



FY 2023-2027

Strategic
PRIORITIES



In developing this Strategic Plan, a significant amount of time was devoted by the City Council and the City Staff. The purpose of this Strategic Plan is to define the quality of life that citizens desire to maintain in the form of a vision statement, as well as to articulate an organizational mission that seeks to achieve the vision.

VISION






To offer the ideal place to call home in the Texas 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.

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.

	Financial Integrity 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.	Strategic Priority Areas <ul style="list-style-type: none"> • Budget Processes • Long –Range Forecasting • Risk Inventory and Mitigation • Sustainable Financing Strategies • Financial Reporting Reliability 	Performance Measures <ul style="list-style-type: none"> ✓ % Complete on Projects ✓ Internal Controls Adherence ✓ Budget and CAFR Awards ✓ "Clean" Audit Opinion
	Responsible Growth Management 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.	Strategic Priority Areas <ul style="list-style-type: none"> • Comprehensive Plan • Infrastructure Master Plans • Mobility & Multimodal Connectivity • Proactive Placemaking • Environmental Sustainability 	Performance Measures <ul style="list-style-type: none"> ✓ % Complete on Projects
	Reliable and Sustainable Infrastructure Based on projected residential growth and local demand for resilient streets and utilities, the construction and maintenance of a high-quality public infrastructure is priority.	Strategic Priority Areas <ul style="list-style-type: none"> • Water Continuity • Wastewater Continuity • Drainage Continuity • Roadway Continuity • City Facility Continuity 	Performance Measures <ul style="list-style-type: none"> ✓ % Complete on Projects
	Public Health, Safety and Welfare 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.	Strategic Priority Areas <ul style="list-style-type: none"> • Police Services Continuity • Fire Services Continuity • EMS Continuity • Community Outreach 	Performance Measures <ul style="list-style-type: none"> ✓ % Complete on Projects
	Operational Excellence 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.	Strategic Priority Areas <ul style="list-style-type: none"> • HR Programs • Communication Strategy • Service Expectations • IT Continuity and Master Plan • Interlocal Partnerships 	Performance Measures <ul style="list-style-type: none"> ✓ % Complete on Projects



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.

		2020	2021	2022	2023	2024	2025	2026	2027
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 Five-Year Forecast								
1.2.1	Develop Five-Year Revenue & Operational Projections								
1.2.3	Develop Five-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								
1.4.10	Develop a sustainable and equitable Wastewater Rate								
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								

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



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.

		2020	2021	2022	2023	2024	2025	2026	2027
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								
2.1.8	Implement Building Codes Online Payment Processing through the City's Financial System								
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								
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								

PROJECT STATUS LEGEND	
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	Project Cancelled



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 inclusive of 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.

		2020	2021	2022	2023	2024	2025	2026	2027
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								
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 Indicatives								
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								
3.5.5	Develop plan for a civic center building and campus								
3.5.6	City Hall Renovation - Equipment and Furniture								

PROJECT STATUS LEGEND	
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	Project Cancelled



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.

		2020	2021	2022	2023	2024	2025	2026	2027
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								
4.1.7	Implement findings from standards and utilization study								
4.1.8	K9 Additional Unit								
4.1.9	Review Organizational Structure to Ensure Continuity of Leadership								
4.1.10	Develop a formal recognition program to boost morale/retention								
4.2	Develop a Long-Term Strategy for Continuity of Fire Services								
4.2.1	Develop a standards of cover and utilization study								
4.2.2	Implement findings from standards and utilization study								
4.3	Develop a Long-Term Strategy for Continuity of Emergency Medical Services								
4.3.1	Develop a standards of cover and utilization study								
4.3.2	Implement findings from standards and utilization study								
4.4	Enhance & 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)								

PROJECT STATUS LEGEND	
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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.

		2020	2021	2022	2023	2024	2025	2026	2027
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								
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								
5.2	Develop & Implement a Proactive Communication Strategy								
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								
5.3	Evaluate & Update Service Delivery Expectations & Best Practices								
5.3.2	Develop and implement a records management plan								
5.3.3	Develop and implement digitization program for city records								
5.3.5	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								
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								
5.5.3	Implement Cyber Security Processes and Procedures								

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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.

PILLAR 3

RELIABLE AND SUSTAINABLE INFRASTRUCTURE - DRAINAGE CIP



		2020	2021	2022	2023	2024	2025	2026	2027
3.3	Enhance & Ensure Continuity of Reliable Drainage Improvement Initiatives								
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)								

PROJECT STATUS LEGEND	
	Project Planning Phase
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	Project Cancelled

PILLAR 3

RELIABLE AND SUSTAINABLE INFRASTRUCTURE - ROADWAY CIP



		2020	2021	2022	2023	2024	2025	2026	2027
3.4	Enhance & Ensure Continuity of Reliable Roadway Improvement Indicatives								
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								

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		2020	2021	2022	2023	2024	2025	2026	2027
3.1	Enhance & Ensure Continuity of Reliable Water Resources in Accordance with CCN Obligations								
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 FY21-22) (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
3.2	Enhance & Ensure Continuity of Reliable Wastewater Treatment in Accordance with CCN Obligations								
3.2 Projects	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)								

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		2020	2021	2022	2023	2024	2025	2026	2027
5.5	Evaluate & Update IT Infrastructure, Software, & Security								
5.5 Projects	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 W/WW 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								

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