

Section 13: Implementation

For the McKinney Comprehensive Plan to have a positive impact on the city, the document must be put into action and used on a daily basis. Through implementation of the plan, the goals and objectives may be realized. Implementation occurs through work plans, supporting CIP documents, monitoring the plan, making amendments and finally updating the plan. The implementation section is broken down into four subsections (1) adoption of the plan, (2) implementation of the plan via work plans, (3) amending the plan, and lastly (4) updating the plan.

13.1 Adoption of the Plan

The McKinney Comprehensive Plan update process covered a fifteen-month period, requiring numerous meetings to solicit public input and monthly joint meetings to brief the City Council and the Planning and Zoning Commission on the plan's status and to receive direction. Prior to adoption, the McKinney Planning and Zoning Commission held a public hearing to discuss the plan, hear citizen input, and make recommended changes for the document's approval. After the document was approved by the Planning and Zoning Commission, the plan and report from the Planning and Zoning Commission went to the McKinney City Council for consideration, public comments and adoption.

At this point, the ongoing process of implementing the plan begins – today!

13.2 Implementation of the Plan

The Plan's ultimate adoption by the McKinney City Council does not mean an end to the Comprehensive Plan process. Instead, it starts the next phase in the process: implementation. The first step to beginning to implement the plan is to inform the community about the new plan. It is critical that citizens, city staff, elected and appointed officials, developers, property owners, neighboring communities, and other government agencies are aware of the plan and the goals and objectives contained therein.

As with the other components of implementation, creating public awareness of the plan will be an ongoing process. This is especially true in McKinney, given the rapid growth being experienced. Within a year of adoption, approximately 10,000 new residents will move to McKinney. Without an aggressive, ongoing campaign to increase awareness about the plan, many people will not be able to contribute to the implementation process. In order to become active in participating in local government, they will need to understand the direction and course the City has set for itself.

The process of implementing the various aspects of the plan will be done as part of the work plan process. By developing work plans associated with the Comprehensive Plan, aspects of the plan can be studied to determine if a change is warranted. Implementation also involves the monitoring of the plan and amending the plan as necessary over the years. This is an ongoing iterative process lasting until the plan is updated. It is ongoing in that we will most likely not run out of work plan items and iterative in that, once changes are made to the plan based on study, those changes will be monitored and amended as necessary.

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A work plan is a tool used city-wide to monitor all major projects. Through use of the work plan, all city staff and City Council will be able to keep abreast of progress on these items. It will also allow staff to better manage the workload in order to be as effective as possible. As with all work plan items, some work plan items associated with the Comprehensive Plan will be narrow in scope and shorter in timeframe while others will be broader and more open ended.

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Monitoring the plan is necessary in order to ensure it serves as a viable means for guiding the growth of the City. Monitoring will take a number of forms. Amendments to the plan should occur only after a thorough review of that element, an evaluation of the goals and objectives related to that element, a clearly defined desired outcome, careful consideration of the implications of the potential change and a plan for monitoring the change.

Everyone has a stake in the success of the McKinney Comprehensive Plan and has a role in being guardians of the Plan. This investment in the community and its Plan will be realized through the committed efforts to implement the Plan's goals and objectives. A thorough understanding by all levels of the community of the Comprehensive Plan's role to maintain community values and influence McKinney's growth and development will ensure the Plan's worth and will foster a need for implementation.

Work Plans

Work plans are the means by which potential policies and ordinances are considered, evaluated, recommended, and put into place in order to implement the Comprehensive Plan. Listed below are a number of work plan items that can be used to implement the goals and objectives expressed in McKinney's Comprehensive Plan. This is a listing of the some of the basic areas that should be evaluated through the use of work plans.

1. Display side-by-side for public review and reference in the McKinney City Hall Council Chamber and the Development Services lobby:
 - future land use plan (completed)
 - future land use plan modules diagram (completed)
2. Review and modify City's codes and ordinances for compliance with the McKinney Comprehensive Plan document
3. Work with McKinney Independent School District on development of an Educational Facilities and Services Component (completed)
4. Refine module / land use implementation process
5. Refine and tweak fiscal impact / economic development system (completed)
6. Prioritize three (3) items in the Urban Design section that need implementation and provide schedule. Items for consideration include:
 - SH 5 Corridor Plan (in progress)
 - US 380 Corridor Plan (in progress)
 - Town Center Module Plan (in progress)
 - Design Standards for Community Villages
7. Initiate Parks & Recreation Gateway plan
8. Initiate Sector Plans (completed)
9. Develop intergovernmental support for promoting the Collin County Multimodal Transportation Corridor (in progress)
10. Update the Library Master Plan (completed)

As work plan items are completed, additional work plan items may be added to the queue. During the beginning of the work plan process, groups that should par-

ticipate in the process must be identified and incorporated in the effort. With each work plan, the level of participation and the make-up of the group involved will vary. As with other types of projects, the goal should be clearly defined and a timeline and process outline developed.

Monitoring the Plan

The Comprehensive Plan must be monitored to evaluate how well it is providing direction regarding McKinney's growth and development, as well as how much progress is being made to achieve the overall goals and objectives of the plan. An initial six-month progress review should be undertaken to examine its effectiveness. Periodically thereafter, reports should be provided to City Council.

Monitoring should include both quantitative and qualitative assessments and measurements. Quantitative measurements will include items such as: the percentage of tax base from residential and commercial land, land use mix for each of the module, parkland per capita, etc. Where established, level of service measurements should also be presented.

Qualitative measurements will evaluate areas such as progress in achieving quality of life goals. These include convenient parking and access in historic McKinney, high quality city services, enhanced thoroughfare landscaping, etc. Additionally, things such as conformance of new development with the urban design principles and recommendations should be assessed.

Level of Service

Achieving and maintaining an established level of service ensures that the Plan's goals and objectives are being implemented to the satisfaction of the residents of McKinney, its City leaders, and City Staff. The level of service for three City services listed below:

- Fire Department
- Police Department
- Library System

As part of the implementation of the plan, levels of service should be established for other aspects of city services. The information listed below is not intended to be comprehensive in nature; rather, it is intended to provide a basic understanding of the standards by which services for fire, police and library services are measured. Specific plans for each of these areas should be consulted where they exist.

Fire Department

Noted below are two emergency response goals provided by the McKinney Fire Department that help to identify the location and timing of opening of new fire stations.

- Benchmark #1 - Four-minute response time to 90% of all emergency incidents within the McKinney City Limits
- Benchmark #2 - New fire stations should be in operation by the time 500 structures are located outside of a four-minute response time from existing fire stations

Providing for a safe community is of the highest priority and that is reflected in Goal

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I - public safety services consistent with community values - with the first objective being providing for the appropriate levels of service to all areas of the city. In addition to these health and welfare issues (which can be measured via statistics provided to the fire department), a common issue involving fire services and development which impacts the fiscal well-being of the City are insurance ratings and premiums. For more information on ISO ratings, please see the land use section of the Comprehensive Plan.

The critical difference between a small, easily controlled fire and a large fire that threatens to destroy the entire building is time. Time is also a critical factor in success for critical EMS emergencies. Achieving a four-minute response time to 90% of emergency incidents is much different than having an average response time of four minutes.

In 1991, the Texas State Board of Insurance established criteria for service area of a fire station as follows:

Levels of service have been considered for fire, police and public library services. Levels of service should be established for additional city services in the future.

- Distance: Every structure should have a fire station within 1 ½ miles as the crow flies
- Response Time: A. Maximum three minutes to commercial, industrial and heavy residential and heavy residential (apartment complexes) areas
B. Maximum five minutes to single family residential areas.

ISO's Fire Suppression Rating Schedule states "The built-upon area of the city should have a first-due engine company within 1.5 miles and a ladder-service company within 2.5 miles." Travel distance is measured along the streets as the fire apparatus responds to a fire scene rather than circles, squares, or other geometric shapes.

The National Fire Protection Association (NFPA) has established response time benchmarks. The first-due emergency unit should arrive on scene within four minutes for 90% of the emergency incidents within a community. This is the same for both fire and EMS incidents. NFPA further identifies an eight-minute response time benchmark to 90% of emergency incidents for the remainder of the first alarm assignment for structure fires. They further establish an eight-minute response time for the second two EMS responders and for arrival of Advanced Life Support equipped units. As noted above, using 90% compliance to a four-minute response time standard is much different than using an "average" response time.

The fire station facilities should be sized for staffing 12 people minimum (to staff a fire engine), include community rooms, and generally be a minimum of two-acres in size.

Police Department

Listed below is a selection of police statistics for McKinney and comparable North Texas communities provided by the McKinney Police Department based on 2003 figures.

According to the McKinney Police Department, McKinney currently provides a ratio of 1.3 officers per 1,000 residents. This figure is below the average of 1.72 officers provided by the Federal Bureau of Investigation and the formula range of 1.5 to 1.75 officers provided by the North Central Texas Council of Governments. Both the average response time and the average emergency response in McKinney

compare favorably with neighboring communities, while the officer ratio is the lowest of the four communities listed. McKinney also has a smaller fleet size than its neighboring communities. As McKinney expands into the 116 square miles that make up its extraterritorial jurisdiction, issues regarding fleet size and remote fueling stations will become a greater consideration to provide a level of service McKinney residents expect.

Table 13.1: Police L.O.S. Comparison

	McKinney	Frisco	Allen	Lewisville
Community Population	74,108	55,400	60,195	83,850
Calls for Service	38,607	38,140	31,819	58,666
Total Department Employees	120	100	110	185
Certified Officers	96	76	85	129
2002 Crime Rate (per 1,000 residents)	32.03	26.86	25.1	57.7
Average Response Time	5.6 minutes	7.78 minutes	7 minutes	23.1 minutes
Average Emergency Response	4.1 minutes	5.6 minutes	5 minutes	7.5 minutes
Average Case Load per Detective	35	45	150	34
Total Fleet Size	42	48	66	92
Total Square Feet in Building	17,000 SF	84,000 SF	40,000 SF	20,873 SF
Officer Ratio per 1,000 Residents	1.3	1.37	1.41	1.53
Average Cost per Citizen for PD Budget	\$131	\$125	\$126	\$156

Library System

The City of McKinney's last major study into its public library system was done in 2005 with the completion of the Library Long Range Plan 2005-2015. This study represented the City's continued vision for a quality library system. The library along with the consultant has created a new mission statement:

The McKinney Memorial Public Library enriches the lives of people in the community by providing open access to a wide variety of materials, services, and information in a responsive and friendly environment that promotes lifelong learning.

To this end, it is recommended that the new study be utilized as a tool for the City of McKinney to maintain the desired level of service with in the City's library system.

The 2005 Long Range Plan highlighted the following issues cited by the focus groups as requiring attention:

- Develop a system of community libraries in locations to serve local populations,
- Purchase more popular titles in demand by teens and adults as well as Books-on-Tape and Books-on-CD,
- Amass a collection which celebrates different cultures and histories, specifically African American literature, culture and history,
- Obtain additional materials serving all age groups in multiple languages notably Spanish,
- Create a more user friendly website, and a larger computer lab with more computers,
- Rework layout of the library to optimize location of age specific material and provide more programming for adults and senior citizens, and
- Employ a staff who better reflects the diversity of the community.



In 2002, the City opened the Memorial Public Library, a new 33,000 square foot library two blocks north of the town square to replace the former town square library facility. A significant increase in usage was seen with the opening of the Memorial Public Library. This library serves as a community library for McKinney east of US 75, with additional space provided for overall administrative and processing needs. When the Memorial Library opened in 2002, population estimates indicated a need to begin planning a second community library located west of US 75. In late 2009, the City will open the John and Judy Gay Library, located on Eldorado Parkway at Gabe Nesbitt Community Park. The library will be constructed in two phases, and the first phase will be 20,000 square feet.

The McKinney Memorial Public Library focuses on the following client groups:

1. Children from birth to 11 years of age
2. Young adults from 12 - 18 years of age
3. Adult users from 19 years of age and up
4. Senior citizens
5. Spanish speaking citizens
6. Technology "have-nots" or those citizens without home access to computers

The library goals for each group will be to provide these groups with the materials they need for their information, education, and recreational needs. The library provides for these needs through the purchase of materials, the provision of materials through the Internet or from other libraries, and through programming specific to the client group (Story time for children, summer reading programs for young adults, a book club for adult users, AARP tax help for seniors, English-as-a-second language classes for Spanish speaking residents, and small hands-on computer classes for patrons without computer access).

The library truly serves all citizens of McKinney. Serving the information "have-nots" by providing internet access, serving families with children through story time and summer reading, serving adults and seniors through programming and resources, serving our Spanish speaking population by offering English-as-a-second language courses. In order to continue to provide the high level of service, the library system will have to grow with the City.

For community libraries to serve McKinney residents as planned, these facilities should have good access; good visibility; be near a public park and high traffic areas; and be located within the center of population and employment area it was meant to serve, thereby not requiring users to drive more than four miles to the library site. Ideally, a community library should be within a two-mile radius of the users it was meant to serve. One community library should serve a population ranging from 27,000 to 50,000 people and provide meeting rooms for community needs. The library site should be square or rectangular in shape to suit the design of the library facility and the location should have a positive image within the community with zoning compatible with a library.

Each community library should have an inventory of reading and audio/visual materials to serve the community adequately. According to McKinney's library director, a normal library system should provide 1.5 volumes per capita. Currently, McKinney provides its residents 1.44 volumes per capita. This per capita level puts the library in a good position in terms of state funding where a minimum of 1.00 volumes per capita is required.

13.3 Amendments to the Plan

Amendments to the plan will be necessary over the life of the plan in order to adapt to unanticipated changes in the community and to recalibrate the plan in order to better achieve the goals and objectives. These recalibrations of the plan are necessary as implementation of the plan is occurring. A typical time frame for plan amendments to develop would be a minimum two-year from date of adoption.

Amendments to the plan should occur only after a thorough review of that element, an evaluation of the goals and objectives related to that element, a clearly defined desired outcome, careful consideration of the implications of the potential changes, and the development of a mechanism for monitoring the change.

An amendment should not occur in order to justify approval of a specific development proposal or to appease a vocal group of citizens whose wishes do not conform to the broader goals and objectives of the city. Caution should be exercised if the primary purpose or benefit of the plan is to reach a short term gain, as this may come at the price of achieving a long term goal. Amendments will most often occur as the result of monitoring of the plan for effectiveness or in order to achieve a more clearly defined goal or objective which is the result of a work plan item.

In order to avoid reducing the effectiveness as a result of too numerous changes, the plan should be updated at the appropriate time as defined in the following section.

13.4 Updating the Plan

McKinney's last Comprehensive Plan was updated in 1990 when the City had a population of 21,283 and the City was experiencing moderate annual growth rates. Since 2000, when McKinney's population was recorded at 54,369, the City has experienced three straight years of double-digit annual growth rates. In 2004, McKinney had an estimated population of 85,865 people and an annual growth rate of 11.6%.

It is recommended that McKinney's Comprehensive Plan be updated when the population reaches 150,000, an additional 7,000 acres have been developed or in seven years, whichever comes first. It is estimated that McKinney will need to conduct a Comprehensive Plan update in the year 2011 or 2012 (after the public release of census 2010 data).

