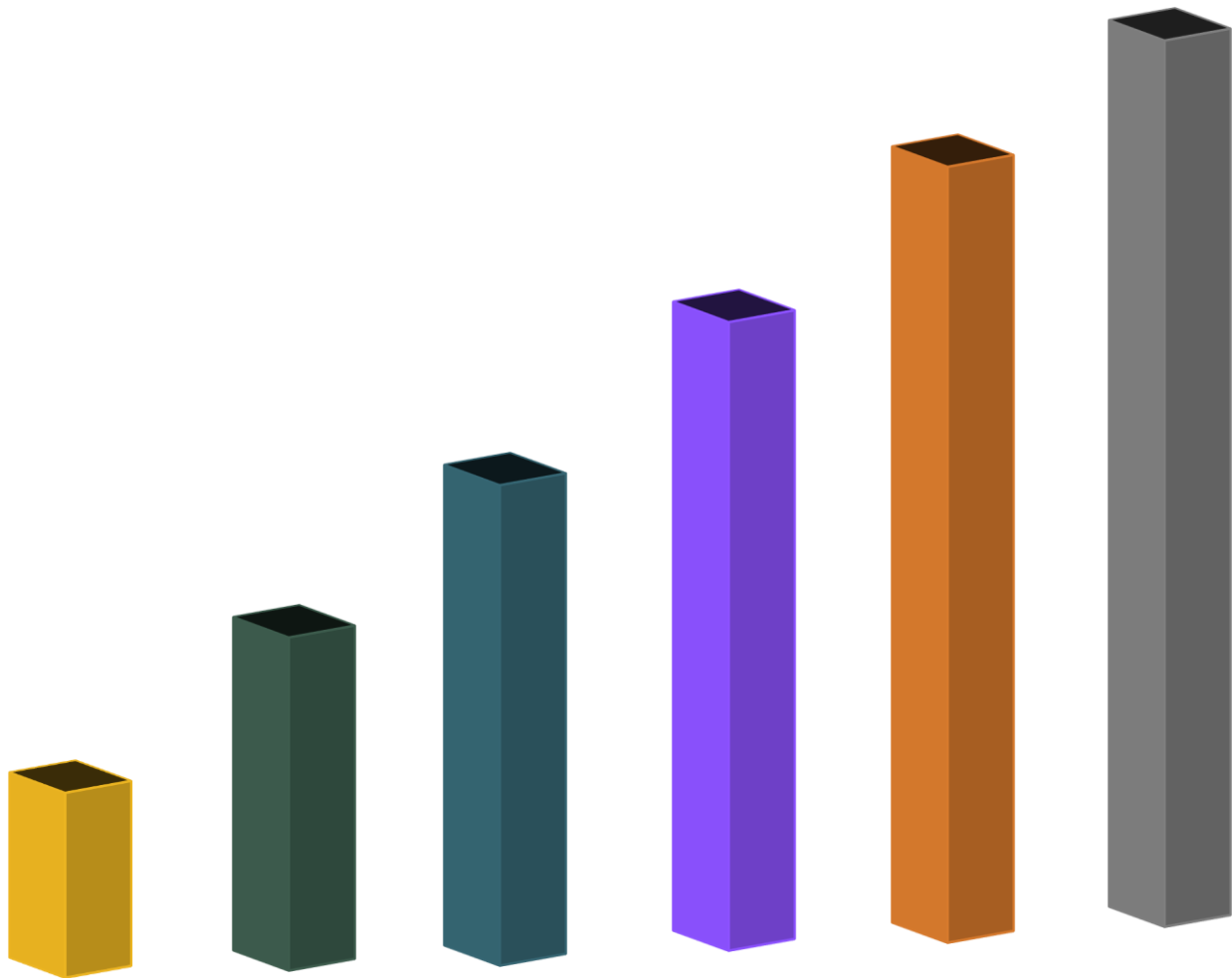


City of McKinney

FY26 Strategic Goals

Presented to Mayor and City Council

May 6, 2025



McKINNEY FIRST

CITY COUNCIL GOALS & STRATEGIES

FY26 (Oct. 1, 2025 – Sept. 30, 2026)



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

- 1.1: Provide a strong economy by creating a Global Housing Strategy and facilitating a balance between industrial, commercial, residential, and open space.
- 1.2: 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.
- 1.3: Maximize existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC) and the pursuit of Workforce Development Programs to encourage training and employment options for McKinney residents.
- 1.4: Increase community involvement and participation within local government/community.

CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

- 2.1: Balance available resources to accommodate the growth and maintenance needs of the city.
- 2.2: Continuously provide a high level of customer service to our citizens.
- 2.3: 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.
- 2.4: 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.
- 2.5: 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

- 3.1: Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation including the viability of passenger service.
- 3.2: Identify and implement land use regulations and policies which preserve and expand long-term operational excellence.
- 3.3: Improve communication and marketing to show the value of McKinney National Airport to the city and region.
- 3.4: Continually maintain national recognition for excellence in Airport and Fixed Base Operations.

CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

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



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

- 5.1: Create affordable recreational and cultural arts activities for all ages throughout the city.
- 5.2: Promote reinvestment activities and ordinance changes in Historic Downtown McKinney that balance the preservation of historic character with current market needs.
- 5.3: Develop sustainable quality of life improvements within the City of McKinney.
- 5.4: Promote environmental stewardship initiatives.
- 5.5: Enhance connectivity to parks & civic facilities, schools/education centers, libraries, health care providers, commercial corridors, etc.

CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

- 6.1: Pursue and maintain low crime rates in comparison to other communities.
- 6.2: Maintain meaningful public safety performance measurements.
- 6.3: Continually increase operational efficiency in public safety departments.
- 6.4: Pursue and maintain the highest Insurance Services Office (ISO) fire and building protection classification.
- 6.5: Engage in proactive and formal community diversity outreach programs and open dialogue with the citizens of McKinney.
- 6.6: 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 1st to September 30th. In support of the city's strong commitment to full transparency, the Performance Manager will post quarterly updates on the public-facing performance dashboard.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

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

CITY MANAGER'S OFFICE (CMO)

- Send at least two (2) senior employees to the International Council of Shopping Centers (ICSC) ReCon Conference, by September 30, 2026.

PLANNING (DEVELOPMENT SERVICES)

- Provide information about accessory dwelling units to McKinney residents at a minimum of three (3) public engagement events by September 30, 2026

HOUSING AND COMMUNITY DEVELOPMENT

- Collaborate with granting entities to apply the Affordable Housing Scorecard in evaluating projects, encouraging affordable housing development in McKinney while ensuring sufficient community benefits to offset tax exemptions, with a target for projects to exceed the 12-point minimum requirement for consideration throughout FY26.
- Develop a 2025-2029 Consolidated Plan and Affordable Housing Strategy to assess McKinney's housing and community development needs, focusing on neighborhood revitalization and expanding housing opportunities by September 30, 2026.
- Purchase two (2) infill lots for the development of affordable single-family housing by September 30, 2026.
- Develop at least 10 single-family homes and/or townhomes through the Community Land Trust by September 30, 2026.
- Reduce reliance on Coronavirus Aid, Relief, and Economic Security Act (CARES) funding by 10% by September 30, 2026.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Host quarterly roundtable discussions on attainable housing to foster collaboration among public, private, and nonprofit entities, each quarter throughout FY26.
- Allocate \$3 million in the annual budget for grants and loans to support affordable housing projects eligible for McKinney Community Development Corporation (MCDC) consideration by September 30, 2026.
- Allocate \$1 million to the Community Land Trust for FY26 budget to support housing for households earning at or below 60% of the Area Median Income (AMI), completing the allocation by September 30, 2026.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

1.2: 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.

MCKINNEY MAIN STREET

- Conduct at least Six (6) merchant roundtable group meetings during FY26.
- Launch a new media strategy and purchase regional advertising each quarter to promote the Historic Downtown Cultural District as a destination by September 30, 2026.
- Schedule at least four (4) business development events for property and business owners in the Historic Downtown Cultural District throughout FY26.
- Visit at least four (4) businesses or property owners in the Historic Downtown McKinney Cultural District each month during FY26.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Fund and execute an annual advertising campaign encouraging local residents to "Buy McKinney" by September 30, 2026.
- Develop and implement an outreach plan to share information about the McKinney Community Development Corporation (MCDC) Retail Infrastructure Grant Program by September 30, 2026.
- Execute two grant cycles for Retail Infrastructure Grants focused on landmark retail and redevelopment at McKinney gateway locations by September 30, 2026.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Maintain an active pipeline of non-retail leads and projects, consisting of 90 general leads, 25 qualified leads, and 25 active projects throughout FY26.
- Conduct at least 80 non-retail business/business retention visits, including 20 visits with companies that are either new to McKinney or have not yet been visited by the McKinney Economic Development Corporation (MEDC), by September 30, 2026.

VISIT MCKINNEY (MCVB)

- Allocate \$80,000 of the annual Visit McKinney budget to provide incentives and grants to groups and events that contribute to generating hotel room nights in McKinney, completing the allocation by September 30, 2026.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

1.3: Maximize existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC) and the pursuit of Workforce Development Programs to encourage training and employment options for McKinney residents.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Explore the potential for McKinney Community Development Corporation (MCDC) to support workforce development and training in accordance with parameters established under state law and present report to MCDC board by September 30, 2026.
- Co-sponsor and fund 50% of the annual sponsorship fee for McKinney to host the CJ Cup Byron Nelson tournament by May 2026.
- Provide funding for and participate in marketing activities to promote the City of McKinney and support business development in advance of and during the CJ Cup Byron Nelson tournament by June 2026.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Form at least one new workforce development partnership with a community partner by September 30, 2026.
- Complete a comprehensive labor market study of McKinney's workforce by September 30, 2026.

1.4: Increase community involvement and participation within local government/community.

CITY MANAGER'S OFFICE (CMO)

- Complete at least twelve (12) information-sharing sessions with community groups, beyond regularly-scheduled events, by September 30, 2026.
- Achieve 100% attendance, by representatives from the City Council/City Manager's Office, for all supported community special events, galas, and dinners, throughout FY26.

OFFICE OF EMERGENCY MANAGEMENT (OEM)

- Conduct a 27-hour Community Emergency Response Team (CERT) training course for up to twenty-five (25) citizens, to prepare them to provide critical support to family members, neighbors, and the broader community during a crisis, by September 30, 2026.
- Attend at least ten (10) community events during FY26 to educate residents and businesses on disaster preparedness, promoting a safer and more resilient community.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

COMMUNICATIONS AND MARKETING

- Conduct at least two surveys to gather citizen feedback on the city's budget and key initiatives, by September 30, 2026.
- Develop and implement monthly communication plans to distribute materials that educate citizens on strategic initiatives by September 30, 2026.
- Produce at least six (6) video updates featuring department directors and six (6) videos highlighting city amenities, by September 30, 2026.
- Hold four (4) quarterly strategy meetings with marketing partners to enhance and expand the city's award-winning and nationally recognized brand, throughout FY26.
- Boost digital reach and information sharing across Meta (Facebook and Instagram) by 5% during FY26 through consistent and targeted ad campaigns.
- Participate in at least one (1) National Civic League training by December 31, 2025.
- Implement at least one (1) new National Civic League Citizen Assembly engagement initiative by June 30, 2026.
- Collaborate across the organization to develop a master list of collective co-creators by December 31, 2025.
- Continue the Love McKinney campaign and host a joint event that includes McKinney 'co-creators' by September 30, 2026.

ENGINEERING (DEVELOPMENT SERVICES)

- Hold public meetings prior to the start of construction for every Capital Improvement Plan (CIP) reconstruction project adjacent to residential homes, achieving 100% compliance, throughout FY26.

HOUSING AND COMMUNITY DEVELOPMENT

- Present at least six (6) public presentations to boost community engagement by informing residents about grant opportunities, the benefits of creating neighborhood groups, and community support services provided by the city by September 30, 2026.
- Provide at least six (6) public education presentations to educate residents on tenant rights, fair housing, and collaborative funding opportunities by September 30, 2026.
- Host at least three (3) events to engage new residents, HOA leaders/management companies, and faith leaders by September 30, 2026.
- Host at least two (2) resident workshops on informative topics, including "Identifying Contractor Fraud," by September 30, 2026.
- Conduct at least two (2) training sessions on public service funding and grant opportunities by September 30, 2026.
- Achieve a 20% increase in the completion of the HOA contact database during FY26.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Implement and present the Quality-of-Life Award to recognize and celebrate the impact McKinney residents and local organizations have on the quality of life in McKinney by March 2026.
- Execute a strategic communications plan to engage residents through online interactions, increasing website views by 8%, Facebook followers by 3%, and maintaining the current presence and number of followers on X by September 30, 2026.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Partner with the Chamber of Commerce to host four (4) Quarterly Development Updates to increase community awareness of McKinney Economic Development Corporation (MEDC) activities, completing each one by September 30, 2026.
- Complete 50 speaking engagements in the community and at industry events by September 30, 2026.
- Write and publish four community newsletters with an average open rate of 35% and a 5% growth in distribution by September 30, 2026.

VISIT MCKINNEY (MCVB)

- Collaborate with local tourism stakeholders to produce and publish a minimum of 24 social media posts promoting their businesses and events by September 30, 2026.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

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

ENGINEERING (DEVELOPMENT SERVICES)

- Procure a software package to manage the increasing number of Capital Improvement Plan (CIP) projects by September 30, 2026.

MUNICIPAL COURTS

- Develop specifications and design requirements for a new court facility and specifically identify at least five (5) key needs and functional amenities, considering security requirements, operations for clerks, marshals, and judiciary, public and staff functionality, access and monitoring needs, secure parking, and overall customer service, by June 30, 2026.

OFFICE OF EMERGENCY MANAGEMENT (OEM)

- Identify at least 16 competitive grant opportunities across multiple departments, ensuring alignment with a city council strategic priority and department-level supporting objective, and submit at least eight (8) high-impact grant applications by September 30, 2026.

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE MANAGEMENT

- Ensure the Executive Leadership Team (ELT) implements at least four (4) organizational-wide, internal improvements from long-range strategic planning efforts and/or analysis of employee feedback captured in one of the city's employee or resident surveys, by September 30, 2026.

PUBLIC WORKS

- Complete construction and transition staff into the new Fire Administration Complex by the fourth quarter of FY26.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

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

CITY MANAGER'S OFFICE (CMO)

- Provide the City Council with an update on the status of the Enterprise Resource Planning software and recommendations for future improvements by December 31, 2025.
- Provide the City Council with an operational update on the waste and recycle hauling transition by December 31, 2025.

CITY SECRETARY'S OFFICE (CSO)

- In Collaboration with boards and commissions staff and support service departments, develop a city Public Meetings Operational Readiness Manual by September 30, 2026.

CODE SERVICES (DEVELOPMENT SERVICES)

- Facilitate a Code Services seminar to educate residents, clarify regulations, and foster community engagement by June 1, 2026.
- Revamp the Code Services website to improve navigation, expand self-service features, and ensure easy access to relevant information by September 30, 2026.

HUMAN RESOURCES

- Update ten (10) job descriptions each quarter to maintain the reliability and integrity of the city's compensation plans, throughout FY26.
- Initiate four (4) new benefits education initiatives, by September 30, 2026.
- Analyze trend data and propose four (4) methods to enhance the city's competitive benefits advantage by September 30, 2026.
- Conduct at least six (6) training or information-sharing sessions on employee relations issues/topics by September 30, 2026.
- Ensure an HR representative participates in at least one (1) hiring panel per quarter throughout FY26 and formally request that an HR representative participate on all panels for departments with a turnover of 10% or more.
- Curate and launch a mental health provider referral program to improve employee access to quality mental health resources and support ongoing wellness efforts, by December 31, 2025.
- Offer exit interviews to all voluntary leavers, aiming for a 60% participation rate, and provide a summary report with key trends to Executive Leadership team by September 30, 2026.
- In collaboration with the HR Director, City's benefits consultant, and key stakeholders, evaluate and propose four (4) strategic methods to enhance the City's competitive benefits advantage, and submit an executive report with final recommendations to the City Manager's Office bi-annually, by May 31, 2026.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE MANAGEMENT

- Send at least six (6) department heads or Assistant City Managers to spend a half day with the Plano City Manager and his team, followed by a half day with their City of Plano counterparts to observe operations, share ideas, discuss best practices, and reciprocate by hosting at least six (6) City of Plano department heads and Assistant City Managers for a full day in McKinney for the same purpose, completing both by September 30, 2026.
- Support a reciprocal training partnership with the City of Plano by offering their HR department City of McKinney training slots, each quarter, for Plano staff to attend various classes or workshops we host; and, conversely, by seeking opportunities, each quarter, to send McKinney employees to attend select classes they host, doing so each quarter throughout FY26.

PUBLIC WORKS

- By September 30, 2026, reduce the average sidewalk and roadway service request repair time to under 4 months, contingent upon the approval of additional resources in the FY26 Budget. This will be achieved by streamlining repair processes and enhancing resource allocation.

VISIT MCKINNEY (MCVB)

- Participate in a minimum of four (4) community events to actively promote Visit McKinney's programs, services, and visitor experiences by September 30, 2026.

2.3: 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. performing organizational culture.

CITY MANAGER'S OFFICE (CMO)

- Publish 100% of City Manager's Notes by 5pm the Friday preceding regularly scheduled City Council meetings, throughout FY26.

CITY SECRETARY'S OFFICE (CSO)

- Evaluate at least three (3) service products to determine the feasibility of implementing digital bulletin boards, supporting legal compliance, resource efficiency, and government transparency by September 30, 2026.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

DATA AND ANALYTICS

- Evaluate, select, and purchase a comprehensive Data Management Platform to centralize and securely integrate all organizational data sources into a unified “Data Lake” by January 2026.
- Following the implementation of a Data Management Platform, integrate at least 25% of the city’s data sources into the system to enhance data access, management, and analysis by September 30, 2026.

DEVELOPMENT SERVICES

- Implement at least eight (8) data-driven process improvement projects based on external customer feedback by September 30, 2026.

HUMAN RESOURCES

- Measure the percentage of full-time turnover by department each month and provide summary reports to department heads when turnover exceeds 8%, to improve city-wide retention throughout FY26.
- Develop a feedback survey and send it to all employees after completing one year of service, aiming for a 60% response rate, and provide findings to department heads to help improve overall retention rates, completing all steps by September 30, 2026.
- In support of achieving an 85% retention rate, track turnover among probationary employees and provide findings to department heads by September 30, 2026.
- Conduct at least eight (8) Smith Systems Driving Courses for employees operating city-owned motor vehicles, to promote safe driving, by September 30, 2026.
- Conduct ten (10) pre-event risk inspections with the McKinney Police Department prior to major downtown events, by September 30, 2026.
- Conduct 100 field observations, 24 toolbox talks, 12 safety training sessions, and host 12 safety committee meetings to promote a stronger culture of safety within the city, by September 30, 2026.
- Perform 52 job hazard and/or job safety analyses to further promote an organizational culture of safety, by September 30, 2026.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

INFORMATION TECHNOLOGY

- Identify, benchmark, evaluate, and pilot at least one AI-driven solution to automate three specific manual processes across the city, achieving a 20% improvement in efficiency and cost-effectiveness compared to current methods, by September 30, 2026.
- Improve the National Institute of Standards and Technology (NIST) controls by 10% each quarter, achieving a 40% overall increase, by September 30, 2026.
- Conduct annual penetration testing and address identified vulnerabilities to enhance overall cybersecurity posture by Q2 FY26.
- By June 30, 2026, design and deploy a scalable data warehouse that consolidates key operational data from at least five city systems, ensuring it supports real-time data accessibility and improves decision-making efficiency by 30%.
- By June 30, 2026, develop and implement a clear, ethical, and scalable AI policy that aligns with organizational goals and ensures responsible AI use. The policy will be reviewed semi-annually throughout FY26 to support continuous improvement and will include defined acceptance criteria for all new AI projects, with a target of 100% compliance tracked through quarterly audits. The AI Governance Committee will lead this effort, using industry best practices and regulatory standards, with final approval from the Executive Leadership Team.

MUNICIPAL COURTS

- Identify four (4) key security areas, establish tailored response strategies for each one, and execute initiatives to raise situational awareness and overall safety to enhance organizational security and present a report to the City Manager's Office by September 30, 2026.

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE MANAGEMENT

- Review the functionality, look, and user friendliness of the Envisio public-facing performance management dashboard, and refine and improve it where possible or needed, by December 31, 2025.
- Generate and deliver detailed quarterly Performance Management reports to all department heads and the City Manager's Office throughout FY26.
- Complete a comprehensive review of all department-level FY25 performance measures, and report results to the City Council, by December 31, 2025.

PUBLIC WORKS

- Design, transition, and implement the CityWorks Permitting, Licensing, and Land module to manage right-of-way permits, contingent upon approval of the supplemental request for PLL software, by September 30, 2026.
- Continue refining and developing PowerBI dashboards to identify operational efficiencies across all divisions, completing dashboards for Fleet and Environmental Services by September 30, 2026.
- Implement new fleet software to improve workflow, create efficiencies, and enhance communication with departments through automatic status updates, using the new software by September 30, 2026.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

2.4: 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 and training for 100% of all newly appointed board members beginning their terms on October 1, 2025, and complete all training by December 31, 2025.
- Fund Economic Development training and certification for board members and staff on the permitted use of Type B sales tax, Open Meetings Ordinance, and the Public Information Act by December 31, 2025.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Schedule and hold semi-annual meetings with the McKinney Economic Development Corporation (MEDC) Board and City Council to improve communication and alignment, completing both by September 30, 2026.

MUNICIPAL COURTS

- Create a curriculum on five (5) professional development topics and set up a process for regular updates by September 30th, 2026.

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE MANAGEMENT

- Graduate at least 20 employees from the city's internal Leadership Academy, and at least 20 employees from the Emerging Leaders Program to continue the professional growth of both groups and prepare them for greater success in the city's High Performance Organization work environment and culture, by September 30, 2026.
- Graduate at least 10 employees from the city's Certified Facilitator course, and at least ten (10) employees from the city's New Leader/Supervisor Foundational course, by September 30, 2026.
- Support tailored training for individual departments by providing at least 24 customized department-level sessions to meet their specific needs to include covering topics like teamwork, project management, customer service or communication skills, completing all offerings by September 30, 2026.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

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

ENGINEERING (DEVELOPMENT SERVICES)

- Incorporate smart technologies requirements into the Engineering Design Manual update by September 30, 2026.

PLANNING (DEVELOPMENT SERVICES)

- Create and publish a digital, interactive tool that shows where land uses are permitted throughout the city by April 1, 2026.

PUBLIC WORKS

- Install flow meters from ADS Environmental Services at key locations in the sewer system to monitor flow and identify high Inflow and Infiltration (I&I) areas, and Implement Slicer software to integrate with the ADS meters for continuous data collection and real-time monitoring, with all changes completed by January 30, 2026.
- By September 30, 2026, implement VODA Artificial Intelligence (AI) software to enhance data-driven decision-making in leak detection, service replacement, capital improvements, and the creation of a combined infrastructure improvement list, contingent upon the approval of additional resources for the software in the FY26 Budget. This will streamline operations and improve overall infrastructure planning.

VISIT MCKINNEY (MCVB)

- Utilize Zartico geolocation data software to record and analyze visitor traffic and engagement patterns, delivering an annual performance report to the Visit McKinney Board by September 30, 2026.



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

3.1: 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

- Secure full leasing of the new 40,000-square-foot corporate hangar by September 30, 2026.
- Complete construction of the North portion of the McKinney National Airport runway extension by September 30, 2026.
- Contingent upon TI signing a ground lease, complete the design and secure funding for rehabilitating the southern portion of Taxilane A, including the addition of a new connector between Taxilane A and Taxiway B, by September 30, 2026.
- Contingent upon grant funding support, complete construction of a Department of Public Safety (DPS) facility by September 30, 2026.
- Complete construction of the Airport's eastside development infrastructure improvements by September 30, 2026.
- Increase airport staffing levels as required to meet federal standards for scheduled air carrier service by September 30, 2026.
- Secure Federal Aviation Administration (FAA) approval for the Airport Certification Manual to allow scheduled air carrier service by September 30, 2026.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Provide ongoing funding for airport expansion and improvements to support commercial service through repayment of a Transportation Infrastructure Finance and Innovation Act (TIFIA) 30-year loan or sales tax revenue bond totaling \$30 million by September 30, 2026.

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

MCKINNEY NATIONAL AIRPORT

- Create and secure Transportation Security Administration (TSA) approval for the Airport Security Program, incorporating updates to the badging and access control system, by September 30, 2026.
- Finalize and submit the revised Airport Master Plan by September 30, 2026.
- Ensure runway protection zones and approaches remain entirely free of obstructions throughout FY26.



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

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

MCKINNEY NATIONAL AIRPORT

- Develop, launch and sustain a comprehensive messaging strategy throughout FY26 to support the development of eastside aeronautical use, ensuring completion by September 30, 2026.
- Organize two (2) airport events and four (4) tours to highlight the airport and fixed-base operations and educate citizens on the airport's role in supporting the City of McKinney, completing all events and tours by September 30, 2026.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Explore and select new opportunities to better support marketing, outreach communications, advertising, and promotion efforts on behalf of the airport by September 30, 2026.

VISIT MCKINNEY (MCVB)

- Maintain and update the digital visitor information kiosk at McKinney National Airport at least 12 times per year with current events, dining options, and local activities, completing all updates by September 30, 2026.

3.4: Continually maintain national recognition for excellence in Airport and Fixed Base Operations.

MCKINNEY NATIONAL AIRPORT

- Earn "2026 Top 10% in the US" recognition for fixed-base operations (FBO) from respected industry platforms by September 30, 2026.
- Ensure that airport staff collectively complete at least 500 total courses through internal and external sources, focusing on topics related to safety, operational excellence, customer service, leadership, management, and general professional growth by September 30, 2026.



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

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

FINANCIAL SERVICES

- Maintain a AAA credit rating for property tax backed debt and a credit rating of AA+ for the Water/Wastewater Utility System to ensure the city secures the lowest possible interest rates, throughout FY26.
- Maintain fund balance reserves exceeding the city's internal policy and the Standard & Poor's and Moody's scorecard criteria throughout FY26.

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

CITY MANAGER'S OFFICE (CMO)

- Secure \$27 Million of TIFIA (Transportation Infrastructure Finance and Innovation Act) funding for McKinney National Airport improvements, by January 1, 2026.

FINANCIAL SERVICES

- Ensure the Interest and Sinking (I&S) Tax Rate remains within the legal limit throughout FY26.

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

FINANCIAL SERVICES

- Reduce the city's debt by utilizing advantageous bond refunding opportunities as they arise throughout FY26 and provide a report on the refunding actions taken by September 30, 2026.
- Achieve an investment return exceeding the average rate of return on six-month U.S. Treasury Bills, while meeting daily cash flow demands, throughout FY26.

VISIT MCKINNEY (MCVB)

- Attend or distribute promotional collateral at a minimum of five trade shows or conferences to promote Visit McKinney by September 30, 2026.
- Recruit or retain a minimum of four (4) events that generate overnight tourism in McKinney by September 30, 2026.



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

4.4: 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, 2026.
- Update and present a 10-year Debt Plan and General Fund Operating Plan to City Council as part of the city's fiscal year budget process by September 30, 2026.

HUMAN RESOURCES

- Evaluate the city's health care plan utilization, cost, and affordability data quarterly throughout the fiscal year to maintain affordability and improve employee access, aiming to keep cost increases below market trends or 7% during FY26.



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

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

HOUSING AND COMMUNITY DEVELOPMENT

- Book the city's Block Party Trailer for at least 12 weeks and secure bookings with 5 HOAs and/or Neighborhood Groups that have not previously reserved the trailer by September 30, 2026.

MCKINNEY MAIN STREET

- Create or facilitate at least four community 'pop-up' events in the Historic Downtown McKinney Cultural District by September 30, 2026.
- Create or facilitate one large and one medium-small public art program or initiative within the Historic Downtown Cultural District by September 30, 2026.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Execute an annual promotional grant program with two funding cycles of \$150,000 each to support advertising, marketing, and promotion of events that drive business development and tourism in McKinney by August 31, 2026.
- Provide \$15,000 in sponsorship funding per quarter for events that offer recreational and cultural arts activities in McKinney, each quarter throughout FY26.

VISIT MCKINNEY (MCVB)

- Coordinate, schedule, and actively promote a minimum of twelve (12) walking tours of McKinney by September 30, 2026.

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

PLANNING (DEVELOPMENT SERVICES)

- Evaluate and adopt an update to at least one (1) policy or ordinance for a downtown reinvestment incentive program, such as the Historic Neighborhood Improvement Zone or Neighborhood Empowerment Zone, by September 30, 2026.

MCKINNEY PERFORMING ARTS CENTER (MPAC)

- Implement the design, renovation, and rebrand of the McKinney Performing Arts Center by September 30, 2026.



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

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

FIRE DEPARTMENT

- Equip 100 trained citizen responders with connected AEDs to improve survival rates from out-of-hospital cardiac arrests by April 1, 2026.
- Establish a standardized process to track and document 100% of calls involving unhoused individuals in the Computer-Aided Dispatch/Electronic Patient Care Report (CAD/ePCR) system using a new homeless interaction form, with a compliance review completed by April 1, 2026.

HOUSING AND COMMUNITY DEVELOPMENT

- Increase GoPass application users by 10% during FY26.
- Complete eight (8) property repairs through the Property Maintenance Program (PMP) by September 30, 2026.
- Complete eight (8) housing rehabs/emergency repairs for income-eligible residents in need by September 30, 2026.
- Coordinate with the Front Porch to host one affordable housing summit with employers and developers by September 30, 2026, to support community economic development and improve employee recruitment and retention.
- Strengthen the impact of the McKinney Homeless Coalition by forming an organizational group to implement a collaborative plan, collect and analyze data, and develop solutions to reduce homelessness, including those at risk, and present findings and recommendations to City Council by September 30, 2026.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Execute an annual Community Grants program with three funding cycles to support eligible projects in collaboration with the city, nonprofits, and businesses, in accordance with McKinney Community Development Corporation (MCDC) funding guidelines, by August 31, 2026.

PARKS AND RECREATION

- Increase the number of Parks and Recreation hosted special events from 6 to 8 and boost overall annual attendance for all events by 20% through targeted marketing, partnerships, and event promotion, by September 30, 2026.



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

5.4: Promote environmental stewardship initiatives.

BUILDING INSPECTIONS (DEVELOPMENT SERVICES)

- Adopt and enforce the 2024 version of the International Energy Conservation Code by January 1, 2026.

PLANNING (DEVELOPMENT SERVICES)

- Update the city's Reforestation Plan by September 30, 2026.

LIBRARY

- Host an educational and informational exhibit on environmental stewardship and sustainability at John and Judy Gay Library, aiming to attract 5,000 visitors, holding it between January and June 2026.
- Host a grand opening celebration for the Hall Library renovation project by September 30, 2026, with a goal of attracting 6,000 visitors within the first four (4) days of operation.
- Become a certified organization for the President's Volunteer Service Award by December 2025, with the goal of increasing youth volunteer participation by 10% between December 2025 and May 2026.

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

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Allocate an annual budget to fund McKinney Parks & Recreation projects, with a focus on enhancing the connectivity of the city's trail system by September 30, 2025.
- Identify opportunities and provide funding to promote McKinney's parks, facilities, trails, and recreational activities by September 30, 2026.



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

PARKS AND RECREATION

- Begin the design and construction of one (1) additional mile of the Hike and Bike Trails system to support expanded recreational and transportation infrastructure, by September 30, 2026.
- By September 30, 2026, create and publish a comprehensive GIS map of all park assets within the city, including lighting fixtures, drinking fountains, dog waste stations, and irrigation systems, to support maintenance planning and capital improvement projects.
- Complete the replastering of the outdoor pool and refurbishment of the gymnasium at the APEX Centre to ensure both areas are fully operational, safe, and meet quality standards, finishing both projects by March 31, 2026.
- Develop and recommend a clear strategy and delivery plan for the Apex North project to present to City Council by December 31, 2025.
- Issue a request for qualification/proposal (RFQ/RFP) for the development of the 230-acre parcel at Bloomdale and Taylor Burke (Brinkmann Tract) by December 31, 2025.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

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

CODE SERVICES (DEVELOPMENT SERVICES)

- Conduct a comprehensive city-wide inventory of residential properties to identify the number and location of chronically distressed or abandoned homes in McKinney by April 1, 2026.

MCKINNEY POLICE DEPARTMENT

- Achieve a ranking of one of the “Top 10” cities with the lowest crime rates for populations over 100,000 in the state during FY26.

6.2: Maintain meaningful public safety performance measurements.

ENGINEERING (DEVELOPMENT SERVICES)

- Create and maintain an accident database (to include information like location, time of day, weather, etc.), to support the development of safe infrastructure improvements by September 30, 2026.

FIRE DEPARTMENT

- Contingent upon FY26 funding support, deploy a peak-time Med Unit out of Fire Station 7 to improve ambulance response service to the district by May 1, 2026, with quarterly performance evaluations starting by July 1, 2026.
- Increase fire code compliance inspections of high-risk occupancies by 20% over FY25 levels using the department’s National Fire Protection Association (NFPA) 1730 aligned risk-based inspection schedule, reviewing progress quarterly throughout FY26 and reporting final results by September 30, 2026.

OFFICE OF EMERGENCY MANAGEMENT (OEM)

- Conduct and document weekly Emergency Operations Center (EOC) operational readiness checks throughout FY26.

MCKINNEY POLICE DEPARTMENT

- Maintain a Priority 1 call response time of 6 minutes or less throughout FY26.
- Maintain a Priority 2-4 call response time of 10 minutes or less throughout FY26.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

6.3: Continually increase operational efficiency in public safety departments.

FIRE DEPARTMENT

- Develop and implement new policies, procedures, and training for rope rescue, confined space, trench, and structural collapse operations, with the goal of finalizing all policies and training 100% of the department's technical rescue team by April 1, 2026.
- Ensure operational readiness for aircraft emergencies by developing Aircraft Rescue and Firefighting (ARFF) policies, SOPs, and training plans aligned with Federal Aviation Administration (FAA) and National Fire Protection Association (NFPA) 403, by completing a full-scale ARFF drill by September 1, 2026.

OFFICE OF EMERGENCY MANAGEMENT (OEM)

- Host six (6) in-person National Incident Management System (NIMS) training courses in support of NIMS Implementation Plan, completing all courses by September 30, 2026.
- Strengthen Continuity of Operations Plan (COOP) awareness, roles, and responsibilities, by providing at least four (4) training courses for city departments by September 30, 2026.

MCKINNEY POLICE DEPARTMENT

- Implement annual physicals for all Police employees by September 30, 2026.
- Complete the new Police Department Command Post by September 30, 2026.

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

BUILDING INSPECTIONS (DEVELOPMENT SERVICES)

- Ensure that 50% of all building inspectors in Development Services obtain professional "combination certifications" through the International Code Council by September 30, 2026, to meet International Organization for Standardization (ISO) requirements.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

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

CODE SERVICES (DEVELOPMENT SERVICES)

- To help improve accessibility and communication with Spanish-speaking residents, translate all external-facing Code Services documents into Spanish by May 1, 2026.

MCKINNEY POLICE DEPARTMENT

- Host at least five (5) community/relationship-building events, including one (1) "Tacos with Cops" event, by September 30, 2026.

6.6: Engage in strategic diversity outreach to attract and retain Public Safety personnel.

MCKINNEY POLICE DEPARTMENT

- Achieve a minimum of 30% minority and female representation in the department's hiring for FY26.