



City of Fair Oaks Ranch Annual Budget FY 2022-23



Adopted Version



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INTRODUCTION





Annual Budget

Fiscal Year October 1, 2022-September 30, 2023

This budget will raise more revenue from property taxes than last year's budget by an amount of \$204,617, which is a 3.15% increase from last year's budget.

The property tax revenue to be raised from new property added to the tax roll this year is \$303,322.

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	Aye
Emily Stroup	Nay
Roy Elizondo	Absent
Michelle Bliss	Aye
Laura Koerner	Aye
Scott Parker	Aye
Chesley Muenchow	Nay

The governing body voted on the proposed budget on 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 Scott Huizenga	Assistant City Manager Carole Vanzant, CPM, TRMC, MMC	Chief of Police Tim Moring
Director of Finance Rosie Vela, CPA, CGFO	Director of HR & Communications Joanna Merrill	Director of Public Works & Engineering Services Grant Watanabe, P.E.
	City Secretary Christina Picioccio	

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 County 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

Apr 21	New Property Tax Exemptions Presentation and Budget Timeline Presentation	
May-Jun	Staff Budget Workshops and New Property Tax Exemption Presentations to City Council	
July 7	City Council Budget Meeting	
July 13	City Council Strategic Planning Meeting	
July 21	City Council Budget Meeting	
July 25	Deadline for Chief Appraisers to deliver certified rolls or certified estimates to taxing units and certification of anticipated collection rate by tax collector. (Tax Code Sec. 26.01a-1)	Certified Totals 🔗
August 17	Calculation of No new revenue, Voter Approval, 8% Increase and De Minimis Rates.	Tax Calculations 🔗
August 18	The Assistant City Manager submits the No-New Revenue and Voter Approval rates to City Council. (Tax Code Sec 26.04(e)). City Council confirms maximum proposed tax rate and Council takes a record vote. (Tax Code Sec 26.061 (b)). City Council 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	Finance 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 🔗
August 22	City Manager files the budget with City Secretary (LGC 102.005a). City Secretary ensures the proposed budget is available on the website and available for inspection at City Hall (LGC 102.005c)	Proposed Budget Document 🔗
September 4	Finance Director publishes <i>Notice of Public Hearing on Tax Rate</i> in the Sunday, September 4th edition of Boerne Star and posts on the City's website (Tax Code Sec. 26.06(c)) Finance Director publishes <i>Notice of Public Hearing on the Proposed Budget</i> in the Sunday, September 4th edition of Boerne Star and posts the budget on the city's website. (LGC 102.005c) Finance Director/Communications 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	Public Hearing for Proposed Budget and Proposed Tax Rate. Council Meeting for the First Reading of Budget and Tax Rate Ordinances is held.	
September 22	Second Reading and adoption of the Budget and Tax Rate ordinances	



Message from the City Manager

Tobin E. Maples, AICP

August 22, 2022

Honorable Mayor Greg Maxton and Members of the City Council,

In accordance with Texas Statutes and the City of Fair Oaks Ranch City Charter, it is my honor to present the adopted budget for the fiscal year beginning October 1, 2022 and ending September 30, 2023. This City Manager's Budget presents in summary form the revenues and expenditures for each of the funds.

This budget incorporates a \$0.0227 per \$100 taxable valuation reduction in the City's overall property tax rate and encompasses all the service delivery and capital investment initiatives established by City Council. The budget was developed through continued utilization of a **strategic planning** process that ties citizen-driven service expectations with available resources. The FY 2022-2023 Adopted Budget is balanced and preserves the City's conservative position of financial strength and resiliency and serves as:

- The fiduciary policy position establishing service delivery expectations and accountability for the citizenry and staff;
- A plan of financial operations estimating expenditures for the fiscal year and the means of financing; and
- An operational plan for the programming and mobilization of human, material, and capital project resources during the fiscal year.

Property Values and Exemptions

Tax year 2022 certified estimates of taxable values increased by about 9.9% or almost \$185 million in total, compared to the 2021 certified values. The growth represents an increase in certified valuations from \$1.86 billion to \$2.05 billion. New properties added to the tax roll in 2022 equates to about \$92.1 million.

In addition to the increase in property tax values, the City increased property tax exemptions for residents over 65 from \$20,000 to \$50,000 and added a new exemption to qualifying disabled homesteads in the amount of \$50,000.

Property Tax Rate

The City's adopted property tax rate for the Fiscal Year 2022-2023 is \$0.3291 per \$100 taxable valuation, which is 6.4% or \$0.0227 lower than last year's property tax rate of \$0.3518. The maintenance and operations portion of the tax rate is \$0.3023, and the debt service portion of the tax rate is \$0.0268.

Financial Goals

The adopted budget was completed with the following financial goals in mind:

- Maintain optimum fund balance levels in accordance with City policy
- Ensure the City's infrastructure is reliable, well maintained, and in compliance with all regulations
- Continue the level of operational excellence our residents expect
- Provide a level of public safety service that preserves our status as one of the safest cities in the State
- Manage the tax rate by keeping it low while ensuring the maintenance and operational needs are met
- Operate with fiscal responsibility by ensuring that beginning fund balances are only used for capital or other one-time expenses

Budget Highlights

The FY 2022-2023 Adopted Budget continues the City's rich history of financial stewardship tailored to offset the residential tax burden. The City's major revenue sources have maintained strong growth for the General Fund. Second to ad valorem (property) taxes, the largest revenue source for the General Fund, sales and use tax, remains consistent with the City's trending growth even during economic fallout triggered by the coronavirus pandemic and the rising cost of doing business. This budget balances the increased revenue growth with inflationary pressures, while adding a School Resource Officer Program, a Mechanic Position in Public Works, and upholds a competitive compensation and benefits program throughout all City departments.



The Fiscal Year 2022-2023 Adopted Budget totals \$22.4 million for all funds. Of that amount, approximately \$13.8 million is for continued maintenance and operations, \$4.2 million is for capital improvement projects and equipment, and \$572k is for debt service. Interfund transfers are approximately \$3.8 million.

A few key components of the budget are as follows:

- Enhancing the City's strong financial position by maintaining a six-month operating reserve according to the City's Financial Management Policy.
- The creation of a School Resource Officer Program through the addition of two officers; one for each school within the City.
- Funding the addition of a new comprehensive program to scan and categorize City records.
- The addition of a Mechanic position in Public Works to better address maintenance of the City's fleet of vehicles and equipment.
- Funding \$1.7 million for four drainage projects identified in the Capital Improvement Plan. This plan addresses the City's existing drainage deficiencies and the ongoing maintenance of the system moving forward.
- Funding \$1.6 million for four roadway projects identified in the Capital Improvement Plan. One project has been approved for a Highway Safety Improvement Program Grant funded by the Texas Department of Transportation. This represents the City's commitment to leveraging federal and state funding to reduce the cost impact on our residents.
- Funding \$1.5 million in water and wastewater utility projects identified in the Utility Capital Improvement Plan.

Conclusion

In closing, I would like to reiterate the staff's appreciation to the City Council for your volunteerism, leadership, and direction. Knowing successful local governance is relationship driven, it is essential that we advance ideas and plans which address the concerns of the citizenry and ensure the City is prepared to meet the many challenges associated with aging infrastructure, managing growth, and operating a maturing organization. The Council's leadership in this effort is a mark of professional respect by City staff and acknowledges your commitment to the citizens of Fair Oaks Ranch.

Because we are a people organization, I am confident that the City's thirty-three (33) year history as an organization that cares about the community and its members will continue to be an asset. Our purpose is only accomplished thanks to the talents and dedication of my colleagues. Accordingly, I would like to thank all of our city employees for the outstanding service they provide to the citizenry on a daily basis and give credit to department heads and managers for their effective contributions of time and energy toward the preparation of the FY 2022-2023 budget. These are the people we trust with life and death decisions, with maintenance and operations of essential systems, and with helping to make Fair Oaks Ranch the "City of Choice."

Mayor and Council, thank you again for your leadership. Please know your Team of dedicated public servants is energized to preserve and protect the unique quality of life that makes Fair Oaks Ranch special. To the operational Team, I applaud your continued success. Please maintain your commitment to making a difference and always remember, it is our honor and privilege to serve on The Ranch!

Respectfully,



Tobin E. Maples, AICP
City Manager

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 is using growth management tools to ensure 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



Population Overview



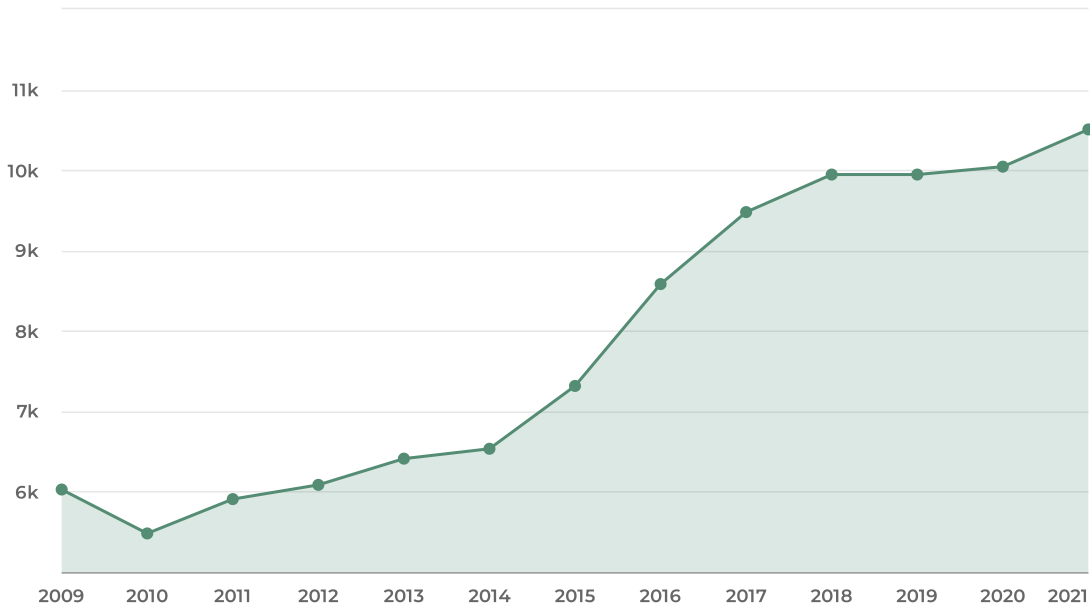
TOTAL POPULATION

10,505

▲ **4.6%**
vs. 2020

GROWTH RANK

4 out of **1220**
Municipalities in Texas



** Data Source: Client entered data for year 2021*



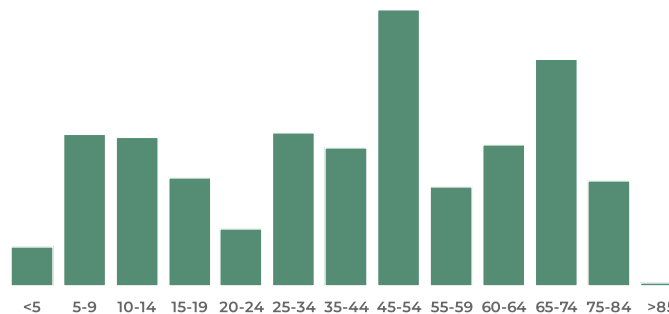
DAYTIME POPULATION

6,508

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

** Data Source: American Community Survey 5-year estimates*

POPULATION BY AGE GROUP



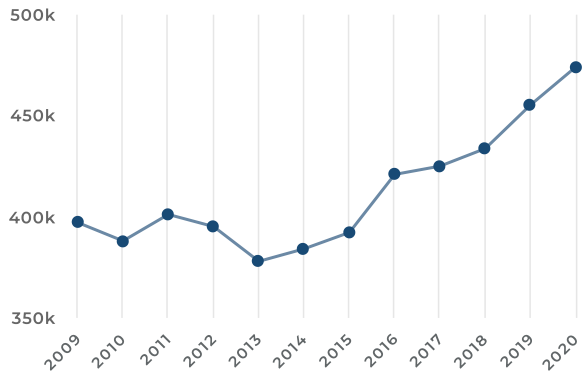
Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

** Data Source: American Community Survey 5-year estimates*

Housing Overview



2020 MEDIAN HOME VALUE
\$474,200



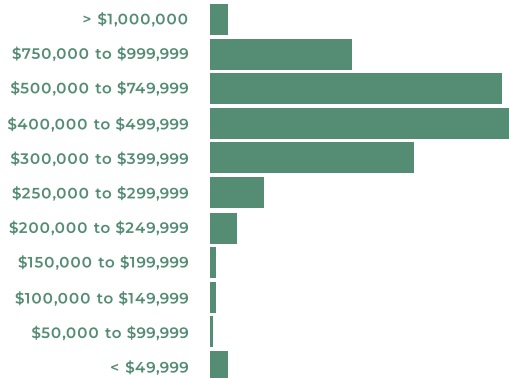
** Data Source: 2020 US Census Bureau
(<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.*

HOME OWNERS VS RENTERS

Fair Oaks Ranch State Avg.



HOME VALUE DISTRIBUTION

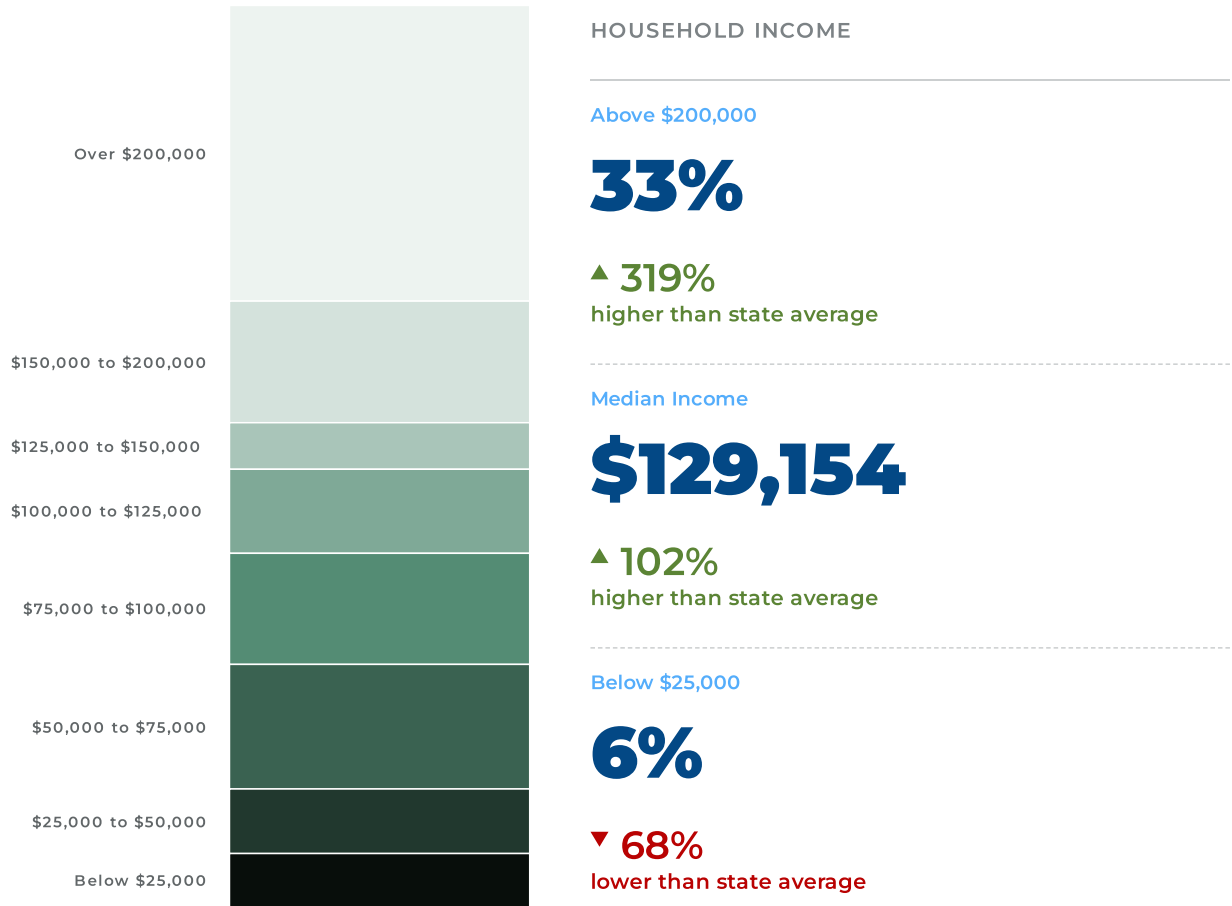


** Data Source: 2020 US Census Bureau
(<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.*

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(<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.*

Economic Analysis

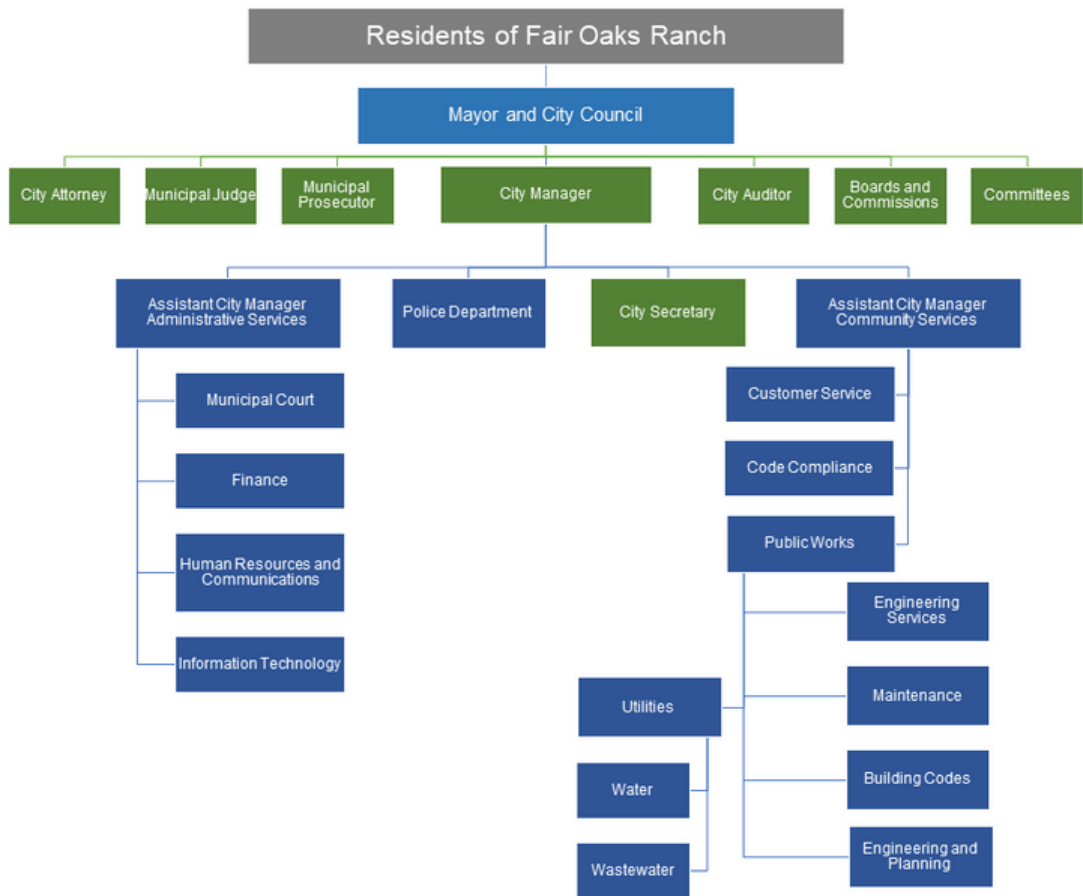
Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



* Data Source: American Community Survey 5-year estimates

* Data Source: American Community Survey, 2010 Census, 2000 US Census and 1990 US Census

Organizational Chart of the City



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.

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

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	Roy Elizondo, Secretary
Mike Lovelace, Treasurer	David Fairhurst	Rachelle Garcia
Stephen Robertson		

Investment Officer: Summer Fleming, Deputy City Secretary: Amanda Valdez

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, Chairperson	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.

Dean Gaubatz	Laurence Nichols	Michael Rey, Chairperson
J.C. Taylor	Jonathan Lisenby, Alternate	Roderick Terrell, 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	Dana Green
John Guidry	Ben Koerner	Paul Mebane, Chairperson
Seth Mitchell	Arthur Waterman	Christopher Weigand, Vice Chairperson
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

Greg Maxton

Chesley Muenchow

Liaison: Summer Fleming



Fund Structure of the City

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 criteria 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 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.

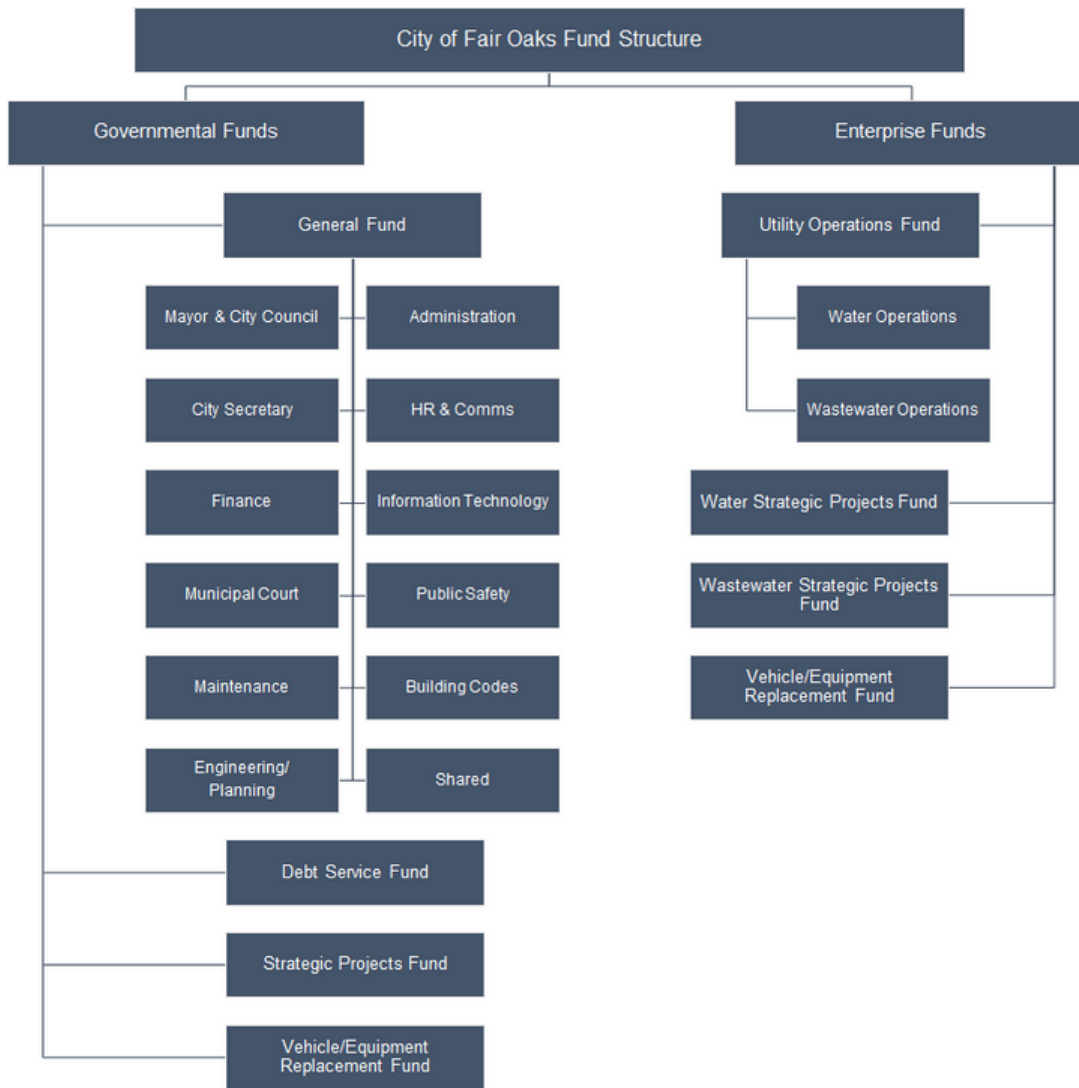
- **Wastewater Strategic and Capital Project Fund**

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.





THE CITY BUDGET



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 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 based on the estimated values and potential tax rate scenarios for the coming fiscal year.

- **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 meet 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)**

The City Council holds budget work sessions 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/August)**

The Finance Department incorporates these numbers and delivers a proposed budget to the 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 steps for the budget presentation, consideration, and adoption follow Texas Local Government Code as well as Truth in Taxation Laws.

- **The City Manager files the Proposed Budget with the City Secretary (August)**



- **The City holds a Public Hearing on the proposed budget and tax rate to receive citizen feedback on the proposals. (September)**
- **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.

Budget Overview

The proposed overall budget is \$22.9 million and includes a 2.27 cents reduction in the property tax rate while focusing on:

- Improving public safety by funding two school resource officer positions
- Reducing maintenance costs to external vendors by adding a mechanic position
- Increasing funding for capital infrastructure projects
- Continuing the enhanced annual road maintenance program
- Investing in employee benefit programs and training to ensure that the City of Fair Oaks Ranch remains competitive
- Managing inflationary pressures with no service level reduction
- Maintaining an operating reserve in accordance with City Policy

Tax Rate

The City's proposed budget for fiscal year 2023 includes a 2.27 cents reduction in the property tax rate. The budget lowers the tax rate from \$0.3518 per \$100 of valuation to \$0.3291 per \$100. The City Council also approved an increase in exemptions for homeowners 65 and older from \$20,000 to \$50,000, and a new \$50,000 exemption for qualifying disabled persons.

Sales Tax Revenue

The City continues to see an increase in the sales tax revenue collected, although the rate of increase is expected to slow from previous years when COVID was at its peak. This increase is mainly due to continued online purchasing which sources sales tax to the purchaser's address.

Public Safety Investments

The budget for FY 2023 reflects the City's prioritization of citizen safety and welfare by investing in additional public safety positions and a standards of cover and utilization study for fire services. The Fair Oaks Ranch Police Department will add two additional School Resource Officers (SROs) These positions are being added in collaboration with Boerne ISD to strengthen safety and security measures at the two elementary schools located within city limits. The school district and the City share the costs associated with these new positions. The budget also provides funding for a fire services study to determine how best to meet the needs of our growing population.

Asset Maintenance Investment

The budget for FY 2023 includes a full-time mechanic position. Proper care and maintenance of vehicles and equipment is essential to extending the life of these assets. The funding of this position will be shared between the General Fund and Utility Fund.

Strategic Action Plan and Funding for Capital Improvements

Capital Improvement projects represent \$5.3M of the FY 2023 budget. Included are projects for water and wastewater utility, drainage, streets, a fuel station, and a comprehensive program to scan and categorize City records. The increase in capital project funding reflects the City Council's strategic focus on implementing the City's approved Roadway, Drainage, and Water and Wastewater Capital Improvement Plans and includes projects in both the General Fund Budget and the Utility Budget.

Supporting our Employees

For FY 2023, the City remains committed to investing in its most important asset, its employees. The goal is to support and retain current employees, while attracting new talent. This budget includes the following:

- Benefits enhancements
- 3.2% wage adjustment in accordance with the Council approved Classification and Compensation Study
- Merit pay increases for qualified individuals
- Dedicated training funds to provide continuing education and advancement opportunities



Inflationary Pressures

This budget includes increases in expenditure budget lines that have been most impacted by the recent rise in the inflation rate, including fuel and electricity.

On the revenue side, the rising inflation rate and cost of electricity has impacted the franchise fee collections. An increase in franchise fee revenue for power companies is reflected in the FY 2023 budget.

Planning for the Future

The FY 2023 budget includes a transfer to the General Fund operating reserve to maintain a 6-month level in compliance with City policy, and a transfer to General Fund and Utility Fund Equipment Replacement Funds to save for future capital replacements. The budget also includes funding the design and/or construction of a future civic center.

Changes from the Proposed to Adopted Budget

The proposed budget was amended by City Council before adoption. The changes made to the proposed FY 2022-23 budget are as follows:

- Wage Adjustment- The proposed budget funds a 1% wage adjustment for employees with a pay grade of 30 or greater, and a 3.2% wage adjustment for the remaining employees. Council voted to amend that to a 3.2% wage adjustment across all employee levels in accordance with the Council approved Classification and Compensation Study. The all-inclusive funding for this wage adjustment is included in the Non-Departmental/Shared personnel line of the adopted budget.
- Ammann Road- Funds in the amount of \$365,286 for the Ammann Road Reconstruction CIP project design were included in the proposed General Fund SAP budget. The Council voted to remove this project's funding and add the budgeted \$365,286 to the unallocated fund balance .

Priorities for the Upcoming Budget Year

Operational Priorities

Operational priorities are included within individual departmental budgets in either the Governmental Fund or the Utility Fund. The primary focus of this year's budget is to continue to increase external services and improve infrastructure and facilities, while maintaining a commitment to uphold competitive compensation and benefits.

Governmental

- Enhanced Annual Street Maintenance Program
- Continued Improvements to Citizen Communications and Engagement
- New Equipment Requests
- Wage adjustments for all employees
- Addition of 2 School Resource Officers and a Mechanic (shared with Utility)

Utility

- Continued repair and maintenance of aging infrastructure
- New Equipment Requests
- Wage adjustments for all employees
- Addition of a Mechanic (shared with General Fund)



Strategic Priorities & Projects

The following are the strategic priorities and projects to be addressed within the next 12 months. Priorities are categorized as strategic when they qualify as non-operational, or may span over multiple budget years. Strategic Project costs are included within one of the City's three Strategic and Capital Funds (Governmental, Water, or Wastewater).

Pillar 3: Reliable and Sustainable Infrastructure	
Enhance & Ensure Continuity of Reliable Water Resources in Accordance with CCN Obligations	
Upgrade Electrical at Elmo Davis Pump Station	\$64,642
Expand Plant No. 5 and Install Solar Bee System	\$229,499
Old Fredericksburg Waterline	\$250,000
Enhance & Ensure Continuity of Reliable Wastewater Treatment in Accordance with CCN Obligation	
Wastewater Treatment Plant Rehabilitation	\$929,711
Enhance & Ensure Continuity of Reliable Drainage Improvement Initiatives	
Drainage Project 7840 Silver Spur Trail	\$601,000
Drainage Project 29010 Tivoli Way	\$456,000
Drainage Project 7967 Turf Paradise	\$85,031
Drainage Project 7820 Rolling Acres Trail	\$606,000
Enhance & Ensure Continuity of Reliable Roadways	
Dietz Elkhorn Roadway Reconstruction	\$245,915
Post Oak Trail Roadway Reconstruction	\$875,000
Dietz Elkhorn Sidewalk Project	\$41,282
Battle Intense Sidewalk Project	\$54,500
Pillar 4: Public Health, Safety and Welfare	
Develop a Long-Term Strategy for Continuity of Fire Services	
Standards of Cover and Utilization Study	\$18,000
Pillar 5: Operational Excellence	
Evaluate and Update Service Delivery Expectations and Best Practices	
Third Party Scanning of City Records	\$40,000
Implement Fuel Station for City Fleet Vehicles	\$65,000

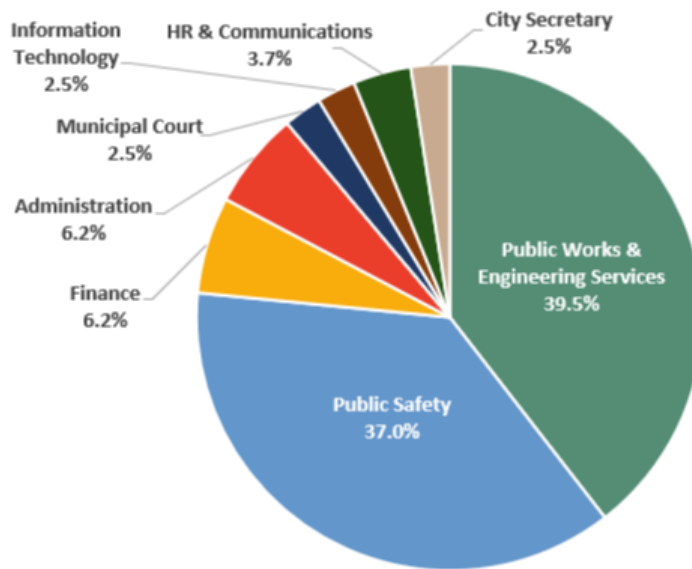
City of Fair Oaks Ranch Budgeted Staffing (FTE)

Department	FY 18-19	FY19-20	FY 20-21	FY 21-22	FY 22-23
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
Total FTE	74	74	75	78	81

For Fiscal Year 2022-23, the City has invested in 3 new positions (FTE):

- 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



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 priorities 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 the Council's Pillars and 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.

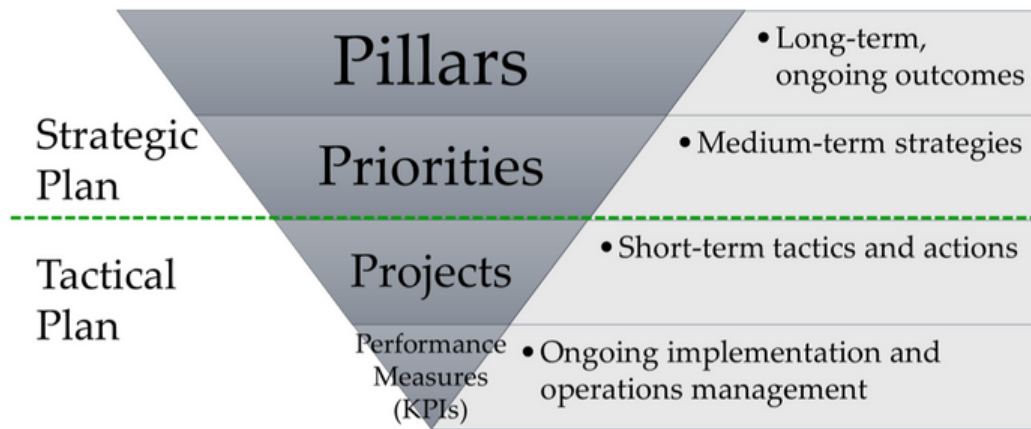
The Governmental Strategic Projects Fund includes non-utility, non-operational projects such as streets, drainage, master planning and general government facilities. Typically, these projects will be funded via general obligation bonds, certificates of obligation, tax revenue, or other financing methods. 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 that the City contributes funding for through the City's budget.

Strategic Plan Hierarchy



Strategic Pillars and 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 · Budget Processes · Long –Range Forecasting · Risk Inventory and Mitigation · Sustainable Financing Strategies · Financial Reporting Reliability
	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 · Comprehensive Plan · Infrastructure Master Plans · Mobility & Multi-modal Connectivity · Proactive Place Making · Environmental Sustainability
	Reliable and Sustainable Infrastructure 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.	Strategic Priority Areas · Water Continuity · Wastewater Continuity · Drainage Continuity · Roadway Continuity · City Facility Continuity
	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 · Police Services Continuity · Fire Services Continuity · EMS Continuity · Community Outreach
	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 · HR Programs · Communication Strategy · Service Expectations · IT Continuity and Master Plan · Interlocal Partnerships

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

	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 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	 	 	 	 				
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	 	 	 	 				

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

	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								
2.2: 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								

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

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

	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)								

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

	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								

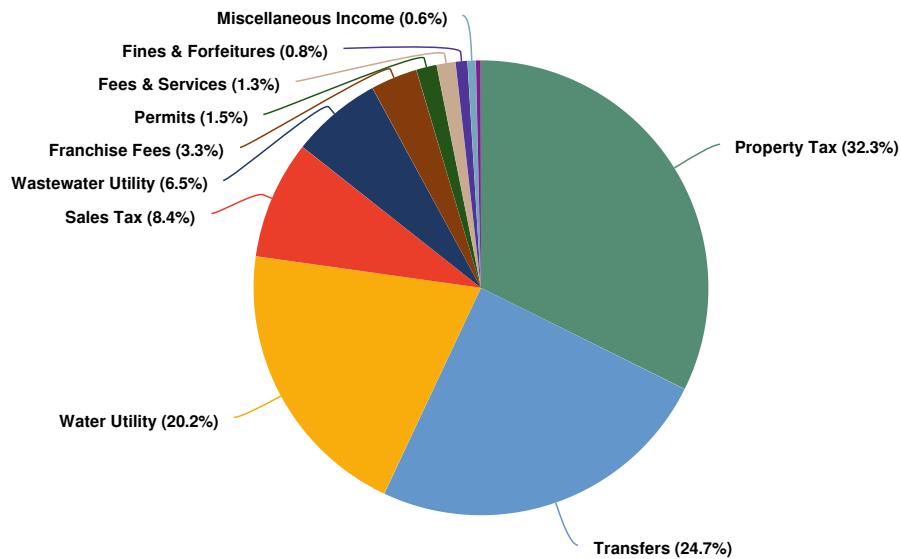
OVERVIEW OF REVENUE ASSUMPTIONS

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.

Total City Revenues by Source

Budgeted 2023 Total City Revenues by Source



Tax Revenue

Property Tax - 32.3% 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 taxable 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.

Tax year 2022 certified estimates of taxable values increased by about 9.9% or almost \$185 million in total, compared to the 2021 certified values. The growth represents an increase in certified valuations from \$1.86 billion to \$2.05 billion. New properties added to the tax roll in 2022 equate to about \$92.1 million.

In addition to the increase in property tax values, the City increased property tax exemptions for residents over 65 from \$20,000 to \$50,000 and added a new exemption to qualifying disabled homesteads in the amount of \$50,000. These additional exemptions resulted in a reduction in the taxable valuation of approximately \$39 million.

The City is estimating to receive \$6.76 million in property tax revenue for Fiscal Year 2023.

Sales and Use Tax - 8.4% of Total City Revenue, 18.1% of General Fund Revenue:

Another large revenue source for the General Fund is Sales and Use 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. The City is estimating to receive \$1.76 million in sales tax revenue for Fiscal Year 2023.

Fee, Permit and Miscellaneous Revenue

Utility Revenue - 26.7% 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.

Transfers - 24.7% of Total City Revenues:

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

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.

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.

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

This section includes Fair Oaks Ranch Utilities 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.



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.

Interest Revenue - 0.3% of Total City revenues:

Interest revenue is a fractional part of the total revenue 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 year's 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.

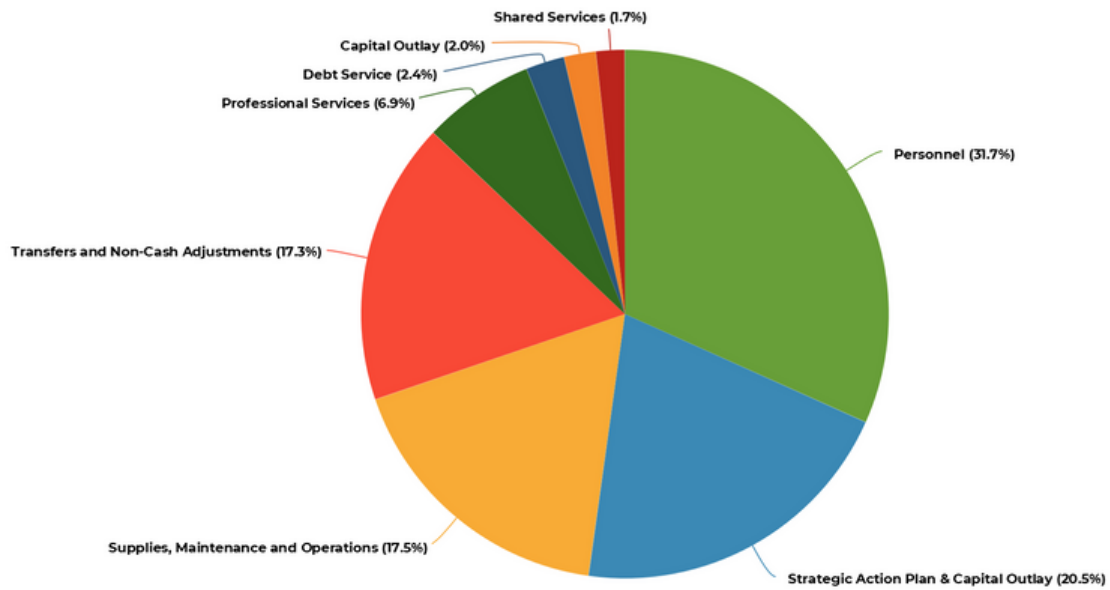
OVERVIEW OF EXPENDITURE ASSUMPTIONS

Overview of Expenditures and 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.

Total City Expenditures by Type

Budgeted 2023 Total City Expenditures by Type



City Expenditure Categories

Personnel Expenditures - 31.7% of Total City Expenditures:

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

Strategic Projects & Capital Outlay - 22.5% of Total City Expenditures:

Capital outlay includes the capital expenditures such as infrastructure and equipment, budgeted to be spent throughout all the funds.

Supplies, Maintenance & Operations Expenditures - 17.5% of Total City Expenditures:

This category of expenditure includes in-house street maintenance, drainage work, vehicle maintenance and repairs, green space maintenance, building and equipment repairs, minor equipment, fuel and supplies/consumables.

Transfers and Non-Cash Adjustments - 17.3% of Total City Expenditures:

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

Professional Services Expenditures - 6.9% of Total City Expenditures:

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

Debt Service Expenditures - 2.4% of Total City Expenditures:

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

Shared Services Expenditures - 1.7% of Total City Expenditures:

Shared service expenditures include electricity, postage, phones, alarms, citywide information technology costs, facility contracts and general liability insurance.

FUND SUMMARIES



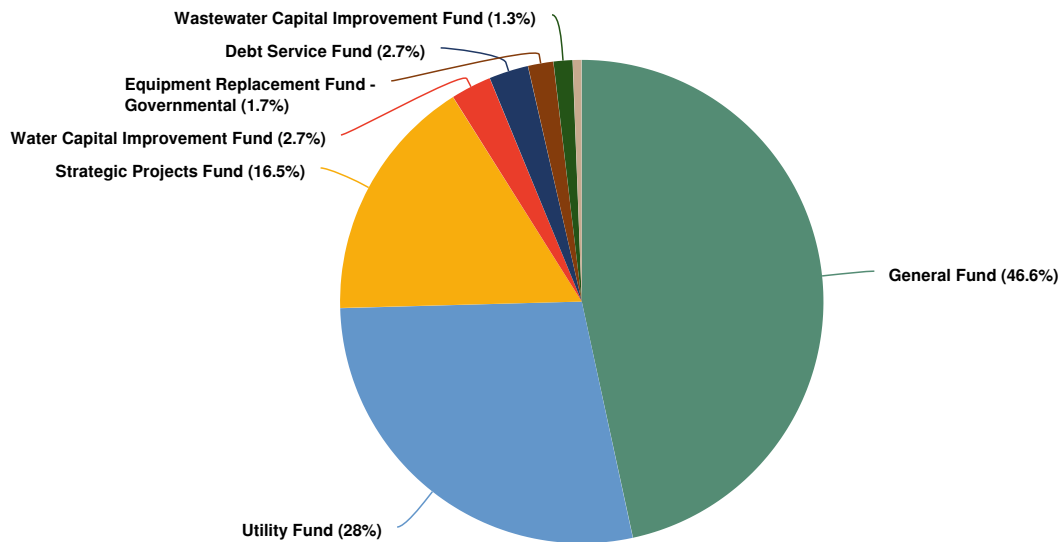
Consolidated Budget

This section includes all City funds, to provide an overall view of the finances for the City of Fair Oaks Ranch.

Summary

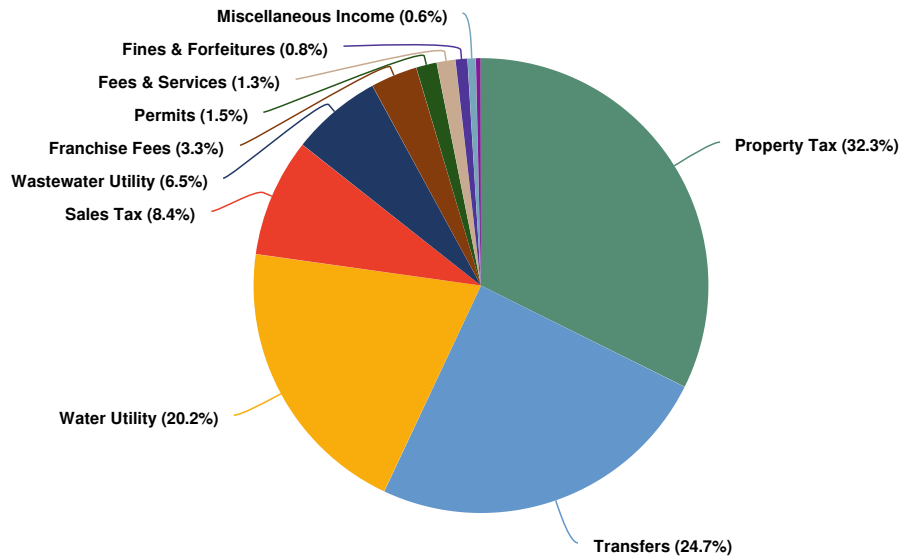
The City of Fair Oaks Ranch is projecting \$20.89M of revenue in FY2023, which represents a 12.49% increase over the prior year. Budgeted expenditures are projected to increase by 26.24% or \$5.03M to \$24.2M in FY2023.

Total City Revenue by Fund



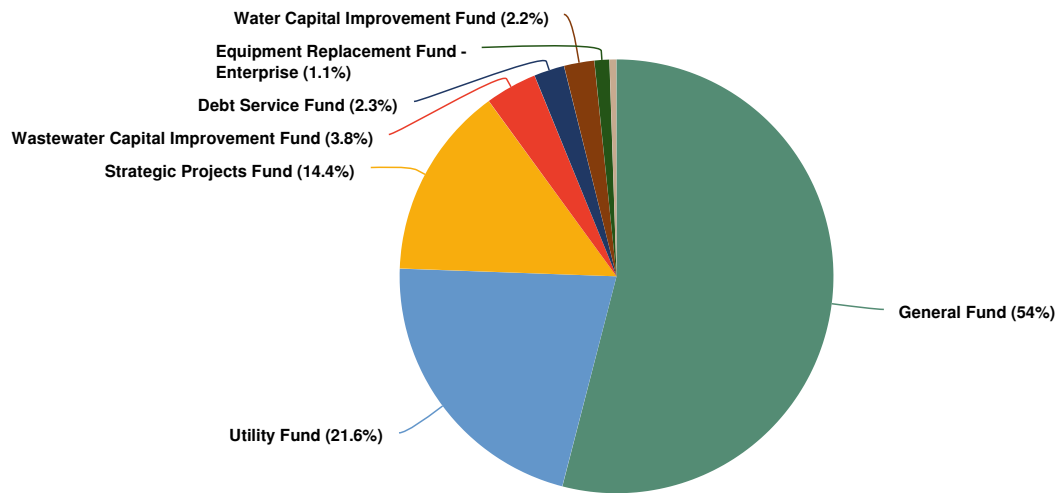
Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
General Fund	\$9,437,729	\$9,063,518	\$10,834,623	\$9,739,599
Strategic Projects Fund	\$182,000	\$865,000	\$1,207,222	\$3,442,995
Equipment Replacement Fund - Governmental	\$290,493	\$275,185	\$275,185	\$354,495
Debt Service Fund	\$563,101	\$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
Total:	\$17,900,368	\$18,573,101	\$22,470,243	\$20,892,311

Total City Projected Revenues by Source



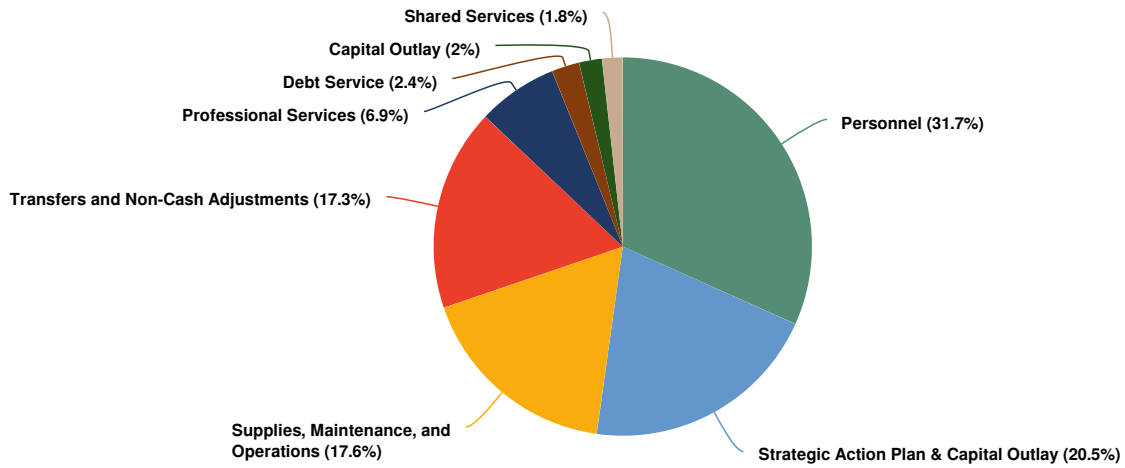
Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Revenue Source				
Property Tax	\$6,444,218	\$6,316,647	\$6,618,247	\$6,757,701
Sales Tax	\$1,460,542	\$1,595,018	\$1,676,125	\$1,758,683
Investment Income	\$4,345	\$9,000	\$58,500	\$73,000
Franchise Fees	\$651,534	\$618,200	\$692,500	\$692,050
Transfers	\$2,502,441	\$2,594,813	\$3,316,765	\$5,152,289
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
Total Revenue Source:	\$17,900,368	\$18,573,101	\$22,470,243	\$20,892,311

Total City Expenditures by Fund



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
General Fund	\$7,319,332	\$10,001,695	\$9,693,118	\$13,071,833
Strategic Projects Fund	\$263,210	\$1,319,416	\$1,813,757	\$3,485,543
Equipment Replacement Fund - Governmental	\$287,339	\$250,000	\$274,357	\$125,000
Debt Service Fund	\$551,075	\$549,585	\$549,585	\$552,530
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	\$7,144,558	\$5,214,662
Total:	\$15,037,052	\$19,165,245	\$21,975,267	\$24,193,870

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	\$4,002,408	\$4,179,162
Personnel	\$5,695,220	\$6,998,456	\$6,428,475	\$7,674,944
Supplies, Maintenance, and Operations	\$2,900,772	\$3,856,872	\$3,947,739	\$4,247,152
Professional Services	\$1,527,404	\$1,717,209	\$1,895,491	\$1,662,370
Shared Services	\$353,885	\$513,773	\$425,195	\$423,667
Capital Outlay	\$316,341	\$587,320	\$643,172	\$474,900
Debt Service	\$576,922	\$572,537	\$572,537	\$572,280
Strategic Action Plan & Capital Outlay	\$707,932	\$4,024,279	\$4,060,250	\$4,959,395
Total Expense Objects:	\$15,037,052	\$19,165,245	\$21,975,267	\$24,193,870



Governmental Funds

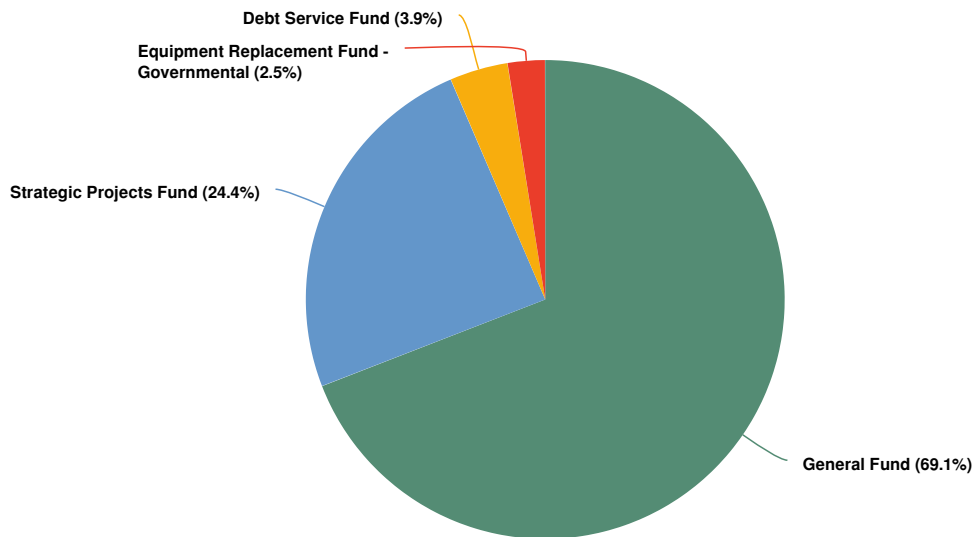
CONSOLIDATED GOVERNMENTAL FUNDS

Governmental funds are generally used to account for tax-supported activities. The City's governmental funds include the General Fund, which accounts for all financial resources not accounted for in some other fund, a Strategic Projects Fund, a Vehicle/Equipment Replacement Fund, and a Debt Service Fund.

Summary

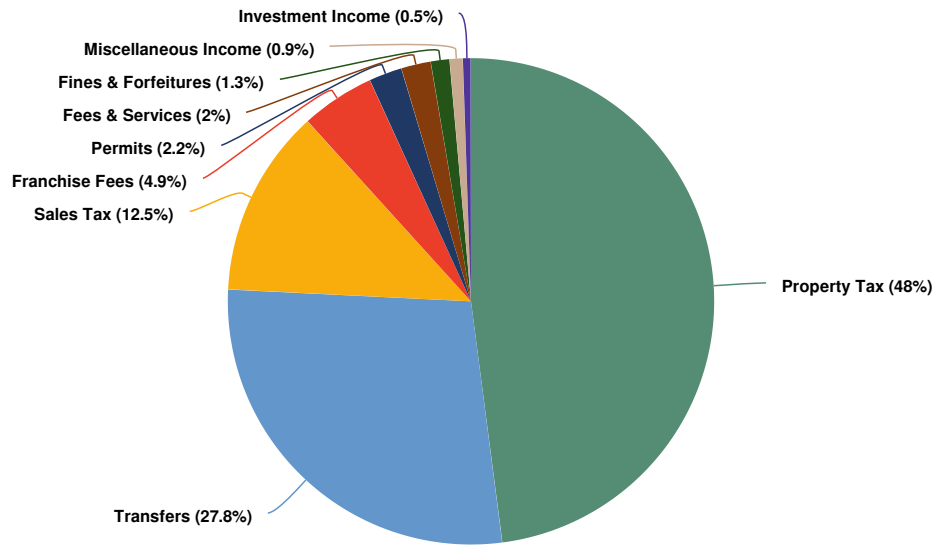
The City of Fair Oaks Ranch is projecting \$10.16 million in revenue and \$3.92 million in interfund transfers for a total of \$14.09 million in revenue sources to the Governmental Funds. This is a 31.06% increase over the prior year. The largest revenue source is ad valorem taxes, which comprise 48% of the total Governmental Fund revenue. Budgeted expenditures are projected to be \$13.31 million and \$3.92 million in interfund transfers for a total of \$17.23 million in expenditures. This is a 42% increase over prior year. In FY 2021-22, the City Council approved Capital Improvement Plans (CIPs) for Roadway, Drainage, and Water/Wastewater. The FY 2022-23 Capital Improvement Program includes \$3.49 million in General Government expenditures for capital and strategic projects.

Governmental Revenue by Fund



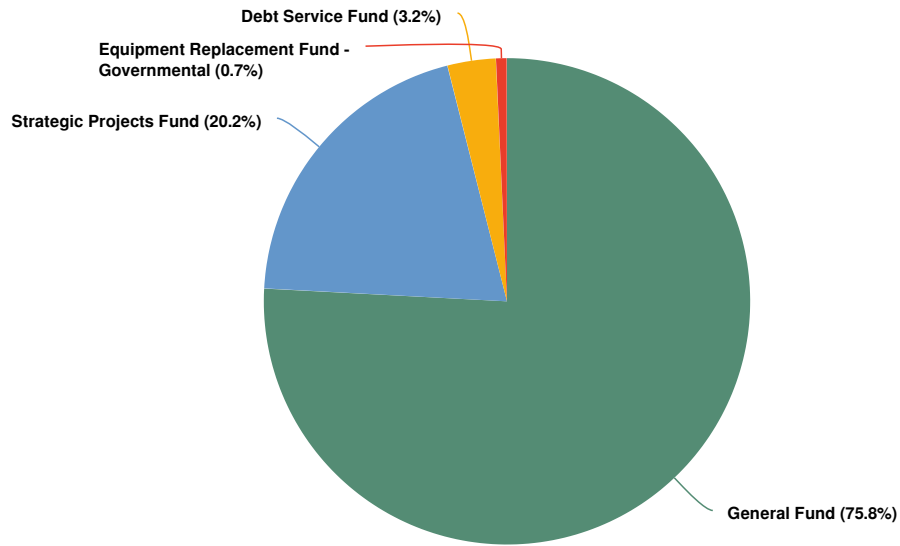
Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
General Fund	\$9,437,729	\$9,063,518	\$10,834,623	\$9,739,599
Strategic Projects Fund	\$182,000	\$865,000	\$1,207,222	\$3,442,995
Equipment Replacement Fund - Governmental	\$290,493	\$275,185	\$275,185	\$354,495
Debt Service Fund	\$563,101	\$548,171	\$557,271	\$554,268
Total:	\$10,473,323	\$10,751,874	\$12,874,301	\$14,091,357

Governmental Revenue by Source



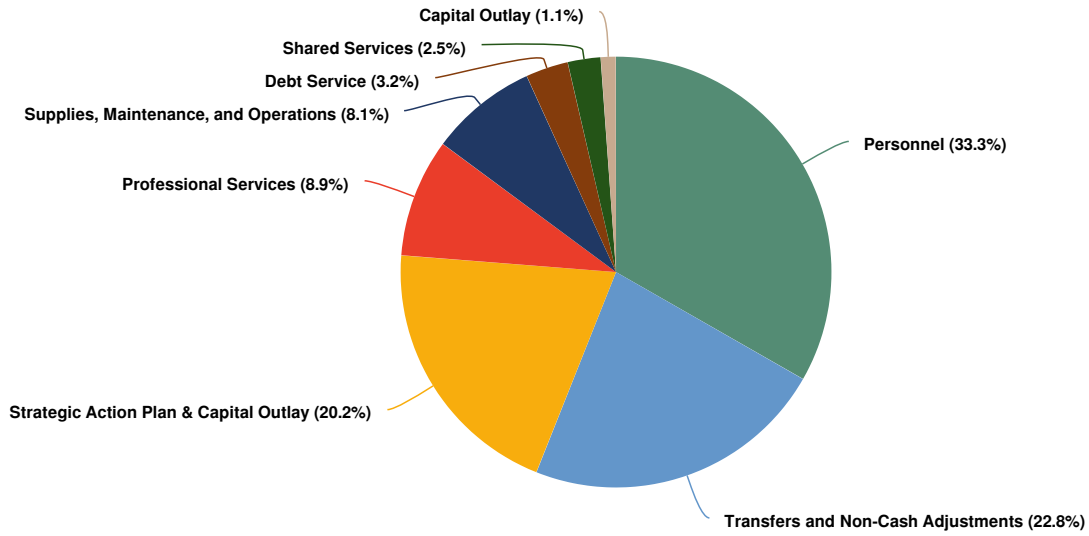
Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Revenue Source				
Property Tax	\$6,444,218	\$6,316,647	\$6,618,247	\$6,757,701
Sales Tax	\$1,460,542	\$1,595,018	\$1,676,125	\$1,758,683
Investment Income	\$4,345	\$9,000	\$58,500	\$73,000
Franchise Fees	\$651,534	\$618,200	\$692,500	\$692,050
Transfers	\$759,832	\$1,390,185	\$1,756,764	\$3,922,490
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
Total Revenue Source:	\$10,473,323	\$10,751,874	\$12,874,301	\$14,091,357

Governmental Expenditures by Fund



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
General Fund	\$7,319,332	\$10,001,695	\$9,693,118	\$13,071,833
Strategic Projects Fund	\$263,210	\$1,319,416	\$1,813,757	\$3,485,543
Equipment Replacement Fund - Governmental	\$287,339	\$250,000	\$274,357	\$125,000
Debt Service Fund	\$551,075	\$549,585	\$549,585	\$552,530
Total:	\$8,420,956	\$12,120,696	\$12,330,817	\$17,234,906

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	\$3,922,490
Personnel	\$4,305,366	\$5,205,922	\$4,732,835	\$5,734,360
Supplies, Maintenance, and Operations	\$721,305	\$1,325,097	\$1,258,460	\$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
Debt Service	\$551,075	\$549,585	\$549,585	\$552,530
Strategic Action Plan & Capital Outlay	\$263,210	\$1,319,416	\$1,813,757	\$3,485,543
Total Expense Objects:	\$8,420,956	\$12,120,696	\$12,330,817	\$17,234,906

Changes in Governmental Fund Balances

Fund balance is used to describe the net position of a governmental fund calculated in accordance with generally accepted accounting principals (GAAP). Fund balance is intended to serve as a measure of financial resources available in a governmental fund. At the end of each fiscal year, any unencumbered appropriation balances lapse and revert to the unassigned fund balance.

The total of all Government Fund balances on October 1 is estimated to be \$9.9 million, an increase of \$543,488 from the previous years total of \$9.3 million. The increase is attributable to a combination of an increase in ad valorem tax collections and sales tax revenues, as well as personnel savings due to vacancies.

The FY 2022-23 budget reflects the City's response to addressing infrastructure needs as approved in the Capital Improvement Plans. The General Fund balance is decreasing by \$3.3 million in unrestricted reserves from prior year surpluses to fund roadway and drainage capital projects. Additionally, the Equipment Replacement Fund balance is increasing \$229,495 for the annual savings of future equipment purchases.

The Fund Balance Policy of the General Fund is to maintain at least six months of operating expense in unrestricted reserves, and all FY 2022-23 projected balances meet City Policy.

ESTIMATED FUND BALANCES FISCAL YEAR 2021-22

	Actual Beginning Funds 10/1/2021	Estimated Revenues and Other Sources FY 2021-22	Estimated Expenditures and Other Uses FY 2021-22	Estimated Ending Funds 9/30/2022	Estimated Change in Fund Balances FY 2021-22
Governmental Funds:					
General Fund	7,355,560	10,834,625	9,693,116	8,497,069	1,141,509
Strategic Projects Fund	1,073,183	1,207,222	1,813,757	466,648	(606,535)
Equipment Replacement Fund	872,769	275,185	274,357	873,597	828
Debt Service Fund	44,337	557,271	549,585	52,023	7,686
Total	9,345,849	12,874,303	12,330,815	9,889,337	543,488

PROJECTED FUND BALANCES FISCAL YEAR 2022-23

	Estimated Beginning Funds 10/1/2022	Budgeted Revenues and Other Sources FY 2022-23	Budgeted Expenditures and Other Uses FY 2022-23	Projected Ending Funds 9/30/2022	Projected Change in Fund Balances FY 2022-23
Governmental Funds:					
General Fund	8,497,069	9,739,599	13,071,833	5,164,835	(3,332,234)
Strategic Projects Fund	466,648	3,442,995	3,485,543	424,100	(42,548)
Equipment Replacement Fund	873,597	354,495	125,000	1,103,092	229,495
Debt Service Fund	52,023	554,268	552,530	53,761	1,738
Total	9,889,337	14,091,357	17,234,906	6,745,788	(3,143,549)



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 General 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 a 7.46% increase over the prior year. Budgeted expenditures are projected to increase by 30.7% or \$3.07M to \$13.07M in FY2023.

General Fund Revenues by Source

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Revenue Source				
Property Tax	\$5,881,175	\$5,769,476	\$6,061,476	\$6,204,433
Sales Tax	\$1,460,542	\$1,595,018	\$1,676,125	\$1,758,683
Investment Income	\$4,286	\$8,000	\$58,000	\$72,000
Franchise Fees	\$651,534	\$618,200	\$692,500	\$692,050
Transfers	\$287,339	\$250,000	\$274,357	\$125,000
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
Total Revenue Source:	\$9,437,729	\$9,063,518	\$10,834,623	\$9,739,599

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	\$3,797,490
Personnel	\$4,305,366	\$5,205,922	\$4,732,835	\$5,734,360
Supplies, Maintenance, and Operations	\$721,305	\$1,325,097	\$1,258,460	\$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
Total Expense Objects:	\$7,319,332	\$10,001,695	\$9,693,118	\$13,071,833

Fund Balance

	FY2021	FY2022	FY2023
Fund Balance	—	—	—
Unassigned	\$3,265,168	\$4,003,394	\$434,233
Assigned	\$3,885,321	\$4,275,321	\$4,555,322
Committed	\$0	\$0	\$0
Restricted	\$109,002	\$122,284	\$79,211
Nonspendable	\$96,070	\$96,070	\$96,070
Total Fund Balance:	\$7,355,561	\$8,497,069	\$5,164,836

General Fund Expenditures by Department

Name	FY 2021 Actual	FY 2022 Budgeted	FY 2022 Projected	FY 2023 Budgeted
Departments				
Mayor & Council	\$4,774	\$34,800	\$18,344	\$29,700
City Administration	\$589,236	\$706,178	\$684,323	\$702,201
City Secretary	\$223,747	\$227,114	\$206,009	\$249,361
HR & Communication	\$224,256	\$233,702	\$176,274	\$232,503
Finance	\$322,852	\$382,433	\$318,327	\$370,915
Information Technology	\$324,526	\$437,366	\$411,955	\$387,471
Municipal Court	\$192,955	\$248,516	\$207,637	\$283,126
Public Safety & Emergency	\$3,045,958	\$3,542,881	\$3,427,259	\$3,852,476
Maintenance	\$543,008	\$923,122	\$751,699	\$884,108
Building Codes	\$253,664	\$273,518	\$284,445	\$322,479
Engineering & Planning	\$969,803	\$1,604,768	\$1,548,874	\$1,638,950
Non-Departmental & Shared	\$624,554	\$1,387,297	\$1,657,972	\$4,118,543
Total Expenditures	\$7,319,333	\$10,001,695	\$9,693,118	\$13,071,833



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 \$3.4M in FY2023, which represents a 298% increase over the prior year budget. Budgeted expenditures are projected to increase by 164.17% or \$2.17M to \$3.49M in FY2023.

Revenues by Source

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Revenue Source				
Transfers	\$182,000	\$865,000	\$1,207,222	\$3,442,995
Total Revenue Source:	\$182,000	\$865,000	\$1,207,222	\$3,442,995

Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Strategic Action Plan & Capital Outlay				
Strategic and Capital Projects				
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	\$0	\$175,000	\$473,322	\$0
ROLLING ACRES TRAIL PROJECT #5	\$0	\$85,000	\$85,000	\$606,000
SILVER SPUR TRAIL PROJECT #17	\$0	\$95,000	\$95,000	\$601,000
FAIR OAKS PKWY PROJECT #25	\$0	\$40,000	\$0	\$0
FAIR OAKS PKWY PROJECT #30	\$0	\$10,000	\$10,000	\$0
TIVOLI WAY PROJECT #34	\$0	\$50,000	\$50,000	\$456,000
TURF PARADISE LANE PROJECT #37	\$0	\$40,000	\$40,000	\$85,031
ROCKINGHORSE LANE PROJECT #61	\$0	\$75,000	\$50,000	\$0
EBOND DEVELOPMENT PROGRAM	\$0	\$200,000	\$50,000	\$0
POST OAK TRAIL	\$0			\$875,000
DIETZ ELKHORN RECONSTRUCTION	\$0			\$245,915
DIETZ ELKHORN SIDEWALK	\$0			\$41,282

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
BATTLE INTENSE SIDEWALK	\$0			\$54,500
TREE PRESERVATION & OAK WILT	\$6,452	\$0	\$0	\$0
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
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	\$0	\$30,000	\$0	\$0
CITY FLEET FUEL STATION	\$0	\$15,000	\$0	\$50,000
3RD PARTY SCANNING	\$0			\$40,000
PERSONAL PROPERTY	\$4,938	\$0	\$524	\$0
Total Strategic and Capital Projects:	\$263,210	\$1,319,416	\$1,813,757	\$3,485,543
Total Strategic Action Plan & Capital Outlay:	\$263,210	\$1,319,416	\$1,813,757	\$3,485,543
Total Expense Objects:	\$263,210	\$1,319,416	\$1,813,757	\$3,485,543

Fund Balance

	FY2021	FY2022	FY2023
Fund Balance	—	—	—
Assigned	\$1,073,184	\$466,649	\$424,101
Total Fund Balance:	\$1,073,184	\$466,649	\$424,101



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
Total Revenue Source:	\$290,493	\$275,185	\$275,185	\$354,495

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
Total General Expense:	\$287,339	\$250,000	\$274,357	\$125,000
Total Transfers and Non-Cash Adjustments:	\$287,339	\$250,000	\$274,357	\$125,000
Total Expense Objects:	\$287,339	\$250,000	\$274,357	\$125,000

Fund Balance

	FY2021	FY2022	FY2023
Fund Balance	—	—	—
Assigned	\$872,769	\$873,597	\$1,103,092
Total Fund Balance:	\$872,769	\$873,597	\$1,103,092





Governmental Debt Service Fund

The Governmental Debt Service Fund accumulates and makes payments of principal and interest on long-term debt secured by the general taxing powers of the City. Resources include an applicable portion of the Ad Valorem Tax levy (I&S rate) and related interest income.

Debt Service Revenues by Source

The I&S rate for FY 2022-23 is \$.0268 per \$100 valuation, which is less than last year's rate of \$.0295 per \$100 valuation.

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
Total Revenue Source:	\$563,101	\$548,171	\$557,271	\$554,268

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
Total Expense Objects:	\$551,075	\$549,585	\$549,585	\$552,530

Fund Balance

	FY2021	FY2022	FY2023
Fund Balance	—	—	—
Restricted	\$44,337	\$52,023	\$53,761
Total Fund Balance:	\$44,337	\$52,023	\$53,761



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, 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.



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 25.9% or \$1.07M to \$5.20M in FY2023

Projected Utility Fund Revenues by Source

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Revenue Source				
Transfers				
TRANSFER FROM EQUIP REPL FUND	\$0	\$152,820	\$152,820	\$114,750
TRANSFER FROM EQUIP REPL FUND	\$0	\$45,000	\$100,579	\$155,700
Total Transfers:	\$0	\$197,820	\$253,399	\$270,450
Water Utility				
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
PERMITS/VARIANCES	\$1,025	\$1,000	\$1,500	\$1,200
CREDIT CARD SERVICE FEE	\$21,147	\$15,000	\$28,000	\$28,000
Total Water Utility:	\$4,268,594	\$4,325,991	\$4,475,969	\$4,222,630
Wastewater Utility				
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
Total Wastewater Utility:	\$1,415,841	\$1,370,398	\$2,639,762	\$1,348,525



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Total Revenue Source:	\$5,684,436	\$5,894,209	\$7,369,130	\$5,841,605

Utility Fund Budgeted Expenditures by Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Transfers and Non-Cash Adjustments				
Water Utility				
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
Total Water Utility:	\$1,083,115	-\$373,056	\$401,970	\$477,206
Wastewater Utility				
SEWER SERVICE DEPRECIATION	\$266,664	\$226,477	\$226,477	\$270,600
WASTEWATER ASSETS TRANSFER	-\$39,759	-\$895,000	-\$204,579	-\$1,085,411
Transfer to WW Capital Improve	\$843,727	\$320,666	\$1,540,670	\$264,587
TRANSFER TO VEH/EQUIP REPL	\$45,000	\$27,707	\$27,707	\$59,240
Total Wastewater Utility:	\$1,115,631	-\$320,150	\$1,590,275	-\$490,984
Total Transfers and Non-Cash Adjustments:	\$2,198,746	-\$693,206	\$1,992,245	-\$13,778
Personnel				
Water Utility				
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	\$450,057
WATER ADMIN. TAXES FICA	\$17,605	\$26,393	\$22,337	\$27,746
ADMIN. TAXES MCARE	\$4,118	\$6,173	\$5,269	\$6,489
W ADMIN. WORKERS COMP INSURANC	\$1,421	\$2,637	\$1,847	\$1,525
WATER ADMIN TAXES - FUTA/SUTA	\$1,435	\$1,204	\$78	\$504
WATER ADMIN. RETIREMENT	\$22,727	\$50,328	\$44,650	\$53,356
WATER ADMIN. INSURANCE	\$41,574	\$49,603	\$49,603	\$57,027
WATER ADMIN OPEB	\$1,505	\$0	\$0	\$0
Total Water Utility:	\$697,902	\$894,232	\$866,308	\$981,465



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Wastewater Utility				
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	\$432,549
SEWER ADMIN. TAXES FICA	\$15,999	\$25,323	\$21,805	\$26,662
SEWER ADMIN TAXES MCARE	\$3,741	\$5,922	\$5,143	\$6,235
WW ADMIN WORKERS COMP INSURANC	\$751	\$2,107	\$1,322	\$1,468
WW ADMIN TAXES - FUTA/SUTA	\$1,309	\$1,136	\$75	\$477
SEWER ADMIN. RETIREMENT	\$20,633	\$48,288	\$43,631	\$51,270
SEWER ADMIN INSURANCE	\$38,042	\$46,645	\$54,145	\$56,863
SEWER ADMIN OPEB	\$1,367	\$0	\$0	\$0
Total Wastewater Utility:	\$691,952	\$898,302	\$829,332	\$959,119
Total Personnel:	\$1,389,854	\$1,792,534	\$1,695,640	\$1,940,584
Supplies, Maintenance, and Operations				
Water Utility				
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



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
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
CREDIT CARD SERVICE FEE	\$17,062	\$13,800	\$27,300	\$27,500
Total Water Utility:	\$1,581,782	\$1,826,497	\$1,959,566	\$2,200,766
Wastewater Utility				
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



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
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
Total Wastewater Utility:	\$597,685	\$705,278	\$729,713	\$658,612
Total Supplies, Maintenance, and Operations:	\$2,179,467	\$2,531,775	\$2,689,279	\$2,859,378
Professional Services				
Water Utility				
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
EMPLOYEE APPRECIATION		\$3,470	\$3,470	\$5,108
Total Water Utility:	\$322,149	\$178,048	\$425,985	\$65,244
Wastewater Utility				
SEWER PROFESSIONAL FEES	\$55,312	\$103,023	\$63,023	\$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
Total Wastewater Utility:	\$55,312	\$111,943	\$69,880	\$65,534
Total Professional Services:	\$377,461	\$289,991	\$495,865	\$130,778
Capital Outlay				
Water Utility				
WATER OPERATIONAL CAPITAL	\$0	\$0	\$0	\$35,500
WATER EQUIPMENT PURCHASES	\$0	\$152,820	\$147,998	\$86,750
Total Water Utility:	\$0	\$152,820	\$147,998	\$122,250
Wastewater Utility				
WASTEWATER OPERATIONAL CAPITAL	\$0	\$0	\$55,579	\$46,200
WASTEWATER EQUIPMENT PURCHASES	\$0	\$45,000	\$45,000	\$109,500
Total Wastewater Utility:	\$0	\$45,000	\$100,579	\$155,700
Total Capital Outlay:	\$0	\$197,820	\$248,577	\$277,950
Debt Service				
Water Utility				
OB BOND INTEREST COST	\$21,712	\$19,280	\$19,280	\$16,590
Total Water Utility:	\$21,712	\$19,280	\$19,280	\$16,590
Wastewater Utility				
OB BOND INTEREST COST	\$4,136	\$3,672	\$3,672	\$3,160
Total Wastewater Utility:	\$4,136	\$3,672	\$3,672	\$3,160
Total Debt Service:	\$25,847	\$22,952	\$22,952	\$19,750



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Total Expense Objects:	\$6,171,375	\$4,141,866	\$7,144,558	\$5,214,662

Fund Balance

The fund balance of the City's Utility consists mostly of its investment in capital assets, such as water and wastewater plants, distribution lines, machinery, vehicles and equipment. The fund balance of the Utility is expected to increase by \$626,943 or 4.7% in Fiscal year 2022-2023.

	FY2021	FY2022	FY2023
Fund Balance	—	—	—
Unassigned	\$3,936,411	\$3,502,559	\$2,836,375
Nonspendable	\$8,081,382	\$9,815,811	\$11,108,938
Total Fund Balance:	\$12,017,793	\$13,318,370	\$13,945,313



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
Total Revenue Source:	\$808,883	\$602,403	\$602,403	\$568,787

Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Strategic Action Plan & Capital Outlay				
Water Utility				
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
Total Water Utility:	\$343,079	\$1,555,074	\$791,326	\$544,141
Total Strategic Action Plan & Capital Outlay:	\$343,079	\$1,555,074	\$791,326	\$544,141
Total Expense Objects:	\$343,079	\$1,555,074	\$791,326	\$544,141

Fund Balance

The fund balance of the Water Strategic and Capital Fund is expected to increase 2% in Fiscal Year 2022-2023. These funds are derived from Impact Fees charged on new development in the water utility system as well as a Capital Projects Fee charged to water utility customers each month. These funds are assigned for capital improvements to the water utility system.

	FY2021	FY2022	FY2023
Fund Balance	—	—	—
Assigned	\$1,443,116	\$1,254,192	\$1,278,838
Total Fund Balance:	\$1,443,116	\$1,254,192	\$1,278,838



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
Total Revenue Source:	\$843,727	\$1,240,876	\$1,540,670	\$264,587

Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Strategic Action Plan & Capital Outlay				
Wastewater Utility				
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
Total Wastewater Utility:	\$101,642	\$1,149,789	\$1,455,167	\$929,711
Total Strategic Action Plan & Capital Outlay:	\$101,642	\$1,149,789	\$1,455,167	\$929,711
Total Expense Objects:	\$101,642	\$1,149,789	\$1,455,167	\$929,711

Fund Balance

The fund balance in the Wastewater Strategic and Capital Fund is derived from Impact Fees charged on new development in the wastewater utility system as well as a Capital Projects Fee charged to wastewater customers each month. These funds are assigned for capital improvements to the wastewater system. The fund balance is expected to decrease \$665,124 or 56.7% in Fiscal Year 2022-2023 for a project to rehabilitate and expand the current utility wastewater treatment plant. The project is expected to take 5 years for completion.

	FY2021	FY2022	FY2023
Fund Balance	—	—	—
Assigned	\$1,087,394	\$1,172,897	\$507,773
Total Fund Balance:	\$1,087,394	\$1,172,897	\$507,773



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
Total Revenue Source:	\$90,000	\$83,739	\$83,739	\$125,975

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
Total General Expense:	\$0	\$197,820	\$253,399	\$270,450
Total Transfers and Non-Cash Adjustments:	\$0	\$197,820	\$253,399	\$270,450
Total Expense Objects:	\$0	\$197,820	\$253,399	\$270,450

Fund Balance

	FY2021	FY2022	FY2023
Fund Balance	—	—	—
Assigned	\$886,405	\$716,745	\$572,270
Total Fund Balance:	\$886,405	\$716,745	\$572,270

CITY DEPARTMENTS

Mayor & City Council



Mission Statement/Objectives

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 Water and Wastewater Utility Rate Citizens Advisory Panel
- Began design of four stormwater projects
- 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.
- Finance Department 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

Departmental Goals

- Provide quality municipal services while maintaining fiscal responsibility
- Protect the health, safety, and welfare of the citizens
- Identify and promote the long-term strategic objectives for the City

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
Expense Objects				
Supplies, Maintenance, and Operations				
General Government				
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
Total General Government:	\$286	\$4,850	\$2,350	\$2,850
Total Supplies, Maintenance, and Operations:	\$286	\$4,850	\$2,350	\$2,850
Professional Services				
General Government				
PROFESSIONAL SERVICES	\$0	\$8,100	\$0	\$0
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
Total General Government:	\$4,488	\$29,950	\$15,994	\$26,850
Total Professional Services:	\$4,488	\$29,950	\$15,994	\$26,850
Total Expense Objects:	\$4,774	\$34,800	\$18,344	\$29,700

Administration



Mission Statement/Objectives

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 administrative 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.

Departmental Goals

- Conduct the City's operations in an efficient and responsible manner
- Develop effective master planning to ensure the City is well positioned now, and for the future
- Effectively communicate with citizens, businesses, other governmental entities, and stakeholders
- Provide exceptional customer service and effective administration of services

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-Community Services	1	1	1	1
Executive Assistant**	1	-	-	-
Administrative Clerk	2	2	2	2
Total Funded Staffing	5	5	5	5

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



Tobin Maples, City Manager



Carole Vanzant, Assistant City Manager
Community Services



Scott Huizenga, Assistant City Manager
Administrative Services



Administrative Clerks, Elizabeth and Lilianna

Expenditures Summary

\$702,201
-\$3,977
 (-0.56% vs. prior year)

Budgeted Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Personnel				
OVERTIME	\$46	\$142	\$0	\$111
SALARIES	\$343,598	\$462,925	\$404,109	\$446,314
TAXES - SOCIAL SECURITY	\$17,704	\$28,710	\$22,676	\$27,611
TAXES - MEDICARE	\$4,994	\$6,714	\$5,910	\$6,457
TAXES - FUTA/SUTA	\$702	\$765	\$765	\$306
WORKERS' COMP INSURANCE	\$796	\$1,250	\$703	\$1,460
RETIREMENT	\$41,111	\$54,746	\$48,926	\$53,095
HEALTH INSURANCE	\$31,286	\$31,577	\$37,131	\$39,172
CAR ALLOWANCE	\$7,200	\$7,200	\$7,200	\$7,200
Total Personnel:	\$447,437	\$594,029	\$527,420	\$581,726
Supplies, Maintenance, and Operations				
SUPPLIES & CONSUMABLES	\$113	\$850	\$850	\$650
MINOR EQUIPMENT & FURNITURE	\$0	\$5,080	\$830	\$900
FUEL	\$96	\$100	\$100	\$200
UNIFORMS	\$79	\$350	\$350	\$250
Total Supplies, Maintenance, and Operations:	\$288	\$6,380	\$2,130	\$2,000
Professional Services				
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
Total Professional Services:	\$141,511	\$105,769	\$127,413	\$118,475
Capital Outlay				
FURNITURE, FIXTURES & EQUIP	\$0	\$0	\$27,360	\$0
Total Capital Outlay:	\$0	\$0	\$27,360	\$0
Total Expense Objects:	\$589,236	\$706,178	\$684,323	\$702,201

City Secretary



Christina Picioccio
City Secretary

Mission Statement/Objectives

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.

Departmental Goals

- Initiate the next phase of Records Management Plan – Evaluating our electronic records, reorganizing, reclassifying, off-site storage, and eliminating duplications and instituting an electronic destruction plan.
- Combine in-house and 3rd party digitization (OCR) of vital, historic and other necessary paper records inclusive of deteriorating as-builts and plans.
- Achievement of Certified Parliamentary Accreditation for both the City Secretary and the Deputy City Secretary.

Budgeted Staffing

Title	2019-20	2020-21	2021-22	2022-23
City Secretary	1	1	1	1
Deputy City Secretary	1	1	1	1
Total Funded Staffing	2	2	2	2



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

\$249,361
\$22,247
 (9.80% vs. prior year)

Budgeted Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Personnel				
General Government				
SALARIES	\$120,879	\$127,221	\$139,300	\$148,131
TAXES - SOCIAL SECURITY	\$7,074	\$7,888	\$8,326	\$9,024
TAXES - MEDICARE	\$1,654	\$1,845	\$1,947	\$2,111
TAXES - FUTA/SUTA	\$504	\$450	\$18	\$180
WORKERS' COMP INSURANCE	\$285	\$343	\$369	\$477
RETIREMENT	\$14,111	\$15,041	\$16,664	\$17,354
HEALTH INSURANCE	\$16,404	\$16,452	\$20,333	\$19,973
Total General Government:	\$160,911	\$169,240	\$186,957	\$197,250
Total Personnel:	\$160,911	\$169,240	\$186,957	\$197,250
Supplies, Maintenance, and Operations				
General Government				
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
Total General Government:	\$1,709	\$1,300	\$1,300	\$1,680
Total Supplies, Maintenance, and Operations:	\$1,709	\$1,300	\$1,300	\$1,680
Professional Services				
General Government				
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
Total General Government:	\$61,128	\$56,574	\$17,752	\$50,431
Total Professional Services:	\$61,128	\$56,574	\$17,752	\$50,431



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Total Expense Objects:	\$223,747	\$227,114	\$206,009	\$249,361



HR & Communications



Joanna Merrill

HR & Communications Director

Mission Statement/Objectives

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	2019-20	2020-21	2021-22	2022-23
Director of HR & Communications	1	1	1	1
HR & Communications Specialist	1	1	1	1
Multimedia Communications Officer	-	-	1	1
Total Funded Staffing	2	2	3	3



Joanna Merrill, HR and Communications
Director



Jennifer Hudson, HR and
Communications Specialist



Casey Parker, Multimedia Communications Officer

Departmental Goals - HR

- Update Performance Evaluation Forms
- Complete an update of the Employee Handbook
- Design and Implement the On-boarding module that will seamlessly integrate new hires from our applicant tracking system into our Core HRIS platform streamlining the process for a smooth and efficient transition.

Departmental Goals - Communications

- Develop an annual content calendar for advanced notice and proactive communications planning for cyclical events.
- Increase social media presence as measured by monthly tracking of analytics
- Update City Website to be in-line with our branding/style guidelines and to enhance ease of use for both internal and external users.

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

\$232,503
-\$1,199
 (-0.51% vs. prior year)

Budgeted Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Personnel				
SALARIES	\$142,919	\$121,887	\$94,507	\$118,023
TAXES - SOCIAL SECURITY	\$8,639	\$7,557	\$5,755	\$7,237
TAXES - MEDICARE	\$2,020	\$1,767	\$1,346	\$1,693
TAXES - FUTA/SUTA	\$504	\$338	\$14	\$135
WORKERS' COMP INSURANCE	\$295	\$329	\$277	\$383
RETIREMENT	\$16,800	\$14,410	\$11,290	\$13,917
HEALTH INSURANCE	\$6,471	\$7,804	\$8,411	\$10,200
Total Personnel:	\$177,649	\$154,092	\$121,600	\$151,588
Supplies, Maintenance, and Operations				
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
Total Supplies, Maintenance, and Operations:	\$2,624	\$10,830	\$8,894	\$3,350
Professional Services				
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
Total Professional Services:	\$31,205	\$68,780	\$45,780	\$77,565
Capital Outlay				
FURNITURE, FIXTURES & EQUIP	\$12,777	\$0	\$0	\$0
Total Capital Outlay:	\$12,777	\$0	\$0	\$0
Total Expense Objects:	\$224,256	\$233,702	\$176,274	\$232,503

Finance



Rosie Vela, CPA, CGFO
Director of Finance

Mission Statement/Objectives

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 designated as the City's Investment Officer and serves as the City liaison to the Municipal Development District.

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	2019-20	2020-21	2021-22	2022-23
Director of Finance	1	1	1	1
Accounting Manager	1	1	1	1
Accountant	1	1	1	1
Procurement Manager	1	1	1	1
IT Manager*	1	-	-	-
AP/Payroll Specialist	1	1	1	1
Total Funded Staffing	6	5	5	5

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



Rosie Vela, CPA, CGFO, Director of Finance



Summer Fleming, Accounting Manager



Clayton Hoelscher, Procurement Manager

Departmental Goals

- Provide accurate and timely financial reporting and budgeting
- Ensure financial stability, accountability, and transparency of all City funds
- Develop a 5-year forecast and long-term financial plans

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

\$370,915
-\$11,518
 (-3.01% vs. prior year)

Budgeted Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Personnel				
General Government				
OVERTIME	\$83	\$265	\$79	\$152
SALARIES	\$195,616	\$207,311	\$153,178	\$213,697
TAXES - SOCIAL SECURITY	\$11,492	\$12,870	\$9,139	\$13,195
TAXES - MEDICARE	\$2,688	\$3,010	\$2,137	\$3,086
TAXES - FUTA/SUTA	\$798	\$563	\$23	\$225
WORKERS' COMP INSURANCE	\$457	\$560	\$461	\$698
RETIREMENT	\$22,728	\$24,541	\$18,636	\$25,373
HEALTH INSURANCE	\$25,845	\$26,449	\$30,445	\$34,569
Total General Government:	\$259,706	\$275,569	\$214,098	\$290,995
Total Personnel:	\$259,706	\$275,569	\$214,098	\$290,995
Supplies, Maintenance, and Operations				
General Government				
SUPPLIES & CONSUMABLES	\$785	\$1,325	\$1,325	\$1,325
MINOR EQUIPMENT & FURNITURE	\$56	\$1,500	\$500	\$500
UNIFORMS	\$230	\$250	\$250	\$250
Total General Government:	\$1,070	\$3,075	\$2,075	\$2,075
Total Supplies, Maintenance, and Operations:	\$1,070	\$3,075	\$2,075	\$2,075
Professional Services				
General Government				
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
Total General Government:	\$62,075	\$103,789	\$102,154	\$77,845
Total Professional Services:	\$62,075	\$103,789	\$102,154	\$77,845
Total Expense Objects:	\$322,852	\$382,433	\$318,327	\$370,915

Information Technology



Brian LeJeune
IT Manager

Mission Statement/Objectives

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. It is committed to keeping the City's access to vital information timely, affordable and safe.

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 and Jason MacDonald, IT Network Specialist

Departmental Goals

- Ensure the City IT infrastructure facilitates efficient work and communications and is hardened to cyber threats
- Improve the effectiveness of new and existing technologies

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

\$387,471
-\$49,895
 (-11.41% vs. prior year)

Budgeted Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Personnel				
General Government				
SALARIES	\$65,250	\$81,015	\$80,238	\$84,052
TAXES - SOCIAL SECURITY	\$3,811	\$5,023	\$4,750	\$5,184
TAXES - MEDICARE	\$891	\$1,175	\$1,111	\$1,212
TAXES - FUTA/SUTA	\$382	\$225	\$9	\$90
WORKERS' COMP INSURANCE	\$173	\$219	\$184	\$274
RETIREMENT	\$7,520	\$9,578	\$9,600	\$9,968
HEALTH INSURANCE	\$7,826	\$9,795	\$12,911	\$12,358
Total General Government:	\$85,853	\$107,030	\$108,803	\$113,138
Total Personnel:	\$85,853	\$107,030	\$108,803	\$113,138
Supplies, Maintenance, and Operations				
General Government				
SUPPLIES & CONSUMABLES	\$61	\$200	\$200	\$200
MINOR EQUIPMENT & FURNITURE	\$223	\$4,250	\$750	\$200
UNIFORMS	\$0	\$100	\$100	\$100
Total General Government:	\$283	\$4,550	\$1,050	\$500
Total Supplies, Maintenance, and Operations:	\$283	\$4,550	\$1,050	\$500
Professional Services				
General Government				
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
Total General Government:	\$3,842	\$8,025	\$7,275	\$6,875
Total Professional Services:	\$3,842	\$8,025	\$7,275	\$6,875
Shared Services				
General Government				
FACILITY CONTRACTS & SERVICES	\$24,335	\$29,586	\$27,286	\$17,461



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
TECH/INTERNET/SOFTWARE MAINTEN	\$171,558	\$210,950	\$196,750	\$197,440
PHONE/CABLE/ALARMS	\$38,655	\$29,725	\$29,725	\$37,057
Total General Government:	\$234,548	\$270,261	\$253,761	\$251,958
Total Shared Services:	\$234,548	\$270,261	\$253,761	\$251,958
Capital Outlay				
General Government				
FURNITURE, FIXTURES & EQUIP	\$0	\$47,500	\$41,066	\$15,000
Total General Government:	\$0	\$47,500	\$41,066	\$15,000
Total Capital Outlay:	\$0	\$47,500	\$41,066	\$15,000
Total Expense Objects:	\$324,526	\$437,366	\$411,955	\$387,471

Municipal Court



Ricardo Bautista
Court Administrator

Mission Statement/Objectives

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 citywide 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.

Departmental Goals

- Maintain standards to uphold laws and provide prompt and accurate processing of cases.
- Encourage and support staff with their professional advancement
- Increase efficiencies within records processing and documentation

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

\$283,126 **\$34,610**

(13.93% vs. prior year)

Budgeted Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Personnel				
OVERTIME	\$0	\$510	\$2,177	\$311
SALARIES	\$106,810	\$117,045	\$86,699	\$97,976
TAXES - SOCIAL SECURITY	\$6,457	\$7,288	\$5,335	\$6,026
TAXES - MEDICARE	\$1,510	\$1,705	\$1,248	\$1,409
TAXES - FUTA/SUTA	\$505	\$450	\$18	\$180
WORKERS' COMP INSURANCE	\$250	\$316	\$369	\$318
RETIREMENT	\$12,427	\$13,898	\$10,686	\$11,588
HEALTH INSURANCE	\$13,178	\$13,924	\$20,108	\$24,164
Total Personnel:	\$141,139	\$155,136	\$126,640	\$141,972
Supplies, Maintenance, and Operations				
SUPPLIES & CONSUMABLES	\$1,671	\$1,700	\$1,700	\$1,700
MINOR EQUIPMENT & FURNITURE	\$85	\$200	\$200	\$1,400
UNIFORMS	\$0	\$100	\$217	\$150
COURT SECURITY BUILDING	\$3,402	\$4,700	\$4,700	\$58,724
Total Supplies, Maintenance, and Operations:	\$5,158	\$6,700	\$6,817	\$61,974
Professional Services				
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
Total Professional Services:	\$46,659	\$86,680	\$74,180	\$79,180
Total Expense Objects:	\$192,955	\$248,516	\$207,637	\$283,126



Public Safety



Tim Moring
Chief of Police

Mission Statement/Objectives

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.

Beginning Fiscal Year 2022-23, the Police Department has added two school resource officer (SRO) positions. Command staff has been working closely with school district officials over the past year to create these positions for our two elementary schools. These SROs will be full time on their designated campus and report directly to the Lieutenant.

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

Departmental Goals

- Recruit and train a highly skilled, motivated law enforcement workforce, and invest in the personal and professional development of those employees
- Monitor crime trends and develop strategies to reduce crime
- Expand public outreach efforts through enhanced community relations
- Maintain all standards set forth by the Texas Police Chiefs Association Recognition Program

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

\$3,852,476
\$309,595
 (8.74% vs. prior year)

Budgeted Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Personnel				
OVERTIME	\$52,726	\$27,181	\$70,666	\$35,427
SALARIES	\$1,499,188	\$1,829,045	\$1,661,448	\$1,986,210
TAXES - SOCIAL SECURITY	\$94,674	\$115,086	\$107,227	\$122,890
TAXES - MEDICARE	\$22,142	\$26,915	\$25,077	\$28,740
TAXES - FUTA/SUTA	\$6,611	\$6,300	\$750	\$2,700
WORKERS' COMP INSURANCE	\$37,176	\$44,594	\$54,276	\$79,985
RETIREMENT	\$183,376	\$219,452	\$208,629	\$236,316
HEALTH INSURANCE	\$192,531	\$243,713	\$253,243	\$297,214
UNIFORM ALLOWANCE	\$20,500	\$26,000	\$23,000	\$27,000
Total Personnel:	\$2,108,923	\$2,538,286	\$2,404,316	\$2,816,482
Supplies, Maintenance, and Operations				
SUPPLIES & CONSUMABLES	\$3,214	\$5,000	\$5,000	\$4,000
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
Total Supplies, Maintenance, and Operations:	\$84,778	\$101,890	\$122,991	\$113,100
Professional Services				
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
Total Professional Services:	\$556,872	\$725,705	\$727,804	\$772,944
Capital Outlay				
FURNITURE, FIXTURES & EQUIP	\$295,385	\$177,000	\$172,148	\$149,950



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Total Capital Outlay:	\$295,385	\$177,000	\$172,148	\$149,950
Total Expense Objects:	\$3,045,958	\$3,542,881	\$3,427,259	\$3,852,476



Maintenance



Mission Statement/Objectives

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
Assistant Director of Public Works	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
Mechanic	-	-	-	1
Total Funded Staffing	8	8	10	11

Departmental Goals

- Start executing the in-house drainage maintenance plan, complete improvements at several locations
- Implement new GIS-based work order management system which will improve PW inventory management, WO tracking and status, preventive maintenance, data analytics and provide access to all technicians
- Improve recruitment and retention by establishing mid-level positions for career progression, cert pay, and other incentives to reduce the high turnover in this department

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

\$884,108
-\$39,014
 (-4.23% vs. prior year)

Budgeted Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Personnel				
OVERTIME	\$16,587	\$1,692	\$12,601	\$4,815
SALARIES	\$271,146	\$398,731	\$300,274	\$425,858
TAXES - SOCIAL SECURITY	\$16,928	\$24,826	\$18,969	\$26,606
TAXES - MEDICARE	\$3,959	\$5,806	\$4,436	\$6,222
TAXES - FUTA/SUTA	\$2,117	\$2,138	\$388	\$900
WORKERS' COMP INSURANCE	\$11,215	\$18,280	\$14,295	\$22,141
RETIREMENT	\$33,642	\$47,340	\$37,418	\$51,163
HEALTH INSURANCE	\$55,998	\$87,546	\$69,834	\$99,341
Total Personnel:	\$411,591	\$586,359	\$458,215	\$637,046
Supplies, Maintenance, and Operations				
SUPPLIES & CONSUMABLES	\$4,707	\$5,100	\$5,400	\$4,830
MINOR EQUIPMENT & FURNITURE	\$6,091	\$11,000	\$13,000	\$15,450
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	\$5,000	\$50,000
Total Supplies, Maintenance, and Operations:	\$121,355	\$163,191	\$131,091	\$174,790
Professional Services				
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
Total Professional Services:	\$1,883	\$8,572	\$8,372	\$40,272

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Capital Outlay				
FURNITURE, FIXTURES & EQUIP	\$8,179	\$165,000	\$154,021	\$32,000
Total Capital Outlay:	\$8,179	\$165,000	\$154,021	\$32,000
Total Expense Objects:	\$543,008	\$923,122	\$751,699	\$884,108

Building Codes



Jim Earl

Building Codes Official

Mission Statement/Objectives

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

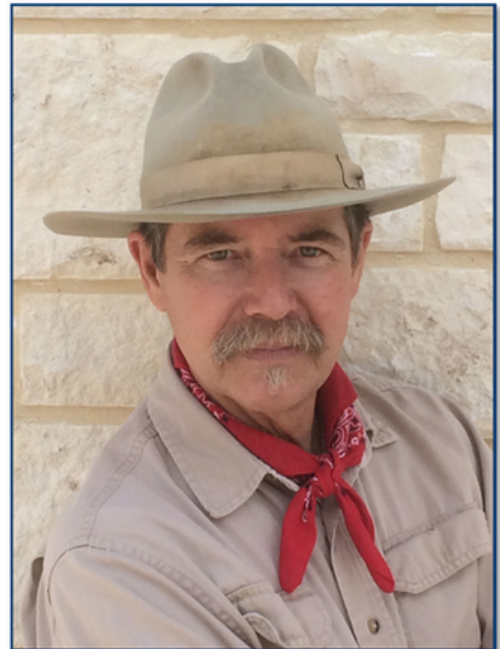
The Building Official, supported by the Building Inspector and Administrative Assistant, is responsible for issuing permits and conducting inspections for all new construction, additions, remodels, pools, irrigation systems, fences, signs, building relocations and demolitions. Plan reviews are performed 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.

Recent Accomplishments

- Contracted with an on-call Inspector to handle an increased number of inspection requests
- Initiated a plan to allow online permit application and payment
- Inspector Scott Davis named Employee of the Quarter

Budgeted Staffing

Title	2019-20	2020-21	2021-22	2022-23
Building Official	1	1	1	1
Building Codes Inspector	1	1	1	1
Admin Assistant	1	1	1	1
Total Funded Staffing	3	3	3	3



Jim Earl, Building Official



Rachel, Building Codes Admin Asst



Jim Earl and Scott Davis

Departmental Goals

- Ensure that all construction codes, restrictions, and regulations are followed
- Correct violations and mitigate neglected properties within the City
- Increase the online permitting capabilities

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

\$322,479
\$48,961
(17.90% vs. prior year)

Budgeted Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Personnel				
OVERTIME	\$0	\$201	\$0	\$255
SALARIES	\$180,259	\$187,933	\$191,989	\$200,978
TAXES - SOCIAL SECURITY	\$10,893	\$11,664	\$11,931	\$12,387
TAXES - MEDICARE	\$2,547	\$2,728	\$2,790	\$2,897
TAXES - FUTA/SUTA	\$756	\$675	\$27	\$270
WORKERS' COMP INSURANCE	\$846	\$1,007	\$941	\$1,226
RETIREMENT	\$20,976	\$22,242	\$23,059	\$23,820
HEALTH INSURANCE	\$23,148	\$24,413	\$28,853	\$28,316
Total Personnel:	\$239,426	\$250,863	\$259,590	\$270,149
Supplies, Maintenance, and Operations				
SUPPLIES & CONSUMABLES	\$434	\$800	\$800	\$875
MINOR EQUIPMENT & FURNITURE	\$241	\$4,600	\$2,050	\$1,250
FUEL	\$1,677	\$1,300	\$2,100	\$2,600
UNIFORMS	\$265	\$530	\$380	\$530
Total Supplies, Maintenance, and Operations:	\$2,618	\$7,230	\$5,330	\$5,255
Professional Services				
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
Total Professional Services:	\$11,621	\$15,425	\$19,525	\$47,075
Total Expense Objects:	\$253,664	\$273,518	\$284,445	\$322,479

Engineering Services



Grant Watanabe, P.E.
Director of Public Works

Mission Statement/Objectives

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	2019-20	2020-21	2021-22	2022-23
Public Works Director	1	1	1	1
Manager of Engineering Services	1	1	1	1
Environmental Program Manager	1	1	1	1
GIS Technician	1	1	1	1
Infrastructure Inspector	1	1	1	1
Code Compliance Officer	1	1	1	1
Administrative Assistant	1	1	1	1
Total Funded Staffing	7	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

Departmental Goals

- Adopt and implement UDC amendment, including administrative procedures manual, platting processes, and other development processes. Organize website to make resources readily available.
- Updating Fee Schedule to match Administrative Procedures Manual Application Listings and other items not on current Fee Schedule.
- Support upcoming Bond Election (target May 2023) by providing updated project scope, cost estimate and justification to the Bond Advisory Committee and any public outreach efforts

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

\$1,638,950
\$34,182
 (2.13% vs. prior year)

Budgeted Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Personnel				
OVERTIME	\$174	\$1,374	\$68	\$225
SALARIES	\$204,828	\$280,192	\$244,017	\$294,437
TAXES - SOCIAL SECURITY	\$12,346	\$17,457	\$15,024	\$18,209
TAXES - MEDICARE	\$2,888	\$4,083	\$3,514	\$4,258
TAXES - FUTA/SUTA	\$989	\$833	\$83	\$378
WORKERS' COMP INSURANCE	\$1,274	\$4,061	\$2,937	\$1,250
RETIREMENT	\$23,937	\$33,288	\$29,222	\$35,015
HEALTH INSURANCE	\$26,296	\$34,030	\$30,331	\$35,048
Total Personnel:	\$272,732	\$375,318	\$325,196	\$388,820
Supplies, Maintenance, and Operations				
SUPPLIES & CONSUMABLES	\$2,714	\$7,300	\$3,850	\$10,260
MINOR EQUIPMENT & FURNITURE	\$1,174	\$1,400	\$900	\$2,090
FUEL	\$951	\$1,301	\$2,801	\$2,300
UNIFORMS	\$792	\$1,500	\$1,500	\$1,400
STREET MAINTENANCE	\$462,781	\$1,000,000	\$961,250	\$1,000,000
Total Supplies, Maintenance, and Operations:	\$468,412	\$1,011,501	\$970,301	\$1,016,050
Professional Services				
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
Total Professional Services:	\$228,658	\$217,949	\$253,377	\$234,080
Total Expense Objects:	\$969,803	\$1,604,768	\$1,548,874	\$1,638,950



Non-Departmental and Shared



Expenditures Summary

\$4,118,543 **\$2,731,246**
(196.88% vs. prior year)

Budgeted Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Transfers and Non-Cash Adjustments				
TRANSFER TO CAP IMP FUND 02	\$182,000	\$865,000	\$1,207,222	\$3,442,995
TRANSFER TO VEH/EQUIP FUND 31	\$290,493	\$275,185	\$275,185	\$354,495
Total Transfers and Non-Cash Adjustments:	\$472,493	\$1,140,185	\$1,482,407	\$3,797,490
Personnel				
Salaries	\$0			\$145,194
Total Personnel:	\$0			\$145,194
Supplies, Maintenance, and Operations				
SUPPLIES & CONSUMABLES	\$4,147	\$3,600	\$3,600	\$3,600
MISCELLANEOUS	\$28,576	\$0	\$531	\$550
Total Supplies, Maintenance, and Operations:	\$32,723	\$3,600	\$4,131	\$4,150
Shared Services				
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
Total Shared Services:	\$119,337	\$243,512	\$171,434	\$171,709
Total Expense Objects:	\$624,554	\$1,387,297	\$1,657,972	\$4,118,543

Utilities



Mission Statement/Objectives

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

Budgeted Staffing for Water Utility

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
Utility Billing Clerk	1	1	1	1
Total Funded Staffing	7	7	7	7

Departmental Goals - Water

- Adopt and implement Rate Study recommendations to align fees/tiers with industry standards, address WW revenue shortfall and increase capital reserve fund
- Improve recruitment and retention by joining the WEAT DOL Apprenticeship Program, and developing internal qualification standards for each operator level
- Complete site selection, land acquisition and final design for elevated storage tank

Performance Measures - Water

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	260

Budgeted Staffing - Wastewater Utility

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

Departmental Goals - Wastewater

- Complete installation and operation of solids handling equipment, currently scheduled for Feb 2023
- Complete WWTP Feasibility Study, start design on first phase of treatment capacity expansion
- Improve recruitment and retention by joining the WEAT DOL Apprenticeship Program, and developing internal qualification standards for each operator level

Performance Measures - Wastewater

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

Expenditures Summary

\$4,890,835
\$1,097,342
 (28.93% vs. prior year)

Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
Expense Objects				
Transfers and Non-Cash Adjustments				
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
SEWER SERVICE DEPRECIATION	\$266,664	\$226,477	\$226,477	\$270,600
WASTEWATER ASSETS TRANSFER	-\$39,759	-\$895,000	-\$204,579	-\$1,085,411
Total Transfers and Non-Cash Adjustments:	\$1,310,019	-\$1,041,579	\$423,868	-\$337,605
Personnel				
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	\$450,057
WATER ADMIN. TAXES FICA	\$17,605	\$26,393	\$22,337	\$27,746
ADMIN. TAXES MCARE	\$4,118	\$6,173	\$5,269	\$6,489
W ADMIN. WORKERS COMP INSURANC	\$1,421	\$2,637	\$1,847	\$1,525
WATER ADMIN TAXES - FUTA/SUTA	\$1,435	\$1,204	\$78	\$504
WATER ADMIN. RETIREMENT	\$22,727	\$50,328	\$44,650	\$53,356
WATER ADMIN. INSURANCE	\$41,574	\$49,603	\$49,603	\$57,027
WATER ADMIN OPEB	\$1,505	\$0	\$0	\$0
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



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
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	\$432,549
SEWER ADMIN. TAXES FICA	\$15,999	\$25,323	\$21,805	\$26,662
SEWER ADMIN TAXES MCARE	\$3,741	\$5,922	\$5,143	\$6,235
WW ADMIN WORKERS COMP INSURANC	\$751	\$2,107	\$1,322	\$1,468
WW ADMIN TAXES - FUTA/SUTA	\$1,309	\$1,136	\$75	\$477
SEWER ADMIN. RETIREMENT	\$20,633	\$48,288	\$43,631	\$51,270
SEWER ADMIN INSURANCE	\$38,042	\$46,645	\$54,145	\$56,863
SEWER ADMIN OPEB	\$1,367	\$0	\$0	\$0
Total Personnel:	\$1,389,854	\$1,792,534	\$1,695,640	\$1,940,584
Supplies, Maintenance, and Operations				
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



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
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
CREDIT CARD SERVICE FEE	\$17,062	\$13,800	\$27,300	\$27,500
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
Total Supplies, Maintenance, and Operations:	\$2,179,467	\$2,531,775	\$2,689,279	\$2,859,378
Professional Services				
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
EMPLOYEE APPRECIATION		\$3,470	\$3,470	\$5,108
SEWER PROFESSIONAL FEES	\$55,312	\$103,023	\$63,023	\$55,156



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Projected	FY2023 Budgeted
PUBLIC RELATIONS		\$4,000	\$2,937	\$4,000
EMPLOYMENT COSTS		\$1,750	\$750	\$1,480
EMPLOYEE APPRECIATION		\$3,170	\$3,170	\$4,898
Total Professional Services:	\$377,461	\$289,991	\$495,865	\$130,778
Capital Outlay				
WATER OPERATIONAL CAPITAL	\$0	\$0	\$0	\$35,500
WATER EQUIPMENT PURCHASES	\$0	\$152,820	\$147,998	\$86,750
WASTEWATER OPERATIONAL CAPITAL	\$0	\$0	\$55,579	\$46,200
WASTEWATER EQUIPMENT PURCHASES	\$0	\$45,000	\$45,000	\$109,500
Total Capital Outlay:	\$0	\$197,820	\$248,577	\$277,950
Debt Service				
OB BOND INTEREST COST	\$21,712	\$19,280	\$19,280	\$16,590
OB BOND INTEREST COST	\$4,136	\$3,672	\$3,672	\$3,160
Total Debt Service:	\$25,847	\$22,952	\$22,952	\$19,750
Total Expense Objects:	\$5,282,648	\$3,793,493	\$5,576,181	\$4,890,835

DEBT

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. The statutory debt limit for the City is \$2.50 per \$100 assessed valuation.

Legal Debt Margin For Fiscal Year 2023

Total Assessed Value	\$2,046,397,330
Debt Limit (\$2.50 per \$100 assessed valuation)	51,159,933
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	4,409,105
Annual legal debt margin	\$46,750,828

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.

Outstanding Debt Obligations

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 Principal	\$ 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
Total P&I Payments	4,409,105	2,185,271	6,594,376



\$891,876

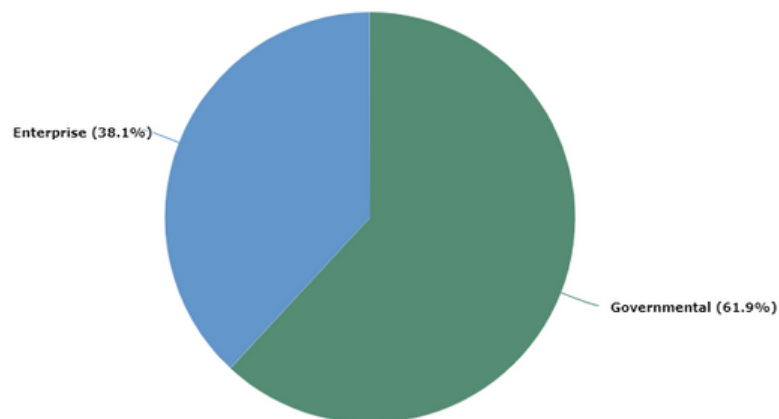
\$4,738 (0.53% vs. 2022 year)

FY 2022-23 Total Debt Payments

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.

	Debt Service Fund	Utility Fund	Total
Principal	\$460,000	\$320,000	\$780,000
Interest	92,130	19,746	111,875
Total Debt Service	\$552,130	\$339,746	\$891,876

Debt by Fund



	FY2021	FY2022	FY2023
All Funds	Actual	Actual	Budget
Governmental	\$550,675	\$549,185	\$552,130
Enterprise	\$251,824	\$337,952	\$339,746
Total All Funds:	\$802,499	\$887,137	\$891,876

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

S&P Bond Rating: AA+

	FY2021	FY2022	FY2023
Governmental	—	—	—
Debt Service Fund	\$550,675	\$549,185	\$552,130
Total Governmental:	\$550,675	\$549,185	\$552,130

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	FY2023
Enterprise	—	—	—
Utility Fund	\$251,824	\$337,952	\$339,746
Total Enterprise:	\$251,824	\$337,952	\$339,746

CAPITAL IMPROVEMENTS

Capital Improvements: One-year Plan

Total Capital Requested

\$4,963,480

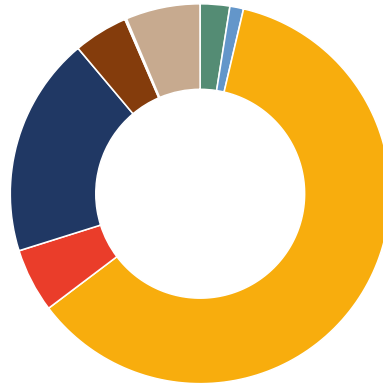
28 Capital Improvement Projects

Total Funding Requested by Department



Maintenance (0%)	\$24,500.00
Operational Excellence (1%)	\$65,000.00
Public Safety & Emergency (3%)	\$149,950.00
Public Works (0%)	\$15,000.00
Reliable and Sustainable Infrastructure (90%)	\$4,484,780.00
Wastewater (2%)	\$109,500.00
Water (2%)	\$114,750.00
TOTAL	\$4,963,480.00

Total Funding Requested by Source



General Fund ERF (3%)	\$125,000.00
Governmental Operations (1%)	\$56,950.00
Governmental SAP Fund (61%)	\$3,029,728.00
Utility Fund ERF (5%)	\$270,450.00
Wastewater Impact Fees (19%)	\$929,711.00
Water Impact Fees (5%)	\$229,499.00
Water Operations (0%)	\$7,500.00
Water SAP Fund (6%)	\$314,642.00
TOTAL	\$4,963,480.00

General Fund ERF (Equipment Replacement Fund)

The General Fund 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. Total funded for FY 2022-23 includes \$118,000 in vehicles for the Public Safety Department, and \$7,000 in equipment for the Maintenance Department for a total of \$125,000.

General Fund Operations

The General Fund Operations budget includes \$56,950 in new capital equipment for the Public Safety and Maintenance Departments. The new capital equipment will be added to the strategic asset management program moving forward, which programs for systematic replacement through the Equipment Replacement Fund when the assets reach the end of their useful lives.

Governmental SAP Fund (Governmental Strategic and Capital Fund)

Of the \$3,485,543 of Governmental SAP projects funded for FY 2022-23, \$3,029,728 are capital projects.

Utility Capital Funds

The following funding sources are utilized for Utility Capital projects:



- Water SAP Fund (Water Strategic and Capital Fund)
- Wastewater SAP Fund (Water Strategic and Capital Fund)
- Contribution in Aid
- Impact Fees
- Grants

The total of all categories of funding for the Utility Capital projects is \$544,141 for Water Capital Projects and \$929,711 for Wastewater Capital projects for a total of \$1,473,852.

Utility Fund ERF (Utility 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. 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. The total funded for FY 2022-23 includes \$270,450 in Water and Wastewater Department vehicle and equipment replacements.

Public Safety & Emergency Requests

Itemized Requests for 2023

Mobile Surveillance & Search/Rescue System**\$31,950**

The unit is a surveillance system that is mobile and readily deployable at any location. It is marketed as a fast deploying surveillance system that can be utilized for large events, search and rescue operations, command post operations, and...

Patrol Vehicle (SUV) Unit 231 (Replacement)**\$59,000**

The purchase request for 2023 Ford Interceptor SUV is programmed as a replacement vehicle in the department's vehicle replacement schedule. New Patrol Vehicle (Unit 231) will replace Unit 171 (2017 Ford Interceptor SUV) as scheduled due...

Patrol Vehicle (SUV) Unit 232 (Replacement)**\$59,000**

The purchase request for 2023 Ford Interceptor SUV is programmed as a replacement vehicle in the department's vehicle replacement schedule. New Patrol Vehicle (Unit 232) will replace Unit 173 (2017 Ford Interceptor SUV) as scheduled due...

Total: \$149,950

Maintenance Requests

Itemized Requests for 2023

Grass hopper mower (New Equipment)**\$17,500**

The maintenance staff has been using an old mower that should have been auctioned off two years ago after the City purchased a replacement. However, to keep up with mowing, two units are needed. The old unit is now becoming costly to maintain and...

mower trailer (replacement)**\$7,000**

This will be a replacement for the old mowing trailer.

Total: \$24,500

Reliable and Sustainable Infrastructure Requests

Itemized Requests for 2023

Drainage 29010 Tivoli Way (Drainage CIP #34) **\$456,000**

·Large amount of runoff from Windermere crosses Fair Oaks Parkway and is intercepted by homes. ·Additional Analysis required ·Public Project ·Criticality Score: 45.5

Drainage 7820 Rolling Acres Trail (Drainage CIP #5) **\$606,000**

This is a low water crossing where a gate deploys during large storm events. Emergency access is a concern during these large rain events. Bridge and culvert upgrades are needed. The criticality score for this project is 47.

Drainage 7840 Silver Spur Trail (Drainage CIP # 17) **\$601,000**

Runoff collects from the north side of the city and passes this point before passing under Keeneland and then to Cibolo Creek. Post Oak Creek LWC. Bridge/Culvert upgrades Public Project Criticality Score 47 Priority 1

Drainage 7967 Turf Paradise Lane (Drainage CIP #37) **\$85,031**

There is a large amount of runoff that flows down the street and across properties during rain events. Channel improvements and additional analysis are needed. Criticality score is 40 and the priority level is 1.

Expand Plant 5 Zone B (400GPM) and Install 0.5 MG GST **\$229,499**

Provides additional pumping capacity in Zone B to improve firm pumping capacity and serve growth. Estimated to hit 75% of available pumping capacity in approximately 2025. Storage is needed due to high demand - the tank turns over numerous times...

Old Fredericksburg Water Line - (New) **\$250,000**

Bexar County will be redoing Old Fredericksburg Road. The current plan would put the City's water line on the edge of the road with some areas currently under the road. Repairs on this line, along this road, are outside the...

RDWY: Battle Intense Reconstructing Sidewalk Curb **\$54,500**

Located Between Fairway Valley & Hansel Dr. Existing Sidewalk is Shifting Short Term: Rebuilding Portion of Sidewalk Long Term: Reconstructing Slopes & Installing Headwall

RDWY: Connect sidewalk between both Elkhorn Ridge subdivision entrances on Dietz Elkhorn **\$41,282**

1,300 LF Sidewalk Gap From Proposed MF Tract to Van Raub Elementary School Drainage & Utility Adjustments Coordination w/Developer Will Be Key

RDWY: Dietz Elkhorn Roadway Reconstruction **\$245,915**

Addition of ped/bike amenities, drainage improvements, utility adjustments Overall Condition Index (OCI) Score Below 40 In Less Than 3 Years, the Average OCI Will Be Below 20 Full Depth Reconstruction, Drainage Improvements, & Utility...

RDWY: Post Oak Trail **\$875,000**

541 Widen Narrow Roadway to 28' 401 Install Pavement Markings or 533/543 Install Profile Markings

Slip line sewer line **\$46,200**

There are two sections of sewer lines that have been inspected and found to have breaks, allowing for infiltration into the system. The fall lift station has had many issues during rain events due to its inability to keep up with flow. Repairing...

Upgrade Electrical at Elmo Davis Pump Station (3R) **\$64,642**

Upgrade electrical along with Pump Station expansion



WWTP Rehabilitation (2S)**\$929,711**

Budget based on Impact Fee update in March 2020. The existing WWTP has limiting processes, specifically the sludge drying beds (rated at 0.1 MGD) and oxidation ditch (rated at 0.34 MGD). A rating of 0.35 MGD ADF triggers the TCEQ 75% rule for...

Total: \$4,484,780

Wastewater Requests

Itemized Requests for 2023

Box trailer (New Equipment)	\$15,000
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We would like to purchase a boxed trailer to retro fit for a sewer camera trailer. The equipment currently sits in a shed and is difficult to transport at times. staff plan to purchase a box trailer and retrofit it to a mobile camera trailer where...

Ford F350 tool box bed truck (Replacement) Utility 128	\$85,000
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Ford f350 4X4 single cab with a toolbox, outfitter switches, headache rack, and lights.

Jet Trailer Disinfector	\$9,500
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The Vanguard System kills and/or removes up to 98% percent of all bacteria and viruses found on the jet hose. The request to purchase an add-on disinfection unit for our sewer jet trailer is for the safety of employees and residential...

Total: \$109,500

Water Requests

Itemized Requests for 2023

Chlorine Alarm Auto Dialers (New Equipment)

\$20,500

This request is for adding in back-up auto dialers to fill in when the SCADA system is down. This would provide a back up source of alarms.

Chlorine Alarms (Replacement)

\$6,750

The Chlorine alarms at the water plant are no longer up to code and need to be updated. Water plants 2, 3 and 5 need to be replaced. These alarms notify staff of a chlorine leak and are needed for staff and resident safety. This would fall under...

Ford F250 tool box bed truck (Replacement) Utility 131

\$55,000

A 4X4 single cab with a toolbox, outfitter switches, headache rack, and lights.

Grass hopper mower Utility (Replacement)

\$17,500

This is a request to replace a mower that is two years past its scheduled replacement.

Plant 5 Meters (New Equipment)

\$15,000

The City needs to replace two water meters at Plant 5 that have reached their life span and no longer read properly. We are looking at installing two new clamps on meters instead of inline meters to avoid costly replacement due to the current ones...

Total: \$114,750

Operational Excellence Requests

Itemized Requests for 2023

Implement Fuel Station for City Fleet Vehicles (New)

\$65,000

The request is for an on-site fuel station for equipment and vehicles. The fuel station would allow the city to control its vehicle and equipment fueling needs. The goal would be to install a 1000 gal. fuel tank, and 500 gal diesel tanks. In...

Total: \$65,000

Public Works Requests

Itemized Requests for 2023

Dump Trailer (New Equipment)

\$15,000

The dump trailer would be an alternative to the dump truck. All staff could use the dump trailer without requiring a CDL.

Total: \$15,000



Capital Improvement Plan (CIP)

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 the City's 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, Vision 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

		FY 22-23	23-24	24-25	25-26	26-27
		Budgeted	Projected	Projected	Projected	Projected
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)	601,000	-	-	-	-
3.3.3	Drainage 29010 Tivoli Way (Drainage CIP #34)	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
3.3.6	Drainage 29314 Sumpter Drive (CIP# 32)	-	-	-	61,829	159,333
3.3.7	Drainage 7967 Turf Paradise Lane (Drainage CIP #37)	85,031	232,757	-	-	-
3.3.8	Drainage 7900 Fair Oaks Parkway (Drainage CIP #30)	-	-	-	-	-
3.3.9	Drainage 7820 Rolling Acres Trail (Drainage CIP #5)	606,000	-	-	-	-
3.3.10	Drainage Repairs at Rockinghorse Lane (Drainage CIP #61)	-	-	-	-	-
3.3.11	Drainage Ammann Road Low Water Cross (CIP# 1)	-	55,275	55,275	506,892	506,892
3.3.12	Drainage 8426 Triple Crown (CIP# 41)	-	56,450	145,473	-	-
3.3.13	Drainage 7420 Rolling Acres Trail (CIP#6)	-	-	103,869	103,869	275,914
3.3.14	Drainage 8472 Rolling Acres Trail (CIP# 2)	-	-	-	61,829	159,333
3.3.15	Drainage 31988 Scarteen (CIP# 44)	-	-	23,993	61,829	-
3.3.16	Drainage 7644 Pimlico Lane (CIP# 46)	-	-	23,993	61,829	-
3.3.17	Drainage 8040 Rolling Acres Trail (CIP# 4)	-	-	-	61,829	159,333
3.3.18	Drainage 7740 Pimlico Lane (CIP# 42)	-	-	-	24,732	63,733
3.3.19	Drainage 32030 Scarteen (CIP# 53)	-	-	-	61,829	159,333
3.3.20	Drainage 8312 Triple Crown (CIP #43)	-	-	-	61,829	159,333
3.3.21	Drainage 8045 Flagstone (CIP# 63)	-	-	-	-	-
3.3.22	Drainage 28907 Chartwell Lane (CIP #35)	-	-	-	61,829	159,333
3.3.23	Drainage 8622 Delta Dawn (CIP# 15)	-	-	-	61,829	159,333
3.3.24	Drainage 8037 Rock Oak Circle (CIP# 58)	-	-	-	24,732	63,733

Reliable and Sustainable Infrastructure - Roadway CIP

3.4: Enhance & Ensure Continuity of Reliable Roadway Improvement Indicatives		FY 22-23	23-24	24-25	25-26	26-27
Design, construct, and complete roadway projects as identified in the five-year capital improvements		Budgeted	Projected	Projected	Projected	Projected
3.4 Projects plan						
3.4.5	Texdot Hwy Safety Improvement Program- Ammann Road	-	-	-	-	-
3.4.6	Texdot 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 improve, utility adj	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	-	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	-	-	-	325,510	4,665,635
3.4.13	Post Oak Tr Roadway reconstruction, TxDOT Grant	875,000	-	-	-	-
3.4.14	Connect sidewalk between both Elkhorn Ridge entrances on the north side of Dietz Elkhorn	41,282	367,819	-	-	-
3.4.15	Battle Intense Reconstructing sidewalk curb. Long term will include reconstruction of headwall	54,500	-	-	-	-

Reliable and Sustainable Infrastructure – Water/Wastewater CIP

		FY 22-23	23-24	24-25	25-26	26-27
		Budgeted	Projected	Projected	Projected	Projected
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)	-	167,313	524,584	985,187	-
3.1.3b	Upgrade Electrical at Elmo Davis Pump Station (3R)	64,642	122,812	126,595	-	-
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)	-	830,968	-	-	-
3.1.6	Build Elevated Storage Tank with Plant 3 Upgrades, System PRVs, and 12-inch waterline (2W)	-	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	-	-	-
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	-	61,754	572,443	-	-
3.1.11	Expand Plant 5 Zone B (400 gpm). Install new 0.5 MG GST with Solar Bee system(impact fee)(5W)	229,499	1,804,353	503,147	-	-
3.1.12	Expand Elmo Davis Water Plant Zone C (650 gpm) (impact Fee) (6W)	-	-	-	125,438	770,126
3.1.13	Upgrade Electrical/Instrumentation at Plant No. 3 Pump Station (5R)	-	290,445	-	-	-
3.1.14	Reroute Fair Oaks Parkway Water Line (30R)	-	-	-	56,331	228,004
3.1.16	Build Plant No. 6 and New GBRA Delivery Point (11W)	-	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	-	-	-	-	-
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)	250,000	-	-	-	-
3.1.25	Well K6 Electrical (11R)	-	45,656	-	-	-
3.1.26	Well CR1 Electrical (16R)	-	44,190	-	-	-
3.1.27	Well 31 Mechanical (19R)	-	21,450	-	-	-
3.1.28	Well 9 Electrical (13R)	-	-	-	-	-
3.1.29	Pump Station - New 2.0 MGD (1RU)	-	-	369,839	1,406,316	2,148,248

		FY 22-23	23-24	24-25	25-26	26-27
		Budgeted	Projected	Projected	Projected	Projected
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 (2TR)	-	-	-	42,701	163,117
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)	-	507,944	120,116	-	-
3.2.4	Finalize & Advance Wastewater Treatment Plant Study (2.1S)	-	-	-	-	-
3.2.6	Implement Mechanical System Improvements at School Lift Station (8R)	-	223,707	-	-	-
3.2.7a	Implement Instrumentation System Improvements at Deer Meadows Lift Stations No 1 (10R)	-	126,649	-	-	-
3.2.7b	Implement Instrumentation System Improvements at Deer Meadows Lift Stations No 2 (9R)	-	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)	-	-	-	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)	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)	-	-	404,203	1,670,404	1,721,852

Operational Excellence - Information Technology CIP

		FY 22-23	23-24	24-25	25-26	26-27
		Budgeted	Projected	Projected	Projected	Projected
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	-	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	-	-	-	-	-

DOCUMENTS

2022 Tax Rate Calculation Worksheets

2022 Tax Rate Calculation Worksheet Taxing Units Other Than School Districts or Water Districts

Form 50-856

Fair Oaks Ranch, City of

Taxing Unit Name

7286 Dietz Elkhorn

Taxing Unit's Address, City, State, ZIP Code

210-698-0900

Phone (area code and number)

www.fairoaksranchtx.org

Taxing Unit's Website Address

GENERAL INFORMATION: Tax Code Section 26.04(c) requires an officer or employee designated by the governing body to calculate the no-new-revenue (NNR) tax rate and voter approval tax rate for the taxing unit. These tax rates are expressed in dollars per \$100 of taxable value calculated. The calculation process starts after the chief appraiser delivers to the taxing unit the certified appraisal roll and the estimated values of properties under protest. The designated officer or employee shall certify that the officer or employee has accurately calculated the tax rates and used values shown for the certified appraisal roll or certified estimate. The officer or employee submits the rates to the governing body by Aug. 7 or as soon thereafter as practicable.

School districts do not use this form, but instead use Comptroller Form 50-859 *Tax Rate Calculation Worksheet, School District without Chapter 313 Agreements* or Comptroller Form 50-884 *Tax Rate Calculation Worksheet, School District with Chapter 313 Agreements*.

Water districts as defined under Water Code Section 49.001(1) do not use this form, but instead use Comptroller Form 50-858 *Water District Voter-Approval Tax Rate Worksheet for Low Tax Rate and Developing Districts* or Comptroller Form 50-860 *Developed Water District Voter-Approval Tax Rate Worksheet*.

The Comptroller's office provides this worksheet to assist taxing units in determining tax rates. The information provided in this worksheet is offered as technical assistance and not legal advice. Taxing units should consult legal counsel for interpretations of law regarding tax rate preparation and adoption.

SECTION 1: No-New-Revenue Tax Rate

The NNR tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year based on a tax rate that would produce the same amount of taxes (no new taxes) if applied to the same properties that are taxed in both years. When appraisal values increase, the NNR tax rate should decrease.

The NNR tax rate for a county is the sum of the NNR tax rates calculated for each type of tax the county levies.

While uncommon, it is possible for a taxing unit to provide an exemption for only maintenance and operations taxes. In this case, the taxing unit will need to calculate the NNR tax rate separately for the maintenance and operations tax and the debt tax, then add the two components together.

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
1.	2021 total taxable value. Enter the amount of 2021 taxable value on the 2021 tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-fourth and one-third over-appraisal corrections from these adjustments. Exclude any property value subject to an appeal under Chapter 42 as of July 25 (will add undisputed value in Line 6). This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (adjustment is made by deducting TIF taxes, as reflected in Line 17). ¹	\$ 1,861,651,789
2.	2021 tax ceilings. Counties, cities and junior college districts. Enter 2021 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2021 or a prior year for homeowners age 65 or older or disabled, use this step: ²	\$ 0
3.	Preliminary 2021 adjusted taxable value. Subtract Line 2 from Line 1.	\$ 1,861,651,789
4.	2021 total adopted tax rate.	\$ 0.351800 /\$100
5.	2021 taxable value lost because court appeals of ARB decisions reduced 2021 appraised value.	
	A. Original 2021 ARB values:	\$ 1,875,000
	B. 2021 values resulting from final court decisions:	-\$ 1,665,000
	C. 2021 value loss. Subtract B from A. ³	\$ 210,000
6.	2021 taxable value subject to an appeal under Chapter 42, as of July 25.	
	A. 2021 ARB certified value:	\$ 7,900
	B. 2021 disputed value:	-\$ 0
	C. 2021 undisputed value. Subtract B from A. ⁴	\$ 7,900
7.	2021 Chapter 42 related adjusted values. Add Line 5C and Line 6C.	\$ 217,900

¹Tex. Tax Code § 26.01(2)(4)

²Tex. Tax Code § 26.01(2)(4)

³Tex. Tax Code § 26.01(2)(3)

⁴Tex. Tax Code § 26.01(2)(3)

Form developed by: Texas Comptroller of Public Accounts, Property Tax Assistance Division

For additional copies, visit: comptroller.texas.gov/taxes/property-tax

50-856 • 5-22/9



ORDINANCE 2022-12

ADOPTING THE CITY OF FAIR OAKS RANCH ANNUAL BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2022 AND ENDING SEPTEMBER 30, 2023; AND OTHER MATTERS IN CONNECTION THEREWITH

WHEREAS, the City Manager submitted to the City Council a proposed budget for the next ensuing budget year, and filed the proposed budget with the City Secretary for public review pursuant to LGC §102.005; and,

WHEREAS, on August 18, 2022, the Council set September 15, 2022 as the date for the public hearing thereon and caused notice of such public hearing to be posted on the City's website and published in the Boerne Star pursuant to LGC §102.006 and 102.0065; and,

WHEREAS, the public hearing was held on said date and all persons were then afforded an opportunity to appear and object to any or all items and estimates in the proposed budgets; and,

WHEREAS, pursuant to Local Government Code §102.007, the City Council, by passage of the Budget Ordinance shall adopt the budget for the ensuing fiscal year and appropriate such sums of money as the Council deems necessary to defray all expenditures of the City during the 2022-23 budget year.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF FAIR OAKS RANCH, TEXAS, THAT:

SECTION 1. BUDGET.

- a. The City hereby approves and adopts the "Fiscal Year 2022-23 Municipal Budget", attached as **Exhibit A**, in all respects as the City's annual budget for the fiscal year beginning October 1, 2022 and ending September 30, 2023.
- b. The City Manager may reallocate budget amounts within and between departmental accounts, but reallocation of amounts between funds must be approved by the City Council by ordinance. For purposes of this section the term "fund" refers to the Governmental Accounting definition of a fund (i.e. "General Fund", "Utility Fund", and "Debt Service Fund").
- c. In accordance to LGC §102.008(a), the adopted budget shall be filed with the City Secretary; and a copy of the adopted budget including the cover page shall be posted on the City's website.

SECTION 2. SEVERABILITY.

If any provision of this Ordinance or the application thereof to any person or circumstance shall be held to be invalid, the remainder of this Ordinance and the application of such provision to other persons and circumstances shall nevertheless be valid, and the City hereby declares that this Ordinance would have been enacted without such invalid provision.

Section 3. CONFLICT OF ORDINANCES.

Ordinances or parts of ordinances in conflict herewith are hereby repealed and are no longer of any force and effect.

Section 4. EFFECTIVE DATE.

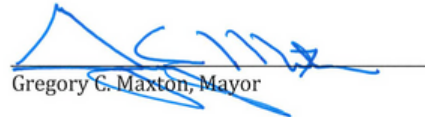
This Ordinance shall take effect on the first day of October 2022.

PASSED on first reading this 15th day of September, 2022 and recorded as follows:

	FOR	AGAINST	ABSTAIN
Mayor Greg Maxton	✓		
Council Member Stroup	✓		
Council Member Elizondo	✓		
Council Member Bliss	ABSENT		
Mayor Pro Tem Koerner	✓		
Council Member Parker	✓		
Council Member Muenchow		✓	

PASSED, APPROVED and ADOPTED on second reading, this the 22nd day of September, 2022 and recorded as follows:

	FOR	AGAINST	ABSTAIN
Mayor Greg Maxton	✓		
Council Member Stroup		✓	
Council Member Elizondo	ABSENT		
Council Member Bliss	✓		
Mayor Pro Tem Koerner	✓		
Council Member Parker	✓		
Council Member Muenchow		✓	


Gregory C. Maxton, Mayor

ATTEST:


Christina Picioccio, TRMC, City Secretary

APPROVED AS TO FORM:


Denton Navarro Rocha Bernal & Zech, P.C.,
City Attorney

ORDINANCE 2022-13

AN ORDINANCE LEVYING AD VALOREM TAXES FOR USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF FAIR OAKS RANCH, TEXAS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2022 AND ENDING SEPTEMBER 30, 2023; PROVIDING WHEN TAXES SHALL BECOME DUE AND WHEN SAME SHALL BECOME DELINQUENT; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, on August 18, 2022, the City Council established a proposed ad valorem tax rate to support the proposed FY 2022-23 budget and set September 15, 2022 as the date for the public hearing thereon and caused notice of such public hearing to be posted pursuant to Local Government Code §140.010(e)(f) and (g); and,

WHEREAS, the public hearing was held on said date and all persons were then afforded an opportunity to appear and object to the proposed ad valorem tax rate; and,

WHEREAS, by ordinance the Council will approve the municipal budget for the fiscal year beginning October 1, 2022 and ending September 30, 2023; and

WHEREAS, it is necessary that an ordinance be passed levying an ad valorem tax on all property, both real and personal, within the corporate limits of the City of Fair Oaks Ranch, Texas in accordance with said budget and Texas Property Tax Code, §26.05(b).

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF FAIR OAKS RANCH:

SECTION 1. TAX LEVY.

- a. That there is hereby levied and there shall be collected for the use and support of the municipal government of the City of Fair Oaks Ranch (herein the "City"), upon all property, real, personal, and mixed, in the corporate limits of said City subject to taxation, a tax rate of **\$0.3023** on each \$100 taxable valuation of property, said tax being so levied for the maintenance and operations of the General Fund of the municipal government for the 2022-23 Fiscal Year.
- b. That there is hereby levied and there shall be collected for the use and support of the municipal government of the City of Fair Oaks Ranch (herein the "City"), upon all property, real, personal, and mixed, in the corporate limits of said City subject to taxation, a tax rate of **\$0.0268** on each \$100 taxable valuation of property, said tax being so levied for the debt service principal and interest of the Debt Service Fund of the municipal government for the 2022-23 Fiscal Year.
- c. **THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL EFFECTIVELY BE RAISED BY 1.01% AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$3.30.**

SECTION 2. TAX PAYMENT DUE DATE AND DELINQUENT EFFECTIVE DATE.

- a. Unless the due date has been extended, taxes levied under this ordinance shall be due on October 1, 2022, and if not paid on or before January 31, 2023 shall immediately become delinquent.
- b. Taxes shall become a lien upon the property against which assessed, and the Bexar County Tax Office as the collector of property taxes is hereby authorized and empowered to enforce the collection of such taxes according to the Constitution and laws of the State of Texas and ordinances of the City and shall, by virtue of the tax rolls, fix and establish a lien by levying

upon such property, whether real or personal, for the payment of said taxes, penalty and interest, and, the interest and penalty collected from such delinquent taxes shall be apportioned to the general fund of the City. All delinquent taxes shall bear interest from date of delinquency at the rate as prescribed by state law.

SECTION 3. SEVERABILITY.

If any provision of this Ordinance or the application thereof to any person or circumstance shall be held to be invalid, the remainder of this Ordinance and the application of such provision to other persons and circumstances shall nevertheless be valid, and the City hereby declares that this Ordinance would have been enacted without such invalid provision.

SECTION 4. EFFECTIVE DATE

This ordinance shall take effect and be in force from the date after its passage.

PASSED and APPROVED on first reading this 15th day of September 2022 and recorded as follows:

	FOR	AGAINST	ABSTAIN
Mayor Greg Maxton	✓		
Council Member Stroup	✓		
Council Member Elizondo	✓		
Council Member Bliss		ABSENT	
Mayor Pro Tem Koerner	✓		
Council Member Parker	✓		
Council Member Muenchow		✓	

PASSED, APPROVED, AND ADOPTED on second reading this 22nd day of September 2022 and recorded as follows:

	FOR	AGAINST	ABSTAIN
Mayor Greg Maxton	✓		
Council Member Stroup		✓	
Council Member Elizondo		ABSENT	
Council Member Bliss	✓		
Mayor Pro Tem Koerner	✓		
Council Member Parker	✓		
Council Member Muenchow		✓	

ATTEST:


Christina Picioccio, TRMC, City Secretary


Gregory C. Maxton, Mayor

APPROVED AS TO FORM:


Denton Navarro Rocha Bernal & Zech, P.C.,
City Attorney

Financial Policies

The City of Fair Oaks Ranch is committed to financial management through integrity, prudent stewardship, planning, accountability, full disclosure and communication. The broad purpose of the Financial Management Policy is to enable the City to achieve and maintain a long-term stable and positive financial condition, and provide guidelines for the day-to-day planning and operations of the City's financial affairs.

The Financial Management Policy includes areas of accounting and fiscal reporting, internal controls, operating and capital budgeting, revenue, expense, asset, investment and debt management. The following is a summary of the major components of the Financial Management Policy.

Operating Budget

The City's operating budget is the annual financial operating plan and consists of governmental and enterprise funds. The City's goal is to have a balanced operating budget; whereby the appropriations for each fund do not exceed the resources available to that fund for the fiscal year.

The budget is prepared by the Finance Department with the cooperation of all city departments, and is submitted to the City Manager for review prior to presenting to City Council for approval.

Revenue Management

The City will strive to understand its revenue sources and enact consistent collection policies to provide assurances that the revenue base will materialize according to budget. Revenues received will be regularly compared to budget, and variances will be analyzed. One-time or non-recurring revenues will not be used for ongoing operations.

Property tax revenues will be budgeted at a *minimum* of 97% collection rate with a delinquency rate of 3%. Property shall be assessed at 100% of the fair market value as appraised by the appropriate Appraisal District. Reappraisal and reassessment shall be done regularly as required by State law. The City will seek to minimize or eliminate all forms of subsidization between entities, funds, services, utilities and customers. User-based charges and fees will be established at a level related to the cost of providing the service when possible. There will be an annual review of fees to ensure they provide adequate coverage of direct and indirect costs of services.

Water and wastewater rates will be reviewed annually by City Administration and the City Council. If necessary, new rates may be adopted in order to generate the revenue required to cover operating expenditures, meet the legal restrictions of all applicable bond covenants, and provide for an adequate level of working capital needs.

Expenditure Control

The level of budgetary control is at the fund level in all funds. Budget adjustments between funds must be approved by the City Council. The City will only pay from receipts, invoices and disbursement vouchers that have the appropriate authorizing signature, total dollar amount excluding tax, and general ledger account code. All invoices will be paid 30 days of receipt in accordance with the prompt payment requirements of State law. All credit card purchases shall be in accordance with the credit card policies as defined in the Personnel Policy Manual.

Professional service expenditures will be processed through a request for qualifications as defined by the Texas local government code. The City Manager may execute any contract, including legal settlements, less than \$50,000 provided there is a budget appropriation for such contract. A detailed list of capital expenses and projects will be prepared annually by the City Manager as part of the fiscal year budget. All departments will be involved in preparing the list of capital expenditures, and the Finance department will be responsible for recording and properly capitalizing applicable capital purchases.

APPENDIX



Glossary

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.

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

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.

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.

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.

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.

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 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.

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.



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

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 1st 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.

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.

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.

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.

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."

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

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

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

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

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

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.



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	
08/01/2021			12,271.50	12,271.50	
09/30/2021					251,823.86
02/01/2022	315,000	1.010%	12,271.50	327,271.50	
08/01/2022			10,680.75	10,680.75	
09/30/2022					337,952.25
02/01/2023	320,000	1.010%	10,680.75	330,680.75	
08/01/2023			9,064.75	9,064.75	
09/30/2023					339,745.50
02/01/2024	320,000	1.010%	9,064.75	329,064.75	
08/01/2024			7,448.75	7,448.75	
09/30/2024					336,513.50
02/01/2025	325,000	1.010%	7,448.75	332,448.75	
08/01/2025			5,807.50	5,807.50	
09/30/2025					338,256.25
02/01/2026	325,000	1.010%	5,807.50	330,807.50	
08/01/2026			4,166.25	4,166.25	
09/30/2026					334,973.75
02/01/2027	330,000	1.010%	4,166.25	334,166.25	
08/01/2027			2,499.75	2,499.75	
09/30/2027					336,666.00
02/01/2028	335,000	1.010%	2,499.75	337,499.75	
08/01/2028			808.00	808.00	
09/30/2028					338,307.75
02/01/2029	160,000	1.010%	808.00	160,808.00	
09/30/2029					160,808.00
	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	
8/1/2016			64,138.75	64,138.75	
9/30/2016					564,286.67
2/1/2017	425,000	1.000%	64,138.75	489,138.75	
8/1/2017			62,013.75	62,013.75	
9/30/2017					551,152.50
2/1/2018	430,000	1.000%	62,013.75	492,013.75	
8/1/2018			59,863.75	59,863.75	
9/30/2018					551,877.50
2/1/2019	435,000	1.250%	59,863.75	494,863.75	
8/1/2019			57,145.00	57,145.00	
9/30/2019					552,008.75
2/1/2020	440,000	1.250%	57,145.00	497,145.00	
8/1/2020			54,395.00	54,395.00	
9/30/2020					551,540.00
2/1/2021	445,000	1.400%	54,395.00	499,395.00	
8/1/2021			51,280.00	51,280.00	
9/30/2021					550,675.00
2/1/2022	450,000	1.500%	51,280.00	501,280.00	
8/1/2022			47,905.00	47,905.00	
9/30/2022					549,185.00
2/1/2023	460,000	1.600%	47,905.00	507,905.00	
8/1/2023			44,225.00	44,225.00	
9/30/2023					552,130.00
2/1/2024	470,000	2.250%	44,225.00	514,225.00	
8/1/2024			38,937.50	38,937.50	
9/30/2024					553,162.50
2/1/2025	480,000	2.250%	38,937.50	518,937.50	
8/1/2025			33,537.50	33,537.50	
9/30/2025					552,475.00
2/1/2026	490,000	2.500%	33,537.50	523,537.50	
8/1/2026			27,412.50	27,412.50	
9/30/2026					550,950.00
2/1/2027	500,000	2.500%	27,412.50	527,412.50	
8/1/2027			21,162.50	21,162.50	
9/30/2027					548,575.00
2/1/2028	515,000	2.500%	21,162.50	536,162.50	
8/1/2028			14,725.00	14,725.00	
9/30/2028					550,887.50
2/1/2029	530,000	2.500%	14,725.00	544,725.00	
8/1/2029			8,100.00	8,100.00	
9/30/2029					552,825.00
2/1/2030	540,000	3.000%	8,100.00	548,100.00	
9/30/2030					548,100.00
	7,000,000		1,279,830.42	8,279,830.42	8,279,830.42

