

McKINNEY FIRST

FY21

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



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH.....4

- 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 creating a Global Housing Strategy and 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

CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE.....7

- 2A: Implement performance management practices that include developing and training staff and board/commission members
- 2B: Balance available resources to accommodate the growth and maintenance needs of the city
- 2C: Through the use of dashboards and performance management tools, identify opportunities for internal efficiencies and continuous improvement to foster and reinforce a higher 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

CITY COUNCIL GOAL 3: MAXIMIZE THE DEVELOPMENT POTENTIAL OF MCKINNEY NATIONAL AIRPORT... 10

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

CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT.....11

- 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 (Standard & Poor's) and Moody's
- 4D: Create financial plans for future growth as well as future maintenance

CITY COUNCIL GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY.....13

- 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: Promote reinvestment activities and ordinance changes in McKinney's historic downtown that balance 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
- 5G: Promote sustainability by creating "Green" initiatives
- 5H: Enhance connectivity to parks & civic facilities, schools/education centers, libraries, health care providers, commercial centers, etc.

CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY.....16

- 6A: Maintain meaningful public safety performance measures
- 6B: Pursue and maintain the highest Insurance Services Office (ISO) fire and building 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 diversity outreach programs and open dialogue with the citizens of McKinney
- 6F: Engage in strategic diversity outreach to attract and retain greater diversity of public safety personnel



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

- Continue to evaluate and implement 5G strategic plan for the city, according to the following approach:
 - Hold 1 forum to gather citizen, industry, and other stakeholder input on implementation of the 5G plan by January 2021.
 - Present to City Council recommendations with citizen, industry, and other stakeholder input in pursuit of implementation regarding the adopted 5G strategic plan by March 2021.

DEVELOPMENT SERVICES: ENGINEERING

- Incentivize new economic growth and development activity through infrastructure investment through targeted projects by prioritizing and constructing \$30 million for Capital Improvement Plan (CIP) streets, water, and wastewater projects by September 2021.

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 International Council of Shopping Centers (ICSC) ReCon Conference by September 2021.

McKINNEY MAIN STREET

- Conduct monthly visits with three individual businesses located within the Historic Downtown McKinney Cultural District throughout FY21.
- Conduct one monthly meeting with property and businesses owners located within the Historic Downtown McKinney Cultural District throughout FY21.
- Schedule four business and retail development events for property and business owners located within the Historic Downtown McKinney Cultural District by September 2021.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC) – *Pending Board Approval*

- Participate in retail development/recruitment events in support of McKinney's retail development plan:
 - ICSC Red River States Deal Making Conference by January 2021.
 - ICSC ReCon in September 2021.
- Reach out, on a quarterly basis, to developers, retailers and restaurants to promote McKinney and provide information about development opportunities by September 2021.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

1C: Provide a strong city economy by creating a Global Housing Strategy and 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 adopting updated development regulations by August 2021.
- Support implementation of the Comprehensive Housing Study by establishing new development standards to capture the 'missing middle' residential housing types and support attainable residential development options by August 2021.
- Present semi-annual progress reports of the aggregated impacts of land use decisions to city leaders by August 2021.
- Maintain the integrity of the ONE McKinney 2040 Comprehensive Plan by adopting an amendment by September 2021 that incorporates improvements and lessons learned during the first year of its implementation.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC) – *Pending Board Approval*

- Identify, with City Manager's Office and McKinney Main Street/Historic Downtown Cultural District, infrastructure/amenities to enhance downtown business and events throughout FY21.
 - Promotional grants – two cycles annually
 - Project grants – three cycles annually
 - Retail Development Infrastructure grants – two cycles annually
- Identify, with City Manager's Office (Business Stimulus Committee) opportunities to assist McKinney small businesses in recovering from the impact of COVID-19 by September 2021.
 - Potential grant program – parameters governed by Development Corporation Act
- Participate in city initiative to develop a comprehensive housing strategy, to include affordable housing by September 2021.

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

DEPARTMENT OBJECTIVES

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC) – *Pending Board Approval*

- Collaborate with Business Stimulus Committee to identify opportunities to promote McKinney and support business.
 - Participate in four meetings/events to educate/provide information on MCDC goals, priorities, projects and opportunities by September 2021.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

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 2021.

CITY SECRETARY

- Increase the number of first-time Board and Commission applicants by 5% by September 2021.
- Meet with at least 5 McKinney civic groups and provide information on board and commission positions by September 2021.
- Meet with at least 5 HOA groups within McKinney and provide information on board and commission positions by September 2021.

COMMUNICATIONS AND MARKETING

- Working with partners and departments, create communications plans and materials to support educational initiatives on strategic initiatives at least monthly throughout FY21.
- Utilize surveys as a feedback tool during the city's budget process as well as support other key initiatives throughout the year – by creating at least two surveys in FY21.
- Continue to execute the video programming lineup that includes bi-monthly updates with directors, monthly showcases of city amenities, as well as positive development testimonials throughout FY21.
- Facilitate comprehensive internal and external communications through all available channels throughout the COVID-19 pandemic and ensuing recovery period including consulting with city departments and marketing partners to best “on-board” the community back into programs and events by creating at least six COVID-recovery communications plans in FY21.

DEVELOPMENT SERVICES: PLANNING

- Create an online resident resource presence that provides information related to the public hearing process by September 2021.
- Provide quarterly updates to the dedicated website and online resources for the New Code McKinney Initiative, the major update to the city's development regulations, throughout FY21.

DEVELOPMENT SERVICES: CODE SERVICES

- Create a “Good Neighbor” guide that provides information, tips, and resources to residents by September 2021.
- Develop and implement a resident ride-along program by September 2021.

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 2021.
- Host quarterly HOA and Neighborhood group meetings throughout FY21.
- Host four homeowner/HOA workshops by September 2021.
- Gain participation from 5 new HOA or Neighborhood Groups through the Block Party Program and Neighborhood Police Officer programs by September 2021.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

HUMAN RESOURCES

- Continue to 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 an additional 5% by September 2021.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC) – *Pending Board Approval*

- Conduct two Promotional and Community Event grant cycles annually to provide funding to promote event that support business development and tourist visits to McKinney by September 2021.
- Continue to implement “Buy McKinney” and “It’s My McKinney” campaign through monthly advertising and marketing activities to encourage support for McKinney businesses by September 2021.
- Strengthen community partnerships with support (attendance/participation) for grant recipient events and bi-annual engagement with grant recipients and community partners by September 2021.
- Increase online engagement, views by 10% and followers by 5% by September 2021
- Enhance MCDC website to ease navigation and increase users, page views, and sessions, by 5% (each category) by September 2021.



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 two Executive Leadership Team (ELT) meetings every month throughout FY21.
- Through ELT, identify and implement four or more organizational-wide improvement initiatives by September 2021.

CITY SECRETARY

- Administer Open Government Training for 100% of reappointed and newly appointed Boards & Commissions members within 30 days of selection to boards/commissions throughout FY21.
- Administer Open Government Training for 100% of new employees who perform work related to Boards & Commissions, in the following departments: Development Services, Housing & Community Development, Library, Main Street/MPAC, MCDC, MEDC, and Visit McKinney throughout FY21.
- Provide Boards & Commissions clerk training for employees who perform work related to Boards & Commissions, in the following departments: Development Services, Housing & Community Development, Library, Main Street/MPAC, MCDC, MEDC, and Visit McKinney throughout FY21.

DEVELOPMENT SERVICES: PLANNING

- Maintain certifications for at least 25% of Planning staff throughout FY21.

DEVELOPMENT SERVICES: MULTIPLE COORDINATING DEPARTMENTS

- Ensure that 100% of all employees receive at least 12 hours of professional, educational, or continuous learning training (including City-required training) by September 2021.

DEVELOPMENT SERVICES: STRATEGIC SERVICES

- Ensure that all new Development Services employees attend the Innovation Academy within the first year of employment throughout FY21.

FINANCIAL SERVICES: PURCHASING

- Ensure that 100% of staff receive at least 24 hours of professional development training by September 2021.

FINANCIAL SERVICES: UTILITY BILLING

- Ensure that 100% of staff receive at least 20 hours of customer service training by September 2021.

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 2021.

MUNICIPAL COURT

- Send all employees to training offered by State and Local government agencies, specifically, the Texas Municipal Court Education Center's Judicial, Prosecutor and Clerk Conferences and any training needed for the McKinney Marshal division by September 2021.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC) – *Pending Board Approval*

- Conduct orientation/training for newly appointed board members by October 2020.
- Continue annual training on permitted use of Type B sales tax, Open Meetings ordinance and Public Information Act for board members and staff throughout FY21.
- Continue staff development by providing training opportunities/conference participation throughout FY21.

McKINNEY CONVENTION AND VISITORS BUREAU (MCVB)

- Ensure 100% of Board Members have been trained on Visit McKinney policies and procedures by December 2021.
- Meet with each hotel and Bed & Breakfast at least once a quarter, in person or virtually.
- Maintain the target of 2046 hits of the annual visits to the Meeting Planners Hub section of the website by September 2021.

ORGANIZATIONAL DEVELOPMENT & PERFORMANCE MANAGEMENT

- Continue senior management/executive leadership professional development by sending at least one 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 2021.
- Internally develop, refine and then teach, by September of 2021, at least four new soft skill training courses for the professional development and growth of employees at all levels of the organization.
- Offer a new internally-developed and taught data analytics course at least once per quarter during FY21.

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 throughout September 2021.

FINANCIAL SERVICES: UTILITY BILLING

- Increase auto-pay enrollment by 3% by September 2021.

DEVELOPMENT SERVICES: ENGINEERING & PUBLIC WORKS (CROSS-DEPARTMENTAL OBJECTIVE)

- Provide pavement rehabilitation through the CIP to repair/replace \$1.5 million worth of pavement to increase the service life of the City's streets by September 2021.

PUBLIC WORKS

- Continue water loss efforts to decrease unbilled/ unaccountable water loss by 1% by September 2021.
- 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 2021.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

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

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE

- Complete review of all FY2020 performance measures, and report results to City Council by January 2021.

DEVELOPMENT SERVICES: STRATEGIC SERVICES

- Eliminate 2,000 staff hours through department level process improvement initiative by September 2021.

DEVELOPMENT SERVICES: BUILDING INSPECTIONS

- Review all new, Single Family Residential Permits in an average of 5 business days throughout FY21.
- Review all Initial Commercial Permit submittals in an average of 10 business days throughout FY21.
- Review all Subsequent Commercial Permit submittals in an average of 2 business days throughout FY21.
- Approve new, Single Family Residential Permits within 8 calendar days throughout FY21.
- Approve new, Commercial Building Plans within 120 calendar days throughout FY21.

DEVELOPMENT SERVICES: MULTIPLE COORDINATING DEPARTMENTS

- Review Initial Development (Planning) submittals in an average of 10 business days throughout FY21.
- Review Subsequent Development (Planning) submittals in an average of 4 business days throughout FY21.
- Approve Site Plan Cases within 120 calendar days throughout FY21.
- Approve Zoning and Specific Use Permit (SUP) cases within 120 calendar days throughout FY21.

FINANCIAL SERVICES: UTILITY BILLING

- Increase e-bill enrollment by 5% to reduce statement mailing expenditures by September 2021.

FIRE DEPARTMENT

- Fully integrate Fire Marshall's Office permitting and development with Energov to ensure expediency and efficiency for all Fire related construction permitting by November 2020.
- Reconfigure the FMO website to simplify and make it interactive for contractors and developers to query for information by September 2021.

HUMAN RESOURCES

- Continue to convert 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.
- Refresh the wellness program by making improvement to the biometric screening process and incorporating fitness challenges into the program by September 2021.
- Create and manage centralized controls and reporting for safety measures, programs and supplies throughout FY2021.
- Implement contagious disease monitoring and mitigation plan (Post COVID-19) September 2021.
- Implement monthly auto-generated drivers' license check program for city-vehicle drivers by September 2021.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

INFORMATION TECHNOLOGY

- Complete Phase 3 and start Phase 4 of migrating all paper documents currently located in the basement of City Hall into the Laser Fiche repository throughout FY2021.
- Complete installation of a wireless redundant network to the Cities Fiber Network by September 2021.
- Complete Phase 1 of the ERP (Enterprise Resource Planning) configuration and installation by March 2021.
- Complete Phase 1 of a new APP for general information and additionally a 311 component and test flight a parking module by September 2021.

LIBRARY

- Develop and launch library transparency dashboard showcasing real time library information and metrics by January 2021.

MUNICIPAL COURT

- Charter four Department Leadership Teams (DLT) whose roles and responsibilities are focused on the following areas by September 2021:
 - Education and community outreach
 - Morale and teambuilding
 - Facilities maintenance
 - Purchasing

ORGANIZATIONAL DEVELOPMENT & PERFORMANCE MANAGEMENT

- Host a High Performance Organization 3-day training workshop, in support of the city's vision, values and leadership philosophy, for up to 35 supervisors and managers by September 2021.
- Complete and analyze a city-wide employee engagement survey, as a follow-up to the organization's baseline survey, and present results to Executive Leadership Team by November 2020.
- Share department-level results of 2020 engagement survey with all departments by December 2020.
- Share city-wide general survey results with all employees in a series of town hall meetings by February 2021.
- Complete HPO Department Leadership Team (DLT) training for every department in the city by September 2021.
- Offer employees at least 500 online training courses, delivered through a new Learning Management System brought on line by Human Resources Department, by September 2021.
- Collect user feedback on performance dashboard and improve/refresh it where possible by July 2021.
- In an effort to save the city money, offer at least one internally-developed or consultant-led webinar or online training course (via Zoom, Skype or Teams), each month throughout FY21.

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

DEPARTMENT OBJECTIVES

HUMAN RESOURCES

- Begin developing career development plans and career paths for employees throughout FY2021.
- Update city policies to ensure compliance with agency regulations and employment laws throughout FY2021.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

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

DEPARTMENT OBJECTIVES

CITY SECRETARY

- Begin quarterly status updates to the online listing of active alcohol permit holders throughout FY21.
- Begin semi-annual status updates to the online listing of active gaming permit holders throughout FY21.
- Convert alcohol, gaming, and bingo permit processing from hardcopy to electronic workflows by September 2021.

DEVELOPMENT SERVICES: CODE SERVICES

- Increase the number of mosquito traps set annually by 10% by September of 2021.

DEVELOPMENT SERVICES: ENGINEERING

- Approve 95% of Civil Plans within 3 rounds of review throughout FY21.
- Conduct peer reviews on 20% of the initial civil plan submittals to improve the accuracy of the first review throughout FY2021.

DEVELOPMENT SERVICES: PLANNING

- Conduct Peer Reviews on 20% of the Initial Development (Planning) Submittals to improve the accuracy of the first review throughout FY21.

FINANCIAL SERVICES: UTILITY BILLING

- Reduce phone hold times greater than 30 seconds from 25% to 20% by September 2021.

FIRE DEPARTMENT

- Complete individualized City of McKinney Crisis Action Team (CoMCAT) plans for City owned property by November 2020.

HOUSING AND COMMUNITY DEVELOPMENT

- Increase resident usage of Resident Resource Dashboard by 10% through public education by September 2021
- Respond to 100% of customers (internal and external) by next business day through September 2021.

MUNICIPAL COURT

- Fully implement Incode Court Software by September 2021.
- Continue to develop and expand online services for citizens to include the following by September 2021:
 - Virtual Court Proceedings
 - Defensive Driving requests
 - Deferred Disposition requests
 - Compliance Dismissals

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 2021.



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

- Direct runway extension project with contract execution for earthwork and drainage construction (construction package 1) by September 2021.
- Direct strategies and programs to attract 1 or more jet maintenance, repair and overhaul (MRO) service providers by September 2021.
- Complete new FBO terminal building construction by February 2021.
- Complete a review of strategy to position McKinney National Airport in the North Texas commercial air service market by September 2021.
- Develop additional hangar and office space to meet the demand for corporate GA aeronautical tenants by September 2021.
- Increase fuel farm Jet A storage capacity by 30,000 gallons by January 2021.

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

DEPARTMENT OBJECTIVES

McKINNEY NATIONAL AIRPORT

- Review with FAA Airports District Office and report on proposed construction that has the potential to impact the airport's airspace by September 2021.
- Complete appraisal updates and update airport rates and charges by January 2021.
- Maintain runway protection zones (RPZs) and runway approaches free of obstructions per FAA standards throughout FY2021.



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

- Execute four key marketing initiatives to promote airport facilities, services and amenities with a focus on increasing fuel sales and lease revenues by September 2021.
- Develop a budget and program funds to implement a defined marketing program by September 2021.
- Attend two trade shows and two conferences to support strategic marketing efforts by September 2021.
- Host two airport events and four tours that showcase the airport/FBO facilities to the community by September 2021.
- Develop joint marketing strategy with MEDC, MCDC and Chamber of Commerce by January 2021.

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

DEPARTMENT OBJECTIVES

MCKINNEY NATIONAL AIRPORT

- Utilize internal and external resources to actively promote learning opportunities to employees for development and professional growth with a goal of completing 450 courses among all airport employees.
- Maintain top 10 FBO recognition in the U.S. through a variety of industry recognition platform throughout FY21



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 FY21.
- Ensure that I&S (Interest & Sinking) Tax Rate does not exceed level required by law throughout FY21.

HOUSING AND COMMUNITY DEVELOPMENT

- Manage Community Development Block Grant (CDBG) funds with no Housing and Urban Development (HUD) findings during FY21.
- Ensure that available CDBG funds, as a percentage of HUD fund balance, is 1.5 or less by April 2021.
- Increase annual grant funding by 5% by September 2021.

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

DEPARTMENT OBJECTIVES

McKINNEY CONVENTION AND VISITORS BUREAU (MCVB)

- Generate 2200 hotel room nights and conference bookings within the Corporate, Association and Social, Military, Education, Religious and Fraternal (SMERF) markets by September 2021.
- By September 2021, Identify 150 Requests for Proposal (RFP) to pursue for events in McKinney.

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 for borrowing throughout FY21.
- Monitor investment markets to provide an investment return exceeding the average rate of return on six-month U.S. Treasury Bills with the maximum security while meeting daily cash flow demands throughout FY21.
- Monitor the city's credit rating scorecards and maintain and/or improve controllable areas of the scoring criteria throughout FY21:
 - Exercise advantageous bond refunding opportunities as they become available 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

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 2021.
- Update and present 10-year forecasting plans for MEDC/MCDC by September 2021.
- Create an Information Technology 5-year Capital Improvement Plan (CIP) by September 2021.



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

HUMAN RESOURCES

- Manage health plan costs to ensure that they do not increase by more than 5% for the plan year throughout FY21.
- Maintain a low risk factor score of 85% for employee wellness population through well-being education and participation in wellness programs by September 2021.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC) – *Pending Board Approval*

- Maintain a minimum fund balance of \$10 million to ensure availability for key opportunities throughout FY21.

PARKS AND RECREATION

- Regain 100% cost recovery at the Apex Centre within the next three years.
- Apply for at least three grants for parks facilities improvements by September 2021.
- Secure at least 2 sponsorship deals to help offset capital and operational expenses by September 2021.
(Subject to the approval of Superlative agreement by Council)



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 8 Neighborhood Block Party Trailer events by September 2021.
- Work with Arts Commission to sponsor a minimum of 10 public art exhibits or performances by September 2021.

LIBRARY

- Increase engagement with the Library's virtual, on demand programming by 50% throughout FY21.
- Host a minimum of 1 special and themed "cultural" program per month throughout FY21.
- Provide a minimum of 1 Library Outreach activity every quarter to underserved areas of the city throughout FY21.
- Partner with parks to develop and create a minimum of 2 "story walk" opportunities by September 2021.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC) – *Pending Board Approval*

- Continue annual Promotional and Community Event and Project grant programs to support city projects and events throughout FY21.

McKINNEY MAIN STREET

- Create a minimum of three free 'pop-up' events within the Historic Downtown McKinney Cultural District by September 2021.

McKINNEY PERFORMING ARTS CENTER (MPAC)

- Offer a minimum of 72 arts and performance-based programs by September 2021.

PARKS AND RECREATION

- Create and launch at least 2 virtual programming sessions or events per month throughout FY21.
- Develop a Strategic Marketing Plan and launch a dedicated social media presence by September 2021.

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 by August 2021
- Approve projects identified in capital improvement plan review for funding by August 2021.



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; hold at least quarterly (four) roundtable and strategy meetings with marketing partners by September 2021.
- Continue to execute the video programming lineup that includes bi-monthly (six) updates with Directors, monthly (twelve) showcases of city amenities, as well as positive development testimonials throughout FY21
- Increase digital reach by 5% by running digital ad campaigns throughout FY21.

LIBRARY

- Create two additional walking tours by September 2021.

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.
- Publish the annual history preservation calendar to promote the Historic Home Recognition Program and include information about the City of McKinney historic preservation program and available tax incentives by September 2021.

MCKINNEY MAIN STREET

- Produce bi-monthly (six) brochures featuring activities and events within the Historic Downtown McKinney Cultural District throughout FY21.
- Purchase regional advertising quarterly to spotlight Historic Downtown McKinney Cultural District.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC) – *Pending Board Approval*

- Conduct two Promotional Grant cycles annually to support advertising, marketing and promotion of events that promote McKinney by September 2021.
- Develop and implement an advertising campaign to promote McKinney for the purpose of business development and/or tourism by September 2021.
- Develop and place advertising promoting retail development opportunity in McKinney by September 2021
- Present Quality of Life Awards (Individual and Organization) by February 2021.

MCKINNEY CONVENTION AND VISITORS BUREAU (MCVB)

- Increase website traffic and social media pages for Q3 and Q4 by 2% by September 2021 and increase traffic to Visitors Center and "The McKinney Market" by 2% by September 2021.

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

- Complete a Historic Resources Survey to better understand the historical resources of McKinney by September 2021.
- Review and update the Historic Neighborhood Improvement Zone (HNIZ) program to improve its longevity, administration and intended goal of supporting reinvestment by September 2021.
- Facilitate three outreach events with promotional materials regarding the specialized programs that encourage growth and reinvestment in historic McKinney throughout FY21.



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

MCKINNEY MAIN STREET

- Develop a minimum of three photo-op/informational sites within the Historic Downtown McKinney Cultural by September 2021

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC) – *Pending Board Approval*

- Implement two Retail Development Infrastructure Grant cycles to support funding for horizontal infrastructure needs of buildings housing “Landmark Retail” by September 2021.

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 2021.
- Conduct a review of City ordinances and propose updates to be presented to City Council by September 2021.

DEVELOPMENT SERVICES: PLANNING

- Complete a Parking Management Study to identify possible parking management strategies for Cultural District to be presented to City Council by December 2020.
- Develop a Cultural District Placemaking Strategic Plan to coordinate and improve the public realm in the Cultural District to be presented to City Council by September 2021.

HOUSING AND COMMUNITY DEVELOPMENT

- Coordinate with other departments to address resident concerns within one week of registering the issue throughout 2021.
- Increase transit ridership by 10% by September 2021.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC) – *Pending Board Approval*

- Allocate 10% of annual revenue and implement three project grant cycles to fund applications for quality of life projects by September 2021.
- Participate in city initiative to develop a comprehensive housing strategy, to include affordable housing in our Community by September 2021.

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

DEPARTMENT OBJECTIVES

FINANCIAL SERVICES: PURCHASING

- Conduct two supplier outreach training sessions by September 2021.
- Plan and participate in two Disadvantaged Business Enterprise (DBE) training seminars by September 2021.

FIRE DEPARTMENT

- McKinney Fire Department EMS/Mobile Integrated Healthcare and Community Healthcare Program reduce need to access the 911 system 25% by September 2021.



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

HOUSING AND COMMUNITY DEVELOPMENT

- Bring at least one project containing outside equity to McKinney to provide for greater housing choice by September 2021.

5G: Promote sustainability by creating “Green” initiatives

DEPARTMENT OBJECTIVES

LIBRARY

- Launch a series of “green” educational programs for adults and children that promote sustainable practices with a minimum of six programs hosted by September 2021.

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

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: ENGINEERING & PUBLIC WORKS (CROSS-DEPARTMENTAL OBJECTIVE)

- Construct \$1M of pedestrian improvements to promote walkability in the community by September 2021.
- Complete a Citywide Wayfinding project to be presented to City Council by September 2021.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC) – *Pending Board Approval*

- Continue support for McKinney Parks and Recreation Facilities and Hike and Bike trails with \$5.5 million in funding for capital projects by September 2021.
- Support wayfinding, promotional, educational signage initiative within the city by September 2021.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

6A: Maintain meaningful public safety performance measures

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: BUILDING INSPECTIONS

- Perform an average of 75 individual building inspections per month from our total apartment/hotel inventory throughout FY21.

FIRE DEPARTMENT

- Increase survivability from cardiac arrest by 5% by September 2021.

POLICE DEPARTMENT

- Maintain Priority 1 call response time of 6 minutes throughout FY21.
- Maintain Priority 2-4 call response time of 10 minutes throughout FY21.
- Complete and study and present recommendations for Sector and Beat Map realignment to better deploy resources to meet service demands by January 2021.

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

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: BUILDING INSPECTIONS

- Increase training and education for the Field Operation Team to achieve 25% combination International Code Council (ICC) inspector certification by September 2021.
- Increase training, education and mentoring for the Building Inspection Department to achieve 96 hours of training and education for 86% of the full-time employees by September 2021.

FIRE DEPARTMENT

- Inspect 100% of all 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 2021.
- Certify at least one member from each company for TCFP (Texas Commission on Fire Protection) basic fire inspector level by September 2021.

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

DEPARTMENT OBJECTIVES

POLICE DEPARTMENT

- Maintain crime rate within the Top 5 lowest crime rates for cities over 100,000 population in the state throughout FY21.



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 2021.
- Reduce incidence of false alarms 25% by September 2021.

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

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: CODE SERVICES

- Produce 12 educational “Follow Me” days in cooperation with Communications and Marketing regarding a variety of Code, Health, and Animal Control topics by September 2021.
- Facilitate three health-related educational outreach opportunities/workshops for the public by September 2021.

MUNICIPAL COURT

- Increase communication with citizens by developing and releasing an educational video about Traffic Safety during Municipal Court Week by September 2021.

POLICE DEPARTMENT

- Conduct Annual Tacos with Cops event and annual National Night Out event, Conduct quarterly Coffee with Cops events, Conduct twice yearly Citizen Police Academies throughout FY2021
- Continue Neighborhood Police Officer (NPO) initiative.

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

DEPARTMENT OBJECTIVES

POLICE DEPARTMENT

- Focus recruiting efforts on minority and female candidates to maintain minimum of 25% minority and female hiring throughout FY2021.

FIRE DEPARTMENT

- Focus recruiting efforts on minority and female candidates to maintain minimum of 25% minority and female hiring throughout FY2021.