

McKINNEY ECONOMIC DEVELOPMENT CORPORATION

“AGILE” - STRATEGIC OBJECTIVES & KEY RESULTS - FY 2024-25

Effective October 1, 2024

ATTRACT

Business Attraction & Development

- **Target High-Impact Industries:** Focus on attracting corporate headquarters, family entertainment venues, hotel & convention space, and mixed-use developments.
- **Leverage McKinney’s Quality-of-Place:** Promote McKinney’s parks & recreation and open spaces and position our unique assets like the airport and historic downtown as regional and national differentiators.
- **Strategic Land Use and Development:** Prioritize the development and utilization of MEDC-owned land, including master planning, infrastructure readiness, and new property acquisition.

GROW

Business Retention & Expansion

- **Strengthen Business Retention and Expansion (BRE) Programs:** Conduct regular site visits with existing businesses and provide tailored support through incentives, training programs, and resource connections.
- **Promote Workforce Development:** Collaborate with state agencies and regional educational institutions to provide workforce training support to help businesses upscale jobs and remain competitive.
- **Diversify McKinney’s Tax Base:** Aim for a 3-to-1 residential-to-commercial tax base ratio by pursuing strategic developments contributing to long-term financial sustainability.

INNOVATE

Innovation & Entrepreneurship

- **Expand and Update the Innovation Fund:** Increase the Innovation Fund's availability, allocation amount, and visibility to support startups, driving McKinney’s brand as a start-up hub and AI Center of Excellence.
- **Develop Incubator and Coworking Spaces:** Create spaces and programs to attract and nurture young companies and tech startups, including incubators and coworking spaces that support innovation.
- **Leverage Plug & Play and Startup Ecosystem:** Utilize partnerships like Plug & Play to enhance McKinney’s innovation ecosystem and identify startups from across the country and around the globe to locate in McKinney.

LEAD

Leadership & Operational Excellence

- **Align Strategic Objectives:** Assess organizational performance using data to ensure the delivery of strategic goals, while focusing on maintaining alignment between the MEDC, the City Council, and other stakeholders.
- **Optimize Internal Structures and Processes:** Refine governance structures, such as subcommittees, and enhance communication channels to ensure streamlined decision-making and execution.
- **Strong Organizational Brand:** Position the MEDC as a leader among worldwide economic development organizations through the support, advancement, and celebration of exceptional projects, activities, and people.

ENGAGE

Engagement & Brand Management

- **Enhance Community Communication and Branding:** Launch campaigns to inform residents and stakeholders about MEDC’s activities, focusing on successes and clarifying the organization’s value proposition.
- **Community and Business Forums:** Participate in and organize events that engage both residents and businesses, providing platforms for dialogue, networking, and collaboration.
- **Promote Digital Outreach and Content Creation:** Expand digital presence through platforms like YouTube, newsletters, and social media, targeting both internal and external audiences to build awareness and support.

McKINNEY ECONOMIC DEVELOPMENT CORPORATION

Strategic Objectives		Anticipated Timeline				
		Ongoing	Oct-Dec	Jan-June	July-Dec	2026+
Attract						
1. Target High-Impact Industries						
i.	Identify locations for a Hotel & Convention Center	◇				
ii.	Identify locations for 200,000+ SF of Class A office	◇				
iii.	Master plan around the McKinney Sheraton Hotel			◇		
iv.	Deliver indoor entertainment venues	◇				
v.	Complete a labor market study			◇		
2. Leverage McKinney's Quality-of-Place						
i.	Provide continued support for TKI Airport	◇				
ii.	Support placemaking and tourism in development design	◇				
ii.	Prepare a report on Infrastructure Readiness				◇	
3. Strategic Land Use and Development						
i.	Master plan/ LOI for Stacy/121		◇			
ii.	Commence construction of Stacy/121					◇
iii.	Release RFP for Lake Forest/121			◇		
iv.	Approve a path forward for Lake Forest/121				◇	
v.	Complete property transfer to VENU			◇		
vi.	Commence construction of VENU			◇		
vii.	Purchase 100+ acres of land			◇		
Key Results						
Job announcement numbers; Real estate development metrics; Tax revenue growth; Number of corporate headquarters; Number of mixed-use developments; Percentage of MEDC land master planned and developed; Labor shed reduction						
Grow						
1. Strengthen Business Retention and Expansion (BRE) Programs						
i.	Create an Employer Resources Guide (BRE)			◇		
ii.	Prepare a summary report on the educational landscape				◇	
2. Promote Workforce Development						
i.	Complete a Workforce Development Plan			◇		
ii.	Develop a Workforce Development funding program				◇	
3. Diversify McKinney's Tax Base						
i.	Support policies/projects that encourage business growth	◇				
Key Results						
Job retention and creation numbers; Real estate and tax growth metrics; Number of BRE visits; CapEx investment by existing businesses; Number of businesses supported and retained						

McKINNEY ECONOMIC DEVELOPMENT CORPORATION

Strategic Objectives			Anticipated Timeline				
			Ongoing	Oct-Dec	Jan-June	July-Dec	2026+
INNOVATE							
1. Expand and Update the Innovation Fund							
i.	Update the Growth Fund grant amount		◇				
ii.	Update the Innovation Fund program and services			◇			
2. Develop Incubator and Coworking Spaces							
i.	Standup an MEDC-managed startup-focused office			◇			
ii.	Support the development of coworking/Incubator spaces	◇					
3. Leverage Plug & Play and Startup Ecosystem							
i.	Execute a campaign to relocate start-ups to McKinney			◇			
ii.	Attract a corporate entity to support startups	◇					
Key Results							
Number of start-ups and tech companies moving into McKinney; Amount of private capital invested; Number of Innovation Fund applications from outside of Texas; Success of innovation programs and pilot projects; Number of coworking seats							
LEAD							
1. Align Governance with Strategic Objectives							
i.	Create Incentive Scorecards to benchmark performance			◇			
ii.	Update incentive structure with a downtown focus			◇			
iii.	Develop a dashboard with statistics/performance			◇			
iv.	Host a minimum of three (3) annual joint meetings	◇					
2. Optimize Internal Structures and Processes							
i.	Onboard an Economic Development Specialist		◇				
ii.	Onboard a Marketing/Events Coordinator		◇				
iii.	Onboard a Business Intelligence Analyst			◇			
iv.	Create charters for each committee			◇			
3. Strong Organizational Brand							
i.	Promote successes and submit for various honors	◇					
ii.	Reaccredited Economic Development Organization			◇			
Key Results							
Performance metrics based on outcomes; Alignment of goals and priorities; Improved communication and data analysis							
ENGAGE							
1. Enhance Community Communication and Branding							
i.	Update logo and associated branding			◇			
ii.	Update and release annual report			◇			
2. Community and Business Forums							
i.	Host at least one (1) professional event in McKinney	◇					
ii.	Expand the Byron Nelson’s consultant presence			◇			
3. Promote Digital Outreach and Content Creation							
i.	Update digital campaign strategy			◇			
Key Results							
Increase in public awareness and engagement metrics; Number of success stories promoted; Increased presence at events							



McKinney Economic Development Corporation

Strategic Plan

3 Year Strategy 2023-2026



Prepared for

MEDC Board

Internal Use

Created :

4-12-2023

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Our Purpose and Direction

The McKinney Economic Development Corporation is dedicated to our Mission and Vision statement of positioning the City of McKinney as the premier business, residential and quality of life destination.

Vision

To make McKinney the most desirable location in North Texas for business by attracting and retaining companies committed to growing and investing in McKinney.

Mission

The MEDC will work to create an environment in which community-oriented businesses can thrive. We will do this by identifying, coordinating, and realizing high-impact opportunities that promote job and wage growth as well as a diversified and expanding tax base.

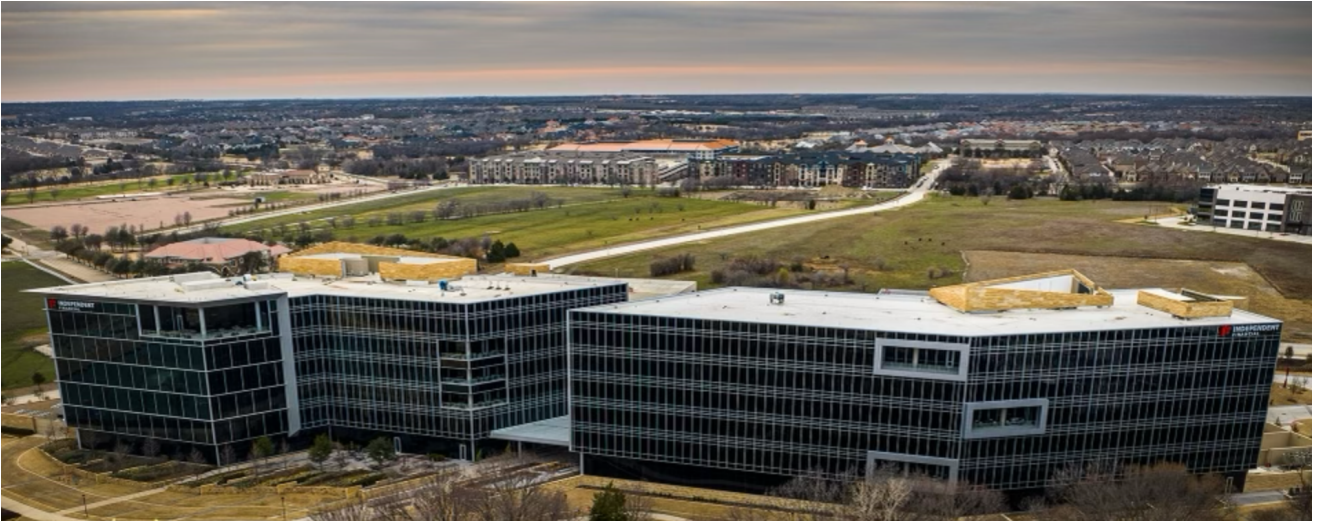
Planning Process

This plan is built annually at the MEDC Board Retreat through a team effort of MEDC Board Members and MEDC staff. The planning process involved a comprehensive evaluation of McKinney's assets, current industry and growth trends, national migration patterns and external data gathered from national Site Selection and Brokerage organizations and firms. This data is then evaluated alongside the development opportunities within the city, growing workforce in migration, demographic profiles and regional industry cluster presence to help guide targeted industry selection. The resulting industries deemed "Targeted Industries" represent the recommended highest and best use opportunities for recruitment and expansion.

The strategic direction is constantly evaluated throughout the year to make sure the MEDC is keeping current on market and industry trends and corporate migration patterns.

Why This Work is Important to McKinney

We have the opportunity to positively impact the future of McKinney. By implementing this thoughtful and strategic economic development plan, we make a COMMUNITY – a place beyond just work, but one to truly live satisfying lives. Our work will contribute to a community that every resident, business and visitor has what they need to be successful.



Independent Financial

“We need leaders who can meet and adapt to new challenges, build strategic partnerships, build and sustain human capital organizations, and have the courage to act and react to the challenges.”

Thomas Narofsky, F(X) Leadership Unleashed!

Strategic Partnerships

The MEDC is a component economic development department for the City of McKinney. The City of McKinney is the MEDC's primary partner for economic development. We maintain strong relationships with city leadership and staff as they play a very important role in the economic development lifecycle. We want to always ensure that our strategic direction and initiatives are in line with the those of the city.

Additional top tier strategic partnerships that the MEDC maintains are:



McKinney Community Development

MCDC is the sister organization to the MEDC being the Type B organization to our Type A. Our organizations work closely together on large scale development projects that have a high impact and return for the city.



McKinney Chamber of Commerce

The chamber of commerce is a valuable community organization focused on business-to-business connections, primarily for small businesses. The small business ecosystem is the lifeblood of a community and supporting the chamber means supporting services and programming for these key McKinney businesses. The chamber also serves in a community advocacy role which is critical in educating the community about important election and policy that affects our way of life.



Visit McKinney

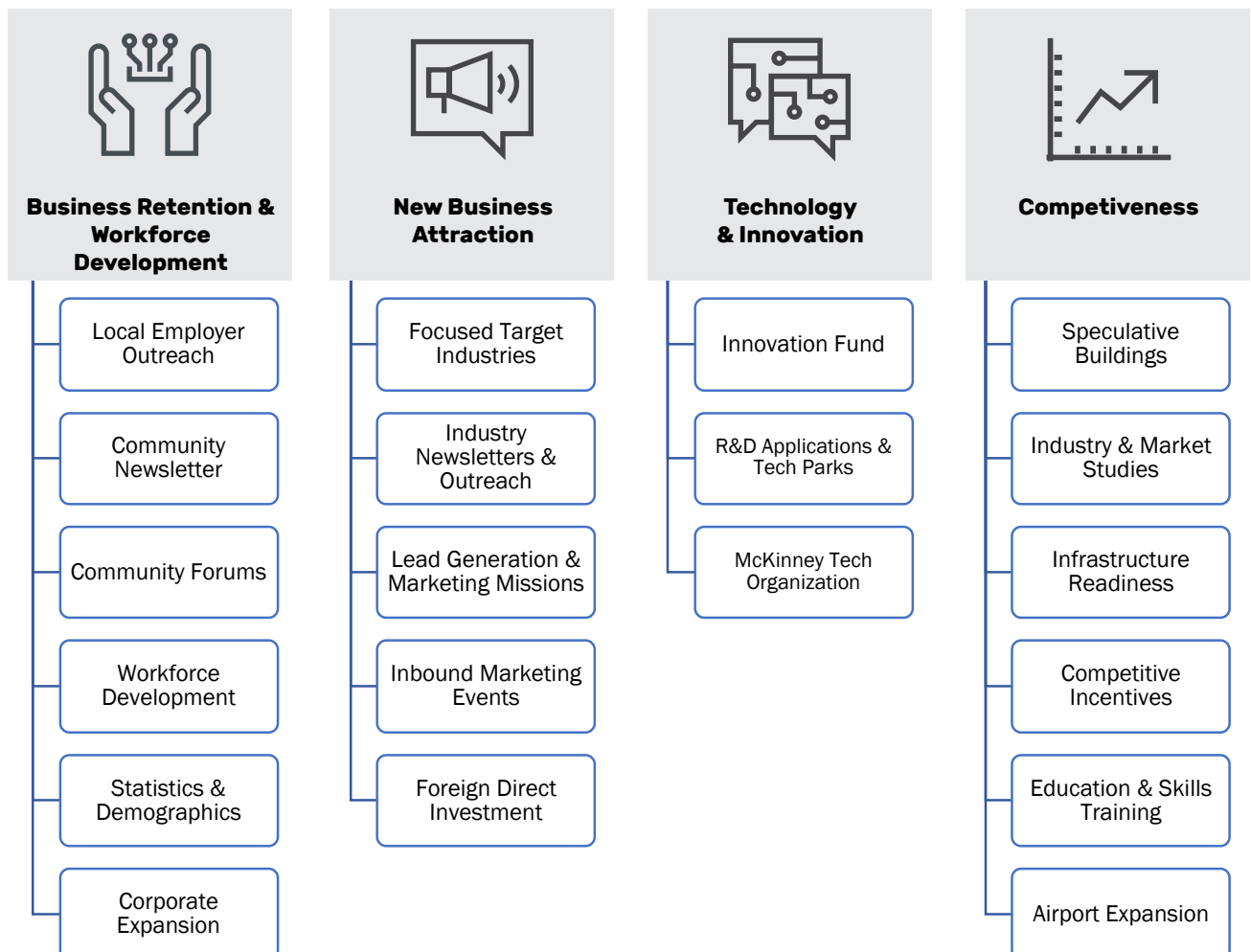
Visit McKinney is the convention and visitation bureau for the City of McKinney. Tourism is a very important part of the business ecosystem in the city. As a strategic partner to the MEDC we work closely with the CVB to showcase McKinney as a destination. The CVB works with our corporate partners and venues to bring conferences and corporate travel to the city. This investment helps bring quality of life assets to the city, entertainment and attractions that make McKinney a more desirable location.

There are many more community partners the MEDC engages, but the City, CDC, CVB and Chamber of commerce are our top tier community partners.

Strategic Plan Overview

The MEDC Strategic Plan covers four fundamental areas of economic development with emphasis on business retention and expansion, new business attraction, technology & Innovation, and competitiveness. Technology and Innovation efforts are in the earliest developmental stages but have proven to be some of the most effective programming for business development over that past few years.

Each area of focus has dedicated staff, programs and outcomes that are measured annually to ensure that the MEDC maintains operational excellence.



Strategic Initiatives

Business Retention and Workforce Development

Objective

In addition to the obvious benefits for growth of jobs and tax base, the MEDC aims to cultivate high-value relationships and trust with local primary industry employers. The objectives of these relationships help the MEDC gather credible intelligence and feedback; retain companies for the long-term in McKinney; assist local business expansions; and provide workforce training programs and opportunities that will upskill existing employees and create new workforce pipelines for employers; and foster satisfied local companies as advocates who will help MEDC recruit more companies to McKinney.

Why is this Important?

Existing businesses have already “selected” McKinney as their preferred business location. It is imperative that we do not lose sight of their investment in our city after the site location decision or expansion. A foundation of our commitment to the City of McKinney is that it is critical to take care of our existing customers. We focus on BRE because internal corporate expansion adds new jobs and capital investment to our business ecosystem. Corporate expansion also occurs more frequently with local employers than siting a new business attraction project. Research shows that across the USA, existing businesses account for more than 70% of local employment growth in a community. Decisions for expansion, relocation or downsizing are often made outside of McKinney if the local operation is a branch location rather than a headquarters location, so it is important to build relationships at corporate and key business unit levels as well.

Like any business selling a product or providing a service, satisfied customers are invaluable for bringing in new customers. As such, taking care of existing businesses is the number one approach for effective business recruitment efforts by successful economic development organizations.

Workforce Development has become critical for all industries and employers in our post-pandemic job market. Fostering workforce development programs is essential for both business recruitment and expansion. Access to workforce pipelines provides stability to local employers offering them growth opportunities locally. Workforce programs strengthen the local community as well by providing job options to resident, high-school graduates and the underemployed.

Our workforce development program heavily utilizes our regional workforce partners, universities, colleges, and vocational training facilities. Leveraging these partnerships ensures that the City of McKinney has a diversification of resources available to meet all workforce and training needs.

Targeted Objectives and Key Tactics

- 1. LOCAL EMPLOYER OUTREACH:** Commonly known as Business Retention and Expansion Visits (BRE Visits). BRE Visits are performed annually to our local employers to assess the current state of their business, address any concerns, and ascertain the company's future growth plans. The EDC takes a team approach to these visits and includes community partners such as the Chamber of Commerce Convention and Visitors Bureau, members of City Staff and McKinney Community Development Corporation to make sure we have every available resource present to assist them.
- 2. COMMUNITY NEWSLETTER:** Education on what and how the MEDC invests and enhances the McKinney community is important in garnering community support. As part of our overarching marketing plan, we implement a community focused newsletter quarterly to enhance community awareness of economic development activity.
- 3. COMMUNITY FORUMS:** MEDC community forums are a more interactive form of our local outreach communications. We partner with City of McKinney Neighborhood Program to engage with residents and businesses about MEDC activity. We also use this venue to educate on economic development and why it is important to the city. Community Forums serve an important role in organizational transparency.
- 4. WORKFORCE DEVELOPMENT:** The availability and aptitude of local workforce plays a crucial role in the ability to recruit new business and for local businesses to expand. We have specific programming and partnerships in place to offer workforce training and assistance within the community.
- 5. STATISTICS & DEMOGRAPHICS:** In our current information age, knowledge is power. The MEDC utilizes available software and databases to ensure our community profile up to date. It is important to maintain this information, have it readily available through our web presence and marketing efforts when needed.
- 6. CORPORATE EXPANSION:** The desired result from all our BRE efforts is local corporate expansion. Growing companies organically from within the community creates local economic stability and creates the opportunity to create industry clusters that increase location competitiveness. Knowing most of the business growth comes from the local community, this remains a key focus of our organizational strategy.

Key Performance Indicators (KPI's)

SMART OBJECTIVES	OUTCOME	ACTIONABLE GOALS	KPI
Business Retention & Expansion: Engage local McKinney based businesses to build and maintain relationships as well as seek out any assistance, expansion and growth opportunities.	Maintain relations with the business community and be available for all business assistance and expansion needs.	<ol style="list-style-type: none"> 1. Conduct BRE visits with local businesses. 2. Create a client enhancement plan to build relationships with McKinney businesses. 3. Develop programs and initiatives for business assistance. 	<ol style="list-style-type: none"> 1. Engage sixty (60) McKinney businesses for visitation annually, must include Top 10 Employers. 2. Catalog and report the Top Ten (10) employers on the website annually. 3. Launch local business assistance landing page on the website. 4. Host 2 local business events and roundtables.
SMART OBJECTIVES	OUTCOME	ACTIONABLE GOALS	KPI
Community Outreach: Engage and connect with the local community to educate on what the MEDC does and the impact our efforts have on the local economy and quality of life.	Increase community awareness on the missions and goals of the MEDC. Increase transparency of MEDC operations to create citizen confidence in our economic development efforts.	<ol style="list-style-type: none"> 1. Engage with the residents of the City of McKinney through neighborhood community events. 2. Engage with the citizens of McKinney through MEDC sponsored outreach initiatives and communications. 3. Launch quarterly newsletter aimed at informing the community about the economic impact the MEDC is creating in the community. 4. Participate in McKinney Chamber community events annually. 	<ol style="list-style-type: none"> 1. Host two (2) Community forums annually. 2. Participate in twenty (20) local brokerage / real estate organizational events annually. 3. Deploy quarterly community newsletters annually. 4. Participate in a minimum of six (6) McKinney Chamber events annually. 5. Launch "Know McKinney" community educational campaign about MEDC.

2023 Council Strategic Priorities

- Contact McKinney's top 10 employers to create a client enhancement plan to build stronger relationships with each one by September 2023.
- Launch a quarterly newsletter aimed at informing the community about the economic impact MEDC is making in the community by September 2023.

New Business Attraction

Objective

Attracting new business and investment to the City of McKinney is a top strategic priority for MEDC, our EDC team engages with prospective businesses locally, nationally, and worldwide to make the case for how McKinney, TX can meet their unique needs. The objective for this strategic initiative is the attraction of companies with wages above Collin County's average wage that grow McKinney's tax base and diversify the economic base to increase resiliency through economic cycles.

MEDC's attraction strategy includes engaging with and cultivating relationships with the local brokerage and development community, corporate location site selectors and C-suite business executives to increase their awareness of all McKinney has to offer. Our EDC team also proactively recruits targeted companies by identifying and researching their growth potential, delivering solid data supporting the McKinney business ecosystem and developing a competitive incentive and location assistance packages.

MEDC also makes business and foreign direct investment attraction a priority by participation in worldwide trade ventures and international trade shows, promoting McKinney's strengths, location, infrastructure, tax climate, industry clusters, skilled workforce, institutions of higher education, cost of living and quality of life to global business leaders in key international markets.

Why is this Important?

McKinney has experienced record residential growth over the past two decades. While rising populations create ideal scenarios for economic growth, they also create the demand for increased city services, public safety, community amenities and city infrastructure. The weight of the cost of increasing these essential city services and amenities is carried on the backs of the local residents in the form of property tax in absence of corporate development.

The goal of new business attraction is not to industrialize a community, it is to achieve balance in the community and reduce the tax burden of residents while enhancing the quality of life. Corporate tax revenue offsets residential property tax. Additionally, corporate property value and tax revenue is historically less volatile than residential home values. Increasing the proportion of revenue a city collects from corporations serves as a relief valve to city residents.

New business attraction also serves as a job creation element for the community. Providing jobs locally to residents decreases the amount of commuter traffic and provides an economic benefit of reinvesting wages in the local business economy. The MEDC is committed to smart attraction practices to maximize the benefit to the local community and provide jobs that create a livable wage for residents.

Targeted Objectives and Key Tactics

1. FOCUSED TARGETED INDUSTRIES : Just because a project is a huge capital investment providing thousands of jobs does not mean it is a good fit for McKinney. The MEDC has curated a list of targeted industries for recruitment that we believe best support the demographics, growth trends, livable wage thresholds and community fit for McKinney. Through research, community profiling and future city visioning exercises, the MEDC has adopted the following industries as “Targeted Industries”

Corporate Headquarters	Regional, National, Global headquarter operations for corporations.
Advanced Manufacturing	Industrial manufacturing operations that involve advanced automation process or skilled workforce
Software & Technology	Software as a Service (Saas), Products as a Service (PaaS), BaaS, AlaaS, CaaS, DaaS, HaaS, etc.
Financial Services	Corporate back-end operations, corporate service centers, Corporate employment Centers and operations
Research & Development	Research and Development operations, Engineering, Government Contracting, Aviation, and related uses
Mixed-Use Development	Large Quality of Life land development projects that create future office space and community amenities
Innovation & Entrepreneurship	Funding for innovative start-up companies and entrepreneurs
BioScience, LifeScience, Healthtech, Pharma	High end industrial uses such a wet-lab, clean-lab, dry-lab, pharmaceutical, Health IT operations, Research Institutions and related fields.

2. INDUSTRY NEWSLETTER: Personal engagement with the development and brokerage community is a staple for the MEDC. We have developed targeted industry newsletters that are sent quarterly to keep our external stakeholders informed about the forward momentum in McKinney from a development perspective.

3. LEAD GENERATION & MARKETING MISSIONS: Much of new business recruitment is being in the right place at the right time. The MEDC generates leads from participation in regular local networking events, broker events and real estate forums. In addition to the local outlets, the EDC participates in a variety of national trade shows, marketing missions and recruitment trips to targeted locations. The EDC has established partnerships with state and local organizations like: TEAM Texas, Go BIG Texas, and the Dallas Regional Chamber to participate in outbound recruitment efforts.

4. INBOUND MARKETING EVENTS: The best opportunity to showcase the City of McKinney is to host companies, site selectors, brokers and location consultants right here at home. Hosting prospects locally is commonly referred to as “FAM Tours” or Familiarization Tours of the community. The EDC hosts many FAM tours annually which is typically a one-on-one tour with a prospect. Larger groups are hosted through events like the “Red Carpet Tour” hosted in conjunction with the Byron Nelson PGA Tournament. These hospitality venues afford the EDC the opportunity to host a large number of guests and prospects in a single or multi-day event. Outside of FAM Tours and Red Carpet events, the EDC hosts community spotlight events in partnership with organizations like RED News, BISNOW and NTCAR to showcase development opportunities in the city.

5. FOREIGN DIRECT INVESTMENT: Importing corporations from outside the United States is one of the most attractive types of new business recruitment. Corporate relocations from outside the state are big wins for the state of Texas but are a redistribution of jobs and investment already in our macro-economy. Foreign Direct Investment is importing new tax revenue into both the state and the country. The EDC has a varied international presence at Trade Shows, Trade Missions, and recruitment tours. The preferred method of participation in the international theater is in conjunction with the Texas Governors office of Trade and Tourism and with State sponsored presence in larger international trade shows.

6. AVIATION RELATED INDUSTRIES: Engineering, research & development, government contract related operations within the aviation industry and that support the growth and development of the McKinney National Airport.

Key Performance Indicators (KPI's)

SMART OBJECTIVES	OUTCOME	ACTIONABLE GOALS	KPI
Business Attraction: Seek out qualified businesses in identified targeted industries to relocate to the City of McKinney.	Increase the business footprint, commercial tax base, and provide high skilled jobs in McKinney.	<ol style="list-style-type: none"> 1. Utilize digital media outreach programs, including paid ad campaigns. 2. Host FAM tours and Site Visits with prospects. 3. Participate in industry trade shows, and direct marketing trips. 	<ol style="list-style-type: none"> 1. Maintain an active project pipeline of a minimum of twenty (20) projects. 2. Host at least three (3) FAM Tours and five (5) Site Visits annually. 3. Participate in a minimum of five (5) industry trade shows and one (1) trade mission.

2023 Council Strategic Priorities

- Participate in a minimum of five industry trade shows, and one trade mission to attract continued development by September 2023.
- Maintain an active project list of at least 20 economic projects through digital media outreach programs, including paid ad campaigns, throughout FY23.

Key Performance Indicators (KPI's)

SMART OBJECTIVES	OUTCOME	ACTIONABLE GOALS	KPI
<p>Lead Generation: Participate in trade missions, direct marketing trips, industry conferences, and localized events to recruit national and international business prospects to promote McKinney as the destination city in North Texas for corporate and regional investment.</p>	<p>Generate high skill high wage business, corporate and development projects in the City of McKinney.</p>	<ol style="list-style-type: none"> 1. Participate in national and international trade missions. 2. Participate in national and international industry conferences. 3. Build relationships with local and regional brokerage and site selector communities. 4. Participate in brokers and site selectors conferences and events. 	<ol style="list-style-type: none"> 1. Generate at least forty (40) national and international project leads. 2. Send out quarterly newsletters to brokers and site selectors via the marketing automation platform. 3. Participate in a minimum of four (4) National Site Selector events. 4. Participate in a minimum of four (4) TEAM Texas missions & events.
SMART OBJECTIVES	OUTCOME	ACTIONABLE GOALS	KPI
<p>Community Investment: As a primary objective, the MEDC will seek opportunities for increasing the commercial tax base of the City of McKinney.</p>	<p>Increase ratio of commercial tax base to residential tax base through the addition of development business expansion and new recruitment.</p>	<ol style="list-style-type: none"> 1. Seek out development projects for available land. 2. Seek out business recruitment opportunities. 3. Utilize MEDC assets as a conduit for development activity. 4. Provide assistance to all development/ business projects within the City of McKinney where available. 	<ol style="list-style-type: none"> 1. Have an active capital investment pipeline of \$200M from MEDC projects annually (Calendar Year). 2. 2023 GOAL: CapEx of \$225M from contracted & assisted projects.



Innovation & Entrepreneurship

Objective

At the nexus of Innovation is entrepreneurship. We excel as a community and society through innovation and advancement of technologies. Areas of the country known for innovation such as Silicon Valley and the Research Triangle capture hundreds of millions of dollars in new capital investment through fostering entrepreneurship, innovation and disruption.

McKinney has a rich entrepreneurial history with several successful start up companies that have experienced significant success. The MEDC wants to tell those stories and continue to home grow corporations. The creation and launch of the Innovation Fund serves as the primary tool to help recruit and grow these innovative companies.

Why is this Important?

Companies like Google, Facebook, Amazon, eBay, and Apple all have humble origins in a residential garage. At the time, the founders, who are today's billionaire industry leaders had little more than an idea, a computer and determination to create something extraordinary. Right now, the next corporate giant could be hard at work in a garage in McKinney. If there is no support system and success tract in place to support the entrepreneurs and innovators locally, then when these ideas become products or software and need to scale and grow, they leave McKinney and become another community's success story.

Targeted Objectives and Key Tactics

1. INNOVATION FUND: The Innovation Fund has proven to be a successful tool for supporting start up businesses in McKinney. We will continue to leverage this program and fine tune program guidelines to make sure we are using the tool to our full advantage.

2. R&D APPLICATIONS & TECH PARKS: Part of the strategic shift in 2018 was to rethink our MEDC investment in the Industrial sector. McKinney has been a market for low end assembly and distribution which no longer compliments our developing community profile. The decision was made to foster the creation of Advanced Manufacturing Industrial development that supports a higher skill operator paying a higher wage. Our investment strategy moving forward is to focus on high-end industrial developments and potentially sponsor the creation of a McKinney Tech Park that is focused on industrial tech applications like bio and life science applications.

3. MCKINNEY TECH ORGANIZATION: The success of the Innovation Fund has spawned the need for an entrepreneurial support and development organization to further assist in the development and growth of these tech entrepreneurs. The future business assistance offering through the organization will help with business planning, marketing, mentoring, leadership and product development.



SMART OBJECTIVES	OUTCOME	ACTIONABLE GOALS	KPI
<p>Innovation Fund: Continue building out the technology ecosystem through continued start-up recruitment and providing ancillary services to those companies through a future technology organization.</p>	<p>Through fostering innovation in entrepreneurship through MEDC programming, we will position the City of McKinney as an innovation economy that attracts and supports technology and innovation.</p>	<ol style="list-style-type: none"> 1. Develop programs and initiatives that are aimed specifically at start-ups and entrepreneurs. 2. Develop a support and mentorship pipeline for entrepreneurs and start-up companies to create opportunities for collaboration. 3. Foster the creation of a technology support organization that will aid the entrepreneurship community. 	<ol style="list-style-type: none"> 1. Have minimum ten (10) new Innovation Fund projects annually. 2. Participate in two (2) conferences aimed toward start-up's and entrepreneurships 3. Develop framework for independent Tech Support organization for implementation.

Competitiveness

Objective

To strengthen and enhance the assets and offerings of the City of McKinney to appeal to our target markets for new business attraction, local business expansion and quality of life and place amenities. By strengthening our community appeal and development opportunities, we better position the City of McKinney for quality growth. Everything from site preparedness to parks and trails count to prospective new businesses.

Why is this Important?

Winning business locations and expansions are extremely competitive among communities of the DFW Metroplex. There is immense opportunity for McKinney to win more frequently if sites are ready with infrastructure and buildings are available for immediate occupancy. Greenfield sites without infrastructure are available anywhere but competitive communities understand the needs of their prospects and prepare real estate product accordingly – through private and/or public investment.

Local Texas EDCs are permitted to provide incentives that are more competitive than most states. How the incentive tool is packaged and thoughtfully awarded to projects can help McKinney achieve economic growth and economic diversification objectives.

Three critical areas of focus for the Competitiveness Strategic Initiative – available buildings, development ready sites, and competitive incentives – must be improved to support other Strategic Initiatives of this plan. Recognized by MEDC Board, staff, and other community leaders, we must now work on overcoming these weaknesses in order to successfully grow McKinney's economic base.

Targeted Objectives and Key Tactics

1. SPECULATIVE BUILDINGS: Available inventory of both office and industrial product plays a key role in corporate relocations and expansions. There is not always time for new construction in the timeline of a relocation or expansion project. The additional time consideration to build frequently eliminates site and cities from consideration to placement. The MEDC will be proactive to induce speculative product to help eliminate this factor.

2. INDUSTRY MARKET STUDIES: Being aware of your competition and what they have to offer allows you to develop strategy and programming that keeps you competitive. The MEDC is constantly looking at key competitive markets around the country that pose a reasonable threat or better opportunity to relocate and expand businesses. This exercise needs to be don't both locally and nationally to monitor our home and away competition.

1. INFRASTRUCTURE READINESS: Time plays a key factor in the majority of projects that we work on. Construction time, total relocation time and time spent hiring weigh heavily on a site selection decision. Providing development ready sites prevents the EDC from being eliminated as a location.

2. COMPETITIVE INCENTIVES: Incentives are not always the driving factor in the successful location or expansion of a business. However, have a robust toolkit of assistance programs and offerings can make or break a project. The EDC has the available resources to not only provide a wide range of standard incentive offerings, but we are fortunate enough to be able to customize incentive offerings when needed.

3. EDUCATION & SKILLS TRAINING: Education and training correspond to our workforce development initiatives and in the sense are defined as brick and mortar facilities. Local access to technical training, colleges, and universities within the city limits of McKinney are very important to both new and expanding companies. We will leverage and work with our local institutions as part of our workforce development tools to have a varied offering of services locally. We will also work directly with the educators to help provide new and beneficial programs to local businesses.

4. AIRPORT EXPANSION: One of the most requested stats by site selectors for seeking businesses is drive time and local access to national and regional airports. Growing McKinney National Airport to support both commercial and business aircraft is a priority for economic development. The addition of commercial service elevates McKinney to the next level and greatly increases our competitiveness in the region and nationally.

Key Performance Indicators (KPI's)

SMART OBJECTIVES	OUTCOME	ACTIONABLE GOALS	KPI
Marketing: Refine and update uniform marketing campaigns, social media channels and website for the MEDC to clearly showcase the City of McKinney as a business and lifestyle destination and promote development opportunities.	The MEDC will have active physical and digital marketing campaigns that engage our customer and resident base to showcase McKinney, as well as an updated and state of the art website with community and site selector information.	<ol style="list-style-type: none"> 1. Create focused content to targeted audiences through organic and paid marketing campaigns. 2. Increase customer engagement with our marketing campaigns. 3. Convert marketing targets into project leads. 4. Launch targeted industry newsletters in addition to the quarterly brokers and community newsletters. 5. Pilot podcast program 	<ol style="list-style-type: none"> 1. Launch a minimum of five (4) targeted marketing campaigns. 2. Maintain a 30% open rate for all marketing automation campaigns. 3. Launch at least four (4) targeted industry newsletters. 4. Grow social media following by 5% annually across all platforms (LinkedIn, Facebook, Instagram) 5. Launch "McKinney Momentum" Podcast.
SMART OBJECTIVES	OUTCOME	ACTIONABLE GOALS	KPI
Research & Development: Utilize business intelligence to provide comprehensive data for internal uses and external marketing efforts. Additionally, continue to enhance the overall technology infrastructure within the City through a variety of initiatives.	The MEDC will achieve a higher level of comparative insight and technology infrastructure that differentiates McKinney as a market for business attraction and better communicate our value proposition to internal and external stakeholders.	<ol style="list-style-type: none"> 1. Create a varied set of information databases for strategic and outreach use. 2. Refine "Fast Facts" sheets with new information for website. 3. Continue McKinney's efforts in building a next generation technology ecosystem. 	<ol style="list-style-type: none"> 1. Update workforce inventory for the City of McKinney and Collin County. 2. Upload updated "Fast Facts" and demographics on the website 3. Develop new platform for Commercial Development / Community Map. 4. Continue to partner with City of McKinney in city broadband deployment efforts. 5. Develop local McKinney business inventory. 6. Catalog and post top ten (10) employers on website.


2023 Council Strategic Priorities

Launch a quarterly newsletter aimed at informing the community about the economic impact MEDC is making in the community by September 2023.

Complete a workforce inventory for the City of McKinney and Collin County by September 2023.

APPENDIX - A

Business Retention & Workforce Development Plan



BUSINESS RETENTION, EXPANSION, & WORKFORCE STRATEGIC PLAN

2023

Prepared by Madison Clark,
Director of Business Retention & Workforce
Development
Updated 03-10-2023



McKinney Economic Development Corporation

Introduction

The Business Retention & Expansion Strategic Plan provides direction, tactics, and goals for the McKinney Economic Development Corporation (MEDC).

MEDC Vision & Mission

VISION: To make McKinney the most desirable location in North Texas for business by attracting and retaining companies committed to growing and investing in McKinney.

MISSION: The MEDC will work to create an environment in which community-oriented businesses can thrive. We will do this by identifying, coordinating, and realizing high-impact opportunities that promote job and wage growth as well as a diversified and expanding tax base.

Mission of the Business Retention & Expansion (BRE) Program:

Our mission is to offer local businesses the best resources and provide the information and assistance to keep them competitive, strong, and growing in McKinney.

Overview

Business retention and expansion (BRE) is a core program of any economic development plan. These programs are designed to 1) retain or keep existing businesses in a community; 2) provide assistance for the business to expand. In addition, a key focus on Workforce Development, the program will be designed to aid companies in recruiting, retaining, and upskilling workforce.

Business retention is applicable to all businesses in the community, from local, small businesses to large employers. There are two main goals of retention: to provide assistance with issues that could force a company to fail and subsequently close and to prevent companies from relocating to a new community. Business expansion refers to assisting businesses in their efforts to grow. Helping a business expand may mean helping it find a larger property to accommodate future operations, helping it secure financing to purchase new equipment, or helping it find or train new employees.

All companies are important to the local economy, no matter the size or type of industry. Based on the funding requirements set by the State Legislature, our first level of commitment in proactively visiting with local businesses are the primary job creators.

The State Legislature defines a primary job as “one at a company that exports a majority of its products or services to markets outside the local region, infusing new dollars into the local economy.”

While the retention of large businesses is certainly critical given the number of jobs and amount of tax revenues that could be lost, small and medium-sized business should not be ignored. Today’s small businesses are the innovators and job generators of tomorrow. In addition, growing businesses are more likely to stay in a community that has nurtured their growth and to which they are well connected. BRE programs play a critical role in encouraging local businesses to remain in the community and continue to grow.

2023 Key Performance Indicators:

The following KPIs have been at the forefront of crafting the BRE Program.

ACTIONABLE GOALS:

1. Maintain tier business plan identifying the top 100 businesses in McKinney.
2. Conduct BRE visits with local businesses based on the tier business plan.
3. Create a client enhancement plan to build relationships with McKinney businesses.
4. Develop programs and initiatives for business assistance and workforce development.
5. Determine content for the community newsletters to keep the local community engaged with MEDC activity.
6. Develop a program for workforce development in partnership with Collin College.

KPI:

1. Visit at least 60 McKinney businesses annually, must include top 10 employers.
2. Host two (2) local business events and roundtables.
3. Stand up a MEDC Workforce Assistance Program.
4. Deploy four (4) quarterly community newsletters annually.

Objective

In addition to the obvious benefits for growth of jobs and tax base, the MEDC aims to cultivate high-value relationships and trust with local primary industry employers. The objectives of these relationships help the MEDC gather credible intelligence and feedback; retain companies for the long-term in McKinney; and foster satisfied local companies as advocates who will help MEDC recruit more companies to McKinney.

Importance

Existing businesses have already "selected" McKinney as their preferred business location, but that is no reason to ignore them. As with any business strategy, it is most important to

take care of your existing customers. Adding employees or capital investment also occurs more frequently with local employers than siting a new business attraction project. Typically, across the USA, existing businesses account for more than 70% of local employment growth in a community. Decisions for expansion, relocation, or downsizing are often made outside of McKinney if the local operation is a branch location and not a headquarters location, so it is important to build relationships at corporate and key business unit levels as well.

Like any business selling a product or providing a service, satisfied customers are invaluable for bringing in new customers. As such, taking care of existing businesses is the number one approach for effective business recruitment efforts by successful economic development organizations.

Typically, across the USA, existing businesses account for more than 70% of local employment growth in a community.

The BRE Program rests on Four Pillars:

1. Framework
2. Engagement
3. Marketing
4. Results

Framework

1. **MCKINNEY BUSINESS INVENTORY** – A critical part of meeting our BRE goals is having an accurate inventory of McKinney businesses that meet the qualifications for a BRE Visit. The McKinney Business Inventory List consists of 1,400* businesses as of September 2021. Of the 1,400 businesses, about 90 are primary job creators. *This is being updated in 2023.
2. **BRE PARTNERS** – In order to maximize the impact of our business visits, and to avoid duplication of visits by multiple community partners, the MEDC has developed strategic partnerships with the following organizations to do “joint visitation” to businesses that are on our joint targeted lists. The MEDC oversees the BRE Program. This may mean Visit McKinney visits a hotelier and reports to the BRE Partners on the key information that needs to be shared with the group. The attendees present at each employer meeting will vary based on existing intel on the company’s needs, requests, and plans. Follow-up introductions or meetings can be made with Partners as needed.
 - a. Members of the following organizations comprise the BRE Partners Team:
 - i. McKinney EDC
 - ii. McKinney CDC
 - iii. McKinney Chamber of Commerce
 - iv. Visit McKinney
 - v. Texas Workforce Solutions
 - vi. City of McKinney, City Manager’s Office & Development Services Dept.
 - b. Objectives:
 - i. Retaining businesses in our city
 - ii. Help keep their doors open – evaluating the “costs of doing business”
 - iii. Create expansion opportunities to increase tax base and job creation
 - iv. Create awareness of workforce training opportunities
 - v. Provide resources to aid in competitiveness in the marketplace
3. **EMPLOYER SURVEY** –The goal of the survey is to identify the interest of employers, where the BRE Program can be of most value, and pain points where MEDC could be a conduit for remediation.

4. **STAND UP WORKFORCE PROGRAM** – Workforce is a top priority and concern for all businesses, new and established in the community. MEDC is in discussion with partners on creating a formalized Workforce Program.

Engagement

- **BRE VISITS**— BRE Visits are where MEDC, and BRE Partners visit on-site with the employer and gain an understanding of the pros and cons of doing business in McKinney, celebrate the company's successes, act as a resource and liaison to partnerships and the information requested, and ultimately thank them for doing business in McKinney.
 - a. Annual Goal: 60 visits
 - b. Visit frequency will be determined on a “case by case” basis. Some companies will require more visits depending upon their immediate needs.
 - c. The MEDC will endeavor to engage with the top 10 McKinney Businesses a minimum of three times per calendar year. Top employers will be ranked by largest employers.
 - d. The aim is to meet with a C-Suite executive from the company.
 - e. In reporting, MEDC will differentiate between organic visits (one visit to a company) and visits to one company multiple times.
- **BRE ASSISTS-**
 - a. Annual Goal: 60 assists
 - b. An assist is defined and tracked as a new touchpoint on one particular subject matter. If the conversation changes from one topic to another, for instance, from building permits to workforce training needs, two assists are tracked.
 - c. Assists will be tracked in Salesforce by MEDC staff. **Salesforce Assists tab is currently being formatted as of March 2023.*

Marketing

- **COMMUNITY FORUMS**— These will be in partnership with the City of McKinney Neighborhood Services and the efforts to meet with HOA Leaders. These will be a meeting place to engage with the community, hear from HOA leaders, communicate MEDC initiatives, and share results and resources. Additional Community Forums may consist of presentations to local organizations such as the Rotary Club, Lions Club, etc.

- **EVENTS**—We will hold events to communicate with local businesses. The frequency and quantity are TBD.
 - a. Innovation Fund Networking Events (Tech & Trucks)
 - b. Startup & Entrepreneur Event(s)
 - c. HR Roundtables
 - d. Roundtables
 - i. Technology-oriented, industrial, financial services
 - ii. Automotive
 - e. Top 10 Employers Meeting/Lunch with McKinney Executives (i.e. MEDC President, City Manager)
- **MARKETING**
 - a. Continue working with MEDC Marketing Team on sharing success stories/videos/blog posts about the achievements of local companies. This includes incorporating company executives on the MEDC Momentum Podcast.
 - b. Continue to update the MEDC website with resources for existing companies.
- **QUARTERLY NEWSLETTERS**— Quarterly Newsletters are intended to provide program information, assistance information, business and workforce resources, as well as any city-sponsored initiatives that may be relevant to disseminate to local employers.

Results

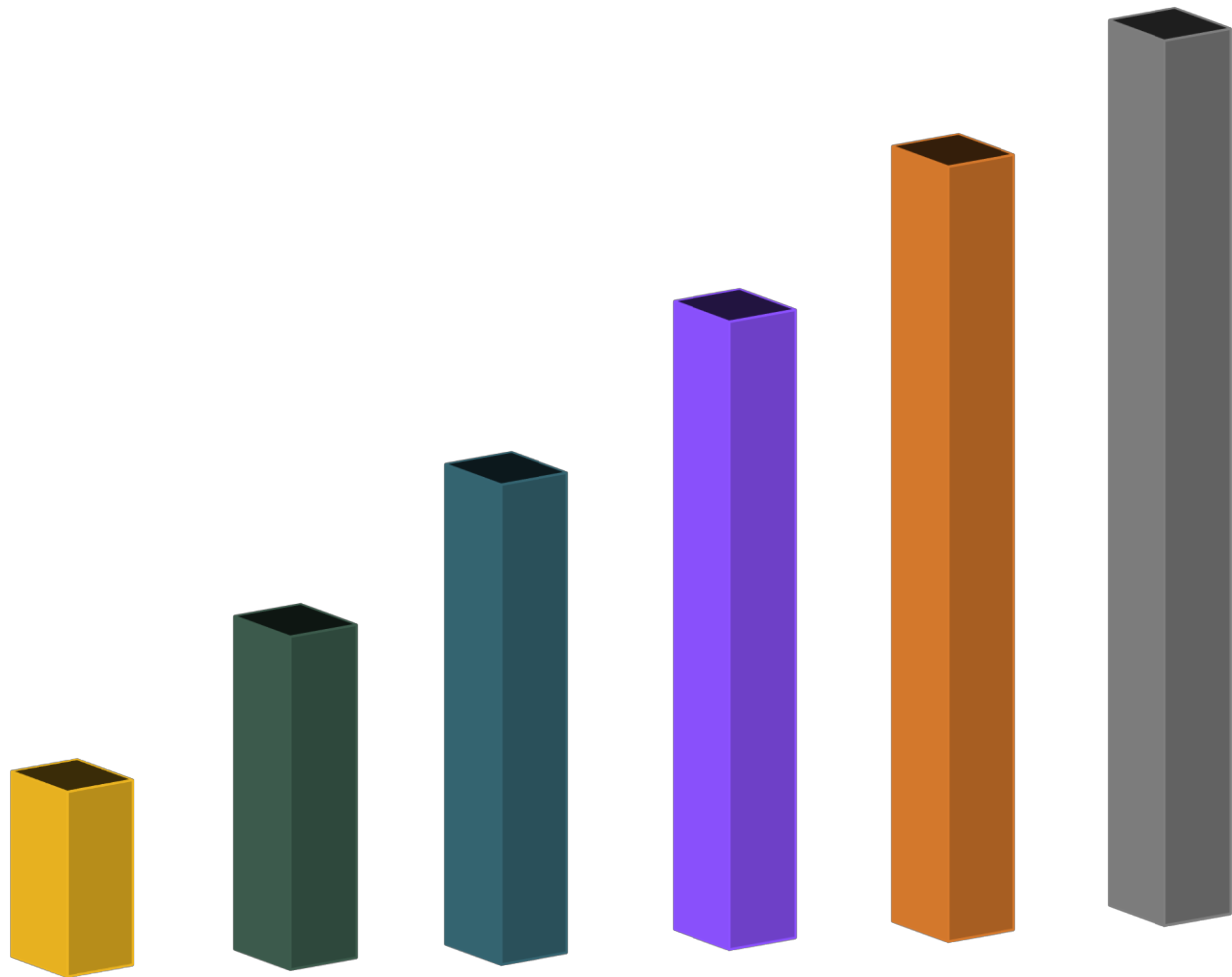
- **COMMUNICATE THE RESULTS**—A successful BRE Program provides the data and intelligence to strategically attract new companies to a community and foster the creation of new businesses. The Business Retention and Expansion Program also supplies the community with up-to-date data on the local economy.
 - a. Categorize and report the top needs of companies.

City of McKinney

FY25 Strategic Goals

Presented to Mayor and City Council

May 21, 2024



McKINNEY FIRST

CITY COUNCIL GOALS & STRATEGIES

FY25 (Oct. 1, 2024 – Sept. 30, 2025)



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

- 1A: Provide a strong economy by creating a Global Housing Strategy and facilitating a balance between industrial, commercial, residential, and open space.
- 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 option and tourism to become a “Live, Work, & Play” community.
- 1C: Maximize existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC).
- 1D: Increase community involvement and participation within local government/community.

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, performance management tools and new technologies, identify opportunities for internal efficiencies and continuous improvement to foster and reinforce a high performing organizational culture.
- 2D: 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.
- 2E: Implement “Smart Cities” approach and digital technologies in the City’s operations in support of achieving operational excellence.

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

- 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 to show the value of McKinney National Airport to the city and region.
- 3D: Continually maintain national recognition for excellence in Airport and Fixed Base Operations.

CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

- 4A: Pursue and maintain a AAA bond rating with S&P (Standard & Poor’s) and Moody’s.
- 4B: Provide funding and an 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: Create affordable recreational and cultural arts activities for all ages throughout the city.
- 5B: Promote reinvestment activities and ordinance changes in Historic Downtown McKinney that balance the preservation of historic character with current market needs.
- 5C: Develop sustainable quality of life improvements within the City of McKinney.
- 5D: Promote environmental stewardship initiatives.
- 5E: Enhance connectivity to parks & civic facilities, schools/education centers, libraries, health care providers, commercial corridors, 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 measurements.
- 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 Public Safety personnel.

NOTE: All department-level objectives are monitored throughout the fiscal year which runs from October 1st to September 30th. In support of the city's strong commitment to full transparency, the Performance Manager will post quarterly updates on the public-facing performance dashboard.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

1A: Provide a strong economy by creating a Global Housing Strategy and facilitating a balance between industrial, commercial, residential, and open space.

HOUSING AND COMMUNITY DEVELOPMENT

- Complete an update of Affordable Housing Policies and Procedures, based on recommendations from the Economic and Planning Systems (EPS) Neighborhood Preservation Study, by March 31, 2025.
- Purchase two (2) infill lots to be used for affordable single-family housing, completing both purchases by September 30, 2025.
- Develop Policies and Procedures for the Community Land Trust, purchase land, and identify nonprofit development partners, by September 30, 2025.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Host quarterly roundtable discussions on attainable housing to share information and resources, in collaboration with all key constituents working in the affordable housing arena (MCDC, Chamber of Commerce, McKinney Housing and Community Development Department, City Manager's Office, Planning Department, McKinney Housing Authority, Collin County Habitat for Humanity, MEDC, Nonprofit and Financial Services), holding meetings each quarter throughout FY25.
- Allocate \$3 million of the annual budget for grants/loans for Affordable Housing projects that meet MCDC eligibility requirements (60% AMI), by September 30, 2025.
- Explore funding support for the Community Land Trust (once established), by September 30, 2025.

CITY MANAGER'S OFFICE

- Send at least two (2) senior employees to the International Council of Shopping Centers (ICSC) ReCon Conference, by September 30, 2025.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

1B: Continue to develop a retail development strategy for key areas of the community to further diversity revenue sources and expand entertainment, dining, shopping options, and tourism to become a “Live, Work, & Play” community.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Fund and execute an annual advertising campaign (including the use print, social media, presentations, and collateral materials) in support of “Buy McKinney” initiative to educate residents about the positive financial impacts of shopping and dining in McKinney, by September 30, 2025.
- Develop and implement an outreach plan to share information about MCDC’s Retail Infrastructure Grant Program, to support landmark retail in McKinney (two cycles per year), and encourage application to the program, by September 30, 2025.

MCKINNEY MAIN STREET

- Conduct at least six (6) merchant retail focus group meetings, by September 30, 2025.
- Purchase regional advertising to spotlight the Historic Downtown Cultural District as a destination and do so each quarter throughout FY25.
- Schedule at least four (4) business development events, for property and business owners with the Historic Downtown Cultural District, by September 30, 2025.
- Meet with at least twelve (12) businesses or property owners in the Historic Downtown McKinney Cultural District, each month throughout FY25.

MCKINNEY PERFORMING ARTS CENTER (MPAC)

- Schedule and deliver at least thirty (30) activities or events each month that attract a total of 4,250 monthly visitors to Downtown McKinney, throughout FY25.

VISIT MCKINNEY

- Increase digital reach and information sharing through the Visit McKinney Website, Visit Widget, Instagram, Facebook, and LinkedIn, by 5%; and increase reach and information sharing through YouTube by 2%, with both increases achieved by September 30, 2025.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

1C: Maximize existing partnerships with McKinney Economic Development Corporation (MEDC), and McKinney Community Development Corporation (MCDC).

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Co-sponsor/fund 50% of annual sponsorship fee for McKinney to host the 2025 Byron Nelson CJ Cup golf tournament (\$250,000), by May 31, 2025.
- Provide funding for, and participate in, multiple marketing activities to promote the City of McKinney and support business development in advance of, and during the Byron Nelson CJ Cup golf tournament ("19th Hole"), by May 31, 2025.

VISIT MCKINNEY

- Partner with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC) to participate in five (5) joint meetings and sales calls to promote McKinney as a destination for new hotel developments, by September 30, 2025.

1D: Increase community involvement and participation within local government/community.

CITY MANAGER'S OFFICE

- Complete at least twelve (12) information sharing sessions with various community groups (outside of regularly scheduled, required events), by September 30, 2025.
- Achieve 100% attendance, by representatives from the City Council/City Manager's Office, for all supported community special events, galas, and dinners, throughout FY25.

COMMUNICATIONS AND MARKETING

- Create and administer at least two (2) surveys to seek citizen input and feedback on the city's budget process and other key initiatives, by September 30, 2025.
- Create monthly communication plans and distribute materials to educate citizens on various strategic initiatives, each month throughout FY25.
- Produce at least six (6) new video updates with department directors, and six (6) new videos that showcase city amenities, by September 30, 2025.
- Hold four (4) quarterly strategy meetings with marketing partners to enhance and expand the city's award-winning and nationally recognized brand, by September 30, 2025.
- Increase digital reach and information sharing, across various media, by 5%, through ongoing ad campaigns, by September 30, 2025.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

HOUSING AND COMMUNITY DEVELOPMENT

- Provide staff support, as well as foundational documents, to assist in establishing at least three (3) new Neighborhood Associations, by September 30, 2025.
- Make at least six (6) public presentations to increase citizen knowledge of grant options, as well as community and neighborhood support services offered by the city, by September 30, 2025.
- Host one (1) HOA Management Company connection event, with at least ten (10) companies in attendance, to enhance relationships and facilitate communication between groups, by September 30, 2025.
- Host the “Annual Neighborhood Conference” with a goal of having 100 citizens attend the event, by May 31, 2025.
- Host one (1) family-friendly "Welcome to McKinney" event to inform new/recent residents, with families, of available city services; and host one (1) event geared specifically for new/recent, adult-only residents, by September 30, 2025.
- Host at least two (2) resident workshops on special or timely topics (like Identifying Contractor Fraud), with a goal of having a total of 30 attendees at the two events, by September 30, 2025.
- Host four (4) Community Connection public education activities to expand citizen participation and help/serve at least 1500 residents through public service grants, by September 30, 2025.
- Host one (1) event with mixed denomination faith leaders in the community to strengthen relationships and increase communication between the city and members of the faith community in McKinney, by June 30, 2025.
- Host six (6) training sessions for the mobile GoPASS application for transit services in McKinney to increase citizen knowledge, with the goal of having at least 30 people attend one of the sessions, by September 30, 2025.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Conduct two (2) Promotional and Community Event grant cycles to provide up to a grand total of \$200,000 in grant funding to promote events that support business development, tourism, and opportunities for residents to get involved in the community, by September 30, 2025.
- Participate in a minimum of ten (10) business and/or community events to engage directly with residents, businesses and visitors, by September 30, 2025.
- Implement Quality-of-Life Awards (one for an individual and another for an organization) to recognize and celebrate the impact that individuals and local businesses have on Quality-of-Life improvements for residents of McKinney, by March 31, 2025.
- Increase website views by 8%, increase Facebook followers by 3%, and increase Twitter followers by 2%, to better promote community engagement in the City of McKinney, by September 30, 2025.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Maintain an active project pipeline of a minimum of twenty (20) projects, throughout FY25.
- Generate at least twenty-five (25) new national and international project leads, by September 30, 2025.
- Engage sixty (60) McKinney businesses for visitation, to include all "Top 10" employers, by September 30, 2025.
- Host at least two (2) open invitation community-wide forums to foster greater relationships, communications, and collaboration, by September 30, 2025.
- Write and publish quarterly community newsletters, each quarter throughout FY25.

OFFICE OF EMERGENCY MANAGEMENT

- Conduct a 27-hour Community Emergency Response Team (CERT) training course for a minimum of twenty-five (25) citizens and twenty-five (25) City employees, as well as all City of McKinney Crises Action Team (COMCAT) members, to prepare them to provide critical support to family members, neighbors, and the broader community during a crisis, by September 30, 2025.
- Attend at least eight (8) community events to educate residents on key aspects of disaster preparedness to promote a safer and more secure community, by September 30, 2025.

VISIT MCKINNEY

- Host two (2) events inside the McKinney Visitor Experience Center each quarter throughout FY25.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

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

CITY MANAGER'S OFFICE

- Ensure the Executive Leadership Team (ELT) implements at least four (4) organization-wide improvement initiatives from long-range strategic planning efforts and/or analysis of employee feedback captured in the city's semiannual engagement survey, by September 30, 2025.

PUBLIC WORKS

- Successfully move 100% of all staff who will work in the new City Hall complex into the facility by March 30, 2025.

FIRE DEPARTMENT

- Successfully transition staff, resources, and operational and administrative functions, to the new Fire Department Headquarters building, the new Fire Station 2, and ensure the new Fire Logistics facility is at least 50% fully operational, by September 30, 2025.

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

CITY MANAGER'S OFFICE

- Successfully transition entire City Management team into the new City Hall complex, by March 15, 2025.
- Provide the City Council with an operational update regarding the waste and recycle hauling transition, by December 31, 2024.
- Deliver 100% of draft City Council agendas to eligible recipients by end-of-business on the Tuesday preceding all regularly scheduled City Council meetings, throughout FY25.
- Provide the City Council with an update regarding the status of the organization's Enterprise Resource Planning software, and the recommendations for future improvements, by December 31, 2024.

DEVELOPMENT SERVICES: CODE SERVICES

- Request approval from City Council on proposed amendments to the Code of Ordinances related to the feeding of animals on city property, by December 31, 2024.
- Request support from City Council to initiate a Pet Registration Program, by December 31, 2024.

FIRE DEPARTMENT

- Successfully deploy a new medical unit (Med 9), at Station 9, to optimize emergency medical response capabilities, improve patient care outcomes, and ensure the safety and well-being of the community, by March 31, 2025.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

HOUSING AND COMMUNITY DEVELOPMENT

- Respond to 100% of internal and external customer inquiries and correspondence within one (1) business day, throughout FY25.
- Address or refer resident concerns to the appropriate department within two (2) business days and follow up weekly until resolved, throughout FY25.
- Contact all Housing and Community Development clients with pending applications at least monthly to update them on the status of their applications for Rehabilitation, Tenant Based Rental Assistance (TBRA), and LIFT transit programs, throughout FY25.

HUMAN RESOURCES

- Conduct at least six (6) training/information sessions covering employee relations issues/topics, by September 30, 2025.
- Conduct process mapping of the entire employment process each quarter to identify areas that may be improved or streamlined, throughout FY25.
- Ensure that an HR representative sits on at least one hiring panel per month throughout FY25, and formally request that an HR representative be allowed to sit on all hiring panels for designated high-level or high-turnover positions, throughout FY25.
- Initiate four (4) new benefits education initiatives, by September 30, 2025.
- Analyze and propose adoption of four (4) strategic methods to enhance competitive benefits advantage, by September 30, 2025.

INFORMATION TECHNOLOGY

- Enhance the City's Cyber Security Incident Response controls to better detect, respond to, and recover from cybersecurity incidents by increasing current controls by 40%, based on the National Institute of Standards and Technology (NIST) Cybersecurity Framework guidelines, by September 30, 2025.

MUNICIPAL COURTS

- Create a Spanish-language version of fifty (50) commonly used forms, instructions, and court documents, and make them available to the community, by September 30, 2025.

PUBLIC WORKS

- Implement programs and solutions to continually reduce (1-2%) non-revenue water from the prior year's benchmark, which will be calculated and reported by September 30, 2025.
- Identify and implement sewer repairs, in accordance with the department's master sewer evaluation program, to reduce inflow and infiltration, and use flow monitoring results to evaluate the effectiveness of the program, identify further repairs needed, and locations with potential capacity concerns, by September 30, 2025.
- Initiate the next pavement condition assessment to evaluate current roadway conditions and establish the next generation of roadway improvements (contingent upon FY25 budget support), by September 30, 2025.

VISIT MCKINNEY

- Participate in a minimum of two (2) Community Events to showcase Visit McKinney and what the organization has to offer, by September 30, 2025.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

2C: 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

- Complete a comprehensive review of all department-level FY24 performance measures, and report all results to the City Council, by December 31, 2024.
- Publish 100% of City Manager's Notes by 12:00pm the Friday preceding regularly scheduled City Council Meetings, throughout FY25.

CITY SECRETARY'S OFFICE

- Create and execute a monthly Project Plan to achieve all twelve (12) evaluation standards required to compete for the Texas Municipal Clerks' Association (TMCA) Office of Excellence Award, while at the same time, further professionalizing staff and operations within the City Secretary's Office, by March 14, 2025.
- Establish a Municipal Clerks' Forum by December 31, 2024, and hold quarterly meetings throughout the remainder of the fiscal year to finalize a Public Meetings Operational Guide, by September 30, 2025.

FIRE DEPARTMENT

- Implement an asset management system to improve operational excellence and efficiency in tracking, maintaining, and utilizing departmental resources by September 30, 2025.

MUNICIPAL COURTS

- Standardize the McKinney Municipal Court document filing system, by September 30, 2025.
- Revise website content to maximize accuracy and responsiveness of the city's interactive chat-bot feature for the Municipal Court, by September 30, 2025.

ORGANIZATIONAL DEVELOPMENT & PERFORMANCE MANAGEMENT

- Deploy a new public-facing Performance Management dashboard to promote more data-based decision-making in departments across the city, while at the same time provide greater transparency to residents (contingent upon FY25 budget support), by January 30, 2025.
- Generate and provide detailed Performance Management reports to all department heads and City Management, each quarter throughout FY25, as well as mid-FY and end-of-FY reports to the city's Executive Leadership Team.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

HUMAN RESOURCES

- Create a Policy Review Committee and meet monthly as a group to finalize and publish a complete revision of the city's policy manual, by September 30, 2025.
- Update ten (10) job descriptions each quarter to maintain the reliability and integrity of the city's compensation plans, throughout FY25.
- Perform measurements (one each month), of the percentage of full-time turnover, by department, and provide analyses of findings to department heads when their turnover rate exceeds 8%, to help improve city-wide retention, throughout FY25.
- Deploy a new NeoGov Learning Management System (LMS) to four (4) departments, to support and document compliance and safety training for staff, as well as other training the city offers, and effectively track and document completion of licenses and certifications for employees, (contingent upon FY25 budget support), by September 30, 2025.
- Conduct at least eight (8) Smith Systems Driving Courses for employees operating city-owned motor vehicles, to promote safe driving, by September 30, 2025.
- Conduct ten (10) pre-event risk inspections with the McKinney Police Department prior to major downtown events, by September 30, 2025.
- Conduct one hundred (100) field observations, twenty-four (24) toolbox talks, twelve (12) safety training sessions, and host twelve (12) safety committee meetings, to promote a stronger culture of safety within the city, by September 30, 2025.
- Perform fifty-two (52) job hazard analyses and/or job safety analyses, to further promote an organizational culture of safety, by September 30, 2025.

PARKS & RECREATION

- Develop and implement a Parks & Recreation onboarding process, with built-in tracking systems, that will identify all trainings and certifications needed for staff at all levels of the department by, September 30, 2025.

INFORMATION TECHNOLOGY

- Conduct a thorough review of the current Enterprise Resource Planning (ERP) software implementation objectives to ensure they align with the City's needs, and present findings and recommendations on a viable ERP solution for the future to ERP Stakeholders, by December 31, 2024.
- Develop, test, and refine a detailed disaster recovery plan for Finance, HR, Public Safety, and Public Works departments, to ensure minimal downtime and 100% data recovery in the event of a disaster, completing the cycle for all four departments, by September 30, 2025.
- Conduct a comprehensive assessment of the City's current data storage challenges and shortfalls by gathering input from all key stakeholders to identify critical requirements for a new, consolidated data warehouse solution, completing and presenting a proposed plan to the City Manager's Office, and if needed, the Executive Leadership Team (ELT), by June 30, 2025.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

2D: Implement performance management practices that include developing and training staff and Board and Commission members, and the scheduling of joint City Council – Boards and Commissions meetings, to encourage alignment with the city's goals and priorities.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Conduct orientation/training for 100% of all newly appointed MCDC Board Members, ensuring completion by November 30, 2024.
- Fund Board member and staff participation in annual Economic Development training/certification on (1) permitted use of Type B sales tax monies; (2) Open Meetings Ordinance Requirements ; and (3) Public Information Act Guidelines, to ensure all compliance and financial stewardship standards are met, by December 31, 2024.

MCKINNEY ECONOMIC DEVELOPMENT CORPORATION (MEDC)

- Provide monthly MEDC updates and status reports to City Council to increase communication and information sharing with elected officials, throughout FY25.
- Schedule semi-annual meetings between the MEDC Board and City Council to improve communication, throughout FY25.

MUNICIPAL COURTS

- Identify twenty-five (25) specific topics to be used as basis for training modules focused on professional development, internal court procedures, law, and safety and security for Municipal Court staff, by September 30, 2025.
- As a follow-up to the above objective, plan, develop and lead twelve (12) one-hour Clerk-staff training sessions (averaging one session per month), that cover topics related to procedural requirements and processes, by September 30, 2025.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

ORGANIZATIONAL DEVELOPMENT & PERFORMANCE MANAGEMENT

- Graduate at least 20 employees from each of the following programs to further professionalize staff and promote high performance across the organization: (1) Leadership Academy, (2) New Leader Foundations Course, (3) Emerging Leaders Program, and (4) Certified Facilitator Course, by September 30, 2025.
- Continue to educate staff on the key tenets of the High Performance Organization (HPO) framework and guiding principles, as well as Leadership at all Levels, by sending at least four management-level staff to the resident HPO course at the University of Kansas, and by hosting one (1) 3-day HPO seminar in the city for 35 additional employees, by September 30, 2025.
- Organize, schedule, and facilitate 20 Executive Leadership Team meetings to ensure the city's senior leaders remain focused on the important work of strategic leadership to move the city and internal organization forward, by September 30, 2025.
- Increase tailored training offerings for individual departments by providing at least 20 customized sessions to educate front-line employees, in specific departments, on specific ways to improve work processes, customer service, teamwork, creativity, communicative skills, and decision making, completing all 20 customized offerings by September 30, 2025.
- Conduct at least three (3) internal focus group meeting with select employees to seek feedback and advice on what the city can do to improve retention, teamwork, data-based decision-making, relationship building, and employee engagement at all levels, by September 30, 2025.
- Hold at least two (2) small group special leadership retreats for high-potential employees to prepare them for greater success as supervisors, as well as increased responsibility as they progress in their careers within the city, by September 30, 2025.
- Select at least five (5) employees to enroll in the University of Texas at Dallas Graduate Certificate in Local Government Management program, so they can learn new strategies to improve operations within their respective departments, while at the same time, provide the city with a built-in leadership pipeline for filling future leadership and management vacancies, by January 31, 2025.

PARKS & RECREATION

- Create and lead a Parks & Recreation Department-wide professional development event that will focus on improved programming, management, leadership, teamwork, communication, collaboration, and high performance in all aspects of department operations, by December 31, 2024.
- Complete the next phase of the application process for the Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation for the city's Parks & Recreation Department (which includes a site visit scheduled by the National Recreation and Parks Association to review the city's application relative to national accreditation standards), by September 30, 2025.

VISIT MCKINNEY

- Ensure all new Visit McKinney Board members complete onboarding within the first month after appointment by Council, throughout FY25.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

2E: Implement “Smart Cities” approach and digital technologies in the City’s operations in support of achieving operational excellence.

LIBRARY

- Create and circulate at least twenty (20) “Smart Citizens” kits, with a target of two hundred (200) kit checkouts to residents through the library system, to help create broader awareness of Smart Cities Technology through data collection and analysis, by September 30, 2025.

VISIT MCKINNEY

- Utilize geolocation data software (Zartico) to promote and track visitor traffic and engagement, reporting quarterly on findings, throughout FY25.



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.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Identify opportunities and allocate funds where appropriate and possible, to support infrastructure and other improvements on projects eligible for consideration for Type B Corporation Funding, at the McKinney Airport, as requests are received throughout FY25.

MCKINNEY NATIONAL AIRPORT

- Complete construction of a permanent General Aviation Federal Inspection Station (Customs) facility, by September 30, 2025.
- Complete construction of an additional 40,000-square-foot hangar expansion to support new and existing airport tenants, by September 30, 2025.
- Complete Phase 1 construction of the North portion of the McKinney National Airport runway extension, by September 30, 2025.
- Complete Phase 1 construction, rehabilitation, and realignment of the Southern portion of Taxi Lane A (between Taxiways B2 and B4), and relocate a portion of Taxiway B3, by September 30, 2025.
- Begin design of Phase 2 to rehabilitate and realign the Northern portion of Taxi Lane A (between Taxiway B2 and B4), and relocate a portion of Taxiway B3, as a follow-up to the above goal, by September 30, 2025.
- Select a Construction Manager at Risk (CMAR) and begin construction of a Department of Public Safety (DPS) facility, by September 30, 2025.
- Complete the design of the Airport's eastside development infrastructure improvements, finalize bid documents, and select a Construction Manager at Risk (CMAR) for project, by September 30, 2025.
- Secure funding for, and begin construction of, the Airport's eastside development infrastructure improvements, by September 30, 2025.

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

MCKINNEY NATIONAL AIRPORT

- Complete construction of new aircraft Maintenance, Repair, and Overhaul (MRO) facilities on leased land, by September 30, 2025.
- Maintain runway protection zones and runway approaches 100% free of obstructions, throughout FY25.



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

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

MCKINNEY NATIONAL AIRPORT

- Develop a comprehensive messaging strategy related to the development of eastside property for aeronautical use, by September 30, 2025.
- 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, 2025.

VISIT MCKINNEY

- Partner with McKinney National Airport to distribute copies of Visit McKinney Visitor Guides, and share other digital materials with TKI, each quarter, throughout FY25.

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

MCKINNEY NATIONAL AIRPORT

- Achieve 2025 fixed-base operations (FBO) "Top 10% in the U.S." recognition from well-respected industry-leading platforms, by September 30, 2025.
- Ensure that airport staff collectively complete at least 450 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, 2025.
- Develop and implement Phase 1 of a software-based leasing management system to streamline and better manage all FBO and leased properties (contingent upon FY25 budget support), by September 30, 2025.



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

4A: 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 FY25.
- 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 FY25.

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

CITY MANAGER'S OFFICE

- Secure \$27 Million of TIFIA (Transportation Infrastructure Finance and Innovation Act) funding for McKinney National Airport improvements, by September 30, 2025.

FINANCIAL SERVICES

- Ensure that the Interest and Sinking (I&S) Tax Rate does not exceed the level required by law, throughout FY25.

HOUSING AND COMMUNITY DEVELOPMENT

- Ensure 100% of all Housing and Community Development grants are in compliance with all agency requirements (TBRA, Community Development Block Grant, Texas Department of Transportation, and Community Public Services), throughout FY25.

4C: 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, 2025.
- Target an investment return exceeding the average rate of return on six-month U.S. Treasury Bills, while meeting daily cash flow demands, throughout FY25.

VISIT MCKINNEY

- Attend and/or send collateral to a minimum of five (5) trade shows or conferences, by September 30, 2025.
- Increase the total number of booked rooms in the City of McKinney by 3% over FY24 total bookings, by September of 2025.



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

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

FINANCIAL SERVICES

- Update and present 10-year forecasting plans to the McKinney Economic Development Corporation (MEDC), and the McKinney Community Development Corporation (MCDC), by September 30, 2025.
- 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, 2025.

HUMAN RESOURCES

- Evaluate utilization, cost, and affordability data related to the city's health care plan, each quarter throughout FY25, to maintain affordability and enhance employee access to healthcare, with a goal of keeping increases below market trend or 7%, during FY25.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Limit bonding activity to ensure annual debt service does not exceed 25% of annual sales tax revenue, by September 30, 2025.

PARKS AND RECREATION

- Achieve a minimum of 85% cost recovery at the Apex Centre during FY25.



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.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Execute two (2) grant cycles in support of Promotional and Community events, and three (3) grant cycles in support of Project Grants, with Promotional Grant funding set at \$200,000 and Project Grant funding set at 10% of sales tax revenue, completing all cycles by September 30, 2025.

MCKINNEY MAIN STREET

- Create or facilitate at least four (4) community 'pop-up' events within the Historic Downtown McKinney Cultural District, by September 30, 2025.
- Create or facilitate one (1) new large and one (1) new medium/small public cultural arts program or initiative in the Historic Downtown Cultural District, by September 30, 2025.

MCKINNEY PERFORMING ARTS CENTER (MPAC)

- Ensure that at least 10% of all McKinney Performing Arts Center-hosted programs specifically showcase the diversity of the City of McKinney, throughout FY25.
- Present a minimum of eighty-five (85) different arts programs and/or performances that appeal to diverse audiences, by September 30, 2025.

VISIT MCKINNEY

- Promote, coordinate, and schedule at least eight (8) walking tours of the City of McKinney, each quarter throughout FY25.
- Promote tourism grants on all channels and via press releases, beginning one month prior to application deadlines, for two grant cycles during FY25.

HOUSING AND COMMUNITY DEVELOPMENT

- Book the Block Party Trailer for at least twenty (20) events, including reservations by five (5) HOAs and/or neighborhood groups that have not previously reserved the trailer, by September 30, 2025.

LIBRARY

- Host three (3) no-charge museum quality exhibits at the McKinney library location, achieving an attendance target of 30,000, by September 30, 2025.



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

5B: Promote reinvestment activities and ordinance changes in Historic Downtown McKinney that balance preservation of historic character and current market needs.

CITY MANAGER'S OFFICE

- Study, evaluate, and present findings to the Mayor and City Council on options and proposed next steps related to a Downtown McKinney Public Improvement District, by March 31, 2025.

DEVELOPMENT SERVICES

- Execute an agreement governing the redevelopment of the current City Hall property and adjacent city-owned properties, by December 31, 2024.

DEVELOPMENT SERVICES: PLANNING

- Complete a review of the existing Historic Overlay District to determine if an expansion of the district is necessary, by September 30, 2025.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Execute two (2) Retail Infrastructure Grant cycles, specifically for landmark retail establishments, to support exterior infrastructure improvements and the installation of fire suppression equipment, completing both cycles by September 30, 2025.

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

DEVELOPMENT SERVICES: ENGINEERING

- Finalize formal coordination with TxDOT to complete all required environmental documentation for the Lower 5 Plaza project (running under US Highway 5), by September 30, 2025.
- Conduct preconstruction meetings with impacted residents, on streets that will be reconstructed, for 50 percent of street reconstruction projects, throughout FY25.

CITY MANAGER'S OFFICE: FACILITIES CONSTRUCTION MGT

- Complete design of the Roy and Helen Hall Library renovation project, by June 30, 2025.
- Complete Public Works South Campus Phase 1 renovation construction documents, by September 30, 2025.



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

HOUSING AND COMMUNITY DEVELOPMENT

- Increase GoPass Application users by at least 10% from October 1, 2024 to September 30, 2025.
- Complete eight (8) property repairs through the Property Maintenance Program (PMP), by September 30, 2025.
- Complete twelve (12) housing rehabs/emergency repairs, for income-eligible McKinney residents in need, by September 30, 2025.
- In collaboration with the McKinney Homeless Coalition, develop and implement a community action plan to identify new solutions, and improve services and response interventions related to unsheltered residents within our community, by June 30, 2025.

PARKS AND RECREATION

- Coordinate and facilitate at least eight (8) volunteer events to expand educational training, in partnership with McKinney Parks Foundation and other community groups, by September 30, 2025.

PUBLIC WORKS

- Develop a long-term sustainability roadmap for the city that incorporates City Council goals for recycling and water quality, by June 30, 2025.

5D: Promote environmental stewardship initiatives.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Initiate and participate in a minimum of two (2) community clean-up activities for staff and board members, by September 30, 2025.
- Provide land and additional support for the establishment of an East McKinney Learning Garden, in partnership with Parks and Recreation and the McKinney Parks Foundation, to be used as a platform to educate residents about healthy eating and how to grow and harvest vegetables for home use; provide them with resources and materials to develop a home garden; and offer volunteer and vocational opportunities to the community, by September 2025.

5E: Enhance connectivity to parks and civic facilities, schools/education centers, libraries, health care providers, commercial centers, etc.

MCKINNEY COMMUNITY DEVELOPMENT CORPORATION (MCDC)

- Allocate \$5.5 million in capital projects funding for McKinney Parks and Recreation Facilities, park development, and Hike and Bike trails, by September 30, 2025.

PARKS AND RECREATION

- Begin the design and construction of one (1) additional mile of the city's Hike and Bike Trails system, by September 30, 2025.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

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

POLICE DEPARTMENT

- Ensure the City of McKinney's crime rate is one of the "Top 5" lowest crime rates for cities over 100,000 population in the State of Texas, during FY25.

6B: Maintain meaningful public safety performance measures.

FIRE DEPARTMENT

- Implement a new data analysis and predictive modeling application to better manage all McKinney Fire Department resources, with full data integration completed, and at least 10 end-users fully trained (online), by January 15, 2025.
- Implement, through the McKinney Fire department's Emergency Medical Services (EMS) Division, an AI patient consultation application, into the 9-1-1 call center system, to provide real-time decision-making ability to dispatchers, enabling faster and more accurate dispatching of emergency medical units to achieve the following goals: (1) a 60-second dispatch response to 75% of calls; (2) initiation of Telephone CPR within 60-seconds for 75% of CPR calls; and (3) recognition of cardiac arrest in less than 60-seconds for 75% of calls, by March 31, 2025.

OFFICE OF EMERGENCY MANAGEMENT

- Conduct (and log) weekly Emergency Operations Center (EOC) operational readiness checks, each week throughout FY25.

POLICE DEPARTMENT

- Maintain an average Priority 1 Call response time of six (6) minutes or less throughout FY25.
- Maintain average Priority 2-4 Call response times of ten (10) minutes or less throughout FY25.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

6C: Continually increase operational efficiency in public safety departments.

FIRE DEPARTMENT

- Ensure that at least 80% of all eligible candidates complete the McKinney Fire Department's Captain's Academy, and at least 15 department drivers, complete the Driver's Academy, to improve operational readiness and department-level leadership, by September 30, 2025.
- Implement a company-level inspection program by December 31, 2025 that includes mandatory ongoing company-level inspections and monthly check-ins, to identify properties needing inspections, and complete a formal review of the program's effectiveness, by September 30, 2025.

OFFICE OF EMERGENCY MANAGEMENT

- Strengthen Emergency Operations Center (EOC) awareness and capabilities by hosting at least three (3) EOC training sessions for the city staff with EOC responsibilities by September 30, 2025.
- In support of meeting National Incident Management System (NIMS) requirements, expedite six (6) Independent Study (IS) courses for Executive Leadership Team members, first responders, and city staff, based on their level of incident responsibility, by March 30, 2025; and host four (4) in-person NIMS training courses by September 30, 2025, ensuring all training is in alignment with the NIMS Implementation Plan.
- Strengthen Continuity of Operations Plan (COOP) awareness, as well as roles and responsibilities, by providing at least two (2) training courses for city departments, by September 30, 2025.

POLICE DEPARTMENT

- Implement Fleet License Plate Reader software and acquire real-time crime center platform, by September 30, 2025.
- Complete a needs assessment and begin preliminary design plans for the retrofit of the current Public Safety Building (estimated completion date of Fire Administration building is July 2025), by September 30, 2025.
- Complete initial design and site visit for Police Department Command Post by September 30, 2025.

6D: Pursue and maintain the highest Insurance Services Office (ISO) fire and building protection classification.

DEVELOPMENT SERVICES: BUILDING INSPECTIONS

- Ensure 50% of all building inspectors in Development Services achieve professional "combination certifications" through the International Code Council, by September 30, 2025
- Conduct 1-hour technical training sessions for all Building Inspections staff, each week throughout FY25.

CITY MANAGER'S OFFICE: FACILITIES CONSTRUCTION MGT (CMO)

- Complete construction of Fire Department Headquarters facilities, including the Fire Administration Building, Fire Station #2, and the Fire Logistics Building, by September 30, 2025.
- Complete Public Safety Building renovation construction documents, by June 30, 2025.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

6E: Engage in proactive and formal community diversity outreach and dialogue with the citizens of McKinney.

POLICE DEPARTMENT

- Host a minimum of five (5) community/relationship-building events to include one (1) Tacos with Cops event and two (2) Connecting with the Chief events during FY25.

6F: Engage in strategic diversity outreach to attract and retain Public Safety personnel.

POLICE DEPARTMENT

- Maintain a minimum of 30% minority and female hiring within the department, during FY25.

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