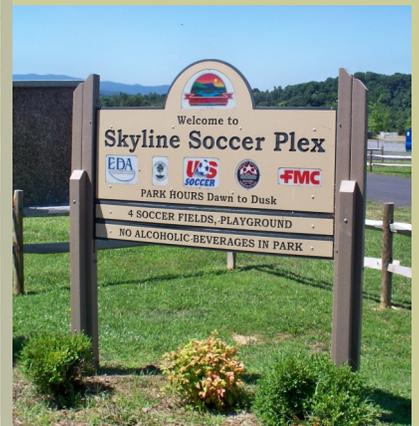




# Warren County Fiscal Year 2013-2014 Budget



Approved by  
the Board of  
Supervisors  
April 16, 2013



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# Warren County Board of Supervisors



Archie A. Fox, Chairman  
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  
Sherry T. Sours, 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 transshipping of manufactured goods and agricultural produce through the County.

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



# COUNTY OF WARREN

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Warren County Government Center  
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*Douglas P. Stanley*  
County Administrator

July 1, 2013

FY 2013-2014 Budget Process, Development and Issues

## BOARD OF SUPERVISORS

\*\*\*\*\*

**CHAIRMAN**  
Archie A. Fox  
Fork  
District

**VICE-CHAIR**  
Linda P. Glavis  
South River  
District

Tony F. Carter  
Happy Creek  
District

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 2013-2014. 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 more detailed information on the adopted budget.

As part of this year's process a number of issues were discussed and addressed including the impact of continued revenue reductions from the Commonwealth of Virginia, moderate growth in tax revenue, debt service for Phase I of the school capital improvements program (CIP), the first part of Phase II of the school CIP/Public Safety Building and funding for the RSW Regional Jail debt service. 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 2<sup>nd</sup> middle school and regional jail projects.
- Stay competitive with salary and benefits.

These goals are consistent with those of the FY 2012-2013 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:

- Moderate growth in local revenue sources – real estate, personal property and sales taxes. There was an increase in total local revenue from \$50,476,306 to \$52,098,072 (\$1,621,766 – 3.21%) included in the budget. \$848,500 of local revenue is from fund balance, down from \$2,212,239 in FY2012-2013.
- Capital Improvement Program – The need to continue to set aside funds for previously completed capital projects including the two high schools, middle school renovation, and regional jail project as well as a number of smaller projects.
- Maintaining our fund balance – Adopted fiscal policies require an undesignated fund balance of 15% be maintained.
- Moderate growth in local revenue sources – real estate, personal property, utility, and sales taxes.
- Moderate growth in support from the State.
- Minimal growth in new home construction and commercial development.
- Continued increasing costs of fuel, electricity, and water and sewer.
- The cost of paying for the raises provided in the FY2012-2013 budget. The School Board provided a 2.0% increase effective July 1<sup>st</sup> and the County started implementation of its pay and classification study effective January 1, 2013. The raises were funded from fund balance in anticipation of taxes from the Dominion project.

The County held a public hearing on the proposed FY 2013-2014 budget on April 9, 2013. The public hearing consisted of five residents speaking before the Board of Supervisors. Each of the speakers spoke in favor of the proposed budget/sanitary district budgets.

The FY 2013-2014 budget was formally adopted on April 16, 2013, and the appropriations resolution was approved on May 7, 2013.

The most significant impact of the budget was the decision by the Board of Supervisors to include a 2.0% raise for all school system personnel effective July 1, 2013 and a 2.5% merit increase for qualified County staff effective January 1, 2014. The increase reflects the Board's commitment to maintain our quality workforce by staying competitive with pay and benefits. The increase also furthers our commitment to the recently implemented pay and classification study and allows us to keep our compensation plan competitive.

Other significant changes in the County and school system budgets included in FY 2013-2014 are as follows:

### **County Budget**

- Reduce Health Insurance Increase - \$156,647
- Reduce budget for voting machines - \$6,000
- Purchase Commonwealth Attorney Case Management System with current year contingency - \$5,000
- Eliminate proposed E911 Training Position - \$48,665
- Remove Work Release Building Purchase Reimbursement - \$10,000
- Reduce Fire and Rescue Overtime Increase - \$22,000
- Fund Rockledge Compactor Site Improvements with current year contingency - \$30,000
- Fund Transfer Station Site Improvements with fund balance - \$80,000
- Reduce building improvement increase - \$10,000

- Reduce CSA Budget by \$100,000 - \$38,000 (County match)
- Fund Parks and Recreation capital improvements with fund balance - \$93,500
- Fund Portion of Miscellaneous Capital Outlay Items with Fund Balance (Fork, Eastham and Linden Parks, Soccerplex, Community Center) - \$175,000
- Fund Revenue Sharing with Fund Balance - \$250,000
- Reduce Appropriation for School Phase I Capital Improvements- Put Off until FY2014-2015 - \$151,379
- Fund a 2.5% step merit increase for County employees effective January 1, 2014 - \$160,314

## **Staffing Impacts**

### ***Added Positions – January 1, 2014***

- Three part-time deputy positions in Sheriff’s Office – (\$25,722)
- Two full-time FF/EMT Positions to be stationed at Company #4 – (\$60,174)

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

- One part-time clerk position in Fire and Rescue Department - (\$16,839)
- Two part-time parks and recreation positions/mowing crew – (\$27,741)

## **School Budget**

- 2% salary increase for full-time employees at a cost of \$741,947
- No reduction in current positions
- Increasing a part-time Project Lead-The-Way Biomedical teacher to full-time
- An additional permanent substitute bus driver
- The reinstatement of several previously reduced elementary teacher positions
- An increase of \$60,000 for car and bus fuel
- An increase of \$11,637 for Mountain Vista Governor’s School tuition

This continues to be an extremely exciting time for the County. In the fall of 2012 we substantially completed the new Warren County Public Safety Building. This facility has been a long time in the planning. This past year also saw 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. As of May 2013, over 975 workers were on the power plant site alone. The facility is close to 35% complete and will be ready for startup testing in fall 2014. As part of the project, there is a \$5-6 million gas pipeline project being completed in 2013 to bring a dedicated 24” pipeline from the Columbia Gas transmission line to the site.

There are also several significant VDOT projects that will start construction in 2013-2014 including: Gooney Creek Bridge (\$14,664,392), Indian Hollow Low Water Bridge (\$5,134,833), Oregon Hollow Road (\$2,097,733), and potentially the South Fork Bridge (\$83,300,000). Long-term, all of these projects, along with other projects that are being proposed, will serve to enhance and strengthen the County’s financial position by providing local employment and direct and indirect tax benefits.

In the short-term we anticipate the upcoming budget year to start showing signs of improvement due to the aforementioned projects and a slowly improving local housing market. We appreciate your continued patience as we grow out of the recession and start to improve the tax base over

the coming years. Things are continuing to head in a positive direction! I feel that we will rebound well as a community and continue to feel we have a reason to be optimistic about the near future (2013-2016).

## County Expenditures

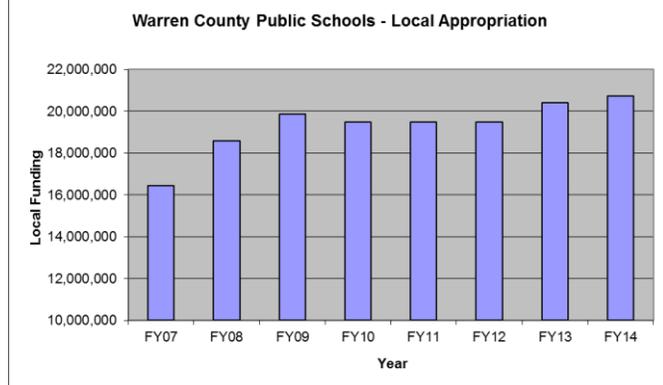
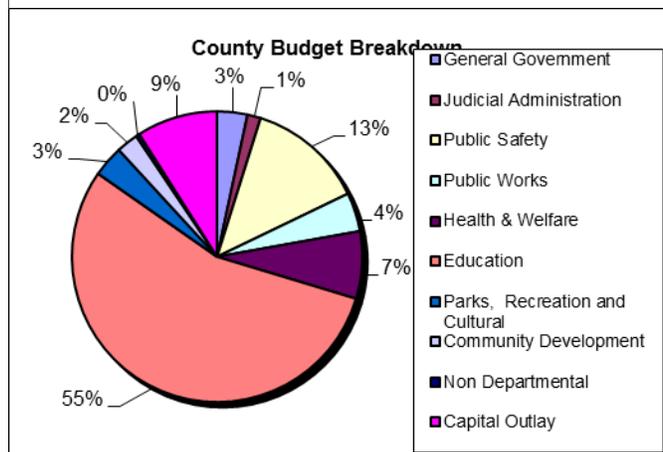
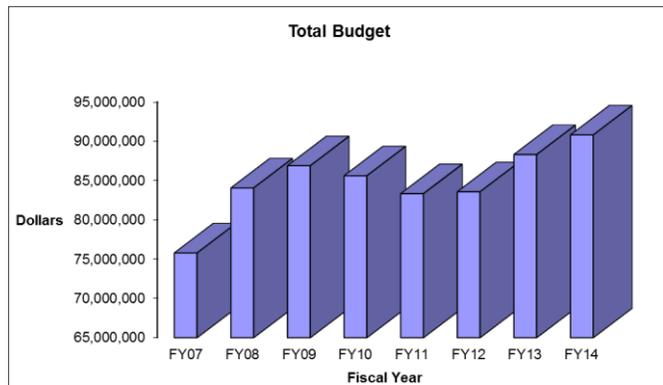
### County Budget

The total County budget (excluding Sanitary Districts and School Cafeteria Fund) for FY 2013-2014 is up from \$88,282,532 to \$90,770,169 (\$2,487,637 – 2.82%) from the FY 2012-2013 adopted budget. Looking back eight years, the County budget has increased 19.79%, or \$14,996,125.

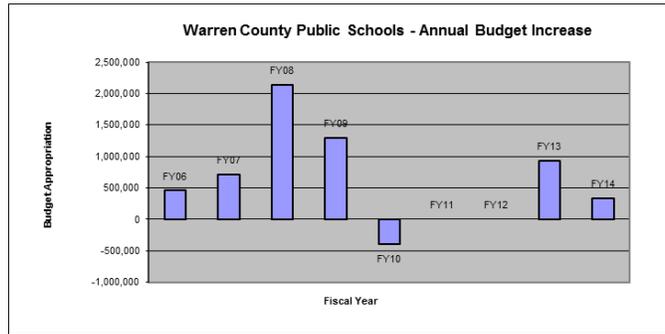
In the FY 2013-2014 budget, \$49,947,771 has been appropriated for public education, \$11,807,594 for public safety, \$6,797,827 for health and welfare, \$8,183,089 for capital outlay, \$3,920,014 for public works, \$3,053,061 for general government, \$3,144,042 for parks and recreation, \$2,201,384 for community development and \$1,348,014 for judicial administration.

### School Budget

The School Operating Budget for FY 2013-2014 is \$49,906,761 which represents an increase of \$1,455,635 or 3.00% more than FY 2012-2013. The local appropriation was increased by \$329,279 and the State appropriation by \$956,722. The local appropriation increase represents additional funding needed to provide a 2.00% raise for all staff.



The FY2013-2014 budget is based on a projected student enrollment of 5,385. Student enrollment has risen by 5.90% or 305 students from September 2002 to September 2012.



### County Vision Statement

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

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

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

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

## Future Capital Improvements

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 FY2013-2014 budget incremental funding is included for the following capital projects:

<b>Project</b>	<b>Capital Funding</b>
RSW Regional Jail	\$350,000
Warren County Community Center	\$100,000
Eastham Park	\$50,000
New Solid Waste Convenience	\$50,000
Fork Park	\$25,000
Warren County Health and Human Services Building	\$200,000
Purchase of Second Street Property	\$125,000
Avtex Soccer Fields	\$50,000
School Project Debt Service	\$4,938,184
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.

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

The County has started preliminary work on a second middle school. A site has been identified and approved off the proposed Leach Run Parkway and an architectural contract has been approved for the design. The second middle school will allow the school system to get to ideal grade structure of K-5 (Elementary), 6-8 (Middle School) and 9-12 (High School) and will allow for the 8<sup>th</sup> grade to be moved out of Warren County and Skyline High Schools – thereby creating additional capacities at each of those schools. The reconfiguration of grades will create capacity at the secondary level for the next 15-20 years in the school system. Beginning in FY 2012-2013 the County started setting funds aside in the budget for the project. In the FY 2013-2014 budget there is \$200,000 included as a debt service payment reserve.

The County has also recently completed work on the Warren County Public Safety Building to house the Sheriff’s Office and the Fire and Rescue Department. The facility was opened in October 2012 and completed in June 2013. The cost of the project was \$14,511,244.

The County is starting the renovation of the former Warren County Middle School facility and its conversion to the Warren County Health and Human Services Building. In May 2013 a project to install a new roof and remove asbestos from the building was completed at a cost of \$2,485,368. The County and its architect will be developing schematic designs and moving forward with the development of construction plans over the next year to renovate space for the Warren County Department of Social Services and Health Department. It is anticipated that construction would start in the summer of 2014 and be completed by the summer of 2015.

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. The \$55,674,800 177,360 square foot facility is under construction and is approximately 60% complete as of July 1, 2013. The facility will be substantially completed by March 1, 2014 and ready to open by July 1, 2014. The County has started to build a fund reserve for the project and has included \$250,000 in the FY2009-2010, \$200,000 in the FY2010-2011 budget, \$100,000 in the FY2011-2012 budget and \$350,000 in FY2013-2014. The County will need to start paying debt service on the project in FY2015-2016.

Over the past several years, the Parks and Recreation Department has completed a number of significant projects including the Warren County Skatepark, Freewheeling Way accessible park, Linden Park and a new concession/restroom building and playground equipment at the Skyline Soccerplex. The County also recently completed the paving of Little League Drive at a cost of \$143,177.63. 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. Other smaller projects include the replacement of the construction of Phase II of Eastham Trail and the construction of a replacement for the Fantasyland restroom building; both of which should be completed by fall 2013.

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

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

**Industrial Development Projects**

<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 (FY2013-

2014 budget) of about \$1 million and will increase to about \$1.7 million in FY2014-2015. 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.

At the end of March, I took a look at the onsite workforce for the Warren County project. There were a total of 964 personnel on site working on the project. Just to give you a flavor for the workforce, this included:

- 68 people working on electrical systems,
- 54 working on pipe, 60 millwrights,
- 187 iron or boiler workers
- 143 workers on civil engineering matters, and
- 162 support personnel.

Though I realize these construction jobs are short term, they still make a big economic impact to the county. In addition, the good jobs that will be provided to operate the plant, even if not that many, are important – as well as the tax base of the plant to the county.

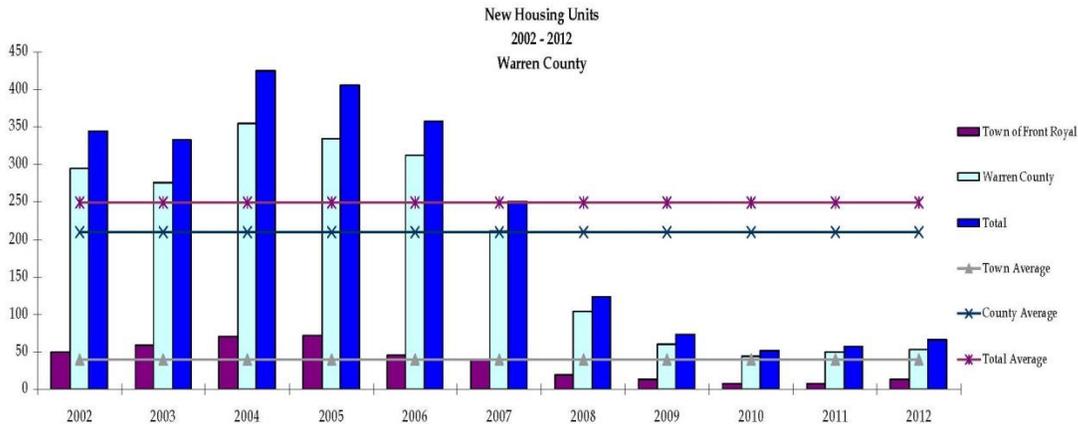
Since the start of construction in 2012, Warren County has seen a significant increase in sales tax, BPOL tax, meals and lodging taxes during construction. This has come at a particularly important time given the recession that our country has been mired in for the last 5 years.

Commercial development has grown significantly over the past four 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.

Residential growth in Warren County continues to remain sluggish. While new home starts reached an all-time high in 2004 with 425 permits issued, the 11-year average has been 209 permits per year. The climb in housing construction has diminished significantly since 2004 down to 51 permits issued in 2010. This represents the lowest total since the County has been keeping records for the past 30 years. New home starts have picked up in 2011 and 2012 and the first quarter of 2013. We anticipate the growth to continue over the next couple of years and to get back to at least the 2008 levels of 100-150 new units per year.

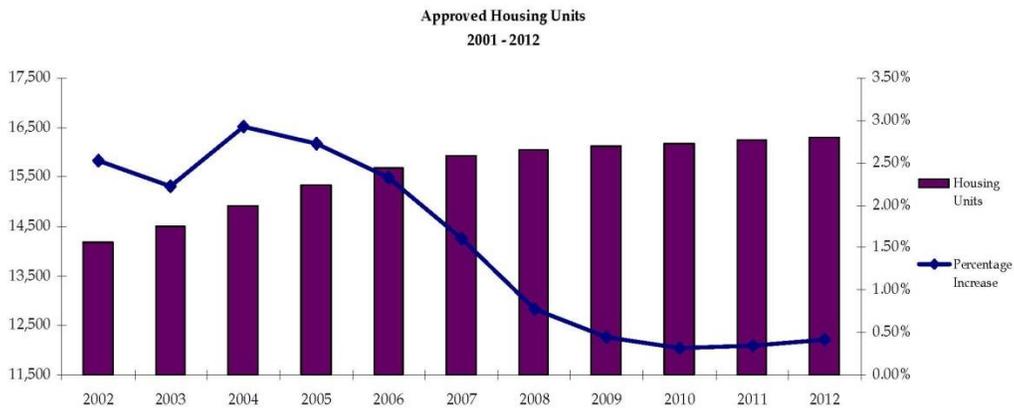
The following charts show the increase in the number of units and the percentage growth in the County since 2002:

Housing unit additions totaled 66 in 2012. The eleven year total is 2,487 for an average annual increase of 249 units. The graph below shows the historical trend since 2002.



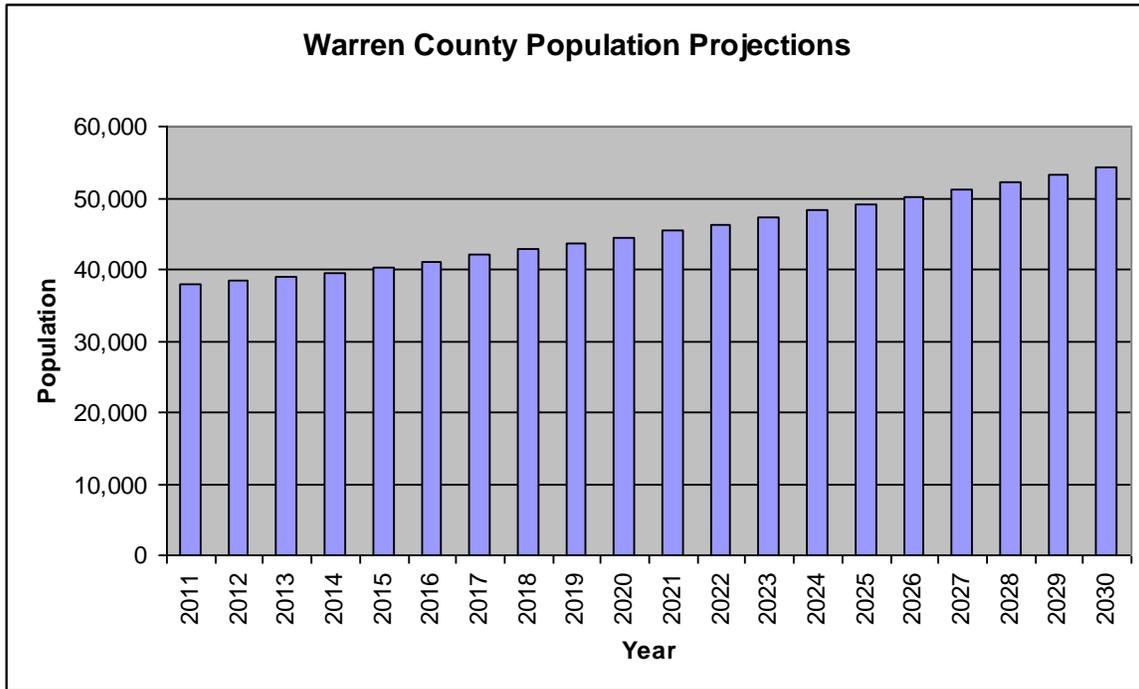
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Average
Front Royal	50	58	70	72	46	40	19	13	7	7	13	40
Warren County	294	275	355	334	312	211	104	60	44	50	53	209
Total	344	333	425	406	358	251	123	73	51	57	66	249

Approved housing units totaled 16,307 in the year 2012. The graph below shows the historical trend since 2002 for approved housing units in Warren County. The graph also indicates the annual percentage increase in housing units. The highest annual increase is 2.93%, which occurred in 2004. The housing unit increase in 2012 was 0.41%.



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Approved Housing Units	14,182	14,497	14,922	15,328	15,686	15,937	16,060	16,133	16,184	16,241	16,307
Annual Percentage Increase	2.53%	2.22%	2.93%	2.72%	2.33%	1.60%	0.77%	0.45%	0.32%	0.35%	0.41%

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 ICMA-CM  
 County Administrator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Warren County  
Virginia**

For the Fiscal Year Beginning

**July 1, 2012**

*Christopher P. Morill*

President

*Jeffrey R. Egan*

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, 2012. 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.

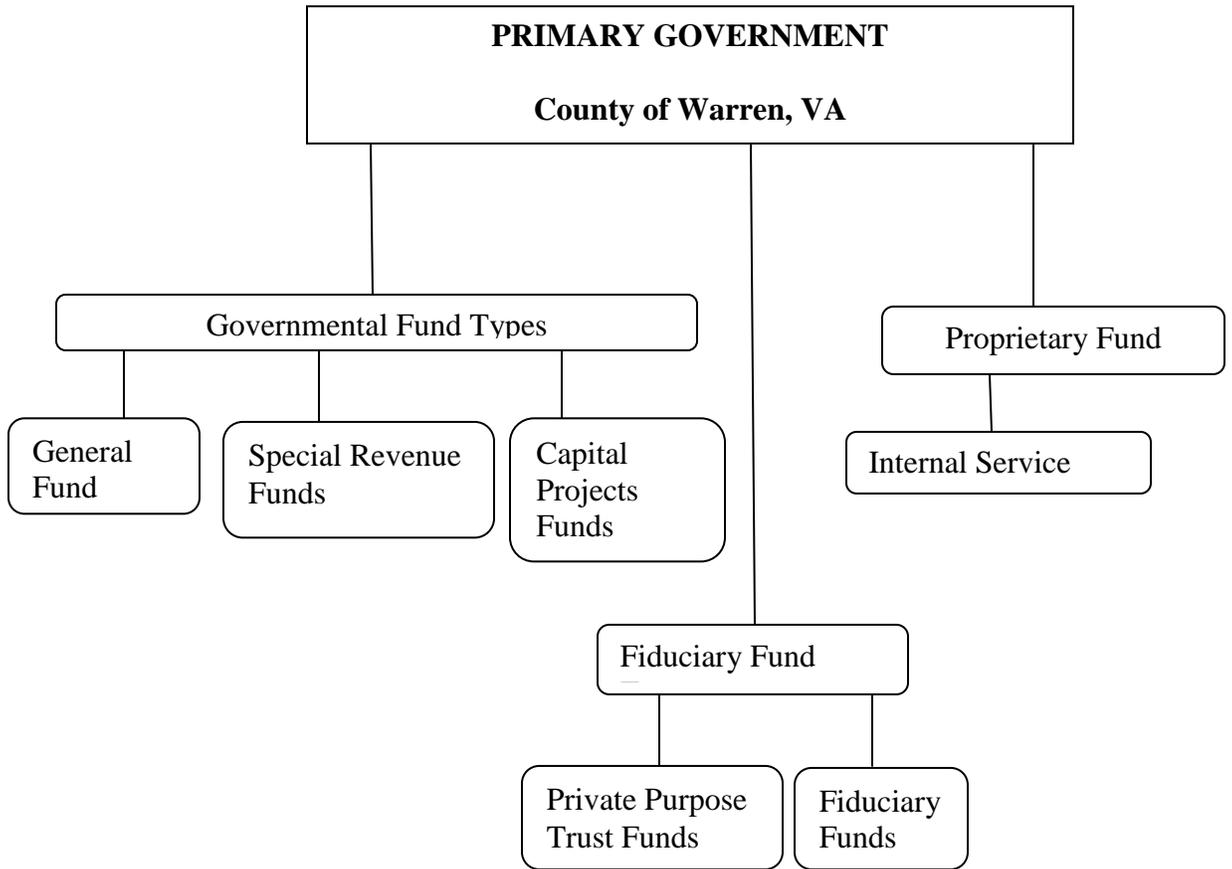
## **Budget Process**

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.

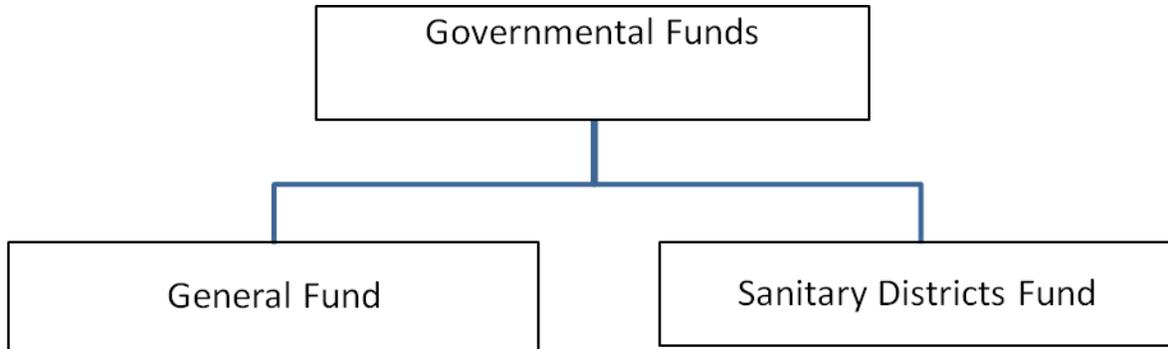
In January, the County Administrator meets with all County Department Heads to review their budget submittals. From January through March, a number of work sessions are held with the Board of Supervisors where the County Department Heads and outside agencies present their budgets. The County Administrator 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 2013-2014

### OUTSIDE AGENCIES BUDGET REQUESTS

- November 12, 2012 Mail out memo to agencies submitting budget requests to the County of Warren for FY 2013-2014
- December 17, 2012
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 22, 2013

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### ALL COUNTY DEPARTMENTS

- November 26, 2012 FY 2013-2014 Budget Requests are given out and mailed out  
CONSTITUTIONAL OFFICERS MUST INCLUDE STATE REQUEST
- January 4, 2013 Budgets due from all department heads
- January 7-11, 2013 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 22, 2013 7:00 p.m. GOVERNMENT CENTER CAUCUS ROOM – Work Session for outside agencies
- January 29, 2013 Board Work Session with all County Departments and Constitutional Officers  
TIME: 9:00 a.m.  
GOVERNMENT CENTER CAUCUS ROOM
- February 12, 2013 9:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM  
Health Department, EDA, Northwestern Community Services, SAAA  
Work Session
- February 19, 2013 5:30 p.m. - 7:00 p.m. – GOVERNMENT CENTER CAUCUS ROOM  
School Board  
Work Session
- February 26, 2013 9:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM  
Work Session
- March 12, 2013 9:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM  
Work Session
- March 26, 2013 9:00 a.m. –Special Board Meeting – Advertise Public Hearing  
GOVERNMENT CENTER BOARD ROOM
- April 9, 2013 7:00 p.m. –Special Board Meeting – Public Hearing  
FY 2013-2014 Budget – GOVERNMENT CENTER BOARD ROOM
- April 16, 2013 7:00 p.m. – Regular Board Meeting – Approve Budget  
GOVERNMENT CENTER BOARD ROOM

Adopted by Board of Supervisors on October 2, 2012

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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.

**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, 2012**

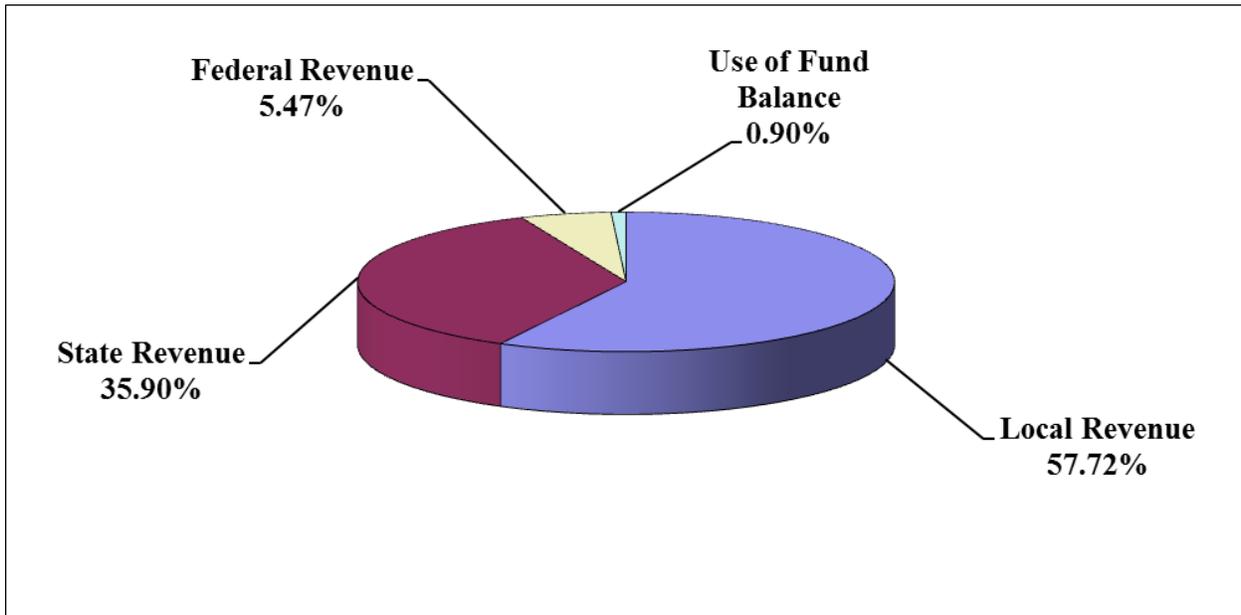
Year Ending June 30,	Bonds & Notes Payable		Loans Payable		Capital Leases	
	Principal	Interest	Principal	Interest	Principal	Interest
2013	4,466,536	4,689,542	29,642	17,256	188,205	8,838
2014	12,071,028	4,672,453	424,503	17,361	63,275	1,508
2015	4,700,114	4,150,924	--	--	53,493	318
2016	4,869,310	3,892,544	--	--	31,863	--
2017	3,803,443	3,714,381	--	--	159,314	--
2018- 2022	20,807,630	16,201,791	--	--	--	--
2023- 2027	24,184,684	11,146,578	--	--	--	--
2028- 2032	20,787,320	5,402,276	--	--	--	--
2033- 2036	12,300,000	945,243	--	--	--	--
			--	--	--	--
Total	\$ <u>107,990,065</u>	\$ <u>54,815,732</u>	\$ <u>454,145</u>	\$ <u>34,617</u>	\$ <u>496,150</u>	\$ <u>10,664</u>

The County of Warren plans to issue a minimal amount of additional debt during Fiscal Year 2013 – 2014. This additional debt will be to finance the planning and design costs of capital projects, including but not limited to a new middle school and road improvements to the Leach Run Parkway. 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

	<b><u>Approved 2013 - 2014</u></b>
<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, 2013)</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, 2013)</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, 2013)</b>	 <b>\$300.00 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, 2013)</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, 2013)</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, 2013)</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, 2013)</b>	 <b>\$250.00 per lot</b>
 <b>High Knob Sanitary District (per lot tax on lots in existence as of January 1, 2013)</b>	 <b>\$325.00 per unimproved lot; \$550.00 per improved lot</b>

**FY 2013-2014 Total County Revenue**  
**\$94,599,449**

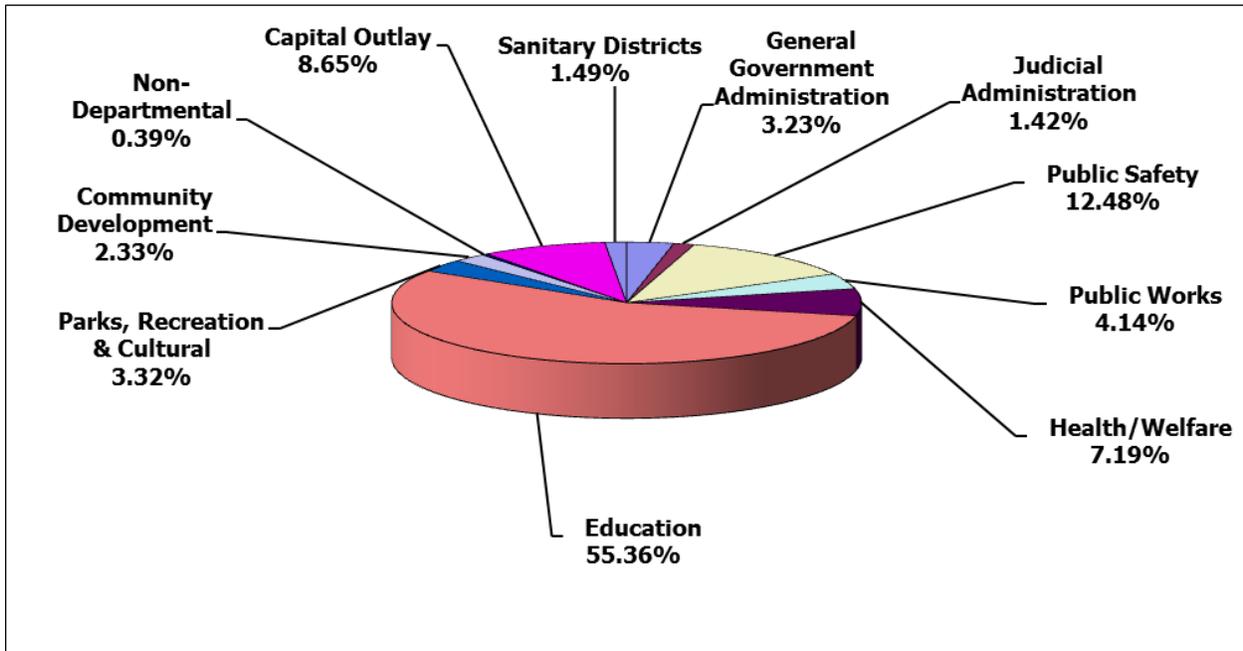


	2011-2012 Actual	2012-2013 Budgeted	2013-2014 Budgeted	% of Total
<b>Total County Revenues</b>				
Local Revenue				
Property Taxes	36,259,361	36,607,500	38,582,500	40.79%
Property Taxes - Sanitary Districts	1,465,746	1,472,712	1,408,480	1.49%
Other Local Revenue	11,433,757	11,638,582	12,687,072	13.41%
Other Local Revenue - School Funds	1,568,025	1,546,200	1,929,189	2.04%
Subtotal	50,726,889	51,264,994	54,607,241	57.72%
State Revenue				
General Fund	7,483,605	7,458,498	7,696,763	8.14%
School Funds	23,027,391	25,272,293	26,268,357	27.77%
Subtotal	30,510,996	32,730,791	33,965,120	35.90%
Federal Revenue				
General Fund	2,053,119	2,286,916	1,788,166	1.89%
School Funds	4,723,292	3,503,396	3,390,422	3.58%
Subtotal	6,776,411	5,790,312	5,178,588	5.47%
Use of Fund Balance				
General Fund	0	2,212,239	848,500	0.90%
Health Fund	0	37,985	0	0.00%
School Funds	0	0	0	0.00%
Subtotal	0	2,250,224	848,500	0.90%
<b>Total Revenue</b>	<b>88,014,296</b>	<b>92,036,321</b>	<b>94,599,449</b>	<b>100.00%</b>

**Revenue Summary  
FY 2013-2014  
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	39,278,500	1,408,480	0	0	40,686,980
Other Local Taxes	7,839,749	0	0	0	7,839,749
Permits, Fees & Licenses	991,292	0	0	0	991,292
Fines and Forfeitures	70,000	0	0	0	70,000
Revenue from Use of Money & Property	425,000	0	0	0	425,000
Charges for Services	1,707,331	0	0	1,293,489	3,000,820
Miscellaneous	275,000	0	635,700	0	910,700
Recovered Costs	682,700	0	0	0	682,700
<b>Total Local Revenue</b>	<b>51,269,572</b>	<b>1,408,480</b>	<b>635,700</b>	<b>1,293,489</b>	<b>54,607,241</b>
<b>STATE</b>					
Non-categorical Aid	1,173,000	0	0	0	1,173,000
Categorical Aid - Shared Expenses	3,586,394	0	0	0	3,586,394
Categorical Aid	2,937,369	0	26,229,015	39,342	29,205,726
<b>Total State Revenue</b>	<b>7,696,763</b>	<b>0</b>	<b>26,229,015</b>	<b>39,342</b>	<b>33,965,120</b>
<b>FEDERAL</b>					
Non-categorical Aid	45,000	0	0	0	45,000
Categorical Aid	1,743,166	0	2,302,453	1,087,969	5,133,588
		0	0	0	
<b>Total Federal Revenue</b>	<b>1,788,166</b>	<b>0</b>	<b>2,302,453</b>	<b>1,087,969</b>	<b>5,178,588</b>
<b>NON-REVENUE RECEIPTS</b>					
Funding from Fund Balance	848,500	0	0	0	848,500
<b>TOTAL</b>	<b>61,603,001</b>	<b>1,408,480</b>	<b>29,167,168</b>	<b>2,420,800</b>	<b>94,599,449</b>

**FY 2013-2014 Total County Expenditures**  
**\$94,599,449**



<b>Total County Expenditures</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Budgeted</b>	<b>2013-2014 Budgeted</b>	<b>% of Total</b>
General Government Administration	2,671,164	2,931,360	3,053,061	3.23%
Judicial Administration	1,190,853	1,289,462	1,348,014	1.42%
Public Safety	10,522,880	11,014,523	11,807,594	12.48%
Public Works	3,054,006	3,719,162	3,920,014	4.14%
Health/Welfare	6,395,118	6,877,547	6,797,827	7.19%
Education	47,770,597	50,768,477	52,368,571	55.36%
Parks, Recreation & Cultural	2,812,575	2,968,145	3,144,042	3.32%
Community Development	808,773	2,755,196	2,201,384	2.33%
Non-Departmental	257,167	379,740	367,373	0.39%
Capital Outlay	19,942,218	7,859,997	8,183,089	8.65%
Sanitary Districts	1,139,914	1,472,712	1,408,480	1.49%
<b>Total Expenditures</b>	<b>96,565,265</b>	<b>92,036,321</b>	<b>94,599,449</b>	<b>100.00%</b>

**Summary of Approved Expenditures  
FY 2013-2014  
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	64,724	146,500	0	211,224
County Administration	556,305	49,225	15,000	620,530
County Attorney's Office	292,527	23,055	1,700	317,282
Office of the Commissioner of the Revenue	611,813	49,942	4,100	665,855
Reassessment	0	125,000	0	125,000
Treasurer's Office	387,917	87,600	3,645	479,162
Finance and Purchasing	347,087	14,345	7,120	368,552
Elections	207,891	53,215	4,350	265,456
Total	2,468,264	548,882	35,915	3,053,061
<b>JUDICIAL ADMINISTRATION</b>				
Circuit Court	29,100	32,500	0	61,600
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	464,007	40,325	12,000	516,332
Law Library	0	24,000	0	24,000
Commonwealth's Attorney	687,687	21,500	2,000	711,187
Total	1,180,794	144,520	22,700	1,348,014
<b>PUBLIC SAFETY</b>				
Sheriff's Department	3,478,787	416,540	259,330	4,154,657
Court Security	272,399	17,975	6,300	296,674
E-911 System	321,945	131,399	29,459	482,803
Volunteer Fire and Rescue	0	898,176	0	898,176
Corrections	1,655,486	428,000	25,000	2,108,486
Work Release	168,882	102,450	8,000	279,332
Probation	55,679	3,000	0	58,679
Building Inspections	429,528	85,327	14,500	529,355
Animal Control	235,646	259,946	27,370	522,962
Medical Examiner	0	500	0	500
Fire and Rescue Department	1,931,700	154,770	37,500	2,123,970
Cost Recovery	0	302,000	50,000	352,000
Total	8,550,052	2,800,083	457,459	11,807,594

<b>PUBLIC WORKS</b>				
Streets and Highways	10,500	20,000	0	30,500
Refuse Collection	277,592	468,950	9,000	755,542
Refuse Disposal	277,670	1,884,500	161,000	2,323,170
Building and Grounds	236,302	519,500	55,000	810,802
<b>Total</b>	<b>802,064</b>	<b>2,892,950</b>	<b>225,000</b>	<b>3,920,014</b>
<b>HEALTH AND WELFARE</b>				
Health	0	310,759	0	310,759
Mental Health and Retardation	0	277,500	0	277,500
Social Services	2,169,618	1,753,497	0	3,923,115
Other Social Services	0	112,512	0	112,512
Comprehensive Youth Service Act	72,941	2,101,000	0	2,173,941
<b>Total</b>	<b>2,242,559</b>	<b>4,555,268</b>	<b>0</b>	<b>6,797,827</b>
<b>EDUCATION</b>				
Community College	0	41,010	0	41,010
<b>Total</b>	<b>0</b>	<b>41,010</b>	<b>0</b>	<b>41,010</b>
<b>PARKS, RECREATION AND CULTURAL</b>				
Parks and Recreation	1,365,684	759,390	168,968	2,294,042
Library Museum Cult. Enrichment	0	850,000	0	850,000
<b>Total</b>	<b>1,365,684</b>	<b>1,609,390</b>	<b>168,968</b>	<b>3,144,042</b>
<b>COMMUNITY DEVELOPMENT</b>				
Planning and Zoning Administration	328,748	50,168	8,500	387,416
Economic Development	0	1,525,920	0	1,525,920
Front Royal/Warren County Airport	13,800	69,175	69,401	152,376
Environmental Management	0	33,500	0	33,500
Gypsy Moth Control	0	0	0	0
VPI Extension Service	91,472	10,700	0	102,172
<b>Total</b>	<b>434,020</b>	<b>1,689,463</b>	<b>77,901</b>	<b>2,201,384</b>
<b>NON-DEPARTMENTAL</b>				
	103,120	264,253	0	367,373
<b>CAPITAL OUTLAY</b>				
	0	0	8,183,089	8,183,089
<b><u>GENERAL FUND TOTAL</u></b>				
	17,146,557	14,545,819	9,171,032	40,863,408
<b><u>SCHOOL OPERATING FUND</u></b>				
	41,801,763	6,366,848	1,738,150	49,906,761
<b><u>SCHOOL CAFETERIA FUND</u></b>				
	777,475	1,543,297	100,028	2,420,800
<b><u>SANITARY DISTRICTS FUND</u></b>				
	152,752	1,215,228	40,500	1,408,480

## Statement of Change in Fund Balance

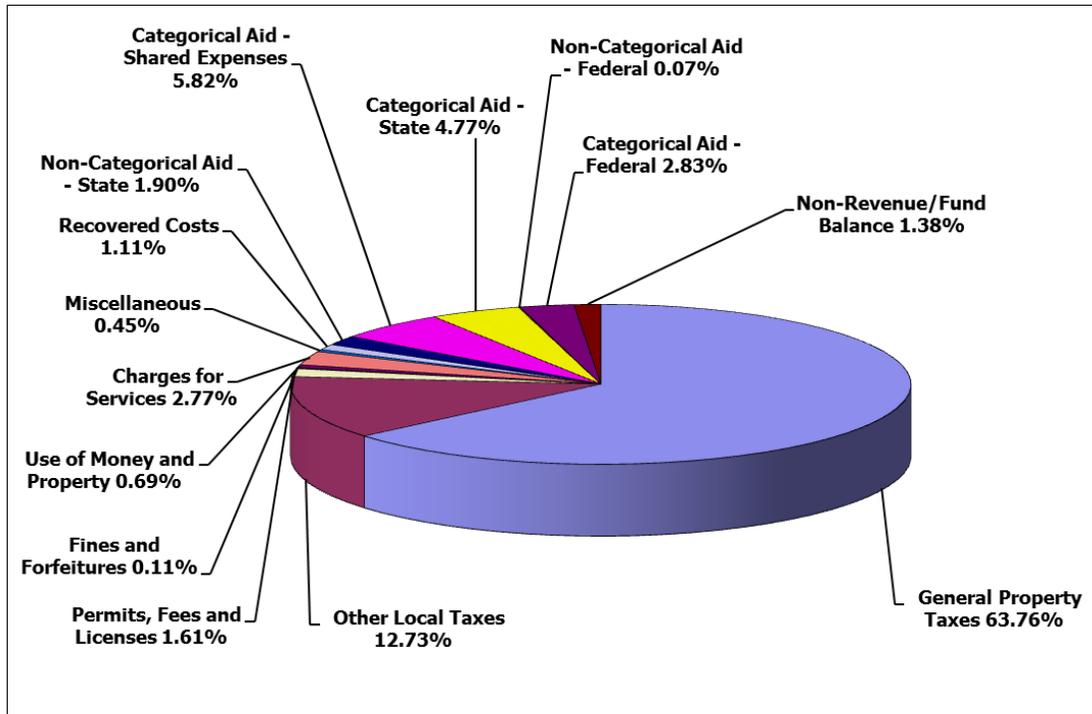
### General Fund

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	\$ 15,335,593	\$ 464,710	\$ 0	\$ 644,956
Budgeted Revenues	60,754,501	1,408,480	29,167,168	2,420,800
Budgeted Expenditures	(40,863,408)	(1,408,480)	(49,906,761)	(2,420,800)
Transfers from/to Other Funds	(20,739,593)		20,739,593	
Estimated Fund Balance, End of Year	\$ 14,487,093	\$ 464,710	\$ 0	\$ 644,956

**FY 2013-2014 General Fund Revenue  
\$61,603,001**



General Fund Revenues	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED	% OF TOTAL
<b>Local Revenue</b>					
General Property Taxes	35,768,619	36,890,461	37,303,500	39,278,500	63.76%
Other Local Taxes	6,580,000	6,768,443	6,740,000	7,839,749	12.73%
Permits, Fees and Licenses	1,011,095	814,591	955,030	991,292	1.61%
Fines and Forfeitures	50,000	24,776	50,000	70,000	0.11%
Use of Money and Property	868,160	386,991	668,160	425,000	0.69%
Charges for Services	1,814,305	1,532,032	1,696,192	1,707,331	2.77%
Miscellaneous	190,000	567,602	225,000	275,000	0.45%
Recovered Costs	604,170	715,374	608,200	682,700	1.11%
Subtotal	46,886,349	47,700,270	48,246,082	51,269,572	83.23%
<b>State Revenue</b>					
Non-Categorical Aid - State	1,208,366	1,083,823	1,173,000	1,173,000	1.90%
Categorical Aid - Shared Expenses	3,305,343	3,321,645	3,305,343	3,586,394	5.82%
Categorical Aid - State	3,123,011	3,099,218	2,980,155	2,937,369	4.77%
Subtotal	7,636,720	7,504,686	7,458,498	7,696,763	12.49%
<b>Federal Revenue</b>					
Non-Categorical Aid - Federal	45,000	50,481	45,000	45,000	0.07%
Categorical Aid - Federal	1,928,190	1,974,057	2,241,916	1,743,166	2.83%
Subtotal	1,973,190	2,024,538	2,286,916	1,788,166	2.90%
<b>Non-Revenue/Fund Balance</b>	640,000	640,000	2,250,224	848,500	1.38%
<b>Total General Fund Revenues</b>	<b>57,136,259</b>	<b>57,869,494</b>	<b>60,241,720</b>	<b>61,603,001</b>	<b>100.00%</b>

## 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 2014 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. The County has increased its projection for these

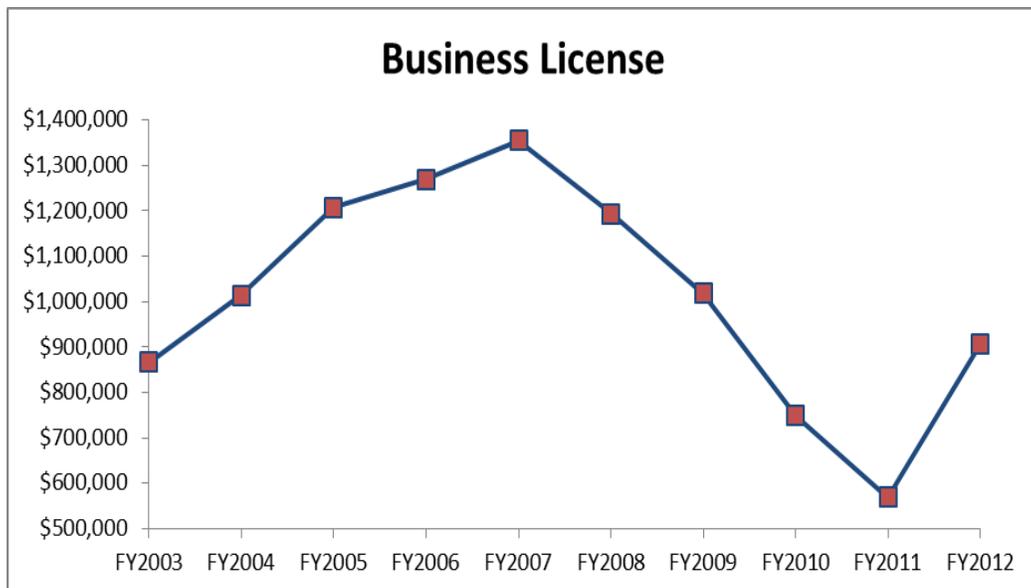
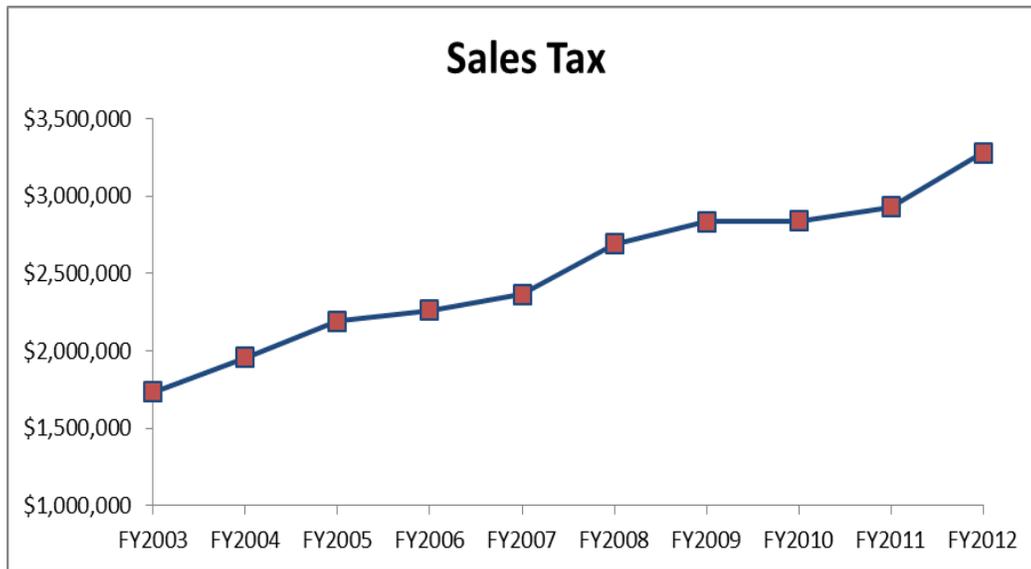
General Property Taxes:	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED
Real Property Taxes	21,631,410	21,986,222	22,250,000	22,500,000
Public Service Corporation Taxes	375,000	604,450	575,000	1,975,000
Personal Property Taxes	12,438,709	12,974,056	13,100,000	13,400,000
Mobile Homes	7,500	6,818	7,500	7,500
Machinery and Tools	725,000	687,815	675,000	700,000
Land Redemptions	1,000	911	1,000	1,000
Penalties	380,000	406,120	435,000	435,000
Interest	210,000	224,069	260,000	260,000
<b>TOTAL</b>	35,768,619	36,890,461	37,303,500	39,278,500

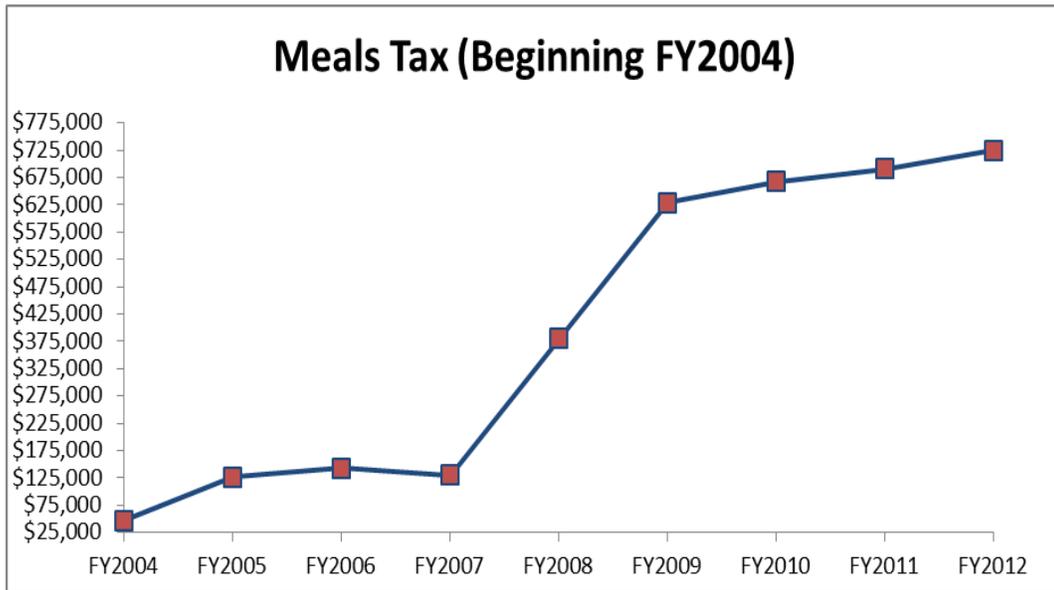
PROPERTY TAX RATES Last Ten Calendar Years				
Calendar Year	Real Estate	Personal Property	Machinery and Tools	Mobile Homes
2004	0.79	3.15	2.25	0.79
2005	0.79	3.15	2.25	0.79
2006	0.82	3.15	2.25	0.82
2007	0.45	3.15	1.30	0.45
2008	0.45	3.15	1.30	0.45
2009	0.46	4.00	1.30	0.46
2010	0.46	4.00	1.30	0.46
2011	0.59	4.00	1.30	0.59
2012	0.59	4.00	1.30	0.59
2013	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% (scheduled to increase to 5.3% effective July 1, 2013) 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 merchants capital tax. Starting in FY2007-2008, the Town of Front Royal began phasing out the County's ability to collect the BPOL tax by reducing the effective rate by 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. During the FY2013-2014 budget meetings, there was a review of many of the fees and tax rates other than real estate and personal property. After lengthy discussion, the recommendation was made to increase the BPOL rates in each category by 2 cents per \$100 of gross receipts; to increase the annual licensing taxes for motor vehicles, motorcycles, scooters, and trailers and semitrailers by \$5.00 each; and to increase animal licenses by \$2.00 in each category (revenue from animal licenses is in the section Permits, Fees & Licenses). A public hearing was held on each of these tax and fee increases in May 2013 and the increases were approved.

Other Local Taxes	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED
Local Sales Tax	3,200,000	3,281,603	3,500,000	4,000,000
Consumer Utility Tax	680,000	687,180	685,000	690,000
Business License	800,000	906,752	600,000	1,036,194
Motor Vehicle License Tax	675,000	680,642	685,000	818,555
Taxes on Recordation & Wills	500,000	429,412	500,000	500,000
Meals Tax	675,000	724,799	700,000	725,000
Occupancy Tax	50,000	58,055	70,000	70,000
<b>TOTAL</b>	<b>6,580,000</b>	<b>6,768,443</b>	<b>6,740,000</b>	<b>7,839,749</b>

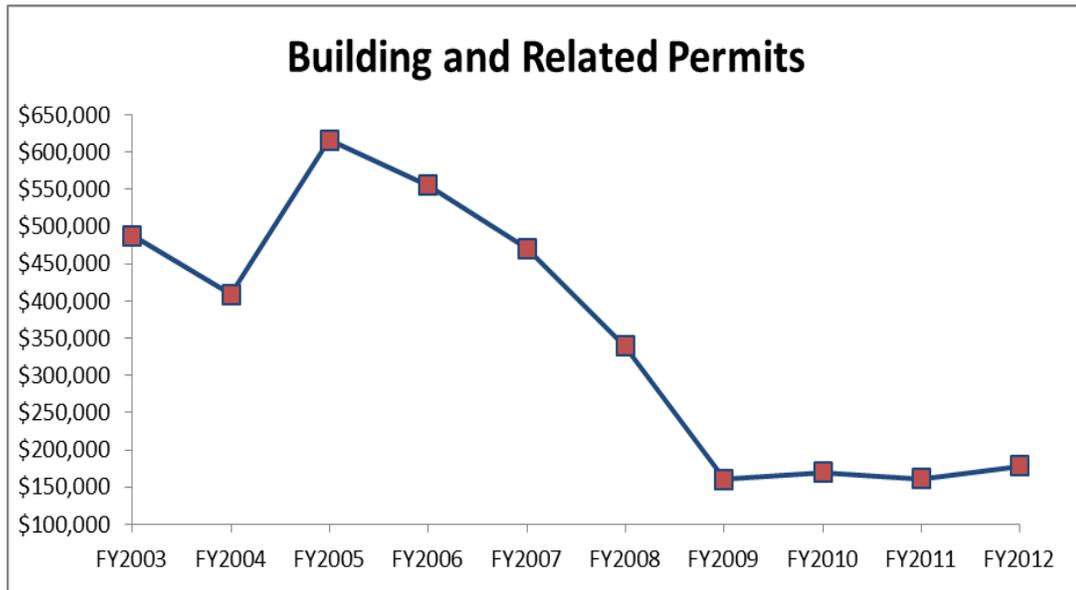




**Permits, Fees, and Licenses:**

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. Animal license fees were increased by \$2.00 per category effective November 1, 2013.

Permits, Fees & Licenses	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED
Animal Licenses	35,000	33,363	36,000	47,596
Building and Related Permits	300,000	178,395	250,000	265,000
Zoning, Rezoning, and Subdivision fees	30,000	20,235	30,000	30,000
Transfer Fees	2,500	1,345	2,500	2,500
Parks & Rec. User Fees	315,775	243,816	295,530	282,565
Golf Club Fees	290,320	304,187	301,000	323,631
Septage Fees	37,500	33,250	40,000	40,000
<b>TOTAL</b>	<b>1,011,095</b>	<b>814,591</b>	<b>955,030</b>	<b>991,292</b>



**Fines and Forfeitures:**

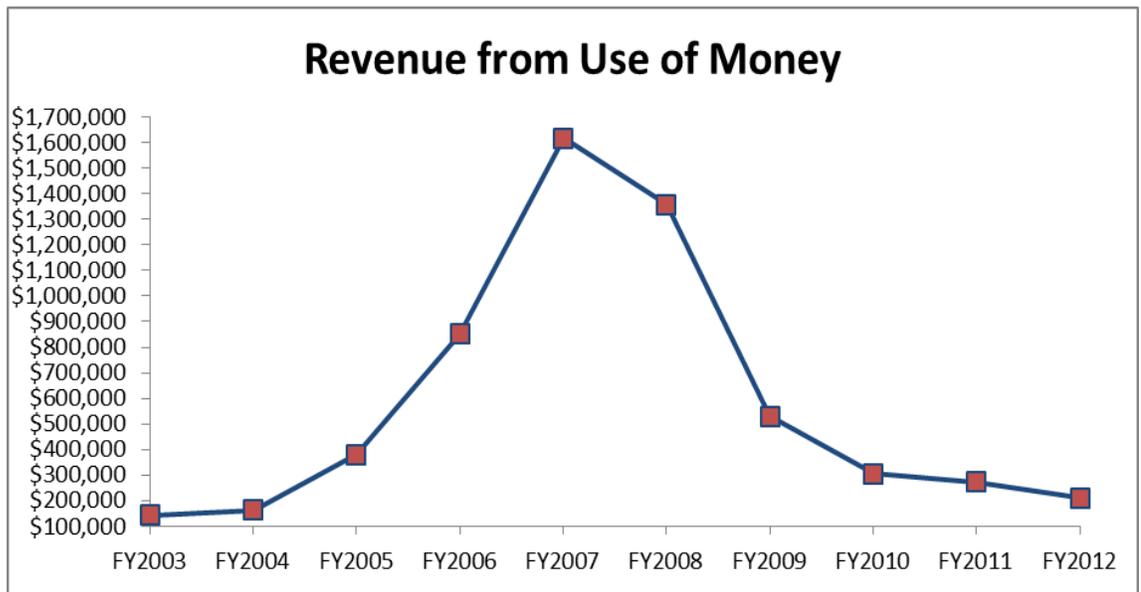
Fines and forfeitures are revenues collected for court fines and forfeitures as a result of violations of local ordinances and regulations.

Fines and Forfeitures:	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED
Court Fines and Forfeitures	50,000	24,776	50,000	70,000
<b>TOTAL</b>	<b>50,000</b>	<b>24,776</b>	<b>50,000</b>	<b>70,000</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:	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED
Revenue from Use of Money	700,000	209,297	500,000	250,000
Revenue from Use of Property	168,160	177,694	168,160	175,000
<b>TOTAL</b>	<b>868,160</b>	<b>386,991</b>	<b>668,160</b>	<b>425,000</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:	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED
Excess Fees of Clerk	50,000	8,084	50,000	20,000
Sheriff's Fees	0	2,723	0	0
Courthouse Security Fees	85,000	77,071	90,000	90,000
Administrative Fees	160,000	149,648	160,000	160,000
Sanitary District Fees	60,431	72,940	66,033	75,867
Law Library Fees	24,000	17,920	24,000	24,000
Courthouse Maintenance Fees	27,500	23,452	27,500	27,500
Courthouse Construction/Ren. Fees	30,000	33,636	35,000	35,000
Weapons Permits Fees	2,500	16,533	10,000	15,000
Charges for Commonwealth's Atty.	1,000	3,672	1,000	1,000
Inmate Phone Usage	30,000	31,613	30,000	30,000
Airport Hangar Rental Fees	113,874	131,511	157,659	158,204
Work Release Fees	230,000	136,147	170,000	170,000
Miscellaneous Jail and Inmate Fees	0	3,840	0	0
Charges for Sanitation & Waste Removal	1,000,000	799,975	875,000	900,760
Charges for Other and Sale of Maps	0	23,267	0	0
<b>TOTAL</b>	<b>1,814,305</b>	<b>1,532,032</b>	<b>1,696,192</b>	<b>1,707,331</b>

Miscellaneous:

Miscellaneous	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED
Miscellaneous	150,000	436,180	150,000	150,000
Sale of Recyclable Materials	<u>40,000</u>	<u>131,422</u>	<u>75,000</u>	<u>125,000</u>
<b>TOTAL</b>	<b>190,000</b>	<b>567,602</b>	<b>225,000</b>	<b>275,000</b>

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	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED
Expenditure Refunds	20,000	14,534	20,000	20,000
Other Recovered Costs	<u>584,170</u>	<u>700,840</u>	<u>588,200</u>	<u>662,700</u>
<b>TOTAL</b>	<b>604,170</b>	<b>715,374</b>	<b>608,200</b>	<b>682,700</b>

Non-categorical Aid - State:

Non-categorical Aid	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED
Communication Tax	975,000	909,027	975,000	975,000
Motor Vehicle Carriers' Tax	55,000	51,222	45,000	45,000
Mobile Home Titling Tax	7,500	945	3,000	3,000
State Recordation Tax	170,866	122,629	150,000	150,000
Other Non-categorical Aid	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>1,208,366</b>	<b>1,083,823</b>	<b>1,173,000</b>	<b>1,173,000</b>

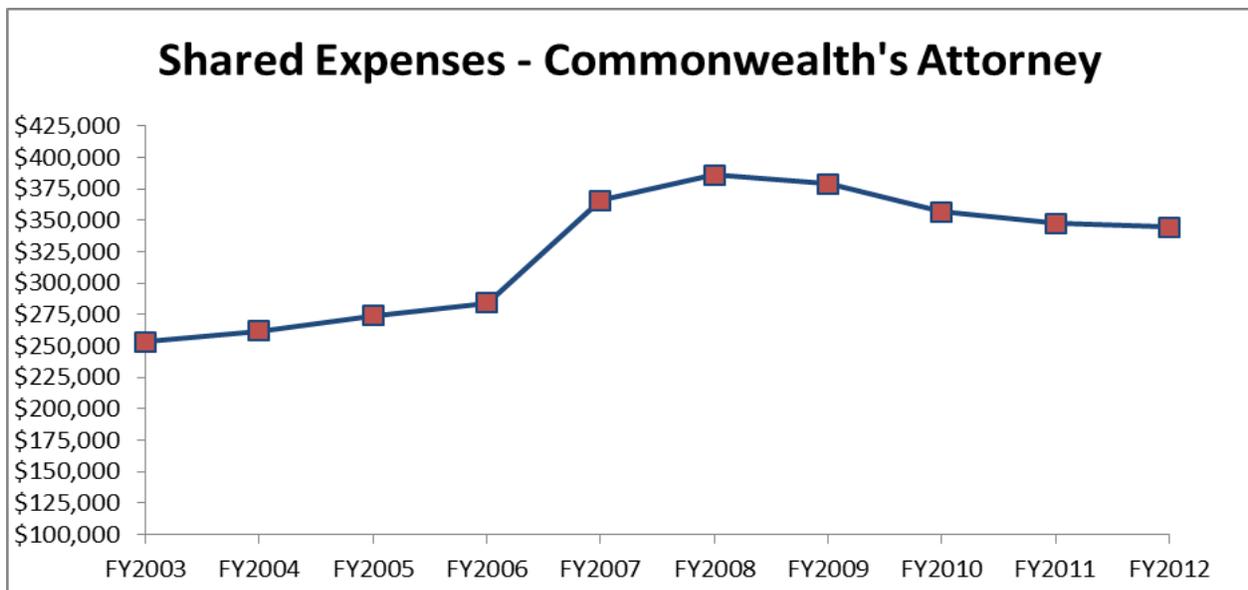
Reduction in State Aid to Localities:

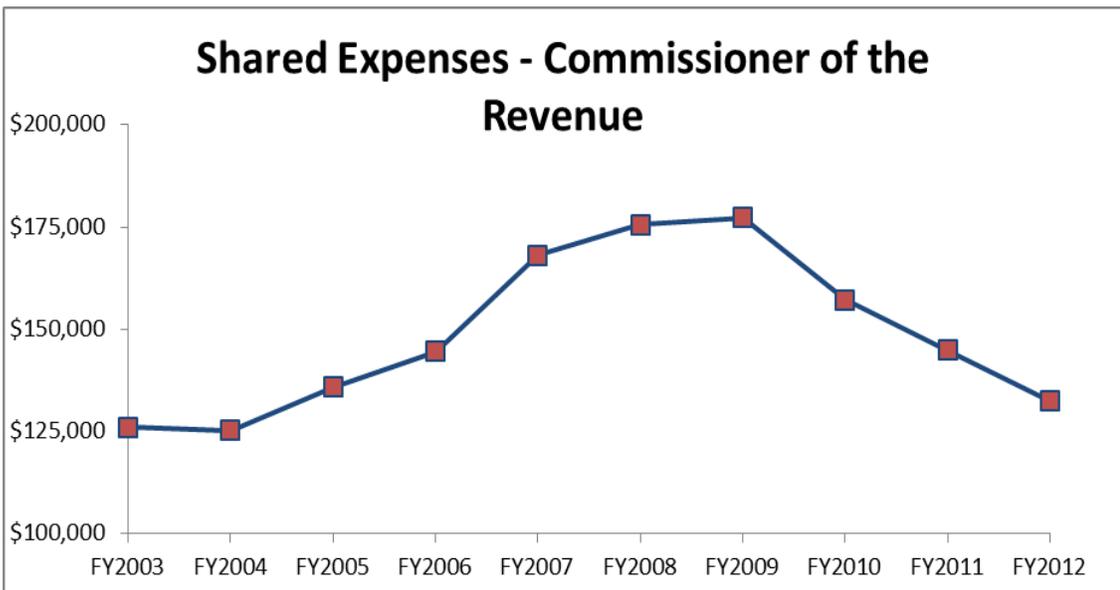
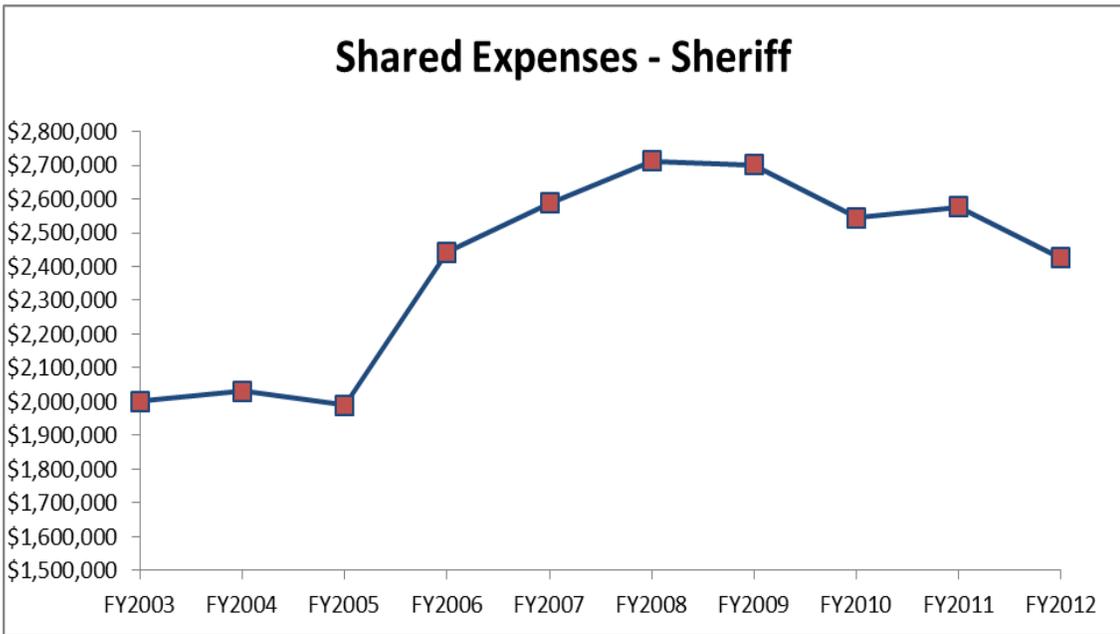
In FY2009 & FY2010, the State budget called for a \$50 million reduction in state aid to localities. In FY2011 & FY2012, this reduction in state aid to localities increased to \$60 million. In FY2013, this was reduced to the \$50 million level. Warren County's share of this reduction was \$256,886. This reduction could be withheld from State payment for specific programs, the County could make a payment back to the State, or the County could elect a combination of program reductions and a reimbursement back to the State. In FY2011-2012 and FY2012-2013, the County elected to have the entire reduction withheld from the State payment for specific programs. In FY2013-2014, the State budget no longer called for a reduction in state aid to localities. Consequently, the budgeted revenue for FY2013-2014 for those specific programs was increased accordingly.

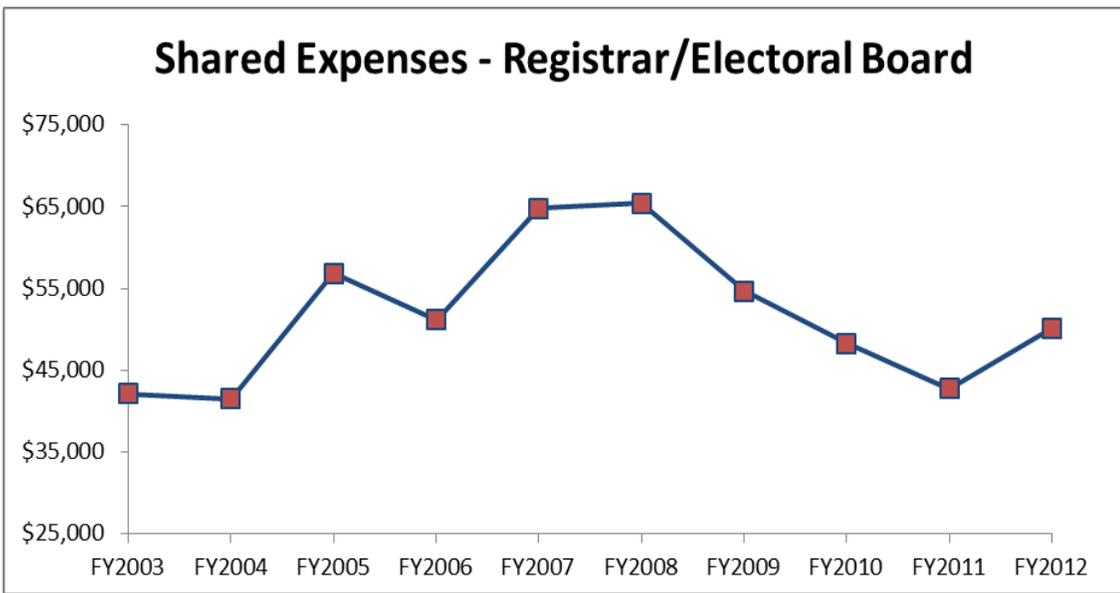
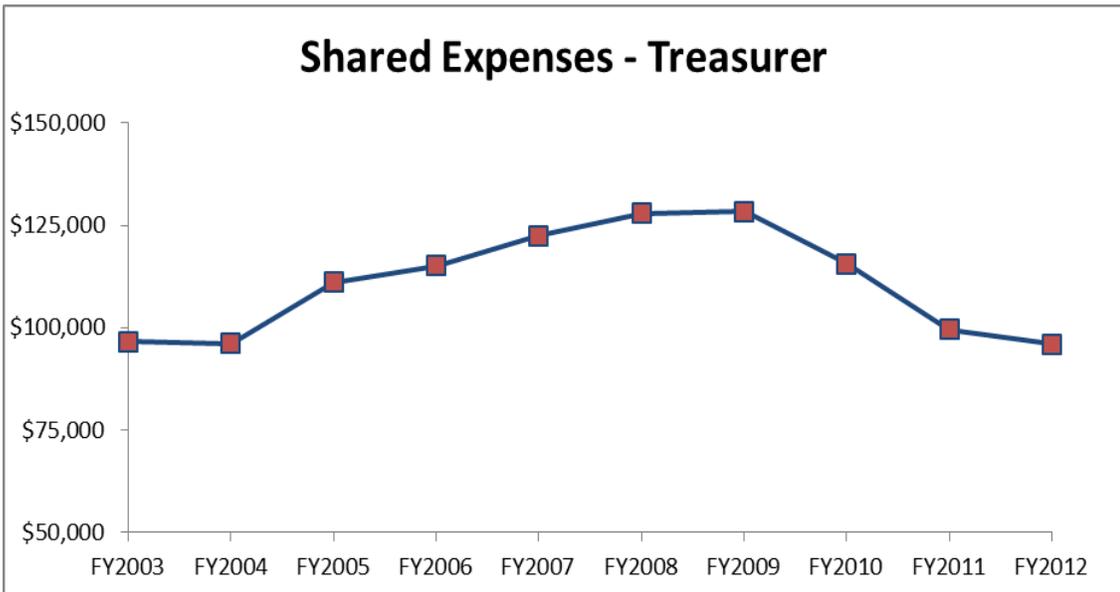
Categorical Aid – Shared Expenses:

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 but has increased slightly in FY2013-2014 mainly due to the elimination of the reduction in State aid to localities.

Categorical Aid - Shared Expenses	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED
Commonwealth's Attorney	349,431	344,721	349,431	380,742
Sheriff	2,406,039	2,425,410	2,406,039	2,629,905
Commissioner of the Revenue	139,998	132,443	139,998	140,344
Treasurer	95,870	95,970	95,870	103,519
Registrar/Electoral Board	40,000	50,137	40,000	40,000
Clerk of the Circuit Court	274,005	272,964	274,005	291,884
<b>TOTAL</b>	<b>3,305,343</b>	<b>3,321,645</b>	<b>3,305,343</b>	<b>3,586,394</b>







Categorical Aid - State:

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

Categorical Aid	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED
Welfare Admin. and Public Assistance	1,473,874	1,312,020	1,298,979	1,267,338
Comprehensive Services Act	1,091,298	1,031,079	1,033,587	1,092,192
Emergency Medical Services (Four for Life)	40,000	42,319	40,000	40,000
Fire Programs Funds	46,033	67,771	46,033	46,033
Care of Prisoners	280,000	292,219	300,000	300,000
Technology Trust Funds	0	12,379	0	0
Abandoned Vehicle Program	20,000	2,900	20,000	20,000
Va. Domestic Violence Victims Grant	40,000	38,861	40,000	40,000
Victim Witness Grant	48,000	53,835	48,000	48,000
E911	45,000	43,333	45,000	45,000
VJCCA Grant	33,806	34,591	33,806	33,806
Airport Grants	0	5,520	69,750	0
DMV Grants	0	13,266	0	0
Registrar Equipment Grant	0	6,700	0	0
Local Govt. Challenge Grant	5,000	5,000	5,000	5,000
Litter Control Grant	0	9,605	0	0
Rescue Squad Assistance Grant	0	3,659	0	0
Criminal Justice Information Tech. Grant	0	11,250	0	0
Va. Dept. of Forestry Grant	0	15,315	0	0
VDOT - Revenue Sharing	0	15,757	0	0
Disaster Relief	0	51,332	0	0
Animal Friendly Tags	0	1,052	0	0
Highway Maintenance Funds	0	24,542	0	0
Other Categorical Aid	0	4,913	0	0
<b>TOTAL</b>	<b>3,123,011</b>	<b>3,099,218</b>	<b>2,980,155</b>	<b>2,937,369</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	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED
Payments in Lieu of Taxes	45,000	50,481	45,000	45,000
<b>TOTAL</b>	<b>45,000</b>	<b>50,481</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.

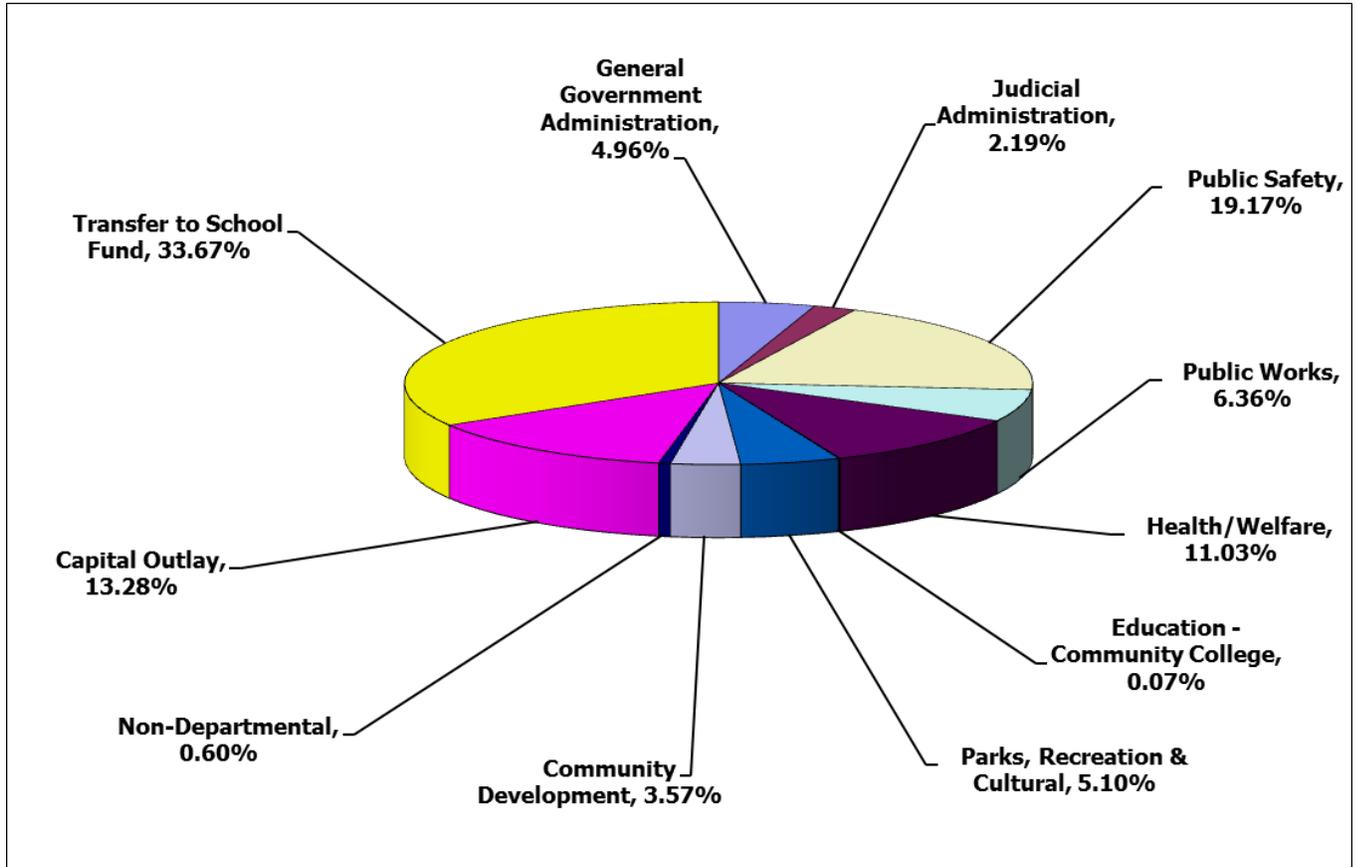
Categorical Aid - Federal	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED
Welfare Admin. and Public Assistance	1,772,665	1,636,374	1,587,641	1,587,641
State & Community Highway Safety Grants	0	5,705	0	0
Juvenile Justice & Delinquency Prevention	0	7,000	0	0
Highway Planning & Construction	0	140,599	0	0
Ed Byrne Memorial State & Local Law Enf.	50,000	50,676	50,000	50,000
Build America Bond Interest Rebate	105,525	105,525	105,525	105,525
Airport Improvement Program Grants	0	28,178	498,750	0
<b>TOTAL</b>	<b>1,928,190</b>	<b>1,974,057</b>	<b>2,241,916</b>	<b>1,743,166</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 FY2012-2013 budget amount is a return of the school's FY2011 surplus in the amount of \$238,427. Included in the FY2013-2014 budget amount is a return of the school's FY2012 surplus in the amount of \$135,000.

Non-Revenue Receipts	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED
Funding from Fund Balance	640,000	640,000	2,212,239	848,500
Transfer from Health Fund	0	0	37,985	0
<b>TOTAL</b>	<b>640,000</b>	<b>640,000</b>	<b>2,250,224</b>	<b>848,500</b>

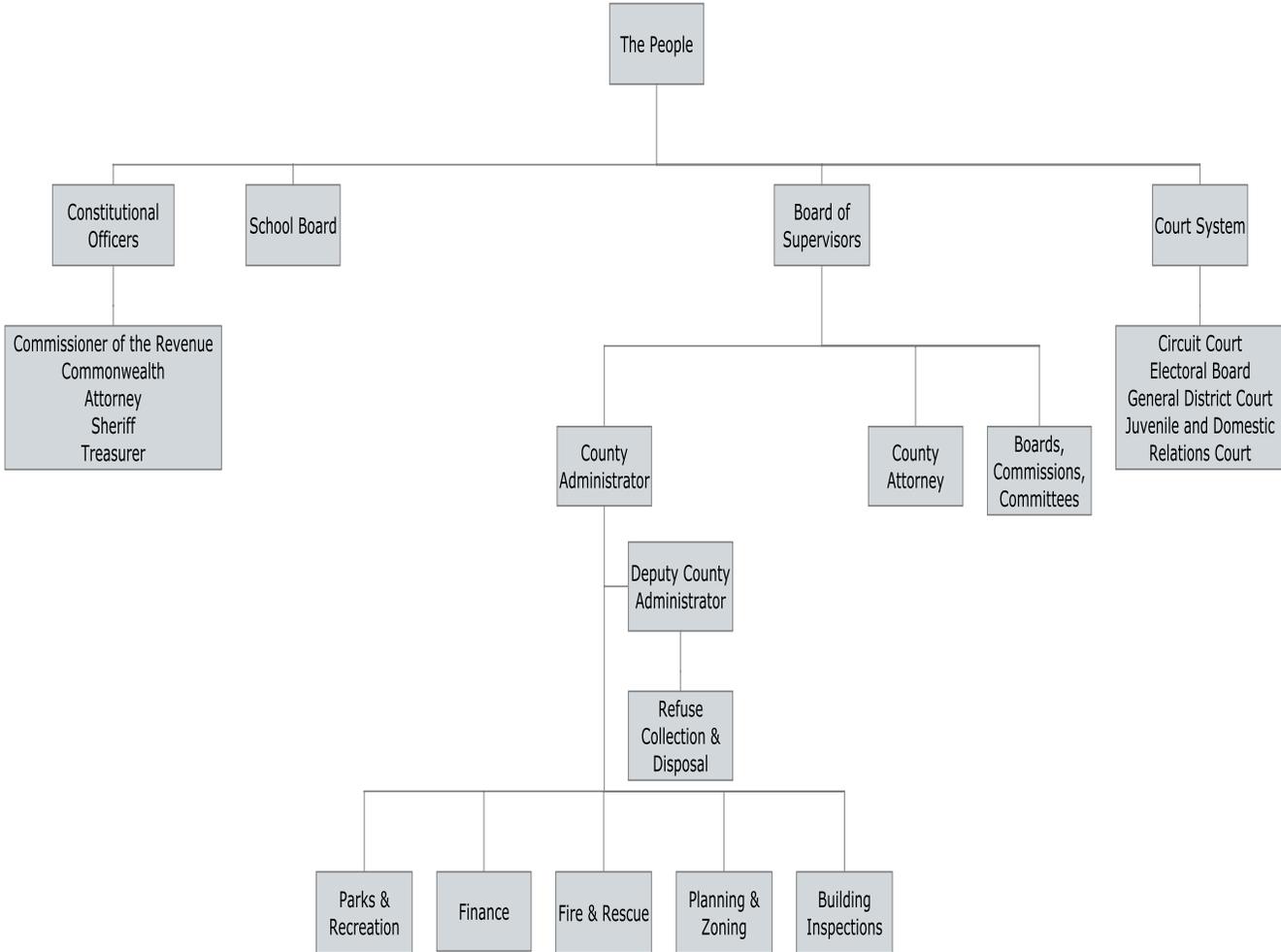
**FY 2013-2014 General Fund Expenditures**  
**\$61,603,001**



General Fund Expenditures	FY2011-2012 BUDGETED	FY2011-2012 ACTUAL	FY2012-2013 BUDGETED	FY2013-2014 BUDGETED	% OF TOTAL
General Government Administration	2,779,639	2,671,164	2,931,360	3,053,061	4.96%
Judicial Administration	1,225,333	1,190,853	1,289,462	1,348,014	2.19%
Public Safety	10,331,505	10,522,880	11,014,523	11,807,594	19.17%
Public Works	3,350,081	3,054,006	3,719,162	3,920,014	6.36%
Health/Welfare	7,305,350	6,395,118	6,877,547	6,797,827	11.03%
Education - Community College	37,180	37,180	36,274	41,010	0.07%
Parks, Recreation & Cultural	2,810,027	2,812,575	2,968,145	3,144,042	5.10%
Community Development	1,913,766	808,773	2,755,196	2,201,384	3.57%
Non-Departmental	394,650	257,167	379,740	367,373	0.60%
Capital Outlay	7,509,609	19,942,218	7,859,997	8,183,089	13.28%
Transfer to School Fund	19,479,119	18,606,064	20,410,314	20,739,593	33.67%
<b>Total</b>	<b>57,136,259</b>	<b>66,297,998</b>	<b>60,241,720</b>	<b>61,603,001</b>	<b>100.00%</b>

# County of Warren Organizational Chart

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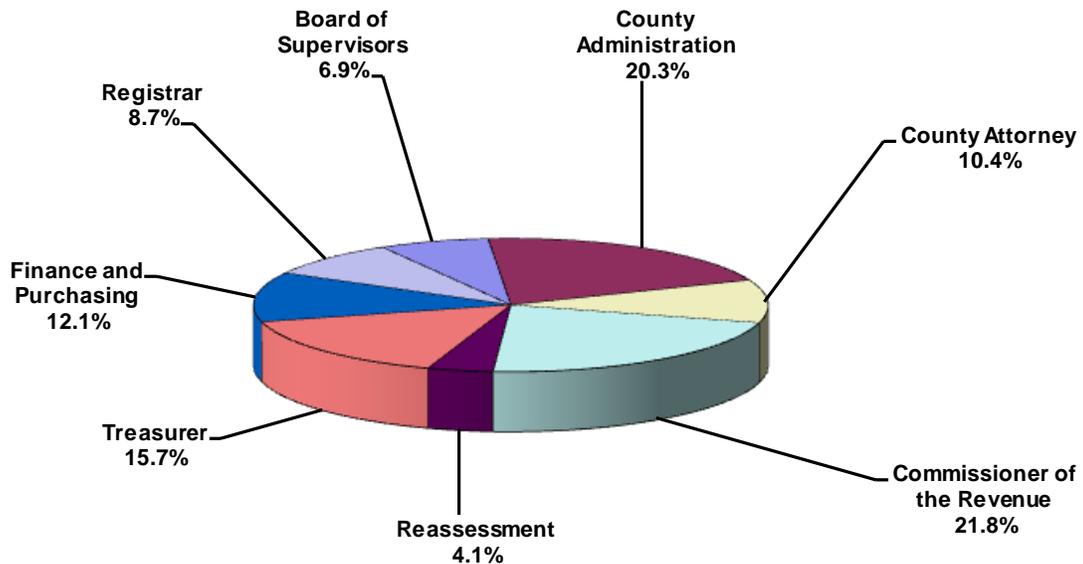
**Warren County Government Center**

## General Government Administration

	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
				AMOUNT	%
Board of Supervisors	205,849	201,539	211,224	9,685	4.81%
County Administration	587,998	589,054	620,530	31,476	5.34%
County Attorney	288,138	301,305	317,282	15,977	5.30%
Commissioner of the Revenue	658,542	670,602	665,855	(4,747)	-0.71%
Reassessment	199	125,000	125,000	0	0.00%
Treasurer	445,541	468,224	479,162	10,938	2.34%
Finance and Purchasing	292,641	314,199	368,552	54,353	17.30%
Registrar	192,256	261,437	265,456	4,019	1.54%

**GENERAL GOVERNMENT  
ADMINISTRATION**

<b>2,671,164</b>	<b>2,931,360</b>	<b>3,053,061</b>	<b>121,701</b>	<b>4.15%</b>
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# 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 16, 2013:

Future Goals, Projects, Programs	Level of Importance (highest to lowest)	Time-Frame
Construction of Leach Run Parkway	45	2 years
Address staffing issues in the fire and rescue companies due to decreasing number of volunteers	43	Ongoing
Hire a Manager for the Shenandoah Farms Sanitary District	43	6 months
Initiate uniform accounting and audit procedures for all Fire Departments	41	1 year
Complete Gooney Manor Loop Rural Rustic Project	41	6 months
Implement the recommendations of the Shenandoah Farms Road and Drainage Study and Capital Improvement Plan	40	Ongoing
Pave container lay-down area at Rockledge (Route 340) Compactor Site	40	1 year
Replacement of Shenandoah Farms Compactor Site	40	3-5 years
Complete plans for Health and Human Services Building	39	1 year
Morgan Ford Bridge	38	3-5 years
Dominion Power Plant Project	37	18 months
Self-sufficiency of the Airport	37	1 year
Install potable water system at the Transfer Station	36	1 year
Purchase and implementation of permitting software program through contract rider with Prince William County	36	1 year
Expansion of Broadband into underserved areas of the County - completion of broadband study	36	Ongoing
Paving and installation of bio-retention at Bing Crosby Stadium/Little League Drive	35	3 months
Development of Comprehensive Plan for Improvements to Shenandoah Farms Roads	35	6 months
Install traffic signal on Route 340/522 north to address safety	35	2 years

issue at McDonalds/Hampton Inn entrance		
Improvement to substandard roads	34	Ongoing
Completion of easement project for Airport	34	1 year
Establish firm self-sufficiency date for Front Royal Golf Club	34	3-5 years
Complete drainage project at Catlett Mountain Landfill	33	
Upgrade of Septage Receiving Facility	32	2 years
Expand the County commercial tax base in the following areas: Route 340/522 Corridor and I-66 at Linden	32	Ongoing
Standardize operating procedures and equipment, management, and administration of all Fire Departments	32	Ongoing
Develop a County-wide communication system, including Sheriff and Town Police	31	Ongoing
Completion of Skyline Soccerplex	31	1-2 years
Implementation of newly mandated stormwater program with Northern Shenandoah Valley Regional Commission	31	18 months
Complete implementation of the Springsted Management Study of the Building Inspections Department	31	1 year
Locate and construct kiss-and-ride facility on Freezeland Road for bus drop-off	31	1-2 years
Development of Rockland Park	31	3-5 years
Complete turn lane projects at Fort Valley Road and I-66	30	6 months
Expansion of parking lot at Warren County Community Center	30	6 months
Implement health and fitness programs for public safety personnel	30	1 year
Completion of Eastham Trail, Phase II	29	6 months
Widening of Route 55 East	29	3-5 years
Expansion of park-n-ride facilities	29	3-5 years
Acquisition of replacement of aerial truck	28	1 year
Comprehensive Plan update	28	6 months
Update of Airport Layout Plan to include former Humane Society and Nicholson properties	28	2 years
Complete Rockland Park Recreational Access Project	27	6 months
Complete modifications at Courthouse	26	6 months
Requirement for maintenance of septic systems and alternative septic systems	25	Ongoing

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**SERVICE LEVELS:**

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

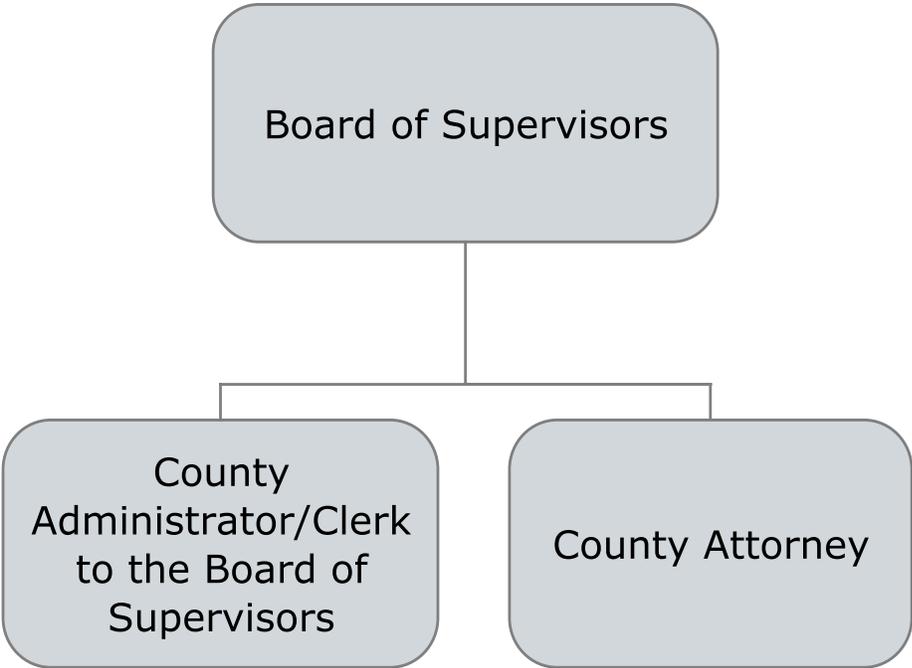
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**BUDGET SUMMARY:**

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	64,152	65,026	64,539	64,724	185	0.29%
OPERATING	146,217	140,823	137,000	146,500	9,500	6.93%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>210,369</b>	<b>205,849</b>	<b>201,539</b>	<b>211,224</b>	<b>9,685</b>	<b>4.81%</b>
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	210,369	205,849	201,539	211,224	9,685	4.81%
<b>TOTAL</b>	<b>210,369</b>	<b>205,849</b>	<b>201,539</b>	<b>211,224</b>	<b>9,685</b>	<b>4.81%</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:**

- Provide continued support to the Board of Supervisors and various County departments and offices
- Determine funding and start design process for Part II of Phase II of the School Capital Improvement Plan (CIP)
- Determine funding for development of Rockland Park site
- Completion of Rockland Park and Fork Park site design
- Implementation of Rural Addition/Revenue Sharing program including completion of Fellows Drive, Tomahawk Road, Mountain Lake Road, and Young's Drive projects.
- Continue to work on efficiency of solid waste disposal and recycling

- Begin design work and clearing and grubbing for new proposed Shenandoah Farms compactor site
- Complete work on construction of the RSW Regional Jail
- Complete design work for the renovation of DSS and Health Department portions of the 15<sup>th</sup> Street facility
- Further implementation of plan for future County Office Space Needs Study
- Implementation of Fire and Rescue Study
- Implementation of Building Inspections Management Study
- Implementation of Road and Drainage Study for the Shenandoah Farms Sanitary District
- Continue to work with Front Royal Golf Course to establish self-sufficiency date
- Continued evaluation/implementation of green concepts in operations and building maintenance/construction

**BUDGET COMPARISON:**

	<b>FY09/10 Budget</b>	<b>FY10/11 Budget</b>	<b>FY11/12 Budget</b>	<b>FY12/13* Budget</b>	<b>FY13/14* Request</b>
Population	36,713	37,439	37,688	38,831	38,957
Size of Budget	\$522,984	\$549,633	\$555,641	\$589,054	\$612,106
Per Capita Cost	\$14.25	\$14.68	\$14.74	\$15.17	\$15.71

\*FY12/13 and FY13/14 are estimates based on the Planning Department projections.

**PERFORMANCE MEASUREMENTS:**

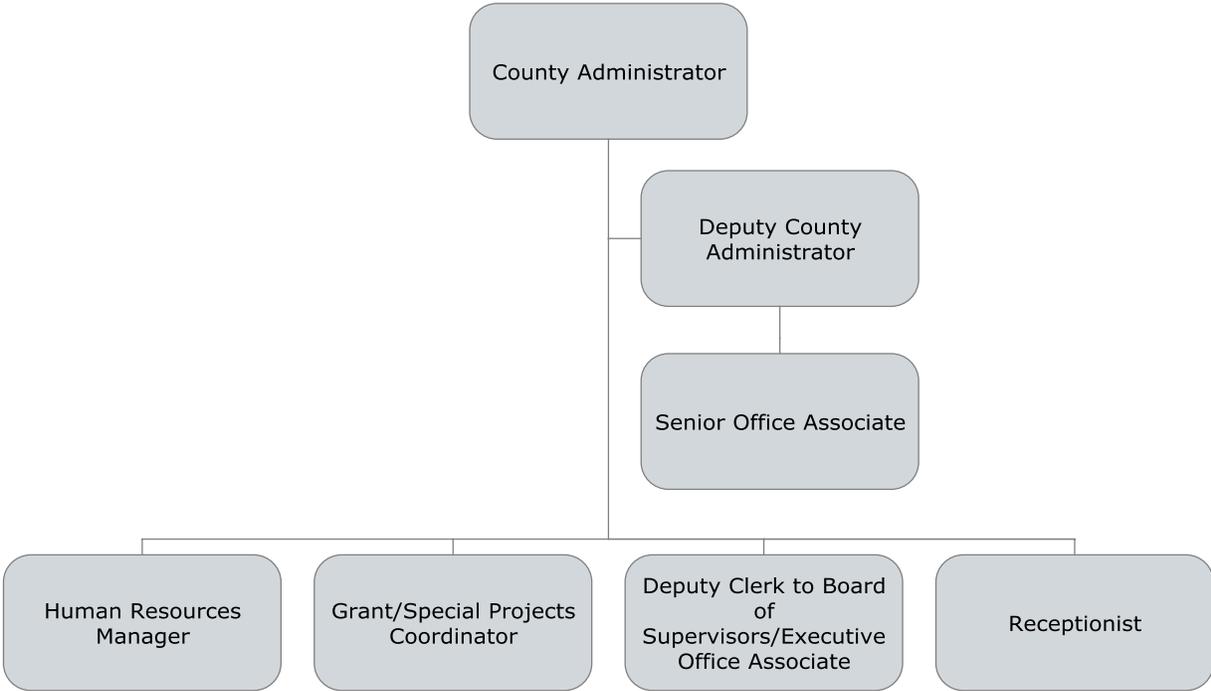
	<b>FY09/10 Actual</b>	<b>FY10/11 Actual</b>	<b>FY11/12 Actual</b>	<b>FY12/13 Projected</b>	<b>FY13/14 Projected</b>
Meetings	25	25	27	23	23
Work Sessions	13	14	18	18	18
Resolutions	4	4	18	12	12
Ordinance Amendments	32	37	20	24	24
Conditional Use permits	12	11	14	12	12
Rezoning	1	2	1	2	2

## BUDGET SUMMARY:

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	502,950	527,909	530,184	556,305	26,121	4.93%
OPERATING	35,485	47,257	44,370	49,225	4,855	10.94%
CAPITAL	6,911	12,832	14,500	15,000	0	0.00%
TOTAL	545,346	587,998	589,054	620,530	31,476	5.34%
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	545,346	587,998	589,054	620,530	31,476	5.34%
TOTAL	545,346	587,998	589,054	620,530	31,476	5.34%
FULL TIME POSITIONS	6	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, Constitutional Officers (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, 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 Assistant County Attorney prosecutes a growing number of County Code violations, ranging from illegal parking to dog offenses to zoning code violations, and other similar matters. The office drafts and/or reviews all ordinances, deeds, leases, easements, and contracts involving the County.

The County Attorney also serves as the legal advisor to the Front Royal-Warren County Economic Development Authority and assists in the preparation of loan documents for business development in the area. 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, resolutions, and agenda items for Board of Supervisors meetings
- Prepare pleadings and exhibits in litigation for trial and appeals
- 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 for all property acquisitions, leases, and zoning requests
- Prepare deeds and contracts for property acquisitions and dedications
- Respond to Freedom of Information requests on a regular basis
- Advise officials on potential conflict of interest claims
- Consult with staff and Constitutional Officers 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 and advise Board of 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.

**PERFORMANCE MEASUREMENTS:**

	<b>FY 09/10 Actual</b>	<b>FY 10/11 Actual</b>	<b>FY 11/12 Actual</b>	<b>FY 12/13 Projected</b>	<b>FY 13/14 Projected</b>
Short Consults/Mtgs.	1595	1400	1293	807	1210
Phone/Email	1955	2490	2380	1446	2170
Meetings > 1hour	151	154	170	120	160
Litigated Cases	25	39	42	20	30
Procurement	170	238	224	114	170
Real Estate	124	89	156	79	105
Ordinances	78	37	45	40	60
Researched Items	105	97	82	103	155
Total	4203	4544	4392	2709	4060
Total EDA Hours	146	133	177	93	125

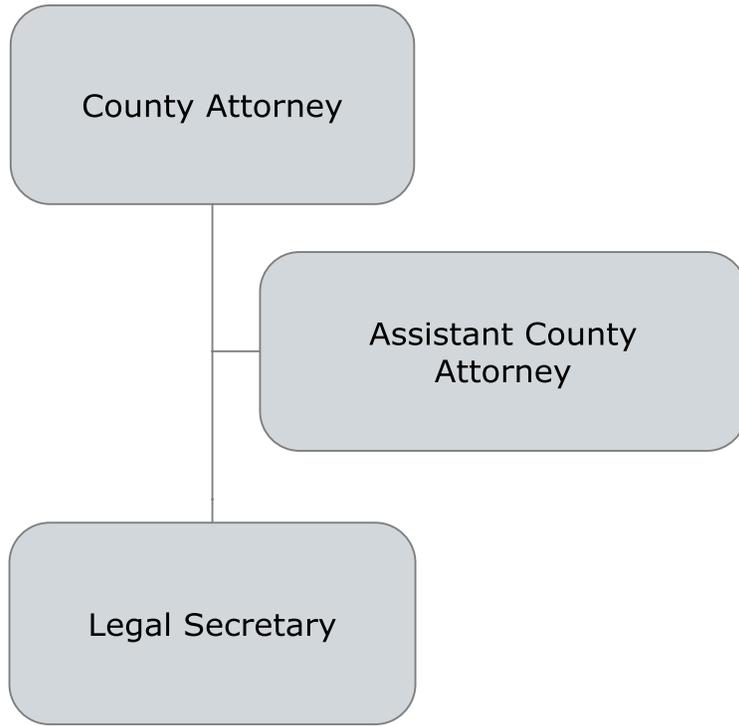
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**BUDGET SUMMARY:**

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	259,233	270,778	279,830	292,527	12,697	4.54%
OPERATING	15,778	17,360	20,675	23,055	2,380	11.51%
CAPITAL	0	0	800	1,700	0	0.00%
TOTAL	275,011	288,138	301,305	317,282	15,977	5.30%
<b>REVENUE:</b>						
FEES	0	0	10,000	10,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	275,011	288,138	291,305	307,282	15,977	5.48%
TOTAL	275,011	288,138	301,305	317,282	15,977	5.30%
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, Real Estate 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
- Audit Business Professional Occupational Licensees with Department of Taxation reports
- Statutory Assess and bill Meals and Beverage taxes and Transient Occupancy taxes for non-filers
- E-file Federal and State Tax Returns for low income and elderly individuals
- Audit BPOL renewals and issue new licenses to 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 and surveys as needed by auditors, Department of Taxation, and VAAO, etc.
- Prepare annual tax books for Real Estate, Eight Sanitary Districts, Personal Property, Machinery and Tools, Public Services, and Minerals in the County of Warren.
- Prepare annual tax books for Real Estate, Personal Property, Machinery and Tools and Public Services for the Town of Front Royal
- Audit Land Use applications, Tax Relief for the Elderly and Disabled, and Veterans
- Prepare the Ratio Report based on Real Estate transactions for the Department of Taxation
- Correlate informational changes for tax tickets between the County Treasurer and the programmers
- 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 {Must do two abatements per item-1<sup>st</sup> and 2<sup>nd</sup> half}
- Prorate and Supplement Personal Property accounts after book is run in April to add in new vehicles and move-ins {April-December}
- Prorate and Supplement Real Estate property as needed
- Prepare the County of Warren and State Budget as required for the office
- Maintain the budget for the office according to requirements of the county and Compensation Board
- Maintain and approve employees time sheets and leave requests, maintain office personnel files

- Research Code of Virginia and Warren County Code, and Attorney General Opinions on various determinations for Business Professional and Occupational Licenses, Personal Property Tax, Meals and Beverage Tax, Transient Occupancy {Lodging} Tax, Real Estate Tax including Tax Relief for the Elderly and Disabled, and Veterans Relief.

**PROJECTS:**

- Reduce current files to electronic format by scanning records into Laserfiche and to reduce storage needs and manual time it takes to locate documents {Documents include ANNUAL BPOL licenses and attachments, Personal Property proration, high mileage, new residents, 762B Business PP, 762M Machinery & Tools, 762MH Mobile Homes and Aircraft forms, Meals & Beverage worksheets and reports, Transient Occupancy tax worksheets and reports, State Income & Estimated tax daily and monthly reports, Tax Relief for the Elderly and Disabled for Real Estate, and Real Estate Tax Relief for Veterans.} Increased staffing for scanning purposes.
- Take continuing education training courses and meetings to retain certification through the State Compensation Board including: Commissioners of the Revenue Annual Conference (annual), West Central Commissioners of the Revenue (quarterly), VAAO (annual), COR-BAI (annual), CAMRA Mass Appraisal system software (annual), IRMS required online yearly training, and classes at the Lord Fairfax Community College. {Requires 3 years to become certified Master COR Deputy or Master COR}
- New Officer Training for COR, New Officer Training for Compensation Board (COIN)-COR plus the above required continued education training courses and meetings to obtain certification through the State Compensation Board. {Requires 2 years to become certified Master COR if prior Certified Master Deputy} Update office Policy and Procedures and create an Emergency Plan for the office

**PERFORMANCE MEASUREMENTS:**

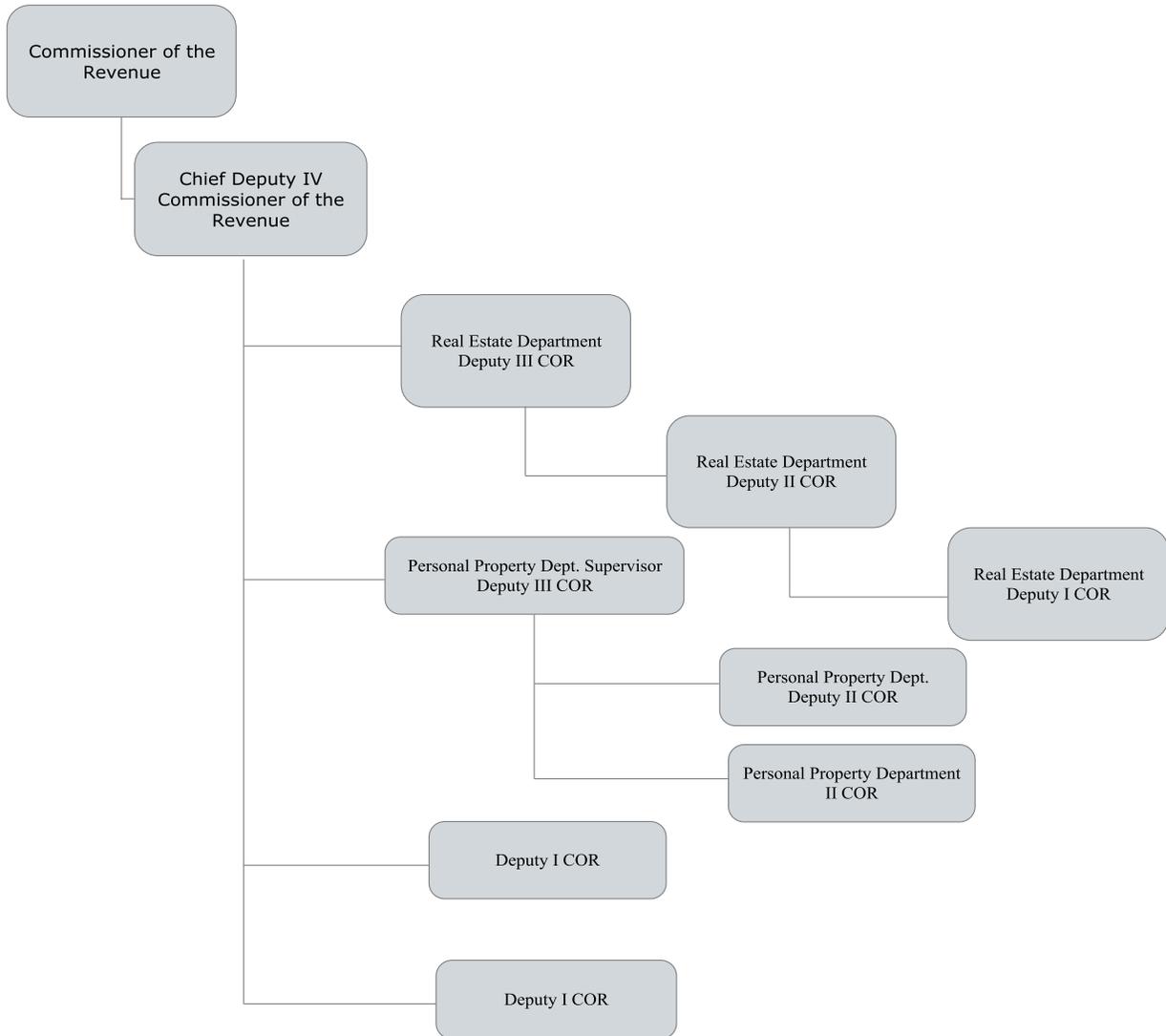
	<b>FY 2010-2011 Actual</b>	<b>FY 2011-2012 Actual</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Projected</b>
Business License Capital Accounts	3186	1620	1523	2110
State Tax Returns Processed	2379	1820	1649	1949
Taxpayer Assisted State Income Tax	1097	392	290	593
State Tax Returns Prepared	249	484	265	333
Personal Property Assessments	53070	52515	61046	55544
PPTRA Compliance	40313	44382	44281	42992
Motor Vehicle License Fees Assessed	36456	36531	37159	36715
Mobile Home Assessments	357	355	349	354
Parcels of Land	26507	26462	26450	26473

## BUDGET SUMMARY:

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	578,952	597,842	605,997	611,813	5,816	0.96%
OPERATING	45,661	46,419	54,442	49,942	(4,500)	-8.27%
CAPITAL	11,783	14,281	10,163	4,100	(6,063)	-59.66%
<b>TOTAL</b>	<b>636,396</b>	<b>658,542</b>	<b>670,602</b>	<b>665,855</b>	<b>(4,747)</b>	<b>-0.71%</b>
<b>REVENUE:</b>						
FEES	651	457	8,000	8,000	0	0.00%
STATE/FEDERAL	144,904	132,443	139,998	140,344	346	0.25%
LOCAL	490,841	525,642	522,604	517,511	(5,093)	-0.97%
<b>TOTAL</b>	<b>636,396</b>	<b>658,542</b>	<b>670,602</b>	<b>665,855</b>	<b>(4,747)</b>	<b>-0.71%</b>
<b>FULL TIME POSITIONS</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>0.00%</b>

# 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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
COSTS:						
PERSONNEL	45,934	0	0	0	0	0.00%
OPERATING	457,182	199	125,000	125,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>503,116</b>	<b>199</b>	<b>125,000</b>	<b>125,000</b>	<b>0</b>	<b>0.00%</b>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	503,116	199	125,000	125,000	0	0.00%
<b>TOTAL</b>	<b>503,116</b>	<b>199</b>	<b>125,000</b>	<b>125,000</b>	<b>0</b>	<b>0.00%</b>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Treasurer

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## 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 inquiries concerning tax bills, assessments, etc.
- Send employer liens for delinquent taxes.
- Process bank liens for delinquent taxes.

## PROJECTS:

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

## PERFORMANCE MEASUREMENTS:

	<b>FY 2010-2011 Actual</b>	<b>FY 2011-2012 Actual</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Projected</b>
Real Estate Tax Bills Processed	25827	25704	25665	25732
Personal Property Tax Bills Processed	35306	34423	35276	35002
Dog Licenses Sold	6173	6295	6117	6195
Vehicle Decals Issued	300	352	306	319
Vehicle License Fees Billed	36442	36544	39193	37393
Trash Decals Issued	329	333	340	334

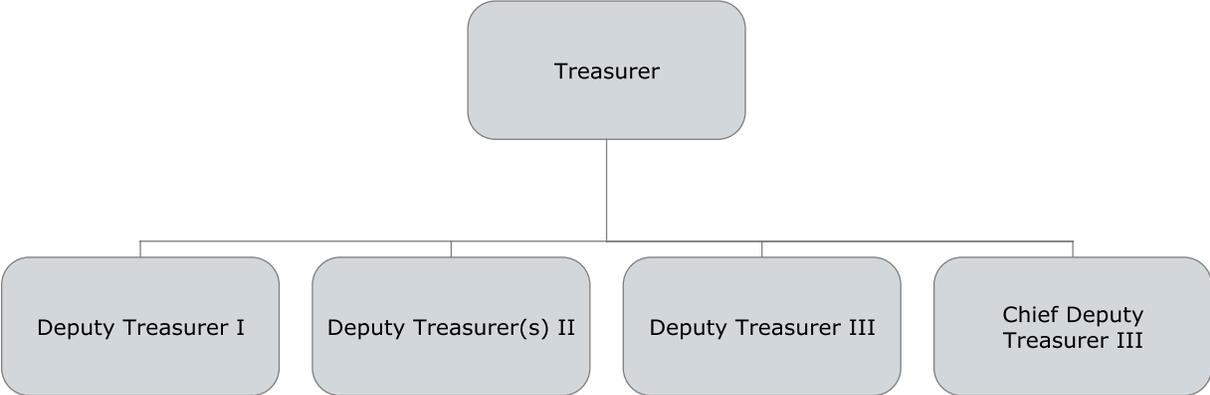
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**BUDGET SUMMARY:**

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
COSTS:						
PERSONNEL	339,242	358,634	378,574	387,917	9,343	2.47%
OPERATING	80,354	77,453	82,125	87,600	5,475	6.67%
CAPITAL	9,920	9,454	7,525	3,645	(3,880)	-51.56%
TOTAL	429,516	445,541	468,224	479,162	10,938	2.34%
REVENUE:						
FEES	10	0	0	0	0	0.00%
STATE/FEDERAL	99,565	95,970	95,870	103,519	7,649	7.98%
LOCAL	329,941	349,571	372,354	375,643	3,289	0.88%
TOTAL	429,516	445,541	468,224	479,162	10,938	2.34%
FULL TIME POSITIONS	7	7	7	7	0	0.00%

# Treasurer

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# 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
Sept 2012	334	1,242

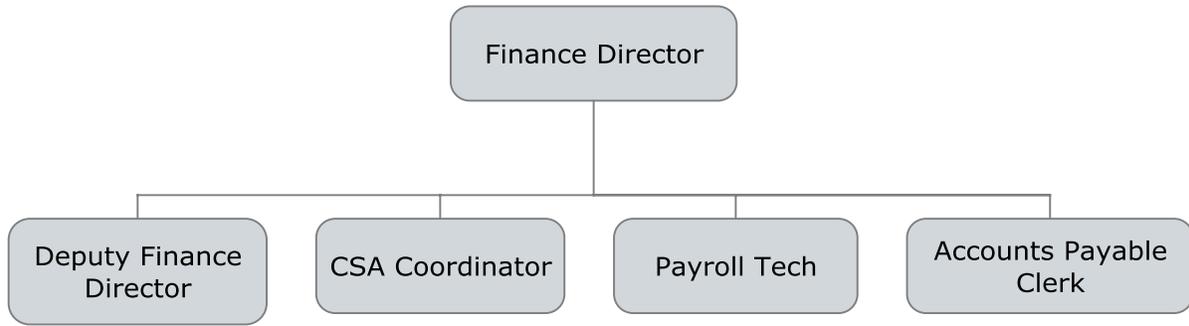
\*In addition, the Finance Office processes approximately 40 additional paychecks twice a month for the temporary pool employees during the summer months.

## BUDGET SUMMARY:

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	254,339	268,553	292,984	347,087	54,103	18.47%
OPERATING	13,668	13,691	14,095	14,345	250	1.77%
CAPITAL	8,025	10,397	7,120	7,120	0	0.00%
<b>TOTAL</b>	<b>276,032</b>	<b>292,641</b>	<b>314,199</b>	<b>368,552</b>	<b>54,353</b>	<b>17.30%</b>
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	276,032	292,641	314,199	368,552	54,353	17.30%
<b>TOTAL</b>	<b>276,032</b>	<b>292,641</b>	<b>314,199</b>	<b>368,552</b>	<b>54,353</b>	<b>17.30%</b>
<b>FULL TIME POSITIONS</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>0.00%</b>

# 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 1525 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, campaign finance reports, referendums, and other court ordered certification of petitions.
- Administer and conduct absentee voting for the citizens of Warren County which includes many military and other citizens serving our country overseas.
- Provide Saturday hours for absentee voting before each Election in accordance with state requirements.
- Train Election Officials for Local, State, and Federal Elections.
- Administer and conduct elections, reporting of election results, and certification of election results.
- Conduct educational programs to educate the public on the election process and voter registration.
- Conduct between one and four Elections each year in accordance with Federal and State Election Laws.
- Participate in all training provided by the State Board of Elections as required by law.
- Ensure that all voter registration and election timelines are met.

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## PROJECTS:

- Prepare for and conduct all Elections in 2013-2014.
- Provide training for Officers of Elections in the implementation of new Electronic Pollbooks.
- Create new methods to enhance the training programs required for Officers of Elections.
- Continue to recruit Officers of Elections.
- Provide information to educate the public on changes in Federal and State Election Laws.

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**PERFORMANCE MEASUREMENTS:**

Registered Voters <u>12/01/11</u>	Registered Voters <u>12/1/12</u>	Registered Voters (Projected) <u>12/1/13</u>
23,751	24,775	25,825

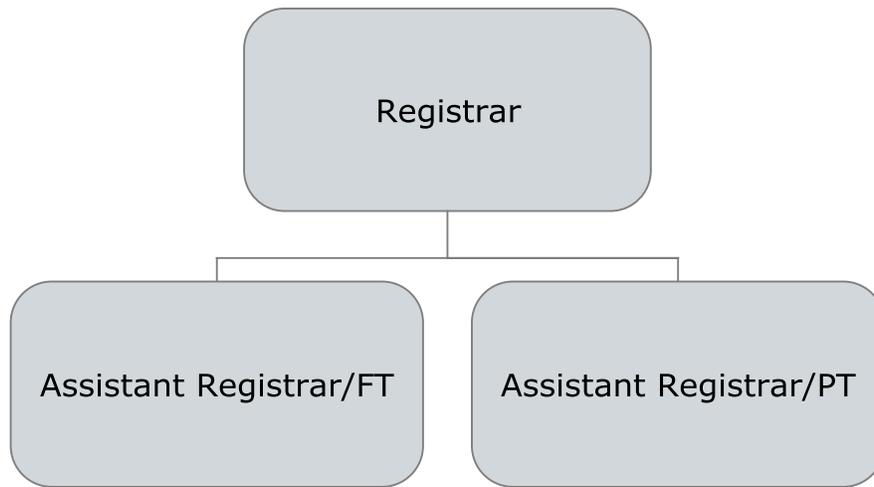
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**BUDGET SUMMARY:**

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
COSTS:						
PERSONNEL	123,969	144,676	204,997	207,891	2,894	1.41%
OPERATING	23,430	38,743	53,090	53,215	125	0.24%
CAPITAL	560	8,837	3,350	4,350	1,000	29.85%
TOTAL	147,959	192,256	261,437	265,456	4,019	1.54%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	42,763	50,137	40,000	40,000	0	0.00%
LOCAL	105,196	142,119	221,437	225,456	4,019	1.81%
TOTAL	147,959	192,256	261,437	265,456	4,019	1.54%
FULL TIME POSITIONS	2	2	2	2	0	0.00%

# Elections

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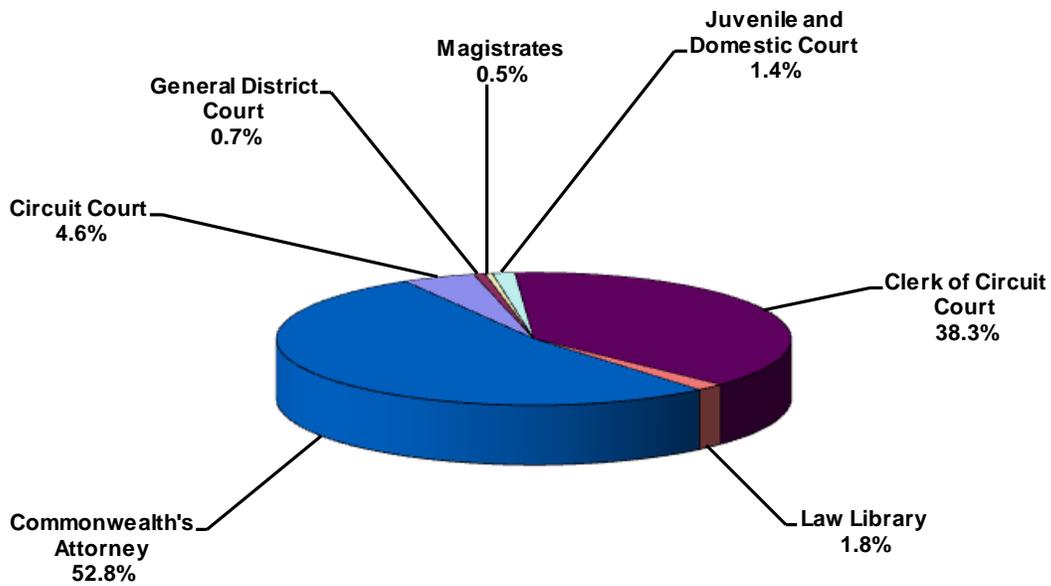




**Warren County Court House**

## Judicial Administration

	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
				AMOUNT	%
Circuit Court	36,305	59,200	61,600	2,400	4.05%
General District Court	11,579	9,645	9,645	0	0.00%
Magistrates	4,417	6,250	6,250	0	0.00%
Juvenile and Domestic Court	15,044	19,000	19,000	0	0.00%
Clerk of Circuit Court	451,646	490,400	516,332	25,932	5.29%
Law Library	10,620	24,000	24,000	0	0.00%
Commonwealth's Attorney	661,242	680,967	711,187	30,220	4.44%
<b>JUDICIAL ADMINISTRATION</b>	<b>1,190,853</b>	<b>1,289,462</b>	<b>1,348,014</b>	<b>58,552</b>	<b>4.54%</b>



# Circuit Court

## DEPARTMENT DESCRIPTION:

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

Circuit Court is in session two or three days per week. Warren County shares a Judge with another county within the Twenty-Sixth Judicial Circuit.

## BUDGET SUMMARY:

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	7,048	9,796	29,100	29,100	0	0.00%
OPERATING	26,278	26,509	30,100	32,500	2,400	7.97%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>33,326</b>	<b>36,305</b>	<b>59,200</b>	<b>61,600</b>	<b>2,400</b>	<b>4.05%</b>
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	4,410	4,290	20,000	20,000	0	0.00%
LOCAL	28,916	32,015	39,200	41,600	2,400	6.12%
<b>TOTAL</b>	<b>33,326</b>	<b>36,305</b>	<b>59,200</b>	<b>61,600</b>	<b>2,400</b>	<b>4.05%</b>
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	FY	FY	FY	INCREASE (DECREASE)	
	2011	2012	2013	2014	FY 2013 TO FY 2014	
	ACTUAL	ACTUAL	ADOPTED BUDGET	ADOPTED BUDGET	AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	7,360	7,925	8,445	8,445	0	0.00%
CAPITAL	2,834	3,654	1,200	1,200	0	0.00%
<b>TOTAL</b>	<b>10,194</b>	<b>11,579</b>	<b>9,645</b>	<b>9,645</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	10,194	11,579	9,645	9,645	0	0.00%
<b>TOTAL</b>	<b>10,194</b>	<b>11,579</b>	<b>9,645</b>	<b>9,645</b>	<b>0</b>	<b>0.00%</b>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Magistrates

## DEPARTMENT DESCRIPTION:

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

## RESPONSIBILITIES:

- Conduct one or two party hearings at local office sites to determine whether there is probable cause to move forward in one of the following statutory procedures: issue arrest of search warrants in criminal cases, issue a temporary detention order in either civil, medical, or criminal cases, authorize pre-trial seizures in civil matters
- On occasion travel to another locality within a judicial district to perform Magistrate functions or perform these functions through electronic audio and video telecommunications systems
- Make decisions in accordance with the requirements established by the United States and Virginia Constitutions, court decisions, and the Code of Virginia
- Issue civil warrants
- Administer oaths
- Accept prepayments for traffic infractions and pre-payable misdemeanors
- Maintain accounting records
- Prepare legal documents
- Attend two continuing legal education seminars provided by the Supreme Court each year

## BUDGET SUMMARY:

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	4,527	4,350	5,550	5,550	0	0.00%
CAPITAL	506	67	700	700	0	0.00%
<b>TOTAL</b>	<b>5,033</b>	<b>4,417</b>	<b>6,250</b>	<b>6,250</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	5,033	4,417	6,250	6,250	0	0.00%
<b>TOTAL</b>	<b>5,033</b>	<b>4,417</b>	<b>6,250</b>	<b>6,250</b>	<b>0</b>	<b>0.00%</b>
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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	8,343	8,606	12,200	12,200	0	0.00%
CAPITAL	7,078	6,438	6,800	6,800	0	0.00%
<b>TOTAL</b>	<b>15,421</b>	<b>15,044</b>	<b>19,000</b>	<b>19,000</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	15,421	15,044	19,000	19,000	0	0.00%
<b>TOTAL</b>	<b>15,421</b>	<b>15,044</b>	<b>19,000</b>	<b>19,000</b>	<b>0</b>	<b>0.00%</b>
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 Circuit Court criminal and civil records. Documents recorded for preservation include land records, wills and estate records, and marriage licenses. The Clerk is empowered to give oaths of office to elected public officials and the taking of bonds when required. All of the permanent records are digitally scanned on a continual basis and are securely stored and preserved on microfilm at the State Library in Richmond, Virginia. This office assists the public in finding records on their family genealogy, land transfers and estates. Records maintained in the Clerk's office include Wills, Deeds, Deeds of Trust, Rights of Way, Judgments, Financing and Termination Statements, Marriage Licenses, Divorces, Adoptions, Commissioner Bonds, Guardian Bonds and Elected Official Bonds and Oaths.

## **RESPONSIBILITIES:**

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

## **PROJECTS:**

Preservation of older records by converting them to digital images

- Management of archival records

**PERFORMANCE MEASUREMENTS:**

	<b>FY 2010-2011 Actual</b>	<b>FY 2011-2012 Actual</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Projected</b>
Criminal	793	911	1001	1000
Law	701	673	543	650
Wills	227	223	229	230
Judgments	2020	2379	2244	2400
Deeds	6854	6596	7859	8000
Financing	16	18	18	20
Fictitious Names	284	244	199	225
Marriage Licenses	266	287	296	300
Notary	130	115	140	150
CHP	348	404	663	700
Restitution	245	297	332	350

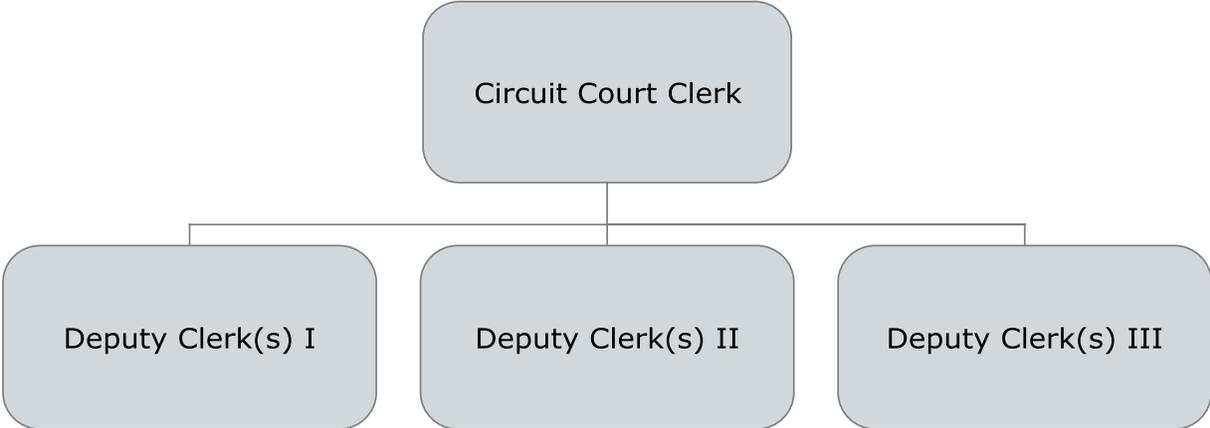
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**BUDGET SUMMARY:**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 ACTUAL</b>	<b>FY 2013 ADOPTED BUDGET</b>	<b>FY 2014 ADOPTED BUDGET</b>	<b>INCREASE (DECREASE) FY 2013 TO FY 2014</b>	
					<b>AMOUNT</b>	<b>%</b>
<b>COSTS:</b>						
PERSONNEL	389,122	399,455	438,075	464,007	25,932	5.92%
OPERATING	51,307	46,388	40,325	40,325	0	0.00%
CAPITAL	10,822	5,803	12,000	12,000	0	0.00%
<b>TOTAL</b>	<b>451,251</b>	<b>451,646</b>	<b>490,400</b>	<b>516,332</b>	<b>25,932</b>	<b>5.29%</b>
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	324,599	293,427	324,005	311,884	(12,121)	-3.74%
LOCAL	126,652	158,219	166,395	204,448	38,053	22.87%
<b>TOTAL</b>	<b>451,251</b>	<b>451,646</b>	<b>490,400</b>	<b>516,332</b>	<b>25,932</b>	<b>5.29%</b>
<b>FULL TIME POSITIONS</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>0.00%</b>

# 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	FY	FY	FY	INCREASE (DECREASE)	
	2011	2012	2013	2014	FY 2013 TO FY 2014	
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	AMOUNT	%
			BUDGET	BUDGET		
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	9,682	10,620	24,000	24,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	9,682	10,620	24,000	24,000	0	0.00%
REVENUE:						
FEES	9,682	10,620	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	9,682	10,620	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.

## SERVICE LEVELS:

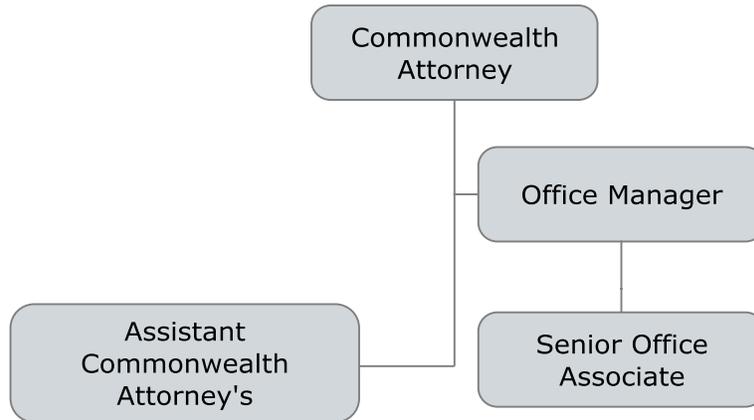
	Circuit Court Cases Per Year
2006	516
2007	526
2008	547
2009	592
2010	599
2011	613
2012	673

## BUDGET SUMMARY:

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2011	2012	2013	2014	FY 2013 TO FY 2014	
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>AMOUNT</u>	<u>%</u>
<b>COSTS:</b>						
PERSONNEL	619,671	649,471	663,367	687,687	24,320	3.67%
OPERATING	9,909	9,174	16,100	21,500	5,400	33.54%
CAPITAL	0	2,597	1,500	2,000	500	33.33%
<b>TOTAL</b>	<u>629,580</u>	<u>661,242</u>	<u>680,967</u>	<u>711,187</u>	<u>30,220</u>	<u>4.44%</u>
<b>REVENUE:</b>						
FEES	1,693	3,672	1,000	1,000	0	0.00%
STATE/FEDERAL	388,308	383,582	389,431	420,742	31,311	0.00%
LOCAL	239,579	273,988	290,536	289,445	(1,091)	-0.38%
<b>TOTAL</b>	<u>629,580</u>	<u>661,242</u>	<u>680,967</u>	<u>711,187</u>	<u>30,220</u>	<u>4.44%</u>
<b>FULL TIME POSITIONS</b>	8	8	8	8	0	0.00%

# Commonwealth's Attorney

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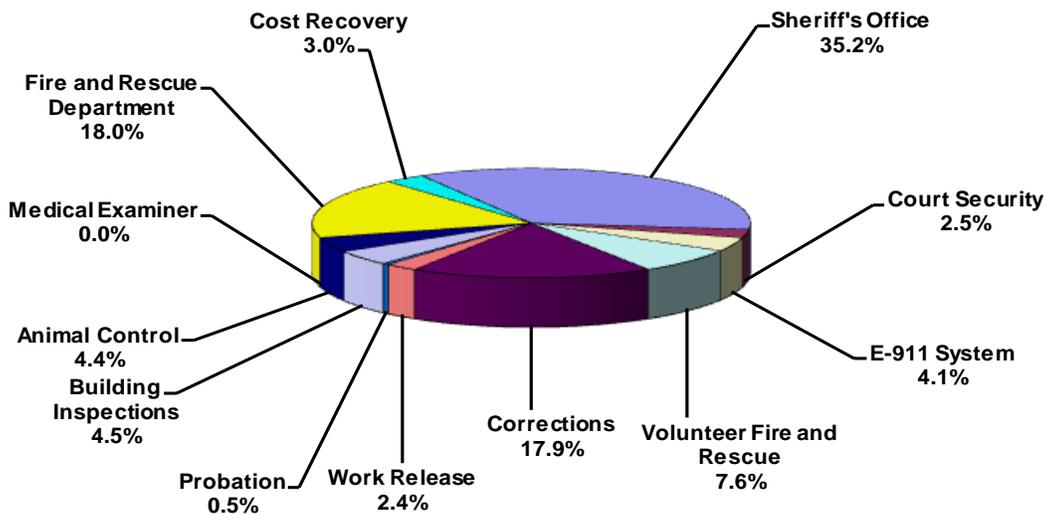




**Warren County Public Safety Building**

## Public Safety

	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
				AMOUNT	%
Sheriff's Office	3,922,267	3,954,205	4,154,657	200,452	5.07%
Court Security	257,725	296,004	296,674	670	0.23%
E-911 System	399,549	530,694	482,803	(47,891)	-9.02%
Volunteer Fire and Rescue	820,473	877,806	898,176	20,370	2.32%
Corrections	1,922,470	2,038,750	2,108,486	69,736	3.42%
Work Release	282,206	269,253	279,332	10,079	3.74%
Probation	49,628	56,850	58,679	1,829	3.22%
Building Inspections	453,913	443,191	529,355	86,164	19.44%
Animal Control	449,873	482,438	522,962	40,524	8.40%
Medical Examiner	620	280	500	220	78.57%
Fire and Rescue Department	1,707,961	1,789,552	2,123,970	334,418	18.69%
Cost Recovery	256,195	275,500	352,000	76,500	27.77%
<b>PUBLIC SAFETY</b>	<b>10,522,880</b>	<b>11,014,523</b>	<b>11,807,594</b>	<b>793,071</b>	<b>7.20%</b>



# 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 five different budgets.
- Civil Process. Responsible for all civil/criminal records and service of court issued warrants and civil papers; courtroom security; school resources program; DARE/GREAT programs.
- Corrections. Responsible for detention of inmates; transportation of court ordered inmates; Temporary Detention Order Transports; Home Electronic Monitoring; Restitution and Inmate Development work release program.
- Communications. Responsible for dispatching all law enforcement, fire and rescue, emergency medical services; E911 center and maintains records/files.
- Investigations. Responsible for Criminal/Narcotic/Gang investigations; personnel background checks; evidence; maintains records/files.
- Animal Control. Responsible for all animal related complaints; enforcement of animal related 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 2013/2014.

### 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 RSW Regional Jail Project**

Objective 1: To continue to work with RSW Authority to complete the project in 2014.

Objective 2: To evaluate the transition from the current jail to the RSW Regional Jail.

Objective 3: To ensure when the transition is complete NO loss of services to our community occurs.

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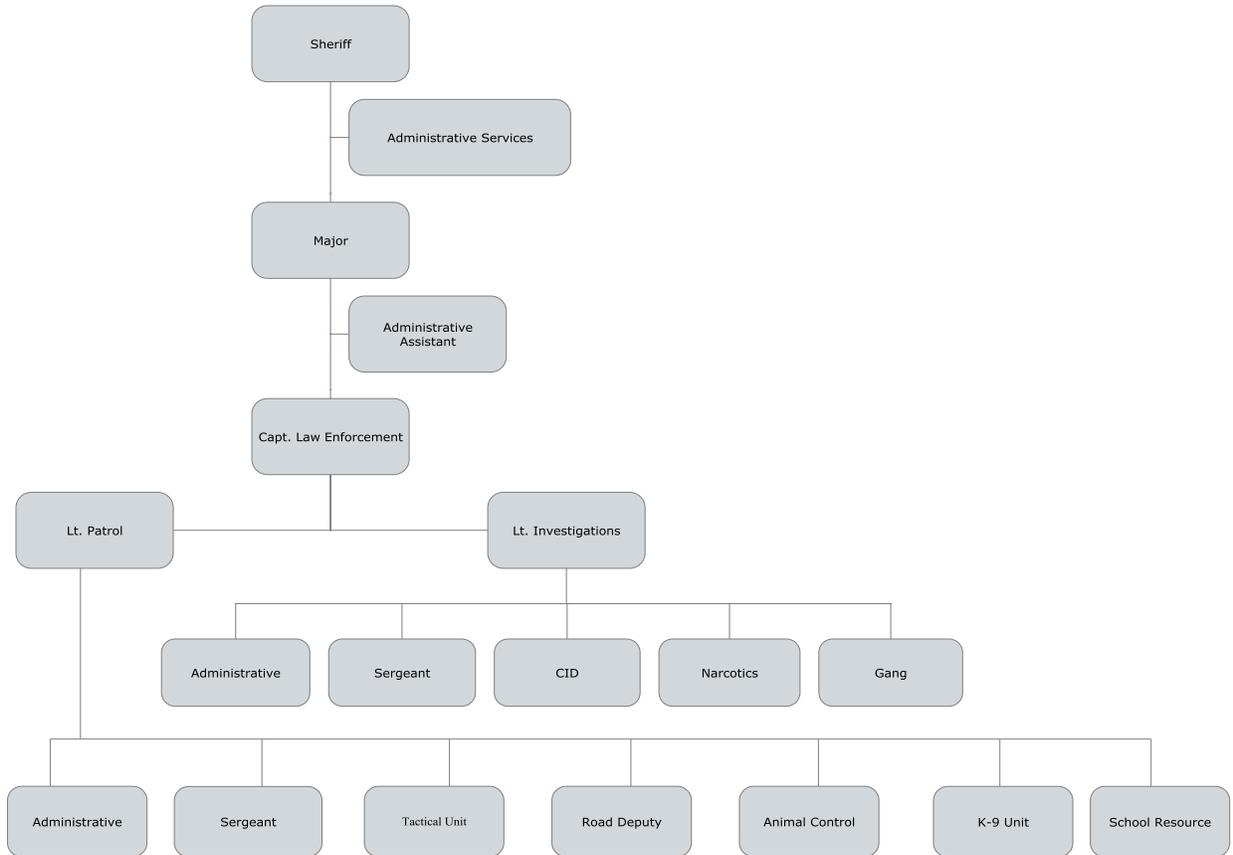
**BUDGET SUMMARY:**

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	2,950,029	3,115,560	3,301,237	3,478,787	177,550	5.38%
OPERATING	767,234	445,603	401,638	416,540	14,902	3.71%
CAPITAL	215,345	361,104	251,330	259,330	8,000	3.18%
<b>TOTAL</b>	<b>3,932,608</b>	<b>3,922,267</b>	<b>3,954,205</b>	<b>4,154,657</b>	<b>200,452</b>	<b>5.07%</b>
<b>REVENUE:</b>						
FEES	1,946	2,723	0	0	0	0.00%
STATE/FEDERAL	1,937,155	1,517,216	1,469,442	1,597,046	127,604	8.68%
LOCAL	1,993,507	2,402,328	2,484,763	2,557,611	72,848	2.93%
<b>TOTAL</b>	<b>3,932,608</b>	<b>3,922,267</b>	<b>3,954,205</b>	<b>4,154,657</b>	<b>200,452</b>	<b>5.07%</b>
FULL TIME POSITIONS	53	53	54	54	0	0.00%

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

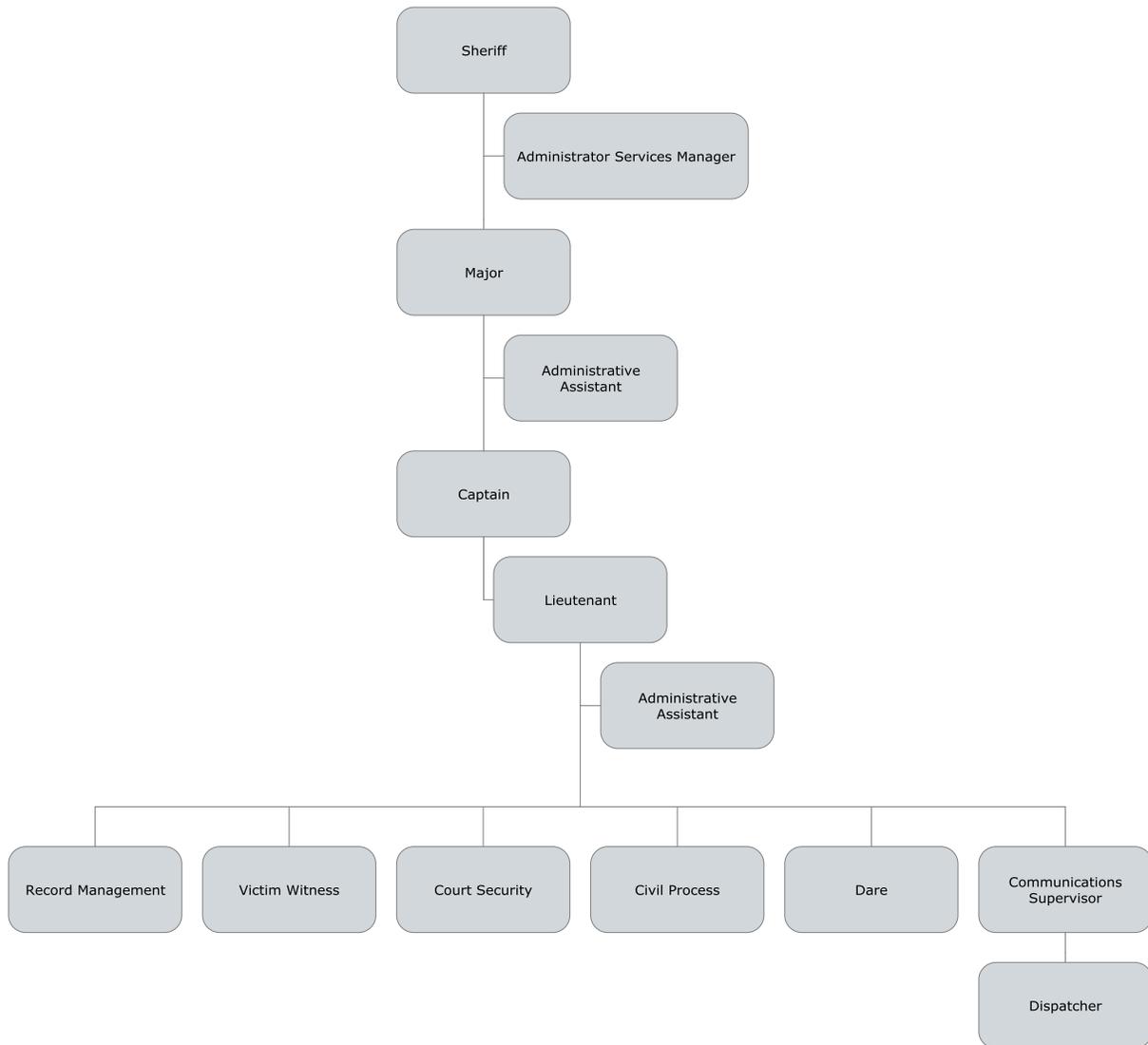
# Sheriff's Office Law Enforcement

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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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	222,848	250,516	271,729	272,399	670	0.25%
OPERATING	7,781	5,376	17,975	17,975	0	0.00%
CAPITAL	1,907	1,833	6,300	6,300	0	0.00%
<b>TOTAL</b>	<b>232,536</b>	<b>257,725</b>	<b>296,004</b>	<b>296,674</b>	<b>670</b>	<b>0.23%</b>
<b>REVENUE:</b>						
FEES	88,851	77,071	90,000	90,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	143,685	180,654	206,004	206,674	670	0.33%
<b>TOTAL</b>	<b>232,536</b>	<b>257,725</b>	<b>296,004</b>	<b>296,674</b>	<b>670</b>	<b>0.23%</b>
FULL TIME POSITIONS	2	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.

---

## BUDGET SUMMARY:

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2011	2012	2013	2014	FY 2013 TO FY 2014	
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	AMOUNT	%
			BUDGET	BUDGET		
<b>COSTS:</b>						
PERSONNEL	301,992	292,870	305,077	321,945	16,868	5.53%
OPERATING	218,098	98,707	143,798	131,399	(12,399)	-8.62%
CAPITAL	37,090	7,972	81,819	29,459	(52,360)	-63.99%
<b>TOTAL</b>	<b>557,180</b>	<b>399,549</b>	<b>530,694</b>	<b>482,803</b>	<b>(47,891)</b>	<b>-9.02%</b>
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	121,040	44,333	45,000	45,000	0	0.00%
LOCAL	436,140	355,216	485,694	437,803	(47,891)	-9.86%
<b>TOTAL</b>	<b>557,180</b>	<b>399,549</b>	<b>530,694</b>	<b>482,803</b>	<b>(47,891)</b>	<b>-9.02%</b>
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	FY	FY	FY	INCREASE (DECREASE)	
	2011	2012	2013	2014	FY 2013 TO FY 2014	
	ACTUAL	ACTUAL	ADOPTED BUDGET	ADOPTED BUDGET	AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	844,591	820,473	877,806	898,176	20,370	2.32%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>844,591</b>	<b>820,473</b>	<b>877,806</b>	<b>898,176</b>	<b>20,370</b>	<b>2.32%</b>
<b>REVENUE:</b>						
FEES	30,000	30,000	37,750	37,750	0	0.00%
STATE/FEDERAL	58,280	80,018	58,280	58,280	0	0.00%
LOCAL	756,311	710,455	781,776	802,146	20,370	2.61%
<b>TOTAL</b>	<b>844,591</b>	<b>820,473</b>	<b>877,806</b>	<b>898,176</b>	<b>20,370</b>	<b>2.32%</b>
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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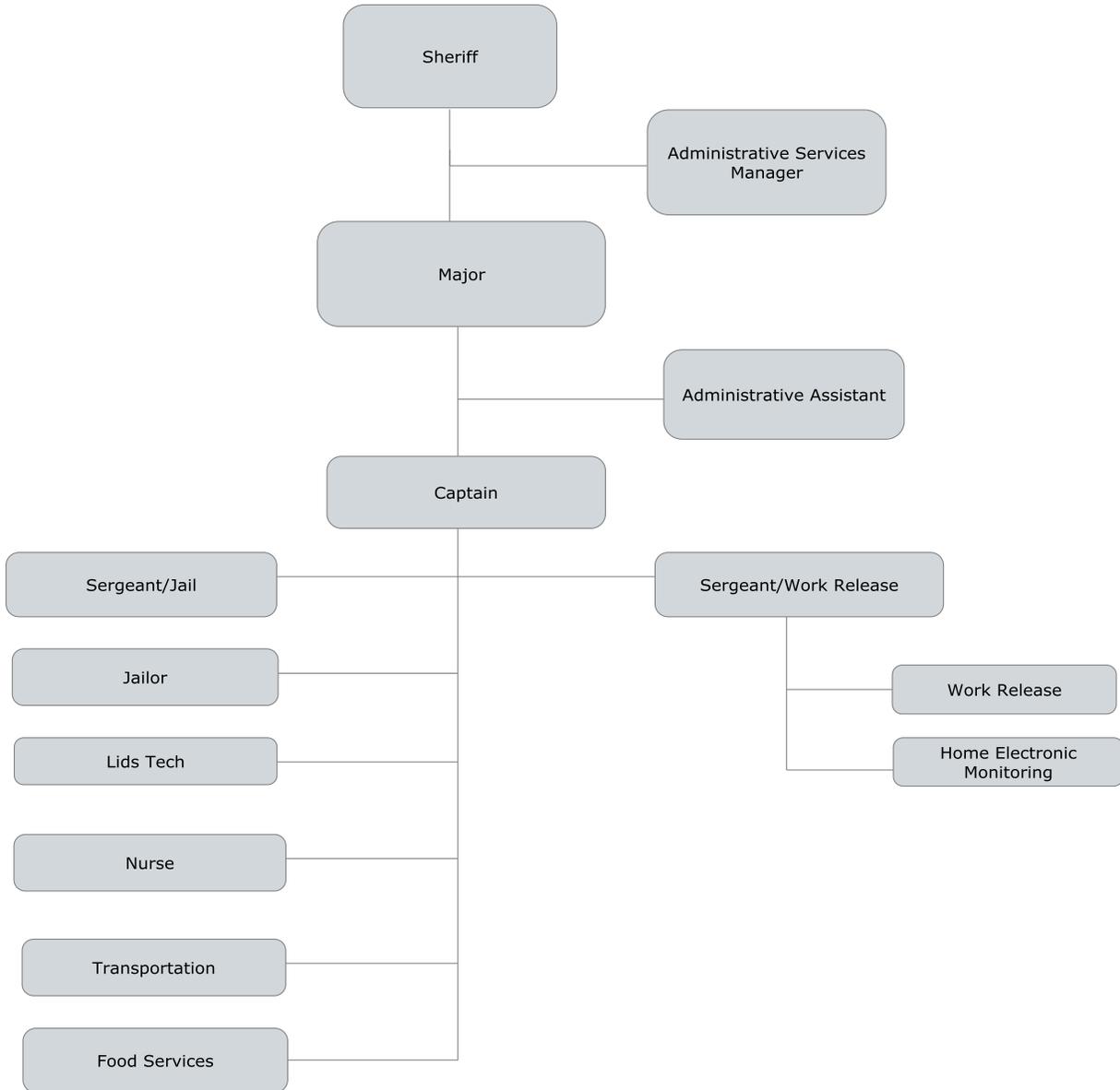
## BUDGET SUMMARY:

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	1,418,524	1,485,320	1,594,750	1,655,486	60,736	3.81%
OPERATING	390,229	423,335	419,000	428,000	9,000	2.15%
CAPITAL	18,850	13,815	25,000	25,000	0	0.00%
<b>TOTAL</b>	<b>1,827,603</b>	<b>1,922,470</b>	<b>2,038,750</b>	<b>2,108,486</b>	<b>69,736</b>	<b>3.42%</b>
<b>REVENUE:</b>						
FEEs	33,272	37,493	30,000	30,000	0	0.00%
STATE/FEDERAL	1,275,300	1,203,646	1,199,597	1,295,859	96,262	8.02%
LOCAL	519,031	681,331	809,153	782,627	(26,526)	-3.28%
<b>TOTAL</b>	<b>1,827,603</b>	<b>1,922,470</b>	<b>2,038,750</b>	<b>2,108,486</b>	<b>69,736</b>	<b>3.42%</b>
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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	161,681	201,500	158,803	168,882	10,079	6.35%
OPERATING	84,942	77,491	102,450	102,450	0	0.00%
CAPITAL	16,129	3,215	8,000	8,000	0	0.00%
<b>TOTAL</b>	<b>262,752</b>	<b>282,206</b>	<b>269,253</b>	<b>279,332</b>	<b>10,079</b>	<b>3.74%</b>
<b>REVENUE:</b>						
FEES	170,096	136,147	170,000	170,000	0	0.00%
STATE/FEDERAL	137,160	131,499	135,000	135,000	0	0.00%
LOCAL	(44,504)	14,560	(35,747)	(25,668)	10,079	-28.20%
<b>TOTAL</b>	<b>262,752</b>	<b>282,206</b>	<b>269,253</b>	<b>279,332</b>	<b>10,079</b>	<b>3.74%</b>
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

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## **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.

## BUDGET SUMMARY:

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2011	2012	2013	2014	FY 2013 TO FY 2014	
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	AMOUNT	%
			BUDGET	BUDGET		
COSTS:						
PERSONNEL	43,245	46,604	52,350	55,679	3,329	6.36%
OPERATING	3,521	3,024	4,500	3,000	(1,500)	-33.33%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	46,766	49,628	56,850	58,679	1,829	3.22%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	34,411	34,591	33,806	33,806	0	0.00%
LOCAL	12,355	15,037	23,044	24,873	1,829	7.94%
TOTAL	46,766	49,628	56,850	58,679	1,829	3.22%
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, Virginia Amusement Device Regulations and the Virginia Erosion and Sediment Control Handbook, having jurisdiction for all of Warren County including the Town of Front Royal. The Department is charged with protecting 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:

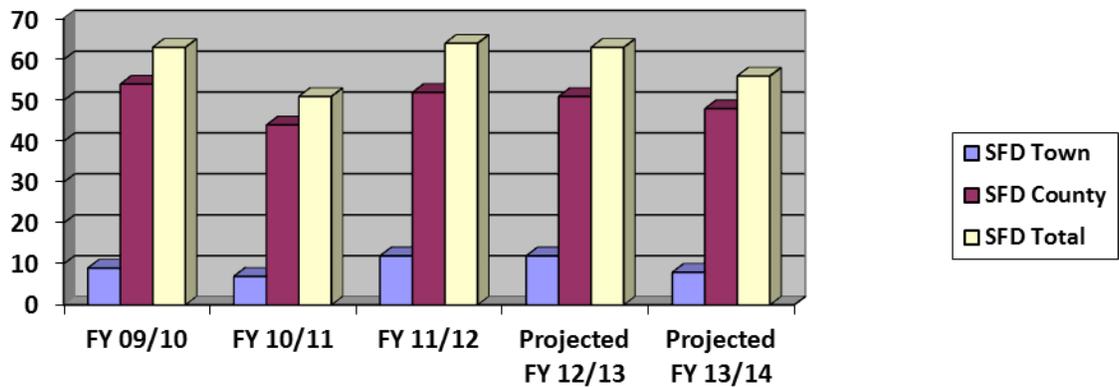
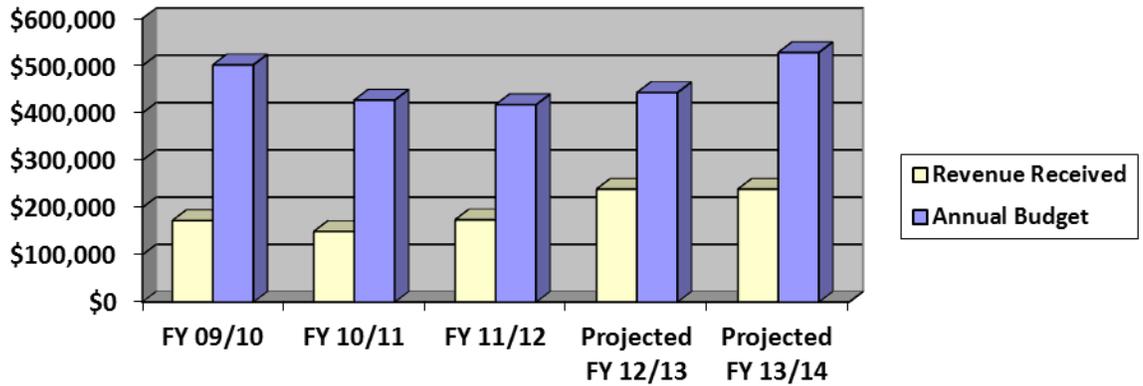
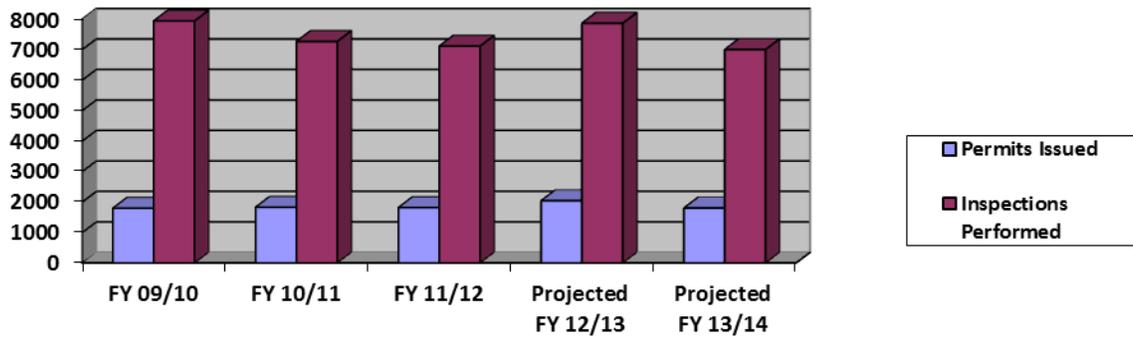
- Ensure that buildings and structures are permitted to be constructed according to Virginia State Codes, at the least possible cost
- Obtain and maintain required staff certifications mandated by the State
- Attend State and Code related organization meetings to achieve better understanding of current 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, courteous and responsive service, contributing to the safety, well-being and general interest of 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.
  - Maintain Permit Technicians certifications.
  - Provide Code training and instructional seminars to the public.
  - Evaluate, correct and update all publicly provided documentation.
  - Evaluate and revise current office policy.
-

SERVICE MEASURES:



SERVICE VOLUME	FY 2009/2010	FY 2010/2011	FY 2011/2012	Projected FY 2012/2013
Building Permit Plan Reviews	NA	810	746	715
Building Permits Issued	1793	1827	1815	2040
Building Permit Inspections	7936	7264	7110 <sup>⓪</sup>	7862 <sup>⓪</sup>
Erosion & Sediment Control Plan Reviews	NA	21	18	10

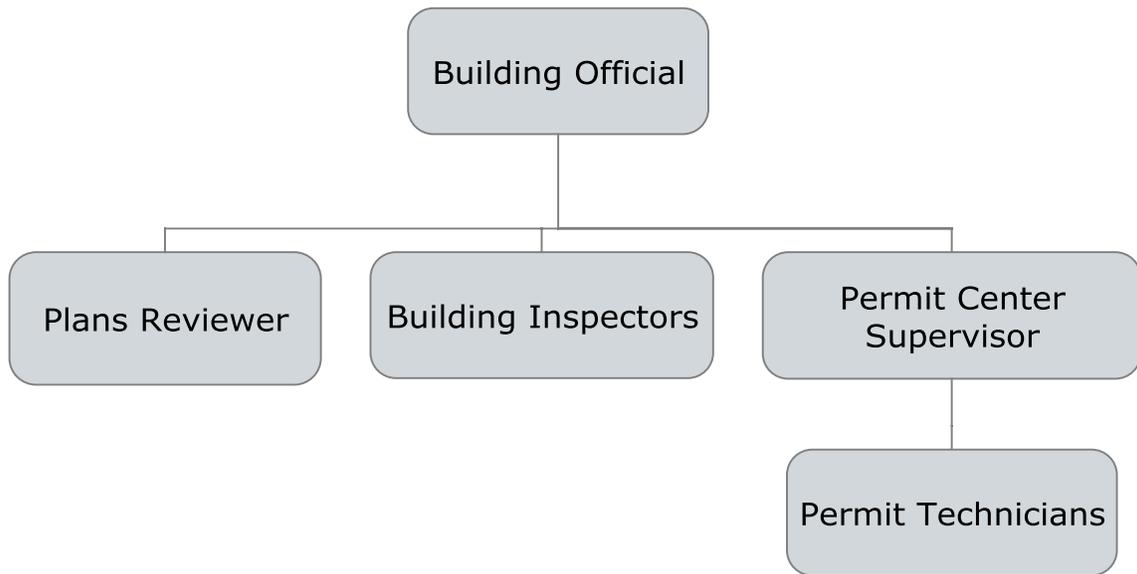
<sup>⓪</sup> Inspection levels do not indicate multiple daily inspections performed at the Dominion Power Plant due to the limitations of our current software to properly display. Inspections started at the site in April 2012 and then full-time on site in July 2012.

## BUDGET SUMMARY:

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2011	2012	2013	2014	FY 2013 TO FY 2014	
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	AMOUNT	%
			BUDGET	BUDGET		
COSTS:						
PERSONNEL	357,095	385,599	384,708	429,528	44,820	11.65%
OPERATING	49,467	47,053	50,983	85,327	34,344	67.36%
CAPITAL	18,202	21,261	7,500	14,500	7,000	93.33%
TOTAL	424,764	453,913	443,191	529,355	86,164	19.44%
REVENUE:						
FEES	160,681	178,395	250,000	265,000	15,000	6.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	264,083	275,518	193,191	264,355	71,164	36.84%
TOTAL	424,764	453,913	443,191	529,355	86,164	19.44%
FULL TIME POSITIONS	6	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	FY	FY	FY	INCREASE (DECREASE)	
	2011	2012	2013	2014	FY 2013 TO FY 2014	
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	231,349	218,518	219,292	235,646	16,354	7.46%
OPERATING	196,464	221,432	243,476	259,946	16,470	6.76%
CAPITAL	56,109	9,923	19,670	27,370	7,700	39.15%
<b>TOTAL</b>	<b>483,922</b>	<b>449,873</b>	<b>482,438</b>	<b>522,962</b>	<b>40,524</b>	<b>8.40%</b>
<b>REVENUE:</b>						
FEES	36,308	33,363	36,000	47,596	11,596	32.21%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	447,614	416,510	446,438	475,366	28,928	6.48%
<b>TOTAL</b>	<b>483,922</b>	<b>449,873</b>	<b>482,438</b>	<b>522,962</b>	<b>40,524</b>	<b>8.40%</b>
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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	500	620	280	500	220	78.57%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>500</b>	<b>620</b>	<b>280</b>	<b>500</b>	<b>220</b>	<b>78.57%</b>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	500	620	280	500	220	78.57%
<b>TOTAL</b>	<b>500</b>	<b>620</b>	<b>280</b>	<b>500</b>	<b>220</b>	<b>78.57%</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:

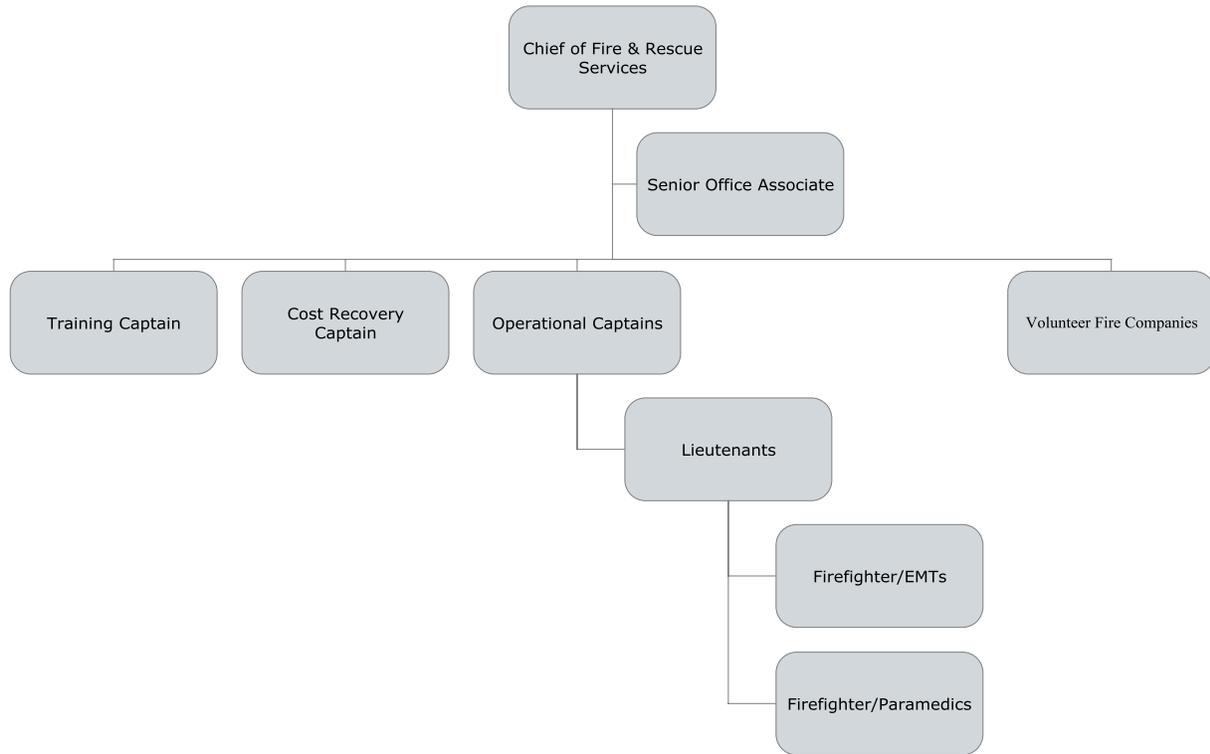
- Work to improve coverage issues for new radio communications system, especially in the Chester Gap area
- Complete the consultant study
- Expand fire prevention program.
- Research converting fire prevention efforts through a Fire Marshall's office
- Investigate alternative methods of staffing volunteer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

## BUDGET SUMMARY:

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
COSTS:						
PERSONNEL	1,368,508	1,502,366	1,617,942	1,931,700	313,758	19.39%
OPERATING	251,869	195,130	152,110	154,770	2,660	1.75%
CAPITAL	9,681	10,465	19,500	37,500	18,000	92.31%
TOTAL	1,630,058	1,707,961	1,789,552	2,123,970	334,418	18.69%
REVENUE:						
FEES	235,989	282,670	274,950	274,950	0	0.00%
STATE/FEDERAL	28,063	30,072	27,753	27,753	0	0.00%
LOCAL	1,366,006	1,395,219	1,486,849	1,821,267	334,418	22.49%
TOTAL	1,630,058	1,707,961	1,789,552	2,123,970	334,418	18.69%
FULL TIME POSITIONS	22	22	24	28	4	16.67%

# 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:

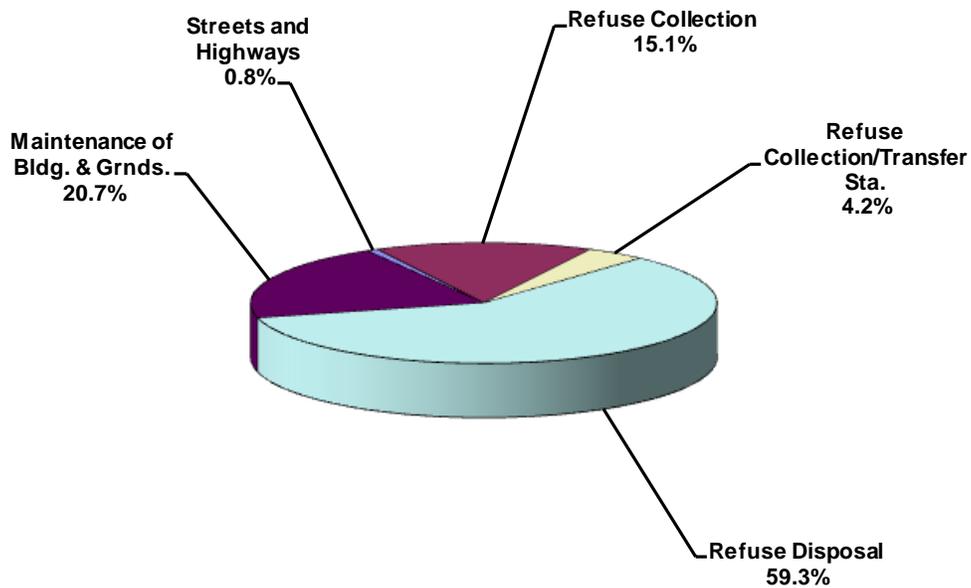
	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	253,880	255,447	275,500	302,000	26,500	0.00%
OPERATING	17,500	748	0	50,000	50,000	0.00%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>271,380</b>	<b>256,195</b>	<b>275,500</b>	<b>352,000</b>	<b>76,500</b>	<b>27.77%</b>
<b>REVENUE:</b>						
FEES	271,380	256,195	275,500	352,000	76,500	27.77%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>271,380</b>	<b>256,195</b>	<b>275,500</b>	<b>352,000</b>	<b>76,500</b>	<b>27.77%</b>
FULL TIME POSITIONS	0	0	0	0	0	0.00%



**Linden Public Convenience Site**

## Public Works

	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
				AMOUNT	%
Streets and Highways	9,790	18,500	30,500	12,000	64.86%
Refuse Collection	576,279	516,200	592,421	76,221	14.77%
Refuse Collection/Transfer Sta.	151,446	146,942	163,121	16,179	11.01%
Refuse Disposal	1,883,699	2,295,655	2,323,170	27,515	1.20%
Maintenance of Bldg. & Grnds.	432,792	741,865	810,802	68,937	9.29%
<b>PUBLIC WORKS</b>	<b>3,054,006</b>	<b>3,719,162</b>	<b>3,920,014</b>	<b>200,852</b>	<b>5.40%</b>



# Streets and Highways

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## 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.

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## BUDGET SUMMARY:

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
COSTS:						
PERSONNEL	6,020	3,437	6,000	10,500	4,500	75.00%
OPERATING	12,479	6,353	12,500	20,000	7,500	60.00%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>18,499</b>	<b>9,790</b>	<b>18,500</b>	<b>30,500</b>	<b>12,000</b>	<b>64.86%</b>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	18,499	9,790	18,500	30,500	12,000	64.86%
<b>TOTAL</b>	<b>18,499</b>	<b>9,790</b>	<b>18,500</b>	<b>30,500</b>	<b>12,000</b>	<b>64.86%</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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	247,964	190,943	182,650	186,171	3,521	1.93%
OPERATING	337,140	382,336	324,550	397,250	72,700	22.40%
CAPITAL	3,000	3,000	9,000	9,000	0	0.00%
<b>TOTAL</b>	<b>588,104</b>	<b>576,279</b>	<b>516,200</b>	<b>592,421</b>	<b>76,221</b>	<b>14.77%</b>
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	588,104	576,279	516,200	592,421	76,221	14.77%
<b>TOTAL</b>	<b>588,104</b>	<b>576,279</b>	<b>516,200</b>	<b>592,421</b>	<b>76,221</b>	<b>14.77%</b>
<b>FULL TIME POSITIONS</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

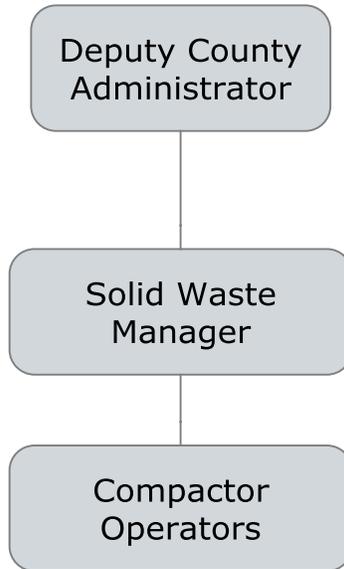
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**BUDGET SUMMARY:  
REFUSE COLLECTION-TRANSFER STATION**

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	103,231	89,448	79,942	91,421	11,479	14.36%
OPERATING	47,095	61,998	67,000	71,700	4,700	7.01%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>150,326</b>	<b>151,446</b>	<b>146,942</b>	<b>163,121</b>	<b>16,179</b>	<b>11.01%</b>
<b>REVENUE:</b>						
FEEs	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	150,326	151,446	146,942	163,121	16,179	11.01%
<b>TOTAL</b>	<b>150,326</b>	<b>151,446</b>	<b>146,942</b>	<b>163,121</b>	<b>16,179</b>	<b>11.01%</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:

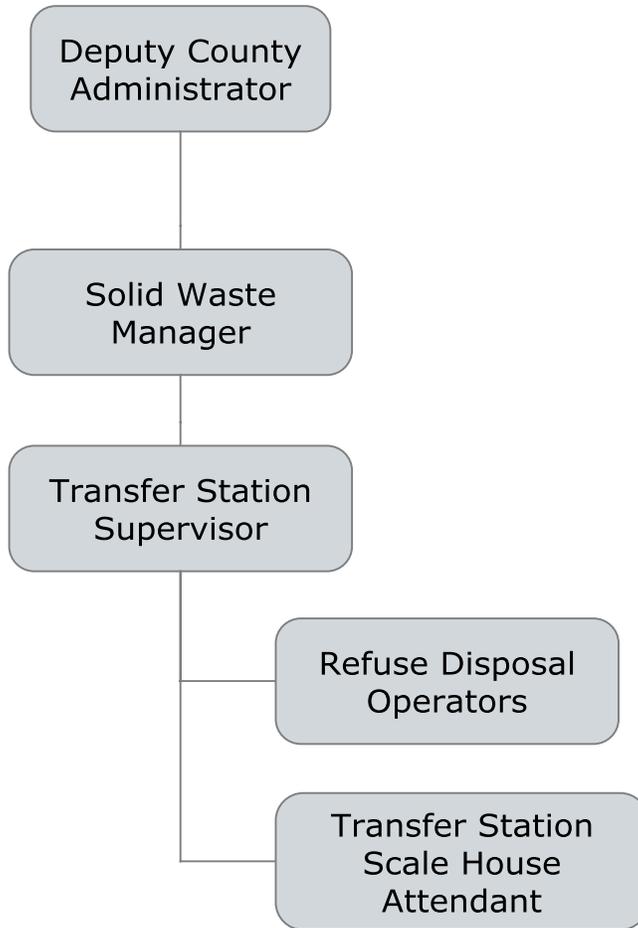
- Maintain certification of all staff through the Virginia State Department of Environmental Quality (DEQ).
- Provide for County-wide waste collection
- Recycle all metals
- Monitor the closed County-owned landfill
- County wide waste collection
- Re-compacting waste in transfer trailers for shipment 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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	164,316	198,226	261,755	277,670	15,915	6.08%
OPERATING	1,618,601	1,651,222	1,815,200	1,884,500	69,300	3.82%
CAPITAL	39,712	34,251	218,700	161,000	(57,700)	-26.38%
<b>TOTAL</b>	<b>1,822,629</b>	<b>1,883,699</b>	<b>2,295,655</b>	<b>2,323,170</b>	<b>27,515</b>	<b>1.20%</b>
<b>REVENUE:</b>						
FEES	863,584	931,397	950,000	1,025,760	75,760	7.97%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	959,045	952,302	1,345,655	1,297,410	(48,245)	-3.59%
<b>TOTAL</b>	<b>1,822,629</b>	<b>1,883,699</b>	<b>2,295,655</b>	<b>2,323,170</b>	<b>27,515</b>	<b>1.20%</b>
<b>FULL TIME POSITIONS</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0.00%</b>

# 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.

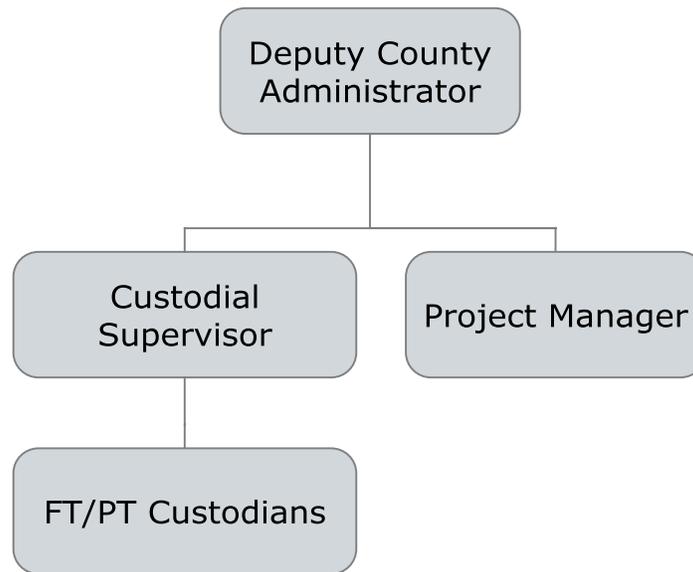
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## BUDGET SUMMARY:

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	72,749	79,538	226,865	236,302	9,437	4.16%
OPERATING	389,853	337,362	495,000	519,500	24,500	4.95%
CAPITAL	51,388	15,892	20,000	55,000	35,000	175.00%
<b>TOTAL</b>	<b>513,990</b>	<b>432,792</b>	<b>741,865</b>	<b>810,802</b>	<b>68,937</b>	<b>9.29%</b>
<b>REVENUE:</b>						
FEES	25,461	23,452	27,500	27,500	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	488,529	409,340	714,365	783,302	68,937	9.65%
<b>TOTAL</b>	<b>513,990</b>	<b>432,792</b>	<b>741,865</b>	<b>810,802</b>	<b>68,937</b>	<b>9.29%</b>
<b>FULL TIME POSITIONS</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>0.00%</b>

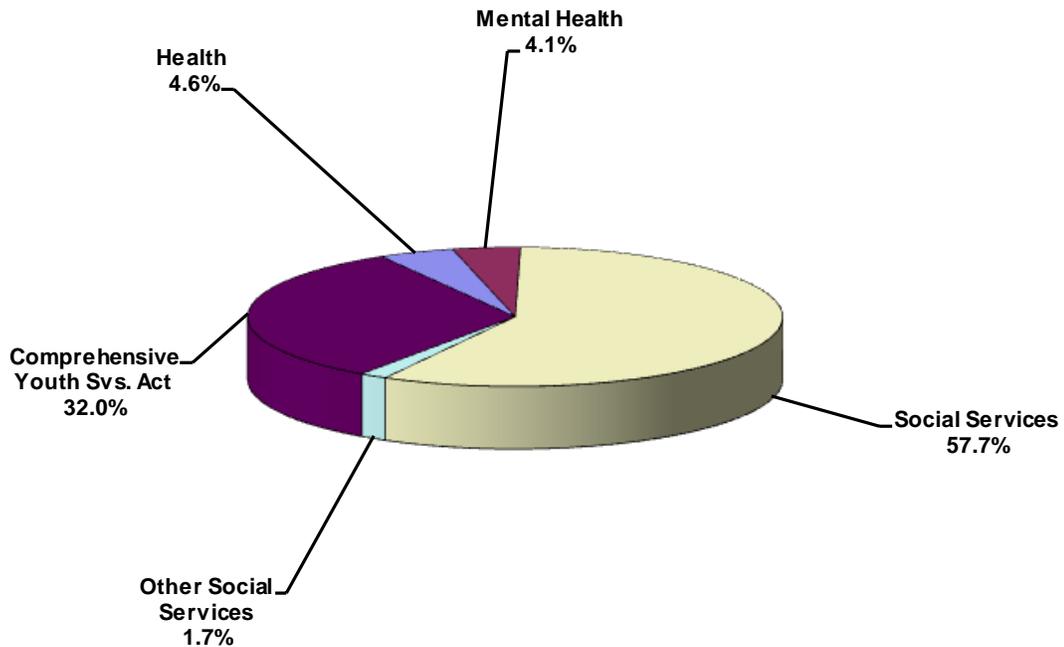
# Maintenance of Buildings & Grounds

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## Health and Welfare

	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
				AMOUNT	%
Health	294,940	299,674	310,759	11,085	3.70%
Mental Health	277,500	277,500	277,500	0	0.00%
Social Services	3,677,468	3,924,686	3,923,115	(1,571)	-0.04%
Other Social Services	101,106	103,562	112,512	8,950	8.64%
Comprehensive Youth Svs. Act	2,044,104	2,272,125	2,173,941	(98,184)	-4.32%
<b>HEALTH AND WELFARE</b>	<b>6,395,118</b>	<b>6,877,547</b>	<b>6,797,827</b>	<b>(79,720)</b>	<b>-1.16%</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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	293,836	294,940	299,674	310,759	11,085	3.70%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>293,836</b>	<b>294,940</b>	<b>299,674</b>	<b>310,759</b>	<b>11,085</b>	<b>3.70%</b>
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	293,836	294,940	299,674	310,759	11,085	3.70%
<b>TOTAL</b>	<b>293,836</b>	<b>294,940</b>	<b>299,674</b>	<b>310,759</b>	<b>11,085</b>	<b>3.70%</b>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Mental Health and Retardation

## DEPARTMENT DESCRIPTION:

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

## BUDGET SUMMARY:

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	276,125	277,500	277,500	277,500	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>276,125</b>	<b>277,500</b>	<b>277,500</b>	<b>277,500</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	276,125	277,500	277,500	277,500	0	0.00%
<b>TOTAL</b>	<b>276,125</b>	<b>277,500</b>	<b>277,500</b>	<b>277,500</b>	<b>0</b>	<b>0.00%</b>
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 2011 ACTUAL	FY 2012 ACTUAL	2013 ADOPTED BUDGET	2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	1,343,253	1,308,548	2,017,071	2,169,618	152,547	0.00%
OPERATING	2,365,359	2,368,920	1,907,615	1,753,497	(154,118)	-8.08%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>3,708,612</b>	<b>3,677,468</b>	<b>3,924,686</b>	<b>3,923,115</b>	<b>(1,571)</b>	<b>-0.04%</b>
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	3,330,074	2,948,394	2,886,620	2,854,979	(31,641)	-1.10%
LOCAL	378,538	729,074	1,038,066	1,068,136	30,070	2.90%
<b>TOTAL</b>	<b>3,708,612</b>	<b>3,677,468</b>	<b>3,924,686</b>	<b>3,923,115</b>	<b>(1,571)</b>	<b>-0.04%</b>
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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	95,884	101,106	103,562	112,512	8,950	8.64%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>95,884</b>	<b>101,106</b>	<b>103,562</b>	<b>112,512</b>	<b>8,950</b>	<b>8.64%</b>
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	95,884	101,106	103,562	112,512	8,950	8.64%
<b>TOTAL</b>	<b>95,884</b>	<b>101,106</b>	<b>103,562</b>	<b>112,512</b>	<b>8,950</b>	<b>8.64%</b>
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

## BUDGET SUMMARY:

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2011	2012	2013	2014	FY 2013 TO FY 2014	
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	AMOUNT	%
			BUDGET	BUDGET		
COSTS:						
PERSONNEL	66,182	69,506	71,125	72,941	1,816	2.55%
OPERATING	1,972,521	1,974,598	2,201,000	2,101,000	(100,000)	-4.54%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	2,038,703	2,044,104	2,272,125	2,173,941	(98,184)	-4.32%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	1,138,396	1,031,079	1,033,587	1,092,192	58,605	5.67%
LOCAL	900,307	1,013,025	1,238,538	1,081,749	(156,789)	-12.66%
TOTAL	2,038,703	2,044,104	2,272,125	2,173,941	(98,184)	-4.32%
FULL TIME POSITIONS	1	1	1	1	0	0.00%

# Education

## Community College

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### DEPARTMENT DESCRIPTION:

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

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### BUDGET SUMMARY:

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	36,182	37,180	36,274	41,010	4,736	13.06%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	36,182	37,180	36,274	41,010	4,736	13.06%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	36,182	37,180	36,274	41,010	4,736	13.06%
TOTAL	36,182	37,180	36,274	41,010	4,736	13.06%
FULL TIME POSITIONS	0	0	0	0	0	0.00%



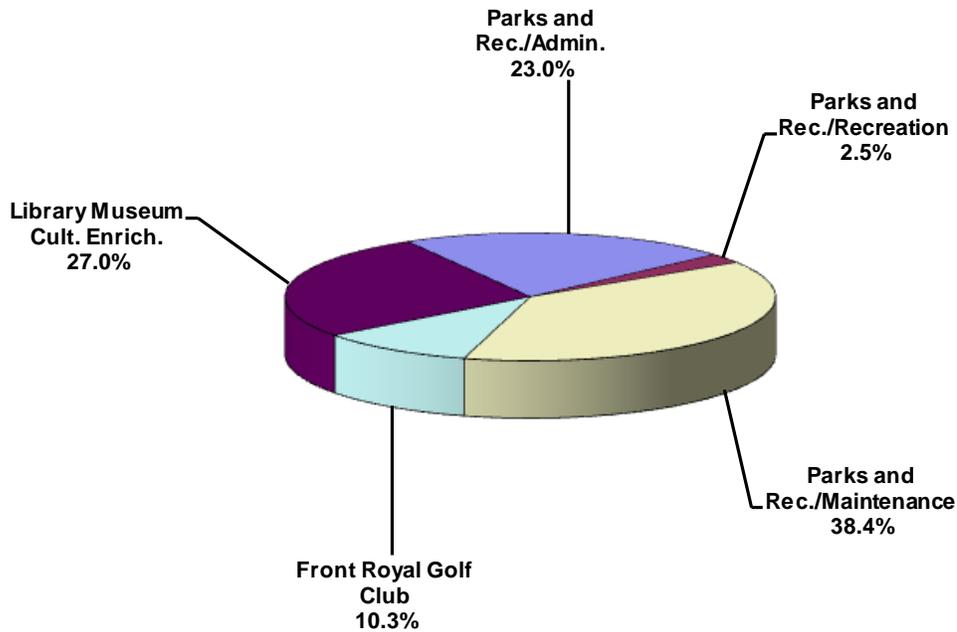
**Warren County Community Center**



**Bing Crosby Stadium**

## Parks, Recreation and Cultural

	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
				AMOUNT	%
Parks and Rec./Administration	627,162	684,289	686,452	2,163	0.32%
Parks and Rec./Recreation	62,701	79,320	77,150	(2,170)	-2.74%
Parks and Rec./Maintenance	1,092,828	1,134,816	1,206,809	71,993	6.34%
Front Royal Golf Club	339,384	302,720	323,631	20,911	6.91%
Library Museum Cult. Enrich.	690,500	767,000	850,000	83,000	10.82%
<b>PARKS, REC. &amp; CULTURAL</b>	<b>2,812,575</b>	<b>2,968,145</b>	<b>3,144,042</b>	<b>175,897</b>	<b>5.93%</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:**

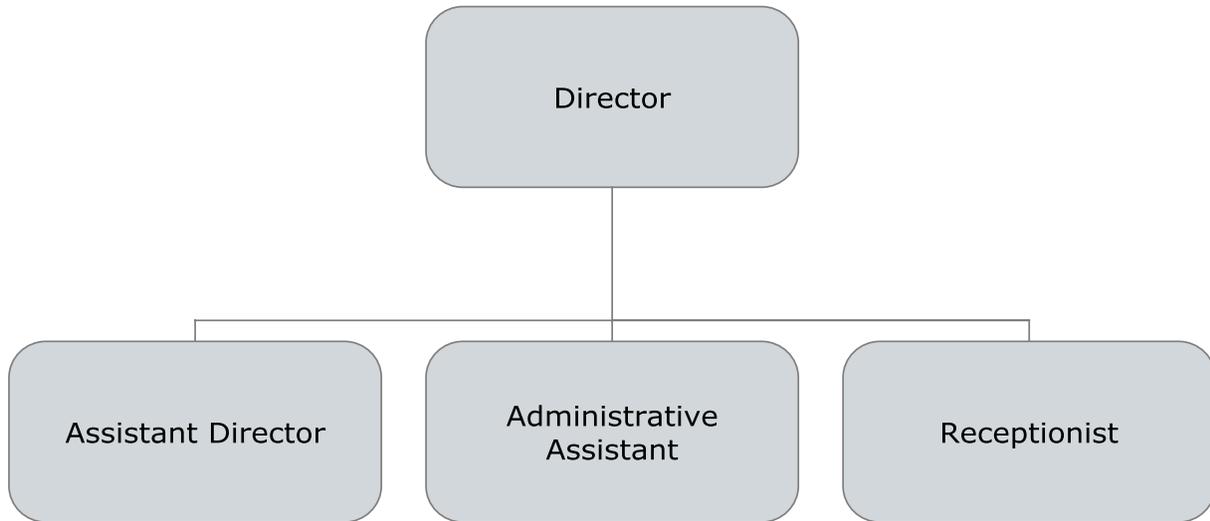
PERFORMANCE MEASURES	FY 2011	FY 2012	FY 2013	LONG TERM
	Actual	Actual	Proposed	Target
Monitor Youth Center Reservations	379	425	450	480
Improve Customer Service Response	5 minutes	5 minutes	5 minutes	5 minutes
Improve Positive Public Input	75	75	75	75
Monitor Shelter Reservations	362	295	350	450
Athletic Field User Fees	\$16,687	\$21,679	\$25,000	\$30,000
Athletic Field Usage (youth/adult)	45/55	58/42	55/45	50/50
Activity Registrations	3,680	3776	4,000	5,000
Recreation Complaints Received	4	8	0	0
Average Cost per Activity Day Per Part.	40/45	45/50	45/50	50-60
Number of Daily Admissions-Revenue	\$46,889.49	\$47,521.50	\$50,000	\$60,000
Number of Seasonal Passes Sold	\$4,181.00	\$3,300	\$5,000	\$8,000
Monitor Pool Reservations	19	20	22	30
Class Registration vs. Class Capacity	93%	90%	94%	100%
Hire Quality Certified Staff	64	66	68	70

**BUDGET SUMMARY:**

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	427,508	504,629	576,389	571,252	(5,137)	-0.89%
OPERATING	124,301	117,645	104,900	112,700	7,800	7.44%
CAPITAL	0	4,888	3,000	2,500	(500)	-16.67%
<b>TOTAL</b>	<b>551,809</b>	<b>627,162</b>	<b>684,289</b>	<b>686,452</b>	<b>2,163</b>	<b>0.32%</b>
<b>REVENUE:</b>						
FEES	148,205	182,260	174,200	189,225	15,025	8.63%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	403,604	444,902	510,089	497,227	(12,862)	-2.52%
<b>TOTAL</b>	<b>551,809</b>	<b>627,162</b>	<b>684,289</b>	<b>686,452</b>	<b>2,163</b>	<b>0.32%</b>
FULL TIME POSITIONS	6	5	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

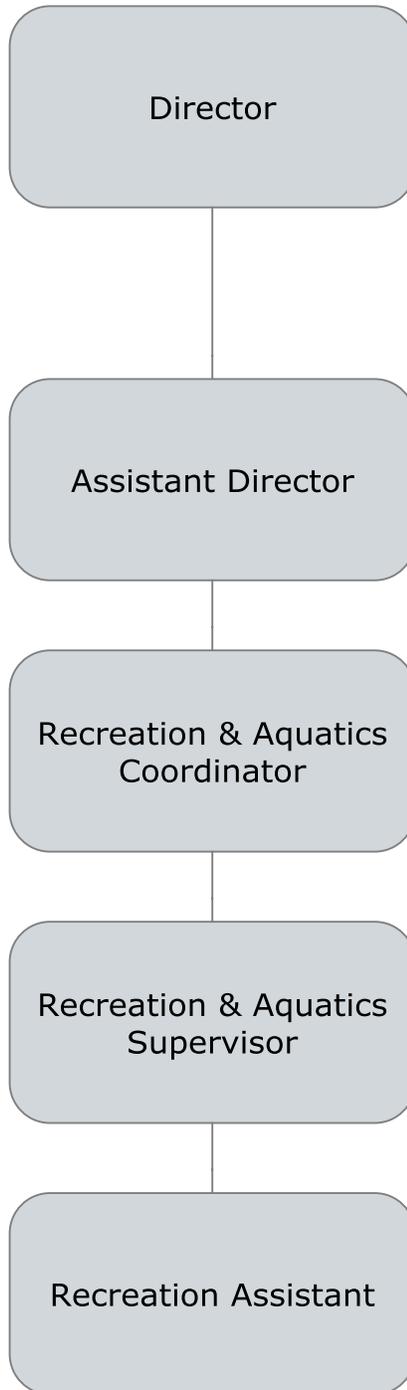
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## BUDGET SUMMARY:

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	69,332	62,701	79,320	77,150	(2,170)	-2.74%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>69,332</b>	<b>62,701</b>	<b>79,320</b>	<b>77,150</b>	<b>(2,170)</b>	<b>-2.74%</b>
<b>REVENUE:</b>						
FEES	77,747	77,585	121,330	93,340	(27,990)	-23.07%
STATE/FEDERAL			0	0	0	0.00%
LOCAL	(8,415)	(14,884)	(42,010)	(16,190)	25,820	-61.46%
<b>TOTAL</b>	<b>69,332</b>	<b>62,701</b>	<b>79,320</b>	<b>77,150</b>	<b>(2,170)</b>	<b>-2.74%</b>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# 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:

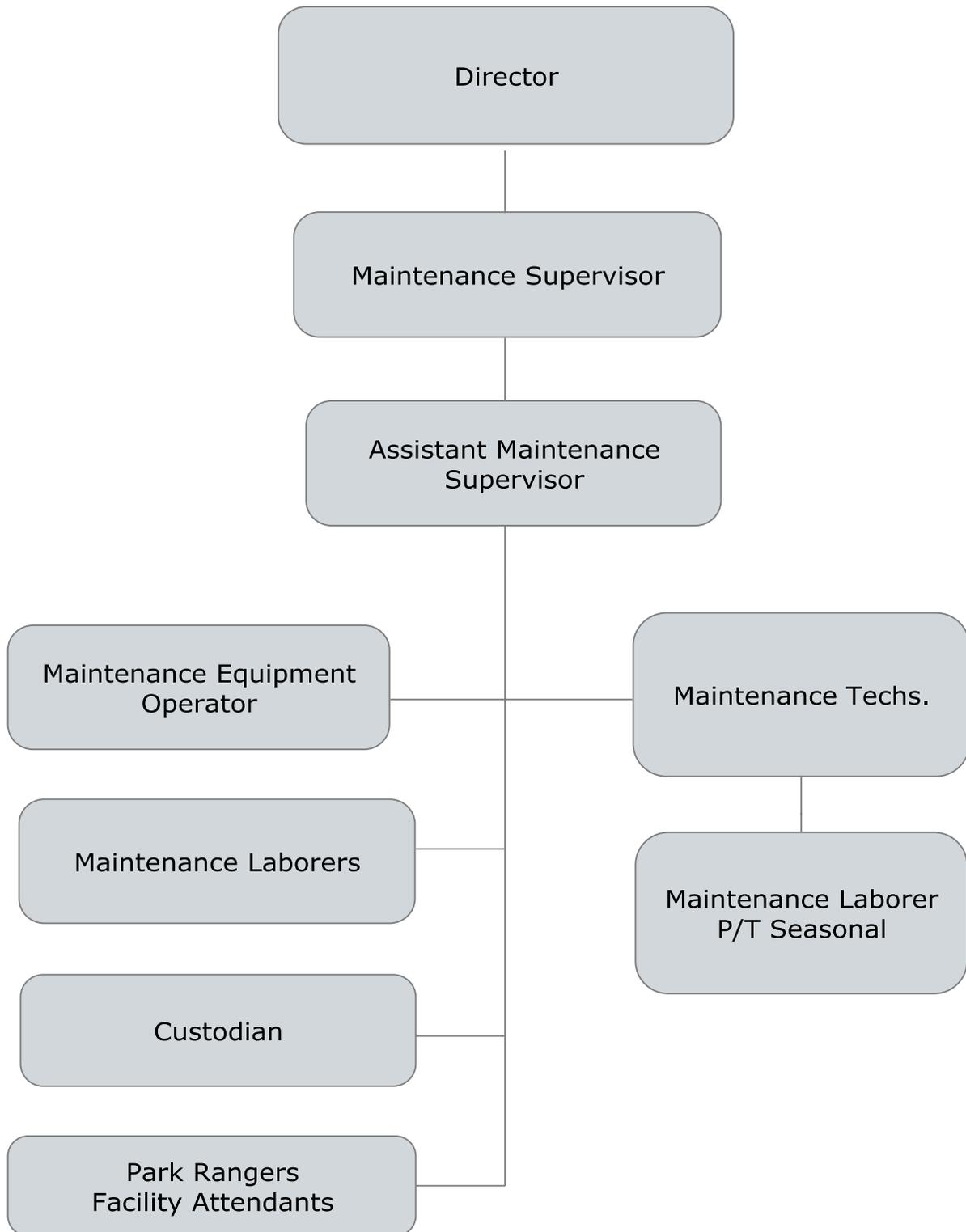
PERFORMACE MEASURES	FY 2011	FY 2012	FY 2013	LONG TERM
	Actual	Actual	Proposed	Target
Cost of Mowing 1 Acre	15.50	16.50	17.00	14.50
Safety Inspection Completed	12	12	12	12
Hours on Field Preparation	1750	1850	2000	1600
Reduce Vandalism Occurrences	10	7	5	2
Planting New Trees	24	25	30	10
Park Facility Improvement	7	8	10	5

## BUDGET SUMMARY:

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2011	2012	2013	2014	FY 2013 TO FY 2014	
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	AMOUNT	%
			BUDGET	BUDGET		
COSTS:						
PERSONNEL	501,525	514,598	563,591	615,801	52,210	9.26%
OPERATING	328,643	368,791	402,900	424,540	21,640	5.37%
CAPITAL	333,660	209,439	168,325	166,468	(1,857)	-1.10%
TOTAL	1,163,828	1,092,828	1,134,816	1,206,809	71,993	6.34%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	1,163,828	1,092,828	1,134,816	1,206,809	71,993	6.34%
TOTAL	1,163,828	1,092,828	1,134,816	1,206,809	71,993	6.34%
FULL TIME POSITIONS	8	8	8	9	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

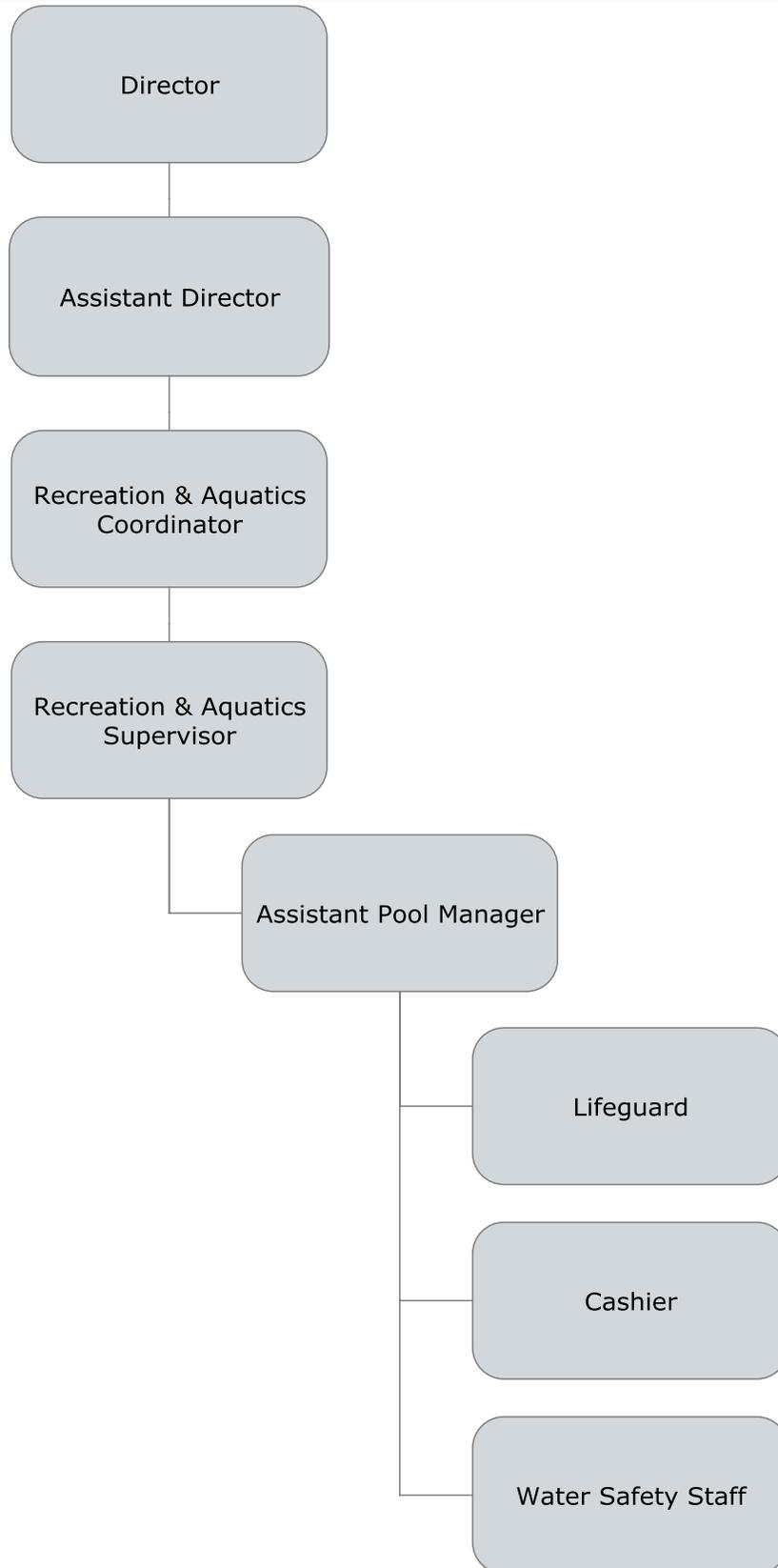
## **BUDGET SUMMARY:**

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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

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## 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:

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PERFORMANCE MEASURES	FY 2011	FY 2012	FY 2013	LONG TERM
	Actual	Actual	Proposed	Target
Number of memberships	146	155	165	200
Number of rounds of golf played	6,917	7,617	7800	8,000
Number of months open	12	12	12	12
Use of club house facilities for banquets, etc.	20	25	30	40+

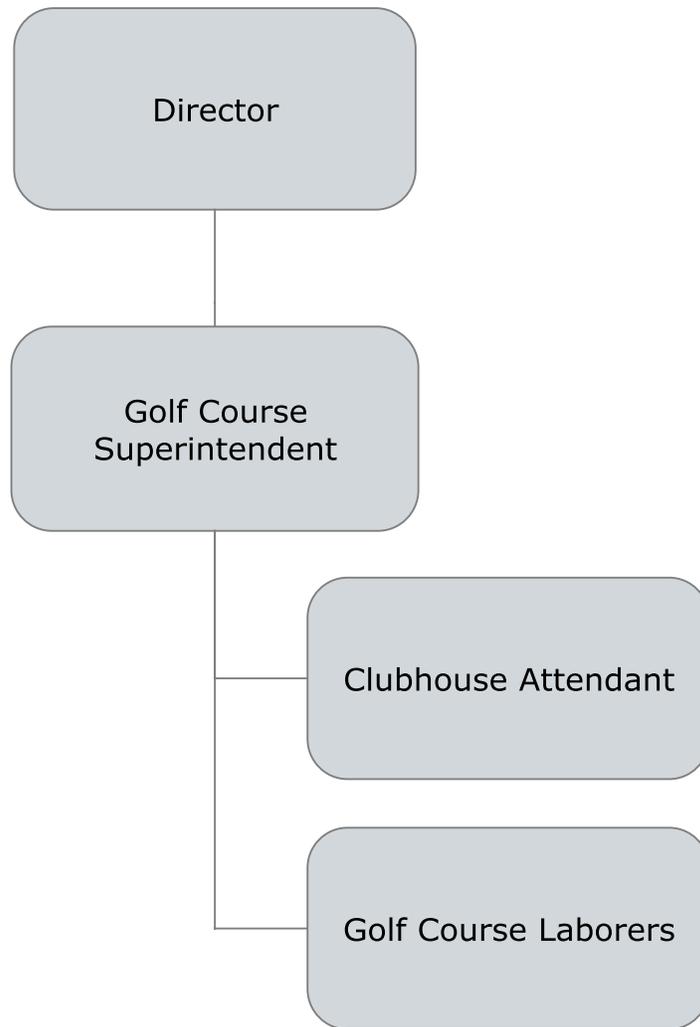
## BUDGET SUMMARY:

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	FY	FY	FY	FY	INCREASE (DECREASE)	
	2011	2012	2013	2014	FY 2013 TO FY 2014	
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	AMOUNT	%
			BUDGET	BUDGET		
COSTS:						
PERSONNEL	164,688	169,787	170,110	178,631	8,521	5.01%
OPERATING	124,814	149,288	126,610	145,000	18,390	14.52%
CAPITAL	24,989	20,309	6,000	0	(6,000)	-100.00%
TOTAL	314,491	339,384	302,720	323,631	20,911	6.91%
REVENUE:						
FEES	192,930	201,687	301,000	323,631	22,631	7.52%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	121,561	137,697	1,720	0	(1,720)	0.00%
TOTAL	314,491	339,384	302,720	323,631	20,911	6.91%
FULL TIME POSITIONS	1	1	1	2	1	100.00%

# 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, and Samuels Public Library.

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## BUDGET SUMMARY:

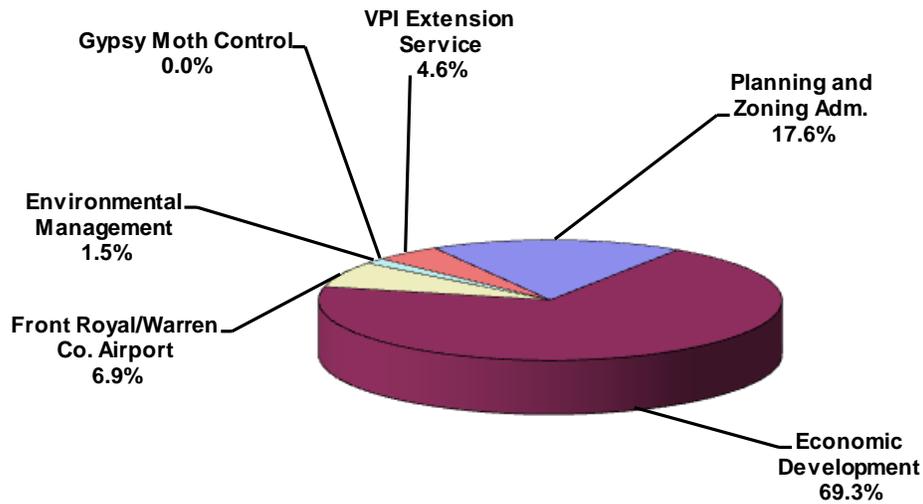
	FY	FY	FY	FY	INCREASE (DECREASE)	
	2011	2012	2013	2014	FY 2013 TO FY 2014	
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	AMOUNT	%
			BUDGET	BUDGET		
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	670,025	690,500	767,000	850,000	83,000	10.82%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>670,025</b>	<b>690,500</b>	<b>767,000</b>	<b>850,000</b>	<b>83,000</b>	<b>10.82%</b>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	5,000	5,000	5,000	5,000	0	0.00%
LOCAL	665,025	685,500	762,000	845,000	83,000	10.89%
<b>TOTAL</b>	<b>670,025</b>	<b>690,500</b>	<b>767,000</b>	<b>850,000</b>	<b>83,000</b>	<b>10.82%</b>
FULL TIME POSITIONS	0	0	0	0	0	0.00%



**Front Royal-Warren County Airport**

## Community Development

	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
				AMOUNT	%
Planning and Zoning Adm.	348,062	373,922	387,416	13,494	3.61%
Economic Development	212,195	1,518,633	1,525,920	7,287	0.48%
Front Royal/Warren Co. Airport	155,063	731,576	152,376	(579,200)	-79.17%
Environmental Management	16,110	33,500	33,500	0	0.00%
Gypsy Moth Control	191	0	0	0	0.00%
VPI Extension Service	77,152	97,565	102,172	4,607	4.72%
<b>COMMUNITY DEVELOPMENT</b>	<b>808,773</b>	<b>2,755,196</b>	<b>2,201,384</b>	<b>(553,812)</b>	<b>-20.10%</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:**

- Final approval and Begin Implementation of the Warren County Comprehensive Plan
- Review the current Capital Improvement Plan
- Prepare Annual Report of the Department and Planning Commission
- Implementing the goals of the Board of Supervisors and Planning Commission

**BUDGET COMPARISON:**

	<b>FY2010/11 Budget</b>	<b>FY2011/12 Budget</b>	<b>FY2012/13 Budget</b>	<b>FY2013/14 Budget</b>
Population	37,011	37,688	38,381	38,957
Size of Budget	\$377,216	\$355,158	\$373,922	\$382,861
Per Capita Cost	\$10.19	\$9.42	\$9.74	\$9.82

<b>Planning and Zoning Department</b>			
<b>Number of Applications Processed During Each Year</b>			
<b>Applications</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Building Permits (County Only)	202	213	223
Subdivisions			
Class A	8	7	2
Class B	1	1	0
Class C	1	0	0
Exempt	5	5	3
Family	7	4	2
Boundary Adjustments	12	16	18
Lot Consolidations	33	25	30
Conditional Use Permits	9	11	14
Rezoning	1	2	1
Zoning Text Amendments	9	3	9
BZA Variances	2	2	1
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	5	4	8
Certificates of Zoning	176	145	155

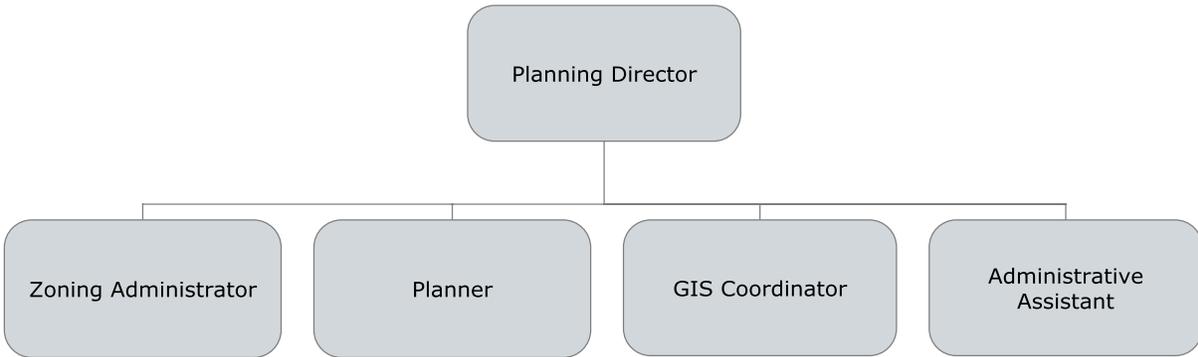
## **BUDGET SUMMARY:**

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	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	303,948	301,532	315,754	328,748	12,994	4.12%
OPERATING	32,933	41,470	49,668	50,168	500	1.01%
CAPITAL	7,628	5,060	8,500	8,500	0	0.00%
<b>TOTAL</b>	<b>344,509</b>	<b>348,062</b>	<b>373,922</b>	<b>387,416</b>	<b>13,494</b>	<b>3.61%</b>
<b>REVENUE:</b>						
FEES	28,745	20,235	30,000	30,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	315,764	327,827	343,922	357,416	13,494	3.92%
<b>TOTAL</b>	<b>344,509</b>	<b>348,062</b>	<b>373,922</b>	<b>387,416</b>	<b>13,494</b>	<b>3.61%</b>
<b>FULL TIME POSITIONS</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0.00%</b>

# 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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	277,612	212,195	1,518,633	1,525,920	7,287	0.48%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>277,612</b>	<b>212,195</b>	<b>1,518,633</b>	<b>1,525,920</b>	<b>7,287</b>	<b>0.48%</b>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	277,612	212,195	1,518,633	1,525,920	7,287	0.48%
<b>TOTAL</b>	<b>277,612</b>	<b>212,195</b>	<b>1,518,633</b>	<b>1,525,920</b>	<b>7,287</b>	<b>0.48%</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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
COSTS:						
PERSONNEL	9,600	12,000	13,800	13,800	0	0.00%
OPERATING	41,919	41,082	39,875	69,175	29,300	73.48%
CAPITAL	402,985	101,981	677,901	69,401	(608,500)	-89.76%
TOTAL	454,504	155,063	731,576	152,376	(579,200)	-79.17%
REVENUE:						
FEES	97,999	131,511	157,659	158,204	545	0.35%
STATE/FEDERAL	66,608	33,698	568,500	0	(568,500)	-100.00%
LOCAL	289,897	(10,146)	5,417	(5,828)	(11,245)	207.59%
TOTAL	454,504	155,063	731,576	152,376	(579,200)	-79.17%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

# Environmental Management

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## 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.

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## BUDGET SUMMARY:

	FY	FY	FY	FY	INCREASE (DECREASE)	
	2011	2012	2013	2014	FY 2013 TO FY 2014	
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	AMOUNT	%
			BUDGET	BUDGET		
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	14,760	16,110	33,500	33,500	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	<u>14,760</u>	<u>16,110</u>	<u>33,500</u>	<u>33,500</u>	<u>0</u>	<u>0.00%</u>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	2,150	2,900	20,000	20,000	0	0.00%
LOCAL	12,610	13,210	13,500	13,500	0	0.00%
TOTAL	<u>14,760</u>	<u>16,110</u>	<u>33,500</u>	<u>33,500</u>	<u>0</u>	<u>0.00%</u>
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 FY2014. 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	FY	FY	FY	INCREASE (DECREASE)	
	2011	2012	2013	2014	FY 2013 TO FY 2014	
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	1,400	191	0	0	0	0.00%
OPERATING	376	0	0	0	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>1,776</b>	<b>191</b>	<b>0</b>	<b>0</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	1,776	191	0	0	0	0.00%
<b>TOTAL</b>	<b>1,776</b>	<b>191</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	62,547	70,707	86,865	91,472	4,607	5.30%
OPERATING	5,574	6,445	10,700	10,700	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>68,121</b>	<b>77,152</b>	<b>97,565</b>	<b>102,172</b>	<b>4,607</b>	<b>4.72%</b>
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	68,121	77,152	97,565	102,172	4,607	4.72%
<b>TOTAL</b>	<b>68,121</b>	<b>77,152</b>	<b>97,565</b>	<b>102,172</b>	<b>4,607</b>	<b>4.72%</b>
FULL TIME POSITIONS	1	1	1	1	0	0.00%

## Full Time Staff

<u>DEPARTMENT</u>	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET
<b><u>GENERAL GOVERNMENT ADMINISTRATION</u></b>				
Board of Supervisors	0	0	0	0
County Administration	6	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	7	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	7	7	8	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	54	54
Court Security	2	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	6	6	6	6
Animal Control	4	4	4	4
Medical Examiner	0	0	0	0
Fire and Rescue Department	22	22	24	28
Cost Recovery	0	0	0	0
<b><u>PUBLIC WORKS</u></b>				
Streets and Highways	0	0	0	0
Refuse Collection	1	0	0	0
Refuse Disposal	2	3	3	3
Building and Grounds	2	2	4	4

<u>DEPARTMENT</u>	<u>FY 2011 ACTUAL</u>	<u>FY 2012 ACTUAL</u>	<u>FY 2013 ADOPTED BUDGET</u>	<u>FY 2014 ADOPTED BUDGET</u>
<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	14	14	16
Library Museum Cult. Enrichment	0	0	0	0
<b><u>COMMUNITY DEVELOPMENT</u></b>				
Planning and Zoning Administration	4	3	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>236</b>	<b>234</b>	<b>240</b>	<b>246</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)	
	2011	2012	2013	2014	FY 2013 TO FY 2014	
	ACTUAL	ACTUAL	ADOPTED BUDGET	ADOPTED BUDGET	AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	81,774	93,232	101,740	103,120	1,380	1.36%
OPERATING	116,679	163,935	278,000	264,253	(13,747)	-4.94%
CAPITAL	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>198,453</b>	<b>257,167</b>	<b>379,740</b>	<b>367,373</b>	<b>(12,367)</b>	<b>-3.26%</b>
<b>REVENUE:</b>						
FEEs	0	0	0	0	0	0.00%
STATE/FEDERAL	155,542	174,796	198,000	198,000	0	0.00%
LOCAL	42,911	82,371	181,740	169,373	(12,367)	-6.80%
<b>TOTAL</b>	<b>198,453</b>	<b>257,167</b>	<b>379,740</b>	<b>367,373</b>	<b>(12,367)</b>	<b>-3.26%</b>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

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## BUDGET DETAIL:

	FY	FY	FY	FY
	2010-2011	2011-2012	2012-2013	2013-2014
	ACTUAL	ACTUAL	APPROPRIATION	APPROVED BUDGET
<b>** NON-DEPARTMENTAL **</b>				
<b>HOSPITAL MEDICAL (RETIRES)</b>	<b>65,282</b>	<b>84,190</b>	<b>93,240</b>	<b>94,620</b>
<b>UNEMPLOYMENT COMPENSATION</b>	<b>16,492</b>	<b>9,042</b>	<b>8,500</b>	<b>8,500</b>
	<b>81,774</b>	<b>93,232</b>	<b>101,740</b>	<b>103,120</b>
<b>MAINTENANCE - CENTRAL COMPUTER</b>	<b>52,527</b>	<b>60,363</b>	<b>50,000</b>	<b>50,000</b>
<b>MAINTENANCE - CENTRAL COPIER</b>	<b>2,420</b>	<b>1,825</b>	<b>3,000</b>	<b>3,000</b>
<b>MAINTENANCE - COMPUTER (SCHOOL SYS.)</b>	<b>50,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>
<b>MAINTENANCE - SECOND STREET PROP.</b>	<b>1,117</b>	<b>7,763</b>	<b>0</b>	<b>0</b>
<b>WARREN COUNTY 175TH ANNIVERSARY</b>	<b>10,615</b>	<b>18,984</b>	<b>0</b>	<b>0</b>
<b>RESERVE FOR CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>150,000</b>	<b>136,253</b>
	<b>116,679</b>	<b>163,935</b>	<b>278,000</b>	<b>264,253</b>
	<b>198,453</b>	<b>257,167</b>	<b>379,740</b>	<b>367,373</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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ADOPTED BUDGET	FY 2014 ADOPTED BUDGET	INCREASE (DECREASE) FY 2013 TO FY 2014	
					AMOUNT	%
<b>COSTS:</b>						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	0	0	0	0	0	0.00%
CAPITAL	<u>16,918,022</u>	<u>19,942,218</u>	<u>7,859,997</u>	<u>8,183,089</u>	<u>323,092</u>	<u>4.11%</u>
TOTAL	16,918,022	19,942,218	7,859,997	8,183,089	323,092	4.11%
<b>REVENUE:</b>						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	526,403	362,992	105,525	105,525	0	0.00%
LOCAL	<u>16,391,619</u>	<u>19,579,226</u>	<u>7,754,472</u>	<u>8,077,564</u>	<u>323,092</u>	<u>4.17%</u>
TOTAL	16,918,022	19,942,218	7,859,997	8,183,089	323,092	4.11%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

**BUDGET DETAIL:**

	FY 2010-2011 ACTUAL	FY 2011-2012 ACTUAL	FY 2012-2013 APPROPRIATION	FY 2013-2014 APPROVED BUDGET
<b>** CAPITAL OUTLAY **</b>				
FURNITURE AND FIXTURES	7,513	43,523	5,000	10,000
COURTHOUSE RENOVATION BOND	1,207,780	0	0	0
CENTRAL TELEPHONE SYSTEM	20,756	5,557	10,000	10,000
COUNTY OFFICE SPACE	2,774	2,500	20,000	25,000
ECONOMIC DEVELOPMENT	147,084	240,064	246,766	246,766
CENTRAL COMPUTER & INTERNET	0	4,874	25,000	25,000
REVENUE SHARING	65,369	666,800	250,000	250,000
JUVENILE DETENTION FACILITY	281,649	224,905	204,502	260,050
AIRPORT GRANT-LOCAL	127,038	310,690	0	0
TAX MAPPING	7,200	7,200	10,000	10,000
340/522 WATER-SEWER BOND PROJECT	272,148	272,250	268,137	271,736
NORTH WARREN VFD	1,704	1,704	0	5,000
COURTHOUSE GENERAL OBLIGATION BOND	272,482	354,800	354,631	353,576
BUILDING IMPROVEMENT FUND	(15,405)	49,154	133,960	133,960
AVTEX SOCCER FIELDS	90,611	42,108	50,000	50,000
EASTHAM PROPERTY LEASE	780	(245)	0	0
BING CROSBY STADIUM	15,587	113,931	15,000	15,000
COMPUTER SOFTWARE	10,786	7,586	20,000	20,000
PURCHASE OF SECOND STREET PROPERTY	116,166	111,342	125,000	125,000
SCHOOL CAPITAL IMPROVEMENTS (MEALS T.	625,000	675,000	700,000	725,000
SCHOOL BONDS (REAL ESTATE TAX INC.)	2,496,494	3,075,436	2,496,494	2,496,494
FISHNET PROPERTY	54,948	73,612	100,000	100,000
2004 BING CROSBY IMPROVEMENT BOND	250,000	250,000	250,000	250,000
2004 SCHOOL BONDS	2,380,068	2,277,374	961,165	961,165
COURTHOUSE SECURITY	100	0	0	0
SAMUELS LIBRARY	44,750	32,248	31,863	31,863
TORAY TREE PLANTING	0	86	0	0
SCHOOL CAPITAL IMPROVEMENTS - PH. II	725,856	0	505,525	505,525
REGIONAL JAIL	3,782	7,259	250,000	350,000
COMMUNITY CENTER/ADDITIONS & REN.	567,505	19,953	50,000	50,000
COUNTY 20-YEAR CAPITAL IMP. PLAN	94,416	1,130,509	100,000	200,000
LINDEN PARK	82,664	33,724	0	0
EASTHAM PARK	29,697	181,433	75,000	50,000
NEW CONVENIENCE SITES	51,477	185,364	50,000	50,000
EAGLES LANDING ROAD PROJECT	236	0	0	0
CATLETT MOUNTAIN LANDFILL	4	0	0	0
COURTHOUSE RENOVATION - SECURITY	105	0	0	0
SKATEBOARD PARK	20,992	0	0	0
MCKAY HOUSE STABILIZATION	0	16,935	0	0
HOSPITALITY DRIVE	149,352	10,630	0	0
PUBLIC SAFETY BUILDING	4,833,670	7,951,786	526,954	526,954
PUBLIC FACILITY BOND - LURAY AVE.	231,150	301,500	0	0
VPSA - SCHOOL BONDS	1,145,050	1,122,551	0	0
WARREN COUNTY DOG PARK	0	7,236	0	0
VEHICLES & EQUIPMENT	228,887	(36,113)	0	0
ROUTE 522 BEAUTIFICATION PROJECT	13,425	11,866	0	0
FORK PARK	0	0	25,000	25,000
4-H BARN	25,000	0	0	0
SAMUELS LIBRARY - 538 VILLA AVENUE	231,372	0	0	50,000
BROADBAND PROJECT	0	24,825	0	0
REV. SHARING - ASHBY LANE	0	43,383	0	0
REV. SHARING - FELLOWS DRIVE EXT.	0	8,795	0	0
REV. SHARING - TOMAHAWK WAY	0	5,814	0	0
REV. SHARING - WINDY RIDGE ROAD	0	43	0	0
REV. SHARING - CEDAR CREST LANE	0	72,226	0	0
REV. SHARING - YOUNG'S DRIVE	0	0	0	0
REV. SHARING - MOUNTAIN LAKE ROAD	0	0	0	0
<b>TOTAL</b>	<b>16,918,022</b>	<b>19,942,218</b>	<b>7,859,997</b>	<b>8,183,089</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 5,400 students in grades K-12. The system is accredited by the Virginia Department of Education. The system includes:

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

The School System employs a total of 792 full time employees. Included in this number are 420 teaching positions, 33 administrator positions, 14 other professional staff and 325 non-licensed support staff.

A total operating budget of \$49,906,761 (includes debt service) breaks down to the following; 72% is used for instruction, 4% is for Administration, Attendance and Health, 5% for Transportation, 13% Operations/Maintenance, 3% Debt Service, and 3% Technology. The Per Pupil Expenditure is \$8,945.

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

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

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

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

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

	FY 2011 <u>ACTUAL</u>	FY 2012 <u>ACTUAL</u>	FY 2013 ADOPTED <u>BUDGET</u>	FY 2014 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 2013 TO FY 2014	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	38,183,212	37,425,743	40,351,733	41,801,763	1,450,030	3.59%
OPERATING	6,975,915	6,198,132	6,291,920	6,366,848	74,928	1.19%
CAPITAL	<u>1,633,771</u>	<u>1,735,610</u>	<u>1,807,473</u>	<u>1,738,150</u>	<u>(69,323)</u>	<u>-3.84%</u>
TOTAL	46,792,898	45,359,485	48,451,126	49,906,761	1,455,635	3.00%
REVENUE:						
FEES	253,020	236,502	296,200	635,700	339,500	0.00%
STATE/FEDERAL	26,271,977	26,516,919	27,744,612	28,531,468	786,856	2.84%
LOCAL	<u>20,267,901</u>	<u>18,606,064</u>	<u>20,410,314</u>	<u>20,739,593</u>	<u>329,279</u>	<u>1.61%</u>
TOTAL	46,792,898	45,359,485	48,451,126	49,906,761	1,455,635	3.00%
FULL TIME POSITIONS	754	748	750	758	8	1.07%

**SCHOOL CAFETERIA FUND**

	FY 2011 <u>ACTUAL</u>	FY 2012 <u>ACTUAL</u>	FY 2013 ADOPTED <u>BUDGET</u>	FY 2014 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 2013 TO FY 2014	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	754,753	751,634	805,000	777,475	(27,525)	-3.42%
OPERATING	1,683,025	1,514,125	1,450,000	1,543,297	93,297	6.43%
CAPITAL	<u>37,314</u>	<u>108,173</u>	<u>26,077</u>	<u>100,028</u>	<u>73,951</u>	<u>283.59%</u>
TOTAL	2,475,092	2,373,932	2,281,077	2,420,800	139,723	6.13%
REVENUE:						
FEES	1,272,716	1,331,523	1,250,000	1,293,489	43,489	3.48%
STATE/FEDERAL	1,024,932	1,233,764	1,031,077	1,127,311	96,234	9.33%
LOCAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	2,297,648	2,565,287	2,281,077	2,420,800	139,723	6.13%
FULL TIME POSITIONS	39	39	39	39	0	0.00%

# Sanitary Districts

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

## SKYLAND ESTATES SANITARY DISTRICT

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2013**

**\$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** **\$191,321**

## SHENANDOAH SHORES SANITARY DISTRICT

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2013**

**\$110.00 per lot plus \$0.15 per \$100 of assessed value on improvements**

Budget:

**Contract Payments for Road Maintenance and Administrative  
Expenses** **\$134,031**

## SOUTH RIVER ESTATES SANITARY DISTRICT

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2013**

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

Budget:

**Contract Payments for Road Maintenance and Administrative  
Expenses** **\$5,600**

## BLUE MOUNTAIN SANITARY DISTRICT

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2013**

**\$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** **\$123,484**

**RIVERSIDE SANITARY DISTRICT**

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2013**

**\$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, 2013**

**\$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, 2013**

**\$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**

**\$393,050**

# 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:

- Develop and set up contracts for work to be performed on the road system such as road maintenance, snow removal, survey contracts etc. Also developing bid packets and meeting with potential bidders to answer questions and concerns.
- Determining the maintenance needs by developing 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 work of contractors for efficiency and quality of work.
- Developing annual budgets based on need, paying bills and developing and maintaining records 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, 2013  
\$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 2003–2012**

Fiscal Year	Real Estate	Personal Property & Mobile Homes	Machinery & Tools	Public Service	Total Assessed Value
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
2012	3,783,054,400	338,756,346	51,946,980	95,214,200	4,268,971,926

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

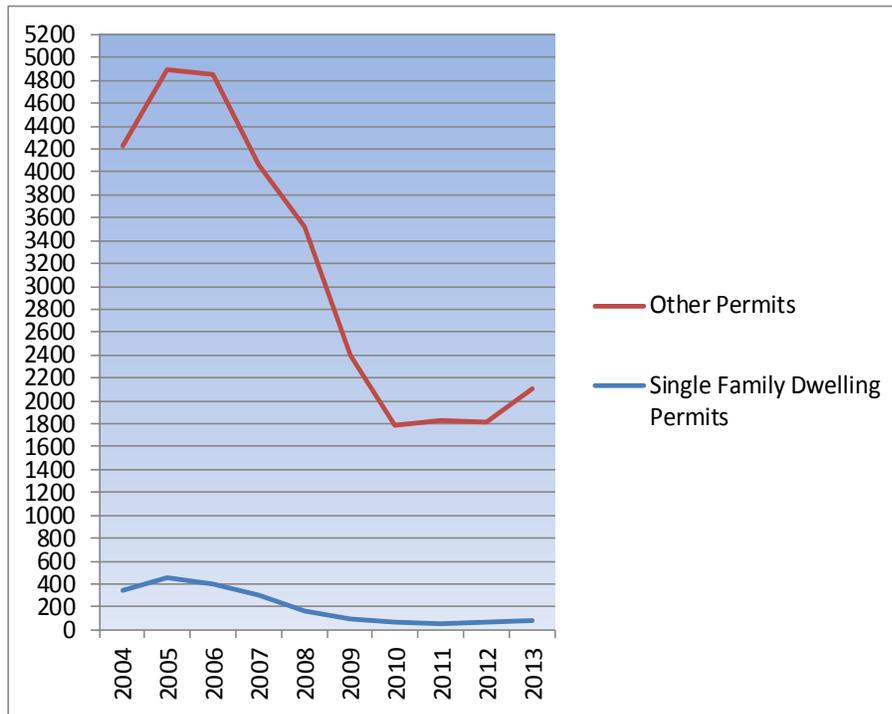
<u>Calendar Year</u>	<u>Real Estate</u>	<u>Personal Property</u>	<u>Machinery and Tools</u>	<u>Mobile Homes</u>
2004	0.79	3.15	2.25	0.79
2005	0.79	3.15	2.25	0.79
2006	0.82	3.15	2.25	0.82
2007	0.45	3.15	1.30	0.45
2008	0.45	3.15	1.30	0.45
2009	0.46	4.00	1.30	0.46
2010	0.46	4.00	1.30	0.46
2011	0.59	4.00	1.30	0.59
2012	0.59	4.00	1.30	0.59
2013	0.59	4.00	1.30	0.59

**Demographic & Economic Statistics  
County of Warren, Virginia  
Fiscal Years 2003-2012**

Fiscal Year	Population	Personal Income (in thousands)	Per Capita Income	September 30 School Enrollment	Unemployment Rate
2003	33,498	918,957	27,433	5,104	3.90%
2004	34,074	1,000,185	28,995	5,076	3.20%
2005	34,977	1,100,204	31,455	5,174	2.90%
2006	35,752	1,196,000	33,452	5,268	2.80%
2007	36,300	1,256,000	34,600	5,332	3.10%
2008	36,695	1,382,000	37,661	5,273	4.20%
2009	36,713	1,384,000	37,697	5,319	6.60%
2010	37,439	1,419,574	37,917	5,339	6.61%
2011	37,688	1,419,574	37,666	5,340	6.20%
2012	38,381	1,419,574	36,986	5,394	5.00%

Source: US Census, Annual school report- prepared by the County, Bureau of Economic Analysis  
Since updated personal income was not available, the 2010 was used as an estimate for subsequent years.

## Building Permits Issued Last Ten Fiscal Years



Fiscal Year	No. of Single Family Dwelling Permits	No. of Other Permits	Total Permits Issued
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
2013	78	2028	2106

## 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.