GOAL 5 INCLUSIVE AND COLLABORATIVE GOVERNANCE
- Actively engage and communicate with the community.
- Ensure transparent and inclusive government.

HIGHLIGHTS:
Irving's City Council adopted an Open Data Policy to demonstrate the city is committed to fostering an open, transparent and accessible city government. By sharing data freely, the city will generate opportunities for economic development, commerce and civic engagement. Providing timely access to city data will improve transparency, public access to information, and coordination between city departments, residents, visitors, businesses and other key stakeholders.

The city received the Traditional Finances, Public Pension and Debt Obligations Transparency Star from the Texas Comptroller of Public Accounts. This award was received in recognition of the city’s efforts to ensure transparency in the areas of finance, contracting, procurement, economic development, public pensions and debt obligations. The city was recognized for posting financial documents online that contain thorough summaries, visualizations, downloadable data and other relevant information.

Irving 360° Civic Academy graduated its inaugural class. Participants attended a 10-week program in which they were exposed to various aspects of city operations. Highlights of the program included: backstage 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. Program participants went on to succeed in their career goals, and many expressed gratitude for the valuable knowledge they gained.

The Irving 360° Civic Academy provided an invaluable opportunity for city residents to gain a deeper understanding of how their local government operates. The program helped to foster a greater sense of engagement and civic pride, while also highlighting the city’s commitment to transparency and open communication.

By the Numbers:
- 9,99% reduction in violent and property crimes
- 1,668 motor vehicle injury accident responses
- 13,699 EMS responses
- 7,386 fire responses
- 9.9 percent reduction in violent and property crimes
- 24,910 animal services-related calls answered
- 5,677 pounds of debris removed by Keep Irving Beautiful volunteers
- 100 percent of property code complaints responded to by next business day
- 200 fewer cats and dogs euthanized, making the live release rate 91 percent

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:
Through the Irving Innovation Project, grants worth up to $25,000 are available to all city departments for innovative projects with the potential to improve city services and deliver a positive, meaningful impact on the community. The Irving Innovation Project is one example of Irving's history of performance excellence that benefits the city and residents. Several departments submitted innovative solutions, two of which were awarded funds to help with their innovative projects.

Grant funds were awarded for the purchase and installation of counters along Campion Trail. This technology allows the city to receive accurate, real-time data using motion and speed to determine the type of movement along the trail. The trail usage data helps the Parks and Recreation Department manage maintenance schedules, security needs and event programming. The enhanced data also drives the focus of future trail improvements and provides a safe, well-maintained trail system.

Funds also were awarded to purchase a small, unmanned aircraft system (UAS). The aircraft provides a bird’s-eye view of live, actionable data for first responders and is an efficient and effective life-saving tool. The technology helps emergency personnel assist in active shooter situations, direct firefighting efforts, document crime scenes, inspect critical infrastructure, reconstruct accidents, and search for missing persons and violent suspects.

The city conducted training for employees on succession planning and workplace development. Such training helps develop talented employees who can effectively and efficiently carry out city programs and services with minimum disruption.

By the Numbers:
- 598,789 visitors to the city’s website, CityofIrving.org
- 71,005 Facebook engaged users
- 15,909 Twitter engaged users
- 316,510 ICTN On-Demand views
- 1,668 open record requests processed
- 770,481 library visitors
- 387,253 participants in parks programming
- 98% of employees believe Irving is a good place to work

Since the adoption of the city’s first Strategic Plan, the value of strategic thinking has been proven. Resident satisfaction with code enforcement, the appearance of the city, quality of parks and recreation, safety and other indicators of success have risen. Irving 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 Irving residents. Through the Strategic Plan, the city is able to stay focused on what is most important to its customers and what drives advancements in the areas that matter most.

To identify the community’s desired direction and the steps necessary to execute that vision for the future, the City Council created a new Strategic Plan in 2015, identifying six strategic goals and a total of 25 objectives that support the attainment of these goals. City staff focused its efforts on these goals and objectives in 2018, and will do so during the next few years. This special Year in Review brochure contains a look at many of the related accomplishments achieved in 2018.

City of Irving 2018 Year in Review
City of Irving 2018 Year in Review
GOAL 1 FINANCIAL SUSTAINABILITY
- Contain costs and increase operational efficiency.
- Maintain adequate financial reserves.
- Develop and deploy a long-range financial planning process.
- Establish appropriate equipment replacement funding levels.
- Manage long-term pension liabilities.

HIGHLIGHTS:
The adopted budget projects revenues and expenditures required to sustain or improve service levels and presents a structurally 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 maintain future economic ups and downs with resiliency.

GOAL 2 SYSTEMATIC INFRASTRUCTURE INVESTMENT
- Secure a reliable future water supply.
- Develop and fund an aggressive multiyear capital improvement program.
- Extend, expand, and maintain the major thoroughfare network.
- Maintain and extend water, wastewater and storm water systems.
- Support strategic investments in city facilities.

HIGHLIGHTS:
The city’s overall strong credit ratings have saved taxpayers and ratepayers millions in annual interest costs related to outstanding debt.

GOAL 3 VIBRANT ECONOMY
- Promote revitalization of targeted areas.
- Create a thriving downtown.
- Develop a comprehensive economic development strategy and funding model.
- Complete “signature projects” (i.e., the former Texas stadium site, Heritage Center and Las Colinas Urban Center).
- Effectively plan and manage land use.

HIGHLIGHTS:
The city’s continued focus on economic development has made Irving a leading national and international business hub. As a front-runner in the North Texas region for attracting and retaining top corporations, Irving business leaders have been named to the top 100 companies with headquarters or a corporate presence in the city. To respond to the highly competitive economic development environment, Irving developed an Economic Development Strategic Plan in 2017. The plan provides a roadmap for Irving’s economic development program and guides staff activities to further advance Irving’s economy over a five-year period.

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 resource requirements.
- Implement enhancements to cultural and recreational facilities.

HIGHLIGHTS:
The first ever police and Behavioral Health Leadership Team in Texas has been established by the Irving Police Department. The interdisciplinary team consists of police officers, a licensed clinician and a paramedic. The team is responsible for responding to emergency mental health calls with the goal of de-escalating the crisis on scene and promoting the person’s entry into needed mental health care provider. Some of the overall priorities are to reduce the mentally ill jail population, reduce local emergency room use, provide alternative treatment and resources by tapping into under used services, and to increase local access to behavioral health care.

The city completed the Corridor Pride Campaign, focused on the development of business-friendly guides that show the correlation between compliant properties and curb appeal. Quality site visits with business owners are to reduce the mentally ill jail population, reduce local emergency room use, provide alternative treatment and resources by tapping into under used services, and to increase local access to behavioral health care.

GOAL 1: Infrastructure Investment
- Seven water and wastewater projects, three park projects, six drainage projects, one sidewalk and one facility rehabilitation. Additionally, $2.7 million in revenue bonds have been allocated for water and wastewater main replacements, which have been coordinated with street reconstruction projects.
- As part of its Capital Improvement Program (CIP), the city also completed construction on one street project, seven water and wastewater projects, three park projects, six drainage projects, one sidewalk and one facility rehabilitation totaling $23.4 million. In addition, there are currently 51 CIP projects under design totaling $103 million and 39 projects under construction totaling $244 million, including Las Colinas Boulevard, Brick Bomb Channel improvements, the Convention Center hotel and the entertainment center.

GOAL 4: Service Excellence
- By the Numbers:
  - $23.4 million expended on drainage improvements
  - 606,115 linear feet of water mains tested for leaks
  - 5,494 street signs replaced
  - 5,790 lane miles swept
  - 176 traffic signal controllers updated and installed
  - 606,115 linear feet of water mains tested for leaks

GOAL 1: Infrastructure Investment
- The City of Irving was proud to introduce the inaugural Future Leaders Student Competition, a STEM-based competition engaging high school students from Irving ISD, at the 2018 Irving Transportation Investment Summit. Although several universities have participated in this type of event, the summit allowed Irving students to design a real-world project – the new development on the site of the former Texas Stadium. Engineering, architecture and public service professionals mentored students through the development of their projects while sharing valuable insight into their fields. The project concluded with the presentation of the winning project at the annual transportation summit. Along with the Irving-Las Colinas Chamber of Commerce, the city presented the winning team with an award and scholarship.

GOAL 4: Service Excellence
- In August, the city was awarded the Silver designation in Integrated Storm Water Management (ISWM) through the North Central Texas Council of Governments. The city achieved ISWM outcomes by designing stormwater infrastructure in fully developed land-use conditions, requiring downstream stabilization to maintain velocity, and requiring higher finished floor elevations for structures in the 100-year flood area.

GOAL 1: Infrastructure Investment
- The adopted budget projects revenues and expenditures required to sustain or improve service levels and presents a structurally 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 maintain future economic ups and downs with resiliency.

GOAL 4: Service Excellence
- The city continued to focus on a number of ongoing projects that incentivize economic development within the city, including:
  - The Irving Central Unit Development No.5 complex
  - Park West
  - Convention Center Hotel and Garage
  - Toyota Music Factory

GOAL 1: Infrastructure Investment
- $75.3 million accepted in donated assets from private development
- $833,395 expended on drainage improvements
- Sixty-six, two-lane miles improved

GOAL 4: Service Excellence
- $11.3 Million allocated to the city’s six TIF districts
- 11.4 percent officials, $11.3 million

GOAL 1: Infrastructure Investment
-GOAL 1: Infrastructure Investment
-City’s overall strong credit ratings have saved taxpayers and ratepayers millions in annual interest costs related to outstanding debt.