Since the adoption of the city’s first Strategic Plan, the value of strategic thinking has been proven. Revised collaboration with code enforcement, the appearance of the city, quality of life and other indicators of success have risen. Living continues to enhance recreational and cultural opportunities to provide residents with a variety of special events and programs that families can enjoy. All of these improvements have resulted in a heightened quality of life for living residents. Through the Strategic Plan, the city is able to stay focused on what is most important to its customers and what drives advancement in the areas that matter most.

To identify the community’s desired direction and the steps necessary to execute that vision for the future, City Council created a new Strategic Plan in 2015 identifying six strategic goals and a total of 25 objectives that support the attainment of those goals. It is these objectives and goals that city staff focused its effort on in 2017 and the next five years to come. Enjoy a look at many of the related accomplishments achieved in 2017 contained in this special Year in Review insert.

<table>
<thead>
<tr>
<th>GOAL 1</th>
<th>FINANCIAL SUSTAINABILITY</th>
<th>GOAL 2</th>
<th>SYSTEMATIC INFRASTRUCTURE INVESTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Contain costs and increase operational efficiency.</td>
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</tr>
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<td>• Expand, extend and maintain the thoroughfare network.</td>
<td>• Support strategic investments in city facilities.</td>
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</tr>
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<td>• Establish appropriate replacement funding levels.</td>
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<td>• Manage long-term pension liabilities.</td>
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**HIGHLIGHTS:**

The adopted budget projects revenues and expenditures required to sustain or improve service levels and presents a structured balanced budget where operating costs are funded from operating revenues to maintain fund balances. It addresses capital needs for the present and future. This strong financial management approach has allowed the city to endure economic ups and downs with resiliency.

The city modified its AssAaa bond rating from Moody’s and Standard & Poor’s, in addition, interest rate conditions were favorable and the city was able to achieve significant debt service savings and significant savings on a net present value basis. Based on the favorable conditions, the city issued 2017 General Obligation Refunding Bonds with a Net Present Value Savings of $3.2 million, and issued 2017 Water Revenue Refunding Bonds with a Net Present Value Savings of $2 million. Combined with the $23.1 million in savings from the Combination Tax Swap and Hot Occupancy Tax Revenue Refunding Bonds, the city saw a significant amount reducing the interest on previously issued bonds. The purpose of refunding is to replace the higher interest rate debt with a lower interest rate debt, and to reduce the overall debt service payment.

**BY THE NUMBERS:**

• 33 years the city has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting.

**HIGHLIGHTS:**

Resident surveys have consistently shown that road maintenance and improvement is the highest ranked priority throughout the city. With this in mind, the city has developed “Road to the Future,” a plan to achieve the city’s vision to reduce $13 million in street improvements over a five-year period. The Fiscal Year (FY) 2016-17 Capital Improvement Plan included $1.1 million in pay-as-you-go capital funding for street rehabilitation. This increases to $2.2 million in the FY 2017-18 adopted budget and also will allow for the capacity to sell an additional $22.5 million in bonds for street rehabilitation and reconfiguration as a component of the $100 million goal. Additionally, the city’s water and wastewater main and storm sewer replacements will be coordinated with the street reconstruction projects.

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**GOAL 1 FINANCIAL SUSTAINABILITY**

• Contain costs and increase operational efficiency.

**BY THE NUMBERS:**

• $27.3 million value of complete projects

**HIGHLIGHTS:**

Construction began in 2017 on a Westin-branded Convention Center headquarters hotel. This is a key component of the city’s Convention Center district, which includes the Irving Music Factory and the Irving Convention Center. The hotel is expected to include 369 rooms and approximately 16,000 square feet of meeting space, including a 10,000-square-foot ballroom.

**GOAL 2 SYSTEMATIC INFRASTRUCTURE INVESTMENT**

• Secure a reliable future water supply. 

**BY THE NUMBERS:**

• $12.8 million accepted in donated assets from private development

**HIGHLIGHTS:**

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**BY THE NUMBERS:**

• 91 percent of commercial properties occupied in Irving

**HIGHLIGHTS:**

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GOAL 4 SERVICE EXCELLENCE

• Safeguard public safety, security and health.
• Leverage information technology to drive efficient and responsive service delivery.
• Improve community appearance and protect neighborhood integrity.
• Clearly define service levels and the associated cost and revenue requirements.
• Implement enhancements to cultural and recreational facilities.

HIGHLIGHTS:

On Nov. 1, Irving became one of only 27 cities in the state and 98 cities across the country with an Insurance Services Office (ISO) rating of 1. Every municipality is given an ISO rating, which ranges from 1 to 10, where 1 is the highest and 10 is the lowest. The score is distributed based on a city’s emergency communication, water distribution system and fire department. Because Irving received an ISO 2 rating in 2015, a primary goal of the city has been to achieve an ISO 1 rating. A key component in achieving the rating has been the addition of Fire Station No. 12, which helps reduce response times in the northern area of the city. The station houses three companies with 42 additional Fire personnel. The change in the ISO rating signifies lower insurance rates for existing residential and commercial properties, and provides an added economic development incentive.

The city completed the first phase of a new public safety training facility to replace the current site, which is aging and is adjacent to residential neighborhoods. The first phase of the facility includes construction of a burn tower and classrooms. To share resources, reduce capital and operating costs, and promote regional cooperation, Irving entered into an agreement with the City of Grand Prairie for joint use of the facility, and sharing of the operating and capital costs. Additional phases will include both police and fire training facilities.

The city added eight new officers as public safety remains a priority. In addition, the city also developed and implemented a traffic control plan, a security plan and a standard operating procedure for police services for the newly opened Toyota Music Factory.

Personal representation 21 city departments, along with county and state representatives, attended the Federal Emergency Management Agency (FEMA) Integrated Emergency Management Course in July. The four-day exercise-based training gave paranormal practice in simulated, but highly realistic, crisis situations customized to Irving. The city was one of only 10 to 12 entities selected each year for the training and the only participant from FEMA Region VI. Funding for the training was provided by a FEMA grant. The course brought city staff together to manage and respond to different emergency situations in an effort to evaluate response capabilities, collaboration and training, and to identify strengths and weaknesses. If an emergency happens, the experience gained by city personnel and first responders in simulated scenarios will help staff provide the best possible service to the community.

Irving responded to the needs of Hurricane Harvey evacuees by providing shelter at the Lively Training Facility, and to identify strengths and weaknesses. If an emergency happens, the experience gained by city personnel and first responders in simulated scenarios will help staff provide the best possible service to the community.

GOAL 5 INCLUSIVE AND COLLABORATIVE GOVERNANCE

• Actively engage and communicate with community.
• Ensure transparent and inclusive government.

HIGHLIGHTS:
The city launched Irving 360°, a civic academy, designed to give participants a behind-the-scenes look at daily operations and encourage civic engagement. Participants attended a 12-week program in which they were exposed to various aspects of city operations. The curriculum included presentations, tours of city facilities and several hands-on opportunities. Highlights of the program included backpackage tours at the Irving Arts Center, a crash course on the science behind the city’s landfill, and an in-depth review of how the city generates and allocates revenue for its programs and services.

An idea submitted to the Irving Innovation Project created a new avenue for community engagement with the launch of the Spring Open House. Held in conjunction with the Taste of Irving, the Open House allowed community members to interact with employees from different departments.

The city initiated a pilot program with the Irving Youth Action Council for teen leadership development. The initiative included a trip to the state capital in Austin and meeting with city and state officials. The result was feedback for leaders to continue their leadership development and enter plans to attend the local Texas Municipal League Conference, as well as the National League of Cities Youth Summit in Washington, D.C.

Taste of Irving, a celebration of the city’s diversity, featured family-friendly activities and food from a selection of area restaurants and food trucks. With live music, a fun zone, a large craft marketplace, and culinary entertainment, the event offers attractions for all.

By the Numbers:

• 5 million page views on City of Irving’s website
• 1,036,213 visitors to the city’s website Cityifying.org
• 124,070 Facebook engaged users
• 594,073 ICTN on-demand views
• 1,342 open records requests processed

GOAL 6 TALENTED AND ENERGIZED WORKFORCE

• Encourage and reward employee innovation and creativity.
• Recruit, retain and develop a diverse municipal workforce.
• Develop a succession plan and succession management process.

HIGHLIGHTS:
The city administered its biennial employee survey, which provides employees with the opportunity to share their thoughts on what is working well and where there are opportunities for improvement. The survey also is an opportunity to measure employee engagement, as it represents an employee’s connection and dedication to the organization and their work. Overall, the survey results are positive. More than 98 percent of employees believe the city is a good place to work, and nearly 100 percent are committed to the organization’s success. Another positive sign is that more than 98 percent of employees are consistently looking for ways to do their jobs better and understand how the city they do contributes to the city’s success. These results indicate that employees are engaged in their work and in providing quality services to the city’s customers.

By the Numbers:

• 26 ideas submitted through The Irving Innovation Project
• 30 participants in the inaugural Irving 360° class
• 97 percent of employees understand the city’s vision and mission
• 96 percent of employees believe their departments listen to the city’s customers and improve services to meet customer needs

More than 75,000 animals adopted nationwide through Clear the Shelter

99 percent of property code complaints reacted to by next day

P. 4 26 ideas
26 ideas
The Irving Innovation Project
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