



# Warren County

## Fiscal Year 2012-2013 Budget

Approved by the Board of Supervisors  
April 24, 2012



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## Warren County Board of Supervisors



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Fork District



Linda P. Glavis, Vice-Chair  
South River District



Tony F. Carter  
Happy Creek District



Daniel J. Murray, Jr.  
North River District



Richard H. Traczyk  
Shenandoah District

## **Warren County Staff & Constitutional Officers**

Douglas P. Stanley, County Administrator  
Robert B. Childress, Deputy County Administrator  
Janice C. Standridge, Deputy Clerk to the Board of Supervisors  
Jodi R. Spittler, Human Resources Manager  
Blair D. Mitchell, County Attorney  
Carolyn W. Stimmel, Finance Director  
Richard E. Mabie, Chief of Fire & Rescue Services  
David C. Beahm, Building Official  
Taryn G. Logan, Planning Director  
Daniel P. Lenz, Director of Parks & Recreation  
Elizabeth Reavis, Director of Social Services  
Carol L. Tobin, Registrar  
Wanda F. Bryant, Treasurer  
John H. Smedley, Sr., Commissioner of the Revenue  
Brian M. Madden, Commonwealth Attorney  
Jennifer R. Sims, Clerk of the Circuit Court  
Daniel T. McEathron, Sheriff

## History of Warren County

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

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

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

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

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

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

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

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

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

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

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

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

## 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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*Douglas P. Stanley*  
County Administrator

July 1, 2012

FY 2012-2013 Budget Process, Development and Issues

## BOARD OF SUPERVISORS

\*\*\*\*\*

**CHAIRMAN**  
Archie A. Fox  
Fork  
District

**VICE-CHAIR**  
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South River  
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Daniel J. Murray, Jr.  
North River  
District

Richard H. Traczyk  
Shenandoah  
District

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 2012-2013. 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 provides backup as to the justification of the various funding requests and detailed information on the adopted budget.

As part of this year's process a number of issues were discussed and addressed including the stagnant 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.

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 Health and Human Services Building, RSW Regional Jail and various smaller projects.
- Implement the salary study that was completed several years ago comparing our salaries against those in neighboring and similarly situated jurisdictions. Without an increase, employees will go 4 years without any adjustment in their compensation.

These goals are consistent with those of the FY 2011-2012 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 an increase in total Local Revenue from \$47,777,549 to \$50,772,506 (\$2,994,957 – 6.27%) included in the budget. However \$2,212,239 of local revenue is from fund balance.
- 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.

This is an extremely exciting time for the County. In summer 2012 we will be completing the new Warren County Public Safety Building. This facility has been a long time in the planning. I am sure Sheriff McEathron and Chief Mabie and their respective staffs will look forward to moving into their facility. 2012 will also see the start of construction of the new Warren County Power Plant by Dominion and the RSW Regional Jail Authority facility by Rappahannock, Shenandoah and Warren counties. Combined, these facilities will provide employment for an estimated 800-1,200 construction workers per day during the two-year construction period which will provide a significant boost to our local economy. Long-term, these projects, along with other projects that are being proposed, will serve to enhance and strengthen the County's financial position.

In the short-term we anticipate the upcoming budget year to be another difficult one due to the sluggish housing market and higher than normal unemployment which we anticipate to keep growth in the County's various revenue streams to a minimum. We appreciate your continued patience as we grow out of the recession and start to improve the tax base over the coming years. Things are headed in the right direction!

Our local economy and the resulting tax revenue and fees are coming back, slowly. With the aforementioned construction activity coming our way, I feel that we will rebound well as a community and continue to feel we have a reason to be optimistic about the near future (2012-2015).

There are a number of significant issues that will impact the funding resources available for the proposed FY 2012-2013 budget including:

- Continued cuts expected in reimbursements from the State and budget cuts in Constitutional Office budgets. Even though we have been able to address revenue and fee shortfalls at the local level in previous years, it has been the failure of the state to meet its funding obligations that has hurt the most.
- The continued need for funding for Phases 1 & 2 of the school capital improvement program, the Public Safety Building and the operating costs of the public safety building.
- Proposed changes by the State for the Virginia Retirement System including the increasing of rates and the mandate to require employees to pick up the 5% employee share with a mandated 5% employee raise (to be phased in over the next 2-5 years).

The County held a public hearing on the proposed FY 2012-2013 budget on April 17, 2012. The public hearing consisted of two residents speaking before the Board of Supervisors; each speaking in favor of the proposed budget.

The FY 2012-2013 budget was formally adopted on April 24, 2012, and the appropriations resolution was approved on June 5, 2012.

The most significant impact of the budget was the decision by the Board of Supervisors to move forward with the implementation of the recommendation of the pay and classification plan. In years past, the County has conducted a pay and classification study generally every five to seven years to ensure its ability to hire and retain qualified employees and to maintain equitable internal relationships. Updates are often done in the interim to ensure that salaries and benefits remain competitive within the market (using comparable municipalities).

In the 2008 Study, Springsted identified many positions in the County that are compensated at below market standards, significantly so in many cases. The study compared our salaries against those in neighboring and similarly situated jurisdictions. As you know all too well, the cost of living has gone up over the past three years while salaries have not. Our neighboring jurisdictions have been in the same situation and, although we have not lost ground to them, we have not been able to gain ground to stay competitive.

Another aim was to reward those employees who have served the County throughout the last several years with no increases and to move the salary scale forward again. The proposals are intended to be a start to getting our compensation plan where it should be.

In order to fund the proposed salary increases, the County is funding the equivalent of 2.00% of total salaries for the School Board and County staff from fund balance. The total cost to implement this proposal was \$963,774. The Board made this decision knowing that the funding would materialize in the FY2013-2014 budget with the start of the Dominion power plant project.

The School Board chose to fund a 2.00% across the board salary increase. The County is using funding to implement the following recommended salary study adjustments:

For employees with 3 years of service by January 1, 2013:

- If employee's current annual salary is below the minimum proposed salary, salary will be moved to the new minimum. Employee will also receive one step increase above new minimum salary (step increase equivalent to 2.5%).
- If employee's current annual salary is above the minimum proposed salary, employee will receive one step increase above current salary, equivalent to 2.5%.

For employees with less than 3 years of service by January 1, 2013:

- If employee's current annual salary is below the minimum proposed salary, salary will be moved to the new minimum. No additional step increase will be given.
- If employee's current annual salary is above the minimum proposed salary, salary will remain the same. No additional step increase will be given.

Other significant changes in the County and school system budgets included in FY 2012-2013 are as follows:

### **County Budget**

- Reduce Budget for Mail Machine - \$720.00
- Fund Potable Water System Repair with Fund Balance - \$150,000.00
- Fund Landfill Cap Repair Project with Fund Balance - \$25,000
- Fund Capital Improvements with Fund Balance - \$100,000
- Eliminate Funding for Heritage Society (To be advanced) - \$4,750
- Eliminate Gypsy Moth Funding - \$21,047
- Reduce Reserve for Contingencies from \$189,040 to \$150,000

- Fund Leach Run Parkway Debt Service with Fund Balance - \$120,038
- Reduce Juvenile Detention Facility Contribution - \$46,000
- Fund Fishnet Property Improvements with Fund Balance - \$100,000
- Fund Portion of Miscellaneous Capital Outlay Items with Fund Balance (Fork, Eastham and Linden Parks, Soccerplex, Community Center) - \$265,000
- Fund Revenue Sharing with Fund Balance - \$250,000
- Reduce Appropriation for School Phase I - Put Off until FY2013-2014 - \$151,379
- The County will be considering a bonus for County employees during FY2012-2013.

### **Staffing Impacts**

#### ***Added Positions – January 1, 2013***

- One full-time deputy position in Sheriff's Office – (\$28,000)
- One part-time clerk position in Sheriff's Office - (\$8,864)
- Two full-time FF/EMT Positions – (\$52,306).
- Funding for Deputy Finance Director Position – (\$21,400)
- One Circuit Court Clerk – Deputy I – (\$19,022)

#### ***Added Positions – July 1, 2012***

- One full-time position in Building and Grounds (Project Manager) – (\$59,678)

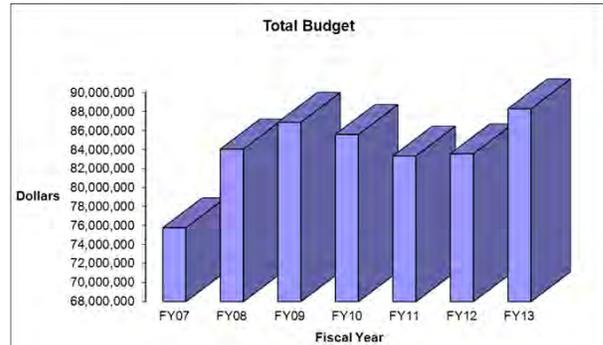
### **School Budget**

- 5% salary increase for employees that is offset by employees paying the 5% employee's share of VRS. However due to payroll taxes there is a \$302,632 additional cost to the school system
- An additional \$1,788,231 is required to fund the proposed new VRS rates
- 2% salary increase for full-time employees at a cost of \$692,768
- No reduction in current positions
- The addition of one elementary teacher through a shift in the allocation of federal funds
- \$15,000 for the partial funding through LFCC of a career coach for high school students

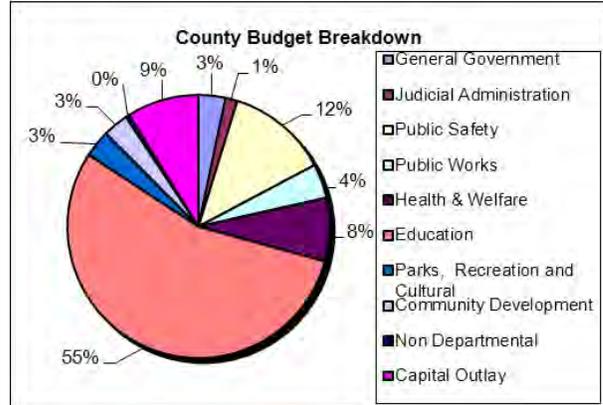
## County Expenditures

### County Budget

The total County budget for (excluding Sanitary Districts and School Cafeteria Fund) FY 2012-2013 is up from \$83,549,695 to \$88,282,532 (\$4,732,837 – 5.66%) from the FY 2011-2012 adopted budget. Looking back seven years, the County budget has increased 16.51%, or \$12,508,488.

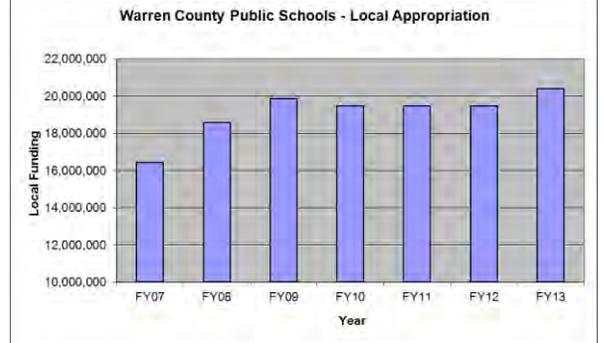


In the FY 2012-2013 budget, \$48,487,400 has been appropriated for public education, \$11,014,523 for public safety, \$6,877,547 for health and welfare, \$7,859,997 for capital outlay, \$3,719,162 for public works, \$2,931,360 for general government, \$2,968,145 for parks and recreation, \$2,755,196 for community development and \$1,289,462 for judicial administration.

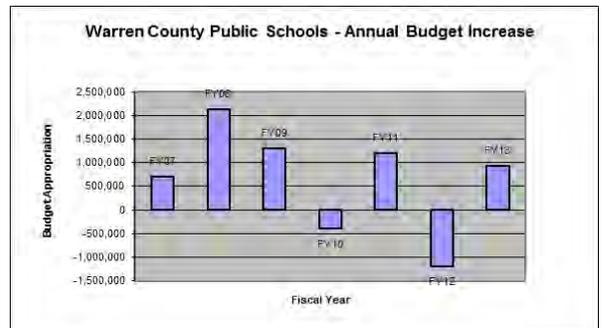


### School Budget

The School Operating Budget for FY 2012-2013 is \$48,451,126, which represents an increase of \$2,558,571 or 5.58% more than FY 2011-2012. The local appropriation was increased by \$931,195 and the State appropriation by \$1,978,668. The local appropriation increase mainly represents the cost to provide a 2.00% raise for all staff.



Over the past seven years, the local appropriation to the schools has increased 24.16% or \$3,971,794. This FY 2012-2013 budget is based on a projected student enrollment of 5,295. Student enrollment has risen by 4.90% or 229 students from September 2003 to September 2011.



## 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. Over the past decade, the County has been diligent in setting aside funding in advance of planned capital improvement projects to "build" up to the anticipated debt service, pay for a portion of the project in cash, and/or pay for the entire project with cash. In the FY2012-2013 budget incremental funding is included for the following capital projects:

<b>Project</b>	<b>Capital Funding</b>
RSW Regional Jail	\$250,000
Warren County Community Center	\$50,000
Eastham Park	\$75,000
New Solid Waste Convenience	\$50,000
Fork Park	\$25,000
Warren County Health and Human Services Building	\$100,000
Purchase of Second Street Property	\$125,000
Avtex Soccer Fields	\$50,000
School Project Debt Service	\$4,663,184
VDOT Road Revenue Sharing Projects	\$250,000

Over the past several years, the County has completed re-funding of existing bond debt for the high school projects funded in 2005 and a bond for the Courthouse;. The County has saved a total of \$10,761,386 from the Series 2009 Lease Revenue and GO bonds and the

Series 2011 & 2012 Lease Revenue bonds. The County was able to obtain interest rates below 4.00% saving an average of \$413,899 per year through 2035.

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 started construction in October 2010. The estimated cost of the project is \$15,196,156. The FY 2012-2013 budget includes \$526,954 for debt service for the project. The building will be occupied in July 2012.

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 re-approved their 50% share of funding in the FY2012-2013 State budget for the project as estimated. Construction of the facility started in June 2012 and the facility is expected to be completed in June 2014. The County has started to build a fund reserve for the project and has included \$250,000 in the FY 2012-2013 budget.

The Parks and Recreation Department has just completed a number of projects over the past several years including the Warren County Skatepark, Freewheeling Way accessible park, Linden Park and a new concession/restroom building, shelter 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

<b>Park/Company</b>	<b>Land Acquisition</b>	<b>Construction Investment</b>	<b>Jobs</b>	<b>Salary</b>	<b>Bldg Size</b>	<b>Total Investment</b>
<b><i>Stephens Park</i></b>						
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
<b><i>Kelley Park</i></b>						
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
<b>TOTAL</b>	<b>\$15,175,756</b>	<b>\$75,305,624</b>	<b>835</b>			<b>\$90,481,380</b>

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

The station will be powered solely by natural gas and will be among the cleanest fossil-fuel fired facilities in the nation. The station will have three combustion turbines and a steam turbine. It will generate 1,329 megawatts of electricity, or enough energy to power approximately 325,000 homes. Commercial operation is scheduled for late 2014 or early 2015.

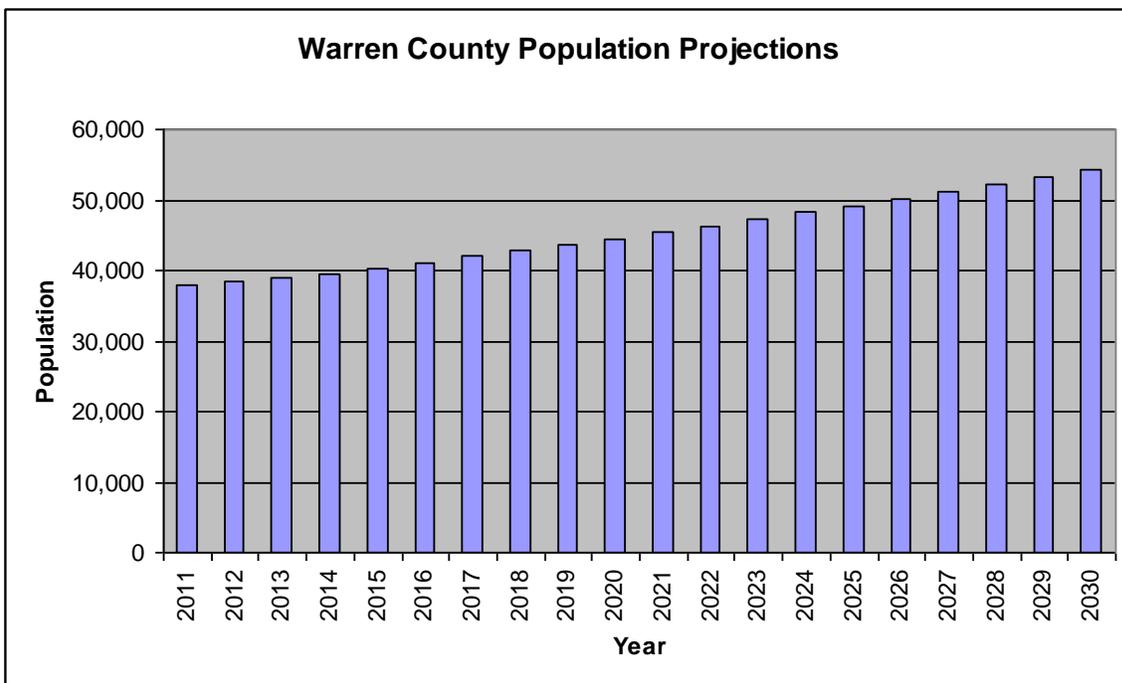
The power station is helping Dominion close a gap of 5,600 megawatts of generation needed in its service area by 2019 as identified by PJM Interconnection LLC, the regional independent system operator of the 13-state transmission system. The station also received approval from Warren County, an air permit from the Virginia Department of Environmental Quality and a water agreement from Front Royal. As part of its air permit, Dominion agreed to mitigate potential impact on Shenandoah National Park by agreeing to close its North Branch Power Station, a coal-fired power station in West Virginia. The proposed power station, slated to be operational by late 2014, will provide estimated annual property tax payments to Warren County during the first year full year of construction (FY13-14 budget) of about \$1 million and will increase to about \$1.7 million in FY 2014-2015. During the first 10 years of operation property tax payments will be an estimated gross amount of \$5.6 million per year. After the anticipated impact to the County's composite index is factored in, the net financial impact to the County is estimated at approximately \$4.0+ million per year. As part of the incentive package for the project, the County agreed to contribute up to \$1.0 million per year for years 6-10 to offset the Town's double water and sewer fees in the corridor.

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 car wash and BB&T bank branch.

Residential growth in Warren County continues to remain sluggish. While new home starts reached an all-time high in 2004 with 425 permits issued, the 10-year average has been 289 permits per year. The climb in housing construction has diminished significantly since 2004 with 57 permits issued in 2011. 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.

We hope you will find this document useful and informative. I believe the Board of Supervisors and County staff should be commended for their role in the preparation of this budget. I especially want to thank Carolyn Stimmel, Finance Director and Shelley Hayes, Senior Office Associate, for their dedication, 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, 2011**

*Linda C. Davison Jeffrey P. Egan*

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, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

## **Basis of Budgeting**

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

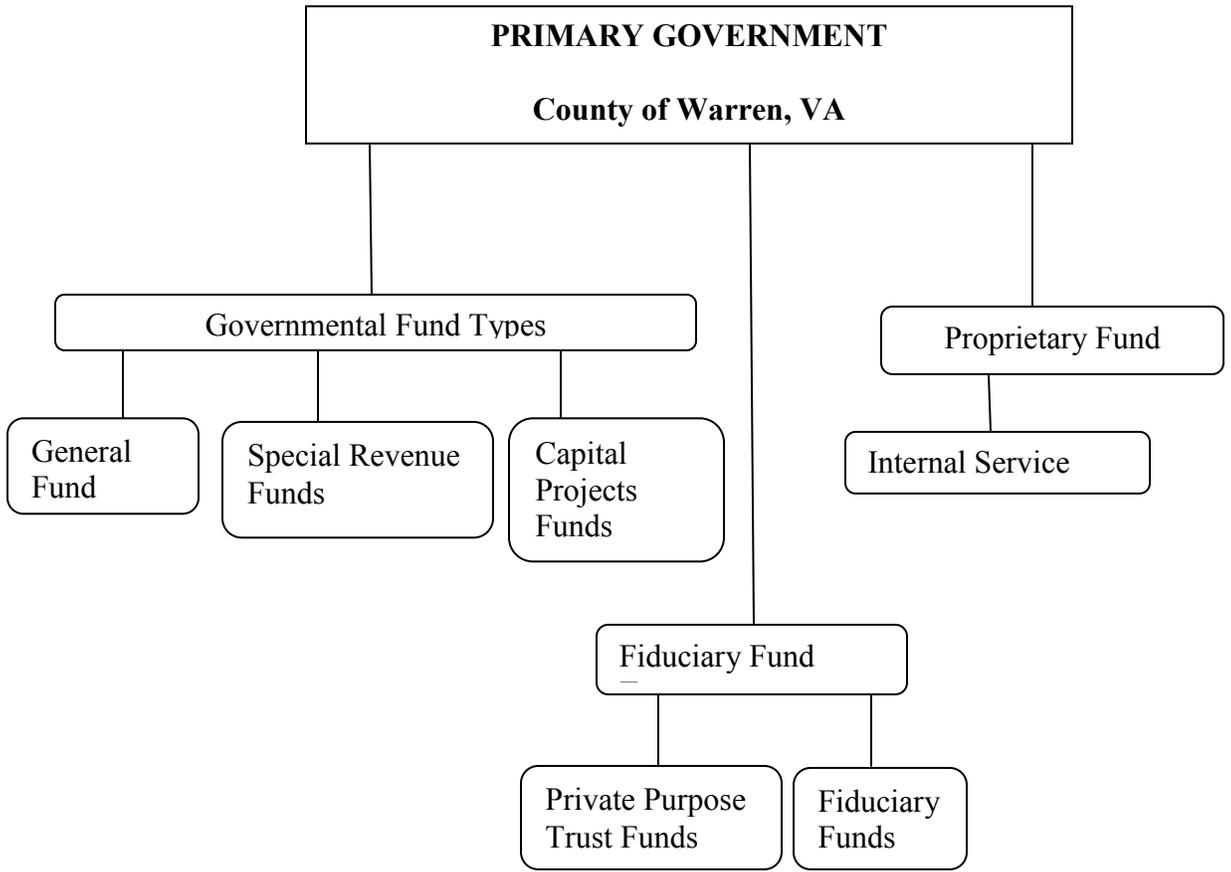
## **Budget Process**

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

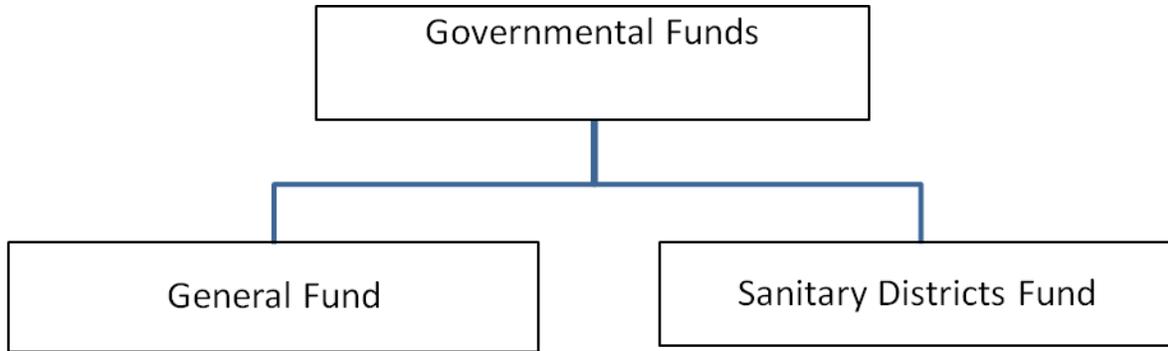
In January, the County Administrator meets with all County Department Heads to review their budget submittals. From January through March, a number of work sessions are held with the Board of Supervisors where the County Department Heads and outside agencies present their budgets. The County Administrator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

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

# Fund Structure



## Budgeted Funds



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

Other funds that are not budgeted include:

Nonmajor Capital Project Funds:

- Capital Projects Fund

Nonmajor Special Revenue Funds:

- Drug Forfeiture Fund

- Proffers Fund

Fiduciary Funds – Private Purpose Trust (Scholarship funds):

- Woodward Cook Fund

- Louise Bolling Fund

- Elizabeth P. Denny Fund

- Warren County Education Foundation Fund

- Thompson Scholarship Fund

Fiduciary Funds – Agency Funds:

- Special Welfare Fund

- Undistributed Local Sales Tax Fund

- Flexible Spending Fund

Internal Service Funds:

- Self Insurance Fund

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

Budget Agenda

FY 2012-2013

**OUTSIDE AGENCIES BUDGET REQUESTS**

- November 11, 2011            Mail out memo to agencies submitting budget requests to the County of Warren for FY 2012-2013
- December 16, 2011            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 24, 2012

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**ALL COUNTY DEPARTMENTS**

- November 21, 2011            FY 2012-2013 Budget Requests are given out and mailed out  
   CONSTITUTIONAL OFFICERS MUST INCLUDE STATE REQUEST
- January 3, 2012                Budgets due from all department heads
- January 9-13, 2011            Mr. Stanley to meet with all department heads and Constitutional Officers.

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**TENTATIVE DATES FOR BOARD OF SUPERVISORS WORK  
SESSIONS/MEETINGS**

- January 24, 2012            7:00 p.m. GOVERNMENT CENTER CAUCUS ROOM – Work Session for outside agencies
- January 31, 2012            Board Work Session with all County Departments and Constitutional Officers  
   TIME: 9:00 a.m.  
   GOVERNMENT CENTER CAUCUS ROOM
- February 7, 2012            9:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM  
   Health Department, EDA, Northwestern Community Services, SAAA  
   Work Session
- February 21, 2012            5:30 p.m. - 7:00 p.m. – GOVERNMENT CENTER CAUCUS ROOM  
   School Board  
   Work Session
- February 28, 2012            9:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM  
   Work Session
- March 13, 2012              9:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM  
   Work Session
- March 27, 2012              9:00 a.m. –Special Board Meeting – Advertise Public Hearing  
   GOVERNMENT CENTER BOARD ROOM
- April 10, 2012                7:00 p.m. –Special Board Meeting – Public Hearing  
   FY 2011-2012 Budget – GOVERNMENT CENTER BOARD ROOM
- April 24, 2012                7:00 p.m. – Regular Board Meeting – Approve Budget  
   GOVERNMENT CENTER BOARD ROOM

*Adopted by Board of Supervisors on October 4, 2011*

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# Fiscal Policy Guidelines

## County of Warren, Virginia

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### *Section Contents*

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#### *Objectives*

#### *Capital Improvement Budget Policies*

#### *Debt Policies*

#### *Reserve Policies*

#### *Investment Policies*

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### **FISCAL POLICY GUIDELINES - OBJECTIVES**

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

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

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

**CAPITAL IMPROVEMENT BUDGET POLICIES**

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

**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.

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# **Fiscal Policy Guidelines - *Continued***

## **County of Warren, Virginia**

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### **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, 2011**

Year Ending June 30,	Bonds & Notes Payable		Loans Payable		Capital Leases	
	Principal	Interest	Principal	Interest	Principal	Interest
2012	4,432,184	5,384,446	28,507	18,390	246,186	19,529
2013	4,470,615	5,188,060	29,642	17,256	188,205	8,838
2014	12,084,545	4,979,162	424,503	17,361	63,275	1,508
2015	4,724,414	4,447,036	--	--	53,493	318
2016	4,876,681	4,209,573	--	--	31,863	--
2017-2021	20,809,061	18,179,808	--	--	159,314	--
2022-2026	24,156,939	13,147,583	--	--	--	--
2027-2031	23,196,758	7,171,425	--	--	--	--
2032-2035	16,645,000	2,131,000	--	--	--	--
			--	--	--	--
<b>Total</b>	<b>\$ 115,396,197</b>	<b>\$ 64,838,093</b>	<b>\$ 482,652</b>	<b>\$ 53,007</b>	<b>\$ 742,336</b>	<b>\$ 30,193</b>

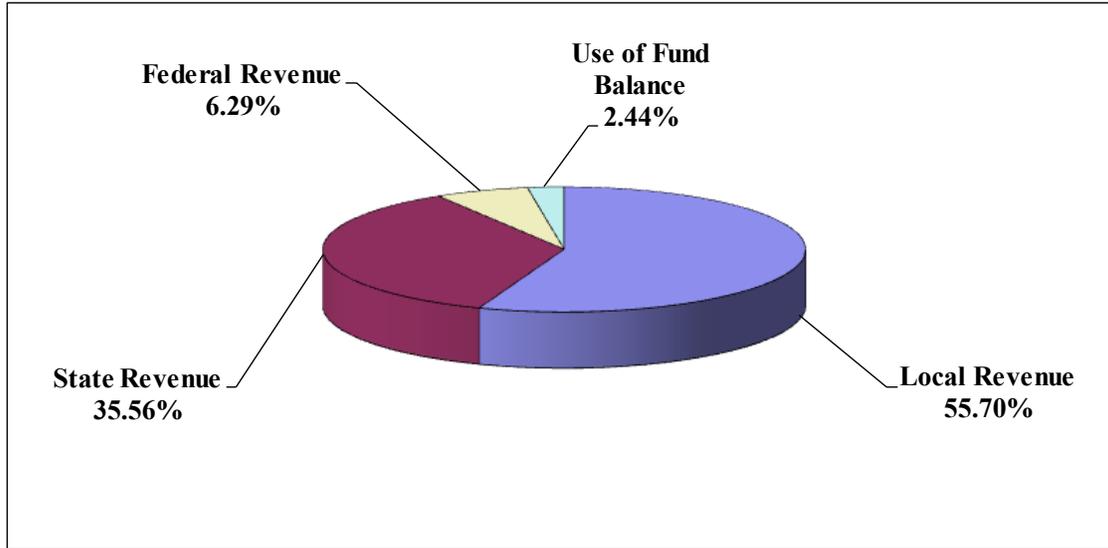
The County of Warren does not plan to issue additional debt during Fiscal Year 2012 – 2013. There is no legal debt limit for counties in Virginia. The issuance of all county general obligation debt is subject to voter referendum, with the exception of Virginia Public School Authority (VPSA) Bonds and State Literary Fund Loans.

## Approved Tax Rates

### **Approved 2012 - 2013**

<b>Real Estate</b>	<b>\$0.59</b>
<b>Tangible Personal Property</b>	<b>\$4.00</b>
<b>Tangible Personal Property - Business Furniture &amp; Fixtures/Equipment</b>	<b>\$4.00</b>
<b>Tangible Personal Property - Volunteer Fire &amp; Rescue Squad Members</b>	<b>\$2.00</b>
<b>Tangible Personal Property - Aircraft Machinery and Tools</b>	<b>\$0.50 \$1.30</b>
<b>Skyland Estates Sanitary District (per lot tax on lots in existence as of January 1, 2012)</b>	<b>\$0.33 per \$100 of assessed value of lot plus \$0.33 per \$100 of assessed value on improvements</b>
<b>Shenandoah Shores Sanitary District (per lot tax on lots in existence as of January 1, 2012)</b>	<b>\$110.00 per lot plus \$0.15 per \$100 of assessed value on improvements</b>
<b>South River Estates Sanitary District (per lot tax on lots in existence as of January 1, 2012)</b>	<b>\$100.00 per lot plus \$0.05 per \$100 of assessed value on improvements</b>
<b>Blue Mountain Sanitary District (per lot tax on lots in existence as of January 1, 2012)</b>	<b>\$65.00 per lot plus \$0.21 per \$100 of assessed value on improvements</b>
<b>Riverside Sanitary District (per lot tax on lots in existence as of January 1, 2012)</b>	<b>\$60.00 per lot plus \$0.17 per \$100 of assessed value on improvements</b>
<b>Shenandoah Farms Sanitary District (per lot tax on lots in existence as of January 1, 2012)</b>	<b>\$205.00 per unimproved lot; \$240.00 per improved lot</b>
<b>Cedarville Heights Sanitary District (per lot tax on lots in existence as of January 1, 2012)</b>	<b>\$250.00 per lot</b>
<b>High Knob Sanitary District (per lot tax on lots in existence as of January 1, 2012)</b>	<b>\$325.00 per unimproved lot; \$550.00 per improved lot</b>

**FY 2012-2013 Total County Revenue**  
**\$92,036,321**

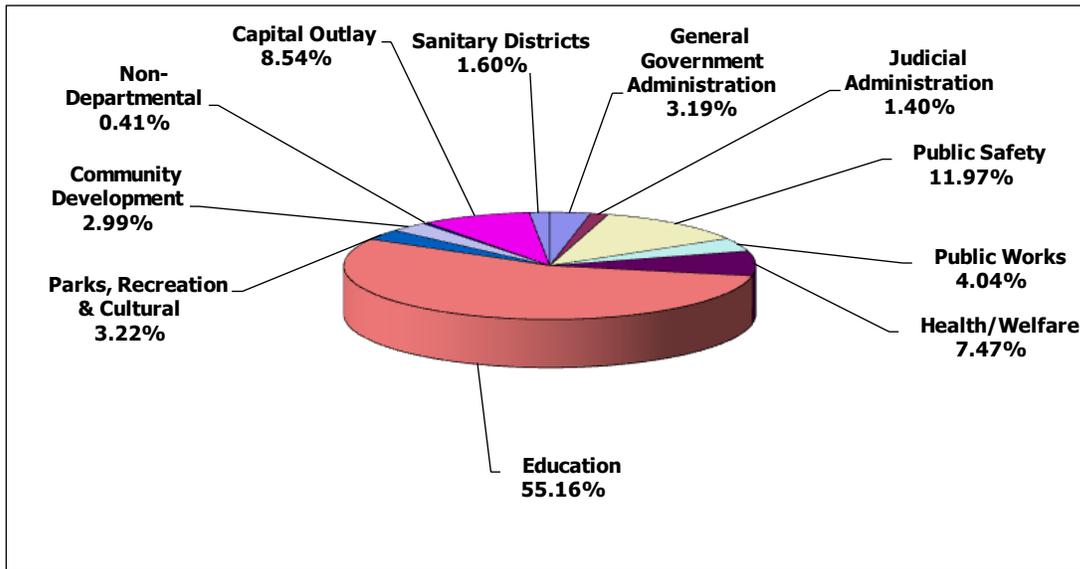


<b>Total County Revenues</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Budgeted</b>	<b>2012-2013 Budgeted</b>	<b>% of Total</b>
<b>Local Revenue</b>				
Property Taxes	36,299,771	35,177,619	36,607,500	39.78%
Property Taxes - Sanitary Districts	1,416,964	1,340,261	1,472,712	1.60%
Other Local Revenue	15,819,886	11,708,730	11,638,582	12.65%
Other Local Revenue - School Funds	1,525,736	1,640,487	1,546,200	1.68%
Subtotal	55,062,357	49,867,097	51,264,994	55.70%
<b>State Revenue</b>				
General Fund	7,300,263	7,636,720	7,458,498	8.10%
School Funds	21,890,375	23,293,625	25,272,293	27.46%
Subtotal	29,190,638	30,930,345	32,730,791	35.56%
<b>Federal Revenue</b>				
General Fund	2,910,808	1,973,190	2,286,916	2.48%
School Funds	5,406,534	3,760,401	3,503,396	3.81%
Subtotal	8,317,342	5,733,591	5,790,312	6.29%
<b>Use of Fund Balance</b>				
General Fund	1,591,450	640,000	2,212,239	2.40%
Health Fund	0	0	37,985	0.04%
School Funds	0	0	0	0.00%
Subtotal	1,591,450	640,000	2,250,224	2.44%
<b>Total Revenue</b>	<b>94,161,787</b>	<b>87,171,033</b>	<b>92,036,321</b>	<b>100.00%</b>

**Revenue Summary  
FY 2012-2013  
County of Warren, Virginia**

Revenue Source	General Fund	Sanitary Districts Fund	School Operating Fund	School Cafeteria Fund	Total Budgeted Revenue
<b>LOCAL</b>					
General Property Taxes	37,303,500	1,472,712	0	0	38,776,212
Other Local Taxes	6,740,000	0	0	0	6,740,000
Permits, Fees & Licenses	955,030	0	0	0	955,030
Fines and Forfeitures	50,000	0	0	0	50,000
Revenue from Use of Money & Property	668,160	0	0	0	668,160
Charges for Services	1,696,192	0	0	1,369,287	3,065,479
Miscellaneous	225,000	0	296,200	0	521,200
Recovered Costs	608,200	0	0	0	608,200
<b>Total Local Revenue</b>	<b>48,246,082</b>	<b>1,472,712</b>	<b>296,200</b>	<b>1,369,287</b>	<b>51,384,281</b>
<b>STATE</b>					
Non-categorical Aid	1,173,000	0	0	0	1,173,000
Categorical Aid - Shared Expenses	3,305,343	0	0	0	3,305,343
Categorical Aid	2,980,155	0	25,272,293	0	28,252,448
<b>Total State Revenue</b>	<b>7,458,498</b>	<b>0</b>	<b>25,272,293</b>	<b>0</b>	<b>32,730,791</b>
<b>FEDERAL</b>					
Non-categorical Aid	45,000	0	0	0	45,000
Categorical Aid	2,241,916	0	2,472,319	911,790	5,626,025
<b>Total Federal Revenue</b>	<b>2,286,916</b>	<b>0</b>	<b>2,472,319</b>	<b>911,790</b>	<b>5,671,025</b>
<b>NON-REVENUE RECEIPTS</b>					
Funding from Fund Balance	2,250,224	0	0	0	2,250,224
<b>TOTAL</b>	<b>60,241,720</b>	<b>1,472,712</b>	<b>28,040,812</b>	<b>2,281,077</b>	<b>92,036,321</b>

**FY 2012-2013 Total County Expenditures  
\$92,036,321**



<b>Total County Expenditures</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Budgeted</b>	<b>2012-2013 Budgeted</b>	<b>% of Total</b>
General Government Administration	3,023,745	2,779,639	2,931,360	3.19%
Judicial Administration	1,154,487	1,225,333	1,289,462	1.40%
Public Safety	10,514,660	10,331,505	11,014,523	11.97%
Public Works	3,093,548	3,350,081	3,719,162	4.04%
Health/Welfare	6,413,160	7,305,350	6,877,547	7.47%
Education	49,304,172	48,210,812	50,768,477	55.16%
Parks, Recreation & Cultural	2,769,485	2,810,027	2,968,145	3.22%
Community Development	1,161,232	1,913,766	2,755,196	2.99%
Non-Departmental	198,453	394,650	379,740	0.41%
Capital Outlay	16,918,022	7,509,609	7,859,997	8.54%
Sanitary Districts	1,066,974	1,340,261	1,472,712	1.60%
<b>Total Expenditures</b>	<b>95,617,938</b>	<b>87,171,033</b>	<b>92,036,321</b>	<b>100.00%</b>

**Summary of Approved Expenditures  
FY 2012-2013  
County of Warren, Virginia**

Fund and Department	Personnel Expenses	Operating Expenses	Capital Expenses	Total Expenses
<b>GENERAL FUND:</b>				
<b>GENERAL GOVERNMENT ADMINISTRATION</b>				
Board of Supervisors	64,539	137,000	0	201,539
County Administration	530,184	44,370	14,500	589,054
County Attorney's Office	279,830	20,675	800	301,305
Office of the Commissioner of the Revenue	605,997	54,442	10,163	670,602
Reassessment	0	125,000	0	125,000
Treasurer's Office	378,574	82,125	7,525	468,224
Finance and Purchasing	292,984	14,095	7,120	314,199
Elections	204,997	53,090	3,350	261,437
Total	2,357,105	530,797	43,458	2,931,360
<b>JUDICIAL ADMINISTRATION</b>				
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	438,075	40,325	12,000	490,400
Law Library	0	24,000	0	24,000
Commonwealth's Attorney	663,367	16,100	1,500	680,967
Total	1,130,542	136,720	22,200	1,289,462
<b>PUBLIC SAFETY</b>				
Sheriff's Department	3,301,237	401,638	251,330	3,954,205
Court Security	271,729	17,975	6,300	296,004
E-911 System	305,077	143,798	81,819	530,694
Volunteer Fire and Rescue	0	877,806	0	877,806
Corrections	1,594,750	419,000	25,000	2,038,750
Work Release	158,803	102,450	8,000	269,253
Probation	52,350	4,500	0	56,850
Building Inspections	384,708	50,983	7,500	443,191
Animal Control	219,292	243,476	19,670	482,438
Medical Examiner	0	280	0	280
Fire and Rescue Department	1,617,942	152,110	19,500	1,789,552
Cost Recovery	0	275,500	0	275,500
Total	7,905,888	2,689,516	419,119	11,014,523

<b>PUBLIC WORKS</b>				
Streets and Highways	6,000	12,500	0	18,500
Refuse Collection	262,592	391,550	9,000	663,142
Refuse Disposal	261,755	1,815,200	218,700	2,295,655
Building and Grounds	226,865	495,000	20,000	741,865
<b>Total</b>	<b>757,212</b>	<b>2,714,250</b>	<b>247,700</b>	<b>3,719,162</b>
<b>HEALTH AND WELFARE</b>				
Health	0	299,674	0	299,674
Mental Health and Retardation	0	277,500	0	277,500
Social Services	2,017,071	1,907,615	0	3,924,686
Other Social Services	0	103,562	0	103,562
Comprehensive Youth Service Act	71,125	2,201,000	0	2,272,125
<b>Total</b>	<b>2,088,196</b>	<b>4,789,351</b>	<b>0</b>	<b>6,877,547</b>
<b>EDUCATION</b>				
Community College	0	36,274	0	36,274
<b>Total</b>	<b>0</b>	<b>36,274</b>	<b>0</b>	<b>36,274</b>
<b>PARKS, RECREATION AND CULTURAL</b>				
Parks and Recreation	1,310,090	713,730	177,325	2,201,145
Library Museum Cult. Enrichment	0	767,000	0	767,000
<b>Total</b>	<b>1,310,090</b>	<b>1,480,730</b>	<b>177,325</b>	<b>2,968,145</b>
<b>COMMUNITY DEVELOPMENT</b>				
Planning and Zoning Administration	315,754	49,668	8,500	373,922
Economic Development	0	1,518,633	0	1,518,633
Front Royal/Warren County Airport	13,800	39,875	677,901	731,576
Environmental Management	0	33,500	0	33,500
Gypsy Moth Control	0	0	0	0
VPI Extension Service	86,865	10,700	0	97,565
<b>Total</b>	<b>416,419</b>	<b>1,652,376</b>	<b>686,401</b>	<b>2,755,196</b>
<b>NON-DEPARTMENTAL</b>				
	101,740	278,000	0	379,740
<b>CAPITAL OUTLAY</b>				
	0	0	7,859,997	7,859,997
<b><u>GENERAL FUND TOTAL</u></b>				
	16,067,192	14,308,014	9,456,200	39,831,406
<b><u>SCHOOL OPERATING FUND</u></b>				
	40,351,733	6,291,920	1,807,473	48,451,126
<b><u>SCHOOL CAFETERIA FUND</u></b>				
	805,000	1,450,000	26,077	2,281,077
<b><u>SANITARY DISTRICTS FUND</u></b>				
	141,762	1,288,950	42,000	1,472,712

## Statement of Change in Fund Balance

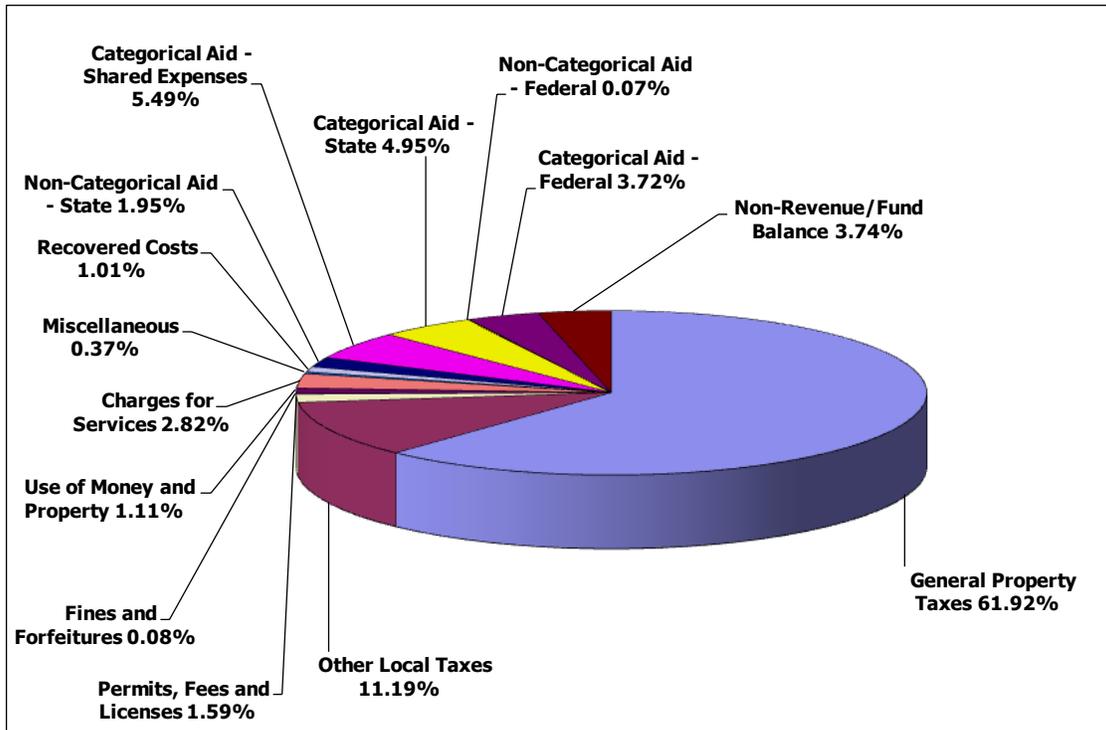
### General Fund

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	\$ 13,146,610	\$ 462,179	\$ 0	\$ 513,601
Budgeted Revenues	57,991,496	1,472,712	28,040,812	2,281,077
Budgeted Expenditures	(39,831,406)	(1,472,712)	(48,451,126)	(2,281,077)
Transfers from/to Other Funds	(20,372,329)		20,410,314	
Estimated Fund Balance, End of Year	\$ 10,934,371	\$ 462,179	\$ 0	\$ 513,601

**FY 2012-2013 General Fund Revenue**  
**\$60,241,720**



	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED	% OF TOTAL
General Fund Revenues					
Local Revenue					
General Property Taxes	35,130,457	37,036,248	35,768,619	37,303,500	61.92%
Other Local Taxes	6,560,000	6,030,134	6,580,000	6,740,000	11.19%
Permits, Fees and Licenses	926,450	685,658	1,011,095	955,030	1.59%
Fines and Forfeitures	50,000	49,216	50,000	50,000	0.08%
Use of Money and Property	868,160	424,507	868,160	668,160	1.11%
Charges for Services	1,760,446	1,539,644	1,814,305	1,696,192	2.82%
Miscellaneous	130,228	4,176,201	190,000	225,000	0.37%
Recovered Costs	481,500	558,110	604,170	608,200	1.01%
Subtotal	45,907,241	50,499,718	46,886,349	48,246,082	80.09%
State Revenue					
Non-Categorical Aid - State	1,221,634	771,263	1,208,366	1,173,000	1.95%
Categorical Aid - Shared Expenses	3,471,656	3,495,700	3,305,343	3,305,343	5.49%
Categorical Aid - State	3,482,421	3,041,240	3,123,011	2,980,155	4.95%
Subtotal	8,175,711	7,308,203	7,636,720	7,458,498	12.38%
Federal Revenue					
Non-Categorical Aid - Federal	29,000	49,385	45,000	45,000	0.07%
Categorical Aid - Federal	2,242,021	2,878,376	1,928,190	2,241,916	3.72%
Subtotal	2,271,021	2,927,761	1,973,190	2,286,916	3.80%
Non-Revenue/Fund Balance	1,591,450	1,591,450	640,000	2,250,224	3.74%
Total General Fund Revenues	57,945,423	62,327,132	57,136,259	60,241,720	100.00%

## Revenues

### General Property Taxes:

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

Real estate taxes are assessed by the Office of the Commissioner of the Revenue. The FY 2013 Budget was adopted with no increase in the real estate tax rate. The current real estate tax rate is 59 cents 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.

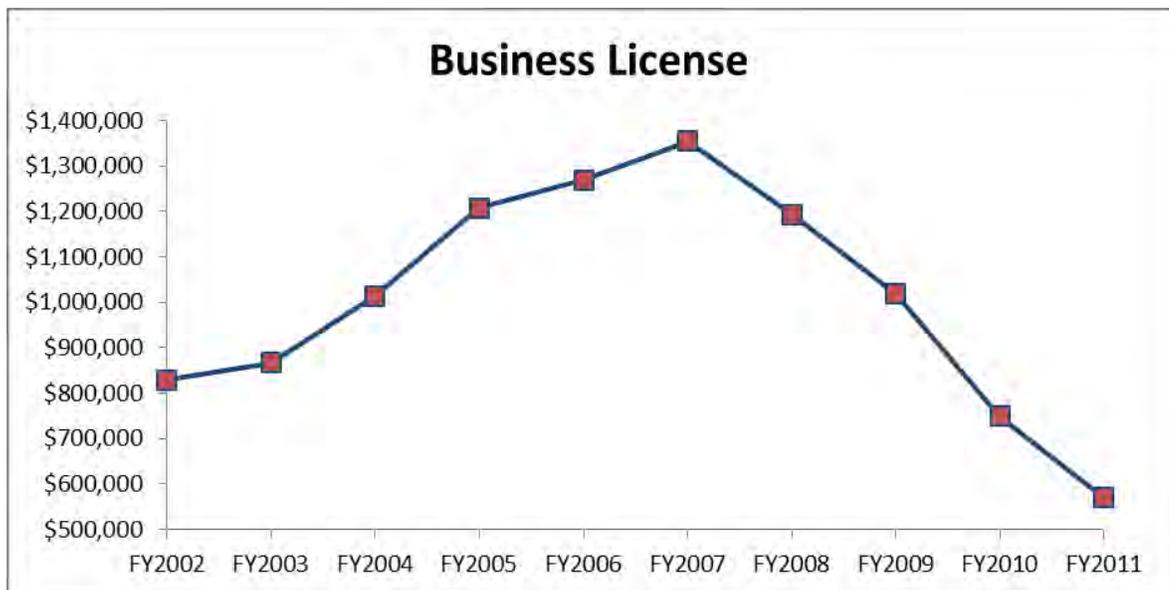
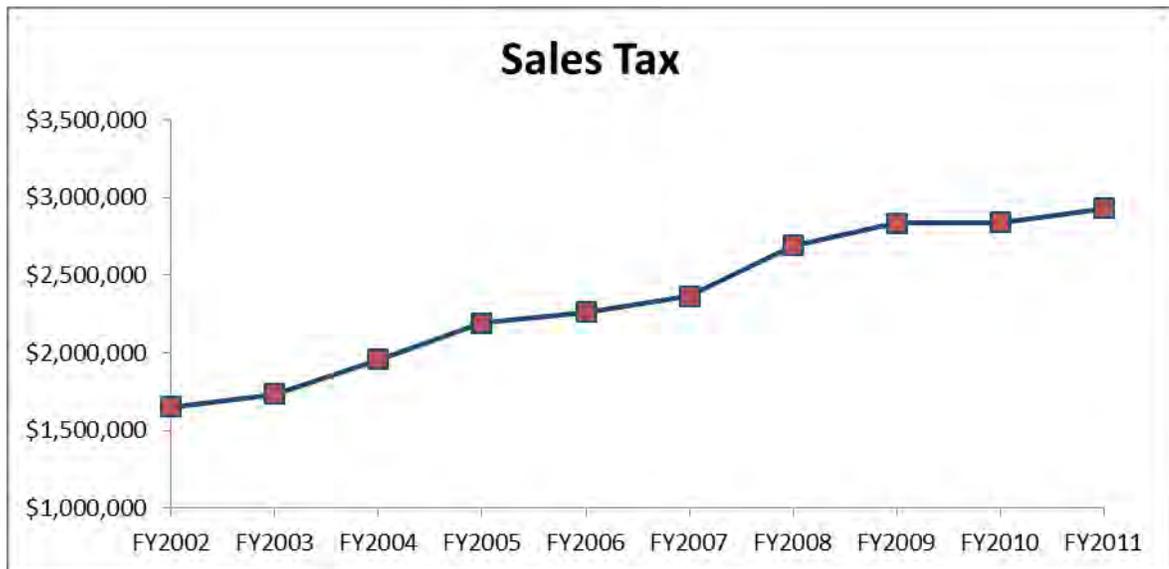
General Property Taxes:	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED
Real Property Taxes	21,094,748	22,118,269	21,631,410	22,250,000
Public Service Corporation Taxes	360,000	570,511	375,000	575,000
Personal Property Taxes	12,438,709	12,974,030	12,438,709	13,100,000
Mobile Homes	6,000	6,391	7,500	7,500
Machinery and Tools	725,000	673,500	725,000	675,000
Land Redemptions	1,000	463	1,000	1,000
Penalties	325,000	436,644	380,000	435,000
Interest	180,000	256,440	210,000	260,000
<b>TOTAL</b>	<b>35,130,457</b>	<b>37,036,248</b>	<b>35,768,619</b>	<b>37,303,500</b>

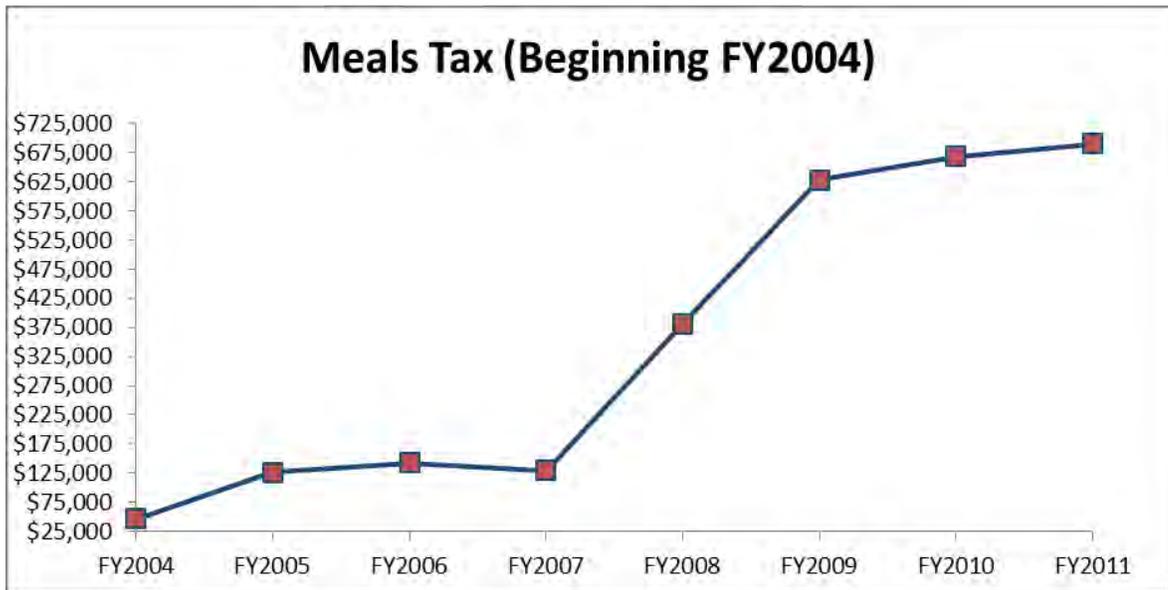
PROPERTY TAX RATES Last Ten Calendar Years				
Calendar Year	Real Estate	Personal Property	Machinery and Tools	Mobile Homes
2003	0.76	3.15	2.25	0.76
2004	0.79	3.15	2.25	0.79
2005	0.79	3.15	2.25	0.79
2006	0.82	3.15	2.25	0.82
2007	0.45	3.15	1.30	0.45
2008	0.45	3.15	1.30	0.45
2009	0.46	4.00	1.30	0.46
2010	0.46	4.00	1.30	0.46
2011	0.59	4.00	1.30	0.59
2012	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. Beginning in 1970, Warren County was the only locality in the Commonwealth of Virginia that had the ability to collect Business License (BPOL) taxes within a town in its jurisdiction. The County reached the agreement in lieu of implementing a merchant's capital tax. Starting in FY2007-2008, the Town of Front Royal began phasing out the County's ability to collect the BPOL tax by reducing the effective rate by 25% per year over a 4-year period. The phase-out was completed in FY2010-2011. Unfortunately, the phase-out coupled with the downturn in the economy has led the County to less than expected collections. It is expected that the County will see additional BPOL revenue in FY2011-2012, FY2012-2013 and FY2013-2014 associated with the construction of the Dominion power plant project.

Other Local Taxes	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED
Local Sales Tax	3,100,000	2,931,450	3,200,000	3,500,000
Consumer Utility Tax	675,000	683,604	680,000	685,000
Business License	850,000	569,486	800,000	600,000
Motor Vehicle License Tax	675,000	685,641	675,000	685,000
Taxes on Recordation & Wills	600,000	418,073	500,000	500,000
Meals Tax	625,000	690,672	675,000	700,000
Occupancy Tax	35,000	51,208	50,000	70,000
<b>TOTAL</b>	<b>6,560,000</b>	<b>6,030,134</b>	<b>6,580,000</b>	<b>6,740,000</b>

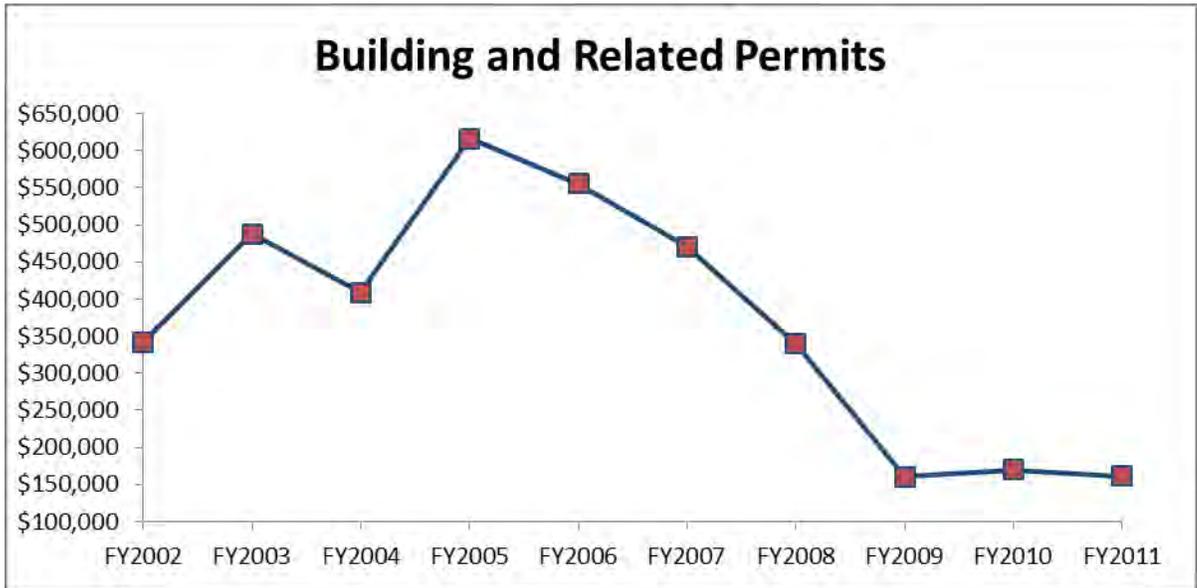




**Permits, Fees, and Licenses:**

Permits, Fees, and License revenue consists of collections from animal license fees, building and related permits, zoning and subdivision fees, land transfer fees, parks and recreation user fees, and septage fees. There has been a significant decline in building and related permits during recent years due to the slump in the housing market but appears to be leveling out. It is anticipated that building permit revenue and inspection activity will pick up in FY2011-2012 and FY2012-2013 due to the Dominion power plant project and RSW Regional Jail projects.

Permits, Fees & Licenses	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED
Animal Licenses	32,000	36,308	35,000	36,000
Building and Related Permits	300,000	160,681	300,000	250,000
Zoning, Rezoning, and Subdivision fees	30,000	28,745	30,000	30,000
Transfer Fees	2,500	1,267	2,500	2,500
Parks & Rec. User Fees	254,950	225,952	315,775	295,530
Golf Club Fees	272,000	192,930	290,320	301,000
Septage Fees	35,000	39,775	37,500	40,000
<b>TOTAL</b>	<b>926,450</b>	<b>685,658</b>	<b>1,011,095</b>	<b>955,030</b>



**Fines and Forfeitures:**

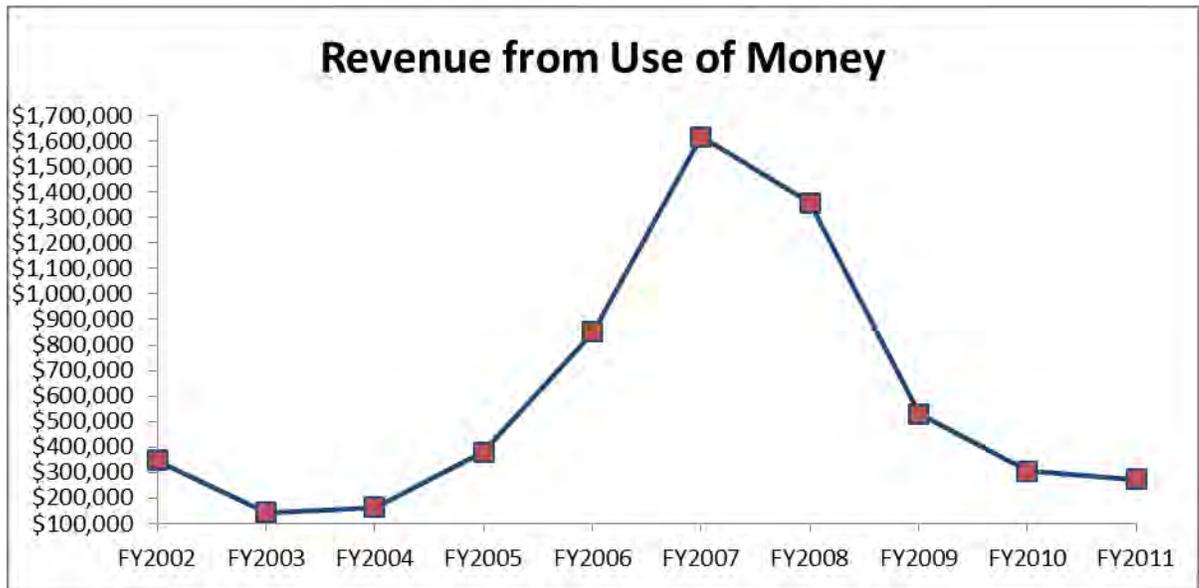
Fines and forfeitures are revenues collected for court fines and forfeitures as a result of violations of local ordinances and regulations.

Fines and Forfeitures:	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED
Court Fines and Forfeitures	50,000	49,216	50,000	50,000
<b>TOTAL</b>	<b>50,000</b>	<b>49,216</b>	<b>50,000</b>	<b>50,000</b>

**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:	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED
Revenue from Use of Money	700,000	271,672	700,000	500,000
Revenue from Use of Property	168,160	152,835	168,160	168,160
<b>TOTAL</b>	<b>868,160</b>	<b>424,507</b>	<b>868,160</b>	<b>668,160</b>



**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:	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED
Excess Fees of Clerk	50,000	11,557	50,000	50,000
Sheriff's Fees	0	1,946	0	0
Courthouse Security Fees	75,000	88,851	85,000	90,000
Administrative Fees	135,000	155,894	160,000	160,000
Sanitary District Fees	54,772	56,522	60,431	66,033
Law Library Fees	24,000	17,529	24,000	24,000
Courthouse Maintenance Fees	27,500	25,462	27,500	27,500
Courthouse Construction/Ren. Fees	30,000	36,247	30,000	35,000
Weapons Permits Fees	2,500	11,415	2,500	10,000
Charges for Commonwealth's Atty.	1,000	1,693	1,000	1,000
Inmate Phone Usage	30,000	29,117	30,000	30,000
Airport Hangar Rental Fees	100,674	97,999	113,874	157,659
Work Release Fees	230,000	170,096	230,000	170,000
Miscellaneous Jail and Inmate Fees	0	1,820	0	0
Charges for Sanitation & Waste Removal	1,000,000	814,901	1,000,000	875,000
Charges for Other and Sale of Maps	0	18,595	0	0
<b>TOTAL</b>	<b>1,760,446</b>	<b>1,539,644</b>	<b>1,814,305</b>	<b>1,696,192</b>

Miscellaneous:

Miscellaneous	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED
Miscellaneous	110,228	4,127,518	150,000	150,000
Sale of Recyclable Materials	<u>20,000</u>	<u>48,683</u>	<u>40,000</u>	<u>75,000</u>
TOTAL	130,228	4,176,201	190,000	225,000

Recovered Costs:

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

Recovered Costs	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED
Expenditure Refunds	20,000	17,463	20,000	20,000
Other Recovered Costs	<u>461,500</u>	<u>540,647</u>	<u>584,170</u>	<u>588,200</u>
TOTAL	481,500	558,110	604,170	608,200

Non-categorical Aid - State:

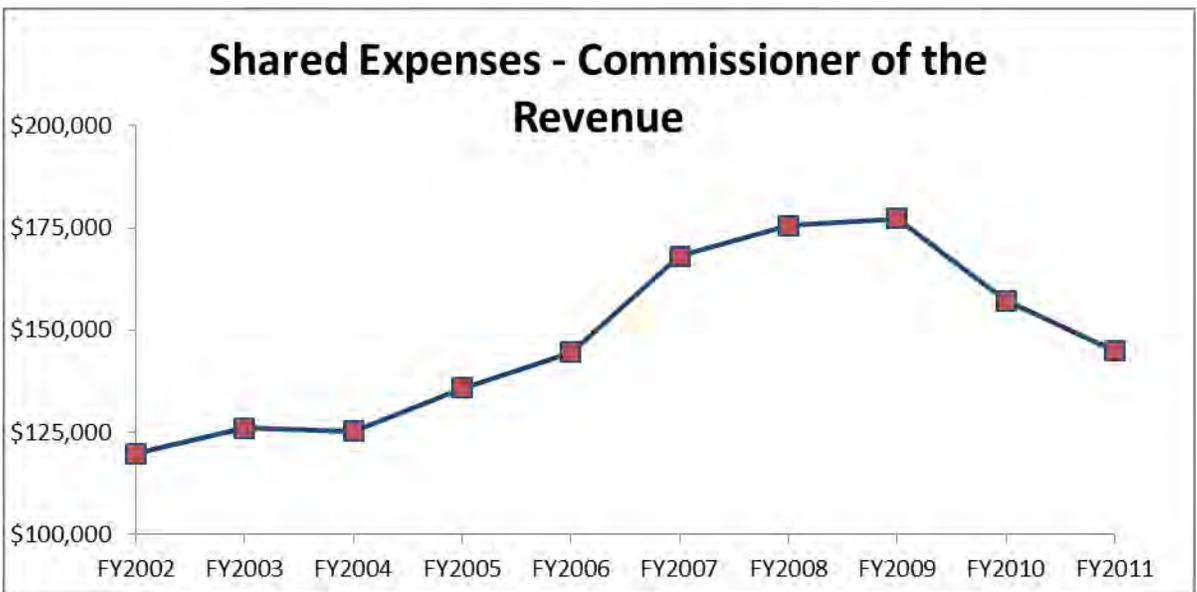
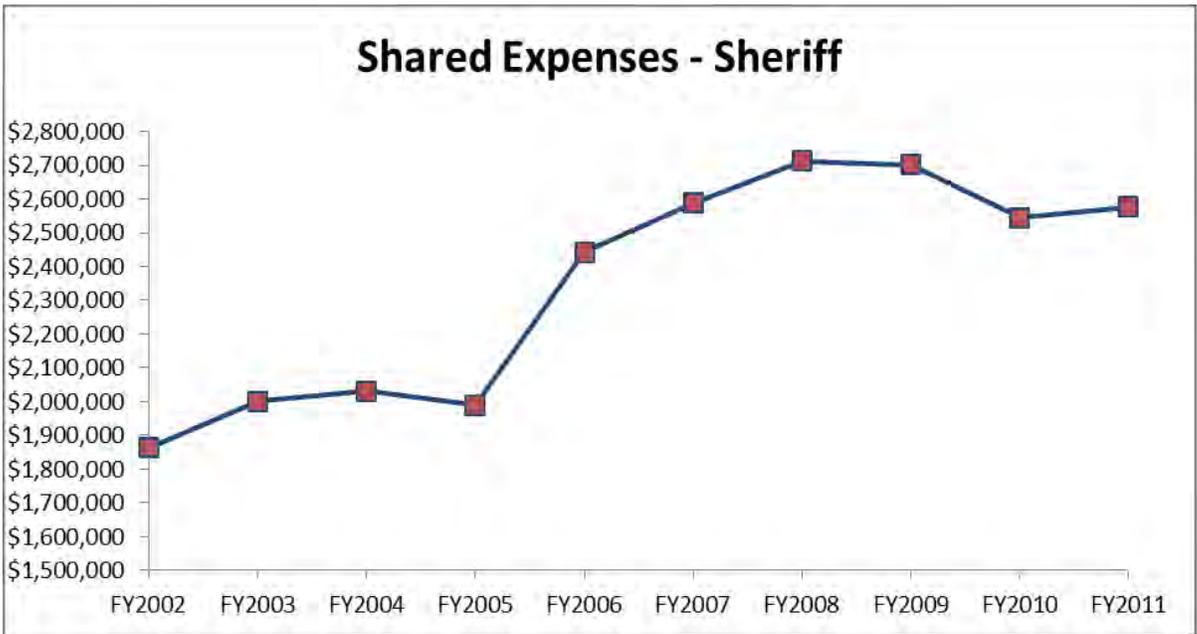
Non-categorical aid is state shared revenue which can be used at the discretion of the locality. In FY2009 & FY2010, the State budget called for a \$50 million reduction in state aid to localities. In FY2011 & FY2012, this reduction in state aid to localities increased to \$60 million. In FY2013, this has been reduced to the \$50 million level. Warren County's share of this reduction is \$256,886. 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 FY2010-2011, Warren County's share was \$321,340. Of this, \$312,161 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 (\$9,179) withheld from payments for specific programs. In FY2011-2012, the County elected to have the entire reduction withheld from the State payment for specific programs.

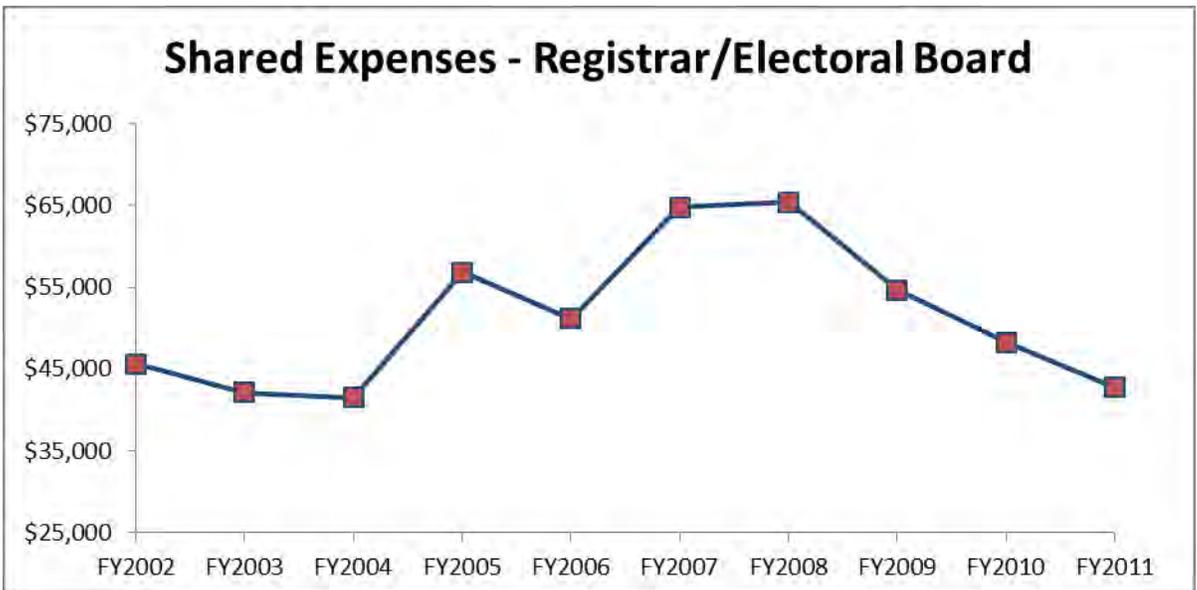
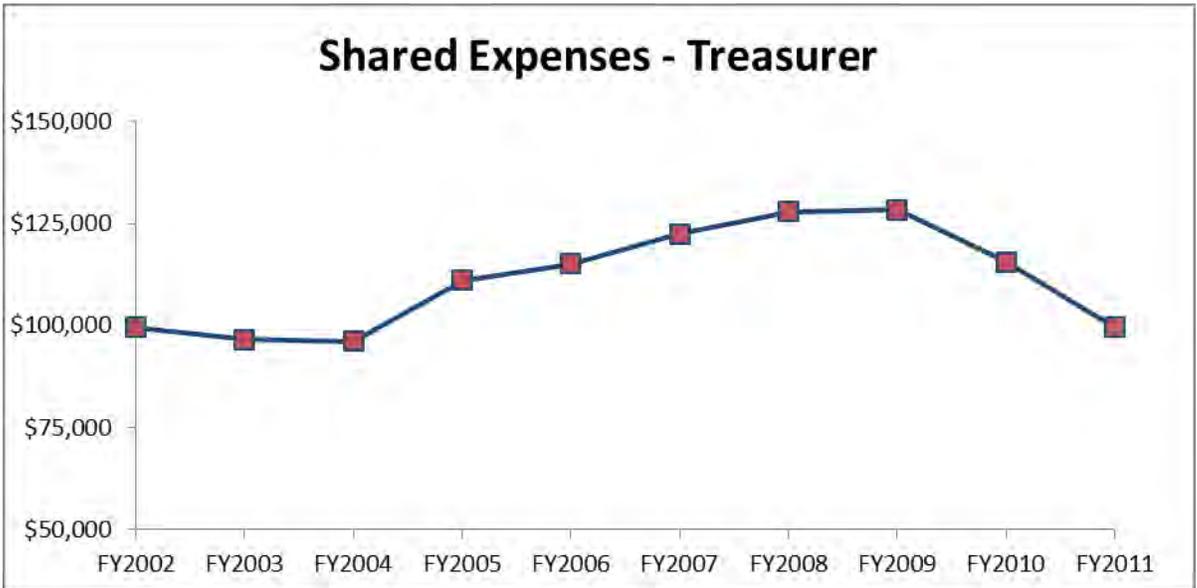
Non-categorical Aid	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED
Communication Tax	1,000,000	927,882	975,000	975,000
Motor Vehicle Carriers' Tax	48,268	13,123	55,000	45,000
Mobile Home Titling Tax	2,500	1,406	7,500	3,000
State Recordation Tax	170,866	141,013	170,866	150,000
Other Non-categorical Aid		0		
State Budget Reduction - Aid to the Commonwealth		(312,161)		
<b>TOTAL</b>	<b>1,221,634</b>	<b>771,263</b>	<b>1,208,366</b>	<b>1,173,000</b>

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.

Categorical Aid - Shared Expenses	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED
Commonwealth's Attorney	365,244	347,360	349,431	349,431
Sheriff	2,529,088	2,575,954	2,406,039	2,406,039
Commissioner of the Revenue	146,692	144,904	139,998	139,998
Treasurer	101,659	99,565	95,870	95,870
Registrar/Electoral Board	40,000	42,763	40,000	40,000
Clerk of the Circuit Court	288,973	285,154	274,005	274,005
<b>TOTAL</b>	<b>3,471,656</b>	<b>3,495,700</b>	<b>3,305,343</b>	<b>3,305,343</b>





Categorical Aid - State:

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

Categorical Aid	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED
Welfare Admin. and Public Assistance	1,711,497	1,161,116	1,473,874	1,298,979
Comprehensive Services Act	1,142,459	1,138,396	1,091,298	1,033,587
Emergency Medical Services (Four for Life)	38,888	40,310	40,000	40,000
Fire Programs Funds	49,646	53,271	46,033	46,033
Care of Prisoners	280,000	304,800	280,000	300,000
Grant for Restoration of Records	0	27,888	0	0
Abandoned Vehicle Program	20,000	2,150	20,000	20,000
Va. Domestic Violence Victims Grant	40,000	40,949	40,000	40,000
Victim Witness Grant	48,000	53,271	48,000	48,000
E911	45,000	39,052	45,000	45,000
VJCCA Grant	36,741	34,411	33,806	33,806
Airport Grants	70,190	4,212	0	69,750
DMV Grants	0	16,953	0	0
VITA Grant	0	81,988	0	0
Local Gov't. Challenge Grant	0	5,000	5,000	5,000
Litter Control Grant	0	11,385	0	0
Animal Friendly Tags	0	702	0	0
Highway Maintenance Funds	0	24,542	0	0
Other Categorical Aid	0	844	0	0
<b>TOTAL</b>	<b>3,482,421</b>	<b>3,041,240</b>	<b>3,123,011</b>	<b>2,980,155</b>

Non-categorical Aid – Federal:

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

Non-categorical Aid - Federal	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED
Payments in Lieu of Taxes	29,000	49,385	45,000	45,000
<b>TOTAL</b>	<b>29,000</b>	<b>49,385</b>	<b>45,000</b>	<b>45,000</b>

Categorical Aid – Federal:

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

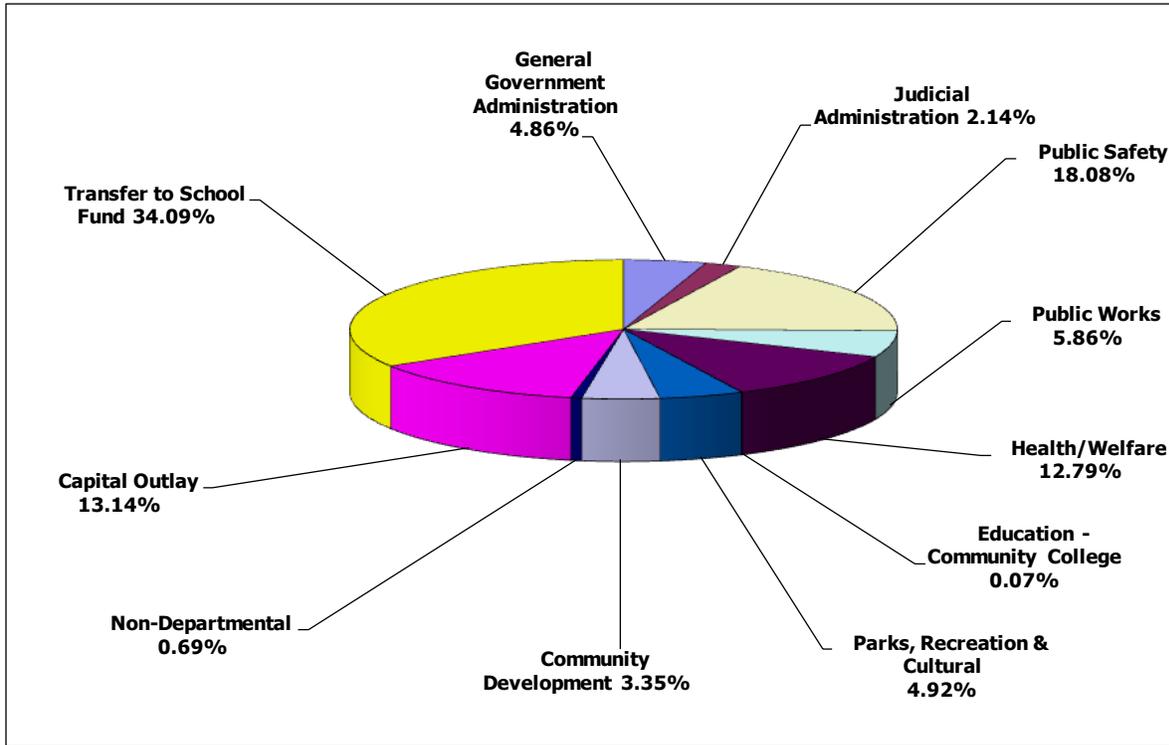
Categorical Aid - Federal	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED
Welfare Admin. and Public Assistance	2,073,521	1,765,771	1,772,665	1,587,641
State & Community Highway Safety Grants	0	16,953	0	0
Juvenile Justice & Delinquency Prevention	0	0	0	0
Bulletproof Vest Program	0	6,295	0	0
Small Business Adm. Grant	0		0	0
Ed Byrne Memorial State & Local Law Enf.	50,000	25,669	50,000	50,000
Build America Bond Interest Rebate	0	80,903	105,525	105,525
Local Law Enforcement Block Grant	0	1,028	0	0
Criminal Justice Systems Imp. Grant	0	26,250	0	0
Criminal Record Imp. Grant	0	36,493	0	0
Dept of Housing & Urban Dev. Grant	0	445,500	0	0
Department of Health Grant	0	109,118	0	0
State Homeland Security program	0	302,000	0	0
Airport Improvement Program Grants	118,500	62,396	0	498,750
<b>TOTAL</b>	<b>2,242,021</b>	<b>2,878,376</b>	<b>1,928,190</b>	<b>2,241,916</b>

Non-Revenue Receipts:

This category is used when needed to balance the budget using reserves in the fund balance. Fund balance is generally used for capital items only. An exception was made in FY2012-2013 to use fund balance to fund salary increases, knowing that funding would be available in the FY2013-2014 budget with the start of the Dominion power plant project. Included in the FY2010-2011 budget amount is a return of the school's FY2009 surplus in the amount of \$1,191,450. Included in the FY2012-2013 budget amount is a return of the school's FY2011 surplus in the amount of \$238,427.

Non-Revenue Receipts	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED
Funding from Fund Balance	1,591,450	1,591,450	640,000	2,212,239
Transfer from Health Fund	0	0	0	37,985
<b>TOTAL</b>	<b>1,591,450</b>	<b>1,591,450</b>	<b>640,000</b>	<b>2,250,224</b>

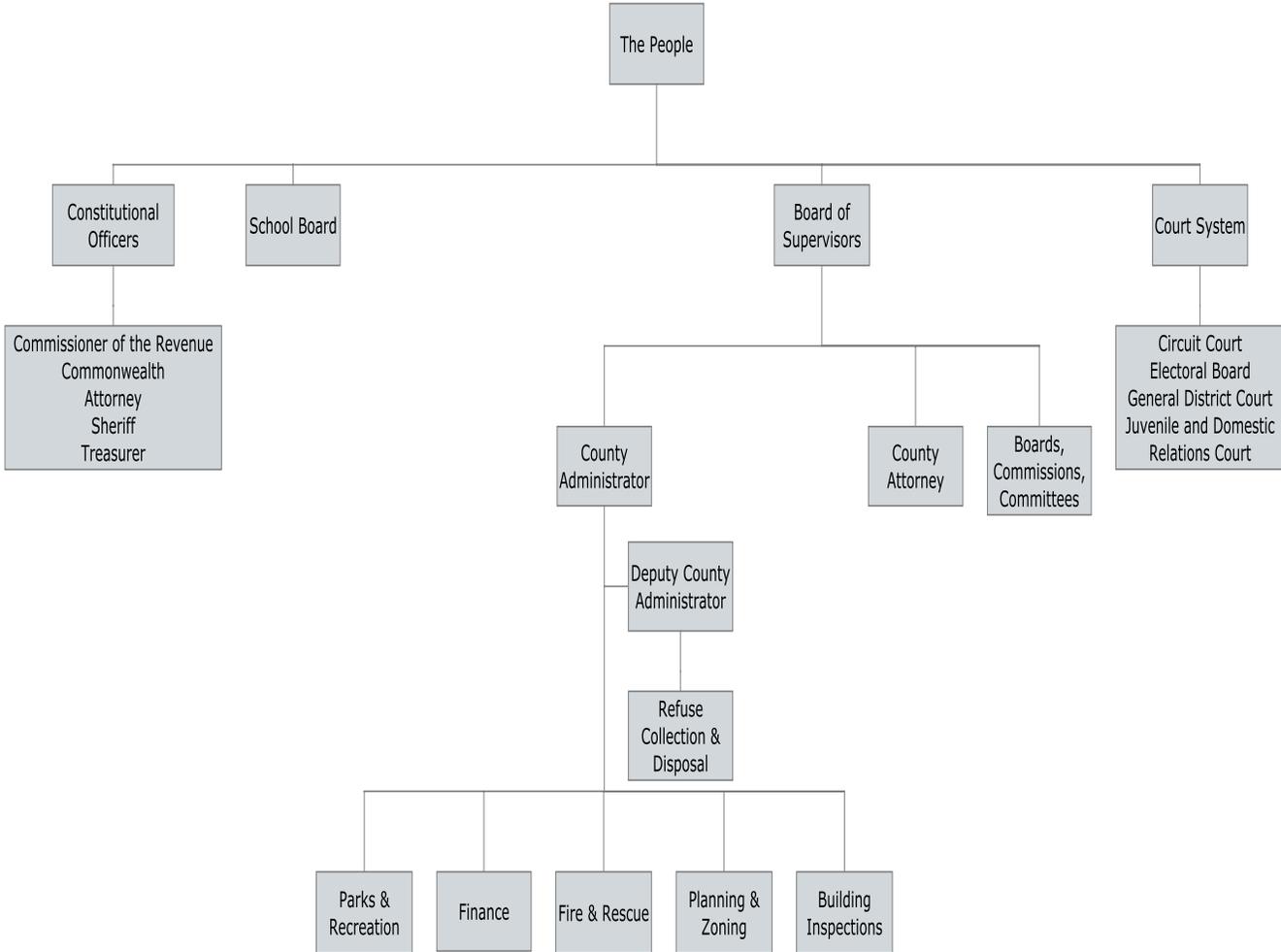
**FY 2012-2013 General Fund Expenditures**  
**\$60,241,720**



General Fund Expenditures	FY2010-2011 BUDGETED	FY2010-2011 ACTUAL	FY2011-2012 BUDGETED	FY2012-2013 BUDGETED	% OF TOTAL
General Government Administration	2,663,410	3,023,745	2,779,639	2,931,360	4.87%
Judicial Administration	1,222,929	1,154,487	1,225,333	1,289,462	2.14%
Public Safety	9,860,264	10,514,660	10,331,505	11,014,523	18.28%
Public Works	3,292,216	3,093,548	3,350,081	3,719,162	6.17%
Health/Welfare	8,000,301	6,413,160	7,305,350	6,877,547	11.42%
Education - Community College	34,640	36,182	37,180	36,274	0.06%
Parks, Recreation & Cultural	2,511,496	2,769,485	2,810,027	2,968,145	4.93%
Community Development	1,855,813	1,161,232	1,913,766	2,755,196	4.57%
Non-Departmental	394,228	198,453	394,650	379,740	0.63%
Capital Outlay	7,296,797	16,918,022	7,509,609	7,859,997	13.05%
Transfer to School Fund	19,479,119	20,267,901	19,479,119	20,410,314	33.88%
<b>Total</b>	<b>56,611,213</b>	<b>65,550,875</b>	<b>57,136,259</b>	<b>60,241,720</b>	<b>100.00%</b>

# County of Warren Organizational Chart

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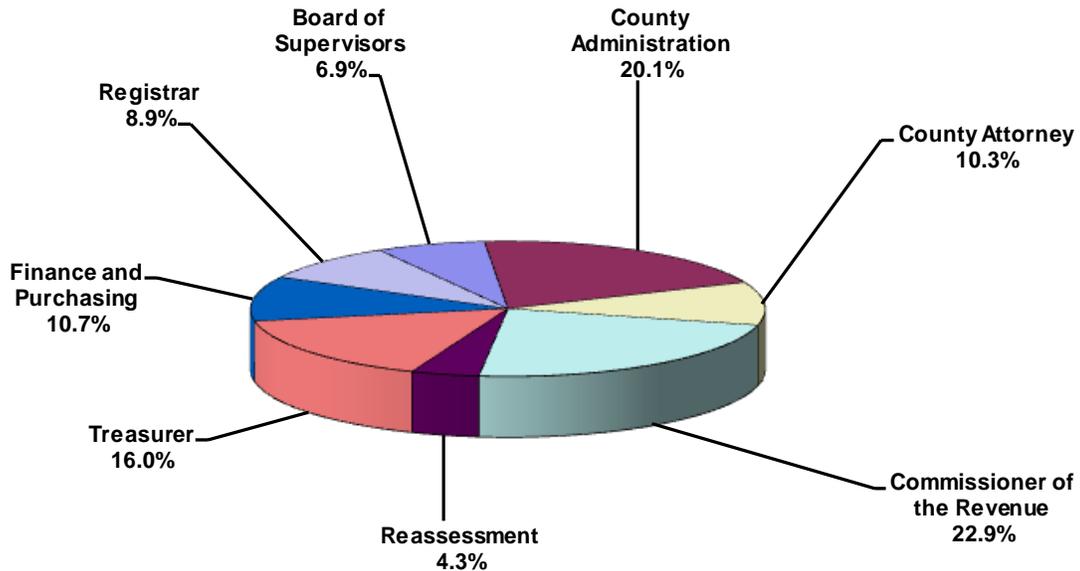




**Warren County Government Center**

## GENERAL GOVERNMENT ADMINISTRATION

	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
				AMOUNT	%
Board of Supervisors	210,369	196,239	201,539	5,300	2.70%
County Administration	545,346	555,641	589,054	33,413	6.01%
County Attorney	275,011	288,242	301,305	13,063	4.53%
Commissioner of the Revenue	636,396	642,719	670,602	27,883	4.34%
Reassessment	503,116	125,000	125,000	0	0.00%
Treasurer	429,516	449,231	468,224	18,993	4.23%
Finance and Purchasing	276,032	277,690	314,199	36,509	13.15%
Registrar	147,959	244,877	261,437	16,560	6.76%
<b>GENERAL GOVERNMENT ADMINISTRATION</b>	<b>3,023,745</b>	<b>2,779,639</b>	<b>2,931,360</b>	<b>151,721</b>	<b>5.46%</b>



# 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 April 3, 2012:

Future Goals, Projects, Programs	Level of Importance (highest to lowest)	Time-Frame
Initiate Uniform Accounting and Audit procedures for all Fire Departments	46	Ongoing
Expansion of Broadband into underserved areas of the County - Completion of Broadband Study	45	Ongoing
Morgan Ford Bridge	44	3 years
15 <sup>th</sup> Street School Remodel to Administration building	40	3 years
Standardize operating procedures and equipment, management, and administration of all Fire Departments	40	Ongoing
Green Opportunities - Continuation of green development - geothermal, increased weather treatments	40	Ongoing
Dominion Power Plant Project	37	3 years
Complete Public Safety Building	36	6 months
Upgrade County Video System	35	6 months
Regional Jail Project	35	3 years
Comprehensive Plan Update	33	6 months
Development of Comprehensive Plan for Improvements to Shenandoah Farms Roads	33	1 year
Improvement of Substandard Roads	33	Ongoing
Implementation of Comprehensive Plan Recommendations	33	Ongoing
Upgrade Furniture in Board Room and Government Center Meeting Room	32	3 months
Address staffing issues in the fire and rescue companies due to decreasing number of volunteers	32	Ongoing
Completion of Eastham Trail, Phase I - Start Phase II	31	6 months
Implement health and fitness programs for public safety personnel	31	1 year
Implement Salary Study for underpaid Employees	30	Ongoing

Athletic teams to be able to use School Fields	29	1 year
Upgrade of Septage Receiving Facility	28	3 years
COLA to all employees if and when possible	28	Ongoing
Completion of Skyline Soccerplex	28	3 years
Determine Funding for Phase II of the School Capital Improvements Plan	28	2 years
Establish firm Self-Sufficiency date for Front Royal Golf Club	27	3 years
Completion of Upgrades to County Park System	26	2 years
Explore consolidated E-911 Administration similar to Fauquier/Warrenton	26	Ongoing
Expand the County commercial tax base in the following areas: Route 340/522 and I-66 at Linden	26	Ongoing
Complete Carson Trail	25	6 months

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**SERVICE LEVELS:**

Board Action	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Actual	FY 12/13 Budget
Resolutions considered	15	33	42	25
Ordinances considered	27	40	27	25
Board meetings held	14	25	25	23
Work sessions held	17	14	17	15
Budget work sessions held	5	5	6	5

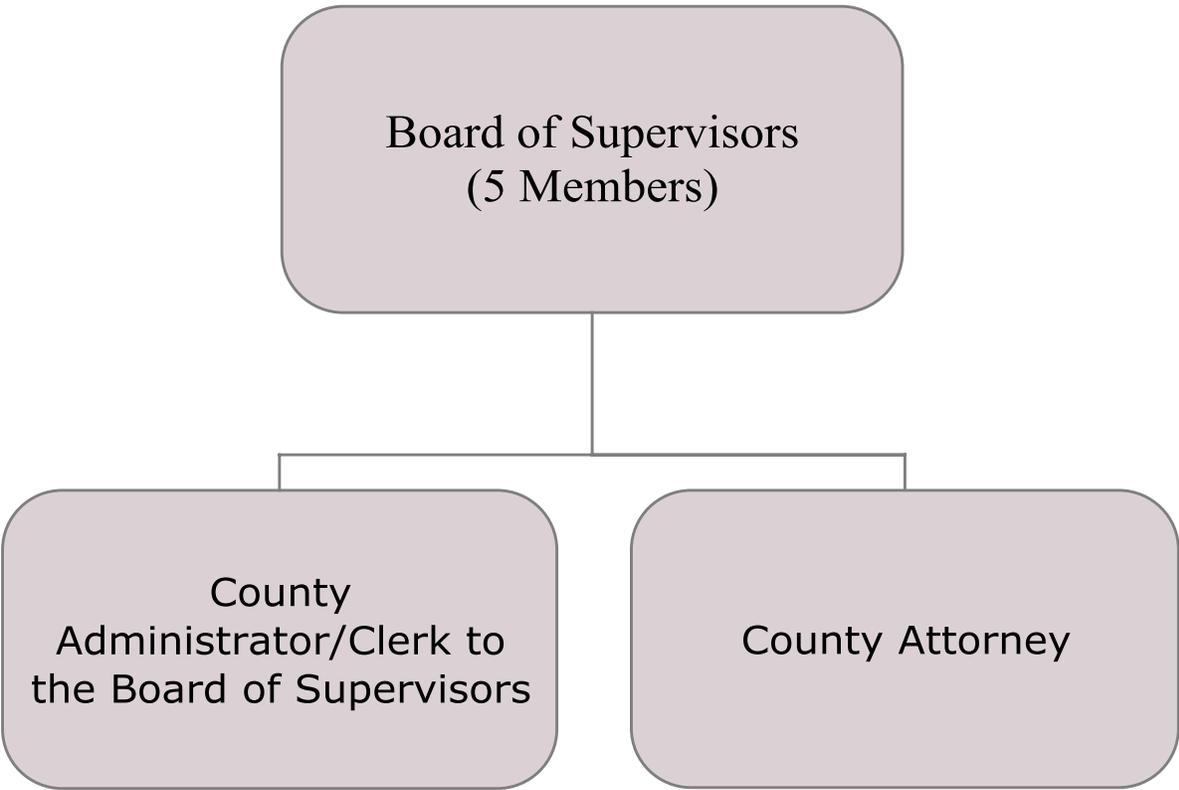
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**BUDGET SUMMARY:**

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	57,946	64,152	58,239	64,539	6,300	10.82%
OPERATING	144,453	146,217	138,000	137,000	(1,000)	-0.72%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>202,399</b>	<b>210,369</b>	<b>196,239</b>	<b>201,539</b>	<b>5,300</b>	<b>2.70%</b>
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	202,399	210,369	196,239	201,539	5,300	2.70%
<b>TOTAL</b>	<b>202,399</b>	<b>210,369</b>	<b>196,239</b>	<b>201,539</b>	<b>5,300</b>	<b>2.70%</b>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Board of Supervisors

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# County Administration

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## **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:**

	<b>FY 08/09 Budget</b>	<b>FY 09/10 Budget</b>	<b>FY 10/11 Budget</b>	<b>FY 11/12* Budget</b>	<b>FY12/13* Request</b>
Population	36,695	36,713	38,310	38,885	38,957
Size of Budget	\$528,139	\$522,984	\$549,633	\$555,641	\$565,659
Per Capita Cost	\$14.39	\$14.25	\$14.35	\$14.29	\$14.52

- FY 11/12 and FY 12/13 are estimates based on the Planning Department projections.

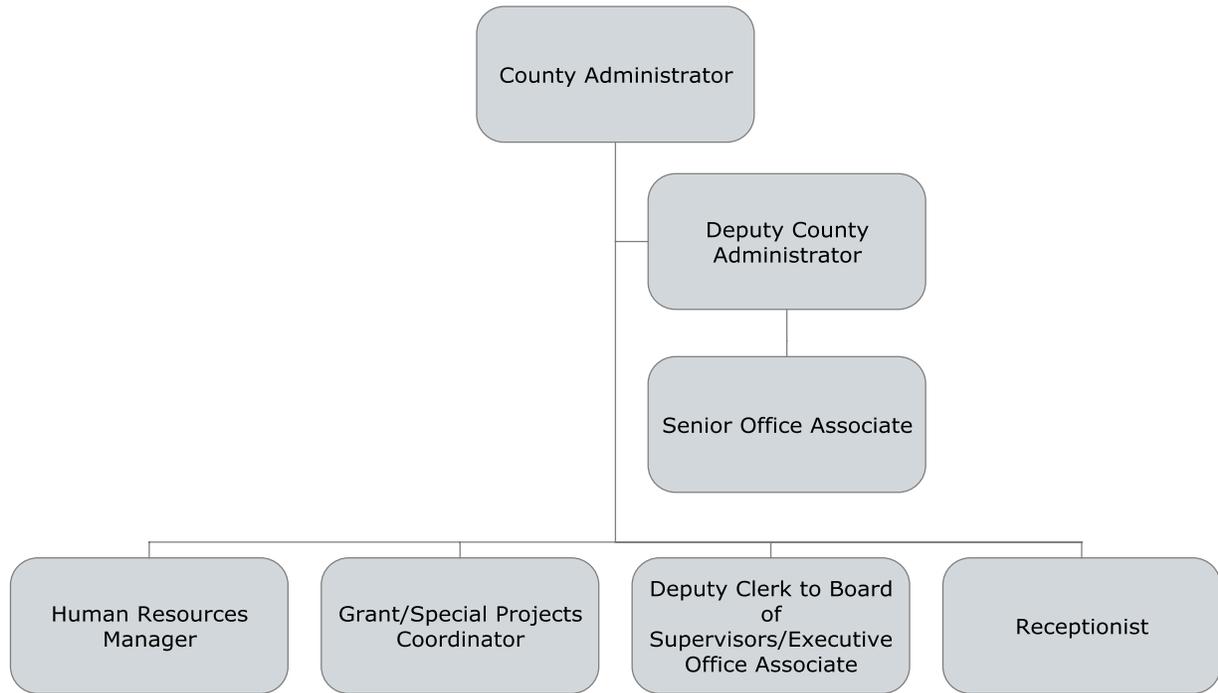
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**BUDGET SUMMARY:**

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	491,090	502,950	499,571	530,184	30,613	6.13%
OPERATING	39,865	35,485	43,070	44,370	1,300	3.02%
CAPITAL	3,916	6,911	13,000	14,500	0	0.00%
<b>TOTAL</b>	<b>534,871</b>	<b>545,346</b>	<b>555,641</b>	<b>589,054</b>	<b>33,413</b>	<b>6.01%</b>
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	534,871	545,346	555,641	589,054	33,413	6.01%
<b>TOTAL</b>	<b>534,871</b>	<b>545,346</b>	<b>555,641</b>	<b>589,054</b>	<b>33,413</b>	<b>6.01%</b>
FULL TIME POSITIONS	5	6	6	6	0	0.00%

# County Administration

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# County Attorney

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## **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.

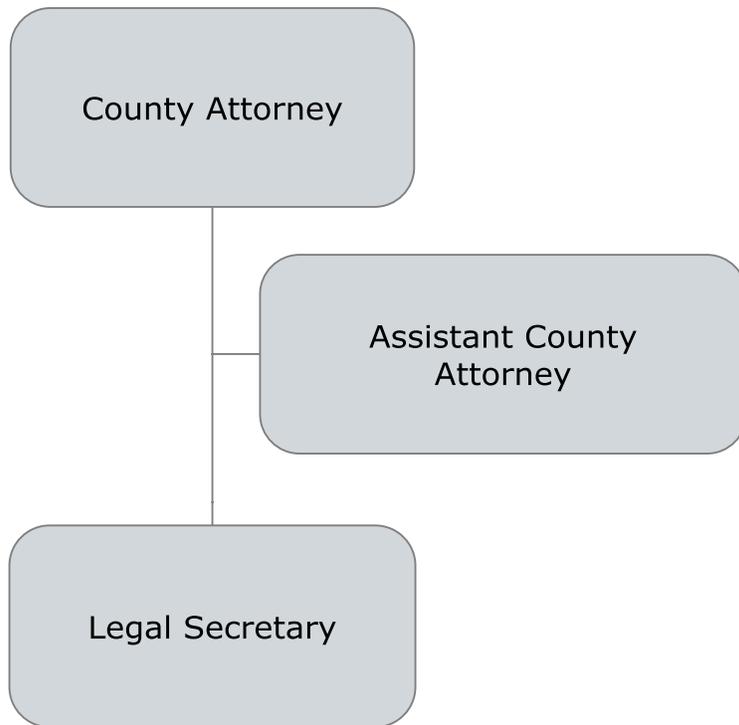
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## BUDGET SUMMARY:

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2010	2011	2012	2013	FY 2012 TO FY 2013	
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	AMOUNT	%
			BUDGET	BUDGET		
COSTS:						
PERSONNEL	204,474	259,233	269,712	279,830	10,118	3.75%
OPERATING	15,647	14,597	18,530	20,675	2,145	11.58%
CAPITAL	0	1,181	0	800	0	0.00%
TOTAL	220,121	275,011	288,242	301,305	13,063	4.53%
REVENUE:						
FEES	0	0	10,000	10,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	220,121	275,011	278,242	291,305	13,063	4.69%
TOTAL	220,121	275,011	288,242	301,305	13,063	4.53%
FULL TIME POSITIONS	3	3	3	3	0	0.00%

# County Attorney

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# Commissioner of the Revenue

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## 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, Veteran Relief for Real Estate, Transient Occupancy taxes, Public Services taxes, and Mineral taxes.

## RESPONSIBILITIES:

- Assist citizens with general tax needs via in person, e-mail, mail, and by phone
- Assist citizens with state tax and estimated returns
- Audit tax returns and enter daily tax dues on state income and estimated taxes
- Audit and run daily and monthly State Income, Estimated, Consumer Utilities, Meals and Beverage, Transient Occupancy and BPOL reports
- Statutory Assess and bill Meals and Beverage taxes and Transient Occupancy taxes for non-filers
- E-file Federal and State Tax Returns for low income and elderly individuals
- Audit BPOL renewals and issue new licenses to customer
- Statutory Assess and bill BPOL non-renewals and non-filers
- Research and determine whether a vehicle is qualified for tax relief for Personal Property, audit periodically
- Enter data daily on new vehicle purchases, disposed vehicles, moves, DMV additions and deletes, address changes, etc.
- Run necessary queries weekly and/or monthly to update data in personal property records
- Real Estate transfers, split offs, subdivision changes, map changes, address changes, etc.
- Assess all additional improvements and changes to real estate, complete field inspections, and enter data into CAMRA system
- Assist General Reassessment and GIS Mapping Department as needed
- Complete reports as needed by auditors and Department of Taxation
- Prepare annual tax books for Real Estate, Eight Sanitary Districts, Personal Property, Machinery/Tools, Public Services, and Minerals in the County of Warren.
- Prepare annual tax books for Real Estate, Personal Property, Machinery and Tools and Public Services for the Town of Front Royal
- Audit Land Use applications 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, Sanitary Districts, delinquent notices, and supplement billings
- Prorate items of Personal Property based on disposed dates, move out dates, etc. via exoneration and/or abatement after tax book is completed
- Prepare Supplements for Personal Property
- Prorate and Supplement Real Estate property as needed

**PROJECTS:**

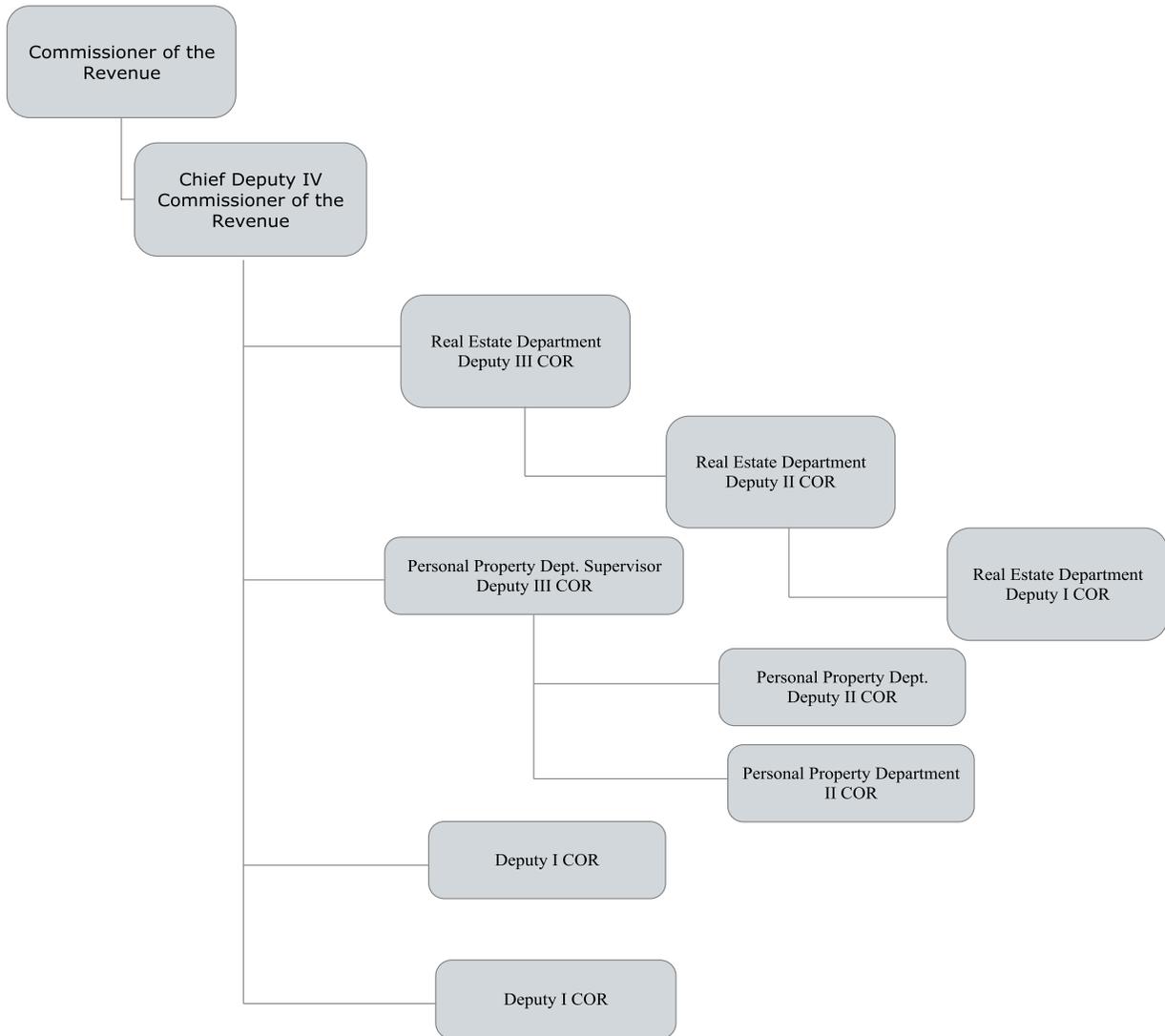
- Reduce current files to electronic format by scanning records to reduce storage needs and manual time it takes to locate documents into Laserfiche
- Take continuing education training courses and meetings to retain certification through the State Compensation Board including: Commissioners of the Revenue 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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	578,812	578,952	578,114	605,997	27,883	4.82%
OPERATING	43,635	45,661	54,442	54,442	0	0.00%
CAPITAL	11,323	11,783	10,163	10,163	0	0.00%
TOTAL	633,770	636,396	642,719	670,602	27,883	4.34%
<b>REVENUE:</b>						
FEES	9,470	651	8,000	8,000	0	0.00%
STATE/FEDERAL	157,141	144,904	139,998	139,998	0	0.00%
LOCAL	467,159	490,841	494,721	522,604	27,883	5.64%
TOTAL	633,770	636,396	642,719	670,602	27,883	4.34%
FULL TIME POSITIONS	10	10	10	10	0	0.00%

# Commissioner of the Revenue

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# Reassessment

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## 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.

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## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	17,660	45,934	0	0	0	0.00%
OPERATING	14,370	457,182	125,000	125,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	32,030	503,116	125,000	125,000	0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	32,030	503,116	125,000	125,000	0	0.00%
TOTAL	32,030	503,116	125,000	125,000	0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Treasurer

## DEPARTMENT DESCRIPTION:

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

## RESPONSIBILITIES:

- Ensure that local funds are collected, invested, and expended.
- Prepare annual bills and second notices for real estate, 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.

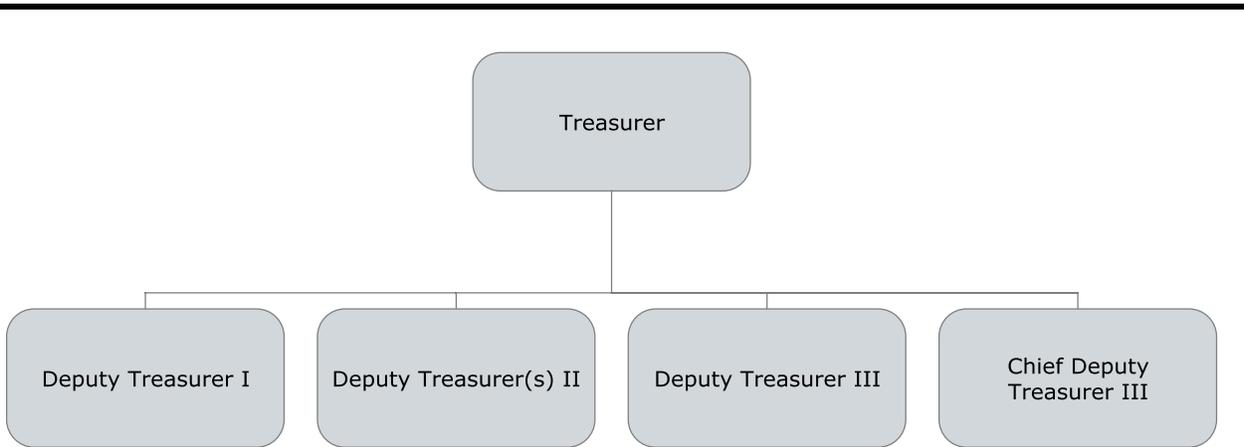
## PROJECTS:

- 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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	322,403	339,242	361,581	378,574	16,993	4.70%
OPERATING	70,355	80,354	82,125	82,125	0	0.00%
CAPITAL	8,620	9,920	5,525	7,525	2,000	36.20%
TOTAL	401,378	429,516	449,231	468,224	18,993	4.23%
REVENUE:						
FEES	10	10	0	0	0	0.00%
STATE/FEDERAL	115,520	99,565	95,870	95,870	0	0.00%
LOCAL	285,848	329,941	353,361	372,354	18,993	5.37%
TOTAL	401,378	429,516	449,231	468,224	18,993	4.23%
FULL TIME POSITIONS	6	7	7	7	0	0.00%

# Treasurer



# Finance

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**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
Sept. 2011	314	1,305

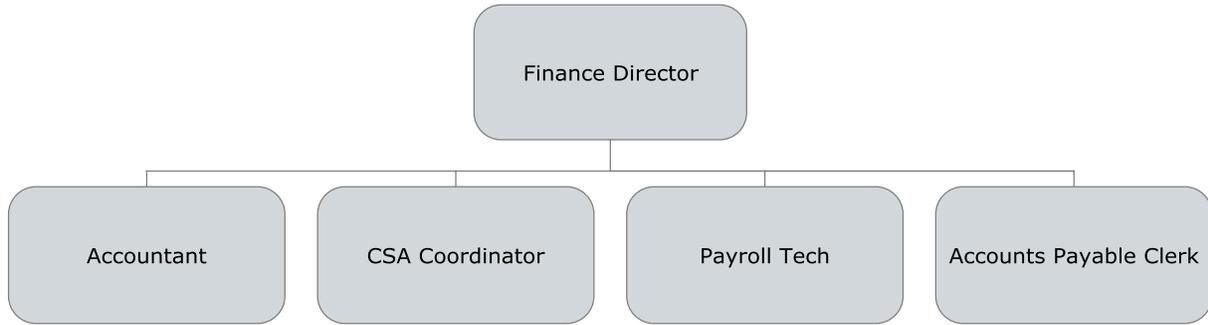
\*In addition, the Finance Office processes approximately 40 additional paychecks twice a month for the temporary pool employees during the summer months.

## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	254,743	254,339	257,335	292,984	35,649	13.85%
OPERATING	12,635	13,668	13,515	14,095	580	4.29%
CAPITAL	7,979	8,025	6,840	7,120	280	4.09%
TOTAL	275,357	276,032	277,690	314,199	36,509	13.15%
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	275,357	276,032	277,690	314,199	36,509	13.15%
TOTAL	275,357	276,032	277,690	314,199	36,509	13.15%
FULL TIME POSITIONS	4	4	4	4	0	0.00%

# Finance

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# Elections

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**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 1500 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.
- Conduct training for 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.

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**PROJECTS:**

- Prepare for and assist in the conduct of the Presidential Election in 2012.
- Provide information to educate the public on changes in Federal and State Election Laws.
- Continue to enhance the training programs for Officers of Election.

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**SERVICE LEVELS:**

Registered Voters	Registered Voters	Registered Voters	Registered Voters
<u>12/01/10</u>	<u>12/01/11</u>	<u>06/01/12</u>	<u>12/01/12</u>
23,373	23,751	24,015	24,953 (Projected)

- The number of registered voters is expected to steadily increase as more citizens realize the importance of taking part in the democratic process.

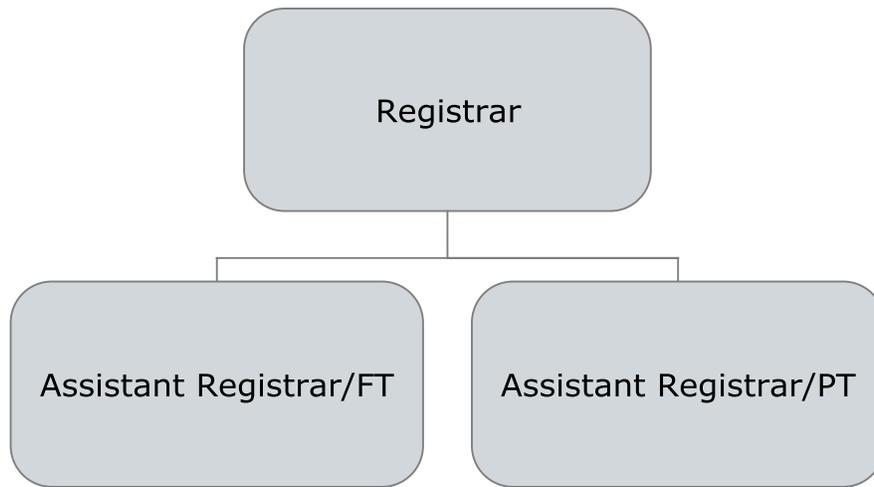
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**BUDGET SUMMARY:**

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	125,433	123,969	191,481	204,997	13,516	7.06%
OPERATING	24,705	23,430	49,796	53,090	3,294	6.61%
CAPITAL	888	560	3,600	3,350	(250)	-6.94%
TOTAL	151,026	147,959	244,877	261,437	16,560	6.76%
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	48,260	42,763	40,000	40,000	0	0.00%
LOCAL	102,766	105,196	204,877	221,437	16,560	8.08%
TOTAL	151,026	147,959	244,877	261,437	16,560	6.76%
FULL TIME POSITIONS	2	2	2	2	0	0.00%

# Elections

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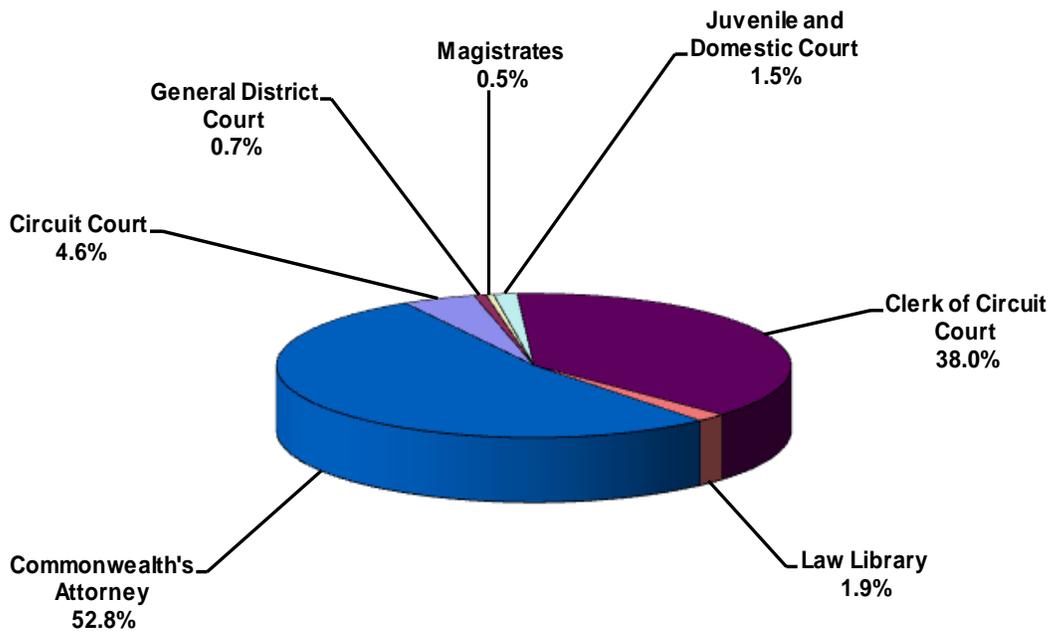




**Warren County Court House**

## Judicial Administration JUDICIAL ADMINISTRATION

	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
				AMOUNT	%
Circuit Court	33,326	59,200	59,200	0	0.00%
General District Court	10,194	9,645	9,645	0	0.00%
Magistrates	5,033	6,250	6,250	0	0.00%
Juvenile and Domestic Court	15,421	19,000	19,000	0	0.00%
Clerk of Circuit Court	451,251	453,210	490,400	37,190	8.21%
Law Library	9,682	24,000	24,000	0	0.00%
Commonwealth's Attorney	629,580	654,028	680,967	26,939	4.12%
<b>JUDICIAL ADMINISTRATION</b>	<b>1,154,487</b>	<b>1,225,333</b>	<b>1,289,462</b>	<b>64,129</b>	<b>5.23%</b>



# Circuit Court

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## 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.

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## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	6,600	7,048	29,100	29,100	0	0.00%
OPERATING	24,278	26,278	30,100	30,100	0	0.00%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	30,878	33,326	59,200	59,200	0	0.00%
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	6,990	4,410	20,000	20,000	0	0.00%
LOCAL	<u>23,888</u>	<u>28,916</u>	<u>39,200</u>	<u>39,200</u>	<u>0</u>	<u>0.00%</u>
TOTAL	30,878	33,326	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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	6,862	7,360	8,445	8,445	0	0.00%
CAPITAL	1,548	2,834	1,200	1,200	0	0.00%
TOTAL	8,410	10,194	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	8,410	10,194	9,645	9,645	0	0.00%
TOTAL	8,410	10,194	9,645	9,645	0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Magistrates

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## 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

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## BUDGET SUMMARY:

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2010	2011	2012	2013	FY 2012 TO FY 2013	
	ACTUAL	ACTUAL	ADOPTED BUDGET	ADOPTED BUDGET	AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	5,157	4,527	5,550	5,550	0	0.00%
CAPITAL	294	506	700	700	0	0.00%
TOTAL	5,451	5,033	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	5,451	5,033	6,250	6,250	0	0.00%
TOTAL	5,451	5,033	6,250	6,250	0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Juvenile and Domestic Relations Court

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## 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.

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## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	2012 ADOPTED BUDGET	2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	8,665	8,343	12,200	12,200	0	0.00%
CAPITAL	9,421	7,078	6,800	6,800	0	0.00%
TOTAL	18,086	15,421	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	18,086	15,421	19,000	19,000	0	0.00%
TOTAL	18,086	15,421	19,000	19,000	0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Clerk of the Circuit Court

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## **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

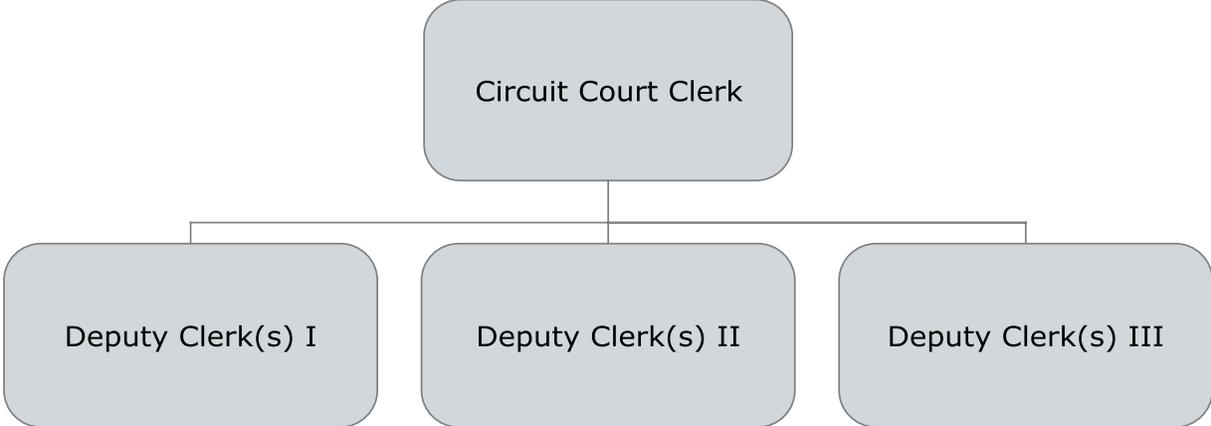
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## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	420,935	389,122	402,685	438,075	35,390	8.79%
OPERATING	94,422	51,307	40,525	40,325	(200)	-0.49%
CAPITAL	7,275	10,822	10,000	12,000	2,000	20.00%
TOTAL	522,632	451,251	453,210	490,400	37,190	8.21%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	356,035	324,599	324,005	324,005	0	0.00%
LOCAL	166,597	126,652	129,205	166,395	37,190	28.78%
TOTAL	522,632	451,251	453,210	490,400	37,190	8.21%
FULL TIME POSITIONS	8	7	7	8	1	14.29%

# Clerk of the Circuit Court

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# Law Library

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## 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.

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## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	11,518	9,682	24,000	24,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	11,518	9,682	24,000	24,000	0	0.00%
REVENUE:						
FEES	11,518	9,682	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	11,518	9,682	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:

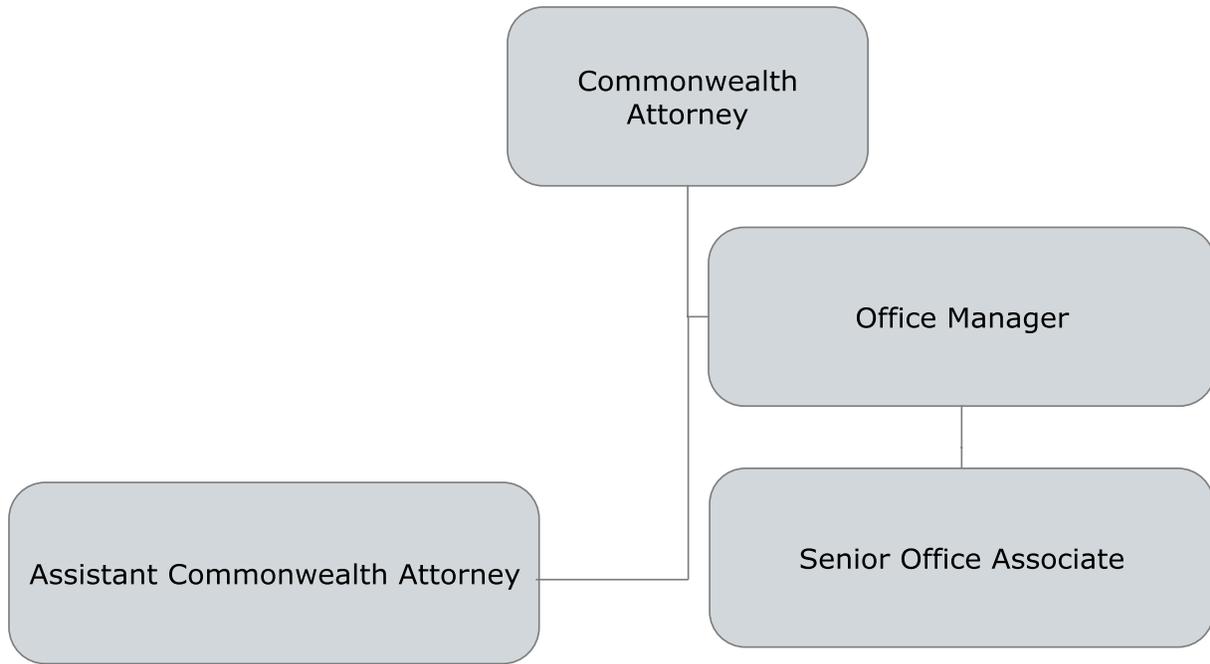
- Look for ways to enhance skills and participate in "crime specific" training such as homicide investigation, sexual assault prosecution, DUI procedures, etc.

## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013 AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	601,649	619,671	636,528	663,367	26,839	4.22%
OPERATING	10,215	9,909	16,100	16,100	0	0.00%
CAPITAL	0	0	1,400	1,500	100	7.14%
<b>TOTAL</b>	<b>611,864</b>	<b>629,580</b>	<b>654,028</b>	<b>680,967</b>	<b>26,939</b>	<b>4.12%</b>
<b>REVENUE:</b>						
FEES	1,367	1,693	1,000	1,000	0	0.00%
STATE/FEDERAL	398,059	388,308	389,431	389,431	0	0.00%
LOCAL	212,438	239,579	263,597	290,536	26,939	10.22%
<b>TOTAL</b>	<b>611,864</b>	<b>629,580</b>	<b>654,028</b>	<b>680,967</b>	<b>26,939</b>	<b>4.12%</b>
 FULL TIME POSITIONS	 8	 8	 8	 8	 0	 0.00%

# Commonwealth's Attorney

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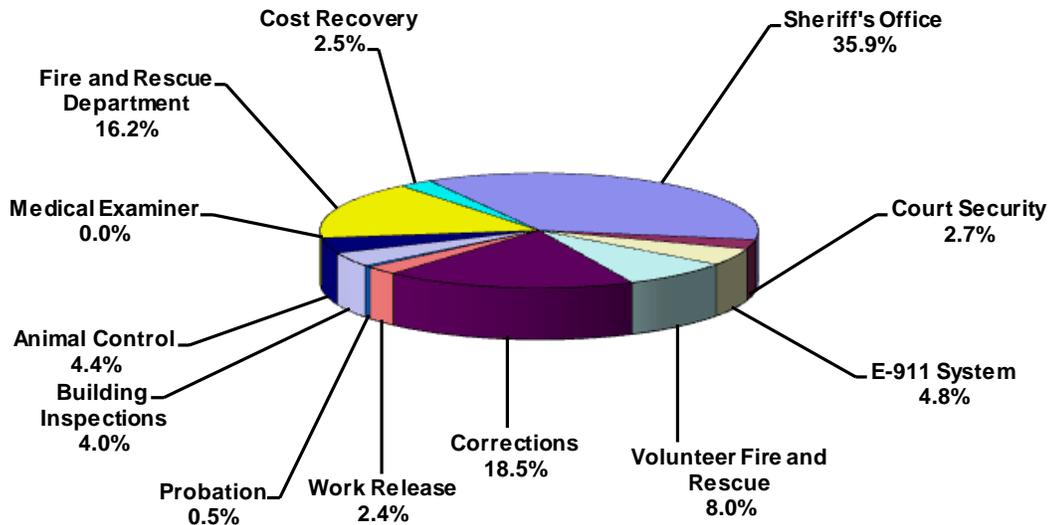


**Warren County Public Safety Building  
(Near Completion)**

## Public Safety

	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013 AMOUNT	%
Sheriff's Office	3,932,608	3,741,871	3,954,205	212,334	5.67%
Court Security	232,536	282,903	296,004	13,101	4.63%
E-911 System	557,180	480,323	530,694	50,371	10.49%
Volunteer Fire and Rescue	844,591	896,879	877,806	(19,073)	-2.13%
Corrections	1,827,603	1,906,610	2,038,750	132,140	6.93%
Work Release	262,752	277,156	269,253	(7,903)	-2.85%
Probation	46,766	55,290	56,850	1,560	2.82%
Building Inspections	424,764	417,617	443,191	25,574	6.12%
Animal Control	483,922	420,344	482,438	62,094	14.77%
Medical Examiner	500	280	280	0	0.00%
Fire and Rescue Department	1,630,058	1,580,732	1,789,552	208,820	13.21%
Cost Recovery	271,380	271,500	275,500	4,000	1.47%

**PUBLIC SAFETY**                      **10,514,660**      **10,331,505**      **11,014,523**                      **683,018**                      **6.61%**



# Sheriff's Office

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## 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 six 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 ordinances in the Town of Front Royal and Warren County.
- Patrol. Responsible for routine patrol; special enforcement; special operation units; answering all related complaints coming into the office from the community or other jurisdictions; 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.

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## 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 2012/2013.

### 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.

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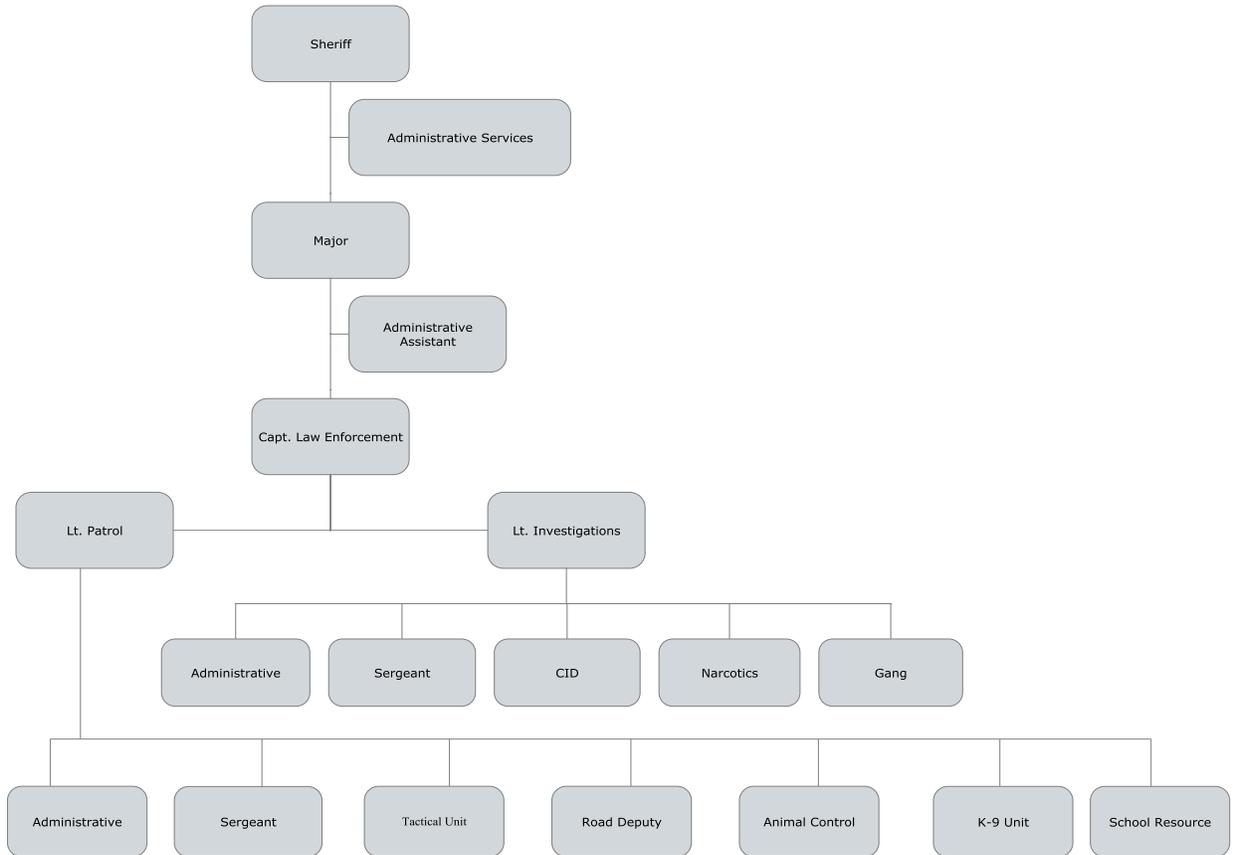
## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	3,052,841	2,950,029	3,098,903	3,301,237	202,334	6.53%
OPERATING	432,758	767,234	391,638	401,638	10,000	2.55%
CAPITAL	222,191	215,345	251,330	251,330	0	0.00%
<b>TOTAL</b>	<b>3,707,790</b>	<b>3,932,608</b>	<b>3,741,871</b>	<b>3,954,205</b>	<b>212,334</b>	<b>5.67%</b>
<b>REVENUE:</b>						
FEES	8,238	8,238	0	0	0	0.00%
STATE/FEDERAL	1,493,926	1,937,155	1,469,442	1,469,442	0	0.00%
LOCAL	2,205,626	1,987,215	2,272,429	2,484,763	212,334	9.34%
<b>TOTAL</b>	<b>3,707,790</b>	<b>3,932,608</b>	<b>3,741,871</b>	<b>3,954,205</b>	<b>212,334</b>	<b>5.67%</b>
FULL TIME POSITIONS	53	53	53	54	1	1.89%

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

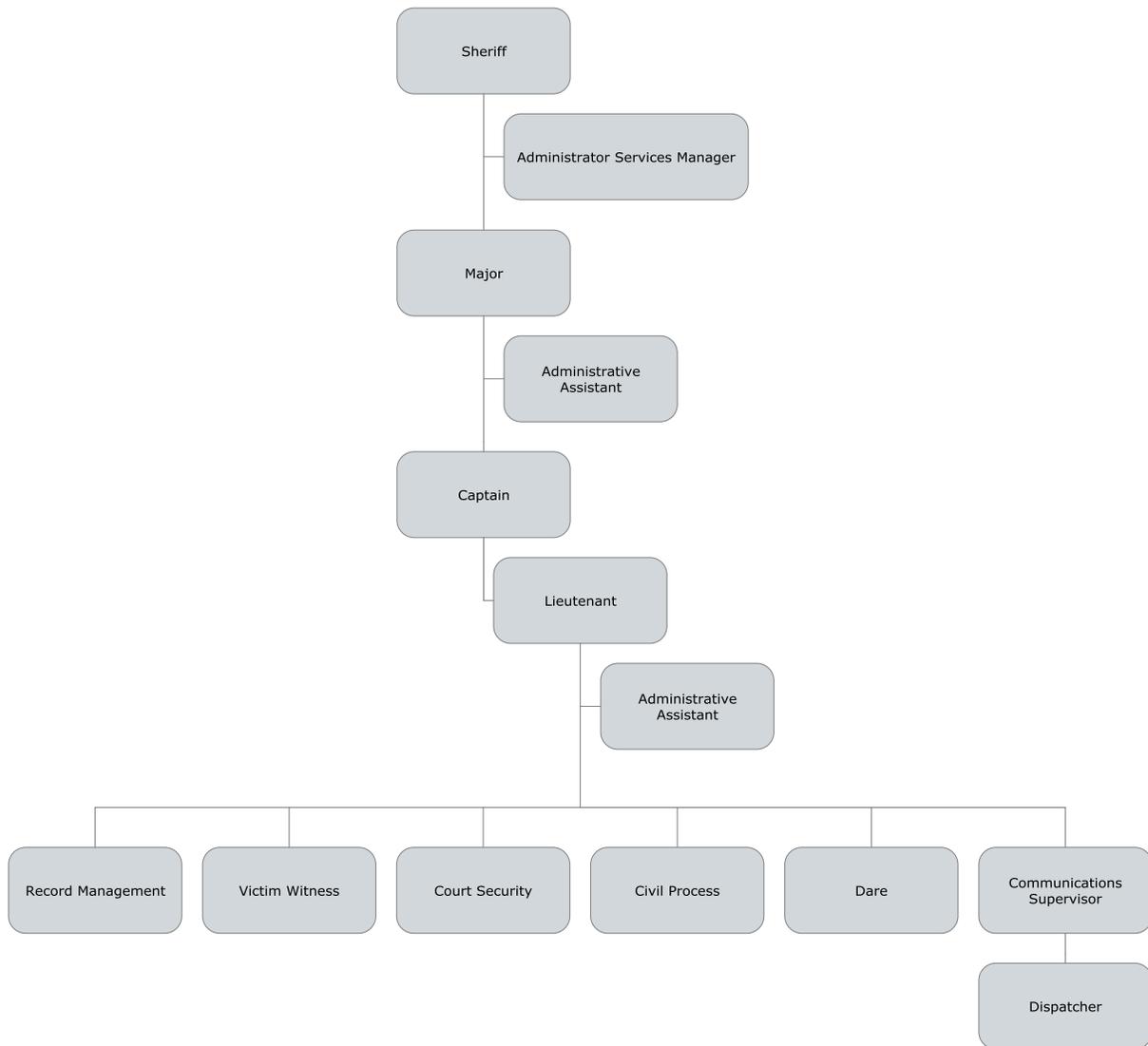
# Sheriff's Office Law Enforcement

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# Sheriff's Office Administration/Civil Process/Communications

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# Court Security

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## DEPARTMENT DESCRIPTION:

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

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## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	0	222,848	258,628	271,729	13,101	5.07%
OPERATING	0	7,781	17,975	17,975	0	0.00%
CAPITAL	0	1,907	6,300	6,300	0	0.00%
TOTAL	0	232,536	282,903	296,004	13,101	4.63%
REVENUE:						
FEES	0	88,851	85,000	90,000	5,000	5.88%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	0	143,685	197,903	206,004	8,101	4.09%
TOTAL	0	232,536	282,903	296,004	13,101	4.63%
FULL TIME POSITIONS	0	2	2	2	0	0.00%

# E-911 System

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## DEPARTMENT DESCRIPTION:

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

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## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	379,788	301,992	299,723	305,077	5,354	1.79%
OPERATING	127,925	218,098	113,656	143,798	30,142	26.52%
CAPITAL	<u>52,298</u>	<u>37,090</u>	<u>66,944</u>	<u>81,819</u>	<u>14,875</u>	<u>22.22%</u>
TOTAL	560,011	557,180	480,323	530,694	50,371	10.49%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	37,156	121,040	45,000	45,000	0	0.00%
LOCAL	<u>522,855</u>	<u>436,140</u>	<u>435,323</u>	<u>485,694</u>	<u>50,371</u>	<u>11.57%</u>
TOTAL	560,011	557,180	480,323	530,694	50,371	10.49%
FULL TIME POSITIONS	6	6	6	6	0	0.00%

# Volunteer Fire and Rescue

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## 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 four ambulances, Water Rescue apparatus and equipment vehicles and the 100 foot ladder truck at Station 10.

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## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	903,791	844,591	896,879	877,806	(19,073)	-2.13%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	903,791	844,591	896,879	877,806	(19,073)	-2.13%
REVENUE:						
FEES	30,000	30,000	37,670	37,670	0	0.00%
STATE/FEDERAL	61,893	58,280	58,280	58,280	0	0.00%
LOCAL	811,898	756,311	800,929	781,856	(19,073)	-2.38%
TOTAL	903,791	844,591	896,879	877,806	(19,073)	-2.13%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Corrections

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## 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.

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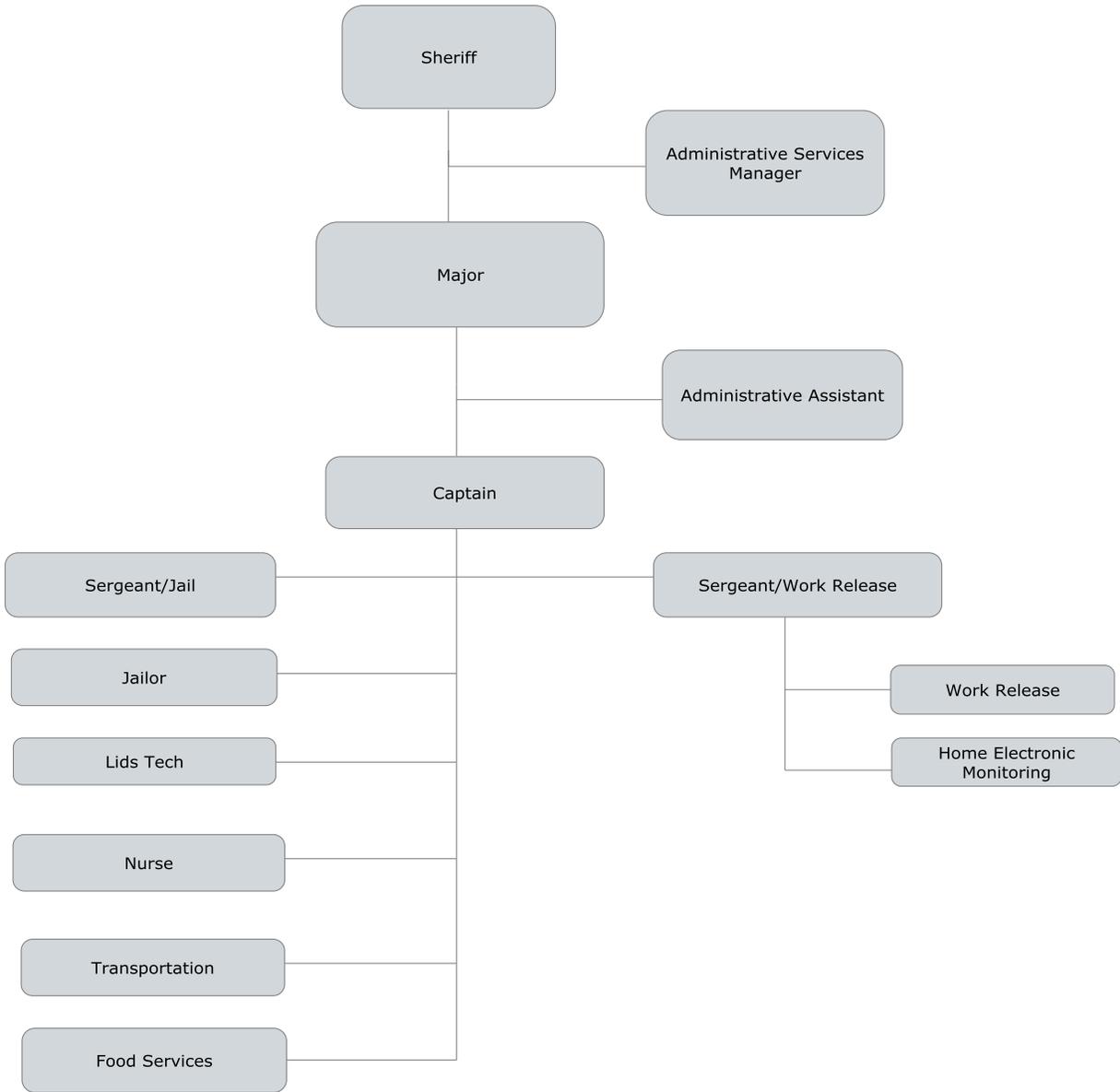
## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	1,405,376	1,418,524	1,497,610	1,594,750	97,140	6.49%
OPERATING	374,058	390,229	384,000	419,000	35,000	9.11%
CAPITAL	23,866	18,850	25,000	25,000	0	0.00%
TOTAL	1,803,300	1,827,603	1,906,610	2,038,750	132,140	6.93%
REVENUE:						
FEEES	33,069	33,272	30,000	30,000	0	0.00%
STATE/FEDERAL	1,254,898	1,275,300	1,188,597	1,199,597	11,000	0.93%
LOCAL	515,333	519,031	688,013	809,153	121,140	17.61%
TOTAL	1,803,300	1,827,603	1,906,610	2,038,750	132,140	6.93%
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

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# 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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	162,183	161,681	156,706	158,803	2,097	1.34%
OPERATING	85,738	84,942	102,450	102,450	0	0.00%
CAPITAL	<u>2,729</u>	<u>16,129</u>	<u>18,000</u>	<u>8,000</u>	<u>(10,000)</u>	<u>-55.56%</u>
TOTAL	250,650	262,752	277,156	269,253	(7,903)	-2.85%
<b>REVENUE:</b>						
FEES	186,706	170,096	230,000	170,000	(60,000)	-26.09%
STATE/FEDERAL	119,298	137,160	126,000	135,000	9,000	7.14%
LOCAL	<u>(55,354)</u>	<u>(44,504)</u>	<u>(78,844)</u>	<u>(35,747)</u>	<u>43,097</u>	<u>-54.66%</u>
TOTAL	250,650	262,752	277,156	269,253	(7,903)	-2.85%
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 26<sup>th</sup> District Court Service Unit is part of Virginia's Department of Juvenile Justice. The 26<sup>th</sup> 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.

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**BUDGET SUMMARY:**

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	49,676	43,245	50,790	52,350	1,560	3.07%
OPERATING	3,841	3,521	4,500	4,500	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	53,517	46,766	55,290	56,850	1,560	2.82%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	45,359	34,411	33,806	33,806	0	0.00%
LOCAL	8,158	12,355	21,484	23,044	1,560	7.26%
TOTAL	53,517	46,766	55,290	56,850	1,560	2.82%
FULL TIME POSITIONS	1	1	1	1	0	0.00%

# Building Inspections

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## **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

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## **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.

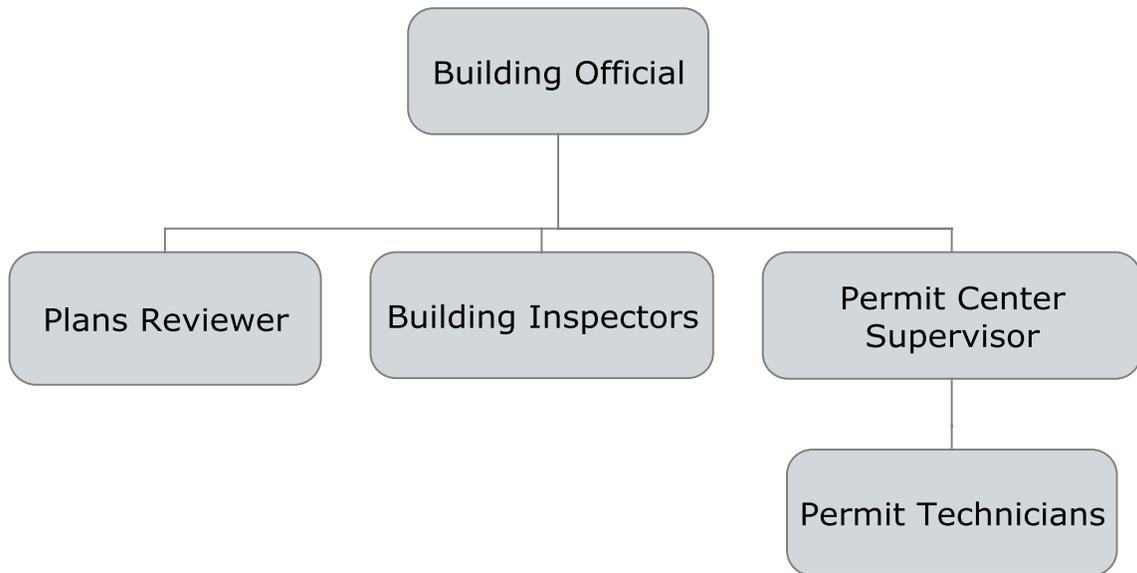
## BUDGET SUMMARY:

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	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	434,196	357,095	357,134	384,708	27,574	7.72%
OPERATING	47,585	49,467	52,983	50,983	(2,000)	-3.77%
CAPITAL	20,104	18,202	7,500	7,500	0	0.00%
TOTAL	501,885	424,764	417,617	443,191	25,574	6.12%
<b>REVENUE:</b>						
FEES	169,952	160,681	300,000	250,000	(50,000)	-16.67%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	331,933	264,083	117,617	193,191	75,574	64.25%
TOTAL	501,885	424,764	417,617	443,191	25,574	6.12%
FULL TIME POSITIONS	7	6	6	6	0	0.00%

# Building Inspections

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# Animal Control

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## DEPARTMENT DESCRIPTION:

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

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## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	209,037	231,349	207,198	219,292	12,094	5.84%
OPERATING	181,821	196,464	193,476	243,476	50,000	25.84%
CAPITAL	14,587	56,109	19,670	19,670	0	0.00%
TOTAL	405,445	483,922	420,344	482,438	62,094	14.77%
REVENUE:						
FEES	34,927	36,308	35,000	36,000	1,000	2.86%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	370,518	447,614	385,344	446,438	61,094	15.85%
TOTAL	405,445	483,922	420,344	482,438	62,094	14.77%
FULL TIME POSITIONS	4	4	4	4	0	0.00%

# Medical Examiner

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## 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.

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## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	500	500	280	280	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>500</b>	<b>500</b>	<b>280</b>	<b>280</b>	<b>0</b>	<b>0.00%</b>
<b>REVENUE:</b>						
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%
<b>TOTAL</b>	<b>500</b>	<b>500</b>	<b>280</b>	<b>280</b>	<b>0</b>	<b>0.00%</b>
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 80 active/responding volunteers. The Department supplements the volunteers with twenty one career staff from three stations, 5 days a week, and two stations 24/7.

## RESPONSIBILITIES:

- Oversight and operational control over nine fire and rescue stations, Swiftwater Rescue Team, County Emergency Management Team, including the CERT 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:

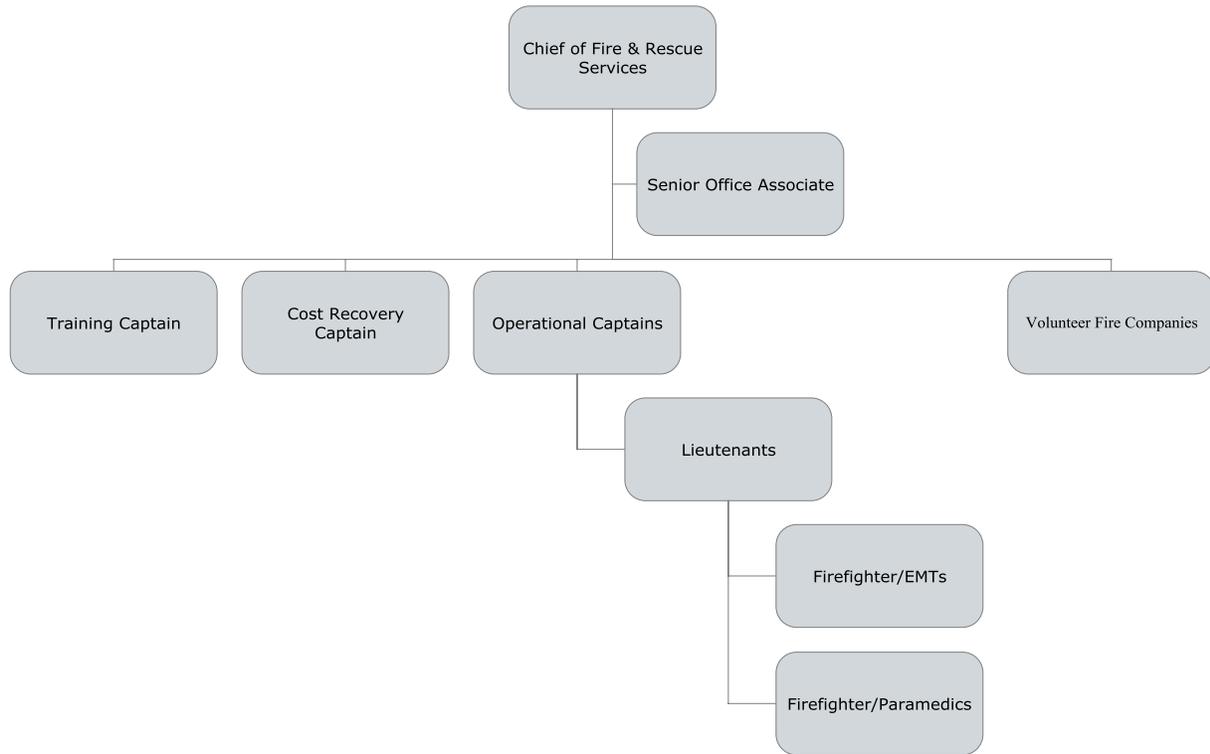
- Work to improve coverage issues for new radio communications system, especially in the Chester Gap area
- Complete the consultant study
- Expand fire prevention program.
- Research converting fire prevention efforts through a Fire Marshall's office
- Investigate alternative methods of staffing volunteer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

## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013 AMOUNT	%
COSTS:						
PERSONNEL	1,286,497	1,368,508	1,424,629	1,617,942	193,313	13.57%
OPERATING	154,336	251,869	129,103	152,110	23,007	17.82%
CAPITAL	14,065	9,681	27,000	19,500	(7,500)	-27.78%
<b>TOTAL</b>	<b>1,454,898</b>	<b>1,630,058</b>	<b>1,580,732</b>	<b>1,789,552</b>	<b>208,820</b>	<b>13.21%</b>
REVENUE:						
FEES	283,855	235,989	275,000	274,950	(50)	0.00%
STATE/FEDERAL	24,704	28,063	27,000	27,753	753	0.00%
LOCAL	1,146,339	1,366,006	1,278,732	1,486,849	208,117	16.28%
<b>TOTAL</b>	<b>1,454,898</b>	<b>1,630,058</b>	<b>1,580,732</b>	<b>1,789,552</b>	<b>208,820</b>	<b>13.21%</b>
 FULL TIME POSITIONS	 22	 22	 22	 24	 2	 9.09%

# Fire and Rescue Department

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# Cost Recovery

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## 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.

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## BUDGET SUMMARY:

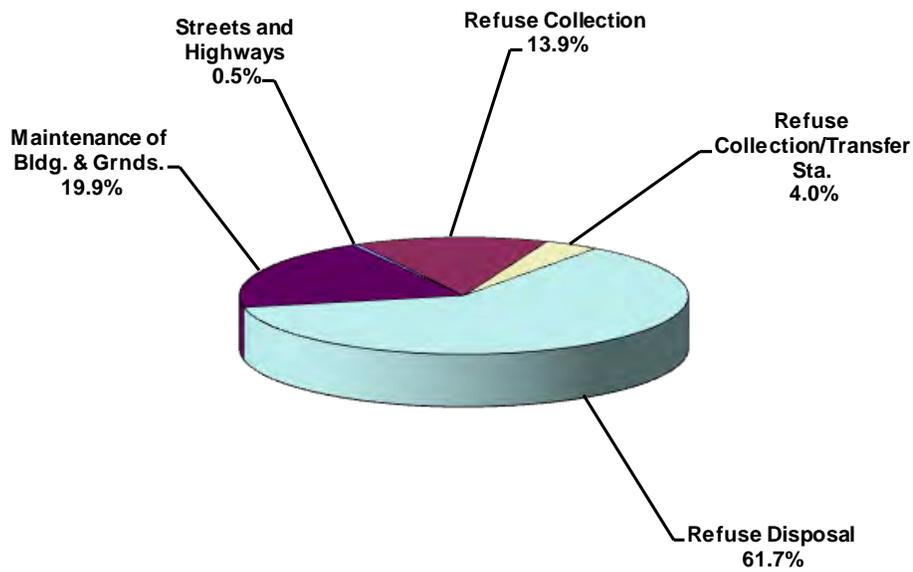
	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	98,582	253,880	251,500	275,500	24,000	0.00%
OPERATING	14,775	17,500	20,000	0	(20,000)	-100.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	<u>113,357</u>	<u>271,380</u>	<u>271,500</u>	<u>275,500</u>	<u>4,000</u>	<u>1.47%</u>
REVENUE:						
FEES	113,357	271,380	271,500	275,500	4,000	1.47%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	0	0	0	0	0	0.00%
TOTAL	<u>113,357</u>	<u>271,380</u>	<u>271,500</u>	<u>275,500</u>	<u>4,000</u>	<u>1.47%</u>
FULL TIME POSITIONS	0	0	0	0	0	0.00%



**Linden Public Convenience Site**

## Public Works

	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
				AMOUNT	%
Streets and Highways	18,499	21,000	18,500	(2,500)	-11.90%
Refuse Collection	588,104	493,443	516,200	22,757	4.61%
Refuse Collection/Transfer Sta.	150,326	145,951	146,942	991	0.68%
Refuse Disposal	1,822,629	2,119,900	2,295,655	175,755	8.29%
Maintenance of Bldg. & Grnds.	513,990	569,787	741,865	172,078	30.20%
<b>PUBLIC WORKS</b>	<b>3,093,548</b>	<b>3,350,081</b>	<b>3,719,162</b>	<b>369,081</b>	<b>11.02%</b>



# 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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	4,447	6,020	6,000	6,000	0	0.00%
OPERATING	8,129	12,479	15,000	12,500	(2,500)	-16.67%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>12,576</b>	<b>18,499</b>	<b>21,000</b>	<b>18,500</b>	<b>(2,500)</b>	<b>-11.90%</b>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	12,576	18,499	21,000	18,500	(2,500)	-11.90%
<b>TOTAL</b>	<b>12,576</b>	<b>18,499</b>	<b>21,000</b>	<b>18,500</b>	<b>(2,500)</b>	<b>-11.90%</b>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Refuse Collection

## DEPARTMENT DESCRIPTION:

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

## RESPONSIBILITIES:

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

## PROJECTS:

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

## BUDGET SUMMARY:

### REFUSE COLLECTION-CONVENIENCE SITES

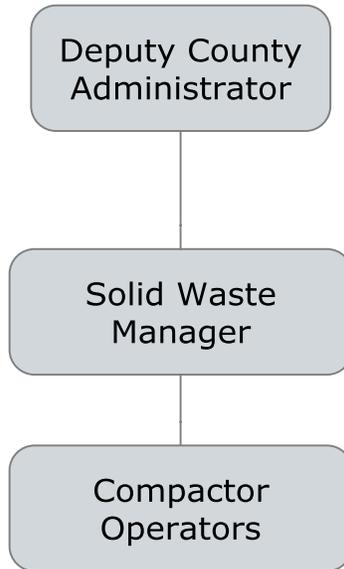
	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	267,713	247,964	177,643	182,650	5,007	2.82%
OPERATING	153,843	337,140	311,800	324,550	12,750	4.09%
CAPITAL	3,000	3,000	4,000	9,000	5,000	125.00%
TOTAL	424,556	588,104	493,443	516,200	22,757	4.61%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	424,556	588,104	493,443	516,200	22,757	4.61%
TOTAL	424,556	588,104	493,443	516,200	22,757	4.61%
FULL TIME POSITIONS	2	1	0	0	0	0.00%

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

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	91,902	103,231	78,951	79,942	991	1.26%
OPERATING	147,972	47,095	67,000	67,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>239,874</b>	<b>150,326</b>	<b>145,951</b>	<b>146,942</b>	<b>991</b>	<b>0.68%</b>
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	239,874	150,326	145,951	146,942	991	0.68%
<b>TOTAL</b>	<b>239,874</b>	<b>150,326</b>	<b>145,951</b>	<b>146,942</b>	<b>991</b>	<b>0.68%</b>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Refuse Collection

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# Refuse Disposal

## DEPARTMENT DESCRIPTION:

The Refuse Disposal budget focuses on the daily activities of the Warren County Transfer Station located in Bentonville. Wastes are received by the Town of Front Royal, the County's five (5) public convenience locations, and industrial and commercial businesses in Warren County. Warren County ships and deposits approximately 90-100 tons of solid waste per day to a landfill in Page County.

## RESPONSIBILITIES:

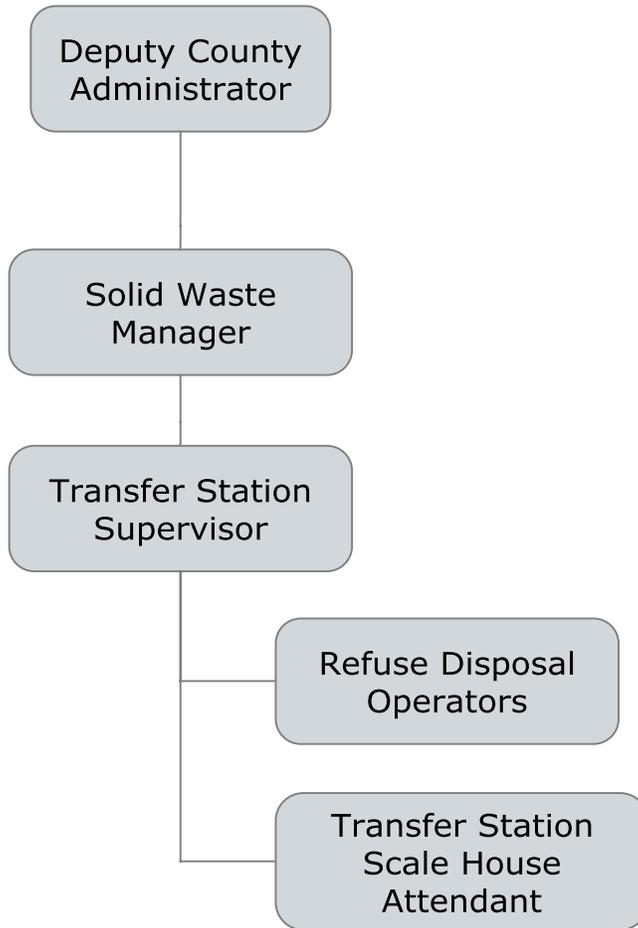
- Maintain certification of all staff through the Virginia State Department of Environmental Quality (DEQ).
- Provide for County-wide waste collection
- Recycle all metals
- Monitor the closed County-owned landfill
- County wide waste collection
- Re-compacting waste in transfer trailers for shipment to the landfill
- Grinding of brush and stumps for sale as mulch
- White good collection; Freon extraction and recycling of all metals
- Paint, oil, and antifreeze collection and disposal
- Monitoring of the closed County-owned landfill
- Coordination with trucking vendors

## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	185,474	164,316	226,050	261,755	35,705	15.80%
OPERATING	1,684,066	1,618,601	1,858,850	1,815,200	(43,650)	-2.35%
CAPITAL	19,327	39,712	35,000	218,700	183,700	524.86%
<b>TOTAL</b>	<b>1,888,867</b>	<b>1,822,629</b>	<b>2,119,900</b>	<b>2,295,655</b>	<b>175,755</b>	<b>8.29%</b>
<b>REVENUE:</b>						
FEES	953,868	863,584	1,040,000	950,000	(90,000)	-8.65%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	934,999	959,045	1,079,900	1,345,655	265,755	24.61%
<b>TOTAL</b>	<b>1,888,867</b>	<b>1,822,629</b>	<b>2,119,900</b>	<b>2,295,655</b>	<b>175,755</b>	<b>8.29%</b>
 FULL TIME POSITIONS	 2	 2	 3	 3	 0	 0.00%

# Refuse Disposal

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# Maintenance of Buildings & Grounds

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## DEPARTMENT DESCRIPTION:

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

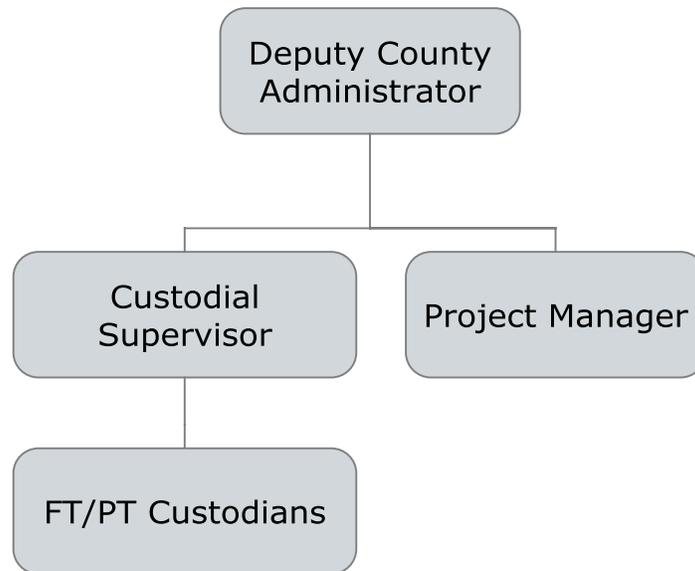
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## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	72,491	72,749	110,987	226,865	115,878	104.41%
OPERATING	376,004	389,853	438,800	495,000	56,200	12.81%
CAPITAL	5,450	51,388	20,000	20,000	0	0.00%
TOTAL	453,945	513,990	569,787	741,865	172,078	30.20%
REVENUE:						
FEES	37,577	25,461	27,500	27,500	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	416,368	488,529	542,287	714,365	172,078	31.73%
TOTAL	453,945	513,990	569,787	741,865	172,078	30.20%
FULL TIME POSITIONS	2	2	2	4	2	0.00%

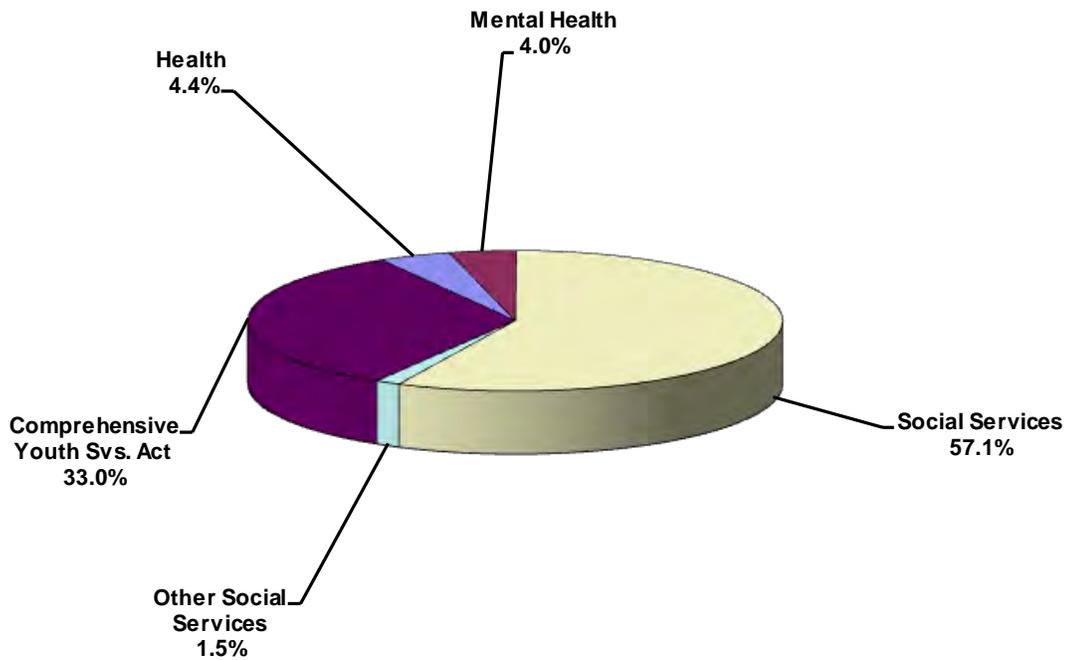
# Maintenance of Buildings & Grounds

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## Health and Welfare

	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013 AMOUNT	%
Health	293,836	294,940	299,674	4,734	1.61%
Mental Health	276,125	277,500	277,500	0	0.00%
Social Services	3,708,612	4,263,025	3,924,686	(338,339)	-7.94%
Other Social Services	95,884	101,106	103,562	2,456	2.43%
Comprehensive Youth Svs. Act	2,038,703	2,368,779	2,272,125	(96,654)	-4.08%
<b>HEALTH AND WELFARE</b>	<b>6,413,160</b>	<b>7,305,350</b>	<b>6,877,547</b>	<b>(427,803)</b>	<b>-5.86%</b>



# Health

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## 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.

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## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	294,086	293,836	294,940	299,674	4,734	1.61%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	<u>294,086</u>	<u>293,836</u>	<u>294,940</u>	<u>299,674</u>	<u>4,734</u>	<u>1.61%</u>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	294,086	293,836	294,940	299,674	4,734	1.61%
TOTAL	<u>294,086</u>	<u>293,836</u>	<u>294,940</u>	<u>299,674</u>	<u>4,734</u>	<u>1.61%</u>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Mental Health and Retardation

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## 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.

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## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	277,500	276,125	277,500	277,500	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	<u>277,500</u>	<u>276,125</u>	<u>277,500</u>	<u>277,500</u>	<u>0</u>	<u>0.00%</u>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	277,500	276,125	277,500	277,500	0	0.00%
TOTAL	<u>277,500</u>	<u>276,125</u>	<u>277,500</u>	<u>277,500</u>	<u>0</u>	<u>0.00%</u>
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: Supplemental Nutrition Assistance Program (formerly called Food Stamps), Medicaid, Energy Assistance, Temporary Assistance to Needy Families, Virginia Initiative for Employment not Welfare, Adoption and Foster Care, Foster Parents, Child Protective Services, Adult Protective Services, Companion Services, Fraud Referrals, and other customer services.

## BUDGET SUMMARY:

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2010	2011	2012	2013	FY 2012 TO FY 2013	
	ACTUAL	ACTUAL	ADOPTED BUDGET	ADOPTED BUDGET	AMOUNT	%
COSTS:						
PERSONNEL	1,862,568	1,343,253	1,917,828	2,017,071	99,243	0.00%
OPERATING	2,237,426	2,365,359	2,345,197	1,907,615	(437,582)	-18.66%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	4,099,994	3,708,612	4,263,025	3,924,686	(338,339)	-7.94%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	3,330,074	2,891,463	3,246,539	2,886,620	(359,919)	-11.09%
LOCAL	769,920	817,149	1,016,486	1,038,066	21,580	2.12%
TOTAL	4,099,994	3,708,612	4,263,025	3,924,686	(338,339)	-7.94%
FULL TIME POSITIONS	38	38	38	38	0	0.00%

## Other Social Services

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### 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.

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### BUDGET SUMMARY:

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2010	2011	2012	2013	FY 2012 TO FY 2013	
	ACTUAL	ACTUAL	ADOPTED BUDGET	ADOPTED BUDGET	AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	100,931	95,884	101,106	103,562	2,456	2.43%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	100,931	95,884	101,106	103,562	2,456	2.43%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	100,931	95,884	101,106	103,562	2,456	2.43%
TOTAL	100,931	95,884	101,106	103,562	2,456	2.43%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Comprehensive Services Act

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## 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
- Assists CPMT with contract development and maintains contract documents
- 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
- State CSA Alternate for the State and Local Advisory Team (SLAT)
- Attend quarterly State CSA-Coordinator training and serve as co-moderator
- Plans, organizes and chairs 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
- Assists in state training of new CSA Coordinators
- Develop, revise, and/or format all documentation related to FAPT referrals

## 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

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**BUDGET SUMMARY:**

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	66,592	66,182	67,779	71,125	3,346	4.94%
OPERATING	2,106,388	1,972,521	2,301,000	2,201,000	(100,000)	-4.35%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	2,172,980	2,038,703	2,368,779	2,272,125	(96,654)	-4.08%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	1,218,329	1,138,396	1,091,298	1,033,587	(57,711)	-5.29%
LOCAL	<u>954,651</u>	<u>900,307</u>	<u>1,277,481</u>	<u>1,238,538</u>	<u>(38,943)</u>	<u>-3.05%</u>
TOTAL	2,172,980	2,038,703	2,368,779	2,272,125	(96,654)	-4.08%
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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	34,640	36,182	37,180	36,274	(906)	-2.44%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>34,640</b>	<b>36,182</b>	<b>37,180</b>	<b>36,274</b>	<b>(906)</b>	<b>-2.44%</b>
REVENUE:						
FEEs	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	34,640	36,182	37,180	36,274	(906)	-2.44%
<b>TOTAL</b>	<b>34,640</b>	<b>36,182</b>	<b>37,180</b>	<b>36,274</b>	<b>(906)</b>	<b>-2.44%</b>
FULL TIME POSITIONS	0	0	0	0	0	0.00%



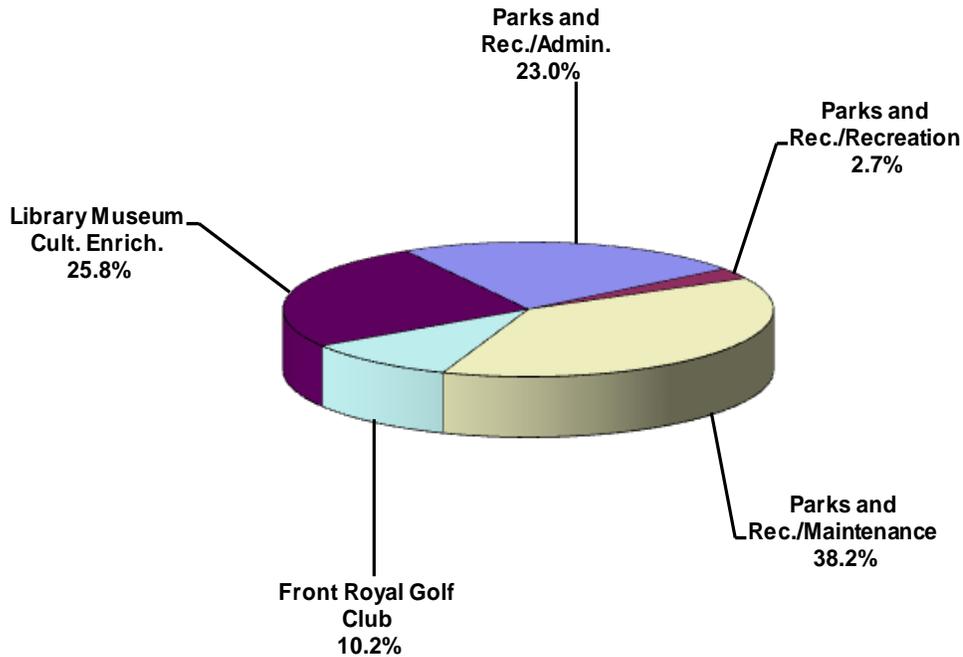
**Warren County Community Center**



**Bing Crosby Stadium**

**Parks, Recreation and Cultural**

	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
				AMOUNT	%
Parks and Rec./Administration	551,809	645,627	684,289	38,662	5.99%
Parks and Rec./Recreation	69,332	86,750	79,320	(7,430)	-8.56%
Parks and Rec./Maintenance	1,163,828	1,092,080	1,134,816	42,736	3.91%
Front Royal Golf Club	314,491	290,320	302,720	12,400	4.27%
Library Museum Cult. Enrich.	670,025	695,250	767,000	71,750	10.32%
<b>PARKS, REC. &amp; CULTURAL</b>	<b>2,769,485</b>	<b>2,810,027</b>	<b>2,968,145</b>	<b>158,118</b>	<b>5.63%</b>



# Parks and Recreation Administration

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## **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 fourteen (14) full-time employees and approximately fifty-five (55) 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 15<sup>th</sup> 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
- 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, Warren County Skatepark Committee 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 15<sup>th</sup> 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:**

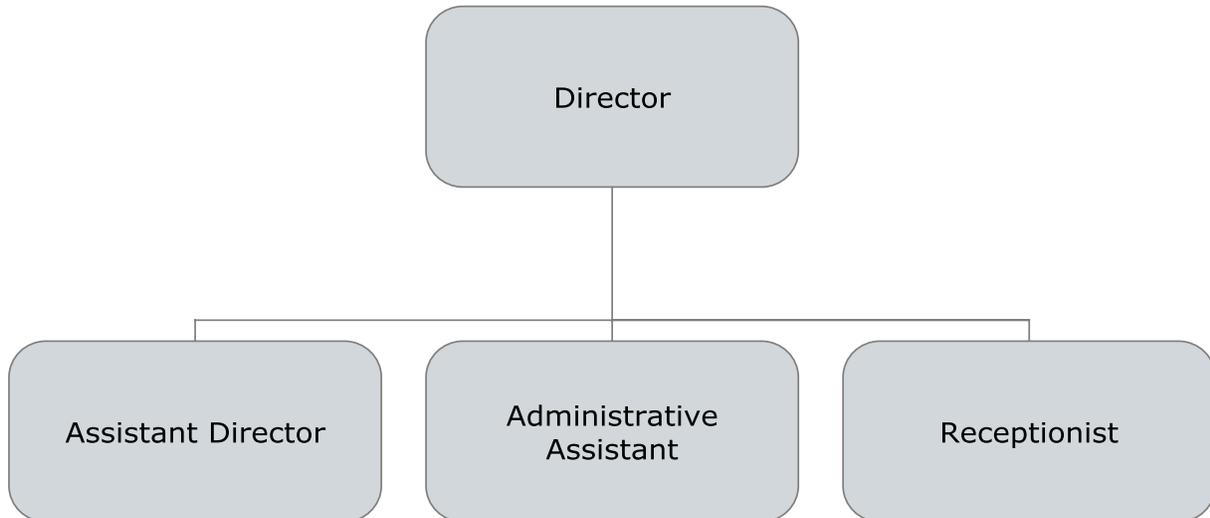
PERFORMANCE MEASURES	FY 2010	FY 2011	FY 2012
	Actual	Actual	Proposed
Monitor Youth Center Reservations	250	379	390
Improve Customer Service Response	5 minutes	5 minutes	5 minutes
Improve Positive Public Input	75	75	75
Monitor Shelter Reservations	350	362	380
Athletic Field User Fees	\$12,000	\$16,687	\$18,000
Athletic Field Usage (youth/adult)	40/60	45/55	45/55
Activity Registrations	2,888	3,680	4,000
Recreation Complaints Received	2	4	0
Average Cost per Activity Day Per Part.	40-45	40/45	45/50
Number of Daily Admissions- Revenue	\$53,003.78	\$46,889.49	\$50,000
Number of Seasonal Passes Sold	\$8,919.00	\$4,181.00	\$5,000
Monitor Pool Reservations	20	19	25
Class Registration vs. Class Capacity	95%	93%	96%
Hire Quality Certified Staff	50	64	70

**BUDGET SUMMARY:**

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	439,052	427,508	542,274	576,389	34,115	6.29%
OPERATING	121,022	124,301	100,353	104,900	4,547	4.53%
CAPITAL	0	0	3,000	3,000	0	0.00%
TOTAL	560,074	551,809	645,627	684,289	38,662	5.99%
<b>REVENUE:</b>						
FEES	144,078	148,205	173,875	174,200	325	0.19%
STATE/FEDERAL	0	0			0	0.00%
LOCAL	415,996	403,604	471,752	510,089	38,337	8.13%
TOTAL	560,074	551,809	645,627	684,289	38,662	5.99%
FULL TIME POSITIONS	6	6	5	5	0	0.00%

# Parks and Recreation Administration

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# Parks and Recreation Rec. Program

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## DEPARTMENT DESCRIPTION:

The Recreation Division of the Parks and Recreation Department provides and promotes year-round recreational programs, classes, and activities for citizens of the Town of Front Royal and Warren County. These include special interest fitness classes and camps, family and children programs, youth sports programs such as basketball, flag football, and gymnastics, and several special events and bus trips. The Division schedules athletic field use and coordinates programs with the public school system. This Division is located in the Warren County Community Center. All recreation program registration and athletic facilities renters will be taken at the Warren County Community Center beginning January 2, 2012.

## RESPONSIBILITIES:

Review, revise, and promote a new recreational fee schedule bi-yearly to create a more balanced revenue/expenditure budget and increase public awareness of the need for and benefits of increased fees

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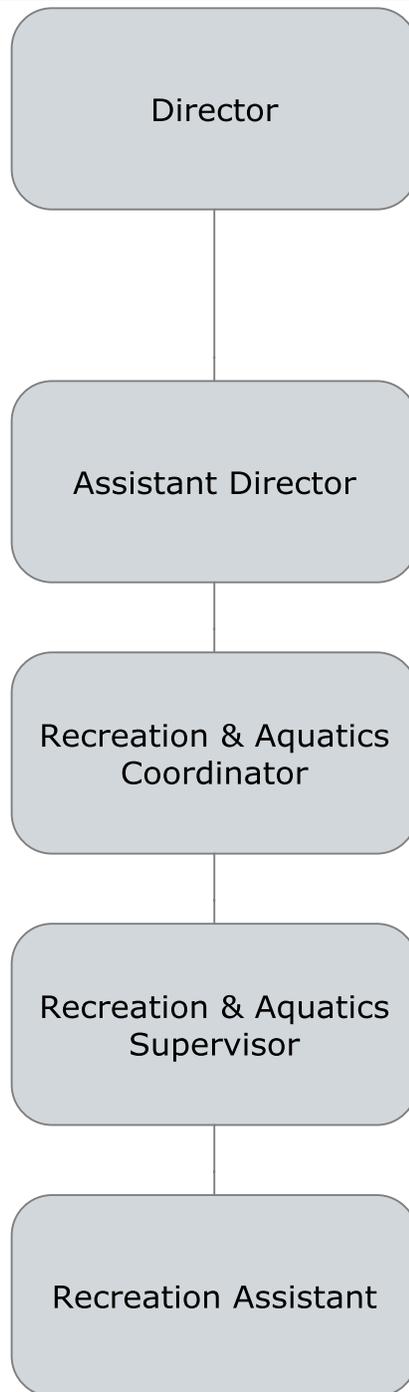
## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	47,913	69,332	86,750	79,320	(7,430)	-8.56%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	47,913	69,332	86,750	79,320	(7,430)	-8.56%
REVENUE:						
FEES	74,377	77,747	141,900	121,330	(20,570)	-14.50%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	(26,464)	(8,415)	(55,150)	(42,010)	13,140	-23.83%
TOTAL	47,913	69,332	86,750	79,320	(7,430)	-8.56%
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

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# 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 15<sup>th</sup> 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:

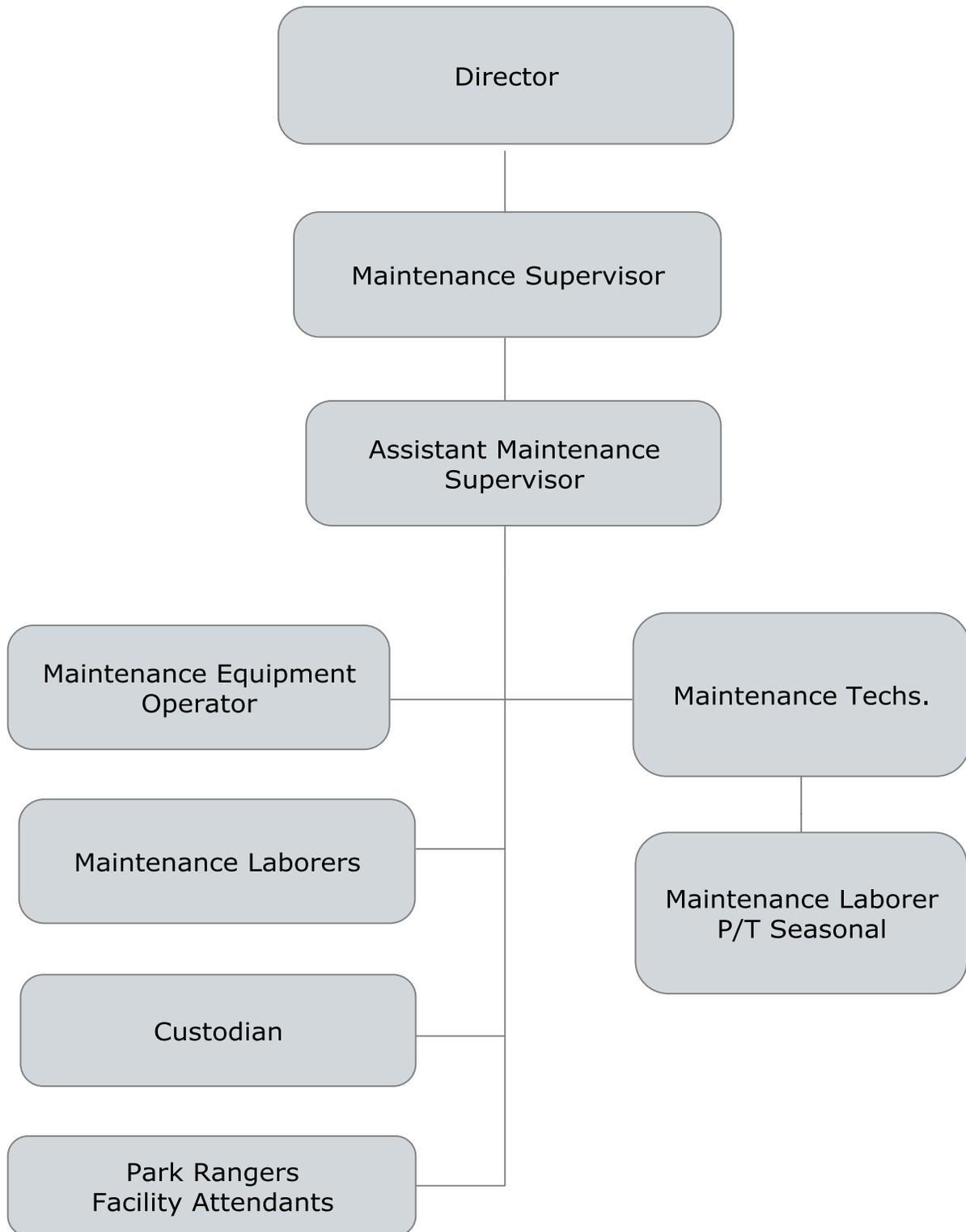
PERFORMANCE MEASURES	FY 2009	FY 2010	LONG TERM
	Actual	Proposed	Target
Cost of Mowing 1 Acre	\$14.90	\$14.40	\$13.50
Safety Inspection Completed	12	12	12
Hours on Field Preparation	1,800	1,600	1,400
Reduce Vandalism Occurrences	4	3	2
Planting New Trees	10	25	10
Park Facility Improvement	8	10	10

## BUDGET SUMMARY:

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2010	2011	2012	2013	FY 2012 TO FY 2013	
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	459,035	501,525	520,995	563,591	42,596	8.18%
OPERATING	235,927	328,643	374,200	402,900	28,700	7.67%
CAPITAL	334,350	333,660	196,885	168,325	(28,560)	-14.51%
TOTAL	1,029,312	1,163,828	1,092,080	1,134,816	42,736	3.91%
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	1,029,312	1,163,828	1,092,080	1,134,816	42,736	3.91%
TOTAL	1,029,312	1,163,828	1,092,080	1,134,816	42,736	3.91%
FULL TIME POSITIONS	8	8	8	8	0	0.00%

# Parks and Recreation Maintenance

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# Parks and Recreation Aquatics

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## **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

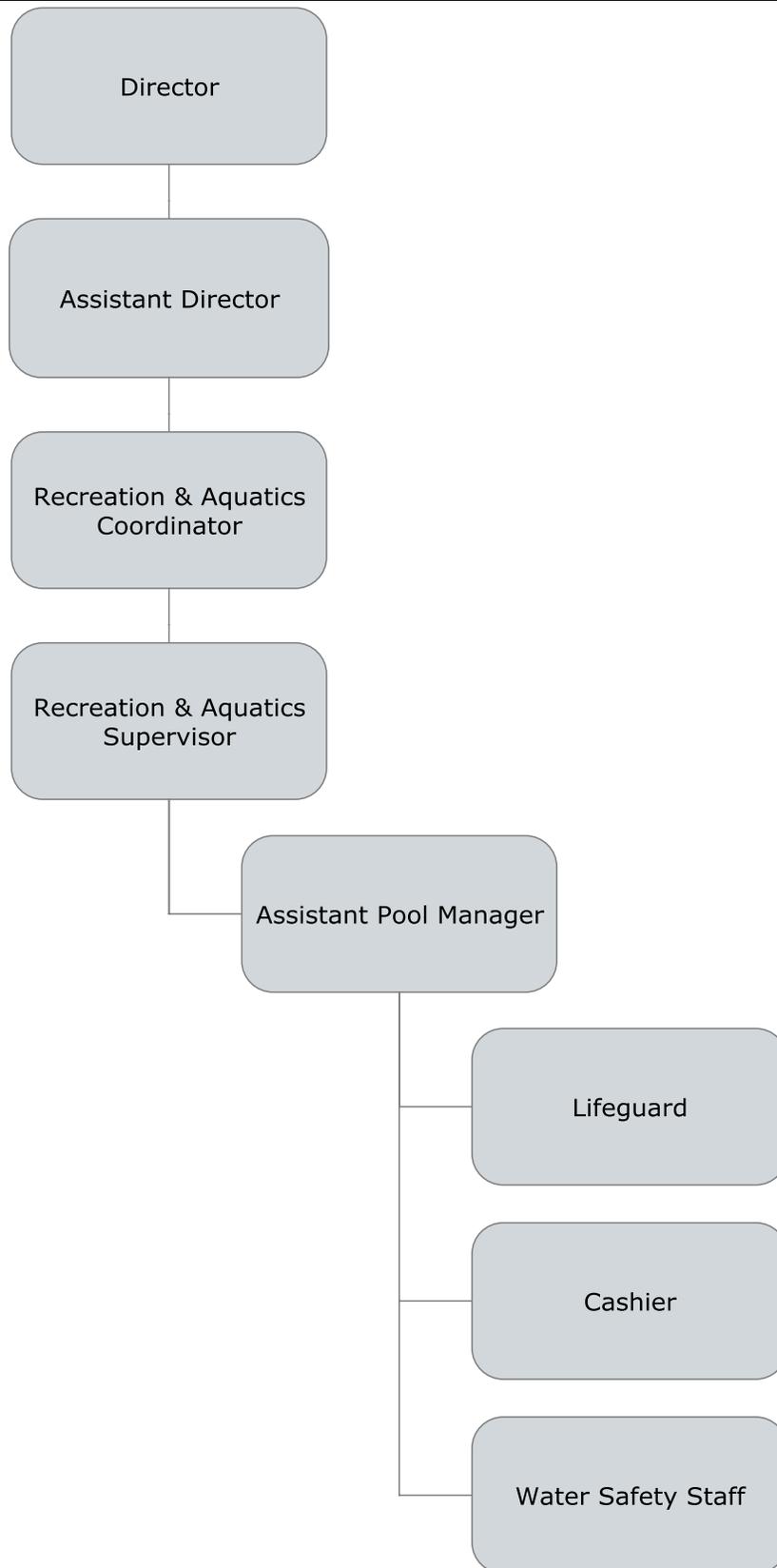
## **BUDGET SUMMARY:**

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

# Parks and Recreation Aquatics

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# Parks and Recreation–Front Royal Golf Club

## DEPARTMENT DESCRIPTION:

The Front Royal Golf Club features a public parkland golf course located directly on the main fork of the Shenandoah River a few miles north of Front Royal, located at 902 Country Club Road. The scenic course has two sets of tees with 9 putting greens, for a total of 18 holes playing to par 70. A boat ramp provides access to the Shenandoah River and the club house features a pro shop, snack bar and banquet room. The facility was originally constructed in 1938 by the Civilian Conservation Corps on land donated by William Carson with the course built to his design. The current club house, built in 1998 to replace the original rustic CCC clubhouse lost in the flood of 1996. It hosts a snack bar, commercial kitchen and rental hall. The William E. Carson Walking Trail Phase 2 is open to the public. Phase 1 will open Spring 2012.

## RESPONSIBILITIES:

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

## PROJECTS:

- Increase golf, boating, and walking trail patronage.
- Develop new programs to include youth golf programs and weekday golf leagues
- Aggressively pursue alternative sources of funding for golf club and maintenance
- Use publicity and advertising to enhance the public's perception of the golf course, recreation facilities, boat ramp, William E. Carson Walking Trail, and to increase their use of it
- Increase rental use of banquet room.

## SERVICE LEVELS:

PERFORMANCE MEASURES	FY 2010	FY 2011	FY 2012	LONG TERM
	Actual	Actual	Proposed	Target
Number of memberships	100	146	150	100
Number of rounds of golf played	6939	6,917	7,000	7,500
Number of months open	12	12	12	12
Use of club house facilities for banquets, etc.	13	20	30	40+

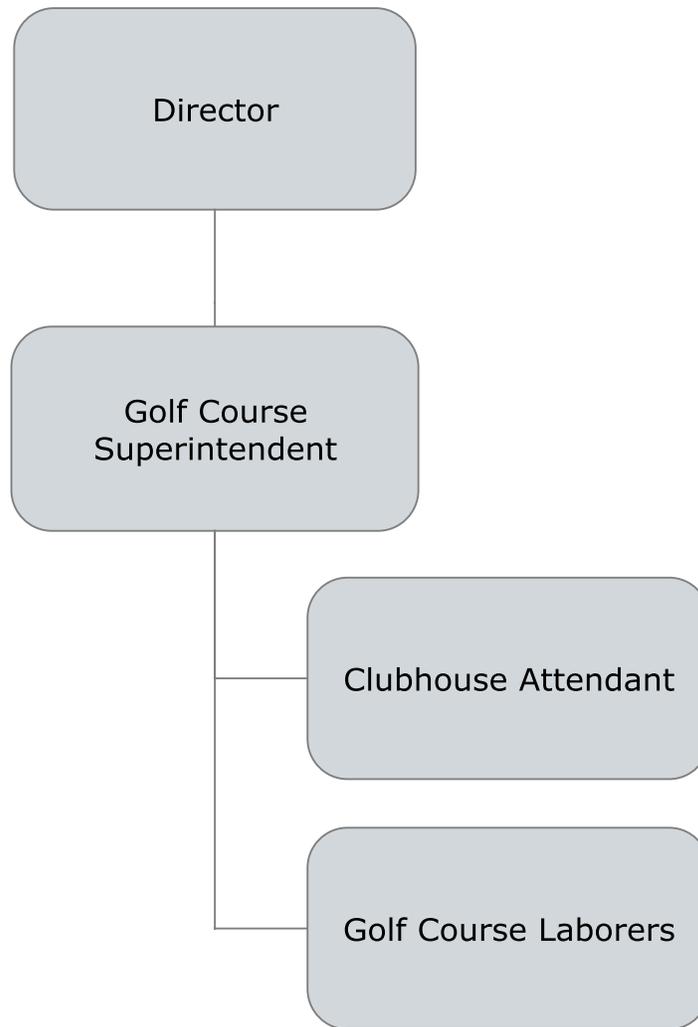
## BUDGET SUMMARY:

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	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	156,862	164,688	166,015	170,110	4,095	2.47%
OPERATING	115,757	124,814	115,905	126,610	10,705	9.24%
CAPITAL	54,822	24,989	8,400	6,000	(2,400)	-28.57%
TOTAL	327,441	314,491	290,320	302,720	12,400	4.27%
REVENUE:						
FEES	195,955	192,930	290,320	301,000	10,680	3.68%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	131,486	121,561	0	1,720	1,720	0.00%
TOTAL	327,441	314,491	290,320	302,720	12,400	4.27%
FULL TIME POSITIONS	1	1	1	1	0	0.00%

# Parks and Recreation–Front Royal Golf Club

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**Samuels Public Library**

# Library, Museum, and Cultural Enrichment

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## 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 75<sup>th</sup> Anniversary.

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## BUDGET SUMMARY:

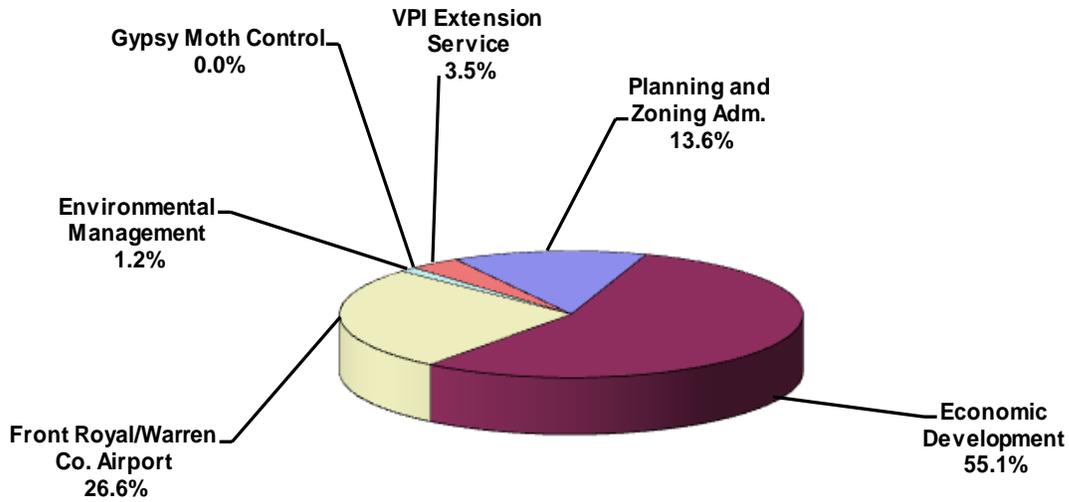
	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	620,500	670,025	695,250	767,000	71,750	10.32%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>620,500</b>	<b>670,025</b>	<b>695,250</b>	<b>767,000</b>	<b>71,750</b>	<b>10.32%</b>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	5,000	5,000	5,000	5,000	0	0.00%
LOCAL	615,500	665,025	690,250	762,000	71,750	10.39%
<b>TOTAL</b>	<b>620,500</b>	<b>670,025</b>	<b>695,250</b>	<b>767,000</b>	<b>71,750</b>	<b>10.32%</b>
FULL TIME POSITIONS	0	0	0	0	0	0.00%



**Front Royal-Warren County Airport**

## COMMUNITY DEVELOPMENT

	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013 AMOUNT	%
Planning and Zoning Adm.	344,509	349,072	373,922	24,850	7.12%
Economic Development	277,562	1,230,795	1,518,633	287,838	23.39%
Front Royal/Warren Co. Airport	454,504	186,014	731,576	545,562	293.29%
Environmental Management	14,760	33,500	33,500	0	0.00%
Gypsy Moth Control	1,776	21,040	0	(21,040)	-100.00%
VPI Extension Service	68,121	93,345	97,565	4,220	4.52%
<b>COMMUNITY DEVELOPMENT</b>	<b>1,161,232</b>	<b>1,913,766</b>	<b>2,755,196</b>	<b>841,430</b>	<b>43.97%</b>



# Planning and Zoning Administration

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## **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:**

	<b>FY08/09 Budget</b>	<b>FY09/2010 Budget</b>	<b>FY2010/11 Budget</b>	<b>FY2011/12 Budget</b>	<b>FY2012/13 Budget</b>
Population	37,124	37,248	37,439	37,729	38,957
Size of Budget	\$351,778	\$376,322	\$414,174	\$349,072	\$373,922
Per Capita Cost	\$9.48	\$10.00	\$11.06	\$9.25	\$9.95

<b>Planning and Zoning Department Number of Applications Processed During the Fiscal Year</b>			
<b>Applications</b>	<b>FY2009- 2010</b>	<b>FY2010- 2011</b>	<b>FY2011- 2012</b>
Subdivisions			
Class A	5	11	3
Class B	0	0	1
Class C	0	1	1
Exempt	1	6	5
Family	5	8	3
Boundary Adjustments	16	17	19
Lot Consolidations	35	28	14
Conditional Use Permits	13	6	6
Rezoning	1	2	1
Zoning Text Amendments	10	2	7
BZA Variances	0	0	2
Subdivision Variances	1	0	0
Well/Septic Variances	0	2	0
By-Right/Site Plan Approvals	3	4	6
Planning Commission Regular Meetings	12	12	12
Planning Commission Work Sessions	2	3	3
BZA Meetings	0	0	2

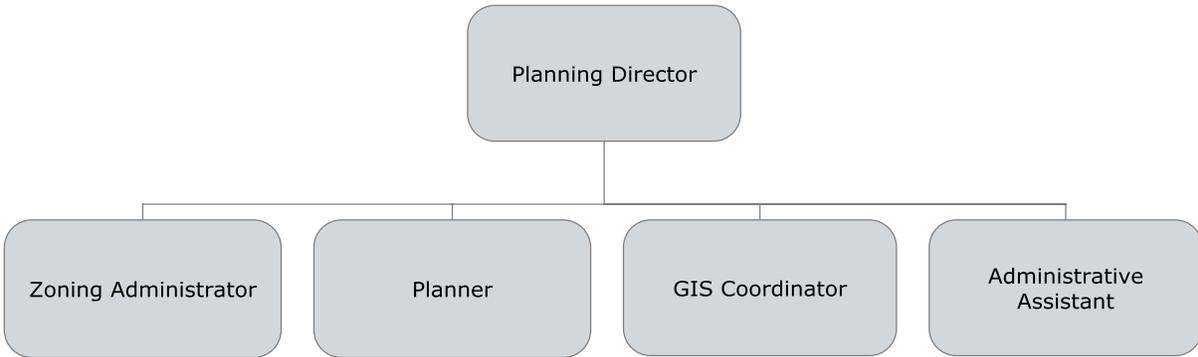
**BUDGET SUMMARY:**

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	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	290,403	303,948	281,208	315,754	34,546	12.28%
OPERATING	54,509	32,933	56,364	49,668	(6,696)	-11.88%
CAPITAL	4,765	7,628	11,500	8,500	(3,000)	-26.09%
TOTAL	349,677	344,509	349,072	373,922	24,850	7.12%
<b>REVENUE:</b>						
FEES	20,675	28,745	30,000	30,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	329,002	315,764	319,072	343,922	24,850	7.79%
TOTAL	349,677	344,509	349,072	373,922	24,850	7.12%
FULL TIME POSITIONS	4	4	3	3	0	0.00%

# Planning and Zoning Administration

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# 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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	353,865	277,562	1,230,795	1,518,633	287,838	23.39%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>353,865</b>	<b>277,562</b>	<b>1,230,795</b>	<b>1,518,633</b>	<b>287,838</b>	<b>23.39%</b>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	353,865	277,562	1,230,795	1,518,633	287,838	23.39%
<b>TOTAL</b>	<b>353,865</b>	<b>277,562</b>	<b>1,230,795</b>	<b>1,518,633</b>	<b>287,838</b>	<b>23.39%</b>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Front Royal-Warren County Airport

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## 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 64 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. PHI, a fixed-based medical air transport company houses a helicopter at the Airport to transport critically injured/sick patients in the County and surrounding areas to advanced hospital facilities. AvGAs for piston aircraft and aircraft maintenance services are offered at the Airport as well.

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## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	9,600	9,600	12,000	13,800	1,800	15.00%
OPERATING	25,774	41,919	37,700	39,875	2,175	5.77%
CAPITAL	82,106	402,985	136,314	677,901	541,587	397.31%
TOTAL	117,480	454,504	186,014	731,576	545,562	293.29%
REVENUE:						
FEES	104,827	97,999	113,874	157,659	43,785	38.45%
STATE/FEDERAL	26,544	66,608	0	568,500	568,500	
LOCAL	(13,891)	289,897	72,140	5,417	(66,723)	92.49%
TOTAL	117,480	454,504	186,014	731,576	545,562	293.29%
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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	19,710	14,760	33,500	33,500	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	19,710	14,760	33,500	33,500	0	0.00%
REVENUE:						
FEEES	0	0	0	0	0	0.00%
STATE/FEDERAL	6,900	2,150	20,000	20,000	0	0.00%
LOCAL	12,810	12,610	13,500	13,500	0	0.00%
TOTAL	19,710	14,760	33,500	33,500	0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Gypsy Moth Control

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## 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.

Due to the fact that the County has not had to spray the last few years, funding was cut for FY2013. The county maintains a reserve in Special Projects in case there is a need to spray in the coming year.

## 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

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## BUDGET SUMMARY:

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
COSTS:						
PERSONNEL	12,004	1,400	13,640	0	(13,640)	-100.00%
OPERATING	1,350	376	7,400	0	(7,400)	-100.00%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>13,354</b>	<b>1,776</b>	<b>21,040</b>	<b>0</b>	<b>(21,040)</b>	<b>-100.00%</b>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	13,354	1,776	21,040	0	(21,040)	-100.00%
<b>TOTAL</b>	<b>13,354</b>	<b>1,776</b>	<b>21,040</b>	<b>0</b>	<b>(21,040)</b>	<b>-100.00%</b>
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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET	INCREASE (DECREASE) FY 2012 TO FY 2013	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	63,624	62,547	85,495	86,865	1,370	1.60%
OPERATING	8,146	5,574	7,850	10,700	2,850	36.31%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>71,770</b>	<b>68,121</b>	<b>93,345</b>	<b>97,565</b>	<b>4,220</b>	<b>4.52%</b>
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	71,770	68,121	93,345	97,565	4,220	4.52%
<b>TOTAL</b>	<b>71,770</b>	<b>68,121</b>	<b>93,345</b>	<b>97,565</b>	<b>4,220</b>	<b>4.52%</b>
<b>FULL TIME POSITIONS</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0.00%</b>

## Full Time Staff

<u>DEPARTMENT</u>	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET
<b><u>GENERAL GOVERNMENT ADMINISTRATION</u></b>				
Board of Supervisors	0	0	0	0
County Administration	5	6	6	6
County Attorney's Office	3	3	3	3
Office of the Commissioner of the Revenue	10	10	10	10
Reassessment	0	0	0	0
Treasurer's Office	6	7	7	7
Finance and Purchasing	4	4	4	4
Elections	2	2	2	2
<b><u>JUDICIAL ADMINISTRATION</u></b>				
Circuit Court	0	0	0	0
General District Court	0	0	0	0
Magistrates	0	0	0	0
Juvenile and Domestic Court	0	0	0	0
Clerk of Circuit Court	8	7	7	8
Law Library	0	0	0	0
Commonwealth's Attorney	8	8	8	8
<b><u>PUBLIC SAFETY</u></b>				
Sheriff's Office	53	53	53	54
Court Security	0	2	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	7	6	6	6
Animal Control	4	4	4	4
Medical Examiner	0	0	0	0
Fire and Rescue Department	22	22	22	24
Cost Recovery	0	0	0	0
<b><u>PUBLIC WORKS</u></b>				
Streets and Highways	0	0	0	0
Refuse Collection	2	1	0	0
Refuse Disposal	2	2	3	3
Building and Grounds	2	2	2	4

<b>DEPARTMENT</b>	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ADOPTED BUDGET	FY 2013 ADOPTED BUDGET
<b><u>HEALTH AND WELFARE</u></b>				
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
<b><u>EDUCATION</u></b>				
Community College	0	0	0	0
<b><u>PARKS, RECREATION AND CULTURAL</u></b>				
Parks and Recreation	15	15	14	14
Library Museum Cult. Enrichment	0	0	0	0
<b><u>COMMUNITY DEVELOPMENT</u></b>				
Planning and Zoning Administration	4	4	3	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
<b>TOTAL</b>	<b>235</b>	<b>236</b>	<b>234</b>	<b>240</b>

# Non-Departmental

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## DEPARTMENT DESCRIPTION:

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

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## BUDGET SUMMARY:

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2010 ACTUAL	2011 ACTUAL	2012 ADOPTED BUDGET	2013 ADOPTED BUDGET	FY 2012 TO FY 2013 AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	76,307	81,774	77,110	101,740	24,630	31.94%
OPERATING	107,612	116,679	317,540	278,000	(39,540)	-12.45%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>183,919</b>	<b>198,453</b>	<b>394,650</b>	<b>379,740</b>	<b>(14,910)</b>	<b>-3.78%</b>
<b>REVENUE:</b>						
FEEs	0	0	0	0	0	0.00%
STATE/FEDERAL	275,376	155,542	233,366	198,000	(35,366)	-15.15%
LOCAL	(91,457)	42,911	161,284	181,740	20,456	12.68%
<b>TOTAL</b>	<b>183,919</b>	<b>198,453</b>	<b>394,650</b>	<b>379,740</b>	<b>(14,910)</b>	<b>-3.78%</b>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

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## BUDGET DETAIL:

	FY 2009-2010 ACTUAL	FY 2010-2011 ACTUAL	FY 2011-2012 APPROPRIATION	FY 2012-2013 APPROVED BUDGET
<b>** NON-DEPARTMENTAL **</b>				
<b>HOSPITAL MEDICAL (RETIRES)</b>	<b>74,679</b>	<b>65,282</b>	<b>70,610</b>	<b>93,240</b>
<b>UNEMPLOYMENT COMPENSATION</b>	<b>1,628</b>	<b>16,492</b>	<b>6,500</b>	<b>8,500</b>
	<b>76,307</b>	<b>81,774</b>	<b>77,110</b>	<b>101,740</b>
<b>MAINTENANCE - CENTRAL COMPUTER</b>	<b>53,464</b>	<b>52,527</b>	<b>50,000</b>	<b>50,000</b>
<b>MAINTENANCE CENTRAL COPIER</b>	<b>2,566</b>	<b>2,420</b>	<b>3,500</b>	<b>3,000</b>
<b>MAINTENANCE - COMPUTER (SCHOOL SYS.)</b>	<b>50,000</b>	<b>50,000</b>	<b>75,000</b>	<b>75,000</b>
<b>MAINTENANCE - SECOND STREET PROP.</b>	<b>1,582</b>	<b>1,117</b>	<b>0</b>	<b>0</b>
<b>WARREN COUNTY 175TH ANNIVERSARY</b>	<b>0</b>	<b>10,615</b>	<b>0</b>	<b>0</b>
<b>RESERVE FOR CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>189,040</b>	<b>150,000</b>
	<b>107,612</b>	<b>116,679</b>	<b>317,540</b>	<b>278,000</b>
<b>TOTAL</b>	<b>183,919</b>	<b>198,453</b>	<b>394,650</b>	<b>379,740</b>

# Capital Outlay

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## 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.

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## BUDGET SUMMARY:

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2010	2011	2012	2013	FY 2012 TO FY 2013	
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	AMOUNT	%
			BUDGET	BUDGET		
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	0	0	0	0	0	0.00%
CAPITAL	<u>13,772,901</u>	<u>16,918,022</u>	<u>7,509,609</u>	<u>7,859,997</u>	<u>350,388</u>	<u>4.67%</u>
TOTAL	13,772,901	16,918,022	7,509,609	7,859,997	350,388	4.67%
REVENUE:						
FEEs	0	0	0	0	0	0.00%
STATE/FEDERAL	236,529	216,988	105,525	105,525	0	0.00%
LOCAL	<u>13,536,372</u>	<u>16,701,034</u>	<u>7,404,084</u>	<u>7,754,472</u>	<u>350,388</u>	<u>4.73%</u>
TOTAL	13,772,901	16,918,022	7,509,609	7,859,997	350,388	4.67%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

**BUDGET DETAIL:**

	FY 2009-2010 ACTUAL	FY 2010-2011 ACTUAL	FY 2011-2012 APPROPRIATION	FY 2012-2013 APPROVED BUDGET
<b>** CAPITAL OUTLAY **</b>				
FURNITURE AND FIXTURES	19,148	7,513	5,000	5,000
COURTHOUSE RENOVATION BOND	139,898	1,207,780	0	0
CENTRAL TELEPHONE SYSTEM	20,245	20,756	21,000	10,000
COUNTY OFFICE SPACE	767	2,774	20,000	20,000
ECONOMIC DEVELOPMENT	129,827	147,084	129,827	246,766
CENTRAL COMPUTER & INTERNET	8,545	0	20,000	25,000
REVENUE SHARING	25,233	65,369	200,000	250,000
JUVENILE DETENTION FACILITY	237,161	281,649	267,570	204,502
AIRPORT GRANT-LOCAL	0	127,038	0	0
TAX MAPPING	7,690	7,200	10,000	10,000
340/522 WATER-SEWER BOND PROJECT	271,758	272,148	272,250	268,137
NORTH WARREN VFD	2,546	1,704	0	0
COURTHOUSE GENERAL OBLIGATION BOND	2,712,198	272,482	354,864	354,631
BUILDING IMPROVEMENT FUND	86,366	(15,405)	133,960	133,960
AVTEX SOCCER FIELDS	120,788	90,611	50,000	50,000
EASTHAM PROPERTY LEASE	0	780	0	0
BING CROSBY STADIUM	14,693	15,587	25,000	15,000
COMPUTER SOFTWARE	12,922	10,786	20,000	20,000
COMMUNICATIONS EQUIP. LOAN	172,661	0	0	0
PURCHASE OF SECOND STREET PROPERTY	123,171	116,166	100,000	125,000
SCHOOL CAPITAL IMPROVEMENTS (MEALS TA)	600,000	625,000	675,000	700,000
SCHOOL BONDS (REAL ESTATE TAX INC.)	5,774,542	2,496,494	2,496,494	2,496,494
FISHNET PROPERTY	31,318	54,948	200,000	100,000
2004 BING CROSBY IMPROVEMENT BOND	250,000	250,000	250,000	250,000
2004 SCHOOL BONDS	669,393	2,380,068	961,165	961,165
COURTHOUSE SECURITY	7,075	100	0	0
SAMUELS LIBRARY	0	44,750	0	31,863
TORAY TREE PLANTING	840	0	0	0
SCHOOL CAPITAL IMPROVEMENTS - PH. II	350,000	725,856	505,525	505,525
REGIONAL JAIL	87,687	3,782	100,000	250,000
COMMUNITY CTR./ADDITIONS & RENOVATION	474,767	567,505	0	50,000
COUNTY 20-YEAR CAPITAL IMP. PLAN	0	94,416	50,000	100,000
LINDEN PARK	67,635	82,664	25,000	0
EASTHAM PARK	18,277	29,697	50,000	75,000
NEW CONVENIENCE SITES	(6,274)	51,477	25,000	50,000
EAGLES LANDING ROAD PROJECT	3,001	236	0	0
CATLETT MOUNTAIN LANDFILL	21,822	4	0	0
COURTHOUSE RENOVATION - SECURITY	199,689	105	0	0
SKATEBOARD PARK	446,623	20,992	0	0
ENERGY AUDIT CONSULTING	5,490	0	0	0
HOSPITALITY DRIVE	9,797	149,352	0	0
GOV'T CENTER HVAC PROJECT	10,732	0	0	0
PUBLIC SAFETY BUILDING	633,520	4,833,670	526,954	526,954
SENIOR CTR. RAMP ROOF CONSTRUCTION	11,350	0	0	0
PUBLIC FACILITY BOND - LURAY AVE.	0	231,150	0	0
VPSA - SCHOOL BONDS	0	1,145,050	0	0
VEHICLES & EQUIPMENT	0	228,887	0	0
ROUTE 522 BEAUTIFICATION PROJECT	0	13,425	0	0
FORK PARK	0	0	15,000	25,000
4-H BARN	0	25,000	0	0
SAMUELS LIBRARY - 538 VILLA AVENUE	0	231,372	0	0
BROADBAND PROJECT	0	0	0	0
REV. SHARING - ASHBY LANE	0	0	0	0
REV. SHARING - FELLOWS DRIVE EXT.	0	0	0	0
REV. SHARING - TOMAHAWK WAY	0	0	0	0
REV. SHARING - WINDY RIDGE ROAD	0	0	0	0
REV. SHARING - CEDAR CREST LANE	0	0	0	0
REV. SHARING - YOUNG'S DRIVE	0	0	0	0
REV. SHARING - MOUNTAIN LAKE ROAD	0	0	0	0
<b>TOTAL</b>	<b>13,772,901</b>	<b>16,918,022</b>	<b>7,509,609</b>	<b>7,859,997</b>



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



**Warren County High School**

# Public Schools

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## 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 798 full time employees. Included in this number are 418 teaching positions, 33 administrator positions, 15 other professional staff and 332 non-licensed support staff.

A total operating budget of \$48,451,126 (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, and 3% Technology. The Per Pupil Expenditure is \$8,809.

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

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

The Middle School Programs like the elementary spend over 80% of the day in the four core subject areas. 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 57 career and technical courses, 23 which lead to some type of certification. Students can earn dual enrolled credits via a partnership with Lord Fairfax Community College. Advanced courses, including Advanced Placement (AP) are offered and a wide range of co-curricular and extracurricular activities are available for students to connect to school in a variety of interest areas.

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**BUDGET SUMMARY:****SCHOOL OPERATING FUND**

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2010	2011	2012	2013	FY 2012 TO FY 2013	
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	38,739,484	38,183,212	37,585,302	40,351,733	2,766,431	7.36%
OPERATING	6,175,855	6,975,915	6,169,982	6,291,920	121,938	1.98%
CAPITAL	<u>2,475,706</u>	<u>1,633,771</u>	<u>2,137,271</u>	<u>1,807,473</u>	<u>(329,798)</u>	<u>-15.43%</u>
TOTAL	47,391,045	46,792,898	45,892,555	48,451,126	2,558,571	5.58%
REVENUE:						
FEES	289,778	253,020	271,200	296,200	25,000	0.00%
STATE/FEDERAL	28,100,631	26,271,977	26,142,236	27,744,612	1,602,376	6.13%
LOCAL	<u>19,000,636</u>	<u>20,267,901</u>	<u>19,479,119</u>	<u>20,410,314</u>	<u>931,195</u>	<u>4.78%</u>
TOTAL	47,391,045	46,792,898	45,892,555	48,451,126	2,558,571	5.58%
FULL TIME POSITIONS	754	754	742	750	8	1.08%

**SCHOOL CAFETERIA FUND**

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2010	2011	2012	2013	FY 2012 TO FY 2013	
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	717,386	754,753	754,753	805,000	50,247	6.66%
OPERATING	1,453,892	1,683,025	1,489,010	1,450,000	(39,010)	-2.62%
CAPITAL	<u>3,971</u>	<u>37,314</u>	<u>37,314</u>	<u>26,077</u>	<u>(11,237)</u>	<u>-30.11%</u>
TOTAL	2,175,249	2,475,092	2,281,077	2,281,077	0	0.00%
REVENUE:						
FEES	1,323,965	1,272,716	1,369,287	1,369,287	0	0.00%
STATE/FEDERAL	916,719	1,024,932	911,790	911,790	0	0.00%
LOCAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	2,240,684	2,297,648	2,281,077	2,281,077	0	0.00%
FULL TIME POSITIONS	33	33	34	34	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, 2012**

**\$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** **\$190,492**

## SHENANDOAH SHORES SANITARY DISTRICT

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2012**

**\$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, 2012**

**\$100.00 per lot plus \$0.05 per \$100 of assessed value on improvements**

Budget:

**Contract Payments for Road Maintenance and Administrative  
Expenses** **\$4,500**

## BLUE MOUNTAIN SANITARY DISTRICT

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2012**

**\$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** **\$127,676**

**RIVERSIDE SANITARY DISTRICT**

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2012  
\$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, 2012  
\$250.00 per lot**

Budget:

**Contract Payments for Road Maintenance and Administrative Expenses \$8,750**

**HIGH KNOB SANITARY DISTRICT**

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2012  
\$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 \$401,450**

# Shenandoah Farms Sanitary District

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## DEPARTMENT DESCRIPTION:

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

## RESPONSIBILITIES:

- 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 and administering such projects as state funds become available.

**SHENANDOAH FARMS SANITARY DISTRICT**

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2012  
\$205.00 per unimproved lot; \$240.00 per improved lot**

Budget:

<b>Contract Payments for Road Maintenance and Administrative Expenses</b>	<b>\$548,764</b>
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**Assessed Valuation of All Taxable Property  
Warren County, Virginia  
Fiscal Years 2002–2011**

Fiscal Year	Real Estate	Personal Property & Mobile Homes	Machinery & Tools	Public Service	Total Assessed Value
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
2011	4,816,929,300	336,375,506	55,042,750	83,128,930	5,291,476,486

Source: Financial Report Year Ended June 30, 2011

Note: The County implemented sem-annual tax billings in fiscal year 2010. The values for Fiscal Years 2010 and 2011 are the assessed values for calendar year 2009 and 2010, respectively.

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

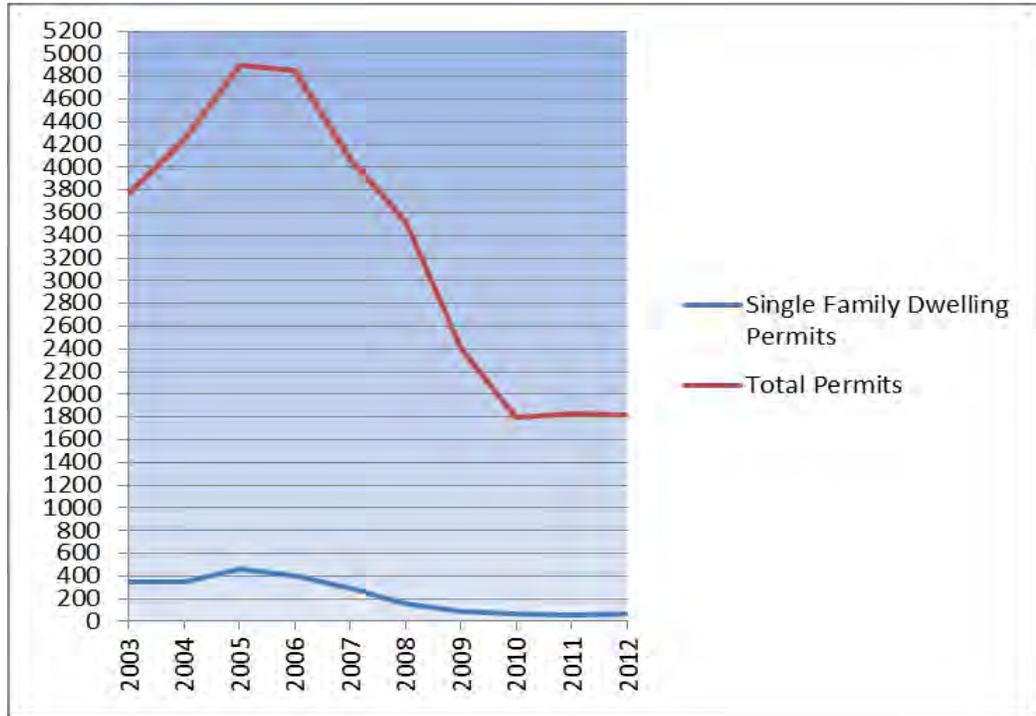
<u>Calendar Year</u>	<u>Real Estate</u>	<u>Personal Property</u>	<u>Machinery and Tools</u>	<u>Mobile Homes</u>
2003	0.76	3.15	2.25	0.76
2004	0.79	3.15	2.25	0.79
2005	0.79	3.15	2.25	0.79
2006	0.82	3.15	2.25	0.82
2007	0.45	3.15	1.30	0.45
2008	0.45	3.15	1.30	0.45
2009	0.46	4.00	1.30	0.46
2010	0.46	4.00	1.30	0.46
2011	0.59	4.00	1.30	0.59
2012	0.59	4.00	1.30	0.59

**Demographic & Economic Statistics  
County of Warren, Virginia  
Fiscal Years 2002-2011**

Fiscal Year	Population	Personal Income (in thousands)	Per Capita Income	School Enrollment	Unemployment Rate
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%
2011	37,439	1,419,574	37,917	5,318	6.20%

Source: US Census, Annual school report- prepared by the County, Bureau of Economic Analysis  
The census data is not updated annually. Since the 2011 data was not available, the 2010 figures were used as an estimate.

## Building Permits Issued Last Ten Fiscal Years



Fiscal Year	No. of Single Family Dwelling Permits	No. of Other Permits	Total Permits Issued
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
2012	64	1751	1815

## 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.