

THE CITY OF
Anna

2020-2021
SECOND QUARTER
STRATEGIC PLAN
UPDATE



TABLE OF CONTENTS

INTRODUCTION	4
OVERALL PROGRESS.....	4
HIGHLIGHTS.....	5
UPCOMING BOND REFERENDUM	5
COMMUNITY INVESTMENT PLAN.....	5
MEDICAL CAMPUS BUSINESS DEVELOPMENT	5
CODE COMPLIANCE EXPANSION	6
HOLIDAY INN CLEAN UP.....	6
WHAT'S NEXT.....	7
GOAL 1: GROWING ANNA ECONOMY.....	7
GOAL 2: GREAT PLACE TO LIVE.....	11
GOAL 3: SUSTAINABLE ANNA COMMUNITY	15
GOAL 4: HIGH PERFORMING PROFESSIONAL CITY	19

Introduction

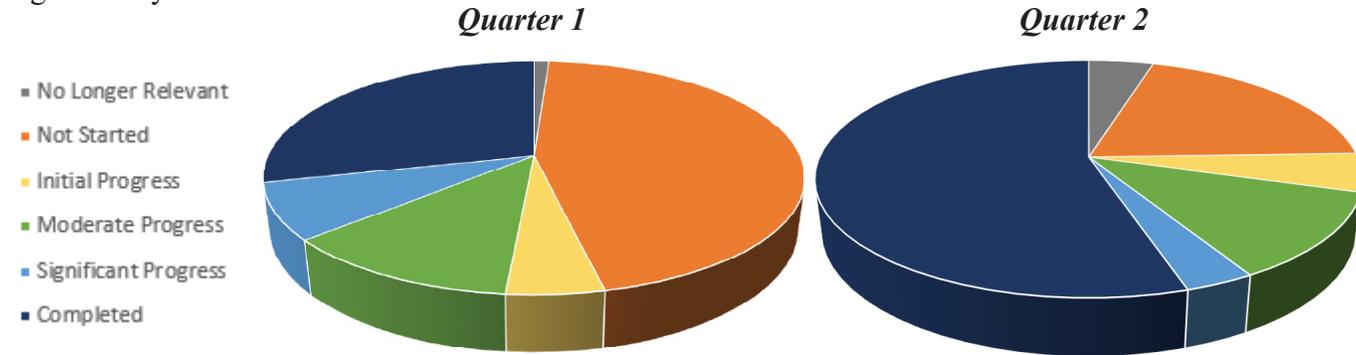
In April of 2020, the City of Anna underwent its annual strategic planning process. Under four encompassing strategic goals, 50 broad actions were identified and a total of 286 steps were outlined to complete them. This document serves to update the City Council on Strategic Plan progress on a quarterly basis, documenting comprehensive updates from the beginning of August to the end of October.

To gather these results, the City Manager’s Office met with each department to better understand progress on each step as well as whether or not the items were expected to be completed by the date outlined in the Strategic Plan. Below are the overall results. Progress for each action and individual step are detailed in the goal subsections.

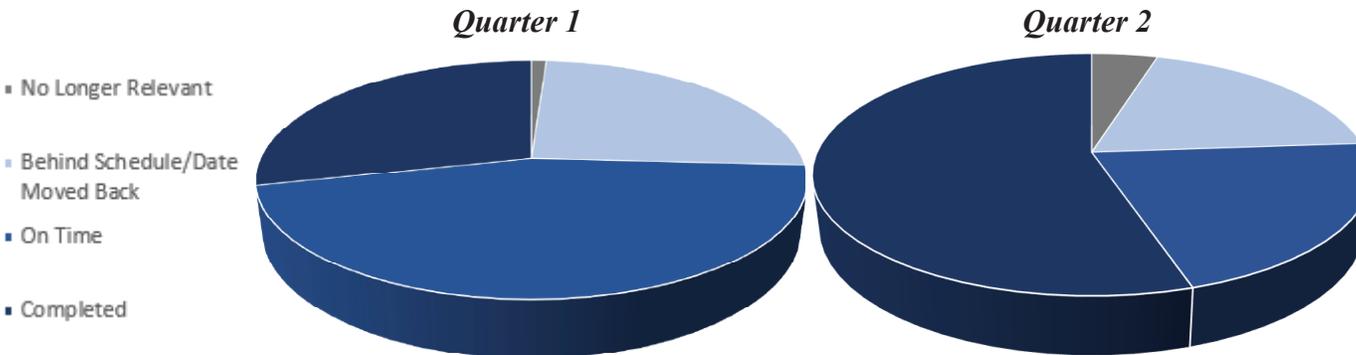
Overall Progress

Progress for the strategic plan items is categorized in two ways: how far along each item is (top graphs) and whether each is being completed on schedule (bottom graphs). Presented below are comparisons between Quarter 1 (left graphs) and Quarter 2 (right graphs) of the Strategic Plan for both.

How far along are we? How much have we accomplished this quarter? This quarter, staff have completed about another fourth of the action item steps, shown below. Staff has made some amount of progress on about 75% of the items so far. The number of items marked "no longer relevant" has grown this quarter as department directors have identified duplicative items and items that have changed direction significantly.



Are we completing our items on schedule? If not, what factors are limiting our progress? We are completing many of our items on schedule, but not all. Some of the factors influencing this include COVID-19 limiting the ability for staff and neighbors to gather, COVID-19 limiting staff ability to collect data about our community, staff transitions, and delays from external stakeholders.



Highlights

In this section, a handful of top and high priority items for both City Council and City Management are highlighted. These items include the bond program which will improve recreation and public safety within the City, the adoption of a community investment plan, the development of a local medical campus, the expansion of the City's Code Compliance office, and the clean up of the abandoned and unkempt Holiday Inn site.

Upcoming Bond Referendum. This quarter, during an October City Council meeting, public discussions began about funding capital projects through a bond program. Staff brought potential projects and parameters before City Council for initial feedback and direction. Potential projects for the bond program include the creation of Rosamond Parkway, the development of a community library, the development of a community center, the development of a sports complex, updates to the skate park, an additional fire station, and more. The bond is expected to be an important topic of discussion in the Anna community throughout the next six months, with discussions continuing between neighbors, staff, and council members at upcoming Council meetings. The City anticipates the bond referendum being on the local ballot in May of 2021.

Community Investment Plan/Program.

The Community Investment Plan was adopted in September, giving staff direction on planning, development, and construction of important community assets. The plan covered street expansions, utility expansions, park updates and improvements, additional trails, and more. Council provided feedback on the proposed projects and funding to provide Neighborhood Services and Public Works direction moving forward.

Medical Campus Business Development. The Anna Medical Campus broke ground in May 2019 on the 23,000+ square foot Surgery Center of North Texas that just opened this quarter on the west side of US Highway 75. The surgery center features several operating and procedure rooms, spacious corridors, and a gastrointestinal suite. Phase II will include a 30,000 square foot Medical Office Building that will house multiple specialties, with construction expected to commence in mid-2021. The City of Anna City Council just approved an economic development incentive agreement for the Medical Office Building that will help expedite the project. Future phases will also include retail centers and a micro hospital. The 23 acre medical campus is owned by a group of physicians led by Dr. Richard Jelsma and is expected to create at least 250 jobs over 10 years with an estimated net benefit of \$3.7 Million for the City of Anna.



Code Compliance Expansion. The Code Compliance office expanded this quarter with the addition of new Code Compliance Officer, Michael Wherland. He joins Code Compliance Manager Kevin Martin, winner of the 2020 Texas Code Professional of the Year award who joined the City in 2019. Wherland will be assisting with general code compliance response, health inspections, and environmental services. He comes from the City of Midlothian where he has served for the past four years. He also has experience working with children as a CPS Investigator and as a site director and counselor with the YMCA in after-school programs. Additional staffing improves the City's capacity to respond to growing community needs efficiently.



Holiday Inn Clean Up. Although not yet complete, city staff are in the process of finding a resolution for the Holiday Inn site. Citations have been issued to the group owning the Holiday Inn site and these citations are scheduled for the December docket in municipal court. At that time, the City Attorney and Code Compliance Manager will ask the Judge for assistance in coming to some sort of resolution for the City.



What's Next?

At the next quarterly update, there will be noteworthy progress to look forward to made on other top and high priority items, including but not limited to:

- Finalization of Bond Referendum: Project Package, Direction and Timing (Projects: Library, Indoor Community/Rec Center, Fire Station 2, Sports Fields)
- Johnson Park: Ballfield and Playground Updates
- Reevaluation of the Police Department Strategic Plan Items with Chief Habel

Growing the Anna Economy

Restaurants and Entertainment Attraction Strategy: Direction and City Actions

Activities/Milestones	Responsibility	Priority	Time	Progress	Status
1. Work with real estate brokers	Economic Development	Policy - High	Ongoing	Moderate Progress	On Time
2. Participate in digital marketing	Economic Development	Policy - High	Ongoing	Moderate Progress	On Time
3. Monitor "Gorilla Bird Brewery"	Economic Development	Policy - High	Ongoing	Moderate Progress	On Time
4. Open "Sunview Cafe"	Economic Development	Policy - High	6/1/2020	Significant Progress	Behind or Moved Back
5. Executive Session: Update	Economic Development	Policy - High	7/1/2020	Not Started	Behind or Moved Back

Business Park Activation: Marketing and Business Recruitment

1. Work with listing broker	Economic Development	Policy - High	Ongoing	Completed	Completed
2. Attend trade shows marketing the business	Economic Development	Policy - High	Ongoing	Moderate Progress	On Time
3. Participate in digital marketing for business	Economic Development	Policy - High	Ongoing	Completed	Completed
4. Negotiate land contract	Economic Development	Policy - High	TBD	Not Started	On Time
5. EDC Board: decision on contract	Economic Development	Policy - High	TBD	Not Started	On Time
6. Negotiate development agreement/city incentives	Economic Development	Policy - High	TBD	Not Started	On Time
7. Decision: development agreement and city incentives	Economic Development	Policy - High	TBD	Not Started	On Time

Small Business Support/Assistance Program: Grants, Direction

1. COVID-19					
a. Monitor impacts	Economic Development	Policy - High	Ongoing	Completed	Completed
b. Prepare report/program	Economic Development	Policy - High	5/1/2020	Completed	Completed
c. EDC: Decision on direction	Economic Development	Policy - High	5/1/2020	Completed	Completed
d. Implement program	Economic Development	Policy - High	6/1/2020	Completed	Completed
e. Prepare community information on re-opening Texas/Ann/PPA	Economic Development	Policy - High	5/1/2020	Completed	Completed
f. Report: update and next steps	Economic Development	Policy - High	9/1/2020	Completed	Completed
2. Downtown Businesses					
a. Identify potential users	Economic Development	Policy - High	Ongoing	Initial Progress	On Time
b. Retention visits to current downtown businesses	Economic Development	Policy - High	Ongoing	Initial Progress	On Time

Economic Development Incentives: Policy Direction and Funding

1. Finalize report with recommendations	Economic Development	Policy	6/1/2020	Significant Progress	Behind or Moved Back
2. Budget workshop: funding, direction	Economic Development	Policy	6/1/2020	Completed	Completed
3. Decision: incentives policy	Economic Development	Policy	7/1/2020	Significant Progress	Behind or Moved Back
4. Decision: Budget FY 21	Economic Development	Policy	9/1/2020	Not Started	On Time
5. Implement policy	Economic Development	Policy	10/1/2020	Not Started	On Time

Collin Community College Campus Development: Location

1. Create a short list: potential site for campus	Economic Development	Policy	5/1/2020	Completed	Completed
2. Executive session: update, presentation/direction	Economic Development	Policy	5/1/2020	Completed	Completed
3. Identify site	Economic Development	Policy	8/1/2020	Completed	Completed
4. Negotiate development agreement	Economic Development	Policy	12/1/2020	Not Started	On Time
5. Decision: development agreement	Economic Development	Policy	12/1/2020	Not Started	On Time

Chamber of Commerce: Revisited Mission and Agreement

1. Negotiate agreement with CDC	Economic Development	Policy	5/1/2020	Moderate Progress	Behind or Moved Back
2. Discuss among departments - community events	Economic Development	Policy	5/1/2020	Completed	Completed
3. Prepare report and funding for events	Neighborhood Services	Policy	5/1/2020	Completed	Completed
4. Decision: event funding - park development funding	Neighborhood Services	Policy	5/1/2020	Moderate Progress	Behind or Moved Back
5. Develop budget proposal: Chamber funding/event funding	Neighborhood Services	Policy	6/1/2020	Moderate Progress	Behind or Moved Back
6. Budget workshop: direction	Neighborhood Services	Policy	6/1/2020	Not Started	Behind or Moved Back
7. Meet with Chamber, EDC	Economic Development	Policy	7/1/2020	Significant Progress	On Time
8. Decision: Budget FY '21 funding	Economic Development	Policy	9/1/2020	Not Started	On Time

Medical Campus Business Development: Next Steps

A. Surgery Center					
1. Open	Economic Development	Mgmt - Top	7/1/2020	Significant Progress	Behind or Moved Back
B. Emergency Room - free standing					
1. Open	Economic Development	Mgmt - Top	9/1/2020	Significant Progress	On Time
C. Medical Offices					
1. Finalize economic development incentives	Economic Development	Mgmt - Top	5/1/2020	Significant Progress	Behind or Moved Back
2. Decision: incentives for medical office development	Economic Development	Mgmt - Top	6/1/2020	Significant Progress	Behind or Moved Back

Economic Development Strategic Plan: Adoption and Implementation

1. Decision: Economic Development Strategic Plan	Economic Development	Mgmt - Top	5/1/2020	Completed	Completed
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Highway 455/U.S. 75 Four Corners Activation

1. Chief Partners					
a. Participate/recruit hotel and entertainment businesses	Economic Development	Mgmt - High	Ongoing	Moderate Progress	On Time
2. Northwest Corner					
a. Follow up with current developers - QT	Economic Development	Mgmt - High	Ongoing	Moderate Progress	On Time
b. Monitor with multi-family development	Economic Development	Mgmt - High	Ongoing	Moderate Progress	On Time
3. TxDOT					
a. Change signs on U.S. 75	Public Works	Mgmt - High	Ongoing	Not Started	On Time
b. Decision: funding for signs	Public Works	Mgmt - High	7/1/2020	No Longer Relevant	No Longer Relevant

3. Develop list of traffic signal needs - traffic counts/tramways study	Public Works	Mgmt - High	10/1/2020	Not Started	Behind or Moved Back
4. Develop capital projects/plan	Public Works	Mgmt - High	1/1/2021	Not Started	On Time

Clean Up Site (Holiday Inn Express Site): Direction and Funding

1. Send default notice	Development Services	Mgmt	Completed	Completed	Completed
2. Explore legal options/definition of "clean up" and action plan	Development Services	Mgmt	7/1/2020	Completed	Completed
3. Report: update	Development Services	Mgmt	7/1/2020	Not Started	Behind or Moved Back

Breakfast Place Development: Next Steps

1. Continue discussion with restaurant development	Economic Development	Mgmt	Ongoing	Not Started	On Time
2. Sunrise Café	Economic Development	Mgmt	6/1/2020	Not Started	Behind or Moved Back

City/EDC Branding and Marketing Program: Direction and Development

1. Receive proposals for Tag Line Digital Marketing	Economic Development	Mgmt	5/1/2020	Completed	Completed
2. EDC Decision: contract and funding	Economic Development	Mgmt	6/1/2020	Completed	Completed
3. Develop program and action plan	Economic Development	Mgmt	9/1/2020	Not Started	On Time
4. Kick-off program	Economic Development	Mgmt	10/1/2020	Not Started	On Time

Management in Progress 2020-2021

1. Trade Shows/Marketing Materials	Economic Development		Ongoing	Moderate Progress	On Time
2. Community Resource Guide: Update	Economic Development		8/1/2020	Moderate Progress	On Time
3. Economic Development Website/Search Engine Optimization: Expansion	Economic Development		9/1/2020	Completed	Completed
4. Development Forum Event	Economic Development		9/1/2020	Not Started	On Time
5. Land and Property Management Database: Development	Economic Development		9/1/2020	Initial Progress	Behind or Moved Back
6. International Economic Development Awards	Economic Development		10/1/2020	Significant Progress	On Time
7. Annual Business Appreciation Event	Economic Development		11/1/2020	Not Started	On Time
8. Targeted Businesses Analysis	Economic Development		3/1/2021	Not Started	On Time

Making Anna a Great Place to Live

Library/Community Resource Center/Learning Center: Direction and Next Steps

Activities/Milestones	Responsibility	Priority	Time	Progress	Status
1. Prepare overview conceptual report with cost estimates	Neighborhood Services	Policy - Top	5/1/2020	Completed	Completed
2. Budget workshop: project priority and direction	Neighborhood Services	Policy - Top	6/1/2020	Not Started	Behind or Moved Back
3. Complete assessment/"best practices" programming, facilities, funding, size, and costs	Neighborhood Services	Policy - Top	6/1/2020	Completed	Completed
4. Prepare detailed report	Neighborhood Services	Policy - Top	6/1/2020	Not Started	Behind or Moved Back

Indoor Community/Recreation Center: Direction and Next Steps

1. Prepare overview conceptual report with cost estimates	Neighborhood Services	Policy - High	5/1/2020	Completed	Completed
2. Budget workshop: project priority and direction	Neighborhood Services	Policy - High	6/1/2020	Not Started	Behind or Moved Back
3. Complete assessment/"best practices" programming, facilities, funding, size, and costs	Neighborhood Services	Policy - High	7/1/2020	Moderate Progress	Behind or Moved Back
4. Prepare detailed report	Neighborhood Services	Policy - High	7/1/2020	Not Started	Behind or Moved Back

Outdoor Sports Complex/Sports Fields Development: Ballfield Development

1. Bryant Park: Ballfields					
a. Develop design layout	Neighborhood Services	Policy - High	9/1/2020	Not Started	On Time
b. Negotiate parking lot with Anna ISD	Neighborhood Services	Policy - High	9/1/2020	Not Started	On Time
c. Decision: budget amendment	Neighborhood Services	Policy - High	9/1/2020	Not Started	On Time
d. Construction	Neighborhood Services	Policy - High	12/1/2020	Not Started	On Time
2. Johnson Park: Ballfield					
a. Develop design layout	Neighborhood Services	Policy - High	9/1/2020	Not Started	On Time
b. Negotiate parking lot with Anna ISD	Neighborhood Services	Policy - High	9/1/2020	Not Started	On Time
3. Construction	Neighborhood Services	Policy - High	12/1/2020	Not Started	On Time

Recreation Programs/Activities Expansion Service Level: Service Direction and Funding

1. Identify potential recreational offerings and locations	Neighborhood Services	Policy	6/1/2021	Not Started	On Time
2. Prepare budget proposal	Neighborhood Services	Policy	6/1/2021	Not Started	On Time
3. Budget Workshop: Budget FY '22 Direction	Neighborhood Services	Policy	6/1/2021	Not Started	On Time
4. Decision: Budget FY '22 Fund - recreation programming	Neighborhood Services	Policy	9/1/2021	Not Started	On Time

Youth Programs/Activities/Partnerships: Assessment, Report, Direction and Funding

1. Meet with Anna Youth Sports Association	Neighborhood Services	Policy	7/1/2020	Completed	Completed
2. Compile/review sports contracts and options	Neighborhood Services	Policy	8/1/2020	Initial Progress	On Time
3. Prepare report with options	Neighborhood Services	Policy	9/1/2020	Initial Progress	On Time
4. Work session: presentation and direction	Neighborhood Services	Policy	10/1/2020	Not Started	Behind or Moved Back

Grass Ribbon Project - Medium Identification: Advocacy, TxDOT Review and TxDOT Construction

1. Contact TxDOT/Contractor Obtain Timeline - Formal Request	Public Works	Mgmt - Top	4/1/2020	Completed	Completed
2. Receive response from TxDOT	Public Works	Mgmt - Top	5/1/2020	Completed	Completed
3. Briefing: Update	Public Works	Mgmt - Top	5/1/2020	Moderate Progress	Behind or Moved Back

Code Compliance Expansion: Report, Direction and Funding (Additional Officer)

1. Develop proposal: staffing and funding	Neighborhood Services	Mgmt - Top	7/1/2020	Significant Progress	Behind or Moved Back
2. Decision: Budget FY '20 Amendment for Funding Code Compliance Officer	Neighborhood Services	Mgmt - Top	7/1/2020	Not Started	Behind or Moved Back

Tall Grass/Weeds and Mowing Services: Code Enforcement Direction and Funding

1. Review codes (tall grass/weeds) and areas for enhancement - short-time lines	Neighborhood Services	Mgmt - High	5/1/2020	Completed	Completed
2. Report: presentation	Neighborhood Services	Mgmt - High	5/1/2020	Completed	Completed
3. Finalize revised property maintenance code	Neighborhood Services	Mgmt - High	5/1/2020	Completed	Completed
4. Decision: International Property Maintenance Code Adoption	Neighborhood Services	Mgmt - High	5/1/2020	Completed	Completed
5. Identify service level and maintenance crew capacity	Neighborhood Services	Mgmt - High	6/1/2020	Moderate Progress	Behind or Moved Back
6. Budget Workshop: Budget FY '21 Funding Direction	Neighborhood Services	Mgmt - High	6/1/2020	Not Started	Behind or Moved Back
7. Decision: Budget FY '21 Funding	Neighborhood Services	Mgmt - High	9/1/2020	Not Started	On Time

Neighborhood Parks Agreements: Comprehensive Review - Existing and Future: Direction

1. Prepare reports - each prior project development "agreements"/ understandings and recommendations	Neighborhood Services	Mgmt - High	5/1/2020	Not Started	Behind or Moved Back
2. Work Session: North Pointe Report and Direction	Neighborhood Services	Mgmt - High	7/1/2020	Not Started	Behind or Moved Back
3. Prepare report	Neighborhood Services	Mgmt - High	8/1/2020	Not Started	On Time
4. Work Session: Pecan Grove	Neighborhood Services	Mgmt - High	9/1/2020	Not Started	On Time
5. Prepare report	Neighborhood Services	Mgmt - High	10/1/2020	Not Started	On Time
6. Work Session: Anna Town Square	Neighborhood Services	Mgmt - High	11/1/2020	Not Started	On Time
7. Prepare report	Neighborhood Services	Mgmt - High	12/1/2020	Not Started	On Time
8. Work Session: Meadow Vista	Neighborhood Services	Mgmt - High	1/1/2021	Not Started	On Time
9. Develop report on future park guidelines	Neighborhood Services	Mgmt - High	2/1/2021	Not Started	On Time
10. Decision: Direction on Future Parks	Neighborhood Services	Mgmt - High	3/1/2021	Not Started	On Time

Neighborhood Policing: Report, Direction and Funding

1. Review/evaluate current programs; explore further actions	Police	Mgmt	6/1/2020	Completed	Completed
2. Prepare budget proposal	Police	Mgmt	6/1/2020	Completed	Completed
3. Budget Workshop: Budget FY '21 Direction	Police	Mgmt	6/1/2020	Not Started	Behind or Moved Back
4. Prepare comprehensive report	Police	Mgmt	7/1/2020	Not Started	On Time

5. Report: Neighborhood Policing Presentation	Police	Mgmt	7/1/2020	Not Started	On Time
6. Decision: Budget FY '21 Funding for Program	Police	Mgmt	9/1/2020	Not Started	On Time
<i>Rules and Regulations for Ballfields Ordinances: Direction</i>					
1. Complete research	Neighborhood Services	Mgmt	12/1/2020	Moderate Progress	On Time
2. Develop report with written rules	Neighborhood Services	Mgmt	2/1/2021	Not Started	On Time
3. Report: Rules and Regulations	Neighborhood Services	Mgmt	4/1/2021	Not Started	On Time
<i>Park Ordinances - Procedures and Processes: Update</i>					
1. Review and identify needs	Neighborhood Services	Mgmt	9/1/2020	Moderate Progress	On Time
2. Prepare draft ordinance	Neighborhood Services	Mgmt	11/1/2020	Not Started	On Time
3. Decision: Ordinance Update Adoption	Neighborhood Services	Mgmt	12/1/2020	Not Started	On Time
<i>Slyter Creek Park Improvements: Direction and Funding (Concession)</i>					
1. Prepare budget proposal	Neighborhood Services	Mgmt	6/1/2020	Initial Progress	Behind or Moved Back
2. Budget Workshop: Budget FY '21 Direction	Neighborhood Services	Mgmt	6/1/2020	Not Started	Behind or Moved Back
3. Decision: Budget FY '21 Funding	Neighborhood Services	Mgmt	9/1/2020	Not Started	On Time
<i>Management in Progress 2020-2021</i>					
1. Neighborhood/Business Crime Watch Program	Police		Ongoing	Moderate Progress	On Time
2. Rental Inspection Program: Implementation	Neighborhood Services		Ongoing	Completed	Completed
3. International Property Maintenance Code: Revision	Neighborhood Services		5/1/2020	Completed	Completed
4. Train Depot Facility Use Agreement	Neighborhood Services		6/1/2020	Significant Progress	Behind or Moved Back
5. All City Parks Assessment: Report	Neighborhood Services		7/1/2020	Initial Progress	Behind or Moved Back
6. Community Races at Parks	Neighborhood Services		TBD	Not Started	On Time
7. Movies in the Park	Neighborhood Services		TBD	Not Started	On Time
8. Push Cans and Little Libraries in Parks (Anna ISD Project)	Neighborhood Services		TBD	Moderate Progress	On Time
<i>Major Projects 2020-2021</i>					
1. Sidewalk Repair Projects					
a. Slyter Creek	Public Works		6/1/2020	Initial Progress	Behind or Moved Back
b. Natural Springs	Public Works		6/1/2020	Not Started	Behind or Moved Back
2. Johnson Park Renovation Project					
a. Bid	Neighborhood Services		Ongoing	Not Started	On Time
b. Begin Construction	Neighborhood Services		Ongoing	Not Started	On Time
3. Train Relocation: Completion	Neighborhood Services		Ongoing	Moderate Progress	On Time

Creating a Sustainable Anna Community Through Planned, Managed Growth

Comprehensive Plan: Development and Adoption

Activities/Milestones	Responsibility	Priority	Time	Progress	Status
1. Execute contract	Development Services	Policy - Top	5/1/2020	Completed	Completed
2. Kick off	Development Services	Policy - Top	5/1/2020	Completed	Completed
3. Complete draft plan	Development Services	Policy - Top	5/1/2021	Not Started	On Time

Downtown Master Plan: Development and Adoption

1. Execute contract	Development Services	Policy - Top	5/1/2020	Completed	Completed
2. Kick off	Development Services	Policy - Top	5/1/2020	Completed	Completed
3. Complete draft plan	Development Services	Policy - Top	5/1/2021	Not Started	On Time

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

1. Execute contract	Development Services	Policy - Top	5/1/2020	Completed	Completed
2. Kick off	Development Services	Policy - Top	5/1/2020	Completed	Completed
3. Complete draft plan	Development Services	Policy - Top	5/1/2021	Not Started	On Time

Utility Rates: Study and Direction

1. Revise project	Public Works	Policy - High	Completed	Completed	Completed
2. Receive study from consultant	Public Works	Policy - High	4/1/2020	Completed	Completed
3. Finalize report and recommendations	Public Works	Policy - High	5/1/2020	Completed	Completed
4. Presentation: Rate Study and Recommendations	Public Works	Policy - High	5/1/2020	Completed	Completed
5. Decision: Rate Adjustments and Phasing	Public Works	Policy - High	6/1/2020	Completed	Completed

Ferguson Road Extension Design: Direction and Funding

1. TxDOT Advance Funding Agreement (Draft LPAFA)	Public Works	Policy	5/1/2020	Completed	Completed
2. Decision: TxDOT Advance Funding Agreement (LPAFA)	Public Works	Policy	6/1/2020	Not Started	Behind or Moved Back
3. Issue RFQ (meeting federal guidelines)	Public Works	Policy	7/1/2020	Not Started	Behind or Moved Back
4. Evaluate RFQ and prepare recommendation	Public Works	Policy	9/1/2020	Not Started	On Time
5. Decision: award contract	Public Works	Policy	12/1/2021	Not Started	On Time
6. Design	Public Works	Policy	12/1/2022	Not Started	On Time
7. Construction	Public Works	Policy	TBD	Not Started	On Time

Road Development: Review, Project Priority, Row Acquisition, and Direction

1. Finalize report	Public Works	Mgmt - Top	6/1/2020	Completed	Completed
2. Presentation: report	Public Works	Mgmt - Top	6/1/2020	Not Started	Behind or Moved Back
3. Decision: CIP FY '21 Adoption	Public Works	Mgmt - Top	9/1/2020	Not Started	On Time

City-Owned Land Inventory: Direction on Sale or Use

1. Prepare map - land use	Development Services	Mgmt - High	8/1/2020	Completed	Completed
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Development Fees: Market Analysis, Report, and Direction

1. Complete analysis	Development Services	Mgmt - High	6/1/2020	Completed	Completed
2. Finalize recommendations	Development Services	Mgmt - High	7/1/2020	Completed	Completed
3. Decision: update development fee schedule	Development Services	Mgmt - High	8/1/2020	Completed	Completed

Long-Term Water Supply Policy/Plan: Direction and City Actions

1. Prepare water model	Public Works	Mgmt - High	Completed	Completed	Completed
2. Test scenarios	Public Works	Mgmt - High	6/1/2020	Completed	Completed
3. Presentation: report and direction	Public Works	Mgmt - High	7/1/2020	Not Started	Behind or Moved Back

Public Improvement District (PID) Policy: Report, Direction, and City Actions

1. Finalize draft report	Economic Development	Mgmt - High	7/1/2020	Completed	Completed
2. Decision: policy adoption	Economic Development	Mgmt - High	7/1/2020	Completed	Completed

Zoning Ordinances: Clean Up

1. Finalize ordinance revisions	Development Services	Mgmt	8/1/2020	Moderate Progress	Behind or Moved Back
2. Planning Commission review	Development Services	Mgmt	8/1/2020	Moderate Progress	On Time
3. Decision: ordinance revision	Development Services	Mgmt	8/1/2020	Moderate Progress	On Time

Management in Progress 2020-2021

1. Zoning Maps: Implementation	Development Services		Ongoing	Completed	Completed
2. SmartGov Permitting Software	Neighborhood Services		7/1/2020	Initial Progress	Behind or Moved Back
3. Building Department Full Staffing	Development Services		7/1/2020	Completed	Completed
4. Water System Audit: Completion	Public Works		9/1/2020	Completed	Completed

Major Projects 2020-2021

1. Hackberry Elevated Storage Tank Lighting Installation	Public Works		6/1/2020	Completed	Completed
2. Village of Hurricane Creek Infrastructure Project					
a. ROW Acquisition	Public Works		6/1/2020	Significant Progress	Behind or Moved Back
b. Bid Award	Public Works		7/1/2020	Not Started	Behind or Moved Back
c. Construction	Public Works		12/1/2020	Not Started	On Time
3. Municipal Complex Sewer Line Relocation Project	Public Works		6/1/2020	Completed	Completed
4. Collin Water Pump Station: Final Scope	Public Works		7/1/2020	Significant Progress	On Time
5. Hackberry Lane:					
a. ROW Acquisition	Public Works		7/1/2020	Significant Progress	Behind or Moved Back
b. Bid Award	Public Works		10/1/2020	Not Started	On Time
c. Construction	Public Works		5/1/2021	Not Started	On Time
6. TxDOT Traffic Signal Installation					
a. 4th Street/Highway 5	Public Works		7/1/2020	Completed	Completed

b. CR 371/376	Public Works	12/1/2020	Significant Progress	On Time
7. Rosamond Parkway: Engineering Plans	Public Works	9/1/2020	Significant Progress	On Time
8. Taylor Road Reconstruction				
a. Preliminary Engineering	Public Works	12/1/2020	Initial Progress	On Time
b. Final Design (with Collin County) Submission	Public Works	10/1/2021	Not Started	On Time
9. East Fork Trunk Sewer: Preliminary Engineering	Public Works	12/1/2020	Not Started	On Time
10. Wastewater Treatment Plant: TCRQ Permit	Public Works	3/1/2021	Not Started	On Time

Having a High Performing Professional City

Bond Referendum: Project Package, Direction and Timing

Activities/Milestones	Responsibility	Priority	Time	Progress	Status
1. Work session: direction on projects and referendum direction, prioritize major projects	City Manager	Policy - Top	6/1/2020	Not Started	Behind or Moved Back
2. Finalize bond projects and election time - project costs	City Manager	Policy - Top	8/1/2020	Not Started	On Time
3. Decision: bond referendum direction	City Manager	Policy - Top	8/1/2020	Not Started	On Time

Community Investment Plan/Program: Direction, Development and Funding Mechanism

1. Develop comprehensive plan with projects	Public Works	Policy - High	6/1/2020	Significant Progress	Behind or Moved Back
2. Finalize plan	Public Works	Policy - High	6/1/2020	Significant Progress	Behind or Moved Back
3. Budget workshop	Public Works	Policy - High	6/1/2020	Not Started	Behind or Moved Back
4. Decision: CIP Budget FY '21 adoption	Public Works	Policy - High	9/1/2020	Not Started	On Time

Public Safety Services, Staffing, and Equipment: Direction and Funding

A. Fire Services (Firefighters, Fire Prevention, Administrative Assistant, etc.)					
1. Develop budget proposal	Fire	Policy	6/1/2020	Completed	Completed
2. Budget workshop: Budget FY '21 Funding Direction	Fire	Policy	6/1/2020	Completed	Completed
3. Decision: Budget FY '21 Funding	Fire	Policy	9/1/2020	Not Started	On Time
B. Police Services (Police Officers, Body Cameras, Mobile Data Computer Software, Command Positions, License Plate Readers, etc.)					
1. Develop budget proposal	Police	Policy	6/1/2020	Completed	Completed
2. Budget workshop: Budget FY '21 Funding Direction	Police	Policy	6/1/2020	Completed	Completed
3. Decision: Budget FY '21 Funding	Police	Policy	9/1/2020	Not Started	On Time

Five-Year Financial Plan/Model with Projections: Development

1. Review plan	Finance	Mgmt - Top	6/1/2020	Completed	Completed
2. Budget workshop: presentation	Finance	Mgmt - Top	7/1/2020	Not Started	Behind or Moved Back

Stormwater Utility Report and Direction

1. Complete study	Public Works	Mgmt - Top	8/1/2020	Significant Progress	On Time
2. Decision: report on new rate	Public Works	Mgmt - Top	10/1/2020	Not Started	On Time
3. Implement rate changes	Public Works	Mgmt - Top	12/1/2020	Not Started	On Time

City Contracts for Services: Direction (Solid Waste Disposal, Engineering Services, Janitorial Services)

1. Prepare report with recommendations	City Manager	Mgmt - High	6/1/2020	Completed	Completed
2. Decision: solid waste disposal contract	City Manager	Mgmt - High	6/1/2020	Completed	Completed
3. Issue RFQ for engineering services	City Manager	Mgmt - High	10/1/2020	Not Started	On Time
4. Decision: engineering contract	City Manager	Mgmt - High	11/1/2020	Not Started	On Time
5. Prepare report with recommendations	City Manager	Mgmt - High	3/1/2021	No Longer Relevant	No Longer Relevant
6. Decision: municipal complex janitorial services contract	City Manager	Mgmt - High	3/1/2021	Completed	Completed

Action: City Website Upgrade: Direction and Funding

1. Department responsible for webpage management	City Manager	Mgmt	Ongoing	Completed	Completed
2. Create IT user group - update	City Manager	Mgmt	6/1/2020	Not Started	Behind or Moved Back
3. Prepare budget proposal	City Manager	Mgmt	6/1/2020	Not Started	Behind or Moved Back
4. Budget workshop: Budget FY '21 funding direction	City Manager	Mgmt	6/1/2020	No Longer Relevant	No Longer Relevant
5. Decision: Budget FY '21 Fund for training	City Manager	Mgmt	9/1/2020	Not Started	On Time

Employee Training and Development: Direction and Funding

1. Develop component "In Service Day"	Human Resources	Mgmt	Ongoing	Not Started	On Time
2. Develop calendar	Human Resources	Mgmt	6/1/2020	Not Started	Behind or Moved Back
3. Develop budget proposal	Human Resources	Mgmt	6/1/2020	Completed	Completed
4. Budget workshop: Budget FY '21 funding direction	Human Resources	Mgmt	6/1/2020	Completed	Completed
5. Decision: Budget FY '21 funding	Human Resources	Mgmt	9/1/2020	Not Started	On Time

Employee Wellness/Benefits Gaps Programs: Direction and Funding

1. Develop budget proposal	Human Resources	Mgmt	6/1/2020	Not Started	Behind or Moved Back
2. Budget workshop: Budget FY '21 funding direction	Human Resources	Mgmt	6/1/2020	Not Started	Behind or Moved Back
3. Decision: Budget FY '21 funding	Human Resources	Mgmt	9/1/2020	Not Started	On Time
4. Implement program/benefit changes	Human Resources	Mgmt	10/1/2020	Not Started	On Time

Personnel (Human Resources) Policies: Direction and Revision

1. Develop draft policies	Human Resources	Mgmt	7/1/2020	Significant Progress	Behind or Moved Back
2. Presentation/decision: council policies	Human Resources	Mgmt	7/1/2020	Not Started	Behind or Moved Back

ERP: Direction and Funding (City Financial Software)

1. Decision: General Fund balance - draw down	Finance	Mgmt	5/1/2020	Completed	Completed
2. Review "demo" options	Finance	Mgmt	5/1/2020	Completed	Completed
3. Negotiate contract	Finance	Mgmt	6/1/2020	Not Started	Behind or Moved Back
4. Decision: award contract	Finance	Mgmt	7/1/2020	Not Started	Behind or Moved Back

Online Payment: Report with Options, Directions, and Funding

1. Implement "Dude Solutions"	Neighborhood Services	Mgmt	7/1/2020	Moderate Progress	Behind or Moved Back
2. Service Operational	Finance	Mgmt	8/1/2020	Not Started	On Time

Texas Warrant Roundup Participation: Direction and Funding

1. Define program and process	Police	Mgmt	6/1/2020	Not Started	Behind or Moved Back
2. Analyze financial impacts/revenues	Police	Mgmt	6/1/2020	Not Started	Behind or Moved Back
3. Report for City Manager	Police	Mgmt	6/1/2020	Not Started	Behind or Moved Back

Local Fire Ordinances: Review and Revision

1. Finalize draft ordinance	Fire	Mgmt	4/1/2021	Completed	Completed
2. Review from City Attorney	Fire	Mgmt	5/1/2021	Not Started	On Time
3. Decision: local fire ordinance	Fire	Mgmt	6/1/2021	Not Started	On Time

Management in Progress 2020-2021

1. Police Districting Plan: Implementation	Police		Completed	Completed	Completed
2. Department Performance Metrics (Outcome-Based): Development/Refinement	City Manager		Ongoing	Not Started	On Time
3. Annual City Strategic Plan: Update	City Manager		5/1/2020	Completed	Completed
4. SAFER Grant Re-Application	Fire		5/1/2020	Completed	Completed
5. Body Camera Use Policy	Police		5/1/2020	Completed	Completed
6. Budget Workshop for Mayor and City Council	City Manager		6/1/2020	Completed	Completed
7. Reward Program: Development	Human Resources		6/1/2020	Significant Progress	Behind or Moved Back
8. Fire Station 2: Funding Mechanism (Budget Workshop)	Fire		6/1/2020	Moderate Progress	Behind or Moved Back
9. Cash Management Administrative Directive	Finance		7/1/2020	Not Started	Behind or Moved Back
10. Internal Control System and Process Administrative Directive	Finance		7/1/2020	Not Started	Behind or Moved Back
11. Financial Policies: Training	Finance		7/1/2020	Moderate Progress	Behind or Moved Back
12. Exit Interview Process	Human Resources		7/1/2020	Completed	Completed
13. City Social Function: Update (Potlucks, Employee Functions, etc.)	Human Resources		7/1/2020	Not Started	Behind or Moved Back
14. Neighborhood Trailer	Neighborhood Services		7/1/2020	Not Started	Behind or Moved Back
15. Employee Training Program: Implementation	Human Resources		8/1/2020	Moderate Progress	On Time
16. Annual Employee Compensation Adjustment	Human Resources		9/1/2020	Not Started	On Time
17. Annual Q12 Employee Survey	Human Resources		9/1/2020	Not Started	On Time
18. Public Works Accreditation: Initiation/Contract	Public Works		9/1/2020	Not Started	Behind or Moved Back
19. Financial Transparency Stars Program	Finance		9/1/2020	Moderate Progress	On Time
20. Fire Engine 2: Replacement	Fire		10/1/2020	Significant Progress	On Time
21. City Engineer: Hired	Public Works		10/1/2020	Initial Progress	On Time
22. Plans Examiner: Hired	Development Services		10/1/2020	Initial Progress	On Time
23. Police Policy and Procedure: Update	Police		12/1/2020	Moderate Progress	On Time
24. Annual City Employee In-Service Day (Funding)	Human Resources		12/1/2020	Completed	Completed
25. Neighbor Leadership Academy: Development	City Manager		1/1/2021	Initial Progress	On Time
26. Fire Standard of Cover Report	Fire		1/1/2021	Not Started	On Time
27. Servant Leadership Training Program	Human Resources		1/1/2021	Not Started	On Time
28. Fire SCP: Review	Fire		4/1/2021	Moderate Progress	On Time
29. Firefighter Physical Agility Course: Revamp	Fire		4/1/2021	Moderate Progress	On Time

30. Fire Organizational Rank Structure: Institute	Fire	4/1/2021	Moderate Progress	On Time
31. SMART Data: Implementation	Public Works	4/1/2021	Not Started	On Time
32. NIMS Training and Exercise	Fire	8/1/2021	Not Started	On Time
33. Police Leadership Training Program	Police	8/1/2021	Initial Progress	On Time
34. Ladder Truck (Quint): Design and Acquisition	Fire	12/1/2021	Not Started	On Time
35. Fixed Asset Tracking Spreadsheet	Finance	12/1/2021	Moderate Progress	On Time
36. Emergency Management Protocols/NIMS Protocols: Development	Fire	12/1/2022	Not Started	On Time
37. Clean Up Day	Neighborhood Services	TBD	Moderate Progress	On Time

Major Projects 2020-2021

1. Municipal Complex Project: Completion and Location of City Offices	Public Works	3/1/2021	Moderate Progress	Behind or Moved Back
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