

# Town of Windsor

## The Gateway to Hampton Roads



## 2021-22 Operating Budget and Five-year Capital Improvement Plan

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# TOWN OF WINDSOR

## Town Elected Officials

Glyn Willis – Mayor  
Greg Willis - Vice Mayor  
Walter Bernacki  
Kelly Blankenship  
Randy Carr  
Jake Redd  
George Stubbs



Town Manager  
William Saunders

Town Clerk  
Terry Whitehead

Town Treasurer  
Cheryl McClanahan

Town Attorney  
Fred D. Taylor

May 10, 2021

The Honorable Mayor and Members of Council  
Town of Windsor, Virginia

Dear Lady and Gentlemen,

This is my 2021-22 budget proposal. This document includes my proposal for the operating budgets for the General Fund, the Water Fund, the Space Needs Fund, and the Windsor Town Center as well as my proposal for the five-year Capital Improvements Plan (CIP) for the period Fiscal Year 2021-22 through Fiscal Year 2025-26. This document is submitted to you for your consideration, and I recommend that you approve and adopt the enclosed budgets and CIP.

Each section of this budget is superseded by a narrative statement that further explains the goals, objectives, personnel, and details of each section of this budget. As such, each of these narratives is an integral part of this budget message.

This budget proposal comes with some uncertainty due to the unknown financial impacts of the COVID-19 pandemic, although it is hoped that we have already seen the majority of its impacts. Some disruption in our normal revenue streams due to the financial hardships experienced by our citizens during these uncertain times may continue. Council should continue to watch this situation closely. The budget includes a \$50,000 contingency due to these and other uncertainties in FY2021-22.

I recommend that we maintain our current real estate tax rate of \$0.10 per \$100 of value. However, we will need to continue to review our tax rate with upcoming years as we serve the citizens of Windsor in the best way possible.

I also recommend that we maintain our current personal property tax rate of \$0.50 per \$100 of value.

## **Discussion of General Fund Revenues**

### *Real Estate and Personal Property Tax Revenues*

As you know, the Isle of Wight County Commissioner of Revenue is responsible for conducting the assessment of real property values within the Town of Windsor. The County conducts this assessment approximately every two years; a new assessment is expected to take

place in calendar year 2022. Based on information from the Commissioner of Revenue, we can expect our Real Estate values to increase by 2.5%. One penny on our real estate tax rate generates approximately \$21,000 in real estate tax revenue for Fiscal Year 2021-22.

The Isle of Wight County Commissioner of Revenue also determines the value of personal property and machinery and tools in the Town of Windsor. The Commissioner has estimated a 25% increase in personal property values and a 5% decrease in machinery and tools values. I recommend maintaining our current rates of \$0.50 and \$0.25 per \$100 of value respectively.

#### *Other Local Taxes*

This category of revenues contains our second largest source of revenue, the meals tax. As a category, it generates more revenue for the Town than the general property tax category.

I am recommending we maintain our current 6% tax rate for this revenue source.

#### *Payments (Reimbursements) from Other Funds*

We include in the 2021-22 General Fund revenue a payment from the Water Fund for indirect services that the General Fund provides this fund. This payment reimburses the General Fund for services that it provides to the Water Fund. The Water Fund also pays the General Fund to cover a portion of the salaries of the employees that spend time working for both Funds.

The Water Fund's indirect payments to the General Fund are adequate, and the General Fund does not subsidize the Water Fund.

The payments from the Water Fund for indirect costs and salaries total \$318,031 for fiscal year 2021-22.

### **Discussion of General Fund Expenditures**

#### *Salaries*

Town staff have performed admirably through the uncertain and ever-changing environment created by the COVID-19 pandemic and other challenges faced during the 2020-21 fiscal year. The Town of Windsor keeping its doors open to the public during most of the pandemic resulted in being much more available to its citizens than many other localities accomplished during this time.

The salaries for employees that provide services to both funds are split funded between the two Funds. The total salary cost appears in the General Fund with the Water Fund making a payment to the General Fund to cover its portion of the salary cost for those employees that spend time working for both Funds. The total salary cost for the Town as a whole is \$840,453.45. The General Fund portion of the salaries is \$605,212.26, and the remaining \$235,241.19 appears in the Water Fund.

### *Capital Projects*

Included in this year's General Fund budget is a police vehicle at \$45,000. Funds are also set aside for the initiation of the assessment of the Comprehensive Plan to determine if a five year update is warranted. There is no funding for the Space Needs Fund in FY2021-22.

Included with the budget is a description of the various line items contained within the operating budget. This list appears again in this year's budget beginning on page 10. A majority of the line items are generic, and are defined under the "Generic Line Items" heading. Any line items that are specific to a given department will be defined under that department's heading. These are to be used as general definitions of each line item, and any examples of items included in said line item are not all encompassing. This is done in an effort to better help the reader understand what is included within the various line items of our operating budget.

### **Discussion of the Water Fund Budget**

We operate our Water Fund as an "enterprise fund" in which revenues from the operation of the Town's water system are sufficient to cover system expenditures without funding assistance from the General Fund. This Water Fund budget proposal does not contain any financial assistance from the General Fund.

### *Water Fund Revenues and Expenditures*

We essentially only have one source for water revenues: the sale of water to our water customers.

We must routinely evaluate our water rate, and make adjustments as necessary. This year I recommend increasing our current water rate of \$7.50 per 1,000 gallons with a minimum bill of \$26.25 to \$7.75 per 1,000 gallons with a minimum bill of \$27.13. This increase was slated for last fiscal year, but was not implemented at that time.

### *Depreciation*

Accounting principles require governmental enterprise operations, such as our Water Fund operation, to not only show depreciation as an expense, but also to fund the same. This process provides the owner of the enterprise operation with a method to fund the replacement of the physical assets of the system as these assets wear out or become obsolete. Even if the owner of the enterprise system does not fully fund depreciation, the owner (or the owner's auditor) must show the full amount of the annual depreciation as an expense in the comprehensive annual financial report for the operation. In such a case in which the owner does not fully fund depreciation in a given budget year, even though operating revenues may equal operating expenses, the owner must show that the operation operated at a deficit because the owner did not fully fund depreciation. We have made great strides in recent years to fund a larger portion of depreciation. This year's budget funds depreciation at 60%.

## *Capital Projects*

The major capital project included in the Water Fund this year is a water main upgrade/replacement for Duke Street and Virginia Avenue. This project will allow the Town to upgrade our existing water lines in the area to provide better service as well as fire protection along Virginia Avenue where there currently is none. This project is funded with fund balance.

## **Five-Year Capital Improvements Plan (CIP)**

This document includes the proposed Capital Improvements Plan for the five-year period covered by fiscal years 2021-22 through 2025-26. The CIP should not be a “*wish list*” of projects; instead, it should be a realistic program of projects that the Town intends to undertake within the next five years. As such, in developing the CIP, we must take into consideration the Town’s ability to finance these projects. I am recommending a CIP that fits within the Town’s financial capabilities for the next five-years.

## **Summary**

This is my 2021-22 budget proposal; the tabs entitled General Fund and Water Fund constitute the “*Town of Windsor, 2021-22 Operating Budget.*”

This budget is balanced in both the General Fund and Water Fund, without cutting services.

The following page provides you with a summary of the revenues and expenditures for upcoming fiscal year; the pie charts that follow that summary give you a graphic summary of our General Fund revenues and expenditures.

Behind the last tab of this document are the various ordinances and resolutions that you must consider and adopt in order to implement the 2020-2021 budget and five-year Capital Improvements Plan.

I recommend that you give these ordinances and resolutions your favorable consideration.

Respectfully submitted,

William Saunders, AICP  
Town Manager

**2021-22 Budget**  
**Revenue and Expenditure Summary - All Funds**

***Revenues***

**Fund**

<b>General Fund</b>	\$ 2,384,219.19	
Less Transfer from Other Funds	<u>318,031.19</u>	
		<u>\$ 2,066,188.00</u>

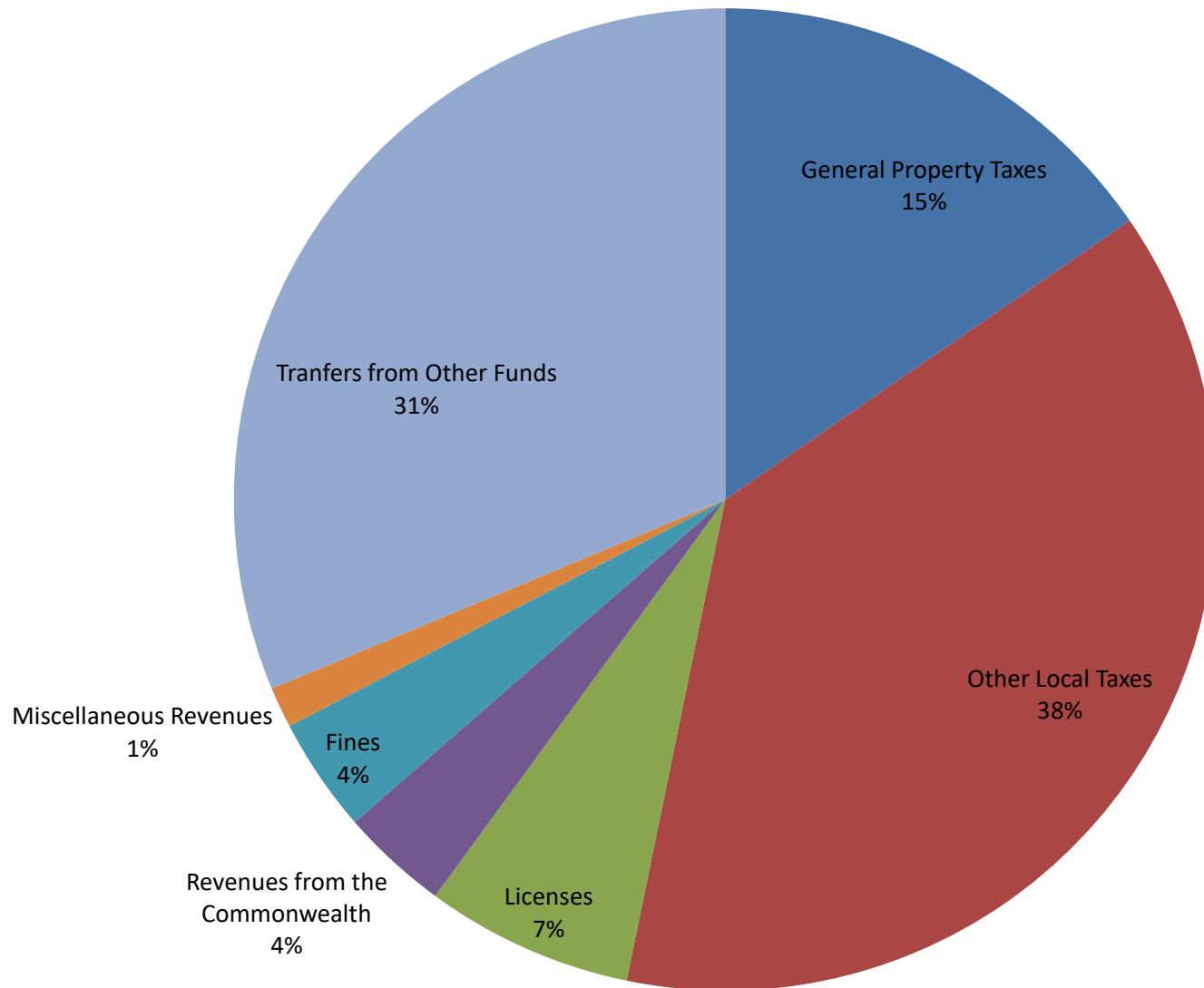
<b>Water</b>	<u>\$ 1,230,000.00</u>	<u>\$ 1,230,000.00</u>
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***Expenditures***

<b>General Fund</b>	\$ 2,384,219.19	
Less Transfers to Other Funds	<u>318,031.19</u>	
		<u>\$ 2,066,188.00</u>

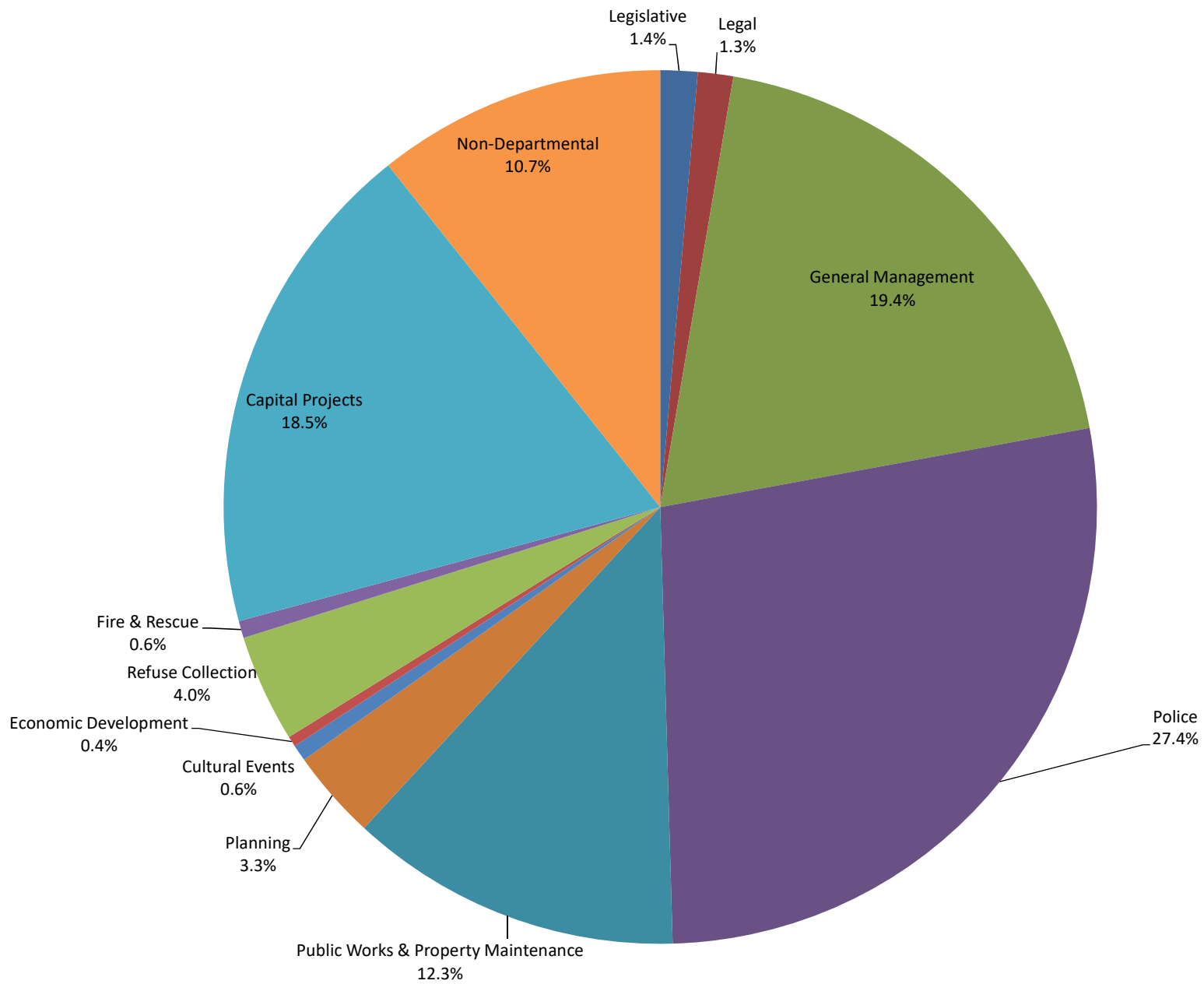
<b>Water</b>	<u>\$ 1,230,000.00</u>	<u>\$ 1,230,000.00</u>
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## Where The Money Comes From





### Where The Money Goes



# The General Fund

## Introduction

The major difference in local government budgeting and accounting versus private sector budgeting and accounting is that the local government budgets and accounts for its monies by utilizing a variety of “funds.” The Town of Windsor has the following funds:

- The General Fund
- The Water Fund
- The Town Center/Future Development and Space Needs Fund

The Town’s largest fund is the General Fund. The 2021-22 General Fund portion of the budget totals \$2,378,719 and it is balanced.

## Presentation of Salary Information

Some employees of the Town do work for both the General Fund and the Water Fund. As such, the Water Fund reimburses the General Fund for the portion of time these employees spend working for the Water Fund. The total salary for each employee is shown in the personnel detail for each General Fund Department. The General Fund also provides some non-personnel services to the Water Fund. For example, for making and mailing of water bills, the General Fund pays for both the purchase of the paper to run the bill and the mailing of the same. The General Fund reclaims this expense by charging the Water Fund an “indirect expense.” This shows up as an expense in the Water Fund, and it shows up as revenue in the General Fund.

## **Net General Fund Revenues and Expenditures**

The indirect expenses, including salaries, that the General Fund charges the Water Fund total \$318,031; therefore, the General Fund's net revenues and expenditures total \$2,060,688.

Again, the General Fund is balanced.

## **General Fund Revenues**

Town Management has taken a conservative approach in forecasting revenues for 2021-22. There are no new revenues proposed as a part of the budget.

The tab "GF-Revenues" provides you with a line-item presentation of the General Fund Revenues.

## **General Fund Expenditures**

Like with revenues, Town Management has taken a realistic approach in developing the General Fund operating expenses so that they match revenues without the need of a property or real estate tax increase. The 2021-22 budget maintains the existing level of service. However, much of the cost of 2021-22 capital expenses is funded with fund balance from a 2020-21 surplus.

The tab "GF-Expenditures" provides you with a department-by-department, line-item presentation of General Fund Expenditures.

## **Line Item Descriptions**

Included in the budget is a description of the line items contained within the expenses portion of our operating budget. These descriptions are found on the pages immediately following this page. Line items that are generic throughout departments are listed together, and any line item that is specific to a given department is listed under that department. This was done in an effort to help the reader better understand the items contained within each line item.

## Generic Line Items

**Advertising** – This line item includes any advertising such as advertising for job openings, public hearings, public notices, or any items related to the given department.

**Dues and Subscriptions** – This line item includes any membership dues and subscriptions related to the given department.

**Equipment** – This line item includes any equipment purchased by a given department. This could be a printer, computer, office furniture, tools, or other items that are more substantial than typical office supplies. In the public works department it can include tools or machinery. In the Police Department it can include firearms, uniforms, protective equipment, and other items required to carry out the duties associated with the position.

**Equipment Rental** – This line item includes the cost for any equipment that has to be rented. In the general management portion, this includes the copy machine (which is leased). In other departments it covers any equipment that is seldom used equipment such that we are better served by renting as opposed to purchasing.

**Maintenance Contracts** – This line item covers any ongoing contracts for maintaining equipment or services.

**Overtime** – This line item includes any wages paid to employees of a given department above the normally required work hours.

**Postal Services** – This line item covers the cost of postage.

**Professional Services** – This line item covers the cost of hiring consultants or other outside sources that perform services for the Town.

**Publications** – This line item includes any publications purchased by a given department. This can include reference books, copies of the State Code, copies of the Town Code, and any other publications related to a given department.

**Salaries and Wages** – This line item includes all base salaries paid to employees within a given department.

**Supplies** – This line item includes office supplies for a given department. This can include items such as pens, paper, printer ink, and other generic office supplies.

**Telephone – Communications** – This line item covers the cost of communications, to include, cell phones, office phones, and internet.

**Travel and Training** – This line item includes all cost associated with travel and training for the given department. Cost associated with travel and training can include meals, lodging, travel reimbursement, conference registration fees, and other related cost.

**Vehicle Fuel** – This line item covers the cost of gasoline and diesel fuel for vehicles operated within a given department.

**Vehicle Repairs and Maintenance** – This line item covers the routine maintenance and repairs on the vehicles within a given department.

Legislative Department

**Audit** – This line item includes the cost of the Town’s annual audit.

**Election Expense** – This line item includes all cost associated with the Town’s elections. This line item will only appear in the operating budget every other year due to the cycle of elections.

Legal Department

**Legal Services** – This line item includes payments to the Town Attorney for legal services provided to the Town of Windsor.

General Management Department

**Bank Fees** – This line item includes fees charged to the Town for credit card transactions, direct deposit, and any other fees charged to the Town by a financial institution.

**Information Technology** – This line item includes the cost of the annual subscription service for our accounting software, as well as the cost of a consultant to assist with the operation of our accounting software.

**Vehicle Allowance** – This line item provides the Manager with reimbursement for the use of his or her personal vehicle while conducting Town business.

Public Works & Property Maintenance

**Building Repairs and Maintenance** – This line item covers the cost of all routine maintenance and repairs to Town owned buildings with the exception of any rental property.

**Clothing – Uniforms** – This line item covers the cost of clothing for our maintenance personnel.

**Equipment Repairs and Maintenance** – This line item covers the cost of any repairs and maintenance to equipment used within the public works department such as the lawnmowers, back hoe, or others.

**Part-time – Temporary** – This line item covers the cost of temporary help when needed. Temporary help may be needed during special circumstance events such as an employee being out of work due to injury, or unexpected and temporary events.

**Street and Sidewalk Maintenance** – This line item covers any repairs that are done to streets or sidewalks within the Town of Windsor. As the Town does not maintain any roadways within the Town, this is currently limited to repairs of sidewalks.

**Street Lights – Utility Expense** – This line item covers the cost of operating street lights within the Town of Windsor.

**Utilities** – This line item covers the cost of utilities for all Town owned buildings that serve a General Fund function.

#### Police Department

**Community Relations** – This line item includes events such as The Windsor Christmas Toy Drive which is sponsored by the Police Department and the Youth Auxiliary Program. It is also used to purchase items such as pens, citizen’s awards, children’s books, etc.

**Investigations** – This line item is used in regards to needs associated with extensive investigations such as but not limited to the purchase of narcotics or an investigation that requires items such as cars to be placed in secure locations.

**K-9 Maintenance** – Provides funding for food, veterinarian, and other costs associated with the Town’s K-9 program.

#### Water Fund

**Indirect Cost** – This line item reimburses the General Fund for services and goods that are provided to the Water Fund. For example, all copy paper used by the Town is purchased by the General Fund, as such; the Water Fund reimburses the General Fund for this expense. The cost of utilities for Town Hall and the maintenance shop, as well as other joint function services are split between the two funds, and the associated cost for the Water Fund appears in this line item.

**Protection of Water System** – This line item is a reimbursement to the General Fund for the protection of the water system. Our Police Department conducts regular checks of the water system to ensure its safety outside of regular business hours.

**System Repairs and Maintenance** – This line item covers the cost of maintaining and repairing our water system.

**State/Lab Fees** – This line item covers the cost of any state fees associated with operating the water system, as well as lab fees associated with testing requirements for the quality of our water.

**Temporary Help** – This line item covers the cost of any temporary help that may be needed due to a large water line break or other extenuating circumstance.

**Operating Budget  
2021-22**

**General Fund Revenues**

	<b>2019-20 Budget</b>	<b>2019-20 Actual</b>	<b>2020-21 Budget</b>	<b>2021-22 Recommended</b>	<b>2021-22 Approved</b>
<b>General Property Taxes</b>					
Taxes on Real Property	\$ 200,000.00	\$ 195,191.84	\$ 206,000.00	\$ 215,000.00	
Taxes on Mobile Homes	5,000.00	4,219.79	5,000.00	6,000.00	
Taxes on Personal Property	75,000.00	87,384.62	78,000.00	110,000.00	
PPTRA Funding	19,550.00	19,527.44	19,525.00	19,525.00	
Public Service Corporation Taxes	11,500.00	10,621.58	11,500.00	11,500.00	
Penalties & Interest on Delinquent Taxes	<u>4,000.00</u>	<u>3,208.89</u>	<u>4,500.00</u>	<u>5,000.00</u>	
<b>Total</b>	<u>\$ 315,050.00</u>	<u>\$ 320,154.16</u>	<u>\$ 324,525.00</u>	<u>\$ 367,025.00</u>	
<b>Other Local Taxes</b>					
Bank Franchise Tax	\$ 130,000.00	\$ 129,454.00	\$ 130,000.00	\$ 140,500.00	
Communication Tax/Cable Franchise Tax	58,000.00	55,512.14	55,000.00	50,000.00	
Cigarette Tax	71,250.00	90,000.00	71,250.00	71,250.00	
Local Sales Tax	110,000.00	133,920.16	119,200.00	130,000.00	
Meals Tax	365,000.00	413,597.35	400,000.00	420,000.00	
Utility Taxes	<u>91,500.00</u>	<u>86,737.15</u>	<u>90,000.00</u>	<u>90,000.00</u>	
<b>Total</b>	<u>\$ 825,750.00</u>	<u>\$ 909,220.80</u>	<u>\$ 865,450.00</u>	<u>\$ 901,750.00</u>	
<b>Licenses</b>					
Merchants & Other Licenses	\$ 130,000.00	\$ 110,537.69	\$ 120,000.00	\$ 120,000.00	
Motor Vehicle Licenses	<u>41,500.00</u>	<u>40,494.08</u>	<u>43,000.00</u>	<u>43,000.00</u>	
<b>Total</b>	<u>\$ 171,500.00</u>	<u>\$ 151,031.77</u>	<u>\$ 163,000.00</u>	<u>\$ 163,000.00</u>	

**Operating Budget  
2021-22**

**General Fund Revenues**

	<b>2019-20 Budget</b>	<b>2019-20 Actual</b>	<b>2020-21 Approved</b>	<b>2021-22 Recommended</b>	<b>2021-22 Approved</b>
<b>Revenues from the Commonwealth</b>					
Police HB 599 Funding	\$ 61,321.00	\$ 63,712.00	\$ 61,321.00	\$ 63,713.00	
Litter Control Grant	1,500.00	1,251.00	1,200.00	1,200.00	
Fire Program Grant	10,000.00	10,000.00	10,000.00	15,000.00	
<i>Noncategorical aid:</i>					
Mobile Home Titling Taxes	4,000.00	4,170.00	4,500.00	4,500.00	
<b>Total</b>	<b>\$ 76,821.00</b>	<b>\$ 79,133.00</b>	<b>\$ 77,021.00</b>	<b>\$ 84,413.00</b>	
<b>Fines</b>					
Traffic Fines	\$ 130,000.00	\$ 103,736.93	\$ 120,000.00	\$ 90,000.00	
<b>Total</b>	<b>\$ 130,000.00</b>	<b>\$ 103,736.93</b>	<b>\$ 120,000.00</b>	<b>\$ 90,000.00</b>	
<b>Miscellaneous Revenues</b>					
Administrative Collection Fee	\$ 10,000.00	\$ 2,115.26	\$ 10,000.00	\$ 5,000.00	
Cemetery Plot Sales	1,800.00	1,200.00	1,800.00	1,000.00	
Credit Card Convenience Fee	600.00	2,227.21	600.00	1,000.00	
Grants	-	15,519.70			
Interest Earned	11,500.00	18,819.36	13,000.00	13,000.00	
Other Miscellaneous Revenues	8,000.00	22,254.91	8,000.00	8,000.00	
Reimbursement from Water Fund - Indirect Costs	65,390.00	109,750.00	80,065.00	82,790.00	
Reimbursement from Water Fund - Salaries	207,182.00	207,182.00	213,619.00	235,241.19	
Fund Balance	13,500.00	-	76,500.00	428,000.00	
Zoning Fees	3,000.00	5,960.75	4,000.00	4,000.00	
<b>Total</b>	<b>\$ 320,972.00</b>	<b>\$ 385,029.19</b>	<b>\$ 407,584.00</b>	<b>\$ 778,031.19</b>	
<b>Total All Revenues</b>	<b>\$ 1,840,093.00</b>	<b>\$ 1,948,305.85</b>	<b>\$ 1,957,580.00</b>	<b>\$ 2,384,219.19</b>	

Revenues appear to fluctuate significantly due to one time capital projects as well as recent debt payoff between operating funds.



## Legislative

Town Council is the legislative and policy making body of the Town government. It is vested with all the authority specified by the State Constitution, applicable State laws, and the Town Charter. Council takes action by the adoption of ordinances, resolutions, or motions.

The citizens of the Town of Windsor elect the Mayor and the six members of Council in elections that take place every two years in November – the even numbered years. The Mayor and Council serve four-year terms that overlap.

The following is a listing of the Mayor and members of Council:

Glyn Willis	Mayor
Greg Willis	Vice Mayor
Walter Bernacki	Councilman
Kelly Blankenship	Councilwoman
Randy Carr	Councilman
Jake Redd	Councilman
George Stubbs	Councilman

**Operating Budget**

**2021-22**

**General Fund Expenditures**

**Legislative**

Mayor & Council Members

Compensation

Advertising

Audit

Election Expense

Travel and Training

Special Meetings

**Total Legislative**

	<b>2019-20 Budget</b>	<b>2019-20 Actual</b>	<b>2020-21 Budget</b>	<b>2021-22 Recommended</b>	<b>2021-22 Approved</b>
Mayor & Council Members Compensation	\$ 9,600.00	\$ 4,200.00	\$ 9,600.00	\$ 9,600.00	
Advertising				-	
Audit	15,000.00	15,450.00	15,900.00	16,300.00	
Election Expense	-	-	1,500.00	-	
Travel and Training	6,000.00	1,218.54	6,000.00	6,000.00	
Special Meetings	750.00	403.09	750.00	750.00	
<b>Total Legislative</b>	<b>\$ 31,350.00</b>	<b>\$ 21,271.63</b>	<b>\$ 33,750.00</b>	<b>\$ 32,650.00</b>	

## Legal

The Town Attorney is the legal advisor to the Town Council, the Town Manager, the Windsor Planning Commission, and the various departments and committees of the Town. Fred D. Taylor is the Town Attorney, and he provides the Town legal advice, counsel, and other legal services. His duties include, but are not limited to the following:

- Representing the Town in litigation and in court proceedings
- Preparing pleadings and legal briefs
- Researching federal, state, and local laws and their application to the Town
- Conducting title searches, certifying titles, and handling closings
- Representing the Town in those negotiations requiring legal counsel
- Preparing contracts, leases, franchises, and other legal documents for the Town
- Rendering legal advice on a daily basis to the offices and departments of the Town
- Attends all meetings of Council and the Planning Commission and attends other meetings when requested by the Mayor, Town Manager, or appropriate officials
- Meets periodically with the Isle of Wight County Attorney and the Smithfield Town Attorney

**Operating Budget**

**2021-22**

**General Fund Expenditures**

	<b>2019-20 Budget</b>	<b>2019-20 Actual</b>	<b>2020-21 Budget</b>	<b>2021-22 Recommended</b>	<b>2021-22 Approved</b>
<b>Legal</b>					
Legal Services	\$ 27,000.00	\$ 14,505.00	\$ 27,000.00	\$ 30,000.00	
Dues and Subscriptions	350.00	250.00	350.00	350.00	
Publications	300.00	-	300.00	300.00	
Supplies	100.00	-	100.00	100.00	
Travel and Training	500.00	-	500.00	500.00	
<b>Total Legal</b>	<b>\$ 28,250.00</b>	<b>\$ 14,755.00</b>	<b>\$ 28,250.00</b>	<b>\$ 31,250.00</b>	

## **General Management**

This portion of the 2021-22 General Fund expenditures includes the Town Manager, the Town Clerk, the Town Treasurer, and the general administrative and financial operations of the Town. It is the Town's "front office" operations.

### **Town Manager**

The Town Council appoints the Town Manager, and the Town Manager serves as the Town's chief executive officer. William Saunders is the Town Manager. He serves at the pleasure of Town Council.

The Town Manager is responsible for implementing the policies established by Town Council and for the general administration of the Town. His duties include, but are not limited to the following:

- Preparation of the Town's annual operating and capital budgets and the capital improvements plan, and the submission of these documents to Town Council for its consideration and final approval
- Providing Town Council with recommendations on programs, policies, and services for Council's consideration
- The enforcement of the Town Code and all other ordinances enacted by the Town Council
- Providing the Planning Commission and other Town boards and commissions advice and support
- Attendance and participation in all Town Council meetings
- Serves as the Town's chief financial officer

### **Town Clerk**

- The Town Council appoints the Town Clerk. Terry Whitehead is the Town Clerk. As the Town Clerk, she is responsible for maintaining the Town's official records and the records retention schedule for all of the Town's records. Specifically, she is responsible for maintaining the records of the Town Council. As such, she is responsible for attending the meetings of Council, preparing the minutes of all Council meetings, and maintaining

the original copies of all ordinances and resolutions adopted by Town Council. She is also responsible for setting up new water accounts and the accurate billing and collection of water bills

### **Town Treasurer**

The Town Council appoints the Town Treasurer. Cheryl McClanahan is the Town Treasurer. As the Town Treasurer, she is responsible for the collection and custody of all monies paid to the Town. She is responsible for accounting for these monies and preparing the disbursements of Town funds. She also invests idle Town funds and manages the Town's cash flow. Her duties include, but are not limited to, the following:

- The accurate billing and collection of real estate and personal property taxes
- The collection of delinquent real estate and personal property taxes
- The monthly reconciliation of the Town's ledgers
- The monthly reconciliation of the Town's bank statements
- The accounting of all of the Town's funds and expenditures
- The secure custody of the Town's monies

The office also includes an Assistant Treasurer. Jeannie Dunlow is the Assistant Treasurer. She assists the Town Treasurer and other Town Staff as needed.

<b>Operating Budget 2021-22 General Fund Expenditures</b>	<b>2019-20 Budget</b>	<b>2019-20 Actual</b>	<b>2020-21 Budget</b>	<b>2021-22 Recommended</b>	<b>2021-22 Approved</b>
<b>General Management</b>					
Salaries and Wages	\$ 215,110.00	\$ 196,940.35	\$ 216,392.00	\$ 232,583.29	
Overtime	500.00	-	500.00	500.00	
Part Time	9,500.00	312.87	8,000.00	5,000.00	
Non-compensation Expenses					
FICA	13,337.00	11,739.48	13,417.00	14,420.16	
Medicare	3,120.00	2,745.55	3,138.00	3,372.46	
Health Insurance	48,380.00	36,010.22	50,708.00	41,264.00	
Retirement	10,065.00	8,516.42	11,296.00	11,629.16	
Life Insurance	4,418.00	3,017.65	6,175.00	4,646.84	
Advertising	4,000.00	3,727.15	4,000.00	4,000.00	
Bank Fees		10.00			
Dues and Subscriptions	4,000.00	2,681.85	4,000.00	4,000.00	
DMV Stop Fee	-	-			
Equipment	3,500.00	2,077.98	3,500.00	3,500.00	
Equipment Rental	6,000.00	5,487.05	6,000.00	6,000.00	
Information Technology	28,000.00	26,876.67	66,000.00	66,000.00	
Maintenance Contracts	5,000.00	2,258.12	5,000.00	4,000.00	
Postal Services	7,750.00	5,098.05	7,750.00	6,000.00	
Professional Services	18,000.00	53,881.19	20,000.00	20,000.00	
Publications	1,500.00	480.32	800.00	750.00	
Supplies	8,000.00	7,283.51	8,500.00	8,000.00	
Telephone-Communications	8,000.00	6,321.72	8,000.00	7,500.00	
Travel and Training	15,000.00	8,334.80	15,000.00	15,000.00	
Vehicle Allowance	4,800.00	4,000.00	4,800.00	4,800.00	
<b>Total General Management</b>	<b><u>\$ 417,980.00</u></b>	<b><u>\$ 387,800.95</u></b>	<b><u>\$ 462,976.00</u></b>	<b><u>\$ 462,965.91</u></b>	

# Planning and Community Development

## Purpose

To protect the public health, safety, and well being of the citizens and increase the economy and property values of the Town of Windsor through the enforcement of the Town's zoning and subdivision ordinances and with thoughtful planning for the Town's future.

## Responsibilities

- Review and Issue zoning permits and coordinate the erosion and sediment control/storm-water management process with Isle of Wight County.
- Enforce the zoning ordinance, and conduct codes compliance for inoperative motor vehicles, tall grass and other violations of the code of the Town of Windsor.
- Investigate violations and complaints.
- Review zoning text amendment, rezoning, conditional use permit, variance, and subdivision applications and inform the citizens of Windsor, Board of Zoning Appeals, Planning Commission and Town Council in regards to the pertinent requests.
- Maintain the Town's GIS data and maps.
- Protect public health and safety through the application of zoning and subdivision ordinances.
- Assist the Economic Development Authority in its various activities to promote the economic interests of the Town.



- **Fiscal Year 2021-22 Objectives**

- Continue to protect public health safety and well being through the appropriate planning for the Town's future.
- Increase cooperative enforcement of zoning ordinance and other Town Codes.
- Continue to review and recommend revisions to the Town's Ordinances as well as administrative procedures and forms to improve the Town's processes to make them clearer to the public and create a more efficient Department. Coordinate with various departments of Isle of Wight County and Hampton Roads Planning District Commission to improve economic development and environment policies within the Town.
- Assist the Economic Development Authority and Town Council in the economic development of the Town.
- Identify Location for creation of new business district in Town.
- Identify Town business needs, and develop plan to attract new businesses.
- Fill the vacant position of Zoning Administrator.
- Initiate a review of the Comprehensive Plan to determine if an update is warranted.

**Operating Budget**

**2021-22**

**General Fund Expenditures**

	<b>2019-20 Budget</b>	<b>2019-20 Actual</b>	<b>2020-21 Budget</b>	<b>2021-22 Recommended</b>	<b>2021-22 Approved</b>
<b>Planning &amp; Community Development</b>					
Compensation - Planning Commission	\$ 2,200.00	\$ -	\$ 2,200.00	\$ 2,200.00	
Salaries and Wages	44,800.00	33,362.07	44,800.00	50,000.00	
Non-compensation Expenses					
FICA	2,778.00	2,070.10	2,778.00	3,100.00	
Medicare	650.00	484.14	650.00	725.00	
Health Insurance	8,400.00	6,138.52	8,808.00	11,824.00	
Retirement	1,734.00	1,291.06	2,339.00	2,500.00	
Life Insurance	587.00	437.00	587.00	655.00	
Advertising	1,500.00	683.84	1,500.00	2,000.00	
Dues and Subscriptions	500.00	100.00	250.00	250.00	
Professional Services	1,500.00	78.00	1,000.00	1,000.00	
Publications	100.00	194.24	100.00	100.00	
Supplies	200.00	-	200.00	250.00	
Telephone-Communications	650.00	153.26	650.00	400.00	
Travel and Training	3,000.00	367.15	3,000.00	3,000.00	
Vehicle Fuel	500.00	81.61	400.00	300.00	
Vehicle Repairs and Maintenance	300.00	-	300.00	800.00	
<b>Total Planning</b>	<b>\$ 69,399.00</b>	<b>\$ 45,440.99</b>	<b>\$ 69,562.00</b>	<b>\$ 79,104.00</b>	

## **Public Works**

The Town's Public Works operation is responsible for maintaining all of the Town's physical and fixed assets. With a staff of two full-time employees, one part-time employee, and two seasonal, part-time employees, they divide their time between General Fund operations and Water Fund operations.

They are responsible for the Town's public grounds and Town-owned buildings, including routine repair, maintenance, and janitorial services. Although the Virginia Department of Transportation (VDOT) maintains the streets and highways within the Town's limits, the Town's Public Works staff is responsible for the maintenance and repair of all of the Town's sidewalks. They also clean up streets of trash and debris.

Because the Town's Public Works employees must split their duties among the two operating funds, they carefully schedule their work so that General Fund public works activities get accomplished on time while – at the same time – ensuring the safe and efficient operation of the Town's water system – including the reading and repair of water meters.

**Operating Budget  
2021-22**

**General Fund Expenditures**

	<b>2019-20 Budget</b>	<b>2019-20 Actual</b>	<b>2020-21 Budget</b>	<b>2021-22 Recommended</b>	<b>2021-22 Approved</b>
<b>Public Works &amp; Property Maintenance</b>					
Salaries and Wages	\$ 127,872.00	\$ 98,923.93	\$ 128,852.00	\$ 164,843.45	
Overtime	500.00	-	500.00	500.00	
Part-time - Temporary	8,500.00	-	8,500.00	-	
Non-compensation Expenses					
FICA	7,929.00	5,402.54	7,989.00	10,220.29	
Medicare	1,855.00	1,263.47	1,869.00	2,390.23	
Health Insurance	25,368.00	21,465.18	26,602.00	26,622.40	
Retirement	3,790.00	3,206.50	5,163.00	5,242.17	
Life Insurance	1,283.00	1,101.07	1,296.00	1,373.45	
Building Repairs and Maintenance	8,500.00	6,437.90	8,000.00	10,000.00	
Clothing - Uniforms	600.00	99.10	600.00	600.00	
Equipment	3,500.00	294.75	3,500.00	3,500.00	
Equipment Rental	750.00	-	750.00	750.00	
Equipment Repairs and Maintenance	5,000.00	3,117.71	5,000.00	5,000.00	
Piping & Storm Drainage	5,000.00	6,340.00	5,000.00	5,000.00	
Street and Sidewalk Maintenance	10,000.00	168.93	10,000.00	10,000.00	
Street Lights - Utility Expense	35,000.00	26,487.86	35,000.00	30,000.00	
Utilities	15,000.00	5,504.42	15,000.00	13,000.00	
Vehicle Fuel	3,750.00	1,412.96	3,500.00	3,750.00	
Vehicle Repairs and Maintenance	1,000.00	692.83	800.00	1,000.00	
<b><i>Total Public Works &amp; Property Maintenance</i></b>	<b><u>\$ 265,197.00</u></b>	<b><u>\$ 181,919.15</u></b>	<b><u>\$ 267,921.00</u></b>	<b><u>\$ 293,791.99</u></b>	

# Police Department

## **Purpose/Responsibilities:**

The Windsor Police Department is charged with providing law enforcement /criminal investigative and public safety functions throughout the corporate limits. The Windsor Police Department is a “Values” driven organization committed to excellence and will continue to partner with other law enforcement agencies, governmental organizations, community groups and residents to reduce and prevent criminal activity thereby making the Town of Windsor the best place in which to live, learn, play, visit and conduct business.

## **Activities/Services:**

During calendar year 2020, the Windsor Police Department recorded and responded to approximately **1,027** dispatched and/or citizen initiated calls for service and approximately **20,667** officer initiated calls for service with the total calls for service reporting at approximately **21,703** calls.

During 2020 WPD made **30** arrests for Felony offenses and arrests for **71** Misdemeanor offenses. The decrease in arrests this year can be attributed to the impacts from the COVID-19 pandemic and decreased contacts with citizens. In the area of traffic enforcement WPD conducted **1,993** traffic stops and responded to and investigated **113** traffic accidents. In 2020 there were **zero** fatal traffic accidents within the Town limits.

The Windsor Police Department remains highly active in school and community programs and has continued our efforts to develop community partnerships that enhance crime prevention efforts in the Town as well as promoting a healthy and open dialogue based on trust with all of our residents. 2020 saw the 7th Annual National Night Out event with the Isle of Wight Sheriff's Office cancelled because of the COVID-19 pandemic. 2020 also saw yet another successful Christmas Toy Drive sponsored by WPD, this success would not be possible without our community partners. A big thank you to our friends and supporters at Toys for Tots, Farmers Bank and our distribution partner Community Harvest Outreach Inc.

**Fiscal Year 2020-2021 Objectives:**

- Working with LEXIPOL to implement a new policy manual that is up to date and reflects best practices.
- Implementing new online training and policy review with the Police One Academy for all officers.
- Continued training and review for all officers in the areas of De-escalation Tactics and Officer/Citizen Safety.
- Complete IT transition over to IOW servers linking RMS and Livescan.
- Application to VLEPSC for Accreditation and beginning self-assessment process for accreditation.

<b>Operating Budget 2021-22 General Fund Expenditures</b>	<b>2019-20 Budget</b>	<b>2019-20 Actual</b>	<b>2020-21 Budget</b>	<b>2021-22 Recommended</b>	<b>2021-22 Approved</b>
<b>Police</b>					
Salaries and Wages	\$ 355,397.00	\$ 351,861.29	\$ 358,492.00	\$ 393,026.71	
Overtime	20,000.00	18,945.38	22,000.00	22,000.00	
Non-compensation Expenses					
FICA	22,035.00	21,868.51	22,227.00	24,367.66	
Medicare	5,154.00	5,114.43	5,199.00	5,698.89	
Health Insurance	90,216.00	75,561.42	94,604.00	79,668.80	
Retirement	13,754.00	13,139.22	18,714.00	19,651.34	
Life Insurance	4,656.00	4,422.68	4,697.00	5,148.65	
Advertising	500.00	-	500.00	500.00	
Community Relations	500.00	3,727.83	500.00	1,000.00	
Dues, Subscriptions, and Publications	1,250.00	630.27	1,250.00	1,250.00	
Equipment	10,800.00	12,862.43	10,000.00	10,000.00	
Grant - DMV	-	11,882.50	-	-	
Information Technology	3,500.00	2,822.66	3,500.00	3,545.24	
Investigations	1,000.00	33.88	1,000.00	1,000.00	
K-9 Maintenance	-	-	3,000.00	3,000.00	
Office Supplies	3,000.00	1,990.61	2,000.00	2,000.00	
Postage	-	-	-	-	
Telephone-Communications	14,000.00	12,583.20	12,000.00	12,250.00	
Travel and Training	12,500.00	6,713.44	12,500.00	14,000.00	
Vehicle Fuel	32,000.00	19,023.54	30,000.00	25,000.00	
Vehicle/Equipment Repairs and Maintenance	17,000.00	15,278.26	14,000.00	14,000.00	
Building Operations		-			
Utilities	5,000.00	5,239.15	6,500.00	5,250.00	
Equipment Rental	2,250.00	2,015.04	2,250.00	2,000.00	
Maintenance Contracts	6,750.00	5,990.11	9,500.00	10,000.00	
<b>Total Police</b>	<b>\$ 621,262.00</b>	<b>\$ 591,705.85</b>	<b>\$ 634,433.00</b>	<b>\$ 654,357.29</b>	

**Operating Budget**

**2021-22**

**General Fund Expenditures**

	<b>2019-20 Budget</b>	<b>2019-20 Actual</b>	<b>2020-21 Budget</b>	<b>2021-22 Recommended</b>	<b>2021-22 Approved</b>
<b>Cultural Events</b>					
4th of July Celebration	\$ 6,500.00	\$ 3,837.60	\$ 6,750.00	\$ 6,750.00	
Christmas Holidays	250.00	196.45	200.00	200.00	
Other Events	7,500.00	4,793.65	7,500.00	7,500.00	
<b>Total Cultural Events</b>	<u>\$ 14,250.00</u>	<u>\$ 8,827.70</u>	<u>\$ 14,450.00</u>	<u>\$ 14,450.00</u>	
<b>Economic Development</b>					
Business Appreciation	\$ 750.00	\$ -	\$ -	\$ -	
Chamber of Commerce					
Dues and Subscriptions	3,500.00	3,500.00	3,500.00	3,500.00	
Activities	750.00	220.00	700.00	700.00	
Other Economic Development Activities	5,000.00	5,000.00	5,000.00	5,000.00	
<b>Total Economic Development</b>	<u>\$ 10,000.00</u>	<u>\$ 8,720.00</u>	<u>\$ 9,200.00</u>	<u>\$ 9,200.00</u>	
<b>Fire Department</b>					
Grant	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 15,000.00	
<b>Total Fire Department</b>	<u>\$ 10,000.00</u>	<u>\$ 10,000.00</u>	<u>\$ 10,000.00</u>	<u>\$ 15,000.00</u>	
<b>Refuse Collection</b>					
Residential Collection	\$ 96,000.00	\$ 62,346.48	\$ 96,000.00	\$ 95,000.00	
<b>Total Refuse Collection</b>	<u>\$ 96,000.00</u>	<u>\$ 62,346.48</u>	<u>\$ 96,000.00</u>	<u>\$ 95,000.00</u>	



**Operating Budget**

**2021-22**

**General Fund Expenditures**

	<b>2019-20 Budget</b>	<b>2019-20 Actual</b>	<b>2020-21 Budget</b>	<b>2021-22 Recommended</b>	<b>2021-22 Approved</b>
<b>Capital Projects</b>					
Police Car	\$ 35,000.00	\$ 35,277.02	\$ 35,000.00	\$ 45,000.00	
Streetlight Extensions	500.00	286.21		-	
Information Technology Upgrades	2,500.00	1,940.00		5,000.00	
GIS System Improvements		-		5,000.00	
Comprehensive Plan Update		-		25,000.00	
Financial Software Upgrade	-	36,811.24		-	
Police Department Technology	13,500.00	13,293.00		10,000.00	
Body Worn Camera Replacement	-	-	16,000.00	5,250.00	
Sidewalk Construction		-		10,000.00	
Windsor Town Center Roof Replacement		-		300,000.00	
Windsor Town Center Roof Debt Service		-		36,000.00	
Space Needs Sinking Fund Expense	90,000.00	86,681.90	90,000.00	-	
<b>Total Capital Projects</b>	<b>\$ 141,500.00</b>	<b>\$ 174,289.37</b>	<b>\$ 141,000.00</b>	<b>\$ 441,250.00</b>	
<b>Non-departmental</b>					
Contingency	\$ 21,243.67	\$ 19,977.37	\$ 27,500.00	\$ 50,000.00	
Vacation Buy Back	11,461.33	11,461.33	10,338.00	12,500.00	
Contribution to Library	1,200.00	1,200.00	1,200.00	1,200.00	
Contribution to TRIAD	1,000.00	1,000.00	1,000.00	1,000.00	
Contributions to Town Center	-	-	-	20,500.00	
Insurance	40,000.00	42,704.00	50,000.00	60,000.00	
Payments to Other Governments	60,000.00	118,959.62	100,000.00	110,000.00	
<b>Total Non-departmental</b>	<b>\$ 134,905.00</b>	<b>\$ 195,302.32</b>	<b>\$ 190,038.00</b>	<b>\$ 255,200.00</b>	
<b>Total All Expenditures</b>	<b>\$ 1,840,093.00</b>	<b>\$ 1,752,701.63</b>	<b>\$ 1,957,580.00</b>	<b>\$ 2,384,219.19</b>	

## Organizational Chart and Pay and Compensation Plan

Attached is the Town's Organizational Chart and its Pay and Compensation Plan.

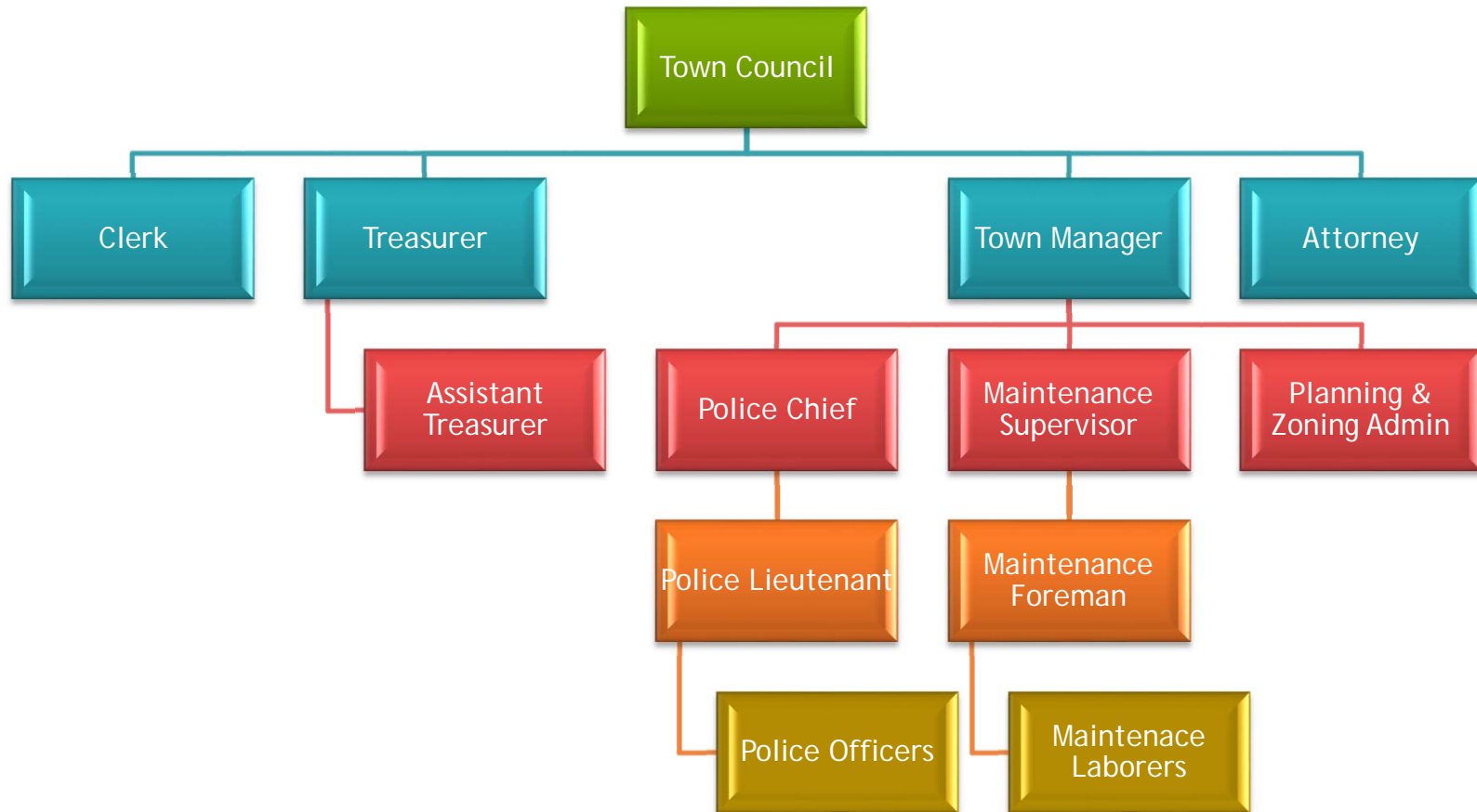
It is important for any organization, either public or private, to have a pay and compensation plan. Such a plan establishes internal equity among the various jobs within the organization. In considering the knowledge, skill, and experience that each position requires, the pay and compensation plan establishes fairness among the ranking of the various job positions. The pay and compensation plan also ensures that the salaries reflect the relative value of each job to the organization. In addition to ensuring internal fairness, an organization's pay and compensation plan should be externally competitive with those in the market place. This pay and compensation plan is based off a 2020 salary and pay plan performed for the Town of Windsor by Bakertilly.

Option 3 of the Bakertilly Compensation Plan was implemented in this budget; which served to get all town employees within the new pay ranges, as well as providing a .05% pay increase per year of service within the same position to help with compression issues of long-serving employees.

It is essential that all organizations have a pay and compensation plan; not having one is akin to the organization managing its most valuable asset – its employees – “*by the seat of the pants.*”

The following charts are the Town's pay and compensation plan and organizational chart for Fiscal Year 2021-22.

# Town of Windsor Organizational Chart



**Classification Plan  
Position Grades**

<b>Position Title</b>	<b>Grade</b>
Maintenance Worker	9
Assistant Treasurer	11
Town Clerk	15
Police Officer	15
Zoning Administrator	17
Maintenance Supervisor	18
Town Treasurer	20
Police Lieutenant	23
Police Chief	29

**Classification Plan**  
**Pay Grades**

Pay Grade	Hourly Rate		
	Min	Mid	Max
1	9.83	12.28	14.74
2	10.32	12.90	15.48
3	10.83	13.54	16.25
4	11.38	14.22	17.06
5	11.94	14.93	17.92
6	12.54	15.68	18.81
7	13.17	16.46	19.75
8	13.83	17.28	20.74
9	14.52	18.15	21.78
10	15.24	19.06	22.87
11	16.01	20.01	24.01
12	16.81	21.01	25.21
13	17.65	22.06	26.47
14	18.53	23.16	27.80
15	19.46	24.32	29.18
16	20.43	25.54	30.64
17	21.45	26.81	32.18
18	22.52	28.15	33.79
19	23.65	29.56	35.47
20	24.83	31.04	37.25
21	26.07	32.59	39.11
22	27.38	34.22	41.07
23	28.75	35.93	43.12
24	30.18	37.73	45.28
25	31.69	39.62	47.54
26	33.28	41.60	49.92
27	34.94	43.68	52.41
28	36.69	45.86	55.03
29	38.52	48.15	57.78
30	40.45	50.56	60.67
31	42.47	53.09	63.71
32	44.59	55.74	66.89
33	46.82	58.53	70.24
34	49.17	61.46	73.75
35	51.62	64.53	77.44

## **Water Fund**

This is the 2021-22 operating budget for the Water Fund.

The Town of Windsor operates its water system as an enterprise fund in which the water fund revenues are used to fund the operation, maintenance and debt service of the system. For 2021-22, the General Fund will not subsidize this fund either directly or indirectly.

The Town Manager's budget message at the front of this document contains some important, detailed information about the 2021-22 Water Fund operating budget, and this narrative will not duplicate that information. Again, this is important information, and Town Management recommends that the reader of this document review that section of the budget message that discusses this fund.

This budget increases the current water rate of \$7.50 per 1,000 gallons to \$7.75 per 1,000 gallons.

**Operating Budget  
2021-22**

**Water Fund**

	<b>2019-20 Budget</b>	<b>2019-20 Actual</b>	<b>2020-21 Budget</b>	<b>2021-22 Recommended</b>	<b>2021-22 Approved</b>
<b>Revenues</b>					
Water Sales	\$ 505,000.00	\$ 450,864.95	\$ 515,000.00	\$ 570,000.00	
Tap, Connection & Other Fees	15,000.00	95,664.70	35,000.00	35,000.00	
Interest Earned	3,500.00	4,970.10	3,500.00	5,000.00	
Funds From The Commonwealth		-	-	-	
Prior Year Fund Balance	<u>300,000.00</u>	<u>-</u>	<u>300,000.00</u>	<u>620,000.00</u>	
<b>Total Revenues</b>	<b><u>\$ 823,500.00</u></b>	<b><u>\$ 551,499.75</u></b>	<b><u>853,500.00</u></b>	<b><u>\$ 1,230,000.00</u></b>	

**Operating Budget  
2021-22  
Water Fund**

	<b>2019-20 Budget</b>	<b>2019-20 Actual</b>	<b>2020-21 Budget</b>	<b>2021-22 Recommended</b>	<b>2021-22 Approved</b>
<b>Expenditures</b>					
Operating & Maintenance (O&M)					
Salaries	\$ 207,182.00	\$ 207,182.00	\$ 213,619.00	\$ 235,241.00	
Advertising	100.00	-	100.00	200.00	
Clothing - Uniforms	600.00	347.26	600.00	600.00	
Dues and Subscriptions	800.00	785.00	800.00	800.00	
Equipment	5,000.00	4,548.60	5,000.00	5,000.00	
Equipment Repairs and Maintenance	10,000.00	7,478.86	5,000.00	6,000.00	
Equipment Rental	500.00	-	500.00	500.00	
Maintenance Contracts	26,500.00	26,313.59	28,000.00	30,000.00	
Meters	1,000.00	1,000.00	1,500.00	-	
Professional Fees	3,500.00	24,501.44	3,000.00	3,000.00	
Publications	200.00	-	200.00	200.00	
System Repairs and Maintenance	20,000.00	18,419.18	20,000.00	20,000.00	
State/Lab Fees	4,000.00	5,396.47	4,000.00	4,000.00	
Telephone - Communications	1,800.00	1,414.63	1,950.00	1,950.00	
Part Time/Temporary Help	1,000.00	-	1,000.00	1,000.00	
Travel and Training	2,500.00	888.21	2,250.00	2,250.00	
Utilities	22,500.00	18,230.23	23,000.00	23,000.00	
Fuel	3,000.00	2,037.42	2,800.00	8,000.00	
Vehicle Maintenance and Repair	1,000.00	952.06	1,000.00	1,000.00	
Payments to General Fund					
Indirect Cost	51,140.00	51,140.00	65,815.00	67,790.00	
Protection of Water System	14,250.00	14,250.00	14,250.00	15,000.00	
<b>Total O&amp;M</b>	<b>\$ 376,572.00</b>	<b>\$ 384,884.95</b>	<b>\$ 394,384.00</b>	<b>\$ 425,531.00</b>	



**Operating Budget  
2021-22  
Water Fund**

	<b>2019-20 Budget</b>	<b>2019-20 Actual</b>	<b>2020-21 Budget</b>	<b>2021-22 Recommended</b>	<b>2021-22 Approved</b>
<b>Depreciation</b>					
Depreciation	\$ 48,928.00	\$ -	\$ 61,116.00	\$ 59,469.00	
<b>Total Depreciation</b>	<u>\$ 48,928.00</u>	<u>\$ -</u>	<u>\$ 61,116.00</u>	<u>\$ 59,469.00</u>	
<b>Debt Service</b>					
USDA Loan - Principal and Interest	\$ 55,000.00	\$ 52,091.04	\$ 55,000.00	\$ 55,000.00	
New USDA Loan - Principal and Interest	43,000.00	332,300.00	43,000.00	35,000.00	
<b>Total Debt Service</b>	<u>\$ 98,000.00</u>	<u>\$ 384,391.04</u>	<u>\$ 98,000.00</u>	<u>\$ 90,000.00</u>	
<b>Capital</b>					
Duke Street/Virginia Avenue Project	\$ 300,000.00	\$ 2,425.00	\$ 300,000.00	\$ 620,000.00	
Water System Mapping/Masterplan	-	-	-	-	
Water Meter Replacement				25,000.00	
Water Main Replacement	-	-	-	10,000.00	
<b>Total Capital</b>	<u>\$ 300,000.00</u>	<u>\$ 2,425.00</u>	<u>\$ 300,000.00</u>	<u>\$ 655,000.00</u>	
<b>Total All Expenditures</b>	<u>\$ 823,500.00</u>	<u>\$ 771,700.99</u>	<u>\$ 853,500.00</u>	<u>\$ 1,230,000.00</u>	

## **Space Needs Fund**

This is the 2021-22 operating budget for the Space Needs Fund.

This Fund was established to allow the Town to set aside funds for the future facility and space needs of the Town of Windsor.

This Fund is funded from the Town of Windsor's General Fund.

**Operating Budget**

**2021-22**

**Space Needs Fund**

	<b>2019-20 Budget</b>	<b>2019-20 Actual</b>	<b>2020-21 Budget</b>	<b>2021-22 Recommended</b>	<b>2021-22 Approved</b>
<b>Revenues</b>					
Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	
Interest Earned	500.00	741.78	500.00	500.00	
Fund Balance	<u>24,500.00</u>	<u>-</u>	<u>24,500.00</u>	<u>24,500.00</u>	
<b>Total Revenues</b>	<b><u>\$ 25,000.00</u></b>	<b><u>\$ 741.78</u></b>	<b><u>\$ 25,000.00</u></b>	<b><u>\$ 25,000.00</u></b>	

	<b>2019-20 Budget</b>	<b>2019-20 Actual</b>	<b>2020-21 Budget</b>	<b>2021-22 Recommended</b>	<b>2021-22 Approved</b>
<b>Expenditures</b>					
Professional Services	\$ 25,000.00	\$ 231,455.00	\$ 25,000.00	\$ 25,000.00	
Future Needs	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<b>Total All Expenditures</b>	<b><u>\$ 25,000.00</u></b>	<b><u>\$ 231,455.00</u></b>	<b><u>\$ 25,000.00</u></b>	<b><u>\$ 25,000.00</u></b>	

## **Windsor Town Center Fund**

This is the 2021-22 operating budget for the Windsor Town Center Fund.

The Windsor Town Center is a joint venture between Isle of Wight County and the Town of Windsor. The Town of Windsor leases the building from the Isle of Wight County School Board. Isle of Wight County Parks and Recreation operate a variety of recreational programs and camps out of the facility. The facility is also available to the public for rentals.

The Center is governed by the Windsor Town Center Advisory Board and is funded by the Town of Windsor, Isle of Wight County, Use Fees, and Donations.

Operating Budget  
2021-22  
Town Center Fund

	2019-20 Budget	2019-20 Actual	2020-21 Budget	2021-22 Recommended	2021-22 Approved
<b>Revenues</b>					
Transfer from General Fund	\$ -	\$ -	\$ -	\$ 20,500.00	
Contribution from IOW	25,000.00	12,500.00	12,500.00	-	
Rental Income	5,000.00	2,550.00	2,500.00	5,000.00	
Fund Balance	25,000.00	-	20,000.00	20,000.00	
<b>Total Revenues</b>	<b>\$ 55,000.00</b>	<b>\$ 15,050.00</b>	<b>\$ 35,000.00</b>	<b>\$ 45,500.00</b>	

	2019-20 Budget	2018-19 Actual	2020-21 Budget	2021-22 Recommended	2021-22 Approved
<b>Expenditures</b>					
Professional Services	\$ 10,000.00	\$ -	\$ 5,000.00	\$ 5,000.00	
Utilities	20,000.00	21,662.56	17,500.00	25,000.00	
Supplies	5,000.00	1,319.26	2,000.00	2,000.00	
Equipment		-		2,000.00	
Staffing	10,000.00	249.20	1,500.00	1,500.00	
Repairs & Maintenance	5,000.00	1,467.00	9,000.00	10,000.00	
Future Needs	-	53,494.37	-	-	
<b>Total All Expenditures</b>	<b>\$ 50,000.00</b>	<b>\$ 78,192.39</b>	<b>\$ 35,000.00</b>	<b>\$ 45,500.00</b>	

## **Five-year Capital Improvements Plan**

The following is the proposed Capital Improvements Plan (CIP) for the five-year period covered by fiscal years 2021-22 through 2025-26.

A capital expenditure is an outlay of significant value that results in the acquisition of or addition to, a capital or fixed asset. The CIP is not a “wish list,” but it is a near-term, multi-year plan for undertaking and financing capital expenditures and projects. In developing the CIP, the municipal government must consider its ability to fund the plan.

This CIP is a “doable plan” for the Town. It does fit within the Town’s financial capabilities.

**Capital Improvement Plan  
FY 2022-2026**

<b>General Fund (Revised 05/08/2021)</b>	<b>FY22</b>	<b>FY23 <i>Proposed</i></b>	<b>FY24 <i>Proposed</i></b>	<b>FY25 <i>Proposed</i></b>	<b>FY26 <i>Proposed</i></b>	<b>General Fund FY22</b>	<b>State Federal Funds</b>	<b>Other Sources</b>	<b>Fund Balance FY22</b>	<b>Five-year Total</b>
<b>General Operations</b>										
Town Center/Future Development & Space Needs	\$ -	\$ 100,000	\$ 50,000	\$ 50,000	\$ 100,000					\$ 300,000
Town Center Roof Replacement	\$ 320,000								\$ 320,000	\$ 320,000
Town Center Roof Debt Service	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000					\$ 36,000	\$ 144,000
Town Center Window Replacement			\$ 50,000	\$ 50,000						\$ 100,000
IT Upgrades	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000				\$ 25,000
										<b>\$ 889,000</b>
<b>Planning</b>										
GIS System Improvements	\$ 5,000	\$ 5,000				\$ 5,000				\$ 10,000
Comprehensive Plan Update	\$ 25,000	\$ 50,000							\$ 25,000	\$ 75,000
										<b>\$ 85,000</b>
<b>Police</b>										
Outfitted Police Vehicles	\$ 45,000	\$ 45,000	\$ 65,000	\$ 65,000	\$ 45,000				\$ 45,000	\$ 265,000
Police Technology	\$ 10,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 3,000			\$ 7,000	\$ 35,000
Body Worn Camera Replacement	\$ 5,250	\$ 5,250	\$ 5,250	\$ 5,250		\$ 5,250				\$ 21,000
										<b>\$ 321,000</b>
<b>Public Works</b>										
Street lighting extension in new areas		\$ 5,000		\$ 5,000						\$ 10,000
Sidewalk Construction	\$ 10,000	\$ 20,000	\$ 60,000	\$ 60,000	\$ 60,000				\$ 10,000	\$ 210,000
										<b>\$ 220,000</b>
<b>Cemetery</b>										
Construction of Cemetery Parking Lot					\$ 35,000					\$ 35,000
										<b>\$ 35,000</b>
<b>Total</b>	<b>\$ 461,250</b>	<b>\$ 281,250</b>	<b>\$ 276,250</b>	<b>\$ 281,250</b>	<b>\$ 250,000</b>	<b>\$ 18,250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 443,000</b>	<b>\$ 1,550,000</b>

**Capital Improvement Plan  
FY 2022-2026**

<b>Water Fund (Revised 05/08/2021)</b>	<b>FY22</b>	<b>FY23 <i>Proposed</i></b>	<b>FY24 <i>Proposed</i></b>	<b>FY25 <i>Proposed</i></b>	<b>FY26 <i>Proposed</i></b>	<b>Water Fund FY22</b>	<b>Fund Balance FY22</b>	<b>Other Sources</b>	<b>Five-year Total</b>
Water Meter Replacement	\$ 25,000	\$ 25,000	\$ 25,000	\$ 30,000	\$ 30,000	\$25,000			\$ 135,000
Water Main / Service Line Replacement	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$10,000			\$ 50,000
Install 3000 l.f. of 8" water main on Route 460 from the Burger King to the Town Limits					\$ 200,000	\$ -			\$ 200,000
Upgrade 4" water main on Holland Lane install fire hydrants, and relocate water meters				\$ 100,000		\$ -			\$ 100,000
Upgrade and extend 4" water mains on Taylor Avenue install fire hydrants, and relocate from under Farm Bureau Building				\$ 100,000		\$ -			\$ 100,000
Upgrade water mains on Duke St. from 4" to 8" lines; Upgrade water mains on Virginia Ave. from 4" to 8" and relocate water meters.	\$620,000						\$ 620,000		\$620,000
Install 8" water main on Route 460 from new main to Watson Avenue, upgrade and extend water mains and install fire hydrants on Watson Avenue			\$ 200,000			\$ -			\$ 200,000
Relocate 2" Water Main under Windsor Supply, extend 8" Line on Route 460 from the Rescue Squad to B Avenue		\$ 250,000				\$ -			\$ 250,000
Update Water Mapping and Masterplanning					\$ 25,000	\$ -			\$ 25,000
<b>Total</b>	<b>\$ 655,000</b>	<b>\$ 285,000</b>	<b>\$ 235,000</b>	<b>\$ 240,000</b>	<b>\$ 235,000</b>	<b>\$ 35,000</b>	<b>\$620,000</b>	<b>\$ -</b>	<b>\$ 1,680,000</b>



## Ordinance and Resolutions

This section contains the various ordinances and resolutions that the Town Council should adopt in order to implement the 2021-22 operating budget and the five year capital improvements plan.

These documents consist of the following:

- A Resolution Approving And Adopting The Fiscal Year 2021-22 Operating Budget For The Town Of Windsor, Virginia And Appropriating The Requisite Funds For Said Budget
- An Ordinance Imposing And Levying Taxes Within The Town Of Windsor, Virginia Upon Real Property For The Fiscal Year Beginning July 1, 2021, And Ending June 30, 2022; And Upon Personal Property, Upon Public Service Corporation Real and Personal Property, Upon Machinery and Tools, And Upon Mobile Homes For The Calendar Year Beginning January 1, 2021, And Ending December 31, 2021.
- A Resolution Approving And Adopting The Five-Year Capital Improvements Plan (CIP) For The Period Covered By Fiscal Years 2021-22 Through 2025-26
- An Ordinance Establishing The Water Rate Schedule For The Water System Owned And Operated By The Town Of Windsor, Virginia

The Town Manager recommends that Council give these ordinances and resolutions its favorable consideration.

**RESOLUTION**

A Resolution Approving And Adopting The Fiscal Year 2021-22 Operating Budget For The Town Of Windsor, Virginia And Appropriating The Requisite Funds For Said Budget

**BE IT RESOLVED** by the Council of the Town of Windsor, Virginia as follows:

Section 1. That the Town Council hereby approves and adopts the document entitled “*Town of Windsor, 2021-22 Operating Budget.*”

Section 2. In order to provide the requisite funds for said operating budget, the following sums are hereby appropriated from the following revenue sources to the following fund categories for the fiscal year beginning July 1, 2021 and ending June 30, 2022:

A. Sums appropriated from:

<b>Fund</b>	<b>Amount</b>
General Fund Revenues	\$2,384,219.19
Water Fund Revenues	1,230,000.00
Space Needs Revenues	25,000.00
Town Center Revenues	45,500.00
<i>Total</i>	\$3,684,719.19

B. Sums appropriated to:

<b>Fund</b>	<b>Amount</b>
General Fund Expenditures	\$2,384,219.19
Water Fund Expenditures	1,230,000.00
Space Needs Expenditures	25,000.00
Town Center Expenditures	45,500.00
<i>Total</i>	\$3,684,719.19

Section 3. Said appropriations shall be in effect beginning July 1, 2021.

Section 4. The Town Manager is hereby directed and authorized to do all things necessary to implement said budget.

Section 5. This resolution shall be in effect on and after its adoption.

Adopted: June   , 2021

A TRUE COPY, ATTEST:

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Town Clerk

Approved as to form:

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Town Attorney

**RESOLUTION**

A Resolution Approving And Adopting The Five-Year Capital Improvements Plan (CIP) For The Period Covered By Fiscal Years 2021-22 Through 2025-26

**WHEREAS**, in order to ensure that its capital projects are well planned, well designed, and fit within the Town’s financial capabilities, the Council of the Town of Windsor, Virginia annually adopts a five-year Capital Improvements Plan (CIP); and

**WHEREAS**, it is the Town Council’s desire to adopt said CIP.

**NOW, THEREFORE, BE IT RESOLVED** by the Council of the Town of Windsor, Virginia as follows:

Section 1. That the Town Council hereby approves and adopts the document entitled *Capital Improvements Plan for Fiscal Years 2022-2026*.

Section 2. This resolution shall be in effect on and after its adoption.

Adopted: June 15, 2021

A TRUE COPY, ATTEST:

\_\_\_\_\_  
Town Clerk

Approved as to form:

\_\_\_\_\_  
Town Attorney

**ORDINANCE**

An Ordinance Imposing And Levying Taxes Within The Town Of Windsor, Virginia Upon Real Property For The Fiscal Year Beginning July 1, 2021, And Ending June 30, 2022; And Upon Personal Property, Upon Public Service Corporation Real and Personal Property, Upon Machinery and Tools, And Upon Mobile Homes For The Calendar Year Beginning January 1, 2021, And Ending December 31, 2021.

**BE IT ORDAINED** by the Council of the Town of Windsor that for the support and operations of the Town government, the tax rate on all real property and all tangible personal property shall be as follows:

**Section 1. Tax Rates**

A. Real Estate

For the fiscal year beginning July 1, 2021 and ending June 30, 2022, upon all real estate and improvements thereon, not exempt from local taxation, there shall be a tax of No Dollars and Ten Cents (\$0.10) for every One Hundred Dollars (\$100.00) of the assessed value.

B. Public Service Corporations

For the calendar year beginning January 1, 2021 and ending December 31, 2021, upon all real estate and improvements thereon of public service corporations not exempt from local taxation, there shall be a tax of No Dollars and Ten Cents (\$0.10) for every One Hundred Dollars (\$100.00) of assessed value; and upon all tangible personal property of every kind and description of public service corporations not exempt from local taxation, there shall be a tax of No Dollars and Fifty Cents (\$0.50) for every One Hundred Dollars (\$100.00) of assessed value.

C. Tangible Personal Property

For the calendar year beginning January 1, 2021 and ending December 31, 2021, upon all tangible personal property of every kind and description, not exempt from local taxation, there shall be a tax of No Dollars and Fifty Cents (\$0.50) for every One Hundred Dollars (\$100.00) of assessed value. This tax shall not apply to household goods and personal effects as set forth in Section 58.1-3504, *Code of Virginia*, if such goods and effects are owned and used by an individual or family or household incident to maintaining an abode.

D. Machinery and Tools

For the calendar year beginning January 1, 2021 and ending December 31, 2021, upon all machinery and tools used or employed by any person, firm or corporation in any trade or business, not exempt from local taxation, there shall be a tax of No Dollars and twenty five Cents (\$0.25) for every One Hundred Dollars (\$100.00) of assessed value which shall be based upon the fair market value thereof.

E. Mobile Homes

For the calendar year beginning January 1, 2021 and ending December 31, 2021, upon all mobile homes, not exempt from local taxation, there shall be a tax of No Dollars and Ten Cents (\$0.10) for every One Hundred Dollars (\$100.00) of the assessed value.

F. Cigarette Tax

For the fiscal year beginning July 1, 2021 and ending June 30, 2022, upon the sale of all cigarettes in the Town of Windsor shall be tax of \$0.30 per pack.

G. Meals Tax

For the fiscal year beginning July 1, 2021 and ending June 30, 2022, the meals tax rate shall be 6.0%.

**Section 2. Tax Payments**

The abovementioned taxes, with the exception of the cigarette tax, meals tax, and real estate tax shall be due and payable on December 5, 2021; real estate tax shall be due and payable on June 5, 2022. A penalty of ten percent (10.0%) of the late payments of such tax shall be imposed for balances in arrears over One Hundred Dollars (\$100.00), a penalty of Ten Dollars (\$10.00) for those balances in arrears between Ten Dollars (\$10.00) and One Hundred Dollars (\$100.00), and a penalty equal to the balance in arrears for those balances in arrears under Ten Dollars (\$10.00). In addition to the penalty, the Town shall collect interest at the rate of ten percent (10.0%) per annum upon the principal and penalties of all such taxes not paid by the date due.

**Section 3. Severance Clause**

In the event that a court of competent jurisdiction declares any portion of this Ordinance invalid, then all remaining provisions shall remain in full force and effect.

**Section 4. Effective Date**

This ordinance shall be in effect on and after its adoption.

Adopted: \_\_\_\_\_

A TRUE COPY, ATTEST:

\_\_\_\_\_  
Town Clerk

Approved as to form:

\_\_\_\_\_  
Town Attorney

**ORDINANCE**

An Ordinance Establishing The Water Rate  
Schedule For The Water System Owned And  
Operated By The Town Of Windsor, Virginia

**WHEREAS**, Section 145-2. Schedule of water rates, of Code of the Town of Windsor, Virginia provides that the Council of the Town of Windsor shall, from time to time, set a schedule of water rates; and

**WHEREAS**, it is necessary for the Town Council to establish a new schedule of water rates to be in effect on and after July 1, 2021.

**NOW, THEREFORE BE IT ORDAINED** by the Council of the Town of Windsor as follows:

**Section 1. Water Rates, Late Charges, Cut-off/Turn-on Fees, and Deposits**

The following water rates are hereby established for the sale of water by the Town of Windsor, Virginia on and after July 1, 2021 (“*Town*” as used herein refers to the Town of Windsor, Virginia):

- A. All new water customers shall complete an *Application for Water Service* at the Town Hall, listing the customer’s name, street address of the unit to be served by water, the person responsible for the payment of the water bill, the billing address if different from the street address, and the effective date that the customer desires the Town to turn on the water service. The Town shall charge a turn-on fee of \$30.00, and this fee shall be non-refundable. The new water customer applicant shall provide the Town with a \$75.00 deposit. The Town shall refund to the water customer this deposit, without interest and less any amounts due to the Town, when water service is terminated. The new water customer shall pay to the Town all required fees and deposit prior to the Town turning on water service.
- B. The water rate applicable to all categories of water customers of the Town of Windsor who are within the boundaries of the town limits shall be \$7.75 per 1,000 gallons of water purchased by the customer; provided however, that no bi-monthly water bill shall be less than a minimum of \$27.13.
- C. The water rate applicable to all categories of water customers of the Town of Windsor who are outside of the boundaries of the town limits shall be \$8.25 per 1,000 gallons of water purchased by the customer; provided however, that no bi-monthly water bill shall be less than a minimum of \$28.88.
- D. The Town shall bill all of its water customers on a bi-monthly basis, and the bills are payable to the Town on the date presented, and the water customer must pay said bill



within thirty days of the billing date. If the bill is unpaid after its due date, then the Town shall apply a late charge of 10% of the amount of the bill or \$15.00 late charge, whichever is greater.

- E. After giving the water customer prior written notice, the Town shall cut-off water service to those water customers who are delinquent more than thirty-one days in paying their water bills. The Town shall charge the water customer a fee of \$30.00 for turning the water service either off or on. This fee shall increase to \$75.00 if the water is to be turned on after 4:00 p.m. on weekdays, and anytime the Town Office is closed. The water customer shall satisfy all outstanding water charges and fees prior to the Town turning back on the water service.
- F. If a renter vacates a commercial or residential dwelling unit and there is a water leak that causes water to flow through the Town’s water meter to the unit, then the Town shall not turn on water service for the new tenant until the leak is repaired and all outstanding water charges and fees are paid.
- G. Customers who desire to purchase bulk water from the Town shall establish a bulk water account with the Town prior to purchasing the bulk water. The Town shall sell bulk water at its Well Number One at a rate of \$7.75 per 1,000 gallons of water with a minimum charge of \$25.00.

**Section 2. Facility Fee**

For those persons desiring a new water service connection to the Town’s water system, the Town shall charge a Facility Fee to offset the Town’s investment in the infrastructure necessary to provide water service for the new water line connection. The Facility Fee shall be as follows:

<b>Water Meter Size</b>	<b>In-Town Connection</b>	<b>Out-of-Town Connection</b>
¾ Inch Meter	\$5,000.00	\$5,500.00
1 Inch Meter	\$6,000.00	\$6,500.00
1 ½ Inch Meter	\$8,500.00	\$9,000.00
2 Inch Meter	\$12,500.00	\$13,000.00

**Section 3. Connection Fee**

The Town shall charge each person desiring a new connection to a Town water line a connection fee of \$1,000.00. If a developer makes the connection, then the Town shall not charge the developer this fee.

**Section 4. Severance Clause**

In the event that a court of competent jurisdiction declares any portion of this Ordinance invalid, then all remaining provisions shall remain in full force and effect.

**Section 5. Effective Date**

This ordinance shall be in effect on and after its adoption.

Adopted: June     , 2021

A TRUE COPY, ATTEST:

\_\_\_\_\_  
Town Clerk