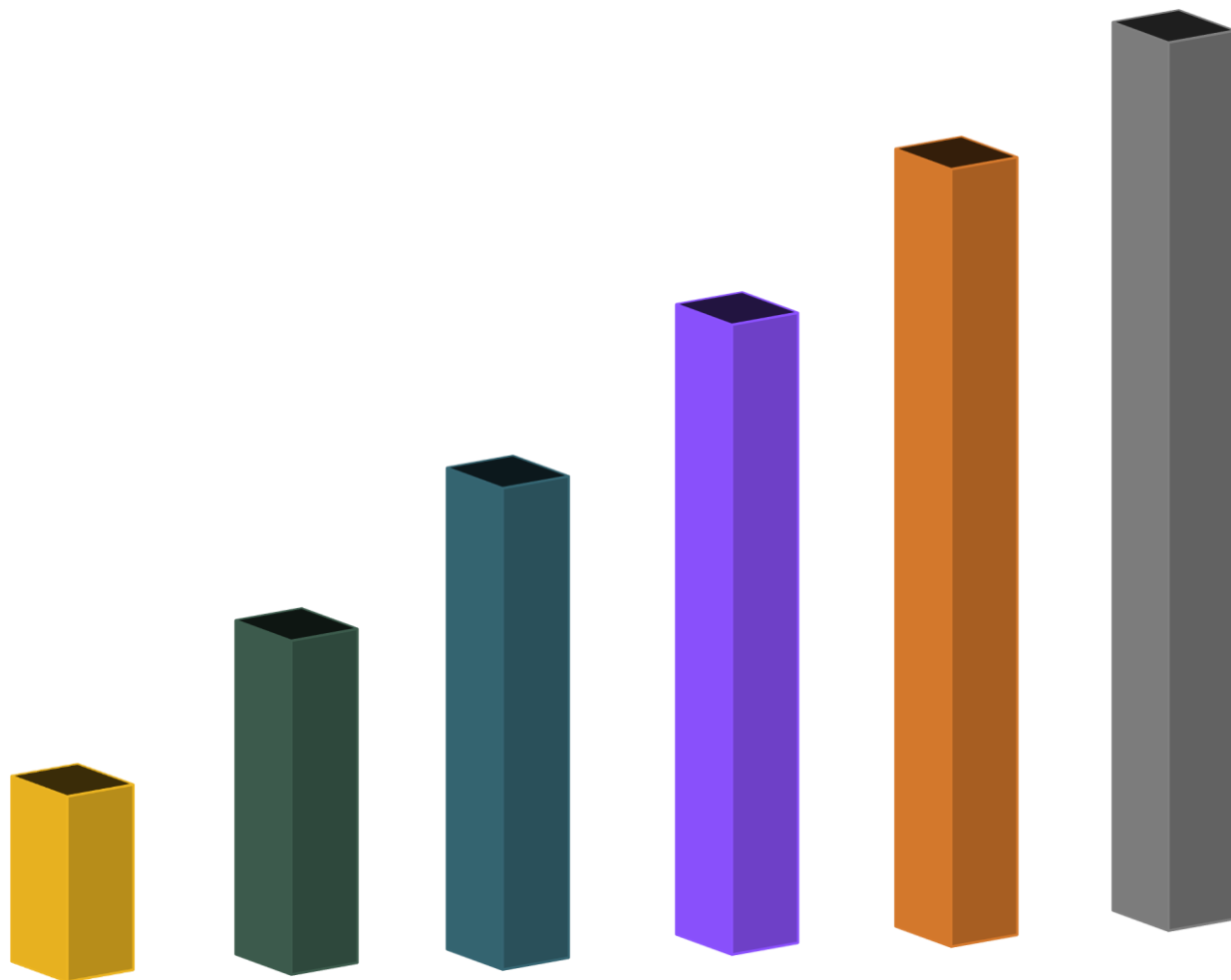


City of McKinney

FY25 Strategic Goals

(End of fiscal year report to City Council)

December 16, 2025



McKINNEY FIRST

CITY COUNCIL GOALS & STRATEGIES

FY25 (Oct. 1, 2024 – Sept. 30, 2025)



DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH



OPERATIONAL EXCELLENCE



**MAXIMIZE THE DEVELOPMENT OF THE 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

- 1A: Provide a strong economy by creating a Global Housing Strategy and facilitating a balance between industrial, commercial, residential, and open space.
- 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 option and tourism to become a “Live, Work, & Play” community.
- 1C: Maximize existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC).
- 1D: Increase community involvement and participation within local government/community.

CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

- 2A: Balance available resources to accommodate the growth and maintenance needs of the city.
- 2B: Continuously provide a high level of customer service to our citizens.
- 2C: Through the use of dashboards, performance management tools and new technologies, identify opportunities for internal efficiencies and continuous improvement to foster and reinforce a high performing organizational culture.
- 2D: Implement performance management practices that include developing and training staff and Board and Commission members and schedule joint City Council and Boards and Commissions meetings to encourage alignment with City Goals & Priorities.
- 2E: Implement “Smart Cities” approach and digital technologies in the City’s operations in support of achieving operational excellence.

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.
- 3B: Identify and implement land use regulations and policies which preserve and expand long-term operational excellence.
- 3C: Improve communication and marketing to show the value of McKinney National Airport to the city and region.
- 3D: Continually maintain national recognition for excellence in Airport and Fixed Base Operations.

CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

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



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.
- 5B: Promote reinvestment activities and ordinance changes in Historic Downtown McKinney that balance the preservation of historic character with current market needs.
- 5C: Develop sustainable quality of life improvements within the City of McKinney.
- 5D: Promote environmental stewardship initiatives.
- 5E: Enhance connectivity to parks & civic facilities, schools/education centers, libraries, health care providers, commercial corridors, etc.

CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

- 6A: Pursue and maintain low crime rates in comparison to other communities.
- 6B: Maintain meaningful public safety performance measurements.
- 6C: Continually increase operational efficiency in public safety departments.
- 6D: Pursue and maintain the highest Insurance Services Office (ISO) fire and building protection classification.
- 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 Public Safety personnel.

NOTE: All department-level objectives are monitored throughout the fiscal year, which runs from October 1 – September 30. The Performance Manager will post quarterly updates on the public-facing Performance Dashboard.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

1A: Provide a strong economy by creating a Global Housing Strategy and facilitating a balance between industrial, commercial, residential, and open space.

HOUSING AND COMMUNITY DEVELOPMENT

- Complete an update of Affordable Housing Policies and Procedures, based on recommendations from the Economic and Planning Systems (EPS) Neighborhood Preservation Study, by March 31, 2025.

COMPLETE

- Purchase two (2) infill lots to be used for affordable single-family housing, completing both purchases by September 30, 2025.

COMPLETE

- Develop Policies and Procedures for the Community Land Trust, purchase land, and identify nonprofit development partners, by September 30, 2025.

COMPLETE

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Host quarterly roundtable discussions on attainable housing to share information and resources, in collaboration with all key constituents working in the affordable housing arena (MCDC, Chamber of Commerce, McKinney Housing and Community Development Department, City Manager's Office, Planning Department, McKinney Housing Authority, Collin County Habitat for Humanity, MEDC, Nonprofit and Financial Services), holding meetings each quarter throughout FY25.

COMPLETE

- Allocate \$3 million of the annual budget for grants/loans for Affordable Housing projects that meet MCDC eligibility requirements (60% AMI), by September 30, 2025.

COMPLETE

- Explore funding support for the Community Land Trust (once established), by September 30, 2025.

50% COMPLETE - MCDC funds for affordable housing are restricted to residents at or below 60% of the area median income. To date, Housing and Community Development has not identified a project that fulfills this criterion. \$1 million is budgeted in FY26 for the Community Land Trust initiative.

CITY MANAGER'S OFFICE

- Send at least two (2) senior employees to the International Council of Shopping Centers (ICSC) ReCon Conference, by September 30, 2025.

0% COMPLETE - The decision was made not to attend the conference based on a limited number of pre-scheduled meetings and a cost-benefit analysis that did not support attendance. Both the Assistant City Manager and McKinney Community Development President attended the ICSC Red River Conference instead, achieving many of the objectives that would have been addressed at the ReCon event.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

1B: Continue to develop a retail development strategy for key areas of the community to further diversity revenue sources and expand entertainment, dining, and shopping options and tourism to become a “Live, Work, & Play” community.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Fund and execute an annual advertising campaign (including the use print, social media, presentations, and collateral materials) in support of “Buy McKinney” initiative to educate residents about the positive financial impacts of shopping and dining in McKinney, by September 30, 2025.
COMPLETE
- Develop and implement an outreach plan to share information about MCDC’s Retail Infrastructure Grant Program, to support landmark retail in McKinney (two cycles per year), and encourage application to the program, by September 30, 2025.
COMPLETE

MCKINNEY MAIN STREET

- Conduct at least six (6) merchant retail focus group meetings, by September 30, 2025.
COMPLETE
- Purchase regional advertising to spotlight the Historic Downtown Cultural District as a destination, each quarter throughout FY25.
COMPLETE
- Schedule at least four (4) business development events for property and business owners with the Historic Downtown Cultural District, by September 30, 2025.
COMPLETE
- Meet with at least twelve (12) businesses or property owners in the Historic Downtown McKinney Cultural District, each month throughout FY25.
COMPLETE

MCKINNEY PERFORMING ARTS CENTER (MPAC)

- Schedule and deliver at least thirty (30) activities or events each month that attract a total of 4,250 monthly visitors to Downtown McKinney, throughout FY25.
COMPLETE

VISIT MCKINNEY

- Increase digital reach and information sharing through the Visit McKinney Website, Visit Widget, Instagram, Facebook, and LinkedIn, by 5%; and increase reach and information sharing through YouTube by 2%, with both increases achieved by September 30, 2025.
COMPLETE



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

1C: Maximize existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC)

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Co-sponsor/fund 50% of annual sponsorship fee for McKinney to host the 2025 Byron Nelson CJ Cup golf tournament (\$250,000), by May 31, 2025.
COMPLETE
- Provide funding for, and participate in, multiple marketing activities to promote the City of McKinney and support business development in advance of, and during the Byron Nelson CJ Cup golf tournament ("19th Hole"), by May 31, 2025.
COMPLETE

VISIT MCKINNEY

- Partner with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC) to participate in five (5) joint meetings and sales calls to promote McKinney as a destination for new hotel developments, by September 30, 2025.
COMPLETE

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

CITY MANAGER'S OFFICE

- Complete at least twelve (12) information sharing sessions with various community groups (outside of regularly scheduled, required events), by September 30, 2025.
COMPLETE
- Achieve 100% attendance, by representatives from the City Council/City Manager's Office, for all supported community special events, galas, and dinners, throughout FY25.
COMPLETE

COMMUNICATIONS AND MARKETING

- Create and administer at least two (2) surveys to seek citizen input and feedback on the city's budget process and other key initiatives, by September 30, 2025.
COMPLETE
- Create monthly communication plans and distribute materials to educate citizens on various strategic initiatives, each month throughout FY25.
COMPLETE
- Produce at least six (6) new video updates with department directors, and six (6) new videos that showcase city amenities, by September 30, 2025.
COMPLETE
- Hold four (4) quarterly strategy meetings with marketing partners to enhance and expand the city's award-winning and nationally recognized brand, by September 30, 2025.
COMPLETE
- Increase digital reach and information sharing, across various media, by 5%, through ongoing ad campaigns, by September 30, 2025.
COMPLETE



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

HOUSING AND COMMUNITY DEVELOPMENT

- Provide staff support, as well as foundational documents, to assist in establishing at least three (3) new Neighborhood Associations, by September 30, 2025.
COMPLETE
- Make at least six (6) public presentations to increase citizen knowledge of grant options, as well as community and neighborhood support services offered by the city, by September 30, 2025.
COMPLETE
- Host one (1) HOA Management Company connection event, with at least ten (10) companies in attendance, to enhance relationships and facilitate communication between groups, by September 30, 2025.
COMPLETE
- Host the Annual Neighborhood Conference with a goal of having 100 citizens attend the event, by May 31, 2025.
COMPLETE
- Host one (1) family-friendly "Welcome to McKinney" event to inform new/recent residents with families of available city services; and host one (1) "Welcome" event geared specifically for new/recent, adult residents, by September 30, 2025.
COMPLETE
- Host at least two (2) resident workshops on special or timely topics (for example Identifying Contractor Fraud), with a goal of having a total of 30 attendees at the two events, by September 30, 2025.
COMPLETE
- Host four (4) Community Connection public education activities to expand citizen participation and help/serve at least 1500 residents through public service grants, by September 30, 2025.
COMPLETE
- Host one (1) event with mixed denomination faith leaders in the community to strengthen relationships and increase communication between the city and members of the faith community in McKinney, by June 30, 2025.
COMPLETE
- Host six (6) training sessions for the mobile GoPASS application for transit services in McKinney to increase citizen knowledge, with the goal of having at least 30 people attend one of the sessions, by September 30, 2025.
COMPLETE



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Conduct two (2) Promotional and Community Event grant cycles to provide up to a grand total of \$200,000 in grant funding to promote events that support business development, tourism, and opportunities for residents to get involved in the community, by September 30, 2025.
COMPLETE
- Participate in a minimum of ten (10) business and/or community events to engage directly with residents, businesses and visitors, by September 30, 2025.
COMPLETE
- Implement Quality-of-Life Awards (one for an individual and another for an organization) to recognize and celebrate the impact that individuals and local businesses have had on quality of life improvements for residents of McKinney, by March 31, 2025.
COMPLETE
- Increase website views by 8%, increase Facebook followers by 3%, and increase Twitter followers by 2%, to better promote community engagement in the City of McKinney, by September 30, 2025.
COMPLETE

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Maintain an active project pipeline of a minimum of twenty (20) projects, throughout FY25.
COMPLETE
- Generate at least twenty-five (25) new national and international project leads, by September 30, 2025.
COMPLETE
- Engage sixty (60) McKinney businesses for visitation, to include all "Top 10" employers, by September 30, 2025.
COMPLETE
- Host at least two (2) open invitation community-wide forums to foster greater relationships, communications, and collaboration, by September 30, 2025.
COMPLETE
- Write and publish quarterly community newsletters, each quarter throughout FY25.
COMPLETE

OFFICE OF EMERGENCY MANAGEMENT

- Conduct a 27-hour Community Emergency Response Team (CERT) training course for a minimum of twenty-five (25) citizens and twenty-five (25) City employees, as well as all City of McKinney Crises Action Team (COMCAT) members, to prepare them to provide critical support to family members, neighbors, and the broader community during a crisis, by September 30, 2025.
COMPLETE
- Attend at least eight (8) community events to educate residents on key aspects of disaster preparedness to promote a safer and more secure community, by September 30, 2025.
COMPLETE

VISIT MCKINNEY

- Host two (2) events inside the McKinney Visitor Experience Center each quarter throughout FY25.
COMPLETE



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 (ELT) implements at least four (4) organization-wide improvement initiatives from long-range strategic planning efforts and/or analysis of employee feedback captured in the city's semiannual engagement survey, by September 30, 2025.

COMPLETE

PUBLIC WORKS

- Successfully move 100% of all staff who will work in the new City Hall complex into the facility by March 30, 2025.

COMPLETE

FIRE DEPARTMENT

- Successfully transition staff, resources, and operational and administrative functions, to the new Fire Department Headquarters building, the new Fire Station 2, and ensure the new Fire Logistics facility is at least 50% fully operational, by September 30, 2025.

90% COMPLETE – Completion pushed out due to weather delays. Targeted move-in date is set for early January 2026 for all 3 buildings - Fire Admin, Station 2 and Logistics warehouse.

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

CITY MANAGER'S OFFICE

- Successfully transition entire City Management team into the new City Hall complex, by March 15, 2025.

COMPLETE

- Provide the City Council with an operational update regarding the waste and recycle hauling transition. by December 31, 2024.

COMPLETE

- Deliver 100% of draft City Council agendas to eligible recipients by end-of-business the Tuesday preceding each regularly scheduled City Council Meetings, throughout FY25.

COMPLETE

- Provide the Council with an update regarding the status of the organization's Enterprise Resource Planning software, and the recommendations for future improvements, by December 31, 2024.

COMPLETE



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

DEVELOPMENT SERVICES: CODE SERVICES

- Request approval from City Council on proposed amendments to the Code of Ordinances related to the feeding of animals on city property, by December 31, 2024.

COMPLETE

- Request support from City Council to initiate a Pet Registration Program, by December 31, 2024.
0% COMPLETE – Staff continued to support the concept of a pet registration program, but progress was delayed due to competing priorities and limited capacity to develop the framework. The proposed completion date has been moved to the end of Q2 of FY26.

FIRE DEPARTMENT

- Successfully deploy a new medical unit (Med 9), at Station 9, to optimize emergency medical response capabilities, improve patient care outcomes, and ensure the safety and well-being of the community, by March 31, 2025.

COMPLETE

HOUSING AND COMMUNITY DEVELOPMENT

- Respond to 100% of internal and external customer inquiries and correspondence within one (1) business day, throughout FY25.

COMPLETE

- Address or refer resident concerns to the appropriate department within two (2) business days and follow up weekly until resolved, throughout FY25.

COMPLETE

- Contact all Housing and Community Development clients with pending applications at least monthly to update them on the status of their applications for Rehabilitation, Tenant Based Rental Assistance (TBRA), and LIFT transit programs, throughout FY25.

COMPLETE

HUMAN RESOURCES

- Conduct at least six (6) training/information sessions covering employee relations issues/topics, by September 30, 2025.

COMPLETE

- Conduct process mapping of the entire employment process each quarter to identify areas that may be improved or streamlined, throughout FY25.

30% COMPLETE – The current staffing levels are insufficient to complete the entire project within one year, as resources have been allocated to additional HR initiatives. This objective is ongoing and will be extended into the next fiscal year, FY26.

- Ensure that an HR representative sits on at least one hiring panel per month throughout FY25 and formally request that an HR representative be allowed to sit on all hiring panels for designated high-level or high-turnover positions, throughout FY25.

COMPLETE

- Initiate four (4) new benefits education initiatives, by September 30, 2025.

COMPLETE

- Analyze and propose adoption of four (4) strategic methods to enhance competitive benefits advantage, by September 30, 2025.

COMPLETE



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

INFORMATION TECHNOLOGY

- Enhance the City's Cyber Security Incident Response controls to better detect, respond to, and recover from cybersecurity incidents by increasing current controls by 40%, based on the NIST Cybersecurity Framework guidelines, by September 30, 2025.
80% COMPLETE – Cybersecurity controls will remain part of our continuous improvement efforts and will evolve to align with emerging regulations. Management of these initiatives will continue within IT.

MUNICIPAL COURTS

- Create a Spanish-language version of fifty (50) commonly used forms, instructions, and court documents, and make them available to the community, by September 30, 2025.
COMPLETE

PUBLIC WORKS

- Implement programs and solutions to continually reduce (1-2%) non-revenue water from the prior year's benchmark, which will be calculated and reported by September 30, 2025.
COMPLETE
- Identify and implement sewer repairs, in accordance with the department's master sewer evaluation program, to reduce inflow and infiltration, and use flow monitoring results to evaluate the effectiveness of the program, identify further repairs needed, and locations with potential capacity concerns, by September 30, 2025.
COMPLETE
- Initiate the next pavement condition assessment to evaluate current condition of roadways and establish the next generation of roadway improvements (contingent upon FY25 budget support), by September 30, 2025.
75% COMPLETE – The pavement condition assessment contract was executed, and IMS has completed the collection and initial analysis of the street data. We expect to provide update to City Council in Q2 of FY26.

VISIT MCKINNEY

- Participate in a minimum of two (2) Community Events to showcase Visit McKinney and what we have to offer, by September 30, 2025.
COMPLETE



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

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

CITY MANAGER'S OFFICE

- Complete a comprehensive review of all department-level FY24 performance measures and report all results to the City Council, by December 31, 2024.

COMPLETE

- Publish 100% of City Manager's Notes by 12:00pm the Friday preceding regularly scheduled City Council Meetings, throughout FY25.

COMPLETE

CITY SECRETARY'S OFFICE

- Create and execute a monthly Project Plan to achieve all twelve (12) evaluation standards required to compete for the Texas Municipal Clerks' Association (TMCA) Office of Excellence Award, while at the same time, further professionalizing staff and operations within the City Secretary's Office, by March 14, 2025.

COMPLETE

- Establish a Municipal Clerks' Forum by December 31, 2024, and hold quarterly meetings throughout the remainder of the FY to finalize a Public Meetings Operational Guide, by September 30, 2025.

50% COMPLETE – Several things impacted planning and completing implementation – changes to facility availability and functionality, meeting locations, and operational direction, as well as changes to agenda posting requirements (May to Sep 2025). Completion deadline has been extended to September 2026.

FIRE DEPARTMENT

- Implement an asset management system to improve operational excellence and efficiency in tracking, maintaining, and utilizing departmental resources by September 30, 2025.

COMPLETE

MUNICIPAL COURTS

- Standardize the McKinney Municipal Court document filing system, by September 30, 2025.

80% COMPLETE – Project faced delays due to limited vendor availability for implementation and training. Staff will coordinate with the vendor to confirm revised timelines and schedule implementation and training sessions as soon as resources become available. Expected completion date is Q2 FY26.

- Revise website content to maximize accuracy and responsiveness of the city's interactive chat-bot feature for the Municipal Court, by September 30, 2025.

COMPLETE



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

ORGANIZATIONAL DEVELOPMENT & PERFORMANCE MANAGEMENT

- Deploy a new public-facing Performance Management dashboard to promote more data-based decision-making in departments across the city, while at the same time provide greater transparency to residents, by January 30, 2025.

COMPLETE

- Generate and provide detailed Performance Management reports to all department heads and City Management each quarter throughout FY25, as well as mid-FY and end-of-FY reports to the city's Executive Leadership Team.

COMPLETE

HUMAN RESOURCES

- Create a Policy Review Committee and meet monthly as a group to finalize and publish a complete revision of the city's policy manual, by September 30, 2025.

COMPLETE

- Update ten (10) job descriptions each quarter to maintain the reliability and integrity of the city's compensation plans, throughout FY25.

COMPLETE

- Perform measurements, one each month, of the percentage of full-time turnover, by department, and provide analyses of findings to department heads when their turnover rate exceeds 8%, to help improve city-wide retention, throughout FY25.

34% COMPLETE – Incremental progress made. The objective will be extended into the next fiscal year, FY26.

- Deploy a new NeoGov Learning Management System (LMS) to four (4) departments, to support and document compliance and safety training for staff, as well as other training the city offers, and effectively track and document completion of licenses and certifications for employees, (contingent upon FY25 budget support), by September 30, 2025.

COMPLETE

- Conduct at least eight (8) Smith Systems Driving Courses for employees operating city-owned motor vehicles, to promote safe driving, by September 30, 2025.

88% COMPLETE – Very good progress made. The objective will be extended into the next fiscal year, FY26.

- Conduct ten (10) pre-event risk inspections with the McKinney Police Department prior to major downtown events, by September 30, 2025.

COMPLETE

- Conduct one hundred (100) field observations, twenty-four (24) toolbox talks, twelve (12) safety training sessions, and host twelve (12) safety committee meetings, to promote a stronger culture of safety within the city, by September 30, 2025.

COMPLETE

- Perform fifty-two (52) job hazard analyses and/or job safety analyses, to further promote an organizational culture of safety, by September 30, 2025.

COMPLETE



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

PARKS & RECREATION

- Develop and implement a Parks & Recreation onboarding process, with built-in tracking systems, that will identify all trainings and certifications needed for staff at all levels of the department by, September 30, 2025.

COMPLETE

INFORMATION TECHNOLOGY

- Conduct a thorough review of the current Enterprise Resource Planning (ERP) software implementation objectives to ensure they align with the City's needs, and present findings and recommendations on a viable ERP solution for the future to ERP Stakeholders, by December 31, 2024.

COMPLETE

- Develop, test, and refine a detailed disaster recovery plan for Finance, HR, Public Safety, and Public Works departments, to ensure minimal downtime and 100% data recovery in the event of a disaster, completing the cycle for all four departments by September 30, 2025.

40% COMPLETE – The disaster recovery (DR) planning objective is dependent on the implementation of the new approved backup solution. Once the system is fully installed and configured, IT will proceed with DR planning and stakeholder engagement.

- Conduct a comprehensive assessment of the City's current data storage challenges and shortfalls by gathering input from all key stakeholders to identify critical requirements for a new, consolidated data warehouse solution, completing and presenting a proposed plan to the City Manager's Office, and if needed, the Executive Leadership Team (ELT), by June 30, 2025.

COMPLETE



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

2D: Implement performance management practices that include developing and training staff and Board and Commission members and schedule joint City Council and Boards and Commissions meetings to encourage alignment with City Goals & Priorities.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Conduct orientation/training for 100% of all newly appointed MCDC Board Members, ensuring completion by November 30, 2024.
- Fund Board member and staff participation in annual Economic Development training/certification on (1) permitted use of Type B sales tax monies; (2) Open Meetings Ordinance Requirements ; and (3) Public Information Act Guidelines, to ensure all compliance and financial stewardship standards are met, by December 31, 2024.

COMPLETE

COMPLETE

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Provide monthly MEDC updates and status reports to City Council, to increase communication and information sharing with elected officials, throughout FY25.
- Schedule semi-annual meetings between the MEDC Board and City Council to improve communication, throughout FY25.

COMPLETE

COMPLETE

MUNICIPAL COURTS

- Identify twenty-five (25) specific topics to be used as basis for training modules focused on professional development, internal court procedures, law, and safety and security for Municipal Court staff, by September 30, 2025.
- As a follow-up to the above objective, plan, develop and lead twelve (12) one-hour Clerk-staff training sessions (averaging one session per month), that cover topics related to procedural requirements and processes, by September 30, 2025.

COMPLETE

COMPLETE



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

ORGANIZATIONAL DEVELOPMENT & PERFORMANCE MANAGEMENT

- Graduate at least 20 employees from each of the following programs to further professionalize staff and promote high performance across the organization: 1) Leadership Academy, 2) New Leaders Course, 3) Emerging Leaders Program, and 4) Certified Facilitator Course, by September 30, 2025.
COMPLETE
- Continue to educate staff on the key tenets of the High Performance Organization (HPO) framework and guiding principles, as well as Leadership at all Levels, by sending at least four management-level staff to the resident HPO course at the University of Kansas, and by hosting one (1) 3-day HPO seminar in the city for 35 additional employees, by September 30, 2025.
COMPLETE
- Organize, schedule, and facilitate 20 Executive Leadership Team meetings to ensure the city's senior leaders remain focused on the important work of strategic leadership to move the city and internal organization forward, by September 30, 2025.
COMPLETE
- Increase tailored training offerings for individual departments by providing at least 20 customized sessions to educate front-line employees, in specific departments, on the specific ways to improve work processes, customer service, teamwork, creativity, communicative skills, and decision making, completing all customized offerings by September 30, 2025.
COMPLETE
- Conduct at least three (3) internal focus group meeting with select employees to seek feedback and advice on what the city can do to improve retention, teamwork, data-based decision-making, relationship building, and engagement levels, by September 30, 2025.
COMPLETE
- Hold at least two (2) small group special leadership retreats for high-potential employees to prepare them for greater success as supervisors and increased responsibility as they progress in their careers within the city, by September 30, 2025.
0% COMPLETE – These special off-site retreats were not scheduled due to the transition into the new City Hall and the director of organizational development having a surgical procedure done. The initiative will be carried over into FY26.
- Select at least five (5) employees to enroll in the University of Texas at Dallas Graduate Certificate in Local Government Management program, so they can use what they learn in their classes to improve operations within their respective departments, while at the same time, provide the city with a leadership pipeline for future vacancies, by January 31, 2025.
COMPLETE

PARKS & RECREATION

- Create and lead a Parks & Recreation Department-wide professional development event that will focus on improved programming, management, leadership, teamwork, communication, collaboration, and high performance in all aspects of department operations, by December 31, 2024.
COMPLETE
- Complete the next phase of the application process for the Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation for the city's Parks & Recreation Department (which includes a site visit scheduled by the National Recreation and Parks Association to review the city's application relative to national accreditation standards), by September 30, 2025.
COMPLETE



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

VISIT MCKINNEY

- Ensure all new Visit McKinney Board members complete onboarding within the first month after appointment by Council, throughout FY25.

COMPLETE

2E: Implement “Smart Cities” approach and digital technologies in the City’s operations in support of achieving operational excellence.

LIBRARY

- Create and circulate at least twenty (20) “Smart Citizens” kits, with a target of two hundred (200) kit checkouts to residents through the library system, to help create broader awareness of Smart Cities Technology through data collection and analysis, by September 30, 2025.

90% COMPLETE – The special cataloging and packaging severely delayed the introduction of these kits to the public. However, given this delay, the circulation of the kits surpassed expectations during the time they have been available.

VISIT MCKINNEY

- Utilize geolocation data software (Zartico) to promote and track visitor traffic and engagement, reporting quarterly on findings, throughout FY25.

COMPLETE



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 COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Identify opportunities and allocate funds where appropriate and possible, to support infrastructure and other improvements on projects eligible for consideration for Type B Corporation Funding, at the McKinney Airport, as requests are received, throughout FY25.

COMPLETE

MCKINNEY NATIONAL AIRPORT

- Complete construction of a permanent General Aviation Federal Inspection Station (Customs) facility, by September 30, 2025.
COMPLETE
- Complete construction of an additional 40,000-square-foot hangar expansion to support new and existing airport tenants, by September 30, 2025.
COMPLETE
- Complete Phase 1 construction of the North portion of the McKinney National Airport runway extension, by September 30, 2025.
COMPLETE
- Complete Phase 1 construction, rehabilitation, and realignment of the Southern portion of Taxi Lane A (between Taxiways B2 and B4) and relocate a portion of Taxiway B3, by September 30, 2025.
COMPLETE
- Begin design of Phase 2 to rehabilitate and realign the Northern portion of Taxi Lane A (between Taxiway B2 and B4) and relocate a portion of Taxiway B3, as a follow-up to the above goal, by September 30, 2025.
COMPLETE
- Select a Construction Manager at Risk (CMAR) and begin construction of a Department of Public Safety (DPS) facility, by September 30, 2025.
50% COMPLETE – DPS is exploring a phased project with the scope of work for the first phase limited by existing funds available. The next step will be to initiate the Construction Manager at Risk (CMAR) selection process.
- Complete the design of the Airport's eastside development infrastructure improvements, finalize bid documents, and select a Construction Manager at Risk (CMAR) for project, by September 30, 2025.
COMPLETE
- Secure funding for, and begin actual construction of, the Airport's eastside development infrastructure improvements, by September 30, 2025.
COMPLETE



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

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

MCKINNEY NATIONAL AIRPORT

- Complete construction of new aircraft Maintenance, Repair, and Overhaul (MRO) facilities on leased land, by September 30, 2025.

COMPLETE

- Maintain runway protection zones and runway approaches 100% free of obstructions, throughout FY25.

COMPLETE

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

MCKINNEY NATIONAL AIRPORT

- Develop a comprehensive messaging strategy related to the development of eastside property for aeronautical use, by September 30, 2025.

COMPLETE

- Host two (2) airport events and four (4) tours to showcase the airport and fixed-base operations and inform citizens about how the airport supports the entire City of McKinney, by September 30, 2025.

COMPLETE

VISIT MCKINNEY

- Partner with McKinney National Airport to distribute copies of Visit McKinney Visitor Guides, and share other digital materials with TKI, each quarter, throughout FY25.

COMPLETE

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

MCKINNEY NATIONAL AIRPORT

- Achieve 2025 fixed-base operations (FBO) "Top 10% in the U.S." recognition from well-respected industry-leading platforms, by September 30, 2025.

COMPLETE

- Ensure that airport staff collectively completes at least 450 total courses through internal and external sources, covering topics related to safety, operational excellence, customer service, leadership, management, and general professional growth, by September 30, 2025.

COMPLETE

- Develop and implement Phase 1 of a software-based leasing management system to streamline and better manage all FBO and leased properties (contingent upon FY25 funding support), by September 30, 2025.

COMPLETE



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

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

FINANCIAL SERVICES

- Maintain AAA or AA+ credit ratings, to ensure the city receives the lowest interest rates possible, throughout FY25.

COMPLETE

- Maintain fund balance reserves in excess of city internal policy, as well as the Standard & Poor's and Moody's scorecard criteria, throughout FY25.

COMPLETE

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

CITY MANAGER'S OFFICE

- Secure \$27 Million of TIFIA (Transportation Infrastructure Finance and Innovation Act) funding for McKinney National Airport improvements, by September 30, 2025.

75% COMPLETE – An application has been submitted to the Build America Bureau for a \$30 million TIFIA loan. The application has progressed past the initial stage and is now in the credit worthiness stage. The loan is anticipated to close 1st Quarter of 2026.

FINANCIAL SERVICES

- Ensure that the Interest and Sinking (I&S) Tax Rate does not exceed the level required by law, throughout FY25.

COMPLETE

HOUSING AND COMMUNITY DEVELOPMENT

- Ensure 100% of all Housing and Community Development grants are in compliance with all agency requirements (TBRA, Community Development Block Grant, Texas Department of Transportation, and Community Public Services), throughout FY25.

COMPLETE

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

FINANCIAL SERVICES

- Reduce the city's debt by exercising advantageous bond refunding opportunities, as they become available throughout the fiscal year, and provide a report of refunding action taken, by September 30, 2025.

COMPLETE

- Target an investment return exceeding the average rate of return on six-month U.S. Treasury Bills, while meeting daily cash flow demands, throughout FY25.

50% COMPLETE – Although most investments outperformed the benchmark, the city's portfolio still has a few investments that are lower yielding which pulled down the average.



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

VISIT MCKINNEY

- Attend and/or send collateral to a minimum of five (5) trade shows or conferences, by September 30, 2025.
COMPLETE
- Increase the total number of booked rooms in the City of McKinney by 3% over FY24 total bookings, by September of 2025.
COMPLETE

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

FINANCIAL SERVICES

- Update and present 10-year forecasting plans to the McKinney Economic Development Corporation (MEDC), and the McKinney Community Development Corporation (MCDC), by September 30, 2025.
COMPLETE
- 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 30, 2025.
COMPLETE

HUMAN RESOURCES

- Evaluate utilization, cost, and affordability data related to the city's health care plan, each quarter throughout FY25, to maintain affordability and enhance employee access to healthcare, with a goal of keeping increases below market trend or 7%, during FY25.
COMPLETE

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Limit bonding activity to ensure annual debt service does not exceed 25% of annual sales tax revenue, by September 30, 2025.
COMPLETE

PARKS AND RECREATION

- Achieve a minimum of 85% cost recovery at the Apex Centre during FY25.
COMPLETE



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.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Execute two (2) grant cycles in support of Promotional and Community events, and three (3) grant cycles in support of Project Grants, with Promotional Grant funding set at \$200,000 and Project Grant funding set at 10% of sales tax revenue, completing all cycles by September 30, 2025.

COMPLETE

MCKINNEY MAIN STREET

- Create or facilitate at least four (4) community 'pop-up' events within the Historic Downtown McKinney Cultural District, by September 30, 2025.
- Create or facilitate one (1) new large and one (1) new medium/small public cultural arts program or initiative in the Historic Downtown Cultural District, by September 30, 2025.

COMPLETE

COMPLETE

MCKINNEY PERFORMING ARTS CENTER (MPAC)

- Ensure that at least 10% of all McKinney Performing Arts Center-hosted programs specifically showcase the diversity of the City of McKinney, throughout FY25.
- Present a minimum of eighty-five (85) different arts programs and/or performances that appeal to diverse audiences, by September 30, 2025.

COMPLETE

COMPLETE

VISIT MCKINNEY

- Promote, coordinate, and schedule at least eight (8) walking tours of the City of McKinney, each quarter throughout FY25.
- Promote tourism grants on all channels and via press releases, beginning one month prior to application deadlines, for two grant cycles during FY25.

COMPLETE

COMPLETE

HOUSING AND COMMUNITY DEVELOPMENT

- Book the Block Party Trailer for at least twenty (20) events, including reservations with five (5) HOAs and/or Neighborhood Groups that have not previously reserved the trailer, by September 30, 2025.

COMPLETE

LIBRARY

- Host three (3) no-charge museum quality exhibits at the McKinney library location achieving an attendance target of 30,000 by September 30, 2025.

COMPLETE



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

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

CITY MANAGER'S OFFICE

- Study, evaluate, and present findings to the Mayor and City Council on options and proposed next steps related to a Downtown McKinney Public Improvement District, by March 31, 2025.

ON HOLD / DISCONTINUED - The focus and momentum on the exploration of a Downtown McKinney Public Improvement District slowed. Staff will consider revisiting this initiative at a future date.

DEVELOPMENT SERVICES

- Execute an agreement governing the redevelopment of the current City Hall property and adjacent city-owned properties, by December 31, 2024.

ON HOLD / DISCONTINUED - This initiative is currently on hold indefinitely.

DEVELOPMENT SERVICES: PLANNING

- Complete a review of the existing Historic Overlay District to determine if an expansion of the district is necessary, by September 30, 2025.

COMPLETE

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Execute two (2) Retail Infrastructure Grant cycles, specifically for landmark retail establishments, to support exterior infrastructure improvements and the installation of fire suppression equipment, completing both cycles by September 30, 2025.

COMPLETE

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

DEVELOPMENT SERVICES: ENGINEERING

- Finalize formal coordination with TxDOT to complete all required environmental documentation for the Lower 5 Plaza project (running under US Highway 5), by September 30, 2025.

ON HOLD / DISCONTINUED – Pending approval from NCTCOG and TxDOT of additional improvements along SH 5 and reallocation of funds.

- Conduct preconstruction meetings with impacted residents, on streets that will be reconstructed, for 50 percent of street reconstruction projects, throughout FY25.

50% COMPLETE – Planning efforts are underway for a public meeting on the College, Hunt, Davis, and Church Infrastructure Improvements project, expected to be bid in early 2026.



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

FACILITIES CONSTRUCTION MGT

- Complete design of the Roy and Helen Hall Library renovation project, by June 30, 2025.
COMPLETE
- Complete Public Works South Campus Phase 1 renovation construction documents, by September 30, 2025.
15% COMPLETE – Project delays occurred due to unresolved decisions regarding site selection.

HOUSING AND COMMUNITY DEVELOPMENT

- Increase GoPass Application users by at least 10% from October 1, 2024 to September 30, 2025.
COMPLETE
- Complete eight (8) property repairs through the Property Maintenance Program (PMP), by September 30, 2025.
COMPLETE
- Complete twelve (12) housing rehabs/emergency repairs, for income-eligible McKinney residents in need, by September 30, 2025.
COMPLETE
- In collaboration with the McKinney Homeless Coalition, develop and implement a community action plan to identify new solutions, and improve services and response interventions related to unsheltered residents within our community, by June 30, 2025.
COMPLETE

PARKS AND RECREATION

- Coordinate and facilitate at least eight (8) volunteer events to expand educational training, in partnership with McKinney Parks Foundation and other community groups, by September 30, 2025.
COMPLETE

PUBLIC WORKS

- Develop a long-term sustainability roadmap for the city that incorporates City Council goals for recycling and water quality, by June 30, 2025.
75% COMPLETE – The roadmap has been updated by the new sustainability manager who is scheduled to present it to the city's Executive Leadership Team in December of 2026.



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

5D: Promote environmental stewardship initiatives.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Initiate and participate in a minimum of two (2) community clean-up activities for staff and board members, by September 30, 2025.
ON HOLD / DISCONTINUED – Weather and scheduling conflicts impacted planned clean-up days.
- Provide land and additional support for the establishment of an East McKinney Learning Garden, in partnership with Parks and Recreation and the McKinney Parks Foundation, to be used as a platform to educate residents about healthy eating and how to grow and harvest vegetables for home use; provide them with resources and materials to develop a home garden; and offer volunteer and vocational opportunities to the community, by September 2025.

COMPLETE

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

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Allocate \$5.5 million in capital projects funding for McKinney Parks and Recreation Facilities, park development, and Hike and Bike trails, by September 30, 2025.

COMPLETE

PARKS AND RECREATION

- Begin the design and construction of one (1) additional mile of the city's Hike and Bike Trails system, by September 30, 2025.

COMPLETE



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

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

POLICE DEPARTMENT

- Ensure City's crime rate is one of the "Top 5" lowest crime rates for cities over 100,000 population in the state, during FY25.
25% COMPLETE – FY25 updates from the Federal Bureau of Investigation (FBI) have not yet been released.

6B: Maintain meaningful public safety performance measures.

FIRE DEPARTMENT

- Implement a new data analysis and predictive modeling application to better manage all McKinney Fire Department resources, with full data integration completed and at least 10 end-users fully trained (online), by January 15, 2025.
COMPLETE
- Implement, through the McKinney Fire department's Emergency Medical Services (EMS) Division, an AI patient consultation application, into the 9-1-1 call center system, to provide real-time decision-making ability to dispatchers, enabling faster and more accurate dispatching of emergency medical units to achieve the following goals: (1) a 60-second dispatch response to 75% of calls; (2) initiation of Telephone CPR within 60-seconds for 75% of CPR calls; and (3) recognition of cardiac arrest in less than 60-seconds for 75% of calls, by March 31, 2025.
ON HOLD / DISCONTINUED – Project has been discontinued.

OFFICE OF EMERGENCY MANAGEMENT

- Conduct (and log) weekly Emergency Operations Center (EOC) operational readiness checks, each week throughout FY25.
COMPLETE

POLICE DEPARTMENT

- Maintain an average Priority 1 Call response time of six (6) minutes or less throughout FY25.
COMPLETE
- Maintain average Priority 2-4 Call response times of ten (10) minutes or less throughout FY25.
COMPLETE



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

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

FIRE DEPARTMENT

- Ensure that at least 80% of all eligible candidates complete the McKinney Fire Department's Captain's Academy, and at least 15 department drivers, complete the Driver's Academy, to improve operational readiness and department-level leadership, by September 30, 2025.

COMPLETE

- Implement a company-level inspection program by December 31, 2025 that includes mandatory ongoing company-level inspections and monthly check-ins, to identify properties needing inspections, and complete a formal review of the program's effectiveness, by September 30, 2025.

COMPLETE

OFFICE OF EMERGENCY MANAGEMENT

- Strengthen Emergency Operations Center (EOC) awareness and capabilities by hosting at least three (3) EOC specific training sessions for the city staff with EOC responsibilities by September 30, 2025.

COMPLETE

- In support of meeting National Incident Management System (NIMS) requirements, expedite six (6) Independent Study (IS) courses for the ELT, first responders, and city staff based on their level of incident responsibility by March 30, 2025 and host four (4) in-person NIMS training courses by September 30, 2025. All training will be in alignment with the NIMS Implementation Plan.

60% COMPLETE - Due to recent federal cutbacks at the Emergency Management Institute, FEMA Independent Study (IS) courses are experiencing outages and reduced accessibility. This has affected our ability to complete IS training in alignment with the NIMS Implementation Plan.

- Strengthen Continuity of Operations Plan (COOP) awareness, as well as roles and responsibilities, by providing at least two (2) training courses for city departments, by September 30, 2025.

60% COMPLETE - The planned trainings were delayed due to the extended hiring process for the Senior Emergency Management Specialist, who will lead and facilitate departmental COOP training efforts. Will finalize hiring in Q1 of FY26 and launch departmental COOP trainings with emphasis on implementation, evaluation, and ongoing plan maintenance.

POLICE DEPARTMENT

- Implement Fleet License Plate Reader software and acquire real-time crime center platform, by September 30, 2025.

COMPLETE

- Complete a needs assessment and begin preliminary design plans for the retrofit of the current Public Safety Building (estimated completion date of Fire Administration building is July 2025), by September 30, 2025.

COMPLETE

- Complete initial design and site visit for Police Department Command Post by September 30, 2025.

COMPLETE



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

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

DEVELOPMENT SERVICES: BUILDING INSPECTIONS

- Ensure 50% of all building inspectors in Development Services achieve professional "combination certifications" through the International Code Council, by September 30, 2025
COMPLETE
- Conduct 1-hour technical training sessions for all Building Inspections staff, each week throughout FY25.
COMPLETE

FACILITIES CONSTRUCTION MGT (CMO)

- Complete construction of Fire Department Headquarters facilities, including the Fire Administration Building, Fire Station #2, and the Fire Logistics Building, by September 30, 2025.
88% COMPLETE - Upcoming phases include the installation of furniture, fixtures, and equipment (FF&E), scheduled for completion by the end of December 2025. Staff relocation is planned for January 2026.
- Complete Public Safety Building renovation construction documents, by June 30, 2025.
75% COMPLETE - Completion of Public Safety Building renovation construction documents is scheduled for December 2025.

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

POLICE DEPARTMENT

- Host a minimum of five (5) community/relationship-building events to include one (1) Tacos with Cops event and two (2) Connecting with the Chief events during FY25.
COMPLETE

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

POLICE DEPARTMENT

- Maintain a minimum of 30% minority and female hiring within the department, during FY25.
COMPLETE