

Resolution Adopting the FY 2019 Strategic Goals



Lisa Davies
Performance Manager

What is Different from Last Year?

- Added new and updated supporting objectives
- Condensed and refreshed format and deadlines
- Removed duplications throughout the plan
- Limited it to FY 2019 only (in alignment with budget)
- Added “The SMART Test” for department objectives (Specific, Measurable, Attainable, Relevant, Time-bound)



What is Similar to Last Year?

McKINNEY FIRST CITY COUNCIL GOALS & STRATEGIES FISCAL YEAR 2019



DIRECTION FOR STRATEGIC & ECONOMIC GROWTH



OPERATIONAL EXCELLENCE



MAXIMIZE THE DEVELOPMENT POTENTIAL OF THE MCKINNEY NATIONAL AIRPORT



FINANCIALLY SOUND GOVERNMENT



ENHANCE THE QUALITY OF LIFE IN MCKINNEY



SAFE & SECURE COMMUNITY

McKINNEY FIRST 2019 CITY COUNCIL GOALS & STRATEGIES



GOAL 1: DIRECTION FOR STRATEGIC & ECONOMIC GROWTH

- **1A:** Establish regional and infrastructure incentives to increase economic growth
- **1B:** 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 MEDC and MCDC
- **1E:** Increase community involvement and participation within local government/community

GOAL 2: OPERATIONAL EXCELLENCE

- **2A:** Implement performance management practices that include developing and training staff and board and commission members
- **2B:** Balance available resources to accommodate the growth and maintenance needs of the city
- **2C:** Identify opportunities for internal efficiencies and continuous improvement to effect a high performing organizational culture
- **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

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

- **3A:** Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation
- **3B:** Identify and implement land use regulations and policies which preserve and expand long-term operational excellence
- **3C:** Improve communication and marketing the value of McKinney National Airport to the city and region
- **3D:** Continually maintain national recognition for excellence in Fixed Base Operations

GOAL 4: FINANCIALLY SOUND GOVERNMENT

- **4A:** Provide funding and organizational framework to ensure continual economic improvements
- **4B:** Balance resources generated by property taxes, sales taxes, hotel occupancy tax, and fees
- **4C:** Pursue and maintain an AAA bond rating with S&P and Moody's
- **4D:** Create financial plans for future growth as well as future maintenance

GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY

- **5A:** Create affordable recreational and cultural arts activities for all ages throughout the City
- **5B:** Develop parks strategy to preserve green space for future park land
- **5C:** Continue to market and highlight McKinney as a unique destination for residents and visitors alike
- **5D:** Review McKinney historic design standards to ensure a balance between preservation of historic character and current market needs
- **5E:** Develop sustainable quality of life improvements within the City of McKinney
- **5F:** Maximize partnerships between the City of McKinney and private industry

GOAL 6: SAFE & SECURE COMMUNITY

- **6A:** Maintain meaningful public safety performance measures
- **6B:** Pursue and maintain the highest Insurance Service Office (ISO) fire protection classification
- **6C:** Pursue and maintain low crime rates in comparison to other communities
- **6D:** Continually increase operational efficiency in public safety departments
- **6E:** Engage in proactive and formal community outreach to the citizens of McKinney

The Bridge

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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 2018 performance measures, and report findings to City Council by January 2019.

DEVELOPMENT SERVICES: ADMINISTRATIVE SERVICES

- Provide continuous improvement/innovation training to all Development Services employees by September 2019.
- Eliminate 1,000 staff hours through department level process improvement initiative by September 2019.

DEVELOPMENT SERVICES & MULTIPLE COORDINATING DEPARTMENTS

- Review Initial Development (Planning) Submittals in an Average of 10 Business Days throughout FY 2019.
- Review Subsequent Development (Planning) Submittals in an Average of three Business Days throughout FY 2019.

DEVELOPMENT SERVICES: ENGINEERING

- Review Civil Plan Submittals in an Average of 10 Business Days throughout FY 2019.

DEVELOPMENT SERVICES: BUILDING INSPECTIONS

- Review all New, Single Family Residential Permits in an Average of three Business Days throughout FY 2019.
- Review all Initial Commercial Permit Submittals in an Average of 10 Business Days throughout FY 2019.
- Review all Subsequent Commercial Permit Submittals in an Average of two Business Days throughout FY 2019.

HUMAN RESOURCES

- Convert 75% of all personnel files to Laserfiche to ensure security of records and continuity of operation in the event of a natural disaster recovery by September 2019.
- Develop and implement a City of McKinney safety culture program to include branding by September 2019.

INFORMATION TECHNOLOGY

- Complete phase two of migrating all documents that were scanned and awaiting import into Laserfiche since June 2015 into Laserfiche system by September 2019.
- Develop an Information Technology 5-Year Strategic Plan by December 2018.
- Award and implement new Municipal Court software by September 2019.
- ERP (Enterprise Resource Planning) system vendor selection with RFP (request for proposal) issued by September 2019.

MUNICIPAL COURT

- Identify and implement standard procedures to decrease the non-compliance rate by five percent by September 2019.
- Identify and implement standard procedures to increase the disposition rate of unresolved cases by five percent by September 2019.
- Achieve "court of record" by March 2019.
- Establish a Court Security Committee and evaluate the Municipal Court's existing security plan in accordance with Texas Legislation by September 2019.



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DEVELOPMENT SERVICES

Eliminate 1,000 staff hours, through department-level process improvement initiatives, by September 2019.

Review all new, Single Family Residential Permits in an average of 3 business days throughout all of FY2019.

HUMAN RESOURCES

Convert 75% of all personnel files to Laserfiche, to ensure security of records and continuity of operation in the event of a natural disaster, by September 2019.

INFORMATION TECHNOLOGY

Develop an IT 5-Year Strategic Plan for the city by December 2018.

In Summary: All Roads Lead to the City's Strategic Goals



McKINNEY FIRST

CITY COUNCIL GOALS & STRATEGIES
FISCAL YEAR 2019



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CITY OF MCKINNEY
www.McKinneyTexas.org

