



# City of Fair Oaks Ranch Annual Proposed Budget FY 2022-23



## **Proposed Version**

Last updated 08/23/22



# TABLE OF CONTENTS

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<b>Introduction</b>	<b>4</b>
Title Page	5
Truth in Taxation	9
History of City	10
Fund Structure	13
Basis of Budgeting	16
Budget Process	17
Advisory Boards and Commissions	19
<b>Budget Overview</b>	<b>21</b>
Strategic Action Plan	22
Short-term Factors	32
Priorities & Issues	32
Personnel Changes	32
<b>Overview of Revenue Assumptions</b>	<b>33</b>
Overview of Revenue Sources and Assumptions	34
<b>Overview of Expenditure Assumptions</b>	<b>37</b>
Overview of Expenditure Assumptions	38
<b>Fund Summaries</b>	<b>39</b>
Consolidated Budget	40
Consolidated Governmental Funds	44
General Fund	49
Governmental Strategic Projects Fund	53
Governmental Vehicle and Equipment Replacement Fund	55
Governmental Debt Service Fund	56
Utility Operating Funds	57
Water Strategic and Capital Fund	68
Wastewater Strategic and Capital Fund	69
Utility Vehicle and Equipment Replacement Fund	70
<b>General Fund Departments</b>	<b>71</b>
Mayor & City Council	72
Administration	75
City Secretary	79
HR & Communications	83
Finance	88
Information Technology	92
Municipal Court	96
Public Safety	100
Maintenance	106
Building Codes	110
Engineering Services	114
Non-Departmental and Shared	119
<b>Debt</b>	<b>121</b>
Government-wide Debt	122



**Appendix** ..... **125**  
    Glossary ..... 126



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# INTRODUCTION

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## Proposed Annual Budget

Fiscal Year October 1, 2022-September 30, 2023

This budget will raise more total property taxes than last year's budget by \$204,617 or 3.15%, and of that amount, \$303,322 is tax revenue to be raised from new property added to the tax roll this year.

### City Council Record Vote

The record vote of each member of the governing body by name voting on the adoption of the budget is as follows:

Governing Body	Record Vote
Mayor Greg Maxton	
Emily Stroup	
Roy Elizondo	
Michelle Bliss	
Laura Koerner	
Scott Parker	
Chesley Muenchow	

The Governing Body will vote on the proposed budget September 22, 2022.

	Fiscal Year 2022-23	Fiscal Year 2021-22
Property Tax Rate	0.3291	0.3518
No-New-Revenue Rate	0.3257	0.3581
No-New Revenue M&O Rate	0.3072	0.3283
Voter Approval Rate	0.3703	0.3770
Debt Rate	0.0268	0.0295

Municipal Debt Obligations as of October 1, 2022 - \$6,594,375.75

The above information is presented on the cover page of the City's FY 2022-23 proposed budget to comply with requirements of section 102.005 of the Texas Local Government Code



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Fair Oaks Ranch  
Texas**

For the Fiscal Year Beginning  
**October 01, 2021**

*Christopher P. Morill*  
Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Fair Oaks Ranch, Texas, for its Annual Budget for the fiscal year beginning October 1, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

# The Honorable

## Mayor Greg Maxton

## Council Members

Emily Stroup	Council Member, Place 1
Roy Elizondo	Council Member, Place 2
Michelle Bliss	Council Member, Place 3
Laura Koerner	Mayor Pro-Tem, Place 4
Scott Parker	Council Member, Place 5
Chesley Muenchow	Council Member, Place 6

## City Manager

### Tobin E. Maples, AICP

Assistant City Manager <b>Scott Huizenga</b>	Assistant City Manager <b>Carole Vanzant, CPM, TRMC, MMC</b>	Chief of Police <b>Tim Moring</b>
Director of Finance <b>Rosie Vela</b>	Director of HR & Communications <b>Joanna Merrill</b>	Director of Public Works & Engineering Services <b>Grant Watanabe, P.E.</b>
	City Secretary <b>Christina Picioccio</b>	

# City of Fair Oaks Ranch City Council



Greg Maxton  
Mayor



Emily Stroup  
Council Member, Place 1



Roy Elizondo  
Council Member, Place 2



Michelle Bliss  
Council Member, Place 3



Laura Koerner, Mayor Pro-Tem  
Council Member, Place 4



Scott Parker  
Council Member, Place 5



Chesley Muenchow  
Council Member, Place 6

Fair Oaks Ranch is a Home Rule city. City Council is elected at-large representing all residents within the City limits. Council members including the Mayor serve staggered three-year terms with City elections held each year.

The Mayor Pro-Tem is selected by the Council members each year after the election.

# Truth in Taxation

Truth-in-taxation is a concept embodied in the Texas Constitution that requires local taxing units to make taxpayers aware of tax rate proposals and to afford taxpayers the opportunity to limit tax increases. Property owners have the right to know about increases in their properties' appraised value and to be notified of the estimated taxes that could result from the new value. For more information about this act and its impact on the budget and tax rate setting process, visit the Texas Comptroller's website and Truth in Taxation resources [☞](#).

Fair Oaks Ranch Governing Body Information can be found here:

Mayor [☞](#)

City Council [☞](#)

Comal Appraisal District: <http://www.comalad.org/> [☞](#)

Comal County Truth in Taxation Website: <https://comal.countytaxrates.com/tax> [☞](#)

Kendall Appraisal District: <https://www.kendallad.org/> [☞](#)

Kendall Couty Truth in Taxation Website: <https://kendall.countytaxrates.com/tax> [☞](#)

Bexar Appraisal District: <https://www.bcad.org/> [☞](#)

Bexar County Truth in Taxation Website: <https://www.bexar-taxes.org/property-search> [☞](#)

City of Fair Oaks Ranch Truth in Taxation [☞](#)

## Fiscal Year 2022-23 Budget Calendar

July 25	Deadline for <b>Chief Appraisers</b> to deliver certified rolls or certified estimates to taxing units and certification of anticipated collection rate by tax collector. (Tax Code Sec. 26.01 a-1)	Certified Totals <a href="#">☞</a>
August 17	Calculation of No new revenue, Voter Approval, 8% Increase and De Minimis Rates.	Tax Calculations <a href="#">☞</a>
August 18	<b>The Assistant City Manager</b> submits the No-New Revenue and Voter Approval rates to City Council. (Tax Code Sec 26.04(e)). <b>City Council confirms maximum proposed tax rate and</b> Council takes a record vote. (Tax Code Sec 26.061 (b)). <b>City Council</b> schedules one public hearing on the budget (LGC 102.006a-b) and one public hearing on the tax rate (Tax Code Sec. 26.05(d); (Tax Code Sec 26.06)	
August 19	<b>Finance</b> posts the calculated no-new-revenue tax rate and voter approval tax rate, along with certain debt information on the home page of the City's website using form prescribed by comptroller (Tax Code Sec 26.04 (e))	2022 Tax Rate Notice <a href="#">☞</a>
August 22	<b>City Manager</b> files the budget with <b>City Secretary</b> (LGC 102.005a). <b>City Secretary</b> ensures the proposed budget is available on the website and available for inspection at City Hall (LGC 102.005c)	Proposed Budget Document
September 2	<b>Finance Director</b> publishes <i>Notice of Public Hearing on Tax Rate</i> in the <b>Friday, September 2nd</b> edition of Boerne Star and posts on the City's website (Tax Code Sec. 26.06(c)) <b>Finance Director</b> publishes <i>Notice of Public Hearing on the Proposed Budget</i> in the <b>Friday, September 2nd</b> edition of Boerne Star and posts the budget on the city's website. (LGC 102.005c) <b>Finance Director/Communications</b> posts the Tax Notice (Tax Code Sec 26.04(e)), Notice of Tax Hearing (Tax Code Sec. 26.065), and Notice of Budget Hearing (LGC 102.006c) on the City's Website.	Notice of Tax Rate Hearing  Notice of Budget Hearing
September 15	<b>Public Hearing for Proposed Budget and Proposed Tax Rate.</b> Council Meeting for the <b>First Reading of Budget and Tax Rate Ordinances</b> is held.	See Council Meeting Agenda Packet
September 22	<b>Second Reading</b> and adoption of the Budget and Tax Rate ordinances	See Council Meeting Agenda Packet

# Community Profile



## Overview

The City of Fair Oaks Ranch is located on the edge of the beautiful Texas Hill Country, 27 miles northwest of downtown San Antonio. The city spans over three separate counties, Bexar, Kendall and Comal and covers an area of 7,861 acres.

Fair Oaks Ranch is a Home Rule Charter City and operates under a Council/Manager form of government. A Mayor and six Council Members are elected by the citizens, and the City Manager is appointed by the Council.

## The History of Fair Oaks Ranch

The City of Fair Oaks Ranch had its beginnings as a working ranch when several parcels of land were acquired by oil man Ralph Fair, Sr. during the 1930s. The ranch, which had a dairy and granary, was first a center for a racehorse operation. Later, Mr. Fair established a registered Hereford cattle operation. After the death of Mr. and Mrs. Fair, the remaining family decided to develop a 5,000 acre portion of the ranch as a residential community. A homeowner's association was formed in 1975 with Boots Gaubatz as the president.

In 1985, the Fair Oaks Ranch Homeowners Association began to consider incorporation as a Type A General Law Municipality. Boots, along with Bob Herring and Don King, lead the process, and are now known as the “founding fathers” of Fair Oaks Ranch. The City was eventually incorporated in 1988. Once the population of Fair Oaks Ranch reached 5,000, the city was eligible to become home rule. It wasn't until a decade later that the draft home rule charter was introduced. In May 2017, the home rule election was held with over 90% of voters supporting the change.



Fair Oaks Ranch was created by a group of visionaries who had both the foresight and the political courage to dream of a special community and make it a reality. The ability to make the city a reality was enhanced by having a single development company for many years and working with a family that had a desire for their ranch to become a unique community. This commonality of vision was the glue that held the development process together and created such a unique city.

## Economy and Growth

Fair Oaks Ranch is located immediately northwest of the 7th largest U.S. city, San Antonio. Proximity to the Alamo City, with its vast retail, professional, and medical offerings, paired with a unique Hill Country lifestyle, support a growing commuter population. San Antonio is also home to Joint Base San Antonio, the largest joint base in the U.S. Department of Defense, which adds to the economy and diversity of the entire metro area. Fair Oaks Ranch serves as a popular retirement destination for many with its golf courses, walking trails and quiet hometown atmosphere. The City of Fair Oaks Ranch anticipates future growth as more people move into the area. San Antonio is among the fastest growing regions in the United States, and Texas is one of the national leaders for domestic migration. Much of the housing demand for new residents falls in the hill country area, so it is anticipated that new home construction will





increase in the coming years. San Antonio in particular has become a popular destination for startup and technology companies. Fair Oaks Ranch's plan for the future includes growth management tools charged with ensuring the community is prepared for this growth.

## Culture and Recreation

Fair Oaks Ranch is the perfect destination for tranquility, with several miles of hike and bike trails that meander through the city. The City is home to an array of wildlife including white tailed deer, axis deer, Egyptian geese, foxes, ducks, hawks and many others. This proximity to diverse wildlife is one of the advantages to living in this community.



Golf carts are just as common to see on the roadways in Fair Oaks Ranch as cars, and the streets are also routinely full of cyclists and runners. The Fair Oaks Ranch Golf and Country Club offers two championship golf courses, swimming, tennis, a fitness club and fine dining.

Many other cultural and recreational facilities are within a short drive south in the San Antonio area. A 90 minute drive to the north will take you to Austin, the capital city and cultural hub of Texas. Fair Oaks Ranch is also close to New Braunfels, Canyon Lake and the Guadalupe River, all popular recreation areas, particularly in the summer months.

For a little main street charm and unique shopping experiences, the City of Boerne is less than 10 miles away. A getaway destination for many tourists, the historic downtown area is home to antique stores, bakeries, art galleries and specialty boutiques. There are also year-round parades, festivals and cultural events. Boerne also sits next to Cibolo Creek and a nationally recognized nature center.

## Education



Fair Oaks Ranch is part of Boerne and Comal ISDs, and is home to two elementary schools, Fair Oaks Ranch Elementary and Van Raub Elementary. The public school system is large enough to offer diverse programs, and small enough to allow teachers and administrators to cultivate a personal, active interest in each student. The City engages with the students at the schools and supports programs through its Wildlife Education Committee.

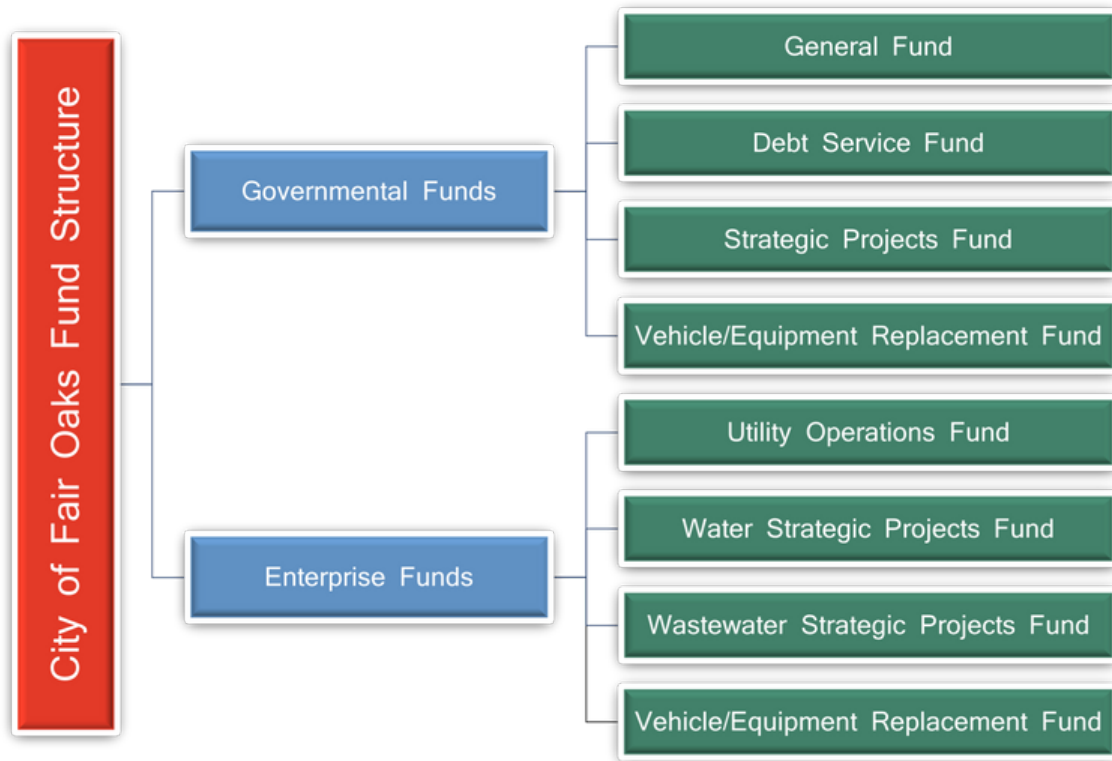


## Location of Fair Oaks Ranch





## Fund Structure of the City



# Account Structure and Description of Funds

The City maintains budgetary control of its operating accounts through the use of various funds. A “fund” is a self-balancing set of accounts with identifiable revenue sources and expenditures. It is segregated for the purpose of measuring a specific activity. Additionally, these funds are further separated into either major funds or non-major funds based on criterion that compares the amount of assets, liabilities, revenues or expenditures they report in comparison to the total governmental funds or the combination of the governmental funds and the enterprise funds.

## Governmental Funds

Most of the City’s government functions are financed through the governmental funds. These funds are generally used to account for tax-supported activities. Long-term liabilities and fixed assets are not accounted for through governmental funds. The measurement focus is to determine changes in financial position (fund balance) rather than to determine net income.

- **General Fund**

The General Fund is a governmental fund type and the City’s primary operating fund. It accounts for all financial resources except those required to be accounted for in another fund. The General Fund includes expenditures for Administration, City Secretary, Human Resources, Finance, IT, Building Codes, Public Safety, Public Works, Engineering and Planning, and the Municipal Court.

- **Debt Service Fund**

The Debt Service Fund accounts for the accumulation of resources for, and the payment of, long-term debt principal and interest. These resources are funded through ad valorem property tax at the interest and sinking (I&S) tax rate.

- **Capital Project Funds**

Capital Project Funds account for the proceeds of debt issuance and internal funding for the completion of capital or strategic action plan projects outside the scope of general operations, and will generally span more than one fiscal year to complete. The City currently has one capital project fund: the Strategic Projects Fund, which is funded through internal transfers from the General Fund.

- **Vehicle/Equipment Replacement Fund**

The Equipment Replacement Fund is used to account for the replacement of all City-owned vehicles and equipment, except those assigned to the City’s enterprise funds. The City annually makes contributions into the fund to build up sufficient reserves to purchase replacement vehicles and equipment when scheduled.

## Enterprise Funds

Enterprise funds are used to account for an activity for which a fee is charged to external users for goods and services. The City reports activities for a Utility Fund which includes water and wastewater services. The Utility Fund also provides funding for an Equipment Replacement Fund for the replacement of all vehicles and equipment assigned to the utility fund, as well as Capital Project Funds for capital improvement projects and Strategic Action Plan budgets.

- **Utility Operations Fund**

The Utility Operations Fund accounts for the revenues from water and wastewater operating activities. It includes expenditures for all operating and maintenance activities that support these services.

- **Water Strategic and Capital Project Fund**

The Water Strategic and Capital Project Fund is used to account for financial resources, usually through internal funding from the Utility Operations Fund, to be used for the acquisition or construction of major capital facilities and strategic action plan projects for the water utility. The purpose of this fund is to separate costs that are considered non-operational, typically associated with one-time projects that are not annually occurring, or large projects which may span over multiple budget years.

- **Wastewater Strategic and Capital Project Fund**

The Wastewater Strategic and Capital Project Fund is used to account for financial resources, usually through internal funding from the Utility Operations Fund, to be used for the acquisition or construction of major capital facilities and strategic action plan projects of the wastewater utility. The purpose of this fund is to separate costs that are considered non-operational, typically associated with one-time projects that are not annually occurring, or large projects which may span over multiple budget years.



- **Vehicle/Equipment Replacement Fund**

The Vehicle/Equipment Replacement Fund is used to account for the replacement of all City-owned vehicles and equipment assigned to the City's enterprise funds. The City annually makes contributions into the fund to build up sufficient reserves to purchase replacement vehicles and equipment when scheduled.

# Basis of Accounting & Budgeting

## Governmental Funds

Governmental funds are accounted for using the current financial resources measurement focus and the modified accrual basis of accounting. This means that only current assets and current liabilities are generally included on the balance sheet. Revenues are recognized when susceptible to accrual (i.e. when they become measurable and available) and expenditures are recorded when the related fund liability is incurred.

## Enterprise Funds

Enterprise or proprietary funds are accounted for using the accrual basis of accounting. Revenues are recognized when they are earned and expenses are recognized when they are incurred. These funds are accounted for on a flow of economic resources measurement focus whereby all assets and liabilities associated with the operation of these funds are included on the balance sheet.

The City's basis of budgeting essentially follows the basis of accounting (modified accrual for government funds and full accrual for proprietary funds); however, there are exceptions, which are described below.

- Only revenues expected to be received during the year or soon thereafter are included in revenue estimates (budget basis).
- Only amounts that will be spent or encumbered by the end of the fiscal year are recorded as expenditures (budget basis).
- Depreciation expense is not displayed and capital expenditures and bond principal payments are shown as utilized by each fund (budget basis).
- Compensated absences (accrued but unused leave) and employee benefits are not reflected in the budget.
- Transfers are classified as revenues and expenditures (budget basis) rather than as "other financing sources or uses" (accounting basis).

# Budget Process

The fiscal year of the City of Fair Oaks Ranch begins on October 1 of each calendar year and ends on September 30 of the following calendar year. In accordance with Texas state law and generally accepted accounting standards, Fair Oaks Ranch adopts a balanced budget for each fiscal year. The budget process includes multiple phases, each of which requires a joint effort by government leaders and City staff. The budget is the financial plan and policy statement for the fiscal year of operations that matches all planned funding sources and expenditures with the program of services desired by residents of the City.

## Strategic Action Plan (SAP)

- **Development of Departmental Strategic Plan Drafts (February)**  
Based off of the goals set forth by the Council, each department head reviews and begins developing departmental Strategic Plans and operational program changes that support their strategic plan for the upcoming budget cycle. During this time, department heads review the programmed equipment replacement schedules, and meet with Human Resources to begin discussions of program changes for Full Time Equivalents.
- **Budget Workshop with City Staff (March)**  
The Finance Department meets with each department head to answer questions, help define Strategic Goals for the department and determine how those goals fit into the overall SAP.
- **Department Heads Meet with the City Manager (April)**  
Once the department heads have a working version of their strategic plan, they meet one-on-one with the City Manager to review their plans and goals for the upcoming fiscal year.

## Budget Estimates

- **City Manager and Finance Develop a Baseline Budget (March)**
- **Budget Orientation (March)**  
The City Manager and Finance Department hold a budget orientation meeting with City staff to discuss the economic condition of the City and its effects on the budget. A review of the Strategic Action Plan occurs. The calendar and operations for the upcoming budget cycle are reviewed. Department Heads begin to draft Departmental budget requests for the upcoming year. A standardized approach for budgeting operational costs occurs. Operational Budgets for each department are defined separately from strategic projects. One-time expenditures are identified, and large one-time expenditures and Strategic Action Projects are budgeted in separate Capital Projects Funds.

## Budget Development

- **Preliminary Tax Rolls Received (April)**  
The City Manager along with the Finance Director determine the guidelines for the department heads to use in preparing their budgets.
- **Budget Requests Submitted & Reviewed (April)**  
Each department aligns its Strategic Action Plan with operational and strategic project budget requests and submits these requests to the Finance Department for evaluation and compilation.
- **Budget Review Sessions with City Manager (May)**  
Staff meets with the Finance Department and City Manager to evaluate progress on continuing priorities, discuss new programs to be included in the budget, and re-evaluate each department's operational and SAP budget requests for the upcoming fiscal year.
- **Council Budget Work Sessions (June and July)**  
City Council holds a budget work session in order to discuss the draft budget. Citizens are invited, but no public testimony is allowed at the work session meetings.
- **Certified Tax Rolls Received (July)**  
The Finance Department incorporates these numbers and delivers a proposed budget to City Manager for review. The final proposed budget is discussed, and any concerns are addressed.

## Budget Presentation, Consideration and Adoption

Once the Council has completed its work sessions and review, the City Manager's proposed budget is filed with the City Secretary and made available to the public as required by State Law. Steps for the budget presentation, consideration, and adoption follow Texas Local Government Code as well as Truth in Taxation Laws.

- **Council Adopts the FY 2022-2023 Annual Budget and Tax Rate (September)**
- **FY 2022-23 Annual Budget is Published (September/October)**



- **Budget is Amended if Necessary (After fiscal year has begun)**

*Supplemental Appropriations:* If, during the fiscal year, the City Manager certifies that there are appropriation revenues in excess of those estimated in the budget, the Council may make supplemental appropriations for the year up to the amount of such excess.

*Transfer of Appropriations:* At any time during the fiscal year the City Manager may transfer part or all of any unencumbered appropriation balance among programs within a fund.  
Upon written request by the City Manager, the Council may, by ordinance, transfer part or all of any unencumbered appropriation balance from one Fund to another, or make an adjustment to a restricted fund.

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## Advisory Boards and Commissions

**Planning and Zoning Commission.** The Planning and Zoning Commission (P&Z) acts as an advisory group to the City Council in required and discretionary land use matters associated with the following: Comprehensive Planning, Zoning, Subdivision Platting and other growth management initiatives related to the physical development of the City. Commission members serve three year staggered terms with no term limits. Members are appointed by the City Council.

Linda Tom	David Horwath	Dale Pearson
Bobbe Barnes, Chairperson	Burney Martin	Lamberto "Bobby" Balli
Marty Bryant		

**Municipal Development District Board.** The Fair Oaks Ranch Municipal Development District Board (MDD) was created by voters on May 7, 2011 in accordance with Chapter 377 of the Texas Local Government Code. It began receiving a 1/2 percent sales tax in 2011 on all items in the district that are subject to the local sales tax. As a result of the MDD formation our ad valorem tax rate did not increase but these funds can now directly benefit our City and residents.

The MDD's mission is to approve funding for economic development, retention and improvement of the district, and for improvement of short and long term property values. Priorities for expenditures of resources are aligned to the City's Comprehensive Plan and the MDD's adopted mission, goals and objectives. MDD boundaries include the City of Fair Oaks Ranch and portions of the ETJ within Bexar and Kendall Counties, but not Comal County.

Laura Koerner, President	Nicholas DiCianni, Vice President	Mike Lovelace, Treasurer
Roy Elizondo, Secretary	David Fairhurst	Rachelle Garcia
Summer Fleming, Investment Officer	Amanda Valdez, Deputy City Secretary	Stephen Robertson

**Board of Appeals.** The role of the board is to hear and decide appeals of orders, decisions, or determinations made by the Building Official relative to the application and interpretation of the International Building Code, International Residential Code for One and Two Family Dwellings, International Energy Conservation Code, International Plumbing Code and National Electric Code.

Jenks Boston	Earl Hamilton	Walter Wong
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**Zoning Board of Adjustments.** The Zoning Board of Adjustment shall hear and decide appeals when error is alleged in any order, requirement, decision or determination made by an administrative official of the City in the enforcement of any zoning related decisions. The Zoning Board of Adjustment may reverse or affirm, in whole or in part, or modify the administrative official's order, requirement, decision, or determination from which an appeal is taken and make the correct order.

Michael Rey, Chairperson	Laurence Nichols	
Dean Gaubatz	J.C. Taylor	Roderick Terrell, Alternate
Jonathan Lisenby, Alternate		

**Capital Improvements Advisory Committee.** The Capital Improvements Advisory Committee (CIAC) was established to comply with the Section 395.058 Texas Local Government Code-Chapter 395. This committee is responsible for assisting the City in development of Land Use Assumptions, Capital Improvement Plans, and reviewing of impact fees.

Joe DeCola	Marcus Garcia	Paul Mebane, Chairperson
John Guidry	Dana Green	Ben Koerner
Seth Mitchell	Arthur Waterman	Christopher Weigand
Council Liaison: Emily Stroup	City Liaisons: Grant Watanabe, Sandy Gorski	



**Wildlife Education Committee.** The Wildlife Education Committee (WEC) is responsible for developing a proactive program using educational materials to help us all better enjoy and coexist with the bounties of nature we are blessed to have in our community.

**Audit Committee.** The Audit Committee has three goals. First, it must satisfy itself that management is maintaining a comprehensive framework of internal control. Second, it must ensure that management's financial reporting practices are assessed objectively. Third, it needs to determine that the financial statements are properly audited and that any problems disclosed in the course of the audit are resolved.

Roy Elizondo

Chesley Muenchow

Greg Maxton

Liaison: Summer Fleming



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# BUDGET OVERVIEW

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# Strategic Action Plan

## Purpose of the Strategic Action Plan

The Strategic Action Plan acts as a planning and budgeting tool that guides the annual development of the City's budget. In support of the City's overall Vision and Mission, certain citizen driven service expectations and risk mitigation strategies were identified, some of which will span the next 5-7 years. The City of Fair Oaks Ranch is in a period of dynamic change as it matures to build-out over the next decade. The purpose of the Strategic Action Plan is to keep the City of Fair Oaks Ranch on the desired course during this time of change and beyond. Five (5) foundational focus areas called "Pillars" were first defined, and then were detailed into priority areas on which to focus for the next 5-7 years. City Council reviews progress towards initiatives, and analyzes specific projects for inclusion in the budget process on an annual basis. Performance measures were developed by Staff as a means to align operations with Council's Strategic Priorities.

## Vision

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

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

## The Strategic Action Planning Process

The Strategic Action Plan is reviewed each year as part of the budget process to reflect changing priorities and to provide a framework for identifying financial requirements in the upcoming budget cycle. Priority projects are identified; costs are estimated; and possible funding sources are acknowledged. Recommended projects are reviewed by the City Manager and presented to City Council for final approval along with the annual budget.

## Costs included in the Strategic Projects

Both the Governmental and Enterprise Funds have Strategic and Capital Projects Funds. The Strategic Projects Funds qualify as Capital Improvement Project Funds for purposes of GASB reporting. The Funds include public physical improvements to be constructed with estimated resources available to finance the projected expenditures, as well as large expenditures for building foundational tools in the City's Growth Management, Operational Excellence and Risk Mitigation frameworks.

Capital and Strategic Projects coordinate directly with the Strategic Action plan and typically qualify as non-operational, or may span over multiple budget years. Non-Operational costs are typically associated with one-time projects that are not annually recurring, or meet the capitalization thresholds as defined by the City's financial management policy.

The Governmental Strategic Projects Fund includes non-utility, non-operational projects such as streets, drainage, master planning and general government facilities. Typically, these projects will be funded via general obligation bonds, certificates of obligation, tax revenue, or other financing methods. On the Enterprise Funds side there are 2 separate Strategic Projects Funds, 1 for Water, and 1 for Wastewater. These Enterprise Strategic Projects Funds include utility non-operational projects for water and wastewater infrastructure, capital planning, and Utility facilities. Typically, Enterprise Funds projects will be funded via user fees, certificates of obligation, long-term debt, or other financing methods.

## Coordination with Outside Entities

While the City of Fair Oaks Ranch installs and maintains a significant number of capital projects within its jurisdiction, there are numerous other entities responsible for infrastructure in the area. Bexar County, Kendall County, Comal County, the Texas Department of Transportation (TxDOT), San Antonio Water System (SAWS), the Guadalupe-Blanco River Authority (GBRA) are just a few of the other partners that play a critical role in building and maintaining the infrastructure in the area surrounding the City of Fair Oaks Ranch. This Plan is limited to projects the City contributes funding through the City's budget.



## ALIGNMENT OF MISSION AND VISION WITH STRATEGIC PILLARS AND PRIORITIES

In support of the City's overall Vision and Mission, certain citizen driven service expectations and risk mitigation strategies have been identified, some of which will span the next five to seven years. The City of Fair Oaks Ranch is in a period of dynamic change as it matures to build-out over the next decade. The purpose of the Strategic Plan is to keep the City of Fair Oaks Ranch on the desired course during this time of change and beyond. Five foundational focus areas called "Pillars" were first defined, were then detailed into priority areas on which to focus for the next 5-7 years. City Council reviews progress towards initiatives, and analyzes specific projects for inclusion in the budget process on an annual basis. Performance measures were developed by Staff as a means to align operations with Council's Strategic Priorities.

	<p><b>Financial Integrity</b></p> <p>Securing Fair Oaks Ranch's future involves strengthening the city's financial condition by implementing strong management strategies within the organization. This priority also involves risk mitigation, and identifying funding strategies to support City goals and initiatives.</p>	<p><b>Strategic Priority Areas</b></p> <ul style="list-style-type: none"> <li>· Budget Processes</li> <li>· Long -Range Forecasting</li> <li>· Risk Inventory and Mitigation</li> <li>· Sustainable Financing Strategies</li> <li>· Financial Reporting Reliability</li> </ul>
	<p><b>Responsible Growth Management</b></p> <p>Based on the Comprehensive Plan, the City will be experiencing significant growth over the next several years. The City and its leadership need to be active participants in addressing regional issues and planning efforts. The City also needs to be represented and visible at all legislative levels.</p>	<p><b>Strategic Priority Areas</b></p> <ul style="list-style-type: none"> <li>· Comprehensive Plan</li> <li>· Infrastructure Master Plans</li> <li>· Mobility &amp; Multimodal Connectivity</li> <li>· Proactive Placemaking</li> <li>· Environmental Sustainability</li> </ul>
	<p><b>Reliable and Sustainable Infrastructure</b></p> <p>Based on projected residential growth and local demand for resilient streets and utilities, the construction and maintenance of high-quality public infrastructure is a priority.</p>	<p><b>Strategic Priority Areas</b></p> <ul style="list-style-type: none"> <li>· Water Continuity</li> <li>· Wastewater Continuity</li> <li>· Drainage Continuity</li> <li>· Roadway Continuity</li> <li>· City Facility Continuity</li> </ul>
	<p><b>Public Health, Safety and Welfare</b></p> <p>Ensuring the safety of the public continues to be among our highest priorities; this means hiring and training quality first responders and working to ensure continuity of 3rd party provided services.</p>	<p><b>Strategic Priority Areas</b></p> <ul style="list-style-type: none"> <li>· Police Services Continuity</li> <li>· Fire Services Continuity</li> <li>· EMS Continuity</li> <li>· Community Outreach</li> </ul>
	<p><b>Operational Excellence</b></p> <p>Government must have an awareness of citizens' needs while striving to provide the level of services that citizens desire. This can be achieved by managing the price of government, introducing innovative business practices, hiring quality employees, and leveraging partnerships to save resources.</p>	<p><b>Strategic Priority Areas</b></p> <ul style="list-style-type: none"> <li>· HR Programs</li> <li>· Communication Strategy</li> <li>· Service Expectations</li> <li>· IT Continuity and Master Plan</li> <li>· Interlocal Partnerships</li> </ul>

# Pillar 1 : Financial Integrity

## PRIORITY AREAS AND PROJECTS

Citizen-driven mandates include remaining a bedroom community with very little commercial activity. This lack of revenue diversification leaves the City highly dependent on property taxes, which represent over 69% of General Fund revenue as compared to the average Texas City's 36%. As the City transitions toward buildout, it will be essential for citizens to comprehend the long-term financial impacts associated with funding services that reflect the values of the community through a programmed dependency on residential property taxes. This dependency combined with the City's aging infrastructure requires a strong focus on financial integrity in the next several years as the City develops a 5-10 year financial plan.

PROJECT STATUS LEGEND	
<span style="background-color: yellow;"> </span>	Project Planning Phase
<span style="background-color: green;"> </span>	Funds budgeted for this project
<span style="background-color: blue;"> </span>	Project Completed/Operational
<span style="background-color: red;"> </span>	Project Cancelled

	2020	2021	2022	2023	2024	2025	2026	2027
<b>1.1: Develop &amp; Maintain a Budget process that links with the Strategic Action Plan</b>								
1.1.1 Implement recurring budget/SAP review process utilizing new budget software (ClearGov)	<span style="background-color: yellow;"> </span>	<span style="background-color: green;"> </span>	<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>				
1.1.2 Implement sustainable recurring budget/SAP process and procedures		<span style="background-color: green;"> </span>	<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>				
1.1.3 Improve Budget Deliverables to GFOA Standards		<span style="background-color: green;"> </span>	<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>				
1.1.4 Redesign Enterprise Budget Process and Rate Model		<span style="background-color: yellow;"> </span>	<span style="background-color: yellow;"> </span>	<span style="background-color: blue;"> </span>				
<b>1.2: Develop a Five-Year Forecast</b>								
1.2.1 Develop Five-Year Revenue & Operational Projections	<span style="background-color: yellow;"> </span>	<span style="background-color: yellow;"> </span>	<span style="background-color: yellow;"> </span>	<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>			
1.2.3 Develop Five-Year CIP projections			<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>				
<b>1.3: Develop a Risk Inventory and mitigation strategies</b>								
1.3.1 Complete Internal Controls framework for Financial Statement Controls	<span style="background-color: green;"> </span>	<span style="background-color: yellow;"> </span>	<span style="background-color: blue;"> </span>					
1.3.2 Develop a Risk Inventory for operational risks			<span style="background-color: yellow;"> </span>	<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>			
1.3.3 Implement internal controls for financial and operational risks			<span style="background-color: yellow;"> </span>	<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>			
<b>1.4: Develop Sustainable Financing Strategies aligned with service delivery expectations</b>								
1.4.1 Implement a sustainable and equitable drainage funding source for stormwater	<span style="background-color: green;"> </span>	<span style="background-color: red;"> </span>						
1.4.4 Update Water Impact Fee Study		<span style="background-color: blue;"> </span>				<span style="background-color: green;"> </span>		
1.4.5 Update Wastewater Impact Fee Study		<span style="background-color: yellow;"> </span>	<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>				
1.4.7 Address sales tax base - sales tax audit		<span style="background-color: yellow;"> </span>	<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>				
1.4.8 Negotiate and update new franchise fee agreements		<span style="background-color: yellow;"> </span>	<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>				
1.4.9 Develop a sustainable and equitable Water Rate		<span style="background-color: green;"> </span>	<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>				
1.4.10 Develop a sustainable and equitable Wastewater Rate		<span style="background-color: green;"> </span>	<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>				
1.4.11 Evaluate and Develop Capital Replacement Funding (Vehicles/Equipment, Facilities, Infrastructure)			<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>				
<b>1.5: Ensure continuity and excellence of Financial Reporting Reliability</b>								
1.5.1 Complete Reserve Studies	<span style="background-color: yellow;"> </span>	<span style="background-color: yellow;"> </span>	<span style="background-color: green;"> </span>					
1.5.3 Assess Monthly and Quarterly financial reporting deliverables	<span style="background-color: yellow;"> </span>	<span style="background-color: blue;"> </span>						
1.5.4 Reconcile Impact Fees		<span style="background-color: yellow;"> </span>	<span style="background-color: blue;"> </span>					
1.5.6 Review and Update Financial Management Policies	<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>						
1.5.7 Implement Storm Water Utility Cost Center and Business Functions	<span style="background-color: green;"> </span>	<span style="background-color: red;"> </span>						
<b>1.6: Implement Procurement Function</b>								
1.6.1 Hire Procurement Manager	<span style="background-color: blue;"> </span>							
1.6.2 Establish Procurement Policy to include purchases, credit card purchases, employee reimbursables, etc.		<span style="background-color: yellow;"> </span>	<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>				
1.6.3 Implement Purchase Order Process in Incode and create Citywide SOP		<span style="background-color: yellow;"> </span>	<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>				
1.6.4 Formalize process for contracts execution and compliance		<span style="background-color: green;"> </span>	<span style="background-color: blue;"> </span>					

## Pillar 2 : Responsible Growth Management

### PRIORITY AREAS AND PROJECTS

Based on the Comprehensive Plan, the City will experience significant growth over the next several years. The City and its leadership need to be active participants in addressing regional issues and planning efforts. The City also needs to be represented and visible at all legislative levels.

PROJECT STATUS LEGEND	
<span style="background-color: yellow;"> </span>	Project Planning Phase
<span style="background-color: green;"> </span>	Funds budgeted for this project
<span style="background-color: blue;"> </span>	Project Completed/Operational
<span style="background-color: red;"> </span>	Project Cancelled

		2020	2021	2022	2023	2024	2025	2026	2027
<b>2.1: Manage the physical development of the city in accordance with the Comprehensive Plan</b>									
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								
2.1.4	Update Health Inspection Ordinance								
2.1.5	Expand Fire Inspection and ultimately Fire Marshall roles								
2.1.6	FM 3351 Owners Rep/Project Management & Utility Relocation								
2.1.7	Development Incentives								
2.1.8	Implement Building Codes Online Payment Processing through the City's Financial System								
<b>2.2: Implement and update Infrastructure Master Plans</b>									
2.2.1	Develop project criticality chain and funding plan (Water CIP)								
2.2.2	Develop project criticality chain and funding plan (Wastewater CIP)								
2.2.3	Develop project criticality chain and funding plan (Drainage CIP)								
2.2.4	Evaluate and update Master Plans (Water, Wastewater)								
2.2.5	Evaluate and update Comprehensive Plan and UDC								
2.2.6	Evaluate and update Master Plans (Drainage)								
<b>2.3: Enhance Local Mobility &amp; Multimodal Connectivity</b>									
2.3.1	Update Street Signage Citywide (Operational budget 01-640-254)								
2.3.2	Develop and Implement a cityROW Beautification ROW								
2.3.3	Improve Access to Preserve and Park								
2.3.4	Traffic Impact Analysis								
<b>2.4: Align Proactive Place Making Strategies with the MDD</b>									
2.4.1	Develop City Sponsored Application for Gateway Infrastructure *Contingent on MDD approval								
2.4.2	Develop MDD owners representation consulting agreement *Contingent on MDD approval								
2.4.3	Infrastructure Project Development *Contingent on MDD approval								
2.4.5	Align and update Civic Center Agreement between City and MDD								
<b>2.5: Develop, Implement &amp; Update Environmental Sustainability Programs</b>									
2.5.1	Implement Municipal Separate Storm Sewer System (MS4) permit requirements								
2.5.2	Water Conservation Improvements								
2.5.3	Establish a Rebate Program (TGRGCD, In-House, etc)								
2.5.4	UDC Requirements for New Developments (Tree Preservation, Open Space, Conservation)								
2.5.5	Create a Geological Features Map								
2.5.6	Develop and Implement Tree preservation and Oakwilt Assessment Program								

## Pillar 3: Reliable and Sustainable Infrastructure

### PRIORITY AREAS AND PROJECTS

The City of Fair Oaks Ranch is over 30 years old and is beginning to see the aging of its infrastructure and systems. Several master plans have been developed over the past three years, including master water and wastewater plans, drainage plans, and a pavement assessment plan. The result of these plans was a path forward over the next several years of critically important infrastructure updates as outlined below and within the adopted Capital Improvement Plans.

PROJECT STATUS LEGEND	
<span style="background-color: yellow; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Project Planning Phase
<span style="background-color: green; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Funds budgeted for this project
<span style="background-color: blue; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Project Completed/Operational
<span style="background-color: red; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Project Cancelled

	2020	2021	2022	2023	2024	2025	2026	2027
<b>3.1 Enhance &amp; Ensure Continuity of Reliable Water Resources in Accordance with CCN Obligations</b>								
3.1.1 Implement and Educate regarding the Backflow Prevention Compliance program								
3.1.15 Evaluate & 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								
<b>3.2 Enhance &amp; Ensure Continuity of Reliable Wastewater Treatment in Accordance with CCN Obligations</b>								
3.2.15 Implement Wastewater System EPA Risk Assessment and Emergency Response Plan								
3.2.5 Improve the Capacity, Maintenance, Operation and Maintenance (CMOM) EPA program								
<b>3.3 Enhance &amp; Ensure Continuity of Reliable Drainage Improvement Initiatives</b>								
3.3.1 Establish a programmed and systematic approach for Drainage Improvements from Master Plan (CIP)								
<b>3.4 Enhance &amp; Ensure Continuity of Reliable Roadway Improvement Initiatives</b>								
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								
<b>3.5 Enhance &amp; 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 Develop plan for a civic center building and campus								
3.5.6 City Hall Renovation - Equipment and Furniture								



## Pillar 4: Public Health, Safety and Welfare

### PRIORITY AREAS AND PROJECTS

Maintaining a high level of service from the City's Police, Fire, and EMS has been indicated as a priority to the City's residents.

Additionally, as the relationship between our service providers for Fire and EMS evolves, the City must be in a position to continue to provide superior services.

PROJECT STATUS LEGEND	
<span style="background-color: yellow; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Project Planning Phase
<span style="background-color: green; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Funds budgeted for this project
<span style="background-color: blue; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Project Completed/Operational
<span style="background-color: red; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Project Cancelled

	2020	2021	2022	2023	2024	2025	2026	2027
<b>4.1: Enhance &amp; Ensure Continuity of Police Services</b>								
4.1.1 Implement Police Salary and Benefit Plan								
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								
<b>4.2: 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								
<b>4.3: 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								
<b>4.4: Enhance &amp; 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: 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)								

## Pillar 5: Operational Excellence

### PRIORITY AREAS AND PROJECTS

Maintaining a high level of customer service is a core function. The City operates through a multitude of service providers and plays a critical role in directly providing municipal services along with supporting and coordinating many others. The City most often serves as the first point of contact for residents and businesses.

The City's ambitious vision and mission cannot be implemented without highly skilled, trained, and motivated people. Ensuring the highest degree of effectiveness and customer service at all levels is an utmost priority. Providing facilities and resources to ensure a productive work environment and encourage a culture of innovation and creative problem-solving is key. Providing effective two-way communications with residents is essential. As the City experiences change and growth in the coming years, it will be important to develop a sustainable atmosphere of trust and transparency within the community.

PROJECT STATUS LEGEND	
<span style="background-color: yellow;"> </span>	Project Planning Phase
<span style="background-color: green;"> </span>	Funds budgeted for this project
<span style="background-color: blue;"> </span>	Project Completed/Operational
<span style="background-color: red;"> </span>	Project Cancelled

		2020	2021	2022	2023	2024	2025	2026	2027
<b>5.1: Evaluate and Implement key HR Programs that Promote Organizational Design and Development</b>									
5.1.1	Evaluate & Update Compensation and Benefit Plans inclusive of Exempt/Non-Exempt status								
5.1.2	Evaluate & Update Employee Handbook (Legal)								
5.1.3	Evaluate, Update & Develop Talent Management Processes/Programs								
5.1.4	Evaluate & Implement technology to improve efficiency within HR (NeoGov)								
5.1.5	Research & Design Learning & Development Training Programs								
5.1.6	Review and Update Performance Evaluation Processes								
<b>5.2: Develop &amp; Implement a Proactive Communication Strategy</b>									
5.2.2	Develop and implement a communications strategy and marketing program (logo/branding)								
5.2.4	Create collaborative partnerships with schools, FORHA, business organizations and governments								
5.2.5	Develop and implement live stream and video capabilities for council meetings								
<b>5.3: Evaluate &amp; Update Service Delivery Expectations &amp; Best Practices</b>									
5.3.2	Develop and implement a records management plan								
5.3.3	Develop and implement digitization program for city records								
5.3.5	Implement paper-lite processes and procedures - Municipal Court								
5.3.6	Streamline Judge and Prosecutor case flow processes - Municipal Court								
5.3.7	Develop Risk mitigations and corrections strategies - Municipal Court								
5.3.8	Enhance online services for case management and customers - Municipal Court								
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: Evaluate &amp; Update IT Infrastructure, Software, &amp; Security</b>									
5.5.1	Define and Develop & 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								



# CAPITAL IMPROVEMENT PLAN

A Capital Improvement Plan (CIP) is a multi-year forecast which identifies major capital projects requiring the use of public funds over and above routine annual operating expenses.

A capital project creates, improves, replaces, repairs, or permanently adds to City assets including land, site improvements, streets, bridges, utility improvements, major equipment, and computer hardware purchases.

This CIP is a supplement to the City's larger strategic action plan, and is aligned with the mission, values and Pillars set forth by the City Council. This plan outlines the City's large capital projects and their corresponding timelines.

## Reliable and Sustainable Infrastructure - Drainage CIP

PROJECT STATUS LEGEND	
<span style="background-color: yellow; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Project Planning Phase
<span style="background-color: green; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Funds budgeted for this project
<span style="background-color: blue; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Project Completed/Operational
<span style="background-color: red; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Project Cancelled

		2020	2021	2022	2023	2024	2025	2026	2027
<b>3.3 Enhance &amp; Ensure Continuity of Reliable Drainage Improvement Initiatives</b>									
3.3 Projects	Design, construct, and complete drainage projects as identified in the five-year capital improvements plan								
3.3.2	Drainage 7840 Silver Spur Trail (Drainage CIP # 17)								
3.3.3	Drainage 29010 Tivoli Way (Drainage CIP #34)								
3.3.4	Drainage 7715 Fair Oaks Parkway (Drainage CIP #25)								
3.3.5	Drainage 8410 Noble Lark Dr. (CIP# 36)								
3.3.6	Drainage 29314 Sumpter Drive (CIP# 32)								
3.3.7	Drainage 7967 Turf Paradise Lane (Drainage CIP #37)								
3.3.8	Drainage 7900 Fair Oaks Parkway (Drainage CIP #30)								
3.3.9	Drainage 7820 Rolling Acres Trail (Drainage CIP #5)								
3.3.10	Drainage Repairs at Rockinghorse Lane (Drainage CIP #61)								
3.3.11	Drainage Ammann Road Low Water Cross (CIP# 1)								
3.3.12	Drainage 8426 Triple Crown (CIP# 41)								
3.3.13	Drainage 7420 Rolling Acres Trail (CIP#6)								
3.3.14	Drainage 8472 Rolling Acres Trail (CIP# 2)								
3.3.15	Drainage 31988 Scarteen (CIP# 44)								
3.3.16	Drainage 7644 Pimlico Lane (CIP# 46)								
3.3.17	Drainage 8040 Rolling Acres Trail (CIP# 4)								
3.3.18	Drainage 7740 Pimlico Lane (CIP# 42)								
3.3.19	Drainage 32030 Scarteen (CIP# 53)								
3.3.20	Drainage 8312 Triple Crown (CIP #43)								
3.3.21	Drainage 8045 Flagstone (CIP# 63)								
3.3.22	Drainage 28907 Chartwell Lane (CIP #35)								
3.3.23	Drainage 8622 Delta Dawn (CIP# 15)								
3.3.24	Drainage 8037 Rock Oak Circle (CIP# 58)								

## Reliable and Sustainable Infrastructure - Roadway CIP

PROJECT STATUS LEGEND	
<span style="background-color: yellow;"> </span>	Project Planning Phase
<span style="background-color: green;"> </span>	Funds budgeted for this project
<span style="background-color: blue;"> </span>	Project Completed/Operational
<span style="background-color: red;"> </span>	Project Cancelled

3.4: Enhance & Ensure Continuity of Reliable Roadway Improvement Indicatives		2020	2021	2022	2023	2024	2025	2026	2027
3.4 Projects	Design, construct, and complete roadway projects as identified in the five-year capital improvements plan								
3.4.5	Texdot HSIP (Hwy Safety Improvement Program) - Ammann Road								
3.4.6	Texdot HSIP (Hwy Safety Improvement Program) - Roundabout at Fair Oaks Pky and Dietz Elkhorn								
3.4.7	Modify Chartwell and Dietz Intersection								
3.4.8	Bond Development Program								
3.4.9	Right Turn School Lane at Van Raub Elementary School and Dietz								
3.4.10	Dietz Elkhorn Roadway reconstruction, Addition of ped/bike amenities, drainage/utility adjustments								
3.4.11	Ammann Rd Roadway reconstruction, Addition of paved shoulders, drainage/utility adjustments								
3.4.12	Rolling Acres Roadway reconstruction, Addition of paved shoulders, drainage/utility adjustments								
3.4.13	Post Oak Tr Roadway reconstruction, Addition of paved shoulders, drainage/utility adjustments								
3.4.14	Connect sidewalk between both Elkhorn Ridge subdivision entrances on the north side of Dietz Elkhorn								
3.4.15	Battle Intense Reconstructing sidewalk curb. Long term solutions will include reconstruction of headwall								

## Reliable and Sustainable Infrastructure - Water/WW CIP

PROJECT STATUS LEGEND	
<span style="background-color: yellow;"> </span>	Project Planning Phase
<span style="background-color: green;"> </span>	Funds budgeted for this project
<span style="background-color: blue;"> </span>	Project Completed/Operational
<span style="background-color: red;"> </span>	Project Cancelled

3.1: Enhance & Ensure Continuity of Reliable Water Resources in Accordance with CCN Obligations		2020	2021	2022	2023	2024	2025	2026	2027
3.1 Projects	Design, construct, and complete water projects as identified in the five-year capital improvements plan								
3.1.2	Plant 2 Hydropneumatic Tank and Variable Frequency Drives (1W)								
3.1.3a	Upgrade various Mechanical/Structural/Electrical at Elmo Davis Pump Station & GST's (1R, 2R)								
3.1.3b	Upgrade Electrical at Elmo Davis Pump Station (3R)								
3.1.4	Replace Existing Waterline - Creek Crossings West (not Impact Fee)(6R)								
3.1.5	Replace Willow Wind Drive/Red Bud Hill Water Line (not Impact Fee)(29R)								
3.1.6	Build Elevated Storage Tank with Plant 3 Upgrades, System PRVs, and 12-inch waterline (2W)								
3.1.7	Update and Repair Water Treatment Plant Buildings								
3.1.8	Well 27 Electrical (15R)								
3.1.9	Install Variable Frequency Drives at Plant No. 2 (Combined with 3.1.2)								
3.1.10	Replace Rolling Acres Trail Water Line Rehabilitation								
3.1.11	Expand Plant No. 5 Zone B (400 gpm) and Install new 0.5 MG GST with Solar Bee system (impact fee) (5W)								
3.1.12	Expand Elmo Davis Water Plant Zone C (650 gpm) (impact Fee) (6W)								
3.1.13	Upgrade Electrical/Instrumentation at Plant No. 3 Pump Station (5R)								
3.1.14	Reroute Fair Oaks Parkway Water Line (30R)								
3.1.16	Build Plant No. 6 and New GBRA Delivery Point (11W)								
3.1.18	Create Regional Partnerships for future Utility and Infrastructure Needs								
3.1.19	Establish a Water Tank Maintenance and Repair Program (operations budget)								
3.1.21	Implement Water System EPA Risk Assessment and Emergency Response Plan								
3.1.22	Replace Existing Waterline - Central								
3.1.23	Replace Existing Waterline - Keeneland								
3.1.24	Old Fredericksburg Waterline (Added to SAP for FY 21-22) (not impact fee)								
3.1.25	Well K6 Electrical (11R)								
3.1.26	Well CR1 Electrical (16R)								
3.1.27	Well 31 Mechanical (19R)								
3.1.28	Well 9 Electrical (13R)								
3.1.29	Pump Station - New 2.0 MGD (1RU)								

	2020	2021	2022	2023	2024	2025	2026	2027
<b>3.2: Enhance &amp; Ensure Continuity of Reliable Wastewater Treatment in Accordance with CCN Obligations</b>								
<b>3.2 Projects</b> Design, construct, and complete wastewater projects as identified in the five-year capital improvements plan								
3.2.1 Upgrade and Expand the WWTP Effluent Transfer Pump Station (27R)								
3.2.2 Existing Wastewater Treatment Plant Improvements - Solids Handling Improvements (4R)								
3.2.3 Install 8-inch Gravity Sanitary Sewer Line and Decommission Falls Lift Station (1S)								
3.2.4 Finalize & Advance Wastewater Treatment Plant Study (2.1S)								
3.2.6 Implement Mechanical System Improvements at School Lift Station (8R)								
3.2.7a Implement Instrumentation System Improvements at Deer Meadows Lift Stations No 1 (10R)								
3.2.7b Implement Instrumentation System Improvements at Deer Meadows Lift Stations No 2 (9R)								
3.2.8 Install SCADA at the Live Oak and Blackjack Chlorine Booster Stations								
3.2.9 Install New Gravity Trunk Line from Old WWTP to New WWTP (3S)								
3.2.10 Upgrade Reuse Water System: 2.0 MGD Pump Station (1RU)								
3.2.11 New Wastewater Treatment Plant/Decommission Old (2S)								
3.2.13 Update and Repair Wastewater Treatment Plant Buildings - repair road (Operational budget 05-502-150)								
3.2.16 1.6 MGD Lift Station and 12" Force Main to New WWTP (4S)								

## Operational Excellence - Information Technology CIP

PROJECT STATUS LEGEND	
	Project Planning Phase
	Funds budgeted for this project
	Project Completed/Operational
	Project Cancelled

	2020	2021	2022	2023	2024	2025	2026	2027
<b>5.5 Evaluate &amp; Update IT Infrastructure, Software, &amp; Security</b>								
<b>5.5 Projects</b> Develop and implement IT Infrastructure projects as defined in the equipment and replacement plan								
5.5.4a Update Work Order System with GIS Compatible software-GF								
5.5.4b Update Work Order System with GIS Compatible software-W								
5.5.4c Update Work Order System with GIS Compatible software-WW								
5.5.5 Improve use of SCADA data								
5.5.6 Define and Develop SCADA program based on build-out functional needs								
5.5.7 City Hall Cabling and Network Infrastructure for City Hall								
5.5.8 Increase Redundancy at PD building								
5.5.9 Overhaul network connections to WWW plants								
5.5.10 Phone System Upgrade								
5.5.11 Virtualize Aquametric and SCADA								
5.5.12 EOC Planning, emergency planning								
5.5.13 Workstations-Inventory/Audit and replacement schedule								
5.5.15 GPS on City vehicles								
5.5.16 Decommission IT hardware								
5.5.17 IT Ticketing System (SLAs, customer feedback)								
5.5.19 Assess HVAC in PD server room through a study								
5.5.20 Servers Group#1 -2008, Servers Group#2 - 2012								
5.5.21 Old data stored in incompatible formats(Lotus 123, Microsoft Works, etc.)								
5.5.22 Data Retention								
5.5.23 DLP (data loss prevention): Varonis								
5.5.24 Encrypted Emails (hardware: Zix vs Software)								
5.5.25 Software Consolidation (services /data) Inventory, Planning, Execution								
5.5.27 Access Controls - to the building								
5.5.28 Multi-Factor Authentication								
5.5.29 Certificate Servers								
5.5.30 Address the results of the vulnerability assessment								
5.5.31 IT Penetration Testing								
5.5.32 Cyber Security Framework								
5.5.33 Network Access Protection								
5.5.35 IPS + firewall upgrade								
5.5.36 Continuous Monitoring Solution								
5.5.37 Hard Drive Encryption								
5.5.38 SIEM (security information and event management)								
5.5.39 Increase SAN/Backup Efficiency & Storage Capacity for PD CID data files								

## City of Fair Oaks Ranch Budgeted Staffing

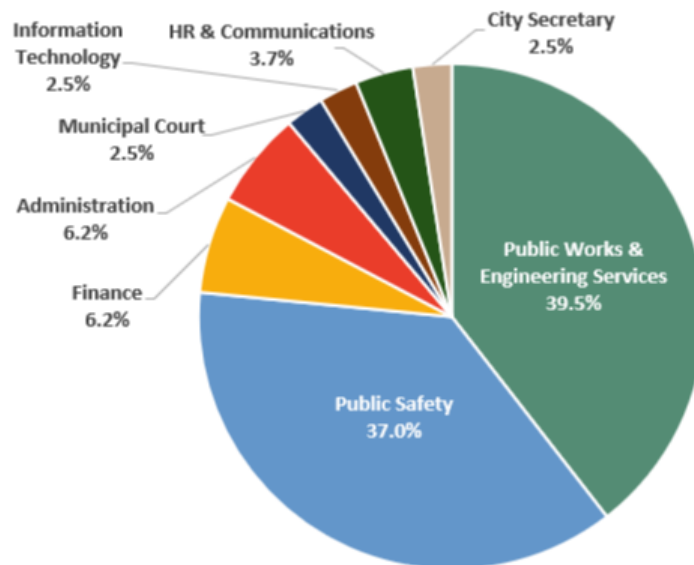
<b>Department</b>	<b>FY 18-19</b>	<b>FY19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>
Administration	3	5	5	5	5
Public Works & Engineering Services	29	29	29	31	32
Public Safety	28	28	28	28	30
Finance	6	6	5	5	5
Information Technology	0	0	2	2	2
Municipal Court	2	2	2	2	2
HR & Communications	2	2	2	3	3
City Secretary	4	2	2	2	2
<b>Total</b>	<b>74</b>	<b>74</b>	<b>75</b>	<b>78</b>	<b>81</b>

### Explanation of Significant Position Changes for Fiscal Year 2022-23

2 School Resource Officer positions were added to the Public Safety Department

1 Mechanic position was added to Public Works

### Full Time Equivalents (FTE) by Department



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# OVERVIEW OF REVENUE ASSUMPTIONS

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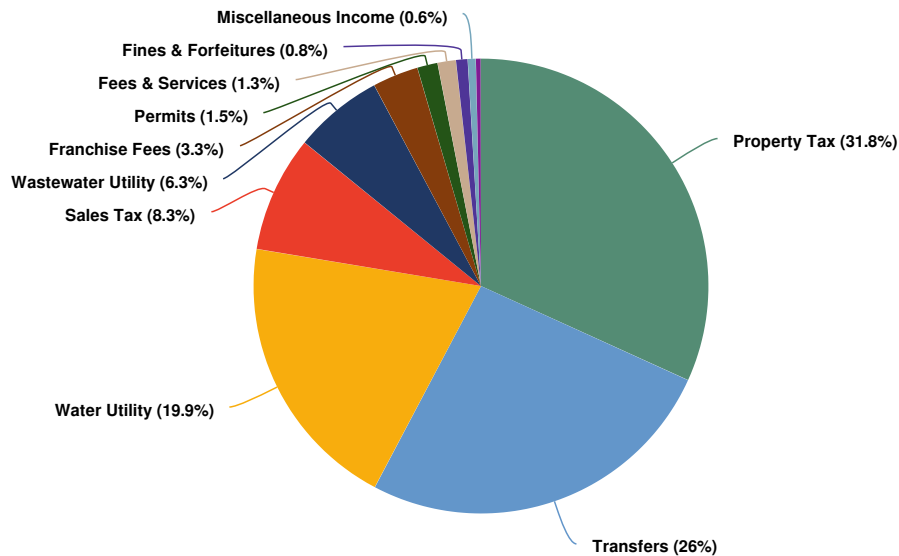
## Overview of Revenue Sources and Assumptions

Revenue is estimated based upon historical data, current economic conditions and other demographic data. The City's revenue budget estimation takes into consideration many unique elements that respond to a variety of external factors such as population growth, development, inflation, and interest rates. The City of Fair Oaks Ranch applies a conservative philosophy that will produce a long-term goal of neither overstating revenues nor understating expenditures. During our revenue estimation process, the City tries to consider as many factors as possible that may contribute to changes in revenues. The City of Fair Oaks Ranch obtains revenue from several sources, but relies heavily on residential property tax.

**\$21,257,597** **\$2,684,496**  
(14.45% vs. prior year)

### Total City Revenues by Source

#### Projected 2023 Total City Revenue Revenues by Source



Name	FY2019 Actual	FY2021 Actual	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Property Tax	\$5,693,547	\$6,444,218	\$6,316,647	\$6,757,701
Sales Tax	\$877,315	\$1,460,542	\$1,595,018	\$1,758,683
Investment Income	\$140,607	\$4,345	\$9,000	\$73,000
Franchise Fees	\$618,758	\$651,534	\$618,200	\$692,050
Transfers	\$1,924,227	\$2,502,441	\$2,594,813	\$5,517,575
Permits	\$253,815	\$499,777	\$400,000	\$309,075
Animal Control	\$3,405	\$1,120	\$1,250	\$1,135



Name	FY2019 Actual	FY2021 Actual	FY2022 Budgeted	FY2023 Budgeted
Fines & Forfeitures	\$137,176	\$139,753	\$129,923	\$176,300
Fees & Services	\$241,869	\$266,691	\$278,251	\$277,903
Miscellaneous Income	\$44,260	\$245,512	\$13,400	\$123,020
Other Financing Sources			\$920,210	\$0
Water Utility	\$3,868,621	\$4,268,594	\$4,325,991	\$4,222,630
Wastewater Utility	\$1,127,937	\$1,415,841	\$1,370,398	\$1,348,525
<b>Total Revenue Source:</b>	<b>\$14,931,536</b>	<b>\$17,900,368</b>	<b>\$18,573,101</b>	<b>\$21,257,597</b>

## Tax Revenue

### **Property Tax - 31.8% of Total City Revenue, 63.7% of General Fund Revenue)**

The largest revenue source for the General Fund is the Ad Valorem taxes, also known as property taxes. Through a rigorous 18-month comprehensive planning process, citizens overwhelmingly dictated that Fair Oaks Ranch should remain a bedroom community with few commercial areas. This plan, by design, leaves the City highly dependent on residential property taxes. The computation of the property taxes is based upon the assessed value of real and personal property. All property tax revenue is first applied to the debt service requirements. The remaining property tax revenue is used for the maintenance and operations of the General Fund.

For the Fiscal Year ending in 2023, the total property tax rate will decrease by \$0.0227 per \$100 valuation from last year's total tax rate. The tax rate is determined based upon completion of the budget process, which entails projecting the expected revenue, determining the most efficient use of resources and expected levels of expenditures, while utilizing the tax rate required to balance the budget.

The City of Fair Oaks Ranch is situated in 3 counties - Bexar, Kendall and Comal. Based on the assessed valuation of appraised property provided to the City by the three appraisal districts, the 2022-23 budget reflects estimated total property tax collection for current taxes of \$6,695,529. This third party appraisal analysis is the major factor in projecting the Ad Valorem revenue. Property valuation increased by 9.92% from \$1.86B to \$2.05B in FY 2022-23.

### **Sales Tax - 8.3% of Total City Revenue, (18.1% of General Fund Revenue):**

Another revenue source for the General Fund is the Sales Tax. Taxable sales have increased over the past few years primarily due to continued development and a shift to online purchasing, which generally sources sales tax to the purchaser's address. Online sales increased during the initial months of the pandemic, and are expected to remain high. The City is projecting sales tax to increase 10% for 2022-2023 over last year's budgeted amount.

## Fee, Permit, and Miscellaneous Revenue

### **Utility Revenue - 26.2% of Total City revenues:**

The City of Fair Oaks Ranch provides water and wastewater services to a portion of the residents. The City's overall customer base for its utility services has increased over the last few years due to new housing and commercial developments.

### **Franchise Fees - 3.3% of Total City revenues:**

The City also receives revenue from franchise fees. Franchise fees are collected from both public and private utilities and assessed for the continued use of the public right-of-way. Among these fees are: cable TV, telephone, electric, solid waste, and gas. For FY 2022-23, the City is estimating to receive \$692,050 in Franchise Fees.

### **Municipal Court Fines and Fees - 0.8% of Total City revenues:**

The projection for fines and fees is based on historical trends. The City estimates to collect \$176,300 for fines and fees in FY 2022-23. This projection is an increase of 35.7% over the prior year budget, but only an 8.4% increase over FY 2021-22 projected revenues.

### **Fees and Service Revenue - 1.3% of Total City revenues:**

This section includes FORU Management Fee, credit card service fees, plat, and other miscellaneous fees charged for direct services. The City estimates to receive \$277,903 for fees and services in the upcoming fiscal year.

### **Permits - 1.5% of Total City revenues**

The source of this revenue includes fees charged by the City for new residential, general construction, and other miscellaneous permits. The City of Fair Oaks Ranch projects to receive \$309,075 for FY 2022-23, which is a 22.7% decrease from the prior year budget. The primary driver for the decrease is the anticipated slow-down of development due to the number of available lots combined with a rise in interest rates and inflation.

### **Interest Revenue - 0.3% of Total City revenues:**

Interest revenue is a fractional part of the total revenue source for FY 2022-23 and is contingent on the total available cash balance of the City throughout the year. The City estimates to receive \$73,000 in interest in the upcoming fiscal year. This is a large increase in projected revenue from the previous years budget due to rising interest rates. The City is anticipating investment earnings to be comparable to pre-pandemic earnings. Further, because the City is a governmental entity, it is limited in the type and term of investment vehicles that it can legally invest in due to its required adherence with the Public Funds Investment Act.

### **Transfers - 26.0% of Total City Revenues:**

This category of revenue includes transfers between Funds within the City (i.e. Capital projects Funds, Vehicle replacement Funds) used to fund programmed replacements and projects. The revenue in one fund will be offset by the corresponding expense in another fund.



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# OVERVIEW OF EXPENDITURE ASSUMPTIONS

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## Overview of Expenditure Assumptions

The City of Fair Oaks Ranch projects expenditures through a cost build-up approach based on historical data, economic data, and any other policy changes that might affect the expenditures for the fiscal year. The City's goal is to appropriate sufficient monies to provide quality services at a reasonable cost and within available financial resources.

### **Personnel Expenditures:**

Personnel expenditures include the salaries, insurance, taxes, retirement, and workers' compensation for all departments.

### **Supplies, Maintenance & Operations Expenditures:**

This category of expenditures includes in-house street maintenance, drainage work, vehicle maintenance and repairs, greenspace maintenance, building and equipment repairs, minor equipment purchases and supplies/consumables.

### **Capital Outlay:**

Capital outlay includes the capital expenditures budgeted to be spent throughout all the funds.

### **Professional Services Expenditures:**

Professional services expenditures include consulting expenses, legal fees, dispatch and jail services, audits, election fees, investigations, training, and reporting costs.

### **Debt Service Expenditures:**

Debt Service expenditures include the debt obligations due in FY 2022-23.

### **Shared Services Expenditures:**

Shared service expenditures include electricity, postage, phones, alarms and general liability insurance.

### **Transfers and Non-Cash Adjustments:**

This includes transfers to other funds within the City and depreciation.

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# FUND SUMMARIES

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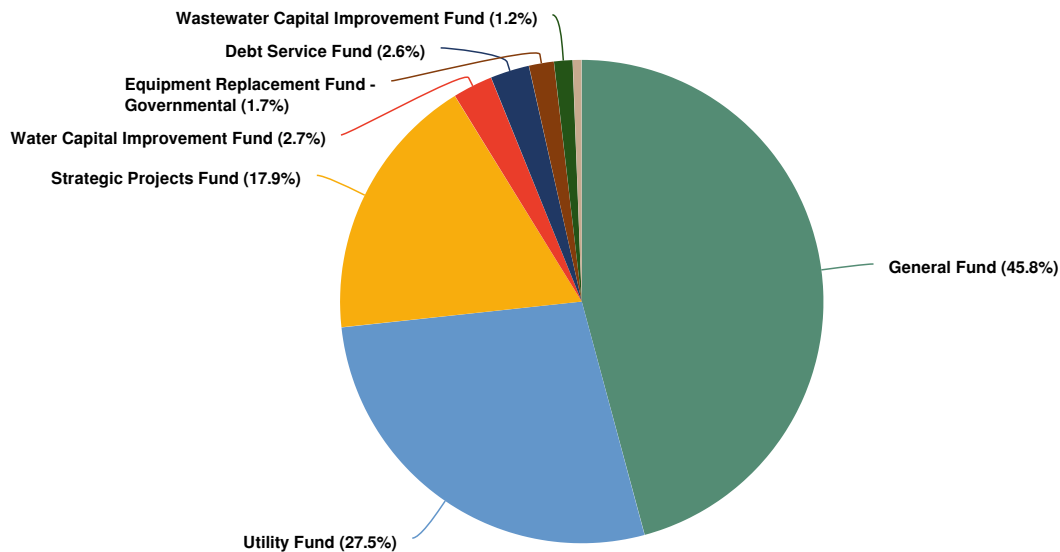




## Summary

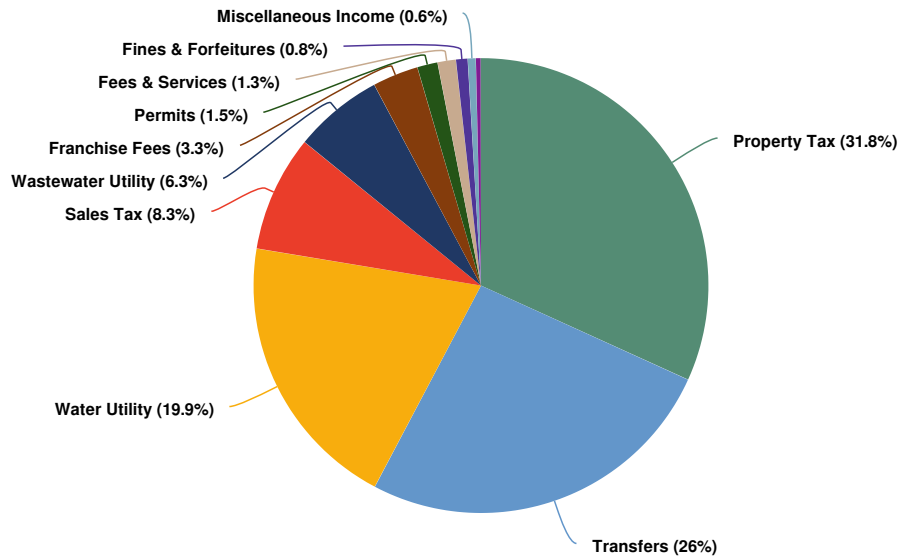
The City of Fair Oaks Ranch is projecting \$21.58M of revenue in FY2023, which represents a 14.45% increase over the prior year. Budgeted expenditures are projected to increase by 29.43% or \$5.64M to \$24.8M in FY2023.

## Total City Revenue by Fund



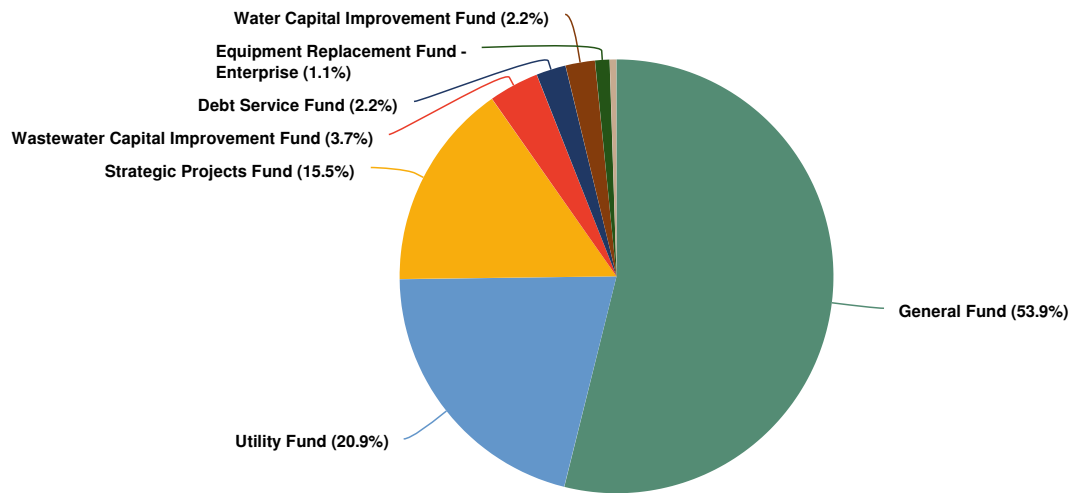
Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
General Fund	\$9,437,729	\$9,063,518	\$10,834,623	\$9,739,599
Strategic Projects Fund	\$182,000	\$865,000	\$1,207,222	\$3,808,281
Equipment Replacement Fund - Governmental	\$290,493	\$275,185	\$275,185	\$354,495
Debt Service Fund	\$563,101	\$548,171	\$557,271	\$554,268
Water Capital Improvement Fund	\$808,883	\$602,403	\$602,403	\$568,787
Wastewater Capital Improvement Fund	\$843,727	\$1,240,876	\$1,540,670	\$264,587
Equipment Replacement Fund - Enterprise	\$90,000	\$83,739	\$83,739	\$125,975
Utility Fund	\$5,684,436	\$5,894,209	\$7,369,130	\$5,841,605
<b>Total:</b>	<b>\$17,900,368</b>	<b>\$18,573,101</b>	<b>\$22,470,243</b>	<b>\$21,257,597</b>

## Total City Projected Revenues by Source



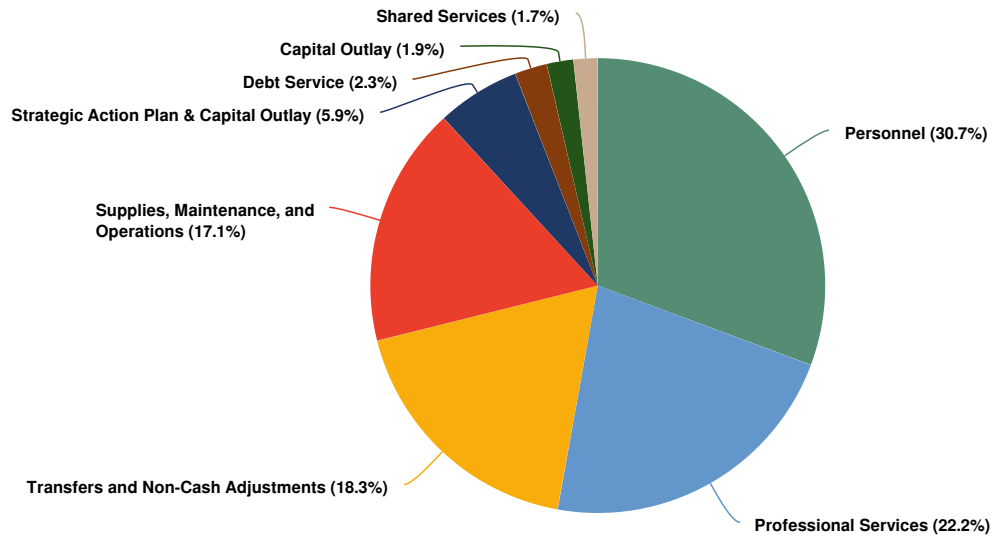
Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Revenue Source				
Property Tax	\$6,444,218	\$6,316,647	\$6,618,247	\$6,757,701
Sales Tax	\$1,460,542	\$1,595,018	\$1,676,125	\$1,758,683
Investment Income	\$4,345	\$9,000	\$58,500	\$73,000
Franchise Fees	\$651,534	\$618,200	\$692,500	\$692,050
Transfers	\$2,502,441	\$2,594,813	\$3,316,765	\$5,517,575
Permits	\$499,777	\$400,000	\$341,000	\$309,075
Animal Control	\$1,120	\$1,250	\$1,150	\$1,135
Fines & Forfeitures	\$139,753	\$129,923	\$162,623	\$176,300
Fees & Services	\$266,691	\$278,251	\$287,034	\$277,903
Miscellaneous Income	\$245,512	\$13,400	\$1,280,358	\$123,020
Other Financing Sources	\$0	\$920,210	\$920,210	\$0
Water Utility	\$4,268,594	\$4,325,991	\$4,475,969	\$4,222,630
Wastewater Utility	\$1,415,841	\$1,370,398	\$2,639,762	\$1,348,525
<b>Total Revenue Source:</b>	<b>\$17,900,368</b>	<b>\$18,573,101</b>	<b>\$22,470,243</b>	<b>\$21,257,597</b>

## Total City Expenditures by Fund



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
General Fund	\$7,319,332	\$10,001,695	\$9,787,932	\$13,411,254
Strategic Projects Fund	\$263,210	\$1,319,416	\$1,813,757	\$3,850,829
Equipment Replacement Fund - Governmental	\$287,339	\$250,000	\$274,357	\$125,000
Debt Service Fund	\$551,075	\$549,585	\$549,585	\$552,530
Fixed Assets	\$637,443			
Water Capital Improvement Fund	\$343,079	\$1,555,074	\$791,326	\$544,141
Wastewater Capital Improvement Fund	\$101,642	\$1,149,789	\$1,455,167	\$929,711
Equipment Replacement Fund - Enterprise	\$0	\$197,820	\$253,399	\$270,450
Utility Fund	\$6,171,375	\$4,141,866	\$5,768,760	\$5,203,078
<b>Total:</b>	<b>\$15,674,496</b>	<b>\$19,165,245</b>	<b>\$20,694,283</b>	<b>\$24,886,993</b>

## Total City Budgeted Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Transfers and Non-Cash Adjustments	\$2,958,577	\$894,799	\$2,586,610	\$4,544,448
Personnel	\$5,695,220	\$6,998,456	\$6,438,539	\$7,637,495
Supplies, Maintenance, and Operations	\$2,907,224	\$3,856,872	\$4,032,489	\$4,247,152
Professional Services	\$1,702,861	\$3,006,625	\$3,722,626	\$5,513,199
Shared Services	\$1,067,692	\$543,773	\$451,293	\$423,667
Capital Outlay	\$321,278	\$587,320	\$643,696	\$474,900
Debt Service	\$576,922	\$572,537	\$572,537	\$572,280
Strategic Action Plan & Capital Outlay	\$444,721	\$2,704,863	\$2,246,493	\$1,473,852
<b>Total Expense Objects:</b>	<b>\$15,674,496</b>	<b>\$19,165,245</b>	<b>\$20,694,283</b>	<b>\$24,886,993</b>





## Consolidated Governmental Funds

### CONSOLIDATED GOVERNMENTAL FUNDS

The General Fund is responsible for providing basic services to the residents of the City. These services include Public Safety, City Administration, Municipal Court, Public Works (Public Works, Streets, Building Maintenance, Fleet), Engineering Services (Development, Planning, Inspections), and Administrative Services (Finance, Purchasing, Human Resources, and Information Technology). The Governmental Funds also include three sub-funds: a Strategic and Capital Projects Fund, a Vehicle/Equipment Replacement Fund, and a Debt Service Fund.

The General Fund's primary revenue sources are Property Taxes, Sales Taxes, Franchise Fees and Charges for City Services. The City Council is responsible for establishing a property tax rate for Governmental Funds.

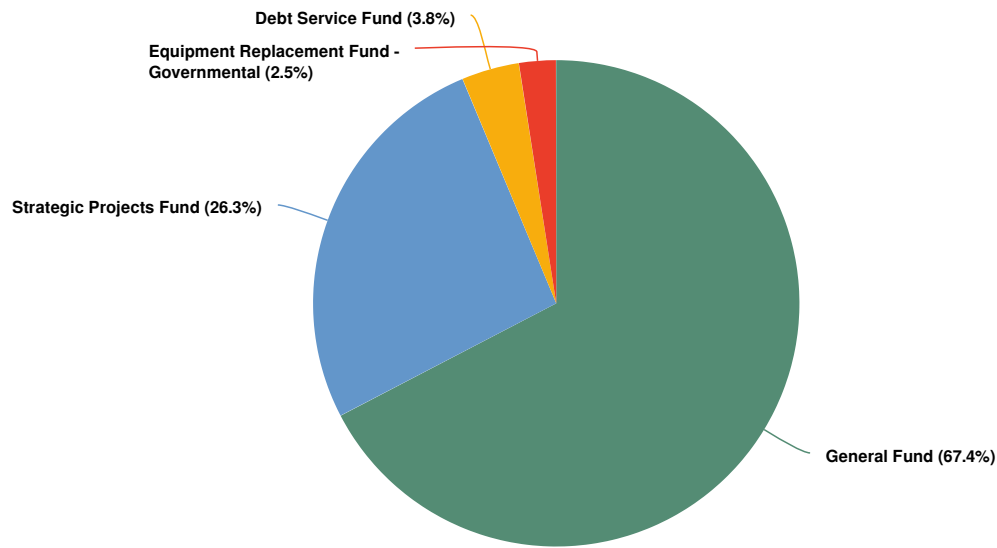
The total property tax rate is the combination of the Maintenance and Operating (M&O) rate and the Interest and Sinking Fund (I&S) rate. The I&S rate is determined based on debt amortization schedules for the indebtedness owed by the Governmental Funds. The M&O rate is established by City Council on an annual basis.

### Summary

The City of Fair Oaks Ranch is projecting **\$14.46M** of Governmental Funds revenue in FY2023, which is a 34.46% increase over the prior year.

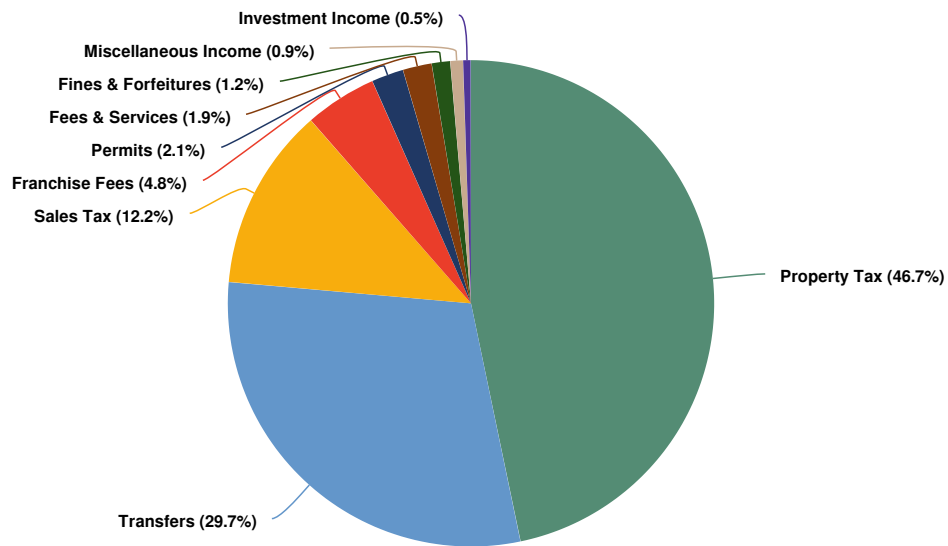
Budgeted expenditures are projected to increase by 48.01% or **\$5.82M** to **\$17.93M** in FY2023.

## Consolidated Governmental Revenue by Fund



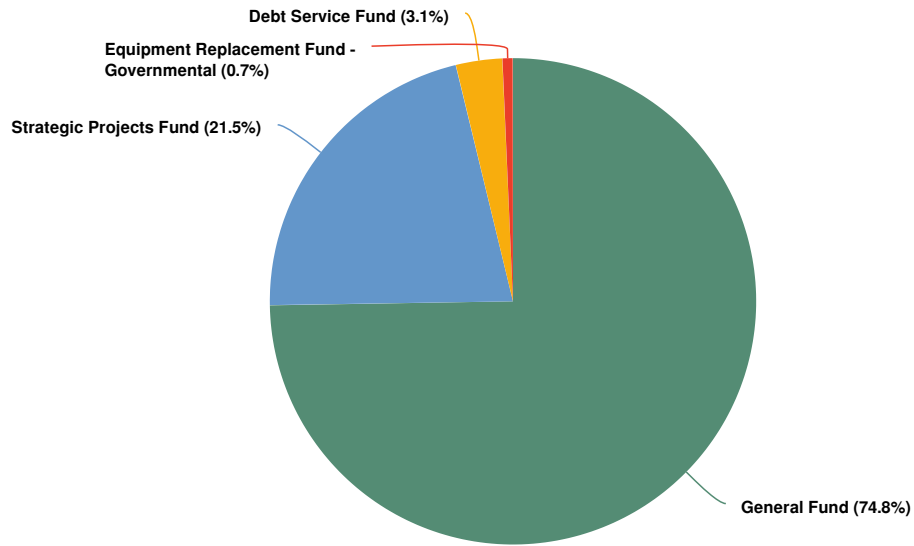
Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
General Fund	\$9,437,729	\$9,063,518	\$10,834,623	\$9,739,599
Strategic Projects Fund	\$182,000	\$865,000	\$1,207,222	\$3,808,281
Equipment Replacement Fund - Governmental	\$290,493	\$275,185	\$275,185	\$354,495
Debt Service Fund	\$563,101	\$548,171	\$557,271	\$554,268
<b>Total:</b>	<b>\$10,473,323</b>	<b>\$10,751,874</b>	<b>\$12,874,301</b>	<b>\$14,456,643</b>

## Consolidated Governmental Projected Revenues by Source



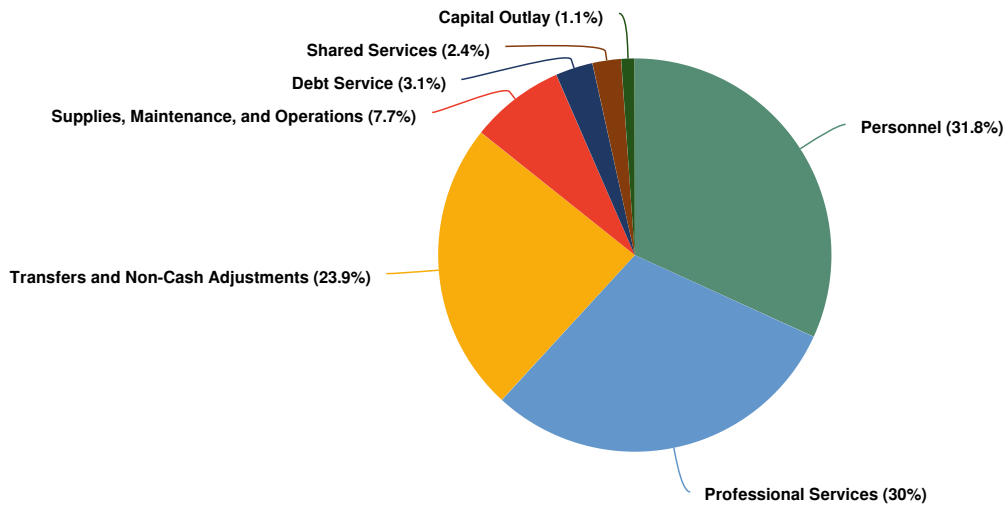
Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Revenue Source				
Property Tax	\$6,444,218	\$6,316,647	\$6,618,247	\$6,757,701
Sales Tax	\$1,460,542	\$1,595,018	\$1,676,125	\$1,758,683
Investment Income	\$4,345	\$9,000	\$58,500	\$73,000
Franchise Fees	\$651,534	\$618,200	\$692,500	\$692,050
Transfers	\$759,832	\$1,390,185	\$1,756,764	\$4,287,776
Permits	\$499,777	\$400,000	\$341,000	\$309,075
Animal Control	\$1,120	\$1,250	\$1,150	\$1,135
Fines & Forfeitures	\$139,753	\$129,923	\$162,623	\$176,300
Fees & Services	\$266,691	\$278,251	\$287,034	\$277,903
Miscellaneous Income	\$245,512	\$13,400	\$1,280,358	\$123,020
<b>Total Revenue Source:</b>	<b>\$10,473,323</b>	<b>\$10,751,874</b>	<b>\$12,874,301</b>	<b>\$14,456,643</b>

## Consolidated Governmental Expenditures by Fund



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
General Fund	\$7,319,332	\$10,001,695	\$9,787,932	\$13,411,254
Strategic Projects Fund	\$263,210	\$1,319,416	\$1,813,757	\$3,850,829
Equipment Replacement Fund - Governmental	\$287,339	\$250,000	\$274,357	\$125,000
Debt Service Fund	\$551,075	\$549,585	\$549,585	\$552,530
<b>Total:</b>	<b>\$8,420,956</b>	<b>\$12,120,696</b>	<b>\$12,425,631</b>	<b>\$17,939,613</b>

## Consolidated Governmental Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Transfers and Non-Cash Adjustments	\$759,832	\$1,390,185	\$1,756,764	\$4,287,776
Personnel	\$4,305,366	\$5,205,922	\$4,742,899	\$5,708,495
Supplies, Maintenance, and Operations	\$727,757	\$1,325,097	\$1,343,210	\$1,387,774
Professional Services	\$1,325,400	\$2,716,634	\$3,186,761	\$5,382,421
Shared Services	\$430,248	\$543,773	\$451,293	\$423,667
Capital Outlay	\$321,278	\$389,500	\$395,119	\$196,950
Debt Service	\$551,075	\$549,585	\$549,585	\$552,530
<b>Total Expense Objects:</b>	<b>\$8,420,956</b>	<b>\$12,120,696</b>	<b>\$12,425,631</b>	<b>\$17,939,613</b>



## General Fund

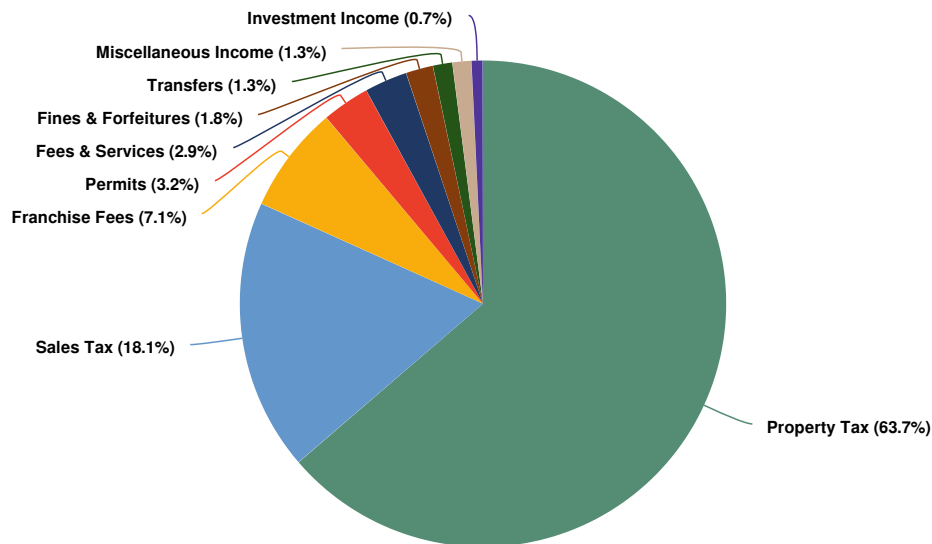
### GENERAL FUND

The General Fund is the primary operating fund of governmental activities for the City. It accounts for all financial resources except those required to be accounted for in another fund. The services provided within the Governmental Operations fund include Public Safety, City Administration, City Secretary, Municipal Court, Public Works (Public Works, Streets, Building Maintenance, Fleet), Engineering Services (Development, Planning, Inspections), and Administrative Services (Finance, Purchasing, Human Resources, and Information Technology).

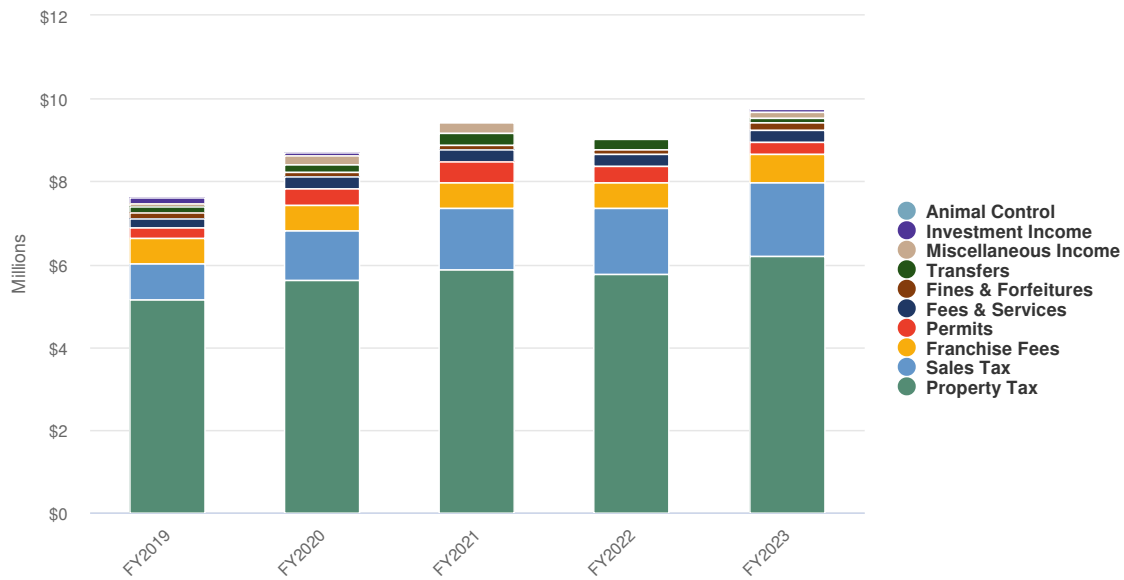
### Summary

The City of Fair Oaks Ranch is projecting \$9.74M of revenue in FY2023, which represents an 7.46% increase over the prior year. Budgeted expenditures are projected to increase by 34.09% or \$3.4M to \$13.41M in FY2023.

### General Fund Revenues by Source



## Budgeted and Historical General Fund Revenues by Source



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Revenue Source</b>				
<b>Property Tax</b>				
GENERAL PROPERTY	\$5,831,720	\$5,714,476	\$5,944,476	\$6,149,433
DELINQUENT PROPERTY	\$26,420	\$30,000	\$79,000	\$30,000
PENALTY & INTEREST	\$23,036	\$25,000	\$38,000	\$25,000
<b>Total Property Tax:</b>	<b>\$5,881,175</b>	<b>\$5,769,476</b>	<b>\$6,061,476</b>	<b>\$6,204,433</b>
<b>Sales Tax</b>				
MIXED BEVERAGE	\$24,779	\$25,000	\$25,000	\$25,000
LOCAL SALES	\$957,175	\$1,046,679	\$1,100,751	\$1,155,789
STREET MAINTENANCE	\$239,294	\$261,669	\$275,187	\$288,947
PROPERTY REDUCTION	\$239,294	\$261,669	\$275,187	\$288,947
<b>Total Sales Tax:</b>	<b>\$1,460,542</b>	<b>\$1,595,018</b>	<b>\$1,676,125</b>	<b>\$1,758,683</b>
<b>Investment Income</b>				
BANK/INVESTMENT INTEREST	\$4,286	\$8,000	\$58,000	\$72,000
<b>Total Investment Income:</b>	<b>\$4,286</b>	<b>\$8,000</b>	<b>\$58,000</b>	<b>\$72,000</b>
<b>Franchise Fees</b>				
FR-TWC / CHARTER	\$60,815	\$62,000	\$60,000	\$60,000
FR-GVTC CABLE/TELEPHONE	\$65,132	\$63,000	\$67,000	\$69,000
FR-AT&T CABLE/TELEPHONE	\$2,710	\$3,500	\$2,700	\$2,700
FR-MISCELLANEOUS	\$733	\$1,000	\$600	\$1,000
FR-CITY PUBLIC SERVICE	\$389,023	\$370,000	\$420,000	\$411,000
FR-PEDERNALES ELECTRIC COOP	\$85,091	\$70,000	\$87,500	\$91,850
FR-GREY FOREST UTILITIES	\$17,484	\$16,500	\$21,500	\$23,000

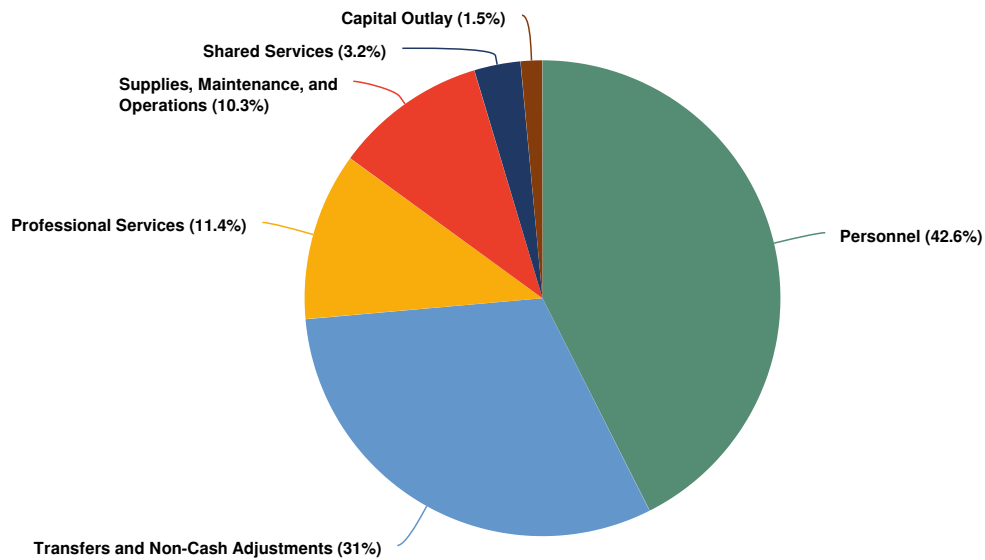


Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
FR-GARBAGE REGULAR	\$29,316	\$30,000	\$30,000	\$30,000
FR-GARBAGE RECYCLING	\$1,230	\$2,200	\$3,200	\$3,500
<b>Total Franchise Fees:</b>	<b>\$651,534</b>	<b>\$618,200</b>	<b>\$692,500</b>	<b>\$692,050</b>
<b>Transfers</b>				
CAPITAL REPLACEMENT	\$287,339	\$250,000	\$274,357	\$125,000
<b>Total Transfers:</b>	<b>\$287,339</b>	<b>\$250,000</b>	<b>\$274,357</b>	<b>\$125,000</b>
<b>Permits</b>				
NEW RESIDENTIAL PERMITS	\$374,007	\$310,000	\$225,000	\$200,000
NEW COMMERCIAL PERMITS	\$9,196	\$10,000	\$0	\$5,000
REMODELING/ADDITIONS	\$14,680	\$15,000	\$36,000	\$30,000
OTHER BC PERMITS AND FEES	\$89,162	\$51,000	\$66,000	\$61,000
CONTRACTOR REGISTRATION	\$12,502	\$10,000	\$10,000	\$9,200
FOOD/HEALTH	\$230	\$4,000	\$4,000	\$3,875
<b>Total Permits:</b>	<b>\$499,777</b>	<b>\$400,000</b>	<b>\$341,000</b>	<b>\$309,075</b>
<b>Animal Control</b>				
PET LICENSES	\$745	\$500	\$700	\$640
PET IMPOUND/QUARANTINE	\$375	\$750	\$450	\$495
<b>Total Animal Control:</b>	<b>\$1,120</b>	<b>\$1,250</b>	<b>\$1,150</b>	<b>\$1,135</b>
<b>Fines &amp; Forfeitures</b>				
MUNICIPAL COURT FINES	\$129,005	\$120,000	\$147,000	\$160,000
MUNICIPAL COURT SEC BUILDING	\$3,996	\$3,500	\$5,500	\$6,000
MUNICIPAL COURT TECHNOLOGY	\$3,299	\$4,300	\$4,695	\$5,000
MUNICIPAL COURT EFFICIENCY	\$128	\$70	\$113	\$150
COURT TRUANCY PREVENTION FUND	\$3,260	\$2,000	\$5,200	\$5,000
MUNICIPAL COURT JURY FUND	\$65	\$53	\$115	\$150
<b>Total Fines &amp; Forfeitures:</b>	<b>\$139,753</b>	<b>\$129,923</b>	<b>\$162,623</b>	<b>\$176,300</b>
<b>Fees &amp; Services</b>				
FORU MANAGEMENT	\$206,955	\$215,601	\$221,884	\$210,003
SPECIAL FEES	\$19,838	\$25,000	\$25,000	\$25,000
FORMDD MANAGEMENT	\$30,150	\$30,150	\$30,150	\$30,150
CREDIT CARD SERVICE FEE	\$9,747	\$7,500	\$10,000	\$12,750
<b>Total Fees &amp; Services:</b>	<b>\$266,691</b>	<b>\$278,251</b>	<b>\$287,034</b>	<b>\$277,903</b>
<b>Miscellaneous Income</b>				
MISCELLANEOUS	\$20,481	\$4,000	\$15,223	\$106,905
CITY EVENT SPONSORSHIPS	\$0	\$0	\$205	\$0
SALE OF ASSETS	\$26,330	\$0	\$673	\$0
DONATIONS/GRANTS	\$189,014	\$0	\$1,251,233	\$3,600
SCHOOL CROSSING GUARD	\$7,860	\$7,400	\$10,665	\$10,665
LEOSE PROCEEDS	\$1,827	\$2,000	\$1,582	\$1,850



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
POLICE SEIZED PROCEEDS	\$0	\$0	\$777	\$0
<b>Total Miscellaneous Income:</b>	<b>\$245,512</b>	<b>\$13,400</b>	<b>\$1,280,358</b>	<b>\$123,020</b>
<b>Total Revenue Source:</b>	<b>\$9,437,729</b>	<b>\$9,063,518</b>	<b>\$10,834,623</b>	<b>\$9,739,599</b>

## General Fund Expenditures by Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Transfers and Non-Cash Adjustments	\$472,493	\$1,140,185	\$1,482,407	\$4,162,776
Personnel	\$4,305,366	\$5,205,922	\$4,742,899	\$5,708,495
Supplies, Maintenance, and Operations	\$721,305	\$1,325,097	\$1,343,210	\$1,387,774
Professional Services	\$1,149,943	\$1,427,218	\$1,399,626	\$1,531,592
Shared Services	\$353,885	\$513,773	\$425,195	\$423,667
Capital Outlay	\$316,341	\$389,500	\$394,595	\$196,950
<b>Total Expense Objects:</b>	<b>\$7,319,332</b>	<b>\$10,001,695</b>	<b>\$9,787,932</b>	<b>\$13,411,254</b>



## Governmental Strategic Projects Fund

The Strategic Projects Fund (SAP Fund) qualifies as a Capital Improvement Project Fund for purposes of GASB reporting. The Fund includes public physical improvements to be constructed with estimated resources available to finance the projected expenditures, as well as large expenditures for building foundational tools in the City's Growth Management, Operational Excellence and Risk Mitigation frameworks.

Capital Improvements are defined as any expenditure of public funds for the purchase, construction, rehabilitation, replacement or expansion of the physical assets of the community when the project is relatively large in size, expensive, long-term and permanent.

The Governmental Strategic Projects Fund represents non-utility projects such as streets, master planning and general government facilities. Typically, these projects will be funded via general obligation bonds, certificates of obligation, tax revenue, or other financing methods.

## Summary

The City of Fair Oaks Ranch is projecting revenue of \$3.80M in FY2023, which represents a 340.26% increase over the prior year budget. Budgeted expenditures are projected to increase by 191.86% or \$2.53M to \$3.85M in FY2023.

## Revenues by Source

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Revenue Source				
Transfers	\$182,000	\$865,000	\$1,207,222	\$3,808,281
<b>Total Revenue Source:</b>	<b>\$182,000</b>	<b>\$865,000</b>	<b>\$1,207,222</b>	<b>\$3,808,281</b>

## Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Supplies, Maintenance, and Operations</b>				
<b>Strategic and Capital Projects</b>				
TREE PRESERVATION & OAK WILT	\$6,452	\$0	\$0	\$0
<b>Total Strategic and Capital Projects:</b>	<b>\$6,452</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Supplies, Maintenance, and Operations:</b>	<b>\$6,452</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Professional Services</b>				
<b>Strategic and Capital Projects</b>				
STORMWATER FUNDING	\$33,925	\$0	\$0	\$0
LONG-TERM ROAD COND ANALYSIS	\$47,704	\$0	\$0	\$0
CITY CIVIC CENTER	\$1,500	\$0	\$0	\$412,815
CITY CAMPUS RENOVATION	\$33,413	\$439,416	\$881,168	\$0
CHARTWELL AND DIETZ INTERSECTION		\$175,000	\$473,322	\$0
ROLLING ACRES TRAIL PROJECT #5		\$85,000	\$85,000	\$606,000
SILVER SPUR TRAIL PROJECT #17		\$95,000	\$95,000	\$601,000
FAIR OAKS PKWY PROJECT #25		\$40,000	\$0	\$0
FAIR OAKS PKWY PROJECT #30		\$10,000	\$10,000	\$0
TIVOLI WAY PROJECT #34		\$50,000	\$50,000	\$456,000

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
TURF PARADISE LANE PROJECT #37		\$40,000	\$40,000	\$85,031
ROCKINGHORSE LANE PROJECT #61		\$75,000	\$50,000	\$0
BOND DEVELOPMENT PROGRAM		\$200,000	\$50,000	\$0
POST OAK TRAIL				\$875,000
DIETZ ELKHORN RECONSTRUCTION				\$245,915
AMMANN RD RECONSTRUCTION				\$365,286
DIETZ ELKHORN SIDEWALK				\$41,282
BATTLE INTENSE SIDEWALK				\$54,500
PS COMMAND STRUCTURE REVIEW	\$38,713	\$5,000	\$895	\$0
FIRE SERVICES PROGRAM REVIEW	\$8,206	\$5,000	\$1,128	\$18,000
EMS PROGRAM REVIEW	\$2,606	\$5,000	\$1,128	\$0
EMPLOYEE HANDBOOK	\$0	\$0	\$3,034	\$0
COMMUNICATIONS & MKTG STRATEGY	\$9,391	\$50,000	\$38,610	\$0
RECORDS MANAGEMENT	\$0	\$0	\$7,850	\$0
CITY FLEET FUEL STATION		\$15,000	\$0	\$50,000
3RD PARTY SCANNING				\$40,000
<b>Total Strategic and Capital Projects:</b>	<b>\$175,457</b>	<b>\$1,289,416</b>	<b>\$1,787,135</b>	<b>\$3,850,829</b>
<b>Total Professional Services:</b>	<b>\$175,457</b>	<b>\$1,289,416</b>	<b>\$1,787,135</b>	<b>\$3,850,829</b>
<b>Shared Services</b>				
<b>Strategic and Capital Projects</b>				
IT RISK ANALYSIS	\$69,763	\$0	\$24,835	\$0
AGENDA & MINUTES SOFTWARE	\$6,600	\$0	\$0	\$0
TICKETING WITH GIS COMPATIBILITY	\$0	\$0	\$1,263	\$0
PIA REQUEST SOFTWARE		\$30,000	\$0	\$0
<b>Total Strategic and Capital Projects:</b>	<b>\$76,363</b>	<b>\$30,000</b>	<b>\$26,098</b>	<b>\$0</b>
<b>Total Shared Services:</b>	<b>\$76,363</b>	<b>\$30,000</b>	<b>\$26,098</b>	<b>\$0</b>
<b>Capital Outlay</b>				
<b>Strategic and Capital Projects</b>				
PERSONAL PROPERTY	\$4,938	\$0	\$524	\$0
<b>Total Strategic and Capital Projects:</b>	<b>\$4,938</b>	<b>\$0</b>	<b>\$524</b>	<b>\$0</b>
<b>Total Capital Outlay:</b>	<b>\$4,938</b>	<b>\$0</b>	<b>\$524</b>	<b>\$0</b>
<b>Total Expense Objects:</b>	<b>\$263,210</b>	<b>\$1,319,416</b>	<b>\$1,813,757</b>	<b>\$3,850,829</b>



## Governmental Vehicle and Equipment Replacement Fund

The Governmental Vehicle/Equipment Replacement Fund (ERF) is dedicated for the replacement of Governmental Fund capital items such as fleet vehicles and heavy equipment. The purpose of the fund is to ensure that adequate funds are available to purchase vehicles and equipment, to stabilize budgeting for major purchases, and to provide a systematic approach to procurement and disposition of the fleet.

### Summary

The City of Fair Oaks Ranch is projecting \$355K of revenue in FY2023, which represents a 28.82% increase over the prior year. Budgeted expenditures are projected to decrease by 50% or \$125K to \$125K in FY2023.

### Governmental ERF Revenues by Source

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Revenue Source				
Transfers	\$290,493	\$275,185	\$275,185	\$354,495
<b>Total Revenue Source:</b>	<b>\$290,493</b>	<b>\$275,185</b>	<b>\$275,185</b>	<b>\$354,495</b>

### Governmental ERF Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Transfers and Non-Cash Adjustments				
General Expense				
Transfer to Other Funds	\$287,339	\$250,000	\$274,357	\$125,000
PD replacements	\$0	\$177,000	\$170,450	\$118,000
Maintenance replacements	\$0	\$73,000	\$72,847	\$7,000
PY Encumbrance	\$0	\$0	\$31,060	\$0
<b>Total General Expense:</b>	<b>\$287,339</b>	<b>\$250,000</b>	<b>\$274,357</b>	<b>\$125,000</b>
<b>Total Transfers and Non-Cash Adjustments:</b>	<b>\$287,339</b>	<b>\$250,000</b>	<b>\$274,357</b>	<b>\$125,000</b>
<b>Total Expense Objects:</b>	<b>\$287,339</b>	<b>\$250,000</b>	<b>\$274,357</b>	<b>\$125,000</b>



## Governmental Debt Service Fund

The I&S rate is set to pay debt service on general obligation bonds like the \$7 million the City issued to reconstruct its streets. When the citizens voted to issue these bonds, the city obligated itself to pay this debt through property taxes. The rate can move up or down a little each year depending on the amortization schedule and total property values. The I&S rate for this year is \$.0268 per \$100 which is less than last year's rate of \$.0295 per \$100.

### Debt Service Revenues by Source

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Revenue Source				
Property Tax	\$563,043	\$547,171	\$556,771	\$553,268
Investment Income	\$59	\$1,000	\$500	\$1,000
<b>Total Revenue Source:</b>	<b>\$563,101</b>	<b>\$548,171</b>	<b>\$557,271</b>	<b>\$554,268</b>

### Debt Service Expenditures by Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Debt Service	\$551,075	\$549,585	\$549,585	\$552,530
<b>Total Expense Objects:</b>	<b>\$551,075</b>	<b>\$549,585</b>	<b>\$549,585</b>	<b>\$552,530</b>



## Utility Operating Funds

The Utility Fund is an Enterprise Fund of the City. Enterprise Funds are used to account for those operations that are financed and operated in a manner similar to private business enterprises. The intent is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. Services provided by the Utility Fund include Utility Administration (utility billing and collection and customer service), meter reading, water treatment and distribution, and wastewater collection and treatment. The Fund's source of revenue is the charge for water and sewer services. Utility rates are set by the City Council.

### Mission Statement

To maintain and administer the utilities, and provide safe, uninterrupted water, and wastewater services, while providing exemplary customer assistance to its consumers.

### Scope of Services Summary

The utility purchases the majority of its water from GBRA with other water sources provided from 40 ground water wells located throughout the City. The utility wastewater is transported and treated at the City's local wastewater treatment plant rated for 0.5 million gallons/day. Staff is responsible for maintaining 77 miles of water lines, 36 miles of sanitary sewer lines, 270 fire hydrants, 290 man-holes, 3,140 water service connections, 1,926 wastewater service connections, 5 water plants, 1 wastewater plant, and 6 wastewater lift stations.

Another major function of the utility administration is customer service, both in person and by phone. This office works closely with field operations handling all work orders pertaining to utility service accounts, including but not limited to: service connections, disconnections, transfers, collections and related duties. The Water Quality Department is responsible for producing safe and acceptable water in accordance with state and federal health standards. The water quality team also handles the daily field operations and maintenance of all water plants, distribution systems, water wells, and work orders. The Wastewater Department is responsible for treatment of all wastewater produced by its customers to meet all health and safety standards required by TCEQ for discharging of effluent as irrigation. The wastewater team handles the daily field operations and maintenance of the wastewater plant, collection systems, lift stations, and wastewater work orders.

### Recent Accomplishments

- Approved 5-Yr CIPs for water, wastewater & reuse
- Awarded WWTP of the Year (Category 1) and Wastewater Operator of the Year (Bill Champion)
- Substantial completion of Water Plant No2 Upgrade
- Awarded Sludge Dewatering Press
- Awarded WWTP Feasibility Study





Utilities Crew

# Water Utility

## Budgeted Staffing

Title	2019-20	2020-21	2021-22	2022-23
Water Distribution and Quality Supervisor	1	1	1	1
Water Operator III	-	2	-	-
Water Operator II	2	-	3	2
Water Operator I	-	1	-	1
Water Utility Tech	3	2	2	2
Total Funded Staffing	6	6	6	6

Title	2019-20	2020-21	2021-22	2022-23
Utility Billing Clerk	1	1	1	1
Total Funded Staffing	1	1	1	1

## Performance Measures

Strategic Pillar	Performance Measure	2019-20	2020-21	2021-22 Projected	2022-23 Proposed
Operational Excellence	# Leak Repairs - Main and Service Lines (Hrs)	N/A	710	671	685
Reliable and Sustainable Infrastructure	# of Water Connections	3,118	3,210	3,212	3,215
Reliable and Sustainable Infrastructure	Water Production/Pumpage (gallons)	231,702,112	204,789,982	336,577,000	260,000,000
Reliable and Sustainable Infrastructure	# Fire Hydrants Inspected/Repaired/Replaced	273	262	255	26

# Wastewater Utility

## Budgeted Staffing

Title	2019-20	2020-21	2021-22	2022-23
Wastewater Systems Supervisor	1	1	1	1
Wastewater Operator III	-	-	1	1
Wastewater Operator II	2	2	1	1
Wastewater Operator I	-	-	-	-
Wastewater Utility Tech	1	1	1	1
Total Funded Staffing	4	4	4	4

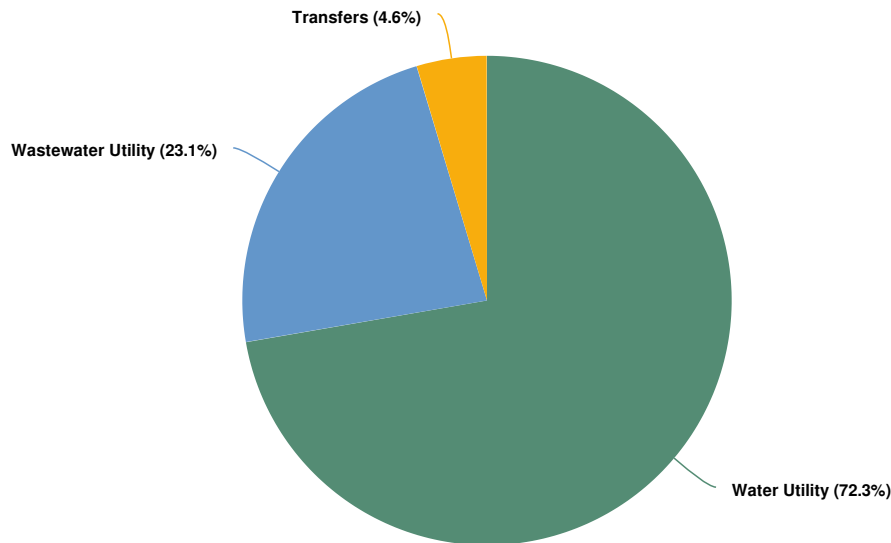
## Performance Measures

Strategic Pillar	Performance Measure	2019-20	2020-21	2021-22 Projected	2022-23 Proposed
Reliable and Sustainable Infrastructure	# of Wastewater Connections	1,901	1,970	1,979	1,988
Reliable and Sustainable Infrastructure	Solid Waste Hauled (gallons)	1,131,400	1,288,200	1,784,700	1,338,000
Reliable and Sustainable Infrastructure	Effluent Treated (gallons)	88,410,380	92,992,200	90,000,000	93,600,000
Reliable and Sustainable Infrastructure	# Manhole/Lift Station Maintenance Hours	1,135	1,094	1,059	1,050

## Summary

The City of Fair Oaks Ranch is projecting \$5.84M of revenue in FY2023, which represents a 0.89% decrease over the prior year. Budgeted expenditures are projected to increase by 25.59% or \$1.06M to \$5.20M in FY2023

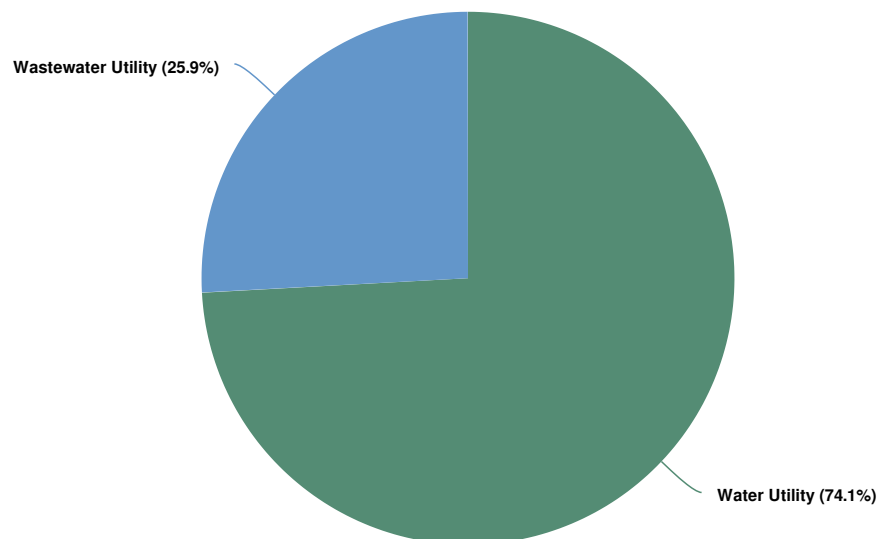
### Projected Utility Fund Revenues by Source



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Revenue Source</b>				
<b>Transfers</b>				
TRANSFER FROM EQUIP REPL FUND	\$0	\$152,820	\$152,820	\$114,750
TRANSFER FROM EQUIP REPL FUND	\$0	\$45,000	\$100,579	\$155,700
<b>Total Transfers:</b>	<b>\$0</b>	<b>\$197,820</b>	<b>\$253,399</b>	<b>\$270,450</b>
<b>Water Utility</b>				
WATER REVENUE RESIDENTIAL	\$2,862,052	\$2,981,775	\$3,081,775	\$2,852,897
WATER DEBT SERVICE	\$211,747	\$298,374	\$282,556	\$283,707
WATER CAPITAL	\$251,403	\$252,403	\$255,555	\$257,810
WATER REVENUE COMMERCIAL	\$168,361	\$163,841	\$141,949	\$179,592
WATER CONTRACT COMMERCIAL	\$158,357	\$158,268	\$172,604	\$177,360
WATER REVENUE NON POTABLE	\$6,610	\$18,430	\$48,430	\$18,691
WATER SERVICE CONNECT FEES	\$66,790	\$47,960	\$47,960	\$46,726
WATER PENALTIES	\$16,589	\$28,440	\$35,440	\$34,753
WATER IMPACT FEES	\$497,198	\$350,000	\$350,000	\$310,977
WATER INTEREST INCOME	\$1,557	\$10,000	\$15,200	\$24,000
WATER - BAD DEBTS	-\$237	-\$3,000	-\$500	-\$500
MISC./SPECIAL REQUESTS	\$25	\$2,500	\$500	\$500
THIRD PARTY REIMBURSEMENT	\$5,972	\$1,000	\$15,000	\$6,917

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
PERMITS/VARIANCES	\$1,025	\$1,000	\$1,500	\$1,200
CREDIT CARD SERVICE FEE	\$21,147	\$15,000	\$28,000	\$28,000
<b>Total Water Utility:</b>	<b>\$4,268,594</b>	<b>\$4,325,991</b>	<b>\$4,475,969</b>	<b>\$4,222,630</b>
<b>Wastewater Utility</b>				
SEWER REVENUE RESIDENTIAL	\$939,310	\$945,512	\$988,512	\$967,112
SEWER DEBT SERVICE	\$40,831	\$56,776	\$54,776	\$54,620
SEWER CAPITAL	\$95,042	\$95,666	\$96,866	\$97,842
SEWER REVENUE COMMERCIAL	\$4,418	\$4,186	\$4,418	\$4,418
SEWER SERVICE CONNECT FEE	\$44,800	\$33,138	\$27,638	\$31,248
SEWER PENALTIES	\$3,562	\$5,270	\$9,195	\$8,438
SEWER IMPACT FEES	\$285,883	\$225,000	\$225,000	\$166,745
SEWER INTEREST INCOME	\$1,509	\$5,000	\$13,500	\$18,000
SEWER BAD DEBT	-\$116	-\$400	-\$250	-\$250
SEWER GRANT REVENUE	\$0	\$0	\$1,220,004	\$0
MISC/SPECIAL REQUESTS	\$602	\$0	\$103	\$352
THIRD PARTY REIMBURSEMENT	\$0	\$250	\$0	\$0
<b>Total Wastewater Utility:</b>	<b>\$1,415,841</b>	<b>\$1,370,398</b>	<b>\$2,639,762</b>	<b>\$1,348,525</b>
<b>Total Revenue Source:</b>	<b>\$5,684,436</b>	<b>\$5,894,209</b>	<b>\$7,369,130</b>	<b>\$5,841,605</b>

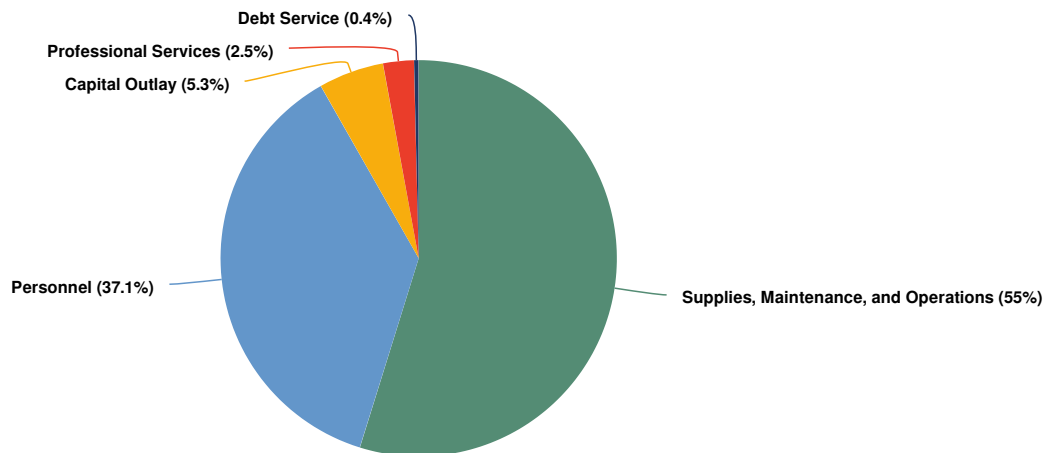
## Utility Fund Expenditures by Function



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expenditures				
Water Utility	\$3,706,659	\$2,697,821	\$3,821,107	\$3,857,729

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Transfers and Non-Cash Adjustments	\$1,083,115	-\$373,056	\$401,970	\$477,206
Personnel	\$697,902	\$894,232	\$866,308	\$975,673
Supplies, Maintenance, and Operations	\$1,581,782	\$1,826,497	\$1,959,566	\$2,200,766
Professional Services	\$322,149	\$178,048	\$425,985	\$65,244
Capital Outlay	\$0	\$152,820	\$147,998	\$122,250
Debt Service	\$21,712	\$19,280	\$19,280	\$16,590
Wastewater Utility	\$2,464,716	\$1,444,045	\$1,947,653	\$1,345,349
Transfers and Non-Cash Adjustments	\$1,115,631	-\$320,150	\$174,477	-\$490,984
Personnel	\$691,952	\$898,302	\$829,332	\$953,327
Supplies, Maintenance, and Operations	\$597,685	\$705,278	\$729,713	\$658,612
Professional Services	\$55,312	\$111,943	\$109,880	\$65,534
Capital Outlay	\$0	\$45,000	\$100,579	\$155,700
Debt Service	\$4,136	\$3,672	\$3,672	\$3,160
<b>Total Expenditures:</b>	<b>\$6,171,375</b>	<b>\$4,141,866</b>	<b>\$5,768,760</b>	<b>\$5,203,078</b>

## Utility Fund Budgeted Expenditures by Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Transfers and Non-Cash Adjustments</b>				
<b>Water Utility</b>				
WATER SERVICE DEPRECIATION	\$482,542	\$647,324	\$647,324	\$508,075
WATER ASSETS TRANSFER	-\$253,310	-\$1,678,815	-\$903,789	-\$666,391
Transfer to Water Cap Improvem	\$808,883	\$602,403	\$602,403	\$568,787
TRANSFER TO VEH/EQUIP REPL	\$45,000	\$56,032	\$56,032	\$66,735

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Total Water Utility:</b>	<b>\$1,083,115</b>	<b>-\$373,056</b>	<b>\$401,970</b>	<b>\$477,206</b>
<b>Wastewater Utility</b>				
SEWER SERVICE DEPRECIATION	\$266,664	\$226,477	\$226,477	\$270,600
WASTEWATER ASSETS TRANSFER	-\$39,759	-\$895,000	-\$1,320,583	-\$1,085,411
Transfer to WW Capital Improve	\$843,727	\$320,666	\$1,240,876	\$264,587
TRANSFER TO VEH/EQUIP REPL	\$45,000	\$27,707	\$27,707	\$59,240
<b>Total Wastewater Utility:</b>	<b>\$1,115,631</b>	<b>-\$320,150</b>	<b>\$174,477</b>	<b>-\$490,984</b>
<b>Total Transfers and Non-Cash Adjustments:</b>	<b>\$2,198,746</b>	<b>-\$693,206</b>	<b>\$576,447</b>	<b>-\$13,778</b>
<b>Personnel</b>				
<b>Water Utility</b>				
WATER SERVICE OVERTIME	\$14,722	\$2,763	\$7,261	\$4,339
WATER SERVICE SALARIES	\$208,039	\$233,139	\$258,568	\$265,548
WATER SERVICE TAXES FICA	\$12,509	\$14,626	\$15,983	\$16,554
WATER SERVICE MEDICARE TAX	\$2,926	\$3,421	\$3,745	\$3,871
WATER SVC WORKERS COMP INSURAN	\$7,105	\$7,488	\$7,505	\$9,599
WATER SER TAXES - FUTA/SUTA	\$1,236	\$1,069	\$144	\$473
WATER SERVICE RETIREMENT	\$16,297	\$27,890	\$31,801	\$31,832
WATER SERVICE INSURANCE	\$38,167	\$41,799	\$45,803	\$52,364
WATER SERVICE OPEB	\$1,079	\$0	\$0	\$0
WATER ADMIN OVERTIME	\$211	\$425	\$150	\$181
WATER ADMINISTRATIVE SALARIES	\$305,228	\$425,274	\$371,564	\$445,240
WATER ADMIN. TAXES FICA	\$17,605	\$26,393	\$22,337	\$27,448
ADMIN. TAXES MCARE	\$4,118	\$6,173	\$5,269	\$6,419
W ADMIN. WORKERS COMP INSURANC	\$1,421	\$2,637	\$1,847	\$1,509
WATER ADMIN TAXES - FUTA/SUTA	\$1,435	\$1,204	\$78	\$504
WATER ADMIN. RETIREMENT	\$22,727	\$50,328	\$44,650	\$52,781
WATER ADMIN. INSURANCE	\$41,574	\$49,603	\$49,603	\$57,011
WATER ADMIN OPEB	\$1,505	\$0	\$0	\$0
<b>Total Water Utility:</b>	<b>\$697,902</b>	<b>\$894,232</b>	<b>\$866,308</b>	<b>\$975,673</b>
<b>Wastewater Utility</b>				
WASTEWATER OVERTIME	\$17,868	\$3,057	\$7,976	\$4,432
SEWER SERVICE SALARIES	\$233,087	\$258,181	\$236,646	\$270,593
SEWER SERVICE TAXES FICA	\$14,531	\$16,197	\$14,979	\$16,892
SEWER SERVICE TAXES MCARE	\$3,398	\$3,788	\$3,510	\$3,951
SEWER SVC WORKERS COMP INSURAN	\$5,700	\$8,257	\$8,377	\$9,792
WW SERVICE TAXES - FUTA/SUTA	\$1,486	\$1,181	\$135	\$473
SEWER SERVICE RETIREMENT	\$18,516	\$30,885	\$29,269	\$32,483
SEWER SERVICE INSURANCE	\$36,489	\$38,894	\$38,890	\$44,798
SEWER SERVICE OPEB	\$1,226	\$0	\$0	\$0
WASTEWATER ADMIN OVERTIME	\$92	\$425	\$150	\$181
SEWER ADMINISTRATIVE SALARIES	\$277,716	\$408,016	\$363,279	\$427,732





Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
SEWER ADMIN. TAXES FICA	\$15,999	\$25,323	\$21,805	\$26,363
SEWER ADMIN TAXES MCARE	\$3,741	\$5,922	\$5,143	\$6,166
WW ADMIN WORKERS COMP INSURANC	\$751	\$2,107	\$1,322	\$1,452
WW ADMIN TAXES - FUTA/SUTA	\$1,309	\$1,136	\$75	\$477
SEWER ADMIN. RETIREMENT	\$20,633	\$48,288	\$43,631	\$50,696
SEWER ADMIN INSURANCE	\$38,042	\$46,645	\$54,145	\$56,846
SEWER ADMIN OPEB	\$1,367	\$0	\$0	\$0
<b>Total Wastewater Utility:</b>	<b>\$691,952</b>	<b>\$898,302</b>	<b>\$829,332</b>	<b>\$953,327</b>
<b>Total Personnel:</b>	<b>\$1,389,854</b>	<b>\$1,792,534</b>	<b>\$1,695,640</b>	<b>\$1,929,000</b>
<b>Supplies, Maintenance, and Operations</b>				
<b>Water Utility</b>				
WATER SERVICE UNIFORMS	\$4,082	\$5,505	\$5,505	\$6,720
WATER POWER	\$130,720	\$135,000	\$185,000	\$140,000
MAINTENANCE OF PLANT/LINES	\$130,069	\$100,000	\$100,000	\$127,125
WATER ANALYSIS FEES	\$7,823	\$7,400	\$9,900	\$7,400
WATER CHEMICALS	\$2,874	\$5,090	\$5,090	\$3,200
WATER CITY MANAGEMENT FEE	\$159,769	\$166,116	\$172,238	\$161,427
WATER EQUIPMENT MAINTENANCE	\$12,524	\$12,910	\$20,910	\$13,875
WATER EQUIPMENT GAS & OIL	\$9,588	\$11,010	\$12,260	\$11,500
GBRA WATER FEES	\$923,967	\$1,137,427	\$1,200,267	\$1,425,536
WATER EQUIPMENT LEASE	\$0	\$690	\$1,690	\$690
WATER TOOLS & MINOR EQUIP	\$12,790	\$13,000	\$13,000	\$16,875
WATER SERVICE TRAINING	\$4,881	\$17,380	\$9,880	\$24,648
WATER UTILITIES & RADIO	\$19,447	\$24,335	\$24,335	\$21,897
WATER SIGNAL & TELEMETRY	\$162	\$0	\$162	\$0
WATER BUILDING MAINTENANCE	\$5,351	\$11,500	\$6,000	\$9,630
SUPPLIES & CONSUMABLES	\$2,249	\$1,400	\$1,650	\$1,750
VEHICLE MAINTENANCE/REPAIR	\$6,905	\$6,500	\$6,500	\$6,500
WTR ADM UTILITIES/ TELEPHONE	\$8,137	\$6,277	\$8,450	\$8,869
WATER DUES & PUBLICATIONS	\$371	\$1,419	\$1,419	\$1,822
WATER PERMITS & LICENSES	\$8,146	\$8,033	\$8,133	\$8,683
WATER GEN. LIABILITY INSURANCE	\$20,462	\$25,709	\$25,495	\$28,280
WATER OFFICE SUPPLIES	\$2,924	\$1,769	\$1,769	\$3,257
WATER TRAVEL & MEETINGS	\$1,997	\$4,000	\$1,000	\$4,000
WATER SOFTWARE & COMPUTER	\$73,248	\$95,306	\$95,306	\$122,820
RECORDING/REPORTING EXPENSES	\$101	\$500	\$500	\$500
WATER POSTAGE	\$450	\$938	\$938	\$938
WATER ADM BLDG/EQUIP MAINT	\$0	\$150	\$0	\$150
CONSERVATION EDUCATION	\$0	\$250	\$0	\$1,370
BILLING STATEMENT CHARGE	\$3,473	\$3,360	\$3,420	\$3,400
BILLING POSTAGE	\$8,980	\$8,100	\$9,600	\$8,500
Copier Lease	\$0	\$1,623	\$1,623	\$1,654
WATER MISCELLANEOUS	\$3,232	\$0	\$226	\$250



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
CREDIT CARD SERVICE FEE	\$17,062	\$13,800	\$27,300	\$27,500
<b>Total Water Utility:</b>	<b>\$1,581,782</b>	<b>\$1,826,497</b>	<b>\$1,959,566</b>	<b>\$2,200,766</b>
<b>Wastewater Utility</b>				
SEWER SERVICE UNIFORMS	\$3,469	\$4,505	\$4,505	\$5,025
SEWER POWER	\$37,124	\$36,350	\$42,150	\$38,500
MAINTENANCE OF PLANT/LINES	\$48,479	\$80,000	\$65,000	\$65,000
SLUDGE DISPOSAL	\$269,334	\$300,000	\$320,000	\$225,000
SEWER ANALYSIS FEES	\$23,823	\$26,000	\$26,000	\$27,000
SEWER CHEMICALS	\$15,768	\$7,240	\$10,740	\$16,500
SEWER CITY MANAGEMENT FEE	\$47,186	\$49,485	\$49,647	\$48,576
SEWER EQUIPMENT MAINTENANCE	\$6,468	\$7,660	\$11,160	\$8,235
SEWER EQUIPMENT GAS & OIL	\$7,601	\$9,180	\$10,430	\$9,500
SEWER SVC EQUIPMENT LEASE	\$1,334	\$4,500	\$4,500	\$2,500
SEWER TOOLS & MINOR EQUIPMENT	\$5,832	\$7,500	\$7,500	\$13,575
SEWER SERVICE TRAINING	\$3,042	\$15,680	\$15,680	\$24,099
SEWER SVC UTILITIES & RADIO	\$18,289	\$22,521	\$22,521	\$20,171
SIGNAL & TELEMETRY	\$461	\$0	\$461	\$0
SEWER BUILDING MAINTENANCE	\$5,976	\$7,330	\$7,330	\$9,150
SUPPLIES & CONSUMABLES	\$1,978	\$1,300	\$2,300	\$1,650
VEHICLE MAINTENANCE/REPAIR	\$3,542	\$5,000	\$5,000	\$5,000
SWR ADM UTILITIES/ TELEPHONE	\$8,262	\$5,418	\$8,918	\$7,830
SEWER DUES & PUBLICATIONS	\$1,007	\$1,623	\$1,623	\$2,027
SEWER PERMITS & LICENSES	\$1,471	\$1,958	\$1,958	\$3,493
SEWER GEN. LIABILITY INSURANCE	\$19,462	\$25,709	\$25,495	\$28,280
SEWER OFFICE SUPPLIES	\$3,239	\$1,322	\$1,322	\$2,256
SEWER TRAVEL & MEETINGS	\$1,676	\$4,000	\$4,000	\$4,000
SEWER SOFTWARE & COMPUTER	\$46,883	\$66,726	\$66,726	\$76,241
RECORDING/REPORTING EXPENSE	\$101	\$100	\$500	\$350
SEWER POSTAGE	\$450	\$938	\$938	\$600
SWR ADM BLD/EQUIP MAINTENANCE	\$0	\$150	\$0	\$150
BILLING STATEMENT CHARGES	\$3,473	\$3,360	\$3,360	\$3,500
BILLING POSTAGE	\$8,980	\$8,100	\$8,100	\$8,500
Copier Lease	\$0	\$1,623	\$1,623	\$1,654
SEWER MISCELLANEOUS	\$2,977	\$0	\$226	\$250
<b>Total Wastewater Utility:</b>	<b>\$597,685</b>	<b>\$705,278</b>	<b>\$729,713</b>	<b>\$658,612</b>
<b>Total Supplies, Maintenance, and Operations:</b>	<b>\$2,179,467</b>	<b>\$2,531,775</b>	<b>\$2,689,279</b>	<b>\$2,859,378</b>
<b>Professional Services</b>				
<b>Water Utility</b>				
WATER PROFESSIONAL FEES	\$322,149	\$168,828	\$418,828	\$54,656
PUBLIC RELATIONS		\$4,000	\$2,937	\$4,000
EMPLOYMENT COSTS		\$1,750	\$750	\$1,480



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
EMPLOYEE APPRECIATION		\$3,470	\$3,470	\$5,108
<b>Total Water Utility:</b>	<b>\$322,149</b>	<b>\$178,048</b>	<b>\$425,985</b>	<b>\$65,244</b>
<b>Wastewater Utility</b>				
SEWER PROFESSIONAL FEES	\$55,312	\$103,023	\$103,023	\$55,156
PUBLIC RELATIONS		\$4,000	\$2,937	\$4,000
EMPLOYMENT COSTS		\$1,750	\$750	\$1,480
EMPLOYEE APPRECIATION		\$3,170	\$3,170	\$4,898
<b>Total Wastewater Utility:</b>	<b>\$55,312</b>	<b>\$111,943</b>	<b>\$109,880</b>	<b>\$65,534</b>
<b>Total Professional Services:</b>	<b>\$377,461</b>	<b>\$289,991</b>	<b>\$535,865</b>	<b>\$130,778</b>
<b>Capital Outlay</b>				
<b>Water Utility</b>				
WATER OPERATIONAL CAPITAL	\$0	\$0	\$0	\$35,500
WATER EQUIPMENT PURCHASES	\$0	\$152,820	\$147,998	\$86,750
<b>Total Water Utility:</b>	<b>\$0</b>	<b>\$152,820</b>	<b>\$147,998</b>	<b>\$122,250</b>
<b>Wastewater Utility</b>				
WASTEWATER OPERATIONAL CAPITAL	\$0	\$0	\$55,579	\$46,200
WASTEWATER EQUIPMENT PURCHASES	\$0	\$45,000	\$45,000	\$109,500
<b>Total Wastewater Utility:</b>	<b>\$0</b>	<b>\$45,000</b>	<b>\$100,579</b>	<b>\$155,700</b>
<b>Total Capital Outlay:</b>	<b>\$0</b>	<b>\$197,820</b>	<b>\$248,577</b>	<b>\$277,950</b>
<b>Debt Service</b>				
<b>Water Utility</b>				
OB BOND INTEREST COST	\$21,712	\$19,280	\$19,280	\$16,590
<b>Total Water Utility:</b>	<b>\$21,712</b>	<b>\$19,280</b>	<b>\$19,280</b>	<b>\$16,590</b>
<b>Wastewater Utility</b>				
OB BOND INTEREST COST	\$4,136	\$3,672	\$3,672	\$3,160
<b>Total Wastewater Utility:</b>	<b>\$4,136</b>	<b>\$3,672</b>	<b>\$3,672</b>	<b>\$3,160</b>
<b>Total Debt Service:</b>	<b>\$25,847</b>	<b>\$22,952</b>	<b>\$22,952</b>	<b>\$19,750</b>
<b>Total Expense Objects:</b>	<b>\$6,171,375</b>	<b>\$4,141,866</b>	<b>\$5,768,760</b>	<b>\$5,203,078</b>



## Water Strategic and Capital Fund

The Water Strategic and Capital Project Fund is used to account for financial resources, usually through internal funding from the Utility Operations Fund, to be used for the acquisition or construction of major capital facilities and strategic action plan projects for the water utility. The purpose of this fund is to separate costs that are considered non-operational, typically associated with one-time projects that are not annually occurring, or large projects which may span over multiple budget years.

### Summary

The City of Fair Oaks Ranch is projecting \$569K of revenue in FY2023, which represents a 5.58% decrease over the prior year. Budgeted expenditures are projected to decrease by 65.01% or \$1.01M to \$544K in FY2023.

### Revenues by Source

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Revenue Source				
Transfers	\$808,883	\$602,403	\$602,403	\$568,787
<b>Total Revenue Source:</b>	<b>\$808,883</b>	<b>\$602,403</b>	<b>\$602,403</b>	<b>\$568,787</b>

### Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Strategic Action Plan &amp; Capital Outlay</b>				
<b>Water Utility</b>				
N. ELEVATED STORAGE TOWER	\$62,890	\$181,623	\$0	\$0
PLANT 2 HYDRO TANK	\$30,620	\$946,815	\$522,500	\$0
CREEK CROSSING WEST WATERLINE	\$0	\$220,433	\$12,951	\$0
ELMO DAVIS RECONSTRUCTION				\$64,642
PLANT 5 EXPANSION				\$229,499
DEVELOP SCADA PROGRAM	\$159,800	\$0	\$43,215	\$0
GIS COMPATIBLE WORK ORDER SYS	\$0	\$0	\$631	\$0
WILLOW WIND/RED BUD HILL		\$65,370	\$65,370	\$0
OLD FREDERICKSBURG RD		\$50,000	\$50,000	\$250,000
ROLLING ACRES TRAIL REHAB		\$61,754	\$61,754	\$0
UTILITY RATE STUDY	\$50,095	\$22,079	\$24,579	\$0
WATER SYSTEM EPA RISK ASSESS	\$39,674	\$7,000	\$10,326	\$0
<b>Total Water Utility:</b>	<b>\$343,079</b>	<b>\$1,555,074</b>	<b>\$791,326</b>	<b>\$544,141</b>
<b>Total Strategic Action Plan &amp; Capital Outlay:</b>	<b>\$343,079</b>	<b>\$1,555,074</b>	<b>\$791,326</b>	<b>\$544,141</b>
<b>Total Expense Objects:</b>	<b>\$343,079</b>	<b>\$1,555,074</b>	<b>\$791,326</b>	<b>\$544,141</b>



## Wastewater Strategic and Capital Fund

The Wastewater Strategic and Capital Project Fund is used to account for financial resources, usually through internal funding from the Utility Operations Fund, to be used for the acquisition or construction of major capital facilities and strategic action plan projects of the wastewater utility. The purpose of this fund is to separate costs that are considered non-operational, typically associated with one-time projects that are not annually occurring, or large projects which may span over multiple budget years.

### Summary

The City of Fair Oaks Ranch is projecting \$265K of revenue in FY2023, which represents a 78.68% decrease over the prior year. Budgeted expenditures are projected to decrease by 19.14% or \$220K to \$930K in FY2023.

### Revenues by Source

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Revenue Source				
Transfers	\$843,727	\$320,666	\$620,460	\$264,587
Other Financing Sources		\$920,210	\$920,210	\$0
<b>Total Revenue Source:</b>	<b>\$843,727</b>	<b>\$1,240,876</b>	<b>\$1,540,670</b>	<b>\$264,587</b>

### Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Strategic Action Plan &amp; Capital Outlay</b>				
<b>Wastewater Utility</b>				
SOLIDS HANDLING	\$39,759	\$920,210	\$1,220,004	\$0
FUTURE WW TREATMENT PLANT	\$0	\$200,000	\$200,000	\$929,711
GIS COMPATIBLE WORK ORDER SYS	\$0	\$0	\$631	\$0
UTILITY RATE STUDY	\$50,095	\$22,079	\$24,579	\$0
WW SYSTEM EPA RISK ASSESSMENT	\$11,788	\$7,500	\$9,953	\$0
<b>Total Wastewater Utility:</b>	<b>\$101,642</b>	<b>\$1,149,789</b>	<b>\$1,455,167</b>	<b>\$929,711</b>
<b>Total Strategic Action Plan &amp; Capital Outlay:</b>	<b>\$101,642</b>	<b>\$1,149,789</b>	<b>\$1,455,167</b>	<b>\$929,711</b>
<b>Total Expense Objects:</b>	<b>\$101,642</b>	<b>\$1,149,789</b>	<b>\$1,455,167</b>	<b>\$929,711</b>



## Utility Vehicle and Equipment Replacement Fund

The Utility Vehicle/Equipment Replacement Fund (ERF) is dedicated for the replacement of Utility Fund capital items such as fleet vehicles and heavy equipment for all of the utilities. The purpose of this fund is to ensure that adequate funds are available to purchase vehicles and equipment, to stabilize budgeting for major purchases, and to provide a systematic approach to procurement and disposition of the fleet.

### Summary

The City of Fair Oaks Ranch is projecting \$126K of revenue in FY2023, which represents a 50.44% increase over the prior year. Budgeted expenditures are projected to increase by 36.72% or \$72.6K to \$270.5K in FY2023.

### Utility ERF Revenues by Source

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Revenue Source				
Transfers	\$90,000	\$83,739	\$83,739	\$125,975
<b>Total Revenue Source:</b>	<b>\$90,000</b>	<b>\$83,739</b>	<b>\$83,739</b>	<b>\$125,975</b>

### Utility ERF Expenditures by Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Transfers and Non-Cash Adjustments				
General Expense				
Transfer to Water Division	\$0	\$152,820	\$152,820	\$114,750
Transfer to Wastewater Division	\$0	\$45,000	\$100,579	\$155,700
<b>Total General Expense:</b>	<b>\$0</b>	<b>\$197,820</b>	<b>\$253,399</b>	<b>\$270,450</b>
<b>Total Transfers and Non-Cash Adjustments:</b>	<b>\$0</b>	<b>\$197,820</b>	<b>\$253,399</b>	<b>\$270,450</b>
<b>Total Expense Objects:</b>	<b>\$0</b>	<b>\$197,820</b>	<b>\$253,399</b>	<b>\$270,450</b>

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# GENERAL FUND DEPARTMENTS

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# Mayor & City Council



## Mission Statement

To serve as the legislative and policy-making body of the City. The Mayor and Council provide community leadership, adopt ordinances, plans, budgets and capital improvement programs that encourage citizen awareness and involvement, guide the delivery of high-quality municipal services, and preserve and protect the City's unique quality of life.

## Scope of Services Summary

Fair Oaks Ranch is a home-rule city. The City Council consists of six Council Members and a Mayor, all of which vote on the issues brought before Council. All members of the Council are elected at-large and are limited to two consecutive, three-year terms. The City Council operates under the City of Fair Oaks Ranch Home Rule Charter, City ordinances and State law. The City Manager, City Attorney, Municipal Judge, City Secretary and Investment Officer are appointed by the City Council and operate under its guidance.

The City Council is the policy-making arm of city government. It has a wide variety of tasks which include approving the yearly budget of the City, appointing citizen advisory board and commission members, ordering regular and special elections, and setting the Strategic Plan for the City.

## Recent Accomplishments

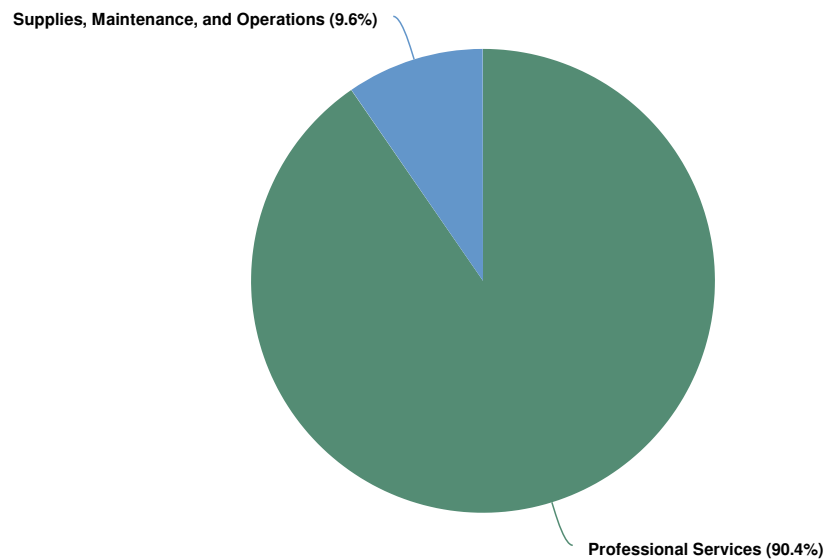
- Started construction of wastewater dewatering press
- Completed Largest Road Resurfacing Project
- Upgraded Water plant #2 with improved hydrotank and variable speed drives
- Utilized federal Highway Safety Improvement Project to acquire funding for road improvement projects
- Completed Chartwell realignment with Saddle Song Road across Dietz-Elkhorn
- Planning and Zoning Commission review and update of the Unified Development Code
- Began live streaming all council meetings
- Renovation of City Hall
- Conducted a wastewater treatment plant study to determine long term needs for utility
- Conducted a citizens advisory committee for City Council Code of Conduct
- Conducted a Wate and Wastewater Utility Rate Citizens Advisory Panel
- Began design of four stormwater projects
  - Silver Spur
  - Rolling Acres
  - Tivoli Way
  - Turf Paradise
- Wastewater Treatment Plant of the Year Award from Water Environment Association of Texas
- Ernest W. Champion named Outstanding Municipal Operator of the Year from Water Environment Association of Texas.
- Developed the Popular Finance Report
- Law enforcement patrol agreement implemented with Front Gate and Elkhorn Ridge subdivisions
- Roadway safety enhancements: striping, road reflectors and sharp turn signage
- Updated and approved a Stormwater Capital Improvement Plan
- Updated and approved a Transportation Capital Improvement Plan
- Updated and approved a Water / Wastewater Capital Improvement Plan
- Completed a comprehensive review and audit of City's general fund and utility fund
- Finance Department received Certificate of Achievement for Excellence in Finance Reporting
- Finance Department received the Distinguished Budget Presentation Award
- Participated as a member of the Kendall County Boerne Fair Oaks Transportation Committee
- Updated the Council Rules of Procedures
- Conducted a State of the City presentation for residents of Fair Oaks Ranch
- Conducted a Police Department Staffing Study



## Expenditures Summary

**\$29,700** **-\$5,100**  
(-14.66% vs. prior year)

### Budgeted Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Supplies, Maintenance, and Operations</b>				
<b>General Government</b>				
UNIFORMS	\$228	\$350	\$350	\$350
COMMITTEE - COMMUNICATIONS	\$0	\$1,000	\$500	\$500
COMMITTEE - PLANNING & ZONING	\$58	\$1,000	\$500	\$500
COMMITTEE - BOARD OF ADJ	\$0	\$1,000	\$500	\$500
URBAN WILDLIFE	\$0	\$500	\$500	\$500
COMMITTEE - AUDIT	\$0	\$1,000	\$0	\$500
<b>Total General Government:</b>	<b>\$286</b>	<b>\$4,850</b>	<b>\$2,350</b>	<b>\$2,850</b>
<b>Total Supplies, Maintenance, and Operations:</b>	<b>\$286</b>	<b>\$4,850</b>	<b>\$2,350</b>	<b>\$2,850</b>
<b>Professional Services</b>				
<b>General Government</b>				
PROFESSIONAL SERVICES	\$0	\$8,100	\$0	\$0

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
DUES/SUBSCRIPTIONS	\$2,882	\$2,800	\$2,944	\$2,800
TRAINING/SEMINARS & TRAVEL	\$350	\$7,000	\$3,500	\$7,000
MEETINGS & RELATED TRAVEL	\$1,079	\$11,800	\$9,300	\$11,800
PUBLIC RELATIONS & EVENTS	\$177	\$250	\$250	\$5,250
<b>Total General Government:</b>	<b>\$4,488</b>	<b>\$29,950</b>	<b>\$15,994</b>	<b>\$26,850</b>
<b>Total Professional Services:</b>	<b>\$4,488</b>	<b>\$29,950</b>	<b>\$15,994</b>	<b>\$26,850</b>
<b>Total Expense Objects:</b>	<b>\$4,774</b>	<b>\$34,800</b>	<b>\$18,344</b>	<b>\$29,700</b>

# Administration



## Mission Statement

To preserve and continually improve the unique hill country quality of life for Fair Oaks Ranch residents and businesses through a proactive partnership approach that facilitates city management *with* the community rather than city management *for* the community.

## Scope of Services Summary

As the top appointed official of Fair Oaks Ranch, the City Manager provides management of the day-to-day activities of the City, and is responsible for implementing and executing the policies established by the elected City Council. The City Manager provides executive leadership to the organization and staff and communicates organizational goals and values to the public. In addition, the City Manager ensures a strong financial condition for the City, provides strategic guidance, and promotes citizen engagement and governmental transparency.

The Assistant City Manager for Administrative Services is highly responsible for developing the City's strategic action plan, implementing and executing policies as established by the City Council, and overseeing the Finance, IT, Court and HR/Communications departments.

The Assistant City Manager for Public Works and Engineering Services portfolio includes planning and zoning, building permits, code compliance, engineering services, water and wastewater, street maintenance and other contract services.

The customer service clerks are the first point of contact for citizen information regarding city services, programs and events. They also collect fees, issue various permits and licenses, and offer free notary service to City residents for non-business documents.

The "Big Picture" opportunity for the City of Fair Oaks Ranch is, and will continue to be, managing growth and enhancing the quality of life for the citizenry. The focus of the City must be on developing and maintaining an "achievable" Strategic Plan that represents the interests of residents and business owners (current and future), while maintaining the integrity of an implementation strategy that is coordinated, equitable, predictable, and delivers the most "bang for the buck." City Management must be effective in communicating and soliciting service delivery expectations from the citizenry based on existing resource allocations.

As the City moves towards build-out, delivery of service challenges will evolve. These challenges encompass everything from infrastructure (water, wastewater, drainage, mobility, open space, etc.), to police and fire. It is essential for City Management to continue to be a proactive supporter of the City Council's ongoing effort to formulate and administer policies and controls that reflect the values of the community and maintain the integrity of the municipal service delivery function.

## Budgeted Staffing

Title	2019-20	2020-21	2021-22	2022-23
City Manager	1	1	1	1
Assistant City Manager-Administrative Services	-	1	1	1
Assistant City Manager-Public Works & Engineering Services	1	1	1	1
Executive Assistant**	1	-	-	-
Customer Service Clerk*	-	2	2	2
Total Funded Staffing	3	5	5	5

\*Prior to 2019-20, the Customer Service Clerks were in the City Secretary Department.

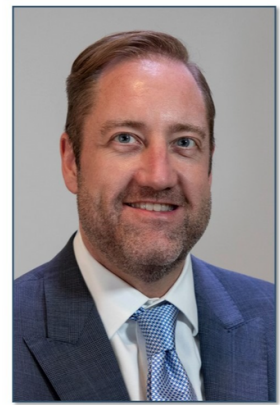
\*\*The Executive Assistant was not hired in lieu of hiring an IT technician.



Tobin Maples, City Manager



Carole Vanzant, Assistant City Manager



Scott Huizenga, Assistant City Manager  
Admin Services



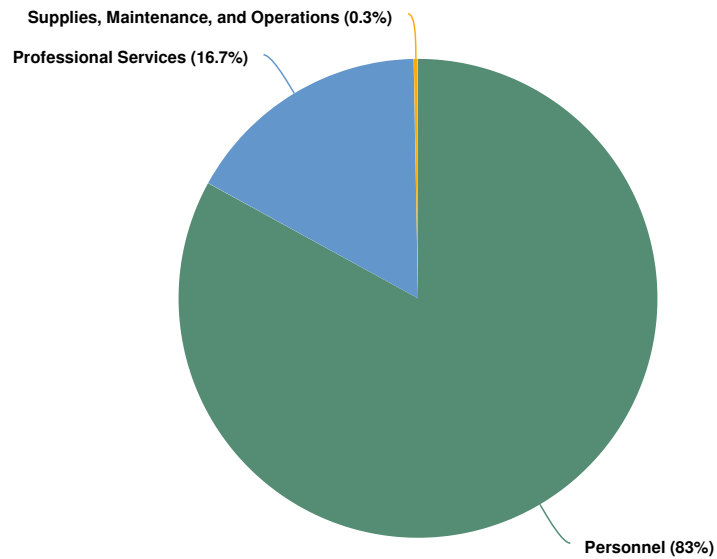
Front Desk Clerks, Elizabeth and Lilianna



## Expenditures Summary

**\$708,422** **\$2,244**  
(0.32% vs. prior year)

### Budgeted Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
OVERTIME	\$46	\$142	\$0	\$115
SALARIES	\$343,598	\$462,925	\$404,109	\$451,485
TAXES - SOCIAL SECURITY	\$17,704	\$28,710	\$22,676	\$27,931
TAXES - MEDICARE	\$4,994	\$6,714	\$5,910	\$6,532
TAXES - FUTA/SUTA	\$702	\$765	\$765	\$306
WORKERS' COMP INSURANCE	\$796	\$1,250	\$703	\$1,477
RETIREMENT	\$41,111	\$54,746	\$48,926	\$53,712
HEALTH INSURANCE	\$31,286	\$31,577	\$37,131	\$39,189
CAR ALLOWANCE	\$7,200	\$7,200	\$7,200	\$7,200
<b>Total Personnel:</b>	<b>\$447,437</b>	<b>\$594,029</b>	<b>\$527,420</b>	<b>\$587,947</b>
<b>Supplies, Maintenance, and Operations</b>				
SUPPLIES & CONSUMABLES	\$113	\$850	\$850	\$650

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
MINOR EQUIPMENT & FURNITURE	\$0	\$5,080	\$830	\$900
FUEL	\$96	\$100	\$100	\$200
UNIFORMS	\$79	\$350	\$350	\$250
<b>Total Supplies, Maintenance, and Operations:</b>	<b>\$288</b>	<b>\$6,380</b>	<b>\$2,130</b>	<b>\$2,000</b>
<b>Professional Services</b>				
PROFESSIONAL SERVICES	\$135,546	\$75,040	\$100,040	\$85,040
DUES/SUBSCRIPTIONS	\$2,119	\$2,929	\$4,073	\$4,136
TRAINING/SEMINARS & TRAVEL	\$3,322	\$20,870	\$18,370	\$22,576
MEETINGS & RELATED TRAVEL	\$525	\$6,680	\$4,680	\$6,473
EMPLOYEE APPRECIATION	\$0	\$250	\$250	\$250
<b>Total Professional Services:</b>	<b>\$141,511</b>	<b>\$105,769</b>	<b>\$127,413</b>	<b>\$118,475</b>
<b>Capital Outlay</b>				
FURNITURE, FIXTURES & EQUIP	\$0	\$0	\$27,360	\$0
<b>Total Capital Outlay:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,360</b>	<b>\$0</b>
<b>Total Expense Objects:</b>	<b>\$589,236</b>	<b>\$706,178</b>	<b>\$684,323</b>	<b>\$708,422</b>

# City Secretary



**Christina Picioccio**  
City Secretary

## Mission Statement

To ensure transparent and responsive government through appropriate recording and preservation of the City's legislative history and official records, to enhance service to the public, and to conduct fair and impartial City elections.

## Scope of Services Summary

The position of City Secretary is a statutory position required by state law, is appointed by the City Council, and falls under the supervision of the City Manager. The City Secretary prepares Council and other committee agendas and official minutes, prepares legal notices related to agendas and other city issues for publication and posting, serves as the custodian for the official city records (i.e. Code of Ordinances, Resolutions, and meeting minutes of City Council and various Boards and Commissions), maintains the city seal and attests all city documents, is responsible for oaths of office, and processes open records requests. The City Secretary serves as the Election Officer for City Elections and as the Records Manager.

## Recent Accomplishments

- Updated Records Management Plan and completed destruction of long term held paper records.
- Provided a majority of PIA responses in less than 6 days, despite the number of unprecedented PIA requests - 193 in FY 2020-21 (86 in FY 2019-20 & 73 in FY 2018-19).
- Initiated in-processing/orientation of committee members for Boards & Commissions: including in person training, digital training, opportunity for document submissions, and question and answer session.
- City Secretary attained the Texas Registered Municipal Clerk Credentialing. Currently the City Secretary and Deputy City Secretary both have this credentialing.

## Budgeted Staffing

Title	2018-19	2019-20	2020-21	2021-22	2022-23
City Secretary	1	1	1	1	1
Deputy City Secretary	1	1	1	1	1
Customer Service Clerk*	2	-	-	-	-
Total Funded Staffing	4	2	2	2	2

\* The Customer Service Clerks have been moved to the Administration Department effective FY 2019-20



Christina Picioccio, City Secretary



Amanda Valdez, Deputy City Secretary

## Operational Performance Measures

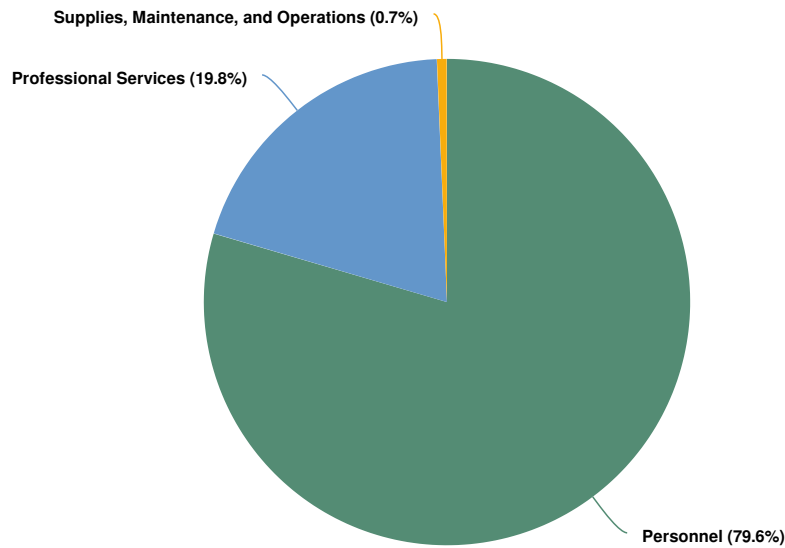
Strategic Pillar	Performance Measure	2019-20	2020-21	Projected 2021-22	Proposed 2022-23
Operational Excellence	# Agendas/Minutes	56	70	60	60
Operational Excellence	# Ordinances and Resolutions Passed	57	40	28	30
Operational Excellence	# Public Information Requests Processed	86	194	70	90
Operational Excellence	Average Turnaround Time for PIA Requests (Managed by the City)	N/A	4.89 Days	5.6 Days	6.0 Days



## Expenditures Summary

**\$254,840** **\$27,726**  
(12.21% vs. prior year)

### Budgeted Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
<b>General Government</b>				
SALARIES	\$120,879	\$127,221	\$139,300	\$152,675
TAXES - SOCIAL SECURITY	\$7,074	\$7,888	\$8,326	\$9,306
TAXES - MEDICARE	\$1,654	\$1,845	\$1,947	\$2,176
TAXES - FUTA/SUTA	\$504	\$450	\$18	\$180
WORKERS' COMP INSURANCE	\$285	\$343	\$369	\$492
RETIREMENT	\$14,111	\$15,041	\$16,664	\$17,895
HEALTH INSURANCE	\$16,404	\$16,452	\$20,333	\$20,005
<b>Total General Government:</b>	<b>\$160,911</b>	<b>\$169,240</b>	<b>\$186,957</b>	<b>\$202,729</b>
<b>Total Personnel:</b>	<b>\$160,911</b>	<b>\$169,240</b>	<b>\$186,957</b>	<b>\$202,729</b>
<b>Supplies, Maintenance, and Operations</b>				
<b>General Government</b>				

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
SUPPLIES & CONSUMABLES	\$1,206	\$1,000	\$1,000	\$1,300
MINOR EQUIPMENT & FURNITURE	\$91	\$200	\$200	\$280
UNIFORMS	\$98	\$100	\$100	\$100
MISCELLANEOUS	\$315	\$0	\$0	\$0
<b>Total General Government:</b>	<b>\$1,709</b>	<b>\$1,300</b>	<b>\$1,300</b>	<b>\$1,680</b>
<b>Total Supplies, Maintenance, and Operations:</b>	<b>\$1,709</b>	<b>\$1,300</b>	<b>\$1,300</b>	<b>\$1,680</b>
<b>Professional Services</b>				
<b>General Government</b>				
PROFESSIONAL SERVICES	\$230	\$4,789	\$4,789	\$24,889
DUES/SUBSCRIPTIONS	\$395	\$563	\$713	\$762
TRAINING/SEMINARS & TRAVEL	\$3,241	\$5,700	\$5,700	\$6,180
MEETINGS & RELATED TRAVEL	\$118	\$1,200	\$450	\$1,500
ELECTIONS	\$50,956	\$38,222	\$0	\$7,000
EMPLOYEE APPRECIATION	\$30	\$100	\$100	\$100
RECORDING / REPORTING	\$6,156	\$6,000	\$6,000	\$10,000
<b>Total General Government:</b>	<b>\$61,128</b>	<b>\$56,574</b>	<b>\$17,752</b>	<b>\$50,431</b>
<b>Total Professional Services:</b>	<b>\$61,128</b>	<b>\$56,574</b>	<b>\$17,752</b>	<b>\$50,431</b>
<b>Total Expense Objects:</b>	<b>\$223,747</b>	<b>\$227,114</b>	<b>\$206,009</b>	<b>\$254,840</b>

# HR & Communications



**Joanna Merrill**

HR & Communications Director

## Mission Statement

The Human Resources & Communications Department is committed to attracting, developing, and retaining a diverse workforce capable of providing quality services to the citizens of Fair Oaks Ranch, and to informing, educating, and engaging the citizenry through active City communications.

## Scope of Services Summary

**Human Resource Management:** This department plans, coordinates, and directs the administrative functions of the City's organizational/employee life cycle, such as partnering with other departments to provide workforce and management strategies in the areas of workforce planning, compensation, personnel management, benefits, and policy development. Human Resources also serves as the link between the City's management teams, and its employees as needed. The department also provides the functions of assisting with staff recruitment, interviews and the selection process, policy development and management, employment law compliance, employee recognition and development, and personnel records management.

**Risk Management:** This department also acts as the liaison for the management of the City's property and liability insurance coverage through the Texas Municipal Intergovernmental Risk Pool. Some of these coverage responsibilities include properties, cybersecurity, facilities, vehicles, equipment and worker's compensation insurance coverage for all City employees. The function of this area of the department is to work with other departments to promote a safe working environment, ensure safety training is available, and that proper procedures are in place including maintenance of claims files and monitoring of all claims filed from initial notice through the final resolution/outcome.

**Communications:** The department develops, recommends, implements, and coordinates the City's communication strategy with the citizens of Fair Oaks Ranch, staff, and Council. These functions are performed by maintaining the City's website and social media accounts. The department also plans, coordinates, markets, and promotes any community outreach events as needed, and serves as the staff liaison for the communications committee on projects such as branding and future strategies for a clear, concise, and strategic dissemination of information and messaging.

## Recent Accomplishments - HR

- Designed and implemented core HRIS module within NeoGov
- Designed and implemented the Insights module within NeoGov
- Implemented several new employee appreciation events and various morale enhancing programs throughout the year
- Negotiated a 0% net increase for Employee Health Benefits for the FY 2022-23 budget year
- Successfully transitioned pre-employment and post-accident screenings to a new vendor
- Planned, coordinated and organized the logistics of a sold out State of the City event

## Recent Accomplishments - Communications

- Successfully designed and implemented the Live-Streaming of Council Meetings
- Created a YouTube channel for the City and the Municipal Court
- Incorporated new platforms such as LinkedIn and Twitter into our social media communication strategy
- Enhanced educational videos regarding events, projects and safety initiatives
- Developed a Communications and Public Engagement Procedure
- Onboarded new Multimedia Communications Specialist

## Budgeted Staffing

Title	2018-19	2019-20	2020-21	2021-22	2022-23
Director of HR & Communications	1	1	1	1	1
HR & Communications Specialist	1	1	1	1	1
Communications Specialist	0	0	0	1	1
Total Funded Staffing	2	2	2	3	3



Joanna Merrill, HR and Communications  
Director



Jennifer Hudson, HR and  
Communications Specialist

## Operational Performance Measures

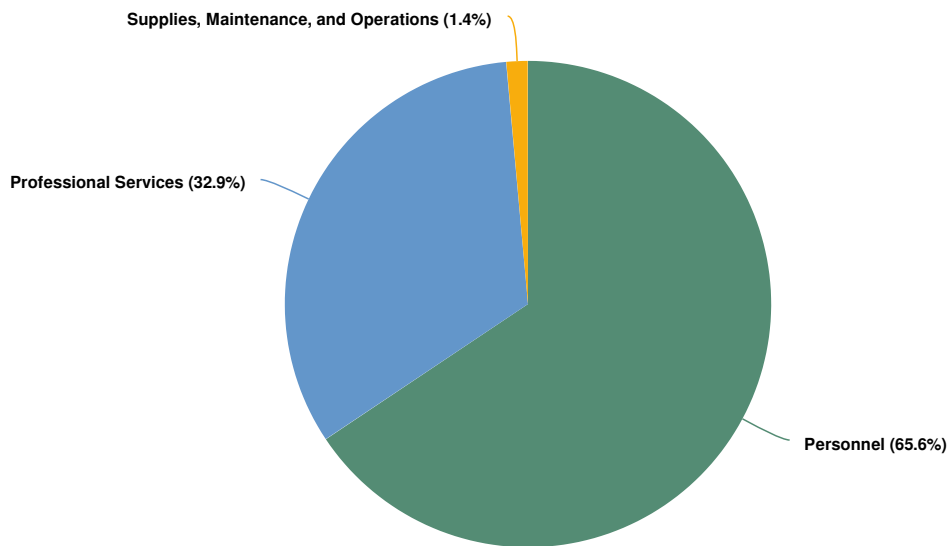
Strategic Pillar	Performance Measure	2019-20	2020-21	2021-22 Projected	2022-23 Proposed
Operational Excellence	# of Separations/Hires	9/11	16/17	12/17	11/15
Operational Excellence	Average Annual Retention Rate	89.8%	88.3%	87.2%	90.0%
Operational Excellence	# Days Positions Vacant	30	45	60+	30
Operational Excellence	# of Followers*	1,679	2,723	9,142	9,600
Operational Excellence	# Social Media/Website Posts*	178	600	920	950
Operational Excellence	Average # of People Reached	2,464	4,663	36,830	38,672

*\*Data prior to FY2021-22 only measured Facebook. Data for FY2021-22 includes Facebook, NextDoor, Twitter, LinkedIn and YouTube*

## Expenditures Summary

**\$235,477** **\$1,775**  
(0.76% vs. prior year)

### Budgeted Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
SALARIES	\$142,919	\$121,887	\$94,507	\$120,486
TAXES - SOCIAL SECURITY	\$8,639	\$7,557	\$5,755	\$7,390
TAXES - MEDICARE	\$2,020	\$1,767	\$1,346	\$1,728
TAXES - FUTA/SUTA	\$504	\$338	\$14	\$135
WORKERS' COMP INSURANCE	\$295	\$329	\$277	\$391
RETIREMENT	\$16,800	\$14,410	\$11,290	\$14,211
HEALTH INSURANCE	\$6,471	\$7,804	\$8,411	\$10,221
<b>Total Personnel:</b>	<b>\$177,649</b>	<b>\$154,092</b>	<b>\$121,600</b>	<b>\$154,562</b>
<b>Supplies, Maintenance, and Operations</b>				
SUPPLIES & CONSUMABLES	\$1,651	\$3,500	\$3,927	\$1,600
MINOR EQUIPMENT & FURNITURE	\$673	\$7,130	\$4,717	\$1,600
UNIFORMS	\$299	\$200	\$250	\$150

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Total Supplies, Maintenance, and Operations:</b>	<b>\$2,624</b>	<b>\$10,830</b>	<b>\$8,894</b>	<b>\$3,350</b>
<b>Professional Services</b>				
PROFESSIONAL SERVICES	\$0	\$0	\$2,795	\$495
DUES/SUBSCRIPTIONS	\$1,479	\$1,616	\$1,616	\$2,010
TRAINING/SEMINARS & TRAVEL	\$5,985	\$14,399	\$6,604	\$16,275
MEETINGS & RELATED TRAVEL	\$1,057	\$800	\$800	\$950
PUBLIC RELATIONS & EVENTS	\$4,784	\$38,450	\$20,450	\$43,450
EMPLOYEE APPRECIATION	\$9,579	\$10,015	\$10,015	\$11,410
EMPLOYMENT COSTS	\$8,322	\$3,500	\$3,500	\$2,975
<b>Total Professional Services:</b>	<b>\$31,205</b>	<b>\$68,780</b>	<b>\$45,780</b>	<b>\$77,565</b>
<b>Capital Outlay</b>				
FURNITURE, FIXTURES & EQUIP	\$12,777	\$0	\$0	\$0
<b>Total Capital Outlay:</b>	<b>\$12,777</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expense Objects:</b>	<b>\$224,256</b>	<b>\$233,702</b>	<b>\$176,274</b>	<b>\$235,477</b>

# Finance



**Summer Fleming**  
Interim Director of Finance

## Mission Statement

The Finance Department is committed to ensuring and maintaining the financial integrity and stability of the City, and to proactively plan for future growth through the responsible management of the City's finances.

## Scope of Services Summary

The Finance Department is responsible for financial operations, financial reporting, accounting, accounts payable, accounts receivable, payroll, fixed assets, financial planning, internal controls, procurement, debt management and utility billing. This office, working closely with other City departments, also develops the annual General Fund Budget, Utility Fund Budget and Strategic Action Plan. Further, the Finance Office is responsible for all cash management and investments.

The Finance Department is committed to providing timely, accurate, and complete information and support to other City departments, citizens, and the community at large while maintaining a high level of compliance with all pertinent Federal, State, and local rules and regulations. The Finance Director is the Council appointed Investment Officer, oversees the IT function, Municipal Court, and serves as the City liaison to the Municipal Development District. The Finance department is also responsible for the collection of payments for water and wastewater accounts.

## Recent Accomplishments

- Received GFOA Award for Excellence in Financial Reporting for the FY2020 Annual Comprehensive Financial Report and the GFOA Distinguished Budget Presentation Award for the City's FY2022 Budget.
- Completed the City's first Popular Annual Financial Report and submitted to GFOA Award Program.
- Completed ARPA Grant accounting and compliance reporting.
- Solicited and awarded contracts for \$1MM Street Maintenance Program, Chartwell Lane Realignment Project and WWTP Dewatering Project.
- Awarded 9 Engineering contracts for on-call consultants to design projects for the City over the next 4 years, negotiating hourly rates for a 4-year period to create consistency in budgeting.

## Budgeted Staffing

Title	2018-19	2019-20	2020-21	2021-22
Finance Director	1	1	1	1
Accounting Manager	1	1	1	1
Accountant	1	1	1	1
Procurement Manager	1	1	1	1
IT Manager*	1	1	-	-
AP/Payroll Specialist	1	1	1	1
Total Funded Staffing	6	6	5	6

\*Prior to 2020-21, the IT Manager was part of the Finance Department

\*\* Prior to 2021-22, the Utility Billing Clerk was part of Public Works





Summer Fleming, Interim Finance Director



Clayton Hoelscher, Procurement Manager

## Operational Performance Measures

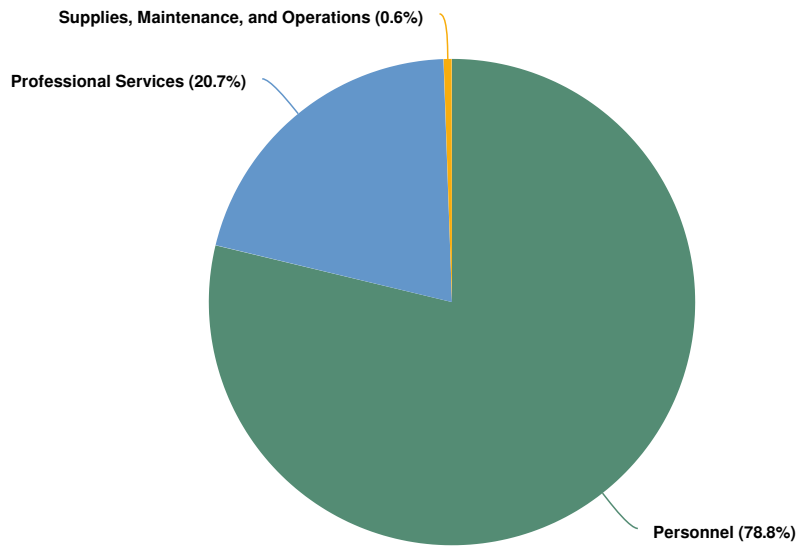
Strategic Pillar	Performance Measure	2019-20	2020-21	2021-22 Projected	2022-23 Proposed
Financial Integrity	# of Invoices Processed	2,287	2,227	2,385	2,350
Financial Integrity	# Months in GF Operating Reserve	7.3	7.0	6.4	6.0
Financial Integrity	# Purchases w/Competitive Requirements	27	36	46	50
Financial Integrity	Clean Audit Finding	Yes	Yes	Yes	Yes
Financial Integrity	Receive GFOA ACFR Award	Yes	Yes	Yes	Yes
Financial Integrity	Receive GFOA Distinguished Budget Award	Yes*	Yes	Yes	Yes
Financial Integrity	Receive GFOA PAFR Award	-	-	Yes*	Yes

\* First year City applied for this award

## Expenditures Summary

**\$376,226** **-\$6,207**  
(-1.62% vs. prior year)

### Budgeted Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
<b>General Government</b>				
OVERTIME	\$83	\$265	\$79	\$157
SALARIES	\$195,616	\$207,311	\$153,178	\$218,098
TAXES - SOCIAL SECURITY	\$11,492	\$12,870	\$9,139	\$13,468
TAXES - MEDICARE	\$2,688	\$3,010	\$2,137	\$3,150
TAXES - FUTA/SUTA	\$798	\$563	\$23	\$225
WORKERS' COMP INSURANCE	\$457	\$560	\$461	\$712
RETIREMENT	\$22,728	\$24,541	\$18,636	\$25,898
HEALTH INSURANCE	\$25,845	\$26,449	\$30,445	\$34,598
<b>Total General Government:</b>	<b>\$259,706</b>	<b>\$275,569</b>	<b>\$214,098</b>	<b>\$296,306</b>
<b>Total Personnel:</b>	<b>\$259,706</b>	<b>\$275,569</b>	<b>\$214,098</b>	<b>\$296,306</b>
<b>Supplies, Maintenance, and Operations</b>				

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>General Government</b>				
SUPPLIES & CONSUMABLES	\$785	\$1,325	\$1,325	\$1,325
MINOR EQUIPMENT & FURNITURE	\$56	\$1,500	\$500	\$500
UNIFORMS	\$230	\$250	\$250	\$250
<b>Total General Government:</b>	<b>\$1,070</b>	<b>\$3,075</b>	<b>\$2,075</b>	<b>\$2,075</b>
<b>Total Supplies, Maintenance, and Operations:</b>	<b>\$1,070</b>	<b>\$3,075</b>	<b>\$2,075</b>	<b>\$2,075</b>
<b>Professional Services</b>				
<b>General Government</b>				
PROFESSIONAL SERVICES	\$57,923	\$97,179	\$97,179	\$71,120
DUES/SUBSCRIPTIONS	\$401	\$1,160	\$1,525	\$475
TRAINING/SEMINARS & TRAVEL	\$3,402	\$4,800	\$2,800	\$5,600
MEETINGS & RELATED TRAVEL	\$83	\$400	\$400	\$400
EMPLOYEE APPRECIATION	\$266	\$250	\$250	\$250
<b>Total General Government:</b>	<b>\$62,075</b>	<b>\$103,789</b>	<b>\$102,154</b>	<b>\$77,845</b>
<b>Total Professional Services:</b>	<b>\$62,075</b>	<b>\$103,789</b>	<b>\$102,154</b>	<b>\$77,845</b>
<b>Total Expense Objects:</b>	<b>\$322,852</b>	<b>\$382,433</b>	<b>\$318,327</b>	<b>\$376,226</b>

# Information Technology



**Brian LeJeune**  
IT Manager

## Mission Statement

Information Technology (IT) serves the City through a series of functions that include integrating software systems, providing cybersecurity and technology support, and negotiating and managing IT related contracts.

## Scope of Services Summary

- Provide all network, software, hardware, and telecommunication support to the City.
- Develop an annual IT master plan which combines the information technology service plan and supports individual departmental plans.
- Create the technological environment that enables City employees to quickly access vital information using the most efficient and cost effective system hardware and software.
- Monitor industry standards, legislative rulings, and vendor recommendations to maintain a secure, current, and viable technological platform for all user's training and education.
- Maintain a continuous education and training schedule to stay current with the ever-changing and evolving field.

## Recent Accomplishments

- Upgraded core network switch firmware
- Deployed TLS VPN – mostly eliminating the need for RDS
- Deployed laptops for Wastewater to utilize at Fire Station #3
- Assessed/mitigated environment related to Log4j vulnerability
- Restored a domain controller from backup after installing a bad patch published by Microsoft
- Assisted with City Hall Remodel Project quoting & IT implementation (ongoing)
- Deployed digital signatures for check signing
- Completed CJIS Audit in conjunction with our Police Department
- Deployed Vulnerability Scanner
- Oversaw the Bluum installation of the A/V system
- Deployed new hardware for staff
- Refreshed our six (6) copiers under one lease agreement
- Deployed SCADA viewer PC in Utilities

## Budgeted Staffing

Title	2019-20	2020-21	2021-22	2022-23
IT Manager	-	1	1	1
IT Technician	-	1	1	1
Total Funded Staffing	-	2	2	2

\*Prior to 2020-21, the IT Manager was part of the Finance Department



Brian LeJeune, IT Manager

## Operational Performance Measures

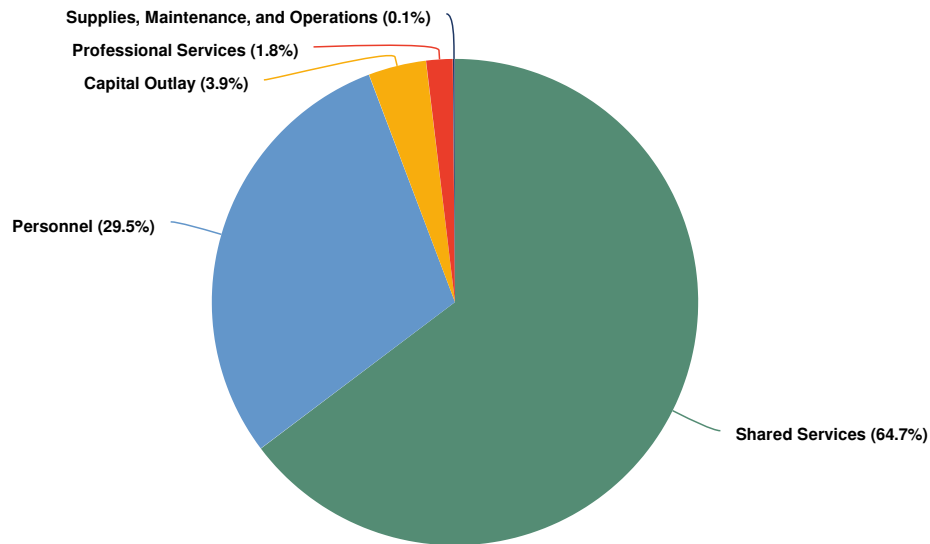
Strategic Pillar	Performance Measure	2019-20	2020-21	2021-22 Projected	2022-23 Proposed
Operational Excellence	# of Workstations Installed	19	20	21	10
Operational Excellence	# IT Tickets Resolved	2	707	750	800

*New KPIs in development for FY2022-23*

## Expenditures Summary

**\$389,263** **-\$48,103**  
(-11.00% vs. prior year)

### Budgeted Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
<b>General Government</b>				
SALARIES	\$65,250	\$81,015	\$80,238	\$85,537
TAXES - SOCIAL SECURITY	\$3,811	\$5,023	\$4,750	\$5,276
TAXES - MEDICARE	\$891	\$1,175	\$1,111	\$1,234
TAXES - FUTA/SUTA	\$382	\$225	\$9	\$90
WORKERS' COMP INSURANCE	\$173	\$219	\$184	\$279
RETIREMENT	\$7,520	\$9,578	\$9,600	\$10,145
HEALTH INSURANCE	\$7,826	\$9,795	\$12,911	\$12,369
<b>Total General Government:</b>	<b>\$85,853</b>	<b>\$107,030</b>	<b>\$108,803</b>	<b>\$114,930</b>
<b>Total Personnel:</b>	<b>\$85,853</b>	<b>\$107,030</b>	<b>\$108,803</b>	<b>\$114,930</b>
<b>Supplies, Maintenance, and Operations</b>				
<b>General Government</b>				

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
SUPPLIES & CONSUMABLES	\$61	\$200	\$200	\$200
MINOR EQUIPMENT & FURNITURE	\$223	\$4,250	\$750	\$200
UNIFORMS	\$0	\$100	\$100	\$100
<b>Total General Government:</b>	<b>\$283</b>	<b>\$4,550</b>	<b>\$1,050</b>	<b>\$500</b>
<b>Total Supplies, Maintenance, and Operations:</b>	<b>\$283</b>	<b>\$4,550</b>	<b>\$1,050</b>	<b>\$500</b>
<b>Professional Services</b>				
<b>General Government</b>				
PROFESSIONAL SERVICES	\$715	\$3,000	\$3,000	\$2,000
DUES/SUBSCRIPTIONS	\$0	\$175	\$175	\$175
TRAINING/SEMINARS & TRAVEL	\$2,972	\$4,650	\$3,900	\$4,500
MEETINGS & RELATED TRAVEL	\$27	\$100	\$100	\$100
EMPLOYEE APPRECIATION	\$128	\$100	\$100	\$100
<b>Total General Government:</b>	<b>\$3,842</b>	<b>\$8,025</b>	<b>\$7,275</b>	<b>\$6,875</b>
<b>Total Professional Services:</b>	<b>\$3,842</b>	<b>\$8,025</b>	<b>\$7,275</b>	<b>\$6,875</b>
<b>Shared Services</b>				
<b>General Government</b>				
FACILITY CONTRACTS & SERVICES	\$24,335	\$29,586	\$27,286	\$17,461
TECH/INTERNET/SOFTWARE MAINTEN	\$171,558	\$210,950	\$196,750	\$197,440
PHONE/CABLE/ALARMS	\$38,655	\$29,725	\$29,725	\$37,057
<b>Total General Government:</b>	<b>\$234,548</b>	<b>\$270,261</b>	<b>\$253,761</b>	<b>\$251,958</b>
<b>Total Shared Services:</b>	<b>\$234,548</b>	<b>\$270,261</b>	<b>\$253,761</b>	<b>\$251,958</b>
<b>Capital Outlay</b>				
<b>General Government</b>				
FURNITURE, FIXTURES & EQUIP	\$0	\$47,500	\$41,066	\$15,000
<b>Total General Government:</b>	<b>\$0</b>	<b>\$47,500</b>	<b>\$41,066</b>	<b>\$15,000</b>
<b>Total Capital Outlay:</b>	<b>\$0</b>	<b>\$47,500</b>	<b>\$41,066</b>	<b>\$15,000</b>
<b>Total Expense Objects:</b>	<b>\$324,526</b>	<b>\$437,366</b>	<b>\$411,955</b>	<b>\$389,263</b>

# Municipal Court



**Ricardo Bautista**  
Court Administrator

## Mission Statement

The mission of the Municipal Court is to provide effective and impartial administration of justice, as prescribed by the Texas Code of Criminal Procedure and the Code of Judicial Conduct, with exceptional customer service while building public trust and confidence.

## Scope of Services Summary

The Municipal Court is a Judicial Branch of the city government. This Court and its officers are dedicated to the principles of impartiality, fairness, integrity, separation of powers, and judicial independence. These are the principles to which the Court is committed in its role as the Judicial Branch of our local government.

The Municipal Court handles the judicial processing of Class C misdemeanors that originate from traffic citations, citizen complaints, code violations and misdemeanor arrests occurring within the territorial limits of the City of Fair Oaks Ranch. The Municipal Court process is predetermined by the Texas Code of Criminal Procedure and the Code of Judicial Conduct.

In addition to the judicial processing, the Court prepares dockets, schedules trials, processes juries, records and collects fine payments and issues warrants for Violation of Promise to Appear and Failure to Appear. The Municipal Court also processes code violations as part of the City-wide code enforcement effort. The Municipal Court Judge is appointed by the City Council. The Judge presides over trials and hearings, levies fines, sets bails, accepts bonds, issues arrest and search warrants, administers juvenile magistrate's warnings and arraigns prisoners.

## Recent Accomplishments

- Court is up to date on all pending matters due to the Pandemic
- Resumed in person Court Proceedings
- Initiated a Paperless procedure across the Court
- Started live streaming the Court Proceedings

## Budgeted Staffing

Title	2019-20	2020-21	2021-22	2022-23
Court Administrator	1	1	1	1
Court Clerk	1	1	1	1
Total Funded Staffing	2	2	2	2





Ricardo Bautista, Court Administrator



Court Clerk, Maria

Honorable Judge Kimberly S. Keller presides over the Municipal Court of Fair Oaks Ranch Texas and is appointed by the City Council.

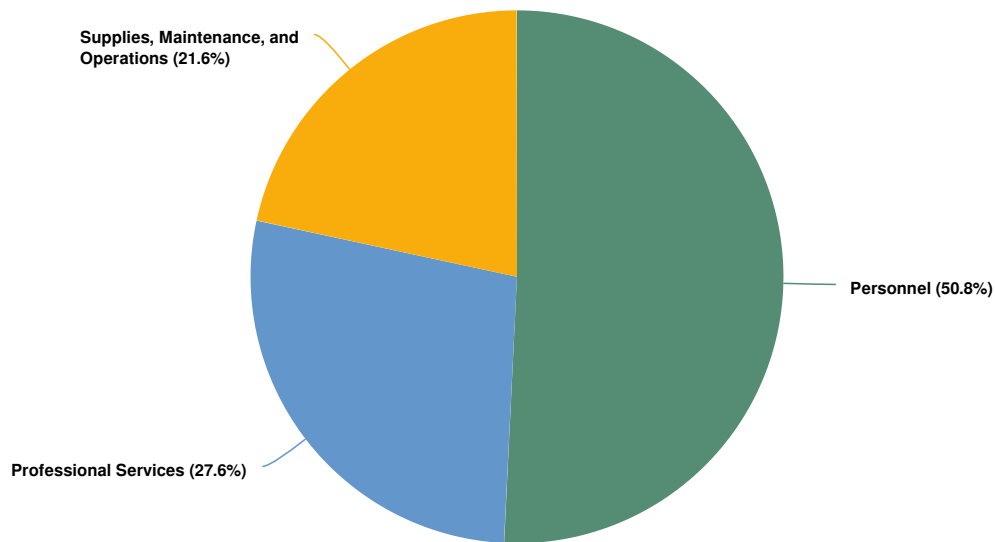
## Operational Performance Measures

Strategic Pillar	Performance Measure	2019-20	2020-21	Projected 2021-22	Proposed 2022-23
Operational Excellence	# of Cases Filed	1,074	975	1,402	1,800
Operational Excellence	# of Cases in Collection	433	643	686	1,086
Operational Excellence	# of Hours of Staff Training	252	317	124	160
Operational Excellence	# of Defendants Appearing Before the Judge	113	77	139	180
Operational Excellence	#Magistrate Services	2	2	8	12

## Expenditures Summary

**\$286,789** **\$38,273**  
(15.40% vs. prior year)

### Budgeted Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
OVERTIME	\$0	\$510	\$2,177	\$320
SALARIES	\$106,810	\$117,045	\$86,699	\$101,000
TAXES - SOCIAL SECURITY	\$6,457	\$7,288	\$5,335	\$6,214
TAXES - MEDICARE	\$1,510	\$1,705	\$1,248	\$1,453
TAXES - FUTA/SUTA	\$505	\$450	\$18	\$180
WORKERS' COMP INSURANCE	\$250	\$316	\$369	\$328
RETIREMENT	\$12,427	\$13,898	\$10,686	\$11,950
HEALTH INSURANCE	\$13,178	\$13,924	\$20,108	\$24,190
<b>Total Personnel:</b>	<b>\$141,139</b>	<b>\$155,136</b>	<b>\$126,640</b>	<b>\$145,635</b>
<b>Supplies, Maintenance, and Operations</b>				
SUPPLIES & CONSUMABLES	\$1,671	\$1,700	\$1,700	\$1,700
MINOR EQUIPMENT & FURNITURE	\$85	\$200	\$200	\$1,400

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
UNIFORMS	\$0	\$100	\$217	\$150
COURT SECURITY BUILDING	\$3,402	\$4,700	\$4,700	\$58,724
<b>Total Supplies, Maintenance, and Operations:</b>	<b>\$5,158</b>	<b>\$6,700</b>	<b>\$6,817</b>	<b>\$61,974</b>
<b>Professional Services</b>				
PROFESSIONAL SERVICES	\$45,926	\$82,230	\$70,230	\$74,230
DUES/SUBSCRIPTIONS	\$110	\$800	\$300	\$800
TRAINING/SEMINARS & TRAVEL	\$500	\$3,050	\$3,050	\$3,550
MEETINGS & RELATED TRAVEL	\$22	\$500	\$500	\$500
EMPLOYEE APPRECIATION	\$100	\$100	\$100	\$100
<b>Total Professional Services:</b>	<b>\$46,659</b>	<b>\$86,680</b>	<b>\$74,180</b>	<b>\$79,180</b>
<b>Total Expense Objects:</b>	<b>\$192,955</b>	<b>\$248,516</b>	<b>\$207,637</b>	<b>\$286,789</b>

# Public Safety



**Tim Moring**  
Chief of Police

## Mission Statement

The mission of the Fair Oaks Ranch Police Department is to be responsive to our community, through the proactive enforcement of laws, the protection of life and property and the maintaining of order while affording dignity and respect to those we serve. We will strive to meet the present and future needs of the public through community partnership and innovation.

## Vision Statement

To be the safest city to live in, work and visit.

## Scope of Services Summary

The Fair Oaks Ranch Police Department is currently authorized 25 commissioned Police Officers, 3 Civilian Staff, and 1 K-9 Unit. The department is comprised of 4 sections; Administration, Patrol, Investigations, and Animal Control. Each section has its own unique responsibilities within the department.

Administration is comprised of the Chief of Police, the Lieutenant, the department's administrative assistant and administrative clerk. Administrative staff is responsible for every function of the department including scheduling, training, records, complaints, budgeting, and implementing policies.

Criminal investigations is comprised of a CID Sergeant and 2 investigators that handle numerous functions including investigating criminal offenses, collection and securing of evidence, and court preparation. Investigators get called out depending on the nature of the incident that has occurred. However, our patrol officers are primarily responsible for completing the initial investigation and crime scene processing.

The patrol division is the largest division in the department with 20 officers. It is made up of 4 sections with day patrol consisting of 1 sergeant and 4 patrol officers per shift and night patrol consisting of 1 sergeant and 4 officers per shift. The patrol division conducts the day-to-day operations of the Police Department. They are the most visible aspect of the City and are responsible for maintaining public safety and answering calls for service.

Since 2020, The Police Department has been planning to add a school resource officer (SRO) position. Command staff have been working closely with school district officials over the past year to create the first SRO for our elementary schools. After the tragic events in Uvalde, and in coordination with the school district, we are dedicated to providing an individual SRO for each elementary school instead of 1 that would travel to each.

The department currently has one Animal Services Officer. The Animal Services Officer is responsible for handling all calls regarding deer or other wildlife, as well as pets.

One major opportunity for the Fair Oaks Ranch Police department is to be recognized as a Best Practices Agency by the Texas Police Chiefs Association. The department reached recognized status for the first time in 2010 as the 35th department in the State of Texas to gain this prestigious recognition. The department was re-recognized in 2014 and 2019.

The department's K-9 program was initiated in the summer of 2018 with plans to help combat the influx of narcotics both within and around the City of Fair Oaks Ranch. By continuing to fully support this program, we hope to decrease the propensity of narcotics not only within the City but also to support neighboring agencies.

The department prides itself on being a true community-oriented Police Department through its numerous community outreach programs, such as their Junior Police Academy, Halloween Trunk or Treat event, Christmas Toy Drive, Santa Parade and many more. The department looks forward to having the events each year with plans for many more in the near future.

## Recent Accomplishments

- Sgt. Alex Willis, Off. Eric De La Rosa, Sgt. Richard Gonzalez, and Off. Matthew Drexler were awarded Life Saving medals for their heroic actions.
- Off. Lacey Gonzalez was named Employee of the Year.
- 3 Officers received Letters of Commendation for their exceptional service to the City
- Fair Oaks Ranch was named the 3rd Safest City in Texas
- Officer De La Rosa, and Admin. Asst. Yvonne Medina received their 5 year service awards
- A generous grant allowed the Department to send our 5 female officers to the Women of Law Enforcement Conf. in Fort Worth.
- Allan Paz and Alex Willis were promoted to the rank of Sergeant.
- 2021's Toy Drive received over 1,000 toys, making it the largest toy drive to date.
- Officers Nathan Domenech, Michael Maddox, & Sgt. Richard Gonzalez took first place in 2021's Back the Badge 5K
- Sgt. Paul Zepeda & Off. Amanda Hinojosa successfully completed the certified instructor course for Gracie Survival Tactics.

## Budgeted Staffing

Title	2019-20	2020-21	2021-22	2022-23
Chief of Police	1	1	1	1
Lieutenant	1	1	1	1
Sergeant	5	5	5	5
Police Investigator	2	2	2	2
Patrol Officer & SROs	16	16	16	18
Animal Services Officer	1	1	1	1
PD Admin Assistant	1	1	1	1
PD Admin Clerk	1	1	1	1
K-9 Unit (Buddy)	1	1	1	1
Total Funded Staffing	29	29	29	31

## Community Service

**Santa Parades:** During the height of the COVID pandemic, Officers implemented a Santa parade to bring some holiday joy to our residents during social distancing. After receiving numerous requests to continue the parade in 2021, the Officers, along with special guests Santa and Mrs. Clause, spent 4 nights in early December taking Santa around the City.

**National Night Out:** In October 2020, the Police Department was forced to cancel their National Night out program due to the secondary COVID wave. In 2021, we were able to have our National Night Out event. Officers visited 18 separate neighborhood gatherings and enjoyed visiting with community members.

**Trunk or Treat:** In October 2020, the Police Dept. conducted a "modified" Trunk or Treat event at the Police Dept. parking lot. Officers decorated patrol cars and 10 foot shoots to deliver candy to all the kids that came to visit. In 2021, no shoots were needed and attendance at the event was the largest ever with over 300 trick or treaters visiting the Police Dept.

**Citizens' Law Enforcement Academy:** The 2020 Citizen's Law Enforcement Academy was cancelled due to the COVID Pandemic. 2021's Citizen's Academy fell off the schedule again due to another spike in COVID cases.

**No-Shave November:** The No-Shave Program began at Fair Oaks Ranch PD in 2016, to raise donations for an officer during his battle with cancer. Officers have donated a specific amount each year since in order to grow out their beards for the month. In 2021, with almost unanimous consent from the Officers, the policy was amended to allow beards year round. Although they no longer had to, Officers still donated money during November and those total donations were matched by the Chief of Police. The money collected was then donated to a local non-profit that memorializes fallen officers across the country.

**Cookies with Santa:** Cookies with Santa event was held at the Police Department in 2021 where local youngsters could stop by and grab a picture and cookie with the big guy.

**Annual Toy Drive:** For many years the Police Department has participated in the annual Toy Drive during the Christmas holiday. In 2021, the toy drive became the largest in our history with over 1,000 toys donated by residents and local organizations. The Police Dept. cannot express our extreme gratitude to those who donated and housed our toy drive boxes to achieve so many toys. All toys were donated to Presbyterian Children's Home, Catholic Charities of San Antonio, and Providence Place.

**Beacon of Blue:** In 2021, Officers expanded the holiday decorations for the Police Building by adding a few more blue lights, total unknown, and completing decorations for the department tree seen in the Police Dept. lobby. Special thanks to Dedie Manitzas for her donation of the tree and several decorations that were used.







Tim Moring, Chief of Police



Lieutenant John Ojeda



K-9 Officer, Buddy

## Operational Performance Measures

Strategic Pillar	Performance Measure	2019	2020	2021	2022 YTD
Public Health, Safety and Welfare	# of Call for Service	3,913	3,482	3,955	2,453
Public Health, Safety and Welfare	# of Arrests Made	207	157	199	153
Public Health, Safety and Welfare	# of Traffic Stops	4,893	2,924	4,026	2,541
Public Health, Safety and Welfare	# of Calls for Animal Control	835	702	1,097	379
Public Health, Safety and Welfare	# of Home Watches	23,033	8,195	5,038	5,209

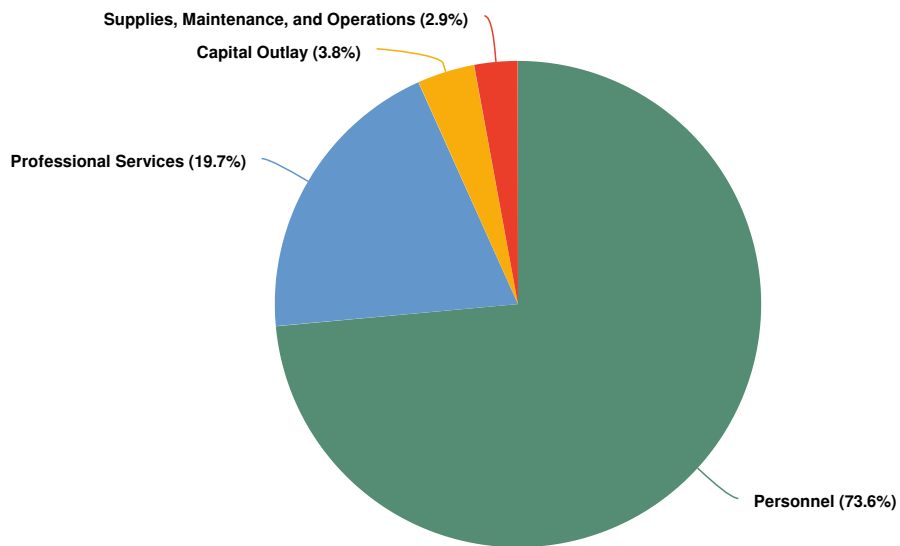
Performance measures for the PD are compiled by calendar year.

See all the department statistics here: [City of Fair Oaks Ranch Police Department Annual Report](#)

## Expenditures Summary

**\$3,917,686** **\$374,805**  
(10.58% vs. prior year)

### Budgeted Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
OVERTIME	\$52,726	\$27,181	\$70,666	\$36,411
SALARIES	\$1,499,188	\$1,829,045	\$1,669,871	\$2,037,662
TAXES - SOCIAL SECURITY	\$94,674	\$115,086	\$107,750	\$126,141
TAXES - MEDICARE	\$22,142	\$26,915	\$25,200	\$29,501
TAXES - FUTA/SUTA	\$6,611	\$6,300	\$750	\$2,700
WORKERS' COMP INSURANCE	\$37,176	\$44,594	\$54,276	\$82,085
RETIREMENT	\$183,376	\$219,452	\$209,624	\$242,568
HEALTH INSURANCE	\$192,531	\$243,713	\$253,243	\$297,624
UNIFORM ALLOWANCE	\$20,500	\$26,000	\$23,000	\$27,000
<b>Total Personnel:</b>	<b>\$2,108,923</b>	<b>\$2,538,286</b>	<b>\$2,414,380</b>	<b>\$2,881,692</b>
<b>Supplies, Maintenance, and Operations</b>				
SUPPLIES & CONSUMABLES	\$3,214	\$5,000	\$5,000	\$4,000



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
MINOR EQUIPMENT & FURNITURE	\$27,453	\$25,510	\$29,111	\$26,100
FUEL	\$27,936	\$30,000	\$47,500	\$40,000
UNIFORMS	\$13,630	\$13,870	\$13,870	\$22,120
VEHICLE MAINTENANCE/REPAIRS	\$12,545	\$27,510	\$27,510	\$20,880
<b>Total Supplies, Maintenance, and Operations:</b>	<b>\$84,778</b>	<b>\$101,890</b>	<b>\$122,991</b>	<b>\$113,100</b>
<b>Professional Services</b>				
PROFESSIONAL SERVICES	\$523,542	\$683,321	\$683,321	\$724,975
DUES/SUBSCRIPTIONS	\$3,096	\$3,950	\$3,950	\$3,435
TRAINING/SEMINARS & TRAVEL	\$15,256	\$14,000	\$16,500	\$24,000
MEETINGS & RELATED TRAVEL	\$0	\$500	\$500	\$500
INVESTIGATIONS	\$7,681	\$13,500	\$15,599	\$9,500
LEOSE TRAINING	\$800	\$2,500	\$0	\$2,500
PUBLIC RELATIONS & EVENTS	\$5,303	\$6,534	\$6,534	\$6,534
EMPLOYEE APPRECIATION	\$1,194	\$1,400	\$1,400	\$1,500
<b>Total Professional Services:</b>	<b>\$556,872</b>	<b>\$725,705</b>	<b>\$727,804</b>	<b>\$772,944</b>
<b>Capital Outlay</b>				
FURNITURE, FIXTURES & EQUIP	\$295,385	\$177,000	\$172,148	\$149,950
<b>Total Capital Outlay:</b>	<b>\$295,385</b>	<b>\$177,000</b>	<b>\$172,148</b>	<b>\$149,950</b>
<b>Total Expense Objects:</b>	<b>\$3,045,958</b>	<b>\$3,542,881</b>	<b>\$3,437,323</b>	<b>\$3,917,686</b>

# Maintenance



## Mission Statement

To maintain a safe, clean, and attractive City appearance with the preservation of all City owned facilities, roads, rights-of-way, and drainage features that promote a welcoming environment for the residents and visitors of Fair Oaks Ranch.

## Scope of Services Summary

The Maintenance Department is responsible for the maintenance and repair of all city-owned property. City buildings include City Hall, the Public Safety Building, EMS station, 2 Fire stations, the Maintenance shop, and the HOA building. The Maintenance department is responsible for maintaining 60 miles of roads, 23 miles of sweeping, 31 miles of right-of-way mowing, vehicle/equipment maintenance/repairs and all City-owned drainage easements. The Maintenance Department seeks to improve the annual street maintenance operations by creating a Road Capital Improvements Program (CIP) which would identify future road maintenance needs. This program would assist the City with future budget planning and assure residential roads receive the proper treatment at the proper time to extend the life of the roads as an asset.

## Recent Accomplishments

- Utilized Cartegraph for Road Maintenance Projects
- Approved 5-Yr CIPs for roadways and drainage
- Began implementation of new work order system



Maintenance Crew

## Budgeted Staffing

Title	2019-20	2020-21	2021-22	2022-23
Public Works Superintendent	1	1	1	1
Maintenance Supervisor	1	1	1	1
Maintenance Lead	1	1	1	1
Maintenance Worker	4	4	4	4
Drainage Worker	-	-	2	2
Custodian	1	1	1	1
Total Funded Staffing	8	8	10	10

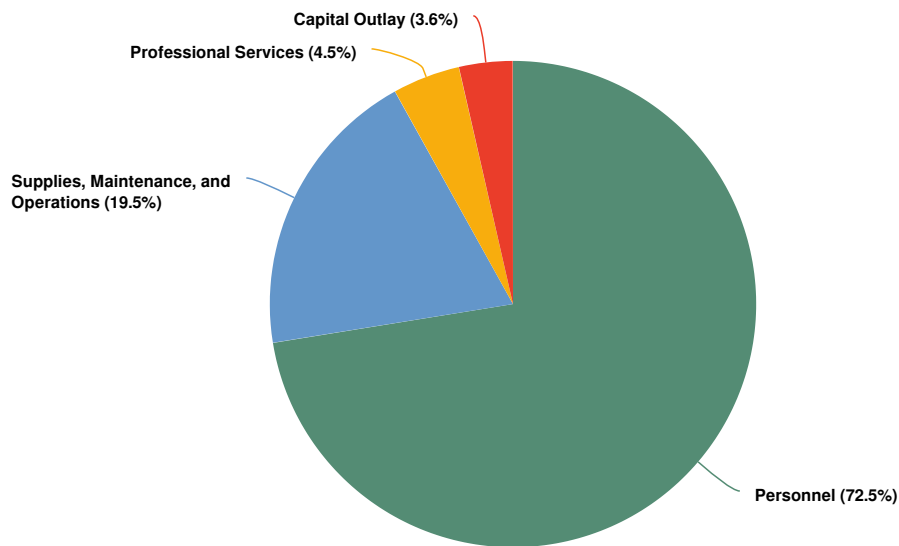
## Operational Performance Measures

Strategic Pillar	Performance Measure	2019-20	2020-21	2021-22 Projected	2022-23 Proposed
Reliable and Sustainable Infrastructure	# Hours Mowing/Tree Maintenance	562	931	950	950
Reliable and Sustainable Infrastructure	Street Overall Condition Index (OCI)	81.0	84.3	84.7	84.9
Reliable and Sustainable Infrastructure	# Street Signs Replaced	104	105	102	100
Reliable and Sustainable Infrastructure	# Miles Street Sweeping	140	300	490	450

## Expenditures Summary

**\$897,341** **-\$25,781**  
(-2.79% vs. prior year)

### Budgeted Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
OVERTIME	\$16,587	\$1,692	\$12,601	\$4,951
SALARIES	\$271,146	\$398,731	\$300,274	\$436,232
TAXES - SOCIAL SECURITY	\$16,928	\$24,826	\$18,969	\$27,258
TAXES - MEDICARE	\$3,959	\$5,806	\$4,436	\$6,375
TAXES - FUTA/SUTA	\$2,117	\$2,138	\$388	\$900
WORKERS' COMP INSURANCE	\$11,215	\$18,280	\$14,295	\$22,727
RETIREMENT	\$33,642	\$47,340	\$37,418	\$52,416
HEALTH INSURANCE	\$55,998	\$87,546	\$69,834	\$99,420
<b>Total Personnel:</b>	<b>\$411,591</b>	<b>\$586,359</b>	<b>\$458,215</b>	<b>\$650,279</b>
<b>Supplies, Maintenance, and Operations</b>				
SUPPLIES & CONSUMABLES	\$4,707	\$5,100	\$5,400	\$4,830
MINOR EQUIPMENT & FURNITURE	\$6,091	\$11,000	\$13,000	\$15,450

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
FUEL	\$9,270	\$10,200	\$12,200	\$11,500
UNIFORMS	\$3,980	\$8,091	\$8,091	\$7,760
MISCELLANEOUS	\$0	\$200	\$0	\$0
VEHICLE MAINTENANCE/REPAIRS	\$8,434	\$8,000	\$15,700	\$10,000
EQUIPMENT MAINTENANCE/REPAIRS	\$12,826	\$12,300	\$13,800	\$14,500
BUILDING MAINTENANCE/REPAIRS	\$28,036	\$15,300	\$18,800	\$17,250
LANDSCAPING & GREENSPACE MAINT	\$3,847	\$5,000	\$6,100	\$5,500
STREET MAINTENANCE	\$40,750	\$33,000	\$33,000	\$38,000
DRAINAGE WORK	\$3,414	\$55,000	\$51,000	\$50,000
<b>Total Supplies, Maintenance, and Operations:</b>	<b>\$121,355</b>	<b>\$163,191</b>	<b>\$177,091</b>	<b>\$174,790</b>
<b>Professional Services</b>				
PROFESSIONAL SERVICES	\$0	\$200	\$0	\$30,200
DUES/SUBSCRIPTIONS	\$338	\$432	\$432	\$932
TRAINING/SEMINARS & TRAVEL	\$1,036	\$7,340	\$7,340	\$8,540
MEETINGS & RELATED TRAVEL	\$60	\$100	\$100	\$100
EMPLOYEE APPRECIATION	\$449	\$500	\$500	\$500
<b>Total Professional Services:</b>	<b>\$1,883</b>	<b>\$8,572</b>	<b>\$8,372</b>	<b>\$40,272</b>
<b>Capital Outlay</b>				
FURNITURE, FIXTURES & EQUIP	\$8,179	\$165,000	\$154,021	\$32,000
<b>Total Capital Outlay:</b>	<b>\$8,179</b>	<b>\$165,000</b>	<b>\$154,021</b>	<b>\$32,000</b>
<b>Total Expense Objects:</b>	<b>\$543,008</b>	<b>\$923,122</b>	<b>\$797,699</b>	<b>\$897,341</b>

# Building Codes



**Jim Earl**  
Building Codes Official

## Mission Statement

To help ensure the health, safety and welfare of the citizens of the City of Fair Oaks Ranch through the effective enforcement of all building related codes, design standards, zoning regulations and UDC requirements duly adopted.. The Building Codes Department is committed to integrity, professionalism and consistency at all times.

## Scope of Services Summary

The Building Official, supported by the Building Inspector and Administrative Assistant, is responsible for issuing permits and conducting inspections for all new construction, additions, remodels, pools, irrigation systems, fences, signs, building relocations and demolitions. Plan reviews are performed on all proposed construction projects prior to the issuance of permits to ensure compliance with all adopted codes and ordinances, as well as FEMA requirements.



Rachel, Building Codes Admin Asst



Jim Earl and Scott Davis

## Budgeted Staffing

Title	2019-20	2020-21	2021-22
Building Official	1	1	1
Building Codes Inspector	1	1	1
Admin Assistant	1	1	1
Total Funded Staffing	3	3	3



Jim Earl, Building Codes Official

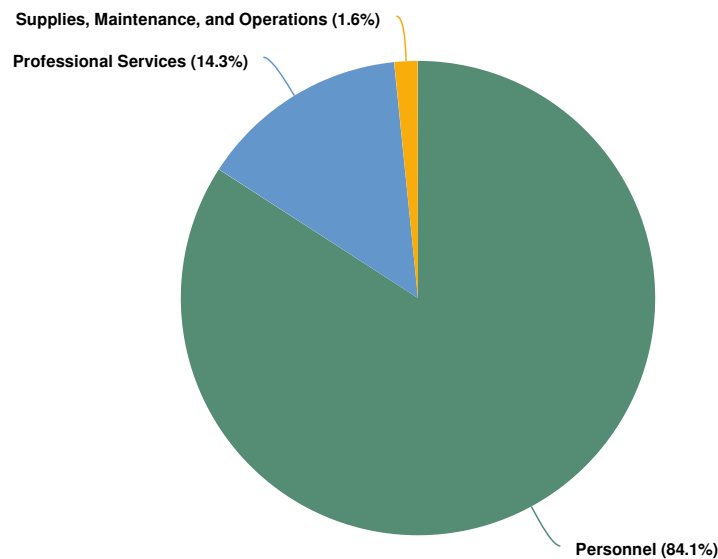
## Operational Performance Measures

Strategic Pillar	Performance Measure	2019-20	2020-21	2021-22 Projected	2022-23 Proposed
Responsible Growth Management	# Building Plans Reviewed	970	1,043	843	556
Responsible Growth Management	# Total Building Permits Issued (Total)	891	939	728	480
Responsible Growth Management	# Permits Issued (New Single Family Homes)	157	247	135	89
Responsible Growth Management	# Inspections Conducted	2,297	2,751	2,764	1,824

## Expenditures Summary

**\$330,021** **\$56,503**  
(20.66% vs. prior year)

### Budgeted Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
OVERTIME	\$0	\$201	\$0	\$263
SALARIES	\$180,259	\$187,933	\$191,989	\$207,208
TAXES - SOCIAL SECURITY	\$10,893	\$11,664	\$11,931	\$12,774
TAXES - MEDICARE	\$2,547	\$2,728	\$2,790	\$2,987
TAXES - FUTA/SUTA	\$756	\$675	\$27	\$270
WORKERS' COMP INSURANCE	\$846	\$1,007	\$941	\$1,265
RETIREMENT	\$20,976	\$22,242	\$23,059	\$24,564
HEALTH INSURANCE	\$23,148	\$24,413	\$28,853	\$28,360
<b>Total Personnel:</b>	<b>\$239,426</b>	<b>\$250,863</b>	<b>\$259,590</b>	<b>\$277,691</b>
<b>Supplies, Maintenance, and Operations</b>				
SUPPLIES & CONSUMABLES	\$434	\$800	\$800	\$875
MINOR EQUIPMENT & FURNITURE	\$241	\$4,600	\$2,050	\$1,250



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
FUEL	\$1,677	\$1,300	\$2,100	\$2,600
UNIFORMS	\$265	\$530	\$380	\$530
<b>Total Supplies, Maintenance, and Operations:</b>	<b>\$2,618</b>	<b>\$7,230</b>	<b>\$5,330</b>	<b>\$5,255</b>
<b>Professional Services</b>				
PROFESSIONAL SERVICES	\$9,380	\$11,000	\$17,080	\$44,500
DUES/SUBSCRIPTIONS	\$365	\$300	\$300	\$275
TRAINING/SEMINARS & TRAVEL	\$1,735	\$3,575	\$1,895	\$2,050
MEETINGS & RELATED TRAVEL	\$0	\$400	\$100	\$100
EMPLOYEE APPRECIATION	\$141	\$150	\$150	\$150
<b>Total Professional Services:</b>	<b>\$11,621</b>	<b>\$15,425</b>	<b>\$19,525</b>	<b>\$47,075</b>
<b>Total Expense Objects:</b>	<b>\$253,664</b>	<b>\$273,518</b>	<b>\$284,445</b>	<b>\$330,021</b>

# Engineering Services



**Grant Watanabe, P.E.**  
Director of Public Works

## Mission Statement

To maintain a safe, clean, and attractive City appearance with the preservation of all City-owned facilities, roads, rights-of-way, and drainage features to promote a welcoming environment for the residents and visitors to Fair Oaks Ranch.

## Scope of Services Summary

The City's Engineering Services department houses the Building Codes Department, the Environmental Program Manager, the GIS Technician, the Infrastructure Inspector, the Code Compliance Officer, and the Public Works Administrative Assistant. Each function provides services and support to all new development and capital improvement projects within the City limits. This department works with developers, contractors, engineers, home builders, and residents to ensure applicable regulations are followed during infrastructure and dwelling construction. Furthermore, this department provides vital support to preserve and protect City assets.

## Recent Accomplishments

- Received approval for 5 year Capital Improvement Plan for Water, Sewer, Road, and Drainage Projects
- Adopted Oak Wilt and Storm Water Pollution Prevention Plan Ordinances
- Developed interactive maps for city projects
- Verified infrastructure in new developments meet City Standards
- Gaining compliance on ordinance violations dealing with trash, watering, and signage
- Established Professional Service Agreements with 9 consultants for general engineering support and CIP design work
- Updating the Unified Development Code
- Adopted construction hours ordinance
- HSIP for Post Oak Trail Widening approved (\$2.418M grant)

## Budgeted Staffing

Title	2020-21	2021-22	2022-23
Public Works Director	1	1	1
Manager of Engineering Services	1	1	1
Environmental Program Manager	1	1	1
GIS Technician	1	1	1
Infrastructure Inspector	1	1	1
Code Compliance	1	1	1
Administrative Assistant	1	1	1
Total Funded Staffing	7	7	7



Grant Watanabe, Director of Public Works  
and Engineering



Julio Colunga, Asst. Director of Public Works



Engineering Services Group: Kelsey, Robert, Ernie, Tom and Katie

## Operational Performance Measures

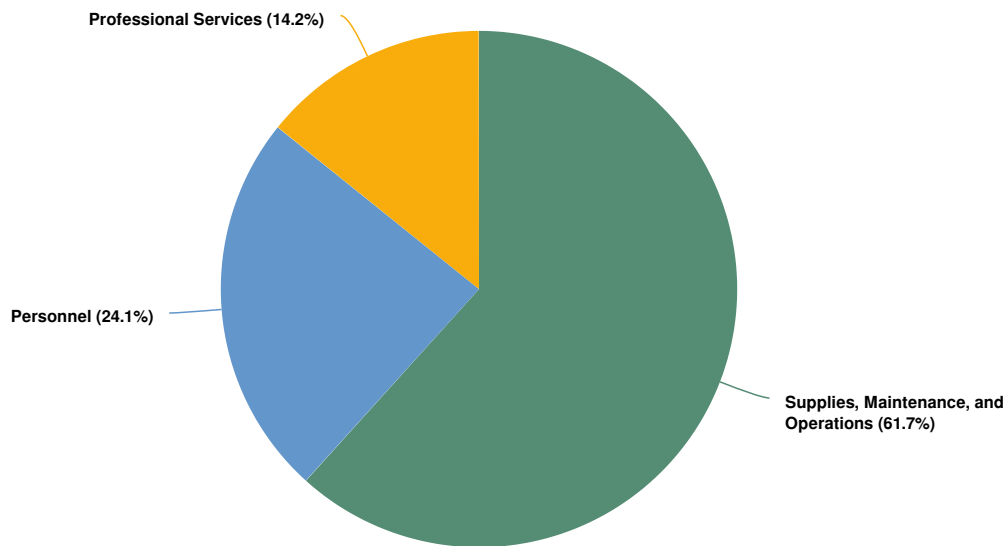
Strategic Pillar	Performance Measure	2019-20	2020-21	2021-22 Projected	2022-23 Proposed
Responsible Growth Management	# New Residential Lots Platted/Approved	150	181	116	88
Responsible Growth Management	# Maps/Exhibits Created	46	86	63	60
Reliable and Sustainable Infrastructure	# Infrastructure Inspection(Street, Water/WW,Other)	772	1073	637	650

Additional metrics being developed for Engineering & Planning, Code Compliance and Environmental Compliance

## Expenditures Summary

**\$1,646,854** **\$42,086**  
(2.62% vs. prior year)

### Budgeted Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
OVERTIME	\$174	\$1,374	\$68	\$232
SALARIES	\$204,828	\$280,192	\$244,017	\$300,975
TAXES - SOCIAL SECURITY	\$12,346	\$17,457	\$15,024	\$18,614
TAXES - MEDICARE	\$2,888	\$4,083	\$3,514	\$4,353
TAXES - FUTA/SUTA	\$989	\$833	\$83	\$378
WORKERS' COMP INSURANCE	\$1,274	\$4,061	\$2,937	\$1,280
RETIREMENT	\$23,937	\$33,288	\$29,222	\$35,795
HEALTH INSURANCE	\$26,296	\$34,030	\$30,331	\$35,097
<b>Total Personnel:</b>	<b>\$272,732</b>	<b>\$375,318</b>	<b>\$325,196</b>	<b>\$396,724</b>
<b>Supplies, Maintenance, and Operations</b>				
SUPPLIES & CONSUMABLES	\$2,714	\$7,300	\$3,850	\$10,260
MINOR EQUIPMENT & FURNITURE	\$1,174	\$1,400	\$900	\$2,090

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
FUEL	\$951	\$1,301	\$2,801	\$2,300
UNIFORMS	\$792	\$1,500	\$1,500	\$1,400
STREET MAINTENANCE	\$462,781	\$1,000,000	\$1,000,000	\$1,000,000
<b>Total Supplies, Maintenance, and Operations:</b>	<b>\$468,412</b>	<b>\$1,011,501</b>	<b>\$1,009,051</b>	<b>\$1,016,050</b>
<b>Professional Services</b>				
PROFESSIONAL SERVICES	\$225,457	\$210,000	\$250,000	\$220,000
DUES/SUBSCRIPTIONS	\$320	\$555	\$683	\$1,050
TRAINING/SEMINARS & TRAVEL	\$2,514	\$6,644	\$1,944	\$12,280
MEETINGS & RELATED TRAVEL	\$44	\$400	\$400	\$400
EMPLOYEE APPRECIATION	\$323	\$350	\$350	\$350
<b>Total Professional Services:</b>	<b>\$228,658</b>	<b>\$217,949</b>	<b>\$253,377</b>	<b>\$234,080</b>
<b>Total Expense Objects:</b>	<b>\$969,803</b>	<b>\$1,604,768</b>	<b>\$1,587,624</b>	<b>\$1,646,854</b>

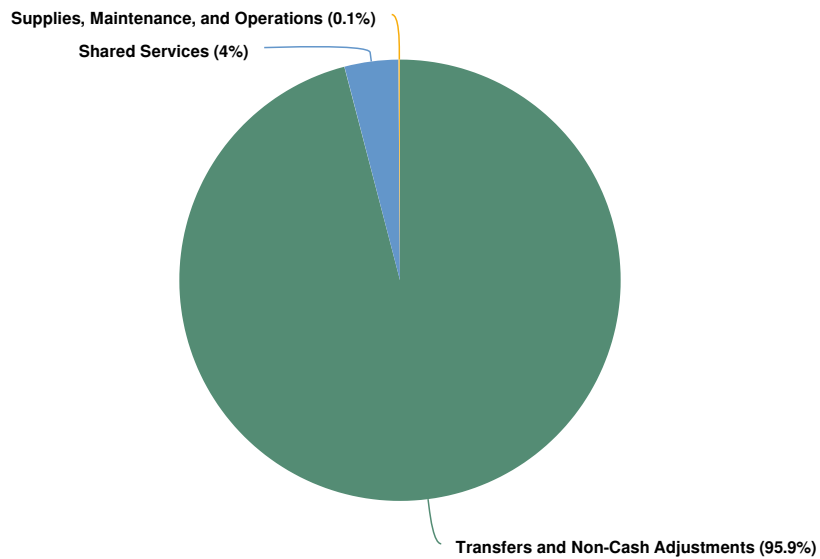
## Non-Departmental and Shared



### Expenditures Summary

**\$4,338,635** **\$2,951,338**  
(212.74% vs. prior year)

### Budgeted Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Transfers and Non-Cash Adjustments</b>				
TRANSFER TO CAP IMP FUND 02	\$182,000	\$865,000	\$1,207,222	\$3,808,281
TRANSFER TO VEH/EQUIP FUND 31	\$290,493	\$275,185	\$275,185	\$354,495
<b>Total Transfers and Non-Cash Adjustments:</b>	<b>\$472,493</b>	<b>\$1,140,185</b>	<b>\$1,482,407</b>	<b>\$4,162,776</b>
<b>Supplies, Maintenance, and Operations</b>				
SUPPLIES & CONSUMABLES	\$4,147	\$3,600	\$3,600	\$3,600
MISCELLANEOUS	\$28,576	\$0	\$531	\$550

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
<b>Total Supplies, Maintenance, and Operations:</b>	<b>\$32,723</b>	<b>\$3,600</b>	<b>\$4,131</b>	<b>\$4,150</b>
<b>Shared Services</b>				
FACILITY CONTRACTS & SERVICES	\$38,614	\$151,469	\$74,369	\$69,524
POSTAGE	\$2,870	\$5,625	\$4,125	\$5,625
GENERAL LIABILITY INSURANCE	\$41,194	\$51,418	\$51,940	\$56,560
ELECTRICITY	\$36,660	\$35,000	\$41,000	\$40,000
<b>Total Shared Services:</b>	<b>\$119,337</b>	<b>\$243,512</b>	<b>\$171,434</b>	<b>\$171,709</b>
<b>Total Expense Objects:</b>	<b>\$624,554</b>	<b>\$1,387,297</b>	<b>\$1,657,972</b>	<b>\$4,338,635</b>



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# DEBT

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# Government-wide Debt Overview

## Overview

Major capital improvements such as streets, drainage, buildings, and other facilities are often financed by bonds. This funding mechanism allows payment for infrastructure improvements to be made over multiple years, usually over the life of the improvement.

## Debt Service Policy

For large infrastructure projects or large pieces of equipment, debt financing is sometimes required. The City's debt management objective is to maintain a level of debt service that does not adversely impact tax or utility rates and does not hinder the City's ability to effectively operate the utility systems, street network, or other facilities. Debt Limit for the City is \$1.50 of total assessed value.

## Legal Debt Margin For Fiscal Year 2023

Total Assessed Value	1,727,905,074
Debt Limit (\$1.50 of total assessed value)	25,918,576
Debt applicable to limit:	
General bonded debt outstanding	4,409,105
Less: Amount set aside for repayment of general bonded debt	0
Total debt applicable to limit	4,409,108
Annual legal debt margin	21,509,471

When the City of Fair Oaks Ranch utilizes long-term debt financing, it will ensure the debt is soundly financed by:

- Conservatively projecting the revenue sources that will be utilized to pay the debt.
- Financing the improvement over a period of time not greater than the useful life of the asset.



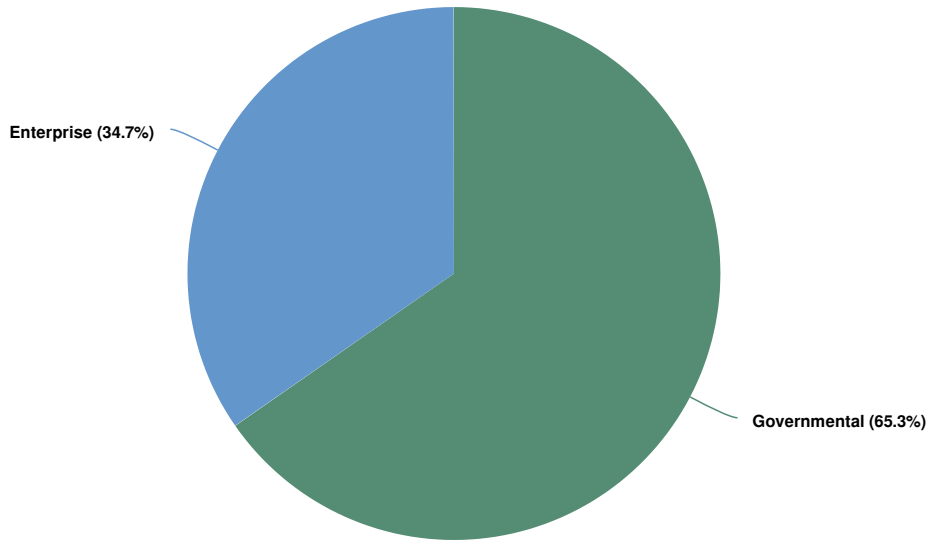
# \$6,100,000

-\$765,000 (-11.14% vs. 2021 year)

The total debt service requirement for the City of Fair Oaks Ranch in fiscal year 2022-23 is \$891,876. The chart below shows the Bond Principal and Interest requirements by fund.

	<u>Debt Service Fund</u>	<u>Utility Fund</u>	<u>Total</u>
Principal	\$460,000	\$320,000	\$780,000
Interest	<u>92,130</u>	<u>19,745</u>	<u>111,875</u>
Total Debt Service	\$552,130	\$339,745	\$891,875

### Debt by Fund



	FY2022
<b>All Funds</b>	<b>Actual</b>
Governmental	\$3,985,000
Enterprise	\$2,115,000
<b>Total All Funds:</b>	<b>\$6,100,000</b>

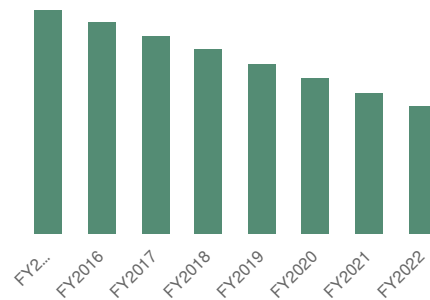
## Governmental

### General Obligation (GO) Interest and Sinking Fund

This fund derives its revenue from ad valorem taxes. The function of this fund is to retire bonded indebtedness and pay the interest on the indebtedness. The City currently has one general obligation bond, which was issued in 2015 for General Fund street reconstruction.

#### Street Bond Program:

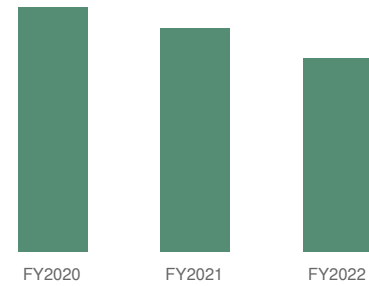
- Bond Election 11/4/14 passed
- \$7,000,000 bond issued for a Roadway Reconstruction Project
- Major thoroughfare roads were rehabilitated
- Construction project completed during 2019



	FY2021	FY2022	% Change
<b>Governmental</b>	<b>Actual</b>	<b>Actual</b>	
Debt Service Fund	\$4,435,000	\$3,985,000	-10.1%
<b>Total Governmental:</b>	<b>\$4,435,000</b>	<b>\$3,985,000</b>	<b>-10.1%</b>

## Enterprise

In FY 2020, the City of Fair Oaks Ranch Utilities issued Certificates of Obligation related to the refinance of a capital lease. With historically low interest rates in the market, the City opted for early retirement of the lease, as allowed under the contract, at 102% of the unpaid principal. The interest rate was reduced from 3.31% to 1.25%, and a certificate of obligation would carry more favorable terms to the City than the existing capital lease agreement.



Water Utility SCADA system:

- Resolution 2020-10 passed and approved July 2, 2020
- \$2,660,000 Certificate of Obligation issued

	FY2021	FY2022	% Change
Enterprise	Actual	Actual	
Utility Fund	\$2,430,000	\$2,115,000	-13%
<b>Total Enterprise:</b>	<b>\$2,430,000</b>	<b>\$2,115,000</b>	<b>-13%</b>

Bonded Debt - FY 2023			
Purpose	2015 General Obligation Streets	2020 Cert of Obligation Utility System	Totals
Amount Issued	\$ 7,000,000	\$ 2,660,000	\$ 9,660,000
Outstanding	\$ 3,985,000	\$ 2,115,000	\$ 6,100,000
Repayment Schedule of Principal and Interest by Issue			
2023	552,130	339,746	891,876
2024	553,163	336,514	889,676
2025	552,475	338,256	890,731
2026	550,950	334,974	885,924
2027	548,575	336,666	885,241
2028	550,888	338,308	889,195
2029	552,825	160,808	713,633
2030	548,100		548,100
<b>Total P&amp;I Payments</b>	<b>4,409,105</b>	<b>2,185,271</b>	<b>6,594,376</b>

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# APPENDIX

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# Glossary

**Abatement:** A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

**Account:** A term used to identify an individual asset, liability, expenditure, revenue, encumbrance, or fund balance.

**Accounting Standards:** The generally accepted accounting principles (GAAP) promulgated by the Governmental Accounting Standards Board (GASB), which guides the recording and reporting of financial information by state and local governments. The standards establish such guidelines as when transactions are recognized, the types and purposes of funds, and the content and organization of the annual financial report.

**Accounting System:** The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

**Accrued Interest:** The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

**Activity:** A specific and distinguishable line of work performed by one or more organizational components of a governmental unit for the purpose of accomplishing a function for which the governmental unit is responsible. See also **Function**.

**Adopted Budget:** An annual spending plan that is adopted by the City Council.

**Ad Valorem Taxes:** Taxes levied on real property according to the property's valuation and the tax rate. See **Property Taxes**.

**Amended Budget:** Includes the adopted budget for a fiscal year, plus any budget amendments or budget transfers.

**Amortization:** The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

**Appropriation:** A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

**Arbitrage:** As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**Assessed Valuation:** A value assigned to real estate or other property by a government as the basis for levying taxes.

**Audit:** An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

**Audit Report:** Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

**Available Funds:** Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

**Balance Sheet:** A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

**Balanced Budget:** A budget with total expenditures not exceeding total revenues and monies available in the fund balance within an individual fund.

**Base Budget:** Cost of continuing the existing levels of service in the current budget year.



**Bexar County Appraisal District:** An entity established by the State of Texas to insure uniform property appraisals for all taxing entities in Bexar County.

**Bond:** A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

**Bond and Interest Record:** (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

**Bonds Authorized and Unissued:** Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

**Bond Issue:** Generally, the sale of a certain number of bonds at one time by a governmental unit.

**Bond Rating (Municipal):** A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

**Budget:** A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

**Budget Amendment:** The budget may be formally amended after it has been approved.

**Budget Calendar:** The schedule of key dates which the City follows in the preparation and adoption of the budget.

**Budget Document:** The instrument used by the budget-making authority to present a comprehensive financial plan of operations to the City Council.

**Budget Ordinance:** The official enactment, by the City Council, to legally authorize the City Staff to obligate and expend the resources of the City.

**Budget Year:** The fiscal year of the City which begins October 1 and ends September 30.

**CAFR:** see *Comprehensive Annual Financial Report*

**Capital Assets:** All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

**Capital Budget:** An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

**Capital Expenditures** Defined as the charges for the acquisition at the delivered price including transportation, costs of equipment, land, buildings, or improvements of land or buildings, fixtures, and other permanent improvements with a value in excess of \$5,000 and a useful life expectancy of greater than 1 year.

**Capital Improvement Program (CIP):** A long-range plan for providing the capital outlays necessary to insure that adequate services are provided to the residents of the City. The plan includes improvements, or the acquisition of structural improvements, and major equipment purchases.

**Capital Projects Fund:** A fund created to account for financial resources to be used for the acquisition and/or the construction of major capital facilities or equipment.



**Cash:** Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

**Cash Management:** The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

**Certificate of Deposit (CD):** A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

**Chart of Accounts:** A way of recording revenues and expenditures that includes all transactions and that fits the organizational structure. A chart of accounts assigns a unique number to each type of transaction and to each budgetary unit in the organization.

**City Charter:** The document that establishes the City as an incorporated political subdivision (municipal government) in accordance with the statutes of the State of Texas.

**Classification of Real Property:** Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

**Comal County Appraisal District:** An entity established by the State of Texas to insure uniform property appraisals for all taxing entities in Comal County.

**Comprehensive Annual Financial Report (CAFR):** This report summarizes financial data for the previous fiscal year in a standardized format.

**Consumer Price Index:** The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

**Cost-Benefit Analysis:** A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

**Debt Burden:** The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

**Debt Service:** The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

**Debt Service Fund:** The fund used to account for accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs other than debt serviced by Proprietary Fund Types. The revenue source is principally ad valorem taxes levied by the City.

**Deficit:** The excess of expenditures over revenues during an accounting period.

**Delinquent Taxes:** Real or personal property taxes that remain unpaid on or after February 1<sup>st</sup> of each year upon which penalties and interest are assessed.

**Department:** A major administrative organizational unit of the City, which indicates overall management responsibility of one or more activities.

**Depreciation:** The process of estimating and recording the expired useful life of a fixed asset which is used to distribute its cost over its revenue producing years.

**Encumbrance:** A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.





**Enterprise Funds:** An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

**Estimated Receipts:** A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

**Exemptions:** A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

**Expenditure:** An outlay of money made by municipalities to provide the programs and services within their approved budget.

**Fiduciary Funds:** Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

**Fiscal Year:** A 12-month period to which the annual operating budget applies. (The City of Fair Oaks Ranch has established October 1 through September 30 as its fiscal year.)

**Fixed Assets:** Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

**Fixed Costs:** Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

**Float:** The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

**Full Faith and Credit:** A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

**Fund:** An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund Accounting:** Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**GASB 34:** A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

**GASB 45:** This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

**General Fund:** The fund used to account for most financial resources and activities governed by the normal appropriation process.



**General Obligation Bonds:** Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

**Governing Body:** A board, committee, commission, or other executive or policymaking body of a municipality or school district.

**Indirect Cost:** Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

**Interest:** Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

**Interest Rate:** The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

**Investments:** Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

**Line Item Budget:** A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Local Aid:** Revenue allocated by the state or counties to municipalities and school districts.

**Maturity Date:** The date that the principal of a bond becomes due and payable in full.

**Municipal(s):** (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

**Note:** A short-term loan, typically with a maturity date of a year or less.

**Objects of Expenditures:** A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

**Official Statement:** A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

**Operating Budget:** A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Overlapping Debt:** A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

**Performance Budget:** A budget that stresses output both in terms of economy and efficiency.

**Principal:** The face amount of a bond, exclusive of accrued interest.

**Program:** A combination of activities to accomplish an end.

**Program Budget:** A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

**Purchased Services:** The cost of services that are provided by a vendor.

**Refunding of Debt:** Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.



**Reserve Fund:** An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

**Revaluation:** The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

**Revenue Anticipation Note (RAN):** A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

**Revenue Bond:** A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

**Revolving Fund:** Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

**Sale of Real Estate Fund:** A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

**Stabilization Fund:** A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

**Surplus Revenue:** The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

**Tax Rate:** The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

**Tax Title Foreclosure:** The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

**Trust Fund:** In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

**Uncollected Funds:** Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

**Undesignated Fund Balance:** Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

**Unreserved Fund Balance (Surplus Revenue Account):** The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

**Valuation (100 Percent):** The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.

# Appendix

Amortization Tables for Enterprise Bond on the left and Street Bond on the right.

BOND DEBT SERVICE					
City of Fair Oaks Ranch, Texas					
Combination Tax and Limited Pledge Revenue Certificates of Obligation, Series 2020					
FINAL NUMBERS					
Callable at Par Anytime with 30-day Notice					
Dated Date		09/23/2020			
Delivery Date		09/23/2020			
Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
02/01/2021	230,000	1.010%	9,552.36	239,552.36	251,823.86
08/01/2021			12,271.50	12,271.50	
09/30/2021					
02/01/2022	315,000	1.010%	12,271.50	327,271.50	337,952.25
08/01/2022			10,680.75	10,680.75	
09/30/2022					
02/01/2023	320,000	1.010%	10,680.75	330,680.75	339,745.50
08/01/2023			9,064.75	9,064.75	
09/30/2023					
02/01/2024	320,000	1.010%	9,064.75	329,064.75	336,513.50
08/01/2024			7,448.75	7,448.75	
09/30/2024					
02/01/2025	325,000	1.010%	7,448.75	332,448.75	338,256.25
08/01/2025			5,807.50	5,807.50	
09/30/2025					
02/01/2026	325,000	1.010%	5,807.50	330,807.50	334,973.75
08/01/2026			4,166.25	4,166.25	
09/30/2026					
02/01/2027	330,000	1.010%	4,166.25	334,166.25	336,666.00
08/01/2027			2,499.75	2,499.75	
09/30/2027					
02/01/2028	335,000	1.010%	2,499.75	337,499.75	338,307.75
08/01/2028			808.00	808.00	
09/30/2028					
02/01/2029	160,000	1.010%	808.00	160,808.00	160,808.00
09/30/2029					
	2,660,000		115,046.86	2,775,046.86	2,775,046.86

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
2/1/2016	390,000	1.000%	110,147.92	500,147.92	564,286.67
8/1/2016			64,138.75	64,138.75	
9/30/2016					
2/1/2017	425,000	1.000%	64,138.75	489,138.75	551,152.50
8/1/2017			62,013.75	62,013.75	
9/30/2017					
2/1/2018	430,000	1.000%	62,013.75	492,013.75	551,877.50
8/1/2018			59,863.75	59,863.75	
9/30/2018					
2/1/2019	435,000	1.250%	59,863.75	494,863.75	552,008.75
8/1/2019			57,145.00	57,145.00	
9/30/2019					
2/1/2020	440,000	1.250%	57,145.00	497,145.00	551,540.00
8/1/2020			54,395.00	54,395.00	
9/30/2020					
2/1/2021	445,000	1.400%	54,395.00	499,395.00	550,675.00
8/1/2021			51,280.00	51,280.00	
9/30/2021					
2/1/2022	450,000	1.500%	51,280.00	501,280.00	549,185.00
8/1/2022			47,905.00	47,905.00	
9/30/2022					
2/1/2023	460,000	1.600%	47,905.00	507,905.00	552,130.00
8/1/2023			44,225.00	44,225.00	
9/30/2023					
2/1/2024	470,000	2.250%	44,225.00	514,225.00	553,162.50
8/1/2024			38,937.50	38,937.50	
9/30/2024					
2/1/2025	480,000	2.250%	38,937.50	518,937.50	552,475.00
8/1/2025			33,537.50	33,537.50	
9/30/2025					
2/1/2026	490,000	2.500%	33,537.50	523,537.50	550,950.00
8/1/2026			27,412.50	27,412.50	
9/30/2026					
2/1/2027	500,000	2.500%	27,412.50	527,412.50	548,575.00
8/1/2027			21,162.50	21,162.50	
9/30/2027					
2/1/2028	515,000	2.500%	21,162.50	536,162.50	550,887.50
8/1/2028			14,725.00	14,725.00	
9/30/2028					
2/1/2029	530,000	2.500%	14,725.00	544,725.00	552,825.00
8/1/2029			8,100.00	8,100.00	
9/30/2029					
2/1/2030	540,000	3.000%	8,100.00	548,100.00	548,100.00
9/30/2030					
	7,000,000		1,279,830.42	8,279,830.42	8,279,830.42

