



THE CITY OF  
**Anna**

*STRATEGIC PLAN*  
*2020 - 2025 - 2035*



# Table of Contents

<b>Strategic Planning for the City of Anna</b>	<b>1</b>
<b>Anna Vision 2035</b>	<b>3</b>
<b>Anna City Government: Our Mission</b>	<b>9</b>
<b>Anna City Government: Core Beliefs</b>	<b>14</b>
<b>City of Anna Plan 2020 – 2025</b>	<b>19</b>
<b>City of Anna Action Agenda 2020 – 2021</b>	<b>37</b>

# **STRATEGIC PLANNING FOR THE CITY OF ANNA**

# Strategic Planning Model for the City of Anna

Value-based principles that describe  
the preferred  
future in 15 years

**VISION**

Destination  
“You Have Arrived”

Strategic goals that focus outcome-base  
objectives and potential  
actions for 5 years

**PLAN**

Map  
“The Right Route”

Focus for one year – a work program:  
policy agenda for Mayor and Council,  
management agenda for staff; major  
projects

**EXECUTION**

Itinerary  
“The Right Direction”

Principles that define the responsibility  
of city government and frame the  
primary services –  
core service businesses

**MISSION**

Vehicle  
“The Right Bus”

Personal values that define  
performance standards and  
expectations for employees

**CORE BELIEFS**

Fuel  
“The Right People”

# **ANNA VISION 2035**

# *Anna Vision 2035*

*ANNA 2035 is a*  
**COMMUNITY OF FAMILIES<sup>(1)</sup>**  
*that is*  
**BEAUTIFUL<sup>(2)</sup> and SAFE<sup>(3)</sup>.**

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*ANNA 2035 has a*  
**VIBRANT DOWNTOWN<sup>(4)</sup>,**  
**GREAT HOUSING OPPORTUNITIES<sup>(5)</sup>**  
*and a*  
**DYNAMIC BUSINESS COMMUNITY<sup>(6)</sup>.**

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*ANNA 2035 is a*  
**FUN COMMUNITY FOR ALL<sup>(7)</sup>**  
*and has*  
**CONVENIENT MOBILITY OPTIONS<sup>(8)</sup>.**  
***THE PREMIER COMMUNITY IN COLLIN COUNTY!***

# *Anna Vision 2035*

## **PRINCIPLE 1**

### **COMMUNITY OF FAMILIES**

#### **► Means**

1. Top-quality schools and educational programs working in partnership with the City and contributing to the Anna community
2. Sense of community – neighbors taking pride in and contributing to our Anna community
3. Sense of personal safety
4. Strong community events and festivals that bring neighbors together
5. Strong community organizations and institutions partnering with the City and each other for a better Anna community
6. Opportunities and facilities for family celebrations
7. Youth sports opportunities
8. Life cycle family housing for all generations

## **PRINCIPLE 2**

### **SAFE COMMUNITY**

#### **► Means**

1. Police involved in and knowing the community
2. Low crime rate
3. Effective recruitment and retention for public safety staffing – Police and Fire
4. Effective emergency management preparation, response and recovery
5. Neighbors feeling safe and being safe
6. Timely emergency medical response
7. Police presence in every neighborhood
8. Timely and appropriate response to both emergency and non-emergency calls for service
9. People feeling safe anywhere and anytime in Anna
10. Safe schools
11. Using volunteers for community safety
12. Proactive policing throughout the community

## **PRINCIPLE 3**

### **BEAUTIFUL COMMUNITY**

#### **► Means**

1. Design standards that promote beautiful and enduring buildings and commercial areas
2. Well-designed, attractive streetscapes and medians on major highway corridors
3. Attractive gateways with unique and distinctive entrance signs/monument for Anna
4. Well-designed, well-maintained City facilities, buildings, parks, and trails with distinctive signage
5. Preserved some natural areas/open space through the community
6. Well-maintained, attractive neighborhoods and single-family homes complying with City codes and ordinances
7. Attractive and high standards for neighborhood entrances
8. Clean community without litter or trash
9. Mature trees planted throughout the community
10. Standardized, well-maintained neighborhood fences and walls

## **PRINCIPLE 4**

### **VIBRANT DOWNTOWN**

#### **► Means**

1. Successful retail businesses – small niche and locally owned
2. Variety of restaurants – national and local
3. Activities for evening, weekends, and daytime
4. Civic Center serving as a community focal point and destination
5. Music businesses and venues
6. Open community space available for community events and festivals
7. Easy access with convenient parking
8. Adult activities and opportunities – evening and weekends
9. Effective wayfinding signage system
10. Walkable and pedestrian friendly Downtown



## **PRINCIPLE 5**

### **GREAT HOUSING OPPORTUNITIES**

#### **► Means**

1. Strong code compliance protecting and enhancing the appearance, protecting property values and supporting neighborhood integrity
2. Well-maintained neighborhood streets and infrastructure
3. Safe neighborhoods and routes to schools
4. Access to trails connecting neighborhoods and community destinations
5. Parks and playgrounds accessible to neighborhoods
6. Residential neighborhoods with amenities
7. Well-built and well-maintained housing stock with distinctive character
8. Diverse housing choices for all family generations: small lots, townhomes, estate homes, “ranchette”, apartments, mixed-use development
9. Housing developments designed to create a sense of place – a neighborhood community
10. Safe, well-designed, well-maintained multi-family and single-family rental housing
11. Well-designed, high quality multi-family, townhomes, and single-family developments
12. High percentage homeownership in single-family subdivisions

## **PRINCIPLE 6**

### **DYNAMIC BUSINESS COMMUNITY**

#### **► Means**

1. Attractive commercial centers with well-designed and well-maintained landscaping
2. Ability of neighbors to work in Anna
3. Range of quality restaurants for family dining and celebrations
4. Sustainable medical and healthcare businesses, facilities and services
5. Sustainable Business Park developed with technology related businesses and major diverse industries
6. Collin Community College or other higher education institutions campus focusing on technology
7. Professional services available in Anna
8. Amateur sports destination – sports fields and supporting hotels
9. Banks and financial institutions
10. State-of-the-art information technology infrastructure for businesses and homes
11. Employment Corridor with a variety of light industries and major office development

## **PRINCIPLE 7**

### **FUN COMMUNITY FOR ALL**

#### **► Means**

1. Multi-purpose entertainment centers
2. Top-quality public library/community resources/learning center serving as a community information center and providing a variety of programs
3. Adequate athletic fields for recreation, competition, and tournaments
4. Variety of specialty parks responsive to community needs/desires [Splash Pad, Dog Park, Festival Site, etc.]
5. Community/Recreation Center with programming and classroom spaces
6. Range of recreational programming for all family generations
7. Distillery/brewery
8. Indoor youth sports facility
9. Movie theater complex
10. Senior programs and services
11. Well-designed, well-maintained parks and playgrounds accessible to all

## **PRINCIPLE 8**

### **CONVENIENT MOBILITY**

#### **► Means**

1. Well-designed, well-maintained City streets
2. Wayfinding signage throughout our community
3. Well-designed, well-maintained and safe City trails
4. Roads connected for easy movement by automobiles in Anna
5. East-west travel options
6. Pedestrian-friendly neighborhoods and school routes with safe crosswalks
7. Safe, well-designed sidewalks
8. North-south travel options
9. Bike lanes and trails connecting neighborhoods and community destinations
10. Planning for and accommodating mobility trends – shared vehicles, autonomous vehicles, scooters, etc.

# **ANNA CITY GOVERNMENT: OUR MISSION**

# *Anna City Government*

## *Our Mission*

*The Mission of the ANNA CITY GOVERNMENT is to provide*  
**EXCEPTIONAL CITY SERVICES AND FACILITIES<sup>(1)</sup>**

*in a*

**FINANCIALLY RESPONSIBLE<sup>(2)</sup>**

*and*

**NEIGHBOR-FOCUSED WAY<sup>(3)</sup>**

*through a*

**HIGH-PERFORMING, PROFESSIONAL CITY TEAM<sup>(4)</sup>**

*that provides results in adding*

**VALUE TO NEIGHBORS' LIVES<sup>(5)</sup>.**

# *Anna City Government*

## *Our Mission*

### **PRINCIPLE 1**

#### **EXCEPTIONAL CITY SERVICES AND FACILITIES**

##### **► Means**

1. Planning for future City services to accommodate growth
2. Defining the City services and service priorities
3. Listening to the community – distinguishing “needs” from “wants”
4. Anticipating future service needs from the community
5. Developing Department service and master plans for today and tomorrow
6. Providing services and addressing issues in a proactive manner
7. Having national and state accreditation for departments, service rating and national awards/recognition
8. Streamlining, simplifying and integrating processes for timely and convenient City services

### **PRINCIPLE 2**

#### **FINANCIALLY RESPONSIBLE**

##### **► Means**

1. Having responsible tax rate for the long term
2. Delivering City services in a cost-effective and efficient manner, including contracting for service delivery
3. Developing financial forecasting models and multi-year financial planning
4. Leveraging City resources through grants and partnerships
5. Diversifying and expanding revenue options for City government
6. Developing and using a capital improvement process and community investment plan
7. Having competitive compensation based upon merit and performance
8. Having adequate funding and resources for defined City services and service levels
9. Having financial transparency

**PRINCIPLE 3**  
**NEIGHBOR-FOCUSED**

► **Means**

1. Having City managers and employees empowered to solve problems and to make decisions
2. Demonstrating caring and compassion for the individual
3. Providing a timely acknowledgement and then a planned, appropriate response to an inquiry or request for service
4. Listening to and understanding the individual's needs and issues
5. Seeking and using feedback from the community and the individual
6. Having a sense of stability and clarity of direction for developers and businesses
7. Looking for ways to say "yes"
8. Looking for ways to solve problems and address issues/concerns
9. Acting in and presenting a professional image
10. Having "customer" friendly City buildings, offices and facilities
11. Measuring the neighbors' outcomes
12. Taking ownership and being responsible for services and actions
13. When "no" is the answer, taking time to explain the decisions and actions

**PRINCIPLE 4**  
**HIGH PERFORMING, PROFESSIONAL  
CITY TEAM**

► **Means**

1. Working as a CITY TEAM – Mayor-City Council and City management-staff
2. Providing timely implementation of Mayor-City Council directions and decisions
3. Acting with highest level of integrity and transparency
4. Developing and using a strategic planning process with Vision, Goals and Annual Work Program
5. Defining and achieving goals and performance standards/expectations
6. Having a professional City organization operating with the highest ethical standards
7. Being responsible and accountable for actions, decisions and results
8. Acting with a sense of urgency
9. Becoming an "Employer of Choice"
10. Becoming active in professional organizations
11. Being an "ambassador" for the City and community
12. Having open, direct and timely communications

## **PRINCIPLE 5**

### **VALUE TO NEIGHBORS' LIVES**

#### **► Means**

1. Planning for and managing growth
2. Maintaining a safe community
3. Engaging the community in the City governance and planning process
4. Investing in future City facilities and infrastructure that support growth
5. Having effective communications with the community using a variety of methodologies
6. Having transparent City processes and information
7. Enforcing and seeking compliance with City codes, ordinances and regulations to protect the community and property values
8. Having neighbors taking pride in saying: “I live in Anna”

# **ANNA CITY GOVERNMENT: CORE VALUES**



# *Anna City Government Core Values*

## **ANNA TEAM C.A.R.E.S.**

**C = CREATIVE**

**A = ACTION**

**R = RESPONSIBILITY**

**E = EXCELLENCE**

**S = SERVE**

# *Core Beliefs – Definition*

## **VALUE**

### **TEAM**

#### ► **Means**

1. Participate actively on the team
2. Know and practice your role and responsibilities
3. Communicate in an open, direct, and timely manner
4. Keep others informed – avoid surprises and last minute communications
5. Represent the City in a positive manner
6. Be an active listener
7. Recognize the contributions of other team members
8. Celebrate team successes – City or work unit

## **VALUE**

### **CREATIVE**

#### ► **Means**

1. Know “Best Practices” and evaluate their application to Anna
2. Look for ways to continuously improve services, processes and daily operations
3. Challenge the “status quo” – avoid “we have always done it this way”
4. Look for ways to become more efficient and to reduce the cost of service delivery
5. Keep the “big picture” in mind – be open to new ideas
6. Look for ways to maximize productivity with available resources – be resourceful.
7. Anticipate issues and opportunities
8. Learn from setbacks and failures

## VALUE

### ACTION

#### ► Means

1. Provide a timely acknowledgement and response
2. Complete the task on time and within the budget
3. Measure your performance outcomes and use to improve performance
4. Do the right job right the first time
5. Provide a 24 hour response to an inquiry
6. Anticipate and look for solutions of problems.
7. Take the initiative
8. Act with a sense of urgency

## VALUE

### RESPONSIBILITY

#### ► Means

1. Deliver on your promises and commitments
2. Act with honesty and integrity
3. Be accountable for your actions, decisions and the results
4. Act in a professional manner
5. Take ownership of the task
6. If you say that you will do it, do it
7. Dress in a professional manner
8. Have a positive, can do attitude

**VALUE**  
**EXCELLENCE**

► **Means**

1. Develop your knowledge and skillsets
2. Seek training and professional development activities
3. Develop work plans based upon the Strategic and Master plans
4. Define goals and performance standard
5. Deliver results beyond expectations – go the extra mile
6. Exceed expectations
7. Develop plans for personal improvement
8. Showcase performance excellence and achievements

**VALUE**  
**SERVE**

► **Means**

1. Listen to our neighbor striving to understand their concerns, our issues
2. Look for ways to say “yes” and help our
3. If “no” is the answer, take time to explain your decisions and actions
4. Be engaged and present in the community
5. Have passion for public service and your job
6. Provide a timely follow up
7. Be courteous and polite
8. Act with caring and compassion for your neighbor

**CITY OF ANNA  
PLAN FOR 2020 – 2025**

# *City of Anna* *Goals for 2025*

**GROWING ANNA ECONOMY**

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**ANNA – GREAT PLACE TO LIVE**

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**SUSTAINABLE ANNA COMMUNITY THROUGH  
PLANNED MANAGED GROWTH**

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**HIGH PERFORMING PROFESSIONAL CITY**

# Goal 1

## Growing Anna Economy

### OBJECTIVES

1. Maintain and enhance an effective economic development organization that markets Anna, finds prospects, and closes the deal
2. Expand the commercial tax base
3. Provide more jobs for neighbors
4. Develop parcels along U.S. 75 with viable businesses
5. Have a built-out Business Park
6. Have expanded medical and healthcare services, including Clinic and Outpatient Surgical Center(s)
7. Expand retail, restaurant and entertainment businesses

### VALUE TO NEIGHBORS

1. Jobs for neighbors
2. Ability to work near home – freer personal and family time
3. Anna – reputation as “business-friendly”
4. Protection of property values
5. Creating a “sense of business place”
6. Convenience for eating and shopping

### **SHORT-TERM CHALLENGES AND OPPORTUNITIES**

1. Developing the corridor Highway 455 interchange and U.S.75
2. Partnering with the business community and community organizations for economic expansion
3. Land available for business development and strategic acquisition
4. Funding mechanism for economic development
5. Helping small businesses to thrive with COVID-19, high rental rates and the “Amazon” effect
6. Finding tenants for the Business Park
7. Strengthening the perception that Anna is “open for business”
8. Having additional Economic Development staff

### **LONG-TERM CHALLENGES AND OPPORTUNITIES**

1. Expanding the Anna brand through an effective marketing program
2. Developing sport tourism and facilities
3. Getting Anna on the “radar screens” of restaurants and retail businesses
4. Defining the role of the Chamber of Commerce focusing on business retention and growth
5. Tapping the potential medical and healthcare business development
6. Competition from nearby communities for businesses
7. Having City fees comparable to other cities



### **POLICY ACTIONS 2020 – 2021**

1. Restaurants and Entertainment Attraction Strategy: Direction and City Actions High Priority
2. Small Business Support/Assistance Program: Grants, Direction High Priority
3. Business Park Activation: Marketing and Business Recruitment High Priority
4. Economic Development Incentives: Policy Direction and Funding
5. Collin Community College Campus Development: Location
6. Chamber of Commerce: Revised Mission

### **MANAGEMENT ACTIONS 2020 – 2021**

1. Medical Campus Business Development: Next Steps Top Priority
  - a. Surgery Center
  - b. Emergency Room
  - c. Medical Offices
2. Economic Development Strategic Plan: Adoption Top Priority
3. Highway 455/U. S. 75 Four Corner Activation High Priority
4. Clean Up Site (Holiday Inn Express Site): Direction and Funding
5. Breakfast Place Development: Next Steps
6. City/EDC Branding and Marketing Program: Direction and Development

### **MANAGEMENT IN PROGRESS 2020 – 2021**

1. Trade Shows/Marketing Materials
2. Community Resource Guide: Update
3. Economic Development Website/Search Engine Optimization: Expansion
4. Development Forum Event
5. Land and Property Database: Development
6. International Economic Development Awards
7. Annual Business Appreciation Event
8. Targeted Businesses Analysis

### **ON THE HORIZON 2021 – 2025**

1. Weekend Destination Plan: Report, Direction and Funding
2. Project Movie Theater
3. Community Destination Plan/Strategy: Direction and Development
4. Major Sports Complex Development: Report, Direction, and City Actions
5. Sports Tourism Strategy: Link to Parks Master Plan
6. Hotel Development: Marketing and Business Recruitment
7. Wal-Mart Outparcel Development: Marketing and Development Agreements
8. Warehouse/Distribution Center Attraction Strategy: Goals, Direction, and City Actions

# Goal 2

## Anna – Great Place to Live

### OBJECTIVES

1. Develop a new City Library
2. Increase the number of “family-oriented” restaurants
3. Develop a major Community/Recreation Center
4. Maintain a safe community – people feeling safe and secure
5. Increase the number of sports/athletic fields
6. Expand community festivals and events with a feeling of community pride
7. Have strong partnerships among the City, the Schools, and community organizations
8. Have attractive gateways and entrances that are distinctive for Anna

### VALUE TO NEIGHBORS

1. Convenience – no need to leave Anna to shop or eat
2. Feeling safe and secure
3. Leisure activities for all within Anna
4. Easily access parks with a variety of venues
5. Recreational and leisure choices within Anna
6. Support for a health and active lifestyle
7. More reasons to stay living in Anna

**SHORT-TERM CHALLENGES  
AND OPPORTUNITIES**

1. Funding for new recreational facilities development
2. Need for a Library/Community/Learning Resource Center
3. Creating a more attractive, beautiful community
4. Developing and funding athletic fields – recreational uses, competition, and tournaments
5. Lack of retail stores – must shop outside of Anna
6. Funding for the operations and maintenance of recreational facilities and parks
7. Developing and funding trails within Anna and connecting to community destinations, including lighting and safety markers

**LONG-TERM CHALLENGES  
AND OPPORTUNITIES**

1. Lack of family-oriented restaurants in Anna
2. Expanding and funding community policing activities – involving the community to create a safe Anna community
3. Competition between recreational and competitive sports for fields and practice space
4. Staffing and funding for recreational programs and activities
5. Defining the City’s role and funding for community events and festivals
6. Developing neighborhood parks run by the HOA
7. Working with community organizations and the faith community to create a better Anna community
8. Increasing demands for trails linking community destinations
9. Working with developers on agreements regarding neighborhood parks

**POLICY ACTIONS 2020 – 2021**

- 1. Library/Community Resource Center/Learning Center: Direction and Next Steps Top Priority
- 2. Outdoor Sports Complex/Sports Fields Development: Direction, Plan and Funding High Priority
- 3. Indoor Community/Recreation Center: Direction and Next Steps High Priority
- 4. Recreation Programs/Activities Expansion Service Level: Service Direction and Funding
- 5. Youth Programs/Activities/Partnerships: Assessment, Report, Direction and Funding

**MANAGEMENT ACTIONS 2020 – 2021**

- 1. Green Ribbon Project – Median Beautification: Advocacy, TxDOT Review and TxDOT Construction Top Priority
- 2. Code Compliance Expansion: Report, Direction and Funding (Additional Code Officer) Top Priority
- 3. Tall Grass/Weeds and Mowing Services: Code Compliance Direction and Funding High Priority
- 4. Neighborhood Parks Agreements Comprehensive Review – Existing and Future: Direction

**MANAGEMENT ACTIONS 2020 – 2021  
(continued)**

- 5. Neighborhood Policing: Report, Direction and Funding
- 6. Rules and Regulations for Ballfields: Direction
- 7. Park Ordinances – Procedures and Processes: Update
- 8. Slayter Creek Park Improvements: Direction and Funding (Concession Stand and Splash Pad)

**MANAGEMENT IN PROGRESS 2020 – 2021**

- 1. Neighborhood/Business Crime Watch Program
- 2. Rental Inspection Program: Implementation
- 3. International Property Maintenance Code: Revision
- 4. Train Depot Facility Use Agreement
- 5. All City Parks Assessment: Report
- 6. Community Races at Parks
- 7. Movies in the Park
- 8. Push Cars and Little Libraries in Parks (Anna ISD Project)

### **MAJOR PROJECTS 2020 – 2021**

1. Sidewalk Repair Projects
  - a. Slayter Creek
  - b. Natural Springs
2. Johnson Park Renovation Project
  - Bid
  - Begin Construction
3. Train Relocation: Completion

### **ON THE HORIZON 2021 – 2025**

1. Police Chaplain Program: Development
2. Sherley Heritage Park Infrastructure Beautification
3. Crime Reduction Action Plan: Report, Direction and Funding (including Crime-Free Multi-Family Housing Program: Direction and Funding)
4. Entrances/Gateways Plan: Direction, Development, and Funding
5. Community Events/Festivals Enhancement/Expansion: Direction, City Role, and Funding

### **ON THE HORIZON 2021 – 2025**

6. Recreation Department: Report, Direction and Funding
7. “Keep Anna Beautiful Program”: Direction, Development, and Funding Accredited
8. Senior Center: Direction and Funding Mechanism
9. Natatorium/Swimming Complex: Partners, Direction and City Actions
10. Short-Term Rental Ordinance: Direction and Adoption
11. Property Maintenance Program Expansion: Direction and Funding (Workshops, Equipment and Tool Rental, Neighborhood Grants, etc.)
12. Health and Environmental Services Programs Expansion: Direction and Funding, “BIG” Event, Education on Littering, Waste Reduction, Disposal of Hazardous Household Waste, etc.)
13. Collin McKinney House and Statue: Location, Direction and City Actions
14. Library Services Short Term: Direction and Funding
15. Concerts in the Park

# Goal 3

## Sustainable Anna Community Through Planned Managed Growth

### OBJECTIVES

1. Manage residential growth
2. Have growth paying for growth
3. Develop and use City infrastructure master plans to support growth
4. Have buildings and homes complying with City codes and development regulations
5. Develop Downtown Anna – a community destination
6. Have new buildings and homes that are attractive and using the appropriate building materials and meeting City’s architectural standards
7. Develop City infrastructure to support a growing community
8. Have a diverse range of housing choices available in Anna

### VALUE TO NEIGHBORS

1. Quality housing choices
2. Anna with a real Downtown – a destination for our community and our guests
3. Protection of property values
4. City planning for, and investing in, future infrastructure
5. Easy connectivity and mobility within Anna and to metro area
6. Pride in a beautiful community
7. Clean and attractive community
8. Defining “sustainability” and how it applies to Anna
9. Developing/redeveloping Anna downtown into a “true” downtown
10. Managing and supporting growth

### **SHORT-TERM CHALLENGES AND OPPORTUNITIES**

1. Changing the tax base balance between residential growth and business growth – 90/10 to 70/30
2. Diversifying housing options within Anna
3. Managing and support growth guided by the Comprehensive Plan, the Capital Improvement Plan/Program and Master Parks
4. Working with TxDOT and Collin County
5. Preserving and developing Anna downtown a special place and community destination
6. Expanding east-west/north-south mobility connectivity within Anna

### **LONG-TERM CHALLENGES AND OPPORTUNITIES**

1. Maintaining and enhancing the relationship and partnership with Anna Independent School District
2. Extending utilities in partnership with AISD and to the surrounding area for development
3. Adjusting utility rates to fund utility infrastructure
4. Reinvesting in/reinventing older neighborhoods
5. Having new developments adding value to the community
6. Funding for roads and highways
7. Assuring adequate and quality water supply for the future working with other water agencies
8. Funding for City facilities and infrastructure to support growth through a Capital Improvement Plan/Program
9. Responding to economic uncertainty and future economic recession impacting residential and commercial development
10. Developing basic community information technology infrastructure for our neighbors

### **POLICY ACTIONS 2020 – 2021**

- |  |              |
|--|--------------|
| 1. Downtown Master Plan: Development and Adoption                      | Top Priority |
| 2. Comprehensive Plan: Development and Adoption                        | Top Priority |
| 3. Parks, Trails and Open Spaces Master Plan: Development and Adoption | Top Priority |
| 4. Utility Rates: Study and Direction                                  | High Policy  |
| 5. Ferguson Road Extension Design: Direction and Funding               |              |

### **MANAGEMENT ACTIONS 2020 – 2021**

- |   |               |
|---|---------------|
| 1. Road Development: Review, Project Priority, ROW Acquisition and Direction    | Top Priority  |
| 2. City-Owned Land Inventory: Direction on Sale or Use                          | High Priority |
| 3. Development Fees: Market Analysis, Report and Direction                      | High Policy   |
| 4. Long-Term Water Supply Policy/Plan: Direction and City Actions               | High Policy   |
| 5. Public Improvement District (PID) Policy: Report, Direction and City Actions | High Policy   |
| 6. Zoning Ordinance: Clean Up   |               |

### **MANAGEMENT IN PROGRESS 2020 – 2021**

1. Zoning Maps: Implementation
2. SmartGov Permitting Software
3. Building Department Full Staffing
4. Water System Audit: Completion

### **MAJOR PROJECTS 2020 – 2021**

1. Hackberry Elevated Storage Tank Lighting Installation
2. Village of Hurricane Creek Infrastructure Project
  - ROW Acquisition
  - Bid Award
  - Construction
3. Municipal Complex Sewer Line Relocation Project
4. Collin Water Pump Station: Final Scope
5. Hackberry Lane:
  - ROW Acquisition
  - Bid Award
  - Construction
6. TxDOT Traffic Signal Installation (2)
  - 4<sup>th</sup> Street/Highway 5
  - CR 371/376
7. Rosamond Parkway: Engineering Plans
8. Taylor Road Reconstruction:
  - Preliminary Engineering
  - Final Design (with Collin County) Submission
9. East Fork Trunk Sewer: Preliminary Engineering
10. Wastewater Treatment Plant: TCEQ Permit



## ON THE HORIZON 2021 – 2025

1. 2021 TA Set-Aside Sidewalks: Application
2. Wastewater Permit Renewal Submittal
3. Water Board Membership: Direction
4. Municipal Separate Storm Sewer System (MS4: Permit and Funding [Dependent on 2020 Census]
5. Zoning Ordinance/Regulations: Update
6. Grayson Water Pump Station
7. Sewer Treatment vs Transport Study: Direction and Funding
8. New Water Tower: Direction and Funding
9. Schools Strategy: Goals, Key Issues, Direction and City Actions
10. Wayfinding Signs Program: Direction and Funding
11. Residential Architectural Design Standards and Manual: Direction and Development (Appearance Code)
12. New Fire Station (West of U.S. 75): Direction and Funding
13. School Site Dedication by Developers: Direction and City Actions
14. Historic District Designation: Direction and City Actions
15. Main Street Designation: Direction and City Actions
16. TIRZ for Downtown: Direction
17. SH5 Utility Relocation Project (TxDOT 2023 – 2035)
18. Subdivision Ordinance: Revision
19. Thoroughfare Plan: Update
20. Water/Waste Water Plan: Update
21. Grayson Pump Station: Design

# Goal 4

## High-Performing Professional City

### OBJECTIVES

1. Upgrade financial systems and planning processes
2. Hire, develop and retain a professional City workforce
3. Have open and transparent City government that is trusted by the neighbors
4. Define performance expectations/standards and have managers and employees accountable for their behaviors and actions
5. Develop a professional City organization culture guided by City Core Values
6. Institutionalize strategic planning process
7. Have effective ways of communicating with the community

### VALUE TO NEIGHBORS

1. Service value for taxes and fees
2. Trust and confidence in City government that acts in a highly ethical manner
3. Timely response for a call for service – emergency and non-emergency
4. Customer friendly services provided with a personal touch
5. Opportunities to provide feedback on services and City performance
6. Opportunities to become involved in the City’s governance process
7. Reliable delivery of City services

**SHORT-TERM CHALLENGES  
AND OPPORTUNITIES**

1. Limited revenue options for the City
2. Keeping up with a rapidly growing community
3. Expanding proactive communications with the community – neighbors and businesses
4. Completing City Hall project and enhancing work space environment
5. Actions by the Texas State Legislature impacting City finances and services, including tax cap
6. City employee compensation linked to expectations and performance standards
7. Rising cost of delivering City services

**LONG TERM-CHALLENGES  
AND OPPORTUNITIES**

1. Dependence on Collin County
2. Funding for training, employee development and succession planning
3. Funding for information technology upgrades – hardware and software, including online City services and ERP
4. Developing modern operating systems and processes
5. Understanding the evolving needs of neighbors – current and new
6. Having and funding competitive City employee benefits including disability program
7. Economic uncertainty impacting future growth and City finances
8. Streamlining the purchase order process

**POLICY ACTIONS 2020 – 2021**

- 1. Bond Referendum: Project Package, Direction and Timing Top Priority
- 2. Community Investment Plan/Program: Direction, Development and Funding Mechanism High Priority
- 3. Public Safety Services, Staffing and Equipment: Direction and Funding

**MANAGEMENT ACTIONS 2020 – 2021**

- 1. Five-Year Financial Plan/Model with Projections: Development Top Priority
- 2. Stormwater Utility: Report and Direction Top Priority
- 3. City Contracts for Services: Direction High Priority
  - a. Solid Waste Disposal
  - b. Engineering Services
  - c. Municipal Complex Janitorial Services

**MANAGEMENT ACTIONS 2020 – 2021**

- 4. Purchase Order System: Revision
- 5. City Website Upgrade: Direction and Funding
- 6. Employee Training and Development: Direction and Funding
- 7. Employee Wellness/Benefits Gaps Program: Direction and Funding
- 8. Personnel (Human Resources) Policies: Direction and Revision
- 9. ERP: Direction and Funding (City Financial Software)
- 10. Online Payment: Report with Options, Direction and Funding
- 11. Texas Warrant Roundup Participation: Direction and Funding
- 12. Local Fire Ordinances: Review and Revision

### **MANAGEMENT IN PROGRESS 2020 – 2021**

1. Police Districting Plan: Implementation
2. Department Performance Metrics (Outcome-Based): Development/Refinement
3. Public Works Accreditation: Scoring
4. Annual City Strategic Plan: Update
5. SAFER Grant Re-Application
6. Body Camera Use Policy
7. Budget Workshop for Mayor and City Council
8. Reward Program: Development
9. Cash Management Administrative Directive
10. Internal Control System and Process Administrative Directive
11. Financial Policies: Training
12. Exit Interview Process
13. City Social Functions: Update (Potlucks, Employee Functions, etc.)
14. Employee Training Program: Implementation
15. Annual Employee Compensation Adjustment
16. Annual Q12 Employee Survey
17. Financial Transparency Stars Program
18. Fire Engine 2: Replacement
19. City Engineer: Hired
20. Plans Examiner: Hired
21. Police Policy and Procedure: Update
22. Annual City Employee In-Service Day (Funding)

### **MANAGEMENT IN PROGRESS 2020 – 2021**

23. Neighbor Leadership Academy: Development
24. Fire Standard of Cover Report
25. Servant Leadership Training Program
26. Fire SOP: Review
27. Firefighter Physical Agility Course: Revamp
28. Fire Organizational Rank Structure: Institute
29. SMART Data: Implementation
30. NIMS Training and Exercise
31. Police Leadership Training Program
32. Ladder Truck (Quint): Design and Acquisition
33. Fixed Asset Tracking Spreadsheet: Development
34. Emergency Management Protocols/NIMS Protocols: Development

### **MAJOR PROJECTS 2020 – 2021**

1. Neighborhood Trailer
2. Clean Up Day
3. Municipal Complex Project: Completion and Location of City Offices

### **ON THE HORIZON 2021 – 2025**

1. EMS Services: Direction and Funding
2. Build a Playground: Next Project
3. Police/Dispatch Communications Protocol: Establishment
4. Community Survey: Direction and Funding
5. Municipal Court Dates Expansion
6. Victim Services Program: Grant Funding
7. City Government Marketing/Public Relations: Goals, Report, Direction, City Actions and Funding
8. Hop-a-Park

# **CITY OF ANNA ACTION AGENDA 2020 – 2021**

# *City of Anna*

## *Policy Agenda 2020 – 2021*

### **TOP PRIORITY**

**Downtown Master Plan: Development and Adoption**

**Comprehensive Plan: Development and Adoption**

**Parks, Trails and Open Spaces Master Plan: Development and Adoption**

**Bond Referendum: Direction**

**Library/Community Resource Center/Learning Center: Direction**

### **HIGH PRIORITY**

**Restaurants and Entertainment Attraction Strategy: Direction and Actions**

**Outdoor Sports Complex/Sports Fields Development: Direction**

**Community Investment Plan/Program: Development and Funding Mechanism**

**Business Park Activation: Marketing and Business Recruitment**

**Small Business Support/Assistance Program: Direction**

**Utility Rates: Study and Direction**

**Indoor Community/Recreation Center: Direction**



# *City of Anna*

## *Management Agenda 2020 – 2021*

### **TOP PRIORITY**

**Road Development: Project Priority and Direction**

**Five-Year Financial Plan/Model with Projections: Development**

**Medical Campus Business Development:  
Surgery Center, Emergency Room and Medical Offices**

**Economic Development Strategic Plan: Adoption and Implementation**

**Green Ribbon Project: Advocacy**

**Code Compliance Expansion: Direction and Funding**

**Stormwater Utility: Report and Direction**

## **HIGH PRIORITY**

**City-Owned Land Inventory: Direction on Use or Sale**

**Highway 455/U. S. 75 Four Corner Activation**

**Development Fees: Market Analysis and Direction**

**Long-Term Water Supply Policy/Plan: Direction**

**City Contracts for Services:**

**Solid Waste Disposal, Engineering Services and Janitorial Services**

**Tall Grass/Weeds and Mowing Services: Direction and Funding**

**Public Improvement District (PID) Policy: Direction**

# *City of Anna*

## *Management In Progress 2020 – 2021*

**Trade Shows/Marketing Materials**

**Community Resource Guide: Update**

**Economic Development Website/Search Engine Optimization: Expansion**

**Development Forum Event**

**Land and Property Database: Development**

**International Economic Development Awards**

**Annual Business Appreciation Event**

**Targeted Businesses Analysis**

**Neighborhood/Business Crime Watch Program**

**Rental Inspection Program: Implementation**

**International Property Maintenance Code: Revision**

**Train Depot Facility Use Agreement**

**All City Parks Assessment: Report**

**Community Races at Parks**

**Movies in the Park**

**Push Cars and Little Libraries in Parks (Anna ISD Project)**

**Zoning Maps: Implementation**

**SmartGov Permitting Software**

**Building Department Full Staffing**

**Water System Audit: Completion**

**Police Districting Plan: Implementation**

**Department Performance Metrics (Outcome-Based): Development/Refinement**

**Public Works Accreditation: Scoring**

**Annual City Strategic Plan: Update**

**SAFER Grant Re-Application**

**Body Camera Use Policy**

**Budget Workshop for Mayor and City Council**

**Reward Program: Development**

**Cash Management Administrative Directive**

**Internal Control System and Process Administrative Directive**

**Financial Policies: Training**

**Exit Interview Process**

**City Social Functions: Update (Potlucks, Employee Functions, etc.)**

**Employee Training Program: Implementation**

**Annual Employee Compensation Adjustment**

# ***City of Anna***

## ***Major Projects 2020 – 2021***

**Sidewalk Repair Projects: Slayter Creek, Natural Springs**

**Johnson Park Renovation Project: Bid, Begin Construction**

**Train Relocation: Completion**

**Hackberry Elevated Storage Tank Lighting Installation**

**Village of Hurricane Creek Infrastructure Project: ROW Acquisition, Bid Award, Construction**

**Municipal Complex Sewer Line Relocation Project**

**Collin Water Pump Station: Final Scope**

**Hackberry Lane: ROW Acquisition, Bid Award, Construction**

**Rosamond Parkway: Engineering Plans**

**Taylor Road Reconstruction:**

**Preliminary Engineering, Final Design (with Collin County) Submission**

**East Fork Trunk Sewer: Preliminary Engineering**

**Wastewater Treatment Plant: TCEQ Permit**

**Neighborhood Trailer**

**Clean Up Day**

**Municipal Complex Project: Completion and Relocation of City Offices**