

Department Service Level Impacts

City Clerk/Council

- Holding the City Clerk's budget flat limits our ability to achieve several key goals, including improving our processes, enhancing transparency, and continuing to build trust within the community. The technology used in our field is constantly changing and evolving, and the community we serve increasingly expects more efficient, modern, and accessible options for the services we provide.
- The City Clerk's Office is responsible for critical functions such as managing public records, supporting City Council meetings, maintaining agendas and minutes, ensuring compliance with open government laws, processing legislative documents, supporting boards and commissions, and providing essential customer service to residents. Each of these areas requires updated tools, secure systems, and technology that keeps pace with industry standards.
- Every day we see programs and solutions that could improve efficiency, accuracy, and public access to information; however, we do not currently have the funding needed to implement the upgrades that would bring our office to the level where it should be. Without appropriate investment, our ability to modernize, streamline workflows, and meet rising service expectations remains limited.

City Marshal

- There is no impact to the department holding flat due to lack of staffing and operational budget capacity. This may change as we navigate filling vacancies.

Communications

- Under managed hiring, vacancies for critical positions including the Marketing and Media Coordinator, Digital Design Specialist, Communications Specialist, and Video Technician cut the department in half with the standard of work and volume of work remaining consistent.
 - Communications & IGR has been operating without a marketing team since May 2025, leaving no dedicated staff to manage the website, social

media, marketing outreach or design needs and leading to inconsistencies in organizational best practices, branding, and messaging. Day-to-day demands have limited the department's strategic planning capacity and service levels, resulting in longer turnaround times, delayed training, and slowed compliance efforts. While two positions have recently been posted, there is a backlog of tasks that will need to be addressed upon hire before staff can return to previous capacity.

- o Three existing Communications Specialist absorbed these duties on top of original functions, leading to overwork, burnout, and declining morale. Media requests have risen from 460 in 2024 to 586 in 2025—a 27% increase—and we are on pass to surpass 600 requests in 2026.j
- o An existing Video Production Coordinator has absorbed responsibilities for live broadcasts at public meetings, requiring adjustments to hours and limiting capacity for other projects.
- New offices and departments, such as Economic Development and the Office of Community Support and Navigation, have increased Communications' workload without added staff, with EMS soon to follow.
- With ARPA funding expiring in December 2026, the department is shifting existing budget capacity to maintain services, including the Polco platform. The department requested additional funding to cover external translation services for City Council meeting agendas, but additional translation support for in-house staff workload will be extremely limited and current request volumes will require clear criteria for what can be translated moving forward.
- We cut our professional development and travel budgets each by 20%, resulting in fewer opportunities for staff training and development.

Destination Services

- To align with the Fiscal Year 2027 budget allocation, the Convention and Visitor Bureau made minor reductions across several expense accounts to offset the rising operational cost of other expenses. The most significant operational impact due to the reductions is to the Marketing budget, with a cut of \$15,000 for video production. Because of this reduction, no new video content will be produced in FY2027. The team will repurpose video content previously captured during the last three fiscal years to create digital ads for FY2027. No impact to Arts or Tourism Programs.

Electric

- Zero-Based Budgeting Completed
- No operational impacts anticipated
- Wholesale Power Costs anticipated to stay flat from FY26 to FY27

Water/Waste-Water

- Zero-Based Budgeting Completed
- \$27M Debt Issuance for ARWA (FY27 ~ \$450K, FY28 ~ \$1.6M)

Emergency Management

- Limitation of the number of preparedness exercises conducted annually. (Initial goal—three annually, current goal—one annually.)
- Limitation on the amount of preparedness supplies that will be purchased for preparedness events.

Engineering

- We are not cutting any major operations items
- We took a closer look at previous years actuals and adjusted within those accounts to hold the budget flat
- We are currently holding a vacant engineering inspector position.
 - This role inspects water, wastewater, road and drainage improvements associated with new development and capital improvements funding
 - Will remove this FTE from the department for salary savings of approximately (+\$60K)
- Implement a Stratification Plan for Inspectors from cost savings above.
 - Requires about \$5K per year to implement pay raises associated with promoting inspectors through the stratification plan

Finance

- Finance has relinquished 1 full-time and 2 part-time positions through the retirement incentive program, and existing staff will absorb the associated workload.
- Additionally, with EMS transitioning under the City and no new staff allocated to Finance, current employees will also be required to take on these new responsibilities.

Fire

- Eliminated the FD Drone Program
- Reduced the ability to replace bunker gear (Increase in price and sets to Fire-Dex PPE). This is because of a new NFPA rule - NFPA1851, Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting, now mandates bunker gear be sent for advance cleaning every 6 months/twice a year. (Previously this requirement was once a year.)
- Cost of purchasing new PPE-Bunker Gear has increased by \$125.73 per set
- Department added First Due RMS Software and Sta 5 Training Room AV Maintenance
- Professional Development impacts – Fire only sent 1 to the TFCA Annual Conference and only 1 to TFCA's Second-In-Command training in FY26. This was due to increases in registrations costs but also due to increases in associated travel (fuel, travel, meal, hotel) expenses. Fire will have to reduce/eliminate more professional development opportunities.
- FMO absorbed NetMotion licensing fee from IT
- FMO & Fire have increased personnel without a related increase in Prof Dev.
- Loss of FMO Admin Asst Sr. position

Technology

- IT and GIS have finalized the department zero-based budget.

- Cybersecurity threats continue to grow, and a flat budget limits our ability to stay ahead of them. Even with strong tools in place, we need sustained resources to maintain and optimize our systems that protect the city's critical assets.
 - The Utility Department is helping close this gap by proposing a Utility Security Analyst position in their budget. This role would provide immediate support by strengthening security and monitoring across our critical infrastructure.
 - We are also leveraging other IT staff to help support security efforts as needed.
 - We currently rely on free, limited-use services through regional partners for vulnerability assessments and penetration testing. These constraints slow our ability to verify fixes and address risks quickly. To improve this, we are exploring consolidating or discontinuing existing security tools to redirect funds toward expanding this essential program.

- Rising hardware costs and inconsistent replacement cycles may result in higher long-term expenses. Hardware prices increased 20–40% in FY 2026 due to elevated demand for memory chips, and overall technology costs are projected to keep rising through 2030 before stabilizing.
 - The city is evaluating a financing strategy to acquire essential technology equipment—such as servers, storage, end-user devices, critical network components, and uninterruptible power systems—by spreading payments over five years instead of making full up-front purchases.
 - While financing would reduce immediate budget impact and provide flexibility, it will increase the total cost of ownership for technology investments over time.
 - We are preparing to bring forward a Not-to-Exceed contract that will allow us to place orders and make purchases more quickly, ensuring we can act within short quote-validity periods and avoid cost increases or delays.

- The organization has been impacted by the ongoing managed hiring process, as IT has a position in this program throughout Fiscal Year 2026. This role is responsible for managing and enhancing the city's Enterprise Resource Planning (ERP) system (Tyler Technologies), which supports Finance and Human Resources functions. The following initiatives are currently pending resource allocation to initiate the projects:
 - Tyler Content Manager Onboarding: This will streamline HR's process for collecting documents from new employees by reducing reliance on manual procedures.

- Benefits Enrollment: HR aims to transition from WorkTerra to Employee Access, a module within our ERP system, to improve the benefits enrollment process.
- Vendor Access: This will enable vendors to view and request payments for invoices electronically, reducing manual communication with department contacts.

Library

- Reduction of travel / training due to rising travel costs for conference – reallocating to better serve all staff.
- Extended wait times between position vacancy and hiring increasing burnout amongst staff absorbing additional duties.
- Forecasted decrease in adult programming once St. David's Foundation grant expires, in opposition to Long Range Plan.

Neighborhood Enhancement

- Animal Services: no impact
- WIC: no impact
- Code Compliance: no impact
- Community Enhancement: No impact, but City taking over maintenance of Hwy 123 and 35 planting. Using fund balance for FY27. Need to plan for future maintenance.
- Resource Recovery: Depends on the garbage rate increase.

Parks

- Senior Program Specialist
 - This position is essential to sustain and enhance services for our senior citizens and special populations. Without it, we will be forced to reduce critical programming and support. We have already cut the popular Texercise program due to limited staffing. Seniors now make up 44 percent of our 4,331 Activity Center memberships, and since 2024 we have seen a 56 percent increase in senior participation. These active older adults continue to request additional game days, dances, and social opportunities. Because one staff member must coordinate the Senior

Expo, we can only offer it every other year. Adding this position would allow us to maintain existing programs and offer major events like the Senior Expo annually.

- Senior Program Coordinator Reclass
 - A reclassification of the Senior Program Coordinator position is necessary, as they will be supervising the Senior Program Specialist. The role is currently placed at a lower pay grade because it does not oversee personnel. To ensure pay equity with other Coordinator positions within the Parks and Recreation Department that include supervisory responsibilities, this reclass is essential if approved for the Senior Program Specialist.

- Rio Vista Pool Chemicals
 - Rising acid and chlorine costs due to inflation and hotter summers require the increase of the chemical budget. Without the increase, Rio Vista Pool's summer season will need to be reduced. As a result of the facility being closed sooner and the tarp covering it, the pool will not require the same amount needed during full operations. The cost of 1 bucket of chlorine has increased by 43% since 2019. We typically purchase 120 buckets per year, resulting in about a \$6,700 increase when compared to 2019. Currently shortfalls are being covered by other pool maintenance line items which is not sustainable long term due to the aging facility. In 2025, chemical purchases totaled over \$34,000 although only \$22,000 was budgeted.

Current Operating Season: Memorial Day Weekend through Labor Day Weekend; shifting to weekends only starting the 2nd weekend in August (15 weeks of operation)

Number of Days Open: 76

FY27 Operating Season: Memorial Day Weekend through July 31 (10 weeks of operation)

Number of Days Open: 60

The necessary scaling back results in 16 fewer days open to the public and 1 less hour per day.

- Rio Vista Pool Maintenance
 - Rising costs in parts/equipment and service call fees due to inflation require the increase of the maintenance budget. The age of Rio Vista

Pool (50+ years) requires regular maintenance and without the increase, not only will the summer season need to be reduced, but the lack of maintenance can lead to costly repairs in the future. We invested \$122,000 into the Rio Vista Pool and Splash Pad facility for a new pump system. Routine maintenance of this system is necessary to ensure our investment remains functional and water treatment remains within State mandated limits for public safety.

- Natatorium Chemicals
 - Rising acid and chlorine costs due to inflation and increased use of the facility require the increase of the chemical budget. Without the increase, the Natatorium hours will need to be reduced. With the reduced hours, the pool will not require the same amount needed during full operations. The cost of 1 bucket of chlorine has increased by 43% since 2019. We typically purchase 120 buckets per year, resulting in about a \$6,700 increase when compared to 2019. Currently shortfalls are being covered by other pool maintenance line items which is not sustainable long term due to the aging facility. In 2025, chemical purchases totaled over \$34,000 although only \$22,000 was budgeted.

Current Operations:

Mon–Fri: 6:00 AM – 8:30 PM

Sat: 10:00 AM – 5:00 PM

Hours Open Per Year: 4,134

FY27 Proposed:

Mon–Fri: 7:00 AM – 7:00 PM

Sat: 10:00 AM – 2:00 PM

Hours Open Per Year: 3,328

Proposed scaling back results in an estimated 806 fewer hours per year open to the public.

Reducing daily operating hours will decrease the amount of chemicals needed to remain open year-round.

- Natatorium Maintenance
 - Rising costs in parts/equipment and service call fees due to aging facility require the increase of the maintenance budget. The age of the Natatorium (29 years) requires regular maintenance and without the increase, not only will the pool hours need to be reduced or closed

completely, but the lack of maintenance can lead to costly repairs in the future.

- Urban Forestry Coordinator
 - The City's expanding urban forest, valued at over \$30 million and projected to include more than 41,000 public trees, cannot be effectively managed by a single Urban Forester. Current Urban Forester workload includes 25+ CIP plan reviews annually, 40 projects currently in design, 12 active construction sites, and more than 150 miles of utility line assessment. Incomplete tree surveys, lack of enforcement capacity, and increasing tree health needs are creating operational gaps and preventable tree loss. Volunteer programs and tree planting efforts have already been reduced due to limited staffing, despite increasing canopy decline citywide. Many trees in the city's inventory are in fair or poor condition, especially in disadvantaged neighborhoods, and proactive maintenance cannot occur at current capacity. Without additional support, tree protection enforcement, storm response, planting programs, and coordination with Engineering, Planning, and Electric will continue to fall short. An Urban Forestry Coordinator would provide essential technical and field support, improve plan review and inspection capacity, manage volunteers, maintain young trees, and protect the City's long-term investment in its urban canopy.

- Urban Forestry Specialist
 - An Urban Forestry Specialist is needed to provide daily operational support for basic but essential tree care tasks that cannot be completed by the Urban Forester alone. Duties would include watering and establishing young trees, pruning, mulching, verifying irrigation functionality, assisting with minor emergencies, climbing and chainsaw work, and supporting volunteer events.
With more than 40,000 trees, the City's canopy requires consistent hands-on maintenance to prevent decline. Current reliance on volunteers and interns results in inconsistent care and frequent retraining. A Specialist would provide stable, skilled labor to keep trees healthy, support planting programs, and free the Urban Forester to focus on inspections, plan reviews, risk assessments, grant work, and departmental coordination. This position would strengthen daily operations, improve public safety, extend the life of City trees, and increase efficiency across the entire urban forestry program.

- Discovery Center Specialist
 - The Discovery Center has experienced significant growth in community engagement and program participation, but staffing levels have not kept pace. With only two permanent full-time employees responsible for daily operations and all programming, the Center is increasingly strained and unable to meet community demand or maintain key program obligations.
Department events supported by the Discovery Center have seen substantial increases over recent years:
 - Snakefests: 500 (2022) to 1,600 (2025)
 - Migratory Bird Day: 250 (2022) to 430 (2025)
 - Monarch Fest and Fall Plant Sale:
 - Attendance – 650 (Fall 2018) to 850 (Fall 2025)
 - Plants Sold – 4,800
 - Revenue increases every year from \$5,176 (Fall 2016) to \$31,055 (Fall 2025)
 - Sustainability Fair/Fall Plant Sale:
 - Attendance – 750 (Spring 2019) 1,500 (Spring 2026)
 - Plants Sold – 9,500 (Spring 2026)
 - Revenue increases every year from \$11,529 (Spring 2017) to \$54,005 (Spring 2026)

This growth demonstrates the Center's strong community value and its ability to generate revenue for the general fund. In addition, the Discovery Center plays a critical role in sustaining the City's Bird City Texas and Monarch Champion City designations, both of which require ongoing programs that are at risk due to insufficient staffing.

Current staffing limitations have already resulted in reduced public hours of the Discovery Center, cancellation of Wild Wednesday programs, loss of Bat Walks and Nature Craft programs, reduced participation in Party in Your Park events, and inability to support weekly youth programming for Discovery Camp hosted by Youth Services annually. Staff are also required to work weekends to perform plant and animal care once handled by paid interns, increasing the risk of burnout.

Adding one permanent full-time position would stabilize operations, ensure program continuity, protect revenue-generating events, and safeguard nationally recognized environmental designations. Without additional staffing, further program reductions and operational closures will be unavoidable.

- Youth Services Specialist
 - If this request is not approved, the Youth Services Division will remain limited to a two-person team, restricting the city’s ability to meet the growing demand for youth programs, camps, mentoring, and family-focused events. This will result in longer waitlists, fewer opportunities for social and emotional development, and reduced support during a time of heightened youth mental health needs. Without additional staff, the division will be unable to expand programming or provide the inclusive, accessible services the community requires.

Summer Camp Waitlist Totals

	<u>2024</u>		<u>2025</u>		<u>2026</u>	
	Discovery Camp	Summer Fun	Discovery Camp	Summer Fun	Discovery Camp	Summer Fun
Average # of Kids on Waitlist per Week	59	91	73	139	61	106
Weekly Camp Capacity	30	120	30	120	30	120
<i>*Percentage of Capacity</i>	197%	76%	243%	116%	203%	88%

Youth Camps: Current Waitlists and Demand (2026)

The Summer Fun and Discovery Camp programs are fully enrolled, with 1,300 total youth waitlisted across all eight weeks. Waitlists only open after the program reaches maximum capacity, indicating direct overflow demand.

Summer Fun Waitlists (capacity 120/week)

Weekly waitlists range from 65–116, totaling 826.

Discovery Camp Waitlists (capacity 30/week)

Weekly waitlists range from 51–72, totaling 473.

Data demonstrates significant and sustained increases in demand:

Summer Fun Waitlists

- 2024: 734
- 2025: 1,210
- 2026 (YTD): 826

Discovery Camp Waitlists

- 2024: 473
- 2025: 581
- 2026 (YTD): 473

This upward trend continues as registration remains open.

Registration Based Programming Waitlist Totals

	2024		2025		2026	
	Mini & Me Tea Party	Me & My Guy Dance	Mini & Me Tea Party	Me & My Guy Dance	Mini & Me Tea Party	Me & My Guy Dance
Waitlist	15	0	28	7	5	17
Capacity	100	200	100	200	100	150
<i>*Percentage of Capacity</i>	15%	0%	28%	4%	5%	11%

- Flat budgets cannot keep pace with rising supply costs, aging facilities, and needs from new park properties such as newly added Five Mile Dam parks.
- Reduced training and conference opportunities limit staff development and best-practice updates.
- Reduced youth program offerings such as Movies in Your Park. Reduced from 8 in 2025 to 4 in 2026. This is due to the costs of public-performance movie licensing fees increasing and budgets remaining flat.
- Senior and inclusive programming expected to decline due to staff burnout and limited capacity.
- Rising service-contract costs (Cemetery, software, Progressive, mowing, etc.) must be absorbed within flat budgets.
- Major new ongoing projects (Paid Parking and Managed Access Programs) require significant staff time, further straining resources.

Planning and Development Services

- Time-consuming, high-profile cases, often impact timely progress on other departmental initiatives, leading to delays and extended timelines for completion.
- There are currently a number of long range and special projects that require extensive work due to public outreach, subcommittee facilitation, document creation and project management. These plans are largely facilitated by Planning staff and are in addition to day-to-day development reviews (permits, site plans, plats) and/or cases for the Planning and Zoning Commission, Zoning Board of Appeals and City Council.
- With the newly passed Area Plans and Historic Preservation Plan, extensive tracking that is needed for long range implementation to ensure the goals of the plan are met. This is generally led by the project lead.
- Increased attention, enforcement and increased reminder contracts (i.e. deadline tracking) for over 130 Conditional Use Permit (CUPs) holders across the city have also significantly impacted the workload of the Planning staff. CUPs are assigned to specific Planners that are responsible for these tasks. Planners can have 20 or more CUPs to manage at any given time.
- There have been added workloads to the Chief Building Official and Permits Manager positions due to Assistant Director Vacancy that include enhanced oversight of staff, compilation of reports and enhanced involvement in City projects, administrative decisions and resident/development community inquiries.
- The continued Community Development Block Grant (CDBG) Administrator vacancy has led to the division manager absorbing those full-time duties, along with oversight of the Human Services Advisory Board and distribution of annual funding allocated to the program.
- The CDBG Administrator vacancy has delayed progress on advancement of the Strategic Housing Action Plan. The oversight of the plan adoption and implementation is also among the tasks of the division manager. These tasks will be completed by the Director and Assistant Director until the vacancy is filled.

Police

- Based on holding the operating budget flat and adjusting for inflation, the required reduction was approximately \$92,044. However, with the FY26 contract addition factored in, the effective amount that needed to be cut dropped to \$73,580.

Software and Technology

- The majority of the cuts—approximately \$91,000—came from technology used for investigative support and information sharing across divisions. These reductions will require staff to rely on workarounds that may limit the accessibility of information or increase the risk of missing important details- between units.
- Because the technology cuts exceeded the amount required, we were able to restore several budget lines, giving us slightly more operational capacity than in FY26 and allowing us to fund some items that were previously required but unfunded.

Cellular and Data Line Reductions

- An additional \$5,000 in savings was achieved by reducing cellular and data service lines. Three cell phone accounts were eliminated, and approximately eleven administrative devices had their dedicated data plans removed. These administrative devices will continue to function using available hotspot resources; however, connectivity may be slower or less seamless during emergency situations, potentially affecting response efficiency.

Historical Reductions From FY24–FY26

- From FY24 through FY26, the department absorbed substantial reductions across multiple budget lines due to flat funding levels combined with inflationary pressures. Most of these cuts offered little to no opportunity for restoration in subsequent years. Key impacts include:
 - Supplies – Other: Reduced by approximately \$64,000 over prior fiscal years, with only about \$2,500 restored in the current budget.
 - Supplies – Office: Reduced by roughly \$16,000 in FY26, with only about \$300 restored.
 - Supplies – Armory: Reduced by approximately \$21,000 in FY26, with no restoration this year.
 - Uniforms: Reduced by approximately \$59,000 across the last three fiscal years, with no meaningful claw-back to date.
 - Public Outreach: Reduced by \$18,500 in FY26, with no restoration.
 - Professional Development: Reduced by \$26,552 in FY26. Recognizing its importance as a cornerstone of preparing well-trained responders and staff, this category was prioritized for partial restoration, with about \$12,000 added back this year.
 - These multi-year reductions have created compounding constraints on operational flexibility, equipment readiness, and workforce development. While some limited restoration occurred this year, the department continues to operate with significantly reduced purchasing power in several critical areas.

Public Works

- Reduction in Force (Streets Division)
 - The Street Division of Public Works relies on three fully staffed crews (1 street crew and 2 sidewalk crews) to maintain safe and efficient field operations. Under the Managed Hiring Program, five FTE positions across multiple Streets crews remained unfilled, creating operational gaps and safety concerns. To remove the department from the Managed Hiring Program, Public Works proactively eliminated these five FTE positions. This allowed the department to reorganize staffing and fully staff two crews to safe operating levels. The Streets Division decreased from 18 FTEs to 13 FTEs. With this reduction in force, Public Works anticipates a reduction in sidewalk maintenance and an increase in response times.
- Increasing infrastructure / Flat Budget
 - Over the past five years, sidewalk mileage has increased by 15.3 percent, reaching 218 miles, and street infrastructure has grown by 12.4 percent to a total of 495.5 lane-miles. Despite this expansion, the Streets Division budget has remained flat and has not kept pace with rising construction and maintenance costs. As a result, maintenance levels for streets and sidewalks are expected to decline, and response and service times will increase.
- Increased Technology Utilization
 - To address reductions in force, operate within flat budgets, and manage an expanding inventory of infrastructure assets, the Public Works Department will explore new technologies, including AI, to improve efficiency and help offset staffing and workload pressures. However, without increases to the technology budget, the department will be required to redirect funding from other operational priorities.
- Union Pacific Maintenance Cost Increases
 - As part of the City's railroad quiet zones, the City is required to cover Union Pacific Railroad's maintenance costs for the crossings. For FY 27, these costs will increase from \$14,280 to \$35,107 - an increase of \$20,827.