

FY23 Strategic Goals

Steven Smith
Performance Manager
June 7, 2021

Annual Strategic Goals Work Session

February 11th



Follow-up Prioritization Session

March 11th



McKINNEY FIRST

FY23
CITY COUNCIL GOALS & STRATEGIES
(October 1, 2022 – September 30, 2023)



DIRECTION FOR STRATEGIC & ECONOMIC GROWTH



OPERATIONAL EXCELLENCE



MAXIMIZE THE DEVELOPMENT POTENTIAL OF MCKINNEY NATIONAL AIRPORT



FINANCIALLY SOUND GOVERNMENT



ENHANCE THE QUALITY OF LIFE IN MCKINNEY



SAFE & SECURE COMMUNITY



CITY OF MCKINNEY
www.McKinneyTexas.org

CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

- 1A: Establish regional infrastructure incentives to increase economic growth
- 1B: Provide a strong city economy by implementing a Global Housing Strategy with a focus on affordable housing and facilitating a balance between industrial, commercial, residential, and open space
- 1C: Continue to develop a retail development strategy for key areas of the community to further diversify revenue sources and expand entertainment, dining and shopping options and tourism
- 1D: Leverage the existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC)
- 1E: Increase community involvement and participation within local government

CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

- 2A: Balance available resources to accommodate the growth and maintenance needs of the city
- 2B: Continuously provide a high level of customer service to our citizens
- 2C: Through the use of dashboards and performance management tools, identify opportunities for internal efficiencies and continuous improvement to foster and reinforce a higher performing organizational culture
- 2D: Implement performance management practices that include developing and training staff and Board & Commission members

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

- 3A: Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation including the viability of passenger service
- 3B: Identify and implement land use regulations and policies which preserve and expand long-term operational excellence
- 3C: Improve communication and marketing the value of McKinney National Airport to the city and region
- 3D: Continually maintain national recognition for excellence in Fixed Base Operations

CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

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

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

- 5A: Develop a parks strategy to preserve green space for future park land
- 5B: Create affordable recreational and cultural arts activities for all ages throughout the city
- 5C: Promote reinvestment activities and ordinance changes in McKinney's historic downtown that balance preservation of historic character and current market needs
- 5D: Develop sustainable quality of life improvements within the City of McKinney
- 5E: Promote environmental stewardship initiatives
- 5F: Enhance connectivity to parks & civic facilities, schools/education centers, libraries, health care providers, commercial centers, etc.

CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

- 6A: Pursue and maintain low crime rates in comparison to other communities
- 6B: Maintain meaningful public safety performance measures
- 6C: Continually increase operational efficiency in public safety departments
- 6D: Pursue and maintain the highest Insurance Services Office (ISO) fire and building protection classification
- 6E: Engage in proactive and formal community diversity outreach programs and open dialogue with the citizens of McKinney
- 6F: Engage in strategic diversity outreach to attract and retain greater diversity of public safety personnel

CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

- 1A: Establish regional infrastructure incentives to increase economic growth
- 1B: Provide a strong city economy by implementing a Global Housing Strategy with a focus on affordable housing and facilitating a balance between industrial, commercial, residential, and open space
- 1C: Continue to develop a retail development strategy for key areas of the community to further diversify revenue sources and expand entertainment, dining and shopping options and tourism
- 1D: Leverage the existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC)
- 1E: Increase community involvement and participation within local government

CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

- 2A: Balance available resources to accommodate the growth and maintenance needs of the city
- 2B: Continuously provide a high level of customer service to our citizens
- 2C: Through the use of dashboards and performance management tools, identify opportunities for internal efficiencies and continuous improvement to foster and reinforce a higher performing organizational culture
- 2D: Implement performance management practices that include developing and training staff and Board & Commission members

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

- 3A: Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation including the viability of passenger service
- 3B: Identify and implement land use regulations and policies which preserve and expand long-term operational excellence
- 3C: Improve communication and marketing the value of McKinney National Airport to the city and region
- 3D: Continually maintain national recognition for excellence in Fixed Base Operations

CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

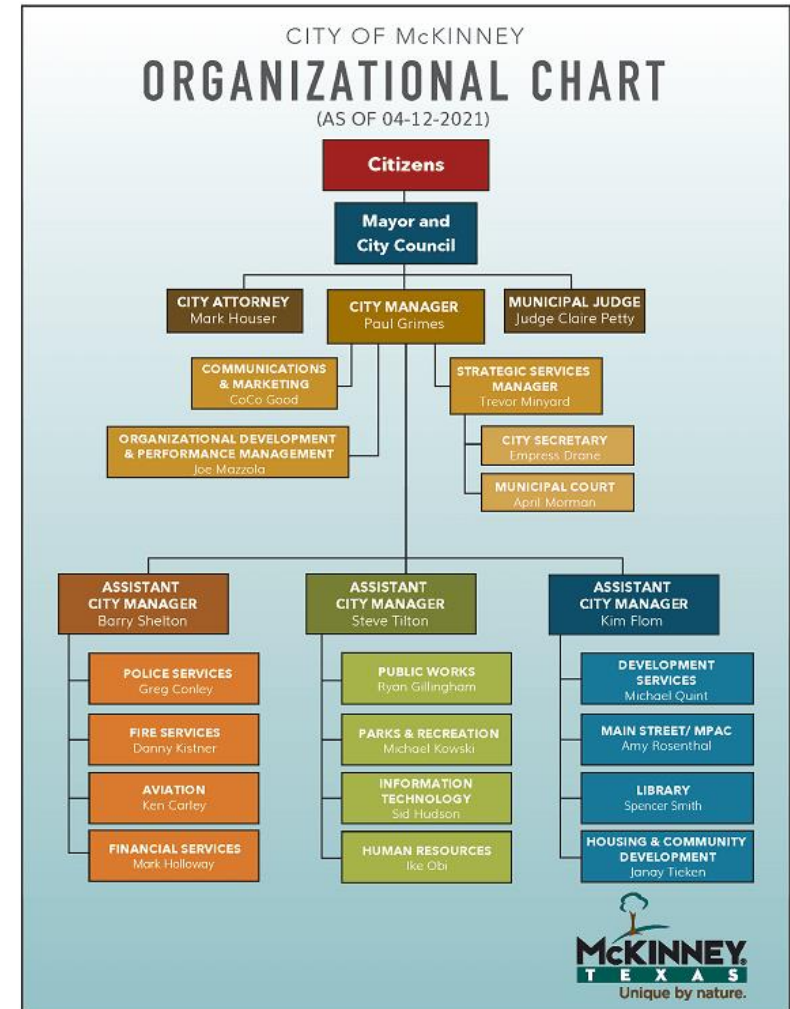
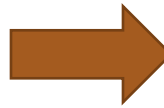
- 4A: Pursue and maintain an AAA bond rating with S&P (Standard & Poor's) and Moody's
- 4B: Provide funding and organizational framework to ensure continual economic improvements
- 4C: Balance resources generated by property taxes, sales taxes, hotel occupancy tax and fees
- 4D: Create financial plans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

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

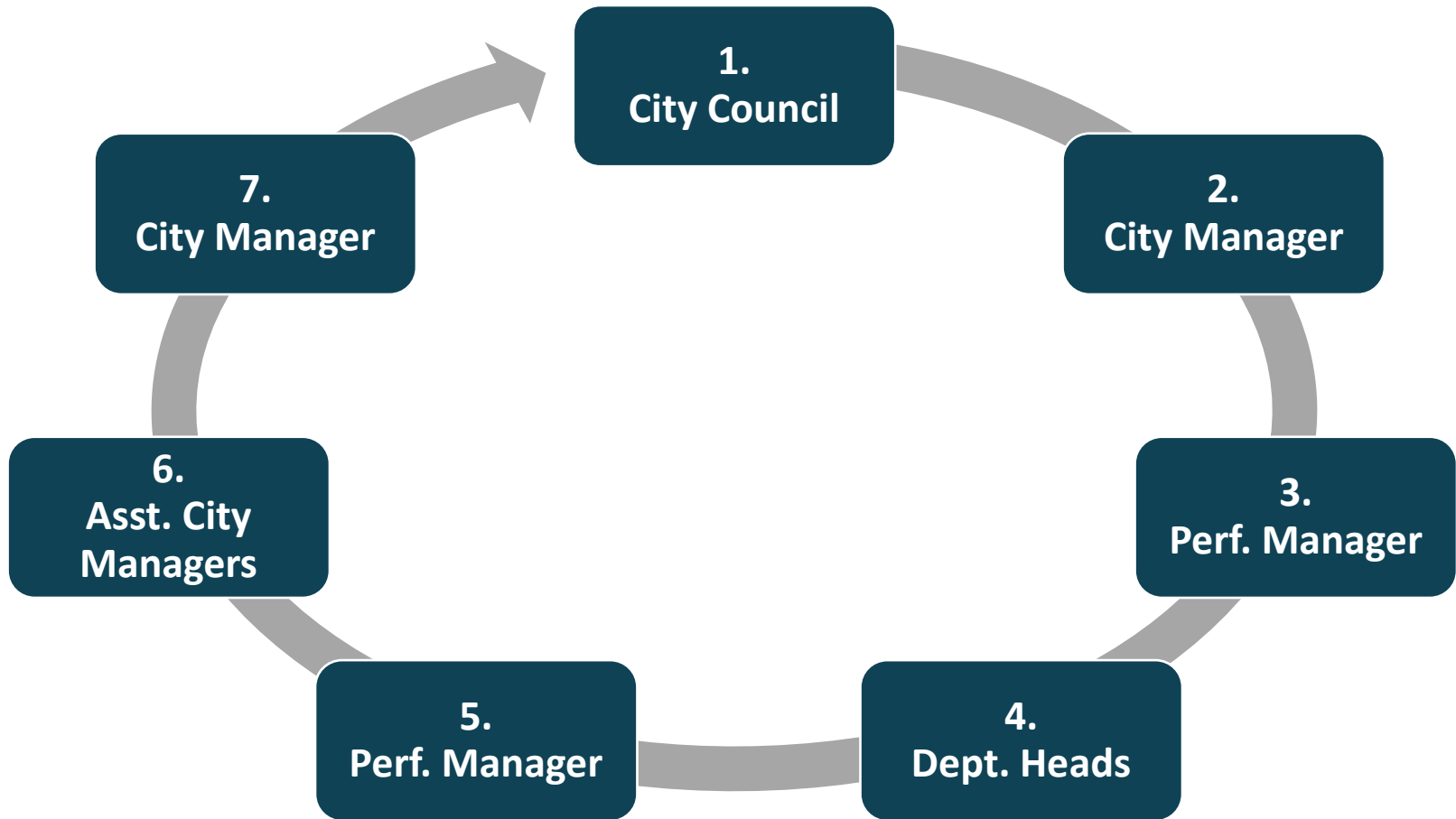
- 5A: Develop a parks strategy to preserve green space for future park land
- 5B: Create affordable recreational and cultural arts activities for all ages throughout the city
- 5C: Promote reinvestment activities and ordinance changes in McKinney's historic downtown that balance preservation of historic character and current market needs
- 5D: Develop sustainable quality of life improvements within the City of McKinney
- 5E: Promote environmental stewardship initiatives
- 5F: Enhance connectivity to parks & civic facilities, schools/education centers, libraries, health care providers, commercial centers, etc.

CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

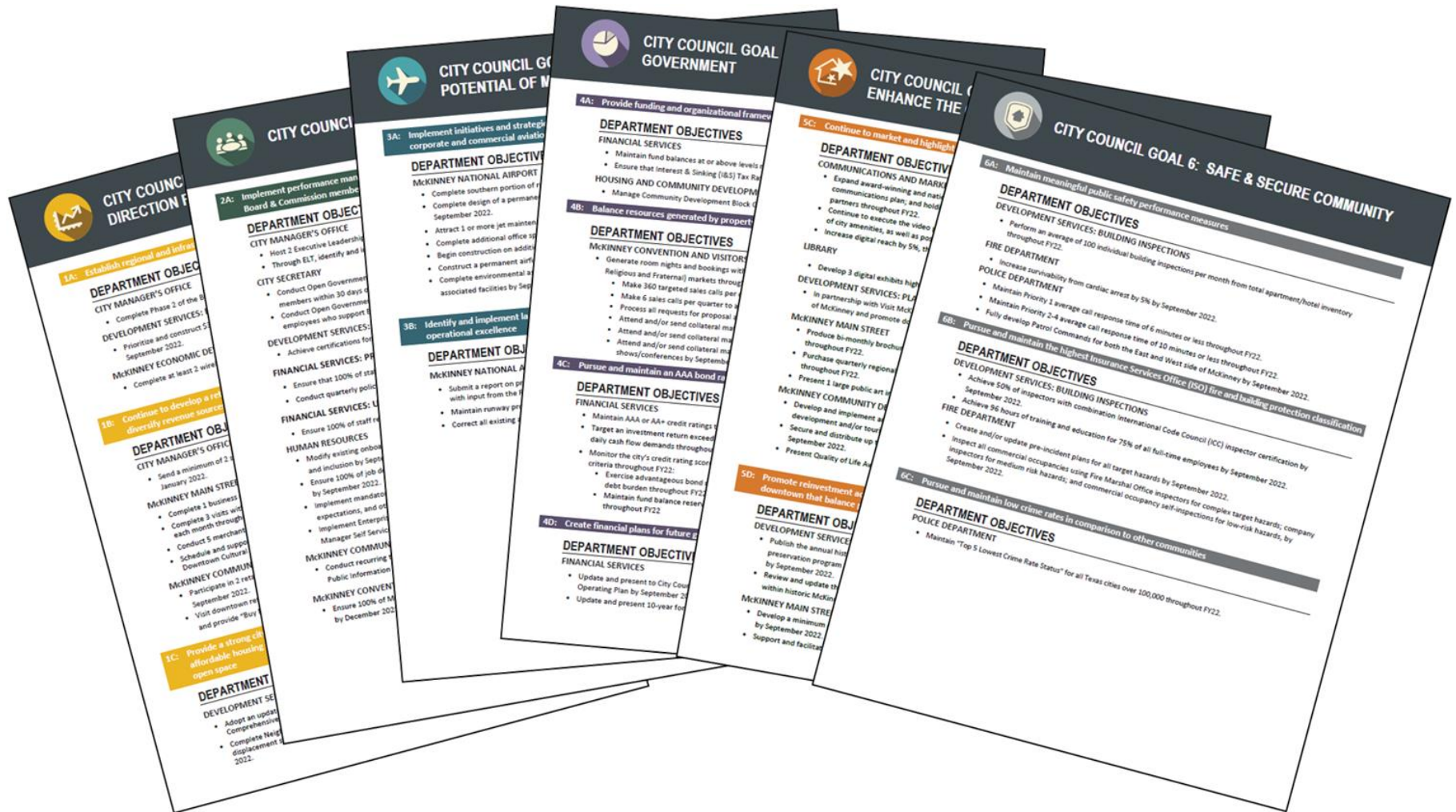
- 6A: Pursue and maintain low crime rates in comparison to other communities
- 6B: Maintain meaningful public safety performance measures
- 6C: Continually increase operational efficiency in public safety departments
- 6D: Pursue and maintain the highest Insurance Services Office (ISO) fire and building protection classification
- 6E: Engage in proactive and formal community diversity outreach programs and open dialogue with the citizens of McKinney
- 6F: Engage in strategic diversity outreach to attract and retain greater diversity of public safety personnel



The Develop, Review, and Refine Process



Result – 160 Department-level Objectives



All Objectives Pass the “SMART” Test

S

- **Specific**
 - What exactly are you trying to achieve?

M

- **Measurable**
 - How will you know if you achieved it?

A

- **Attainable**
 - Is it genuinely possible to achieve it?

R

- **Relevant**
 - Does it contribute to the overall strategy?

T

- **Time-Bound**
 - When do you want to achieve it?

All Objectives Pass the “Average Citizen” Test

Is it clear?



Is it concise?



Is it understandable?



Does it exclude acronyms and industry jargon?



Does it follow a consistent pattern?



All Objectives Pass the “Higher Level” Test

Is it forward thinking?



Is it a stretch goal?



Is it beyond normal operations?



Will it move the organization and city forward?



In Summary

The Department Heads, Ass't City Managers, and Mr. Grimes believe the proposed objectives will help you achieve your strategic priorities for FY23.

We respectfully request that you formally approve them at today's meeting.

Thank you for your attention. I will be glad to answer your questions at this time.
