

THE CITY OF
Anna

2020-2021
THIRD QUARTER
STRATEGIC PLAN
UPDATE



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Introduction

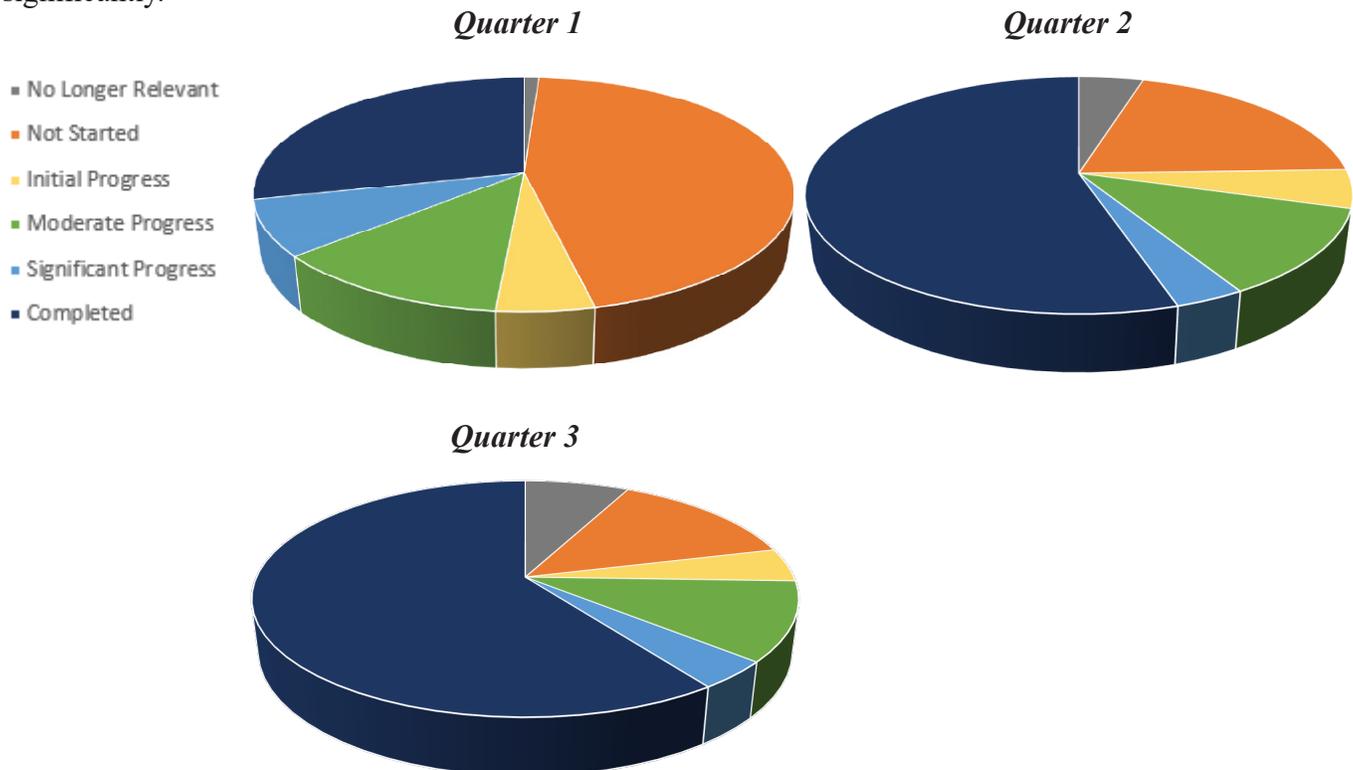
In the City of Anna, it's important that the Strategic Plan, adopted yearly in May by Council, is a living document that staff interacts with and considers in day-to-day decisions and operations. This determined interaction with the current Strategic Plan allows staff to continually actualize the vision of the Strategic Plan as set forth by Council and Management, making Anna a more wonderful place to live, work, and play. Last year, in spring 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 November to the end of January.

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 and whether each is being completed on schedule. Presented below are comparisons between Quarter 1 (top left graph), Quarter 2 (top right graph), and Quarter 3 (bottom left graph) of the Strategic Plan.

How far along are we? How much have we accomplished this quarter? This quarter, staff have completed about another eighth of the action item steps, shown below. Staff has made some amount of progress on about 85% 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.

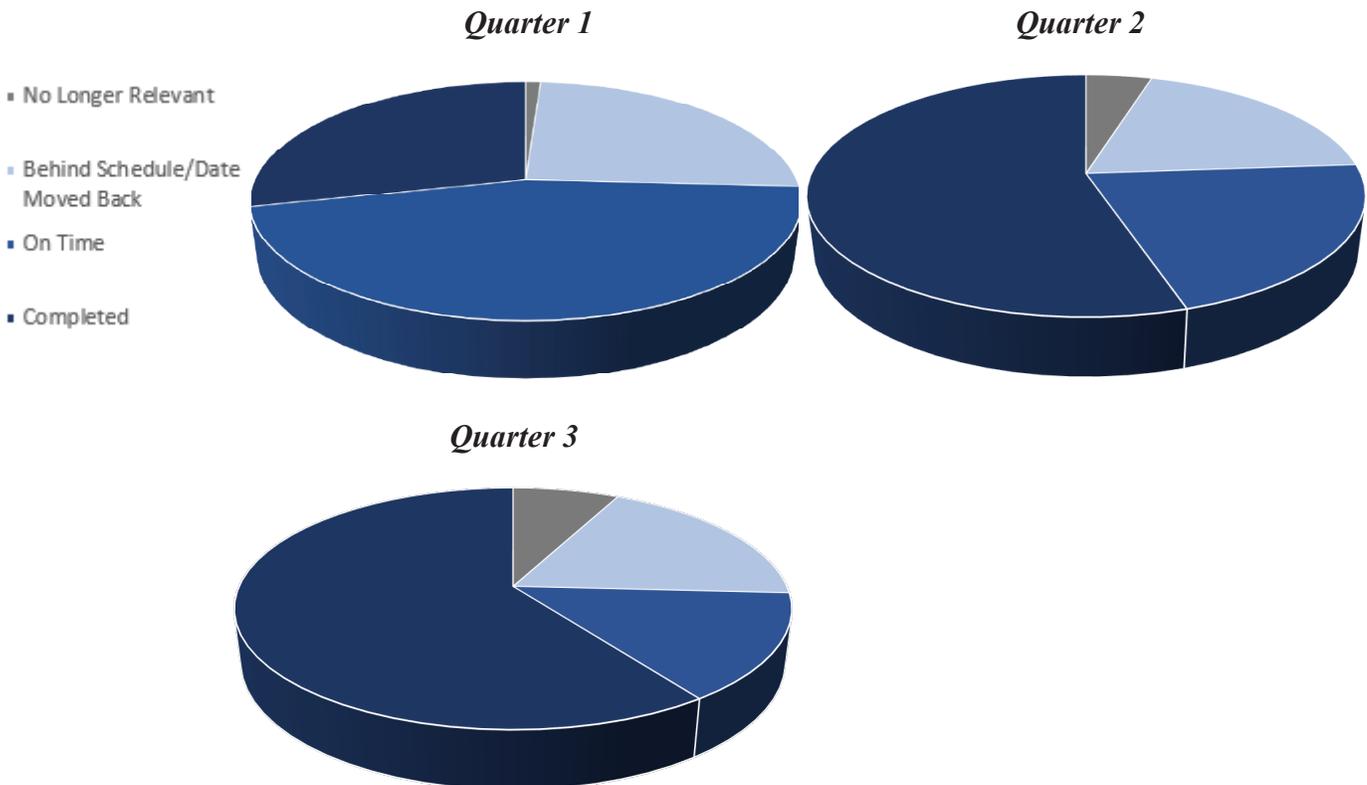


Are we completing our items on schedule? If not, what factors are affecting our progress? We are completing many of our items on schedule, but not all.

There are three main factors influencing whether Strategic Plan items are completed by the time period set in the 2020-2021 Strategic Plan. First, COVID-19 has undoubtedly disrupted the timeline for some of our projects. For some items, it's prevented our ability to gather with each other as a staff and it's changed the way we're able to interact with our community members as well as our community partners. When it comes to some events and programs, whether internal or external to the City of Anna, they've transitioned to be virtual with relative ease. Others, because of the nature of interaction at those events or within those programs, must be postponed. Consider Economic Development's goal of attending trade shows to market the business park (Goal 1) and how trade shows are not easily made virtual. Some items within our Strategic Plan also include making decisions based off of City-related data. COVID-19 has affected the ability to gather that data, especially in the case of Public Works projects related to traffic needs (Goal 1) as neighbors are not driving to work as often right now, but likely will be once the pandemic is over.

Second, some of the items listed in the Strategic Plan will be impacted by the completion of the Comprehensive Plan, Downtown Master Plan, and Parks and Trails Master Plan. These items, like the Targeted Business Analysis (Goal 1), Updated Parks Ordinances (Goal 2), and Updates to Zoning Ordinances (Goal 3) will be best completed with the information gathered during the comprehensive planning process, including the feedback neighbors have shared and key direction the plans provide. Notable progress on these items has been made, with drafts for updated ordinances being near completion, but information from the completed plans will provide knowledge for a final round of edits.

Lastly, transitions or additions of key staff members have changed the way items can and should be completed. New expertise in some of our departments gives the City the opportunity to approach some of the ideas and challenges addressed in the current year's Strategic Plan in new ways. Some of these staff additions allow the City to complete projects sooner while others bring a better strategy to an idea or issue, which can add time in completing them.



Council Priorities

In the Spring of 2020, the City Council set out 5 “Top” and 7 “High” priority items for the City to tackle over the course of the year. This page serves as a quick update on the progress of those items thus far, with some items combined because of their interconnected nature.

The Downtown Master Plan, Comprehensive Plan, and Parks, Trails, and Open Spaces Master Plan: The consultant team has been working with neighbors to receive input on Anna 2050. The Comprehensive Plan Advisory Task Force is tentatively scheduled to have their last meeting on March 2 to review the draft plans. The plans will go before the Boards and Commissions in late March/early April and will go to City Council upon a recommendation by the Planning & Zoning Commission.

The Bond Referendum, including the Library, Outdoor Sports Complex, and Recreation Center: Everything has been completed in preparation for the Bond Election this May, giving the voters the ultimate decision on what they want to see come to Anna. There may be the opportunity to provide educational materials to our neighbors on the Bond as needed or requested.

Restaurants and Entertainment Attraction Strategy: The City is holding off until the Comprehensive Plan and Downtown Master Plan are completed before moving ahead. The goal is to kick it off later this summer when we expect the retail and entertainment market to rebound.

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.

Business Park Activation: Economic Development is actively working on multiple deals, including a potential speculative building. With the main challenge being no road or signage in the park, the EDC/CDC Board is amenable to begin the process of planning Phase 1 Infrastructure over the next few months that will include a road, water/wastewater extensions, natural gas extensions, drainage work, and signage. Activity is strong and our land price points are very competitive compared to the DFW market.

Small Business Support/Assistance Program: The City's COVID-19 Recovery Grant Program was administered in two phases using funding from Coronavirus Aid, Relief, and Economic Security (CARES) Act. A total of \$180,000 in grant funds was injected back into the local economy, supporting Anna business and organizations assisting Anna neighbors in successfully withstanding COVID-19's economic impacts.

Utility Rates: Over the past five years, the water purchase and sewer treatment costs imposed on the City by outside entities had increased by more than 40%, which had not been passed on to rate payers as rates had not changed. In July, the City completed a utility rate study with the assistance of NewGen Strategies which included the review of all utility costs incurred by the City, all personnel, maintenance, and operations costs, along with the anticipated rising costs of purchasing wholesale water from the Greater Texoma Utility Authority (GTUA) and the North Texas Municipal Water District (NTMWD). The City conducted a Telephone Town Hall in late August to answer questions from neighbors regarding the new utility rates and updated rates were approved by Council soon after.

What's Next?

The City of Anna has begun the process to update the Strategic Plan for the 2021-2022 period. Departments have submitted potential items for prioritization and Council has provided initial direction as well. The City Manager's Office is reviewing the current year's Strategic Plan to best understand what items from this year will continue on to next year's plan.

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 Café"	Economic Development	Policy - High	6/1/2020	Completed	Completed
5. Executive Session: Update	Economic Development	Policy - High	7/1/2020	Completed	Completed

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	Initial Progress	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/Anna/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	Completed	Completed
2. Budget workshop: funding, direction	Economic Development	Policy	6/1/2020	Completed	Completed
3. Decision: incentives policy	Economic Development	Policy	7/1/2020	Completed	Completed
4. Decision: Budget FY '21	Economic Development	Policy	9/1/2020	Completed	Completed
5. Implement policy	Economic Development	Policy	10/1/2020	Completed	Completed

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	Initial Progress	Behind or Moved Back
5. Decision: development agreement	Economic Development	Policy	12/1/2020	Not Started	Behind or Moved Back

Chamber of Commerce: Revisited Mission and Agreement

1. Negotiate agreement with CDC	Economic Development	Policy	5/1/2020	Completed	Completed
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	Completed	Completed
5. Develop budget proposal: Chamber funding/event funding	Neighborhood Services	Policy	6/1/2020	Completed	Completed
6. Budget workshop: direction	Neighborhood Services	Policy	6/1/2020	Completed	Completed
7. Meet with Chamber, EDC	Economic Development	Policy	7/1/2020	Completed	Completed
8. Decision: Budget FY '21 funding	Economic Development	Policy	9/1/2020	Completed	Completed

Medical Campus Business Development: Next Steps

A. Surgery Center					
1. Open	Economic Development	Mgmt - Top	7/1/2020	Completed	Completed
B. Emergency Room - free standing					
1. Open	Economic Development	Mgmt - Top	9/1/2020	Completed	Completed
C. Medical Offices					
1. Finalize economic development incentives	Economic Development	Mgmt - Top	5/1/2020	Completed	Completed
2. Decision: incentives for medical office development	Economic Development	Mgmt - Top	6/1/2020	Completed	Completed

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 Corner 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	Significant Progress	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/warrants 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	Behind or Moved Back

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	Completed	Completed

Breakfast Place Development: Next Steps

1. Continue discussion with restaurant development	Economic Development	Mgmt	Ongoing	Completed	Completed
2. Sunview Café	Economic Development	Mgmt	6/1/2020	Completed	Completed

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	Completed	Completed
4. Kick-off program	Economic Development	Mgmt	10/1/2020	Completed	Completed

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	Completed	Completed
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	Behind or Moved Back
5. Land and Property Management Database: Development	Economic Development		9/1/2020	Completed	Completed
6. International Economic Development Awards	Economic Development		10/1/2020	Completed	Completed
7. Annual Business Appreciation Event	Economic Development		11/1/2020	Not Started	Behind or Moved Back
8. Targeted Businesses Analysis	Economic Development		3/1/2021	Not Started	Behind or Moved Back

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	Completed	Completed
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	Completed	Completed

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	Completed	Completed
3. Complete assessment/"best practices" programming, facilities, funding, size, and costs	Neighborhood Services	Policy - High	7/1/2020	Completed	Completed
4. Prepare detailed report	Neighborhood Services	Policy - High	7/1/2020	Completed	Completed

Outdoor Sports Complex/Sports Fields Development: Ballfield Development

1. Bryant Park: Ballfields					
a. Develop design layout	Neighborhood Services	Policy - High	9/1/2020	Moderate Progress	Behind or Moved Back
b. Negotiate parking lot with Anna ISD	Neighborhood Services	Policy - High	9/1/2020	Moderate Progress	Behind or Moved Back
c. Decision: budget amendment	Neighborhood Services	Policy - High	9/1/2020	Not Started	Behind or Moved Back
d. Construction	Neighborhood Services	Policy - High	12/1/2020	Not Started	Behind or Moved Back
2. Johnson Park: Ballfield					
a. Develop design layout	Neighborhood Services	Policy - High	9/1/2020	Completed	Completed
b. Negotiate parking lot with Anna ISD	Neighborhood Services	Policy - High	9/1/2020	No Longer Relevant	No Longer Relevant
3. Construction	Neighborhood Services	Policy - High	12/1/2020	Moderate Progress	Behind or Moved Back

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

1. Identify potential recreational offerings and locations	Neighborhood Services	Policy	6/1/2021	Completed	Completed
2. Prepare budget proposal	Neighborhood Services	Policy	6/1/2021	Completed	Completed
3. Budget Workshop: Budget FY '22 Direction	Neighborhood Services	Policy	6/1/2021	Completed	Completed
4. Decision: Budget FY '22 Fund - recreation programming	Neighborhood Services	Policy	9/1/2021	Completed	Completed

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	Completed	Completed
3. Prepare report with options	Neighborhood Services	Policy	9/1/2020	Moderate Progress	Behind or Moved Back
4. Work session: presentation and direction	Neighborhood Services	Policy	10/1/2020	Not Started	Behind or Moved Back

Green Ribbon Project - Median Beautification: 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	Completed	Completed
2. Decision: Budget FY '20 Amendment for Funding Code Compliance Officer	Neighborhood Services	Mgmt - Top	7/1/2020	Completed	Completed

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	Completed	Completed
6. Budget Workshop: Budget FY '21 Funding Direction	Neighborhood Services	Mgmt - High	6/1/2020	Completed	Completed
7. Decision: Budget FY '21 Funding	Neighborhood Services	Mgmt - High	9/1/2020	Completed	Completed

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	No Longer Relevant	Behind or Moved Back
2. Work Session: North Pointe Report and Direction	Neighborhood Services	Mgmt - High	7/1/2020	No Longer Relevant	Behind or Moved Back
3. Prepare report	Neighborhood Services	Mgmt - High	8/1/2020	No Longer Relevant	Behind or Moved Back
4. Work Session: Pecan Grove	Neighborhood Services	Mgmt - High	9/1/2020	No Longer Relevant	Behind or Moved Back
5. Prepare report	Neighborhood Services	Mgmt - High	10/1/2020	No Longer Relevant	Behind or Moved Back
6. Work Session: Anna Town Square	Neighborhood Services	Mgmt - High	11/1/2020	No Longer Relevant	Behind or Moved Back
7. Prepare report	Neighborhood Services	Mgmt - High	12/1/2020	No Longer Relevant	Behind or Moved Back
8. Work Session: Meadow Vista	Neighborhood Services	Mgmt - High	1/1/2021	No Longer Relevant	Behind or Moved Back
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	Completed	Completed
4. Prepare comprehensive report	Police	Mgmt	7/1/2020	No Longer Relevant	No Longer Relevant

5. Report: Neighborhood Policing Presentation	Police	Mgmt	7/1/2020	No Longer Relevant	No Longer Relevant
6. Decision: Budget FY '21 Funding for Program	Police	Mgmt	9/1/2020	Completed	Completed

Rules and Regulations for Ballfields Ordinance: Direction

1. Complete research	Neighborhood Services	Mgmt	12/1/2020	Completed	Completed
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

Park Ordinances - Procedures and Processes: Update

1. Review and identify needs	Neighborhood Services	Mgmt	9/1/2020	Completed	Completed
2. Prepare draft ordinance	Neighborhood Services	Mgmt	11/1/2020	Significant Progress	Behind or Moved Back
3. Decision: Ordinance Update Adoption	Neighborhood Services	Mgmt	12/1/2020	Not Started	Behind or Moved Back

Slayter Creek Park Improvements: Direction and Funding (Concession)

1. Prepare budget proposal	Neighborhood Services	Mgmt	6/1/2020	Completed	Completed
2. Budget Workshop: Budget FY '21 Direction	Neighborhood Services	Mgmt	6/1/2020	Completed	Completed
3. Decision: Budget FY '21 Funding	Neighborhood Services	Mgmt	9/1/2020	Completed	Completed

Management in Progress 2020-2021

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	Completed	Completed
5. All City Parks Assessment: Report	Neighborhood Services		7/1/2020	Completed	Completed
6. Community Races at Parks	Neighborhood Services		TBD	No Longer Relevant	No Longer Relevant
7. Movies in the Park	Neighborhood Services		TBD	Moderate Progress	On Time
8. Push Cars and Little Libraries in Parks (Anna ISD Project)	Neighborhood Services		TBD	No Longer Relevant	No Longer Relevant

Major Projects 2020-2021

1. Sidewalk Repair Projects					
a. Slayter Creek	Public Works		6/1/2020	Completed	Completed
b. Natural Springs	Public Works		6/1/2020	Completed	Completed
2. Johnson Park Renovation Project					
a. Bid	Neighborhood Services		Ongoing	Completed	Completed
b. Begin Construction	Neighborhood Services		Ongoing	Completed	Completed
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	Completed	Completed
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	Behind or Moved Back
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	Completed	Completed
3. Decision: CIP FY '21 Adoption	Public Works	Mgmt - Top	9/1/2020	Completed	Completed

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 Ordinance: 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	Behind or Moved Back
3. Decision: ordinance revision	Development Services	Mgmt	8/1/2020	Moderate Progress	Behind or Moved Back

Management in Progress 2020-2021

1. Zoning Maps: Implementation	Development Services		Ongoing	Completed	Completed
2. SmartGov Permitting Software	Neighborhood Services		7/1/2020	Completed	Completed
3. Building Department Full Staffing	Development Services		7/1/2020	Significant Progress	Behind or Moved Back
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	Behind or Moved Back
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	Completed	Completed
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	Behind or Moved Back
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	Behind or Moved Back
7. Rosamond Parkway: Engineering Plans	Public Works	9/1/2020	Significant Progress	Behind or Moved Back
8. Taylor Road Reconstruction				
a. Preliminary Engineering	Public Works	12/1/2020	Initial Progress	Behind or Moved Back
b. Final Design (with Collin County) Submission	Public Works	10/1/2021	Initial Progress	On Time
9. East Fork Trunk Sewer: Preliminary Engineering	Public Works	12/1/2020	Moderate Progress	Behind or Moved Back
10. Wastewater Treatment Plant: TCEQ Permit	Public Works	3/1/2021	Initial Progress	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	Completed	Completed
2. Finalize bond projects and election time - project costs	City Manager	Policy - Top	8/1/2020	Completed	Completed
3. Decision: bond referendum direction	City Manager	Policy - Top	8/1/2020	Completed	Completed

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

1. Develop comprehensive plan with projects	Public Works	Policy - High	6/1/2020	Completed	Completed
2. Finalize plan	Public Works	Policy - High	6/1/2020	Completed	Completed
3. Budget workshop	Public Works	Policy - High	6/1/2020	Completed	Completed
4. Decision: CIP Budget FY '21 adoption	Public Works	Policy - High	9/1/2020	Completed	Completed

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	Completed	Completed
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	Completed	Completed

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	Completed	Completed

Stormwater Utility Report and Direction

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

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	Moderate Progress	Behind or Moved Back
4. Decision: engineering contract	City Manager	Mgmt - High	11/1/2020	Not Started	Behind or Moved Back
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	No Longer Relevant	No Longer Relevant
3. Prepare budget proposal	City Manager	Mgmt	6/1/2020	Completed	Completed
4. Budget workshop: Budget FY '21 funding direction	City Manager	Mgmt	6/1/2020	Completed	Completed
5. Decision: Budget FY '21 Fund for training	City Manager	Mgmt	9/1/2020	Completed	Completed

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	Significant Progress	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	Completed	Completed

Employee Wellness/Benefits Gaps Programs: Direction and Funding

1. Develop budget proposal	Human Resources	Mgmt	6/1/2020	Completed	Completed
2. Budget workshop: Budget FY '21 funding direction	Human Resources	Mgmt	6/1/2020	Completed	Completed
3. Decision: Budget FY '21 funding	Human Resources	Mgmt	9/1/2020	Completed	Completed
4. Implement program/benefit changes	Human Resources	Mgmt	10/1/2020	Completed	Completed

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	Completed	Completed
4. Decision: award contract	Finance	Mgmt	7/1/2020	Completed	Completed

Online Payment: Report with Options, Directions and Funding

1. Implement "Dude Solutions"	Neighborhood Services	Mgmt	7/1/2020	Completed	Completed
2. Service Operational	Finance	Mgmt	8/1/2020	Moderate Progress	Behind or Moved Back

Texas Warrant Roundup Participation: Direction and Funding

1. Define program and process	Police	Mgmt	6/1/2020	No Longer Relevant	No Longer Relevant
2. Analyze financial impacts/revenues	Police	Mgmt	6/1/2020	No Longer Relevant	No Longer Relevant
3. Report for City Manager	Police	Mgmt	6/1/2020	No Longer Relevant	No Longer Relevant

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	Completed	Completed
3. Decision: local fire ordinance	Fire	Mgmt	6/1/2021	Completed	Completed

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	Completed	Completed
8. Fire Station 2: Funding Mechanism (Budget Workshop)	Fire		6/1/2020	Completed	Completed
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	Moderate Progress	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	Completed	Completed
14. Neighborhood Trailer	Neighborhood Services		7/1/2020	Initial Progress	Behind or Moved Back
15. Employee Training Program: Implementation	Human Resources		8/1/2020	Significant Progress	Behind or Moved Back
16. Annual Employee Compensation Adjustment	Human Resources		9/1/2020	No Longer Relevant	No Longer Relevant
17. Annual Q12 Employee Survey	Human Resources		9/1/2020	Completed	Completed
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	Behind or Moved Back
20. Fire Engine 2: Replacement	Fire		10/1/2020	Completed	Completed
21. City Engineer: Hired	Public Works		10/1/2020	Completed	Completed
22. Plans Examiner: Hired	Development Services		10/1/2020	Completed	Completed
23. Police Policy and Procedure: Update	Police		12/1/2020	Completed	Completed
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	Behind or Moved Back
26. Fire Standard of Cover Report	Fire		1/1/2021	Initial Progress	Behind or Moved Back
27. Servant Leadership Training Program	Human Resources		1/1/2021	Moderate Progress	Behind or Moved Back
28. Fire SOP: 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	Completed	Completed
32. NIMS Training and Exercise	Fire	8/1/2021	Initial Progress	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	Initial Progress	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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