RESOLUTION NO. 3730

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SACHSE, TEXAS, ADOPTING THE 2016 STRATEGIC PLAN; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the strategic plan for the City of Sachse is a continuously evolving guide to build a vibrant, dynamic community that consistently seeks to improve the quality of life for the residents of the City; and

WHEREAS, the City Council has received a presentation and recommendations from the City Manager and staff and desires to adopt the 2016 Strategic Plan as attached as Exhibit "A".

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SACHSE, TEXAS, THAT:

SECTION 1. The 2016 Strategic Plan attached hereto as Exhibit "A" is hereby adopted.

SECTION 2. This Resolution shall take effect immediately from and after its passage, and it is accordingly so resolved.

DULY RESOLVED AND ADOPTED by the City Council of the City of Sachse, Texas, this the 4th, day of April, 2016.

CITY OF SACHSE, TEXAS

Mike J. Felix, Mayor

ATTEST:

Michelle Lewis Sirianni, City Secretary

Exhibit "A"

City of Sachse, Texas

2016 Strategic Planning Retreat

Final Report

City of Sachse

AZIMUTH GROUP

strategic solutions for public leaders

January 23, 2016

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City of Sachse

2016 Strategic Planning Retreat

BACKGROUND, OBJECTIVES & APPROACH

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The City of Sachse engaged the Azimuth Group, Inc. ("AGI") to plan and facilitate a strategic planning workshop retreat for the Mayor, City Council and City Manager. The retreat was help on January 23, 2016 at The Depot in the Frisco Heritage Center.

Background

- The City of Sachse, Texas is a thriving community of just over 20,000 population located 20 miles northeast of downtown Dallas. Given the resurgence of growth in the Dallas / Fort Worth Metroplex, Sachse could well become one of the next "boom towns" in the region.
- Organized under a Council Manager form of local government, the elected and appointed leaders of the city are focused on ensuring that the decisions they make over the course of the next several years with respect to such matters as land development, city service levels, infrastructure investment and fiscal management are the best possible ones for the City's future success.
- Accordingly, the newly-appointed City Manager and Mayor identified the need for the governing body to engage in a deliberate, thoughtful and strategic approach to planning and priority-setting. A focused strategic planning workshop for the City Council and City Manager was scheduled and conducted in mid January of 2016.
- The 2016 strategic planning workshop was designed to build upon the city's existing strategic plan, developed in 2014 by the current City Council with a prior City Manager.

Objectives

- The specific objectives for the 2016 City Council strategy workshop included the following:
  - Provide an opportunity for open City Council dialog about the high-priority issues and challenges facing the City of Sachse.
  - Promote and reinforce understanding and collaboration among members of the City Council and city management.
  - Review and validate key elements of the previously – developed Sachse Strategic Plan.
  - Review the city's current status and progress against goals and initiatives established in the existing strategic plan.
  - Confirm and prioritize the strategic goals of the City Council in light of current conditions.
  - Identify any existing gaps between the current state and desired future state of the City of Sachse across key strategic domains.
  - Discuss and document actions needed to close those gaps over time.

The City of Sachse engaged the Azimuth Group, Inc. ("AGI") to plan and facilitate a strategic planning workshop retreat for the Mayor, City Council and City Manager. The retreat was help on January 23, 2016 at The Depot in the Frisco Heritage Center.

Scope and Approach

- The scope of AGI's assignment for the City of Sachse encompassed the following:
  - Meet with the City Manager to confirm the scope, timing and deliverables of the strategic planning workshop.
  - Collect and review the current City of Sachse strategic plan.
  - Schedule and conduct individual interviews with the Mayor each member of the City Council to:
    - Introduce the workshop facilitator and the purpose of the planning workshop.
    - Receive input on their expectations for a successful use of their time in the planning workshop
    - Gather information regarding individual members' key priorities and goals for the City of Sachse.
  - Conduct a 2-3 hour working session with the City's department heads to gain an understanding of current operational issues, staff priorities, constraints and desired or useful outcomes of the planning process.
  - Develop, review and confirm the strategic planning workshop agenda with the City Manager to ensure that the City's goals and expectations are fully addressed.
  - Facilitate a full day offsite strategic planning workshop and document results, findings and conclusions.
- This document is AGI's report on planning workshop, summarizing the planning process, its results and Council direction for further action.

City of Sachse

2016 Strategic Planning Retreat

MANAGEMENT STAFF INPUT

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Management Staff Input .... Plus / Delta Exercise

AGI facilitated a group discussion with the city's department directors , with the purpose of securing their input . Staff members were asked to describe Sachse's "pluses" (positive attributes / assets) and "deltas" (opportunities for positive change).

+ (What is working well?)	▲ (What positive changes would be helpful?)
✓ Location as a 2nd ring suburb of Dallas	✓ ¼ cent CDC sales tax for public improvements
✓ Small town feel	✓ Railroad
✓ Recent momentum shifts	✓ Address roadway infrastructure maintenance and expansion opportunities
✓ Known city size and service levels.	✓ Limit / reduce staff turnover
✓ Public safety - low crime rate	✓ Provide leisure services / recreation center
✓ Bush corridor development opportunity	✓ Improve GISD partnership.
✓ Income demographics – families with disposable incomes	✓ Reduce retail leakage to other communities
✓ Quality city staff	✓ Update standards for development
✓ Eager employees excited to do great things	✓ Improve commercial design standards
✓ Great potential	✓ Enhance development reputation (Garland spillover, anti-growth, difficult to work with, professionalism)
	✓ Renew focus on the BIG PICTURE
	✓ Become more opportunistic and aggressive vs reactive
	✓ Update the Comprehensive Plan
	✓ Improve SH 78 aesthetics

City of Sachse

2016 Strategic Planning Retreat

PLANNING WORKSHOP AGENDA & EXPECTATIONS

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Based on input received from both Council and staff, AGI prepared a workshop agenda including a variety of activities, group discussion and technology-enabled prioritization techniques.

Time	Activity	Participants
7:30 – 8:00	Participants Assemble / Continental Breakfast	All
8:00 – 8:10	Welcome/Introductions	Mayor/City Manager
8:10 – 8:30	Ice Breaker / Team Exercise	Facilitator / Council / Staff
8:30 – 8:45	Session Overview / Group Expectations	Facilitator / Council / Staff
8:45 – 10:15	Envisioning the Future (*Cover Story Vision*)	Facilitator / Council / Staff
10:15 – 10:30	Break	All
10:30 – 11:00	Review / Validate Current Strategic Plan Elements	Facilitator / Council / Staff
11:00 – 11:30	Evidence of Success	Facilitator / Council / Staff
11:30 – 1:00	Lunch (*Babes*)	All
1:00 – 2:30	Goal Prioritization (*Conexus Voting*)	Facilitator / Council
2:30 – 3:00	Discussion of Council's Top Priorities (*Gap Analysis*)	Facilitator / Council / Staff
3:00 – 3:15	Break	
3:15 – 4:00	Discussion of Council's Top Priorities (*Gap Analysis – cont.*)	Facilitator / Council / Staff
4:00 – 5:00	General City Council / Staff Dialog	Mayor / Council / Manager
5:00	Adjourn	

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Council members listed the following as their specific expectations and aspirations for the strategic planning workshop.

Council Expectations

- Develop / reinforce our strategic plan
- Prioritize our goals and objectives
- "Clean up" the existing plan where needed
- Find common ground (among Council members and between council and staff)
- Identify things that will help or hurt our long term success

City of Sachse

2016 Strategic Planning Retreat

COVER STORY VISION

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Cover Story Vision

Workshop participants described their future aspirations for Sacshe, using the metaphor of a cover story on the city's success published in a major news magazine in the year 2026.

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2016 Strategic Planning Retreat

CURRENT STRATEGIC PLAN

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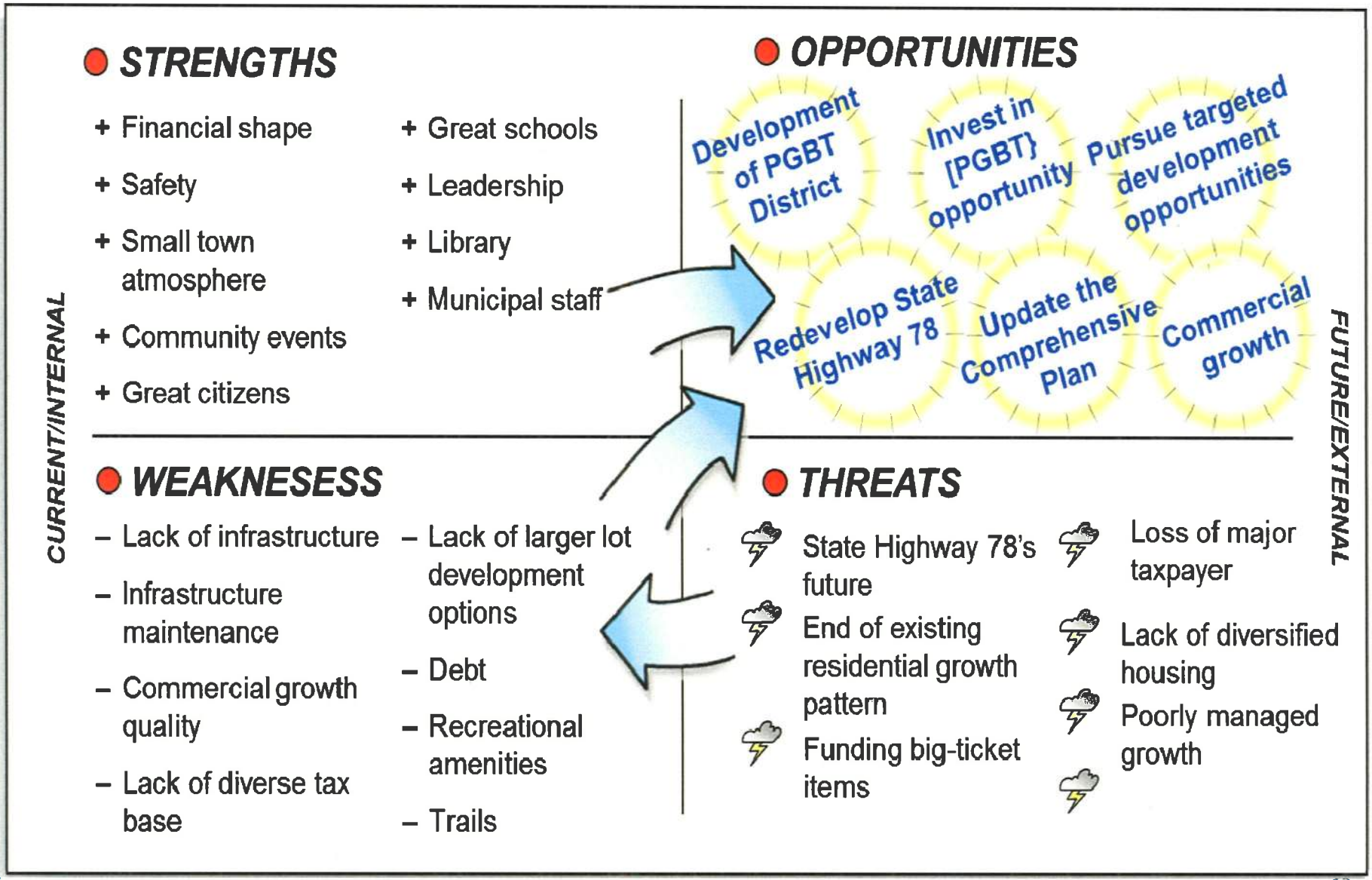
Workshop participants reviewed and confirmed the existing assessment of Sachse's most important strengths, weaknesses, threats and opportunities. Good strategy leverage strengths, overcome weaknesses, mitigate threats and capture opportunities. Council members validated the SWOT chart below.



The current vision statement for the City of Sachse was reviewed and confirmed by the City Council.

"Sachse is a friendly, vibrant community offering a safe and enjoyable quality of life to all who call Sachse home."

Sachse has adopted six strategic goals that define the important areas that the city's elected leaders believe are most important to the achievement of Sachse's future potential. These strategic goals were reviewed and confirmed by the Council and, subsequently, rated in terms of immediate priority.

Strategic Goals

1. Strategically invest in the city's existing and future ***infrastructure*** to ensure those needs are met.
2. Be a model of ***financial stewardship*** through growth management, responsible investment and financial transparency.
3. Provide a high ***quality of life*** environment for families, individuals, businesses and other organizations in Sachse.
4. Make Sachse more prosperous through ***job creation and quality development*** that adds community value.
5. Meet the ***public safety*** needs of a growing citizen, student and business population.
6. Provide ***excellent governmental services*** to Sachse's citizens.

Sachse has adopted six strategic goals that define the important areas that the city's elected leaders believe are most important to the achievement of Sachse's future potential. These strategic goals were reviewed and confirmed by the Council and, subsequently, rated in terms of immediate priority.

Evidence of Success

- Declining crime rate
- Sales and property tax REVENUE (not rate) increasing
- Increasing commercial occupancy rate
- Increasing commercial certificates of occupancy
- Reduced city staff turnover
- High citizen satisfaction with city service levels
- Dated infrastructure is addressed
- City Manager is presented a 10 year service certificate
- Park and trail improvements are implemented
- Reduction in debt
- Infrastructure no longer a barrier to development
- Lower residential tax burden
- Improved ISO rating
- Various other indicators of commercial success

City of Sachse

2016 Strategic Planning Retreat

STRATEGIC PRIORITIES

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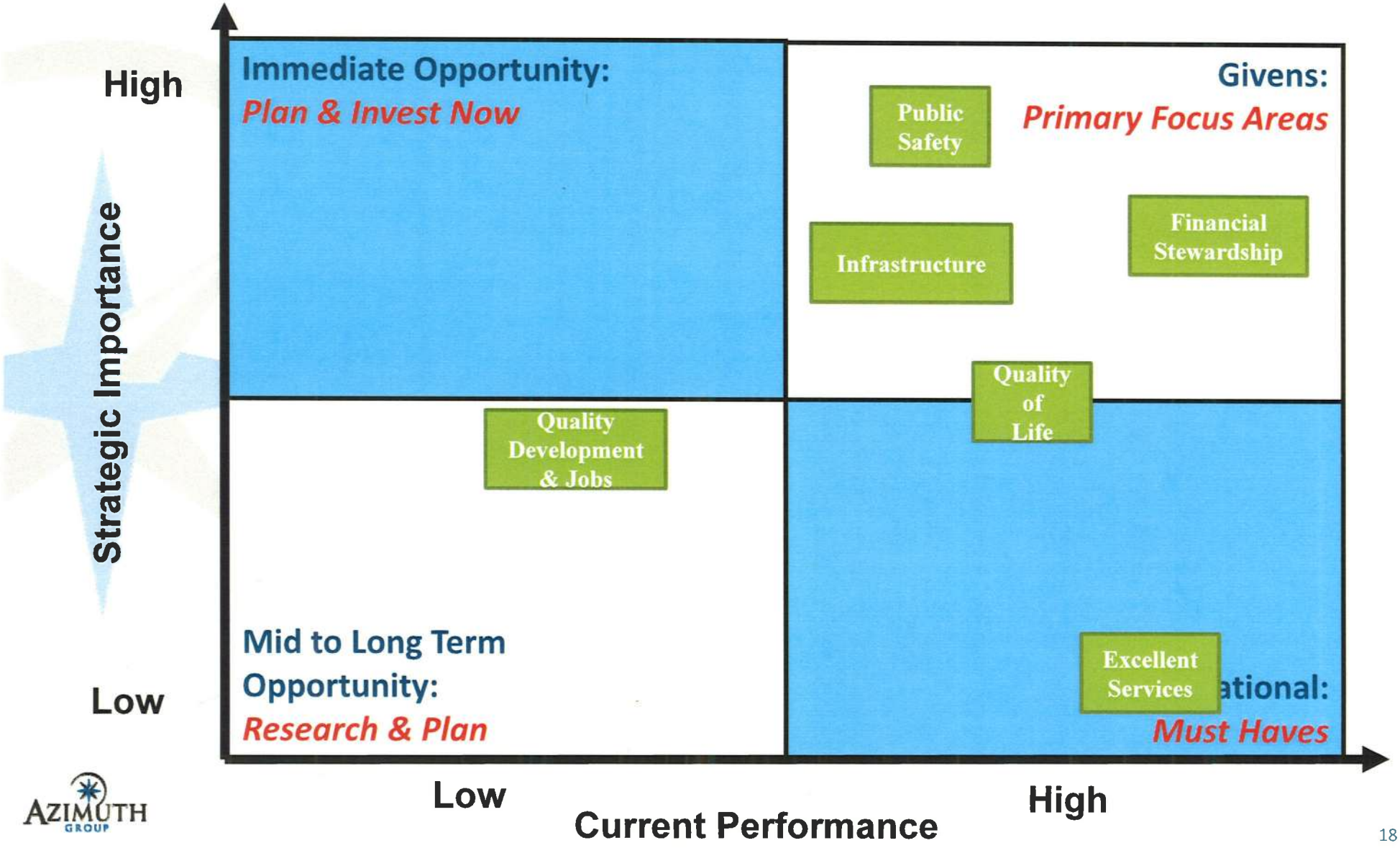
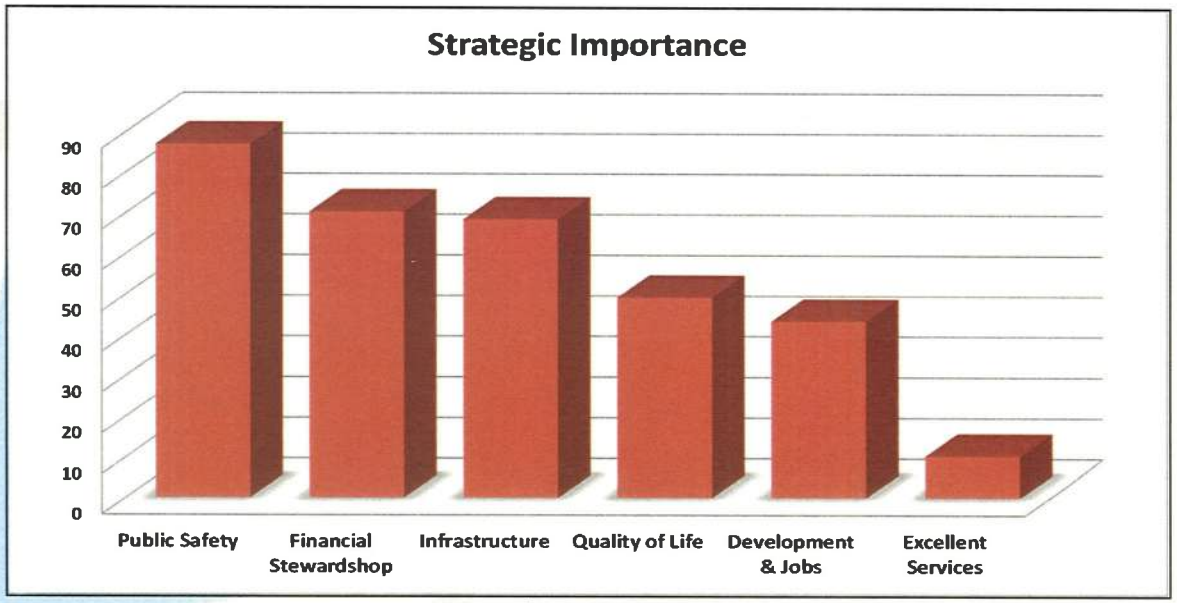
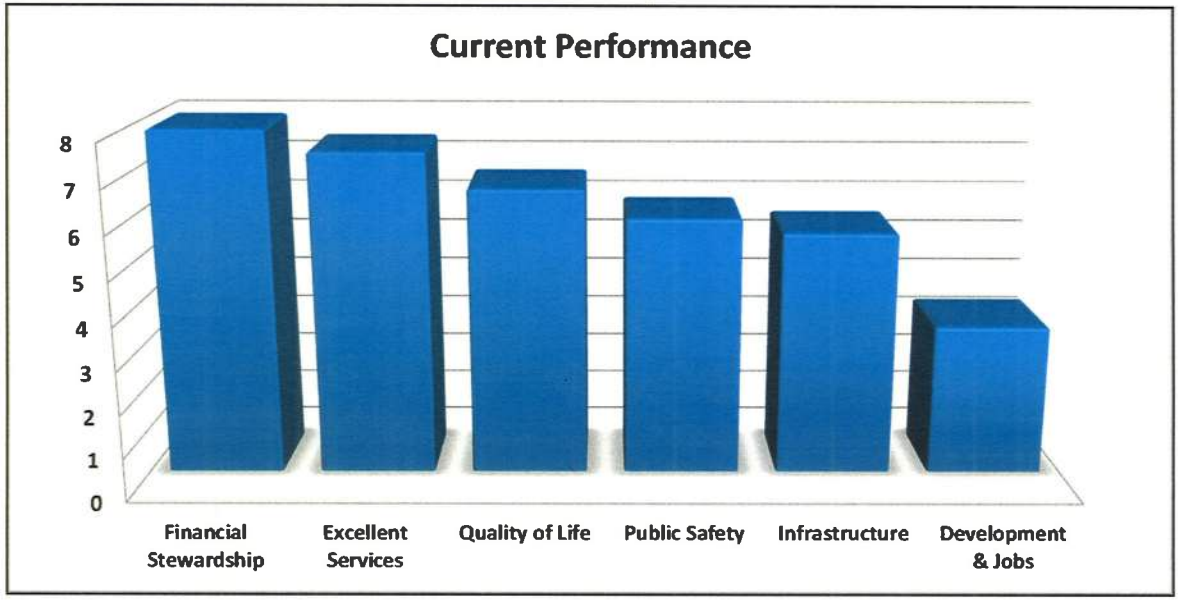
Using anonymous voting technology, participants rated each of the six strategic goals in terms of both their strategic importance to Sachse's future and the city's current performance. These results suggest that addressing the city's economic development and job creation goal will require long term focus, based on a thoroughly researched and consistently executed plan.



Strategic Priorities ... Strategic Importance and Current Performance Detail

While all six goals are important, the highest strategic priorities were assigned to Public Safety, Financial Stewardship and Infrastructure, in that order. Current performance was rated relatively high on all but Quality Development & Jobs.





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2016 Strategic Planning Retreat

GAP ANALYSIS

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After discussion of the strategic priority rankings, the Council identified four of the six strategic goals to explore in more depth through the technique of gap analysis.

Gap Analysis

For each of the following strategic goals, City Council members worked in small groups to evaluate the current state of the goal area from the perspective of the experience a citizen of Sachse can expect. Then, they described what the desired experience should be and identified specific steps to close the gap between the two.

- Public Safety
- Financial Stewardship
- Infrastructure
- Quality Development & Jobs

Gap analysis results are displayed on the following pages. Gap closure strategies listed in the middle of each of the templates are a starting point for more detailed action planning by the city staff.

Public Safety

Citizens of Sachse

What is the citizen experience today?

- ISO Rating = 3
- Police Department neighborhood outreach programs
- Low crime rate
- Acceptable response times
- 2 fire stations
- Aging fire apparatus
- Position vacancies in police, fire and dispatch

The Gap

- Engage consulting support for ISO rating process
- Fully staff and equip public safety departments
- Develop a vehicle replacement plan
- Improve public safety testing
- Update policies and procedures
- Implement technology (body cameras)
- Police Academy

What do we want it to be?

- ISO Rating = 2
- Fully staffed public safety services
- Low response times
- Systematic vehicle replacement
- Police visibility
- Low maintenance

Financial Stewardship

Citizens of Sachse

What is the citizen experience today?

- Steady tax rate for ~5 years
- Tiered water rate
- City pays 100% of sidewalk repair costs
- Contract services (solid waste, wastewater)
- Developer fees
- Significant unfunded liabilities (infrastructure, public safety)

The Gap

- Increase / diversify the tax base
- Reduce supplemental spending
- Pass ordinances
- Skillfully negotiate contract service arrangements
- Apply for grants
- Disciplined spending choices
- Develop and approve financial policies

What do we want it to be?

- Lower property tax rate
- Maintain tiered water rate structure
- 50/50 cost sharing on sidewalk repairs
- Best contracted services for the best possible rate
- Developer fee schedule that allows city to truly cover full costs of development
- Realistic plan for funding future liabilities
- Well-documented financial policies

Infrastructure

Citizens of Sachse

What is the citizen experience today?

- RMT – Tax
- E&R all roads
- Video sewers
- Identify 190 TIF needs
- Road connectivity
- Some outdated water mains
- City facilities

The Gap

- Invest $$
- 3rd sewer system connection
- Improved developer agreements
- Tax Increment Financing
- RMT / EDC cooperation
- Interlocal agreements
- Fee structure improvements
- Dallas & Collin County funding
- RTC funding
- Bond issues
- Facility assessment
- ½ cent CDC sales tax
- Stormwater utility

What do we want it to be?

- TIF for water tower
- TIF for water sewer
- 5+ pavement rating
- Continued upgrade to 30 year old +/- sewers
- TIF lift station – Rowlett side
- Current tech WM
- Improved Public Works, Parks & Rec facilities

Quality Development & Jobs

Citizens of Sachse

What is the citizen experience today?

- Frustrated with the lack of dining options
- Lack of diverse retail
- Limited large lot residential properties
- Improved grocery shopping options
- Good gasoline vendor options
- Unrealistic land prices along 78 and 190

The Gap

- Offer financial incentives
- Invest in infrastructure
- Acquire land
- Public Improvement Districts
- Market city effectively
- Regional draw for simultaneous deal closings

What do we want it to be?

- Several sit down restaurant choices
- Specialty retail stores
- Major department store (not WalMart #3)
- Healthy inventory of 1+ acre lots
- Maintain existing grocery options and add a Trader Joes @ 190
- Maintain existing gas options an add options @ 190 , et/ Racetrac

City of Sachse

2016 Strategic Planning Retreat

RECOMMENDATIONS / NEXT STEPS

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Recommendations / Next Steps ... Expectations Review

At the end of the session, the Council expectations for the workshop were reviewed. Four of the five expectations were met, with more work still required to clean up or refine the existing plan going forward.

- ☑ Develop / reinforce our strategic plan
- ☑ Prioritize our goals and objectives
- ☒ "Clean up" the existing plan where needed
- ☑ Find common ground (among Council members and between council and staff)
- ☑ Identify things that will help or hurt our long term success

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At the end of the session, the Council expectations for the workshop were reviewed. Four of the five expectations were met, with more work still required to clean up or refine the existing plan going forward.

Recommendations

The 2016 planning workshop was a continuation of the City of Sachse's emphasis on strategic thinking, and management in order to secure its future and ensure control of its own direction. The results of the planning retreat validated much of the content of the existing strategic plan, added a focus on prioritization and suggested certain specific actions in response to the identified priorities.

RECOMMENDATION: Review, discuss and refine the strategic priorities, gap analysis and gap closure actions presented in this report as necessary and appropriate.

The Council and staff should work together to review and confirm the specific conclusions and suggested gap closure activities and, importantly, revise the strategic plan objectives and initiatives contained in the current plan to reflect the most current thinking and direction of the governing body.

RECOMMENDATION: *Commit to a regular, annual process of strategic planning directly linked to the budget process.*

Going forward, the Mayor, Council and staff should develop a disciplined practice of collaborative strategic planning. An annual planning retreat should be considered and used to evaluate progress made on projects and objectives established for the year, to review current and projected financial conditions and to consider needed updates to the strategic goals, objectives and priorities.

The results of the annual strategic planning retreat and any guidance provided by the City Council should become the foundation for the staff's development of the annual budget and supporting departmental operating plans and performance measures and targets.

At the end of the session, the Council expectations for the workshop were reviewed. Four of the five expectations were met, with more work still required to clean up or refine the existing plan going forward.

Recommendations (continued)

RECOMMENDATION: Develop and implement a strategy deployment and execution plan.

The City Manager, in the role of the city's chief executive and administrative officer, should have the primary responsibility for ***strategy execution.*** For the City Manager to do so, the City Council, acting in its role as a policy-setting Board, must take responsibility ***for strategy formulation***. Just as policy is the province of the Council and administration the province of the staff, so it is with strategy. The Council sets strategic priorities, defines how their accomplishment will be measured, and then holds management accountable for the effective execution.

RECOMMENDATION Identify and adopt reporting tools and processes to track and report results, identify further improvement opportunities, and document results.

Once the Council confirms the city's updated strategy, that strategy becomes the documented policy of the governing body and the City Manager is accountable for its execution. The Council should regularly review the accomplishment of the outcomes / results they expect the city government to achieve and can then focus less on the detailed means / tactics by which those results are obtained, subject to limitations and guidelines established by the Council and law.

By ensuring that strategic goal attainment and operating results are measured and reported by management to the Council and the general public, a higher degree of transparency and accountability for results is created and can foster a climate of mutual confidence and trust between elected officials and appointed staff.

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City of Sachse

2016-2017

Strategic Plan Action Items

Action Item is complete/ongoing

Action Item is underway

Action Item has not yet begun

Goal 1

Meet the public safety needs of a growing citizen, student and business population

Action Item	Department	Target Date	Notes	Completion Date
Develop a comprehensive training program and competency testing for all ranks.	Fire Department	04/01/2016		
Develop an Action Plan for the maintenance and replacement of all apparatus and equipment.	Fire Department	04/02/2016		
Develop Key Performance Indicators for emergency response.	Fire Department	04/03/2016		
Identify current status and needs of the department training program.	Fire Department	04/04/2016		
Creating Staffing Matrix for Fire Station 2	Fire Department	04/05/2016		
Creating a Rank Structure to support the supervisory and operational needs of the Fire Department.	Fire Department	04/06/2016		
Developing an action plan to eliminate all part time positions.	Fire Department	04/07/2016		
Develop an Action Plan based on the ISO Consultant's Recommendations.	Fire Department	04/08/2016		
Developing eligibility requirements and hire 6 personnel to fill current vacant positions.	Fire Department	04/09/2016		
Identifying current status and needs of the community outreach program.	Fire Department	04/10/2016		
Identifying current status and needs of the Public Education program.	Fire Department	04/11/2016		
Identifying current status and needs of the Fire Prevention program.	Fire Department	04/12/2016		
Identifying current status and needs of citizen involvement program.	Fire Department	04/13/2016		
Identifying current oversight, status, and needs of the CERT program.	Fire Department	04/14/2016		
Collaborate and assist with the Police Department's IT policy goal.	Fire Department/ Police Department	04/15/2016		
Integrating prevention methods with Walmart thru a collaborative partnership to reduce theft offenses and evaluate monthly, Target reduction 10%	Police Department	04/16/2016		
Expanding existing E-Watch and Neighborhood Video Watch programs by 15%	Police Department	04/17/2016		

Goal 1

Meet the public safety needs of a growing citizen, student and business population

Action Item	Department	Target Date	Notes	Completion Date
Developing Public Service Office proposal for inclusion in the 2017 budget request.	Police Department	04/18/2016		
Conducting Command &Supervision training.	Police Department	04/19/2016		
Continuing development of COMPSTAT monthly crime analysis process by filly integrating accurate reporting processes, accountability expectation and deployment strategies.	Police Department	04/20/2016		
Realigning organizational structure components and implementation of changes.	Police Department	04/21/2016		
Completing infusion of policy with HCM platform.	Police Department	04/22/2016		
Conducting Defensive Tactics Training for sworn personnel.	Police Department	04/23/2016		
Develop new Crime Prevention programming tailored to the prevention of business and vehicle Related Crimes. Take, Lock & Hide Program	Police Department	04/24/2016		
Develop new Crime Prevention programming tailored to the prevention of business and vehicle Related Crimes. Door Reinforcement Program	Police Department	04/25/2016		
Developing Summer Children's program and implementation	Police Department	04/26/2016		
Conducting Procedural Justice Training for sworn personnel.	Police Department	04/27/2016		
Develop new Crime Prevention programming tailored to the prevention of business and vehicle Related Crimes. No Hats, Hoods, Sunglasses Bank Robbery Prevention	Police Department	04/28/2016		
Pursuing Campus Video Access thru GISD and implementation	Police Department	04/29/2016		
Completing the agency process for certification as a TCOLE training provider.	Police Department	04/30/2016		
Developing departmental volunteer program, Research, policy and ordinance development completion. (No defined due to budget implication)	Police Department	05/01/2016		

Goal 1

Meet the public safety needs of a growing citizen, student and business population

Action Item	Department	Target Date	Notes	Completion Date
Pursuing grant opportunity for Body Camera Upgrade with implementation.	Police Department	05/02/2016		
Reinstituting AOR Community meetings beginning the week of February 15th with initial meetings, completion by May 15th and evaluate second series of meetings for last quarter of 2016.	Police Department	05/03/2016		
Providing for individual executive level training for Commanders	Police Department	05/04/2016		
Expansion of National Night Out Event. Conduct Pre-NNO event at Senior Center focusing on senior related crime prevention.	Police Department	05/05/2016		
Expansion of National Night Out Event. Incorporate Canned Food Drive within NNO event,	Police Department	05/06/2016		
Expansion of National Night Out Event. Explore feasibility of Pre-NNO Public Safety Day event and prepare for its inclusion in 2017.	Police Department	05/07/2016		
Implementation of departmental volunteer program.	Police Department	05/08/2016		

Goal 2

Strategically invest in the City's existing and future infrastructure

Action Item	Department	Target Date	Notes	Completion Date
Complete Engineering Design of Southwest Water Tower	Engineering	08/01/2016		
Issue RFP for Stormwater Management study	Public Works	05/01/2016		
Video all sewer mains ≥ 30 years of age, (As Budget Allows)	Public Works	10/01/2016		
Begin Final Design of Southeast Lift Station, President George Bush Tollway Phase II Sewer, and 24th Trunk Sewer. (Complete 2017)	Engineering	08/01/2016		
Research/ Budgeting options for replacement and (or) upgrade of the water metering system to include progression to AMI to potentially include a customer portal	Public Works	06/30/2016		
Develop water/ sewer rehabilitation cost/ rating list	Public Works	01/01/2017		
Establish and implement a sidewalk maintenance policy and program, to include replacement criteria	Public Works/ Community Development	10/01/2016		
Complete PASER Rating of all streets ≥ 20 years old	Public Works/ Engineering	10/01/2016		
Complete construction of 3rd Sewer Connection to Garland	Public Works/ Engineering	10/01/2016		
Review Capital Road Expansion in conjunction with Development Interest in the TIF District	Public Works/ Engineering	10/01/2016		
Review partnership opportunities with neighboring cities	Public Works	04/01/2016		
Review funding sources for infrastructure rehabilitation and expansion	Public Works	04/01/2016		
Identify sub-standard size and material water mains in need of replacement	Public Works	07/01/2016		
Working with Comprehensive Plan consultants, prepare Mater Plan for PGBT overlay district and present plan to Council for approval.	SEDC	12/01/2016		

Goal 3

Be a model of financial stewardship through growth management, responsible investment, and financial transparency

Action Item	Department	Target Date	Notes	Completion Date
Prepare SMT Election for May 2017	Engineering	02/01/2017		
Issue RFP for Impact Fee Review Study	Engineering & Community Development	01/01/2017		
Maintain steady tax rate for 2016-2017 budget, balancing operation and debt ratio to provide maximum funding by budget approval	Finance	09/01/2016		
Review/ update the Master Fee Schedule on an annual basis with participation from all departments during the budget process	Finance & Community Development	07/01/2016		
Review & approve financial policies, Append to include surplus property, debt, IT and grants prior to approval of 2017 budget.	Finance/ City Manager	07/01/2016		
Grant strategy defined to utilize professional contract services for opportunities $25,000 or greater. Grant opportunities below $24,999 are handles in-house by department head or designee for dept. specific grants.	Finance & Parks & Recreation	07/01/2016		
Implement Equipment Replacement Fund in the 2016-2017 Budget by budget approval. (All department allocation show as recurring line item, Equipment purchases made by the Equipment Replacement Fund)	Finance	09/01/2016		
Provide options to City Council regarding long range financial plan elements.	Finance	04/01/2017		
Engage a professional service consultant to prepare the RFP and aid in evaluation/ selection of a Solid Waste provider due to current agreement maturing. RFP to be advertised not later than 03/30/2017 to meet change notification criteria.	Finance & City Manager	04/01/2016		
Obtain ballpark quotes, prepare a budget request for a comprehensive Facilities Study for the 2016/2017 budget.	Public Works & Engineering	08/01/2016		

Goal 4

Provide a high quality of life environment for families, individuals, businesses, and other organizations in Sachse

Action Item	Department	Target Date	Notes	Completion Date
Meet bi-weekly with City Manager to discuss EDC projects and goals.	SEDC	2016 bi-weekly		
Work with City Manager and key City Staff Directors to manage SEDC specific components of Comprehensive Plan Update.	SEDC	2016 weekly		
Prepare comprehensive written report of previous quarter's efforts in regards to Goal One and send to Council for review prior to meeting.	SEDC	2016 quarterly		
Summarize in oral report to Council, key successes, failures, and findings from sales efforts from previous quarter outlined in Goal One.	SEDC	2016 quarterly		
Update Council on any activity with regards to pending or active projects and/or incentives proposed for recruitment of targets.	SEDC	2016 quarterly		
Facilitate potential new projects when appropriate and necessary, by offering incentives from approved incentive list. Prepare when appropriate and necessary, customized incentive packages for projects that require non-traditional and significantly more competitive approaches. Discuss all potential incentive packages with City Manager and present to EDC Board of Directors for approval prior to offering to target.	SEDC	2016 as required		
Invite City Manager and each Department Director to present an update on their department's activity, with specific focus on potential synergies between groups, to the SEDC Board of Directors.	SEDC	4/1/2016-11/1/2016		
Research and prepare target prospect list of quality restaurants and retail businesses. Actively pursue direct contact with targets through email, telephone, marketing, attendance at industry events and other methods to encourage expansion/ new stores in Sachse on Sachse. Meet directly with at least four targets per month.	SEDC	2016 monthly		
Research and prepare new projects list of reputable area developers with proven track records of successful projects in the North Texas area or beyond, and meet with targets to sell opportunities in Sachse. Meet directly with at least two targets per month.	SEDC	2016 monthly		

Goal 4

Provide a high quality of life environment for families, individuals, businesses, and other organizations in Sachse

Action Item	Department	Target Date	Notes	Completion Date
Parks and Recreation staff will decide if we will pursue combining the Christmas events into one signature event this year. Christmas events include: Tree Lighting, Christmas Parade, Cookie with Santa, and Story Time with Santa.	Parks and Recreation	05/01/2016		
Enhance two successful programs, activities or events. 1.) Identify the programs, activity or event to enhance. 2.) Determine if additional funding is needed and how much	Parks and Recreation	05/01/2016		
Develop a plan to implement a CDC (Community Development Corporation) funded 1/4 cent sales takes for Trails, Parks, and Open Space development 1.) Petition must be completed 62 days to the election.	Parks and Recreation	05/01/2017		
City Manager and Parks and Recreations Director will meet with the City Council regarding potential future park land acquisitions.	Parks and Recreation/ City Manager	06/01/2016		
Parks and Recreation Director and Human Resources Director will discuss the volunteer program and procedures.	Parks and Recreation/ Human Resources	12/01/2016		

Goal 5

Make Sachse more prosperous through job creation and quality development that adds community value

Action Item	Department	Target Date	Notes	Completion Date
Develop a six month marketing plan that includes Social Media; media support, promotion and logistical support for new Sachse business groundbreakings, grand openings and other business retention and expansion related events; event sponsorship/exhibition; presentations to organizations that represent constituent groups; updated collateral materials; media releases that promote economic development in Sachse; evaluation of website for refresh; a retail market, demand and workforce analysis and market research/optimization study to inform prospects of the current potential in Sachse; print advertising opportunities that reach constituent groups. Present final plan to SEDC Board for approval and upon approval, implement plan according to deadlines.	SEDC	3/1/2016- 9/1/2016		
Conduct a work session with City Council regarding the modernization of commercial related ordinances.	Community Development	04/01/2016		
Share feedback from all prospects during City Council executive session on a quarterly basis	Community Development	05/01/2016		
Directly following first staff meeting of the month host a coordination meeting with the City Manager, Engineering Director, and Community Development Director.	Community Development/ City Manager/ Engineering	03/31/2016		
Initiate Commercial Site Integrity (COSI) program and utilize current staff in the interim until code enforcement is formally transferred to Community Development.	Community Development	02/29/2016		

Goal 6

Provide Excellent Government Services to Sachse Citizens

Action Item	Department	Target Date	Notes	Completion Date
Hire a Comprehensive Plan consultant, commence the process, and finish it.	Community Development			
Fully implement reporting using Incode Employee Services (ESS). Adding all departments except Fire sequentially by September 2016. (Ability to adopt Fire Schedules to the system is not guaranteed).	Finance			
Provide citizen website access to online register and quarterly reports, and upon completion apply for the Texas Comptrollers Leadership Circle Recognition for transparency in local government	Finance			
Create a policy for supervisors to meet with employees after 30 days and 6 months on the job.	Human Resources			
Submit budget request detail for an employee classification study.	Human Resources			
Create a project timeline with the City Manager to set Policy Manual update.	Human Resources/ City Manager			