

Non-Compliant Apartments

Apartment and property owners are held accountable for substandard housing and non-compliant building conditions. This effort cleans up properties to increase resident safety. A four-tiered rating system on all multifamily complexes ensures that the lowest rated are made a priority focus for improvements. Code Enforcement has achieved significant results in addressing non-compliant structures.

- Reduced multifamily complaints by **38 percent** over a four-year period
- Improved risk rating of **57** multifamily properties (only one multifamily property carries the lowest risk rating of Level 4)
- Began enhanced inspections on low-performing Level 3 properties

Demolished **65** substandard or dilapidated structures



Corridor Enhancements

Street improvements are enhancing Irving's visual appeal and identity. City staff is addressing issues and completing projects using a comprehensive approach. This includes landscaping, street/median improvements, new signage, building façade updates, public art, utility undergrounding, monument signs, and the addition of signals and street lighting.

O'Connor Road

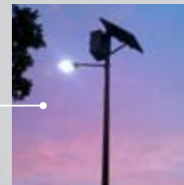
- Completed Brockbank Drive cul-de-sac construction
- Started relocation of overhead utilities on west side of O'Connor Road
- Marked **2,400** additional feet of bike routes
- Enhanced the masonry screening wall along east side of O'Connor Road

Irving Boulevard

- Completed entry gateways on the east and west ends of Irving Boulevard using grant funds
- Installed new solar streetlights, resulting in an annual savings of **\$124,000** in energy costs

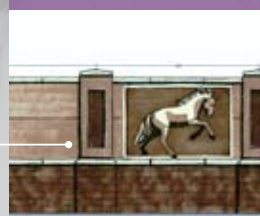
MacArthur Boulevard

- Coordinated Oncor cost-sharing to fund undergrounding of power lines
- Began constructing screen fences from Sixth Street to Tim Markwood Park
- Started construction of utility undergrounding at intersections of Sixth Street and Pioneer Drive
- Began undergrounding of overhead utilities at Sixth Street and MacArthur Boulevard, Pioneer Drive and MacArthur Boulevard, and Northgate Drive to Metker Drive



Installed **170** solar streetlights on Irving Boulevard

Started construction on SH 183 soundwalls



Code Enforcement

Code enforcement initiatives continue to be a key focus area. These efforts help to maintain the physical appearance of the city and to ensure stable property values.

- Coordinated with **21** Code Cadets to work in their neighborhoods to achieve voluntary compliance on code issues and report non-compliant issues to Code Enforcement
- Resolved **9,202** property code cases, **97.5 percent** through voluntary action
- Removed **12,102** illegal temporary signs to improve residential areas
- Used **119** community service workers to improve **139** properties

Expanded Code Cadet program to **19** neighborhoods



Cost Savings and Efficiencies

The City of Irving is streamlining processes, saving money and ensuring residents are receiving value for their tax dollars. As such, during the past fiscal year, the city has saved \$6.9 million dollars and 8,360 staff hours through cost savings or avoidances. Eliminating waste and enhancing service levels have been achieved through the staff's use of Lean Six Sigma and streamlined processes.



Four-year savings of **38,585** staff hours and more than **\$30 million**

State and National Awards

Fiscal/Management

- Excellence in Financial Reporting
- Gold Transparency Award
- State Traffic Safety Award
- Texas Award for Performance Excellence
- Urban Forestry Award
- Worksite Innovation Award

Operations

- Venue of the Year for Irving Convention Center
- Planning Excellence
- Excellence for Irving Convention and Visitors Bureau
- Best Resident Newsletter

- American Heart Association Platinum Fit-Friendly Employer
- Outstanding Municipal Utility Award
- President's Circle Award for Keep Irving Beautiful

- First Place and Award of Excellence for Irving Community Television Network's News Show
- National and State Awards for Excellence in Government Programming
- Digital Cities Award for Technology
- ICTN Website Best in State
- First Place for Final Game at Texas Stadium Video
- Excellence in Programming for Parks and Recreation

For a full list of the City of Irving's awards, visit www.cityofirving.org.

City Council & Manager



Beth Van Duyne
Mayor



Rick Stopfer
Mayor Pro Tem



Gerald Farris
Deputy Mayor Pro Tem



Michael Gallaway
Council Member



Roy Santoscoy
Council Member



Dennis Webb
Council Member



Lewis Patrick
Council Member



Rose Cannaday
Council Member

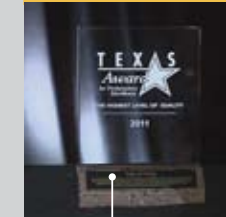


Joe Philipp
Council Member



Tommy Gonzalez
City Manager

Texas Award for Performance Excellence



Top 50 Best Places to Live

Irving has been recognized by "Bloomberg Businessweek" as one of the Top 50 Places to Live. In this assessment, Irving outranked some of the nation's largest cities in a side-by-side comparison of 16 quality-of-life criteria including number of restaurants, public school performance, public safety and green space. To determine the nation's best cities, "Bloomberg Businessweek," a publication with 4.7 million readers, analyzed data from the U.S. Census Bureau, U.S. Bureau of Labor Statistics and other reputable organizations.



Beautiful neighborhoods

2011 Recipient of the Texas Award for Performance Excellence (TAPE)

History was made in 2011 when the City of Irving became the first municipality to earn the prestigious TAPE Award. Modeled after the Malcolm Baldrige National Quality Award, this award salutes high-performing organizations that are role models in the areas of leadership, strategic planning, customer focus, measurement, workforce focus and process management. Measuring what matters helped the city connect daily operations to its mission, vision, values and key customer requirements, and produced double-digit performance increases over a five-year period. By operating like a business, the City of Irving has become a statewide model for innovation and efficiency.

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Many positive changes are taking shape and enhancing the Irving community. New initiatives and processes continue to ensure a focused, productive and results-driven city.

Emphasis placed on the eight key focus areas **designated by City Council and residents** has resulted in several notable achievements.

Here is a look at some of the accomplishments during 2011.

Public Safety

Public safety enhancements continue in police, fire and animal services. Organizational changes that combined departments with police, as well as stronger ordinances, helped to continue the city's reduction in the crime rate.

- Decreased crime rate by an additional **12 percent** during 2011 with greatest reductions in the theft category (attributed to strong neighborhoods, proactive policing and collaborative code enforcement)
- Initiated a multifamily crime reduction focus along the Walnut Hill corridor (major crime offenses declined by **56 percent**, drug-related offenses decreased by **50 percent**)
- Received more than **6,100** volunteer hours through the Irving Citizens on Patrol program
- Reduced accident severity by **57 percent** and collisions by **31 percent** at intersections with red light cameras
- Decreased property loss due to fires by **32 percent** over a 5-year period
- Improved Fire/EMS response time by **12 percent** over a 5-year period; average emergency response time is **4 minutes 20 seconds**, beating the national 5-minute standard
- Conducted public fire safety classes reaching **31,895** residents
- Partnered with DFW Humane Society to operate a joint volunteer program
- Increased cat adoption rate by **50 percent** through PetSmart off-site cat adoption partnership
- Increased the animal release rate by **10 percent** with **78 percent** of animals being adopted, rescued or returned to their owners

Completed **30** home restoration projects



Record low crime rate for fifth consecutive year



Capital Improvements

Placing emphasis on infrastructure, the city has **\$50 million** in capital improvement projects under way. Funding supports the reconstruction and expansion of major thoroughfares and new parks, libraries and other infrastructure.

- Managed and completed **25** capital improvement projects totaling **\$21.3 million** including water/wastewater improvements, street improvements, neighborhood parks, spray parks and trails
 - Completed Campi3n Trails south segment from Twin Wells to Trinity View
 - Opened Campi3n Trails Sam Houston extension
 - Opened spray parks at Northwest and Southwest parks
 - Completed upgrades to Nichols and Woodhaven parks
 - Since the West Irving Library opened, the solar panels have generated more than **367,259** kilowatt hours, saving **29,747** gallons of gas or **263** tons of carbon dioxide from the environment

Opened the net-zero West Irving Library



Neighborhood Improvements

The city has intensified its focus on strengthening neighborhoods. This effort involves all city departments working in partnership with the community to affect positive change and improve quality of life for residents.

Tudor Lane Neighborhood Improvement Project

- Demolished remaining buildings and site development initiated for **37** new homes

Housing and Human Services provided a number of low- to moderate-income residents with various services

- Completed **13** emergency housing repairs
- Provided down payment assistance to **13** first-time home buyers
- Constructed **10** new homes in partnership with a community organization
- Provided in-house case management services to **1,524** homeless or near-homeless individuals
- Provided rental and utility assistance to **1,504** homeless and near-homeless residents
- Provided funding for **12,481** shelter days for Irving's homeless population
- Served more than **18,085** people through social service agency partnerships
- Assisted the community in providing more than **3,646** days of child care services and **7,807** hours of casework assistance



Opened the state-of-the-art Irving Convention Center at Las Colinas

Economic Development

Transit-oriented development along the planned rail corridor and redevelopment of targeted areas are a continued focus. Key development projects include the Irving Convention Center at Las Colinas, Heritage Crossing, Irving Boulevard and the former Texas Stadium site.

- Since opening the Irving Convention Center in January 2011, **163** events have been held, **12,702** Irving hotel rooms have been booked, **\$1.55 million** in net event income has been generated, and more than **95,000** visitors have walked through the doors
- Generated **82** active economic development projects for recruitment, retention and/or expansion that targeted office, industrial and retail space, for a potential **27,618** jobs and nearly **\$1.48** billion in taxable investment
- Facilitated **9** corporate relocations to Irving: Celanese, Consolidated Electrical Distributors, Ecolab, Gateway Mortgage Group, Global Power, Internet Business Group, KidKraft, Noah's and Terminal Reality
- Adopted Tax Increment Reinvestment Zone 2 (TIF) along Irving Boulevard corridor, created a vision for Heritage Crossing and redeveloped **8** businesses in the area

The expansion and redevelopment of the State Highway (SH) 183 corridor is an important sign of progress for Irving, and it sets the stage for significant and positive economic development opportunities. The expansion has a direct impact on Irving businesses that are located in the expansion zone and are at risk of leaving Irving if they cannot be strategically relocated elsewhere within the community.

- Assisted with relocation of **39** businesses within Irving to allow for the SH 183 corridor redevelopment
- **Nine** SH 183 businesses redeveloped their properties

Preparing former Texas Stadium site for redevelopment

- The DART Orange Line is **88 percent** complete and service to the Irving Convention Center station is scheduled to open July 2012
- The second segment of the DART Orange Line connecting to the Belt Line Station is set to open in December 2012
- The first phase of the Diamond Interchange is **88 percent** complete and scheduled to open July 2012

Increased number of social media subscribers (+101% Facebook, +59% Twitter)



Communications and Customer Service

Communications and customer service have been a strong focus. Both internal and external communication efforts have been increased and several programs were implemented to enhance communication, increase transparency and encourage public input.

- Implemented iALERT, a communication system for mass notification
- Added QR codes to the "City Spectrum" newsletter to give smartphone users quick access to ICTN videos and website links
- Implemented **42** departmental customer surveys to obtain continuous feedback
- Implemented citywide online events calendar making it easier for residents to locate citywide events and classes
- Launched Know the Facts web page to provide residents with a way to obtain accurate information on local government matters
- Conducted interactive Budget Retreat enabling residents to provide input via phone or email
- Held Town Hall meetings to receive input and update residents on key city initiatives
- Developed interactive online city maps for public use

the year in numbers

Ever wondered what it takes to run and maintain the city? Throughout the year, city departments are busy not only with big projects, but also with the hundreds of other smaller things that need to get done. The results of their work provide for some interesting facts and figures about how the city is built, maintained and operated. For example, during 2011 **14,808** permits and **1,036** certificates of occupancy were issued. There were **391** trees planted, and **257** miles of lanes and crosswalks striped. Employees laid **1,575** tons of asphalt to repair roads and delivered **13.2** billion gallons of water to **44,216** customers. Staff issued **74,218** traffic and ordinance citations, and **1,941** pet licenses. There were more than **483** tons of litter removed from rights of way and **155** abandoned shopping carts collected. **One hundred eighty-five** miles of medians and rights of way were addressed daily. The city sponsored **42** Keep Irving Beautiful (KIB) "green events" and received more than **4,723** hours from KIB volunteers. The City of Irving hosted **341** environmental events/classes with more than **33,000** participants, and **1,358** volunteers have given more than **4,800** hours of service to date. There were **9,384** tons of debris diverted from the landfill through recycling and other efforts. Employees removed **934** incidents of graffiti with **94.3 percent** removed within 24 hours of reporting. **Forty-nine** Neighborhood News weekly e-newsletters were distributed to notify residents of **394** city initiatives/events/educational opportunities and **299** ICTN videos were posted on YouTube, which have received **126,510** views.

Irving Arts Center presented **519** programs and services, and hosted the Genghis Khan exhibit with more than **51,000** visitors attending

