

Strategies

		TOTAL PROJECT COST	FY 21-22 PROJECTED	FY 22-23 PROPOSED	23-24 Forecast	24-25 Forecast	25-26 Forecast	26-27 Forecast	27-28 Forecast
FINANCIAL INTEGRITY PRIORITY AREAS AND PROJECTS									
1.1: Develop & Maintain a Budget process that links with the Strategic Action Plan									
1.1.1	Implement recurring budget/SAP review process utilizing new budget software (ClearGov)	\$ -	-	-	-	-	-	-	-
1.1.2	Implement sustainable recurring budget/SAP process and procedures	\$ -	-	-	-	-	-	-	-
1.1.3	Improve Budget Deliverables to GFOA Standards	\$ -	-	-	-	-	-	-	-
1.1.4	Redesign Enterprise Budget Process and Rate Model	\$ -	-	-	-	-	-	-	-
1.2: Develop a 5-Year Forecast									
1.2.1	Develop 5-year Revenue & Operational Projections	\$ -	-	-	-	-	-	-	-
1.2.3	Develop 5 Year CIP projections	\$ -	-	-	-	-	-	-	-
1.3: Develop a Risk Inventory and mitigation strategies									
1.3.1	Complete Internal Controls framework for Financial Statement Controls	\$ -	-	-	-	-	-	-	-
1.3.2	Develop a Risk Inventory for operational risks	\$ -	-	-	-	-	-	-	-
1.3.3	Implement internal controls for financial and operational risks	\$ -	-	-	-	-	-	-	-
1.4: Develop Sustainable Financing Strategies aligned with service delivery expectations									
1.4.1	Implement a sustainable and equitable drainage funding source for stormwater	\$ -	-	-	-	-	-	-	-
1.4.4	Update Water Impact Fee Study	\$ -	-	-	-	-	-	-	-
1.4.5	Update Wastewater Impact Fee Study	\$ -	-	-	-	-	-	-	-
1.4.7	Address sales tax base - sales tax audit	\$ -	-	-	-	-	-	-	-
1.4.8	Negotiate and update new franchise fee agreements	\$ -	-	-	-	-	-	-	-
1.4.9	Develop a sustainable and equitable Water Rate	\$ 72,079	22,079	-	-	-	-	-	-
1.4.10	Develop a sustainable and equitable Wastewater Rate	\$ 72,079	22,079	-	-	-	-	-	-
1.4.11	Evaluate and Develop Capital Replacement Funding (Vehicles/Equipment, Facilities, Infrastructure)	\$ -	-	-	-	-	-	-	-
1.5: Ensure continuity and excellence of Financial Reporting Reliability									
1.5.1	Complete Reserve Studies	\$ -	-	-	-	-	-	-	-
1.5.3	Assess Monthly and Quarterly financial reporting deliverables	\$ -	-	-	-	-	-	-	-
1.5.4	Reconcile Impact Fees	\$ -	-	-	-	-	-	-	-
1.5.6	Review and Update Financial Management Policies	\$ -	-	-	-	-	-	-	-
1.5.7	Implement Storm Water Utility Cost Center and Business Functions	\$ -	-	-	-	-	-	-	-
1.6 Implement Procurement Function									
1.6.1	Hire Procurement Manager	\$ -	-	-	-	-	-	-	-
1.6.2	Establish Procurement Policy to include purchases, credit card purchases, employee reimbursables, etc.	\$ -	-	-	-	-	-	-	-
1.6.3	Implement Purchase Order Process in Incode and create Citywide SOP	\$ -	-	-	-	-	-	-	-
1.6.4	Formalize process for contracts execution and compliance	\$ -	-	-	-	-	-	-	-

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RESPONSIBLE GROWTH MANAGEMENT PRIORITY AREAS AND PROJECTS									
2.1: Manage the physical development of the city in accordance with the Comprehensive Plan									
2.1.1	Update International Family of Building and Life Safety Codes (every 3 years)	\$ -	-	-	-	-	-	-	-
2.1.2	Update Comprehensive Plan and Unified Development Code	\$ -	-	-	-	-	-	-	-
2.1.3	Develop and implement turnkey 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	\$ -	-	-	-	-	-	-	-
2.2: Implement and update Infrastructure Master Plans									
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 (Waster, Wastewater)	\$ -	-	-	-	-	-	-	-
2.2.5	Evaluate and update Comprehensive Plan and UDC	\$ -	-	-	-	-	-	-	-
2.2.6	Evaluate and update Master Plans (Drainage)	\$ -	-	-	-	-	-	-	-
2.3: Enhance Local Mobility & Multimodal Connectivity									
2.3.1	Update Street Signage Citywide (Operational budget 01-640-254)	\$ -	-	-	-	-	-	-	-
2.3.2	Develop and Implement a city ROW Beautification ROW	\$ -	-	-	-	-	-	-	-
2.3.3	Improve Access to Preserve and Park	\$ -	-	500,000	-	-	-	-	-
2.3.4	Traffic Impact Analysis	\$ -	-	-	-	-	-	-	-
2.4: Align Proactive Place Making Strategies with the MDD									
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	\$ -	-	-	-	-	-	-	-
2.5: Develop, Implement & Update Environmental Sustainability Programs									
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	\$ -	-	-	-	-	-	-	-

Rollover
 In Budget
 Not in Budget

Strategies

		TOTAL PROJECT COST	FY 21-22 PROJECTED	FY 22-23 PROPOSED	23-24 Forecast	24-25 Forecast	25-26 Forecast	26-27 Forecast	27-28 Forecast
RELIABLE AND SUSTAINABLE INFRASTRUCTURE PRIORITY AREAS AND PROJECTS									
3.1: Enhance & Ensure Continuity of Reliable Water Resources in Accordance with CCN Obligations									
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	\$ -	-	-	-	-	-	-	-
3.2: Enhance & Ensure Continuity of Reliable Wastewater Treatment in Accordance with CCN Obligations									
3.2.15	Implement Wastewater System EPA Risk Assessment and Emergency Response Plan	\$ 50,000	38,212	-	-	-	-	-	-
3.2.5	Improve the Capacity, Maintenance, Operation and Maintenance (CMOM) EPA program	\$ -	-	-	-	-	-	-	-
3.3: Enhance & Ensure Continuity of Reliable Drainage Improvement Initiatives									
3.3.1	Establish a programmed and systematic approach for Drainage Improvements from Master Plan (CIP)	\$ -	-	-	-	-	-	-	-
3.4: Enhance & Ensure Continuity of Reliable Roadway Improvement Initiatives									
3.4.1	Develop Roadway Master Maintenance and Rehabilitation Capital Improvement Plan	\$ -	-	-	-	-	-	-	-
3.4.2	Assess annual road maintenance program	\$ -	-	-	-	-	-	-	-
3.4.3	Conduct long-term road condition analysis (traffic studies, PCI, etc.)	\$ -	-	-	-	-	-	-	-
3.4.4	Evaluate, Implement and maintain a road rehabilitation plan	\$ -	-	-	-	-	-	-	-
3.5: Enhance & Ensure Continuity of Reliable City Facilities									
3.5.2	Develop a City Facilities Master Plan	\$ -	-	-	-	-	-	-	-
3.5.3	Develop a Citywide space plan	\$ -	-	-	-	-	-	-	-
3.5.4	City Hall Renovation-Construction	\$ -	881,168	110,000	-	-	-	-	-
3.5.5	Develop plan for a civic center building and campus	\$ -	-	-	-	-	-	-	-
3.5.6	City Hall Renovation - Equipment and Furniture	\$ -	524	-	-	-	-	-	-

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Strategies

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PUBLIC HEALTH, SAFETY, AND WELFARE PRIORITY AREAS AND PROJECTS									
4.1: Enhance & Ensure Continuity of Police Services									
4.1.1	Implement Police Salary and Benefit Plan	\$ -	-	-	-	-	-	-	-
4.1.6	Develop a standards of cover and utilization study	\$ 39,500	895	-	-	-	-	-	-
4.1.7	Implement findings from standards and utilization study	\$ -	-	-	-	-	-	-	-
4.1.8	K9 Additional Unit	\$ -	-	-	-	-	-	-	-
4.1.9	Review Organizational Structure to Ensure Continuity of Leadership	\$ -	-	-	-	-	-	-	-
4.1.10	Develop a formal recognition program to boost morale/retention	\$ -	-	-	-	-	-	-	-
4.2: Develop a Long-Term Strategy for Continuity of Fire Services									
4.2.1	Develop a standards of cover and utilization study	\$ 24,980	1,128	18,000	-	-	-	-	-
4.2.2	Implement findings from standards and utilization study	\$ -	-	-	-	-	-	-	-
4.3: Develop a Long-Term Strategy for Continuity of Emergency Medical Services									
4.3.1	Develop a standards of cover and utilization study	\$ 24,980	1,128	-	-	-	-	-	-
4.3.2	Implement findings from standards and utilization study	\$ -	-	-	-	-	-	-	-
4.4: Enhance & Maintain Public Safety Community Outreach Initiatives									
4.4.1	Develop a School Resource Officer Program to provide security and promote communication with schools	\$ -	-	-	-	-	-	-	-
4.5: Establish a Formal Emergency Response Plan									
4.5.1	Develop an incident command hierarchy	\$ -	-	-	-	-	-	-	-
4.5.2	Develop and document a Continuity of Operation Plan	\$ -	-	-	-	-	-	-	-
4.5.3	Ensure senior staff is properly certified/trained for EOC (NIMS/ICS)	\$ -	-	-	-	-	-	-	-

Rollover
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 Not in Budget

Strategies

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OPERATIONAL EXCELLENCE PRIORITY AREAS AND PROJECTS									
5.1: Evaluate and Implement key HR Programs that Promote Organizational Design and Development									
5.1.1	Evaluate & Update Compensation and Benefit Plans inclusive of Exempt/Non-Exempt status	\$ 45,000							
5.1.2	Evaluate & Update Employee Handbook (Legal)	\$ 5,001	3,034						
5.1.3	Evaluate, Update & Develop Talent Management Processes/Programs	\$ -							
5.1.4	Evaluate & Implement technology to improve efficiency within HR (NeoGov)	\$ 31,954							
5.1.5	Research & Design Learning & Development Training Programs	\$ -							
5.1.6	Review and Update Performance Evaluation Processes	\$ -							
5.2: Develop & Implement a Proactive Communication Strategy									
5.2.2	Develop and implement a communications strategy and marketing program (logo/branding)	\$ 29,000	4,950	14,660					
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	\$ 50,000	33,660	16,340					
5.3: Evaluate & Update Service Delivery Expectations & Best Practices									
5.3.2	Develop and implement a records management plan	\$ 12,000	7,850						
5.3.3	Develop and implement digitization program for city records	\$ -		26,000					
5.3.3b	3rd Party Scanning of City Records	\$ -		40,000					
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	\$ -		30,000					
5.3.12	Implement Fuel Station for City Fleet Vehicles	\$ -		65,000					
<div style="border: 1px solid black; padding: 2px; display: inline-block;"> \$15,000 rollover funds \$50,000 new </div>									
5.5: Evaluate & Update IT Infrastructure, Software, & Security									
5.5.1	Define and Develop & Implement Core components of the IT master Plan	\$ -							
5.5.2	Conduct IT risk analysis and vulnerability assessment	\$ 351,234	56,422						
5.5.3	Implement Cyber Security Processes and Procedures	\$ -							

Rollover
 In Budget
 Not in Budget

Drainage CIP

			FY 21-22	FY 22-23	23-24	24-25	25-26	26-27	27-28
		TOTAL PROJECT COST	PROJECTED	PROPOSED	Forecast	Forecast	Forecast	Forecast	Forecast
RELIABLE AND SUSTAINABLE INFRASTRUCTURE PRIORITY AREAS AND PROJECTS									
3.3 Enhance & Ensure Continuity of Reliable Drainage Improvement Initiatives									
3.3 Project	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)	\$ 690,000	95,000	601,000	-	-	-	-	-
3.3.3	Drainage 29010 Tivoli Way (Drainage CIP #34)	\$ 500,000	50,000	456,000	-	-	-	-	-
3.3.4	Drainage 7715 Fair Oaks Parkway (Drainage CIP #25)	\$ -	-	-	-	-	-	-	-
3.3.5	Drainage 8410 Noble Lark Dr. (CIP# 36)	\$ 223,066	-	-	-	-	-	223,066	-
3.3.6	Drainage 29314 Sumpter Drive (CIP# 32)	\$ 221,162	-	-	-	-	61,829	159,333	-
3.3.7	Drainage 7967 Turf Paradise Lane (Drainage CIP #37)	\$ 311,787	40,000	85,031	232,757	-	-	-	-
3.3.8	Drainage 7900 Fair Oaks Parkway (Drainage CIP #30)	\$ 10,000	10,000	-	-	-	-	-	-
3.3.9	Drainage 7820 Rolling Acres Trail (Drainage CIP #5)	\$ 685,000	85,000	606,000	-	-	-	-	-
3.3.10	Drainage Repairs at Rockinghorse Lane (Drainage CIP #61)	\$ 75,000	50,000	25,000	-	-	-	-	-
3.3.11	Drainage Ammann Road Low Water Cross (CIP# 1)	\$ 1,124,334	-	pushed a year	55,275	55,275	506,892	506,892	-
3.3.12	Drainage 8426 Triple Crown (CIP# 41)	\$ 201,923	-	pushed a year	56,450	145,473	-	-	-
3.3.13	Drainage 7420 Rolling Acres Trail (CIP#6)	\$ 759,566	-	-	-	103,869	103,869	275,914	275,914
3.3.14	Drainage 8472 Rolling Acres Trail (CIP# 2)	\$ 221,162	-	-	-	-	61,829	159,333	-
3.3.15	Drainage 31988 Scarteen (CIP# 44)	\$ 85,822	-	-	-	23,993	61,829	-	-
3.3.16	Drainage 7644 Pimlico Lane (CIP# 46)	\$ 85,822	-	-	-	23,993	61,829	-	-
3.3.17	Drainage 8040 Rolling Acres Trail (CIP# 4)	\$ 221,162	-	-	-	-	61,829	159,333	-
3.3.18	Drainage 7740 Pimlico Lane (CIP# 42)	\$ 88,465	-	-	-	-	24,732	63,733	-
3.3.19	Drainage 32030 Scarteen (CIP# 53)	\$ 221,162	-	-	-	-	61,829	159,333	-
3.3.20	Drainage 8312 Triple Crown (CIP #43)	\$ 221,162	-	-	-	-	61,829	159,333	-
3.3.21	Drainage 8045 Flagstone (CIP# 63)	\$ -	-	-	-	-	-	-	-
3.3.22	Drainage 28907 Chartwell Lane (CIP #35)	\$ 221,162	-	-	-	-	61,829	159,333	-
3.3.23	Drainage 8622 Delta Dawn (CIP# 15)	\$ 221,162	-	-	-	-	61,829	159,333	-
3.3.24	Drainage 8037 Rock Oak Circle (CIP# 58)	\$ 88,465	-	-	-	-	24,732	63,733	-
			330,000	1,773,031	344,482	352,603	1,216,686	2,248,669	275,914

Rollover
 In Budget
 Not in Budget

Roadway CIP

	TOTAL PROJECT COST	FY 21-22	FY 22-23	23-24	24-25	25-26	26-27	27-28
		PROJECTED	PROPOSED	Forecast	Forecast	Forecast	Forecast	Forecast
RELIABLE AND SUSTAINABLE INFRASTRUCTURE PRIORITY AREAS AND PROJECTS								
3.4 Enhance & Ensure Continuity of Reliable Roadway Improvement Indicatives								
3.4 Project 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	\$ 423,322	473,322	-	-	-	-	-
3.4.8	Bond Development Program	\$ 200,000	50,000	150,000	-	-	-	-
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 improve, utility adj	\$ 3,706,203	-	245,915	241,416	1,609,436	1,609,436	-
3.4.11	Ammann Rd Roadway reconstruction, Addition of paved shoulders, drainage improve, utility adj	\$ 5,536,550	-	365,286	360,786	2,405,239	2,405,239	-
3.4.12	Rolling Acres Roadway reconstruction, Addition of paved shoulders, drainage improve, utility adj	\$ 4,991,145	-	-	-	-	325,510	4,665,635
3.4.13	Post Oak Tr Roadway reconstruction, TxDoT Grant	\$ 875,000	-	875,000	-	-	-	-
3.4.14	Connect sidewalk between both Elkhorn Ridge subdivision entrances on the north side of Dietz Elkhorn	\$ 409,101	-	41,282	367,819	-	-	-
3.4.15	Battle Intense Reconstructing sidewalk curb. Long term will include reconstruction of headwall	\$ 54,500	-	54,500	-	-	-	-
			523,322	1,731,983	970,021	4,014,675	4,340,185	4,665,635

- Rollover
- In Budget
- Not in Budget

Timeline moved up to use TxDoT grant funds

Water/Wastewater CIP

		TOTAL PROJECT COST	FY 21-22	FY 22-23	23-24	24-25	25-26	26-27	27-28
		PROJECTED	PROPOSED	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
RELIABLE AND SUSTAINABLE INFRASTRUCTURE PRIORITY AREAS AND PROJECTS									
3.1 Enhance & Ensure Continuity of Reliable Water Resources in Accordance with CCN Obligations									
3.1 Project 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)	\$ 1,049,390	525,000						
3.1.3a	Upgrade various Mechanical/Structural/Electrical at Elmo Davis Pump Station & GST's (1R, 2R)	\$ 1,677,084			167,313	524,584	985,187		
3.1.3b	Upgrade Electrical at Elmo Davis Pump Station (3R)	\$ 314,049		64,642	122,812	126,595			
3.1.4	Replace Existing Waterline - Creek Crossings West (not Impact Fee)(6R)	\$ 308,306	110,217	110,217					
3.1.5	Replace Willow Wind Drive/Red Bud Hill Water Line (not Impact Fee)(29R)	\$ 896,338	65,370		830,968				
3.1.6	Build Elevated Storage Tank with Plant 3 Upgrades, System PRVs, and 12-inch waterline (2W)	\$ 5,083,528	20,000	161,623	2,227,500	2,227,500			
3.1.7	Update and Repair Water Treatment Plant Buildings	\$ -							
3.1.8	Well 27 Electrical (15R)	\$ 48,650			48,650				
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	\$ 634,197			61,754	572,443			
3.1.11	Expand Plant No. 5 Zone B (400 gpm),Install new 0.5 MG GST with Solar Bee system (impact fee) (5W)	\$ 2,536,999		229,499	1,804,353	503,147			
3.1.12	Expand Elmo Davis Water Plant Zone C (650 gpm) (impact Fee) (6W)	\$ 1,245,304					125,438	770,126	349,740
3.1.13	Upgrade Electrical/Instrumentation at Plant No. 3 Pump Station (5R)	\$ 290,445			290,445				
3.1.14	Reroute Fair Oaks Parkway Water Line (30R)	\$ 284,335					56,331	228,004	
3.1.16	Build Plant No. 6 and New GBRA Delivery Point (11W)	\$ 7,609,986			448,231	2,287,044	4,874,711		
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	\$ 40,200	10,326						
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)	\$ 300,000	50,000	250,000					
3.1.25	Well K6 Electrical (11R)	\$ 45,656			45,656				
3.1.26	Well CR1 Electrical (16R)	\$ 44,190			44,190				
3.1.27	Well 31 Mechanical (19R)	\$ 21,450			21,450				
3.1.28	Well 9 Electrical (13R)	\$ -							
3.1.29	Pump Station - New 2.0 MGD (1RU)	\$ 3,924,403				369,839	1,406,316	2,148,248	
3.2 Enhance & Ensure Continuity of Reliable Wastewater Treatment in Accordance with CCN Obligations									
3.2 Project 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)	\$ 205,818					42,701	163,117	
3.2.2	Existing Wastewater Treatment Plant Improvements - Solids Handling Improvements (4R)	\$ 1,066,966	736,168	184,042					
3.2.3	Install 8-inch Gravity Sanitary Sewer Line and Decommission Falls Lift Station (1S)	\$ 628,060			507,944	120,116			
3.2.4	Finalize & Advance Wastewater Treatment Plant Study (2.1S)	\$ 266,624	200,000	52,000					
3.2.6	Implement Mechanical System Improvements at School Lift Station (8R)	\$ 223,707			223,707				
3.2.7a	Implement Instrumentation System Improvements at Deer Meadows Lift Stations No 1 (10R)	\$ 126,649			126,649				
3.2.7b	Implement Instrumentation System Improvements at Deer Meadows Lift Stations No 2 (9R)	\$ 126,649			126,649				
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)	\$ 2,325,283					251,000	2,074,283	
3.2.10	Upgrade Reuse Water System: 2.0 MGD Pump Station (1RU)	\$ -							
3.2.11	New Wastewater Treatment Plant/Decommission Old (2S)	\$ 15,898,082		929,711	1,480,583	5,348,755	6,648,625	1,504,408	
3.2.13	Update and Repair WW 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)	\$ 3,796,459				404,203	1,670,404	1,721,852	

IT Capital Projects

	TOTAL PROJECT COST	FY 21-22	FY 22-23	23-24	24-25	25-26	26-27	27-28
		PROJECTED	PROPOSED	Forecast	Forecast	Forecast	Forecast	Forecast
OPERATIONAL EXCELLENCE PRIORITY AREAS AND PROJECTS								
5.5 Evaluate & Update IT Infrastructure, Software, & Security								
5.5 Project 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	\$ 12,500	8,407	-	-	-	-	-
5.5.4b	Update Work Order System with GIS Compatible software-W	\$ 6,250	4,204	-	-	-	-	-
5.5.4c	Update Work Order System with GIS Compatible software-WW	\$ 6,250	4,204	-	-	-	-	-
5.5.5	Improve use of SCADA data	\$ 159,800	43,215	-	-	-	-	-
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	\$ 175,000	-	-	-	-	-	-
5.5.9	Overhaul network connections to W/WW plants	\$ 85,000	85,000	-	-	-	-	-
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	\$ 75,000	-	-	-	-	-	-
5.5.29	Certificate Servers	\$ -	-	-	-	-	-	-
5.5.30	Address the results of the vulnerability assessment	\$ -	-	-	-	-	-	-
5.5.31	IT Penetration Testing	\$ 40,000	-	-	40,000	-	-	-
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	\$ 77,500	77,500	-	-	-	-	-
			60,030	162,500	40,000	-	-	-

Rollover Rollover
 In Budget In Budget
 Not in Budget Not in Budget