Warren County

Fiscal Year 2011-2012 Budget

Approved by the Board of Supervisors
April 19, 2011

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Warren County Board of Supervisors

Archie A. Fox, Chairman
Glenn L. White, Vice-Chairman
Tony F. Carter
Linda P. Glavis
Richard H. Traczyk

Warren County Staff

Douglas P. Stanley, County Administrator
Robert B. Childress, Deputy County Administrator
Carolyn W. Stimmel, Finance Director
Janice C. Standridge, Deputy Clerk to the Board of Supervisors
Jodi R. Spittler, Human Resources Manager
Shelley L. Hayes, Senior Office Associate
Carol F. Taylor, Office Associate

Celebrating 175 Years
1836 – 2011

History of Warren County

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

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

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

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

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

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

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

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

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

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

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

In 1937, construction began on the American Viscose manufacturing facility. This chemical-textile plant in Front Royal was at one time the world's largest producer of rayon. The U.S. Government operated the plant during World War II, producing materials to aid the war effort. FMC, Inc. purchased the facility and operated it into the mid 1970's. An FMC management team, led by Mr. 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 1300 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.

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 $180 million and the creation of 1,400 new jobs.

Warren County has long attracted tourists and seasonal residents, who have come to the area because of its climate, accessibility to major cities, and scenic beauty. Major tourist attractions include the Shenandoah National Park, the Skyline Drive, the Shenandoah River and the Skyline Caverns.

Presentation of Resolution
The Honorable Clifford Athey, Virginia House of Delegates (left) to
Chairman Archie Fox, Warren County Board of Supervisors
Warren County 175th Anniversary Founding Day Ceremony
March 9, 2011

The Honorable William W. Sharp, Judge, Juvenile and Domestic Relations Court
The Honorable Dennis L. Hupp, Judge, Circuit Court
Jennifer R. Sims, Clerk of the Circuit Court
Warren County 175th Anniversary Founding Day Ceremony

Location of Warren County

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

Warren County has a total land area of 219 square miles. The rural part of the County contains 209.9 square miles and the Town of Front Royal covers 9.1 square miles.

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

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

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

COUNTY OF WARREN

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

Douglas P. Stanley
County Administrator

BOARD OF SUPERVISORS

*****

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Shenandoah District

July 1, 2011

FY 2011-2012 Budget Process, Development and Issues

Mr. Chairman, Members of the Board of Supervisors and Residents of Warren County:

On behalf of the staff, I am pleased to present you with the adopted budget for Fiscal Year 2011-2012. This budget represents the Board's 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 represents the expansion of the budget document to one that provides backup as to the justification of the various funding requests and more detailed information on the adopted budget.

As part of this year's process a number of issues were discussed and addressed including the impact of continued revenue reductions from the Commonwealth of Virginia, slowing growth in property taxes, debt service for Phase I of the school capital improvements program (CIP), debt service for the first part of Phase II of the school CIP and additional cuts in all revenue streams. 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.

There are a number of significant issues that impacted the funding resources available for the FY 2011-2012 budget including:

- Continued cuts expected in reimbursements from the State and budget cuts in Constitutional Office budgets.
- The continued need for funding for Phases 1 & 2 of the school capital improvement program.
- Additional funding for maintenance and upkeep of the new public safety building.

The FY 2011-2012 budget process will be as difficult as the FY 2010-2011 budget due to the continued slowdown in construction in the area and continued uncertainty of the State budget. The goals set by the Board at the beginning of the budget process called for the staff to:

- Minimize the impact on the taxpayers.
- Minimize the impact on existing staff.
- Continue to keep our Capital Improvement Program moving forward including the two high schools, middle school renovation, Public Safety Building and Community Center projects.
- Implement the salary study that was completed in the past year comparing our salaries against those in neighboring and similarly situated jurisdictions. Without an increase, employees will go 3 years without any adjustment in their compensation.

These goals are consistent with those of the FY 2010-2011 budget and reflect the Board's desire to continue making progress on its capital improvement program despite the downturn in the economy.

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

- Stagnant growth in local revenue sources – real estate, personal property and sales taxes. There was only a slight increase in total Local Revenue from $47,762,581 to $47,797,549 ($34,968 – 0.07%)
- Capital Improvement Program – The need to continue to set aside funds for ongoing capital projects including the two high schools, middle school renovation, public safety building, regional jail as well as a number of smaller projects.
- Maintaining our fund balance – We need to maintain an undesignated fund balance of 15% pursuant to adopted fiscal policies.

The Code of Virginia states that, "there shall be a general reassessment of real estate every four years. Any county which, however, has a total population of 50,000 or less may elect by majority vote of its board of supervisors to conduct its general reassessment at either five-year or six-year intervals." The Board of Supervisors has elected to change the reassessment cycle to conduct a general reassessment every four years.

One of the issues that the County had to address along with the budget was the fact that the County recently completed its 4-year reassessment. The new rates were effective January 1, 2011 with the first bill that will reflect the new assessment values to be due on June 5, 2011. Based on an average of a 21.43% change in real estate assessments, the County needed to equalize the rate from the current real estate rate of $0.46 to $0.59 per $100 of assessed value to provide the same revenue as FY2010-2011. The proposed increase effectively "equalizes" the tax rate within + or – 1%. After careful deliberations, the Board of Supervisors approved a scenario with no real estate tax increase for FY 2011-2012.

The County held a public hearing on the proposed FY 2011-2012 budget on April 12, 2011. The public hearing consisted of eleven residents speaking before the Board of Supervisors. Seven of the speakers spoke in favor of the proposed budget.

The FY 2011-2012 budget was formally adopted on April 19, 2011, and the appropriations resolution was approved on June 7, 2011.

The most significant impact of the budget was the reduction of operating hours for solid waste collection. The operating hours at the County's five (5) Public Convenience Sites were reduced from 6:00 am to 8:00 pm to 7:00 am to 7:00 pm Monday through Saturdays (closed Wednesdays) and from 6:00 am to 8:00 pm to 12 noon to 7:00 pm on Sundays. Also, the Warren County Transfer Station in Bentonville will be closed on Sundays. This measure was not proposed lightly. Before offering any suggested changes to the Board of Supervisors, staff reviewed the County's current hours of operations and those of our neighboring jurisdictions including Frederick, Clarke, Rappahannock, Shenandoah, and Page Counties. Those jurisdictions offer daily hours ranging from 7:00 – 9:00 AM until 6:00 – 7:00 PM. Some are completely closed two days a week and on Sundays offer very limited hours of operations of 4 – 5 hours or are closed all together. Their convenience sites are opened a weekly total of 45 – 64 hours per week. All of the Warren County convenience sites were open a total of 84 hours per week, from 6:00 AM – 8:00 PM (excluding Wed.). The County sites were currently open at least 20 hours per week longer than any of our neighboring jurisdictions. The move is expected to save the County approximately $78,000 in the upcoming year.

One positive note of the budget process was that the County was able to avoid furlough days for the FY2011-2012 budget year. The FY2010-2011 budget originally included six furlough days which were identified as non-major holidays in which many employees are already off from work. The County was eventually able to trim that number down to four by eliminating the proposed furlough days for February and May.

Other significant changes in the County and school system budgets included in FY 2011-2012 are as follows:

County Budget

Budget Cuts

- No proposed salary increases for the County or School Board employees for FY 2011-2012.
- Total of $1,615,012 trimmed from proposed budget during final deliberations.
- Health Insurance Premium Reduction $17,118 (savings).
- Reduce Reserve for Contingencies.
- Fund Portion of Fishnet Property Improvements with Fund Balance.
- Reduce proposed set aside for Regional Jail.
- Reduce budget line item for Public Safety Building Funding.
- Eliminate increases for Capital Outlay Items (Eastham Park, Avtex Soccer, Revenue Sharing)
- Fund portion of miscellaneous Capital Outlay items with Fund Balance.
- Reduce Contribution to Volunteer Fire Departments by 5% ($27,570) under FY2009-2010 funding.
- Reduce Compactor Operations by adjusting hours from 14 to 12 per day – 7:00 a.m. to 7:00 p.m.
- Reduction of a full-time position in Parks and Recreation and Solid Waste Departments – $65,000+.
- The County will be providing a bonus for County employees up to 3% in October 2011 based on years of service.
- School Board is also using "one-time" stimulus money to provide up to a 3% bonus based on years of service.

Staffing Impacts

- One position in Parks and Recreation – ($31,284.34).
- One full-time position in Solid Waste Collection ($34,261.21)

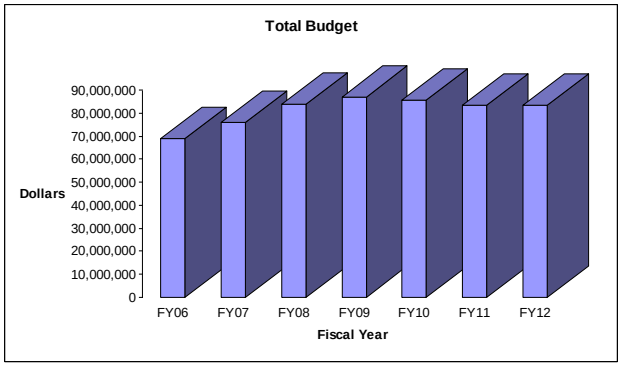
School Budget

- Total School Operating Budget is $45,892,555 which represents a $141,198 reduction from the FY2011 budget.
- Includes $19,479,119 in local funding, which equals the FY2011 county appropriation.
- FY2012 budget is dependent on $923,810 in "one-time" federal funds.
- Employee salaries will remain the same for the fourth year.
- No new positions added.
- No positions eliminated.
- An increase of $218,445 for fuel, energy and vehicle maintenance costs.
- An increase of $50,000 for professional development.
- A reduction of $537,891 due to the pay off of the wide area network lease and a reduction in debt service payments.

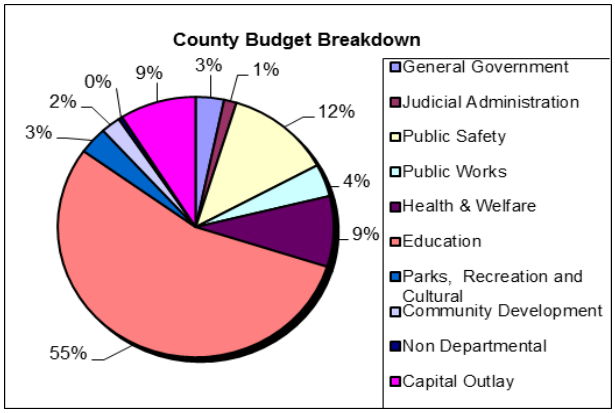
County Expenditures

County Budget

The total County budget for (excluding Sanitary District and School Cafeteria Fund) FY 2011-2012 is up slightly from $83,308,607 to $83,549,695, an increase of 0.3% or $241,088 from the FY 2010-2011 adopted budget. Looking back seven years, the County budget has increased 21.43%, or $14,745,980.

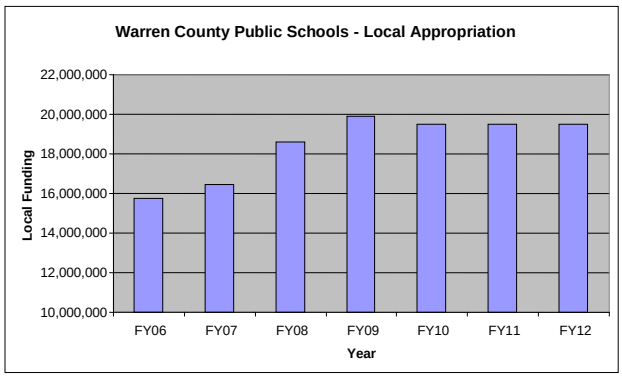


In the FY 2011-2012 budget, $45,929,735 has been appropriated for public education, $10,331,505 for public safety, $7,305,350 for health and welfare, $7,509,609 for capital outlay, $3,350,081 for public works, $2,779,639 for general government, $2,810,027 for parks and recreation, $1,913,766 for community development and $1,225,333 for judicial administration.

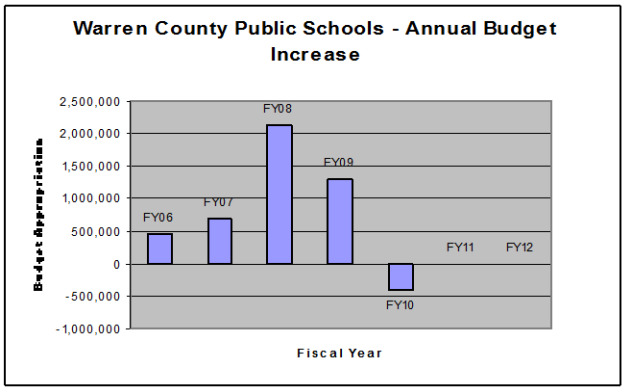


School Budget

The School Operating Budget for FY 2011-2012 is $45,892,555, which represents a decrease of $141,198 or 0.31% less than FY 2010-2011.



Over the past eight years, the local appropriation to the schools has increased 27.54% or $4,206,652. This FY 2011-2012 budget is based on a projected student enrollment of 5,270. Student enrollment has risen by 4.90% or 239 students from September 2003 to September 2010.



County Vision Statement

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

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

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

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

Future Capital Improvements

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

The renovation of the former Warren County High School for use as a middle school commenced in May 2009. The construction bids came in significantly below the estimate of $26.2 million at $19.1 million. The facility opened with great fanfare in September 2010. County Administration staff worked with Davenport to secure funding from BB&T through a bank qualified loan during FY2008-2009. The County started setting funds aside in the FY2007-2008 budget for the project. In the FY 2011-2012 budget there is $1,430,862 included as a debt service payment reserve.

The County is also working on the development of a new Public Safety Building to house the Sheriff's Office and the Fire and Rescue Department. The County started the design work on the project in August 2009 and bids will be due on the project in July 2010. The estimated cost of the project is $15,196,156. The FY 2011-2012 budget includes $576,954 for debt service for the project.

The County is currently working with Shenandoah and Rappahannock Counties on a regional jail project to alleviate overcrowding at the County's current jail located on Jackson Street. A site has been identified on the Route 340/522 Corridor and the General Assembly has approved their 50% share of funding in the FY2009-2010 State budget for the project as estimated. The County has started to build a fund reserve for the project and has included $250,000 in the FY 2009-2010, $200,000 in the FY 2010-2011 budget and $100,000 in the FY 2011-2012 budget.

The Parks and Recreation Department has just completed a number of projects including the Warren County Skatepark, Freewheeling Way accessible park, Linden Park and a new concession/restroom building and playground equipment at the Skyline Soccerplex. The next major project involves the development of Rockland Park as a regional park facility complete with hiking trails, playing fields, Frisbee golf course, playground and camping facilities and eventually a stage and recreation center. County staff is currently working on securing grant opportunities for the park to begin implementation of the adopted development plan.

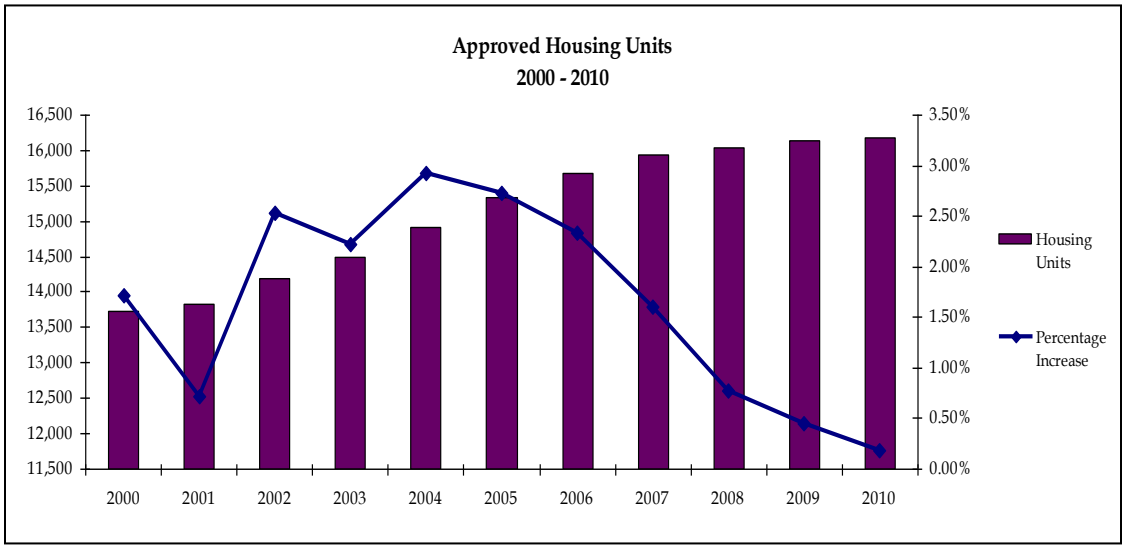
Increasing the industrial/commercial tax base in an effort to minimize the tax burden on residents continues to be a top priority of the County. Over the past few years a number of large industrial projects have opened in the Route 340/522 Corridor including:

Industrial Development Projects

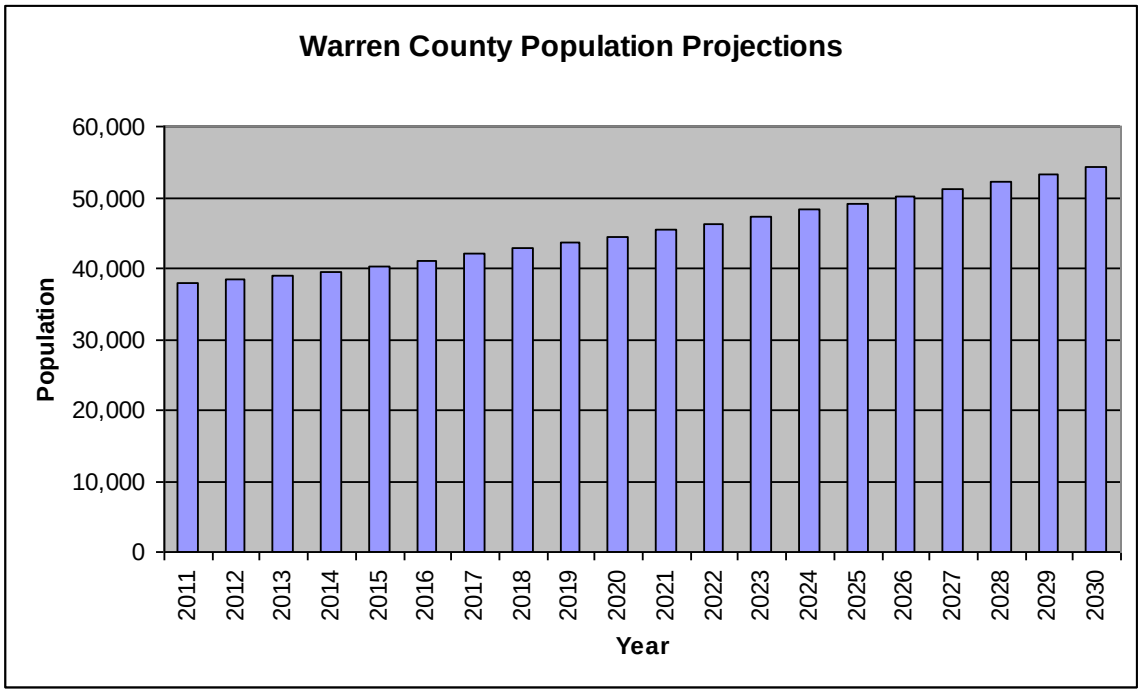
Park/Company	Land Acquisition	Construction Investment	Jobs	Salary	Bldg Size	Total Investment
Stephens Park						
Atlantic Skyline	$ 975,000	$ 11,025,000	25	$50,000+	85,000 SF	$12,000,000
Interbake		$13,000,000	321	$10.75/hr+	199,210 SF	$13,000,000
Baugh SYSCO	$ 5,732,456	$41,638,624	327	$11.55/hr+	830,000 SF	$47,371,080
Kelley Park						
LeHew LLC	$ 858,000	$6,642,000	0	n/a	200,000 SF	$7,500,000
KIP LLC	$595,800	$3,000,000	0	n/a	50,000 SF	$595,800
Rapp Electric Co-Op	$ 5,500,000		52	$50,000+	30,000 SF	$5,500,000
LeHew 14.1 Acres*	$1,514,500		110	n/a		$1,514,500
TOTAL	$15,175,756	$75,305,624	835			$90,481,380

Commercial development has grown significantly over the past three years as the Crooked Run (220,000 SF) and Riverton Commons (450,000 SF) developments have been developed. These two shopping centers are providing significant sales, meals and real estate taxes to the community. Within the past year the facilities have added a Rent-a-Center and Roy Rogers. The County has approved plans for a car wash and BB&T bank branch which should be completed within 4-6 months.

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 2004 with 425 permits issued, the 10-year average has been 289 permits per year. The climb in housing construction has diminished significantly since 2004 with 52 permits issued in 2010. This represents the lowest total since the County has been keeping records for the past 30 years. The following chart shows the increase in the number of units and the percentage growth in the County since 2000.



The 2010 Census showed that Warren County's population increased from 31,584 to 37,439 or an increase of 5,855 persons (18.53%). The County Planning Department projections show a steady conservative population growth of 1.25% to 2.00% over the next 20 years.



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

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

I hope you will find this document informative. I believe the Board of Supervisors and County staff should be commended for their role in the preparation of this budget. I especially want to thank Carolyn Stimmel, Finance Director and Shelley Hayes, Senior Office Associate, for their hard work and assistance in putting this document together.

Respectfully submitted,

Douglas P. Stanley, AICP
County Administrator

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

Warren County
Virginia

For the Fiscal Year Beginning

July 1, 2010

President

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, 2010. 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.

Warren County Budget Process

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

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

Budget Agenda
FY 2011-2012
OUTSIDE AGENCIES BUDGET REQUESTS

November 12, 2010	Mail out memo to agencies submitting budget requests to the County of Warren for FY 2011-2012
December 17, 2010	1. Outside agencies budgets due 2. Outside agencies must call the office by 2:00 p.m. to be put on the agenda for the work session to be held on January 11, 2011

ALL COUNTY DEPARTMENTS

November 23, 2010	FY 2011-2012 Budget Requests are given out and mailed out CONSTITUTIONAL OFFICERS MUST INCLUDE STATE REQUEST
January 3, 2011	Budgets due from all department heads
January 10-14, 2011	Mr. Stanley to meet with all department heads and Constitutional Officers.

TENTATIVE DATES FOR BOARD OF SUPERVISORS WORK SESSIONS/MEETINGS

January 11, 2011	7:00 p.m. GOVERNMENT CENTER CAUCUS ROOM – Work Session for outside agencies
January 25, 2011	Board Work Session with all County Departments and Constitutional Officers TIME: 9:00 a.m. GOVERNMENT CENTER CAUCUS ROOM
February 8, 2011	9:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM Social Services, Health Department, EDA, Extension Work Session
February 15, 2011	5:30 p.m. - 7:00 p.m. – GOVERNMENT CENTER CAUCUS ROOM School Board Work Session
February 22, 2011	9:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM Work Session
March 8, 2011	9:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM Work Session
March 22, 2011	9:00 a.m. –Special Board Meeting – Advertise Public Hearing GOVERNMENT CENTER BOARD ROOM
April 12, 2011	7:00 p.m. –Special Board Meeting – Public Hearing FY 2011-2012 Budget – GOVERNMENT CENTER BOARD ROOM
April 19, 2011	7:00 p.m. – Regular Board Meeting – Approve Budget **GOVERNMENT CENTER BOARD ROOM**

Adopted by Board of Supervisors on October 5, 2010
Revised on February 8, 2011

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 who's operating and maintenance costs have been included in operating budget forecasts.

6. The County will maintain all its assets at a level adequate to protect the County's capital investment and to minimize future maintenance and replacement costs.

7. The County will project its equipment replacement and maintenance needs for the next several years and will update this projection each year. From this projection a maintenance and replacement schedule will be developed and followed.

8. The County will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.

9. The County will attempt to determine the least costly and most flexible financing method for all new projects.

DEBT POLICIES

1. The County will confine long-term borrowing to capital improvement or projects that cannot be financed from current revenues except where approved justification is provided.

2. When the County finances capital improvements or other projects by issuing bonds or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project. Target debt ratios will be annually calculated and included in the review of financial trends.

3. Net debt as a percentage of estimated market value of taxable property should not exceed 5.0%. Net debt is defined as any and all debt that is tax-supported. This ratio will be measured annually.

4. The ratio of debt service expenditures as a percent of total governmental fund expenditures should not exceed 12.0%. This ratio will be measured annually.

5. The ratio of debt as a percentage of income should not exceed 12.0%. This ratio will be measured annually.

6. The County recognizes the importance of underlying and overlapping debt in analyzing financial condition. The County will regularly analyze total indebtedness including underlying and overlapping debt.

7. As feasible, on all General Fund supported, debt-financed projects, the County will make a down payment of at least 5 percent of total project cost in the aggregate from current resources.

8. Where feasible, the County will explore the usage of special assessment, revenue, or other self-supporting bonds instead of general obligation bonds.

9. The County will retire tax anticipation debt, if any, annually and will retire bond anticipation debt within six months after completion of the project.

RESERVE POLICIES

1. The County will establish an emergency reserve to pay for needs caused by unforeseen emergencies, including unanticipated expenditures of a nonrecurring nature, or to meet unexpected small increases in service delivery costs. This reserve will be budgeted at not less than 0.5% of the general fund.

2. Undesignated fund balances at the close of each fiscal year should be at least 15% of the Total Annual Operating Budget of the County inclusive of the Warren County School Board's budget. Use of the undesignated fund balance shall be limited to one-time expenditures as approved by the Board of Supervisors. Should the fund balance fall below its targeted level, the County Board of Supervisors will take steps over the course of the following two (2) fiscal year budgets to replenish the fund to its minimum level.

3. In recognition of the incremental costs of capital improvements and their future maintenance and replacement costs, the County will establish a Capital Improvements Reserve Fund, the interest income on which will be used to help pay for a part of the incremental cost of future maintenance and debt service. The level of the Fund will be determined on an annual basis and incorporated into the County's Annual Operating Budget. This Fund will be initially established at some minimum level based upon a further evaluation of the future capital improvement needs.

OVERVIEW

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

INVESTMENT POLICIES

1. The County will attempt to provide a cash-flow analysis of all funds on a continuous basis. Disbursement, collection, and deposit of funds will be scheduled to insure maximum cash availability.

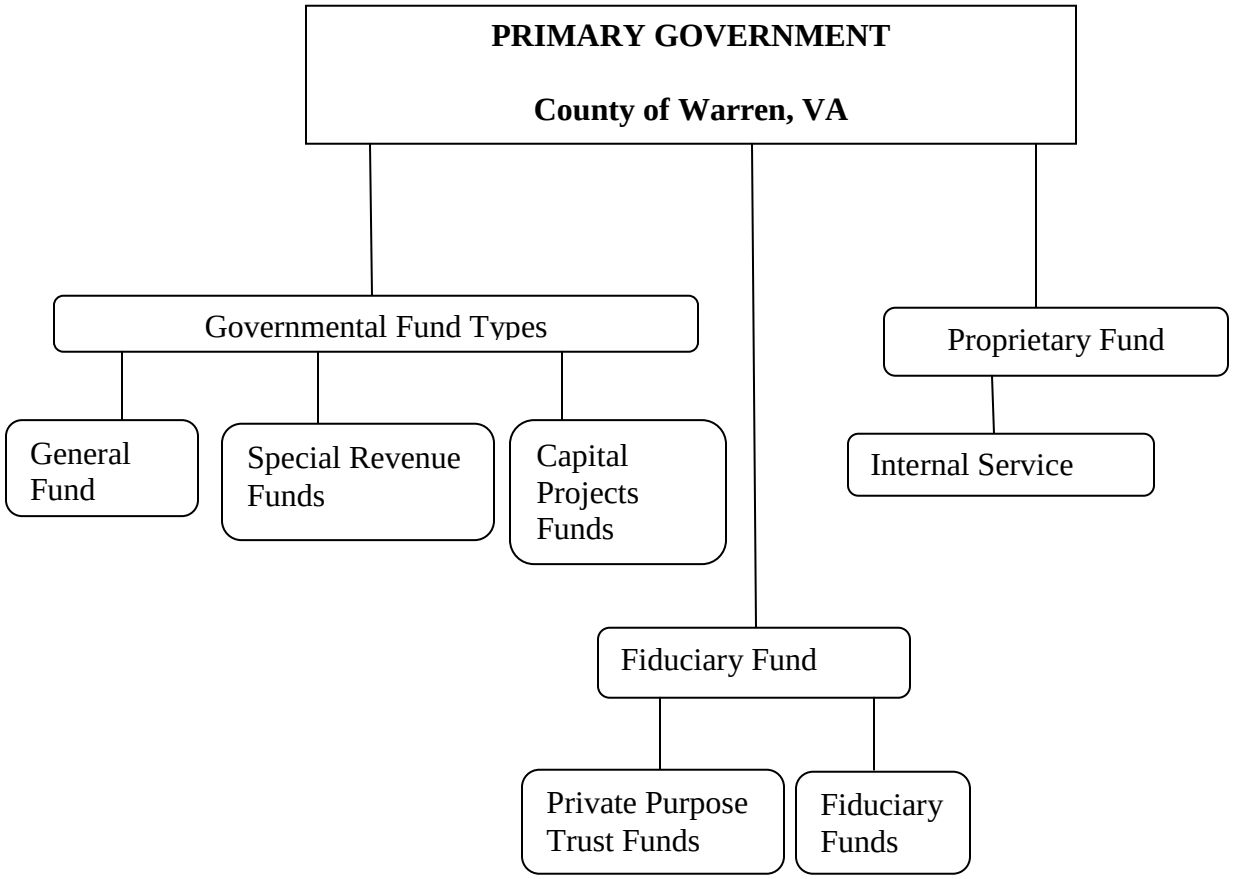
2. The County will develop an annual cash-flow budget for County Operations to be reviewed quarterly with the Treasurer.

Annual Requirements on All Long-Term Debt
Warren County, Virginia
June 30, 2010

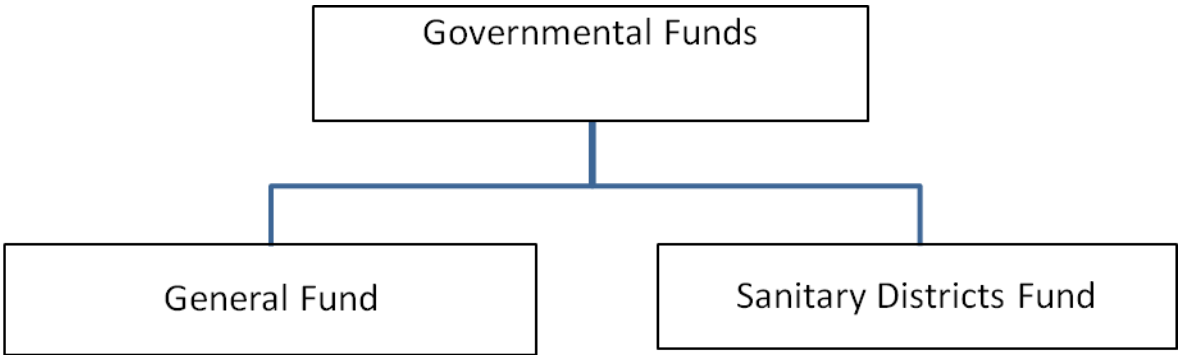
Year Ending June 30,	Bonds & Notes Payable		Loans Payable		Capital Leases	
	Principal	Interest	Principal	Interest	Principal	Interest
2011	$ 4,328,780	$ 5,566,721	$ 27,415	$ 19,482	$ 290,164	$ 35,504
2012	4,517,184	5,440,876	28,507	18,390	224,566	20,142
2013	4,560,615	5,239,940	29,642	17,256	161,681	8,927
2014	12,174,545	5,026,362	424,503	17,361	31,412	1,508
2015	4,819,414	4,489,355	--	--	21,630	317
2016-2020	21,784,988	19,242,162	--	--	--	--
2021-2025	23,651,773	14,256,143	--	--	--	--
2026-2030	24,632,678	8,319,593	--	--	--	--
2031-2035	20,330,000	3,147,500	--	--	--	--
			--	--	--	--
Total	$ 120,799,977	$ 70,728,652	$ 510,067	$ 72,489	$ 729,453	$ 66,398

The County of Warren does not plan to issue additional debt during Fiscal Year 2011 – 2012. 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.

Fund Structure



Budgeted Funds



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

Other funds that are not budgeted include:

Nonmajor Capital Project Funds:
- Capital Projects Fund

Nonmajor Special Revenue Funds:
- Drug Forfeiture Fund
- Proffers Fund

Fiduciary Funds – Private Purpose Trust (Scholarship funds):
- Woodward Cook Fund
- Louise Bolling Fund
- Elizabeth P. Denny Fund
- Warren County Education Foundation Fund
- Thompson Scholarship Fund

Fiduciary Funds – Agency Funds:
- Special Welfare Fund
- Undistributed Local Sales Tax Fund
- Flexible Spending Fund

Internal Service Funds:
- Self Insurance Fund

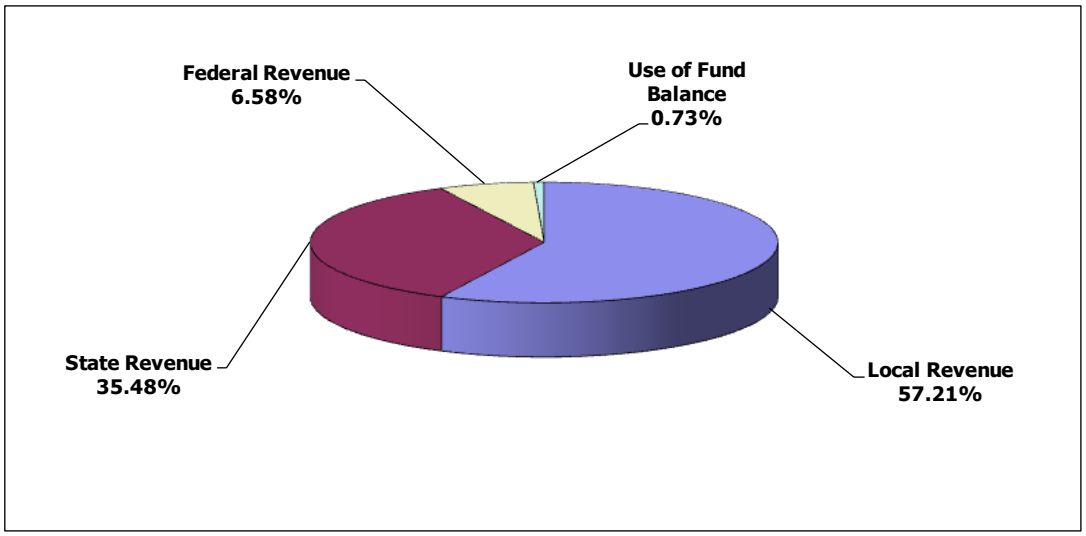
Funds of Component Units (School Board and Industrial Development Authority) are not included in this chart.

Approved Tax Rates

	Approved 2011 - 2012
Real Estate	**$0.59**
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	**$0.50**
Machinery and Tools	**$1.30**

Skyland Estates Sanitary District (per lot tax on lots in existence as of January 1, 2011)	**$0.33 per $100 of assessed value of lot plus $0.33 per $100 of assessed value on improvements**
Shenandoah Shores Sanitary District (per lot tax on lots in existence as of January 1, 2011)	**$100.00 per lot plus $0.15 per $100 of assessed value on improvements**
South River Estates Sanitary District (per lot tax on lots in existence as of January 1, 2011)	**$100.00 per lot plus $0.05 per $100 of assessed value on improvements**
Blue Mountain Sanitary District (per lot tax on lots in existence as of January 1, 2011)	**$65.00 per lot plus $0.21 per $100 of assessed value on improvements**
Riverside Sanitary District (per lot tax on lots in existence as of January 1, 2011)	**$60.00 per lot plus $0.17 per $100 of assessed value on improvements**
Shenandoah Farms Sanitary District (per lot tax on lots in existence as of January 1, 2011)	**$205.00 per unimproved lot; $240.00 per improved lot**
Cedarville Heights Sanitary District (per lot tax on lots in existence as of January 1, 2011)	**$200.00 per lot**
High Knob Sanitary District (per lot tax on lots in existence as of January 1, 2011)	**$325.00 per unimproved lot; $550.00 per improved lot**

FY 2011-2012 Total County Revenue
$87,171,033

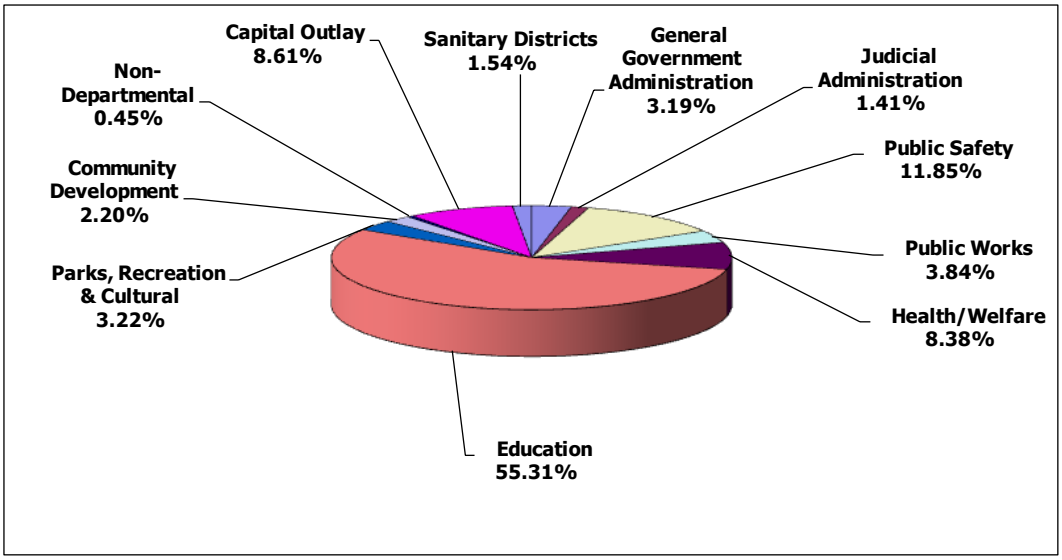


Total County Revenues	2009-2010 Actual	2010-2011 Budgeted	2011-2012 Budgeted	% of Total
Local Revenue				
Property Taxes	48,940,830	34,624,457	35,177,619	40.35%
Property Taxes - Sanitary Districts	1,919,972	1,208,628	1,340,261	1.54%
Other Local Revenue	10,175,473	11,282,784	11,708,730	13.43%
Other Local Revenue - School Funds	1,613,743	263,890	1,640,487	1.88%
Subtotal	62,650,018	47,379,759	49,867,097	57.21%
State Revenue				
General Fund	7,858,718	8,175,711	7,636,720	8.76%
School Funds	22,940,598	22,418,216	23,293,625	26.72%
Subtotal	30,799,316	30,593,927	30,930,345	35.48%
Federal Revenue				
General Fund	2,239,696	2,271,021	1,973,190	2.26%
School Funds	5,100,185	2,681,078	3,760,401	4.31%
Subtotal	7,339,881	4,952,099	5,733,591	6.58%
Use of Fund Balance				
General Fund	478,900	1,591,450	640,000	0.73%
School Funds	0	0	0	0.00%
Subtotal	478,900	1,591,450	640,000	0.73%
Total Revenue	**101,268,115**	**84,517,235**	**87,171,033**	**100.00%**

Revenue Summary
FY 2011-2012
County of Warren, Virginia

Revenue Source	General Fund	Sanitary Districts Fund	School Operating Fund	School Cafeteria Fund	Total Budgeted Revenue
LOCAL					
General Property Taxes	35,768,619	1,340,261	0	0	37,108,880
Other Local Taxes	6,580,000	0	0	0	6,580,000
Permits, Fees & Licenses	1,011,095	0	0	0	1,011,095
Fines and Forfeitures	50,000	0	0	0	50,000
Revenue from Use of Money & Property	868,160	0	0	0	868,160
Charges for Services	1,814,305	0	0	1,369,287	3,183,592
Miscellaneous	190,000	0	271,200	0	461,200
Recovered Costs	604,170	0	0	0	604,170
Total Local Revenue	46,886,349	1,340,261	271,200	1,369,287	49,867,097
STATE					
Non-categorical Aid	1,208,366	0	0	0	1,208,366
Categorical Aid - Shared Expenses	3,305,343	0	0	0	3,305,343
Categorical Aid	3,123,011	0	23,293,625	0	26,416,636
Total State Revenue	7,636,720	0	23,293,625	0	30,930,345
FEDERAL					
Non-categorical Aid	45,000	0	0	0	45,000
Categorical Aid	1,928,190	0	2,848,611	911,790	5,688,591
		0	0	0	
Total Federal Revenue	1,973,190	0	2,848,611	911,790	5,733,591
NON-REVENUE RECEIPTS					
Funding from Fund Balance	640,000	0	0	0	640,000
TOTAL	57,136,259	1,340,261	26,413,436	2,281,077	87,171,033

FY 2011-2012 Total County Expenditures
$87,171,033



Total County Expenditures	2009-2010 Actual	2010-2011 Budgeted	2011-2012 Budgeted	% of Total
General Government Administration	2,450,952	2,757,061	2,779,639	3.19%
Judicial Administration	1,208,839	1,242,702	1,225,333	1.41%
Public Safety	9,755,144	10,042,107	10,331,505	11.85%
Public Works	3,019,818	3,273,258	3,350,081	3.84%
Health/Welfare	6,977,296	7,748,717	7,305,350	8.38%
Education	49,600,934	46,069,935	48,210,812	55.31%
Parks, Recreation & Cultural	2,585,240	2,501,476	2,810,027	3.22%
Community Development	941,810	2,055,505	1,913,766	2.20%
Non-Departmental	183,919	360,783	394,650	0.45%
Capital Outlay	13,107,502	7,257,063	7,509,609	8.61%
Sanitary Districts	1,242,862	1,208,628	1,340,261	1.54%
Total Expenditures	**91,074,316**	**84,517,235**	**87,171,033**	**100.00%**

Summary of Approved Expenditures
FY 2011 - 2012
County of Warren, Virginia

Fund and Department	Personnel Expenses	Operating Expenses	Capital Expenses	Total Expenses
GENERAL FUND:				
GENERAL GOVERNMENT ADMINISTRATION				
Board of Supervisors	58,239	138,000	0	196,239
County Administration	499,571	43,070	13,000	555,641
County Attorney's Office	269,712	18,530	0	288,242
Office of the Commissioner of the Revenue	578,114	54,442	10,163	642,719
Reassessment	0	125,000	0	125,000
Treasurer's Office	361,581	82,125	5,525	449,231
Finance and Purchasing	257,335	13,515	6,840	277,690
Elections	191,481	49,796	3,600	244,877
JUDICIAL ADMINISTRATION				
Circuit Court	29,100	30,100	0	59,200
General District Court	0	8,445	1,200	9,645
Magistrates	0	5,550	700	6,250
Juvenile and Domestic Court	0	12,200	6,800	19,000
Clerk of Circuit Court	402,685	40,525	10,000	453,210
Law Library	0	24,000	0	24,000
Commonwealth's Attorney	636,528	16,100	1,400	654,028
PUBLIC SAFETY				
Sheriff's Department	3,098,903	391,638	251,330	3,741,871
Court Security	258,628	17,975	6,300	282,903
E-911 System	299,723	113,656	66,944	480,323
Volunteer Fire and Rescue	0	896,879	0	896,879
Corrections	1,497,610	384,000	25,000	1,906,610
Work Release	156,706	102,450	18,000	277,156
Probation	50,790	4,500	0	55,290
Building Inspections	357,134	52,983	7,500	417,617
Animal Control	207,198	193,476	19,670	420,344
Medical Examiner	0	280	0	280
Fire and Rescue Department	1,424,629	129,103	27,000	1,580,732
Cost Recovery	0	271,500	0	271,500
PUBLIC WORKS				
Streets and Highways	6,000	15,000	0	21,000
Refuse Collection	256,594	378,800	4,000	639,394
Refuse Disposal	226,050	1,858,850	35,000	2,119,900
Building and Grounds	110,987	438,800	20,000	569,787
HEALTH AND WELFARE				
Health	0	294,940	0	294,940
Mental Health and Retardation	0	277,500	0	277,500
Social Services	1,917,828	2,345,197	0	4,263,025
Other Social Services	0	101,106	0	101,106
Comprehensive Youth Service Act	67,779	2,301,000	0	2,368,779

Fund and Department	Personnel Expenses	Operating Expenses	Capital Expenses	Total Expenses
EDUCATION				
Community College	**0**	**37,180**	**0**	**37,180**
PARKS, RECREATION AND CULTURAL				
Parks and Recreation	**1,229,284**	**677,208**	**208,285**	**2,114,777**
Library Museum Cult. Enrichment	**0**	**695,250**	**0**	**695,250**
COMMUNITY DEVELOPMENT				
Planning and Zoning Administration	**281,208**	**56,364**	**11,500**	**349,072**
Economic Development	**0**	**1,230,795**	**0**	**1,230,795**
Front Royal/Warren County Airport	**12,000**	**37,700**	**136,314**	**186,014**
Environmental Management	**0**	**33,500**	**0**	**33,500**
Gypsy Moth Control	**13,640**	**7,400**	**0**	**21,040**
VPI Extension Service	**85,495**	**7,850**	**0**	**93,345**
NON-DEPARTMENTAL	**77,110**	**317,540**	**0**	**394,650**
CAPITAL OUTLAY	**0**	**0**	**7,509,609**	**7,509,609**
GENERAL FUND TOTAL	**14,919,642**	**14,331,818**	**8,405,680**	**37,657,140**
SCHOOL OPERATING FUND	**37,585,302**	**6,169,982**	**2,137,271**	**45,892,555**
SCHOOL CAFETERIA FUND	**754,753**	**1,489,010**	**37,314**	**2,281,077**
SANITARY DISTRICTS FUND	**89,982**	**1,250,279**	**0**	**1,340,261**

Statement of Change in Fund Balance

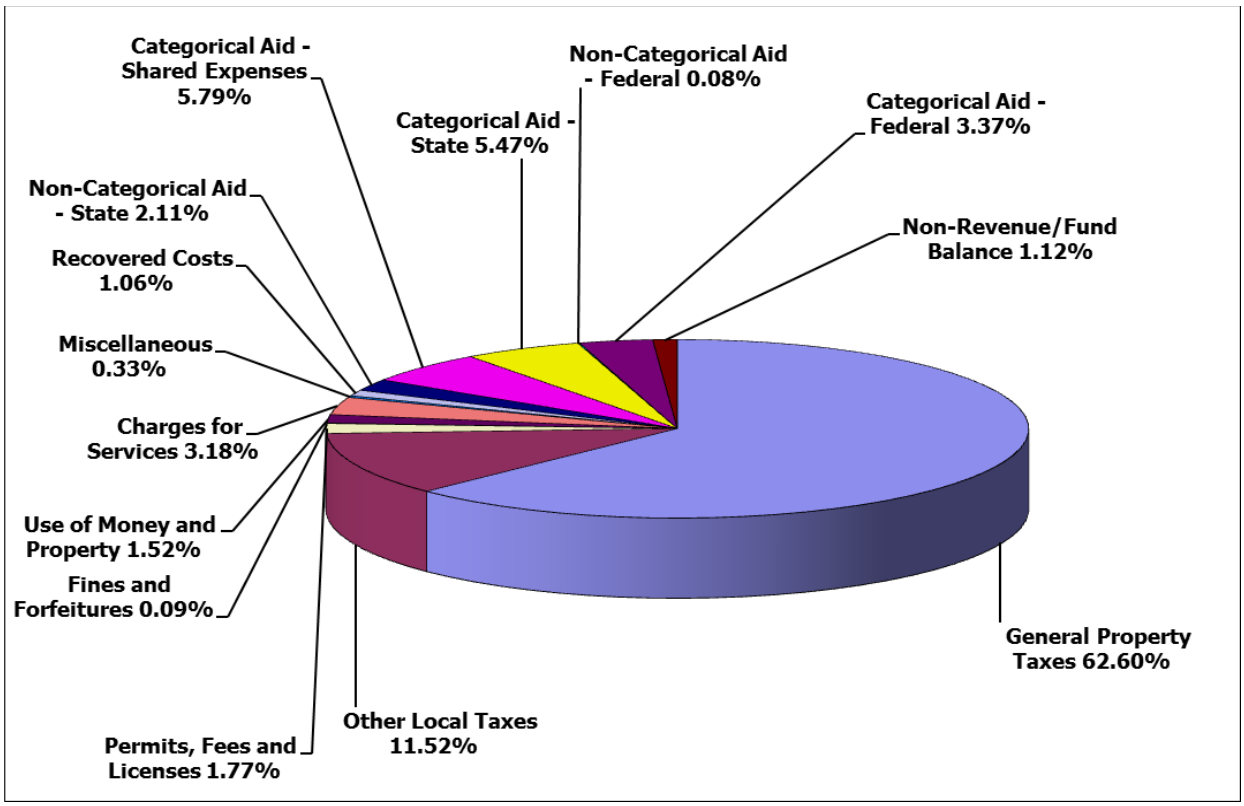
General Fund

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

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

	General Fund	Sanitary Districts Fund	School Operating Fund	School Cafeteria Fund
Estimated Fund Balance, Beginning of Year	$ 13,287,568	$ 84,857	$ 0	$ 691,045
Budgeted Revenues	56,496,259	1,340,261	26,413,436	2,281,077
Budgeted Expenditures	(37,657,140)	(1,340,261)	(45,892,555)	(2,281,077)
Transfers from/to Other Funds	(19,479,119)		19,479,119	
Estimated Fund Balance, End of Year	$ 12,647,568	$ 84,857	$ 0	$ 691,045

FY 2011-2012 General Fund Revenue
$57,136,259



General Fund Revenues	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2011-2012 BUDGETED	% OF TOTAL
Local Revenue					
General Property Taxes	34,741,987	49,524,578	35,130,457	35,768,619	62.60%
Other Local Taxes	6,705,000	5,998,900	6,560,000	6,580,000	11.52%
Permits, Fees and Licenses	946,016	668,984	926,450	1,011,095	1.77%
Fines and Forfeitures	50,000	48,014	50,000	50,000	0.09%
Use of Money and Property	868,160	458,888	868,160	868,160	1.52%
Charges for Services	1,698,674	1,723,041	1,760,446	1,814,305	3.18%
Miscellaneous	107,000	199,505	130,228	190,000	0.33%
Recovered Costs	250,000	553,957	481,500	604,170	1.06%
Subtotal	45,366,837	59,175,867	45,907,241	46,886,349	82.06%
State Revenue					
Non-Categorical Aid - State	1,213,758	917,311	1,221,634	1,208,366	2.11%
Categorical Aid - Shared Expenses	3,623,413	3,351,893	3,471,656	3,305,343	5.79%
Categorical Aid - State	3,905,604	3,449,779	3,482,421	3,123,011	5.47%
Subtotal	8,742,775	7,718,983	8,175,711	7,636,720	13.37%
Federal Revenue					
Non-Categorical Aid - Federal	29,000	48,880	29,000	45,000	0.08%
Categorical Aid - Federal	1,993,701	2,190,816	2,242,021	1,928,190	3.37%
Subtotal	2,022,701	2,239,696	2,271,021	1,973,190	3.45%
Non-Revenue/Fund Balance	478,900	478,900	1,591,450	640,000	1.12%
Total General Fund Revenues	56,611,213	69,613,446	57,945,423	57,136,259	100.00%

Revenues

General Property Taxes:

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

Real estate taxes are assessed by the Office of the Commissioner of the Revenue. Real estate values were reassessed for calendar year 2011 which resulted in an average decline of 21.4%. The FY 2012 Budget was adopted with an equalized real estate tax rate of $0.59 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 FY2007, the state established a fixed amount of $950 million for the personal property tax relief. The portion that the County of Warren currently receives is $4,552,220 annually.

Public service corporation taxes are the real estate and personal property taxes collected for companies that provide utilities to the public. The State Corporation Commission provides the annual assessments for these properties. The County's real and personal property tax rates are applied to those assessments.

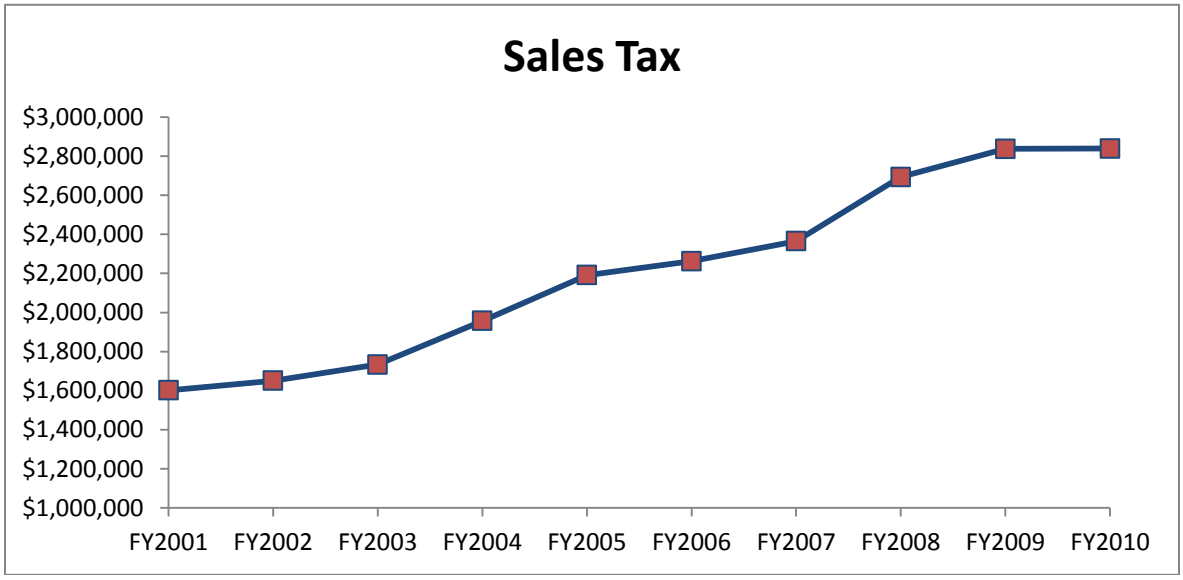
General Property Taxes:	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2011-2012 BUDGETED
Real Property Taxes	21,044,748	31,677,049	21,094,748	21,631,410
Public Service Corporation Taxes	315,000	570,511	360,000	375,000
Personal Property Taxes	12,195,239	15,581,183	12,438,709	12,438,709
Mobile Homes	6,000	10,496	6,000	7,500
Machinery and Tools	700,000	1,101,591	725,000	725,000
Land Redemptions	1,000	258	1,000	1,000
Penalties	300,000	372,158	325,000	380,000
Interest	180,000	211,332	180,000	210,000
TOTAL	34,741,987	49,524,578	35,130,457	35,768,619

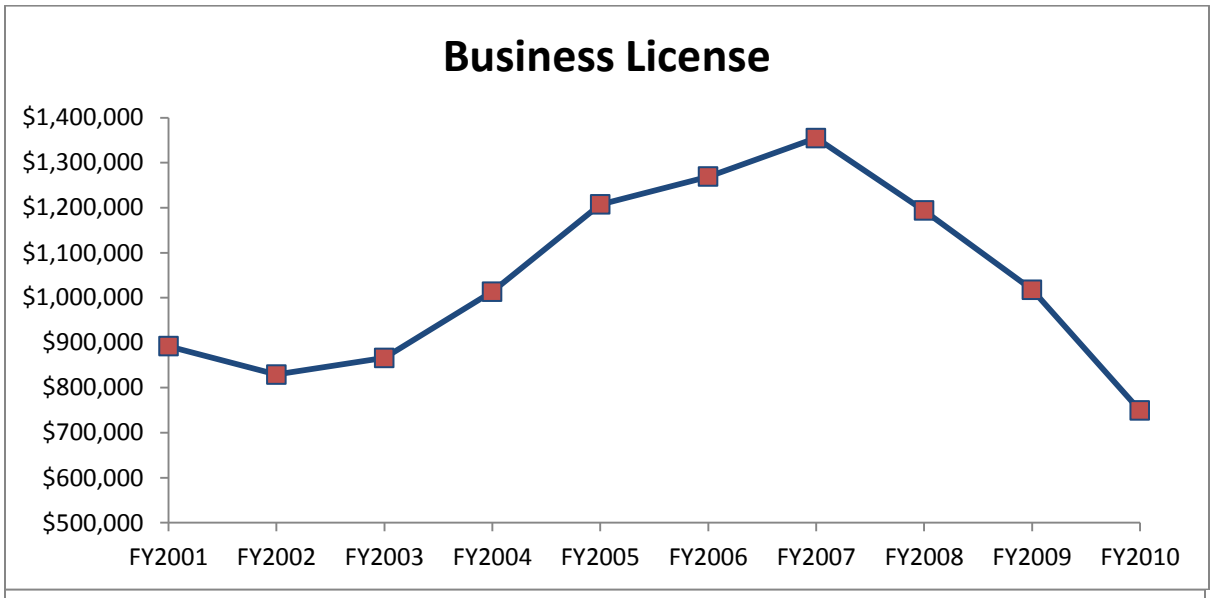
PROPERTY TAX RATES Last Ten Calendar Years				
Calendar Year	Real Estate	Personal Property	Machinery and Tools	Mobile Homes
2002	0.86	3.15	2.25	0.86
2003	0.76	3.15	2.25	0.76
2004	0.79	3.15	2.25	0.79
2005	0.79	3.15	2.25	0.79
2006	0.82	3.15	2.25	0.82
2007	0.45	3.15	1.30	0.45
2008	0.45	3.15	1.30	0.45
2009	0.46	4.00	1.30	0.46
2010	0.46	4.00	1.30	0.46
2011	0.59	4.00	1.30	0.59

Other Local Taxes:

Other local taxes include sales tax, communication tax, consumer utility taxes, business licenses, motor vehicle licenses, taxes on recordation and wills, meals and beverage tax, and occupancy taxes. Projected revenue is based on historical collections taking into consideration as well the current economic conditions. The general sales tax rate in Virginia is 5%, of which 1% is the local portion and is returned to the locality. 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 improvements projects. Sales tax and meals tax revenue have increased over the past three years due to two shopping center developments.

Other Local Taxes	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2011-2012 BUDGETED
Local Sales Tax	3,100,000	2,838,297	3,100,000	3,200,000
Consumer Utility Tax	650,000	670,372	675,000	680,000
Business License	1,000,000	749,297	850,000	800,000
Motor Vehicle License Tax	625,000	543,006	675,000	675,000
Taxes on Recordation & Wills	700,000	486,031	600,000	500,000
Meals Tax	600,000	667,916	625,000	675,000
Occupancy Tax	30,000	43,981	35,000	50,000
TOTAL	6,705,000	5,998,900	6,560,000	6,580,000


Sales Tax
$3,000,000
$2,800,000
$2,600,000
$2,400,000
$2,200,000
$2,000,000
$1,800,000
$1,600,000
$1,400,000
$1,200,000
$1,000,000
FY2001
FY2002
FY2003
FY2004
FY2005
FY2006
FY2007
FY2008
FY2009
FY2010


Business License
$1,400,000
$1,300,000
$1,200,000
$1,100,000
$1,000,000
$900,000
$800,000
$700,000
$600,000
$500,000
FY2001
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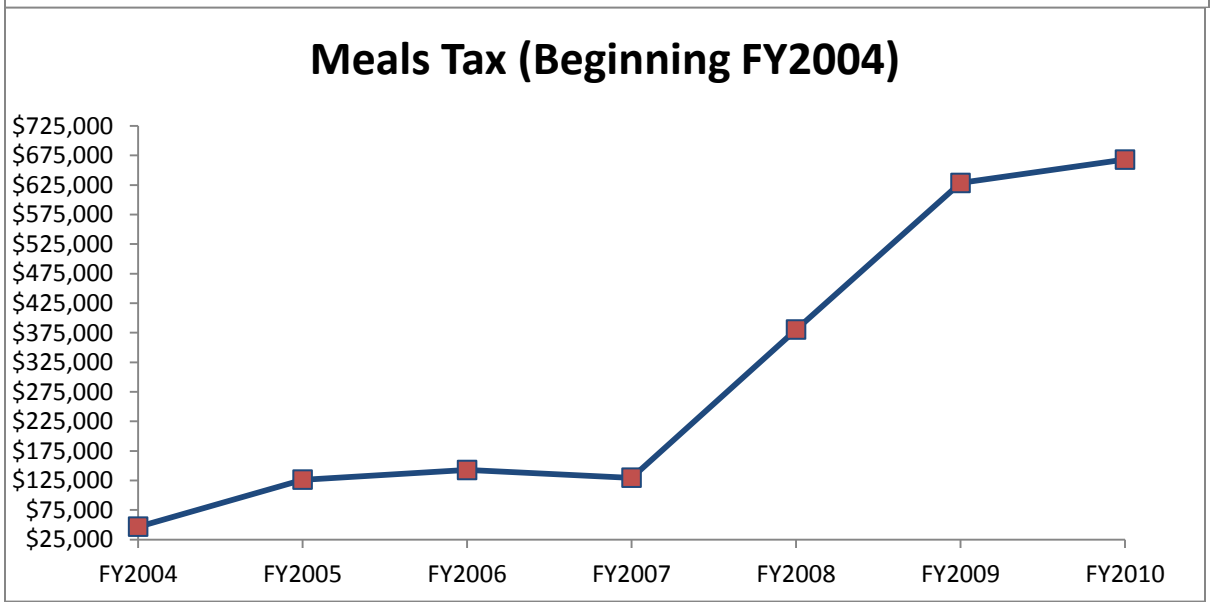
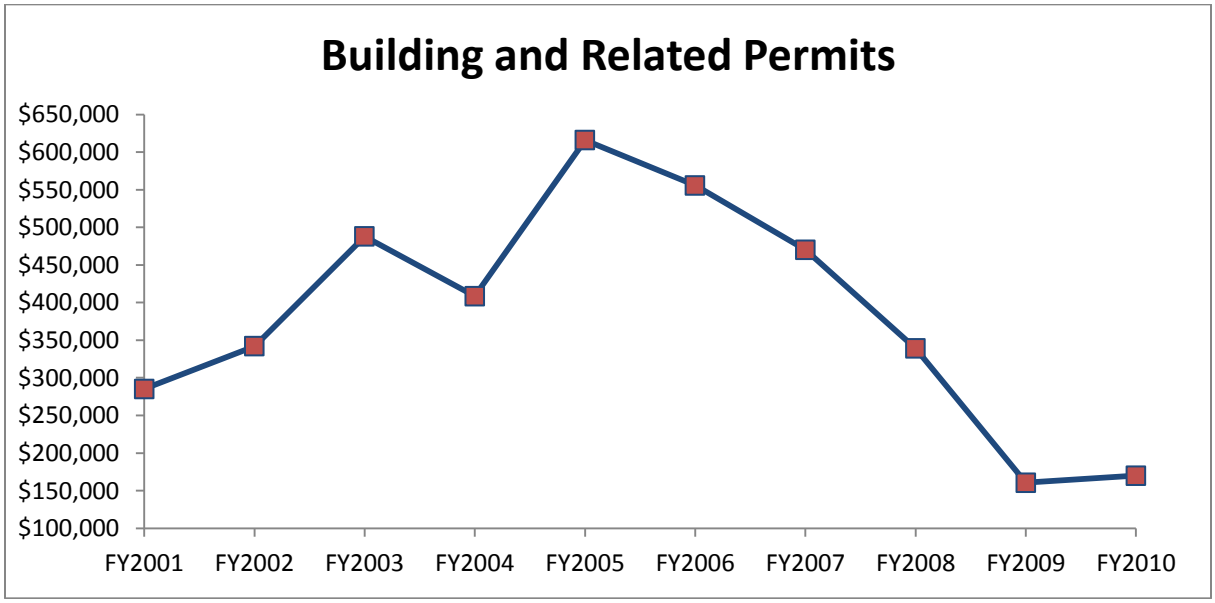
FY2009
FY2010


Meals Tax (Beginning FY2004)
$725,000
$675,000
$625,000
$575,000
$525,000
$475,000
$425,000
$375,000
$325,000
$275,000
$225,000
$175,000
$125,000
$75,000
$25,000
FY2004
FY2005
FY2006
FY2007
FY2008
FY2009
FY2010

Permits, Fees, and Licenses:

Permits, Fees, and License revenue consists of collections from animal license fees, building and related permits, zoning and subdivision fees, land transfer fees, parks and recreation user fees, and septage fees. There has been a significant decline in building and related permits over the past two to three years due to the slump in the housing market.

Permits, Fees & Licenses	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2011-2012 BUDGETED
Animal Licenses	27,500	34,927	32,000	35,000
Building and Related Permits	330,000	169,952	300,000	300,000
Zoning, Rezoning, and Subdivision fees	40,000	20,675	30,000	30,000
Transfer Fees	2,500	1,379	2,500	2,500
Parks & Rec. User Fees	226,816	209,721	254,950	315,775
Golf Club Fees	294,200	195,955	272,000	290,320
Septage Fees	25,000	36,375	35,000	37,500
TOTAL	946,016	668,984	926,450	1,011,095



Fines and Forfeitures:

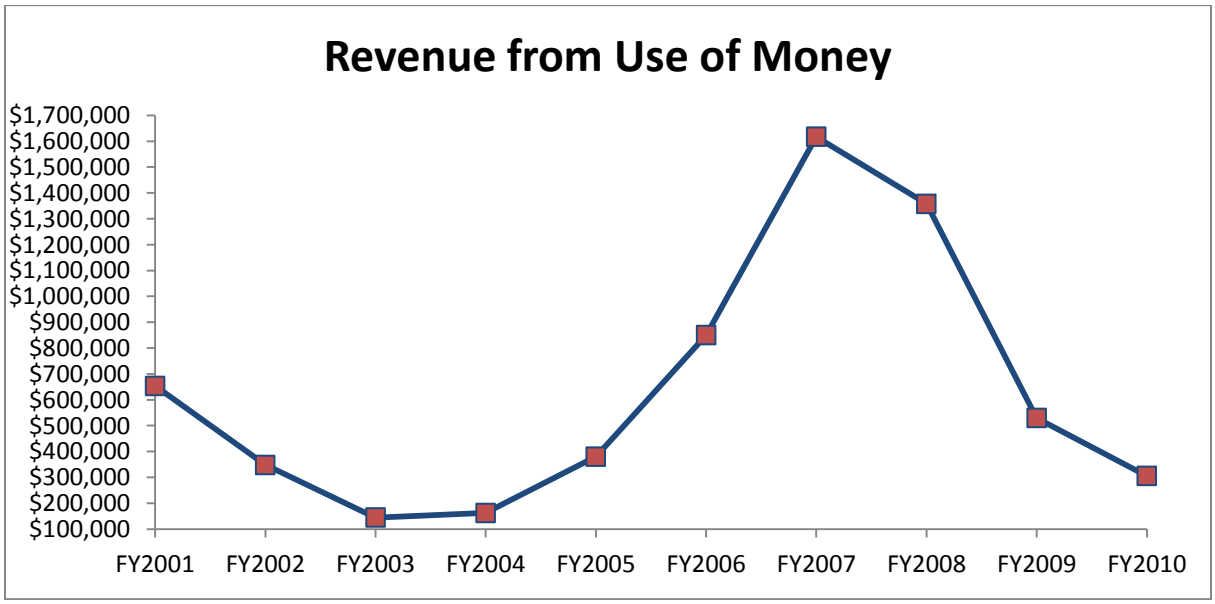
Fines and forfeitures are revenues collected for court fines and forfeitures as a result of violations of local ordinances and regulations.

Fines and Forfeitures:	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2011-2012 BUDGETED
Court Fines and Forfeitures	50,000	48,014	50,000	50,000
TOTAL	50,000	48,014	50,000	50,000

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:	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2011-2012 BUDGETED
Revenue from Use of Money	700,000	304,995	700,000	700,000
Revenue from Use of Property	168,160	153,893	168,160	168,160
TOTAL	868,160	458,888	868,160	868,160



Charges for Service:

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

Charges for Services:	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2011-2012 BUDGETED
Excess Fees of Clerk	60,000	23,160	50,000	50,000
Sheriff's Fees	0	8,238	0	0
Courthouse Security Fees	50,000	86,675	75,000	85,000
Administrative Fees	100,000	158,069	135,000	160,000
Sanitary District Fees	60,000	112,609	54,772	60,431
Law Library Fees	12,000	12,567	24,000	24,000
Courthouse Maintenance Fees	27,500	16,971	27,500	27,500
Courthouse Construction/Ren. Fees	0	24,094	30,000	30,000
Weapons Permits Fees	2,500	9,124	2,500	2,500
Charges for Commonwealth's Atty.	1,000	1,367	1,000	1,000
Inmate Phone Usage	25,000	28,869	30,000	30,000
Airport Hangar Rental Fees	100,674	98,082	100,674	113,874
Work Release Fees	260,000	186,706	230,000	230,000
Miscellaneous Jail and Inmate Fees	0	1,880	0	0
Charges for Sanitation & Waste Removal	1,000,000	936,839	1,000,000	1,000,000
Charges for Other and Sale of Maps	0	17,791	0	0
TOTAL	1,698,674	1,723,041	1,760,446	1,814,305

Miscellaneous:

Miscellaneous	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2011-2012 BUDGETED
Miscellaneous	75,000	182,476	110,228	150,000
Sale of Recyclable Materials	32,000	17,029	20,000	40,000
TOTAL	107,000	199,505	130,228	190,000

Recovered Costs:

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

Recovered Costs	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2011-2012 BUDGETED
Expenditure Refunds	20,000	38,795	20,000	20,000
Other Recovered Costs	230,000	515,162	461,500	584,170
TOTAL	250,000	553,957	481,500	604,170

Non-categorical Aid - State:

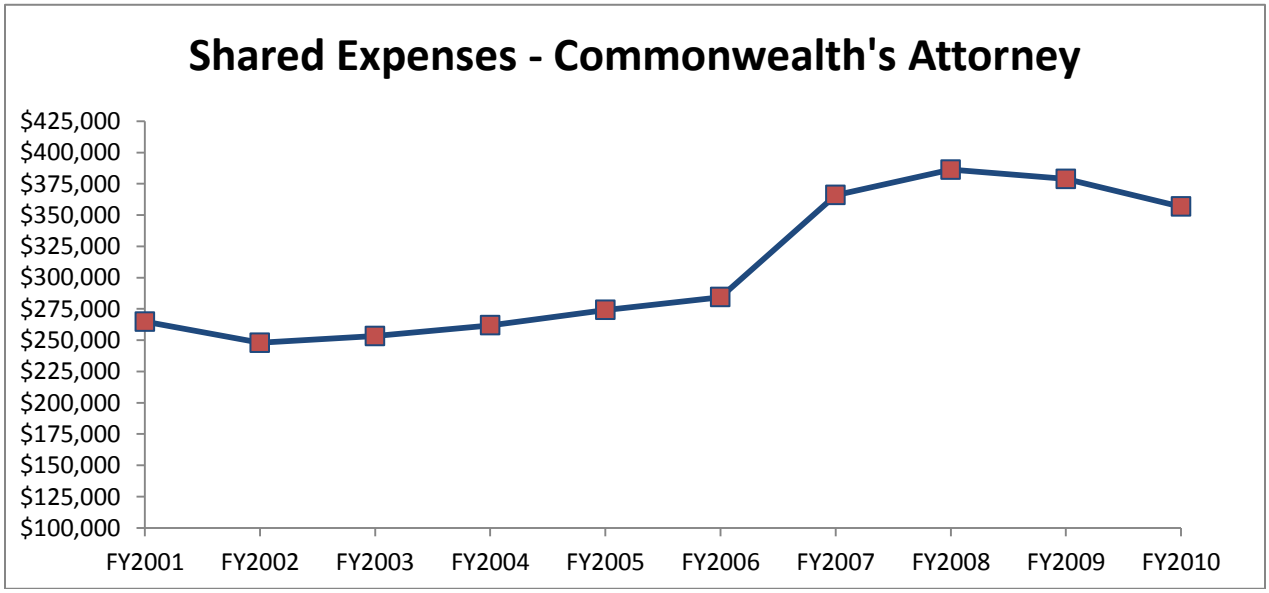
Non-categorical aid is state shared revenue which can be used at the discretion of the locality. In FY2009 & FY2010, the State budget called for a $50 million reduction in state aid to localities. In FY2011 & FY2012, this reduction in state aid to localities increased to $60 million. In FY2012, Warren County's share of this reduction is $324,881. This reduction can be withheld from State payment for specific programs, the County can make a payment back to the State, or the County can elect a combination of program reductions and a reimbursement back to the State. In the FY2009-2010, Warren County's share was $249,588. Of this, $241,858 reflected in the chart below represents that portion of the reductions that the County elected to reimburse to the State. The County elected to have the remaining amount ($7,730) withheld from payments for specific programs. In FY2011-2012, the County has elected to have the reduction withheld from the State payment for specific programs.

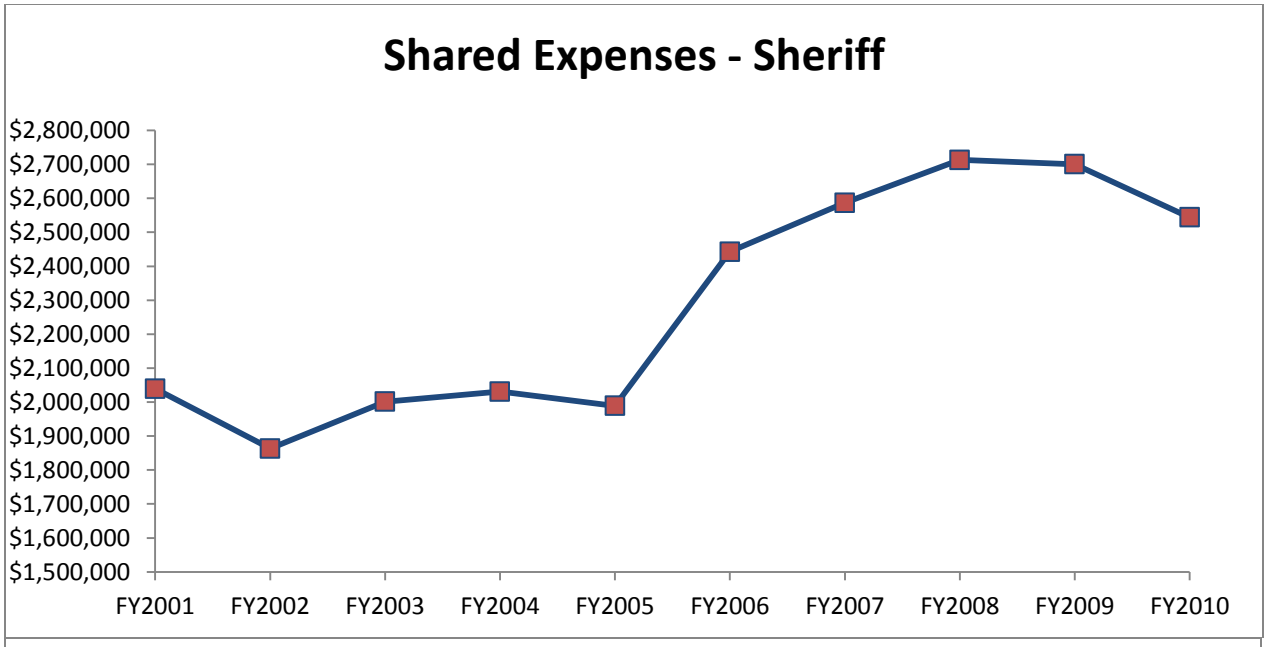
Non-categorical Aid	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2011-2012 BUDGETED
Communication Tax	1,000,000	932,498	1,000,000	975,000
Motor Vehicle Carriers' Tax	34,031	55,353	48,268	55,000
Mobile Home Titling Tax	2,500	8,036	2,500	7,500
State Recordation Tax	177,227	163,107	170,866	170,866
Other Non-categorical Aid		175		
State Budget Reduction - Aid to the Commonwealth		(241,858)		
TOTAL	1,213,758	917,311	1,221,634	1,208,366

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 the Circuit Court. The State Board of Elections provides funding for the Registrar. This amount of funding received from the State started to decline generally in FY2009 and has continued to do so.

Categorical Aid - Shared Expenses	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2011-2012 BUDGETED
Commonwealth's Attorney	377,806	356,693	365,244	349,431
Sheriff	2,588,546	2,403,125	2,529,088	2,406,039
Commissioner of the Revenue	175,723	157,141	146,692	139,998
Treasurer	128,392	118,597	101,659	95,870
Registrar/Electoral Board	50,000	44,512	40,000	40,000
Clerk of the Circuit Court	302,946	271,825	288,973	274,005
TOTAL	3,623,413	3,351,893	3,471,656	3,305,343




Shared Expenses - Sheriff
$2,800,000
$2,700,000
$2,600,000
$2,500,000
$2,400,000
$2,300,000
$2,200,000
$2,100,000
$2,000,000
$1,900,000
$1,800,000
$1,700,000
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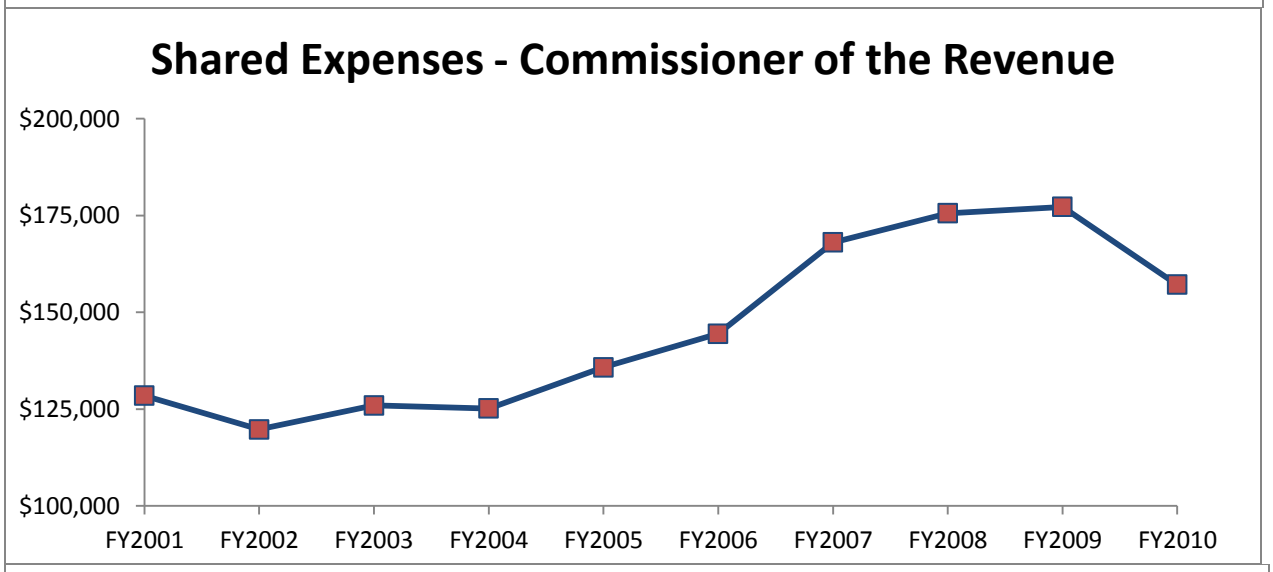
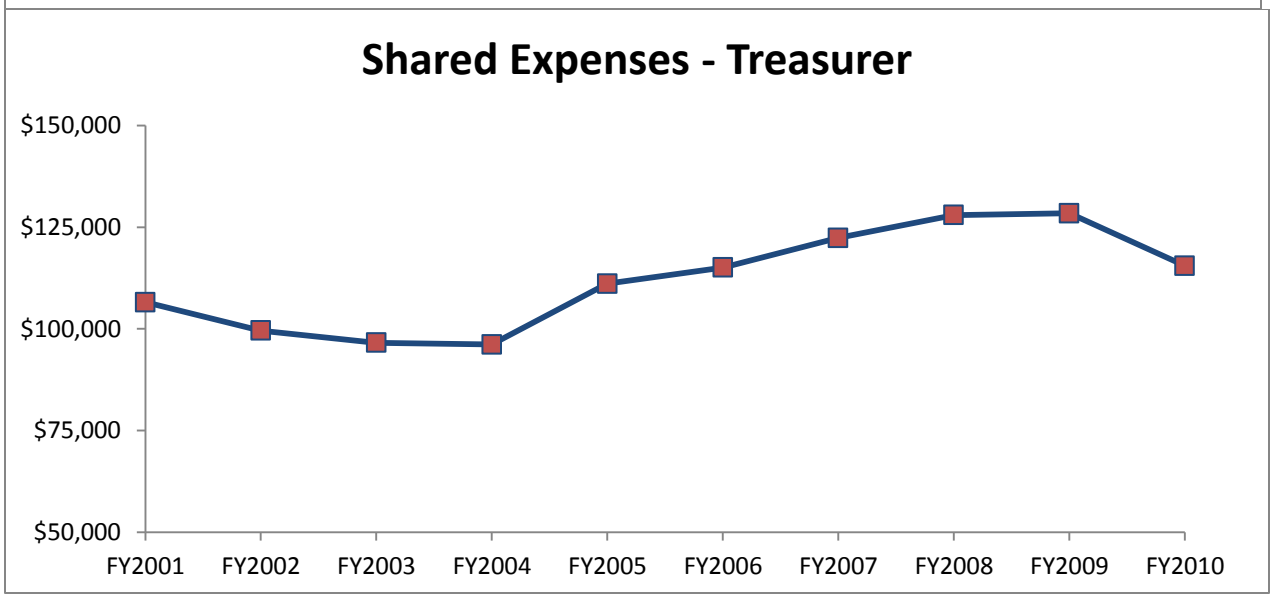
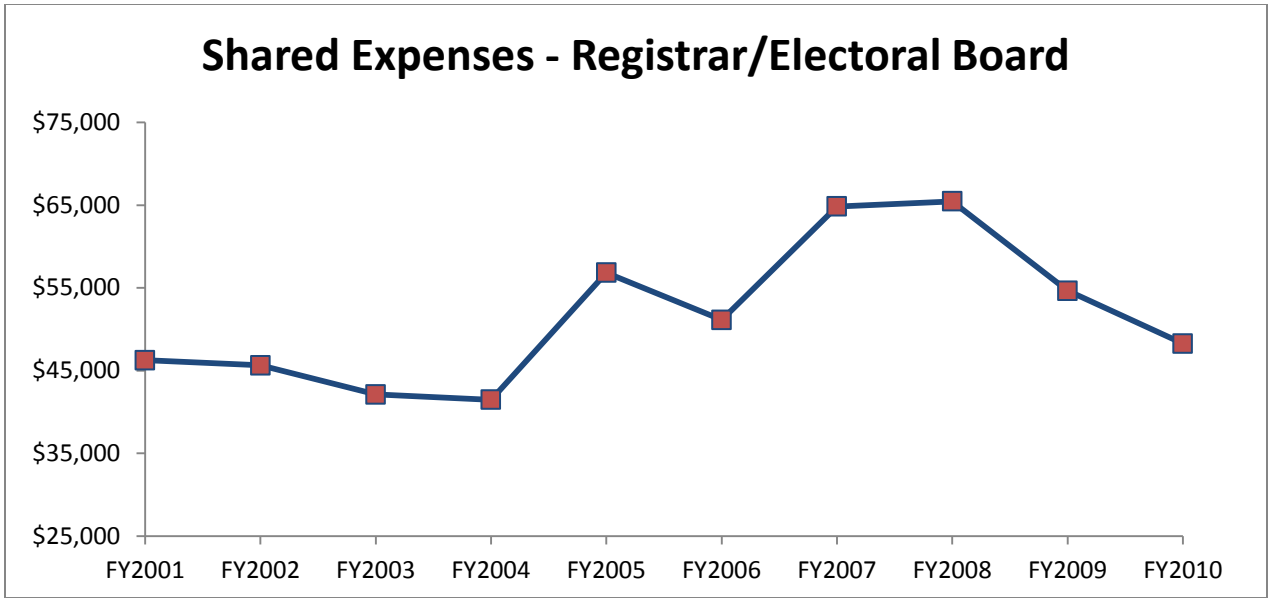

Shared Expenses - Commissioner of the Revenue
$200,000
$175,000
$150,000
$125,000
$100,000
FY2001
FY2002
FY2003
FY2004
FY2005
FY2006
FY2007
FY2008
FY2009
FY2010


Shared Expenses - Treasurer
$150,000
$125,000
$100,000
$75,000
$50,000
FY2001
FY2002
FY2003
FY2004
FY2005
FY2006
FY2007
FY2008
FY2009
FY2010



Categorical Aid - State:

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

Categorical Aid	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2011-2012 BUDGETED
Welfare Admin. and Public Assistance	1,651,617	1,449,070	1,711,497	1,473,874
Comprehensive Services Act	1,451,895	1,218,329	1,142,459	1,091,298
Emergency Medical Services (Four for Life)	36,237	36,951	38,888	40,000
Fire Programs Funds	40,000	49,646	49,646	46,033
Care of Prisoners	525,000	340,852	280,000	280,000
Grant for Restoration of Records	0	67,655	0	0
Abandoned Vehicle Program	20,000	6,900	20,000	20,000
Va. Domestic Violence Victims Grant	40,000	41,366	40,000	40,000
Victim Witness Grant	48,000	53,271	48,000	48,000
E911	45,000	37,156	45,000	45,000
VJCCA Grant	47,855	45,359	36,741	33,806
Airport Grants	0	24,135	70,190	0
DMV Grants	0	0	0	0
Rescue Squad Assistance Fund Grant	0	2,460	0	0
DCJS Grants	0	35,175	0	0
Local Gov't. Challenge Grant	0	5,000	0	5,000
Litter Control Grant	0	10,834	0	0
Animal Friendly Tags	0	1,078	0	0
Highway Maintenance Funds	0	24,542	0	0
TOTAL	3,905,604	3,449,779	3,482,421	3,123,011

Non-categorical Aid – Federal:

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

Non-categorical Aid - Federal	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2010-2011 BUDGETED
Payments in Lieu of Taxes	29,000	48,880	29,000	45,000
TOTAL	29,000	48,880	29,000	45,000

Categorical Aid – Federal:

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

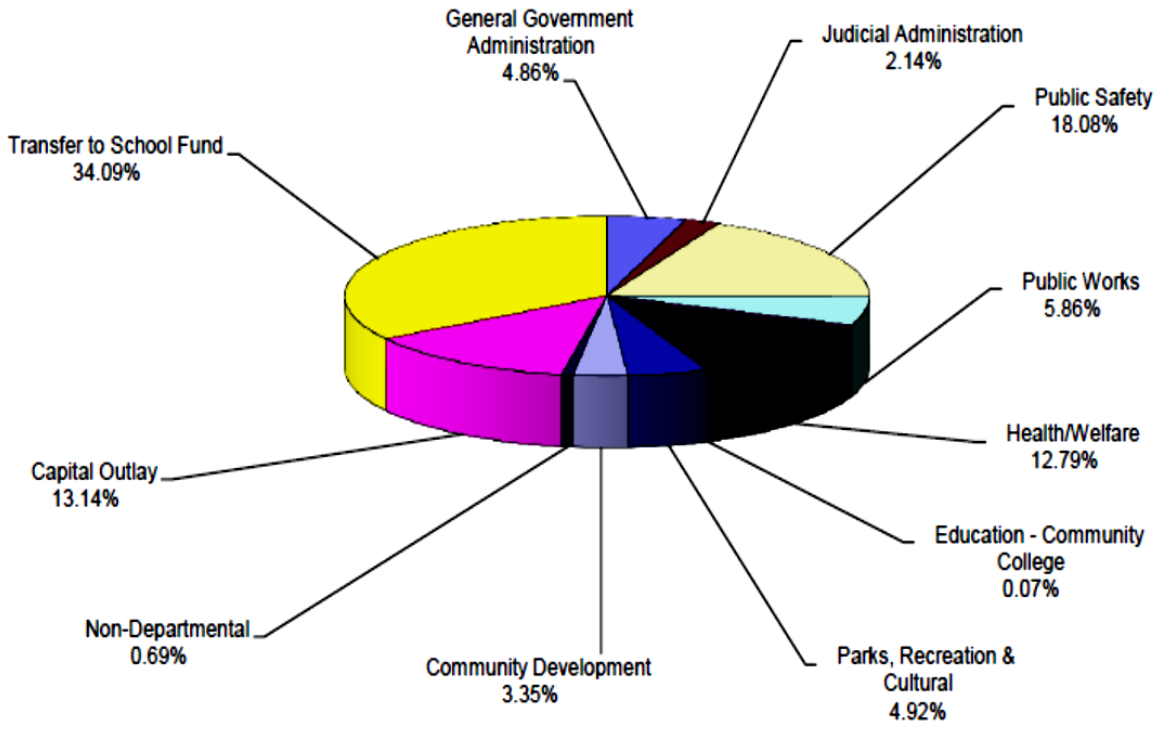
Categorical Aid - Federal	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2011-2012 BUDGETED
Welfare Admin. and Public Assistance	1,993,701	1,881,004	2,073,521	1,772,665
State & Community Highway Safety Grants	0	20,731	0	0
Juvenile Justice & Delinquency Prevention	0	0	0	0
Bulletproof Vest Program	0	0	0	0
Small Business Adm. Grant	0	159,769	0	0
Ed Byrne Memorial State & Local Law Enf.	0	50,143	50,000	50,000
Build America Bond Interest Rebate	0	0	0	105,525
Dept. of Conservation & Recreation Grant	0	76,760	0	0
Airport Improvement Program Grants	0	2,409	118,500	0
TOTAL	1,993,701	2,190,816	2,242,021	1,928,190

Non-Revenue Receipts:

This category is used when needed to balance the budget using reserves in the fund balance. Fund balance is used for capital items only. Included in the FY2010-2011 budget amount is a return of the school's FY2009 surplus in the amount of $1,191,450.

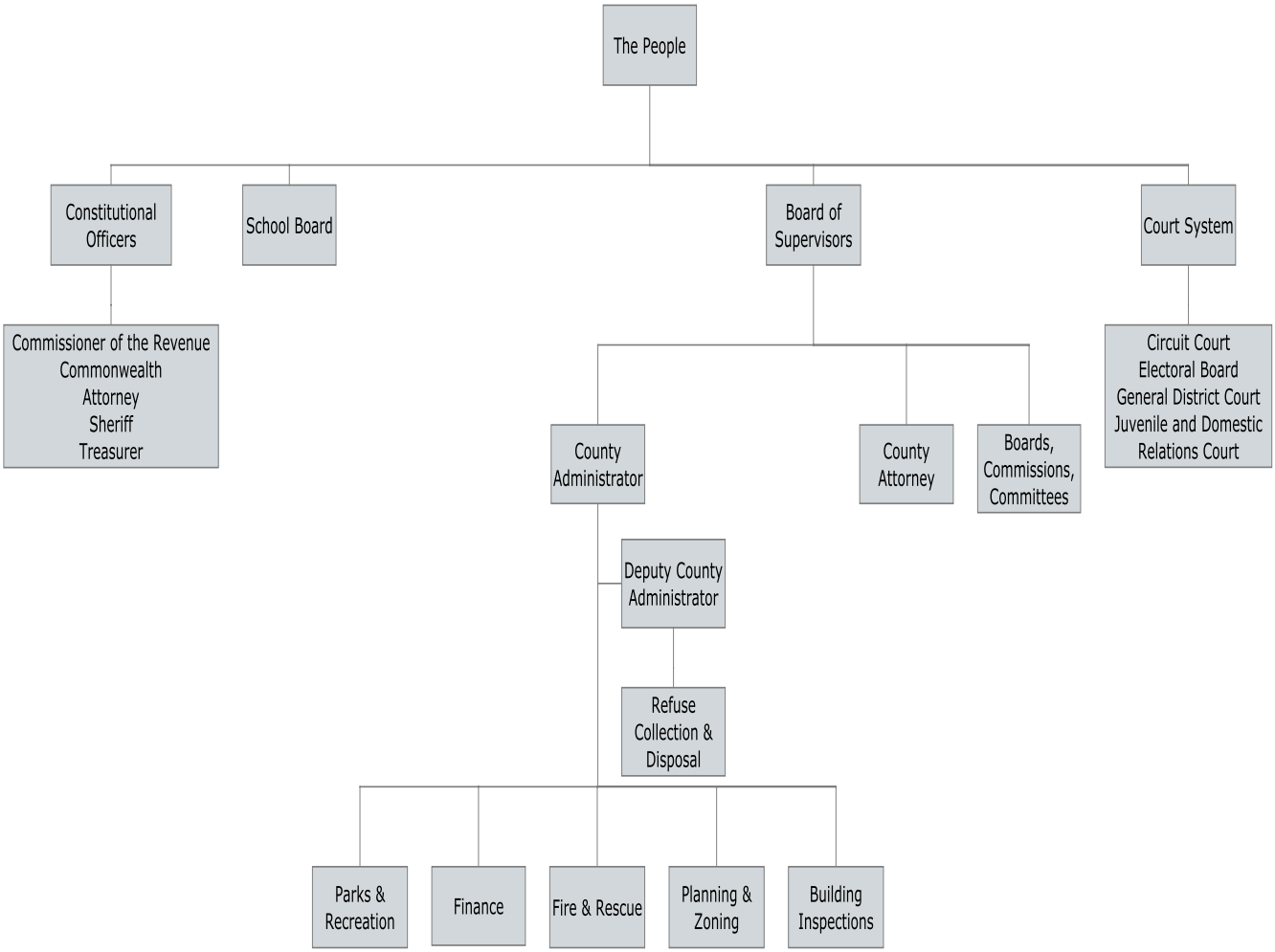
Non-Revenue Receipts	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2011-2012 BUDGETED
Funding from Fund Balance	478,900	478,900	1,591,450	640,000
TOTAL	478,900	478,900	1,591,450	640,000

FY 2011-2012 General Fund Expenditures
$57,136,259



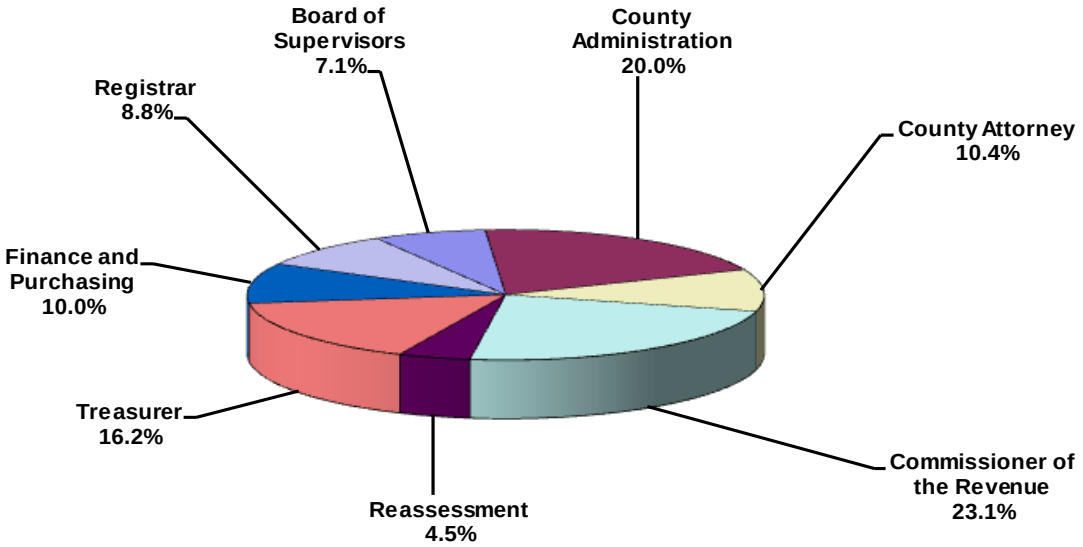
General Fund Expenditures	FY2009-2010 BUDGETED	FY2009-2010 ACTUAL	FY2010-2011 BUDGETED	FY2011-2012 BUDGETED	% OF TOTAL
General Government Administration	2,663,410	2,450,952	2,757,061	2,779,639	4.86%
Judicial Administration	1,222,929	1,208,839	1,242,702	1,225,333	2.14%
Public Safety	9,860,264	9,755,144	10,042,107	10,331,505	18.08%
Public Works	3,292,216	3,019,818	3,273,258	3,350,081	5.86%
Health/Welfare	8,000,301	6,977,296	7,748,717	7,305,350	12.79%
Education - Community College	34,640	34,640	36,182	37,180	0.07%
Parks, Recreation & Cultural	2,511,496	2,585,240	2,501,476	2,810,027	4.92%
Community Development	1,855,813	941,810	2,055,505	1,913,766	3.35%
Non-Departmental	394,228	183,919	360,783	394,650	0.69%
Capital Outlay	7,296,797	13,107,502	7,257,063	7,509,609	13.14%
Transfer to School Fund	19,479,119	19,000,636	20,670,569	19,479,119	34.09%
Total	56,611,213	59,265,796	57,945,423	57,136,259	100.00%

County of Warren Organizational Chart



General Government Administration

	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
Board of Supervisors	202,399	191,925	196,239	4,314	2.25%
County Administration	534,871	549,633	555,641	6,008	1.09%
County Attorney	220,121	281,452	288,242	6,790	2.41%
Commissioner of the Revenue	633,770	641,231	642,719	1,488	0.23%
Reassessment	32,030	150,000	125,000	(25,000)	-16.67%
Treasurer	401,378	435,502	449,231	13,729	3.15%
Finance and Purchasing	275,357	271,709	277,690	5,981	2.20%
Registrar	151,026	235,609	244,877	9,268	3.93%
GENERAL GOVERNMENT ADMINISTRATION	**2,450,952**	**2,757,061**	**2,779,639**	**22,578**	**0.82%**



Board of Supervisors

DEPARTMENT DESCRIPTION:

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

PROJECTS:

In order to implement the County's vision, the following long-term and short-term goals were adopted by the Board of Supervisors at its meeting on May 3, 2011:

Future Goals, Projects, Programs	Level of Importance (highest to lowest)	Time-Frame
➢ Complete Public Safety Building	40	1 year
➢ County-Wide Redistricting	40	3 months
➢ Dominion Power Plant Project	40	3 years
➢ Complete Freewheeling Way Project	39	6 months
➢ Morgan Ford Bridge	39	2 years
➢ Complete School Master Plan – Former Warren County High School Renovations	38	6 months
➢ Complete modifications at Courthouse	34	6 months
➢ Comprehensive Plan Update	34	6 months
➢ Development of Comprehensive Plan for Improvements to Shenandoah Farms Roads	33	1 year
➢ Improvement of Substandard Roads	33	Ongoing
➢ Address staffing issues in the fire and rescue companies due to decreasing number of volunteers	31	Ongoing
➢ Upgrade of Septage Receiving Facility	29	3 years
➢ Complete Carson Trail	29	6 months
➢ Determining funding and complete design for 15th Street School Renovation – Admin Building	28	1 year
➢ Establish firm Self-Sufficiency date for Front Royal Golf Club	28	3 years
➢ Completion of Eastham Trail, Phase I – Start Phase II	27	1 year
➢ Regional Jail Project	27	3 years
➢ Completion of Skyline Soccerplex	27	3 years
➢ Determine Funding for Phase II of the School Capital Improvements Plan	26	2 years
➢ Completion of Upgrades to County Park System	25	2 years

➢ Implementation of Comprehensive Plan Recommendations	25	Ongoing
➢ Develop a County-wide communication system, including Sheriff and Town Police	24	Long term
➢ Widening and striping of Guard Hill Road	23	Long term
➢ Expansion of Broadband into underserved areas of the County – Completion of Broadband Study	23	Ongoing
➢ Traffic By-Pass of Front Royal	21	Long term
➢ Joint Town/County EDA Strategy for Economic Development	21	1 year
➢ Development of Rockland Park	20	Ongoing
➢ Start Design of Proposed Fork Park	20	1 year

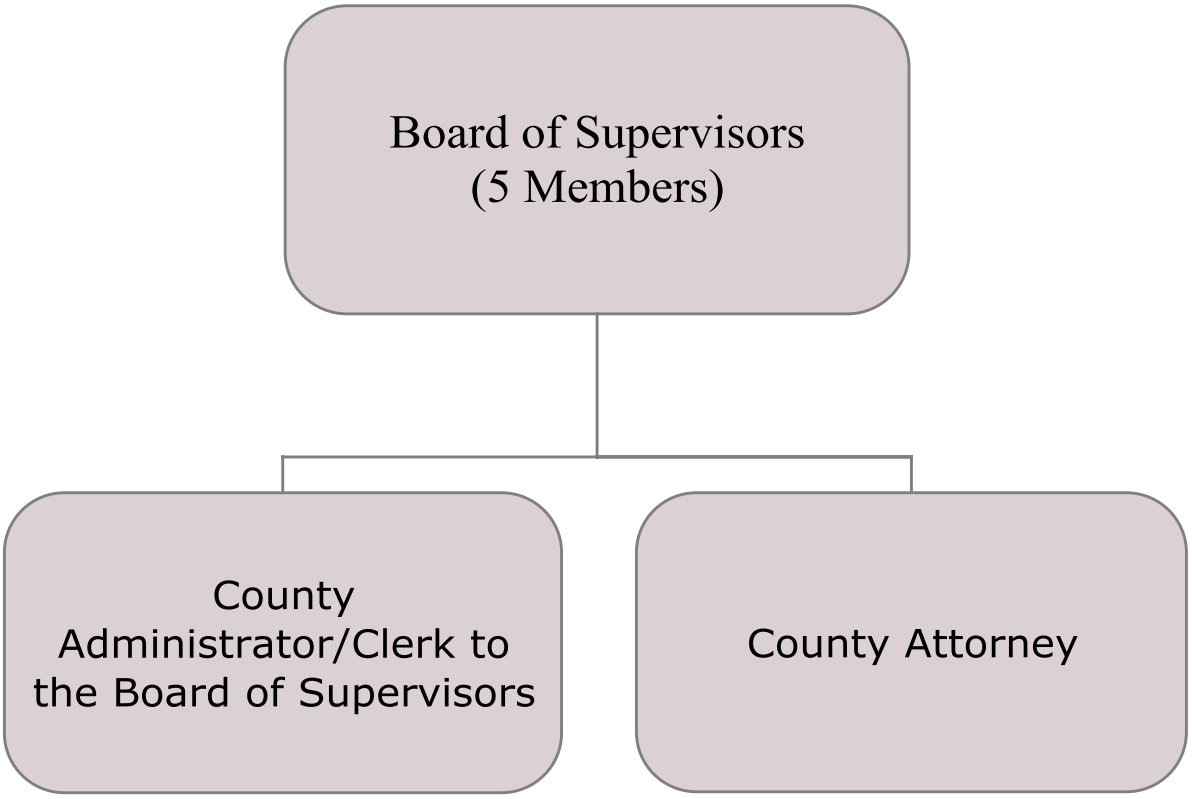
SERVICE LEVELS:

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget
Resolutions considered	17	15	33	25
Ordinances considered	18	27	40	25
Board meetings held	26	14	25	23
Work sessions held			14	15
Budget work sessions held			5	5

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	57,341	57,946	56,925	58,239	1,314	2.31%
OPERATING	280,094	144,453	135,000	138,000	3,000	2.22%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	337,435	202,399	191,925	196,239	4,314	2.25%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	337,435	202,399	191,925	196,239	4,314	2.25%
TOTAL	337,435	202,399	191,925	196,239	4,314	2.25%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Board of Supervisors



County Administration

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

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

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

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

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

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

CURRENT PROJECTS:
- Work in conjunction with the Airport Commission to establish a self-sufficiency date for the airport.
- Determine funding for Phase II of the School Improvement Plan including renovation of the former Warren County High School.
- Implementation of the revised Rural Addition/Revenue Sharing program
- Adoption of a plan to accommodate future County office space needs.
- Improve the efficiency of solid waste disposal and recycling.
- Obtain more funding for the Samuels Public Library Project.
- Further develop of County volunteer programs.

BUDGET COMPARISON:

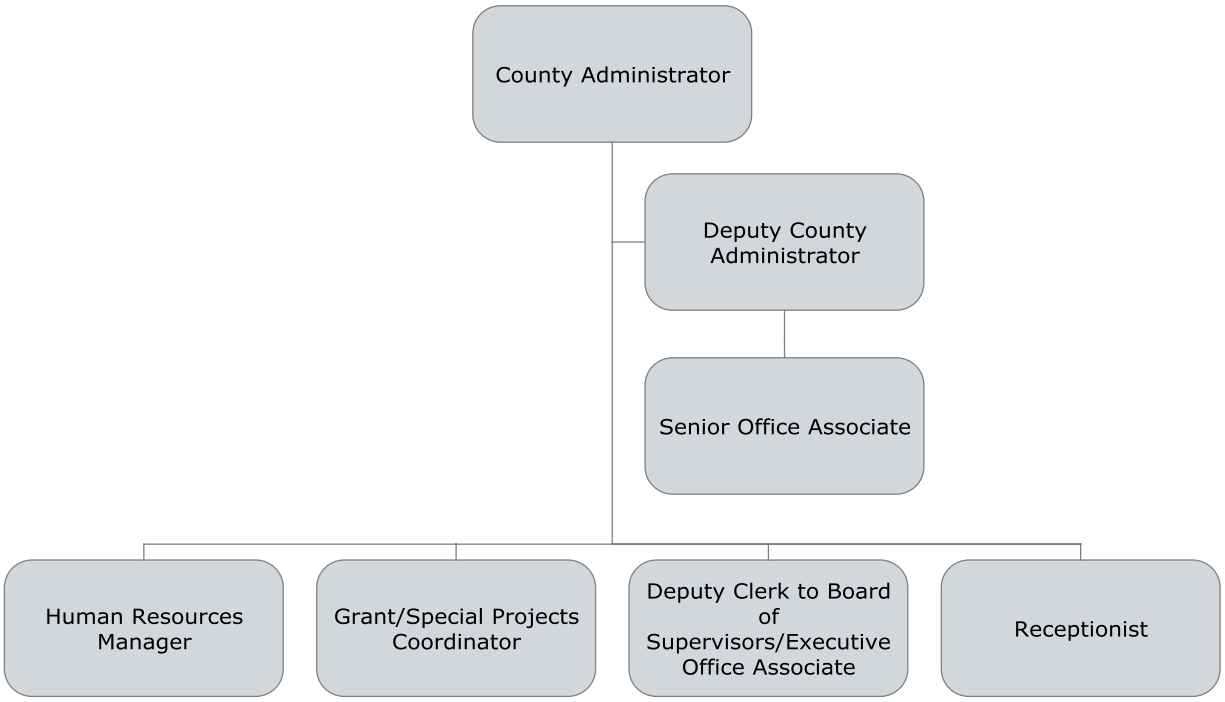
	FY 07/08 Budget	FY 08/09 Budget	FY 09/10* Budget	FY 10/11* Budget	FY11/12* Request
Population	36,591	37,124	37,248	37,439	37,729
Size of Budget	$507,198	$528,139	$522,984	$549,633	$556,145
Per Capita Cost	$13.86	$14.23	$14.25	$14.68	$14.74

- FY 08/09 and FY 09/10 are estimates based on the Planning Department projections.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	463,937	491,090	501,513	499,571	(1,942)	-0.39%
OPERATING	40,684	39,865	42,620	43,070	450	1.06%
CAPITAL	5,513	3,916	5,500	13,000	0	0.00%
TOTAL	510,134	534,871	549,633	555,641	6,008	1.09%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	510,134	534,871	549,633	555,641	6,008	1.09%
TOTAL	510,134	534,871	549,633	555,641	6,008	1.09%
FULL TIME POSITIONS	5	5	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 Officers (the Clerk of the Circuit Court, Sheriff, Commissioner of the Revenue, and the Treasurer), General Registrar, County Administrator, County Department Heads and staff, the Board of Social Services, the Economic Development Authority, and the County commissions and boards such as Planning Commission and the Airport Commission, and represents the County's interests at the Board of Zoning Appeals and Board of Equalization. The office appears on behalf of the County in state and federal courts and/or coordinates defense of the County through the Virginia Association of Counties' insurance programs. The office drafts and/or reviews all ordinances, deeds, leases, easements, and contracts involving the County.

The County Attorney serves as the legal advisor to the Front Royal-Warren County Economic Development Authority and assists in the preparation of loan documents for business development in the area. The office also answers a high volume of citizen-originated questions about the operations of the Warren County government, and how it may best serve the citizens.

RESPONSIBILITIES:

- Draft ordinances and agenda items for Board of Supervisors meetings
- Prepare pleadings and exhibits in litigation
- Attend court for hearings
- Review all items on agendas of Board of Supervisors, Planning Commission, Board of Directors for the Economic Development Authority and Board of Zoning Appeals for compliance with Virginia and Warren County laws
- Research law to advise Board of Supervisors, staff, and other officers 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, leases, and zoning requests
- Prepare deeds for property acquisitions and dedications
- Respond to Freedom of Information requests on a regular basis
- Advise officials on potential conflict of interest claims
- Consult on personnel issues
- Perform constituent services on behalf of elected officials
- Coordinate departmental purchases and budgets
- Collection of Delinquent Personal Property and Business Taxes and necessary litigation

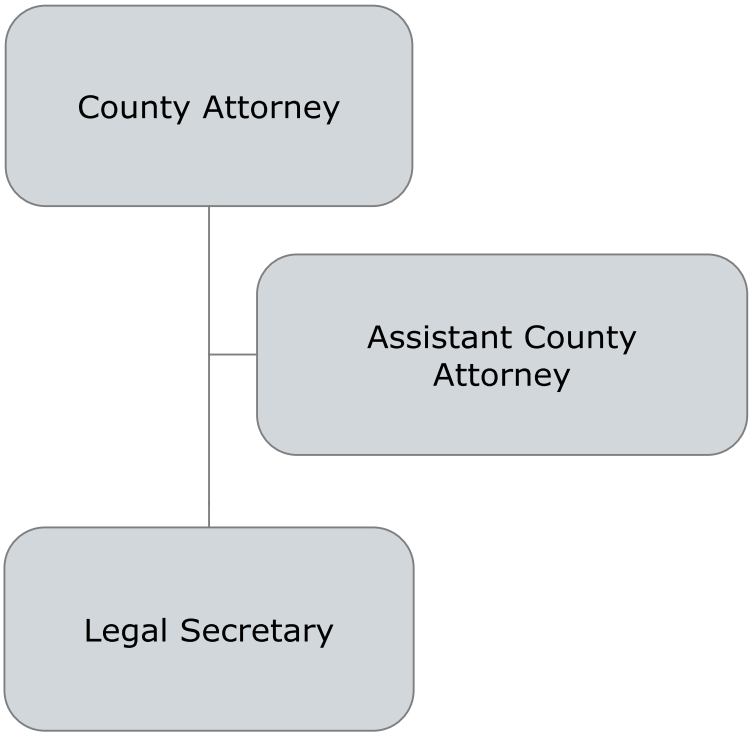
PROJECTS:

- Work with the Economic Development Authority towards the marketing and development of the Royal Phoenix complex.
- Track General Assembly legislation during January and February and advise 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, rather than continue to use purchase orders without specific terms and conditions.
- 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, as required by the Virginia State Bar.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	173,171	204,474	264,027	269,712	5,685	2.15%
OPERATING	55,478	15,647	17,425	18,530	1,105	6.34%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	228,649	220,121	281,452	288,242	6,790	2.41%
REVENUE:						
FEES	0	0	10,000	10,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	228,649	220,121	271,452	278,242	6,790	2.50%
TOTAL	228,649	220,121	281,452	288,242	6,790	2.41%
FULL TIME POSITIONS	2	3	3	3	0	0.00%

County Attorney



Commissioner of the Revenue

DEPARTMENT DESCRIPTION:

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

RESPONSIBILITIES:

- Assist citizens with general tax needs via in person, e-mail, mail, and by phone
- Assist citizens with state tax and estimated returns
- Audit tax returns and enter daily tax dues on state income and estimated taxes
- Audit and run daily and monthly State Income, Estimated, Consumer Utilities, Meals and Beverage, Transient Occupancy and BPOL reports
- I-file state tax returns as requested by Department of Taxation
- E-file Federal and State Tax Returns for low income and elderly individuals
- Research and determine whether a vehicle is qualified for tax relief for Personal Property, audit periodically
- Audit BPOL renewals and issue new licenses to customers
- Enter data daily on new vehicle purchases, solds, moves, DMV adds, 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 and enter data into CAMRA system and field inspections
- Assist General Reassessment and GIS Mapping Department as needed
- Complete reports as need by auditors and Department of Taxation
- Prepare annual tax books for Real Estate, Personal Property, Machinery/Tools, and Public Services in the County of Warren and Town of Front Royal
- Audit Land Use applications and Tax Relief for the Elderly and Disabled
- Correlate informational changes for tax tickets between the County Treasurer and the programmer.
- Assist Treasurers office with data processing of tax bills for Real Estate, Personal Property, delinquent notices, and supplemental billings

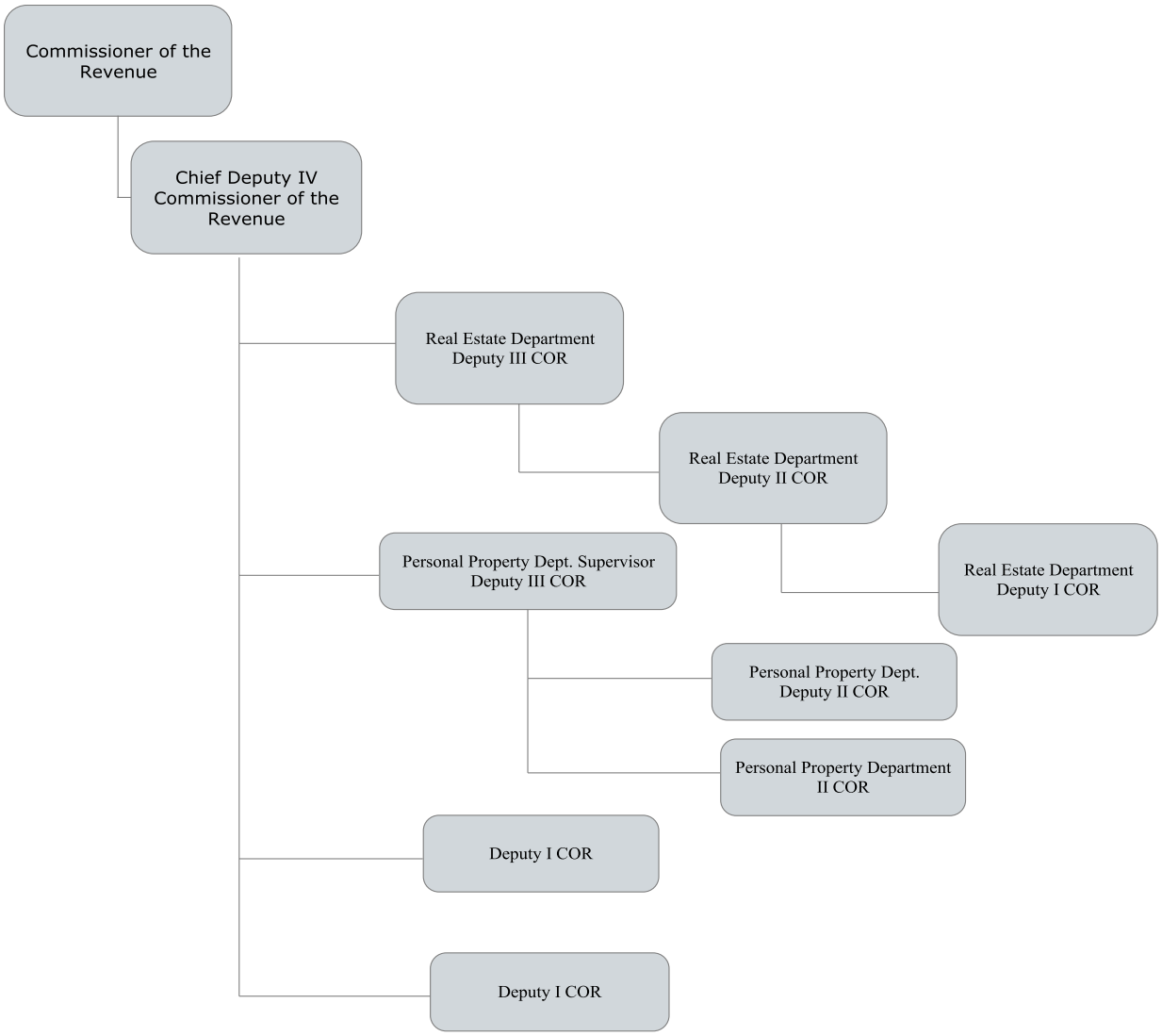
PROJECTS:

- Reduce current files to electronic format by scanning records to reduce storage needs and manual time it takes to locate documents
- 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), Bright and Associates Inc (annual), CAMRA Mass Appraisal system software (annual), IRMS required online yearly training, and classes at the Lord Fairfax Community College

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	562,679	578,812	572,532	578,114	5,582	0.97%
OPERATING	49,207	43,635	58,536	54,442	(4,094)	-6.99%
CAPITAL	8,383	11,323	10,163	10,163	0	0.00%
TOTAL	620,269	633,770	641,231	642,719	1,488	0.23%
REVENUE:						
FEES	10,326	9,470	8,000	8,000	0	0.00%
STATE/FEDERAL	177,257	157,141	146,692	139,998	(6,694)	-4.56%
LOCAL	432,686	467,159	486,539	494,721	8,182	1.68%
TOTAL	620,269	633,770	641,231	642,719	1,488	0.23%
FULL TIME POSITIONS	10	10	10	10	0	0.00%

Commissioner of the Revenue



Reassessment

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	17,660	0	0	0	0.00%
OPERATING	31	14,370	150,000	125,000	(25,000)	-16.67%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	31	32,030	150,000	125,000	(25,000)	-16.67%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	31	32,030	150,000	125,000	(25,000)	-16.67%
TOTAL	31	32,030	150,000	125,000	(25,000)	-16.67%
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, eight (8) sanitary districts, and personal property.
- Verify assessment and money received agreement 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
- Code taxes in the computer for bills requested by mortgage companies
- Collect and process business licenses tax payments
- Mail out bills for real estate, sanitary district, personal property taxes.
- Respond to citizen inquires concerning tax bills, assessments, etc.
- Send employer liens for delinquent taxes.
- Process bank liens for delinquent taxes.

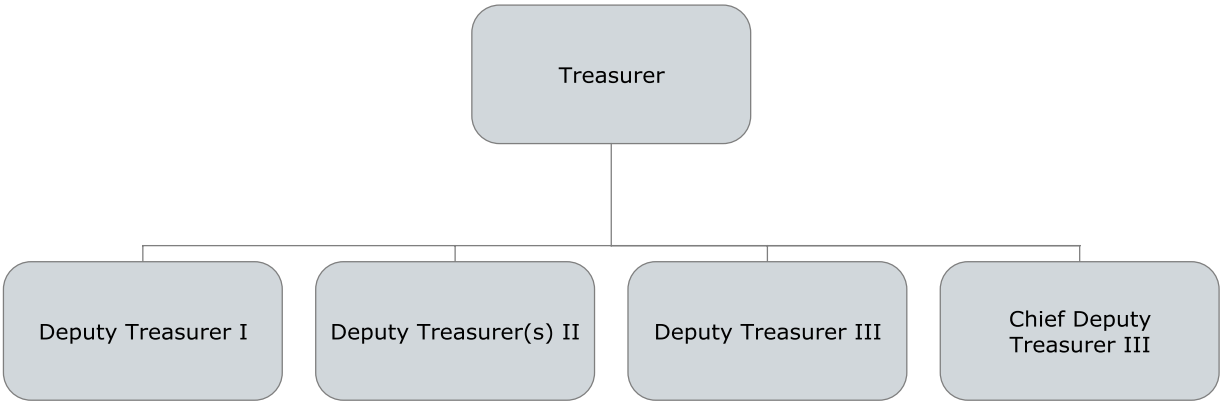
PROJECTS:

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

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	313,317	322,403	343,222	361,581	18,359	5.35%
OPERATING	50,278	70,355	82,125	82,125	0	0.00%
CAPITAL	9,856	8,620	10,155	5,525	(4,630)	-45.59%
TOTAL	373,451	401,378	435,502	449,231	13,729	3.15%
REVENUE:						
FEES	10	10	0	0	0	0.00%
STATE/FEDERAL	128,419	115,520	101,659	95,870	(5,789)	-5.69%
LOCAL	245,022	285,848	333,843	353,361	19,518	5.85%
TOTAL	373,451	401,378	435,502	449,231	13,729	3.15%
FULL TIME POSITIONS	6	6	7	7	0	0.00%

Treasurer


Treasurer
Deputy Treasurer I
Deputy Treasurer(s) II
Deputy Treasurer III
Chief Deputy Treasurer III

Finance

DEPARTMENT DESCRIPTION:

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

RESPONSIBILITIES:

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

GOALS:

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

SERVICE LEVELS:

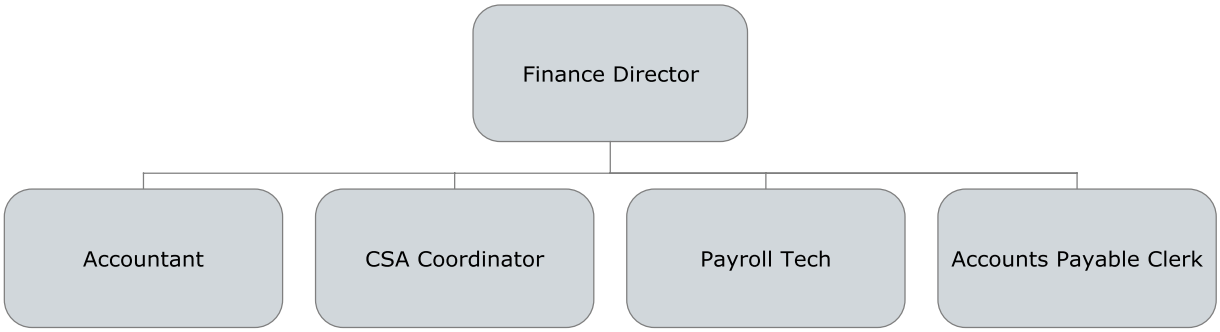
	Paychecks processed*	Invoices processed
Sept. 2006	263	1,348
Sept. 2007	270	1,217
Sept. 2008	275	1,255
Sept. 2009	284	1,191
Sept. 2010	303	1,260

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

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	246,783	254,743	251,354	257,335	5,981	2.38%
OPERATING	12,405	12,635	13,515	13,515	0	0.00%
CAPITAL	7,401	7,979	6,840	6,840	0	0.00%
TOTAL	266,589	275,357	271,709	277,690	5,981	2.20%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	266,589	275,357	271,709	277,690	5,981	2.20%
TOTAL	266,589	275,357	271,709	277,690	5,981	2.20%
FULL TIME POSITIONS	4	4	4	4	0	0.00%

Finance


Finance Director
Accountant
CSA Coordinator
Payroll Tech
Accounts Payable Clerk

Elections

DEPARTMENT DESCRIPTION:

The Department of Voter Registration and Elections implements Election Laws to ensure the integrity, accuracy, and pureness of Elections and Voter Registration.

RESPONSIBILITIES:

- Administer The Election Laws in accordance with Title 24.2 of the Code of Virginia and Federal Election Laws in accordance with the National Voter Registration Act (NVRA) and the Help America Vote Act (HAVA) in order to protect the rights of voters in Warren County.
- Administer and supervise the loading and testing of electronic voting equipment and pollbooks to include hardware, software, maintenance and troubleshooting of equipment.
- Receive and process approximately 1300 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. Administer candidate filings under campaign finance law to include issuing civil penalties if required.
- Receive and certify any petitions for referendums and or other court ordered certification of petitions.
- Administer and conduct absentee voting for the voters 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 registration and election timelines are met.

PROJECTS:

- Begin preparations for the 2010 Census information and implementation of the 2011 redistricting process.
- Develop a more extensive training program for Officers of Elections.

SERVICE LEVELS:

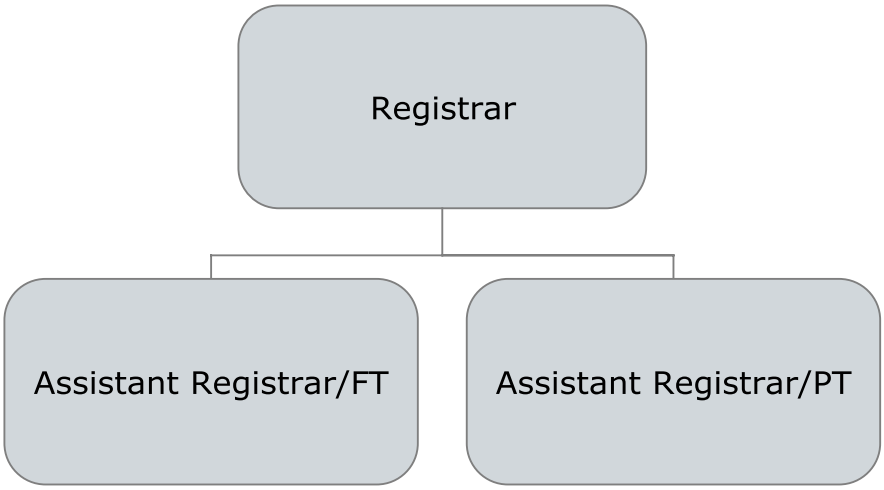
Registered Voters 2/01/08	Registered Voters 12/01/09	Registered Voters 12/01/10 (Projected)
23,029	22,893	24,015

- NVRA cancellations for inactive voters were calculated in the 12/1/09 figures. The number of registered voters is expected to steadily increase as more citizens realize the importance of taking part in the democratic process.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	137,700	125,433	171,019	191,481	20,462	11.96%
OPERATING	33,812	24,705	55,490	49,796	(5,694)	-10.26%
CAPITAL	12,963	888	9,100	3,600	(5,500)	-60.44%
TOTAL	184,475	151,026	235,609	244,877	9,268	3.93%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	54,651	48,260	40,000	40,000	0	0.00%
LOCAL	129,824	102,766	195,609	204,877	9,268	4.74%
TOTAL	184,475	151,026	235,609	244,877	9,268	3.93%
FULL TIME POSITIONS	2	2	2	2	0	0.00%

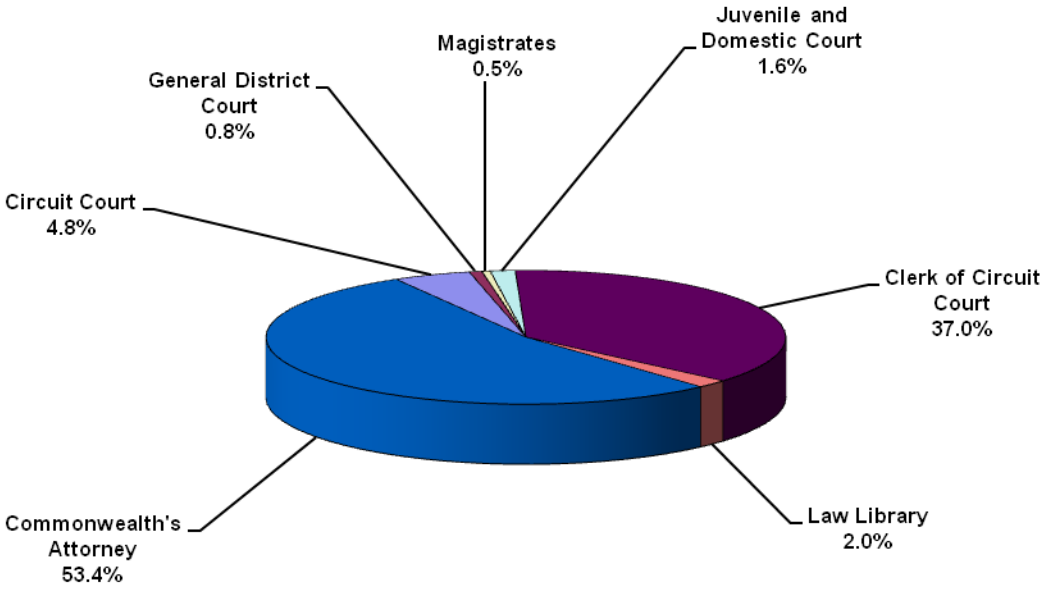
Elections



Warren County Court House

Judicial Administration

	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
Circuit Court	30,878	59,200	59,200	0	0.00%
General District Court	8,410	9,645	9,645	0	0.00%
Magistrates	5,451	6,250	6,250	0	0.00%
Juvenile and Domestic Court	18,086	19,000	19,000	0	0.00%
Clerk of Circuit Court	522,632	482,835	453,210	(29,625)	-6.14%
Law Library	11,518	24,000	24,000	0	0.00%
Commonwealth's Attorney	611,864	641,772	654,028	12,256	1.91%
JUDICIAL ADMINISTRATION	**1,208,839**	**1,242,702**	**1,225,333**	**(17,369)**	**-1.40%**



Circuit Court

DEPARTMENT DESCRIPTION:

Warren County is in the Twenty-Sixth Judicial Circuit of Virginia. The Circuit Court is the trial court of general jurisdiction in Virginia. It is the sole court with the authority to try all types of cases except as specifically provided by statute. The Circuit Court has appellate jurisdiction in criminal as well as civil cases when an appeal is noted from the lower courts. Circuit Courts have original jurisdiction over indictments, presentments, or information's in felony and/or misdemeanor cases. The Circuit Court, in civil cases, has concurrent jurisdiction with the general district court over claims from $4,500 to $25,000 and exclusive original jurisdiction where the amount of money involved exceeds $25,000. 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.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	11,977	6,600	29,100	29,100	0	0.00%
OPERATING	25,556	24,278	30,100	30,100	0	0.00%
CAPITAL	625	0	0	0	0	0.00%
TOTAL	38,158	30,878	59,200	59,200	0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	7,140	6,990	20,000	20,000	0	0.00%
LOCAL	31,018	23,888	39,200	39,200	0	0.00%
TOTAL	38,158	30,878	59,200	59,200	0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

General District Court

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	6,142	6,862	8,445	8,445	0	0.00%
CAPITAL	2,000	1,548	1,200	1,200	0	0.00%
TOTAL	8,142	8,410	9,645	9,645	0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	8,142	8,410	9,645	9,645	0	0.00%
TOTAL	8,142	8,410	9,645	9,645	0	0.00%
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 a 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 of search warrants in criminal cases, issue a temporary detention order in either civil, medical, or criminal cases, authorize pre-trial seizures in civil matters
- 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
- Prepare legal documents
- Attend two continuing legal education seminars provided by the Supreme Court each year

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	5,488	5,157	5,550	5,550	0	0.00%
CAPITAL	0	294	700	700	0	0.00%
TOTAL	5,488	5,451	6,250	6,250	0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	5,488	5,451	6,250	6,250	0	0.00%
TOTAL	5,488	5,451	6,250	6,250	0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Juvenile and Domestic Relations Court

DEPARTMENT DESCRIPTION:

The juvenile and domestic relations district court hears all matters involving juveniles such as criminal, truancy or traffic matters. In addition, this court handles other matters involving the family such as child custody, visitation and support. The court also hears family protective order abuse cases, cases of child abuse or neglect, and criminal cases where the defendant and alleged victim are family or household members.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	10,020	8,665	12,200	12,200	0	0.00%
CAPITAL	6,203	9,421	6,800	6,800	0	0.00%
TOTAL	16,223	18,086	19,000	19,000	0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	16,223	18,086	19,000	19,000	0	0.00%
TOTAL	16,223	18,086	19,000	19,000	0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Clerk of the Circuit Court

DEPARTMENT DESCRIPTION:

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

RESPONSIBILITIES:

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

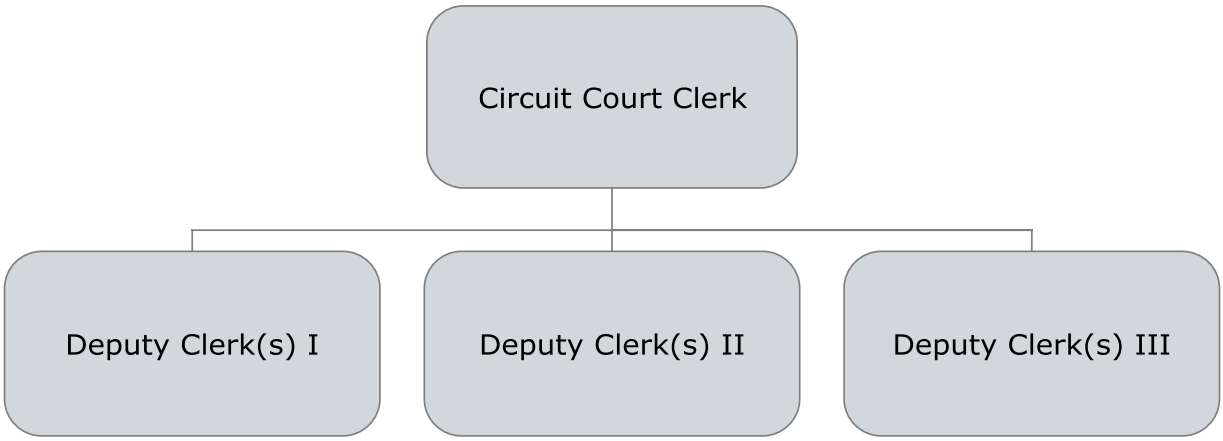
PROJECTS:

- Preservation of older records by converting them to digital images

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	417,529	420,935	434,910	402,685	(32,225)	-7.41%
OPERATING	47,899	94,422	39,725	40,525	800	2.01%
CAPITAL	16,395	7,275	8,200	10,000	1,800	21.95%
TOTAL	481,823	522,632	482,835	453,210	(29,625)	-6.14%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	350,016	356,035	338,973	324,005	(14,968)	-4.42%
LOCAL	131,807	166,597	143,862	129,205	(14,657)	-10.19%
TOTAL	481,823	522,632	482,835	453,210	(29,625)	-6.14%
FULL TIME POSITIONS	9	8	8	7	(1)	-12.50%

Clerk of the Circuit Court



Law Library

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	12,358	11,518	24,000	24,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	12,358	11,518	24,000	24,000	0	0.00%
REVENUE:						
FEES	12,358	11,518	24,000	24,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	0	0	0	0	0	0.00%
TOTAL	12,358	11,518	24,000	24,000	0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Commonwealth's Attorney

DEPARTMENT DESCRIPTION:

The Commonwealth Attorney's Office constantly works 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 serves.

RESPONSIBILITIES:

- Represent the interests of the law abiding citizens of Warren County in the different Courts that sit in the County
- Handle trials, appeals, preliminary hearings, probations revocations, bond hearings, license revocations, etc.
- Work closely with all crime fighting agencies to ensure that the citizens of our community are safe.
- 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

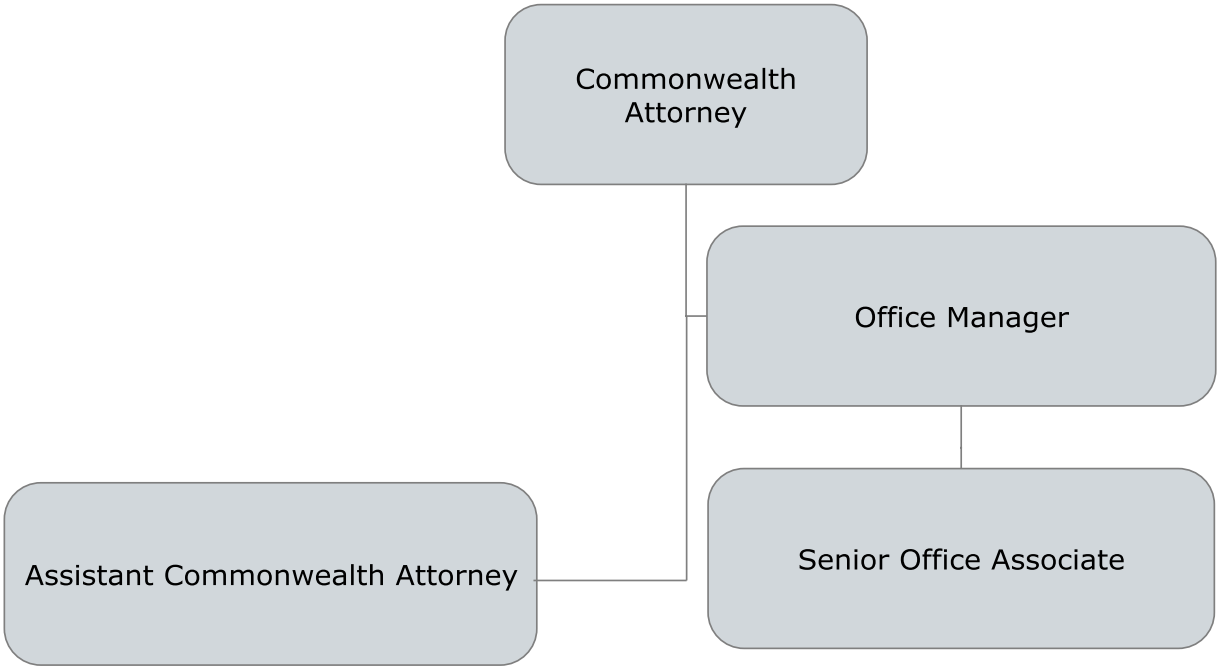
PROJECTS:

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

BUDGET SUMMARY:

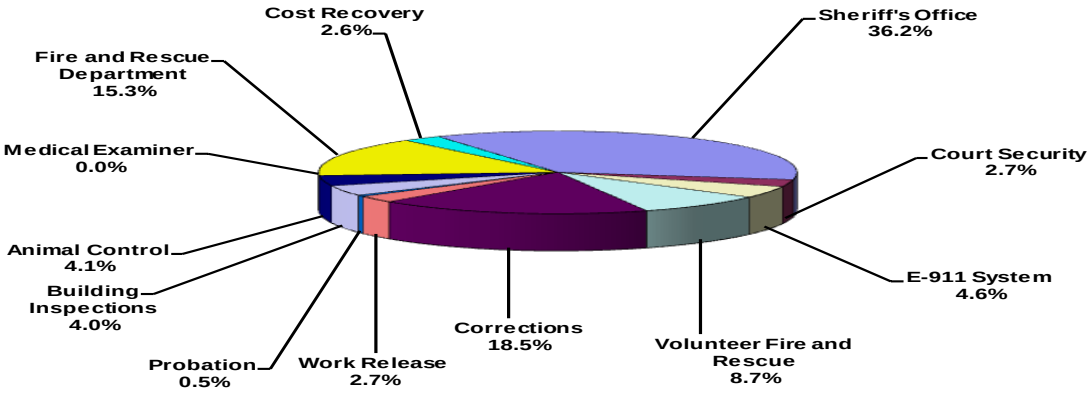
	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	576,711	601,649	624,272	636,528	12,256	1.96%
OPERATING	13,870	10,215	16,100	16,100	0	0.00%
CAPITAL	0	0	1,400	1,400	0	0.00%
TOTAL	590,581	611,864	641,772	654,028	12,256	1.91%
REVENUE:						
FEES	1,570	1,367	1,000	1,000	0	0.00%
STATE/FEDERAL	412,359	398,059	405,244	389,431	(15,813)	0.00%
LOCAL	176,652	212,438	235,528	263,597	28,069	11.92%
TOTAL	590,581	611,864	641,772	654,028	12,256	1.91%
FULL TIME POSITIONS	8	8	8	8	0	0.00%

Commonwealth's Attorney



Public Safety

	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
Sheriff's Office	3,707,790	3,670,566	3,741,871	71,305	1.94%
Court Security	0	280,611	282,903	2,292	0.82%
E-911 System	560,011	478,392	480,323	1,931	0.40%
Volunteer Fire and Rescue	903,791	894,152	896,879	2,727	0.30%
Corrections	1,803,300	1,872,037	1,906,610	34,573	1.85%
Work Release	250,650	293,857	277,156	(16,701)	-5.68%
Probation	53,517	55,921	55,290	(631)	-1.13%
Building Inspections	501,885	427,440	417,617	(9,823)	-2.30%
Animal Control	405,445	417,460	420,344	2,884	0.69%
Medical Examiner	500	280	280	0	0.00%
Fire and Rescue Department	1,454,898	1,419,891	1,580,732	160,841	11.33%
Cost Recovery	113,357	231,500	271,500	40,000	17.28%
PUBLIC SAFETY	**9,755,144**	**10,042,107**	**10,331,505**	**289,398**	**2.88%**



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 Detention Services for the citizens of Front Royal/Warren County.

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

- Administration. Responsible for all civil/criminal documents; personnel records; invoicing accounts payable; clerical duties; preparation and implementation of five different budgets.
- Civil Process. Responsible for all civil/criminal records and service of court issued warrants and civil papers; courtroom security; school resources program; DARE/GREAT programs.
- Corrections. Responsible for detention of inmates; transportation of court ordered inmates; Temporary Detention Order Transports; Home Electronic Monitoring; Restitution and Inmate Development work release program.
- Communications. Responsible for dispatching all law enforcement, fire and rescue, emergency medical services; E911 center and maintains records/files.
- Investigations. Responsible for Criminal/Narcotic/Gang investigations; personnel background checks; evidence; maintains records/files.
- Animal Control. Responsible for all animal related complaints; enforcement of animal related ordnances 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; overall public safety of the community.
- Courthouse Security. Responsible for security of the courthouse and courtrooms ensuring all courts are run in an orderly manner and security checkpoint is staffed.

GOALS AND OBJECTIVES:

The following is a list of three of the major goals and objectives that the Warren County Sheriff's Office will strive to reach for 2011/2012.

Goal 1 Public Safety

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

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

Goal 2 Accreditation

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

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

Goal 3 New Sheriff's Office Facility

The Sheriff, in conjunction with the Warren County government administration, is committed to study and implement the future needs of the Warren County Sheriff's Office.

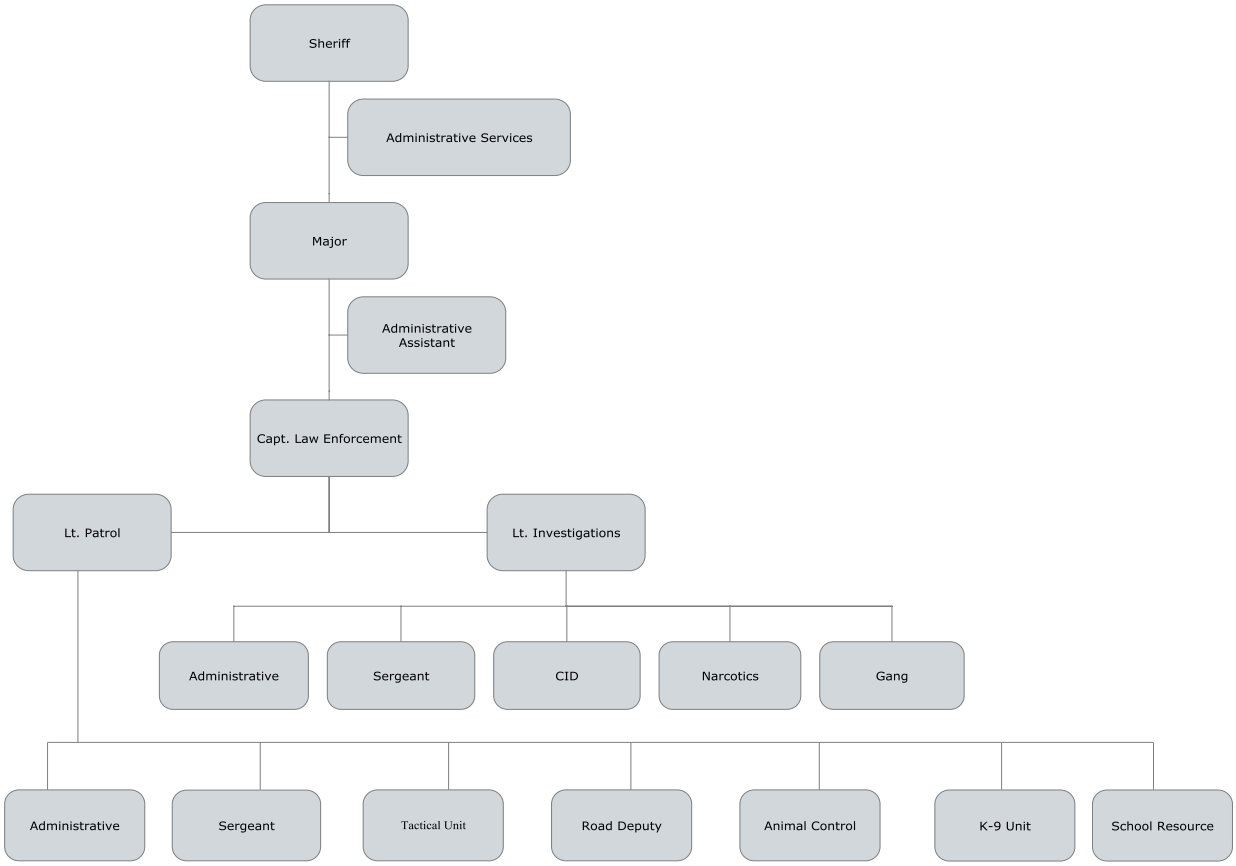
Objective 1: To be an integral part of the Warren County 20 Year Facilities Master Plan.
Objective 2: To work with the Board of Supervisors to implement the 20 Year Facilities Master Plan timeline for funding and implementation.
Objective 3: To continue the physical planning and architectural design seeing it through to completion.

BUDGET SUMMARY:

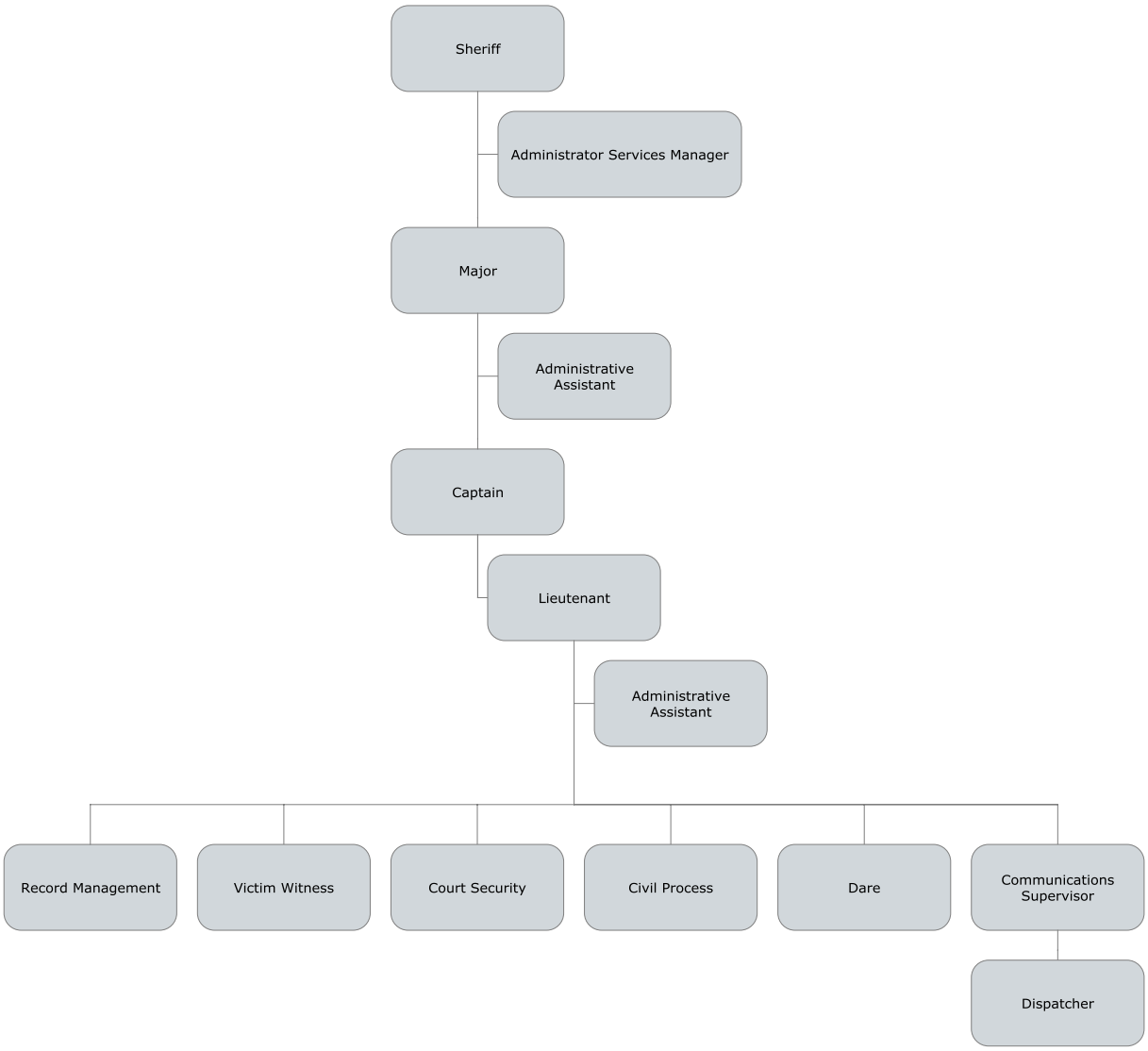
	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	2,997,206	3,052,841	3,026,098	3,098,903	72,805	2.41%
OPERATING	407,648	432,758	400,138	391,638	(8,500)	-2.12%
CAPITAL	205,531	222,191	244,330	251,330	7,000	2.86%
TOTAL	3,610,385	3,707,790	3,670,566	3,741,871	71,305	1.94%
REVENUE:						
FEES	(3,570)	8,238	0	0	0	0.00%
STATE/FEDERAL	1,661,731	1,493,926	1,489,580	1,469,442	(20,138)	-1.35%
LOCAL	1,952,224	2,205,626	2,180,986	2,272,429	91,443	4.19%
TOTAL	3,610,385	3,707,790	3,670,566	3,741,871	71,305	1.94%
FULL TIME POSITIONS	53	55	55	53	(2)	-3.64%

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

Sheriff's Office
Law Enforcement



Sheriff's Office
Administration/Civil Process/Communications



Court Security

DEPARTMENT DESCRIPTION:

Responsible for security of the courthouse and courtrooms ensuring all courts are run in an orderly manner and security checkpoint is staffed.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	256,436	258,628	2,192	0.85%
OPERATING	0	0	17,875	17,975	100	0.56%
CAPITAL	0	0	6,300	6,300	0	0.00%
TOTAL	0	0	280,611	282,903	2,292	0.82%
REVENUE:						
FEES	0	0	75,000	85,000	10,000	13.33%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	0	0	205,611	197,903	(7,708)	-3.75%
TOTAL	0	0	280,611	282,903	2,292	0.82%
FULL TIME POSITIONS	0	0	2	2	0	0.00%

E-911 System

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	348,269	379,788	290,567	299,723	9,156	3.15%
OPERATING	113,006	127,925	139,931	113,656	(26,275)	-18.78%
CAPITAL	55,137	52,298	47,894	66,944	19,050	39.78%
TOTAL	516,412	560,011	478,392	480,323	1,931	0.40%
REVENUE:						
FEES	47,082	37,156	45,000	45,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	469,330	522,855	433,392	435,323	1,931	0.45%
TOTAL	516,412	560,011	478,392	480,323	1,931	0.40%
FULL TIME POSITIONS	6	6	6	6	0	0.00%

Volunteer Fire and Rescue

DEPARTMENT DESCRIPTION:

The County of Warren provides funds to the nine volunteer fire departments: Front Royal VFC #1, Rivermont VFC #2, South Warren VFC #3, Linden VFC #4, Shenandoah Shores VFC #5, Shenandoah Farms VFC #6, Fortsmouth VFC #8, Chester Gap VFC #9, and North Warren VFC #10. Each station provides fire protection to the residents of their service area. Each volunteer company provides an annual financial statement to the County as evidence of expenses incurred. Each station owns the fire and rescue apparatus, with the exception of Station 10, North Warren; the station is owned by the North Warren Fire and Rescue Holding Company. The County currently owns two ambulances, an ALS first response vehicle and the 100 foot ladder truck at Station 10.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	902,164	903,791	894,152	896,879	2,727	0.30%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	902,164	903,791	894,152	896,879	2,727	0.30%
REVENUE:						
FEES	0	30,000	30,000	37,670	7,670	25.57%
STATE/FEDERAL	61,217	61,893	61,893	58,280	(3,613)	-5.84%
LOCAL	840,947	811,898	802,259	800,929	(1,330)	-0.17%
TOTAL	902,164	903,791	894,152	896,879	2,727	0.30%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Corrections

DEPARTMENT DESCRIPTION:

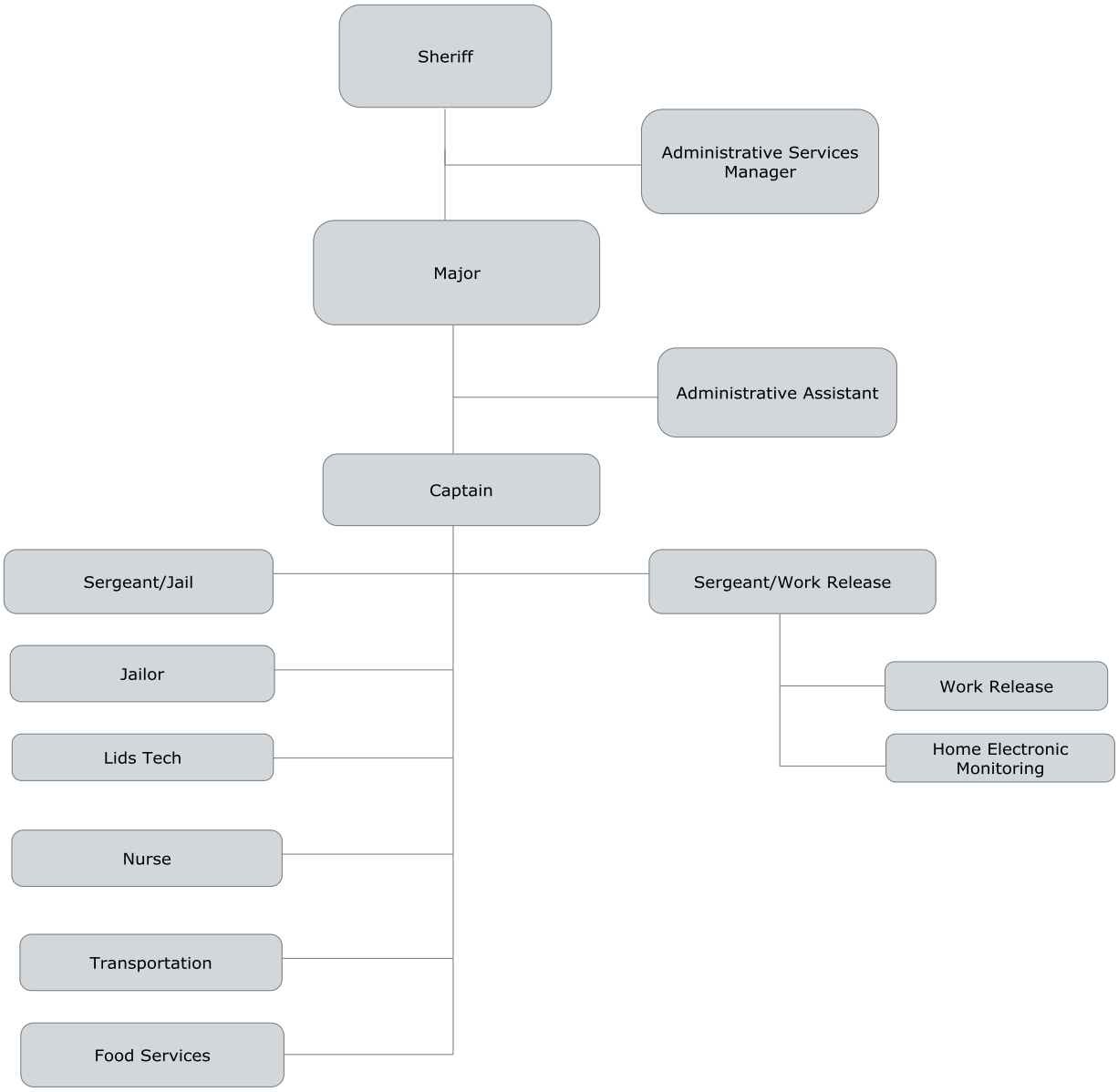
Responsible for detention of inmates; transportation of court ordered inmates; Temporary Detention Order Transports; Home Electronic Monitoring; Restitution and Inmate Development work release program.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	1,337,461	1,405,376	1,463,737	1,497,610	33,873	2.31%
OPERATING	385,816	374,058	384,800	384,000	(800)	-0.21%
CAPITAL	17,251	23,866	23,500	25,000	1,500	6.38%
TOTAL	1,740,528	1,803,300	1,872,037	1,906,610	34,573	1.85%
REVENUE:						
FEES	34,589	33,069	30,000	30,000	0	0.00%
STATE/FEDERAL	1,431,696	1,220,813	1,241,508	1,188,597	(52,911)	-4.26%
LOCAL	274,243	549,418	600,529	688,013	87,484	14.57%
TOTAL	1,740,528	1,803,300	1,872,037	1,906,610	34,573	1.85%
FULL TIME POSITIONS	31	31	31	31	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.

Corrections



Work Release

DEPARTMENT DESCRIPTION:

This department is responsible for detention of inmates, transportation of court ordered inmates, Temporary Detention Order Transports, Home Electronic Monitoring, and Restitution and Inmate Development work release program.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	216,602	162,183	157,007	156,706	(301)	-0.19%
OPERATING	95,421	85,738	114,850	102,450	(12,400)	-10.80%
CAPITAL	255	2,729	22,000	18,000	(4,000)	-18.18%
TOTAL	312,278	250,650	293,857	277,156	(16,701)	-5.68%
REVENUE:						
FEES	238,702	186,706	230,000	230,000	0	0.00%
STATE/FEDERAL	172,215	153,383	126,000	126,000	0	0.00%
LOCAL	(98,639)	(89,439)	(62,143)	(78,844)	(16,701)	26.88%
TOTAL	312,278	250,650	293,857	277,156	(16,701)	-5.68%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

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

Juvenile Probation

DEPARTMENT DESCRIPTION:

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

The Mission of the Department of Juvenile Justice is "To protect the public through a balanced approach of comprehensive services that prevents and reduces juvenile crime through partnerships with families, schools, communities, law enforcement, and other agencies, while providing delinquent youth the opportunity to become responsible and productive citizens."

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 protective service workers, children in need of services and children in need of supervision. By law the intake officer (probation officer) has the authority to receive, review, and process complaints. The intake officer will decide whether probable cause exists, to handle the case informally, file the petition and if the child is in custody, to release the child to their parent or issue a detention order.

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

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

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

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	48,727	49,676	50,602	50,790	188	0.37%
OPERATING	8,157	3,841	5,319	4,500	(819)	-15.40%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	56,884	53,517	55,921	55,290	(631)	-1.13%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	49,295	45,359	36,741	33,806	(2,935)	-7.99%
LOCAL	7,589	8,158	19,180	21,484	2,304	12.01%
TOTAL	56,884	53,517	55,921	55,290	(631)	-1.13%
FULL TIME POSITIONS	1	1	1	1	0	0.00%

Building Inspections

DEPARTMENT DESCRIPTION:

The Warren County Building Inspections Department is the enforcement authority for the State of Virginia's Uniform Statewide Building Code and the Virginia Erosion and Sediment Control Handbook, having jurisdiction for all of Warren County including the Town of Front Royal.
The Department protects the health, safety, and welfare of the residents of the County of Warren and the Town of Front Royal by ensuring that buildings and structures are permitted to be constructed according to recognized standards of health, safety, energy conservation, water conservation, and erosion and sediment control.

RESPONSIBILITIES:

- Ensure that buildings and structures are permitted to be constructed according to Virginia State Codes, at the least possible cost
- Obtain and maintain required staff certifications mandated by the State
- Attend State and Code related organization meetings to achieve better understanding of current regulations and to influence future changes
- Review and update the current Warren County Code of Soil and Erosion Control Chapter 150 to meet State requirements
- Review and update the current Warren County Code of Building Construction Chapter 76 to meet State requirements
- Provide efficient and courteous service to the public

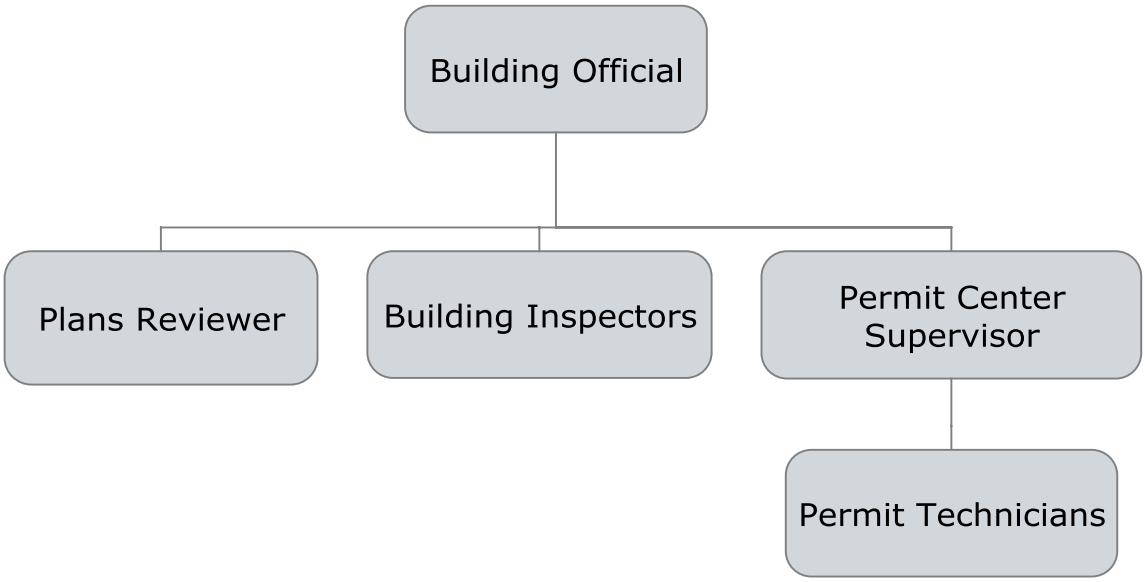
GOALS AND OBJECTIVES:

- Have current Inspectors certified by the State for Residential Combination inspections.
- Have current Inspectors certified by the State for Commercial inspections.
- Have all Permit Technicians certified.
- Provide Code training and instructional seminars to the public.
- Evaluate, correct and update all publicly provided documentation.
- Evaluate and revise current office policy.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	468,357	434,196	357,242	357,134	(108)	-0.03%
OPERATING	57,058	47,585	55,698	52,983	(2,715)	-4.87%
CAPITAL	29,735	20,104	14,500	7,500	(7,000)	-48.28%
TOTAL	555,150	501,885	427,440	417,617	(9,823)	-2.30%
REVENUE:						
FEES	160,604	169,952	300,000	300,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	394,546	331,933	127,440	117,617	(9,823)	-7.71%
TOTAL	555,150	501,885	427,440	417,617	(9,823)	-2.30%
FULL TIME POSITIONS	9	7	6	6	0	0.00%

Building Inspections



Animal Control

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	192,235	209,037	202,384	207,198	4,814	2.38%
OPERATING	170,412	181,821	191,726	193,476	1,750	0.91%
CAPITAL	45,736	14,587	23,350	19,670	(3,680)	-15.76%
TOTAL	408,383	405,445	417,460	420,344	2,884	0.69%
REVENUE:						
FEES	36,460	34,927	32,000	35,000	3,000	9.38%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	371,923	370,518	385,460	385,344	(116)	-0.03%
TOTAL	408,383	405,445	417,460	420,344	2,884	0.69%
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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	500	500	280	280	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	500	500	280	280	0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	500	500	280	280	0	0.00%
TOTAL	500	500	280	280	0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Fire and Rescue Department

DEPARTMENT DESCRIPTION:

The Warren County Department of Fire and Rescue Services is the administrative/managing department and operational management for the County emergency response and emergency management functions. It is a combination department consisting of nine stations with approximately 125 active/responding volunteers. The Department supplements the volunteers with twenty career staff from two stations, 5 days a week, and two stations 24/7.

RESPONSIBILITIES:

- Oversight and operational control over nine fire and rescue stations, Swiftwater Rescue Team, and County Emergency Management Team
- 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, etc
- Provide continuing education and training programs to maintain required certifications
- Test and hire new firefighters

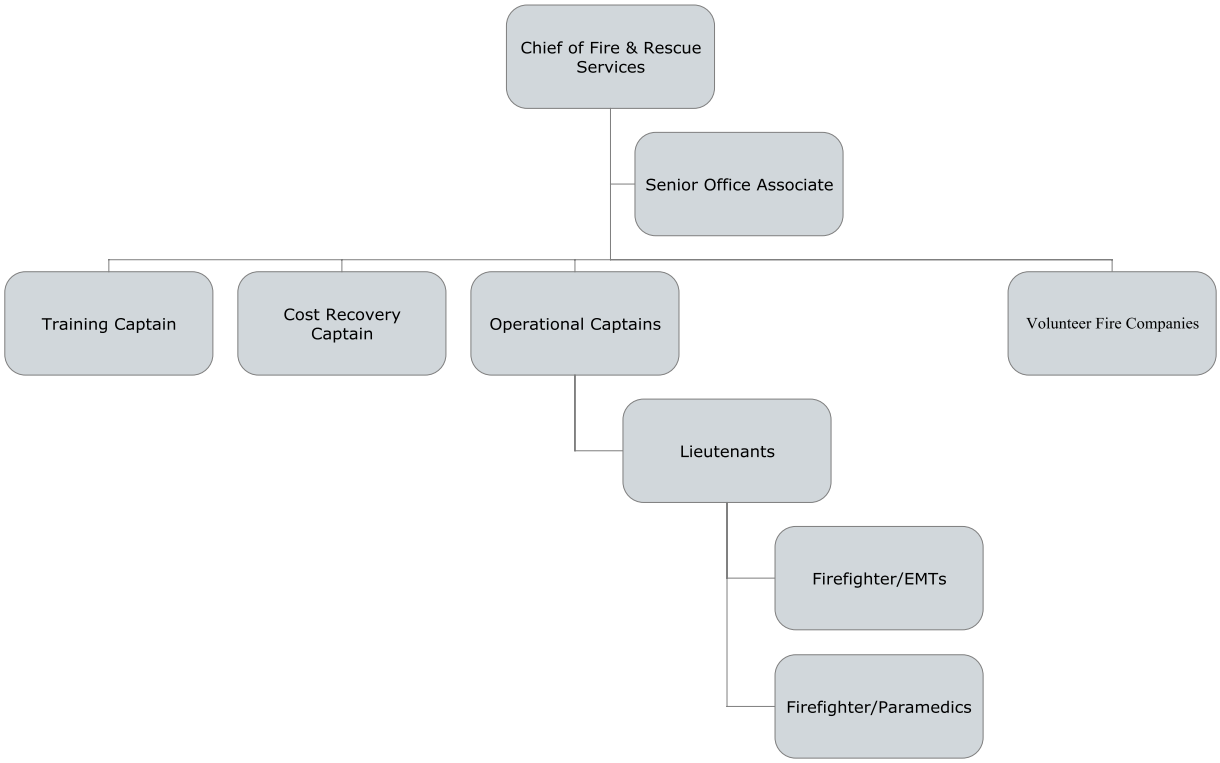
PROJECTS:

- Work to improve coverage issues for new radio communications system, especially in the Chester Gap area
- Complete the consultant study
- Expand fire prevention program
- Research converting fire prevention efforts through a Fire Marshall's office
- Investigate alternative methods of staffing volunteer stations

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	1,223,861	1,286,497	1,270,600	1,424,629	154,029	12.12%
OPERATING	161,426	154,336	122,291	129,103	6,812	5.57%
CAPITAL	4,564	14,065	27,000	27,000	0	0.00%
TOTAL	1,389,851	1,454,898	1,419,891	1,580,732	160,841	11.33%
REVENUE:						
FEES	235,616	283,855	200,000	275,000	75,000	0.00%
STATE/FEDERAL	51,986	36,951	26,641	27,000	359	0.00%
LOCAL	1,102,249	1,134,092	1,193,250	1,278,732	85,482	7.16%
TOTAL	1,389,851	1,454,898	1,419,891	1,580,732	160,841	11.33%
FULL TIME POSITIONS	20	22	22	22	0	0.00%

Fire and Rescue Department



Cost Recovery

DEPARTMENT DESCRIPTION:

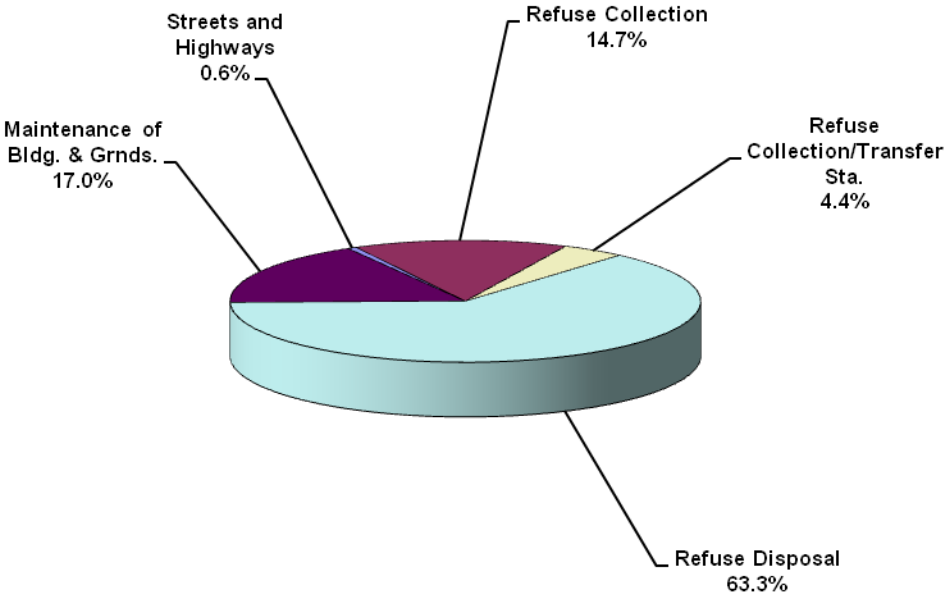
The Cost Recovery Program budget is managed by the Fire Chief. The income side is funds made available by billing patient insurance companies for ambulance transport to the local hospital. These funds are used on the expense side to reimburse stations for expenses associated with the emergency medical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

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	346,671	113,357	231,500	271,500	40,000	17.28%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	346,671	113,357	231,500	271,500	40,000	17.28%
REVENUE:						
FEES	346,671	113,357	231,500	271,500	40,000	17.28%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	0	0	0	0	0	0.00%
TOTAL	346,671	113,357	231,500	271,500	40,000	17.28%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Public Works

	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
Streets and Highways	12,576	21,000	21,000	0	0.00%
Refuse Collection	424,556	541,444	493,443	(48,001)	-8.87%
Refuse Collection/Trans. Sta.	239,874	155,615	145,951	(9,664)	-6.21%
Refuse Disposal	1,888,867	2,135,371	2,119,900	(15,471)	-0.72%
Maintenance of Bldg. & Grnds.	453,945	419,828	569,787	149,959	35.72%
PUBLIC WORKS	**3,019,818**	**3,273,258**	**3,350,081**	**76,823**	**2.35%**



Streets and Highways

DEPARTMENT DESCRIPTION:

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

RESPONSIBILITIES:

- Replace missing road signs within two to three weeks of ordering. Sign production varies from one to three weeks depending on their production schedule.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	3,998	4,447	6,000	6,000	0	0.00%
OPERATING	19,299	8,129	15,000	15,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	23,297	12,576	21,000	21,000	0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	23,297	12,576	21,000	21,000	0	0.00%
TOTAL	23,297	12,576	21,000	21,000	0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Refuse Collection

DEPARTMENT DESCRIPTION:

Warren County operates five (5) convenience sites throughout the County. Solid waste deposited at these 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.

RESPONSIBILITIES:

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

PROJECTS:

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

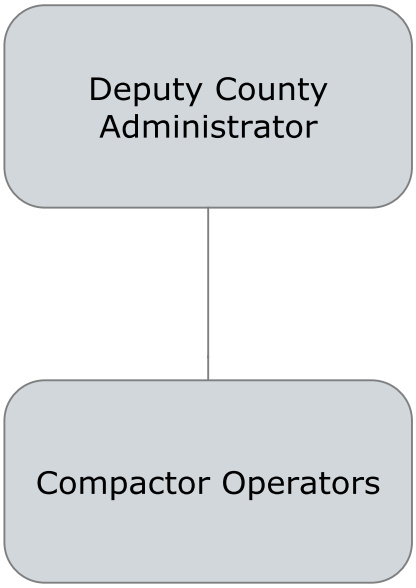
BUDGET SUMMARY:
REFUSE COLLECTION-CONVENIENCE SITES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	277,958	267,713	235,644	177,643	(58,001)	-24.61%
OPERATING	273,502	153,843	301,800	311,800	10,000	3.31%
CAPITAL	10,150	3,000	4,000	4,000	0	0.00%
TOTAL	561,610	424,556	541,444	493,443	(48,001)	-8.87%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	561,610	424,556	541,444	493,443	(48,001)	-8.87%
TOTAL	561,610	424,556	541,444	493,443	(48,001)	-8.87%
FULL TIME POSITIONS	2	1	1	0	(1)	-100.00%

BUDGET SUMMARY:
REFUSE COLLECTION-TRANSFER STATION

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	95,024	91,902	88,615	78,951	(9,664)	-10.91%
OPERATING	0	147,972	67,000	67,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	95,024	239,874	155,615	145,951	(9,664)	-6.21%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	95,024	239,874	155,615	145,951	(9,664)	-6.21%
TOTAL	95,024	239,874	155,615	145,951	(9,664)	-6.21%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Refuse Collection



Refuse Disposal

DEPARTMENT DESCRIPTION:

The Refuse Disposal budget focuses on the daily activities of the Warren County Transfer Station located in Bentonville. Wastes are received by the Town of Front Royal, the five (5) convenience locations, and industrial and commercial businesses in Warren County. Warren County deposits approximately 110 tons per day, or about 5.4 pounds of waste per person per day. Waste is shipped to a landfill in Page County.

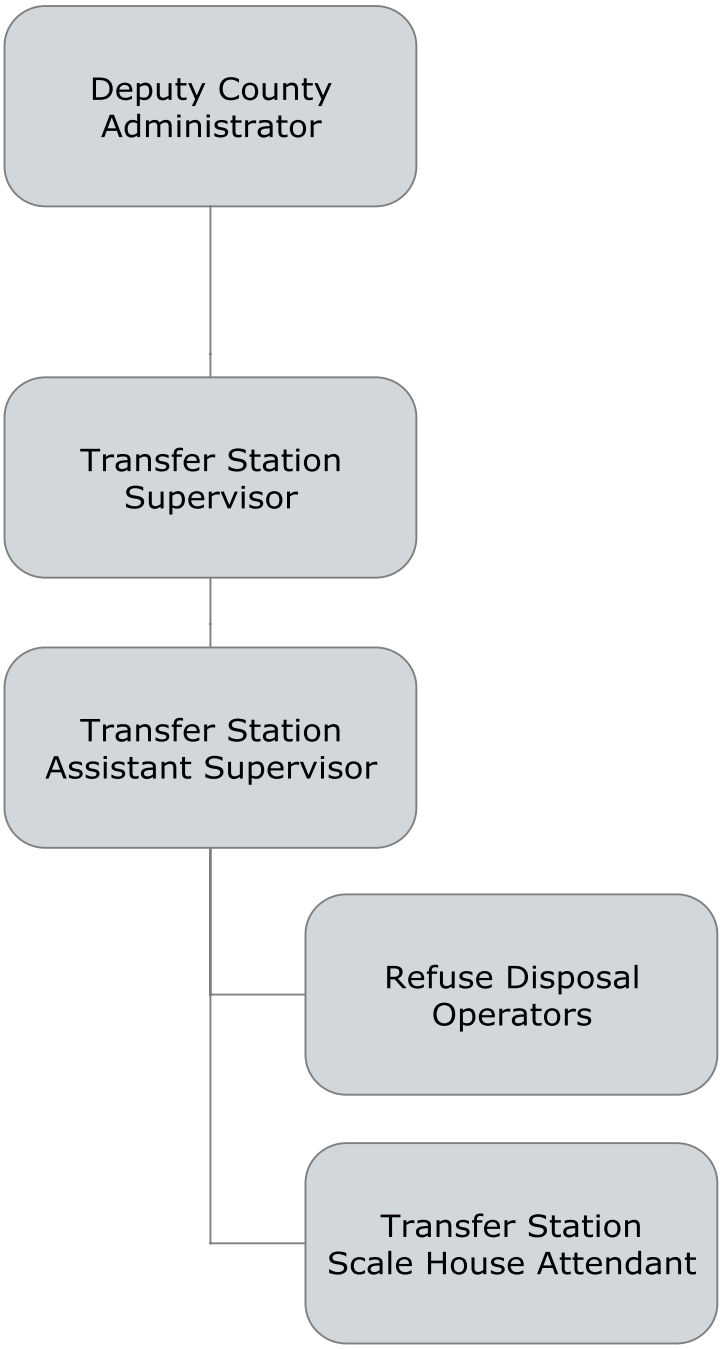
RESPONSIBILITIES:

- Maintain certification of all staff through the Virginia State Department of Environmental Quality (DEQ).
- Provide for County-wide waste collection
- Re-compact waste in transfer trailers to landfill
- Collect white goods
- Extract Freon
- Recycle all metals
- Grind brush and stumps for sale as mulch
- Collect and dispose of paint, oil, and antifreeze
- Monitor the closed County-owned landfill

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	172,307	185,474	178,671	226,050	47,379	26.52%
OPERATING	1,890,485	1,684,066	1,953,300	1,858,850	(94,450)	-4.84%
CAPITAL	6,867	19,327	3,400	35,000	31,600	929.41%
TOTAL	2,069,659	1,888,867	2,135,371	2,119,900	(15,471)	-0.72%
REVENUE:						
FEES	1,001,700	953,868	1,020,000	1,020,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	1,067,959	934,999	1,115,371	1,099,900	(15,471)	-1.39%
TOTAL	2,069,659	1,888,867	2,135,371	2,119,900	(15,471)	-0.72%
FULL TIME POSITIONS	2	2	2	3	1	50.00%

Refuse Disposal



Maintenance of Buildings & Grounds

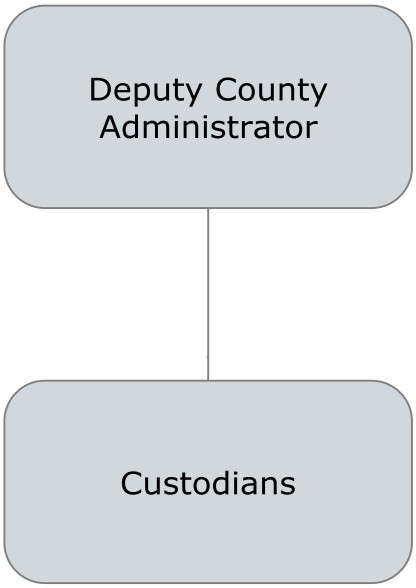
DEPARTMENT DESCRIPTION:

The County maintains all County buildings and grounds with the goal of keeping all areas safe and hazard-free. It provides janitorial services for the Courthouse. Its budget covers County-wide fuel costs (propane and electric), water, sewer, and trash charges, and fire and liability insurance coverage. It pays for the repair and maintenance of County owned property.

BUDGET SUMMARY:

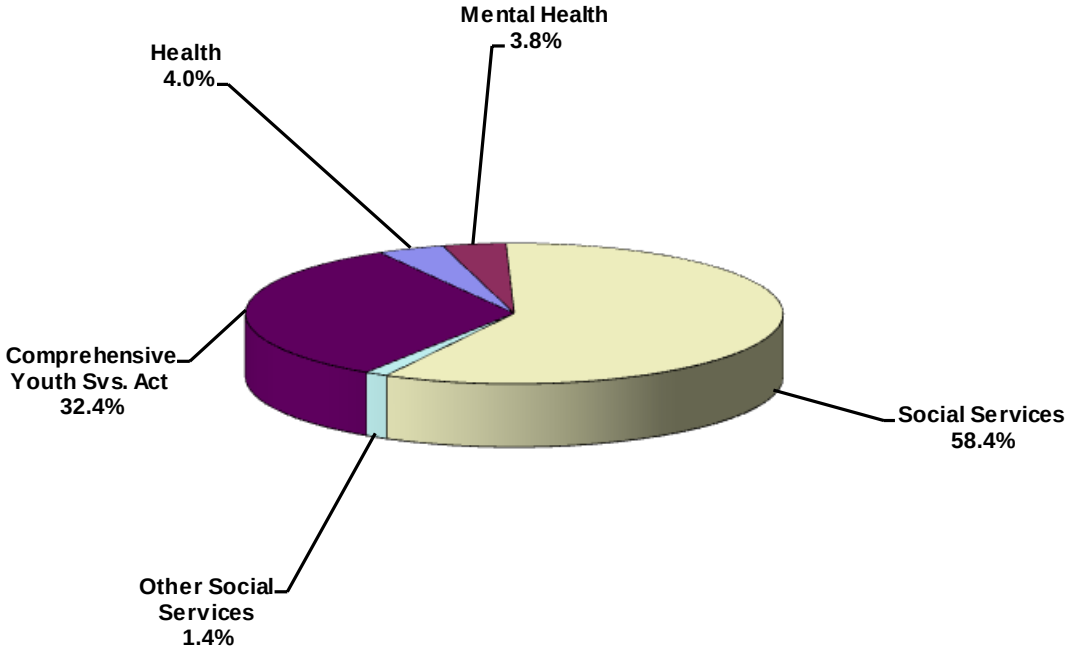
	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	69,741	72,491	70,328	110,987	40,659	57.81%
OPERATING	306,362	376,004	329,500	438,800	109,300	33.17%
CAPITAL	0	5,450	20,000	20,000	0	0.00%
TOTAL	376,103	453,945	419,828	569,787	149,959	35.72%
REVENUE:						
FEES	28,286	37,577	27,500	27,500	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	347,817	416,368	392,328	542,287	149,959	38.22%
TOTAL	376,103	453,945	419,828	569,787	149,959	35.72%
FULL TIME POSITIONS	2	2	2	2	0	0.00%

Maintenance of Buildings & Grounds



Health and Welfare

	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
Health	294,086	289,750	294,940	5,190	1.79%
Mental Health	277,500	276,125	277,500	1,375	0.50%
Social Services	4,131,799	4,619,733	4,263,025	(356,708)	-7.72%
Other Social Services	100,931	95,884	101,106	5,222	5.45%
Comprehensive Youth Svs. Act	2,172,980	2,467,225	2,368,779	(98,446)	-3.99%
HEALTH AND WELFARE	**6,977,296**	**7,748,717**	**7,305,350**	**(443,367)**	**-5.72%**



Health

DEPARTMENT DESCRIPTION:

The budget under the section titled "Health" includes local funding for the Warren County Health Department, the Warren Coalition, and the State and Local Hospitalization program.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	312,648	294,086	289,750	294,940	5,190	1.79%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	312,648	294,086	289,750	294,940	5,190	1.79%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	312,648	294,086	289,750	294,940	5,190	1.79%
TOTAL	312,648	294,086	289,750	294,940	5,190	1.79%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Mental Health and Retardation

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	277,500	277,500	276,125	277,500	1,375	0.50%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	277,500	277,500	276,125	277,500	1,375	0.50%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	277,500	277,500	276,125	277,500	1,375	0.50%
TOTAL	277,500	277,500	276,125	277,500	1,375	0.50%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Social Services

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	1,788,140	1,862,568	2,023,055	1,917,828	(105,227)	0.00%
OPERATING	2,437,307	2,269,231	2,596,678	2,345,197	(251,481)	-9.68%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	4,225,447	4,131,799	4,619,733	4,263,025	(356,708)	-7.72%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	3,407,266	3,330,074	3,785,018	3,246,539	(538,479)	-14.23%
LOCAL	818,181	801,725	834,715	1,016,486	181,771	21.78%
TOTAL	4,225,447	4,131,799	4,619,733	4,263,025	(356,708)	-7.72%
FULL TIME POSITIONS	38	38	38	38	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, Warren County Council on Domestic Violence, Blue Ridge Legal Services, Access Independence, Concern Hotline, Front Royal Children's Center, Help with Housing, Apple Valley Mediation Network, St. Luke Community Clinic, House of Hope, and Community Transitional Housing Program.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	102,550	100,931	95,884	101,106	5,222	5.45%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	102,550	100,931	95,884	101,106	5,222	5.45%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	6,619	0	0	0	0	0.00%
LOCAL	95,931	100,931	95,884	101,106	5,222	5.45%
TOTAL	102,550	100,931	95,884	101,106	5,222	5.45%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Comprehensive Services Act

DEPARTMENT DESCRIPTION:

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

RESPONSIBILITIES:

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

PROJECTS:

- Communicate ideas, strategies, services through Warren County's Best Practices Group
- Increase parental fiscal responsibility for services provided through CSA
- Collaborate with public and private partners to bring needed services to Warren County

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	65,252	66,592	66,225	67,779	1,554	2.35%
OPERATING	2,368,478	2,106,388	2,401,000	2,301,000	(100,000)	-4.16%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	2,433,730	2,172,980	2,467,225	2,368,779	(98,446)	-3.99%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	1,356,760	1,218,329	1,142,459	1,114,548	(27,911)	-2.44%
LOCAL	1,076,970	954,651	1,324,766	1,254,231	(70,535)	-5.32%
TOTAL	2,433,730	2,172,980	2,467,225	2,368,779	(98,446)	-3.99%
FULL TIME POSITIONS	1	1	1	1	0	0.00%

Education

Community College

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

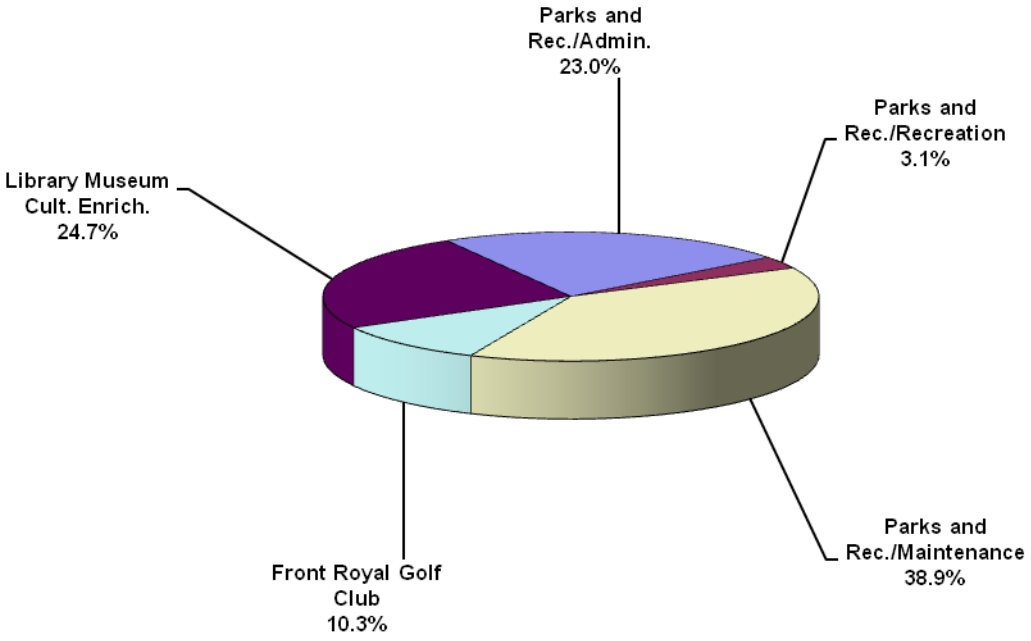
	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	32,066	34,640	36,182	37,180	998	2.76%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	32,066	34,640	36,182	37,180	998	2.76%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	32,066	34,640	36,182	37,180	998	2.76%
TOTAL	32,066	34,640	36,182	37,180	998	2.76%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Warren County Community Center
Opened January 2011

Bing Crosby Stadium

Parks, Recreation and Cultural

	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
Parks and Rec./Administration	560,074	557,747	645,627	87,880	15.76%
Parks and Rec./Recreation	47,913	78,750	86,750	8,000	10.16%
Parks and Rec./Maintenance	1,029,312	931,390	1,092,080	160,690	17.25%
Front Royal Golf Club	327,441	268,614	290,320	21,706	8.08%
Library Museum Cult. Enrich.	620,500	664,975	695,250	30,275	4.55%
PARKS, REC. & CULTURAL	**2,585,240**	**2,501,476**	**2,810,027**	**308,551**	**12.33%**



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 fifteen (15) full-time employees and approximately forty (40) seasonal/part-time employees
- Oversee all parks as well as the Raymond E. Santmyers Youth Center, Bing Crosby Stadium, the Claude A. Stokes Jr. Community Swimming Pool Complex, the Front Royal Golf Club Golf Course, Warren County Community Center and 15th Street school gymnasium and athletic facilities, and year-round recreational activities and special events
- Maintain parks and facilities according to safety standards published by recognized organizations
- Plan, develop, and administer a balanced year-round suite of educational, enrichment, and recreational services that meet the community's need
- Ensure all parks and facilities are attractive, functional, safe, clean, and hazard-free
- Administer and evaluate fiscal budget, capital improvements, park maintenance procedures, seasonal employees
- 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
- Promote the Parks and Recreation Department and Front Royal Golf Club via web page
- Continue using volunteer donation program to defer cost/expenditures of current programs
- Identify and assess needs for recreational facilities
- Serve as technical advisor and work with Parks and Recreational Commission, the Front Royal Golf Club Advisory Board, and civic and special interest groups
- Implement the Park Master Plan and Design Guidelines

PROJECTS:

- Aggressively pursue alternative sources of funding for recreational programs and facilities including fundraisers
- Develop, expand, and improve the quality of recreational facilities and program offerings
- Implement the standard operating facilities plan for: Skyline Soccerplex, Bing Crosby Stadium, Warren County Skatepark, Front Royal Golf Club, Rockland Park, Warren County Community Center and 15th Street school gymnasium and athletic facilities.
- Establish systematic communication to keep the community informed and involved
- Expand usage of facilities and participation in programs through publicity/advertising

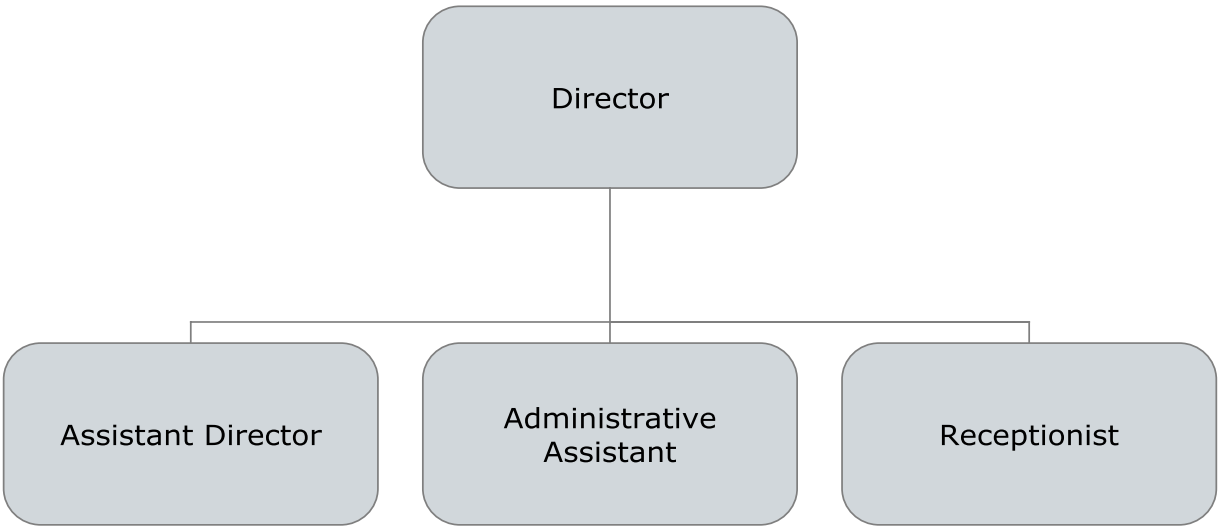
SERVICE LEVELS:

PERFORMANCE MEASURES	FY 2009	FY 2010	LONG TERM
	Actual	**Proposed**	**Target**
Monitor Youth Center Reservations	214	250	275
Improve Customer Service Response	5 minutes	5 minutes	5 minutes
Improve Positive Public Input	75	75	75
Monitor Shelter Reservations	322	350	400
Athletic Field User Fees	$11,700	$12,000	$12,500
Athletic Field Usage (youth/adult)	40/60	40/60	40/60
Activity Registrations	3,000	3,500	4,000
Recreation Complaints Received	8	2	0
Average Cost per Activity Day Per Part.	40-45	40-45	45-50
Number of Daily Admission- Revenue	$48,301	$50,000	$60,000
Number of Seasonal Passes Sold	32	35	40
Monitor Pool Reservations	16	20	30
Class Registration vs. Class Capacity	92%	95%	100%
Hire Quality Certified Staff	50	50	52

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	439,704	439,052	472,147	542,274	70,127	14.85%
OPERATING	108,295	121,022	83,100	100,353	17,253	20.76%
CAPITAL	0	0	2,500	3,000	500	20.00%
TOTAL	547,999	560,074	557,747	645,627	87,880	15.76%
REVENUE:						
FEES	155,294	144,078	149,600	173,875	24,275	16.23%
STATE/FEDERAL	0	0			0	0.00%
LOCAL	392,705	415,996	408,147	471,752	63,605	15.58%
TOTAL	547,999	560,074	557,747	645,627	87,880	15.76%
FULL TIME POSITIONS	6	6	6	5	(1)	-16.67%

Parks and Recreation Administration



Parks and Recreation Rec. Program

DEPARTMENT DESCRIPTION:

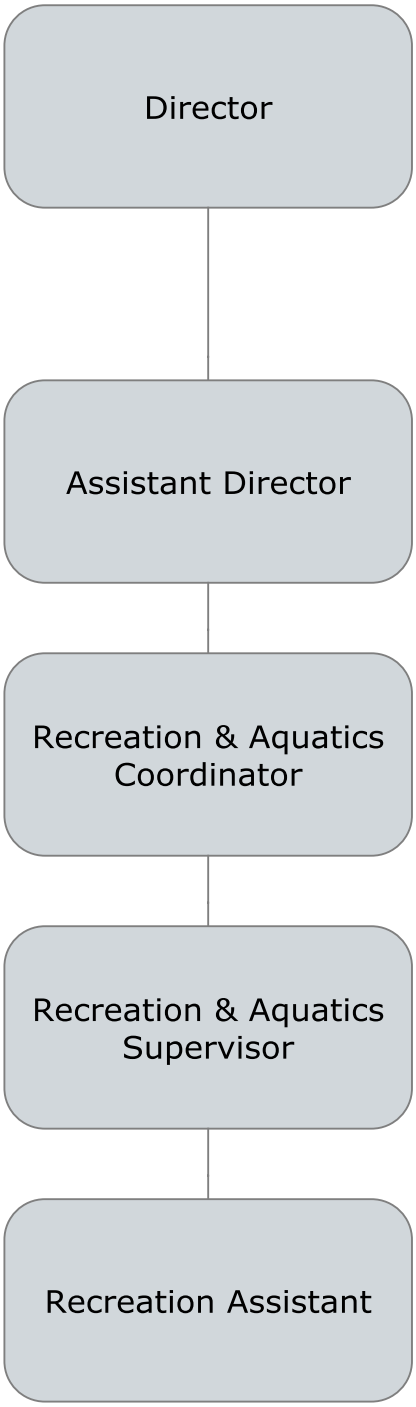
The Recreation Division of the Parks and Recreation Department provides and promotes year-round recreational programs, classes, and activities for citizens of the Town of Front Royal and Warren County. These include special interest fitness classes and camps, family and children programs, youth sports programs such as basketball, flag football, and gymnastics, and several special events and bus trips. The Division schedules athletic field use and coordinates programs with the public school system.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	58,502	47,913	78,750	86,750	8,000	10.16%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	58,502	47,913	78,750	86,750	8,000	10.16%
REVENUE:						
FEES	62,620	74,377	105,350	141,900	36,550	34.69%
STATE/FEDERAL			0	0	0	0.00%
LOCAL	(4,118)	(26,464)	(26,600)	(55,150)	(28,550)	107.33%
TOTAL	58,502	47,913	78,750	86,750	8,000	10.16%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Personnel expenses have been moved to 71010 - Parks and Recreation Administration

Parks and Recreation Rec. Program



Parks and Recreation Maintenance

DEPARTMENT DESCRIPTION:

The Parks and Recreation Department Maintenance Division are responsible for the maintenance of grounds and facilities and ensure that they are safe, clean, and attractive. The Maintenance Division follows Department guidelines for conservation of natural areas and open space for passive use. The Division works with the Department on the development and expansion of the parks system. The Division maintains thirteen parks comprising 334 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, and soccer fields, tennis and basketball courts, playground equipment, picnic shelters, drinking fountains, 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, Park Maintenance Facility, Rockland Park property, Warren County Skatepark, Warren County Community Center, and 15th Street School gymnasium and athletic facilities.

RESPONSIBILITIES:

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

PROJECTS:

- Add new park amenities (e.g., drinking fountains, bleachers, picnic tables, shelters, playground equipment, etc) according to the Park Master Plan and Design Guideline recommendations
- Upgrade existing parks to conform to the American Disabilities Act standards and regulations and to decrease hazards, reduce maintenance efforts, and improve appearance
- Hire new staff to maintain upgraded facilities

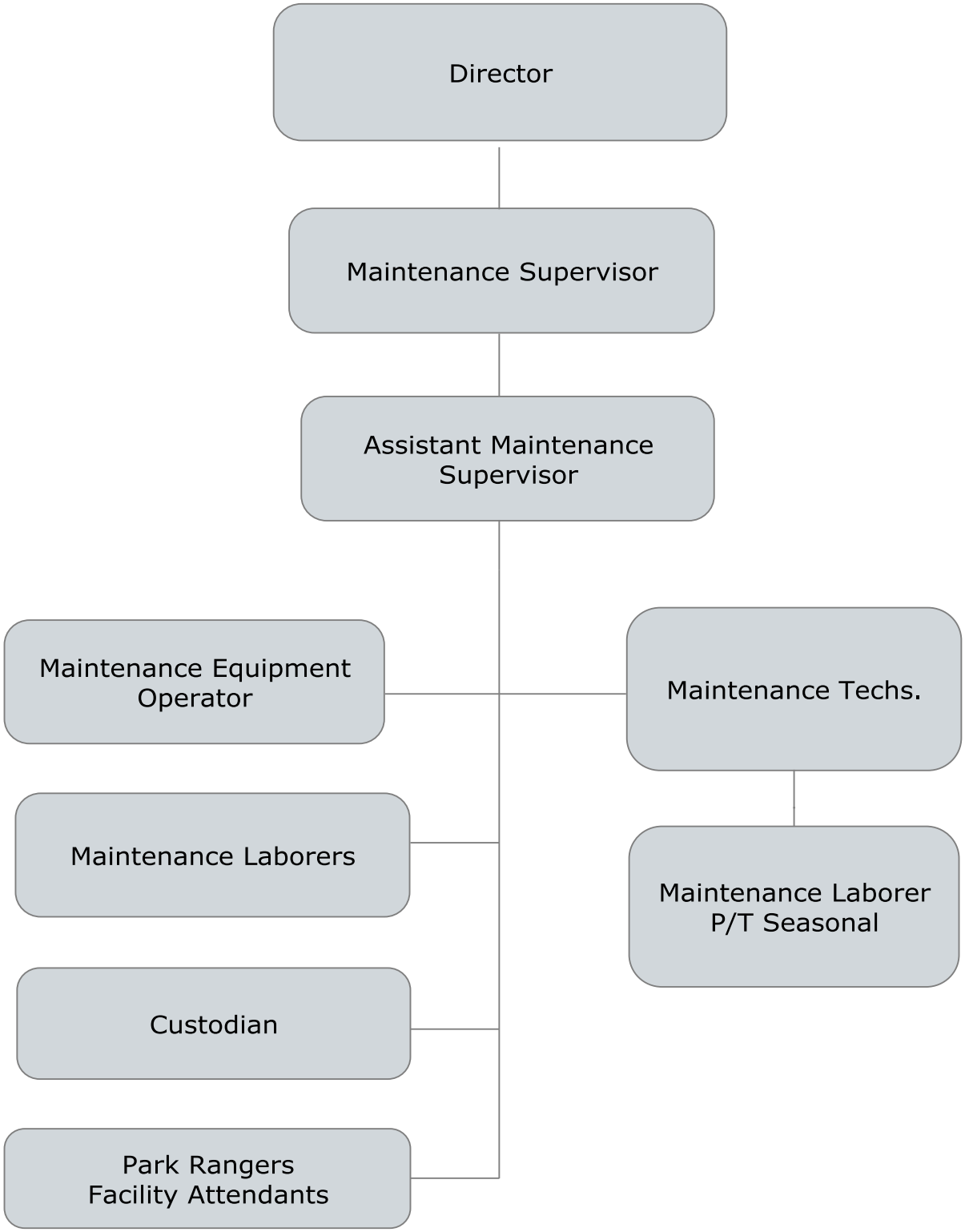
SERVICE LEVELS:

PERFORMANCE MEASURES	FY 2009	FY 2010	LONG TERM
	Actual	Proposed	Target
Cost of Mowing 1 Acre	$14.90	$14.40	$13.50
Safety Inspection Completed	12	12	12
Hours on Field Preparation	1,800	1,600	1,400
Reduce Vandalism Occurrences	4	3	2
Planting New Trees	10	25	10
Park Facility Improvement	8	10	10

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	460,068	459,035	492,405	520,995	28,590	5.81%
OPERATING	250,592	235,927	285,002	374,200	89,198	31.30%
CAPITAL	192,857	334,350	153,983	196,885	42,902	27.86%
TOTAL	903,517	1,029,312	931,390	1,092,080	160,690	17.25%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	903,517	1,029,312	931,390	1,092,080	160,690	17.25%
TOTAL	903,517	1,029,312	931,390	1,092,080	160,690	17.25%
FULL TIME POSITIONS	7	8	8	8	0	0.00%

Parks and Recreation Maintenance



Parks and Recreation Aquatics

DEPARTMENT DESCRIPTION:

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

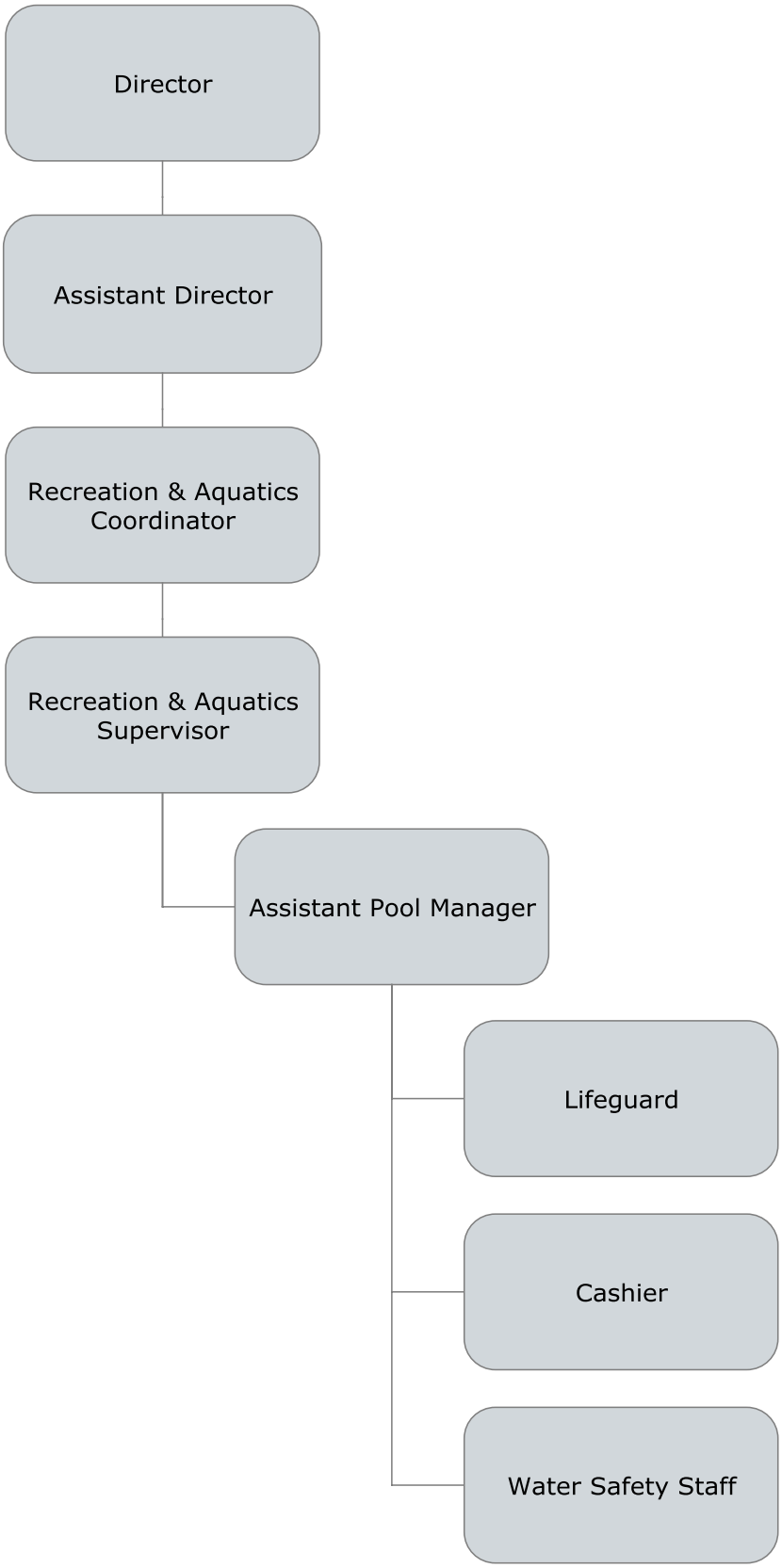
RESPONSIBILITIES:

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

BUDGET SUMMARY:

Personnel, operating, and capital expenses have been moved to 71010 Parks and Recreation Administration and 71030 Parks and Recreation Maintenance.

Parks and Recreation Aquatics



Parks and Rec. – Front Royal Golf Club

DEPARTMENT DESCRIPTION:

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

RESPONSIBILTIES:

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

PROJECTS:

- Increase patronage
- Develop new programs to include youth golf programs and weekday golf leagues
- Aggressively pursue alternative sources of funding for golf club and maintenance
- Use publicity and advertising to enhance the public's perception of the golf course and to increase their use of it
- Operate Front Royal Golf Club walking trail for general public.

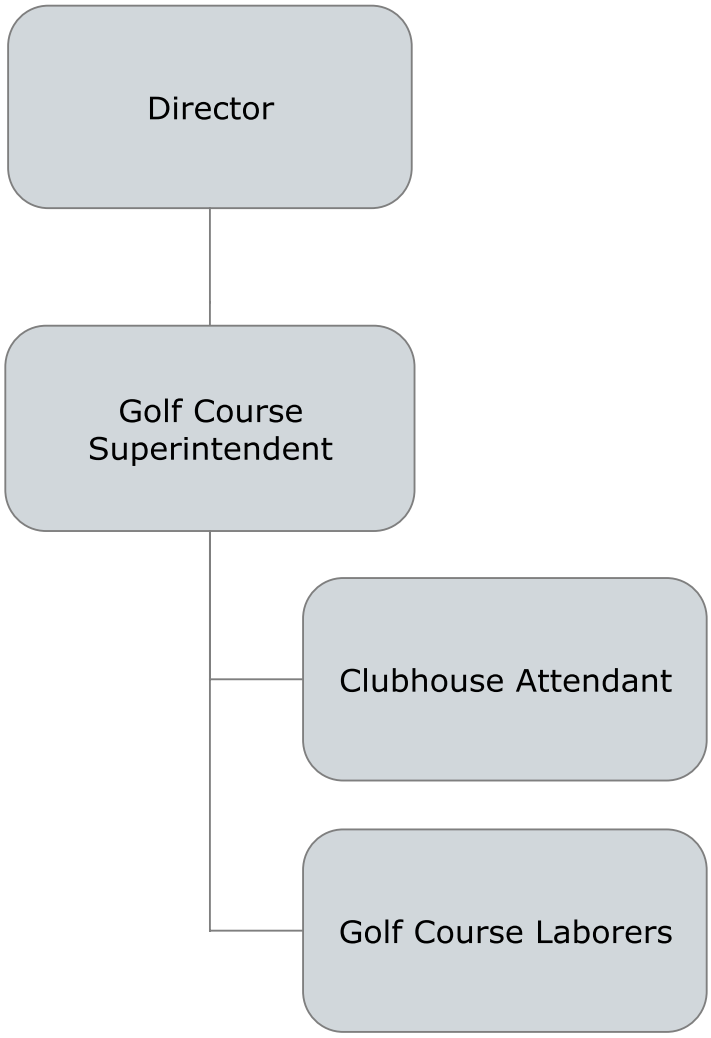
SERVICE LEVELS:

PERFORMANCE MEASURES	FY 2009	FY 2010	LONG TERM
	Actual	**Proposed**	**Target**
Number of memberships	76	91	100
Number of rounds of golf played	6,800	7,000	10,000
Number of months open	12	12	12
Use of club house facilities for banquets, etc.	13	20	25+

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	165,980	156,862	160,018	166,015	5,997	3.75%
OPERATING	113,671	115,757	108,596	115,905	7,309	6.73%
CAPITAL	21,493	54,822	0	8,400	8,400	
TOTAL	301,144	327,441	268,614	290,320	21,706	8.08%
REVENUE:						
FEES	195,638	195,955	272,000	290,320	18,320	6.74%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	105,506	131,486	(3,386)	0	3,386	100.00%
TOTAL	301,144	327,441	268,614	290,320	21,706	8.08%
FULL TIME POSITIONS	2	1	1	1	0	0.00%

Parks and Rec. – 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, Samuels Public Library, and Shenandoah National Park 75th Anniversary.

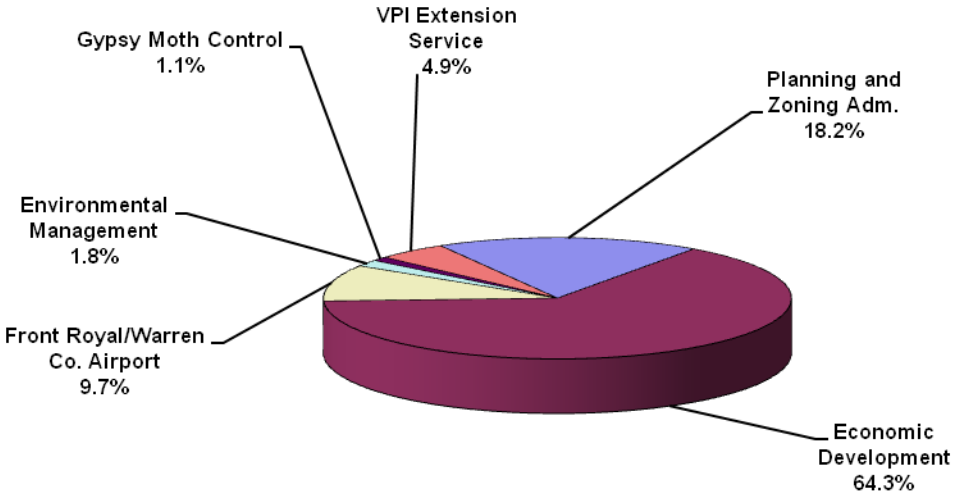
BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	489,267	620,500	664,975	695,250	30,275	4.55%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	489,267	620,500	664,975	695,250	30,275	4.55%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	5,000	5,000	0	5,000	5,000	0.00%
LOCAL	484,267	615,500	664,975	690,250	25,275	3.80%
TOTAL	489,267	620,500	664,975	695,250	30,275	4.55%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Front Royal-Warren County Airport

Community Development

	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
Planning and Zoning Adm.	349,677	377,216	349,072	(28,144)	-7.46%
Economic Development	353,865	1,230,545	1,230,795	250	0.02%
Front Royal/Warren Co. Airport	133,434	300,288	186,014	(114,274)	-38.05%
Environmental Management	19,710	32,825	33,500	675	2.06%
Gypsy Moth Control	13,354	21,080	21,040	(40)	-0.19%
VPI Extension Service	71,770	93,551	93,345	(206)	-0.22%
COMMUNITY DEVELOPMENT	**941,810**	**2,055,505**	**1,913,766**	**(141,739)**	**-6.90%**



Planning and Zoning Administration

DEPARTMENT DESCRIPTION:

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

RESPONSIBILITIES:

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

PROJECTS:

- Develop a revised Capital Improvement Plan.
- Maintain and fully integrate the County's GIS system and associated data.
- Complete and implement departmental procedures manual.
- Work with the Planning Commission and Board of Supervisors to update the County Comprehensive Plan.

BUDGET COMPARISON:

	FY 07/08 Budget	FY08/09 Budget	FY09/2010 Budget	FY2010/11 Budget	FY2011/12 Budget
Population	36,591	37,124	37,248	37,439	37,729
Size of Budget	$351,778	$376,322	$414,174	$349,072	$556,145
Per Capita Cost	$9.48	$10.00	$11.06	$9.25	$14.74

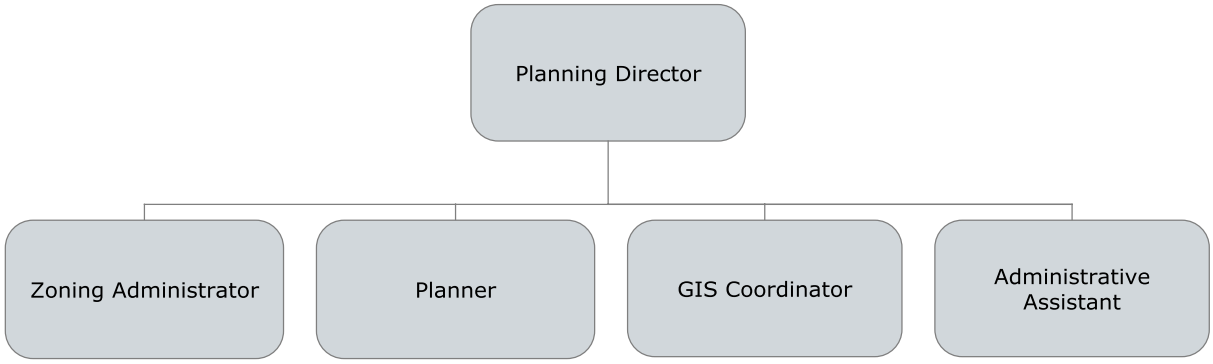
Planning and Zoning Department
Number of Applications Processed During the Fiscal Year

Applications	FY2008-2009	FY2009-2010	FY2010-2011
Subdivisions			
Class A	7	5	11
Class B	2	0	0
Class C	1	0	1
Exempt	8	1	6
Family	5	5	8
Boundary Adjustments	23	16	17
Lot Consolidations	16	35	28
Conditional Use Permits	8	13	6
Rezonings	0	0	0
Zoning Text Amendments	7	10	2
BZA Variances	3	0	0
Subdivision Variances	0	0	0
Well/Septic Variances	6	0	2
By-Right/Site Plan Approvals	3	3	4
Planning Commission Regular Meetings	12	12	12
Planning Commission Work Sessions	2	2	3
BZA Meetings	3	0	0

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	303,335	290,403	308,107	281,208	(26,899)	-8.73%
OPERATING	45,161	54,509	56,609	56,364	(245)	-0.43%
CAPITAL	7,762	4,765	12,500	11,500	(1,000)	-8.00%
TOTAL	356,258	349,677	377,216	349,072	(28,144)	-7.46%
REVENUE:						
FEES	25,410	20,675	30,000	30,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	330,848	329,002	347,216	319,072	(28,144)	-8.11%
TOTAL	356,258	349,677	377,216	349,072	(28,144)	-7.46%
FULL TIME POSITIONS	4	4	4	3	(1)	-25.00%

Planning and Zoning Adminstration



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 is committed to attracting new business and assisting current businesses in reaching their potential. The EDA emphasis is on quality businesses and jobs that enhance our community.

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

The County currently supports the Winchester Regional Airport Authority and pays an annual membership fee.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	460,630	353,865	1,230,545	1,230,795	250	0.02%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	460,630	353,865	1,230,545	1,230,795	250	0.02%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	460,630	353,865	1,230,545	1,230,795	250	0.02%
TOTAL	460,630	353,865	1,230,545	1,230,795	250	0.02%
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 43 aircraft based at the Airport, which in addition to transient traffic, account for 18,500 annual takeoff or landings. A 3,000 square foot terminal building is located along the eastern portion of the airport property along with an adjacent auto parking lot. AvGAs for piston aircraft and aircraft maintenance services are offered at the Airport as well.

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	9,600	9,600	9,600	12,000	2,400	25.00%
OPERATING	65,182	41,728	43,954	37,700	(6,254)	-14.23%
CAPITAL	328,046	82,106	246,734	136,314	(110,420)	-44.75%
TOTAL	402,828	133,434	300,288	186,014	(114,274)	-38.05%
REVENUE:						
FEES	106,382	104,827	100,674	113,874	13,200	13.11%
STATE/FEDERAL	246,955	26,544	188,690	0	(188,690)	-100.00%
LOCAL	49,491	2,063	10,924	72,140	61,216	-560.38%
TOTAL	402,828	133,434	300,288	186,014	(114,274)	-38.05%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Environmental Management

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	21,150	19,710	32,825	33,500	675	2.06%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	21,150	19,710	32,825	33,500	675	2.06%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	8,500	6,900	20,000	20,000	0	0.00%
LOCAL	12,650	12,810	12,825	13,500	675	5.26%
TOTAL	21,150	19,710	32,825	33,500	675	2.06%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Gypsy Moth Control

DEPARTMENT DESCRIPTION:

The Gypsy Moth Program Coordinator-Home Horticulturalist is charged with the management of the Warren County gypsy moth control, including egg mass surveys, in cooperation with the Commonwealth Department of Agriculture.

RESPONSIBILITIES:

- Manage gypsy moth control program
- Supervise the gypsy moth spray program
- Conduct mosquito survey (West Nile Virus concern)
- Provide counseling on lawns, gardens, plant disease, insect identification, pesticide recommendations
- Provide environmental education programs to schools, 4-H, and scouts
- Participate in pesticide education program annually and maintain certification as Commonwealth Commercial Pesticide

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	6,258	12,004	13,680	13,640	(40)	-0.29%
OPERATING	1,629	1,350	7,400	7,400	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	7,887	13,354	21,080	21,040	(40)	-0.19%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	7,887	13,354	21,080	21,040	(40)	-0.19%
TOTAL	7,887	13,354	21,080	21,040	(40)	-0.19%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

VPI Extension Service

DEPARTMENT DESCRIPTION:

Virginia Cooperative Extension is a product of cooperation among local, state, and federal governments in partnership with tens of thousands of citizens, who, through local Extension Leadership Councils, help design, implement and evaluate Cooperative Extension's needs-driven programs. The Extension office offers programs in Agriculture and Natural Resources, Animal Science, Family and Consumer Sciences, 4-H Youth Development, and Community Viability.

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

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	61,461	63,624	84,401	85,495	1,094	1.30%
OPERATING	9,358	8,146	9,150	7,850	(1,300)	-14.21%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	70,819	71,770	93,551	93,345	(206)	-0.22%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	70,819	71,770	93,551	93,345	(206)	-0.22%
TOTAL	70,819	71,770	93,551	93,345	(206)	-0.22%
FULL TIME POSITIONS	1	1	1	1	0	0.00%

Non-Departmental

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	78,322	76,307	77,956	77,110	(846)	-1.09%
OPERATING	94,493	107,612	282,827	317,540	34,713	12.27%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	172,815	183,919	360,783	394,650	33,867	9.39%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	312,450	275,376	250,634	278,366	27,732	11.06%
LOCAL	(139,635)	(91,457)	110,149	116,284	6,135	5.57%
TOTAL	172,815	183,919	360,783	394,650	33,867	9.39%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

BUDGET DETAIL:

** NON-DEPARTMENTAL **	FY 2008-2009 ACTUAL	FY 2009-2010 ACTUAL	FY 2010-2011 APPROPRIATION	FY 2011-2012 APPROVED BUDGET
HOSPITAL MEDICAL (RETIREES)	**73,954**	**74,679**	**71,456**	**70,610**
UNEMPLOYMENT COMPENSATION	**4,368**	**1,628**	**6,500**	**6,500**
	78,322	**76,307**	**77,956**	**77,110**
MAINTENANCE - CENTRAL COMPUTER	**41,169**	**53,464**	**45,000**	**50,000**
MAINTENANCE CENTRAL COPIER	**2,865**	**2,566**	**3,500**	**3,500**
MAINTENANCE - COMPUTER (SCHOOL SYS.)	**50,000**	**50,000**	**50,000**	**75,000**
MAINTENANCE - SECOND STREET PROP.	**459**	**1,582**	**0**	**0**
RESERVE FOR CONTINGENCIES	**0**	**0**	**184,327**	**189,040**
	94,493	**107,612**	**282,827**	**317,540**
	172,815	**183,919**	**360,783**	**394,650**

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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	0	0	0	0	0	0.00%
CAPITAL	9,853,687	13,107,502	7,257,063	7,509,609	252,546	3.48%
TOTAL	9,853,687	13,107,502	7,257,063	7,509,609	252,546	3.48%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	69,126	236,529	0	105,525	105,525	0.00%
LOCAL	9,784,561	12,870,973	7,257,063	7,404,084	147,021	2.03%
TOTAL	9,853,687	13,107,502	7,257,063	7,509,609	252,546	3.48%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

BUDGET DETAIL:

** CAPITAL OUTLAY **	FY 2007-2008 ACTUAL	FY 2008-2009 ACTUAL	FY 2009-2010 APPROPRIATION	FY 2010-2011 APPROVED BUDGET
FURNITURE AND FIXTURES	8,234	19,148	5,000	5,000
COURTHOUSE RENOVATION BOND	138,415	139,898	81,960	0
CENTRAL TELEPHONE SYSTEM	20,569	20,245	21,000	21,000
COUNTY OFFICE SPACE	0	767	20,000	20,000
ECONOMIC DEVELOPMENT	136,069	129,827	129,827	129,827
CENTRAL COMPUTER & INTERNET	560	8,545	20,000	20,000
RADIO SYSTEM	0	0	0	0
REVENUE SHARING	168,666	25,233	200,000	200,000
JUVENILE DETENTION FACILITY	217,005	237,161	283,739	267,570
AIRPORT GRANT-LOCAL	0	0	0	0
TAX MAPPING	20,316	7,690	10,000	10,000
340/522 WATER-SEWER BOND PROJECT	271,082	271,758	272,148	272,250
NORTH WARREN VFD	0	2,546	0	0
COURTHOUSE GENERAL OBLIGATION BOND	233,548	2,712,198	272,503	354,864
BUILDING IMPROVEMENT FUND	65,171	86,366	133,960	133,960
AVTEX SOCCER FIELDS	79,996	120,788	25,000	50,000
EASTHAM PROPERTY LEASE	0	0	0	0
BING CROSBY STADIUM	0	14,693	25,000	25,000
COMPUTER SOFTWARE	11,236	12,922	20,000	20,000
COMMUNICATIONS EQUIP. LOAN	172,465	172,661	0	0
PURCHASE OF SECOND STREET PROPERTY	291,033	123,171	100,000	100,000
SCHOOL CAPITAL IMP. (MEALS TAX)	0	600,000	625,000	675,000
SCHOOL BONDS (REAL ESTATE TAX INC.)	3,755,092	5,774,542	2,496,494	2,496,494
FISHNET PROPERTY	367,128	31,318	200,000	200,000
2004 BING CROSBY IMPROVEMENT BOND	250,000	250,000	250,000	250,000
2004 SCHOOL BONDS	528,823	669,393	813,478	961,165
COURTHOUSE SECURITY	1,634	7,075	0	0
SAMUELS LIBRARY	1,827,907	0	0	0
TORAY TREE PLANTING	0	840	0	0
SCHOOL CAPITAL IMPROVEMENTS - PH.II	80	350,000	400,000	505,525
REGIONAL JAIL	0	87,687	200,000	100,000
COMMUNITY CENTER/OLD SAMUELS LIB.	69,126	474,767	25,000	0
COUNTY 20-YEAR CAPITAL IMP. PLAN	8,198	0	0	50,000
LINDEN PARK	10,708	67,635	25,000	25,000
EASTHAM PARK	175,699	18,277	25,000	50,000
NEW CONVENIENCE SITES	687,897	(6,274)	0	25,000
EAGLES LANDING ROAD PROJECT	204,165	3,001	0	0
CATLETT MOUNTAIN LANDFILL	13,696	21,822	50,000	0
COURTHOUSE RENOVATION - SECURITY	58,846	199,689	0	0
SKATEBOARD PARK	21,200	446,623	0	0
MCKAY HOUSE STABILIZATION	17,389	0	0	0
GAS TO ENERGY FEASIBILITY	21,734	0	0	0
HOSPITALITY DRIVE	0	5,490	0	0
PUBLIC SAFETY BUILDING	0	0	526,954	526,954
FORK PARK	0	0	0	15,000
TOTAL	9,853,687	13,107,502	7,257,063	7,509,609

FULL TIME STAFF

DEPARTMENT	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET
GENERAL GOVERNMENT ADMINISTRATION				
Board of Supervisors	0	0	0	0
County Administration	5	5	6	6
County Attorney's Office	2	3	3	3
Office of the Commissioner of the Revenue	10	10	10	10
Reassessment	0	0	0	0
Treasurer's Office	6	6	7	7
Finance and Purchasing	4	4	4	4
Elections	2	2	2	2
JUDICIAL ADMINISTRATION				
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	8	8	7
Law Library	0	0	0	0
Commonwealth's Attorney	8	8	8	8
PUBLIC SAFETY				
Sheriff's Office	53	53	53	53
Court Security	0	0	2	2
E-911 System	6	6	6	6
Volunteer Fire and Rescue	0	0	0	0
Corrections	31	31	31	31
Work Release	0	0	0	0
Probation	1	1	1	1
Building Inspections	9	7	6	6
Animal Control	4	4	4	4
Medical Examiner	0	0	0	0
Fire and Rescue Department	20	22	22	22
Cost Recovery	0	0	0	0

PUBLIC WORKS				
Streets and Highways	0	0	0	0
Refuse Collection	2	1	1	0
Refuse Disposal	2	2	2	3
Building and Grounds	2	2	2	2
HEALTH AND WELFARE				
Health	0	0	0	0
Mental Health and Retardation	0	0	0	0
Social Services	38	38	38	38
Other Social Services	0	0	0	0
Comprehensive Youth Service Act	1	1	1	1
EDUCATION				
Community College	0	0	0	0
PARKS, RECREATION AND CULTURAL				
Parks and Recreation	15	15	15	14
Library Museum Cult. Enrichment	0	0	0	0
COMMUNITY DEVELOPMENT				
Planning and Zoning Administration	4	4	4	3
Economic Development	0	0	0	0
Front Royal/Warren County Airport	0	0	0	0
Environmental Management	0	0	0	0
Gypsy Moth Control	0	0	0	0
VPI Extension Service	1	1	1	1
TOTAL	235	234	237	234

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

Warren County High School

Public Schools

DEPARTMENT DESCRIPTION:

The Warren County Public School System provides a quality education for approximately 5,300 students in grades K-12. The system is accredited by the Virginia Department of Education. The system includes:

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

The School System employs a total of 796 full time employees. Included in this number are 417 teaching positions, 33 administrator positions, 15 other professional staff and 331 non-licensed support staff.

A total operating budget of $45,892,555 (includes debt service) breaks down to the following; 71% is used for instruction, 4% is for Administration, Attendance and Health, 5% for Transportation, 13% Operations/Maintenance, 4% Debt Service. The Per Pupil Expenditure is $8,303.

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

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

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

The High School curriculum is based on the Virginia Standards of Learning (SOL) as well as technology education. 177 credit courses are offered in grades 8-12. There are 62 career and technical courses, 25 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 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	39,506,475	38,739,484	37,551,560	37,585,302	33,742	0.09%
OPERATING	5,936,104	6,175,855	5,906,227	6,169,982	263,755	4.47%
CAPITAL	2,578,959	2,475,706	2,575,966	2,137,271	(438,695)	-17.03%
TOTAL	48,021,538	47,391,045	46,033,753	45,892,555	(141,198)	-0.31%
REVENUE:						
FEES	405,126	289,778	263,890	271,200	7,310	0.00%
STATE/FEDERAL	28,423,631	28,100,631	25,099,294	26,142,236	1,042,942	4.16%
LOCAL	19,192,781	19,000,636	20,670,569	19,479,119	(1,191,450)	-5.76%
TOTAL	48,021,538	47,391,045	46,033,753	45,892,555	(141,198)	-0.31%
FULL TIME POSITIONS	763	754	754	742	(12)	-1.59%

SCHOOL CAFETERIA FUND

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ADOPTED BUDGET	FY 2012 ADOPTED BUDGET	INCREASE (DECREASE) FY 2011 TO FY 2012 AMOUNT	%
COSTS:						
PERSONNEL	682,756	717,386	0	754,753	754,753	N/A
OPERATING	1,530,737	1,457,863	0	1,489,010	1,489,010	N/A
CAPITAL	0	0	0	37,314	37,314	N/A
TOTAL	2,213,493	2,175,249	0	2,281,077	2,281,077	N/A
REVENUE:						
FEES	1,395,069	1,323,965	0	1,369,287	1,369,287	N/A
STATE/FEDERAL	823,361	916,719	0	911,790	911,790	N/A
LOCAL	0	0	0	0	0	N/A
TOTAL	2,218,430	2,240,684	0	2,281,077	2,281,077	N/A
FULL TIME POSITIONS	39	39	39	39	0	0.00%

Sanitary Districts

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

SKYLAND ESTATES SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2011
$0.33 per $100 of assessed value of lot plus $0.33 per $100 of assessed value on improvements

Budget:

Contract Payments for Road Maintenance, Water, Supply Point, Security Patrol and Administrative Expenses	**$188,344**

SHENANDOAH SHORES SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2011
$110.00 per lot plus $0.15 per $100 of assessed value on improvements

Budget:

Contract Payments for Road Maintenance and Administrative Expenses	**$187,600**

SOUTH RIVER ESTATES SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2011
$100.00 per lot plus $0.05 per $100 of assessed value on improvements

Budget:

Contract Payments for Road Maintenance and Administrative Expenses	**$5,244**

BLUE MOUNTAIN SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2011
$65.00 per lot plus $0.21 per $100 of assessed value on improvements

Budget:

Contract Payments for Road Maintenance, Security Maintenance of Lodge and Common Areas and Administrative Expenses	**$127,934**

RIVERSIDE SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2011
$60.00 per lot plus $0.17 per $100 of assessed value on improvements

Budget:

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

CEDARVILLE HEIGHTS SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2011
$200.00 per lot

Budget:

Contract Payments for Road Maintenance and Administrative Expenses	**$6,800**

HIGH KNOB SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2011
$325.00 per unimproved lot; $550.00 per improved lot

Budget:

Contract Payments for Road Maintenance, Association Operations, Water Capital Improvement, Repairs and Maintenance, and Administrative Expenses	**$304,375**

Shenandoah Farms Sanitary District

DEPARTMENT DESCRIPTION:

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

RESPONSIBILITIES:

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

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, maintaining/cleaning drainage culverts and vegetation control.
- Prioritizing and developing projects for road improvements such as widening, drainage upgrades in preparation for eventual paving projects.
- Identifying potential VDOT Revenue sharing projects administering such projects as state funds come available.

SHENANDOAH FARMS SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2011
$205.00 per unimproved lot; $240.00 per improved lot

Budget:

Contract Payments for Road Maintenance and Administrative Expenses	**$516,484**

Assessed Valuation of All Taxable Property
Warren County, Virginia
Fiscal Years 2001 - 2010

Fiscal Year	Real Estate	Personal Property & Mobile Homes	Machinery & Tools	Public Service	Total Assessed Value
2001	1,516,628,300	258,508,006	25,560,450	56,421,287	1,857,118,043
2002	1,559,216,707	278,249,441	25,191,430	54,717,723	1,917,375,301
2003	1,596,978,600	296,999,756	24,535,050	52,954,863	1,971,468,269
2004	2,024,030,300	326,324,172	23,889,510	52,954,863	2,427,198,845
2005	2,296,416,720	336,831,968	20,171,800	54,718,870	2,708,139,358
2006	2,232,709,900	275,486,114	24,482,595	45,019,071	2,577,697,680
2007	2,322,050,800	413,895,353	19,761,215	37,241,703	2,792,949,071
2008	4,618,588,000	426,788,783	54,714,951	67,587,582	5,167,679,316
2009	4,737,808,700	422,529,586	54,831,030	71,830,670	5,286,999,986
2010	4,805,941,500	362,529,370	57,578,180	84,239,604	5,310,288,654

Source: Financial Report Year Ended June 30, 2010

Note: The County implemented semi-annual tax billings in fiscal year 2010. The values for Fiscal Year 2010 are the assessed values for calendar year 2009.

Property Tax Rates
Warren County, Virginia
Last Ten Calendar Years

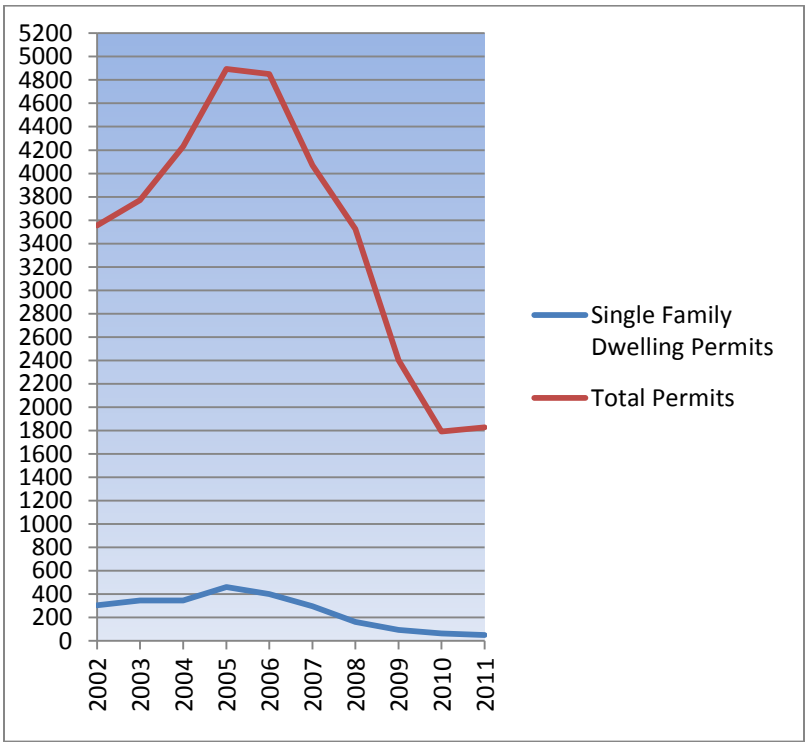
Calendar Year	Real Estate	Personal Property	Machinery and Tools	Mobile Homes
2002	0.86	3.15	2.25	0.86
2003	0.76	3.15	2.25	0.76
2004	0.79	3.15	2.25	0.79
2005	0.79	3.15	2.25	0.79
2006	0.82	3.15	2.25	0.82
2007	0.45	3.15	1.30	0.45
2008	0.45	3.15	1.30	0.45
2009	0.46	4.00	1.30	0.46
2010	0.46	4.00	1.30	0.46
2011	0.59	4.00	1.30	0.59

Demographic & Economic Statistics
County of Warren, Virginia
Fiscal Years 2001-2010

Fiscal Year	Population	Personal Income (in thousands)	Per Capita Income	School Enrollment	Unemployment Rate
		$	$		
2001	32,050	853,098	26,617	5,011	2.80%
2002	32,801	878,076	26,769	5,104	3.90%
2003	33,498	918,957	27,433	5,159	3.90%
2004	34,074	1,000,185	28,995	5,213	3.20%
2005	34,977	1,100,204	31,455	5,268	2.90%
2006	35,752	1,196,000	33,452	5,317	2.80%
2007	36,300	1,256,000	34,600	5,332	3.10%
2008	36,695	1,382,000	37,661	5,301	4.20%
2009	36,713	1,384,000	37,697	5,317	6.60%
2010	37,439	1,419,574	37,917	5,368	6.61%

Source: US Census, Annual school report- prepared by the County, Bureau of Economic Analysis

Building Permits Issued
Last Ten Fiscal Years



Building Permits Issued
Last Ten Fiscal Years

Fiscal Year	No. of Single Family Dwelling Permits	No. of Other Permits	Total Permits Issued
2002	304	3252	3556
2003	345	3427	3772
2004	347	3885	4232
2005	460	4435	4895
2006	402	4449	4851
2007	296	3773	4069
2008	162	3363	3525
2009	93	2310	2403
2010	63	1730	1793
2011	51	1776	1827

Glossary

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

ALS – advanced life support.

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

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

Balanced Budget – a budget where the revenues equals expenditures.

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

BLS – basic life support.

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

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

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

BZA – Board of Zoning Appeals.

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

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

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

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

CSA – Comprehensive Services Act.

CY – Calendar year.

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

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

EMS – emergency medical services.

EMT – emergency medical technician.

Expenditure – actual outlay of monies for goods or services.

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

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

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

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

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

IT – information technology.

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

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

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

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

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

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

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

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

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