



CITY OF FAIR OAKS RANCH

# Strategic Plan





---

## A LETTER FROM THE City Manager

It is with great pride that I present to you the City of Fair Oaks Ranch 2026 Strategic Plan. This plan reflects a thoughtful and collaborative effort between City Council, staff, and our community to define a clear vision and set of priorities that will guide the City over the next three to five years. Through a comprehensive, multi-phase process, including extensive public engagement and qualitative and quantitative analysis, we have developed a framework that aligns our services, investments, and policies with the values and expectations of our residents.

This Strategic Plan establishes a strong foundation for the future by focusing on financial stewardship, responsible growth, reliable infrastructure, public safety, operational excellence, and meaningful community engagement. Just as importantly, it represents a commitment to transparency, accountability, and continuous improvement as we implement these priorities. I look forward to working alongside the City Council, our dedicated staff, and the community to bring this plan to life and ensure that Fair Oaks Ranch continues to be an exceptional place to call home in the Hill Country.

**Scott Huizenga**  
City Manager

A handwritten signature in black ink, appearing to read "Scott Huizenga", is positioned below the printed name and title.



## VISION

The ideal place to call home in the Hill Country.

## MISSION

We deliver exceptional public services with pride and responsiveness.

## CORE VALUES

### Community

We serve with purpose, placing the well being of those we serve above individual interests. We recognize that shared leadership creates lasting impact. This means showing up with a service mindset, acting with integrity.

### Collaboration

We work openly and inclusively, engaging stakeholders with humility, respect, and transparency. We listen well and ensure every voice is valued in the process. We recognize that shared leadership creates lasting impact.

### Ownership

We lead with initiative and courage. We are accountable for our actions, outcomes, impact, and support others to do the same. We value progress over perfection, embrace lessons from failure.

# KEY PRIORITIES

## Financial Stewardship

Securing Fair Oaks Ranch's future requires a financially resilient organization that aligns resources with community priorities. This priority emphasizes long-range financial planning, sustainable revenue strategies, and transparent decision-making to support reliable service delivery, infrastructure investment, and responsible growth.

## Responsible Growth Management

Fair Oaks Ranch will proactively manage growth to preserve community character and support long-term sustainability. This includes disciplined adherence to long-range plans, aligning development with infrastructure and environmental constraints, and encouraging targeted commercial development that reflects community priorities.

## Reliable Infrastructure

Fair Oaks Ranch will deliver reliable and resilient infrastructure through proactive planning, strategic investment, and consistent maintenance. This includes water, wastewater, drainage, transportation, and City facilities that support public safety, regulatory compliance, and long-term sustainability.

## Public Safety

Fair Oaks Ranch is committed to safeguarding residents through reliable, high-quality public safety services that remain effective under all conditions. This priority focuses on responsive policing, dependable fire and EMS services, and robust emergency preparedness and operational continuity to protect life, property, and community confidence.

## Operational Excellence

Fair Oaks Ranch is committed to delivering high-quality, efficient, and responsive government services that meet community needs and expectations. This priority emphasizes building a skilled and adaptable workforce, maintaining a secure and future-ready technology environment, strengthening organizational risk awareness, fostering a culture of safety, enhancing transparency and digital service delivery, and engaging proactively with regional partners and legislative initiatives. Together, these efforts ensure the City operates effectively, innovates responsibly, and remains resilient in the face of evolving challenges and opportunities.

## Community Engagement

Fair Oaks Ranch will cultivate an engaged, informed, and connected community by expanding participation, enhancing communication, developing resident leadership, and using feedback to guide decisions. These efforts ensure community voices shape City initiatives and strengthen trust, transparency, and shared ownership.



# STRATEGIC PLAN PROCESS

The City of Fair Oaks Ranch Strategic Plan began as a vision to bridge our past with our future including department-level work plans featuring a unified, citywide direction. Through collaboration, public engagement, and City Council endorsement, the plan will serve as a living roadmap for our community's future. The Strategic Plan builds on the past several years of foundational work and has been thoughtfully developed throughout 2026. During this time, city staff reviewed progress, made adjustments, and updated goals to reflect both current work and future priorities. Input from a mix of community members — gathered through surveys, forums, and internal workshops — was essential to shape the plan. The result is a focused, actionable framework organized around strategic themes, each with measurable objectives. Periodic progress reports will be shared to demonstrate our pledge to implementation. Overall, the Strategic Plan is a living document that guides our decisions, aligns our resources, and ensures we remain accountable to measurable progress. It reflects the city's shared commitment to our past while embracing our future, and lays the foundation for the direction we are headed.



## PRIORITIES AND GOALS

### PRIORITY: FINANCIAL STEWARDSHIP

Securing Fair Oaks Ranch's future requires a financially resilient organization that aligns resources with community priorities. This priority emphasizes long-range financial planning, sustainable revenue strategies, and transparent decision-making to support reliable service delivery, infrastructure investment, and responsible growth.

Goal 1.1: Maintain a financially resilient organization that supports long-term service delivery

**Objectives:**

1.1.1 Ensure water and wastewater rates support the operations of the utility

1.1.2 Evaluate and implement a modern ERP system that meets the City's expanding needs

## PRIORITY: RESPONSIBLE GROWTH MANAGEMENT

Fair Oaks Ranch will proactively manage growth to preserve community character and support long-term sustainability. This includes disciplined adherence to long-range plans, aligning development with infrastructure and environmental constraints, and encouraging targeted commercial development that reflects community priorities.

Goal 2.1: Protect natural resources and promote sustainable development.

**Objectives:**

- 2.1.1 Evaluate and improve the Oak Wilt program
- 2.1.2 Evaluate a rebate program for tree planting
- 2.1.3 Inventory and track the City's tree canopy
- 2.1.4 Explore water conservation incentives
- 2.1.5 Expand public water conservation education
- 2.1.6 Evaluate the drought contingency plan

Goal 2.2: Ensure growth is guided by long-range plans and the community's voice through disciplined, proactive planning and consistent policy adherence.

**Objectives:**

- 2.2.1 Update the Comprehensive Plan and supporting master plans (transportation, drainage, fire/EMS, facilities, water and wastewater)

Goal 2.3: Encourage targeted commercial development that supports community character and needs.

**Objectives:**

- 2.3.1 Conduct market demand analysis to guide development strategy
- 2.3.2 Develop a community development strategy in partnership with the MDD



## PRIORITY: RELIABLE INFRASTRUCTURE

Fair Oaks Ranch will deliver reliable and resilient infrastructure through proactive planning, strategic investment, and consistent maintenance. This includes water, wastewater, drainage, transportation, and City facilities that support public safety, regulatory compliance, and long-term sustainability

### Goal 3.1: Ensure reliable water infrastructure and regulatory compliance.

#### Objectives:

- 3.1.1 Advance priority water system capital improvement projects
- 3.1.2 Implement structured valve exercising
- 3.1.3 Implement asset inventory program and lifecycle replacement program

### Goal 3.2: Ensure reliable wastewater infrastructure and regulatory compliance.

#### Objectives:

- 3.2.1 Advance wastewater CIP projects
- 3.2.2 Implement and maintain Edwards Aquifer Recharge Zone (EARZ) inspection program
- 3.2.3 Update (or complete) asset inventory and lifecycle replacement planning

### Goal 3.3: Increase stormwater resiliency and drainage system effectiveness.

#### Objectives:

- 3.3.1 Complete drainage infrastructure inventory and implement maintenance program, prioritized by risk

### Goal 3.4: Maintain safe reliable roadway infrastructure while enhancing the beauty and welcoming character of public rights-of-way.

#### Objectives:

- 3.4.1 Maintain roadway reconstruction and pavement preservation program
- 3.4.2 Maintain the signage and striping inspection program
- 3.4.3 Expand and enhance gateway features at key entry points
- 3.4.4 Implement a right-of-way beautification program for signature community corridors

### Goal 3.5: Ensure reliable and efficient City facilities.

#### Objectives:

- 3.5.1 Implement the Facilities Master Plan recommendations and asset inventory
- 3.5.2 Advance Facilities CIP projects



## PRIORITY: PUBLIC SAFETY

Fair Oaks Ranch is committed to safeguarding residents through reliable, high-quality public safety services that remain effective under all conditions. This priority focuses on responsive policing, dependable fire and EMS services, and robust emergency preparedness and operational continuity to protect life, property, and community confidence.

Goal 4.1: Maintain a safe community with high resident confidence in public safety services.

**Objectives:**

- 4.1.1 Maintain high staffing levels by rapidly filling public safety vacancies
- 4.1.2 Maintain high levels of community trust and perceived safety in public safety services
- 4.1.3 Expand community outreach and safety programs

Goal 4.2: Ensure reliable Fire and EMS services.

**Objectives:**

- 4.2.1 Evaluate and maintain Fire/EMS service contract performance requirements
- 4.2.2 Develop a long-term standard of cover plan for fire and EMS services

Goal 4.3: Maintain effective emergency preparedness.

**Objectives:**

- 4.3.1 Develop and implement emergency management testing and training program
- 4.3.2 Develop and maintain a Continuity of Operations Plan (COOP)

## PRIORITY: OPERATIONAL EXCELLENCE

Fair Oaks Ranch is committed to delivering high-quality, efficient, and responsive government services that meet community needs and expectations. This priority emphasizes building a skilled and adaptable workforce, maintaining a secure and future-ready technology environment, strengthening organizational risk awareness, fostering a culture of safety, enhancing transparency and digital service delivery, and engaging proactively with regional partners and legislative initiatives. Together, these efforts ensure the City operates effectively, innovates responsibly, and remains resilient in the face of evolving challenges and opportunities.

Goal 5.1: Maintain strong regional partnerships and legislative awareness.

**Objectives:**

- 5.1.1 Develop and adopt an annual legislative agenda
- 5.1.2 Expand participation with regional and intergovernmental partners

Goal 5.2: Improve transparency and digital service delivery.

**Objectives:**

- 5.2.1 Expand online public records access and digital services
- 5.2.2 Conduct comprehensive City web site accessibility audit and achieve Federal Americans with Disabilities Act website compliance by April 26, 2028

## PRIORITY: OPERATIONAL EXCELLENCE CONT.

Goal 5.3: Ensure a secure and future-ready technology environment.

**Objectives:**

5.3.1 Identify and implement key Strategic Roadmap items in the IT Master Plan

5.3.2 Establish an IT lifecycle replacement program

Goal 5.4: Build a high-performing workforce that delivers excellent service.

**Objectives:**

5.4.1 Implement a Learning Management System for training and certifications

5.4.2 Implement performance management tools for ongoing employee development

5.4.3 Develop a resilient workforce through succession planning and cross-training

Goal 5.5: Strengthen organizational risk awareness and mitigation.

**Objectives:**

5.5.1 Establish and implement a Citywide risk management framework and risk register

5.5.2 Conduct periodic internal risk reviews and mitigation updates.

Goal 5.6: Maintain a safe workplace and a strong culture of safety.

**Objectives:**

5.6.1 Reduce workplace risk and prevent injuries through hazard identification, safety training, and data-driven analysis

5.6.2 Establish a formal Safety Coordinator role (internal or external) to manage a Citywide safety program

## PRIORITY: COMMUNITY ENGAGEMENT

Fair Oaks Ranch will cultivate an engaged, informed, and connected community by expanding participation, enhancing communication, developing resident leadership, and using feedback to guide decisions. These efforts ensure community voices shape City initiatives and strengthen trust, transparency, and shared ownership.

Goal 6.1: Strengthen community engagement, awareness, and civic participation.

**Objectives:**

6.1.1 Increase resident participation across multiple channels, including surveys, micro-polls, forums, and advisory groups, while using periodic surveys to measure satisfaction with City services

6.1.2 Establish a repeatable, statistically valid Citywide resident satisfaction survey program to track trends and inform decision-making

6.1.3 Launch a Citizen Leadership Academy to develop an informed and engaged community

6.1.4 Expand storytelling and digital outreach to effectively communicate City initiatives and outcomes