IRVING
TEXAS

2012 Malcolm Baldrige
National Quality Award Application

City of Irving | 825 W. Irving Blvd. | Irving, TX 75060

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GLOSSARY OF TERMS & ABBREVIATIONS

A

AAA
See Bond Rating

ADA
Americans with Disabilities Act

Ad Valorem Tax
A tax computed from the assessed valuation against real (land and buildings) and personal (equipment and furniture) property.

AOS
Available on site

ASTD
American Society for Training and Development

B

BI
Business Intelligence

BANNER
The city's Financial Data and Process Management System.

AAA Bond Rating
The City of Irving uses two of the Nation's primary bond rating services—Standard and Poor's, and Moody's Investors Service. These rating services perform credit analyses to determine the probability of defaulting partially or fully on debt. The City recently received AAA and Aaa bond ratings from these services, respectively. This means that the City of Irving General Obligation bonds are of high quality because of the city's very strong capacity to pay principal and interest.

Bonded Debt
That portion of indebtedness represented by outstanding bonds.

C

CC
Core Competency

CCC
City Council Cycle

CEO
Chief Executive Officer

CIP
Capital Improvement Program

CJC
Criminal Justice Center

COC
Chamber of Commerce

COI
City of Irving

CMO
City Manager's Office

COOP
Continuity of Operations Plan

CPM
Center for Performance Measurement

CPO
Chief Performance Officer

CRM
Customer Relations Management

City Spectrum
Resident Newsletter (78,000 circulation).

D

DART
Dallas Area Rapid Transit A mass transit authority serving the Dallas Metroplex.

DFW
Dallas-Fort Worth

DMAIC
Define, Measure, Analyze, Improve, Control

DR
Direct Reports

Debt Service Fund
A fund used to account for the monies set aside for the payment of interest and principal to holders of the City's General Obligation and Revenue bonds, the sale of which finances long-term capital improvements, such as facilities, streets and drainage, parks and water/wastewater systems.

E

EAP
Employee Assistance Program

EMS
Emergency Medical Service

EMT
Emergency Medical Technician

EOC
Emergency Operations Center

EOP
Emergency Operations Plan

ET
Executive Team

ETHM
Employee Town Hall Meeting

F

FTE
Full-Time Equivalent Position

FY
Fiscal Year

G

GASB
Government Accounting Standards Board

GED
General Education Diploma

GFOA
Government Finance Officers Association

GIS
Geographical Information System

Goal Team Reports
The documentation of outcomes reported on a regular basis at Strategic Briefing Review meetings.

GFOA
Government Finance Officers Association

H

HIPAA
Health Insurance Portability and Accountability Act

HR
Human Resources

HUD
Housing and Urban Development

HVAC
Heating, Ventilating and Air Conditioning

I

ICMA
International City/County Management Association

ICTN
Irving Community Television Network

ICVB
Irving Convention and Visitors Bureau

IDP
Individual Development Plan

IISD
Irving Independent School District

IM4R
I measure for Results

IMAP
Web tool to access the city GIS via intranet

Inet
Employee intranet

IT
Information Technology

ITIL
Information Technology Infrastructure Library

IU
Irving University

J

JAQ
Job Analysis Questionnaire

JPFA
Job Point Factor Analysis

K

KPI
Key Performance Indicator

L

LEED
Leadership in Energy and Environmental Design

LM
Leadership Model

LSS
Lean Six Sigma

M

M/WBE
Minority/Woman-owned Business Enterprise

MVV
Mission, Vision, Values

N

NEO
New Employee Orientation

NFIRS
National Fire Incident Reporting System

NIMS
National Incident Management Systems

NOV
Notice of Violation

O

OTS
On-the-Spot

P

PERI
Public Entity Risk Institute

PMF
Performance Management Framework

POS
Point of Service Surveys

PMBOK
Project Management Book of Knowledge

PRIMA
Public Risk and Insurance Management Association

Part I Crimes
Part I crimes are the more serious crimes such as homicide, rape, armed robbery, motor vehicle theft, etc.

Part II Crimes
Part II crimes are less serious crimes such as fraud, embezzlement, vandalism, drug charges, etc

Q

QTF Quality Texas Foundation

R

RBV
Residents, Businesses, Visitors

RFP
Request for Proposal

RFQ
Request for Quote

RMIS
Risk Management Information System

S

SARA
Scanning. Analysis, Response, Assessment

SBR
Strategic Briefing Review

SA
Strategic Advantage

SC
Strategic Challenge

SCADA
Supervisory Control and Data Acquisition

SHRM
Society of Human Resource Managers

SL
Senior Leaders-The City Manager and 23 directors

SLA
Service Level Agreements

SME
Subject Matter Expert

S&P
Standard and Poor's

SP
Strategic Plan

SPP
Strategic Planning Process

SRO
School Resource Officer

SWOT
Strengths-Weaknesses-Opportunities-Threats

T

TAPE
Texas Award for Performance Excellence

TCEQ
Texas Commission on Environmental Quality

TXDOT
Texas Department of Transportation

U

UPS
Uninterrupted Power Supply

V

VOC
Voice of Customer

ORGANIZATIONAL PROFILE

P.1 Organizational Description

The City of Irving is a vibrant, forward-focused and agile municipal organization located between Dallas and Fort Worth. Incorporated in 1914, approximately 217,762 residents make Irving their home. Irving is the 13th most populous city in Texas and 94th in the U.S. The median age of residents is 31 years, median income is $46,354 and 57% have some college or higher educational level. According to the recent census, the city's ethnic composition is 31% White, 12% Black, 14% Asian, 2% Other and 41% Hispanic of any race. The city's land area is 67.9 square miles, of which 14% is occupied by the 4th busiest airport in the U.S., DFW International Airport.

A new business model was put into place in 2006 and staff began to function in a non-traditional government way. In 2011, the City of Irving became the first city in the State of Texas to receive the Texas Award for Performance Excellence.

P.1.a(1) Product/Service Offerings: The city delivers a broad spectrum of services and infrastructure to support both residents and businesses. **Core services** include law enforcement and compliance, fire protection and emergency medical services, water and sewer services, refuse collection, street maintenance and traffic management, parks, library, recreational and cultural programming and capital improvements. City services are delivered directly and indirectly through employees who work in 13 operating and 10 support departments. Customers also visit city facilities to receive services or conduct business transactions. A variety of business activities are available for customers through the website, eliminating trips to City Hall.

Figure P.1-1 Mission, Vision, Values

Mission
Deliver exceptional services and promote a high quality of life for residents, visitors and businesses.
Vision
Irving will be the model for safe and beautiful neighborhoods, a vibrant economy, and exceptional, recreational, cultural and educational opportunities.
Values
• 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 coworker 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.

P.1.a(2) Vision and Mission: We have a customer-focused, team-building culture that is aligned with our strategic plan. Over the past five years, the culture has been strengthened by senior leaders (SL) through strong consistent communication about our Mission, Vision and Values (Figure P.1-1), strategic plan and the leadership role of employees at all organizational levels. **Distinctive characteristics** of our culture are:

- Employees' daily practice of the Leadership Model (LM). (Figure 1.1-1).
- Employees' focus on the customer and their desire to serve customers.
- Employees' focus on the strategic plan, mission and results.
- Employees' focus on creating value and improving work processes.

Our **purpose** is to ensure the delivery of services of public importance within Irving's defined geographical limits. The following **core competencies** support the city's mission of providing exceptional customer service:

1. Fiscal management
2. Strategic focus/alignment
3. Process improvement
4. Communication
5. Customer focus

Figure P.1-2 Workforce Profile

Workforce Profile	
Gender	26% Female; average age 45 74% Male; average age 44
Tenure	0-5 years 23%; 5-10 years 20%; 10-15 years 20%; 15-20 years 12%; 20-25 years 12%; 25+ years 14%
Employment Status	13% exempt; 87% non-exempt 34% civil service; 66% general govt.
Ethnicity	70% white; 19% Hispanic; 8% black; 3% other

P.1.a(3) Workforce Profile: Irving's workforce includes just fewer than 1,700 full-time city employees, and expands to more than 2,000 when part-time and summer seasonal staff are included. The employee workforce profile is represented in Figure P.1-2 and can be further segmented by department and job classification. **Education levels** and minimum required competencies are detailed in employee job descriptions. A tuition reimbursement program is available for employees pursuing a two-year, four-year or master's level degree [5.2.c(1)] and Figure 7.3-30. There are **no organized bargaining** units for city employees. The Police and Fire Departments, which are civil service, have associations for the purpose of representation on issues. **Key factors that engage the workforce** and motivate them to accomplish the mission are listed in Figure P.1-3.

Irving offers competitive benefits. **Key benefits** include retirement fund options, medical, dental and vision insurance, as well as paid time off in the form of sick time, vacation, personal leave and holidays. The city also offers a comprehensive wellness program that includes monthly financial rewards to employees for successfully attaining certain health-related goals. Other benefits include life insurance, group legal plans, an employee assistance program and elective supplemental insurance packages and long-term care insurance. Additional retirement savings and planning opportunities are available through the 457 deferred compensation plan. Workforce health and safety requirements are a safe work environment, protection from injury, and support for a healthy lifestyle. Employees are provided with basic personal protective equipment and safety training.

Figure P.1-3 Workforce Engagement and Satisfaction	
Key Element of Engagement to Accomplish Mission/Vision	
Know what is expected	7.3-24g
Know how job contributes	7.3-24e;-f
Able to make changes to improve	7.3-24b;-c
Opportunities for growth and development	7.3-24i;-j;-l
Effective communication	7.4-1b;-c;-d 7.3-24d
Recognition and feedback	7.3-24a
Teamwork	7.3-24h
Key Elements of Satisfaction	
Competitive compensation & benefits	7.3-25
Safe work environment	7.3-25
Good place to work	7.3-25

P.1.a(4) Assets: Technology, facilities and equipment are essential to the day-to-day operations of the city. Major facilities include City Hall, Criminal Justice Center, Central Library, North Police Station, Briery Road Service Center and Valley View Municipal Complex. Additional facilities are listed on the eligibility certification.

Irving has been nationally recognized as a Top 10 Digital City in nine of the past ten years and ranked 4th in 2011. The award recognizes municipalities that successfully incorporate technology into operations to better serve constituents and businesses. Irving's Information Technology (IT) strategy deploys common system-wide platforms for financial and administrative excellence. This integrated infrastructure is aligned to support data collection and decision making across department lines. There are 40 remotely networked city facilities. Wireless access points have been implemented at all major facilities. Secured network access is used by mobile staff to connect to key applications while in the field.

There are more than 1,800 desktops and laptops in use in the office and field. The network operations centers, connected by high-speed fiber, allow IT to provide high availability and/or business continuity during a disaster ([4.2.b(2)]). The communications division supports five sites, two dispatch centers and a training academy. There are approximately 1,850 radios deployed in the field. In addition to technology resources, the city relies heavily on its fleet of vehicles, equipment and machinery. The fleet includes 544 light vehicles, 149 trailers, 176 heavy duty trucks, 36 ambulances and fire trucks, two television production trucks, one mobile command vehicle and over 200 pieces of large equipment consisting of tractors, backhoes, generators, landfill equipment, compressors, boats, pumps, forklifts, mowers, sweepers, gradalls and trackhoes.

The Equipment Replacement Fund and the Computer Replacement Fund provide for the ongoing replacement of the city's fleet, equipment and personal computers, network, citywide software applications and telephone systems. These financial mechanisms ensure regular, ongoing replacement of vital job tools.

P.1.a(5) Regulatory Requirements: There are regulations that apply to city business as stipulated by both state and federal agencies. Processes are in place to keep current with, comply with and exceed the required laws, regulations and standards established by key regulatory organizations. While Texas municipalities are not required to adhere to OSHA workplace safety regulations, the city chooses to use them as best practices. Relevant industry regulatory agencies are listed in Figure P.1-4. (Figure 7.4-9).

Figure P.1-4 Regulatory Oversight by Function	
Function	Regulation
Financial	Government Accounting Standards Board, State Comptroller of Public Accounts, Municipal Securities Rule-making Board, Federal Audit Clearinghouse, Internal Revenue Service
Risk Mgmt. and Safety	TX Dept. of Insurance, TX Dept. of State Health Services, TX Dept. of Transportation, TX Dept. of Public Safety
Environmental-Public Works	National Transportation Safety Board, Environmental Protection Agency, TX Commission on Environmental Quality, Trinity River Authority, TX Water Development Board, Primary Drinking Water Standard
Employment	Department of Labor (FLSA, FML, ADA, HIPAA, EEO)
Communica-tions	Federal Communications Commission, Institute of Electrical & Electronics Engineers
Development and Facility Operations	International Building Code, TX Historical Commission, Code of Federal Regulation, Housing & Urban Development, TX Department of Licensing & Regulation
Police	TX Commission on Law Enforcement Standards & Education, TX Crime Information Center, National Crime Information Center
Public Records	Records Retention and Public Records Access
Emergency Mgmt.	Federal Emergency Management Agency

P.1.b(1) Organizational Structure: The City of Irving operates under a Council/Manager form of government. Irving residents elect a City Council, which serves as the governing body and determines the policy direction of the city. The City Council consists of a mayor and eight council members, two are elected at large and six represent single-member districts. The mayor and council serve staggered three-year terms. This group meets twice a month, on average, to vote on policies and make decisions. However, they are not involved in day-to-day city operations. The City Council hires a city manager (CEO) to implement the policy direction of the council and oversee the day-to-day operations of the city. This position is accountable directly to the elected officials. The council appoints the city secretary, city attorney and judge. The city manager hires all other directors with the exception of two board-directed positions. The city manager and the 6 directors who directly report (DR) to him form the executive team (ET). The city manager and all 24 department directors form the senior leadership (SL) team and guide day-to-day operations toward deploying the city's strategic plan.

P.1.b(2) Customers & Stakeholders: The city's primary customer group is the residents of Irving since they receive a majority of the services delivered with secondary customer groups being Irving businesses and visitors since they receive fewer direct services. Segmentation for each group varies based on the data source and analysis being performed. Residential customers are most frequently segmented by neighborhood/geographical area/ZIP code. Drill down analysis may include age/gender characteristics, ethnicity or housing

type. Significant differences are most common when looking at ZIP code due to the age of the housing stock in the south half of Irving. Business customer segmentations include property value, number of employees, industry area, occupation, existing businesses and potential businesses. Segmentations are most frequently used with the recruitment and retention effort. Visitors are defined as those customers receiving services from the Irving Convention and Visitors Bureau (ICVB). Visitor customer groups are segmented by meeting planners, travel managers and convention organizers. Customer requirements for services are identified in Figure P.1-5.

Figure P.1-5 Customer Requirements

Customer	Requirement
Residents	1. Safe/crime free community (7.1-1;-2; 7.2-4) 2. Timely fire/response (7.1-5;-7) 3. Aesthetically pleasing neighborhoods & corridors (7.1-12) (7.2-5;-8) 4. Safe & reliable water supply (7.1-10;-11) 5. Quality service/timely response/friendly staff/convenience and low cost (7.1 various) 6. Low taxes (7.5-1;-2) 7. Innovative recreational, educational & cultural opportunities (7.2-4;-18)
Businesses	1. Healthy economic environment (7.1-15;-16; 7.5-5;-6;-13;-14) 2. Low taxes (7.5-1;-2) 3. Safe/crime free community (7.1-1;-2) 4. Speedy response time to permitting and reviews (7.1-18;-19)
Visitors	1. Access to restaurants, convention center, entertainment (Figures 7.2-15)

Key stakeholders are employees, residents and businesses located in Irving. There are numerous stakeholder subgroups (i.e. neighborhoods, specific business types, environmental groups) with **differing priorities**. Through outreach (Figure 3.1-1), the city engages these subgroups to strengthen relationships and obtain input on projects, ordinances and policies that may affect or be of interest or concern to them.

P.1.b(3) Suppliers and Partners: Key **suppliers** of annual contracts deliver the following supplies or services: sewer/water treatment, street milling and overlay, light and power, fuel, vehicle and equipment parts, communications, medical and dental insurance benefits. The city has over 250 annual contracts to ensure the delivery of supplies city operations require to deliver services.

Irving's most important **requirements for suppliers** include reliable and timely delivery of orders and services as well as competitive pricing and high-quality products and services. These expectations are established through service level standards in each negotiated contract. Annual contract reviews provide an opportunity to communicate with suppliers on these requirements and other issues. Many suppliers' contracts have been renegotiated in order to increase efficiency and reduce cost. **Communication mechanisms** include the use of telephone, email, face-to-face meetings, negotiation sessions, purchasing website, minority- and women-owned business enterprise (M/WBE) vendor open houses and periodic reports and meetings to review compliance with service standards. To **promote innovation**, Irving solicits vendor input to identify leading-edge, evidence-based processes, technology, equipment and designs.

Key partners include the Greater Irving/Las Colinas Chamber of Commerce (COC), Texas Department of Transportation (TxDOT) and Dallas Area Rapid Transit (DART). The city **collaborates** with neighboring cities and the three independent school districts in Irving. Services provided through these relationships include economic development and business retention, transportation and youth programs.

The city contracts with the COC to promote economic development and business growth through strategies and programs designed to increase the tax base, encourage high quality growth, recruit, retain and develop businesses, including small businesses and minority- and women-owned businesses. Results are captured through a series of contract measures (Figures 7.1-15;-16) and reported quarterly to ensure the city maximizes the value of the partnership. The COC formally presents its results quarterly to Senior Leaders (SL) and City Council and is involved in the city's annual Strategic Planning Process (SPP). Chamber representatives serve on the city's economic development Strategic Goal Team and various SP action teams. The executive director of the COC meets regularly with the city manager and city council and participates in various city leadership meetings.

The boundaries of three school districts lie within the city limits. City Council and representatives from the City Manager's Office regularly confer with these partners in order to identify mutually beneficial opportunities. The city has liaisons with TxDOT and DART and works closely with both agencies on current city transportation.

P.2 Organizational Situation

P.2.a(1) Competitive Position: Irving competes with other cities on several levels for its customers. Because people tend to choose a place of residence based on proximity to employment, people working in the DFW Metroplex will likely choose to reside in the region. So, **competition for residents** is predominantly with Dallas, Fort Worth and surrounding suburbs. **Competition for business convention visitors** is primarily at the regional and national levels. **Competition for business relocation/retention** is on a regional and national level. The city contracts with the COC to recruit, retain and develop businesses. The COC targets industries based on a study completed in 2009.

P.2.a(2) Competiveness Changes: The national recession had significant impact on municipal revenues over the past four years. This has resulted in a $10 million decrease in revenues for Irving over the past two years. During this economic time period when other cities are increasing taxes, cutting budgets, reducing services and laying off staff, Irving has improved customer and employee satisfaction ratings with a constant focus on implementing strategic initiatives. **Key changes that could affect Irving's competitive position** are further economic fluctuations and unfunded mandates (legislation), which may impact revenue and funding of

strategic initiatives. In a down economy there is also less economic development. These changes create opportunities for innovation as the city finds ways to reduce its budget with minimal impact on customer service and quality. **Opportunities for innovation and collaboration** are identified during the strategic planning process and through the use of Lean Six Sigma (LSS). Examples include: Collaboration with faith-based community organizations to fund programs that have experience decreased HUD funding, advancing legislative interest through partnerships and advancing key transportation initiatives that will spur economic development.

P.2.a(3) Comparative Data: Our main sources for comparative data are:

- Financial comparisons and services comparisons made against the largest cities in the DFW metroplex (our competitors).
- Best competitor: One city has been identified as our "best" local competitor based on similarity, their double AAA bond rating, and being a leader in city management. Several other DFW cities are considered "key" competitors.
- Baldrige comparison: One Baldrige recipient (Coral Springs) has been identified for comparative purposes. They are the only city (industry) Baldrige recipient. Coral Springs is not a comparable city in all service areas. Irving's population and area is double the size. Irving is an older city with a much older housing stock and has a substantially lower median income.
- Industry/association standards are used if comparative data is not available at the local or Baldrige level.
- Comparative data from ICMA/CPM is used if best local/state and national are not available. There is a limitation with the ICMA data. Few cities Irving's size participate, limited data is collected, the data is mostly activity measures and the data is 18 months old.
- If external comparative data is not available, Irving uses internal historical data to set stretch goals that will drive performance improvement and innovation.
- Benchmark data from a national survey database administered by ETC Institute (AOS) is used for comparable residential survey data along with "best" competitor and Baldrige. Employee engagement data is compared to the highest rated agency on the Federal View Point Survey, "best" competitor and Baldrige. Additionally, Irving participates in a regional Best Places to Work survey 3 years.
- Comparisons outside the industry include ASTD, SHRM, and Cigna/Kaiser.

Our primary challenge in obtaining comparative industry data is the majority of measures collected by municipalities merely reflect workload. Only a small number of local governments systematically assess performance quality and efficiency.

P.2.b Strategic Context: With limited financial resources, organizational sustainability for public employers is always a concern, and each year's budget and associated financial decisions must be made with full consideration of the current and anticipated economic forecast. Figure P.2-1 presents Irving's **key strategic advantages and challenges** associated with organizational sustainability.

Figure P.2-1 Strategic Advantages and Challenges

Advantages	
1.	*Sound fiscal management/low taxes and water/sewer rates*
2.	*Strategic focus/alignment*
3.	*Communication*
4.	*Process improvement*
5.	*Engaged workforce*
6.	*Speed-to-market (expedited permit and plan review)*
7.	*Location*
Challenges	
1.	Declining revenue
2.	Revitalization and redevelopment in targeted areas/new business-commercial development
3.	Improving the visual impression of the city
4.	Increasing cost of employee health care
5.	Aging workforce (28% are retirement eligible)

P.2.c Performance Improvement System: Irving's performance improvement system includes LSS, measure scorecards, benchmarking and using the National Baldrige Quality Program as a framework. The performance improvement process is shown in Figure P.2-3. LSS is deployed throughout the organization with related training and is used to systematically evaluate and analyze process capability and reduce variation and waste. Introduction to LSS is required training for all employees. Employees use the LSS DMAIC process or Lean tools to make improvements. Since 2007, Irving has realized $38 million in cost savings and avoidance and has gained over 48,000 hours in productivity through the elimination of redundant work and the implementation of streamlined business practices through continuous improvement, innovation and benchmarking. Departments and employees are linked to citywide strategic plan goals, strategies, actions and key performance indicators. Employees continually review customer input, work processes and measure scorecards to identify opportunities for organizational improvements.

Irving regularly seeks out opportunities to benchmark and learn from other high-performing organizations by participating in the Quality Texas Quest for Excellence Conference, using the MBNQA Quest for Excellence Conference DVD as a learning tool, participating in conferences through professional associations and visiting with the Fortune 500 companies located in Irving.

The Baldrige Criteria is used as its framework for organizational review and as an annual assessment tool. Applications have been submitted and feedback has been received at the state level in 2009 and 2011 and at the national level in 2011. In 2011, Irving was a recipient of the Texas Award for Performance Excellence (TAPE). We continually learn from these assessments and implement improvements. Figure P.2-2 demonstrates key initiatives implemented since 2006 to improve operations. Several of the improvements address opportunities mentioned in the 2009 and 2011 feedback reports.

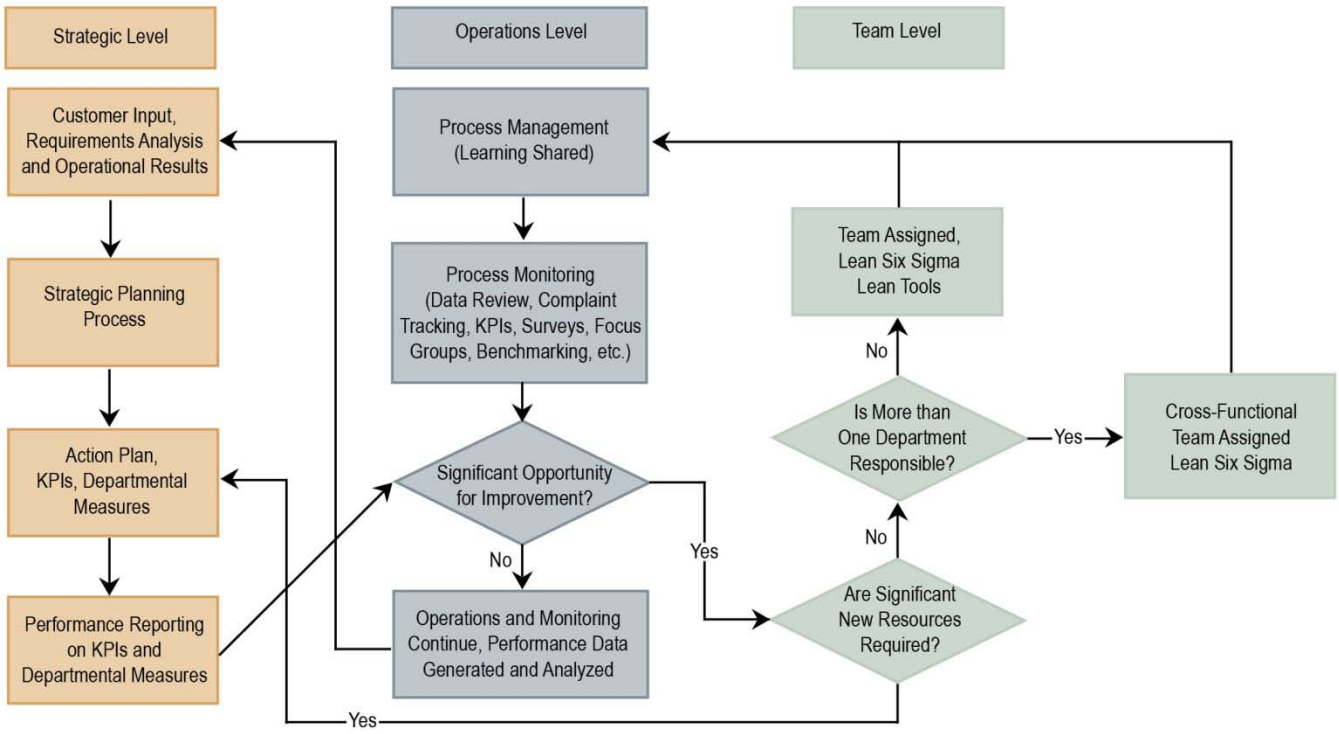
Figure P.2-2 Key Initiatives Implemented

Yr	Key Initiative	Related Category
2006	Clean Fleet Ozone Practices	1
2006	Strategic Plan Developed	1,2
2006	Resident Town Hall Meetings	1,2,3
2006	Strategic Briefing Review Meetings	1,2
2007	Employee Communications Survey	3,5
2007	Communications Plan	1,2,3,4,5,6
2007	Enhanced M/WBE Program	1,6
2007	Technology Plan	1,4,6
2007	Centralized System for Measures/KPIs	2,4
2007	Senior Leadership Training Forums	1,5
2007	Integrated Budget & Strategic Plan	2
2007	Launched Lean Six Sigma	1,6
2007	Eyes on Irving	3
2007	On-the-Spot Recognition Program	1,5
2007	Contract Management System	1,6
2008	Baldrige Criteria	All
2008	Irving Green Committee	1
2008	LEED Executive Order for Buildings	1
2008	Irving Environmental Policy	1
2008	Water Development & Acquisition Partnerships	1
2008	Disaster Recovery Table Top Drills	6
2008	New Mission, Vision, Value Statements	1,2,5
2008	Safety Review Committee	4,5
2008	Internal Customer Service Survey	3
2008	Revised Performance Measures/KPIs	4

Figure P.2-2 Key Initiatives Implemented cont..

Yr	Key Initiative	Related Category
2008	Employee Town Hall Meetings	1,5
2008	Aligned Training Program/Irving University	5
2008	Pay for Performance for SLs	1,5
2009	I Win Wellness Program	5
2009	Revised Employee Performance Evaluations	1,5
2009	Leadership Model	1,5
2009	Employee Communications Committee	3,5
2009	Centralized Complaint/Inquiry System*	4
2010	KPI Alignment*	4
2010	Personnel Policies Rewrite	1,5
2010	Enhanced Recognition & Rewards Program	1,5
2010	COOP Plan Created*	4,6
2010	Learning Management System*	5
2010	Business Intelligence System*	4
2010	Social Media	3
2010	Point-of-Service Surveys	3
2011	Succession Program Formalized**	1,5
2011	Mentoring Program Formalized	1,5
2011	Revised Volunteer Recruitment**	3,5
2011	Performance Scorecards**	4
2011	Enhanced LSS Program using Kaizens	6
2012	Enhance Comparative Data Use and Selection**	4
2012	Customer Service Standards	3

Figure P.2-3 Performance Improvement Process



1. LEADERSHIP

1.1 Senior Leadership

1.1.a(1) Vision and Value: Through the SPP and communication, SL have clearly defined the mission, vision, values (MVV) (Figure P.1-1) and strategic priorities to the workforce, customers, partners, stakeholders and key suppliers as part of our culture. The MVV statements are reviewed as part of the annual SP process to ensure alignment with our purpose and the strategic plan (SP). During the 2008 SP review cycle the MVV statements were revised to ensure alignment with the SP and the city's overall direction. Prior to this, SL and employees had expressed a disconnect with the MVV. The new statements were developed based on input from City Council, SL and employees.

The city manager communicates the City Council's vision and direction to SL, who then execute the annual SP. SL deploy the MVVs to all employees, customers, suppliers and partners using multiple communication channels as shown in Figure 1.1-2. The MVVs are reinforced in every training class and throughout any decision-making process. To improve awareness and understanding of the MVVs, a training video was created in 2008 featuring SL and employees. To facilitate consistency in messaging to volunteers, training was created when the revised citywide volunteer recruiting program [(5.1a(2)] was rolled out in 2012.

For reinforcement, MVVs are posted in department work areas and common areas visible to the workforce, customers, suppliers and partners. SL continuously link the MVV and the LM to strategic objectives, presentation topics and meeting agenda items to keep employees focused and aligned. SL use the values as a foundation for hiring employees and continue to evaluate employees on their practice of the values during performance evaluation reviews [5.2.a(3)]. They recognize individuals and teams based on values-based behavior and communicate the MVV to key customers, suppliers and partners through the website, business cards, publications, brochures, newsletters, emails, social media, signage, purchase orders, contracts and in meetings.

The daily personal actions of SL reflect their commitment to Irving's values and the LM (Figure 1.1-1).

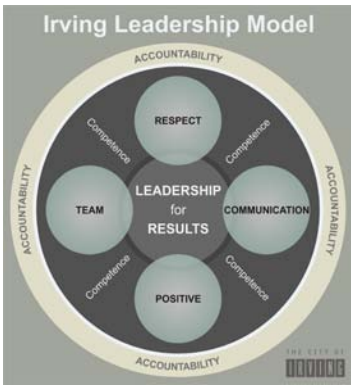


Figure 1.1-1

In our culture all employees are encouraged to be leaders and the LM is exhibited, discussed and incorporated by SL in meetings, presentations and daily activities. Their commitment to demonstrating these values is evaluated annually on the employee survey (Figure 7.4-1e) and their performance evaluations. The deployment of the MVV and LM is evaluated annually and improvements are made. In response to the 2009 employee survey, a training video was created featuring SL and employees explaining the components of the LM and how to apply them. Viewing the MVV and LM videos is required training of all employees. 89% of all employees feel the SL clearly communicate strategic direction, vision and values (Figure 7.4.-1a).

Figure 1.1-2 Deploying Mission, Vision and Values

	E	V	C	P/C	S
Orientation	X	X			
M/V/V for ID Badge	X				
Performance Evaluation	X				
Reward & Recognition	X	X			
Employee Training	X	X			
Staff Meetings	X				
Employee News Email	X				
Strategic Briefings	X			X	X
Facility Postings	X	X	X	X	X
Brochures	X	X	X	X	X
City Operations Update	X	X	X	X	X
Town Hall Meetings	X	X	X	X	
Website	X	X	X	X	X
Cable Programming	X	X	X		
City Spectrum		X	X	X	
Neighborhood Roundtables		X	X		
State of the City		X	X	X	X
Speaker's Bureau		X	X		
Formal Contracts				X	X
Business Meetings			X	X	X

KEY: E=Employees; V=Volunteers; C=Customers; P/C=Partners/Collaborators; S=Suppliers

1.1.a(2) Promoting Legal and Ethical Behavior: SL demonstrate their commitment to legal and ethical behavior through training, compliance with existing policies and their daily actions which include application of the values and LM. They review, modify and enforce policies and procedures. During a 2010 policy review, SL created the Ethics Policy which identifies 17 ethical standards. Behavior expectations outlined in the Personnel Policies are reinforced by SL through new employee orientation, training classes on ethics and employment laws, contract management and their daily interactions. SL coach employees about ethical issues and promote an environment where employees can report issues to their direct supervisor, a SL, employee relations or the anonymous hotline [(1.2b(2)]. SL monitor compliance through internal and external audits, expense reports, purchasing cards, contracts and other areas of risk to ensure compliance. SL reinforce a legal and ethical environment by having a no-tolerance approach to violations and conducting employee surveys to determine employee perception of ethical behavior and their opinion regarding the ethical conduct of SL (Figure 7.4-2).

1.1.a(3) Creating a Sustainable Organization: SL create a **sustainable organization** through establishing a work environment that drives performance improvement. SL use and deploy various methods to create this environment such as aligning the workforce with the SP, using cross-functional teams, communicating SP and KPI results in meetings (Figure 4.1-1), developing the workforce (Figure 5.1-3), and using process improvement (Figure P.2-3) to continuously identify opportunities for improvement.

SL create an environment for **accomplishing the mission and strategic objectives** by serving as champions for each strategic goal and strategy. The 10 strategic goals and 65 strategies in the SP are assigned to department directors to champion. Each director in turn puts together a team and develops action plans and tasks to implement each strategy. Department directors assign personnel to lead action items or serve on one of the 50 cross-functional teams; this fosters employee development and organizational sustainability.

The city values creativity and **innovation,** and uses various methods to identify innovative ideas including benchmarking and visiting with our suppliers and vendors to review innovative programs and adapt them to our work environment. After visiting with a local Baldrige recipient we incorporated new practices into our succession program.

To improve effectiveness and **performance**, a process improvement program using LSS was deployed citywide in 2007. SL serve as LSS team sponsors and participate on LSS teams with team members who have been empowered to improve processes related to their jobs. SL identify employees to participate on teams and encourage them to look for ways to improve work processes every day. SL are trained in LSS to support and provide leadership to the workforce. They participated in a three-day LSS leadership training workshop. Fifteen SL are green belts and five SL, including the city manager, are LSS black belts.

The SP guides the city's current and future direction and improves organizational **agility** through the use of teams, and realignment has enabled Irving to make great progress on SC. The city realigns resources and departments as needed during the year to provide strategic focus on key challenges. For example, Code Enforcement was realigned under the Police in 2007 to address aesthetics, crime, code violations and substandard housing in targeted areas. A holistic approach was taken and this structure led to quicker decisions and results through information sharing, transfer of knowledge and cross-functional teams.

SL **create and promote a culture that delivers a positive customer experience** through a number of fully deployed processes which focus on our mission of delivering exceptional service. These include the complaint management system (Figure 3.2-2), VOC, POS surveys, performance evaluations, recognition programs and training. Our customer service training focus includes NEO, customer service training, customer service standards, a customer service pledge and telephone customer service training. Additionally, through process improvement (Figure P.2-3) we improve service to better meet our customers' needs.

SL foster an environment for **organizational learning** by teaching classes in the Irving University curriculum, serving on and sponsoring process improvement teams, and identifying employee development opportunities. Based on feedback from SL and employees, the city's training program was revamped and launched in Fall 2008 as Irving University. The training program [5.2.c(1)] now aligns with the SP and focuses on values, productivity, leadership, communication, safety, succession and core competencies. A team of SL evaluates the Irving University training program on a quarterly basis to ensure alignment with strategic direction, discuss competency gaps and identify new training needs. SL promote staff development and identify targeted assignments to broaden staff skills, including team participation and assignment to SP actions.

SL develop and **enhance their personal leadership skills** through individual and group learning. Quarterly Leadership Forums are used to equip the leadership team to reach the mastery level of personal leadership. Topics have included departmental and individual SWOTs, Baldrige criteria, leadership book reviews, presentation skills and targeted management topics. Individual growth and development plans are created by SL in their performance evaluations. Examples include professional organization participation, special certifications, continuing education, and increased leadership roles in associations and the community. SL participate in executive coaching in focused areas of development.

SL identify future leaders and participate in **succession planning** and the development of future leaders through providing development opportunities, training and coaching or mentoring. In 2009, the first phase of a succession plan was defined and implemented to address the aging workforce and to develop future leaders. Feedback from the 2010 employee survey identified a need for coaching and mentoring. In 2011, the succession program was formalized and updated to include a IDP and coaching/mentoring program called Leaders and Learners [5.2c(3)].

1.1.b(1) Communication: The city's communication plan identifies both internal and external communication objectives and audiences. SL **communicate with and engage the workforce** using a variety of methods (Figure 3.1-1). Communication is conducted on a regular basis through various meetings, emails, memos, *Inside Irving*, and the employee Inet. Through technology SL are able to ensure their availability to the workforce. All SL carry BlackBerries and have remote access to the Inet and email.

An employee survey conducted in 2007 asked several questions about communication. The result indicated that some employees did not feel "tuned in" to what was going on in the city. In response to the survey results, the city created a more strategic focus on internal communication efforts at all levels in order to improve the flow of information to and through departments.

Communication improvements are made annually based on the employee survey results. Enhancements implemented by SL since 2008 include: ETHM, weekly news email messages to employees, video messaging, the creation of an email distribution list targeting managers and supervisors, a digital Toolkit, and quarterly meetings conducted by the city manager with middle managers and supervisors to allow for **frank two-way conversation**. ETHM are taped and available on the Inet for employees unable to attend. Video messages have included topics such as wellness, SP results, Lean Thinking, and the budget outlook. In 2012, the city manager made rounds to department staff meetings to obtain two-way feedback in smaller informal settings. Additionally, he spends time during and after the work day to meet with employees, to address areas of concerns, present certificates of achievement, speak about the organization, or go on ride-alongs with field

employees. The employee survey shows continued improvement in communication from SL (Figure 7.4-1b-d).

Key decisions and information are deployed throughout the organization using a cascading approach. Information sharing typically begins at a management-level meeting and then continues to be communicated through the organization at sub-level department meetings. Key information is shared with directors at the weekly DR and SBR meetings. The information is then conveyed at department staff meetings and distributed via the weekly employee news email and *Inside Irving* newsletter. The weekly emails are posted on communication bulletin boards or verbally shared with field staff who do not have computer access. Computer kiosks have been placed in field offices to provide employees without computers access to the Inet.

Recognizing and rewarding employees for high performance and exceptional customer service is an affirmation of Irving's goals and values. The city manager makes employee recognition a high priority in the organization and personally presents each On-the-Spot award. SL recognize employees in their department for exceptional customer service when it occurs and present departmental awards for high performance and service. SL also participate in the Exceptional Employee of the Year Award which is given annually to eight individuals across six job categories. In 2010, an employee celebration day was created to honor employees and celebrate the past year's strategic results. SL serve a free lunch to the entire workforce. The city manager sends personal cards to employees to congratulate them on a job well done, to wish them happy birthday and to extend condolences and concern during tough personal times.

1.1.b(2) Focus on Action: SL create a focus on accomplishing strategic objectives through the deployment of the annual SP and actions. The action plans identify direction for the next year, and are deployed throughout the organization with a timeline and resources allocated to them. Each action is assigned a lead who is responsible for developing and executing the action plan. SL are responsible for supporting the action lead and ensuring that the action plan is completed successfully. The action plan status and KPIs for all 10 Strategic Goals are reviewed quarterly by the SL during a SBR meeting. Performance is reviewed by SL through the performance measurement system (Figure 4.1.1) and monthly department scorecards. Through these continuous reviews, SL will **identify if actions are needed** to meet timelines or improve performance.

The strategic planning process is designed to include a **focus on creating value for customers and stakeholders**. The process by which the annual plan is developed engages customers and stakeholders through the use of public input meetings, surveys, online input, and one-on-one meetings. These methods of input become part of the SPP and align business practices and KPI to customer requirements.

1.2 Governance & Social Responsibilities

1.2.a(1) Governance System: The City Council is held accountable by the residents and businesses for success of the 10 Strategic Goals. Through council oversight, review and feedback, the City Council holds the city manager accountable for fiscal and performance management. Measureable targets and annual action plans are incorporated into City Manager's and SL performance evaluations.

Fiscal accountability: Monthly financial reports and budget update reports are provided each month to City Council and SL. Internal financial controls are reviewed and enforced through the annual external audit conducted by an **Independent External** CPA firm. The external audit report is provided to City Council and discussed in a public work session. The city also conducts a wide variety of internal analyses using an **internal** auditor. The internal plan includes a variety of projects such as internal control checks, contract management, fixed assets, fraud and audit requests from management. The city has established and published fiscal policies to protect the city's long-term financial position and the interest of taxpayers and uses the Sarbanes-Oxley criteria to review and update financial policies/procedures as the best-practice measure. Further review of the city's financial status occurs during the annual bond ratings process and annual financial audit. The city's AAA credit rating from bond rating agencies – Moody's and Standard & Poor's – reflects a positive assessment of fiscal leadership and integrity of records and systems to **protect the interest** of stakeholders.

Transparency is ensured through state and federal laws that provide for public access to government records. Audit reports and the findings of the bond rating agencies are available to the public. Additionally, all City Council, board, commission and committee meetings are public, posted and published. Agenda packets and minutes can be accessed via the website. For the past three years, the city received the Gold Award for Financial Transparency from the Texas Comptroller Leadership Circle for displaying a high level of financial transparency online and in a user-friendly format.

The city manager is held accountable for the successful execution of the SP and is evaluated based on measurable results. The city manager evaluates the six DR who report directly to him. Each DR evaluates the directors who report directly to them with a second level review by the city manager. A key component in all SL evaluations is accomplishment of SP actions. SL are evaluated using a new performance evaluation form developed in August 2008, which is aligned with the focus of the organization. SL are rated on how they carry out the values and demonstrate their leadership along with key performance indicators (KPIs) and SP accomplishments. As part of the evaluation, leadership development opportunities are identified, focusing on improvement of specific skills or competencies to enhance leadership effectiveness. In 2011, the performance evaluation was enhanced to include an individual development plan (IDP), which includes short- and long-term objectives. The performance evaluation and strategic plan achievements are used to determine SL annual raises.

The City Council evaluates its performance as a governing board in terms of how well they meet the needs of the residents and stakeholders. KPIs measure the customer's perception of the city and the services provided. Additionally, the council receives public input during the SPP and open forums conducted at each City Council meeting. With this

information and feedback, the City Council ensures necessary adjustments are made or action is taken to further their efficiency and effectiveness. For example, improvements since 2008 have included online public access to agenda packets, a formal orientation for new City Council members and ethics training for all board and commission members. Input received in fall 2011 led City Council to review and revise the City Council Ethics Policy.

1.2.b(1) Legal and Regulatory Behavior: Through the Voice of the Customer (VOC) process and SPP, Irving anticipates public concerns by proactively engaging segments of the community in discussions involving current and future projects, developments and ordinance changes. They are educated about the impacts and provide feedback to staff for consideration in final project design or ordinance change. In some cases, City Council may appoint a task force or committee of stakeholders to develop recommendations. Staff participates in professional associations, regulatory workshops, industry advisory groups and webinars to keep current on changes in regulatory and legal matters that might impact operations or customers.

The city is proactive in addressing adverse impacts on the environment and has processes in place that exceed regulatory requirements, for example:

- In addition to annual TCEQ required testing, the city's fuel tank management vendor conducts an audit of city facilities having underground storage tanks using the TCEQ audit checklist. This is a voluntary measure intended to be proactive in identifying issues before TCEQ conducts audits.
- Hazardous materials spills on city property and rights-of-way are addressed by having an emergency standby response contractor under contract for cleanup. This is in addition to city staff that is Hazwoper trained and provides initial spill control.
- Daily water quality monitoring is beyond state required minimums and in February 2012, the backflow/cross connection program was recognized as a model program by TCEQ.
- Supply chain environmental concerns are addressed in purchasing bid vendor documents and the city recognizes permitted industries with an annual Pollution Prevention award.

Adverse impacts may also occur when the city's work systems fail (e.g., traffic lights stop working because of power failure, main sewer break or pump failure at the water plant). For this reason, key work processes are managed through the approaches described in 6.1.c. When an adverse impact occurs in spite of these controls, the impact is addressed through the city's Emergency Operations Plan.

Environmental sustainability is one of the city's strategic goals. A principal resource-sustaining process has been the use of alternative fuels in the city's fleet. Over 50% of the city's fleet is alternative fueled. The city's biodiesel program was featured at the 2010 National Biodiesel Conference and a SL received the Influencer Award for mentoring other biodiesel fleets nationwide. Additionally, a chemical substitution program has been initiated, all janitorial paper products are 100% recycled content, and new construction of city-owned facilities or city-funded buildings must meet LEED certification standards [1.2c(1)]. In May 2012, the city launched ten Level 2 public electric vehicle charging stations, located at the convention center, City Hall and a library.

The city complies with all mandated regulatory and legal requirements. Figure 7.4-9 lists key processes. The goal is 100% compliance.

1.2.b(2) Ethical Behavior: The organization promotes and requires ethical behavior in all actions through the core value "we exhibit personal integrity with every decision" and through systems in place that include:

- Personnel policies and Police/Fire General Orders (i.e. discipline, drug-free workplace, employment of relatives, ethics, formal grievance, sexual harassment, conflict of employment, EEO, political activities, fraud and abuse).
- The Internal Investigation Process. Systems to uncover ethical or legal problems in department operations and individual behavior.
- The Open Meetings Act. Five or more City Council members may not gather to deliberate city business unless the meeting is posted.
- State and city purchasing laws and procedures.
- Performance appraisal process. Employees are rated on adherence to ethical practices.
- Employee training and mechanisms for asking questions and reporting concerns.
- Internal and external audits to verify compliance.

All new employees are required to review the Personnel Policies and Procedures and certify by signature that they will comply with the policies. Signatures also are required on policy revisions. The Fraud and Abuse Hotline is an anonymous line for employees to report incidents they have witnessed or have specific/personal knowledge of. The hotline is discussed during New Employee Orientation and promoted through various mechanisms such as the employee newsletter, posters, a Foundations training video and the Inet. The increased publicity was an opportunity identified in the TAPE 2009 Feedback Report. Activities reported to the hotline are reviewed by the Hotline Committee using an established process (AOS) within 72 hours and appropriate action is determined and applied.

The key process for managing ethical behavior is as follows: 1) identify areas at risk, 2) implement appropriate training or process improvements and controls to mitigate risk, 3) monitor and evaluate results through audits and activity reporting, and 4) respond to breaches with immediate corrective action, re-evaluate the process and monitor training. Organizational indicators of ethical behavior include: 1) compliance issues and trends confirmed by employee relations, 2) annual employee survey, 3) exit interviews, and 4) hotline calls. The city responds to breaches by addressing them as outlined in the Personnel Policies and General Orders.

SL expect a commitment to ethical behavior from every supplier/partner and collaborator. All vendors who submit a purchasing bid must submit a Conflict of Interest form. The submitted forms are posted on the city website for query. All executed contracts are reviewed by the City Attorney's Office to ensure they are executed ethically. Contracts are monitored

for compliance and a database is maintained for current contracts. A vendor survey was implemented in 2011 based on TAPE assessment findings. 99% of the suppliers indicate the purchasing process is open, fair and competitive and 95% indicate the staff conducts business in an ethical and professional manner (7.2-14).

City Council adopted an Ethics Code in 1994, which outlines ethical standards and financial disclosure. Elected officials and appointed board members must disclose business relationships with firms under contract with the city or other personal involvement that may conflict with city business. In 2010, an ethics training video was deployed as required training for all volunteer boards and commission members [(7.4a(4)]. City Council is revising their current Ethics Code and has benchmarked against corporate policies including Kimberly-Clark, which is headquartered in Irving and recognized as one of 2012 World's Most Ethical Companies.

1.2.c(1) Societal Well-Being:. Environmental sustainability is one of the city's 10 Strategic Goals and consideration for the well-being of environmental, social and economic systems are incorporated into SP actions and daily operations. In 2008, City Council appointed Irving's Green Advisory Committee and in 2009, an environmental policy was adopted by City Council and a green website was launched. Since 2008, the following air quality programs have been implemented to reduce the city's carbon footprint: employee ozone program, rideshare initiative, department ozone reduction plans, air quality training for all city vehicle operators, installation of energy anti-idling technology on utility trucks, and employees are reimbursed if they use public transportation to and from work. The city has achieved 100% compliance with federal air standards and uses only low-emission vehicles in the fleet. As a result, the city has received the National Green Fleet Award the past two years.

The city conserves natural resources directly and through its supply chain. Green processes include: motion detection lighting in offices, purchase of Energy Star rated equipment, energy efficient lighting, in-house recycling program, 100% use of green chemical janitorial supplies, traffic lights converted to LED, and solar installations at school crossings. Additionally, solar-powered LED street lighting has been installed, which includes a continuous 5-mile strip.

Water resource conservation programs include a Recycled Water Implementation Plan, irrigation system ordinance to limit water waste, native landscaping guidelines and water reuse projects. Two city facilities built in 2010 are LEED certified: Irving Convention Center, which uses grey water, and a net zero energy library using geothermal and solar technology to heat/cool the facility. The library is a net zero building and has added back to the grid.

1.2c(2) Community Support: Key communities are identified and areas of emphasis are determined based on the city's strategic priorities. As such, Irving supports the following key communities – youth, schools and families. These key communities are supported and strengthened in the following ways through the SP and city employee's personal time: 1) city provides funding and programs to enrich youth and youth-at-risk; 2) provides low-cost programs for families with youth; 3) city works in collaboration with the faith-based community to provide resources to homeowners in need.

Strategic Goals 4 and 7 support youth-at-risk and affordable youth recreation. The city supports its youth and education systems in many ways. For example, the Police Department funds school resource officers for Irving public schools and offers a First Offender Program to teens who have been arrested for non-violent crimes. The program allows the teen and family to complete a ten-week program together rather than the teen facing prosecution. The Police Athletic League is a nonprofit organization run by volunteer police officers to help kids develop self-esteem, discipline and mental courage through physical activities such as boxing and wrestling. The Parks and Recreation Department provides low-cost, after-school programming at its six recreation centers and offers over 800 classes throughout the year, with 43% of them being free and others, on the average, costing less than $3. They also provided 14,000 free meals to youth.

Supporting Strategic Goal 2, Vital Vibrant Neighborhoods, employees team up with area churches and assist homeowners with neglected property through minor repairs, landscaping, yard clean up and fence repair. Over 20 homeowners received assistance annually. These repairs assist homeowner in fixing code violations and unsafe conditions. Low- to moderate-income homeowners can receive assistance through the Housing and Human Services Department for help with minor home repairs, heating/air conditioning assistance and first-time buyer assistance. Through the computer reuse program, low- and moderate-income families receive free recycled computers which can prepare them for reentry into the job market.

The city participates annually in select charity drives that support health/wellness and improve quality of life. Those select (citywide) drives include the American Heart Association, blood drives, Fire Department's "Fill the Boot" campaign for muscular dystrophy, and United Way.

Team HOPE (Helping Others Prosper Everyday) is a new civic support group formed by city employees. This group is open to not only city employees but also to residents and businesses in Irving. Team HOPE projects focus on food drives, school supply collections, and the adoption of two small nursing facilities in South Irving to assist elderly residents through special drives. Employees contribute personally to school supply drives and collect food and gifts during the holiday season, to name a few (Figure 7.4-20). SL and employees actively participate in community service programs, and SL personally serve on community service boards and lead collaborative initiatives.

2. STRATEGIC PLANNING

2.1 Strategy Development

2.1.a(1) Strategic Planning Process: In September 2006, the city adopted its inaugural SP for the 2006-07 fiscal year. Community dialogue served as the basis for the city's plan to address challenges and opportunities facing the community then, as it does now. Key areas for the SP are determined based on community discussions in the form of focus group meetings, town hall presentations and a speaker's series. Annual resident and point-of-service surveys also provide city staff and leadership with the pulse of resident concerns.

Strategic directives are evaluated annually to address the needs of the community. The development and deployment of the plan is a continuous process based on **customer feedback** (Figure 3.1-1). As shown in Figure 2.1-2, several mechanisms have been identified that ensure balanced input is obtained from all **key participants**. This multi-step process creates integration citywide through the cascading alignment of strategic objectives, actions and key performance indicators. Figure 2.1-3 outlines the integration of strategic objectives to address Resident (R), Business (B) and Visitor (V) requirements. **Key steps** in the process are identified in Figure 2.1-1. Input and development is covered in Steps 1-7; deployment and communication in Steps 8-10.

Figure 2.1-1 Process Steps

Process Step	When	Who
❶ Collect and Analyze Data	Continuously	Senior Leaders
❷ Review Mission, Vision and Values	Annually	Senior Leaders
❸ Review/Update Strategic Challenges and Advantages	Annually	Senior Leaders
❹ Review/Update Strategic Objectives Addressing Challenges	Annually	Senior Leaders Staff
❺ Develop Action Plans	Annually	Senior Leaders Staff
❻ Align KPIs at All Levels and Set Performance Targets	Annually	Senior Leaders Staff
❼ Allocate Operating, Capital, Workforce Resources	Monthly	Senior Leaders Staff
❽ Deploy Action Plans	Monthly	Senior Leaders Staff
❾ Communicate Plan to Stakeholders and Monitor Progress	Monthly	Senior Leaders Staff
❿ Evaluate/ Improve Strategic Plan Development/ Deployment Process	Continuously	Senior Leaders Staff

STEPS 1-2: An environmental scan is performed to gather and evaluate data from multiple sources as illustrated in Figures 2.1-1 and 2.1-2. Steps 3-4: In conjunction with the annual budget process, **core competencies** [P.1.a(2)] and **strategic challenges and advantages** (P.2.b), as illustrated in Figure P.2-1, are reviewed by SL. Strategic challenges are largely determined through feedback received in performing the environmental scan and a management **SWOT analysis**. Based on this data, strategic objectives are updated to address strategic challenges and leverage advantages. Step 5: As illustrated in Figure P.1-5, input from these sources is used to formulate **action plans** in alignment with citywide strategic objectives (COI term=strategies) based on resident, business and visitor requirements. Step 6: The systematic review of **key performance indicators** linked to **strategic objectives** by SP teams and the alignment of these measures to action plans establishes the city's ability to deliver core services critical to the mission [4.1.a(4)]. Step 7: In conjunction with the annual budget process, financial and workforce resources are allocated. Resources also are reallocated throughout the year to address modified action plans as detailed in 2.2a(6). Step 8: **Deployment** of action plans is carried out by management and staff in all departments. Monthly monitoring of action plan progress and reporting is tracked in the I Measure for Results (IM4R) database system [4.1.a(1)]. Step 9: Presentations of results are made several times a year to internal and external customers at numerous venues (Town Hall Meetings, State of the City, ETHM) and through varied forms of media (videos, printed materials, pre-recorded messages). Additionally, strategic planning workshops are held to systematically evaluate current year action plan progress. Primary leads are assigned to each strategic objective to ensure progress is made and accountability is intact. While most action plans are given a 12-month timeframe to be completed, multi-year projects also are included in the planning process and tracked monthly (Figure 7.1-35). Step 10: Several improvements have been made in the past year to development and deployment processes. For example, operational reviews have been incorporated into monthly performance reporting by departments and KPI boards are posted in all work areas to share knowledge of performance results and goals (COI term=targets). **Strategic Objectives** and related **key performance indicators** as well as other performance metrics at each level are monitored through IM4R, quarterly reports and presentations to City Council and to management at SBR.

The SPP identifies potential **blind spots** through open communication portals involving key community **stakeholders** at various meetings held throughout the year. These include, but are not limited to, Neighborhood Roundtables, Town Hall Meetings and community meetings regarding development initiatives. The city's SP pairs **work functions** with the direction of SLs to provide a clear line of sight from individual contributions to achieving the city's mission [1.1.a(1)]. In this way, all employees are able to connect themselves and the work they do to accomplishing the city's vision and mission.

The city's **short-term** planning cycle is one year with **long-term** cycles spanning two to five years. These coincide with the budget process. These short- and long-term cycles allow for the completion of several monumental development initiatives.

2.1.a(2) Strategy Considerations: Various mechanisms such as the annual Resident Survey, Centralized Customer Complaint Tracking System and monitoring of citywide performance through key indicators allow staff to effectively address key areas of concern proactively. Figure 2.1-4 illustrates **key factors** in the SPP. For example, the Public Works Team addresses opportunities and threats by focusing their efforts on nurturing partnerships regionally and statewide to gain competitive advantage in the areas of major transportation projects and the procurement of water resources for the future. The systematic collection and analysis of **performance data** is achieved through a central location as described fully in [4.1.a(1)] and (4.1.b). The knowledge of measures driving performance is well rooted across the organization as evidenced by the results obtained in the 2011 Employee Survey (Figure 7.3-24f). Furthermore, organizational knowledge of the SP has improved, providing evidence that a cycle of learning has occurred (Figure 7.3-24e).

The city as a whole responds well to shifts in the **economy**. When a downturn translated to an increase in demand for homelessness services and corresponding reductions in grant funding, private donations, and other revenue sources, staff strategically shifted programming to leverage funding; assisting 2,636 people to date, improving client access to services and aiding in the development of best practices used throughout the region.

Developments in technology and public service delivery models demand action. Shifts in **customer preference** are analyzed through key inputs (Figure 2.1-2) and analysis of comparative market indicators. As a result, product offerings at our recreation centers and aquatic facilities exceed those offered by our competitors while libraries have kept pace with technology and customer demand by offering materials via mobile apps, electronic books, streaming videos and QR codes placed on a variety of publications.

Figure 2.1-2 Key Inputs

Inputs	External			Internal
	R	B	V	E
Advisory Committees	x			
Boards/Commissions	x			
Budget	x	x		x
City Operations Update	x	x		x
City Spectrum	x	x		x
Comprehensive Plan	x	x		
Continuity of Operations Plan				x
Elected Officials	x			
Employee Surveys				x
Employee Teams				x
Eyes on Irving				x
General Elections	x	x		
ICTN-*City Source*	x	x		
Input Opportunities	x	x	x	
Inquiry Tracking	x	x	x	
Inside Irving				x
Interdisciplinary Teams				x
Irving in Focus Cards	x	x		x
Economic Indicators				x
LSS Projects				x
Nbhd Roundtables	x			
News Sources	x	x	x	
ICTN-*Open Line*	x	x		
Point of Service Surveys				x
Public Hearings	x	x		
Requests for Proposals		x		
Resident Survey	x			
Risk Model				x
SARA Model				x
School Districts	x	x		
SWOT Analysis				x
Town Hall Meetings	x	x		x
QTF Feedback				x
Transp. Summit	x	x	x	
Unsolicited Calls	x	x	x	
Website Statistics				x

R=Residents; B=Businesses; V=Visitors; E=Employees

Organizational sustainability and comparative future performance data is identified and updated throughout the year in the form of benchmark surveys. Information is obtained from local municipalities as well as organizations identified as having best practices in specific areas of expertise such as the Contractor Manager at Risk (Freese and Nichols) and composite scoring for performance measurement.

The city is well equipped to **execute the Strategic Plan**. Resources such as experienced staff and a stable management team are in place to develop, implement and deploy all facets of the SP. Monitoring and improving citywide performance is supported and executed by all levels of the organization. The City Operations Update is completed in conjunction with the City Council meeting schedule to highlight the events and achievements related to the city's SP. It is also available on the city intranet or the city website and is available in video format. ETHM bring employees together to review accomplishments, learn about what is planned for the future, and receive updates on council focus areas.

2.1.b(1) Key Strategic Objectives: Key Strategic Objectives (strategies), timetables for accomplishing them as well as key goals (targets) for each are listed in Figure 2.1-3.

2.1.b(2) Strategic Objectives-Challenges/Advantages: Fully described in Figure 2.1-3, the plan begins with each strategic objective. Strategic objectives are designed to address strategic challenges, leverage advantages and meet customer requirements. The city enhances its ability to adapt to sudden shifts in market conditions through disciplined monitoring of leading indicators of financial and operation health [4.1b].

Innovation through knowledge sharing takes place continuously and is communicated citywide to key stakeholders in varied formats: SBR presentations, City Operations Update, ICTN-*City Source*, *City Spectrum*, and Town Hall Meetings.

Figure 2.1-4 Key Factors

Key Factor	What is Collected	How Analyzed
Strengths, Weaknesses, Opportunities Threats	• KPI data • Customer requirements • Financial data • Workforce data	Review throughout the year to prioritize key strategic objectives
Major shifts in technology, markets, products, **customer preferences**	• Satisfaction data • Complaint tracking • Professional assoc., Vendors • Regulatory requirements	Review throughout the year to modify and deploy action plans in response
Long-term organizational **sustainability**, including needed core competencies and projected competitors' performance	• Capital Budget • Technology Plan • Emergency Operations Plan • Continuity of Operations Plan • Revenue projections	Review monthly and update during budget process
Strategic Plan execution	• Employee retention data • Results of action plan deployment • Monitor financial performance	Evaluate and improve deployment strategies at SBR goal updates

Figure 2.1-3 Key Strategic Objective Matrix (This is a Partial List – The Full SP Document is Available On Site)

Strategic Goal	Timeline 2.1.a (1)]	Key Strategic Objectives (COI term=Strategy) [2.1.b (1)]	Selected Action Plans (COI term=Actions) [2.2.a (1)]	Key Performance Indicators [2.2.a (5)]	Perf. Goal Short Term (COI term= Target) [2.1.b (2)]	Key Stake-holder Balance [2.1.b (2)]	Customer Requirements (Fig P.1-5)
Land Use CC[2]	2011-2012	Improve visual impression of the community SC[3]	Continue planned enhancements of major corridors	% completed on schedule and at/or under budget *(Figure 7.1-14)*	100%	Customer Business	Aesthetically pleasing corridors (R)
Vibrant Nbhds CC[2]	2011-2012	Implement effective code enforcement strategies SC[2]	Expand Community Outreach Program	Total # of homes rehabbed/repaired per year*	10	Customer	Aesthetically pleasing corridors (R)
			Enhance multifamily program	Total # of risk rating improvements*	24	Customer	Aesthetically pleasing corridors (R)
	2011-2012	Expand Nhbd Enhancement SC[2]	Phase I	Property tax revenue	$11,500	Customer	Aesthetically pleasing nbhds (R)
Economic Development CC[1], CC[2]♦	2011-2012	Promote Irving as a visitor destination SC[1]	Entertainment venue and convention center hotel development	Increase visitor revenues	–	Customer Business	Access to entertainment, shopping, etc.(V)
	2011-2012	Promote long-term revitalization and redevelopment of targeted areas SC[2]	Promote redevelopment projects	% increase in tax value and jobs created		Financial	Healthy Economic Environment (B)
Safe Secure City CC[2]♦	Ongoing	Decrease crime through proactive approaches	Implement tactics specifically focused on reducing crime	Part 1 property crime and violent crime is below 5-year average *(Figures 7.1-1 and 7.1-2)*	<640(V) <8,260(P)	Customer Business	Safe/crime free community (R,B)
	2011-2012	Enhance delivery of effective emergency services	Maximize staffing resources	Functional staffing level*	95%	Customer Business	Timely fire/EMS response (R,B)
Communications CC[4]	2011-2012	Communicate messages to resident/stakeholder	Expand VOC opportunities	% customers rating comm tools as very useful/useful*	90%	Customer	Quality service (R)
Cultural, Recreational and Educational Environments♦	2011-2012	Plan, design and implement park and trail improvements	Expand park and trail improvements	% completed on schedule and at/or under budget *(Figure 7.1-14)*	100%	Customer	Innovative recreational, educational, cultural opportunities (R)

Figure 2.1-3 Key Strategic Objective Integration Matrix (This is a Partial List-The Full SP Document is Available On Site)

Strategic Goal	Timeline 2.1.a (1)]	Key Strategic Objectives (COI term=Strategy) [2.1.b (1)]	Selected Action Plans (COI term=Actions) [2.2.a (1)]	Key Performance Indicators [2.2.a (5)]	Perf. Goal Short Term (COI term= Target) [2.1.b (2)]	Perf. Proj. Long Term [2.2b]	Key Stake-holder Balance [2.1.b (2)]	Customer Requirements (Fig P.1-5)
Sound Governance CC[1], CC[3] and CC[5]	2011-2012	Institute a holistic customer-service philosophy throughout the organization	Boost customer service delivery throughout organization by implementing shared internal best practices	% customers rating service as excellent/good *(Figure 7.2-4)*	>90%	>94%	Customer	Quality service (R)
	2011-2012	Financial integrity credit worthiness SC[6]	Develop new revenue opportunities	Increase revenue*	2.2%	2.6%	Financial	Low taxes/business fees (R,B)
	2011-2012	Cost-containment for employee benefits SC[4]	Increase IWin cost savings	Improvement in corporate wellness *(Figure 7.3-18)*	10%	15%	Workforce/ Financial	Quality service/low cost (R)
	2011-2012	Recruit/retain qualified workers SC[5]	Implement citywide succession plan	% full time vacancies filled by promotion *(Figure 7.3-3)*	>35%	>40%	Workforce	Quality service (R)
	2011-2012	Implement leading edge practices for achieving quality and performance excellence SC[6]	Streamline and improve efficiencies of city operations and staffing structure	Efficiencies gained hours/cost savings *(Figure 7.5-11)*	4 FTE (hours) and $2.5M (Cost savings)	4 FTE (hours) and $2.5M (Cost savings)	Customer Business	Expedited services (B)
Infrastructure CC[2]♦	2011-2012	Execute Capital Improvement Program C[6]	Monitor high quality dev of public infrastructure	% of private contracts reviewed and returned*	<10 days	<10 days	Business	High standards; Responsive & timely (B)
Environ. Sustainable Community♦	2011-2012	Enhance/sustain water distribution system SC[6]	Operate/replace infrastructure for clean drinking water	Maintain drinking water compliance rate *(Figure 7.1-27)*	100%	100%	Customer	Safe and reliable water supply (R)
	2011-2012	Ensure community compliance with environmental regulatory requirements	Monitor CIP projects for compliance with applicable federal, state and local environmental regulations	# of project plans reviewed and found compliant*	100%	100%	Customer	Safe and reliable water supply (R)

Challenges (Fig P.2-1) SC[1]-Continuing decrease in crime rate; SC[2]-Revitalization and redevelopment of targeted areas; SC[3]-Improving visual image of the city; SC[4]-Increasing health care cost; SC[5]-Aging workforce; SC[6]-Declining revenue

Advantages (Fig P.2-1) SA[1]-Sound fiscal mgmt-low taxes/water and sewer rates; SA[2]-Strategic focus/alignment; SA[3]-Communication; SA[4]-Process improvement; SA[5]-Engaged workforce

Core Competencies [P.1.a(2)] CC[1]-Fiscal mgmt; CC[2]-Strategic focus/alignment; CC[3]-Process improvement; CC[4]-Communication; CC[5]-Customer focus

Core Services [P.1.a(1)] appear in **bold text** ♦Initiatives funded in 5-year Capital Budget ^5-year stabilization * Available on site

Another example of innovation across the plan is the variety of tools the city uses. LSS is used by city departments to improve process efficiencies in service delivery. The SARA model is used to solve problems such as how to reduce graffiti or crime in a particular apartment complex. The city also reorganizes workforce resources to promote effective communication and ensure strategic focus/alignment, which aids in the creation of a **sustainable organization** [1.1.a(3)].

2.2 Strategy Implementation

2.2.a(1) Action Plan Development: The city's key strategic challenges are addressed by **key short-term action plans** related to workforce capacity/capability with a special focus on leadership development as described in 5.2.c(3). **Key long-term action plans** relate to infrastructure, technology and transportation. Both key short-term and long-term action plans and their relationship to the city's strategic objectives are included in Figure 2.1-3. To fully engage employees with the SP elements, many programs, events and activities have been implemented. The Eyes on Irving program has provided employees with an easy-to-remember phone number for use in reporting problems they find while driving throughout the community. This program enables city employees to be more proactive in identifying and correcting issues. SP videos have been produced and featured in Town Hall Meetings as well as employee forums and are available online. Point-of-Service surveys have provided excellent feedback to internal and external departments by rating personnel based on telephone and walk-up interactions. Constructive feedback is provided to make continual improvements in service delivery.

2.2.a(2) Action Plan Implementation: Systematic deployment and monitoring of plan progress is discussed in weekly SBR meetings and monthly performance reporting is maintained using IM4R. In SBR meetings, executives from several departments provide a 360-degree examination of each issue and evaluate any risks there may be in executing the plan objectives. Oversight of the plan's progress and direction is provided by SLs. As strategic objectives and associated action plans are completed, they become established business practices. In 2010, a new tool was introduced for reporting progress on action plan projects and is available onsite for review. The Project Management Framework (Figure 6.1-1) plots project management phases and DMAIC process steps along a status bar, which provides staff a standardized method for determining percent completed.

As detailed in P.1.b(3), key suppliers, partners and collaborators play a role in action plan deployment by providing heavy equipment repair, building and hardware supplies, fuel, vehicle parts, mowing and litter control, electrical repair services, meters, concrete, uniforms, paper, communications, software maintenance and library books/materials. Strategies and action plans are communicated to suppliers through the bid process and annual contract reviews and to partners through focused communications. Without these services, successful action plan execution would be compromised.

2.2.a(3) Resource Allocation: The annual planning and budget processes are integrated to support the a**ccomplishment of the plan** by linking financial and personnel allocations with strategic objectives (strategies), action plans and performance goals (targets). Financial planning, reporting and monitoring tools are continuously used to assess and **manage risks associated with the plan**. For example, a balanced budget is required by law. Departments advise senior and executive management of current fiscal conditions and provide further oversight of financial operations. Additional focus is made on long-term financial projections, including a five-year revenue expenditure forecast for the General Fund, a five-year rate model for the Enterprise Fund and quarterly CIP reporting. Beyond the strategic planning and budgeting process, the City Council adopts fiscal policies. These policies require 90-day reserve levels for unallocated cash balances to ensure the delivery of services remains uninterrupted. This reserve requirement along with debt service requirements are key policies necessary to maintain the city's superior rating status by bond rating agencies Moody's and Standard and Poor's (Figure 7.5-9;-10).

Resources are balanced to ensure **current obligations** are met and strategic objectives are prioritized. While some are 12-month projects, many action plans require multiple years and alternative financing. The city's commitment to long-term planning and financing of projects offers many benefits:

- Focuses attention on community goals and needs
- Assists in achieving goals set forth in the city's Comprehensive Plan and SP
- Allows for an informed public
- Encourages efficient program administration
- Identifies the most economically sound means of funding projects
- Enhances the city's credit rating

With limited financial resources, the annual operating and capital improvement budgets, as well as all associated financial decisions, must be made with full consideration of the current and anticipated economic forecast. To offset any potential shortfalls, resource-saving operational initiatives have been built into the SP. In addition to LSS being used by the city to improve productivity and eliminate waste, over 70 interdisciplinary employee teams have been deployed to positively impact city operations at no additional cost. Additional operational efficiencies are documented quarterly in the form of cost savings, cost avoidances, additional revenue sources, staff productivity efficiencies (hours saved) and value of volunteer hours contributed to the city.

2.2.a(4) Workforce Plans: The agility of the city's workforce has been demonstrated by shifting financial and workforce resources to **accomplish shorter- and longer-term strategic objectives**. The city's leadership training curriculum and the implementation of leadership succession planning reinforces these practices [5.2c(1)]. Emphasis on results-based decision making and management also is evident in the city's pay-for-performance appraisal system that is directly linked to the accomplishment of the city's key strategic objectives. The foundation of employee training is an understanding and involvement in the city's SP. Each employee is required to complete a core training curriculum within 18 months of full-time employment. A component of this mandatory training is new employee orientation. In this course, employees are provided an overview of the city's organizational structure and how the SP is supported by the actions of all employees. Another requirement is LSS training. This program is designed so all

employees can get a clear picture of the benefits of LSS and how it can potentially improve individual departments and the city as a whole. It also addresses questions about the core ideas of this process improvement methodology, the crucial roles employees have in the process and how individuals can support their teammates.

2.2.a(5) Performance Measures: A selection of the city's KPIs is listed in Figure 6.1-2. Additional performance measures and outcome statements related to the accomplishment of action plans are available on-site and tracked monthly in IM4R. Action plan performance measures support citywide KPIs identified in the SP. Additionally, each department tracks and reports a mix of workload, efficiency and outcome measures that are included in the annual operating budget. Actual and projected performance figures for each measure are included in the annual budget. Action plans are developed to execute strategic objectives in Steps 5-7 as identified in Figure 2.1-1. In the Strategic Objectives Integration Matrix (Figure 2.1-3), associated measures covering **key deployment areas and stakeholders** are shown. Furthermore, KPI boards, which list annual performance goals (targets) as well as prior and actual results, are posted in all work areas. Performance is tracked monthly on each board and is regularly discussed at team meetings.

2.2.a(6) Action Plan Modification: Action plans are deployed in alignment with **key strategic objectives**. **Action plans are modified** when special circumstances occur that impede or halt progress on **key work processes** [6.1.b(1)]. LSS methods are used to develop optimal alternative approaches where applicable. Information detailing the modification is presented to SL and **deployment** of modified action plans is executed by department staff. On some occasions, input received by key stakeholders requires strategic objectives to be reprioritized. Action plans and associated resources are realigned to create capacity to address the shift in plans.

2.2.b Performance Projection: Three-year performance projections for key strategic objectives are listed in Figure 2.1-3. KPI targets are reviewed annually and adjusted based on trend data collected and VOC feedback illustrated in Figure 2.1-2. As outlined in 4.1.a(2), comparative data with key benchmarks is used by departments as well as for citywide KPIs related to the SP [P.2.a(3)]. **Gaps in performance** are addressed in team meetings and at SBR. Additional key measures are included in Category 7 and are available on-site.

3. CUSTOMER FOCUS

3.1 Voice of the Customer

3.1.a(1) Listening to Current Customers: We listen to customers to obtain actionable information through customer support mechanisms identified in Figure 3.1-1. As seen in Figure 3.1-1 the customer segments are approached in a multitude of ways specific to customers' varying needs to ensure continuous efforts regarding input, feedback and outreach. The information from these mechanisms provides input in the SPP. Satisfaction and complaint data are aggregated citywide and broken out by facility, service area and other factors to provide departments with actionable information. Surveys are administered year round to examine particular areas of customer interest as well as collect general satisfaction and quality indicators for citywide services. Surveys are administered in both English and Spanish using various technologies that make providing feedback convenient for all customer segments. In addition to surveys, actionable information is obtained at Town Hall Meetings that are offered

Figure 3.1-1 Key Communication Mechanisms

Method	Listen/ Learn	Build Relations	Manage Concerns
Inet[D]	E ↑↓	E ↑↓	E ↑↓
Resident Survey[A◎]	R	R	R
The Year in Review[A]		R,B,V ↓	
State of the City Address[A]		R,B ↓	
Nbhd Roundtables[Q]	R ↑↓	R ↑↓	R ↑↓
Town Hall Mtgs[SA]	R,B ↑↓	R,B ↑↓	R,B ↑↓
Spanish Town Hall Mtgs[A◎]	R,B ↑↓	R,B ↑↓	R,B ↑↓
Mailings[M]		R,B ↓	
City Spectrum[M]		R ↓	
City Briefs[M◎]		R,B ↓	
Irving In Focus[A]		E,R ↓	
Chamber Events[M]	R,B,V ↓	R,B,V ↑↓	R,B,V ↓
Inside Irving[M]		E ↓	
Open Line[M]	R ↑↓	R ↑↓	R ↓
City Council Mtgs[BW]	R,B ↑↓	R,B ↑↓	R,B ↑↓
City Operations Update[BW]		R,B,V ↓	
Employee News Email[W]		E ↓	
All About Irving Email[W]		E,R,B ↓	
News for Neighbors Email[W]		R ↓	
Centralized Complaints[D◎]	E,R ↑	E,R ↓	E,R ↓
Eyes on Irving[D]		E ↑↓	E ↑
Municipal Cable Programming[D◎]		R,B,V ↓	
City Website[D◎]	R,B,V,E ↑↓	R,B,V,E ↑↓	R,B,V,E ↑↓
Email[D◎]	R,B,V,E ↑↓	R,B,V,E ↑↓	R,B,V,E ↑↓
Telephone[D◎]	R,B,V,E ↑↓	R,B,V,E ↑↓	R,B,V,E ↑↓
Fax[D◎]	R,B,V,E ↑↓	R,B,V,E ↑↓	R,B,V,E ↑↓
Walk-ins[D◎]	R,B,V,E ↑↓	R,B,V,E ↑↓	R,B,V,E ↑↓
Civic Group Presentations[AN◎]	R,B ↓	R,B ↑↓	R,B ↑↓
Public Hearings[AN]	R,B ↑↓	R,B ↑↓	R,B ↑↓
Special Event Surveys[AN]	R,B ↑↓	R,B ↑↓	R,B ↑↓
Community Mtgs[D]	R,B ↑↓	R,B ↑↓	R,B ↑↓
Point of Service POS) Surveys[M]	R,B ↑ E ↑	R,B ↑↓ E ↑↓	R,B ↓ E ↑↓
Speakers Bureau[AN]	R,B ↑↓	R,B ↑↓	R,B ↑↓
Media Relations[AN]	R,B,V ↓	R,B ↑↓	R,B ↓
YouTube[D]		R,B,V ↑↓	
Twitter[D]		R,B ↓	
Facebook[D]	R,B,V ↑↓	R,B,V ↑↓	
Community Wiki[D]	R,B,V ↑↓	R,B,V ↑↓	
Video On Demand[AN]		R,B,V, E ↓	
Employee Survey[A◎]	E ↑	E ↑↓	E ↓

Legend

E=Employee, B=Business, R=Resident; V=Visitor
↓or↑=one-way; ↑↓= two-way communication ◎Available in Spanish
A=Annual; AN=As needed; BW=Bi-weekly; D= Daily; M=Monthly; Q=quarterly; SA=Semi-annually; W=Weekly

in both English and Spanish. Employees are empowered to follow up on complaints and act immediately on other actionable items.

Initially, the City of Irving adopted social media platforms such as Facebook, Twitter and YouTube as a supplementary avenue to communicate city news and information to customers. With Web 2.0 becoming a social expectation, the city has incorporated customer feedback ascertained via new media as part of its overarching public input plan. As a benefit, the dialogue between residents and the city has increased, thereby resulting in more information that the customer wants to know. Public input opportunities are continuously posted on the city website requesting feedback or input from customer segments on topics such as the annual operating budget, city facility design and features, and green space locations, as well as commercial and residential zoning. All public hearings held in the city also offer customers the ability to provide input via web form throughout the process.

3.1.a(2) Listening to Potential Customers: Since living, visiting and working in the city is a choice, customer service is paramount in acquiring new customers and maintaining customer engagement. Current customers are the link that draws **potential customers** to the city. The 2012 Resident Survey indicated that three out of four residents would recommend Irving as a place to live. Furthermore, 84% are likely to remain in Irving for next five years, ranking above the benchmark norm.

3.1.b(1&3) Customer Satisfaction: Methods for determining **customer satisfaction and engagement** are listed in Figure 3.1-1. These quantitative and qualitative methods do not differ between customer groups. Aggregation and analysis of customer satisfaction and engagement for use in improvement throughout the organization are addressed through the Survey Review Team and Performance Office for use in citywide improvements.

Customer dissatisfaction is determined by the continuous flow of feedback received in the Centralized Customer Complaint Tracking System and the annual Resident Survey. The Resident Survey solicits responses from randomly selected households on many municipal program and service offerings. Standard benchmark questions pertaining to core services are asked annually to ensure competitive performance.

The initial review of data collected through the survey is panoramic. To identify areas of improvement, the data is segmented to determine trends and customer segment needs. To date, resident survey results have demonstrated that key focus areas determined by City Council members are valid and results are having a positive impact on people living and doing business in the city (Figure 7.4-5).

Measures collected are actionable in meeting customer requirements by design, meaning Irving measures what its customers expect and require. Core services and programs are evaluated continuously as discussed in 4.1.a(1) and 6.2.a(1). To drive performance improvement in these areas, strategic objectives are aligned and balanced with customer requirements (Figure 2.1-3). While loyalty can be inferred by the city's population growth rather than decline, specific customer **satisfaction** and **dissatisfaction** information is continuously used to attract and retain customer segments. This data is helpful in evaluating the current direction of city services and selecting next steps.

Any information that does not validate the current approach to customer support is a strong indication that a change is needed. Areas where issues are evident become strategic objectives in the city's plan. For example, in 2006 residents rating the appearance of the city as good or excellent was 40%. To improve this score the city devoted substantial resources to code enforcement, corridor improvements and neighborhood beautification. In 2012, 62% rated the appearance of the city as good or excellent.

Another consideration in the evolution of a high-performing organization is the delivery of internal services. To ensure internal work functions are performing well to provide support for departments providing programs and services to external customers, an Internal Customer Services Survey was implemented in 2008. The city's Warehouse and Print/Mail Services received near perfect scores on every element of the survey, while IT and Fleet Maintenance scored significantly lower. As a result of this survey, internal service functions have reviewed their approach to customer service. Information Technology and Fleet Maintenance now distribute surveys to customers for direct feedback after every interaction to benefit from customer feedback on a regular basis. In 2010, point-of-service surveys were implemented to provide internal work functions with continuous feedback for improvement.

Additionally, several other functions have improved processes using LSS (Figures 7.1-18;-26;-32;-33 and 7.3-2;-6).

3.1.b(2) Customer Satisfaction Relative to Competitors: Information that is used to **determine customer satisfaction in comparison to competitors** is tracked annually through Best Local, Best State/National, Baldrige and Best Other (industry standards). Benchmark analysis indicates the city is performing ahead of its competitors in many areas. Data for such services as property taxes, local rates and fees, sales tax and recreational and cultural amenities are used to entice business relocations and reinforce resident and business loyalty (Figures 7.5-1 through 7.3-10 and 7.5-10). The city routinely uses a core of 10 benchmark cities in financial and operational analyses. The continuous review of benchmark data allows the city to make adjustments "ahead of the curve," to avoid reductions in workforce, programs or services, and to address declining revenues as a strategic challenge.

3.2 Customer Engagement

3.2.a(1) Product Offerings: Program and service offerings are identified and innovated through the VOC process by listening to residents, businesses and visitors (Figure 3.2-1). The programs and services offered vary widely, as do the customers receiving them. Communication mechanisms used range from a monthly citywide news publication to daily Twitter messages. Customer requirements as well as measures meeting those requirements are aligned and included in the Key Strategic Objective Integration Matrix (Figure 2.1-3).

The city's partners, the ICVB and the COC, collect and act upon VOC data from businesses and visitors. Customer key requirements for these segments are determined through

daily phones calls, trade association meetings and events, online forums and surveys. All business data collected is kept current through a Customer Relations Management (CRM) system.

Figure 3.2-1: VOC Process

Approaches used to **attract new customers** and provide opportunities for **expanding relationships** with existing customers are firmly grounded by the five core competencies. For example, prudent **fiscal management** enables us to keep property taxes low, maintain competitive rates and fees and provide tax incentives to build loyalty with residents and businesses. **Strategic focus and alignment** in the areas of corridor improvements, vibrant neighborhoods and code enforcement have resulted in double-digit increases in satisfaction through the annual Resident Survey (Figures 7.2-4;-5;-7;-8). Both are aligned to key strategic objectives and data received from customer interactions is reviewed throughout the year as part of a SWOT analysis (Figure 2.1-4). Segmentation of residential, business and visitor data is detailed in P.1.b(2).

Data from point-of-service surveys is segmented to identify trends and evaluate the ability of current service levels to meet **customers' key requirements**. The resulting Customer Report Card is made available on the Inet and used citywide to monitor performance and progress as well as share knowledge of improvements.

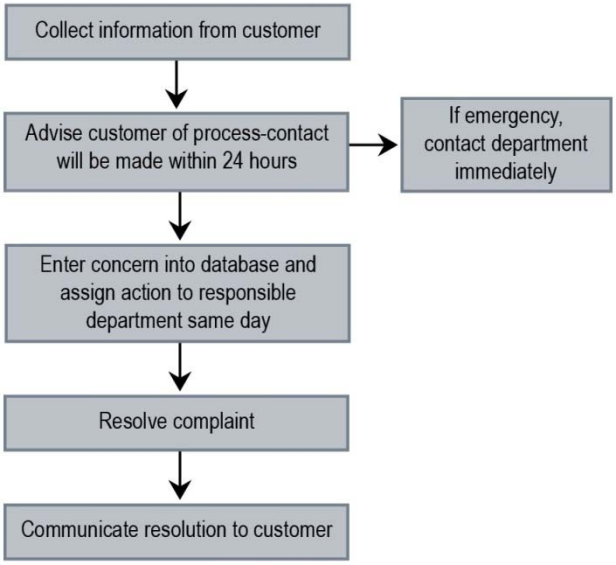
3.2.a(2) Customer Support: Key means of customer support are the programs and services provided that are designed to meet customer key requirements. **Key mechanisms for customer support** are varied and dependent upon the customer group. Input obtained from customer groups is collected through multiple access points and used in Step 1 of the SP. Key communication mechanisms are varied to provide customers flexible tools based on their preference and availability. All customers have multiple input and feedback opportunities such as in-person interactions, online forms, electronic and postal mail, phone and fax.

To determine **customers' key support needs**, residents are surveyed to determine satisfaction levels with all public service functions. VOC feedback is obtained through point-of-service surveys, web surveys and public hearings and is analyzed to identify opportunities for innovation and additional service offerings. These comprehensive data-gathering tools are supplemented by many other communication mechanisms as shown in Figure 3.1-1.

With the VOC as the guide to determining service offerings, the quality assurance review in Water Customer Service ensures frontline employees' drive toward our mission of delivering exceptional services. Other mechanisms for supporting customer support needs include an Employee Customer Service Committee with subject matter experts representing each department, which promotes positive customer service interactions, identifies and improves areas of weakness based on feedback data collected through the Centralized Customer Complaint Tracking System (Figure 3.2-2) and provides related training. Customer support requirements are deployed to all employees and processed through mandatory standardized training. Additionally, to emphasize focus on all customers, employees signed a Customer Service Pledge in October 2009 and new employees sign the pledge at New Employee Orientation. Through this pledge, employees commit to serve as ambassadors for the city, treating every customer with importance and providing prompt, accurate service. In 2011, the committee developed five customer service standards for citywide deployment with a focus on the life cycle of a single customer interaction – introduction, problem-solving, resolution, closure and follow-up to ensure **customer satisfaction**.

Customer requirements and expectations are identified primarily through customer surveys, public input hearings and focus groups held throughout the year. Customer requirements are addressed in the city's annual SPP (Figures 2.1-1 and 2.1-4). Customer requirements identified in P.1-5 are linked to key strategic objectives in Figure 2.1-3. In addition to attending municipal conferences and trainings, SLs participate in a wide variety of local and regional committees and boards to keep current on trends and key customer requirements. The variety of boards and committees that staff regularly participate on aids their understanding of how expectations differ across customer groups. Through this understanding**, legislative initiatives** such as local control of gasoline tax to fund transportation needs and a self-sustaining funding source for teen court are undertaken by the city to benefit its customers.

Figure 3.2-2: Centralized Customer Complaint Tracking Process



3.2.a(3) Customer Segmentation: Customer information is used to **identify current and future customer groups** by the multiple methods for gathering the VOC in Figure 3.1-1. To determine customer groups and market segments, the city

and its partners monitor trends in municipal services, business tax incentive needs, visitors' requests and targeted marketing. Our partners, the COC and ICVB, target specific future customers nationwide that are likely to relocate businesses or travel to the DFW area for conventions. Materials that are sent to these businesses include statistics, benchmarking, information about the area and logistical benefits of relocation to Irving due to its proximity to DFW airport. A key performance indicator of economic development is the number of building permits and plans. This vital municipal function is monitored to ensure infrastructure systems are adequate for new residents and businesses. Likewise, comprehensive urban planning aligns strategic objectives on infrastructure and land use in the SP. To improve the city's competitive position, the commercial permit process was reviewed using LSS. The maximum plan review time was reduced from 49 to 6 days. This improvement has been sustained since 2008 as evidenced by the percentage of commercial plans reviewed within six business days consistently meeting its target (Figure 7.1-18).

3.2.a(4) Customer Data Use: Innovative tools and strategies discovered by staff at regional and national professional development venues help benchmark with the best and work with industry experts. Departments meet on a monthly basis to discuss feedback received via the mechanisms identified in Figure 3.1-1. Emphasis on data analysis drives continuous improvement in service delivery time and quality that is reinforced by SLs and management through rewards, recognition and incentives as described in Figure 5.1-4.

3.2.b(1) Relationship Management: Irving's customer culture is a direct reflection of its **customers' key requirements**. Relationships are built and strengthened with current customers through consistent high-quality customer service, personal interaction and inviting input on the future of the community. Residents, visitors, businesses and staff members all have the opportunity to give feedback to the members of council who represent them. In this manner, participants are able to voice their **expectations** by **customer segments** so the city can respond appropriately to impact **customer satisfaction** positively across its life cycle (Figure 3.2-3). To provide opportunities for customers to **increase engagement** with the organization, information is continuously disseminated to customers to educate them on services and programs offered, management processes and procedures, fiscal practices, strategic plan progress, and implementation of new programs and services to address customer requirements (Figure 2.1-3). In addition, volunteer involvement opportunities for **increased engagement** include programs such as Irving Citizens on Patrol (ICOPS), Community Emergency Response Teams (CERT), and Code Cadets which support **customers' key requirements** for a safe, crime free community and aesthetically pleasing neighborhoods and corridors. LSS process reviews strengthen customer engagement through the use of customer focus groups inclusive of all **customer segments**.

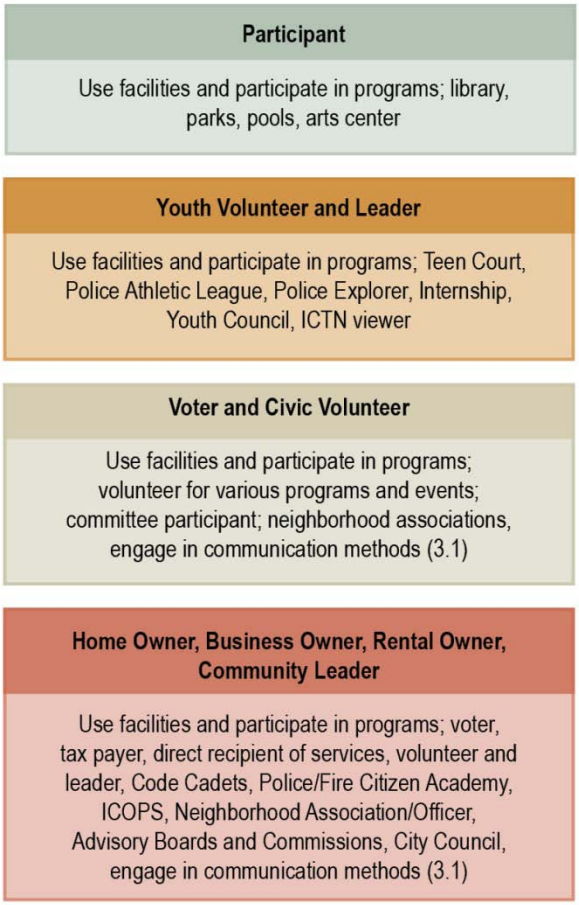
Feedback from the 2011 Spanish Town Hall, held in conjunction with the Cinco de Mayo celebration to engage the Hispanic population, indicated that the city's person-to-person approach has better enabled Spanish speaking residents to interact directly with city departments.

3.2.b(2) Customer Complaint Management: Customer **complaints are managed** through a Centralized Customer Complaint Tracking System. Data collected through the system is used to notify appropriate departments to take action and respond to the customer within 24 hours of receipt of the complaint or request for service (Figure 7.2-17). All complaints are entered into the system and receive a priority rating. Through the system, departments are able to retrieve real-time reporting to ensure complaints are resolved promptly and effectively to **recover customer confidence**. Notification of complaint or request for service is received via BlackBerry by 24-hour field operations staff.

Aggregation and analysis of complaints for use in improvement throughout the organization are addressed through the VOC process and serve as a key input to the SPP (Figure 2.1-2).

Data collected through the system spurred the creation of the Eyes on Irving program. This employee-based program was created to proactively address complaints related to the city's visual appeal. Employees are encouraged to participate by calling or emailing information on problems seen in the community such as potholes, high grass/weeds, damaged signs or graffiti. The Eyes on Irving program has received 1,511 calls since its inception in 2007. To improve employee engagement and awareness, a special prize was given to the 1,000th caller in 2010.

Figure 3.2-3: Customer Life Cycle



Analyzing this data can reveal other areas that need attention. Stakeholder input from the annual resident survey, response cards, one-on-one meetings, open forums and Town Hall Meetings are provided to City Council members as a list of community needs and requirements. City Council reviews and prioritizes areas of community concern at the annual Strategic Planning Retreat. Areas of concern become key strategic objectives in the city's SP to ensure consistent focus and reporting of results.

4. MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT

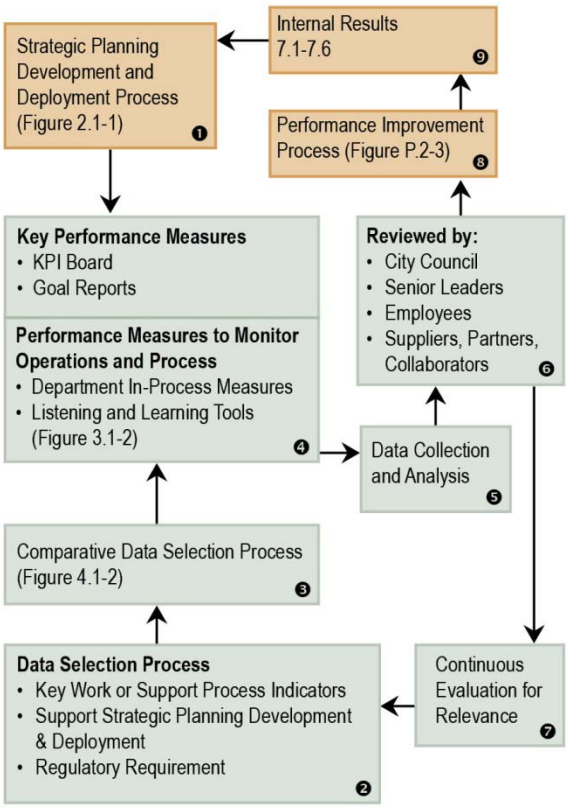
4.1 Measurement, Analysis and Improvement of Organizational Performance

4.1.a(1) Performance Measures: The Performance Measurement System (Figure 4.1-1) is used to systematically gather and integrate customer-focused and results-oriented data and information to monitor organizational performance and achieve MVV and strategic priorities. Irving has a cascading performance measurement system. ❶Performance measures are aligned and exist at the SP Goal level and department level. SP Goal Key Performance Indicators (KPIs) are the highest level measures associated with the SP and are reviewed and reported monthly with the strategic goal team reports. Measures are captured in a centralized database and displayed in scorecard and dashboard views.

Data selection criteria include ❷value of the measure to gauge achievement of strategies and actions, with balance of measures to reflect processes, outcomes, customer service and finances; value of the data against the time and resources to collect the information; quantifiable; alignment with MVV. Performance measures are selected in Step 6 of the SPP. They are reviewed each year during the SPP to ensure they still provide useful data for SL and the departments. Training is conducted on the data system and measurement selection annually and by request. ❸The processes for selecting comparative data are in section 4.1.a(2).

❹Measures are **aligned with the SP** and work processes. Figure 4.2-2 lists key organization performance measures. Additional measures are found in Figure 2.1.3 and Figure 6.1-2. A full list of KPIs can be viewed on site. ❺ The city has developed a process for monthly performance measure scorecard reporting. Data is reported in the I Measure for Results (IM4R) database system by data owners monthly. The system is accessible through the Inet. Various scorecards can be viewed: city scorecard, Strategic Goal scorecard, department scorecard, process scorecard; POS scorecard, and resident survey scorecards. Scorecard views include red/yellow/green stop lights, trends and targets. Data analysis includes a variety of comparative data and timeline summarization views, assignment of action items and notation of data variances. Scorecards can be saved as a PDF or Excel file. ❻ Performance data is shared with employees during staff meetings, posted in work areas, shared at SBR meetings, presented to City Council, displayed in the annual year-in-review report to all residents and included in various updates. This constant communication of KPIs ensures that senior management and City Council both have the same information about the city's successes and challenges.

Figure 4.1.-1 Performance Measurement System



Common enterprise information systems enable data **collection** and information to support daily operations and organizational decision-making. Performance measurement data is analyzed at the departmental level by directors and supervisors on a routine basis. Due to the **integration** of key systems, data is updated in multiple applications when entered into a particular system. An example of this is the integration of a time keeping system with the payroll system. In 2010, business intelligence (BI) software was implemented, allowing multiple databases to be integrated into one view, which provides the end user with easy access to data they need for quick decision making. The BI tool was rolled out to patrol officers in 2010 and allows field officers the ability to rapidly search information in disparate data sources with a single query. The BI tool is used with other system applications, such as the LMS and financial systems to create performance dashboards and drill-down reporting for decision making.

Process measures are tracked by process owners and are used to evaluate operational performance (cycle time, cost, customer satisfaction). They also drive **innovation**. ❽If a process is not meeting its requirement, a LSS team is formed. For example, two measures that resulted in LSS reviews through this process are street cut repairs (Figure 7.1-26) and contract reviews (Figure 7.1-32). The Performance Measurement System was refined after the 2009 TAPE site visit to strengthen comparative data and scorecards.

4.1.a(2) Comparative Data: Comparative data is selected for key measures and used to identify/determine improvement targets. Appropriate comparisons to support

operations, decision-making and innovation are selected through the comparative data selection process (Figure 4.1-2). Our desire is to have a Baldrige strategic municipality or best local competitor for all key KPIs. However, at this time, Irving is ahead of its competitors (DFW cities), with many of them not collecting the same data or not willing to provide the data. As a cycle of improvement we use ICMA data for comparison using top quartile goals if ICMA collects data for those measures that do not have a Baldrige or best competitor benchmark. Competitive data is selected in the following order: 1) Baldrige, 2) best competitor or other local competitors, 3) industry standards, 4) ICMA benchmark data 5) internal trends. Effective uses of comparative data are ensured through integration of comparisons into the measure goal setting process during the SPP, development of scorecards and department performance improvement projects.

Figure 4.1-2 Selecting Comparative Data and Use

Selecting Relative Comparative Data
1. Identify comparables (Baldrige, best competitor, other local competitors, industry, ICMA national quartile, internal trends)
2. Collect data and populate scorecard
3. Determine performance gaps
4. Communicate findings and establish improvement
5. Develop action plan and implementation schedule
6. Monitor results and recalibrate findings

4.1.a(3) Customer Data: VOC data and feedback is collected through various methods, as shown in Figure 3.1-1. The data is aggregated and segmented when appropriate and made available to appropriate departments and teams for review and analysis through the Inet. The data, complaints and comments are reviewed to identify current trends, top concerns, changing expectations and opportunities for improvement and innovation. The findings may prompt automation, a new service offering in line with customers' changing requirements or the need for a LSS review. For example, VOC data is used to determine facility design features. VOC results are shared with employees to solicit ideas on how to improve and the POS scorecards are posted on the Inet. Improvements based on VOC analysis are reported on a quarterly basis, shared in meetings, on the Inet and to the Customer Service Committee.

4.1.a(4) Measurement Agility: The performance measurement system is reviewed annually as part of the SPP for improvement and alignment with current business needs and direction. Measures are formally evaluated in Step 6 (Figure 2.1-1) of the SPP, but informally evaluated monthly so the city can **respond to unexpected and rapid changes**. Over the past two years, we have conducted performance measure training and have asked all departments to refine and align their measures. As a result, measures have been eliminated, added and revised. Strategic Goal KPI measures are reviewed and discussed monthly in meetings and formally presented every quarter at SBR. Through this, further refinement occurs.

Measures are created or revised when processes or programs are developed or significantly changed or when customer requirements change. Measures have changed as part of the process of selecting comparative data. Measures from other municipalities and organizations are assessed to determine if they better reflect the needs of the city and would provide a useful comparison. Two years ago the city added several new questions to its employee survey for comparative purposes. Recent improvements to the measurement system include an alignment of measures to the strategic plan in 2007 and the addition of in-process measures in 2008. The display of organizational performance has seen several cycles of improvement with the display of KPI boards in departments, BI dashboards and IM4R scorecards.

4.1.b Performance Analysis and Review: The city **reviews and uses organizational performance and capabilities** in the following setting: 1) Weekly SBR status reports on SP **objectives, action plans** and KPI are provided to ensure items are on track; 2) annual SPP reviews to ensure continued alignment; 3) Monthly data reviews by owners to look at trending, benchmarking, competitive data, targets and data validity to **ensure conclusions are valid**; 4) department and division staff meetings to review progress on SP actions and KPIs; and 5) daily or weekly stand-up meetings to review in-process measures and take corrective actions. By continuous review of various financial data, key service indicators, satisfaction data and the SP progress, we are able to improve and sustain **organizational success**. The frequency of review allows the city to **respond rapidly to changes.** Organizational capabilities also are reviewed as outlined in 5.1a(1).

4.1.c(1) Best-Practice Sharing: Lessons learned and best practices resulting from performance review findings are shared within departments and across departments using the following methods: department staff meetings; weekly standup meetings; SBR; training; Inet; and committee meetings. For example, at a customer service committee meeting departments learned how one department with a call center was using a quality assurance rating tool to evaluate and improve telephone customer service. That tool is now being used by another call center. Also, safety data is reviewed monthly and improvement practices are shared at committee meetings, department meetings and at SBR.

Improvements made in processes are shared with vendors and partners. For example, the Municipal Court's best practices are shared with their software vendor and other courts that use the same software. The court often showcases their processes during best practice visits from other courts.

4.1.c(2) Future Performance: Benchmark data is used to set targets, which are displayed in reporting and scorecards. In key service areas future performance is based on historical trends and projected growth. Growth in the city can especially impact service levels delivered by police, fire, water/sewer and refuse collection. Various forecast models are used to project future performance. For example, short- and long-term models are used to project the needs of the water and sewer system and the impacts on resources. Based on the findings, operational adjustments to resources will be included in the budget/SPP to meet or exceed standards and benchmark targets.

Performance **review findings are translated into organizational priorities** through the performance improvement process (Figure P.2-3) and deployed to workgroups immediately or as SP actions. Actions may range from the use of simple lean tools to a LSS Green Belt project if breakthrough improvements and innovation are needed.

Other sources for innovation include industry and professional associations and vendors.

A project status queue is provided on LSS Inet pages. Projects are prioritized based on an evaluation matrix and **assignments are deployed** to employee teams. The teams may be a work unit, department or cross-functional team. The team will report back to leadership with periodic progress, findings and end results. Larger projects will become new actions in the SP. When appropriate, new initiatives, changes and priorities are shared and discussed with suppliers, partners and collaborators to obtain input, discuss their role in a change or provide results. These stakeholders provide VOC to LSS projects and occasionally serve on a team.

4.2 Management of Information, Knowledge and Information Technology

4.2.a(1) Properties: Information systems and processes are designed to ensure the accuracy, integrity, reliability, timeliness, security and confidentiality of data and information. Figure 4.2-1 describes some of the methods.

Accuracy of data and information is ensured through database design, integration of systems, automation and audits/verifications. Integrity and reliability are ensured through defined and documented processes, and controlled access to data and networks. Username and password requirements and restricted, role-based capabilities ensure only appropriate and qualified staff can make entries to systems. Timeliness of data is ensured through real-time or automatic data captures. The security of systems is ensured through firewalls and SPAM filters that prevent unauthorized entry. All network logons require frequent password changes. Wireless access into the city's network is secured through asset identification and data encryption. The city also secures network access and all data transmissions to and from mobile devices in the field. Physical access to confidential records is controlled and electronic data is stored on servers located in secured sections behind doors that are accessible only through a security badging system. IT's main server room is located on the basement level, which also protects the data from weather-related disasters.

Figure 4.2-1 Methods for Managing Data, Information & Knowledge

	Sample of Methods	
Accuracy	• Training • Drop down menus, check boxes • Data audits	• Standard forms • Data validation
Integrity and reliability	• Documented processes • Data entry controls • Permission controls	• Backups • Recovery plan • Data reconciliation
Timeliness	• Data entry controls • Real time entry • Automatic capture	• Controlled remote access
Security and confidentiality	• Personal sign-ons • Firewalls, spam filters • Password authorization/ expiration • Secure locations • Ethics training	• Data encryption • Secure wireless • Annual risk assessment • HIPAA compliance

4.2.a(2) Data and Information Availability: Data and information are made available to all stakeholders through a variety of channels as appropriate to facilitate fact-based decision making. The workforce accesses data and information through the following methods: Inet, multiple real-time network software applications, SharePoint, reports, email, and BlackBerries. Software application specific data is accessible to employees according to security levels established based on position and responsibility. Employees rely heavily on the Inet to access information on policies, procedures and general city-related information. They can query financial and purchasing related information, download and submit various forms, and review SP updates and KPI data.

To facilitate employee access to information, several user-friendly web access queries were implemented in 2009 and 2010. Employees can now register for training classes, view training transcripts, submit and track work orders to IT and building maintenance, access the employee self-service portal to enter timesheets and route them for approval electronically, view payroll information, and update their personal information.

The Geographical Information System (GIS) is integrated into the city website to provide visitors access to spatial information. The IMAP web tool provides employees and the public easy access to the city's GIS via the Inet. The maps allow the user to pan, zoom, turn on and off themes, display feature attributes, and print simple maps. The maps contain information for a multitude of GIS layers. Some examples are tax parcels, zoning, parks, subdivisions, neighborhood groups, inspections, aerial photography and many more.

Customers, suppliers and businesses can access information through the city website. They can download forms, view council and board meetings and agenda packets, search archived council meeting agendas, view crime data and accident reports, query permitting data and find general information about the city. Through the web, they can view the ICTN cable stations and access Video on Demand. SP information, including results and KPI data, is visible on the site. Residents can retrieve and pay utility bills, review and pay traffic violations, and purchase Irving Arts Center tickets electronically.

Businesses can access bids and RFP requests or view the results of past requests. Vendors who support applications are provided a web-based solution to provide remote support and are required to sign a third-party connection agreement. The extent of the services offered on the website has helped the city receive national recognition as the best in competitions such as the Digital Cities Survey Award.

4.2a(3) Knowledge Management: Workforce knowledge and information are **collected and shared** across the organization through key learning and development processes [5.2.c(1)], cross-training, policies and procedures, the Inet and shared drives as well as during meetings and with teams. Four types of organizational knowledge have been identified as important to the city in maximizing potential: 1) knowledge needed to accomplish work, 2) knowledge needed to improve processes, programs and services 3) knowledge needed to

address changing needs and direction and 4) knowledge needed to innovate.

An electronic toolkit is available on the Inet portal to transfer knowledge. The toolkit provides a centralized location to quickly access a variety of information including: status for action plans, strategic objectives, commonly used documents, reports, policies and procedures, and a "hot-topic" section to address current issues.

Listening and learning tools are used (Figure 3.1-1) to capture workforce, customer and stakeholder knowledge. **Knowledge transfer to and from customers (residents)** is heavily emphasized by the city. Every communication method in Figure3.1-1 is used to gather and/or provide information to residents. The methods vary from static presentations of information such as the *City Spectrum*, to the website and Video on Demand, to Town Hall events and roundtables where residents can interact directly with city staff and the City Council. Information for residents is always available for access (website), provided on a regular schedule (*City Spectrum*), or provided as a response to a special topic or event (public hearings, mailings). Relevant knowledge from customers is obtained through feedback, input and surveys.

SP action teams and LSS teams present project and program briefings at SBR. During these briefings lessons learned and **best practices are shared**. Summaries of these presentations are available on the Inet. **Relevant information is captured and transferred** to employees via staff and various team meetings and *Inside Irving*. The quarterly Cost Savings and Efficiencies report captures practices implemented by departments and is available on the Inet for reference. **Through this rapid sharing** of information, best practices are identified and implemented in other departments. Recent examples of practices expanded to other departments include expansion of a utilities work order system to be used for the centralized complaint system, BlackBerry notification of new work requests and electronic receipting.

Suppliers, partners and collaborators provide knowledge through regular contact, contractual reviews and meetings. Best practices are identified through benchmarking, relationships with partners and participation in user groups, and the state and national Baldrige programs. Through association memberships, trade shows and conferences, employees monitor and identify emerging and promising technology. In 2010, a Best Practice Committee was formed with three executives from Fortune 500 technology companies in Irving. The committee shared practices and Irving implemented a copier best practice resulting in a savings of $230,000. **Relevant knowledge for use in strategic planning** is assembled through a variety of reports, communication and the environmental scan in Step 1 of the SPP, described in detail in section 2.1a.

4.2.b(1) Hardware and Software Properties: Irving uses industry standard approaches to ensure reliability and **user-friendliness of hardware and software**. Since 2007, IT has been using PMBOK from the Project Management Institute as a guide for IT project deployment and reporting. This framework provides a standard for the city. IT works closely with end users from the start of each project to develop accurate and realistic requirements, promote communication and gather constant feedback. Emphasis on design of an application ensures user-friendliness and self-sufficiency, reducing reliance on technical staff. The IT Help Desk and

Figure 4.2-2 Key Organizational Performance Measures

	Results Link	2012 Result	Current Target	5-year change
Corridors				
Appearance of the City	7.2-5	62%	73%	+22
Code Enforcement				
Building & Standards Cases Closed by Voluntary Action		66%	65%	+22
Property Cases Closed by Voluntary Action	*7.1-12*	96%	98%	+11
Code Enforcement Rating	*7.2-4*	64%	58%	+30
Economic Development				
Economic Development/ Redevelopment		57%	55%	+16
New Commercial Plans Reviewed in Six Business Days	7.1-18	100%	100%	+66
Construction Inspections Completed in One Business Day	7.1-19	99%	100%	+1
New Jobs Created	7.1-15	4,198	1,700	+56%
Public Safety				
Violent Crimes	7.1-1	496	640	-36%
Property Crimes	7.1-2	6,331	8,260	-33%
Motor Vehicle Accident	7.1-29	1,025	1,896	-26%
Fire/EMS Emergency Response Under Five Minutes	7.1-9	71%	90%	+18
Adoptable Animals Adopted, Returned or Rescued		66%	80%	+7
Communications & Customer Service				
"City Spectrum" Rating		93%	95%	+2
User Sessions on City Website		4,412,234		+59%
People Watching Live Video Streaming		179,546	144,000	-19%
Online Payments Received	7.2-16	243,996		+154%
Customer Service Rating	7.2-4	72%	80%	+10
Cultural, Recreational, Educational				
Arts Center Events/Programs/Services		410	255	+58%
Active Library Users	7.2-18	58,677	57,000	+40%
Overall Library Services Rating	7.2-4	82%	85%	+7
Overall Quality of Parks		76%	71%	+8
Overall Quality of Recreation Centers	7.2-4	72%	90%	+4
Park Acres Per 1,000 Residents		8.55	8.5	-.15 acres
Average Maintenance Cost Per Park		$3,381	3,552	-10%
Governance				
Tax Rate Rank Among 10 Benchmark Cities	7.5-1	2nd Lowest		same
Bond Rating	7.5-9	AAA		same
Overall Quality of Life	7.2-1	71%	76%	+19
Infrastructure				
Residents Rating Major Streets as Average or Better		85%	90%	+5
Sanitary Sewer Overflows	7.1-11	41	<60	-24%
Water Samples that Tested Positive for Bacteria	7.1-10	2.37%	<5.0%	Below target
Diversion of Materials from Landfill	7.4-13	25%	25%	+1
Trash Collection Rating	7.2-11	83%	83%	+4

*Reported on calendar not fiscal year.

**

training staff contribute to user-friendliness through assistance with the use of applications, online knowledge, and fast resolution to problems and other requests.

IT conducts surveys to solicit feedback regarding support and satisfaction with IT's systems, applications and services. Results are analyzed and shared. Improvements in 2009 included a LSS project on the IT Help Desk to improve call resolution time. Improvements in 2010 include the creation of a Public Service IT support team to assist with report development and software upgrades. The IT Express drop-off was initiated to provide quick and convenient turn-around service to growing mobile staff and laptop users.

Hardware reliability is ensured by having standardization and long-term relationships with preferred vendors. Each system is tested before installation. A computer replacement system is in place to ensure technology remains current and provides the necessary performance levels and reliability.

As part of a new implementation or any update/upgrade, change procedures ensure proper testing is conducted and followed to ensure the system is reliable before migrating into production. IT's change management and service management are modeled on the Information Technology Infrastructure Library (ITIL) practices. Changes, which are submitted through the automated Altiris change management software, must follow a well-defined and documented process.

IT, along with the departments involved with CIP, Emergency Management Office, and public safety work together to ensure that physical and cyber **security** meets or exceeds industry standards. Physical access security is implemented to ensure unauthorized personnel are not allowed in areas where sensitive technology equipment and information is stored. All security access is logged and monitored. Physical and cyber security assessments are conducted annually to verify that there are no vulnerabilities in the city network.

4.2.b(2) Emergency Availability: IT has a formal disaster recovery plan in the event an emergency disrupts hardware, software or data access. IT's emergency plan is part of the city's Continuity of Operations Plan (COOP) and Emergency Operations Plan (EOP). Currently there are two geographically separated network operation centers that host the city's information technology equipment. The two network operation centers, connected by high speed fiber, are physically secured and monitored 24/7. Redundancy and failover capabilities have been taken into consideration to ensure reliable and stable communication links between sites. The city has implemented a third location that provides redundant telecommunications and Internet and is the Emergency Operations Center in the event of an emergency.

Backup and recovery strategies are documented for each application through the IT knowledge base. Backups of critical infrastructure and applications are made and shipped offsite. Software is used to monitor all infrastructure equipment and mission critical applications for their capacity, critical performance counters and proper hardware usage. Hardware contracts with external vendors allow emergency support during a disaster for all infrastructures including network equipment, telecommunications, radio communications and application servers. Implementation of primary and backup uninterrupted power supply (UPS) and generators at all major facilities has allowed the City of Irving to provide vital customer service during disasters. Failover exercises and testing of equipment occur weekly.

The IT Network Systems Division has implemented dual data circuits for police and fire mobile users. This improvement increases upload and download speed, helps maintain high network availability, improves emergency responses, lowers telecommunication costs and strengthens data security by better data encryption. When downtime occurs (planned or unplanned), a standard communication plan is used to relay status.

5. WORKFORCE FOCUS

5.1 Workforce Environment

5.1.a(1) Capability & Capacity: Workforce capacity and capability needs are incorporated into the annual budget and strategic planning process (Steps 1,3,7) and the HR/training plan. **Capacity needs** are projected based on new or enhanced services or facilities. In the past five years staffing increases have occurred in the Code Enforcement, Police and Fire Departments to address strategic needs and new facilities. SL assess the skill and competency needs (**capability)** of their departments by reviewing KPIs, current and projected process performance, employee skills and department SWOTs. This analysis is an input into the budget/SPP, HR/training plan and IDP.

Departments review capacity and capability quarterly or more frequently. Organizational and individual learning needs are identified annually and throughout the year through the approaches in 5.2. Capacity levels for fire and police are monitored daily to ensure an acceptable staffing level is maintained at all times. Other functional areas such as the dispatch call center, water billing customer service center and municipal court monitor incoming calls, call queues and line wait times daily. Staff are reassigned to meet and maintain daily performance targets such as abandoned call rates and line wait times (Figure 7.1-21;-22;-28). Cross-training has increased capacity, enabling employees to easily change functions.

Departments review processes using LSS to address capacity needs. For example, in 2008 the Police Department reviewed its civil service (police officer) recruitment process using LSS. They had 25 vacant officer positions and were projecting 57 vacant positions by 2011. The vacancies were a result of the competitive regional recruitment environment and an increase in retirements. Recruitment process improvements were made and the department has maintained 100% staffing since 2008 (Figure 7.3-6). Their improvements were shared with the fire department and the applicable ones were adopted for hiring firefighters. In 2009, the dispatch center conducted a LSS review on staffing and duties, which resulted in a switch from eight-hour shifts to 12-hour shifts and the addition of a power shift for peak periods. This change eliminated the need to hire five additional dispatchers.

5.1.a(2) New Workforce Members: The city has deployed a standardized **recruiting and hiring process** (AOS) to ensure uniformity in the recruiting, interview and

selection process of general government employees. The five key steps in the process are summarized in Figure 5.1-1. The civil service process for hiring police and firefighters follows Chapter 143 of the TX Local Government Code.

A management review component was added to the hiring process in 2009 after reviewing data related to employee terminations during the probationary period. Top candidates for all positions briefly meet with the city manager or one of two designees. While not a formal interview, this meeting allows for interaction with potential new employees, providing the applicant with another perspective on the Leadership Model and organizational culture and serves as a final screening to ensure the applicant is a good fit for the organization. A follow-up visit with new employees is conducted during the 6-month orientation to ensure a sound foundation has been set. Feedback is shared with the hiring departments and improvements are made.

In 2010 the hiring systems approach was further improved. A LSS review of the hiring process for general government was completed to strengthen the candidate interview step which focuses on hiring the right person for the job. Procedures were established and a hiring toolkit was created for consistency in hiring interview practices across the organization and a pre-application survey was added to the job application process. The pre-application survey is a mechanism for interested applicants to answer questions directly tied to the city's organizational culture and is referenced in the interview process. The impact from 2009 and 2010 improvements are displayed in Figure 7.3-2.

Figure 5-1.1 Hiring Process (General Government)
1-Position Review: Department submits request to fill position to the Position Review Committee (described in 5.1.a(4), job duties and pay reviewed, skill set identified
2-Advertise Position: Online and newspaper recruiting plan discussed with hiring supervisor for additional targeted recruiting
3-Interview Candidates: Hiring supervisors use the hiring supervisor checklist and toolkit to complete the steps in the process
4-Management Review: Verification of right fit for top candidates and 6-month follow-up
5-Orientation: Includes benefits overview, Foundation training series, On-boarding and department specific training plan

The city ensures the **workforce represents** the **diverse ideas, cultures and thinking** of the community through 1) considering a wide range of candidates, 2) peer interviews conducted by a cross-section of the diverse workforce and 3) partnerships with local high schools and universities for internships. By using multiple recruitment tools and mechanisms, such as job fairs, local newspapers, minority newspapers, the Internet and professional associations, the city ensures diversity of its applicants and recruits.

The city partners with local high schools and universities to create future applicant pools and improve the public perception of government employment. This past year, 29 unpaid interns received training in various departments. Students in the EMT, jail and water utilities programs can earn certifications. Several students have been hired for full-time positions following their internships.

New hire **retention** begins with employee orientation where they learn about the culture, MVV, LM and SP. Tenure of employees is accomplished through competitive pay and benefits (Figure 7.3-22), our team-oriented work environment and the development opportunities described in sections 5.1 and 5.2.

A systemic approach to volunteer recruiting (AOS) was implemented in response to an opportunity identified in a TAPE Feedback Report. This provides consistency across departments and includes training on the MVV, SP, basic safety, other components central to assignment, and a volunteer engagement survey (Figure 7.3-8).

5.1.a(3) Work Accomplishment: The **workforce is managed, organized** and aligned with our strategic goals and the overall work and support systems. Departments provide key services and support functions are centralized in order to best meet the needs of all departments and customers. Strategic Goals and **action plans** are cascaded down to departments, setting employee expectations and aligning everyone in the organization with the SP. Consistent communication (**CC**) about KPI, VOC data and the SP creates a strategic focus (**CC**) as departments work together as a unified team to accomplish the city's mission and vision. Employees work in collaboration across department lines using cross-functional teams to accomplish work and Strategic Goals. Irving has a strong team culture that is reflected in the way we accomplish work and our mission. We currently have 50 cross-functional teams working on strategic initiatives to achieve both short- and long-term action plans.

Annually during the SPP the ET determines how to organize the workforce to best meet our **challenges and achieve action plans**. One of our SC is improving the visual image of the city. To create a stronger organizational alignment, the code department was realigned under the police department which greatly improved code enforcement and the visual appearance of targeted areas throughout the city. Additionally the engineering division was aligned under the CIP Department; this working relationship created visually impactful results along the corridors (Figure 7.2-5) and improved construction management processes through shared best practices.

Creating a workforce that **exceeds performance expectations** begins with hiring the right person and is managed through the performance management system (Figure 5.1-3). The annual performance evaluation and IDP identifies development opportunities to assist employees in taking performance to the next level. All employees receive a rating score of below, meeting or exceeding expectations on their annual evaluation. Teams and individuals are empowered to improve processes, **(CC)** increase productivity and exceed customers' expectations. **Customer focus is reinforced** through training, the customer service pledge, the customer service standards, NEO, POS surveys and recognition.

5.1.a(4) Workforce Change Management: Due to the current state of the economy, many local governments have faced significant cuts resulting in layoffs, furloughs, and services reductions to the public. However, Irving anticipated these economic hardships for several years as a result of the five-year budget forecast, which projects both revenue and expenses based on emerging trends. The five-year forecast is prepared annually as part of the SPP and revised throughout the year as conditions warrant. Workforce reductions have

been avoided through the budget forecast, SPP, and LSS. The city manager sends periodic communication to employees about the state of the economy and its impact on our budget, employee benefits, and capital programs.

The city prepares the workforce for **changes in capability and capacity** through training and continual communication. Cross-training and development assignments have been implemented throughout the organization. This prepares staff to fill in or take over job duties when needed. Since 2007, 111 positions have been eliminated through attrition and 135 remain vacant with **minimal impact** as a result of LSS, Lean Thinking, automation, sharing of resources, cross-training and realignment of services. Prior to filling a vacancy, position requests must go through a multi-step position control review process (AOS). Requests are presented to the Position Review Committee. Directors must discuss the process improvements the department has implemented related to the duties of the vacant position, alternatives to filling the vacancy, risks or opportunities related to not filling the vacancy, and costs and savings associated with the request. This process ensures services are appropriately staffed and safeguards against the need for any workforce reductions.

During this economic downturn the city has not initiated any workforce reductions. Should workforce reductions become necessary, severance pay, counseling and outplacement services would be provided. Staff growth is identified during the Budget/SPP and recent ones have been associated with new facilities or enhanced service levels. Vacant positions may be and have been reallocated within a department or to other departments to meet new strategic staffing needs.

5.1.b(1) Workplace Environment: Workforce health, safety and security are systematically addressed through 1) the wellness program, 2) the Safety Review Committee and department safety representatives, and 3) workplace security policies and procedures.

In Fall 2008, the I Win employee wellness program was launched. The I Win program was created by a cross-functional team to assist the city in addressing rising health care costs and finding ways to assist employees in reducing health risks. Employees who participate in I Win can earn monthly pay incentives ranging from $50 - $150 per month for a 12-month period based on their annual physical fitness test score or biometric test score. Employees also may earn a Wellness Day Off for participating in other aspects of I Win. The physical fitness and biometric test requirements were developed after benchmarking Cooper Aerobic Center's well known program. Employees who receive monthly awards based on the physical fitness or biometric components of the program can accrue equal amounts of credit toward future monthly retiree insurance premiums, offsetting their future retiree insurance cost. This model has reduced the city's actuarial determined retiree health insurance cost by $25 million over a 25-year period.

This incentive-driven program has achieved notable results in a short period of time (Figures 7.3-17;-18), saving an estimated $1.5 million in medical claim costs annually. In 2011, the city received the Worksite Innovation Award and the Platinum Fit-Friendly Employer Award from the American Heart Association for implementing an innovative and effective wellness program having an impact on behavior change and return on investment. In 2012, the city was named the second Healthiest Employer in the DFW area. The I Win program has been featured at an international conference and has received inquiries on the local, state and national levels. Since June 2011, an on-site health coach has been added at City Hall to provide employees and their families with health risk assessments, health improvement plans, nutrition counseling and health screenings on an ongoing basis. Wellness-related classes are offered twice monthly and videotaped for online viewing by employees and their families.

Safety is monitored by the Citywide Safety Review Committee through the Risk Management Office. In 2007, the Risk Management Information System (RMIS) was developed to centrally track data. The Citywide Safety Review Committee, consisting of SL, was formed in 2008 and provides oversight and direction regarding improvement needs. The committee meets monthly to review the RMIS data, discuss safety-related issues such as injuries, vehicle accidents and safety equipment.

Claims have been reduced through root cause data review and targeted improvements (Figures 7.3-13). The frequency and severity of incidents is analyzed to identify ways to positively impact worker health. By identifying injury causes and implementing targeted solutions, injuries have decreased. Data is used to immediately identify and recognize safety/training opportunities and determine if they are citywide or specific to departments, functions or locations. These reviews have resulted in significant positive enhancements to the safety of the workforce. Some improvements and training implemented since 2008 in response to data reviews include targeted body mechanics content for safety classes (Figure 7.3-10;-12;-13); purchasing needle resistant safety gloves for solid waste crews; purchasing "ice cleat" traction aids to prevent slips and falls in icy conditions; targeted on-the-road driving courses and training instructor certification; back-up cameras and sensors for specific vehicles; training in post-incident investigations; videos for city residents on weight and dangerous content in trash bags; paying the full cost of employee work boots (previously a shared cost); hosting an annual safety fair; creating a training video communicating preventive action measures to employees and deploying a weekly safety message to employees. Additionally, nurse case management was added to assist the injured in treatment and discussions with doctors enabling employees to return to work sooner with temporary restrictions.

The RMIS data can be segmented and viewed in a variety of ways including by department (AOS). Across departments, there are different risks and injuries. Segmentation allows departments to set targets to address improvement areas. Departments have safety officers who meet regularly to review the RMIS data and recommendations from the Safety Review Committee. Safety officers share best practices and lessons learned with their departments. They provide department safety training and ensure compliance with safety standards. The RMIS scorecard and monthly report is posted on the Inet.

Workplace **security** is ensured through education on policies and procedures that address building security and the use of identification badges and a visitor check-in process. Police officers are staffed in the guest services area in both City Hall and the CJC. Physical security and access control systems are installed at facilities and various access points are controlled to allow only authorized personnel into certain office areas or buildings. Security features at city facilities include: card-swipe access after normal working hours, employee and visitor ID badges, panic buttons, security cameras, well-lit parking facilities and alarm systems. A Physical Security Review Audit for the cash and vault operation was conducted in 2009 and the nine resulting recommendations were implemented.

5.1.b(2) Workforce Policies and Benefits: The city supports its workforce through a wide range of policies, services and benefits [P.1a(3)]. Benefits and services are tailored to meet the diverse needs of the workforce through continuous evaluation and re-bidding of services to meet the changing needs of employees. Several benefit packages are offered allowing employee to choose based on need, cost and personal preference. Employee surveys provide feedback regarding benefit needs. Benefit changes are prioritized based on cost/benefit analysis and impact on employee satisfaction. Recent benefit changes include expansion of EAP services, resulting in more counseling per topic as well as more training on topics of concern to employees and their families; and a dependent care benefit for the increasing number of workforce members with young children or aging parents.

Figure 5-1.2 Health/Safety/Security Measures and Goals

Measure	Improvement Goal/or Target	Results
Safety & Security		
Total Body Mechanic Injuries	Year-over-year reductions	7.3-12
Safety-Work comp claims or lost time	#claims; Year-over-year reductions	7.3-9;-11
Employees completing basic safety training	70% completion rate by 3-31-12	7.3-29
Security-employee survey	Safe work environment. Target >90%	7.3-25
Health		
Health-Wellness program participation	Year-over-year increase	7.3-17
Biometric numbers	Reduce "at Risk" population by 2% over the next year	7.3-18

Policies are reviewed annually and modified as needed to remain current. A checklist outlines the steps for modifying or proposing a new policy. Employee policies, services and benefits are communicated through scheduled meetings, the employee newsletter, emails, the Inet and in detail during new employee orientation.

5.2 Workforce Engagement

5.2a(1) Elements of Engagement: Factors that affect workforce **engagement and satisfaction** are determined and validated through surveys and facilitated discussions. The employee survey results are segmented by department, job classification and tenure to obtain actionable information. Meetings are conducted to discuss issues of importance. Performance Office staff correlates the feedback with the survey results to determine factors that are most important to employees. The key factors (Figure P-1.3) are consistent across the groups however, the importance does vary.

5.2a(2) Organizational Culture: Our MVV, SP and LM create the foundation for the city's culture. High performance is promoted through a LM (Figure 1.1-1) that emphasizes a positive attitude, teamwork, communication, respect, competency and accountability. **High performance and engagement** are fostered through employee orientation, goals/objectives, development plans, rewards and recognition, incentives, linking all employees to the SP and involving employees from all levels on SP action plan teams, LSS teams, various employee committees and employee events [5.2a(3)]. Feedback from the employee survey is used to identify improvements to further increase high performance and engagement. Employees are aligned to the SP. They know how their position links to the SP and how it relates to specific KPIs (Figure 5.1-3). This creates ownership and accountability, engaging the workforce in a daily strategic focus on goal achievement. In 2010, departments posted KPI boards and developed SP alignments for positions with a focus on high-performance work.

Various one- and two-way communication methods are used to provide information to the workforce. **Open communication** between employees, supervisors and managers is achieved through individual and staff meetings, teams, mentoring, coaching, and performance evaluations. Employees are encouraged to approach managers and supervisors through an open door policy; appointments are not necessary. Additionally, department bulletin boards are kept up-to-date with related information. Communication improvements are made based on the annual employee survey results and shared with employees. Department level communication improvements are created based on the survey's segmented data results.

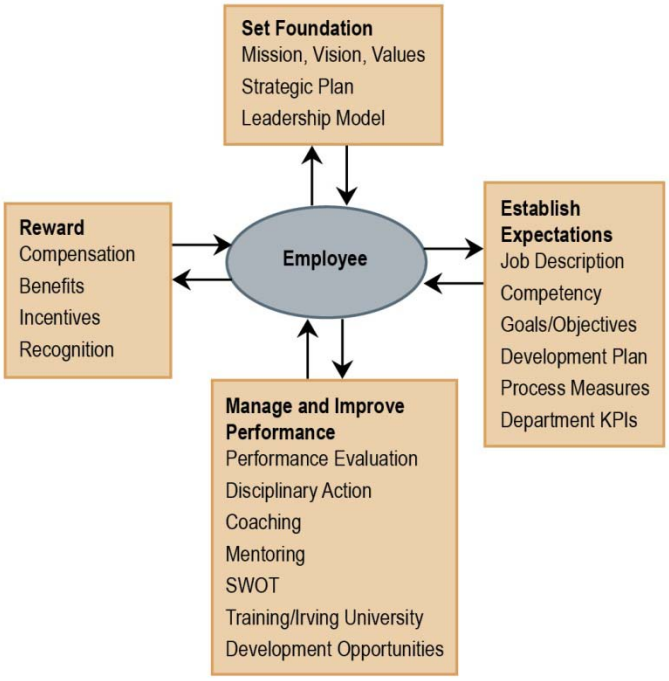
To maximize knowledge and communicate key information about city operations and the SP, the city offers the following: digital messaging with continuous ICTN programming highlighting city initiatives; Inet, the employee intranet which contains a wealth of information about progress on important city initiatives; *Inside Irving* newsletter; weekly employee news brief emails; ETHM; and a variety of special meetings and employee briefings designed to introduce new city initiatives and solicit feedback. Furthermore, key information, such as explanations of benefits, policies, the employee survey and training is delivered in Spanish for the small portion of the workforce that is not proficient in English. In 2010, computer workstations were placed in field offices to provide field workers with access to the employee Inet. Promoting effective communication is a high priority and a Strategic Goal.

Throughout the year a variety of events provide employees the opportunity to gather informally. Events that reinforce team camaraderie include: the employee celebration, wellness fair, safety fair, holiday parties, American Heart Association and United Way campaigns, and various fundraising activities such as chili cook-offs, bowling tournaments, barbeque lunches, and volleyball and basketball tournaments.

The city is a very team-oriented organization. Over 50 cross-functional teams have been formed between and within departments. These teams steer major projects and guide SP action. Team and committee composition consists of a mix of departments, work locations, positions, backgrounds, skills, experience and tenure. Team assignments promote employee growth and development opportunities. LSS teams include employees from outside the process to capitalize on the **diverse ideas, thinking** and experience of the workforce. The mix of diverse employees on a team ensures all perspectives and potential difficulties are discussed, thereby maximizing SP results, improving processes and customer service. To enhance communication and promote a culture of respect, tolerance and acceptance among staff and with customers, diversity training is provided.

5.2.a(3) Performance Management: The workforce performance management system (Figure 5.1-3) **supports high-performance work and engagement** through an integrated system that 1) links employees to the SP 2) establishes expectations and performance measures 3) manages and improves employee performance through evaluations, coaching, training and an emphasis on process improvement and 4) rewards and recognizes positive performance and behavior. Job descriptions delineate major duties, knowledge, skills and abilities. Focus is on the right things being done correctly. When expected performance is not achieved, supervisors provide coaching to drive the employee's improvement.

Figure 5.1-3 Performance Management System



The annual **performance evaluation** for employees was redesigned in the fall 2008 to align it with organizational values and competencies. There are three versions of the performance evaluation: directors, supervisors and operations staff. While similar in design, format and general content, the specific levels of accountability and responsibility are distinguished from one level to the next. Employees are rated on organizational values, attributes and skills affecting leader actions, performance promotional potential, and key performance indicators. Training and development opportunities for the next year are identified. The promotional section component feeds into the overall succession strategy for the organization. Merit increases for general government employees are based on performance.

Compensation is assessed annually to determine necessary pay plan changes. All city positions have a Job Analysis Questionnaire (JAQ) identifying essential duties, knowledge, skills, abilities, certifications and level of education necessary to perform the job. Point values are assigned to the JAQ and the job is placed in the appropriate pay scale and a formal job description is created. A market analysis of 10 Dallas/Fort Worth Metroplex cities is conducted each year. Pay grades for all benchmark classifications are set at the 65th percentile of the market and adjusted to remain competitive (Figure 7.3-22). Following a review of the JFPA System in 2012, the system was revamped and mechanisms develop for more consistent administration and comparison to market data.

Incentive programs are designed to compensate employees for special skills, certifications and wellness (Figure 7.3-16;-23). Twenty-six incentive pay types are offered to eligible employees. For example, employees who enhance city service capabilities by interpreting or translating foreign languages for customers can receive skills pay at three levels if they pass the required test (Figure 7.3-5). In 2009, an Occupational Language pay level was added for police officers and firefighters.

Reward and recognition programs are shown in Figure 5.1-4. They align to the city's values, strategic priorities and core competencies, reinforcing high performance through recognition for customer service, strategic achievement and process improvement. The On-the-Spot (OTS) Award program was implemented in 2007 for customer service, cost savings and/or results beyond the expected level. LSS awards are given to teams that develop cost-saving or process efficiency improvements.

Figure 5.1-4 Rewards, Recognition, Incentives (partial list)

Award	Recognition
On-the-Spot Award	Exceptional customer service, cost savings, innovation
Exceptional Employee Award	Values, customer service, achievement
LSS	Process improvement
Think Lean	Reducing waste
I Win	Behavior based - healthy lifestyles
Certification Pays	Knowledge/Skill
Language Pay	Knowledge/Skill
Service Awards	Service years (5,10,15,20,25,30,35,etc.)
Way to Go	Exceptional customer service
Department Awards	Exceptional customer service, teamwork, safety

In response to 2009 employee survey results, recognition programs were reviewed by an interdepartmental team and the Exceptional Employee of the Year Award was created. It is awarded annually to eight employees in six job categories who best exemplify the city values. Recipients of the various

programs are recognized in *Inside Irving*, at ETHM, City Council work sessions, SBR, and during staff meetings.

The performance management **system reinforces customer and business focus** through employee alignment with the SP, KPI, NEO, setting expectations, reward recognition and customer service training.

5.2.b(1) Assessment of Engagement: Workforce engagement and satisfaction are assessed through **formal** and **informal** mechanisms. The employee survey, the primary method, is administered annually. The survey results can be segmented by department (AOS), position and tenure (AOS) to identify concerns of a specific workforce group. Citywide and department level action plans are created to address opportunities for improvements. Survey results are communicated to employees via *Inside Irving*, department meetings, and the Inet. **Informal** approaches used to understand engagement and satisfaction are staff meetings, ETHM, employee event participation, community involvement, day-to-day interaction with employees and two-way communication approaches (Figure 3.1.1).

Other indicators to assess and improve workforce engagement include employee turnover (Figure 7.3-1), safety (Figure 7.3-9;-12), formal grievances (Figure 7.3-19), absenteeism, (Figure 7.3-14) and fraud waste and abuse hotline calls (Figure 7.3-20). All these are indicators of engagement loss and are monitored for any changes in trend. Changes are investigated to determine root causes and whether or not causes relate to engagement. Review of these indicators in 2009 resulted in cycles of improvement to the hiring process that included the management review, pre-application survey and hiring toolkit. New hire turnover was significantly reduced due to these improvements. The **methods and measures for determining engagement and satisfaction** do not differ by workforce groups or segments**;** however, the results are segmented and analyzed for differences.

5.2b(2) Correlation with Workforce and Business Results: The Performance Office staff identifies employee-related data that correlates with business results as part of the SPP to help identify improvements and monitor results. The employee survey indicates a high level of engagement which is shown in the low turnover rates, reduced number of work related accidents and low number of grievances. Workforce engagement also is a key indicator of employees' focus on the customer and desire to deliver exceptional service; therefore, engagement is correlated with customer satisfaction. We have also noted a correlation between training and satisfaction because a trained workforce is better equipped to meet the customers' requirements. Correlations include completion of core supervisor classes to number of positions filled by promotion, successful completion of telephone customer service training to quality assurance customer service scores, and improved cycle time performance on work orders to increased customer satisfaction (Figure 7.1-33).

5.2c(1) Learning and Development System: The city implemented a formal training and development program in 1995. In 2008, Irving University (IU) was created to provide training to strengthen identified areas of weakness. The training program supports high performance through a program designed to leverage **core competencies**. The MVV, LM and SP are closely woven into each class offered by IU. Input received from SL in 2007 identified the need for an aligned curriculum with shorter classes, online capability and more in-house instructors. In response, required class time has been reduced by 50%; in-house online training classes were launched in 2010 and 70% of the instructor led classes are taught by employees (Figure 7.3-28). To meet **short- and long-term** needs, the curriculum is focused on the following: LSS, supervision, leadership, **customer service,** computer software, communications, policy and procedures and safety. The training program is reviewed quarterly by a team of SL.

LSS training is extended to every level of the organization for ongoing organizational **performance improvement**. Introduction to LSS is a required class for all employees. Leaders are encouraged to become TAPE and Baldrige examiners. In 2010, a Baldrige criteria training was conducted with all SL, managers and supervisors. Staff attends the TAPE Quest conference, various job-related conferences, coalitions and user groups to identify best practices, technology and process improvements to drive innovation. **Ethics**, sexual harassment, EEOC and diversity training are required courses.

IDP are created jointly by the employee and supervisor and documented in the employee's annual performance evaluation. Employees meet with their supervisor to review training and development. Some entry-level positions require a specific level of skill mastery and on-the-job training and/or certification. Learning needs identified by SL, the safety review committee or the professional standards specialist are incorporated into the IU curriculum.

Development opportunities, including coaching, mentoring and growth opportunities, are identified in an employee's IDP and performance evaluation. For potential successors, senior management identifies experiential learning assignments that can demonstrate readiness for a promotion. Employees are asked to take on new roles in different environments and rotational positions have been created for more opportunity. Educational advancement is encouraged through a tuition reimbursement program (Figure 7.3-30). In 2009, part-time employees became eligible for this benefit.

Knowledge is transferred from departing or retiring employees through hiring overlaps, job manuals, standard operating procedures, procedural documents and training modules. Cross-training is conducted to ensure that the departing employee does not have exclusive knowledge.

Training **reinforces the immediate use of the new knowledge and skills**. Green Belt and Yellow Belt participants are assigned immediate projects. In supervision and leadership classes, employees develop action plans identifying 2-3 actions they will implement to enhance their current skills. A non-traditional approach for developing skills is having potential leaders present at SBR. This development exercise prepares employees for delivering information to City Council. Observers provide feedback and presentations are adjusted and delivered again at the next SBR. This exercise builds confidence, ensures content mastery, provides coaching and support and fully prepares the employee for the formal presentation ahead. To further encourage development, an employee Toastmasters Club was chartered in 2008.

5.2.c(2) Learning and Development Effectiveness: Effectiveness is evaluated through review of organizational measures, course evaluations and stakeholder feedback. Efficiency is measured through cost analysis of external vs. internal delivery and stakeholder surveys. Course evaluations completed after every IU training session allow participants to evaluate the presenter and the course content, presentation and relevance. The surveys are helpful to the trainers because participants can provide feedback on training effectiveness.

In Fall 2010, IU began deploying e-learning modules for in-house classes. This reduces cost and time necessary to complete the class by eliminating travel time. E-learning participants are tested during the sessions to assess comprehension of the materials (Figure 7.3-26;-27;-28).

Safety training is designed to impact high areas of accidents. Performance data, such as job injury reports, indicate the effectiveness of safety training (Figure 7.3-12) while quality assurance measures gauge customer service training success (Figure 7.3-28). Feedback from surveys and training evaluations provide a strong indication as to how training is received and applied.

5.2.c(3) Career Progression: Staff career progression begins by setting goals at performance reviews, when supervisors and employees discuss and plan for growth opportunities within the organization. The performance review includes an assessment of the employee's promotion/ succession potential. Career progression and individual development are supported through IU learning opportunities, tuition reimbursement, coaching, mentoring and paid professional organizational memberships and conferences. Career progression measures help ensure career expectations are met. Measures include promotions from within, and employee survey results related to leadership and development opportunities (Figure 7.3-3;-24i-l). For sworn police officers and certified firefighters, progression is specified in the civil service code with promotions occurring from within those departments based on promotional testing.

To address the impending retirement of the city's aging workforce (SC) in the next five years, each SL has identified future vacancies and competency needs, and high-performing employees have been identified by each department. These individuals, along with those who have development plans, receive mentoring, developmental assignments and training, and may be involved in SP action plan teams or LSS teams to prepare them for future positions. The succession program and the Leaders and Learners mentoring program have been through two cycles of refinement in the past two years to formalize the programs.

6. OPERATIONS FOCUS

6.1 Work Systems

6.1.a(1), b(1) Design Concepts: The work **system is designed** and improved to meet key customer requirements and support achievement of the vision. The work system was redefined in 2006 to eliminate existing silos and align with the SP. The work system is a tiered, interconnected vertical and horizontal structure. Departments and functional units are related vertically. Support services and cross-functional teams that integrate and connect work activities are linked horizontally.

The redesign of the work system, when identified by a change in the internal or external environment, begins with the SPP and incorporates VOC from customers and stakeholders. The input is used to update the existing sub-systems. Teams use the tools within the Project Management Framework (Figure 6.1-1) for the redesign. Over the past four years, work system changes have involved moving work processes from one sub-work system to another for better organizational alignment to achieve the mission and vision. Examples include moving code enforcement from development to the public safety sub-system and moving CIP design from Parks/Library/Cultural to the infrastructure sub-system.

		Figure 6.1.1 Project Management Framework
LSS	**Project Management**	**Processes are improved using LSS. New programs, services, technology and construction projects use the Project Management Track and LSS tools.**
Define	Initiation	Develop Business Case and Feasibility Gather Initial Requirements and define Criteria for Success
		1. Preliminary VOC/Community Input Meetings* 2. Project Charter 3. Preliminary Scope Statement 4. Technology Review Committee Presentation 5. Preliminary Project Milestones and Tasks List/ Contractual Agreements 6. Program Scope* 7. Benchmarking* 8.Constraints/Opportunities/ Budgeting* 9.RFQ – A and E/Selection*
Measure	Planning	Research and Further Refine Detail and Objectives Formal Project Scope and Budget
		1. Final VOC/Requirements Document/Concept Review* 2. Critical Success Factors and Key Performance Indicators (KPIs) – LEED, Cost Savings, etc. 3.Vendor Rating Matrix* 4. Updated Project Milestones and Tasks List 5. Risk Management Plan/ FMEA 6.Quality Management Plan 7.Communications Plan 8. Notice to Proceed – Initiate Schematic Design* 9. Design/Define Conditions 10. Finalize Budget
Analyze	Execution	Develop RFP/Vendor Evaluation Recommendation/ Procurement
		1. Analyze/Design Improvement/Complete Final Design* - Adjustments 2. Negotiate Contract and Statement of Work 3. Legal Review (LSR /AA/Agenda /Contract) 4. Final Project Scope 5. Issue RFO/RFP/ Construction Bid* 6.Vendor Complete Rating Matrix* 7. Kickoff Meeting 8. Contract Amendment 9. Managing Risk 10.Sub Processes (i.e. Construction Build-out)
Improve	Monitor/ Control	Training, Implementation/Configuration/Quality Assurance
		1. Implement Solution – Award and Construct* 2. Update Project Milestones and Tasks List 3. Project Status Report* a. Weekly\Bi-weekly 4. Contract Management – Issues Log* 5. Change Request Form 6. Update Risk Management Plan 7. Initiate Pilot Program
Control	Closeout	Acceptance and Post Implementation Review Evaluation of Project Effectiveness
		1. Project Closure Report 2. City Manager's Report 3. Strategic Briefing Review Presentation 4. Lessons Learned/After Incident Report/After Action Report 5. Key Performance Indicators 6. Results Expected 7. Checklist (Punchlist)* 8. Acceptance Testing

Key work processes embody the **core competencies** and contribute to delivering exceptional customer value. Because

they are customer focused and tied to the city's strategic priorities (Figure 2.1-3) they enable the city to achieve the SP and ultimately the vision and mission.

The city systematically analyzes work system processes in terms of alignment with the vision, SP, resources required to do the job, cost and key customer requirements. From this analysis, the **city determines if a process should be internal or external** based on two criteria 1) whether the process is a key work process and 2) whether it can be performed more efficiently or effectively by an external provider. The city takes great pride in delivering exceptional services to customers. For this reason, key processes are operated using internal resources. Processes not basic to local government are subject to external providers. During the SP and budget process, processes that can be performed more effectively or efficiently by an external provider are identified. The decision to outsource is made based on cost, customer requirements and internal capacity or capability.

External resources are secured using the RFP purchasing process and a cost analysis is conducted. Some processes, such as fleet maintenance, are provided using a combination of internal and external resources. The animal registration process, EMS billing and collections, municipal court security and tax collections are examples of processes that have been analyzed and outsourced. Recently the fleet maintenance for police light vehicles was brought back in-house based on VOC and the customer requirements of the police department.

6.1.a(2) Work System Requirements: The city uses input (Figure 3.1.1) from customers and stakeholders, suppliers, partners and collaborators to determine key work system requirements (Figure 6.1-2). Face-to-face meetings with stakeholders are key to understanding their requirements. Requirements are communicated to the work process teams, which develop the work process requirements and measures. The work processes align to work systems and requirements flow from system to process. When redesigning work system processes VOC is obtained at several stages (Figure 6.1.1) and suppliers and partners are included on LSS teams. For example, feedback was received from a vendor on the franchise utility permit process that further defined their requirements. As a result, a LSS project is being conducted with three vendors.

6.1 b(1) Work System Implementation: Irving's work system consist of five key systems: public safety, infrastructure, development, recreational-cultural-educational programs and support. These systems align with the SP and the city's vision, which focuses on safe and beautiful neighborhoods, a vibrant economy and exceptional recreational, cultural and educational opportunities. Aligning the work systems to the SP and performance measures ensures value is delivered by the workforce and the organization is successful in achieving its mission, vision and customer requirements. Work systems are managed using a team approach and coordination between the systems creates agility and a holistic customer approach to service offerings. As mentioned, the workforce structure is reviewed during the SPP, resulting in sub-work system realignment. If key customer requirements or KPIs are not met then key processes are reviewed using LSS. Outsourced services are managed through contracts and have performance measures to ensure customer requirements are met.

6.1.b(2) Cost Control: Employees **minimize** overall costs associated with inspections, test and process or performance audits by using tools to uncover potential problems early in a process. LSS helps to reduce variability and catch defects before a problem occurs. The tools enable a team to mistake-proof their processes. Catching defects early reduces rework and produces services with high reliability, which results in higher customer satisfaction.

To further **minimize costs and reduce errors and rework** for support processes, Irving uses standardization, automation, technology, system-wide functions and knowledge from industry experts. Recent automation of support processes such as the agenda management system and electronic signatures on frequently used forms enhances communication and efficiency across departments. Centralization minimizes costs by avoiding duplication of administrative functions. Purchasing has established annual contracts and the city receives discount pricing for goods that are used by all departments such as office supplies. Support services, such as IT, are centralized in order to provide uniformity and consistency in service and applications. A unique LSS team was formed in 2011 with Cigna Health Care, University of Texas-Dallas and a physician group to look at the city's health care costs and identify innovative ways to reduce them.

6.1.c Emergency Readiness: The city takes a proactive approach to emergency **preparedness**. The Office of Emergency Management ensures that work systems and workplaces are prepared for disasters and emergencies. The city's EOP is reviewed and updated annually. Enhancements reflect changes in state or federal operations or mandates and lessons learned from actual experience or exercises. The plan provides for several levels of activation. All first responders and key city staff have been trained on incident management techniques from the National Incident Management Systems (NIMS) training and are required to participate in annual drills. The city is a major responder in the event of an emergency. It works cooperatively with other organizations critical to response and recovery operations such as those that maintain and operate infrastructure and utilities, governmental agencies at all levels and community organizations.

Irving's system considers **prevention, management, continuity of operations and recovery**. The city maintains a COOP that outlines actions to ensure the continuation of critical business operations, including information systems. The COOP, documented in 2010, provides policy and guidance to ensure execution and provides for relocation of selected personnel and functions. A focus of the COOP is preventing the loss of critical data and providing continuous availability of data. The EOP includes a plan for recovery of IT systems [4.2b(2)]. The plan identifies critical systems and applications. It also provides vendor contact information, internal recovery contacts, process experts, data programming recovery processes, alternate sites and hardware and software replacement. There are written procedures for all significant information system failures that might occur in an emergency. The city has redundancy and backs up all systems. The city also has backup power sources at all major city facilities.

Both the EOP and the COOP are tested annually either through an actual incident or an exercise. Irving participates regularly in regional emergency readiness exercises within the North Texas Region. The state-of-the-art Mobile Command Vehicle allows the public safety teams to continue operating and providing critical services to residents in case of a disaster. In 2011, an automatic emergency notification was implemented. This emergency notification system enables the city to notify customers with critical information. Messages can be sent to a home, cell or business phone, email, text messages and/or hearing impaired receiving devices.

6.2 Work Processes

6.2.a(1) Design Concepts: Process designs are managed using the Project Management Framework which incorporates the use of **PMBOK** [(4.2b(1)] and the **LSS DMAIC** methodology. Design and implementation requirements are ensured through a systematic process.

Customer requirements are gathered via surveys, focus groups, best practice reviews and regulatory requirements. The LSS teams gather and review this information during the Define phase and use the information to define **key requirements** and establish targets and stretch goals for charter purposes. Throughout the process, key requirements are communicated and examined by the team to ensure quality and required outcomes. **New technology** is introduced into processes by staff. They research best practices and review new technology through professional associations, user groups, networking and information provided by vendors.

Key requirements such as **cycle time, productivity, efficiency and effectiveness** are evaluated during each phase of the process. During the measure and control phase of the process, the team identifies measures to monitor and sustain the improvement in order to continue meeting and exceeding key requirements. Piloting, testing, documentation and user training are all part of the process and ensure design requirements are met. The process control plan and communication plan provide the team with a basis to make design adjustments to address future **agility** needs.

The design process and the use of multi-disciplinary teams for designing, evaluating, improving and deploying a process are applied citywide. Irving has deployed LSS and lean techniques into our everyday work. To accomplish this, an organizational realignment in August 2008 placed this citywide systematic effort under the Chief Performance Officer (CPO). Five levels of training are offered and staff from all city departments have served on LSS teams.

Organizational knowledge exists on all teams. During the chartering of all teams, team members and SMEs are identified. Teams are multi-functional and possess the necessary organizational knowledge. The results achieved by each LSS team are reported and many times can be replicated in other departments. Each LSS team makes a final presentation on their success to SL. The team results and presentations are posted on the Inet and featured in the employee newsletter, *Inside Irving*.

Feedback is incorporated during the process. Key **stakeholders**, including customers, suppliers, partners and collaborators, participate in the design and implementation process. Their input is considered throughout the DMAIC phases. They provide training on new equipment, share product knowledge and best practices, and identify opportunities for improvement. In 2009, through **innovation** and **collaboration** with contractors, the capital improvement project process was improved to decrease overall construction time by 30%. Contractual enhancements and best practices such as A+B contracts and Construction Manager at Risk have led to better quality, lower cost and decreased cycle time. The benefits to the residents and businesses include: shorter construction time and improved traffic flow on street projects.

6.2.a(2) Work Process Requirements: Requirements for each process are determined through multiple inputs: multi-disciplinary and cross-functional design teams, interdepartmental surveys, customer surveys, employee input, focus groups, research, benchmarks and other sources as identified in Figure 2.1-2. LSS teams seek the VOC as one of the steps in the DMAIC process. For example, the Commercial Permit Review team contacted key builders to obtain VOC input when redesigning their process (Figure 7.1-18) and the city and COC formed a LSS team to review/improve the economic development incentive process for both entities. **Key work process requirements** are listed in Figure 6.1.2.

6.2.b(1) Key Work Process Implementation: Key work processes shown in Figure 6.1-2. A new or redesigned process is implemented by the process owners. The new process is tested during the improvement phase to ensure it works in accordance with the design and **key requirements**. Once it has been validated and is ready for full implementation, deployment and user training plans are developed. Process owners determine which stakeholders need training and the levels of training required and develop or arrange for delivery of the training curriculum. Depending on the complexity of the work, some processes are simply documented with standard operating procedures and flow maps; others may require more formal hands-on classroom training.

The Performance Measurement System (Figure 4.1.1) is used to collect and analyze data, compare performance to established expectations, and make necessary process modifications. Key process measures defined during the process design are monitored, controlled and evaluated by the process owners for performance during **day-to-day operations**. Further refinement or improvements are identified and implemented based on process performance evaluations, stakeholder feedback and lessons learned. **Key performance measures** include those listed in Figure 6.1-2. Additional day-to-day process metrics used for control and improvement of work processes are AOS.

6.2b(2) Supply-Chain Management: To **manage the supply chain**, the city establishes service level standards and product specifications in each negotiated contract. Established purchasing policies and procedures are followed and the evaluation process includes a review of vendor qualifications and performance (Figure 7.4-11). Contract terms and conditions include cancellation if a vendor is non-compliant. Section P.1b(3) provides additional information. A cost/benefit analysis and vendor performance evaluation form is required for all purchases approved by City Council.

Figure 6.1-2 Key Work System and Processes – Partial List

Key Work Sub-Systems	Key Processes	Key Requirement	Measures
Public Safety Law Enforcement	Patrol Traffic enforcement Investigations*	Low crime rate Visibility* Low accident rate Effective investigation*	• Part I Crime Rate (Figure 7.1-1;-4) • Residents Feeling Safe or Very Safe in their Neighborhood (Figure 7.2-4;-6) • Motor Vehicle Injury Accident Rate* (Figure 4.2-2) • Accident Severity Rating at Red Light Camera Intersections (Figure 7.1-29)
Public Safety Fire/EMS	Medical care Fire suppression	Quick response	• Emergency Response Time Fire (Figure 7.1-5) • Emergency Response Time EMS (Figure 7.1-7) • Decrease in Fires Caused by Code Violation*
Public Safety Code Enforcement	Code enforcement	Aesthetics, enforcement	• % of Property Standards Cases That Are Voluntarily Corrected (Figure 7.1-12) • % of Building & Standards Cases Closed Voluntarily (Figure 4.2-2) • Code Enforcement Quality (Figure 7.2-4;-7;-8) • Appearance of the City (Figure 7.2-5)
Public Safety Refuse/Recycling Collection	Refuse collection	Consistency in collection pick-up*	• Residential Diversion Rate (Figure 7.4-13) • Collection Rating (Figure 7.2-11) • Landfill In Place Density*
Infrastructure Water and Sewer Utilities	Water Distribution Wastewater Collection	Safe water System reliability	• Drinking Water Compliance Rate (Figure 7.1-27)* • Unaccounted Water (Figure 7.4-18) • Sanitary Sewer Overflows (Figure 7.1-11) • Positive Bacteria Samples (Figure 7.1- 10)
Infrastructure Street Maintenance	Street maintenance and repair Traffic management	Safety, ease in travel*, drainage*, street conditions*	• Residents Rating of Neighborhood Streets (Figure 7.2-10) • Residents Rating of Major Streets (Figure 4.2-2; 7.2-9)
Infrastructure Capital Improvements	Facility design/ Construction Mgmt	On time and within cost	• CIP Contractor Performance (Figure 7.1-14)
Development Building Permits	Land use planning & zoning; Building permits & inspections	Cycle time, consistency*	• Construction Code Effectiveness Score* • Commercial Plans Reviewed in Six Days (Figure 7.1- 18) • Building Inspections Completed in One Day (Figure7.1-19)
Development Economic Development & Retention		Vibrant Economy	• Residents Rating of Economic Development/ Redevelopment (4.2-2) • New Jobs Created (4.2-2) (Figure 7.1-15)
Recreation, Cultural, Educational Programs	Park Maintenance	Aesthetics, safety*, location	• Maintenance Cost Per Acre (Figure 4.2-2) • Park Acres Per Resident (Figure 4.2.2) • Overall Quality of Parks (Figure 4.2-2)
Recreation, Cultural, Educational Programs	Recreation programs	Cost, program variety and availability, hours	• % of Residents Rating Program variety as Good/Excellent (Figure 7.2-13) • Overall Quality of Recreation Centers (Figure 4.2-2; 7.2-4)
Recreation, Cultural, Educational Programs	Library programs	Availability & selection, hours, computer & Internet, location*	• Rating of Overall Library Quality (Figure 7.2-4;-12) • Avg. Attendance at Library Programs (Figure 7.2-18)
Support Workforce	Recruitment & Hiring Payroll Training Policy administration Safety	Timely*, no errors*, Hiring right people Class evaluations* Deployed workforce Competitive pay*	• Turnover Rate (Figure 7.3-1) • Training Participants (Figure 7.3-27;-28) • City addresses legal issues (Figure 7.4-4) • Workforce in-process measures available on-site.
Support Financial Legal	Billing Collections Reporting Purchasing	Accurate, timely Fiscally responsible	• Invoices Paid in 30 Days (Figure 7.1-17) • Tax rate (Figure 7.5-1) • Bond Rating (Figure 7.5-9;-10) • Warrant Clearance (Figures 7.1-24)
Support Technology Equipment Communication	Service Support Production	Timely, right the first time* System availability	• Service Desk Calls Resolved at Time of Call* • Internal Customer Service was Rated Good/Excellent* • Network Uptime During Business Hours (Figure 7.1-13) • #Online Payments (Figure 7.2-16)

***=** Available on-site. Additional in process measures available on-site. Department score cards available on-site.

6.2.b(3) Process Improvement: Key work processes are managed using the performance measurement system, and are improved using the LSS DMAIC process improvement methodology and lean tools (Figure P.2-3). These tools allow teams to improve a process by reducing variation, eliminating waste, increasing workforce productivity and saving or avoiding costs. Efficient and effective processes contribute to overall **fiscal soundness** which enables Irving to continue contributing to **customer value** by increasing service levels and capital improvement projects while maintaining a constant tax rate. We improve work processes to achieve better performance and improve services through the use of LSS.

The LSS tools used are those that best fit the process needing improvement. Process improvement begins with the front line staff that are empowered to identify opportunities for improvement and solve simple problems within their functional areas. Process reviews requiring assistance of black belts, green belts or yellow belts are submitted to the Performance Office. The requests are prioritized and the appropriate team formed. The city has five LSS black belts, 33 green belts, 18 yellow belts and over 89% of the workforce has completed the Intro to LSS class. LSS has been deployed to all departments and levels in the organization.

Processes are **kept current** with business needs through the extensive VOC listening and learning processes (Figure 3.1.1) that are part of the strategic planning process. Process improvement recommendations are based on customer requirements, feedback, employee suggestions, data analysis, strategic targets, benchmarks, technology assessments, staffing strengths and weaknesses, financial performance, SWOT analyses and other internal and external feedback factors. Throughout the year, departments use the VOC and their in-process measures to ensure requirements are met and improvements sustained. Processes are **reviewed** through the Performance Measurement System (Figure 4.1-1). When a measure indicates less than acceptable performance, process owners identify causes, implement solutions, and continue measurement for sustained effectiveness.

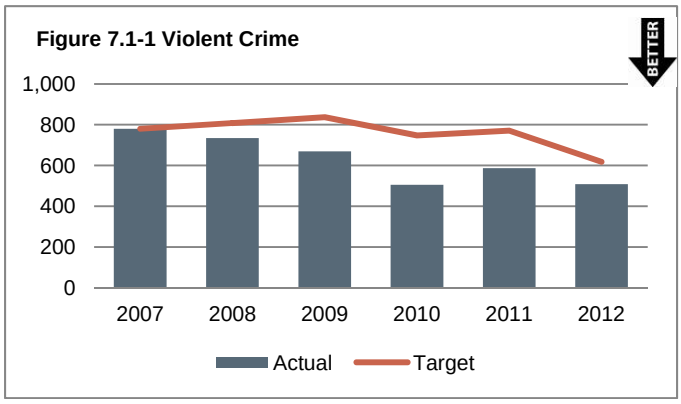
Improvements and lessons learned are shared citywide through several mechanisms. Team stories are featured in *Inside Irving*, presented at SBR and City Council work sessions and posted on the Inet. A one-stop shop has been created on the Inet for all information related to process improvement and team success stories. It contains training material, team reports, team presentations, video presentations and project idea templates. Directors and managers discuss ongoing process improvements at their staff meetings and encourage the sharing of knowledge, ideas and experiences to further organizational learning. A listing of the LSS DMAIC and Lean projects is available on-site. Project results are summarized in Figure 7.5-11. Following feedback from our LSS teams, a shift was made in the project timeline used by teams. Teams now use the Kaizen approach to accelerate the pace of the project.

7. Results

7.1 Product and Process Outcomes

Service delivery effectiveness is determined by how well we meet our customers' requirements. Key program and service outcomes included in this section demonstrate our journey in performance excellence.

7.1.a Customer Product and Process Results



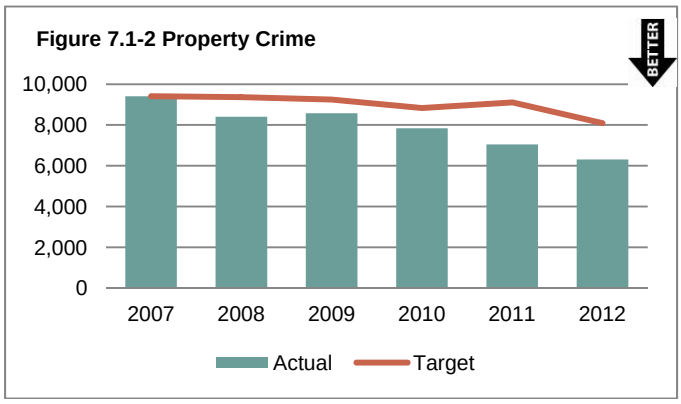
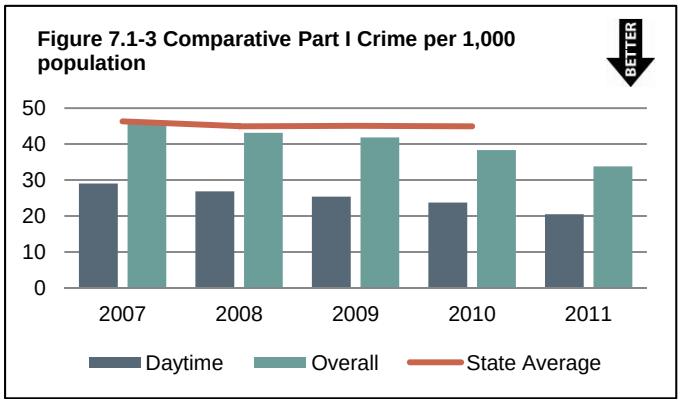


Figure 7.1-1 and 7.1-2 Crime *(Key Resident and Business Requirement)* Public safety is a primary concern. Irving's police have been working to reduce crime by utilizing best practices such as Comstat, community policing, the problem solving team and increasing the use of volunteers. A reorganization brought code enforcement under the Police Department, resulting in a more cohesive approach to public order. Violent crime has decreased 36% from 2007 to 2012, while Property crime has decreased 33%.



Part I offenses include murder and non-negligent homicide, forcible rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny-theft and arson.

Figure 7.1-4 Comparative Total Part I Crime Rate per 1,000

	2006	2007	2011	% Change 2007-2011
City E	37.1	37.2	40.3	+8.3
Irving	52.1	44.5	33.6	-24.5
Best Local	36.8	33.3	27.4	-17.7
City J	34.7	34.9	29.9	-14.3
Baldrige	23.6	25.3	27.0	+6.7

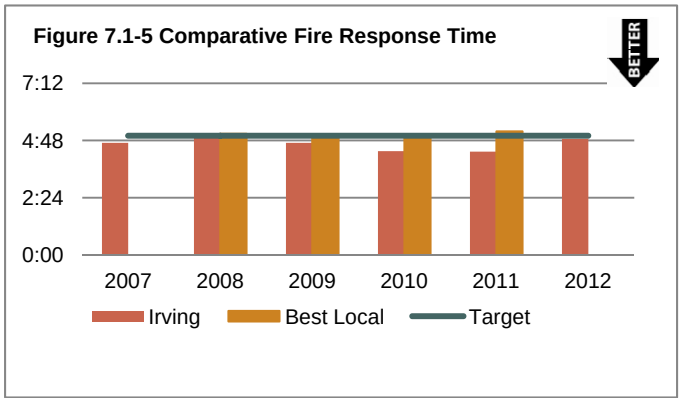


Figure 7.1-5 Fire Response Time *(Key Resident Requirement)* Irving continues to respond more quickly than its Best Local comparison across all years reported. The national standard is 5 minutes (NFPA 1710).

Figure 7.1-6 Comparative Fire Loss

City	2008	2009	2010	2011	2012	% change 2008-2012
Irving	$8.8 mil	$8.9 mil	$8.6 mil	$5.7 mil	$4.9 mil	-44.3%
Best Local	$6.6 mil	$6.8 mil	$4.9 mil	$5.3 mil	$5.7 mil	-13.6%*

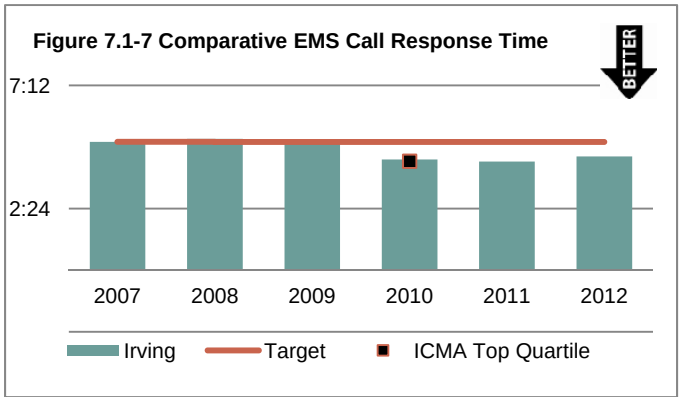


Figure 7.1-7 The national standard is 5 minutes (NFPA 1710).

Figure 7.1-8 Comparative Cardiac Arrest Patients with Pulse Delivered to a Medical Center

	2008	2009	2010	2011	2012
Irving	26.4%	33.3%	36.0%	31.6%	32%
Best Local	27.6%	23.0%	n/a	n/a	n/a

Figure 7.1-8 Certified Paramedics in the department have increased from 167 in 2007 to 191 in 2011. Ten have been specially trained as bike paramedics in the field. Functional staffing assigns one paramedic to each piece of fire equipment and two paramedics to each ambulance.

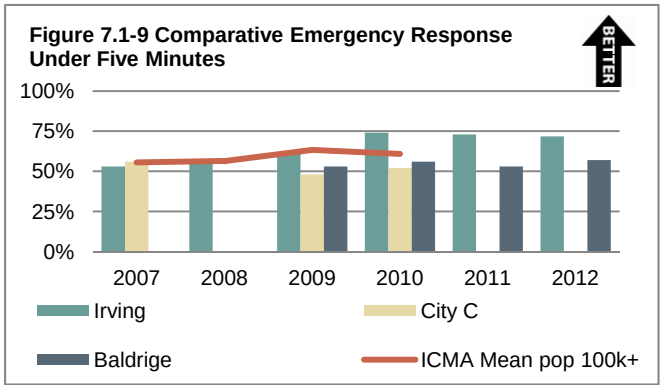
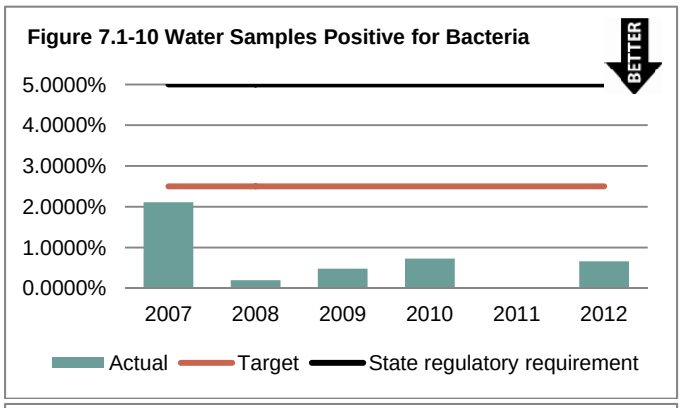


Figure 7.1-9 Emergency Response Time *(Key Resident Requirement)* Irving has improved its emergency response by 20 percentage points since 2007 and surpassed its Baldrige comparison by 18 percentage points in 2010.



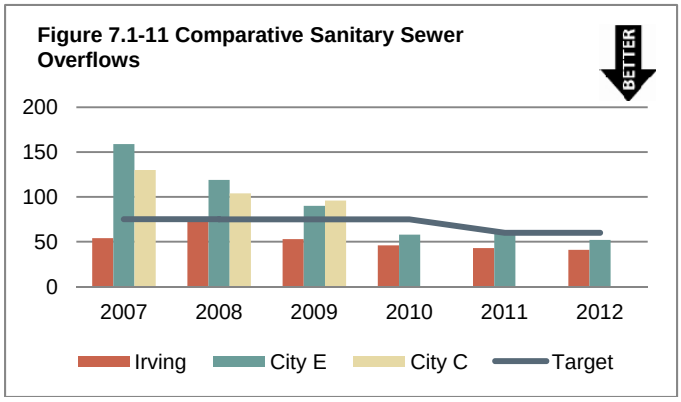


Figure 7.1-10 and 11 are key indicators of wastewater collection for the city (Fig 6.1-2). Both figures illustrate that Irving's performance surpasses state regulatory requirements as well as other comparable cities.

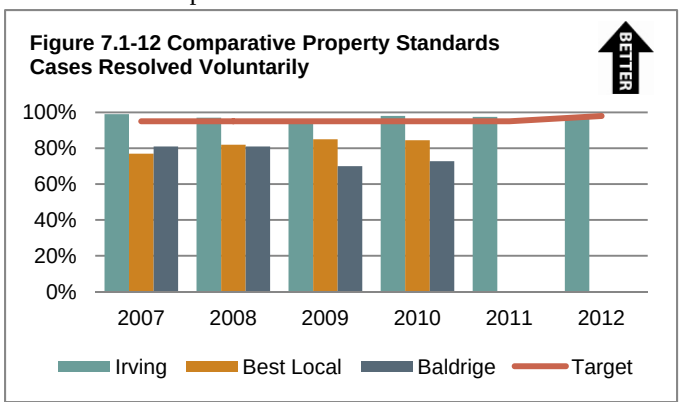
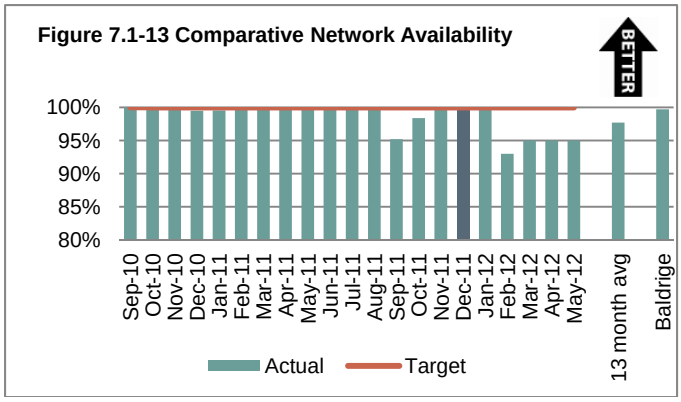


Figure 7.1-12 Irving emphasizes good communication with the property owner and a fair, but firm, approach to bring properties into compliance without legal action being necessary. Irving's performance surpasses its Best Local and Baldrige comparison across all years reported.

7.1.b(1) Operational Process Effectiveness Results



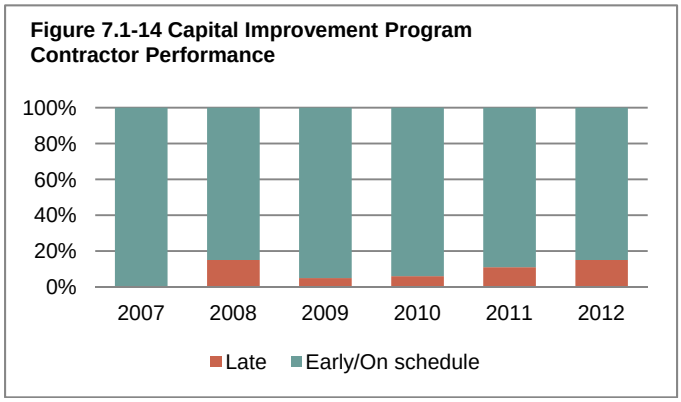


Figure 7.1-14 The city works closely with contractors to complete projects and avoid inconveniencing customers. Liquidated damages are assessed for contractors who fail to complete the project on time.

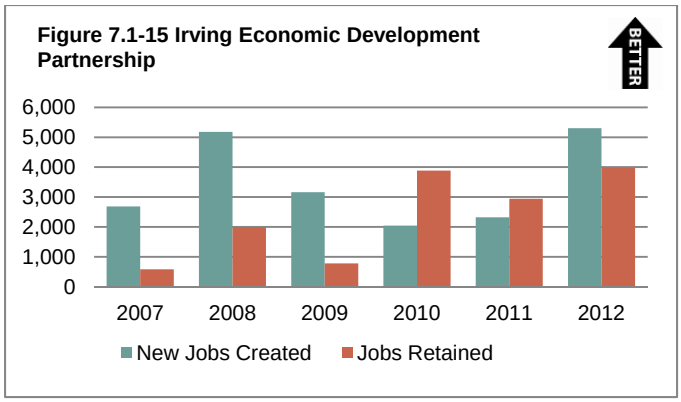


Figure 7.1-16 Chamber of Commerce Performance

	2007	2008	2009	2010	2011	2012
Project "Wins"	15	23	26	26	26	30
Target	15	20	20	20	25	25

Figures 7.1-15 and 16 The Greater Irving-Las Colinas Chamber of Commerce is a valued partner in the areas of high-quality business growth and recruiting, retaining and developing businesses.

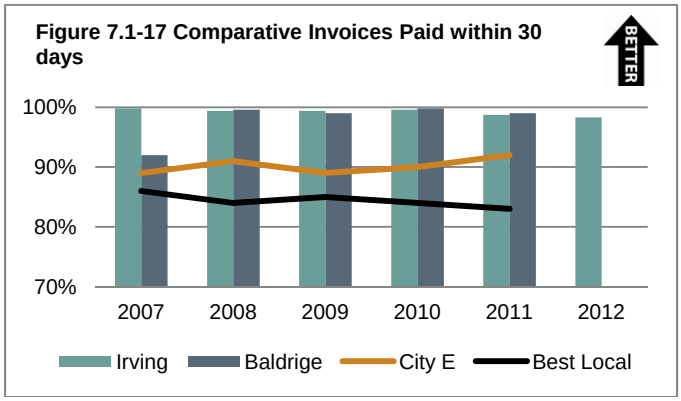
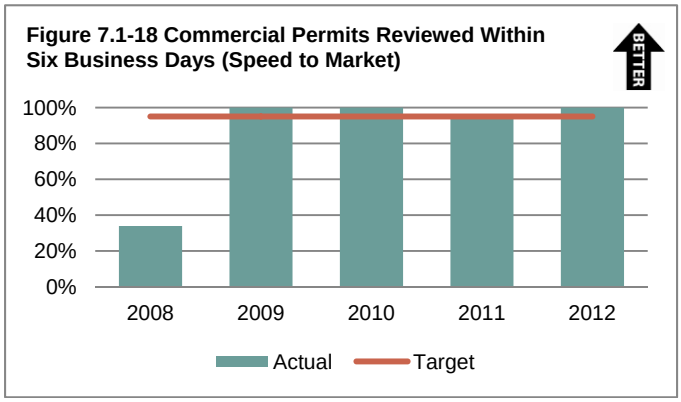
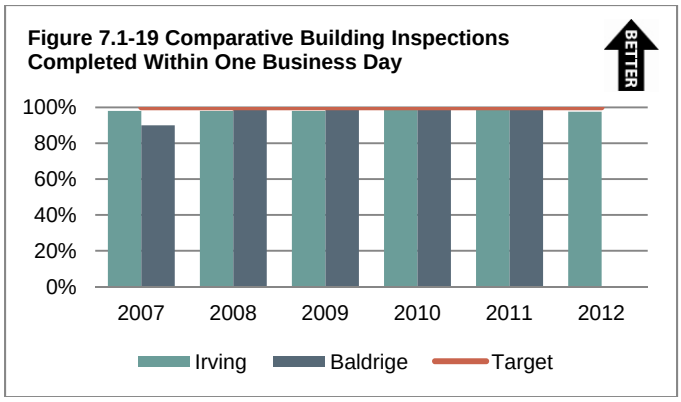
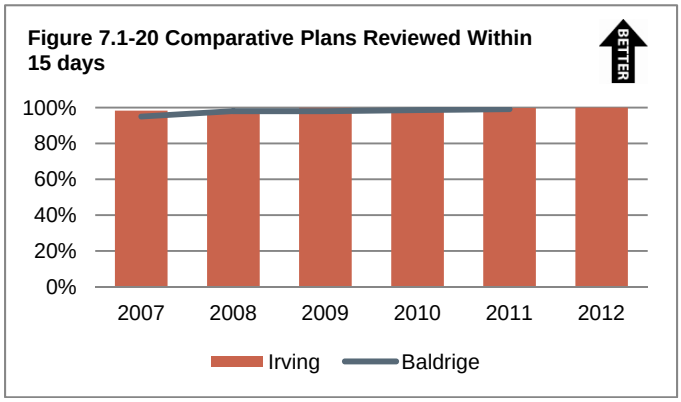


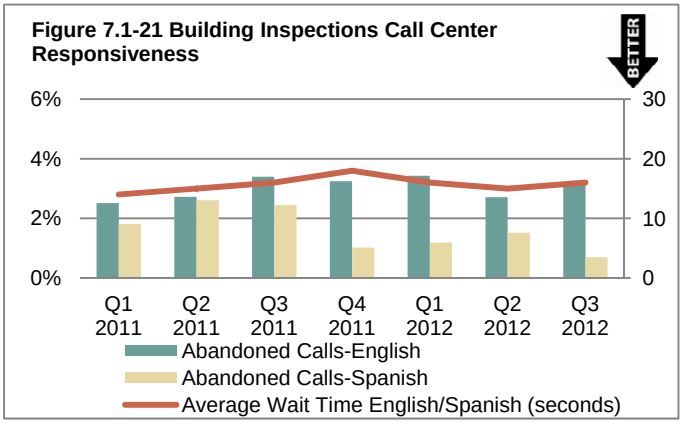
Figure 7.1-17 The city places a high value on timely payment of invoices in order to avoid needless penalties and take advantage of lower rates from prompt payment. To reduce cycle time, accounts payable encourages vendors to enroll in e-pay programs. Irving's performance surpasses its local comparisons and competes closely with its Baldrige cohort across all years reported.







Figures 7.1-18 through 7.1-20 Plans reviewed by Inspections directly contribute to the business friendly environment. Additionally, 90% of Inspections customers feel Irving's permitting process is easier compared to other local cities.



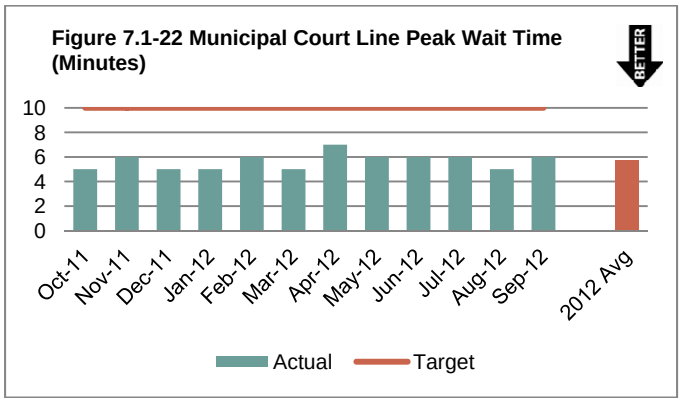
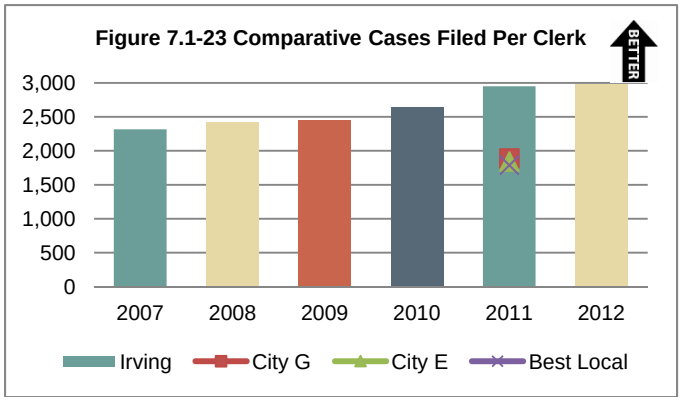


Figure 7.1-22 Average wait time (at any hour) in 2008 was 10-15 minutes.



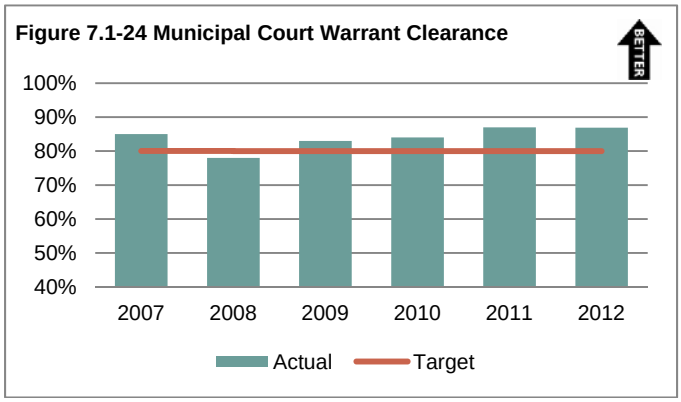


Figure 7.1-24 Emphasis on older cases (4-5 years) being cleared has improved performance.

Figures 7.1-24 and 7.1-25 The warrant division is responsible for processing, issuing and tracking the status of all warrants that arise out of the Municipal Court. Since this division is responsible for the entry and clearing of all Irving Class C misdemeanor warrants on a regional computer system, call responsiveness is critical.

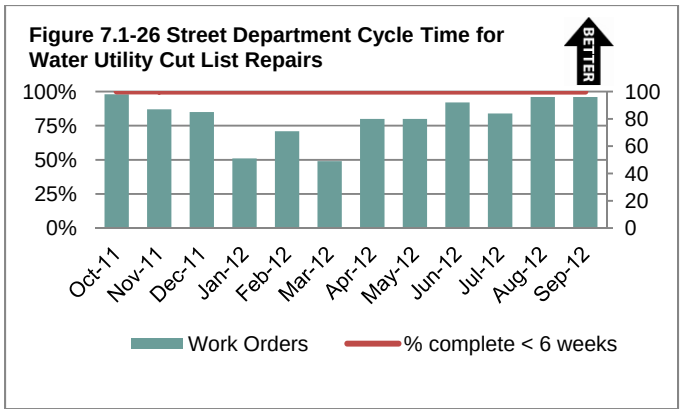


Figure 7.1-26 The average cycle time for repairs in 2009 was 14 weeks. This process was improved using LSS in 2010. The percent of times repairs are completed within the 6-week target is shown above. A 57% improvement in percentage completion over 2009 was achieved in 2011, reducing the average cycle time down from an average of 14 weeks to 5.4 weeks.

Figure 7.1-27 Drinking Water Compliance

	2007	2008	2009	2010	2011	2012
Irving	100%	100%	100%	100%	100%	100%
Baldrige	100%	100%	100%	100%	100%	N/A

Figure 7.1-27 In 2011, Irving was one of only two utilities in the state that received an award for having an "Outstanding Cross-Connection Program". TCEQ now sends other utilities/cities to Irving to learn about our program. Cross-connection is a component of our Drinking Water Program and helps ensure that our water is safe to drink.

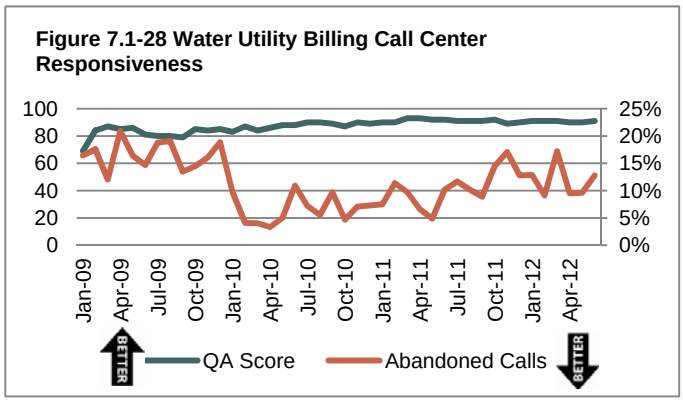
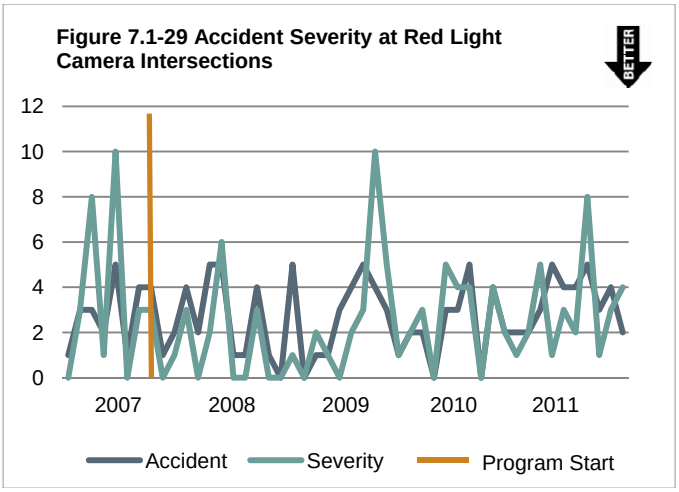


Figure 7.1-28 Calls are evaluated for proper customer service based upon set criteria. This has produced impressive results with an increase in quality assurance scores. The reduction in abandoned calls resulted from implementing the use of a call center activity board, which is a computer monitor showing real-time status of calls received. Spikes in call abandonment correlate to increases in call volume that typically occur during the summer months and when rate increases/changes are implemented. Throughout, staff works at capacity to answer a high volume of customer calls. A point of service survey is also provided to customers in English/Spanish to monitor satisfaction.



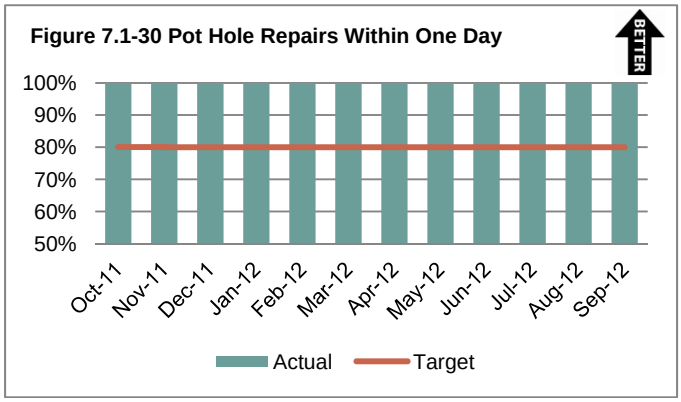


Figure 7.1-31 Comparative Pot Hole Response Time

	2008	2009	2010	2011	2012
Irving	2 days	2 days	1.5 days	1.5 days	1.0 days
Baldrige	4 days	4 days	2 days	2 days	N/A

Figures 7.1-29 through 31 represent high performance in street maintenance and traffic enforcement. Accident severity has been reduced by 34% to date due to strategically locating red light cameras throughout the city. This exceeds the nationwide average of 25% reported by FHWA. In 2009, a pot hole hotline was implemented to expedite street crew notification of areas needing repair.

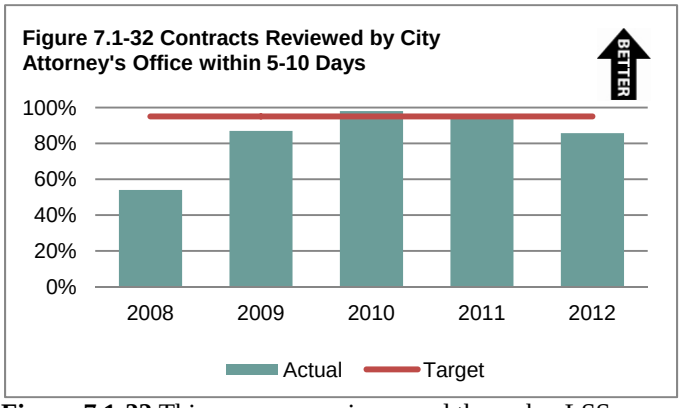


Figure 7.1-32 This process was improved through a LSS project in 2009. The review resulted in a reduction in cycle time from 18.5 to 5 days, a 50% reduction in errors and rework, and a reduction in the number of process steps from 23 to 19.

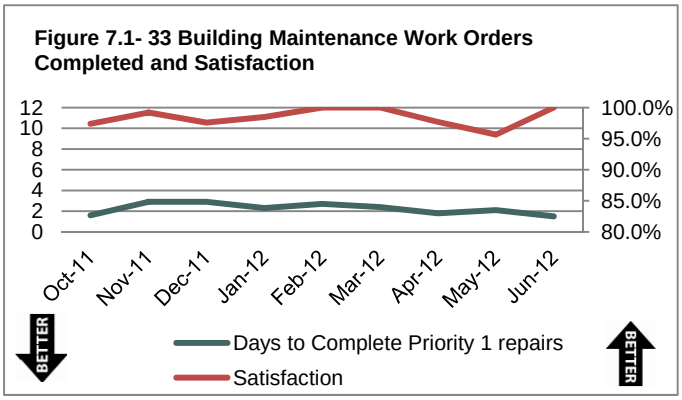


Figure 7.1-33 demonstrates a high performing internal support function of building maintenance and repairs.

7.1.b(2) Emergency Preparedness Results

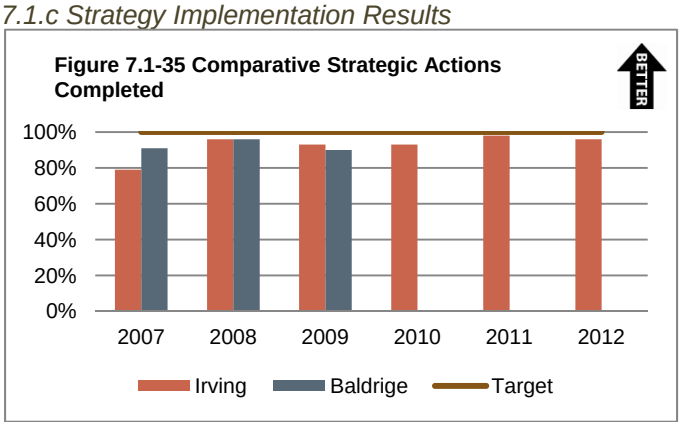
Figure 7.1-34 Preparedness Training Compliance

	2007	2008	2009	2010	2011	2012
Mayor and Council[1]	100%	100%	100%	100%	100%	100%
Fire/Police[1]	100%	100%	100%	100%	100%	100%
EOC/Public Works[1]	100%	100%	100%	100%	100%	100%
City Mgmt staff[2]	100%	100%	100%	100%	100%	100%

Courses[1] IS-700 and 800, ICS-100 and 200
Courses[2] IS-700 and 800, ICS-100, 200, 300 and 400

Figure 7.1-34 In addition to NIMS training summarized above, the emergency management office coordinates the city's Continuity of Operations Plan (COOP), Emergency Operations Plan, Facility Emergency Plans and the IAlert emergency notification system that provides the community with critical information quickly in a variety of situations, such as unexpected road closures, missing persons and evacuation of buildings or neighborhoods.

7.1.c Strategy Implementation Results



7.2 Customer-Focused Outcomes

7.2.a(1) Customer Satisfaction Results

The city is strongly committed to customer-focused performance. Results included in this section demonstrate effective methods of satisfaction and engagement, primarily through customer surveys administered by the city.

Each year, a citywide Resident Survey is mailed to randomly selected households and posted on the city website for survey takers to respond electronically for convenience. Results of the survey are published in the City Spectrum and posted on the city's website as well as the Inet. Geocoding of survey responses are provided and discussed with departments and functional groups to develop solutions for addressing customer dissatisfaction. General comments received from the survey are also shared with departments and are considered an input to the SPP. Comprehensive Resident Survey reports are available onsite as well as segmented data by demographic characteristics.

It is important to note that not all cities in the metroplex area administer a resident survey annually. Irving's Best Local comparison conducts a citywide citizen survey every four years (comparative data is available on site); another benchmark city limits the number of responses to 400; another administers its citizen survey by neighborhood only and Irving's Baldrige comparison conducts a citizen survey every other year

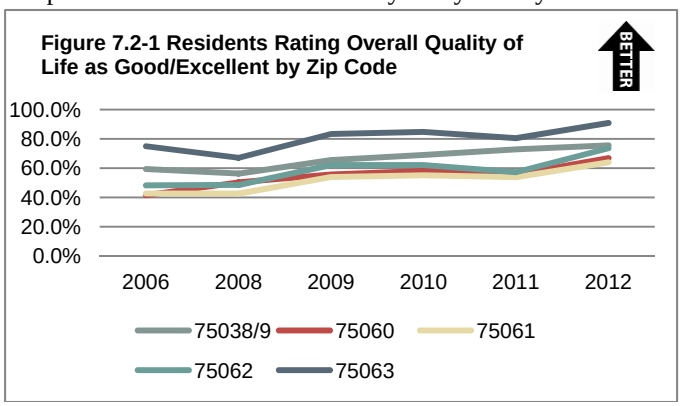


Figure 7.2-1 Overall quality of life in 2012 was 71%. Since 2006, this rating has increased by 19 percentage points citywide and has improved by 12% to 25% across all zip codes.

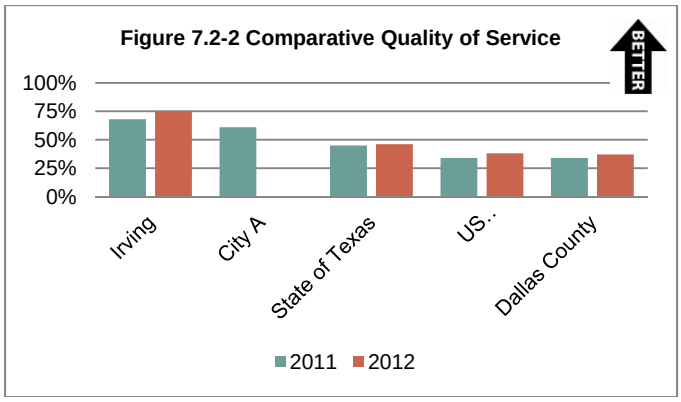


Figure 7.2-2 Residents were asked in 2012 to compare Irving to other government entities; Irving received the highest rating.

Figure 7.2-3 Comparative Resident Agreement That They Receive Good Value for Their Taxes

Year	Irving	Baldrige	City A
2009	50%	54%	39%
2010	53%	--	--
2011	54%	55%	42%
2012	57%	--	--

Figure 7.2-3 Irving has steadily improved this rating since 2009 and competes closely with its Baldrige comparison in 2011.

Figure 7.2-4 Percent of Residents Rating Quality Excellent/Good

Key City Service	2006	2008	2009	2010	2011	2012	Best Match Norm
Police Services	72%	68%	73%	74%	74%	77%	70%
Code Enforcement	34%	50%	55%	60%	60%	64%	44%
Libraries	75%	78%	76%	76%	81%	82%	79%
Recreation Centers	68%	75%	70%	71%	70%	72%	--
Daytime Safety in Nbhd	93%	95%	95%	95%	96%	96%	91%
Evening Safety in Nbhd	64%	79%	77%	77%	81%	78%	80%
Ambulance Service	83%	86%	82%	85%	83%	86%	80%
Animal Services	50%	56%	55%	57%	55%	59%	50%
Cultural Opportunities	40%	49%	56%	55%	55%	60%	50%
Overall Customer Service	62%	69%	67%	67%	69%	72%	58%
Value of Services for Taxes Paid	--	--	50%	53%	54%	57%	42%

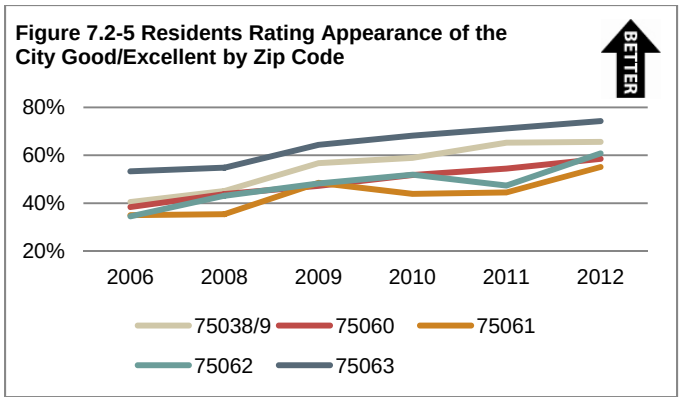


Figure 7.2-5 Residents rating appearance of the city has improved from 40% in 2006 to 62% in 2012 and increased by 20% to 26% points across all zip codes.

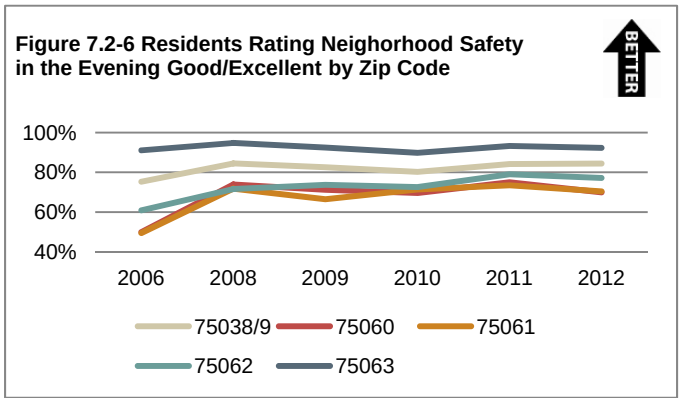


Figure 7.2-6 In 2006, 64% of residents felt safe/very safe in their neighborhood in the evening. Through higher police visibility and other crime prevention tactics, this rating has increased city to 78% in 2012. This rating has increased by 1% to 21% points across all zip codes.

Figure 7.2-7 Comparative Residents Rating Code Enforcement Good/Excellent

Year	Baldrige	Irving	City A	City C
2006	--	34%	--	--
2008	--	50%	--	63%
2009	75%	55%	39%	72%
2010	--	60%	--	63%
2011	58%	60%	44%	46%
2012	--	64%	--	46%

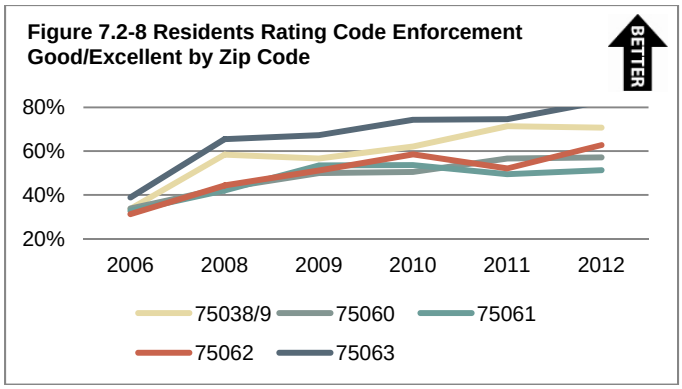
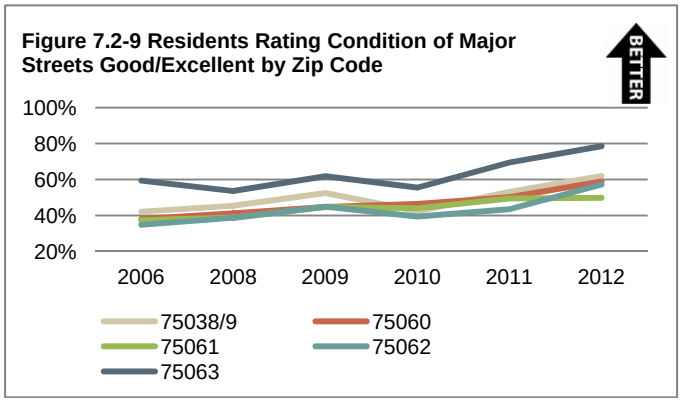


Figure 7.2-7 and 8 Dramatic improvement has been accomplished in code enforcement. Overall quality of code enforcement improved from 34% in 2006 to 64% in 2012 and increased by 19% to 44% points across all zip codes.



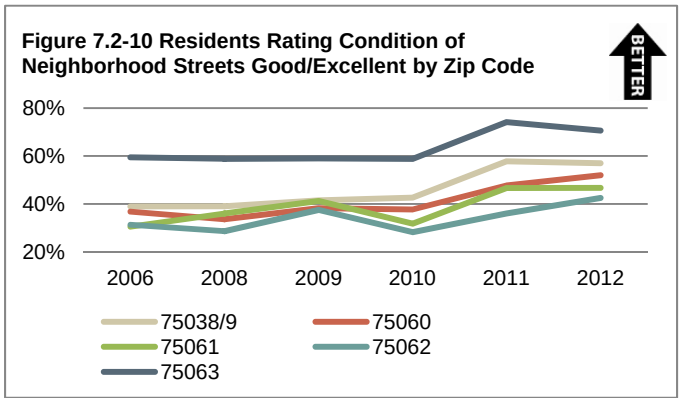


Figure 7.2-9 and 10 Since 2006, condition of major streets has improved by 0% to 14% points across all zip codes. Similarly, condition of neighborhood streets has also improved across all zip codes by 11% to 18% points .

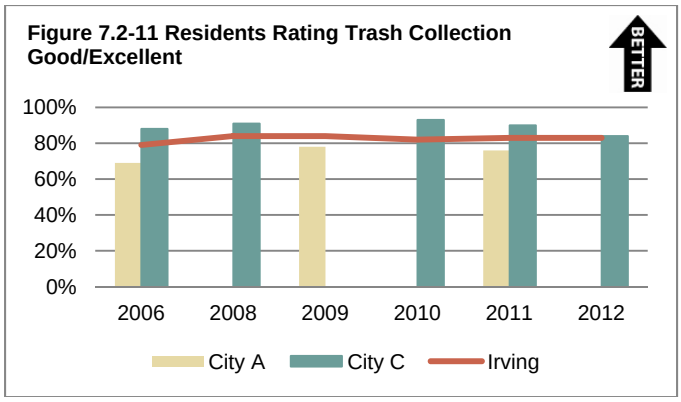


Figure 7.2-11 Irving performs better in comparison to city A. It is important to note that trash collection services in city C are provided by an outside vendor and not city staff. Irving uses the city C comparison to drive service delivery improvements which closely competes with the private sector industry.

Figure 7.2-12 Comparative Residents Rating Library Good/Excellent

Year	City A	Irving	Best Local
2006	--	75%	--
2008	--	78%	76%
2009	78%	76%	--
2010	--	76%	--
2011	76%	81%	--
2012	--	82%	86%

Figure 7.2-12 Irving performs better than its comparisons and continues to improve library services, as evidenced by an increase in the rating of 7 percentage points since 2006.

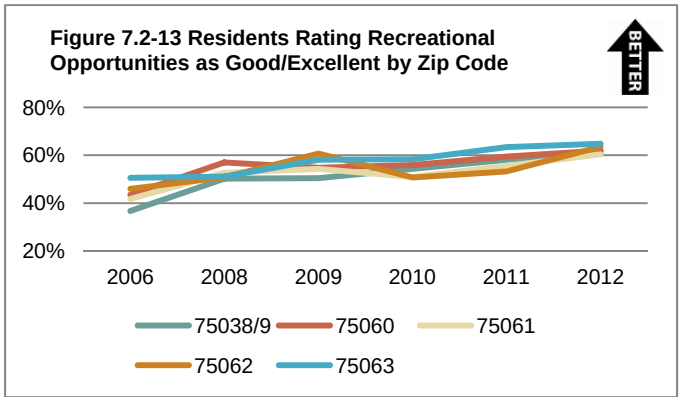


Figure 7.2-13 Residents rating recreational opportunities in 2012 was 64%, an improvement of 21 percentage points from 2006. This rating has increased by 14% to 25% points across all zip codes.

Point of Service Surveys: In addition to the Resident Survey, 37 internal and external point of service surveys are administered in various departments citywide to obtain customer feedback for continuous improvement in service delivery. 14 of the POS surveys are segmented by customer groups where applicable to implement targeted improvements.

Multiple customer surveys are also accessible on the city's website. To monitor department progress, a Customer Report Card and webpage is accessible to employees on the Inet. Results links to the POS surveys are displayed on the webpage so that departments can analyze the data received for improving processes as customer expectations change.

Figure 7.2-14 Vendor Survey

Customer Agreement	2012	2011	Result
City's procurement requirements clearly communicated	90%	90%	--
City provides adequate notification of bid solicitations	96%	93%	↗
City provides adequate notification in the case of an addendum to bid specifications	90%	90%	--
Procurement staff is professional and ethical	95%	90%	↗

Figure 7.2-14 Vendor agreement remains high, indicating Irving's procurement process is open, fair and competitive.

Figure 7.2-15 ICVB Auto-Feedback Survey
What could make Irving a better destination in the future?

	2010	2011	2012 YTD
Restaurants	73%	25%	23%
Convention Center with Hotel	65%	21%	28%
Attractions	43%	19%	6%
Entertainment	39%	14%	9%
Other	32%	15%	33%
Public Meeting Facility	13%	--	--
Convention Center without Hotel	1%	--	--

Figure 7.2-15 In response to the data displayed above from the voice of the customer, two projects were initiated to address customer key requirements. Irving's Convention Center, opened in December 2010, now offers 90,000 square feet of flexible meeting and exhibit space and is a practical option for tradeshows hosting up to 250 exhibit booths and 2,000 attendees on a regional and national level. At 50,000 square feet, the center's exhibit hall is five times larger than any space available in Irving today.

7.2a(2) Customer Engagement Results

Figure 7.2-16 Electronic Payments- Billing and Municipal Court Fines		Water Utility
Year	**Number of Transactions**	**Dollar Amount**
2007	127,841	$ 15,018,315
2008	153,701	$ 18,952,255
2009	178,745	$ 25,717,019
2010	202,606	$ 29,637,657
2011	227,353	$ 38,041,020
2012 EST	231,938	$ 43,525,575

Figure 7.2-16 Transactions have increased by 78% over 5 years (2007-2011). Ease and convenience for customers choosing this option have positive impacts for the city's collection rates. Secure online payment processing of water bills is a tool the city uses to reduce service interruptions due to non-payment.

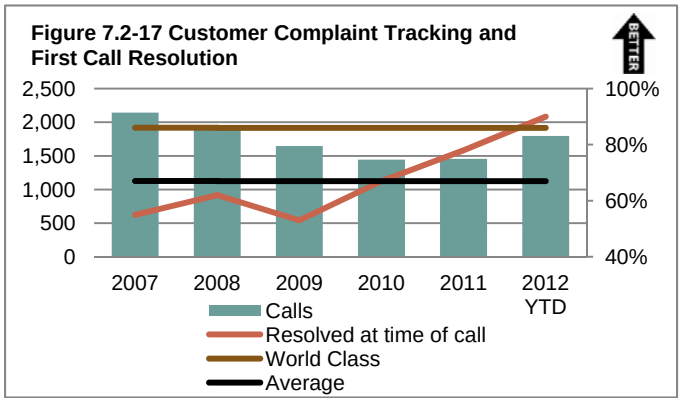


Figure 7.2-17 Listening to and learning from the voice of the customer are key components in addressing complaints. A focus on first call resolution has improved management of the complaint process. Increased levels and modes of communication with residents and the Eyes on Irving employee program has significantly contributed to driving improvements in this area. In 2009, a central point of contact was established to ensure the customer feedback loop is completed and requirements are met.

Figure 7.2-18 Educational, Recreational and Cultural Participation					
	2008	**2009**	**2010**	**2011**	**2012**
Recreation Center	161,389	188,298	232,021	232,728	284,000
Aquatic Facilities	178,178	180,000	267,908	297,035	302,014
Library Active Users	42,733	60,501	67,985	56,066	58,677*
Arts Center Attendance	133,583	130,758	162,499	162,831	108,388

Figure 7.2-18 Customer engagement in the form of attendance continues to grow. In response to customer requirements and preferences identified through community meetings, Cimarron Family Aquatic Center was built in 2008 as well as West Aquatic Center in 2010. To continuously improve the level of service the city provides through programs and events, point of service surveys are administered at all public libraries, recreation and aquatic centers. Data collected is segmented by location to identify areas of customer dissatisfaction.

7.3 Workforce-Focused Outcomes

Effective methods of creating and maintaining a productive, engaging environment for all workforce segments is reported in this section.

7.3a(1) Workforce Capability and Capacity Results

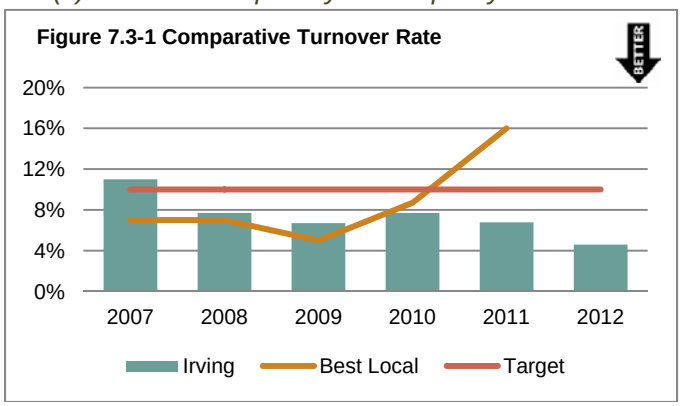
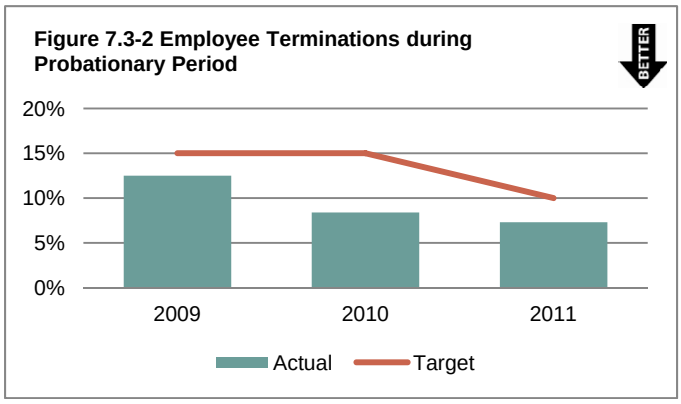


Figure 7.3-1 Irving has maintained a turnover rate below its target since 2008 and surpasses its Best Local comparison for all years reported.



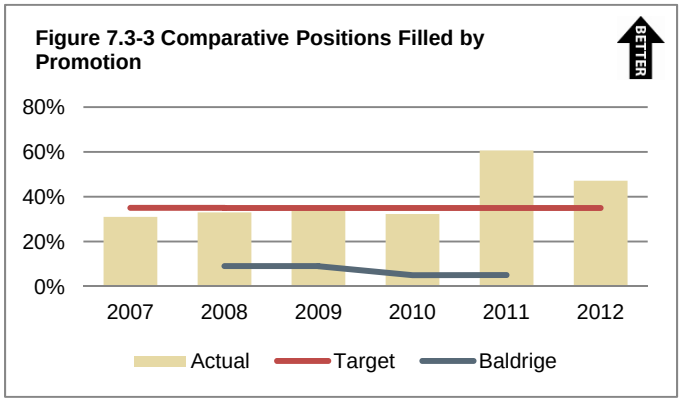
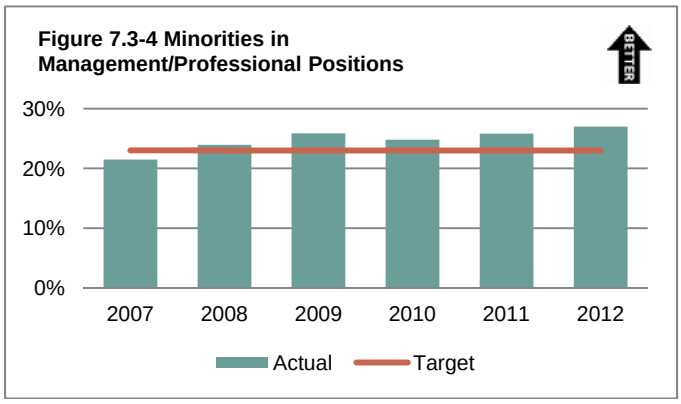


Figure 7.3-2 and 3 A comprehensive hiring process is necessary to ensure that the right people are hired for the city's vacant positions. Two screening tools were implemented in 2010, producing a reduction in the number of losses.



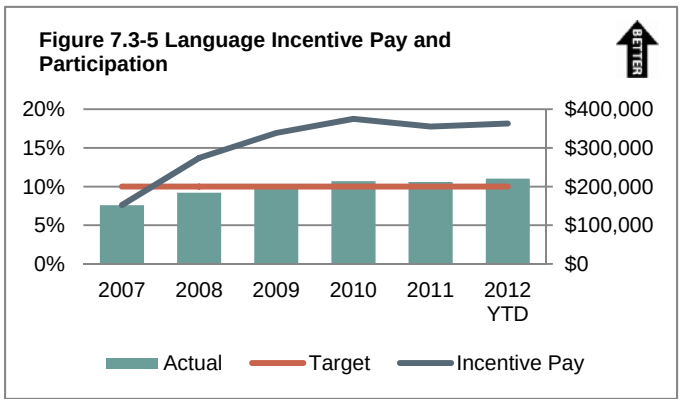


Figure 7.3-5 Irving is a diverse community with residents who speak many different languages. In order to provide a high quality of service to those residents whose primary language is not Engli sh, the city strives to provide, at minimum, 10% of its workforce to accommodate the written and verbal needs of persons speaking languages other than English. Current employees receiving language incentive pay are proficient in Spanish, Arabic, Bengali, Hindi, Urdu, Korean and Vietnamese.

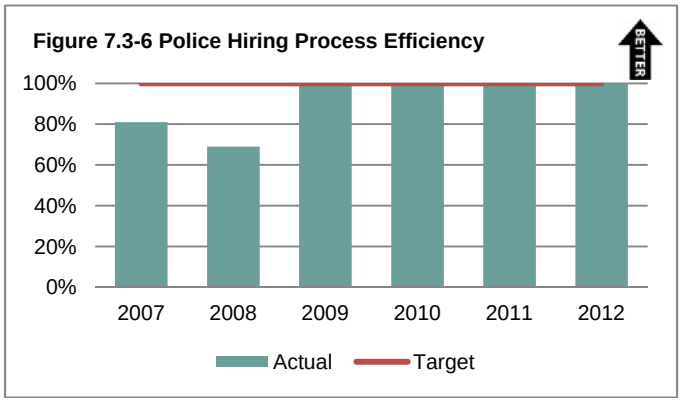
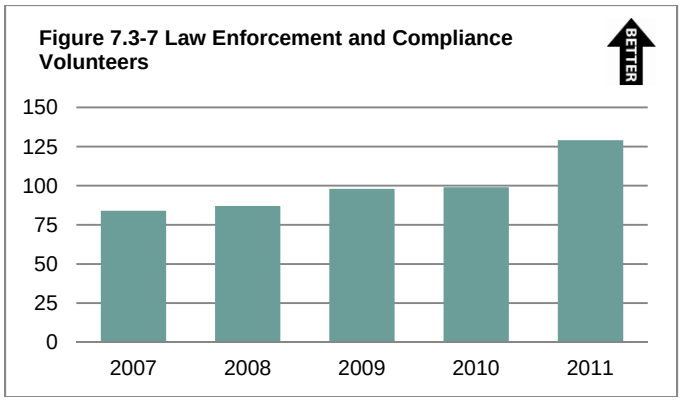


Figure 7.3-6 Irving's police officer hiring process was the first in the city selected for a LSS review. Before its improvement, the process was unable to complete the hiring necessary just to fill positions that became vacant over the course of a year. Since the review was completed, the process has been able to handle both the accumulated backlog and all annual turnover for four consecutive years.



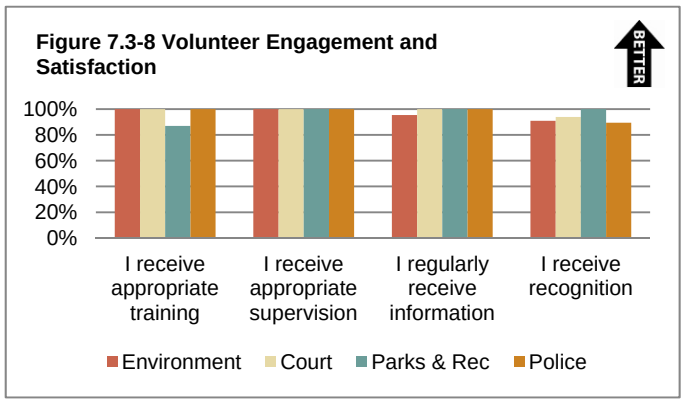


Figure 7.3-7 and 8 In response to Baldrige feedback, a systematic approach was developed by an employee-led committee in 2011 and deployed to all departments who use volunteers. A volunteer survey was administered in 2011 to determine volunteer requirements, engagement and satisfaction. Survey results indicated fewer volunteers feel they receive recognition; therefore, the employee volunteer committee is working on an appreciation event to occur during National Volunteer Week in April 2013.

7.3.a(2) Workforce Climate Results

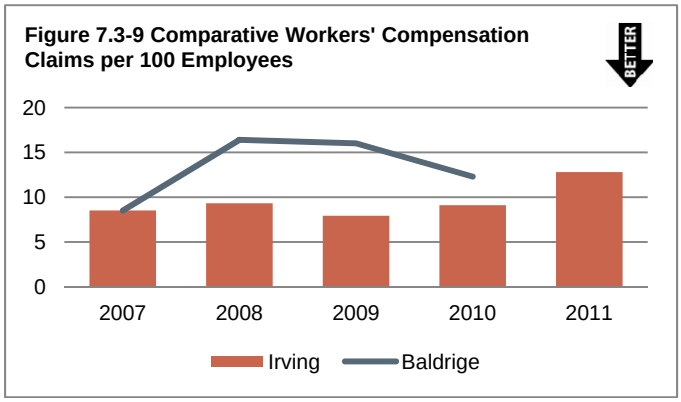


Figure 7.3-9 Risk Management implemented several new programs and initiatives to reduce the number of workers compensation injuries. The new formalized accident prevention process includes several levels of review, which leads to a plan for every incident to prevent it from reoccurring. These plans are measured quantitatively to ensure their effectiveness. As of August 2012, the City has had 249 reports of injuries compared to 234 for same timeframe in 2011, a 6.4% increase (this due to municipal police & fire communicable disease exposures).

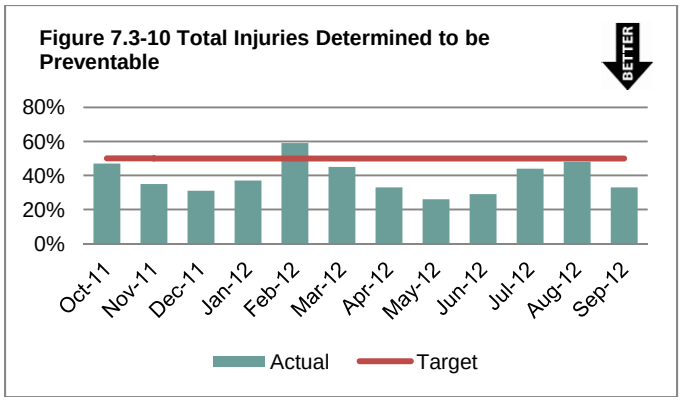


Figure 7.3-10 Risk Management staff works to identify non-conformance within a field or office work process that contributes to an injury event. Specifically, they seek to identify what action or actions are recommended to reduce the potential for a similar incident reoccurring. Irving's risk model segments workers' compensation and vehicle accident data by area of body affected, department and functional division to develop specialized risk mitigation plans.

Figure 7.3-11 To sustain Irving's downward trend in cost of lost time to workers' compensation, nurse case management was added in 2010 to improve injured employee treatment services in the future accounting for the increased cost in 2011.

Figure 7.3-12 Body Mechanics Injuries

Type of Injury	2007	2008	2009	2010	2011	2012
Bending/ Stooping/ Squatting	1	4	1	1	2	1
Twisting	10	3	1	1	2	0
Pushing/ Pulling	5	3	5	5	4	0
Body Motion	11	5	6	2	2	0
Lifting	38	32	18	16	19	19
Reaching	-	-	2	1	1	0

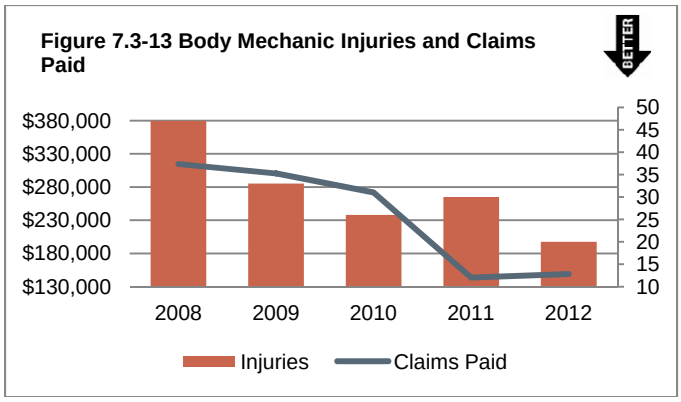
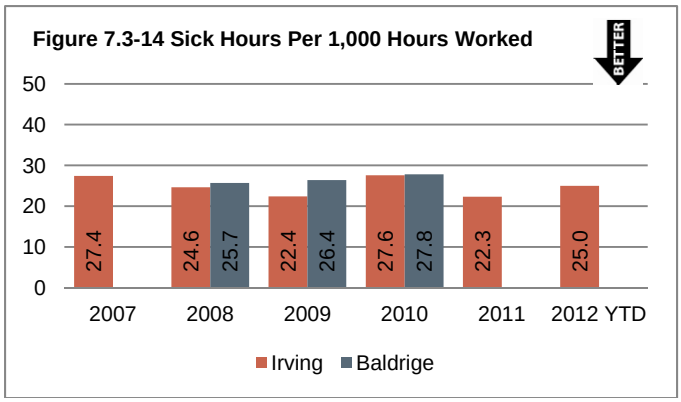


Figure 7.3-13 Body mechanics injuries are the largest category of workers compensation injuries affecting employees. Since 2008, the occurrence of these types of injuries has dropped impressively and costs have gone from $314,556 in 2008 to $149,096 in 2012.



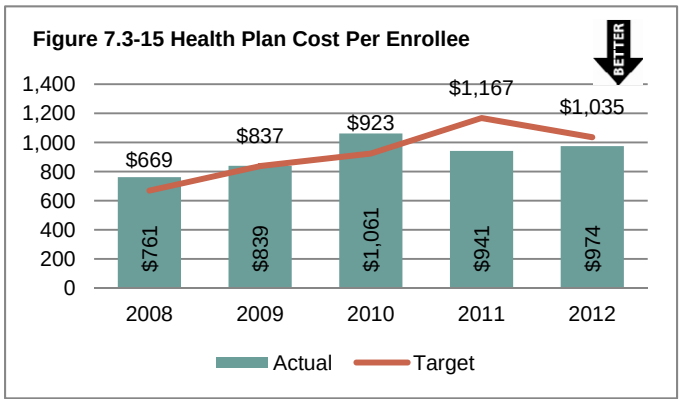


Figure 7.3-14 and 15 A comprehensive employee program has begun to make an impact on Irving's group wellness profile. Irving works hard to control costs to its healthcare plan. Irving's wellness initiatives have contributed to meeting its cost containment with insurance premiums increasing by no more than 10% per year.

Figure 7.3-16 Comparative Wellness Program Participation and Incentives

City	2010 #	2010 $	2011 #	2011 $	2012* #	2012* $
G	725	27,750	702	21,060	n/a	-
Irving	576	699,123	523	749,061	952	798,909
Best Local	n/a	-	n/a	-	n/a	-
C	491	155,050	596	201,750	n/a	-
E	n/a	-	1,069	256,560	920	220,800

Figure 7.3-17 Employee Wellness Participation

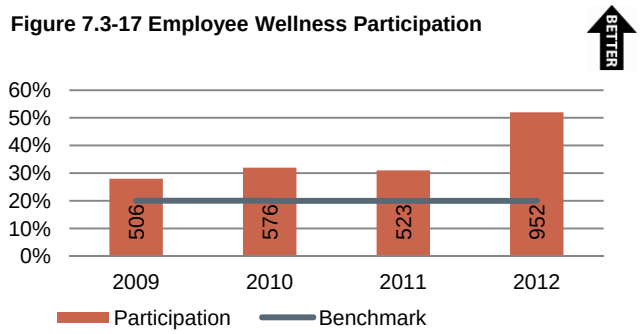


Figure 7.3-17 Employee participation has increased 88% since 2009 and far exceeds the national benchmark of 19%. Additionally, employees' overall wellness rating of good to excellent improved from 25% in 2009 to 39% in 2011. 2012 results not available until spring 2013.

Figure 7.3-18 Group Wellness Profile Percent Rating Excellent/Good

	Mar 2010	Sept 2010	Aug 2011	Result
Low coronary risk	42.3	51.1	57.8	+15.5
Low cancer risk	46.7	49.4	53.3	+6.6
Good nutrition status	39.1	46.7	46.7	+7.6
Good fitness status	51.1	57.8	63.3	+12.2
Good cholesterol status	59.1	64.8	76	+16.9
Good weight status	19.3	22.8	26.1	+6.8

To further support positive progress made in the area of employee wellness, in June 2011, employees welcomed an onsite health coach through the city's health insurance vendor, Cigna. Since that time, 193 individuals have been coached. Another 661 employees have attended group wellness activities such as seminars on ergonomics, nutrition, weight loss, heart health, stress management, stretching, wellness walks, fruity Fridays and introductory yoga classes. (Results for 2012 will be available in early 2013.)

Figure 7.3-19 Employee Grievances

	Q2 2011	Q3 2011	Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012
Received	1	6	4	3	3	0	0
Sustained	1	2	1	0	1	0	0

Figure 7.3-20 Employee Fraud, Waste and Abuse Hotline Calls

	Q2 2011	Q3 2011	Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012
Received	0	0	2	0	0	0	0
Sustained	0	0	1	0	0	0	0

Figure 7.3-21 Internal Customer Survey Employee Relations Excellent/Good Rating

	Q3 2011	Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012
Sound Guidance Regarding City Policies	100%	100%	100%	100%	100%	100%
Advice Provided Effectively Resolved Performance Issue	100%	100%	100%	100%	100%	100%

Figures 7.3-19 through 7.3-21 City leadership emphasizes open communication and respect in the Leadership Model. Calls to the employee hotline have declined since employees are seeking assistance/advice with grievances in person instead of reporting information anonymously.

7.3.a(4) Workforce Development Results

Figure 7.3-22 Comparative Employee Salaries At/ Above Market

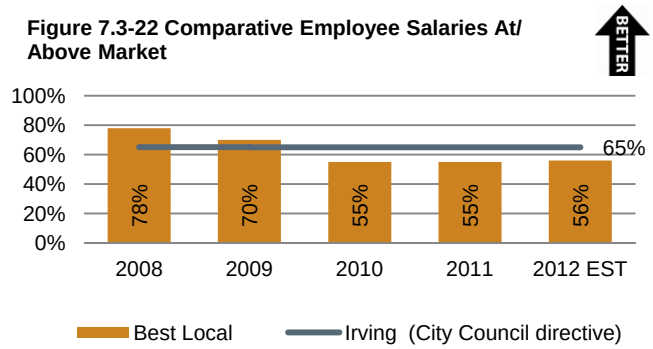


Figure 7.3-23 Special Skills/Certification Pay

Figures 7.3-22 and 23 The city offers a variety of incentives for special skills and certifications to support workforce development and succession. Irving exceeds its Best Local comparison in market salaries.

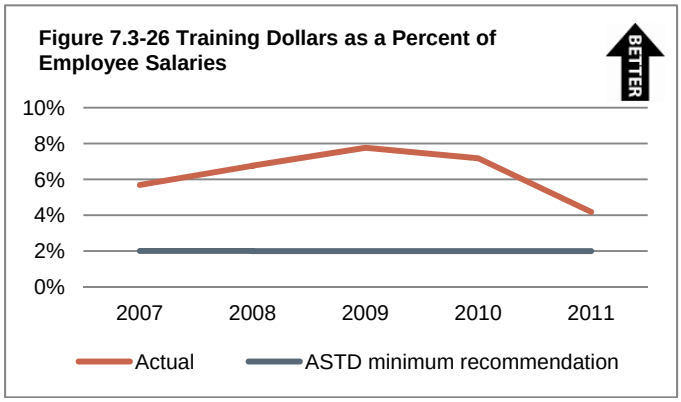


Figure 7.3-26 Many employees participate in free online webinars through professional associations and memberships. The information above is based on external training attended by employees.

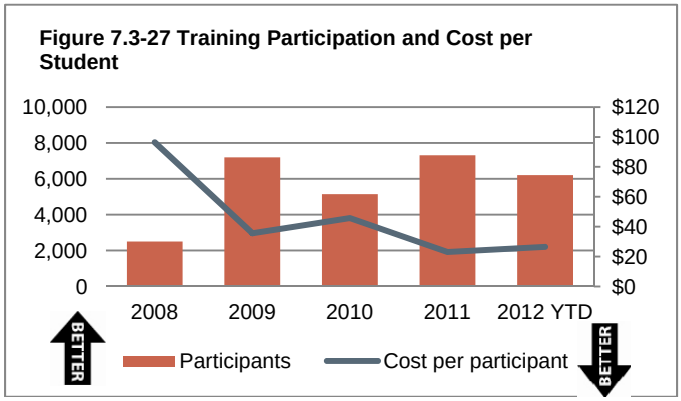
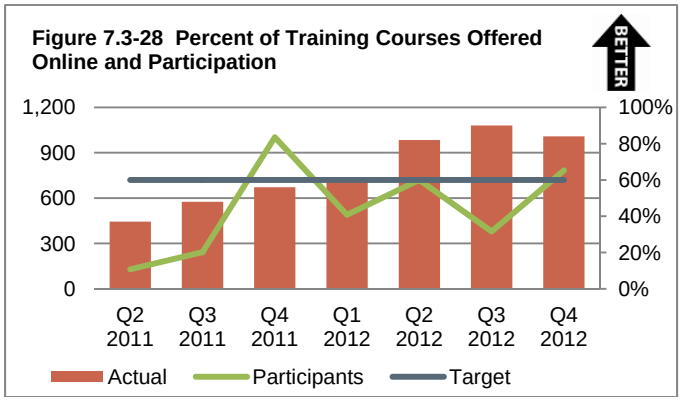


Figure 7.3-27 Training participation numbers vary annually based on training programs emphasized. In 2009 and 2011 several new core classes were released. The information above is based on training offered internally.



Figures 7.3-26 through 7.3-28 Irving focuses on employee development and training throughout the year, deploying a range of core required courses for all employees and a supervision/leadership series, as well as wellness seminars and Microsoft training in 2007 and 2010 via instructor-led and online classes. Training participation continues to increase and cost has decreased by providing convenient, just in time training online for all employees.

Figure 7.3-29 Percent of Students Completing All Core Courses

	Q3 2011	Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012
Basic Safety	56%	74%	77%	89%	93%	93%
Harassment Prevention	55%	68%	72%	78%	78%	78%
Intro to Lean Six Sigma	53%	59%	69%	89%	89%	89%
Foundations 101	83%	87%	89%	98%	100%	100%
Foundations 102	81%	83%	85%	96%	97%	97%

Figures 7.3-29 Core employee training requirements **are** designed to focus workforce efforts in alignment with the Leadership Model. Irving has 18 yellow, 33 green and 5 black belts trained in LSS; additionally, 89% of all employees have completed Intro to Lean Six Sigma. A current Texas House Bill (3149), for which Irving's Lean Six Sigma program is a model, establishes a pilot program at the Texas Workforce Commission to reduce operational waste, maximize efficiency and improve the quality of operations.

Figure 7.3-30 Comparative Tuition Reimbursement Participation and Amount Paid

	2009		2010		2011		2012 YTD	
City	#	$	#	$	#	$	#	$
City G	n/a	-	n/a	-	n/a	-	n/a	-
Irving	41	76,502	39	69,618	42	58,072	31	50,541
City E	53	45,171	47	40,674	38	41,311	42	42,753
City C	n/a	-	n/a	-	n/a	-	n/a	-
Best Local	n/a	45,180	n/a	-	n/a	-	n/a	-

Figure 7.3-30 Irving provides tuition reimbursement as a career development tool for employees to develop new skills and abilities in their current job as well as prepare them for other positions in the organization. In 2009, the tuition reimbursement benefit was extended to part-time employees.

7.3.a(3) Workforce Engagement Results

Results of the Employee Survey are published in Inside Irving and posted on the Inet. Survey responses are segmented by department, job category and length of employment to address differences in work environment, communication as well as training and development. It is important to note that only Irving's Baldrige comparison conducts an employee survey. Employee Survey is conducted every 18 months; therefore, no update is available. The city also participates in the Best Places to Work survey every 2 to 3 years.

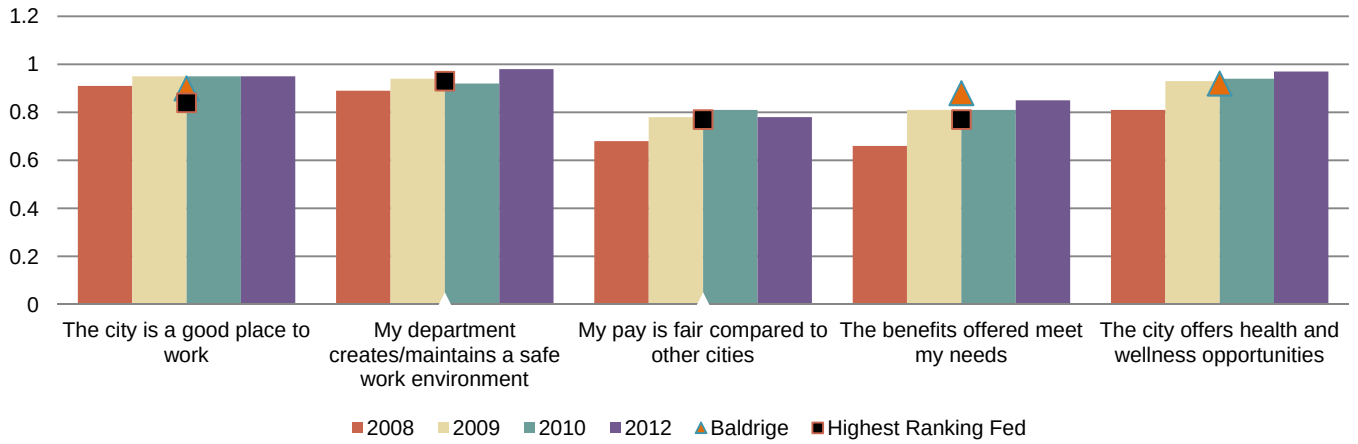
Figure 7.3-24 Employee Engagement, Learning and Development by Workforce Segment *(Key Employee Requirement) (SA 5)*

							COMPARATIVE							
	2008	2009	2010	2012 ALL	2012 GG	Trend	Baldrige	Highest Fed Agency	G1	G2	G3	G4	G5	G6
ENGAGEMENT														
a. I am recognized for my work	N/A	73%	77%	85%	86%	↗	84%	70%	100%	90%	90%	82%	89%	81%
b. I am able to make changes that improve my work	N/A	86%	84%	89%	92%	↗	78%	92%	95%	96%	93%	90%	85%	82%
c. Our organizational culture encourages new ideas	N/A	80%	79%	83%	87%	↗	87%	72%	95%	92%	95%	81%	86%	73%
d. My department listens to customers to improve	N/A	92%	93%	95%	97%	↗	92%		95%	98%	95%	97%	97%	92%
e. I understand how the Strategic Plan relates to my department	54%	84%	84%	88%	93%	↗		91%	100%	95%	96%	91%	93%	75%
f. I know how my department measures its success	67%	84%	84%	89%	91%	↗			95%	98%	92%	87%	96%	81%
g. I know exactly what is expected of me	88%	92%	96%	97%	97%	↗	98%	84%	100%	99%	97%	97%	97%	98%
h. Teamwork is encouraged	81%	88%	89%	94%	95%	↗	83%	76%	100%	99%	98%	91%	99%	91%
LEARNING AND DEVELOPMENT														
i. Opportunities for growth/development	N/A	73%	75%	81%	80%	↗		55%	90%	92%	80%	74%	83%	88%
j. Employees have leadership opportunities	67%	79%	81%	88%	87%	↗		79%	95%	99%	92%	82%	88%	89%
k. Training is relevant/ available	76%	82%	82%	91%	91%	↗	93%	76%	100%	94%	92%	88%	94%	93%
l. My supervisor encourages me to develop my skills	N/A	79%	83%	92%	92%	↗	94%	84%	95%	97%	93%	91%	92%	91%

LEGEND-G1: Directors/Assistant Directors; G2: Managers/Supervisors; G3: Professional/Technical; G4: Maintenance/Trade; G5: Administrative Support/Clerical/Office; G6: Civil Service.

GG=General Government

Figure 7.3-25 Employee Satisfaction



7.4 Leadership and Governance Outcomes

7.4.a(2) Governance Results

Figure 7.4-5 Comparative Resident Agreement with City Council Priorities to Improve Quality of Life

Year	Irving	US Average
2006	--	67%
2008	75%	70%
2009	82%	53%
2010	81%	51%
2011	82%	n/a

Figure 7.4-6 External Audit Compliance

	2007	2008	2009	2010	2011	2012
Audits Conducted	1	1	1	1	1	N/A
Material Weaknesses	0	0	0	0	0	N/A
Repeat Findings	1	2	0	0	0	N/A

Figure 7.4-7 Internal Audit Compliance

	2007	2008	2009	2010	2011	2012
Audits Conducted	--	2	6	5	2	4
Key Findings	--	0	2	1	0	2
Key Findings Corrected	--	0	2	1	0	2

Figure 7.4-6 Irving has received the Government Finance Officer Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting for 27 consecutive years. The GFOA established the Certificate of Achievement for Excellence in Financial Reporting Program (CAFR Program) in 1945 to encourage and assist state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure and then to recognize individual governments that succeed in achieving that goal. Irving received the award 10 times prior to 1984; initial submission was for fiscal year 1961.

Figure 7.4-8 Comparative State Transparency Award

City	2010	2011	2012
City C	Gold	Gold	--
City I	--	Gold	Gold
City A	--	--	--
City B	--	--	--
City E	--	--	--
City G	Silver	Silver	--
Irving	**Gold**	**Gold**	**Gold**
City H	--	--	--
Best Local	Gold	--	--
City J	Gold	Gold	--

Figure 7.4-8 Irving exceeds all other benchmark cities in the area of financial transparency as awarded by the State Comptroller's Office.

7.4.a(3) Law and Regulation Results

Figure 7.4-9 Compliance with Environmental Regulations

Regulatory Description	State Agency	2006-2012 Compliance (No NOV issued)
TPDES MS4 Permit	TCEQ	100%
Industrial Pretreatment Program	TRA	100%
Drinking Water Program	TCEQ	100%
Sanitary Sewer Overflow Agreement Progress Report	TCEQ	100%
Consumer Confidence Report	TCEQ	100%
Water Use Survey – Municipal	TWDB	100%
Underground Storage Tank Registration and Self-Certification	TCEQ	100%*
Underground Storage Tank Line Tightness Testing	TCEQ	100%
Underground Storage Tank Stage II Vapor Recovery Exemption Confirmation	TCEQ	100%
Tier Two Chemical Report	TSDHS	100%
MSW Permit - Landfill	TCEQ	100%
Title 5 Air Permit - Landfill	TCEQ	100%

7.4.a(4) Ethics Results

Figure 7.4-10 Boards and Commissions play a significant role in the community. There are currently 140 board members appointed by the City Council. Of that group, 93% have completed Open Meetings Act training by the Texas Attorney General and 89% have completed viewing an internal training video entitled "Ethics and Transparent Government".

7.4.a(5) Societal Results

Figure 7.4-11 Procurement Items Awarded Without Vendor Protest

	2007	2008	2009	2010	2011	2012
Actual	99.99%	100%	99.99%	100%	100%	100%
Target	100%	100%	100%	100%	100%	100%

Figure 7.4-11 A key responsibility of the city's Purchasing division is securing City Council approval for goods and services with a high degree of credibility. Purchasing emphasizes a simple and fair bid process and solicits vendor input on the process as part of each bid. As a result, there have only been two protests over the past six years.

Figure 7.4-12 Bids Received for Competitive Solicitation by Minority/Women Owned Business Enterprises

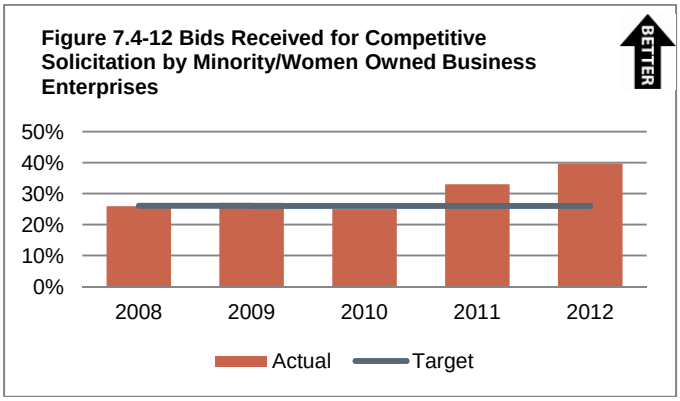


Figure 7.4-12 Irving has made a concentrated effort to engage M/WBE in the city's purchasing process. Since 2010, new M/WBE vendors have been added to the city's notification database and vendor workshops have been conducted to provide education on the process. To set the example in this area, Irving has hosted a meeting of the NCTRCA (North Central Texas Regional Certification Agency) of which the city is a member, to provide assistance through education and counseling to applicants throughout the certification process in order to build a certified vendor pool.

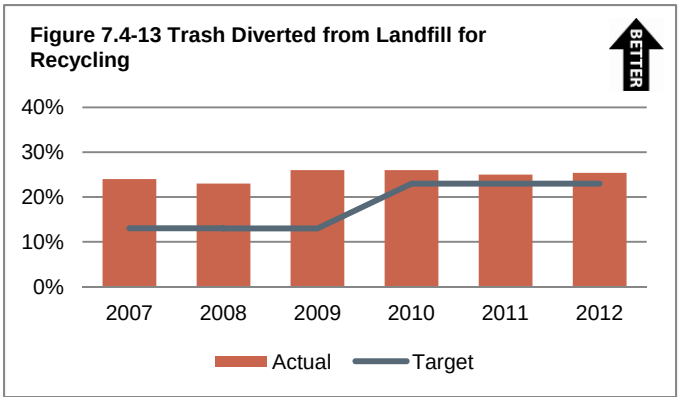


Figure 7.4-13 Improvement in Irving's diversion rate is due to collection and disposal operations being more aggressive in brush segregation, modified collection techniques to maximize recyclable material diversion and maximization of the amount of organic material diverted.

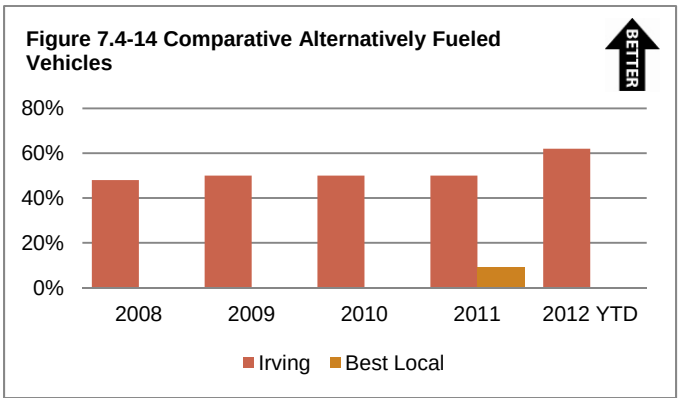


Figure 7.4-15 Green House Gas Emission by Million Pounds

2007	2008	2009	2010	2011	2012 YTD	Result 2007-2011
17.2	13.6	13.8	14.4	14.2	13.0	-17%

Figure 7.4-14 and 15 The city is committed to reducing greenhouse gas emissions from its fleet. Fuel blend combinations such as biodiesel are renewable fuel made from agricultural resources such as vegetable oils.

Figure 7.4-16 Energy Consumption

	2008	2009	2010	2011	2012
Natural Gas (thous cf)	32,317	30,161	30,001	29,400	25,561
Electricity (mil kwh)	74.4	69.3	68.9	68.9	68.5
Water (bil gal)	15.0	14.1	14.7	15.1	14.8
Total cost	**$21.8M**	**$10.9M**	**$10.1M**	**$10.7M**	**$11.0M**

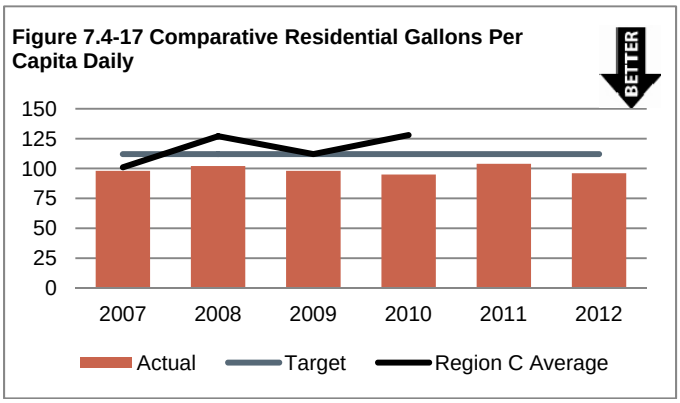


Figure 7.4-17 Residential Gallons Per Capita Daily (GPCD) water use is a measure of how much water is used per person on average across the city on a daily basis. It is an indication of the effectiveness of the city's water conservation program. Public outreach and education are the main elements that influence the GPCD statistic by providing information about how to minimize water use and ensure water is used in the most beneficial way, with little or no waste. Information on water use is sent to the State to evaluate regional conservation efforts and to assist in long range water planning.

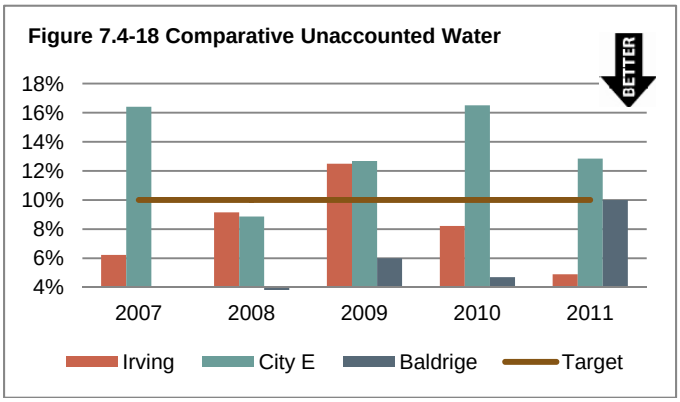


Figure 7.4-18 Leak detection is a vital component of water conservation efforts. Specialized leak detection equipment is used on an ongoing basis in the field for listening to underground water lines. Irving has continued improvement since 2009 to surpass all its comparisons in 2011. Measure is tracked annually; therefore, no update is provided.

Figure 7.4-19 Industry Leader Awards for Societal Responsibility and Innovation
Leadership and Management Excellence
Texas Award for Performance Excellence
Award for Excellence in Government (Lean Six Sigma Program)
Fiscal Responsibility
Double AAA Bond Rating
Gold Leadership Circle Award (Transparency)
Certificate of Achievement for Excellence in Financial Reporting
Distinguished Budget Presentation Award
Risk Management Achievement Award
Risk Management Performance Measurement Award
Healthcare Cost Savings
Healthiest Employer in North Texas
Fit-Friendly Employer Award (2012/2011 Platinum, 2010 Gold)
Award for Excellence in Government (I Win Program)
Worksite Innovation Award (American Heart Association)
Quality of Life
Top 50 Best Places to Live
Forbes Best Cities for Jobs (Dallas-Plano-Irving)
Outstanding Municipal Utility Award (Water)
Best Utility in Texas (Water)
Corridor Enhancement Award
Certificate of Achievement for Planning Excellence (Five consecutive years)
Technology Advancement
Top 5 Digital Cities
Top 10 Digital Cities (10 consecutive years)
Environmental Practices
Texas Forest Service's Urban Forestry Award
Tree City USA
President's Circle Award (Keep America Beautiful)
Government Award for Code Enforcement (Keep Texas Beautiful)
Government Fleet Magazine's 100 Best Fleets Award
Safety
Traffic Safety Award
Recognized Agency Status (Police)

Figure 7.4-20 Support of Key Communities

	2007	2008	2009	2010	2011	2012
United Way[1]	19,868	16,514	21,698	19,607	16,858	TBD
AHA Heart Walk[1]	6,598	6,829	2,870	11,500	9,420	15,212
MDA Fill-the-Boot[1]	73,896	67,480	84,293	90,000	104,045	77,655
Blood Drives	✓	✓	✓	✓	✓	✓
Schools						
Career Day	✓	✓	✓	✓	✓	✓
IISD Career & Tech. Education	✓	✓	✓	✓	✓	✓
Youth						
Student Internships	✓	✓	✓	✓	✓	✓
School Supply Drive	✓	✓	✓	✓	✓	✓
Families						
Food Bank Donations	✓	✓	✓	✓	✓	✓
Blue Christmas	✓	✓	✓	✓	✓	✓
Computer Reuse Program	✓	✓	✓	✓	✓	✓

[1]Total funds raised ($)

7.4.a(1) Leadership Results

Figure 7.4-1Comparative Leadership Perception by Workforce Segment (Figure 2.1-3)

Employee Survey is conducted every 18 months.

	2008	2009	2010	2012 ALL	2012 GG	Trend	COMPARATIVE Baldrige	COMPARATIVE Highest Fed Agency	G1	G2	G3	G4	G5	G6
LEADERSHIP CULTURE														
a. Strategic direction, vision and values are clearly communicated	60%	89%	84%	82%	89%	↗		79%	95%	89%	93%	87%	86%	65%
b. Information about the city organization is communicated	N/A	79%	83%	91%	93%	↗	83%		100%	93%	95%	92%	92%	85%
c. I am kept informed about issues in my department	68%	78%	79%	86%	87%	↗	85%		100%	94%	90%	86%	85%	82%
d. Management encourages open communication	N/A	81%	80%	86%	88%	↗			100%	96%	91%	82%	84%	80%
e. My supervisor practices the Leadership Model	N/A	81%	86%	89%	89%	↗			95%	98%	90%	87%	88%	89%

LEGEND-G1: Directors/Assistant Directors; G2: Managers/Supervisors; G3: Professional/Technical; G4: Maintenance/Trade; G5: Administrative Support/Clerical/Office; G6: Civil Service. GG=General Government

Figure 7.4-2 Employee Survey Ethics

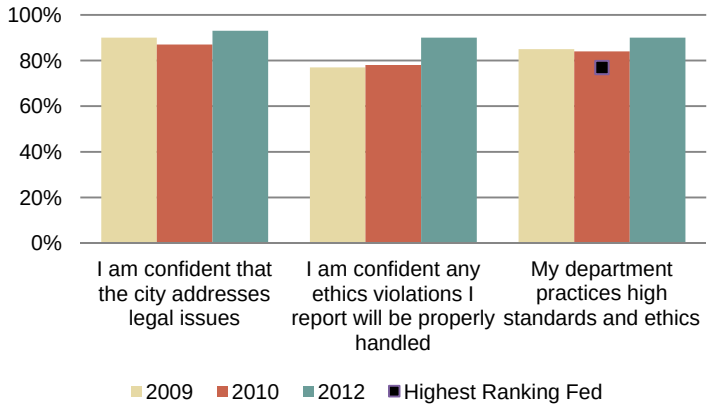


Figure 7.4-3 Employee Survey-Information About the City Organization is Shared by Workgroup

	G1	G2	G3	G4	G5	G6
2010	98%	87%	86%	79%	88%	79%
2012	100%	93%	95%	92%	92%	85%

Figure 7.4-4 Employee Survey-I am Confident that the City Addresses Legal Issues by Workgroup

	G1	G2	G3	G4	G5	G6
2010	98%	90%	87%	84%	93%	85%
2012	100%	98%	99%	93%	95%	87%

LEGEND-G1: Directors/Assistant Directors; G2: Managers/Supervisors; G3: Professional/Technical; G4: Maintenance/Trade; G5: Administrative Support/Clerical/Office; G6: Civil Service. GG=General Government

Figure 7.4-3 and 4 In response to the 2010 Employee Survey, departments with large segments working in the field (G3 and G4) concentrated on communicating and engaging these employees in citywide functions and training. Additionally, Irving's City Manager schedules time to meet with each department to keep the lines of communication open. Supervisor training in employment law and management practices have also driven improved satisfaction ratings when comparing 2012 to 2010.

7.5 Financial and Market Outcomes

7.5.a(1) Financial Performance Results

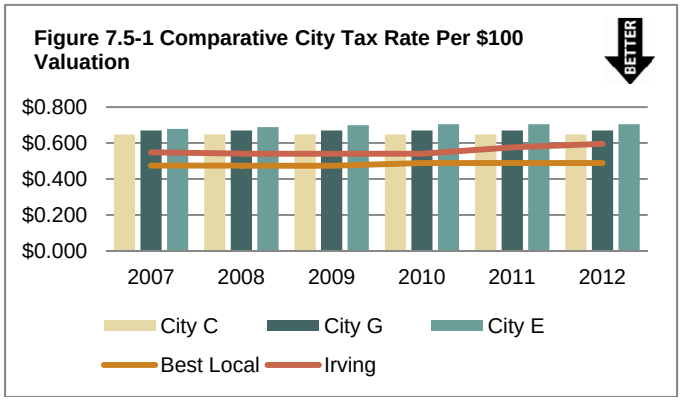


Figure 7.5-1 Irving's tax rate is second to lowest in the Dallas-Fort Worth metro area.

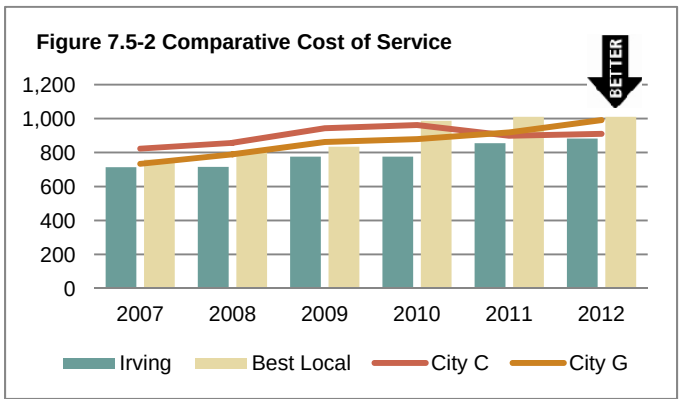
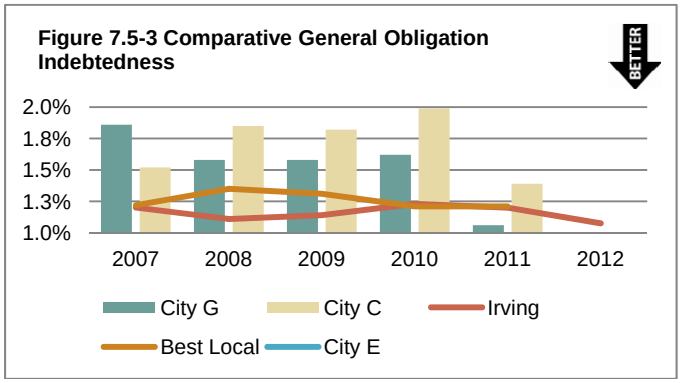


Figure 7.5-2 This chart compares the combined property tax, water, sewer, drainage and sanitation charges of Irving to other communities in the Dallas-Fort Worth area. Through effective administration, Irving has managed to combine low costs with high service levels.



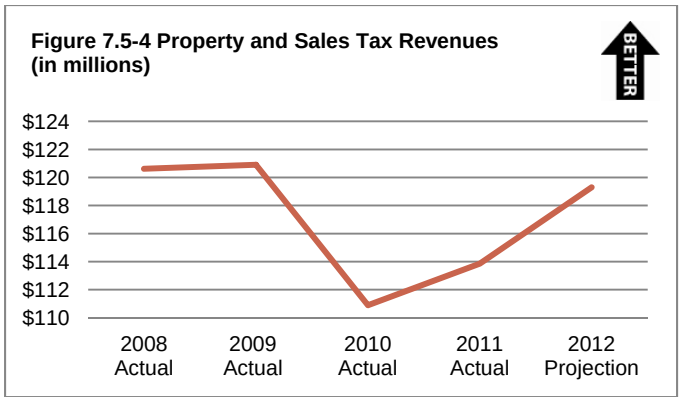


Figure 7.5-4 Irving's property and sales tax revenues decreased by 10 million in 2010; however, in anticipation of the decline, Irving increased its focus on cost savings and efficiencies in 2009 to close the gap (Figure 7.5-11).

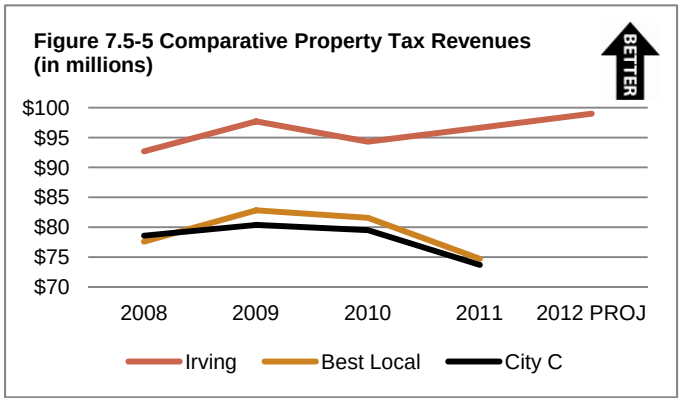


Figure 7.5-5 Property (ad valorem) taxes are assessed on all real and personal property within the city. Over 70% of Irving's tax base consists of commercial property and the values have fluctuated with the economy resulting in a 5% decrease in 2010. 2012 and 2013 projections have property tax revenues increasing by $1 million per year.

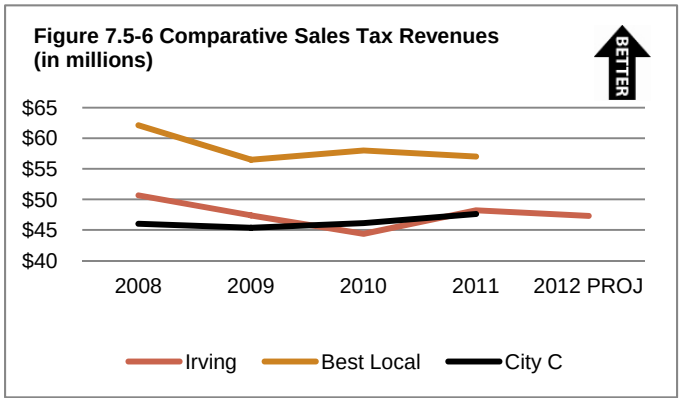


Figure 7.5-6 Consumer sales taxes are collected by the State from the sale of goods and services. Irving's General Fund receives 1% of each dollar taxed in the city. Sales tax revenues are extremely unpredictable, being entirely dependent on consumer shopping patterns. Sales tax collections peaked in FY 2008 and experienced a sharp decline in FY 2009 reacting to the recession. Collections are projected to remain flat for 2012 and 2013.

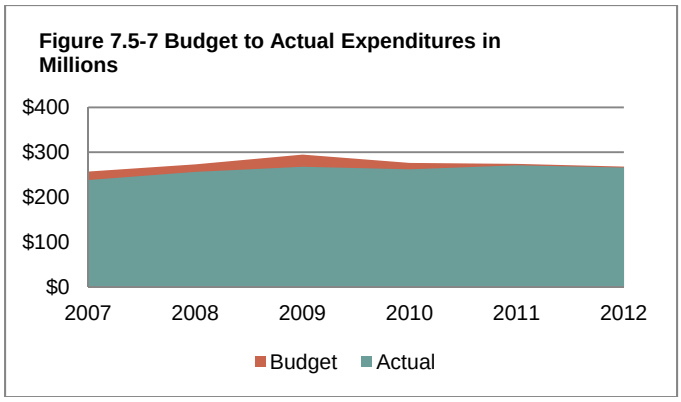


Figure 7.5-7 In accordance with the State of Texas law, the City of Irving develops a fiscally responsible annual budget which itemizes general proposed revenues to fund general proposed expenditures of the government. The cost savings and efficiencies realized every year have allowed Irving's actual expenditures to remain lower compared to budgeted expenditures.

Figure 7.5-8 GFOA Distinguished Budget Award Scoring

	2007	2008	2009	2010	2011	2012
Policy Document	3.00	3.67	3.33	3.00	3.33	3.33
Financial Plan	3.00	3.33	3.33	3.00	3.00	3.33
Operations Guide	**3.00**	**3.33**	**3.33**	**3.33**	**3.67**	3.33
Communications Device	3.33	3.00	3.67	3.33	3.00	3.33

Figure 7.5-8 Irving has received the GFOA Distinguished Budget Presentation Award for the last 25 years in a row. This award is presented to governmental units that publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device.

Figure 7.5-9 Comparative Standard & Poors/ Moody's Bond Ratings 2012

City	Standard & Poors	Moody's	Quality
City A	AA+	Aa1	High
City B	AA+	Aa1	High
City C	AA+	Aa1	High
Baldrige	AAA	Aaa	BEST
City E	AA+	N/A	High
City G	AA+	Aa2	High
City H	AA	Aa2	High
City I	AAA	Aa2	High
Irving	AAA	Aaa	BEST
Best Local	AAA	Aaa	BEST
City J	AAA	Aaa	BEST

Figure 7.5-10 Comparative Standard & Poors Bond Ratings

City	2007	2008	2009	2010	2011	2012
City A	AA+	AA+	AA+	AA+	AA+	AA+
City B	AA+	AA-	AA+	AA+	AA-	AA+
City C	AA	AA	AA+	AA+	AA+	AA+
City E	AA	AA	AA+	AA+	AA+	AA+
Irving	AAA	AAA	AAA	AAA	AAA	AAA
City G	N/R	AA+	AA+	AA+	AA+	AA+
City H	AA	AA	AA	AA	AA	AA
City I	AA	AAA	AAA	AAA	AAA	AAA
Best Local	AAA	AAA	AAA	AAA	AAA	AAA
City J	AA+	AAA	AAA	AAA	AAA	AAA

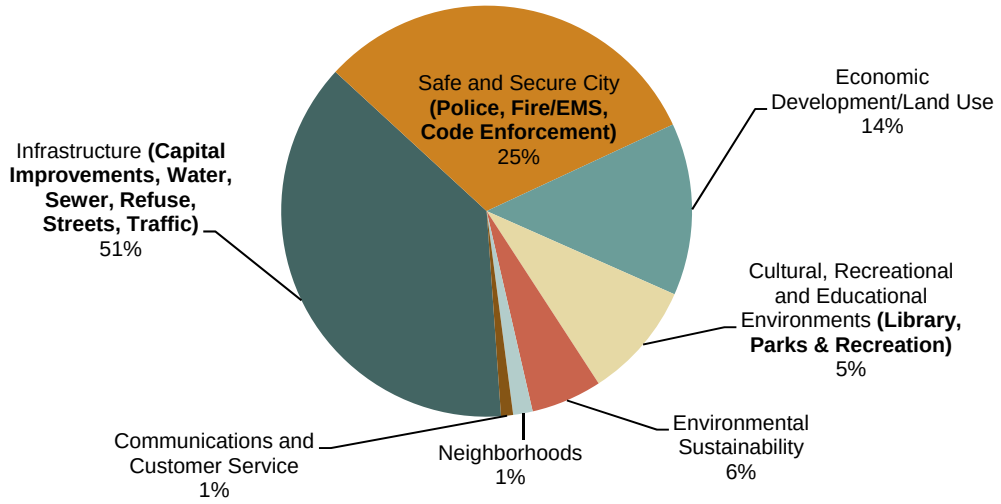
Figure 7.5-9 and 10 Irving has the highest rating of AAA by both Standard and Poor's (S&P) and Moody's, two nationally recognized bond rating agencies. This rating is the equivalent to a credit score and allows the city to purchase and sell bonds at a significantly lower rate than other cities with a lesser risk rating. Irving's sound financial policies have allowed the city to maintain this highest level of bond rating. Irving is one of 5 cities in the state and one of 94 in the nation that has a Double AAA rating from both Standard and Poor's (S&P) and Moody's.

Figure 7.5-11 Cost Savings and Efficiencies

Type	2009	2010	2011	2012
Hours Saved	16,331	7,872	8,485	11,339
Additional Revenue	$169,680	$528,956	$210,820	$182,775
Cost Savings	$729,015	$1,413,185	$1,642,835	$273,066
Cost Avoidance	$4,799,843	$1,268,319	$888,397	$1,066,897
Volunteer Hours	8,458	15,326	15,633	18,090
Value of Vol. Hrs	$166,374	$316,193	$332,105	$392,676
Grant Funded projects	$6,320,570	_	$2,046,434	$272,500
Energy Contract Savings	$3,600,000	$3,600,000	$3,600,000	$3,600,000
Total	**$15,785,482**	**$7,126,653**	**$8,720,591**	**$5,787,914**

Figure 7.5-11 All city departments continue to focus on streamlining business processes and operations where effectiveness can be enhanced and efficiencies can be gained without sacrificing customer service or quality. Efficiency initiatives may include changes in business processes or policies, staffing level adjustments, technology implementation/enhancements, new program designs and results of LSS projects.

Figure 7.5-12 Operating Budget By Key City Service



7.5.a(2) Marketplace Performance Results

Figure 7.5-13 Convention and Visitors Bureau Revenue Per Available Room (RevPAR)

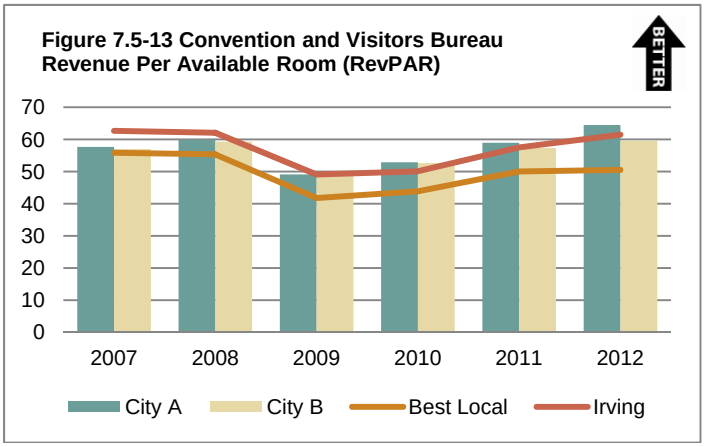


Figure 7.5-13 The ICVB targets corporate, convention and leisure visitors to our hospitality industry partners - the city's hotels, restaurants, attractions and shops, as well as attractions throughout Dallas /Fort Worth. The strength of the visitor industry and the city's hotel/motel tax collections also provide funding resources for the city. **RevPAR** is one of the most important of all ratios used in the hotel industry. Because the measure incorporates both room rates and occupancy, it provides a convenient snapshot of how well a company is filling its rooms, as well as how much it is able to charge.

Figure 7.5-14 Comparative Office Submarkets

	2007	2008	2009	2010	2011
			% of Market		
Far North Dallas	19.45%	19.40%	19.63%	19.56%	20%
Dallas Central Business District	16.79%	16.38%	16.60%	16.51%	17%
Irving	**14.50%**	**14.66%**	**15.20%**	**15.22%**	**15%**
Richardson / Plano	10.38%	11.82%	10.20%	11%	11%
LBJ Freeway	12.56%	11.63%	11.62%	10.75%	11%
Southwest / Stemmons	8%	7.73%	8.51%	8.72%	9%
Central Expressway	7%	7.27%	6.63%	6.63%	7%
Uptown / Turtle Creek	5.28%	4.91%	5.46%	5.50%	6%
East Dallas	3.67%	3.98%	4.01%	3.99%	4%
Preston Center	2.38%	2.23%	2.13%	2.11%	2%

Figure 7.5-14 Irving has consistently represented the third largest in the Metroplex. Business recruitment activities are performed by the COC via the Irving Economic Development Partnership. The Partnership maintains a close working relationship with developers and has become more engaged with the retail brokerage community to develop new relationships and build upon them. To focus efforts on recruitment, targeted trade areas are a product of Irving's demographics and spending habits of various drive-times, workforce data, analysis of retail leakages and surpluses, etc. From that data, retailers' requirements for trade area population, workplace population, household count, average household income, traffic count, employee count, etc are matched up with Irving's desired outcomes.