

THE CITY OF
Anna

2020-2021
FOURTH QUARTER
STRATEGIC PLAN
UPDATE



TABLE OF CONTENTS

INTRODUCTION	4
GOAL 1: GROWING ANNA ECONOMY	7
RESTAURANTS AND ENTERTAINMENT ATTRACTION STRATEGY	8
BUSINESS PARK ACTIVATION	8
SMALL BUSINESS SUPPORT/ASSISTANCE PROGRAM.....	8
ECONOMIC DEVELOPMENT INCENTIVES POLICY	9
COLLIN COMMUNITY COLLEGE CAMPUS DEVELOPMENT.....	9
CHAMBER OF COMMERCE: REVISITED MISSION AND AGREEMENT	9
MEDICAL CAMPUS BUSINESS DEVELOPMENT	10
ECONOMIC DEVELOPMENT STRATEGIC PLAN.....	10
HIGHWAY 455/U.S. 75 FOUR CORNER ACTIVATION	10
CLEAN UP SITE (HOLIDAY INN EXPRESS).....	11
BREAKFAST PLACE DEVELOPMENT	11
CITY/EDC BRANDING AND MARKETING PROGRAM.....	11
MANAGEMENT IN PROGRESS.....	12
GOAL 2: GREAT PLACE TO LIVE	15
LIBRARY/COMMUNITY RESOURCE CENTER/LEARNING CENTER	16
INDOOR COMMUNITY/RECREATION CENTER	16
OUTDOOR SPORTS COMPLEX/SPORTS FIELD DEVELOPMENT	16
RECREATION PROGRAMS/ACTIVITIES EXPANSION	17
YOUTH PROGRAMS/ACTIVITIES/PARTNERSHIPS	17
GREEN RIBBON PROJECT – MEDIAN BEAUTIFICATION	18
CODE COMPLIANCE EXPANSION.....	18
TALL GRASS/WEEDS AND MOWING SERVICES	18
NEIGHBORHOOD PARKS AGREEMENTS.....	19
NEIGHBORHOOD POLICING	19
RULES AND REGULATIONS FOR BALLFIELDS ORDINANCES	20
PARKS ORDINANCES.....	20
SLAYTER CREEK PARK IMPROVEMENTS.....	20
MANAGEMENT IN PROGRESS.....	20
MAJOR PROJECTS	22
GOAL 3: SUSTAINABLE ANNA COMMUNITY	23
COMPREHENSIVE PLAN	24
DOWNTOWN MASTER PLAN	24
PARKS, TRAILS, AND OPEN SPACES MASTER PLAN.....	24
UTILITY RATES STUDY.....	24
FERGUSON ROAD EXTENSION DESIGN	25
ROAD DEVELOPMENT PRIORITIZATION	25
CITY-OWNED LAND INVENTORY	25
DEVELOPMENT FEES ANALYSIS	25
LONG-TERM WATER SUPPLY PLAN.....	25

PUBLIC IMPROVEMENT DISTRICT (PID) POLICY.....	26
ZONING ORDINANCE CLEAN UP.....	26
MANAGEMENT IN PROGRESS.....	26
MAJOR PROJECTS.....	27
GOAL 4: HIGH PERFORMING PROFESSIONAL CITY.....	31
BOND REFERENDUM.....	32
COMMUNITY INVESTMENT PLAN.....	32
PUBLIC SAFETY SERVICES, STAFFING, AND EQUIPMENT.....	32
FIVE-YEAR FINANCIAL PLAN/MODEL.....	33
STORMWATER UTILITY REPORT.....	33
CITY CONTRACTS FOR SERVICES.....	33
CITY WEBSITE UPGRADE.....	33
EMPLOYEE TRAINING AND DEVELOPMENT.....	34
EMPLOYEE WELLNESS/BENEFITS GAPS.....	34
PERSONNEL POLICIES.....	35
ERP FUNDING AND DIRECTION.....	35
ONLINE PAYMENT SERVICES.....	35
TEXAS WARRANT ROUNDUP PARTICIPATION.....	35
LOCAL FIRE ORDINANCES.....	36
MANAGEMENT IN PROGRESS.....	36
MAJOR PROJECTS.....	42

Introduction

In the City of Anna, it is important that the Strategic Plan, adopted yearly in spring 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 February until the middle of May.

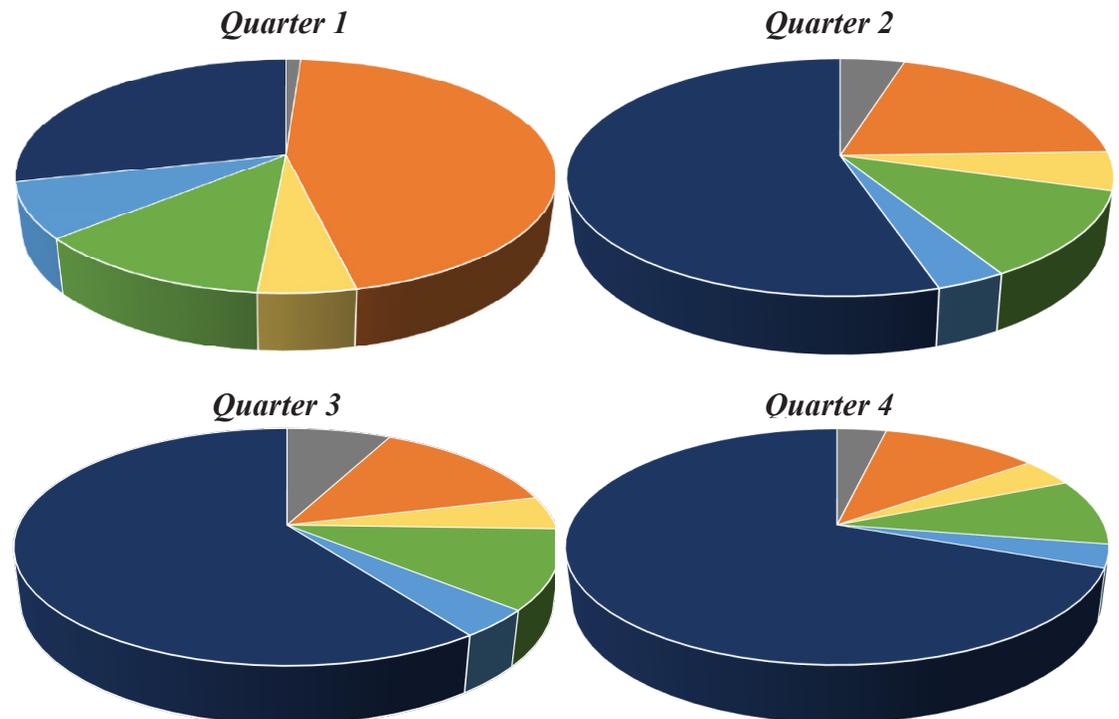
To gather these results, the City Manager’s Office met with each department to better understand progress on each step as well as whether the items were expected to be completed by the date outlined in the Strategic Plan. Below are the overall results. Progress for each action and individual step are detailed in the goal subsections.

Progress for the strategic plan items is categorized in two ways: how far along each item is (Graphs, page 4) and whether each is being completed on schedule (Graphs, page 5). Presented are comparisons between Quarter 1 (top left graph), Quarter 2 (top right graph), Quarter 3 (bottom left graph), and Quarter 4 (bottom right graph) of the Strategic Plan.

How far along are we? How much have we accomplished this quarter? A year after the annual strategic plan was approved, we have made progress on 89% of the action items. We have completed 69% of them and 4% have been marked as no longer relevant. Notably, there are also items in the plan such as attending trade shows and updating marketing materials (Goal 1) that will be continually ongoing and therefore won’t be marked complete.

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 have been completed by the time set in the 2020-2021 Strategic Plan. First, COVID-19 has undoubtedly disrupted the timeline for some of our projects. For some items, it has prevented our ability to gather with each other as a staff and it is changed the way we can

- Legend**
- No Longer Relevant
 - Not Started
 - Initial Progress
 - Moderate Progress
 - Significant Progress
 - Completed



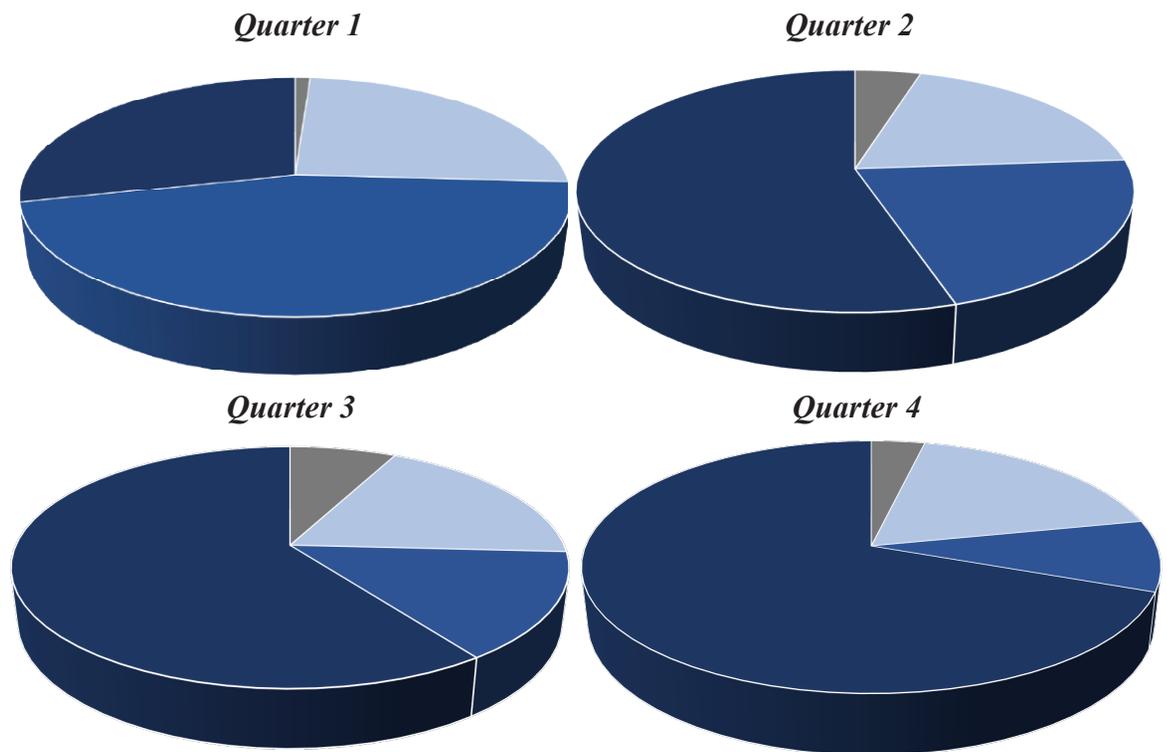
interact with our community members as well as our community partners. When it comes to some events and programs, whether internal or external to the City of Anna, they have transitioned to be virtual with relative ease. Others, because of the nature of interaction at those events or within those programs, 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 City-related data. COVID-19 has affected the ability to gather that data, especially in the case of traffic needs 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.

Where are we with individual projects? As the fourth quarter wraps up a year’s worth of work and progress, we have a short update on each project the Council set forth in last year’s strategic plan. The reports are listed in subsequent pages, organized by the strategic goals the projects support with the top priority projects first. In reading them, it’s helpful to know what the column titles and accompanying information refer to:

- Legend**
- No Longer Relevant
 - Behind Schedule/Date Moved Back
 - On Time
 - Completed



- Activities/Milestones refers to specific actions outlined by the strategic plan to support the broad goals of the city;
- Responsibility refers to the department with the primary responsibility for the associated activities/milestones;
- Priority refers to the priority given to an item by the Council/management team;
- Time refers to the general expected date of completion for the action item when the Strategic Plan was originally approved;
- Progress refers to the amount of progress made on the action item; and
- Status refers to whether the action item will be completed on schedule.

Goal 1: Growing the Anna Economy

Restaurants and Entertainment Attraction Strategy: Direction and City Actions

Activities/Milestones	Responsibility	Priority	Original Date	Progress	Status	Discussion
1. Work with real estate brokers	Economic Development	Policy - High	Ongoing	Moderate Progress	On Time	Overall, the Restaurants and Entertainment Attraction Strategy seeks to provide neighbors with more food and leisure options closer to home. Working with real estate brokers and participating in digital marketing will be ongoing as we help promote available sites for restaurants and entertainment. Sunview Café opened in the fall of 2020 and updates were provided over the summer of 2020. We are helping the brewery secure lease space in downtown. This continues into next year's plan.
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	The Business Park Activation action item was intended to recruit businesses onto the property and create jobs. Working with the listing broker, attending trade shows, and participating in digital marketing are complete to the extent that we have garnered offers on the property and will be ongoing until the business park is full. The City is in the process of negotiating the land contract and there will likely be a decision on that contract soon. The development agreement and city incentives will likely be complete this summer after the contract is signed. This continues into next year's plan.
2. Attend trade shows marketing the business	Economic Development	Policy - High	Ongoing	Completed	Completed	
3. Participate in digital marketing for business	Economic Development	Policy - High	Ongoing	Completed	Completed	
4. Negotiate land contract	Economic Development	Policy - High	TBD	Moderate 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						The City of Anna COVID-19 Recovery Grant Program was administered in two phases using funding from Coronavirus Aid, Relief, and Economic Security (CARES) Act to support local businesses through the economic downturn. A total of \$180,000 in grant funds has been injected back into the local economy, supporting Anna businesses and organizations. A report/update was given on July 14, 2020 with the
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	adoption of the Chapter 380 agreements.
2. Downtown Businesses						The assistance program as it pertains to Downtown Businesses seeks to support and develop our downtown. Identifying potential users and retention visits to current businesses will be continually ongoing. With the adoption of the Downtown Master Plan there will be further implementation steps to attract new businesses to downtown.
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	
<i>Economic Development Incentives: Policy Direction and Funding</i>						
1. Finalize report with recommendations	Economic Development	Policy	6/1/2020	Completed	Completed	Establishing policy on Economic Development Incentives serves as a guide for those seeking incentives. It outlines project criteria and processes, targeted priorities for City, and describes incentives available. These policies were adopted and implemented by City Council at the December 8, 2020 Council meeting and updated at the March 23, 2021 Council meeting. The policy is posted on the EDC's website and shared with potential applicants.
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	
<i>Collin Community College Campus Development: Location</i>						
1. Create a short list: potential site for campus	Economic Development	Policy	5/1/2020	Completed	Completed	The Collin Community College campus locating in Anna will bring jobs, workforce training, and education to neighbors. The site has been identified. We are in the process of negotiating a memorandum of understanding (MOU). At the point when Collin College is ready to start building, the development agreement will be completed. With this, we are working with our community partner's timelines. This continues into next year's plan.
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	
<i>Chamber of Commerce: Revisited Mission and Agreement</i>						
1. Negotiate agreement with CDC	Economic Development	Policy	5/1/2020	Completed	Completed	Revisiting the City's agreement with the Chamber of Commerce allows for more events in house as we build the internal capacity to hold them and to
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	support chamber's professional services moving forward. This was complete at the adoption of the FY 2021 Budget on September 8, 2020 but will be reviewed again for FY 2022.
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						The Medical Campus Business Development allows for additional and unique health services available to neighbors. Both the surgery center and emergency room have opened. The medical offices will be located adjacent to the surgery center, creating a medical campus. The medical offices will potentially open next year. This continues into next year's plan.
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	The Economic Development Strategic Plan serves to provide a specific path to the City's overarching economic development goals. It was adopted in 2020. We expect the EDC/CDC will provide monthly updates to the EDC/CDC Boards on progress.
--	----------------------	------------	----------	-----------	-----------	---

Highway 455/U.S. 75 Four Corner Activation

1. Chief Partners						The purpose of the Highway 455/U.S. 75 Four Corner Activation is to further retail activity at one of Anna's major intersections. Recruiting hotel and entertainment businesses will be ongoing until these corners are fully built out. We are in the process of
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	following up with QT and are monitoring multi-family development.
3. TxDOT						The Anna-Weston sign was updated earlier in the Spring. Funding was not necessary for TxDOT to change it. The City capital investment plan was presented at the August 25, 2020 Council meeting. Public Works put together a list of traffic signal needs based on City traffic data. It is unlikely that they will add more signals to 5 before it is widened. This will be reviewed annually.
a. Change signs on U.S. 75	Public Works	Mgmt - High	Ongoing	Completed	Completed	
b. Decision: funding for signs	Public Works	Mgmt - High	7/1/2020	Completed	Completed	
c. Develop list of traffic signal needs - traffic counts/warrants study	Public Works	Mgmt - High	10/1/2020	Completed	Completed	
d. Develop capital projects/plan	Public Works	Mgmt - High	1/1/2021	Completed	Completed	

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

1. Send default notice	Neighborhood Services	Mgmt	Completed	Completed	Completed	The purpose of this action item was to achieve an efficient resolution to a partially developed commercial site. The notices of violation have been sent, the violation "abate by" date has passed, and the site has been deemed an attractive nuisance which sets things up for further action by the city. Staff is meeting with the developer to review their financing and alternatives and we will have more direction after this has happened. This continues into next year's plan.
2. Explore legal options/definition of "clean up" and action plan	Neighborhood Services	Mgmt	7/1/2020	Completed	Completed	
3. Report: update	Neighborhood Services	Mgmt	7/1/2020	Completed	Completed	

Breakfast Place Development: Next Steps

1. Continue discussion with restaurant development	Economic Development	Mgmt	Ongoing	Completed	Completed	The Breakfast Place Development action item sought to give neighbors an option for a sit-down breakfast place. Sunview Café opened in the fall of 2020 for neighbors to enjoy.
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	The City/EDC Branding and Marketing Program sought to develop brand recognition for the EDC. The marketing plan was adopted in fall by the EDC/CDC boards. This has resulted in recent articles in the Dallas Business Journal, D CEO Magazine, and Texas Real Estate Magazine. This continues into next year's plan.
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	Going to trade shows and developing marketing materials allows staff to better market Anna to potential developers. Trade shows have been affected by COVID-19 this year, but we are continually updating materials to share with prospects. This continues into next year's plan.
2. Community Resource Guide: Update	Economic Development	8/1/2020	Completed	Completed	The guide provides neighbors a one-stop-shop for community information. This was completed over the summer and is up in multiple places on the City and EDC websites.
3. Economic Development Website/Search Engine Optimization: Expansion	Economic Development	9/1/2020	Completed	Completed	The website/search engine optimization allows potential developers to better find the EDC website online. This was completed last fall with Cooksey Communications.
4. Development Forum Event	Economic Development	9/1/2020	Not Started	Behind or Moved Back	The purpose of the development forum event is for professionals involved in the construction and development process to get to know Anna better – our goals, current development activity, pro-business attitude and processes. This was delayed because of COVID-19. We are reviewing this again to partner with a private group. This continues into next year's plan.
5. Land and Property Management Database: Development	Economic Development	9/1/2020	Completed	Completed	The development of a land and property management database allows developers to better understand available land. The available properties maps were updated this past year. They are up on the EDC website.

6. International Economic Development Awards	Economic Development	10/1/2020	Completed	Completed	These awards bring interest and distinguishment to the City. We applied for these and received two: for the EDC website and one for the business park video. This continues into next year's plan.
7. Annual Business Appreciation Event	Economic Development	11/1/2020	Completed	Completed	This event helps build relationships between the City and community. The event this year did not take place in person because of COVID-19, but the Chamber of Commerce and EDC sent out letters and pen cups to top 100 businesses in Anna. This continues into next year's plan.
8. Targeted Businesses Analysis—Downtown	Economic Development	3/1/2021	Not Started	Behind or Moved Back	The Targeted Businesses Analysis is focused on identifying what types of retail/restaurant businesses fit in the downtown area and how much commercial square footage could be absorbed. It has been delayed because of the economic impacts of COVID-19 as well as in anticipation of direction from the Downtown Master Plan. It is estimated to start in October and to be done in the 1 st quarter of 2022. This continues into next year's plan.

Goal 2: Making Anna a Great Place to Live

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

Activities/Milestones	Responsibility	Priority	Time	Progress	Status	Discussion
1. Prepare overview conceptual report with cost estimates	Neighborhood Services	Policy - Top	5/1/2020	Completed	Completed	Overall, the purpose of this action item is to gather the important data on options and their associated costs for the library on the Bond Proposal. A cursory study was done prior to the Completion of the Parks, Trails and Open Spaces Master Plan as Neighborhood Services needed data sooner for the Bond numbers. The Master Plan also has high level report on gaps in service up to population of 50,000. Neighborhood Service's report was given to Council in the bond booklet and in the bond presentations. Next, there will be a feasibility study on space allocation, level of service, design, and more. This continues into next year's strategic plan.
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	The purpose of this action item is to gather the important data on options and their associated costs for the recreation center as an option on the Bond Proposal. A cursory study was done prior to the Completion of the Parks, Trails and Open Spaces Master Plan as Neighborhood Services needed data sooner for the Bond numbers. The Master Plan also has high level report on gaps in service up to population of 50,000. Neighborhood Service's report was given to Council in the bond booklet and in the bond presentations. Next, there will be a feasibility study on space allocation, level of service, design, and more. This continues into next year's strategic plan.
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						This item provides more recreation amenities for our neighbors. For Bryant park, two site plans have been created and budget estimates have
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	been developed. Right now, the City is waiting on feedback from the ISD related to the shared parking. Ideally, the City will submit the project to Collin County for matching funds, but we are unsure if this is possible by the early July due date.
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	Construction is ongoing at Johnson Park and a ribbon cutting is expected in June, dependent on the weather. There was no parking lot to negotiate for Johnson. Both projects continue into next year's strategic plan.
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	Completed	Completed	

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	This item adds recreation opportunities for all ages throughout City and allows us to activate our parks. At the October budget meeting, the City amended an ordinance so that the Parks Development Fund could pay for salaries. In November 2020, we added our recreation manager and in Spring we added three part time recreation coordinators. This continues into next year's strategic plan.
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	The youth programs and more assessment lets us know where we have the most opportunity to develop our youth recreation programming. Staff found that we have one contract with the Anna Sports Group and after July the City will take over recreational baseball from them. Neighborhood Services provided Council with other potential recreation options at the FY 2021 Budget presentation. Further discussions on programming will be had as we move forward. This continues into next year's strategic plan.
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	Completed	Completed	
4. Work session: presentation and direction	Neighborhood Services	Policy	10/1/2020	Completed	Completed	

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	The Green Ribbon Project seeks to beautify Anna's main corridor. TxDOT made the decision to combine Anna's project in a larger bid with Prosper and completed their bid process in late 2019. In early 2020, the project was awarded. The contractor completed the installation of the concrete planting barriers in July and the installation of the irrigation system in the Fall. Planting began and was supposed to be wrapped up in May. Council and staff have reached out to the state senator to move project forward.
2. Receive response from TxDOT	Public Works	Mgmt - Top	5/1/2020	Completed	Completed	
3. Briefing: Update	Public Works	Mgmt - Top	5/1/2020	Completed	Completed	

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

1. Develop proposal: staffing and funding	Neighborhood Services	Mgmt - Top	7/1/2020	Completed	Completed	Code expansion allows the City to be more responsive to code issues and bring health and environmental services in house. It also allows Neighborhood Services to manage our Animal Control contract instead of PD and offers us the opportunity to do further community education. This was approved as part of the FY 2021 Budget on September 8, 2020 and was budget neutral.
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	Adding funding for abatement and revising code allows us to keep the City safer and healthier, especially with dangerous or substandard structures. The 2018 International Property Maintenance Codes were adopted by Council on May 26, 2020. Information was given to Council during the FY 2021 Budget presentation. Funds were approved.
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	Initial Progress	Behind or Moved Back	This comprehensive review allows the City to ensure that the amenities set forth in the development agreements for neighborhoods exist as specified. We are in the process of reviewing the development agreements for the specific neighborhoods. From there, once we know if and where gaps exist, we will be able to identify steps to address them and identify funding for them as well. This has been delayed as with COVID-19 postponing our HOA Leadership meetings and staff who previously worked on this leaving, we lost some of the insight into what some of the specific gaps were. Nonetheless, we are regrouping and moving forward. Future Park Guidelines were created through the Parks, Trails, and Open Spaces Master planning process.
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	Initial Progress	Behind or Moved Back	
4. Work Session: Pecan Grove	Neighborhood Services	Mgmt - High	9/1/2020	Not Started	Behind or Moved Back	
5. Prepare report	Neighborhood Services	Mgmt - High	10/1/2020	Not Started	Behind or Moved Back	
6. Work Session: Anna Town Square	Neighborhood Services	Mgmt - High	11/1/2020	Not Started	Behind or Moved Back	
7. Prepare report	Neighborhood Services	Mgmt - High	12/1/2020	Not Started	Behind or Moved Back	
8. Work Session: Meadow Vista	Neighborhood Services	Mgmt - High	1/1/2021	Not Started	Behind or Moved Back	
9. Develop report on future park guidelines	Neighborhood Services	Mgmt - High	2/1/2021	Completed	Completed	
10. Decision: Direction on Future Parks	Neighborhood Services	Mgmt - High	3/1/2021	Completed	Completed	

Neighborhood Policing: Report, Direction and Funding

1. Review/evaluate current programs; explore further actions	Police	Mgmt	6/1/2020	Completed	Completed	Neighborhood policing ensures that we are proactive with neighborhood outreach and that staff knows our neighbors. PD currently practices the neighborhood policing principles. These items were designated complete by the previous Police Chief, but will certainly be revisited by the new Chief. COVID-19 has also limited some opportunities for neighborhood policing but will not for much longer.
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	Reviewing the rules and regulations for ballfields ensures they are most accessible for neighbors. This year, staff put in place reservation policies, upgraded some of the fields, and brought in tournaments at game fields. The practice fields at Johnson and potentially at Bryant will be unlocked for better access. A more formal report considering fees, accessibility, and more will be provided to Council in the future. Change in department leadership has led to this item requiring a little more time.
2. Develop report with written rules	Neighborhood Services	Mgmt	2/1/2021	Not Started	Behind or Moved Back	
3. Report: Rules and Regulations	Neighborhood Services	Mgmt	4/1/2021	Not Started	Behind or Moved Back	

Park Ordinances - Procedures and Processes: Update

1. Review and identify needs	Neighborhood Services	Mgmt	9/1/2020	Completed	Completed	Updating parks ordinances ensures compliance with state law and that we are achieving the goals of Parks and Trails Master Plan. This is delayed because it was waiting on completion of the Master Plan and we are in the process of hiring a Park Planning and Development Manager who will oversee this. Neighborhood Services has developed drafts informed by the Master Plan.
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	The Slayter Creek Park adjustments for the concession stand improve aesthetics and function. This was accomplished in February as part of the CIP with a new roof, plumbing, and paint. This continues into next year's strategic plan.
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	The Neighborhood/Business Crime Watch Program seeks to facilitate nontraditional community engagement and outreach. It is ongoing and will include involvement with our HOA leadership group,
--	--------	--	---------	-------------------	---------	---

					National Night Out, and more. This continues into next year's strategic plan.
2. Rental Inspection Program: Implementation	Neighborhood Services	Ongoing	Completed	Completed	The Rental Inspection Program ensures safe rentals and holds absentee landlords accountable. This was implemented at the onset of the pandemic.
3. International Property Maintenance Code: Revision	Neighborhood Services	5/1/2020	Completed	Completed	Adopting the most up-to-date International Property Maintenance Code ensures our Code is comprehensive and covers more territory than outdated versions did. This was adopted May 26, 2020.
4. Train Depot Facility Use Agreement	Neighborhood Services	6/1/2020	Completed	Completed	This facility use agreement, between the City and the Anna Historical Society (AHS) allows AHS to operate a museum out of our building. It was completed in September of 2020.
5. All City Parks Assessment: Report	Neighborhood Services	7/1/2020	Completed	Completed	The report gives us an inventory of amenities and assets we are responsible for maintaining. It also provides us a timeline for replacements, warranties, and repairs. This was completed as part of the Parks Master Plan. The next step to utilize this information on an ongoing basis is to implement an asset management software system that connects to Incode.
6. Community Races at Parks	Neighborhood Services	TBD	Completed	Completed	The Community Races at Parks provide an additional recreation opportunity for neighbors. The groundwork regarding these is laid out and the first will potentially be this fall. This continues into next year's strategic plan.
7. Movies in the Park	Neighborhood Services	TBD	Completed	Completed	The Movies in the Park is another recreation opportunity for neighbors. The groundwork has been laid and we have held two so far with our Christmas and Easter events. This continues into next year's strategic plan.

8. Push Cars and Little Libraries in Parks (Anna ISD Project)	Neighborhood Services	TBD	No Longer Relevant	No Longer Relevant	These provided an additional amenity to our parks. This was eliminated by the Parks, Trails, and Open Spaces Master Plan that sets new priorities for parks.
---	-----------------------	-----	--------------------	--------------------	--

Major Projects 2020-2021

1. Sidewalk Repair Projects					This item referenced public trails at parks that were washed out and damaged. Public Works and Parks worked together and replaced them in fall of 2020.
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					These upgrades allow the Park to be more accessible and fun for neighbors. Construction is ongoing at Johnson Park and a ribbon cutting is expected in June, dependent on the weather. This continues into next year's strategic plan.
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	The train relocation adds historical elements to Sherley Heritage Park. The construction documents are completed and the restoration is near completion. There is a meeting on construction in the next few weeks and staff will come to Council soon for further input.

***Goal 3: Creating a Sustainable Anna
Community Through Planned, Managed
Growth***

Comprehensive Plan: Development and Adoption

Activities/Milestones	Responsibility	Priority	Original Date	Progress	Status	Discussion
1. Execute contract	Development Services	Policy - Top	5/1/2020	Completed	Completed	The Comprehensive Plan will serve as a guide on public decision and investments, private development, and community projects in Anna for the next 30 years. After a year of development and significant community input, it was adopted on April 27, 2021.
2. Kick off	Development Services	Policy - Top	5/1/2020	Completed	Completed	
3. Complete draft plan	Development Services	Policy - Top	5/1/2021	Completed	Completed	

Downtown Master Plan: Development and Adoption

1. Execute contract	Development Services	Policy - Top	5/1/2020	Completed	Completed	The Downtown Master Plan will serve as a guide on public decision and investments, private development, and community projects in Anna for the next 30 years. After a year of development and significant community input, it was adopted on April 27, 2021.
2. Kick off	Development Services	Policy - Top	5/1/2020	Completed	Completed	
3. Complete draft plan	Development Services	Policy - Top	5/1/2021	Completed	Completed	

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

1. Execute contract	Development Services	Policy - Top	5/1/2020	Completed	Completed	The Parks, Trails, and Open Spaces Master Plan will serve as a guide on public decision and investments, private development, and community projects in Anna for the next 30 years. After a year of development and significant community input, it was adopted on April 27, 2021.
2. Kick off	Development Services	Policy - Top	5/1/2020	Completed	Completed	
3. Complete draft plan	Development Services	Policy - Top	5/1/2021	Completed	Completed	

Utility Rates: Study and Direction

1. Revise project	Public Works	Policy - High	Completed	Completed	Completed	The Utility Rate study allows the City to determine utility rates appropriate to meet the current water purchase and sewer treatment costs. In July, the City of Anna completed a utility rate study with the assistance of NewGen Strategies. The City conducted a Telephone Town Hall in August to answer questions from neighbors regarding the new utility rates and the new rates were adopted on August 25, 2020.
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	The Ferguson Road Extension project will create a thoroughfare that connects 5 and 75. TxDOT approved a revised plan in April 2021. We are in the process of issuing a separate RFQ in June for this because TxDOT has separate requirements. An engineering firm will be selected for Council approval in August of 2021. Ultimately, this item was delayed because of TxDOT took longer with a decision on the LPAFA than anticipated. This continues into next year's plan.
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	This project cataloged and prioritized City roads for order of funding. It was completed during the CIP presentation at the August 25, 2020 Council meeting and will be revisited with CIP FY 2022.
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	The inventory allows the City to understand what land we own and where we can sell, develop, or utilize land in negotiations. This was completed and provided to the City Manager in July of 2020.
---------------------------	----------------------	-------------	----------	-----------	-----------	--

Development Fees: Market Analysis, Report, and Direction

1. Complete analysis	Development Services	Mgmt - High	6/1/2020	Completed	Completed	The market analysis of development fees ensure we are on par with other comparable communities with our fees. The fee schedule was adopted by City Council on July 28, 2020.
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	The plan seeks to find additional water for the City. Staff has a commitment from the Greater Texoma Utility Authority (GTUA) to bring Sherman water down. We
------------------------	--------------	-------------	-----------	-----------	-----------	---

2. Test scenarios	Public Works	Mgmt - High	6/1/2020	Completed	Completed	are waiting for GTUA to present to their findings for the Collin Grayson Municipal Alliance (CGMA) board to adopt. With this, we are subject to CGMA and GTUA's timelines for action. Staff gave an update on this with the revised water purchase contract with GTUA on August 25, 2020. GTUA also has report that could be presented in next few months to Council. This continues into next year's plan.
3. Presentation: report and direction	Public Works	Mgmt - High	7/1/2020	Moderate Progress	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	A Public Improvement District (PID) policy outlines the issues and procedures to be addressed before the City Council can support the creation of a PID. The PID policy was adopted June 23, 2020.
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	The purpose of cleaning up our zoning ordinances and Planning and Development Regulations is to improve efficiency, remove redundancy, and provide clear direction to development community. This is an ongoing task. Two rounds of amendments have been adopted by Council this past year (June 23, 2020 and January 26, 2021). Additional amendments are anticipated to come before Council on July 27, 2021. This continues into next year's plan.
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	Putting our interactive zoning maps online allows for greater transparency with the development community and reduces calls to the office. These went up in the summer of 2020.
--------------------------------	----------------------	--	---------	-----------	-----------	---

2. SmartGov Permitting Software	Development Services	7/1/2020	Completed	Completed	This action item speaks to adding online application submittal, tracking, and payment for the development community associated with building permits, and development applications. SmartGov went live on January 4, 2021. This continues into next year's plan.
3. Building Department Full Staffing	Development Services	7/1/2020	Completed	Completed	The development of the building division ensures quality control and reduces third party consultancies, saving the City money. The positions of building official and plans examiner have been created.
4. Water System Audit: Completion	Public Works	9/1/2020	Completed	Completed	The purpose of this is to identify any problems with water billing and water meters. This was completed towards the end of FY 2020 and resulted in monthly savings for the City roughly between 5-10k.

Major Projects 2020-2021

1. Hackberry Elevated Storage Tank Lighting Installation	Public Works	6/1/2020	Completed	Completed	This initiative was to make the Anna water tower logo visible at night. This was completed in June of 2020.
2. Village of Hurricane Creek Infrastructure Project					The Hurricane Creek Infrastructure Project will provide public sewer collection systems west of US 75, enabling the west side of the City to proceed with high quality land development. Line A is currently no longer relevant because we are building a sewer treatment plant. Line B has been held up because of a landowner not selling an easement. This month, we submitted condemnation paperwork to the county court and we are awaiting
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	their decision. Once we get the property, we are ready to bid. Our timeline is subject to change based on the court's ruling on the condemnation. This continues into next year's plan.
3. Municipal Complex Sewer Line Relocation Project	Public Works	6/1/2020	Completed	Completed	This sewer replacement and expansion project allows for adequate sewer for the new Municipal Complex and future downtown development. It was completed in August of 2020.
4. Collin Water Pump Station: Final Scope	Public Works	7/1/2020	Completed	Completed	Scoping out the previously built but unutilized and mis-equipped pump station allows us to work towards increasing our water supply, to address the growing demand for water. We completed the scope in December of 2020. Design will be done as of this month. Construction of improvements are estimated to begin in August of 2021. This continues into next year's plan.
5. Hackberry Lane:					Construction on Hackberry lane seeks to address the poor transition between two different types of road. This is delayed because we redesigned the road to better meet the requests of the landowner. Design will be complete this summer and construction is estimated to begin in the fall. This continues into next year's plan.
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	Behind or Moved Back	
6. TxDOT Traffic Signal Installation					Signal installations in these key intersections will address increased traffic volume. The 4 th Street/Highway 5 light was completed in summer of 2020. Regarding CR 371/376, construction has started and work will potentially be done in next 60 days by TxDOT who is also looking at railroad improvements for the area. This is a
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	TxDOT project so they control the timelines and it was potentially delayed because of their ability to acquire traffic signal poles. This continues into next year's plan.
7. Rosamond Parkway: Engineering Plans	Public Works	9/1/2020	Completed	Completed	Rosamond will be a thoroughfare necessary for increased traffic volumes as Anna grows. We turned the engineering plans over to developer in December of 2020 for finalization as they are building the road for us. This project continues into next year's plan.
8. Taylor Road Reconstruction					
a. Preliminary Engineering	Public Works	12/1/2020	Moderate Progress	Behind or Moved Back	Taylor Road is another needed thoroughfare to move traffic east and west through Anna. Preliminary engineering will be done this fall for county bond funding for final design. This project is a lower priority for the City because most of the road belongs to Collin County. This continues into next year's plan.
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	Significant Progress	Behind or Moved Back	This preliminary engineering is for the Oak Creek development, which is now put on hold by developer. We are still working on the engineering, but it has become a lower priority because the developer is not ready to move forward. This continues into next year's plan.
10. Wastewater Treatment Plant: TCEQ Permit	Public Works	3/1/2021	Initial Progress	Behind or Moved Back	This is important because building a sewer treatment plant allows for the full development of the west side of 75. The City Engineer is preparing the permit application and expects to be submitting it next month. This continues into next year's plan.

Goal 4: Having a High Performing Professional City

Bond Referendum: Project Package, Direction and Timing

Activities/Milestones	Responsibility	Priority	Time	Progress	Status	Discussion
1. Work session: direction on projects and referendum direction, prioritize major projects	City Manager	Policy - Top	6/1/2020	Completed	Completed	The bond referendum allows neighbors to directly inform City Council and staff on key potential projects for the City. Projects on the Bond were finalized on February 9, 2021. Two Telephone Town Halls were also conducted for feedback on the Bond (December 17, 2020 and April 15, 2021). The approved projects continue into next year's strategic plan.
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	The Community Investment Plan gives direction on planning, development, and construction of important community assets. The plan covers street expansions, utility expansions, park updates and improvements, additional trails, and more. At the August 25, 2020 Council meeting, Council provided feedback on the projects and direction moving forward. This will be an annual process. This continues into next year's strategic plan.
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.)						Additional direction and funding for public safety services allow the City to prepare for staffing to accommodate growth of our population. Additions to both Police and Fire were funded through the adoption of the FY 2021 Budget on September 8, 2020. A budget amendment was approved on December 8, 2021 to add three firefighters. A budget amendment was approved on January 26, 2021 to fund additional officers and a fire pumper truck. A budget amendment was approved on April 13, 2021 to add additional officers and an ambulance. This continues into next year's strategic plan.
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	The development of a long-term financial planning model began in February 2020. The plan has established assumptions for revenues, expenditures, and changes to fund balance over a five-year horizon. Going forward, the assumptions will be evaluated each year as part of the budget development process. This continues into next year's strategic plan.
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	The direction from this report will allow staff to determine the need for and cost of creating a stormwater utility which would fund drainage maintenance and improvement projects through the City. The study will be done within the next month and will go to Council in August for feedback. Rate changes would be decided upon during the annual budget process. We have had some delays with the consultant.
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	These three contracts all serve a large-scale purpose for the City. The solid waste disposal contract was approved at the July 14, 2020 Council meeting. The janitorial services contract was decided upon over the summer of 2020. The RFQ for engineering services is currently out for bid. This needed to be delayed so that staff could determine consultant needs based on the Comp Plan findings and the Bond election.
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	Completed	Completed	
4. Decision: engineering contract	City Manager	Mgmt - High	11/1/2020	Initial Progress	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	Upgrading the City website allows staff to better keep neighbors informed on all things City of Anna. The City Manager's Office will be responsible for general website
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	management while individual departments are responsible for their own pages. An IT user group was found to be unnecessary, and no significant upgrade was included in this past year's budget. This continues into next year's strategic plan.
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	Direction and funding for employee training and development ensures staff is professional and high performing, well informed, and performing their duties as best as possible. This year, there have been mandatory training modules for staff to complete through the TML platform. The "In Service Day" component, or providing onsite training from a speaker, is delayed because of COVID-19 and will be until operations fully return to normal, both internally and externally. There will be a budget component for next year for learning management software as well. This continues into next year's strategic plan.
2. Develop calendar	Human Resources	Mgmt	6/1/2020	Completed	Completed	
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	Understanding employee wellness and benefits gaps allow management to support a healthier workforce among staff, create more mindful employees, potentially lower cost on insurance with healthier employees, and increase productivity. Benefit changes to long-term and short-term disability took place on October 1. Wellness gaps were addressed through TML Health incentive involvement. A small amount of funding was approved for this through the adoption of the FY 2021 Budget on September 8, 2020. This continues into next year's strategic plan.
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	Revising our personnel policies are necessary with the growth of our organization to inform and ensure everyone is treated fairly. These are lagging this year because of a lack of manpower as other priorities have consumed focus in Human Resources. This is anticipated to go to City Council in late 2021. Nonetheless, many policies have been drafted. This continues into next year's strategic plan.
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	Direction and Funding for the Enterprise Resource Planning (ERP) System sought to change our core financial system to improve reporting and address growth in utility customers. It allows us to eliminate some of our manual processes and improve efficiencies. All steps outlined in this process for the 2020-2021 Strategic Plan have been completed. The system change for core financials goes live in July while the change for Utility Billing goes live on Christmas of 2021.
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"	Development Services	Mgmt	7/1/2020	Completed	Completed	This action item speaks to adding online payment for developers to pay for building permits, applications, plats, and more. SmartGov went live on January 4, 2021. This continues into next year's strategic plan.
2. Service Operational	Development Services	Mgmt	8/1/2020	Completed	Completed	

Texas Warrant Roundup Participation: Direction and Funding

1. Define program and process	Police	Mgmt	6/1/2020	No Longer Relevant	No Longer Relevant	The City is not able to participate in this as the Police Department is not able to confirm Class C warrants for the City of Anna due to the way the system is currently set up. This will require additions to the Municipal Court. Until then, we can only
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	explore other ways to gain compliance.
<i>Local Fire Ordinances: Review and Revision</i>						
1. Finalize draft ordinance	Fire	Mgmt	4/1/2021	Completed	Completed	The purpose of the review and revision is to modernize our fire ordinances and keep neighbors safe. The ordinance adopting the 2015 edition of the International Fire Code and more was approved by Council on August 11, 2020.
2. Review from City Attorney	Fire	Mgmt	5/1/2021	Completed	Completed	
3. Decision: local fire ordinance	Fire	Mgmt	6/1/2021	Completed	Completed	
<i>Management in Progress 2020-2021</i>						
1. Police Districting Plan: Implementation	Police		Completed	Completed	Completed	The districting plan allows us to lower response times as officers are working a certain district. This is an ongoing process, but this is complete as intended for the year. We have created 4 nontraditional districts. It will be in next year's strategic plan for re-review. Dispatch has input districts as of May 13, 2021. This continues into next year's strategic plan.
2. Department Performance Metrics (Outcome-Based): Development/Refinement	City Manager		Ongoing	Moderate Progress	On Time	Refining our performance metrics allows the City to better gauge services that are successful and services that need improvement. We refine these every year as part of the budget process. This continues into next year's strategic plan.
3. Annual City Strategic Plan: Update	City Manager		5/1/2020	Completed	Completed	Updating the strategic plan annually ensures Council's goals are outlined and met. Discussing this year's priorities happened through the spring and the 2021-2022 plan was adopted by Council on April 27, 2021.
4. SAFER Grant Re-Application	Fire		5/1/2020	Completed	Completed	Receiving the SAFER Grant would add additional firefighters to meet adequate fire department staffing. The application has been submitted and this cycle will start being awarded over the summer.

5. Body Camera Use Policy	Police	5/1/2020	Completed	Completed	The Body Camera Use Policy ensures transparency, that we're meeting best practices, and legal compliance. This was revised and implemented in December of 2020.
6. Budget Workshop for Mayor and City Council	City Manager	6/1/2020	Completed	Completed	Every year, the City Manager proposes a City budget anticipating revenue and expenditures for accomplishing a variety of services over the next fiscal year. A budget hearing and budget workshops took place over the summer of 2020. The budget was adopted on September 8, 2020. This continues into next year's strategic plan.
7. Reward Program: Development	Human Resources	6/1/2020	Completed	Completed	The employee recognition programming boasts staff performance and engagement. This will be continually ongoing year-by-year, but this year we held an employee appreciation event in October and celebrated Public Service Week. We also added a recognition form on our website.
8. Fire Station 2: Funding Mechanism (Budget Workshop)	Fire	6/1/2020	Completed	Completed	Funding for Fire Station 2 prepares us for development on west side of town, allowing for adequate services and response times. Funding was passed with voter approval of bond proposal.
9. Cash Management Administrative Directive	Finance	7/1/2020	Completed	Completed	Our financial policies will be updated to include cash handling directives. The drafts are completed and this is anticipated to be on the May 25, 2021 agenda. This continues into next year's strategic plan.
10. Internal Control System and Process Administrative Directive	Finance	7/1/2020	Completed	Completed	Our financial policies will be updated to include internal control system and process administrative directives. The drafts are completed and this is anticipated to be on the May 25, 2021 agenda. This continues into next year's strategic plan.

11. Financial Policies: Training	Finance	7/1/2020	Moderate Progress	Behind or Moved Back	Training on financial policies pertaining to purchasing will occur in June as we implement Ion Wave. There is an ongoing online class on cash handling. All appropriate staff will complete this by June. This continues into next year's strategic plan.
12. Exit Interview Process	Human Resources	7/1/2020	Completed	Completed	The updated exit interview process serves as another avenue for management feedback. It helps us identify problem areas and understand areas we may not be competitive in. This was completed in June 2020.
13. City Social Function: Update (Potlucks, Employee Functions, etc.)	Human Resources	7/1/2020	Completed	Completed	The social function allows management to show appreciation for staff annually which improves upon engagement and morale. This past year, this happened in October. Parts of this were cut back because of COVID-19. This continues into next year's strategic plan.
14. Neighborhood Trailer	Neighborhood Services	7/1/2020	Completed	Completed	The neighborhood trailer serves as a community engagement tool to bring neighbors together. It will be used for National Night Out and other events. We have purchased two trailers, received the wrap for the block party trailer, and the community trailer wrap is on its way. This continues into next year's strategic plan.
15. Employee Training Program: Implementation	Human Resources	8/1/2020	Completed	Completed	The employee training program implementation ensures our employees and supervisors are up to date, well informed, and in line with city management's direction. The training now occurs throughout the year, through new hire orientations and more. This continues into next year's strategic plan.

16. Annual Employee Compensation Adjustment	Human Resources	9/1/2020	No Longer Relevant	No Longer Relevant	The compensation adjustment keeps us competitive in the market with employees and reduces turnover. We do this every other year and will do this again on October 1, 2021. We should have a report on this in June and it will be presented either before or with the FY 22 Budget. This continues into next year's strategic plan.
17. Annual Q12 Employee Survey	Human Resources	9/1/2020	Completed	Completed	This annual survey gives feedback from across organization so management can understand our strengths and weaknesses. This year's was completed in October. This continues into next year's strategic plan.
18. Public Works Accreditation: Initiation/Contract	Public Works	9/1/2020	Not Started	Behind or Moved Back	This accreditation process ensures Public Works is performing at a high and professional level. Staff went to a training course for an accreditation-related self-assessment last week and will complete the self-assessment and sign the contract at the APWA PWX Conference in August 2021. The 2020 conference was cancelled this past year because of COVID-19. This continues into next year's strategic plan.
19. Financial Transparency Stars Program	Finance	9/1/2020	Significant Progress	Behind or Moved Back	The Transparency Stars program recognizes local governments that strive to meet a high standard of financial transparency online. We have received three so far. We have applied for one more (Economic Development). We are waiting on the implementation of Ion Wave in June to apply for the last star, purchasing. This continues into next year's strategic plan.
20. Fire Engine 2: Replacement	Fire	10/1/2020	Completed	Completed	Our fleet replacement schedule, which catalogs the lifespan and condition of our fleet, outlined the engine to be replaced this year. This ensures our fleet is safe and up to

						date in tech. We received Fire Engine 2 replacement in early fall.
21. City Engineer: Hired	Public Works	10/1/2020	Completed	Completed		The creation of a City Engineer position allows the City to bring the engineering plan review process in house instead of using a consultant. The city engineer position has been created, funded, and hired.
22. Plans Examiner: Hired	Development Services	10/1/2020	Completed	Completed		The development of the building division ensures quality control and reduces third party consultancies, saving the City money. The plans examiner position has been created and funded.
23. Police Policy and Procedure: Update	Police	12/1/2020	Moderate Progress	Behind or Moved Back		Policy and procedure revision ensures transparency, best practices, and legal compliance – it is the backbone of the PD. Staff consulted with Lexipol to update these. Upon further review, we have more needs. This is estimated to be completed in September 2021. This continues into next year’s strategic plan.
24. Annual City Employee In-Service Day (Funding)	Human Resources	12/1/2020	Completed	Completed		The funding for an Employee In-Service Day was provided during the budgeting process. This continues into next year’s strategic plan.
25. Neighbor Leadership Academy: Development	Neighborhood Services	1/1/2021	Initial Progress	Behind or Moved Back		Neighbor Leadership Academy is a community engagement tool to keep neighbors educated and informed on City processes. This will occur in the Fall and was delayed to not overlap the Chamber’s Leadership Anna. This continues into next year’s strategic plan.
26. Fire Standard of Cover Report	Fire	1/1/2021	Initial Progress	Behind or Moved Back		The Fire Standard of Cover Report serves as the annual report from the Fire Department to outline what services we provide, how we are meeting thresholds, and more. This is estimated to be completed in the Fall. This continues into next year’s strategic plan.

27. Servant Leadership Training Program	Human Resources	1/1/2021	Moderate Progress	Behind or Moved Back	The Servant Leadership program describes a one-day training out of the month for all directors to ensure all are in line with Jim's philosophy. With COVID-19, it has not been the ideal time to bring presenters on site. This continues into next year's strategic plan.
28. Fire SOP: Review	Fire	4/1/2021	Moderate Progress	Behind or Moved Back	The Fire SOP serves to standardize our emergency response procedures. This is estimated to be done in October. COVID-19 and the winter storm have affected our ability to complete this. This continues into next year's strategic plan.
29. Firefighter Physical Agility Course: Revamp	Fire	4/1/2021	Moderate Progress	Behind or Moved Back	The revamp will modernize our agility course. This is delayed because it is dependent on when we get in the new station, estimated to be around October of 2021. This continues into next year's strategic plan.
30. Fire Organizational Rank Structure: Institute	Fire	4/1/2021	Completed	Completed	The institution of a new rank structure allows for better task assignment, oversight of emergency scenes, increases safety. This was implemented in May of 2021.
31. SMART Data: Implementation	Public Works	4/1/2021	Completed	Completed	WaterSmart allows neighbors to better understand water usage to conserve water and lower their utility bill. This became available for neighbors to use in late 2019.
32. NIMS Training and Exercise	Fire	8/1/2021	Moderate Progress	On Time	The NIMS training prepares staff for emergencies by familiarizing them with a standardized approach to incident management. Training began in the early fall and is ongoing.
33. Police Leadership Training Program	Police	8/1/2021	Initial Progress	On Time	Leadership Training allows a deeper bench for future promotions, develops effective managers and supervisors, increases morale, and increases leadership ability. Sgt. Butler went through it this past year. Sgt. Devore, Lt. Fernandez, and Sgt. Blair are signed up to attend in

					October of 2021. This continues into next year's strategic plan.
34. Ladder Truck (Quint): Design and Acquisition	Fire	12/1/2021	Significant Progress	On Time	The ladder truck acquisition enhances our firefighting and rescue capabilities. This has been ordered and we are anticipating March 2022 delivery. This continues into next year's strategic plan.
35. Fixed Asset Tracking Spreadsheet	Finance	12/1/2021	Moderate Progress	On Time	The tracking spreadsheet is a part of Incode, the new city financial software, as a fixed asset module. It will go live in July. This continues into next year's strategic plan.
36. Emergency Management Protocols/NIMS Protocols: Development	Fire	12/1/2022	Not Started	On Time	Developing emergency management protocols allows the City to have our own emergency action plan and not be reliant upon Collin County's. This is estimated to be done in 2022.
37. Clean Up Day	Neighborhood Services	TBD	Completed	Completed	Hosting a community wide clean-up day helps staff and neighbors keep our community safe, healthy, and clean. This was held the week of April 24, 2021.

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	The completion of the municipal complex will provide a space that meets the size and technology needs of our growing City staff and community. Construction is delayed for a few reasons, but mainly because COVID-19 has delayed building materials, ONCOR has been delayed in moving overhead electrical lines and burying them, and more-than-expected rained out days at the building site have delayed the build. City Hall is anticipated to be done by December 31, 2021. This continues into next year's strategic plan.
---	--------------	----------	-------------------	----------------------	--

