

McKINNEY FIRST

FY22

CITY COUNCIL GOALS & STRATEGIES



**DIRECTION FOR STRATEGIC &
ECONOMIC GROWTH**



OPERATIONAL EXCELLENCE



**MAXIMIZE THE DEVELOPMENT POTENTIAL
OF MCKINNEY NATIONAL AIRPORT**



FINANCIALLY SOUND GOVERNMENT



**ENHANCE THE QUALITY OF LIFE
IN MCKINNEY**



SAFE & SECURE COMMUNITY



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- 1D: Leverage the existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC)
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CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

1A: Establish regional and infrastructure incentives to increase economic growth

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE

- Complete Phase 2 of the Broadband Master Plan and present results to City Council by March 2022.

DEVELOPMENT SERVICES: ENGINEERING

- Prioritize and construct \$30 million in Capital Improvement Plan (CIP) streets, water, and wastewater projects by September 2022.

McKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Complete at least 2 wireless infrastructure plans by September 2022.

1B: Continue to develop a retail development strategy for key areas of the community to further diversify revenue sources and expand entertainment, dining and shopping options and tourism

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE

- Send a minimum of 2 senior employees to International Council of Shopping Centers (ICSC) ReCon Conference by January 2022.

McKINNEY MAIN STREET

- Complete 1 business recruitment and expansion initiative per month throughout FY22.
- Complete 3 visits with individual businesses or property owners in the Historic Downtown Cultural District each month throughout FY22.
- Conduct 5 merchant innovation focus group meetings throughout FY22.
- Schedule and support 4 business or development events for property and business owners in the Historic Downtown Cultural District by September 2022.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Participate in 2 retail development/recruitment events in support of McKinney's retail development plan by September 2022.
- Visit downtown retailers semi-annually to share information about MCDC's Retail Infrastructure Grant Program and provide "Buy McKinney" collateral materials by September 2022.

1C: Provide a strong city economy by implementing a Global Housing Strategy with a focus on affordable housing and facilitating a balance between industrial, commercial, residential and open space

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: PLANNING

- Adopt an updated Zoning Code as a part of the phased implementation of the ONE McKinney 2040 Comprehensive Plan by January 2022.
- Complete Neighborhood Preservation Study of the neighborhoods east of State Highway 5 to define anti-displacement strategies to preserve the existing neighborhoods as development occurs by September 2022.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

HOUSING AND COMMUNITY DEVELOPMENT

- Purchase 2 infill lots in East McKinney with Community Development Block Grant funding to increase affordable housing by September 2022.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Identify infrastructure and amenities to enhance downtown business and events through the following measures:
 - Conduct 2 promotional grant cycles by September 2022.
 - Conduct 3 project grant cycles by September 2022.
 - Conduct 2 Retail Development Infrastructure grant cycles by September 2022.
- Include affordable housing in the city's comprehensive housing strategy by September 2022.

1D: Leverage the existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC)

DEPARTMENT OBJECTIVES

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Participate in 4 community meetings/events to provide information to the public on MCDC goals, priorities, projects and opportunities by September 2022.

McKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Participate in a minimum of 5 industry trade shows and missions by September 2022.
- Deploy 4 quarterly community newsletters by September 2022.

1E: Increase community involvement and participation within local government/community

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE

- Complete a minimum of 12 city-updates to various community groups by September 2022.

CITY SECRETARY

- Increase the total number of Board & Commissions applicants by 5% by September 2022.
- Attend 10 civic groups/organization meetings to share information on City Secretary projects and services by September 2022.
- Meet with at least 5 HOA groups within McKinney and provide information on board and commission positions by September 2021.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

COMMUNICATIONS AND MARKETING

- Create communications plans and materials to educate citizens on the city's strategic initiatives at least monthly throughout FY22.
- Create and administer at least 2 surveys to seek citizen feedback on the city's budget process and other key initiatives by September 2022.
- Develop at least 6 COVID-19 recovery communications plans to "on-board" the community back into city programs and events by September 2022.

DEVELOPMENT SERVICES: CODE SERVICES

- Create a "Good Neighbor" guide that provides information, tips, and resources regarding McKinney's Code to residents by September 2022.
- Develop and implement a resident ride-along program by September 2022.

DEVELOPMENT SERVICES: PLANNING

- Create an online citizen resource guide with information on the City Council public hearing process by March 2022.

HOUSING AND COMMUNITY DEVELOPMENT

- Hold 4 public meetings to seek input on community goals for Community Development Block Grant (CDBG) and Community Support Grant (CSG) funding by September 2022.
- Host quarterly HOA and Neighborhood group meetings throughout FY22.
- Host 4 homeowner/HOA workshops by September 2022.

HUMAN RESOURCES

- Partner with McKinney ISD and Collin College to provide 4 career seminars on skills required to enter the job market by September 2022.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Send staff/MCDC board members to 100% of grant recipient events throughout FY22.
- Increase followers on Facebook by 10% by September 2022.
- Increase followers on Twitter by 5% by September 2022.
- Increase users on the MCDC website by 10% by September 2022.
- Increase page views on the MCDC website by 10% by September 2022.
- Increase the total number of sessions by users on the MCDC website by 12% by September 2022.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

2A: Implement performance management practices that include developing and training staff and Board & Commission members

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE

- Host 2 Executive Leadership Team (ELT) meetings every month throughout FY21.
- Through ELT, identify and implement 4 or more organizational-wide improvement initiatives by September 2022.

CITY SECRETARY

- Conduct Open Government training for 100% of reappointed and newly appointed Board & Commission members within 30 days of selection throughout FY22.
- Conduct Open Government training and Board & Commissions Clerk training for 100% of new City of McKinney employees who support Boards & Commissions throughout FY22.

DEVELOPMENT SERVICES: PLANNING

- Achieve certifications for at least 25% of Planning staff throughout FY22.

FINANCIAL SERVICES: PROCUREMENT SERVICES

- Ensure that 100% of staff receive at least 24 hours of professional development training by September 2022.
- Conduct quarterly policy and procedure training for customer-facing departments throughout FY22.

FINANCIAL SERVICES: UTILITY CUSTOMER OPERATIONS

- Ensure 100% of staff receive at least 20 hours of customer relations/customer service training by September 2022.

HUMAN RESOURCES

- Modify existing onboarding guidelines for all new employees to underscore the value of diversity, equity, and inclusion by September 2022.
- Ensure 100% of job descriptions and job postings include our core values, vision, and leadership philosophy by September 2022.
- Implement mandatory internal training series for targeted employees to include coaching, performance expectations, and other topics with regards to employment laws by September 2022.
- Implement Enterprise Resource Planning training for employees, including topics such as Employee Self Service, Manager Self Service, and Performance Evaluations by September 2022.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Conduct recurring training on permitted use of Type B sales tax, the Open Meetings ordinance, and the Public Information Act for board members and staff throughout FY22.

McKINNEY CONVENTION AND VISITORS BUREAU (MCVB)

- Ensure 100% of MCVB Board Members have been trained on Visit McKinney policies and procedures by December 2021.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

ORGANIZATIONAL DEVELOPMENT & PERFORMANCE MANAGEMENT

- Send at least 1 senior staff member to the resident Senior Executive Institute or LEAD course (Leading, Educating and Developing) by April 2022.
- Host a High Performance Organization 3-day training seminar, in support of the city's vision, values and leadership philosophy, for up to 35 supervisors and managers by September 2022.
- Achieve "Top 100 Places to Work in the DFW Region," recognition to support our ongoing efforts to become an employer of choice and attract top tier talent to join our team, by December 2021.
- Produce at least 4 training videos, targeted to staff at all levels, to strengthen and reinforce key aspects of our organizational culture throughout FY22.
- Provide implicit bias training, in partnership with the HR Department, for City of McKinney hiring officials by September 2022.
- Offer at least 33% of our training and professional development sessions to remote audiences throughout FY22.
- Develop and offer at least 1 data-focused course every quarter throughout FY22.
- Expand training to offer 6 sessions of customized on-demand consultant/team-building services to departments in need by September 2022.
- Organize and host at least 4 educational and cultural forums for city employees to strengthen teamwork, mutual respect, communication, and relationships by September 2022.
- Offer at least 75 different training seminars, workshops, and webinars through McKinney University, covering various topics and targeting staff at all levels.

PARKS AND RECREATION

- Complete comprehensive curriculum for Parks Academy including introduction, train the trainer, and leadership training by September 2022.

2B: Balance available resources to accommodate the growth and maintenance needs of the city

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: ENGINEERING

- Obtain direction from City Council regarding funding options and goals related to annual street maintenance and rehabilitation/repair by March 2022.
- Invest \$6 million in street pavement maintenance and improvements using a combination of in-house resources, fixed-price contractors, and capital improvement projects by September 2022.
- Develop a sustainable and data-driven work plan focused on prioritized preventative maintenance and pavement rehabilitation/replacement recommendations by September 2022.

MUNICIPAL COURTS

- Ensure 100% of staff are provided immediate, personal access to a functioning computer, scanner, printer, telephone and camera by February 2022.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

PUBLIC WORKS

- Continue implementation of strategic facility plans for Public Works to replace outdated facilities, support staff growth, deliver exceptional services and improve operational efficiency.
 - Construct McKinney Municipal Public Works Service Center (North Campus) and transition staff from temporary facilities to new facility by June 2022.
 - Complete a needs assessment for the reutilization of the existing Public Works facility following the transition of staff to the North Campus by June 2022.
- Continue to minimize non-revenue water (NRW) to meet target of 12% or less.
 - Replace 1,440 water service lines and complete 40% of the copper water service line replacement program by September 2022.
 - Inspect 25% of water mains and 10% of services lines to identify and repair previously unidentified water leaks by September 2022.
- Continue implementation of systems for preventative maintenance to reduce downtime, increase operator safety, and avoid costly repairs for both equipment and facilities.
 - Develop priority maintenance program for Public Safety Equipment to improve communication and reduce downtime by May 2022.
 - Complete the transition of the work order management system for fleet maintenance to Oracle by September 2022.

2C: Through the use of dashboards and performance management tools, identify opportunities for internal efficiencies and continuous improvement to effect a high performing organizational culture

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE

- Complete review of all FY21 performance measures and report results to City Council by December 2022.

CITY SECRETARY

- Develop and implement an internal auditing tool for minutes processing that is accessible through the employee intranet by April 2022.
- Implement a City Council ordinance/resolution register that is accessible through the employee intranet by September 2022.

DEVELOPMENT SERVICES: STRATEGIC SERVICES

- Ensure 100% of new Development Services employees attend the city's Innovation Academy within the first year of employment throughout FY22.
- Eliminate at least 2,000 staff hours through department level process improvement initiative by September 2022.
- Expand the Development Navigation Assistant to include 2 additional permit types by September 2022.

FINANCIAL SERVICES: UTILITY CUSTOMER OPERATIONS

- Identify and implement 5 internal process improvements by September 2022.

HUMAN RESOURCES

- Convert 100% of employee files to Laser Fiche to ensure security of records by September 2022.
- Develop career development plans and career paths for all employees and positions in need by September 2022.
- Develop and implement a department operational plan with detailed best practices for the hiring process by September 2022.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

INFORMATION TECHNOLOGY

- Complete Phase 1 configuration of installation of the Enterprise Resource Planning software by September 2022.
- Complete Phase 1 of a new application for general information with a 311 component by September 2022.

McKINNEY CONVENTION AND VISITORS BUREAU (MCVB)

- Generate a quarterly list of newly created and existing leads from the customer relationship management database throughout FY22.

ORGANIZATIONAL DEVELOPMENT & PERFORMANCE MANAGEMENT

- Develop and adopt a Diversity, Equity and Inclusion statement and companion lexicon of key terms by November 2021.
- Develop and implement an ELT-approved 1-year Diversity, Equity and Inclusion strategic plan by December 2021.
- Ensure all departments have at least 1 staff member with open access to the newly implemented Performance Management System by January 2022.

PARKS AND RECREATION

- Develop and implement a work order system using GIS software to track work and measure KPIs by September 2022.
- Develop a system to track and record inventory of park features and assets by September 2022.

PUBLIC WORKS

- Implement work order management system Cityworks, which includes integration of GIS data, transitioning and decommissioning legacy work order management systems, and identification and development of resources, processes, and training to support the new system by September 2022.

2D: Continuously provide a high level of customer service to our citizens

DEPARTMENT OBJECTIVES

CITY SECRETARY

- Provide monthly updates to all online listings of locally qualified alcoholic beverage caterers and winery festival vendors throughout FY22.
- Create and post online a semi-annual report of active gaming permit holders within the city by September 2022.

DEVELOPMENT SERVICES: CODE SERVICES

- Increase the number of mosquito traps set annually by 10% by September 2022.

DEVELOPMENT SERVICES: ENGINEERING

- Complete peer reviews of at least 20% of initial civil plan submissions throughout FY22.

DEVELOPMENT SERVICES: PLANNING

- Complete peer reviews on at least 20% of the Initial Development (Planning) Submittals throughout FY22.

FINANCIAL SERVICES: UTILITY CUSTOMER OPERATIONS

- Achieve average hold times of 30 seconds or less for all incoming calls throughout FY22.

HOUSING AND COMMUNITY DEVELOPMENT

- Respond to 100% of internal and external citizen inquiries by next business day throughout FY22.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

MUNICIPAL COURT

- Expand online services to include jury and attorney portals, compliance dismissals, extensions, and chat services by February 2022.
- Create and implement standardized email templates and professional email guidelines by April 2022.

PARKS AND RECREATION

- Complete and submit a self-assessment study to support the department's application to the Commission for Accreditation of Park and Recreation Agencies (CAPRA) certification by September 2022.

PUBLIC WORKS

- Continue to prevent wet and dry sanitary sewer overflows over 1,000 gallons by following capacity, management, operation, and maintenance (CMOM) program activities to ensure system capacity and performance:
 - Inspect and clean 450,000 feet of sanitary sewer pipe and use findings to develop a sewer capital improvement program by September 2022.
 - Inspect 100% of grease traps within the City of McKinney to promote proper maintenance and enforce new ordinance guidelines by September 2022.
 - Inspect 1,440 sanitary manholes and use the findings to create a priority maintenance list based on findings by September 2022.
- Deliver safe and reliable potable water to residents in compliance with federal and state water quality standards:
 - Create a strategic plan to address new federal lead and copper regulations, including the initiation of a water service line material inventory system by September 2022.
 - Inspect 30% of all City of McKinney hydrants and valves to ensure reliability and support ISO (Insurance Services Office) rating by September 2022.



CITY COUNCIL GOAL 3: MAXIMIZE THE DEVELOPMENT POTENTIAL OF MCKINNEY NATIONAL AIRPORT

3A: Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation including the viability of passenger service

DEPARTMENT OBJECTIVES

MCKINNEY NATIONAL AIRPORT

- Complete southern portion of runway extension project by September 2022.
- Complete design of a permanent General Aviation Federal Inspection Station (Customs) facility by September 2022.
- Attract 1 or more jet maintenance, repair, and overhaul (MRO) service providers by September 2022.
- Complete additional office space expansion for new and existing tenants by September 2022.
- Begin construction on additional hangar space expansion for new and existing tenants by September 2022
- Construct a permanent airfield maintenance building by September 2022.
- Complete environmental assessments and preliminary design for commercial air service terminal, and associated facilities by September 2022.

3B: Identify and implement land use regulations and policies which preserve and expand long-term operational excellence

DEPARTMENT OBJECTIVES

MCKINNEY NATIONAL AIRPORT

- Submit a report on proposed area-wide construction that has the potential to impact the airport's airspace, with input from the FAA Airports District Office by September 2022.
- Maintain runway protection zones and runway approaches 100% free of obstructions throughout FY22.
- Correct all existing airfield drainage discrepancies by September 2022.



CITY COUNCIL GOAL 3: MAXIMIZE THE DEVELOPMENT POTENTIAL OF MCKINNEY NATIONAL AIRPORT

3C: Improve communication and marketing the value of McKinney National Airport to the city and region

DEPARTMENT OBJECTIVES

MCKINNEY NATIONAL AIRPORT

- Implement year one of the 5-year McKinney Airport marketing program through the following measures:
 - Attend 2 trade shows and 2 conferences by September 2022.
 - Host 2 airport events and 4 tours that showcase the airport and fixed-base operations facilities to the community by September 2022.
 - Develop a broader, joint marketing strategy with MEDC, MCDC and Chamber of Commerce by January 2022.

3D: Continually maintain national recognition for excellence in Fixed Base Operations

DEPARTMENT OBJECTIVES

MCKINNEY NATIONAL AIRPORT

- Ensure airport staff collectively complete at least 450 courses, through internal and external sources, to promote safety, operational effectiveness, and professional growth by September 2022.
- Achieve fixed-base operations "Top 10 in the U.S." recognition through a variety of industry recognition platforms throughout FY22.



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

4A: Provide funding and organizational framework to ensure continual economic improvements

DEPARTMENT OBJECTIVES

FINANCIAL SERVICES

- Maintain fund balances at or above levels required by policy throughout FY22.
- Ensure that Interest & Sinking (I&S) Tax Rate does not exceed level required by law throughout FY22.

HOUSING AND COMMUNITY DEVELOPMENT

- Manage Community Development Block Grant (CDBG) funds with no discrepancies throughout FY22.

4B: Balance resources generated by property taxes, sales taxes, hotel occupancy tax and fees

DEPARTMENT OBJECTIVES

McKINNEY CONVENTION AND VISITORS BUREAU (MCVB)

- Generate room nights and bookings within the Corporate, Association and SMERF (Social, Military, Education, Religious and Fraternal) markets throughout FY22 through the following actions:
 - Make 360 targeted sales calls per quarter to help generate room nights and bookings throughout FY22.
 - Make 6 sales calls per quarter to attract additional corporate events throughout FY22.
 - Process all requests for proposal and send to respective hotels within the next business day throughout FY22.
 - Attend and/or send collateral materials to at least 6 Association trade shows/conferences by September 2022.
 - Attend and/or send collateral materials to at least 3 Corporate trade shows/conferences by September 2022.
 - Attend and/or send collateral materials to at least 8 Social, Military, Education, Religious and Fraternal trade shows/conferences by September 2022.

4C: Pursue and maintain an AAA bond rating with S&P (Standard & Poor's) and Moody's

DEPARTMENT OBJECTIVES

FINANCIAL SERVICES

- Maintain AAA or AA+ credit ratings to ensure low interest rates throughout FY22.
- Target an investment return exceeding the average rate of return on six-month U.S. Treasury Bills while meeting daily cash flow demands throughout FY22.
- Monitor the city's credit rating scorecards and maintain and/or improve controllable areas of the scoring criteria throughout FY22:
 - Exercise advantageous bond refunding opportunities as they become available to reduce the city's debt burden throughout FY22.
 - Maintain fund balance reserves in excess of city policy and the S&P and Moody's scorecard criteria throughout FY22

4D: Create financial plans for future growth as well as future maintenance

DEPARTMENT OBJECTIVES

FINANCIAL SERVICES

- Update and present to City Council, as a part of the budget process, a 10-year Debt Plan and General Fund Operating Plan by September 2022.
- Update and present 10-year forecasting plans to MEDC and MCDC by September 2022.



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

HUMAN RESOURCES

- Conduct a comprehensive review of the city's insurance portfolio to close gaps in coverage and mitigate costs and risks by September 2022.
- Launch educational campaign to redirect 10% of inappropriate emergency room visits to urgent care by September 2022.
- Increase use of top tier medical providers by 15% through benefit steerage in the City Care and City Care Plus Medical Plans by September 2022.
- Increase the number of wellness program participants who complete a biometric screening by 20% through the use of educational campaigns by September 2022.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Manage debt service to ensure it does not exceed 25% of annual sales tax revenue throughout FY22.

PARKS AND RECREATION

- Achieve at least 50% cost recovery at the Apex Centre throughout FY22.
- Apply for at least 3 grants for parks facilities improvements by September 2022.
- Apply for at least 1 grant or sponsorship to help develop and implement programming for underserved populations by September 2022.



CITY COUNCIL GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY

5A: Create affordable recreational and cultural arts activities for all ages throughout the city

DEPARTMENT OBJECTIVES

HOUSING AND COMMUNITY DEVELOPMENT

- Book and support 8 Neighborhood Block Party Trailer events by September 2022.

LIBRARY

- Host at least 1,000 library events and programs for patrons of all ages to educate, inform, and entertain by September 2022.
- Ensure every library program offered includes a stated learning outcome throughout FY22.
- Achieve a 90% confirmation rate that the stated outcomes were achieved in every program offered throughout FY22.
- Provide the citizens in our community at least 3,000 hours of volunteer opportunities by September 2022.
- Fill at least 75% of volunteer opportunities offered by September 2022.

McKINNEY MAIN STREET

- Create at least of 3 free pop-up events within the Historic Downtown Cultural District by September 2022.

McKINNEY PERFORMING ARTS CENTER (MPAC)

- Present a minimum of 72 arts and/or performance-based programs by September 2022.
- Ensure that at least 10% of MPAC-presented programs specifically showcase the diversity of the City of McKinney throughout FY22.

PARKS AND RECREATION

- Develop a department-level Strategic Marketing Plan by September 2022.

5B: Develop parks strategy to preserve green space for future parkland

DEPARTMENT OBJECTIVES

PARKS AND RECREATION

- Complete a review of the parks capital improvement plan and conduct a public hearing by August 2022.
- Approve projects identified in capital improvement plan review for funding by August 2022.



CITY COUNCIL GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY

5C: Continue to market and highlight McKinney as a unique destination for residents and visitors alike

DEPARTMENT OBJECTIVES

COMMUNICATIONS AND MARKETING

- Expand award-winning and nationally recognized brand by implementing the city's marketing and communications plan; and holding at least quarterly roundtable and strategy meetings with marketing partners throughout FY22.
- Continue to execute the video programming lineup that includes 6 updates with Directors, 12 showcases of city amenities, as well as positive development testimonials throughout FY22.
- Increase digital reach by 5%, through ongoing ad campaigns by September 2022.

LIBRARY

- Develop 3 digital exhibits highlighting McKinney's rich history by September 2022.

DEVELOPMENT SERVICES: PLANNING

- In partnership with Visit McKinney, host monthly historic downtown walking tours that highlight the history of McKinney and promote downtown businesses and tourism throughout FY21.

MCKINNEY MAIN STREET

- Produce bi-monthly brochures featuring activities and events within the Historic Downtown Cultural District throughout FY22.
- Purchase quarterly regional advertising to spotlight the Historic Downtown Cultural District as a destination throughout FY22.
- Present 1 large public art initiative within the Historic Downtown Cultural District by September 2022.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Develop and implement an advertising campaign to promote McKinney for the purpose of business development and/or tourism that includes print and online advertising by September 2022.
- Secure and distribute up to 20 reports tracking retail activity and attendance at McKinney events by September 2022.
- Present Quality of Life Awards (Individual and Organization) by April 2022.

5D: Promote reinvestment activities and Ordinance changes in McKinney's historic downtown that balance preservation of historic character and current market needs

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: PLANNING

- Publish the annual history preservation calendar and include information about the City of McKinney historic preservation program and available tax incentives to promote the Historic Home Recognition Program by September 2022.
- Review and update the Historic Neighborhood Improvement Zone (HNIZ) program to support reinvestment within historic McKinney by December 2021.

MCKINNEY MAIN STREET

- Develop a minimum of 3 photo opportunity/informational sites within the Historic Downtown Cultural District by September 2022.
- Support and facilitate 2 transformational downtown redevelopment projects by September 2022.



CITY COUNCIL GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY

5E: Develop sustainable quality of life improvements within the City of McKinney

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: CODE SERVICES

- Initiate 200 International Property Maintenance Code (IPMC) cases throughout the city by September 2022.
- Conduct a review of City ordinances and propose updates to City Council by September 2022.

HOUSING AND COMMUNITY DEVELOPMENT

- Address all resident concerns within 1 week of receipt throughout FY22.
- Increase transit ridership by 10% by September 2022.

PUBLIC WORKS

- Complete a comprehensive external study to help develop a Solid Waste Management Strategy to enhance policies, programs, and services by September 2022.

5F: Maximize partnerships between the City of McKinney and private industry

DEPARTMENT OBJECTIVES

FINANCIAL SERVICES: PROCUREMENT SERVICES

- Conduct 2 supplier outreach training sessions by September 2022.
- Plan and host 2 Disadvantaged and Historically Underutilized Business Enterprise training seminars by September 2022.

FIRE DEPARTMENT

- Reduce demand on the 911 system by 25% by expanding the EMS/Mobile Integrated Healthcare and Community Healthcare Program by September 2022.

HOUSING AND COMMUNITY DEVELOPMENT

- Present 1 McKinney Housing Finance Corporation sponsored or co-development project that provides for greater housing choice to the McKinney City Council by September 2022.

LIBRARY

- Ensure that 25% of all library programs are delivered in partnerships with local businesses and organization throughout FY22.



CITY COUNCIL GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY

5G: Promote sustainability by creating “Green” initiatives

DEPARTMENT OBJECTIVES

FINANCIAL SERVICES: UTILITY CUSTOMER OPERATIONS

- Begin installment of advanced metering system to promote water conservation by September 2022.

LIBRARY & PUBLIC WORKS

- Host at least 15 environmental educational programs for adults and children to promote sustainable practices by September 2022.

PARKS AND RECREATION

- Partner with the McKinney Parks Foundation to host a minimum of 6 volunteer work events to promote and improve the environmental health of our parks system by September 2022.

5H: Enhance connectivity to parks & civic facilities, schools/education centers, libraries, health care providers, commercial centers, etc.

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: ENGINEERING

- Obtain direction from City Council regarding funding options/goals related to annual sidewalk maintenance and improvements by March 2022.
- Invest \$1 million in sidewalk improvements using a combination of in-house resources, fixed-price contractors, and capital improvement projects by September 2022.
- Develop a sustainable and data-driven sidewalk plan to prioritize sidewalk repairs, estimate funding needs, and construct and/or repair sidewalks by September 2022.
- Complete a Citywide Wayfinding project and present to City Council by June 2022.

PARKS AND RECREATION

- Complete an updated Hike & Bike Trails Master Plan by September 2022.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

6A: Maintain meaningful public safety performance measures

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: BUILDING INSPECTIONS

- Perform an average of 100 individual building inspections per month from total apartment/hotel inventory throughout FY22.

FIRE DEPARTMENT

- Increase survivability from cardiac arrest by 5% by September 2022.

POLICE DEPARTMENT

- Maintain Priority 1 average call response time of 6 minutes or less throughout FY22.
- Maintain Priority 2-4 average call response time of 10 minutes or less throughout FY22.
- Fully develop Patrol Commands for both the East and West side of McKinney by September 2022.

6B: Pursue and maintain the highest Insurance Services Office (ISO) fire and building protection classification

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: BUILDING INSPECTIONS

- Achieve 50% of inspectors with combination International Code Council (ICC) inspector certification by September 2022.
- Achieve 96 hours of training and education for 75% of all full-time employees by September 2022.

FIRE DEPARTMENT

- Create and/or update pre-incident plans for all target hazards by September 2022.
- Inspect all commercial occupancies using Fire Marshal Office inspectors for complex target hazards; company inspectors for medium risk hazards; and commercial occupancy self-inspections for low-risk hazards, by September 2022.

6C: Pursue and maintain low crime rates in comparison to other communities

DEPARTMENT OBJECTIVES

POLICE DEPARTMENT

- Maintain "Top 5 Lowest Crime Rate Status" for all Texas cities over 100,000 throughout FY22.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

6D: Continually increase operational efficiency in public safety departments

DEPARTMENT OBJECTIVES

FIRE DEPARTMENT

- Complete confined space and trench rescue training for the department's technical rescue team by September 2022.
- Reduce incidence of false alarms 25% by September 2022.

POLICE DEPARTMENT

- Enhance complaint tracking programs to better respond to citizen concerns related to traffic enforcement by September 2022.

6E: Engage in proactive and formal community diversity outreach and dialogue with the citizens of McKinney

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: CODE SERVICES

- Complete 6 educational “Follow Me” days in cooperation with the Communications and Marketing Department to educate citizens on a variety of code, health, and animal control topics by September 2022.
- Host and facilitate 3 health-related educational workshops for the public by September 2022.

MUNICIPAL COURT

- Promote traffic safety awareness by hosting a community event during Municipal Court Week by November 2021.

POLICE DEPARTMENT

- Reinstigate all community outreach events curtailed by COVID-19, such as Tacos with Cops, Coffee with Cops, Citizen Police Academy, and National Night Out by September 2022.

6F: Engage in strategic diversity outreach to attract and retain Public Safety personnel

DEPARTMENT OBJECTIVES

POLICE DEPARTMENT

- Achieve, through focused recruiting efforts, a minimum of 25% minority and female hiring throughout FY22.

FIRE DEPARTMENT

- Achieve, through focused recruiting efforts, a minimum of 30% minority and female hiring throughout FY22.