

FY 2025-26 Budget Update FY 2026-27 Budget FY 2026-27 GANN Limit FY 2027-29 Biennial Budget Planning

June 3, 2026



Town of Windsor
CALIFORNIA

Presented by:
Nick Walker - Administrative Services Director

Agenda

- Receive Update on FY 2025-26 Budget
- Adopt FY 2026-27 Budget
- Adopt FY 2026-27 GANN Limit
- BREAK
- Receive presentation regarding preliminary planning framework for the FY 2027-29 Biennial Budget

Bi-Annual Budget Cycle

Budget Process:

- Bi-Annual Budget Adoption (June 2025)
- Review FYE 2024 Unaudited Financial Statements (Oct 2025)
- Mid-Year 2025-26 Budget Review (Jan 2026)
- **Mid-Cycle Bi-Annual Budget Review (June 2026)**
- Review FYE 2025 Unaudited Financial Statements (Oct 2026)
- Mid-Year 2025-27 Budget Review (Jan 2027)
- Begin 2027-29 Bi-Annual Budget Adoption Process (Feb 2027)



FY 2025-26 & 2026-27 Budget Highlights

- \$276M Appropriations
- \$56M General Fund – Maintaining 25% reserve
- \$143M Capital Projects - \$116M Water Reclamation

FY 2025-26 Budget

- \$130M Appropriations
- \$29M General Fund
- Comprehensive Review of all Funds
- Attachment 1 is General Fund focused
- Attachment 2 includes summary of all other funds



General Fund

- Includes budget amendment approved to date ultimately resulting in a slight increase to projected fund balance (\$90,000)
- Expenditures expected to remain within approved amounts
- Sales and transient occupancy revenues remain stagnant



Other Funds

- Summary amounts
- Estimated ending fund balance is expected to remain sufficient
- Development impact fees collection is above estimates



FY 2026-27 Readoption

- EERP Alignment
- Attachment 3 compares previously adopted appropriation to the new
- Significant changes
 - General fund
 - Grant fund (\$1.54M)
 - LLADs (new engineers reports)



FY 2026-27 Readoption

GENERAL FUND FY2026-27 ADOPTED BUDGET	\$	27,514,024
Add VEHICLE ABATEMENT FUND		12,525
Add PUBLIC ART FUND		21,800
Add WINDSOR HOMETOWN HEROES		1,150
Less updated LLAD subsidy		(88,204)
GENERAL FUND FY2026-27 NEW ADOPTED BUDGET	\$	27,461,295



FY 2026-27 Readoption

- Original FY 2026 - 27 estimated ending fund balance more than reserves (\$1,752,468)
- Updated (\$2,000,000)



FY 2026-27 GAAN Limit

- FY 2026-27 appropriation limit \$25,930,171
- Subject to the limit \$19,435,643
- Below the Limit \$6,494,528



QUESTIONS?



Council Recommendation

1. Motion to adopt a Resolution adopting the budget for Fiscal Year 2026-27
2. Motion to adopt a Resolution adopting the appropriations limit for the Fiscal Year 2026-27



BREAK

FY 2027-29 Biennial Budget Planning Background



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2025 -27 General Fund Budget Summary

	2025-26	2026-27	Total
Original Budget Shortfall	\$9 mil	\$10 mil	\$19 mil
Budget Cuts	-\$2.8 mil	-\$3.2 mil	-\$6 mil
Deferred Maintenance	-\$1.5 mil	-\$3.5 mil	-\$5 mil
Shortfall Closed by Reserves	\$5 mil	\$3 mil	\$8 mil

2025-27 General Fund Reductions

\$6 million of reductions have already been made, resulting in:

- Reduction of three police positions
- Decreased operational costs across departments by 10%

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- In addition, after adoption of the budget, vacant staff positions are not being filled:

- Associate Civil Engineer
- Parks Maintenance Worker II
- Senior Admin Assistant - TCO
- Recreation Program Supervisor
- Accounting Manager
- Building Permit Supervisor
- Senior Building Inspector
- Permit Technician 1
- Chief Building Official



Deferred Maintenance

\$5 million in deferred maintenance

- Road and pavement maintenance was delayed
- Park and recreation infrastructure upgrades postponed
- Stormwater and drainage system maintenance was delayed
- Facility repairs deferred



FY 2025-26 & 2026-27 Operating Budgets



USE OF RESERVES



IMPROVE
EFFICIENCY



IMPROVE
MONITORING
PROCESS



CONTINUE TO FIND
GENERAL FUND
REDUCTIONS



SALES TAX MEASURE



OTHER GENERAL
FUND REVENUE
ENHANCEMENTS



FY 2027-29 Biennial Budget Planning for Service Capacity Reductions (Plan B Budget)



Town of Windsor
CALIFORNIA

Presented by:
Town Staff

Introduction

- General Fund Gap approximately \$4M
 - Forecasting approximately \$24M in annual General Fund Revenue a balanced budget requires nearly \$4M in additional annual cuts (15 to 20 percent)
- In addition to previously mentioned reductions 25% over two budget cycles
- Preliminary Plan to address Gap \$3.15M



Allocated Reductions

Department	Goal
Town Manager	100,000
Town Council	60,000
Town Clerk	80,000
Human Resources	100,000
Economic Development	80,000
Administrative Services	550,000
Community Development	430,000
Police	300,000
Public Works	450,000
Parks and Recreation	1,000,000
Total	3,150,000



Service Level Reductions

Department	Hours
Police	6,000
Administrative Services	4,000
Community Development	5,800
Parks	12,000
Recreation	5,000
Public Works	9,000
Human Resources	2,000
Town Clerk	2,000
Town Manager	1,000
Total	46,800

Reduced Ability to Maintain:

- Public Safety Service Levels
- Street & Infrastructure Maintenance
- Wildfire Preparedness & Disaster Response
- Parks, Facilities & Public Spaces
- Community Events & Programs
- Proactive Code Enforcement
- Timely Resident Services
- Risk Management & Safety Programs

Service hour reductions represent full time employees, part time employees and contracted labor



Administrative Services

Required Share of Reductions \$550,000

- Defer Implementation of IT Master Plan
 - Increased Cyber Risk
 - Increased Risk of Operational “Downtime”
- Further Reduce Consulting Costs
- Vacant position and Temp Help
 - Absorb 4,000 hours with existing staff
 - EERP Implementation Risk
 - Federal Funding Compliance Risk



Police

Required Share of Reductions \$300,000

- Previously negotiated Reduction in Contract Overhead
- Reduction of 6,000 service hours (three positions)
- Reduce subsidy for School Resource Officer
- Consider additional service capacity reductions



Community Development

Required Share of Reductions \$430,000

- Net reduction of 5,800 staff service hours/year
- Elimination of Code Enforcement program – only life-safety cases prioritized; quality-of-life issues such as overgrown vegetation, inoperable vehicles, and short-term rental enforcement deprioritized
- Shift to appointment-only service – elimination of over-the-counter permits like reroofs, water heaters, tree removal, window replacement
- Extended permit review and processing timelines



Town Manager's Office

Required Share of Reductions \$100,000

- Net Reduction of 1,000 Service Hours Annually
- Further Reduce Consulting Costs (“Special” Attorney fees / Operational Assessments)
- Eliminate Special Initiative Support
- Decrease Risk Management Staff Allocation
- Extend Customer Service Response Time
- Emergency Preparedness Reductions
 - Defer EOC Supplies and Infrastructure
 - Discontinue development of additional Annexes
 - Dissolve Public Outreach Program / “Windsor Ready” talk series



Human Resources

Required Share of Reductions \$100,000

- Reduction of 2,000 service hours
 - Delay in filling of open positions
 - Reduction in safety program
 - Less attention managing workers compensation claims
 - Delay in legal compliance
 - Slower response for personnel related matters
 - Major reduction in training programs



Town Council

Required Share of Reductions \$60,000

Organizational Impacts

- **Governance**

- Reduced access to training and professional development for elected officials, equals fewer opportunities to stay informed on emerging legislation, regulations, best practices, and cost savings measures
- Limited participation in county, regional, and intergovernmental meetings and informational events
- Reduced awareness of funding opportunities, policy developments, and regional initiatives
- Potential loss of influence on issues affecting the community
- Fewer workshops, town halls, and educational events on community issues
- Reduced opportunities to gather public input on strategic projects and priorities
- Reduced visibility of Council priorities and accomplishments through decline of civic engagement

- **Accessibility & Inclusion**

- Reduced funding for translation, interpretation, accessibility accommodations, and outreach materials
- Barriers to participation for individuals with disabilities, limited English proficiency, and underserved populations
- Increased risk of inequitable access to government processes



Town Clerk's Office

Required Share of Reductions \$80,000

- Net Reduction of 2,000 Service Hours Annually

Key Risks and Organizational Impacts

- **Compliance & Legal Exposure**
 - Missed statutory deadlines, public notices, and records requests
 - Increased risk of legal challenges, audit findings, and regulatory non-compliance
 - Delays in agenda preparation, meeting minutes, ordinances, and resolutions, online access to meeting correspondence or additional materials
 - Longer response times for residents, businesses, and departments
 - Reduced accessibility to public records and information
- **Workforce & Operational Strain**
 - Reduction of live-streamed meetings
 - Increased workload on remaining staff
 - Higher risk of employee burnout, turnover, and processing errors
 - Reduced capacity to absorb unexpected demands, elections, or major projects
 - Delays in communicating Town services, programs, initiatives, and emergency information
 - Reduced ability to proactively inform residents and address community concerns



Economic Development

Required Share of Reductions \$80,000

- Eliminate Windsor Visitors Center Contract
 - End 7-day operations and Certified Tourism Ambassador services
 - Reduced conversion of visitors into sales tax and TOT revenue
- Significantly Reduce Tourism and Shop Local Advertising
 - Less regional digital visibility
 - Reduced support for downtown and small business



Public Works

Required Share of Reductions \$450,000

- Impacted Programs
 - Road (Maint. and CIP) Storm Water, Land Development Public Improvements
- Reduction of 9,000 service hours annually
- Response times delayed to address potholes, flooding, graffiti, signal lights, and streetlights
- Preventative maintenance is reduced or eliminated-reactive, not proactive
- No repair, maintenance, or new Speed Feedback Signs
- No supplemental contractor support
 - Vegetation cleanup along creeks
 - Mowing along roads
 - Homeless encampment clean up
- No traffic control for Town Events (road closures)
- Delayed Permits (Land Development and Encroachment)



Public Works

Plan B Budget – Road System Capital Projects

- Minimal General Fund Investment

Pavement Management Update—May 7, 2025

- Pavement PCI 67 of 100 (51-70 = Fair)
- Town's pavement system is a \$565M asset
 - \$54 M Back Log of Deferred Maintenance
- Town needs to spend ~\$7M/year to maintain Town's current PCI
- Non-General Fund Spending - \$3M
 - Gas Tax & Regional Funds total ~\$1M annually
 - Grants ~ \$2M annually next 3 years



Parks and Recreation

Required Share of Reductions \$1,000,000

- Reduction of 12,000 park maintenance service hours annually
 - Preventative maintenance is eliminated
 - Maintenance work becomes reactive, not proactive
 - Pruning in landscaping will be eliminated, health and safety pruning only
 - All additional spring weed abatement eliminated
 - Park restroom service reductions (currently daily, reduced to 2-3/wk)
- Dramatic reduction in all park mowing (currently 1-2/wk, reduced to 2-3/month)
- Eliminate purchasing dog waste bags and dog park mulch
- No new projects - health and safety asset maintenance only



Parks and Recreation - cont.

Required Share of Reductions \$1,000,000

- Reduction of 5,000 recreation service hours annually
- Eliminate financial support to Community Special Events:
 - Farmers Market
 - Windsor Day Parade
 - Fiestas Patrias
- Eliminate Trick or Treat Trail and Rec Parties in the Park
- Eliminate the Non-Profit Grant Program



Parks and Recreation - cont.

Required Share of Reductions \$1,000,000

- Eliminate the Public Art Program
- No new applications or ceremonies for Hometown Heros Program (program maintenance only)
- Eliminate Volunteer Program
- Reduce Senior Center Pool Season to June – September
- Apply fee increases across the board to all programs
- No new events or programs – existing fee-based programs to continue



Parks and Recreation - cont.

Required Share of Reductions \$1,000,000

- Summer Nights on the Green:
 - Eliminate all Town funding for the concerts and movies
 - Move to a 100% sponsorship model
 - All funds raised by January 15 will represent how many concerts and movies for the following summer
 - Collateral impact is the loss of funding for Rotary, Lions, Kiwanis and Chamber through alcohol sales at concerts



QUESTIONS?

