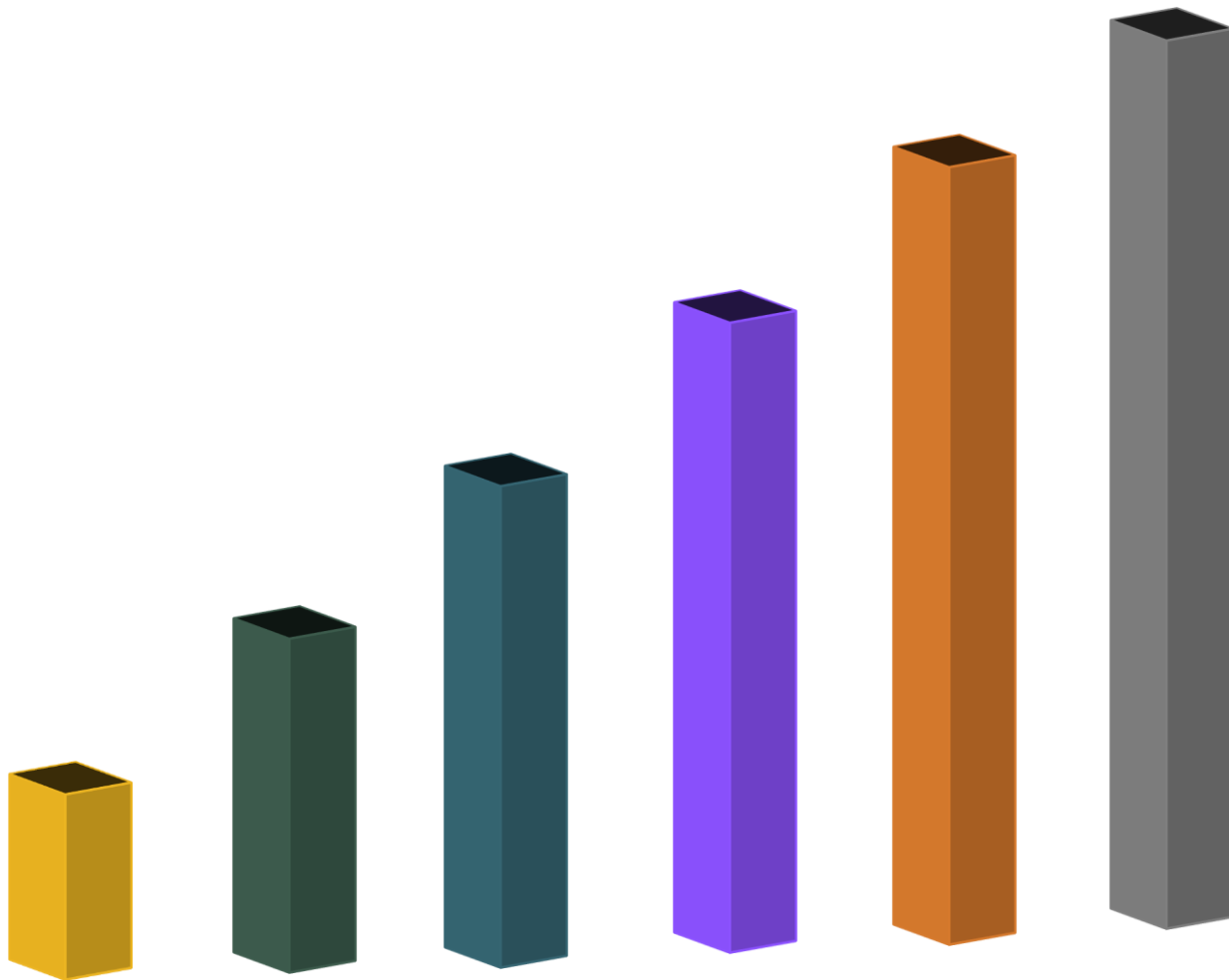


City of McKinney FY27 Strategic Goals

Mayor and City Council

May 19, 2026



McKINNEY FIRST

CITY COUNCIL GOALS & STRATEGIES

FY27 (Oct. 1, 2026 – Sept. 30, 2027)



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

- Strategy 1.1 Provide a strong economy by facilitating a balance between industrial, commercial, office, residential and open space.
- Strategy 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.
- Strategy 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.
- Strategy 1.4 Increase community involvement and participation within local government/community.
- Strategy 1.5 Evaluate criteria and parameters for developing a new corporate business park in the City.
- Strategy 1.6 Cultivate growth and annexation opportunities, including the evaluation of possible land acquisition, that promote orderly development, expand the tax base, and allow for the delivery of high-quality municipal services.

CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

- Strategy 2.1 Balance available resources to accommodate the growth and maintenance needs of the city.
- Strategy 2.2 Continuously provide a high level of customer service to our citizens.
- Strategy 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.
- Strategy 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.
- Strategy 2.5 Implement “Smart Cities” approach and digital technologies, to include strategies to better leverage data and analytics, in the City’s operations to raise the level of operational excellence.
- Strategy 2.6 Enhance strategic communication support to Council members.

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

- Strategy 3.1 Continue developing initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation services at McKinney National Airport.
- Strategy 3.2 Identify and implement land use regulations and policies which preserve and expand long-term operational excellence.
- Strategy 3.3 Bolster marketing and communication efforts to elevate and prominently promote the value of McKinney National Airport to the city and region.
- Strategy 3.4 Continually maintain national recognition for excellence in Airport and Fixed Base Operations.



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

- Strategy 4.1 Pursue and maintain a AAA bond rating with S&P (Standard & Poor's) and Moody's.
- Strategy 4.2 Provide funding and an organizational framework to ensure continual economic improvements.
- Strategy 4.3 Balance resources generated by property taxes, sales taxes, hotel occupancy tax and fees.
- Strategy 4.4 To foster long term resiliency, expand long range financial plans to support expanded maintenance, including comprehensive citywide replacement schedules.

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

- Strategy 5.1 Program affordable recreational and cultural arts opportunities by diversifying event locations to provide structured programming across the city.
- Strategy 5.2 Promote reinvestment activities and ordinance changes in Historic Downtown McKinney that balance the preservation of historic character with current market needs.
- Strategy 5.3 Develop sustainable quality of life improvements within the City of McKinney.
- Strategy 5.4 Enhance connectivity to parks & civic facilities, schools/education centers, libraries, health care providers, commercial corridors, etc.
- Strategy 5.5 Develop a Global Housing Strategy that promotes diverse, attainable, and sustainable housing options for existing and future residents across all income ranges and life stages.

CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

- Strategy 6.1 Pursue and maintain low crime rates in comparison to other communities.
- Strategy 6.2 Maintain meaningful public safety performance measurements.
- Strategy 6.3 Continually increase operational efficiency in public safety departments.
- Strategy 6.4 Pursue and maintain the highest Insurance Services Office (ISO) fire and building protection classification.
- Strategy 6.5 Engage in proactive and formal community diversity outreach programs and open dialogue with the citizens of McKinney.
- Strategy 6.6 Engage in strategic diversity outreach to attract and retain Public Safety personnel.
- Strategy 6.7 Develop a citywide Automated External Defibrillator (AED) deployment strategy to work toward eventually having an AED accessible within 4 minutes anywhere in McKinney.

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 facilitating a balance between industrial, commercial, office, residential and open space.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Collect and analyze data to determine the existing status of light industrial, commercial, and Class A office space, and increase by 10% the qualified project pipeline in the appropriate segment(s) to help facilitate balance, achieving the increase by September 30, 2027.
- Conduct 80 business/business retention visits during FY27, including at least 20 visits with companies that are either new to McKinney or have not yet been visited by MEDC staff, completing all visits by September 30, 2027.
- Maintain an active pipeline of light industrial, commercial, Class A office, and/or mixed-use leads and projects, consisting of 90 general leads, 25 qualified leads, and 25 active projects throughout FY27.

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, completing all six by September 30, 2027.
- Develop and launch a new media strategy, and purchase regional advertising each quarter, to promote the Historic Downtown Cultural District as a destination, by September 30, 2027.
- Schedule at least four (4) business development/educational events for property and business owners in the Historic Downtown Cultural District, completing all four by September 30, 2027.
- Visit at least four (4) businesses or property owners in the Historic Downtown McKinney Cultural District each month throughout FY27, completing all visits by September 30, 2027.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Fund and execute an annual advertising campaign to educate and encourage local residents to "Buy McKinney" and leverage it to increase year-over-year sales tax revenue by 3%, by September 30, 2027.
- Execute two (2) grant cycles for Retail Infrastructure Grants, targeting landmark retail and redevelopment at McKinney gateway locations with expanded marketing efforts to attract applicants and through participating in a minimum of 6 meetings of the Downtown Merchants Association, by September 30, 2027.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

- Participate in, provide retail marketing materials to, and/or advertise with at least two (2) retail development and recruitment events that support McKinney's retail development plan, for example Innovating Commerce Serving Communities (ICSC - formerly International Council of Shopping Centers) by September 30, 2027.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Complete a draft master plan for the McKinney Economic Development Corporation's land along State Highway 121 by conducting market analysis, evaluating land use scenarios, and developing recommendations that support retail, office, and entertainment opportunities aligned with the city's "Live, Work & Play" vision, by September 30, 2027.

VISIT MCKINNEY (MCVB)

- Recruit or retain five (5) sports tourism tournaments/events that generate at least 1,300 overnight stays in McKinney, by September 30, 2027.
- Conduct a minimum of 80 intentional partner visits and check-ins with McKinney hospitality, retail, dining, and entertainment businesses, to strengthen relationships, gather feedback, and identify opportunities to grow tourism and visitor spending in the community, by September 30, 2027.
- Develop and maintain an active email subscriber list with a goal of reaching at least 4,000 subscribers, delivering twelve (12) monthly e-newsletter blasts and twelve (12) additional narrowly targeted e-news updates to planners, sports enthusiasts, event attendees, and others interested in McKinney events and attractions, by September 30, 2027.
- Increase Visit McKinney store sales by 5% year-over-year, by September 30, 2027.
- Create and promote at least one (1) retail store giveaway campaign, designed to drive foot traffic and increase public awareness of the Visit McKinney Visitor Center, with success measured by campaign reach, hitting 8000 views and post-campaign visitor center traffic, by September 30, 2027.

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)

- Support the Local Government Alliance (LGA) workforce development and training initiative, through sponsorship or by participating in a leadership or partnership role with MEDC, Texas Workforce Solutions, Collin College, McKinney ISD, and other relevant organizations, by September 30, 2027.
- Support the Community Care Youth Enrichment Project's workforce development initiative by contributing assistance through either funding or organizational/leadership support, to facilitate innovation or product-development learning experience for McKinney ISD students, by September 30, 2027.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Establish and expand the workforce development partnership by launching at least 1 joint initiative or program with a community partner, by September 30, 2027.

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

CITY MANAGER'S OFFICE (CMO)

- Send at least two (2) senior employees to the International Council of Shopping Centers (ICSC) Regional and/or National Conferences, by September 30, 2027.
- Complete at least twelve (12) information-sharing sessions with community groups, beyond regularly scheduled events, by September 30, 2027.
- Achieve 100% attendance, by representatives from the City Council/City Manager's Office, for all supported community special events, galas, and dinners, throughout FY27.

COMMUNICATIONS AND MARKETING

- Build out and utilize the new citizen engagement and feedback platform, Engage McKinney, by January 30, 2027 and conduct surveys quarterly to gather input on the city's budget and other key initiatives throughout the remainder of FY27.
- Develop and implement multi-platform monthly communication plans to regularly distribute materials that inform and educate citizens on strategic initiatives, launching one plan each month throughout FY27.
- Hold monthly strategy meetings with departments and marketing partners to share city news, programs, and amenities; and to reinforce the city's award-winning and nationally recognized brand, hosting one such meeting each month throughout FY27.
- Boost digital reach and information sharing across Meta (Facebook and Instagram) by 5% through consistent and targeted ad campaigns, achieving the goal by September 30, 2027.

CODE SERVICES (DEVELOPMENT SERVICES)

- Create a departmental mascot with the intention of enhancing community engagement and code compliance awareness by September 30, 2027.

ENGINEERING (DEVELOPMENT SERVICES)

- Hold public meetings prior to the start of construction for every Capital Improvement Plan (CIP) street reconstruction project adjacent to residential homes, achieving 100% compliance, throughout FY27.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

HOUSING AND COMMUNITY DEVELOPMENT

- Conduct at least two (2) training sessions on public service funding and grant opportunities to potential Consolidated Grant applicants by September 30, 2027.
- Conduct a comprehensive needs assessment of HOAs and neighborhood groups, with an 80% response rate from identified participants, and produce a summary report with actionable recommendations to inform a Neighborhood Services Work Plan, completing the report by September 30, 2027.
- Host at least three (3) outreach events for non-HOA neighborhood, with a minimum of 20 attendees each, to collect participant feedback to support leadership development and neighborhood group formation, hosting all three by September 30, 2027.

LIBRARY

- Provide 10,000 hours of volunteer opportunities at the library throughout FY27 and ensure that at least 70% of all available hours are filled by community volunteers, by September 30, 2027.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Execute the annual Quality-of-Life Award program by updating criteria, securing public nominations, coordinating the Board's selection of an individual and an organization, presenting the actual awards, and promoting the recipients to acknowledge their contributions to the quality of life in McKinney, by February 28, 2027.
- By effectively executing a strategic communications plan to engage residents through online interaction, elevate internet and social media impact, specifically increasing website views by 4% and Facebook followers by 3%, by September 30, 2027.
- Launch MCDC LinkedIn presence and implement a content strategy (by establishing the page, publishing initial posts, and maintaining a structured content plan to grow MCDC's business and organizational network) that delivers at least two posts per month highlighting MCDC's impact, projects supported, and collaboration opportunities, by September 30, 2027.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Partner with the Chamber of Commerce to host 4 Quarterly Development Updates to increase community awareness of MEDC activities, completing all four by September 30, 2027.
- Complete at least 50 speaking engagements in the community and at industry events, by September 30, 2027.
- Write and publish 4 community newsletters with an average open rate of 35% and a 5% growth in distribution, completing all four by September 30, 2027.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

PLANNING (DEVELOPMENT SERVICES)

- Complete the public input component of the State Highway 5 Small Area Plan that engages the community through three public meetings, community events, and stakeholder meetings by September 30, 2026.

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, 2027.
- Attend at least twelve (12) community events during FY27 to educate residents and businesses on disaster preparedness, promoting a safer and more resilient community.

VISIT MCKINNEY (MCVB)

- Host at least four (4) hoteliers meeting throughout FY27.
- Collaborate with local tourism stakeholders to produce and publish a minimum of 50 social media posts promoting their businesses and events by September 30, 2027.

1.5: Evaluate criteria and parameters for developing a new corporate business park in the City.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Identify 2 locations in McKinney for a future business park by September 30, 2027.

1.6: Cultivate growth and annexation opportunities, including the evaluation of possible land acquisition, that promote orderly development, expand the tax base, and allow for the delivery of high-quality municipal services.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Establish and implement grant guidelines related to annexation into the City of McKinney for projects located in the ETJ, to include updating all grant applications to reflect requirements, educating the Board on changes, and ensuring annexation is verified for all applicable projects before funding reimbursements are issued, by September 30, 2027.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Create a comprehensive database of available land inventory, including ownership, contact information, broker representation, property value, and acreage to proactively position the region for targeted development and future business districts, completing the database by September 30, 2027.
- Identify at least 1 property that is currently in McKinney's Extraterritorial Jurisdiction and bring it within city limits, incorporating deed restrictions that prohibit de-annexation, completing the process by September 30, 2027.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

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

ENGINEERING (DEVELOPMENT SERVICES)

- Implement OpenCog project management software to manage the increasing number of Capital Improvement Plan (CIP) projects, by December 31, 2026.

INFORMATION TECHNOLOGY

- Evaluate current disaster recovery capabilities by conducting a structured review of at least two (2) on-premises applications and one (1) cloud-hosted application, to identify gaps in resiliency, recovery time, and recovery point readiness, completing all reviews by September 30, 2027.

MUNICIPAL COURTS

- By September 30, 2027, identify 3 community service resources that support poverty rehabilitation and youth/adult recovery, and establish formal liaison relationships with each organization by conducting at least one meeting or collaborative planning session to strengthen referral pathways and coordinated support services.

OFFICE OF EMERGENCY MANAGEMENT (OEM)

- Identify at least 12 competitive grant opportunities across multiple departments, in each case ensuring alignment between a specific city council strategic priority and a department-level supporting objective and submit at least six (6) high-impact grant applications by September 30, 2027.

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE MANAGEMENT

- Following the administration of an organization-wide employee engagement survey, analyze the results with the executive leadership team, share the data with employees, provide department heads with data on their respective departments, and use the survey results to make at least four organization-wide changes to improve operations, customer service, communications or internal culture, by June 1, 2027.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

PUBLIC WORKS

- By September 30, 2027, use the results of the City's roadway condition survey to develop and implement a multi-year Pavement Management Plan that prioritizes maintenance and rehabilitation projects based on asset condition, lifecycle cost optimization, and available funding. The plan will guide annual capital and maintenance investments and be integrated into the City's budgeting and CIP processes.
- By September 30, 2027, develop and implement a data-driven Resource and Staffing Alignment Plan that links infrastructure growth, including lane miles, water and wastewater assets, facilities, and fleet, to required staffing levels, fleet capacity, and operational funding. The plan will establish service level targets and define the resources needed to maintain those standards as the City continues to grow.
- By December 31, 2026, achieve substantial construction completion and begin facility operations for priority capital projects, including the TKI Commercial Terminal, Roy and Helen Hall Memorial Library, McKinney Performing Arts Center, McKinney Economic Development Corporation Renovations, and the demolition of the old City Hall and Development Services Building, by monitoring contractor progress, resolving issues promptly, and meeting all required inspections and commissioning milestones.
- By September 30, 2027, advance required planning and design milestones for the Multidisciplinary Civic Campus (including the Multigenerational Recreation Center, Public Works Northwest Campus, and Fifth Pump Station), and the Public Safety Driver's Training Pad / Classroom / Storage by completing scheduled design phases, securing stakeholder approvals, and preparing each project for procurement and pre-construction activities.
- By December 31, 2026, initiate construction on the APEX Elevator Project, Redbud Pump Station Storage and Workshop Building, Gun Range Storage and Workshop Building, and Public Safety Building Phase 6 Renovations by completing procurement, awarding contracts, issuing notices to proceed, and mobilizing contractors to each site.

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

CODE SERVICES (DEVELOPMENT SERVICES)

- Develop and publish an educational video series for each division of Code Services to help residents and business owners prevent code violations, completing the series by September 30, 2027.

MUNICIPAL COURTS

- By September 30, 2027, collect and analyze comparative data on online and in-person customer service interactions to identify customer needs, performance goals, and develop action items.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

HUMAN RESOURCES

- Update ten (10) job descriptions each quarter to maintain the reliability and integrity of the city's compensation plans, completing all 40 updates by September 30, 2027.
- Initiate four (4) new benefits education initiatives by September 30, 2027.
- Conduct at least six (6) training/information sessions, tailored to specific departments or employees, covering employee relations issues/topics, by September 30, 2027.
- Ensure that an HR representative sits on at least one hiring panel per quarter throughout FY27 and formally request that an HR representative participate on all hiring panels in departments with an early turnover (within the probationary period), rate of 10% or more.
- Offer every person who voluntarily departs the organization, an exit interview, aiming for a 60% acceptance rate, and report summary findings, to include trends, to Senior Management by September 30, 2027.

METER SERVICES

- Notify 100% of customers whose water meters generate a leak alarm within 72 hours of the event, measured monthly through system-generated alarm reports and service order creation report, and sustained consistently throughout FY27.

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE MANAGEMENT

- Send at least six (6) Executive Leadership Team members to meet with the Plano City Manager and his senior staff to learn more about their operations, share best practices, compare the use of technology, and discuss potential mutually beneficial partnerships, by September 30, 2027.
- Support a reciprocal training agreement with the City of Plano by offering their HR department training slots for Plano employees to attend various classes we teach and seek opportunities to send McKinney employees to attend select classes they offer their employees, throughout FY27.

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.

CITY MANAGER'S OFFICE (CMO)

- Distribute 100% of City Manager's Notes to Council members by 5pm the Friday preceding regularly scheduled meetings throughout FY27.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

CITY SECRETARY'S OFFICE (CSO)

- Develop a performance data dashboard for Alcoholic Beverage Permits by September 30, 2027.
- Create a document management platform to enhance collaborative work through improved compilation and sharing of information by September 30, 2027.

CODE SERVICES (DEVELOPMENT SERVICES)

- Develop a publicly accessible dashboard that showcases key safety and community issues addressed by Code Services, including response-related data points, with a targeted launch date of September 30, 2027.

DEVELOPMENT SERVICES

- Implement at least eight (8) data-driven process improvement projects based on external customer feedback, completing all eight by September 30, 2027.

HOUSING AND COMMUNITY DEVELOPMENT

- Complete a comprehensive analysis to validate the total number of HOA subdivisions in the city and establish a baseline database by March 31, 2027.

HUMAN RESOURCES

- Measure and report the percentage of full-time employee turnover by department, each month, to ensure consistent, reliable data are available to guide talent acquisition efforts, classification alignment, and data-driven workforce recommendations, completing reports each month throughout FY27.
- Implement a new employee survey to be sent to employees after one (1) year of service in the organization, with the goal of a 60% response rate, and provide findings to department heads to help them improve retention, completing this initiative by September 30, 2027.
- Track turnover among probationary employees and achieve a retention rate of at least 70%, using monthly monitoring of onboarding records and separation data, and provide summarized findings and trends to Department Directors, by September 30, 2027.
- To promote a stronger culture of safety within the city, conduct one hundred (100) field observations, twenty-four (24) toolbox talks, twelve (12) safety training sessions, and host twelve (12) safety committee meetings, by September 30, 2027.
- Complete Job Hazard Analyses or Job Safety Analyses for 100% of identified high-risk tasks across all field operations, conducting at least one new analysis per month and implementing all recommended corrective actions within 60 days, in order to strengthen the organization's culture of safety, by September 30, 2027.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

INFORMATION TECHNOLOGY

- Conduct comprehensive annual penetration testing to proactively identify, validate, and document security vulnerabilities, and use findings to reduce remediation time for critical vulnerabilities by 15%, as compared to last year, by September 30, 2027.
- Improve National Institute of Standards and Technology (NIST) controls by 10% every quarter throughout FY27.
- Conduct a comprehensive security tabletop exercise with the Executive Leadership Team focused on validating business continuity capabilities, communication platforms, and clarifying employee response expectations during disruptive incidents, ensuring the exercise is completed by September 30, 2027.

INFORMATION TECHNOLOGY & DATA AND ANALYTICS

- Develop a comprehensive AI Roadmap that establishes a citywide framework outlining governance, standards for AI agents, and AI education for responsible AI adoption, by September 30, 2027.

METER SERVICES

- Increase the random sampling testing rate for all residential water meters from 2% to 5% by utilizing the capabilities of the newly implemented test bench, with progress measured monthly through sampling reports and testing records to ensure consistent advancement toward the target, by September 30, 2027.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Streamline and automate at least 3 operational workflows, using available/approved technologies to reduce manual processes, improve efficiency, and enable faster, more informed decision-making, completing all three by September 30, 2027.

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE MANAGEMENT

- Develop and launch at least two (2) customized department-level Analytics Dashboards, by expanding the use of the Envisio public-facing dashboard, to improve data-based decision-making and increase operational efficiency in tracking and reporting Key Performance Indicators (KPIs), by September 30, 2027.
- Publish and distribute quarterly performance reports to the city's executive leadership team and update the public-facing Performance Dashboard each quarter to provide transparency to residents on the progress departments are making in support of the City Council's strategic priorities, each quarter throughout FY27.
- Complete a comprehensive review of all department-level FY26 performance measures, and report the results to the City Council, by December 31, 2026.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

PARKS AND RECREATION

- Conduct a comprehensive audit of all departmental software systems to assess utilization, identify inefficiencies, and share the findings with the Department of Data and Data Analytics to avoid duplications, and deliver a strategic roadmap for optimization and future technology investments, by September 30, 2027.
- Develop, implement, monitor, and analyze four key performance metrics including (1) program participation rates, (2) park maintenance response times, (3) customer satisfaction, and (4) facility utilization rates to improve operational efficiency and service quality, by September 30, 2027.

PUBLIC WORKS

- By September 30, 2027, fully implement and integrate Cityworks work order and asset management functionality and Power BI dashboards across all Public Works divisions, including Water, Wastewater, Streets, Fleet, Facilities Maintenance, Right-of-way Management and Environmental Services. This includes standardizing service request tracking, asset data structures, and performance metrics.
- By September 30, 2027, develop and implement an integrated digital utility management and customer service platform by enhancing existing Power BI dashboards with KPI and utility compliance metrics, expanding Cityworks PLL capabilities to support plan review and inspection documentation, transitioning plan review processes from ROWay to Cityworks, and launching an online payment system for small cell permitting.

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.

CITY SECRETARY'S OFFICE (CSO)

- Develop a performance dashboard for relevant Boards & Commissions data such as survey results and membership vacancies, by September 30, 2027.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Fund and ensure completion of Texas Economic Development Council training for board and staff to learn specific requirements and recent updates to the Texas Local Government Code needed for certification, requiring all Board members to complete Open Meetings and Public Information Act training as mandated by State Law, by December 31, 2026.
- Conduct orientation for 100% of newly appointed board members whose terms begin in October 2026, ensuring each person is fully prepared to carry out board responsibilities, by December 31, 2026.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Continue to schedule and hold semi-annual joint meetings with the MEDC Board and City Council to enhance communication and alignment, completing both joint meetings by September 30, 2027.

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 levels of staff and prepare them for greater success in the city's High Performance Organization culture, by September 30, 2027.
- Graduate at least ten (10) employees from the city's Certified Facilitator course, and at least ten (10) employees from the city's New Leader/Supervisor Foundational course, to better prepare them to effectively run meetings and lead and manage others within their departments, by September 30, 2027.
- Support the training needs of individual departments by providing at least 20 customized department-level classes, workshops or team-building exercises to meet their specific needs related to teamwork, project management, customer service and communication skills, and complete all such offerings by September 30, 2027.
- Expand the New Leaders' Course to include a required project or initiative that each participant must implement at the department or crew level to improve operations, teamwork, or customer service, by September 30, 2027.
- Drawing on input from staff and supervisors, and then using AI for baseline content, develop at least eight (8) 1-hour career builder training classes focused on different aspects of effective leadership. management or the city's High Performance Organization framework, by September 30, 2027.

2.5: Implement "Smart Cities" approach and digital technologies, to include strategies to better leverage data and analytics, in the City's operations to raise the level of operational excellence.

DATA AND ANALYTICS

- Increase enterprise data adoption by expanding the City's Data Management Platform (Snowflake) to include 50% of identified City data sources through prioritized system integration, standardized data pipelines, and governance controls by September 30, 2027.

ENGINEERING (DEVELOPMENT SERVICES)

- Implement a smart lighting pilot project for arterial street lighting by September 30, 2027.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

INFORMATION TECHNOLOGY & DATA AND ANALYTICS

- Draft a Smart City and IoT (Internet of Things) Implementation Standard that establishes unified guidelines for connectivity, device management, data governance, analytics integration, and cross-departmental alignment, and complete it by September 30, 2027.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Create and adopt a blueprint for capturing, tracking, analyzing and leveraging data to enhance strategic planning and to more effectively quantify the impact of MEDC initiatives on the local and regional economy, completing the blueprint by September 30, 2027.
- Develop and implement an optimized Customer Relationship Management (CRM) data architecture and user experience framework that standardizes data structures, enhances interface usability, and enables advanced analytics and reporting capabilities, completing the project by September 30, 2027.

PLANNING (DEVELOPMENT SERVICES)

- Launch a pilot program to improve Downtown Parking Management through a coordinated partnership between the city's Planning and Engineering Departments, with implementation complete by September 30, 2027.
- Launch an updated "where can you build it" map by June 1, 2027.

PUBLIC WORKS

- By September 30, 2027, implement VT SCADA, a reporting and analytics tool, to monitor pumping trends, standardize pump rotation practices, and support data-driven operational decisions across all water system pump stations.

UTILITY CUSTOMER OPERATIONS

- Increase customer participation and engagement on the Utility Billing Customer Portal and My Water Advisor 2 platforms by achieving a 3% year-over-year growth in key metrics, including new customer registrations, monthly active payments, and monitor progress through routine reporting to ensure continuous improvement, by September 30, 2027.

VISIT MCKINNEY (MCVB)

- Publish or update a minimum of 12 Search Engine Optimization (SEO) and geo-targeted content pieces (blogs, itineraries, or travel guides) annually on VisitMcKinney.com while tracking performance quarterly using organic traffic, engagement rates, and keyword rankings to demonstrate year-over-year improvement, by September 20, 2027.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

2.6: Enhance strategic communication support to Council members.

COMMUNICATIONS AND MARKETING

- Increase strategic communication support to Council members by creating monthly updates, starting October 1, 2026, with shareable materials and graphic design templates in Manager's Notes throughout FY27.
- Create a City Council Communications Onboarding Kit by March 31, 2027.
- Support elected officials by providing media consultations on request and providing quarterly talking points to all Council members through Manager's Notes throughout FY27.



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

3.1: Continue developing initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation services at McKinney National Airport.

MCKINNEY NATIONAL AIRPORT

- Increase, by at least 50%, the occupancy of the new 40,000 square foot corporate hangar, by September 30, 2027.
- Expand and retain commercial air carrier service, allowing for full utilization of the terminal facilities, by September 30, 2027.
- Complete construction/rehabilitation of the southern portion of Taxilane A, including a new connector between Taxilane A and Taxiway B, by September 30, 2027.
- Negotiate the lease agreement and complete design of the McKinney National Airport-based Department of Public Safety (DPS) facility, by September 30, 2027.
- Complete an organizational structure and staffing study that aligns with the transition to commercial service, by September 30, 2027.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Complete and implement an economic development masterplan for McKinney National Airport (TKI) and surrounding acreage to strategically position TKI as a premium corporate and commercial aviation location, completing the masterplan by September 30, 2027.
- Collaborate with TKI to launch a national paid ad campaign, including featuring and promoting TKI marketing messaging and materials at a minimum of 10 trade shows and/or missions, completing all aspects of the campaign by September 30, 2027.

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

MCKINNEY NATIONAL AIRPORT

- Complete the revised Airport Master Plan, by September 30, 2027.
- Maintain runway protection zones and runway approaches 100% free of obstructions throughout FY27.



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

3.3: Bolster marketing and communication efforts to elevate and prominently promote the value of McKinney National Airport to the city and region.

COMMUNICATIONS AND MARKETING

- Launch a new commercial airport website by December 31, 2026, maintaining consistent weekly social media content, distributing at least six news releases per year highlighting airport milestones and economic impact, and holding strategy and planning meetings at least monthly with Aviatrix Communications throughout FY27.

MCKINNEY NATIONAL AIRPORT

- Maintain a comprehensive messaging strategy related to commercial service operations and future air service development, by September 30, 2027.
- 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, 2027.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Promote McKinney National Airport (TKI) milestones through MCDC social media by publishing at least one (1) airport-focused post each quarter, highlighting the MCDC–airport partnership, ongoing and past MCDC-supported projects at the airport, and major announcements regarding TKI services, by September 30, 2027.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Partner with TKI to amplify stories and align messaging, featuring 2 airport newsletter stories, at least 1 social media post per quarter, and 2 podcast episodes, completing all messaging initiatives by September 30, 2027.
- Expand the MEDC website to include TKI content, messaging and resources that amplify the value of the airport to corporate and commercial aviation customers, developers, and passengers, completing the expansion by September 30, 2027.



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

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

MCKINNEY NATIONAL AIRPORT

- Achieve 2027 fixed-base operations (FBO) "Top 10% in the U.S." recognition from well-respected industry-leading platforms, by September 30, 2027.
- Ensure that airport staff collectively completes at least 500 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, 2027.

MCKINNEY FIRE DEPARTMENT

- Develop and implement Aircraft Rescue and Firefighting (ARFF) capabilities to meet FAA Index B service requirements at McKinney National Airport, ensuring compliance with federal aviation safety standards and supporting the airport's operational growth, by November 1, 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 AAA or AA+ credit ratings, to ensure the city receives the lowest interest rates possible, throughout FY27.
- Maintain fund balance reserves in excess of the city's internal policy, as well as the Standard & Poor's and Moody's scorecard criteria, throughout FY27.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Limit MCDC bonding activity to ensure annual debt service does not exceed 25% of annual sales tax revenue throughout FY27.

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

FINANCIAL SERVICES

- Ensure that the Interest and Sinking (I&S) Tax Rate does not exceed the level required by law, throughout FY27.

4.3: 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, 2027.
- Target an investment return exceeding the average rate of return on six-month U.S. Treasury Bills, while meeting daily cash flow demands, throughout FY27.

VISIT MCKINNEY (MCVB)

- Support sustained year-over-year growth in Hotel Occupancy Tax (HOT) revenue by implementing targeted tourism and marketing initiatives, with a goal of achieving a minimum 10% increase in HOT revenue annually, by September 30, 2027.
- Develop and launch one seasonal marketing campaign per quarter (fall, winter, spring, summer) that promotes McKinney as a leisure travel destination, incorporating at least two channels (social, email, paid ads), completing all four campaigns by September 30, 2027.



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

4.4: To foster long term resiliency, expand long range financial plans to support expanded maintenance, including comprehensive citywide replacement schedules.

CITY MANAGER'S OFFICE (CMO)

- Develop and present to City Council, as a part of the annual strategic planning process, a 10-year Operating Plan, by February 28, 2027.

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, 2027.
- 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, 2027.



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

5.1: Program affordable recreational and cultural arts opportunities by diversifying event locations to provide structured programming across the city.

LIBRARY

- Host three (3) exhibits at the Roy and Helen Hall Memorial Library and achieve a combined total of 45,000 visitors across the exhibits, by September 30, 2027.
- Provide at least 1,000 library programs and events throughout FY27, ensuring that at least 50% are hosted at the John and Judy Gay Library, and achieve a 90% positive feedback rating from attendees, by September 30, 2027.

MCKINNEY MAIN STREET

- Create or facilitate at least four (4) community 'pop-up' events in the Historic Downtown McKinney Cultural District by September 30, 2027.
- Create or facilitate one (1) large and one (1) medium-to-small public art programs or initiatives within the Historic Downtown Cultural District by September 30, 2027.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Execute the annual promotional grant program to support advertising, marketing and promotion of events that support business development and tourism, completing two grant cycles (of \$125,000 each), by September 30, 2027.
- Provide sponsorship funding of \$15,000 per quarter for events that provide recreational and cultural arts activities in McKinney, each quarter throughout FY27.
- Conduct at least one joint meeting with the Parks Advisory Board to facilitate alignment on city goals and reach agreement on the list of projects recommended for MCDC funding in FY28, ensuring shared priorities are clearly documented and supported, by September 30, 2027.
- Co-sponsor, by funding 50% of the annual sponsorship fee for McKinney, the 2027 CJ Cup Byron Nelson golf tournament, and provide funding for marketing activities to promote the tournament and City, in advance of the actual tournament, completing same by June 30, 2027.

PARKS AND RECREATION

- Plan and host a one-day cultural event at Bonnie Wenk Park featuring multicultural performances, food vendors, and interactive activities that celebrate the diverse community of McKinney by September 30, 2027.



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

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)

- Advertise the Historic Neighborhood Improvement Zone (HNIZ), Neighborhood Empowerment Zone (NEZ), and Tax Increment Reinvestment Zone (TIRZ) programs on the City Website and at three community events, by September 30, 2027.

MCKINNEY PERFORMING ARTS CENTER (MPAC)

- Finalize and deploy the design, renovation, and rebranding of the McKinney Performing Arts Center by December 30, 2026.

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

HOUSING AND COMMUNITY DEVELOPMENT

- Develop and finalize an annual work plan based on the results of the Better Together Initiative, including goals, timelines, and performance measures by March 31, 2027.
- Support the McKinney Homeless Coalition in developing and adopting a self-sustaining operational structure and comprehensive work plan (including defined leadership roles, funding strategies and measurable initiatives) by September 30, 2027.
- Reduce reliance on Coronavirus Aid, Relief, and Economic Security Act (CARES) funding by 10% by September 30, 2027.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Execute the MCDC annual grant program to support eligible projects, in collaboration with city, for nonprofits and businesses eligible to receive funding by MCDC, through the Community Grants program, completing three (3) grant cycles, by September 30, 2027.

PARKS AND RECREATION

- Complete three playground renovations and construct one new playground, ensuring all four projects meet established safety standards, remain within approved budgets, and are delivered according to the project schedule, by September 30, 2027.

PUBLIC WORKS

- By September 30, 2027, form a Sustainability Leadership Team to guide implementation of the Sustainability Roadmap, prioritize action items with shared ownership across departments, establish a consistent format and cadence for annual sustainability updates, and help cultivate a citywide culture of sustainability that advances resource efficiency and fiscal responsibility.



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

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

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Continue promotional support of McKinney's parks, facilities, trails and activities by highlighting key projects/events at least once per quarter on MCDC social media and/or through local advertising, by September 2027.

PARKS AND RECREATION

- Increase the department's total rental revenue by 15% compared to the FY26 baseline by optimizing rental pricing, increasing facility utilization, and strengthening marketing and community partnerships, achieving the increase by September 30, 2027.

PLANNING (DEVELOPMENT SERVICES)

- Using the updated Urban Forestry Plan, initiate one (1) public-facing program designed to expand the urban tree canopy within the City of McKinney by September 30, 2027.

LIBRARY

- Ensure that library staff attend at least 50 outreach events and other opportunities to provide information and strengthen connections between the public and library services, by September 30, 2027.

5.5: Develop a Global Housing Strategy that promotes diverse, attainable, and sustainable housing options for existing and future residents across all income ranges and life stages.

HOUSING AND COMMUNITY DEVELOPMENT

- Develop and finalize a comprehensive Affordable Housing Strategy that incorporates the Root Policy Housing Needs Assessment, stakeholder input, and actionable recommendations by December 31, 2027.
- Establish the full governance and financial structures for the Community Land Trust by defining McKinney Housing Finance Corporation (MHFC) responsibilities, adopting required operating policies, and developing sustainable funding and financial management frameworks to support long-term program operations, by June 30, 2027.
- Develop at least ten (10) single-family townhomes, under the Community Land Trust, by September 30, 2027.



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

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Facilitate McKinney Front Porch quarterly discussions related to attainable housing to ensure collaboration and leveraging of resources among public, private and nonprofit entities, completing all four quarterly meetings by September 30, 2027.
- Allocate \$3 million in project grant funding to Board-approved affordable housing projects serving residents at 60% AMI or below and allocate an additional \$1 million to qualifying projects within the Community Land Trust or Revolving Loan Fund that meet the same eligibility criteria, by September 30, 2027.
- Sponsor and participate in planning and executing the annual Affordable Housing Summit (including the McKinney Housing Summit and NAREB Community Day) by convening at least 150 potential collaborators and providing educational content on Collin County housing needs, innovative solutions, Public-Private Partnerships, financing opportunities, potential partners, and successful completed projects to strengthen strategic affordable housing initiatives, by September 30, 2027.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

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

MCKINNEY POLICE DEPARTMENT

- Ensure the City of McKinney's crime rate is one of "Top 10" lowest crime rates for cities over 100,000 population in the state during FY27.

6.2: Maintain meaningful public safety performance measurements.

CODE SERVICES (DEVELOPMENT SERVICES)

- Develop a comprehensive Emergency Management Plan framework that includes all Code Services divisions to ensure appropriate, unified responses to weather events and other emergency situations by September 30, 2027.

OFFICE OF EMERGENCY MANAGEMENT (OEM)

- Conduct at least three (3) City of McKinney Crisis Action Team (COMCAT) trainings to strengthen staff readiness and increase department response effectiveness to emergencies by September 30, 2027.

MCKINNEY POLICE DEPARTMENT

- Maintain a Priority 1 call response time of 6 minutes or less during FY27.
- Maintain a Priority 2-4 call response time of 10 minutes or less during FY27.

6.3: Continually increase operational efficiency in public safety departments.

MCKINNEY FIRE DEPARTMENT

- Implement a revised Engine/Truck Company response model by placing Engine 1 in service at Central Fire Station and start transitioning away from the quint-based response model, improving operational efficiency, apparatus specialization, and response effectiveness, by January 15, 2027.
- Open and operate fully staffed Aircraft Rescue and Firefighting (ARFF) services from the newly remodeled Fire Station 8, located within the airport perimeter at McKinney National Airport, during all scheduled flight operations to ensure continuous airfield emergency response capability, by November 1, 2026.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

- Complete renovation and modernization projects for identified priority fire station facilities to improve firefighter safety, security, health standards, cancer risk mitigation, and operational readiness, by September 30, 2027.

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, 2027.

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 or maintain "combination certifications" through the International Code Council, to meet international organization for standardization (ISO) requirements, by September 30, 20

MCKINNEY FIRE DEPARTMENT

- Complete design and initiate construction of the Driver Training Pad, Apparatus Barn, and Classroom Facilities, expanding in-house training capacity while creating a shared training site for Police, Fire, and Animal Control that strengthens interdepartmental collaboration, by September 30, 2027.

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

MCKINNEY FIRE DEPARTMENT

- Utilize Community Risk Reduction (CRR) software analytics to identify underserved or high-risk neighborhoods and increase focused public education outreach efforts in those priority areas by 25% to enhance community resilience and reduce preventable incidents, by September 30, 2027.

MCKINNEY POLICE DEPARTMENT

- Host a minimum of five (5) community relationship-building events to include one (1) Tacos with Cops event by September 30, 2027.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

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

MCKINNEY POLICE DEPARTMENT

- Maintain a minimum of 30% minority and female hiring within the department for FY27.

6.7: Develop a citywide Automated External Defibrillator (AED) deployment strategy to work toward eventually having an AED accessible within 4 minutes anywhere in McKinney.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Launch a "4 Minute Campaign" targeting the local business community and amplifying the AED program and urgent need, including a three-part email series, an anchor video interview featuring Fire Department personnel, a custom website landing page, a social media drip campaign, and an online form on the MEDC website for businesses to request AEDs, all to be accomplished by September 30, 2027.

MCKINNEY FIRE DEPARTMENT

- Deploy 100 publicly accessible Automated External Defibrillators (AEDs) in prioritized residential neighborhoods, leveraging response data to target high-incidence cardiac arrest areas, to improve bystander intervention within the critical four-minute response window and increase survival rates for out-of-hospital cardiac arrest, by September 30, 2027.

[End of Document]