

McKINNEY FIRST

CITY COUNCIL GOALS & STRATEGIES

FISCAL YEAR 2020



**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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- 1A: Establish regional and infrastructure incentives to increase economic growth
- 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
- 1C: Provide a strong city economy by facilitating a balance between industrial, commercial, residential and open space
- 1D: Leverage the existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC)
- 1E: Increase community involvement and participation within local government/community

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- 2B: Balance available resources to accommodate the growth and maintenance needs of the city
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- 2D: Continuously review and update McKinney ethics policies for the City Council and staff
- 2E: Continuously provide a high level of customer service to our citizens

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- 5C: Continue to market and highlight McKinney as a unique destination for residents and visitors alike
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- 6A: Maintain meaningful public safety performance measures
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- 6D: Continually increase operational efficiency in public safety departments
- 6E: Engage in proactive and formal community outreach to the citizens of McKinney



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

- Move forward with a 5G strategic plan for the city, following this three-phased approach:
Phase 1: Based on Council approval of staff-developed guiding principles, submit requests for proposal (RFQ) to find a consultant by October 1, 2019.
Phase 2: Select the consultant partner and complete a formal contract by January 1, 2020.
Phase 3: Provide update recommendations to city council by September 1, 2020.

DEVELOPMENT SERVICES: ENGINEERING

- Support development activity through infrastructure investment by prioritizing and constructing \$40 million for CIP (Capital Improvement Plan) streets, water, and wastewater projects by September 2020.

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 two senior employees to ICSC (International Council of Shopping Centers) ReCon Conference by September 2020.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Participate in retail development/recruitment events in support of McKinney's retail development plan:
 - ICSC Red River States Deal Making Conference, January 2020.
- Reach out every month to developers, relators, retailers, restaurants with information about opportunities in McKinney throughout FY2020.

1C: Provide a strong city economy by facilitating a balance between industrial, commercial, residential and open space

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: PLANNING

- Continue implementation of the ONE McKinney 2040 Comprehensive Plan by having a final draft of the updated Zoning Code prepared and ready for public review and comment by September 2020.
- Present semi-annual progress reports of the aggregated impacts of land use decisions to city leaders by September 2020.
- Maintain the integrity of the ONE McKinney 2040 Comprehensive Plan by completing the first major amendment to the plan to incorporate the findings of the recently completed TxDOT US 380 Feasibility Study by September 2020.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Identify with City Manager's Office and Main Street/McKinney Performing Art Center (MPAC) infrastructure/ amenities to enhance downtown events throughout FY2020.
- Assist City Manager's Office with leadership and coordination of citywide 5G initiatives for community and development partners throughout FY2020.

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

DEPARTMENT OBJECTIVES

McKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Develop a planned calendar with a series of 4 community meetings to educate the general public on the MEDC/MCDC organization goals, projects, and benefits by September 2020.

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

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE

- Complete a minimum of 12 city-updates to community groups by September 2020.

COMMUNICATIONS AND MARKETING

- Strengthen online communication with an emphasis on social media by increasing follower/engagement activity by 5% by September 2020.
- Utilize Peak Democracy (Open Town Hall) as a feedback tool during the city's budget process, to encourage open feedback on any topic, as well as support other key initiatives throughout the year – by creating at least two surveys by September 2020.
- Working with partners and departments, create communications plans and materials to support educational initiatives to include McKinney TV features on strategic initiatives at least monthly throughout FY2020.

HOUSING AND COMMUNITY DEVELOPMENT

- Hold three public meeting to receive input on community goals for Community Development Block Grant (CDBG) and Community Support Grant (CSG) funding by September 2020.

HUMAN RESOURCES

- Partner with the MISD and Collin College to assist with our recruitment of young emerging talents through our campaign about career opportunities with the City to increase applicant pool by 5% by September 2020.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Increase online engagement by 10% views and 3% followers (Facebook, Twitter) by September 2020.
- Enhance MCDC website to increase user session engagement by 3% by September 2020.

McKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Implement MEDC quarterly newsletter by September 2020.
- Expand BRE (business retention and expansion) networking program to partner with 2 community organizations to increase outreach opportunities by September 2020.



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 at least two Executive Leadership Team meetings every month throughout FY2020.

FINANCIAL SERVICES: PURCHASING

- 100% of staff to receive at least 24 hours of professional development training by September 2020.

FINANCIAL SERVICES: UTILITY BILLING

- 100% of staff to receive at least 20 hours of customer service training by September 2020.

HUMAN RESOURCES

- Implement mandatory internal best practice training series for targeted employee audience groups to include coaching, performance expectations, and other topics with regards to employment laws by September 2020.

ORGANIZATIONAL DEVELOPMENT & PERFORMANCE MANAGEMENT

- Continue senior management/executive leadership professional development by sending at least six senior staff to ICMA's (International City/County Management Association) Senior Executive Institute or, The Weldon Cooper Center for Public Service LEAD program (Leading, Educating and Developing), by September 2020.

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

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: CODE SERVICES

- Initiate all investigations of code violation complaints within one business day of receipt through September 2020.

FINANCIAL SERVICES: UTILITY BILLING

- Increase auto-pay enrollment by 3% by September 2020.

PUBLIC WORKS

- Continue to identify measures, implement operational programs and develop projects to decrease unbilled/ unaccountable water loss by 1% by September 2020.
- Identify measures, implement operational programs and develop projects to decrease the number of dry weather sanitary sewer overflows by 3% by September 2020.
- Develop and implement a sidewalk program to construct 6000 linear feet of new sidewalk and repair/replace 4000 linear feet of existing sidewalk by September 2020. *(Pending Budget Approval)*
- Develop and implement a pavement rehabilitation program to repair/replace 10,000 square yards of street pavement as part of the city's annual CIP (Capital Improvement Plan) to increase the service life of city's roads by September 2020. *(Pending Budget Approval)*



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

2C: 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 FY2019 performance measures, and report results to City Council by January 2020.

DEVELOPMENT SERVICES: ADMINISTRATIVE SERVICES

- Provide continuous improvement/innovation training to all new Development Services employees by September 2020.
- Eliminate 1,000 staff hours through department level process improvement initiative by September 2020.

DEVELOPMENT SERVICES: BUILDING INSPECTIONS

- Review all New, Single Family Residential Permits in an average of 5 business days throughout FY2020.
- Review all Initial Commercial Permit Submittals in an average of 10 business days throughout FY2020.
- Review all Subsequent Commercial Permit Submittals in an average of 2 business days throughout FY2020.
- Approve New, Single Family Residential Permits within 8 calendar days throughout FY2020.
- Approve New, Commercial Building Plans within 120 calendar days throughout FY2020.

DEVELOPMENT SERVICES: ENGINEERING

- Review Civil Plan Submittals in an Average of 10 business days throughout FY2020.
- Approve Commercial Civil Plans within 180 calendar days throughout FY2020.
- Approve Residential Civil Plans within 270 calendar days throughout FY2020.

DEVELOPMENT SERVICES: PLANNING

- Increase the number of staff AICP (American Institute of Certified Planners) by 10% by September 2020.
- Approve Façade Plan Cases within 60 Calendar Days throughout FY2020.

DEVELOPMENT SERVICES & MULTIPLE COORDINATING DEPARTMENTS

- Review Initial Development (Planning) Submittals in an average of 10 business days throughout FY2020.
- Review Subsequent Development (Planning) Submittals in an average of 4 business days throughout FY2020.
- Approve Site Plan Cases within 120 Calendar Days throughout FY2020.
- Approve Zoning and SUP (Specific Use Permit) Cases within 120 calendar days throughout FY2020.

FINANCIAL SERVICES: FINANCE

- Consolidate revenue accounts by 20% to simplify software interfaces by September 2020.

FINANCIAL SERVICES: PURCHASING

- Implement construction e-bidding, the electronic receipt of construction bids by September 2020.

FINANCIAL SERVICES: UTILITY BILLING

- Increase e-bill enrollment by 5% to reduce statement mailing expenditures by September 2020.

HUMAN RESOURCES

- Convert 95% of all employee files to Laser Fiche to ensure security of records, efficiency within the department and continuity of operation in the event of a natural disaster throughout FY2020.
- Implement monthly auto-generated drivers' license check program for city-vehicle drivers by September 2020.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

INFORMATION TECHNOLOGY

- Start Phase 3 of migrating all paper documents currently located in the basement of City Hall into the LaserFiche repository throughout FY2020 to complete by September 2021.
- Complete installation of a wireless redundant network to the Cities Fiber Network by September 2020.
- Complete Phase 1 of the ERP (Enterprise Resource Planning) configuration and installation by September 2020.
- Complete the Fiber Network Ring by September 2020.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Review and create strategic priorities to support Council priorities by June 2020.
- Comply with State Open Meetings Act throughout 2020.

MUNICIPAL COURT

- Charter four departmental teams whose roles and responsibilities are focused on education and community outreach, morale and teambuilding, facilities maintenance and purchasing, target completion date December 2019.
- Conduct McKinney Marshal's Office active shooter training for Municipal Court staff by January 2020.

ORGANIZATIONAL DEVELOPMENT & PERFORMANCE MANAGEMENT

- Host a 3-day training workshop on high performance, operational excellence and leadership at all levels for up to 35 of the city's supervisors and managers by January 2020.
- Conduct a citywide employee engagement survey, as a follow-up to the city's baseline survey of 2017, no later than June 2020.
- Develop and start an internal Black Belt Process Improvement training course for city employees, patterned after the Denver Peak Academy program by April 2020.
- Conduct high performance organization Department Leadership Team training for every department in the city by September 2020.
- Achieve "100 Best Places to Work" recognition, sponsored by the Dallas Morning News, by November of 2019.
- Offer employees at least 100 new online training courses, delivered through a new Learning Management System by, July 2020.

2D: Continuously review and update McKinney ethics policies for the City Council and staff

DEPARTMENT OBJECTIVES

HUMAN RESOURCES

- Revise 100% of all job descriptions to integrate our core values, vision and HPO leadership model by September 2020.
- Update city policies to ensure compliance with agency regulations and employment laws throughout FY2020.

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

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: CODE SERVICES

- Increase the number of mosquito traps set annually by 10% by September of 2020.
- Reduce the number of loose dog cases initiated by 5% by September 2020.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

DEVELOPMENT SERVICES: ENGINEERING

- Approve 95% Civil Plans within three plan reviews (rounds of review) throughout FY2020.
- Conduct Peer Reviews on 20% of the Initial Civil Plan Submittals to Improve the Accuracy of the First Review throughout FY2020.

DEVELOPMENT SERVICES: PLANNING

- Conduct Peer Reviews on 20% of the Initial Development (Planning) Submittals to improve the accuracy of the first review throughout FY2020.

FINANCIAL SERVICES: UTILITY BILLING

- Reduce phone hold times greater than 30 seconds from 25% to 20% by September 2020.

FIRE DEPARTMENT

- Complete individualized CoMCAT (City of McKinney Crisis Action Team) plans for City owned property by November 2019.

HUMAN RESOURCES

- Conduct comprehensive market analysis for all pay plans to ensure city pay stays competitive by September 2020. *(Pending Budget Approval)*
- Evaluate current risk portfolio and create a multi-year strategic plan by September 2020.

McKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Develop company relations via outreach and assistance by connecting with 300 local employers by September 2020.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Host quarterly contact/meeting with project, promotional and retail development infrastructure grant recipients throughout FY2020.

MUNICIPAL COURT

- Fully implement Incode Court Software by March 2020.

PARKS AND RECREATION

- Complete and submit a self-assessment study as part of the second phase of the application process for the Commission for Accreditation of Park and Recreation Agencies (CAPRA) certification, which accredits agencies in operation and service by September 2020.



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

DEPARTMENT OBJECTIVES

McKINNEY NATIONAL AIRPORT

- Attend at least two national conventions to market McKinney Air Center by September 2020.
- Maintain 100% occupancy in hangars throughout FY2020.
- Complete all state and federal compliance training and annual recurring training for all employees by September 2020.
- Complete new FBO/Terminal Building construction by December 2019.

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

DEPARTMENT OBJECTIVES

McKINNEY NATIONAL AIRPORT

- Extend the longevity of pavement and ensure the safe operation of all aircraft by replacing/repairing expansion joint sealer and crack fill by September 2020.
- Utilize TxDOT grant to correct airfield erosion issue adjacent to runway safety area by September 2020.

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

DEPARTMENT OBJECTIVES

McKINNEY NATIONAL AIRPORT

- Market McKinney National Airport, its facilities and location in Dallas / Fort Worth and amenities regionally and nationally using a host of four platforms and media throughout FY2020.
- Host events showcasing the new FBO Terminal to the business community and prospective corporate users throughout FY2020.

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

DEPARTMENT OBJECTIVES

McKINNEY NATIONAL AIRPORT

- Maintain our Top 10 FBO recognition in America status through www.fltplan.com's Pilot's Choice Award throughout FY2020.



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 FY2020.
- Ensure that I&S (Interest & Sinking) Tax Rate does not exceed level required by law throughout FY2020.

HOUSING AND COMMUNITY DEVELOPMENT

- Hold three public meeting to receive input on community goals for Community Development Block Grant (CDBG) and Community Support Grant (CSG) funding by September 2020.
- Manage CDBG (Community Development Block Grant) funds with no HUD (Housing and Urban Development) findings during FY2020.
- Ensure that available CDBG funds, as a percentage of HUD fund balance, is 1.5 or less by April 2020.
- Increase current annual grant funding by five percent by September 2020.

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

DEPARTMENT OBJECTIVES

McKINNEY CONVENTION AND VISITORS BUREAU (MCVB)

- Generate 5% increase in the number of hotel room nights and conference bookings within the corporate association and SMERF (social, military, education, religious and fraternal) markets by September 2020.
(Pending board approval from Strategic Planning August 2019 session)
- Increase the solicitation of Procurement Services (hotel room nights, meetings/trade show services, and food & beverage) to McKinney by 10% from meeting & event planners through Request for Proposals (RFP's) by September 2020. *(Pending board approval from Strategic Planning August 2019 session)*

McKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Provide a minimum of two strategic planning sessions with Board on implementation and development of MEDC owned development sites by September 2020.
- Assist City Manager's Office with leadership and coordination of citywide 5G initiatives for community and development partners throughout FY2020.

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

DEPARTMENT OBJECTIVES

FINANCIAL SERVICES

- Maintain excellent credit ratings to ensure low interest rates for borrowing throughout FY2020.
- Monitor investment markets to provide the optimum investment return with the maximum security while meeting daily cash flow demands throughout FY2020.
- Monitor the city's credit rating scorecards and maintain and/or improve controllable areas of the scoring criteria throughout FY2020:
 - Exercise advantageous bond refunding opportunities to reduce the city's debt burden
 - Maintain fund balance reserves in excess of city policy and the S&P and Moody's scorecard criteria
 - Maintain strong and stable cash balance liquidity
 - Increase funding to the other post-employment benefits reserve fund
 - Minimize unused interest-bearing debt



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

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

DEPARTMENT OBJECTIVES

FINANCIAL SERVICES

- Update and present to Council a 10-year Debt Plan, and General Fund Operating Plan, during the budget process by September 2020.
- Update and present 10-year forecasting plans for MEDC / MCDC by September 2020.
- Create an Information Technology 5-year Capital Improvement Plan (CIP) by September 2020.

HOUSING AND COMMUNITY DEVELOPMENT

- Oversee the development of a Comprehensive Housing Strategy by September 2020.

HUMAN RESOURCES

- Manage health plan costs to not increase more than 5% for the plan year.
- Maintain a low risk factor score of 85% for employee wellness population through well-being education and participation in wellness programs by December 2020.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Limit bonding activity to ensure annual debt service does not exceed 25% of annual sales tax revenue by September 2020.
- Maintain fund balance equal to one-year's revenue to ensure availability for key opportunities throughout FY2020.
- Participate in city initiative to develop a comprehensive housing strategy, to include affordable housing in our community throughout 2020.

PARKS AND RECREATION

- Operate the Apex Centre as 100% cost recovery throughout FY2020.
- Apply for at least three grants for parks facilities improvements by September 2020.
- Develop a sponsorship plan to engage private partners to help offset capital and operational expenses by September 2020.



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 four Neighborhood Block Party Trailer events by September 2020. *(Pending Budget Approval)*
- Work with Arts Commission to sponsor a minimum of 10 public art exhibits or performances by September 2020.

LIBRARY

- Provide library services to at least four outreach locations on a monthly basis throughout FY2020.
- Develop an interactive local history, self-guided walking tour by September 2020.
- Provide at least one special program or event each month that highlights cultural heritage and the local arts throughout 2020.
- Increase total volunteer hours by 75% by September 2020.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Conduct three project grants cycles to award discretionary grants totaling 10% of annual revenue by September 2020.
- Award \$5.5 million to Parks for capital projects.

McKINNEY MAIN STREET

- Increase Historic Downtown McKinney social media followers by 17% by September 2020.
- Increase attendance for McKinney Main Street events, programs, activities by 6% by September 2020.
- Increase Historic Downtown McKinney Memberships by 6% by September 2020.

McKINNEY PERFORMING ARTS CENTER (MPAC)

- Increase New Ticket Buyers by 6% by September 2020.
- Increase attendance for McKinney Performing Arts Center events, programs, activities by 6% by September 2020.
- Increase number of McKinney Performing Arts Center events, programs, activities by 6% by September 2020.

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

DEPARTMENT OBJECTIVES

PARKS AND RECREATION

- Review the parks capital improvement plan to consider, conduct a public hearing and approve projects identified for funding by July 31, 2020.
- Complete a study of the parkland dedication ordinance and amend as needed by July 31, 2020.
- Complete and adopt an update to the 2017 Parks Visioning Master Plan by July 31, 2020.



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 our award-winning and nationally recognized brand by implementing the city's marketing and communications plan; hold at least quarterly roundtable and strategy meetings with marketing partners throughout FY2020.
- Continue to execute the video programming lineup that includes bi-monthly updates with Directors, monthly showcases of city amenities, producer vlog as well as positive development testimonials throughout FY2020.
- Expand YouTube presence and increase subscribers by 10% by September 2020.
- Increase digital reach by 5% by running digital ad campaigns throughout FY2020.

DEVELOPMENT SERVICES: PLANNING

- Facilitate three educational opportunities and workshops for the public and visitors on the historic resources available to promote Historic McKinney by September 2020.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Conduct two Promotional Grant cycles to award funds for advertising, marketing and promotion of events that promote McKinney by September 2020.
- Purchase advertising, on a monthly basis (2 per) promoting MCDC grant recipients throughout FY2020.
- Purchase advertising (3) promoting retail development in McKinney by September 2020.
- Present Quality of Life Awards (Individual and Organization) by February 2020.

MCKINNEY CONVENTION AND VISITORS BUREAU (MCVB)

- Increase public awareness and visitation to McKinney by 5% by September 2020. *(Pending board approval from Strategic Planning August 2019 session)*

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

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: PLANNING

- Facilitate three outreach events and develop promotional materials concerning HNIZ (Historic Neighborhood Improvement Zone), NEZ (Neighborhood Empowerment Zone), TIRZ (Tax Increment Reinvestment Zone) specialized programs that encourage growth and reinvestment in downtown McKinney by September 2020.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Conduct two Retail Development Infrastructure Grant cycles to review/fund applications eligible under state law by September 2020.



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 500 IPMC (International Property Maintenance Code) Cases throughout the city by September 2020.

DEVELOPMENT SERVICES: ENGINEERING

- Construct \$1M of pedestrian improvements to promote walkability in the community by September 2020.

DEVELOPMENT SERVICES: PLANNING

- Identify current parking occupancies in downtown and potential parking management strategies by March 2020.

HOUSING AND COMMUNITY DEVELOPMENT

- Coordinate with other departments to ensure successful resolution to resident concerns within one week of registering resident issue throughout 2020.
- Host quarterly HOA and Neighborhood group meetings throughout FY2020.
- Host four homeowner/HOA workshops by September 2020.
- Increase HOA and Neighborhood Groups engagement through the Block Party Program and Neighborhood Police Officer programs by September 2020.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Conduct three project grant cycles to fund applications for quality of life projects in McKinney by September 2020.
- Participate in city initiative to develop a comprehensive housing strategy, to include affordable housing in our community throughout 2020.

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

DEPARTMENT OBJECTIVES

FINANCIAL SERVICES: PURCHASING

- Conduct two supplier outreach training sessions by September 2020.
- Plan and participate in two Disadvantaged Business Enterprise (DBE) training seminars by September 2020.

HOUSING AND COMMUNITY DEVELOPMENT

- Bring at least one project containing outside equity to McKinney to provide for greater housing choice by September 2020.

LIBRARY

- Partner with a minimum of six outside organizations and departments to deliver library programming by September 2020.

McKINNEY NATIONAL AIRPORT

- Finalize public-private initiative for hangar construction; secure at least one hangar in the development pipeline using this partnership in FY2020.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

6A: Maintain meaningful public safety performance measures

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: BUILDING INSPECTIONS

- Perform an average of 62 individual building inspections per month from our total apartment/hotel inventory throughout FY2020.

DEVELOPMENT SERVICES: ENGINEERING

- Develop a Crash Safety Report for 2019 to identify high accident locations in the city by September of 2020.
- Increase driver awareness of travel speeds by deploying radar speed trailers on roadways throughout the City on a rotating basis, maintaining an equipment utilization rate of 75% throughout FY2020.

FIRE DEPARTMENT

- Increase survivability from cardiac arrest by 5% by September 2020.

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

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: BUILDING INSPECTIONS

- Present to City Council for adoption the 2018 ICC (International Code Council) codes and 2020 NEC (National Electric Code) by September of 2020.
- Increase training and education for the Field Operation Team to achieve 25% combination ICC (International Code Council) inspector certification by September 2020.
- Increase training, education and mentoring for the Building Inspection Department to achieve 96 hours of training and education each budget year for 86% of the full-time employees.

FIRE DEPARTMENT

- Inspect commercial occupancies annually using combination of Fire Marshal Office inspectors for complex target hazards, company inspections for medium risk hazards and commercial occupancy self-inspection for low risk occupancies by September 2020.
- Certify at least one member from each company for TCFP (Texas Commission on Fire Protection) basic fire inspector level by September 2020.

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

DEPARTMENT OBJECTIVES

POLICE DEPARTMENT

- Implement and evaluate NIBRS based crime reporting by January 2020.
- Further develop Problem Oriented Policing initiative city-wide through the Neighborhood Police Program by September 2020.
- Staff and deploy personnel based on crime patterns, service demand, and city growth by September 2020.
- Maintain call response times of 6 minutes for Priority 1 calls and 10 minutes for Priority 2-4 calls throughout FY2020.
- Reduce traffic accidents by 10% through targeted deployment and traffic violation enforcement by January 2021.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

6D: Continually increase operational efficiency in public safety departments

DEPARTMENT OBJECTIVES

FIRE DEPARTMENT

- Increase competencies of technical rescue team with confined space and trench rescue training by September 2020.
- Place second community health unit in service by September 2020.
- Reduce incidence of false alarms 25% by September 2020.

POLICE DEPARTMENT

- Provide sufficient sworn and civilian staffing to meet the growing service demands throughout FY2020.
- Achieve 25% minimum minority hiring in both sworn and civilian staffing by September 2020.
- Expand Public Safety Building Lobby hours by January 2021.
- Conduct two Citizen Police Academy classes by September 2020.
- Create Citizen Police Academy Alumni Association by March 2020.
- Continue the program to upgrade and enhance the City of McKinney Radio System across all subscribing departments throughout FY2020.

6E: Engage in proactive and formal community outreach to the citizens of McKinney

DEPARTMENT OBJECTIVES

CITY SECRETARY

- Increase the number of first time Board and Commission applicants that apply by 5% by September 2020.
- Meet with at least five McKinney civic groups and provide information on board and commission positions by September 2020.
- Meet with at least five HOA groups within McKinney and provide information on board and commission positions by September 2020.

DEVELOPMENT SERVICES: CODE SERVICES

- Produce 12 educational “Follow Me” days (with multiple “Tweets”) in cooperation with Communications and Marketing regarding a variety of Code, Health, and Animal Control topics that impact the quality of life in McKinney by September 2020.
- Facilitate three health-related educational outreach opportunities/workshops for the public by September 2020.

DEVELOPMENT SERVICES: ENGINEERING

- Produce and distribute three Public Service Announcements related to Neighborhood Traffic Management and traffic safety by September of 2020.

MUNICIPAL COURT

- Increase communication with citizens by developing and releasing educational materials based on the importance of serving on a jury by May 2020.