City Council has identified six strategic goals and a total of 25 objectives to identify the community's desired direction and the steps necessary to execute that vision for the future. The city is able to stay focused on issues that are of the greatest importance to its residents and what drives advancement in the areas that matter most because of this. Resident satisfaction in the appearance of the city, quality of life, and safety have risen and Irving continues to enhance recreational and cultural opportunities for residents to enjoy. This special Year in Review insert takes a look at the many related accomplishments of 2020 as well as how the city continued to provide excellent service during the COVID-19 pandemic.

At the onset of the COVID-19 pandemic, the city committed to providing essential services while adhering to federal, state, and county orders, to ensure the health, safety, and welfare of our residents and employees. The city implemented health and safety protocols, limited the number of individuals contracted, strategically reopen facilities, and managed $13.2 million in CARES Act funding to manage these goals.
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

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

The adopted budget is a financially responsible budget focused on exceptional service delivery that promotes public safety, infrastructure investment, and economic development to foster fiscal and economic recovery as the global pandemic continues. The city began the FY 2020 in a strong financial position as the result of years of prudent and sound fiscal policy decisions implemented by the City Council. These decisions helped to insulate the city from catastrophic impacts initiated by the coronavirus compared to other municipalities within the region and state. Irving's diverse tax base and sales tax categories also played an important role in lessening the effects of COVID-19.

The city utilized and approved allocations of the Coronavirus Aid, Relief, and Economic Security (CARES) Act funds to assist non-profits, businesses, and partner with Workforces Solutions of Greater Dallas to administer the City of Irving's Childcare Center Assistance and Childcare Payment Assistance Programs.
BY THE NUMBERS:

35 YEARS
CITY HAS RECEIVED THE GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING

32 YEARS
CITY HAS RECEIVED THE GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) DISTINGUISHED BUDGET PRESENTATION AWARD
GOAL 2 - SYSTEMATIC INFRASTRUCTURE INVESTMENT

- Secure a reliable future water supply
- Develop and fund an aggressive multiyear capital improvement program
- Expand, extend and maintain the major thoroughfare network
- Maintain and extend water, wastewater and storm water systems
- Support strategic investments in city facilities

HIGHLIGHTS

The city completed $3.3 million in Road to the Future reconstruction projects including 77 roads overlaid/improved, 131 roads treated with pavement restoration, and 23.4 center lane miles improved.

The city’s new Traffic Operations Center extended communication to an additional 40 intersections, bringing approximately 80% of the Traffic Signal System online and transitioned 34 intersections to non-invasive vehicle detection.

The Water System Master Plan with Freese and Nichols, Inc. (FNI) was completed. The purpose of the plan is to evaluate the adequacy of the water distribution system facilities and to identify the improvements needed to meet projected water use in the future. As part of this project, software was purchased to prioritize future water and sanitary sewer replacement projects.

The city approved an Interlocal Agreement with Irving Flood Control District No. 1 to participate in Tax Increment Reinvestment Zone Number Six to fund various drainage and flood control projects.

The city approved an advance funding agreement in the amount of $12 million with Texas Department of Transportation for the reconstruction of Irving Boulevard from Strickland Plaza to Sowers Rd. to stimulate and sustain the revitalization effort for a more diversified, pedestrian friendly, mixed-use neighborhood in the area and
for improvements to the urban fabric and connections along the Irving Boulevard corridor. In February, the city hosted two public meetings to gather community input for a preliminary design.

**BY THE NUMBERS:**

$21.2 MILLION
IN UTILITY IMPROVEMENTS

$29.3 MILLION
VALUE OF COMPLETED CIP PROJECTS

$1.4 MILLION
OF DRAINAGE IMPROVEMENTS AND MAINTENANCE

10,046
LANE MILES SWEPT

4,546
STREET SIGNS REPLACED
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 stadium site, Heritage Center and Las Colinas Urban Center)
- Effectively plan and manage land use

HIGHLIGHTS

The city approved five Economic Incentive Agreements in support of 345 new jobs and to retain 737 current jobs, $36.3 million in new investment, $20 million in new annual taxable sales sourced to the city, and a combined $324.5 million in net new taxable value on real property and business personal property.

The city approved the allocations of the Coronavirus Aid, Relief, and Economic Security (CARES) Act Funds to non-profit organizations in an amount not to exceed $6.25 million to prevent, prepare for, and respond to the coronavirus (COVID-19).

The city approved an Interlocal Agreement with Workforce Solutions of Greater Dallas to administer the City of Irving’s Childcare Center Assistance and Childcare Payment Assistance Programs. This initiative was funded through the city’s Coronavirus Relief Fund allocation. This agreement included a ratified letter of intent for the City of Irving to participate in the Dallas County Emergency Business Assistance Program by earmarking $2.5 million of Irving’s Coronavirus Relief Fund allocation to assist Irving businesses through the Dallas County program.

The city approved a development agreement with Vaquero Ventures Management, LLC for the sale of a vacant 0.45 acre tract of Heritage Crossing Land Bank property to allow for proposed redevelopment of the land into a national coffee brand store.
The city approved a Development Agreement and Economic Incentive Agreement with Lafferty Companies, LLC for the sale of a vacant 4.43 acre tract of Heritage Crossing Land Bank property and provided incentives for the redevelopment of the land with a new high-quality, mixed-use development to catalyze the redevelopment of the city’s vacant land within the downtown area.

The city approved a Development Agreement and authorized the conveyance of real property to Operation Finally Home to construct three single-family homes on three vacant Heritage Crossing Land Bank properties, fulfilling a public purpose of providing three mortgage-free homes that will each be occupied by a low- to moderate-income, permanently disabled, combat wounded veteran.

For Phase II of the $355 million Diamond Interchange Project, the city assisted with over 40 real estate transactions, including the Local Project Advance Funding Agreement (LPAFA) between the city and TxDOT. The city assisted with negotiations and drafted the economic incentive agreements relating to Microsoft Corporation, Michaels Corporation, Lafferty Project, and Starbucks. The city approved an advance funding agreement in the amount of $12 million with Texas Department of Transportation for the reconstruction of Irving Boulevard from Strickland Plaza to Sowers Rd. to stimulate and sustain the revitalization effort for a more diversified, pedestrian friendly, mixed-use neighborhood and to improve the urban fabric and connections along the Irving Boulevard corridor.
BY THE NUMBERS:

14,644
ATTENDEES AND 81 LIVE SHOWS AT THE TOYOTA MUSIC FACTORY

$582.9 MILLION
IN CONSTRUCTION VALUATION

14,032
PERMITS ISSUED

14,448
HIGH WAGE JOBS ADDED AND RETAINED

84%
OFFICE OCCUPANCY RATE
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 city achieved the status of being the first Texas police agency to complete all requirements through the International Association of Chiefs of Police (IACP). The IACP One Mind Campaign seeks pledges from law enforcement agencies to implement promising practices to improve mental health response. To accomplish this, the city established formal partnerships with mental health services providers represented on the Irving Behavioral Health Leadership Team and adopted a model policy for interacting with high-risk people and training officers in crisis intervention.

The city enhanced safety measures at the municipal court including the use of portable door stops for interior safe rooms, the expansion of the duress system, and installation of additional security card readers and a ballistic cover for the front counter.

The city implemented initiatives that maintained procedural fairness at the municipal court in response to COVID-19, while still committing to the health and safety of all court participants. Initiatives included the filing of a Court Operation Plan with the Office of Court Administration, telecommuting, and virtual magistration proceedings.

The city received the 2020 Leading Fleet award given to the top 50 Fleets in the nation that are performing at a high level in fleet leadership, competitiveness, efficiency, and have overcome challenges.

The city facilitated its first organization-wide cyber security awareness training as mandated by the state. In response to COVID-19, the city also converted the organization into a mobile, work-from-home workforce by providing employees with a variety of mobile equipment, services, and videoconferencing.
The city implemented a new utility billing system with a customer portal allowing users to access their account information and make real time online payments in one place. This new portal allows customers to see their current and past bills on demand as well as their hourly meter reads and daily and monthly usage history.

Irving Arts and Culture completed facility upgrades needed to improve energy efficiencies, maintain safety compliance, and serve clients and patrons. This included replacing wall and water lighting new LED fixtures, upgrading the passenger elevator door to meet code compliance, replacing the aerial work platform to meet OSHA compliance, installing a new audio-visual monitor system, and upgrading the in-house audio system.

The city's Smart City Initiative, Irving Connects, uses data and technology to improve government efficiency, bolster economic development, and enhance overall quality of life. For FY 2020, accomplishments include:

The city joined the North Texas Innovation Alliance (NTXIA) by becoming a founding member to help advance the Irving Connects Initiative. NTXIA allows the city to work with other regional governments, nonprofits, universities, and private sector entities to establish region-wide standards and policies around smart city deployments and technology. The organization will help the region address procurement challenges and attract federal funders and private capital to develop and deploy large-scale regional smart city projects.

The city participated in the 2020 Urban Leap Cohort to identify innovative approaches using technology to strengthen its response to COVID-19. This resulted in the implementation of a pilot program that enabled the municipal court to queue its customers virtually to enhance safety for visitors.

The Innovation and Performance Office launched the Optimizing Resource Allocation Study with the Parks and Recreation Department to better understand how resources are used and to identify ways to optimize efficiency. The department has seen an increase over the years in the amount of park acreage and miles of the trail it maintains. The department would like to better understand how this increase in park acreage and miles of trail has affected its operations. Parks and Recreation collected data around mowing, maintenance, and inspection operations to help inform the study.
BY THE NUMBERS:

1,940
CONTACTS MADE THROUGH THE MENTAL HEALTH RESPONSE TEAM

$528.3 MILLION
VALUE OF PROPERTY SAVED FROM FIRE LOSS

8,000
STUFFED BACKPACKS THROUGH SUPPLIES FOR SUCCESS

$235,000
ASSISTANCE FOR SOCIAL SERVICE PROGRAMS
GOAL 5 - INCLUSIVE AND COLLABORATIVE GOVERNANCE

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

HIGHLIGHTS

The city launched Irving 360 2.0, a program to engage civic academy graduates to use data to solve a pressing community issue. The inaugural cohort was challenged to identify ways in which the city can engage residents who have not historically been engaged in local government. Their proposal for a community ambassador program will be evaluated and potentially implemented in FY 2021.

The city participated in the New Directions for Public Safety and Positive Community Change Task Force assembled by Judge Jenkins. The task force included community and faith-based leaders as well as various city managers and police chiefs throughout the Metroplex following the murder of George Floyd. The group met weekly over the course of several months to discuss solutions to social injustice and how to improve interactions between the police and communities of color. Subsequently, the city proposed adding one clinician to the mental health response team, one social worker to the domestic violence crisis response team, and earmarking dollars to address homelessness in Irving to the FY 2021 budget.

The biennial resident survey was conducted to provide residents with an opportunity to rate the quality of life in Irving and the quality of city services as well as communicate service priorities. The information collected is used to inform decisions related to service levels, budget allocation, and future planning.

The city promoted the 2020 Census through the Complete Count Committee and coordinated advance outreach with the Census Bureau and Dallas County Campaigns. The city continued to distribute social media messaging and other outreach through this committee after the Census Bureau suspended operations due to COVID-19.
The city developed a citywide Diversity and Inclusion Initiative to examine both internal and external approaches to develop inclusive and collaborative relationships with the community to support Irving’s diverse population.

**BY THE NUMBERS:**

1,371
COVID-19 POSTS WERE SHARED

1.1 MILLION
VISITORS TO THE CITY WEBSITE

1,946
OPEN RECORDS REQUESTS PROCESSED

468,105
ACTIVE LIBRARY USERS

4,190
OPEN DATA USERS
GOAL 6 - TALENTED AND ENGERRIZED 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 implemented NEOGOV, an online application portal that automatically post positions on external job boards and is more accessible for applicants to navigate.

The city updated the background check provider which provides the capability to perform a more thorough background check on candidates.

The city rolled out a large content package for employees through a new online learning platform called Irving University. The training offers a range of classes to improve communication and customer service skills as well as using software packages including Microsoft Office.

BY THE NUMBERS:

30%
EMPLOYEES FILLED BY PROMOTION

7%
TURNOVER RATE
ENGAGING RESIDENTS THROUGH COVID-19

Many efforts were made to ensure the public was aware of COVID-19 updates, available resources, and ways to stay engaged with the city.

HIGHLIGHTS

The city built numerous COVID-19 specific webpages that included resource information for housing, businesses, childcare assistance, and confirmed cases as well as around the clock notices. Website activity increased 30% from the prior year when the pandemic initially impacted Dallas County in March as well as social media engagement with a 55% increase on Facebook and 75% increase on Twitter.

ICVB hosted StaffMeal for several weeks to feed furloughed/unemployed hospitably industry workers and their families, created a Dine-Around Bingo to support Irving’s local restaurants, and hosted a webinar to show clients how to shift to digital and hybrid events.

The city enhanced digital services and expanded convenience by adding the Overdrive app that allows residents to download e-books and audiobooks, Creative Bug, an app that offers thousands of award-winning classes, and Brainfuse, an online on-demand tutoring service for K-12 students and adult learners as well as access to job coaches, career assessments, a resume writing lab, and live interview coaching.

The city introduced new ways for residents to stay connected through Pop-up events around the city and a variety of new programs and classes that were developed and made available for free using Zoom and Facebook.
Irving Arts and Culture provided continuity of programming by re-organizing online exhibitions, virtual summer camp classes, and other outreach programming such as JumpstART, Family Fundays, and Homeschooler Happenings. The department also launched Iaconlineart.com, a microsite designed to house online exhibitions, including the 20th Annual Art Connection Members Show, a series of Smithsonian digital educational and interactive exhibitions, and virtual tours in the Arts Center's physical gallery space.

The city produced virtual and socially distant community engagement events including the Virtual Fourth of July program that received over 10,000 views and Chalk the Block, which provided over 35,000 pieces of chalk for community members to decorate their sidewalks and driveways.

The city expanded free meal service offered at the Heritage Senior Center as a result of COVID-19 to include weekend meals, as well as some home-delivery for those unable to arrange daily pickup. Supplemented with food donations from Crisis Ministries, West Fork Retirement and Avante, an additional 10,000 meals were served between March and September, for an annual total of 22,984.