

Warren County, Virginia Fiscal Year 2020-2021 Budget



Approved by
the Board of
Supervisors
April 21, 2020

FY 2020-2021
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 2020-2021 Budget Process, Development and Issues 10

Distinguished Budget Presentation Award 22

Basis of Budgeting..... 23

Budget Process..... 23

Fund Structure..... 24

Budgeted Funds 25

Budget Agenda..... 26

Annual Requirements on All Long-Term Debt 31

Approved Tax Rates 32

FY 2020-2021 Total County Revenues 34

Revenue Summary 35

FY 2020-2021 Total County Expenditures..... 36

Summary of Approved Expenditures..... 37

Statement of Change in Fund Balance..... 39

FY 2020-2021 General Fund Revenue 40

Revenues 41

FY 2020-2021 General Fund Expenditures 52

County of Warren Organizational Chart..... 53

General Government Administration..... 55

 Board of Supervisors 56

 County Administration 61

 County Attorney 65

 Commissioner of the Revenue 69

 Reassessment..... 74

 Treasurer..... 75

 Finance 78

 Registrar 81

Judicial Administration..... 86

 Circuit Court..... 87

 General District Court 89

 Magistrates 90

 Juvenile and Domestic Relations Court 92

 Clerk of the Circuit Court..... 93

 Law Library..... 96

 Commonwealth’s Attorney 97

Public Safety 100

 Sheriff’s Office..... 101

 E911 System..... 104

 School Resource..... 105

Volunteer Fire and Rescue	106
Court Services	108
Juvenile Probation	110
Building Inspections.....	112
Animal Control.....	116
Medical Examiner	117
Fire and Rescue Department	118
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	150
Parks and Recreation Maintenance	153
Parks and Recreation–Front Royal Golf Club.....	158
Library, Museum, and Cultural Enrichment	162
Community Development.....	164
Planning Department.....	165
Front Royal-Warren County Airport.....	170
Environmental Management	171
VPI Extension Service	172
Full Time Staff	178
Non-Departmental.....	180
Capital Outlay	182
Public Schools.....	186
Sanitary Districts.....	188
Lake Front Royal Sanitary District	191
Linden Heights Sanitary District.....	193
Osprey Lane Sanitary District.....	195
Shenandoah Farms Sanitary District	196
Wildcat Drive Sanitary District.....	198
Assessed Valuation of All Taxable Property	199
Property Tax Rates.....	200

Demographic and Economic Statistics 200
Glossary 203

Warren County Board of Supervisors



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Shenandoah District



Cheryl L. Cullers, Vice Chairman
South River District



Archie A. Fox
Fork District



Tony F. Carter
Happy Creek District



Delores R. Oates
North River District

Warren County Staff & Constitutional Officers

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Jodi R. Saffelle, Human Resources Manager
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Jonathon Munch, Finance Director
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David C. Beahm, Building Official
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Michael R. Berry, Public Works Director
Helen E. Reavis, Director of Social Services
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Mark A. Butler, Sheriff

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.

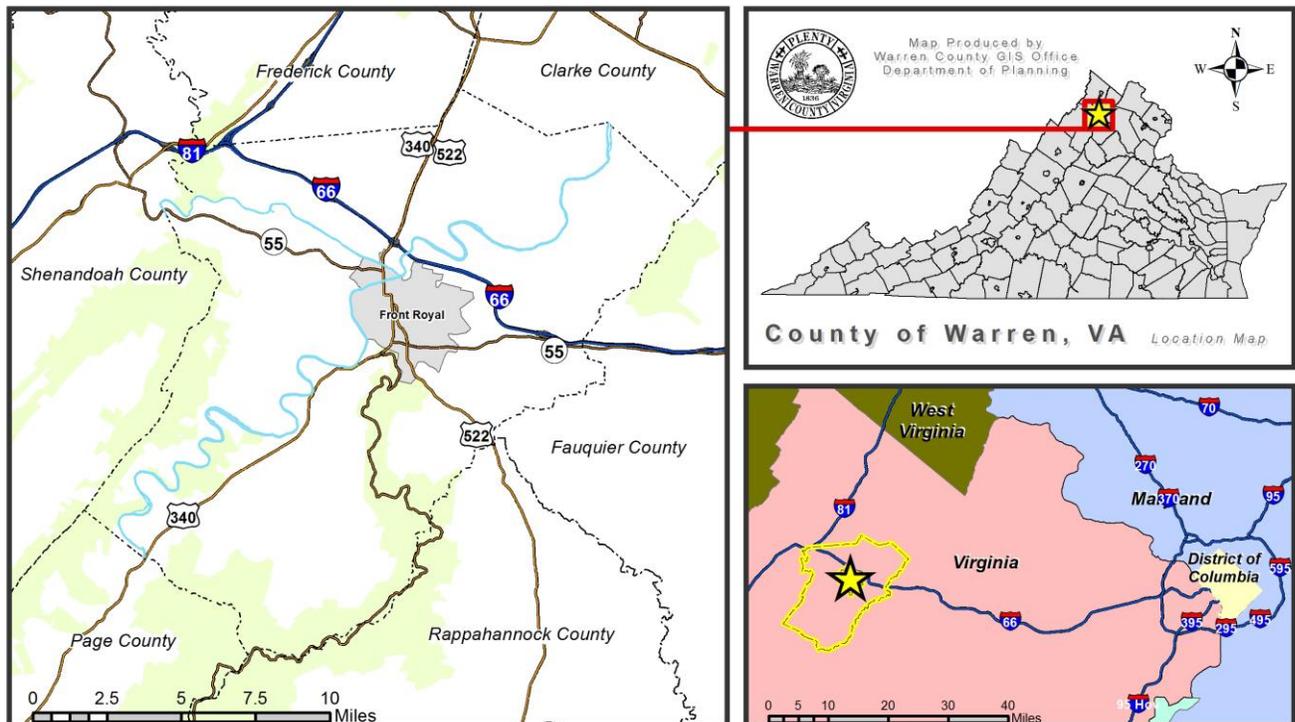
Warren County has long attracted tourists and seasonal residents who have come to the area because of its climate, accessibility to major cities, and scenic beauty. Major tourist attractions include Shenandoah National Park, Skyline Drive, George Washington National Forest, Raymond R. "Andy" Guest Shenandoah 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, 2020

FY 2020-2021 Budget Process, Development and Issues

BOARD OF SUPERVISORS

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On behalf of Warren County staff, I am pleased to present you with the adopted budget for Fiscal Year 2020-2021. 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 COVID-19 on revenue vulnerable categories including sales tax, meals tax, lodging tax, and Business, Professional and Occupational License (BPOL) tax as well as the continued moderate growth in real estate and personal property tax revenue. 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 by implementing Phase II of multi-year compensation plan
- Maintain progress on capital improvement projects
- HOLD THE LINE on real estate taxes

These goals are consistent with those of the FY 2019-2020 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:

- County Health Insurance Increase – 10% estimated (2% decrease actual)
- Virginia Retirement System (VRS) Increase – 1.44%
- Dominion Water Agreement – August 2020

Use of \$1.2 million in fund balance in FY 2019-2020 budget for Warren County Public Schools

- Phase II Implementation for Compensation Plan – \$300,000 for County / \$1,000,000 for schools
- Maintaining an undesignated fund balance of 15% pursuant to adopted fiscal policies
- Increase in total budget from \$112,499,706 to \$118,611,309 (\$6,111,603 – 5.43%)
 - County has decreased its use of fund balance from \$2,000,000 to \$1,575,000 – \$425,000
 - Majority of increase (\$3,154,267) is for increase in school funding - of this amount \$513,692 is local 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
 - Increase in total State Revenue from \$5,655,399 to \$5,699,768 (\$44,369 - 0.78%)
- Increase in total Local Revenue from \$72,455,163 to \$75,766,035 (\$3,310,572 – 4.57%)
 - Significant portion of increase is due to the anticipated increase in collections of Real Estate (\$250,000), Personal Property (\$550,000), and Public Service Corporation Taxes (\$843,000)
 - Increase in total State Revenue from \$5,655,399 to \$5,699,768 (\$44,369 – .784%)

The County held a public hearing on the proposed FY 2020-2021 budget on April 14, 2020. At the budget hearing, nine (9) individuals/groups submitted comments in support of fully funding the proposed budget for Warren County Public Schools, and four (4) individuals submitted general comments supporting the budget. Additionally, twenty-five (25) property owners in the Shenandoah Farms Sanitary District submitted comments in support of the proposed per-lot fee increase, and fifteen (15) property owners submitted comments in opposition to the proposed increase.

The FY 2020-2021 budget and the corresponding 2020 tax rates were formally adopted on April 21, 2020, and the appropriations resolution was approved on June 2, 2020.

The most significant increase in the budget is \$3,154,267 in additional funding for the Warren County Public Schools for annual operating costs:

- \$513,692 of increase is local funding
- With additional state funding, the School System is able to fund Phases II and III of Compensation Study recommendations

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 2019-2020 surplus will be used to reimburse the County for the use of fund balance. In addition, on May 19, 2020, the Board approved an advance of \$264,689 in fund balance for the A.S. Rhodes Elementary School renovation project with the understanding that those funds would be reimbursed from the FY 2019-2020 surplus.

A total of \$846,530 cut or funded from fund balance from proposed budget during final deliberations. Some items cut include:

- Close the Front Royal Golf Club July 1, 2020: \$205,535
- Eliminate overtime increase for the Warren County Sheriff’s Office: \$82,102
- Reduction in solid waste disposal increase: \$50,000
- Reduction in Economic Development Authority operating budget: \$147,445
- Reduction in the Building Improvement Fund: \$50,000
- Reduced Reserve for Contingencies from \$300,000 to \$281,597: \$18,403
- Using \$375,000 in fund balance for capital projects

As part of the budget, the Board included \$300,000 for Phase II 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. While the funding was included in the adopted budget, the implementation was frozen until a future date when the full impact of COVID-19 has been realized.

The Board also included additional funding for Samuels Public Library (\$11,329 – 1.13%) pursuant to the adopted Memorandum of Agreement (MOA) with the Library.

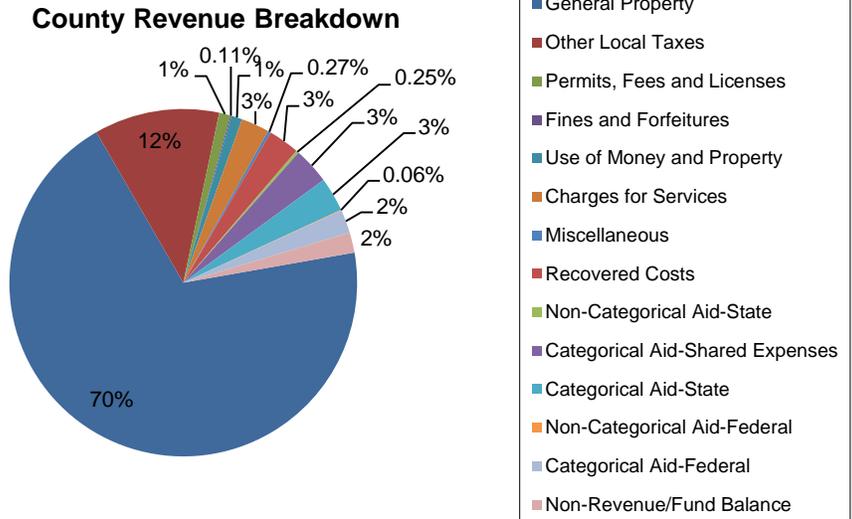
This continues to be an extremely exciting time for Warren County. FY 2020-2021 is expected to be another productive year with the completion of the long-awaited replacement for Warren Memorial Hospital. The new hospital will be a three-story facility off Leach Run Parkway that will include 36 private 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 the project is scheduled to be completed by October 2020.

There were a number of Virginia Department of Transportation (VDOT) projects that were 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 were on the County's Secondary Six-Year Plan for years and were advanced by the County's use of matching revenue sharing funds. In 2020 VDOT is planning to construct the Rocky Hollow Road (Route 628) rural addition project. In 2021, the section of Happy Creek Road (Route 624) from the limits of the Town of Front Royal to Manassas Run Road (Route 645) will undergo reconstruction as a project approved in the first round of VDOT's Smart Scale process.

County Revenue

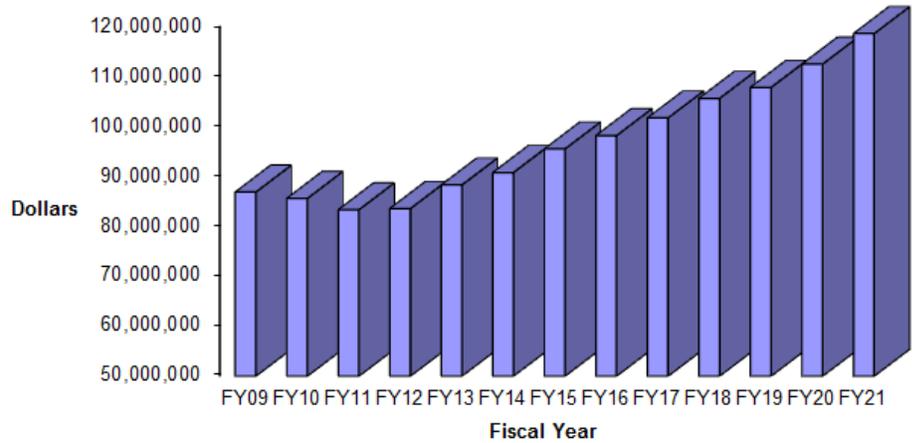
The County budget includes an estimated \$83,320,288 in local revenue. Of this amount \$57,864,932 (70%) is generated from general property taxes. Other local taxes (12%), State Aid (3%), and State Shared Expenses (3%) are the next largest sources of revenue.



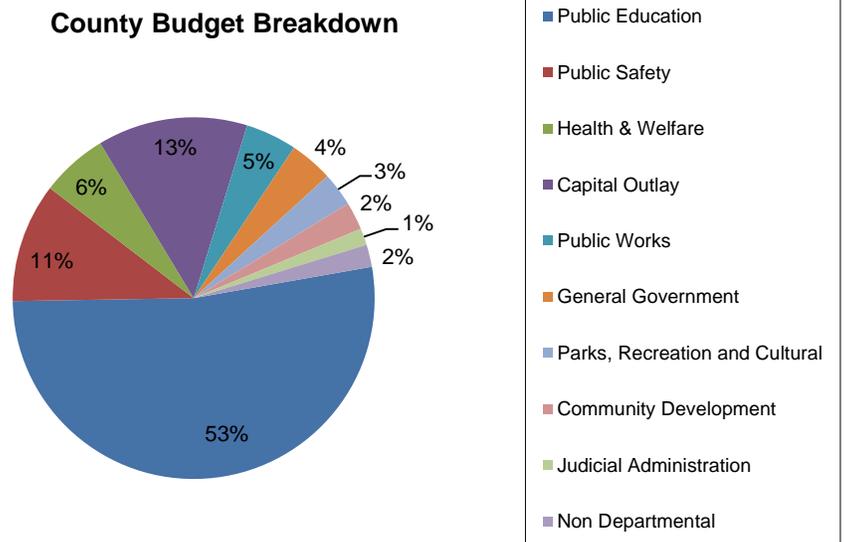
County Expenditures

The total County budget (excluding Sanitary Districts and School Cafeteria Fund) for FY 2020-2021 is up 5.43% from \$112,499,708 in FY 2019-2020 to \$118,611,309 (\$6,111,603). Looking back ten years, the County budget has increased 35.04%, or \$29,191,099.

Total Budget



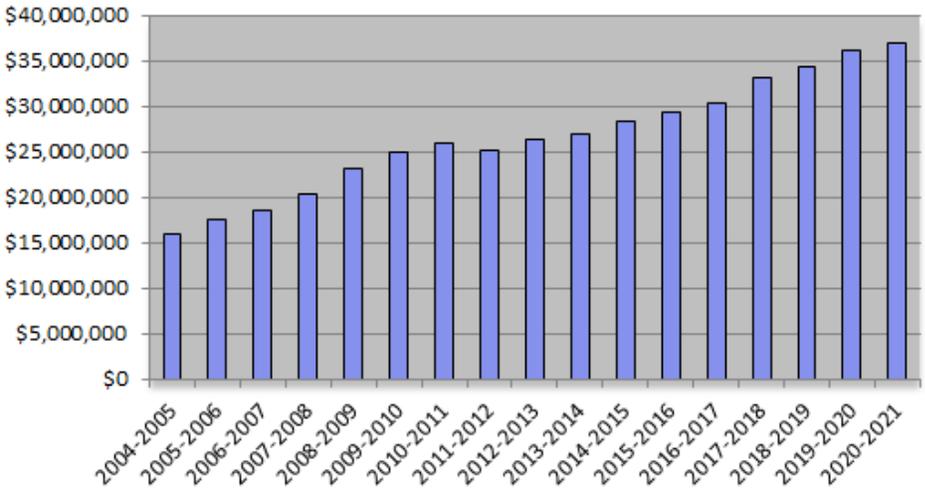
In the FY 2020-2021 budget, \$62,287,000 has been appropriated for public education, \$15,894,521 for capital outlay, \$12,650,215 for public safety, \$7,050,285 for health and welfare, \$5,434,480 for public works, \$4,591,006 for general government, \$3,587,295 for parks and recreation, \$2,953,082 for community development, \$2,362,022 for non-departmental, and \$1,771,403 for judicial administration.



School Budget

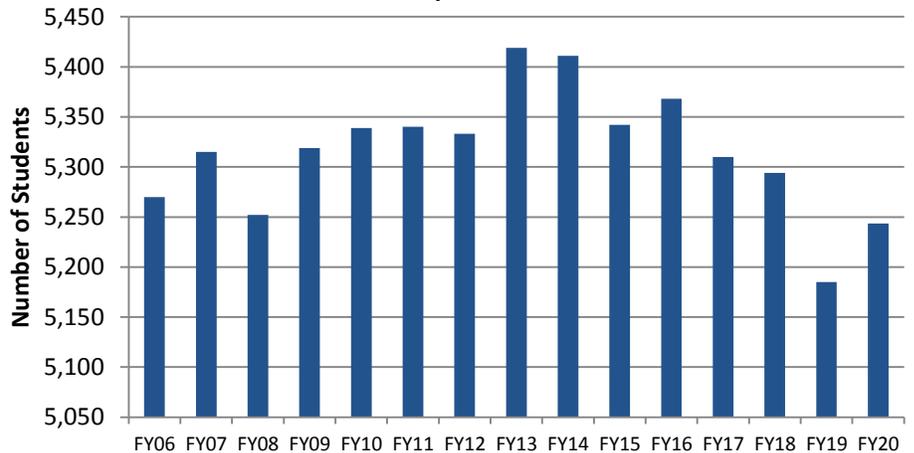
The School Operating Budget for FY 2020-2021 is \$62,247,344, which represents an increase of \$3,154,267 or 5.33% from FY 2019-2020. The local appropriation was increased by \$513,692, and the State appropriation was increased by \$2,640,575. The local appropriation represents additional funding needed 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.

School's Local Appropriation 2005-2021



The FY 2020-2021 budget is based on a student enrollment of 5,202. Student enrollment has dropped by 1.44% or 76 students from September 2009 to September 2019.

Warren County Public Schools Enrollment



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 2020, Warren County is one of 31 Aa2 or higher rated (Moody's) counties in Virginia (out of 95 total Virginia counties) and one of 510 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 in September 2018. At the February 5, 2019 Board meeting, the consultant presented the final draft Strategic Vision. The Commission recommended approval of this final draft at its meeting on February 13th, and the Board of Supervisors formally adopted the updated Vision at its meeting on February 19, 2019.

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 2020-2021 budget, incremental funding is included for the following capital projects:

Project	Capital Funding
Leach Run Parkway	\$492,618
Rivermont Fire Station	\$200,000
Sheriff's Office Communication System Lease Payment	\$190,000
Rockland Park	\$150,000
New Solid Waste Convenience Site	\$100,000
Ressie Jeffries Elementary Renovation Debt Payment	\$100,000
Purchase of Second Street Property	\$75,000
Appalachian Trail Connector	\$25,000
Courthouse Security	\$25,000
Government Center HVAC Project	\$25,000
Broadband Project	\$25,000
Boat Landing Improvement Projects	\$25,000
Senior Center	\$25,000
Samuels Public Library Improvements	\$25,000
Lions Park	\$15,000
Thompson Kiss-and-Ride	\$10,000
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 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 for the new playground 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 in the middle of the renovation of A. S. Rhodes Elementary School. The renovation project started summer 2019 with the removal of asbestos and the replacement of the asphalt shingled roof. On November 19, 2019, the Warren County School Board approved awarding the renovation project to Lantz Construction Company of Winchester (LCW). The project awarded to LCW included creating a secure front entrance to the building, moving the office to the front of the building, making the restrooms ADA compliant, new floors, new ceiling, and ductwork for the HVAC units. In March 2020, the School Board approved to include the purchase and installation of HVAC units for the renovation project. The money for the inclusion of the HVAC equipment was available from the school

bond refinancing. On May 19th the Warren County Board of Supervisors approved allocating \$1,076,200 from the FY2019 school operating surplus to complete the renovation project at A. S. Rhodes Elementary School. These FY2019 school operating surplus funds will be used to purchase and install casework and sinks, replace exterior windows, remove and replace the flat roof system, add plumbing and HVAC to the Title I classroom, repair the stoop and steps at the front entrance, purchase door security hardware, purchase and install marker boards, purchase and install window treatments, restore the cupola, and replace the front columns. LCW started the renovation in March 2020. The anticipated project completion date is November 16, 2020.

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 area. This work should be completed in fall 2020.

In 2019, the Board of Supervisors approved a management agreement with the Virginia Department of Game and Inland Fisheries 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. The County has received a DuPont grant in the amount of \$100,000 and has budgeted an additional \$50,000 for the project. The project is slated to begin in fall 2020.

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 July-20				
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	\$5,372,915.88	2019	\$4,626,686.62
2020	\$5,841,000.00		2020	\$5,683,811.81

The FY 2020-2021 budget estimates that the County will receive approximately \$5.50 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. The County had been able to set aside \$930,000 in previous years, and the FY 2020-2021 budget includes \$150,000 to offset this cost.

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 2020 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 opened in 2019.

The pad at the intersection of Route 655 (Country Club Road) and Route 340/522 is currently under construction for a 3-tenant building. The building, which will be completed in fall 2020, will include a Five Guys, a Chipotle restaurant, and one additional space.



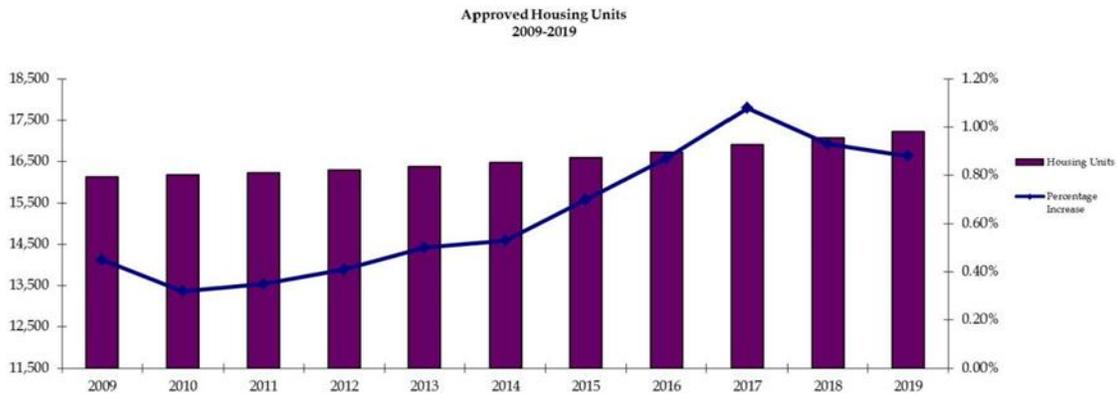
In 2019, Equus received approval for a conditional use permit for a 324,000 SF warehouse facility to be located on a 20-acre site on Route 340/522 just north of the RSW Regional Jail. They are currently working on final site plan approval and anticipate starting site work late 2020. Upon completion, the facility will provide an estimated 50-100 new jobs.

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 options 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. The County is rebounding well as a community, and we continue to be optimistic about the near future (2020-2022).

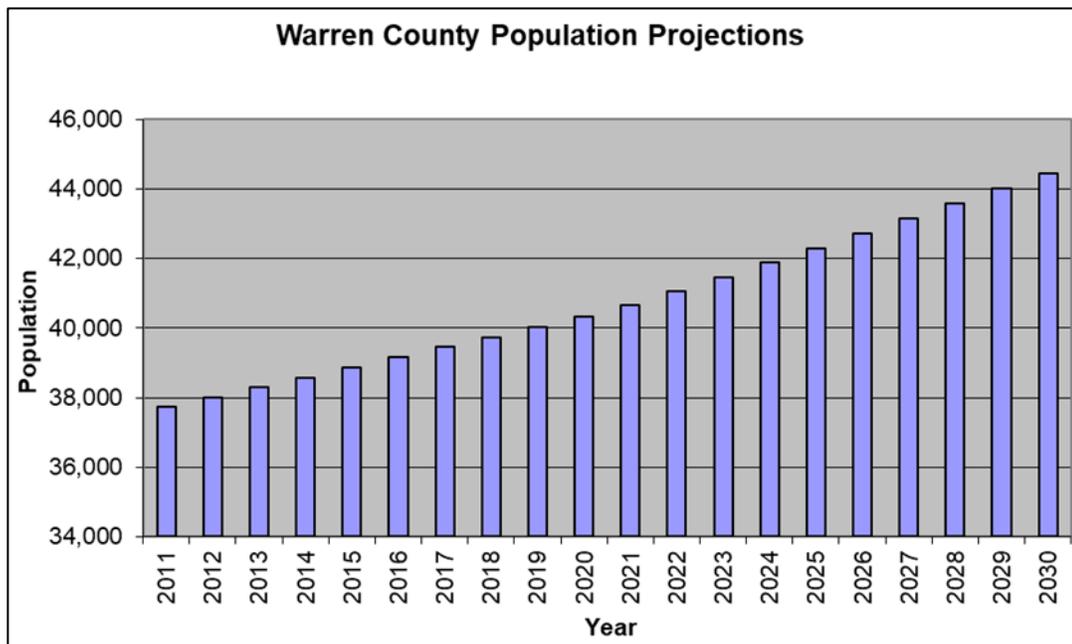
Residential growth in Warren County has maintained a steady and healthy pace over the past ten years. While new home starts reached an all-time high in calendar year 2004 with 425 permits issued, the average since 2009 has been 106 permits per year. The housing construction market bottomed out in 2010 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, and the total decreased again in 2019 to 150 new starts. The graph below shows the historical trend since 2009:

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Average
Front Royal	13	7	7	13	10	5	15	14	16	16	24	13
Warren County	60	44	50	53	72	82	101	131	165	141	126	93
Total	73	51	57	66	82	87	116	145	181	157	150	106

Approved housing units totaled 17,225 in 2019. 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 2019 was 0.88%.



The 2010 Census showed that Warren County’s population has increased from 31,584 to 37,575 since 2000, an increase of 5,855 persons (18.53%). Since 2010, the Weldon Cooper Center has estimated that the County’s population has grown to 40,164 (6.4% - July 1, 2019). 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 Jon Munch, Finance Director and Financial Consultants Andre Fletcher and Carolyn Stimmel 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, 2019

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.

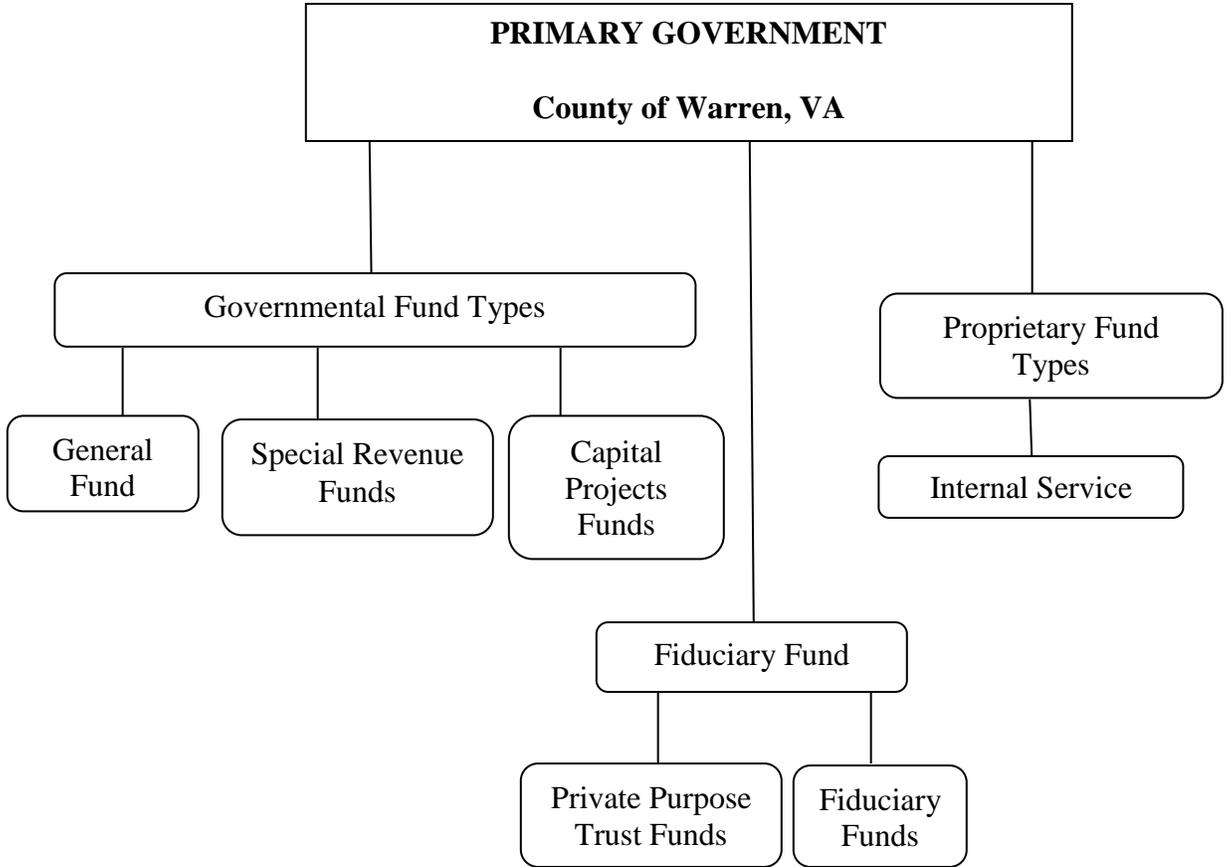
Budget Process

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.

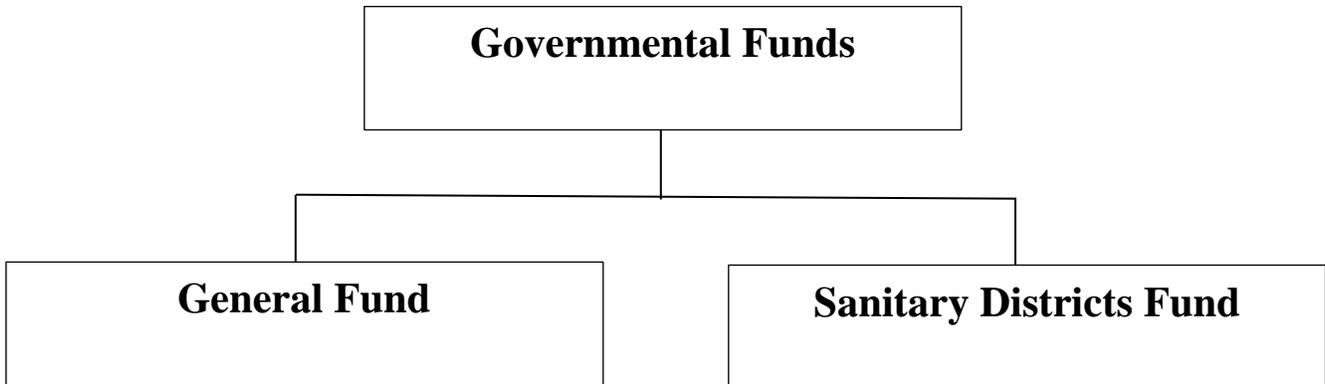
In January, the County Administrator meets with all County Department Heads to review their budget submittals. From January through March, a number of work sessions are held with the Board of Supervisors where the County Department Heads/Constitutional Officers and outside agencies present their budgets. 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 2020-2021

OUTSIDE AGENCIES BUDGET REQUESTS

November 8, 2019	Mail out memo to agencies submitting budget requests to the County of Warren for FY 2020-2021
December 18, 2019	<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 28, 2020

ALL COUNTY DEPARTMENTS

November 15, 2019	FY 2020-2021 Budget Requests are given out and mailed out CONSTITUTIONAL OFFICERS MUST INCLUDE STATE REQUEST
December 27, 2019	Budgets due from all department heads
January 6-8, 2020	Mr. Stanley to meet with all department heads and Constitutional Officers

TENTATIVE DATES FOR BOARD OF SUPERVISORS WORK SESSIONS/MEETINGS

January 28, 2020	7:00 p.m. – GOVERNMENT CENTER CAUCUS ROOM – Work Session for outside agencies
February 4, 2020	11:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM Health Department, EDA, Northwestern Community Services, SAAA Work Session
February 11, 2020	9:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM Board Work Session with all County Departments and Constitutional Officers
February 18, 2020	5:30 p.m. - 7:00 p.m. – GOVERNMENT CENTER CAUCUS ROOM School Board Work Session
March 3, 2020	11:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM Work Session
March 17, 2020	9:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM Work Session
March 24, 2020	9:00 a.m. – GOVERNMENT CENTER BOARD ROOM Special Board Meeting – Advertise Public Hearing
April 14, 2020	7:00 p.m. – GOVERNMENT CENTER BOARD ROOM Special Board Meeting – Public Hearing FY 2020-2021 Budget
April 21, 2020	7:00 p.m. – GOVERNMENT CENTER BOARD ROOM Regular Board Meeting – Approve Budget

Adopted by Board of Supervisors on November 6, 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, 2019

Year	Bonds Payable		Notes Payable		Capital Leases	
	Principal	Interest	Principal	Interest	Principal	Interest
Ending June 30,						
2020	6,672,174	5,849,804	6,795	16,818	115,567	17,064
2021	6,785,880	5,599,886	7,089	16,524	106,890	13,926
2022	7,037,748	5,305,565	7,397	16,216	110,045	12,772
2023	7,343,802	4,991,939	7,717	15,896	113,293	7,524
2024	7,674,838	4,643,921	369,814	12,992	44,016	4,180
2025-2029	41,690,364	17,576,674	--	--	92,127	4,264
2030-2034	35,009,000	9,428,145	--	--	--	--
2035-2039	20,867,000	2,806,077	--	--	--	--
2040-2044	5,729,000	153,356	--	--	--	--
			--	--	--	--
Total	\$138,809,806	\$56,355,367	\$398,812	\$78,446	\$581,938	\$59,730

The County of Warren does not plan to issue any additional debt during the Fiscal Year 2020-2021. 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>2020</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, 2020)

Blue Mountain Sanitary District	\$65.00 per lot plus \$0.24 per \$100 of assessed value on improvements
Cedarville Heights Sanitary District	\$250.00 per lot
High Knob Sanitary District	\$413.00 per unimproved lot; \$667.00 per improved lot
Lake Front Royal Sanitary District	\$345.00 per lot plus \$0.05 per \$100 of assessed value on improvements
Linden Heights Sanitary District	\$375.00 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	\$350.00 per 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

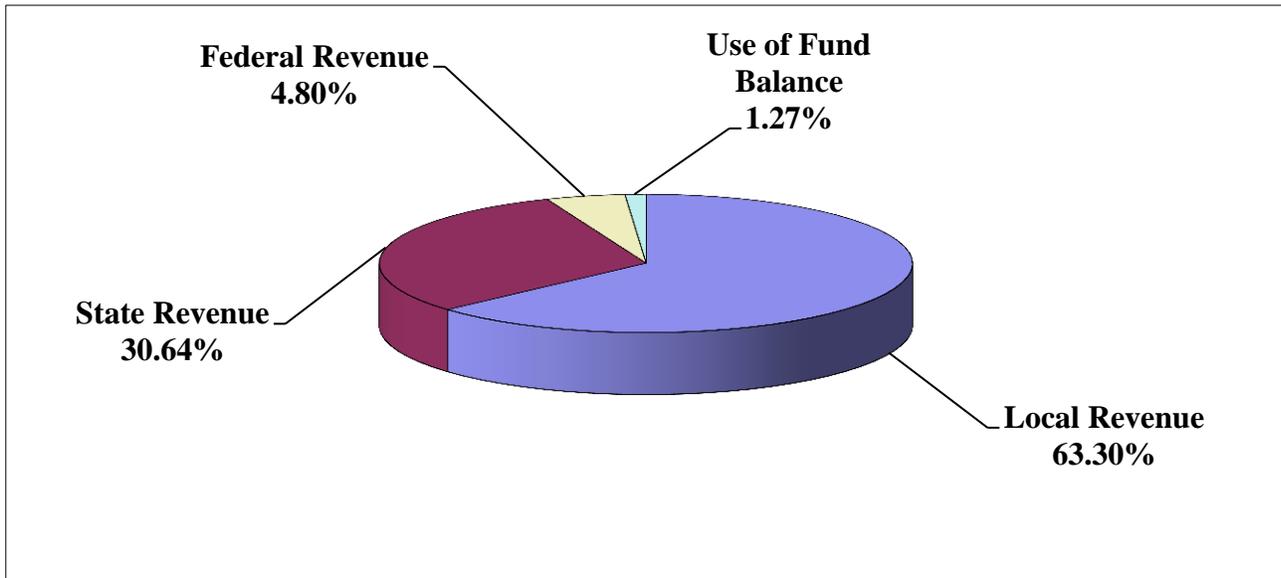
South River Estates Sanitary District

\$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 2020-2021 Total County Revenues
\$123,758,053

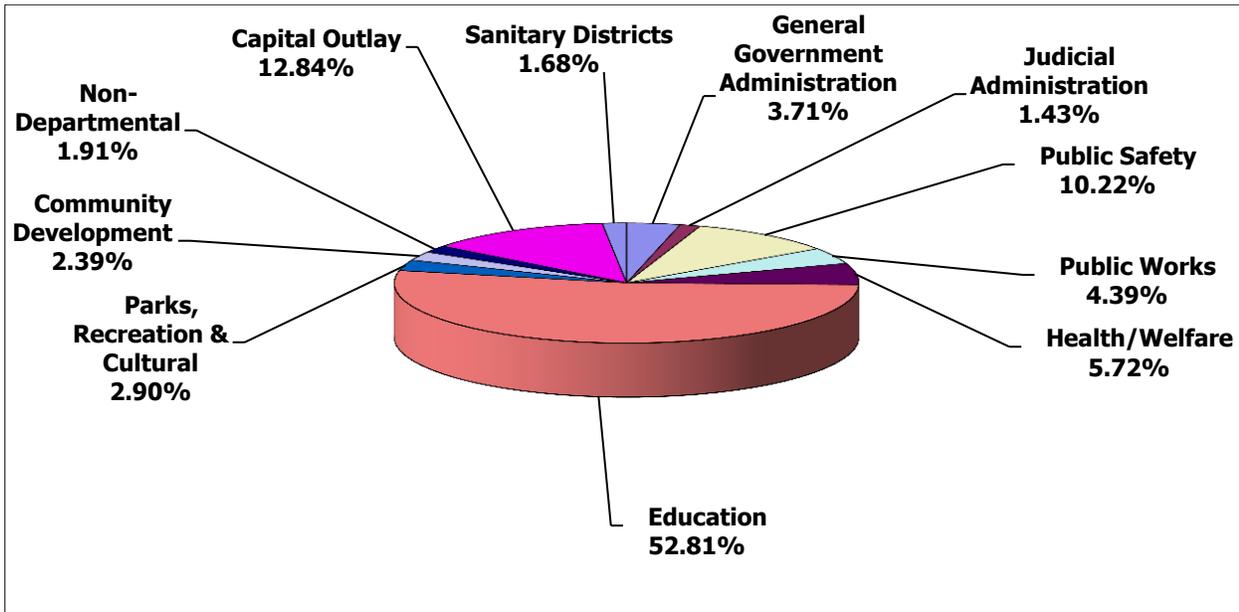


	FY 2018-2019 Actual	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	% of Total
Total County Revenues				
Local Revenue				
Property Taxes	\$53,027,422	\$54,962,432	\$56,842,432	45.93%
Property Taxes - Sanitary Districts	\$2,067,028	\$1,886,750	\$2,076,016	1.68%
Other Local Revenue	\$15,988,751	\$15,510,731	\$17,366,603	14.03%
Other Local Revenue - School				
Funds	\$1,856,743	\$2,080,578	\$2,049,653	1.66%
Subtotal	\$72,939,944	\$74,440,491	\$78,334,704	63.30%
State Revenue				
General Fund	\$6,166,524	\$5,637,399	\$5,681,768	4.59%
School Funds	\$29,012,212	\$29,555,886	\$32,231,680	26.04%
Subtotal	\$35,178,736	\$35,193,285	\$37,913,448	30.64%
Federal Revenue				
General Fund	\$2,260,368	\$1,738,698	\$1,854,485	1.50%
School Funds	\$4,464,910	\$3,823,782	\$4,080,416	3.30%
Subtotal	\$6,725,278	\$5,562,480	\$5,934,901	4.80%
Use of Fund Balance				
General Fund	\$0	\$2,000,000	\$1,575,000	1.27%
School Funds	\$0	\$0	\$0	0.00%
Subtotal	\$0	\$2,000,000	\$1,575,000	1.27%
Total Revenue	\$114,843,958	\$117,196,256	\$123,758,053	100.00%

**Revenue Summary
FY 2020-2021
County of Warren, Virginia**

Revenue Source	General Fund	Sanitary Districts Fund	School Operating Fund	School Cafeteria Fund	Total Budgeted Revenue
LOCAL					
General Property Taxes	\$57,864,932	\$2,076,016	\$0	\$0	\$59,940,948
Other Local Taxes	\$9,705,000	\$0	\$0	\$0	\$9,705,000
Permits, Fees & Licenses	\$881,500	\$0	\$0	\$0	\$881,500
Fines and Forfeitures	\$90,000	\$0	\$0	\$0	\$90,000
Revenue from Use of Money & Property	\$844,480	\$0	\$0	\$0	\$844,480
Charges for Services	\$2,180,123	\$0	\$0	\$1,281,082	\$3,461,205
Miscellaneous	\$225,000	\$0	\$768,571	\$0	\$993,571
Recovered Costs	\$2,418,000	\$0	\$0	\$0	\$2,418,000
Total Local Revenue	\$74,209,035	\$2,076,016	\$768,571	\$1,281,082	\$78,334,704
STATE					
Non-categorical Aid	\$206,000	\$0	\$0	\$0	\$206,000
Categorical Aid - Shared Expenses	\$2,832,081	\$0	\$0	\$0	\$2,832,081
Categorical Aid	\$2,643,687	\$0	\$32,139,116	\$92,564	\$34,875,367
Total State Revenue	\$5,681,768	\$0	\$32,139,116	\$92,564	\$37,913,448
FEDERAL					
Non-categorical Aid	\$54,000	\$0	\$0	\$0	\$54,000
Categorical Aid	\$1,800,485	\$0	\$2,383,334	\$1,697,082	\$5,880,901
Total Federal Revenue	\$1,854,485	\$0	\$2,383,334	\$1,697,082	\$5,934,901
NON-REVENUE RECEIPTS					
Funding from Fund Balance	\$1,575,000	\$0	\$0	\$0	\$1,575,000
TOTAL	\$83,320,288	\$2,076,016	\$35,291,021	\$3,070,728	\$123,758,053

FY 2020-2021 Total County Expenditures
\$123,758,053



	FY 2018-2019 Actual	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	% of Total
Total County Expenditures				
General Government Administration	\$3,813,932	\$3,214,872	\$4,591,006	3.71%
Judicial Administration	\$1,493,783	\$1,493,988	\$1,771,403	1.43%
Public Safety	\$12,165,174	\$12,410,927	\$12,650,215	10.22%
Public Works	\$4,911,590	\$5,205,797	\$5,434,480	4.39%
Health/Welfare	\$6,481,492	\$6,758,077	\$7,080,285	5.72%
Education	\$60,319,932	\$61,944,460	\$65,357,728	52.81%
Parks, Recreation & Cultural	\$3,699,590	\$3,888,542	\$3,587,295	2.90%
Community Development	\$995,797	\$2,636,689	\$2,953,082	2.39%
Non-Departmental	\$982,803	\$1,617,648	\$2,362,022	1.91%
Capital Outlay	\$21,766,241	\$16,138,506	\$15,894,521	12.84%
Sanitary Districts	\$1,653,981	\$1,886,750	\$2,076,016	1.68%
Total Expenditures	\$118,284,314	\$117,196,256	\$123,758,053	100.00%

**Summary of Approved Expenditures
FY 2020-2021
County of Warren, Virginia**

Fund and Department	Personnel Expenses	Operating Expenses	Capital Expenses	Total Expenses
GENERAL FUND:				
GENERAL GOVERNMENT ADMINISTRATION				
Board of Supervisors	\$82,785	\$1,466,847	\$0	\$1,549,632
County Administration	\$600,251	\$31,570	\$10,500	\$642,321
County Attorney's Office	\$284,348	\$17,218	\$1,500	\$303,066
Office of the Commissioner of the Revenue	\$664,382	\$42,380	\$4,903	\$711,665
Reassessment	\$0	\$138,600	\$0	\$138,600
Treasurer's Office	\$429,266	\$99,400	\$3,350	\$532,016
Finance and Purchasing	\$371,168	\$13,940	\$5,340	\$390,448
Elections	\$242,790	\$73,018	\$7,450	\$323,258
Total	\$2,674,990	\$1,882,973	\$33,043	\$4,591,006
JUDICIAL ADMINISTRATION				
Circuit Court	\$34,166	\$7,075	\$750	\$41,991
General District Court	\$0	\$21,000	\$4,740	\$25,740
Magistrates	\$0	\$5,439	\$400	\$5,839
Juvenile and Domestic Court	\$0	\$10,471	\$8,700	\$19,171
Clerk of Circuit Court	\$505,163	\$48,962	\$10,000	\$564,125
Law Library	\$43,228	\$9,462	\$0	\$52,690
Commonwealth's Attorney	\$1,034,547	\$25,300	\$2,000	\$1,061,847
Total	\$1,617,104	\$127,709	\$26,590	\$1,771,403
PUBLIC SAFETY				
Sheriff's Department	\$3,606,440	\$531,060	\$275,871	\$4,413,371
E-911 System	\$379,698	\$176,349	\$64,310	\$620,357
School Resource	\$703,520	\$400	\$0	\$703,920
Volunteer Fire and Rescue	\$0	\$976,777	\$0	\$976,777
Court Services	\$955,987	\$21,300	\$1,000	\$978,287
Probation	\$64,057	\$3,312	\$0	\$67,369
Building Inspections	\$518,200	\$95,129	\$4,500	\$617,829
Animal Control	\$271,988	\$331,160	\$0	\$603,148
Medical Examiner	\$0	\$500	\$0	\$500
Fire and Rescue Department	\$2,996,294	\$165,461	\$35,563	\$3,197,318
Cost Recovery	0	\$276,339	\$195,000	\$471,339
Total	\$9,496,184	\$2,577,787	\$576,244	\$12,650,215

PUBLIC WORKS				
Public Works Sanitation District	\$331,722	\$32,425	\$71,154	\$435,301
Streets and Highways	\$6,000	\$14,601	\$0	\$20,601
Refuse Collection	\$342,912	\$609,590	\$17,900	\$970,402
Refuse Disposal	\$286,658	\$2,209,290	\$128,093	\$2,624,041
General Services	\$618,447	\$696,751	\$68,937	\$1,384,135
Total	\$1,254,017	\$3,530,232	\$214,930	\$85,434,480
HEALTH AND WELFARE				
Health	\$0	\$392,676	\$0	\$392,676
Mental Health and Retardation	\$0	\$366,886	\$0	\$366,886
Social Services	\$2,923,025	\$1,477,858	\$0	\$4,400,883
Other Social Services	\$0	\$121,489	\$0	\$121,489
Comprehensive Youth Service Act	\$86,649	\$1,711,702	\$0	\$1,798,351
Total	\$3,009,674	\$4,070,611	\$0	\$7,080,285
EDUCATION				
Community College	\$0	\$39,656	\$0	\$39,656
Total	\$0	\$39,656	\$0	\$39,656
PARKS, RECREATION AND CULTURAL				
Parks and Recreation	\$1,723,964	\$746,972	\$98,272	\$2,569,208
Library Museum Cult. Enrichment	\$0	\$1,018,087	\$0	\$1,018,087
Total	\$1,723,964	\$1,765,059	\$98,272	\$3,587,295
COMMUNITY DEVELOPMENT				
Planning and Zoning Administration	\$383,932	\$64,594	\$14,000	\$462,526
Economic Development	\$0	\$2,139,472	\$0	\$2,139,472
Front Royal/Warren County Airport	\$21,000	\$97,200	\$71,465	\$189,665
Environmental Management	\$0	\$40,500	\$0	\$40,500
VPI Extension Service	\$112,869	\$8,050	\$0	\$120,919
Total	\$517,801	\$2,349,816	\$85,465	\$2,953,082
NON-DEPARTMENTAL	\$244,800	\$2,117,222	\$0	\$2,362,022
CAPITAL OUTLAY	\$0	\$0	\$15,894,521	\$15,894,521
<u>GENERAL FUND TOTAL</u>	\$20,538,534	\$18,461,065	\$16,929,065	\$56,363,965
<u>SCHOOL OPERATING FUND</u>	\$52,498,356	\$9,087,635	\$661,353	\$62,247,344
<u>SCHOOL CAFETERIA FUND</u>	\$125,000	\$2,799,474	\$146,254	\$3,070,728
<u>SANITARY DISTRICTS FUND</u>	\$210,300	\$1,824,216	\$41,500	\$2,076,016

Statement of Change in Fund Balance FY 2020-2021

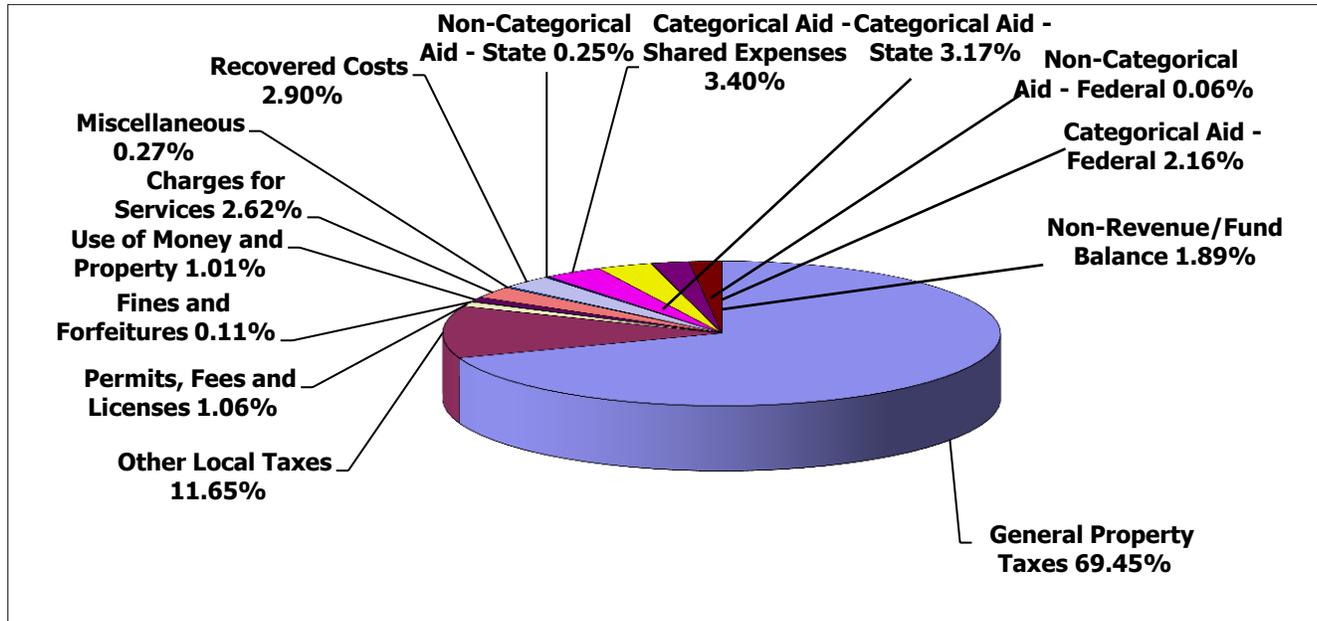
General Fund

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	\$16,913,058	\$934,982	\$0	\$320,009
Budgeted Revenues	\$81,745,288	\$2,076,016	\$35,291,021	\$3,070,728
Budgeted Expenditures	\$(56,363,965)	\$(2,076,016)	\$(62,247,344)	\$(3,070,728)
Transfers from/to Other Funds	\$(26,956,323)		\$26,956,323	
Estimated Fund Balance, End of Year	\$15,338,058	\$934,982	\$0	\$320,009

FY 2020-2021 General Fund Revenue
\$83,320,288



	FY 2018-2019 BUDGETED	FY 2018-2019 ACTUAL	FY 2019-2020 BUDGETED	FY 2020-2021 BUDGETED	% OF TOTAL
General Fund Revenues					
Local Revenue					
General Property Taxes	\$52,834,608	\$53,935,357	\$56,034,432	\$57,864,932	69.45%
Other Local Taxes	\$9,180,000	\$8,948,289	\$9,352,276	\$9,705,000	11.65%
Permits, Fees and Licenses	\$1,156,885	\$832,280	\$1,008,150	\$881,500	1.06%
Fines and Forfeitures	\$110,000	\$94,468	\$110,000	\$90,000	0.11%
Use of Money and Property	\$581,680	\$841,131	\$824,480	\$844,480	1.01%
Charges for Services	\$2,101,192	\$2,017,664	\$2,170,825	\$2,180,123	2.62%
Miscellaneous	\$250,000	\$494,258	\$255,000	\$225,000	0.27%
Recovered Costs	\$856,800	\$1,850,665	\$718,000	\$2,418,000	2.90%
Subtotal	\$67,071,165	\$69,014,112	\$70,473,163	\$74,209,035	89.06%
State Revenue					
Non-Categorical Aid - State	\$211,000	\$209,467	\$211,000	\$206,000	0.25%
Categorical Aid - Shared Expenses	\$2,673,087	\$2,755,420	\$2,832,081	\$2,832,081	3.40%
Categorical Aid - State	\$2,628,547	\$3,205,417	\$2,594,318	\$2,643,687	3.17%
Subtotal	\$5,512,634	\$6,170,304	\$5,637,399	\$5,681,768	6.82%
Federal Revenue					
Non-Categorical Aid - Federal	\$52,500	\$56,068	\$52,500	\$54,000	0.06%
Categorical Aid - Federal	\$1,620,705	\$2,238,889	\$1,686,198	\$1,800,485	2.16%
Subtotal	\$1,673,205	\$2,294,957	\$1,738,698	\$1,854,485	2.23%
Non-Revenue/Fund Balance	\$1,994,413	\$0	\$2,000,000	\$1,575,000	1.89%
Total General Fund Revenues	\$76,251,417	\$77,479,373	\$79,849,260	\$83,320,288	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 2020-2021 budget was adopted with a real estate tax rate for calendar year 2020 of \$0.655 per \$100 of assessed value.

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 \$4,541,220 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.

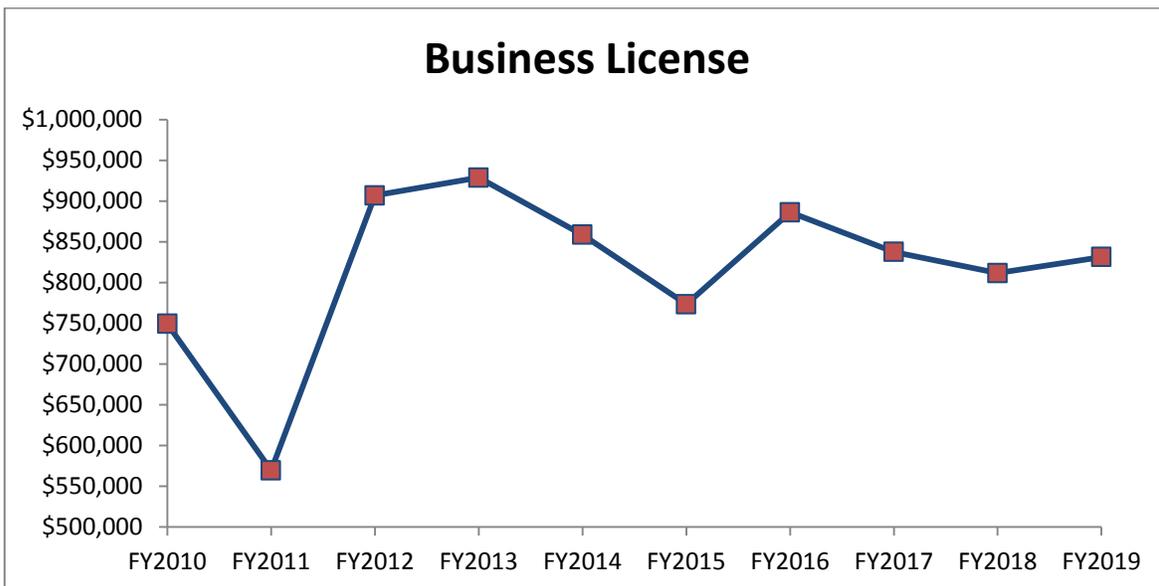
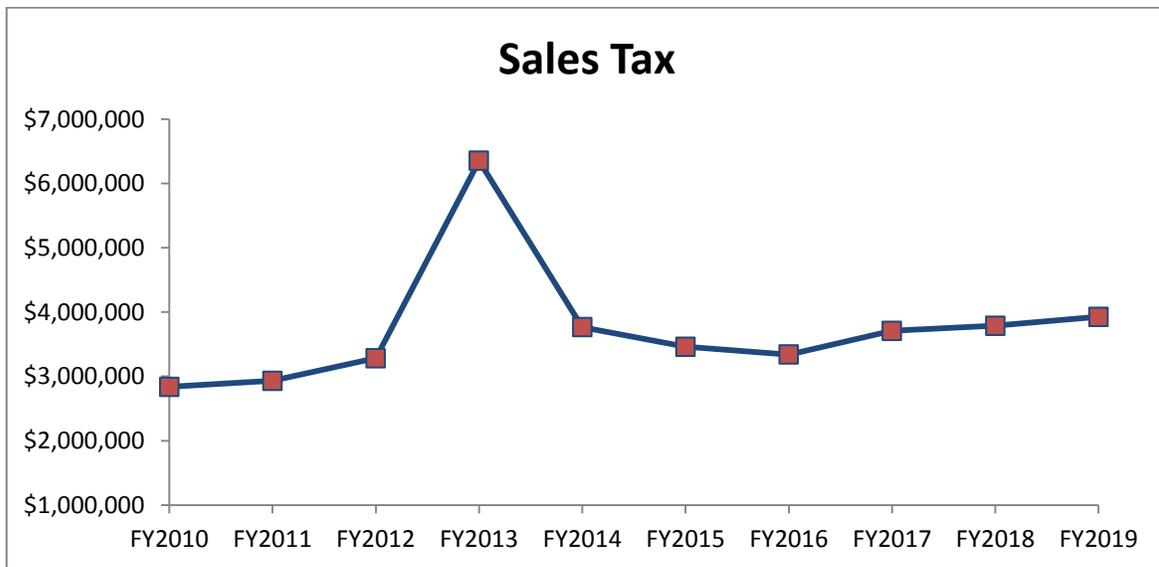
	FY	FY	FY	FY
	2018-2019	2018-2019	2019-2020	2020-2021
General Property Taxes:	BUDGETED	ACTUAL	BUDGETED	BUDGETED
Real Property Taxes	\$28,004,850	\$28,410,542	\$30,784,932	\$31,034,932
Public Service Corporation Taxes	\$6,607,258	\$6,026,139	\$6,157,000	\$7,000,000
Personal Property Taxes	\$15,800,000	\$16,847,521	\$16,600,000	\$17,150,000
Mobile Homes	\$7,500	\$8,240	\$7,500	\$7,500
Machinery and Tools	\$1,363,000	\$1,734,980	\$1,413,000	\$1,650,000
Land Redemptions	\$0	\$0	\$20,000	\$20,000
Rollback Taxes	\$0	\$0	\$0	\$0
Mineral Rights	\$2,000	\$3,087	\$2,000	\$2,500
Penalties	\$600,000	\$517,107	\$600,000	\$600,000
Interest	\$450,000	\$387,741	\$450,000	\$400,000
TOTAL	\$52,834,608	\$53,935,357	\$56,034,432	\$57,864,932

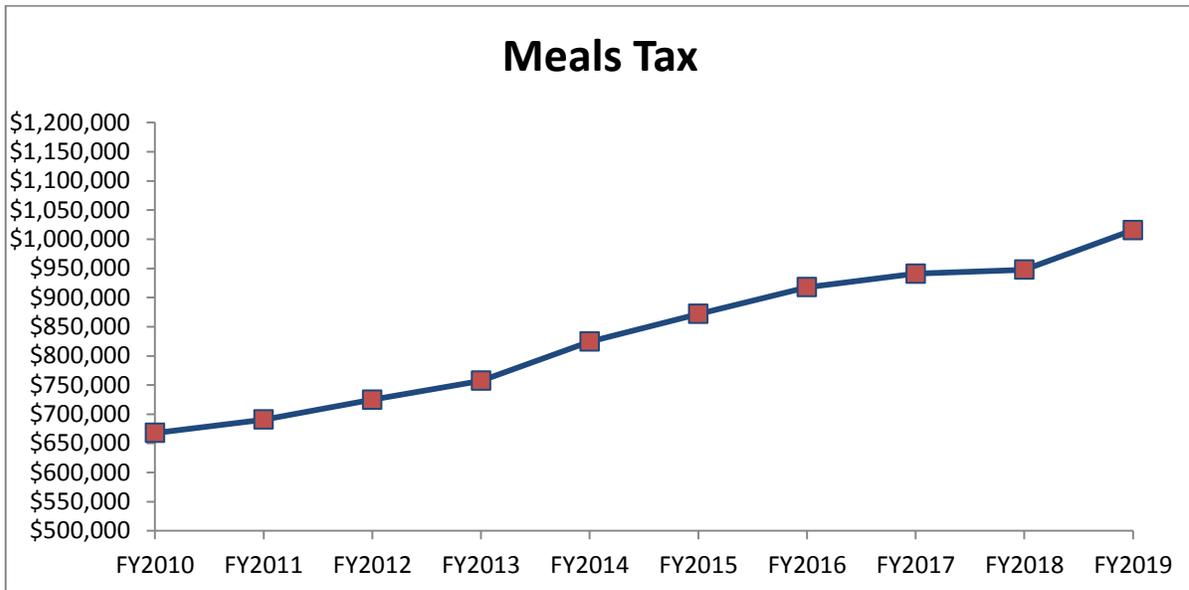
PROPERTY TAX RATES Last Ten Calendar Years				
Calendar Year	Real Estate	Personal Property	Machinery and Tools	Mobile Homes
2011	\$0.59	\$4.00	\$1.30	\$0.59
2012	\$0.59	\$4.00	\$1.30	\$0.59
2013	\$0.59	\$4.00	\$1.30	\$0.59
2014	\$0.61	\$4.00	\$1.95	\$0.61
2015	\$0.60	\$4.00	\$1.95	\$0.60
2016	\$0.62	\$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
2020	\$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 2018-2019	FY 2018-2019	FY 2019-2020	FY 2020-2021
	BUDGETED	ACTUAL	BUDGETED	BUDGETED
Local Sales Tax	\$3,950,000	\$3,925,330	\$4,027,276	\$4,400,000
Communication Tax	\$900,000	\$755,473	\$900,000	\$780,000
Consumer Utility Tax	\$760,000	\$735,999	\$760,000	\$760,000
Business License	\$850,000	\$830,981	\$875,000	\$875,000
Motor Vehicle License Tax	\$940,000	\$895,786	\$940,000	\$940,000
Taxes on Recordation & Wills	\$630,000	\$595,099	\$630,000	\$700,000
Meals Tax	\$950,000	\$1,015,726	\$1,000,000	\$1,000,000
Occupancy Tax	\$200,000	\$193,895	\$220,000	\$250,000
TOTAL	\$9,180,000	\$8,948,289	\$9,352,276	\$9,705,000

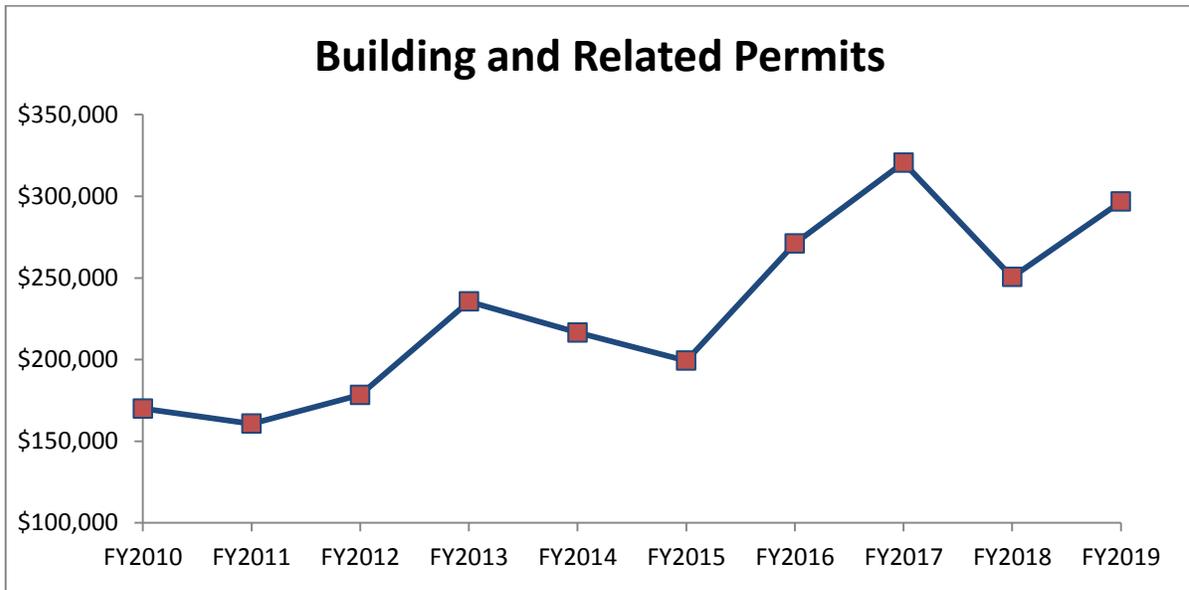




Permits, Fees, and Licenses:

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 2020 had 74 new starts.

	FY 2018-2019 BUDGETED	FY 2018-2019 ACTUAL	FY 2019-2020 BUDGETED	FY 2020-2021 BUDGETED
Permits, Fees & Licenses				
Animal Licenses	\$45,000	\$41,877	\$45,000	\$45,000
Building and Related Permits	\$375,000	\$296,685	\$375,000	\$325,000
Zoning, Rezoning, and Subdivision fees	\$30,000	\$42,919	\$30,000	\$35,000
Transfer Fees	\$1,500	\$1,581	\$1,500	\$1,500
Parks & Rec. User Fees	\$356,935	\$281,045	\$338,650	\$300,000
Golf Club Fees	\$253,450	\$80,323	\$123,000	\$80,000
Septage Fees	\$95,000	\$87,850	\$95,000	\$95,000
TOTAL	\$1,156,885	\$832,280	\$1,008,150	\$881,500



Fines and Forfeitures:

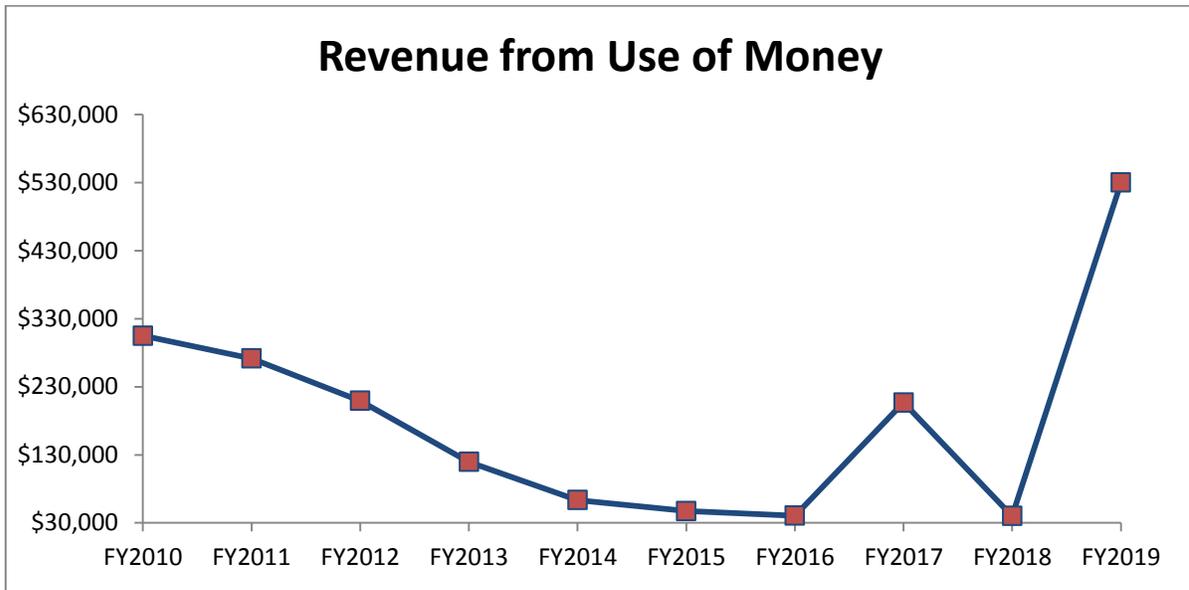
Fines and forfeitures are revenues collected for court fines and forfeitures as a result of violations of local ordinances and regulations.

Fines and Forfeitures:	FY 2018-2019 BUDGETED	FY 2018-2019 ACTUAL	FY 2019-2020 BUDGETED	FY 2020-2021 BUDGETED
Court Fines and Forfeitures	\$110,000	\$94,468	\$110,000	\$90,000
TOTAL	\$110,000	\$94,468	\$110,000	\$90,000

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 2018-2019 BUDGETED	FY 2018-2019 ACTUAL	FY 2019-2020 BUDGETED	FY 2020-2021 BUDGETED
Revenue from Use of Money	\$220,000	\$459,507	\$440,000	\$460,000
Revenue from Use of Property	\$361,680	\$381,624	\$384,480	\$384,480
TOTAL	\$581,680	\$841,131	\$824,480	\$844,480



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 2018-2019 BUDGETED	FY 2018-2019 ACTUAL	FY 2019-2020 BUDGETED	FY 2020-2021 BUDGETED
Charges for Services:				
Excess Fees of Clerk	\$7,500	\$4,026	\$7,500	\$0
Sheriff's Fees	\$0	\$2,396	\$0	\$0
Courthouse Security Fees	\$58,000	\$73,220	\$70,000	\$70,000
Administrative Fees	\$225,000	\$250,572	\$225,000	\$250,000
Sanitary District Fees	\$100,000	\$113,433	\$98,080	\$100,000
Reimb for Public Works/Sanitary District	\$160,122	\$140,337	\$180,122	\$200,000
Law Library Fees	\$24,000	\$10,757	\$24,000	\$24,000
Courthouse Maintenance Fees	\$15,000	\$18,869	\$15,000	\$15,000
Courthouse Construction/Ren. Fees	\$25,000	\$28,448	\$25,000	\$25,000
Weapons Permits Fees	\$25,000	\$28,130	\$35,000	\$35,000
Bank Franchise Fees	\$10,000	\$22,044	\$10,000	\$10,000
Charges for Commonwealth's Atty.	\$4,200	\$4,025	\$4,200	\$4,200
Airport Hangar Rental Fees	\$189,870	\$185,075	\$194,423	\$194,423
VA Inland Port Authority	\$20,000	\$20,692	\$20,000	\$20,000
Reimb Shen Farms Manager	\$40,000	\$34,024	\$40,000	\$40,000
Skyline Training Academy Fees	\$7,500	\$7,500	\$7,500	\$7,500
DSS Legal Fees to Cnty Attorney's Office	\$25,000	\$0	\$50,000	\$50,000
Charges for Sanitation & Waste Removal	\$1,150,000	\$1,061,121	\$1,150,000	\$1,120,000
Charges for Other and Sale of Maps	\$15,000	\$12,995	\$15,000	\$15,000
TOTAL	\$2,101,192	\$2,017,664	\$2,170,825	\$2,180,123

Miscellaneous:

	FY 2018-2019 BUDGETED	FY 2018-2019 ACTUAL	FY 2019-2020 BUDGETED	FY 2020-2021 BUDGETED
Miscellaneous				
Miscellaneous	\$165,000	\$410,163	\$165,000	\$165,000
Sale of Recyclable Materials	<u>\$85,000</u>	<u>\$84,095</u>	<u>\$90,000</u>	<u>\$60,000</u>
TOTAL	\$250,000	\$494,258	\$255,000	\$225,000

Recovered Costs:

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

	FY 2018-2019 BUDGETED	FY 2018-2019 ACTUAL	FY 2019-2020 BUDGETED	FY 2020-2021 BUDGETED
Recovered Costs				
Expenditure Refunds	\$18,000	\$44,650	\$18,000	\$18,000
Other Recovered Costs	<u>\$838,800</u>	<u>\$1,806,015</u>	<u>\$700,000</u>	<u>\$2,400,000</u>
TOTAL	\$856,800	\$1,850,665	\$718,000	\$2,418,000

Non-Categorical Aid – State:

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

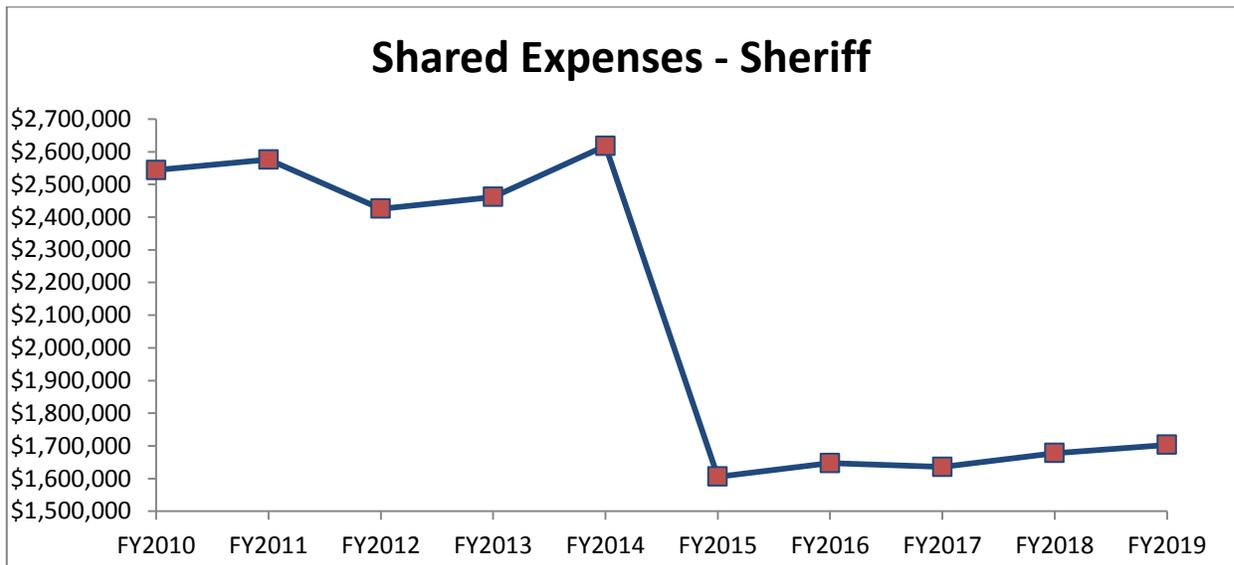
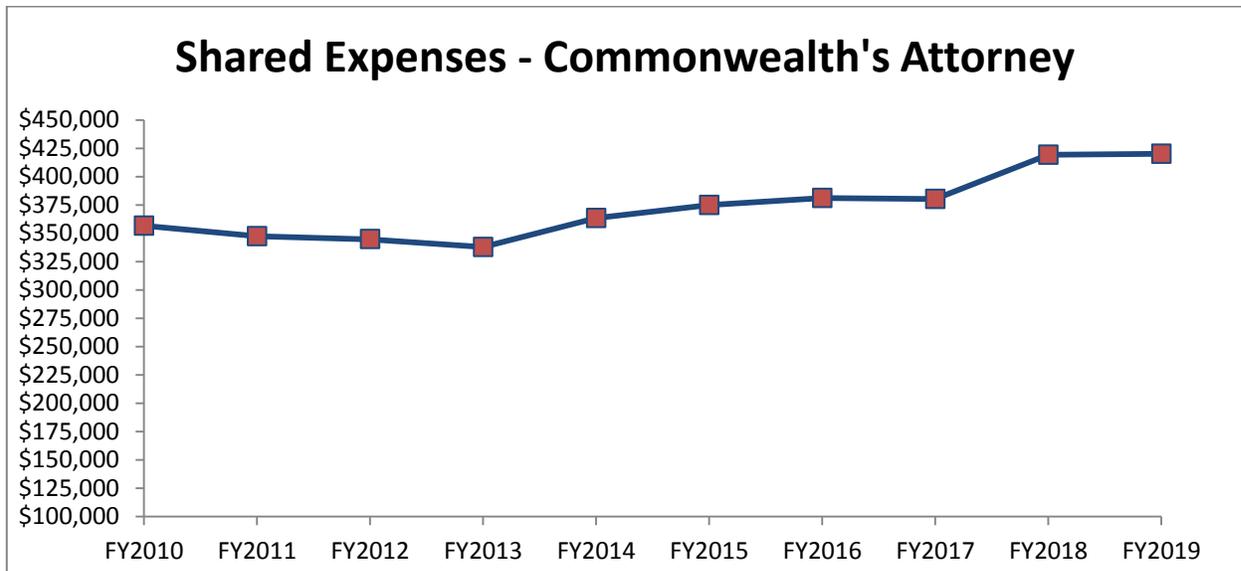
	FY 2018-2019 BUDGETED	FY 2018-2019 ACTUAL	FY 2019-2020 BUDGETED	FY 2020-2021 BUDGETED
Non-categorical Aid				
Motor Vehicle Carriers' Tax	\$60,000	\$57,059	\$60,000	\$55,000
Mobile Home Titling Tax	\$1,000	\$345	\$1,000	\$1,000
State Recordation Tax	<u>\$150,000</u>	<u>\$152,063</u>	<u>\$150,000</u>	<u>\$150,000</u>
TOTAL	\$211,000	\$209,467	\$211,000	\$206,000

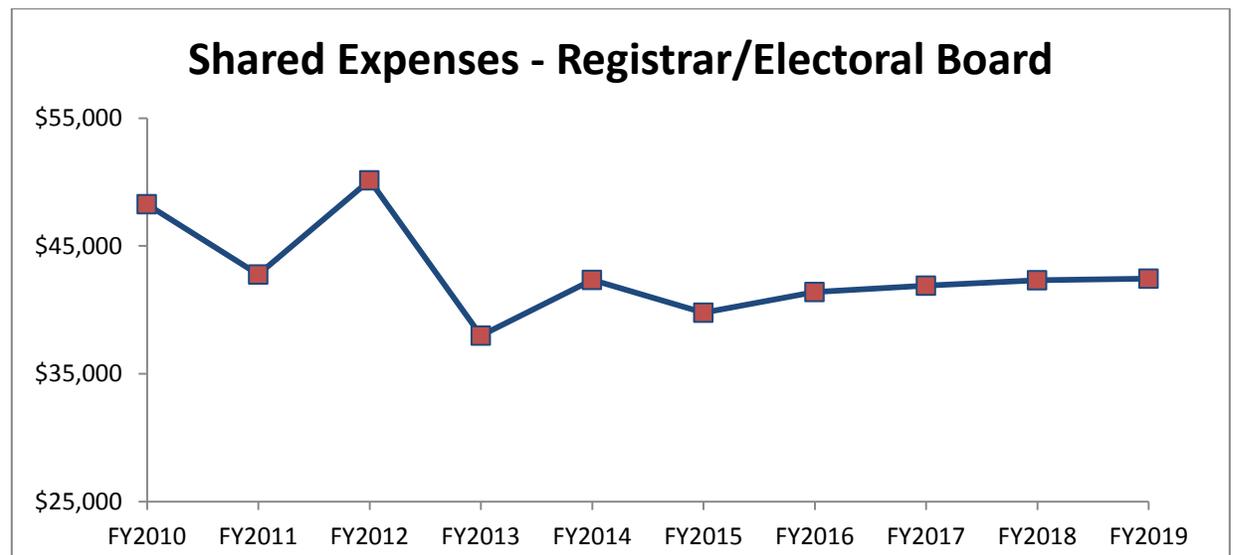
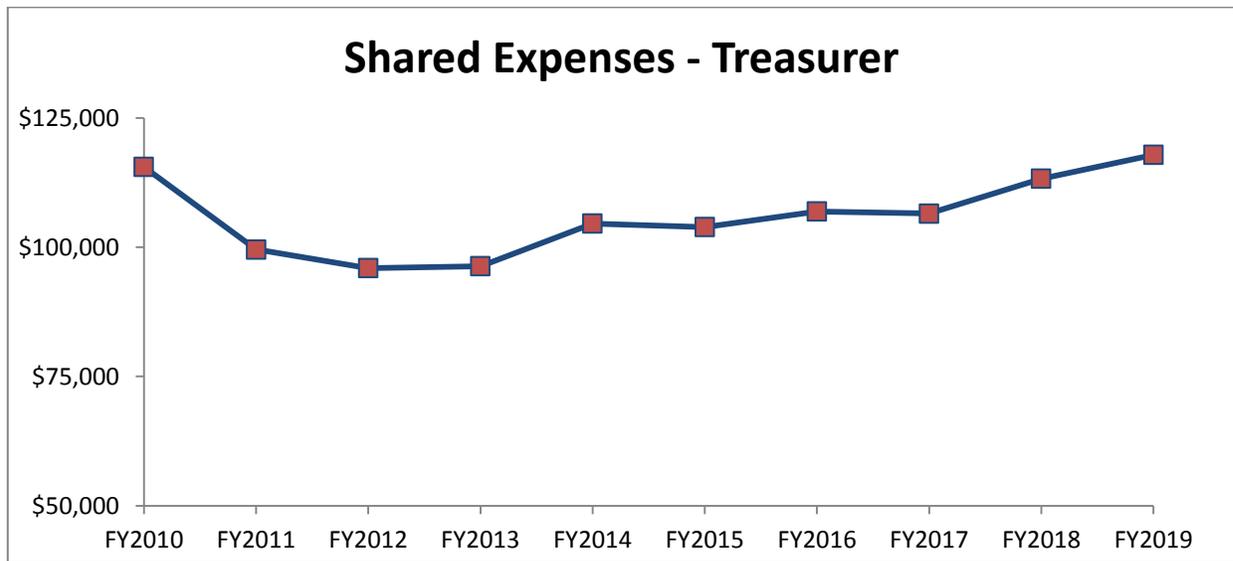
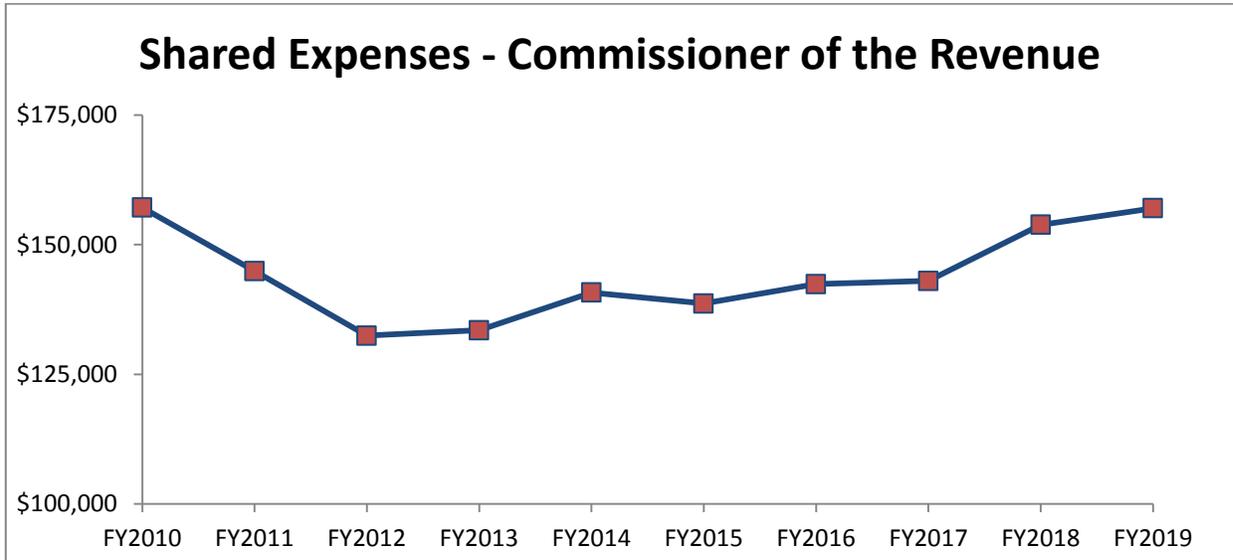
Categorical Aid – Shared Expenses:

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.

	FY 2018-2019 BUDGETED	FY 2018-2019 ACTUAL	FY 2019-2020 BUDGETED	FY 2020-2021 BUDGETED
Categorical Aid - Shared Expenses				
Commonwealth's Attorney	\$408,408	\$420,119	\$431,943	\$431,943
Sheriff	\$1,664,766	\$1,703,155	\$1,762,633	\$1,762,633
Commissioner of the Revenue	\$146,851	\$157,015	\$161,915	\$161,915
Treasurer	\$108,479	\$117,880	\$121,748	\$121,748
Registrar/Electoral Board	\$40,000	\$42,436	\$40,000	\$40,000
Clerk of the Circuit Court	\$304,583	\$314,815	\$313,842	\$313,842
TOTAL	\$2,673,087	\$2,755,420	\$2,832,081	\$2,832,081





Categorical Aid – State:

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

	FY 2018-2019 BUDGETED	FY 2018-2019 ACTUAL	FY 2019-2020 BUDGETED	FY 2020-2021 BUDGETED
Categorical Aid				
Welfare Admin. and Public Assistance	\$1,226,406	\$1,086,228	\$1,192,677	\$1,266,697
Comprehensive Services Act	\$1,040,442	\$936,567	\$1,040,442	\$1,040,442
Emergency Medical Services (Four for Life)	\$42,855	\$45,682	\$42,855	\$42,855
Fire Programs Funds	\$77,344	\$80,077	\$77,344	\$77,344
Abandoned Vehicle Program	\$20,000	\$8,600	\$20,000	\$20,000
Va. Domestic Violence Victims Grant	\$45,000	\$45,000	\$45,000	\$45,000
Victim Witness Grant	\$64,000	\$46,166	\$64,000	\$66,849
SRO Grant	\$27,500	\$0	\$27,500	\$0
E911	\$45,000	\$117,613	\$45,000	\$45,000
VJCCA Grant	\$35,000	\$36,631	\$35,000	\$35,000
Local Gov't. Challenge Grant	\$5,000	\$4,500	\$4,500	\$4,500
Litter Control Grant	\$0	\$0	\$0	\$0
VDOT - Revenue Sharing	\$0	\$612,665	\$0	\$0
Highway Maintenance Funds	\$0	\$9,915	\$0	\$0
Other Categorical Aid	\$0	\$175,773	\$0	\$0
TOTAL	\$2,628,547	\$3,205,417	\$2,594,318	\$2,643,687

Non-Categorical Aid – Federal:

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

	FY 2018-2019 BUDGETED	FY 2018-2019 ACTUAL	FY 2019-2020 BUDGETED	FY 2020-2021 BUDGETED
Non-categorical Aid - Federal				
Payments in Lieu of Taxes	\$52,500	\$56,068	\$52,500	\$54,000
TOTAL	\$52,500	\$56,068	\$52,500	\$54,000

Categorical Aid – Federal:

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

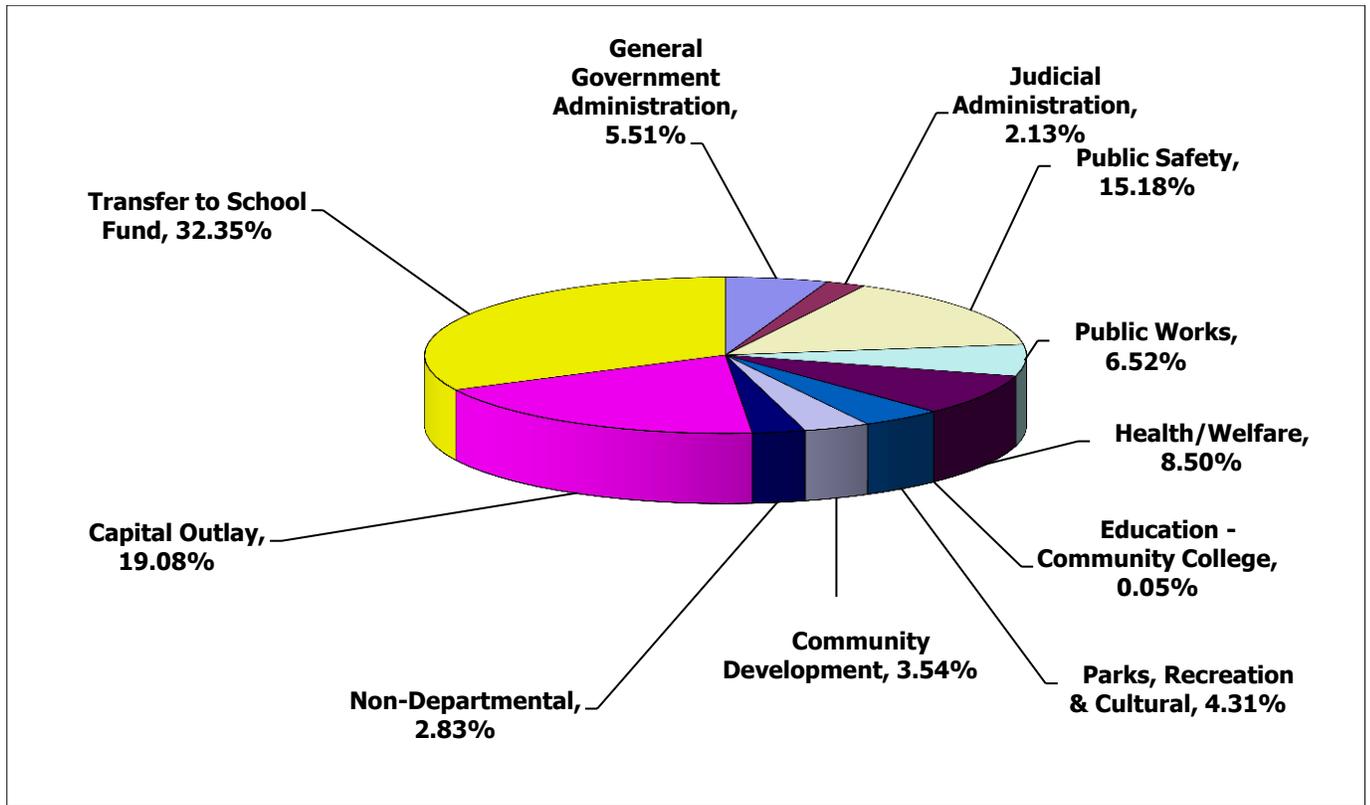
	FY 2018-2019 BUDGETED	FY 2018-2019 ACTUAL	FY 2019-2020 BUDGETED	FY 2020-2021 BUDGETED
Categorical Aid - Federal				
Welfare Admin. and Public Assistance	\$1,620,705	\$1,993,625	\$1,686,198	\$1,800,485
Ed Byrne Memorial State & Local Law Enf.	\$0	\$0	\$0	\$0
Airport Improvement Program Grants	\$0	\$156,938	\$0	\$0
Other- Grants	\$0	\$88,326	\$0	\$0
TOTAL	\$1,620,705	\$2,238,889	\$1,686,198	\$1,800,485

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.

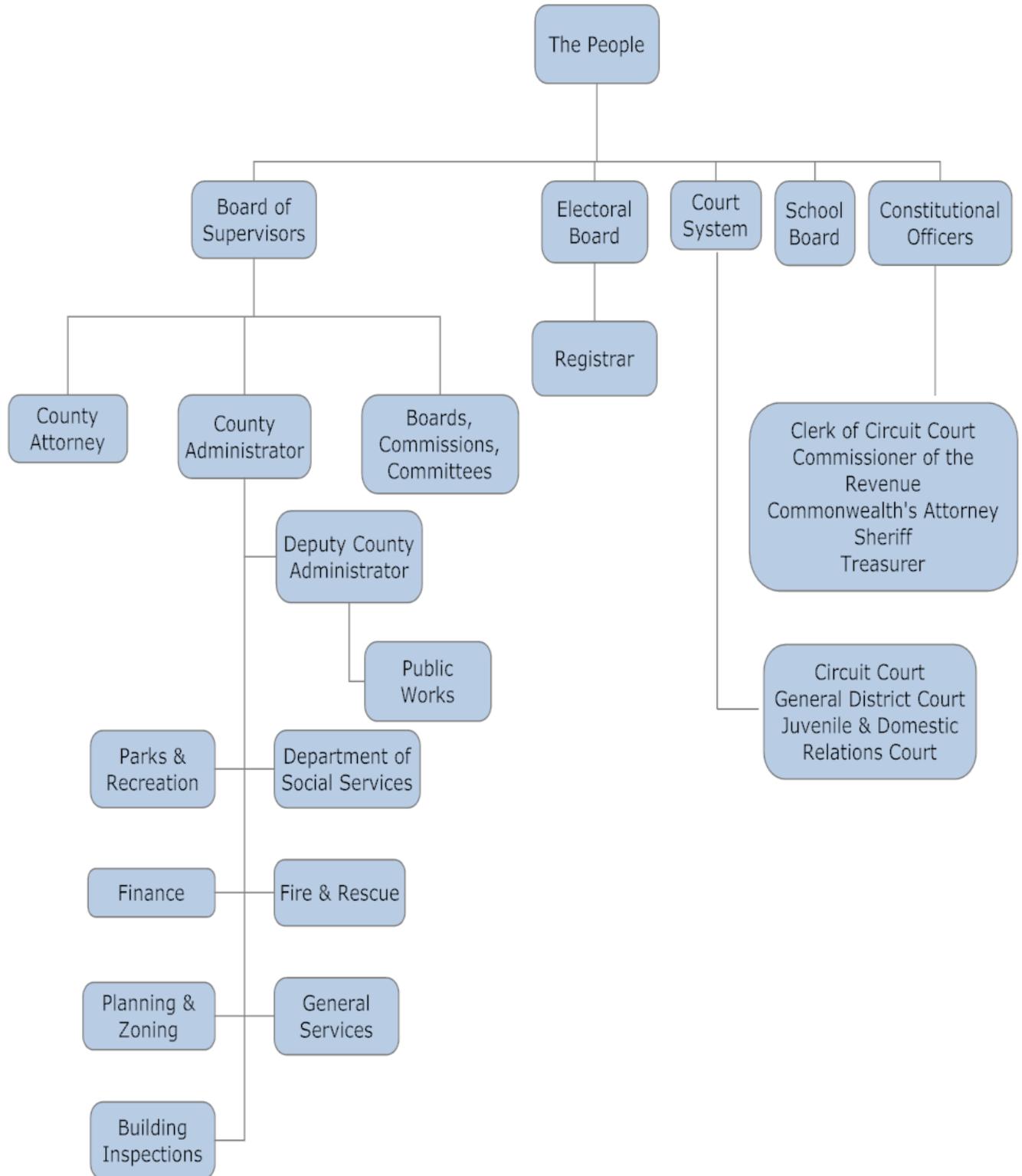
	FY 2018-2019 BUDGETED	FY 2018-2019 ACTUAL	FY 2019-2020 BUDGETED	FY 2020-2021 BUDGETED
Non-Revenue Receipts				
Funding from Fund Balance	\$1,994,413	\$0	\$2,000,000	\$1,575,000
TOTAL	\$1,994,413	\$0	\$2,000,000	\$1,575,000

FY 2020-2021 General Fund Expenditures
\$83,320,288



	FY 2018-2019 BUDGETED	FY 2018-2019 ACTUAL	FY 2019-2020 BUDGETED	FY 2020-2021 BUDGETED	% OF TOTAL
General Fund Expenditures					
General Government Administration	\$3,217,917	\$3,813,932	\$3,214,872	\$4,591,006	5.51%
Judicial Administration	\$1,453,444	\$1,493,783	\$1,493,988	\$1,771,403	2.13%
Public Safety	\$12,099,471	\$12,165,174	\$12,410,927	\$12,650,215	15.18%
Public Works	\$4,896,778	\$4,911,590	\$5,205,797	\$5,434,480	6.52%
Health/Welfare	\$6,618,761	\$6,481,492	\$6,758,077	\$7,080,285	8.50%
Education - Community College	\$38,637	\$38,637	\$41,583	\$39,656	0.05%
Parks, Recreation & Cultural	\$3,531,781	\$3,699,590	\$3,888,542	\$3,587,295	4.31%
Community Development	\$2,572,350	\$995,797	\$2,636,689	\$2,953,082	3.54%
Non-Departmental	\$1,152,473	\$982,803	\$1,617,648	\$2,362,022	2.83%
Capital Outlay	\$16,034,227	\$21,766,241	\$16,138,506	\$15,894,521	19.08%
Transfer to School Fund	\$24,635,578	\$24,753,980	\$26,442,631	\$26,956,323	32.35%
Total	\$76,251,417	\$81,103,018	\$79,849,260	\$83,320,288	100.00%

County of Warren Organizational Chart





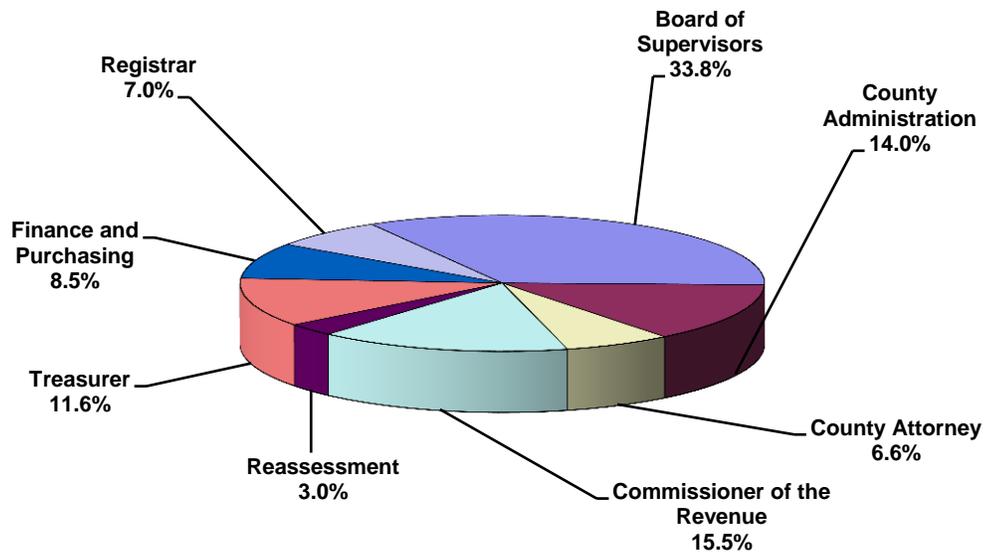
Warren County Government Center

General Government Administration

	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2020 TO FY 2021	
				AMOUNT	%
Board of Supervisors	\$919,699	\$236,902	\$1,549,632	\$1,312,730	554.12%
County Administration	\$700,293	\$643,122	\$642,321	\$(801)	-0.12%
County Attorney	\$214,382	\$296,184	\$303,066	\$6,882	2.32%
Commissioner of the Revenue	\$637,320	\$696,482	\$711,665	\$15,183	2.18%
Reassessment	\$286,286	\$123,500	\$138,600	\$15,100	12.23%
Treasurer	\$527,611	\$541,582	\$532,016	\$(9,566)	-1.77%
Finance and Purchasing	\$325,425	\$370,562	\$390,448	\$19,886	5.37%
Registrar	\$202,916	\$306,538	\$323,258	\$16,720	5.45%

**GENERAL GOVERNMENT
ADMINISTRATION**

\$3,813,932	\$3,214,872	\$4,591,006	\$1,376,134	42.81%
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Board of Supervisors

DEPARTMENT DESCRIPTION:

Warren County operates under the County Board form of government as provided for in the Code of Virginia. Warren County consists of five magisterial districts; each district is represented by an elected representative while the Board elects its 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 June 16, 2020:

2020 Warren County Board of Supervisors Goals, Projects, and Programs

Priority	Future Goals, Projects, and Programs	Level of Importance (Highest to Lowest)
1	Complete understanding of how the embezzlement occurred and work with the EDA Executive Director and Board of Directors to recover the lost funds	50
2	Make the Airport Self-Sufficient	49
3	Complete construction of the new Rivermont Fire Station	48
4	Assist the collection of delinquent taxes, both real estate and personal property	48
5	No more land annexations to the Town of Front Royal	48
6	County to complete upgrade of Happy Creek Road/Morgan Ford Road from Town limits to Manassas Run Road with bike and pedestrian access	48
7	Construction of a grade separated crossing of Rt. 658 (Rockland Road)	47
8	Complete implementation of EnerGov software for Building Inspections, County Planning and Town Planning	47

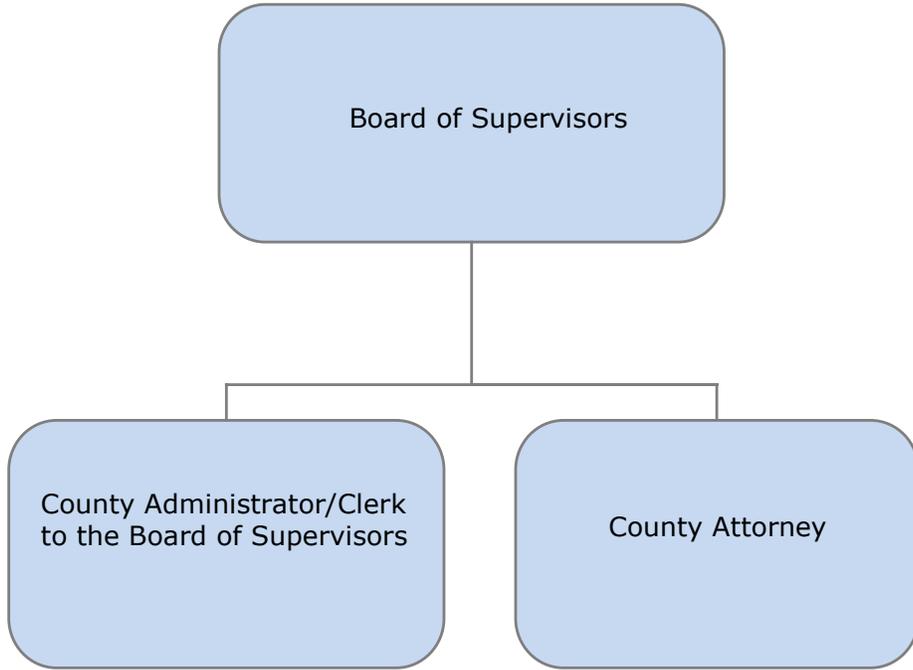
Priority	Future Goals, Projects, and Programs	Level of Importance (Highest to Lowest)
9	Complete the hiring of a new Finance Director and Deputy Director	47
10	Continue update of the Warren County Comprehensive Plan; work to incorporate the new Strategic Vision into the overall plan	46
11	Purchase of new self-contained breathing apparatus for all paid and volunteer staff in Fire and Rescue	46
12	Expansion of Broadband into underserved areas of the County	46
13	Develop training for volunteers for Fire and Rescue	45
14	More carefully review the costs and expenses of the County and expand the fraud, waste, and abuse reporting center	45
15	Fewer warehousing jobs and more manufacturing jobs in the County	45
16	Continued award recognition of Audit and Budget Report by GFOA	44
17	Complete the FY 2020-2021 budget	44
18	Updates and revisions to the County Personnel Policy	43
19	Continue to train and develop volunteers for Fire and Rescue and foster better working relations between volunteer and paid Fire Department Staff	43
20	Increase staffing levels for Fire and Rescue Services	42
21	Expand the County Commercial Tax Base in the following areas: Route 340/522 Corridor and I-66 at Linden	41
22	Pay for projects currently in the process before starting new ones, other than necessary ones	41
23	Review the initial and long-term costs associated with projects before applying for funding from grant agencies	40
24	Review and renew all 3 of the County's Agricultural and Forestal Districts	39

Priority	Future Goals, Projects, and Programs	Level of Importance (Highest to Lowest)
25	Implementation of Annual Fire Marshal Inspection Program for all County-owned Facilities	39
26	Improvement of Substandard Roads and continued development of the Rural Addition and Revenue Sharing programs through VDOT; improved understanding in the community about the programs	39
27	Widen and improve Rt. 55 East from Town Limits to Linden interchange	38
28	Complete revisions to County's Sign Ordinance (Zoning Ordinance)	38
29	ISO 9000 training for Board members to bolster continued communication and transparency	37
30	Assist with the creation of a Town/County tourism plan and implement said plan with attention paid to the effects infrastructure has on tourism	37
31	Address Airport management issues	37
32	Implement Phase II of the County-wide Pay and Classification Study	36
33	Return obstetrics and Intensive Care Unit (ICU) services to Warren Memorial Hospital	36
34	Complete design, secure environmental permitting, and begin construction of the new Shenandoah Farms convenience site and Sanitary District Maintenance Facility	35
35	Secure Dupont grant funding for safety improvements to the South River boat landing	35
36	Safety improvements to Route 340 South, Browntown-Bentonville Road, and Browntown Road	34
37	Complete re-development of Health and Human Services Building	30
38	Expansion of Park and Ride Facilities	29
39	Evaluate ownership and operations at the Front Royal Golf Club	28
40	Complete close-out of the Airport obstruction removal and tower project	26

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	71,315	65,797	65,029	82,785	17,756	27.30%
OPERATING	289,340	853,902	171,873	1,466,847	1,294,974	753.45%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$360,655	\$919,699	\$236,902	\$1,549,632	\$1,312,730	554.12%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	360,655	919,699	236,902	1,549,632	1,312,730	554.12%
TOTAL	\$360,655	\$919,699	\$236,902	\$1,549,632	\$1,312,730	554.12%
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 information to staff, boards and commissions, and the public in general
- Coordinates volunteer and community service programs

Responsibilities to Board of Supervisors:

- Provides support to the Board of Supervisors, including the preparation of agenda packets for every 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 General Public:

- Responds to citizen complaints, concerns, and general inquiries about County services
- 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 the 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
- Continue review process for the Comprehensive Plan Complete construction on the new fire station for Company #2 (Rivermont)
- Complete 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 site
- Continuation of Rural Addition/Revenue Sharing programs including completion of Old Oak (Phases IV and V) and Youngs Drive projects
- Complete site plan/design and perform clearing and grubbing for new proposed Shenandoah Farms Compactor site
- Continue implementation of Fire and Rescue 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
- Continue to evaluate broadband expansion options for the County
- Work to address Fire and Rescue staffing shortfalls
- Review and renew the County’s three Agricultural and Forestal Districts
- Address Front Royal-Warren County Airport management issues
- Work to upgrade the Morgan Ford and Bentonville boat landing sites

BUDGET COMPARISON:

	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Budget	FY 2020-2021 Budget
Population	39,155	39,239	39,645	39,936*	40,344*
Size of Budget	\$713,161	\$712,107	\$700,293	\$643,122	\$642,321
Per Capita Cost	\$18.21	\$18.15	\$17.66	\$16.10	\$15.92

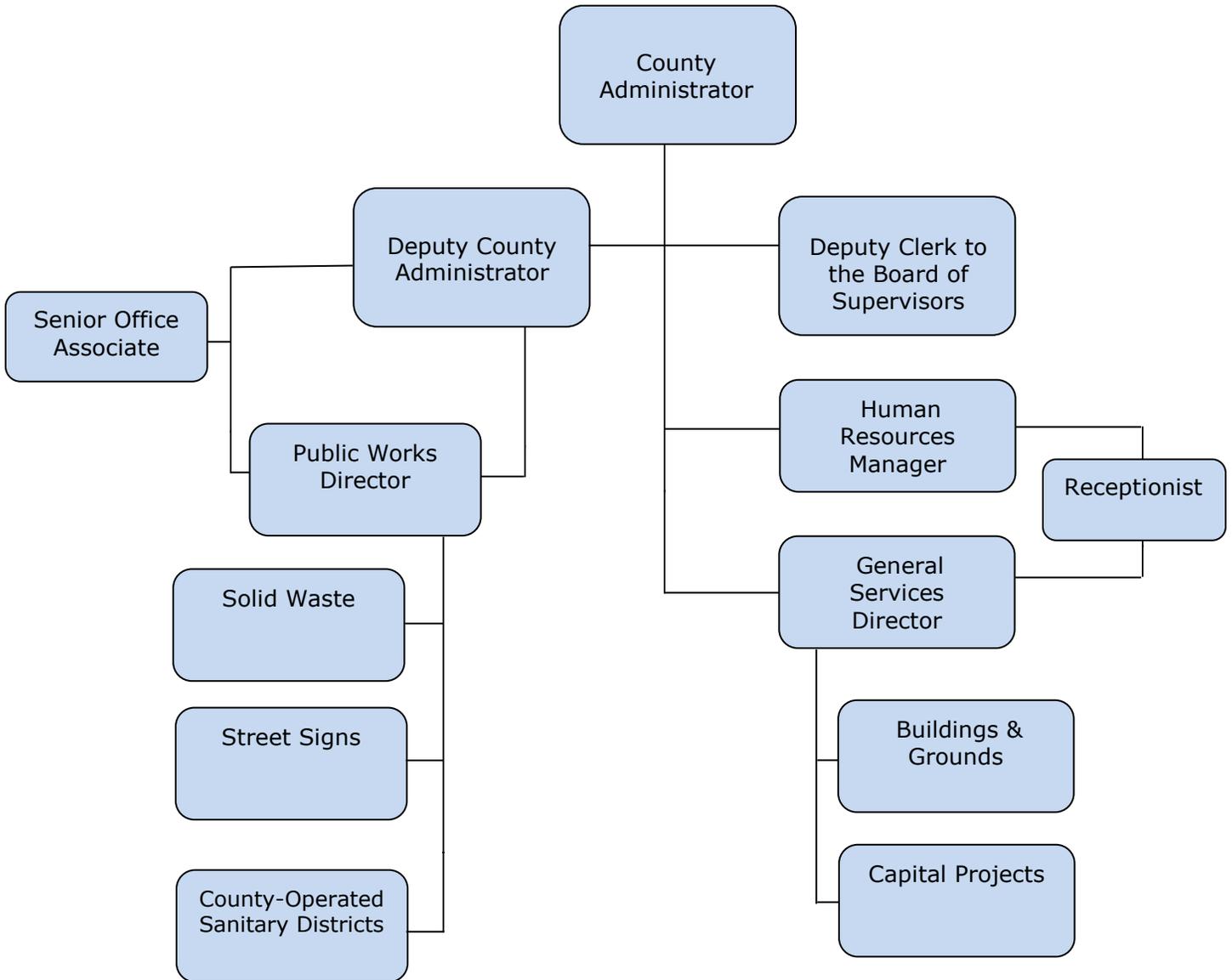
*FY19/20 and FY20/21 are estimates based on the Planning Department projections.

	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Actual	FY 2020-2021 Projected
Meetings	26	23	24	28	25
Work Sessions	12	14	11	13	18
Resolutions	30	28	33	28	30
Ordinance Amendments	13	14	12	7	10
Conditional Use Permits/Modifications	34	25	20	16	18
Rezoning	4	0	0	2	2

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	650,904	657,459	591,313	600,251	8,938	1.51%
OPERATING	48,127	32,575	40,120	31,570	(8,550)	-21.31%
CAPITAL	13,076	10,259	11,689	10,500	0	0.00%
TOTAL	\$712,107	\$700,293	\$643,122	\$642,321	\$(801)	-0.12%
REVENUE:						
FEES	0	0	0		0	0.00%
STATE/FEDERAL	0	0	0		0	0.00%
LOCAL	712,107	700,293	643,122	642,321	(801)	-0.12%
TOTAL	\$712,107	\$700,293	\$643,122	\$642,321	\$(801)	-0.12%
FULL TIME POSITIONS	7	7	6	6	0	0.00%

County Administration



County Attorney

DESCRIPTION:

The office of the County Attorney provides legal advice and representation in civil matters to the Board of Supervisors, County Constitutional offices (Clerk of the Circuit Court, Sheriff, Treasurer, and Commissioner of the Revenue), General Registrar, County Administrator, County Department Heads and staff, the Department of Social Services, 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 added 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 (this service has been temporarily suspended within the Office of the County Attorney). The office has actively pursued civil collections of delinquent personal property and BPOL taxes, (this service has been temporarily suspended within the Office of the County Attorney) as well as delinquent transfer station accounts, CPMT accounts, Parks & Recreation accounts, and Humane Society accounts. The total delinquent fees collected from 2008 to the end of the calendar year 2019 are approximately \$2,027,411.99. Collections for delinquent fees in the past 3 calendar years total \$935,686.76.

RESPONSIBILITIES:

- Draft/review ordinances and agenda items for Board of Supervisors
- Track/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 Officers in response to Freedom of Information requests on a regular basis
- Perform constituent services on behalf of elected officials
- Prepare and route routine correspondence and payment for sanitary districts
- Coordinate departmental purchases and budgets
- Tracking of monthly lease and rent payments at County owned properties
- 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 (The following services have been temporarily suspended within the Office of the County Attorney.)
- File Proof of Claim in bankruptcy proceedings and correspond with the Treasurer's

Office and County Departments during the bankruptcy proceedings (The following services have been temporarily suspended within the Office of the County Attorney.)

PROJECTS:

- Collaborate with Human Resources to update the Warren County Policy Manual to comply with state and federal requirements
- 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

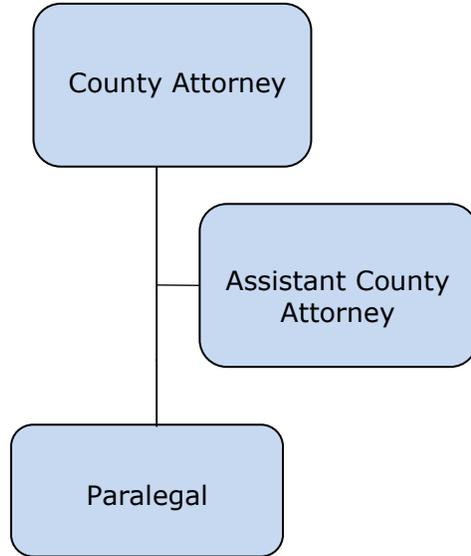
PERFORMANCE MEASURES

	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Actual	FY 2020-2021 Projected
Short Consults/Mtgs.	750	750	760	635	875
Phone/Email	2,500	2,542	2,800	2,500	2,800
Meetings > 1hour	100	98	100	288	300
Litigated Cases	500	475	500	214	281
Procurement	150	138	150	100	100
Real Estate	100	98	100	50	50
Ordinances	25	23	25	25	25
Researched Items	100	98	112	85	100
Total	4,225	4,222	4,225	3,897	4,531

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	180,074	198,613	274,304	284,348	10,044	3.66%
OPERATING	13,800	14,567	20,380	17,218	(3,162)	-15.52%
CAPITAL	880	1,202	1,500	1,500	0	0.00%
TOTAL	\$194,754	\$214,382	\$296,184	\$303,066	\$6,882	2.32%
REVENUE:						
FEES	10,000	10,000	60,000	60,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	184,754	204,382	236,184	243,066	6,882	2.91%
TOTAL	\$194,754	\$214,382	\$296,184	\$303,066	\$6,882	2.32%
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 the County of Warren and State Budgets as required for the office

- Maintain the budget for the office according to requirements of the County and Compensation Board
- Maintain and approve employees time sheets and leave requests 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, Veterans Relief, and Land Use
- Security measures implemented by staff within office
- Update forms and website on an annual basis for Food & Beverage, Transient Occupancy, Business License, Personal Property filings, Tax Relief for the Elderly & Disabled, and Land Use forms.

PROJECTS:

- Continue to reduce paper files by scanning records into electronic format by 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), West Central Deputy 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. We currently have 9 staff in the office including COR registered with Weldon Cooper Center for local government training and certification
- Update Policy and Procedures office handbook (Annual)
- Create an Emergency Plan for the office including references to Covid19
- Plan for future replacement software (3-5 years)
- Plan for future website update (Online filings & payments)
- Create training manual for departments in office.
- Continue to work with building department to improve business license verification
- Update Land Use required filing fees, ordinance
- Create an audit plan with office auditor

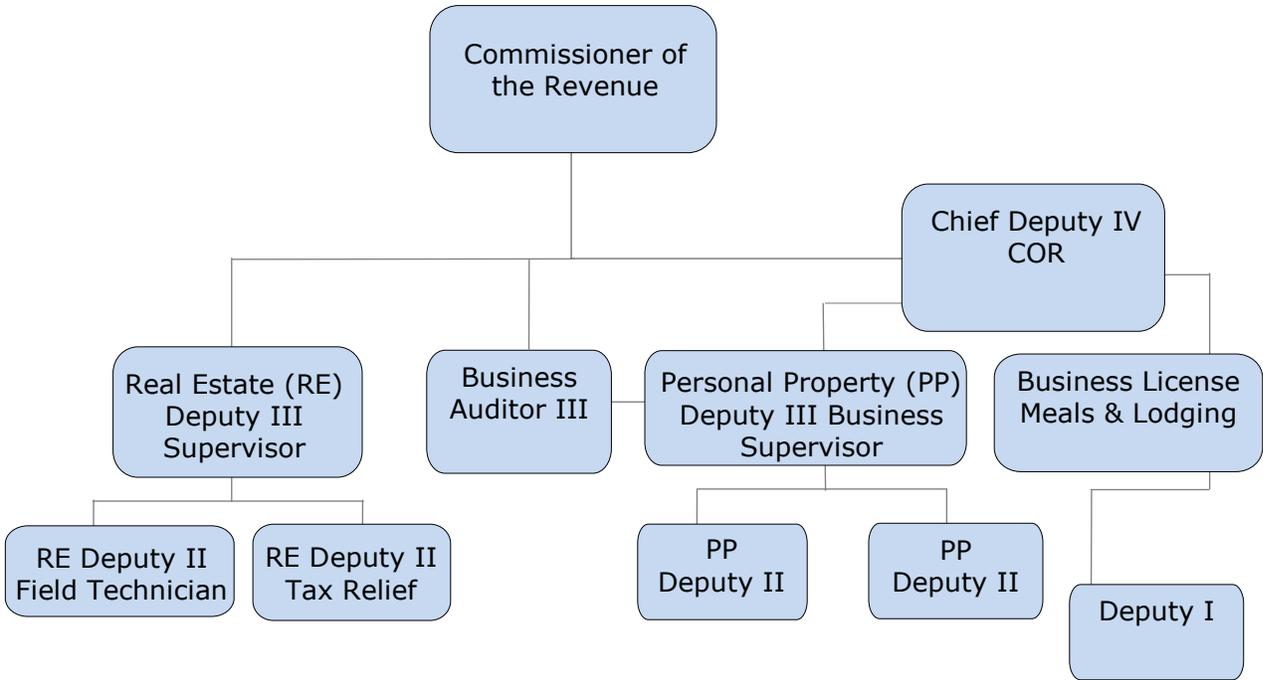
PERFORMANCE MEASUREMENTS:

<i>Calendar/Tax Year</i>	TY	TY	TY	TY	TY
	2015	2016	2017	2018	2019
	Actual	Actual	Actual	Actual	Actual
<i>State Income</i>					
Estimated State Tax Assessments	302	335	285	303	306
State Tax Return Processed	1,052	1,052	1,162	1,201	1,074
Taxpayer Assisted State Income Tax	110	115	115	344	322
State Tax Returns Prepared	242	173	203	200	137
<i>Business License</i>					
Business License Accounts	1,527	1,650	1,534	1,547	1,823
Workman's Compensation Affidavits	333	343	322	214	207
Business License Adjusted	1,738	1,947	1,746	1,817	1,823
General Administrative & Legal	17220	13,273	12,771	12,821	13,535
<i>Excise Taxes</i>					
Excise Taxes Accounts {Meals, Transient Occupancy, Consumer taxes }	76	81	121	120	114
Excise Tax Adjusted	22	33	8	27	22
<i>Personal Property</i>					
Personal Property Assessments	54,074	66,427	63,771	68,401	69,304
PP Adjustments	16,429	26,261	25,006	26,875	25,012
Business PP Adjustments	10,792	1,702	1,870	1,181	1,297
PPTRA Compliance	46,586	41,521	44,819	52,935	16,027
PP Registration Deletions	1,853	1,932	2,217	1,644	2,050
PP Proration Assessments	4,143	5,918	5,148	3,960	4,627
PP New Registrations	2,556	3,986	2,931	2,316	2,577
Vehicle License Fees Assessed	35,372	35,320	33,578	34,875	35,670
Vehicle License Fee Adjusted	1,224	1,621	1,199	1,297	1,011
Mobile Home Assessments	339	350	362	377	319
Machinery Tools/BPP Accounts	2688	2678	2245	2,392	2,435
M&T Adjustments	11	8	0	5	5
<i>Real Estate</i>					
Parcels of Land	25,674	25,659	25,609	25,609	25,603
RE Transfers	1,979	2,080	2,331	2,341	2,389
RE Assessments In-House	689	441	732	1,167	876
Tax Relief Applications	486	500	501	478	483
Reassessment/New Construction	499	560	124	170	87
RE/PS Tax Adjustments	594	701	703	3,422	2,694
Public Service Corp Assessed	50	50	50	51	64
Land Use/Rollback Applications	1,349	1,361	1,330	1,350	1,495
Local Real Estate Tax Appeals	0	23	23	35	132

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	564,214	579,225	648,418	664,382	15,964	2.46%
OPERATING	46,446	48,973	41,661	42,380	719	1.73%
CAPITAL	13,095	9,122	6,403	4,903	(1,500)	-23.43%
TOTAL	\$623,755	\$637,320	\$696,482	\$711,665	\$15,183	2.18%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	153,849	157,015	161,915	161,915	0	0.00%
LOCAL	469,906	480,305	534,567	549,750	15,183	2.84%
TOTAL	\$623,755	\$637,320	\$696,482	\$711,665	\$15,183	2.18%
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. The regional reassessment RFP should be put out in late 2020 with selection of a vendor(s) made in the spring of 2021. Field work on the 2023 General Reassessment should start on July 1, 2021, with the work completed by December 31, 2022.

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	10,302	0	0	0	0.00%
OPERATING	277,905	275,984	123,500	138,600	15,100	12.23%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	<u>\$277,905</u>	<u>\$286,286</u>	<u>\$123,500</u>	<u>\$138,600</u>	<u>\$15,100</u>	<u>12.23%</u>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	277,905	286,286	123,500	138,600	15,100	12.23%
TOTAL	<u>\$277,905</u>	<u>\$286,286</u>	<u>\$123,500</u>	<u>\$138,600</u>	<u>\$15,100</u>	<u>12.23%</u>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Treasurer

DEPARTMENT DESCRIPTION:

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

RESPONSIBILITIES:

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

PROJECTS:

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

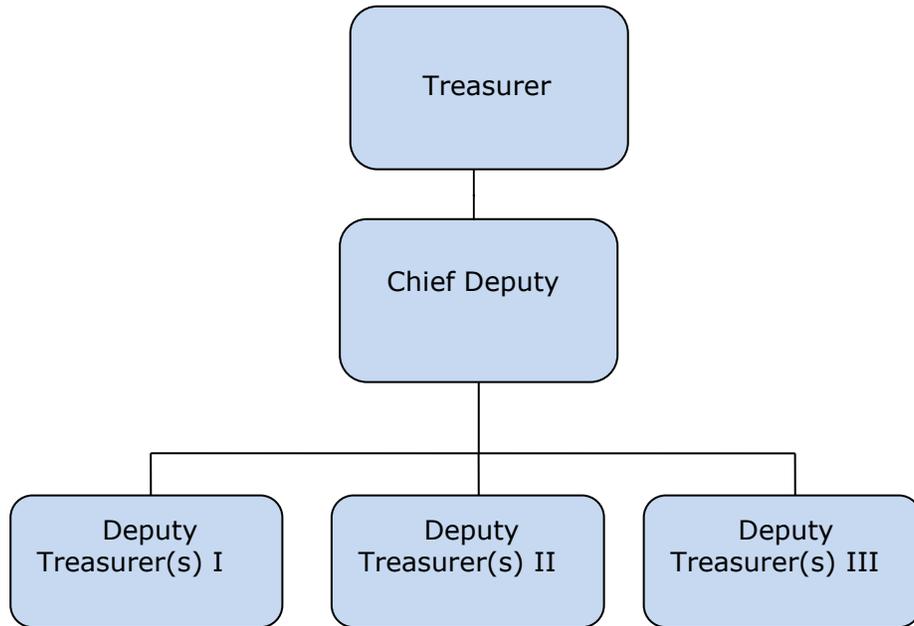
PERFORMANCE MEASUREMENTS:

	FY 2015-2016 Actual	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Actual	FY 2020-2021 Estimate
Real Estate Tax Bills Processed	24,889	24,887	24,904	25,368	24,815	25,000
Personal Property Tax Bills Processed	31,683	39,143	42,833	41,734	43,650	40,000
Dog Licenses Sold	5,791	5,441	5,614	5,492	4,312	5,300
Vehicle Decals Issued	1,439	576	800	585	1,307	1,000
Vehicle License Fees Billed	35,320	31,683	36,901	34,845	35,670	35,000
Trash Decals Issued	295	358	286	301	335	315
Fishing License	0	0	6	8	4	6
Hunting License	0	0	1	2	4	2

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	415,987	419,415	433,410	429,266	(4,144)	-0.96%
OPERATING	113,511	106,881	104,322	99,400	(4,922)	-4.72%
CAPITAL	2,113	1,315	3,850	3,350	(500)	-12.99%
TOTAL	\$531,611	\$527,611	\$541,582	\$532,016	\$(9,566)	-1.77%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	113,257	117,880	121,748	121,748	0	0.00%
LOCAL	418,354	409,731	419,834	410,268	(9,566)	-2.28%
TOTAL	\$531,611	\$527,611	\$541,582	\$532,016	\$(9,566)	-1.77%
FULL TIME POSITIONS	7	7	7	7	0	0.00%

Treasurer



Finance

DEPARTMENT DESCRIPTION:

The Finance Department is responsible for the County financial management and planning. This includes establishing and maintaining effective controls over the County's financial activities, providing 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, 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, conducting 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:

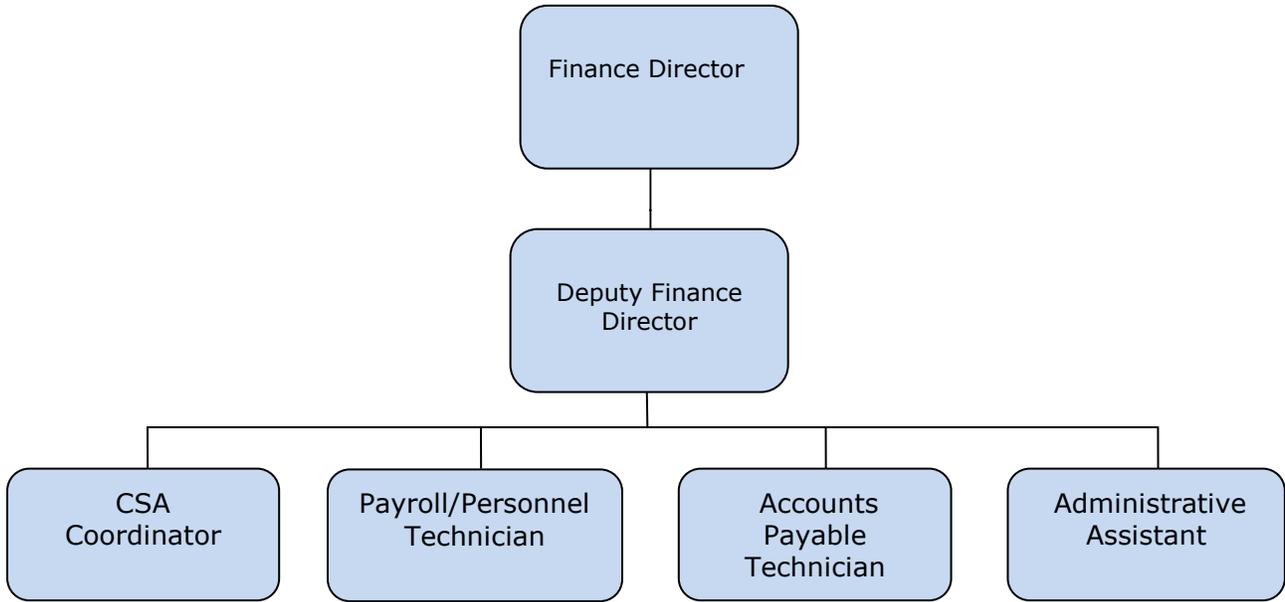
Month	Paychecks processed*	Invoices processed (14,700 annually)
Sept. 2010	303	1,260
Sept. 2011	314	1,305
Sept. 2012	334	1,242
Sept. 2013	337	1,261
Sept. 2014	304	1,156
Sept. 2015	313	1,127
Sept. 2016	326	1,256
Sept. 2017	337	1,148
Sept. 2018	346	1,090
Sept. 2019	384	1,164

*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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	302,551	299,261	349,613	371,168	21,555	6.17%
OPERATING	18,002	19,343	16,009	13,940	(2,069)	-12.92%
CAPITAL	6,869	6,822	4,940	5,340	400	8.10%
TOTAL	\$327,422	\$325,425	\$370,562	\$390,448	\$19,886	5.37%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	327,422	325,425	370,562	390,448	19,886	5.37%
TOTAL	\$327,422	\$325,425	\$370,562	\$390,448	\$19,886	5.37%
FULL TIME POSITIONS	5	5	5	5	0	0.00%

Finance



Registrar

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.
 - Ensure the integrity and security of Voting Equipment and Electronic Pollbooks in accordance with State requirements.
 - 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 2,680 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 and beginning in 2020 no-excuse 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>12/1/18</u>	<u>12/1/2019</u>	<u>12/1/2020 (estimated)</u>
26,592	26,822	27,890

Number of Monthly Transactions: Processing approximately 2680 registration transactions per month for an average of 134 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 the implementation of 2019 HB2790, 2020 HB 1 and 2020 SB 111 (No excuse early voting).
- Prepare for and accept candidate filings and campaign finance reports.
- Certify independent candidate petitions.
- Prepare for the 2020 March Presidential Primary, the 2020 June Primary and the 2020 November General and Presidential Election.
- Implement Federal and State Election Laws in accordance with Title 24.2.
- Prepare for and process all voter registration and absentee ballot application submissions for online, in person, and by mail.
- Prepare for and implement Minimum Security Standards as required by the State Board of Elections.
- Implement extra training for Staff in regards to Cyber Security/Internet, Voting Equipment, Electronic Pollbooks Security, as well as new Election Laws.
- Conduct numerous training sessions for Officers of Elections.
- Anticipate and prepare for the upcoming Census and Redistricting in 2021.
- Continue to recruit Officers of Elections for the upcoming 2020 Presidential Primary, 2020 June Primary and 2020 November Presidential Election.
- Conduct Absentee Voting for all Elections, which include Military and Citizens Overseas.

Justification:

The conduct of Elections is controlled by Federal and State Laws. The greatest change for the upcoming Election budget will be implementation of 2019 HB 2790 and if 2020 HB 1 and SB 111.

The No Excuse Early Voting will increase the budget requests due to the need to establish and staff an early voting precinct. This will require the need to purchase voting equipment and staffing the precinct with Officers of Elections for the required period as established by law.

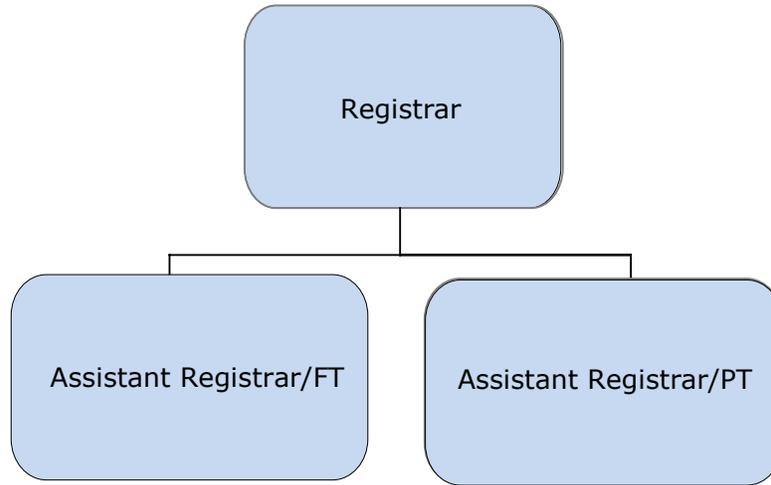
This budget will also include the Presidential Election in which the costs of ballots are greater and turnout is higher. This budget also includes redistricting requirements and the costs associated with those changes.

Elections must be held and the costs of conducting those Elections are based on the requirement of conducting those Elections. Redistricting must also be done every 10 years to balance the population and that process will also affect this budget request, as this department will be responsible for implementing those changes that affect the voters.

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	156,124	151,748	234,816	242,790	7,974	3.40%
OPERATING	52,531	49,297	64,272	73,018	8,746	13.61%
CAPITAL	2,318	1,871	7,450	7,450	0	0.00%
TOTAL	\$210,973	\$202,916	\$306,538	\$323,258	\$16,720	5.45%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	42,321	42,436	40,000	40,000	0	0.00%
LOCAL	168,652	160,480	266,538	283,258	16,720	6.27%
TOTAL	\$210,973	\$202,916	\$306,538	\$323,258	\$16,720	5.45%
FULL TIME POSITIONS	2	2	2	2	0	0.00%

Registrar

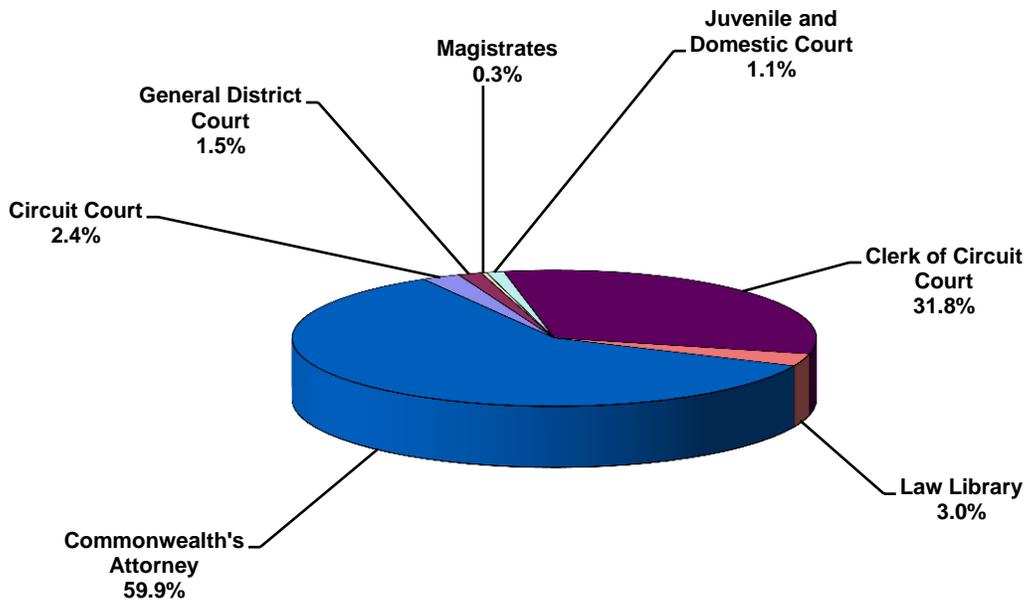




Warren County Court House

Judicial Administration

	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2020 TO FY 2021 AMOUNT	%
Circuit Court	\$28,301	\$24,868	\$41,991	\$17,123	68.86%
General District Court	\$18,888	\$25,984	\$25,740	\$(244)	-0.94%
Magistrates	\$4,104	\$5,898	\$5,839	\$(59)	-1.00%
Juvenile and Domestic Court	\$17,859	\$19,365	\$19,171	\$(194)	-1.00%
Clerk of Circuit Court	\$591,866	\$543,928	\$564,125	\$20,197	3.71%
Law Library	\$47,729	\$50,193	\$52,690	\$2,497	4.97%
Commonwealth's Attorney	\$785,036	\$823,752	\$1,061,847	\$238,095	28.90%
JUDICIAL ADMINISTRATION	\$1,493,783	\$1,493,988	\$1,771,403	\$277,415	18.57%



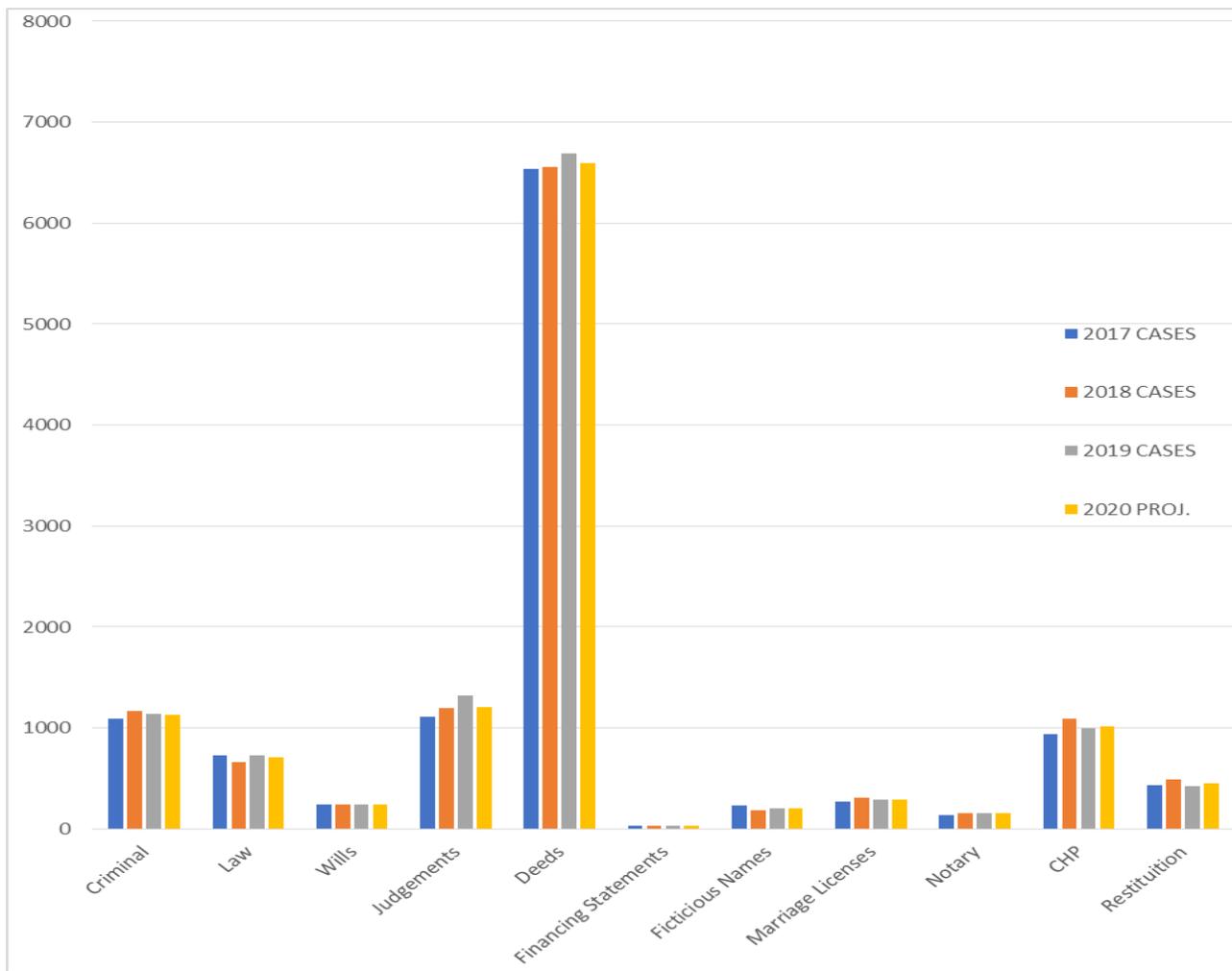
Circuit Court

DEPARTMENT DESCRIPTION:

Warren County is in the Twenty-Sixth Judicial Circuit of Virginia. The Circuit Court is the only trial court of general jurisdiction in Virginia. It is the sole court with the authority to try all types of cases except as specifically provided by statute. The Circuit Court has appellate jurisdiction in criminal as well as civil cases when an appeal is noted from the lower courts. Circuit Courts have original jurisdiction over indictments, presentments, or information 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.

WORKLOADS MEASURES DATA 2019

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Projected
Criminal	1089	1164	1138	1130
Law	727	656	724	705
Wills	236	241	238	240
Judgements	1105	1193	1323	1205
Deeds	6533	6561	6691	6595
Financing Statements	28	32	29	30
Fictitious Names	232	184	203	205
Marriage Licenses	272	309	286	290
Notary	137	153	152	150
CHP	937	1090	994	1010
Restitution	431	492	419	450



BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	10,704	22,380	18,008	34,166	16,158	89.73%
OPERATING	5,240	5,740	6,110	7,075	965	15.79%
CAPITAL	588	181	750	750	0	0.00%
TOTAL	\$16,532	\$28,301	\$24,868	\$41,991	\$17,123	68.86%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	9,750	3,780	18,000	18,000	0	0.00%
LOCAL	6,782	24,521	6,868	23,991	17,123	249.32%
TOTAL	\$16,532	\$28,301	\$24,868	\$41,991	\$17,123	68.86%
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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	14,576	16,458	21,384	21,000	(384)	-1.80%
CAPITAL	3,564	2,430	4,600	4,740	140	3.04%
TOTAL	\$18,140	\$18,888	\$25,984	\$25,740	\$(244)	-0.94%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	18,140	18,888	25,984	25,740	(244)	-0.94%
TOTAL	\$18,140	\$18,888	\$25,984	\$25,740	\$(244)	-0.94%
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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	3,912	3,704	5,498	5,439	(59)	-1.07%
CAPITAL	891	400	400	400	0	0.00%
TOTAL	\$4,803	\$4,104	\$5,898	\$5,839	\$(59)	-1.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	4,803	4,104	5,898	5,839	(59)	-1.00%
TOTAL	\$4,803	\$4,104	\$5,898	\$5,839	\$(59)	-1.00%
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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	11,003	10,855	11,865	10,471	(1,394)	-11.75%
CAPITAL	6,811	7,003	7,500	8,700	1,200	16.00%
TOTAL	<u>\$17,814</u>	<u>\$17,859</u>	<u>\$19,365</u>	<u>\$19,171</u>	<u>\$(194)</u>	<u>-1.00%</u>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	17,814	17,859	19,365	19,171	(194)	-1.00%
TOTAL	<u>\$17,814</u>	<u>\$17,859</u>	<u>\$19,365</u>	<u>\$19,171</u>	<u>\$(194)</u>	<u>-1.00%</u>
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:

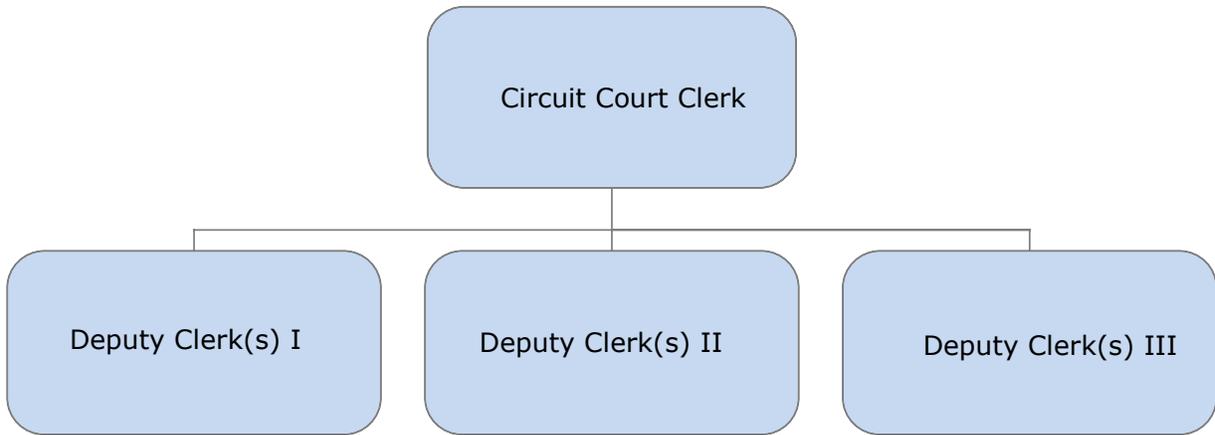
- Elimination of the use of paper files and records, except where required by law
- Preservation of older records by converting them to digital images
- Management of archival records

PERFORMANCE MEASUREMENTS:

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	496,749	499,333	507,984	505,163	(2,821)	-0.56%
OPERATING	56,233	85,704	28,144	48,962	20,818	73.97%
CAPITAL	5,551	6,828	7,800	10,000	2,200	28.21%
TOTAL	\$558,533	\$591,866	\$543,928	\$564,125	\$20,197	3.71%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	314,630	314,815	313,842	313,842	0	0.00%
LOCAL	243,903	277,051	230,086	250,283	20,197	8.78%
TOTAL	\$558,533	\$591,866	\$543,928	\$564,125	\$20,197	3.71%
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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	37,582	38,877	40,751	43,228	2,477	0.00%
OPERATING	9,828	8,852	9,442	9,462	20	0.21%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$47,410	\$47,729	\$50,193	\$52,690	\$2,497	4.97%
REVENUE:						
FEES	9,893	10,757	24,000	24,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	37,517	36,972	26,193	28,690	2,497	0.00%
TOTAL	\$47,410	\$47,729	\$50,193	\$52,690	\$2,497	4.97%
FULL TIME POSITIONS	1	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

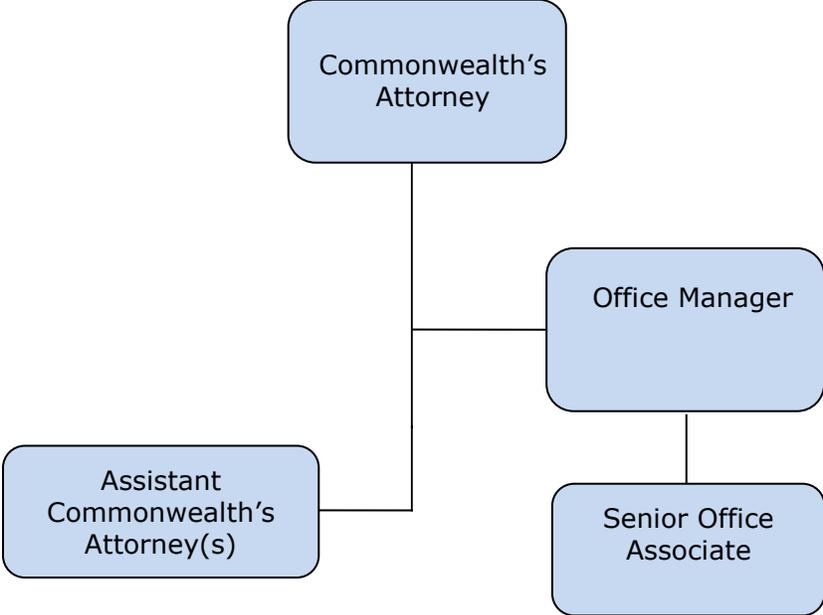
PROJECTS:

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

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021 AMOUNT	%
COSTS:						
PERSONNEL	754,314	759,114	800,752	1,034,547	233,795	29.20%
OPERATING	20,907	24,334	21,000	25,300	4,300	20.48%
CAPITAL	2,716	1,588	2,000	2,000	0	0.00%
TOTAL	\$777,937	\$785,036	\$823,752	\$1,061,847	\$238,095	28.90%
REVENUE:						
FEES	4,154	4,025	4,200	4,200	0	0.00%
STATE/FEDERAL	419,327	420,119	431,943	431,943	0	0.00%
LOCAL	354,456	360,892	387,609	625,704	238,095	61.43%
TOTAL	\$777,937	\$785,036	\$823,752	\$1,061,847	\$238,095	28.90%
FULL TIME POSITIONS	9	9	11	11	0	0.00%

Commonwealth's Attorney

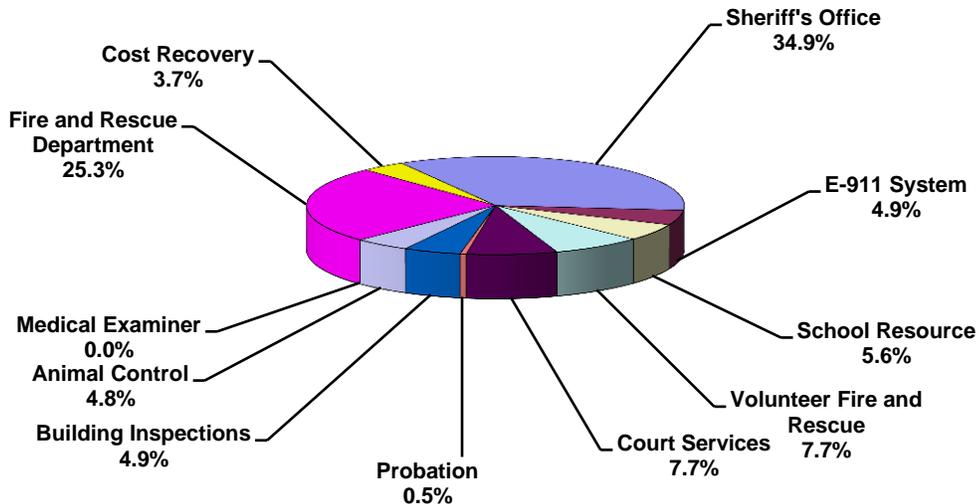




Warren County Public Safety Building

Public Safety

	FY	FY	FY	INCREASE (DECREASE)	
	2018-2019	2019-2020	2020-2021	FY 2020 TO FY 2021	
	ACTUAL	ADOPTED BUDGET	ADOPTED BUDGET	AMOUNT	%
Sheriff's Office	\$4,062,799	\$4,133,256	\$4,413,371	\$280,115	6.78%
E-911 System	\$542,115	\$585,726	\$620,357	\$34,631	5.91%
School Resource	\$584,491	\$738,805	\$703,920	\$(34,885)	0.00%
Volunteer Fire and Rescue	\$955,520	\$964,242	\$976,777	\$12,535	1.30%
Court Services	\$971,896	\$1,106,080	\$978,287	\$(127,793)	-11.55%
Probation	\$63,230	\$67,557	\$67,369	\$(188)	-0.28%
Building Inspections	\$650,795	\$616,112	\$617,829	\$1,717	0.28%
Animal Control	\$649,639	\$676,977	\$603,148	\$(73,829)	-10.91%
Medical Examiner	\$740	\$500	\$500	\$0	0.00%
Fire and Rescue Department	\$3,086,725	\$3,132,372	\$3,197,318	\$64,946	2.07%
Cost Recovery	\$597,225	\$389,300	\$471,339	\$82,039	21.07%
PUBLIC SAFETY	\$12,165,174	\$12,410,927	\$12,650,215	\$239,288	1.93%



Sheriff's Office

DEPARTMENT DESCRIPTION:

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

The Sheriff's Office is comprised of nine divisions whose functions and responsibilities include, but are not limited to:

- Administration – Responsible for all civil/criminal documents, personnel records, vehicle records, invoicing accounts payable, clerical duties, preparation and implementation of four budgets, providing support to all divisions within the Sheriff's office.
- Civil Process – Responsible for all civil/criminal records and service of court issued warrants and civil papers.
- Court Holding – Responsible for detention court appearances of inmates; transportation of court ordered inmates.
- Communications – Responsible for dispatching all law enforcement, fire and rescue emergency medical services, E911 center and maintains records/files.
- Investigations – Responsible for Criminal/Narcotic/Gang investigations, personnel background checks, evidence and maintaining records/files.
- Animal Control – Responsible for all animal related complaints, enforcement of animal related ordinances in the Town of Front Royal and Warren County.
- Patrol – Responsible for routine patrol, special enforcement, 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 check point 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 the major goals and objectives that the Warren County Sheriff's Office will strive to reach for 2020-2021.

Goal 1 Public Safety

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

- Objective 1: To increase awareness through enforcement by conducting high visibility enforcement monitoring in pre-identified public areas of concern for safety.
- Objective 2: To increase awareness through education by providing awareness education presentations and classes to the community as well as providing statistical information quarterly.
- 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 regaining certification through Virginia Law Enforcement Professional Standards Commission.

- Objective 1: Apply for re-certification through Virginia Law Enforcement Professional Standards Commission accreditation.
- Objective 2: Review, change and implement policies and procedures as required by the policy review committee.
- Objective 3: Account for compliance of policy through documentation by maintaining an accreditation manager file of proofs.
- Objective 4: 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 our community by implementing a comprehensive career development program.

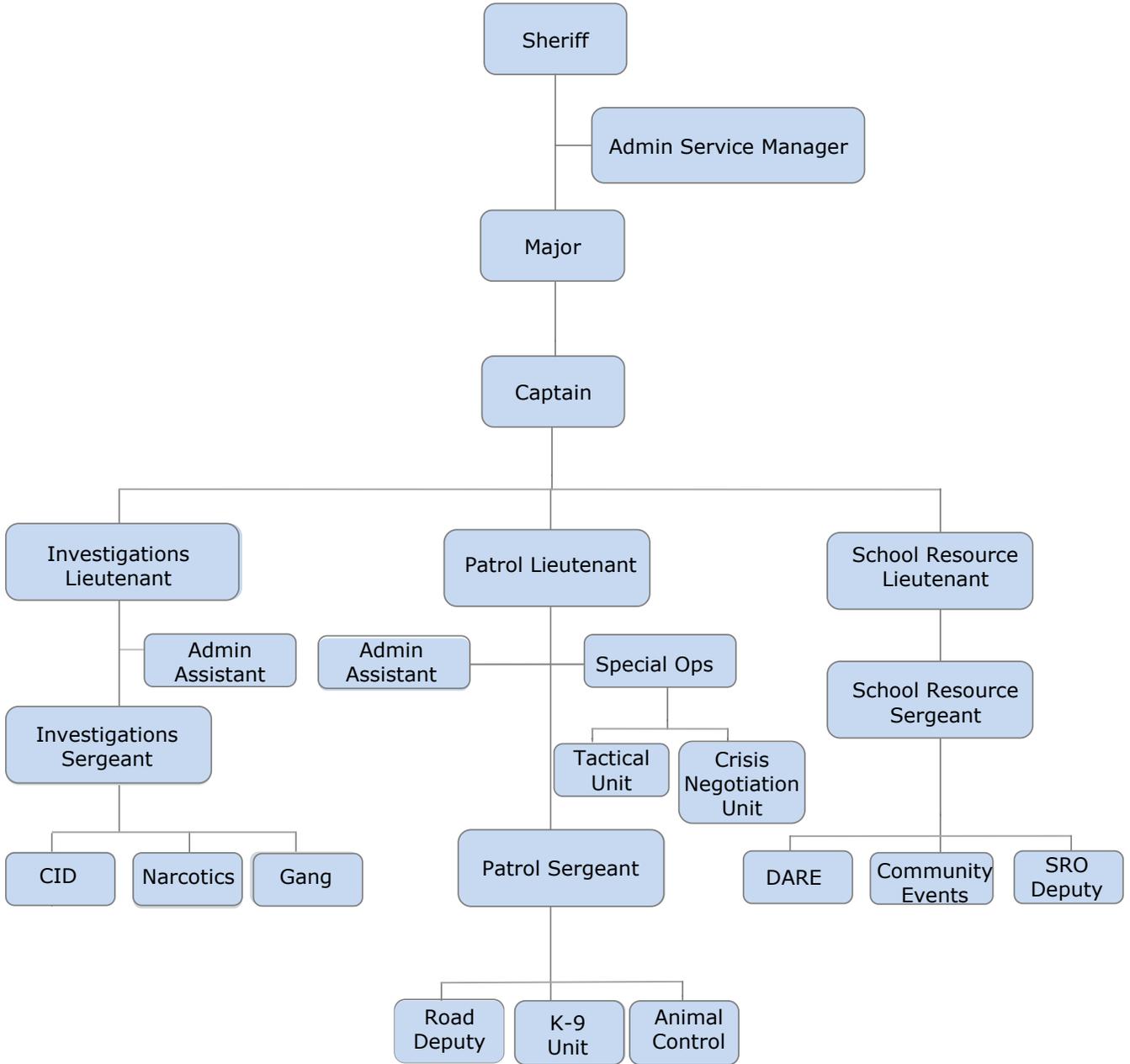
- Objective 1: The program helps employees to identify specific areas of professional interest, and matches areas of interest with departmental needs. By capitalizing on areas of their interest, it is easier to keep employees actively engaged and motivated.
- Objective 2: The program provides information 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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	3,666,541	3,444,590	3,513,650	3,606,440	92,790	2.64%
OPERATING	447,328	415,852	404,838	531,060	126,222	31.18%
CAPITAL	234,324	202,357	214,768	275,871	61,103	28.45%
TOTAL	\$4,348,193	\$4,062,799	\$4,133,256	\$4,413,371	\$280,115	6.78%
REVENUE:						
FEES	2,396	2,396	0	0	0	0.00%
STATE/FEDERAL	1,439,628	1,272,438	1,280,217	1,269,096	(11,121)	-0.87%
LOCAL	2,906,169	2,787,965	2,853,039	3,144,275	291,236	10.21%
TOTAL	\$4,348,193	\$4,062,799	\$4,133,256	\$4,413,371	\$280,115	6.78%
FULL TIME POSITIONS	54	48	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 Warren County E911 Center is the Public Safety Answering Point for all 911 calls within Warren County and the Town of Front Royal. Staff is responsible for dispatching all county fire departments and emergency medical services, as well as dispatching civil, patrol, animal control and school resource officers for the Sheriff's Office. The E911 Center also takes all non-emergency calls for service for the Warren County Sheriff's Office and maintains official records and files.

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	300,734	371,647	394,822	379,698	(15,124)	-3.83%
OPERATING	118,503	132,481	152,334	176,349	24,015	15.76%
CAPITAL	54,933	37,986	38,570	64,310	25,740	66.74%
TOTAL	\$474,170	\$542,115	\$585,726	\$620,357	\$34,631	5.91%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	49,473	117,613	45,000	45,000	0	0.00%
LOCAL	424,697	424,502	540,726	575,357	34,631	6.40%
TOTAL	\$474,170	\$542,115	\$585,726	\$620,357	\$34,631	5.91%
FULL TIME POSITIONS	7	7	7	7	0	0.00%

School Resource

DEPARTMENT DESCRIPTION:

School Resource Officers are ambassadors of the Sheriff's Office to work in an assigned school to serve as liaison between the School and Sheriff's office and act as school security, conflict resolution, and investigations and be well informed of juvenile law, procedures and appropriate community resources. The School Resource division handles the DARE program as well as other community events. The work priorities of the SRO are minimally determined by the school board. The Sheriff sets long term goals and the mission statement which guides the program. The SRO shall confer both with the principal and the school board to formulate crime prevention strategies.

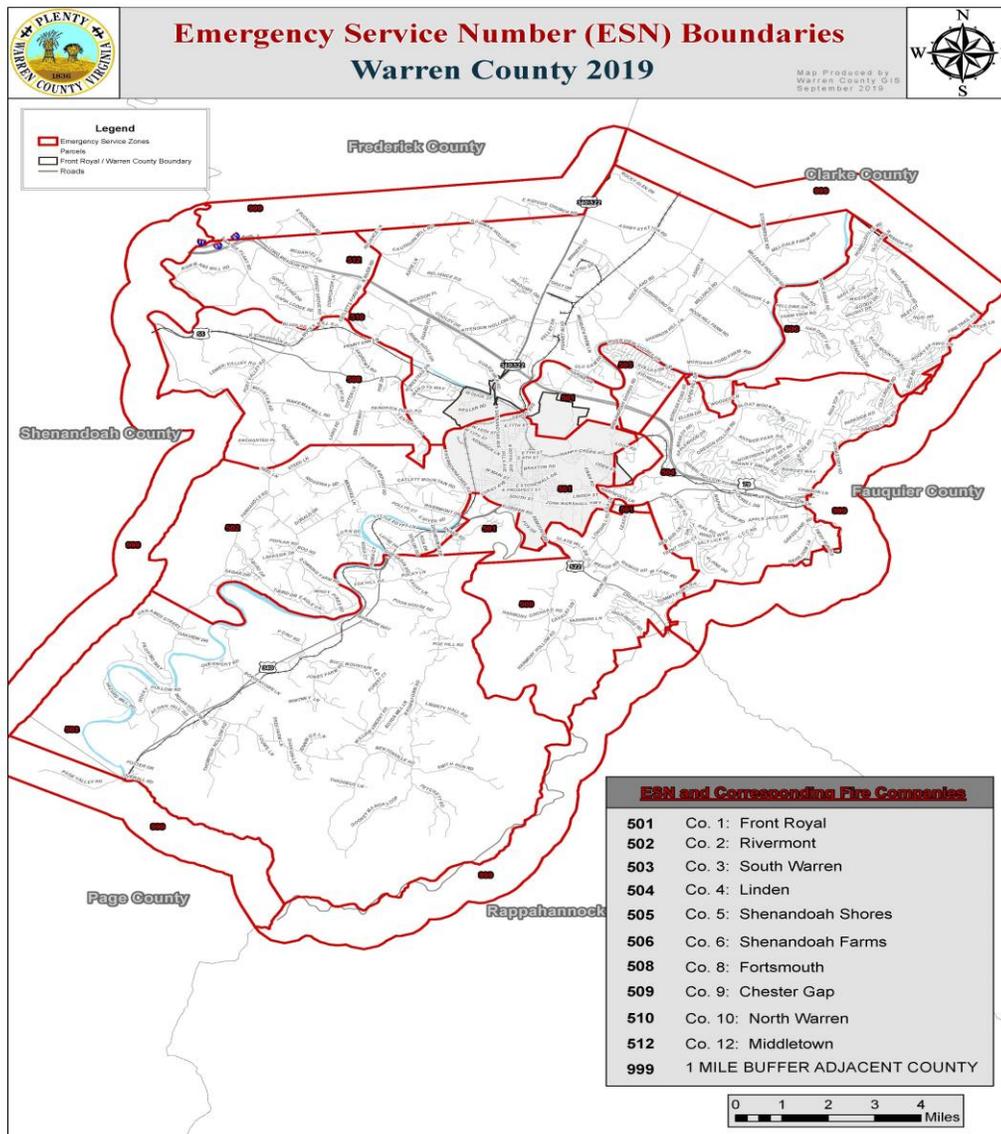
BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	521,157	662,330	703,520	41,190	0.00%
OPERATING	0	26,618	32,475	400	(32,075)	0.00%
CAPITAL	0	36,716	44,000	0	(44,000)	0.00%
TOTAL	\$0	\$584,491	\$738,805	\$703,920	\$(34,885)	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	187,347	211,516	193,890	(17,626)	0.00%
LOCAL	0	397,144	527,289	510,030	(17,259)	0.00%
TOTAL	\$0	\$584,491	\$738,805	\$703,920	\$(34,885)	0.00%
FULL TIME POSITIONS	0	10	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, Warren County #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 2/6 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 and all apparatus at Station 6.



BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	968,326	955,520	964,242	976,777	12,535	1.30%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$968,326	\$955,520	\$964,242	\$976,777	\$12,535	1.30%
REVENUE:						
FEES	35,750	35,750	35,750	35,750	0	0.00%
STATE/FEDERAL	91,508	95,152	91,486	91,486	0	0.00%
LOCAL	841,068	824,618	837,006	849,541	12,535	1.50%
TOTAL	\$968,326	\$955,520	\$964,242	\$976,777	\$12,535	1.30%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Court Services

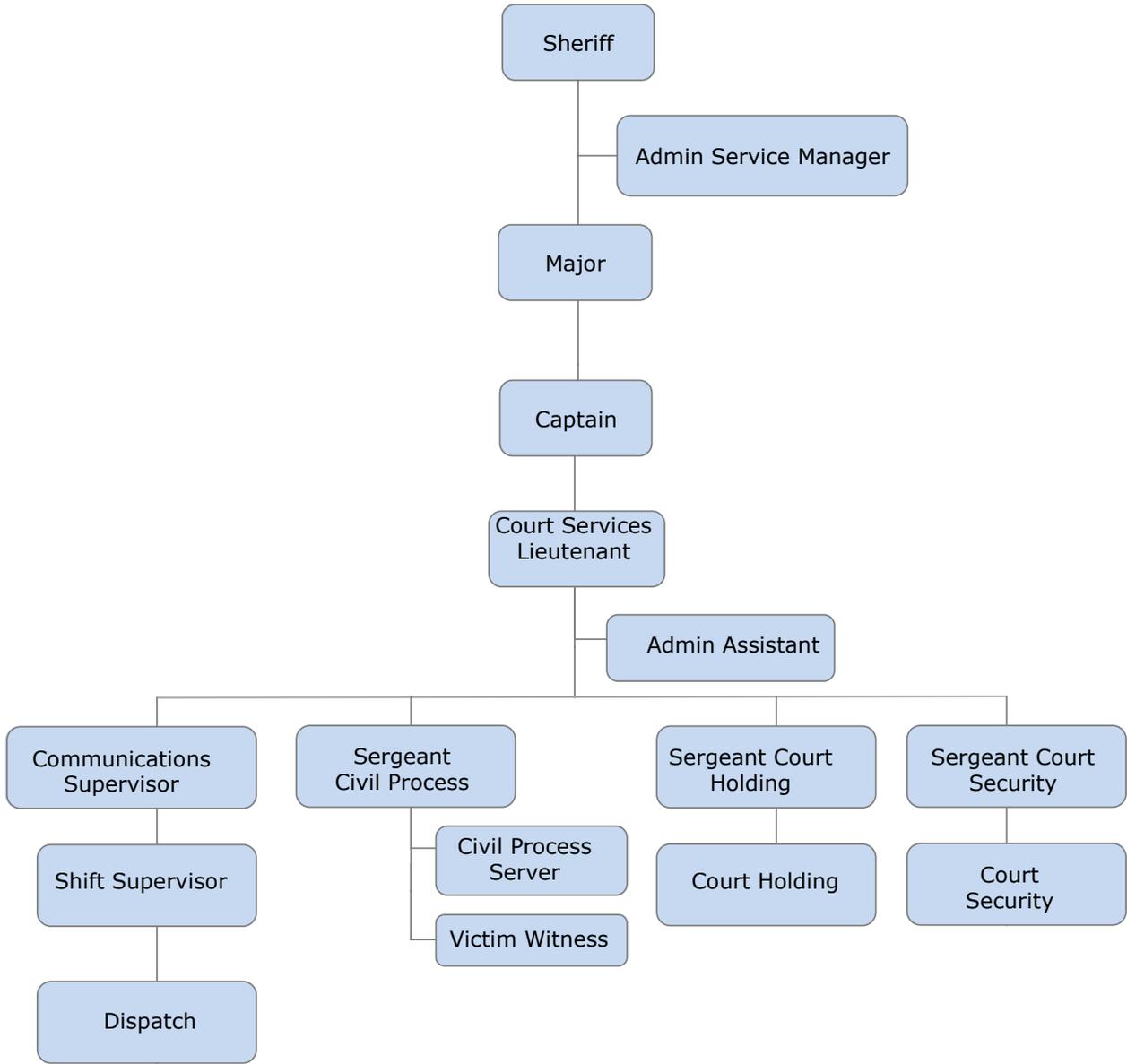
DEPARTMENT DESCRIPTION:

- 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 and transportation of court ordered inmates.
- Courthouse Security is responsible for security of the courthouse and courtrooms, ensuring all courts are run in an orderly manner, and security checkpoint is staffed.

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	930,292	921,418	1,047,891	955,987	(91,904)	-8.77%
OPERATING	35,229	38,869	44,189	21,300	(22,889)	-51.80%
CAPITAL	11,210	11,609	14,000	1,000	(13,000)	-92.86%
TOTAL	\$976,731	\$971,896	\$1,106,080	\$978,287	\$(127,793)	-11.55%
REVENUE:						
FEES	1,939	0	0	0	0	0.00%
STATE/FEDERAL	365,661	362,756	404,900	369,648	(35,252)	-8.71%
LOCAL	609,131	609,140	701,180	608,639	(92,541)	-13.20%
TOTAL	\$976,731	\$971,896	\$1,106,080	\$978,287	\$(127,793)	-11.55%
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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	45,542	59,660	63,557	64,057	500	0.79%
OPERATING	3,718	3,570	4,000	3,312	(688)	-17.20%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$49,260	\$63,230	\$67,557	\$67,369	\$(188)	-0.28%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	36,630	36,631	35,000	35,000	0	0.00%
LOCAL	<u>12,630</u>	<u>26,599</u>	<u>32,557</u>	<u>32,369</u>	<u>(188)</u>	<u>-0.58%</u>
TOTAL	\$49,260	\$63,230	\$67,557	\$67,369	\$(188)	-0.28%
FULL TIME POSITIONS	1	1	1	0	(1)	-100.00%

Building Inspections

DEPARTMENT DESCRIPTION:

The Warren County Building Inspections Department is the enforcement authority for the State of Virginia's Uniform Statewide Building Code and the Virginia Erosion and Sediment Control Handbook, having jurisdiction for all of Warren County including the Town of Front Royal as authorized under Virginia State Statute 36-105 and 62.1-44.15:52 in conjunction with Chapter 82 and 150 of the Warren County Code.

The Department protects the health, life and safety of all Warren County residents as it pertains to new construction, alterations and rehabilitation. 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.

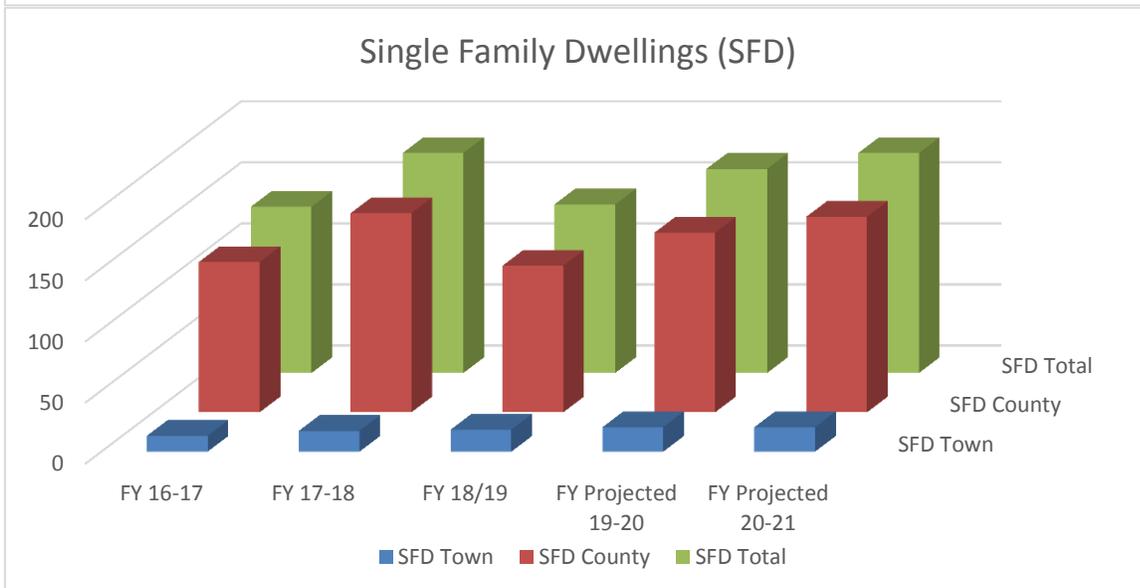
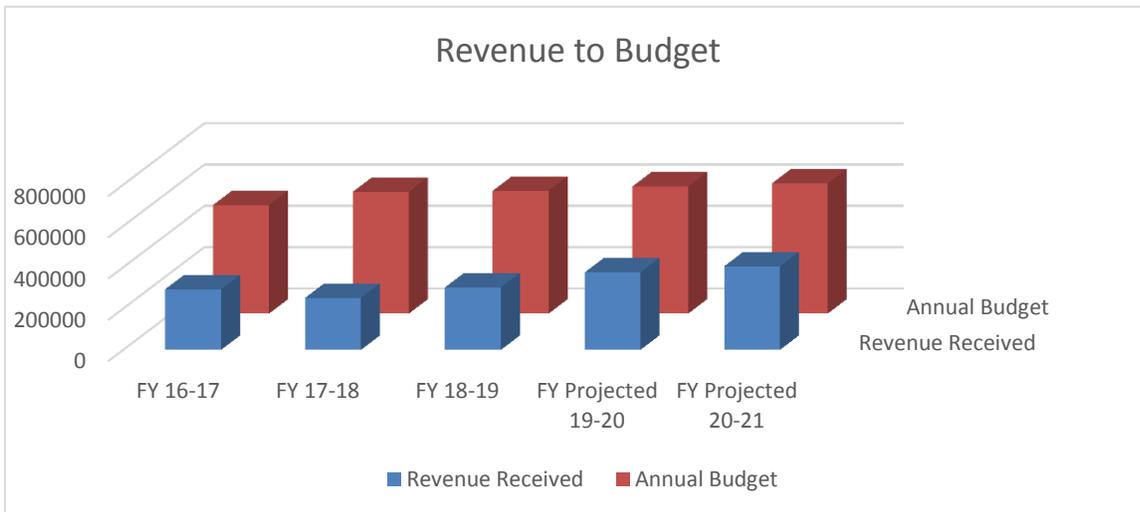
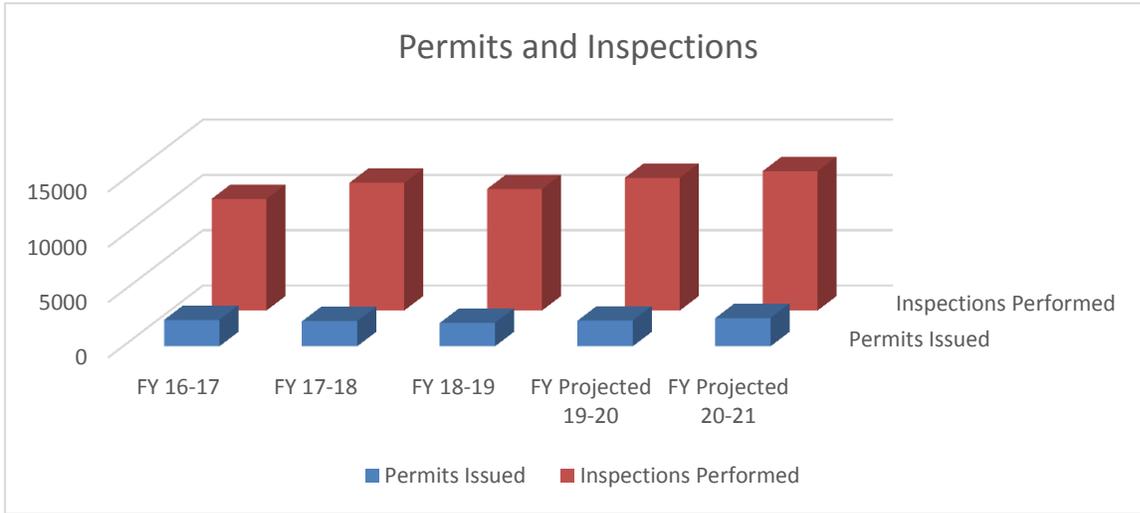
RESPONSIBILITIES:

- 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 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 State
- Have all Permit Technicians certified
- Provide Code training and instructional seminars to the public
- Continue to close old permits that have not received the required inspections or final inspection and have not complied with notices. This continues to be accomplished as new permits are applied for at the same location
- Attend State and Code related organization meetings to achieve better interpretive understanding of current regulations and to influence future Code changes
- Continue to be active in the Code Development process at the State and National levels

SERVICE MEASURES:

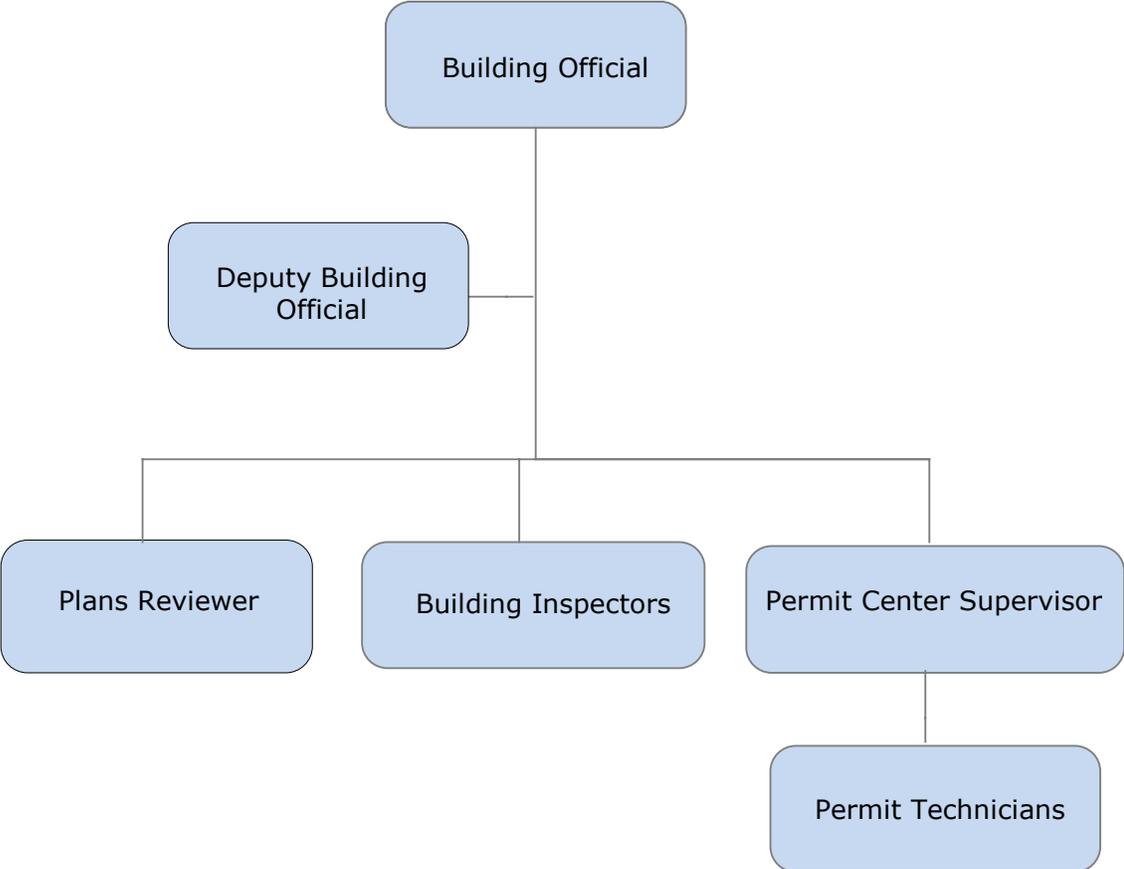


SERVICE VOLUME	FY 2016-2017	FY 2017-2018	FY 2018-2019	Projected FY 2019-2020	Projected FY 2020-2021
Building Permit Plan Reviews	924	902	950	975	1000
Building Permits Issued	2410	2274	2121	2333	2566
Building Permit Inspections	10090	11540	10933	12000	12600
Erosion & Sediment Control Plan Reviews	36	22	15	12	14

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	464,853	476,854	507,674	518,200	10,526	2.07%
OPERATING	94,301	169,919	98,938	95,129	(3,809)	-3.85%
CAPITAL	10,226	4,021	9,500	4,500	(5,000)	-52.63%
TOTAL	\$569,380	\$650,795	\$616,112	\$617,829	\$1,717	0.28%
REVENUE:						
FEES	250,590	296,685	375,000	325,000	(50,000)	-13.33%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	318,790	354,110	241,112	292,829	51,717	21.45%
TOTAL	\$569,380	\$650,795	\$616,112	\$617,829	\$1,717	0.28%
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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	271,865	276,849	293,582	271,988	(21,594)	-7.36%
OPERATING	352,144	366,823	362,741	331,160	(31,581)	-8.71%
CAPITAL	11,181	5,967	20,654	0	(20,654)	-100.00%
TOTAL	\$635,190	\$649,639	\$676,977	\$603,148	\$(73,829)	-10.91%
REVENUE:						
FEES	41,636	41,877	45,000	45,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	593,554	607,762	631,977	558,148	(73,829)	-11.68%
TOTAL	\$635,190	\$649,639	\$676,977	\$603,148	\$(73,829)	-10.91%
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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	500	740	500	500	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	<u>\$500</u>	<u>\$740</u>	<u>\$500</u>	<u>\$500</u>	<u>\$0</u>	<u>0.00%</u>
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	<u>\$640</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>	<u>\$0</u>	<u>0.00%</u>
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

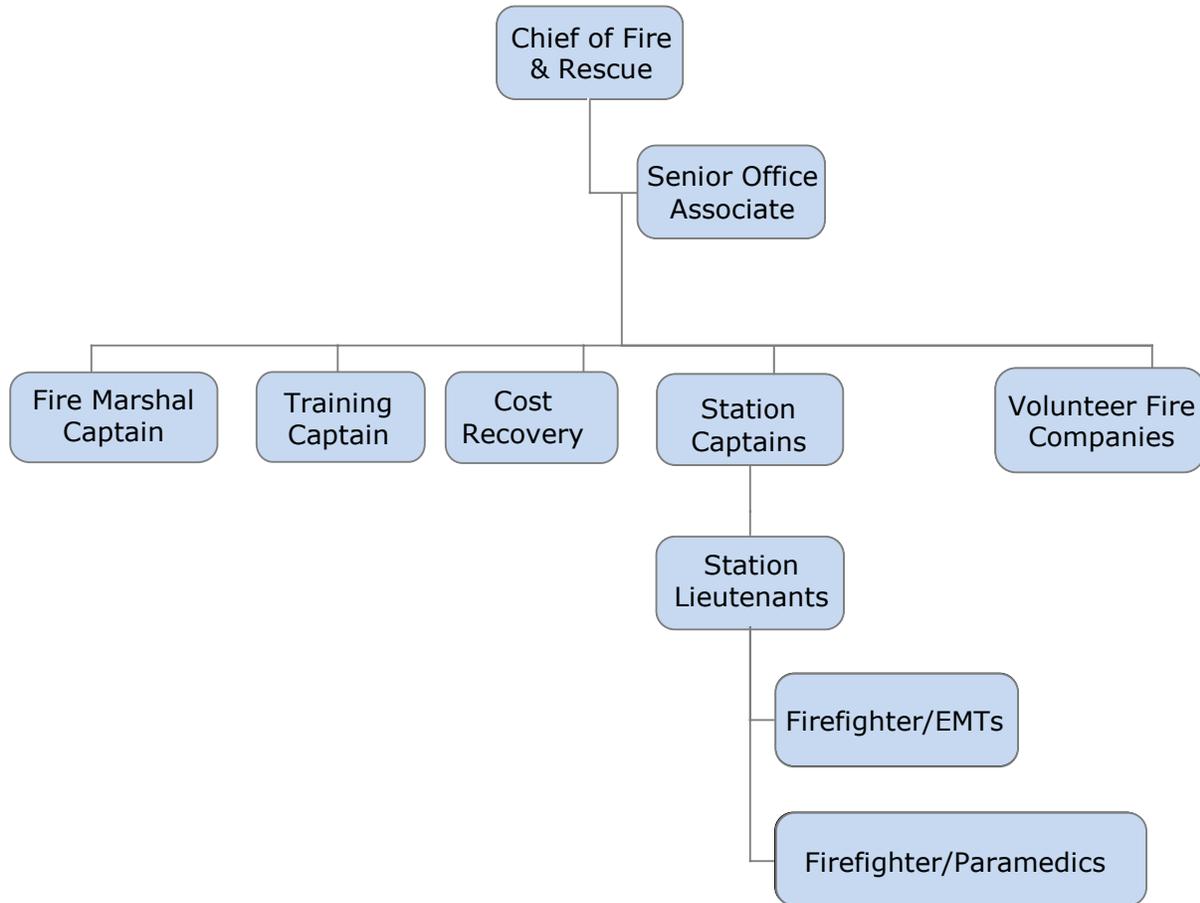
FIRE DEPARTMENT:

- 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 and three boats.
-

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	2,829,462	2,890,932	2,907,128	2,996,294	89,166	3.07%
OPERATING	197,811	157,641	188,681	165,461	(23,220)	-12.31%
CAPITAL	24,766	38,152	36,563	35,563	(1,000)	-2.74%
TOTAL	\$3,052,039	\$3,086,725	\$3,132,372	\$3,197,318	\$64,946	2.07%
REVENUE:						
FEES	214,356	302,341	274,950	392,911	117,961	0.00%
STATE/FEDERAL	28,758	30,607	28,713	28,713	0	0.00%
LOCAL	2,808,925	2,753,777	2,828,709	2,775,694	(53,015)	-1.87%
TOTAL	\$3,052,039	\$3,086,725	\$3,132,372	\$3,197,318	\$64,946	2.07%
FULL TIME POSITIONS	35	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, insurance for apparatus and stations.

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:

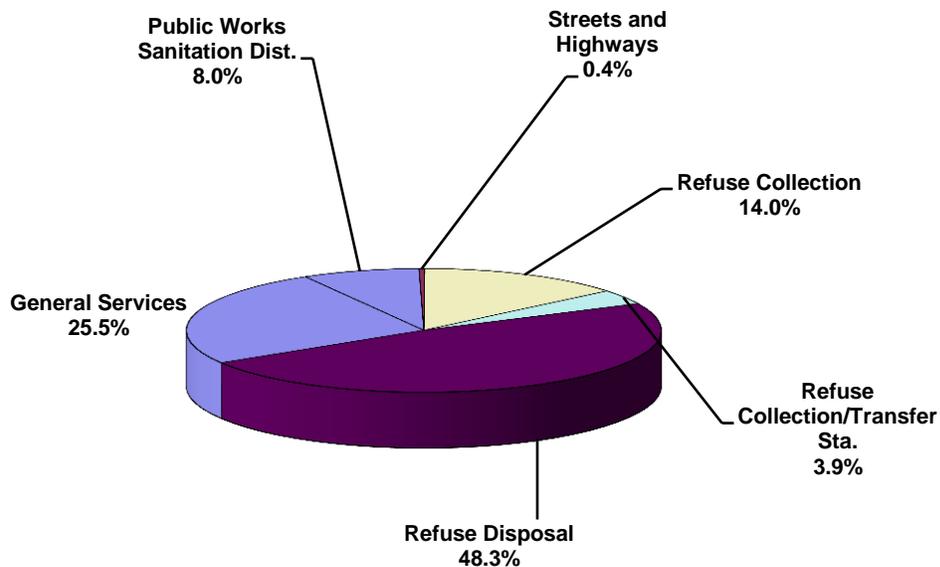
	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	233,492	231,508	272,100	276,339	4,239	1.56%
CAPITAL	268,850	365,717	117,200	195,000	77,800	66.38%
TOTAL	\$502,342	\$597,225	\$389,300	\$471,339	\$82,039	21.07%
REVENUE:						
FEES	502,342	597,225	389,300	471,339	82,039	21.07%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	0	0	0	0	0	0.00%
TOTAL	\$502,342	\$597,225	\$389,300	\$471,339	\$82,039	21.07%
FULL TIME POSITIONS	0	0	0	0	0	0.00%



Linden Public Convenience Site

Public Works

	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2020 TO FY 2021	
				AMOUNT	%
Public Works Sanitation Dist.	\$389,345	\$367,138	\$435,301	\$68,163	18.57%
Streets and Highways	\$17,018	\$20,748	\$20,601	\$(147)	-0.71%
Refuse Collection	\$710,782	\$679,730	\$758,940	\$79,210	11.65%
Refuse Collection/Transfer Sta.	\$156,669	\$189,885	\$211,462	\$21,577	11.36%
Refuse Disposal	\$2,414,597	\$2,651,975	\$2,624,041	\$(27,934)	-1.05%
General Services	\$1,223,179	\$1,296,321	\$1,384,135	\$87,814	6.77%
PUBLIC WORKS	\$4,911,590	\$5,205,797	\$5,434,480	\$228,683	4.39%



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.

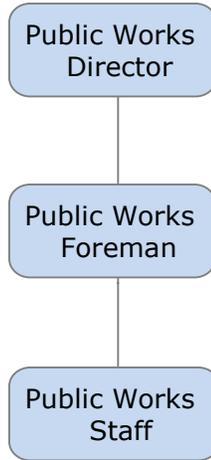
RESPONSIBILITIES:

- Solid Waste collection, disposal, and recycling programs
- E-911 Signage program
- Sanitary District Programs
- Budgeting
- Human Resource Management

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	66,628	217,681	268,713	331,722	63,009	23.45%
OPERATING	20,265	22,785	32,425	32,425	0	0.00%
CAPITAL	139,428	148,879	66,000	71,154	5,154	7.81%
TOTAL	\$226,321	\$389,345	\$367,138	\$435,301	\$68,163	18.57%
REVENUE:						
FEES	66,695	140,337	180,122	200,000	19,878	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	159,626	249,008	187,016	235,301	48,285	25.82%
TOTAL	\$226,321	\$389,345	\$367,138	\$435,301	\$68,163	18.57%
FULL TIME POSITIONS	1	4	4	5	1	25.00%

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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	5,144	4,154	6,000	6,000	0	0.00%
OPERATING	9,065	12,864	14,748	14,601	(147)	-1.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$14,209	\$17,018	\$20,748	\$20,601	\$(147)	-0.71%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	14,209	17,018	20,748	20,601	(147)	-0.71%
TOTAL	\$14,209	\$17,018	\$20,748	\$20,601	\$(147)	-0.71%
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:

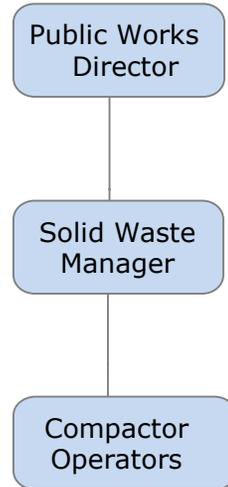
REFUSE COLLECTION-CONVENIENCE SITES

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	187,450	181,139	206,846	220,740	13,894	6.72%
OPERATING	483,294	494,053	461,484	520,300	58,816	12.74%
CAPITAL	3,000	35,589	11,400	17,900	6,500	57.02%
TOTAL	\$673,744	\$710,782	\$679,730	\$758,940	\$79,210	11.65%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	673,744	710,782	679,730	758,940	79,210	11.65%
TOTAL	\$673,744	\$710,782	\$679,730	\$758,940	\$79,210	11.65%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

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

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	85,247	75,930	110,941	122,172	11,231	10.12%
OPERATING	84,142	80,739	78,944	89,290	10,346	13.11%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$169,389	\$156,669	\$189,885	\$211,462	\$21,577	11.36%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	169,389	156,669	189,885	211,462	21,577	11.36%
TOTAL	\$169,389	\$156,669	\$189,885	\$211,462	\$21,577	11.36%
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.

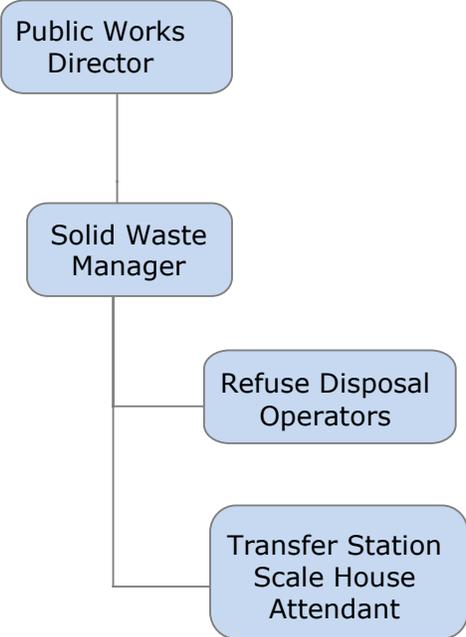
RESPONSIBILITIES:

- 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 & 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 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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	330,040	257,618	279,630	286,658	7,028	2.51%
OPERATING	1,956,421	1,963,898	2,060,197	2,209,290	149,093	7.24%
CAPITAL	204,738	193,081	312,148	128,093	(184,055)	-58.96%
TOTAL	\$2,491,199	\$2,414,597	\$2,651,975	\$2,624,041	\$(27,934)	-1.05%
REVENUE:						
FEES	1,149,606	1,145,216	1,240,000	1,180,000	(60,000)	-4.84%
STATE/FEDERAL	0		0	0	0	0.00%
LOCAL	1,341,593	1,269,381	1,411,975	1,444,041	32,066	2.27%
TOTAL	\$2,491,199	\$2,414,597	\$2,651,975	\$2,624,041	\$(27,934)	-1.05%
 FULL TIME POSITIONS	 5	 4	 4	 4	 0	 0.00%

Refuse Disposal



General Services Department

DEPARTMENT DESCRIPTION:

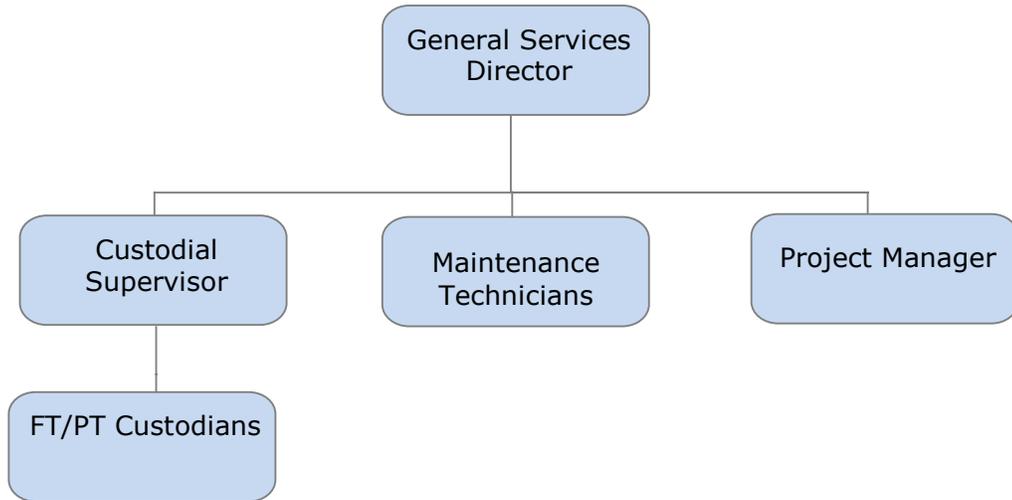
Warren County’s General Services Department was established during fiscal year 2017-2018. The Department manages the operations of Warren County buildings and grounds, maintaining all of the County’s facilities with the goal of keeping them neat, attractive, safe, and hazard free while providing a comfortable 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:

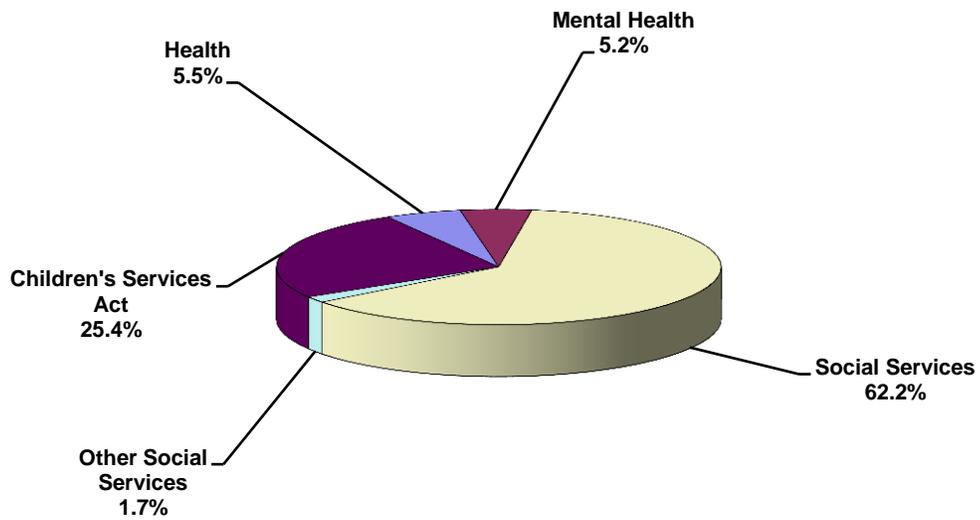
	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	277,160	285,311	506,337	618,447	112,110	22.14%
OPERATING	748,472	772,914	657,729	696,751	39,022	5.93%
CAPITAL	301,334	164,953	132,255	68,937	(63,318)	-47.88%
TOTAL	\$1,326,966	\$1,223,179	\$1,296,321	\$1,384,135	\$87,814	6.77%
REVENUE:						
FEES	18,258	18,869	15,000	15,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	1,308,708	1,204,310	1,281,321	1,369,135	87,814	6.85%
TOTAL	\$1,326,966	\$1,223,179	\$1,296,321	\$1,384,135	\$87,814	6.77%
FULL TIME POSITIONS	6	6	10	10	0	0.00%

General Services Department



Health and Welfare

	FY	FY	INCREASE (DECREASE)	
	2018-2019	2019-2020	2020-2021	FY 2020 TO FY 2021
	ACTUAL	ADOPTED BUDGET	ADOPTED BUDGET	AMOUNT %
Health	355,497	376,824	392,676	15,852 4.21%
Mental Health	335,798	350,963	366,886	15,923 4.54%
Social Services	3,943,902	4,097,871	4,400,883	303,012 7.39%
Other Social Services	115,187	115,489	121,489	6,000 5.20%
Children's Services Act	1,731,108	1,816,930	1,798,351	(18,579) -1.02%
HEALTH AND WELFARE	\$6,481,492	\$6,758,077	\$7,080,285	\$322,208 4.77%



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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	342,809	355,497	376,824	392,676	15,852	4.21%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$342,809	\$355,497	\$376,824	\$392,676	\$15,852	4.21%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	342,809	355,497	376,824	392,676	15,852	4.21%
TOTAL	\$342,809	\$355,497	\$376,824	\$392,676	\$15,852	4.21%
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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	335,798	335,798	350,963	366,886	15,923	4.54%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$335,798	\$335,798	\$350,963	\$366,886	\$15,923	4.54%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	335,798	335,798	350,963	366,886	15,923	4.54%
TOTAL	\$335,798	\$335,798	\$350,963	\$366,886	\$15,923	4.54%
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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	2,678,861	2,367,594	2,716,126	2,923,025	206,899	7.62%
OPERATING	1,061,308	1,576,308	1,381,745	1,477,858	96,113	6.96%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$3,740,169	\$3,943,902	\$4,097,871	\$4,400,883	\$303,012	7.39%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	2,860,308	3,079,853	2,878,875	3,067,182	188,307	6.54%
LOCAL	879,861	864,049	1,218,996	1,333,701	114,705	9.41%
TOTAL	\$3,740,169	\$3,943,902	\$4,097,871	\$4,400,883	\$303,012	7.39%
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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	136,554	115,187	115,489	121,489	6,000	5.20%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$136,554	\$115,187	\$115,489	\$121,489	\$6,000	5.20%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	136,554	115,187	115,489	121,489	6,000	5.20%
TOTAL	\$136,554	\$115,187	\$115,489	\$121,489	\$6,000	5.20%
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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	81,174	83,413	85,051	86,649	1,598	1.88%
OPERATING	1,722,592	1,647,695	1,731,879	1,711,702	(20,177)	-1.17%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$1,803,766	\$1,731,108	\$1,816,930	\$1,798,351	\$(18,579)	-1.02%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	938,262	936,567	1,040,442	1,040,442	0	0.00%
LOCAL	<u>865,504</u>	<u>794,541</u>	<u>776,488</u>	<u>757,909</u>	<u>(18,579)</u>	<u>-2.39%</u>
TOTAL	\$1,803,766	\$1,731,108	\$1,816,930	\$1,798,351	\$(18,579)	-1.02%
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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	35,056	38,637	41,583	39,656	(1,927)	-4.63%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$35,056	\$38,637	\$41,583	\$39,656	\$(1,927)	-4.63%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	35,056	38,637	41,583	39,656	(1,927)	-4.63%
TOTAL	\$35,056	\$38,637	\$41,583	\$39,656	\$(1,927)	-4.63%
FULL TIME POSITIONS	0	0	0	0	0	0.00%



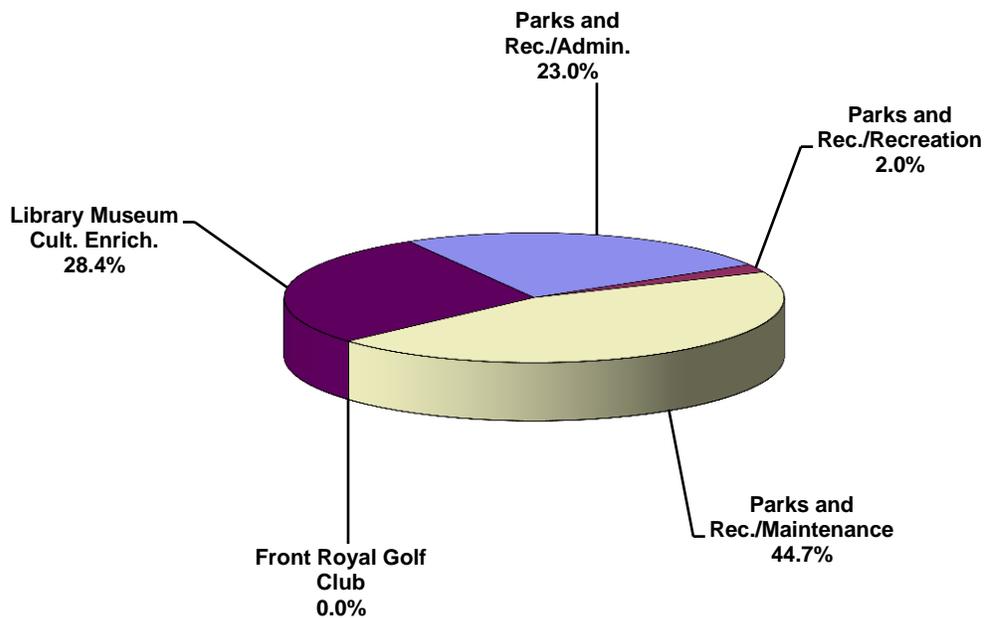
Warren County Community Center



Bing Crosby Stadium

Parks, Recreation and Cultural

	FY	FY	FY	INCREASE (DECREASE)	
	2018-2019	2019-2020	2020-2021	FY 2020 TO FY 2021	
	ACTUAL	ADOPTED BUDGET	ADOPTED BUDGET	AMOUNT	%
Parks and Rec./Administration	\$772,963	\$850,715	\$891,395	\$40,680	4.78%
Parks and Rec./Recreation	\$53,270	\$81,708	\$72,814	\$(8,894)	-10.89%
Parks and Rec./Maintenance	\$1,464,175	\$1,698,802	\$1,604,999	\$(93,803)	-5.52%
Front Royal Golf Club	\$415,048	\$250,559	\$0	\$(250,559)	-100.00%
Library Museum Cult. Enrich.	\$994,134	\$1,006,758	\$1,018,087	\$11,329	1.13%
PARKS, REC. & CULTURAL	\$3,699,590	\$3,888,542	\$3,587,295	\$(301,247)	-7.75%



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 property, Eastham Park, Rockland Park, Skyline Soccerplex, Warren County Community Center and Warren County Health & Human Services Complex gymnasium and athletic facilities, and year-round recreational activities programs and special events
- Maintain parks and facilities according to safety standards published by recognized organizations
- Ensure all parks and facilities are attractive, functional, safe, clean, and hazard-free
- Administer and evaluate fiscal budget, capital improvements, park maintenance procedures, seasonal employees
- Promote the Parks and Recreation Department via County and Parks and Recreation web page, Facebook, and full page Recreation Connection brochure three times per year. Continue using volunteer donation program and/or advertising to defer cost/expenditures of current programs
- Serve as technical advisor and work with; Parks and Recreational Commission, Warren Coalition, Front Royal Tree Board, civic and special interest groups
- Continue implementing the Rockland Park Master Plan and Design Guidelines for 2020; outdoor music park, outdoor exercise stations equipment, trail

PROJECTS:

- Develop, expand, and improve the quality of recreational facilities and current and future park development
- Implement the standard operating facilities plan for: Skyline Soccerplex, Bing Crosby Stadium, Warren County Skatepark, Warren County Eastham Park Dog Park, Rockland Park, Warren County Community Center and Warren County Health & Human Services Complex gymnasium and athletic facilities
- In cooperation with the Recreation division, establish systematic communication to keep the community informed and involved with our parks and activities

PERFORMANCE MEASURES	FY 2018-2019	FY 2019-2020	FY 2020-2021	LONG TERM
	Actual	Actual	Proposed	Target
Monitor Youth Center Reservations	378	87	400	650
Improve Customer Service Response	5 minutes	5 minutes	5 minutes	5 minutes
Improve Positive Public Input	75	75	75	75
Monitor Shelter Reservations	377	225	400	450
Community Center Reservations	1,091	676*	950	1,200
Community Center Revenue	\$36,122.19	\$27,107.43*	\$30,000.00	\$40,000.00
Athletic Field User Fees	\$50,033.99	\$40,285.75*	\$25,000.00	\$68,000.00
Athletic Field Usage (youth/adult)	85/15	80/10	80/10	75/25
Activity Registrations	5,702	4057*	3500	7,000
Recreation Complaints Received	6	4	3	2
Average Cost per Activity Day Per Part.	55/70	55/70	55/70	50/60
Number of Daily Admissions- Revenue	\$46,073.35	\$29,167.00*	\$20,000.00	\$54,000.00
Pool Seasonal Pass Revenue	\$3,205.00	\$235.00	\$3,400.00	\$3,400.00
Monitor Pool Reservations	19	2	10	25
Class Registration vs. Class Capacity	65%	75%	75%	100%
Hire Quality Certified Staff	52	18*	50	50

***No rentals, no programs, closed pool, and no seasonal staff hired March 2020 through June 2020**

***Based on presumed return to full operations by September 2020**

Goals

1. Evaluate, revise, and administer fiscal budgets, capital improvements, park maintenance procedures, seasonal employees and job descriptions while assuring sound fiscal management necessary for employees to complete their responsibilities.
2. Aggressively pursue alternative sources of funding recreation programs and facilities (donations and grants).
3. Execute responsibility for parks and recreation functions, and for the maintenance of high grade recreational services through the efficiency of administration.
4. Provide attractive and functional parks and recreation facilities for our citizenry.

5. Maintain and develop all parks, recreation programs, facilities to the best and appropriate degree possible with a limited budget.
6. Advise and recommend needs assessment for recreation facilities.
7. Assist with the development of the Park Master Plan, Design Guidelines, Rockland Park, Warren County Health & Human Services, Athletic Facilities, Sawner park property (future).
8. To secure County and all necessary facilities to provide better quality programs.
9. Continue developing and administer a balanced year-round, full range, affordable recreation services for the citizens of Warren County to meet their recreational as well as educational needs.
10. Continue to improve all athletic facilities which include but not limited to, Warren County Skatepark, Skyline Soccerplex, Eastham Park, Warren County Health & Human Services Complex Athletic Property, Rockland Park, Seide Memorial Park, and Ressie Jeffries Soccer Practice Field.
11. Provide safe, clean, and risk free facilities for community use and increase patronage.
12. Provide swimming opportunities which protect the safety and well-being of the participants.
13. Design programs in such a way as to provide for the safety and well-being of participants.
14. Continue offering new recreation/facility software and on-line registration for citizens of Warren County.

Objectives

1. Continue implementation of standard operating facilities plan of Skyline Soccerplex, Bing Crosby Stadium, Warren County Skatepark Facility, Rockland Park, Eastham Park, Linden Park, Chimney Field Park, Smith's Park, LeHew Park, and trail systems.
2. Revise and promote the new recreation fee schedule yearly to create a more balanced revenue/expenditure budget. Increase public awareness of why this is necessary and how it will increase taxpayer savings.
3. Promote the use of planning process to cost savings and public awareness and acceptance.
4. Serve as a technical advisor and consultant agency to Parks and Recreation Commission, Warren Coalition, Front Royal Tree Board, civic and special interest groups regarding departmental procedures, facilities and programs.
5. The Department shall have and support adequate manpower necessary to maintain the parks, recreation programs and facilities.
6. Promote the Parks and Recreation Department, Warren County Community Center via web page, e-file, and social media.
7. Review current fee schedule to better offset expenditures by creating and developing new ways to generate funds through fundraisers, etc. and develop new ways to lower expenditures through donations and use of volunteers.
8. Establish a systematic communication to keep the community informed and involved.
9. Expand utilization of the facility by publicizing and advertising all pool activities, fees and hours of operation.
10. Monitor use of chemicals and utility cost to provide the most effective measures.

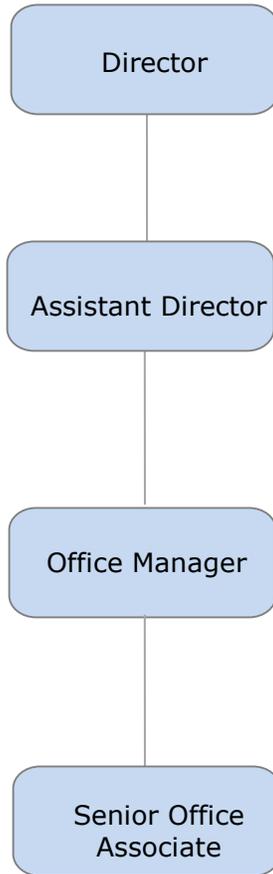
Warren County Parks and Recreation Memberships and Dues

Virginia Recreation and Park Society	\$600
National Recreation and Park Association	\$600
Virginia Turf Council	\$125
Virginia Cooperative Extension/Virginia Tech (pesticide)	\$280

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	662,003	607,682	691,303	743,395	52,092	7.54%
OPERATING	152,328	165,075	159,412	148,000	(11,412)	-7.16%
CAPITAL	1,733	206	0	0	0	0.00%
TOTAL	\$816,064	\$772,963	\$850,715	\$891,395	\$40,680	4.78%
REVENUE:						
FEES	179,621	174,248	209,963	186,000	(23,963)	-11.41%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	636,443	598,715	640,752	705,395	64,643	10.09%
TOTAL	\$816,064	\$772,963	\$850,715	\$891,395	\$40,680	4.78%
FULL TIME POSITIONS	6	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 children programs, youth sports programs such as basketball, flag football, and gymnastics, and several special events and bus trips. The division schedules athletic field use and coordinates programs with the public school system. This division is located in the Warren County Community Center and is responsible for rentals at the Warren County Health & Human Services Complex Gym, all athletic facilities, Claude A. Stokes, Jr. Community Swimming Pool as well as the Warren County Community Center.

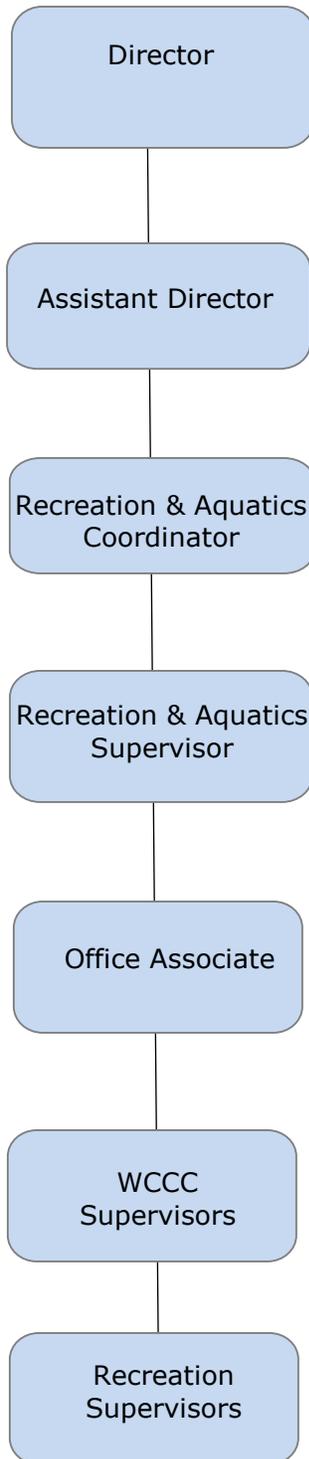
RESPONSIBILITIES:

- Review, revise, and promote a new recreational fee schedule bi-yearly to create a more balanced revenue/expenditure budget and increase public awareness of the need for and benefits of increased fees.
- Implement and develop new Parks and Recreation webpage for the Warren County website
- Acquire sponsors for recreation activities including special events and Recreation Connection Brochure 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
- Implemented new RecPro software and online registration for Warren County Community Center.

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	66,065	53,270	81,708	72,814	(8,894)	-10.89%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$66,065	\$53,270	\$81,708	\$72,814	\$(8,894)	-10.89%
REVENUE:						
FEES	110,090	106,797	128,687	114,000	(14,687)	-11.41%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	(44,025)	(53,527)	(46,979)	(41,186)	5,793	-12.33%
TOTAL	\$66,065	\$53,270	\$81,708	\$72,814	\$(8,894)	-10.89%
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 are responsible for the maintenance of grounds and facilities and ensure they are safe, clean, and attractive. The Maintenance Division follows Parks and Recreation Department guidelines for conservation of natural areas and open space for passive use. The Maintenance Division works with the Parks and Recreation Department on the development and expansion of the parks system. The Maintenance Division maintains twenty parks comprising 400 acres: Gertrude E. Miller Community Park, Lion's Park, Skyline Soccerplex, Burrell Brooks Park, Chimney Field, Riverton Park, Miss Smith's Park, Dr. Seide Memorial Gardens, Peter 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, music parks, exercise stations, and restrooms. The Division maintains the following facilities: Raymond E. Santmyers Youth Center, Bing Crosby Stadium, Claude A. Stokes Jr. Community Swimming Pool, Skyline Soccerplex, Warren County Skatepark, Park Maintenance Facility, Rockland Park, Warren County Dog Park, Warren County Community Center, and Warren County Health & Human Services Complex gymnasium and athletic facilities. Park Maintenance assumed the responsibility basic grounds maintenance services including mowing, trimming, mulching, pruning shrubs, bushes and trees, application of pesticides, aeration of athletic fields for the Warren County Public Schools on July 1, 2019.

RESPONSIBILITIES:

- Maintain grounds and sport 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
- Building maintenance and repair of all County Structures
- Completing hundreds of miscellaneous work order requests for the county and its employees.

PROJECTS:

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

The 20 parks and Warren County property (400 acres) that the Parks and Recreation Maintenance Division maintain are:

1. Gertrude E. Miller Community Park
2. Lion's Park (Free Wheeling Way and Fantasyland Playground)
3. Skyline Soccerplex/Warren County Skatepark
4. Burrell Brooks Park
5. Chimney Field Park
6. Riverton Park

7. Miss Smith's Park
8. Dr. Seide Memorial Gardens Park
9. Peter LeHew Park
10. Constitution Oak Park
11. Eastham Property (3 trails, all-purpose practice fields, dog park and playground)
12. Rockland Park (picnic area, playground area, disc golf course, trails, music park, outdoor exercise park, and all-purpose fields)
13. Linden Park
14. Warren County Health & Human Services Complex gymnasium and athletic facilities
15. Sawner Park Property (County)
16. Simpson's Boat Landing (County)
17. Catlett Ford Landing (County)
18. Thunderbird Farms FEMA Property (County)
19. Shenandoah Farms Boat Landing (County)
20. Thompson's Kiss-N-Ride Park
21. All Warren County Public Schools properties (mowing – 200 acres).

Within the park system are a number of baseball, softball, and soccer facilities, tennis and basketball courts, playground equipment, picnic shelters, drinking fountains and restrooms. Park Maintenance responsibilities encompass mowing, trimming, weed control, landscaping, floral beautification, tree planting program, athletic field maintenance, park and playground safety inspections, snow removal, and all county facility/building maintenance (public works).

In addition, the Parks and Recreation Maintenance Division maintain the following facilities:

1. Raymond E. Santmyers Youth Center
2. Bing Crosby Stadium (upgraded 2006)
3. Claude A. Stokes, Jr. Community Swimming Pool
4. Skyline Soccerplex (upgraded 2006, added trail 2016, lighting 2017)
5. Park Maintenance Facility
6. Rockland Park (2014-2017)
7. Eastham Park (dog park & trail Phase 3 2016, Phase 1 - 3 walking trails, all-purpose practice fields)
8. Warren County Health & Human Services Complex gymnasium and athletic facilities (gym & outdoor athletic facility property) (2012), added gym and football field score boards, gym backboard (2016, 2017)
9. Warren County Community Center (2011)
10. Free Wheeling Playground (2011)
11. Warren County Skatepark (2010)
12. Chimney Field Park (upgraded 2011-12)
13. Public Safety Building (2013 – mow, trim, preventative maintenance)
14. Company #10 Fire Department (2013 - mow)
15. Samuels Public Library (2013 mow)

16. 522 Corridor – plantings, mowing, and turf management (2014)
17. Warren County Government Center
18. Warren County Court House
19. Warren County Court Holding
20. Social Services (moved to Warren County Health and Human Services Complex)
21. Teledata
22. Shenandoah Farms & Sanitation District Offices
23. Rental properties
24. Ressie Jefferies Elementary School Soccer Fields (2013)
25. Mow Rt. 340 South
26. Snow Removal at Front Royal Golf Club
27. Snow removal Warren County Humane Society
28. Compactor Sites
29. Warren County Senior Center
30. Front Royal Warren County Airport
31. Lake Front Royal Sanitary District snow removal (2017)
32. Fire and Rescue Training Facility (formerly ESA Property)
33. Economic Development Authority properties (2019).
34. Warren County Public Schools properties (2019).

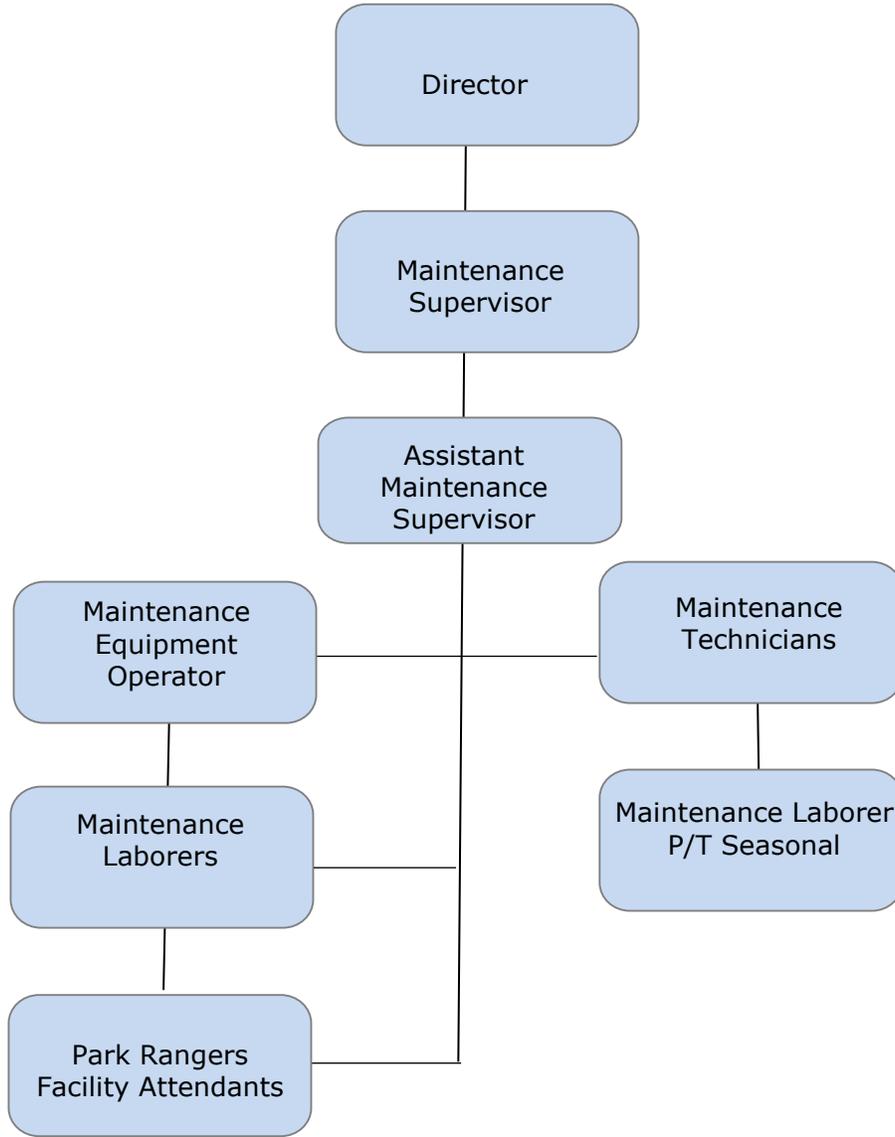
SERVICE LEVELS:

PERFORMANCE MEASURES	FY 2018-2019	FY 2019-2020	FY 2020-2021	LONG TERM
	Actual	Actual	Proposed	Target
Cost of Mowing 1 Acre	17.01	16.75	18.10	18.10
Safety Inspection Completed	10	8	12	12
Hours on Field Preparation	2,000	1,965	1,965	1,900
Reduce Vandalism Occurrences	20	25	10	5
Planting New Trees	50	22	15	20
Park Facility Improvement	3	4	6	6

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	739,963	846,346	1,113,274	980,569	(132,705)	-11.92%
OPERATING	486,996	536,189	499,346	526,158	26,812	5.37%
CAPITAL	158,505	81,641	86,182	98,272	12,090	14.03%
TOTAL	\$1,385,464	\$1,464,175	\$1,698,802	\$1,604,999	\$(93,803)	-5.52%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	1,385,464	1,464,175	1,698,802	1,604,999	(93,803)	-5.52%
TOTAL	\$1,385,464	\$1,464,175	\$1,698,802	\$1,604,999	\$(93,803)	-5.52%
FULL TIME POSITIONS	11	11	11	11	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

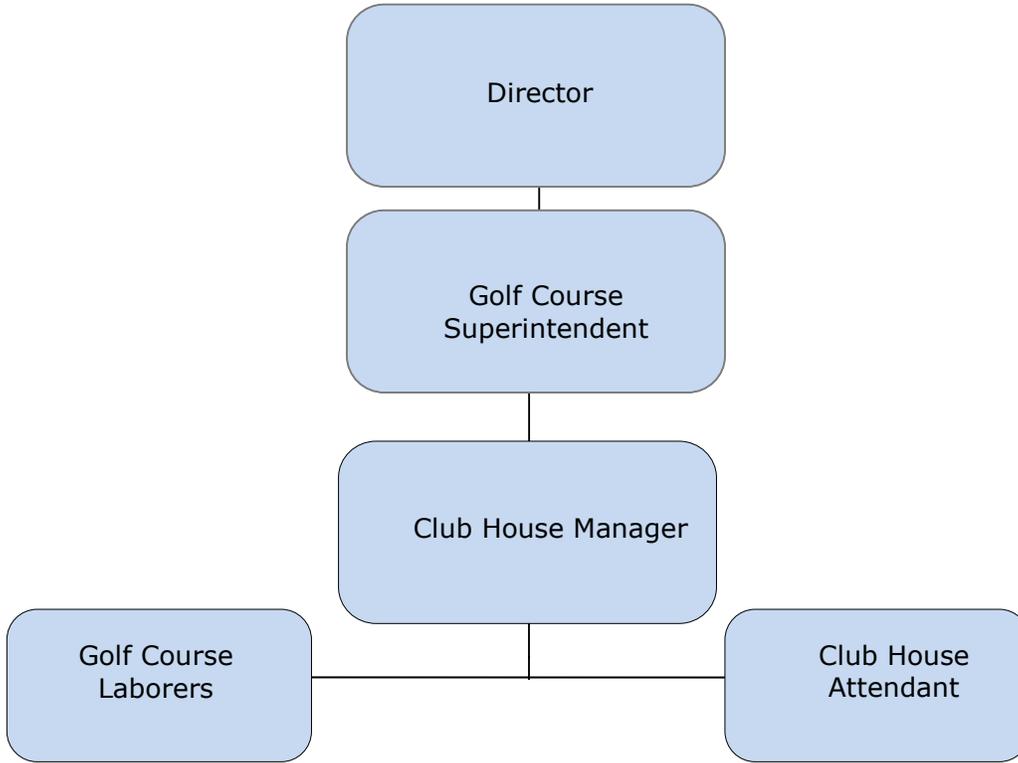
PROJECTS:

- 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

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	151,867	86,804	117,009	0	(117,009)	-100.00%
OPERATING	131,173	328,244	133,550	0	(133,550)	-100.00%
CAPITAL	<u>10,500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$293,540	\$415,048	\$250,559	\$0	\$(250,559)	-100.00%
REVENUE:						
FEES	121,533	80,323	123,000	80,000	(43,000)	-34.96%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>172,007</u>	<u>334,725</u>	<u>127,559</u>	<u>(80,000)</u>	<u>(207,559)</u>	<u>0.00%</u>
TOTAL	\$293,540	\$415,048	\$250,559	\$0	\$(250,559)	-100.00%
FULL TIME POSITIONS	1	0	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:

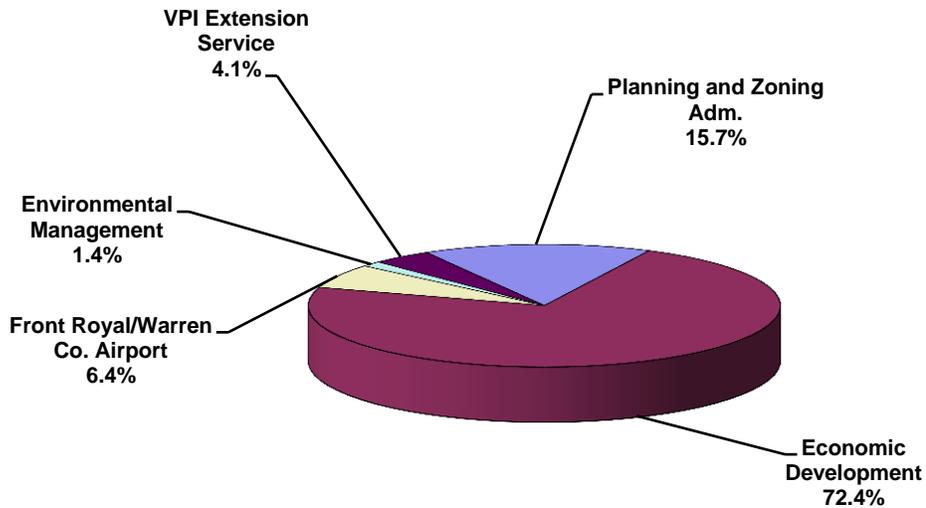
	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	988,682	994,134	1,006,758	1,018,087	11,329	1.13%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$988,682	\$994,134	\$1,006,758	\$1,018,087	\$11,329	1.13%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	4,500	4,500	4,500	4,500	0	0.00%
LOCAL	984,182	989,634	1,002,258	1,013,587	11,329	1.13%
TOTAL	\$988,682	\$994,134	\$1,006,758	\$1,018,087	\$11,329	1.13%
FULL TIME POSITIONS	0	0	0	0	0	0.00%



Front Royal-Warren County Airport

Community Development

	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2020 TO FY 2021	
				AMOUNT	%
Planning and Zoning Adm.	\$436,799	\$468,632	\$462,526	\$(6,106)	-1.30%
Economic Development	\$54,117	\$1,819,820	\$2,139,472	\$319,652	17.57%
Front Royal/Warren Co. Airport	\$369,736	\$189,665	\$189,665	\$0	0.00%
Environmental Management	\$26,045	\$37,000	\$40,500	\$3,500	9.46%
VPI Extension Service	\$109,101	\$121,572	\$120,919	\$(653)	-0.54%
COMMUNITY DEVELOPMENT	\$995,797	\$2,636,689	\$2,953,082	\$316,393	12.00%



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

RESPONSIBILITIES:

- Assist applicants in filing for variances, conditional use permits, and rezoning applications.
- Process applications in a timely manner.
- Prepare ordinances, ordinance amendments, procedures and forms for the Departments, and the ongoing advance planning activity for the County, including Comprehensive Plan amendments, demographics, and regional issues.
- Accept, review, and settle all land use and subdivision applications, including the acceptance, review tracking, and coordination of County response to, and approval of, the site plan and subdivision applications.
- Address new structures in the County's 911 addressing system.
- Enforce the Zoning Ordinance and Subdivision Ordinance.
- Review and approval of building permits to ensure compliance with zoning ordinance.
- Process appeals to the Board of Zoning Appeals and the Well and Septic Appeals Board.
- Make presentations to civic and community organizations.
- Provide educational and training opportunities for staff, Planning Commission, 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, Hazard Mitigation, Housing, 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.
- Manage the County's Conservation Easement Program and Purchase of Development Rights Program.
- Manage the County's E-911 Addressing.
- Maintain and update the County's Geographic Information System

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:

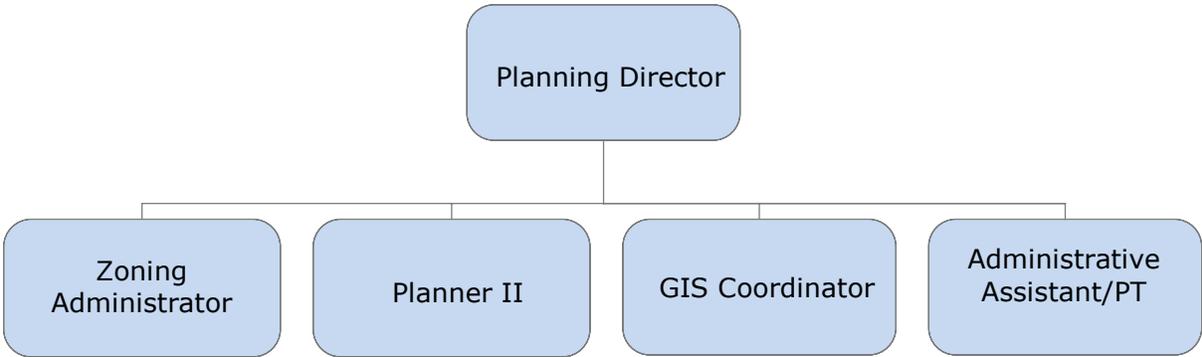
	FY 2017-2018 Budget	FY 2018-2019 Budget	FY 2019-2020 Budget	FY 2020-2021 Budget
Population	39,239	39,630	40,042	40,442
Size of Budget	\$424,614	\$452,004	\$468,974	\$462,526
Per Capita Operating Cost	\$9.82	\$10.41	\$10.71	\$10.44
Revenue	\$35,000	\$35,000	\$35,000	\$35,000
Net Per Capita Operating Cost	\$8.93	\$9.52	\$9.84	\$9.57

Applications	CY 2017	CY 2018	CY 2019
Building Permits (County Only)	618	607	696
Subdivisions			
Class A	6	4	5
Class B	0	1	0
Class C	0	0	0
Exempt	4	6	6
Family	14	8	5
Boundary Adjustments	31	24	25
Lot Consolidations	36	43	37
Conditional Use Permits	23	14	20
Rezoning	0	0	3
Zoning Text Amendments	3	1	5
BZA Variances	3	3	6
Subdivision Variances	0	0	0
Well/Septic Variances	3	0	3
By-Right/Site Plan Approvals	5	6	1
Planning Commission Regular Meetings	12	12	12
Planning Commission Work Sessions	2	2	3
Certificates of Zoning	153	154	204

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	347,010	353,625	398,418	383,932	(14,486)	-3.64%
OPERATING	47,890	72,235	58,714	64,594	5,880	10.01%
CAPITAL	145,658	10,939	11,500	14,000	2,500	21.74%
TOTAL	\$540,558	\$436,799	\$468,632	\$462,526	\$(6,106)	-1.30%
REVENUE:						
FEES	30,209	42,919	30,000	35,000	5,000	16.67%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	510,349	393,880	438,632	427,526	(11,106)	-2.53%
TOTAL	\$540,558	\$436,799	\$468,632	\$462,526	\$(6,106)	-1.30%
FULL TIME POSITIONS	5	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 emphasis is on quality businesses and jobs that enhance our community.

The Enterprise Zone Grants line item includes real estate and machinery and tools taxes from businesses and industries located in the Route 340/522 Corridor. Any Enterprise Zone grants paid through the EDA 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 capital projects.

BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	108,117	54,117	1,819,820	2,139,472	319,652	17.57%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$108,117	\$54,117	\$1,819,820	\$2,139,472	\$319,652	17.57%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	1,819,703	1,765,703	1,819,820	2,139,472	319,652	17.57%
TOTAL	\$1,819,703	\$1,765,703	\$1,819,820	\$2,139,472	\$319,652	17.57%
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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	17,400	17,400	19,800	21,000	1,200	6.06%
OPERATING	48,122	65,604	98,400	97,200	(1,200)	-1.22%
CAPITAL	351,071	286,732	71,465	71,465	0	0.00%
TOTAL	\$416,593	\$369,736	\$189,665	\$189,665	\$0	0.00%
REVENUE:						
FEES	173,408	185,075	194,423	194,423	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	243,185	184,661	(4,758)	(4,758)	0	0.00%
TOTAL	\$416,593	\$369,736	\$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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	28,475	26,045	37,000	40,500	3,500	9.46%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	<u>\$28,475</u>	<u>\$26,045</u>	<u>\$37,000</u>	<u>\$40,500</u>	<u>\$3,500</u>	<u>9.46%</u>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	12,750	8,600	20,000	20,000	0	0.00%
LOCAL	15,725	17,445	17,000	20,500	3,500	20.59%
TOTAL	<u>\$28,475</u>	<u>\$26,045</u>	<u>\$37,000</u>	<u>\$40,500</u>	<u>\$3,500</u>	<u>9.46%</u>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

VPI Extension Service

DEPARTMENT DESCRIPTION:

Virginia Cooperative Extension (V.C.E.) is an educational partnership between the U. S. Department of Agriculture, Virginia's Land Grant Universities (Virginia Tech & Virginia State) and local governments. V.C.E. serves as the primary source of assistance for agriculture and horticulture production within the County. V.C.E. offers educational programs designed to meet the needs of Warren 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 our agriculture, natural resources, and family and community heritage, V.C.E. enable people to shape their futures through research based educational programs. Recognizing that knowledge is power, V.C.E. serve people where they live and work. V.C.E. are a dynamic organization which stimulates positive personal and societal change leading to more productive lives, families, farms, and forests, as well as a better environment in urban and rural communities. 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 mission 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.

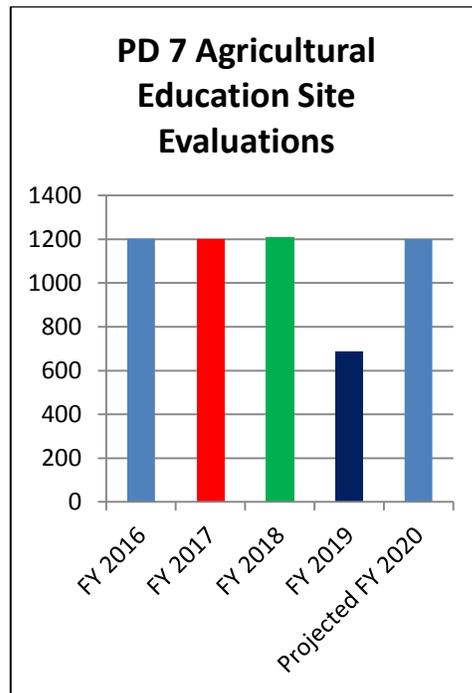
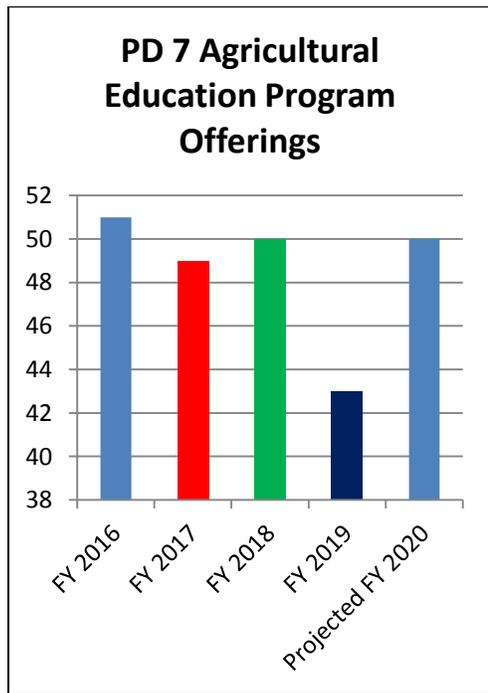
Core Values

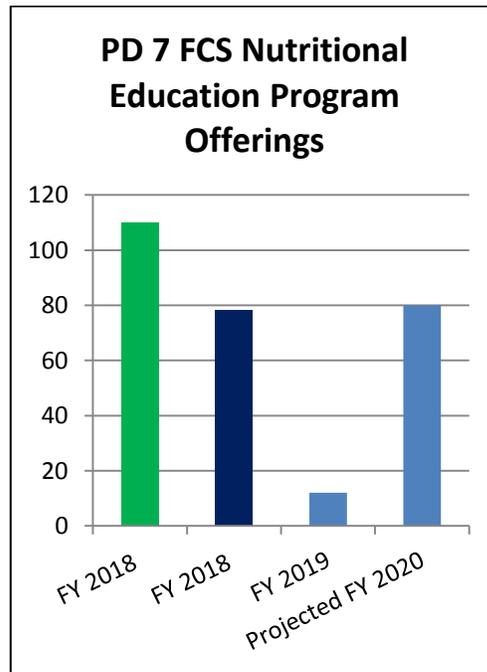
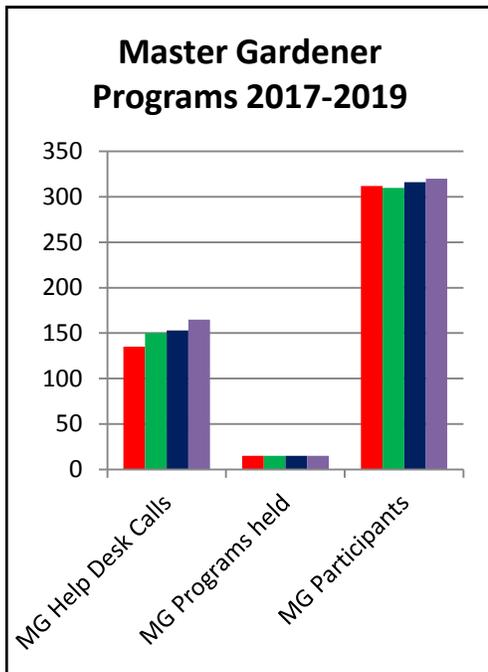
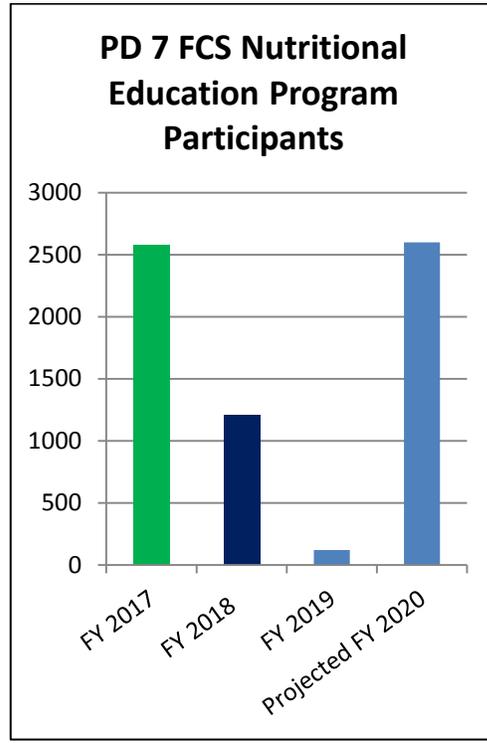
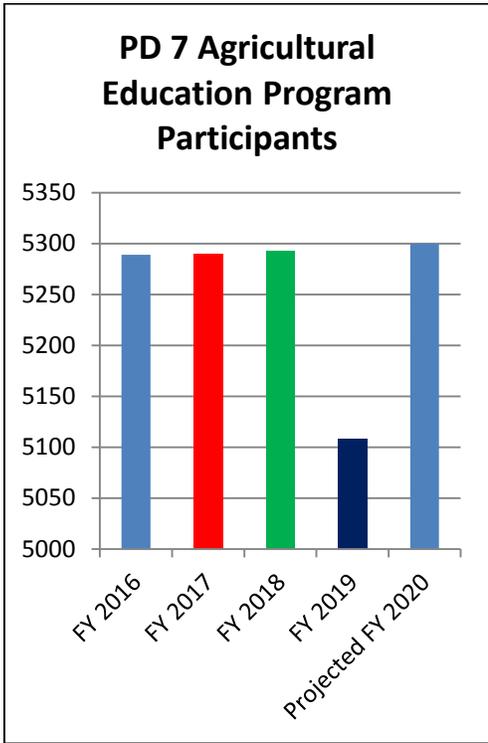
- Inclusion of all stakeholders and partners in programming and discussions related to issues that affect agricultural enterprises, the family, and the local community
- Integrity of information is maintained through unbiased and relevant research
- Science-based knowledge is gathered from the research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

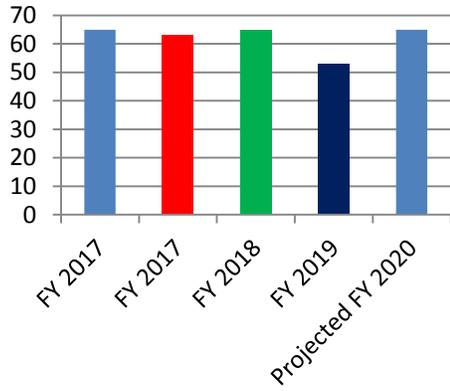
RESPONSIBILITIES:

- 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, 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

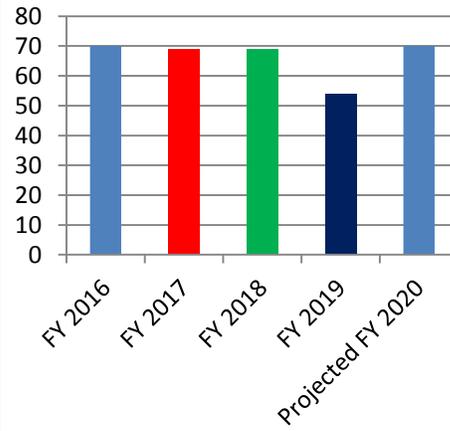




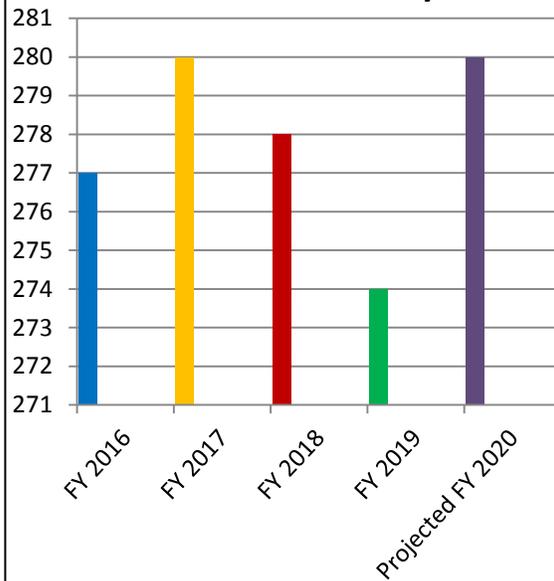
**# of PD 7 Participants
Completing 10+ Hours of
FCS In-Depth Financial
Education**

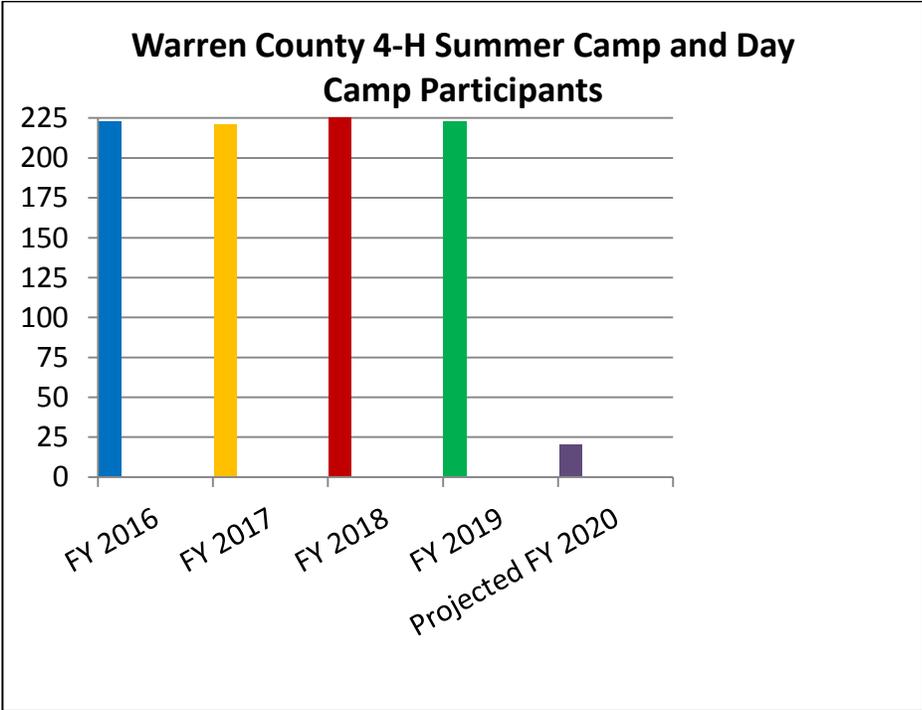
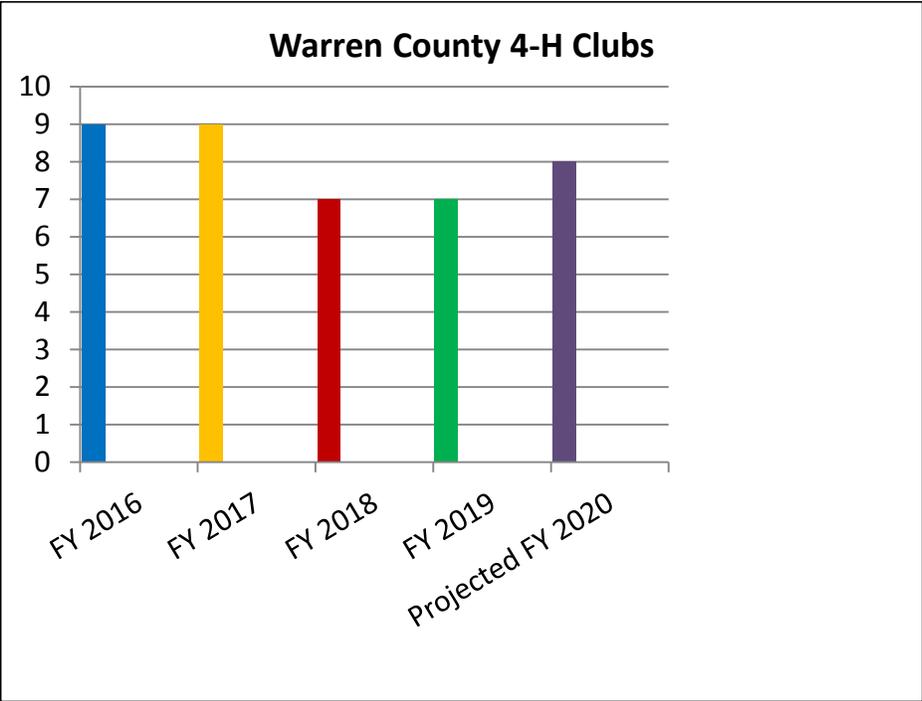


**# of One Time FCS Financial
Management Presentations
for PD 7 Groups**



Total Warren County 4-H Enrollments





BUDGET SUMMARY:

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	104,404	99,462	113,512	112,869	(643)	-0.57%
OPERATING	7,828	9,639	8,060	8,050	(10)	-0.12%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$112,232	\$109,101	\$121,572	\$120,919	\$(653)	-0.54%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>112,232</u>	<u>109,101</u>	<u>121,572</u>	<u>120,919</u>	<u>(653)</u>	<u>-0.54%</u>
TOTAL	\$112,232	\$109,101	\$121,572	\$120,919	\$(653)	-0.54%
FULL TIME POSITIONS	1	1	1	1	0	0.00%

Full Time Staff

<u>DEPARTMENT</u>	FY 17-18 ACTUAL	FY 18-19 ACTUAL	FY 19-20 ADOPTED BUDGET	FY 20-21 ADOPTED BUDGET	FY 2021 Change
<u>GENERAL GOVERNMENT ADMINISTRATION</u>					
Board of Supervisors	0	0	0	0	
County Administration	7	7	6	6	
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	1	1	1	1	
Commonwealth's Attorney	9	9	11	11	
<u>PUBLIC SAFETY</u>					
Sheriff's Office	54	48	48	48	
E-911 System	7	7	7	7	
School Resource	0	10	10	10	
Volunteer Fire and Rescue	0	0	0	0	
Corrections	10	10	10	10	
Probation	1	1	1	0	(1)
Building Inspections	7	7	7	7	
Animal Control	4	4	4	4	
Medical Examiner	0	0	0	0	
Fire and Rescue Department	35	35	35	35	
Cost Recovery	0	0	0	0	
<u>PUBLIC WORKS</u>					
Public Works Sanitation District	1	4	4	5	1
Streets and Highways	0	0	0	0	
Refuse Collection	0	0	0	0	
Refuse Disposal	5	4	4	4	
General Services	6	6	10	10	

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	17	17	17
Library Museum Cult. Enrichment	0	0	0	0

COMMUNITY DEVELOPMENT

Planning and Zoning Administration	5	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	249	254	259	259	0
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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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	83,306	109,115	433,294	244,800	(188,494)	-43.50%
OPERATING	490,942	873,688	1,184,354	2,117,222	932,868	78.77%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	<u>\$574,248</u>	<u>\$982,803</u>	<u>\$1,617,648</u>	<u>\$2,362,022</u>	<u>\$744,374</u>	<u>46.02%</u>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	217,868	209,467	211,000	206,000	(5,000)	-2.37%
LOCAL	356,380	773,336	1,406,648	2,156,022	749,374	53.27%
TOTAL	<u>\$574,248</u>	<u>\$982,803</u>	<u>\$1,617,648</u>	<u>\$2,362,022</u>	<u>\$744,374</u>	<u>46.02%</u>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

BUDGET DETAIL:

	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021
** NON-DEPARTMENTAL **	ACTUAL	ACTUAL	APPROPRIATION	APPROVED BUDGET
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
HOSPITAL MEDICAL (RETIRES)	83,306	108,785	123,294	234,800
PHASE I-IMPLEMENTATION OF COMP. STUDY	0	0	300,000	0
UNEMPLOYMENT COMPENSATION	0	329	10,000	10,000
	<u>83,306</u>	<u>109,115</u>	<u>433,294</u>	<u>244,800</u>
MAINTENANCE - CENTRAL COMPUTER	81,845	65,433	65,000	65,000
MAINTENANCE - CENTRAL COPIER	1,584	1,228	3,000	3,000
MAINTENANCE - COMPUTER (SCHOOL SYS.)	107,725	107,725	107,725	107,725
COMPOSITE INDEX OFFSET	(75)	0	42,698	42,698
ROUTE 340/522 CORRIDOR PAYMENT	237,251	239,708	240,000	250,000
RENTAL OF PROPERTY-HHSC	0	0	161,680	161,680
ROUTE 340/522 TROLLEY	55,112	57,272	25,000	25,000
POWER OF PARTNERSHIPS ALLIANCE	2,500	0	0	0
TOURISM	5,000	12,323	132,000	200,000
RESERVE FOR CONTINGENCIES	0	390,000	407,251	1,262,119
	<u>490,942</u>	<u>873,688</u>	<u>1,184,354</u>	<u>2,117,222</u>
TOTAL	<u>\$574,248</u>	<u>\$982,803</u>	<u>\$1,617,648</u>	<u>\$2,362,022</u>

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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	0	0	0	0	0	0.00%
CAPITAL	21,751,044	21,766,241	16,138,506	15,894,521	(243,985)	-1.51%
TOTAL	\$21,751,044	\$21,766,241	\$16,138,506	\$15,894,521	\$(243,985)	-1.51%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	21,751,044	21,766,241	16,138,506	15,894,521	(243,985)	-1.51%
TOTAL	\$21,751,044	\$21,766,241	\$16,138,506	\$15,894,521	\$(243,985)	-1.51%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 APPROPRIATION	FY 2020-2021 APPROVED BUDGET
** CAPITAL OUTLAY **				
FURNITURE AND FIXTURES	6,363	9,476	12,500	10,000
CENTRAL TELEPHONE SYSTEM	-	-	10,000	10,000
COUNTY OFFICE SPACE	-	-	-	25,000
ECONOMIC DEVELOPMENT	105,725	291,855	106,489	316,489
CENTRAL COMPUTER & INTERNET	3,836	-	50,000	50,000
REVENUE SHARING	216,864	602,254	250,000	250,000
JUVENILE DETENTION FACILITY	418,614	382,242	344,769	344,769
TAX MAPPING	7,200	-	10,000	10,000
RIVERMONT VFD	116,047	644,786	200,000	200,000
NORTH WARREN VFD	10,398	3,198	10,000	10,000
COURTHOUSE GENERAL OBLIGATION BOND	355,897	355,736	359,549	357,402
BUILDING IMPROVEMENT FUND	22,273	41,179	150,000	100,000
AVTEX SOCCER FIELDS	38,091	826	25,000	-
BING CROSBY STADIUM	6,926	-	15,000	15,000
COMPUTER SOFTWARE	2,391	9,985	20,000	20,000
COMMUNICATIONS EQUIP. LOAN	153,857	188,594	160,000	190,000
PURCHASE OF SECOND STREET PROPERTY	11,087	77,715	100,000	75,000
SCHOOL CAPITAL IMP. (MEALS TAX)	-	-	950,000	950,000
SCHOOL BONDS (REAL ESTATE TAX INC.)	3,606,494	3,604,963	2,496,494	2,132,156
FISHNET PROPERTY	478,241	372,853	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	-	2,643	25,000	25,000
SAMUELS LIBRARY	53,105	55,270	25,000	25,000
SCHOOL CAPITAL IMPROVEMENTS - PH. II	505,525	505,525	505,525	505,525
REGIONAL JAIL	4,105,122	3,265,275	4,250,000	4,100,000
EASTHAM PARK	3,449	171	-	-
NEW CONVENIENCE SITES	19,197	810	100,000	100,000
EAGLES LANDING ROAD PROJECT	2,095	-	-	-
MCKAY HOUSE STABILIZATION	4,775	-	5,000	5,000
GOV'T CENTER HVAC PROJECT	-	-	25,000	25,000
PUBLIC SAFETY BUILDING(REAL EST.)	526,954	526,954	526,954	526,954
SENIOR CENTER	-	-	25,000	25,000

VPSA - SCHOOL BONDS	988,401	966,115	-	-
VEHICLES & EQUIPMENT	302,756	147,265	-	-
ROUTE 522 BEAUTIFICATION PROJECT	12,034	2,112	-	-
FORK PARK	-	1,495	25,000	-
BROADBAND PROJECT	-	-	-	25,000
LIONS PARK	-	47,117	25,000	15,000
SECOND MIDDLE SCHOOL (PH.II, PARTII)	2,672,875	2,669,125	1,000,000	1,000,000
BOAT LANDINGS	-	24	25,000	25,000
LEACH RUN PARKWAY	1,156,316	433,972	492,618	492,618
2013 LEASE REV. REFUNDING BOND	618,541	633,098	-	-
SHENANDOAH FARMS VFC	-	6,375	10,000	10,000
DOMINION WATER PAYMENT	-	-	-	150,000
SEPTAGE RECEIVING FACILITY DEBT SERVICE	63,250	126,500	88,750	88,750
HEALTH AND HUMAN SERVICES COMPLEX	29,674	111,250	110,000	110,000
SHENANDOAH FARMS BOAT LANDING	-	1,362	-	-
APPALACHAIN TRAIL CONNECTOR	13,286	-	50,000	25,000
THOMPSON KISS-AND-RIDE	49,612	18,282	15,000	10,000
WILLIAM E CARSON TRAIL	45,660	442	-	-
RESSIE JEFFRIES	1,404,725	3,720,220	100,000	100,000
SCHOOL RETIRED DEBT	-	-	1,737,150	1,737,150
FRONT ROYAL GOLF CLUB STORMWATER	330,253	28,221	-	-
VOTER REGISTRAR RENOVATION	129,809	207,604	25,000	25,000
WCPS SPECIAL SVC/NON-TRA PRO RENO	143,619	192,866	-	-
FIRE AND RESCUE TRAINING FACILITY	-	11,260	10,000	10,000
EDA-MAINTENANCE AND REPAIRS	-	1,575	-	-
JOSEPH WARREN INTERPREVTIVE SIGNAGE	-	4,659	-	-
SEIDE BOTANICAL GARDENS	495	-	-	-
REV. SHARING - SHANGRI-LA RD	56,841	143,994	-	-
REV. SHARING - TOMAHAWK WAY, PHASE II	8,056	13,333	-	-
REV. SHARING - FARM VIEW RD	146,317	-	-	-
LAKE FRONT DR. RURAL ADDITION PROJ	2,425	5,000	-	-
REV. SHARING - 340/522 TURN LANE	1,277,865	(189,193)	-	-
REV. SHARING - OLD OAK LN, PHASE IV	-	1,350	-	-
REV. SHARING - HUCK FINN DR. PHASE I	-	800	-	-
TOTAL	\$21,751,044	\$21,766,241	\$16,138,506	\$15,894,521



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 740 full time employees. Included in this number are 426 teaching positions, 34 administrator positions, 13 other professional staff, and 283 non-licensed support staff.

A total operating budget of \$62,247,344 (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 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	44,584,955	45,614,681	49,623,453	52,498,356	2,874,903	5.79%
OPERATING	9,637,691	10,840,557	8,834,386	9,087,635	253,249	2.87%
CAPITAL	771,637	842,535	635,238	661,353	26,115	4.11%
TOTAL	\$54,994,283	\$57,297,773	\$59,093,077	\$62,247,344	\$3,154,267	5.34%
REVENUE:						
FEES	601,817	647,947	768,571	768,571	0	0.00%
STATE/FEDERAL	31,829,754	31,895,846	31,881,875	34,522,450	2,640,575	8.28%
LOCAL	22,562,712	24,753,980	26,442,631	26,956,323	513,692	1.94%
TOTAL	\$54,994,283	\$57,297,773	\$59,093,077	\$62,247,344	\$3,154,267	5.34%
FULL TIME POSITIONS	745	739	737	739	2	0.27%

SCHOOL CAFETERIA FUND

	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ADOPTED BUDGET	FY 2020-2021 ADOPTED BUDGET	INCREASE (DECREASE) FY 2019-2020 TO FY 2020-2021	
					AMOUNT	%
COSTS:						
PERSONNEL	1,043,258	1,095,678	49,100	125,000	75,900	154.58%
OPERATING	2,192,708	1,887,844	2,687,950	2,799,474	111,524	4.15%
CAPITAL	14,314		72,750	146,254	73,504	101.04%
TOTAL	\$3,250,280	\$2,983,522	\$2,809,800	\$3,070,728	\$260,928	9.29%
REVENUE:						
FEES	1,198,425	1,429,964	1,312,007	1,281,082	(30,925)	-2.36%
STATE/FEDERAL	1,491,533	1,387,756	1,497,793	1,789,646	291,853	19.49%
LOCAL	0	0	0	0	0	0.00%
TOTAL	\$2,689,958	\$2,817,720	\$2,809,800	\$3,070,728	\$260,928	9.29%
FULL TIME POSITIONS	47	47	1	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, 2020
\$65.00 per lot plus \$0.24 per \$100 of assessed value on improvements

Budget:

Contract Payments for Road Maintenance, Snow Removal, VDOT Revenue **\$152,000**
Sharing Project, Administrative and Miscellaneous Expenses

CEDARVILLE HEIGHTS SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2020
\$250.00 per lot

Budget:

Contract Payments for Snow Removal, Administrative and Miscellaneous **\$10,125**
Expenses

HIGH KNOB SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2020
\$413.00 per unimproved lot; \$667.00 per improved lot

Budget:

Contract Payments for Road Maintenance, Snow Removal, Repairs, **\$377,678**
Administrative and Miscellaneous Expenses

RIVERSIDE SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2020
\$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, 2020
\$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, 2020
\$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** **\$249,579**

SKYLAND ESTATES SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2020
\$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, 2020

\$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**

\$18,779

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 time frames 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, 2020
\$345.00 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 **\$136,650**

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 time frames 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, 2020
\$375.00 per lot

Budget:

For Road Maintenance, Snow Removal, Contract Services, County Administration fees and Miscellaneous Expenses **\$29,963**

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 miles 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, 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

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, 2020
\$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
- Identifying potential VDOT Revenue Sharing projects and administering such projects as State/County/SFSD funds become available

- In support of the ongoing road and drainage systems, develop SFSD facilities to include a new maintenance building/shop/storage yard

SHENANDOAH FARMS SANITARY DISTRICT

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2020
\$350.00 per lot**

Budget:

**For Road Maintenance, Administrative, Snow Removal, Contract
Services, County Administration Fees, and Miscellaneous Expenses** **\$828,987**

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, 2020
\$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 **\$14,940**

Warren County, Virginia
Assessed Valuation of All Taxable Property
Fiscal Years 2010 – 2019

Fiscal Year	Real Estate	Personal Property & Mobile Homes	Machinery & Tools	Public Service	Total Assessed Value
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
2019	\$4,394,054,150	\$423,738,556	\$84,411,975	\$953,592,583	\$5,855,797,264

Source: Financial Report Year Ended June 30, 2019

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**

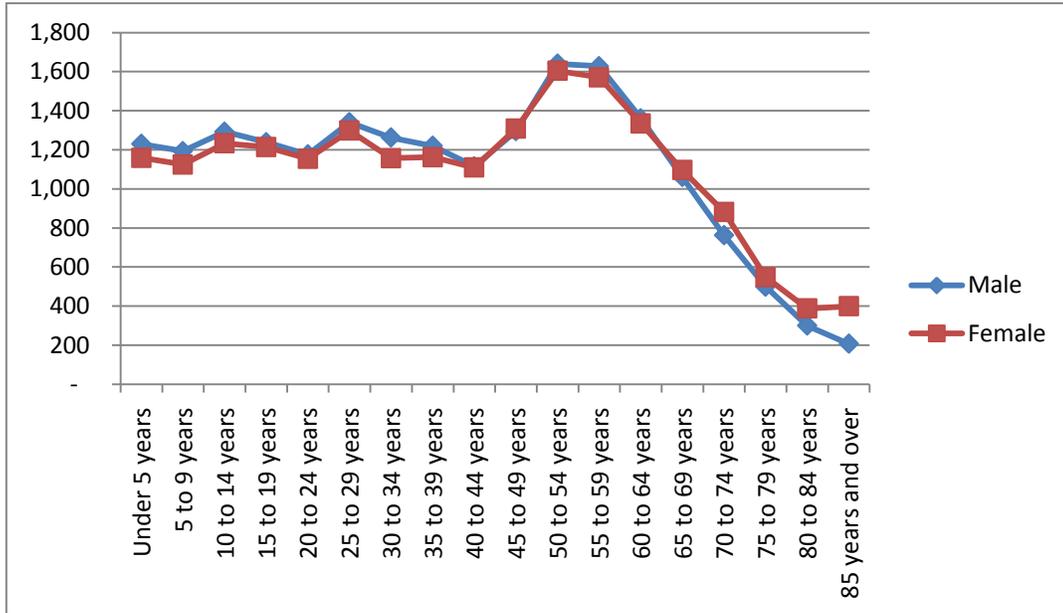
Calendar Year	Real Estate	Personal Property	Machinery and Tools	Mobile Homes
2011	\$0.59	\$4.00	\$1.30	\$0.59
2012	\$0.59	\$4.00	\$1.30	\$0.59
2013	\$0.59	\$4.00	\$1.30	\$0.59
2014	\$0.61	\$4.00	\$1.30	\$0.61
2015	\$0.595	\$4.00	\$1.95	\$0.595
2016	\$0.62	\$4.00	\$1.95	\$0.62
2017	\$0.65	\$4.00	\$1.95	\$0.65
2018	\$0.66	\$4.00	\$2.05	\$0.66
2019	\$0.655	\$4.00	\$2.05	\$0.655
2020	\$0.655	\$4.00	\$2.05	\$0.655

**Demographic and Economic Statistics
Warren County, Virginia
Fiscal Years 2010-2019**

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%
2019	41,164	1,869,873	46,743	5,241	3.20%

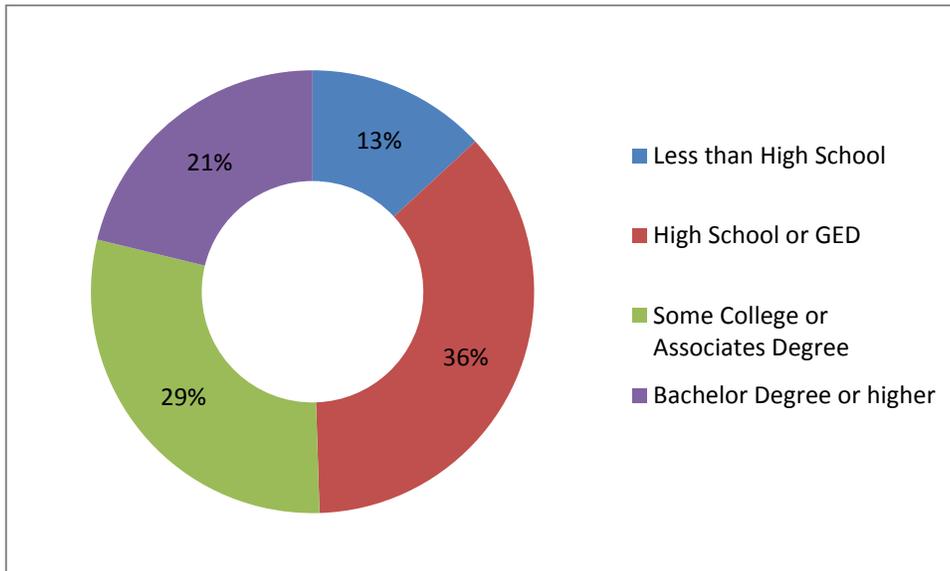
Source: Weldon Cooper Center, Annual school report prepared by the County, www.fedstats.gov.

Population by Age Groups - 2019



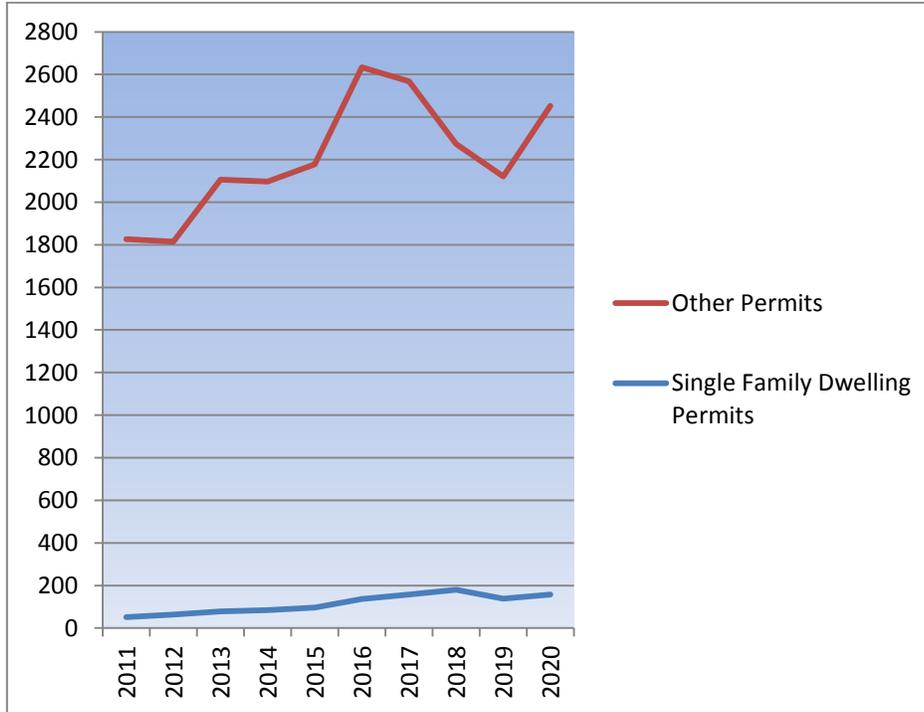
Source: 2019-Weldon Cooper Center

Education Attainment Breakdown



Source: 2019-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
2020	157	2,296	2,453

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