

THE CITY OF **Anna**



Strategic Goal 1: Growing the Anna Economy

<i>Activities/Milestones</i>	<i>Responsibility</i>	<i>Priority</i>	<i>Target</i>	<i>Progress</i>
Collin Community College Campus Development: Location, Master Plan, and Agreement				
1. Develop MOU with Collin Community College	Economic Development	Policy - Top	May 2021	On Hold
2. Decision: MOU Approval	Economic Development	Policy - Top	June 2021	On Hold
3. Develop Master Plan/Engineering Plan	Economic Development	Policy - Top	Jan 2022	On Hold
4. Prepare TIRZ Analysis	Economic Development	Policy - Top	Feb 2022	On Hold
5. Report: Presentation and Direction on TIRZ	Economic Development	Policy - Top	Mar 2022	On Hold
6. Sewer Plan Engineering Permit	Economic Development	Policy - Top	May 2022	On Hold

Summary: Collin Community College has bought the land but has yet to move forward with developing the property.

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	Completed
3. Decision: Direction	Economic Development	Policy - Top	Sept 2021	Completed
4. Submit Site Plan	Economic Development	Policy - Top	Sept 2021	Completed
5. Close on Sale	Economic Development	Policy - Top	Nov 2021	Completed

Summary: The Business Park sold in April of 2022.

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. Decision: Site Plan	Economic Development	Policy - High	Dec 2021	Completed
d. Complete civil review	Economic Development	Policy - High	Feb 2022	Completed
e. Groundbreaking	Economic Development	Policy - High	TBD	Completed

2. Hospital	Economic Development	Policy - High	TBD	Initial Progress
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Summary: Ground has broken on the second phase of the Medical Office Development. There are currently discussions about a hospital.

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. Decision: Award Contract for Analysis	Economic Development	Policy - High	Nov 2021	Completed
4. Complete the Retail/Restaurant Analysis/Report	Economic Development	Policy - High	May 2022	Completed
5. Report: Presentation	Economic Development	Policy - High	June 2022	Completed

Summary: We hired NAVI Retail in December 2021. They have given their analysis and presentation with to the CDC/EDC Board.

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

1. Brewery	Economic Development	Policy		
a. Finalize agreement	Economic Development	Policy	May 2021	Completed
b. EDC Review	Economic Development	Policy	May 2021	Completed
c. Decision: Agreement and Transfer of Ownership	Economic Development	Policy	June 2021	Completed
d. Report: Terms of Lease Agreement	Economic Development	Policy	Sept 2021	Completed
e. Police Building Vacant	Economic Development	Policy	Feb 2022	Completed
f. Secure permit	Economic Development	Policy	May 2022	Initial Progress
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: Anna City Council approved a lease and incentive agreement with 3 Nations Brewing Company to occupy the City of Anna's former Police and Finance Building at 101 S. Powell Pkwy. They are currently working on securing permits, and they anticipate opening in summer of 2023.

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	Completed
2. Talk with attorney	Neighborhood Services	Mgmt	Apr 2021	Completed
3. Discuss direction/actions with hotel owner	Neighborhood Services	Mgmt	May 2021	Completed
4. Report: Update and Direction - Litigation on Agreement or Move Forward	Neighborhood Services	Mgmt	July 2021	Completed

Summary: The Holiday Inn site has begun to go vertical and is meeting the agreements in place.

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	Completed

Strategic Goal 2: Sustainable Community through Managed Growth

<i>Activities/Milestones</i>	<i>Responsibility</i>	<i>Priority</i>	<i>Target</i>	<i>Progress</i>
Executive/Large Homes on Large Lots Development Strategy: Outcomes, Report, Direction, and City Actions				
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. Decision: 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 of 2021.

Downtown Activation: Implementation

1. TIRZ	Economic Development	Policy - Top		
a. Decision: 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. Report: 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. Decision: 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	On Hold
b. Negotiate development agreement and incentives	Economic Development	Policy - Top	Dec 2021	On Hold
c. Decision: Development Agreement	Economic Development	Policy - Top	Jan 2022	On Hold

Summary: The downtown TIRZ has been created. The overlay will be a part of the comprehensive development ordinances rewrite that Development Services completes in the Spring of 2023. Economic Development staff are currently working on identifying additional land for activation in Downtown.

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

1. Report: 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. Decision: 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 2021 City Council meeting. The CIP 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. Activity	Development Services	Policy		
a. Define the scope and determine the costs	Development Services	Policy	Apr 2021	Completed
b. Develop budget proposal	Development Services	Policy	May 2021	Completed
c. Budget Workshop: Budget FY '22 Direction	Development Services	Policy	June 2021	Completed
d. Decision: Budget FY '22 Funding	Development Services	Policy	Sept 2021	Completed
e. Issue RFP	Development Services	Policy	Aug 2021	Completed
f. Evaluate responses and prepare recommendations	Development Services	Policy	Oct 2021	Completed
g. Decision: Award Contract	Development Services	Policy	Nov 2021	Completed
h. Kick-Off Process	Development Services	Policy	Dec 2021	Completed
i. Complete update rewrite	Development Services	Policy	Apr 2022	Moderate Progress
j. P&Z Review	Development Services	Policy	May 2022	Not Started
k. Decision: Ordinance Adoption	Development Services	Policy	June 2022	Not Started

Summary: The Comprehensive Development Ordinances update is estimated to be completed in February or March of 2023.

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. Decision: Direction, Fee Structure, and Funding	Neighborhood Services	Policy	July 2021	Completed

4. Hire additional City Staff	Neighborhood Services	Policy	Dec 2021	Completed
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Summary: A work session was completed with Council feedback on an ordinance. The fee was increased at the July 27, 2021 City 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. Decision: Award Contract for Design/Build	Fire	Mgmt - Top	July 2021	Completed
3. Decision: Bond Advance Reimbursement	Fire	Mgmt - Top	July 2021	Completed
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	Completed
7. Complete Construction - Open Station	Fire	Mgmt - Top	Mar 2023	Initial Progress

Summary: The bond election happened in May of 2021. Interviews for the contractors happened in March of 2022. The groundbreaking occurred on January 10, 2023 and the project is anticipated to be complete by early 2024.

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	Completed
3. Decision: Award Contract for Engineering Design	Public Works	Mgmt - Top	Oct 2021	Completed
4. Complete Final Engineering Design	Public Works	Mgmt - Top	June 2022	Initial Progress

Summary: We awarded the contract in summer of 2022. We've coordinated with NTCCOG for additional funding. The design team has begun their detailed survey work for the final engineering design.

Comprehensive Plan: Development and Adoption

1. Decision: 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	Completed

Major Projects 2021-2022

1. Hurricane Creek Line B	Public Works		
a. Bid Award	Public Works	July 2021	Completed
b. Construction	Public Works	Apr 2022	Moderate Progress
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	Waiting on county input
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	Completed
8. Rosamond from US 75 to SH 5 Roadway Improvements: Construction	Public Works	Apr 2022	Significant 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	Completed
11. Water Well: Construction	Public Works	Sept 2021	Significant Progress
12. Collin Water Pump Station Improvements: Construction	Public Works	Sept 2021	Completed
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>
Connected Trails Plan: Update and City Actions				
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. Decision: Award Contract for Plan	Public Works	Policy - Top	Aug 2021	Different Direction
5. Complete Plan	Public Works	Policy - Top	June 2022	Different Direction

Summary: We held the bond election in May of 2021, issued the RFQ for consultants, reviewed proposals, and made selections for design consultants. Jacobs was selected during the RFQ process as preferred. The master agreement has been developed but there will be multiple contracts for different parts of this plan. In our capital plan, this year we will initiate trail planning. We have a preliminary alignment out of trails plan giving us direction and we will spend the next two years in design.

Indoor Community/Recreation Center: Design

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. Decision: Award Contract for Design	Public Works	Policy - High	Aug 2021	Completed
5. Complete design	Public Works	Policy - High	June 2022	Initial Progress

Summary: Based on the Parks Board and Council workshop on February 28, 2022, this was deferred to later in the bond program than originally intended. Since then, we have approved a contract with Project Advocates and we have begun working on design. Neighborhood Services has interviews set for February 6th for contractors related to the feasibility studies of the recreation center. We estimate it will take 6 months or so to develop the project charter. The rest of the design will be completed afterwards and we estimate it will take 12 months to begin the construction documents. One key piece of this project will be determining the location as that will determine many of the recreation center specifications, affect the project timeline, and ultimately inform what we ask for in the next bond package.

Code Enforcement/Community Clean-Up Performance/Effectiveness: Assessment, Report, Direction, and City Actions

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. Report: 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	Completed
6. Report: Presentation and Direction	Neighborhood Services	Policy	Sept 2021	Completed
7. Initiate contact	Neighborhood Services	Policy	Oct 2021	Completed

Summary: In January of 2022, Code updated Council on the new make-up of the Code Compliance division and the new responsibilities the department has to more thoroughly and efficiently address Anna code compliance issues.

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	Different Direction
2. Identify locations and property ownership	Development Services	Policy	June 2021	Different Direction
3. Prepare initial Report	Development Services	Policy	June 2021	Different Direction
4. Report: Presentation and Direction	Development Services	Policy	July 2021	Different Direction
5. Develop design	Development Services	Policy	Sept 2021	Different Direction

Summary: Gateway signage is included in the Comprehensive Development Ordinance update which will be complete in February or March of 2023. Economic Development is also in the process of kicking off Phase I of the Wayfinding Taskforce in December of 2022.

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	Completed

Summary: The summer concerts, 4th of July fireworks show, and Anna Fest have been implemented as annual city events. The grand opening for the Central Fire Station happened in the Fall of 2021. We held a Grand Opening for the new Municipal Complex in the Fall of 2022.

Library/Community Resource Center/Learning Center: Design

1. Bond Election	Public Works	Mgmt - Top	May 2021	Completed
2. Decision: Award Contract for Design/Build	Public Works	Mgmt - Top	Sept 2021	Completed

3. Decision: Bond Advance Reimbursement	Public Works	Mgmt - Top	Sept 2021	Completed
4. Bond Issuance	Public Works	Mgmt - Top	Sept 2021	Completed
5. Bond Rating and Sale	Public Works	Mgmt - Top	Nov 2021	Completed
6. Complete Design	Public Works	Mgmt - Top	May 2022	Significant Progress
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 and so has the timeline. The library task force solicited community input throughout the spring and summer of 2022, and Council adopted the project charter in the summer. Currently, we're at end of design development for the library which include details like carpet color, wall treatments, and more. Design development should end in February. Full construction document development comes afterwards and we expect to be go out to bid in December of 2023 or January of 2024. Throughout the remainder of this process, staff is keeping a focus on lead times from manufacturers and is looking at when and what operating funds will need to be budgeted for the library when it opens.

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	Completed

Summary: In Spring of 2021, Neighborhood Services hired its three recreation coordinators. Summer programs kicked off in late May of both 2021 and 2022. Neighborhood Services has developed its yearly recreation programming. They partnered with Anna Sports Group for Spring 2022 baseball and will fully take it over in the Spring of 2023.

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	Continually Ongoing

Summary: Our annual programming/events for Earth Day include a community clean up and hazardous waste collection in April. We created and maintain a Keep Anna Beautiful program with active volunteering from neighbors. On November 19, 2022 the Community Enhancement and Compliance Division held a Downtown Service Day Project. Our internal cross-departmental beautification team (BEST Team) meets monthly.

Outdoor Sports Complex/Sports Fields Development: Design

1. Election	Public Works	Mgmt - High	May 2021	Completed
2. Develop and issue RFQ	Public Works	Mgmt - High	June 2021	Completed
3. Review proposals and make selection	Public Works	Mgmt - High	July 2021	Different Direction
4. Decision: Award Contract for Design	Public Works	Mgmt - High	Aug 2021	Different Direction
5. Complete design	Public Works	Mgmt - High	June 2022	Different Direction

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. Bryant phase one is completed and activated. Additionally, exploration of future fields is underway.

Management in Progress 2021-2022

1. Neighborhood/Business Crime Watch Program: Kick-Off	Police		July 2021	Completed
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	Ongoing
7. Comprehensive Plan Checklist: Development	Development Services		June 2021	Completed
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	Completed
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	Completed
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	Pending other project progression
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	Completed
28. Neighborhood Watch: Re-Establish	Police	June 2021	Completed

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	Significant Progress
3. Disc Golf Course at Slayter Creek Park: Update	Neighborhood Services	Sept 2021	Completed
4. Splash Pad: Refresh	Neighborhood Services	May 2021	Completed
5. Bryant Park Sports Fields:	Neighborhood Services		
a. Direction	Neighborhood Services	May 2021	Completed
b. Budget FY '22 Funding	Neighborhood Services	Sept 2021	Completed
c. Completion	Neighborhood Services	Mar 2022	Moderate Progress
6. Natural Springs Park (North End): Additional Parking and Nature Theme Play Structure	Neighborhood Services	Aug 2022	Moderate Progress
7. Slayter Creek Park: Parking Lot installation and Lighting Repairs	Neighborhood Services	Completed	Completed

Strategic Goal 4: High Performing Professional City

Activities/Milestones Responsibility Priority Target Progress

City Ambulance/EMS Service Implementation: Firefighters Staffing and Additional Ambulances (2)

1. Order ambulance	Fire	Policy - Top	Apr 2021	Completed
2. Notification: SAFER Grant	Fire	Policy - Top	July 2021	Completed
3. Decision: 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	Completed

Summary: In the summer of 2022, Fire Department passed its final inspections and began operations for Fire-based EMS.

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. Report: Presentation and Direction	Fire	Policy - High	Jan 2022	Completed

Summary: Chief Habel has completed a cost analysis related to the Joint 9-1-1 Communications Center and presented 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. Decision: Budget '22 Funding	Police	Policy - High	Sept 2021	Completed
4. Complete Report	Police	Policy - High	Dec 2021	Completed
5. Report: 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. Report: 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	Completed
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Summary: County Commissioner Darrell Hale attended the April 12, 2022 City Council meeting to discuss 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	Completed
3. Prepare updated ordinance	Public Works	Mgmt - Top	Dec 2021	Completed
4. Decision: Ordinances Adoption	Public Works	Mgmt - Top	Dec 2021	Completed

Summary: The Public Works Department worked with Kimley Horn to prepare updates to the City's Thoroughfare, Water, and Wastewater master plans, the City of Anna 10-year Capital Improvement Plan (CIP), and the City's Impact Fees. An update was brought before Council on July 26, 2022 and the Impact Fees were approved by Council on August 8, 2022.

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. Report: Presentation	Human Resources	Mgmt - High	Aug 2021	Completed
4. Decision: 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. Decision: Budget FY '22 Funding	Human Resources	Mgmt - High	Sept 2021	Completed
4. Kick-off Learning Management System	Human Resources	Mgmt - High	Oct 2021	Completed

Summary: This was included in the 2021-2022 Budget. The Learning Management System has been kicked off by Human Resources.

Disaster Recovery and Related Services: Report

1. Complete final draft	Public Works	Mgmt - High	Aug 2021	Completed
2. Report: 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. Report: Presentation and Direction	Human Resources	Mgmt	Jan 2022	Completed
5. Election: 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. Report: 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	Completed
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	Completed

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	Completed
19. Aerial Apparatus (Quint): Design and Acquisition	Fire		
a. Order	Fire	May 2021	Completed
b. Operational	Fire	June 2022	Moderate Progress
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	On Hold
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	Completed
29. Texas State Comptroller Transparency Award	Finance	Sept 2021	Completed
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	Completed
32. Deer Oaks City-Wide Training	Human Resources	Nov 2021	Completed
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	Completed
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	Moderate Progress
40. Network Topology Redesign	Information Technology	Dec 2021	Completed
41. City Council Chambers Equipment	Information Technology	Dec 2021	Completed
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	Completed
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