

McKINNEY FIRST

CITY COUNCIL GOALS & STRATEGIES FISCAL YEAR 2019



**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



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CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

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

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE

- Conduct market review of incentives provided within our regional area by December 2018.
- Present a minimum of three new incentive chapter 380 agreements for council consideration by September 2019.

DEVELOPMENT SERVICES: ENGINEERING

- Support development activity through infrastructure investment by prioritizing and constructing \$50 million for CIP (Capital Improvement Plan) streets, water, and wastewater projects by September 2019.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Review MCDC priorities for project grant funding by March 2019.

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

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE

- Complete Project ARLO chapter 380 Agreement by December 2018.
- Complete Project Cuisine chapter 380 Agreement by December 2018.
- Send a minimum of two senior employees to ICSC (International Council of Shopping Centers) ReCon Conference by September 2019.

CITY MANAGER'S OFFICE & McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Complete commercial retail trade area review working with the city's consultant (Retail Coach) by December 2018.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Participate in retail development/recruitment events in support of McKinney's retail development plan:
 - ICSC Red River States Deal Making Conference, January 2019
- Reach out, on a monthly basis, to database of brokers, retailers, and developers to provide the most recent edition of "McKinney Development Report - Snapshot" and other information about opportunities in McKinney throughout Fiscal Year (FY) 2019.
- Identify up to eight development sites to promote to brokers, retailers, and developers through retail events and advertising by March 2019.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

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

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE

- Complete bi-annual community wide citizen survey by June 2019.
- Complete review of community resiliency framework and present recommendations to City Council by December 2018.
- Complete consultant selection for zoning ordinance review and rewrite by December 2018.

DEVELOPMENT SERVICES: PLANNING

- Review and amend the McKinney Town Center Zoning District to remove impediments to development (i.e., transparency, materials, build to zone) by December 2018.
- Facilitate three outreach events and develop promotional materials concerning HNIZ (Historic Neighborhood Improvement Zone), NEZ (Neighborhood Empowerment Zone), TIRZ (Tax Increment Reinvestment Zone) specialized programs that encourage growth and reinvestment in downtown McKinney by September 2019.
- Create an overarching policy document that guides the development of a fiscally-sustainable community via the Comprehensive Plan update by December 2018.
- Continue implementation of the ONE McKinney Comprehensive Plan by selecting a consultant, identifying an amendment schedule, and beginning the update of the Zoning Ordinance by December 2018.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Support downtown community events through promotional grant funding and/or sponsorship through semi-annual Promotional and Community Event grant cycles-\$75,000/cycle by December 2018 and June 2019.
- Collaborate with other city entities (Communications, McKinney Convention & Visitor Bureau and Main Street) to advertise and promote activities and events in downtown McKinney; provide promotional/advertising schedule to board annually; include a recap of promotional activity in final reports submitted by Promotional and Community Event grant recipients by September 2019.
- Identify with City Manager's Office and Main Street/McKinney Performing Art Center (MPAC) infrastructure/amenities to enhance downtown events and develop a plan for review by September 2019.

1D: Leverage the existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC)

DEPARTMENT OBJECTIVES

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Identify at least three new prospective projects for MCDC review by September 2019.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

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

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE

- Conduct a study to determine if the city has gaps in its diversity recruitment and retention efforts and develop proposed strategies for filling identified gaps by September 2019.
- Host a minimum of four HOA (Home Owners Association) leadership meetings by September 2019.
- Complete a minimum of 12 city-updates to community groups by September 2019.

COMMUNICATIONS AND MARKETING

- Strengthen online communication with an emphasis on social media by increasing follower/engagement activity by five percent by September 2019.
- Utilize Peak Democracy (Open Town Hall) as a feedback tool during budget process, to encourage open feedback on any topic, as well as support other key initiatives throughout the year – create at least two surveys by September 2019.
- Complete the city's bi-annual scientific and nationally benchmarked citizen survey, and provide results report with metrics by June 2019.
- Working with partners and departments, create communications plans and materials to support educational initiatives to include McKinney TV features on strategic initiatives at least monthly throughout FY 2019.

HUMAN RESOURCES

- Create partnerships to identify, recruit and expand diverse candidates in underutilized employee categories throughout the FY 2019.

McKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Implement local employer newsletter by September 2019.
- Develop BRE (business retention and expansion) networking program consisting of local businesses and C-Suite executives to represent McKinney in the marketplace by September 2019.
- Assemble core leadership team of local executives in order to host events for local employers by September 2019.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

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

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE

- Complete organizational vision statement by October 2018.
- Conduct a review of the current employee performance and merit appraisal system by May 2019.
- Host at least one Executive Leadership Team meeting every month throughout FY 2019.

HUMAN RESOURCES

- Develop and pilot a NEOGov training program for managers and supervisors by March 2019.
- Train 90% of all identified supervisors and managers on best-practice of FMLA (Family Medical & Leave Act) /HIPAA (Health Insurance Portability and Accountability Act) compliance by September 2019.

ORGANIZATIONAL DEVELOPMENT & PERFORMANCE MANAGEMENT

- Develop and launch a new strategic framework for the professional development and continuous learning of all city employees by January 2019.
- Continue senior management/executive leadership team training program by sending at least six senior staff to ICMA's (International City/County Management Association) Senior Executive Institute or LEAD program (Leading, Educating and Developing), by September 2019.
- Develop and implement a city-wide performance management dashboard system with quarterly reporting, by department, on progress made towards achieving all City Council goals by February 2019.

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

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE

- Finalize vendor selection for ERP (Enterprise Resource Planning) system by May 2019, and include Service Level Agreement (SLA) language in proposed contracts.
- Conduct a review of new annexation laws, and present strategies to the City Council on protecting the city's infrastructure investment by April 2019.

DEVELOPMENT SERVICES: CODE SERVICES

- Initiate all investigations of code violation complaints within one business day of receipt throughout FY 2019.

PUBLIC WORKS

- Continue to identify measures, implement operational programs and develop projects to decrease unbilled/unaccountable water loss by one percent by September 2019.
- Identify measures, implement operational programs and develop projects to decrease the number of dry weather sanitary sewer overflows by five percent by September 2019.
- Develop and implement a sidewalk program to construct 6000 linear feet of new sidewalk and repair/replace 4000 linear feet of existing sidewalk by September 2019.
- 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 (Capital Improvement Plan) to increase the service life of city's road by September 2019.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

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

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE

- Complete review of all 2018 performance measures, and report findings to City Council by January 2019.

DEVELOPMENT SERVICES: ADMINISTRATIVE SERVICES

- Provide continuous improvement/innovation training to all Development Services employees by September 2019.
- Eliminate 1,000 staff hours through department level process improvement initiative by September 2019.

DEVELOPMENT SERVICES & MULTIPLE COORDINATING DEPARTMENTS

- Review Initial Development (Planning) Submittals in an Average of 10 Business Days throughout FY 2019.
- Review Subsequent Development (Planning) Submittals in an Average of three Business Days throughout FY 2019.

DEVELOPMENT SERVICES: ENGINEERING

- Review Civil Plan Submittals in an Average of 10 Business Days throughout FY 2019.

DEVELOPMENT SERVICES: BUILDING INSPECTIONS

- Review all New, Single Family Residential Permits in an Average of three Business Days throughout FY 2019.
- Review all Initial Commercial Permit Submittals in an Average of 10 Business Days throughout FY 2019.
- Review all Subsequent Commercial Permit Submittals in an Average of two Business Days throughout FY 2019.

HUMAN RESOURCES

- Convert 75% of all personnel files to Laserfiche to ensure security of records and continuity of operation in the event of a natural disaster recovery by September 2019.
- Develop and implement a City of McKinney safety culture program to include branding by September 2019.

INFORMATION TECHNOLOGY

- Complete phase two of migrating all documents that were scanned and awaiting import into Laserfiche since June 2015 into Laserfiche system by September 2019.
- Develop an Information Technology 5-Year Strategic Plan by December 2018.
- Award and implement new Municipal Court software by September 2019.
- ERP (Enterprise Resource Planning) system vendor selection with RFP (request for proposal) issued by September 2019.

MUNICIPAL COURT

- Identify and implement standard procedures to decrease the non-compliance rate by five percent by September 2019.
- Identify and implement standard procedures to increase the disposition rate of unresolved cases by five percent by September 2019.
- Achieve "court of record" by March 2019.
- Establish a Court Security Committee and evaluate the Municipal Court's existing security plan in accordance with Texas Legislation by September 2019.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

ORGANIZATIONAL DEVELOPMENT & PERFORMANCE MANAGEMENT

- Develop and introduce a Lean Six Sigma-based process improvement training program to help frontline staff improve efficiency and reduce waste by April 2019.
- Host a 3-day training workshop on high performance, operational excellence and leadership at all levels for up to 35 of the city's supervisors and managers by January 2019.

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

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE

- Assist with a review and update of the City Council's ethics policy by October 2018.

HUMAN RESOURCES

- Integrate core values and leadership-at-all-levels into 75% of all job descriptions by September 2019.

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

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: ENGINEERING

- Reduce average time from submittal to approval of construction drawings by reducing the average number of plan reviews (rounds of review) per project from four rounds of review to 3.8 rounds of review by September 2019.

FIRE DEPARTMENT

- Obtain site visit by the Center for Public Safety Excellence National Accreditation by September 2019.
- Provide for sufficient staffing to meet minimum competencies in operational effectiveness using NFPA (National Fire Protection Association) Life Safety Handbook by December 2018 (budget pending).

HUMAN RESOURCES (HR)

- Conduct bi-annual pay plan market analysis and evaluate efficacy of the annual merit increases by September 2019.

McKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Develop company relations via outreach and assistance by connecting with 60 local employers by September 2019.

MUNICIPAL COURT

- Increase customer satisfaction rating by two percent by June 2019.

ORGANIZATIONAL DEVELOPMENT & PERFORMANCE MANAGEMENT (ODPM)

- Internally develop and launch a customer service training series for employees at different organizational levels by December 2018.
- Establish a cross-functional Continuous Learning Team that will serve as an advisory body for city-wide training initiatives in areas like leadership development and customer service by October 2018.

PARKS AND RECREATION

- Select single customer registration software and develop single platform migration plan by September 2019.
- Submit an Initial Accreditation Application to the Commission for Accreditation of Park and Recreation Agencies (CAPRA), which accredits agencies in operation and service, by September 2019.



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

DEPARTMENT OBJECTIVES

McKINNEY NATIONAL AIRPORT

- Attend at least two national conventions each year to market McKinney Air Center by September 2019.
- Maintain 100% occupancy in hangars throughout FY 2019.
- Complete all state and federal compliance training for all employees by September 2019. (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.)
- Complete transient hangar construction by April 2019.

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

DEPARTMENT OBJECTIVES

CITY MANAGER'S OFFICE & McKINNEY NATIONAL AIRPORT

- Complete Airport Masterplan by December 2018.

McKINNEY NATIONAL AIRPORT

- Extend the longevity of pavement and ensure the safe operation of all aircrafts by replacing/repairing expansion joint sealer and crack fill by September 2019.

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

DEPARTMENT OBJECTIVES

McKINNEY NATIONAL AIRPORT

- Market McKinney National Airport, its facilities location in Dallas / Fort Worth and amenities regionally and nationally using a host of four platforms and media throughout FY 2019.

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

DEPARTMENT OBJECTIVES

McKINNEY NATIONAL AIRPORT

- Maintain our Top 10 FBO recognition in America status through www.fltplan.com's Pilot's Choice Award throughout FY 2019.



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

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

DEPARTMENT OBJECTIVES

FINANCIAL SERVICES

- Maintain fund balances at or above levels required by policy throughout FY 2019.
- Ensure that I&S (Interest & Sinking) Tax Rate does not exceed level required by law throughout FY 2019.
- Maintain fund balances at or above levels required by policy throughout FY 2019.

HOUSING AND COMMUNITY DEVELOPMENT

- Manage CDBG (Community Development Block Grant) funds with no HUD (Housing and Urban Development) findings during FY 2019.
- Ensure that available CDBG funds, as a percentage of HUD fund balance, is 1.5 or less throughout FY 2019.
- Increase current annual grant funding by five percent by September 2019.

McKINNEY NATIONAL AIRPORT

- Complete 3-year phase out of General Fund support to the airport operating fund by September 2019.

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

DEPARTMENT OBJECTIVES

McKINNEY CONVENTION AND VISITORS BUREAU (MCVB)

- Generate five percent increase in the number of hotel room nights and conference bookings within the corporate association and SMERF (social, military, education, religious and fraternal) markets by five percent by September 2019.
- Increase number of RFPs (request for proposal) which are generated for events in McKinney by 10% by September 2019.

McKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Provide a minimum of two strategic planning sessions with Board on implementation and development of the Southgate McKinney project during FY 2019.

McKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Develop and update retail development strategy by January 2019.
- Limit bonding activity to ensure annual debt service does not exceed 25% of annual sales tax revenue throughout FY 2019.



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

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

DEPARTMENT OBJECTIVES

FINANCIAL SERVICES

- Maintain excellent credit ratings to ensure low interest rates for borrowing throughout FY 2019.
- Monitor the city's credit rating scorecards and maintain and/or improve controllable areas of the scoring criteria throughout FY 2019:
 - 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
 - Minimize unused interest-bearing debt

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

DEPARTMENT OBJECTIVES

FINANCIAL SERVICES

- Update and present to Council a 10-year Debt Plan and General Fund Operating Plan during the budget process by September 2019.
- Update and present 10-year forecasting plans for MEDC / MCDC by September 2019.
- Create an Information Technology 5-year Capital Improvement Plan (CIP) by September 2019.

HOUSING AND COMMUNITY DEVELOPMENT

- Apply for two grants for identified infrastructure projects by September 2019.

PARKS AND RECREATION

- Operate the Apex Centre as an 80% self-funding community asset by September 2019.



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

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

DEPARTMENT OBJECTIVES

HOUSING AND COMMUNITY DEVELOPMENT

- Work with Arts Commission to sponsor a minimum of 10 public art exhibits or performances by September 2019.

LIBRARY

- Offer 15 programs highlighting cultural heritage by September 2019.
- Offer six programs highlighting local history and culture by September 2019.
- Host four exhibits of art produced by local artists by September 2019.
- Visit 10 different locations using library outreach vehicle to provide services and programming by September 2019.

McKINNEY MAIN STREET

- Increase Historic Downtown McKinney social media followers by 17% by September 2019.
- Increase attendance for McKinney Main Street events, programs, activities by six percent by September 2019.
- Increase Historic Downtown McKinney Memberships by six percent by September 2019.

McKINNEY PERFORMING ARTS CENTER (MPAC)

- Increase New Ticket Buyers by six percent by September 2019.
- Increase attendance for McKinney Performing Arts Center events, programs, activities by six percent by September 2019.
- Increase number of McKinney Performing Arts Center events, programs, activities by six percent by September 2019.

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

DEPARTMENT OBJECTIVES

PARKS AND RECREATION

- Review Parks plan annually to consider, conduct a public hearing and approve projects identified for funding by July 31, 2019.



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

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

DEPARTMENT OBJECTIVES

COMMUNICATIONS AND MARKETING

- Expand the award-winning and nationally recognized brand by implementing the city's marketing and communications plan; hold at least quarterly roundtable and strategy meetings with marketing partners throughout FY 2019.
- Implement revamped identity and program lineup for McKinney TV that includes bi-monthly updates with Directors, monthly showcases of city amenities as well as positive development testimonials throughout FY 2019.
- Expand and revamp YouTube presence and increase subscribers by 10% by March 2019.
- Produce "Around Town" features at least monthly beginning no later than October 2018.
- Add Instagram as a new social media tool by January 2019.

DEVELOPMENT SERVICES: PLANNING

- Facilitate three educational opportunities and workshops for the public and visitors on the historic resources available to promote Historic McKinney by December 2018.

LIBRARY

- Host a minimum of eight programs that incorporate downtown McKinney by September 2019.

MCKINNEY CONVENTION AND VISITORS BUREAU (MCVB)

- Increase public awareness and visitation to McKinney by five percent by September 2019.

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

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: PLANNING HISTORIC PRESERVATION

- Identify and define what is required to balance preservation of historic character and development opportunities within the Historic District by September 2019.



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

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

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: ENGINEERING

- Construct 30,000 linear feet of sidewalks to promote walkability in the community by September 2019.
- Conduct 20% of water quality inspection of dry-weather discharges from all storm water outfalls located in industrial areas by September 2019.

HOUSING AND COMMUNITY DEVELOPMENT

- Utilize grant funding to assist five income eligible homebuyers with the purchase of a home by September 2019.
- Develop and execute strategies to rehabilitate 10 homes for low to moderate income households by September 2019.
- Utilize public resources to assist with the development of one single family dwelling affordable to individuals earning 80% to 120% of area median income by September 2019.
- Increase Collin County Transit trips by 10% by September 2019.
- Increase Collin County Transit participation by five percent by September 2019.
- Serve as the lead agency for the City of McKinney for the annual “point-in-time” homeless survey throughout FY 2019.

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

DEPARTMENT OBJECTIVES

LIBRARY

- Partner with a minimum of six outside organizations to sponsor or enrich our scheduled programming by September 2019.

HOUSING AND COMMUNITY DEVELOPMENT

- Bring at least one project containing outside equity to McKinney to provide for greater housing choice by September 2019.
- Assist at least two McKinney businesses with grant funding to encourage economic development by September 2019.

MCKINNEY NATIONAL AIRPORT

- Finalize public-private initiative for hangar construction; secure at least one hangar in the development pipeline using this partnership in FY 2019.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

6A: Maintain meaningful public safety performance measures

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: BUILDING INSPECTIONS

- Perform an average of 62 individual building inspections per month from our total apartment/hotel inventory throughout FY 2019.

FIRE DEPARTMENT

- Implement home fire and life safety self-inspection program by December 2018.
- Increase survivability from cardiac arrest by five percent by September 2019.
- Construct and execute mass CPR (Cardiopulmonary Resuscitation) instruction program by December 2018.

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

DEPARTMENT OBJECTIVES

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 September 2019.
- Certify at least one member from each company for TCFP (Texas Commission on Fire Protection) basic fire inspector level by September 2019.

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

DEPARTMENT OBJECTIVES

POLICE DEPARTMENT

- Train 100% of Primary First Responders in Critical Incident Response (de-escalation) / Mental Health Officer by December 2018.
- Fully implement Intelligence Led Policing by December 2018.
- Fully Implement Problem Oriented Policing/Neighborhood Police Officers (NPO) by September 2019.
- Staff and deploy personnel based on city growth by September 2019.
- Provide 24/7 Forensic Investigation services two additional positions by 2019.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

6D: Continually increase operational efficiency in public safety departments

DEPARTMENT OBJECTIVES

FIRE DEPARTMENT

- Establish multi-purpose technical rescue team by September 2019.
- Place second community health unit in service by September 2019.
- Train three additional advanced practice paramedics by September 2019.
- Split city into two battalions (phase two of project) BC (Battalion Captain) for Shift C by December 2018.
- Reduce incidence of false alarms 25% by September 2019.

DEVELOPMENT SERVICES: ENGINEERING

- Develop a Crash Safety Report for 2018 to identify High Accident Locations in the City by September 2019.

POLICE DEPARTMENT

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

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

DEPARTMENT OBJECTIVES

DEVELOPMENT SERVICES: CODE SERVICES

- Produce six educational “Follow Me” days (with multiple “Tweets”) in cooperation with Communications and Marketing regarding a variety of Code, Health, and Animal Control topics that impact the quality of life in McKinney by March 2019.

CITY SECRETARY

- Create a plan to increase the number of first time Board and Commission applicants that apply by January 2019.
- Identify two methods to increase the number of applicants that attend the interviews for Board and Commissions by September 2019.
- Work with Communications and Marketing on additional promotions during the months of May and June for the boards and commissions process in FY 2019.
- Increase the number of first time Board and Commission applicants that apply by five percent by September 2019.
- Identify at least five McKinney civic groups and provide information on availability of board and commission positions by September 2019.
- Identify at least five HOA groups within McKinney and provide information on availability of board and commission positions by September 2019.