

**MEETING OF THE IRVING CITY COUNCIL
STRATEGIC PLANNING SESSION
WEDNESDAY, FEBRUARY 18, 2015
8:30 A.M.**

Third Floor Training Room, Civic Center Complex
825 West Irving Boulevard, Irving, Texas 75060

The Irving City Council met in strategic planning session on February 18, 2015 at approximately 8:30 a.m. The following members were present/absent:

Attendee Name	Organization	Title	Status	Arrived
Beth Van Duyne	City Council	Mayor	Present	
John C. Danish	City Council	Councilman	Present	2:15 PM
Allan Meagher	City Council	Councilman	Absent	
Dennis Webb	City Council	Councilman	Present	
Joe Putnam	City Council	Councilman	Absent	
Oscar Ward	City Council	Councilman	Present	
Brad M. LaMorgese	City Council	Councilman	Present	
Gerald Farris	City Council	Councilman	Present	
Thomas Spink	City Council	Councilman	Present	

DISCUSSION TOPIC

1. Development of the FY 2015-16 Strategic Plan

Chris Hillman, City Manager, provided an overview of the day today, indicating that the strategic plan needs to be updated.

David Eisenlohr, President of The Azimuth Group, Inc., provided a team building exercise as an ice breaker to the council and executive team. He then provided ground rules for the day followed by the goals for the day.

Mr. Eisenlohr walked the council through a “Context Map” that contained the following: Social Trends, Political Factors, Technology Factors, Economic Climate, Citizen Needs, Community Trends and Uncertainties. The Mayor and Council placed factors for consideration under these categories.

Societal Trends: Push for more urbanism, social media growth, culture value shifts, less face-to-face interaction, expectation of instant response, spending more than saving, aging population, demand for quality services, declining home ownership/transient population, demand for TOD, and extended families living together.

Community Trends: Heavy employee base in the north, residential in the south, population growth, additional school choice, housing – more rentals, growth need for affordable housing choices, clustering of cultures, mass transit availability, and redevelopment opportunity growing.

Political Factors: Unfunded state and federal mandates, voter apathy (limited citizen engagement), lack of connectivity of communities, distrust of government, polarization of political views (compromise is difficult), council dynamics and resistance to taxes and fees.

Economic Factors: Low unemployment, low property tax, high sales/hot taxes, regional competition, state limitations on local ability to raise revenue, "HOT" DFW market and battle for talent.

Citizen needs: Public safety, future water supply, customer services, recreation, roads and sidewalks, parks and green space, good education, transportation for the aged, clean community, and housing diversity and supply.

Technology Factors: Rise of social media (need to manage and respond), cost of technology upgrades, need to leverage IT for efficiency/effectiveness of responses, and cyber security costs.

Uncertainties: Financial outlook, energy costs, water needs, state infringement on ability to raise revenue caps and money, ability to deliver services to a growing population and make it sustainable services, department management, terrorism risk, catastrophic events, and water treatment.

SWOT MATRIX:

Strengths: Good employee base (committed, tenured, experienced and engaged), AAA bond rating, financial stability, efficiency of operations, perception of good customer service, voter approved bond authorization, strong tax base, planning for the future, diversity of service programs, strong public safety (police and fire), strategic location, proximity to airports and citizens.

Weaknesses: City council dynamics (lack of respect), debt limitations, location (other cities around us), current road conditions, sales tax capacity to DART versus economic development, soil conditions of north versus south, lack of citizen engagement, housing costs, cleanliness, aging/declining neighborhoods

Threats: Natural catastrophe, accidents, terror/man-made disaster, infrastructure/resources gap, legislative actions, overbuilding/over-supply, economy, risk of employee retirement (brain drain), healthcare costs, other communities from a competitive standpoint, community cohesion/culture clash, lack of community identity

Opportunities: Leverage the City's brand in corporate headquarters, effective citizen and corporate engagement, maximize and optimize existing economic development (Texas Stadium, Heritage Crossing, etc.), create/direct our future, maximize and embrace cultural diversity, commit to infrastructure and aesthetic improvements, maximize water partnerships, regional cooperation, recruit and retain the brains of tomorrow and provide incentives

Major Factors for Consideration:

- Redevelopment: Worn out shopping centers, redevelopment or repurpose; develop and implement a plan to redevelop Irving Mall; incentivize and redevelop old apartments to owner-occupied

- Employment and Retention: Retain, hire, develop and compensate top quality employees, review retirement, maximize staffing levels to desired services levels, continue to create and develop a culture of innovation
- Operational Excellence: Up-to-date staffing plan, public safety adequately staffed (police and fire), revolving fund for people and equipment and how do we match those two things up (equipment replacement fund, vehicle replacement fund, etc), adequately fund code enforcement, litter free city, quality of life services for families
- Infrastructure: Water future determined, roads, long range infrastructure programs, adequately fund and agree to a CIP plan then stick to it. Irving Boulevard and 2nd Street reconstruction, create an additional north/south route
- Resident Engagement: Sponsor an Irving multicultural forum amongst residents; develop a strong and active community council
- Fiscal Efficiencies: Outsource areas where feasible and optimal, increase operational efficiencies, develop a financial plan
- Economic Development: Get debt under control, convention center hotel opening, apply consistent rules for development with minimal exceptions (sticking to the plan), develop a vibrant downtown TOD, complete comprehensive master plan with “Buy-In” from the community, staff and council, set aside revenues over budgeted amounts for pay as you go and/or economic development initiatives, alternative funding strategy for urban center in lieu of TIRZ, develop a long term dedicated funding strategy for economic development, update the zoning ordinance and comprehensive plan, develop a plan for high density and residential office tower in the urban center

Executive Summary:

- 1) Identify and target redevelopment opportunities
- 2) Promote professional environment
- 3) Attract and retain best and brightest
- 4) Promote Service Excellence
- 5) Maintain and Improve Financial Stability
- 6) Commit to long term CIP funding infrastructure
- 7) Fund vibrant economic development program

The most important tools to structure the Strategic Plan in descending order are as follows:

Finance

Infrastructure

Economic Development

Excellence

Attract and retain

Environment

Excellence

Council adjourned at approximately 2:45 p.m.

Beth Van Duyne, Mayor

ATTEST:

Shanae Jennings, TRMC
City Secretary