



CITY OF FAIR OAKS RANCH CITY COUNCIL SPECIAL MEETING

Friday, June 23, 2023 at 9:00 AM

Public Safety Training Room, Police Station, 7286 Dietz Elkhorn, Fair Oaks Ranch

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

AGENDA

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 2023-24 Budget Workshop - Strategic Action Plan.

Scott Huizenga, Interim City Manager

ADJOURNMENT

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, 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 20, 2023**, and remained so posted continuously for at least 72 hours before said meeting was convened.

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).

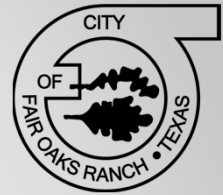


Strategic Action Plan 2024-2028



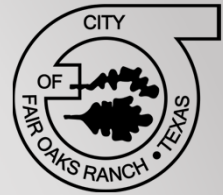
Agenda

- Meeting objectives
- Strategic Plan Overview
- Strategic Plan Pillars and Priorities



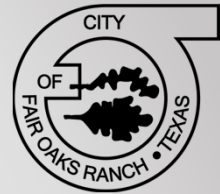
Meeting objectives

- Review: Reinforce and enhance knowledge and adherence to plan
- Update: Identify gaps and redundancies in plan to ensure continuity
- Reinforce: Embed the plan in programs, activities, budgets
- Stretch goal - identify top budget priorities



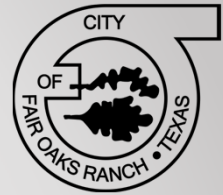
Vision Statement

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 Pillars



**Financial Resilience
and Restraint**



**Reliable and
Sustainable
Infrastructure**



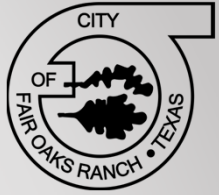
**Operational
Excellence**



**Responsible Growth
Management**



**Public Health,
Safety, and Justice**



Strategic Plan Hierarchy

Pillars

- Long-term, ongoing outcomes

Strategic Plan

Priorities

- Medium-term strategies

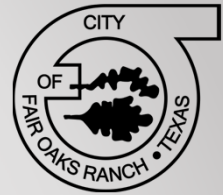
Tactical Plan

Projects

- Short-term tactics and actions

Performance Measures (KPIs)

- Ongoing implementation and operations management



Planning and Budget Cycle or “The Circle of Life”



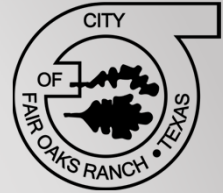


Questions on Priorities

- Are these clear (SMART?)
- Do the priorities properly represent the pillar?
- Is anything missing?
- How do you/should we measure success in this pillar (KPIs)?



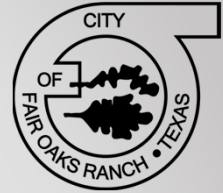
Financial Resilience and Restraint Priorities



	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	New



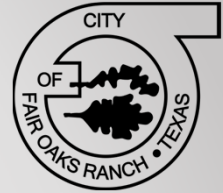
Responsible Growth Management



	Priorities	Status
2.1	Manage the physical development of the city in accordance with the Comprehensive Plan	Planning
2.2	Implement and update Infrastructure Master Plans	Completed*
2.3	Enhance Local Mobility and Multimodal Connectivity	Planning
2.4	Align Proactive Place Making Strategies with the MDD	Planning
2.5	Develop, Implement and Update Environmental Sustainability Programs	In Progress



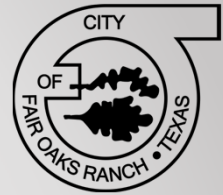
Reliable and Sustainable Infrastructure



	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	In Progress
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



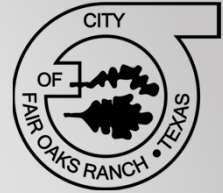
Public Health, Safety, and Justice



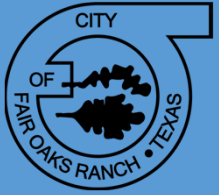
	Priorities	Status
4.1	Enhance and Ensure Continuity of Police Services	Completed
4.2	Develop a Long-Term Strategy for Continuity of Fire Services	Planning
4.3	Develop a Long-Term Strategy for Continuity of Emergency Medical Services	Planning
4.4	Enhance and Maintain Public Safety Community Outreach Initiatives	Completed
4.5	Establish a Formal Emergency Response Plan	Planning
4.6	Review and update Municipal Court best practices	New



Operational Excellence



	Priorities	Status
5.1	Evaluate and Implement key HR Programs that Promote Organizational Design and Development	Planning
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	Planning



Thanks!

FY 2024-28 Proposed Strategic Action Plan

PROJECT STATUS LEGEND	
 	Project Planning Phase
 	In Progress/Funds Budgeted
 	Project Completed/Operational
 	Project Cancelled

FINANCIAL RESILIENCE AND RESTRAINT PRIORITY AREAS AND PROJECTS		PROJECT STATUS					
		2023	2024	2025	2026	2027	2028
1.1	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 (NEW)						
1.1.7	Develop and track Key Performance Indicators (NEW)						
1.2	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 (NEW)						
1.2.5	Integrate Capital Improvements Plan funding into the long-term financial plan (NEW)						
1.2.6	Integrate the Utility Fund into the long-term financial plan (NEW)						
1.3	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 (NEW)						
1.4	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 (REVISED)						
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 (REVISED)						
1.5	Ensure continuity and excellence of Financial Reporting Reliability						
1.5.1	Evaluate and update fund balance and reserve policies (REVISED)						
1.5.6	Review and Update Financial Management Policies						
1.6	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						
1.7	Modernize Enterprise Resource Planning System (NEW)						
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 2024-28 Proposed Strategic Action Plan

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RESPONSIBLE GROWTH MANAGEMENT PRIORITY AREAS AND PROJECTS		PROJECT STATUS					
		2023	2024	2025	2026	2027	2028
2.1	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 planning and development procedures guide (REVISED)						
2.1.5	Expand Fire Inspection and ultimately Fire Marshall roles						
2.1.8	Review future land use map (NEW)						
2.1.9	Identify and participate in regional development committees and initiatives (NEW)						
2.1.10	Identify staffing and training resources to manage the development process (NEW)						
2.1.11	Integrate small commercial opportunities into the Comprehensive Plan to diversify tax base (NEW)						
2.2	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						
2.2.6	Evaluate and update Master Plans (Drainage)						
2.3	Enhance Local Mobility and Multimodal Connectivity						
2.3.3	Improve Access to Preserve and Park						
2.3.5	Institute a multimodal transportation committee to identify needs and opportunities (NEW)						
2.3.6	Revise development and multimodal development and design standards (NEW)						
2.4	Align Proactive Place Making Strategies with the MDD						
2.4.5	Align and update Civic Center Agreement between City and MDD						
2.5	Develop, Implement and Update Environmental Sustainability Programs						
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						

FY 2024-28 Proposed Strategic Action Plan

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RELIABLE AND SUSTAINABLE INFRASTRUCTURE PRIORITY AREAS AND PROJECTS		PROJECT STATUS					
		2023	2024	2025	2026	2027	2027
3.1	Enhance and Ensure Continuity of Reliable Water Resources in Accordance with CCN Obligations						
3.1.0	Develop project criticality chain and funding plan (Water CIP) (was 2.2.1)						
3.1.15	Evaluate and Secure Future water supply in accordance with adopted master plans						
3.1.17	Develop a long-term water improvement plan for fire protection utilizing Master Plan						
3.2	Enhance and Ensure Continuity of Reliable Wastewater Treatment in Accordance with CCN Obligations						
3.2.0	Develop project criticality chain and funding plan (Wastewater CIP) (was 2.2.2)						
3.3	Enhance and Ensure Continuity of Reliable Drainage Improvement Initiatives						
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)						
3.4	Enhance and Ensure Continuity of Reliable Roadway Improvement Initiatives						
3.4.1	Develop Roadway Master Maintenance and Rehabilitation Capital Improvement Plan						
3.4.2	Assess annual road maintenance program						
3.4.3	Conduct long-term road condition analysis (traffic studies, PCI, etc.)						
3.4.4	Evaluate, Implement and maintain a road rehabilitation plan						
3.5	Enhance and Ensure Continuity of Reliable City Facilities						
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 center (REVISED)						
3.5.6	City Hall Renovation - Equipment and Furniture						

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 	Project Cancelled

PUBLIC HEALTH, SAFETY, AND JUSTICE PRIORITY AREAS AND PROJECTS		PROJECT STATUS					
		2023	2024	2025	2026	2027	2027
4.1	Enhance and Ensure Continuity of Police Services						
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 recognition program to boost morale/retention						
4.2	Develop a Long-Term Strategy for Continuity of Fire Services						
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 emergency service providers (NEW)						
4.3	Develop a Long-Term Strategy for Continuity of Emergency Medical Services						
4.3.1	Develop a standards of cover and utilization study						
4.3.2	Implement findings from standards and utilization study						
4.4	Enhance and Maintain Public Safety Community Outreach Initiatives						
4.4.1	Develop a School Resource Officer Program to provide security and promote communication with schools						
4.5	Establish a Formal Emergency Response Plan						
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)						
4.6	Review and update Municipal Court best practices (NEW)						
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)						

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OPERATIONAL EXCELLENCE PRIORITY AREAS AND PROJECTS		PROJECT STATUS					
		2023	2024	2025	2026	2027	2027
5.1 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 (REVISED)						
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 (NEW)						
5.2 Develop and Implement a Proactive Communication Strategy							
5.2.1	Create, coordinate, and lead Strategic Communication efforts (REVISED)						
5.2.2	Develop Brand Identity and Credibility (REVISED)						
5.2.3	Create Opportunities for Resident Engagement and Participation (REVISED)						
5.2.4	Provide Transparent and Timely Communication to Media and Public (REVISED)						
5.2.5	Ensure a Well-Informed City Workforce (REVISED)						
5.3 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						
5.3.3b	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						
5.5 Evaluate and Update IT Infrastructure, Software, and Security							
5.5.1	Define and Develop and Implement Core components of the IT master Plan						