



**TOWN OF WARRENTON, VIRGINIA**  
Fiscal Year 2025 Proposed Budget

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March 29, 2024

Honorable Mayor, Members of Town Council, and Town Residents,

As required by Virginia Code §15.2-2503, I am pleased to present the proposed Fiscal Year 2025 (FY25) budget. This budget represents a commitment to a needs-based approach to budgeting, refining our plans based on historical spending while ensuring that we continue to properly fund town operations and infrastructure.

Despite declines in inflation in recent months, there are lingering concerns about inflationary pressures. In the development of the budget, Town staff were directed to review their functional areas for operating efficiencies while maintaining service levels. The Town’s capital needs are the primary focus of this budget, with the water and sewer utility infrastructure being the top priority.

The total proposed budget for FY25 is \$43.8 million, excluding interfund transfers, to fund governmental, stormwater, and water and sewer operations, and investment in the Town’s capital infrastructure. This is an increase of \$3.4 million, or 9%, over the adopted FY 2024 budget. As previously noted, the increase is driven by the water and sewer infrastructure modernization needs. An overview by fund is presented in the following paragraphs.

General Fund Operating Revenues

There are no tax rate increases proposed for FY25. FY25 General Fund Operating Revenue is projected to increase by \$927,181 compared to FY24. The largest changes are in the categories of Personal Property Tax, Use of Money, and State Revenue.

- *Personal Property Tax* – this was underestimated last year and has been increased by \$312,384 based on the current estimate provided by the Fauquier County Commissioner of the Revenue.

- *Use of Money* - the estimate for interest revenue has been increased by \$300,000 due to higher interest rates.
- *State Revenue* - VDOT Highway Maintenance funding was underestimated in FY24 and has been increased by \$409,564.

### General Fund Operating Expenditures

FY25 General Fund Operating Expenditures are proposed to increase by \$144,773, or 0.8%, compared to FY24. The budgets for most functions are proposed to decrease or remain level compared to FY24. Drivers of the increase include:

- *General Government, Legal Services* – this budget has been increased by \$82,500 based on required increases in service levels over the past year.
- *Parks & Recreation* – this function reflects an increase of \$224,227 due to changes in staffing.
  - During the FY24 budget cycle, Council requested that staff provide an accurate full-time equivalent (FTE) count for WARF part-time staff. Further details regarding the updated estimate may be found in the Parks & Recreation - Aquatic & Recreational Facility section.
  - A Maintenance Worker and the Building Engineer were previously allocated to Public Works but have been reprogrammed in Parks & Recreation for FY25.
- *Nondepartmental* – This category captures expenditures related to other organizations. The FY25 budget has increased by \$53,624 due to several factors:
  - Circuit Rider costs have increased slightly due to the addition of their on-demand services.
  - Pass-through grant funding for Warrenton Volunteer Fire Company has been reprogrammed here from the Public Safety function.

## General Fund Capital

Revenue for General Fund Capital will be covered by the General Fund Balance.

General Fund Capital Expenditures are broken down into capital projects and capital asset replacements.

- *Capital projects* – The total programmed for projects is \$1,584,002. Projects included in FY25 focus on sidewalks and paving operations.
- *Capital asset replacements* – The budget for asset replacements for FY25 is \$1,765,000. Among other items, the plan includes traffic light updates, the Enterprise Resource Planning (ERP) software replacement, public safety radio replacements, the chiller at the WARF, a roof replacement at Public Works, and foundation repairs at Town Hall.

More detail on these and other projects and replacements may be found in the 2025-2030 Capital Improvement Plan (CIP).

## Stormwater Management Operating

Stormwater Management is funded by a stormwater fee that is billed twice a year on the Town's real estate tax bill. Stormwater Management Operating Expenses are projected to decrease by \$69,264 primarily due to changes in staffing and staffing allocations.

## Stormwater Management Capital

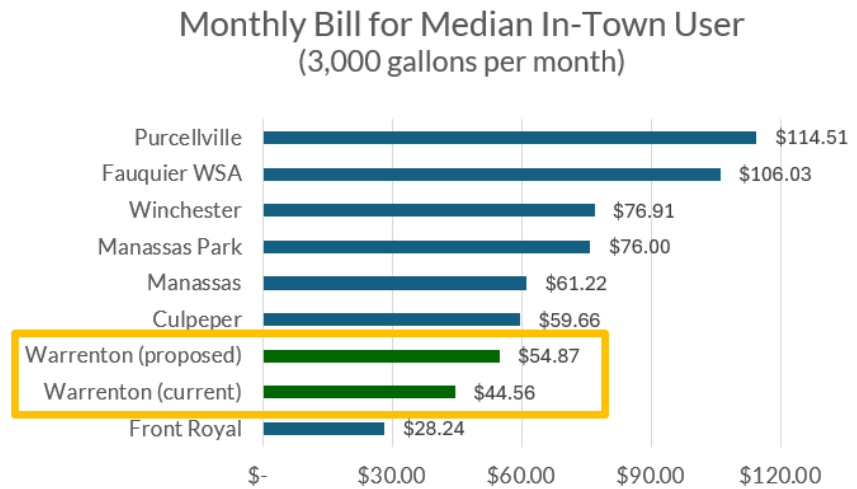
Stormwater Management Capital is proposed to decrease by \$123,506 compared to FY24. The Master Drainage plan is programmed at \$500,000 and there is a project for Best Management Practices (BMP) Facilities for \$150,000. For further details, please refer to the 2025-2030 CIP.

## Water & Sewer Operating Revenues

A water and sewer rate study update was completed in 2023 to ensure adequate funding for the necessary modernizations to our aging infrastructure. The study recommended a phased approach to increasing user rates coupled with the strategic issuance of debt to fund the capital needs.

The recommended rate increase for FY25 is 23%.

**An average monthly In-Town residential bill (based on 3,000 gallons of consumption) will increase from \$44.56 to \$54.87. A comparison of bills for an in-town median user is provided to the right.**



The rate study model assumes the issuance of debt in future years to support the system's capital needs. No debt is proposed for FY25.

## Water & Sewer Operating Expenses

The operating budget has increased by \$297,993 due to inflation of costs related to chemicals, fuel, and utilities. The proposed FY25 budget plans a transfer to the capital program, which is in line with the recommendations of the rate study.

## Water & Sewer Capital Expenses

The proposed FY25 budget for Water & Sewer Capital Expenses has increased by \$7.2 million. This represents the continuation of the 6-year modernization and infrastructure resiliency plans that were factored into the 2025-2030 CIP and the rate study finalized in 2023.

- Major capital projects for FY25 include:
  - Primary Clarifier and Sludge Pumps - \$6,300,000
  - Lancaster Drive Waterline Replacement - \$1,500,000
  - Raw Water Pumps - \$770,000
  - Broadview Avenue Utility Betterment - \$600,000
  
- Major asset replacements planned for FY25 include:
  - Office Renovation at the Water Treatment Plant - \$295,000
  - Facilities Physical Security - \$100,000
  - Meter Reading Devices - \$141,000

More detail on these and other projects and asset replacements may be found in the 2025-2030 CIP.

## Personnel

More than 50% of the Town's budget is related to personnel costs, so changes in this area impact all funds. Below are highlights of budgeted personnel items.

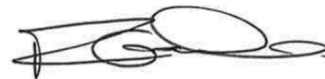
- *No requests for additional positions* - We have worked in recent months to realign staff to realize greater efficiency and cost savings. These changes resulted in cost savings of \$379,744. The changes in FTEs are detailed in the Personnel & Compensation Summary section of the budget document.
- *Cost of Living Adjustment (COLA) and Merit Increase* - The proposed FY25 budget includes a COLA of 3% effective July 1 and a proposed merit range of 0-3% that will be effective January 1. The COLA impact is \$319,828 across all funds and the merit impact is \$124,400 across all funds.
- *Health Insurance* - The renewal received from the Town's medical, dental, and vision insurance provider reflected no increase in premiums for FY25.

Town staff continue to focus on citizen engagement through our communications outreach and education about our processes. Topics at recent Town Talks sessions have included transportation issues, water and sewer infrastructure needs, property code enforcement, parks and recreation, and the budget process. We will continue to hold these public sessions in addition to using surveys and other tools in the hopes of reaching more members of our community.

Our Budget Manager will provide an overview of the budget at your April 9th work session. The public hearings for the budget will take place at the May meeting. Staff are available to support additional work sessions on topics that the Council wishes to discuss.

I look forward to working together over the coming months to produce a budget that meets the needs of our citizens and supports Council's vision for the Town.

Sincerely,

A handwritten signature in black ink, appearing to read 'Frank Cassidy', with a stylized flourish at the end.

Frank Cassidy  
Town Manager

# COMBINED BUDGET SUMMARY

The following provides a summary of the proposed budget for fiscal year 2025 across all appropriated funds compared to the adopted budget for fiscal year 2024. Greater detail is provided for the General Fund, followed by summary totals for the other funds in the next section. Further detail is provided throughout the document.

## TOTAL ESTIMATED REVENUE | ALL FUNDS

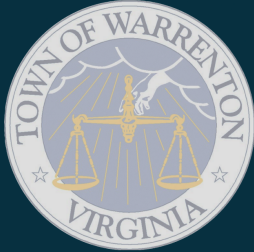
	Revenue/Sources	FY 2024 Adopted	FY 2025 Proposed	Variance (\$)	Variance (%)
GENERAL FUND	General Property Taxes	\$1,303,616	\$1,597,683	\$294,067	23%
	Other Local Taxes	11,349,221	11,402,606	53,385	0%
	Permits & Fees	288,064	185,132	(102,932)	(36%)
	Fines & Forfeitures	77,500	77,500	-	-
	Use of Money/Property	500,000	800,000	300,000	60%
	Charges for Services	1,090,439	1,085,018	(5,421)	(0%)
	Miscellaneous Revenue	221,633	186,845	(34,788)	(16%)
	State Revenue	2,971,638	3,421,983	450,345	15%
	Transfers In	539,913	414,262	(125,651)	(23%)
	Use of Fund Balance	4,394,803	2,857,864	(1,536,939)	(35%)
	<b>GENERAL FUND TOTAL</b>	<b>\$22,736,827</b>	<b>\$22,028,893</b>	<b>(\$707,934)</b>	<b>(3%)</b>
OTHER FUNDS	General Capital Project	\$2,770,359	\$1,584,002	(\$1,186,357)	(43%)
	General Asset Replacement	1,491,350	1,765,000	273,650	18%
	Water & Sewer Operating	8,092,362	9,530,463	1,438,101	18%
	Water & Sewer Capital Project	5,311,700	12,529,550	7,217,850	136%
	Stormwater Management	1,485,404	1,291,232	(194,172)	(13%)
	ARPA	3,269,910	164,467	(3,105,443)	(95%)
	<b>OTHER FUNDS TOTAL</b>	<b>\$22,421,085</b>	<b>\$26,864,714</b>	<b>\$4,443,629</b>	<b>20%</b>
<b>TOTAL ALL FUNDS</b>		<b>\$45,157,912</b>	<b>\$48,893,607</b>	<b>\$3,735,695</b>	<b>8%</b>
<b>LESS TRANSFERS</b>		<b>(4,741,622)</b>	<b>(5,027,621)</b>	<b>(285,999)</b>	<b>6%</b>
<b>TOTAL ESTIMATED REVENUES</b>		<b>\$40,416,290</b>	<b>\$43,865,986</b>	<b>\$3,449,696</b>	<b>9%</b>

## TOTAL APPROPRIATIONS | ALL FUNDS

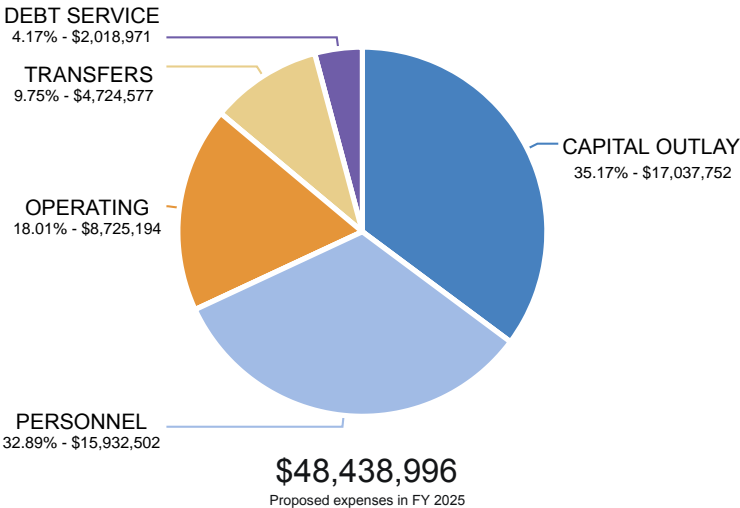
	FY 2024 Adopted	FY 2025 Proposed	Variance (\$)	Variance (%)
<b>GENERAL FUND</b>	General Government	\$4,501,562	\$4,386,751	(\$114,811) (3%)
	Public Safety	3,710,131	3,600,885	(109,246) (3%)
	Public Works	5,721,974	5,351,953	(370,021) (6%)
	Parks & Recreation	2,462,078	2,686,305	224,227 9%
	Community Development	1,359,697	1,328,781	(30,916) (2%)
	Contributions	58,954	58,954	- -
	Nondepartmental	389,666	443,290	53,624 14%
	Debt Service	824,238	822,972	(1,266) (0%)
	Transfers to Capital	4,201,709	3,349,002	(852,707) (20%)
	Vacancy Savings	(493,182)	-	493,182 (100%)
<b>GENERAL FUND TOTAL</b>	<b>\$22,736,827</b>	<b>\$22,028,893</b>	<b>(\$707,934) (3%)</b>	
<b>OTHER FUNDS</b>	General Capital Project	\$2,770,359	\$1,584,002	(\$1,186,357) (43%)
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	<b>OTHER FUNDS TOTAL</b>	<b>\$22,421,085</b>	<b>\$26,864,714</b>	<b>\$4,443,629 20%</b>
<b>TOTAL ALL FUNDS</b>	<b>\$45,157,912</b>	<b>\$48,893,607</b>	<b>\$3,735,695 8%</b>	
<b>LESS TRANSFERS</b>	<b>(4,741,622)</b>	<b>(5,027,621)</b>	<b>(285,999) 6%</b>	
<b>TOTAL ESTIMATED APPROPRIATIONS</b>	<b>\$40,416,290</b>	<b>\$43,865,986</b>	<b>\$3,449,696 9%</b>	



# PERSONNEL & COMPENSATION SUMMARY



The Town views its workforce as the most valuable asset in creating a vibrant community and delivering quality services to taxpayers. The chart below shows the total proposed expenditures across all funds by category. In the FY 2025 proposed budget, personnel is the second largest category behind capital outlay.



## HIGHLIGHTS OF EXPENSES RELATED TO PERSONNEL

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The FY 2025 proposed budget includes a 3% cost of living increase for all employees.

A merit increase of up to an additional 3% has been budgeted for employees with at least one (1) year of service. The percentage an employee actually receives will be based on the results of their performance evaluation. Previously, part-time employees at the Warrenton Aquatic and Recreation Facility (WARF) were not eligible for the merit program. The FY 2025 proposed budget includes an automatic 1% merit increase for these employees that have at least one (1) year of service and no disciplinary actions. The part-time WARF employees will not be required to complete a performance evaluation.

Health insurance is always a concern for both employees and employers. The Town is fully insured with The Local Choice (TLC), a pooled program of local governments administered by the Virginia Department of Human Resource Management. The Town's renewal for FY 2025 does not reflect an increase in premiums. The FY 2025 cost for health insurance coverage is \$1,775,984 across all funds.

Full-time employees accrue annual and sick leave on a monthly basis. Annual leave is capped at a maximum number of hours based on years of service. Employees are eligible for a leave payout when they leave Town employment in good standing and provide at least two (2) weeks notice. The expense associated with leave payouts is typically absorbed by salary and benefit savings while recruiting for a replacement.

The Town is a member of the Virginia Retirement System (VRS), which provides retirement benefits, group life insurance, and disability coverage. All full-time employees are covered by the retirement plan and are required to contribute 5% of their salary to the plan. The rates at which the Town must contribute to the retirement plans are set on a biennial basis, based on an actuarial report commissioned by VRS. The Town's retirement contribution rates for FY 2025 are 11.64% for employees covered under the Hybrid VRS plan and 9.64% for employees covered under VRS plan 1 or 2. Total VRS retirement expense is budgeted at \$1,094,813. Group life insurance premiums are paid in full by the Town. The current rate of 1.18% results in budgeted expenses of \$136,522. The Town is also required to pay for short and long-term disability coverage for employees who are covered under the Hybrid VRS plan. This coverage is budgeted at \$33,276 for FY 2025.

The Federal Insurance Contributions Act (FICA) requires the Town to pay a share of Social Security and Medicare taxes for employees. The current rate for Social Security is 6.20% of wages; for Medicare, the rate is 1.45%. For FY 2025, FICA is estimated to cost the Town \$868,777.

## POSITION CHANGES

The following tables show changes in positions that are included in the FY 2025 Budget:

### UPGRADED POSITIONS

*Positions upgraded during FY 2024.*

FUND	POSITION	DEPARTMENT	NOTES
General Fund	Director of Human Capital	Human Capital	Upgraded from Manager.
General Fund	Police Sergeant	Police Department	Upgraded from Officer. <sup>[1]</sup>
General Fund	Police Corporal	Police Department	Upgraded from Officer. <sup>[1]</sup>
General Fund	Director of Public Works	Public Works	Upgraded from Assistant Director. <sup>[2]</sup>
Water & Sewer Fund	Director of Public Utilities	Water & Sewer Administration	Upgraded from Assistant Director. <sup>[2]</sup>
General Fund	Facility Services Manager	Parks & Recreation	Upgraded from Facility Services Coordinator. <sup>[3]</sup>
General Fund	Senior Revenue & Collections Manager	Finance	Upgraded from Revenue & Collections Manager. <sup>[4]</sup>

### DOWNGRADED POSITIONS

*Positions downgraded during FY 2024.*

FUND	POSITION	DEPARTMENT	NOTES
General Fund	Accountant I	Finance	Downgraded from Accounting Manager. <sup>[4]</sup>
General Fund	Accounts Payable (A/P) Technician	Finance	Downgraded from A/P Coordinator. <sup>[4]</sup>

### POSITIONS ELIMINATED

*Positions eliminated during FY 2024.*

FUND	POSITION	DEPARTMENT	NOTES
General Fund	Executive Assistant	Town Manager	Merged with Communications Manager role.
General Fund	Financial Coordinator	Finance	Merged with Budget Manager role.
General Fund	Police Officer	Police Department	Realignment of sworn officers <sup>[1]</sup>
General Fund	Accreditation Manager (PT)	Police Department	One position working all hours.
General Fund/ Water & Sewer Fund	Director of Public Works and Utilities	Public Works/Water & Sewer Administration	Split into a director for each department. <sup>[2]</sup>
General Fund	Assistant Director of Parks & Recreation	Parks & Recreation Administration	Parks & Recreation reorganization. <sup>[3]</sup>

### POSITIONS TRANSFERRED

*Positions transferred between departments during FY 2024.*

FUND	POSITION	TRANSFERRED FROM	TRANSFERRED TO
General Fund	Maintenance Worker (PT)	Public Works - Streets	Parks Maintenance
General Fund	Building Engineer	Public Works - Facilities	Parks - WARF
General Fund	Cemetery Caretaker	Public Works - Facilities	Public Works - Cemetery
General Fund	Maintenance Worker	Public Works - Facilities	Public Works - Cemetery

<sup>[1]</sup> The police department has a total of 28 sworn positions made up of 13 Officers, 6 Corporals, 5 Sergeants, 2 Lieutenants, 1 Deputy Chief, and 1 Chief. The department is currently operating within the total sworn positions of 28, and is working to realign so that it is also operating within the counts at the individual position level. Current headcount for each position is recorded in the "Headcount by

<sup>[2]</sup> After the former Director of Public Works & Utilities was appointed to the Town Manager position, each Assistant Director was promoted to become the Director of their respective function and the Director of Public Works & Utilities position was eliminated. This resulted in a savings from both an FTE and dollar perspective.

<sup>[3]</sup> The parks & recreation department has reorganized to eliminate the Assistant Director position. Duties previously performed by the Assistant Director will be covered with the Facility Services Manager, Special Events & Recreation Programmer and partial allocation of the Fitness Supervisor position. This resulted in a savings from both an FTE and dollar perspective.

<sup>[4]</sup> The finance department has reorganized to downgrade two positions and upgrade one position in order to be able to internally fill positions that were previously vacant. This change resulted in savings from a dollar perspective and no FTE impact.

## HEADCOUNT BY DEPARTMENT

The following document shows all full-time and part-time positions for every Town department. Allocations and full-time equivalents (FTEs) are shown in the subsequent tables:

PERSONNEL	FY23 Budget	FY24 Budget	FY25 Budget	Change
<b>LEGISLATIVE</b>				
Town Clerk	1	1	1	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>
<b>TOWN MANAGER</b>				
Town Manager	1	1	1	-
Executive Assistant	1	1	-	(1)
Project Coordinator	1	1	1	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>(1)</b>
<b>HUMAN CAPITAL</b>				
Director of Human Capital	-	-	1	1
Human Capital Manager	1	1	-	(1)
Human Capital Generalist	-	1	1	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>COMMUNICATIONS</b>				
Communications Manager	-	1	1	-
Marketing Coordinator	-	1	1	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>EMERGENCY SERVICES/ RISK MANAGEMENT</b>				
Emergency Services/Risk Manager	1	1	1	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>
<b>FINANCE &amp; PROCUREMENT</b>				
Director of Finance	1	1	1	-
Senior Revenue & Collections Manager	-	-	1	1
Revenue & Collections Manager	1	1	-	(1)
Account Coordinator, <i>Tax Administrator</i>	1	1	1	-
Account Coordinator, <i>Payroll</i>	1	1	1	-
Account Coordinator, <i>A/P</i>	1	1	-	(1)
Accounts Payable Technician	-	-	1	1
Budget Manager	1	1	1	-
Accounting Manager	-	1	-	(1)
Accountant I	-	-	1	1
Procurement Coordinator	1	1	1	-
Customer Service Representative	2	2	2	-
Financial Coordinator	1	1	-	(1)
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>10</b>	<b>11</b>	<b>10</b>	<b>(1)</b>
<b>PART-TIME PERSONNEL</b>				
Customer Service Representative	1	1	1	-
<b>TOTAL PART-TIME PERSONNEL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>

PERSONNEL	FY23 Budget	FY24 Budget	FY25 Budget	Change
<b>PUBLIC SAFETY</b>				
Chief of Police	1	1	1	-
Deputy Chief	1	1	1	-
Police Lieutenant	2	2	2	-
Police Corporal	9	8	9	1
Police Sergeant	5	4	5	1
Police Officer	12	13	10	(3)
Sr. Administrative Assistant	1	1	1	-
Records Clerk	1	1	1	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>32</b>	<b>31</b>	<b>30</b>	<b>(1)</b>
<b>PART-TIME PERSONNEL</b>				
Accreditation Manager	1	2	1	(1)
Parking Enforcement Officer	1	1	1	-
Intern	2	-	-	-
<b>TOTAL PART-TIME PERSONNEL</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>(1)</b>
<b>PUBLIC WORKS ADMINISTRATION</b>				
Director of Public Works & Utilities	1	1	-	(1)
Director of Public Works	-	-	1	1
Assistant Director, Public Works	-	1	-	(1)
PW/PU Superintendent	1	-	-	-
Fleet & Facilities Manager	1	1	1	-
Senior Administrative Assistant	1	2	2	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>(1)</b>
<b>PUBLIC WORKS STREETS MAINTENANCE</b>				
Senior Crew Supervisor	2	2	2	-
Maintenance Worker	4	8	8	-
Motor Equipment Operator 1	5	5	5	-
Motor Equipment Operator 2	2	1	1	-
Motor Equipment Operator 3	-	1	1	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>13</b>	<b>17</b>	<b>17</b>	<b>-</b>
<b>PART-TIME PERSONNEL</b>				
Maintenance Worker <i>Seasonal</i>	2	-	-	-
Maintenance Worker	2	2	1	(1)
<b>TOTAL PART-TIME PERSONNEL</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>(1)</b>
<b>PUBLIC WORKS SANITATION</b>				
Crew Supervisor	2	1	1	-
Motor Equipment Operator 1	3	3	3	-
Maintenance Worker	1	2	2	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>
<b>PUBLIC WORKS FLEET</b>				
Equipment Mechanic	2	2	2	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>

PERSONNEL	FY23 Budget	FY24 Budget	FY25 Budget	Change
<b>PUBLIC WORKS FACILITIES MAINTENANCE</b>				
Maintenance Mechanic	-	1	1	-
Building Engineer	1	1	-	(1)
Cemetery Caretaker	1	1	-	(1)
Maintenance Worker	3	3	2	(1)
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>5</b>	<b>6</b>	<b>3</b>	<b>(3)</b>
<b>PART-TIME PERSONNEL</b>				
Traffic Signals/Sign Maintenance	1	1	1	-
<b>TOTAL PART-TIME PERSONNEL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>
<b>PUBLIC WORKS CEMETERY</b>				
Cemetery Caretaker	-	-	1	1
Maintenance Worker	-	-	1	1
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>
<b>INFORMATION TECHNOLOGY</b>				
Director of Information Technology	1	1	1	-
System Administrator	1	1	1	-
Help Desk Administrator	2	2	2	-
Network Engineer	-	1	1	-
Administrative Assistant	1	1	1	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>-</b>
<b>PARKS &amp; RECREATION ADMINISTRATION</b>				
Director of Parks & Recreation	1	1	1	-
Assistant Director of Parks & Recreation	1	1	-	(1)
Operations and Contracts Technician	1	1	1	-
Facility Services Manager	-	-	1	1
Facility Services Coordinator	1	1	-	(1)
Special Events & Recreation Programmer	1	1	1	-
Marketing Coordinator	1	-	-	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>(1)</b>
<b>PARKS &amp; RECREATION PARKS MAINTENANCE</b>				
<b>PART-TIME PERSONNEL</b>				
Maintenance Worker	-	-	1	1
<b>TOTAL PART-TIME PERSONNEL</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>PARKS &amp; RECREATION AQUATICS CENTER</b>				
Aquatics Coordinator	1	1	1	-
Aquatics Supervisor	1	1	1	-
Fitness Supervisor	-	1	1	-
Recreation Building Engineer	-	-	1	1
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>1</b>
<b>PART-TIME PERSONNEL*</b>				
Manager on Duty	-	1	1	-
Headguard	-	-	3	3
Lifeguard	4	11	9	(2)
Fitness Instructor	3	4	2	(2)
Customer Services Specialist	6	5	4	(1)
Water Safety Instructor	-	1	1	(1)
Aquatics Instructor	-	1	-	(1)
<b>TOTAL PART-TIME PERSONNEL</b>	<b>13</b>	<b>23</b>	<b>20</b>	<b>(3)</b>

PERSONNEL	FY23 Budget	FY24 Budget	FY25 Budget	Change
<b>COMMUNITY DEVELOPMENT PLANNING</b>				
Director of Planning & Community Development	1	1	1	-
Planning Manager	1	1	1	-
Planner	1	1	1	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>
<b>COMMUNITY DEVELOPMENT DEVELOPMENT SERVICES</b>				
Zoning Administrator	1	1	1	-
Zoning Official	1	1	1	-
Code Enforcement Officer	2	2	2	-
Permit Technician	2	2	2	-
Building Official	-	1	1	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>-</b>
<b>PART-TIME PERSONNEL</b>				
Visitor's Center Attendant	2	2	2	-
<b>TOTAL PART-TIME PERSONNEL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>WATER &amp; SEWER METER READING</b>				
Meter Supervisor	1	1	1	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>
<b>WATER &amp; SEWER WATER TREATMENT PLANT</b>				
Superintendent, WTP	1	1	1	-
Water Treatment Plant Chief Operator	1	1	1	-
Water Treatment Plant Operator	5	5	5	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>-</b>
<b>PART-TIME PERSONNEL</b>				
Water Treatment Plant Operator	-	1	1	-
<b>TOTAL PART-TIME PERSONNEL</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>-</b>
<b>WATER &amp; SEWER TRANSMISSION &amp; DISTRIBUTION</b>				
Public Utilities Superintendent	1	1	1	-
Senior Crew Supervisor	1	-	-	-
Utility Locator	1	1	1	-
Utility Maintenance Worker	1	5	5	-
Team Lead	1	-	-	-
Mechanical Equipment Operator 2	1	-	-	-
Maintenance Worker	2	-	-	-
Logistics Coordinator	-	1	1	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>-</b>
<b>WATER &amp; SEWER WASTEWATER TREATMENT PLANT</b>				
Superintendent, WWTP	1	1	1	-
Chief Utility Plant Mechanic	1	1	1	-
Utility Plant Mechanic	1	1	1	-
Wastewater Treatment Plant Chief Operator	1	1	1	-
Wastewater Treatment Plant Operator	6	7	7	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>-</b>
<b>PART-TIME PERSONNEL</b>				
WWTP Technician	-	1	1	-
Extra Help	-	1	1	-
<b>TOTAL PART-TIME PERSONNEL</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>-</b>

PERSONNEL	FY23 Budget	FY24 Budget	FY25 Budget	Change
<b>WATER &amp; SEWER ADMINISTRATION</b>				
Director of Public Utilities	-	-	1	1
Assistant Director, Utilities	1	1	-	(1)
Junior Engineer	1	-	-	-
Senior Administrative Assistant	1	1	1	-
Utility Billing Coordinator	1	1	1	-
Engineer	1	1	1	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>-</b>
<b>STORMWATER MANAGEMENT</b>				
Stormwater Administrator	1	1	1	-
Stormwater Inspector	1	1	1	-
GIS Technician	1	1	1	-
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>
<b>TOTAL HEADCOUNT</b>	<b>159</b>	<b>180</b>	<b>171</b>	<b>(9)</b>

\*Previously, a lack of position control created a challenge in tracking FTEs at the WARF. As such, funding for the part-time positions at the facility were based on a dollar value basis, rather than an FTE basis. FTEs for the purpose of this chart were calculated as the current headcount adjusted by a modifier (in FY24, .2). As requested by council, in the FY25 proposed budget we have calculated the FTEs to run the facility based on factors such as operating hours and number of fitness classes.

After this calculation we now have an FTE budget as well as a dollar value budget (FTE budget \*current weighted average rate) which the WARF will need to operate within.

Please note that headcount is not the primary measure for WARF PT positions. The focus is how many hours at each position are required to run the facility, not how many people are working those hours. For example, we have requested 1.875 FTE (equivalent to 3,900 hours) of fitness instructor hours to run the fitness classes provided at the WARF. During FY25, our focus will be that fitness instructors stay within those hours. This approach is more similar to how other positions are monitored. For example, if Council has approved 1 full time position for a mechanic, the hiring department must stay within the FTE approved (1) as well as the budgeted salary for that position. For the WARF PT positions, the main difference is that the headcount making up the FTE may vary. We could have four (4) fitness instructors work 975 hours each or we could have 20 instructors all working various hours. As long as the total hours worked and total budget salary are within the budget, either option is considered proper.



## POSITION ALLOCATION

The following document shows the funding allocation for all full-time and part-time positions for every Town department:

PERSONNEL	General Fund	Water & Sewer Fund	Stormwater Fund	ARPA Fund
<b>LEGISLATIVE</b>				
Town Clerk	100%			
<b>TOWN MANAGER</b>				
Town Manager	80%	20%		
Project Coordinator	50%	50%		
<b>HUMAN CAPITAL</b>				
Director of Human Capital	75%	25%		
Human Capital Generalist	75%	25%		
<b>COMMUNICATIONS</b>				
Communications Manager	100%			
Marketing Coordinator	100%			
<b>EMERGENCY SERVICES/ RISK MANAGEMENT</b>				
Emergency Services/Risk Manager	50%	50%		
<b>FINANCE &amp; PROCUREMENT</b>				
Director of Finance	70%	30%		
Senior Revenue & Collections Manager	70%	30%		
Account Coordinator, <i>Tax Administrator</i>	75%		25%	
Account Coordinator, <i>Payroll</i>	60%	40%		
Accounts Payable Technician	70%	30%		
Budget Manager	45%	45%		10%
Accountant I	50%	50%		
Procurement Coordinator	50%	50%		
Customer Service Representative	70%	30%		
Customer Service Representative (PT)	70%	30%		
<b>POLICE DEPARTMENT</b>				
Chief of Police	100%			
Deputy Chief	100%			
Police Lieutenant	100%			
Police Corporal	100%			
Police Sergeant	100%			
Police Officer	100%			
Sr. Administrative Assistant	100%			
Records Clerk	100%			
Accreditation Manager (PT)	100%			
Parking Enforcement Officer (PT)	100%			
<b>PUBLIC WORKS ADMINISTRATION</b>				
Director of Public Works	100%			
Fleet & Facilities Manager	80%	20%		
Senior Administrative Assistant	100%			
Senior Administrative Assistant	50%	50%		
<b>PUBLIC WORKS STREETS MAINTENANCE</b>				
Senior Crew Supervisor	100%			
Maintenance Worker	100%			
Motor Equipment Operator 1	100%			
Motor Equipment Operator 2	100%			
Motor Equipment Operator 3	100%			
Maintenance Worker (PT)	100%			

PERSONNEL	General Fund	Water & Sewer Fund	Stormwater Fund	ARPA Fund
<b>PUBLIC WORKS SANITATION</b>				
Crew Supervisor	100%			
Motor Equipment Operator 1	100%			
Maintenance Worker	100%			
<b>PUBLIC WORKS FLEET</b>				
Equipment Mechanic	100%			
<b>PUBLIC WORKS FACILITIES MAINTENANCE</b>				
Maintenance Mechanic	100%			
Maintenance Worker	100%			
Traffic Signals/Sign Maintenance (PT)	100%			
<b>PUBLIC WORKS CEMETERY</b>				
Cemetery Caretaker	100%			
Maintenance Worker	100%			
<b>INFORMATION TECHNOLOGY</b>				
Director of Information Technology	100%			
System Administrator	100%			
Help Desk Administrator	100%			
Network Engineer	100%			
Administrative Assistant	100%			
<b>PARKS &amp; RECREATION ADMINISTRATION</b>				
Director of Parks & Recreation	100%			
Operations and Contracts Technician	100%			
Facility Services Manager	100%			
Special Events & Recreation Programmer	100%			
<b>PARKS &amp; RECREATION PARKS MAINTENANCE</b>				
Maintenance Worker (PT)	100%			
<b>PARKS &amp; RECREATION AQUATICS CENTER</b>				
Aquatics Coordinator	100%			
Aquatics Supervisor	100%			
Fitness Supervisor	100%			
Recreation Building Engineer	100%			
Manager on Duty (PT)	100%			
Headguard (PT)	100%			
Lifeguard (PT)	100%			
Fitness Instructor (PT)	100%			
Customer Services Specialist (PT)	100%			
Water Safety Instructor (PT)	100%			
<b>COMMUNITY DEVELOPMENT PLANNING</b>				
Director of Planning & Community Development	100%			
Planning Manager	100%			
Planner	100%			
<b>COMMUNITY DEVELOPMENT DEVELOPMENT SERVICES</b>				
Zoning Administrator	100%			
Zoning Official	75%		25%	
Code Enforcement Officer	100%			
Permit Technician	75%		25%	
Building Official	100%			
Visitor's Center Attendant (PT)	100%			

PERSONNEL	General Fund	Water & Sewer Fund	Stormwater Fund	ARPA Fund
<b>WATER &amp; SEWER METER READING</b>				
Meter Supervisor		100%		
<b>WATER &amp; SEWER WATER TREATMENT PLANT</b>				
Superintendent, WTP		100%		
Water Treatment Plant Chief Operator		100%		
Water Treatment Plant Operator		100%		
Water Treatment Plant Operator (PT)		100%		
<b>WATER &amp; SEWER TRANSMISSION &amp; DISTRIBUTION</b>				
Public Utilities Superintendent		100%		
Utility Locator		100%		
Utility Maintenance Worker		100%		
Logistics Coordinator		100%		
<b>WATER &amp; SEWER WASTEWATER TREATMENT PLANT</b>				
Superintendent, WWTP		100%		
Chief Utility Plant Mechanic		100%		
Utility Plant Mechanic		100%		
Wastewater Treatment Plant Chief Operator		100%		
Wastewater Treatment Plant Operator		100%		
WWTP Technician (PT)		100%		
Extra Help (PT)		100%		
<b>WATER &amp; SEWER ADMINISTRATION</b>				
Director of Public Utilities		80%	20%	
Senior Administrative Assistant		100%		
Utility Billing Coordinator		100%		
Engineer	20%	50%	30%	
<b>STORMWATER MANAGEMENT</b>				
Stormwater Administrator			100%	
Stormwater Inspector			100%	
GIS Technician	10%	10%	80%	

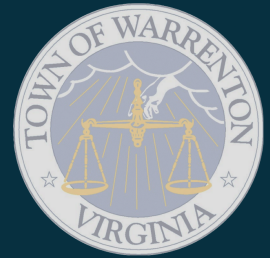
## SUMMARY OF FULL-TIME EQUIVALENTS

The following staffing summary shows changes in full-time equivalent staffing by department from FY 2024 to FY 2025. Part-time staff who work for the Town are limited to working no more than 29 hours per week, so the equivalent maximum amount of a part-time employee is 0.725 FTE, rounded throughout this document to 0.73.

Changes in FTEs for a department are driven by both of the factors considered in the previous two tables, headcount and allocation.

PERSONNEL	FY23 Budget	FY24 Budget	FY25 Budget	Change
<b>GENERAL GOVERNMENT</b>				
Legislative	1.00	1.00	1.00	-
Town Manager	1.61	1.60	1.05	(0.55)
Human Capital	0.50	1.75	1.50	(0.25)
Communications	-	2.00	1.75	(0.25)
Emergency Services	0.50	0.50	0.50	-
Finance and Procurement	6.59	7.86	6.86	(1.00)
Information Technology	5.00	4.98	6.00	1.02
<b>General Government Subtotal</b>	<b>15.20</b>	<b>19.69</b>	<b>18.66</b>	<b>(1.03)</b>
<b>PUBLIC SAFETY</b>				
Police Department	32.16	33.18	31.45	(1.73)
<b>Public Safety Subtotal</b>	<b>32.16</b>	<b>33.18</b>	<b>31.45</b>	<b>(1.73)</b>
<b>PARKS &amp; RECREATION</b>				
Aquatic Center*	15.37	26.00	23.79	(2.21)
Parks & Recreation	0.36	-	0.73	0.73
Administration	5.75	5.00	4.30	(0.70)
<b>Parks &amp; Recreation Subtotal</b>	<b>21.48</b>	<b>31.00</b>	<b>28.82</b>	<b>(2.18)</b>
<b>COMMUNITY DEVELOPMENT</b>				
Planning	4.39	2.50	2.50	-
Development Services	4.97	6.75	6.75	-
Visitor Center	1.00	1.45	1.45	-
<b>Community Development Subtotal</b>	<b>10.36</b>	<b>10.70</b>	<b>10.70</b>	<b>-</b>
<b>STORMWATER MANAGEMENT</b>				
Stormwater Management	5.10	4.42	4.30	(0.12)
<b>Stormwater Management Subtotal</b>	<b>5.10</b>	<b>4.42</b>	<b>4.30</b>	<b>(0.12)</b>
<b>PUBLIC WORKS</b>				
Administration	4.60	3.80	3.80	-
Streets Maintenance	16.66	18.45	17.73	(0.73)
Sanitation	6.00	6.00	6.00	-
Facilities	6.73	6.08	3.08	(3.00)
Fleet	2.45	2.45	2.50	0.05
Cemetery	-	-	2.00	2.00
<b>Public Works Subtotal</b>	<b>36.44</b>	<b>36.78</b>	<b>35.11</b>	<b>(1.68)</b>
<b>WATER &amp; SEWER</b>				
Meter Department	1.00	1.00	1.00	-
Water Treatment Plant	6.73	7.73	7.73	-
Transmission and Distribution	8.00	8.00	8.00	-
Wastewater Treatment Plant	10.97	11.83	11.83	-
Public Utilities Administration	10.00	11.12	9.22	(1.90)
<b>Water &amp; Sewer Subtotal</b>	<b>36.70</b>	<b>39.67</b>	<b>37.77</b>	<b>(1.90)</b>
<b>TOTAL FULL-TIME EQUIVALENTS</b>	<b>157.44</b>	<b>175.44</b>	<b>166.80</b>	<b>(8.64)</b>

# WORKFORCE TRENDS & DEMOGRAPHICS



## CALENDAR YEAR 2023 TURNOVER

In Calendar Year (CY) 2023, overall employee turnover decreased as compared to CY 2022 with a total of 73 employees. Involuntary terminations and retirements both increased by 1 (from 4 in 2022 to 5 in 2023), but voluntary terminations decreased from 76 to 63, resulting in total turnover being reduced by 11 (or 13%).

The turnover rate for part-time is mostly related to the seasonal nature of the operations at the Warrenton Aquatic and Recreation Facility, which employs many school-aged individuals.

CY 23 Employee Turnover Totals

	Full-Time	Part-Time	Overall
Voluntary Termination	27	36	63
Involuntary Termination	3	2	5
Retirement	5	0	5
<b>Total Turnover CY 2023</b>	<b>35</b>	<b>38</b>	<b>73</b>
<b>Total Turnover CY 2022</b>	<b>30</b>	<b>54</b>	<b>84</b>
<b>Total Turnover CY 2021</b>	<b>40</b>	<b>35</b>	<b>75</b>

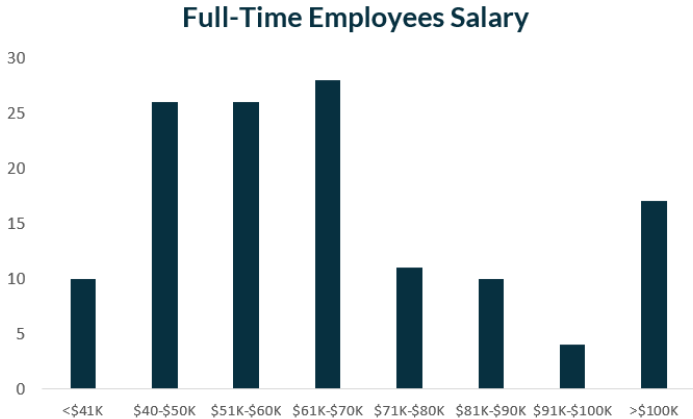
## SALARY DISTRIBUTION & AVERAGES

The following table shows the average annual pay for Town full-time and part-time employees:

	Average Annual Pay			
	CY 2021	CY 2022	CY 2023	Variance 2022-2023
Full-Time	\$58,859.61	\$61,356.85	\$69,679.52	13.56%
Part-Time	\$16.49*	\$18.02*	\$18.66*	3.55%

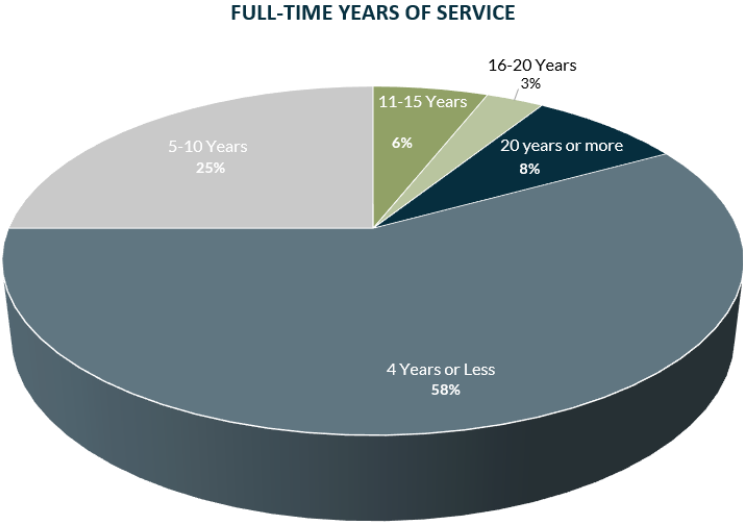
*\*Due to the nature of part-time work, wages are calculated on an hourly rather than an annual basis.*

The following graph illustrates that the majority of full-time employees (61%) earn between \$40,000 and \$70,000 annually. 34.1% of full-time employees earn more than the average salary of \$69,679.52. 8% of full-time employees earn less than \$40,000 per year. It should be noted that these figures do not include the impact of overtime.



## FULL-TIME YEARS OF SERVICE

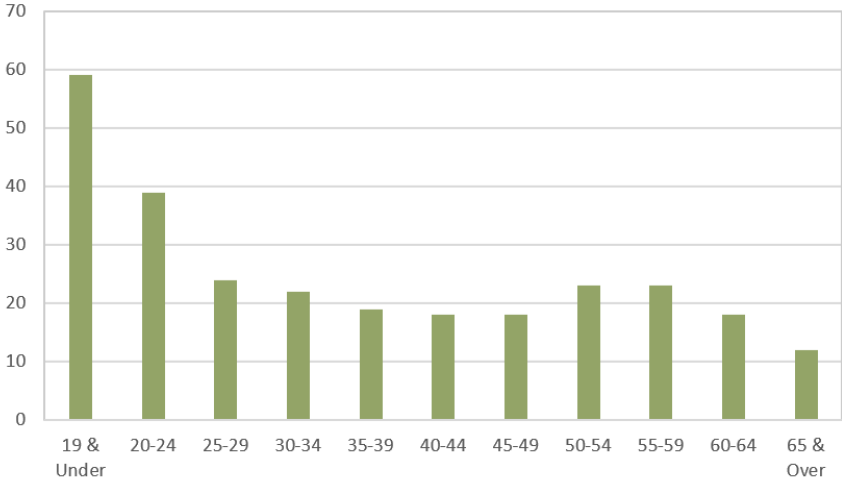
More than three quarters of the current full-time workforce (83%) has been employed with the Town for 10 years or less; 8% have worked for the Town for 20 years or more. Over half (58%) have been with the Town less than four (4) years.



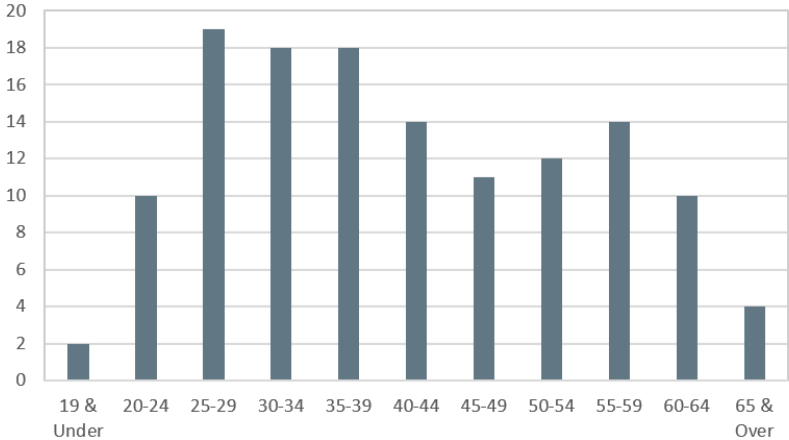
# EMPLOYEE DEMOGRAPHICS

As illustrated by the following graphs, about 72% of the Town's workforce falls under the age of 30 and over the age of 50. As noted earlier, staffing at the Warrenton Aquatic and Recreation Facility is a younger demographic, typically school-aged and part-time. The first graph below shows the demographics for all employees. The second graph focuses only on full-time employees.

### All Employees By Age Distribution

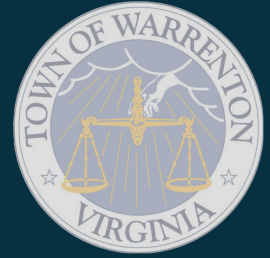


### Full-Time Employees By Age Distribution



# BUDGET PROCESS

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## BUDGET PROCESS

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The Town prepares an annual budget spanning the fiscal year (July 1 - June 30) that is prepared on a basis consistent with generally accepted accounting principles. To begin the budget process, each department submits a budget request to the Budget Manager. The Town Manager reviews the requests and supporting data with the Budget Manager and Director of Finance to create the proposed budget which is presented to the Town Council under the following guidelines and procedures:

1. Budget preparation begins in October with departments assessing their needs and formulating their budget requests based on guidance from the Town Manager. During this time, requests for budget submissions are also sent to outside agencies. Town department budget requests are due in November and outside agency requests are due by December 31st.
2. The Budget Manager, Director of Finance, and Town Manager work to develop revenue estimates based on current and projected economic indicators, current and proposed federal and state legislation, knowledge of future events in the Town, and a review of historic trends.
3. The Planning Commission may elect to hold a work session and public hearing on the draft capital improvement plan to ensure consistency with the Comprehensive Plan and to receive citizen feedback.
4. Public input is gathered on the priorities of the budget and budget process via "Town Talks," surveys, or other means, as appropriate.
5. Prior to April 1 of each year, the Town Manager submits to the Town Council a proposed operating and capital budget for the next fiscal year commencing the following July 1. The operating and capital budget includes proposed expenditures and the means of financing them.
6. Town Council reviews the proposed budget. Additional work sessions and special meetings may be scheduled and held as needed.
7. Town Council holds a public hearing on the proposed budget during which citizens can engage and provide input.
8. Tax rates must be adopted by May 14, per Town Code.
8. By law, local government budgets must be balanced; i.e., expenditures may not exceed revenues.
9. After careful deliberation, the proposed budget, as modified for additions and deletions, the real estate tax rate and all other rates and levies are enacted by Town Council as the adopted budget. Legal adoption by Town Council must occur on or before June 30.
10. The adopted budget takes effect July 1, the beginning of the fiscal year.
11. All appropriations lapse at the end of the fiscal year. Unfinished projects are subject to review and re-appropriation by the Town Council.



## AMENDING THE BUDGET

During the fiscal year, conditions may arise that necessitate changes to the adopted budget. This may take the form of a transfer or a supplemental appropriation. The Town Manager is delegated authority to approve supplemental appropriations for insurance recoveries less than \$50,000. All other supplements must be approved by the Town Council. Code of Virginia §15.2-2507 requires that the Town Council hold a public hearing when a supplemental appropriation exceeds 1% of the total budget. All transfers within a fund are to be reviewed by the Finance Department and approved by the Town Manager. Transfers between funds increase or decrease the total appropriation at the fund level, and as such, require Town Council approval.

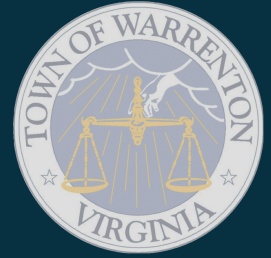
## BUDGET CALENDAR

### FISCAL YEAR 2025 BUDGET CALENDAR

DATE	EVENT
<b>October 2023</b>	Budget requests made available to Town Departments and Outside Agencies.
<b>November 2023</b>	Town Department budget requests due to the Finance Department.
<b>December 2023</b>	Outside Organization funding requests due to the Finance Department.
<b>January 2024</b>	Finance Director and Budget Manager meet with Town Manager to provide an overview of the compiled budget
<b>January - March 2024</b>	Town Manager meets with each Town Department to review budget requests. The Town Manager works with the Finance Director and Budget Manager to draft the proposed budget.
<b>February 2024</b>	Planning Commission work session to review the draft capital improvement plan for consistency with the Comprehensive Plan. <i>As needed.</i>
<b>March 2024</b>	Planning Commission public hearing on the draft capital improvement plan. <i>As needed.</i>
<b>April 1, 2024</b>	Delivery of the Town Manager's proposed budget to the Town Council.
<b>April-May, 2024</b>	Work sessions and special meetings held by the Town Council to review the proposed budget
<b>May 2024</b>	The Town Council will hold a public hearing on the proposed budget.
<b>June 2024</b>	Adoption of the Fiscal Year 2025 Budget by Town Council
<b>July 1, 2024</b>	Beginning of Fiscal Year 2025

# MISSION STATEMENT; VISION & VALUE STATEMENT

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*On August 9, 2016, the Town Council adopted the following Mission Statement and Vision & Value Statement to serve as a guide for operations of the Town and the allocation of resources.*

## MISSION STATEMENT

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In cooperation with and for our Citizens, the Mayor, Town Council and the Staff of Warrenton are dedicated to providing public safety, economic opportunity, and quality public services in an attractive, well-planned community with historic character for the benefit, enjoyment and accessibility of all.

## VISION & VALUE STATEMENT

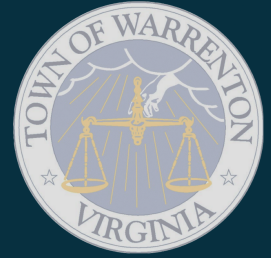
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To achieve our Mission, we strive to provide high level services in a cost-effective manner; display honesty, respectfulness, and fairness in all relationships; support the health and economic well-being of our citizens and businesses; preserve our historic small-town character; encourage opportunities, services and infrastructure that allow people of all means to live, work and visit here; and address public concerns and opportunities promptly and effectively.

We recognize our Mission can be achieved only by the exchange of information and that through teamwork we can maintain an environment in which we can maximize our potential.

# STRATEGIC GOALS

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## PLAN WARRENTON 2040

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The Town's comprehensive plan, "Plan Warrenton 2040," was adopted April 13, 2021 and provides a holistic, aspirational vision to guide the future decisions of the Town of Warrenton. Using feedback from the Town Council Fiscal Retreat held on January 26, 2024 and analysis of the Town's most pressing needs, from Plan Warrenton 2040 we have selected several strategic goals to focus on during the FY 2025 budget year. The entire comprehensive plan can viewed [here](#).

## STRATEGIC GOAL 1: ENSURE HEALTHY, SAFE, ADEQUATE WATER AND WASTEWATER SERVICES.

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We plan to achieve this via the following policies and strategies in line with Plan Warrenton 2040:

1. Ensure that the water and sewer fee/rate structure is consistent with capital works expenditure to ensure financial operating capacity of the public works department. – The FY 2025 water & sewer rates are proposed as recommended in the Water & Sewer Rate Study conducted by NewGen.
2. Promote sustainability within the wastewater infrastructure system. - The proposed Capital Improvement Program includes \$6.3 million dollars to replace the primary clarifier and its pumping station. In order to ensure the long-term sustainability plant operations, this replacement is necessary as both components are currently well beyond their expected useful lifespan.

## STRATEGIC GOAL 2: TO PROVIDE A FISCALLY RESPONSIBLE INFRASTRUCTURE THAT MAINTAINS A HIGH QUALITY OF LIFE FOR RESIDENTS, SUPPORTS CURRENT BUSINESSES, AND ATTRACTS NEW EMPLOYERS WITH A STABLE TAX STRUCTURE.

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We plan to achieve this via the following policies and strategies in line with Plan Warrenton 2040:

1. Implement robust maintenance schedules for community facilities – We will continue to implement schedules created during the budget process for sidewalks, roads, parking lots, and waterlines throughout the Town in order to anticipate and provide community resources where needed.

**STRATEGIC GOAL 3: PUBLIC SAFETY SERVICES AND POLICIES ARE VIEWED AS AMONGST THE BEST IN SIMILAR VIRGINIA TOWNS FOR RESPONSIVENESS, COMMUNITY TRUST, AND EFFECTIVENESS.**

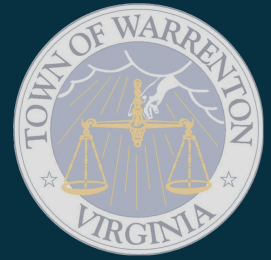
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We plan to achieve this via the following policies and strategies in line with Plan Warrenton 2040:

1. Incorporate security measures at community facilities - The proposed Capital Asset Replacement Plan includes \$100,000 in the Water & Sewer Fund focused on the wastewater plant, pumping stations, and additional Warrenton reservoir security measures.

# COMMUNITY

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## BACKGROUND

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The Town of Warrenton is located in the north central Piedmont region of Virginia, approximately 45 miles southwest of Washington, D.C. The Town encompasses 4.5 square miles and is the county seat for Fauquier County. The estimate from the U.S. Census Bureau for Warrenton's population for the year 2022 was 10,197 residents.

## HISTORY

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Warrenton had its origin at the junction of the Falmouth-Winchester and Alexandria-Culpeper roads, where a trading post known as the Red Store was established. At the time of the Revolution, a settlement had begun. By 1790 the first courthouse and a jail were built, and an academy named for General Joseph Warren, a Revolutionary War hero, was founded. Richard Henry Lee donated 71 acres of land for the county seat, which was incorporated as the Town of Warrenton in 1810.

By the 1850's a railroad reached the Town, which boasted several churches, thriving mercantile establishments, a weekly newspaper, and one (1) or two (2) schools; however, for well over a century the Town grew slowly, being chiefly the trading center for a rural area and a place of residence for merchants, county officials and professionals. Early on, it achieved a reputation for its salubrious climate and pleasant social life.

During the Civil War, the Town was near the scene of battles and skirmishes during which the churches and schools were used as hospitals, frequently occupied by Federal troops. Warrenton was the object of raids by Colonel John S. Mosby, known as the "Gray Ghost," who later made his home here and practiced law in the California Building across Court Street. A monument to Mosby stands beside the Old Courthouse. He is buried in the Warrenton Cemetery. Duvall Goldsmith, inventor of the coffee percolator, was a local citizen, as was William "Extra Billy" Smith, who was twice Governor of Virginia.

There have been seven (7) courthouses in Warrenton, the Fauquier County seat. Since 1795, four (4) have stood on the same site on Main Street where the existing Old Courthouse built in 1890 stands. Fire destroyed some of the earlier structures. The present Circuit Courthouse, usually called the "new" courthouse by local residents, opened in 1974 as a legal-office complex. It is located on Culpeper Street, adjacent to the Warren Green Hotel. The Warren Green Hotel is used as office space by Fauquier County Government. The old courthouse still houses the General District Court.

## TOWN GOVERNMENT

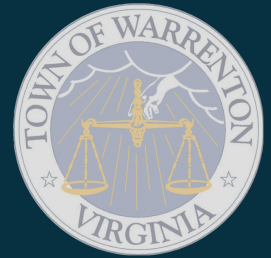
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The Town of Warrenton is organized under a Council-Manager form of government. The Town Council ("Council") is comprised of a Mayor, one (1) member from each of the Town's five (5) Wards, and two (2) at-large members. The Mayor does not vote, except in the case of a tie. The Council appoints a Town Manager, who serves at the pleasure of Council and is charged with managing the day-to-day operations of the Town. Also appointed are the positions of Town Attorney and the Town Clerk.

Towns in Virginia have overlapping tax districts with the Counties in which they are located. Town residents pay property taxes to both the County and the Town. Town residents enjoy the services provided by Fauquier County and receive additional services from the Town, such as refuse collection, police protection, street and sidewalk maintenance, planning and zoning, and parks and recreation facilities.

# PRINCIPAL OFFICIALS

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## ELECTED OFFICIALS: TOWN COUNCIL

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**Carter Nevill**

*Mayor*

**Paul Mooney**

*At Large*

**David McGuire**

*At Large*

**Heather Sutphin**

*Ward 1*

**William T. Semple II**

*Ward 2*

**Brett A. Hamby**

*Ward 3*

**James N. Hartman III**

*Ward 4*

**Eric F. Gagnon**

*Ward 5*

## APPOINTED OFFICIALS

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**Frank Cassidy**

*Town Manager*

**Martin Crim**

Sands Anderson P.C.

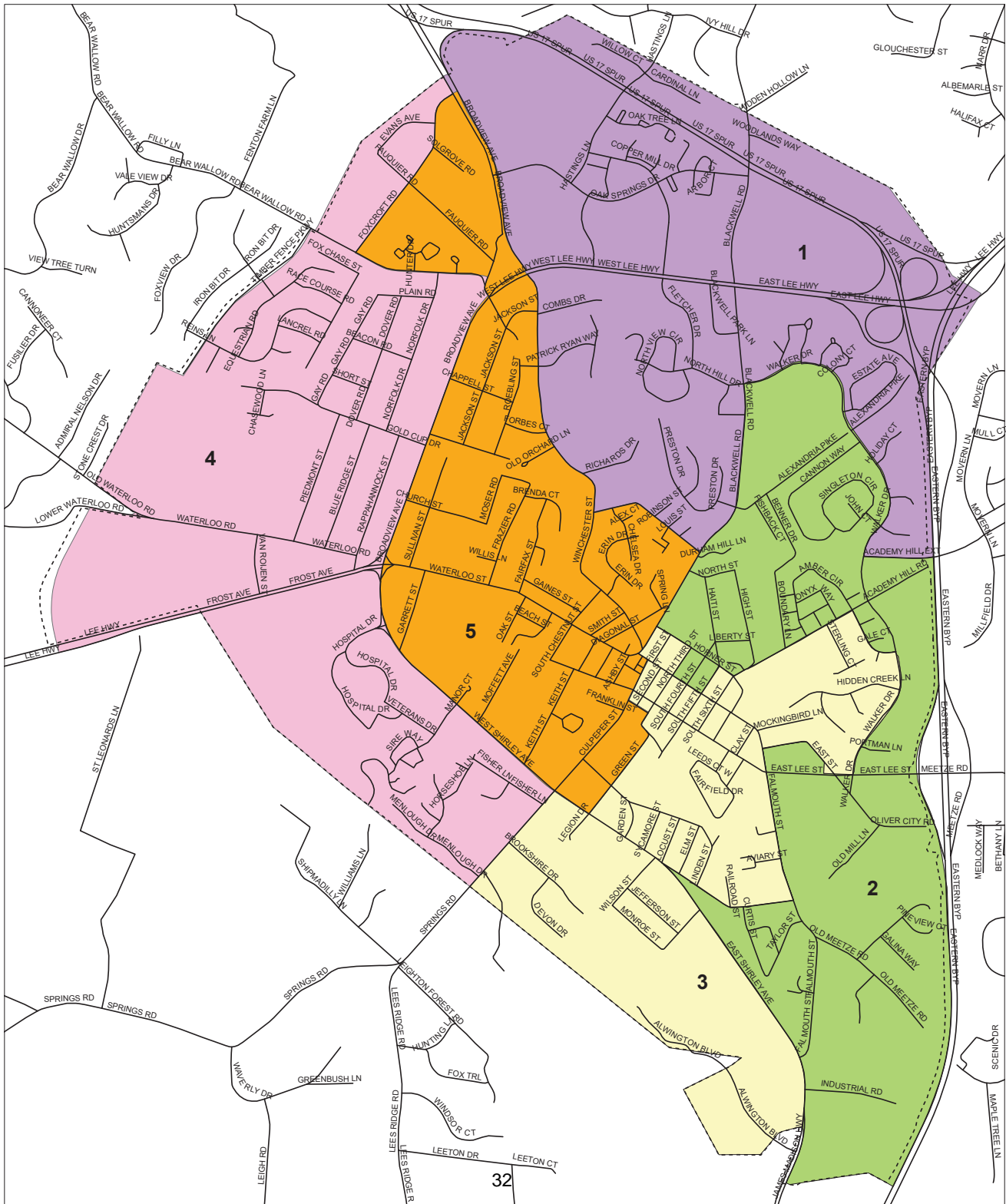
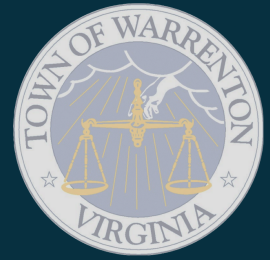
*Town Attorney*

**Stephen Clough**

*Town Clerk*

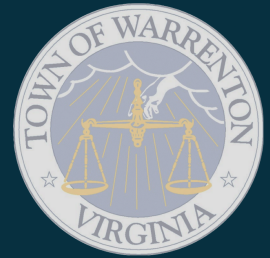


# WARD MAP

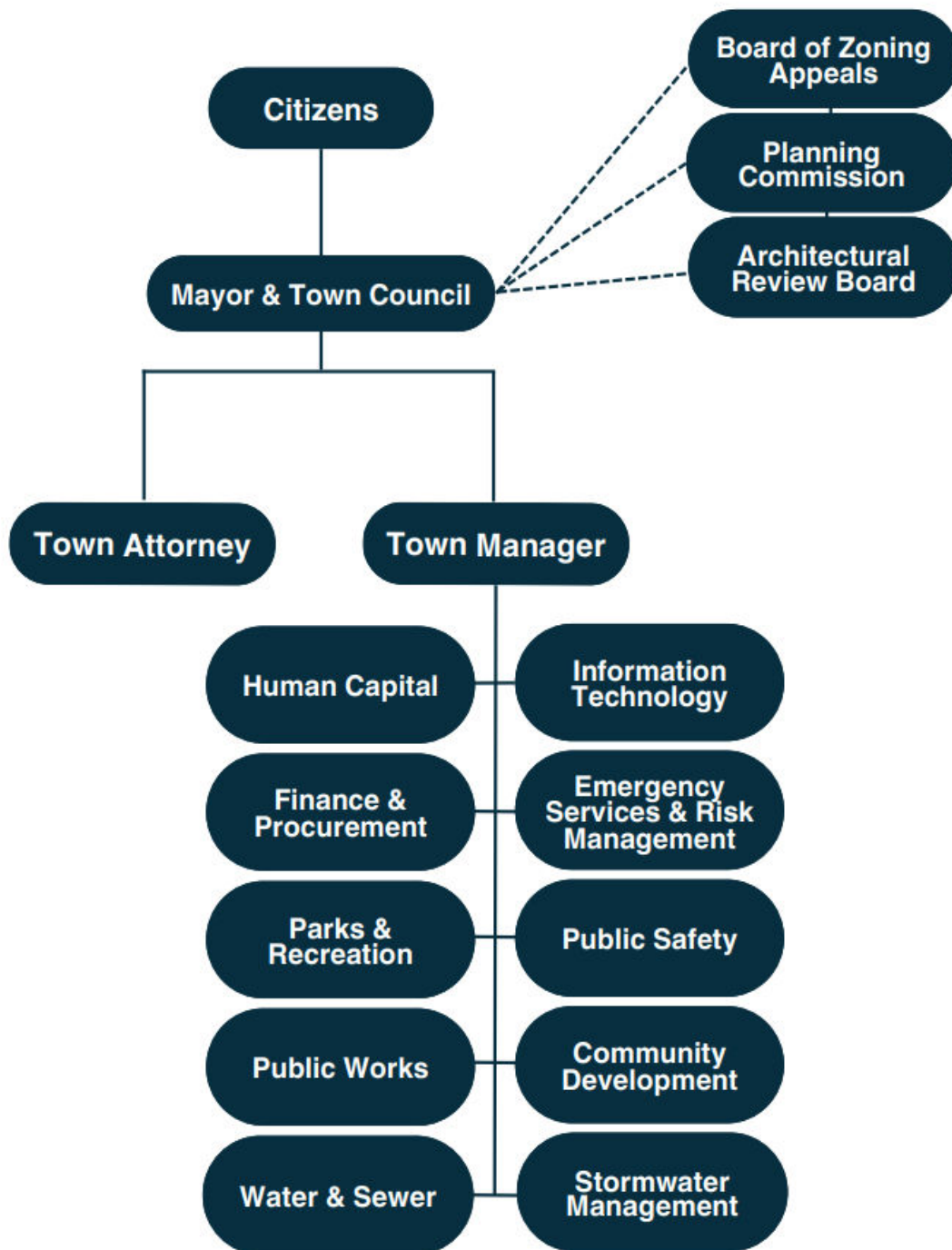




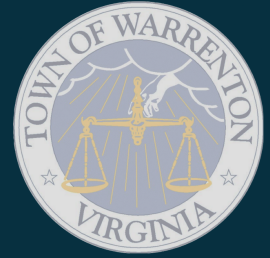
# ORGANIZATIONAL CHART



Departmental organization charts are provided in each budget section.



# FUND STRUCTURE AND USES



The Commonwealth of Virginia requires that the Town's budget be based on fund accounting, which is a system of accounting that matches the sources of revenue (such as taxes or service fees) with the uses (program costs) of that revenue. Therefore, the Town budgets and accounts for its revenues and expenditures in various funds. Each fund is considered a separate accounting entity, with operations accounted for in a separate set of self-balancing accounts. These funds can be broken down into two (2) major types: governmental and proprietary funds. The Town Council adopts an annual appropriations resolution that establishes the funding level for each fund.

The legal level of budgetary control is at the fund level, and as a result, the Town Manager is delegated the authority to approve transfers between departments as long as appropriations or estimated revenues are not altered at the fund level. Changes to appropriations at the fund level must be approved by the Town Council.

## GOVERNMENTAL FUNDS

Governmental funds focus on current financial resources and use the modified accrual basis of accounting & budgeting. Revenue is recognized when determined to be collectible within the period, and liabilities are recorded when incurred. The Town of Warrenton has four (4) governmental funds, described in more detail below.

### GENERAL FUND

This is the Town's primary operating fund. This fund accounts for all tax revenues and expenditures related to the general government, public safety, public works, parks & recreation, and community development functions of the Town.

### GENERAL CAPITAL PROJECT FUND

This fund accounts for capital outlay and large capital projects approved as part of the Capital Improvement Plan (CIP). The CIP process is described in more detail in the program description for the General Capital Project Fund.

### GENERAL ASSET REPLACEMENT FUND

This fund was established in FY 2021. It serves as a sinking fund for the replacement of existing assets that the Town utilizes to provide services to residents. Such assets include vehicles, network servers, and other large repair and replacement projects.

### AMERICAN RESCUE PLAN ACT OF 2021 (ARPA) FUND

This is a special revenue fund that was created to account for the American Rescue Plan Act of 2021 Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program. The Town of Warrenton was awarded \$10.4 million to be used for COVID-19 expenditures or negative economic impacts related to the pandemic.

## PROPRIETARY FUNDS

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Proprietary funds use the accrual basis of accounting, similar to private sector businesses. Revenue is recognized when earned, and expenses are recognized when incurred. In addition, capital purchases are budgeted while depreciation expenses are not budgeted. All of the Town's proprietary funds are also enterprise funds. Enterprise funds account for the delivery of goods and services to the public. These funds are described below.

### **WATER & SEWER OPERATING FUND**

This fund accounts for all revenues and expenses related to meter reading, water treatment, transmission, distribution, and sewage treatment.

### **WATER & SEWER CAPITAL FUND**

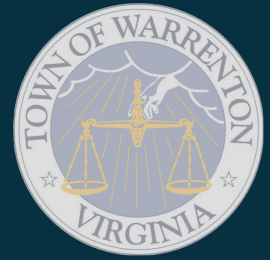
This fund accounts for all capital outlay and improvements for the water and sewer utility function.

### **STORMWATER MANAGEMENT FUND**

This fund accounts for all revenues and expenses related to the State-mandated Stormwater Management program, including capital expenses. This fund became active for fiscal year 2022.

*Note: As promulgated by the Government Accounting Standards Board in Statement No. 34, the Town's basic financial statements include separate fund-based presentations and two (2) basic government-wide financial statements. These two (2) government-wide statements are the statement of net assets and the statement of activities. The General Capital Project Fund and the General Asset Replacement Fund are combined with the General Fund for purposes of financial reporting in the Annual Comprehensive Financial Report.*

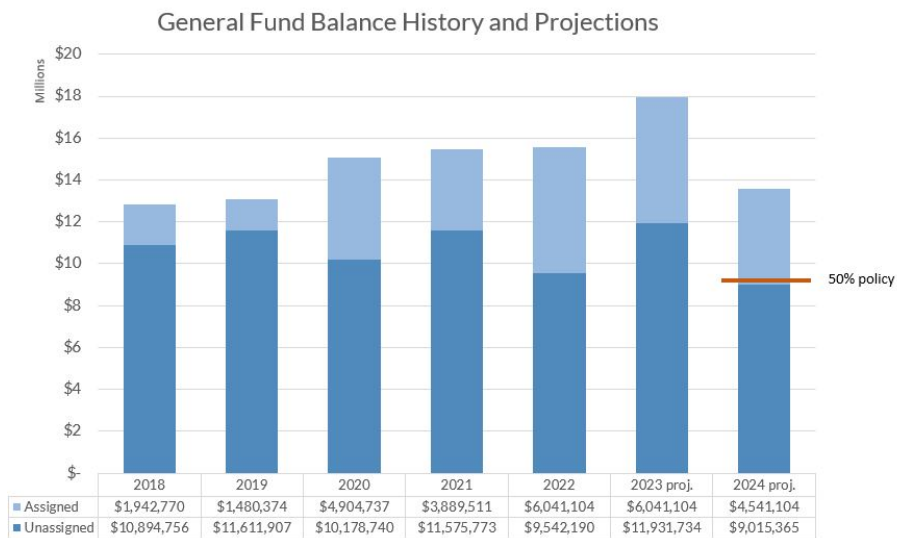
# ESTIMATED FUND BALANCE



The Town’s main operating fund is the General Fund. The fund balance of the General Fund may be likened to a savings account. In any given year, if revenues are greater than expenditures (sometimes referred to as a surplus) this amount is added to the fund balance of the General Fund. Similarly, if expenditures exceed revenues, then the Town’s obligations are met by utilizing a portion of this fund balance. Fund balance is divided into several categories that represent what is committed to other uses and what is available to spend.

## UNASSIGNED FUND BALANCE

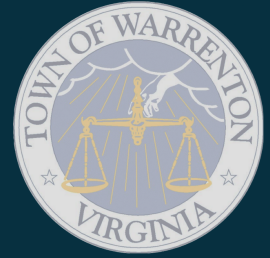
Unassigned Fund Balance represents the amount that is available for spending and can be used as a measure of the overall fiscal health of the Town. The Town maintains adherence to an adopted fund balance policy that maintains the unassigned portion of fund balance at a level equal to 50% of the current General Fund operating budget. The following chart provides a recent history of the Town’s General Fund total fund balance and the portion that is unassigned.



Since 2018 the Town has maintained a total fund balance in the range of \$12.8M to \$17.6M, with a significant portion of that figure classified as unassigned and available for spending. The projected total ending fund balance for FY 2024 is \$17.0M.

The Town follows an adopted policy that maintains 50% of General Fund operating expenditures in unassigned fund balance. The 50% policy reserve amount for the proposed FY 2025 budget is \$9.34M. This budget projects the unassigned fund balance will fall just above that threshold at \$9.36M or 50.1% of General Fund operating expenditures in reserve by June 30, 2025. However, the budgeted use of fund balance often varies greatly from the actual use of fund balance. Due to the nature of capital budgeting, the entire amount of a capital project must be budgeted up front even though the project may span several fiscal years. As such, the actual cash flows related to a capital project are typically less than the budgeted amount in any given fiscal year. Based on historical trends, the anticipated use of the fund balance for Fiscal Year 2025 will likely be at least \$500,000 less than budgeted. This would increase the unassigned fund balance at the end of the year to 52.8% of operating expenditures or \$9.86M.

# GENERAL FUND SUMMARY



The Town's General Fund serves as the chief operating account for the Town government. All tax revenues and revenues not required to be reported in another fund are accounted for here. Functional expenditures accounted for in the General Fund include general government administration, public safety, public works, recreation, and community development.

## GENERAL FUND REVENUE

Revenue/Sources	FY 2024 Adopted	FY 2025 Proposed	Variance (\$)	Variance (%)
General Property Taxes	\$1,303,616	\$1,597,683	\$294,067	23%
Other Local Taxes	11,349,221	11,402,606	53,385	0%
Permits & Fees	288,064	185,132	(102,932)	(36%)
Fines & Forfeitures	77,500	77,500	-	-
Use of Money/Property	500,000	800,000	300,000	60%
Charges for Services	1,090,439	1,085,018	(5,421)	(0%)
Miscellaneous Revenue	221,633	186,845	(34,788)	(16%)
State Revenue	2,971,638	3,421,983	450,345	15%
Transfers In	539,913	414,262	(125,651)	(23%)
Use of Fund Balance	4,394,803	2,857,864	(1,536,939)	(35%)
<b>GENERAL FUND TOTAL</b>	<b>\$22,736,827</b>	<b>\$22,028,893</b>	<b>(\$707,934)</b>	<b>(3%)</b>

## GENERAL FUND EXPENDITURES

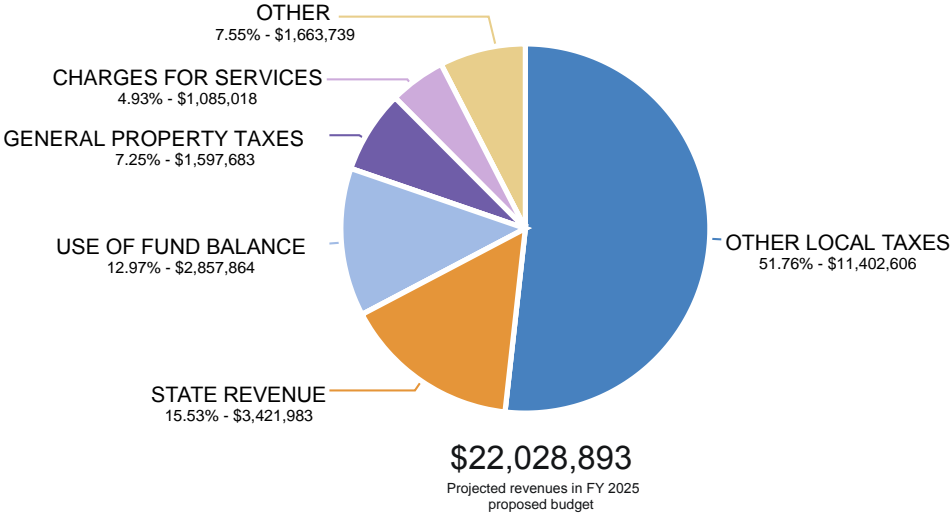
Expenditures/Uses	FY 2024 Adopted	FY 2025 Proposed	Variance (\$)	Variance (%)
General Government	\$4,501,562	\$4,386,751	(\$114,811)	(3%)
Public Safety	3,710,131	3,600,885	(109,246)	(3%)
Public Works	5,721,974	5,351,953	(370,021)	(6%)
Parks & Recreation	2,462,078	2,686,305	224,227	9%
Community Development	1,359,697	1,328,781	(30,916)	(2%)
Contributions	58,954	58,954	-	-
Nondepartmental	389,666	443,290	53,624	14%
Debt Service	824,238	822,972	(1,266)	(0%)
Transfers to Capital	4,201,709	3,349,002	(852,707)	(20%)
Vacancy Savings	(493,182)	-	493,182	(100%)
<b>GENERAL FUND TOTAL</b>	<b>\$22,736,827</b>	<b>\$22,028,893</b>	<b>(\$707,934)</b>	<b>(3%)</b>

# GENERAL FUND REVENUE

The FY 2025 General Fund budget reflects an overall decrease in revenue when compared to the FY 2024 budget. The decrease is driven by the reduction in the use of fund balance. The use of fund balance represents the amount necessary to balance the budget for the General Fund by covering the transfer to the General Capital Project Fund and the General Asset Replacement Fund ("the Capital Funds"). Due to a small operating surplus in the General Fund and decreased expenses in the Capital Funds, the required use of fund balance is significantly reduced when compared to FY 2024.

Excluding use of fund balance, General Fund revenues are projected to increase over FY 2024. The two (2) largest increases are in the State Revenue and Use of Money/Property categories. Other Local Taxes remains the largest source of revenue for the General Fund. This category includes Meals Tax; Sales Tax; Business, Professional and Occupational License (BPOL) Tax; Lodging Tax; Cigarette Tax; Bank Franchise Tax; Motor Vehicle License Fee; and Consumer Utility Tax.

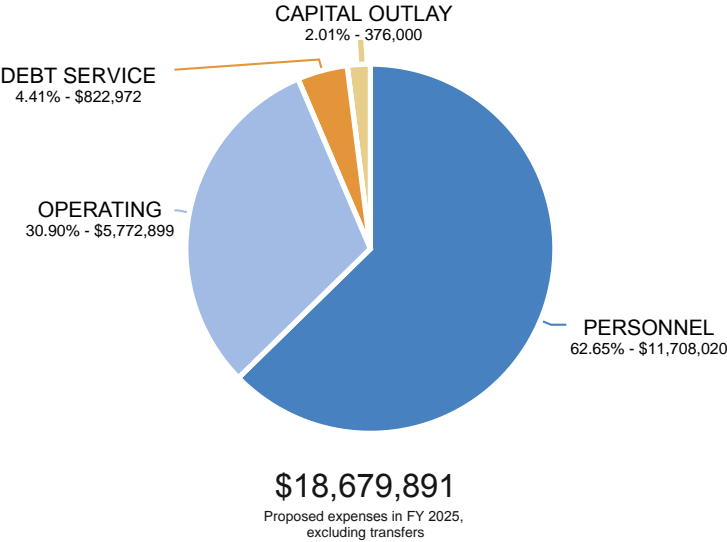
The following chart shows the percentage of General Fund revenue by source:



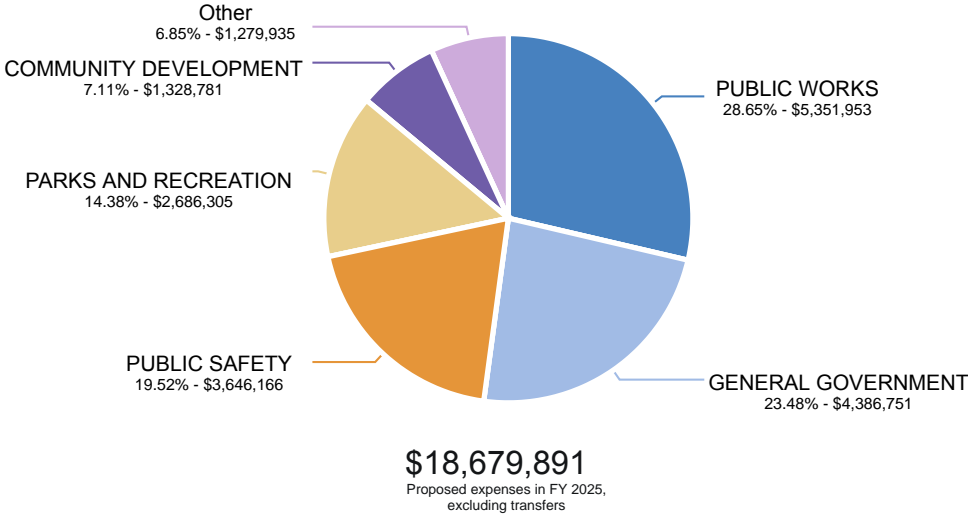


# GENERAL FUND EXPENDITURES

The following chart illustrates General Fund expenditures by category, excluding transfers. The largest category of expenditures for the General Fund is personnel.

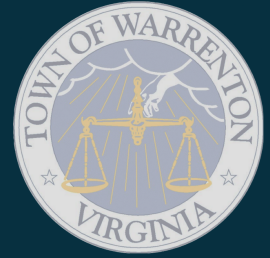


The chart below provides an overview of General Fund expenditures by functional area, excluding transfers. In the budget detail for the General Fund that follows, departmental expenditures are grouped by functional area (general government, public safety, etc.). A leading page summarizing the function is followed by detail for the departments within that function.





# GENERAL FUND REVENUE



The following table provides a multi-year comparison of General Fund Revenues by Source:

## GENERAL FUND REVENUE

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
GENERAL PROPERTY TAXES	\$1,456,918	\$1,739,907	\$1,303,616	\$1,597,683	\$294,067	23%
OTHER LOCAL TAXES	\$8,785,869	\$11,581,881	\$11,349,221	\$11,402,606	\$53,385	0%
PERMITS & FEES	\$207,878	\$219,987	\$288,064	\$185,132	(\$102,932)	(36%)
FINES & FORFEITURES	\$76,229	\$72,505	\$77,500	\$77,500	\$0	0%
USE OF MONEY/PROPERTY	(\$98,131)	\$458,736	\$500,000	\$800,000	\$300,000	60%
CHARGES FOR SERVICES	\$1,075,663	\$1,019,342	\$1,090,439	\$1,085,018	(\$5,421)	0%
MISCELLANEOUS REVENUE	\$427,190	\$251,539	\$221,633	\$186,845	(\$34,788)	(16%)
STATE REVENUE	\$2,999,607	\$3,258,781	\$2,971,638	\$3,421,983	\$450,345	15%
FEDERAL REVENUE	\$11,539	\$6,683	–	\$0	\$0	–
NON-REVENUE RECEIPTS	\$10,426,469	\$0	\$0	\$0	\$0	–
TRANSFERS IN	\$0	\$0	\$539,913	\$414,262	(\$125,651)	(23%)
USE OF FUND BALANCE	\$0	\$0	\$4,394,803	\$2,857,864	(\$1,536,939)	(35%)
<b>REVENUES TOTAL</b>	<b>\$25,369,231</b>	<b>\$18,609,359</b>	<b>\$22,736,827</b>	<b>\$22,028,893</b>	<b>(\$707,934)</b>	<b>(3%)</b>

## GENERAL PROPERTY TAXES

The Fauquier County Commissioner of the Revenue serves as the assessor for both real estate and personal property located in the Town.

General property taxes are estimated to be \$1,597,683 and account for 7.3% of General Fund revenue in FY 2025. The County conducts a general real estate reassessment every four (4) years. The values for the most recent reassessment were effective January 1, 2022. The total value of the Town's parcels increased 22% due to the reassessment, and Town Council chose to equalize the real estate tax rate to \$0.0401 (from \$0.05). Town real estate taxes are billed in two (2) installments each year – the first half is due June 15th and the second half is due December 15th.

In projecting personal property tax revenues, the Town relies on estimates provided by the Commissioner of the Revenue. Since tax year 2007, the Town has received a fixed lump sum payment from the Commonwealth of \$718,492 in accordance with the Personal Property Tax Relief Act. This enables the Town to continue to provide 100% personal property tax relief to the owners of qualified vehicles.

### GENERAL PROPERTY TAXES

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
REAL ESTATE TAXES	\$846,768	\$837,872	\$844,000	\$824,266	(\$19,734)	(2%)
PERSONAL PROPERTY TAXES	\$561,380	\$842,818	\$417,616	\$730,000	\$312,384	75%
PUBLIC SERVICE TAXES	\$14,072	\$17,380	\$15,000	\$8,417	(\$6,583)	(44%)
PENALTIES AND INTEREST	\$34,699	\$41,836	\$27,000	\$35,000	\$8,000	30%
<b>REVENUES TOTAL</b>	<b>\$1,456,918</b>	<b>\$1,739,907</b>	<b>\$1,303,616</b>	<b>\$1,597,683</b>	<b>\$294,067</b>	<b>23%</b>

## FY 2025 PROPOSED TAX RATES

Property Category	Tax Rate PER \$100 ASSESSED VALUE	Assessment Ratio
Real Estate	\$0.0401	100%
Mobile Homes	\$0.00	100%
Tangible Personal Property - General	\$1.50	100%
Tangible Personal Property - Handicapped	\$0.00	100%
Motor Homes, Campers and Boats	\$0.00	100%
Machinery and Tools	\$1.50	100%
Business Personal Property & Computers	\$1.50	100%

## OTHER LOCAL TAXES

This category represents the largest source of revenue for the General Fund. It is comprised of nine (9) different local taxes, shown in the chart below and described in detail in the subsequent paragraphs.

### OTHER LOCAL TAXES

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
MEALS TAX	\$3,296,859	\$5,346,726	\$5,500,000	\$5,500,000	\$0	0%
CIGARETTE TAX	\$173,866	\$314,990	\$338,000	\$319,000	(\$19,000)	(6%)
BANK FRANCHISE TAX	\$1,330,962	\$1,248,013	\$1,200,000	\$1,200,000	\$0	0%
MOTOR VEHICLE LICENSE	\$219,887	\$224,882	\$236,100	\$220,000	(\$16,100)	(7%)
BUSINESS LICENSE TAXES	\$1,964,786	\$2,511,960	\$2,272,525	\$2,300,000	\$27,475	1%
UTILITY CONSUMPTION TAXES	\$60,058	\$67,515	\$63,076	\$53,276	(\$9,800)	(16%)
LODGING TAX	\$261,215	\$270,943	\$250,000	\$280,000	\$30,000	12%
CONSUMER UTILITY TAXES	\$499,399	\$578,030	\$490,020	\$480,330	(\$9,690)	(2%)
LOCAL SALES AND USE TAXES	\$978,837	\$1,018,823	\$999,500	\$1,050,000	\$50,500	5%
<b>REVENUES TOTAL</b>	<b>\$8,785,869</b>	<b>\$11,581,881</b>	<b>\$11,349,221</b>	<b>\$11,402,606</b>	<b>\$53,385</b>	<b>0%</b>

### MEALS TAX

The Town currently levies a 6% local tax on meals as defined by the model meals tax ordinance adopted in 2000. It is a significant source of revenue for the General Fund budget, and is dependent on the regional travel and tourism economy in addition to residents. We have kept the FY 2025 projection flat with the current year projection based on actual meals tax collections during the current year, which are in line with the budgeted figure.

### CIGARETTE TAX

As a member of the Northern Virginia Cigarette Tax Board, the Town levies a local tax on all cigarettes sold within the corporate limits. The tax rate is 40¢ per pack. First levied in FY 1992, this revenue stream has reflected decreases in recent years, most likely for health reasons. As such, we continue to reduce the projected amount in the budget based on historical trends.

### BANK FRANCHISE TAXES

The Town levies a tax on the net capital of all banks located within the corporate limits at the rate of 80% of the State's franchise tax rate. The rate is 80¢ per \$100 of net capital. We are not expecting any major shifts in this category. As such we have kept projections in line with prior years based on actual receipts.

### MOTOR VEHICLE LICENSES

The Town historically required a motor vehicle decal to be purchased annually and placed on all motor vehicles garaged in the Town as proof of payment of personal property taxes. The Town Council voted to eliminate the annual decal requirement as part of the FY 2017 budget process and implement an annual vehicle license fee instead. The vehicle license fee is included on personal property tax bills, due December 15th. The FY 2025 proposed amount is based on the latest collections data.

## BUSINESS, PROFESSIONAL, & OCCUPATION LICENSE (BPOL) TAX

The Town requires every business located within the corporate limits to pay an annual license tax based upon their prior calendar year gross receipts. Businesses are taxed at varying rates based on classifications developed by the State. In FY 2019, the Town lowered the rates for the two highest categories by ten percent – Professional Services and Business Services. This is the second largest local revenue source for the General Fund. For FY 2025 the proposed figure is based on FY 2024 licensing year to date. As such, we have conservatively increased the projection in line with actual collection trends.

Business Category	Rate/\$100 Gross Receipts	Maximum Allowed
Business, Personal & Repair Services	16.83¢	36.00¢
Contractors	8.50¢	16.00¢
Professional, Financial & Real Estate Services	26.78¢	58.00¢
Retail	10.00¢	20.00¢
Wholesale	4.25¢	5.00¢

## UTILITY CONSUMPTION TAXES

Effective January 1, 2001, the Commonwealth of Virginia mandated that in addition to consumer utility taxes, purchasers of electric utility services are also subject to a consumption tax. This tax must be charged monthly to consumers by the electric service providers. The tax includes two (2) state components and one (1) local component. Revenue in this category has been fairly level through the years and FY 2025 projections are based on actual collections in FY 2024. The local tax rate structure is shown in the table to the right.

Usage (kWh)	Local Tax Rate
Up to 2,500	\$0.00038 / kWh
Over 2,500 up to 50,000	\$0.00024 / kWh
Over 50,000	\$0.00018 / kWh

## LODGING TAX

Also known as the Transient Occupancy Tax, the Town levies a 4% tax on hotel and motel room rentals within the Town. Prior to the pandemic, lodging tax collections had shown modest but steady increases. The Town is hopeful that a revitalization of Old Town and focus on improving tourism in the area will result in increased revenues in this category. The Town is projecting increased collections for FY 2025.

## CONSUMER UTILITY TAXES

The Town levies a consumer utility tax on residential and commercial electric and natural gas utilities. The revenue estimate is based on revenue in prior years. Tax rates are shown in the following tables:

ELECTRIC CONSUMER UTILITY TAX	
Class	Rate
Residential	20% of the minimum monthly charge imposed plus \$0.0158865 for each kilowatt-hour delivered. Maximum monthly tax is \$3.00.
Commercial / Industrial	20% of the minimum monthly charge imposed plus \$0.015009 for each kilowatt-hour delivered. Maximum monthly tax is \$20.00.
NATURAL GAS UTILITY TAX	
Class	Rate
Residential	20% of the minimum monthly charge imposed plus \$0.186 for each CCF delivered. Maximum monthly tax is \$3.00.
Commercial / Industrial	20% of the minimum monthly charge imposed plus \$0.15566 for each CCF delivered. Maximum monthly tax is \$20.00.

## LOCAL SALES TAXES

The Town of Warrenton and Fauquier County levy a 1% local sales tax as allowed by State law. This revenue item is collected by the Commonwealth in conjunction with the State sales and use tax and is returned to the County for distribution. Fauquier County receives 50% of local sales tax collection with the remaining 50% split between the County and Incorporated Towns based on the number of school aged children in each locality. Revenue estimates are based on receipts in prior years and historical trends. The Town is projecting an increase in local sales tax revenue based on recent trends.

## PERMITS & FEES

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This revenue source consists primarily of user and permit fees for building or planning related items. Total revenues in this category have been adjusted according to estimates of zoning and building activity. Fees associated with the Town's Municipal Cemetery are also included in this revenue category.

## FINES & FORFEITURES

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This category represents a small component of the General Fund budget. Court Fines & Forfeitures are traffic, civil and criminal fines received from the Juvenile & Domestic Relations, General District and Circuit Courts. Court fine collection has remained low, partly due to a 2021 law that reduces traffic stops. Parking Fines are those assessed by the Town Police Department and collected by the Town. In 2015, the Town Council passed a resolution authorizing the addition of the E-summons fee to tickets written in the Town. This \$5.00 charge is added to tickets written within the Town limits and is remitted to the Town monthly. Actual collections in this category for the current year have been in line with the FY 2024 budget, as such the Town has projected the same figure for FY 2025.

## USE OF MONEY & PROPERTY

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Interest and investment revenue fluctuate with the general economy and the level of the Town's cash balances. In the fall of 2016, the Town Council amended the Town's Investment Policy to authorize the investment of Town funds in the Virginia Investment Pool. This has resulted in higher earnings in subsequent years. Interest rates remain elevated, so the estimate in this category has increased in line with actual receipts in the current year.

## CHARGES FOR SERVICES

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Revenue in this category includes rentals of pavilions and fields at various parks, and the fees related to the Warrenton Aquatic and Recreation Facility (WARF) such as memberships, swim lane rentals and revenue from fitness classes and recreation programs. The Parks & Recreation department is anticipating a slight decrease across these categories based on the actual fees collected year to date during FY 2024.

## MISCELLANEOUS REVENUE

The primary sources of revenue in this category are a contribution from the PATH Foundation in support of a third route for the Circuit Rider, and an annual contribution for the support of the Warrenton Fauquier Visitor's Center from Fauquier County. Additionally, this revenue category includes the sale of surplus property, recycling income, and recovered costs. Proffers for traffic control, recreation, fire, and rescue are also accounted for in this category. Revenue estimates are based on historical data.

## STATE REVENUE

### NON-CATEGORICAL AID

Receipts from the Commonwealth not earmarked for a particular program are included in this category. A 5% tax on short-term vehicle rentals is collected by the Virginia Department of Motor Vehicles, and then returned to the locality in which the rental took place. Rolling Stock tax is levied by the Commonwealth on railroad lines and motor carriers located within the corporate limits. The Communications Sales Tax is collected by providers and remitted to the state on a monthly basis.

#### NON-CATEGORICAL AID

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
MOTOR VEHICLE RENTAL TAX	\$143,280	\$146,813	\$129,823	\$130,000	\$177	0%
ROLLING STOCK TAX	\$53	\$69	\$77	\$77	\$0	0%
COMMUNICATIONS SALES TAX	\$384,948	\$373,776	\$384,622	\$400,000	\$15,378	4%
<b>REVENUES TOTAL</b>	<b>\$528,280</b>	<b>\$520,658</b>	<b>\$514,522</b>	<b>\$530,077</b>	<b>\$15,555</b>	<b>3%</b>

### CATEGORICAL AID

This revenue category reflects grants and reimbursements from the Commonwealth that are to be expended by the locality for specific programs. Dollar amounts in this category vary from year to year based upon program availability and established reimbursement rates. Estimates in all categories are based on preliminary estimates from the Commonwealth except for street and highway maintenance, which is based on an actual per mile reimbursement rate for Town maintained arterial and collector streets. This amount is estimated to increase based on the actual reimbursements received by the Town in the current year.

#### CATEGORICAL AID

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
DCJS FUNDS (NOT GRANT)	\$0	\$0	–	\$0	\$0	–
STATE GRANT PD (NOT DCJS)	\$1,312	\$1,557	–	\$0	\$0	–
LOCAL LAW BLOCK GRANT	\$0	\$1,042	–	\$0	\$0	–
STATE GRANT	\$219,681	\$241,507	\$233,186	\$254,012	\$20,826	9%
VDOT STREET & HWY MAINT	\$1,480,415	\$1,708,977	\$1,450,000	\$1,859,564	\$409,564	28%
LITTER CONTROL	\$8,795	\$10,248	\$6,589	\$6,589	\$0	0%
STATE ASSET FORFEITURE PROCEEDS	\$3,731	\$15,952	\$6,355	\$3,468	(\$2,887)	(45%)
PPTRA REVENUE	\$718,492	\$718,492	\$718,492	\$718,492	\$0	0%
VDFP AID TO LOCALITIES	\$38,900	\$40,350	\$37,994	\$45,281	\$7,287	19%
VCA GRANT	\$0	\$0	\$4,500	\$4,500	\$0	0%
<b>REVENUES TOTAL</b>	<b>\$2,471,327</b>	<b>\$2,738,124</b>	<b>\$2,457,116</b>	<b>\$2,891,906</b>	<b>\$434,790</b>	<b>18%</b>

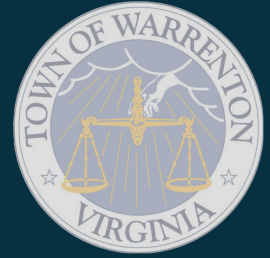
## USE OF FUND BALANCE & TRANSFERS IN

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The use of fund balance is the amount necessary to balance the FY 2025 proposed budget for the General Fund by covering the transfer to the Capital Improvement Program Fund and the General Asset Replacement Fund ("the Capital Funds"). Due to a small operating surplus in the General Fund and decreased expenses in the Capital Funds, the required use of fund balance is significantly reduced when compared to FY 2024.

Transfers from the Stormwater and Water & Sewer Funds are expected to decrease in FY 2025. These transfers are made for the usage of the services of the fleet and IT departments by the funds. The transfer amount is calculated using a percentage of IT and fleet expenditures based on actual usage in the current year. In FY 2025, this amount is net of the estimated cost of water & sewer services provided to facilities in the General Fund. The decrease in the transfer amount in the FY 2025 proposed budget is due to the consideration of the water and services provided to General Fund facilities as well as the decrease in the IT budget in FY 2025 as compared to the FY 2024 adopted budget.

# GENERAL GOVERNMENT ADMINISTRATION



## FUNCTION OVERVIEW

This functional area accounts for the general administration of the Town government. Departments accounted for in this grouping include legislative (Town Council), executive (Office of the Town Manager), legal services (Town Attorney), information technology, finance and procurement, emergency services, human capital, communications, and elections.

Please note that insurance costs have been broken out as a separate function in the below chart. Previously, these costs were included within the emergency services & risk management ("emergency services") budget. Management of the Town's various insurance policies remains under purview emergency services.

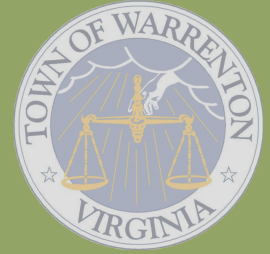
## BUDGET SUMMARY

### General Government Administration

Expenditures/Uses	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	Variance (\$)	Variance (%)
Legislative Administration	\$204,198	\$342,071	\$253,967	\$250,554	(\$3,413)	(1%)
Executive Administration	259,828	435,636	277,946	239,651	(38,295)	(14%)
Legal Services	310,536	220,021	267,500	350,000	82,500	31%
Human Capital	102,355	139,181	280,963	256,464	(24,499)	(9%)
Information Technology	1,238,265	1,311,874	2,118,015	1,954,891	(163,124)	(8%)
Finance and Procurement	777,350	854,789	917,811	917,615	(196)	(0%)
Other Organizations	8,030	10,008	8,625	9,472	847	10%
Electoral Board & Officials	-	11,213	5,475	15,000	9,525	174%
Emergency Services	59,429	80,776	55,890	75,151	19,261	34%
Insurance	42,255	83,693	140,917	128,434	(12,483)	(9%)
Communications	60,661	10,435	174,452	189,519	15,067	9%
<b>GENERAL FUND TOTAL</b>	<b>\$3,062,907</b>	<b>\$3,499,697</b>	<b>\$4,501,562</b>	<b>\$4,386,751</b>	<b>(\$114,811)</b>	<b>(3%)</b>



# LEGISLATIVE

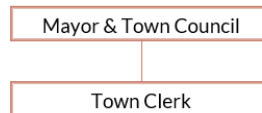


## PROGRAM DESCRIPTION

The Council of the Town of Warrenton consists of seven (7) Council members and an independently elected Mayor, each of whom serve four-year overlapping terms. All legislative powers of the Town are vested in the Town Council. The Mayor presides over the meetings of Council but does not vote in the Council meetings except in the case of a tie. The Council, under the laws of the Commonwealth of Virginia and the Town Charter, determines the needs of the citizenry and the best way to respond to these needs, by establishing ordinances, policies, and adopting budgets which underwrite the kind, manner, and cost of the types of services to be delivered.

## CURRENT STAFFING

The Legislative function consists of a seven-member elected Town Council, an elected Mayor, and a Town Clerk, who is appointed by the Town Manager.



## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$114,359	\$168,370	\$178,817	\$196,804	\$17,987	10%
OPERATING	\$89,839	\$173,702	\$75,150	\$53,750	(\$21,400)	(28%)
CAPITAL OUTLAY	\$0	\$0	\$0	\$0	\$0	-
<b>EXPENSES TOTAL</b>	<b>\$204,198</b>	<b>\$342,072</b>	<b>\$253,967</b>	<b>\$250,554</b>	<b>(\$3,413)</b>	<b>(1%)</b>

### STAFFING SUMMARY

	FY2021	FY2022	FY2023	FY2024	FY2025
FTE Amount					
FTE Amount	0.73	0.73	1.00	1.00	1.00
<b>FTE AMOUNT</b>	<b>0.73</b>	<b>0.73</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

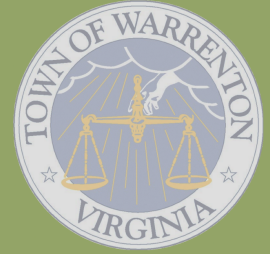
## BUDGET REQUEST / ANALYSIS

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The Council budget includes funds for the Mayor and Council members' stipends and fringe benefits, the Town Clerk, advertising costs for Council-related public hearings, travel expenses for elected officials to attend conferences and other typical operating expenses to support Mayoral and Council activities. The total proposed budget for Town Council decreased from the prior fiscal year's budget. This savings is largely due to communications-related items, such as the Town Crier, moving to the communications department budget.

# EXECUTIVE

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## PROGRAM DESCRIPTION

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The Executive Department accounts for the operation of the Town Manager's office. According to the Town Charter, the Town Manager is the chief executive officer of the Town and is responsible to the Council for the proper administration of the Town government. The duties and powers of the Town Manager are:

- To see that all laws and ordinances are enforced.
- To exercise supervision and control over all administrative departments and divisions.
- To attend all regular meetings of the Council, with the right to take part in the discussion, but having no vote.
- To recommend to the Council for adoption such measures as he or she may deem necessary or desirable.
- To execute all contracts on behalf of the Town.
- To prepare and submit to the Council the annual budget.
- To keep the Council advised as to the present and future needs of the Town and as to all operations of its government.
- To perform all such other duties as may be prescribed by the charter, or be required of the Town Manager by the Council.

## CURRENT STAFFING

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The Town Manager is allocated 80% to this department (with the other 20% allocated to Water & Sewer Fund). The Communications Manager is allocated 25% (with the other 75% allocated to the communications department). All department directors report to the Town Manager. Total FTEs in this department decreased by .55 due to the net effect of the Communications Manager and the removal of the Executive Assistant (previously allocated 80%).

## GOALS

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- Evaluate and adjust the organizational structure for improved service.
- Maintain fiscal vigilance as the Town continues to address needs-based budgeting geared towards infrastructure and human capital.
- Work with the Council to complete and execute the Town's strategic plan and vision, ensuring Plan Warrenton 2040 remains in focus.
- Plan and implement capital improvements in the best interest of Town health, safety, and welfare.
- Continue to improve the use of technology throughout the organization.

## FY 2024 HIGHLIGHTS

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- Established the groundwork for continuous improvement throughout operations.
- Worked with human capital to ensure policies continue to encourage retention and succession planning.
- Worked with finance to refine the budget process and ensure a holistic approach.
- Created a communications department. Developed a Strategic Communications Plan and standard operating procedure.
- Initiated key communications initiatives to include weekly activity reports, pre-agenda announcements, and open lines of communication.
- Implemented community engagement through a series of outreach initiatives with Town Talks taking center stage.
- Continued to empower all staff and establish the identity of “Subject Matter Experts” throughout departments.
- Worked with Department Heads to establish guiding principles and define our culture.
- Established a Deputy Town Manager for continuity of operations.

## KEY PROJECTS IN FY 2025

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- Continue needed infrastructure improvements to include wastewater and water plant repairs and modernizations.
- Broadview Avenue project.
- Continue to implement the six-year CIP, road maintenance program, sidewalk, and walkability improvements, as well as other needed projects.
- Ensure budgeting and operations are need-based.
- Continue to work with human capital to ensure succession planning, in-house training initiatives, retention, and internal opportunities for advancement.

# BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$212,279	\$380,119	\$242,147	\$209,301	(\$32,846)	(14%)
OPERATING	\$47,550	\$55,518	\$35,800	\$30,350	(\$5,450)	(15%)
<b>EXPENSES TOTAL</b>	<b>\$259,829</b>	<b>\$435,637</b>	<b>\$277,947</b>	<b>\$239,651</b>	<b>(\$38,296)</b>	<b>(14%)</b>

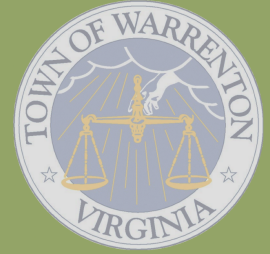
## STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Executive	2.35	1.61	1.61	1.60	1.05
<b>FTE AMOUNT</b>	<b>2.35</b>	<b>1.61</b>	<b>1.61</b>	<b>1.60</b>	<b>1.05</b>

# BUDGET REQUEST / ANALYSIS

The FY 2025 proposed budget reflects a decrease compared to the current budget. The operating category includes items for office equipment leases, memberships and dues, travel and training, subscriptions, and office supplies. The decrease in the personnel category is primarily due to the savings from the merging of the Communications Manager and Executive Assistant roles during FY 2024,

# LEGAL SERVICES



## PROGRAM DESCRIPTION

The line of authority for the Town Attorney and other related legal assistance for the Town of Warrenton is outlined in the Town Code. The attorney is a contracted employee of the Council, serving at Council’s discretion.

The Town Attorney advises Council and the Town staff on a wide range of legal issues that arise in the conduct of Town business. The Town Attorney handles police matters, including representing the Town in municipal court twice a month. The Town Attorney also works with the Planning Commission, Architectural Review Board and Board of Zoning Appeals as needed.

## CURRENT STAFFING

The Town Attorney is engaged on a contractual basis through Richmond based law firm Sands Anderson, PC.

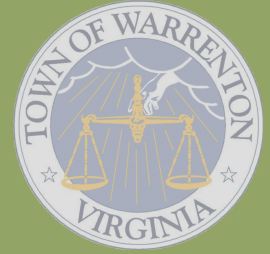
## BUDGET REQUEST / ANALYSIS

Contractual professional legal fees are split 75% and 25% between the General Fund and the Water and Sewer Operating Fund. The budget request for FY 2025 reflects an increase over the FY 2024 budget. This increase has been projected based on actual billed hours in the current year and an anticipated increase in the rate charged per hour.

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$12,989	\$0	–	\$0	\$0	–
OPERATING	\$297,547	\$220,022	\$267,500	\$350,000	\$82,500	31%
<b>EXPENSES TOTAL</b>	<b>\$310,536</b>	<b>\$220,022</b>	<b>\$267,500</b>	<b>\$350,000</b>	<b>\$82,500</b>	<b>31%</b>

# HUMAN CAPITAL

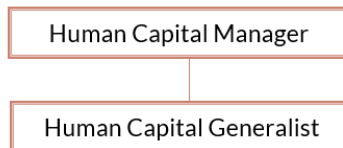


## PROGRAM DESCRIPTION

This department’s mission is to deliver thought and servant leadership that meets the needs of employees (current and prospective), Town residents, the Town Manager, and the Town Council. To achieve maximum efficiency and success, the human capital department is broken into four (4) pillars: Recruitment, Benefits, Cultivation, and Governance & Risk Management/Emergency Services.

## CURRENT STAFFING

This function is currently staffed by the Director of Human Capital and a Human Capital Generalist, who are both split 75/25 between the General Fund and the Water & Sewer Fund.



## FY 2024 HIGHLIGHTS

1. Began updating policies and procedures to meet state/federal guidelines and adapt to our culture.
2. Completed Class & Compensation Study and began to implement changes based on results.
3. Started Organization Study.
4. Implemented a Leave of Absence program to assist with FMLA, STD, and Military Leave processing.
5. Began enhancement of the Risk Management and Training & Development Program by conducting an internal audit of program processes and procedures.

# KEY PROJECTS IN FY 2025

1. Update personnel policies manual as well as identify applicable standard operating procedures and administrative regulations, as applicable.
2. Continue to build on department organizational restructuring and efficiencies through alignment to Town Manager and Town Council strategic initiatives.
3. Job Description Revamp. Align job descriptions to position requirements and duties of how we operate today. Ensure job descriptions identify skills and abilities that are required for the position and define boundaries and guidelines to promote accountability.

# BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$76,650	\$93,445	\$260,763	\$223,414	(\$37,349)	(14%)
OPERATING	\$25,706	\$45,737	\$20,200	\$33,050	\$12,850	64%
<b>EXPENSES TOTAL</b>	<b>\$102,355</b>	<b>\$139,182</b>	<b>\$280,963</b>	<b>\$256,464</b>	<b>(\$24,499)</b>	<b>(9%)</b>

## STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Human Capital	0.00	0.50	0.50	1.75	1.50
<b>FTE AMOUNT</b>	<b>0.00</b>	<b>0.50</b>	<b>0.50</b>	<b>1.75</b>	<b>1.50</b>

# BUDGET REQUEST / ANALYSIS

The proposed FY 2025 budget shows a decrease over FY 2024. The decrease in personnel costs is due to the Human Capital Generalist being allocated 25% to the Water & Sewer Fund in FY 2025. The increase in operating expenses is driven by proposed increases in professional services and training for the department.



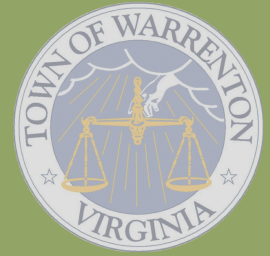
**Goals, Objectives, and Performance Metrics**

**Mission:** To deliver thought and servant leadership that meets the needs of our employees (current and prospective), Town residents, Town Manager, and the Town Council. To achieve maximum efficiency and success, the department is broken into four pillars: Recruitment, Benefits, Cultivation, and Governanace & Risk Management/Emergency Services.

The following goals and objectives have been identified by the human capital department:

Goals	Objectives	Performance Metrics
Promoting and recruiting the best qualified workforce through strategic, tactical, and community (internal/external) engagement and outreach initiatives.	<ul style="list-style-type: none"> <li>• Implement targeted recruitment efforts</li> <li>• Build strong and lasting relationships to promote the Town as the best place to work.</li> <li>• Engage the community through social media, events, and sponsorships</li> </ul>	<ul style="list-style-type: none"> <li>• Track the ROI of recruiting efforts by identifying # of candidates in attendance, # of candidates interviewed, # of candidates hired, and # of candidates retained.</li> <li>• Track # of views to postings to the # of applications to # of hires.</li> </ul>
Develop, execute, and maintain an agile compensation strategy that incorporates a competitive salary and benefits package though continuous market trends analyses of similar local governments.	<ul style="list-style-type: none"> <li>• Develop and maintain a competitive compensation structure</li> <li>• Implement modernized strategies to enrich our employees through professional development, work/life balance, and rewards and recognition programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Begin to track professional development requests, tuition assistance requests, seminars, etc. to be able to identify costs and to determine best practices for each program/allowance.</li> <li>• Conduct survey on cultivation programs to determine best practices for the Town.</li> </ul>
Create, establish, and communicate effective and practical policies and procedures that promote equity and integrity while adhering to Town code of conduct as well as regulatory compliance.	<ul style="list-style-type: none"> <li>• Execute and maintain comprehensive compliance program that provides employee education and continuous monitoring.</li> <li>• Ensure the Town is agile in policy reform and policy and procedure accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct survey on cultivation programs to determine best practices for the Town.</li> <li>• Work with legal counsel on best practices to ensure Town is compliant on all factors. Quarterly check-ins with legal counsel.</li> </ul>
Empowering employees by providing them with the necessary tools and training to perform their daily duties.	<ul style="list-style-type: none"> <li>• Continuous improvement of retention programs</li> <li>• Encourage training and development opportunities.</li> <li>• Develop, execute, and maintain a robust performance management program</li> <li>• Motivate employees through a supportive rewards and recognition program</li> <li>• Work with risk management to promote a safe work environment for all employees</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct survey on training and development program desires within the Town. Track acceptance of program through professional development requests, tuition assistance requests, seminars, etc.</li> <li>• Work with Risk Management to track injury reports and determine if new program guidance and/or communication was a factor in program data.</li> </ul>

# INFORMATION TECHNOLOGY



## PROGRAM DESCRIPTION

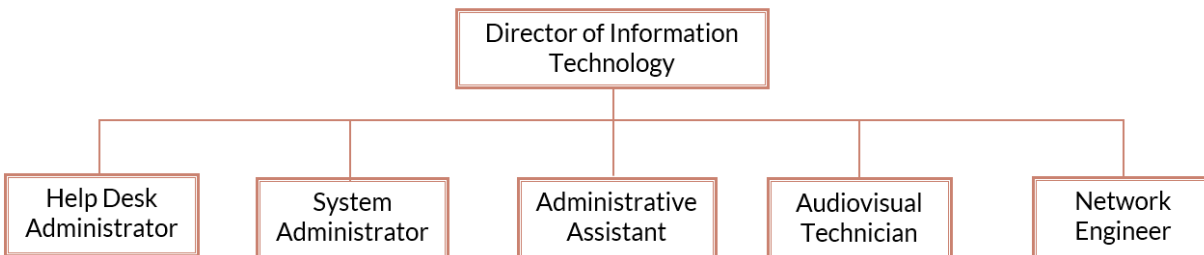
Prior to FY 2024, information technology was an Internal Service Fund that included all information technology costs. These costs were allocated to departments based upon the number of network users in that department.

Beginning with FY 2024, information technology is a General Fund department. All information technology costs are captured in this department, and there is no longer an allocation to the other departments in the General Fund. The Water & Sewer Fund and the Stormwater Management Fund will transfer funds to the General Fund to account for the services provided to their respective functions.

A comprehensive assessment of the function was completed in FY 2023. That assessment produced a transformation roadmap that will guide the department's operations over the next two (2) years.

## CURRENT STAFFING

The department consists of the Director of Information Technology and five (5) full-time employees as shown in the chart below. These employees were previously allocated partially to the Water & Sewer Fund and the Stormwater Management Fund. In FY 2025 these employees are allocated 100% to the General Fund as the other funds' portion of staffing costs is included in their transfer to the General Fund. This resulted in an increase of 1.02 in the FTEs in this department and an decrease of the same about between the Water & Sewer and Stormwater Funds.



# BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$403,813	\$509,482	\$586,319	\$715,508	\$129,189	22%
OPERATING	\$602,667	\$772,717	\$1,475,397	\$1,187,383	(\$288,014)	(20%)
CAPITAL OUTLAY	\$231,786	\$58,949	\$56,300	\$52,000	(\$4,300)	(8%)
<b>EXPENSES TOTAL</b>	<b>\$1,238,265</b>	<b>\$1,341,147</b>	<b>\$2,118,016</b>	<b>\$1,954,891</b>	<b>(\$163,125)</b>	<b>(8%)</b>

## STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Information Technology	4.00	4.00	5.00	4.98	6.00
<b>FTE AMOUNT</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>4.98</b>	<b>6.00</b>

# BUDGET REQUEST / ANALYSIS

The proposed FY 2025 budget for the information technology department has decreased compared to the FY 2024 adopted budget. The decrease in the operating category is primarily due to the fact that the department has not planned for any major new software implementations for FY 2025 outside of the Enterprise Resource Planning (ERP) system, as outlined in the Capital Asset Replacement Fund. Projections for costs associated with landline services throughout the Town were also reduced. An increase in the personnel category is reflected due to the staff in the department now being allocated 100% to the General Fund, as discussed above.

**Goals, Objectives, and Performance Metrics**

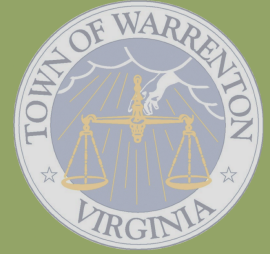
**Mission:** To provide innovative, secure, and reliable technology solutions that empower our local government to efficiently deliver essential services, foster transparency, and enhance the quality of life for our community.

The following goals and objectives have been identified by the information technology department:

Goals	Objectives	Performance Metrics
Provide a stable, reliable, and secure network to support the town's information technology needs	• Provide service to Town employees through a Help Desk	• 1353 Help Desk Tickets created / 1343 resolved (7/1/2022 - 3/26/2023) 8 Month's data.
	• Respond to Cybersecurity Events	• One incident in 2023 and one in 2024 - both resolved within 48 hours.
Provide excellent customer service to all internal and external information technology customers	• Process Help Desk tickets in a timely manner	• On average we respond within 14 minutes to all tickets.
	• Equipment uptime and availability	• 100% computer uptime through good management and best practice staging of equipment.
Provide excellent viewing opportunity for Citizens for Town Council Meetings	• Provide efficient and clear Audio/Visual for all meetings	• Live Views = 5,687 • Archive Views = 5,471 • Views Per Meeting = 11,150
Viewing opportunity for Planning Commission Meetings		• Views = 1,226

# FINANCE & PROCUREMENT

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## PROGRAM DESCRIPTION

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The mission of the finance & procurement department is to promote excellence and transparency in the delivery of effective and efficient financial management services to our internal and external customers and stakeholders. This is accomplished by adhering to sound financial management practices, demonstrating integrity in all that we do, and working as a team to support the Town's mission, vision, and values.

The department manages the Town's budgeting, accounting, financial reporting, treasury, procurement, taxation, and billing operations. The Finance Director coordinates with the Town's financial advisors to map out the Town's long-term financial plan to ensure adequate funding is available to maintain service levels and to finance approved capital projects.

The Town's Annual Comprehensive Annual Financial Report has been awarded the Certificate of Achievement for Excellence in Financial Reporting for the last 30 years. The program was established by the Government Finance Officers Association (GFOA) in 1945 to assist state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare financial reports that evidence the spirit of transparency and full disclosure. Reports submitted to the program are reviewed by selected members of the GFOA professional staff and the GFOA Special Review Committee, which includes individuals with expertise in public sector financial reporting.

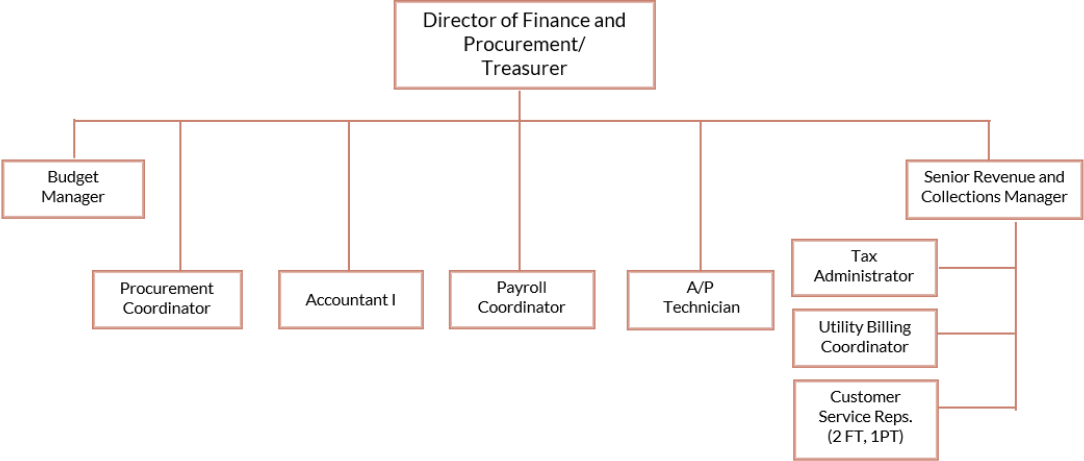
The Budget Manager works closely with Town departments and the Town Manager to produce the annual budget and the capital improvement plan. In Fiscal Year 2024, the Town's budget document was awarded the first GFOA Distinguished Budget Presentation Award.

As prescribed by the Code of Virginia, the Town Manager's proposed budget is delivered to Council prior to April 1st each year, and the results of the annual external audit are presented to Council in a public session during the month of December.

Financial information is provided to the Town Council on a quarterly basis. This includes financial statements, revenue trend analysis, and details regarding collection activities. More detailed analysis regarding projections is provided as needed.

# CURRENT STAFFING

The finance & procurement department currently has ten full-time employees and one (1) part-time employee. The staff's wages are allocated between this department, the Water & Sewer Fund, and the Stormwater Management Fund based on the estimated level of support provided to each fund. Total FTEs for the department decreased by one (1) based on the combination of the Financial Coordinator and Budget Manager roles.



# FY 2024 HIGHLIGHTS

- Continued to reduce delinquent balances by outsourcing collections and facilitating understanding of taxes through outreach.
- The Town's Fiscal Year 2024 adopted budget was awarded the GFOA's Distinguished Budget Presentation Award.
- Facilitated more involvement from departments in the development of the budget and the Capital Improvement Plan.
- Continued to ensure compliance for ARPA and other grant spending, including timely and accurate reporting.

# KEY PROJECTS FOR FY 2025

- Document all processes for contingency planning and in preparation for a potential ERP conversion.
- Strengthen internal controls by reviewing processes and identifying opportunities for enhancement.
- Create a robust analysis and forecasting model.
- Focus on citizen engagement through outreach and providing condensed and easier to read formats.
- Implement a Purchasing Card program to streamline processes for departmental users.

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$563,790	\$579,317	\$743,726	\$763,705	\$19,979	3%
OPERATING	\$213,560	\$275,472	\$174,085	\$153,910	(\$20,175)	(12%)
CAPITAL OUTLAY	\$0	\$0	\$0	\$0	\$0	-
<b>EXPENSES TOTAL</b>	<b>\$777,350</b>	<b>\$854,790</b>	<b>\$917,811</b>	<b>\$917,615</b>	<b>(\$196)</b>	<b>0%</b>

## STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Finance and Procurement	6.82	6.32	6.59	7.86	6.86
<b>FTE AMOUNT</b>	<b>6.82</b>	<b>6.32</b>	<b>6.59</b>	<b>7.86</b>	<b>6.86</b>

## BUDGET REQUEST / ANALYSIS

The FY 2025 proposed budget for the department is essentially flat when compared to the FY 2024 adopted budget. The increase in personnel expenses is driven by the COLA raise in the proposed budget. This increase is offset by the decrease in operating expenses which is driven by a reduction in projections for bank service charges and Northern Virginia Cigarette Tax Board (NVCTB) expenses. The NVCTB provides administration and enforcement of the cigarette tax. Each month, the Town receives a distribution of the tax collected, net of NVCTB's administrative expenses. To truly show the cost of administering the tax, the full amount of revenue is recognized and offset by the reporting of the expense here. The result of budgeting for the recognition of this expense produces no net impact to the General Fund (revenue offset by expense).

**Goals, Objectives, and Performance Metrics**

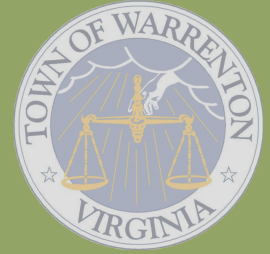
**Mission:** To accurately and efficiently administer the treasury, budgeting, procurement, accounting and financial reporting functions of the Town.

The following goals and objectives have been identified by the finance & procurement department:

Goals	Objectives	Performance Metrics
Encourage citizen engagement in the budgeting process	<ul style="list-style-type: none"> <li>• Conduct budget information sessions to familiarize citizens with the budget process and their role in it</li> </ul>	<ul style="list-style-type: none"> <li>• Track level of participation in Town Talks sessions on budget process</li> </ul>
	<ul style="list-style-type: none"> <li>• Create a budget document that meets the criteria for a GFOA Distinguished Budget Presentation</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for and obtain the award</li> </ul>
Excellence in budgeting, accounting, and financial reporting for both internal and external stakeholders	<ul style="list-style-type: none"> <li>• Continue to meet all audit requirements and to ensure the accuracy and timeliness of financial information</li> </ul>	<ul style="list-style-type: none"> <li>• Continued receipt of unmodified audit opinion and the GFOA Certificate of Achievement for Excellence in Financial Reporting</li> </ul>
	<ul style="list-style-type: none"> <li>• Continue to enhance the budget document and to adhere to nationally recognized standards</li> </ul>	<ul style="list-style-type: none"> <li>• Continued receipt of the GFOA Distinguished Budget Presentation Award</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide budgeting information and financial results to citizens in an easy-to-read format</li> </ul>	<ul style="list-style-type: none"> <li>• Create a Budget in Brief document that provides a high-level summary of the budget</li> <li>• Create a Popular Annual Financial Report (PAFR) that provides a high-level summary of the information contained in the Town's Annual Comprehensive Financial Report (ACFR).</li> <li>• Submit the PAFR to the GFOA for the Popular Annual Financial Reporting Award Program</li> </ul>
Improve collections	<ul style="list-style-type: none"> <li>• Reduce the number of delinquent accounts</li> </ul>	<ul style="list-style-type: none"> <li>• Comparison of current and prior year delinquent accounts</li> </ul>
Improve and streamline processes	<ul style="list-style-type: none"> <li>• Implement a P-Card program</li> </ul>	<ul style="list-style-type: none"> <li>• Successful implementation of program (<i>underway in FY24</i>)</li> </ul>
Education and engagement of Town departments in the area of budget and finance	<ul style="list-style-type: none"> <li>• Provide various training programs for non-Finance personnel on our processes and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct regular training sessions for basic finance and procurement knowledge in addition to year-end specific trainings</li> </ul>



# OTHER ORGANIZATIONS



## PROGRAM DESCRIPTION

This department contains costs relating to Town-wide memberships and dues in professional organizations providing resources to local governments. Group memberships include the Virginia Municipal League and the Institute of Government at the University of Virginia.

The Town is provided direct technical, lobbying, and legislative assistance through its participation in the Virginia Municipal League. The Virginia Institute of Governments keeps local governments apprised of technological changes and product improvements.

The Town is a member of the Fauquier Chamber of Commerce. The Town frequently partners with the Chamber to obtain feedback from businesses located in Town on certain issues that pertain to the local economy.

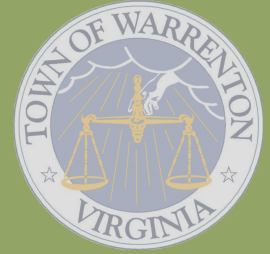
## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
VIRGINIA MUNICIPAL LEAGUE	\$6,905	\$7,284	\$7,000	\$7,847	\$847	12%
VA INSTITUTE OF GOVERNMENT	\$0	\$500	\$500	\$500	\$0	0%
FAUQUIER CHAMBER OF COMMERCE	\$1,125	\$1,125	\$1,125	\$1,125	\$0	0%
NATIONAL LEAGUE OF CITIES	\$0	\$1,100	\$0	\$0	\$0	-
<b>EXPENSES TOTAL</b>	<b>\$8,030</b>	<b>\$10,009</b>	<b>\$8,625</b>	<b>\$9,472</b>	<b>\$847</b>	<b>10%</b>

## BUDGET REQUEST / ANALYSIS

The total request for other organizations in FY 2025 reflects an increase due to the anticipated increase for the cost of membership with Virginia Municipal League.

# ELECTIONS



## PROGRAM DESCRIPTION

The Code of Virginia requires municipal elections and makes localities responsible for the costs associated with them. This department accounts for all costs incurred to hold Town Council elections. Elections for Town Council seats are held every two (2) years. In FY 2025 there are five (5) elections, one for each councilmember representing a ward in Town.

## BUDGET SUMMARY

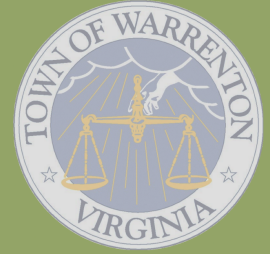
	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$0	\$5,516	\$0	\$0	\$0	-
OPERATING	\$0	\$5,697	\$5,475	\$15,000	\$9,525	174%
<b>EXPENSES TOTAL</b>	<b>\$0</b>	<b>\$11,213</b>	<b>\$5,475</b>	<b>\$15,000</b>	<b>\$9,525</b>	<b>174%</b>

## BUDGET REQUEST / ANALYSIS

In FY 2024, there was one (1) special election held for the Ward 5 seat. In FY 2025, there will be five (5) elections held, one for each of the Council Ward seats. As such, expenses have been increased to reflect the cost of five (5) elections.

# EMERGENCY SERVICES & RISK MANAGEMENT

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## PROGRAM DESCRIPTION

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The emergency services & risk manager is responsible for ensuring that disaster-related plans are up to date, exercised, and meet the applicable State and Federal criteria. The position is responsible for staffing the Emergency Operations Center and coordinating incident response, management, and mitigation. Safety and risk management programs seek to promote safe working environments, conformance to OSHA regulations, and to realize cost savings related to property, workers compensation, and liability insurance.

## CURRENT STAFFING

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This department is staffed by one (1) full-time emergency services & risk manager. The position is allocated 50/50 between the General Fund and the Water & Sewer Fund.

## FY 2024 HIGHLIGHTS

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- Hazard Communication plan development, implementation, and training.
- Work with departments and the human capital to implement safety training during new employee on-boarding.
- Continue to focus on NIM/ICS implementation.
- Threat and Hazard Identification Risk Analysis (THIRA).
- Local Capability Assessment for Readiness (LCAR).

## KEY PROJECTS IN FY 2025

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- Focus on identifying areas in need of safety training to meet regulatory compliance.
- Utilize THIRA assessments to identify and evaluate Town risk.
- Continue to focus on NIMS/ICS training and implementation.
- Conduct a Local Capability Assessment for Readiness (LCAR).
- Identify critical infrastructure needs for Town-owned properties.

# BUDGET SUMMARY

Please note prior year figures have been restated to include only expenses associated with the emergency services & risk management ("emergency services") department. Insurance costs previously included within the emergency services department budget have been broken out as a separate function for budgeting purposes and are reported in the next section. Management of the Town's various insurance policies remains under the purview of the emergency services department.

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY 2022	FY 2023	FY 2024	FY 2025		
<b>Expenses</b>						
Personnel	\$46,806	\$47,511	\$48,040	\$57,911	\$9,871	21%
Operating	\$12,622	\$23,264	\$7,850	\$17,240	\$9,390	120%
Capital Outlay	\$0	\$10,000	\$0	\$0	\$0	-
<b>Expenses Total</b>	<b>\$59,429</b>	<b>\$80,776</b>	<b>\$55,890</b>	<b>\$75,151</b>	<b>\$19,261</b>	<b>34%</b>

### Staffing Summary

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Emergency Services	0.50	0.50	0.50	0.50	0.50
<b>FTE AMOUNT</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>

# BUDGET REQUEST / ANALYSIS

The FY 2025 proposed budget for emergency services represents an increase over the adopted FY 2024 budget due to a relatively large portion of the workers' compensation coverage being budgeted in this department for FY 2025. The increase in the operating category is driven by a contractual expense related to the operation of drones as well as training for the emergency services and risk manager.

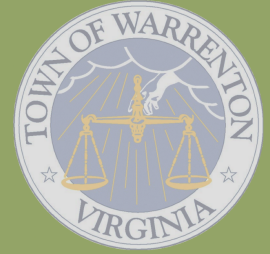
## Goals, Objectives, and Performance Metrics

**Mission:** To identify and evaluate risk to which the Town of Warrenton is exposed and development efficient ways to mitigate that risk. Oversee efforts to prevent, prepare, and respond to Town emergencies to lessen the impact of these events. Our highest priority is to provide a safe and secure environment for Town staff, citizens, and visitors.

The following goals and objectives have been identified by the department:

Goals	Objectives	Performance Metrics
Critical Infrastructure Security	Identify areas in need of improvement	THIRA Assessments CPTED Assessments LCAR Assessments
	Identify the type of improvement needed (physical construction, internal training, updated action plans, etc.)	
Regulatory Compliance on Safety Training	Work with Department Heads on identifying the training needs, as required or recommended, for each position	Completed training schedules
	Develop training schedules conducive to work schedules	
Reduce the rate of preventable accidents and OSHA reportable workplace injuries/illnesses.	Ensure timely and consistent safety training	Compliance with OSHA Standards
	Update safety plans as necessary following OSHA reportable injuries, illnesses, and/or violations	

# INSURANCE



## PROGRAM DESCRIPTION

The Town's various insurance policies (including automobile liability, general liability, public officials liability, and property) are held through the Virginia Risk Sharing Association (VRSA). VRSA is a member-owned and governed self-insurance risk pool through which a group of local political subdivisions (i.e. members) contribute to a shared fund that in turn pays claims and provides risk management services to the participating members. The VRSA Members' Supervisory Board (MSB) is comprised of elected or appointed officials from member jurisdictions, as well as the executive director of the Virginia Municipal League (VML). The emergency services and risk management ("emergency services") department is responsible for the management of these policies including reporting incidents, tracking claims, and assessing coverage options.

## BUDGET SUMMARY

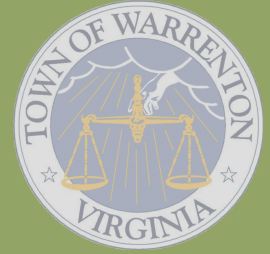
*Please note prior year figures have been restated to include expenses related to the Town's coverage with VRSA. These costs were previously included in the emergency services department budget and have been broken out as a separate function for budgeting purposes. Management of the Town's various insurance policies remains under the purview of the emergency services department.*

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY 2022	FY 2023	FY 2024	FY 2025		
Expenses						
Operating	\$42,255	\$83,693	\$140,917	\$128,434	(\$12,483)	-9%
<b>Expenses Total</b>	<b>\$42,255</b>	<b>\$83,693</b>	<b>\$140,917</b>	<b>\$128,434</b>	<b>(\$12,483)</b>	<b>-9%</b>

## BUDGET REQUEST / ANALYSIS

The FY 2025 budget for insurance represents a decrease over the adopted FY 2024 budget. The decrease is driven by the portion of insurance costs related to the Water & Sewer and Stormwater Funds being added allocated to their respective budgets. The decrease is partially offset by a projected increase in premiums and an estimated budget for deductible payments.

# COMMUNICATIONS

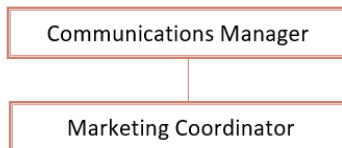


## PROGRAM DESCRIPTION

The mission of the communications department is to ensure the communications across the Town are well-coordinated, effectively managed, and responsive to the diverse information needs of the public. The department strives to ensure that residents are aware and informed on Town policies, programs, projects, and initiatives. The department's centralized responsibility is for items such as media relations, press releases, website administration, community outreach and engagement, marketing and other social media strategies, newsletters such as the Town Crier, and other informational and promotional materials for all Town departments.

## CURRENT STAFFING

The department is staffed by the Communications Manager and the Marketing Coordinator. The Communications Manager is allocated 75/25 between communications and the Town Manager department. The Communications Manager was budgeted 100% to the communications department in FY 2024, resulting in a .25 reduction in FTE for FY 2025.



# FY 2024 HIGHLIGHTS

- Created a Strategic Communications Plan to increase the awareness of the Town's policies, programs, projects, and initiatives while generating enhanced engagement of its residents in the governing process.
- Developed and implemented a Communications Standard Operating Procedure to ensure communication across the Town is consistent.
- Increased community outreach by creating Town Talks to create an open forum where members of the community can meet staff, discuss important issues, ask questions, and share their thoughts and concerns.
- Assisted departments with their outreach and helped develop ways departments could increase their outreach efforts.
- Administered website training and guidelines to users from each department to ensure information on the website is staying up to date and correct.
- Increased outreach with the media to ensure timely communications on Town projects, programs, initiatives, and decisions.

# BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$50,233	\$35	\$174,452	\$158,619	(\$15,833)	(9%)
OPERATING	\$10,428	\$10,400	–	\$30,900	\$30,900	–
<b>EXPENSES TOTAL</b>	<b>\$60,661</b>	<b>\$10,435</b>	<b>\$174,452</b>	<b>\$189,519</b>	<b>\$15,067</b>	<b>9%</b>

## STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Communications	0.00	1.00	0.00	2.00	1.75
<b>FTE AMOUNT</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>2.00</b>	<b>1.75</b>

# BUDGET REQUEST / ANALYSIS

The FY 2025 proposed budget reflects an increase over the FY 2024 adopted budget. In FY 2024 there were no operating expenses budgeted for the department. In FY 2025 the department is budgeted to handle communications and public relations-related initiatives previously budgeted in other departments. For example, the creation and mailing of the Town Crier is included in the FY 2025 proposed budget for communications and previously these expenses were budgeted in the Town Council budget. The increase due to the addition of operating expenses is partially offset from savings in the personnel category resulting from the combination of the executive assistant and communications manager roles.



## Goals, Objectives, and Performance Metrics

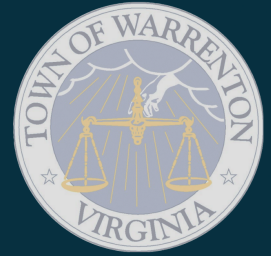
**Mission:** The mission of the communications department is to ensure the communications across the Town are well coordinated, effectively managed, and responsive to the diverse information needs of the public. Thereby keeping residents aware and informed on the Town's policies, programs, projects, and initiatives.

The following goals and objectives have been identified by the department:

Goals	Objectives	Performance Metrics
Increase education through community outreach.	Continue facilitating Town Talks as an open forum where members of the community can meet staff, discuss important issues, ask questions, and share their thoughts and concerns.	Total number of Town Talks held and number in attendance.
		Continue with community surveys and polls
		Track the amount of visits to the monthly newsletter on the website.
	Development of a Citizen's Academy of all Town departments.	Collect any feedback from social media comments on the programs and newsletters.
	Creation of Year-In-Review newsletter to inform the residents what the Town completed over each fiscal year.	Track total number of community outreach events and programs departments facilitate.
Ensure the website is being used as the main source for information on the Town's services, projects, programs, and events.	Development of guidelines for content updates.	Conduct a community survey on the Town's website.
	Increase the number of subscribers to the Town's alert and notification system.	Track the number of subscribers to all alerts and notifications.
	Increase the amount of content on the website to ensure all information on Town processes, services, programs, and projects is available to the public.	Work with departments to create helpful documentation to citizens to understand government processes, services, programs, and projects.
		Track website analytics including number of visitors and most visited pages.
	Increase social media presence and engagement.	Develop varying types of content.
Track what strategies do and don't do well on Instagram.		
Develop strategies for all social media accounts to gain followers and engagement.		Review the type of followers the Town has on Instagram to assist with strategies.
Creation of a Town YouTube channel to provide informational videos on Town processes, services, programs, and projects.		Track the subscribers and engagement on Town videos.
		Track the number of postings per day/week/month/year.

# PUBLIC SAFETY

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## FUNCTION OVERVIEW

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The public safety budget now only includes the Town's police department. Prior to FY 2023, it also supported the staffing of two (2) Firefighters at Warrenton Volunteer Fire Company (WVFC). Those employees were transferred to Fauquier County in FY 2022. The Town continues to provide support to WVFC through a capital contribution, which is detailed in the nondepartmental section of this document.

## PROGRAM DESCRIPTION

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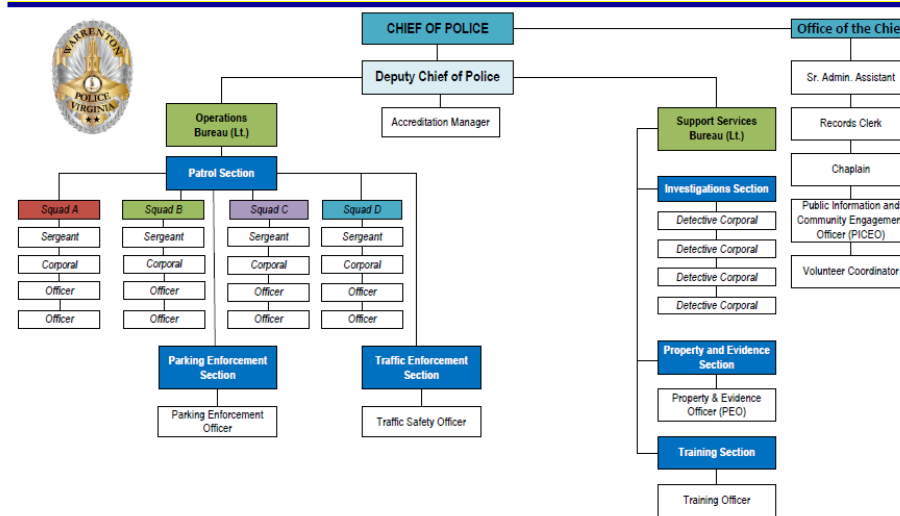
The Police Department provides law enforcement, public safety services, and crime prevention. Working closely with Town businesses and citizens, the Department's objective is to prevent and/or reduce crimes through a community-oriented policing concept. The Department delivers services to businesses and citizens through interaction and community involvement.

The mission of the police department is to work in partnership with the residents and businesses of the community to provide a safe and secure environment. With community service as the foundation, the Police Department is driven to enhance the quality of life by providing effective law enforcement services through transparent and impartial policing.

Public Safety represents one of the largest sections of the General Fund budget. Expenditures have decreased and projected revenues have increased for this function in the proposed FY 2025 budget.

# CURRENT STAFFING

Warrenton Police Department – Organizational Chart



# BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$2,384,549	\$3,055,499	\$3,334,330	\$3,365,473	\$31,143	1%
OPERATING	\$814,583	\$899,998	\$374,862	\$235,412	(\$139,450)	(37%)
CAPITAL OUTLAY	\$6,758	\$1,145	\$940	\$0	(\$940)	(100%)
<b>EXPENSES TOTAL</b>	<b>\$3,205,891</b>	<b>\$3,956,642</b>	<b>\$3,710,131</b>	<b>\$3,600,885</b>	<b>(\$109,246)</b>	<b>(3%)</b>

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
COURT FINES & FORFEITURES	\$40,568	\$37,587	\$40,000	\$40,000	\$0	0%
PARKING FINES	\$33,250	\$31,530	\$35,000	\$35,000	\$0	0%
E-SUMMONS FEE	\$2,412	\$3,388	\$2,500	\$2,500	\$0	0%
STATE GRANT	\$219,681	\$241,507	\$233,186	\$254,012	\$20,826	9%
STATE ASSET FORFEITURE PROCEEDS	\$3,731	\$15,952	\$6,355	\$3,468	(\$2,887)	(45%)
<b>REVENUES TOTAL</b>	<b>\$299,642</b>	<b>\$329,964</b>	<b>\$317,041</b>	<b>\$334,980</b>	<b>\$17,939</b>	<b>6%</b>

# STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Police Department	31.91	31.91	32.16	33.18	31.45
<b>FTE AMOUNT</b>	<b>31.91</b>	<b>31.91</b>	<b>32.16</b>	<b>33.18</b>	<b>31.45</b>

# BUDGET REQUEST / ANALYSIS

The decrease in the FY 2025 proposed budget compared to the FY 2024 adopted budget for the police department is mainly driven by the transfer of information technology-related expenses from the police department budget to the information technology department budget. This reduction is slightly offset by an increase in personnel expenses. Personnel expenses are proposed to increase in FY 2025 due to the COLA in the budget. The impact of the COLA on the police department is partially offset by a reduction in shift differential expenses, based on actuals in prior years. There are no proposed capital expenses in FY 2025.

## Goals, Objectives, and Performance Metrics

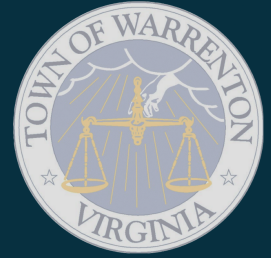
**Mission:** The mission of the police department is to work in partnership with the residents and businesses of our community to provide a safe and secure environment.

The following goals and objectives have been identified by the Police Department:

Goals	Objectives	Performance Metrics
Develop strategies to reduce crime and improve the quality of life for those who reside in and visit Warrenton.	<ul style="list-style-type: none"> <li>• Identify and develop expertise to address current and emerging crime trends to include quality of life concerns.</li> <li>• Create and update assignments in order to stay current with policing in the twenty-first century.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify crime mapping software</li> </ul>
		<ul style="list-style-type: none"> <li>• Identify key times for calls</li> </ul>
		<ul style="list-style-type: none"> <li>• Use hot spot policing strategies</li> </ul>
		<ul style="list-style-type: none"> <li>• Reduce traffic crashes by 10%</li> </ul>
		<ul style="list-style-type: none"> <li>• Reduce part 1 crime by 20%</li> </ul>
		<ul style="list-style-type: none"> <li>• Create traffic safety program</li> </ul>
Build community policing strategies that promote meaningful partnerships and opportunities for productive interactions with the community.	<ul style="list-style-type: none"> <li>• Create avenues of communication between the police department and the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Create business coalition</li> </ul>
		<ul style="list-style-type: none"> <li>• Conduct town hall meetings in each of the Town's 5 wards.</li> </ul>
		<ul style="list-style-type: none"> <li>• Assign an officer to each ward</li> </ul>
		<ul style="list-style-type: none"> <li>• Include local business owner in Community Action Team</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop opportunities for community engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Include the Volunteer Program in Community Events</li> </ul>
		<ul style="list-style-type: none"> <li>• Create youth academy</li> </ul>
Develop creative ways to attract and retain qualified candidates from across the country who represent the diverse community we serve.	<ul style="list-style-type: none"> <li>• Develop a recruiting process</li> </ul>	<ul style="list-style-type: none"> <li>• Write recruiting general order</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop recruiting team</li> </ul>
	<ul style="list-style-type: none"> <li>• Identify ways to retain employees</li> </ul>	<ul style="list-style-type: none"> <li>• Create annual caps</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop regular morale and welfare events for employees.</li> </ul>
	<ul style="list-style-type: none"> <li>• Create internal opportunities for growth and oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Increase sworn staffing</li> </ul>
		<ul style="list-style-type: none"> <li>• Create a Sergeant position in Administrative Support Bureau.</li> </ul>
Identify, develop, and enhance internal programs.	<ul style="list-style-type: none"> <li>• Develop accountability measures</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain CALEA Accreditation.</li> </ul>
		<ul style="list-style-type: none"> <li>• Conduct line inspections yearly.</li> </ul>
	<ul style="list-style-type: none"> <li>• Create succession planning strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Create a mentorship program</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop a detective in electronic evidence</li> </ul>
	<ul style="list-style-type: none"> <li>• Create an officer wellness strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Build upon peer support group</li> </ul>
		<ul style="list-style-type: none"> <li>• Create a fitness standard</li> </ul>
Develop and identify strategies for a well trained workforce.	<ul style="list-style-type: none"> <li>• Develop training standards</li> </ul>	<ul style="list-style-type: none"> <li>• Develop leadership plans</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop training tracks</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop field training standards for sergeants</li> </ul>
	<ul style="list-style-type: none"> <li>• Identify key training personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Identify additional instructors</li> </ul>

# PUBLIC WORKS

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## FUNCTION OVERVIEW

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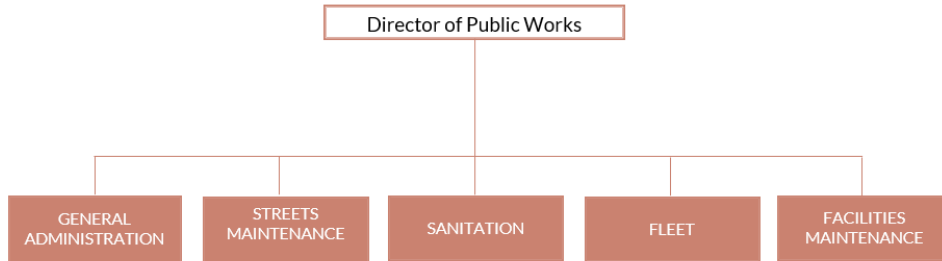
The public works function is responsible for maintaining 91.87 lane miles of roadway and right of way, a significant number of public sidewalks, an 18-acre public cemetery, ten (10) traffic signals, 40 miles of storm sewers, maintenance of the Town's vehicle and equipment fleets, all parks properties, and various public buildings. The department provides curbside refuse collection twice weekly to households and limited commercial pickup as well as curbside recycling collection once a week for newsprint, cardboard, plastics, and metals. Also provided is a brush collection on a periodic as-needed basis for the Town's citizens, seasonal leaf collections, and Christmas tree pickup. The department provides fall and spring cleanups, which allow citizens to clean up and clean out their properties with staff collecting and transporting the items to the landfill or to be recycled if possible. The arterial streets, collector streets, and a portion of the streets maintenance budget are funded through annual road maintenance payments from the Virginia Department of Transportation (VDOT). Funding for the numerous budgets within the public works department has enabled the Town to maintain the public street surfaces at a level of quality at or above VDOT standards. The paving schedule is moderate, based on the current roadway conditions, and is adequate to maintain the streets to the high standards expected by the citizens and motoring public. The department does its best to ensure Warrenton's citizens receive the highest level of service possible within the budgetary limits set.

# CURRENT STAFFING

The public works function has five (5) main departments:

1. General Administration
2. Streets Maintenance
3. Sanitation
4. Fleet
5. Facilities Maintenance

These departments will be discussed in more detail on the following pages.



# BUDGET SUMMARY

The total public works budget has decreased in the proposed FY 2025 budget, primarily driven by the transfer of paving to the Capital Improvement Plan and reductions in the facilities department. Included in operating expenses across the following departments are reimbursements to certain employees for safety equipment required to perform the duties of their jobs. For FY 2025, the reimbursement for safety boots is set at \$150 per employee. Further detail on each department is provided in the pages that follow.

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
GENERAL ADMINISTRATION	\$467,428	\$495,085	\$535,469	\$523,853	(\$11,616)	(2%)
STREET MAINTENANCE	\$1,043,577	\$1,376,023	\$1,533,039	\$1,568,021	\$34,982	2%
ARTERIAL STREET MAINTENANCE	\$232,017	\$391,623	\$517,800	\$430,300	(\$87,500)	(17%)
COLLECTOR STREET MAINTENANCE	\$257,038	\$1,013,939	\$687,900	\$366,900	(\$321,000)	(47%)
REFUSE COLLECTION	\$512,852	\$529,078	\$451,643	\$491,304	\$39,661	9%
RECYCLING PROGRAM	\$143,422	\$106,886	\$108,854	\$116,187	\$7,333	7%
FLEET	\$0	\$0	\$752,302	\$831,288	\$78,986	10%
FACILITIES	\$767,011	\$1,059,142	\$1,127,468	\$865,274	(\$262,194)	(23%)
CEMETERY	\$30,734	\$256	\$7,500	\$158,826	\$151,326	2,018%
<b>EXPENSES TOTAL</b>	<b>\$3,454,079</b>	<b>\$4,972,031</b>	<b>\$5,721,974</b>	<b>\$5,351,953</b>	<b>(\$370,021)</b>	<b>(6%)</b>

## PUBLIC WORKS REVENUE

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
VDOT STREET & HWY MAINT	\$1,480,415	\$1,708,977	\$1,450,000	\$1,859,564	\$409,564	28%
<b>REVENUES TOTAL</b>	<b>\$1,480,415</b>	<b>\$1,708,977</b>	<b>\$1,450,000</b>	<b>\$1,859,564</b>	<b>\$409,564</b>	<b>28%</b>

## Goals, Objectives, and Performance Metrics

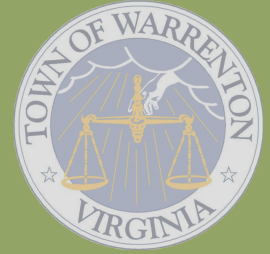
**Mission:** To deliver exceptional government service; to uphold standards established to protect the public health, safety, and welfare of all residents, business owners, and visitors; To provide an environment where people enjoy living, working, playing, and investing, while providing responsible management of public resources to meet the challenges of today and tomorrow.

The following goals and objectives have been identified by the public works departments:

Goals	Objectives	Performance Metrics
Employee Recruitment and Retention	<ul style="list-style-type: none"> <li>Establish outreach for recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Leverage social media</li> </ul>
		<ul style="list-style-type: none"> <li>Work with high schools and LFCC</li> </ul>
		<ul style="list-style-type: none"> <li>Create an internship program</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to refine job descriptions and work towards a compensation study</li> </ul>	<ul style="list-style-type: none"> <li>Define opportunities within work classifications</li> </ul>
		<ul style="list-style-type: none"> <li>Upgrade pay scales</li> </ul>
		<ul style="list-style-type: none"> <li>Create internal opportunities for advancement</li> </ul>
Continuous Improvement	<ul style="list-style-type: none"> <li>Establish efficiencies in operations</li> </ul>	<ul style="list-style-type: none"> <li>Establish clear lines of responsibility and reporting</li> </ul>
		<ul style="list-style-type: none"> <li>Refine and develop equity in organizational structure</li> </ul>
		<ul style="list-style-type: none"> <li>Empower staff at all levels</li> </ul>
	<ul style="list-style-type: none"> <li>Implement daily budgeting review with proper oversight</li> </ul>	<ul style="list-style-type: none"> <li>Ensure supervisory staff understand budgeting</li> </ul>
		<ul style="list-style-type: none"> <li>Identify best cost practices</li> </ul>
Leverage Technology	<ul style="list-style-type: none"> <li>Provide sufficient and proper tools to staff</li> </ul>	<ul style="list-style-type: none"> <li>Mobile and desktops</li> </ul>
		<ul style="list-style-type: none"> <li>Use HC forms and processes</li> </ul>
		<ul style="list-style-type: none"> <li>Properly equip training room</li> </ul>
	<ul style="list-style-type: none"> <li>Training</li> </ul>	<ul style="list-style-type: none"> <li>Work with IT on training for staff</li> </ul>
		<ul style="list-style-type: none"> <li>Train supervisors on software</li> </ul>
	<ul style="list-style-type: none"> <li>Develop processes for paperless functions</li> </ul>	<ul style="list-style-type: none"> <li>Increase usage of GIS</li> </ul>
	<ul style="list-style-type: none"> <li>GIS</li> </ul>	<ul style="list-style-type: none"> <li>Mapping and route efficiencies</li> </ul>
Fiscal responsibility	<ul style="list-style-type: none"> <li>Develop assessment process for costs and expenditures</li> </ul>	<ul style="list-style-type: none"> <li>Develop weekly review with monthly oversight of budgets</li> </ul>
		<ul style="list-style-type: none"> <li>Develop purchasing best practices</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure equipment is best for the job</li> </ul>	<ul style="list-style-type: none"> <li>Engage all users in vetting</li> </ul>
		<ul style="list-style-type: none"> <li>Source multi-use equipment</li> </ul>
	<ul style="list-style-type: none"> <li>Align finances with tasks</li> </ul>	<ul style="list-style-type: none"> <li>Identify outsourcing as needed</li> </ul>
		<ul style="list-style-type: none"> <li>Create divisional accountability</li> </ul>
Establish a Road repaving/maintenance schedule	<ul style="list-style-type: none"> <li>Prioritize maintenance schedules</li> </ul>	<ul style="list-style-type: none"> <li>Identify 5 year plan to repave and maintain roads</li> </ul>
Assist stormwater department with facility improvements	<ul style="list-style-type: none"> <li>Work with stormwater department to identify projects</li> </ul>	<ul style="list-style-type: none"> <li>Create a list of projects</li> </ul>
		<ul style="list-style-type: none"> <li>Identify credits</li> </ul>
	<ul style="list-style-type: none"> <li>Identify and track sediments</li> </ul>	<ul style="list-style-type: none"> <li>Report to MS4 inspector</li> </ul>



# PUBLIC WORKS ADMINISTRATION



## PROGRAM DESCRIPTION

The public works administration department is responsible for all public works functions and services, the development and management of the operational budget, departmental personnel management, development of short and long-range maintenance and Capital Improvement plans, management of the vehicle and equipment maintenance and replacement programs, maintenance of streets, streetlights and traffic signals, and for the review and approval of site development plans.

The budget supports all costs associated with day-to-day operation and management of the public works department and its varied functions. Expenses within the budget support a wide range of public works functions such as daily citizen contacts, project development and oversight, personnel and financial administration and departmental planning that are needed to maintain the current high level of service for FY 2025.

## CURRENT STAFFING

The public works administration department is staffed by the Director of Public Works, the Fleet & Facilities Manager, and two (2) Administrative Assistants. The Fleet & Facilities Manager is allocated 50% to the fleet department and one (1) of the Administrative Assistants is split 50/50 with the Water & Sewer Fund. The other staff partially allocated to this department include the Engineer (20%), Project Coordinator (50%), and GIS Technician (10%).

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$400,297	\$409,094	\$483,864	\$483,558	(\$306)	0%
OPERATING	\$65,798	\$85,992	\$50,105	\$40,295	(\$9,810)	(20%)
CAPITAL OUTLAY	\$1,332	\$0	\$1,500	\$0	(\$1,500)	(100%)
<b>EXPENSES TOTAL</b>	<b>\$467,428</b>	<b>\$495,085</b>	<b>\$535,469</b>	<b>\$523,853</b>	<b>(\$11,616)</b>	<b>(2%)</b>

### STAFFING SUMMARY

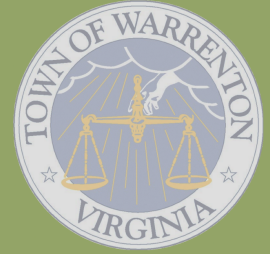
Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Public Works Administration	4.60	4.60	4.60	3.80	3.80
<b>FTE AMOUNT</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>3.80</b>	<b>3.80</b>

## BUDGET REQUEST / ANALYSIS

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The FY 2025 proposed budget for public works administration reflects an overall decrease over FY 2024. The decrease in the operating category is related to reductions in proposed expenses related to memberships and dues, maintenance contracts, and equipment leases based on actual spending in prior years. The savings from the removal of the Director of Public Works & Utilities position offset the COLA increases for employees in this department, resulting in a small savings in the personnel category. There are no capital expenses proposed for FY 2025.

# STREET MAINTENANCE



## PROGRAM DESCRIPTION

The street maintenance department is responsible for all maintenance and repair activities associated with the approximately 91.87 lane miles of public roads and 40 miles of storm sewer within the corporate limits. This section of the public works budget appropriates funds used for snow removal, street cleaning, litter control, routine maintenance, repair work, and small construction projects along the Town's public roadways and right-of-way.

The Virginia Department of Transportation (VDOT) provides reimbursement, which is accounted for in the categorical aid revenue section of this budget, for the maintenance of both arterial and collector streets.

## CURRENT STAFFING

This division is staffed with maintenance crews who are responsible for ensuring that the appearance of the Town's streets are maintained to the level expected by the Town's citizens. Personnel funds in this budget supplement the arterial and collector budgets when work is specifically performed to those classifications of roadways. As the seasons and workloads require, the department uses seasonal part time employees to supplement staff with summer weed-eating, fall leaf collection, and miscellaneous work around Town.

## KEY PROJECTS IN FY 2025

- Continue improvements incorporating the philosophy of walkability and complete streets into every improvement.
- Cooperate with community development department in assisting VDOT with Broadview Avenue Improvements, project review and technical details.
- Continue sidewalk improvements.

# BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$695,891	\$995,277	\$1,420,199	\$1,445,581	\$25,382	2%
OPERATING	\$335,482	\$354,191	\$87,840	\$97,440	\$9,600	11%
CAPITAL OUTLAY	\$12,203	\$26,555	\$25,000	\$25,000	\$0	0%
<b>EXPENSES TOTAL</b>	<b>\$1,043,577</b>	<b>\$1,376,023</b>	<b>\$1,533,039</b>	<b>\$1,568,021</b>	<b>\$34,982</b>	<b>2%</b>

## STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Streets	16.66	16.66	16.66	18.45	17.73
<b>FTE AMOUNT</b>	<b>16.66</b>	<b>16.66</b>	<b>16.66</b>	<b>18.45</b>	<b>17.73</b>

# BUDGET REQUEST / ANALYSIS

The proposed FY 2025 street maintenance budget reflects a slight increase from the FY 2024 adopted budget. In the personnel category, one (1) part-time maintenance worker has been transferred to the parks maintenance department which partially offset the increase in cost related to the COLA increase for the remaining employees. The increase in the operating category is driven by increased costs for uniforms and professional services which are used to contract with outside help for plowing during snow emergencies. Capital outlay for equipment has remained flat year over year.

# ARTERIAL STREET MAINTENANCE

## PROGRAM DESCRIPTION

The costs associated with the maintenance activities of the 30.39 major street and highway lane miles within the corporate limits are grouped under this budget. Arterial streets are the most significant roads in the area, serving the major centers of activity, constitute the highest traffic volume corridor and carry the major portion of through traffic in urban areas. The roads that are designated as arterial streets under the Federal Highway System are U.S. 17, U.S. 29 Business, U.S. 211, and U.S. 15 Business.

## CURRENT STAFFING

Personnel costs are charged to this department when work related to arterial streets is performed.

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$102,732	\$54,657	\$14,700	\$14,700	\$0	0%
OPERATING	\$114,510	\$178,452	\$316,600	\$306,600	(\$10,000)	(3%)
CAPITAL OUTLAY	\$14,775	\$158,514	\$186,500	\$109,000	(\$77,500)	(42%)
<b>EXPENSES TOTAL</b>	<b>\$232,017</b>	<b>\$391,623</b>	<b>\$517,800</b>	<b>\$430,300</b>	<b>(\$87,500)</b>	<b>(17%)</b>

## BUDGET REQUEST / ANALYSIS

The arterial streets maintenance budget has decreased as compared to the adopted FY 2024 budget. The personnel charges for arterial and collector street budgets are allocated from the street maintenance department budget. The \$14,700 budgeted in the personnel category only reflects amounts budgeted for compensation related to snow removal and overtime hours worked on arterial streets. The operating portion of the arterial streets budget saw a decrease related to projected costs for contractual repairs. The majority of the decrease in the budget comes from the reduction in capital outlay as expenses associated with paving on arterial streets have now been moved to the General Capital Project Fund.

# COLLECTOR STREET MAINTENANCE

## PROGRAM DESCRIPTION

The collector street maintenance budget provides funding for maintenance of the less-traveled streets of the Town, as defined by the Virginia Department of Transportation. The Town has 63.08 lane miles of collector streets. Collector streets provide land access service and traffic circulation within residential, commercial and industrial areas. The collector streets system facilitates traffic flows within the Town and provides access to the arterial streets system, which are the main highway streets through and serving the Town.

## CURRENT STAFFING

Personnel costs are charged to this department when work related to collector streets is performed.

## BUDGET SUMMARY

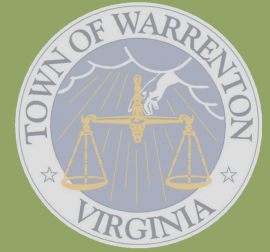
	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$59,223	\$16,999	\$10,900	\$10,900	\$0	0%
OPERATING	\$137,271	\$156,206	\$273,500	\$273,500	\$0	0%
CAPITAL OUTLAY	\$60,544	\$840,734	\$403,500	\$82,500	(\$321,000)	(80%)
<b>EXPENSES TOTAL</b>	<b>\$257,038</b>	<b>\$1,013,939</b>	<b>\$687,900</b>	<b>\$366,900</b>	<b>(\$321,000)</b>	<b>(47%)</b>

## BUDGET REQUEST / ANALYSIS

The collector streets maintenance budget has decreased compared to FY 2024. The personnel charges for arterial and collector street budgets are allocated from then street maintenance department budget. The \$10,900 budgeted in personnel category only reflects amounts budgeted for compensation related to snow removal and overtime performed on collector streets. The operating portion of the collector streets budget remained flat based on actual expenditures in prior years. The majority of the decrease in the budget comes from the reduction in capital outlay as expenses associated with paving on collector streets have now been moved to the General Capital Project Fund.

# SANITATION

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## PROGRAM DESCRIPTION

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The sanitation department accounts for the expenditures related to refuse collection and the Town's recycling program. The sanitation department is staffed by two (2) teams, each made up of three (3) staff, who report directly to the Director of Public Works.

The refuse collection budget covers all costs of collection and disposal of solid waste by Town crews. This includes twice a week refuse collection and disposal of junk and materials during the Town's twice annual community cleanups. Refuse collection is provided to all homes in the community and to a portion of the qualifying businesses in the Town without additional fees or charges being assessed. Service is provided to businesses whose trash can be accommodated by bags or containers, which can be manually handled by the crews.

The recycling operation accounts for all costs associated with the coordination and management of the recycling collection program for the Town. The collection activity of co-mingled household and business materials, metal, and plastics has been a program with the Town for over 27 years. Newspapers and corrugated cardboard are collected one (1) day a week by the Town's refuse crews.

The Town's goal relating to the recycling program is to meet the mandated rates for the community, as established by the Commonwealth of Virginia, and to provide a service to the public that protects the environment and reduces tonnage of waste going to the Fauquier County Landfill, while working within the requirements of Town Code and the landfill's operational requirements.

## CURRENT STAFFING

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The sanitation duties of refuse and recycling collection are handled by six (6) full-time employees. They are each allocated 80% to refuse collection and 20% to the recycling program.

# KEY PROJECTS IN FY 2025

- Develop outreach and implement programs to better align services with our existing Town Code.
- Refine operations for efficiency and effectiveness with better use of technology.
- Develop a semi-automated refuse and recycling program.

# BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$487,898	\$468,136	\$506,168	\$553,661	\$47,493	9%
OPERATING	\$168,377	\$167,827	\$54,328	\$53,830	(\$498)	(1%)
<b>EXPENSES TOTAL</b>	<b>\$656,274</b>	<b>\$635,963</b>	<b>\$560,496</b>	<b>\$607,491</b>	<b>\$46,995</b>	<b>8%</b>

## STAFFING SUMMARY

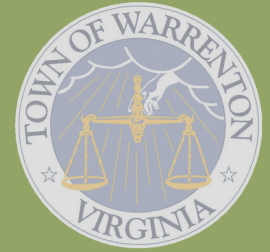
Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Refuse	4.80	4.80	4.80	4.80	4.80
Recycling	1.20	1.20	1.20	1.20	1.20
<b>FTE AMOUNT</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

# BUDGET REQUEST / ANALYSIS

The proposed FY 2025 budget reflects an overall increase when compared to the FY 2024 adopted budget. The personnel category reflects an increase related to COLA raises as well as changes in health insurance elections. Operating expenses have remained essentially flat year over year. The budget does not include tipping fees to the Fauquier County Landfill for household trash; the budget includes \$40,000 for landfill operations to cover other fees not associated with household refuse, which have been increasing due to the Fauquier County Landfill operating as a transfer station.



# FLEET



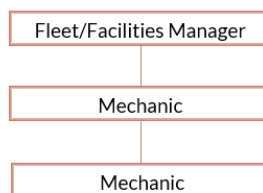
## PROGRAM DESCRIPTION

The fleet department strives to provide an efficient and complete fleet management program, which responsibly fulfills the vehicle and equipment needs of the various Town departments through cost-effective practices and dedicated personal service. The fleet staff has responsibility for the maintenance of all Town vehicles and pieces of equipment (ranging from police cars to refuse trucks, and other equipment such as backhoes, chain saws and weed eaters).

Prior to FY 2024, fleet was known as motor pool and was an Internal Service Fund that captured vehicle-related costs across the Town. These costs were then allocated to departments based upon the actual work performed on the vehicles, plus an overhead charge. Beginning with FY 2024, Fleet is a General Fund department. All vehicle-related costs will be captured in this department, but there will no longer be an allocation to the other departments in the General Fund. The Water & Sewer Fund and the Stormwater Management Fund will provide transfers to the General Fund to account for the services provided to their respective functions.

## CURRENT STAFFING

The fleet department is staffed by three full-time employees. The Fleet and Facilities Manager's salary is allocated 50/50 between fleet and public works administration. The two (2) mechanics are allocated 100% to the fleet department.



# KEY PROJECTS FOR FY 2025

- Continue to implement the capital asset replacement plan with improved efficiencies in mind.

# BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$207,418	\$227,411	\$241,723	\$289,438	\$47,715	20%
OPERATING	\$306,570	\$343,933	\$501,974	\$534,850	\$32,876	7%
CAPITAL OUTLAY	\$5,160	\$0	\$8,605	\$7,000	(\$1,605)	(19%)
<b>EXPENSES TOTAL</b>	<b>\$519,148</b>	<b>\$571,344</b>	<b>\$752,302</b>	<b>\$831,288</b>	<b>\$78,986</b>	<b>10%</b>

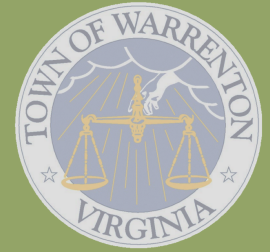
## STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Fleet	2.45	2.45	2.45	2.45	2.50
<b>FTE AMOUNT</b>	<b>2.45</b>	<b>2.45</b>	<b>2.45</b>	<b>2.45</b>	<b>2.50</b>

# BUDGET REQUEST / ANALYSIS

The FY 2025 proposed budget shows an overall increase over the adopted budget FY 2024. The increase in personnel is due to COLA raises for staff, a slight increase in the allocation of the Fleet and Facilities Manager, as well as increases in the overtime projection and changes in health insurance elections. The increase in operating expenses is driven by all fuel charges for town vehicles being brought into this department. Previously, a portion fuel charges were budgeted in the Water & Sewer Fund and Stormwater Management Fund. Since these funds now provide a transfer back to the General Fund related to their usage of fuel and other fleet services, all fuel charges are recorded in the fleet department. Capital outlay has decreased slightly based on projected equipment replacement needs for FY 2025.

# FACILITIES MAINTENANCE

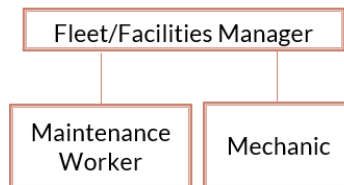


## PROGRAM DESCRIPTION

Facilities maintenance is responsible for the maintenance, repair, and custodial functions of Town-owned or occupied buildings and grounds. Facilities included are Town Hall, the Public Works Facility, all Town parks, Town parking lots, the building at 18 Court Street, the “old” Visitor’s Center on Calhoun Street, and all other Town-owned properties. The grounds include parking lots, public green space, traffic lights, all Town-owned signs, trails, and the gateway signage to Warrenton. This budget does not include the Warrenton Aquatic and Recreation Facility, which is covered in the parks and recreation department budget, or the two rental houses included at the water treatment plant.

## CURRENT STAFFING

The facilities maintenance department is staffed by a Mechanic and two Maintenance Workers who are allocated 100% to the department.



## KEY PROJECTS FOR FY 2025

- Continue implementing internal and external maintenance practices and contracts as allowed by staffing and budgetary limitations.
- Continue to support all facility functions at Town-owned properties.
- Facilitate communication link for Town traffic lights along Broadview Avenue and Lee Highway.
- Continue gateway upgrades and improvements.

# BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$277,975	\$379,547	\$475,604	\$256,885	(\$218,719)	(46%)
OPERATING	\$488,036	\$673,095	\$592,864	\$545,389	(\$47,474)	(8%)
CAPITAL OUTLAY	\$1,000	\$6,500	\$59,000	\$63,000	\$4,000	7%
<b>EXPENSES TOTAL</b>	<b>\$767,011</b>	<b>\$1,059,142</b>	<b>\$1,127,468</b>	<b>\$865,274</b>	<b>(\$262,194)</b>	<b>(23%)</b>

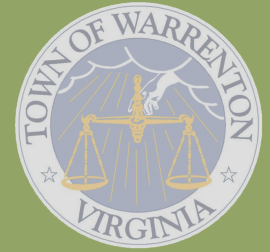
## STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
General Properties	2.73	7.00	6.73	6.08	3.08
<b>FTE AMOUNT</b>	<b>2.73</b>	<b>7.00</b>	<b>6.73</b>	<b>6.08</b>	<b>3.08</b>

# BUDGET REQUEST / ANALYSIS

The proposed FY 2025 facilities maintenance budget shows an overall decrease as compared to the adopted FY 2024 budget. The decrease in the personnel category is due to the Building Engineer moving to the WARF budget and the Cemetery Caretaker and a Maintenance Worker both moving to the reestablished cemetery department. The decrease in operating is primarily driven by expenses related to the maintenance of the Warrenton Cemetery which will now be captured in the cemetery budget. The increase in capital outlay is due to expenses for traffic calming on arterial and collector streets which were previously captured in those respective budgets.

# CEMETERY



## PROGRAM DESCRIPTION

The Warrenton Cemetery covers approximately 18 acres and includes over 8,000 burials. This department is responsible for maintenance of the cemetery grounds as well as the cemetery building with restroom. The department also performs a pre-spring cleaning by removing any arrangements, decorations or flowers that are dead, dried up, faded or falling apart.

## CURRENT STAFFING

The cemetery department is staffed by the Cemetery Caretaker and a Maintenance Worker who are both allocated 100% to the department.

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$21,092	\$256	\$7,500	\$135,990	\$128,490	1,713%
OPERATING	\$7,992	\$0	–	\$12,836	\$12,836	–
CAPITAL OUTLAY	\$1,650	\$0	–	\$10,000	\$10,000	–
<b>EXPENSES TOTAL</b>	<b>\$30,734</b>	<b>\$256</b>	<b>\$7,500</b>	<b>\$158,826</b>	<b>\$151,326</b>	<b>2,018%</b>

### STAFFING SUMMARY

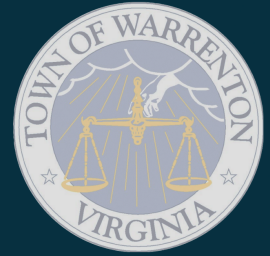
Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Cemetery	0.00	0.00	0.00	0.00	2.00
<b>FTE AMOUNT</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>

## BUDGET REQUEST / ANALYSIS

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The proposed FY 2025 cemetery budget shows an overall increase as compared to the adopted FY 2024 budget. The only expenses budget in this department in FY 2024 were related to overtime. In FY 2024, all other expenses were reported in the facilities department budget. As such, all other personnel expenses and expenses related to operating such as uniforms and equipment are new in FY 2025. Where applicable, the funding from the facilities department was transferred to this department in order to have a net zero impact on the total public works budget. Capital outlay is related to tree maintenance in the cemetery. The proposed budget for tree maintenance in the facilities department was decreased by \$10,000, accordingly. Public works administration intends to update the fees associated with the cemetery to ensure they reflect the cost of the services provided. Starting in FY 2025 the updated fee schedule will include increased fees for the opening and closing of grave sites, services held outside of standard operating hours, the transfer of deeds or titles, and fees associated with the installation of monuments by Town employees.

# PARKS & RECREATION



## FUNCTION OVERVIEW

The Town parks and recreation department operates Academy Hill Park, Eva Walker Park, Sam Tarr Park, Rady Park, the Skateboard Park, the Fun for All Playground, and the Dog Park in addition to the Warrenton Aquatic and Recreation Facility. In addition, the department manages several large events and competitions throughout the year.

## BUDGET SUMMARY

Detailed descriptions of the budgets for each of the departments listed below are provided in the following pages.

### PARKS & RECREATION EXPENSES

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
AQUATIC CENTER	\$1,602,905	\$1,770,268	\$1,615,310	\$1,938,633	\$323,323	20%
MAINTENANCE - PARKS	\$164,656	\$179,421	\$261,054	\$264,014	\$2,960	1%
P&R ADMINISTRATION	\$366,559	\$407,492	\$585,715	\$483,658	(\$102,057)	(17%)
<b>EXPENSES TOTAL</b>	<b>\$2,134,120</b>	<b>\$2,357,180</b>	<b>\$2,462,078</b>	<b>\$2,686,305</b>	<b>\$224,227</b>	<b>9%</b>

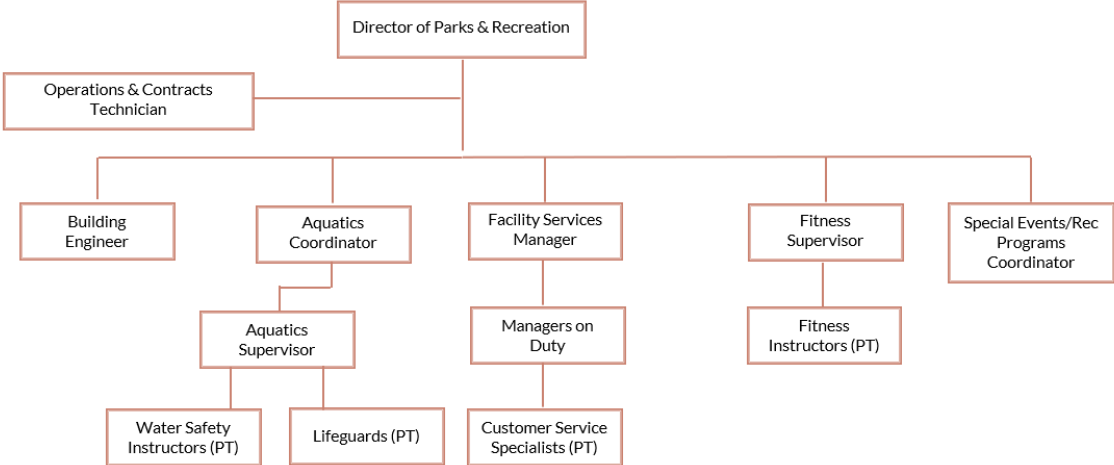
### PARKS & RECREATION CHARGES FOR SERVICES REVENUE

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
CHARGES FOR SERVICES- WARF	\$1,075,663	\$1,019,342	\$1,090,439	\$1,085,018	(\$5,421)	0%
<b>REVENUES TOTAL</b>	<b>\$1,075,663</b>	<b>\$1,019,342</b>	<b>\$1,090,439</b>	<b>\$1,085,018</b>	<b>(\$5,421)</b>	<b>0%</b>

### PARKS & RECREATION MICELLANEOUS REVENUE

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
WARF SPONSORSHIPS	\$0	\$0	\$15,000	\$15,000	\$0	0%
<b>REVENUES TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$0</b>	<b>0%</b>

# CURRENT STAFFING





## Goals, Objectives, and Performance Metrics

**Mission:** The mission of the parks and recreation department is to provide leisure and wellness services that will continue to result in personal accomplishment, self-satisfaction, and community and family unity for all citizens. The department serves all citizens in an equitable fashion regardless of background, ability level, or age and provides programs, facilities, and services that will enhance the quality of life in our community, and further perpetuates the Town as an exceptional place to live, work, and play.

The following goals and objectives have been identified by the parks and recreation department:

Goals	Objectives	Performance Metrics
Increase the number of programming amenities offered by the department	<ul style="list-style-type: none"> <li>• Increase program participants by a minimum of 2% annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Total number of participants enrolled in recreation programs</li> </ul>
		<ul style="list-style-type: none"> <li>• Annual percent increase in participants</li> </ul>
		<ul style="list-style-type: none"> <li>• Number of volunteer hours served</li> </ul>
		<ul style="list-style-type: none"> <li>• Number of programs held</li> </ul>
		<ul style="list-style-type: none"> <li>• Number of programs meeting 90% utilization</li> </ul>
		<ul style="list-style-type: none"> <li>• Satisfaction rate of participants</li> </ul>
Enhance department marketing efforts	<ul style="list-style-type: none"> <li>• Increase public engagement by 5% annually</li> </ul>	<ul style="list-style-type: none"> <li>• Number of social media followers</li> </ul>
		<ul style="list-style-type: none"> <li>• Number of news and announcement subscribers</li> </ul>
		<ul style="list-style-type: none"> <li>• Percent growth in followers and subscribers</li> </ul>
Establish a viable cost recovery methodology	<ul style="list-style-type: none"> <li>• Provide a wide variety of safe and healthy recreational opportunities at the WARF to achieve target expenditure recovery.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of hours for facility rental reservations</li> </ul>
		<ul style="list-style-type: none"> <li>• Percentage of expenses recovered through revenue at the WARF</li> </ul>
		<ul style="list-style-type: none"> <li>• Total number of annual memberships purchased</li> </ul>
		<ul style="list-style-type: none"> <li>• Renewal rate of annual memberships</li> </ul>
		<ul style="list-style-type: none"> <li>• Total number of daily visits to the WARF</li> </ul>
Increase park use	<ul style="list-style-type: none"> <li>• Increase park visits by 1% annually by properly maintaining facilities and providing diverse recreational opportunities while developing innovative methods to maintain service levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of daily park visits</li> </ul>
		<ul style="list-style-type: none"> <li>• Number of pavilion rentals</li> </ul>
		<ul style="list-style-type: none"> <li>• Number of field rentals</li> </ul>

# AQUATIC & RECREATIONAL FACILITY



## PROGRAM DESCRIPTION

This budget supports all personnel, program activities, building maintenance, and operational functions including repairs/replacements, janitorial, utilities, chemicals, and support services for the operation and maintenance of the Warrenton Aquatic and Recreation Facility (WARF). The objective of this facility is to provide land and aquatic-based recreational and fitness programming and activities for youth and adults of the Town as well as visitors.

## KEY PROJECTS IN FY 2025

- Front walkway repairs and ADA improvements.
- Projects as outlined in the capital plans.

## CURRENT STAFFING

The WARF currently has four (4) full-time employees. The Recreation Building Engineer, Aquatic Supervisor, and Aquatic Coordinator are allocated 100% to the department. The Fitness Supervisor is split 70/30 between the WARF and administration. The facility is comprised primarily of part-time staff, to include the positions of Managers on Duty, Customer Service Representatives, Head Lifeguards, Lifeguards, Water Safety Instructors, and Fitness Instructors.

Previously, a lack of position control created a challenge in tracking full-time equivalents (FTEs) at the WARF. As such, funding for the part-time positions at the facility were based on a dollar-value basis, rather than an FTE basis and the budget for part-time positions was calculated based on current headcount. As requested by Town Council, in the FY 2025 proposed budget the department has calculated the estimated FTEs to run the facility based on factors such as operating hours and number of fitness classes.

As a result of this calculation, we now have an FTE budget as well as a dollar-value budget (FTE budget \*current weighted average rate), which the facility will need to operate within.

The FTEs that are worked by part-time staff in the proposed FY 2025 budget are based on the below chart:

Position	Estimated Hours							Weekly Estimated Hours	Full-Time Equivalent
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday		
<b>Water Safety Instructors</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>30</b>	<b>0.75</b>
Group Swim Lessons	2	3	3	3	3	3	3	20	0.50
Private Swim Lessons	3	3	3	3	3	3	2	10	0.25
<b>Fitness Instructors</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>75</b>	<b>1.88</b>
Group Fitness Classes	10	10	10	10	10	10	10	60	1.50
Personal Training	3	4	4	4	5	5	5	15	0.38
<b>Front Desk</b>	<b>28</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>28</b>	<b>221</b>	<b>5.53</b>
Customer Service Specialists	6	9	9	9	9	9	6	57	1.43
Customer Service Specialists	11	16.5	16.5	16.5	16.5	16.5	11	105	2.61
Managers on Duty	11	7.5	7.5	7.5	7.5	7.5	11	60	1.49
<b>Guards</b>	<b>55</b>	<b>73.5</b>	<b>73.5</b>	<b>73.5</b>	<b>73.5</b>	<b>73.5</b>	<b>55</b>	<b>478</b>	<b>11.94</b>
Headguards	11	16.5	16.5	16.5	16.5	16.5	11	105	2.61
Lifeguards	11	16.5	16.5	16.5	16.5	16.5	11	105	2.61
Lifeguards	11	16.5	16.5	16.5	16.5	16.5	11	105	2.61
Lifeguards	11	12	12	12	12	12	11	82	2.05
Lifeguards	11	12	12	12	12	12	11	82	2.05

Total Estimated FTEs 20.09

The calculated FTEs are then multiplied by the current weighted average salary for each position, producing the proposed cost associated with each part-time position:

Position	FTE	Weighted Average Rate	FY 2025 Proposed Base Wages*
Water Safety Instructors	0.75	\$ 20.63	\$ 32,183
Fitness Instructors	1.88	30.77	120,003
Customer Service Specialists	4.04	15.51	130,253
Managers on Duty	1.49	19.30	59,714
Headguards	2.61	17.19	93,410
Lifeguards	9.33	15.39	298,504
<b>Total</b>	<b>20.09</b>		<b>\$ 734,068</b>

\*Base wages do not include the impact of FY 2025 COLA or merit raises.

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$799,173	\$827,524	\$913,360	\$1,140,530	\$227,170	25%
OPERATING	\$786,918	\$908,392	\$681,950	\$778,103	\$96,153	14%
CAPITAL OUTLAY	\$16,815	\$34,352	\$20,000	\$20,000	\$0	0%
<b>EXPENSES TOTAL</b>	<b>\$1,602,905</b>	<b>\$1,770,268</b>	<b>\$1,615,310</b>	<b>\$1,938,633</b>	<b>\$323,323</b>	<b>20%</b>

## STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Aquatic Center	20.19	19.32	15.37	26.00	23.79
<b>FTE AMOUNT</b>	<b>20.19</b>	<b>19.32</b>	<b>15.37</b>	<b>26.00</b>	<b>23.79</b>

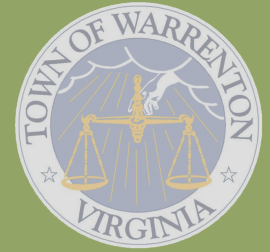
## BUDGET REQUEST / ANALYSIS

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The proposed FY 2025 budget for the WARF has increased over the adopted FY 2024 budget. The increase in the personnel category is driven by increases in both full-time and part-time salaries for the department. Full-time salaries are budgeted to increase due to the Recreation Building Engineer now being allocated to the department, this impact was partially offset by the Fitness Supervisor being allocated 30% to the administration department for FY 2025. Part-time salaries are budgeted to increase when compared to the adopted FY 2024 budget based on the above calculations for hours worked and wages of the part-time staff. Operating expenses have also increased due to projected increases in costs associated with contractual repairs and maintenance at the facility as well as costs for processing payments through the recreation management software. Capital outlay for equipment has remained flat year over year.

# PARKS

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## PROGRAM DESCRIPTION

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The goal of the parks department is to maintain the Town's park facilities to provide high quality outdoor park facilities, open space, cultural programs and services for Town residents as well as visitors. The Town maintains Eva Walker Park, Rady Park, Sam Tarr Park, Academy Hill Park, Fun for All Playground, Skateboard Park, the Dog Park, and the lake, grounds, and trails at the WARF complex.

## CURRENT STAFFING

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In FY 2025, one (1) part-time maintenance worker previously allocated to public work has been moved to the parks department. The public works department will continue to provide additional staff for the maintenance and upkeep of our park facilities.

## FY 2024 HIGHLIGHTS

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- Won an award for the Eva Walker Commemorative Garden at the Virginia Parks and Recreation Society Annual Conference.
- Started Phase 1 of Eva Walker Master Plan and will be completed in FY 25.
- Hosted our first Dog-a-Palooza at the Dog Park.
- Warrenton Town Limits Festival returned to the full scale event.

## KEY PROJECTS IN FY 2025

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- ADA Playgrounds funded by ARPA

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$19,767	\$1,494	\$100	\$41,154	\$41,054	41,054%
OPERATING	\$144,889	\$177,927	\$253,454	\$215,360	(\$38,094)	(15%)
CAPITAL OUTLAY	\$0	\$0	\$7,500	\$7,500	\$0	0%
<b>EXPENSES TOTAL</b>	<b>\$164,656</b>	<b>\$179,421</b>	<b>\$261,054</b>	<b>\$264,014</b>	<b>\$2,960</b>	<b>1%</b>

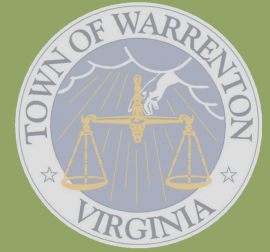
### STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Parks	2.82	0.36	0.36	0.00	0.73
<b>FTE AMOUNT</b>	<b>2.82</b>	<b>0.36</b>	<b>0.36</b>	<b>0.00</b>	<b>0.73</b>

## BUDGET REQUEST / ANALYSIS

The proposed FY 2025 parks budget reflects a slight increase over the FY 2024 adopted budget. Projected operating expenses were reduced based on actual expenditures in prior years. The decrease in operating was offset by the increase in personnel due to a part-time maintenance worker now being 100% allocated to the department. In FY 2024, the only budgeted personnel expense was \$100 in overtime for work done by public works employees. Capital outlay for playground equipment has remained flat year over year.

# PARKS AND RECREATION ADMINISTRATION



## PROGRAM DESCRIPTION

This budget supports parks and recreation's various programs to ensure they perform and function effectively and efficiently. This administrative effort provides leadership, direction, oversight, management, technical assistance, contract management, and staff training assistance. The department's workload includes management of the WARF, five (5) parks, the Fun for All Playground, Skateboard Park, Dog Park and the lake feature. The administration coordinates with other Town departments, Town Council and the Town Manager. Policies and procedures are developed, reviewed, revised, and implemented.

## CURRENT STAFFING

The department consists of a Director, Operations and Contracts Technician, a Facility Services Manager, and a Special Events & Recreation Program Coordinator. The Fitness Supervisor is allocated 30% to this department. The department has eliminated the Assistant Director position and plans to utilize the upgrade of the Facility Services Coordinator to a Manager, Special Events & Recreation Program Coordinator, and allocation of the Fitness Supervisor to ensure all duties are covered.

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$325,896	\$347,267	\$542,715	\$470,558	(\$72,157)	(13%)
OPERATING	\$40,663	\$60,224	\$43,000	\$13,100	(\$29,900)	(70%)
<b>EXPENSES TOTAL</b>	<b>\$366,559</b>	<b>\$407,492</b>	<b>\$585,715</b>	<b>\$483,658</b>	<b>(\$102,057)</b>	<b>(17%)</b>

### STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Parks Administration	3.69	3.73	5.75	5.00	4.30
<b>FTE AMOUNT</b>	<b>3.69</b>	<b>3.73</b>	<b>5.75</b>	<b>5.00</b>	<b>4.30</b>

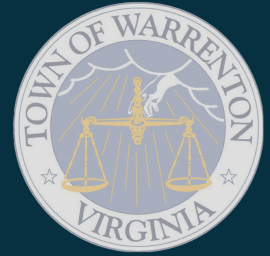
## BUDGET REQUEST / ANALYSIS

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The proposed FY 2025 parks and recreation administration budget reflects a decrease over the adopted FY 2024 budget. The decrease in personnel expenses is due to the elimination of the Assistant Director position, partially offset by the position upgrade for the Facility Services Manager and the partial allocation of the Fitness Supervisor. Operating expenses are related to training for staff and general purchasing for the department, which have been reduced to align with actual spending in prior years.



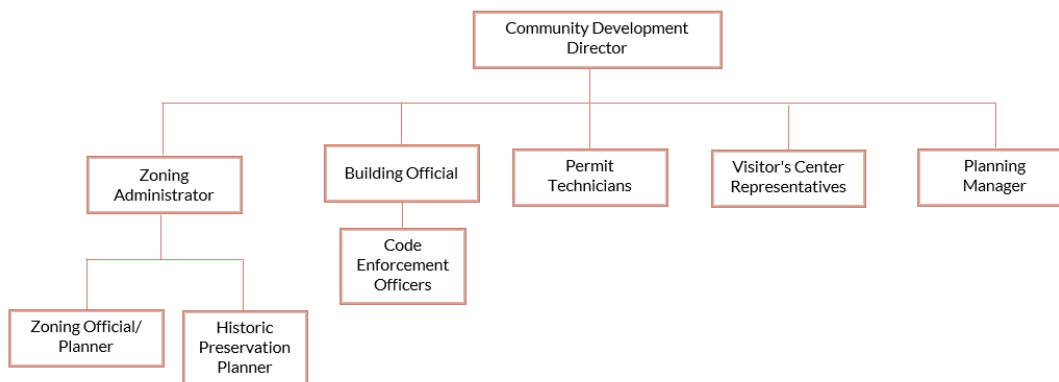
# COMMUNITY DEVELOPMENT



## FUNCTION OVERVIEW

The Community Development Department oversees the Town’s built and physical environments. The Department is responsible for current planning, long-range planning, building and zoning permits, erosion and sediment control, and inspections. The Department enforces the Zoning and Subdivision Ordinance, Building Code, Fire Code, Town Code, and Historic District Guidelines. The Department provides research, data, and staff support for the Town Council, Planning Commission, Board of Zoning Appeals, Architectural Review Board, and acts as a liaison to multiple outside organizations such as Rappahannock-Rapidan Planning District Commission (PD9) and Fauquier County Committees. All land use applications and plans for new construction are reviewed and approved through Community Development along with updates to the Town’s Comprehensive Plan, development review ordinances (Zoning, Subdivision, and Historic District Guidelines) and the Capital Improvement Plan.

## CURRENT STAFFING



# BUDGET SUMMARY

The total budget for this function has decreased as compared to FY 2024. Detail for each of the departments listed above is provided in the following pages.

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
DEVELOPMENT SERVICES	\$498,113	\$616,234	\$745,720	\$741,044	(\$4,676)	(1%)
PLANNING	\$494,630	\$488,160	\$507,681	\$484,946	(\$22,735)	(4%)
VISITOR CENTER	\$32,818	\$31,364	\$75,076	\$73,319	(\$1,757)	(2%)
PLANNING COMMISSION	\$17,905	\$25,775	\$20,126	\$20,127	\$1	0%
BOARD OF ZONING APPEALS	\$2,980	\$7,129	\$3,000	\$2,750	(\$250)	(8%)
ARCHITECTURAL REVIEW BOARD	\$3,325	\$2,396	\$8,094	\$6,595	(\$1,499)	(19%)
ECONOMIC DEVELOPMENT	\$102,405	\$51,374	\$0	\$0	\$0	-
<b>EXPENSES TOTAL</b>	<b>\$1,152,175</b>	<b>\$1,222,432</b>	<b>\$1,359,697</b>	<b>\$1,328,781</b>	<b>(\$30,916)</b>	<b>(2%)</b>

## COMMUNITY DEVELOPMENT PERMITS & FEES REVENUES

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
PERMITS & OTHER LICENSES	\$207,878	\$219,987	\$288,064	\$185,132	(\$102,932)	(36%)
<b>REVENUES TOTAL</b>	<b>\$207,878</b>	<b>\$219,987</b>	<b>\$288,064</b>	<b>\$185,132</b>	<b>(\$102,932)</b>	<b>(36%)</b>

## COMMUNITY DEVELOPMENT MISCELLANEOUS REVENUE

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
COUNTY OF FAUQUIER (VISITOR CENTER)	\$42,600	\$42,600	\$42,600	\$42,600	\$0	0%
<b>REVENUES TOTAL</b>	<b>\$42,600</b>	<b>\$42,600</b>	<b>\$42,600</b>	<b>\$42,600</b>	<b>\$0</b>	<b>0%</b>

**Goals, Objectives, and Performance Metrics**

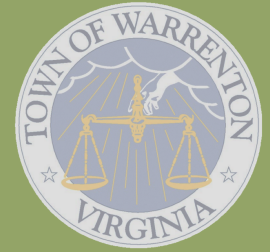
**Mission:** To provide outstanding customer service and enhance the quality of life for all residents and businesses within the Town.

The following goals and objectives have been identified by Community Development:

Goals	Objectives	Performance Metrics
Continue Improvements to OpenGov	<ul style="list-style-type: none"> <li>• OpenGov allows applicants to apply online. We are expanding the application types to include applications with Public Works/Public Utilities</li> </ul>	<ul style="list-style-type: none"> <li>• Use of online application portal by residents and contractors.</li> </ul>
		<ul style="list-style-type: none"> <li>• Ease of use for set-up and tracking of permits.</li> </ul>
		<ul style="list-style-type: none"> <li>• Ability for online payments.</li> </ul>
		<ul style="list-style-type: none"> <li>• Ability to track permits online and communicate with Town staff to streamline the permitting process.</li> </ul>
Septic Remediation	<ul style="list-style-type: none"> <li>• State has awarded the Town \$750K to proceed with the project.</li> </ul>	<ul style="list-style-type: none"> <li>• Removal of existing drain fields.</li> </ul>
	<ul style="list-style-type: none"> <li>• RK&amp;K has been hired to administer the grant.</li> </ul>	<ul style="list-style-type: none"> <li>• Use of grants to offset cost to hook-up to public sewer.</li> </ul>
Property Maintenance and Zoning Ordinance Enforcement	<ul style="list-style-type: none"> <li>• Influx of complaints to address throughout the Town. Over 60 active enforcement cases currently.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve cooperation and abatement of violations as quickly as possible.</li> </ul>
	<ul style="list-style-type: none"> <li>• Continue processing large amount of Building Permit Applications.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Work with property owners on valid complaints.</li> </ul>	
Affordable Housing	<ul style="list-style-type: none"> <li>• Create more attainable housing opportunities in the Town.</li> </ul>	<ul style="list-style-type: none"> <li>• Update Zoning Ordinance to facilitate inclusionary zoning. Update underway - Clarion has been hired to help.</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop key areas that will create the most impact in creating attainable housing.</li> </ul>
Historic District Survey	<ul style="list-style-type: none"> <li>• Update the State's Historic Boundary to match the Town's existing Historic District.</li> </ul>	<ul style="list-style-type: none"> <li>• Waiting for State's Approval</li> </ul>
	<ul style="list-style-type: none"> <li>• Historic Preservation Planner has completed the Town's part needed for State approval.</li> </ul>	

# DEVELOPMENT SERVICES

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## PROGRAM DESCRIPTION

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The development services department provides support in the areas of zoning, erosion and sediment control, community development, and administration. The department enforces the regulations of the Zoning and Subdivision Ordinance, Building Code and the Town Code. The department also provides research and support for the Town Council, Board of Zoning Appeals, and Architectural Review Board. All plans for new construction, rehabilitation of existing structures and development of properties in the Town are reviewed and approved by the development services department. Additionally, the department is responsible for development review ordinances, rendering zoning verifications and determinations, addressing, reviewing and updating ordinances; all inspections for the Town to ensure compliance with Federal, State and Local ordinances for the protection of public health and safety with respect to the occupancy and sufficiency of property use and development. Inspection activities include building and fire code compliance, soil and erosion control, site development, utilities and zoning consistency. The department also enforces the Building Maintenance and Fire Prevention Codes, provides technical advice to citizens, contractors and business owners, aids in the Town execution of public projects, and assists other Town staff members.

The department delivers a high level of service to the public and ensures a minimum standard of compliance with Town ordinances based upon both the mission and value statements adopted by the Town Council. The department strives to keep citizens, contractors, businesses and other staff members up to date on any Zoning Ordinance and Building Code changes.

Building inspections are supported by the fees charged for the plan review and field work scheduled as part of the application process. The Town building fees continue to be reviewed to ensure that they sustain the services provided by the Town and reflect the appropriate cost of the permit and inspection process. Community Development monitors nearby and similar communities and the cost of Town services to update fees as appropriate. The use of outside expertise and professional services to accommodate the inspection load without arbitrarily increasing staff as a part of the budget has been an effective tool in assuring reasonable responses to the building community at the most cost-effective means.

## CURRENT STAFFING

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The development services department is staffed by two (2) Code Enforcement Officers, a Zoning Administrator, and the Building Official, who are allocated 100% to the department. The Director of Community Development is split 50/50 between this department and the planning department. Two (2) Permit Technicians and a Zoning Official are split 75/25 with Stormwater Management Fund.

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$419,015	\$511,009	\$719,970	\$724,044	\$4,074	1%
OPERATING	\$79,098	\$105,225	\$25,750	\$17,000	(\$8,750)	(34%)
<b>EXPENSES TOTAL</b>	<b>\$498,113</b>	<b>\$616,234</b>	<b>\$745,720</b>	<b>\$741,044</b>	<b>(\$4,676)</b>	<b>(1%)</b>

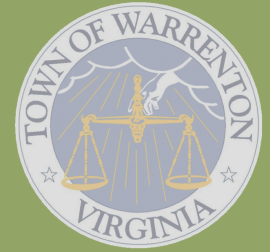
### STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Development Services	4.48	4.72	4.97	6.75	6.75
<b>FTE AMOUNT</b>	<b>4.48</b>	<b>4.72</b>	<b>4.97</b>	<b>6.75</b>	<b>6.75</b>

## BUDGET REQUEST / ANALYSIS

The proposed budget for FY 2025 reflects an overall decrease over the adopted FY 2024 budget. The increase in personnel is related to COLA and merit raises for staff, partially offset by a reduction in the projected need for overtime in the department. Operating expenditures are comprised of training, postage, purchasing, and professional services for the department and have been decreased in line with actual spending in prior years.

# PLANNING



## PROGRAM DESCRIPTION

The planning department provides support in the areas of current land use, legislative cases, transportation, long-range planning, community development and administration. The department provides research and support for the Town Council, Planning Commission, and Architectural Review Board. Additionally, the department is responsible for development and review of the Historic District Design Guidelines.

## CURRENT STAFFING

The planning department consists of a Planning Manager and a Historic Preservation Planner. The Director of Community Development is split 50/50 between the planning department and development services department.

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$320,238	\$329,061	\$352,822	\$364,545	\$11,723	3%
OPERATING	\$174,392	\$159,099	\$153,859	\$120,401	(\$33,458)	(22%)
CAPITAL OUTLAY	\$0	\$0	\$1,000	\$0	(\$1,000)	(100%)
<b>EXPENSES TOTAL</b>	<b>\$494,630</b>	<b>\$488,160</b>	<b>\$507,681</b>	<b>\$484,946</b>	<b>(\$22,735)</b>	<b>(4%)</b>

### STAFFING SUMMARY

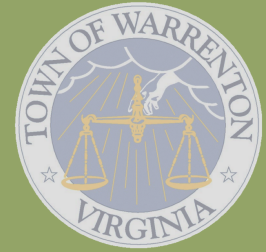
Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Planning	4.14	4.14	4.39	2.50	2.50
<b>FTE AMOUNT</b>	<b>4.14</b>	<b>4.14</b>	<b>4.39</b>	<b>2.50</b>	<b>2.50</b>

## BUDGET REQUEST / ANALYSIS

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The proposed budget for FY 2025 reflects an overall decrease when compared to the adopted FY 2024 budget. The increase in personnel expenses is due to COLA and merit raises for staff. The decrease in operating expenses is related to reductions in projected expenses related to professional services and maintenance contracts. There was also previously a budget for advertising in this budget that has been removed as all required ads are charged to the Town Council or relevant board. There is no requested capital outlay in the proposed FY 2025 budget.

# VISITOR'S CENTER



## PROGRAM DESCRIPTION

The Warrenton-Fauquier Visitor's Center is open five (5) days a week to provide tourism and information services to the public about the Town and surrounding area. The Visitor's Center is located at 21 Main Street.

## CURRENT STAFFING

The Visitor's Center is staffed by two (2) part-time positions.

## BUDGET SUMMARY

### Visitor's Center Expenses

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$22,310	\$18,136	\$67,526	\$69,269	\$1,743	3%
OPERATING	\$10,508	\$13,228	\$7,550	\$4,050	(\$3,500)	(46%)
<b>EXPENSES TOTAL</b>	<b>\$32,818</b>	<b>\$31,364</b>	<b>\$75,076</b>	<b>\$73,319</b>	<b>(\$1,757)</b>	<b>(2%)</b>

### VISITOR'S CENTER REVENUES

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
COUNTY OF FAUQUIER (VISITOR CENTER)	\$42,600	\$42,600	\$42,600	\$42,600	\$0	0%
<b>REVENUES TOTAL</b>	<b>\$42,600</b>	<b>\$42,600</b>	<b>\$42,600</b>	<b>\$42,600</b>	<b>\$0</b>	<b>0%</b>

### STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Visitor Center	1.00	1.00	1.00	1.45	1.45
<b>FTE AMOUNT</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.45</b>	<b>1.45</b>

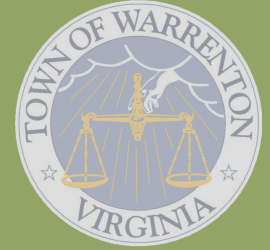


## BUDGET REQUEST / ANALYSIS

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The FY 2025 proposed budget reflects a decrease compared with the adopted FY 2024 budget. The increase in personnel is related to COLA and merit raises for staff. Operating expenditures are related to postage, printing, and purchasing and have been reduced based on actual spending in prior years. In order to qualify as a Certified Tourist Information Center in Virginia, the Visitor's Center must be open year-round a minimum of five (5) days per week, two (2) of which should be Saturday and Sunday. As such, the Visitor's Center is staffed five (5) days a week. Funding in the amount of \$42,600 is provided annually by Fauquier County to support the efforts of the Visitor's Center. This results in a net expenditure to the Town for FY 2025 of \$30,719.

# PLANNING COMMISSION



## PROGRAM DESCRIPTION

The Planning Commission is established by Town Code Section 2-161 as enabled by §15.2-2210 of the Code of Virginia. The Code of Virginia specifies in §15.2-2221 that the duties of Planning Commissions include the following tasks. To effectuate this chapter, the local planning commission shall:

1. Exercise general supervision of, and make regulations for, the administration of its affairs.
2. Prescribe rules pertaining to its investigations and hearings.
3. Supervise its fiscal affairs and responsibilities, under rules and regulations as prescribed by the governing body.
4. Keep a complete record of its proceedings; and be responsible for the custody and preservation of its papers and documents.
5. Make recommendations and an annual report to the governing body concerning the operation of the commission and the status of planning within its jurisdiction.
6. Prepare, publish and distribute reports, ordinances and other material relating to its activities.
7. Prepare and submit an annual budget in the manner prescribed by the governing body of the county or municipality.
8. If deemed advisable, establish an advisory committee or committees.

## CURRENT STAFFING

The Planning Commission consists of a minimum of five (5) and a maximum of fifteen (15) members. The Planning Manager serves as staff support to the Commission.

## BUDGET SUMMARY

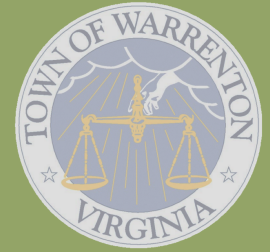
	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$13,495	\$12,272	\$11,626	\$11,627	\$1	0%
OPERATING	\$4,410	\$13,503	\$8,500	\$8,500	\$0	0%
<b>EXPENSES TOTAL</b>	<b>\$17,905</b>	<b>\$25,775</b>	<b>\$20,126</b>	<b>\$20,127</b>	<b>\$1</b>	<b>0%</b>

## BUDGET REQUEST / ANALYSIS

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The proposed budget for the Planning Commission for FY 2025 has remained flat year over year. Personnel expenses are driven by a monthly stipend paid to Planning Commissioners of \$125. Operating expenses consist of advertising, training, professional services, and printing for the Commission.

# BOARD OF ZONING APPEALS



## PROGRAM DESCRIPTION

The Board of Zoning Appeals (BZA) is established by the Code of Virginia to hear and decide upon requests for special exceptions and appeals from any order, decision or determination made by an administrative officer enforcing the Town’s Zoning or Subdivision Ordinance. The BZA also interprets the district zoning map in cases where uncertainty exists regarding the location of a district boundary and authorizes variances from the strict terms of the Zoning Ordinance where a clear hardship can be demonstrated. Nominations for the BZA are solicited by Town Council from the general public and are representative of the Town at-large. Recommendations for appointment are made to and approved by the Fauquier County Circuit Court.

## CURRENT STAFFING

The BZA consists of Chairman, Vice-Chairman and three (3) members. The Zoning Administrator and Town Attorney provide staff support. The BZA strives to provide quality and timely services to those citizens seeking action. The meetings are regularly scheduled on the first Tuesday of each month.

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$2,019	\$4,844	\$0	\$0	\$0	-
OPERATING	\$962	\$2,285	\$3,000	\$2,750	(\$250)	(8%)
<b>EXPENSES TOTAL</b>	<b>\$2,980</b>	<b>\$7,129</b>	<b>\$3,000</b>	<b>\$2,750</b>	<b>(\$250)</b>	<b>(8%)</b>

## BUDGET REQUEST / ANALYSIS

The proposed budget for the Board of Zoning Appeals reflects a slight decrease. Operating expenditures include costs for advertising, printing, training, and professional services.

# ARCHITECTURAL REVIEW BOARD



## PROGRAM DESCRIPTION

The Architectural Review Board's (ARB) primary function is to review applications for construction, reconstruction, substantial exterior alteration, demolition, relocation and signage within the Town's Historic District. In addition, the ARB assists the Town Council, Planning Commission and property owners in matters involving historically significant sites and buildings; advises owners of historic landmarks or contributing structures on preservation efforts; and proposes additions to the Historic District. The ARB is supported by Town staff, which prepares reports for their review, schedules meetings and provides general administrative support.

Specific architectural services are obtained on occasion to advise the ARB on unique structural details as the need arises. The ARB meets monthly on the fourth Thursday and often meets on an as-needed basis to accommodate the needs of Town citizens.

## CURRENT STAFFING

The ARB consists of a Chairman, Vice-Chairman and three (3) other members appointed by the Town Council. The Planner provides staff support to the Board.

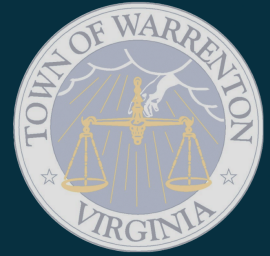
## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$2,826	\$0	\$4,844	\$4,845	\$1	0%
OPERATING	\$499	\$2,396	\$3,250	\$1,750	(\$1,500)	(46%)
<b>EXPENSES TOTAL</b>	<b>\$3,325</b>	<b>\$2,396</b>	<b>\$8,094</b>	<b>\$6,595</b>	<b>(\$1,499)</b>	<b>(19%)</b>

## BUDGET REQUEST / ANALYSIS

The proposed budget for the Architectural Review Board for FY 2025 shows a decrease compared to the adopted FY 2024 budget. Personnel expenses are driven by a monthly stipend paid to members of \$75. Operating expenses are related to professional services and purchasing and have been reduced based on actual spending in prior years.

# CONTRIBUTIONS TO OUTSIDE AGENCIES



## PROGRAM DESCRIPTION

Contributions to outside agencies support community organizations that provide health and welfare services, education, arts and cultural programs, entertainment, and enrichment to the citizens of the Town. The proposed FY 2025 budget included level funding with FY 2024 for each agency. Further information on each agency, their requested contribution amount, and one (1) new contribution request received this fiscal year are further detailed in the budget request/analysis section below.

## BUDGET SUMMARY

DESCRIPTION	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 ADOPTED	FY2025 REQUESTED	FY 2025 PROPOSED
Aging Together	\$4,250	\$4,250	\$4,250	\$5,000	\$4,250
Boys & Girls Club of Fauquier	7,650	7,650	7,650	10,000	7,650
Fauquier Community Action Committee	7,650	7,650	7,650	7,650	7,650
Fauquier Community Child Care	3,443	3,443	3,443	5,000	3,443
Fauquier Food Bank	2,869	2,869	2,869	5,000	2,869
Fauquier County Youth Orchestra	1,750	1,750	-	-	-
Fauquier Family Shelter Services	5,126	5,126	5,126	8,000	5,126
Fauquier Free Clinic	7,650	7,650	7,650	10,000	7,650
Fauquier Historical Society	-	15,300	7,650	12,000	7,650
Hospice Support of Fauquier	4,250	4,250	4,250	5,000	4,250
Laurel Ridge Community College	5,738	5,738	5,738	6,000	5,738
Literacy Volunteers	1,913	1,913	1,913	2,500	1,913
Piedmont Dispute Resolution Center	765	765	765	765	765
Hope Heals	-	-	-	25,000	-
<b>TOTAL</b>	<b>\$53,054</b>	<b>\$68,354</b>	<b>\$58,954</b>	<b>\$101,915</b>	<b>\$58,954</b>

## BUDGET REQUEST / ANALYSIS

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### **Aging Together**

Aging Together provides programs and services to older adults in Warrenton. The program is a collaborative effort built on an alliance of organizations and individuals who actively participate in one or more County Teams and regional committees and work together across agencies, counties and interest areas. The program exists primarily due to the work of hundreds of volunteers who demonstrate the motivation and passion that make our communities better as we grow older. It has been recognized by state and national organizations as a leader in the field of aging. The organization requested a \$5,000 contribution.

### **Boys & Girls Club of Fauquier**

The mission of the Boys & Girls Club is to help boys and girls of all backgrounds, especially those in need, to build confidence, to develop character and to acquire the skills needed to become productive, civic-minded, responsible adults. The organization requested a \$10,000 contribution.

### **Fauquier Community Action Committee (Head Start/Bright Stars Program)**

The Fauquier Community Action Committee (FCAC) Head Start/Bright Stars program provides a quality comprehensive preschool program to children and families of low income in Fauquier County. The program is offered to 3- and 4-year-olds that meet the federal income poverty guidelines. The organization requested a \$7,650 contribution.

### **Fauquier Community Child Care**

The Fauquier Community Child Care (FCCC) program, which provides affordable childcare in concert with Fauquier County Public Schools, provides an important childcare service to Warrenton residents at Brumfield, Bradley and P.B. Smith Elementary Schools. The organization requested a \$5,000 contribution.

### **Fauquier Community Food Bank / Thrift Store**

The Fauquier Community Food Bank / Thrift Store provides food and household provisions to residents of Fauquier County living below federal poverty guidelines. The organization requested a \$5,000 contribution.

### **Fauquier Family Shelter Services**

Fauquier Family Shelter Services (FFSS) was established in 1988 by concerned individuals and social service agencies to alleviate the pain of poverty and homelessness in Fauquier County. FFSS provides the only emergency shelter in the County and provides an intensive one-year program at nearby Vint Hill to assist families in transitioning from being homeless to maintaining stable and independent living. The organization requested a \$8,000 contribution.

### **Fauquier Free Clinic**

The Clinic provides primary medical care to uninsured residents with a special effort to include all children. Local practitioners who volunteer their time and talent provide all medical and dental care. The Town's donation will be used to purchase medications for uninsured residents of the Town and to support operations. The organization requested funding of \$10,000.

### **Fauquier Historical Society**

The Fauquier Historical Society operates the Old Jail Museum, which is centrally-located in the Town of Warrenton and open six days a week. The purpose of the organization is to preserve and maintain objects, documents and other memorabilia of historic interest pertaining to the County of Fauquier, the Commonwealth of Virginia, or the United States. Please note FY 2023 consisted of the contribution for both FY 2022 and FY 2023. The organization requested a \$12,000 contribution.

### **Hospice Support of Fauquier**

Hospice Support of Fauquier is a non-profit organization with a mission to provide non-medical supportive care to people with chronic disease or life-threatening illness, and their caregivers. Hospice Support of Fauquier has received contributions from the Town in years past. The organization requested a \$5,000 contribution.

**Laurel Ridge Community College Foundation**

Since 2017, the Town has provided funding to offer two scholarships for one year for Town of Warrenton residents. The program consists of an academic scholarship and a work force scholarship. LRCC requested funding of \$6,000.

**Literacy Volunteers of Fauquier County**

The overarching goals of Literacy Volunteers of Fauquier County (LVFC) are to improve the reading, writing, basic communication, study and computer skills of adults in our community and to promote learning as a fundamental goal. LVFC provides these services at their headquarters in Warrenton, the Warrenton Library and at other cooperative sites throughout the County. They also provide one-on-one tutoring in reading, writing, and math skills as well as English as a Second Language (ESL). The organization requested funding in the amount of \$2,500.

**Piedmont Dispute Resolution Center**

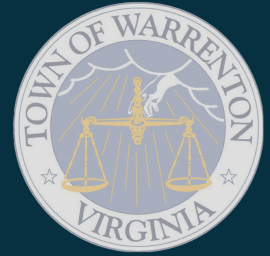
The staff at the Piedmont Dispute Resolution Center works with the court system and are assigned by the courts to a wide range of mediation responsibilities involving juvenile and domestic abuse, domestic problems, divorce, and juvenile issues. In addition, the Center trains peer mediators for the school system who are often able to resolve issues between students before they escalate into serious problems. The organization requested funding of \$765.

**Hope Heals**

Hope Heals Community Freestore provides free clothing, shoes, accessories, linens, baby gear, and more to the Town of Warrenton and surrounding areas. The founder and president of Hope Heals requested funding for the operations of the Freestore which is located on Falmouth Street in Town. The organization requested funding of \$25,000. Since this is a first time request and the proposed budget includes flat funding with FY 2024, this amount is not included in the proposed FY 2025 budget.



# NONDEPARTMENTAL



## PROGRAM DESCRIPTION

This function includes the funding for Transportation Services, the Main Street Program, Virginia Commission for the Arts, and the Warrenton Volunteer Fire Company.

## BUDGET SUMMARY

DESCRIPTION	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	Change
Transportation Services	\$127,795	\$127,795	\$165,666	\$174,009	\$8,343
Main Street Program	65,000	65,000	65,000	65,000	-
VA Commission for the Arts (VCA)- Creative Community Partnership	9,000	9,000	9,000	9,000	-
Warrenton Caboose	850	850	-	-	-
Warrenton Volunteer Fire Company	-	150,000	150,000	150,000	-
VA Department of Fire Programs (VDFP) - Aid to Localities (ATL)	-	-	-	45,281	45,281
<b>TOTAL</b>	<b>\$ 202,645</b>	<b>\$ 352,645</b>	<b>\$ 389,666</b>	<b>\$ 443,290</b>	<b>\$ 53,624</b>
<b>Associated Revenue</b>					
Path Foundation Transportation Services Cost Share	\$46,825	\$50,727	\$53,429	\$55,000	\$ 1,571
VCA CCP Grant	4,500	4,500	4,500	4,500	-
VDFP ATL Grant	-	-	-	45,281	45,281
<b>NET EXPENDITURE</b>	<b>\$ 151,320</b>	<b>\$ 297,418</b>	<b>\$ 331,737</b>	<b>\$ 338,509</b>	<b>\$ 6,772</b>

## BUDGET REQUEST / ANALYSIS

### Transportation Services

Operated by Virginia Regional Transit (VRT), the Circuit Rider provides access to affordable transportation for Town residents. The program is funded by a combination of federal funding covers, funding through the Town, and funding from the state. The Town will continue to fund the federally-prescribed local match. For FY 2025 the total required match has increased to \$174,009 due to the addition of an on-demand service. The PATH Foundation has committed \$55,000 to offset the Town's cost-share.

### Main Street Program

The Main Street Program function is provided by Experience Old Town Warrenton (EOTW), a community non-profit organization committed to building a Main Street District of thriving businesses, history, and social activities. The Program envisions a vibrant, beautified Old Town Warrenton with a focus on a dynamic, organized district of retail and restaurants that preserves and builds upon our historic character. Such vitality fosters opportunities for growth: economically, socially, and culturally.

This vision supports and attracts businesses and visitors, and just as importantly, directly enhances the quality of life for the residents of our community. EOTW has requested \$65,000 for FY 2025.

**Virginia Commission for the Arts (VCA) Creative Communities Partnership (CCP) Program**

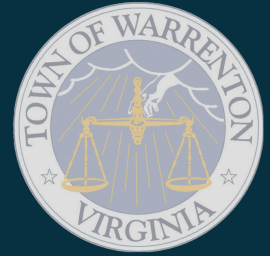
This program typically funds a Summer Concert Series in the Town. A grant through VCA provides half of the total funding from the Town.

**Warrenton Volunteer Fire Company**

Until mid-FY 2022, the Town of Warrenton provided support to the Warrenton Volunteer Fire Company in the form of funding for two full-time firefighters and a capital allocation of \$150,000 for the maintenance and upgrade of its apparatus. Although the fire and rescue services personnel have transferred to Fauquier County, the Town continues to provide the capital support in the amount of \$150,000.

**VA Department of Fire Programs (VD FP) - Aid to Localities (ATL)**

The Town acts as a pass-through to the fire department for the Aid to Localities grant from VD FP. The grant provides funding for the daily operating expenses of fire departments. There is no net impact on the FY 2025 budget related to this grant as the entire amount is received as revenue and then passed on to the fire department as an expense.



# DEBT SERVICE

## PROGRAM DESCRIPTION

This function includes the funding for principal and interest payments for General Fund lease/purchase agreements and general obligation bonds.

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
DEBT SERVICE	\$11,326,170	\$859,119	\$824,238	\$822,972	(\$1,266)	0%
<b>EXPENSES TOTAL</b>	<b>\$11,326,170</b>	<b>\$859,119</b>	<b>\$824,238</b>	<b>\$822,972</b>	<b>(\$1,266)</b>	<b>0%</b>

## BUDGET REQUEST / ANALYSIS

Debt service payments totaling \$822,972 are budgeted for FY 2025. This consists of \$525,000 in principal payments and \$297,972 in interest payments. The chart to the right shows the principal and interest requirements in support of each issuance.

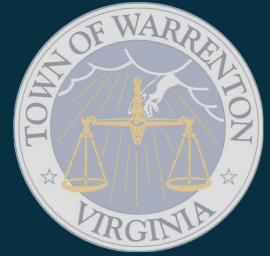
Issued for	Principal	Interest	Total
WARF	\$405,000	\$190,522	\$595,522
Town Hall	120,000	107,450	227,450
<b>Total</b>	<b>\$525,000</b>	<b>\$297,972</b>	<b>\$822,972</b>

# ANNUAL DEBT SERVICE REQUIREMENTS

The chart below shows the annual debt service requirements for the current issuances in the General Fund:

Fiscal Year	Governmental Activities		
	Principal	Interest	Total
2024	500,000	324,238	824,238
2025	525,000	297,972	822,972
2026	560,000	270,169	830,169
2027	585,000	240,828	825,828
2028	615,000	210,078	825,078
2029	650,000	177,663	827,663
2030	680,000	143,581	823,581
2031	720,000	107,706	827,706
2032	755,000	69,909	824,909
2033	240,000	46,063	286,063
2034	250,000	37,656	287,656
2035	255,000	31,041	286,041
2036	260,000	25,569	285,569
2037	265,000	20,106	285,106
2038	270,000	14,653	284,653
2039	275,000	8,978	283,978
2040	285,000	3,028	288,028
	<b>7,690,000</b>	<b>2,029,238</b>	<b>9,719,238</b>

# TRANSFERS



## PROGRAM DESCRIPTION

This function accounts for the transfer of funds from the General Fund to other funds as necessary to supplement operations and capital programs.

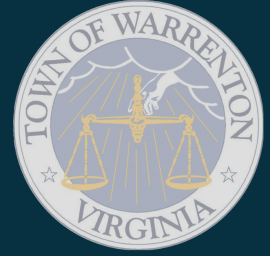
## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
TRANSFER TO CAPITAL PROJECTS	\$685,634	\$0	\$2,770,359	\$1,584,002	(\$1,186,357)	(43%)
TRANSFER TO GEN ASSET RPLMT FUND	\$1,015,110	\$0	\$1,431,350	\$1,765,000	\$333,650	23%
<b>EXPENSES TOTAL</b>	<b>\$1,700,744</b>	<b>\$0</b>	<b>\$4,201,709</b>	<b>\$3,349,002</b>	<b>(\$852,707)</b>	<b>(20%)</b>

## BUDGET REQUEST / ANALYSIS

The proposed FY 2025 transfers to the General Capital Project Fund and the General Asset Replacement Fund represent the total estimated costs of the projects budgeted in those funds. Total transfers are budgeted to decrease in FY 2025 due to the total decrease in General Fund capital expenditures.

# GENERAL CAPITAL PROJECT FUND



## PROGRAM DESCRIPTION

Budgeted amounts for the General Capital Project Fund are derived from the first year of the six-year Capital Improvement Plan (CIP) document each year. The CIP is updated annually, at which time the schedule and projects are evaluated, and any new projects may be added. General Capital Project Fund should be at least \$100,000 and have an estimated useful life of at least ten (10) years. The process begins in November when departments begin their work on the department recommended CIP. In January, the Town Manager meets with department staff to discuss recommended projects. The Town Manager’s recommended CIP may be presented to the Planning Commission at a work session so the Commission can ensure that all projects are in conformance with the Town’s Comprehensive Plan. During this time, the Town Manager works closely with the finance department to evaluate the feasibility of funding sources and the impact that projects will have on the operating budget. In April, the Town Manager presents the Town Manager’s proposed CIP to the Town Council along with the proposed budget. The first year of the CIP is adopted as part of the budget in June.

Revenue that is specifically related to projects is budgeted within the General Capital Project Fund, with the balance financed by a transfer from the General Fund.

## BUDGET SUMMARY

### GENERAL CAPITAL PROJECT FUND REVENUES

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
INTEREST REVENUE	\$1,414	\$5,566	–	\$0	\$0	–
FEDERAL GRANT REVENUE	\$280,712	\$0	\$0	\$0	\$0	–
TRANSFER FROM GENERAL FUND	\$685,634	\$0	\$2,770,359	\$1,584,002	(\$1,186,357)	(43%)
<b>REVENUES TOTAL</b>	<b>\$967,760</b>	<b>\$5,566</b>	<b>\$2,770,359</b>	<b>\$1,584,002</b>	<b>(\$1,186,357)</b>	<b>(43%)</b>

### GENERAL CAPITAL PROJECT FUND EXPENSES

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>	\$967,760	\$105,626	\$2,770,359	\$1,584,002	(\$1,186,357)	(43%)

# BUDGET SUMMARY

	PROPOSED BUDGET
ANNUAL PAVING SCHEDULE	\$800,000
WARF LIGHTING	\$215,000
WASHINGTON ST. SIDEWALK	\$200,000
CAPITAL PROJECTS CONTINGENCY	\$144,000
SIDEWALK HANDICAP RAMPS	\$100,000
IMPROVEMENTS TO MAIN STREET	\$73,002
PARK PAVILIONS	\$42,000
COURTHOUSE SQ. TRAFFIC STUDY	\$10,000
TOTAL	\$1,584,002

## PROJECT DESCRIPTIONS

**Annual Paving Schedule**

Paving was previously budgeted in the public works arterial and collector streets budget. Starting in FY 2025 the annual paving schedule will be reported as part of the CIP for easier tracking. The paving schedule for FY 2025 includes Blue Ridge Street, Branch Drive, Cleveland Street, Fletcher Drive, Hastings Lane, Jefferson Street, Monroe Street, Oak Springs Drive, Piedmont Street, Rappahannock Street, Willow Court, and Wilson Street.

**WARF Lighting**

This project has been included in the FY 2025 proposed budget to replace all lighting fixtures in the competition pool.

**Washington Street Sidewalk**

Construct a new sidewalk along Washington Street from Green Street to Elm Street. The plans have been designed and ready for construction. This section of sidewalk will connect the Greenway with Green Street and provide increased walkability.

**Capital Projects Contingency**

For FY 2025 a contingency is built into the budget for all capital projects. The contingency is set at 10% of total Town funding for each project and ensures that the Capital Improvement Plan is budgeted conservatively and takes into account the possibility for project overruns or the identification of additional work needed to complete project goals.

**Sidewalk Handicap Ramps**

Sidewalk improvements for handicap curb cut ramps are needed throughout Town. This project is an effort to bring sidewalks needing improvement and which are continuing to deteriorate to better meet Americans with Disabilities Act (ADA) accessibility needs.

**Improvements to Main Street**

As part of the Town's Main Street Improvement project to enhance the cross-walks and sidewalks. The project is programmed for VDOT Revenue Sharing project with a 50/50 cost share.

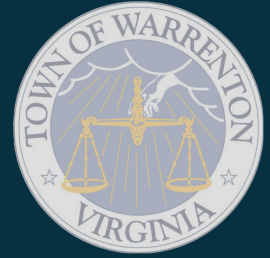
**Park Pavilions**

In FY 2025, this project involves the replacement of the pavilion in Sam Tarr park.

**Courthouse Square Traffic Improvement**

The objective is to improve vehicular and pedestrian safety. In FY 2025, the Traffic Task Force will continue to conduct tests for the best solution. The amount of funding for FY 2026 will depend on FY 2025 findings. If the solution is more complex and costly, the Town will develop a concept plan to apply for VDOT funding.

# GENERAL ASSET REPLACEMENT FUND



## PROGRAM DESCRIPTION

The purpose of the General Asset Replacement Fund is to plan for the ongoing replacement of the Town’s existing vehicles, equipment, and major systems. By annually updating a six-year Capital Asset Replacement Plan (CARP), the Town strives to provide cash funding to cover planned replacements.

The Town uses a fleet vehicle and equipment replacement plan, which utilizes metrics regarding vehicle maintenance and repair costs in addition to age and mileage to determine when it is more cost-effective for the Town to replace a vehicle. Another large category of expense is the maintenance and replacement of computers, servers and networks. The information technology plan calls for the replacement of such equipment based on the useful life of the assets.

## BUDGET SUMMARY

In the FY 2025 proposed budget, the General Asset Replacement Fund is funded by a transfer from the General Fund.

### GENERAL ASSET REPLACEMENT FUND REVENUES

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
ITEMS SOLD AT AUCTION	\$0	\$36,072	-	\$0	\$0	-
FEDERAL GRANT REVENUE	\$0	\$0	\$60,000	\$0	(\$60,000)	(100%)
TRANSFER FROM GENERAL FUND	\$1,015,110	\$0	\$1,431,350	\$1,765,000	\$333,650	23%
<b>REVENUES TOTAL</b>	<b>\$1,015,110</b>	<b>\$36,072</b>	<b>\$1,491,350</b>	<b>\$1,765,000</b>	<b>\$273,650</b>	<b>18%</b>

### GENERAL ASSET REPLACEMENT FUND EXPENSES

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>	\$1,015,110	\$440,393	\$1,491,350	\$1,765,000	\$273,650	18%



# GENERAL ASSET REPLACEMENT FUND EXPENDITURES

	PROPOSED BUDGET
WARF CHILLER REPLACEMENT	\$340,000
ERP SYSTEM	\$300,000
TRAFFIC LIGHT UPDATES	\$300,000
ROOF REPLACEMENT	\$180,000
HVAC REPLACEMENT	\$150,000
TOWN HALL FOUNDATION REPAIRS	\$140,000
GUARDRAIL REPLACEMENT	\$75,000
P25 RADIO REPLACEMENT	\$70,000
IT ASSET REPLACEMENT	\$65,000
ASPHALT RESURFACING	\$55,000
WARF STRUCTURAL REPAIRS	\$25,000
ENERGY MANAGEMENT	\$25,000
FITNESS EQUIPMENT REPLACEMENT	\$25,000
SIGN REPLACEMENT	\$15,000
<b>TOTAL</b>	<b>\$1,765,000</b>

## PROJECT DESCRIPTIONS

### **WARF Chiller Replacement**

The current chiller at the WARF is original to the building and approaching the end of its life cycle. This unit is responsible for cooling the building, as well as dehumidification of the aquatic areas. It runs continuously to prevent high humidity and to keep the temperature at the required levels for the pools and the building to operate. Currently, the compressors need monthly repairs. As these major components begin to fail, the repair costs will be high and lead times for replacement parts could leave the unit down for an extended time and could lead to larger issues. A complete replacement of the chiller is recommended at this time and will have new technology to better control the system and align with our HVAC system, as well as being more energy efficient.

### **Enterprise Resource Planning (ERP) System**

The Town is currently facing challenges with its legacy financial software, including limited support and a lack of interoperability with other systems. To enhance citizen services, the IT Department recommends the purchase and implementation of an ERP system. The goal of this all-in-one package is to centralize data management, providing real-time data for improved collaboration and decision-making. Additionally, an ERP would address issues such as a steep learning curve and the absence of modern features in the existing system. The scalability of an ERP allows for a phased rollout across Town departments, ensuring a smooth transition for both staff and citizens. Other anticipated benefits include streamlined processes, a reduction in human errors, and increased employee productivity, all of which contribute to the long-term success of the Town's operations.

### **Traffic Light Updates**

The FY 2025 project will connect the lights at Van Roijen Street and Waterloo street into a central traffic management system to handle the increased flow of traffic coming from neighboring communities. Further, the project will focus on replacing the aging detection hardware and controllers at Blackwell Rd, North Hill/Walker Dr, Fletcher Dr, Rt. 17. A VDOT traffic engineering study will precede this project to enable the team to adjust the signal timing along this corridor as planned in the out years via the Smartscale projects. Any future transportation projects will be coordinated with VDOT in relation to the Broadview projects.

### **Roof Replacement**

The roof at the public works facility is failing and leaking in many spots. This roofing system has been in place for over 35 years. The cost of replacement includes an assumption that the underlayment may contain asbestos and will need remediation during its replacement. Costs for this project are estimated due to the uncertainty of the underlayment.

### **HVAC Replacement**

HVAC replacements proposed in FY 2025 include the 15-ton unit at Town Hall and replacement of several units and HVAC ducting at the police station.

### **Town Hall Foundation Repairs**

Excavate and repair foundation of Town Hall at 1st Street. The foundation adjacent to 1st Street was identified in the original structural engineering report for 21 Main Street. The project was originally slated for repair during the Main Street Plaza Project. This project has since been delayed, and the need to repair the original foundation leak is still present. This project will need to be accomplished first prior to HVAC updates as the foundation wall on the interior will need to be dried out prior to waterproofing being completed.

### **Guardrail Replacement**

Continued replacement of guardrails throughout Town.

### **P25 Radio Replacement**

This project will replace five (5) portable and five (5) mobile P25 radios nearing end of life. These radios cannot be updated to the latest encryption standards. They will be repurposed in the Town's joint emergency management program for non-law enforcement use.

### **Information Technology Asset Replacement**

The Town utilizes various forms of hardware to perform daily functions. That hardware requires replacement within a scheduled time frame. The items to be replaced are desktop computers, laptops, mobile devices, network equipment and servers.

### **Asphalt Resurfacing**

Resurfacing projects for FY 2025 include resealing and striping parking lots B, C, D, & F.

### **WARF Structural Repairs**

On April 8, 2023, a water line broke at the main entrance into the WARF. The break damaged much of the walkway area. There is also some damage inside the building as noted in the LPDA report on September 6, 2023. According to a meeting with the insurance company on January 4, 2024, insurance will not cover the damage to the walkway. The Town estimates it will cost approximately \$25,000 to repair the existing walkway and other minor issues within the interior that are not covered by the insurance policy.

### **Energy Management**

Updates to Town buildings to include, but not limited to, motion lighting, LED lights, energy-efficient windows, efficient water heating, updated insulation, air sealing, etc.

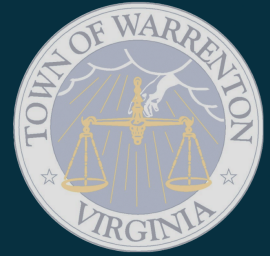
### **Fitness Equipment Replacement**

Replace cardio and strength equipment at the WARF, as needed, and as equipment reaches end of life. Evaluations of current equipment pieces will be completed to determine overall use of the equipment, number of work orders placed and maintenance needed on each piece of equipment.

### **Sign Replacement**

Replacement of signs, posts, bases, and hardware. The project will replace non-compliant signs. The list of streets will be available based on the annual condition assessment reported by facilities and fleet management. The project will allow us to replace all out-of-compliance signs in the selected area at once.

# WATER & SEWER OPERATING FUND

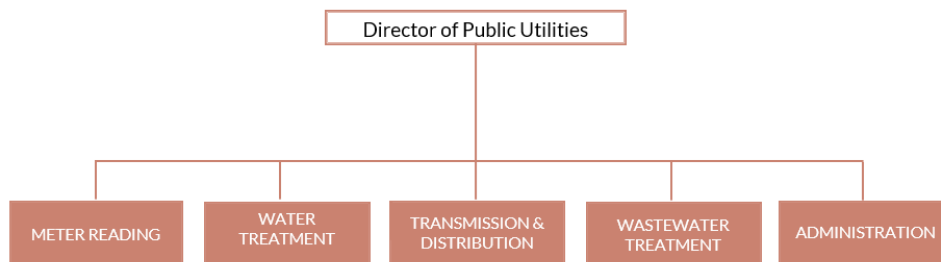


## PROGRAM DESCRIPTION

The Town's Water & Sewer Operating Fund, which includes all revenues and expenses for the production and distribution of drinking water, and collection and disposal of sewage in Warrenton and certain areas surrounding the Town, is an Enterprise Fund. Monies used to support this budget are derived via monthly collections for services used by the Town's 5,011 residential and business accounts, plus other miscellaneous charges. The Town conducted a rate study in Fiscal Year 2022 and a small update to that study in Fiscal Year 2023. The service rates included in this budget are based on the results of that study.

## CURRENT STAFFING

Detail regarding the staffing for each department is described in the following sections.



## SUMMARY OF BUDGET

The Town conducted a rate study in Fiscal Year 2022. This budget projects a planned increase in rates effective July 1, 2024 based on the results of the study.

### WATER & SEWER OPERATING REVENUES

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
PERMITS & FEES	\$10,200	\$8,625	\$13,005	\$8,250	(\$4,755)	(37%)
USE OF MONEY/PROPERTY	\$256,784	\$371,805	\$135,000	\$393,240	\$258,240	191%
CHARGES FOR SERVICES	\$5,527,377	\$5,914,378	\$7,718,766	\$9,081,973	\$1,363,207	18%
MISCELLANEOUS REVENUE	\$85,019	\$65,091	\$55,000	\$47,000	(\$8,000)	(15%)
FEDERAL REVENUE	\$23,007	\$0	–	\$0	\$0	–
USE OF FUND BALANCE	\$0	\$0	\$170,591	\$0	(\$170,591)	(100%)
<b>REVENUES TOTAL</b>	<b>\$5,902,388</b>	<b>\$6,359,899</b>	<b>\$8,092,362</b>	<b>\$9,530,463</b>	<b>\$1,438,101</b>	<b>18%</b>

# REVENUE



## **Permits & Fees**

This category includes fees for establishing new service, late fees and reconnection fees. The estimate is based on historical revenue. For FY 2025, the revenue in this category is estimated to decrease when compared to the FY 2024 adopted budget based on the actual amount collected year-to-date. The following table shows the current fees:

Fee Type	Fee
New Service	\$25
Security Deposit	\$150 <i>residential &amp; commercial</i>
Late Fee	\$5
Reconnection Fee	\$40

## **Use of Money & Property**

This category is comprised of several elements. Revenue from leasing space on the Town's water tower to telecommunications companies is recorded here. Currently, there are four major carriers renting space.

Interest and investment revenue are also recorded in this line item. This revenue fluctuates with the general economic conditions and the level of utility fund cash balances. The FY 2025 estimate is increased compared to FY 2024 to reflect the current and projected interest rate environment as well as current cash balances. The Town owns two residential properties located on the water plant and reservoir grounds. These properties were previously leased to Town employees at market rates and adjusted annually based on the Consumer Price Index. Revenue from those lease agreements was also recorded in this line item.

**Charges for Services**

The Town currently provides water and sewer services to approximately 5,011 residential and commercial customers. The proposed estimated revenue for charges for services in the budget is based on the recommendation from the Water and Sewer Rate Study conducted by NewGen to raise rates in FY 2025 by 23%.

The proposed rate schedule is listed below. This proposed schedule would be effective July 1, 2024.

**PROPOSED RATES, EFFECTIVE JULY 1, 2024:**

Base Charge (for usage <2,000 gallons):						
Meter Size	IN TOWN RATES			OUT OF TOWN RATES		
	Water	Sewer	Total	Water	Sewer	Total
5/8	10.05	18.69	28.74	15.08	28.04	43.12
1	25.13	46.73	71.86	37.70	70.10	107.80
1 1/2	50.25	93.45	143.70	75.38	140.18	215.56
2	80.40	149.52	229.92	120.60	224.28	344.88
3	175.88	327.08	502.96	263.82	490.62	754.44
4	316.58	588.74	905.32	474.87	883.11	1,357.98

Commodity Rate, per 1,000 gallons:						
Usage	Water	Sewer	Total	Water	Sewer	Total
> 2,000	11.14	14.99	26.13	16.71	22.49	39.20

Bulk Water Rates	Rate
Base charge (<2,000 gallons)	\$38.45
Commodity rate (>2,000 gallons, per 1,000 gallons)	\$16.71

Recreational Vehicle Wastewater Disposal	Rate
Flat Fee	\$10.00

**Miscellaneous Revenue (Recoveries & Rebates)**

Revenues generated in this category are minor in nature and difficult to estimate on other than a historical trend basis. Included are costs expended or incurred, then recovered. This category also includes charges for the sale of meters and other connection materials charged directly to contractors or homeowners. This figure is based on new connections projected for the coming year.

**Use of Fund Balance**

This amount represents the total transferred from the Water and Sewer Fund's reserves. The proposed FY 2025 budget does not require a use of fund balance by the Water & Sewer Operating Fund.

# WATER & SEWER OPERATING EXPENSES

The proposed FY 2025 budget for the Water & Sewer Operating Fund reflects an increase over FY 2024. However, operating expenses account for only a small portion of that increase. Due to higher revenue projections based on the proposed rate increases, revenue is budgeted to outpace operating expenses, creating a surplus. This surplus is then able to be transferred to the Water & Sewer Capital Fund to be used to replace and modernize critical infrastructure at the plants. The increase in transfers from the Water & Sewer Operating Fund accounts for 79% of the overall increase in the Fund's expenses.

Included in operating expenses across the following departments are reimbursements to certain employees for safety equipment required to perform the duties of their jobs. For FY 2025, the reimbursement for safety boots is set at \$150 per employee.

*Detail regarding the expenses for each department is described in the following sections.*

## WATER & SEWER OPERATING FUND EXPENSES

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
METER READING	\$162,769	\$251,444	\$263,666	\$290,598	\$26,932	10%
WATER TREATMENT PLANT	\$1,074,607	\$1,150,929	\$1,411,414	\$1,595,441	\$184,027	13%
TRANSMISSION AND DISTRIBUTION	\$661,796	\$782,025	\$815,716	\$921,498	\$105,782	13%
WASTEWATER PLANT OPERATION	\$2,036,536	\$2,098,194	\$2,437,456	\$2,585,230	\$147,774	6%
WATER/SEWER ADMINISTRATION	\$840,460	\$911,951	\$1,479,653	\$1,310,759	(\$168,894)	(11%)
TRANSFERS	\$688,131	\$5,030,158	\$490,830	\$1,630,938	\$1,140,108	232%
DEBT SERVICE	\$438,089	\$485,770	\$1,193,627	\$1,195,999	\$2,372	0%
<b>EXPENSES TOTAL</b>	<b>\$5,902,388</b>	<b>\$10,710,471</b>	<b>\$8,092,362</b>	<b>\$9,530,463</b>	<b>\$1,438,101</b>	<b>18%</b>

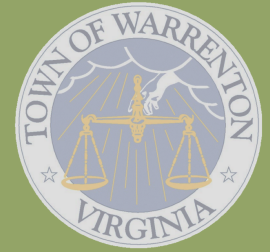
## Goals, Objectives, and Performance Metrics

**Mission:** To deliver exceptional government service; to uphold standards established to protect the public health, safety, and welfare of all residents, business owners, and visitors; to provide an environment where people enjoy living, working, playing, and investing, while providing responsible management of public resources to meet the challenges of today and tomorrow. Provide professional customer service in maintenance and replacement of water and waste water delivery lines and infrastructure.

The following goals and objectives have been identified by the departments in the Water & Sewer Fund:

Goals	Objectives	Performance Metrics
Produce potable water that complies with all state and federal agencies	• Increase resiliency	• Able to produce water in all conditions
	• Increase capacity & quality	• Ensure all water tests are passed
	• Ensure adequate staffing numbers are met	• Able to adapt to increasing regulations
Ensure all water demands are met	• Ensure demands and delivery capabilities are met	• Adequate storage capacity
		• Infrastructure maintained & in good, working order
		• Ensure adequate chemical stores are on site
Implement the Upgrade and Expansion Report	• Develop CIP and CARP to identify and map out improvements	• Gain approval for phase 1 projects
		• Engage contractors as needed
	• Establish the timeline for upgrades and expansion	• Establish the phase 2 and 3 projects

# METER READING



## PROGRAM DESCRIPTION

The meter reading department is responsible for the reading of an average of 5,000 water meters and providing the data to the Finance Department for billing and revenue collection. In addition, the section provides routine maintenance to all customer meters, to include the thawing of frozen meters due to extreme cold weather, the inspections required under the State’s cross connection and backflow prevention programs, periodic calibration, and replacement of unserviceable meters. The accuracy of readings is critical and enables the Town to collect the optimum amount of revenue possible with the most reliable meter data. The meter calibration testing frequency depends upon their annual usage, wear and tear and potential for revenue loss or generation. Staff also responds to customer concerns relative to unusually high or low water bills and often assists customers in identifying leaks in their service lines or homes and businesses. Staff also provide “locate” services when needed for construction projects and as requested through 811 calls.

## CURRENT STAFFING

The meter reading department is staffed by one (1) full-time employee with supplemental help from the transmission and distribution department.

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$65,554	\$95,168	\$93,281	\$98,448	\$5,167	6%
OPERATING	\$97,214	\$156,276	\$170,365	\$192,150	\$21,785	13%
CAPITAL OUTLAY	\$0	\$0	\$20	\$0	(\$20)	(100%)
<b>EXPENSES TOTAL</b>	<b>\$162,769</b>	<b>\$251,444</b>	<b>\$263,666</b>	<b>\$290,598</b>	<b>\$26,932</b>	<b>10%</b>

### STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Meter Department	1.00	1.00	1.00	1.00	1.00
<b>FTE AMOUNT</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>



## BUDGET REQUEST / ANALYSIS

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The proposed FY 2025 budget for the meter reading department reflects an increase over FY 2024. Operating expenses increased primarily due to costs associated with a new meter reading software. On the personnel side, increases are related to raises for staff as well as increased workers' compensation rates.

# WATER TREATMENT

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## PROGRAM DESCRIPTION

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The water treatment department is responsible for the safe and efficient operation of the Town's municipal water supply assets, which consist of the Water Treatment Plant (WTP), three (3) ground water wells and two (2) surface reservoirs. The operation strives to provide safe, aesthetically pleasing, and pleasant tasting water to meet the demands of the Town's 5,000+ residential and commercial customers.

The plant is rated at 3.4 million gallons per day (MGD) and is a Class II facility. Treatment begins at the Town's Warrenton Reservoir where water is collected through an intake structure and delivered to the raw water pump station where the desired amount of water to be treated is pumped through the chemical building. The water is then dosed with potassium permanganate, fluoride, sodium hypochlorite, sodium hydroxide, and aluminum sulfate. From the chemical building the water is then pumped through two (2) flocculation and sedimentation basins where particulates in the water have time to settle out and for the sodium hypochlorite to start the disinfection process. Once the water has passed through the sedimentation basin, it passes through two (2) high rate flow granular activated carbon filters. The filters remove all turbidity and harmful contaminants such as cryptosporidium and giardia. Once water passes through the filters, a final dosing of sodium hypochlorite, sodium hydroxide, and sodium hexametaphosphate is applied to ensure the water remains safe and aesthetically pleasant. Water is then directed to the clearwell where it is pumped into the distribution system and two (2) water storage tanks. All chemical residuals and plant operations are monitored by operators every hour. Various outline samples are collected at the facility and throughout the system each week to ensure water quality is maintained.

Included in the budget is the continued long-term maintenance and servicing of the three (3) water storage tanks (a 200,000 gallon backwash tank at the plant, the 500,000 gallon elevated tank and the 1,500,000 gallon ground storage tank).

Energy and chemicals continue to be major cost elements. General maintenance and the replacement of components are on the rise due to age and the rise in costs for parts and instrumentation. To alleviate these increases staff performs more maintenance in-house and only contracts out as needed. The plant continues to operate 12 to 16 hours per day, 365 days a year. There were no permit violations or inspection deficiencies during calendar year 2023. The EPA is constantly evaluating unregulated contaminants through its UCMR (Unregulated Contaminant Monitoring Report) program for consideration to add to the treatment requirements.

## CURRENT STAFFING

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The water treatment plant is staffed by five (5) full-time Operators, one (1) part-time Operator, the Water Treatment Plant Superintendent and the Water Treatment Plant Chief Operator, all who are 100% allocated to the water treatment plant department. Pay and responsibility of the Water Treatment Plant Operators is based on the level of licensure they hold. Operator licenses are issued by the Board for Waterworks and Wastewater Works Operators, which is part of the Virginia Department of Professional and Occupational Regulation (DPOR).

## FY 2024 HIGHLIGHTS

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- Inspected dams and provided maintenance as required.
- Identified needed upgrades and maintenance and implemented as necessary.
- Continued with engineering for new clear wells and pumping station.

## KEY PROJECTS IN FY 2025

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- Replace aged and failing filter control valves through the filter control valve CIP project.
- Clearwell project. This project will add a larger clearwell to help ensure resiliency and improve water quality all while replacing outdated and end of life equipment.

# BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$429,901	\$464,520	\$656,256	\$737,494	\$81,238	12%
OPERATING	\$604,570	\$682,371	\$744,808	\$847,947	\$103,139	14%
CAPITAL OUTLAY	\$40,135	\$4,038	\$10,350	\$10,000	(\$350)	(3%)
<b>EXPENSES TOTAL</b>	<b>\$1,074,607</b>	<b>\$1,150,929</b>	<b>\$1,411,414</b>	<b>\$1,595,441</b>	<b>\$184,027</b>	<b>13%</b>

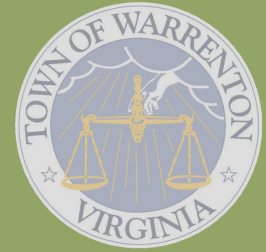
## STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Water Treatment Plant	6.73	6.73	6.73	7.73	7.73
<b>FTE AMOUNT</b>	<b>6.73</b>	<b>6.73</b>	<b>6.73</b>	<b>7.73</b>	<b>7.73</b>

# BUDGET REQUEST / ANALYSIS

The FY 2025 proposed budget reflects an increase when compared to the adopted FY 2024 budget. The FY 2025 water treatment plant personnel budget is based off the assumption that eligible operators will obtain their next level of licensure during the fiscal year. To get a Virginia Waterworks Operator License, an operator must demonstrate that they have gained a specified amount of actual experience working at a public water supply system (such as the Town's) and then they must take and pass the examination. An operator must meet the experience requirements related to the level of licensure before they can take the examination. As with all departments, the proposed budget also includes COLA and merit raises for employees. Operating increases are primarily related to the increase in maintenance contracts associated with the plant's tank maintenance contract as well as increased costs associated with the purchase of chemical supplies used in the water treatment process.

# TRANSMISSION & DISTRIBUTION



## PROGRAM DESCRIPTION

The transmission and distribution department is responsible for the daily maintenance, repair, and servicing of 89 miles of waterline and 69 miles of sewer. Activities include repairing main breaks, replacing old and deteriorated water and sewer lines, maintaining water and sewer line easements, clearing obstructions from clogged sewage lines, and collecting data with flow meters to identify high areas of inflow and infiltration in the gravity sewage system. The water system is flushed twice a year to remove sediments and minerals from the main lines. The 751 fire hydrants and valves are serviced annually.

The department continues to focus in the coming year on the maintenance and servicing of the extensive and aging water-sewer system. The program includes flushing of waterlines, adherence to the established schedule for annual and biannual valve and hydrant inspections, and more frequent cleaning of sewer lines to prevent backups. This is a continuing effort of conducting inflow and infiltration rehabilitation work to identify inflow and infiltration sources, and make necessary improvements.

## CURRENT STAFFING

The department is staffed by five (5) Utility Maintenance workers, the Utility Locator, the Logistics Coordinator, and the Public Utilities Superintendent who are all 100% allocated to the department.

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$480,367	\$568,964	\$622,116	\$752,994	\$130,878	21%
OPERATING	\$181,428	\$209,410	\$169,100	\$144,004	(\$25,096)	(15%)
CAPITAL OUTLAY	\$0	\$3,652	\$24,500	\$24,500	\$0	0%
<b>EXPENSES TOTAL</b>	<b>\$661,796</b>	<b>\$782,025</b>	<b>\$815,716</b>	<b>\$921,498</b>	<b>\$105,782</b>	<b>13%</b>

### STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Transmission and Distribution	8.00	8.00	8.00	8.00	8.00
<b>FTE AMOUNT</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

## BUDGET REQUEST / ANALYSIS

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The proposed FY 2025 budget reflects an increase over the adopted FY 2024 budget. Increases in the personnel line are due to several factors including an increase in overtime projections, COLA and merit raises for employees, and changes in health insurance elections. The decrease in the operating category is primarily due to reductions in projected expenses associated with contractual repairs and lease of equipment, based on the actual amount spent in prior years. Capital outlay for equipment has remained flat year over year.

# WASTEWATER TREATMENT

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## PROGRAM DESCRIPTION

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The wastewater treatment department is responsible for processing of the community's sanitary sewage to regulatory standards to protect the downstream environment. Laboratory testing is performed on the wastewater and receiving waters to ensure compliance with receiving stream standards or discharge requirements put in place by the Department of Environmental Quality (DEQ). Testing for Biochemical Oxygen Demand, Total Suspended Solids, Total Residual Chlorine, pH, Dissolved Oxygen, Total Kjeldahl Nitrogen, and Ammonia are performed daily. Annual testing includes the Toxic Monitoring Program, 503 Sludge monitoring, and the annual Pretreatment report submitted by Town staff.

The wastewater treatment plant (WWTP) is rated as a 2.5 million gallons per day (MGD) Class I facility. Treatment begins at the headworks with screening and grit removal, followed by primary sedimentation. The second process involves the new Moving Bed Bio Reactors (MBBR). The third phase employs chemical coagulation and flocculation followed by secondary sedimentation. The final stage of treatment includes nutrient removal via deep bed filtration, disinfection with ultraviolet lamps, and post aeration before discharge into the unnamed tributary to Great Run. Sludge that is generated by the treatment process is anaerobically digested, dewatered by a 2 meter belt press, hauled away by an outside contractor and land applied. In addition to the operation of the wastewater treatment plant, this department is also responsible for the operation and maintenance of eight (8) sanitary sewer pump stations.

Costs for chemicals, energy and general repairs continue to be major portions of the budget. The plant is meeting the nutrient reduction goals/limits set by DEQ. The WWTP continues to require identification and prioritization to replace many of the plant components which are at end of life. A major effort this year is to move forward with the planned CIP to ensure system reliability by addressing the aging infrastructure. The priorities of these projects are based on the age of the equipment, the status of the operation of the equipment, the function within the process, the single point failure concerns, and the objective of meeting the target of operational capacity by the year 2030. This capacity target was established in the 2022 Capacity Study recently completed and is being used as a reference for prioritizations of equipment modernizations.

## CURRENT STAFFING

The wastewater treatment plant department is staffed by seven (7) full-time Operators, a part-time Technician, the Wastewater Treatment Plant Chief Operator, the Chief Utility Plant Mechanic, the Plant Mechanic, and the Wastewater Treatment Plant Superintendent, who are all allocated 100% to the department. The department is supplemented by part-time extra help as needed. Pay and responsibility of the Wastewater Treatment Plant Operators is based on the level of licensure they hold. Operator licenses are issued by the Board for Waterworks and Wastewater Works Operators, which is part of the Virginia Department of Professional and Occupational Regulation (DPOR).

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$775,848	\$853,882	\$1,068,489	\$1,148,147	\$79,658	7%
OPERATING	\$1,240,252	\$1,244,311	\$1,360,967	\$1,429,083	\$68,116	5%
CAPITAL OUTLAY	\$20,436	\$0	\$8,000	\$8,000	\$0	0%
<b>EXPENSES TOTAL</b>	<b>\$2,036,536</b>	<b>\$2,098,194</b>	<b>\$2,437,456</b>	<b>\$2,585,230</b>	<b>\$147,774</b>	<b>6%</b>

### STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Wastewater Treatment Plant	10.97	10.97	10.97	11.83	11.83
<b>FTE AMOUNT</b>	<b>10.97</b>	<b>10.97</b>	<b>10.97</b>	<b>11.83</b>	<b>11.83</b>

## BUDGET REQUEST / ANALYSIS

The proposed FY 2025 budget reflects an increase over the adopted FY 2024 budget. Increases in maintenance contracts and contractual repairs due to aging equipment as well as increased projected energy costs are what is primarily driving the increase in operating expenses for FY 2025. Personnel expenses increased due to COLA raises and an increase in the amount of overtime requested for the department in order to account for the high volume of proposed capital projects upcoming in FY 2025. The FY 2025 wastewater treatment plant personnel budget is based off the assumption that eligible operators will obtain their next level of licensure during the fiscal year. To get a Virginia Wastewater Works Operator License, an operator must demonstrate that they have gained a specified amount of actual experience working at a public waste water system (such as the Town's) and then they must take and pass the examination. An operator must meet the experience requirements related to the level of licensure before they can take the examination. Although not a large driver of expenses (at \$6,850 or .2% of the proposed budget amount), it should be noted that the proposed budget includes shift differential to be paid to the employees who work the overnight shift at the WWTP. The overnight employees work from 4pm to midnight and the aforementioned amount will provide an additional \$1.25 per hour for all hours worked after 7pm. Capital outlay for equipment remains flat year over year.



# WATER & SEWER ADMINISTRATION



## PROGRAM DESCRIPTION

The water & sewer administration department is responsible for the oversight of all water and wastewater operations, including production, delivery, processing, and maintenance. The Director of Utilities, who is allocated to this department, is responsible for the oversight and operation of the water treatment plant (WTP), the wastewater treatment plant (WWTP), transmission and distribution (T&D), meter reading, stormwater management, and all water, sewer, and stormwater capital projects. This budget also funds the administrative activities at Town Hall associated with the billing for water/sewer services and the accounting for the enterprise fund. It is the mission of the department to ensure safe drinking water and environmentally compliant wastewater treatment to protect public health and to keep the public informed through the annual "Consumer Confidence Report."

## CURRENT STAFFING

The administration department is staffed by the Utility Billing Coordinator and a Senior Administrative Assistant, who are allocated to the department 100%. The Director of Public Utilities is split 80/20 between this department and the Stormwater Management Fund. The Project coordinator is split 50/50 between this department and public works administration. Also included in this budget are the partial allocations of eighteen General Fund position salaries that support the water and sewer operating fund, including the Town Manager, several positions in the finance department, and both positions in the human capital department.

## KEY PROJECTS FOR FY 2025

- Wastewater treatment plant projects as outlined in the Capital Improvement Plan.
- Water treatment plant projects as outlined in the Capital Improvement Plan.
- Continued work on inflow and infiltration reduction projects.

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$618,094	\$620,233	\$1,202,825	\$1,046,037	(\$156,788)	(13%)
OPERATING	\$222,366	\$291,718	\$273,828	\$264,722	(\$9,106)	(3%)
CAPITAL OUTLAY	\$0	\$0	\$3,000	\$0	(\$3,000)	(100%)
<b>EXPENSES TOTAL</b>	<b>\$840,460</b>	<b>\$911,951</b>	<b>\$1,479,653</b>	<b>\$1,310,759</b>	<b>(\$168,894)</b>	<b>(11%)</b>

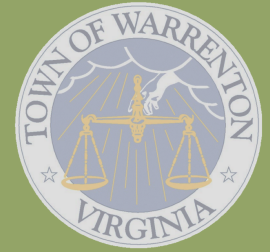
### STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Public Utilities Administration	4.48	4.98	10.00	11.12	9.22
<b>FTE AMOUNT</b>	<b>4.48</b>	<b>4.98</b>	<b>10.00</b>	<b>11.12</b>	<b>9.22</b>

## BUDGET REQUEST / ANALYSIS

The FY 2025 proposed budget is a decrease over the adopted FY 2024 budget. Decreases in personnel costs are primarily related to the elimination of the Director of Public Works and Utilities position. In addition, the allocation for IT department staff was removed and 50% of the Project Coordinator's salary was allocated to the General Fund. The decrease in operating expense is due to reductions in lease of equipment, gasoline, materials and supplies, and contractual repair partially offset by the increase in legal services (Water & Sewer Fund houses 25% of the total budgeted amount). There is no capital outlay requested in the proposed FY 2025 budget.

# WATER & SEWER FUND DEBT SERVICE



## PROGRAM DESCRIPTION

This category includes principal, interest and related charges associated with the issuance of long-term debt for capital improvements.

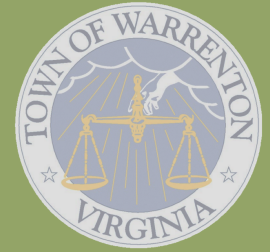
In FY 2025 the total debt service of \$1,195,999 consists of principal payments of \$767,000 and interest payments of \$428,999.

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
EXPENSES	\$438,089	\$485,770	\$1,193,627	\$1,195,999	\$2,372	0%

## ANNUAL DEBT SERVICE REQUIREMENTS

Fiscal Year	Business-Type Activities		
	Principal	Interest	Total
2024	740,000	453,627	1,193,627
2025	767,000	428,999	1,195,999
2026	790,000	403,510	1,193,510
2027	816,000	377,130	1,193,130
2028	845,000	349,773	1,194,773
2029	869,000	321,497	1,190,497
2030	899,000	292,303	1,191,303
2031	927,000	262,033	1,189,033
2032	963,000	230,602	1,193,602
2033	994,000	199,539	1,193,539
2034	1,024,000	169,822	1,193,822
2035	1,052,000	141,308	1,193,308
2036	1,080,000	113,252	1,193,252
2037	1,108,000	84,558	1,192,558
2038	1,137,000	55,225	1,192,225
2039	637,000	24,996	661,996
2040	653,000	8,403	661,403
	15,301,000	3,916,577	19,217,577

# WATER & SEWER FUND TRANSFERS



## PROGRAM DESCRIPTION

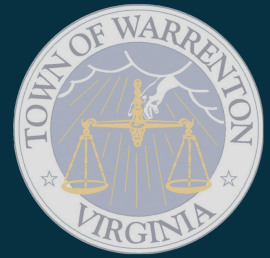
The FY 2025 proposed budget for the Water & Sewer Operating Fund includes a transfer to the General Fund. This transfer represents the total that the Water & Sewer Fund is remitting to the General Fund for the services provided by the information technology and fleet departments since there is no longer an allocation of these expenses as of FY 2024. This amount is net of the cost of water and sewer services provided to General Fund facilities in the FY 2025 proposed budget.

The second transfer in the amount of \$1,264,357 is equal to the surplus of projected revenue over proposed operating expenses in the Water & Sewer Operating Fund for FY 2025. This surplus is transferred to the Water & Sewer Capital Project Fund for the cash funding of critical capital projects at the water and wastewater treatment plants. Such transfers reduce the need for debt funding.

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
TRANSFER TO GENERAL FUND	\$0	\$0	\$490,830	\$366,581	(\$124,249)	(25%)
TRANSFER TO WS CAPITAL FUND	\$688,131	\$5,030,158	\$0	\$1,264,357	\$1,264,357	-
<b>EXPENSES TOTAL</b>	<b>\$688,131</b>	<b>\$5,030,158</b>	<b>\$490,830</b>	<b>\$1,630,938</b>	<b>\$1,140,108</b>	<b>232%</b>

# WATER & SEWER CAPITAL PROJECT FUND



## FUND OVERVIEW

The Town's Water & Sewer Capital Project Fund is an enterprise fund that accounts for revenue earmarked for capital improvements and the costs associated with those improvements. Budgeted amounts for the Water & Sewer Capital Project Fund are derived from the first year of the six-year CIP document each year. The CIP is updated annually, at which time the schedule and projects are evaluated and any new projects may be added. Projects in the Capital Improvement Fund should be at least \$100,000 and have an estimated useful life of at least ten (10) years. The process begins in November when departments begin their work on the department recommended CIP. In January, the Town Manager meets with department staff to discuss recommended projects. The Town Manager's recommended CIP may be presented to the Planning Commission at a work session so the Commission can ensure that all projects are in conformance with the Town's Comprehensive Plan. During this time, the Town Manager works closely with the finance department to evaluate the feasibility of funding sources and the impact that projects will have on the operating budget. In April, the Town Manager presents the Town Manager's proposed CIP to the Town Council along with the proposed budget. The first year of the CIP is adopted as part of the budget in June.

## WATER & SEWER CAPITAL PROJECT FUND REVENUES

WATER & SEWER CAPITAL PROJECT FUND REVENUES

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
INTEREST REVENUE	\$880	\$189,873	\$40,000	\$75,000	\$35,000	88%
DEFERRED REVENUE-WTC WATERLINE	\$11,446	\$11,282	-	\$0	\$0	-
SEWER CONNECTION FEES	\$205,200	\$162,000	\$100,000	\$432,000	\$332,000	332%
WATER CONNECTION FEES	\$131,345	\$74,250	\$50,000	\$198,000	\$148,000	296%
PROCEEDS FROM INDEBTEDNESS	\$0	\$0	\$4,000,000	\$4,600,000	\$600,000	15%
TRANSFER FROM WATER/SEWER FUND	\$688,131	\$5,030,158	\$0	\$1,264,357	\$1,264,357	-
TRANSFER FROM RESERVES	\$0	\$0	\$1,121,700	\$5,960,193	\$4,838,493	431%
<b>REVENUES TOTAL</b>	<b>\$1,037,002</b>	<b>\$5,467,563</b>	<b>\$5,311,700</b>	<b>\$12,529,550</b>	<b>\$7,217,850</b>	<b>136%</b>

### **Interest Revenue**

This category accounts for investment earnings from Water and Sewer funds invested with the Local Government Investment Pool, the Virginia Investment Pool, and the Virginia State Non-Arbitrage Program (SNAP). Estimates in this category have been increased based on the balance of the \$5.15 million bond issued for water & sewer capital projects in Fiscal Year 2023 that is invested in SNAP.

### **Tap Fees (Water & Sewer Connection Fees)**

Water & Sewer one-time availability fees for new and rehabilitated construction are recorded in this line item. Non-revenue receipts are difficult to estimate and are directly related to new development or new construction in the Town and within its service area. This category reflects an increase in projected revenues over FY 2024 based on the estimate of forty new water and sewer connections.

### **Proceeds from Indebtedness**

In Fiscal Year 2023, the Town entered into a \$5.15 million loan to finance Water and Sewer capital projects. This amount represents the projected balance available for use in FY 2025.

### **Transfers**

In FY 2025 a transfer from the Water & Sewer Operating Fund in the amount of \$1,264,357 is projected. This amount is equal to the surplus of projected revenue over proposed operating expenses in the Water & Sewer Operating Fund for FY 2025. This surplus is transferred to the Water & Sewer Capital Fund for the cash funding of critical capital projects at the water and wastewater treatment plants. Such transfers reduce the need for debt funding.

### **Use of Reserves**

In FY 2025, use of reserves is used to fund the remainder of the Water & Sewer CIP not funded by the above revenue streams. It is important to note that this figure assumes all budgeted amounts will be spent during the fiscal year. Due to the nature of capital budgeting, the entire amount of a capital project must be budgeted up front, even though the project may span several fiscal years. As such, the actual cash outflows related to a capital project are typically less than the budgeted amount in any given fiscal year. As a result, the actual use of reserves in FY 2025 will likely be much lower than the budgeted figure.

# WATER & SEWER CAPITAL PROJECT FUND EXPENSES

This budget includes funds for replacement and major repair of existing assets and construction of new projects under the Council’s guidelines for capital projects and purchases of new equipment for water and sewer operations. Further detail for each category is provided in the Capital Improvement Plan. Comparisons to the prior year, apart from overall dollar amount, are not provided as the types of projects from one year to the next vary a great deal.

WATER & SEWER CAPITAL PROJECT FUND EXPENSES

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
WATER/SEWER ASSET REPLACEMENTS	\$16,152	\$197,176	\$255,000	\$836,000	\$581,000	228%
CAPITAL PROJECTS	\$1,139,190	\$1,325,501	\$5,056,700	\$11,693,550	\$6,636,850	131%
<b>EXPENSES TOTAL</b>	<b>\$1,155,341</b>	<b>\$1,522,677</b>	<b>\$5,311,700</b>	<b>\$12,529,550</b>	<b>\$7,217,850</b>	<b>136%</b>

# WATER & SEWER ASSET REPLACEMENTS

	FY 2025 PROPOSED
GAC REPLACEMENT	\$80,000
WTP RELIABILITY MEASURES	\$60,000
GATEWAY READING DEVICES	\$141,000
FACILITY RENOVATION	\$295,000
HVAC REPLACEMENT	\$25,000
ENERGY MANAGEMENT	\$25,000
DAM MAINTENANCE	\$65,000
FACILITIES PHYSICAL SECURITY	\$100,000
FLEET REPLACEMENT PROGRAM	\$45,000
<b>TOTAL</b>	<b>\$836,000</b>

## **Granular Activated Carbon (GAC) Replacement**

Replacement of the WTP's GAC. The facility has two high rate flow water filters containing granular activated carbon used to remove contaminants during the treatment process. GAC starts to lose its filtering capacity after an average of four (4) years in use.

## **Reliability Measures**

This project involves assessing, addressing, and ensuring compliance with safety and security measures at the WTP and WWTP. This includes physical security, CCTV, chemical application, pumping, valving, filtration, and electronic control performance.

## **Gateway Reading Devices**

Purchase and installation of three (3) gateway reading devices. In conjunction with the new software budgeted in the meters department, the new gateway reading devices will allow for remote collection of meter data.

## **WTP Facility Renovation**

In FY 2023 and FY 2024, the old chemical room equipment was removed from the room in preparation for the construction of offices and a lunchroom area. This space previously held old chemical equipment and piping that has not been needed for any operation since the construction of the new chemical building. This area would serve as the central area for offices and employees. The water plant currently has a trailer that has been in place for many years to serve this function. The trailer is degrading and is going to need repair/replacement.

## **HVAC Replacement**

Replacement of HVAC units at wet well and pump station facilities.

**Energy Management**

Updates to include, but not limited to, motion lighting, LED lights, energy-efficient windows, efficient water heating, updated insulation, and air sealing in Town facilities.

**Dam Maintenance**

The Town's water treatment plant is fed by two (2) surface water drinking reservoir: the Warrenton Reservoir and the Airlie Reservoir. The Airlie reservoir is an earthen compacted dam with a stand-alone intake and outfall structure, controlled by a natural elevation overflow and three (3) accompanying control valves. This reservoir feeds the Warrenton Reservoir. The Warrenton Reservoir is a three (3) tiered overflow concrete dam with a stand-alone flex intake structure, accompanied by a secondary set of three (3) elevation valves. This project covers routine maintenance and repairs for both of the dams.

**Facilities Physical Security**

Security initiatives including physical barriers, enhanced video, access control, and security systems. Projects will be focused on the wastewater plant, pumping stations, and additional Warrenton Reservoir security measures.

**Fleet Replacement Program**

Scheduled fleet replacements per the fleet replacement program. For FY 2025 this includes one (1) truck in the Water & Sewer Fund.

**WATER & SEWER CAPITAL IMPROVEMENTS**

	PROPOSED
	FY2025
<b>EXPENSES</b>	
MT. TANK LINE POWER	\$100,000
SECONDARY CLARIFIER & SLUDGE PUMP	\$420,000
WWTP PUMP STATION	\$157,500
CAPITAL PROJECTS CONTINGENCY	\$1,063,050
WARRENTON DAM REPAIRS	\$300,000
LANCASTER DR. WATERLINE REPLACEMENT	\$1,500,000
PRIMARY CLARIFIER & SLUDGE PUMP STN	\$6,300,000
I&J REDUCTION PROGRAM	\$420,000
BROADVIEW WATERLINE BETTERMENT	\$600,000
RAW WATER PUMPS	\$770,000
CONNECTION IMPROVEMENTS	\$63,000
<b>EXPENSES TOTAL</b>	<b>\$11,693,550</b>

**Mt. Tank Line Power**

An increased level of electric power is needed to the Mountain Tank to adequately operate tank mixing and ventilation. This is needed to control the levels of THMs and water stagnation in areas of the tank to maintain water quality limits.

**Secondary Clarifier & Sludge Pump**

Replacement of the secondary clarifier, which captures and removes wastewater solids prior to the denitrification filters.

**WWTP Pump Station**

Replacement of the wet well pump station that provides flow throughout the Wastewater Treatment Plant.



### **Capital Projects Contingency**

For FY 2024 a contingency is built into the budget for all capital projects. The contingency is set at 10% of total Town funding for each project and ensures that the Capital Improvement Program is budgeted conservatively and takes into account the possibility for project overruns or the identification of additional work needed to complete project goals.

### **Warrenton Dam Repairs**

Engineering evaluation, design, and future needs for the Warrenton Dam. Considerable study is needed to address feasibility and to mitigate environmental impact. A downstream inundation study from a potential break was conducted in FY 2017 and a structural analysis is required to determine the needs of the existing dam or if a new dam structure will be required.

### **Lancaster Drive Waterline Replacement**

The Town plans to replace 5,200 linear feet of water main along Lancaster Drive from Nordix Drive to King William Street. The design was completed in FY 2024 and will start construction in Fall of 2024.

### **Primary Clarifiers & Sludge Pump Station**

Primary clarifiers capture and remove wastewater solids from the influent flow at the WWTP. This project will include the replacement of the primary clarifier sludge pumping station and adds a sludge thickening process. All supporting infrastructure, which is well beyond its expected useful lifespan is also included in the replacement.

### **I&I Reduction Program**

This project seeks to reduce inflow and infiltration into the wastewater system from heavy rainfall events and from broken/damaged piping. This project has been underway for several years and has shown positive results in reducing overall I&I and targets the focus of sewer line rehabilitation efforts.

### **Broadview Waterline Betterment**

As part of the Broadview Road Improvements project, the Town is planning to make improvements to the water distribution system for improved service to businesses and better fire protection.

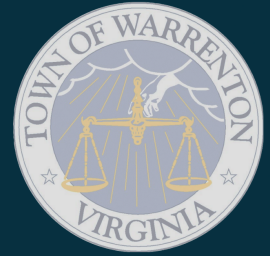
### **Raw Water Pumps**

Replacement of aging and obsolete raw water pumps.

### **Connection Improvements**

The Utility Connection Program seeks to ensure all residents who desire to hook up to public water and sewer have an available line. For example, a portion of Old Meetze Road, East Street, Richard's Lane, and Broadview Avenue near the Town boundary do not have public waterlines. None of these locations have been surveyed or engineered, so projected budgets are only a placeholder for planning.

# STORMWATER MANAGEMENT FUND



## PROGRAM DESCRIPTION

Stormwater runoff is the most common cause of water pollution. State and federal clean water statutes require localities to have programs related to stormwater runoff, erosion, and sedimentation control protecting their water resources. The Town is an MS4, or a Municipal Separate Storm Sewer System, and is permitted to levy a stormwater utility fee to pay for the program. The fee was established by ordinance during the FY 2021 budget process, but Council delayed collection due to the COVID-19 pandemic. The collection of this fee began in FY 2022, and the Stormwater Management Fund was established as an enterprise fund to sustain the program.

The stormwater department works to consistently protect our environment by reducing flooding to protect Town residents and property, supporting healthy streams, and creating a healthier and more sustainable community in compliance with the Town's MS4 Permit administered by the Virginia Department of Environmental Quality (DEQ).

## CURRENT STAFFING

This division is staffed by the Stormwater Administrator and Stormwater Inspector who are both allocated 100% to the department. The GIS Technician is split 80/20 between this fund and the Water & Sewer Operating Fund. The Director of Public Utilities is allocated 20% to this Fund. The Engineer, Permit Technicians, Zoning Official, and Tax Administrator are also partially allocated to this Fund based on support provided.

## KEY PROJECTS FOR FY 2024

- Complete projects as outlined in the CIP.
- Continue reporting requirements to the Virginia Department of Environmental Quality (VDEQ).
- Continue working to find new ways to educate citizens about stormwater and outreach programs.
- Continue building a digital stormwater inventory.
- Continue to work with finance department to clarify fee information included with bills.

# STORMWATER MANAGEMENT FUND REVENUES

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>REVENUES</b>						
LOCAL REVENUE	\$773,629	\$653,734	–	\$733,000	\$733,000	–
CHARGES FOR SERVICES-UTILITIES	\$0	\$0	\$700,000	\$0	(\$700,000)	(100%)
MISCELLANEOUS REVENUE	\$498	\$556	–	\$300	\$300	–
FEDERAL REVENUE	\$11,750	\$99,318	\$369,000	\$0	(\$369,000)	(100%)
USE OF FUND BALANCE	\$0	\$0	\$416,404	\$557,932	\$141,528	34%
<b>REVENUES TOTAL</b>	<b>\$785,877</b>	<b>\$753,608</b>	<b>\$1,485,404</b>	<b>\$1,291,232</b>	<b>(\$194,172)</b>	<b>(13%)</b>

## **Stormwater Management Fees (Local Revenue)**

This fee is a “fee for service” based on the cost to manage stormwater that runs off impervious surfaces, such as roofs and parking areas. Developed single family residential properties fall into one to three rate tiers based on the total impervious area of the property. Impervious area refers to solid surfaces on a property that will not allow rainwater to seep into the ground (e.g. – building and parking areas). The following table shows the current fees:

Tier	Impervious Area (sq. feet)	Fee Per Month
Tier 1	400 - 1,299	\$5.55
Tier 2	1,300 - 4,4990	\$6.94
Tier 3	4,500 +	\$17.37

Non-residential fees are based on the overall impervious area of a parcel divided by the equivalent residential unit of 2,200 square feet and then multiplied by \$5.55 per month.

The fees are billed twice each year on the Town’s real estate tax bill. The bills are due on June 15th and December 15th. The fee is expected to generate \$733,000 in FY 2025, up from \$700,000 in FY 2024. The projected increase is based on actual billings for FY 2024. In addition, the Stormwater department intends to update the Fee Schedule to include modification, transfer, and permit maintenance fees for construction activity and land clearing. This update will ensure the Fee Schedule is in line with the Town Code.

## **Miscellaneous Revenue**

Miscellaneous revenue is related to credit card fees collected from online payments. These fees are then remitted to the payment processor.

## **Grant Revenue (State and Federal)**

In FY 2025, there are no stormwater management projects that have been awarded a grant.

## **Use of Fund Balance**

In FY 2025, use of Fund Balance is used to fund the remainder of Stormwater Management Fund expenses that are not covered by other revenue streams. It is important to note that the Stormwater Management Fund has a capital component (as detailed below) and due to the nature of capital budgeting, the entire amount of a capital project must be budgeted up front, even though the project may span several fiscal years. As such, the actual cash outflows related to a capital project are typically less than the budgeted amount in any given fiscal year. As a result, the actual use of fund balance in FY 2025 will likely be lower than the budgeted figure as the budgeted figure assumes all capital amounts will be spent during the year.

# STORMWATER MANAGEMENT FUND EXPENSES

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$397,407	\$348,211	\$426,746	\$441,121	\$14,375	3%
OPERATING	\$54,708	\$40,436	\$81,168	\$81,930	\$762	1%
CAPITAL OUTLAY	\$9,917	\$0	\$928,407	\$720,500	(\$207,907)	(22%)
TRANSFERS	\$0	\$0	\$49,083	\$47,681	(\$1,402)	(3%)
<b>EXPENSES TOTAL</b>	<b>\$462,033</b>	<b>\$388,647</b>	<b>\$1,485,404</b>	<b>\$1,291,232</b>	<b>(\$194,172)</b>	<b>(13%)</b>

## STAFFING SUMMARY

Department	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FTE Amount</b>					
Stormwater Management	3.00	2.00	5.10	4.42	4.30
<b>FTE AMOUNT</b>	<b>3.00</b>	<b>2.00</b>	<b>5.10</b>	<b>4.42</b>	<b>4.30</b>

# BUDGET REQUEST / ANALYSIS

The proposed FY 2025 budget represents a decrease compared to the adopted FY 2024 budget. Expenses related to stormwater operations are expected to remain relatively flat. Personnel expenses are expected to rise slightly due to COLA and merit raises for employees. The effect of the Director of Public Utilities being allocated 20% to this fund for FY 2025 is partially offset by the impact of removing the allocation of IT employee salaries and moving 20% of the GIS Technician allocation to other funds.

Operating expenses are projected to remain relatively flat as decreases in fuel and supplies costs offset a slight increase in costs associated with culvert outlet cleaning and the purchase of total suspended solids (TSS) credits. Included in operating expenses are reimbursements to certain employees for safety equipment required to perform the duties of their jobs. For FY 2025, the reimbursement for safety boots is set at \$150 per employee.

There are three (3) capital projects driving the capital outlay category, discussed below. There is a transfer to the General Fund to cover the cost of services provided by the fleet and information technology departments.

Asset replacement and capital projects include the following:

# STORMWATER MANAGEMENT CAPITAL PROJECTS

PROPOSED BUDGET	
MASTER DRAINAGE PLAN	\$500,000
BMP FACILITIES	\$150,000
CAPITAL PROJECTS CONTINGENCY	\$65,500
STREAM RETROFIT RADY PARK	\$5,000
<b>TOTAL</b>	<b>\$720,500</b>

## **Master Drainage Plan (MDP)**

This program is to update the 1990 Master Drainage Plan. This updated plan will be a phased approach to identify a list of high priorities to the Town’s current drainage infrastructure system. The MDP is the linchpin for prioritizing future stormwater projects in order to develop a plan for improving the existing drainage system aimed at reducing flooding and improving runoff quality. This MDP will help provide a projected view to align the Town’s stormwater plan with other community planning efforts, such as comprehensive master plans, that often identify where and how communities will grow and redevelop over a 10- to 20-year period.

## **BMP Facilities**

This program will modify existing structures, ponds, and other methods into best management practices (BMPs) from the DEQ approved clearinghouse to ensure the Town meets MS4 permit requirements.

## **Capital Projects Contingency**

For FY 2025 a contingency is built into the budget for all capital projects. The contingency is set at 10% of total Town funding for each project and ensures that the Capital Improvement Program is budgeted conservatively and takes into account the possibility for project overruns or the identification of additional work needed to complete project goals.

## **Stream Retrofit Rady Park**

This project includes the restoration of 593 linear feet of natural stream that conveys stormwater from Fauquier County through Rady Park and back into Fauquier County. It is a badly eroded stream that parks & recreation is concerned causes a safety issue for equipment and local park users. This project is a potential benefit for nutrient reduction credits if soil testing shows acceptable parameters. If so, it would be a possible candidate for a SLAF Grant. This is also a possible teaming effort with Fauquier County.

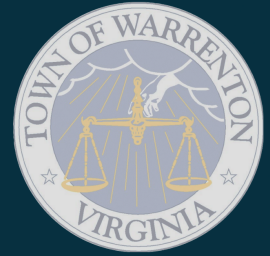
## Goals, Objectives, and Performance Metrics

**Mission:** To deliver exceptional government service; to uphold standards established to protect the public health, safety, and welfare of all residents, business owners, and visitors; to provide an environment where people enjoy living, working, playing, and investing while providing responsible management of public resources to meet the challenges of today and tomorrow. Manage and implement an effective MS4 and Stormwater program designed for maximum credits and effectiveness.

The following goals and objectives have been identified by the Stormwater Management Department:

Goals	Objectives	Performance Metrics
Continue with identifying, development, and design of stream restoration projects, Lee Hwy., and Rady Park.	<ul style="list-style-type: none"> <li>• Reduce pollution generated and minimize potential impact of SW runoff, soil erosion, and flooding</li> </ul>	<ul style="list-style-type: none"> <li>• Design and Plan approvals.</li> </ul>
Stormwater inventory	<ul style="list-style-type: none"> <li>• Continue building an accurate digital storm sewer system map.</li> </ul>	<ul style="list-style-type: none"> <li>• New storm inlets located in GIS collector software.</li> </ul>
Stormwater and outreach programs	<ul style="list-style-type: none"> <li>• Continue working with the community to find new ways to learn about the stormwater.</li> </ul>	<ul style="list-style-type: none"> <li>• Elaborate additional documentation, manuals, and guidance.</li> </ul>
Respond to drainage issues and SW utility fees.	<ul style="list-style-type: none"> <li>• Use system to receive phone calls/emails and promptly respond.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of complaints annually received.</li> </ul>
	<ul style="list-style-type: none"> <li>• Notify incident to proper authority and promptly investigate. Ensure all drainage issues and SW utility fee questions are answered.</li> </ul>	<ul style="list-style-type: none"> <li>• Collect appropriate forms/information from staff.</li> <li>• Track % of complaints annually solved.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop a strategic plan to minimize SW and drainage complaints. Update website, clean storm drains, sweep streets, pro-active inspections to the storm sewer systems, constructions sites, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Pounds of sediments collected.</li> </ul>
		<ul style="list-style-type: none"> <li>• Miles swept.</li> </ul>
		<ul style="list-style-type: none"> <li>• Number of inspections performed.</li> </ul>
		<ul style="list-style-type: none"> <li>• Elaborate additional documentation, manuals, guidance.</li> </ul>

# AMERICAN RESCUE PLAN ACT (ARPA) FUND



## PROGRAM DESCRIPTION

As part of the American Rescue Plan Act of 2021, the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) delivered \$350 billion to State, Local, and Tribal governments across the country to support their recovery from the COVID-19 public health emergency. The CSLFRF provided for \$19.53 billion to support tens of thousands of Non-Entitlement Units of government (NEUs), which are local governments typically serving a population under 50,000. Allocations for NEUs were sent to states based on population. The Town of Warrenton was awarded \$10,403,180 under this Act. These funds may be used to cover eligible costs that are obligated during the period of March 3, 2021 through December 31, 2024.

## CURRENT STAFFING

The Town hired an ARPA Coordinator in FY 2022 to handle all the reporting and administration of these funds. In FY 2025, this position has been combined with the Budget Manager position. The Budget Manager is allocated 10% to this fund in order to capture the cost associated with the time dedicated to quarterly reports to the Treasury Department, audit tasks, and general administration of the funding. For headcount purposes, the Budget Manager is captured in the finance department.

## BUDGET SUMMARY

	ACTUAL		ADOPTED	PROPOSED	Variance (\$)	Variance (%)
	FY2022	FY2023	FY2024	FY2025		
<b>EXPENSES</b>						
PERSONNEL	\$47,026	\$284,166	\$169,910	\$14,467	(\$155,443)	(91%)
OPERATING	\$5,000	\$38,500	\$200,000	\$0	(\$200,000)	(100%)
CAPITAL OUTLAY	\$0	\$716,725	\$2,900,000	\$150,000	(\$2,750,000)	(95%)
<b>EXPENSES TOTAL</b>	<b>\$52,026</b>	<b>\$1,039,391</b>	<b>\$3,269,910</b>	<b>\$164,467</b>	<b>(\$3,105,443)</b>	<b>(95%)</b>

## BUDGET REQUEST / ANALYSIS

The proposed budget for FY 2025 consists of a portion of the Budget Manager's salary and benefits (health insurance, retirement, etc.) in the personnel category. ARPA funds have been committed by Council to cover the portion of the Budget Manager's time spent working with the ARPA funds through December 31, 2024. The capital outlay in the proposed budget is related to ADA playground replacements as outlined in the CIP.

# ARPA CAPITAL PROJECTS

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PROPOSED BUDGET	
ADA PLAYGROUND REPLACEMENTS	\$150,000
<b>TOTAL</b>	<b>\$150,000</b>

## **Accessible Playground Replacement**

Replace current playground structures in parks with American's with Disabilities Act (ADA) compliant structures. FY 2025 funds are planned to be used for Eva Walker Park.