

# THE CITY OF **Anna**



**STRATEGIC PLAN**  
2021-2022 WINTER UPDATE

## Introduction

The 2021-2022 Strategic Plan is a plan outlining and detailing the most important projects for City of Anna staff to accomplish from May 2021 to May 2022. Revisited and revised annually, the purpose of the strategic plan is to provide city staff with a guiding document, setting priorities for staff to bring the City Council's vision of the city to life. Strategic planning has many benefits for the city. It is a method by which the City Council plans and prioritizes its goals in a transparent and accountable manner. It also enables the City Council and staff to efficiently move the community forward.

Throughout the winter and spring of every year, the plan is developed through collaboration across City of Anna departments and between management and City Council. Council then formally adopts the plan yearly in May. Over the next 12 months, the plan serves as a living document that staff interacts with and considers in day-to-day decisions and operations to ensure the vision of the City Council is actualized.

This strategic plan informs the annual budget and serves as a roadmap to guide us from vision to reality. The city uses this plan to align our resources with prioritized initiatives, which connect to a broader vision for our community's future. A full copy of the 2021-2022 Strategic Plan can be found on the City of Anna website under the Government tab.

### Strategic Plan Yearly Process



In spring of 2021, the City of Anna underwent its annual strategic planning process. This year, under four encompassing strategic goals, 151 projects were identified and action steps were outlined to complete them. This document serves to update City Council and neighbors on the strategic plan progress over the past quarter, documenting comprehensive updates from the beginning of November until the end of January. To gather these results, the City Manager's Office met with each department to

better understand progress on each step as well as whether the items were expected to be completed by the date outlined in the Strategic Plan.

Where we are with each project is outlined 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:

- 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;
- Target refers to the expected date of completion for the action item when the Strategic Plan was originally approved; and
- Progress refers to the amount of progress made on the action item.

## Strategic Goal 1: Growing the Anna Economy

<i>Activities/Milestones</i>	<i>Responsibility</i>	<i>Priority</i>	<i>Target</i>	<i>Progress</i>
<b>Collin Community College Campus Development: Location, Master Plan, and Agreement</b>				
1. Develop MOU with Collin Community College	Economic Development	Policy - Top	May 2021	Moderate Progress
2. <b>Decision:</b> MOU Approval	Economic Development	Policy - Top	June 2021	Not Started
3. Develop Master Plan/Engineering Plan	Economic Development	Policy - Top	Jan 2022	Not Started
4. Prepare TIRZ Analysis	Economic Development	Policy - Top	Feb 2022	Not Started
5. <b>Report:</b> Presentation and Direction on TIRZ	Economic Development	Policy - Top	Mar 2022	Not Started
6. Sewer Plan Engineering Permit	Economic Development	Policy - Top	May 2022	Not Started

Summary: Collin Community College has bought the land but has yet to develop the land use plan. This plan is needed to create a TIRZ for the surrounding infrastructure. We anticipate an announcement related to this campus in the Fall of 2022.

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

1. Finalize Letter of Interest in purchasing Business Park	Economic Development	Policy - Top	Apr 2021	Completed
2. Negotiate sale	Economic Development	Policy - Top	July 2021	Initial Progress
3. <b>Decision:</b> Direction	Economic Development	Policy - Top	Sept 2021	Not Started
4. Submit Site Plan	Economic Development	Policy - Top	Sept 2021	Not Started
5. Close on Sale	Economic Development	Policy - Top	Nov 2021	Not Started

Summary: The business park recently went under contract and is slated around May of 2022 for closing if everything goes according to plan.

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

1. Medical Office Development	Economic Development	Policy - High		
a. Receive Site Plan and Civil	Economic Development	Policy - High	Oct 2021	Completed
b. P&Z Review	Economic Development	Policy - High	Nov 2021	Completed
c. <b>Decision:</b> Site Plan	Economic Development	Policy - High	Dec 2021	Completed
d. Complete civil review	Economic Development	Policy - High	Feb 2022	Not Started
e. Groundbreaking	Economic Development	Policy - High	TBD	Not Started
2. Hospital	Economic Development	Policy - High	TBD	Initial Progress

Summary: Construction will start in May of 2022 and is anticipated to be completed in Fall of 2023.

### Retail/Restaurant Attraction Strategy: Outcomes, Market Analysis, Report with Options, Direction and City Actions

1. Prepare and issue RFQ for Retail/Restaurant Analysis	Economic Development	Policy - High	Sept 2021	Completed
2. Evaluate response and prepare recommendations	Economic Development	Policy - High	Oct 2021	Completed
3. <b>Decision:</b> Award Contract for Analysis	Economic Development	Policy - High	Nov 2021	Completed
4. Complete the Retail/Restaurant Analysis/Report	Economic Development	Policy - High	May 2022	Initial Progress
5. <b>Report:</b> Presentation	Economic Development	Policy - High	June 2022	Not Started

Summary: We awarded the contract for the analysis. It will be three months before we get the initial evaluation with a presentation anticipated for June.

### Unique Business Attraction: Outcomes, Report, Agreements, and City Actions

1. Brewery	Economic Development	Policy		
a. Finalize agreement	Economic Development	Policy	May 2021	Not Started
b. EDC Review	Economic Development	Policy	May 2021	Not Started
c. <b>Decision:</b> Agreement and Transfer of Ownership	Economic Development	Policy	June 2021	Not Started
d. <b>Report:</b> Terms of Lease Agreement	Economic Development	Policy	Sept 2021	Not Started

e. Police Building Vacant	Economic Development	Policy	Feb 2022	Not Started
f. Secure permit	Economic Development	Policy	May 2022	Not Started
g. Opening	Economic Development	Policy	June 2022	Not Started
2. Crystal Lagoon	Economic Development	Policy		
a. Executive Session	Economic Development	Policy	May 2021	Completed

Summary: While the brewery is not a dead project, it is currently on hold because of setbacks on the business's side. We will continue to monitor progress but will entertain other offers.

The Crystal Lagoon may have a potential short-term delay that we expect to see resolved in the spring. However, if pre-development conditions are not met, the city is covered financially.

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

1. New Stories	Economic Development	Mgmt - High	Ongoing	Completed
2. Digital Media	Economic Development	Mgmt - High	June 2021	Completed
3. Logo	Economic Development	Mgmt - High	Completed	Completed

Summary: The news stories and digital media will be continually ongoing but have been kicked off and had great momentum so far. The logo has been completed.

#### Clean Up Site (Holiday Inn Express Site): Next Steps

1. Continue code enforcement	Neighborhood Services	Mgmt	Ongoing	Moderate Progress
2. Talk with attorney	Neighborhood Services	Mgmt	Apr 2021	Completed
3. Discuss direction/actions with hotel owner	Neighborhood Services	Mgmt	May 2021	Completed
4. <b>Report:</b> Update and Direction - Litigation on Agreement or Move Forward	Neighborhood Services	Mgmt	July 2021	Completed

Summary: The Holiday Inn recently resecured funding for the site. The city is working with them to redo permits and other paperwork. Incentives were restored with accompanying performance metrics. An update was recently given at a City Council meeting.

#### Management in Progress 2021-2022

1. Trade Shows/Marketing Materials: Re-Initiate	Economic Development		Sept 2021	Completed
2. Development Forum Event: 1st Annual	Economic Development		Oct 2021	Completed

3. International Economic Development Awards: Application	Economic Development	May 2021	Completed
4. Annual Business Appreciation Event	Economic Development	Nov 2021	Completed
5. Economic Development Incentives Listing on Website	Economic Development	Ongoing	Completed
6. Business Retention/Growth Quarterly Report (Chamber)	Economic Development	Ongoing	Not Started

## Strategic Goal 2: Sustainable Community through Managed Growth

<i>Activities/Milestones</i>	<i>Responsibility</i>	<i>Priority</i>	<i>Target</i>	<i>Progress</i>
<b>Executive/Large Homes on Large Lots Development Strategy: Outcomes, Report, Direction, and City Actions</b>				
1. Prepare Report: New Zoning Districts (2)	Development Services	Policy - Top	June 2021	Completed
2. P&Z Review	Development Services	Policy - Top	July 2021	Completed
3. <b>Decision:</b> New Zoning Districts	Development Services	Policy - Top	Aug 2021	Completed

Summary: Staff got direction from the Council in June. A public hearing was held at the Planning and Zoning Commission meeting on August 2, 2021. It was passed by Council at the second meeting in August.

### **Downtown Activation: Implementation**

1. TIRZ	Economic Development	Policy - Top		
a. <b>Decision:</b> Direction on Downtown	Economic Development	Policy - Top	Apr 2021	Completed
b. Hire TIRZ analyst	Economic Development	Policy - Top	Oct 2021	Completed
c. Complete TIRZ Analysis Report	Economic Development	Policy - Top	Dec 2021	Completed
d. <b>Report:</b> Presentation and Direction	Economic Development	Policy - Top	Jan 2022	Completed
2. Downtown Overlay	Economic Development	Policy - Top		
a. Develop Downtown Overlay	Economic Development	Policy - Top	Aug 2021	Initial Progress
b. P&Z Review	Economic Development	Policy - Top	Sept 2021	Not Started
c. <b>Decision:</b> Downtown Overlay	Economic Development	Policy - Top	Oct 2021	Not Started
3. Activation	Economic Development	Policy - Top		
a. Identify developer partner	Economic Development	Policy - Top	Sept 2021	Not Started
b. Negotiate development agreement and incentives	Economic Development	Policy - Top	Dec 2021	Not Started
c. <b>Decision:</b> Development Agreement	Economic Development	Policy - Top	Jan 2022	Not Started

Summary: The downtown TIRZ has been created. The overlay will be a part of the comprehensive development ordinances rewrite that Development Services will hire for in March (see Comprehensive Development Ordinances Update). This will be a 6–8-month process. Economic Development staff are currently working on identifying a developer partner.

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

1. <b>Report:</b> CGMA	Public Works	Policy - High	Completed	Completed
2. Board Meeting: Adoption of CIP Sherman Water	Public Works	Policy - High	** TBD or 12/21	Completed
3. <b>Decision:</b> Water Rates	Public Works	Policy - High	Dec 2022	Completed

Summary: A staff report on the long-term water supply plan was given at a Fall City Council meeting. The CIP for Sherman Water was adopted at the CGMA meeting in October. Rates will be reviewed and adopted annually in the budget process.

**Comprehensive Development Ordinances: Update**

1. Define the scope and determine the costs	Development Services	Policy	Apr 2021	Completed
2. Develop budget proposal	Development Services	Policy	May 2021	Completed
3. <b>Budget Workshop:</b> Budget FY '22 Direction	Development Services	Policy	June 2021	Completed
4. <b>Decision:</b> Budget FY '22 Funding	Development Services	Policy	Sept 2021	Completed
5. Issue RFP	Development Services	Policy	Aug 2021	Completed
6. Evaluate responses and prepare recommendations	Development Services	Policy	Oct 2021	Completed
7. <b>Decision:</b> Award Contract	Development Services	Policy	Nov 2021	Completed
8. Kick-Off Process	Development Services	Policy	Dec 2021	Not Started
9. Complete update rewrite	Development Services	Policy	Apr 2022	Not Started
10. P&Z Review	Development Services	Policy	May 2022	Not Started
11. <b>Decision:</b> Ordinance Adoption	Development Services	Policy	June 2022	Not Started

Summary: Contract negotiations with Freese and Nichols is complete. The contract will go before Council in March. The project will kick-off in April and be completed in December.

**Rental Single-Family Homes by Corporations: Problem Analysis, Report, Direction, and City Actions**

1. Review ordinance, enforcement, and fees	Neighborhood Services	Policy	May 2021	Completed
2. Prepare Report with fee adjustments	Neighborhood Services	Policy	June 2021	Completed
3. <b>Decision:</b> Direction, Fee Structure, and Funding	Neighborhood Services	Policy	July 2021	Completed
4. Hire additional City Staff	Neighborhood Services	Policy	Dec 2021	Completed

Summary: A work session was completed with Council feedback on an ordinance. The fee was increased at the July 27, 2021 council meeting. An additional code officer was hired in the Summer of 2021.

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

1. Bond Election	Fire	Mgmt - Top	May 2021	Completed
2. <b>Decision:</b> Award Contract for Design/Build	Fire	Mgmt - Top	July 2021	Not Started
3. <b>Decision:</b> Bond Advance Reimbursement	Fire	Mgmt - Top	July 2021	No Longer Relevant
4. Bond Issuance	Fire	Mgmt - Top	July 2021	Completed
5. Bond Rating and Sale	Fire	Mgmt - Top	Sept 2021	Completed
6. Complete Design	Fire	Mgmt - Top	Mar 2022	Not Started
7. Complete Construction - Open Station	Fire	Mgmt - Top	Mar 2023	Not Started

Summary: The bond election happened in May. Fire Station 2 passed. We've gone through the RFQ process and have narrowed the potential contractor down to three, which were approved by Council on July 13, 2021. Interviews for the contractors are set for March 16, 2022. Construction will align with staffing to be completed and occupied by October 2023.

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

1. Decision: Plan Adoption	Neighborhood Services	Mgmt - Top	Apr 2021	Completed
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Summary: This was adopted in April of 2021.

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

1. Finalize and issue RFQ	Public Works	Mgmt - Top	July 2021	Completed
2. Review responses and prepare recommendation	Public Works	Mgmt - Top	Aug 2021	Not Started
3. <b>Decision:</b> Award Contract for Engineering Design	Public Works	Mgmt - Top	Oct 2021	Not Started
4. Complete Final Engineering Design	Public Works	Mgmt - Top	June 2022	Not Started

Summary: We just completed an RFQ process and received responses from 9 firms late last month. We are reviewing the RFQ submittals now. Public Works will interview 3 finalists later this March. We will go to Council in April to approve contract for final engineering.

### Comprehensive Plan: Development and Adoption

1. <b>Decision:</b> Plan Adoption	Development Services	Mgmt - Top	Apr 2021	Completed
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Summary: This was adopted in April of 2021.

### Management in Progress 2021-2022

1. SmartGov Permitting Software - Public Portal: Implementation	Development Services		June 2021	Completed
2. Development Records to Digital Format	Development Services		Oct 2021	Completed
3. Tree City USA Designation	Neighborhood Services		Nov 2021	Completed

4. Environmental Education Program: Implementation	Neighborhood Services	Ongoing	Completed
5. Ferguson Parkway (from Collin County Outer Loop to Taylor Rd) Environmental Study: Completion	Public Works	Dec 2021	Duplicate
6. Professional Services Request for Qualifications Process: Implementation (Council Decision)	Public Works	July 2021	Completed
7. Public Works GIS Improvements - Phase 1: Implementation (Budget FY '22 Decision)	Public Works	Sept 2021	Not Started

### Major Projects 2021-2022

1. Hurricane Creek Line B	Public Works		
a. Bid Award	Public Works	July 2021	Moderate Progress
b. Construction	Public Works	Apr 2022	Not Started
2. Hackberry Drive	Public Works		
a. ROW Acquisition	Public Works	June 2021	Moderate Progress
b. Bid Award	Public Works	Aug 2021	Not Started
c. Construction	Public Works	Feb 2022	Not Started
3. TxDOT Traffic Signal Installation (2)	Public Works		
a. CR 371/376	Public Works	Sept 2021	Completed
4. Taylor Road Reconstruction	Public Works		
a. Preliminary Engineering	Public Works	Sept 2021	Completed
b. Final Design (with Collin County) Submission	Public Works	Oct 2021	Not Started
5. Hurricane Creek Line C: Preliminary Engineering	Public Works	Dec 2021	Completed
6. Wastewater Treatment Plant: Submit TCEQ Permit	Public Works	Aug 2021	Completed
7. SH 5 Utility Relocation Project (TxDOT 2023-2035); Design Project A	Public Works	Nov 2021	Moderate Progress
8. Rosamond from US 75 to SH 5 Roadway Improvements: Construction	Public Works	Apr 2022	Initial Progress
9. Rosamond from SH 5 to FM 2862 Roadway Improvements In-House Design	Public Works	Aug 2022	Completed
10. Water Mains Relocation: Engineering Design (along US 75 north of FM 455)	Public Works	Sept 2021	Significant Progress
11. Water Well: Construction	Public Works	Sept 2021	Initial Progress
12. Collin Water Pump Station Improvements: Construction	Public Works	Sept 2021	Initial Progress

13. West Foster Crossing along Pecan Grove Phase 2-4: Construction	Public Works	Aug 2021	Completed
14. Hackberry Drive from SH 5 to Bamborough Lane: Construction	Public Works	Mar 2022	Duplicate
15. Street Rehabilitation Projects: Construction, Award Contract (Council Decision)	Public Works		
a. Taylor Boulevard	Public Works	July 2021	Completed
b. County Road 371	Public Works	July 2021	Completed

## Strategic Goal 3: Great Place to Live

<i>Activities/Milestones</i>	<i>Responsibility</i>	<i>Priority</i>	<i>Target</i>	<i>Progress</i>
<b>Connected Trails Plan: Update and City Actions</b>				
1. Bond Election	Public Works	Policy - Top	May 2021	Completed
2. Develop and issue RFQ for identification of trails and connectivity, layout, and acquisition	Public Works	Policy - Top	May 2021	Completed
3. Review proposals and make selection	Public Works	Policy - Top	July 2021	Completed
4. <b>Decision:</b> Award Contract for Plan	Public Works	Policy - Top	Aug 2021	Moderate Progress
5. Complete Plan	Public Works	Policy - Top	June 2022	Not Started

Summary: We held the bond election in May, issued the RFQ for consultants, reviewed proposals, and made selections for design consultants. The master agreement has been developed but there will be multiple contracts for different parts of this plan.

<b>Indoor Community/Recreation Center: Design</b>				
1. Bond Election	Public Works	Policy - High	May 2021	Completed
2. Develop and issue RFQ	Public Works	Policy - High	June 2021	Completed
3. Review proposals and make selection	Public Works	Policy - High	June 2021	Completed
4. <b>Decision:</b> Award Contract for Design	Public Works	Policy - High	Aug 2021	Moderate Progress
5. Complete design	Public Works	Policy - High	June 2022	Not Started

Summary: This will be deferred to later in the bond program based on the Parks Board and Council workshop on February 28, 2022.

<b>Code Enforcement/Community Clean-Up Performance/Effectiveness: Assessment, Report, Direction, and City Actions</b>				
1. Review existing codes, identify problems/chronic violators, best practices, legal framework, and future options	Neighborhood Services	Policy	May 2021	Completed
2. Prepare Report	Neighborhood Services	Policy	May 2021	Completed
3. <b>Report:</b> Presentation	Neighborhood Services	Policy	June 2021	Completed
4. Identify problem properties	Neighborhood Services	Policy	Aug 2021	Completed
5. Develop process for addressing the problems	Neighborhood Services	Policy	Sept 2021	Moderate Progress
6. <b>Report:</b> Presentation and Direction	Neighborhood Services	Policy	Sept 2021	Not Started
7. Initiate contact	Neighborhood Services	Policy	Oct 2021	Not Started

Summary: Code Compliance has been reviewing existing codes and has identified problem areas. Staff will publish problem properties on a monthly basis.

**Gateway LED Signs and Reader Boards: Outcomes, Locations, Report with Options and Costs, Direction and City Funding**

1. Mayor and Council Members submit ideas on locations and signage	Development Services	Policy	May 2021	Not Started
2. Identify locations and property ownership	Development Services	Policy	June 2021	Not Started
3. Prepare initial Report	Development Services	Policy	June 2021	Not Started
4. <b>Report:</b> Presentation and Direction	Development Services	Policy	July 2021	Not Started
5. Develop design	Development Services	Policy	Sept 2021	Not Started

Summary: Staff is reviewing our Code of Ordinances to see what is currently allowed related to signage. Changes will be made from there and locations for initial signage will be identified.

**Community Events/Festivals 1st Year: Implementation**

1. Concerts	Neighborhood Services	Policy	June 2021	Completed
2. 4th of July and Fireworks	Neighborhood Services	Policy	July 2021	Completed
3. Harvest Festival	Neighborhood Services	Policy	Oct 2021	Completed
4. City Hall Grand Opening	Neighborhood Services	Policy	Jan 2022	Initial Progress

Summary: The summer concerts, 4th of July fireworks show, and Harvest Fest have been completed. The grand opening for the Central Fire Station happened in the Fall. We have begun planning for the City Hall Grand Opening.

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

1. Bond Election	Public Works	Mgmt - Top	May 2021	Completed
2. <b>Decision:</b> Award Contract for Design/Build	Public Works	Mgmt - Top	Sept 2021	Not Started
3. <b>Decision:</b> Bond Advance Reimbursement	Public Works	Mgmt - Top	Sept 2021	No Longer Relevant
4. Bond Issuance	Public Works	Mgmt - Top	Sept 2021	Not Started
5. Bond Rating and Sale	Public Works	Mgmt - Top	Nov 2021	Not Started
6. Complete Design	Public Works	Mgmt - Top	May 2022	Not Started
7. Complete Construction	Public Works	Mgmt - Top	May 2023	Not Started

Summary: Because we are no longer doing design/build, the steps to this have changed. We have contracted with Project Advocates to do predesign (scope) and then the Council will adopt the project charter in April or May.

### Recreation Programs/Activities Development: Staff and Development

1. Recreation Coordinators (3)	Neighborhood Services	Mgmt - Top		
a. After School Programs	Neighborhood Services	Mgmt - Top	Apr 2021	Completed
b. Events	Neighborhood Services	Mgmt - Top	Apr 2021	Completed
c. Adult/Youth Sports	Neighborhood Services	Mgmt - Top	Apr 2021	Completed
2. Initiate Summer Programs	Neighborhood Services	Mgmt - Top	June 2021	Completed
3. Develop Recreational Program Calendar	Neighborhood Services	Mgmt - Top	Aug 2021	Completed
4. Takeover Recreation Baseball	Neighborhood Services	Mgmt - Top	Jan 2022	Significant Progress

Summary: In late spring, Neighborhood Services hired its three recreation coordinators. Summer programs kicked off in late May. Neighborhood Services is in the process of developing its fall recreational program calendar and will take over recreation baseball next season.

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

1. Earth Day	Neighborhood Services	Mgmt - High	Apr 2021	Completed
2. Clean-Up Day	Neighborhood Services	Mgmt - High	Apr 2021	Completed
3. Household Hazardous Waste	Neighborhood Services	Mgmt - High	Apr 2021	Completed
4. BEST Team	Neighborhood Services	Mgmt - High	Ongoing	Moderate Progress

Summary: Our programming/events for Earth Day included a community clean up and hazardous waste collection in April. We kicked off the Keep Anna Beautiful program in the fall. BEST Team initiative is continually ongoing.

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

1. Election	Public Works	Mgmt - High	May 2021	Completed
2. Develop and issue RFQ for identification of trails and connectivity, layout, and acquisition	Public Works	Mgmt - High	June 2021	Completed
3. Review proposals and make selection	Public Works	Mgmt - High	July 2021	Completed
4. <b>Decision:</b> Award Contract for Design	Public Works	Mgmt - High	Aug 2021	Not Started
5. Complete design	Public Works	Mgmt - High	June 2022	Not Started

Summary: Based on Council and Parks Board feedback from the joint meeting on February 28, 2022, sports fields will be developed at Bryant, Slayter, Geer, and Johnson Parks. Updates and upgrades will come to existing fields. Funding will come in future bond sales.

## Management in Progress 2021-2022

1. Neighborhood/Business Crime Watch Program: Kick-Off	Police	July 2021	Moderate Progress
2. Community Races at Parks (2)	Neighborhood Services		
a. July	Neighborhood Services	July 2021	No Longer Relevant
b. October	Neighborhood Services	Oct 2021	Completed
3. Movies in the Park	Neighborhood Services	Ongoing	Completed
4. Concerts in the Park: Kick-Off	Neighborhood Services	June 2021	Completed
5. Patrol Districts: Annual Evaluation Report	Police	Oct 2021	Completed
6. Park Maps: Enhancements	Neighborhood Services	Aug 2021	Not Started
7. Comprehensive Plan Checklist: Development	Development Services	June 2021	Significant Progress
8. 2018 International Building Code/2017 National Electrical Code: Adoption (COUNCIL DECISION)	Development Services	May 2021	Completed
9. ARCGIS Training: Completion	Public Works	Dec 2021	Not Started
10. Public Wi-Fi at Sherley Park: Implementation	Information Technology	Aug 2021	Completed
11. Health Inspection Software: Implementation	Neighborhood Services	May 2021	Completed
12. Program Registration and Facility Rental Software: Implementation	Neighborhood Services	May 2021	Completed
13. Parks Asset Management and Condition Software: Implementation	Neighborhood Services	Sept 2021	Initial Progress
14. Community Block Party Trailer: Live Rollout	Neighborhood Services	July 2021	Completed
15. Summer Concerts and 4th of July Celebration	Neighborhood Services	June 2021	Completed
16. IAPs for Special Events	Neighborhood Services	Ongoing	Completed
17. New Neighbor Welcome Program: Development	Neighborhood Services	Oct 2021	Moderate Progress
18. Parks Community Investment Program: Update	Neighborhood Services	Sept 2021	Completed
19. City-Wide Code Compliance Assessment Methodology: Key Performance Indicators	Neighborhood Services	Ongoing	Completed
20. Recreation Guide for Neighbors Template: Development	Neighborhood Services	Sept 2021	Completed

21. "We Notice..." Campaign: Creation	Neighborhood Services	Sept 2021	Completed
22. Neighborhood Summit and Legal Clinic for HOA's: Development	Neighborhood Services	Apr 2021	Completed
23. Volunteer Program Operating Standards and Procedures: Creation/Rollout	Neighborhood Services	Aug 2021	Completed
24. Geer Park: Master Plan	Neighborhood Services	Nov 2021	Not Started
25. Automated License Plate Reader: TxDOT Approval	Police	Jan 2022	Completed
26. Racial Profiling Data: Evaluation	Police	Feb 2022	Completed
27. Criminal Justice Information Systems (CJIS) Audit Preparation	Police	Mar 2022	Initial Progress
28. Neighborhood Watch: Re-Establish	Police	June 2021	Initial Progress

### Major Projects 2021-2022

1. Johnson Park Renovation Project: Construction	Neighborhood Services	June 2021	Completed
2. Steam Locomotive at Sherley Heritage Park	Neighborhood Services	Aug 2021	Initial Progress
3. Disc Golf Course at Slayter Creek Park: Update	Neighborhood Services	Sept 2021	Initial Progress
4. Splash Pad: Refresh	Neighborhood Services	May 2021	Completed
5. Bryant Park Sports Fields:	Neighborhood Services		
a. Direction	Neighborhood Services	May 2021	Initial Progress
b. Budget FY '22 Funding	Neighborhood Services	Sept 2021	Completed
c. Completion	Neighborhood Services	Mar 2022	Not Started
6. Natural Springs Park (North End): Additional Parking and Nature Theme Play Structure	Neighborhood Services	Aug 2022	Initial Progress
7. Slayter Creek Park: Parking Lot installation and Lighting Repairs	Neighborhood Services	Completed	Completed

## Strategic Goal 4: High Performing Professional City

<i>Activities/Milestones</i>	<i>Responsibility</i>	<i>Priority</i>	<i>Target</i>	<i>Progress</i>
<b>City Ambulance/EMS Service Implementation: Firefighters Staffing and Additional Ambulances (2)</b>				
1. Order ambulance	Fire	Policy - Top	Apr 2021	Completed
2. Notification: SAFER Grant	Fire	Policy - Top	July 2021	Completed
3. <b>Decision:</b> Budget FY '22 Funding	Fire	Policy - Top	Sept 2021	Completed
4. Hire 6-9 firefighters	Fire	Policy - Top	Nov 2021	Completed
5. Establish Fire-Based EMS	Fire	Policy - Top	Mar 2022	Not Started

Summary: We've ordered ambulance #2 which will be here in March. Staff will do training March-May and we'll officially start fire-based EMS in May.

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

1. Research on scope, best practices options, costs and funding mechanism	Fire	Policy - High	Nov 2021	Completed
2. Prepare Briefing Report	Fire	Policy - High	Dec 2021	Completed
3. Submit to City Manager for review and refinement	Fire	Policy - High	Dec 2021	Completed
4. <b>Report:</b> Presentation and Direction	Fire	Policy - High	Jan 2022	Not Started

Summary: Chief Habel has completed a cost analysis related to the Joint 9-1-1 Communications Center and will present his findings before Council in April.

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

1. Develop budget proposal	Police	Policy - High	May 2021	Completed
2. Budget Workshop: Budget FY '22 Direction	Police	Policy - High	June 2021	Completed
3. <b>Decision:</b> Budget '22 Funding	Police	Policy - High	Sept 2021	Completed
4. Complete Report	Police	Policy - High	Dec 2021	Completed
5. <b>Report:</b> Presentation	Police	Policy - High	Jan 2022	Completed

Summary: PD hired the consultant and provided them with the appropriate data. It did not need to be budgeted as the funds came out of savings from the previous year. The presentation was given to Council in early spring of 2022.

### **Proactive Communications Strategy and Actions Plan: Social Media Policy, Council's Message to Our Community and Communications Plan**

1. Hire Communications Manager	City Manager	Policy	June 2021	Completed
2. Develop Comprehensive Communication Plan	City Manager	Policy	Sept 2021	Completed
3. <b>Report:</b> Presentation	City Manager	Policy	Oct 2021	Completed

Summary: The communications manager finished the communications plan in September and gave a presentation in October of 2021.

## Collin County Relationship Building and Partnership: Outcomes, Key Issues, Outreach to County and City Actions

1. Meeting with County Commissioner to discuss Anna's issues	Mayor	Policy	Apr 2021	Not Started
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Summary: County Commissioner Darrell Hale is anticipated to attend the April 12, 2022 City Council meeting to work on City/County partnerships.

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

1. Complete updates: Water Master Plan and Sewer Master Plan	Public Works	Mgmt - Top	Aug 2021	Completed
2. Review CIP 10-year Study and Fees	Public Works	Mgmt - Top	Nov 2021	Not Started
3. Prepare updated ordinance	Public Works	Mgmt - Top	Dec 2021	Not Started
4. <b>Decision:</b> Ordinances Adoption	Public Works	Mgmt - Top	Dec 2021	Not Started

Summary: Kimley-Horn is preparing the plan updates. This will go to P&Z in spring.

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

1. Hire consultant for review	Human Resources	Mgmt - High	May 2021	Completed
2. Conduct Wellness Week	Human Resources	Mgmt - High	May 2021	Completed
3. Receive Report from the consultant	Human Resources	Mgmt - High	Aug 2021	Completed
4. City Manager Direction	Human Resources	Mgmt - High	Aug 2021	Completed

Summary: We hired a consultant for review in June and conducted Wellness Week in May. We received feedback from the consultant and the City Council approved a resolution adopting the new benefits at the July 27, 2021 Council meeting.

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

1. Complete study	Human Resources	Mgmt - High	July 2021	Completed
2. City Manager Review	Human Resources	Mgmt - High	July 2021	Completed
3. <b>Report:</b> Presentation	Human Resources	Mgmt - High	Aug 2021	Completed
4. <b>Decision:</b> Budget FY '22 Funding	Human Resources	Mgmt - High	Sept 2021	Completed

Summary: The study was completed in January of 2021. It was reviewed by the City Manager, presented to Council, and adjustments were included in the 2021-2022 Budget.

### Employee Training and Development: Direction and Funding

1. Develop budget proposal	Human Resources	Mgmt - High	May 2021	Completed
2. Budget Workshop: Budget FY '22 Direction	Human Resources	Mgmt - High	June 2021	Completed
3. <b>Decision:</b> Budget FY '22 Funding	Human Resources	Mgmt - High	Sept 2021	Completed
4. Kick-off Learning Management System	Human Resources	Mgmt - High	Oct 2021	Not Started

Summary: This was included in the 2021-2022 Budget. The Learning Management System will be kicked off once our Human Resources Manager has been onboarded as this will fall under their duties.

### Disaster Recovery and Related Services: Report

1. Complete final draft	Public Works	Mgmt - High	Aug 2021	Completed
2. <b>Report:</b> Presentation	Public Works	Mgmt - High	Dec 2021	Completed

Summary: Generators, new wells, and new storage tanks were approved to make our city more resilient to winter weather events. Public Works previously gave an update on this. The city has also established City Hall as an interim warming shelter with AISD as the primary shelter going forward.

### Personnel (Human Resources) Policies: Direction and Revision

1. Contract with consultant for review/refinement	Human Resources	Mgmt	Apr 2021	Completed
2. Complete re-write	Human Resources	Mgmt	Dec 2021	Completed
3. City Manager Review	Human Resources	Mgmt	Dec 2021	Completed
4. <b>Report:</b> Presentation and Direction	Human Resources	Mgmt	Jan 2022	Completed
5. <b>Election:</b> Charter Amendments	Human Resources	Mgmt	May 2022	Completed

Summary: Revised Human Resources policies were approved by Council in October of 2021.

### Financial Plan Update: Review and Direction

1. Complete update	City Manager	Mgmt	May 2021	Completed
2. Budget Workshop: Presentation	City Manager	Mgmt	June 2021	Completed

Summary: The updated five-year financial plan was included in budget information given to Council during the budget workshop on August 10, 2021.

### Financial Policies: Review and Refinement

1. Cash Management	Finance	Mgmt	June 2021	Completed
2. PFI Training	Finance	Mgmt	June 2021	Completed

Summary: Our policies were updated and staff was trained in accordance with them.

### American Rescue Act Dollars Plan: Direction and Development

1. Review Federal Guidelines	City Manager	Mgmt	TBD	Completed
2. Develop a plan	City Manager	Mgmt	TBD	Completed
3. <b>Report:</b> Presentation and Direction	City Manager	Mgmt	TBD	Completed

Summary: ARPA funds will be used for downtown utility replacement and expansion.

### Management in Progress 2021-2022

1. Police Districting Plan: Annual Evaluation	Police		Apr 2021	Duplicate
2. Department Performance Metrics (Outcome-Based): Refinement	City Manager		May 2021	Completed
3. Annual City Strategic Plan: Update	City Manager		Apr 2021	Completed
4. Budget Workshop for Mayor and City Council	City Manager		June 2021	Completed
5. Cash Management Administrative Directive	Finance		Jan 2022	Completed
6. Internal Control System and Process Administrative Directive	Finance		Jan 2022	Completed
7. Financial Policies: Training	Finance		June 2021	Completed
8. City Social Functions: Update (Potlucks, Employee Functions, etc.)	Human Resources		May 2021	Completed
9. Annual Q12 Employee Survey	Human Resources		Oct 2021	Completed
10. Financial Transparency Stars Program	Finance		Sept 2021	Completed
11. Police Policy and Procedure: Update	Police		Oct 2021	Completed
12. Annual City Employee In-Service Day (Budget FY '22 Funding)	Human Resources		Sept 2021	Completed
13. Neighbors Leadership Academy: Development	City Manager		Nov 2021	Completed
14. Fire Standard of Cover Report	Fire		Sept 2021	Moderate Progress
15. Servant Leadership Training Program	Human Resources		Jan 2022	Initial Progress
16. Fire SOP: Review/Refinement	Fire		Oct 2021	Significant Progress
17. Firefighter Physical Agility Course: Revamp	Fire		Apr 2022	Completed
18. Police Leadership Training Program	Police		Ongoing	Moderate Progress
19. Aerial Apparatus (Quint): Design and Acquisition	Fire			
a. Order	Fire		May 2021	Completed
b. Operational	Fire		June 2022	Not Started

20. Fixed Asset Tracking Spreadsheet: Development	Finance	July 2021	Completed
21. City Website Upgrade: Completion	City Manager	May 2021	Completed
22. UB Billing Cycles Structure: Review	Finance	Feb 2022	Not Started
23. Incode Conversation for Core Financials: Completion	Finance	Sept 2021	Completed
24. Incode Conversation for Utility Billing: Completion	Finance	Dec 2021	Completed
25. Cash Handling Controls in Departments	Finance	Jan 2022	Completed
26. Credit Card Handling	Finance	June 2021	Completed
27. Ion Wave Purchasing Software: Implementation	Finance	June 2021	Completed
28. Fixed Assets Ledger: Clean-Up	Finance	July 2021	Duplicate
29. Texas State Comptroller Transparency Award	Finance	Sept 2021	Duplicate
30. PPE Purchase and Replacement Schedule: Development	Fire	July 2021	Completed
31. COVID Ambulance In-Service Agreements, State Health Department License and Training: Completion	Fire	Jan 2022	Not Started
32. Deer Oaks City-Wide Training	Human Resources	Nov 2021	Moderate Progress
33. Retiree Options for Medical, Dental, Vision, and Prescription: Review and Funding	Human Resources	Oct 2021	Completed
34. Tuition Reimbursement Policy: Review and Funding	Human Resources	Dec 2021	Moderate Progress
35. Internship Program: EDC	Human Resources	May 2021	Completed
36. Loaner Laptops: Increase (Budget FY '22 Funding)	Information Technology	Sept 2021	Completed
37. IT Department Structure	Information Technology	May 2021	Completed
38. New Phone System: Direction and Funding	Information Technology	Dec 2021	Completed
39. Disaster Recovery Backup: Direction	Information Technology	Dec 2021	Not Started
40. Network Topology Redesign	Information Technology	Dec 2021	Completed
41. City Council Chambers Equipment	Information Technology	Dec 2021	Initial Progress
42. Inspect2Go for Code Enforcement: Implementation	Information Technology	May 2021	Completed
43. EOC Equipment: Implementation	Information Technology	Sept 2021	Significant Progress

44. Park Planning and Development Manager: Hiring	Neighborhood Services	Aug 2021	Completed
45. Board Member Clinic: Development	Neighborhood Services	Apr 2022	Completed
46. APWA Accreditation	Public Works	Dec 2022	Initial Progress
47. Police Equipment Upgrade: Purchase	Police	Ongoing	Completed
48. Standardized Compensation Process for Field Training Officers and Out-of-Position (OIC) Pay: Development	Police	Ongoing	Completed

**Major Projects 2021-2022**

1. Municipal Complex Project: Completion and Location of City Offices	City Manager	Dec 2021	Significant Progress
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