domestic Relations Court 89

 Clerk of the Circuit Court..... 90

 Law Library..... 93

 Commonwealth’s Attorney 94

Public Safety 98

 Sheriff’s Office..... 99

 E911 System..... 103

 School Resource 104

 Volunteer Fire and Rescue 105

Court Services	107
Juvenile Probation	109
Building Inspections.....	111
Animal Control.....	115
Medical Examiner	116
Fire and Rescue Department	117
Cost Recovery	120
Public Works.....	123
Public Works/Sanitary Districts	124
Streets and Highways	126
Refuse Collection	127
Refuse Disposal.....	130
General Services Department.....	132
Health and Welfare	134
Health	135
Mental Health and Disability	136
Social Services	137
Other Social Services	138
Children’s Services Act.....	139
Education.....	142
Parks, Recreation and Cultural	144
Parks and Recreation Administration.....	145
Parks and Recreation Program	149
Parks and Recreation Maintenance	152
Parks and Recreation–Front Royal Golf Club.....	156
Library, Museum, and Cultural Enrichment	160
Community Development.....	162
Planning Department.....	163
Economic Development	167
Front Royal-Warren County Airport.....	168
Environmental Management	169
VPI Extension Service	170
Full Time Staff	174
Non-Departmental.....	176
Capital Outlay	178
Public Schools.....	182
Sanitary Districts.....	184
Lake Front Royal Sanitary District	187
Linden Heights Sanitary District.....	189
Osprey Lane Sanitary District.....	191
Shenandoah Farms Sanitary District	192
Wildcat Drive Sanitary District.....	194
Assessed Valuation of All Taxable Property	195
Property Tax Rates.....	196

Demographic and Economic Statistics 196
Glossary 199

Warren County Board of Supervisors



Daniel J. Murray, Jr., Chairman
North River District



Thomas H. Sayre, Vice Chairman
Shenandoah District



Archie A. Fox
Fork District



Tony F. Carter
Happy Creek District



Linda P. Glavis
South River District

Warren County Staff & Constitutional Officers

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Emily A. Mounce, Deputy Clerk to the Board of Supervisors
Jodi R. Saffelle, Human Resources Manager
Brandy L. Rosser, General Services Director
Daniel N. Whitten, County Attorney
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Richard E. Mabie, Chief of Fire & Rescue Services
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Taryn G. Logan, Planning Director
Daniel P. Lenz, Parks and Recreation Director
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History of Warren County

The history of Warren County begins with the Native Americans 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 and the creation of 2,000 new jobs.

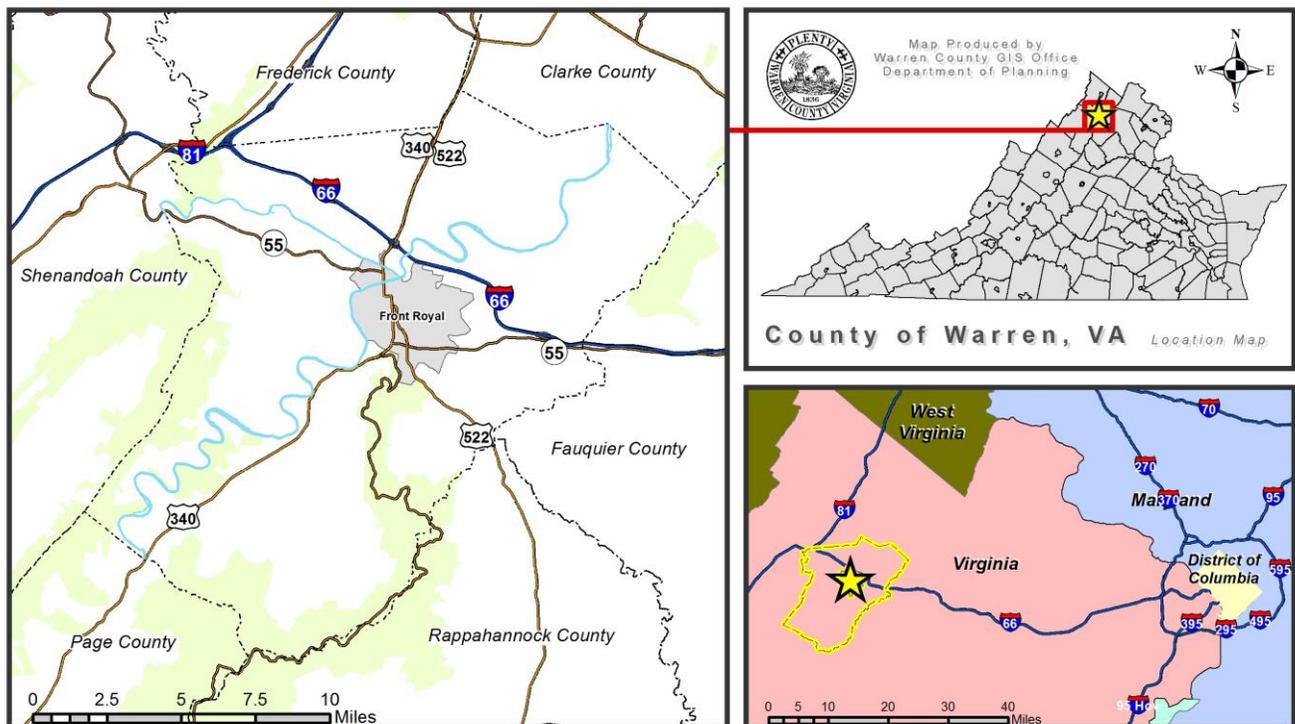
Warren County has long attracted tourists and seasonal residents who have come to the area because of its climate, accessibility to major cities, and scenic beauty. Major tourist attractions include Shenandoah National Park, Skyline Drive, George Washington National Forest, Raymond R. "Andy" Guest Shenandoah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

Warren County has a total land area of 217.5 square miles. The rural part of the County contains 207 square miles, and the Town of Front Royal covers 10.5 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 Native American 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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Douglas P. Stanley
County Administrator



July 1, 2019

FY 2019-2020 Budget Process, Development and Issues

On behalf of Warren County staff, I am pleased to present you with the adopted budget for Fiscal Year 2019-2020. 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 and providing additional operational funding to the School System. 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 staff to:

- Maintain current levels of service
- Stay competitive with staff salaries
- Maintain progress on capital improvement projects
- HOLD THE LINE on real estate taxes

These goals are consistent with those of the FY 2018-2019 budget and reflect the Board's desire to continue making progress on its capital improvement plan while limiting the impact on taxpayers.

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

- 2.5% merit-based COLA increase for all County employees, effective January 1, 2019 – Six (6) months
- County Health Insurance Increase – 10% estimated – 3.1% actual
- Dominion Water Agreement – August 2020

BOARD OF SUPERVISORS

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- \$1,214,414 in additional funding provided to Warren County Public Schools
 - 1.0% salary increase for all full-time contracted employees effective 7/1/2018
 - Step increase for eligible employees – 1/1/2019
 - 10% increase for supplemental pay rates
- Maintaining an undesignated fund balance of 15% pursuant to adopted fiscal policies
- Increase in total budget from \$107,826,301 to \$112,499,706 (\$4,673,405 – 4.33%)
 - County has increased its use of fund balance from \$1,994,413 to \$2,000,000 - \$5,587
 - Majority of increase (\$1,807,053) is for increase in local school funding – this does not include \$246,492 in funding that the School Board will save as the P&R Maintenance Department will assume mowing responsibilities at School facilities 7/1/19
 - Decrease in total State Revenue from \$6,593,979 to \$6,430,634 (\$163,345 – 2.48%)
- Increase in total Local Revenue from \$69,047,578 to \$72,455,163 (\$3,407,585 – 4.94%)
 - Significant portion of increase (\$2,780,082) is due to proposed RE tax increase and natural estimated increase in personal property tax collections
 - Increase in total State Revenue from \$5,530,634 to \$5,655,399 (\$124,765 – 2.26%)

The County held a public hearing on the proposed FY 2019-2020 budget on April 9, 2019 and a separate hearing on the tax rates on May 7, 2019. At the budget hearing, approximately 19 speakers spoke in favor of the proposed budget and 30 in opposition. At the hearing on the tax rates, 24 people spoke in favor and 16 people spoke against the proposed increase in the real estate tax rate.

The FY 2019-2020 budget and the corresponding 2019 tax rates were formally adopted on May 7, 2019, and the appropriations resolution was approved on June 18, 2019.

The most significant impact of the budget was the decision by the Board of Supervisors to include \$1,807,053 in additional funding for Warren County Public Schools (WCPS) for annual operating costs to allow for:

- 3% increase for all full-time contracted employees (\$1,150,035)
- Complete remainder of the step increase initiated in current fiscal year (\$255,324) – Start mid-year
- Year one of three phase-in of Compensation Study recommendations (\$1,089,000)
- Add four of the 63 needed positions recognized in the Compensation Study (\$267,276)
- Increase utility budget to address increases in electric purchase price (\$225,000)

The County completed its 4-year general reassessment that took effect January 1, 2019. The general reassessment process necessitated the equalization of the real estate tax rate from \$0.66 to \$0.595. The additional funding for the budget was made possible by increasing the real estate tax from the equalized rate of \$0.595 to \$0.655. The County is continuing to use \$1,200,000 of fund balance to offset the school budget. The agreement is that up to one-half of the School System’s FY 2018-2019 surplus will be used to reimburse the County for the use of fund balance.

A total of \$2,117,484 was cut or funded from fund balance from proposed budget during final deliberations. Some items cut include:

- Delayed start of WCPS Step: \$255,324
- Using \$1,200,000 of fund balance for WCPS local funding
- Delayed start of the Deputy Finance Director Position: \$19,369
- Reduced Reserve for Contingencies from \$200,000 to \$83,846: \$116,154
- Using \$550,000 in fund balance for capital projects

As part of the budget, the Board included \$300,000 for Phase 1 of a multi-year implementation plan based on recommendations from the Compensation and Classification Study completed by Paypoint HR. This allows the County to begin to address the most substantially below-market compensated positions.

The Board also included additional funding for the Warren County Humane Society (\$6,272 – 2.00%) and additional funding for Samuels Public Library (\$12,624 – 1.29%).

This continues to be an extremely exciting time for Warren County. FY 2019-2020 is expected to be another productive year with the start of construction on the long-awaited replacement for Warren Memorial Hospital. The new hospital will be a three-story facility off Leach Run Parkway that will include 36 private inpatient rooms, a 12-bed critical care stepdown unit, 18 emergency department rooms, six observation rooms, three operating rooms, and a cardiac catheterization lab. The 177,000 square foot facility represents a \$100 million investment by Valley Health in the community.

At its meeting on March 5, 2019, the Board of Supervisors awarded a contract to H&W Construction, Inc. for the construction of the new Rivermont Fire Station that will be located adjacent to the Front Royal-Warren County Airport on Stokes Airport Road. The contract was awarded in the amount of \$5,602,198 and work includes the construction of a new fire station and multipurpose space that will be used for fundraisers and events, along with serving as a polling location. The primary structure of the new Rivermont Fire Station will be a pre-engineered metal building system that includes administrative office spaces for both career and volunteer staff, dining/day room, kitchen space for staff, exercise room, sleeping quarters, locker rooms, shower/restroom facilities, equipment maintenance and storage spaces, community meeting/banquet room area with commercial kitchen, and apparatus bay. The first due response area of the station will be approximately 21.31 square miles with an estimated population of 3,170 persons in 1,250 homes. The contractor began work on the facility on June 17, 2019 and has 450 days to complete construction.

There are several Virginia Department of Transportation projects that will be completed in the 2019 construction season including the hard surfacing of Rocky Lane (Route 607), Ashby Station Road (Route 639), a one-mile section of Oregon Hollow Road (Route 603), a portion of Richardson Road (Route 610), and Bucks Mill Road (Route 616). These projects have been in the County's Secondary Six-Year Plan for years and have been advanced by the County's use of matching revenue sharing funds.

The Aikens Group recently completed the new 84-bed Marriott TownePlace Suites hotel on Country Club Road across from the Riverton Commons Shopping Center. A Valvoline Auto Service facility was completed and opened in the Riverton Commons Shopping Center in May 2019. A Taco Bell is also under construction in the Riverton Commons Shopping Center. The County continues to work with Crooked Run, LLC on a revenue sharing project to provide access to Phase II of the development, which has been revised from a commercial to a mixed-use development with approximately 1,000 residential units. The Board is scheduled to hold a public hearing on the request in fall 2019.

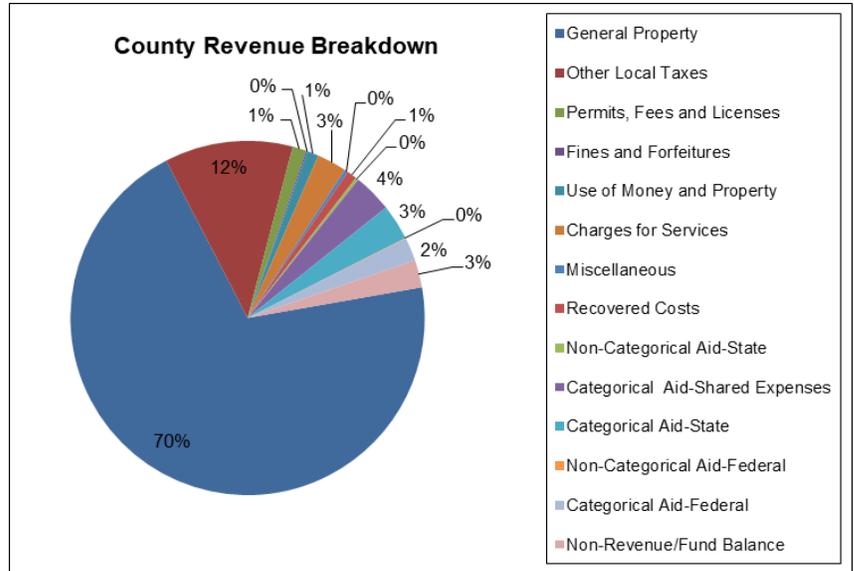
Long-term, all of these projects, along with other projects that are being proposed, will serve to enhance and strengthen the County's financial position by providing local employment as well as direct and indirect tax benefits during the coming fiscal year.

In the short-term we anticipate the upcoming budget year will continue to show signs of improvement due to the aforementioned projects and a strengthening local housing market. We appreciate your ongoing patience as we work to grow out of the recession and start to improve the local economy, tax

base, and job opportunities over the coming years. Things continue to head in a positive direction! The County is rebounding well as a community, and we continue to believe that we have a reason to be optimistic about the near future (2020-2022).

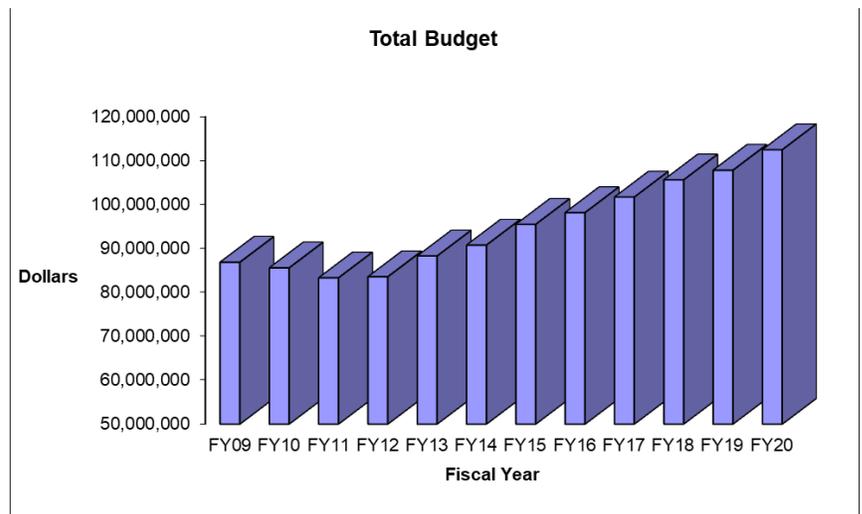
County Revenue

The County budget includes an estimated \$79,849,260 in local revenue. Of this amount \$56,034,432 (70%) is generated from general property taxes. Other local taxes (12%), State Aid (4%), and State Shared Expenses (3%) are the next largest sources of revenue.

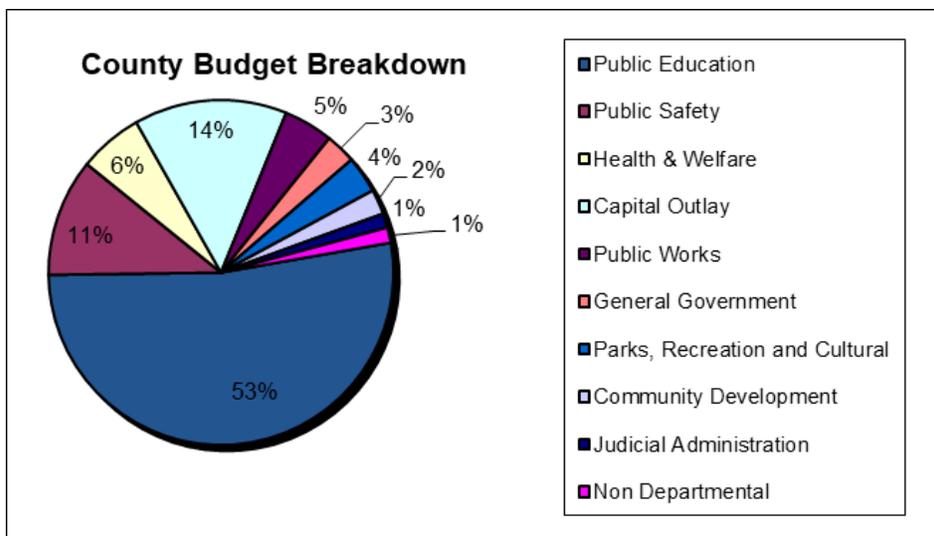


County Expenditures

The total County budget (excluding Sanitary Districts and School Cafeteria Fund) for FY 2019-2020 is up 4.33% from \$107,826,301 in FY 2018-2019 to \$112,499,706 (\$4,673,405). Looking back ten years, the County budget has increased 35.04%, or \$29,191,099.

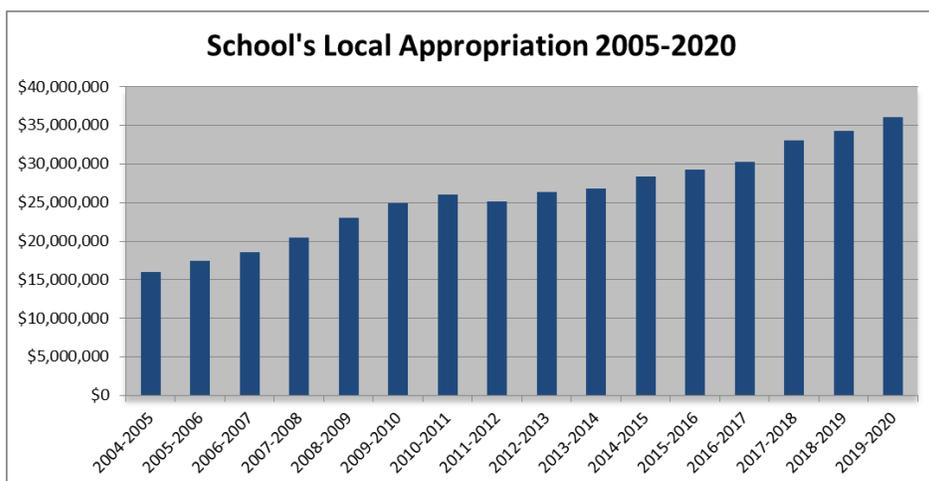


In the FY 2019-2020 budget, \$59,134,660 has been appropriated for public education, \$16,138,506 for capital outlay, \$12,410,927 for public safety, \$6,758,077 for health and welfare, \$5,205,797 for public works, \$3,214,872 for general government, \$3,888,542 for parks and recreation, \$2,636,689 for community development, \$1,617,648 for non-departmental, and \$1,493,988 for judicial administration.

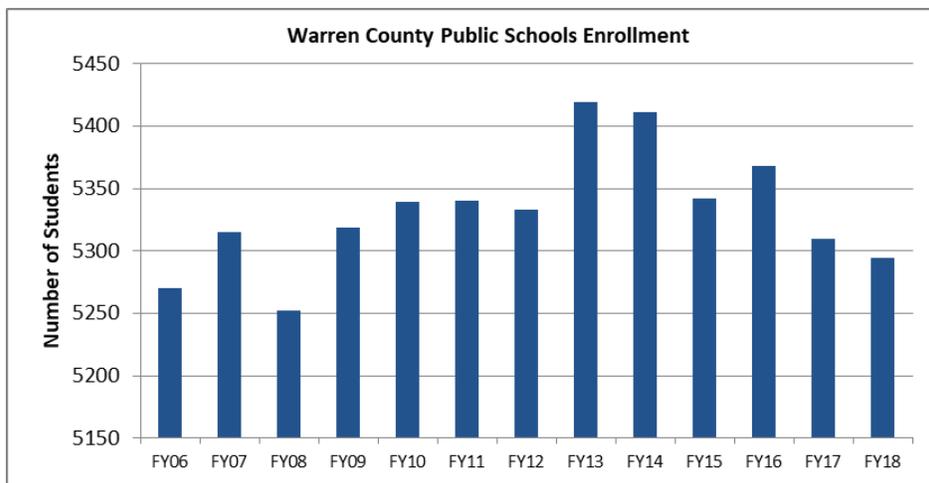


School Budget

The School Operating Budget for FY 2019-2020 is \$59,093,077, which represents an increase of \$2,882,615 or 5.13% from FY 2018-2019. The local appropriation was increased by \$1,807,053, and the State appropriation was increased by \$742,292. The local appropriation represents additional funding needed to provide a 3.0% COLA on July 1, 2019, and \$1,089,000 for year one of a 3-year phase-in of the Compensation Study.



The FY 2019-2020 budget is based on a student enrollment of 5,187. Student enrollment has dropped by 2.53% or 113 students from September 2008 to September 2018.



County Financial Health

As part of its multi-year Capital Funding Plan, the County conducted a credit rating call with Fitch Ratings. On November 2, 2016, Fitch Ratings announced that it was upgrading Warren County's Issuer Default bond rating (IDR) and GO bond rating from an AA to an AA+. According to the Fitch press release, "The AA+ IDR and GO ratings reflect the County's strong growth prospects, ample reserves, and broad budgetary tools...The County's superior budget flexibility supplemented by its ample general fund balance position it to comfortably manage through economic downturns without diminishing its overall financial flexibility." The press release also indicated that, "Given the County's superior inherent budget flexibility in the form of control over revenues and spending capacity, Fitch expects the County to manage through economic downturns while maintaining a high level of fundamental financial flexibility."

The County's General Obligation bond ratings are as follows: Moody's, Aa2 and S&P, AA. With these three assigned ratings, the County continued its steady progression of rating upgrades that began back in the early 2000's. These credit ratings helped the County secure favorable long-term financing for the new Warren County Middle School that priced on November 18, 2014 and will help to ensure that the County is able to maximize its borrowing ability in the future.

As of 2019, Warren County is one of 30 Aa2 or higher rated (Moody's) counties in Virginia (out of 95 total Virginia counties) and one of 504 Aa2 or higher rated counties in the country (out of 3,141 total US counties and equivalents).

County Vision Statement

In May 2018, the Board of Supervisors authorized a contract between Warren County and Land Planning Design Associates/EPR, PC for the Strategic Vision for the County's Comprehensive Plan. The Vision document was created following a citizen survey, interviews with local staff and agencies, and a visioning retreat last September. At the February 5th Board meeting, the consultant presented the final draft Strategic Vision. The Commission recommended approval of this final draft at their meeting on February 13th. Our Vision:

Warren County will be a thriving community that retains its safe, scenic, friendly and inviting character with leadership that puts community first and works cooperatively to:

- Preserve the quality of our clean water, air, natural resources and scenic landscape;
- Grow gradually at a rate that supports the local economy but does not place stress on County services or natural resources. This has historically meant a 2% to 3% annual growth rate;
- Maintain our small-town character and rural lifestyle while providing quality amenities for shopping, recreation and entertainment;
- Enhance opportunities for quality wage jobs that allow residents to live, work and raise families in the County;
- Support an excellent school environment that retains quality teachers and graduates the next generation of leaders;
- Provide a variety of housing choices to allow our citizens and workforce to live prosperously and age with dignity within their community;
- Deliver quality services such as fire, safety, and law enforcement, and provide safe and modern roads and other infrastructure within a framework of balanced taxes and sound fiscal management; and

- Make Warren County a place of choice in Virginia, where people choose to live, prosper, raise families, grow businesses and stay a lifetime.

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 2019-2020 budget, incremental funding is included for the following capital projects:

Project	Capital Funding
Leach Run Parkway	\$492,618
Rivermont Fire Station	\$200,000
Rockland Park	\$150,000
Sheriff’s Office Communication System Upgrade	\$160,000
New Solid Waste Convenience Site	\$100,000
Purchase of Second Street Property	\$100,000
Ressie Jeffries Elementary Renovation	\$100,000
Appalachian Trail Connector	\$50,000
Courthouse Security	\$25,000
Government Center HVAC Project	\$25,000
Fork Park	\$25,000
Lions Park	\$25,000
Avtex Soccer Fields	\$25,000
Morgan Ford Boat Landing	\$25,000
Senior Center	\$25,000
Thompson Kiss-and-Ride	\$15,000
Fire and Rescue Training Facility	\$10,000

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

In August 2017, the County completed construction on its second middle school at a site located off Leach Run Parkway. The second middle school has allowed the school system to get to an ideal grade structure of K-5 (elementary), 6-8 (middle school), and 9-12 (high school) and allowed 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 has created capacity at the secondary level for the next 15-20 years in the school system.

In spring 2018, the County and School Board completed significant renovations to Ressie Jeffries Elementary School including replacement of the roof system with a combination of standing seam metal and built-up flat roof, replacement of canopies, construction of a 1,002 SF addition to provide a new entrance and security vestibule, and installation of an additional 62 parking spaces. The School System’s energy savings project included adding a centralized heating and cooling system to the entire building. The project included removing asbestos from carpet glue and floor tile and replacing windows, exterior doors, floor tile, network and intercom wiring, and lighting. The interior of the building was painted, new window shades were installed, and a portion of the furniture was replaced. The parking lot project required the removal of a majority of the school’s playground equipment. County staff, in conjunction with the Ressie Jeffries Parent Teacher Organization, worked

to construct a new playground for students. Two of the four phases have now been completed, with the remaining phases to be completed as funding allows. The total project cost was approximately \$12.0 million (\$5.3 million County and \$6.7 million School System). The project has completely transformed the 60-year-old elementary school and added 20-30 years of new life to it. The School System is looking to complete a similar renovation to A. S. Rhodes Elementary in 2019-2020. The School System recently completed replacement of the asphalt shingled roof and removed asbestos at the school at a cost of approximately \$195,000. In the fall of 2019 the School System is planning to bid out additional work to include moving the office to the front of the building with a new secure front entrance, moving the nurse's clinic near the main office, renovating the bathrooms to ADA compliance, installing a new HVAC system, replacing the old membrane roof, replacing the floor, replacement of the exterior windows, and replacing the ceiling. Replacement of exterior windows will be included as an add-alternate. The total cost of these improvements is estimated at \$3 million.

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

In 2009, the County developed a Master Plan for Rockland Park, and the implementation of future phases will continue as funding becomes available. Staff has updated the Plan, and amenities to come include: a multi-field baseball/softball complex with restrooms and a concession stand, additional walking trails, multi-use practice fields, an outdoor amphitheater, dog park, camping areas, canoe launch, and potentially a recreation center. The County is currently working on renovation of the bathhouse into a restroom facility.

The County is working with VDOT to fund and construct an Appalachian Trail (AT) connector trail that will lead from Town limits south to the AT near Chester Gap. Phase One, a 1.1 mile section that extends up to the Smithsonian Conservation Biology Institute (SCBI) main entrance, is currently in design, and the plan is to complete design and bid the project in 2020.

In 2018, the County completed Phase II improvements to the Thompson Kiss-and-Ride. The 2-acre site was transferred from the Department of Game and Inland Fisheries to the County to allow for the installation of a facility to accommodate the dropping-off and picking up of school children in the area to catch the school bus. Due to the heavy residential development of the area and the lack of adequate spaces for parents to stop and meet the school bus, the County had been working for approximately 10 years to identify a location for such purposes. The new improvements include a commercial entrance, paved parking area with 19 parking spaces, bus turnaround, bus shelter, sidewalks, landscaping, and stormwater management. Future plans will include installation of parking lot lights and small playground.

The County is currently working with the Virginia Department of Game and Inland Fisheries for an agreement and funding to expand and upgrade the existing Morgan Ford Boat Landing to provide a concrete ramp and expanded parking opportunities for both for cars and boat trailers. We hope to be able to start on the project in fall 2019.

Industrial Development Projects

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. 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 enables Dominion to serve a growing, high-demand region in the company's service area. The station is powered solely by natural gas and is among the cleanest fossil fuel fired facilities in the nation. The station has three combustion turbines and a steam turbine generating 1,329 megawatts of electricity, 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 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 an increase to approximately \$5.35 million in FY 2015-2016. The following table breaks down the revenue received from the project to date:

Dominion Actual Revenue vs. Estimated June-19				
Year	Estimated Dominion Revenue	Actual Calendar Year Dominion Revenue	Year	Actual Fiscal Year Dominion Revenue
2012		\$38,270.82	2012	\$15,795.72
2013		\$2,113,596.41	2013	\$41,610.51
2014		\$3,725,861.82	2014	\$3,187,082.88
2015	\$5,841,000.00	\$5,209,348.17	2015	\$4,450,361.08
2016	\$5,841,000.00	\$5,258,551.13	2016	\$6,106,341.20
2017	\$5,841,000.00	\$4,995,697.55	2017	\$5,303,747.10
2018	\$5,841,000.00	\$4,787,366.66	2018	\$4,772,630.76
2019	\$5,841,000.00		2019	\$4,626,686.62

The FY 2019-2020 budget estimates that the County will receive approximately \$5.68 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 million per year for years 6-10 to offset the Town's double water and sewer fees in the corridor. After discussions with Dominion, we currently estimate this liability to be \$300,000 to \$400,000 per year. Although the County had been able to set aside \$630,000 in previous years, the FY 2019-2020 budget does not include any funding to help offset this cost. We will need to address this in future budgets.

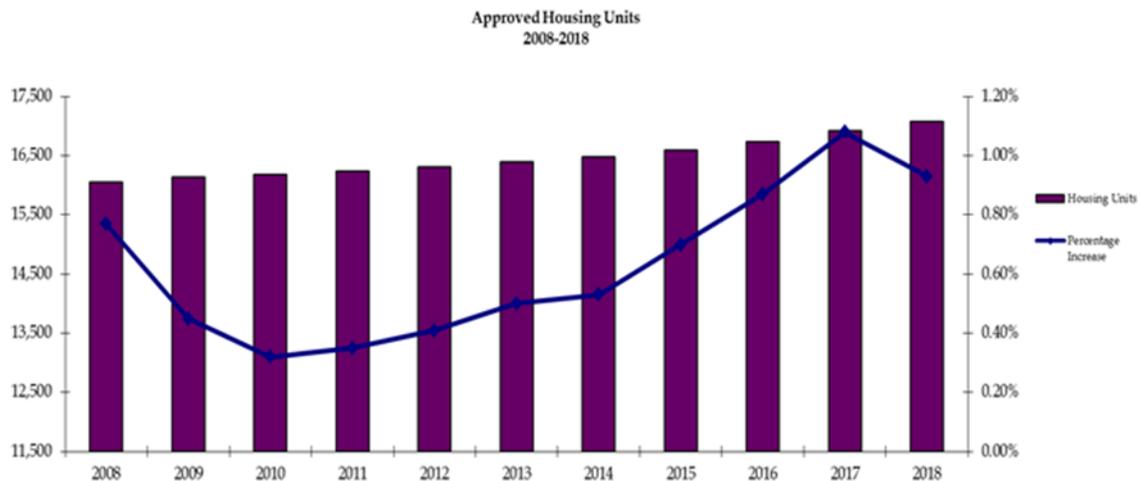
The Front Royal-Warren County EDA is currently working on a number of industrial projects that have the potential to add a significant number of jobs and investment. It is hoped that by the end of 2019 they will be able to make an official announcement that they are moving forward.

Commercial development has grown significantly over the past four years as the Crooked Run (220,000 SF) and Riverton Commons (450,000 SF) shopping centers have been developed. These two shopping centers are providing significant sales, meals, and real estate taxes to the community. In 2016, an Aldi Grocery Store and Urgent Care facility were completed in the Riverton Commons Shopping Center and a Valvoline auto care center and Taco Bell will open in 2019. The County is also working with the developer of Crooked Run on Phase II, which will necessitate the construction of a bridge structure and access road. This project is currently being designed by VDOT, and the County has applied for \$10 million in VDOT revenue sharing funds to construct the project.

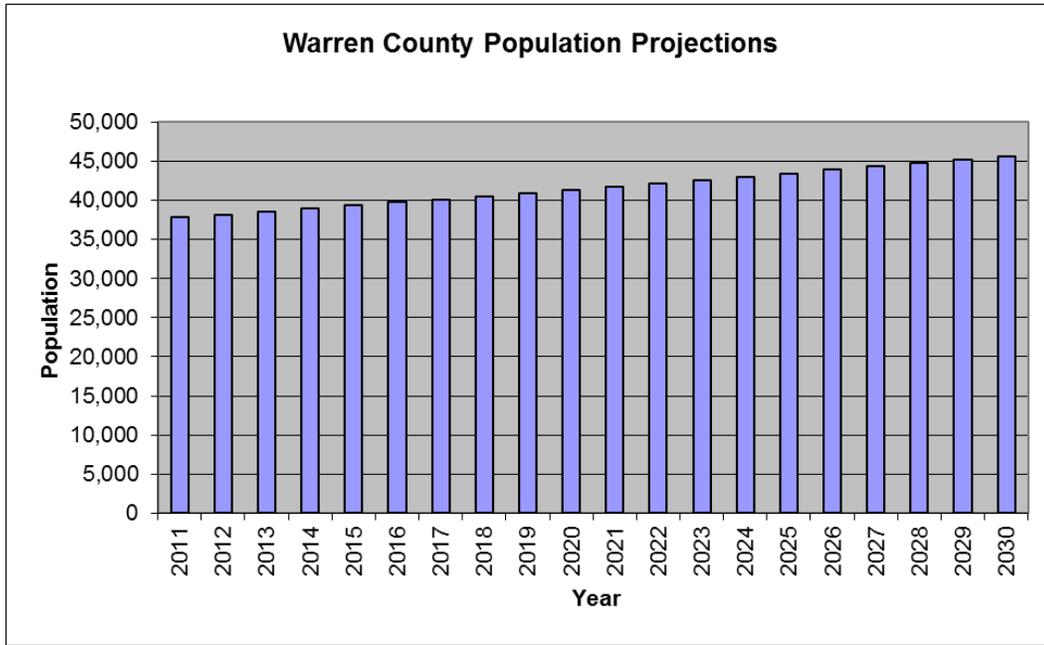
Residential growth in Warren County has maintained a steady and healthy pace over the past ten years. While new home starts reached an all-time high in calendar year 2004 with 425 permits issued, the average since 2007 has been 112 permits per year. The housing construction market bottomed out in 2010 with 51 new home starts. Since that time the County has seen a steady increase each year to 181 starts in 2017. In 2018, this number slid slightly with 157 new starts. The graph below shows the historical trend since 2008:

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Average
Front Royal	19	13	7	7	13	10	5	15	14	16	16	12
Warren County	104	60	44	50	53	72	82	101	131	165	141	91
Total	123	73	51	57	66	82	87	116	145	181	157	103

Approved housing units totaled 17,075 in the year 2018. The graph below shows the historical trend since 2008 for approved housing units in Warren County. The graph also indicates the annual percentage increase in housing units. The highest annual increase since the Planning Department began tracking the data is 2.93%, which occurred in 2004. The annual housing unit increase for 2018 was 0.93%.



The 2010 Census showed that Warren County’s population has increased from 31,584 to 37,575, or an increase of 5,855 persons (18.53%), since 2000. Since 2010 the Weldon Cooper Center has estimated that the County’s population has grown to 39,630 (5.5% - July 1, 2018). The County Planning Department projections show a steady conservative population growth of 1.0% over the next 10+ years to a population estimate of 45,683 for the year 2030, which is below 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 areas will continue to see additional residential growth pressures and an influx of new homeowners. As the last few years have shown, many of these will be retirees seeking the quality of life that the Shenandoah Valley has to offer.

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 maintains fiscal stability for many years to come.

We hope you will find this document useful and informative. The Board of Supervisors and County staff should be commended for their role in the preparation of this budget. I especially want to thank André Fletcher, Finance Director, Carolyn Stimmel, Financial Consultant, and Constance Oden, Finance Administrative Assistant, for their dedication, hard work, and assistance in putting this document together.

Respectfully submitted,

Douglas P. Stanley, AICP ICMA-CM
County Administrator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Warren County
Virginia

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

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, 2018. 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.

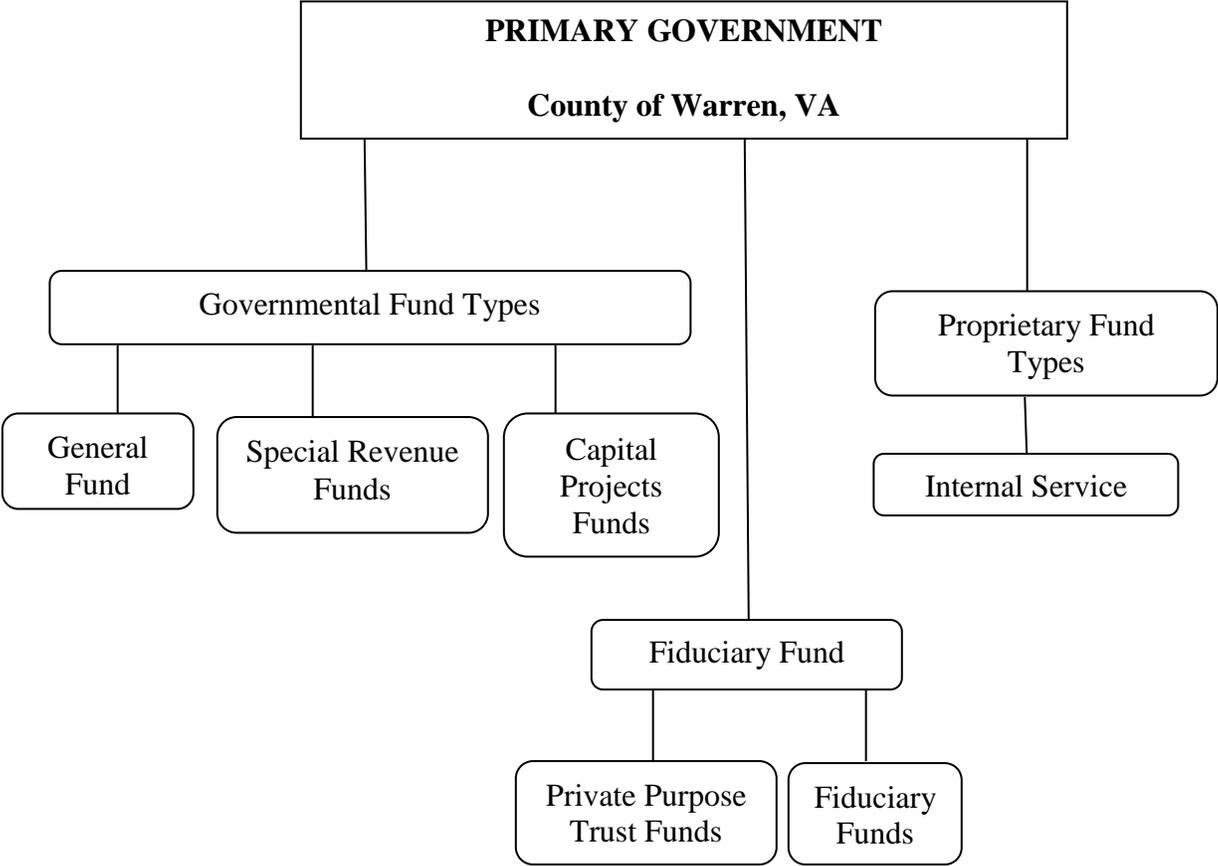
Budget Process

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.

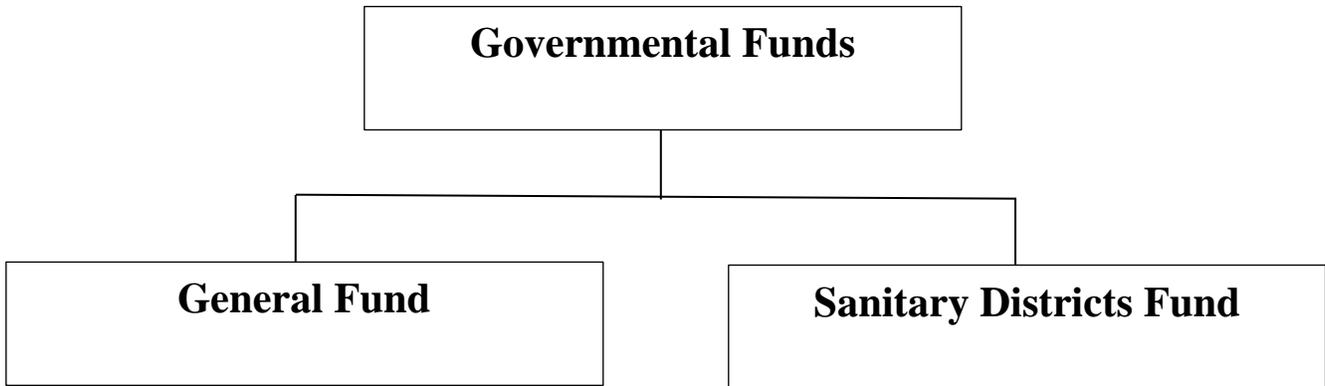
In January, the County Administrator meets with all County Department Heads to review their budget submittals. From January through March, a number of work sessions are held with the Board of Supervisors where the County Department Heads/Constitutional Officers and outside agencies present their budgets. 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 Economic Development Authority) are not included in this chart.

Budget Agenda

FY 2019-2020

OUTSIDE AGENCIES BUDGET REQUESTS

November 6, 2018	Mail out memo to agencies submitting budget requests to the County of Warren for FY 2019-2020
December 19, 2018	<ol style="list-style-type: none">1. Outside agencies budgets due2. 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 29, 2019

ALL COUNTY DEPARTMENTS

November 19, 2018	FY 2019-2020 Budget Requests are given out and mailed out CONSTITUTIONAL OFFICERS MUST INCLUDE STATE REQUEST
December 28, 2018	Budgets due from all department heads
January 7-9, 2019	Mr. Stanley to meet with all department heads and Constitutional Officers.

TENTATIVE DATES FOR BOARD OF SUPERVISORS WORK SESSIONS/MEETINGS

February 5, 2019	11:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM Health Department, EDA, Northwestern Community Services, SAAA Work Session
February 12, 2019	Board Work Session with all County Departments and Constitutional Officers TIME: 9:00 a.m. GOVERNMENT CENTER CAUCUS ROOM
February 19, 2019	5:30 p.m. - 7:00 p.m. – GOVERNMENT CENTER CAUCUS ROOM School Board Work Session
February 28, 2019	7:00 p.m. – GOVERNMENT CENTER CAUCUS ROOM – Work Session for outside agencies
March 5, 2019	11:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM Work Session
March 19, 2019	9:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM Work Session
March 26, 2019	9:00 a.m. – Special Board Meeting – Advertise Public Hearing GOVERNMENT CENTER BOARD ROOM
April 9, 2019	7:00 p.m. – Special Board Meeting – Public Hearing FY 2019-2020 Budget – GOVERNMENT CENTER BOARD ROOM
May 7, 2019	7:00 p.m. – Regular Board Meeting – Approve Budget GOVERNMENT CENTER BOARD ROOM

*Adopted by Board of Supervisors on October 16, 2018
Revised on February 1, 2019; February 12, 2019; March 25, 2019*

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.

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 whose 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 restrict long-term borrowing to capital improvements or other 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 conditions. 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% 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 no 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 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 Board of Supervisors 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 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 depositing of funds will be scheduled to ensure 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, 2018

Year Ending June 30,	Bonds Payable		Capital Leases	
	Principal	Interest	Principal	Interest
2019	6,129,398	5,723,080	188,479	20,883
2020	6,363,174	5,478,384	115,567	17,064
2021	6,492,880	5,213,515	106,890	13,926
2022	6,734,748	4,929,862	110,045	12,772
2023	7,028,802	4,627,298	113,293	7,524
2024-2028	39,218,202	17,806,392	136,143	8,443
2029-2033	33,684,000	9,630,897	--	--
2034-2038	22,905,000	2,912,059	--	--
2039-2040	5,135,000	207,500	--	--
	-----	-----	-----	-----
Total	\$ <u>133,691,204</u>	\$ <u>56,528,987</u>	\$ <u>770,417</u>	\$ <u>80,612</u>

The County of Warren does not plan to issue any additional debt during the Fiscal Year 2019-2020. 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

	Approved <u>2019</u>
Real Estate	\$0.655
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	\$2.05
Contract Carrier	\$2.05
Mobile Homes	\$0.655

Approved Sanitary District Tax Rates
(per lot tax on lots in existence as of January 1, 2019)

Blue Mountain Sanitary District	\$65.00 per lot plus \$0.24 per \$100 of assessed value on improvements
Cedarville Heights Sanitary District	\$100.00 per lot
High Knob Sanitary District	\$403.00 per unimproved lot; \$651.00 per improved lot
Lake Front Royal Sanitary District	\$300.00 per lot plus \$0.05 per \$100 of assessed value on improvements
Linden Heights Sanitary District	\$350.00 per lot
Osprey Lane Sanitary District	\$100.00 per unimproved lot; \$1,000.00 per improved lot
Riverside Sanitary District	\$60.00 per lot plus \$0.12 per \$100 of assessed value on improvements
Shangri-La Sanitary District	\$385.00 per lot
Shenandoah Farms Sanitary District	\$265.00 per unimproved lot; \$305.00 per improved lot
Shenandoah Shores Sanitary District	\$120.00 per lot plus \$0.20 per \$100 of assessed value on improvements

Skyland Estates Sanitary District

\$0.35 per \$100 of assessed value of unimproved lot plus \$0.35 per \$100 of assessed value on improvements

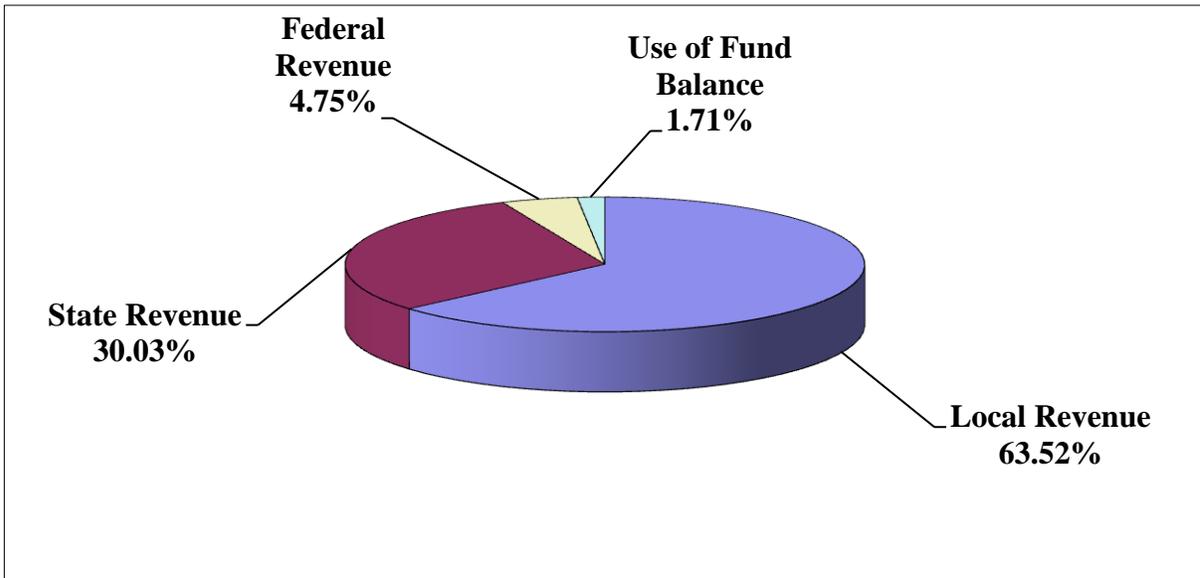
South River Estates Sanitary District

\$300.00 per lot plus \$0.05 per \$100 of assessed value on improvements

Wildcat Drive Sanitary District

**\$150.00 per unimproved lot;
\$400.00 per improved lot**

FY 2019-2020 Total County Revenues
\$117,196,256

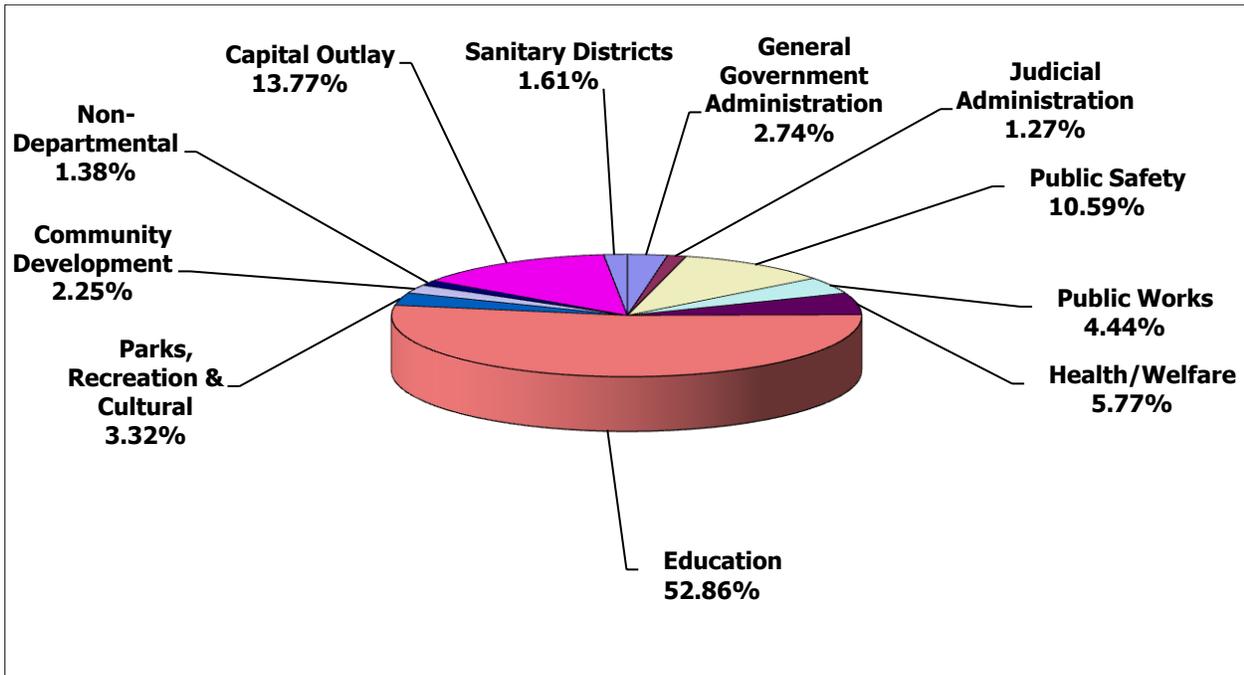


Total County Revenues	FY 2017-2018 Actual	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	% of Total
Local Revenue				
Property Taxes	\$50,429,875	\$51,782,608	\$54,962,432	46.90%
Property Taxes - Sanitary Districts	\$1,873,082	\$1,776,694	\$1,886,750	1.61%
Other Local Revenue	\$14,364,485	\$15,288,557	\$15,510,731	13.23%
Other Local Revenue - School Funds	\$1,800,242	\$1,865,265	\$2,080,578	1.78%
Subtotal	\$68,467,684	\$70,713,124	\$74,440,491	63.52%
State Revenue				
General Fund	\$6,612,753	\$5,512,634	\$5,637,399	4.81%
School Funds	\$28,989,409	\$28,807,227	\$29,555,886	25.22%
Subtotal	\$35,602,162	\$34,319,861	\$35,193,285	30.03%
Federal Revenue				
General Fund	\$2,268,163	\$1,673,205	\$1,738,698	1.48%
School Funds	\$4,071,904	\$3,720,112	\$3,823,782	3.26%
Subtotal	\$6,340,067	\$5,393,317	\$5,562,480	4.75%
Use of Fund Balance				
General Fund	\$2,208,918	\$1,994,413	\$2,000,000	1.71%
School Funds	\$0	\$0	\$0	0.00%
Subtotal	\$2,208,918	\$1,994,413	\$2,000,000	1.71%
Total Revenue	\$112,618,831	\$112,420,715	\$117,196,256	100.00%

**Revenue Summary
FY 2019-2020
County of Warren, Virginia**

Revenue Source	General Fund	Sanitary Districts Fund	School Operating Fund	School Cafeteria Fund	Total Budgeted Revenue
LOCAL					
General Property Taxes	\$56,034,432	\$1,886,750	\$0	\$0	\$57,921,182
Other Local Taxes	\$9,352,276	\$0	\$0	\$0	\$9,352,276
Permits, Fees & Licenses	\$1,008,150	\$0	\$0	\$0	\$1,008,150
Fines and Forfeitures	\$110,000	\$0	\$0	\$0	\$110,000
Revenue from Use of Money & Property	\$824,480	\$0	\$0	\$0	\$824,480
Charges for Services	\$2,170,825	\$0	\$0	\$1,312,007	\$3,482,832
Miscellaneous	\$255,000	\$0	\$768,571	\$0	\$1,023,571
Recovered Costs	\$718,000	\$0	\$0	\$0	\$718,000
Total Local Revenue	\$70,473,163	\$1,886,750	\$768,571	\$1,312,007	\$74,440,491
STATE					
Non-categorical Aid	\$211,000	\$0	\$0	\$0	\$211,000
Categorical Aid - Shared Expenses	\$2,832,081	\$0	\$0	\$0	\$2,832,081
Categorical Aid	\$2,594,318	\$0	\$29,498,541	\$57,345	\$32,150,204
Total State Revenue	\$5,637,399	\$0	\$29,498,541	\$57,345	\$35,193,285
FEDERAL					
Non-categorical Aid	\$52,500	\$0	\$0	\$0	\$52,500
Categorical Aid	\$1,686,198	\$0	\$2,383,334	\$1,440,448	\$5,509,980
Total Federal Revenue	\$1,738,698	\$0	\$2,383,334	\$1,440,448	\$5,562,480
NON-REVENUE RECEIPTS					
Funding from Fund Balance	\$2,000,000	\$0	\$0	\$0	\$2,000,000
TOTAL	\$79,849,260	\$1,886,750	\$32,650,446	\$2,809,800	\$117,196,256

FY 2019-2020 Total County Expenditures
\$117,196,256



	FY 2017-2018 Actual	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	% of Total
Total County Expenditures				
General Government Administration	\$3,239,182	\$3,217,917	\$3,214,872	2.74%
Judicial Administration	\$1,441,169	\$1,453,444	\$1,493,988	1.27%
Public Safety	\$11,576,131	\$12,099,471	\$12,410,927	10.59%
Public Works	\$4,901,828	\$4,896,778	\$5,205,797	4.44%
Health/Welfare	\$6,320,668	\$6,618,761	\$6,758,077	5.77%
Education	\$58,279,619	\$59,066,819	\$61,944,460	52.86%
Parks, Recreation & Cultural	\$3,549,815	\$3,531,781	\$3,888,542	3.32%
Community Development	\$2,889,910	\$2,572,350	\$2,636,689	2.25%
Non-Departmental	\$574,248	\$1,152,473	\$1,617,648	1.38%
Capital Outlay	\$20,999,590	\$16,034,227	\$16,138,506	13.77%
Sanitary Districts	\$1,520,728	\$1,776,694	\$1,886,750	1.61%
Total Expenditures	\$115,292,888	\$112,420,715	\$117,196,256	100.00%

**Summary of Approved Expenditures
FY 2019-2020
County of Warren, Virginia**

Fund and Department	Personnel Expenses	Operating Expenses	Capital Expenses	Total Expenses
GENERAL FUND:				
GENERAL GOVERNMENT ADMINISTRATION				
Board of Supervisors	\$65,029	\$171,873	\$0	\$236,902
County Administration	\$591,313	\$40,120	\$11,689	\$643,122
County Attorney's Office	\$274,304	\$20,380	\$1,500	\$296,184
Office of the Commissioner of the Revenue	\$648,418	\$41,661	\$6,403	\$696,482
Reassessment	\$0	\$123,500	\$0	\$123,500
Treasurer's Office	\$433,410	\$104,322	\$3,850	\$541,582
Finance and Purchasing	\$349,613	\$16,009	\$4,940	\$370,562
Elections	\$234,816	\$64,272	\$7,450	\$306,538
Total	\$2,596,903	\$582,137	\$35,832	\$3,214,872
JUDICIAL ADMINISTRATION				
Circuit Court	\$18,008	\$6,110	\$750	\$24,868
General District Court	\$0	\$21,384	\$4,600	\$25,984
Magistrates	\$0	\$5,498	\$400	\$5,898
Juvenile and Domestic Court	\$0	\$11,865	\$7,500	\$19,365
Clerk of Circuit Court	\$507,984	\$28,144	\$7,800	\$543,928
Law Library	\$40,751	\$9,442	\$0	\$50,193
Commonwealth's Attorney	\$800,752	\$21,000	\$2,000	\$823,752
Total	\$1,367,495	\$103,443	\$23,050	\$1,493,988
PUBLIC SAFETY				
Sheriff's Office	\$3,513,650	\$404,838	\$214,768	\$4,133,256
E-911 System	\$394,822	\$152,334	\$38,570	\$585,726
School Resource	\$662,330	\$32,475	\$44,000	\$738,805
Volunteer Fire and Rescue	\$0	\$964,242	\$0	\$964,242
Court Services	\$1,047,891	\$44,189	\$14,000	\$1,106,080
Probation	\$63,557	\$4,000	\$0	\$67,557
Building Inspections	\$507,674	\$98,938	\$9,500	\$616,112
Animal Control	\$293,582	\$362,741	\$20,654	\$676,977
Medical Examiner	\$0	\$500	\$0	\$500
Fire and Rescue Department	\$2,907,128	\$188,681	\$36,563	\$3,132,372
Cost Recovery	\$0	\$272,100	\$117,200	\$389,300
Total	\$9,390,634	\$2,525,038	\$495,255	\$12,410,927

Fund and Department	Personnel Expenses	Operating Expenses	Capital Expenses	Total Expenses
PUBLIC WORKS				
Public Works Sanitation District	\$268,713	\$32,425	\$66,000	\$367,138
Streets and Highways	\$6,000	\$14,748	\$0	\$20,748
Refuse Collection	\$317,787	\$540,428	\$11,400	\$869,615
Refuse Disposal	\$279,630	\$2,060,197	\$312,148	\$2,651,975
General Services	\$506,337	\$657,729	\$132,255	\$1,296,321
Total	\$1,109,754	\$3,273,102	\$455,803	\$5,205,797
HEALTH AND WELFARE				
Health	\$0	\$376,824	\$0	\$376,824
Mental Health and Disability	\$0	\$350,963	\$0	\$350,963
Social Services	\$2,666,575	\$1,431,296	\$0	\$4,097,871
Other Social Services	\$0	\$115,489	\$0	\$115,489
Children's Services Act	\$85,051	\$1,731,879	\$0	\$1,816,930
Total	\$2,751,626	\$4,006,451	\$0	\$6,758,077
EDUCATION				
Community College	\$0	\$41,583	\$0	\$41,583
Total	\$0	\$41,583	\$0	\$41,583
PARKS, RECREATION AND CULTURAL				
Parks and Recreation	\$1,921,586	\$874,016	\$86,182	\$2,881,784
Library, Museum, Cult. Enrichment	\$0	\$1,006,758	\$0	\$1,006,758
Total	\$1,921,586	\$1,880,774	\$86,182	\$3,888,542
COMMUNITY DEVELOPMENT				
Planning Department	\$398,418	\$58,714	\$11,500	\$468,632
Economic Development	\$0	\$1,819,820	\$0	\$1,819,820
Front Royal/Warren County Airport	\$19,800	\$98,400	\$71,465	\$189,665
Environmental Management	\$0	\$37,000	\$0	\$37,000
VPI Extension Service	\$113,512	\$8,060	\$0	\$121,572
Total	\$531,730	\$2,021,994	\$82,965	\$2,636,689
NON-DEPARTMENTAL	\$433,294	\$1,184,354	\$0	\$1,617,648
CAPITAL OUTLAY	\$0	\$0	\$16,138,506	\$16,138,506
<u>GENERAL FUND TOTAL</u>	\$20,103,022	\$15,618,876	\$17,317,593	\$53,406,629
<u>SCHOOL OPERATING FUND</u>	\$49,623,453	\$8,834,386	\$635,238	\$59,093,077
<u>SCHOOL CAFETERIA FUND</u>	\$49,100	\$2,687,950	\$72,750	\$2,809,800
<u>SANITARY DISTRICTS FUND</u>	\$241,035	\$1,595,035	\$41,500	\$1,877,570

**Statement of Change in Fund Balance
FY 2019-2020**

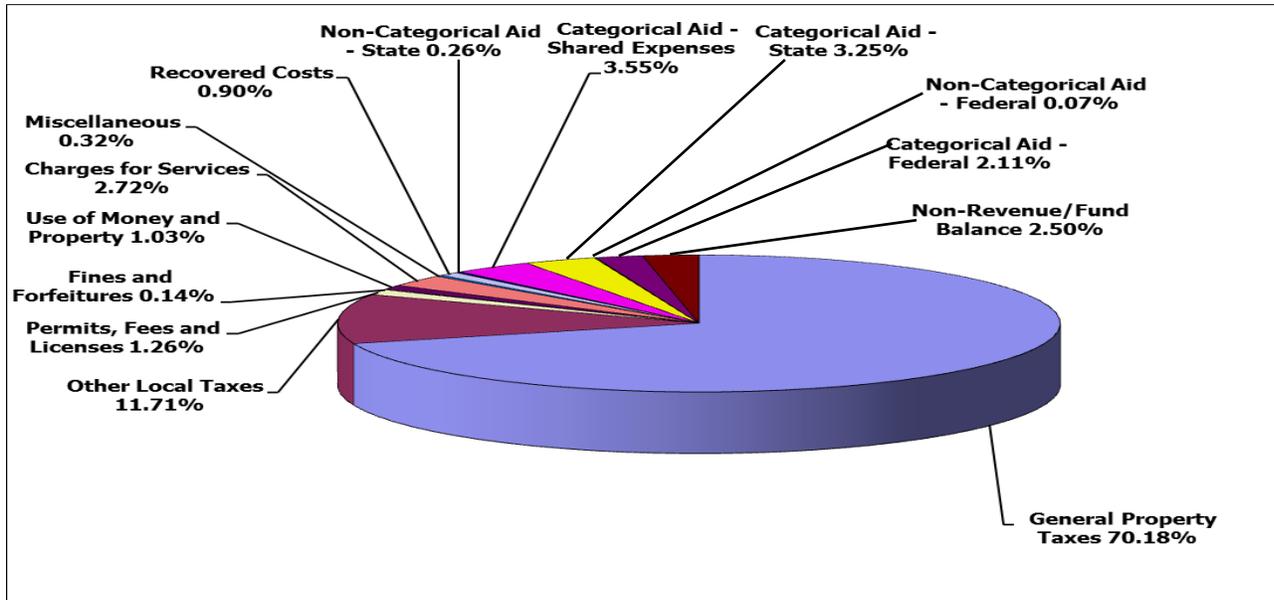
General Fund

Undesignated General Fund Balance is the accumulation of prior years' revenues in excess of expenses that have 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	\$ 11,563,716	\$ 687,112	\$ 0	\$ 513,459
Budgeted Revenues	\$ 77,849,260	\$ 1,886,750	\$ 32,650,446	\$ 2,809,800
Budgeted Expenditures	\$ (53,406,629)	\$ (1,886,750)	\$ (59,093,077)	\$ (2,809,800)
Transfers from/to Other Funds	\$ (26,442,631)		\$ 26,442,631	
Estimated Fund Balance, End of Year	\$ 9,563,716	\$ 687,112	\$ 0	\$ 513,459

FY 2019-2020 General Fund Revenue \$79,849,260



	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED	% OF TOTAL
General Fund Revenues					
Local Revenue					
General Property Taxes	\$52,196,351	\$51,304,332	\$52,834,608	\$56,034,432	70.18%
Other Local Taxes	\$8,790,000	\$8,759,865	\$9,180,000	\$9,352,276	11.71%
Permits, Fees and Licenses	\$1,095,425	\$818,308	\$1,156,885	\$1,008,150	1.26%
Fines and Forfeitures	\$110,000	\$85,029	\$110,000	\$110,000	0.14%
Use of Money and Property	\$461,680	\$404,890	\$581,680	\$824,480	1.03%
Charges for Services	\$1,921,368	\$1,818,981	\$2,101,192	\$2,170,825	2.72%
Miscellaneous	\$240,000	\$646,949	\$250,000	\$255,000	0.32%
Recovered Costs	\$828,800	\$956,006	\$856,800	\$718,000	0.90%
Subtotal	\$65,643,624	\$64,794,360	\$67,071,165	\$70,473,163	88.26%
State Revenue					
Non-Categorical Aid - State	\$211,000	\$217,868	\$211,000	\$211,000	0.26%
Categorical Aid - Shared Expenses	\$2,673,087	\$2,721,473	\$2,673,087	\$2,832,081	3.55%
Categorical Aid - State	\$2,791,892	\$3,673,412	\$2,628,547	\$2,594,318	3.25%
Subtotal	\$5,675,979	\$6,612,753	\$5,512,634	\$5,637,399	7.06%
Federal Revenue					
Non-Categorical Aid - Federal	\$50,000	\$54,867	\$52,500	\$52,500	0.07%
Categorical Aid - Federal	\$1,575,504	\$2,213,296	\$1,620,705	\$1,686,198	2.11%
Subtotal	\$1,625,504	\$2,268,163	\$1,673,205	\$1,738,698	2.18%
Non-Revenue/Fund Balance	\$1,010,000	\$2,208,918	\$1,994,413	\$2,000,000	2.50%
Total General Fund Revenues	\$73,955,107	\$75,884,194	\$76,251,417	\$79,849,260	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. The FY 2019-2020 budget was adopted with a real estate tax rate for calendar year 2019 of \$0.655 per \$100 of assessed value, which is an increase of \$0.06 from \$0.66 due to reassessment.

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 \$4.00 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 FY 2007, 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.

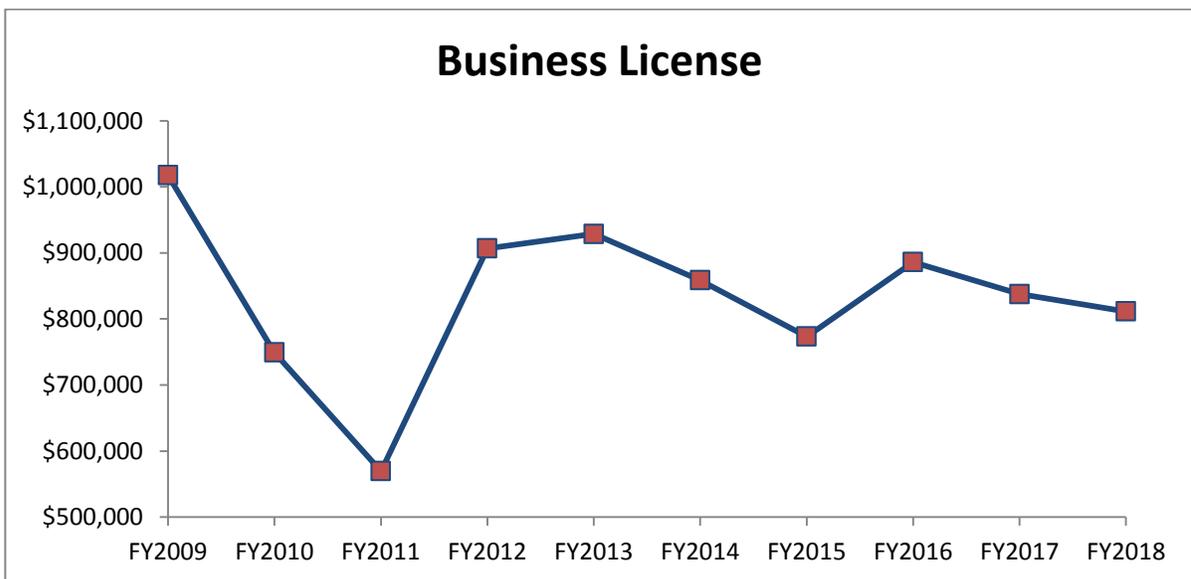
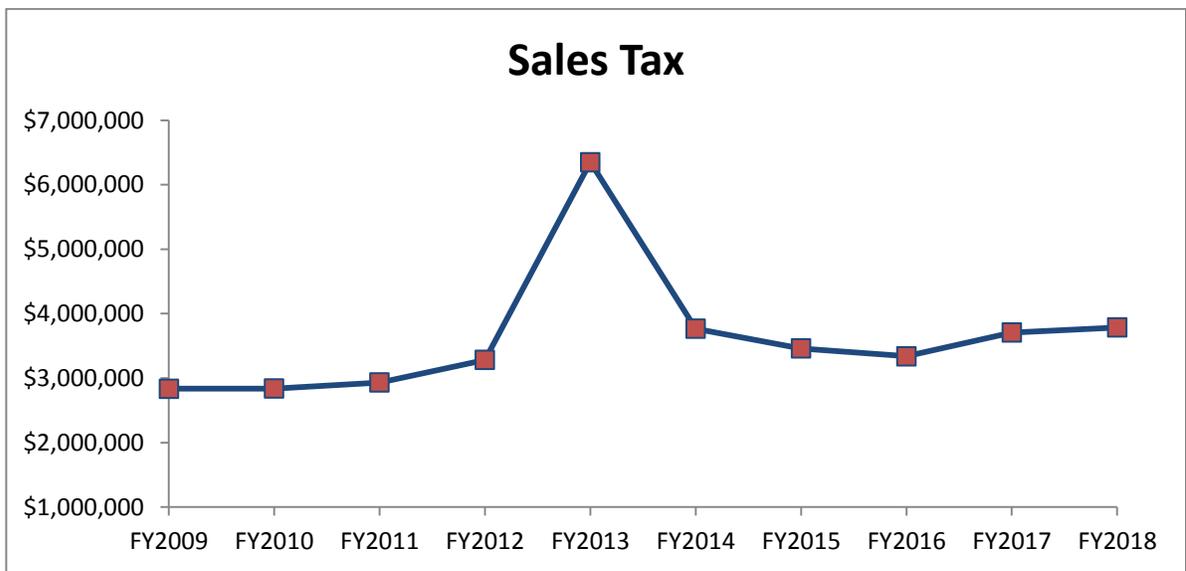
General Property Taxes:	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED
Real Property Taxes	\$27,214,952	\$26,978,673	\$28,004,850	\$30,784,932
Public Service Corporation Taxes	\$7,271,899	\$6,243,456	\$6,607,258	\$6,157,000
Personal Property Taxes	\$15,500,000	\$15,804,746	\$15,800,000	\$16,600,000
Mobile Homes	\$7,500	\$9,308	\$7,500	\$7,500
Machinery and Tools	\$1,300,000	\$1,393,692	\$1,363,000	\$1,413,000
Land Redemptions	\$0	\$0	\$0	\$20,000
Rollback Taxes	\$0	\$0	\$0	\$0
Mineral Rights	\$2,000	\$4,074	\$2,000	\$2,000
Penalties	\$500,000	\$500,862	\$600,000	\$600,000
Interest	\$400,000	\$369,521	\$450,000	\$450,000
TOTAL	\$52,196,351	\$51,304,332	\$52,834,608	\$56,034,432

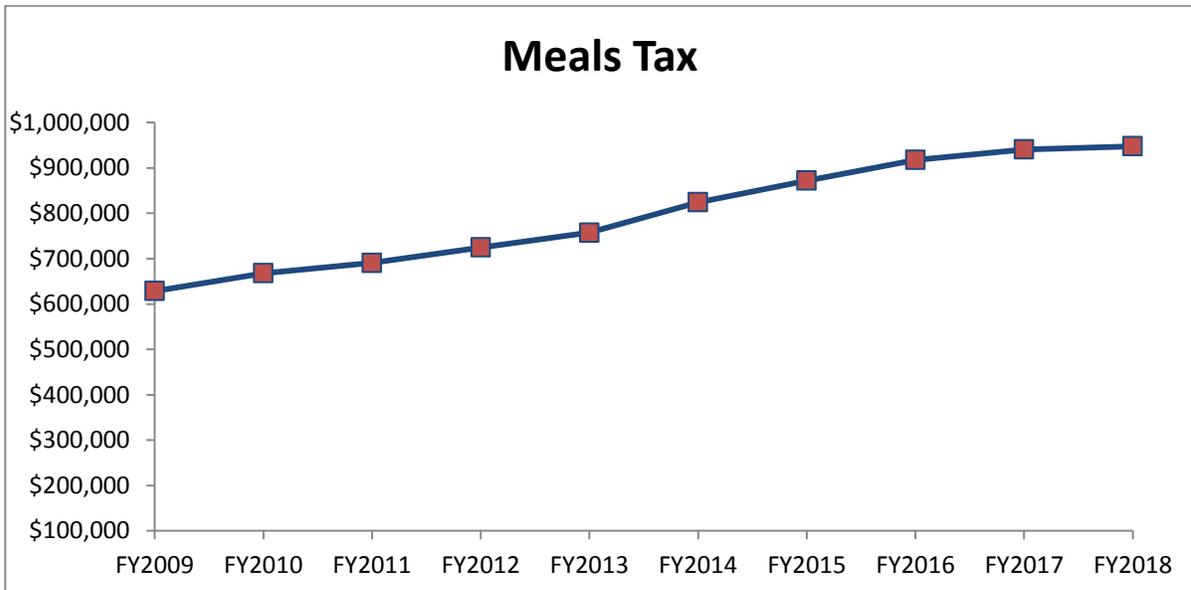
PROPERTY TAX RATES Last Ten Calendar Years				
Calendar Year	Real Estate	Personal Property	Machinery and Tools	Mobile Homes
2010	\$0.46	\$4.00	\$1.30	\$0.46
2011	\$0.59	\$4.00	\$1.30	\$0.59
2012	\$0.59	\$4.00	\$1.30	\$0.59
2013	\$0.59	\$4.00	\$1.30	\$0.59
2014	\$0.61	\$4.00	\$1.95	\$0.61
2015	\$0.60	\$4.00	\$1.95	\$0.60
2016	\$0.62	\$4.00	\$1.95	\$0.62
2017	\$0.65	\$4.00	\$1.95	\$0.65
2018	\$0.66	\$4.00	\$2.05	\$0.66
2019	\$0.655	\$4.00	\$2.05	\$0.655

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 as well as taking into consideration 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 FY 2013 mainly due to the construction 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 FY 2007-2008, the Town of Front Royal began phasing out the County's ability to collect the BPOL tax by reducing the effective rate by 25% per year over a 4-year period. The phase-out was completed in FY 2010-2011. 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 FY 2011-2012 through FY 2014-2015 associated with the construction of the Dominion power plant project. Revenue has since held at expected levels as the economy recovers and stabilizes.

Other Local Taxes	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED
Local Sales Tax	\$3,800,000	\$3,785,913	\$3,950,000	\$4,027,276
Communication Tax	\$900,000	\$814,346	\$900,000	\$900,000
Consumer Utility Tax	\$760,000	\$728,834	\$760,000	\$760,000
Business License	\$800,000	\$811,476	\$850,000	\$875,000
Motor Vehicle License Tax	\$925,000	\$867,611	\$940,000	\$940,000
Taxes on Recordation & Wills	\$600,000	\$611,171	\$630,000	\$630,000
Meals Tax	\$925,000	\$947,737	\$950,000	\$1,000,000
Occupancy Tax	\$80,000	\$192,777	\$200,000	\$220,000
TOTAL	\$8,790,000	\$8,759,865	\$9,180,000	\$9,352,276

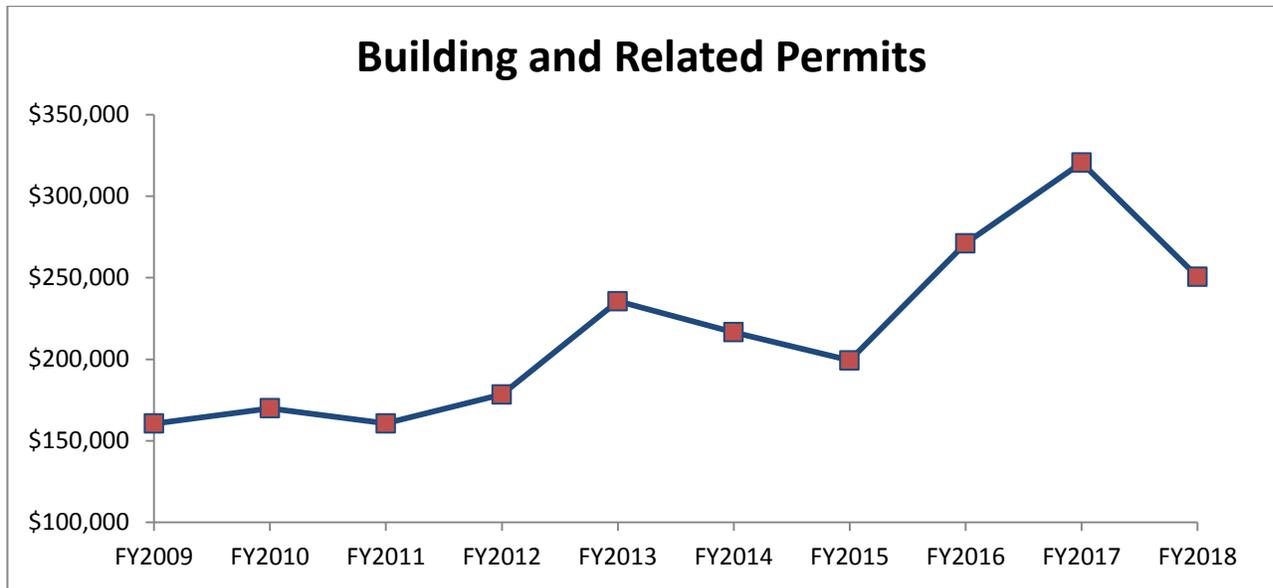




Permits, Fees, and Licenses:

Permits, Fees, and Licenses 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 appears to be a leveling out of building and related permits since the FY 2008 housing market slump. Building permit revenue and inspection activity picked up again in FY 2015-2016 as a direct result of continuing improvement in the local home construction market. New home starts were up for the eighth year in a row in 2017 but decreased in 2018. The first half of 2019 had 86 new starts.

Permits, Fees & Licenses	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED
Animal Licenses	\$45,000	\$41,636	\$45,000	\$45,000
Building and Related Permits	\$325,000	\$250,590	\$375,000	\$375,000
Zoning, Rezoning, and Subdivision fees	\$30,000	\$30,209	\$30,000	\$30,000
Transfer Fees	\$1,500	\$1,834	\$1,500	\$1,500
Parks & Rec. User Fees	\$345,475	\$289,711	\$356,935	\$338,650
Golf Club Fees	\$253,450	\$121,553	\$253,450	\$123,000
Septage Fees	\$95,000	\$82,775	\$95,000	\$95,000
TOTAL	\$1,095,425	\$818,308	\$1,156,885	\$1,008,150



Fines and Forfeitures:

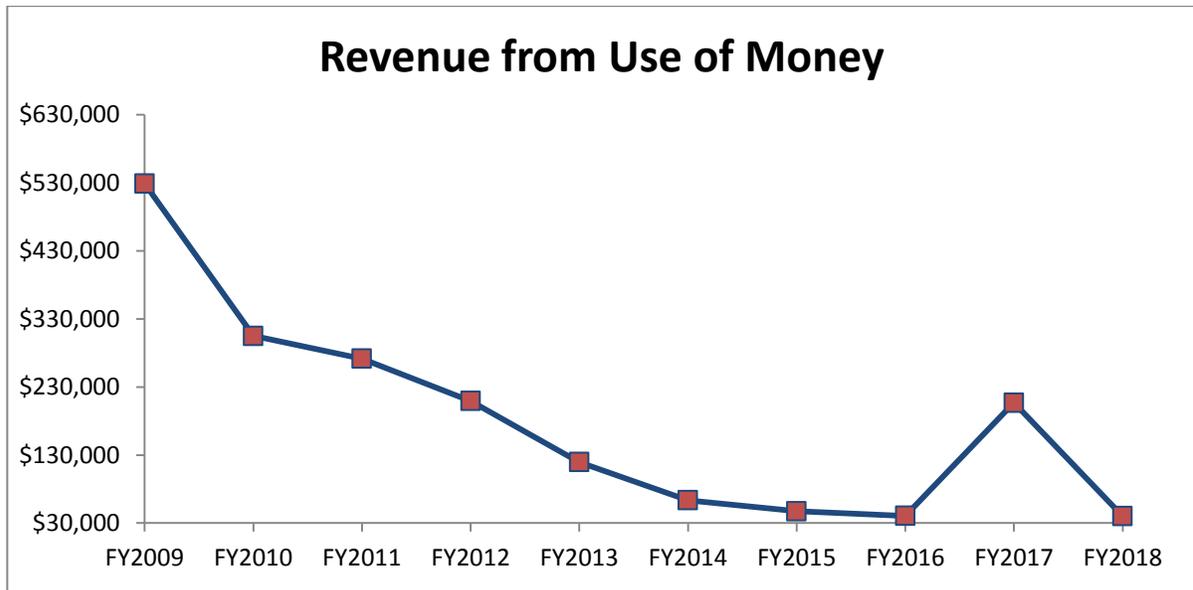
Fines and forfeitures are revenues collected for court fines and forfeitures as a result of violations of local ordinances and regulations.

Fines and Forfeitures:	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED
Court Fines and Forfeitures	\$110,000	\$85,029	\$110,000	\$110,000
TOTAL	\$110,000	\$85,029	\$110,000	\$110,000

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:	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED
Revenue from Use of Money	\$100,000	\$40,042	\$220,000	\$440,000
Revenue from Use of Property	\$361,680	\$364,848	\$361,680	\$384,480
TOTAL	\$461,680	\$404,890	\$581,680	\$824,480



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, excess fees of circuit court clerk, courthouse security fees, administrative fees placed on delinquent tax accounts, and other miscellaneous fees.

	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED
Charges for Services:				
Excess Fees of Clerk	\$7,500	\$5,352	\$7,500	\$7,500
Sheriff’s Fees	\$0	\$2,396	\$0	\$0
Courthouse Security Fees	\$70,000	\$63,605	\$58,000	\$70,000
Administrative Fees	\$200,000	\$137,028	\$225,000	\$225,000
Sanitary District Fees	\$100,000	\$110,211	\$100,000	\$98,080
Reimb for Public Works/Sanitary District	\$98,503	\$66,695	\$160,122	\$180,122
Law Library Fees	\$24,000	\$9,893	\$24,000	\$24,000
Courthouse Maintenance Fees	\$25,000	\$18,258	\$15,000	\$15,000
Courthouse Construction/Ren. Fees	\$35,000	\$26,405	\$25,000	\$25,000
Weapons Permits Fees	\$25,000	\$35,744	\$25,000	\$35,000
Bank Franchise Fees	\$10,000	\$20,982	\$10,000	\$10,000
Charges for Commonwealth’s Atty.	\$4,200	\$4,154	\$4,200	\$4,200
Airport Hangar Rental Fees	\$189,665	\$173,408	\$189,870	\$194,423
VA Inland Port Authority	\$20,000	\$21,042	\$20,000	\$20,000
Reimb Shen Farms Manager	\$40,000	\$29,418	\$40,000	\$40,000
Skyline Training Academy Fees	\$7,500	\$7,500	\$7,500	\$7,500
DSS Legal Fees to Cnty Attorney’s Office	\$0	\$0	\$25,000	\$50,000
Charges for Sanitation & Waste Removal	\$1,050,000	\$1,063,282	\$1,150,000	\$1,150,000
Charges for Other and Sale of Maps	\$15,000	\$23,608	\$15,000	\$15,000
TOTAL	\$1,921,368	\$1,818,981	\$2,101,192	\$2,170,825

Miscellaneous:

Miscellaneous	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED
Miscellaneous	\$165,000	\$560,625	\$165,000	\$165,000
Sale of Recyclable Materials	<u>\$75,000</u>	<u>\$86,324</u>	<u>\$85,000</u>	<u>\$90,000</u>
TOTAL	\$240,000	\$646,949	\$250,000	\$255,000

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	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED
Expenditure Refunds	\$18,000	\$71,094	\$18,000	\$18,000
Other Recovered Costs	<u>\$810,800</u>	<u>\$884,912</u>	<u>\$838,800</u>	<u>\$700,000</u>
TOTAL	\$828,800	\$956,006	\$856,800	\$718,000

Non-Categorical Aid – State:

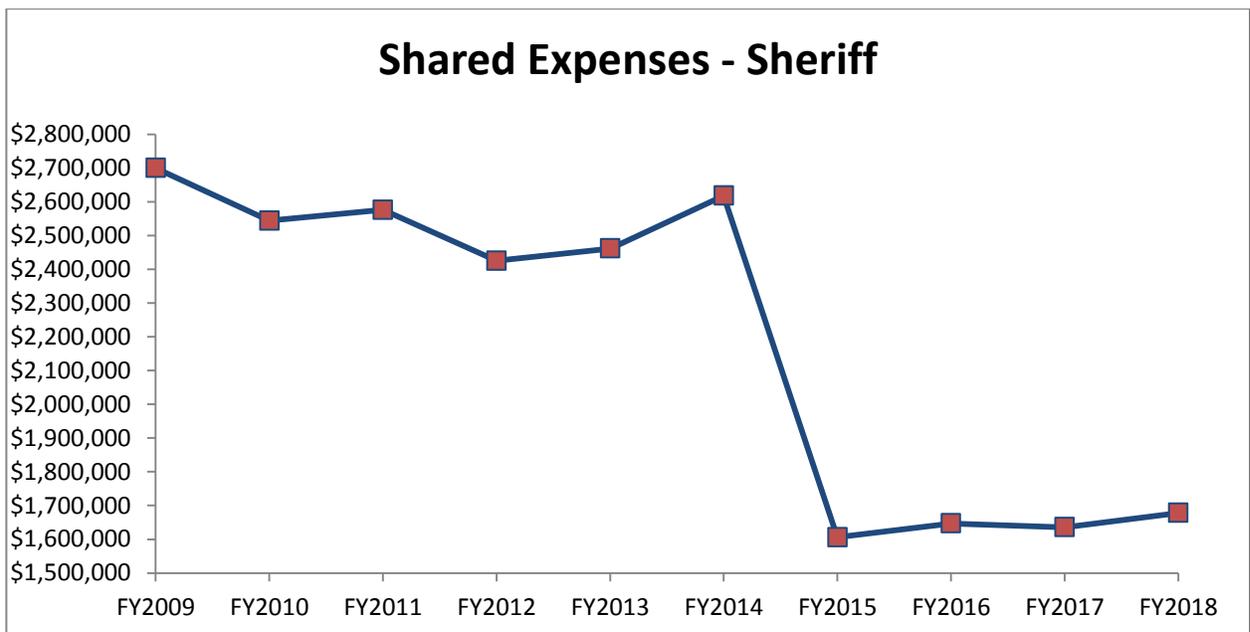
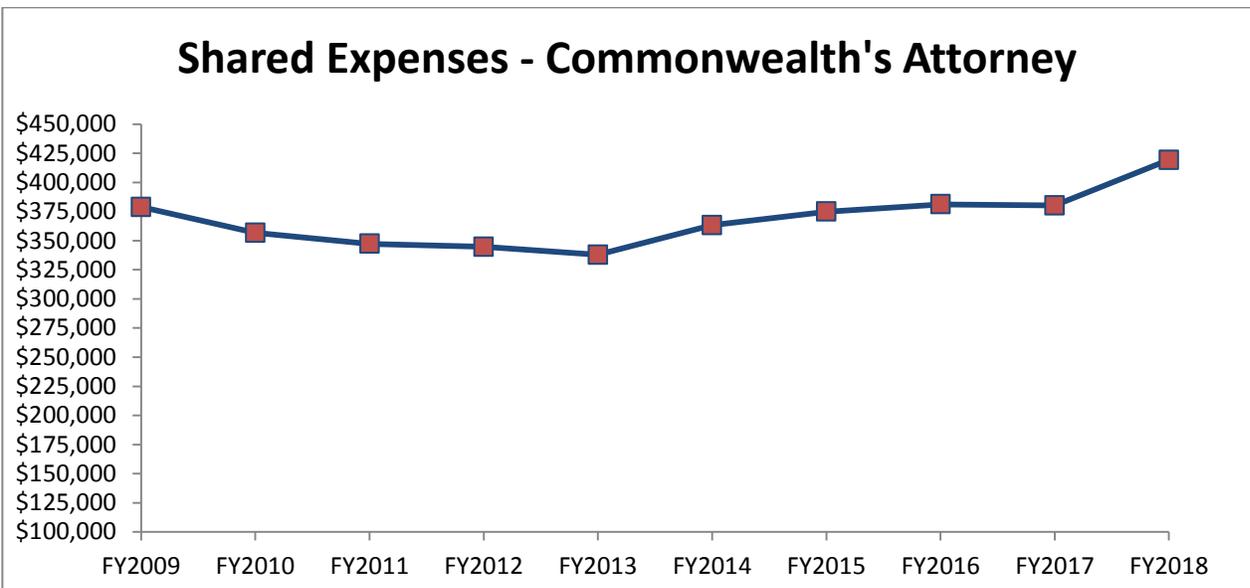
Non-Categorical Aid is state shared revenue which can be used at the discretion of the locality.

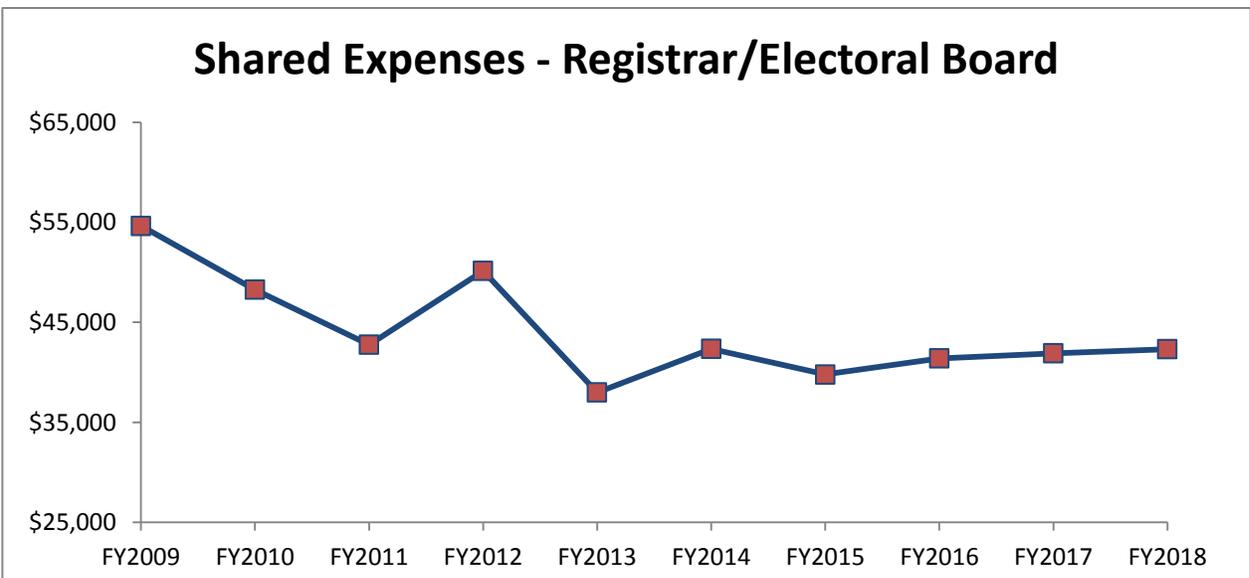
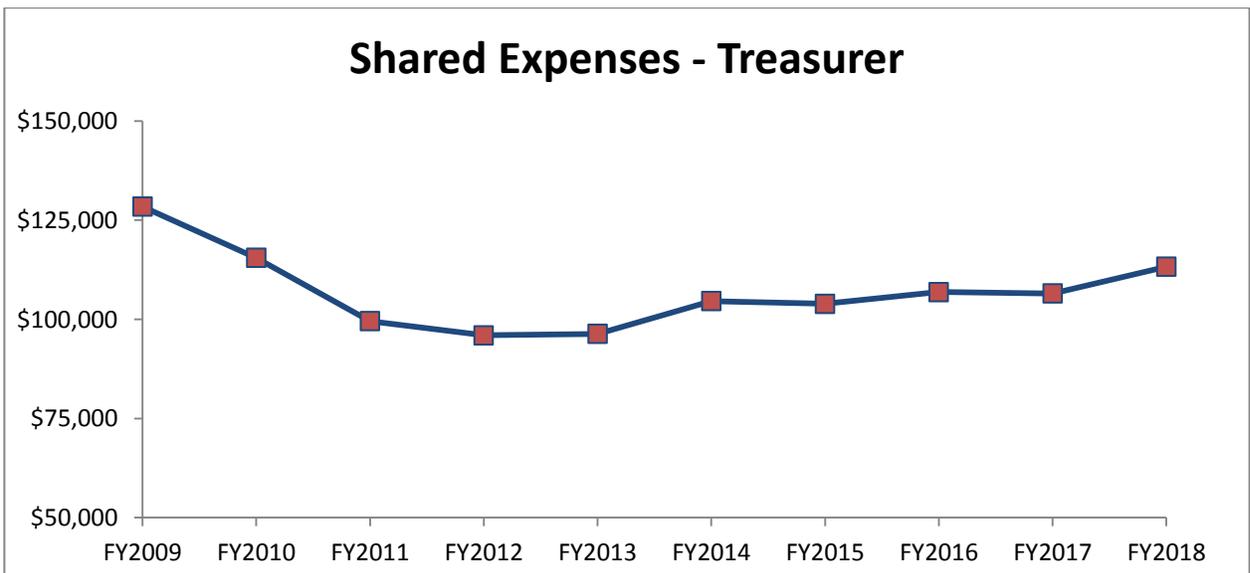
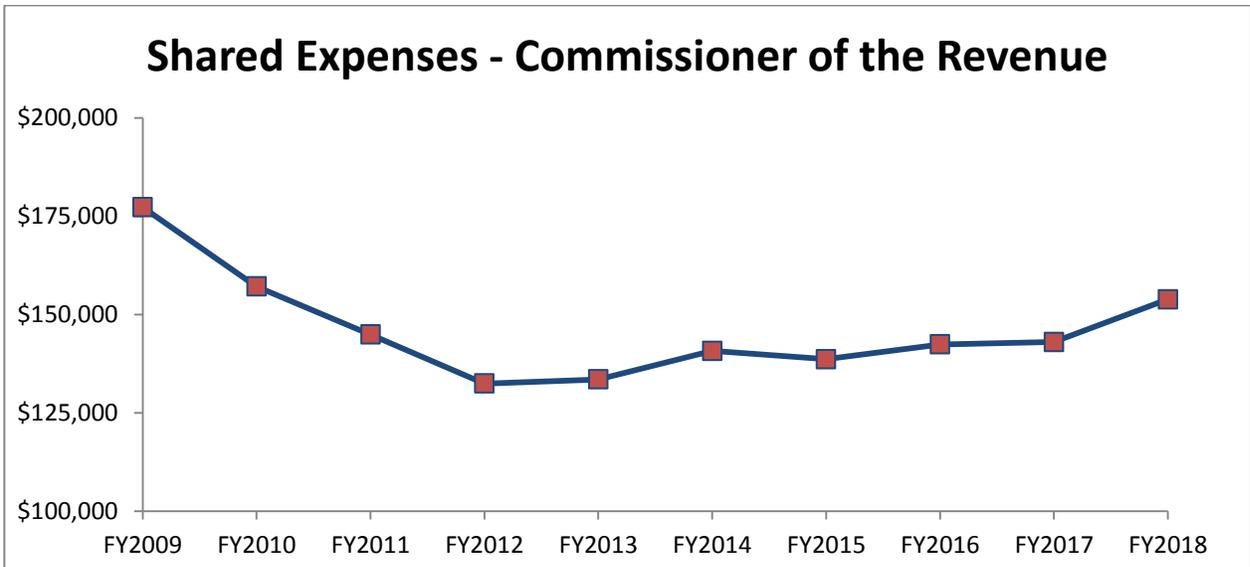
Non-categorical Aid	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED
Motor Vehicle Carriers' Tax	\$60,000	\$61,157	\$60,000	\$60,000
Mobile Home Titling Tax	\$1,000	\$4,366	\$1,000	\$1,000
State Recordation Tax	<u>\$150,000</u>	<u>\$152,345</u>	<u>\$150,000</u>	<u>\$150,000</u>
TOTAL	\$211,000	\$217,868	\$211,000	\$211,000

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 FY 2009 but has increased slightly in FY 2014-2015 and FY 2015-2016 mainly due to the elimination of the reduction in State aid to localities. In July 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 County Jail was eliminated beginning in the FY 2014-2015 budget.

Categorical Aid - Shared Expenses	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED
Commonwealth's Attorney	\$408,408	\$419,327	\$408,408	\$431,943
Sheriff	\$1,664,766	\$1,678,089	\$1,664,766	\$1,762,633
Commissioner of the Revenue	\$146,851	\$153,849	\$146,851	\$161,915
Treasurer	\$108,479	\$113,257	\$108,479	\$121,748
Registrar/Electoral Board	\$40,000	\$42,321	\$40,000	\$40,000
Clerk of the Circuit Court	\$304,583	\$314,630	\$304,583	\$313,842
TOTAL	\$2,673,087	\$2,721,473	\$2,673,087	\$2,832,081





Categorical Aid – State:

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

Categorical Aid	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED
Welfare Admin. and Public Assistance	\$1,172,169	\$987,634	\$1,226,406	\$1,192,677
Children’s Services Act	\$1,040,442	\$938,262	\$1,040,442	\$1,040,442
Emergency Medical Services (Four for Life)	\$40,300	\$42,922	\$42,855	\$42,855
Fire Programs Funds	\$46,033	\$77,344	\$77,344	\$77,344
Abandoned Vehicle Program	\$20,000	\$12,750	\$20,000	\$20,000
Va. Domestic Violence Victims Grant	\$45,000	\$45,000	\$45,000	\$45,000
Victim Witness Grant	\$64,000	\$63,595	\$64,000	\$64,000
SRO Grant	\$27,500	\$0	\$27,500	\$27,500
E911	\$45,000	\$49,473	\$45,000	\$45,000
VJCCA Grant	\$35,000	\$36,630	\$35,000	\$35,000
VDOT Reimb for Firefighters at Morgan Ford	\$251,448	\$0	\$0	\$0
Local Gov’t. Challenge Grant	\$5,000	\$4,500	\$5,000	\$4,500
Litter Control Grant	\$0	\$15,731	\$0	\$0
VDOT - Revenue Sharing	\$0	\$990,708	\$0	\$0
Highway Maintenance Funds	\$0	\$34,370	\$0	\$0
Other Categorical Aid	\$0	\$374,493	\$0	\$0
TOTAL	\$2,791,892	\$3,673,412	\$2,628,547	\$2,594,318

Non-Categorical Aid – Federal:

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

Non-categorical Aid - Federal	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED
Payments in Lieu of Taxes	\$50,000	\$54,867	\$52,500	\$52,500
TOTAL	\$50,000	\$54,867	\$52,500	\$52,500

Categorical Aid – Federal:

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

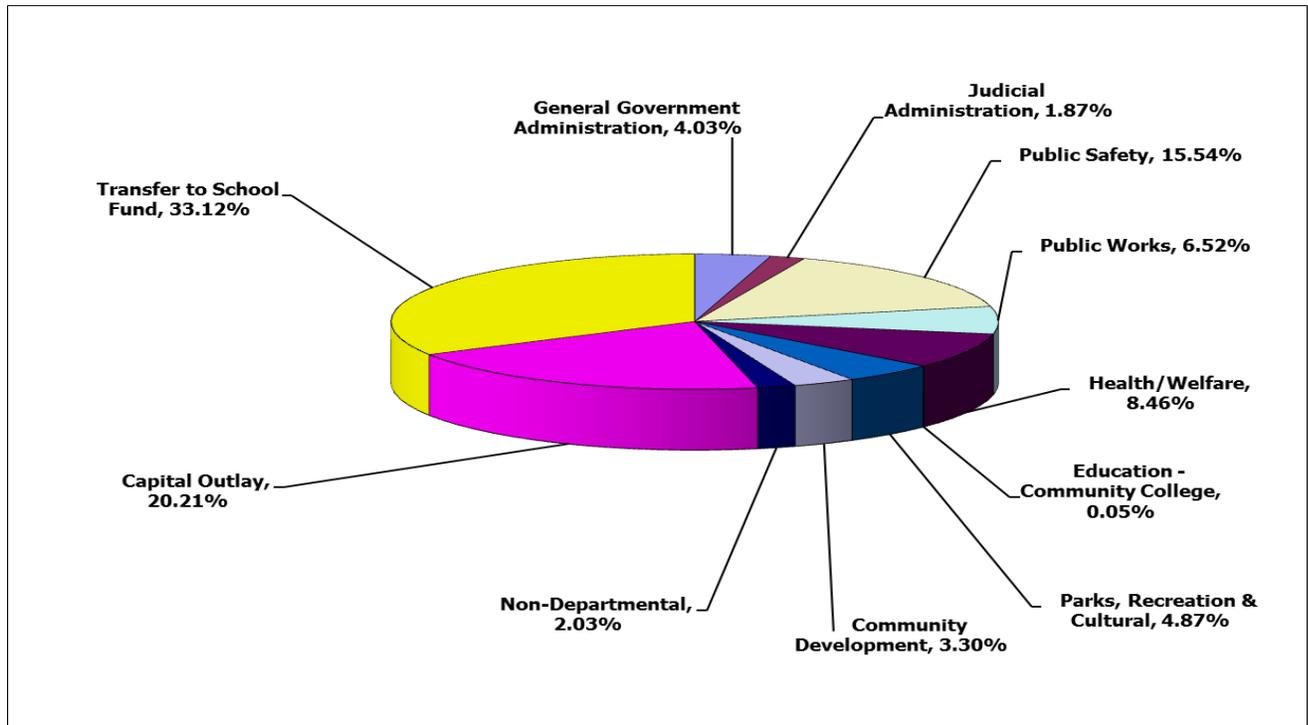
Categorical Aid - Federal	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED
Welfare Admin. and Public Assistance	\$1,575,504	\$1,872,674	\$1,620,705	\$1,686,198
Ed Byrne Memorial State & Local Law Enf.	\$0	\$0	\$0	\$0
Airport Improvement Program Grants	\$0	\$252,443	\$0	\$0
Other- Grants	\$0	\$88,179	\$0	\$0
TOTAL	\$1,575,504	\$2,213,296	\$1,620,705	\$1,686,198

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.

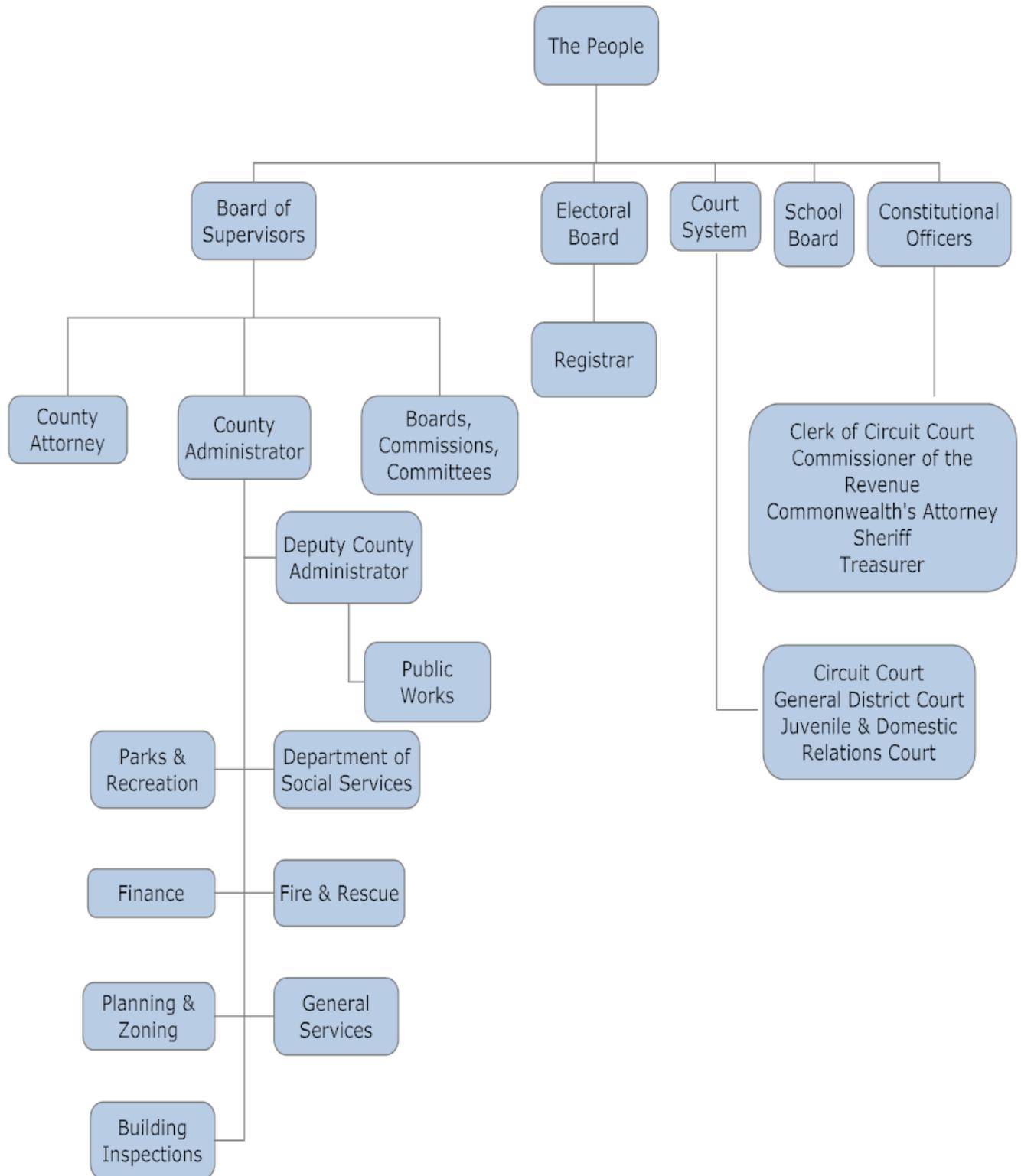
Non-Revenue Receipts	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED
Funding from Fund Balance	\$1,010,000	\$2,208,918	\$1,994,413	\$2,000,000
TOTAL	\$1,010,000	\$2,208,918	\$1,994,413	\$2,000,000

FY 2019-2020 General Fund Expenditures
\$79,849,260



General Fund Expenditures	FY 2017-2018 BUDGETED	FY 2017-2018 ACTUAL	FY 2018-2019 BUDGETED	FY 2019-2020 BUDGETED	% OF TOTAL
General Government Administration	\$3,178,609	\$3,239,182	\$3,217,917	\$3,214,872	4.03%
Judicial Administration	\$1,444,693	\$1,441,169	\$1,453,444	\$1,493,988	1.87%
Public Safety	\$11,428,687	\$11,576,131	\$12,099,471	\$12,410,927	15.54%
Public Works	\$4,652,536	\$4,901,828	\$4,896,778	\$5,205,797	6.52%
Health/Welfare	\$6,581,408	\$6,320,668	\$6,618,761	\$6,758,077	8.46%
Education - Community College	\$35,056	\$35,056	\$38,637	\$41,583	0.05%
Parks, Recreation & Cultural	\$3,600,953	\$3,549,815	\$3,531,781	\$3,888,542	4.87%
Community Development	\$2,590,548	\$2,889,910	\$2,572,350	\$2,636,689	3.30%
Non-Departmental	\$986,314	\$574,248	\$1,152,473	\$1,617,648	2.03%
Capital Outlay	\$16,035,139	\$20,999,590	\$16,034,227	\$16,138,506	20.21%
Transfer to School Fund	\$23,421,164	\$22,562,712	\$24,635,578	\$26,442,631	33.12%
Total	\$73,955,107	\$78,090,309	\$76,251,417	\$79,849,260	100.00%

County of Warren Organizational Chart

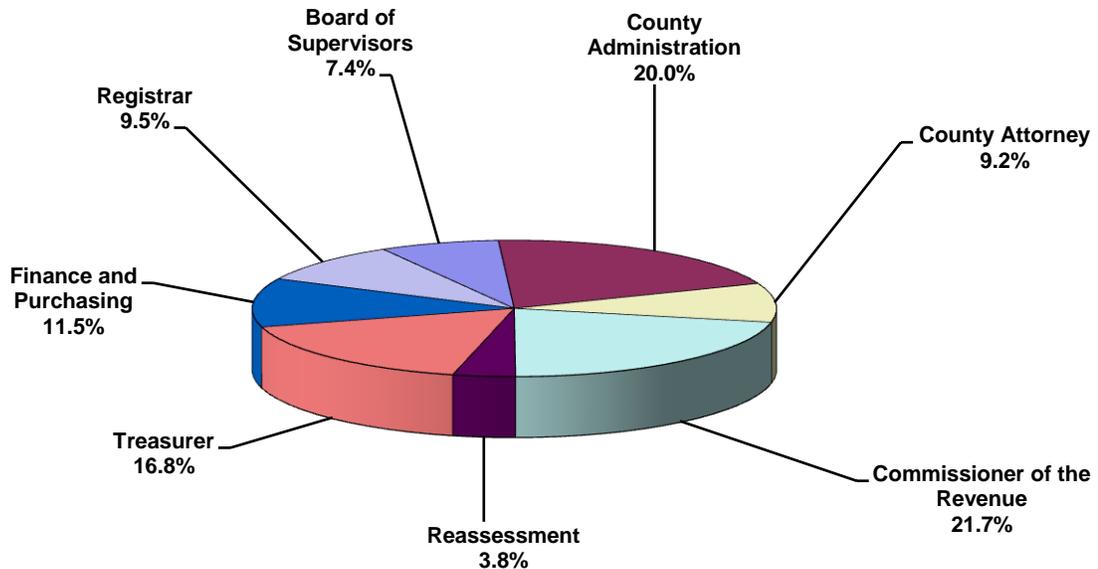




Warren County Government Center

General Government Administration

	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
				AMOUNT	%
Board of Supervisors	\$360,655	\$235,145	\$236,902	\$1,757	0.75%
County Administration	\$712,107	\$714,358	\$643,122	\$(71,236)	-9.97%
County Attorney	\$194,754	\$260,593	\$296,184	\$35,591	13.66%
Commissioner of the Revenue	\$623,755	\$696,688	\$696,482	\$(206)	-0.03%
Reassessment	\$277,905	\$137,550	\$123,500	\$(14,050)	-10.21%
Treasurer	\$531,611	\$528,772	\$541,582	\$12,810	2.42%
Finance and Purchasing	\$327,422	\$341,172	\$370,562	\$29,390	8.61%
Registrar	\$210,973	\$303,639	\$306,538	\$2,899	0.95%
GENERAL GOVERNMENT ADMINISTRATION	\$3,239,182	\$3,217,917	\$3,214,872	\$(3,045)	-0.09%



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 Chair-at-Large. The Board of Supervisors collectively sets policy for the County and enacts ordinances that are deemed necessary by the Board (State law permitting). The Board appoints the County Administrator as well as 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/Human Resources, and Transportation. All funds that 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 January 22, 2019:

2019 WARREN COUNTY BOARD OF SUPERVISORS FUTURE GOALS, PROJECTS, AND PROGRAMS

Priority	Future Goals, Projects, and Programs	Level of Importance (Highest to Lowest)
1	Widen and improve Route 55 East from Town Limits to Linden interchange	48
2	Assist the collection of delinquent taxes, both real estate and personal property	47
3	No more land annexations to the Town of Front Royal	46
4	Replacement of Shenandoah Farms Compactor Site	44
5	Construction of a grade separated crossing of Route 658 (Rockland Road)	44
6	More carefully review the costs and expenses of the County	44
7	Pay for projects currently in the process before starting new ones, other than necessary ones	44
8	Upgrade/Replace Radio Communications System for WCSO	43
9	County to complete upgrade of Happy Creek Road from Town limits to Dismal Hollow Road with bike and pedestrian access	43

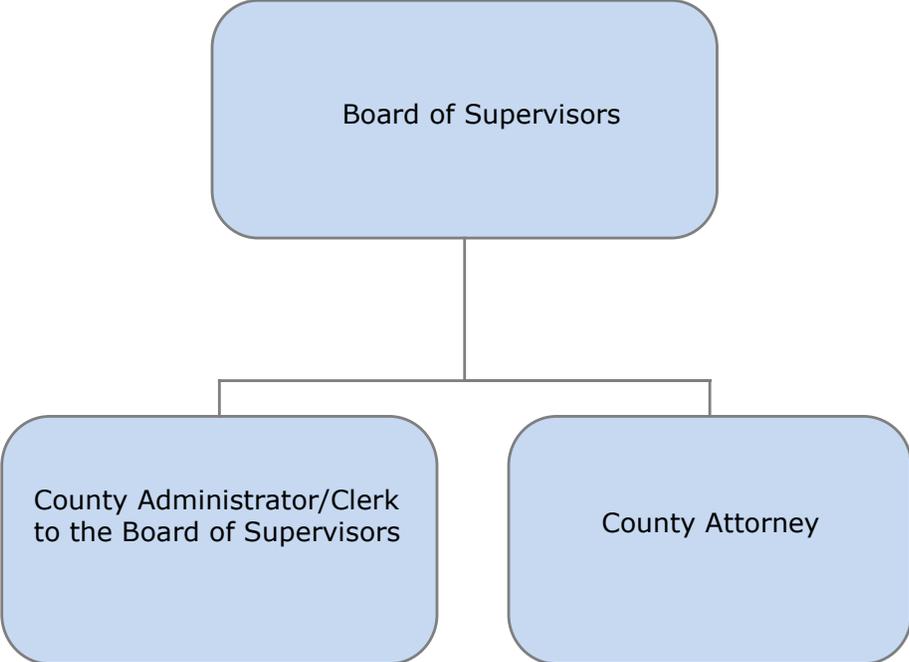
Priority	Future Goals, Projects, and Programs	Level of Importance (Highest to Lowest)
10	Review the initial and long-term costs associated with projects before applying for funding from grant agencies	43
11	Evaluate ownership and operations at the Front Royal Golf Club	42
12	Continue to train and develop volunteers for Fire and Rescue and foster better working relations between volunteer and paid Fire Department Staff	41
13	Expansion of Broadband into underserved areas of the County	40
14	The Board of Supervisors and staff should record all staff hours spent out of County supporting outside agencies and organizations for this time to be charged back to the organization	40
15	Develop training to develop volunteers for Fire and Rescue	39
16	Begin consideration and implementation of multi-year salary improvement plan for Warren County Public Schools	39
17	Complete re-development of Health and Human Services Building	38
18	Expand the County Commercial Tax Base in the Route 340/522 Corridor and I-66 at Linden	38
19	Complete implementation of EnerGov software for Building Inspections, County Planning and Town Planning	37
20	Continued award recognition of Audit and Budget Report by GFOA	37
21	Perform a County-wide Pay and Classification Study	37
22	Make the Airport Self-Sufficient	37
23	Develop Crooked Run West, including the Revenue Sharing Project	36
24	Expansion of Park and Ride Facilities	33
25	Fire and Rescue Staffing Plan – Determine the actual overall needs for staffing ALL County Fire Departments	33
26	Fewer warehousing jobs and more manufacturing jobs	29
27	Complete revisions to County’s Sign Ordinance (Zoning Ordinance)	27
28	Implement mandatory recycling at the County convenience sites	27
29	Implement the recommendations of the Shenandoah Farms Road and Drainage Study and CIP	26

Priority	Future Goals, Projects, and Programs	Level of Importance (Highest to Lowest)
30	Revision to the Zoning Ordinance to adopt an ordinance prohibiting lessees from establishing a kennel or stable on rental property	26
31	Updates and revisions to the County Personnel Policy	25
32	Update to the Parks and Recreation Department's Facilities Master Plan	25

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	78,063	71,315	66,182	65,029	(1,153)	-1.74%
OPERATING	230,564	289,340	168,963	171,873	2,910	1.72%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	<u>\$308,627</u>	<u>\$360,655</u>	<u>\$235,145</u>	<u>\$236,902</u>	<u>\$1,757</u>	<u>0.75%</u>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	308,627	360,655	235,145	236,902	1,757	0.75%
TOTAL	<u>\$308,627</u>	<u>\$360,655</u>	<u>\$235,145</u>	<u>\$236,902</u>	<u>\$1,757</u>	<u>0.75%</u>
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, other County departments and personnel, and the general public.

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

Responsibilities to the Board of Supervisors:

- Provides support to the Board of Supervisors, including the preparation of agenda packets prior to each Board meeting to be distributed to the Board members and the press
- Makes policy recommendations to the Board of Supervisors
- 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 evaluates 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 supervision of the Building Inspections, Parks and Recreation, Planning, Finance, Public Works, General Services, 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
- Oversees Building Maintenance and Street Sign Replacement

Responsibilities to the General Public:

- Responds to citizen complaints, concerns, and general inquiries about County services
- Serves as primary FOIA contact for the County
- Provides assistance and guidance to each of the County's thirteen Sanitary Districts
- Acts as County Liaison to various state and federal departments and agencies including Virginia Department of Transportation, 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
- Implement FY 2018-2020 Capital Improvement Plan
- Start review process for the Comprehensive Plan
- Complete construction on the new fire station for Company #2 (Rivermont)
- Begin implementation of County-wide Compensation and Classification Study and begin implementation of multi-year salary improvement plan for County and Schools
- Complete revisions to the County's Personnel Policies

- Complete Thompson Kiss & Ride on Freezeland Road for bus drop-off / park
- Continue development of the Rockland Park site
- Complete design of proposed Fork District Park and Sawner Park sites
- Continuation of Rural Addition/Revenue Sharing program including completion of Tomahawk Way (Phase II), Rocky Lane, Bucks Mill Road, Richardson Road, Ashby Station Road, and Old Oak (Phase IV) projects
- Complete site plan/design and perform clearing and grubbing for new proposed Shenandoah Farms Compactor site
- Continue implementation of Fire and Rescue Staffing Study
- Continue award recognition of Audit and Budget Report by Government Finance Officers Association
- Continue implementation of Road and Drainage Study for the Shenandoah Farms and Lake Front Royal Sanitary Districts
- Identify vendor to assume management of the Front Royal Golf Club

BUDGET COMPARISON:

	FY15/16 Budget	FY16/17 Budget	FY17/18 Budget	FY18/19* Budget	FY19/20* Request
Population	39,181	39,239	39,645	40,042	40,442
Size of Budget	\$697,479	\$713,161	\$708,208	\$708,208	\$643,122
Per Capita Cost	\$17.80	\$18.02	\$17.75	\$17.84	\$15.90

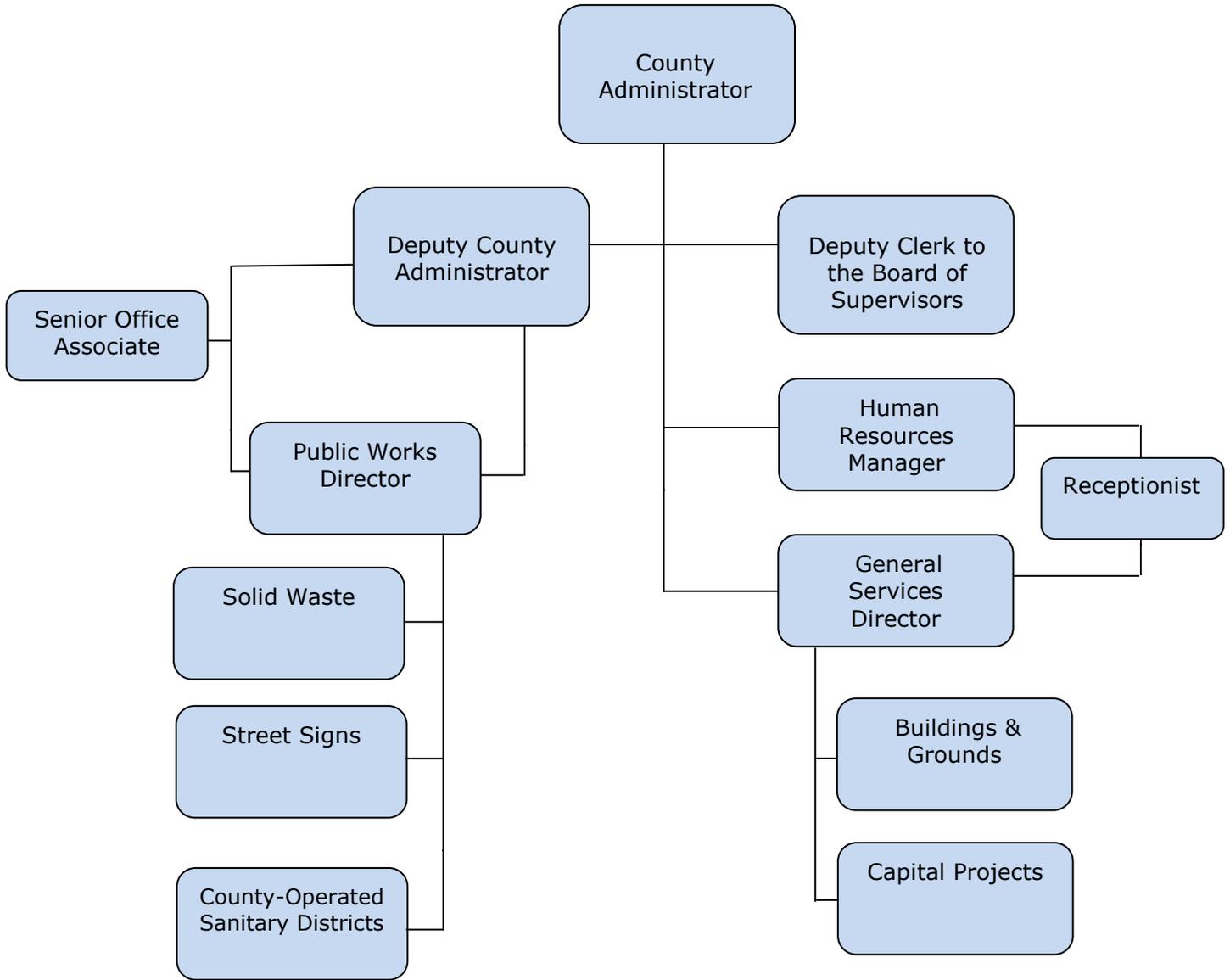
*FY18/19 and FY19/20 are population estimates based on the Planning Department projections.

	FY 2015-2016 Actual	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Projected
Meetings	25	26	23	24	25
Work Sessions	14	12	14	11	18
Resolutions	36	30	28	33	18
Ordinance Amendments	13	13	14	12	24
Conditional Use Permits/Modifications	23	34	25	20	12
Rezoning	0	4	0	0	2

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	646,902	650,904	657,238	591,313	(65,925)	-10.03%
OPERATING	48,948	48,127	44,620	40,120	(4,500)	-10.09%
CAPITAL	11,239	13,076	12,500	11,689	0	0.00%
TOTAL	\$707,089	\$712,107	\$714,358	\$643,122	\$ (71,236)	-9.97%
REVENUE:						
FEES	0	0	0		0	0.00%
STATE/FEDERAL	0	0	0		0	0.00%
LOCAL	707,089	712,107	714,358	643,122	(71,236)	-9.97%
TOTAL	\$707,089	\$712,107	\$714,358	\$643,122	\$ (71,236)	-9.97%
FULL TIME POSITIONS	7	7	7	6	(1)	-14.29%

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 Economic Development Authority, and other County agencies and boards, such as the Planning Commission, Airport Commission and Social Services Advisory Board, and provides representation before the Board of Assessors and Board of Equalization. The Assistant County Attorney position has recently added representation of the Department of Social Services to this office. 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 reviews all bankruptcy filings, files Proof of Claims, and corresponds with the Treasurer's Office and County Departments regarding the bankruptcy proceedings. The office has actively pursued civil collections of delinquent personal property and BPOL taxes, as well as delinquent transfer station accounts, CPMT accounts, Parks & Recreation accounts, Economic Development Authority loan accounts, and Humane Society accounts. Collections since 2008 to the end of the year 2018 total \$1,678,888.26. Collections in the past 3 calendar years total \$789,248.74.

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, and 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
- Advise FOIA Officer in response to Freedom of Information requests on a regular basis
- Perform constituent services on behalf of elected officials
- Prepare and route routine correspondence
- Coordinate departmental purchases and budgets
- Delinquent personal property taxes and BPOL collections, including tracking of payment agreements, preparation of court documents, and liens on real estate owned by judgment debtors
- Tracking of monthly lease and rent payments at County owned properties
- File Proof of Claim in bankruptcy proceedings and correspond with the Treasurer's Office and County Departments during the bankruptcy proceedings

- Assist and advise the Department of Social Services of legal options and judicial reviews of cases including abuse and/or neglect, relief of custody, protective orders, removals, foster care plans, child in need of services, and termination of residual parental rights

PROJECTS:

- Work with Economic Development Authority towards the marketing and development of sites owned by the Economic Development Authority
- 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

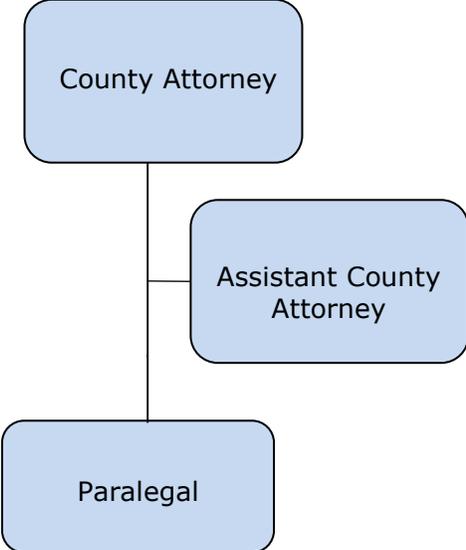
PERFORMANCE MEASURES

	FY 2014-2015 Actual	FY 2015-2016 Actual	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Projected
Short Consults/Mtgs.	1,200	750	750	750	760
Phone/Email	2,200	2,500	2,542	2,500	4,180
Meetings > 1hour	160	100	98	100	178
DSS Meetings	0	0	0	0	78
Litigated Cases	50	500	475	500	534
DSS Litigated Cases	0	0	0	0	48
Procurement	150	150	138	150	150
Real Estate	150	100	98	17	25
Ordinances	40	25	23	25	25
Researched Items	80	100	98	100	175
Total	4,030	4,225	4,222	4,142	6,153
Total EDA Hours	104.5	52.3	46.10	112.9	368

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	170,151	180,074	238,613	274,304	35,691	14.96%
OPERATING	14,571	13,800	20,480	20,380	(100)	-0.49%
CAPITAL	270	880	1,500	1,500	0	0.00%
TOTAL	\$184,992	\$194,754	\$260,593	\$296,184	\$35,591	13.66%
REVENUE:						
FEES	10,000	10,000	35,000	60,000	25,000	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	174,992	184,754	225,593	236,184	10,591	4.69%
TOTAL	\$184,992	\$194,754	\$260,593	\$296,184	\$35,591	13.66%
FULL TIME POSITIONS	3	3	3	3	0	0.00%

County Attorney



Commissioner of the Revenue

DEPARTMENT DESCRIPTION:

The Commissioner of the Revenue is the chief tax assessing officer in Virginia's cities and counties. The commissioner and his/her 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 in person, through 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 deletions, 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, VAAO, etc.
- Prepare annual tax books for Real Estate, Thirteen 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
- Make 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 and maintain the County of Warren and State Budgets as required for the office
- Maintain and approve employees' time sheets and leave requests and maintain office personnel files
- Research Code of Virginia, Warren County Code, and Attorney General Opinions on various determinations for BPOL Tax, 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:

- Continue to reduce paper files by scanning records into electronic format using Laserfiche and to reduce storage needs and manual time it takes to locate documents. Review document retention schedules annually according to Library of Virginia
- 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 annual training, and classes at the Lord Fairfax Community College. Currently 9 staff in the office, including the Commissioner, are registered with Weldon Cooper Center for local government training and certification
- Update Policy and Procedures office handbook
- Create an Emergency Plan for the office
- Plan for future replacement software (3-5 years)
- Plan and implement (annual updates) security measures in the Commissioner's office
- Prepare a training manual for the office

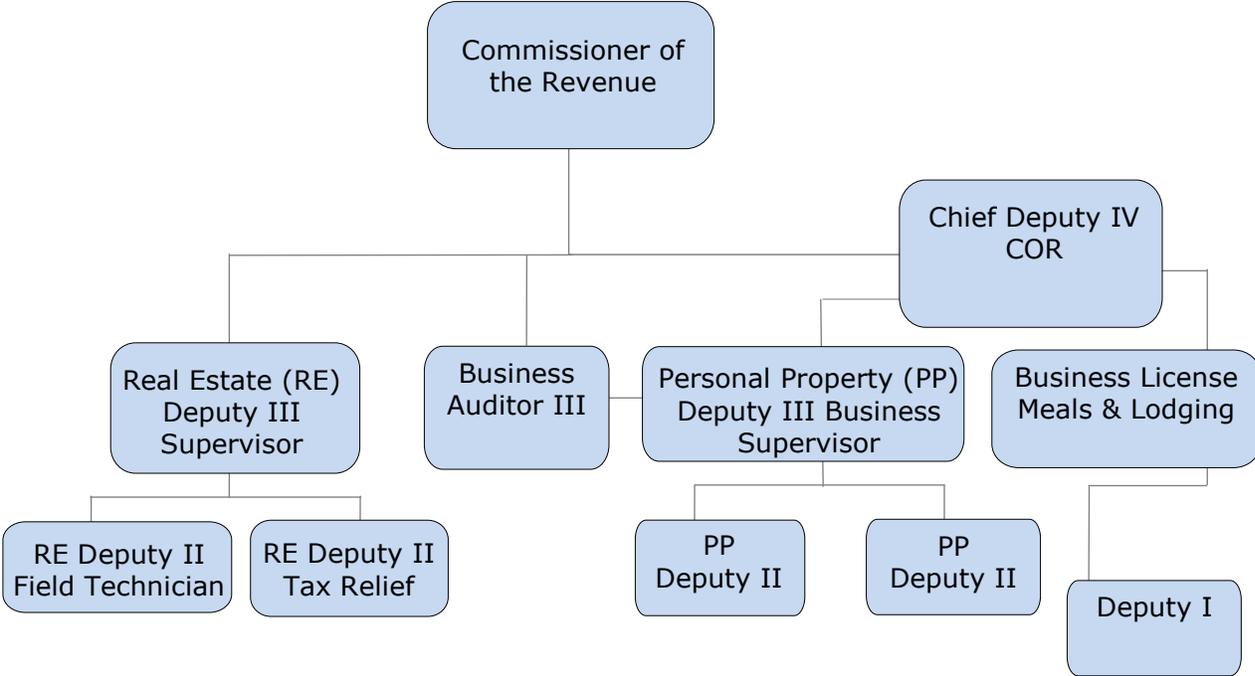
PERFORMANCE MEASUREMENTS:

	FY 2015-2016 Actual	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Actual	AVERAGE
Business License Accounts	1,527	1,650	1,534	1,547	1,565
Land Use/Rollback Applications	1,349	1,361	1,330	1,350	1,348
State Tax Return Processed	1,052	1,052	1,162	1,201	1,117
Taxpayer Assisted State Income Tax	110	115	115	344	171
State Tax Returns Prepared	242	173	203	200	205
Personal Property Assessments	54,074	66,427	63,771	68,401	63,168
PPTRA Compliance	46,586	41,521	44,819	52,935	46,465
PP Registration Deletions	1,853	1,932	2,217	1,644	1,912
PP Proration Assessments	4,143	5,918	5,148	3,960	4,792
PP New Registrations	2,556	3,986	2,931	2,316	2,947
Vehicle License Fees Assessed	35,372	35,320	33,578	34,875	34,786
Mobile Home Assessments	339	350	362	377	357
Parcels of Land	25,674	25,659	25,609	25,609	25,638
RE Transfers	1,979	2,080	2,331	2,341	2,183
Tax Relief Applications	486	500	501	478	491
Reassessment/New Construction	499	560	124	170	338
RE Tax ADJ	594	701	703	3,422	1,355
Business License ADJ	1,738	1,947	1,746	1,817	1,812
PP ADJ	16,429	26,261	25,006	26,875	23,643
Business PP ADJ	10,792	1,702	1,870	1,181	3,886
M&T ADJ	11	8	0	5	6
Excise Tax ADJ	22	33	8	27	23
Vehicle License Fee ADJ	1,224	1,621	1,199	1,297	1,335

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	556,013	564,214	641,019	648,418	7,399	1.15%
OPERATING	51,443	46,446	49,266	41,661	(7,605)	-15.44%
CAPITAL	16,596	13,095	6,403	6,403	0	0.00%
TOTAL	\$624,052	\$623,755	\$696,688	\$696,482	\$(206)	-0.03%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	142,999	153,849	146,851	161,915	15,064	10.26%
LOCAL	481,053	469,906	549,837	534,567	(15,270)	-2.78%
TOTAL	\$624,052	\$623,755	\$696,688	\$696,482	\$(206)	-0.03%
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. The Board of Supervisors has elected to conduct its general reassessment under a four year cycle. The Board of Supervisors hires an appraisal firm to conduct a market study and all field appraisals as well as appoint a Board of Assessors and Board of Equalization for Warren County. The General Reassessment budget should include funding for the Appraisal Firm, Board of Assessors, and Board of Equalization on a four year cycle. Field work on the 2019 General Reassessment started on July 1, 2017, and was completed by December 31, 2018. The next Reassessment cycle will begin in 2021.

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	5,350	0	(5,350)	0.00%
OPERATING	844	277,905	132,200	123,500	(8,700)	-6.58%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$844	\$277,905	\$137,550	\$123,500	\$(14,050)	-10.21%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	844	277,905	137,550	123,500	(14,050)	-10.21%
TOTAL	\$844	\$277,905	\$137,550	\$123,500	\$(14,050)	-10.21%
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, utility tax, and fishing and hunting licenses.

RESPONSIBILITIES:

- Ensure that local funds are collected, invested, and expended
- Prepare semi-annual bills and second notices for real estate, thirteen sanitary districts, and personal property
- Verify assessment and money received agree and enter data into computer system
- Check for payment 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, and 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 license tax payments
- 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 taxes on real estate and personal property
- Expand upon the computer technology available on the Bright AS400 system

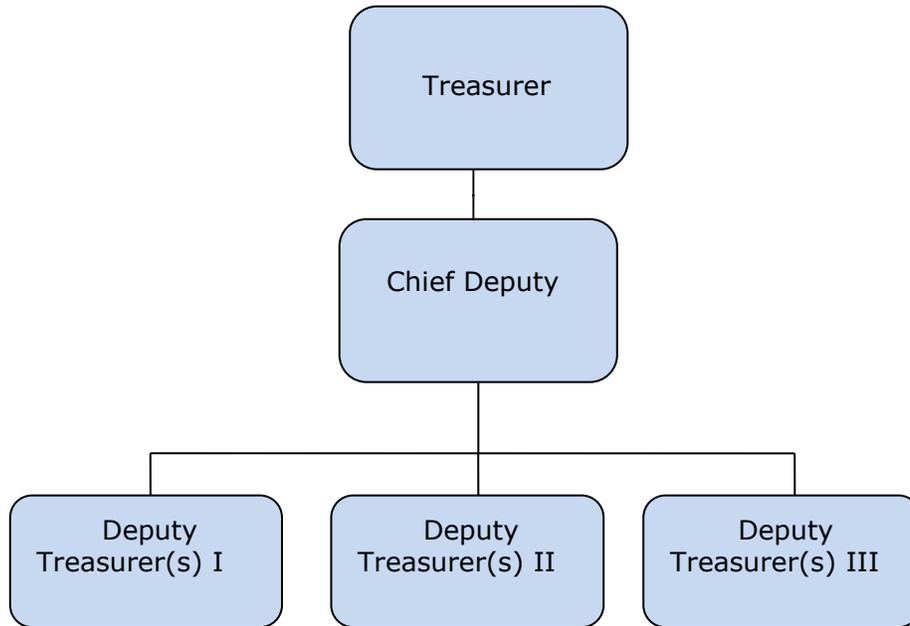
PERFORMANCE MEASUREMENTS:

	FY 2014-2015 Actual	FY 2015-2016 Actual	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Projected
Real Estate Tax Bills Processed	24,759	24,889	24,887	24,904	25,368	25,000
Personal Property Tax Bills Processed	41,708	31,683	39,143	42,833	41,734	42,300
Dog Licenses Sold	5,730	5,791	5,441	5,614	5,492	5,600
Vehicle Decals Issued	1,782	1,439	576	800	585	600
Vehicle License Fees Billed	35,372	35,320	31,683	36,901	34,845	36,000
Trash Decals Issued	292	295	358	286	301	293
Fishing License	0	0	0	6	8	7
Hunting License	0	0	0	1	2	2

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	409,459	415,987	413,022	433,410	20,388	4.94%
OPERATING	97,842	113,511	110,900	104,322	(6,578)	-5.93%
CAPITAL	3,236	2,113	4,850	3,850	(1,000)	-20.62%
TOTAL	\$510,537	\$531,611	\$528,772	\$541,582	\$12,810	2.42%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	106,518	113,257	108,479	121,748	13,269	12.23%
LOCAL	404,019	418,354	420,293	419,834	(459)	-0.11%
TOTAL	\$510,537	\$531,611	\$528,772	\$541,582	\$12,810	2.42%
FULL TIME POSITIONS	7	7	7	7	0	0.00%

Treasurer



Finance

DEPARTMENT DESCRIPTION:

The Finance Department is responsible for the County's financial management and planning. This includes establishing and maintaining effective controls over the County's financial activities, provides accurate information to all County departments in a timely manner, coordinating the annual budget, and monitoring compliance after the formal adoption of the budget as well as compliance with Generally Accepted Accounting principles.

RESPONSIBILITIES:**Audit**

- Coordinate and assist with annual audit, including writing the management discussion and analysis, reconciling accounts, closing the books, producing a trial balance, and preparing footnotes and financial reports
- Perform analyses of financial condition including interim and annual financial reports resulting in recommendations of financial policies or procedures to the County Administrator and the Board of Supervisors
- Maintain the County's general accounting system and financial records, conduct reviews of internal controls, and ensuring maintenance on the Bright AS400 computer system

Budget

- Monitor revenue and expenses in compliance with the approved budget after adoption
- Provide accurate reports and financial information to the County Administrator and all County departments in a timely manner
- Coordinate all department budget adjustment requests
- Coordinate and prepare the annual budget book publication

Risk Management

- Administer risk management program including insurance contracts
- Coordinate on emergency management financial reporting
- Perform regular backup of financial data

Payroll for County Employees

- Process payroll, payroll taxes, and benefit payments according to established deadlines

Accounts Payable for County Departments

- Maintain vendor accounts, payments, and process accounts payable

General Billing

- Process bills for septic and transfer stations
- Maintain airport hangar rental accounts
- Maintain Children's Services Act copay accounts

Procurement

- Coordinate the advertisement, receipt, and tabulation of bids
- Ensure that procurement policy is followed

GOALS:

- Maintain accurate accounting records
- Participate in GFOA Distinguished Budget Award program
- Participate in GFOA Excellence in Reporting CAFR Award program
- Meet payroll deadlines and continue to file all payroll returns timely
- Maintenance of Bright AS400 computer system

FINANCE SERVICE LEVELS:

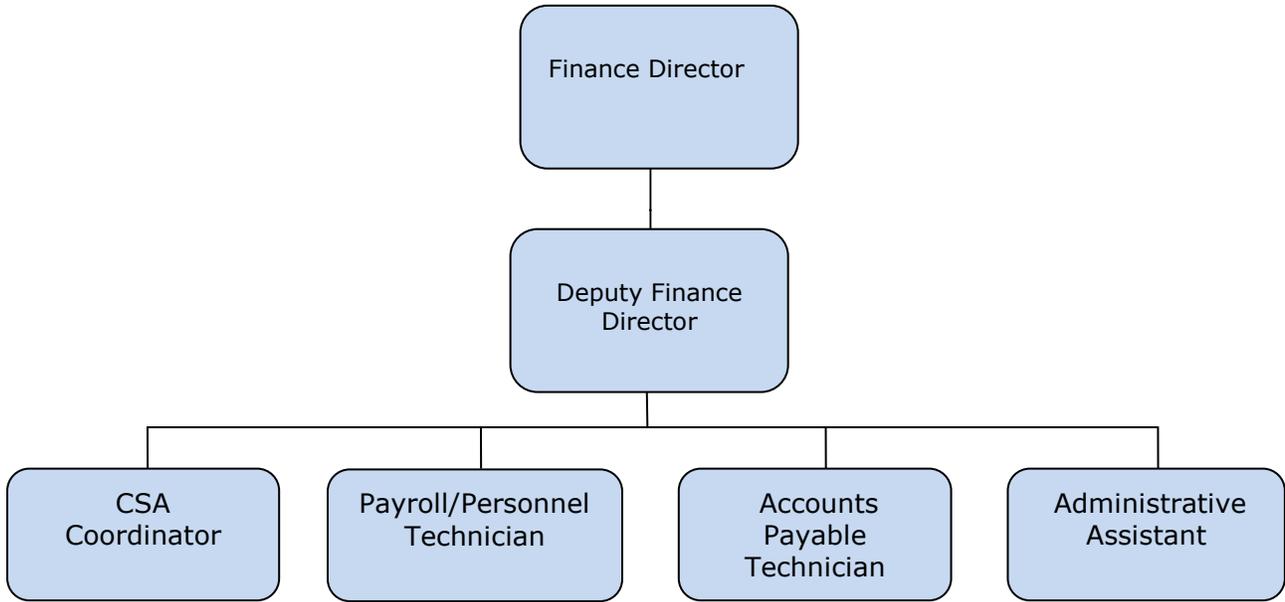
Month	Paychecks processed*	Invoices processed (14,700 annually)
Sept. 2009	284	1,191
Sept. 2010	303	1,260
Sept. 2011	314	1,305
Sept. 2012	334	1,242
Sept. 2013	337	1,261
Sept. 2014	304	1,156
Sept. 2015	313	1,127
Sept. 2016	326	1,256
Sept. 2017	337	1,148
Sept. 2018	346	1,090

*In addition, the Finance Office processes approximately 40 additional semi-monthly seasonal paychecks for the temporary pool employees during the summer months.

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	311,530	302,551	315,722	349,613	33,891	10.73%
OPERATING	19,937	18,002	18,010	16,009	(2,001)	-11.11%
CAPITAL	6,050	6,869	7,440	4,940	(2,500)	-33.60%
TOTAL	\$337,517	\$327,422	\$341,172	\$370,562	\$29,390	8.61%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	337,517	327,422	341,172	370,562	29,390	8.61%
TOTAL	\$337,517	\$327,422	\$341,172	\$370,562	\$29,390	8.61%
FULL TIME POSITIONS	5	5	5	5	0	0.00%

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 an average of 2,600 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
<u>12/31/2017</u>	<u>12/1/2018</u>	<u>12/1/2019</u>
25,174	26,592	27,600 (Estimated)

Number of Monthly Transactions: Processing approximately 2,670 registration transactions per month for an average of 130 registration transactions per day. This does not include all the other office processes that must be accomplished and the deadlines that must be met.

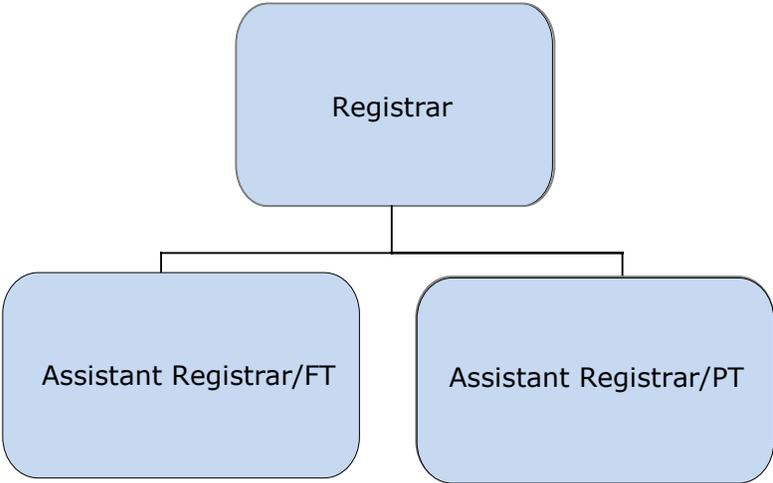
Goals and Objectives:

- Prepare for and accept candidate filings and campaign finance reports
- Certify independent candidate petitions
- Prepare for the June Primary in 2019, the November 2019 General Election, and the Presidential Primary Election in March 2020
- Implement Federal and State Election Laws in accordance with Title 24.2
- Prepare for and process all registration and absentee ballot application submissions online, in person, and by mail
- Implement extra training for staff in regards to Cyber Security/Internet, Voting Equipment, Electronic Pollbooks as well as new Election Laws
- Conduct numerous training sessions for Officers of Elections
- Anticipate and prepare for the upcoming 2020 Census and Redistricting in 2021
- Continue to recruit Officers of Elections for the upcoming 2019 November Election and in anticipation of the 2020 Presidential Primary and 2020 November Presidential Election
- Conduct Absentee Voting for all Elections, which include Military and Citizens Overseas

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	168,024	156,124	229,917	234,816	4,899	2.13%
OPERATING	56,610	52,531	66,272	64,272	(2,000)	-3.02%
CAPITAL	4,604	2,318	7,450	7,450	0	0.00%
TOTAL	\$229,238	\$210,973	\$303,639	\$306,538	\$2,899	0.95%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	41,896	42,321	40,000	40,000	0	0.00%
LOCAL	187,342	168,652	263,639	266,538	2,899	1.10%
TOTAL	\$229,238	\$210,973	\$303,639	\$306,538	\$2,899	0.95%
FULL TIME POSITIONS	2	2	2	2	0	0.00%

Elections

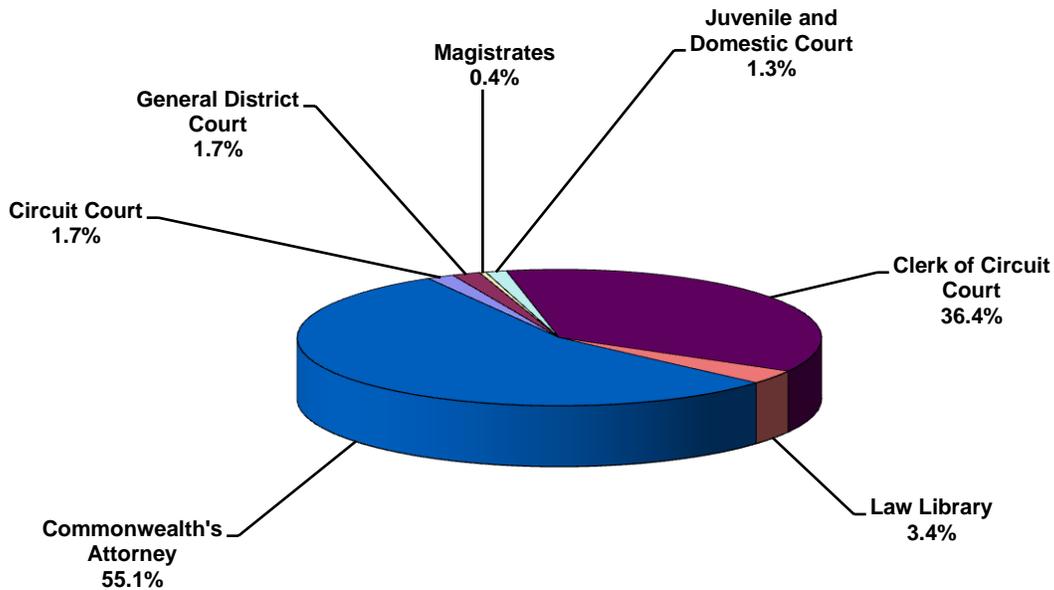




Warren County Court House

Judicial Administration

	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
				AMOUNT	%
Circuit Court	\$16,532	\$25,170	\$24,868	\$(302)	-1.20%
General District Court	\$18,140	\$26,318	\$25,984	\$(334)	-1.27%
Magistrates	\$4,803	\$5,970	\$5,898	\$(72)	-1.21%
Juvenile and Domestic Court	\$17,814	\$19,600	\$19,365	\$(235)	-1.20%
Clerk of Circuit Court	\$558,533	\$535,351	\$543,928	\$8,577	1.60%
Law Library	\$47,410	\$48,772	\$50,193	\$1,421	2.91%
Commonwealth's Attorney	\$777,937	\$792,263	\$823,752	\$31,489	3.97%
JUDICIAL ADMINISTRATION	\$1,441,169	\$1,453,444	\$1,493,988	\$40,544	2.79%



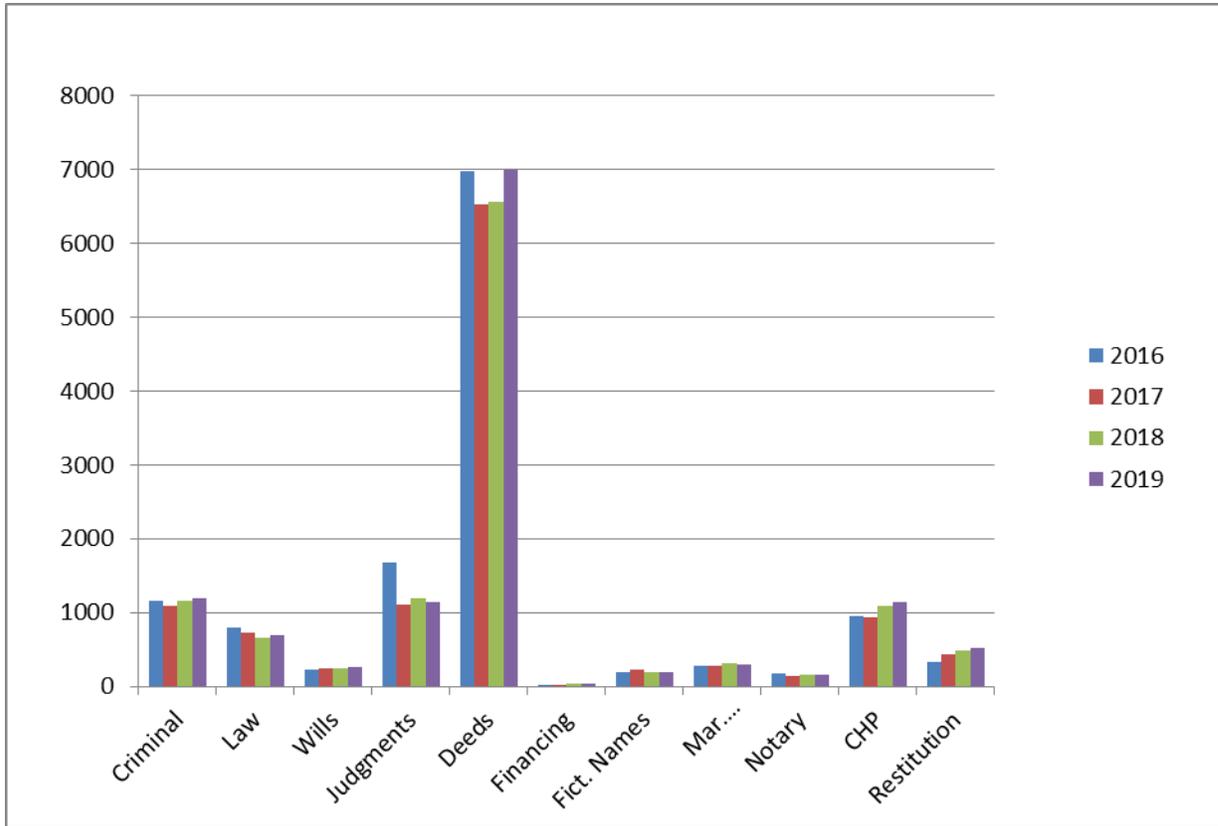
Circuit Court

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 informations 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. Court is in session four days per week.

WORKLOAD MEASURES DATA

	2016 Actual	2017 Actual	2018 Actual	2019 Projected
Criminal	1,163	1,089	1,164	1,200
Law	789	727	656	700
Wills	224	236	241	255
Judgments	1,672	1,105	1,193	1,150
Deeds	6,979	6,533	6,561	7,000
Financing Statement	28	28	32	30
Fictitious Names	193	232	184	200
Marriage Licenses	278	272	309	300
Notary	168	137	153	155
CHP	955	937	1,090	1,150
Restitution	334	431	492	525



BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	15,510	10,704	18,310	18,008	(302)	-1.65%
OPERATING	4,635	5,240	6,110	6,110	0	0.00%
CAPITAL	0	588	750	750	0	0.00%
TOTAL	\$20,145	\$16,532	\$25,170	\$24,868	\$(302)	-1.20%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	7,830	9,750	18,000	18,000	0	0.00%
LOCAL	12,315	6,782	7,170	6,868	(302)	-4.21%
TOTAL	\$20,145	\$16,532	\$25,170	\$24,868	\$(302)	-1.20%
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 six (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 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	14,313	14,576	21,318	21,384	66	0.31%
CAPITAL	1,999	3,564	5,000	4,600	(400)	-8.00%
TOTAL	\$16,312	\$18,140	\$26,318	\$25,984	\$(334)	-1.27%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	16,312	18,140	26,318	25,984	(334)	-1.27%
TOTAL	\$16,312	\$18,140	\$26,318	\$25,984	\$(334)	-1.27%
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 his/her 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

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	3,893	3,912	5,570	5,498	(72)	-1.29%
CAPITAL	1,044	891	400	400	0	0.00%
TOTAL	\$4,937	\$4,803	\$5,970	\$5,898	\$(72)	-1.21%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	4,937	4,803	5,970	5,898	(72)	-1.21%
TOTAL	\$4,937	\$4,803	\$5,970	\$5,898	\$(72)	-1.21%
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 and 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, and criminal cases where the defendant and alleged victim are family, household members, or have a child in common.

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	9,872	11,003	12,600	11,865	(735)	-5.83%
CAPITAL	6,273	6,811	7,000	7,500	500	7.14%
TOTAL	\$16,145	\$17,814	\$19,600	\$19,365	\$(235)	-1.20%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	16,145	17,814	19,600	19,365	(235)	-1.20%
TOTAL	\$16,145	\$17,814	\$19,600	\$19,365	\$(235)	-1.20%
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 and appointed public officials and to take bonds when required by statute or order of the court.

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 jury trials
- Appoint jury commissioners for the selection of qualified trial jurors annually
- Prepare the annual grand jury list
- Issue concealed handgun permits and 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, boundary line issues, or is historically significant)
- Retain misdemeanor records for ten years
- Attend Supreme Court, State Compensation Board, Virginia Department of Taxation, DMV, Clerk's association, and other relevant seminars and training sessions to enhance education and workplace performance
- Administer oaths to public officials, law enforcement, and notary publics
- Manage trust fund accounts
- Provide monthly reports including caseload statistics; incompetence determinations; financial disbursements; bank reconciliations; vital statistics for marriages, divorces, and adoptions; and the clerk's fee report to the State Compensation Board
- Respond to public inquiries and assist customers in researching land records and family genealogy

- Provide court debt collection activity and escheatment of unclaimed property
- Respond to surveys and annual reports for State government agencies
- Prepare annual budgets – local government (clerk and court), State Compensation Board, and the Technology Trust Fund
- Drafting of most of the Orders of the Court

PROJECTS:

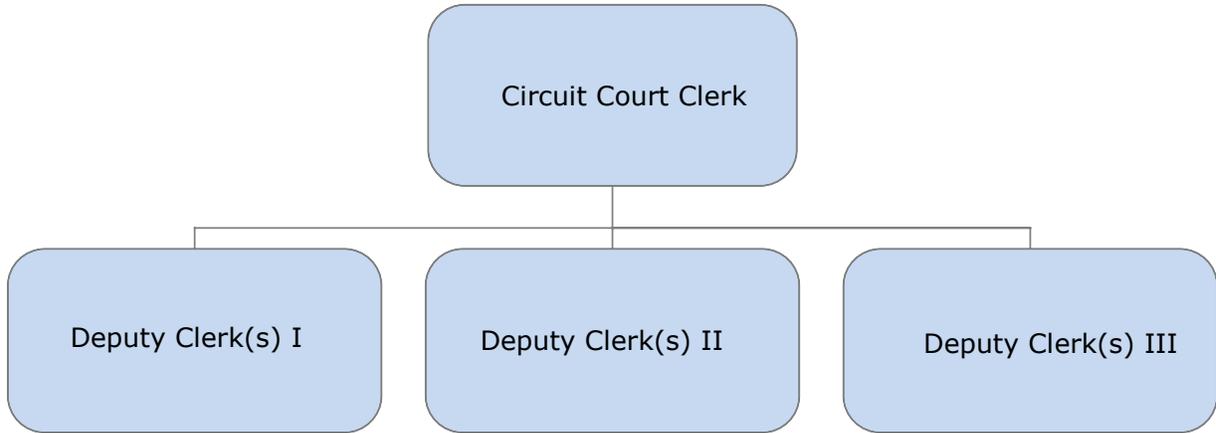
- Elimination of the use of paper files and records, except where required by law
- Preservation of older records by converting them to digital images
- Management of archival records

PERFORMANCE MEASUREMENTS:

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	475,069	496,749	491,301	507,984	16,683	3.40%
OPERATING	53,070	56,233	36,250	28,144	(8,106)	-22.36%
CAPITAL	6,678	5,551	7,800	7,800	0	0.00%
TOTAL	\$534,817	\$558,533	\$535,351	\$543,928	\$8,577	1.60%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	298,650	314,630	304,583	313,842	9,259	3.04%
LOCAL	236,167	243,903	230,768	230,086	(682)	-0.30%
TOTAL	\$534,817	\$558,533	\$535,351	\$543,928	\$8,577	1.60%
FULL TIME POSITIONS	9	9	9	9	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 with a secondary location inside Samuels Public Library. The Law Library provides legal library services and reference assistance for the benefit of the judiciary, practicing attorneys, and the general public. It is operated jointly by the County of Warren, Circuit Court, Clerk of Court, and Warren County Bar Association, Inc. For assistance, individuals may contact the Clerk's office.

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	37,582	38,720	40,751	2,031	0.00%
OPERATING	7,375	9,828	10,052	9,442	(610)	-6.07%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$7,375	\$47,410	\$48,772	\$50,193	\$1,421	2.91%
REVENUE:						
FEES	7,375	9,893	24,000	24,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	0	37,517	24,772	26,193	1,421	0.00%
TOTAL	\$7,375	\$47,410	\$48,772	\$50,193	\$1,421	2.91%
FULL TIME POSITIONS	0	1	1	1	0	0.00%

Commonwealth's Attorney

DEPARTMENT DESCRIPTION:

The Commonwealth's 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.

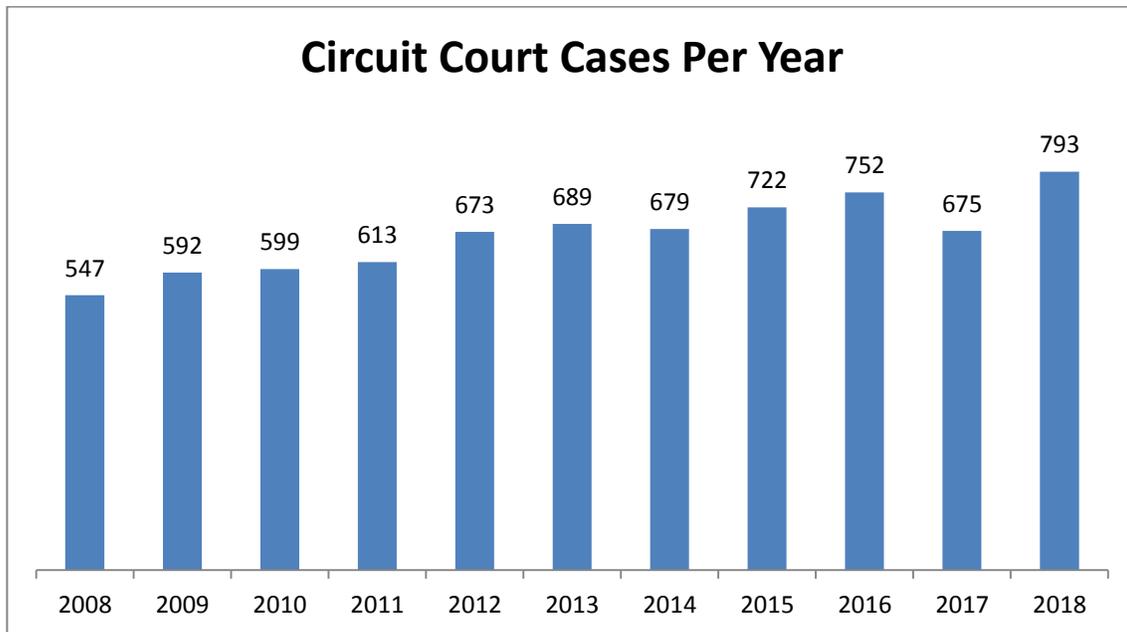
RESPONSIBILITIES:

- 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 Warren County are safe and criminals are prosecuted
- 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.

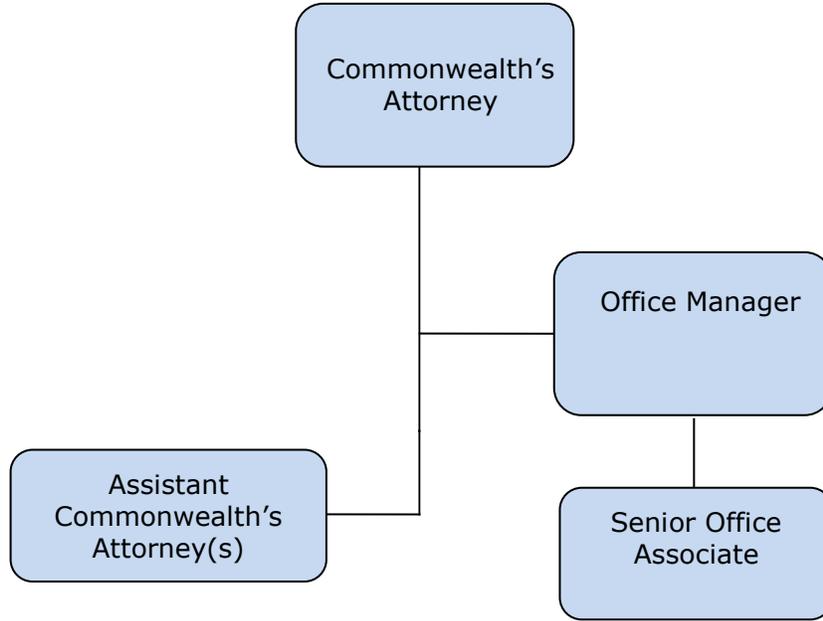
SERVICE LEVELS:



BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	715,888	754,314	766,263	800,752	34,489	4.50%
OPERATING	23,438	20,907	24,000	21,000	(3,000)	-12.50%
CAPITAL	1,810	2,716	2,000	2,000	0	0.00%
TOTAL	\$741,136	\$777,937	\$792,263	\$823,752	\$31,489	3.97%
REVENUE:						
FEES	3,451	4,154	4,200	4,200	0	0.00%
STATE/FEDERAL	380,206	419,327	408,408	431,943	23,535	0.00%
LOCAL	357,479	354,456	379,655	387,609	7,954	2.10%
TOTAL	\$741,136	\$777,937	\$792,263	\$823,752	\$31,489	3.97%
FULL TIME POSITIONS	8	9	9	11	2	22.22%

Commonwealth's Attorney

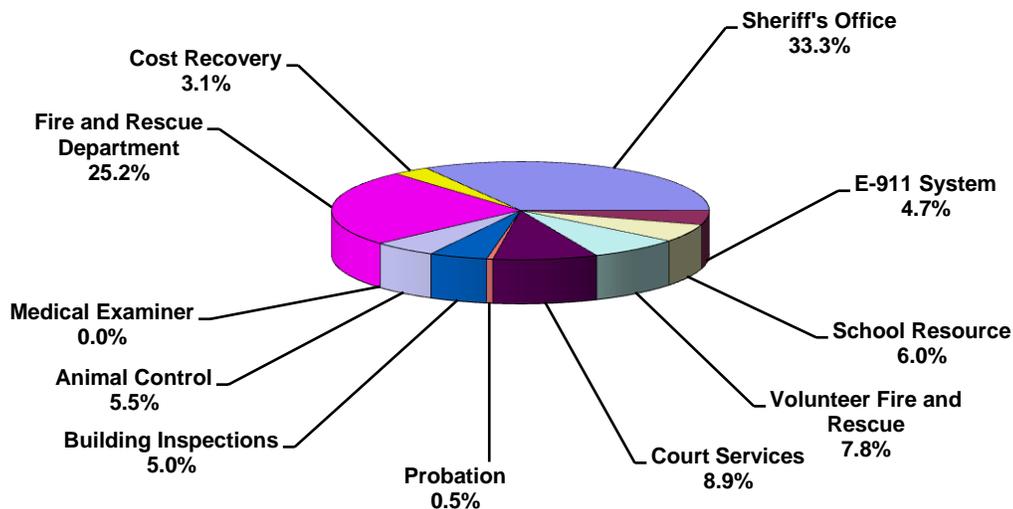




Warren County Public Safety Building

Public Safety

	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
				AMOUNT	%
Sheriff's Office	\$4,348,193	\$3,783,030	\$4,133,256	\$350,226	9.26%
E911 System	\$474,170	\$573,989	\$585,726	\$11,737	2.04%
School Resource	\$0	\$696,209	\$738,805	\$42,596	0.00%
Volunteer Fire and Rescue	\$968,326	\$970,982	\$964,242	\$(6,740)	-0.69%
Court Services	\$976,731	\$1,029,383	\$1,106,080	\$76,697	7.45%
Probation	\$49,260	\$66,320	\$67,557	\$1,237	1.87%
Building Inspections	\$569,380	\$595,801	\$616,112	\$20,311	3.41%
Animal Control	\$635,190	\$642,201	\$676,977	\$34,776	5.42%
Medical Examiner	\$500	\$500	\$500	\$0	0.00%
Fire and Rescue Department	\$3,052,039	\$3,212,956	\$3,132,372	\$(80,584)	-2.51%
Cost Recovery	\$502,342	\$528,100	\$389,300	\$(138,800)	-26.28%
PUBLIC SAFETY	\$11,576,131	\$12,099,471	\$12,410,927	\$311,456	2.57%



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 to the citizens of Front Royal/Warren County.

The Sheriff's Office is comprised of nine divisions whose functions and responsibilities include, but are 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
- Court Holding. Responsible for detention court appearances of inmates, transportation of court ordered inmates, and Temporary Detention Order Transports
- Communications. Responsible for dispatching all law enforcement, fire and rescue, emergency medical services, E911 center, and maintenance of records/files
- Investigations. Responsible for Criminal/Narcotic/Gang investigations, personnel background checks, evidence, and maintenance of records/files
- Animal Control. Responsible for all animal related complaints and enforcement of animal related ordinances in the Town of Front Royal and Warren County
- Patrol. Responsible for routine patrol, special enforcement, special operation units, answering all related complaints coming into the office from the community or other jurisdictions, and overall public safety of the community
- Courthouse Security. Responsible for security of the courthouse and courtrooms, ensuring all courts run in an orderly manner and security checkpoint is staffed
- School Resource. Responsible for school security, DARE, and special community events for various displays

GOALS AND OBJECTIVES:

The following is a list of three of the major goals, and associated objectives, that the Warren County Sheriff's Office will strive to reach for 2019-2020.

Goal 1 Public Safety

The top priority to which the Sheriff's Office is dedicated is to provide and improve public safety for the 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 concern 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 the Virginia Law Enforcement Professional Standards Commission.

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

Goal 3 Career Development

The Warren County Sheriff's Office is devoted to enhancing retention and recruitment of high quality employees to better serve the community by implementing a comprehensive career development program.

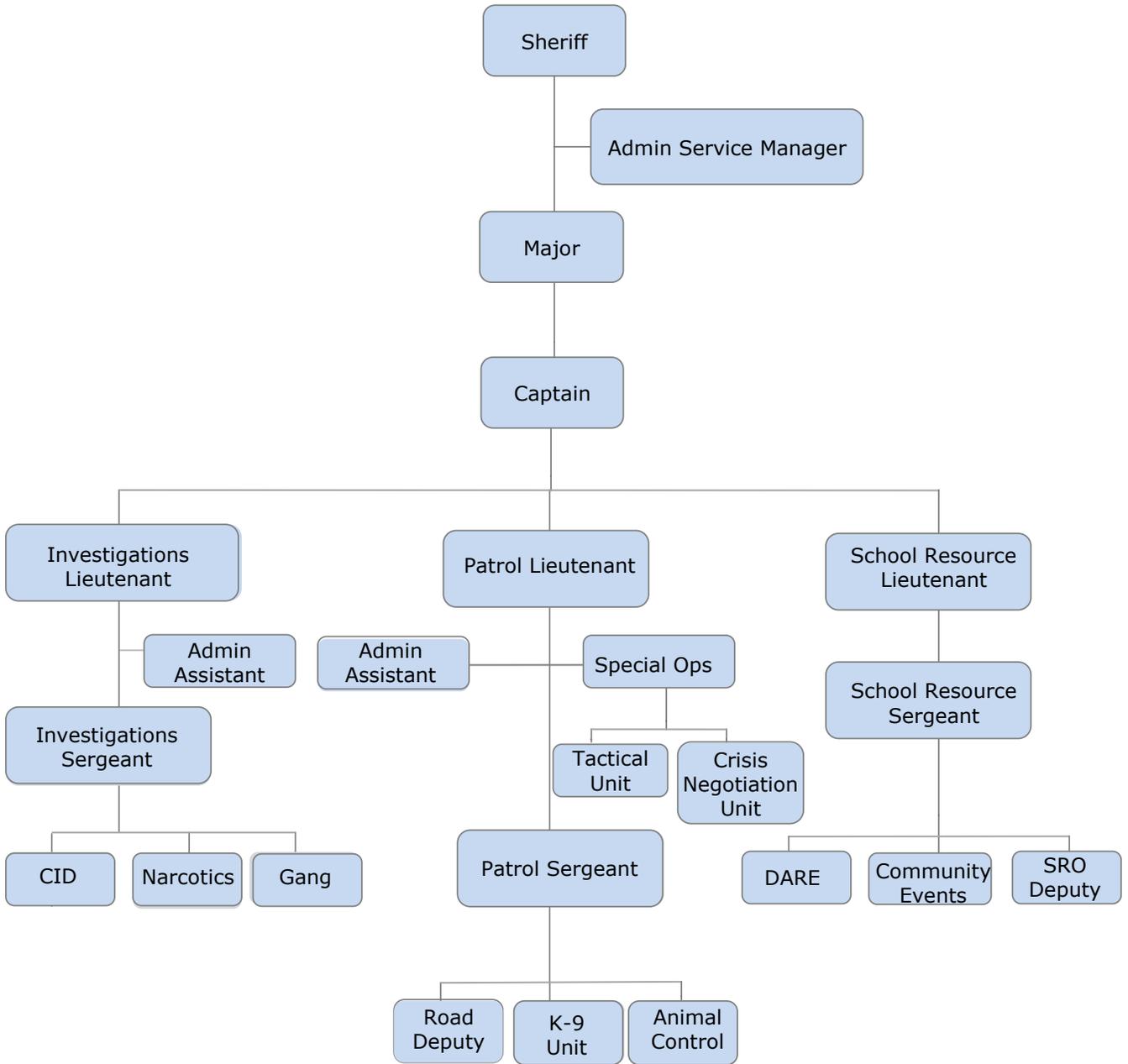
- Objective 1: The program helps employees to identify specific areas of professional interest and matches areas of interest with departmental needs. By capitalizing on areas of their interest, it is easier to keep employees actively engaged and motivated.
- Objective 2: The program provides information and specified avenues for career advancement through education, advanced training, and professional development. The program also promotes community involvement by the employee through participation in special events and outreach programs
- Objective 3: The program encourages further professional growth and development through formal acknowledgement of officers who have dedicated themselves to advance their professional abilities and leadership skills

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	3,511,432	3,666,541	3,148,312	3,513,650	365,338	11.60%
OPERATING	547,233	447,328	402,888	404,838	1,950	0.48%
CAPITAL	226,265	234,324	231,830	214,768	(17,062)	-7.36%
TOTAL	\$4,284,930	\$4,348,193	\$3,783,030	\$4,133,256	\$350,226	9.26%
REVENUE:						
FEES	2,396	2,396	0	0	0	0.00%
STATE/FEDERAL	1,468,104	1,439,628	1,479,051	1,280,217	(198,834)	-13.44%
LOCAL	2,814,430	2,906,169	2,303,979	2,853,039	549,060	23.83%
TOTAL	\$4,284,930	\$4,348,193	\$3,783,030	\$4,133,256	\$350,226	9.26%
FULL TIME POSITIONS	53	54	48	48	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



E911 System

DEPARTMENT DESCRIPTION:

The E911 Center is responsible for dispatching all law enforcement, fire and rescue, and emergency medical services from the E911 center and maintaining records/files.

BUDGET SUMMARY:

	FY 2016-2017 <u>ACTUAL</u>	FY 2017-2018 <u>ACTUAL</u>	FY 2018-2019 ADOPTED <u>BUDGET</u>	FY 2019-2020 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020 <u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	301,736	300,734	383,721	394,822	11,101	2.89%
OPERATING	100,306	118,503	144,203	152,334	8,131	5.64%
CAPITAL	<u>30,165</u>	<u>54,933</u>	<u>46,065</u>	<u>38,570</u>	<u>(7,495)</u>	<u>-16.27%</u>
TOTAL	\$432,207	\$474,170	\$573,989	\$585,726	\$11,737	2.04%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	45,728	49,473	45,000	45,000	0	0.00%
LOCAL	<u>386,479</u>	<u>424,697</u>	<u>528,989</u>	<u>540,726</u>	<u>11,737</u>	<u>2.22%</u>
TOTAL	\$432,207	\$474,170	\$573,989	\$585,726	\$11,737	2.04%
FULL TIME POSITIONS	7	7	7	7	0	0.00%

School Resource

DEPARTMENT DESCRIPTION:

School Resource is responsible for school security, DARE, and special community events for various displays.

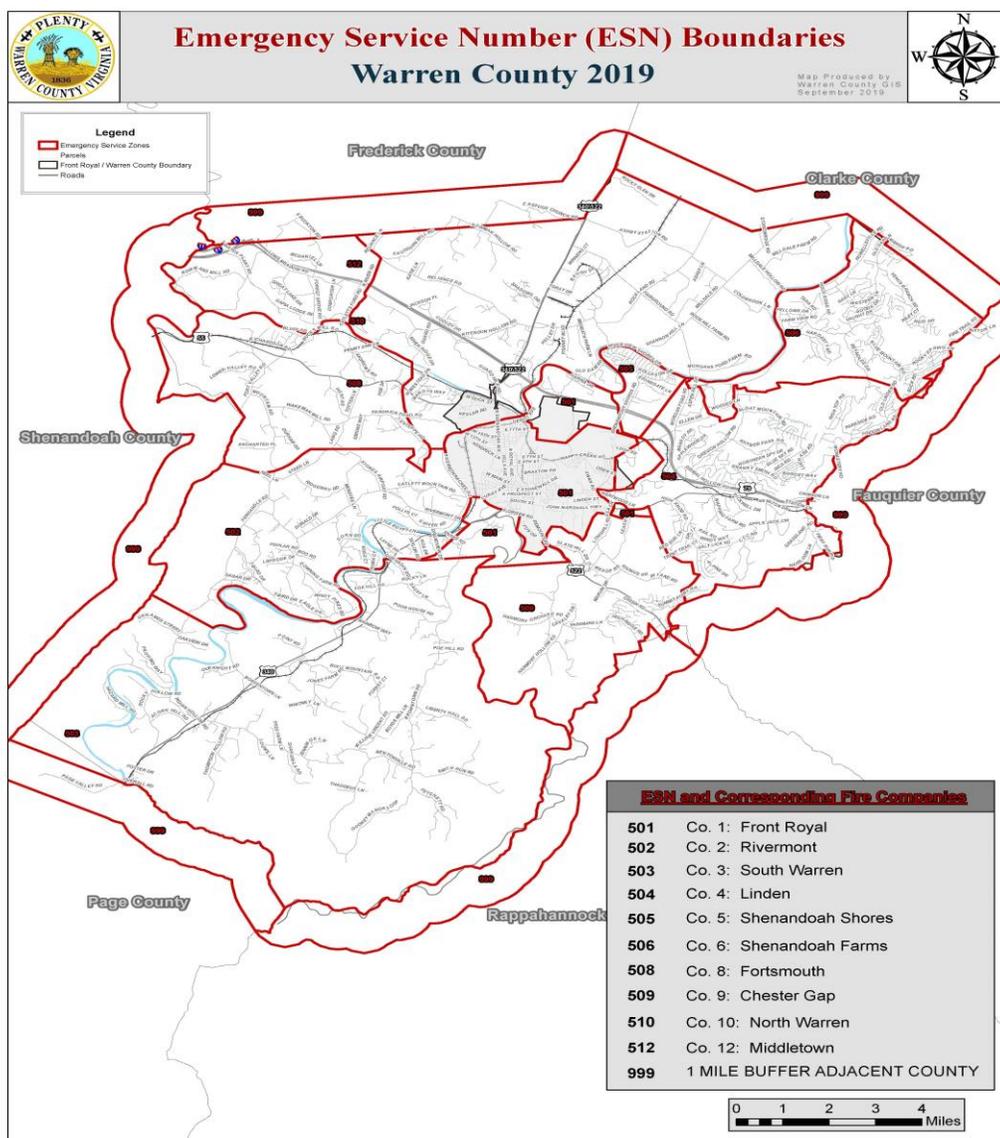
BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	619,734	662,330	42,596	0.00%
OPERATING	0	0	32,475	32,475	0	0.00%
CAPITAL	0	0	44,000	44,000	0	0.00%
TOTAL	\$0	\$0	\$696,209	\$738,805	\$42,596	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	211,516	211,516	0.00%
LOCAL	0	0	696,209	527,289	(168,920)	0.00%
TOTAL	\$0	\$0	\$696,209	\$738,805	\$42,596	0.00%
FULL TIME POSITIONS	0	0	10	10	0	0.00%

Volunteer Fire and Rescue

DEPARTMENT DESCRIPTION:

The County of Warren provides funding to the eight volunteer fire departments: Front Royal VFC #1, Rivermont VFC #2, South Warren VFC #3, Linden VFC #4, Shenandoah Shores VFC #5, Shenandoah Farms VFC #6, Fortsmouth VFC #8, and North Warren VFC #10, as well as two out-of-county mutual aide companies. Each station provides fire protection to the residents of its service area. The County pays bills for six volunteer companies, and the remaining two must provide an annual audit and financial statement to the County as evidence of expenses incurred. Each volunteer department 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 eight ambulances, Water Rescue apparatus and equipment vehicles, and the 105' ladder truck at Station 10.



BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	881,924	968,326	970,982	964,242	(6,740)	-0.69%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$881,924	\$968,326	\$970,982	\$964,242	\$(6,740)	-0.69%
REVENUE:						
FEES	35,750	35,750	35,750	35,750	0	0.00%
STATE/FEDERAL	86,338	91,508	91,486	91,486	0	0.00%
LOCAL	759,836	841,068	843,746	837,006	(6,740)	-0.80%
TOTAL	\$881,924	\$968,326	\$970,982	\$964,242	\$(6,740)	-0.69%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Court Services

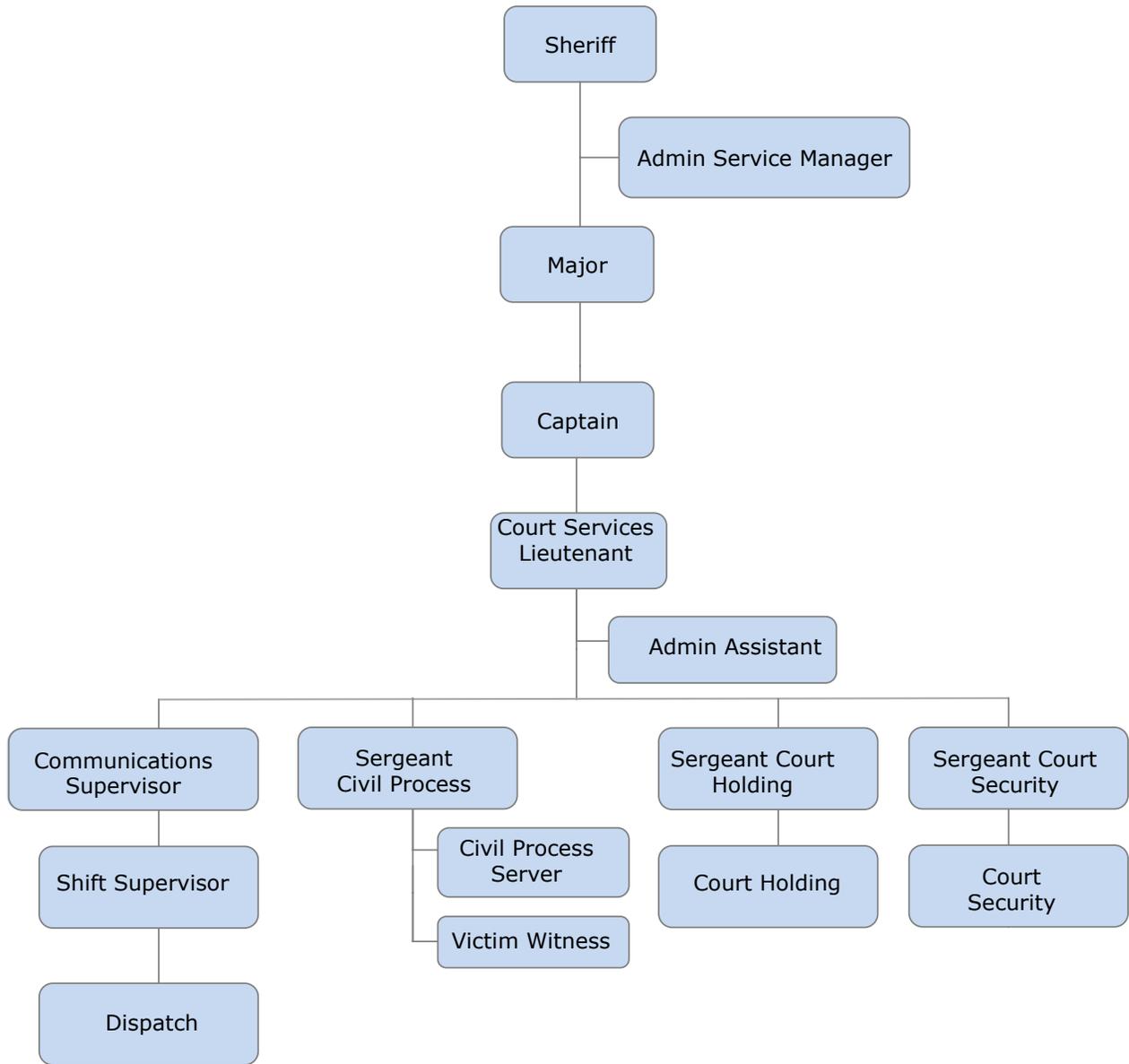
DEPARTMENT DESCRIPTION:

Civil Process is responsible for all civil/criminal records, service of court issued warrants and civil papers, and courtroom security. Court Holding is responsible for detention court appearances of inmates, transportation of court ordered inmates, and 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 the security checkpoint is staffed.

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	903,524	930,292	971,194	1,047,891	76,697	7.90%
OPERATING	33,190	35,229	44,189	44,189	0	0.00%
CAPITAL	8,382	11,210	14,000	14,000	0	0.00%
TOTAL	<u>\$945,096</u>	<u>\$976,731</u>	<u>\$1,029,383</u>	<u>\$1,106,080</u>	<u>\$76,697</u>	<u>7.45%</u>
REVENUE:						
FEES	740	1,939	0	0	0	0.00%
STATE/FEDERAL	245,363	365,661	307,715	404,900	97,185	31.58%
LOCAL	698,993	609,131	721,668	701,180	(20,488)	-2.84%
TOTAL	<u>\$945,096</u>	<u>\$976,731</u>	<u>\$1,029,383</u>	<u>\$1,106,080</u>	<u>\$76,697</u>	<u>7.45%</u>
FULL TIME POSITIONS	10	10	10	10	0	0.00%

Court Services



Juvenile Probation

DEPARTMENT DESCRIPTION:

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

Its Mission Statement is, "The Virginia Department of Juvenile Justice protects the public by preparing Court-involved youth to be successful citizens." Its 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 his/her parent or issue a detention order.

INVESTIGATIONS AND REPORTS:

Social histories make up the majority of the reports that Court Services Unit 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 charge 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 his/her 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 into 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 and 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 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	57,518	45,542	62,320	63,557	1,237	1.98%
OPERATING	3,283	3,718	4,000	4,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$60,801	\$49,260	\$66,320	\$67,557	\$1,237	1.87%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	36,630	36,630	35,000	35,000	0	0.00%
LOCAL	24,171	12,630	31,320	32,557	1,237	3.95%
TOTAL	\$60,801	\$49,260	\$66,320	\$67,557	\$1,237	1.87%
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 Statutes 36-105 and 10.1-562 in conjunction with Chapters 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. The department ensures 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, and water conservation while also meeting the State mandated erosion and sediment control requirements.

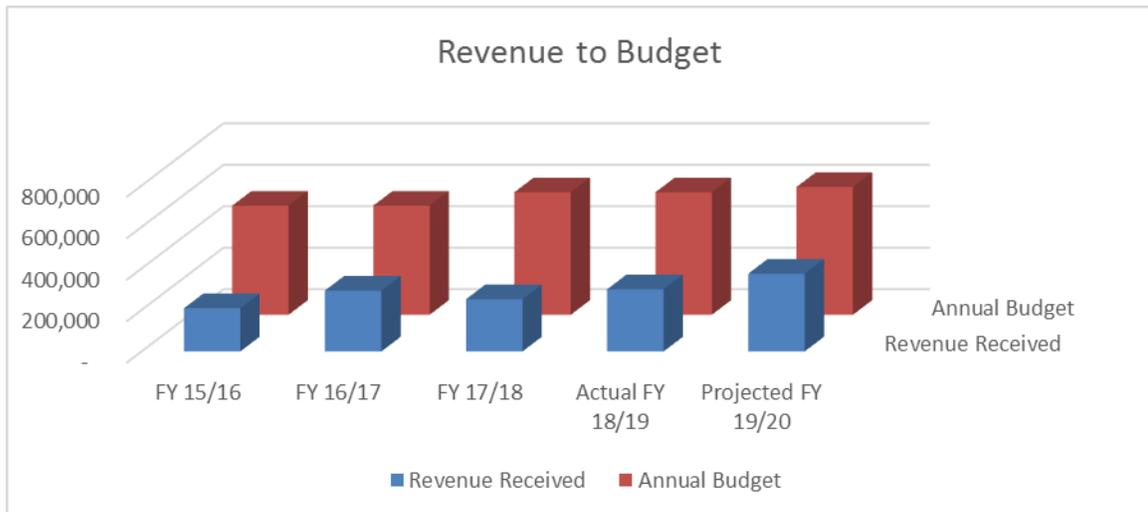
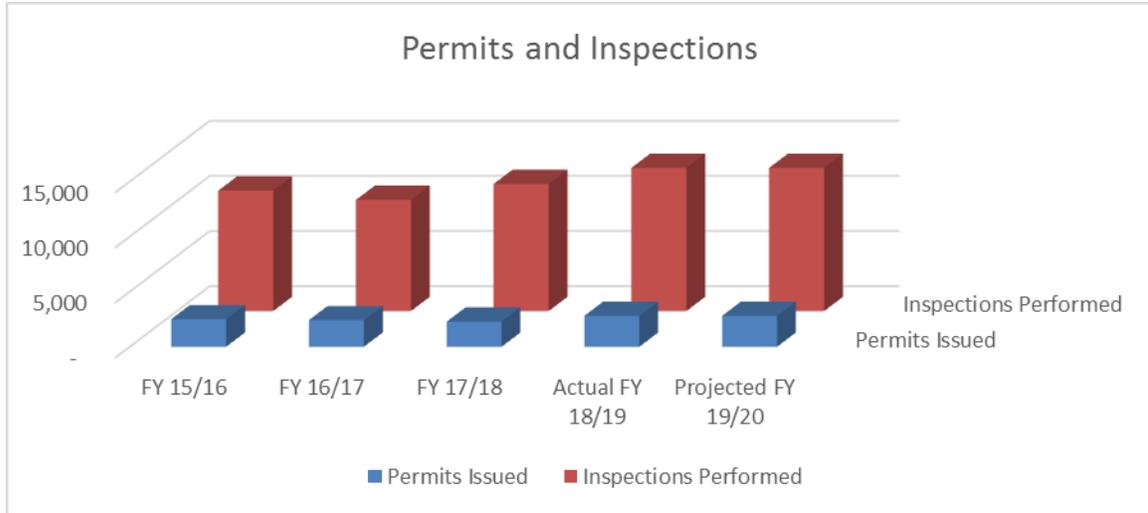
RESPONSIBILITIES:

- 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 the 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 the 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 the 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
- Continue to be active in the Code Development process at the State and National levels

SERVICE MEASURES:

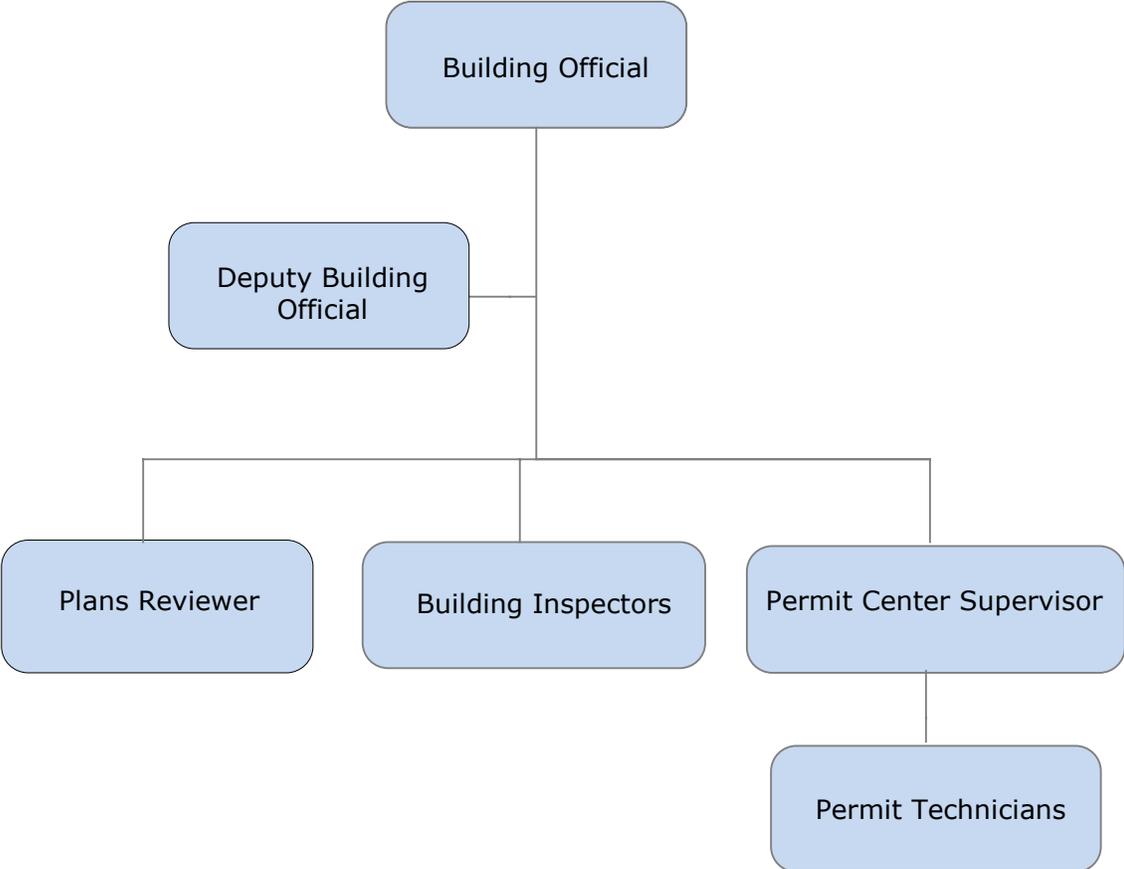


SERVICE VOLUME	FY 2015-2016 Actual	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Projected
Building Permit Plan Reviews	825	924	902	950	975
Building Permits Issued	2,498	2,410	2,274	2,400	2,500
Building Permit Inspections	10,528	10,090	11,540	12,000	15,000
Erosion & Sediment Control Plan Reviews	31	36	22	24	27

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	429,906	464,853	487,363	507,674	20,311	4.17%
OPERATING	117,346	94,301	98,938	98,938	0	0.00%
CAPITAL	12,120	10,226	9,500	9,500	0	0.00%
TOTAL	\$559,372	\$569,380	\$595,801	\$616,112	\$20,311	3.41%
REVENUE:						
FEES	320,578	250,590	375,000	375,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	238,794	318,790	220,801	241,112	20,311	9.20%
TOTAL	\$559,372	\$569,380	\$595,801	\$616,112	\$20,311	3.41%
FULL TIME POSITIONS	7	7	7	7	0	0.00%

Building Inspections



Animal Control

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	248,155	271,865	265,078	293,582	28,504	10.75%
OPERATING	337,713	352,144	356,469	362,741	6,272	1.76%
CAPITAL	20,223	11,181	20,654	20,654	0	0.00%
TOTAL	\$606,091	\$635,190	\$642,201	\$676,977	\$34,776	5.42%
REVENUE:						
FEES	43,320	41,636	45,000	45,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	562,771	593,554	597,201	631,977	34,776	5.82%
TOTAL	\$606,091	\$635,190	\$642,201	\$676,977	\$34,776	5.42%
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 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	640	500	500	500	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$640	\$500	\$500	\$500	0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	640	500	500	500	0	0.00%
TOTAL	\$640	\$500	\$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 County Department consisting of eight stations and two out-of-county mutual aid stations with approximately fifty active/responding volunteers. The Department supplements the volunteers with twenty-four hour career staff from five stations, assisted by an Administrative staff of three.

RESPONSIBILITIES:

- Oversight and operational control over eight fire and rescue stations, Special Operations Team, County Emergency Management Team, including the CERT Team, and 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 programs to maintain required certifications for career and volunteer responders
- Test and hire new firefighters

FIRE DEPARTMENT:

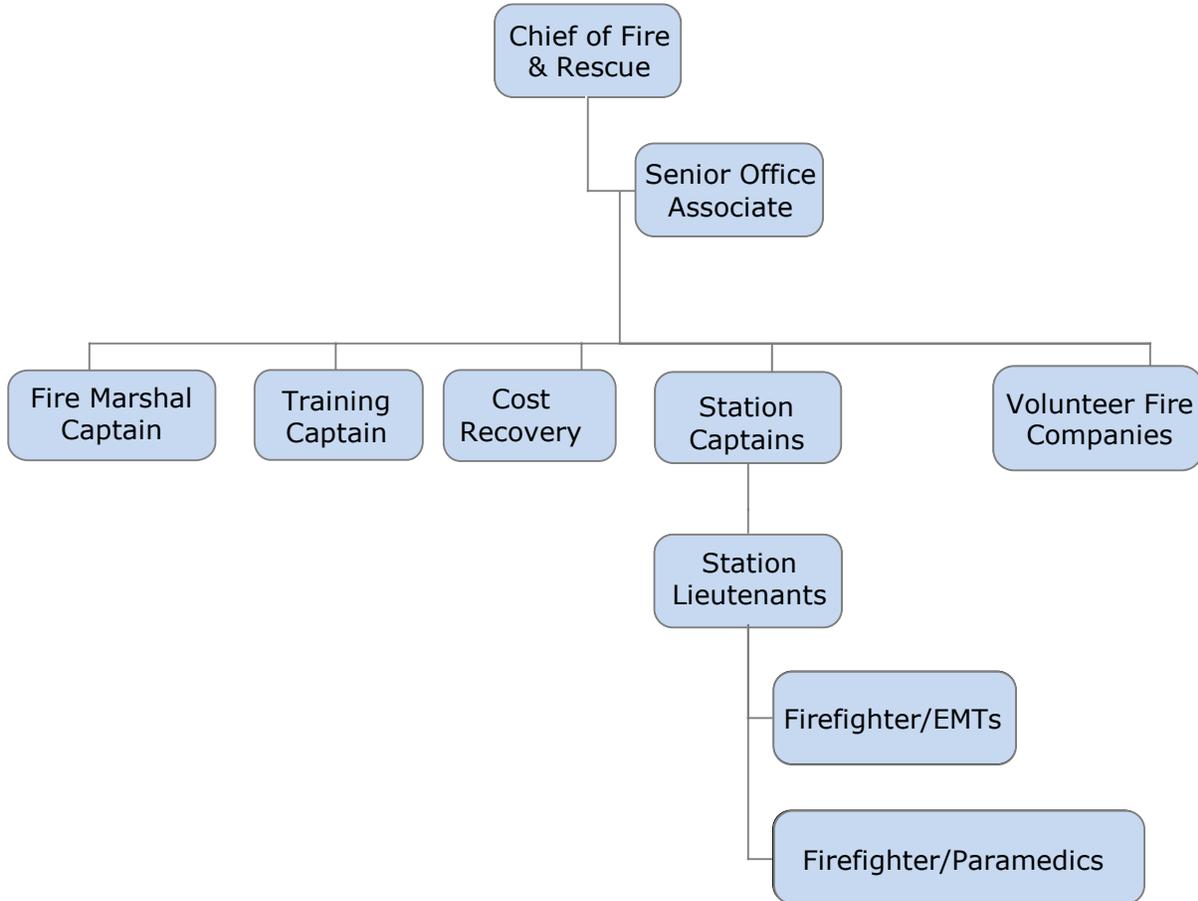
- 31 full-time career responders, 6 office staff, 12 part-time career responders, 50 active volunteer responders
- Eight fire and rescue stations in County with two out-of-county mutual aid stations, two truck companies, one heavy rescue company, four boats, and one air utility



BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	2,617,975	2,829,462	2,991,451	2,907,128	(84,323)	-2.82%
OPERATING	354,539	197,811	189,805	188,681	(1,124)	-0.59%
CAPITAL	70,817	24,766	31,700	36,563	4,863	15.34%
TOTAL	\$3,043,331	\$3,052,039	\$3,212,956	\$3,132,372	\$(80,584)	-2.51%
REVENUE:						
FEES	463,945	214,356	274,950	274,950	0	0.00%
STATE/FEDERAL	22,866	28,758	28,713	28,713	0	0.00%
LOCAL	2,556,520	2,808,925	2,909,293	2,828,709	(80,584)	-2.77%
TOTAL	\$3,043,331	\$3,052,039	\$3,212,956	\$3,132,372	\$(80,584)	-2.51%
FULL TIME POSITIONS	29	35	35	35	0	0.00%

Fire and Rescue Department



Cost Recovery

DEPARTMENT DESCRIPTION:

The Cost Recovery Program budget is managed by the Fire Chief. The income side is funds made available by billing patient insurance companies for ambulance transport to the local hospital. These funds are used 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 the Emergency Room, maintenance of equipment, reimbursement for insurance, etc.

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 new County spec ambulance as adopted by Fire Chief and the Apparatus Committee. In 2012 and 2013, the Department was able to purchase three brand new ambulances (Stations 1, 2, and 10) as well as make annual payments on a new 105' Smeal Quint ladder truck at Station 10. In 2015-2016, the Department purchased a 2016 ambulance for Station 6. In January 2018, the Department purchased new LifePac 15's for all staffed stations ambulances and medic units. In March 2019, Station 10 took delivery of a 2019 Horton Medic unit and re-assigned its 2013 Ambulance to Station 5.



BUDGET SUMMARY:

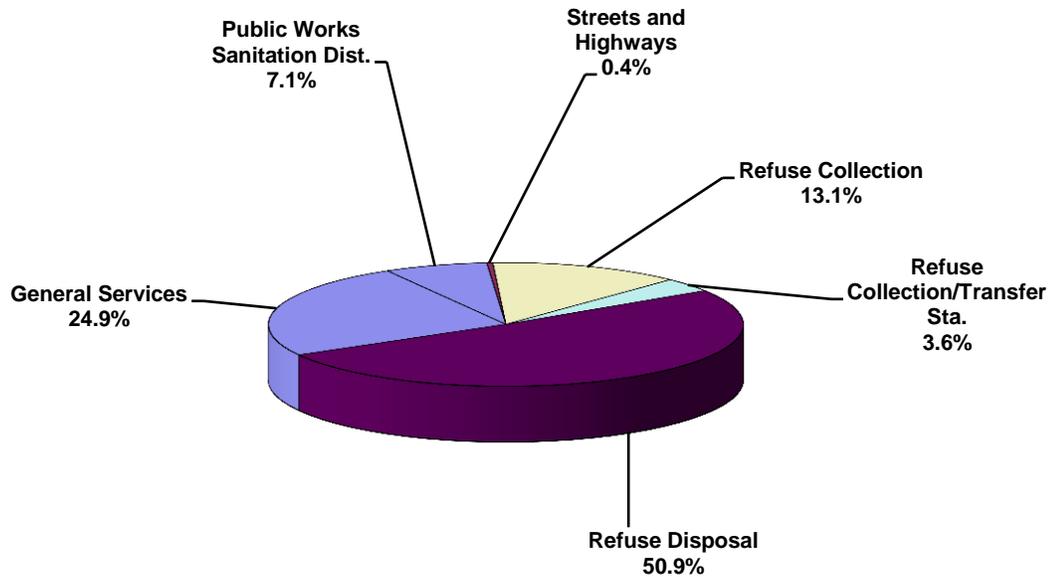
	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	195,632	233,492	373,100	272,100	(101,000)	-27.07%
CAPITAL	100,000	268,850	155,000	117,200	(37,800)	-24.39%
TOTAL	\$295,632	\$502,342	\$528,100	\$389,300	\$(138,800)	-26.28%
REVENUE:						
FEES	295,632	502,342	528,100	389,300	(138,800)	-26.28%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	0	0	0	0	0	0.00%
TOTAL	\$295,632	\$502,342	\$528,100	\$389,300	\$(138,800)	-26.28%
FULL TIME POSITIONS	0	0	0	0	0	0.00%



Linden Public Convenience Site

Public Works

	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
				AMOUNT	%
Public Works Sanitation Dist.	\$226,321	\$267,673	\$367,138	\$99,465	37.16%
Streets and Highways	\$14,209	\$21,000	\$20,748	\$(252)	-1.20%
Refuse Collection	\$673,744	\$684,475	\$679,730	\$(4,745)	-0.69%
Refuse Collection/Transfer Sta.	\$169,389	\$182,740	\$189,885	\$7,145	3.91%
Refuse Disposal	\$2,491,199	\$2,659,777	\$2,651,975	\$(7,802)	-0.29%
General Services	\$1,326,966	\$1,081,113	\$1,296,321	\$215,208	19.91%
PUBLIC WORKS	\$4,901,828	\$4,896,778	\$5,205,797	\$309,019	6.31%



Public Works/Sanitary Districts

DEPARTMENT DESCRIPTION:

The Public Works Department provides oversight for all Public Works related functions such as solid waste, streets and highways (signs), and the County's expanding operations with several sanitary districts.

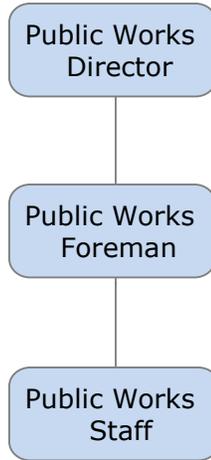
RESPONSIBILITIES:

- Solid Waste collection, disposal, and recycling programs
- E911 Signage program
- Sanitary District Programs
- Budgeting
- Human Resource Management

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	66,628	192,151	268,713	76,562	39.84%
OPERATING	0	20,265	23,704	32,425	8,721	36.79%
CAPITAL	0	139,428	51,818	66,000	14,182	27.37%
TOTAL	\$0	\$226,321	\$267,673	\$367,138	\$99,465	37.16%
REVENUE:						
FEES	0	66,695	160,122	180,122	20,000	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	0	159,626	107,551	187,016	79,465	73.89%
TOTAL	0	\$226,321	\$267,673	\$367,138	\$99,465	37.16%
FULL TIME POSITIONS	0	1	4	4	0	0.00%

Public Works/Sanitary Districts



Streets and Highways

DEPARTMENT DESCRIPTION:

As part of the Public Works Department, road sign installation and 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.

RESPONSIBILITIES:

- Replace missing road signs within two to three weeks of ordering. Sign production varies from one to three weeks depending on 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 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	1,145	5,144	6,000	6,000	0	0.00%
OPERATING	10,790	9,065	15,000	14,748	(252)	-1.68%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$11,935	\$14,209	\$21,000	\$20,748	\$(252)	-1.20%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	11,935	14,209	21,000	20,748	(252)	-1.20%
TOTAL	\$11,935	\$14,209	\$21,000	\$20,748	\$(252)	-1.20%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Refuse Collection

DEPARTMENT DESCRIPTION:

As part of the Public Works Department, Warren County operates five (5) refuse 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 that 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:

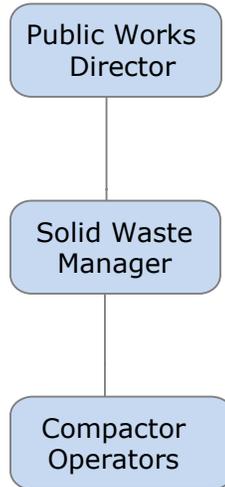
REFUSE COLLECTION-CONVENIENCE SITES

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	181,869	187,450	201,517	206,846	5,329	2.64%
OPERATING	459,046	483,294	465,058	461,484	(3,574)	-0.77%
CAPITAL	5,772	3,000	17,900	11,400	(6,500)	-36.31%
TOTAL	\$646,687	\$673,744	\$684,475	\$679,730	\$(4,745)	-0.69%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	646,687	673,744	684,475	679,730	(4,745)	-0.69%
TOTAL	\$646,687	\$673,744	\$684,475	\$679,730	\$(4,745)	-0.69%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

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

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	76,141	85,247	101,490	110,941	9,451	9.31%
OPERATING	71,723	84,142	81,250	78,944	(2,306)	-2.84%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$147,864	\$169,389	\$182,740	\$189,885	\$7,145	3.91%
REVENUE:						
FEEs	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	147,864	169,389	182,740	189,885	7,145	3.91%
TOTAL	\$147,864	\$169,389	\$182,740	\$189,885	\$7,145	3.91%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Refuse Collection



Refuse Disposal

DEPARTMENT DESCRIPTION:

As part of the Public Works Department, Refuse Disposal serves the entire County. The Refuse Disposal budget focuses on the daily activities of the Warren County Transfer Station located in Bentonville. Waste is received from 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.

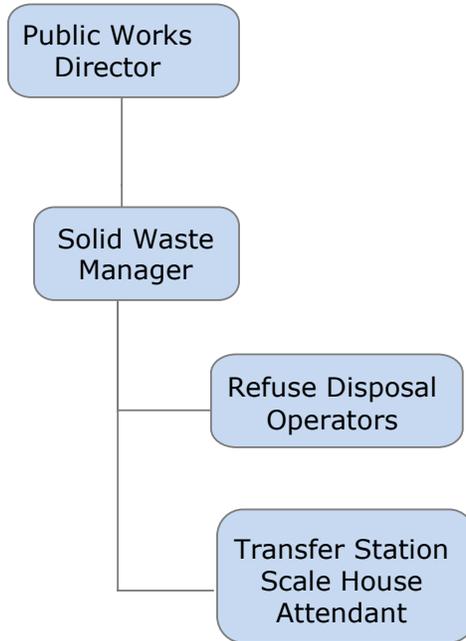
RESPONSIBILITIES:

- 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 and 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 goods 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 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	288,830	330,040	262,770	279,630	16,860	6.42%
OPERATING	1,817,961	1,956,421	2,090,507	2,060,197	(30,310)	-1.45%
CAPITAL	35,649	204,738	306,500	312,148	5,648	1.84%
TOTAL	\$2,142,440	\$2,491,199	\$2,659,777	\$2,651,975	\$(7,802)	-0.29%
REVENUE:						
FEES	1,093,313	1,149,606	1,235,000	1,240,000	5,000	0.40%
STATE/FEDERAL	0		0	0	0	0.00%
LOCAL	1,049,127	1,341,593	1,424,777	1,411,975	(12,802)	-0.90%
TOTAL	\$2,142,440	\$2,491,199	\$2,659,777	\$2,651,975	\$(7,802)	-0.29%
 FULL TIME POSITIONS	 5	 5	 4	 4	 0	 0.00%

Refuse Disposal



General Services Department

DEPARTMENT DESCRIPTION:

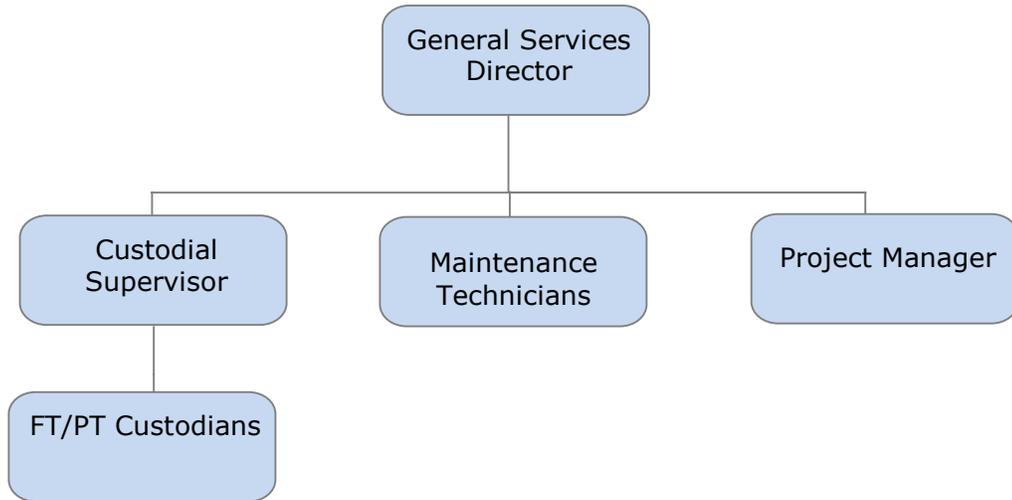
Warren County’s General Services Department was established during fiscal year 2017-2018. The Department manages the operations of Warren County buildings and grounds, maintaining all of the County’s facilities with the goal of keeping them neat, attractive, safe, and hazard free while providing a comfortable work environment for employees and an effective place for citizens to conduct County business. The Department’s responsibilities include the general maintenance and janitorial services needed to ensure the proper upkeep of the County’s facilities. This budget covers all general maintenance, smaller maintenance replacement type projects, janitorial wages and contract services, service needs such as propane/fuel, electric, sewer, water, garbage collection, telephone, security systems, HVAC system replacement, fire protection services, and various insurance coverages.

In addition to buildings and grounds maintenance, the Department plays an active role in the implementation of the County’s Capital Improvement Plan, providing project management and staff support for many projects during construction.

BUDGET SUMMARY:

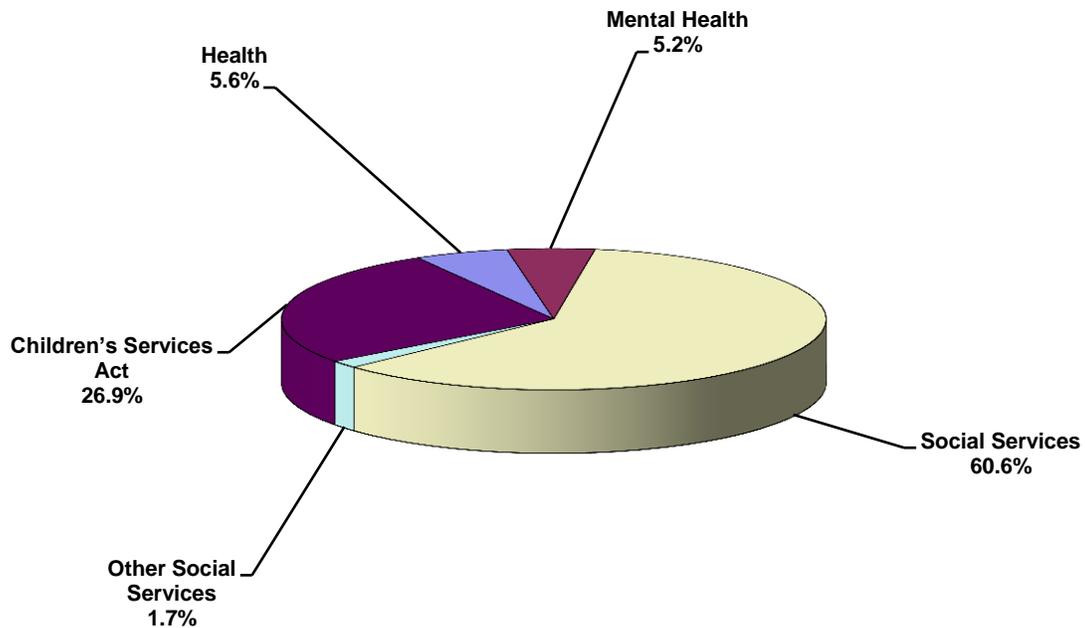
	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	262,011	277,160	290,384	506,337	215,953	74.37%
OPERATING	628,833	748,472	657,729	657,729	0	0.00%
CAPITAL	46,546	301,334	133,000	132,255	(745)	-0.56%
TOTAL	\$937,390	\$1,326,966	\$1,081,113	\$1,296,321	\$215,208	19.91%
REVENUE:						
FEES	14,784	18,258	15,000	15,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	922,606	1,308,708	1,066,113	1,281,321	215,208	20.19%
TOTAL	\$937,390	\$1,326,966	\$1,081,113	\$1,296,321	\$215,208	19.91%
FULL TIME POSITIONS	6	6	6	9	3	0.00%

General Services Department



Health and Welfare

	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020 AMOUNT	%
Health	\$344,889	\$355,497	\$376,824	\$21,327	6.00%
Mental Health	\$321,355	\$335,798	\$350,963	\$15,165	4.52%
Social Services	\$3,738,169	\$3,941,902	\$4,097,871	\$155,969	3.96%
Other Social Services	\$112,489	\$112,489	\$115,489	\$3,000	2.67%
Children's Services Act	\$1,803,766	\$1,873,075	\$1,816,930	\$(56,145)	-3.00%
HEALTH AND WELFARE	\$6,320,668	\$6,618,761	\$6,758,077	\$139,316	2.10%



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 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	333,867	344,889	355,497	376,824	21,327	6.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$333,867	\$344,889	\$355,497	\$376,824	\$21,327	6.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	333,867	344,889	355,497	376,824	21,327	6.00%
TOTAL	\$333,867	\$344,889	\$355,497	\$376,824	\$21,327	6.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Mental Health and Disability

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	307,600	321,355	335,798	350,963	15,165	4.52%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$307,600	\$321,355	\$335,798	\$350,963	\$15,165	4.52%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	307,600	321,355	335,798	350,963	15,165	4.52%
TOTAL	\$307,600	\$321,355	\$335,798	\$350,963	\$15,165	4.52%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Social Services

DEPARTMENT DESCRIPTION:

The Warren County Department of Social Services provides a variety of state mandatory services and benefits. These benefits include processing of the following public welfare benefits: SNAP (Supplemental Nutrition Assistance Program), TANF (Temporary Assistance to Needy Families), VIEW (Virginia Initiative for Employment not Welfare), Child Care Assistance, Medicaid Health Insurance Programs, Energy Assistance to assist with cooling and heating needs, and Fraud referrals and investigations. The Department also provides family services to aid in the protection and stabilization of families, children, and aged, blind, or disabled adults. These services include Child Protective Services, Foster Care, Adoption, Crisis Emergency Intake, Foster Parent Training and approval, Adult Services, and ongoing Child and Adult Protective Services. The goal of these services is to preserve the family unit while maintaining the safety of the family members or individuals. The Department also administers the Promoting Safe and Stable Families Grant and the Family Preservation Grant. These grants provide assistance for families that may be in crisis and seek to prevent potential family disruption due to an impending crisis.

In addition to the mandatory services provided, the Department also provides non-mandatory services throughout the year. These services are provided in collaboration with various community partners to help needy families and individuals secure the basic necessities of life including shelter, clothing, and food when they are unable to secure these resources independently.

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	2,284,320	2,678,861	2,544,216	2,716,126	171,910	6.76%
OPERATING	1,449,172	1,059,308	1,397,686	1,381,745	(15,941)	-1.14%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$3,733,492	\$3,738,169	\$3,941,902	\$4,097,871	\$155,969	3.96%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	2,860,331	2,860,308	2,847,111	2,878,875	31,764	1.12%
LOCAL	873,161	877,861	1,094,791	1,218,996	124,205	11.35%
TOTAL	\$3,733,492	\$3,738,169	\$3,941,902	\$4,097,871	\$155,969	3.96%
FULL TIME POSITIONS	41	41	41	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, Warren County Habitat for Humanity, reSOLUTIONS, Inc., St. Luke Community Clinic, House of Hope, and Phoenix Project.

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	101,512	112,489	112,489	115,489	3,000	2.67%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	<u>\$101,512</u>	<u>\$112,489</u>	<u>\$112,489</u>	<u>\$115,489</u>	<u>\$3,000</u>	<u>2.67%</u>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	101,512	112,489	112,489	115,489	3,000	2.67%
TOTAL	<u>\$101,512</u>	<u>\$112,489</u>	<u>\$112,489</u>	<u>\$115,489</u>	<u>\$3,000</u>	<u>2.67%</u>
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 CSA Office is the responsible entity for oversight of CSA policies and programs to ensure the effective coordination of the programs in accordance with all state mandates and local CSA policies.

The CSA Office communicates both administratively and clinically on complex issues; audits an extensive data set, tracking discrete information for report preparation and communicates across disciplines within social services, mental health, court and schools; and communicates with lawyers regarding contractual issues. The CSA Office discusses budgetary procedures with the Community Policy and Management Team (CPMT) Fiscal Agent, as well as with the State budget officer for CSA and troubleshoots with budget staff from agencies providing services to children. An integral part of the CSA Office is the ability to understand and communicate computer-generated data as a tracking system for fiscal management. This complex data is gathered from caseworkers throughout all the child-serving agencies as well as caseworkers in private provider agencies.

RESPONSIBILITIES:

Program Administration:

- Performs administrative supervision with clinical consultation to include training, utilization review/management, and quality assurance
- Assists the CPMT in the development of measurable outcomes and a means of collecting and analyzing data regarding those outcomes
- Provides overall supervision to the Family Assessment and Planning Team (FAPT), which reviews and approves services; members of FAPT are supervisory and clinical staff from all the child-serving agencies as well as a family representative and private provider representative
- Identifies existing gaps in the service delivery system
- Provides leadership in working with CPMT and FAPT in identifying and developing strategies and options, including best practices, for increasing local service and treatment alternatives to address gaps and better meet the needs of children and families
- Develops training content regarding the CSA program for all levels of staff throughout the County
- Provides first line of appeal for decision making within CSA and FAPT teams

Policy Development:

- Develops and implements policies, which includes tracking legislation at the State and Federal level
- Develops public comment submissions for the CPMT for submission to State agencies and State Executive agencies
- Drafts local CSA policies for CPMT review and approval

Fiscal Responsibilities:

- Drafts contracts and memoranda of understanding for review and approval by the County Attorney
- Oversees the financial expenditures for the CSA program
- Plans, monitors, and projects the needs of the CSA budget
- Ensures all state CSA fiscal requirements are met including, but not limited to, submitting monthly reimbursement requests, supplemental funding requests, and accurate accounting of funds

Communication/Collaboration:

- Principal financial advisor to the CPMT concerning placement and care required for children and families referred by FAPT
- Implements, in collaboration with local partner agency (School district, Court Services Unit, Community Services Board, Social Services) staff, the policies, procedures, and guidelines adopted by the State Executive Council for Children's Services as well as all approved policies of the Federal, State, and local government structures, which involves organizational skill, communication, and training ability completed with a clear understanding of the County's internal organizational structure, particularly as it involves services for children and families
- Serves as the liaison on behalf of the CPMT to the Office of Children's Services
- Prepares detailed reports on services by tracking trends and financial expenditures
- Conducts outreach with providers of children and family services throughout Virginia and nationwide seeking innovative, effective, and creative solutions for very difficult-to-treat problems and complex issues
- Discusses complex treatment needs, clinical issues, administrative processes, implementation, and outcome measures with service providers to maximize service quality, effectiveness, and efficiency while minimizing cost
- Provides case managers and FAPT information on vendors, services, treatment options, and modalities across the state

PROJECTS:

- Communicate ideas, strategies, and services through Warren County's Courts Best Practices Group
- Collaborate with public and private partners to bring needed services to the County
- Organize quarterly Warren County CPMT Brown Bag Training Seminars
- Serve on Commonwealth Center Planning Committee
- Planning Member for Northern Region Systems of Care Grant – ICC/High Fidelity Wrap Services

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	78,167	81,174	81,196	85,051	3,855	4.75%
OPERATING	1,671,473	1,722,592	1,791,879	1,731,879	(60,000)	-3.35%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$1,749,640	\$1,803,766	\$1,873,075	\$1,816,930	\$(56,145)	-3.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	896,190	938,262	1,040,442	1,040,442	0	0.00%
LOCAL	<u>853,450</u>	<u>865,504</u>	<u>832,633</u>	<u>776,488</u>	<u>(56,145)</u>	<u>-6.74%</u>
TOTAL	\$1,749,640	\$1,803,766	\$1,873,075	\$1,816,930	\$(56,145)	-3.00%
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. Contribution is based on percentage/number of students attending from Warren County.

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	35,622	35,056	38,637	41,583	2,946	7.62%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$35,622	\$35,056	\$38,637	\$41,583	\$2,946	7.62%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	35,622	35,056	38,637	41,583	2,946	7.62%
TOTAL	\$35,622	\$35,056	\$38,637	\$41,583	\$2,946	7.62%
FULL TIME POSITIONS	0	0	0	0	0	0.00%



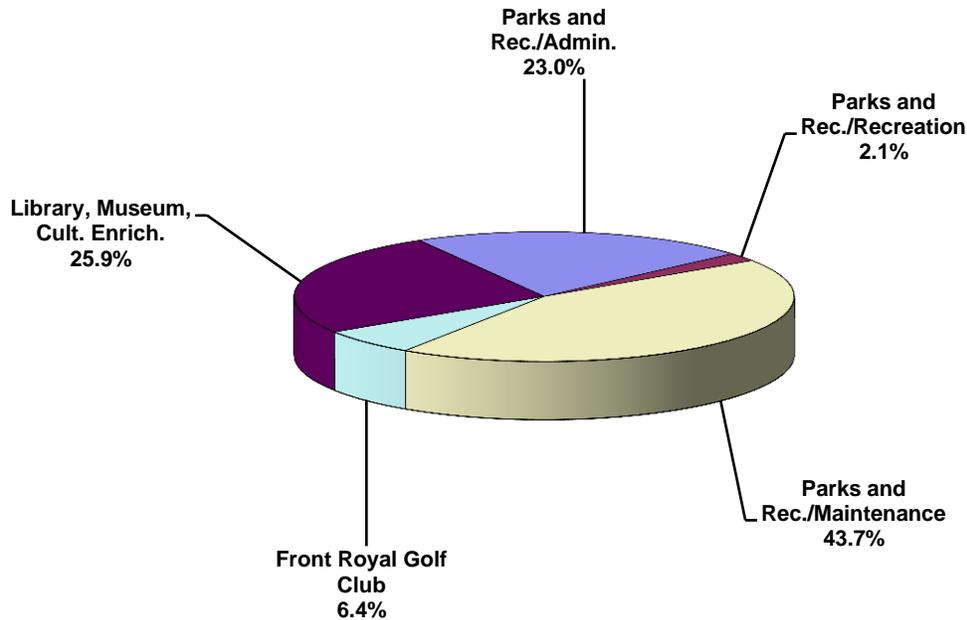
Warren County Community Center



Bing Crosby Stadium

Parks, Recreation and Cultural

	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020 AMOUNT	%
Parks and Rec./Administration	\$816,064	\$843,269	\$850,715	\$7,446	0.88%
Parks and Rec./Recreation	\$66,065	\$82,784	\$81,708	\$(1,076)	-1.30%
Parks and Rec./Maintenance	\$1,385,464	\$1,357,233	\$1,698,802	\$341,569	25.17%
Front Royal Golf Club	\$293,540	\$259,313	\$250,559	\$(8,754)	-3.38%
Library, Museum, Cult. Enrich.	\$988,682	\$989,182	\$1,006,758	\$17,576	1.78%
PARKS, REC. & CULTURAL	\$3,549,815	\$3,531,781	\$3,888,542	\$356,761	10.10%



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 ninety-six (96) seasonal/part-time employees
- Oversee the operational duties pertaining to 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, Skyline Soccerplex, Warren County Community Center, and Warren County Health and Human Services Complex gymnasium and athletic facilities as well as 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 needs
- Ensure all parks and facilities are attractive, functional, safe, clean, and hazard-free
- Administer and evaluate fiscal budget, capital improvements, park maintenance procedures, and seasonal employees
- Promote the Parks and Recreation Department and Front Royal Golf Club via County and Parks and Recreation websites, Facebook, and full page Recreation Connection brochure three times per year
- 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 Recreation Commission, the Front Royal Golf Club Advisory Committee, Warren Coalition, Front Royal Tree Board, Warren County Health and Human Services Complex gymnasium, classrooms, and football facility, and civic and special interest groups
- Continue implementing the Rockland Park Master Plan and Design Guidelines for 2020: outdoor music park, outdoor exercise station equipment, trail, etc.

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 and Human Services Complex gymnasium and athletic facilities
- Establish systematic communication to keep the community informed and involved with the Department's parks and activities
- Expand usage of facilities and participation in programs through publicity/advertising for County facilities, programs, and special events

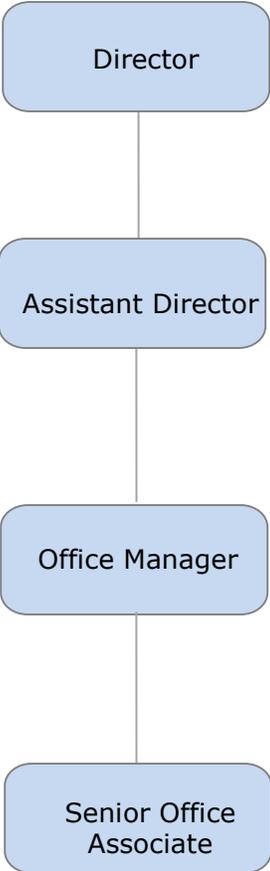
SERVICE LEVELS:

PERFORMANCE MEASURES	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Proposed	LONG TERM Target
Monitor Youth Center Reservations	397	378	550	650
Improve Customer Service Response	5 minutes	5 minutes	5 minutes	5 minutes
Improve Positive Public Input	75	75	75	75
Monitor Shelter Reservations	359	377	390	450
Monitor Community Center Reservations	1,282	1,091	1,175	1,200
Community Center Revenue	\$32,719.45	\$36,122.19	\$40,000.00	\$42,000.00
Athletic Field User Fees	\$62,738.14	\$50,033.99	\$55,000.00	\$60,000.00
Athletic Field Usage (youth/adult)	60/40	85/15	75/25	50/50
Activity Registrations	6,745	5,702	6,500	7,150
Recreation Complaints Received	4	6	4	5
Average Cost per Activity Day Per Participant	46/54	55/70	58/67	60/75
Number of Daily Pool Admissions- Revenue	\$51,222.45	\$46,073.35	\$47,000.00	\$48,000.00
Number of Seasonal Pool Passes Sold	\$1,959.00	\$3,205.00	\$3,450.00	\$3,500.00
Monitor Pool Reservations	14	19	21	25
Class Registration vs. Class Capacity	82%	65%	75%	85%
Hire Quality Certified Staff	58	52	50	50

BUDGET SUMMARY:

	FY 2016-2017 <u>ACTUAL</u>	FY 2017-2018 <u>ACTUAL</u>	FY 2018-2019 ADOPTED <u>BUDGET</u>	FY 2019-2020 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	609,499	662,003	673,984	691,303	17,319	2.57%
OPERATING	155,911	152,328	169,285	159,412	(9,873)	-5.83%
CAPITAL	<u>6,870</u>	<u>1,733</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$772,280	\$816,064	\$843,269	\$850,715	\$7,446	0.88%
REVENUE:						
FEES	184,603	179,621	221,300	209,963	(11,337)	-5.12%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>587,677</u>	<u>636,443</u>	<u>621,969</u>	<u>640,752</u>	<u>18,783</u>	<u>3.02%</u>
TOTAL	\$772,280	\$816,064	\$843,269	\$850,715	\$7,446	0.88%
FULL TIME POSITIONS	5	6	6	6	0	0.00%

Parks and Recreation Administration



Parks and Recreation 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 youth programs, youth sports programs such as basketball, flag football, and gymnastics as well as several special events and bus trips. The Recreation 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 and Human Services Complex gymnasium, all athletic facilities, Claude A. Stokes, Jr. Community Swimming Pool, and the Warren County Community Center.

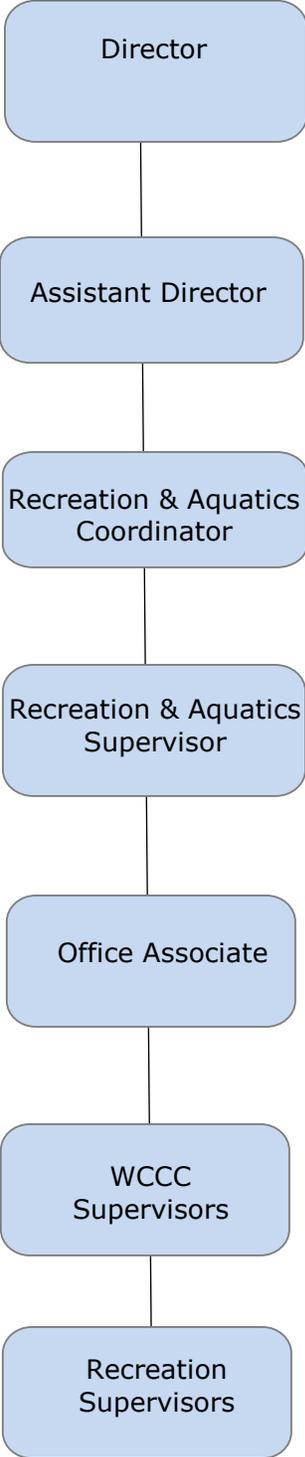
RESPONSIBILITIES:

- 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
- Maintain the parks and recreation webpage for County website
- Acquire sponsors for recreation activities, special events, and Recreation Connection to offset expenses
- Manage the Warren County Community Center seven days per week
- Manage program registration for activities and property rentals, with the exception of the Raymond E. Santmyers Youth Center, Warren County Senior Center, and all park shelters
- Promote the Parks and Recreation Department via the Warren County webpage, Facebook, and the new, full-page Recreation Connection brochure
- Continue using Volunteer donation program to defer cost/expenditures of current programs
- Manage the use of Bing Crosby Stadium, the Claude A. Stokes, Jr. Community Swimming Pool Complex, Eastham Park, Rockland Park, Skyline Soccerplex, Warren County Community Center, and the Warren County Health and Human Services Complex gymnasium and athletic facilities, as well as year-round recreational activities, programs, and special events
- Plan, develop, and administer a balanced, year-round suite of educational, enrichment, and recreational services to meet the community's needs
- Expand usage of facilities and participation in programs through publicity/advertising
- Manage two (2) full-time and approximately seventy-eight (78) seasonal/part-time employees

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	2018-2019 ADOPTED BUDGET	2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	66,572	66,065	82,784	81,708	(1,076)	-1.30%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$66,572	\$66,065	\$82,784	\$81,708	\$(1,076)	-1.30%
REVENUE:						
FEES	113,144	110,090	135,635	128,687	(6,948)	-5.12%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	(46,572)	(44,025)	(52,851)	(46,979)	5,872	-11.11%
TOTAL	\$66,572	\$66,065	\$82,784	\$81,708	\$(1,076)	-1.30%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Parks and Recreation Program



Parks and Recreation Maintenance

DEPARTMENT DESCRIPTION:

The Parks and Recreation Department Maintenance Division is responsible for the maintenance of grounds and facilities to ensure 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 and maintains twenty parks and properties comprising 400 acres, including: Gertrude E. Miller Community Park, Lions Park, Skyline Soccerplex, Burrell Brooks Park, Chimney Field, Riverton Park, Miss Smith's Park, Dr. Seide Memorial Botanical Gardens, Peter LeHew Park, Constitution Oak Park, Eastham Park, Linden Park, and Rockland Park. Within the park system there are a number of baseball, softball, football, 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, Warren County Dog Park, Warren County Community Center, and Warren County Health and Human Services Complex gymnasium and athletic facilities. Beginning July 1, 2019, Park Maintenance will assume the responsibility of basic grounds maintenance services including mowing, trimming, mulching, pruning, application of pesticides, and aeration of athletic fields for Warren County Public Schools.

RESPONSIBILITIES:

- Maintain grounds and facilities according to Parks and Recreation 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
- Maintain and repair all County facilities
- Complete work order requests for the County and its employees

PROJECTS:

- Complete new Capital Design Guideline for park amenities (signs, bleachers, picnic tables, shelters, playground equipment, etc.) according to the Park Master Plan and Design Guideline recommendations for 2015-2020 Capital Improvement Program
- Rockland Park restroom renovation and athletic field complex
- Upgrade existing parks to conform to the Americans with Disabilities Act standards and regulations and to decrease hazards, reduce maintenance efforts, and improve appearance
- Hire new staff to maintain upgraded facilities, when applicable
- Begin Capital Design Guidelines for playground/shelter projects at Sawner Park Property and Thompson Kiss-N-Ride (2019-2020)

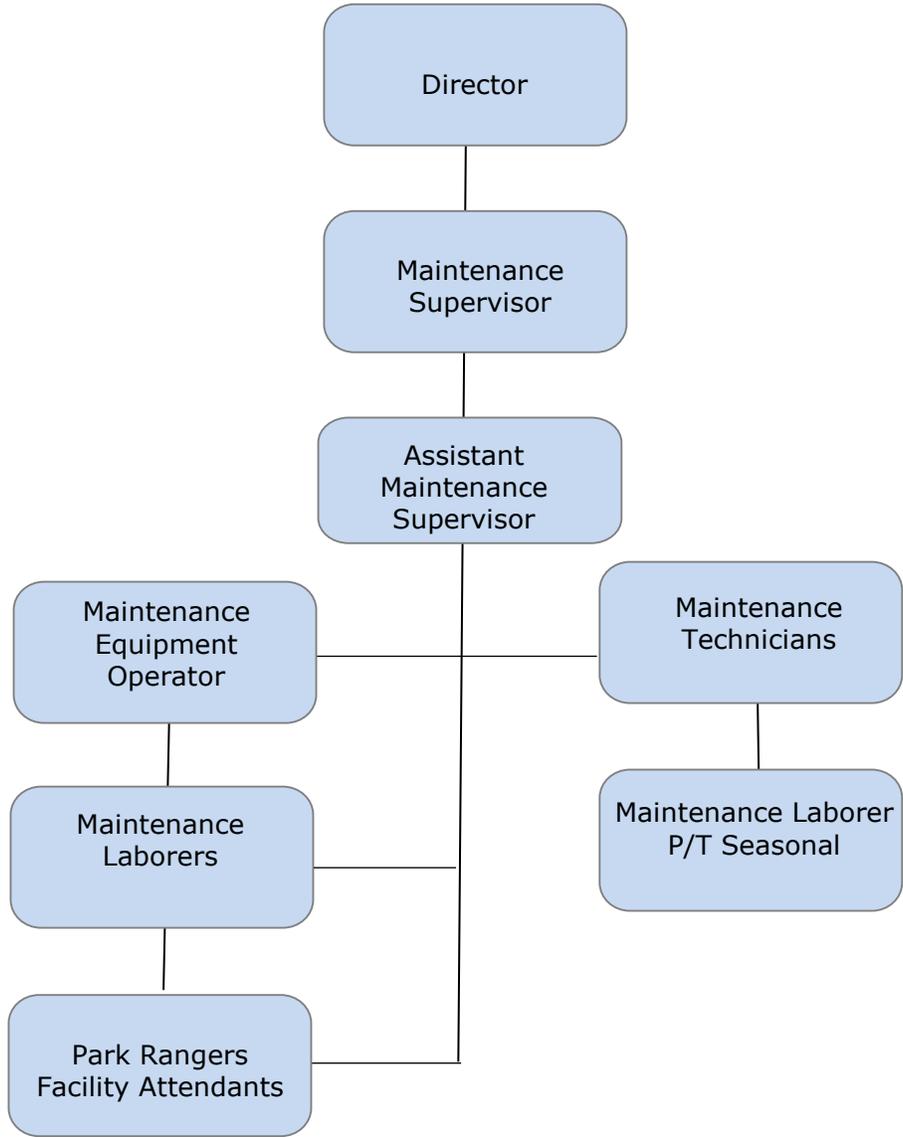
SERVICE LEVELS:

PERFORMANCE MEASURES	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Proposed	LONG TERM Target
Cost of Mowing 1 Acre	16.0	17.01	16.75	16.50
Safety Inspection Completed	10	10	11	12
Hours on Field Preparation	1,833	2,000	1,965	1,900
Reduce Vandalism Occurrences	10	20	19	6
Planting New Trees	19	50	35	15
Park Facility Improvement	5	3	4	6

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	682,217	739,963	808,399	1,113,274	304,875	37.71%
OPERATING	482,176	486,996	505,000	499,346	(5,654)	-1.12%
CAPITAL	162,075	158,505	43,834	86,182	42,348	96.61%
TOTAL	\$1,326,468	\$1,385,464	\$1,357,233	\$1,698,802	\$341,569	25.17%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	1,326,468	1,385,464	1,357,233	1,698,802	341,569	25.17%
TOTAL	\$1,326,468	\$1,385,464	\$1,357,233	\$1,698,802	\$341,569	25.17%
FULL TIME POSITIONS	11	11	11	9	0	0.00%

Parks and Recreation Maintenance



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 was built in 1998 to replace the original rustic CCC club house lost in the flood of 1996 and hosts a snack bar, commercial kitchen, and rental hall. The William E. Carson Walking Trail Phases 1 and 2 have been open to the public since 2013. Phase 3 opened in 2017.

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 Committee to plan, coordinate, and maintain facility
- Implement sound fiscal management policies
- Maintain safety standards established by recognized organizations, such as the United States Golf Association
- Maintain the 9 hole, 18 tee Golf Course, the 9 hole FootGolf course, Carson Trail, and the club house

PROJECTS:

- Increase golf and boating memberships, improve the condition of the walking trail, and increase FootGolf patronage
- Develop new programs to include youth golf programs such as the First Tee program weekday golf leagues, and additional tournaments
- Aggressively pursue alternative sources of funding for operations 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 public use of it
- Use publicity and advertising to enhance the public's perception of the banquet room for meetings, parties, wedding receptions, and luncheons

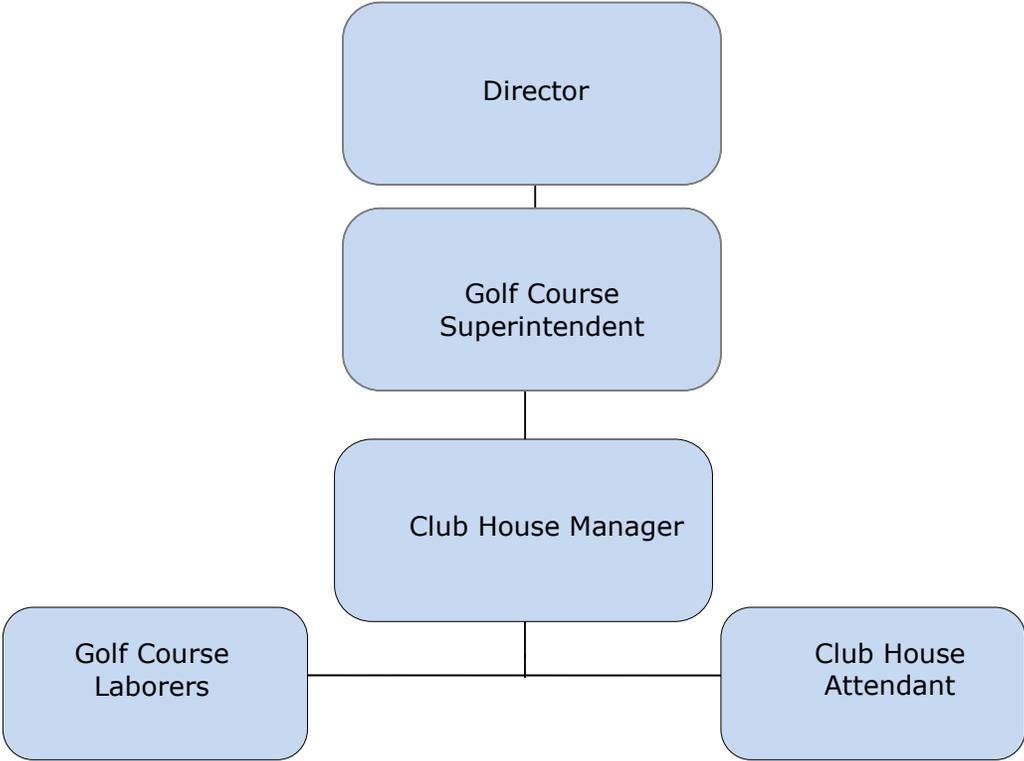
SERVICE LEVELS:

PERFORMANCE MEASURES	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Projected	LONG TERM Target
Number of memberships	106	58 ytd	55	100+
Number of rounds of golf played	5,261	1,087 ytd	2,910	7,500
Number of months open	10	10	12	12
Use of club house facilities for banquets, etc.	31	27 ytd	32	40

BUDGET SUMMARY:

	<u>FY 2016-2017 ACTUAL</u>	<u>FY 2017-2018 ACTUAL</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020</u>	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	153,557	151,867	113,562	117,009	3,447	3.04%
OPERATING	139,908	131,173	145,751	133,550	(12,201)	-8.37%
CAPITAL	13,250	10,500	0	0	0	0.00%
TOTAL	\$306,715	\$293,540	\$259,313	\$250,559	\$(8,754)	-3.38%
REVENUE:						
FEES	141,861	121,553	253,450	123,000	(130,450)	-51.47%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	164,854	171,987	5,863	127,559	121,696	0.00%
TOTAL	\$306,715	\$293,540	\$259,313	\$250,559	\$(8,754)	-3.38%
FULL TIME POSITIONS	2	1	0	0	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:

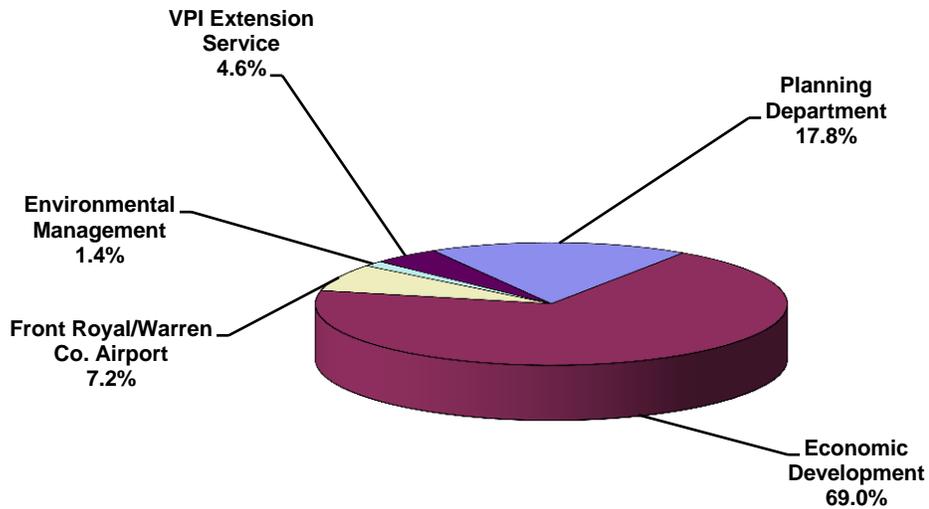
	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	960,822	988,682	989,182	1,006,758	17,576	1.78%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$960,822	\$988,682	\$989,182	\$1,006,758	\$17,576	1.78%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	5,000	5,000	5,000	5,000	0	0.00%
LOCAL	955,822	983,682	984,182	1,001,758	17,576	1.79%
TOTAL	\$960,822	\$988,682	\$989,182	\$1,006,758	\$17,576	1.78%
FULL TIME POSITIONS	0	0	0	0	0	0.00%



Front Royal-Warren County Airport

Community Development

	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
				AMOUNT	%
Planning Department	\$540,558	\$459,276	\$468,632	\$9,356	2.04%
Economic Development	\$1,819,703	\$1,765,703	\$1,819,820	\$54,117	3.06%
Front Royal/Warren Co. Airport	\$388,942	\$189,665	\$189,665	\$0	0.00%
Environmental Management	\$28,475	\$37,000	\$37,000	\$0	0.00%
VPI Extension Service	\$112,232	\$120,706	\$121,572	\$866	0.72%
COMMUNITY DEVELOPMENT	\$2,889,910	\$2,572,350	\$2,636,689	\$64,339	2.50%



Planning Department

DEPARTMENT DESCRIPTION:

The Planning Department aids the Board of Supervisors, Planning Commission, Board of Zoning Appeals, Well and Septic Appeals Board, Development Review Committee, Joint Tourism Advisory Committee, and other designated boards and 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 of Supervisors, 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 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 E911 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, public, 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
- 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
- Update of the Comprehensive Plan
- Prepare Annual Report of the Department and Planning Commission
- Implement the goals of the Board of Supervisors and Planning Commission

BUDGET COMPARISON:

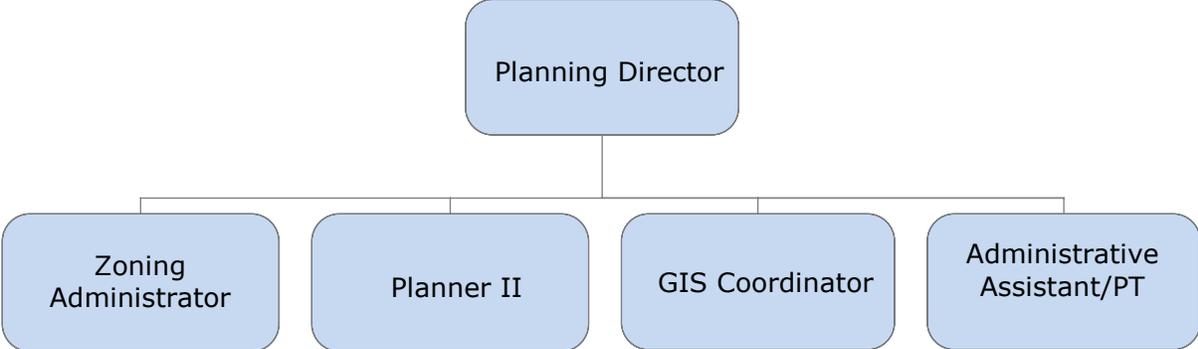
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Projected
Population	39,253	39,645	40,042	40,442
Size of Budget	\$406,275	\$424,614	\$459,276	\$468,632
Per Capita Operating Cost	\$10.35	\$10.71	\$11.47	\$11.59
Revenue	\$35,000	\$40,543	\$35,000	\$40,000
Net Per Capita Operating Cost	\$9.46	\$9.69	\$10.60	\$10.60

Applications	CY 2016	CY 2017	CY 2018
Building Permits (County Only)	432	618	607
Subdivisions			
Class A	4	6	4
Class B	0	0	1
Class C	0	0	0
Exempt	2	4	6
Family	4	14	8
Boundary Adjustments	17	31	24
Lot Consolidations	33	36	43
Conditional Use Permits	26	23	14
Rezoning	4	0	0
Zoning Text Amendments	3	3	1
BZA Variances	2	3	3
Subdivision Variances	1	0	0
Well/Septic Variances	3	3	0
By-Right/Site Plan Approvals	4	5	6
Planning Commission Regular Meetings	12	12	12
Planning Commission Work Sessions	3	2	2
Certificates of Zoning	136	153	154

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	325,271	347,010	389,062	398,418	9,356	2.40%
OPERATING	51,107	47,890	58,714	58,714	0	0.00%
CAPITAL	14,298	145,658	11,500	11,500	0	0.00%
TOTAL	\$390,676	\$540,558	\$459,276	\$468,632	\$9,356	2.04%
REVENUE:						
FEES	43,356	30,209	30,000	30,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	347,320	510,349	429,276	438,632	9,356	2.18%
TOTAL	\$390,676	\$540,558	\$459,276	\$468,632	\$9,356	2.04%
FULL TIME POSITIONS	4	5	5	5	0	0.00%

Planning Department



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 emphasizes 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 during 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 WCPS capital projects.

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	1,532,596	1,819,703	1,765,703	1,819,820	54,117	3.06%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$1,532,596	\$1,819,703	\$1,765,703	\$1,819,820	\$54,117	3.06%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	1,532,596	1,819,703	1,765,703	1,819,820	54,117	3.06%
TOTAL	\$1,532,596	\$1,819,703	\$1,765,703	\$1,819,820	\$54,117	3.06%
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 65 aircraft based at the Airport, which in addition to transient traffic account for approximately 15,000 annual takeoffs 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 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	16,200	17,400	18,600	19,800	1,200	6.45%
OPERATING	59,371	48,122	99,600	98,400	(1,200)	-1.20%
CAPITAL	611,956	323,420	71,465	71,465	0	0.00%
TOTAL	\$687,527	\$388,942	\$189,665	\$189,665	\$0	0.00%
REVENUE:						
FEES	175,867	173,408	189,870	194,423	4,553	2.40%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	511,660	215,534	(205)	(4,758)	(4,553)	0.00%
TOTAL	\$687,527	\$388,942	\$189,665	\$189,665	\$0	0.00%
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 inoperative 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 inoperative motor vehicle that is demolished and approved by the DMV.

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	17,480	28,475	37,000	37,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$17,480	\$28,475	\$37,000	\$37,000	\$0	0.00%
REVENUE:						
FEEs	0	0	0	0	0	0.00%
STATE/FEDERAL	3,900	12,750	20,000	20,000	0	0.00%
LOCAL	13,580	15,725	17,000	17,000	0	0.00%
TOTAL	\$17,480	\$28,475	\$37,000	\$37,000	\$0	0.00%
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 and Virginia State University), 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 County'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 agriculture, natural resources, and family and community heritage, V.C.E. enables people to shape their futures through research based educational programs. Recognizing that knowledge is power, V.C.E. serves people where they live and work. V.C.E. is 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. V.C.E. 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

V.C.E. helps lead the engagement missions of Virginia Tech and Virginia State University, the Commonwealth's land-grant universities. Building local relationships and collaborative partnerships, the V.C.E. helps people put scientific knowledge to work through learning experiences that improve economic, environmental, and social well-being.

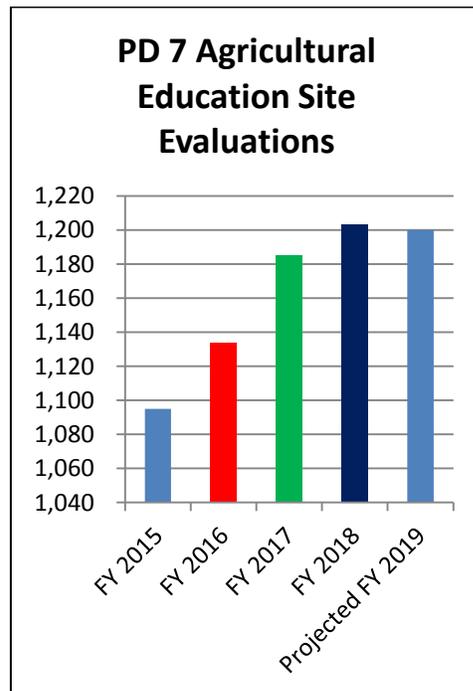
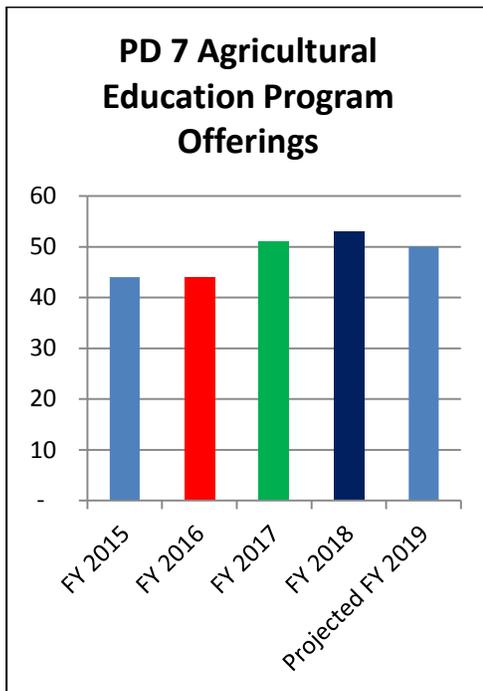
Core Values

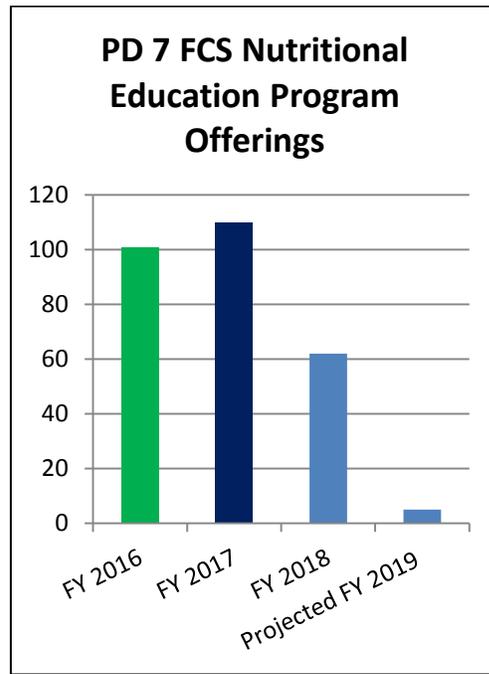
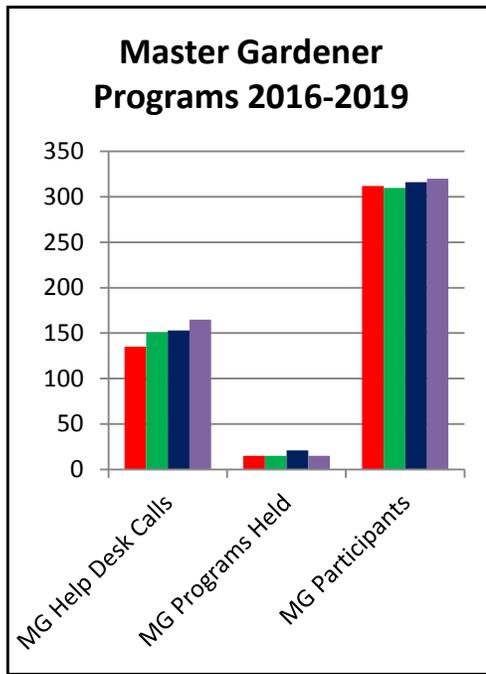
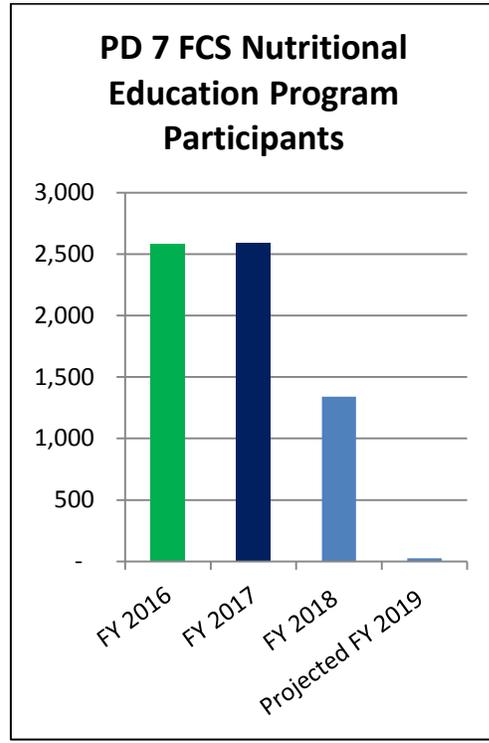
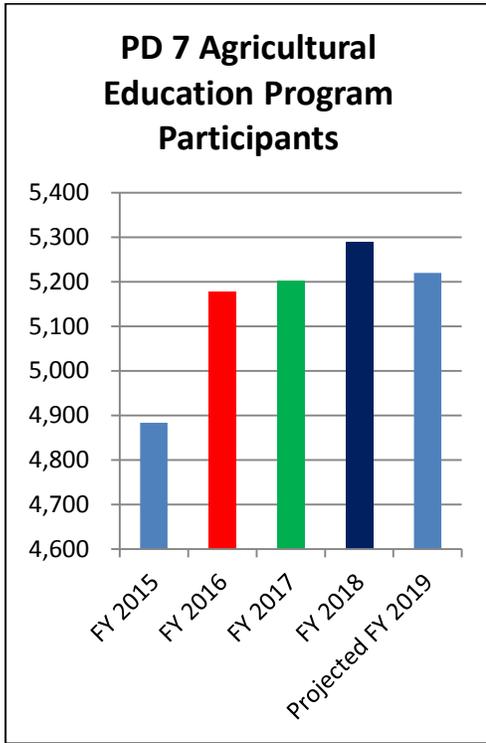
- Inclusion of all stakeholders and partners in programming and discussions related to issues that affect agricultural enterprises, the family, and the local community
- Integrity of information is maintained through unbiased and relevant research
- Science-based knowledge is gathered from the research 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 V.C.E. 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

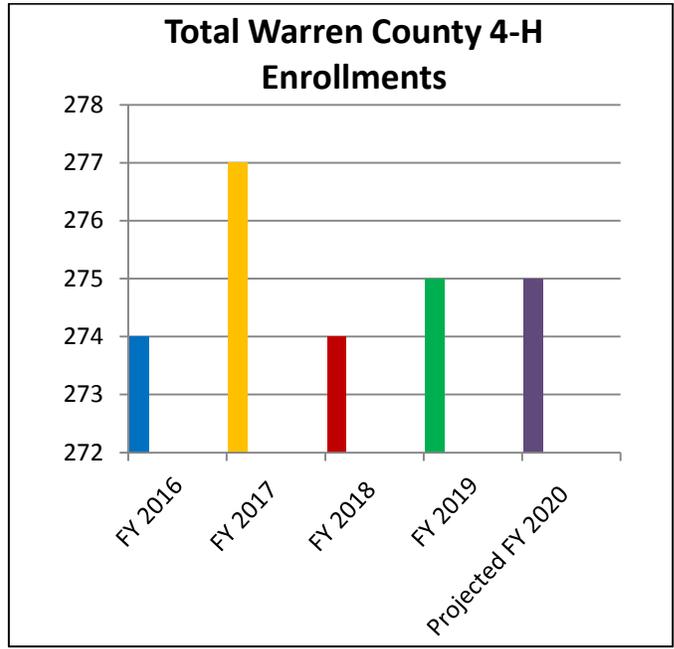
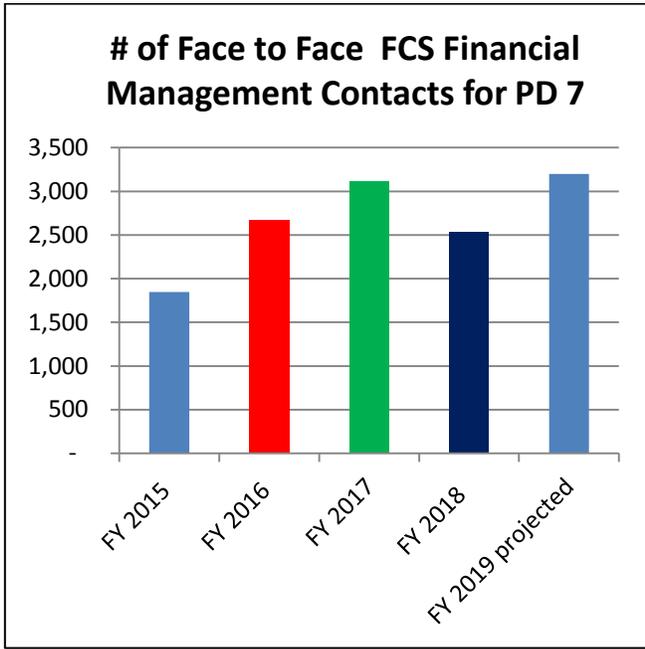
V.C.E. is committed to providing access to unbiased, scientific information related to locally defined issues; a presence in local communities; the establishment of strong partnerships and collaborative coalitions; and innovative service to the commonwealth.

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, and 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 helps individuals and families improve their lives while increasing their knowledge and implementation of improved nutrition and financial management techniques







BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	98,898	104,404	111,789	113,512	1,723	1.54%
OPERATING	9,245	7,828	8,917	8,060	(857)	-9.61%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$108,143	\$112,232	\$120,706	\$121,572	\$866	0.72%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	108,143	112,232	120,706	121,572	866	0.72%
TOTAL	\$108,143	\$112,232	\$120,706	\$121,572	\$866	0.72%
FULL TIME POSITIONS	1	1	1	1	0	0.00%

Full Time Staff

<u>DEPARTMENT</u>	<u>FY 16-17 ACTUAL</u>	<u>FY 17-18 ACTUAL</u>	<u>FY 18-19 ADOPTED BUDGET</u>	<u>FY 19-20 ADOPTED BUDGET</u>	<u>FY 2020 Change</u>
<u>GENERAL GOVERNMENT ADMINISTRATION</u>					
Board of Supervisors	0	0	0	0	
County Administration	7	7	7	6	(1)
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	5	5	5	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	9	9	9	9	
Law Library	0	1	1	1	
Commonwealth's Attorney	8	9	9	11	2*
<u>PUBLIC SAFETY</u>					
Sheriff's Office	53	54	48	48	
E911 System	7	7	7	7	
School Resource	0	0	10	10	
Volunteer Fire and Rescue	0	0	0	0	
Corrections	10	10	10	10	
Probation	1	1	1	1	
Building Inspections	7	7	7	7	
Animal Control	4	4	4	4	
Medical Examiner	0	0	0	0	
Fire and Rescue Department	29	35	35	35	
Cost Recovery	0	0	0	0	
<u>PUBLIC WORKS</u>					
Public Works Sanitation District	0	1	4	4	
Streets and Highways	0	0	0	0	
Refuse Collection	0	0	0	0	
Refuse Disposal	5	5	4	4	
General Services	6	6	6	9	3

HEALTH AND WELFARE

Health	0	0	0	0
Mental Health and Disability	0	0	0	0
Social Services	41	41	41	41
Other Social Services	0	0	0	0
Children's Services Act	1	1	1	1

EDUCATION

Community College	0	0	0	0
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PARKS, RECREATION AND CULTURAL

Parks and Recreation	18	18	17	15	(2)
Library, Museum, Cult. Enrichment	0	0	0	0	

COMMUNITY DEVELOPMENT

Planning Department	4	5	5	5
Economic Development	0	0	0	0
Front Royal/Warren County Airport	0	0	0	0
Environmental Management	0	0	0	0
VPI Extension Service	1	1	1	1

TOTAL	238	249	254	256	2
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* Additional positions due to state mandated increase in Commonwealth's Attorney positions.

Non-Departmental

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	97,456	83,306	259,240	433,294	174,054	67.14%
OPERATING	822,149	490,942	893,233	1,184,354	291,121	32.59%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$919,605	\$574,248	\$1,152,473	\$1,617,648	\$465,175	40.36%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	222,372	217,868	211,000	211,000	0	0.00%
LOCAL	<u>697,233</u>	<u>356,380</u>	<u>941,473</u>	<u>1,406,648</u>	<u>465,175</u>	<u>49.41%</u>
TOTAL	\$919,605	\$574,248	\$1,152,473	\$1,617,648	\$465,175	40.36%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

BUDGET DETAIL:

** NON-DEPARTMENTAL **	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 APPROPRIATION	FY 2019-2020 APPROVED BUDGET
HOSPITAL MEDICAL (RETIREEES)	91,172	83,306	104,868	123,294
ANTICIPATED INCREASE OF HEALTH INS.	0	0	144,372	0
PHASE I - IMPLEMENTATION OF COMP. STUDY	0	0	0	300,000
UNEMPLOYMENT COMPENSATION	6,284	0	10,000	10,000
	97,456	83,306	259,240	433,294
MAINTENANCE - CENTRAL COMPUTER	80,120	81,845	60,000	65,000
MAINTENANCE - CENTRAL COPIER	1,874	1,584	3,000	3,000
MAINTENANCE - COMPUTER (SCHOOL SYS.)	107,725	107,725	107,725	107,725
COMPOSITE INDEX OFFSET	0	(75)	42,698	42,698
OPERATIONS FOR 2ND MIDDLE SCHOOL	404,556	0	0	0
ROUTE 340/522 CORRIDOR PAYMENT	227,874	237,251	236,831	240,000
RENTAL OF PROPERTY-HHSC	0	0	161,680	161,680
ROUTE 340/522 TROLLEY	0	55,112	25,000	25,000
POWER OF PARTNERSHIPS ALLIANCE	0	2,500	0	0
TOURISM	0	5,000	120,000	132,000
RESERVE FOR CONTINGENCIES	0	0	136,299	407,251
	822,149	490,942	893,233	1,184,354
	\$919,605	\$574,248	\$1,152,473	\$1,617,648

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 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	0	0	0	0	0	0.00%
CAPITAL	<u>23,152,025</u>	<u>20,999,590</u>	<u>16,034,227</u>	<u>16,138,506</u>	<u>104,279</u>	<u>0.65%</u>
TOTAL	\$23,152,025	\$20,999,590	\$16,034,227	\$16,138,506	\$104,279	0.65%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>23,152,025</u>	<u>20,999,590</u>	<u>16,034,227</u>	<u>16,138,506</u>	<u>104,279</u>	<u>0.65%</u>
TOTAL	\$23,152,025	\$20,999,590	\$16,034,227	\$16,138,506	\$104,279	0.65%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

** CAPITAL OUTLAY **	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 APPROPRIATION	FY 2019-2020 APPROVED BUDGET
FURNITURE AND FIXTURES	9,727	6,363	12,500	12,500
CENTRAL TELEPHONE SYSTEM	0	0	10,000	10,000
ECONOMIC DEVELOPMENT	106,489	105,724	106,489	106,489
CENTRAL COMPUTER & INTERNET	43,657	3,836	50,000	50,000
REVENUE SHARING	516,537	216,864	250,000	250,000
JUVENILE DETENTION FACILITY	302,947	418,614	376,996	344,769
TAX MAPPING	7,200	7,200	10,000	10,000
340/522 WATER-SEWER BOND PROJECT	268,739	0	0	0
RIVERMONT VFD	24,306	116,047	160,055	200,000
NORTH WARREN VFD	8,848	10,398	10,000	10,000
COURTHOUSE GENERAL OBLIGATION BOND	355,114	355,897	355,923	359,549
BUILDING IMPROVEMENT FUND	70,720	22,274	133,960	150,000
AVTEX SOCCER FIELDS	106,258	38,091	25,000	25,000
BING CROSBY STADIUM	17,661	6,926	15,000	15,000
COMPUTER SOFTWARE	0	2,391	30,000	20,000
COMMUNICATIONS EQUIP. LOAN	0	153,857	150,000	160,000
PURCHASE OF SECOND STREET PROPERTY	70,617	11,087	100,000	100,000
SCHOOL CAPITAL IMPROVEMENTS	0	0	950,000	950,000
SCHOOL BONDS	3,605,397	3,606,494	2,496,494	2,496,494
ROCKLAND PARK	100,390	478,241	150,000	150,000
2004 BING CROSBY IMPROVEMENT BOND	250,000	250,000	250,000	250,000
2004 SCHOOL BONDS	1,267,708	1,267,708	1,267,708	1,267,708
COURTHOUSE SECURITY	0	0	25,000	25,000
SAMUELS LIBRARY	53,105	53,105	53,105	25,000
SCHOOL CAPITAL IMPROVEMENTS - PH. II	505,525	505,525	505,525	505,525
REGIONAL JAIL	4,101,079	4,105,122	990,000	990,000
REGIONAL JAIL - DOMINION	0	0	3,260,000	3,260,000
EASTHAM PARK	2,956	3,449	5,000	0
NEW CONVENIENCE SITES	8,754	19,197	100,000	100,000
EAGLES LANDING ROAD PROJECT	3,507	2,095	0	0
MCKAY HOUSE STABILIZATION	51,350	4,775	5,000	5,000
GOV'T. CENTER HVAC PROJECT	0	0	25,000	25,000
PUBLIC SAFETY BUILDING	526,954	526,954	526,954	526,954
SENIOR CENTER	0	0	0	25,000
VPSA - SCHOOL BONDS	1,010,901	988,401	0	0
VEHICLES AND EQUIPMENT	(87,779)	302,756	0	0
ROUTE 522 BEAUTIFICATION PROJECT	18,654	12,034	0	0
FORK PARK	0	0	25,000	25,000
LIONS PARK	0	0	25,000	25,000
SECOND MIDDLE SCHOOL	2,669,125	2,672,875	1,000,000	1,000,000
BOAT LANDINGS	185	0	25,000	25,000
LEACH RUN PARKWAY	4,659,925	642,542	492,618	492,618
2013 LEASE REV. REFUNDING BOND	615,311	618,541	0	0
SHENANDOAH FARMS VFC	0	0	10,000	10,000
COURT HOLDING PROJECT (OLD JAIL)	96,788	0	0	0
DOMINION WATER PAYMENT	0	0	0	0

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 APPROPRIATION	FY 2019-2020 APPROVED BUDGET
** CAPITAL OUTLAY **				
SEPTAGE RECEIVING FACILITY DEBT SERVICE	0	63,250	88,750	88,750
HEALTH AND HUMAN SERVICES COMPLEX	206,876	29,674	50,000	110,000
SHENANDOAH FARMS BOAT LANDING	60,760	0	0	0
APPALACHIAN TRAIL CONNECTOR	9,506	13,286	50,000	50,000
THOMPSON KISS-AND-RIDE	132,559	49,612	25,000	15,000
EASTHAM PARK TRAIL-PHASE III	199,921	0	0	0
WILLIAM E. CARSON TRAIL	250,985	45,660	0	0
WC GOVERNMENT CENTER TREASURER/COR	0	0	0	0
RESSIE JEFFRIES	170,103	1,404,725	100,000	100,000
2016 QECB BONDS	179,578	0	0	0
SCHOOL RETIRED DEBT	0	0	1,737,150	1,737,150
FRONT ROYAL GOLF CLUB STORMWATER	0	330,253	0	0
VOTER REGISTRAR RENOVATION	0	129,809	0	25,000
WCPS SPECIAL SVC/NON-TRA PRO RENO	0	143,619	0	0
FIRE AND RESCUE TRAINING FACILITY	0	0	0	10,000
REV. SHARING - PINE RIDGE RD PH. I	169,655	0	0	0
REV. SHARING - FELLOWS DR PH. III	80,856	0	0	0
REV. SHARING - COPENHAVER RD.	68,114	0	0	0
REV. SHARING - WESTERN LN - PHASE I	56,572	0	0	0
REV. SHARING - SHANGRI-LA RD	12,839	56,841	0	0
DRUMMER HILL RD. PHASE I ADD PRO	169,574	0	0	0
TOMAHAWK WAY - PHASE II	2,230	8,056	0	0
FARM VIEW RD	7,985	146,317	0	0
SEIDE BOTANICAL GARDENS	5,257	495	0	0
LAKE FRONT DR. RURAL ADDITION PROJ	0	2,425	0	0
REV. SHARING - 340/522 TURN LANE	0	1,040,185	0	0
REV. SHARING - OLD OAK LN, PHASE IV	0	0	0	0
TOTAL	\$23,152,025	\$20,999,590	\$16,034,227	\$16,138,506



Warren County Middle School



Skyline Middle 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-5)
- Two Middle Schools (6-8)
- Two High Schools (9-12)
- 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 755 full time employees. Included in this number are 426 teaching positions, 34 administrator positions, 13 other professional staff, and 282 non-licensed support staff.

A total operating budget of \$57,326,768 (includes debt service) breaks down to the following: 74.9% for Instruction, 12.4% for Operations/Maintenance, 5.3% for Transportation, 4% for Administration, Attendance and Health, 3.3% for Technology, 0% for Debt Service, and 0.1% for Contingency. The estimated Per Pupil Expenditure for operations is \$10,757.

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 is not limited to, smart multi-media projectors, digital microscopes, digital cameras, digital document cameras, computer labs, mobile laptop computer labs.

The elementary school programs begin serving students as early as three years old based on identified special needs. 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 and math. 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 the 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. 176 credit courses are offered in grades 9-12. There are 56 career and technical courses, 25 of 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 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	42,923,332	44,584,955	46,794,765	49,623,453	2,828,688	6.04%
OPERATING	8,538,776	9,637,691	9,363,790	8,834,386	(529,404)	-5.65%
CAPITAL	183,297	771,637	51,907	635,238	583,331	1123.80%
TOTAL	\$51,645,405	\$54,994,283	\$56,210,462	\$59,093,077	\$2,882,615	5.13%
REVENUE:						
FEES	946,863	601,817	435,301	768,571	333,270	0.00%
STATE/FEDERAL	31,182,330	31,829,754	31,139,583	31,881,875	742,292	2.38%
LOCAL	19,516,212	22,562,712	24,635,578	26,442,631	1,807,053	7.34%
TOTAL	\$51,645,405	\$54,994,283	\$56,210,462	\$59,093,077	\$2,882,615	5.13%
FULL TIME POSITIONS	723	745	739	737	(2)	-0.27%

SCHOOL CAFETERIA FUND

	FY 2016-2017 ACTUAL	FY 2017-2018 ACTUAL	FY 2018-2019 ADOPTED BUDGET	FY 2019-2020 ADOPTED BUDGET	INCREASE (DECREASE) FY 2018-2019 TO FY 2019-2020	
					AMOUNT	%
COSTS:						
PERSONNEL	970,986	1,043,258	1,028,113	49,100	(979,013)	-95.22%
OPERATING	1,858,074	2,192,708	1,649,607	2,687,950	1,038,343	62.94%
CAPITAL	82,424	14,314	140,000	72,750	(67,250)	-48.04%
TOTAL	\$2,911,484	\$3,250,280	\$2,817,720	\$2,809,800	\$(7,920)	-0.28%
REVENUE:						
FEES	1,317,402	1,198,425	1,356,550	1,312,007	(44,543)	-3.28%
STATE/FEDERAL	1,418,796	1,491,533	1,461,170	1,497,793	36,623	2.51%
LOCAL	0	0	0	0	0	0.00%
TOTAL	\$2,736,198	\$2,689,958	\$2,817,720	\$2,809,800	\$(7,920)	-0.28%
FULL TIME POSITIONS	39	47	47	1	0	0.00%

Sanitary Districts

A sanitary district is a special taxing district allowed by the Code of Virginia. The Property Owners Association/Homeowners 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 Lake Front Royal, Linden Heights, Osprey Lane, Shenandoah Farms, and Wildcat Drive Sanitary Districts). There are thirteen sanitary districts in Warren County: Blue Mountain, Cedarville Heights, High Knob, Lake Front Royal, Linden Heights, Osprey Lane, Riverside, Shangri-La, Shenandoah Farms, Shenandoah Shores, Skyland Estates, South River Estates, and Wildcat Drive.

BLUE MOUNTAIN SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2019
\$65.00 per lot plus \$0.24 per \$100 of assessed value on improvements

Budget:

Contract Payments for Road Maintenance, Snow Removal, VDOT Revenue **\$151,495**
Sharing Project, Administrative and Miscellaneous Expenses

CEDARVILLE HEIGHTS SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2019
\$100.00 per lot

Budget:

Contract Payments for Snow Removal, Administrative and Miscellaneous **\$3,700**
Expenses

HIGH KNOB SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2019
\$403.00 per unimproved lot; \$651.00 per improved lot

Budget:

Contract Payments for Road Maintenance, Snow Removal, Repairs, **\$407,459**
Administrative and Miscellaneous Expenses

RIVERSIDE SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2019
\$60.00 per lot plus \$0.12 per \$100 of assessed value on improvements

Budget:

**Contract Payments for Road Maintenance, Snow Removal, and
Miscellaneous Expenses** **\$3,480**

SHANGRI-LA SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2019
\$385.00 per lot

Budget:

**Contract Payments for Road Maintenance, Snow Removal, FEMA Loan,
Rural Addition Loan, Administrative and Miscellaneous Expenses** **\$9,144**

SHENANDOAH SHORES SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2019
\$120.00 per lot plus \$0.20 per \$100 of assessed value on improvements

Budget:

**Contract Payments for Road Maintenance, Snow Removal, Administrative
and Miscellaneous Expenses** **\$222,460**

SKYLAND ESTATES SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2019
\$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, Snow Removal, and
Administrative Expenses** **\$235,511**

SOUTH RIVER ESTATES SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2019

\$300.00 per lot plus \$0.05 per \$100 of assessed value on improvements

Budget:

**Contract Payments for Road Maintenance, Snow Removal, and
Administrative Expenses**

\$18,151

Lake Front Royal Sanitary District

DEPARTMENT DESCRIPTION:

The Lake Front Royal Sanitary District (LFRSD) is responsible for the maintenance and improvements to the road system and common areas within the community. The road system consists of approximately 6.5 miles of 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 develop bid packets and meet with potential bidders to answer questions and concerns
- Determine the maintenance needs by developing short and 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 by cutting down on wasted time
- Provide oversight, inspections, and monitoring work of contractors and County staff for efficiency and quality of work
- Develop annual budgets based on need, paying bills within established timeframes, and developing and maintaining records to track expenditures
- Respond to resident requests and concerns by email, phone, or personal visit. Keep residents and County officials informed of operations through notifications on the website, emails, and reports to the Warren County Board of Supervisors and the LFRSD Advisory Committee
- Monitor common areas and parking lot for maintenance needs
- Research products, develop accounts with suppliers, and schedule deliveries of needed materials
- Perform road maintenance operations in the field and work with contractors when help is needed
- Perform snow removal operations with County equipment while working with and monitoring the work of contract snow removal. Spread abrasive stone on icy portions of the roadway
- Review roads, monitor damage, and schedule 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, paving repairs, replacing/maintaining/cleaning drainage culverts, vegetation control, and snow/ice removal operations
- Prioritizing and developing projects for road improvements such as widening and drainage upgrades in preparation for eventual paving projects
- Identifying potential VDOT Revenue Sharing projects and administering such projects as State/County/LFRSD funds become available

LAKE FRONT ROYAL SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2019

\$300.00 per lot plus \$0.05 per \$100 of assessed value on improvements

Budget:

**For Road Maintenance, Snow Removal, Contract Services, County
Administration Fees, and Miscellaneous Expenses**

\$118,590

Linden Heights Sanitary District

DEPARTMENT DESCRIPTION:

The Linden Heights Sanitary District (LHSD) is responsible for the maintenance and improvements to the road system and common areas within the community. The road system consists of approximately 2.4 miles of 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 develop bid packets and meet with potential bidders to answer questions and concerns
- Determine the maintenance needs by developing short and 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 by cutting down on wasted time
- Provide oversight, inspections, and monitoring work of contractors and County staff for efficiency and quality of work
- Develop annual budgets based on need, paying bills within established timeframes, and developing and maintaining records to track expenditures
- Respond to resident requests and concerns by email, phone, or personal visit. Keep residents and County officials informed of operations through notifications on the website, emails, and reports to the Warren County Board of Supervisors and the LHSD appointed contacts
- Research products, develop accounts with suppliers, and schedule deliveries of needed materials
- Perform road maintenance operations in the field and work with contractors when help is needed
- Perform snow removal operations with County equipment while working with and monitoring the work of contract snow removal. Spread abrasive stone on icy portions of the roadway
- Review roads, monitor damage, and schedule 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, paving repairs, replacing/maintaining/cleaning drainage culverts, vegetation control, and snow/ice removal operations
- Prioritizing and developing projects for road improvements such as widening and drainage upgrades in preparation for eventual paving projects
- Identifying potential VDOT Revenue Sharing projects and administering such projects as State/County/LHSD funds become available

LINDEN HEIGHTS SANITARY DISTRICT

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2019
\$350.00 per lot**

Budget:

For Road Maintenance, Snow Removal, Contract Services, County Administration Fees, and Miscellaneous Expenses	\$27,965
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Osprey Lane Sanitary District

DEPARTMENT DESCRIPTION:

The Osprey Lane Sanitary District (OLSD) is responsible for the maintenance and improvements to the road system within this Warren County community. The road system consists of approximately 1.0 mile of road.

RESPONSIBILITIES:

- Preparation of and administration over the Sanitary District budget
- Maintenance of the roads
- Maintenance of drainage system (clean/repair ditches and drainage culverts)
- Snow and ice removal
- Emergency repairs due to storm damage
- Roadside maintenance (brush cutting, and mowing)
- Identification, development, and administration of internal road improvement projects
- Communicate with and respond to OLSD representatives and resident concerns and issues
- Develop and maintain a Capital Improvement Plan (CIP)

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, paving repairs, replacing/maintaining/cleaning drainage culverts, vegetation control, and snow/ice removal operations
- Prioritizing and developing projects for road improvements such as widening and drainage upgrades in preparation for eventual paving projects
- Identifying potential VDOT Revenue Sharing projects and administering such projects as State/County/OLSD funds become available

OSPREY LANE SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2019
\$100.00 per unimproved lot; \$1,000.00 per improved lot

Budget:

For Road Maintenance, Snow Removal, Contract Services, County Administration Fees, and Miscellaneous Expenses **\$9,180**

Shenandoah Farms Sanitary District

DEPARTMENT DESCRIPTION:

The Shenandoah Farms Sanitary District (SFSD) 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 develop bid packets and meet with potential bidders to answer questions and concerns
- Determine the maintenance needs by developing short and 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 by cutting down on wasted time
- Provide oversight, inspections, and monitoring work of contractors and County staff for efficiency and quality of work
- Develop annual budgets based on need, paying bills within established timeframes, and developing and maintaining records to track expenditures
- Respond to resident requests and concerns by email, phone, or personal visit. Keep residents and County officials informed of operations through notifications on the website, emails, and reports to the Warren County Board of Supervisors and the Property Owners Shenandoah Farms Board
- Monitor the dams at Lake of the Clouds and Spring Lake and 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
- Perform road maintenance operations in the field and work with contractors when help is needed
- Perform snow removal operations with County equipment while working with and monitoring the work of contract snow removal. Spread abrasive stone on icy portions of the roadway
- Maintain County tools and equipment
- Review roads and dams, monitor damage, and schedule 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, replacing/maintaining/cleaning drainage culverts, vegetation control, and snow/ice removal operations
- Prioritizing and developing projects for road improvements such as widening and drainage upgrades in preparation for eventual paving projects

Wildcat Drive Sanitary District

DEPARTMENT DESCRIPTION:

The Wildcat Drive Sanitary District (WDSB) is responsible for the maintenance and improvements to the road system within this Warren County community. The road system consists of approximately 1.6 miles of roads.

RESPONSIBILITIES:

- Preparation of and administration over the Sanitary District budget
- Maintenance of the roads
- Maintenance of drainage system (clean/repair ditches and drainage culverts)
- Snow and ice removal
- Emergency repairs due to storm damage
- Roadside maintenance (brush cutting and mowing)
- Identification, development, and administration of internal road improvement projects
- Communicate with and respond to WDSB representatives and resident concerns and issues
- Develop and maintain a Capital Improvement Plan (CIP)

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, paving repairs, replacing/maintaining/cleaning drainage culverts, vegetation control, and snow/ice removal operations
- Prioritizing and developing projects for road improvements such as widening and drainage upgrades in preparation for eventual paving projects
- Identifying potential VDOT Revenue Sharing projects and administering such projects as State/County/WDSB funds become available

WILDCAT DRIVE SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2019
\$150.00 per unimproved lot; \$400.00 per improved lot

Budget:

For Road Maintenance, Administrative, Snow Removal, Contract Services, County Administration Fees, and Miscellaneous Expenses **\$14,625**

Warren County, Virginia
Assessed Valuation of All Taxable Property
Fiscal Years 2009 – 2018

Fiscal Year	Real Estate	Personal Property & Mobile Homes	Machinery & Tools	Public Service	Total Assessed Value
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
2015	\$3,924,829,100	\$367,502,458	\$53,266,515	\$693,556,225	\$5,039,154,298
2016	\$4,039,047,050	\$379,410,581	\$60,371,995	\$960,963,480	\$5,439,793,106
2017	\$4,068,221,600	\$392,547,103	\$63,065,930	\$1,072,950,545	\$5,596,785,178
2018	\$4,117,282,950	\$402,113,393	\$68,125,550	\$1,017,740,775	\$5,605,262,668

Source: Financial Report Year Ended June 30, 2018

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

**Property Tax Rates
Warren County, Virginia
Last Ten Calendar Years**

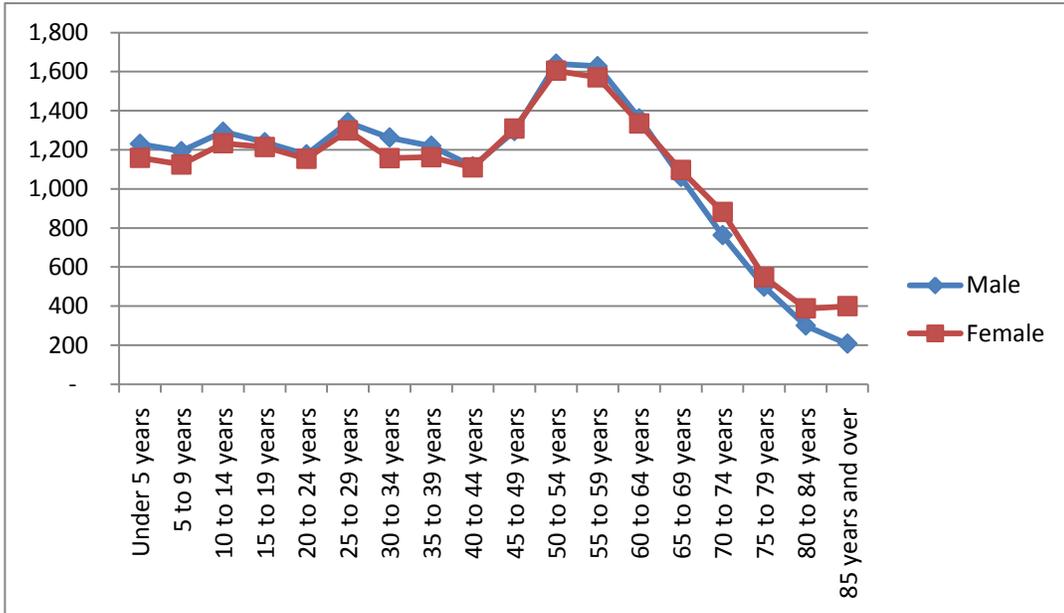
Calendar Year	Real Estate	Personal Property	Machinery and Tools	Mobile Homes
2010	\$0.46	\$4.00	\$1.30	\$0.46
2011	\$0.59	\$4.00	\$1.30	\$0.59
2012	\$0.59	\$4.00	\$1.30	\$0.59
2013	\$0.59	\$4.00	\$1.30	\$0.59
2014	\$0.61	\$4.00	\$1.30	\$0.61
2015	\$0.595	\$4.00	\$1.95	\$0.595
2016	\$0.62	\$4.00	\$1.95	\$0.62
2017	\$0.65	\$4.00	\$1.95	\$0.65
2018	\$0.66	\$4.00	\$2.05	\$0.66
2019	\$0.655	\$4.00	\$2.05	\$0.655

**Demographic and Economic Statistics
Warren County, Virginia
Fiscal Years 2009-2018**

Fiscal Year	Population	Personal Income (in thousands)	Per Capita Income	September 30 School Enrollment	Unemployment Rate
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%
2015	38,987	1,564,066	40,118	5,347	4.70%
2016	39,181	1,634,254	41,815	5,296	3.70%
2017	39,239	1,659,160	42,374	5,294	3.70%
2018	39,630	1,790,520	45,257	5,184	2.80%

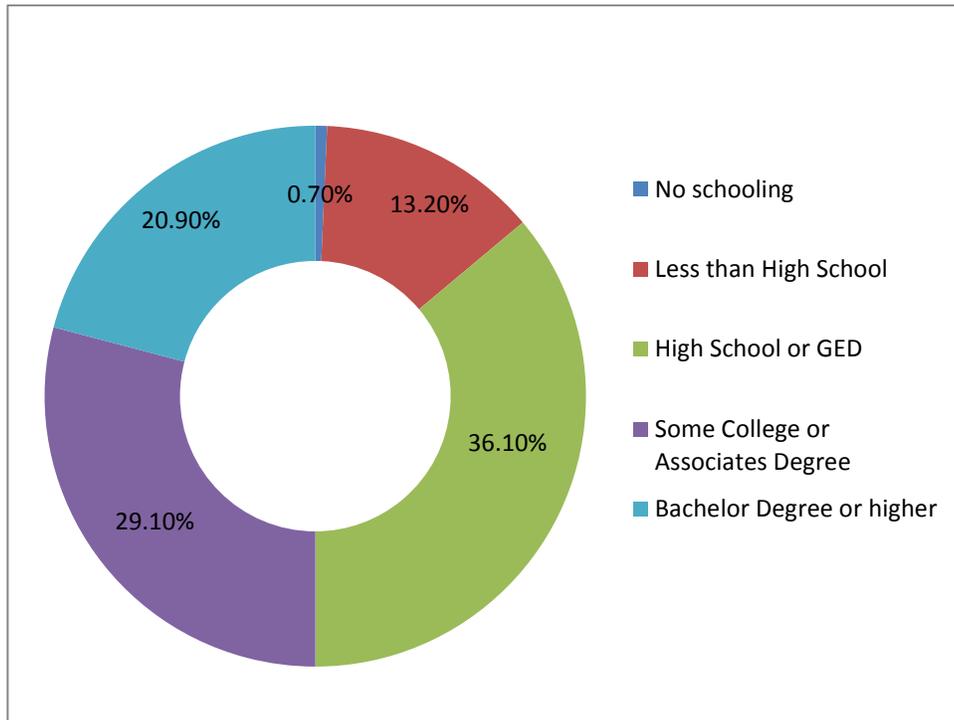
Source: Weldon Cooper Center, Annual school report prepared by the County, www.fedstats.gov.

Population by Age Groups - 2018



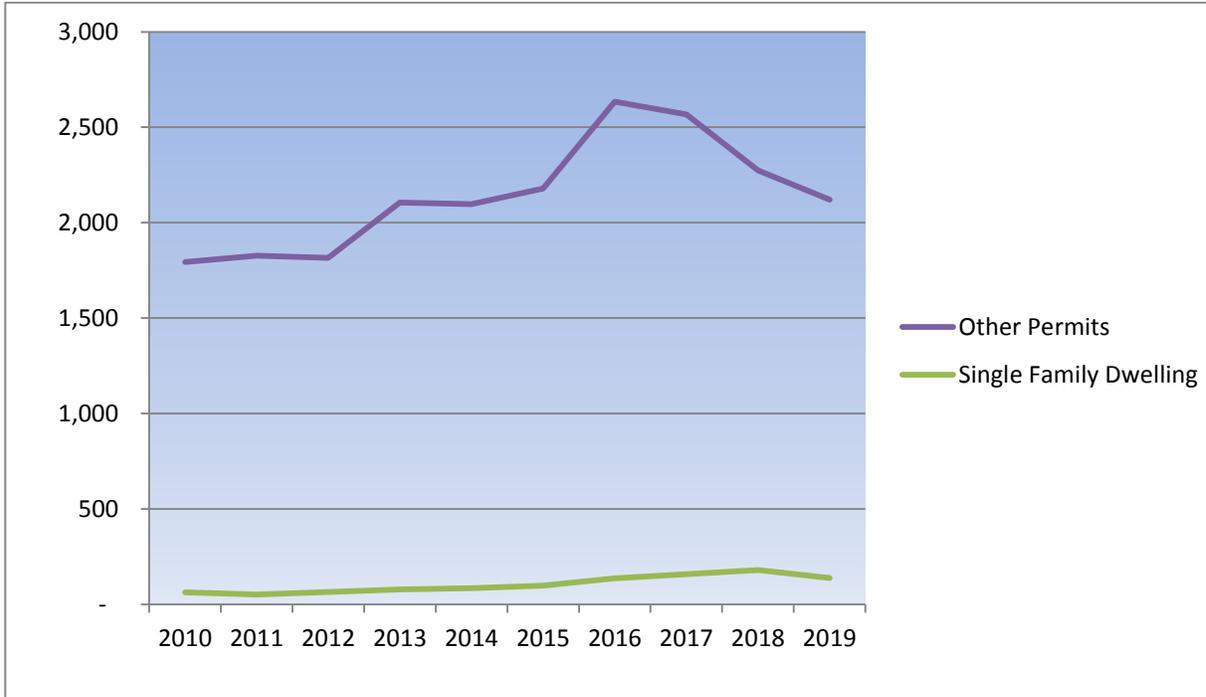
Source: 2018-Weldon Cooper Center

Education Attainment Breakdown



Source: 2018-American Community Survey

Building Permits Issued Last Ten Fiscal Years



Fiscal Year	No. of Single Family Dwelling Permits	No. of Other Permits	Total Permits Issued
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
2016	136	2,498	2,634
2017	157	2,410	2,567
2018	180	2,094	2,274
2019	138	1,983	2,121

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 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 long-term 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 County

EMS – emergency medical services

EMT – emergency medical technician

Expenditure – actual outlay of monies for goods or services

FCS – Family and Consumer Sciences

Fringe Benefits – the employer contributions paid by the County 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

PD 7 – Planning District 7 (which consists of Frederick, Clarke, Warren, Shenandoah, and Page Counties)

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 fewer 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