

Warren County Fiscal Year 2016-2017 Budget



Approved by
the Board of
Supervisors
April 19, 2016

FY 2016-2017
BUDGET

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Warren County Board of Supervisors



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Fork District



Tony F. Carter
Happy Creek District



Daniel J. Murray, Jr.
North River District



Thomas H. Sayre
Shenandoah District

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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
Dan N. Whitten, Interim County Attorney
M. Kathleen Dellinger, Finance Director
Richard E. Mabie, Chief of Fire & Rescue Services
David C. Beahm, Building Official
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Daniel P. Lenz, Director of Parks & Recreation
H. Elizabeth Reavis, Director of Social Services
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Daryl Lee Funk, Clerk of the Circuit Court
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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. In 1976, an FMC management team, led by FMC Vice President John Gregg, executed one of the first leveraged buyouts in the United States. The new company was named Avtex Fibers-Front Royal, Inc.

The rayon plant was the economic mainstay of this community for several decades. It was the largest employer within the region for over 20 years. Several major layoffs decreased the workforce from approximately 1,300 in 1988 to 468 at the plant's closing in November 1989.

In 1980, a division of the duPont Corporation was established in Cedarville near Front Royal. Paint for the secondary automotive market is manufactured at this facility. In 1989, with the closing of Avtex Fibers, duPont became Warren County's largest employer. In 2013, the plant was acquired by Axalta Coating Systems.

Since 1994, the Front Royal-Warren County Economic Development Authority has successfully recruited manufacturing, distribution, hospitality and technology companies for an investment of more than \$3.5 million square feet and the creation of 2,000 new jobs.

Warren County has long attracted tourists and seasonal residents, who have come to the area because of its climate, accessibility to major cities, and scenic beauty. Major tourist attractions include the Shenandoah National Park, the Skyline Drive, George Washington National Forest, Raymond R. "Andy" Guest Shenandoah River State Park, the Shenandoah River, six local golf courses, 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 9.3 square miles.

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



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

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



COUNTY OF WARREN

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Douglas P. Stanley
County Administrator

July 1, 2016

FY 2016-2017 Budget Process, Development and Issues

BOARD OF SUPERVISORS

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On behalf of the staff, I am pleased to present you with the adopted budget for Fiscal Year 2016-2017. This budget represents the Board of Supervisors' revenue and expenditure policy direction after numerous budget work sessions with County departments, Constitutional Officers, the School Board, various State offices, and outside agencies. This budget document provides backup as to the justification of the various funding requests and more detailed information on the adopted budget.

As part of this year's process a number of issues were discussed and addressed including the impact of continued moderate growth in tax revenue, operational funding for the 2nd Middle School, and funding operating for the County's share (operating cost and debt service) of the RSW Regional Jail. 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:

- Maintain current levels of service
- Stay competitive with staff salaries
- Maintain progress on capital improvement projects
 - Regional Jail
 - 2nd Middle School
 - Leach Run Parkway
 - Rockland Park
- Set aside funding towards operational funding of 2nd Middle School

These goals are consistent with those of the FY 2015-2016 budget and reflect the Board's desire to continue making progress on its capital improvements plan despite the downturn in the economy.

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

- Cost of a salary increase for County and School Board staff
- Cost of the Route 340/522 Corridor Payment to the Town - \$236,831
- Additional cost of share of RSW Regional Jail operating and debt service cost
 - FY 2014-2015 \$2,767,396 cost/\$2,250,000 budgeted
 - FY 2015-2016 \$4,559,838 estimated cost/\$3,500,000 budgeted
 - FY 2016-2017 \$4,250,000 included
- Set aside revenue for operational costs of 2nd middle school - \$1.5 million in FY 2017-2018
- Full cost of implementation of positions added in FY 2015-2016 - Two DSS positions – Deputy Director and Benefit Program Specialist
- Cost of State mandated 1% employee contribution in Virginia Retirement System rates and corresponding 1% offsetting raise
- Maintaining our fund balance – We need to maintain an undesignated fund balance of 15% pursuant to adopted fiscal policies
- Moderate growth in local revenue sources – real estate, personal property, utility, and sales taxes. There was a 4.23% increase in total local revenue from \$60,029,729 to \$62,566,274 (\$2,536,545 – 4.23%) included in the budget. The majority of the increase was from the \$0.025 real estate tax increase (\$1,011,148), personal property tax revenue estimate (\$619,017), and additional revenue from the Dominion Power Plant (\$80,125). \$1,399,281 of local revenue is from fund balance, up from \$1,144,556 in FY 2015-2016.
- The County is also anticipating a significant drop in local sales tax (\$200,000) and business license tax collections (\$236,194).
- Reduction of 0.11% in support from the State from \$6,501,674 to \$6,494,564 (\$7,110)

The County held a public hearing on the proposed FY 2016-2017 budget and tax rates on April 12, 2016. At the April 12th hearing, fourteen speakers spoke in favor of the proposed budget and tax rates and four in opposition.

The FY 2016-2017 budget and 2016 tax rates were formally adopted on April 19, 2016, and the appropriations resolution was approved on May 3, 2016.

The most significant impacts of the budget was the decision by the Board of Supervisors to include \$750,000 in additional funding to meet the County's obligation for the RSW regional jail, \$402,304 in additional funding for opening of the 2nd Middle School, \$267,670 in additional in funding for Leach Run Parkway construction project, \$35,322 in additional funding for Samuels Public Library, and an additional \$22,500 in funding for the Warren County Humane Society. Lastly the adopted budget includes an additional \$683,215 in local appropriation to the Warren County Public School system for operating costs to help fund the local share of a cost of a 3.0% living raise. The increase reflects the Board's commitment to the School System in staying competitive with pay and benefits.

A total of \$2,827,261 of the proposed FY 2016-2017 budget was cut or funded from the fund balance during final deliberations. Some items include:

- Reduction in outside agency requests - \$328,218.93
- Eliminate two FT FF/EMT positions - \$53,538.72
- Eliminate two PT Deputy Sheriff positions - \$34,325.12

- County Attorney's Office will charge collection fees for personal property tax collections - \$20,000
- Reduce Solid Waste site improvement funding - \$75,000
- Reduce CSA funding by \$200,000 - \$77,060 local savings
- Eliminate Recreation Maintenance and Recreation Coordinator position upgrades from part-time to full-time - \$49,725.61
- Reduce Reserve for Contingencies from \$250,000 to \$134,217 - \$115,783
- Reduced Revenue Sharing program increase - \$50,000
- Funded \$345,541 of Regional Jail Contribution with fund balance
- Funded final Route 340/522 bond payment for water tower and service extension with fund balance - \$268,740
- Using \$1,399,281 in fund balance for capital projects

Staffing Impacts

Part-Time to Full-Time Positions

- Commonwealth Attorney – (\$28,056)
- Custodian – (\$2,911)

Added Positions

- Shenandoah Farms Maintenance Worker – (\$38,665)
- Building Inspection/Deputy Building Official – (\$26,666)

PT Positions – July 1, 2016

- Circuit Court Clerk's Office – (\$11,477)

School Budget

- A 3% salary increase for all full-time contracted employees (\$1,133,506)
- The addition of the 10th grade at Mountain Vista Governor's School (\$32,847)
- A 19.7% increase in health insurance costs (\$608,493)
- An increase in substitute costs to reflect the five year average cost and an anticipated 8% higher fill rate (\$52,584)

In addition the School System anticipates the following financial impacts for FY 2017-2018:

- Health Care Fund shortfall - \$312,000
- VRS increase - \$368,810
- Opening the new Middle School - \$1,500,000
- A continued need to keep salaries from falling further behind regional levels until a longer term plan can be developed (currently the lowest in the region on 27 of 31 salary scales)

This continues to be an extremely exciting time for Warren County. FY 2016-2017 is expected to be another exciting year with the completion of the long awaited Leach Run Parkway project, which will provide greater connectivity for our community. In addition, the new Warren County Middle School, which is being constructed at the intersection of Happy Creek Road and Leach Run Parkway, will provide educational capacity at the secondary level in the Warren County Public School System for the next 20 years. Lastly, between June 2016 and August 2017 we will see significant renovations to Ressie Jeffries Elementary School as well as energy savings projects at a number of other school facilities.

There are several significant Virginia Department of Transportation projects that are currently under construction including: the South Fork Bridge replacement (\$72,200,000) which is expected to be completed by the summer of 2017 and will greatly improve access into Front Royal from I-66 and points northward and the Morgan Ford Bridge replacement (\$9,604,284) which is expected to be completed in June 2018. On the private sector side, ITFederal will be starting construction on a facility at the former Avtex site, investing \$40 million and creating over 600 jobs over the next three years. This should have an extremely positive impact on the local economic forecast. It is anticipated that they will start construction on the project in the fall of 2016. The Aikens Group is scheduled to start construction of the new 84 bed Marriott TownePlace Suites hotel on Country Club Road across from the Riverton Commons Shopping Center. The County continues to work with Crooked Run, LLC on a revenue sharing project to provide access to Phase II of the development which will open up an additional 97 acres of commercial property to development.

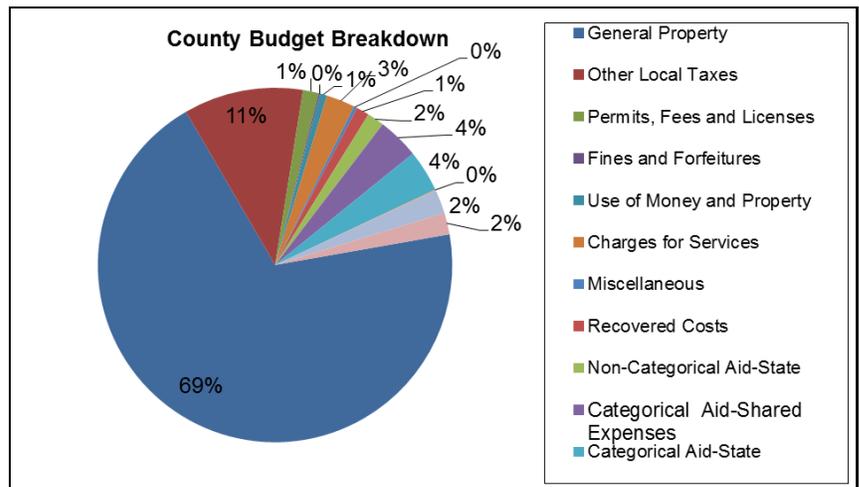
Long-term, all of these projects, along with other projects that are being proposed, will serve to enhance and strengthen the County’s financial position by providing local employment and direct and indirect tax benefits during the coming fiscal year.

In the short-term we anticipate the upcoming budget year to continue to show signs of improvement due to the aforementioned projects and an improving local housing market. We appreciate your ongoing patience as we work to grow out of the recession and start to improve the local economy, tax base, and job opportunities over the coming years. Things are definitely heading in a positive direction! I feel that we will rebound well as a community and continue to believe that we have a reason to be optimistic about the near future (2016-2018).

County Revenue

COUNTY BUDGET

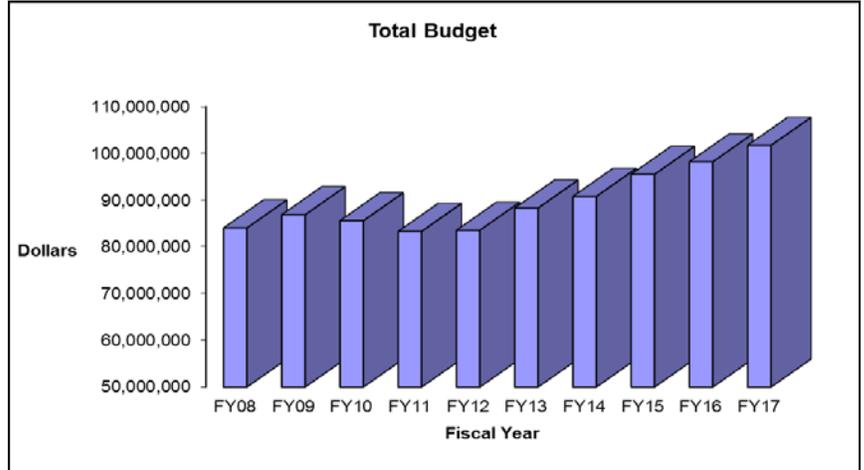
The County budget includes an estimated \$70,641,587 in local revenue. Of this amount \$49,021,145 or 69% is generated from general property taxes. Other local taxes (11%) and Categorical Aid-State (4%) and State Shared Expenses (4%) are the next largest sources of revenue.



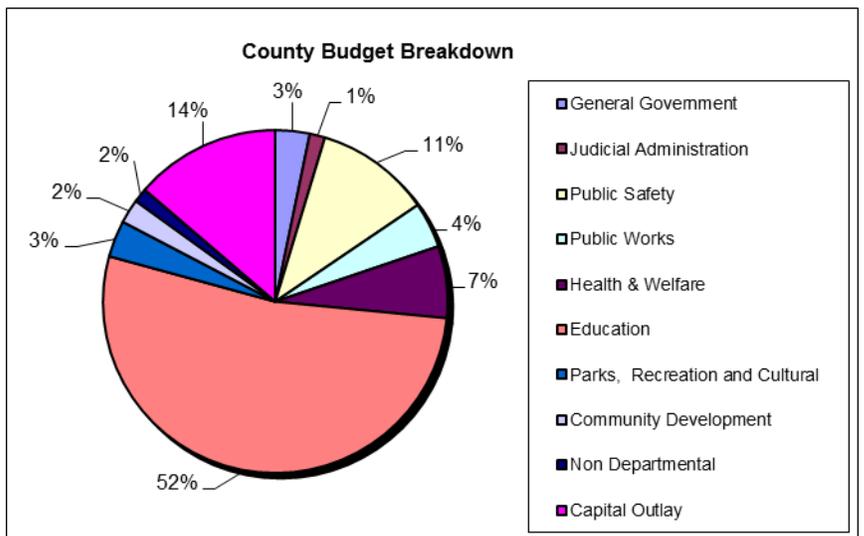
County Expenditures

COUNTY BUDGET

The total County budget (excluding Sanitary Districts and School Cafeteria Fund) for FY 2016-2017 is up 3.60% from \$98,173,216 to \$101,705,777 (\$3,532,561) from the FY 2015-2016 adopted budget. Looking back ten years, the County budget has increased 21.02%, or \$17,665,551.

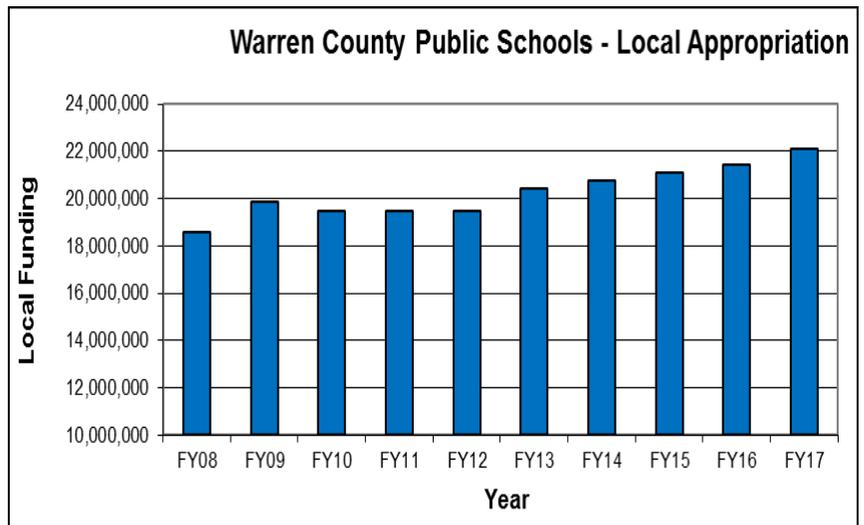


In the FY 2016-2017 budget, \$53,212,756 has been appropriated for public education, \$10,896,655 for public safety, \$10,896,655 for public safety, \$6,651,621 for health and welfare, \$14,129,146 for capital outlay, \$4,258,520 for public works, \$3,211,029 for general government, \$3,491,034 for parks and recreation, \$2,276,422 for community development, \$2,149,125 for non-departmental, and \$1,429,469 for judicial administration.

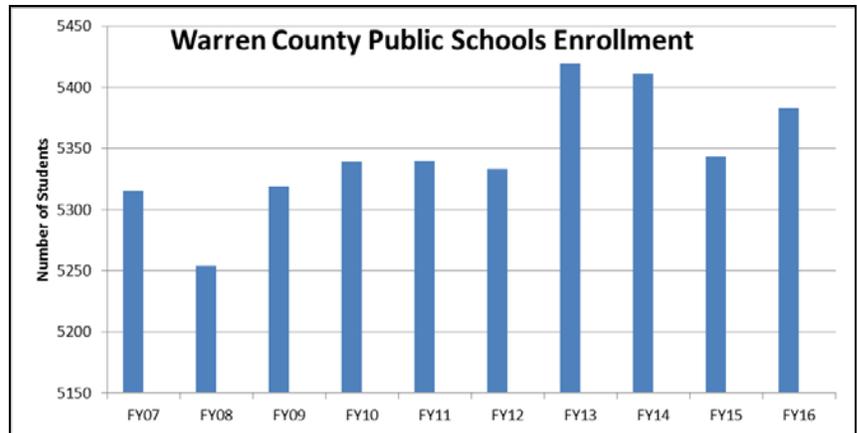


SCHOOL BUDGET

The School Operating Budget for FY 2016-2017 is \$53,177,134 which represents an increase of \$1,469,797 or 2.84% more than FY 2015-2016. The local appropriation was increased by \$683,215 and the State appropriation was reduced by \$207,376. The local appropriation represents additional funding needed to provide the local match for a 3.0% salary increase for all School Board staff and additional needs.



FY 2016-2017 budget is based on a student enrollment of 5,365. Student enrollment has risen by 0.95% or 50 students from September 2006 to September 2015.



County Financial Health

As part of its multi-year Capital Funding Plan, the County conducted credit rating calls with each of the three national municipal bond rating agencies: Moody’s Investors Service, Standard & Poor’s and Fitch Ratings, in early November 2014. Discussions with each of the agencies covered financial, economic, debt-related and management-related issues among others. Without exception, all three agencies were favorably impressed with the fiscal health of the County, the diligence and stability of Staff and elected officials and the overall vibrancy of the County economy as evidenced by the strong investment grade General Obligation bond ratings secured from the agencies: Moody’s: Aa2, S&P: AA, FITCH: AA. With these assigned ratings, the County continued its steady progression of rating upgrades that began back in the early 2000’s. These credit ratings helped the County secure favorable long-term financing for its Middle School financing that priced on November 18, 2014 and will help to ensure that the County is able to maximize its borrowing ability in the future. As of 2016, Warren County is one of 25 Aa2 or higher rated (Moody’s) counties in Virginia (out of 95 counties) and one of 435 Aa2 or higher rated counties in the country (out of 3,007 counties).

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

Over the past decade, the County has been diligent in setting aside funding in advance of planned capital improvement projects to “build” up to the anticipated debt service, pay for a portion of the project in cash, and/or pay for the entire project with cash. In the FY 2016-2017 budget incremental funding is included for the following capital projects:

Project	Capital Funding
RSW Regional Jail	\$4,250,000
Eastham Park	\$25,000
New Solid Waste Convenience Site	\$100,000
Catlett Mountain Landfill	\$20,000
Government Center Renovations	\$50,000
Fork Park	\$25,000
Warren County Health and Human Services Complex	\$100,000
Purchase of Second Street Property	\$100,000
Avtex Soccer Fields	\$75,000
Leach Run Parkway	\$492,618
Shenandoah Farms Boat Landing	\$15,000
Appalachian Trail Connector	\$25,000

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

In October 2015, the County commenced construction on its second middle school on a site located off the proposed Leach Run Parkway. The second middle school will allow the school system to get to an ideal grade structure of K-5 (elementary), 6-8 (middle school) and 9-12 (high school) and will allow for the 8th grade to be moved out of the 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. With the retirement of the debt service (\$1,358,306) for the construction of Hilda J. Barbour Elementary, and Warren County High School (previously Warren County Junior High School) and the application of this funding to the middle school project in July 2015, the debt service for the middle school project has been budgeted.

In 2016, the County completed Phase I of the renovation of the former Warren County Middle School facility and its conversion to the Warren County Health and Human Services Complex. The newly renovated space houses the Warren County Department of Social Services and the Health Department. As a component of the project, the parking lot has been expanded, lights added, stormwater management incorporated and the entire parking lot repaved to meet the code requirements of the Town of Front Royal.

In 2014, the County completed a regional jail project with Shenandoah and Rappahannock Counties to alleviate overcrowding at the County's jail located on Jackson Street. The \$55,674,800 - 177,360 square foot facility opened on July 1, 2014. The County has included \$4,250,000 in its FY 2016-2017 budget.

The latest estimate for Warren County's share of the FY 2016-2017 RSW Regional Jail's budget is \$4,519,340. The additional \$269,340 will be covered by a combination of special projects and fund balance. It is anticipated that the Board will have to increase its budget allocation in the FY 2017-2018 budget to cover the County's commitment.

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

County staff is currently working on securing grant funding for the park as part of the continued implementation of the adopted development plan. In 2009, the County developed a Master Plan for Rockland Park and the implementation of future phases will continue as funding becomes available. Staff is in the process of updating the Plan and amenities to come include: a multi-field baseball/softball complex with restrooms and a concession stand, additional walking trails, multi-use practice fields, an outdoor amphitheater, a Fire and Rescue training facility, dog park, camping areas, canoe launch, and potentially a recreation center and elementary school site.

In 2016, the County expects to complete construction of additional improvements at Skyline Soccerplex. These improvements include three additional playing fields, completion of the loop trail, and addition of a southern parking lot. Also in 2016, the County is expecting to complete construct Phase III of the Eastham Trail which is the County's last portion of the Royal Shenandoah Greenway. The Greenway will be approximately four miles in length and will connect downtown Front Royal, the Front Royal-Warren County Visitors Center, the Samuels Public Library, multiple public parks and playing fields, an elementary school, Skyline High School, Shenandoah National Park, a public boat landing, two interpretive sites, and an outdoor classroom. A public boat landing in Shenandoah Farms will also be constructed along the main stem of the Shenandoah River. 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

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

The station is powered solely by natural gas and will be among the cleanest fossil fuel fired facilities in the nation. The station has three combustion turbines and a steam turbine that generates 1,329 megawatts of electricity, or enough energy to power approximately 325,000 homes. Commercial operation began in December 2014.

The power station is helping Dominion close a gap of 5,600 megawatts of generation needed in its service area by 2019 as identified by PJM Interconnection LLC, the regional independent system operator of the 13-state transmission system.

The station also received approval from Warren County, an air permit from the Virginia Department of Environmental Quality, and a water agreement from the Town of Front Royal. As part of its air permit, Dominion agreed to mitigate any potential impact on Shenandoah National Park by agreeing to close its North Branch Power Station, a coal-fired power station in West Virginia.

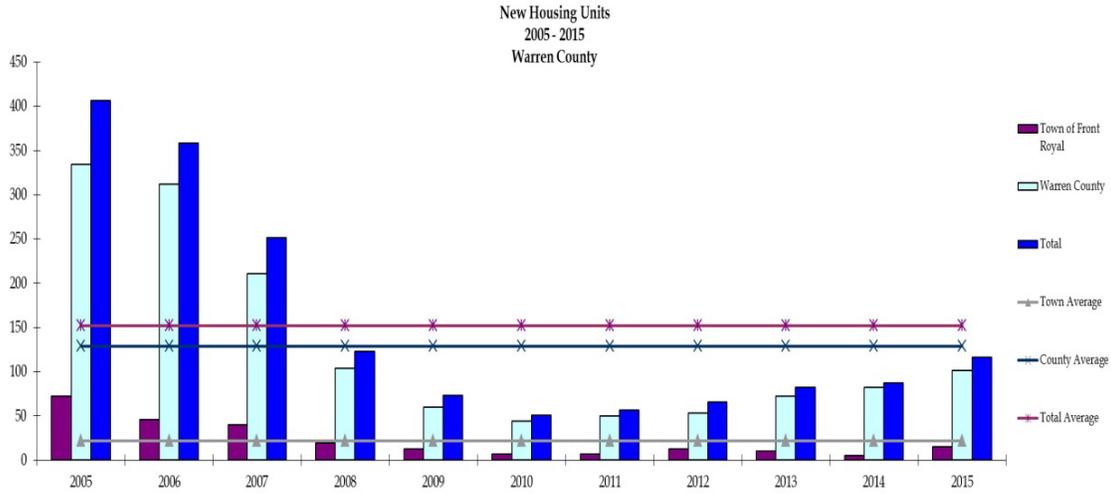
The plant started providing annual property tax payments to Warren County during the first year full year of construction (FY 2013-2014 budget) of about \$1 million and an increase to approximately \$5.35 million in FY 2015-2016. The FY 2016-2017 budget estimates that the County will receive \$5.43 million in tax revenue. After the anticipated impact to the County's composite index is factored in, the net financial impact to the County is estimated at approximately \$4.25+ million per year. As part of the incentive package for the project, the County agreed to contribute up to \$1 million per year for years 6-10 to offset the Town's double water and sewer fees in the corridor. Although the County had been able to set aside money in previous years, the FY 2016-2017 budget does not include any funding to help offset this cost.

Commercial development has slowed significantly over the past several years as the Crooked Run (220,000 SF) and Riverton Commons (450,000 SF) developments have filled out. In 2016, the County saw the completion of two projects at the Riverton Commons: an ALDI grocery store and the Valley Health Urgent Care. In the coming year, the County is anticipating construction starting on a Wal-Mart fueling station (Riverton Commons) and a Marriott Hotel. With the improvement of the local economy we anticipate that additional construction activity will pick up in the near-term.

Residential growth in Warren County continues to improve incrementally each year. While new home starts reached an all-time high in 2004 with 425 permits issued, the 11-year average has been 152 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 over the past 30 years. New home starts have picked since 2011; increasing each year. 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.

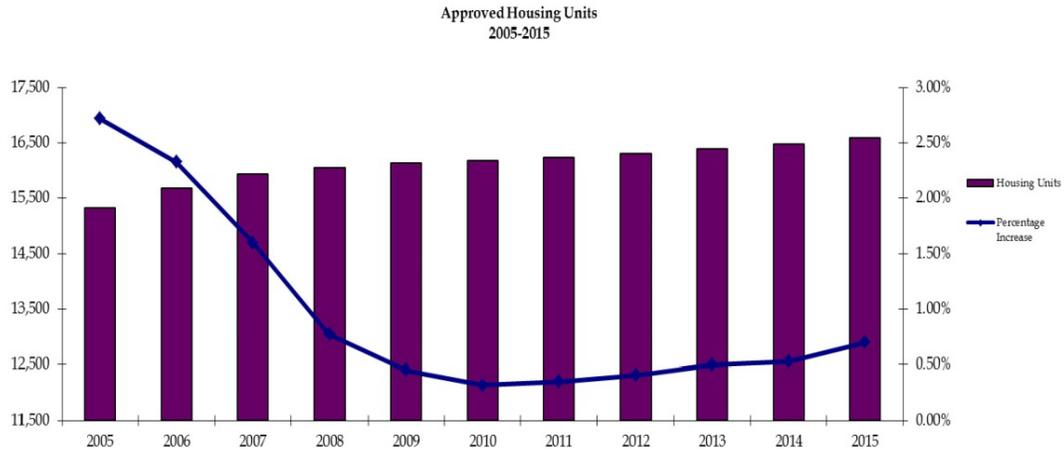
The following charts show the increase in the number of units and the percentage growth in the County since 2005:

Housing unit additions totaled 116 in 2015. The eleven year total is 1,670 for an average annual increase of 152 units. The graph below shows the historical trend since 2005.



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Average
Front Royal	72	46	40	19	13	7	7	13	10	5	15	22
Warren County	334	312	211	104	60	44	50	53	72	82	101	129
Total	406	358	251	123	73	51	57	66	82	87	116	152

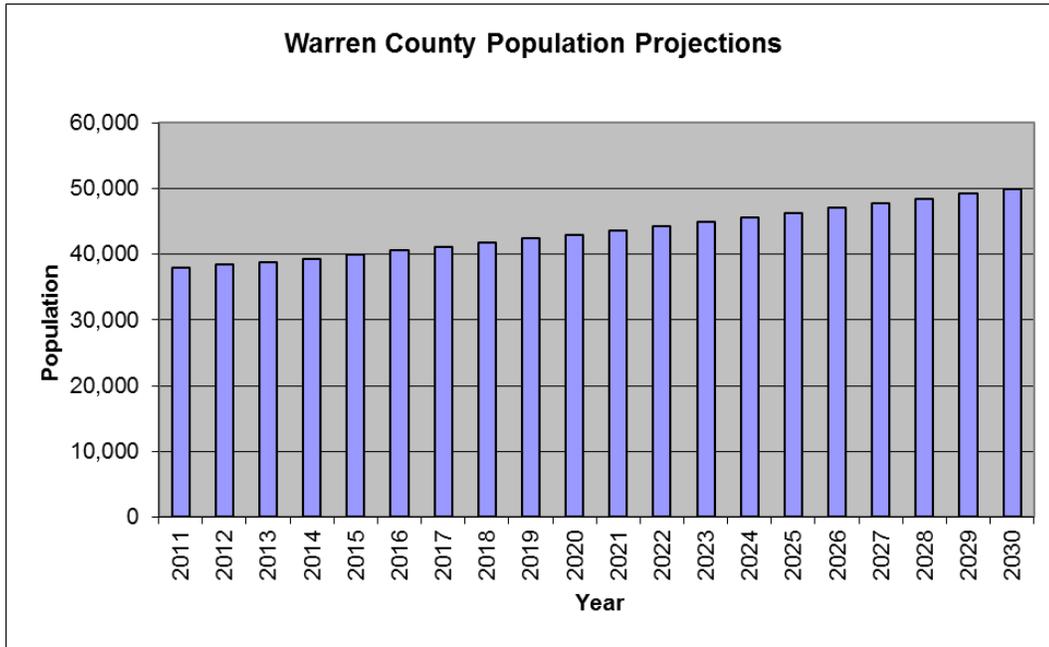
Approved housing units totaled 16,592 in the year 2015. The graph below shows the historical trend since 2005 for approved housing units in Warren County. The graph also indicates the annual percentage increase in housing units. The highest annual increase was 2.93%, which occurred in 2004. The housing unit increase in 2015 was 0.70%.



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Approved Housing Units	15,328	15,686	15,937	16,060	16,133	16,184	16,241	16,307	16,389	16,476	16,592
Annual Percentage Increase	2.72%	2.33%	1.60%	0.77%	0.45%	0.32%	0.35%	0.41%	0.50%	0.53%	0.70%

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%) since 2000. The County Planning Department projections show a

steady conservative population growth of 1.50% over the next 10+ years to a population estimate of 49,930 for the year 2030. This is based on the County's average of 1.49% for the period of 2001-2014.



As the Washington Metropolitan area continues to expand, Warren County and the surrounding area will continue to see additional residential growth pressures and an influx of new homeowners.

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 Andre Fletcher, Deputy Finance Director and Constance Oden, Finance Administrative Assistant for their dedication, hard work, and assistance in putting this document together.

Respectfully submitted,

Douglas P. Stanley, AICP ICMA-CM
County Administrator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Warren County

Virginia

For the Fiscal Year Beginning

July 1, 2015

A handwritten signature in cursive script, reading "Jeffrey R. Ernow".

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, 2015. 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.

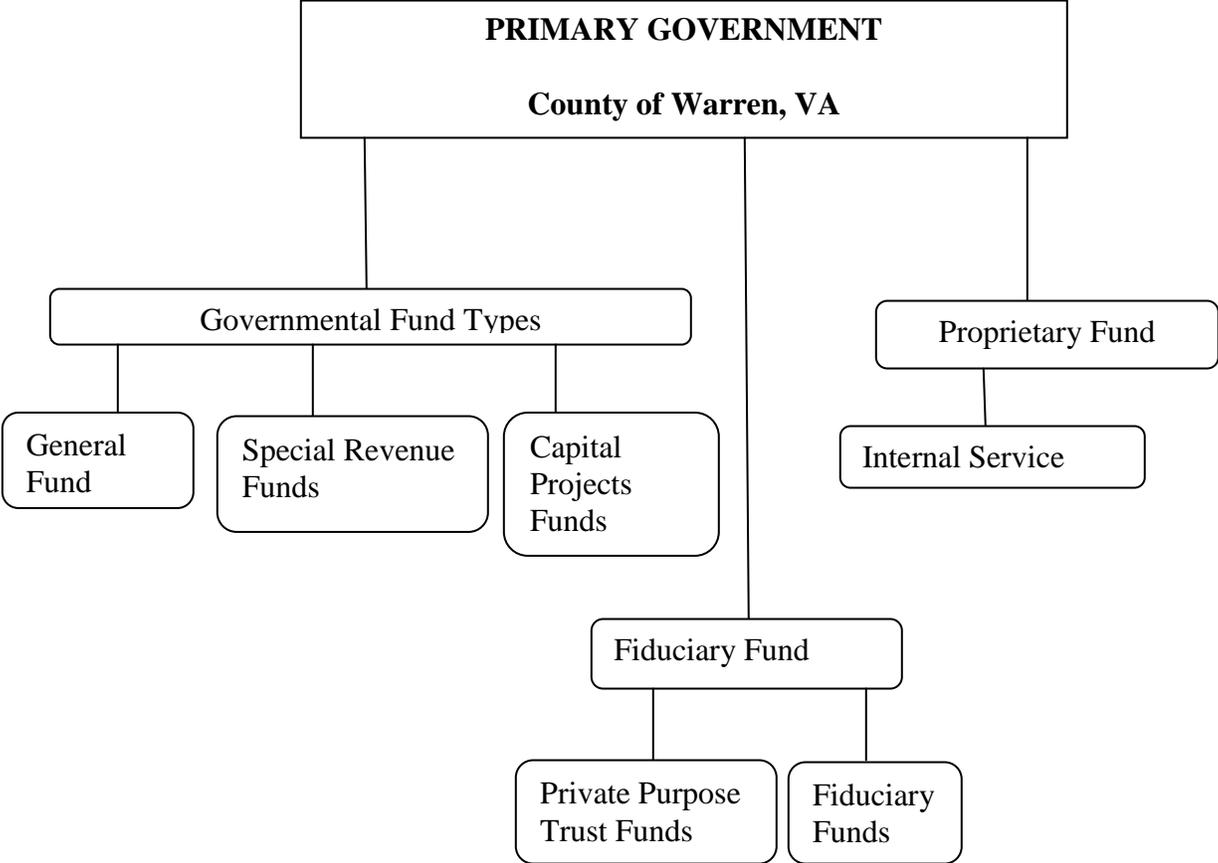
Budget Process

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.

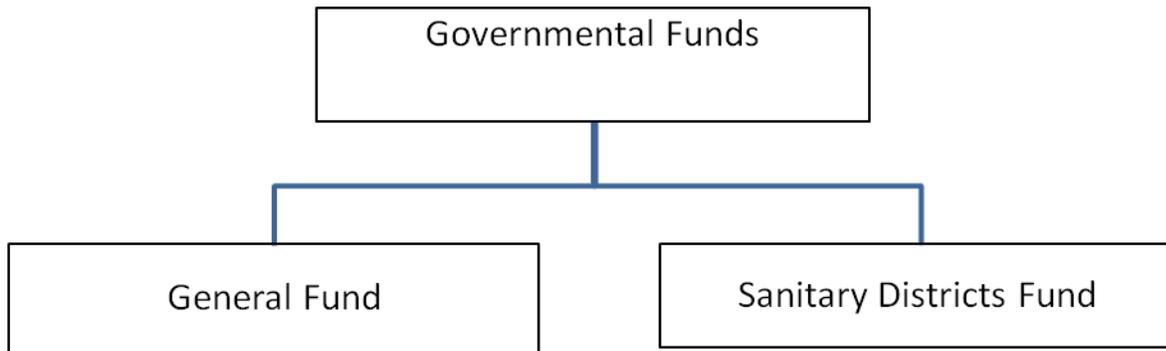
In January, the County Administrator meets with all County Department Heads to review their budget submittals. From January through March, a number of work sessions are held with the Board of Supervisors where the County Department Heads and outside agencies present their budgets. The County Administrator 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 2016-2017

OUTSIDE AGENCIES BUDGET REQUESTS

November 9, 2015	Mail out memo to agencies submitting budget requests to the County of Warren for FY 2016-2017
December 14, 2015	<ol style="list-style-type: none">1. Outside agencies budgets due2. Outside agencies must call the office by 2:00 p.m. to be put on the agenda for the work session to be held on January 26, 2016

ALL COUNTY DEPARTMENTS

November 23, 2015	FY 2016-2017 Budget Requests are given out and mailed out CONSTITUTIONAL OFFICERS MUST INCLUDE STATE REQUEST
January 4, 2016	Budgets due from all department heads
January 11-13, 2016	Mr. Stanley to meet with all department heads and Constitutional Officers

TENTATIVE DATES FOR BOARD OF SUPERVISORS WORK SESSIONS/MEETINGS

January 26, 2016	7:00 p.m. – GOVERNMENT CENTER CAUCUS ROOM – Work Session for outside agencies
February 2, 2016	10:30 a.m. – GOVERNMENT CENTER CAUCUS ROOM Health Department, EDA, Northwestern Community Services, SAAA Work Session
February 9, 2016	Board Work Session with all County Departments and Constitutional Officers TIME: 9:00 a.m. GOVERNMENT CENTER CAUCUS ROOM
February 16, 2016	7:30 p.m. – Special Board Meeting – Public Hearing to receive input on FY 2016-2017 Budget – GOVERNMENT CENTER BOARD ROOM
February 23, 2016	8:30 a.m. – GOVERNMENT CENTER CAUCUS ROOM School Board Work Session
March 8, 2016	9:00 a.m. – GOVERNMENT CENTER CAUCUS ROOM Work Session
March 15, 2016	8:00 p.m. – GOVERNMENT CENTER CAUCUS ROOM Work Session
March 22, 2016	9:00 a.m. – Special Board Meeting – Advertise Public Hearing GOVERNMENT CENTER BOARD ROOM
April 12, 2016	7:00 p.m. – Special Board Meeting – Public Hearing FY 2016-2017 Budget – GOVERNMENT CENTER BOARD ROOM
April 19, 2016	7:00 p.m. – Regular Board Meeting – Approve Budget GOVERNMENT CENTER BOARD ROOM

Adopted by Board of Supervisors on October 20, 2015, REVISED February 22, 2016

Fiscal Policy Guidelines

County of Warren, Virginia

Section Contents

Objectives

Capital Improvement Budget Policies

Debt Policies

Reserve Policies

Investment Policies

FISCAL POLICY GUIDELINES - OBJECTIVES

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

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

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

CAPITAL IMPROVEMENT BUDGET POLICIES

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

Fiscal Policy Guidelines - *Continued*

County of Warren, Virginia

DEBT POLICIES

1. The County will 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.

Fiscal Policy Guidelines - *Continued*

County of Warren, Virginia

RESERVE POLICIES

1. The County will establish an emergency reserve to pay for needs caused by unforeseen emergencies, including unanticipated expenditures of a nonrecurring nature, or to meet unexpected small increases in service delivery costs. This reserve will be budgeted at 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.

Warren County, Virginia

Annual Requirements on All Long-Term Debt

June 30, 2015

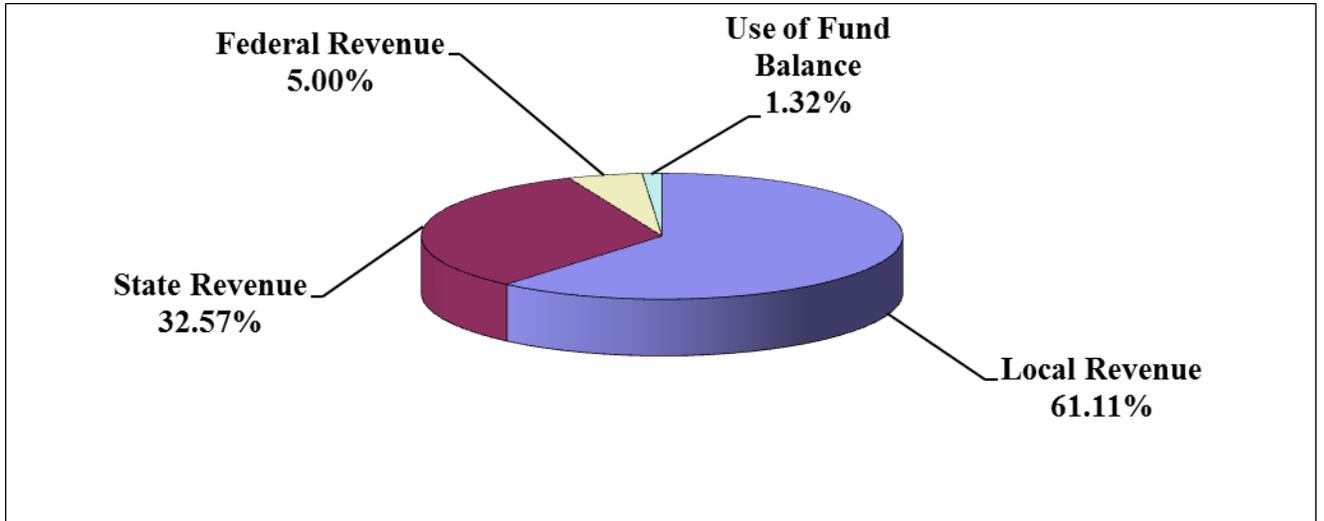
Year Ending June 30,	Bonds Payable		Capital Leases	
	Principal	Interest	Principal	Interest
2016	7,674,310	6,225,247	121,285	18,640
2017	5,468,442	5,805,573	145,153	16,014
2018	5,677,430	5,585,802	147,857	13,310
2019	5,871,398	5,354,896	150,640	10,527
2020	6,090,174	5,121,423	73,566	7,870
2021-2025	33,397,856	21,406,395	66,691	5,930
2026-2030	36,227,776	13,077,781	68,612	4,009
2031-2035	31,540,000	6,081,984	70,588	2,036
2036-2040	12,100,000	1,249,000	--	--
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Total	\$ <u>144,047,386</u>	\$ <u>69,908,101</u>	\$ <u>844,392</u>	\$ <u>78,336</u>

The County of Warren does not plan to issue any additional debt during Fiscal Year 2016 – 2017. There is no legal debt limit for counties in Virginia. The issuance of all county general obligation debt is subject to voter referendum, with the exception of Virginia Public School Authority (VPSA) Bonds and State Literary Fund Loans.

Approved Tax Rates

	Approved <u>2016</u>
Real Estate	\$0.62
Tangible Personal Property	\$4.00
Tangible Personal Property - Business Furniture & Fixtures/Equipment	\$4.00
Tangible Personal Property - Volunteer Fire & Rescue Squad Members	\$2.00
Tangible Personal Property - Aircraft	\$0.75
Machinery and Tools	\$1.95
Contract Carrier	\$1.95
Mobile Homes	\$0.62
Skyland Estates Sanitary District (per lot tax on lots in existence as of January 1, 2016)	\$0.35 per \$100 of assessed value of lot plus \$0.35 per \$100 of assessed value on improvements
Shenandoah Shores Sanitary District (per lot tax on lots in existence as of January 1, 2016)	\$115.00 per lot plus \$0.17 per \$100 of assessed value on improvements
South River Estates Sanitary District (per lot tax on lots in existence as of January 1, 2016)	\$300.00 per lot plus \$0.05 per \$100 of assessed value on improvements
Blue Mountain Sanitary District (per lot tax on lots in existence as of January 1, 2016)	\$65.00 per lot plus \$0.23 per \$100 of assessed value on improvements
Riverside Sanitary District (per lot tax on lots in existence as of January 1, 2016)	\$60.00 per lot plus \$0.17 per \$100 of assessed value on improvements
Shenandoah Farms Sanitary District (per lot tax on lots in existence as of January 1, 2016)	\$240.00 per unimproved lot; \$275.00 per improved lot
Cedarville Heights Sanitary District (per lot tax on lots in existence as of January 1, 2016)	\$50.00 per lot
High Knob Sanitary District (per lot tax on lots in existence as of January 1, 2016)	\$383.00 per unimproved lot; \$620.00 per improved lot
Linden Heights Sanitary District (per lot tax on lots in existence as of January 1, 2016)	\$350 per lot

FY 2016-2017 Total County Revenues
\$105,895,622

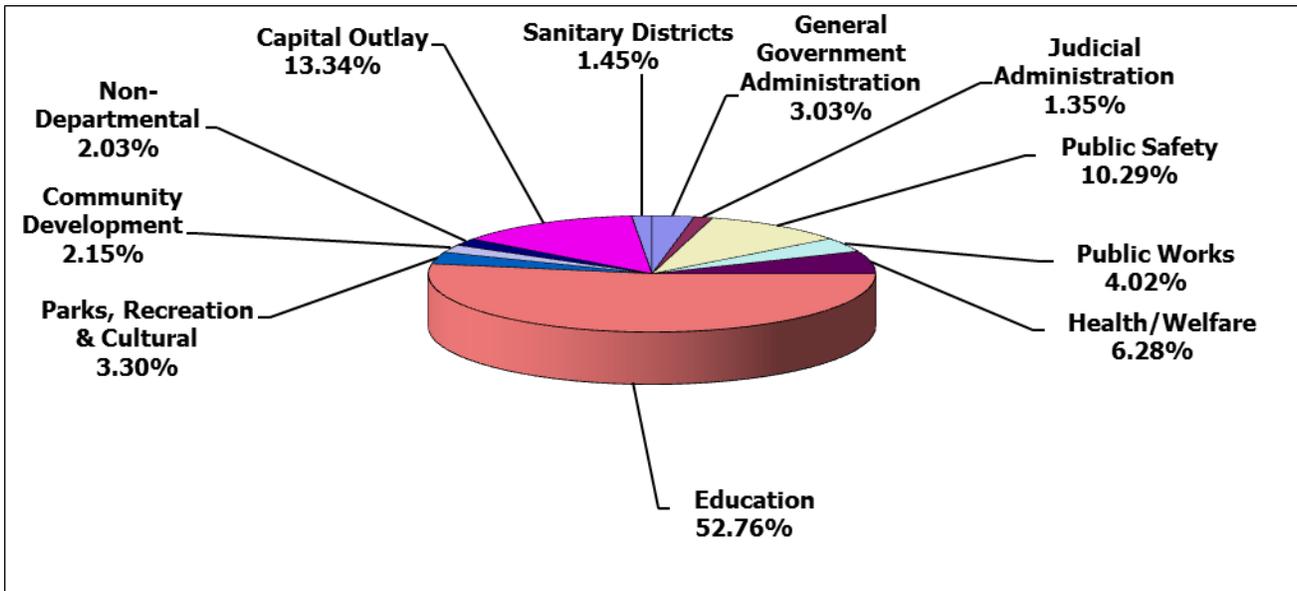


	FY 2014-2015 Actual	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	% of Total
Total County Revenues				
Local Revenue				
Property Taxes	45,016,018	46,072,987	48,194,645	45.51%
Property Taxes - Sanitary Districts	1,570,699	1,606,731	1,535,944	1.45%
Other Local Revenue	11,938,208	12,830,186	12,990,348	12.27%
Other Local Revenue - School Funds	1,901,304	2,029,662	1,990,536	1.88%
Subtotal	60,426,229	62,539,566	64,711,473	61.11%
State Revenue				
General Fund	6,140,882	6,483,674	6,476,564	6.12%
School Funds	27,165,221	27,255,683	28,018,079	26.46%
Subtotal	33,306,103	33,739,357	34,494,643	32.57%
Federal Revenue				
General Fund	2,073,986	1,364,206	1,580,749	1.49%
School Funds	4,028,834	3,503,717	3,709,476	3.50%
Subtotal	6,102,820	4,867,923	5,290,225	5.00%
Use of Fund Balance				
General Fund	1,187,480	1,144,556	1,399,281	1.32%
Health Fund	0	0	0	0.00%
School Funds	0	0	0	0.00%
Subtotal	1,187,480	1,144,556	1,399,281	1.32%
Total Revenue	\$101,022,632	\$102,291,402	\$105,895,622	100.00%

Revenue Summary
FY 2016-2017
County of Warren, Virginia

Revenue Source	General Fund	Sanitary Districts Fund	School Operating Fund	School Cafeteria Fund	Total Budgeted Revenue
LOCAL					
General Property Taxes	49,021,145	1,535,944	0	0	50,557,089
Other Local Taxes	7,707,000	0	0	0	7,707,000
Permits, Fees & Licenses	1,024,147	0	0	0	1,024,147
Fines and Forfeitures	100,000	0	0	0	100,000
Revenue from Use of Money & Property	436,680	0	0	0	436,680
Charges for Services	1,852,221	0	0	1,213,945	3,066,166
Miscellaneous	215,000	0	776,591	0	991,591
Recovered Costs	828,800	0	0	0	828,800
Total Local Revenue	61,184,993	1,535,944	776,591	1,213,945	64,711,473
STATE					
Non-categorical Aid	1,101,000	0	0	0	1,101,000
Categorical Aid - Shared Expenses	2,675,373	0	0	0	2,675,373
Categorical Aid	2,700,191	0	27,968,701	49,378	30,718,270
Total State Revenue	6,476,564	0	27,968,701	49,378	34,494,643
FEDERAL					
Non-categorical Aid	50,000	0	0	0	50,000
Categorical Aid	1,530,749	0	2,318,898	1,390,578	5,240,225
Total Federal Revenue	1,580,749	0	2,318,898	1,390,578	5,290,225
NON-REVENUE RECEIPTS					
Funding from Fund Balance	1,399,281	0	0	0	1,399,281
TOTAL	\$70,641,587	\$1,535,944	\$31,064,190	\$2,653,901	\$105,895,622

FY 2016-2017 Total County Expenditures
\$105,895,622



	FY 2014-2015 Actual	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	% of Total
Total County Expenditures				
General Government Administration	3,123,341	3,165,751	3,211,029	3.03%
Judicial Administration	1,304,126	1,416,549	1,429,469	1.35%
Public Safety	10,133,377	10,634,242	10,896,655	10.29%
Public Works	3,862,127	4,210,046	4,258,520	4.02%
Health/Welfare	5,969,042	6,628,894	6,651,621	6.28%
Education	54,086,429	54,258,190	55,866,657	52.76%
Parks, Recreation & Cultural	3,405,117	3,370,133	3,491,034	3.30%
Community Development	1,605,063	2,232,406	2,276,422	2.15%
Non-Departmental	269,080	1,306,015	2,149,125	2.03%
Capital Outlay	18,343,263	13,462,445	14,129,146	13.34%
Sanitary Districts	1,404,759	1,606,731	1,535,944	1.45%
Total Expenditures	\$103,505,724	\$102,291,401	\$105,895,622	100.00%
Total Expenditures*				
*Excludes transfers				

**Summary of Approved Expenditures
FY 2016-2017
County of Warren, Virginia**

Fund and Department	Personnel Expenses	Operating Expenses	Capital Expenses	Total Expenses
GENERAL FUND:				
GENERAL GOVERNMENT ADMINISTRATION				
Board of Supervisors	70,207	153,000	0	223,207
County Administration	616,742	50,620	14,500	681,862
County Attorney's Office	292,405	23,405	2,000	317,810
Office of the Commissioner of the Revenue	593,965	54,870	16,453	665,288
Reassessment	0	125,000	0	125,000
Treasurer's Office	418,310	102,750	4,250	525,310
Finance and Purchasing	357,973	17,975	7,400	383,348
Elections	218,229	65,025	5,950	289,204
Total	2,567,831	592,645	50,553	3,211,029
JUDICIAL ADMINISTRATION				
Circuit Court	25,600	6,100	750	32,450
General District Court	0	17,845	4,400	22,245
Magistrates	0	5,550	1,500	7,050
Juvenile and Domestic Court	0	13,100	7,100	20,200
Clerk of Circuit Court	499,067	41,275	7,800	548,142
Law Library	0	24,000	0	24,000
Commonwealth's Attorney	752,782	20,600	2,000	775,382
Total	1,277,449	128,470	23,550	1,429,469
PUBLIC SAFETY				
Sheriff's Department	3,456,798	420,496	249,330	4,126,624
Court Security	0	0	0	0
E-911 System	357,159	146,784	27,690	531,633
Volunteer Fire and Rescue	0	943,210	0	943,210
Corrections	972,984	47,145	19,000	1,039,129
Work Release	0	0	0	0
Probation	58,707	3,500	0	62,207
Building Inspections	456,926	106,638	13,500	577,064
Animal Control	257,322	348,426	27,370	633,118
Medical Examiner	0	500	0	500
Fire and Rescue Department	2,246,196	181,374	55,500	2,483,070
Cost Recovery	0	347,600	152,500	500,100
Total	\$7,806,092	\$2,545,673	\$544,890	\$10,896,655

Fund and Department	Personnel Expenses	Operating Expenses	Capital Expenses	Total Expenses
PUBLIC WORKS				
Streets and Highways	6,000	20,000	0	26,000
Refuse Collection	293,170	516,490	11,400	821,060
Refuse Disposal	334,349	1,889,600	231,289	2,455,238
Building and Grounds	289,522	617,700	49,000	956,222
Total	923,041	3,043,790	291,689	4,258,520
HEALTH AND WELFARE				
Health	0	337,935	0	337,935
Mental Health and Disability	0	321,355	0	321,355
Social Services	2,496,687	1,499,291	0	3,995,978
Other Social Services	0	116,512	0	116,512
Children's Service Act	78,641	1,801,200	0	1,879,841
Total	2,575,328	4,076,293	0	6,651,621
EDUCATION				
Community College	0	35,622	0	35,622
Total	0	35,622	0	35,622
PARKS, RECREATION AND CULTURAL				
Parks and Recreation	1,533,789	883,961	112,462	2,530,212
Library Museum Cult. Enrichment	0	960,822	0	960,822
Total	1,533,789	1,844,783	112,462	3,491,034
COMMUNITY DEVELOPMENT				
Planning and Zoning Administration	329,993	64,782	11,500	406,275
Economic Development	0	1,532,581	0	1,532,581
Front Royal/Warren County Airport	16,200	95,843	74,401	186,444
Environmental Management	0	35,500	0	35,500
Gypsy Moth Control	0	0	0	0
VPI Extension Service	105,472	10,150	0	115,622
Total	451,665	1,738,856	85,901	2,276,422
NON-DEPARTMENTAL				
	107,812	2,041,313	0	2,149,125
CAPITAL OUTLAY				
	0	0	14,129,146	14,129,146
<u>GENERAL FUND TOTAL</u>	\$17,243,007	\$16,047,445	\$15,238,191	\$48,528,643
<u>SCHOOL OPERATING FUND</u>	\$43,431,948	\$7,981,886	\$1,763,300	\$53,177,134
<u>SCHOOL CAFETERIA FUND</u>	\$842,110	\$1,639,938	\$171,853	\$2,653,901
<u>SANITARY DISTRICTS FUND</u>	\$222,683	\$1,273,261	\$40,000	\$1,535,944

**Statement of Change in Fund Balance
FY 2016-2017**

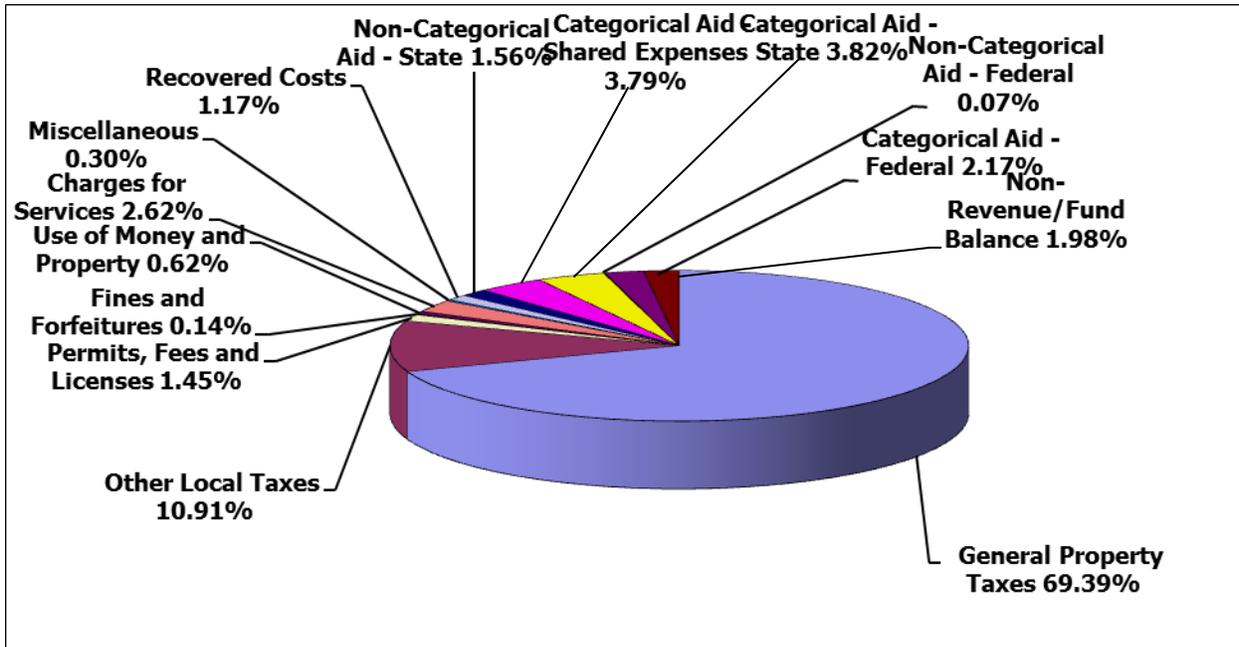
General Fund

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

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

	General Fund	Sanitary Districts Fund	School Operating Fund	School Cafeteria Fund
	_____	_____	_____	_____
Estimated Fund Balance, Beginning of Year	\$ 13,758,297	\$ 512,700	\$ 0	\$ 849,740
Budgeted Revenues	70,641,587	1,535,944	31,064,190	2,653,901
Budgeted Expenditures	(48,528,643)	(1,535,944)	(53,177,134)	(2,653,901)
Transfers from/to Other Funds	(22,112,944)		22,112,944	
Estimated Fund Balance, End of Year	\$ 13,758,297	\$ 512,700	\$ 0	\$ 849,740

**FY 2016-2017 General Fund Revenue
\$70,641,587**



	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	FY 2015-2016 BUDGETED	FY 2016-2017 BUDGETED	% OF TOTAL
General Fund Revenues					
Local Revenue					
General Property Taxes	44,389,391	45,823,538	46,833,987	49,021,145	69.39%
Other Local Taxes	7,958,849	7,229,769	7,975,849	7,707,000	10.91%
Permits, Fees and Licenses	987,326	790,522	969,670	1,024,147	1.45%
Fines and Forfeitures	73,061	100,564	100,000	100,000	0.14%
Use of Money and Property	425,000	276,770	275,000	436,680	0.62%
Charges for Services	1,481,812	1,673,857	1,674,467	1,852,221	2.62%
Miscellaneous	237,000	275,538	237,000	215,000	0.30%
Recovered Costs	783,200	783,668	837,200	828,800	1.17%
Subtotal	56,335,639	56,954,226	58,903,173	61,184,993	86.61%
State Revenue					
Non-Categorical Aid - State	1,133,800	1,083,924	1,073,800	1,101,000	1.56%
Categorical Aid - Shared Expenses	2,455,535	2,550,588	2,641,529	2,675,373	3.79%
Categorical Aid - State	2,796,149	2,506,370	2,768,345	2,700,191	3.82%
Subtotal	6,385,484	6,140,882	6,483,674	6,476,564	9.17%
Federal Revenue					
Non-Categorical Aid - Federal	50,000	47,017	53,000	50,000	0.07%
Categorical Aid - Federal	1,430,980	2,026,969	1,311,206	1,530,749	2.17%
Subtotal	1,480,980	2,073,986	1,364,206	1,580,749	2.24%
Non-Revenue/Fund Balance	865,000	1,187,480	1,144,556	1,399,281	1.98%
Total General Fund Revenues	\$65,067,103	\$66,356,574	\$67,895,609	\$70,641,587	100.00%

Revenues

General Property Taxes:

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

Real estate taxes are assessed by the Office of the Commissioner of the Revenue. The FY 2017 Budget was adopted with a real estate tax rate for calendar year 2016 of \$0.62 per \$100 of assessed value, which is an increase of \$0.025 from the 2015 rate of \$0.595.

Personal property taxes are levied on personally owned items and business equipment, mainly vehicles. Taxes on personal property are prorated based on the number of months in the County. The current personal property tax rate is \$4.00 per \$100 of assessed value. The Personal Property Tax Relief Act of 1998 (PPTRA) established a statewide program by which the Commonwealth of Virginia was to provide relief for owners of personal use motor vehicles from city, county, and town personal property tax on those vehicles. Effective in FY 2007, the state established a fixed amount of \$950 million for the personal property tax relief. The portion that the County of Warren currently receives is \$4,552,220 annually.

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

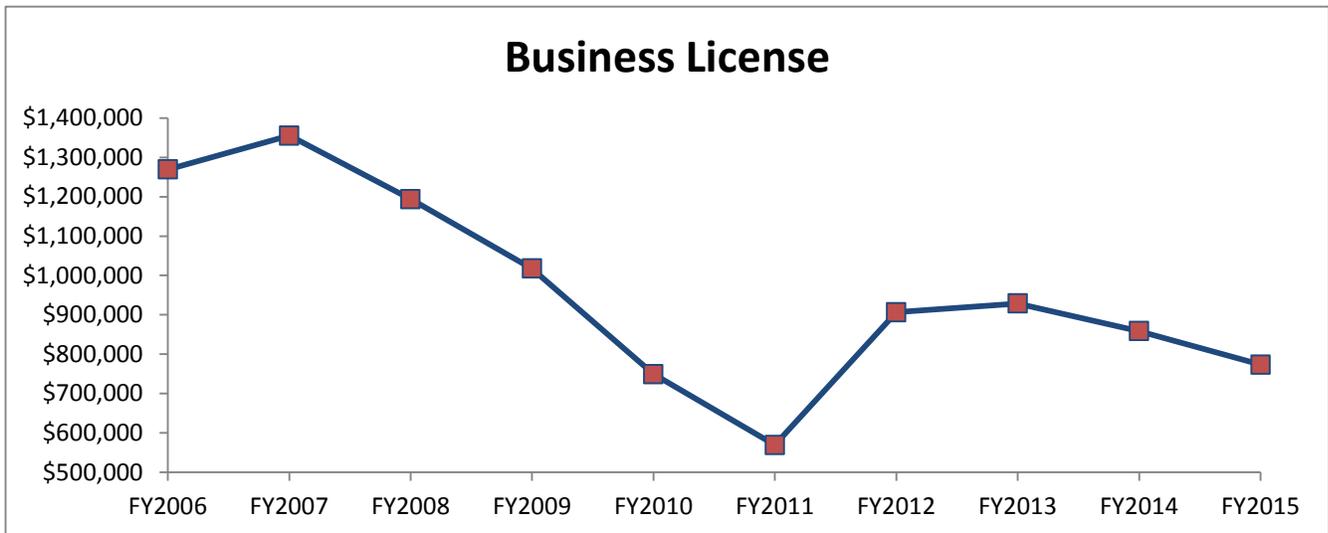
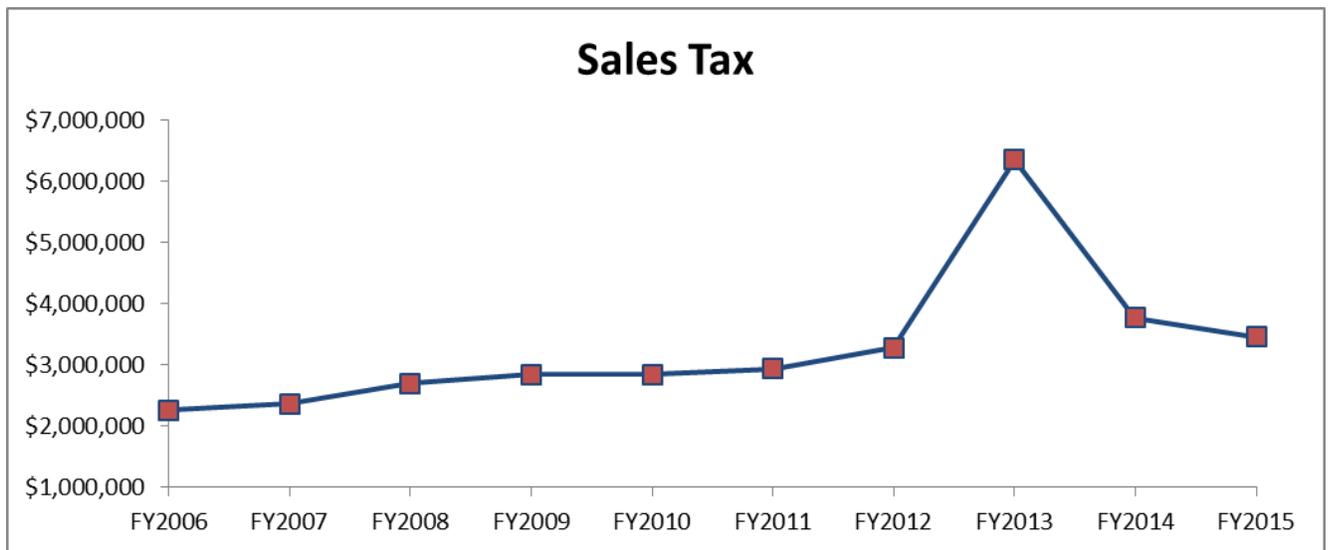
General Property Taxes:	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	FY 2015-2016 BUDGETED	FY 2016-2017 BUDGETED
Real Property Taxes	23,444,068	23,301,053	24,206,664	25,361,147
Public Service Corporation Taxes	5,150,000	5,873,148	6,700,000	6,950,700
Personal Property Taxes	14,005,983	14,631,196	14,005,983	14,625,000
Mobile Homes	10,340	9,336	10,340	7,798
Machinery and Tools	1,018,000	1,201,285	1,150,000	1,250,000
Land Redemptions	1,000	0	1,000	0
Rollback Taxes	0	0	0	0
Mineral Rights	0	3,148	0	1,500
Penalties	435,000	463,939	435,000	475,000
Interest	325,000	340,433	325,000	350,000
TOTAL	\$44,389,391	\$45,823,538	\$46,833,987	\$49,021,145

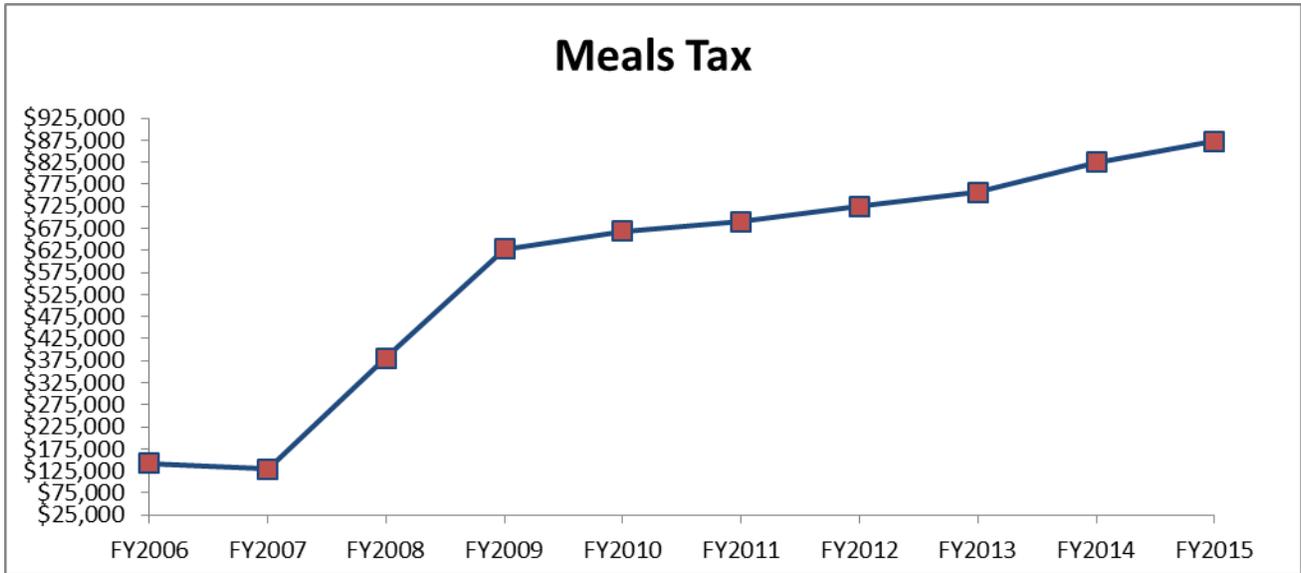
PROPERTY TAX RATES Last Ten Calendar Years				
Calendar Year	Real Estate	Personal Property	Machinery and Tools	Mobile Homes
2007	\$0.45	\$3.15	\$1.30	\$0.45
2008	\$0.45	\$3.15	\$1.30	\$0.45
2009	\$0.46	\$4.00	\$1.30	\$0.46
2010	\$0.46	\$4.00	\$1.30	\$0.46
2011	\$0.59	\$4.00	\$1.30	\$0.59
2012	\$0.59	\$4.00	\$1.30	\$0.59
2013	\$0.59	\$4.00	\$1.30	\$0.59
2014	\$0.61	\$4.00	\$1.95	\$0.61
2015	\$0.595	\$4.00	\$1.95	\$0.595
2016	\$0.62	\$4.00	\$1.95	\$0.62

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 5.3% of which 1% is the local portion and is returned to the locality. One half of the amount that is returned to the locality is shared proportionally with the Town of Front Royal based on the percentage of the school age population in the Town to the school age population of the entire County. Sales tax revenue peaked in FY 2013 mainly due to the construction of the Dominion power plant project. Recordation taxes are collected when instruments are recorded relating to property located in the County. Revenue generated from the meals and beverage tax is used solely for public school capital improvement projects. Beginning in 1970, Warren County was the only locality in the Commonwealth of Virginia that had the ability to collect Business License (BPOL) taxes within a town in its jurisdiction. The County reached the agreement in lieu of implementing a merchants capital tax. Starting in FY 2007-2008, the Town of Front Royal began phasing out the County's ability to collect the BPOL tax by reducing the effective rate by 2 per year over a 4-year period. The phase-out was completed in FY 2010-2011. Unfortunately, the phase-out coupled with the downturn in the economy has led the County to less than expected collections. The County saw additional BPOL revenue in FY 2011-2012 through FY 2014-2015 associated with the construction of the Dominion power plant project.

Other Local Taxes	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	FY 2015-2016 BUDGETED	FY 2016-2017 BUDGETED
Local Sales Tax	4,000,000	3,459,402	4,000,000	3,800,000
Consumer Utility Tax	750,000	696,551	750,000	750,000
Business License	1,036,194	773,357	1,036,194	800,000
Motor Vehicle License Tax	818,555	874,721	818,555	875,000
Taxes on Recordation & Wills	558,000	482,158	525,000	532,000
Meals Tax	725,000	871,933	775,000	875,000
Occupancy Tax	71,100	71,647	71,100	75,000
TOTAL	\$7,958,849	\$7,229,769	\$7,975,849	\$7,707,000

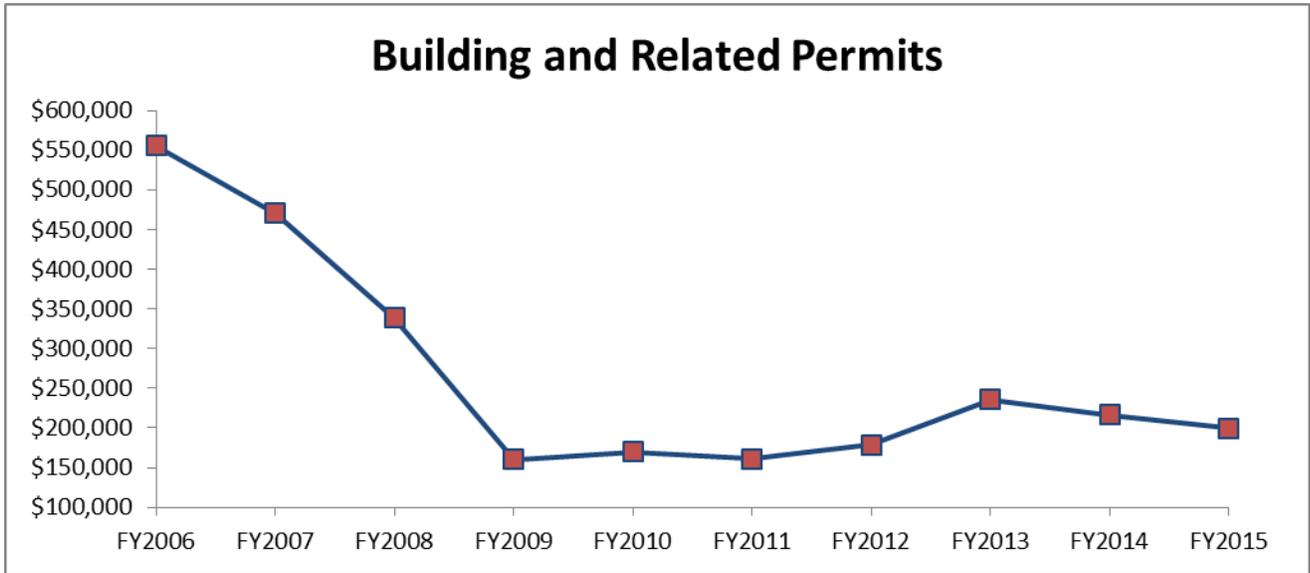




Permits, Fees, and Licenses:

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 appears to be a leveling out of building and related permits since the FY 2008 housing market slump. Building permit revenue and inspection activity picked up in FY 2012-2013 and FY 2013-2014 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.

	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	FY 2015-2016 BUDGETED	FY 2016-2017 BUDGETED
Permits, Fees & Licenses				
Animal Licenses	47,596	43,962	47,596	47,500
Building and Related Permits	265,000	199,267	265,000	275,000
Zoning, Rezoning, and Subdivision fees	30,000	25,939	10,000	25,000
Transfer Fees	1,730	1,452	1,730	1,500
Parks & Rec. User Fees	243,100	257,568	302,309	333,131
Golf Club Fees	342,400	182,109	248,035	247,016
Septage Fees	57,500	80,225	95,000	95,000
TOTAL	\$987,326	\$790,522	\$969,670	\$1,024,147



Fines and Forfeitures:

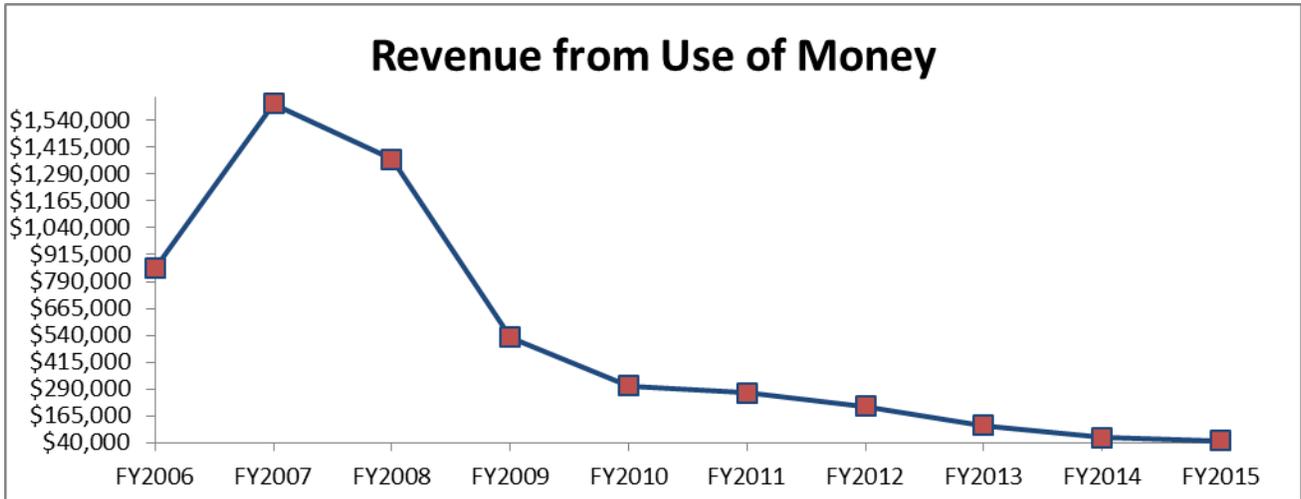
Fines and forfeitures are revenues collected for court fines and forfeitures as a result of violations of local ordinances and regulations.

Fines and Forfeitures:	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	FY 2015-2016 BUDGETED	FY 2016-2017 BUDGETED
Court Fines and Forfeitures	73,061	100,564	100,000	100,000
TOTAL	\$73,061	\$100,564	\$100,000	\$100,000

Revenue from Use of Money and Property:

Revenue from Use of Money is the return on cash investments. Due to declining interest rates in recent years, this amount has been reduced. Revenue from Use of Property comes from the rental of County owned property.

Revenue from Use of Money and Property:	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	FY 2015-2016 BUDGETED	FY 2016-2017 BUDGETED
Revenue from Use of Money	250,000	47,327	100,000	75,000
Revenue from Use of Property	175,000	229,443	175,000	361,680
TOTAL	\$425,000	\$276,770	\$275,000	\$436,680



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:	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	FY 2015-2016 BUDGETED	FY 2016-2017 BUDGETED
Excess Fees of Clerk	20,000	0	0	0
Sheriff's Fees	0	2,396	0	0
Courthouse Security Fees	65,000	69,443	70,000	140,000
Administrative Fees	190,000	183,460	200,000	200,000
Sanitary District Fees	82,833	91,044	83,488	100,000
Law Library Fees	24,000	7,691	24,000	24,000
Courthouse Maintenance Fees	27,500	20,499	27,500	25,000
Courthouse Construction/Ren. Fees	35,000	30,655	35,000	35,000
Weapons Permits Fees	25,000	16,857	25,000	20,000
Bank Franchise Fees	0	56,774	10,000	10,000
Charges for Commonwealth's Atty.	4,277	4,585	4,277	4,277
Inmate Phone Usage	0	12,775	0	0
Airport Hangar Rental Fees	158,202	172,620	158,202	186,444
VA Inland Port Authority	0	17,463	17,000	17,500
Reimb Shen Farms Manager	0	47,687	20,000	40,000
Work Release Fees	0	10,437	0	0
Charges for Sanitation & Waste Removal	850,000	899,556	1,000,000	1,050,000
Charges for Other and Sale of Maps	0	29,915	0	0
TOTAL	\$1,481,812	\$1,673,857	\$1,674,467	\$1,852,221

Miscellaneous:

Miscellaneous	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	FY 2015-2016 BUDGETED	FY 2016-2017 BUDGETED
Miscellaneous	150,000	196,455	150,000	165,000
Sale of Recyclable Materials	<u>87,000</u>	<u>79,083</u>	<u>87,000</u>	<u>50,000</u>
TOTAL	\$237,000	\$275,538	\$237,000	\$215,000

Recovered Costs:

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

Recovered Costs	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	FY 2015-2016 BUDGETED	FY 2016-2017 BUDGETED
Expenditure Refunds	20,000	19,582	18,000	18,000
Other Recovered Costs	<u>763,200</u>	<u>764,086</u>	<u>819,200</u>	<u>810,800</u>
TOTAL	\$783,200	\$783,668	\$837,200	\$828,800

Non-categorical Aid – State:

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

Non-categorical Aid	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	FY 2015-2016 BUDGETED	FY 2016-2017 BUDGETED
Communication Tax	925,000	888,100	925,000	900,000
Motor Vehicle Carriers' Tax	45,000	63,129	45,000	60,000
Mobile Home Titling Tax	3,800	732	3,800	1,000
State Recordation Tax	<u>160,000</u>	<u>131,963</u>	<u>100,000</u>	<u>140,000</u>
TOTAL	\$1,133,800	\$1,083,924	\$1,073,800	\$1,101,000

Reduction in State Aid to Localities:

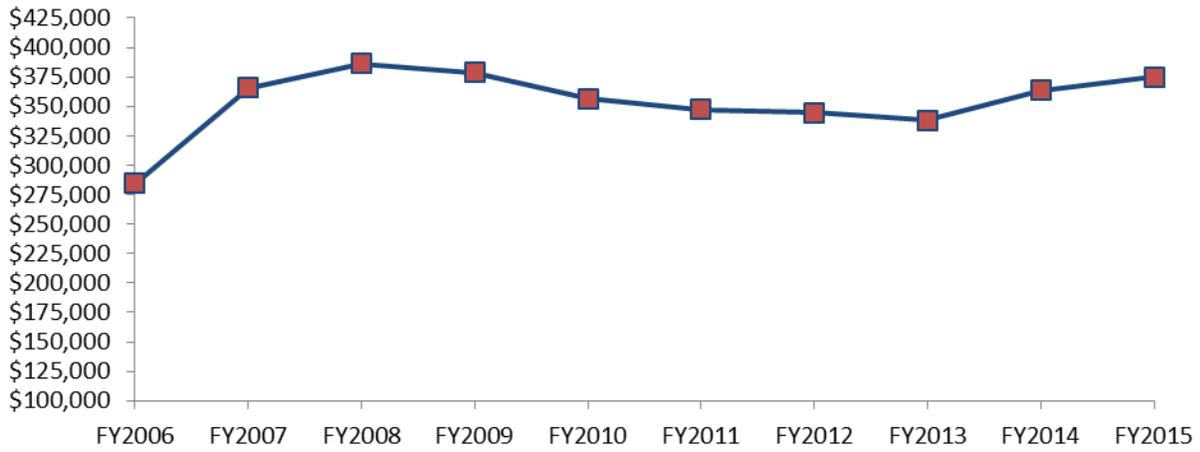
In FY 2009 & FY 2010, the State budget called for a \$50 million reduction in state aid to localities. In FY 2011 & FY 2012, this reduction in state aid to localities increased to \$60 million. In FY 2013, this was reduced to the \$50 million level. Warren County’s share of this reduction was \$256,886. 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 FY 2011-2012 and FY 2012-2013, the County elected to have the entire reduction withheld from the State payment for specific programs. In FY 2013-2014, the State budget no longer called for a reduction in state aid to localities. In FY 2014-2015, after the budget was adopted, the State implemented reductions in state aid to local governments in the amount of \$30 million. Warren County’s share of this reduction was \$79,019. The County elected again to have the entire reduction withheld from the State payment for specific programs. In FY 2015-2016, the State budget did not call for a reduction in state aid to localities.

Categorical Aid – Shared Expenses:

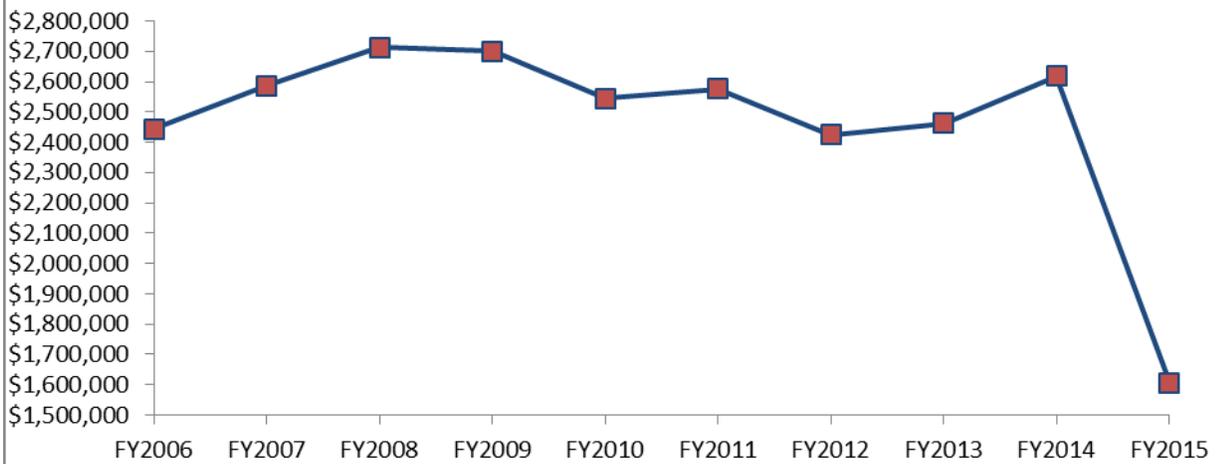
Categorical Aid – Shared Expenses include funding received from the State Compensation Board for a portion of the salaries, benefits and certain office expenses of constitutional officers and their departments. The departments include Commonwealth’s Attorney, Sheriff, Commissioner of the Revenue, Treasurer, and Clerk of Circuit Court. The State Board of Elections provides funding for the Registrar. This amount of funding received from the State started to decline generally in FY 2009 but has increased slightly in FY 2013-2014 and FY 2014-2015 mainly due to the elimination of the reduction in State aid to localities. In July 2014, the new RSW Regional Jail began operations. Consequently, the local jail operated by Warren County closed and funding provided by the Compensation Board relevant to the operations of the Warren Count Jail has been eliminated beginning in the FY 2014-2015 budget.

Categorical Aid - Shared Expenses	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	F Y2015-2016 BUDGETED	FY 2016-2017 BUDGETED
Commonwealth's Attorney	380,742	374,915	399,488	404,685
Sheriff	1,499,046	1,605,915	1,652,842	1,674,344
Commissioner of the Revenue	140,344	138,647	144,350	146,228
Treasurer	103,519	103,909	106,937	108,328
Registrar/Electoral Board	40,000	39,782	40,000	40,000
Clerk of the Circuit Court	291,884	287,420	297,912	301,788
TOTAL	\$2,455,535	\$2,550,588	\$2,641,529	\$2,675,373

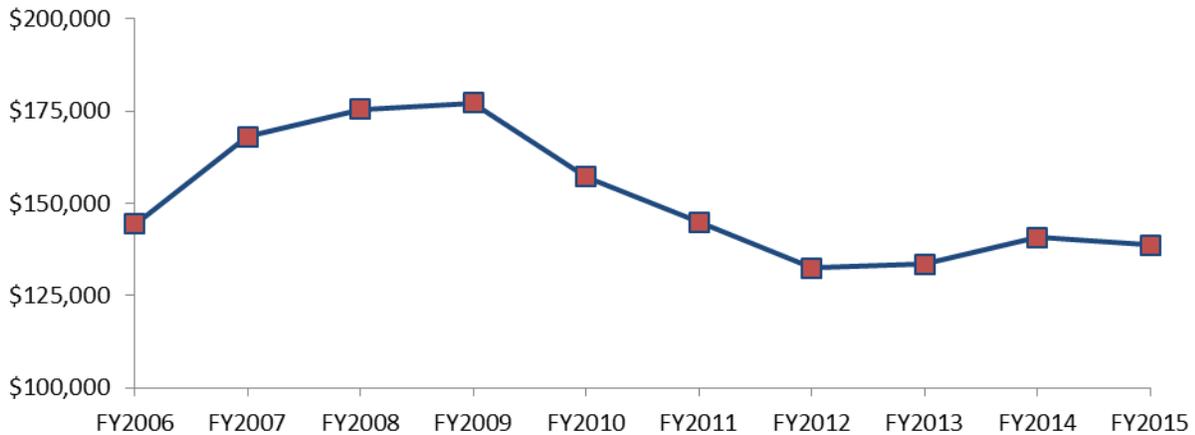
Shared Expenses - Commonwealth's Attorney

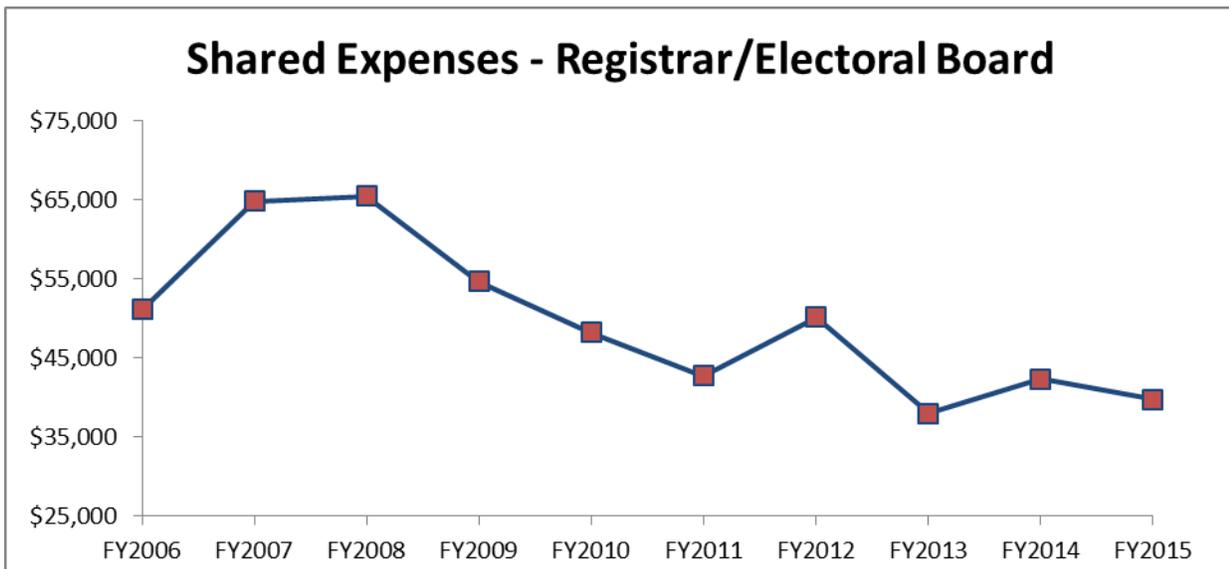
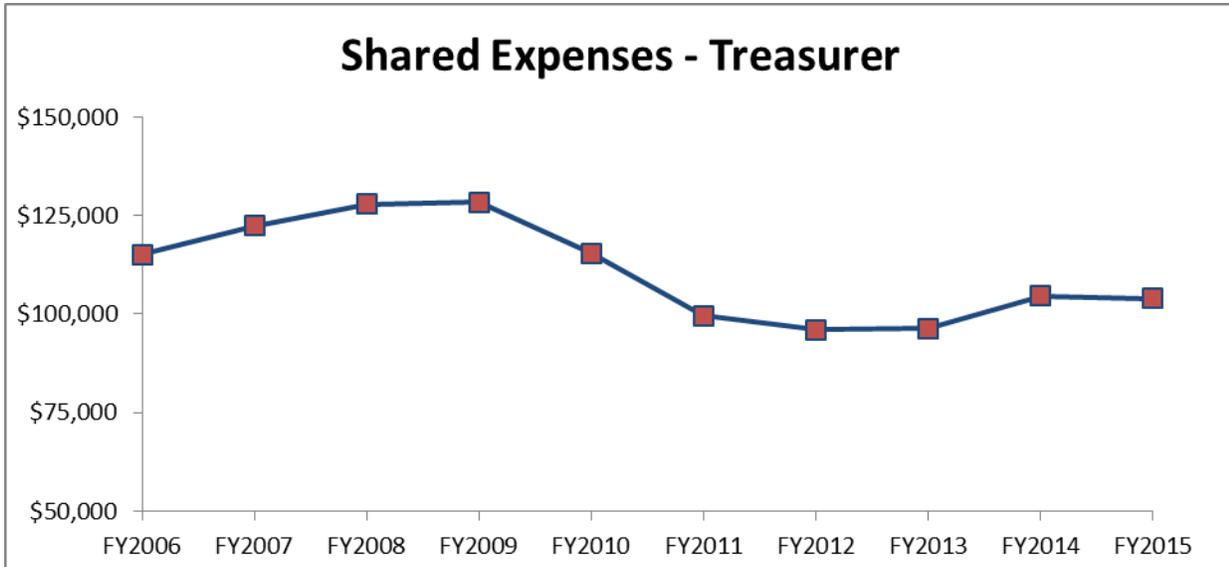


Shared Expenses - Sheriff



Shared Expenses - Commissioner of the Revenue





Categorical Aid – State:

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

Categorical Aid	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	FY 2015-2016 BUDGETED	FY 2016-2017 BUDGETED
Welfare Admin. and Public Assistance	1,326,830	1,009,947	1,314,070	1,331,916
Children’s Services Act	1,190,412	877,421	1,163,942	1,040,442
Emergency Medical Services (Four for Life)	40,300	39,624	40,300	40,300
Fire Programs Funds	46,033	73,295	46,033	46,033
Care of Prisoners	0	20,160	0	0
Technology Trust Funds	0	13,739	0	0
Abandoned Vehicle Program	20,000	500	20,000	20,000
Va. Domestic Violence Victims Grant	40,000	40,359	40,000	45,000
Victim Witness Grant	46,574	52,090	54,000	64,000
SRO Grant	0	27,495	0	27,500
E911	45,000	45,632	45,000	45,000
VJCCA Grant	36,000	35,515	40,000	35,000
Airport Grants	0	25,761	0	0
Local Gov't. Challenge Grant	5,000	5,000	5,000	5,000
Litter Control Grant	0	13,262	0	0
VDOT - Revenue Sharing	0	114,239	0	0
Highway Maintenance Funds	0	25,542	0	0
Other Categorical Aid	0	8,004	0	0
TOTAL	\$2,796,149	\$2,426,585	\$2,768,345	\$2,700,191

Non-categorical Aid – Federal:

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

Non-categorical Aid - Federal	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	FY 2015-2016 BUDGETED	FY 2016-2017 BUDGETED
Payments in Lieu of Taxes	50,000	47,017	53,000	50,000
TOTAL	\$50,000	\$47,017	\$53,000	\$50,000

Categorical Aid – Federal:

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

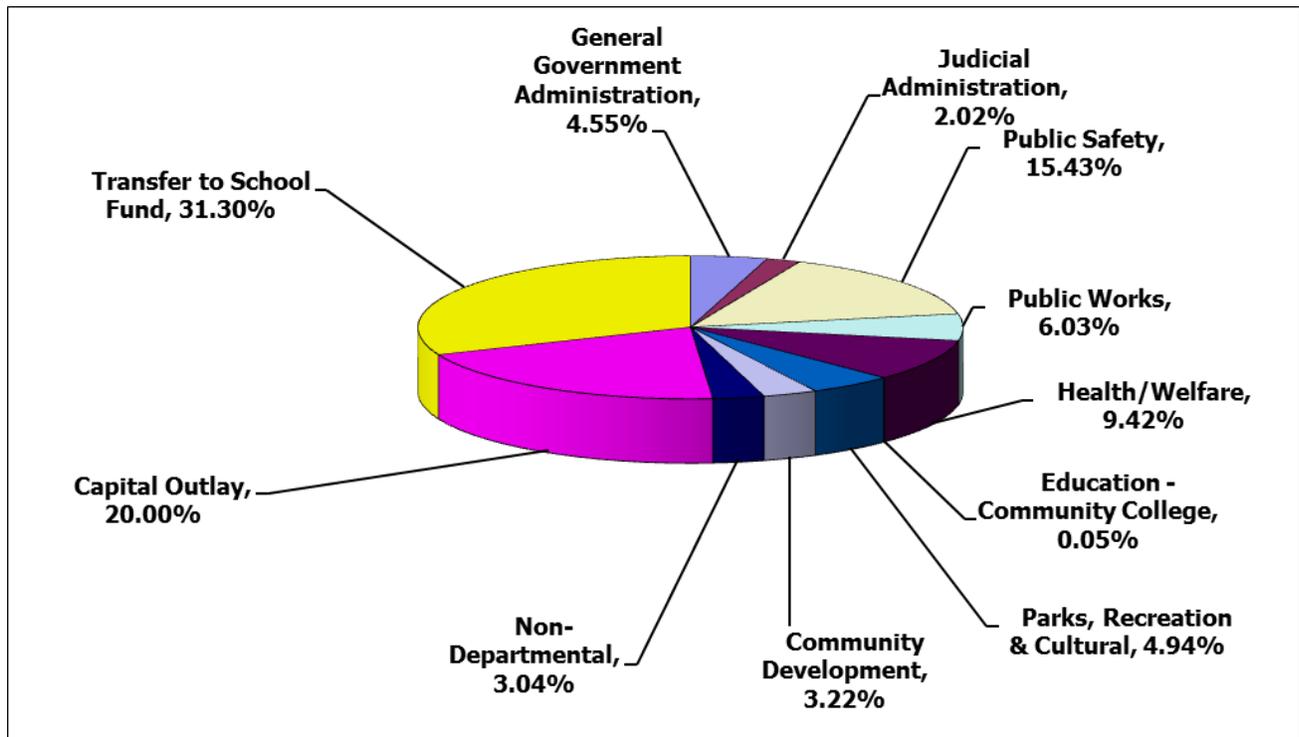
Categorical Aid - Federal	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	FY 2015-2016 BUDGETED	FY 2016-2017 BUDGETED
Welfare Admin. and Public Assistance	1,380,980	1,639,551	1,311,206	1,530,749
Ed Byrne Memorial State & Local Law Enf.	50,000	0	0	0
Airport Improvement Program Grants	0	233,710	0	0
Other- Grants	0	153,708	0	0
TOTAL	\$1,430,980	\$2,026,969	\$1,311,206	\$1,530,749

Non-Revenue Receipts:

This category is used when needed to balance the budget using reserve in the fund balance. Fund balance is generally used for capital items only.

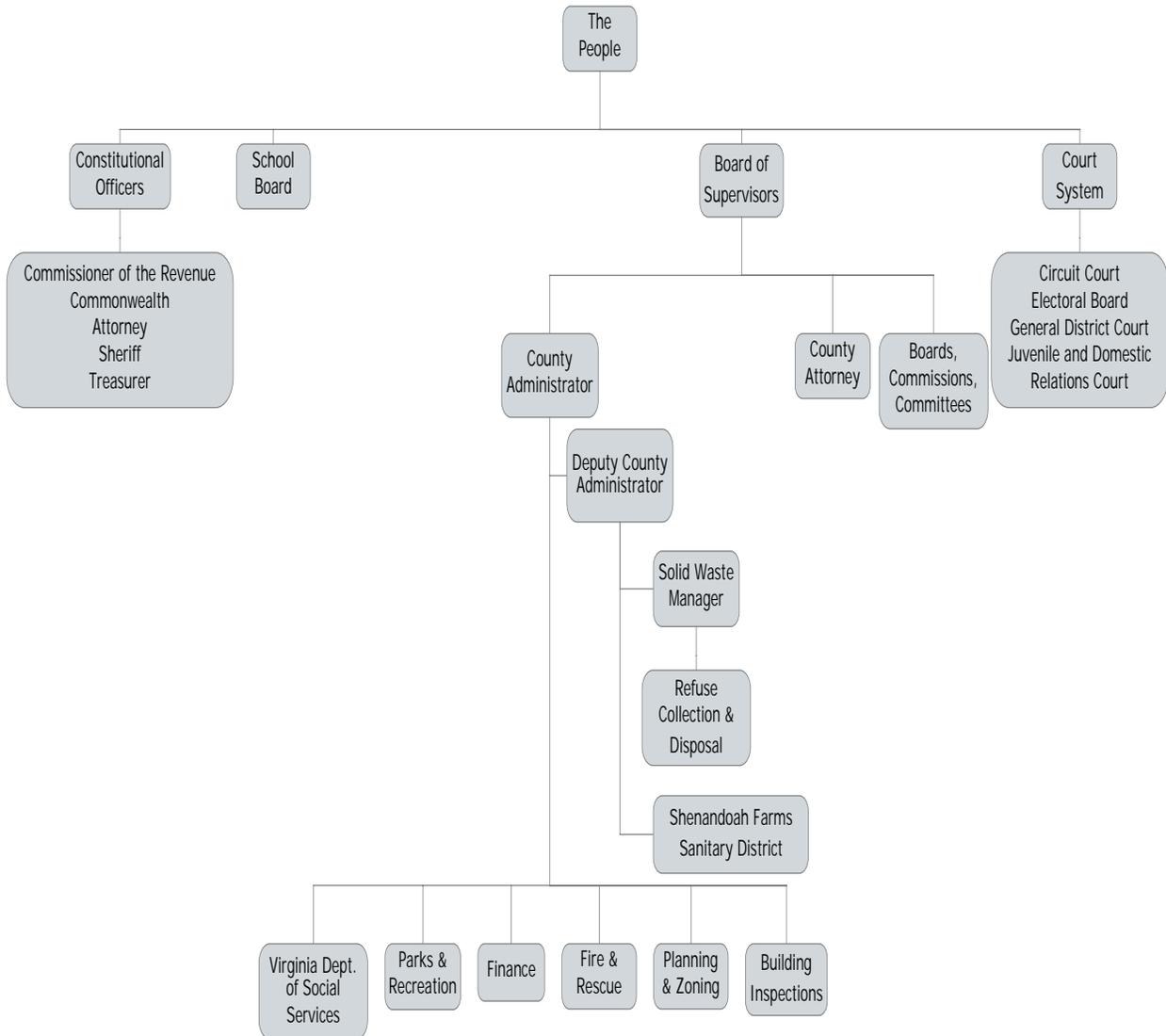
Non-Revenue Receipts	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	FY 2015-2016 BUDGETED	FY 2016-2017 BUDGETED
Funding from Fund Balance	865,000	1,187,480	1,144,556	1,399,281
TOTAL	\$865,000	\$1,187,480	\$1,144,556	\$1,399,281

FY 2016-2017 General Fund Expenditures
\$70,641,587



General Fund Expenditures	FY 2014-2015 BUDGETED	FY 2014-2015 ACTUAL	FY 2015-2016 BUDGETED	FY 2016-2017 BUDGETED	% OF TOTAL
General Government Administration	3,066,773	3,123,341	3,165,751	3,211,029	4.55%
Judicial Administration	1,378,976	1,304,126	1,416,549	1,429,469	2.02%
Public Safety	10,516,652	10,133,377	10,634,242	10,896,655	15.43%
Public Works	4,465,292	3,862,127	4,210,046	4,258,520	6.03%
Health/Welfare	6,677,062	5,969,042	6,628,894	6,651,621	9.42%
Education - Community College	42,404	41,010	39,399	35,622	0.05%
Parks, Recreation & Cultural	3,380,408	3,405,117	3,370,133	3,491,034	4.94%
Community Development	2,219,295	1,605,063	2,232,406	2,276,422	3.22%
Non-Departmental	577,801	269,080	1,306,015	2,149,125	3.04%
Capital Outlay	11,637,847	18,343,263	13,462,445	14,129,146	20.00%
Transfer to School Fund	21,104,593	20,488,687	21,429,729	22,112,944	31.30%
Total	\$65,067,103	\$68,544,233	\$67,895,608	\$70,641,587	100.00%

County of Warren Organizational Chart





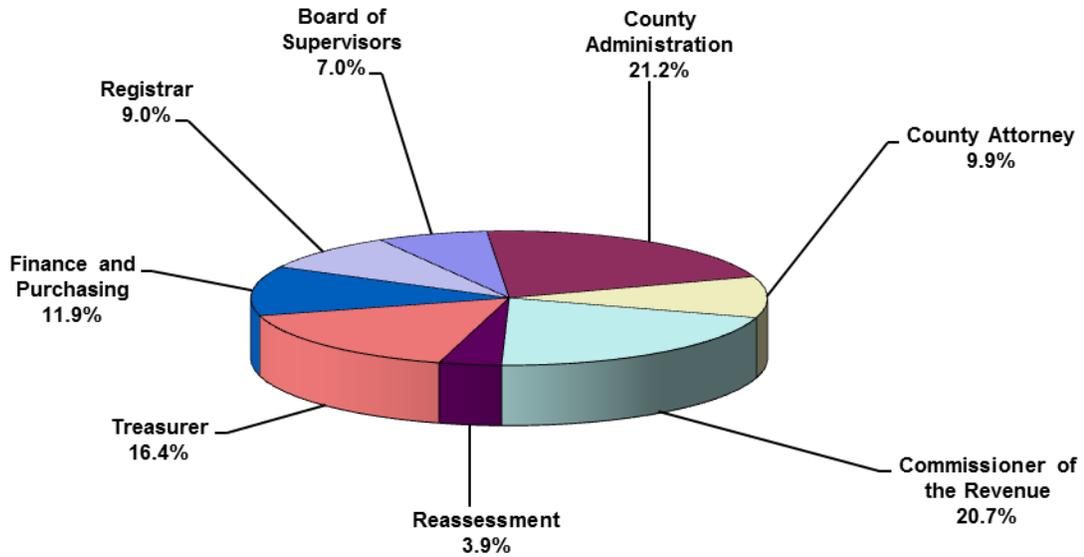
Warren County Government Center

General Government Administration

	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
				AMOUNT	%
Board of Supervisors	183,231	213,715	223,207	9,492	4.44%
County Administration	647,116	655,724	681,862	26,138	3.99%
County Attorney	314,632	319,987	317,810	(2,177)	-0.68%
Commissioner of the Revenue	641,519	667,412	665,288	(2,124)	-0.32%
Reassessment	326,389	125,000	125,000	0	0.00%
Treasurer	486,663	527,677	525,310	(2,367)	-0.45%
Finance and Purchasing	341,297	390,119	383,348	(6,771)	-1.74%
Registrar	182,494	266,116	289,204	23,088	8.68%

**GENERAL
GOVERNMENT
ADMINISTRATION**

\$3,123,341	\$3,165,751	\$3,211,029	\$45,278	1.43%
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Board of Supervisors

DEPARTMENT DESCRIPTION:

Warren County operates under the County Board form of government as provided for in the Code of Virginia. Warren County consists of five magisterial districts. Each district is represented by an elected representative, while the Board elects its 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 boards, commissions, authorities and committees to examine and conduct various aspects of County business. The Board’s own standing committees include Finance, Public Safety, Code and Ordinance, Public Works 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 June 21, 2016:

2016 Warren County Board of Supervisors Goals

Priority	Future Goals, Projects, Programs	Level of Importance (highest to lowest)	Timeframe
1	Morgan Ford Bridge	50	1-3 years
2	Construction of 2 nd Middle School	49	1-3 years
3	Evaluate ownership and operations at the Front Royal Golf Club	45	Ongoing
4	Widening of Route 55 East	43	5-10 years
5	Expand the County Commercial Tax Base in the following areas: Route 340/522 Corridor and I-66 at Linden	42	Ongoing
6	Self-Sufficiency of the Airport	41	Ongoing
6	More carefully review the costs and expenses of the county	41	Ongoing
7	Upgrade of Septage Receiving Facility	40	1-3 years
7	No more land annexations to the Town of Front Royal	40	Ongoing
8	Construction of Leach Run Parkway	39	3-6 months
8	Complete implementation of EnerGov software for Building Inspections, County Planning, and Town Planning	39	3-6 months
9	Construct Thompson kiss-and-ride facility on Freezeland Road for bus drop-off/park	38	1-3 years
9	Develop training to develop volunteers for Fire and Rescue	38	Ongoing

Priority	Future Goals, Projects, Programs	Level of Importance (highest to lowest)	Timeframe
10	County to complete upgrade of Happy Creek Road from Town limits and to Dismal Hollow Road with bike and pedestrian access	37	1-3 years
10	County to complete upgrade of Happy Creek Road from Town limits and to Dismal Hollow Road with bike and pedestrian access	37	1-3 years
10	Complete the paving of both sections of Blue Mountain Road to rural rustic standards	37	1-3 years
10	Establish a path forward for Company 2 and Company 8	37	3-5 years
11	Improvement of Substandard Roads	35	Ongoing
11	Pay for projects currently in the process before starting new ones, other than necessary ones	35	Ongoing
12	Complete re-development of Health and Human Services Building	32	1-3 years
12	Completion of easement project for Airport	32	Ongoing
12	Standardize operating procedures and equipment, management, and administration of all Fire Departments	32	3-5 years
12	Expansion of Broadband into underserved areas of the County	32	Ongoing
13	Update of FY2014-2015 Capital Improvement Plan	31	1-3 years
13	Expand High Speed Internet in the North River District	31	Ongoing
14	Replacement of Shenandoah Farms Compactor Site	30	1-3 years
14	Guard Rail - Route 627 (Reliance Road)	30	3-6 months
15	Fire and Rescue Staffing Plan (19 total positions over next 4 years)	29	3-5 years
15	Development of necessary zoning and business license taxes for food truck operators	29	3-6 months
16	Completion of Skyline Soccerplex	28	3-6 months
16	Expansion of Park and Ride Facilities	28	Ongoing
17	Implement the recommendations of the Shenandoah Farms Road and Drainage Study and CIP	27	Ongoing
17	Assist the collection of delinquent taxes, both real estate and personal property	27	Ongoing
18	Completion of Eastham Trail (Phase III) and Carson Trail (Phase III)	26	3-6 months
18	Work with WCPS to develop 5-year operational improvement plan	26	1-3 years
19	Development of Rockland Park	25	5-10 years
19	Completion of Implementation of Recommendations of Fire and Rescue Study	25	3-5 years

Priority	Future Goals, Projects, Programs	Level of Importance (highest to lowest)	Timeframe
19	Develop Crooked Run West, including the Revenue Sharing Project	25	1-3 years

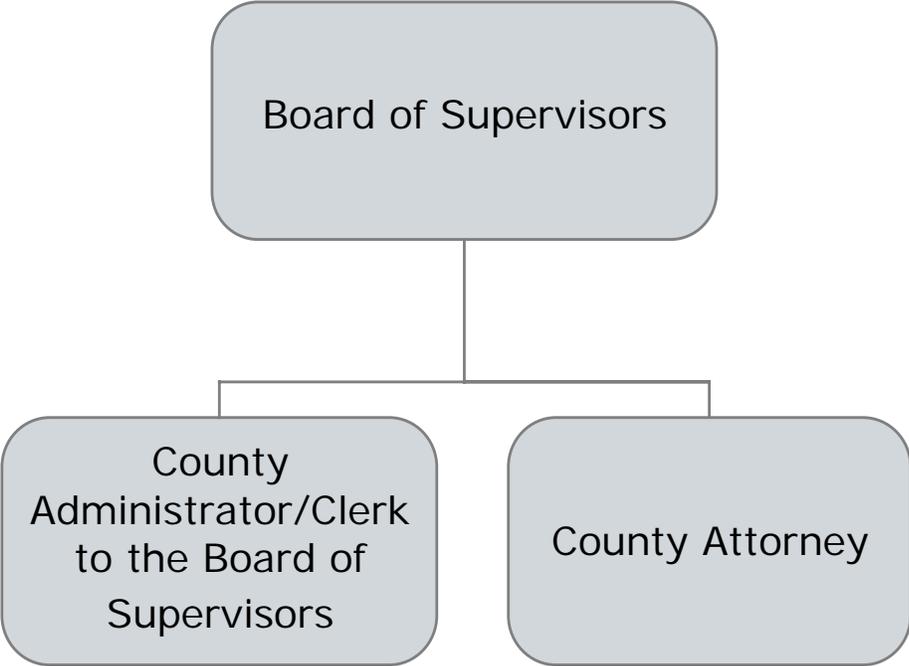
SERVICE LEVELS:

Board Action	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Projected	FY 16-17 Budget
Resolutions considered	24	30	34	36	25
Ordinances considered	25	8	19	24	25
Board meetings held	25	23	25	25	23
Work sessions held	19	15	14	18	15
Budget work sessions held	5	5	6	9	5

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	69,432	68,985	65,215	70,207	4,992	7.65%
OPERATING	147,332	114,246	148,500	153,000	4,500	3.03%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$216,764	\$183,231	\$213,715	\$223,207	\$9,492	4.44%
REVENUE:						
FEEs	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	216,764	183,231	213,715	223,207	9,492	4.44%
TOTAL	\$216,764	\$183,231	\$213,715	\$223,207	\$9,492	4.44%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Board of Supervisors



County Administration

DEPARTMENT DESCRIPTION:

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

RESPONSIBILITIES:

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

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

Responsibilities to Board of Supervisors:

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

Responsibilities to Other County Departments and Personnel:

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

Responsibilities to General Public:

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

CURRENT PROJECTS:

- Provide continued support to the Board of Supervisors and various County departments and offices
- Complete construction on the 2nd County middle school (Part II of Phase II of the School Capital Improvement Plan (CIP))
- Complete construction on the proposed Leach Run Parkway
- Start design work for the new fire station for Company #2
- Continue development of the Rockland Park site
- Complete design of proposed Fork District Park and Sawner Park sites
- Continuation of Rural Addition/Revenue Sharing program including completion of Shangri-La Road, Lake Front Road, Fellows Drive (Phase III), Pine Ridge Road, Copenhaver and Western Lane projects
- Continue to work on efficiency of solid waste disposal and recycling
- Complete site plan/design and perform clearing and grubbing for new proposed Shenandoah Farms Compactor site
- Continued implementation of Fire and Rescue Study
- Continued implementation of Road and Drainage Study for the Shenandoah Farms Sanitary District
- Continue to work with Golf Course to establish self-sufficiency % goal
- Continued evaluation/implementation of green concepts in operations and building maintenance/construction

BUDGET COMPARISON:

	FY 2012-2013 Budget	FY 2013-2014 Budget	FY 2014-2015 Budget	FY2015-2016* Budget	FY2016-2017* Budget
Population	38,077	38,699	38,987	39,346	39,937
Size of Budget	\$614,650	\$620,530	\$635,241	\$655,724	\$681,862
Per Capita Cost	\$16.14	\$16.03	\$16.29	\$16.67	\$17.07

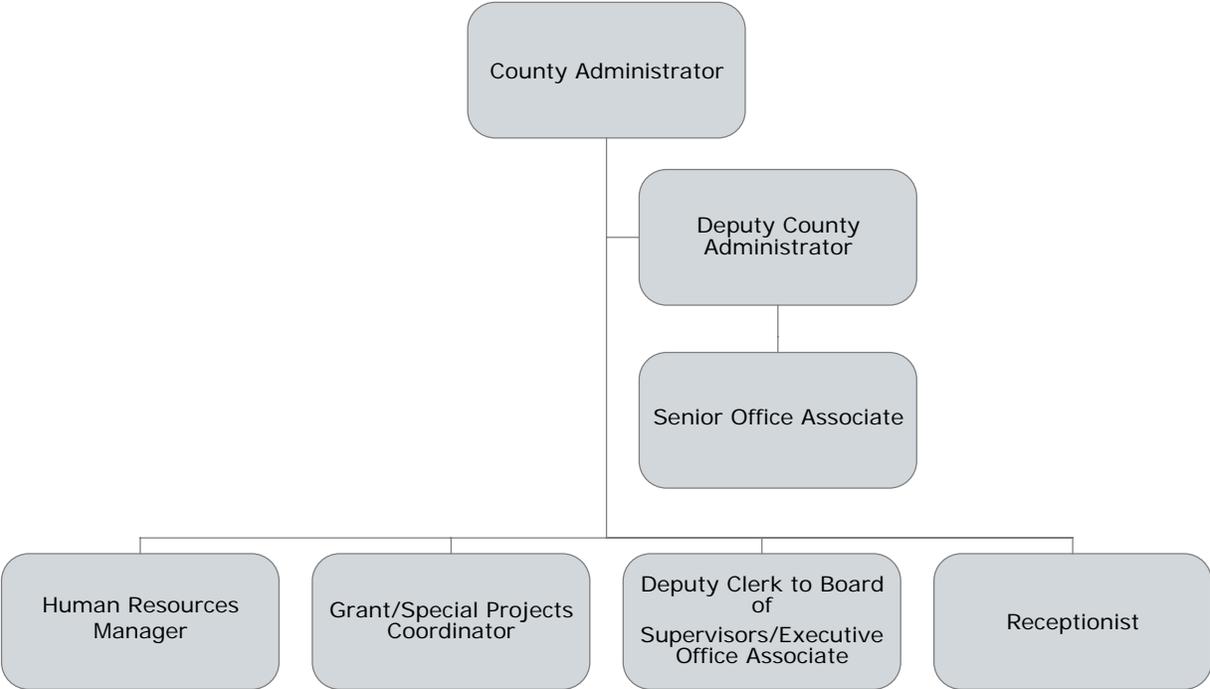
*FY2014-2015 and FY2015-2016 are estimates based on the Planning Department projections.

	FY 2012-2013 Actual	FY 2013-2014 Actual	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Budget
Meetings	27	23	25	25	25
Work Sessions	22	15	11	18	18
Resolutions	24	30	22	12	18
Ordinance Amendments	23	8	15	24	24
Conditional Use Permits/Mod	17	11	23	12	12
Rezoning	0	1	2	2	2

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	572,062	598,186	593,954	616,742	22,788	3.84%
OPERATING	43,972	43,712	47,770	50,620	2,850	5.97%
CAPITAL	4,730	5,218	14,000	14,500	0	0.00%
TOTAL	\$620,764	\$647,116	\$655,724	\$681,862	\$26,138	3.99%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	620,764	647,116	655,724	681,862	26,138	3.99%
TOTAL	\$620,764	\$647,116	\$655,724	\$681,862	\$26,138	3.99%
FULL TIME POSITIONS	6	6	7	7	0	0.00%

County Administration



County Attorney

DESCRIPTION:

The office of the County Attorney provides legal advice and representation in civil matters to the Board of Supervisors, County Constitutional offices (Clerk of the Circuit Court, Sheriff, Treasurer, and Commissioner of the Revenue), General Registrar, County Administrator, County Department Heads and staff, the Department of Social Services, the Economic Development Authority, and other County agencies and boards, such as the Planning Commission, Airport Commission and Social Services Board, and provides representation before the Board of Zoning Appeals, Board of Assessors, and Board of Equalization. The office appears on behalf of the County in state and federal courts and/or coordinates defense of the County through the Virginia Association of Counties' insurance programs. The office drafts and/or reviews all ordinances, contracts, memoranda of understanding, deeds, leases, easements and other documents involving the County. The office also prosecutes zoning, building code, fire code, animal control, and other enforcement codes adopted by the Board, with the concurrence of the Commonwealth's Attorney. The office has actively pursued civil collections of delinquent personal property and BPOL taxes for several years, as well as delinquent transfer station accounts, CPMT accounts, Parks & Recreation accounts, Humane Society accounts, and Shenandoah Farms Volunteer Fire Department accounts. Delinquent tax collections since 2008 now totals over \$746,000. Total collections in past 3 fiscal years total \$267,107.

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. Lately, the office has participated in the acquisition of right-of-way from portions of more than 50 parcels for the future Leach Run Parkway.

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/review ordinances and agenda items for Board of Supervisors
- Draft/review contracts and procurement documents
- Draft/review deeds, leases, easements and other real estate documents
- Prepare pleadings in court cases/attend court hearings
- Review all items on agendas of Board of Supervisors, Planning Commission, Board of Zoning Appeals, Economic Development Authority for compliance with state and local laws
- Research law and procedures for Board of Supervisors, staff and other offices on questions and issues, as well as new legislation pending or enacted by the General Assembly
- Examine titles and deeds at Courthouse in conjunction with all property acquisitions, deeds, leases and zoning requests
- Respond to Freedom of Information requests on a regular basis
- Consult on personnel issues
- Advise officials on conflicts of interests claims and questions
- Perform constituent services on behalf of elected officials
- Prepare and route routine correspondence and payment for sanitary districts

- Coordinate departmental purchases and budgets
- Delinquent personal property taxes and BPOL collections, including tracking of payment agreements, preparation of court documents, employer liens, and liens on real estate owned by judgment debtors
- Tracking of monthly lease and rent payments at Second Street properties

PROJECTS:

- Work with Economic Development Authority towards the marketing and development of the Royal Phoenix complex
- Track General Assembly legislation during January and February, and advise the Board of potential impact of proposed and adopted laws
- Prepare and distribute standard contract documents to be used by all departments for purchases of goods and services
- Attend seminars and conferences to obtain at least twelve (12) hours of continuing legal education credits annually, including at least two (2) CLE credits in legal ethics
- Work with EDA and Town of Front Royal to monitor a contractor to complete construction of Leach Run Parkway

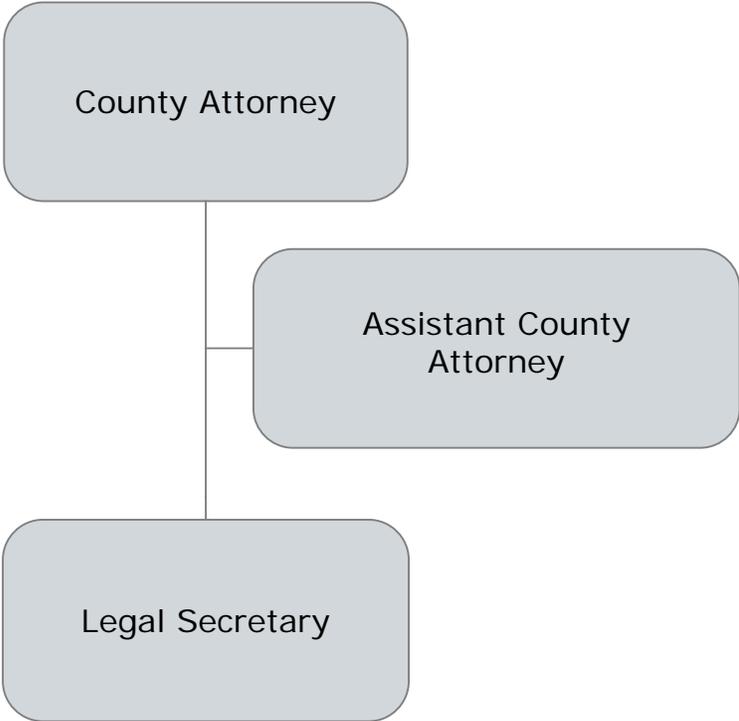
PERFORMANCE MEASURES

	FY 2011-2012 Actual	FY 2012-2013 Actual	FY 2013-2014 Actual	FY 2014-2015 Projected	FY 2015-2016 Projected
Short Consults/Mtgs.	1,293	1,108	1,360	1,290	1,315
Phone/Email	2,480	2,118	2,329	2,400	2,275
Meetings > 1hour	170	169	159	150	165
Litigated Cases	42	64	25	33	40
Procurement	224	183	174	225	195
Real Estate	156	112	159	175	140
Ordinances	46	50	43	36	45
Researched Items	82	149	92	95	105
Total	4,493	3,953	4,341	4,404	4,280
Total EDA Hours	132.7	86.5	146.0	180.0	125.0

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	288,372	293,857	294,082	292,405	(1,677)	-0.57%
OPERATING	20,655	19,968	23,905	23,405	(500)	-2.09%
CAPITAL	341	807	2,000	2,000	0	0.00%
TOTAL	\$309,368	\$314,632	\$319,987	\$317,810	\$(2,177)	-0.68%
REVENUE:						
FEES	10,000	10,000	10,000	10,000	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	299,368	304,632	309,987	307,810	(2,177)	-0.70%
TOTAL	\$309,368	\$314,632	\$319,987	\$317,810	\$(2,177)	-0.68%
FULL TIME POSITIONS	3	3	3	3	0	0.00%

County Attorney



Commissioner of the Revenue

DEPARTMENT DESCRIPTION:

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

RESPONSIBILITIES:

- Assist citizens with general tax needs 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 customers
- Statutory Assess and bill BPOL non-renewals and non-filers
- Research and determine whether a vehicle is qualified for tax relief for Personal Property, audit periodically
- Enter data daily on new vehicle purchases, disposed vehicles, moves, DMV additions and 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, Nine 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
- Informational changes annually for tax tickets between the County Treasurer and the Commissioner
- Prorate items of Personal Property based on disposed dates, move out dates, etc. via exoneration and/or abatement after tax book is completed {Must do two abatements per item-1st and 2nd half}

- Prorate and Supplement Personal Property accounts after book is run in April to add in new vehicles and move-ins {April-December}
- Prorate and Supplement Real Estate property as needed
- Prepare the County of Warren and State Budgets as required for the office
- Maintain the budget for the office according to requirements of the county and Compensation Board
- Maintain and approve employees time sheets and leave requests, 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:

- Continue to reduce paper files by scanning records into electronic format by using Laserfiche and to reduce storage needs and manual time it takes to locate documents. Review document retention schedules annually according to State Library.
- Take continuing education training courses and meetings to retain certification through the State Compensation Board including: Commissioners of the Revenue Annual Conference (annual), West Central Commissioners of the Revenue (quarterly), VAAO (annual), COR-BAI (annual), CAMRA Mass Appraisal system software (annual), IRMS required online annual training, and classes at the Lord Fairfax Community College. We currently have 9 staff in the office including COR registered with Weldon Cooper Center for local government training and certification.
- Update Policy and Procedures office handbook and create an Emergency Plan for the office
- Plan for future replacement software 3-5 years
- Plan & implement security measures in the Commissioner's office.

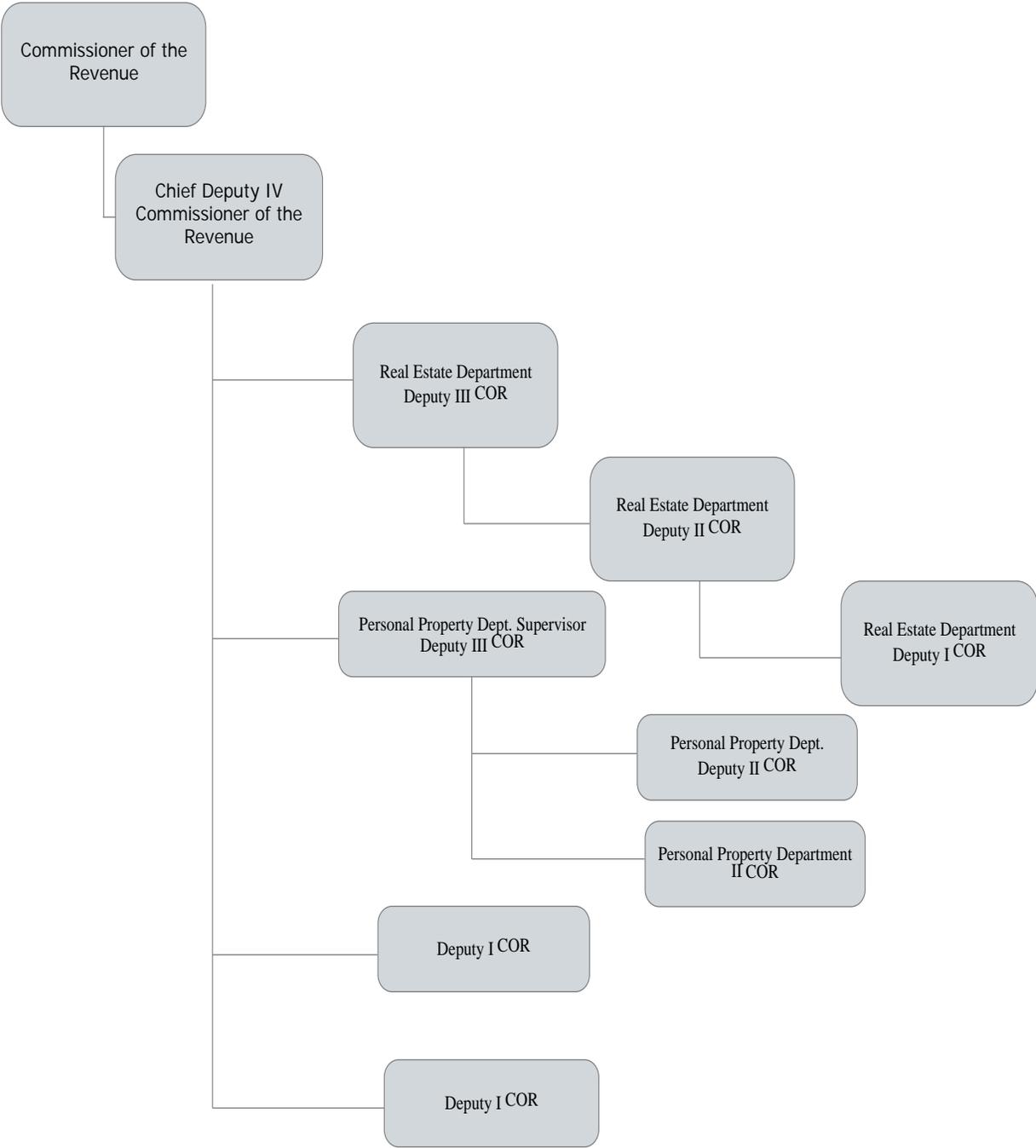
PERFORMANCE MEASUREMENTS:

	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Actual	FY 2013-2014 Actual	FY 2014-2015 Actual
Business License Capital Accounts	3,186	1,620	1,523	2,990	1,747
State Tax Returns Processed	2,379	1,820	1,649	1,726	1,569
Taxpayer Assisted State Income Tax	1,097	392	290	269	254
State Tax Returns Prepared	249	484	265	153	361
Personal Property Assessments	53,070	52,515	61,046	59,114	61,263
PPTRA Compliance	40,313	44,382	44,281	45,178	46,983
Motor Vehicle License Fees Assessed	36,456	36,531	37,159	37,330	36,725
Mobile Home Assessments	357	355	349	352	352
Parcels of Land	26,507	26,462	26,450	25,695	25,665

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	538,838	583,375	599,392	593,965	(5,427)	-0.91%
OPERATING	42,482	48,450	54,920	54,870	(50)	-0.09%
CAPITAL	9,110	9,694	13,100	16,453	3,353	25.60%
TOTAL	\$590,430	\$641,519	\$667,412	\$665,288	\$(2,124)	-0.32%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	140,769	138,647	144,350	146,228	1,878	1.30%
LOCAL	449,661	502,872	523,062	519,060	(4,002)	-0.77%
TOTAL	\$590,430	\$641,519	\$667,412	\$665,288	\$(2,124)	-0.32%
FULL TIME POSITIONS	10	10	10	10	0	0.00%

Commissioner of the Revenue



Reassessment

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	11,928	0	0	0	0.00%
OPERATING	186,616	314,461	125,000	125,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$186,616	\$326,389	\$125,000	\$125,000	0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	186,616	326,389	125,000	125,000	0	0.00%
TOTAL	\$186,616	\$326,389	\$125,000	\$125,000	\$0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Treasurer

DEPARTMENT DESCRIPTION:

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

RESPONSIBILITIES:

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

PROJECTS:

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

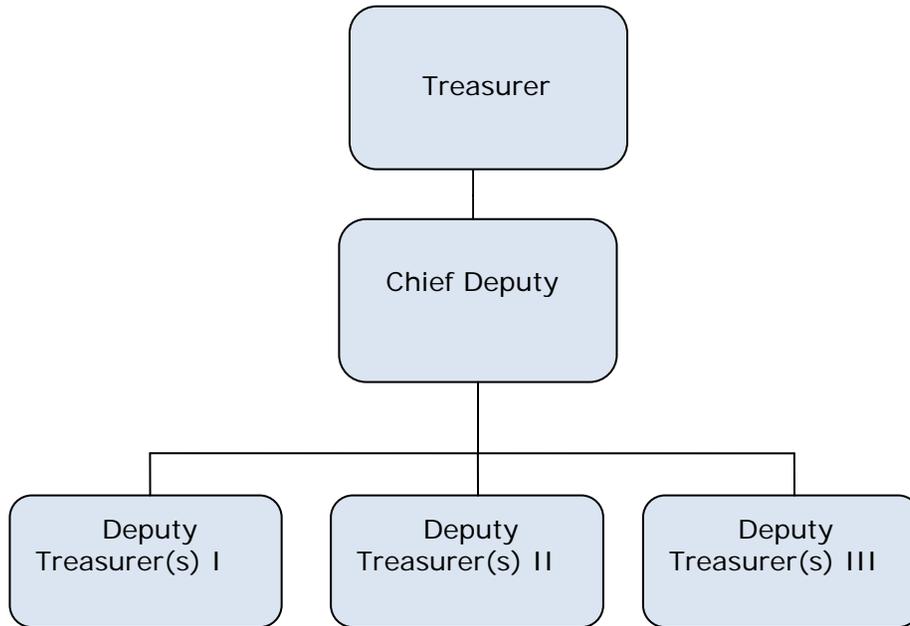
PERFORMANCE MEASUREMENTS:

	FY 2011-2012 Actual	FY 2012-2013 Actual	FY 2013-2014 Actual	FY 2014-2015 Actual	FY 2015-2016 Actual
Real Estate Tax Bills Processed	25,704	25,665	25,732	24,759	24,889
Personal Property Tax Bills Processed	34,423	35,276	35,002	41,708	31,683
Dog Licenses Sold	6,295	6,117	6,195	5,730	5,791
Vehicle Decals Issued	352	306	319	1,782	1,439
Vehicle License Fees Billed	36,544	39,193	37,393	35,372	35,320
Trash Decals Issued	333	340	334	292	295

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	379,345	388,532	420,777	418,310	(2,467)	-0.59%
OPERATING	98,619	95,709	102,250	102,750	500	0.49%
CAPITAL	2,418	2,422	4,650	4,250	(400)	-8.60%
TOTAL	\$480,382	\$486,663	\$527,677	\$525,310	\$(2,367)	-0.45%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	104,586	103,909	106,937	108,328	1,391	1.30%
LOCAL	375,796	382,754	420,740	416,982	(3,758)	-0.89%
TOTAL	\$480,382	\$486,663	\$527,677	\$525,310	\$(2,367)	-0.45%
FULL TIME POSITIONS	7	7	7	7	0	0.00%

Treasurer



Finance

DEPARTMENT DESCRIPTION:

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

RESPONSIBILITIES:

Audit

- Coordinate and assist with annual audit, including writing the management discussion and analysis, reconciling accounts, closing the books, producing a trial balance, preparing footnotes and financial reports.
- Perform analyses of financial condition including interim and annual financial reports resulting in recommendations of financial policies or procedures to the County Administrator and the Board of Supervisors.
- Maintains the County's general accounting system and financial records, conducting reviews of internal controls, and ensuring maintenance on the AS/400 computer system.

Budget

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

Risk Management

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

Payroll for County employees

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

Accounts Payable for County departments

- Maintain vendor accounts, payments, and process accounts payable.

General Billing

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

Procurement

- Coordinates the advertisement, receipt, and tabulation of bids.
- Ensures that procurement policy is followed.

GOALS:

- Maintain accurate accounting records.
- Participate in GFOA Distinguished Budget Award program.
- Participate in GFOA Excellence in Reporting CAFR Award program.
- Meet payroll deadlines and continue to file all payroll returns timely.
- Maintenance of AS/400 computer system

FINANCE SERVICE LEVELS:

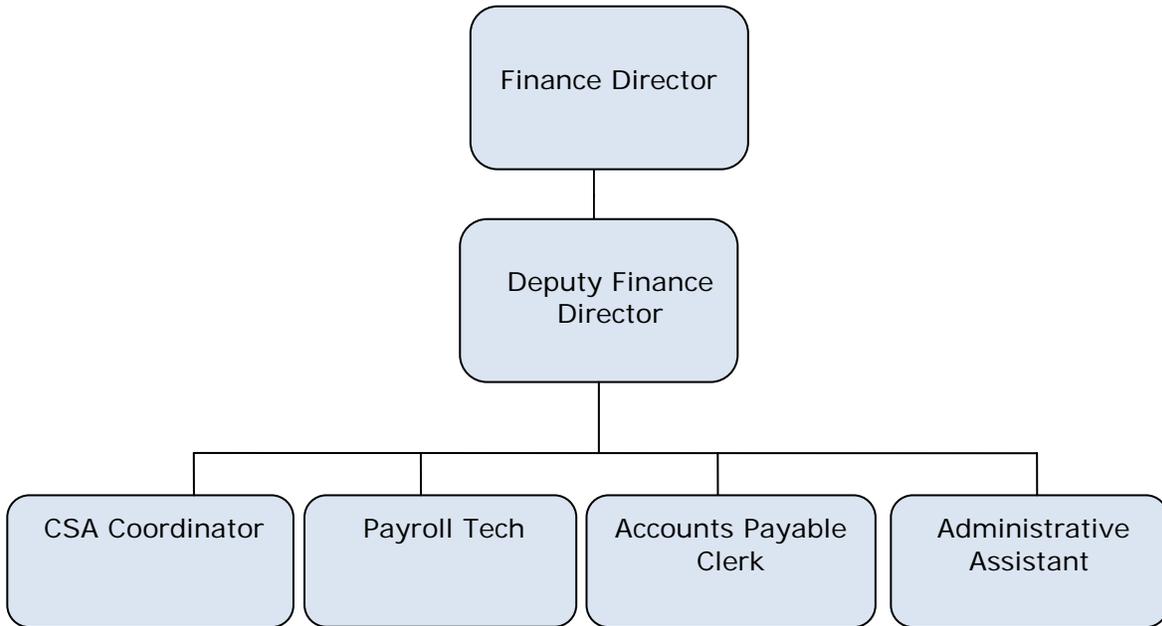
Month	Paychecks processed*	Invoices processed (14,700 annually)
Sept. 2008	275	1,255
Sept. 2009	284	1,191
Sept. 2010	303	1,260
Sept. 2011	314	1,305
Sept. 2012	334	1,242
Sept. 2013	337	1,261
Sept. 2014	304	1,156
Sept. 2015	313	1,127

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

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	296,800	310,748	366,089	357,973	(8,116)	-2.22%
OPERATING	15,635	22,196	16,630	17,975	1,345	8.09%
CAPITAL	10,135	8,353	7,400	7,400	0	0.00%
TOTAL	\$322,570	\$341,297	\$390,119	\$383,348	\$(6,771)	-1.74%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	322,570	341,297	390,119	383,348	(6,771)	-1.74%
TOTAL	\$322,570	\$341,297	\$390,119	\$383,348	\$(6,771)	-1.74%
FULL TIME POSITIONS	4	4	5	5	0	0.00%

Finance



Elections

DEPARTMENT DESCRIPTION:

The Department of Voter Registration and Elections implements Election Laws to ensure the integrity and pureness of Elections and Voter Registration in a fair, equitable, and non-partisan manner.

Responsibilities:

- Administer Election Laws in accordance with Constitution of the United States and the Commonwealth of Virginia, Title 24.2 of the Code of Virginia, Federal Election Laws, the National Voter Registration Act (NVRA) and the Help America Vote Act (HAVA), in order to protect the rights of voters in Warren County.
- Provide opportunities for eligible citizens of Warren County to register to vote.
- Administer and supervise the loading and testing of electronic voting equipment and Pollbooks to include hardware, software, maintenance and troubleshooting of equipment.
- Receive and process approximately 1425 registration transactions on a monthly basis.
- Receive and process all Candidate filings for county citizens seeking office in an election including certification of petitions for candidate filings, referendums, and other court ordered certification of petitions and campaign finance reports filed by candidates.
- Administer and conduct absentee voting for the citizens of Warren County which includes many military and other citizens serving our country overseas.
- Provide Saturday hours for absentee voting before each Election in accordance with state requirements.
- Train Election Officials for Local, State, and Federal Elections.
- Administer and conduct elections, reporting of election results, and certification of Election results.
- Conduct educational programs to educate the public on the election process and voter registration.
- Conduct between one and four Elections each year in accordance with Federal and State Election Laws.
- Participate in all training provided by the State Board of Elections as required by law.
- Ensure that all voter registration and election timelines are met.

Service Levels:

Registered Voters	Registered Voters	Registered Voters	Registered Voters
<u>12/1/13</u>	<u>12/1/14</u>	<u>12/1/15</u>	<u>12/1/16</u>
24,018	24,350	23,534	24,500 (Projected)

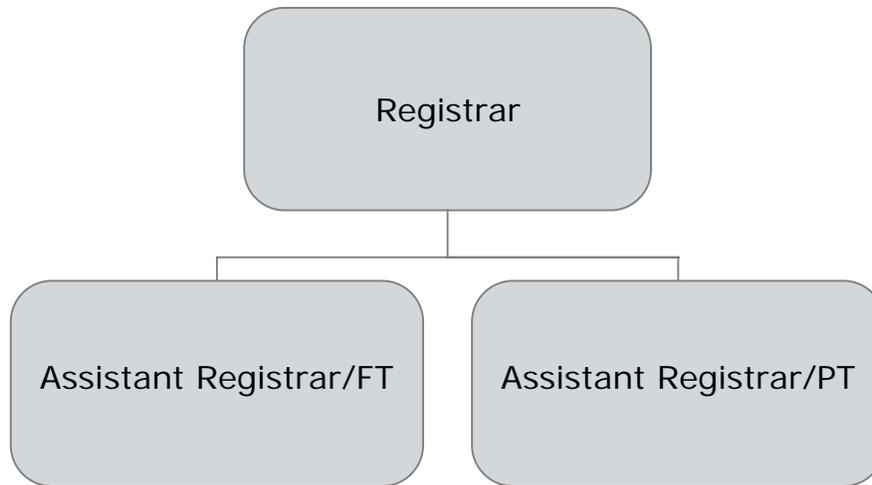
Goals and Objectives:

- The General Assembly assigned additional duties along with the title of Director of Elections to the General Registrar.
- The Director of Elections and General Registrar completed her re-certification as a Virginia Registered Election Official.
- Implement extra training for Officers of Elections in the areas of Voting Equipment, Pollbooks, Elections Laws and the use of Paper Ballots.
- Implement additional training for all Staff regarding Security, Voting Equipment, Electronic Pollbooks, the use of Paper Ballots, as well as new Election Laws.
- Prepare for and conduct the Dual Presidential Party Primary Elections in March 2016.
- Prepare for and conduct the June 2016 Primary Election.
- Prepare and conduct the November 2016 General/Presidential Election.
- Conduct Absentee Voting for all Elections, which include Military and Citizens Overseas.
- Recruit additional Officers of Elections for the upcoming Presidential Elections.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	143,506	149,897	217,051	218,229	1,178	0.54%
OPERATING	28,036	32,133	44,715	65,025	20,310	45.42%
CAPITAL	7,388	464	4,350	5,950	1,600	36.78%
TOTAL	\$178,930	\$182,494	\$266,116	\$289,204	\$23,088	8.68%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	42,347	39,782	40,000	40,000	0	0.00%
LOCAL	136,583	142,712	226,116	249,204	23,088	10.21%
TOTAL	\$178,930	\$182,494	\$266,116	\$289,204	\$23,088	8.68%
FULL TIME POSITIONS	2	2	2	2	0	0.00%

Elections



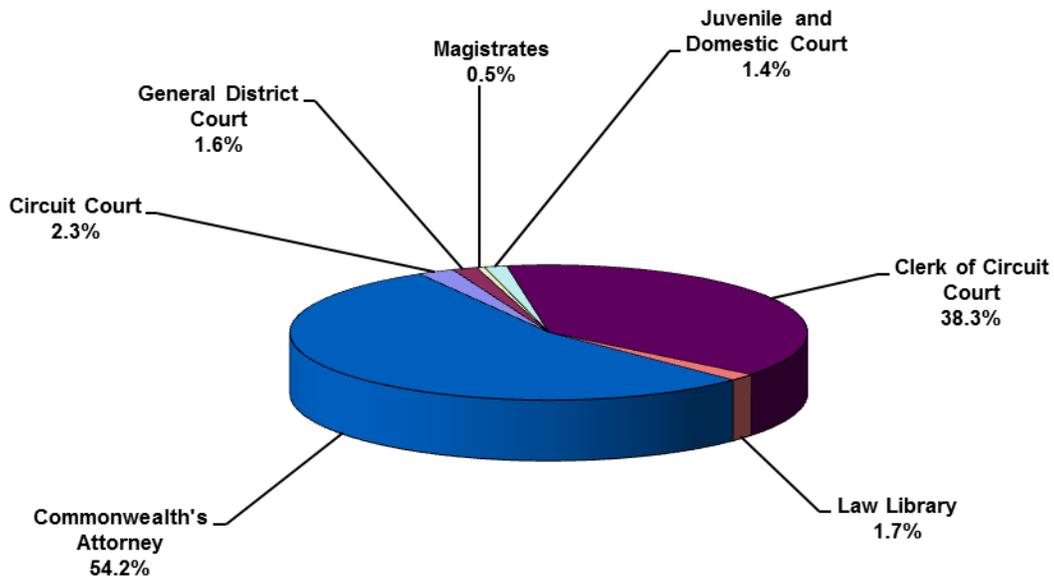


Warren County Court House

Judicial Administration

	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
				AMOUNT	%
Circuit Court	49,762	63,450	32,450	(31,000)	-48.86%
General District Court	14,854	22,245	22,245	0	0.00%
Magistrates	5,464	7,050	7,050	0	0.00%
Juvenile and Domestic Court	2,410	20,200	20,200	0	0.00%
Clerk of Circuit Court	511,572	539,713	548,142	8,429	1.56%
Law Library	10,846	24,000	24,000	0	0.00%
Commonwealth's Attorney	709,218	739,891	775,382	35,491	4.80%

JUDICIALADMINISTRATION	\$1,304,126	\$1,416,549	\$1,429,469	\$12,920	0.91%
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Circuit Court

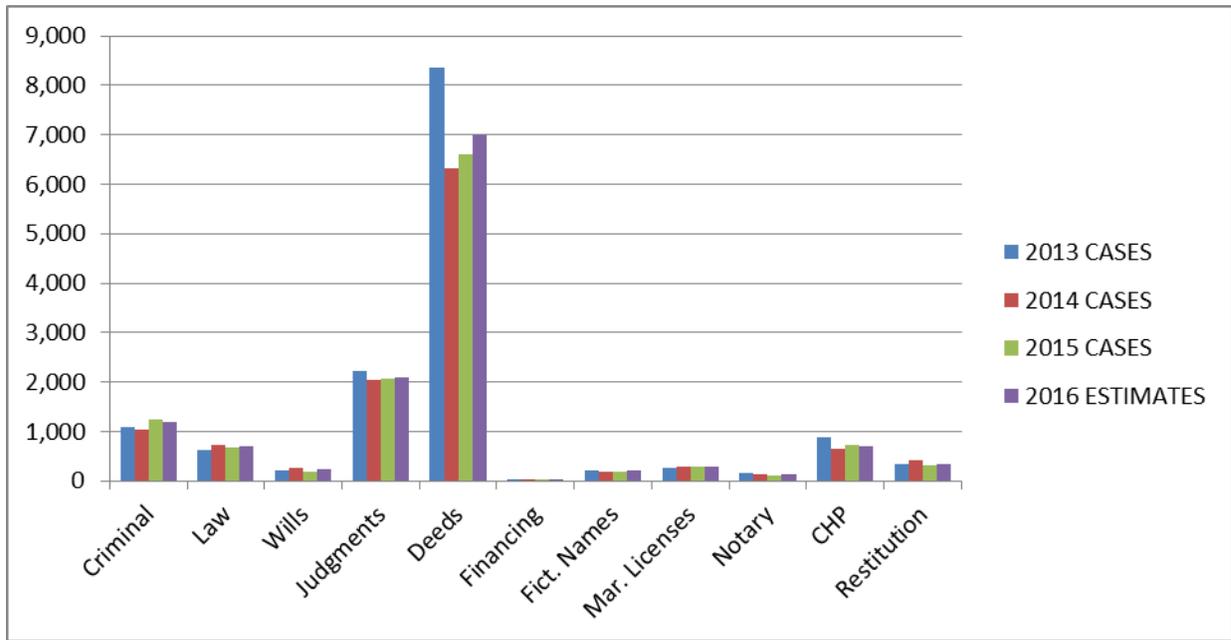
DEPARTMENT DESCRIPTION:

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

Warren County has two regularly sitting judges in Circuit Court, and court is in session four days per week.

WORKLOAD MEASURES DATA

	2013 CASES	2014 CASES	2015 CASES	2016 ESTIMATES
Criminal	1,099	1,040	1,249	1,200
Law	619	721	669	700
Wills	205	250	196	225
Judgments	2,217	2,043	2,060	2,100
Deeds	8,358	6,329	6,612	7,000
Financing	17	13	10	15
Fict. Names	222	195	179	200
Mar. Licenses	269	285	297	290
Notary	148	136	119	130
CHP	879	660	722	700
Restitution	336	409	319	350



BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	8,820	9,660	25,600	25,600	0	0.00%
OPERATING	33,043	32,558	37,100	6,100	(31,000)	-83.56%
CAPITAL	0	7,544	750	750	0	0.00%
TOTAL	\$41,863	\$49,762	\$63,450	\$32,450	\$(31,000)	-48.86%
REVENUE:						
FEEs	0	0	0	0	0	0.00%
STATE/FEDERAL	1,800	0	18,000	18,000	0	0.00%
LOCAL	40,063	49,762	45,450	14,450	(31,000)	-68.21%
TOTAL	\$41,863	\$49,762	\$63,450	\$32,450	\$(31,000)	-48.86%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

General District Court

DEPARTMENT DESCRIPTION:

The Warren General District Court is in the 26th Judicial District of Virginia. There is a general district court in each city and county in Virginia. General district court judges are elected by the General Assembly for 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 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	11,570	11,237	17,845	17,845	0	0.00%
CAPITAL	3,386	3,617	4,400	4,400	0	0.00%
TOTAL	\$14,956	\$14,854	\$22,245	\$22,245	\$0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	14,956	14,854	22,245	22,245	0	0.00%
TOTAL	\$14,956	\$14,854	\$22,245	\$22,245	\$0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Magistrates

DEPARTMENT DESCRIPTION:

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

RESPONSIBILITIES:

- Conduct one or two party hearings at local office sites to determine whether there is probable cause to move forward in one of the following statutory procedures: issue arrest and search warrants in criminal cases, issue a temporary detention order in either mental health or medical cases, and authorize pre-trial seizures in civil matters.
- Issue Emergency Protective orders in Domestic and general criminal matters
- Conduct bond hearings to determine if the defendant will be required to stay in jail or be able to post a bond, and what their conditions will be upon release.
- On occasion travel to another locality within a judicial district to perform Magistrate functions or perform these functions through electronic audio and video telecommunications systems
- Make decisions in accordance with the requirements established by the United States and Virginia Constitutions, court decisions, and the Code of Virginia
- Issue civil warrants
- Administer oaths
- Accept prepayments for traffic infractions and pre-payable misdemeanors
- Maintain accounting records from persons posting cash bonds as required by the State Auditor
- Prepare legal documents to go before the courts
- Attend two continuing legal education seminars provided by the Supreme Court each year and attend classes approved by the Supreme Court of Virginia to obtain a minimum of 20 continuing legal education credits as required by the Code of Virginia in order to maintain our position.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	4,283	4,812	5,550	5,550	0	0.00%
CAPITAL	47	652	1,500	1,500	0	0.00%
TOTAL	\$4,330	\$5,464	\$7,050	\$7,050	\$0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	4,330	5,464	7,050	7,050	0	0.00%
TOTAL	\$4,330	\$5,464	\$7,050	\$7,050	\$0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Juvenile and Domestic Relations Court

DEPARTMENT DESCRIPTION:

This office provides judicial services to the citizens of Warren County.

A juvenile is a person under the age of 18 years. The Juvenile & Domestic Relations Court hears all matters involving juveniles such as criminal, traffic, status offenses, custody, visitation, paternity, child abuse cases and foster care cases.

The Court handles matters involving the family such as child support, family abuse & criminal cases where the defendant and alleged victim are family, household members or have a child in common.

BUDGET SUMMARY:

	FY 2013-2014 <u>ACTUAL</u>	FY 2014-2015 <u>ACTUAL</u>	FY 2015-2016 ADOPTED <u>BUDGET</u>	FY 2016-2017 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					<u>AMOUNT</u>	<u>%</u>
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	9,893	2,005	13,100	13,100	0	0.00%
CAPITAL	<u>6,362</u>	<u>405</u>	<u>7,100</u>	<u>7,100</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$16,255	\$2,410	\$20,200	\$20,200	\$0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>16,255</u>	<u>2,410</u>	<u>20,200</u>	<u>20,200</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$16,255	\$2,410	\$20,200	\$20,200	\$0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Clerk of the Circuit Court

DEPARTMENT DESCRIPTION:

The Clerk of the Circuit Court is an office required by the Virginia Constitution. This office is the official custodian of all Circuit Court criminal and civil records. Documents recorded for preservation include land records, wills and estate records, and marriage licenses. The Clerk is empowered to give oaths of office to elected and appointed public officials and to take bonds when required by statute or order of the court.

All of the permanent records are digitally scanned on a continual basis and are securely stored and preserved on microfilm at the State Library in Richmond, Virginia. This office assists the public in finding records on their family genealogy, land transfers, and estates. Records maintained in the Clerk's office include Wills, Deeds, Deeds of Trust, Rights of Way, Judgments, Financing and Termination Statements, Marriage Licenses, Divorces, Adoptions, Commissioner Bonds, Guardian Bonds, and Elected Official Bonds and Oaths.

RESPONSIBILITIES:

- Receive, record, and maintain land records, judgments, financing statements, and other official records that are to be retained as prescribed by law.
- Maintain court dockets and prepare criminal and civil cases
- Manage jury trials
- Appoint jury commissioners for the selection of qualified trial jurors annually
- Prepare the annual grand jury list
- Issue concealed handgun permits and marriage licenses
- Probate wills and grant administration of estates
- Record business names
- Assess and collect criminal fines and costs
- Collect and disburse restitution
- Provide daily financial reports, deposits, and transmittal of state collections.
- Issue witness subpoenas, rules, and capiases.
- Manage and preserve land records, estate records, genealogy information, and marriage records.
- Retain judgments, civil, and felony records for twenty years (unless the case involves real estate ownership, boundary line issues, or historically significant).
- Retain misdemeanor records for ten years.
- Attend Supreme Court, State Compensation Board, Virginia Department of Taxation, DMV, Clerk's association, and other relevant seminars and training sessions to enhance education and workplace performance
- Administer oaths to public officials, law enforcement, and notary publics
- Manage trust fund accounts
- Provide monthly reports including caseload statistics; incompetence determinations; financial disbursements; bank reconciliations; vital statistics for marriages, divorces, adoptions; and the clerk's fee report to the State Compensation Board
- Respond to public inquiries and assist customers in researching land records and family genealogy
- Provide court debt collection activity and escheatment of unclaimed property

- Respond to surveys and annual reports for state government agencies.
- Prepare annual budgets – local government (clerk and court), State Compensation Board, and the Technology Trust Fund

PROJECTS:

- Preservation of older records by converting them to digital images
- Management of archival records
- Implement fully digitized record keeping to minimize cost and increase accessibility

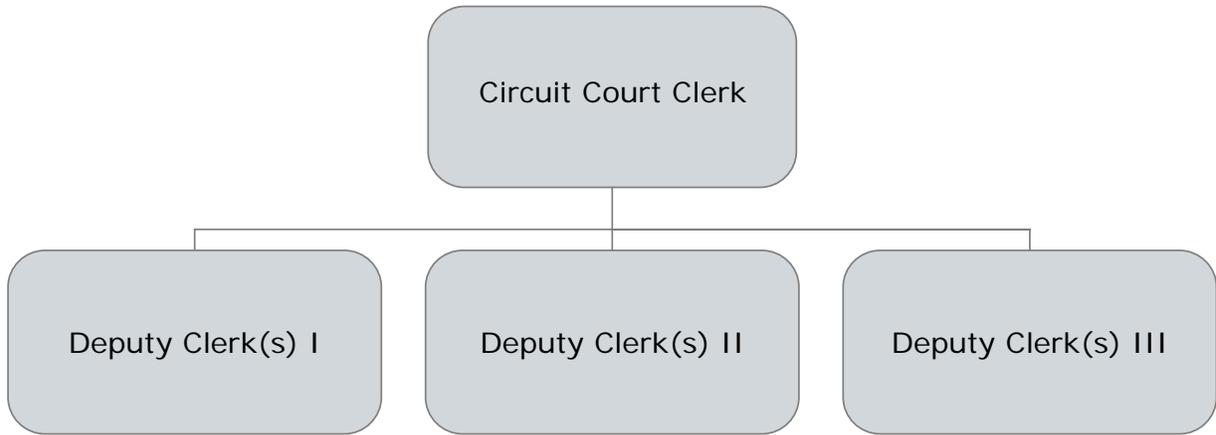
PERFORMANCE MEASUREMENTS:

	2013 Actual	2014 Actual	2015 Actual	2016 Projected
Criminal	1,099	1,040	1,249	1,200
Law	619	721	669	700
Wills	205	250	196	225
Judgments	2,217	2,043	2,060	2,100
Deeds	8,358	6,329	6,612	7,000
Financing	17	13	10	15
Fictitious Names	222	195	179	200
Marriage Licenses	269	285	297	290
Notary	148	136	119	130
CHP	879	660	722	700
Restitution	336	409	319	350

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	462,243	462,927	489,638	499,067	9,429	1.93%
OPERATING	47,253	44,900	41,275	41,275	0	0.00%
CAPITAL	4,438	3,745	8,800	7,800	(1,000)	-11.36%
TOTAL	\$513,934	\$511,572	\$539,713	\$548,142	\$8,429	1.56%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	301,576	287,420	297,912	301,788	3,876	1.30%
LOCAL	212,358	224,152	241,801	246,354	4,553	1.88%
TOTAL	\$513,934	\$511,572	\$539,713	\$548,142	\$8,429	1.56%
FULL TIME POSITIONS	8	8	8	9	1	12.50%

Clerk of the Circuit Court



Law Library

DEPARTMENT DESCRIPTION:

The Law Library is located on the second floor of the Warren County Courthouse with a secondary location inside Samuels Public Library. The Law Library provides legal library services and reference assistance for the benefit of the judiciary, practicing attorneys, and the general public. It is maintained by the Warren County Bar Association and Kimberly Emerson, Esq., who serves as the Law Librarian.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	14,586	10,846	24,000	24,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$14,586	\$10,846	\$24,000	\$24,000	\$0	0.00%
REVENUE:						
FEES	14,586	10,846	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	\$14,586	\$10,846	\$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 works daily with Federal, State, and local law enforcement to fight criminal activity in Warren County and other jurisdictions. By statute, the Commonwealth's Attorney is the chief law enforcement officer of the jurisdiction in which he or she serves.

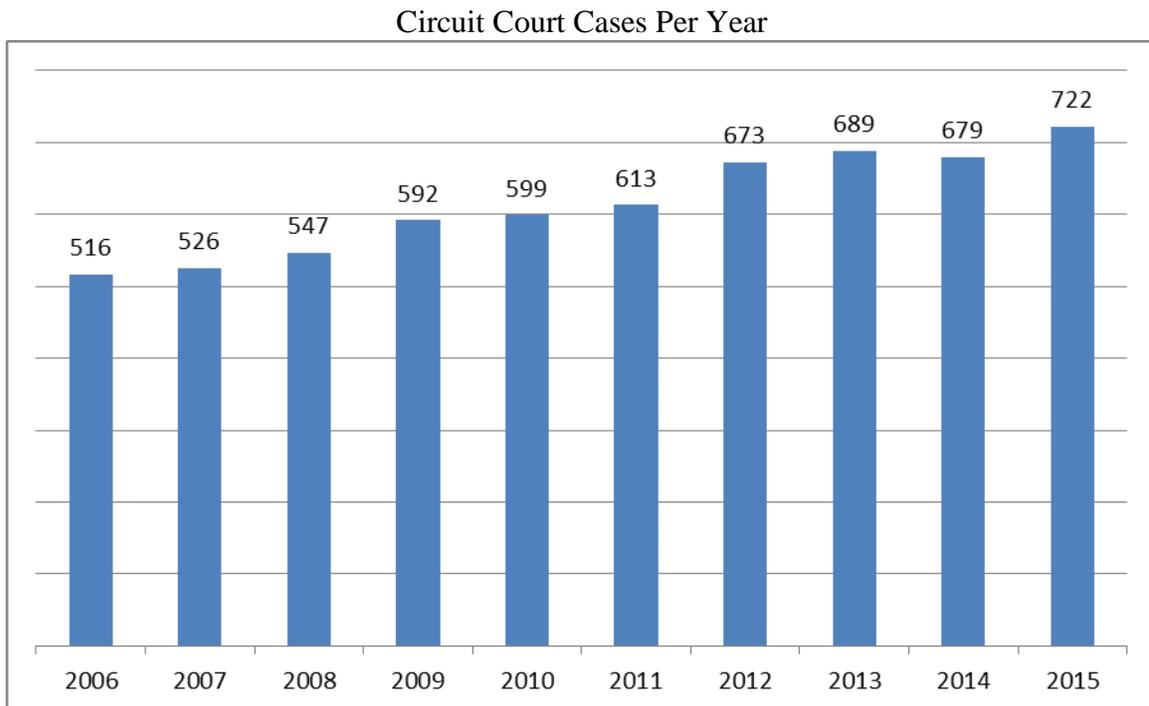
RESPONSIBILITIES:

- Represent the interests of the law abiding citizens of Warren County in the different Courts that hold civil and criminal court proceedings in the County
- Handle trials, appeals, preliminary hearings, probation revocations, bond hearings, license revocations, etc.
- Work closely with all crime fighting agencies to ensure that the citizens of our community are safe and criminals are punished
- Each attorney must earn 12 hours of continuing legal education credit each year
- Provide criminal justice training to local and State law enforcement and provide instructors for the Criminal Justice Academy in Middletown
- Participate in legal training for local and school groups

PROJECTS:

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

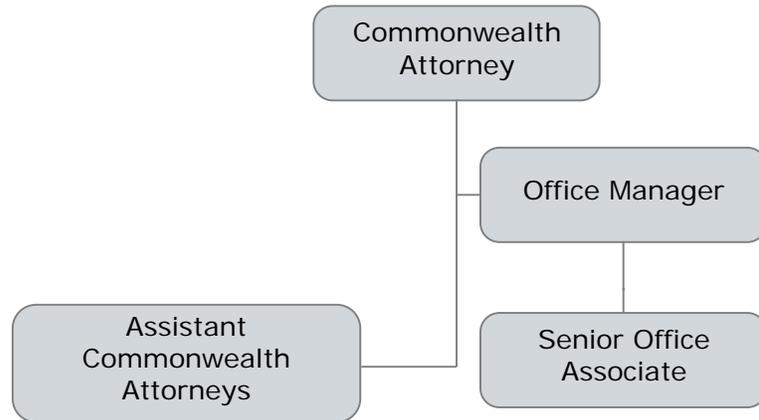
SERVICE LEVELS:



BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	680,110	687,303	715,366	752,782	37,416	5.23%
OPERATING	14,039	14,252	22,525	20,600	(1,925)	-8.55%
CAPITAL	1,244	7,663	2,000	2,000	0	0.00%
TOTAL	\$695,393	\$709,218	\$739,891	\$775,382	\$35,491	4.80%
REVENUE:						
FEES	4,511	4,585	4,277	4,277	0	0.00%
STATE/FEDERAL	363,347	374,915	399,488	404,685	5,197	0.00%
LOCAL	327,535	329,718	336,126	366,420	30,294	9.01%
TOTAL	\$695,393	\$709,218	\$739,891	\$775,382	\$35,491	4.80%
FULL TIME POSITIONS	8	8	8	9	1	12.50%

Commonwealth's Attorney

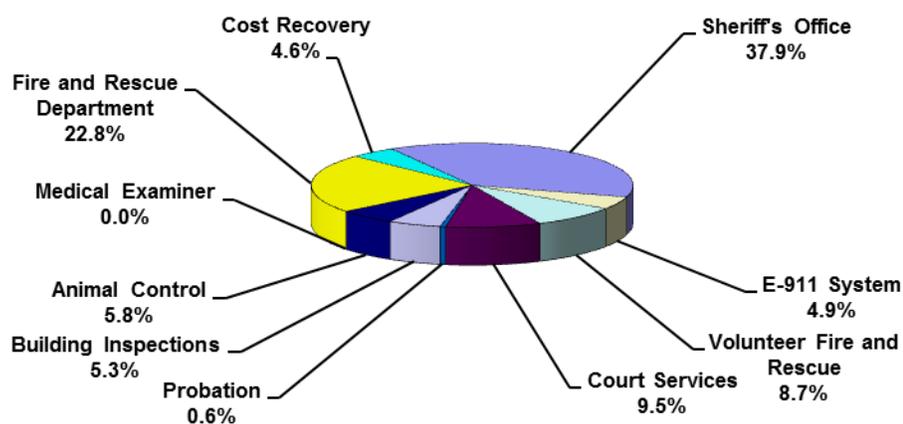




Warren County Public Safety Building

Public Safety

	FY 2015 ACTUAL	FY 2016 ADOPTED BUDGET	FY 2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2016 TO FY 2017 AMOUNT	%
Sheriff's Office	4,091,924	4,134,090	4,126,624	(7,466)	-0.18%
E-911 System	447,698	511,565	531,633	20,068	3.92%
Volunteer Fire and Rescue	883,633	939,467	943,210	3,743	0.40%
Court Services	705,674	1,025,730	1,039,129	13,399	1.31%
Probation	46,580	61,603	62,207	604	0.98%
Building Inspections	526,594	531,527	577,064	45,537	8.57%
Animal Control	564,593	602,510	633,118	30,608	5.08%
Medical Examiner	600	500	500	0	0.00%
Fire and Rescue Department	2,513,658	2,318,750	2,483,070	164,320	7.09%
Cost Recovery	352,423	508,500	500,100	(8,400)	-1.65%
PUBLIC SAFETY	\$10,133,377	\$10,634,242	\$10,896,655	\$262,413	2.47%



Sheriff's Office

DEPARTMENT DESCRIPTION:

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

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

- Administration. Responsible for all civil/criminal documents; personnel records; invoicing accounts payable; clerical duties; preparation and implementation of four budgets.
- Civil Process. Responsible for all civil/criminal records and service of court issued warrants and civil papers; courtroom security; DARE program.
- Court Holding. Responsible for detention court appearances of inmates; transportation of court ordered inmates; Temporary Detention Order Transports.
- 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; school resources program; special operation units; answering all related complaints coming into the office from the community or other jurisdictions; overall public safety of the community.
- Courthouse Security. Responsible for security of the courthouse and courtrooms ensuring all courts are run in an orderly manner and security checkpoint is staffed.

GOALS AND OBJECTIVES:

The following is a list of three of the major goals and objectives that the Warren County Sheriff's Office will strive to reach for 2016-2017.

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

Goal 3 Indoor Firearms Range

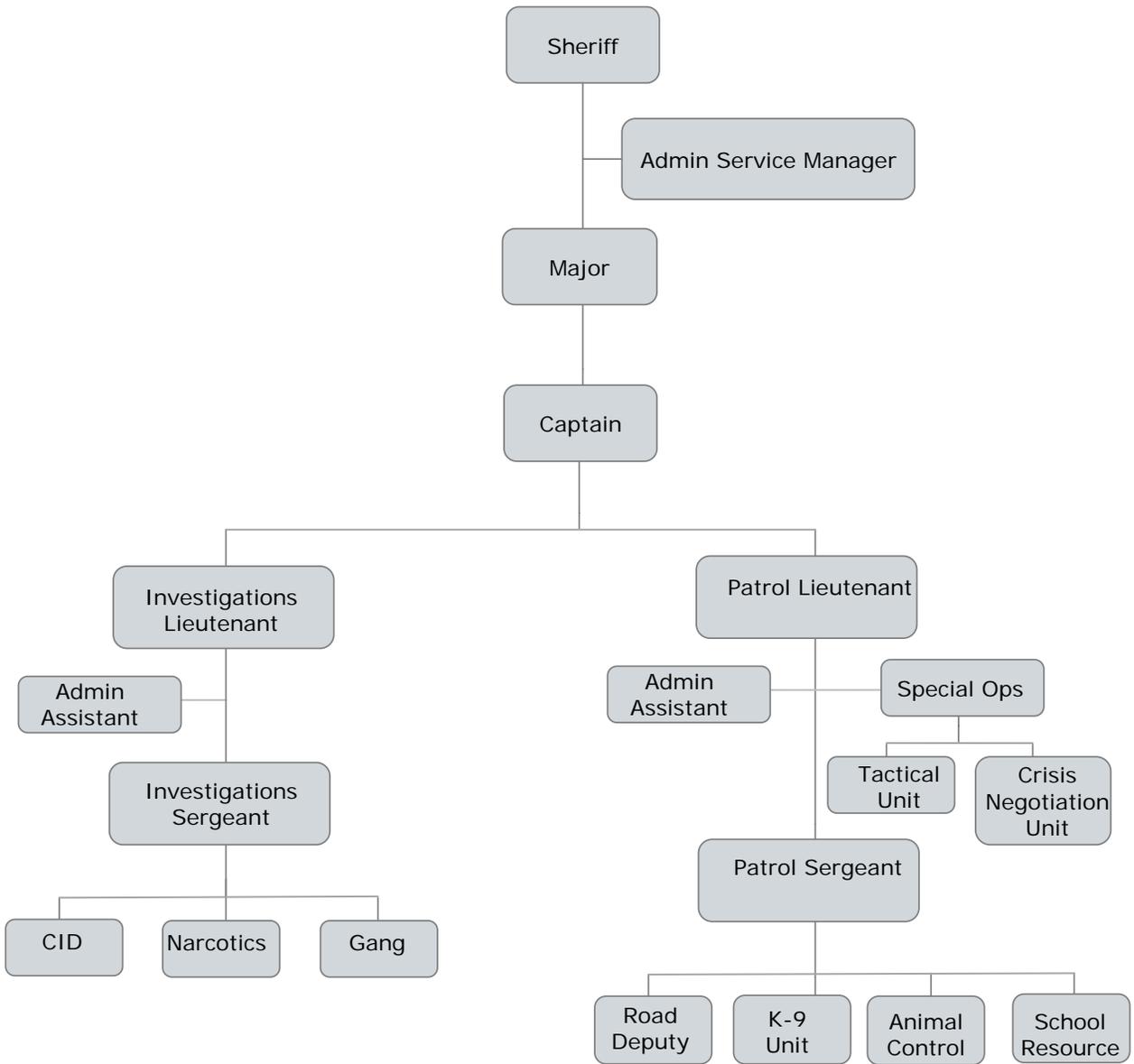
- Objective 1: Work to secure funding for an indoor firearms range for the sheriff's office
- Objective 2: Set timelines and develop plans for design and construction
- Objective 3: Implement construction and have completed and operational by FY 2017-2018

BUDGET SUMMARY:

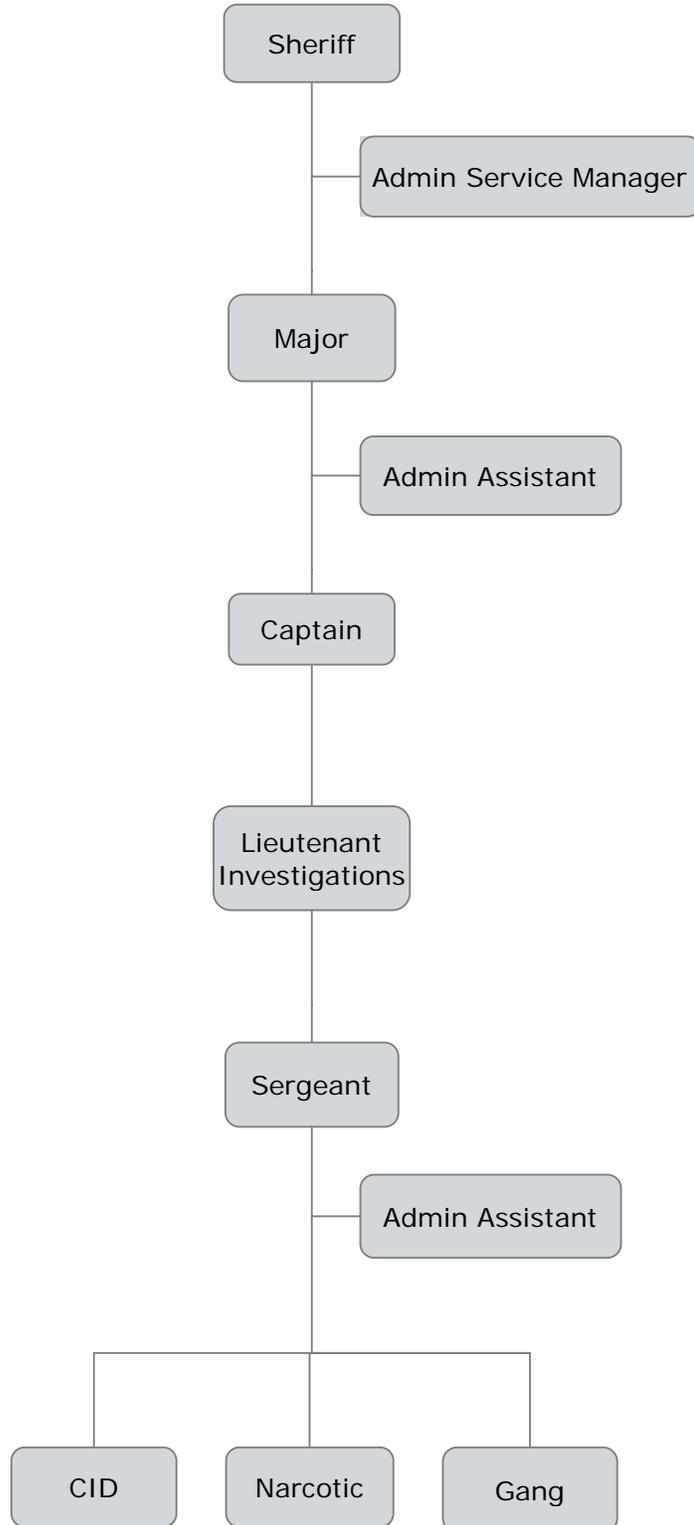
	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	3,637,489	3,490,541	3,471,606	3,456,798	(14,808)	-0.43%
OPERATING	485,801	382,797	413,154	420,496	7,342	1.78%
CAPITAL	254,212	218,586	249,330	249,330	0	0.00%
TOTAL	\$4,377,502	\$4,091,924	\$4,134,090	\$4,126,624	\$(7,466)	-0.18%
REVENUE:						
FEES	2,396	2,396	0	0	0	0.00%
STATE/FEDERAL	1,892,304	1,417,118	1,466,696	1,487,192	20,496	1.40%
LOCAL	2,482,802	2,672,410	2,667,394	2,639,432	(27,962)	-1.05%
TOTAL	\$4,377,502	\$4,091,924	\$4,134,090	\$4,126,624	\$(7,466)	-0.18%
FULL TIME POSITIONS	54	53	53	53	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



Sheriff's Office Investigations



Court Security

DEPARTMENT DESCRIPTION:

Responsible for security of the courthouse and courtrooms ensuring all courts are run in an orderly manner and security checkpoint is staffed. Court Security responsibilities, as well as the budget have been incorporated in with Court Services.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	270,015	0	0	0	0	0.00%
OPERATING	7,566	0	0	0	0	0.00%
CAPITAL	376	0	0	0	0	0.00%
TOTAL	\$277,957	\$0	\$0	\$0	\$0	0.00%
REVENUE:						
FEES	70,536	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	207,421	0	0	0	0	0.00%
TOTAL	\$277,957	\$0	\$0	\$0	\$0	0.00%
 FULL TIME POSITIONS	 2	 0	 0	 0	 0	 0.00%

E-911 System

DEPARTMENT DESCRIPTION:

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

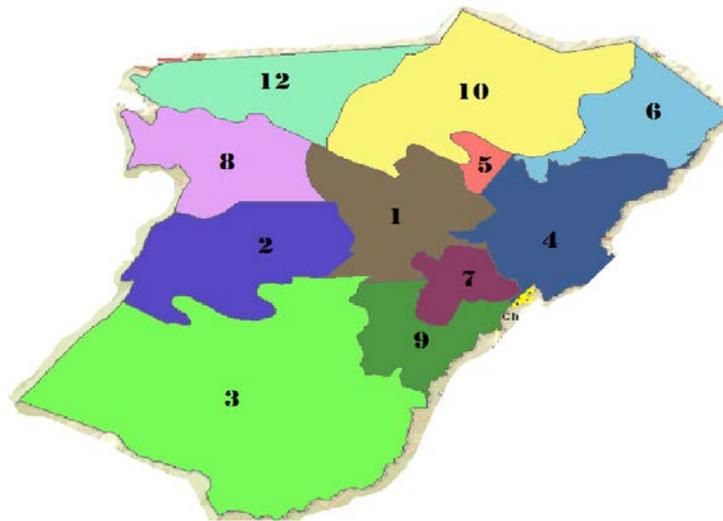
BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	309,269	309,287	331,479	357,159	25,680	7.75%
OPERATING	125,103	117,407	133,277	146,784	13,507	10.13%
CAPITAL	329,407	21,004	46,809	27,690	(19,119)	-40.84%
TOTAL	\$763,779	\$447,698	\$511,565	\$531,633	\$20,068	3.92%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	51,923	45,632	45,000	45,000	0	0.00%
LOCAL	711,856	402,066	466,565	486,633	20,068	4.30%
TOTAL	\$763,779	\$447,698	\$511,565	\$531,633	\$20,068	3.92%
FULL TIME POSITIONS	6	6	6	7	0	0.00%

Volunteer Fire and Rescue

DEPARTMENT DESCRIPTION:

The County of Warren provides funding to the eight volunteer fire departments: Front Royal VFC #1, Rivermont VFC #2, South Warren VFC #3, Linden VFC #4, Shenandoah Shores VFC #5, WCFR #6, Fortsmouth VFC #8 and North Warren VFC #10, as well as two out-of-county mutual aid companies. This budget is approximately \$950,000. Each station provides fire protection to the residents of their service area. The County pays bills for five volunteer companies and the remaining three must provide an annual financial statement to the County as evidence of expenses incurred. Each station owns the fire and rescue station with the exception of Stations 6 and 10; these stations are owned by the County of Warren. The County currently owns eight ambulances, Water Rescue apparatus and equipment vehicles and the 105' foot ladder truck at Station 10.



BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	841,786	883,633	939,467	943,210	3,743	0.40%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$841,786	\$883,633	\$939,467	\$943,210	\$3,743	0.40%
REVENUE:						
FEES	37,750	35,750	35,750	35,750	0	0.00%
STATE/FEDERAL	40,305	58,280	59,505	59,505	0	0.00%
LOCAL	763,731	789,603	844,212	847,955	3,743	0.44%
TOTAL	\$841,786	\$883,633	\$939,467	\$943,210	\$3,743	0.40%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Court Services

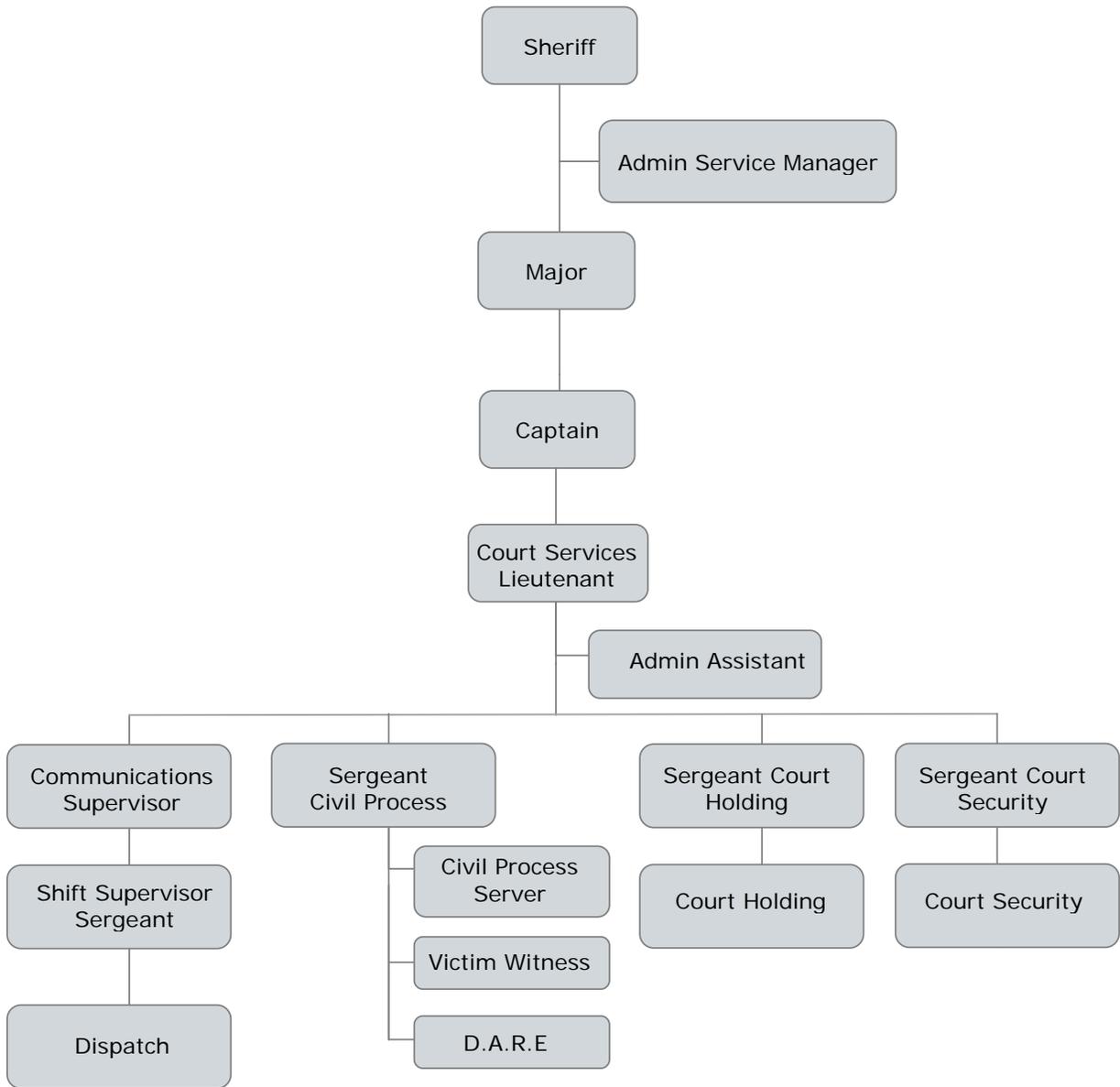
DEPARTMENT DESCRIPTION:

Civil Process is responsible for all civil/criminal records and service of court issued warrants and civil papers; courtroom security; DARE program. Court Holding is responsible for detention court appearances of inmates; transportation of court ordered inmates; Temporary Detention Order Transports. Courthouse Security is responsible for security of the courthouse and courtrooms ensuring all courts are run in an orderly manner and security checkpoint is staffed.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	1,593,134	659,389	957,860	972,984	15,124	1.58%
OPERATING	1,103,340	26,903	48,870	47,145	(1,725)	-3.53%
CAPITAL	10,927	19,382	19,000	19,000	0	0.00%
TOTAL	\$2,707,401	\$705,674	\$1,025,730	\$1,039,129	\$13,399	1.31%
REVENUE:						
FEES	42,097	24,362	0	0	0	0.00%
STATE/FEDERAL	1,224,501	240,887	310,146	391,152	81,006	26.12%
LOCAL	1,440,803	440,425	715,584	647,977	(67,607)	-9.45%
TOTAL	\$2,707,401	\$705,674	\$1,025,730	\$1,039,129	\$13,399	1.31%
FULL TIME POSITIONS	31	8	10	10	0	0.00%

Court Services



Juvenile Probation

DEPARTMENT DESCRIPTION:

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

The Mission Statement is "The Virginia Department of Juvenile Justice protects the public by preparing Court-involved youth to be successful citizens." The Vision Statement is "The Virginia Department of Juvenile Justice is committed to excellence in public safety by providing effective interventions that improve the lives of youth, strengthening both families and communities within the Commonwealth."

RESPONSIBILITIES:

INTAKE:

Intake services are provided during working hours by appointment for everyone and twenty four hours a day for law enforcement agencies that have taken a youth into custody and are requesting a detention order be issued. Some of the types of intake include: child custody, visitation, support, juvenile delinquency, adult protective orders, child abuse and neglect filed by child protective service workers, children in need of services and children in need of supervision. By law the intake officer (probation officer) has the authority to receive, review, and process complaints. The intake officer will decide whether probable cause exists to handle the case informally, file the petition and if the child is in custody, to release the child to 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 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	58,549	40,353	58,103	58,707	604	1.04%
OPERATING	3,027	6,227	3,500	3,500	0	0.00%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$61,576	\$46,580	\$61,603	\$62,207	\$604	0.98%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	33,806	35,515	40,000	35,000	(5,000)	-12.50%
LOCAL	<u>27,770</u>	<u>11,065</u>	<u>21,603</u>	<u>27,207</u>	<u>5,604</u>	<u>25.94%</u>
TOTAL	\$61,576	\$46,580	\$61,603	\$62,207	\$604	0.98%
FULL TIME POSITIONS	1	1	1	1	0	0.00%

Building Inspections

DEPARTMENT DESCRIPTION:

The Warren County Building Inspections Department is the enforcement authority for the State of Virginia's Uniform Statewide Building Code and the Virginia Erosion and Sediment Control Handbook, having jurisdiction for all of Warren County including the Town of Front Royal as authorized under Virginia State Statute 36-105 and 10.1-562 in conjunction with Chapter 82 and 150 of the Warren County Code.

The Department protects the health, life and safety of all Warren County residents, as it pertains to new construction, alterations and rehabilitation. By ensuring that buildings and structures are permitted to be constructed according to the Virginia Uniform Statewide Building Code which is part of the Code of Virginia and its recognized standards for health, safety, energy conservation, water conservation, and while meeting the State mandated erosion and sediment control.

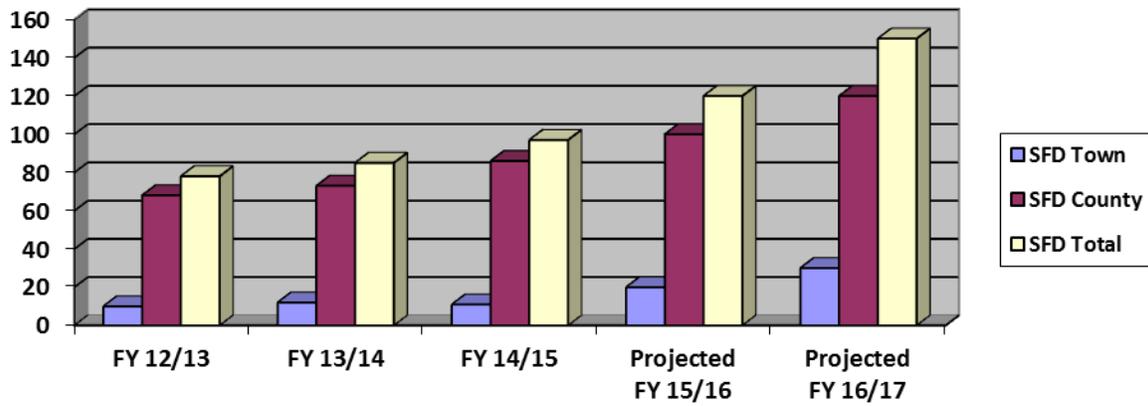
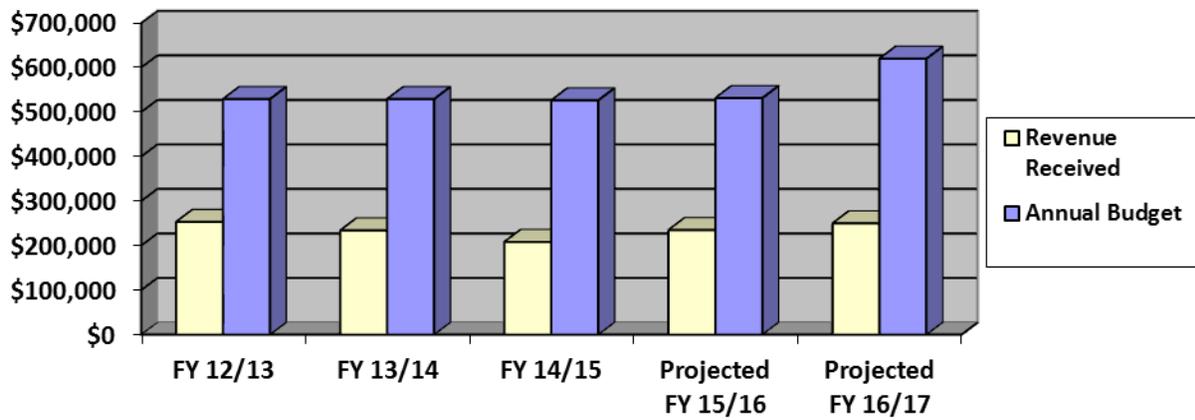
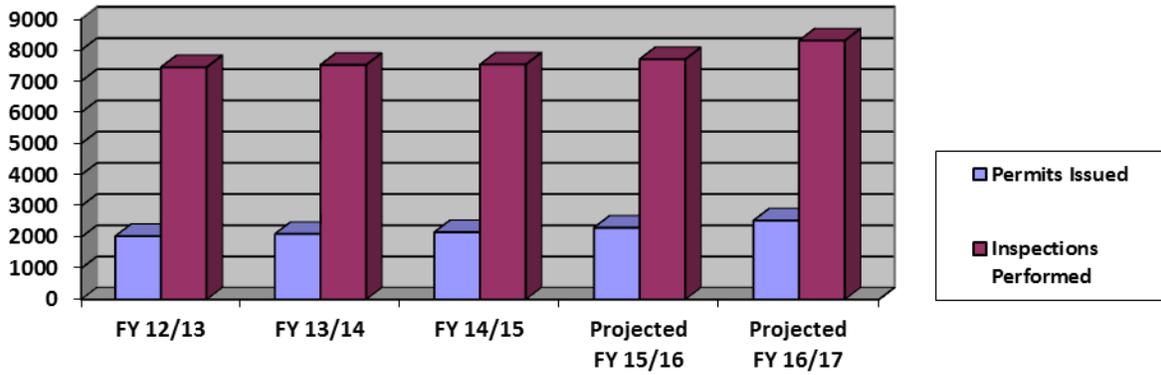
RESPONSIBILITIES:

- Ensure that buildings and structures are permitted to be constructed according to Virginia Uniform Statewide Building Codes, at the least possible cost
- Obtain and maintain required staff certifications mandated by State Certification Program
- Attend State and Regional Code related organization meetings to achieve better interpretive understanding of current regulations and to influence future Code changes
- Provide timely, efficient and courteous service to the public

GOALS AND OBJECTIVES:

- Have each of our current Inspectors certified by the State for Residential Combination inspections.
- Have current Inspectors certified by the State for Commercial inspections.
- Have current Inspectors and Permit Technicians meet the mandated Continuing Education Requirements set by State.
- Have all Permit Technicians certified.
- Provide Code training and instructional seminars to the public.
- Continue to close old permits that have not received the required inspections or final inspection and have not complied with notices. This continues to be accomplished as new permits are applied for at the same location.
- Attend State and Code related organization meetings to achieve better interpretive understanding of current regulations and to influence future Code changes.
- Continue to be active in the Code Development process at the State and National levels.
- Introduce a new software program to allow seamless interaction and communication between both County and Town Zoning Departments and provide a customer friendly experience.

SERVICE MEASURES:



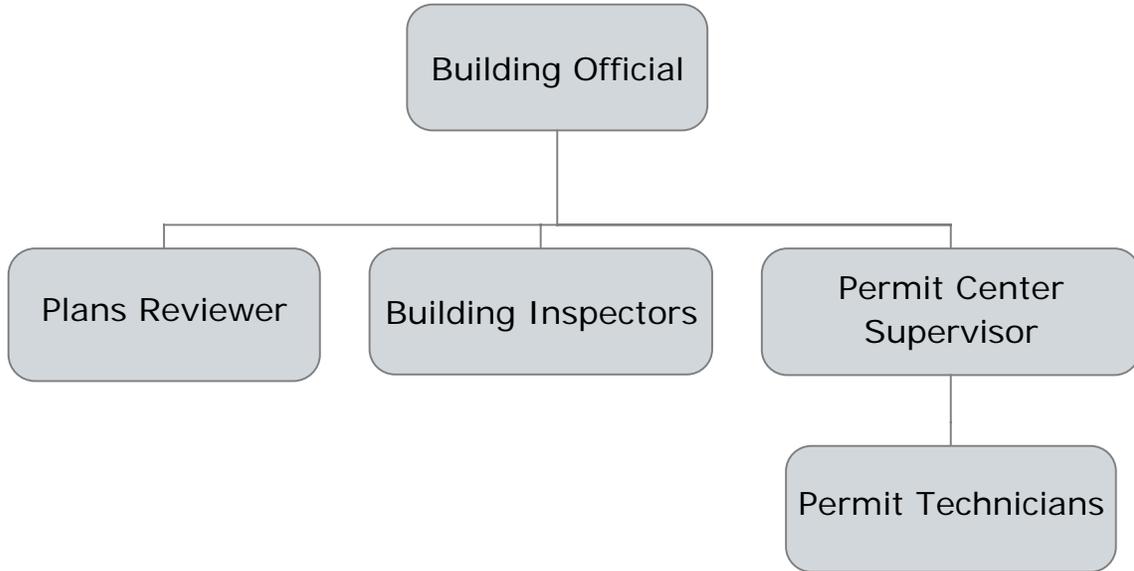
SERVICE VOLUME	FY 2012-2013	FY 2013-2014	FY 2014-2015	Projected FY 2015-2016
Building Permit Plan Reviews	787	728	800	825
Building Permits Issued	2,028	2,097	2,158	2,300
Building Permit Inspections	7,445 [ⓐ]	7,521 [ⓐ]	7,533 [ⓐ]	7,700
Erosion & Sediment Control Plan Reviews	9	12	21	30

[ⓐ] 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 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	400,453	384,577	418,774	456,926	38,152	9.11%
OPERATING	90,589	127,377	97,253	106,638	9,385	9.65%
CAPITAL	14,528	14,640	15,500	13,500	(2,000)	-12.90%
TOTAL	\$505,570	\$526,594	\$531,527	\$577,064	\$45,537	8.57%
REVENUE:						
FEES	215,926	199,267	265,000	275,000	10,000	3.77%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	289,644	327,327	266,527	302,064	35,537	13.33%
TOTAL	\$505,570	\$526,594	\$531,527	\$577,064	\$45,537	8.57%
FULL TIME POSITIONS	6	6	6	7	1	16.67%

Building Inspections



Animal Control

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.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	252,092	246,526	246,254	257,322	11,068	4.49%
OPERATING	250,646	301,760	328,886	348,426	19,540	5.94%
CAPITAL	22,465	16,307	27,370	27,370	0	0.00%
TOTAL	\$525,203	\$564,593	\$602,510	\$633,118	\$30,608	5.08%
REVENUE:						
FEES	46,888	43,962	47,596	47,500	(96)	-0.20%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	478,315	520,631	554,914	585,618	30,704	5.53%
TOTAL	\$525,203	\$564,593	\$602,510	\$633,118	\$30,608	5.08%
FULL TIME POSITIONS	4	4	4	4	0	0.00%

Medical Examiner

DEPARTMENT DESCRIPTION:

Upon being notified of a death, the medical examiner shall take charge of the dead body, make an investigation into the cause and manner of death, reduce his/her findings to writing, and promptly make a full report to the Chief Medical Examiner. For each investigation, including the making of required reports, the medical examiner shall receive a fee within the limitations of appropriations for the purpose. The fee is paid by the Commonwealth of Virginia if the deceased is not a legal resident of the county or city in which the death occurred. If the deceased is a legal resident of the county, the county is responsible for up to \$20 of the fee.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	580	600	500	500	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$580	\$600	\$500	\$500	\$0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	580	600	500	500	0	0.00%
TOTAL	\$580	\$600	\$500	\$500	\$0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Fire and Rescue Department

DEPARTMENT DESCRIPTION:

The Warren County Department of Fire and Rescue Services is the administrative/managing department and operational management for the County emergency response and emergency management functions. It is a combination County Department consisting of eight stations and two out-of-county mutual aid stations with approximately seventy active/responding volunteers. The Department supplements the volunteers with twenty four career staff from two stations, five days/nights a week, and four stations 24/7, assisted by an Administrative staff of five.

RESPONSIBILITIES:

- Oversight and operational control over nine fire and rescue stations, Special Operations Team, County Emergency Management Team, including the CERT Team, Fire Marshal's Office.
- Respond to emergency calls including those which require emergency medical service
- Manage a Cost Recovery program which generates additional funding for the Department and is used for operating costs, additional staffing costs, apparatus, etc.
- Provide training and continuing education training programs to maintain required certifications for career and volunteer responders
- Test and hire new firefighters

FIRE DEPARTMENT:

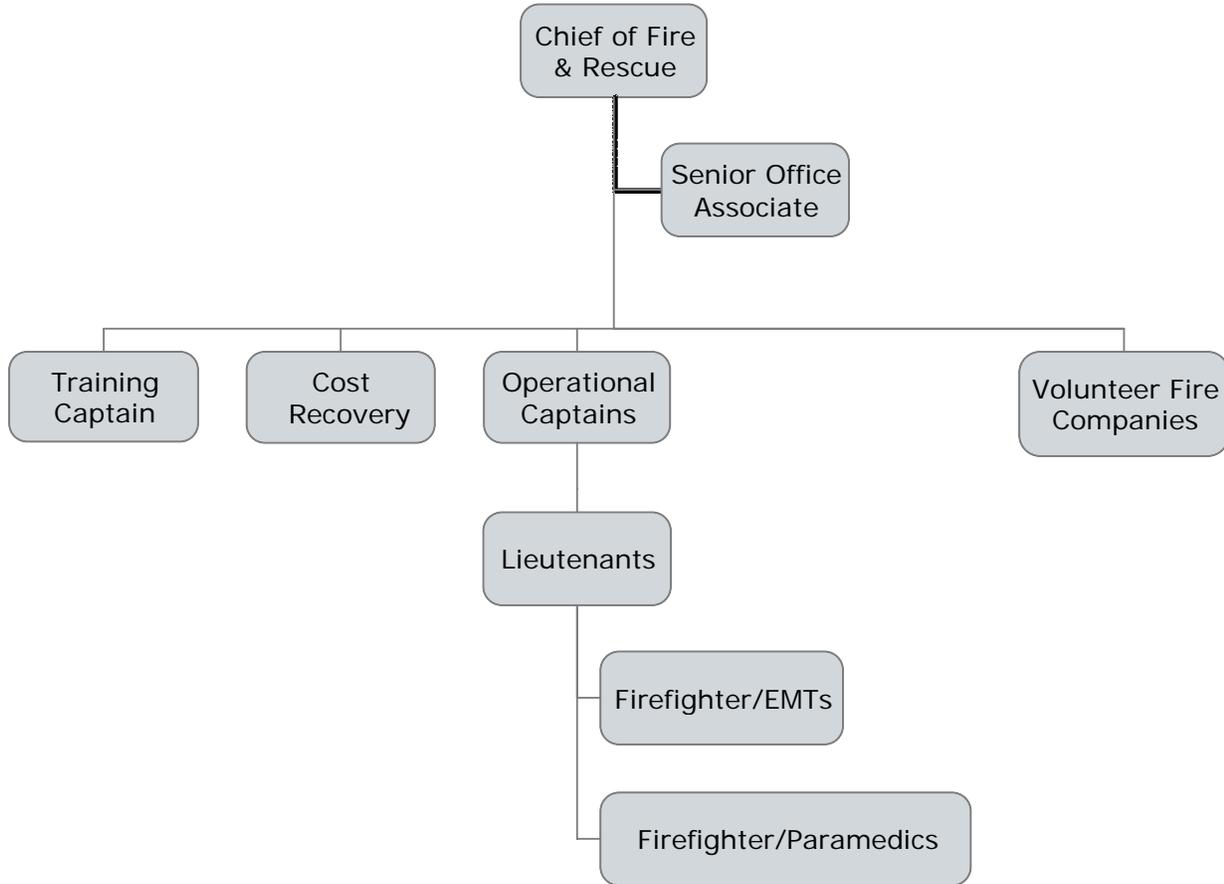
- 24 full-time career responders, 6 office staff, 22 part-time career responders, 70 active volunteer responders
- 8 fire and rescue stations in county with 2 out of county aid responders, 2 Truck companies, 1 heavy rescue company, 4 boats, 1 air utility



BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	2,008,524	2,186,894	2,137,401	2,246,196	108,795	5.09%
OPERATING	240,057	293,583	153,849	181,374	27,525	17.89%
CAPITAL	418,511	33,181	27,500	55,500	28,000	101.82%
TOTAL	\$2,667,092	\$2,513,658	\$2,318,750	\$2,483,070	\$164,320	7.09%
REVENUE:						
FEES	274,950	373,313	274,950	274,950	0	0.00%
STATE/FEDERAL	28,058	27,753	26,828	26,828	0	0.00%
LOCAL	2,364,084	2,112,592	2,016,972	2,181,292	164,320	8.15%
TOTAL	\$2,667,092	\$2,513,658	\$2,318,750	\$2,483,070	\$164,320	7.09%
FULL TIME POSITIONS	26	28	29	29	0	0.00%

Fire and Rescue Department



Cost Recovery

DEPARTMENT DESCRIPTION:

The Cost Recovery Program budget is managed by the Fire Chief. The income side are 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, reimbursement for insurance and the like.

In fiscal year 2013, the Fire and Rescue Department put in place a Capital Improvement Program that allows for funds to be made available for the purchase of County spec ambulance in priority as adopted by the Fire Chief's Advisory Committee. In 2012 and 2013, we were able to purchase three brand new ambulances (Stations 2, 10 and 1) as well as make annual payments on our new 105' Smeal Quint at Station 10. For 2015-2016 we purchased a 2016 ambulance for Station 6.



BUDGET SUMMARY:

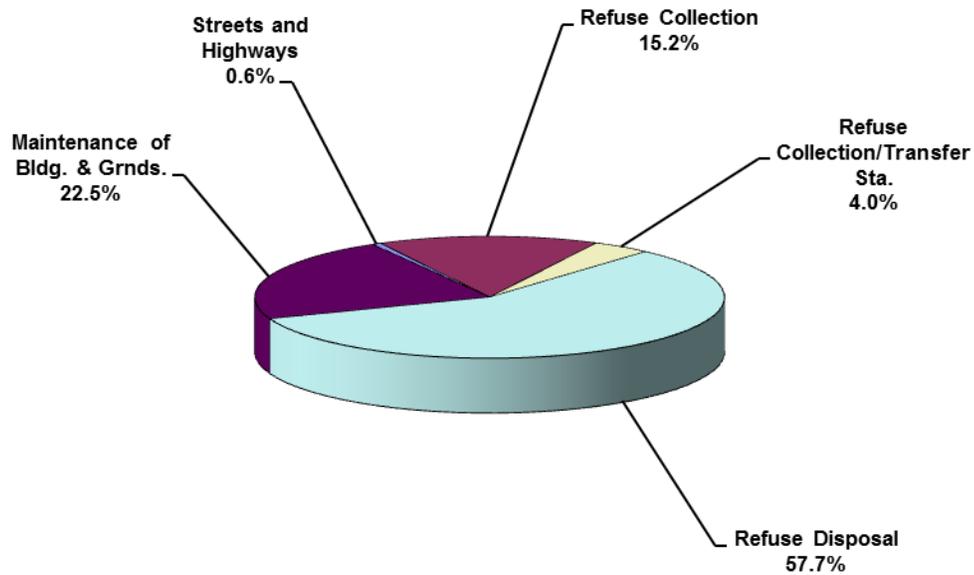
	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	319,151	293,478	356,000	347,600	(8,400)	-2.36%
CAPITAL	10,547	58,945	152,500	152,500	0	0.00%
TOTAL	\$329,698	\$352,423	\$508,500	\$500,100	\$(8,400)	-1.65%
REVENUE:						
FEES	329,698	352,423	508,500	500,100	(8,400)	-1.65%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	0	0	0	0	0	0.00%
TOTAL	\$329,698	\$352,423	\$508,500	\$500,100	\$(8,400)	-1.65%
FULL TIME POSITIONS	0	0	0	0	0	0.00%



Linden Public Convenience Site

Public Works

	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017 AMOUNT	%
Streets and Highways	19,493	31,025	26,000	(5,025)	-16.20%
Refuse Collection	690,423	655,733	648,855	(6,878)	-1.05%
Refuse Collection/Transfer Sta.	151,077	171,865	172,205	340	0.20%
Refuse Disposal	2,153,057	2,397,250	2,455,238	57,988	2.42%
Maintenance of Bldg. & Grnds.	848,077	954,173	956,222	2,049	0.21%
PUBLIC WORKS	\$3,862,127	\$4,210,046	\$4,258,520	\$48,474	1.15%



Streets and Highways

DEPARTMENT DESCRIPTION:

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

RESPONSIBILITIES:

- Replace missing road signs within two to three weeks of ordering. Sign production varies from one to three weeks depending on their production schedule.
- Update and replace older signs that may not meet current safety considerations.
- Install signs for new roads or modifications made to existing roads.
- Investigate any signage complaints or concerns and follow up with appropriate action.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	4,582	1,278	11,025	6,000	(5,025)	-45.58%
OPERATING	12,008	18,215	20,000	20,000	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$16,590	\$19,493	\$31,025	\$26,000	\$(5,025)	-16.20%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	16,590	19,493	31,025	26,000	(5,025)	-16.20%
TOTAL	\$16,590	\$19,493	\$31,025	\$26,000	\$(5,025)	-16.20%
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:

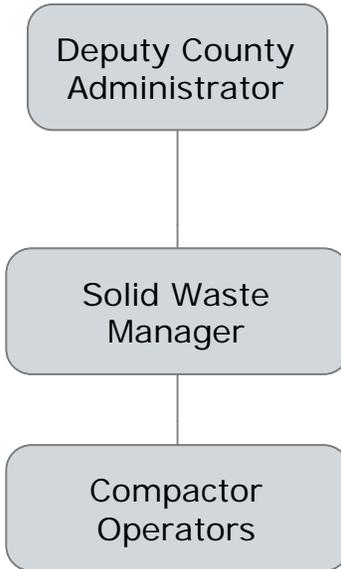
REFUSE COLLECTION-CONVENIENCE SITES

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017 AMOUNT	%
COSTS:						
PERSONNEL	179,773	176,260	190,033	195,215	5,182	2.73%
OPERATING	439,687	430,816	453,300	442,240	(11,060)	-2.44%
CAPITAL	8,545	83,347	12,400	11,400	(1,000)	-8.06%
TOTAL	\$628,005	\$690,423	\$655,733	\$648,855	\$(6,878)	-1.05%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	628,005	690,423	655,733	648,855	(6,878)	-1.05%
TOTAL	\$628,005	\$690,423	\$655,733	\$648,855	\$(6,878)	-1.05%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

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

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	86,942	83,376	97,805	97,955	150	0.15%
OPERATING	68,471	67,701	74,060	74,250	190	0.26%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$155,413	\$151,077	\$171,865	\$172,205	\$340	0.20%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	155,413	151,077	171,865	172,205	340	0.20%
TOTAL	\$155,413	\$151,077	\$171,865	\$172,205	\$340	0.20%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Refuse Collection



Refuse Disposal

DEPARTMENT DESCRIPTION:

The Refuse Disposal budget focuses on the daily activities of the Warren County Transfer Station located in Bentonville. Wastes are received by the Town of Front Royal, the County's five (5) public convenience locations and commercial businesses in Warren County. Warren County ships and deposits approximately 32,000 tons of solid waste per year to a landfill in Page County.

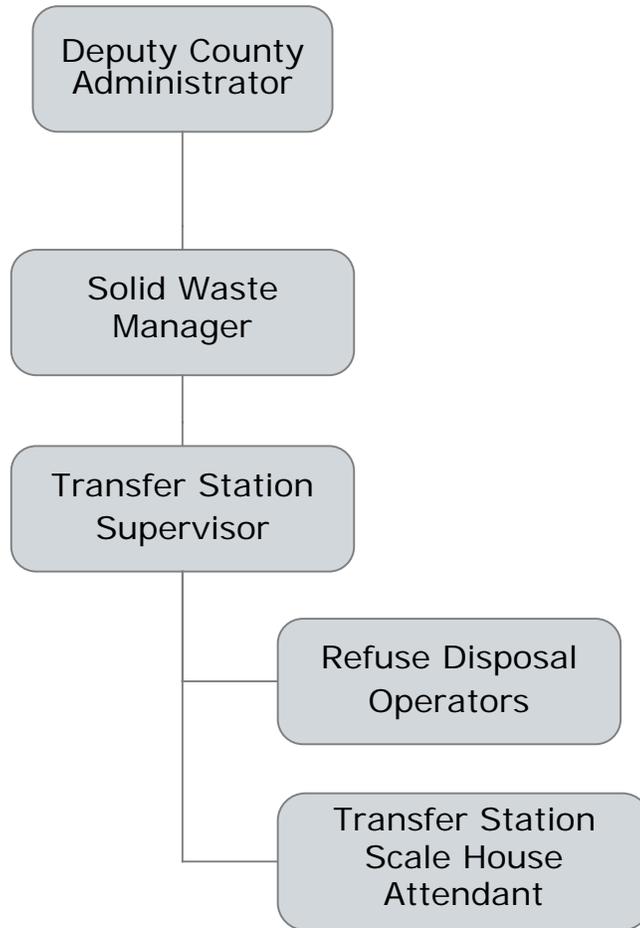
RESPONSIBILITIES:

- Maintain certification of all staff through the Virginia Department of Environmental Quality (DEQ).
- Maintain Public Weighmaster Certification for all staff through the Virginia Department of Agriculture & Consumer Services (VDACS).
- Provide for County-wide waste collection
- Recycle all metals
- Re-compacting waste in transfer trailers for shipment to the landfill
- Grinding of brush and stumps for sale as mulch
- White good collection; Freon extraction and recycling of all metals
- Paint, oil, and antifreeze collection and disposal
- Monitoring and maintenance of the Warren County Closed Landfill
- Coordination with trucking vendors
- Compliance monitoring and inspections of incoming waste

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017 AMOUNT	%
COSTS:						
PERSONNEL	252,367	259,405	334,861	334,349	(512)	-0.15%
OPERATING	1,696,825	1,636,664	1,956,100	1,889,600	(66,500)	-3.40%
CAPITAL	102,838	256,988	106,289	231,289	125,000	117.60%
TOTAL	\$2,052,030	\$2,153,057	\$2,397,250	\$2,455,238	\$57,988	2.42%
REVENUE:						
FEES	980,848	978,639	1,087,000	1,100,000	13,000	1.20%
STATE/FEDERAL	0		0	0	0	0.00%
LOCAL	1,071,182	1,174,418	1,310,250	1,355,238	44,988	3.43%
TOTAL	\$2,052,030	\$2,153,057	\$2,397,250	\$2,455,238	\$57,988	2.42%
FULL TIME POSITIONS	4	4	5	5	0	0.00%

Refuse Disposal



Maintenance of Buildings & Grounds

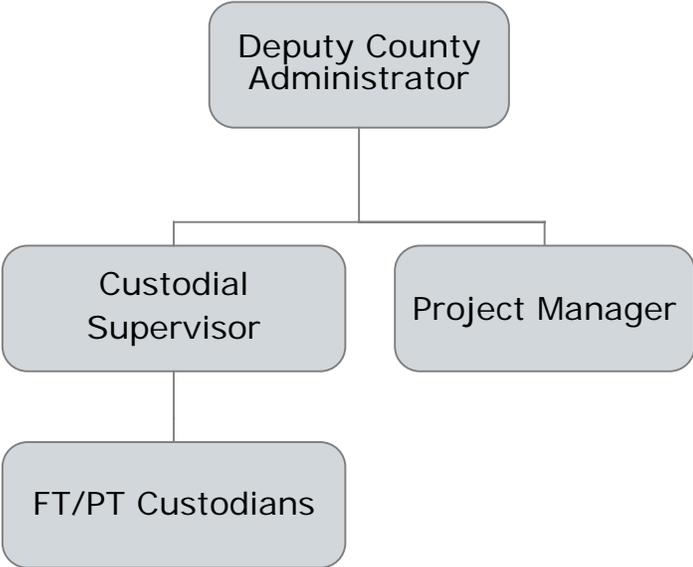
DEPARTMENT DESCRIPTION:

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), 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.

BUDGET SUMMARY:

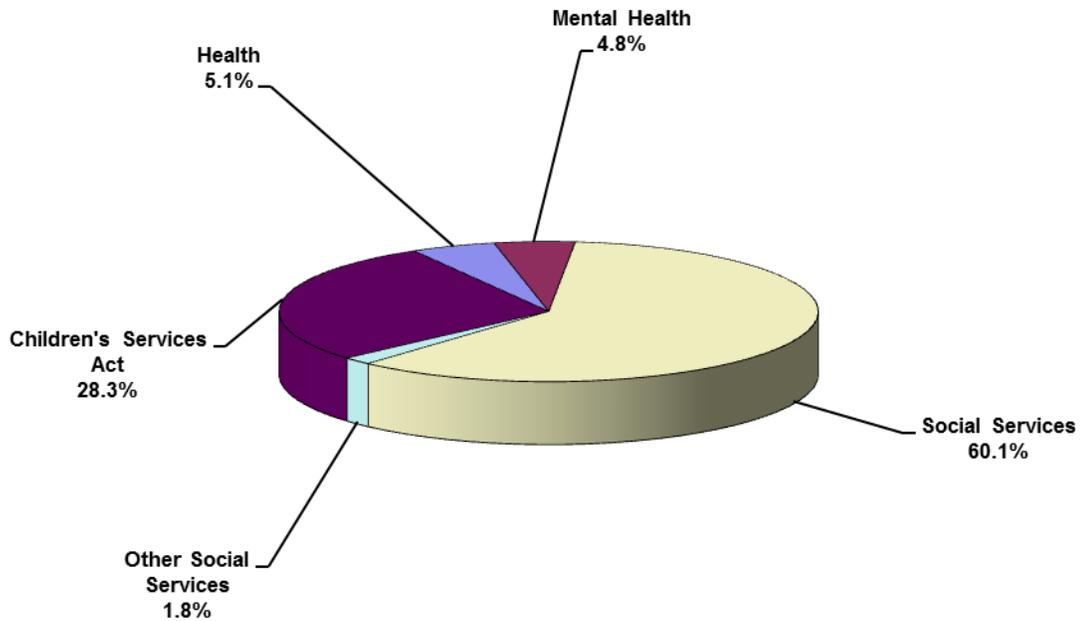
	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	232,230	255,389	277,367	289,522	12,155	4.38%
OPERATING	632,189	576,168	627,806	617,700	(10,106)	-1.61%
CAPITAL	9,473	16,520	49,000	49,000	0	0.00%
TOTAL	\$873,892	\$848,077	\$954,173	\$956,222	\$2,049	0.21%
REVENUE:						
FEES	21,073	20,499	27,500	25,000	(2,500)	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	852,819	827,578	926,673	931,222	4,549	0.49%
TOTAL	\$873,892	\$848,077	\$954,173	\$956,222	\$2,049	0.21%
FULL TIME POSITIONS	4	5	5	6	1	0.00%

Maintenance of Buildings & Grounds



Health and Welfare

	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
				AMOUNT	%
Health	314,748	333,867	337,935	4,068	1.22%
Mental Health	289,500	307,600	321,355	13,755	4.47%
Social Services	3,524,736	3,791,359	3,995,978	204,619	5.40%
Other Social Services	99,512	116,512	116,512	0	0.00%
Children's Services Act	1,740,546	2,079,556	1,879,841	(199,715)	-9.60%
HEALTH AND WELFARE	\$5,969,042	\$6,628,894	\$6,651,621	\$22,727	0.34%



Health

DEPARTMENT DESCRIPTION:

The budget under the section titled “Health” includes local funding for the Warren County Health Department and the Warren Coalition.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	310,759	314,748	333,867	337,935	4,068	1.22%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$310,759	\$314,748	\$333,867	\$337,935	\$4,068	1.22%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	310,759	314,748	333,867	337,935	4,068	1.22%
TOTAL	\$310,759	\$314,748	\$333,867	\$337,935	\$4,068	1.22%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Mental Health and Disability

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	277,500	289,500	307,600	321,355	13,755	4.47%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$277,500	\$289,500	\$307,600	\$321,355	\$13,755	4.47%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	277,500	289,500	307,600	321,355	13,755	4.47%
TOTAL	\$277,500	\$289,500	\$307,600	\$321,355	\$13,755	4.47%
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 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 Parent Education and Training, Child Protective Services, Adult Protective Services, Ongoing Child and Adult Services, Fraud Referral and Investigation, and other customer services.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	2,171,218	2,102,782	2,326,713	2,496,687	169,974	7.31%
OPERATING	1,753,497	1,421,954	1,464,646	1,499,291	34,645	2.37%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	<u>\$3,924,715</u>	<u>\$3,524,736</u>	<u>\$3,791,359</u>	<u>\$3,995,978</u>	<u>\$204,619</u>	<u>5.40%</u>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	2,674,260	2,649,498	2,625,276	2,862,665	237,389	9.04%
LOCAL	<u>1,250,455</u>	<u>875,238</u>	<u>1,166,083</u>	<u>1,133,313</u>	<u>(32,770)</u>	<u>-2.81%</u>
TOTAL	<u>\$3,924,715</u>	<u>\$3,524,736</u>	<u>\$3,791,359</u>	<u>\$3,995,978</u>	<u>\$204,619</u>	<u>5.40%</u>
FULL TIME POSITIONS	38	39	41	41	0	0.00%

Other Social Services

DEPARTMENT DESCRIPTION:

This department includes contributions to various local agencies that provide assistance to residents of Warren County. Agencies include: Shenandoah Area Agency on Aging, Blue Ridge Legal Services, Access Independence, Concern Hotline, Front Royal Children's Center, Help with Housing, reSOLUTIONS, Inc., St. Luke Community Clinic, House of Hope and Phoenix Project.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	108,581	99,512	116,512	116,512	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	<u>\$108,581</u>	<u>\$99,512</u>	<u>\$116,512</u>	<u>\$116,512</u>	<u>\$0</u>	<u>0.00%</u>
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>108,581</u>	<u>99,512</u>	<u>116,512</u>	<u>116,512</u>	<u>0</u>	<u>0.00%</u>
TOTAL	<u>\$108,581</u>	<u>\$99,512</u>	<u>\$116,512</u>	<u>\$116,512</u>	<u>\$0</u>	<u>0.00%</u>
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Children's Services Act

DEPARTMENT DESCRIPTION:

The Children's Services Act (CSA) for At-Risk Youth and Families is a 1993 Virginia Law that provides for the pooling of eight specific funding streams used to purchase services for high-risk youth. These funds are returned to the localities with a required state/local match and are managed by local interagency teams. The purpose of the Act is to provide high quality, child-centered, family-focused, cost-effective, community-based services to high-risk youth and their families. The 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:

- Principal financial advisor to the Warren County Community Policy and Management Team (CPMT) concerning placements and care required for individual children and families referred for action in accordance with CSA.
 - Ensure that Medicaid is being accessed by case managers for clients, if possible.
 - Approve payment of invoices for services rendered for CSA funded children.
 - Assist CPMT with contract development.
 - Conduct cost analysis of available care providers in conjunction with CSA Coordinators.
 - Provide administrative support and coordination for CPMT meetings.

- Principal advisor to Family Assessment and Planning Team (FAPT) and CPMT concerning individual cases of at risk children.
 - Provide administrative support to FAPT meetings and prepare all Pre-FAPT referral cases for review. Provide information and training to FAPT case managers.
 - Develop, revise, and/or format all documentation related to FAPT referrals.
 - Screen and track all service referrals and ensures the referral meets appropriate criteria/eligibility for service. Document and assess all parental co-payment as needed.
 - Ensure services planning include a Mandatory Uniform Assessment Instrument (MUAI).
 - Monitor and review each case in accordance with state and federal laws.
 - Review youths' progress given recommended services.

- Prepare and submit required state reports and monitor compliance with evolving regulations.
 - Maintain computerized CSA State Data Information.
 - Maintain local database system to track CSA youth being referred for care, those receiving care, and those leaving care.
 - Maintain State Utilization Management requirements by obtaining necessary documentation from providers and case managers.
 - Complete Monthly CSA Pool Reimbursement Request.
 - Complete a supplemental allocation request for reimbursement from the State.
 - Attend relevant state, regional, and local CSA Coordinator training seminars.

PROJECTS:

- Communicate ideas, strategies and services through Warren County's Courts Best Practices Group and new bring ideas and best practices to the Warren County CSA office.
- Increase parental fiscal responsibility for services provided through CSA.

- Collaborate with public and private partners to bring needed services to the County.
- Upgrade the County to the State’s Office Children Services Data Elements Project.
- Perform the State’s Office of Children’s Services Self-Assessment Audit.
- Serve as Youth Advisory Council Board Member.
- Organize monthly Warren County CPMT Brown Bag Training Seminars.
- Plan, organize and chair Shenandoah Regional CSA Coordinator meetings.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	73,710	77,531	78,356	78,641	285	0.36%
OPERATING	1,537,881	1,663,015	2,001,200	1,801,200	(200,000)	-9.99%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$1,611,591	\$1,740,546	\$2,079,556	\$1,879,841	\$(199,715)	-9.60%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	884,255	877,421	1,314,070	1,331,916	17,846	1.36%
LOCAL	727,336	863,125	765,486	547,925	(217,561)	-28.42%
TOTAL	\$1,611,591	\$1,740,546	\$2,079,556	\$1,879,841	\$(199,715)	-9.60%
FULL TIME POSITIONS	1	1	1	1	0	0.00%

Education

Community College

DEPARTMENT DESCRIPTION:

This is a local contribution to Lord Fairfax Community College which serves residents of Warren County. Contribution is based on percentage/number of students attending from Warren County.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	36,274	41,010	39,399	35,622	(3,777)	-9.59%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$36,274	\$41,010	\$39,399	\$35,622	\$(3,777)	-9.59%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	36,274	41,010	39,399	35,622	(3,777)	-9.59%
TOTAL	\$36,274	\$41,010	\$39,399	\$35,622	\$(3,777)	-9.59%
FULL TIME POSITIONS	0	0	0	0	0	0.00%



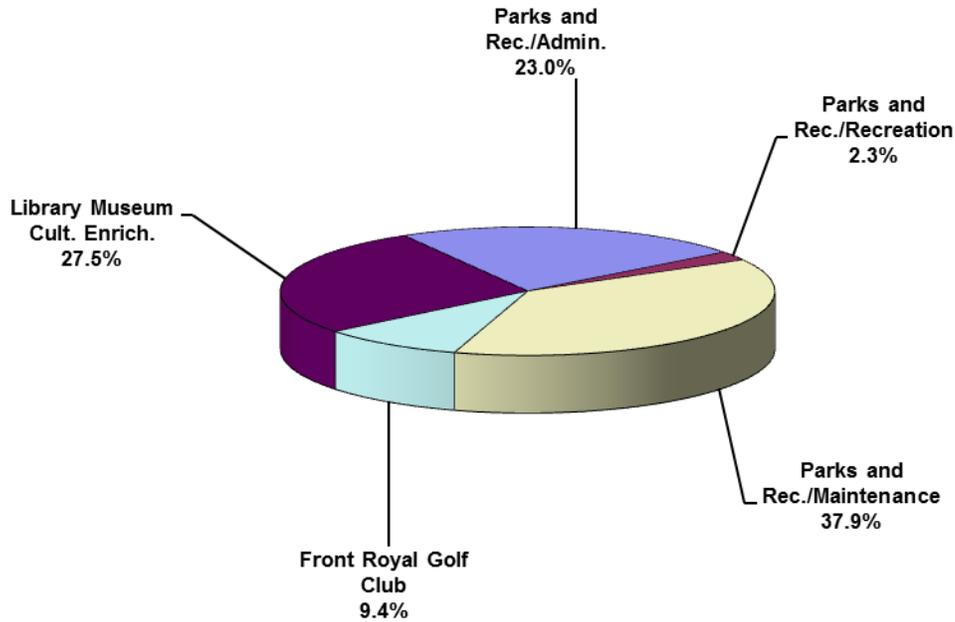
Warren County Community Center



Bing Crosby Stadium
137

Parks, Recreation and Cultural

	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017 AMOUNT	%
Parks and Rec./Administration	699,706	760,456	800,656	40,200	5.29%
Parks and Rec./Recreation	70,032	81,000	80,200	(800)	-0.99%
Parks and Rec./Maintenance	1,405,954	1,252,118	1,322,074	69,956	5.59%
Front Royal Golf Club	339,425	351,059	327,282	(23,777)	-6.77%
Library Museum Cult. Enrich.	890,000	925,500	960,822	35,322	3.82%
PARKS, REC. & CULTURAL	\$3,405,117	\$3,370,133	\$3,491,034	\$120,901	3.59%



Parks and Recreation Administration

DEPARTMENT DESCRIPTION:

The Administrative Division for the Parks and Recreation Department coordinates policy and department planning, short-term and long-term, and directs all department functions.

RESPONSIBILITIES:

- Manage seventeen (17) full-time employees and approximately sixty (78) 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, Eastham Park, Rockland Park, Skyline Soccerplex, Warren County Community Center and Warren County Health & Human Services Complex gymnasium and athletic facilities, and year-round recreational activities programs and special events
- Maintain parks and facilities according to safety standards published by recognized organizations
- 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 County web page and new full page Recreation Connection brochure. Front Royal Golf Course has a stand alone web-site.
- 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 Youth Services Advisory Board, Warren Coalition and civic and special interest groups
- Continue implementing the Rockland Park Master Plan and Design Guidelines for 2016.

PROJECTS:

- Aggressively pursue alternative sources of funding for recreational programs and facilities including fundraisers and grant opportunities
- Develop, expand, and improve the quality of recreational facilities and program offerings
- Implement the standard operating facilities plan for: Skyline Soccerplex, Bing Crosby Stadium, Warren County Skatepark, Warren County Eastham Park Dog Park, Front Royal Golf Club, Rockland Park, Warren County Community Center and Warren County Health & Human Services Complex 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
- Implement new RecPro software and on-line registration for Warren County community.

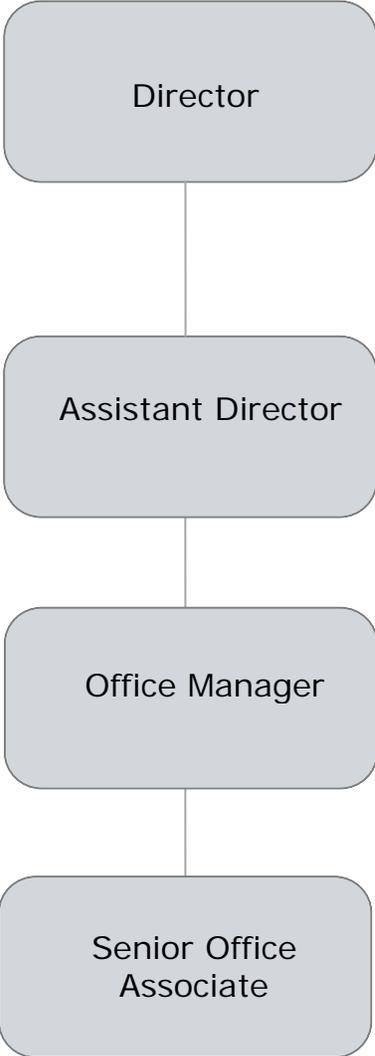
SERVICE LEVELS:

PERFORMANCE MEASURES	FY 2014-2015	FY 2015-2016	FY 2016-2017	LONG TERM
	Actual	Actual	Proposed	Target
Monitor Youth Center Reservations	484	518	600	650
Improve Customer Service Response	5 minutes	5 minutes	5 minutes	5 minutes
Improve Positive Public Input	75	75	75	75
Monitor Shelter Reservations	293	305	400	450
Community Center Reservations	1,076	1,637	1,750	1,800
Community Center Revenue	\$15,036.99	\$21,481.55	\$25,000.00	\$30,000.00
Athletic Field User Fees	\$36,614.71	\$38,959.14	\$40,000.00	\$50,000.00
Athletic Field Usage (youth/adult)	53/47	55/45	52/48	50/50
Activity Registrations	5,547	6,659	6,800	7,000
Recreation Complaints Received	6	6	5	5
Average Cost per Activity Day Per Part.	47/52	47/52	48/54	50/60
Number of Daily Admissions- Revenue	\$43,114.00	\$41,559.00	\$45,000.00	\$50,000.00
Number of Seasonal Passes Sold	\$2,695	\$3,075	\$3,200	\$3,400
Monitor Pool Reservations	17	18	24	25
Class Registration vs. Class Capacity	95%	92%	95%	100%
Hire Quality Certified Staff	47	50	50	50

BUDGET SUMMARY:

	FY 2013-2014 <u>ACTUAL</u>	FY 2014-2015 <u>ACTUAL</u>	FY 2015-2016 ADOPTED <u>BUDGET</u>	FY 2016-2017 ADOPTED <u>BUDGET</u>	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017 <u>AMOUNT</u> <u>%</u>	
COSTS:						
PERSONNEL	519,789	548,417	601,721	633,470	31,749	5.28%
OPERATING	139,442	147,079	152,735	160,296	7,561	4.95%
CAPITAL	<u>29,618</u>	<u>4,210</u>	<u>6,000</u>	<u>6,890</u>	<u>890</u>	<u>14.83%</u>
TOTAL	\$688,849	\$699,706	\$760,456	\$800,656	\$40,200	5.29%
REVENUE:						
FEES	149,326	159,692	175,339	206,541	31,202	17.80%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>539,523</u>	<u>540,014</u>	<u>585,117</u>	<u>594,115</u>	<u>8,998</u>	<u>1.54%</u>
TOTAL	\$688,849	\$699,706	\$760,456	\$800,656	\$40,200	5.29%
FULL TIME POSITIONS	5	5	5	5	0	0.00%

Parks and Recreation Administration



Parks and Recreation Rec. Program

DEPARTMENT DESCRIPTION:

The **Recreation Division** of the Parks and Recreation Department provides and promotes year-round recreational programs, classes, and activities for citizens of the Town of Front Royal and Warren County. These include special interest fitness classes and camps, family and children programs, youth sports programs such as basketball, flag football, and gymnastics, and several special events and bus trips. The Division schedules athletic field use and coordinates programs with the public school system. This division is located in the Warren County Community Center and is responsible for rentals at the Warren County Health & Human Services Complex Gym, all athletic facilities, Claude A. Stokes, Jr. Community Swimming Pool as well as the Warren County Community Center.

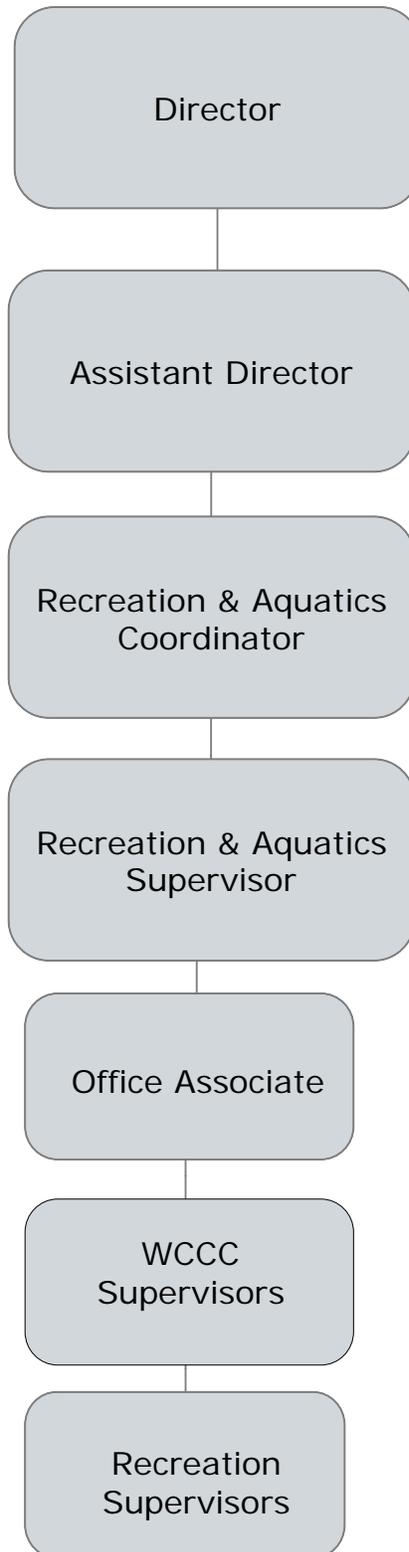
RESPONSIBILITIES:

- Review, revise, and promote a new recreational fee schedule bi-yearly to create a more balanced revenue/expenditure budget and increase public awareness of the need for and benefits of increased fees.
- Implement and develop new parks and recreation web page for County web-site.
- Acquire sponsors for recreation activities. Special events and Recreation Connection to offset expenses.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	70,534	70,032	81,000	80,200	(800)	-0.99%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$70,534	\$70,032	\$81,000	\$80,200	\$(800)	-0.99%
REVENUE:						
FEES	93,074	97,876	126,970	126,590	(380)	-0.30%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	(22,540)	(27,844)	(45,970)	(46,390)	(420)	0.91%
TOTAL	\$70,534	\$70,032	\$81,000	\$80,200	\$(800)	-0.99%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Parks and Recreation Rec. Program



Parks and Recreation Maintenance

DEPARTMENT DESCRIPTION:

The Parks and Recreation Department **Maintenance Division** are responsible for the maintenance of grounds and facilities and ensure that they are safe, clean, and attractive. The Maintenance Division follows Department guidelines for conservation of natural areas and open space for passive use. The Division works with the Department on the development and expansion of the parks system. The Division maintains twenty parks comprising 400 acres: Gertrude E. Miller Community Park, Lion's Park, Skyline Soccerplex, Burrell Brooks Park, Chimney Field, Riverton Park, Miss Smith's Park, Dr. Seide Memorial Gardens, Peter Lehew Park, Constitution Oak Park, Eastham Park, Linden Park and Rockland Park. Within the park system there are a number of baseball, softball, football, and soccer fields, tennis and basketball courts, playground equipment, walking trails, picnic shelters, drinking fountains, walking trails, and restrooms. The Division maintains the following facilities: Raymond E. Santmyers Youth Center, Bing Crosby Stadium, Claude A. Stokes Jr. Community Swimming Pool, Skyline Soccerplex, Warren County Skatepark, Park Maintenance Facility, Rockland Park, Warren County Dog Park, Warren County Community Center, and Warren County Health & Human Services Complex 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:

- Complete new Capital Design Guideline park amenities (e.g., signs, drinking fountains, bleachers, picnic tables, shelters, playground equipment, etc) according to the Park Master Plan and Design Guideline recommendations for the 2015-2019 Capital Improvement Program, and Rockland Park.
- Upgrade existing parks to conform to the American Disabilities Act standards and regulations and to decrease hazards, reduce maintenance efforts, and improve appearance
- Over time hire new staff to maintain upgraded facilities when applicable.
- Begin Capital Design Guidelines projects at Sawner Park Property (2015).

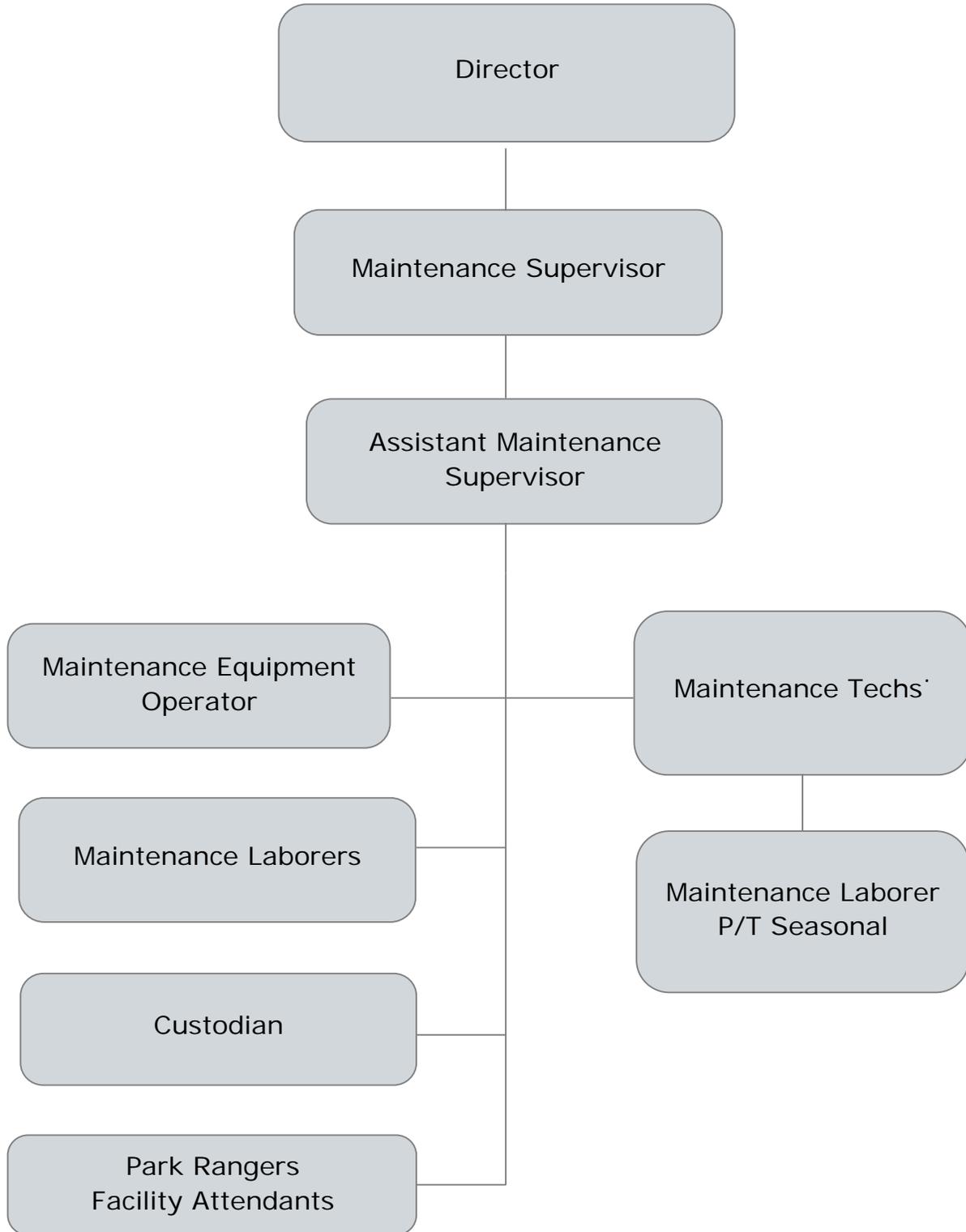
SERVICE LEVELS:

PERFORMANCE MEASURES	FY 2014-2015	FY 2015-2016	FY 2016-2017	LONG TERM
	Actual	Actual	Proposed	Target
Cost of Mowing 1 Acre	17.00	16.76	16.00	14.50
Safety Inspection Completed	12	12	12	12
Hours on Field Preparation	2,000	1,976	2,000	1,600
Reduce Vandalism Occurrences	5	15	10	2
Planting New Trees	30	35	20	10
Park Facility Improvement	10	5	5	5

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	659,362	707,825	718,668	729,502	10,834	1.51%
OPERATING	462,746	481,557	459,950	497,000	37,050	8.06%
CAPITAL	210,711	216,572	73,500	95,572	22,072	30.03%
TOTAL	\$1,332,819	\$1,405,954	\$1,252,118	\$1,322,074	\$69,956	5.59%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	1,332,819	1,405,954	1,252,118	1,322,074	69,956	5.59%
TOTAL	\$1,332,819	\$1,405,954	\$1,252,118	\$1,322,074	\$69,956	5.59%
FULL TIME POSITIONS	9	10	11	11	0	0.00%

Parks and Recreation Maintenance



Parks and Recreation Aquatics

DEPARTMENT DESCRIPTION:

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

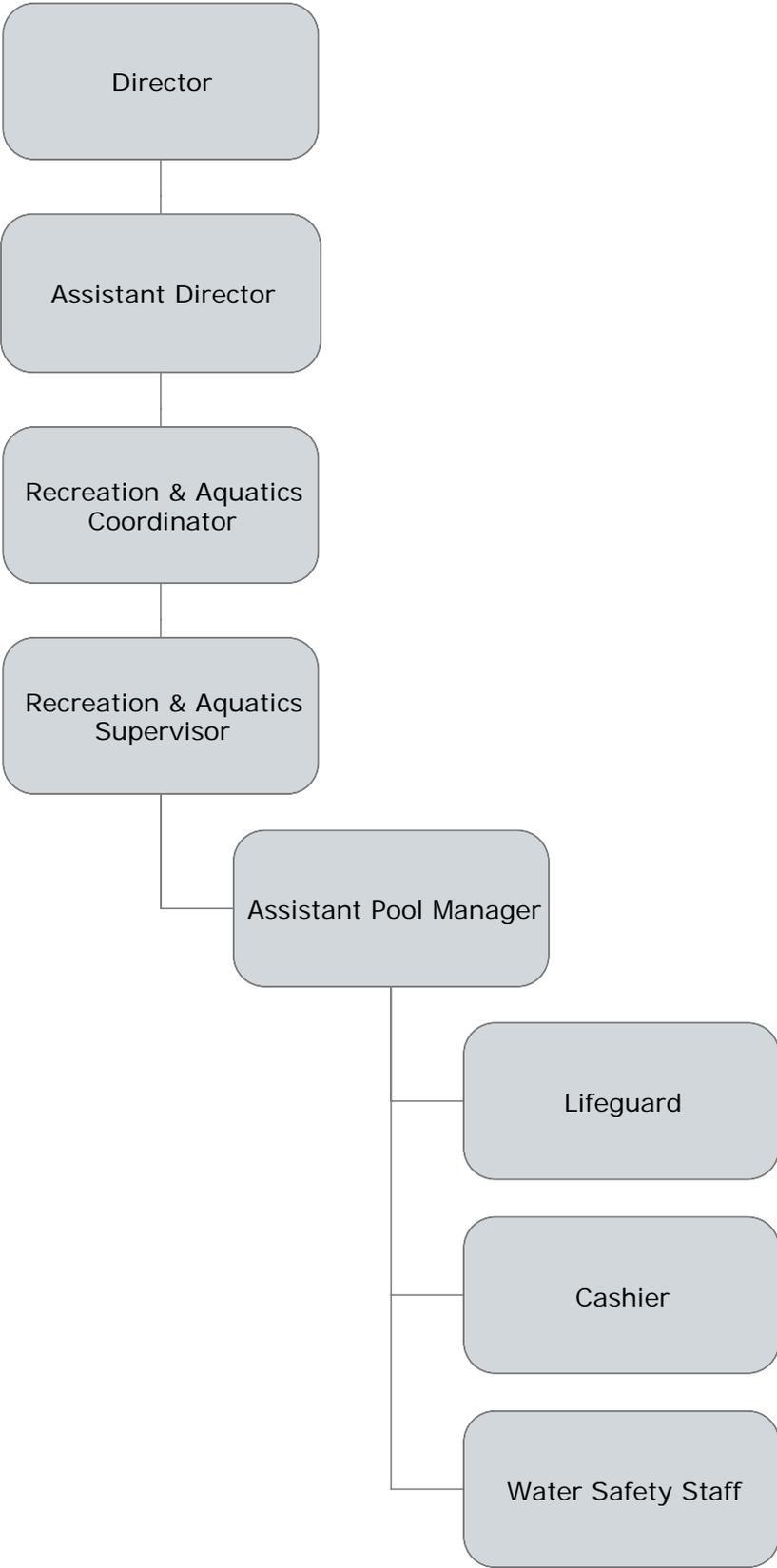
RESPONSIBILITIES:

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

BUDGET SUMMARY:

Personnel, operating, and capital expenses are included in the budgets for Parks and Recreation Administration and Parks and Recreation Maintenance.

Parks and Recreation Aquatics



Parks and Recreation–Front Royal Golf Club

DEPARTMENT DESCRIPTION:

The **Front Royal Golf Club** features a public parkland golf course located directly on the main fork of the Shenandoah River a few miles north of Front Royal, located at 902 Country Club Road. The scenic course has two sets of tees with 9 putting greens, for a total of 18 holes playing to par 70. A boat ramp provides access to the Shenandoah River and the club house features a pro shop, snack bar and banquet room. The facility was originally constructed in 1938 by the Civilian Conservation Corps on land donated by William Carson with the course built to his design. The current club house, built in 1998 to replace the original rustic CCC clubhouse lost in the flood of 1996. It hosts a snack bar, commercial kitchen and rental hall. The William E. Carson Walking Trail Phase 2 is open to the public. Phase 1 opened Spring 2013. Phase 3 will open in 2016.

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, walking trail, and FootGolf patronage.
- Developed new programs to include youth golf programs and weekday golf leagues and additional tournaments.
- 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; will offer youth group and non-profit groups discount with 501(c)(3) in 2016.
- Establish a youth (14-18 years) golf league with other area golf courses in 2016.
- Offer golf lessons in 2016 to seniors and adults.
- Opened FootGolf 9-hole course in 2015.

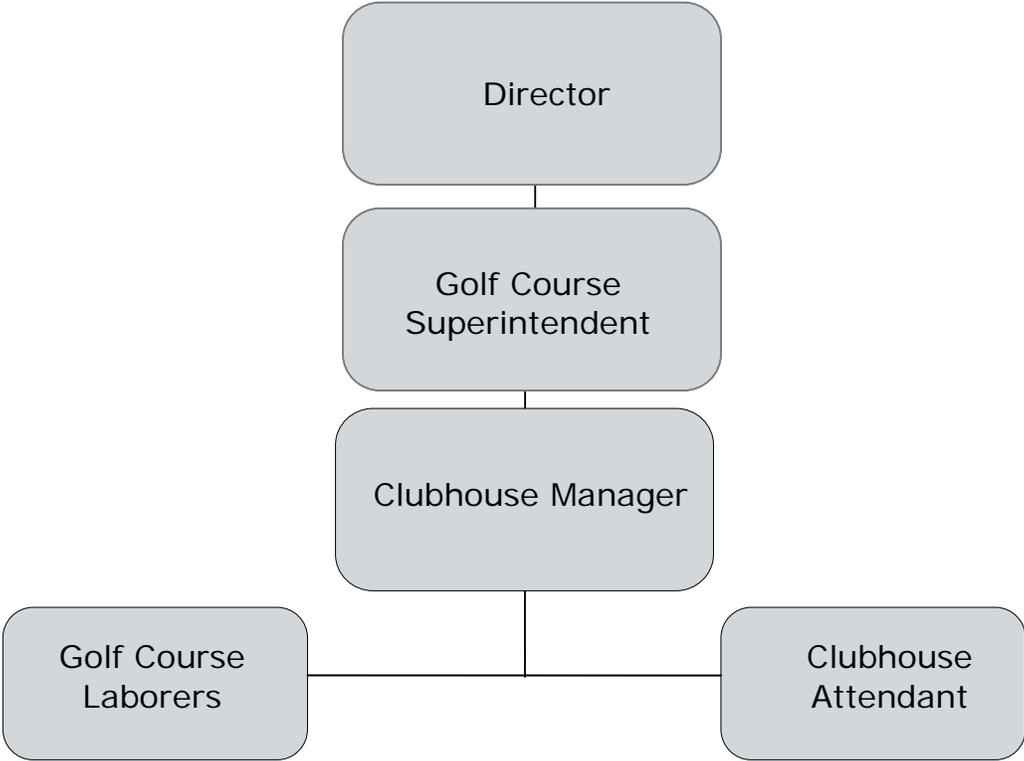
SERVICE LEVELS:

PERFORMANCE MEASURES	FY 2014-2015	FY 2015-2016	FY 2016-2017	LONG TERM
	Actual	Actual	Proposed	Target
Number of memberships	182	165	180	200
Number of rounds of golf played	5,904	5,884	5,900	8,000
Number of months open	12	12	12	12
Use of club house facilities for banquets, etc.	26	18	25	40+

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	188,849	186,962	190,949	170,817	(20,132)	-10.54%
OPERATING	146,003	152,463	155,110	146,465	(8,645)	-5.57%
CAPITAL	0	0	5,000	10,000	5,000	0.00%
TOTAL	\$334,852	\$339,425	\$351,059	\$327,282	\$(23,777)	-6.77%
REVENUE:						
FEES	281,460	182,109	248,035	247,016	(1,019)	-0.41%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	53,392	157,316	103,024	80,266	(22,758)	0.00%
TOTAL	\$334,852	\$339,425	\$351,059	\$327,282	\$(23,777)	-6.77%
 FULL TIME POSITIONS	 2	 2	 2	 2	 0	 0.00%

Parks and Recreation–Front Royal Golf Club





Samuels Public Library

Library, Museum, and Cultural Enrichment

DEPARTMENT DESCRIPTION:

This section includes contributions to the following organizations: Northern Virginia 4-H Center, Warren Heritage Society, Blue Ridge Arts Council, Browntown Community Center, and Samuels Public Library.

BUDGET SUMMARY:

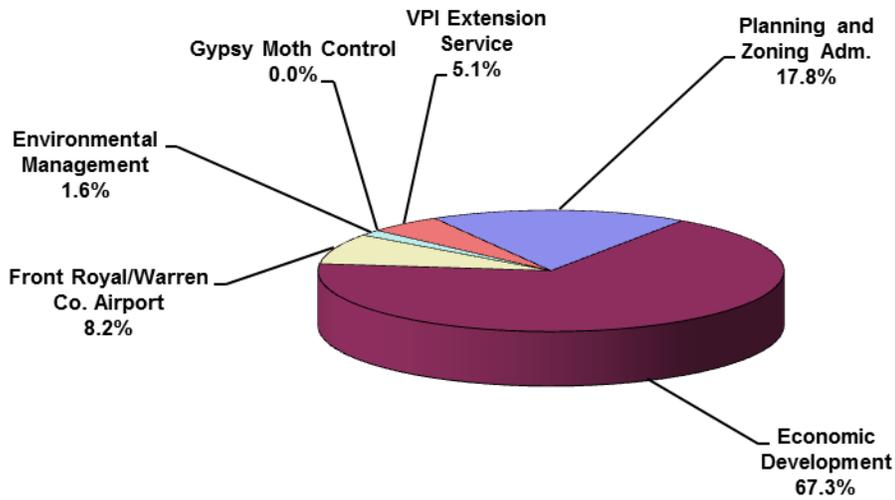
	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	850,000	890,000	925,500	960,822	35,322	3.82%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$850,000	\$890,000	\$925,500	\$960,822	\$35,322	3.82%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	5,000	5,000	5,000	5,000	0	0.00%
LOCAL	845,000	885,000	920,500	955,822	35,322	3.84%
TOTAL	\$850,000	\$890,000	\$925,500	\$960,822	\$35,322	3.82%
FULL TIME POSITIONS	0	0	0	0	0	0.00%



Front Royal-Warren County Airport

Community Development

	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
				AMOUNT	%
Planning and Zoning Adm.	380,062	393,756	406,275	12,519	3.18%
Economic Development	116,850	1,532,581	1,532,581	0	0.00%
Front Royal/Warren Co. Airport	991,215	159,126	186,444	27,318	17.17%
Environmental Management	14,450	35,500	35,500	0	0.00%
Gypsy Moth Control	0	0	0	0	0.00%
VPI Extension Service	102,486	111,443	115,622	4,179	3.75%
COMMUNITY DEVELOPMENT	\$1,605,063	\$2,232,406	\$2,276,422	\$44,016	1.97%



Planning and Zoning Administration

DEPARTMENT DESCRIPTION:

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

RESPONSIBILITIES:

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

PROJECTS:

- Review and implementation of the Warren County Comprehensive Plan
- Review the current Capital Improvement Plan (CIP)
- Prepare Annual Report of the Department and Planning Commission
- Implementing the goals of the Board of Supervisors and Planning Commission
- Complete update of Warren County Geographic Information Systems

BUDGET COMPARISON:

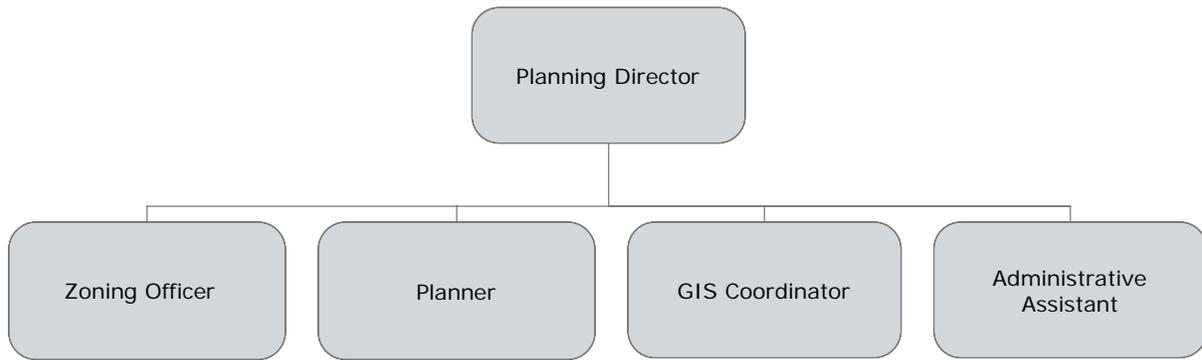
	FY 2013-2014 Budget	FY 2014-2015 Budget	FY 2015-2016 Budget	FY 2016-2017 Budget
Population	38,861	39,937	40,332	40,735
Size of Budget	\$382,861	\$389,377	\$392,056	\$407,704
Per Capita Operating Cost	\$9.85	\$9.75	\$9.72	\$10.00
Revenue	\$29,105	\$31,542	\$32,000	\$34,000
Net Per Capita Operating Cost	\$9.10	\$8.96	\$392,056	\$9.17

Applications	2013	2014	2015
Building Permits (County Only)	250	337	374
Subdivisions			
Class A	5	3	5
Class B	0	0	0
Class C	0	0	0
Exempt	4	2	3
Family	5	7	7
Boundary Adjustments	20	35	27
Lot Consolidations	26	22	25
Conditional Use Permits	11	23	15
Rezoning	1	1	1
Zoning Text Amendments	0	7	4
BZA Variances	2	0	1
Subdivision Variances	1	2	0
Well/Septic Variances	1	3	1
By-Right/Site Plan Approvals	5	3	8
Planning Commission Regular Meetings	12	13	11
Planning Commission Work Sessions	2	2	6
Certificates of Zoning	124	131	129

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	321,188	294,086	331,154	329,993	(1,161)	-0.35%
OPERATING	47,714	69,993	54,102	64,782	10,680	19.74%
CAPITAL	17,227	15,983	8,500	11,500	3,000	35.29%
TOTAL	\$386,129	\$380,062	\$393,756	\$406,275	\$12,519	3.18%
REVENUE:						
FEES	30,430	25,939	10,000	25,000	15,000	150.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	355,699	354,123	383,756	381,275	(2,481)	-0.65%
TOTAL	\$386,129	\$380,062	\$393,756	\$406,275	\$12,519	3.18%
FULL TIME POSITIONS	3	3	4	4	0	0.00%

Planning and Zoning Administration



Economic Development

DEPARTMENT DESCRIPTION:

The County supports the Front Royal-Warren County Chamber of Commerce and pays an annual \$500 membership fee.

The Front Royal - Warren County Economic Development Authority (EDA) is committed to attracting new business and assisting current businesses in reaching their potential. The EDA emphasis is on quality businesses and jobs that enhance our community.

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

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	111,150	116,850	1,532,581	1,532,581	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$111,150	\$116,850	\$1,532,581	\$1,532,581	\$0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	111,150	116,850	1,532,581	1,532,581	0	0.00%
TOTAL	\$111,150	\$116,850	\$1,532,581	\$1,532,581	\$0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Front Royal-Warren County Airport

DEPARTMENT DESCRIPTION:

The Front Royal-Warren County Airport is a public use general aviation airport located three miles west of Front Royal, Virginia. The Airport, which is owned by Warren County, is comprised of a single east-west runway which measures 3,007 feet by 75 feet. Additional airport facilities include a full parallel taxiway along with an 11,000 square yard apron. Covered aircraft storage is provided by 32 T-hangar units and 7,600 square feet of conventional hangar space. There are currently 71 aircraft based at the Airport, which in addition to transient traffic, account for approx. 15,000 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. Randolph-Macon Academy Flight School, Skyline Soaring Club, Inc., a glider flight training organization, and Cass Aviation, a Fixed Based Operator offering general aviation flight services are also based at the facility. Fuel for piston aircraft and aircraft maintenance services are offered at the Airport as well.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	13,800	15,000	15,600	16,200	600	3.85%
OPERATING	51,674	46,655	74,125	95,843	21,718	29.30%
CAPITAL	81,614	929,560	69,401	74,401	5,000	7.20%
TOTAL	\$147,088	\$991,215	\$159,126	\$186,444	\$27,318	17.17%
REVENUE:						
FEES	160,989	172,620	158,202	186,444	28,242	17.85%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	(13,901)	818,595	924	0	(924)	100.00%
TOTAL	\$147,088	\$991,215	\$159,126	\$186,444	\$27,318	17.17%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

Environmental Management

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	16,515	14,450	35,500	35,500	0	0.00%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$16,515	\$14,450	\$35,500	\$35,500	\$0	0.00%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	3,350	500	20,000	20,000	0	0.00%
LOCAL	13,165	13,950	15,500	15,500	0	0.00%
TOTAL	\$16,515	\$14,450	\$35,500	\$35,500	\$0	0.00%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

VPI Extension Service

DEPARTMENT DESCRIPTION:

Virginia Cooperative Extension (V.C.E.) is an educational partnership between the U. S. Department of Agriculture, Virginia's Land Grant Universities (Virginia Tech & Virginia State) and local governments. V.C.E. serves as the primary source of assistance for agriculture and horticulture production within the County. V.C.E. offers educational programs designed to meet the needs of Warren's residents in agriculture, horticulture, family and consumer sciences, and 4 H Youth Development. Local program delivery is also enhanced by volunteers who receive training by Extension Services personnel.

Building on the strength of our agriculture, natural resource, family and community heritage, we enable people to shape their futures through research based educational programs. Recognizing that knowledge is power, we serve people where they live and work. Audiences are involved in designing, implementing and evaluating needs-driven programs. We are a dynamic organization which stimulates positive personal and societal change leading to more productive lives, families, farms, and forests, as well as a better environment in urban and rural communities. Virginia Cooperative Extension is a product of cooperation with citizens, who, through local Extension Leadership Councils and various advisory groups, help design, implement and evaluate Cooperative Extension's needs-driven program.

Mission Statement

Virginia Cooperative Extension helps lead the engagement mission of Virginia Tech and Virginia State University, the commonwealth's land-grant universities. Building local relationships and collaborative partnerships, we help people put scientific knowledge to work through learning experiences that improve economic, environmental, and social well-being.

Core Values

Inclusion of all stakeholders and partners in programming and discussions related to issues that affect agricultural enterprises, the family, and the local community.

Integrity of information is maintained through unbiased and relevant research.

Science-based knowledge is gathered from the research of highly respected scientists.

Engagement of each partner in developing solutions for the challenges faced by the family, on the land, or in the community.

Partnerships with all universities, state and federal agencies, community organizations, local and state governmental representatives, and other groups that provide access to vital resources.

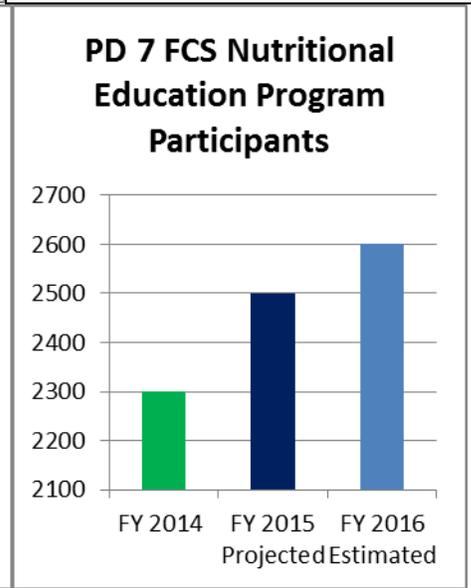
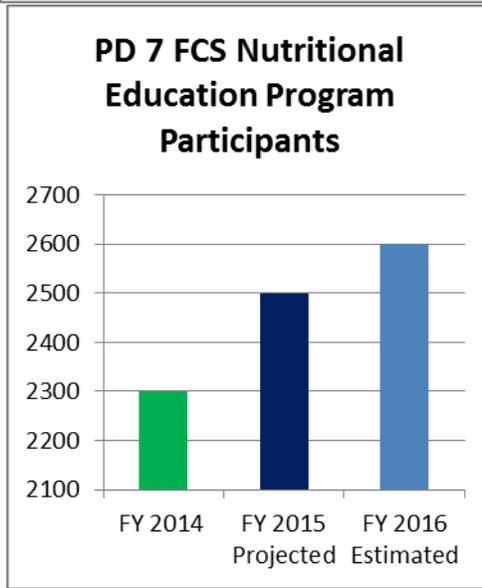
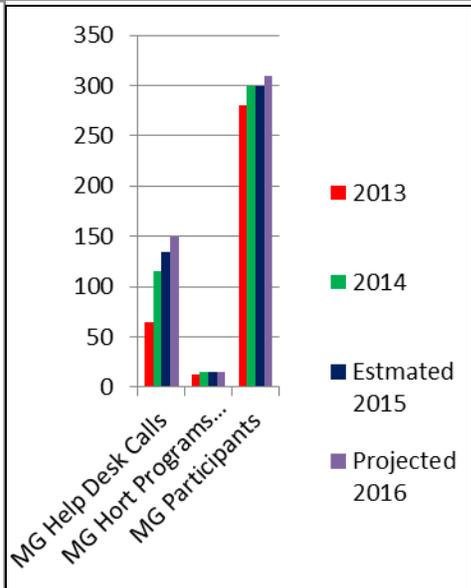
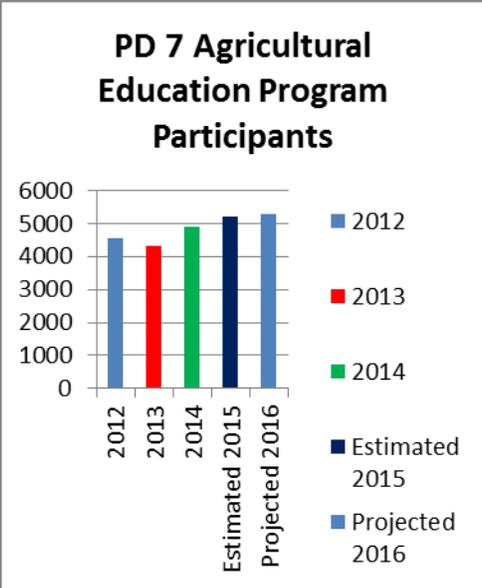
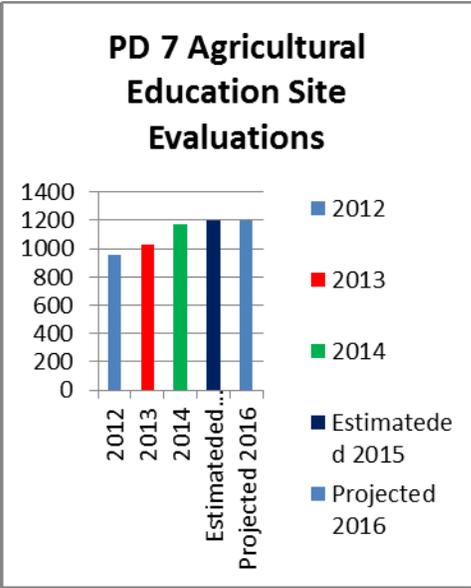
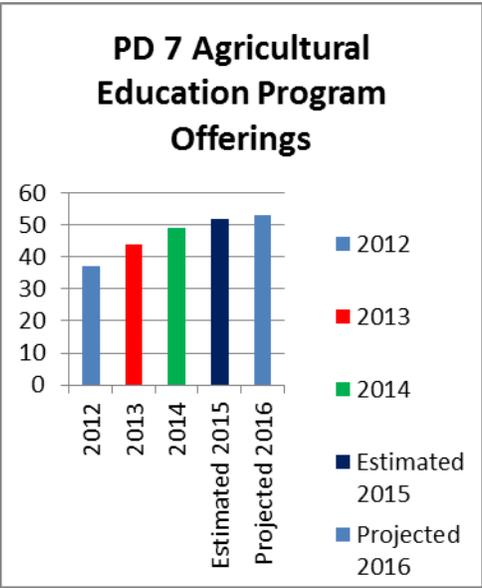
Individual relationships between Extension educators and specialists with farmers, families, and local community representatives.

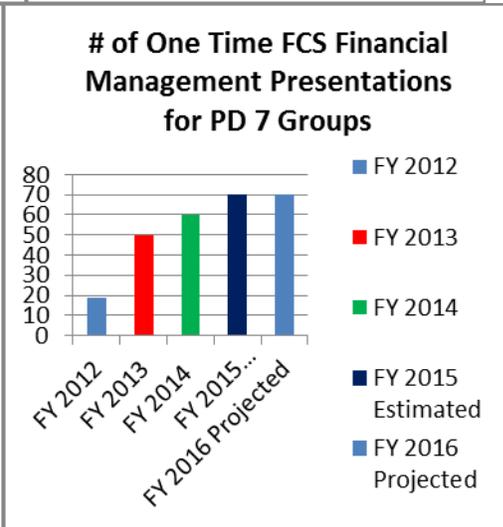
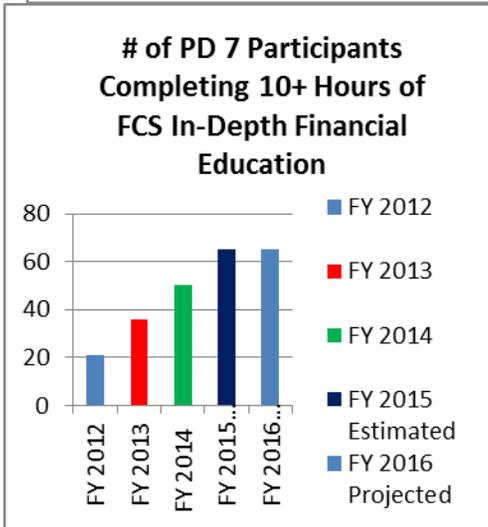
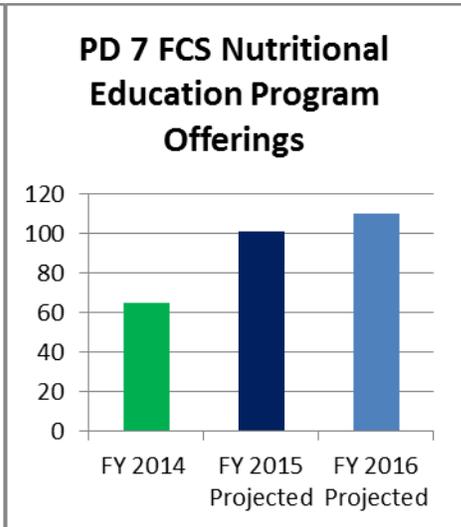
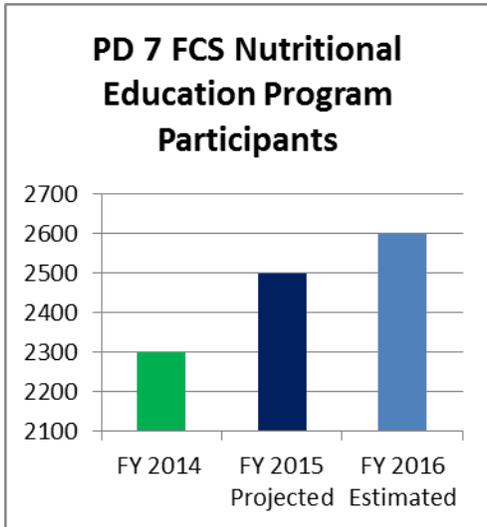
Good stewardship of public trust where investments of time, money, and intellectual resources are effectively applied to responding to local issues.

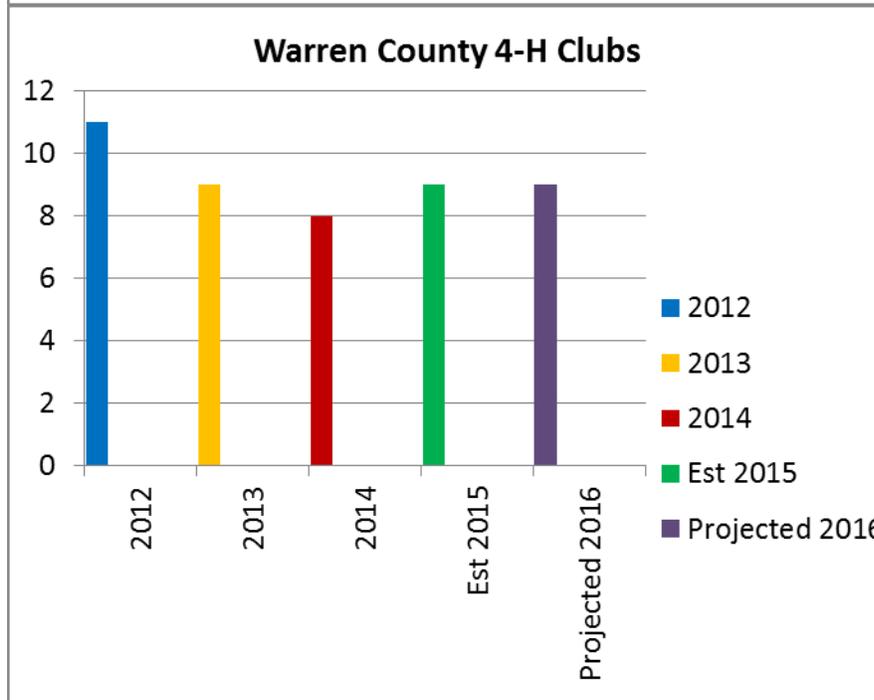
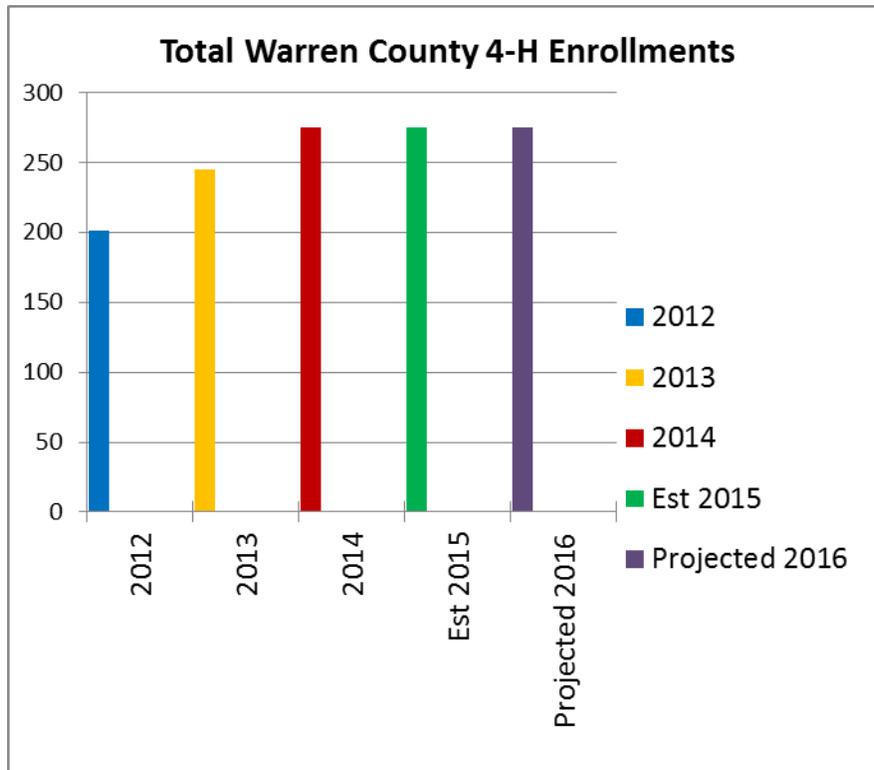
Extension is committed to providing access to unbiased, scientific information related to locally defined issues; a presence in local communities; the establishment of strong partnerships and collaborative coalitions; and innovative service to the commonwealth.

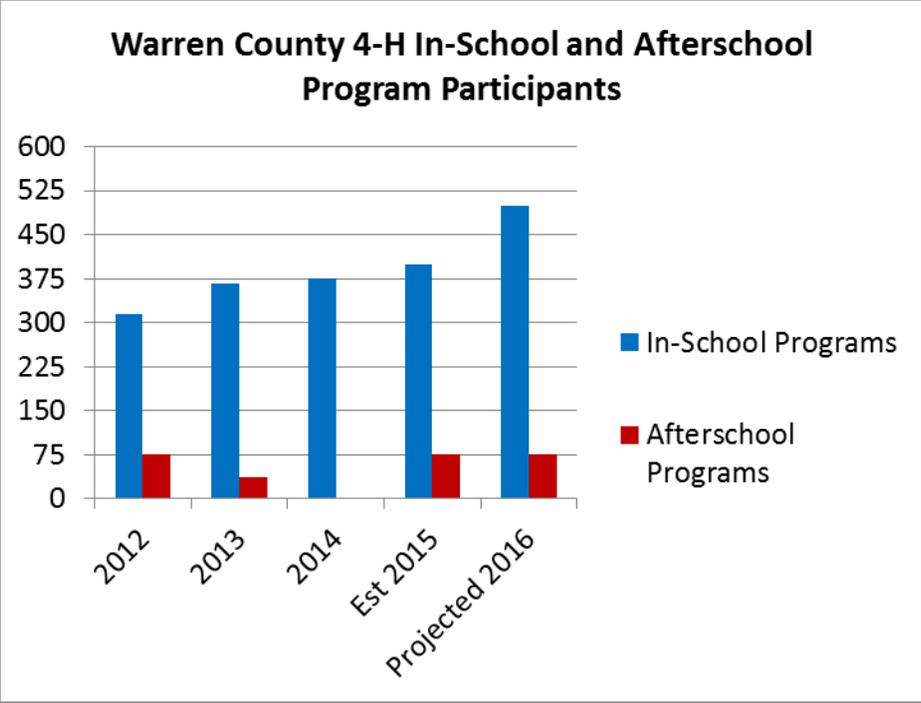
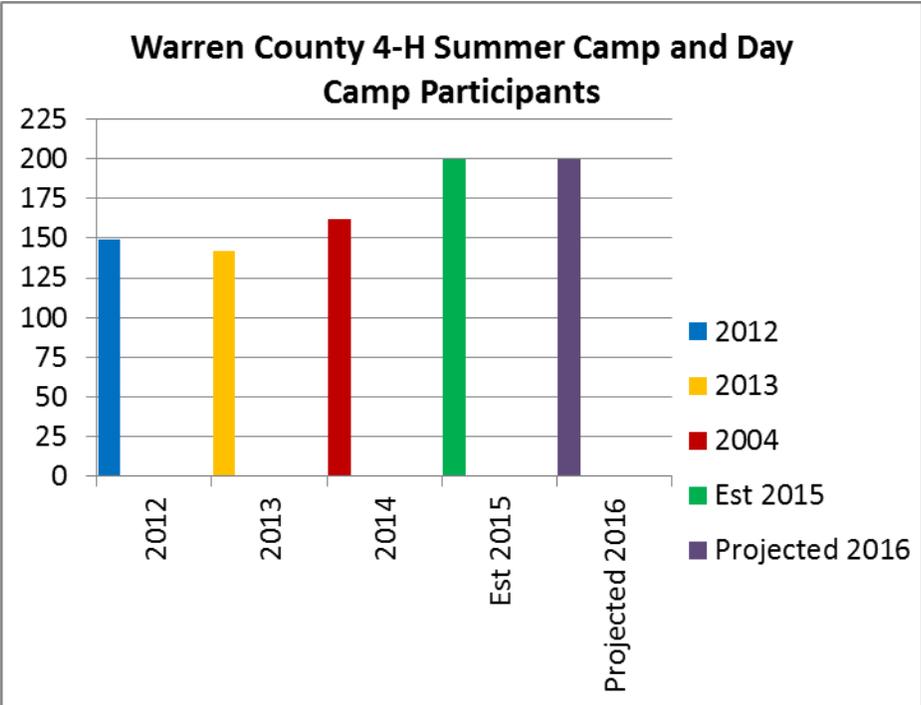
RESPONSIBILITIES:

- Support the 4-H Youth program by helping to coordinate the local 4-H Character Counts educational programs, develop and facilitate after school, weekend, and summer day camp programs for at-risk youth ages 5-18, identify resources and write grants to support programming efforts.
- Work with volunteers, public schools, and other youth serving organizations to develop and deliver hands-on research-based learning experiences to complement classroom learning and contribute to the positive and healthy development of youth.
- Provide livestock management expertise and develop, deliver, and evaluate livestock education program activities that will enhance the sustainability of Virginia agriculture in a multi-county area.
- Maintain a level of expertise that complements Virginia's animal industry mission and goals.
- Network with industry, specialists and other agents.
- Provide training and support programming that help individuals and families improve the lives while increasing their knowledge and implementation of improved nutrition and financial management techniques.









BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	86,576	93,102	101,293	105,472	4,179	4.13%
OPERATING	9,663	9,384	10,150	10,150	0	0.00%
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
TOTAL	\$96,239	\$102,486	\$111,443	\$115,622	\$4,179	3.75%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	0	0	0	0	0	0.00%
LOCAL	<u>96,239</u>	<u>102,486</u>	<u>111,443</u>	<u>115,622</u>	<u>4,179</u>	<u>3.75%</u>
TOTAL	\$96,239	\$102,486	\$111,443	\$115,622	\$4,179	3.75%
FULL TIME POSITIONS	1	1	1	1	0	0.00%

Full Time Staff

<u>DEPARTMENT</u>	<u>FY 2013-2014 ACTUAL</u>	<u>FY 2014-2015 ACTUAL</u>	<u>FY 2015-2016 ADOPTED BUDGET</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 CHANGE</u>
<u>GENERAL GOVERNMENT ADMINISTRATION</u>					
Board of Supervisors	0	0	0	0	0
County Administration	6	6	7	7	0
County Attorney's Office	3	3	3	3	0
Office of the Commissioner of the Revenue	10	10	10	10	0
Reassessment	0	0	0	0	0
Treasurer's Office	7	7	7	7	0
Finance and Purchasing	4	4	5	5	0
Elections	2	2	2	2	0
<u>JUDICIAL ADMINISTRATION</u>					
Circuit Court	0	0	0	0	0
General District Court	0	0	0	0	0
Magistrates	0	0	0	0	0
Juvenile and Domestic Court	0	0	0	0	0
Clerk of Circuit Court	8	8	8	9	1
Law Library	0	0	0	0	0
Commonwealth's Attorney	8	8	8	9	1
<u>PUBLIC SAFETY</u>					
Sheriff's Office	54	53	53	53	0
Court Security	2	0	0	0	0
E-911 System	6	6	6	7	1
Volunteer Fire and Rescue	0	0	0	0	0
Corrections	31	8	10	10	0
Work Release	0	0	0	0	0
Probation	1	1	1	1	0
Building Inspections	6	6	6	7	1
Animal Control	4	4	4	4	0
Medical Examiner	0	0	0	0	0
Fire and Rescue Department	26	28	29	29	0
Cost Recovery	0	0	0	0	0
<u>PUBLIC WORKS</u>					
Streets and Highways	0	0	0	0	0
Refuse Collection	0	0	0	0	0
Refuse Disposal	4	4	5	5	0
Building and Grounds	4	5	5	6	1
<u>HEALTH AND WELFARE</u>					
Health	0	0	0	0	0
Mental Health and Disability	0	0	0	0	0
Social Services	38	39	41	41	0
Other Social Services	0	0	0	0	0
Children's Services Act	1	1	1	1	0

<u>DEPARTMENT</u>	<u>FY 2013-2014 ACTUAL</u>	<u>FY 2014-2015 ACTUAL</u>	<u>FY 2015-2016 ADOPTED BUDGET</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 CHANGE</u>
<u>EDUCATION</u>					
Community College	0	0	0	0	0
<u>PARKS, RECREATION AND CULTURAL</u>					
Parks and Recreation	16	17	18	18	0
Library Museum Cult. Enrichment	0	0	0	0	0
<u>COMMUNITY DEVELOPMENT</u>					
Planning and Zoning Administration	3	3	4	4	0
Economic Development	0	0	0	0	0
Front Royal/Warren County Airport	0	0	0	0	0
Environmental Management	0	0	0	0	0
Gypsy Moth Control	0	0	0	0	0
VPI Extension Service	1	1	1	1	0
TOTAL	245	224	234	239	5

Non-Departmental

DEPARTMENT DESCRIPTION:

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

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	111,221	113,751	92,760	107,812	15,052	16.23%
OPERATING	139,278	155,329	1,213,255	2,041,313	828,058	68.25%
CAPITAL	0	0	0	0	0	0.00%
TOTAL	\$250,499	\$269,080	\$1,306,015	\$2,149,125	\$843,110	64.56%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	268,782	195,824	148,800	201,000	52,200	35.08%
LOCAL	(18,283)	73,256	1,157,215	1,948,125	790,910	68.35%
TOTAL	\$250,499	\$269,080	\$1,306,015	\$2,149,125	\$843,110	64.56%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

BUDGET DETAIL:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 APPROPRIATION	FY 2016-2017 APPROVED BUDGET
** NON-DEPARTMENTAL **				
HOSPITAL MEDICAL (RETIREEES)	100,504	91,304	83,760	97,812
UNEMPLOYMENT COMPENSATION	10,717	22,447	9,000	10,000
	111,221	113,751	92,760	107,812
MAINTENANCE - CENTRAL COMPUTER	62,552	72,184	60,000	60,000
MAINTENANCE - CENTRAL COPIER	1,726	2,082	3,000	3,000
MAINTENANCE - COMPUTER (SCHOOL SYS.)	75,000	75,000	107,725	107,725
COMPOSITE INDEX OFFSET	0	0	733,278	733,278
OPERATIONS FOR 2ND MIDDLE SCHOOL	0	0	202,278	604,582
ROUTE 340/522 CORRIDOR PAYMENT	0	0	0	236,831
RENTAL OF PROPERTY-HHSC	0	0	0	161,680
RESERVE FOR CONTINGENCIES	0	6,063	106,974	134,217
	139,278	155,329	1,213,255	2,041,313
	\$250,499	\$269,080	\$1,306,015	\$2,149,125

Capital Outlay

DEPARTMENT DESCRIPTION:

The Capital Outlay section of the budget includes both capital outlay expenditures and debt service. Capital projects are non-recurring with a useful life of five years or more. The estimated cost of the expenditure will exceed \$25,000 for a general government project and \$100,000 for a school project. Projects include facilities development and/or improvement, infrastructure and large equipment needs.

BUDGET SUMMARY:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	0	0	0	0	0	0.00%
OPERATING	0	0	0	0	0	0.00%
CAPITAL	11,567,426	18,343,263	13,462,445	14,129,146	666,701	4.95%
TOTAL	\$11,567,426	\$18,343,263	\$13,462,445	\$14,129,146	\$666,701	4.95%
REVENUE:						
FEES	0	0	0	0	0	0.00%
STATE/FEDERAL	492,712	0	0	0	0	0.00%
LOCAL	11,074,714	18,343,263	13,462,445	14,129,146	666,701	4.95%
TOTAL	\$11,567,426	\$18,343,263	\$13,462,445	\$14,129,146	\$666,701	4.95%
FULL TIME POSITIONS	0	0	0	0	0	0.00%

BUDGET DETAIL:

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 APPROPRIATION	FY 2016-2017 APPROVED BUDGET
** CAPITAL OUTLAY **				
FURNITURE AND FIXTURES	9,447	7,016	12,500	12,500
CENTRAL TELEPHONE SYSTEM	0	0	10,000	10,000
COUNTY OFFICE SPACE	8,466	0	25,000	0
ECONOMIC DEVELOPMENT	174,694	136,728	134,065	106,489
CENTRAL COMPUTER & INTERNET	10,994	40	25,000	50,000
REVENUE SHARING	4,443	42,228	250,000	250,000
JUVENILE DETENTION FACILITY	260,050	255,613	329,540	309,765
AIRPORT GRANT-LOCAL	0	100	0	0
TAX MAPPING	0	12,200	10,000	10,000
340/522 WATER-SEWER BOND PROJECT	271,736	267,048	270,073	268,740
NORTH WARREN VFD	0	6,070	5,000	7,500
COURTHOUSE GENERAL OBLIGATION BOND	353,601	352,470	358,815	355,288
BUILDING IMPROVEMENT FUND	393,617	472,154	133,960	133,960
AVTEX SOCCER FIELDS	11,959	207,129	75,000	75,000
EASTHAM PROPERTY LEASE	0	937	0	0
BING CROSBY STADIUM	10,640	19,997	15,000	15,000
COMPUTER SOFTWARE	10,547	15,984	20,000	20,000
PURCHASE OF SECOND STREET PROPERTY	125,843	0	100,000	100,000
SCHOOL CAPITAL IMP.	649,999	0	775,000	875,000
SCHOOL BONDS	3,459,712	6,182,830	2,496,494	2,496,494
FISHNET PROPERTY	26,658	507,181	150,000	150,000
2004 BING CROSBY IMPROVEMENT BOND	250,000	0	250,000	250,000
2004 SCHOOL BONDS	961,165	0	1,267,708	1,267,708
COURTHOUSE SECURITY	19,843	0	25,000	25,000
SAMUELS LIBRARY	31,863	31,863	31,863	53,105
TORAY TREE PLANTING	72	0	0	0
SCHOOL CAPITAL IMPROVEMENTS - PH. II	309,558	0	505,525	505,525
REGIONAL JAIL	9,774	2,767,396	1,490,000	990,000
REGIONAL JAIL - DOMINION	0	0	2,010,000	3,260,000
COMMUNITY CENTER/ADDITIONS & REN.	168,042	949	0	0
COUNTY 20-YEAR CAPITAL IMP. PLAN	413,688	0	50,000	50,000
EASTHAM PARK	222,205	29,985	75,000	25,000
NEW CONVENIENCE SITES	4,977	1,463	100,000	100,000
CATLETT MOUNTAIN LANDFILL	19,754	73,384	20,000	20,000
MCKAY HOUSE STABILIZATION	0	2,047	0	0
PUBLIC SAFETY BUILDING	527,469	0	526,954	526,954
PUBLIC FACILITY BOND - LURAY AVE.	70,664	0	0	0
VPSA - SCHOOL BONDS	1,077,549	1,055,151	0	0
WARREN COUNTY DOG PARK	0	0	0	0
VEHICLES & EQUIPMENT	(39,564)	124,364	0	0
ROUTE 522 BEAUTIFICATION PROJECT	30,784	1,713	0	0
FORK PARK	0	0	25,000	25,000
FAIRGROUNDS RD. PROPERTY ACQUISITION	5,000	5,000	0	0
GREENWAY RURAL HISTORIC DIST. EXP.	5,000	0	0	0
LIONS PARK	32,870	0	0	0
SECOND MIDDLE SCHOOL (PH.II,PARTII)	332,555	1,003,743	0	0
SECOND MIDDLE SCHOOL (PH.II,PARTII)-DOMI	0	0	1,000,000	1,000,000

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 APPROPRIATION	FY 2016-2017 APPROVED BUDGET
** CAPITAL OUTLAY **				
SIMPSON'S LANDING	5,489	33,364	0	0
LEACH RUN PARKWAY	579,304	761,954	224,948	492,618
FREEZELAND ROAD PARK	122,500	0	20,000	0
2013 LEASE REV. REFUNDING BOND	125,303	581,868	0	0
SHENANDOAH FARMS VFC	21,565	0	0	7,500
COURT HOLDING PROJECT (OLD JAIL)	5,500	43,983	50,000	0
DOMINION WATER PAYMENT	0	0	400,000	0
SEPTAGE RECEIVING FACILITY DEBT SERVICE	0	0	120,000	120,000
HEALTH AND HUMAN SERVICE COMPLEX	0	2,882,627	50,000	100,000
SHENANDOAH FARMS BOAT LANDING	0	7,841	25,000	15,000
APPALACHAIN TRAIL CONNECTOR	0	1,720	0	25,000
THOMPSON KISS-AND-RIDE	0	8,449	0	25,000
EASTHAM PARK TRAIL-PHASE III	0	2,002	0	0
WILLIAM E. CARSON TRAIL	0	5,045	0	0
WC GOVERNMENT CENTER TREASURER/COR	0	800	0	0
REV. SHARING - FELLOWS DRIVE EXT.	138,785	0	0	0
REV. SHARING - TOMAHAWK WAY	184,730	0	0	0
REV. SHARING - YOUNG'S DRIVE	111,089	0	0	0
REV. SHARING - MOUNTAIN LAKE ROAD	22,051	0	0	0
REV. SHARING - OLD OAK LANE PH. I	8,970	207,480	0	0
REV. SHARING - HOMESTEAD DRIVE	6,466	133,450	0	0
REV. SHARING - PINE RIDGE RD PH1	0	5,298	0	0
REV. SHARING - OLD OAK LANE PH. II	0	59,859	0	0
REV. SHARING - FELLOWS DR PH. III	0	3,866	0	0
REV. SHARING - OLD OAK LN PH. III	0	20,874	0	0
TOTAL	\$11,567,426	\$18,343,263	\$13,462,445	\$14,129,146



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



Warren County High School

Public Schools

DEPARTMENT DESCRIPTION:

The Warren County Public School System provides a quality education for approximately 5,400 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 805 full time employees. Included in this number are 428 teaching positions, 34 administrator positions, 13 other professional staff and 330 non-licensed support staff.

A total operating budget of \$53,177,134 (includes debt service) breaks down to the following; 73% is used for instruction, 4% is for Administration, Attendance and Health, 5% for Transportation, 12% Operations/Maintenance, 3% Debt Service, and 3% Technology. The Per Pupil Expenditure for operations is \$10,141.

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 and math. Students also receive instruction in music, art, physical education, health, and guidance services.

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

The high school curriculum is based on the Virginia Standards of Learning (SOL) as well as technology education. 176 credit courses are offered in grades 8-12. There are 56 career and technical courses, 25 which lead to some type of certification. Students can earn dual enrolled credits via a partnership with Lord Fairfax Community College. Advanced courses, including Advanced Placement (AP) are offered and a wide range of co-curricular and extracurricular activities are available for students to connect to school in a variety of interest areas.

BUDGET SUMMARY:

SCHOOL OPERATING FUND

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	41,298,575	41,987,806	41,800,171	43,431,948	1,631,777	3.90%
OPERATING	6,237,462	7,717,085	7,986,945	7,981,886	(5,059)	-0.06%
CAPITAL	2,020,356	1,763,300	1,920,221	1,763,300	(156,921)	-8.17%
TOTAL	\$49,556,393	\$51,468,191	\$51,707,337	\$53,177,134	\$1,469,797	2.84%
REVENUE:						
FEES	772,847	646,891	745,591	776,591	31,000	0.00%
STATE/FEDERAL	28,785,448	30,332,613	29,532,017	30,287,599	755,582	2.56%
LOCAL	19,998,098	20,488,687	21,429,729	22,112,944	683,215	3.19%
TOTAL	\$49,556,393	\$51,468,191	\$51,707,337	\$53,177,134	\$1,469,797	2.84%
FULL TIME POSITIONS	752	750	720	723	3	0.42%

SCHOOL CAFETERIA FUND

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ADOPTED BUDGET	FY 2016-2017 ADOPTED BUDGET	INCREASE (DECREASE) FY 2015-2016 TO FY 2016-2017	
					AMOUNT	%
COSTS:						
PERSONNEL	753,059	743,894	817,583	842,110	24,527	3.00%
OPERATING	1,740,608	1,788,658	1,639,938	1,639,938	0	0.00%
CAPITAL	17,204	44,676	53,933	171,853	117,920	218.64%
TOTAL	\$2,510,871	\$2,577,228	\$2,511,454	\$2,653,901	\$142,447	5.67%
REVENUE:						
FEES	1,316,032	1,254,413	1,284,071	1,213,945	(70,126)	-5.46%
STATE/FEDERAL	1,257,369	1,173,442	1,227,383	1,439,956	212,573	17.32%
LOCAL	0	0	0	0	0	0.00%
TOTAL	\$2,573,401	\$2,427,855	\$2,511,454	\$2,653,901	\$142,447	5.67%
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 nine sanitary districts in Warren County: Skyland Estates, Shenandoah Shores, South River Estates, Blue Mountain, Riverside, Shenandoah Farms, Cedarville Heights, High Knob, and Linden Heights.

SKYLAND ESTATES SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2016
\$0.35 per \$100 of assessed value of lot plus \$0.35 per \$100 of assessed value on improvements

Budget:

Contract Payments for Road Maintenance, Water, Supply Point, Security Patrol and Administrative Expenses	\$212,234
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SHENANDOAH SHORES SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2016
\$115.00 per lot plus \$0.17 per \$100 of assessed value on improvements

Budget:

Contract Payments for Road Maintenance and Administrative Expenses	\$171,902
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SOUTH RIVER ESTATES SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2016
\$300.00 per lot plus \$0.05 per \$100 of assessed value on improvements

Budget:

Contract Payments for Road Maintenance and Administrative Expenses	\$12,351
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BLUE MOUNTAIN SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2016
\$65.00 per lot plus \$0.23 per \$100 of assessed value on improvements

Budget:

Contract Payments for Road Maintenance, Security Maintenance of Lodge and Common Areas and Administrative Expenses	\$130,769
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RIVERSIDE SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2016
\$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
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CEDARVILLE HEIGHTS SANITARY DISTRICT

Tax Rate:

Per lot tax on lots in existence as of January 1, 2016
\$50.00 per lot

Budget:

Contract Payments for Road Maintenance and Administrative Expenses	\$1,700
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HIGH KNOB SANITARY DISTRICT

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2016
\$383.00 per unimproved lot; \$620.00 per improved lot**

Budget:

**Contract Payments for Road Maintenance, Association
Operations, Water Capital Improvement, Repairs and
Maintenance, and Administrative Expenses \$350,437**

LINDEN HEIGHTS SANITARY DISTRICT

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2016
\$350.00 per lot**

Budget:

**Contract Payments for Road Maintenance and Administrative
Expenses \$26,880**

Shenandoah Farms Sanitary District

DEPARTMENT DESCRIPTION:

The Shenandoah Farms Sanitary District is responsible for the maintenance and improvements to the road system within the Warren County portion of the Shenandoah Farms community. In addition there are two dams within the sanitary district that are 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 short & long term maintenance plans, maps and lists of roads that need attention so contractors have a clearly mapped out plan of action when they arrive. Due to the fact contracts are based on hourly rates it is critical to keep things moving and cut down on wasted time.
- Provide oversight, inspecting, monitoring work of contractors and County staff for efficiency and quality of work.
- Developing annual budgets based on need, paying bills within established time frames and developing and maintaining records to track expenditures.
- Respond to resident requests and concerns by email, phone or personal visit. 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 Board.
- 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 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.
- Review roads and Dams, monitoring damage and scheduling needed repairs during and after inclement weather events such as flooding, or snow and ice.
- Develop and update a comprehensive Capital Improvement Plan (CIP) which outlines infrastructure improvements on an annual basis.

PROJECTS:

Projects on the road and drainage system include but are not limited to:

- Routine and seasonal maintenance such as grading and ditching roads, adding stone, replacement/maintaining/cleaning drainage culverts, vegetation control, and snow/ice removal operations.

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

SHENANDOAH FARMS SANITARY DISTRICT

Tax Rate:

**Per lot tax on lots in existence as of January 1, 2016
\$240.00 per unimproved lot; \$275.00 per improved lot**

Budget:

Contract Payments for Road Maintenance, Personnel, Equipment, and Administrative Expenses	\$626,191
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Warren County, Virginia
Assessed Valuation of All Taxable Property
Fiscal Years 2006 – 2015

Fiscal Year	Real Estate	Personal Property & Mobile Homes	Machinery & Tools	Public Service	Total Assessed Value
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
2013	\$3,795,435,900	\$345,186,421	\$52,915,970	\$93,483,110	\$4,287,021,401
2014	\$3,813,780,900	\$361,209,652	\$53,266,515	\$384,518,870	\$4,612,775,937
2015	\$3,924,829,100	\$367,502,458	\$53,266,515	\$693,556,225	\$5,039,154,298

Source: Financial Report Year Ended June 30, 2015

Note: The County implemented semi-annual tax billings in fiscal year 2010. The values for Fiscal Years 2010, 2011, 2012, 2013 are the assessed values for calendar year 2009, 2010, 2011, and 2012, respectively. The values for Fiscal Year 2014 are the assessed values for the second half of calendar year 2013 and the first half of calendar year 2014. The values for Fiscal Year 2015 are the assessed values for the second half of calendar year 2014 and the first half of calendar year 2015.

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

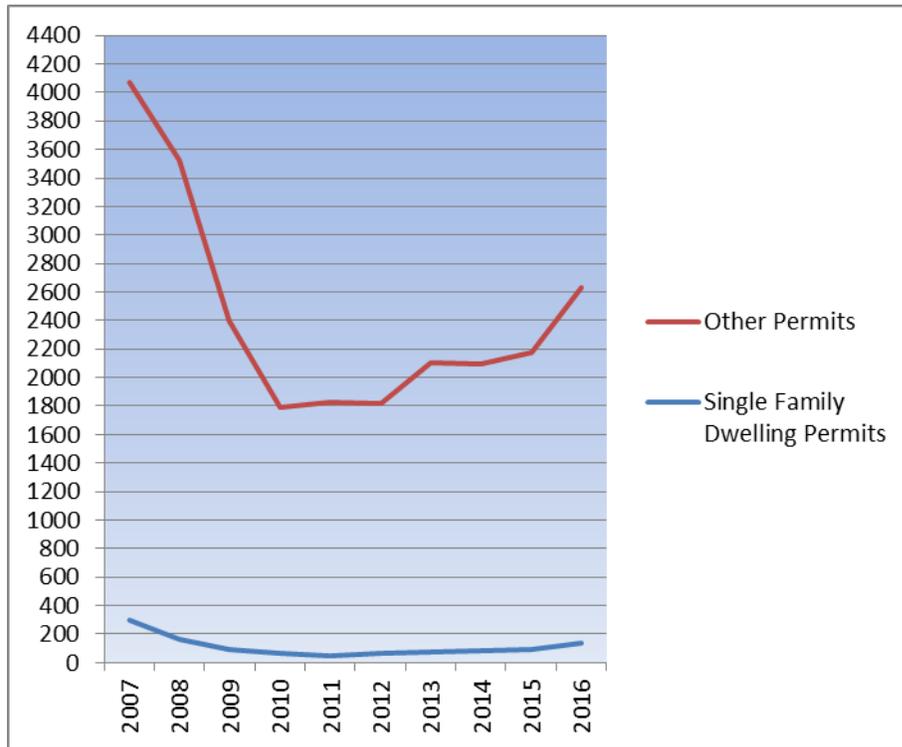
<u>Calendar Year</u>	<u>Real Estate</u>	<u>Personal Property</u>	<u>Machinery and Tools</u>	<u>Mobile Homes</u>
2007	\$0.45	\$3.15	\$1.30	\$0.45
2008	\$0.45	\$3.15	\$1.30	\$0.45
2009	\$0.46	\$4.00	\$1.30	\$0.46
2010	\$0.46	\$4.00	\$1.30	\$0.46
2011	\$0.59	\$4.00	\$1.30	\$0.59
2012	\$0.59	\$4.00	\$1.30	\$0.59
2013	\$0.59	\$4.00	\$1.30	\$0.59
2014	\$0.61	\$4.00	\$1.30	\$0.61
2015	\$0.595	\$4.00	\$1.95	\$0.595
2016	\$0.62	\$4.00	\$1.95	\$0.62

**Demographic & Economic Statistics
County of Warren, Virginia
Fiscal Years 2006-2015**

Fiscal Year	Population	Personal Income (in thousands)	Per Capita Income	September 30 School Enrollment	Unemployment Rate
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	1,419,556	\$37,666	5,340	6.20%
2012	\$38,077	1,408,315	\$36,986	5,394	5.00%
2013	\$38,367	1,530,374	\$39,867	5,390	4.90%
2014	\$38,699	1,544,352	\$39,907	5,343	4.80%
2015	\$38,987	1,564,066	\$40,118	5,347	4.70%

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

Building Permits Issued Last Ten Fiscal Years



Building Permits Issued Last Ten Fiscal Years

Fiscal Year	No. of Single Family Dwelling Permits	No. of Other Permits	Total Permits Issued
2007	296	3,773	4,069
2008	162	3,363	3,525
2009	93	2,310	2,403
2010	63	1,730	1,793
2011	51	1,776	1,827
2012	64	1,751	1,815
2013	78	2,028	2,106
2014	85	2,012	2,097
2015	97	2,081	2,178
2016	136	2,498	2,634

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 – Children’s Services Act.

CY – Calendar year.

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

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