

McKINNEY FIRST

CITY COUNCIL GOALS & STRATEGIES
2017-2018



**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



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GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

1A: Establish regional and infrastructure incentives to increase economic growth

2017

CITY MANAGER'S OFFICE

- Working with MEDC/MCDC to review and update city's incentive strategy by 4Q17
- Begin review of zoning ordinance to simplify and streamline the development process

DEVELOPMENT SERVICES

- Support development activity through infrastructure investment by:
 - Identifying areas not served with city infrastructure
 - Partnering with developers to serve identified areas through the investment of \$2M annually
- Support development activity through infrastructure investment by prioritizing and constructing 50% of streets, water and wastewater construction to spur economic development
- Track percentage of each fiscal year's Capital Improvement Program (CIP) projects that support economic development by 4Q17

2018

CITY MANAGER'S OFFICE

- Complete zoning ordinance review and present findings and recommendations to City Council by 4Q18

DEVELOPMENT SERVICES

- Support development activity through infrastructure investment by:
 - Identifying areas for potential development that are not served with city infrastructure
 - Partnering with developers to serve identified areas through the investment of \$2M annually
- Continue to support development activity through infrastructure investment by prioritizing and constructing 50% of streets, water and wastewater construction to spur economic development; reporting on percentage change of each fiscal year's CIP projects that support economic development

1B: Continue to develop a retail development strategy for key areas of the community to further diversify revenue sources and expand entertainment, dining and shopping options and tourism

2017

McKINNEY COMMUNITY DEVELOPMENT CORPORATION

- Negotiate, fund and monitor professional services contract for retail consultant (Retail Coach) by 2Q17
- Participate in retail development/recruitment events in support of McKinney's retail development plan Events to include:
 - ICSC ReCon, May 2017
 - Retail Live, August 2017
 - ICSC Texas Deal Making, October 2017
- Reach out, on a monthly basis, to database of developers, brokers and retailers to provide the most recent edition of "McKinney at a Glance" and other information about opportunities in McKinney
- Meet with targeted retailers, developers and brokers to promote opportunities in McKinney; minimum of six meetings will be scheduled in 2017



GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

2018

CITY MANAGER'S OFFICE

- Complete commercial retail trade area review working with the city's consultant (Retail Coach) by 3Q18

1C: Provide a strong city economy by facilitating a balance between industrial, commercial, residential and open space

2017

CITY MANAGER'S OFFICE

- Work with MEDC on identifying industrial park opportunities as well as industrial facilities product needs assessment by Dec 2017
- Work with MEDC to complete targeted industry analysis by Dec 2017
- Complete bi-annual community wide survey by 3Q17

McKINNEY COMMUNITY DEVELOPMENT CORPORATION

- Support downtown community events through promotional grant funding and/or sponsorship through semi-annual Promotional and Community Event grant cycles-\$50,000/cycle (December and June)
- Collaborate with other city entities (Communications, MCVB and Main Street) to advertise and promote activities and events in downtown McKinney; report findings to MCDC board twice per year
- Collaborate with city entities (CMO, Parks and Main Street) to identify, develop a plan and support a digital signage initiative to communicate information about events in McKinney:
 - Review proposed locations and costs, February 2017 (complete)
 - Share information with MCDC board, March 2017 (complete)
 - Develop a plan to move forward, May 2017 (in progress)
- Identify with CMO, Main Street/MPAC staff infrastructure/amenities to enhance downtown events (wireless service, utilities, tent/shade structures) and develop a plan for review by Sept. 30, 2017

McKINNEY NATIONAL AIRPORT

- Construct necessary airport infrastructure within three years of recognition of a future need
 - Construct infrastructure to support new private and/or public development of hangars to attract business aircraft that will generate Business Personal Property and Leasehold taxes
- Replace/repair expansion joint sealer and crack fill by 4Q17 to extend the longevity of pavement and ensure the safe operation of all aircraft

DEVELOPMENT SERVICES

- Create an overarching policy document that guides the development of a fiscally sustainable community via the Comprehensive Plan update by September 2017
- Develop annexation policies that strategically protects city assets and provides for future economic growth and land use control
- Develop for adoption an update to the Municipal Annexation Plan for Council action by April 2017 (completed January 2017) and complete identified annexations each calendar year
- Expand economic development opportunities in downtown via development
 - Facilitate the development of the 9-acre thereby increasing the taxable value of property in downtown
- Increase the number of Certificate of Appropriateness applications by 1% each fiscal year by 2Q17



GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

2018

CITY MANAGER'S OFFICE

- Complete review of STAR Communities framework and present recommendations to City Council by 3Q18

DEVELOPMENT SERVICES

- Increase the number of HNIZ applications by 1% by 2Q18

1D: Leverage the existing partnerships with MEDC and MCDC

2017

McKINNEY ECONOMIC DEVELOPMENT CORPORATION AND McKINNEY COMMUNITY DEVELOPMENT CORPORATION

- Complete MEDC and MCDC strategic plans by 2Q17

McKINNEY ECONOMIC DEVELOPMENT CORPORATION

- Prepare a communications plan for MEDC by 4Q17, including appropriate staffing and resources allocated from city's Communications and Marketing Department

McKINNEY COMMUNITY DEVELOPMENT CORPORATION

- Identify at least three new prospective pipeline projects for MCDC review each year

2018

McKINNEY ECONOMIC DEVELOPMENT CORPORATION

- Report on MEDC's communications plan and implementation of strategic plan-summary report each quarter for 2018

McKINNEY COMMUNITY DEVELOPMENT CORPORATION

- Identify at least three new prospective pipeline projects for MCDC review each year

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

2017

COMMUNICATIONS AND MARKETING

- Oversee the upgrade of McKinney TV equipment, cameras and computers in conjunction with overall Council Chambers full technology renovation to ensure City Council and other supporting meetings, are broadcast to residents in a reliable, high-quality and high-definition format live or on-demand by 4Q17
- Oversee the replacement of McKinney TV cameras and computers outside Chambers with the latest high-quality, high-definition technology available by 4Q17
- Strengthen online communication with an emphasis on social media by increasing follower/engagement activity by 10% by December 2017
- Implement a consistent messaging/timing strategy for city messages and events across primary social media platforms (Facebook, Twitter, NextDoor and YouTube)



GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

- Reinforce transparency and increase opportunities for citizen input and online civic engagement to build public trust by implementing Peak Democracy which will engage residents in a cloud-based online civic engagement platform by March 2017
- Utilize Peak Democracy as a feedback tool during the FY 2018 budget process, to encourage open feedback on any topic and to support other key initiatives throughout the year
- Complete the city's bi-annual scientific and now nationally benchmarked, citizen survey and provide results report with metrics by June 2017

2018

COMMUNICATIONS AND MARKETING

- Strengthen online communication with a continued emphasis on social media by increasing follower/engagement activity by 10% by December 2018
- Maintain a consistent messaging/timing strategy for city messages and events across primary social media platforms (Facebook, Twitter, NextDoor and YouTube)
- Utilize Peak Democracy or similar method as a feedback tool during the FY 2019 budget process, to encourage open feedback on any topic and to support other key initiatives throughout the year



GOAL 2: OPERATIONAL EXCELLENCE

2A: Implement performance management practices that include developing and training staff and board/commission members

2017

CITY MANAGER'S OFFICE

- Complete employee values statement to set framework for core organizational values by 2Q17
- Begin executive training program for High Performance Organizations (H.P.O.) and send at least three executives to ICMA's SEI or LEAD programs each fiscal year
- Prepare Peak Academy (Lean Management) rollout and training program by 4Q17

HUMAN RESOURCES

- Implement policies and practices that help the city attract, retain and develop high quality talents
 - Implement employee recruitment and selection based on our organizational values by posting the values to the city website, incorporating core values into job postings and job descriptions and developing values-related questions for hiring managers to use during interviews by August 2017
 - Partner with LinkedIn on a pilot system to target and recruit high quality candidates for employment in positions that are difficult to fill; hold monthly milestone meetings to review effectiveness analytics with plans to fully integrate and launch by October 2017
 - Maintain a pay plan that is competitive to market-benchmark cities at the 50th percentile, by completing annual pay plan review and cost impact analysis by May annually for annual fiscal year budget request
 - Drive higher levels of performance, teamwork and customer service by integrating the guiding core organizational values into the performance appraisal system; train managers and supervisors on new performance appraisal system by August 2017 and fully implement by October 2017
- Implement a tiered learning system designed to motivate towards and engage employees
- Provide targeted training curricula for employees at all levels, ensuring each one is competency-based and values-reinforcing; complete and present training and development master plan by June 30, 2017; implement the new curricula by October 2017
- Develop and implement consistent policies based on city charter, state and federal rules and regulations to afford all employees equal opportunity to contribute and grow
 - Complete policy review and implement changes annually by April
- Manage organizational risks, promote safe and secure work environment
 - Implement workplace safety training and incentive program to reduce workers' compensation injuries, vehicle accidents and number of workdays lost by December 2017
- Develop and lead a culture of inclusion, collaboration and employee engagement, by working collaboratively with departments on a range of HR services and programs
 - Create employee benefit advisory committee by May 2017
 - Establish consultative recruitment model, whereby HR and hiring supervisors and managers work collaboratively to define recruitment tasks, milestones and timelines; launch by October 2017
 - Implement citywide employee engagement survey by January 2018



GOAL 2: OPERATIONAL EXCELLENCE

2018

CITY MANAGER'S OFFICE

- Continue executive training program for H.P.O.-send at least three executives to ICMA's SEI or LEAD programs each fiscal year
- Train at least 25 employees in Peak Academy methodology each year
- Establish Leadership Team (H.P.O.) by 1Q18
- Host an in-house H.P.O. three-day seminar by 4Q18
- Complete review and report on 2017 performance measures and recommendations by 1Q18

2B: Balance available resources to accommodate the growth and maintenance needs of the city

2017

CITY MANAGER'S OFFICE

- Complete balanced FY 2018 budget by Sept. 20, 2017
- Complete community wide survey by 3Q17 to ensure that public survey feedback is aligned with staff and City Council's budgeting priorities

DEVELOPMENT SERVICES

- Cease verbal warnings to residents and issue written notice immediately; close 65% of code enforcement cases within 12 business days
- Improve the drivability of city streets and reduce street maintenance costs by ensuring that 100% of all new streets are designed and constructed to a 30-year life cycle
- Develop Standard Operating Procedures (SOP) for the Development Review Process
- Establish documented processes and procedures for the accurate and timely review of development applications by type by September 2017
- Develop performance standards that define operational efficiencies and define review timelines and benchmarks by 4Q17
- Create implementation strategies to carry out the goals of the Comprehensive Plan 2040 by 4Q17
- Update the Zoning Ordinance, Subdivision Regulation and other documents to align with the goals of the Comprehensive Plan 2040 beginning 4Q17 into FY 2018
- Promote specialized programs (i.e., HNIZ, NEZ and TIRZ) that encourage growth and reinvestment in downtown McKinney

LIBRARY

- By end of FY 2017, decrease the average transfer time from one library location to another to one business day
- Decrease the percentage of library reserve requests that have a wait time of over 30 days

PARKS AND RECREATION

- Monitor and update 10-Year CIP annually allowing for current LOS to be adequately maintained
- Identify and acquire additional parkland for future community and regional parks
- Design and construct one neighborhood park every two years in conjunction with Parks and Recreation Master Plan
- Design and construct one community park every five years in conjunction with Parks and Recreation Master Plan
- Prioritize, design and construct trails in a manner that allows maximal connectivity and as recommended in the 2017 Parks and Recreation Master Plan



GOAL 2: OPERATIONAL EXCELLENCE

PUBLIC WORKS

- Continue to identify measures, implement operational programs and develop projects to decrease unbilled/unaccountable water loss by 10% over the next 10 years
- Continue to identify measures, implement operational programs and develop projects to decrease the number of dry weather sanitary sewer overflows by 10% over the next three years
- Develop and implement a sidewalk program to construct 6000 linear feet of new sidewalk and repair/replace 4000 linear feet of existing sidewalk per year for the next eight years to further establish the City of McKinney's commitment as a walkable community
- To increase the service life of the city maintained roads, develop and implement a pavement rehabilitation program to repair/replace 10,000 square yards of street pavement as part of the city's annual CIP

2018

CITY MANAGER'S OFFICE

- Finalize land management system and begin implementation of ERP system by 2Q18
- Assemble customer service "performance improvement team" by 1Q18; complete at least one internal and two external performance improvement projects by 4Q18

DEVELOPMENT SERVICES

- Improve the drivability of city streets and reduce street maintenance costs by ensuring that 100% of all new streets are designed and constructed to a 30-year life cycle
- Continue to update the Zoning Ordinance, Subdivision Regulation and other documents to align with the goals of the Comprehensive Plan 2040 beginning 4Q17 into FY 2018

PARKS AND RECREATION

- Monitor and update 10-Year CIP annually allowing for current LOS to be adequately maintained
- Identify and acquire additional parkland for future community and regional parks
- Design and construct one neighborhood park every two years
- Design and construct one community park every five years
- Prioritize, design and construct trails in a manner that allows maximal connectivity and as recommended in the 2017 master plan

PUBLIC WORKS

- Continue to identify measures, implement operational programs and develop projects to decrease unbilled/unaccountable water loss by 10% over the next nine years
- Continue to identify measures, implement operational programs and develop projects to decrease the number of dry weather sanitary sewer overflows by 10% over the next two years
- Develop and implement a sidewalk program to construct 6000 linear feet of new sidewalk and repair/replace 4000 linear feet of existing sidewalk per year for the next eight years to further establish the City of McKinney's commitment as a walkable community
- Increase the service life of the city maintained roads, develop and implement a pavement rehabilitation program to repair/replace 10,000 square yards of street pavement as part of the city's annual CIP



GOAL 2: OPERATIONAL EXCELLENCE

2C: Identify opportunities for internal efficiencies and continuous improvement to effect a high performing organizational culture

2017

CITY MANAGER'S OFFICE

- Prepare Peak Academy (Lean Management) rollout and training program by 4Q17

DEVELOPMENT SERVICES

- Create a standard operating procedure that allows the two residential plans examiners to spend 90% of their time reviewing only new residential permits
- Improve the new residential permit approval time frame from seven days to five days
- Create a standard operating procedure that allows the two commercial plans examiners to spend 75% of their time reviewing only new commercial permits
- Improve the new commercial permit approval time frame from 20 days to 15 days
- Make customer service surveys available at the permit counter, on the website and by use of email satisfaction survey links on all employee emails
- Enhance the level of overall customer service satisfaction-90% of survey respondents rate 5 on scale of 1 to 5
- By 4Q17, have program in place to ensure 100% of all jobs have traffic control facilities complying with approved plans prior to beginning of construction
- Conduct 10 technical and 10 safety related educational meetings per year for engineering staff

LIBRARY

- Evaluate library returns and shelving process to get the average "back to shelf" time to two days

INFORMATION TECHNOLOGY

- Complete migrating all documents that were scanned and awaiting import into RIO since June 2015 into Laserfiche system by 4Q17
- Coordinate with IT on providing access to Rio for all licensed users by 4Q17
- Complete the implementation of Tyler Technologies EnerGov software by 4Q17
- Develop an Information Technology Five Year Strategic Plan by 3Q17
- Develop an RFP for an Enterprise Resource Planning (ERP) Software Package by 4Q17
- Develop an RFP for new Municipal Court software by 3Q17
- Verify workflow, train and re-deploy DocuSign to streamline signing of documents and tracking by 3Q17

MUNICIPAL COURT

- Become a court of record by Sept. 30, 2017
- Reduce the amount of paper used by 1% over the next year
- Increase the number of jury responses by 1% over the next year
- Increase warrant service by 1% over the next year
- Improve the collection rate by 1% over the next year
- Increase customer satisfaction rating by 2%



GOAL 2: OPERATIONAL EXCELLENCE

PUBLIC WORKS

- Increase energy efficiency of existing city owned/operated facilities to reduce operational costs by 2% over the next three years
- Identify causes of unscheduled repairs on city fleet vehicles and develop measures within departments' operational control to reduce unscheduled repairs by 10% over the next three years

2018

CITY MANAGER'S OFFICE

- Complete review and report on 2017 performance measures and recommendations by 1Q18

PUBLIC WORKS

- Increase energy efficiency of existing city owned/operated facilities to reduce operational costs by 2% over the next two years
- Identify causes of unscheduled repairs on city fleet vehicles and develop measures within departments' operational control to reduce unscheduled repairs by 10% over the next two years

INFORMATION TECHNOLOGY

- Review all applications and systems within the maintenance budget for duplication or consolidation by 2Q18
- Bid and select a vendor for ERP system implementation by 2Q18

2D: Continuously review and update McKinney ethics policies for the City Council and staff

2017

CITY MANAGER'S OFFICE

- Provide overview of existing staff and City Council ethics policies for newly-seated City Council and Mayor by 2Q17
- Conduct review and update of staff ethics policies, as needed and as directed by City Council, assist with a review and update of City Council ethics policy 4Q17

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

2017

INFORMATION TECHNOLOGY

- Complete migrating all documents that were scanned and awaiting import into RIO since June 2015 into Laserfiche system by 4Q17
- Coordinate with IT on providing access to Rio for all licensed users by 4Q17

CITY SECRETARY

- Work with IT to develop a strategy to provide an on-line solution for submittal of alcohol permits
- Implement recommendations to the EnerGov Land Management System to provide public on-line submittal of alcohol permits
- Complete the EnerGov Land Management System public access for submittal of alcohol permits



GOAL 2: OPERATIONAL EXCELLENCE

DEVELOPMENT SERVICES

- Health code compliance: Provide customers with enhanced payment options at Code Compliance new location by 2Q17 to achieve 90% renewals within one business day
- Improve response time of complaint based food establishment investigation, by establishing benchmark standards for response to investigation by 4Q17
- Reduce errors, omissions and inconsistencies in the review of construction drawings; establish an average percentage of plans modified during peer review in 2017
- Reduce average time from submittal to approval of construction drawings; reduce average number of plan reviews per project from 4 to 3.8
- Meet with submitting engineers on 20% of submittals immediately after staff review
- Launch an internal cross-functional team, Customer Improvement Team, to review the city's development process to generate findings and recommendations to improve the city's process; establish team by 3Q17

FIRE DEPARTMENT

- Obtain Texas Fire Chief's Association Best Practice Recognition in 2017
- Complete mobile radio upgrade 2017
- Issue RFP for EMS billing to include impact from PPACA and MIH developments 2017

2018

DEVELOPMENT SERVICES

- By 2Q18, develop program to ensure 100% of inspection staff obtains class C water and sewer licenses within one year of eligibility
- Establish a target percentage of construction drawings to be modified during peer review in 2018 to reduce errors, omissions and inconsistencies in the review of construction drawings
- Present Customer Improvement Team initial findings and recommendations by 2Q18

FIRE DEPARTMENT

- Obtain Center for Public Safety Excellence National Accreditation by 2019
- Provide for sufficient staffing to meet minimum competencies in operational effectiveness using NFPA Life Safety Handbook 2018



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

2017

MCKINNEY NATIONAL AIRPORT

- Replace/repair expansion joint sealer and crack fill on by 4Q17 to extend the longevity of pavement and ensure the safe operation of all aircraft
- Attend at least two national conventions each year to market McKinney Air Center
- Maintain 100% occupancy in hangars
- Begin construction of Toyota hangar expansion 4Q17
- Ensure employees are trained by NATA for flight line safety; fire training and CPR training provided by City of McKinney; employees are trained and tested annually; flight line supervisor to receive yearly training by Avfuel for safety and equipment safety
- Finalize public-private initiative for hangar construction by 3Q17; secure at least one hangar in the development pipeline using this partnership by 4Q17

2018

MCKINNEY NATIONAL AIRPORT

- Construct necessary airport infrastructure within three years of recognition of a future need
 - Construct infrastructure to support new hangars to attract business aircraft that will generate Business Personal Property and Leasehold taxes
 - Construct infrastructure to support private development of hangars to attract business aircraft that will generate Business Personal Property and Real Estate tax
- Attend at least two national conventions each year to market McKinney Air Center
- Maintain 100% occupancy in hangars
- Complete transient hangar construction by 2Q18
- Ensure employees are trained by NATA for flight line safety; fire training and CPR training provided by City of McKinney; employees are trained and tested annually; flight line supervisor to receive yearly training by Avfuel for safety and equipment safety

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

2017

MCKINNEY NATIONAL AIRPORT

- Develop an Airport Master Plan Update (MPU) by Jan. 1, 2018 with input from McKinney citizens, city departments and the region's political and business leaders that will adjust or identify S.M.A.R.T. goals

CITY MANAGER'S OFFICE

- Increase the number of justifiable capital projects that are eligible for federal funding assistance over the next four years



GOAL 3: MAXIMIZE THE DEVELOPMENT POTENTIAL OF MCKINNEY NATIONAL AIRPORT

2018

McKINNEY NATIONAL AIRPORT

- Continue to develop an Airport Master Plan Update (MPU) with input from McKinney citizens, city departments and the region's political and business leaders that will adjust or identify S.M.A.R.T. goals

CITY MANAGER'S OFFICE

- Re-evaluate justifiable capital projects that are eligible for federal funding assistance over the next four years

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

2017

McKINNEY NATIONAL AIRPORT

- Effectively market all traffic using Addison Airport by quarterly email blasts to potential customers; all FAA numbers will be received from FBO toolbox, FAA certification
- Marketing McKinney Air Center via all social media platforms, trade magazines and conventions stressing our location in the Dallas Metroplex

2018

McKINNEY NATIONAL AIRPORT

- Effectively market all traffic using Addison Airport by quarterly email blasts to potential customers; all FAA numbers will be received from FBO toolbox, FAA certification
- Marketing McKinney Air Center via all social media platforms, trade magazines and conventions stressing our location in the Dallas Metroplex

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

2017

McKINNEY NATIONAL AIRPORT

- Increase our market share by offering superior facilities with competitive pricing structures
- Pursue maintaining our Top 10 FBOs in America status through www.fltplan.com's Pilot's Choice Award

2018

McKINNEY NATIONAL AIRPORT

- Continued pursuit maintaining our Top 10 FBOs in America status through www.fltplan.com's Pilot's Choice Award



GOAL 4: FINANCIALLY SOUND GOVERNMENT

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

2017

FINANCE SERVICES

- Provide high level of financial stewardship of city resources
- Maintain fund balances at or above levels required by policy
- Ensure that I&S Tax Rate does not exceed level required by law
- Provide excellent support services to city departments and external customers

HOUSING AND COMMUNITY DEVELOPMENT

- Manage CDBG funds with no HUD findings
- Ensure that amount of available CDBG funds as a percentage of HUD fund balance is 1.5 or less

2018

FINANCE SERVICES

- Provide high level of financial stewardship of city resources
- Maintain fund balances at or above levels required by policy
- Ensure that I&S tax rate does not exceed level required by law
- Provide excellent support services to city departments and external customers

HOUSING AND COMMUNITY DEVELOPMENT

- Manage CDBG funds with no HUD findings
- Ensure that amount of available CDBG funds as a percentage of HUD fund balance is 1.5 or less
- Expand the city's grant base of applicants through new agency recruitments within DFW area.

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

2017

McKINNEY CONVENTION AND VISITORS BUREAU

- MCVB to balance resources generated by property taxes, sales taxes, hotel occupancy tax and fees by generating an increase in the number of hotel room nights and conference bookings within the corporate association and SMERF markets by September 2017
- MCVB to increase number of RFPs which are generated for events in McKinney by 10% from 130 to 143

McKINNEY ECONOMIC DEVELOPMENT CORPORATION

- MEDC to complete strategic plan by May 2017; plan will outline roadmap for expanding business tax base

McKINNEY COMMUNITY DEVELOPMENT CORPORATION

- MCDCC to continue working with staff on development and update of retail development strategy by 4Q17



GOAL 4: FINANCIALLY SOUND GOVERNMENT

DEVELOPMENT SERVICES

- Adoption of Comprehensive Plan that plans for diversity of the tax base through commercial development strategies by 4Q17
- Adherence to the Comprehensive Plan in allocation of land uses that will provide for a balanced tax base

2018

McKINNEY CONVENTION AND VISITORS BUREAU

- MCVB to increase number of RFPs which are generated for events in McKinney by 10% from 143 to 157

McKINNEY ECONOMIC DEVELOPMENT CORPORATION

- MEDC to provide update on strategic plan implementation and development of Gateway project by 3Q17

DEVELOPMENT SERVICES

- Review of Comprehensive Plan's effectiveness of diversification of the tax base through commercial development strategies
- Continued adherence to the Comprehensive Plan in allocation of land uses that will provide for a balanced tax base
- CIP construction geared towards development of commercial corridors and districts

4C: Pursue and maintain an AAA bond rating with S&P and Moody's

2017

FINANCE SERVICES

- Maintain excellent credit ratings to ensure low interest rates for borrowing
- Monitor the city's credit rating scorecards and maintain and/or improve controllable areas of the scoring criteria:
 - Exercise advantageous bond refunding opportunities to reduce the city's debt burden
 - Maintain fund balance reserves in excess of city policy and the S&P and Moody's scorecard criteria
 - Maintain strong and stable cash balance liquidity
 - Increase funding to the other post-employment benefits reserve fund

2018

FINANCE SERVICES

- Maintain excellent credit ratings to ensure low interest rates for borrowing
- Conduct at least one site visit by ratings analyst by 2Q18



GOAL 4: FINANCIALLY SOUND GOVERNMENT

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

2017

PARKS AND RECREATION

- Provide financial summary of costs associated with maintenance and operations of future CIPs as well as enhanced services at existing parks and facilities
- Identify minimum standards for maintenance and operations of existing parks and facilities for inclusion in the FYE 2018 budget
- Investigate alternate sources of revenue and funding for construction and management of future facilities and actively pursue them during the budget process each year

2018

PARKS AND RECREATION

- Provide financial summary of costs associated with maintenance and operations of future CIPs as well as enhanced services at existing parks and facilities
- Identify minimum standards for maintenance and operations of existing parks and facilities for inclusion in the FYE 2019 budget
- Investigate alternate sources of revenue and funding for construction and management of future facilities and actively pursue them during the budget process each year



GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY

5A: Create affordable recreational and cultural arts activities for all ages throughout the city

2017

LIBRARY

- Library to offer a minimum of 15 program per year highlighting cultural heritage
- Library to offer six programs per year highlighting local history and culture
- Library to host four seasonal exhibits of art produced by local artists

McKINNEY CONVENTION AND VISITORS BUREAU

- MCVB will market and highlight McKinney as a unique destination for residents and visitors alike and increase public awareness and visitation to McKinney through the introduction of the MCVB as a resource which provides information on what McKinney has to offer by September 2017

2018

LIBRARY

- Library to offer a minimum of 15 program per year highlighting cultural heritage
- Library to offer six programs per year highlighting local history and culture
- Library to host four seasonal exhibits of art produced by local artists

McKINNEY CONVENTION AND VISITORS BUREAU

- MCVB will market and highlight McKinney as a unique destination for residents and visitors alike and increase public awareness and visitation to McKinney through the introduction of the MCVB as a resource which provides information on what McKinney has to offer by September 2018

5B: Develop parks strategy to preserve green space for future park land

2017

McKINNEY COMMUNITY DEVELOPMENT CORPORATION

- Review Parks plan annually to consider, conduct a public hearing and approve projects identified for funding in Q3 of 2017
- Participate with Parks Advisory Board and staff to adopt Parks and Recreation Master Plan Update by September 30, 2017
- Work with Parks staff to develop a plan, in concert with the annual budget, for acquisition of park land
- Prepare a long range plan for parks and recreation departmental growth to achieve a level of service comparable to neighboring cities and other cities with similar buildout populations
- Survey other cities to determine the parks and recreation resources needed for a population of 400,000 in preparation of the FYE 2018 budget
- Identify key areas of growth in parks and recreation services needed and prepare methodology for providing them in a cost effective manner as part of the FYE 2018 budget process



GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY

2018

McKINNEY COMMUNITY DEVELOPMENT CORPORATION

- Review Parks plan annually to consider, conduct a public hearing and approve projects identified for funding in Q3 of 2018
- Participate with Parks Advisory Board and staff to adopt Parks and Recreation Master Plan Update by September 2018
- Work with Parks staff to develop a plan, in concert with the annual budget, for acquisition of park land
- Review long range plan for parks and recreation departmental growth to achieve a LOS comparable to neighboring cities and other cities with similar buildout populations
- Review and update survey other cities to determine the parks and recreation resources needed for a population of 400,000 in preparation of the FY 2018 budget
- Identify key areas of growth in parks and recreation services needed and prepare methodology for providing them in a cost effective manner as part of the FY 2019 budget process

5C: Continue to market and highlight McKinney as a unique destination for residents and visitors alike

2017

COMMUNICATIONS AND MARKETING

- Upgrade McKinney TV equipment, cameras and computers in conjunction with overall Council Chambers full technology renovation to ensure City Council and other supporting meetings, are broadcast to residents in a reliable, high-quality and high-definition format live or on-demand by 4Q17
- Replace McKinney TV cameras and computers outside Chambers with the latest high-quality, high-definition technology available by 4Q17
- Strengthen online communication with an emphasis on social media by increasing follower/engagement activity by 10% by December 2017
- Implement a consistent messaging/timing strategy for city messages and events across primary social media platforms (Facebook, Twitter, NextDoor and YouTube)
- Reinforce transparency and increase opportunities for citizen input and online civic engagement to build public trust by implementing Peak Democracy which will engage residents in a cloud-based online civic engagement platform by March 2017
- Utilize Peak Democracy as a feedback tool during the FY 2018 budget process, to encourage open feedback on any topic and to support other key initiatives throughout the year
- Complete the city's bi-annual scientific, and now nationally benchmarked, citizen survey and provide results report with metrics by May 2017
- McKinney TV will produce a new educational series at least quarterly to inform on key topics to include information on how things such as:
 - How McKinney National Airport serves more than just jet owners and corporate fleets (January)
 - City Council candidate forum (April)
 - Budget process and highlights video (September)
 - Safety and education pieces for police and fire topics (November/December)



GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY

DEVELOPMENT SERVICES

- Create educational opportunities to promote Historic McKinney
- Develop workshops that educate the public and visitors on the historic resources available in McKinney by June 2017

LIBRARY

- Library to host a minimum of three programs that incorporate downtown McKinney

2018

COMMUNICATIONS AND MARKETING

- Strengthen online communication with a continued emphasis on social media by increasing follower/engagement activity by 10% by December 2018
- Maintain a consistent messaging/timing strategy for city messages and events across primary social media platforms (Facebook, Twitter, NextDoor and YouTube)
- Utilize Peak Democracy or similar method as a feedback tool during the FY 2019 budget process, to encourage open feedback on any topic and to support other key initiatives throughout the year

DEVELOPMENT SERVICES

- Create educational opportunities to promote Historic McKinney
- Continue to develop workshops that educate the public and visitors on the historic resources available in McKinney
 - Host four workshops annually

5D: Review McKinney historic design standards to ensure a balance between preservation of historic character and current market needs

2017

DEVELOPMENT SERVICES

- Increase the number of Certificate of Appropriateness applications by 1% each fiscal year by 2Q17

2018

CITY MANAGER'S OFFICE

- Complete review of STAR Communities framework and present recommendations to City Council by 3Q18

DEVELOPMENT SERVICES

- Increase the number of HNIZ applications by 1% by 2Q18



GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY

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

2017

DEVELOPMENT SERVICES

- Through the tree reforestation fund, developer installations and other means, replace 5% of quality trees lost to development with canopy trees
- Promote a walkable community by constructing \$250,000 of sidewalk facilities annually
- Reduce commuting travel times for citizens by increasing efficiency of existing roadways by reevaluating and adjusting signal timings on two major corridors per year
- Improve the water quality of storm water discharges to waters of the State and reduce vector control and nuisance related complaints
- Inventory, catalogue and inspect 100% of detention pond facilities for proper maintenance and function by end of 2017
- Implement a program that will require and enforce detention pond maintenance of 35% of ponds in 2017 and 100% of ponds by end of 2018
- Perform a water quality inspection of discharges from 20% of all storm water outfalls annually

PUBLIC WORKS

- Increase the City of McKinney's efforts in performing and completing accessibility improvements to city owned/operated facilities and infrastructure identified in the city's American's with Disabilities Act (ADA) Self-Evaluation and Transition Plan by 5% over the next five years
- Increase residential recycling and the diversion rate of recyclables from the landfill by 1.5% over the next three years

HOUSING AND COMMUNITY DEVELOPMENT

- Utilize available grant funding to assist first-time homebuyers with the purchase of a home
- Utilize available private and grant funding to support the Arts in McKinney
- Develop and execute strategies to rehabilitate homes for low to moderate income households
- Utilize available grant funding to assist low to moderate income households to have a safe and sanitary home
- Assist in prevention of homelessness within the City of McKinney
- Utilize available grant funding to prevent homelessness, while providing an active support network to create a sustainable lifestyle

2018

DEVELOPMENT SERVICES

- Promote a walkable community by constructing \$250,000 of sidewalk facilities annually
- Reduce commuting travel times for citizens by increasing efficiency of existing roadways by reevaluating and adjusting signal timings on two major corridors per year
- Implement a program that will require and enforce detention pond maintenance of 35% of ponds in 2017 and 100% of ponds by end of 2018
- Eliminate 100% of illicit discharges into the city's streams by end of 2018
- Perform a water quality inspection of discharges from 20% of all storm water outfalls annually



GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY

PUBLIC WORKS

- Increase the City of McKinney's efforts in performing and completing accessibility improvements to City owned/ operated facilities and infrastructure identified in the City's American's with Disabilities Act (ADA) Self-Evaluation and Transition Plan by 5% over the next four years
- Increase residential recycling and the diversion rate of recyclables from the landfill by 1.5% over the next three years

HOUSING AND COMMUNITY DEVELOPMENT

- Utilize available grant funding to assist first-time homebuyers with the purchase of a home
- Utilize available private and grant funding to support the Arts in McKinney
- Develop and execute strategies to rehabilitate homes for low to moderate income households
- Utilize available grant funding to assist low to moderate income households to have a safe and sanitary home
- Assist in prevention of homelessness within the City of McKinney
- Utilize available grant funding to prevent homelessness, while providing an active support network to create a sustainable lifestyle

5F: Maximize partnerships between the City of McKinney and private industry

2017

LIBRARY

- Library to partner with a minimum of six outside organizations to sponsor or enrich our scheduled programming

DEVELOPMENT SERVICES

- Support development activity through infrastructure investment by identifying areas for potential development that are not served with city infrastructure and partner with developers to serve them through the investment of \$2 million annually

McKINNEY NATIONAL AIRPORT

- Finalize public-private initiative for hangar construction; secure at least one hangar in the development pipeline using this partnership

PARKS AND RECREATION

- Complete public-private plan for Parks and Recreation for new park development by 4Q17

2018

DEVELOPMENT SERVICES

- Support development activity through infrastructure investment by identifying areas for potential development that are not served with city infrastructure and partner with developers to serve them through the investment of \$2 million annually

McKINNEY NATIONAL AIRPORT

- Finalize public-private initiative for hangar construction; secure at least one hangar in the development pipeline using this partnership

PARKS AND RECREATION

- Solicit and secure at least one private partner for development of regional park by 2Q18



GOAL 6: SAFE & SECURE COMMUNITY

6A: Maintain meaningful public safety performance measures

2017

DEVELOPMENT SERVICES

- To improve the overall code accuracy on plan reviews, create a time based, quality control standard operating procedure using the ISO and IAS guidelines
 - Measure: Maximum of 3% errors found by selecting a quality review of at least five plans per month per Plans Examiner
- To improve the residential and commercial code related inspection accuracy and consistency, create a time based, quality control standard operating procedure using the ISO and IAS guidelines
 - Measure: 3% errors found by a quality review of nine inspections per Inspector on a quarterly basis
- To enhance the code related education programs for builders and contractors, implement a code awareness process aimed at permitted projects; establish a quarterly web based program for code and process awareness and hold at least 2 public meetings for all builders and contractors
- Set a 2017 improvement process in preparation for the 2018 ISO evaluation
- Present the 2015 ICC Model Codes and the 2017 NEC code to City Council for adoption in September 2017
- Implement the IAS Best Practices in 2Q17 to meet the one year IAS accreditation review in 3Q17
- Establish animal control response time and benchmarks from receipt of call to arrival on scene by 4Q17
- Reduce number of impounded dogs by 5% at the shelter by increased enforcement of unleashed dogs
- Expand the scope of food establishment inspections by establishing rotating staffing schedule for Saturdays
- Inspect 90% of permitted temporary health permits

FIRE DEPARTMENT

- Implement home fire and life safety self-inspection program by 2017
- Increase survivability from cardiac arrest by 5%
- Participate in recognized program 2017
- Construct and execute mass CPR instruction program 2017
- Use data analysis to identify risk; construct mitigation specific risk reduction program 2017

2018

DEVELOPMENT SERVICES

- Improve the ISO Building Code Rating to allow for the highest ISO rating possible under current staffing and service levels
- Improve the ISO residential rating from 5 to 3 and the ISO commercial rating from 4 to 3



GOAL 6: SAFE & SECURE COMMUNITY

6B: Pursue and maintain the highest Insurance Service Office (ISO) fire protection classification

2017

FIRE DEPARTMENT

- Inspect commercial occupancies annually using combination of Fire Marshal Office inspectors for complex target hazards, company inspections for medium risk hazards and commercial occupancy self-inspection for low risk occupancies by 2017
- All captain's certified to Texas Commission on Fire Protection (TCFP) basic fire inspector level by 2017
- Digital reporting for company level fire and safety inspections by 2017
- Adopt 2015 IFC in 2017
- Place Fire Station #9 in service during 2017

2018

FIRE DEPARTMENT

- All driver/operator's certified to TCFP basic fire inspector level by 2018

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

2017

POLICE DEPARTMENT

- Train 100% of Primary First Responders in Critical Incident Response (de-escalation)/Mental Health Officer by December 2017
- Decrease accidents at Intersections by 10% in 2017
- Reduce Property Crimes by 10% in 2017
- Full implementation of Intelligence Led Policing by December 2017
- Full Implementation of Problem Oriented Policing/Neighborhood Police Officers (NPO) by 2019

2018

POLICE DEPARTMENT

- Staff and deploy personnel based on city growth 2017-2019
- Provide 24/7 Forensic Investigation services two additional positions) by 2019

6D: Continually increase operational efficiency in public safety departments

2017

FIRE DEPARTMENT

- Evaluate and modify priority dispatch system and response matrix by 2017
- Train three additional advanced practice paramedics by 2017; nine additional by 2018



GOAL 6: SAFE & SECURE COMMUNITY

DEVELOPMENT SERVICES

- Provide a safe transportation network by resolving 100% of traffic sign and signal trouble calls within 24 hours
- Provide a safe transportation network by monitoring and developing solutions for one of the top 10 high crash locations each year

POLICE DEPARTMENT

- Upgrade city radio system hardware and software 2017-2019
- Bring residential and commercial alarm processing and billing in-house by September 2017
- Conduct twice yearly Citizen Police Academy
- Provide sufficient support staffing for operational effectiveness 2017-2019
- Achieve minimum 25% minority representation in hiring annually 2017-2019

2018

FIRE DEPARTMENT

- Establish multi-purpose technical rescue team by 2018
- Place rapid response unit in service by 2018
- Place second community health unit in service by 2018
- Evaluate and modify priority dispatch system and response matrix by 2017
- Train three additional advanced practice paramedics by 2017; nine additional by 2018
- Split city into two battalions; add second shift BC and EMS supervisor by FY 2018
- Reduce incidence of false alarms 25% by 2018

DEVELOPMENT SERVICES

- Provide a safe transportation network by resolving 100% of traffic sign and signal trouble calls within 24 hours
- Provide a safe transportation network by monitoring and developing solutions for one of the top 10 high crash locations each year

POLICE DEPARTMENT

- Develop and implement program for upgrade of city radio system hardware and software for 2017-2019
- Fully compliant with NIBRS reporting requirements by January 2019
- Expand Public Safety Building lobby hours by 2018
- Conduct twice yearly Citizen Police Academy
- Expand Citizen on Patrol (COP) volunteer program to 50 participants by 2018
- Provide sufficient support staffing for operational effectiveness 2017-2019
- Achieve minimum 25% minority representation in hiring annually 2017-2019
- Provide for a full-time victim advocate program by 2019



GOAL 6: SAFE & SECURE COMMUNITY

6E: Engage in proactive and formal community outreach to the citizens of McKinney

2017

CITY SECRETARY

- Work with Communications and Marketing on additional promotions in May and June for the boards and commissions process
- Identify at least four McKinney civic groups and provide information on availability of board and commission positions
- Identify at least four HOA groups within McKinney and provide information on availability of board and commission positions

2018

CITY SECRETARY

- Work with Communications and Marketing on additional promotions in May and June for the boards and commissions process
- Identify at least six McKinney civic groups and provide information on availability of board and commission positions
- Identify at least six HOA groups within McKinney and provide information on availability of board and commission positions