

City of Irving

VISION

Irving will be the model for safe and beautiful neighborhoods, a vibrant economy, and exceptional recreational, cultural and educational opportunities.

MISSION

Deliver exceptional services and promote a high quality of life for residents, visitors and businesses.

VALUE STATEMENTS

- We exhibit personal integrity with every decision.
- We serve by leading and lead by serving.
- We show a high level of respect and concern for our coworkers and customers.
- We encourage creativity and innovation to improve our effectiveness.
- We learn and grow in a progressive work environment.
- We excel through desire, determination and dedication.



CITY OF IRVING, TEXAS

Strategic Plan



GOAL 1 **Financial Sustainability**

- Objective 1.1 – Contain costs and increase operational efficiency.
- Objective 1.2 – Maintain adequate financial reserves.
- Objective 1.3 – Develop and deploy a long range financial planning process.
- Objective 1.4 – Establish appropriate equipment replacement funding levels.
- Objective 1.5 – Manage long-term pension liabilities.

GOAL 2 **Systematic Infrastructure Investment**

- Objective 2.1 – Secure a reliable future water supply.
- Objective 2.2 – Develop and fund an aggressive multi-year capital improvement program.
- Objective 2.3 – Expand, extend and maintain the major thoroughfare network.
- Objective 2.4 – Maintain and extend water, wastewater and storm water systems.
- Objective 2.5 – Support strategic investments in city facilities.

GOAL 3 **Vibrant Economy**

- Objective 3.1 – Promote revitalization of targeted areas.
- Objective 3.2 – Create a thriving downtown.
- Objective 3.3 – Develop a comprehensive economic development strategy and funding model.
- Objective 3.4 – Complete “signature projects.” (i.e. Texas Stadium site, Heritage Center, and Urban Center).
- Objective 3.5 – Effectively plan and manage land use.

GOAL 4 **Service Excellence**

- Objective 4.1 – Safeguard public safety, security and health.
- Objective 4.2 – Leverage information technology to drive efficient and responsive service delivery.
- Objective 4.3 – Improve community appearance and protect neighborhood integrity.
- Objective 4.4 – Clearly define service levels and the associated resource requirements.
- Objective 4.5 – Implement enhancements to cultural and recreational facilities.

GOAL 5 **Inclusive and Collaborative Governance**

- Objective 5.1 – Actively engage and communicate with the community.
- Objective 5.2 – Ensure transparent and inclusive government.

GOAL 6 **Talented and Energized Workforce**

- Objective 6.1 – Encourage and reward employee innovation and creativity.
- Objective 6.2 – Recruit, retain and develop a diverse municipal workforce.
- Objective 6.3 – Develop a succession plan and succession management process.

Purpose of the Strategic Plan

The City of Irving is a progressive and professionally managed municipal government. As the first municipal government in Texas — and the second in the Nation — to earn the Malcolm Baldrige Quality Award, strategic thinking, planning and management play a strong role in the organization’s culture. We are guiding our future growth and development with this Strategic Plan, created in 2015, which consists of six goals and 25 objectives and is based on input from City Council, staff, residents, visitors and businesses. Both elected and appointed leaders understand that the decisions they make on a weekly basis with respect to such matters as growth and development, municipal operations, spending and capital investments, must be considered within a clearly articulated strategic framework.

Systematic attention to this, and prior strategic plans, has allowed the city to stay focused on what is most important to our customers and drives advancement in the areas that matter most. Citizen satisfaction with code enforcement, appearance of the city, quality of life, and other indicators of success has risen while the city’s business sector continues to thrive.

For more information about the Irving Strategic Plan, call (972) 721-2197.