



**CITY OF FAIR OAKS RANCH**  
**CITY COUNCIL SPECIAL MEETING**

Tuesday, June 04, 2024 at 6:00 PM

City Hall Council Chambers, 7286 Dietz Elkhorn, Fair Oaks Ranch

Live Stream: <https://www.youtube.com/channel/UCDqRvLvReqxrh1lbajwshKA/live>

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**AGENDA**

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**OPEN MEETING**

1. Roll Call - Declaration of a Quorum.
2. Pledge of Allegiance

**CITIZENS and GUEST FORUM**

*To address the Council, please sign the Attendance Roster located on the table at the entrance in the foyer of the Public Safety Training Room. In accordance with the Open Meetings Act, Council may not discuss or take action on any item which has not been posted on the agenda. Speakers shall limit their comments to five (5) minutes each.*

3. Citizens to be heard.

**PURPOSE OF SPECIAL CALLED MEETING**

4. FY 2024-25 Budget Workshop - Strategic Action Plan.

Scott M. Huizenga, ICMA-CM, City Manager

**ADJOURNMENT**

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**Signature of Agenda Approval:** s/ Gregory C. Maxton

Gregory C. Maxton, Mayor

I, Christina Picioccio, TRMC, City Secretary, certify that the above Notice of Meeting was posted on the outside bulletin board at the Fair Oaks Ranch City Hall, 7286 Dietz Elkhorn, Fair Oaks Ranch, Texas, and on the City's website [www.fairoaksranchtx.org](http://www.fairoaksranchtx.org), both places being convenient and readily accessible to the general public at all times.

As per Texas Government Code 551.045, said Notice was posted by **6:30 PM, June 1, 2024** and remained so posted continuously for at least 72 hours before said meeting was convened. A quorum of various boards, committees, and commissions may attend the City Council meeting.

The Fair Oaks Ranch Police Station is wheelchair accessible at the front main entrance of the building from the parking lot. Requests for special services must be received forty-eight (48) hours prior to the meeting time by calling the City Secretary's office at (210) 698-0900. Braille is not available. The City Council reserves the right to convene into Executive Session at any time regarding an issue on the agenda for which it is legally permissible; pursuant to Texas Government Code Chapter 551. Section 551.071 (Consultation with Attorney), 551.072 (Deliberations about Real Property), 551.073 (Deliberations about Gifts and Donations), 551.074 (Personnel Matters), 551.076 (Deliberations about Security Devices) and 551.087 (Economic Development).



# Strategic Action Plan Workshop

FY 2024-25

Scott M. Huizenga, ICMA-CM  
City Manager



# Agenda

- Meeting objectives
- Strategic Plan Overview
- Strategic Plan Pillars and Priorities
- Department Projects Update



# Meeting Objectives

- Review: Are priorities in line with Council objectives
- Reinforce: Incorporate the plan into programs and activities
- Goal: Identify top budget priorities



# Mission and Vision Statement

## Vision Statement

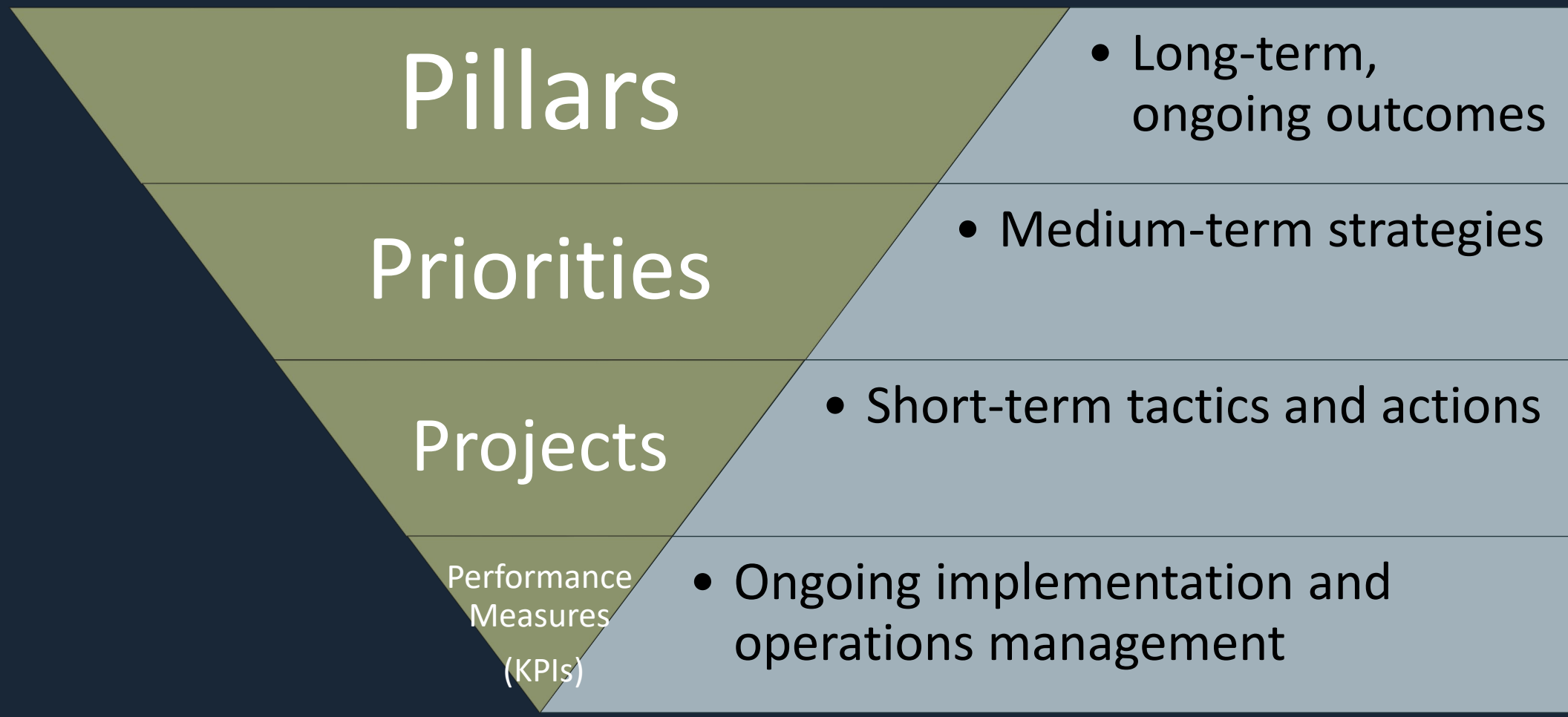
To offer the ideal place to call home in the hill country, guided by strong community values and responsible growth, that provides residents of all ages a place to relax and reconnect.

## Mission Statement

To deliver exceptional public services, preserve the natural beauty of our city, protect and promote quality of life, and foster community engagement.



# Strategic Plan Hierarchy





# Strategic Plan Pillars



Financial Resilience  
and Responsibility



Reliable and  
Sustainable  
Infrastructure



Public Health  
and Safety



Responsible Growth  
Management



Operational  
Excellence



# Financial Resilience and Responsibility

	Priorities	Status
1.1	Develop and maintain a budget process that links with the Strategic Action Plan	In Progress
1.2	Develop a five-year forecast	In Progress
1.3	Develop a risk inventory and mitigation strategies	In Progress
1.4	Develop sustainable financing strategies aligned with service delivery expectations	In Progress
1.5	Ensure continuity and excellence of financial reporting reliability	In Progress
1.6	Implement procurement function	Completed
1.7	Modernize enterprise resource planning system	Planning





# Responsible Growth Management

	Priorities	Status
2.1	Manage the physical development of the city in accordance with the Comprehensive Plan	In Progress
2.2	Implement and update infrastructure master plans	Planning
2.3	Enhance local mobility and multimodal connectivity	In Progress
2.4	Align strategies with alternative funding sources	In Progress
2.5	Develop, implement and update environmental sustainability programs	In Progress



# Reliable and Sustainable Infrastructure

	Priorities	Status
3.1	Enhance and ensure continuity of reliable water resources in accordance with CCN obligations	In Progress
3.2	Enhance and ensure continuity of reliable wastewater treatment in accordance with CCN obligations	Complete
3.3	Enhance and ensure continuity of reliable drainage improvement initiatives	In Progress
3.4	Enhance and ensure continuity of reliable roadway improvement initiatives	In Progress
3.5	Enhance and ensure continuity of reliable city facilities	In Progress



# Public Health and Safety

	Priorities	Status
4.1	Enhance and ensure continuity of police services	In Progress
4.2	Develop a long-term strategy for continuity of fire services	In Progress
4.3	Develop a long-term strategy for continuity of emergency medical services	In Progress
4.4	Enhance and maintain public safety community outreach initiatives	Complete
4.5	Establish a formal emergency response plan	In Progress
4.6	Review and update Municipal Court best practices	In Progress

# Operational Excellence



	Priorities	Status
5.1	Evaluate and implement key HR programs that promote organizational design and development	In Progress
5.2	Develop and implement a proactive communication strategy	In Progress
5.3	Evaluate and update service delivery expectations and best practices	In Progress
5.5	Evaluate and update IT infrastructure, software, and security	In Progress

# FY 2024-25 Strategic Action Plan

Project Status Legend	
	Project Planning Phase
	In Progress/Funds Budgeted
	Project Completed/Operational
	Project Canceled

FINANCIAL RESILIENCE AND RESPONSIBILITY PRIORITY AREAS AND PROJECTS		2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>1.1</b> Develop and Maintain a Budget process that links with the Strategic Action Plan										
1.1.2	Implement sustainable recurring budget/SAP process and procedures									
1.1.4	Redesign Enterprise Budget Process and Rate Model									
1.1.6	Implement a strategic planning, reporting, and monitoring system									
1.1.7	Develop and track Key Performance Indicators									
<b>1.2</b> Develop a 5-Year Forecast										
1.2.1	Develop 5-year Revenue and Operational Projections									
1.2.3	Develop 5 Year CIP projections									
1.2.4	Develop and integrate staffing plan into the long-term financial plan									
1.2.5	Integrate Capital Improvements Plan funding into the long-term financial plan									
1.2.6	Integrate the Utility Fund into the long-term financial plan									
<b>1.3</b> Develop a Risk Inventory and mitigation strategies										
1.3.2	Develop a Risk Inventory for operational risks									
1.3.3	Implement internal controls for financial and operational risks									
1.3.4	Complete a risk management audit to ensure compliance with risk mitigation strategies									
<b>1.4</b> Develop Sustainable Financing Strategies aligned with service delivery expectations										
1.4.4	Update Water Impact Fee Study									
1.4.5	Update Wastewater Impact Fee Study									
1.4.8	Negotiate and update new franchise fee agreements for reliability and cost recovery									
1.4.9	Develop a sustainable and equitable Water Rate									
1.4.10	Develop a sustainable and equitable Wastewater Rate									
1.4.11	Develop a long-term capital and debt financing plan									
<b>1.5</b> Ensure continuity and excellence of Financial Reporting Reliability										
1.5.1	Evaluate and update fund balance and reserve policies									
1.5.6	Review and Update Financial Management Policies									
<b>1.6</b> Implement Procurement Function										
1.6.2	Establish Procurement Policy to include purchases, credit card purchases, employee reimbursables, etc.									
1.6.3	Implement Purchase Order Process in Incode and create Citywide SOP									
1.6.4	Formalize process for contracts execution and compliance									
<b>1.7</b> Modernize Enterprise Resource Planning System										
1.7.1	Conduct Strengths, Opportunities, Aspirations, and Results (SOAR) Analysis									
1.7.2	Identify current system resources and redundancies									
1.7.3	Identify and evaluate current ERP platform and alternatives									
1.7.4	Select and implement modern ERP System									

# FY 2024-25 Strategic Action Plan

Project Status Legend	
	Project Planning Phase
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RESPONSIBLE GROWTH MANAGEMENT PRIORITY AREAS AND PROJECTS		2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>2.1</b>	Manage the physical development of the city in accordance with the Comprehensive Plan									
2.1.1	Update International Family of Building and Life Safety Codes (every 3 years)									
2.1.2	Update Comprehensive Plan and Unified Development Code									
2.1.3	Develop and implement turnkey predevelopment process/development handbook									
2.1.5	Expand Fire Inspection and ultimately Fire Marshall roles									
2.1.8	Review future land use map									
2.1.9	Identify and participate in regional development committees and initiatives									
2.1.10	Identify staffing and training resources to manage the development process									
2.1.11	Integrate small commercial opportunities into the Comprehensive Plan to diversify tax base									
2.1.12	Evaluate and update the transportation plan for the city and surrounding area									
2.1.13	Update the Comprehensive Plan									
<b>2.2</b>	Implement and update Infrastructure Master Plans									
2.2.4	Evaluate and update Master Plans (Waster, Wastewater)									
2.2.5	Evaluate and update Comprehensive Plan and UDC <b>see 2.1.13</b>									
2.2.6	Evaluate and update Master Plans (Drainage)									
<b>2.3</b>	Enhance Local Mobility and Multimodal Connectivity									
2.3.3	Improve Access to Preserve and Park									
2.3.5	Institute multimodal transportation and traffic safety committees and to identify needs and opportunities									
2.3.6	Revise development and multimodal development and design standards									
<b>2.4</b>	Align Strategies with alternative funding sources									
2.4.1	Develop City Sponsored Application for Gateway Infrastructure *Contingent on MDD approval									
2.4.5	Align and update Civic Center Agreement between City and MDD									
<b>2.5</b>	Develop, Implement and Update Environmental Sustainability Programs									
2.5.2	Develop and Implement a Water Conservation program									
2.5.4	UDC Requirements for New Developments (Tree Preservation, Open Space, Conservation)									
2.5.6	Develop and Implement Tree preservation and Oakwilt Assessment Program									
2.5.7	Review wildlife education, preservation and management strategies									
2.5.8	Establish partnerships with outside entities for conservation initiatives									

# FY 2024-25 Strategic Action Plan

Project Status Legend	
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RELIABLE AND SUSTAINABLE INFRASTRUCTURE PRIORITY AREAS AND PROJECTS		2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>3.1</b>	<b>Enhance and Ensure Continuity of Reliable Water Resources in Accordance with CCN Obligations</b>									
3.1.0	Develop project criticality chain and funding plan (Water CIP) (was 2.2.1)									
3.1.1	Implement and Educate regarding the Backflow Prevention Compliance program									
3.1.15	Evaluate and ensure water supply availability and continuity in accordance with adopted master plans									
3.1.17	Develop a long-term water improvement plan for fire protection utilizing Master Plan									
<b>3.2</b>	<b>Enhance and Ensure Continuity of Reliable Wastewater Treatment in Accordance with CCN Obligations</b>									
3.2.0	Develop project criticality chain and funding plan (Wastewater CIP) (was 2.2.2)									
<b>3.3</b>	<b>Enhance and Ensure Continuity of Reliable Drainage Improvement Initiatives</b>									
3.3.0	Develop project criticality chain and funding plan (Drainage CIP) (was 2.2.3)									
3.3.1	Establish a programmed and systematic approach for Drainage Improvements from Master Plan (CIP)									
3.3.2	Design and maintain a drainage maintenance program									
3.3.3	Assess the effectiveness of drainage maintenance program									
<b>3.4</b>	<b>Enhance and Ensure Continuity of Reliable Roadway Improvement Initiatives</b>									
3.4.1	Develop Roadway Master Maintenance and Rehabilitation Capital Improvement Plan									
3.4.2	Conduct long-term road condition analysis (traffic studies, PCI, etc.)									
3.4.3	Design and maintain a roadway maintenance program									
3.4.4	Assess effectiveness of the annual road maintenance program									
<b>3.5</b>	<b>Enhance and Ensure Continuity of Reliable City Facilities</b>									
3.5.2	Develop a City Facilities Master Plan									
3.5.3	Develop a Citywide space plan									
3.5.4	City Hall Renovation-Construction									
3.5.5	Plan and construct a civic/community center									
3.5.6	City Hall Renovation - Equipment and Furniture									
3.5.7	Develop a replacement program for assets crucial to city operations									

# FY 2024-25 Strategic Action Plan

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PUBLIC HEALTH AND SAFETY PRIORITY AREAS AND PROJECTS		2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>4.1</b>	<b>Enhance and Ensure Continuity of Police Services</b>									
4.1.6	Develop a standards of cover and utilization study									
4.1.7	Implement findings from standards and utilization study									
4.1.8	K9 Additional Unit									
4.1.9	Review Organizational Structure to Ensure Continuity of Leadership									
4.1.10	Develop a formal officer recognition program/event to boost morale									
<b>4.2</b>	<b>Develop a Long-Term Strategy for Continuity of Fire Services</b>									
4.2.1	Develop a standards of cover and utilization study									
4.2.2	Implement findings from standards and utilization study									
4.2.3	Update and renew service agreements with fire service providers									
4.2.4	Fire Station #3 Phase 2 Upgrades									
<b>4.3</b>	<b>Develop a Long-Term Strategy for Continuity of Emergency Medical Services</b>									
4.3.1	Develop a standards of cover and utilization study									
4.3.2	Implement findings from standards and utilization study									
4.3.3	Update and renew service agreements with emergency medical service providers									
<b>4.4</b>	<b>Enhance and Maintain Public Safety Community Outreach Initiatives</b>									
4.4.1	Develop a School Resource Officer Program to provide security and promote communication with schools									
<b>4.5</b>	<b>Establish a Formal Emergency Response Plan</b>									
4.5.1	Develop an incident command hierarchy									
4.5.2	Develop and document a Continuity of Operation Plan									
4.5.3	Ensure senior staff is properly certified/trained for EOC (NIMS/ICS)									
4.5.4	Refine communications role for Council and staff									
<b>4.6</b>	<b>Review and update Municipal Court best practices</b>									
4.6.1	Review and implement court security upgrades									
4.6.2	Determine advantages and applicability of a court of record									
4.6.3	Streamline Judge and Prosecutor case flow processes - Municipal Court (was 5.3.6)									
4.6.4	Enhance online services for case management and customers - Municipal Court (was 5.3.8)									



# FY 2024-25 Strategic Action Plan

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	Project Canceled

OPERATIONAL EXCELLENCE PRIORITY AREAS AND PROJECTS		2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>5.1</b>	Evaluate and Implement key HR Programs that Promote Organizational Design and Development									
5.1.1	Evaluate and Update Compensation and Benefit Plans inclusive of Public Safety									
5.1.2	Evaluate and Update Employee Handbook (Legal)									
5.1.3	Evaluate, Update and Develop Talent Management Processes/Programs									
5.1.4	Evaluate and Implement technology to improve efficiency within HR (NeoGov)									
5.1.5	Research and Design Learning and Development Training Programs									
5.1.6	Review and Update Performance Evaluation Processes									
5.1.7	Research and Implement Recruitment and Retention Policies									
5.1.8	Develop a long-term plan for staffing needs									
<b>5.2</b>	Develop and Implement a Proactive Communication Strategy									
5.2.1	Create, coordinate, and lead Strategic Communication efforts									
5.2.2	Develop Brand Identity and Credibility									
5.2.3	Create Opportunities for Resident Engagement and Participation									
5.2.4	Provide Transparent and Timely Communication to Media and Public									
5.2.5	Ensure a Well-Informed City Workforce									
5.2.6	Design and Construct a City Gateway Feature									
<b>5.3</b>	Evaluate and Update Service Delivery Expectations and Best Practices									
5.3.2	Develop and implement a records management plan									
5.3.3	Develop and implement digitization program for city records									
5.3.3a	Acquire Software for Digitization (now operational 01-612-701)									
5.3.3b	3rd Party Scanning of City Records									
5.3.10	Implement agenda management program									
5.3.11	Evaluate and implement Public Information Request software programs									
5.3.12	Implement Fuel Station for City Fleet Vehicles									
<b>5.5</b>	Evaluate and Update IT Infrastructure, Software, and Security									
5.5.1	Define and Develop and Implement Core components of the IT master Plan									
5.5.2	Conduct IT risk analysis and vulnerability assessment									
5.5.3	Implement Cyber Security Processes and Procedures									