GOAL 5 INCLUSIVE AND COLLABORATIVE GOVERNANCE

- Actively engage and communicate with the community.
- Ensure transparent and inclusive government.

HIGHLIGHTS:
Following the success of the Irving 360° Civic Academy, in its third year, the city created the Youth 360° Civic Academy in order to engage with high school students interested in local government. Participants attended an 11-week program in which they were exposed to various aspects of city operations. Highlights included backpack tours of 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 programs and services.

In June, Irving launched a Junior Police Academy, offering seventh and eighth graders the opportunity to experience law enforcement firsthand. Participants were vouched in the basic functions of a police department and had the chance to learn about a career in law enforcement. The program also provided an opportunity for police officers to mentor junior officers and encourage them to help build a safer community.

Irving was recognized for its dedication to going above and beyond in transparency efforts with an award from the Texas Comptroller of Public Accounts Transparency Stars program. 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.

The City of Irving established a data governance structure to ensure that the highest quality data is collected, used and made available to key stakeholders through coordinated efforts within the organization for the purpose of improving efficiency, enhancing community engagement and enabling better decision-making. In addition, departments across the organization completed comprehensive data inventories in order to make the city’s data more discoverable and accessible.

The city launched Irving Open Data. The open data portal is used to implement council’s open data policy, ensuring transparency and engaging the public through data. This initiative was carried out as part of the city’s ongoing work with the What Works Cities initiative. Internal and external focus groups were conducted to ensure data sets of relevance to stakeholders were identified and prioritized for release.

BY THE NUMBERS:
- 87,709 Facebook engaged users
- 15,755 Twitter engaged users
- 39,703 ICTN on-demand views
- 59,968 open records requests processed
- 1,142,526 visitors to the city’s website, CityofIrving.org
- 1,142,526 rows of CSV-formatted data made available
- 22,035 Irving Open Data users
- 1,035,982 participants in parks programming
- 2,175,492 ICTN on-demand views
- 187,163 Twitter engaged users

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 projects with the potential to improve city services and deliver a positive, meaningful impact on the community. The project builds upon 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.

Irving launched new value statements (PRIDE) in May 2019 following a nearly year-long process during which the city manager met with employees from all departments and work groups to discuss the organization’s values and culture. Employees then created, proposed and voted on the winning statements PRIDE, which encompasses professional, resilient, innovative, dependable and ethical values.

The city implemented a new learning management system to assist in maintaining a high-quality, well-trained workforce and ensure that employees remain competent, and compliant with internal policies and procedures. The city implemented a new learning management system to assist in maintaining a high-quality, well-trained workforce and ensure that employees remain competent, and compliant with internal policies and procedures.

Irving conducted data analytics training and launched multiple projects as part of a pilot program with various departments. Participants received training on how to develop problem statements and build project plans with a focus on solving pressing issues through the use of data analytics. The focus was set on approaches to generate new insights into city service.

BY THE NUMBERS:
- $48,946 Irving Innovation Project grant funds awarded
- 32 percent of full-time vacancies filled by promotion
- 32 percent of full-time vacancies filled by promotion

For more information, call (972) 721-2521.
The city completed construction of its new traffic operations center, which is the nucleus of its Advanced Traffic Management System. The project, which includes a wireless communications network, is aimed at improving traffic safety and synchronizing traffic flow. Since 2017, the Traffic and Transportation Department has upgraded 216 traffic signals, 114 school zone indicators and added 90 traffic signal battery backup systems. Through enhanced communication, the city’s new wireless traffic management system helps motorists navigate Irving streets and contributes to a safer and less congested traffic environment.

The real-time information allows the traffic signal system to be proactive and adjust to current traffic flows.

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 and associated cost resource requirements.
• Implement enhancements to cultural and recreational facilities.

BY THE NUMBERS:
• 5,846 linear feet of water mains tested for leaks
• 127 water meters tested and repaired
• 8,156 lane miles swept
• 5,307 street signs replaced

$904 million in permitted valuation, the third highest since 1985

99 percent of property code complaints responded to by next day

$339,752,945 in property saved from fire loss

HIGHLIGHTS:
• Irving’s large corporate tax base, formal investment and reserve policies and healthy reserves have allowed the city to maintain its AAA/Aaa bond rating for general obligation debt and AA/Aa2 for water and sewer revenue debt. The city’s overall strong credit ratings have saved tax payers and ratepayers millions in annual interest costs to outstanding debt.

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

The city experienced a 30 percent reduction in workers’ compensation claims costs, likely due to the constant reinforcement of timely accident reporting, which attributed to employees receiving immediate treatment. A constant reinforcement of timely accident reporting, which attributed to employees receiving immediate treatment.

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GOAL 2 SYSTEMATIC INFRASTRUCTURE IMPROVEMENT
• Develop and deploy a long-range financial planning process.
• Manage and extend the major water, wastewater and storm water systems.
• Develop and fund an aggressive multiyear capital improvement program.

$26.8 million value of completed CIP projects

Another area of focus for council is the Urban Center. In 2019, the Parkway at Toyota Music Factory was recognized as the No. 1 concert amphitheater in the United States ranking and the No. 2 in the world for ticket sales ranking by Pollstar. There also were numerous new playgrounds, which included new shade structures, park amenities, improved lighting and a new playground.

In January 2019, the West Irving Library increased weekly service hours from 54 to 64. This change has resulted in a continual increase in library use. As a result, library use has increased by 6 percent for the year, and computer sessions increased by 9 percent. New library card registrations increased by 11 percent, and attendance for children’s programs increased by 36 percent.

After significant renovation, the former Twin Wells Golf Course has reopened as the Irving Golf Club. The renovated 18-hole course winds along the Trinity River. The renovations included removing eight holes and installing a new irrigation system. Architects reshaped the greens and built them to United States Golf Association specifications. Additionally, architects reconstructed and leveled the tees and recontoured the fairways to improve drainage and increase strategic interest.

Luzon Park and All Johnson School Grounds playgrounds were redeveloped. Luzon Park received a much-needed renovation, which included new shade structures, park amenities, improved lighting and a new playground. The All Johnson playground site was on the top of the replacement priority list because of its age and heavy usage. Input was requested from Irving ISD students on design elements, and they were recognized during the ribbon cutting ceremony.

The city worked with a historic preservation architect firm to complete a Historic Structures Report and Master Plan for the city’s National Register-listed Main Street Plaza. The report included phasing the remaining property and lined the critical race for funds for the Main Street Plaza. The report included phasing the remaining property and lined the critical race for funds for the Main Street Plaza.

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HIGHLIGHTS:
• Irving’s Police Department launched a Mental Health Response Team, providing training to police officers with the goal of improving outcomes to call quality and the mental health of individuals and locally-based healthcare professionals.

In January, the city’s Police Department was recognized by the Texas Fire Chiefs Association Best Practices Recognition Program. The program recognizes communities that rank in the top 117 best business practices for fire departments in the State of Texas. This program was developed by fire service professionals to assist agencies in the efficient and effective delivery of service to communities and covers all aspects of fire department management and services. Irving was recognized for its progressive deployment of mental health responders.

The city received the Municipal Traffic Safety Initiatives Award through the Texas Municipal Courts Education Center, which recognizes those who work in local municipalities and have made outstanding contributions to increase traffic safety by preventing impaired driving in their communities.

Irving created a targeted parking enforcement task force to help minimize the impact of illegal on-and off-street parking. The task force provides educational outreach and targeted enforcement within neighborhoods. The city now delivers a complete destination package — beautiful meeting space, a luxury hotel and live entertainment, including a variety of music options, movies and great restaurants. And all of it is easily walkable.

In support of council’s strategic objectives focused on creating a thriving downtown and completing signature projects, including those in the Heritage District, the following initiatives were completed:

• Approved an Interlocal Agreement with Dallas County to participate in Tax Increment Reinvestment Zone No. 2 for the construction of portions of Irving Boulevard through tax increment financing (TIF) No. 2.
• Established a new waterfront utility franchise with the City of Irving.
• Restored the Richardson pool facility and developed the new Lap Pool at the Heritage District that provides the public with six live theatrical performances each year.
• Managed the design and construction of the Main Street Plaza, a downtown art gallery plaza, which included the demolition of the existing building, new decorative paving, lighting, and street furniture.
• Completed 33 new parking spaces in downtown Irving in the acquisition of a Corridor Enhancement Incentive agreement for exterior improvements to properties located at 124 S. Hastings St.

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.

$290,000 in damages to city property

$18,490 EMS responses

$7,256 in fines

8,156 lane miles swept
5,307 street signs replaced

$339,752,945 in property saved from fire loss

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