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

# Strategic Planning Model for the City of Anna

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

## VISION

Destination  
“You Have Arrived”

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

## PLAN

Map  
“The Right Route”

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

## EXECUTION

Itinerary  
“The Right Direction”

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

## MISSION

Vehicle  
“The Right Bus”

Personal values that define  
performance standards and  
expectations for employees

## CORE BELIEFS

Fuel  
“The Right People”

# **ANNA VISION 2036**

# *Anna Vision 2036*

*ANNA 2036 is a*  
**COMMUNITY OF FAMILIES <sup>(1)</sup>**  
*that is*  
**BEAUTIFUL <sup>(2)</sup> and SAFE <sup>(3)</sup>.**

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*ANNA 2036 has a*  
**VIBRANT COMMUNITY DESTINATION <sup>(4)</sup>,**  
**GREAT HOUSING OPPORTUNITIES <sup>(5)</sup>**  
*and a*  
**DYNAMIC BUSINESS COMMUNITY <sup>(6)</sup>.**

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*ANNA 2036 is a*  
**FUN COMMUNITY FOR ALL <sup>(7)</sup>**  
*and has*  
**CONVENIENT MOBILITY OPTIONS <sup>(8)</sup>.**  
***THE PREMIER COMMUNITY IN COLLIN COUNTY!***

# *Anna Vision 2036*

## **PRINCIPLE 1**

### **COMMUNITY OF FAMILIES**

#### **► Means**

1. Top-quality schools and educational programs working in partnership with the City and contributing to the Anna community
2. Collin Community College serving the needs of Neighbors and Anna’s businesses
3. Sense of community – Neighbors taking pride in our Anna community
4. Strong community events and festivals that bring neighbors together
5. Strong community service organizations and faith-based institutions partnering with the City and each other for a better Anna community
6. Youth and adult sports opportunities
7. Reputation as a community for a family’s lifetime
8. Library as a community information center and community gathering place

## **PRINCIPLE 2**

### **SAFE COMMUNITY**

#### **► Means**

1. Low crime rate
2. Effective emergency management preparation, response and recovery
3. Proactive outreach by Police and Fire throughout our Anna community
4. Drug-free community
5. Active community policing programs with police officers involved in and knowing Neighbors and our Anna community
6. Effective recruitment and retention for public safety staffing – Police and Fire
7. Timely and appropriate response to both emergency and non-emergency calls for service

### **PRINCIPLE 3**

#### **BEAUTIFUL COMMUNITY**

##### **► Means**

1. Attractive gateways with unique and distinctive entrance signs/monument for Anna – you know when you enter Anna
2. Well-maintained, attractive neighborhoods and single-family homes complying with City codes and ordinances
3. Well-designed, attractive streetscapes and medians on major highway corridors
4. Well-designed, well-maintained City facilities, buildings, parks, and trails with distinctive signage
5. Clean community without litter or trash
6. Proactive “Keep Anna Beautiful” program through engaged Neighbors
7. Design standards and development agreements that promote beautiful and “enduring” buildings and commercial areas
8. Preserved some natural areas/open space through the community

### **PRINCIPLE 4**

#### **VIBRANT COMMUNITY DESTINATION**

##### **► Means**

1. Expanded Old Downtown area extended down Highway 5 – Westside
2. Successful retail businesses
3. Easy access with convenient parking
4. Activities for evening, weekends, and daytime
5. Walkable and pedestrian friendly
6. Live entertainment venues with bars and live music
7. Mixed-use buildings with multi-family residential opportunities

## **PRINCIPLE 5**

### **GREAT HOUSING OPPORTUNITIES**

#### **► Means**

1. Executive/large homes on large lots with opportunities to move up in Anna
2. Strong code enforcement/compliance protecting and enhancing the appearance, protecting property values and supporting neighborhood integrity
3. Well-maintained neighborhood streets and infrastructure
4. Access to trails connecting neighborhoods and community destinations
5. Well-built and well-maintained housing stock with distinctive character
6. Progressive senior living opportunities and development – from homes to assisted living
7. Diverse housing choices for all family generations

## **PRINCIPLE 6**

### **DYNAMIC BUSINESS COMMUNITY**

#### **► Means**

1. Ability of Neighbors to work in Anna
2. Range of quality restaurants for family dining and celebrations
3. Sustainable full-service hospital with medical and healthcare businesses, facilities and services
4. Collin Community College and/or other higher education institutions campus focusing on technology
5. Successful and sustainable Business Park developed with technology related businesses and major diverse industries
6. Attractive commercial centers with well-designed and well-maintained landscaping
7. Office buildings with “Class A” offices and flex-spaces/co-use spaces



## **PRINCIPLE 7**

### **FUN COMMUNITY FOR ALL**

#### **► Means**

1. Connected trails linking Neighbors to parks and other community destinations
2. Indoor youth/adult sports facility
3. Amphitheater for live performances and programs
4. Multi-purpose entertainment center(s)
5. Top-quality public library/community resources/learning center serving as a community information center and providing a variety of programs
6. Adequate athletic fields for recreation, competition, and tournaments
7. Community/Recreation Center with flex-space, and programming/classroom spaces
8. Distillery/brewery businesses
9. Indoor and outdoor aquatic facilities with a variety of amenities

## **PRINCIPLE 8**

### **CONVENIENT MOBILITY**

#### **► Means**

1. Well-designed, well-maintained City streets
2. Well-designed, well-maintained and safe City trails
3. Pedestrian-friendly neighborhoods and school routes with safe crosswalks
4. Travel options: north-south and east-west
5. Bike lanes and trails connecting neighborhoods and community destinations
6. City and community prepared for changes in the automobile –electric vehicles, autonomous vehicles, etc.
7. Effective traffic management with synchronized traffic signals
8. Transportation options for senior Neighbors

# **ANNA CITY GOVERNMENT: OUR MISSION**

# *Anna City Government* *Our Mission*

*The Mission of the ANNA CITY GOVERNMENT is to provide*

**EXCEPTIONAL CITY SERVICES AND FACILITIES <sup>(1)</sup>**

*in a*

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

*and*

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

*through a*

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

*that provides results in adding*

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

# *Anna City Government*

## *Our Mission*

### **PRINCIPLE 1**

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

##### **► Means**

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

### **PRINCIPLE 2**

#### **FINANCIALLY RESPONSIBLE**

##### **► Means**

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

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

► **Means**

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

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

► **Means**

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

## **PRINCIPLE 5**

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

#### **► Means**

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

# **ANNA CITY GOVERNMENT: CORE VALUES**

# *Anna City Government Core Values*

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

**C = CREATIVE**

**A = ACTION**

**R = RESPONSIBILITY**

**E = EXCELLENCE**

**S = SERVE**



# *Core Beliefs – Definition*

## **VALUE**

### **TEAM**

#### **► Means**

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

## **VALUE**

### **CREATIVE**

#### **► Means**

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

**VALUE**  
**ACTION**

► **Means**

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

**VALUE**  
**RESPONSIBILITY**

► **Means**

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

**VALUE  
EXCELLENCE**

► **Means**

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

**VALUE  
SERVE**

► **Means**

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

# **CITY OF ANNA PLAN FOR 2021 – 2026**

# *City of Anna* *Goals for 2026*

**GROWING ANNA ECONOMY**

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**ANNA – GREAT PLACE TO LIVE**

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**SUSTAINABLE ANNA COMMUNITY THROUGH  
PLANNED MANAGED GROWTH**

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**HIGH PERFORMING PROFESSIONAL CITY**

# Goal 1

## Growing Anna Economy

### OBJECTIVES

1. Maintain and enhance an effective economic development organization that markets Anna, finds prospects, and closes the deal
2. Expand the commercial tax base
3. Provide more higher paying jobs for neighbors
4. Secure campus for Collin Community College
5. Maintain and enhance an effective economic development organization that markets Anna, finds prospects, and closes the deal
6. Have a hospital and expanded medical and healthcare services
7. Have a buildout Business Park through developer participation

### VALUE TO NEIGHBORS

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

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

1. Funding mechanism for economic development
2. Developing the corridor Highway 455 interchange and U.S. 75
3. Costs associated with redeveloping downtown—streets, signage, putting utilities underground, refurbishing water tower, etc.
4. Expanding the Anna brand through an effective marketing program
5. Competition from nearby communities for businesses
6. Partnering with the business community and community organizations for economic expansion
7. Finding a developer partner for the Business Park
8. Getting Anna on the “radar screens” of restaurants and retail businesses
9. Defining the role of the Chamber of Commerce focusing on business retention and growth

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

1. Land available for business development and strategic acquisition
2. Tapping the potential medical and healthcare business development
3. Strengthening the perception that Anna is “open for business”
4. Helping small businesses to thrive with COVID-19, high rental rates and the “Amazon” effect
5. Having City fees comparable to other cities

**POLICY ACTIONS 2021 – 2022**

- 1. Collin Community College Campus Development: Location, Master Plan and Agreement Top Priority
- 2. Business Park Activation: Sale and Developer Funded Infrastructure Top Priority
- 3. Medical Campus Business Development: Hospital and Medical Office Development High Priority
- 4. Retail/Restaurant Attraction Strategy: Outcomes, Market Analysis, Report with Options, Direction and City Actions High Priority
- 5. Unique Business Attraction: Outcomes, Agreements and City Actions

**MANAGEMENT ACTIONS 2021 – 2022**

- 1. City/EDC Branding and Marketing: Implementation High Priority
- 2. Clean Up Site (Holiday Inn Express Site): Next Steps

**MANAGEMENT IN PROGRESS 2021 – 2022**

- 1. Trade Shows/Marketing Materials
- 2. Development Forum Event
- 3. International Economic Development Awards
- 4. Annual Business Appreciation Event
- 5. Economic Development Incentives Listing on Website
- 6. Business Retention/Growth Quarterly Report (Chamber of Commerce)



**ON THE HORIZON 2022 – 2026**

1. Weekend Destination Plan: Report, Direction and Funding		
2. Project Movie Theater		
3. Sports Tourism Strategy: Link to Parks Master Plan		
4. Wal-Mart Outparcel Development: Marketing and Development Agreements	OTH Mgmt	3
5. Economic Development: Update Report and Next Steps	M/CC	3
6. Hotel Development: Marketing and Business Recruitment	M/CC	3
7. Restaurants and Entertainment Attraction Strategy: Direction and City Actions	2020 Mgmt	2
8. Major Grocery Store Attraction Strategy: Outcomes, Market Analysis, Report with Options, Direction and City Actions	M/CC	2
9. Highway 455/U. S. 75 Four Corner Activation		
10. Major Sports Complex Development: Feasibility Report, Direction, and City Actions		
11. Tourism Development Strategy: Outcomes, City Role, Report with Options, Direction and City Actions		
12. Small Business Support/Assistance Program: Grants, Direction		
13. Warehouse/Distribution Center Attraction Strategy: Goals, Direction, and City Actions		
14. Wedding Support Businesses Attraction Strategy: Outcome, Market Analysis, Report, Direction and City Actions		
15. Water Park Development: Outcomes, Report with Options, Direction and City Actions		
16. Class “A” Office Development: Outcomes, Market Analysis, Report with Options, Direction and City Actions		

# Goal 2

## Sustainable Anna

### Community Through Planned Managed Growth

#### OBJECTIVES

1. Increase executive/large homes on large lot developments with amenities
2. Develop a vibrant Community activity Center Anna – a community destination
3. Develop and use City infrastructure master plans to support growth
4. Manage residential growth
5. Have a diverse range of housing choices available in Anna
6. Have growth paying for growth

#### VALUE TO NEIGHBORS

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

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

1. Changing the tax base balance between residential growth and business growth – 90/10 to 70/30
2. Working with TxDOT and Collin County
3. Lack of beautification program
4. Expanding east-west/north-east mobility connectivity within Anna
5. Diversifying housing options within Anna
6. Funding for roads and highways
7. Funding for City facilities and infrastructure to support growth through a Capital Improvement Plan/Program
8. Transitioning development to less incentivizing as we become more desirable to developers, commercial and residential interests to be here in Anna
9. CGMA relationships may be strained as Anna is growing significantly faster than Melissa Van Alstyne, and Howe.
10. Management of the maintenance and improvement of mutual boundary roads, which have split responsibilities between the City and Collin County

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

1. Adjusting utility rates to fund utility infrastructure
2. Having new developments adding value to the community
3. Assuring adequate and quality water supply for the future working with other water agencies
4. Continued increase in number of rental properties
5. Protecting natural areas
6. Reinvesting in/reinventing older neighborhoods
7. Keeping capital projects moving forward quickly and keeping neighbors informed
8. Unknown future water costs from NTMWD due to changing member city/customer city policies.
9. Planning, funding, and operational levels to keep up with regulatory changes, maintenance, and expansion of sewer treatment facilities to ensure development opportunities continue and costs are controlled

**POLICY ACTIONS 2021 – 2022**

- 1. Executive/Large Homes on Large Lots Development Strategy: Outcomes, Report Direction and City Actions Top Priority
- 2. Downtown Activation: Implementation Top Priority
- 3. Long-Term Water Supply Policy/Plan: Direction and City Actions [Collin Grayson Municipal Alliance (CGMA) and the Greater Texoma Utility Authority (GTUA)] High Priority
- 4. Comprehensive Development Ordinances: Update
- 5. Rental Single-Family Homes by Corporations: Problem Analysis, Report, Direction and City Actions

**MANAGEMENT ACTIONS 2021 – 2022**

- 1. New Fire Station (West of U.S. 75): Direction and Funding Top Priority
- 2. Parks, Trails and Open Spaces Master Plan: Adoption Top Priority

**MANAGEMENT ACTIONS 2021 – 2022**

- 3. Ferguson Road Extension Design: Agreement, Direction and Funding Top Priority
- 4. Comprehensive Plan: Development and Adoption Top Priority

**MANAGEMENT IN PROGRESS 2021 – 2022**

- 1. SmartGov Permitting Software – Public Portal: Implementation
- 2. Development Records to Digital Format
- 3. Tree City USA Designation
- 4. Environmental Education Program: Development
- 5. Ferguson Parkway (from Collin County Outer Loop to Taylor Roadway) Environmental Study: Completion
- 6. Professional Services Request for Qualifications Process: Implementation
- 7. Public Works GIS Improvements – Phase 1: Implementation

### **MAJOR PROJECTS 2021 – 2022**

1. Village of Hurricane Creek Infrastructure Project
  - ROW Acquisition
  - Bid Award
  - Construction
2. Hackberry Drive:
  - ROW Acquisition
  - Bid Award
  - Construction
3. TxDOT Traffic Signal Installation (2)
  - CR 371/376
4. Taylor Road Reconstruction:
  - Preliminary Engineering
  - Final Design (with Collin County) Submission
5. East Fork Trunk Sewer: Preliminary Engineering
6. Wastewater Treatment Plant: TCEQ Permit
7. SH5 Utility Relocation Project (TxDOT 2023 – 2035)

### **MAJOR PROJECTS 2021 – 2022 (continued)**

8. Rosamond from US 75 to SH 5 Roadway Improvements: Construction
9. Rosamond from SH 5 to FM 2862 Roadway Improvements In-House Design
10. Water Mains Relocation: Engineering Design (along US 75 north of FM 455)
11. Water Well: Construction
12. Collin Water Pump Station Improvements: Construction
13. West Foster Crossing along Pecan Grove Phase 2-4: Construction
14. Hackberry Drive from SH 5 to Bamborough Lane: Construction
15. Street Rehabilitation Projects: Award Contract for Construction
  - a. Taylor Boulevard
  - b. County Road 371

**ON THE HORIZON 2022 – 2026**

1. 2021 TA Set-Aside Sidewalks: Application
2. Wastewater Permit Renewal Submittal
3. North Texas Municipal Water Board Membership: Direction
4. Municipal Separate Storm Sewer System (MS4): Permit and Funding [Dependent on 2020 Census]
5. Grayson Water Pump Station
6. New Water Tower: Direction and Funding
7. Wayfinding Signs Program: Direction and Funding
8. Historic District Designation: Direction and City Actions
9. Main Street Designation: Direction and City Actions
10. Thoroughfare/Roads Master Plan: Update
11. Wastewater Treatment Plan: Outcomes, Report with Options and Direction
12. Water/Wastewater Master Plan: Update

**ON THE HORIZON 2022 – 2026  
(continued)**

13. Water Treatment Plan: Outcomes, Report with Options and Direction
14. U.S. 75 Service Road Development: Update and Next Steps
15. Developer Land Donations for Public Users: Outcomes, Report with Options, Direction and City Actions
16. Water Message: Development and Communications to Our Community
17. Developers: Problem Analysis, Report with Findings and Options, Direction and City Actions
18. Water Message: Development and Communications to Our Community
19. Stormwater Utility Study: Completion and Direction
20. Roadway Impact Fees Update: Direction
21. All America City: Designation

# Goal 3

## Anna – Great Place to Live

### OBJECTIVES

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

### VALUE TO NEIGHBORS

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

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

1. Creating a more attractive, beautiful community
2. Lack of retail stores – must shop outside of Anna
3. Funding for new recreational facilities development
4. Increasing demands for trails linking community destinations
5. Developing and funding trails within Anna and connecting to community destinations, including lighting and safety markers
6. Lack of family-oriented restaurants in Anna
7. Defining the City’s role and funding for community events and festivals
8. Working with community organizations and the faith community to create a better Anna community
9. Working with developers on agreements regarding neighborhood parks

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

1. Funding for the operations and maintenance of recreational facilities and parks
2. Expanding and funding community policing activities – involving the community to create a safe Anna community
3. Addressing significant code violations throughout the community
4. No program for online registrations for programming or rentals
5. Taking on recreational baseball from Anna Sports Group
6. Developing and funding athletic fields – recreational uses, competition, and tournaments
7. Staffing and funding for recreational programs and activities
8. Not having a city owned stage, sound, and movie projection equipment with the number of events and programs in the works and renting will be expensive.
9. Facility needs for recreation and lifelong learning



**POLICY ACTIONS 2021 – 2022**

- 1. Connected Trails Plan: Update and City Actions Top Priority
- 2. Indoor Community/Recreation Center: Design High Priority
- 3. Code Enforcement/Community Clean-Up Performance/ Effectiveness: Assessment, Report, Direction and City Actions
- 4. Gateway LED Sign and Reader Board; Outcomes, Locations, Report with Options and Costs, Direction and City Funding
- 5. Community Events/Festivals 1<sup>st</sup> Year Implementation

**MANAGEMENT ACTIONS 2021 – 2022**

- 1. Library/Community Resource Center/ Learning Center: Design Top Priority
- 2. Recreation Programs/Activities Expansion: Staffing and Development Top Priority
- 3. Community-Based Trash/Littering Program: Development and Kick Off High Priority
- 4. Outdoor Sports Complex/Sports Fields Development: Design High Priority

### MANAGEMENT IN PROGRESS 2021 – 2022

1. Neighborhood/Business Crime Watch Program
2. Community Races at Parks (2)
3. Movies in the Park
4. Concerts in the Park
5. Patrol Districts: Refinement
6. Park Maps
7. Comprehensive Plan Checklist: Development
8. 2018 International Building Code/2017 National Electrical Code: Adoption (**COUNCIL DECISION**)
9. ARCGIS Training: Completion
10. Wi-Fi at City Parks: Implementation
11. Health Inspection Software: Implementation
12. Program Registration and Facility Rental Software: Implementation
13. Parks Asset Management and Condition Software: Evaluation and Direction
14. Community Block Party Trailer: Purchase and Programming
15. Summer Concerts and 4th of July Celebration
16. IAP's for Special Events
17. New Neighbor Welcome Program: Development
18. Parks Community Investment Program: Update
19. City-Wide Code Compliance Assessment Methodology: Development
20. Recreation Guide for Neighbors Template: Development
21. "We Notice..." Campaign: Creation

### MANAGEMENT IN PROGRESS 2021 – 2022 (continued)

22. Neighborhood Summit and Legal Clinic for HOA's: Development
23. Volunteer Program Operating Standards and Procedures: Creation
24. Geer Park: Sports Field and Recreation Programming
25. Automated License Plate Reader: Installation
26. Racial Profiling Data: Evaluation
27. Criminal Justice Information Systems (CJIS) Audit
28. Neighborhood Watch: Re-Establish

### MAJOR PROJECTS 2021 – 2022

1. Johnson Park Renovation Project: Construction
2. Steam Locomotive at Sherley Heritage Park
3. Disc Golf Course at Slayter Creek Park: Update
4. Splash Pad: Refresh
5. Bryant Park Sports Fields
6. Natural Springs Park (North End): Additional Parking and Nature Theme Play Structure
7. Slayter Creek Park: Parking Lot Installation and Lighting Repairs (including Concession Stand and Splash Pad)

**ON THE HORIZON 2022 – 2026**

1. Police Chaplain Program: Development
2. Crime Reduction Action Plan: Report, Direction and Funding
3. Green Ribbon Project – Median Beautification: Maintenance Staffing (FY '23)
4. Senior Center: Direction and Funding Mechanism
5. Natatorium/Swimming Complex: Partners, Direction and City Actions
6. “Keep Anna Beautiful Program”: Direction, Development, and Funding Accredited
7. Anna Museum Development; Outcomes, Partners, Report with Options, Direction and City Actions
8. Community Broadband Service: Analysis, Best Practices, Report with Findings and Options, Direction and City Actions
9. Collin McKinney Statue: Location, Direction and City Actions
10. Parks Development and Upgrade: Update Report, Direction, Funding and City Actions
11. Sports: Assessment of Needs, Best Practices, Report with Options, City Role, Direction and City Actions

**ON THE HORIZON 2022 – 2026**  
(continued)

12. Neighborhood Services Expansion: Outcomes, Best Practices, Report with Options and Direction
13. Park Ordinances – Procedures and Processes: Update
14. Sherley Park Water Storage Phase 2 Concept Plan: Development
15. Property Maintenance Program Expansion: Direction and Funding (Workshops, Equipment and Tool Rental, Neighborhood Grants, etc.)
16. Health and Environmental Services Programs Expansion: Direction and Funding, “BIG” Event, Education on Littering, Waste Reduction, Disposal of Hazardous Household Waste, etc.)
17. Parks and Recreation Department Organization Development: Direction and City Actions
18. eSports Strategy and Action Plan: Outcomes, Market Analysis, Report with Options, Direction and City Actions
19. Golf Course Development: Outcomes, Partners, Market Analysis, Report with Options, Direction and City Actions
20. Skate Park: Refresh

# Goal 4

## High-Performing Professional City

### OBJECTIVES

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

### VALUE TO NEIGHBORS

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

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

1. Limited revenue options for the City
2. Expanding proactive communications with the community – neighbors and businesses
3. Developing modern operating systems and processes
4. Keeping up with a rapidly growing community
5. Actions by the Texas State Legislature impacting City finances and services, including tax cap
6. Dependence on Collin County
7. Social Media – reality vs perception
8. Transitioning to new facilities
9. Retaining the staff/talent we have acquired

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

1. Having and funding competitive City employee benefits including disability program
2. COVID-19 ongoing effects and initiatives – what stays, what goes, does normal return?
3. City employee compensation linked to expectations and performance standards
4. Rising cost of delivering City services
5. Funding for training, employee development and succession planning
6. Economic uncertainty impacting future growth and City finances

**POLICY ACTIONS 2021 – 2022**

- 1. City Ambulance/EMS Service Implementation: Firefighter Staffing and Additional Ambulances (2) Top Priority
- 2. Joint 9-1-1 Communications Center: Outcomes, Report with Options, Direction and City Actions High Priority
- 3. Public Safety Services, Staffing and Equipment: 5-Year Plan Direction and Funding (CPSM) High Priority
- 4. Proactive Communications Strategy and Actions Plan: Social Media Policy, Council’s Messages to Our Community, and Communications Plan
- 5. Collin County Relationship Building and Partnership: Outcomes, Key Issues, Outreach to County and City Actions

**MANAGEMENT ACTIONS 2021 – 2022**

- 1. City Water/Sewer Master Plan and Impact Fees: Report and Direction Top Priority
- 2. Employee Wellness/Benefits Gaps Program: Direction and Funding High Priority
- 3. City Employee Compensation: Review, Direction and Funding High Priority
- 4. Employee Training and Development: Direction and Funding High Priority
- 5. Disaster Recovery and Related Services: Report High Priority
- 6. Personnel (Human Resources) Policies: Direction and Revision
- 7. Financial Plan Update: Review and Direction
- 8. Financial Policies: Review and Refinement
- 9. American Rescue Act Dollars Plan: Direction and Development

**MANAGEMENT IN PROGRESS 2021 – 2022**

1. Police Districting Plan: Annual Evaluation
2. Department Performance Metrics (Outcome-Based): Refinement
3. Annual City Strategic Plan: Update
4. Budget Workshop for Mayor and City Council
5. Cash Management Administrative Directive
6. Internal Control System and Process Administrative Directive
7. Financial Policies: Training
8. City Social Functions: Update (Potlucks, Employee Functions, etc.)
9. Annual Q12 Employee Survey
10. Financial Transparency Stars Program
11. Police Policy and Procedure: Update
12. Annual City Employee In-Service Day (Funding)
13. Neighbor Leadership Academy: Development
14. Fire Standard of Cover Report
15. Servant Leadership Training Program
16. Fire SOP: Review/Refinement
17. Firefighter Physical Agility Course: Revamp
18. Police Leadership Training Program
19. Aerial Apparatus (Quint): Design and Operational
20. Fixed Asset Tracking Spreadsheet: Development

**MANAGEMENT IN PROGRESS 2021 – 2022**  
(continued)

21. City Website Upgrade: Completion
22. UB Billing Cycles Structure: Review
23. Incode Conversion for Code Financials: Completion
24. Incode Conversion for Utility Billing: Completion
25. Cash Handling Controls in Departments
26. Credit Card Handling
27. Ion Wave Purchasing Software: Implementation
28. Fixed Assets Ledger: Clean-Up
29. Texas State Comptroller Transparency Award
30. PPE Purchase and Replacement Schedule: Development
31. COVID Ambulance In-Service Agreements, State License and Training: Completion
32. Deer Oaks City-Wide Training
33. Retiree Options for Medical, Dental, Vision and Prescription: Review and Funding
34. Tuition Reimbursement Policy: Review and Funding
35. Internship Program: EDC
36. Loaner Laptops: Funding
37. IT Department Structure
38. New Phone System: Direction and Funding
39. Disaster Recovery Backup: Direction
40. Network Topology Redesign

**MANAGEMENT IN PROGRESS 2021 – 2022**  
(continued)

41. City Council Chambers Equipment
42. Inspec2Go for Code Enforcement: Implementation
43. EOC Equipment: Planning
44. Park Planning and Development Manager: Hiring
45. Board Member Clinic: Development
46. APWA Accreditation
47. Police Equipment Upgrade: Purchase
48. Standardized Compensation Process for Field Training Officers and Out-of-Position (OIC) Pay: Development

**MAJOR PROJECTS 2021 – 2022**

1. Municipal Complex Project: Completion and Location of City Offices



## **ON THE HORIZON 2022 – 2026**

1. Build a Playground/Trail: Next Project
2. Community Survey: Direction and Funding
3. Municipal Court Dates Expansion
4. Texas Warrant Roundup Participation: Direction and Funding
5. Reward Program: Development
6. Stormwater Utility: Report and Direction
7. Fire Apparatus Plan: Development and Funding Mechanism
8. City Volunteer Program: Outcomes, Best Practices, Report with Options, Direction and City Actions
9. City Government Marketing/Public Relations: Goals, Report, Direction, City Actions and Funding
10. Grants: Outcomes and Direction
11. Emergency Management Policy/Plan/Training: Review, Report, Direction, Management Position, Funding and City Actions
12. Online Payment: Report with Options, Direction and Funding
13. Solid Waste Contract: Performance Evaluation, Headquarters, Report with Findings and Options, Direction and City Actions
14. 2<sup>nd</sup> Fire Station: Design and Plans
15. Relationships with Melissa and Van Alstyne Strategy: Outcomes, Key Issues, Direction and City Actions
16. Public Safety Training and Development; Report with Options, Direction and Funding
17. NIMS Training and Exercise
18. Emergency Management Protocols/NIMS Protocols: Development
19. Community Risk Assessment and Plan: Development (3<sup>rd</sup> Party)
20. HRIS System Employee Portal
21. City Evaluation: Revision
22. E-Learning for City Employees
23. Texas Police Chief's Association Accreditation Program

# **CITY OF ANNA ACTION AGENDA 2021 – 2022**

# *City of Anna*

## *Policy Agenda 2021 – 2022*

### **TOP PRIORITY**

**Executive/Large Homes on Large Lots Development Strategy:  
Outcomes, Report, Direction and City Actions**

**City Ambulance/EMS Service: Implementation: Firefighter Staffing and Additional Ambulances**

**Collin Community College Campus Development: Location, Master Plan and Agreement**

**Downtown Activation: Implementation**

**Business Park Activation: Sale and Developer Funded Infrastructure**

**Connected Trails Plan: Update and City Actions**

## **HIGH PRIORITY**

**Long-Term Water Supply Policy/Plan:  
Direction and City Actions [Collin Grayson Municipal Alliance (CGMA) and the Greater Texoma  
Utility Authority (GTUA)]**

**Medical Campus Business Development: Hospital and Medical Office Development**

**Retail/Restaurant Attraction Strategy:  
Outcomes, Market Analysis, Report, Direction and City Actions**

**Joint 9-1-1 Communications Center:  
Outcomes, Report with Options, Direction and City Actions**

**Public Safety Services, Staffing and Equipment: 5-Year Plan Direction and Funding (CPSM)**

**Indoor Community/Recreation Center: Design**

# *City of Anna*

## *Management Agenda 2021 – 2022*

### **TOP PRIORITY**

**New Fire Station (West of U.S. 75): Direction and Funding**

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

**Ferguson Road Extension Design: Agreement, Direction and Funding**

**City Water/Sewer Master Plan and Impact Fees: Report and Direction**

**Comprehensive Plan: Development and Adoption**

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

**Recreation Programs/Activities Expansion: Staffing and Development**

## **HIGH PRIORITY**

**City/EDC Branding and Marketing Program: Implementation**

**Community-Based Trash/Littering Program: Development and Kick Off**

**Employee Wellness/Benefits Gaps Program: Direction and Funding**

**City Employee Compensation: Review, Direction and Funding**

**Employee Training and Development: Direction and Funding**

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

**Disaster Recovery and Related Services: RFQ**

# *City of Anna*

## *Management in Progress 2021 – 2022*

Trade Shows/Marketing Materials: Re-Initiate

Development Forum Event: 1<sup>st</sup> Annual

International Economic Development Awards: Application

Annual Business Appreciation Event

Economic Development Incentives Listing on Website

Business Retention/Growth Quarterly Report (Chamber of Commerce)

SmartGov Permitting Software – Public Portal: Implementation

Development Records to Digital Format

Tree City USA Designation

Environmental Education Program: Implementation

Ferguson Parkway (from Collin County Outer Loop to Taylor Roadway) Environmental Study: Completion

Professional Services Request for Qualifications Process: Implementation

Public Works GIS Improvements – Phase 1: Implementation (Budget FY '22)

Neighborhood/Business Crime Watch Program: Kick-Off

Community Races at Parks (2)

Movies in the Park

Concerts in the Park: Kick-Off

Patrol Districts: Annual Evaluation Report

Park Maps

Comprehensive Plan Checklist: Development

2018 International Building Code/2017 National Electrical Code: Adoption

ARCGIS Training: Completion

Public Wi-Fi at Sherley Park: Implementation

Health Inspection Software: Implementation

Program Registration and Facility Rental Software: Implementation

Parks Asset Management and Condition Software: Implementation

Community Block Party Trailer: Live Rollout

Summer Concerts and 4th of July Celebration

IAP's for Special Events

New Neighbor Welcome Program: Development



Parks Community Investment Program: Update

City-Wide Code Compliance Assessment Methodology: Development

Recreation Guide for Neighbors Template: Development

“We Notice...” Campaign: Creation

Neighborhood Summit and Legal Clinic for HOA’s: Development

Volunteer Program Operating Standards and Procedures: Creation/Rollout

Geer Park: Sports Field and Recreation Programming

Automated License Plate Reader: Installation

Racial Profiling Data: Evaluation

Criminal Justice Information Systems (CJIS) Audit

Neighborhood Watch: Re-Establish

Police Districting Plan: Annual Evaluation

Department Performance Metrics (Outcome-Based): Refinement

Annual City Strategic Plan: Update

Budget Workshop for Mayor and City Council

Cash Management Administrative Directive

Internal Control System and Process Administrative Directive

Financial Policies: Training

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

Annual Q12 Employee Survey

Financial Transparency Stars Program

Police Policy and Procedure: Update

Annual City Employee In-Service Day (Funding)

Neighbors Leadership Academy: Development

Fire Standard of Cover Report

Servant Leadership Training Program

Fire SOP: Review/Refinement

Firefighter Physical Agility Course: Revamp

Police Leadership Training Program

Aerial Apparatus (Quint): Design and Operational

Fixed Asset Tracking Spreadsheet: Development

City Website Upgrade: Completion

UB Billing Cycles Structure: Review

Incode Conversion for Core Financials: Completion

Incode Conversion for Utility Billing: Completion

Cash Handling Controls in Departments

Credit Card Handling

Ion Wave Purchasing Software: Implementation

Fixed Assets Ledger: Clean-Up

Texas State Comptroller Transparency Award

PPE Purchase and Replacement Schedule: Development

COVID Ambulance In-Service Agreements, State Health Department License and Training: Completion

Deer Oaks City-Wide Training

Retiree Options for Medical, Dental, Vision and Prescription: Review and Funding

Tuition Reimbursement Policy: Review and Funding

Internship Program: EDC

Loaner Laptops: Funding

IT Department Structure

New Phone System: Direction and Funding

Disaster Recovery Backup: Direction

Network Topology Redesign

City Council Chambers Equipment

Inspec2Go for Code Enforcement: Implementation

EOC Equipment: Planning

Park Planning and Development Manager: Hiring

Board Member Clinic: Development

APWA Accreditation

Police Equipment Upgrade: Purchase

Standardized Compensation Process for Field Training Officers and Out-of-Position (OIC) Pay: Development

# *City of Anna*

## *Major Projects 2021 – 2022*

Village of Hurricane Creek Infrastructure Sewer Project: Bid Award; Construction

Hackberry Drive: ROW Acquisition; Bid Award; Construction

TxDOT Traffic Signal Installation (2): CR 371/376

Taylor Road Reconstruction: Preliminary Engineering; Final Design (with Collin County) Submission

East Fork Trunk Sewer: Preliminary Engineering

Wastewater Treatment Plant: Submit TCEQ Permit

SH 5 Utility Relocation Project (TxDOT 2023 – 2035); Design Project A

Rosamond from US 75 to SH 5 Roadway Improvements: Construction

Rosamond from SH 5 to FM 2862 Roadway Improvements In-House Design

Water Mains Relocation: Engineering Design (along US 75 north of FM 455)

Water Well: Construction

Collin Water Pump Station Improvements: Construction

West Foster Crossing along Pecan Grove Phase 2-4: Construction

Hackberry Drive from SH 5 to Bamborough Lane: Construction

Street Rehabilitation Projects: Construction; Award Contract – Taylor Boulevard; County Road 371

Johnson Park Renovation Project: Construction

Steam Locomotive at Sherley Heritage Park

Disc Golf Course at Slayter Creek Park: Update

Splash Pad: Refresh

Bryant Park Sports Fields

Natural Springs Park (North End): Additional Parking and Nature Theme Play Structure

Slayter Creek Park: Parking Lot Installation and Lighting Repairs  
(including Concession Stand and Splash Pad)

Municipal Complex Project: Completion and Location of City Offices