

McKINNEY FIRST

CITY COUNCIL GOALS & STRATEGIES

FISCAL YEAR 2023



**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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CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

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

CITY MANAGER'S OFFICE

- Break ground on new Municipal Community Complex by November 2022.

DEVELOPMENT SERVICES: ENGINEERING

- Complete the design of several improvements to the Bloomdale Road corridor to increase economic growth opportunities.

1B: 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.

CITY MANAGER'S OFFICE

- Send at least two senior employees to the International Council of Shopping Centers (ICSC) ReCon Conference by September 2023.

DEVELOPMENT SERVICES: PLANNING

- Adopt an updated Zoning Code by December 2022 as part of the ongoing implementation of the ONE McKinney 2040 Comprehensive Plan.
- Present a report to Council showing how zoning decisions align with the city's future land use plan by September 2023.

HOUSING AND COMMUNITY DEVELOPMENT

- Develop a specific set of policies and procedures for a Community Land Bank program by September 2023.
- Purchase two lots for affordable housing with Community Development Block Grant funding by September 2023.
- Secure at least one affordable housing project containing outside equity in McKinney in FY23.
- Update Affordable Housing Policies and Procedures to include an affordable housing incentive by September 2023.

1C: 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.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Initiate and execute an annual advertising campaign in support of "Buy McKinney" to educate residents about the financial impact of shopping and dining in McKinney by September 2023.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Contact McKinney's top 10 employers to create a client enhancement plan to build stronger relationships with each one by September 2023.
- Create focused content to target audiences through at least five organic and paid marketing campaigns to encourage development by September 2023.
- Participate in a minimum of five industry trade shows, and one trade mission to attract continued development by September 2023.

MCKINNEY MAIN STREET

- Conduct four merchant retail focus group meetings throughout FY23.
- Create an action plan to attract emerging entrepreneurs to Downtown McKinney by September 2023.
- Publish an online business resource guide for downtown merchants by September 2023.
- Schedule and support three business or development events for property and business owners in the Historic Downtown McKinney Cultural District by September 2023.
- Visit with three businesses or property owners in the Historic Downtown McKinney Cultural District each month throughout FY23.

MCKINNEY PERFORMING ARTS CENTER (MPAC)

- Deliver at least 30 activities or events per month at MPAC to attract 4,000 or more visitors to Downtown McKinney throughout FY23.

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

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Maintain an active project list of at least 20 economic projects through digital media outreach programs, including paid ad campaigns, throughout FY23.

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

CITY MANAGER'S OFFICE

- Complete at least 12 information sharing sessions with various community groups by September 2023.

CITY SECRETARY

- Participate in at least six community events or meetings to share information about departmental projects and services by September 2023.

COMMUNICATIONS AND MARKETING

- Create and administer at least two surveys to seek citizen input and feedback on the city's budget process and other key initiatives by September 2023.
- Create monthly communications plans and distribute materials to educate citizens on various strategic initiatives throughout FY23.
- Continue to execute the city's video programming plan to include six updates with directors and 12 showcases of city amenities throughout FY23.
- Hold at least quarterly roundtables and strategy meetings with marketing partners throughout FY23 to enhance and expand the city's award-winning and nationally recognized brand.
- Increase digital reach across various media by 5% through ongoing ad campaigns by September 2023.

HOUSING AND COMMUNITY DEVELOPMENT

- Conduct two resident workshops focused on different housing topics by September 2023.
- Conduct six "Welcome to McKinney" workshops by September 2023.
- Conduct six public presentations to increase awareness of transit, community, and neighborhood services available to residents by September 2023.
- Develop a program to support the establishment of voluntary HOAs for residents who reside in areas without mandatory HOAs by September 2023.

HUMAN RESOURCES

- Increase outreach to community colleges and local high schools by hosting one career seminar on skills required to enter the job market by September 2023.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Engage with citizens through at least 10 MEDC-sponsored real estate organizational events by September 2023.
- Launch a quarterly newsletter aimed at informing the community about the economic impact MEDC is making in the community by September 2023.

MCKINNEY MUNICIPAL COURT

- Host four community outreach programs, trainings, and other events, to include a Court Internship Program, mock trials through school districts, a Juvenile Redirect Program, and various Municipal Court Week activities by September 2023.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

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

CITY MANAGER'S OFFICE

- Ensure the Executive Leadership Team reviews the 2022 employee engagement survey findings and implement at least four improvement initiatives by September 2023.
- Host at least 20 Executive Leadership Team meetings throughout FY23 to focus exclusively on the work of strategic leadership for the city.

CITY SECRETARY

- Evaluate and compare available technology solutions to help manage increasing volume of work orders by September 2023.
- Implement at least one task management tool to improve departmental policies and training audits by September 2023.

PUBLIC WORKS

- Complete a long-term strategic space needs analysis for Public Works and identify necessary improvements to existing facility at 1550 S. College Street by September 2023.
- Complete construction plans and specifications and achieve approval of guaranteed maximum price construction contract for delivery of new Municipal Community Complex by November 2022.
- Evaluate incorporation of small diameter water main replacements into water service line replacement program to meet non-revenue water target of 12% or less by September 2023.
- Make formal presentations to the City Council on wastewater operations and capital improvements, as part of an ongoing Public Works infrastructure informational series by June 2023.

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

DEVELOPMENT SERVICES: CODE SERVICES

- Complete a review of pet licensing or microchipping guidelines and submit appropriate code updates to City Council for review and approval by September 2023.
- Create at least 14 social media posts and educational outreach opportunities/workshops on a variety of code, health, and animal control topics by September 2023.
- Provide all Code Services staff with three additional hours of officer safety/blood borne pathogen training by September 2023.

DEVELOPMENT SERVICES: PLANNING

- Complete the transition of historic preservation project requests from paper application to an online, digital process by July 2023

HOUSING AND COMMUNITY DEVELOPMENT

- Respond to 100% of internal and external customer correspondence within one business day throughout FY23.
- Respond to resident neighborhood concerns received within one week in coordination with other applicable departments throughout FY23.
- Update clients weekly on the status of their applications for Tenant Based Rental Assistance and the Landlord Individual and Family Tenant Program throughout FY23.

HUMAN RESOURCES

- Develop an ethics and compliance course to include in the new Learning Management System and ensure it is completed by all employees by September 2023.

LIBRARY

- Adopt a strategic library outreach plan to provide library services to underserved segments of the community by September 2023.
- Implement a uniform system to standardize how we capture and analyze community feedback across all library programs and events by June 2023.
- Provide an option for pickup and checkout of reserved library materials outside regular operating hours by June 2023.

MCKINNEY MUNICIPAL COURT

- Expand the functionality and accessibility of the Municipal Court's online services to include compliance dismissals, payment plans, and extensions by June 2023.
- Implement a text and email notification system to improve notification methods and reminders to jurors regarding required jury service (or cancellations) by June 2023.
- Offer all customer documents in a digital format accessible from any device by June 2023.

PUBLIC WORKS

- Develop and implement a new resident portal for submitting service requests that integrates with Cityworks by September 2023.

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.

CITY MANAGER'S OFFICE

- Complete a comprehensive review of all FY22 performance measures and report the results to City Council by January 2023.

HUMAN RESOURCES

- Conduct monthly safety meetings with departments, weekly field observations, and have meetings with individual employees to address safety issues in support of creating a stronger culture of safety in the city throughout FY23.
- Establish a new safety-based Learning Management System to provide safety training modules and effectively track and monitor completion of training to increase performance while decreasing injuries and damages by May 2023.

VISIT MCKINNEY

- Generate a list of newly created and existing leads from the customer relationship management database throughout FY23.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Complete a workforce inventory for the City of McKinney and Collin County by September 2023.

MCKINNEY MUNICIPAL COURT

- Complete three major process improvement projects to core software capabilities by June 2023.

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE MANAGEMENT

- Deliver 25% of all professional development/training courses remotely to make them available to employees who are unable to attend in-person classes and workshops throughout FY23.
- Develop a formal diversity and inclusion statement through the Executive Leadership Team by April 2023.

PUBLIC WORKS

- Develop and refine key performance indicators for Public Works operations using new data and tools available through the Cityworks workorder system by July 2023.

2D: Implement performance management practices that include developing and training staff and Board and Commission members.

CITY SECRETARY

- Implement a standardized training program for elected and appointed members of governing bodies with televised meetings by September 2023.

HUMAN RESOURCES

- Update Human Resources recruiting video and marketing materials for current and harder-to-fill positions by January 2023.

VISIT MCKINNEY

- Ensure 100% of Visit McKinney Board Members have been trained on “Visit McKinney” policies and procedures by December 2022.

MCKINNEY MUNICIPAL COURT

- Implement an internal “Municipal Court College” to professionalize and prioritize training for staff by June 2023.

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE MANAGEMENT

- Conduct at least three leadership development classes for members of the city’s Executive Leadership Team in support of the city’s goal of leadership development at all levels of the organization by September 2023.
- Create and present a new course on developing and using data and key performance indicators to help managers make better decisions using internal City of McKinney case studies by March 2023.
- Host at least one High Performance Organization three-day seminar for 35 employees to support the city’s vision, values and leadership philosophy by September 2023.
- Offer two Emerging Leaders Courses to prepare high-potential frontline staff for greater success and higher levels of responsibility by September 2023.
- Organize and host at least four employee-led educational/cultural awareness events by September 2023 to strengthen teamwork, mutual respect, and the overall sense of belonging within the organization.
- Produce at least three targeted videos to strengthen and reinforce teamwork, continuous learning, and other aspects of our organizational culture by September 2023.
- Send at least 20 employees through the city’s 32-hour Facilitator Training Course to support more collaboration and team-based problem-solving by September 2023.
- Send at least five employees through the State of Texas certified mediation course by September 2023 to ensure organizational leaders have help addressing employee relations issues within their departments.
- Send at least three senior staff members to the resident Leading EDGE High Performance Organization course by January 2023.

PARKS AND RECREATION

- Develop and launch the Parks & Recreation Academy program that will include an introductory course, a train-the-trainer course, and a leadership training course by September 2023.
- Submit an application to the Commission for Accreditation of Park and Recreation Agencies (CAPRA) to earn organizational certification by September 2023.



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.

MCKINNEY NATIONAL AIRPORT

- Break ground on a permanent General Aviation Federal Inspection Station (Customs) facility by September 2023.
- Complete an additional 6,000-square-foot office space expansion for new and existing tenants by September 2023.
- Complete construction on an additional 40,000-square-foot hangar expansion for new and existing airport tenants by September 2023.
- Complete the southern portion of the McKinney National Airport's runway extension by September 2023.
- Construct a permanent airfield maintenance building by September 2023.
- Secure one or more jet maintenance, repair, and overhaul (MRO) service providers by September 2023.
- Secure capital funding for commercial air service terminal and related infrastructure by September 2023.

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

MCKINNEY NATIONAL AIRPORT

- Conduct a market appraisal of airport and fixed-base operations lease rates and update rates and charges where appropriate by September 2023.
- Correct all existing airfield drainage discrepancies by September 2023.
- Maintain runway protection zones and runway approaches 100% free of obstructions throughout FY23.

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

MCKINNEY NATIONAL AIRPORT

- Attend two trade shows and two conferences to learn more about strategies to professionalize operations and airport marketing materials by September 2023.
- Develop a comprehensive messaging strategy to support commercial air service at McKinney National Airport by November 2023.
- Host two airport events and four tours that showcase the airport and fixed-base operations and informs citizens about how the airport supports the City of McKinney by September 2023.

3D: Continually maintain national recognition for excellence in fixed-base operations.

MCKINNEY NATIONAL AIRPORT

- Achieve fixed-base operations "Top 10 in the U.S." recognition through a variety of industry recognition platforms by September 2023.
- Ensure airport staff complete at least 450 courses through internal and external sources to promote safety, operational effectiveness, customer service, and general professional growth by September 2023.



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

4A: Pursue and maintain an AAA bond rating with Standard & Poor's and Moody's.

FINANCIAL SERVICES

- Maintain AAA or AA+ credit ratings throughout FY23 to ensure the city receives the lowest interest rates possible.
- Maintain fund balance reserves in excess of city internal policy, as well as the Standard & Poor's and Moody's scorecard criteria, throughout FY23.
- Maintain fund balances at or above levels required by city policy throughout FY23.

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

FINANCIAL SERVICES

- Ensure that the Interest and Sinking (I&S) Tax Rate does not exceed the level required by law throughout FY23.

HOUSING AND COMMUNITY DEVELOPMENT

- Ensure zero discrepancies on all grants by professionally managing each one throughout FY23.

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

FINANCIAL SERVICES

- Reduce the city's debt throughout FY23 by exercising advantageous bond refunding opportunities as they become available.
- Target an investment return exceeding the average rate of return on six-month U.S. Treasury Bills while meeting daily cash flow demands throughout FY23.

VISIT MCKINNEY

- Attend and/or send collateral materials to at least one corporate trade show/conference by September 2023.
- Attend and/or send collateral materials to at least two association trade shows/conferences by September 2023.
- Attend and/or send collateral materials to at least two social, military, education, religious and fraternal trade shows/conferences by September 2023.
- Process 100% of requests for proposal by notifying McKinney hotels throughout FY23.

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

DEVELOPMENT SERVICES: ENGINEERING

- Finalize a contract with a consultant to monitor and submit federal and state infrastructure grants by January 2023.

FINANCIAL SERVICES

- Update and present 10-year forecasting plans to the McKinney Economic Development Corporation and McKinney Community Development Corporation by September 2023.
- 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 2023.

HUMAN RESOURCES

- Create and implement a benefits education program for employees by September 2023.
- Implement cost containment strategies for the city's health plan to keep increases below market trends by September 2023.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Limit bonding activity to ensure annual debt service does not exceed 25% of annual sales tax revenue throughout FY23.

PARKS AND RECREATION

- Achieve at least 75% cost recovery at the Apex Centre throughout FY23.



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

5A: Develop a parks strategy to preserve green space for future park land.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Continue support for McKinney Parks and Recreation facilities and hike and bike trails with \$5.5 million in funding for capital projects by September 2023.

PARKS AND RECREATION

- Replace three aging playgrounds with all new equipment by September 2023.

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

HOUSING AND COMMUNITY DEVELOPMENT

- Book 12 Block Party Trailer events by September 2023.

LIBRARY

- Complete a survey of organizations that provide accreditation for Continuing Education Units (CEUs) and map the necessary steps to align the McKinney Public Library System adult education programs with those standards by September 2023.
- Create four digital exhibits highlighting local history and culture by May 2023.
- Host at least six major cultural event programs by September 2023.

MCKINNEY MAIN STREET

- Create or facilitate at least of three community ‘pop-up’ events within the Historic Downtown McKinney Cultural District by September 2023.

MCKINNEY PERFORMING ARTS CENTER (MPAC)

- Ensure that at least 10% of MPAC-hosted programs specifically showcase the diversity of the City of McKinney throughout FY23.
- Present a minimum of 72 different arts programs and/or performances that will appeal to diverse audiences by September 2023.

5C: Promote reinvestment activities and ordinance changes in Historic Downtown McKinney that balance preservation of historic character and current market needs.

DEVELOPMENT SERVICES: PLANNING

- Complete a Historic Resources Survey by September 2023 (subject to funding).

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Implement two Retail Development Infrastructure Grant cycles to support funding for horizontal infrastructure needs of buildings housing “Landmark Retail” by September 2023.

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

DEVELOPMENT SERVICES: ENGINEERING

- Coordinate with the North Central Texas Council of Governments and the Texas Department of Transportation to continue the development, implementation and funding of an enhanced pedestrian crossing across S.H. 5 at Louisiana and Virginia streets by September 2023.

DEVELOPMENT SERVICES: PLANNING

- Create and launch a public education/outreach program related to historic preservation activities and incentives by September 2023.

HOUSING AND COMMUNITY DEVELOPMENT

- Complete one reconstruction project and 12 rehabilitations or emergency home repair projects for eligible residents by September 2023.
- Complete eight property repairs through Property Maintenance Programs by September 2023.
- Implement 100% of the recommendations reported in the Mayor's Task Force on Homelessness by September 2023.

PARKS AND RECREATION

- Implement a participant tracking system for all special events and sports tournaments by September 2023.

5E: Promote environmental stewardship initiatives.

DEVELOPMENT SERVICES: PLANNING

- Create and launch a public education program related to the importance of tree preservation by September 2023.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Participate in the bi-annual clean-up of Bonnie Wenk Park by September 2023.

PARKS AND RECREATION

- Co-host a minimum of six volunteer opportunities in partnership with the McKinney Parks Foundation to promote and improve the environmental health of our parks system by September 2023.

PUBLIC WORKS

- Evaluate and present policy options to City Council for the installation of electric vehicle charging stations and electrification of city fleet by July 2023.
- Select a solid waste contractor through the Request for Proposal process consistent with objectives outlined in the City's Solid Waste Management Strategy by June 2023.

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

DEVELOPMENT SERVICES: ENGINEERING

- Complete a pilot study of unimproved alleyways within a small area east of S.H. 5 to determine which alleyways should be either abandoned or maintained and present findings to City Council by September 2023.
- In coordination with Public Works, present options and obtain direction from City Council regarding funding goals related to annual sidewalk maintenance and development of a sidewalk prioritization plan by March 2023.

FIRE DEPARTMENT

- Reduce demand by 25% on the 911 system through improvements to the EMS/Mobile Integrated Healthcare and Community Healthcare Program by September 2023.

LIBRARY

- Establish a series of small business workshops and seminars in partnership with outside organizations by September 2023.

PARKS AND RECREATION

- Begin the construction of one new trail by September 2023.
- Begin the design of one new trail project by September 2023.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

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

FIRE DEPARTMENT

- Increase survivability from cardiac arrest cases that the department responds to by 5% by September 2023.

POLICE DEPARTMENT

- Maintain Priority 1 call response time of six minutes or less throughout FY23.
- Maintain Priority 2-4 call response time of 10 minutes or less throughout FY23.

6B: Maintain meaningful public safety performance measures

DEVELOPMENT SERVICES: BUILDING INSPECTIONS

- Provide at least 90% of staff a minimum of one hour of International Code Council-accredited training every week throughout FY23.

FIRE DEPARTMENT

- 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 2023.

6C: Continually increase operational efficiency in public safety departments.

POLICE DEPARTMENT

- Maintain “Top Five Lowest Crime Rate” recognition for all cities in the state of Texas with populations over 100,000 during FY23.

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

DEVELOPMENT SERVICES: BUILDING INSPECTIONS

- Align building codes with the most current national and international standards by November 2022.
- Ensure 50% of building inspectors achieve ‘Combination International Code Council’ certification by September 2023.

FIRE DEPARTMENT

- Complete confined space and trench rescue training for 100% of the department’s technical rescue team by September 2023.
- Reduce the incidence of false alarms by 25% by September 2023.

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

POLICE DEPARTMENT

- Host at least four community engagement events including Tacos with Cops, Coffee with Cops, Citizen Police Academy, and National Night Out by September 2023.

6F: Engage in strategic diversity outreach to attract and retain greater diversity of public safety personnel.

FIRE DEPARTMENT

- Maintain a minimum of 25% minority and female hiring throughout FY23 by focusing recruiting and hiring efforts on minority and female candidates.

POLICE DEPARTMENT

- Maintain a minimum of 30% minority and female hiring throughout FY23 by focusing recruiting and hiring efforts on minority and female candidates.