



MANAGEMENT DASHBOARD REPORT

Period Ending

September 30, 2016

Prepared by:

**City of Garland
Budget & Research
972-205-2511**

MANAGEMENT DASHBOARD REPORT

PERIOD ENDING September 30, 2016

CONTENTS

The City of Garland - Management Dashboard Report is a collection of key indicators designed to provide Management with an overview of factors that significantly impact City finances and service levels.

Indicators are divided into the following categories:

- (1) National Economic Indicators
- (2) Local Economic Indicators
- (3) General Fund Key Revenues
- (4) Utility Indicators
- (5) Personnel Indicators
- (6) Firewheel Golf Indicators
- (7) Fire Service Indicators
- (8) Police Service Indicators
- (9) Code Compliance Indicators
- (10) Health Service Indicators
- (11) HUB (Historically Underutilized Businesses) Indicators

WATCH LIST

The following key indicators are currently reflecting negative trends:

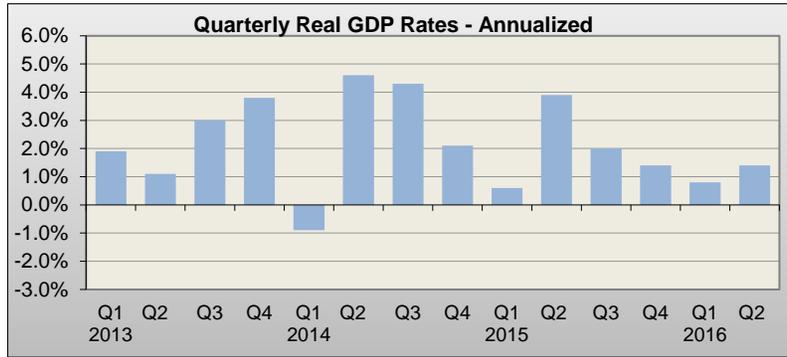
- (1) Municipal Court Revenue
- (2) Electric YTD Consumption
- (3) General Fund Overtime
- (4) Fire & EMS Calls for Service YTD
- (5) Police Calls for Service YTD
- (6) Average Inspection Score for Food Establishments

Gross Domestic Product Quarterly Real GDP Rate - Annualized		
	Percent	% Chg.
2nd Qtr 2016 GDP	1.4%	
1st Qtr 2016 GDP	0.8%	
Increase (Decr.)	0.6%	75.0%

(restated percentages per BEA)

Q2 2016 (Final estimate)

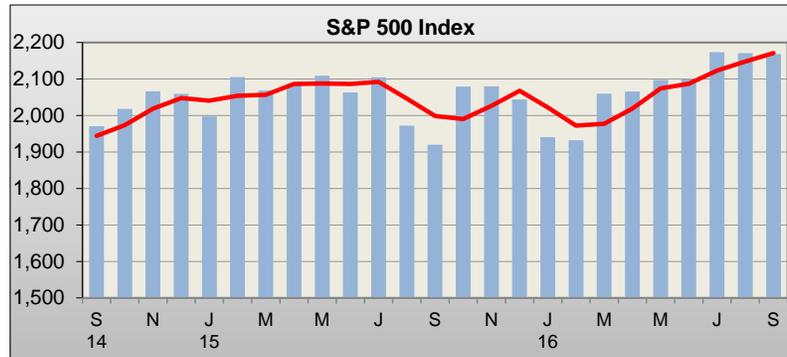
Qtrly Real GDP Rates - Annualized



S&P 500 Current vs Prior Month		
	Index	% Chg.
Sep. 30, 2016	2,168	
Aug. 31, 2016	2,171	
Increase (Decr.)	(3)	-0.1%

NEGATIVE

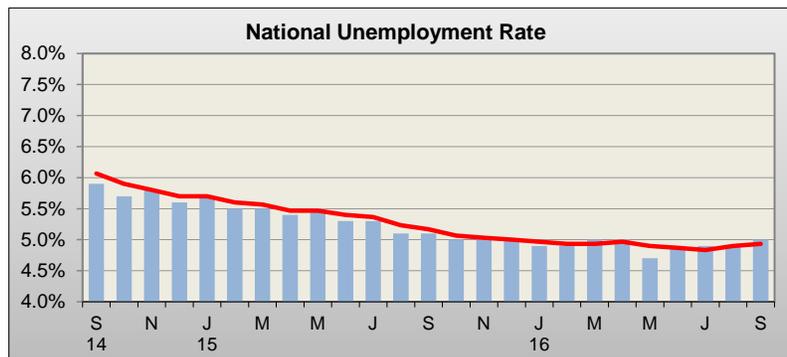
3-Mth Moving Average
Month Ending Index



National Unemployment Rate Current Month vs Prior Month		
	Rate	% Chg.
Current Period (Sep)	5.0%	
Prior Period (Aug)	4.9%	
Increase (Decr.)	0.1%	2.0%

NEGATIVE

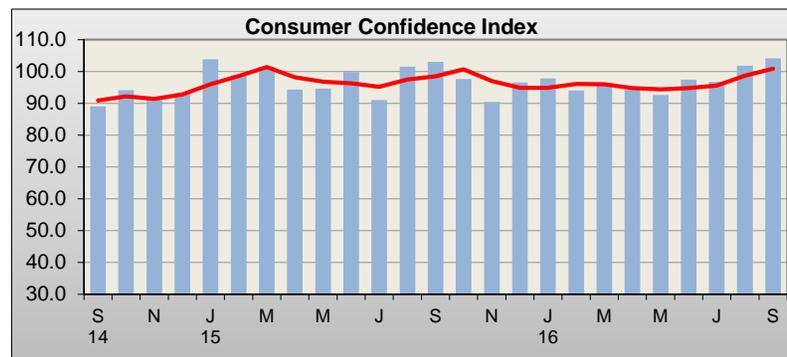
3-Mth Moving Average
Month Ending Index



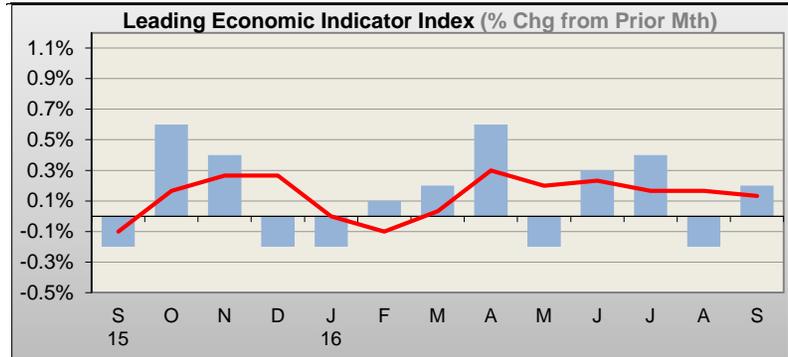
Consumer Confidence Index		
	Index	% Chg.
Current Period (Sep)	104.1	
Prior Period (Aug)	101.8	
Increase (Decr.)	2.3	2.3%

POSITIVE (Includes Benchmark Revisions)

3-Mth Moving Average
Month Ending Index

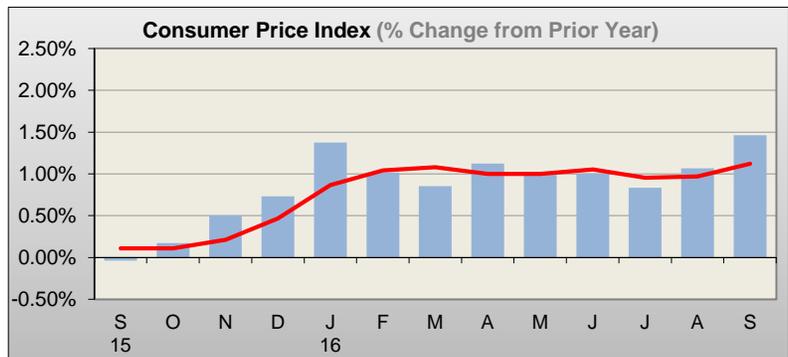


Leading Economic Indicator Index		
	Index	% Chg.
Current Period (Sep)	124.4	
Prior Period (Aug)	124.1	
Increase (Decr.)	0.3	0.2%
POSITIVE (Includes Benchmark Revisions)		
	3-Mth Moving Average	
	Monthly % Change in LEI Rate	

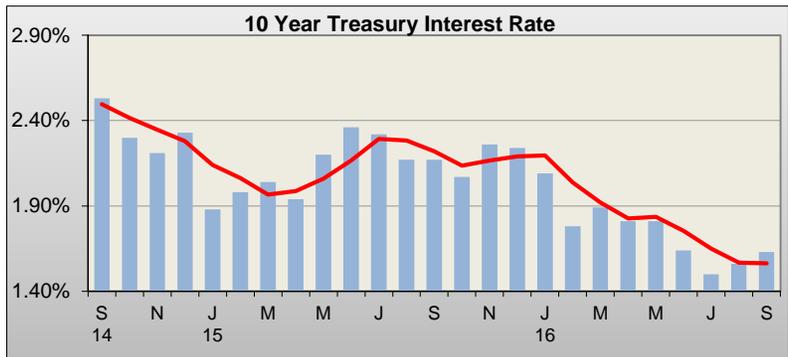


The Leading Economic Indicator (LEI) Index is designed to predict the direction of the economy. The LEI index is made up of ten components, seven nonfinancial and three financial.

Consumer Price Index (CPI) Annual Percentage Change		
	Percent	% Chg.
Current Period (Sep)	1.46%	
Prior Period (Aug)	1.06%	
Increase (Decr.)	0.40%	37.5%
(CPI-U) - CPI for All Urban Consumers		
	3-Mth Moving Average	
	Annual % Change in CPI Rate	



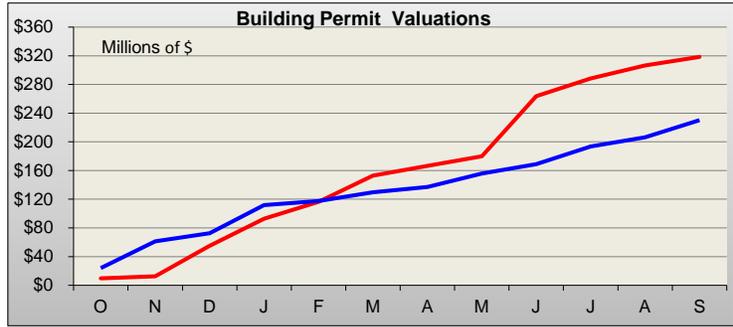
10 Year Treasury Interest Rate		
	Rate	% Chg.
Current Period (Sep)	1.63%	
Prior Period (Aug)	1.56%	
Increase (Decr.)	0.07%	4.5%
NEGATIVE		
	3-Mth Moving Average	
	Monthly Interest Rate	



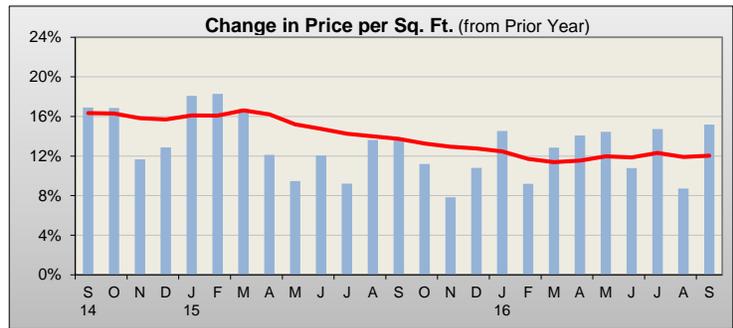
30 Year Fixed Mortgage Rates		
	Rate	% Chg.
Current Period (Sep)	3.46%	
Prior Period (Aug)	3.44%	
Increase (Decr.)	0.02%	0.6%
NEGATIVE		
	3-Mth Moving Average	
	Monthly Interest Rate	



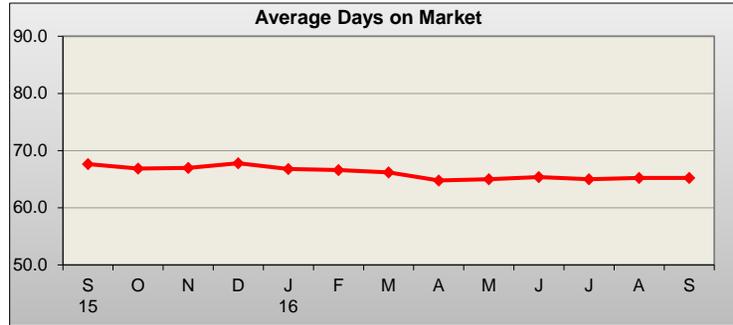
Building Permit Valuations		
	Valuation	% Chg.
YTD thru 9/16	\$318,419,548	
YTD thru 9/15	230,222,246	
Increase (Decr.)	<u>\$88,197,302</u>	<u>38.3%</u>
POSITIVE		
	Monthly Valuation	
	FY15 Cumulative	
	FY16 Cumulative	



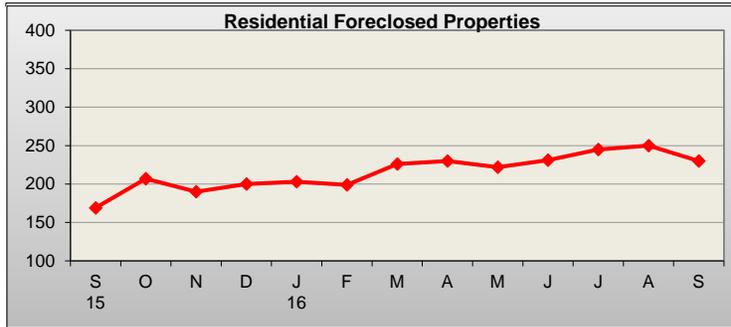
Residential Property Sales Price Per Sq Ft		
	Price	% Chg.
12 Month Wt Avg	\$94.96	
Prior 12 Month Wt Avg	93.83	
Increase (Decr.)	<u>\$1.13</u>	<u>1.2%</u>
Current Mth % Chg from August 2007		44.9%
POSITIVE		
	Mth % Chg vs Prior Yr	
	12 Month Moving Avg	



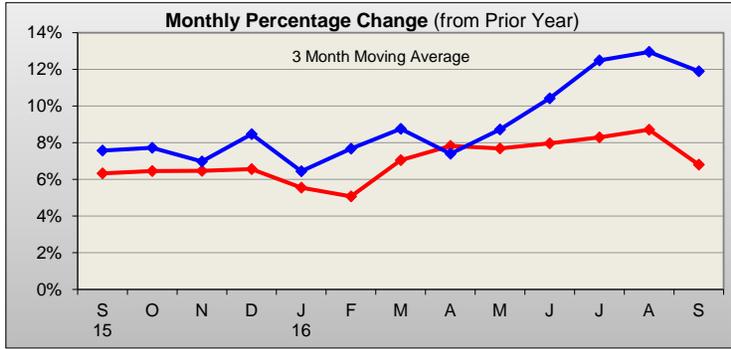
Residential Property Average Days on Market		
	Days	% Chg.
12 Month Avg	65.2	
Prior 12 Month Avg	65.2	
Increase (Decr.)	<u>0.0</u>	<u>0.0%</u>
NEUTRAL		
	12 Month Moving Avg.	



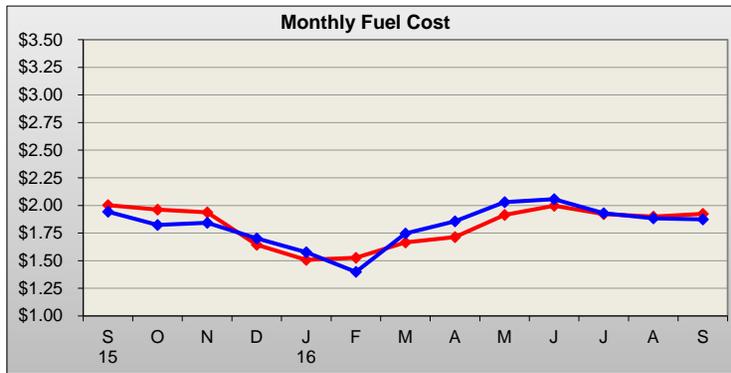
Residential Foreclosures on Market			
	Properties	% Chg.	
Current Period (Sep)	230		
Prior Period (Aug)	250		
Increase (Decr.)	(20)	-8.0%	
POSITIVE			
Foreclosures by Council District			
District 1	31	District 5	24
District 2	40	District 6	15
District 3	40	District 7	25
District 4	29	District 8	26



Sales Tax - Trending Change from Prior Year (3 Month Moving Average)		% Chg.
Garland September 2016		11.9%
Metroplex Cities* September 2016		6.8%
Sales Tax Comparison		5.1%
POSITIVE		
Garland Metroplex Cities		
Modified to compare Current Period Collections only.		
*Arlington, Plano, Irving, Grand Prairie, Mesquite, Richardson, Carrollton		



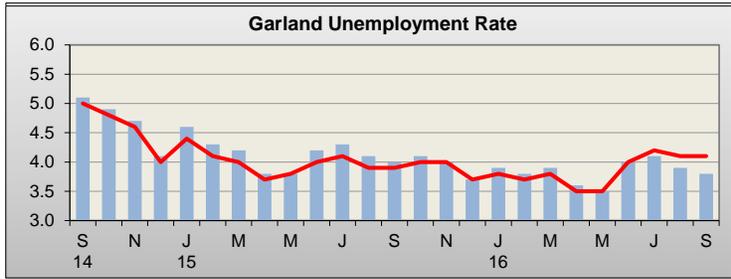
Fleet Fuel Cost Three Month Moving Avg.		
	Cost/gallon	% Chg.
Unleaded Gas		
3 Month Avg.	\$1.89	
Prior 3 Month Avg.	1.96	
Increase (Decr.)	(\$0.07)	-3.6%
POSITIVE		
Diesel Fuel		
3 Month Avg.	\$1.91	
Prior 3 Month Avg.	1.94	
Increase (Decr.)	(\$0.03)	-1.8%
POSITIVE		
Unleaded Gas Diesel Fuel		



Garland Unemployment Rate		
	Rate	% Chg.
Current Period (Sep)	3.8%	
Prior Period (Aug)	3.9%	
Increase (Decr.)	-0.1%	-2.6%

POSITIVE

 Garland
 Metroplex Rate

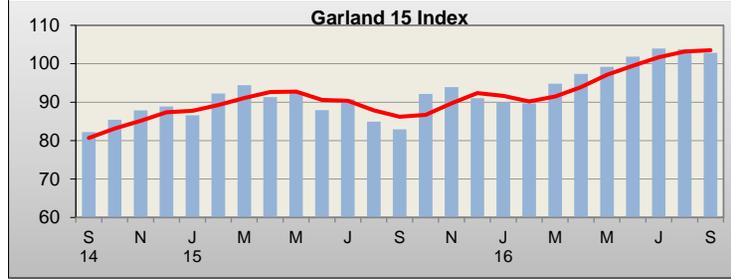


Garland 15* Index Current vs Prior Month		
	Index	% Chg.
Sep 30, 2016	102.84	
Aug 31, 2016	103.77	
Increase (Decr.)	(0.93)	-0.9%

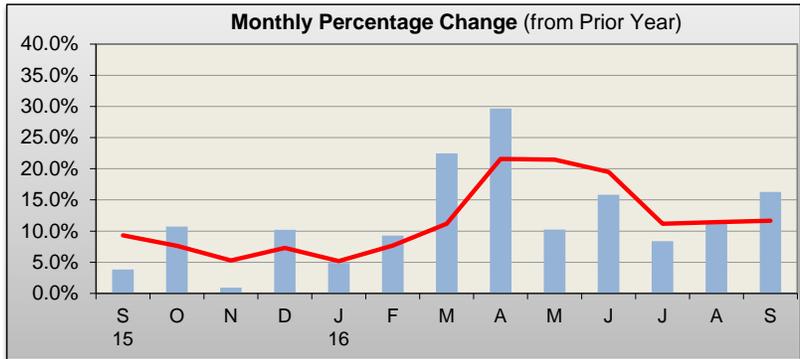
NEGATIVE

 3-Mth Moving Average
 Month Ending Index

* 15 publicly traded Garland companies (adj for 15 entities)

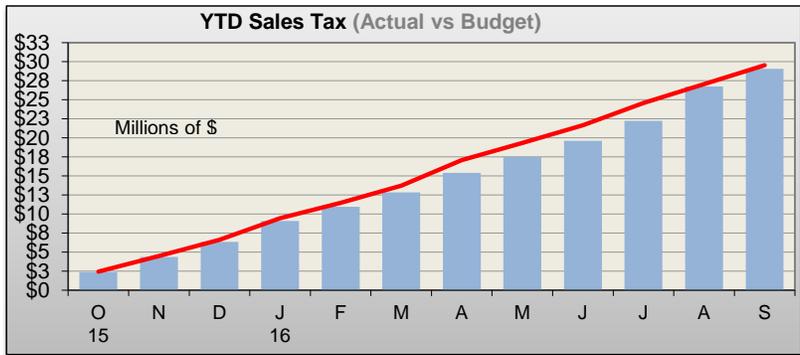


Sales Tax Current vs Prior YTD		
	Revenue	% Chg
YTD thru 9/16	\$29,537,256	
YTD thru 9/15	26,255,301	
Increase (Decr.)	<u>\$3,281,955</u>	<u>12.5%</u>
POSITIVE		
 3-Month Moving Average  Monthly % Change vs Prior Yr		



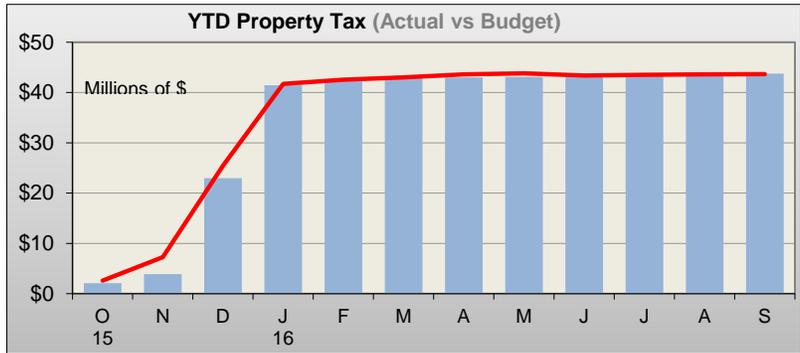
Sales Tax Actual vs Budget		
	Revenue	% Chg
YTD thru 9/16	\$29,537,256	
YTD Budget Target	29,066,557 *	
Increase (Decr.)	<u>\$470,699</u>	<u>1.6%</u>
POSITIVE		
 FY 2016 Actual Cumulative  FY 2016 Budget Cumulative		

* Based on 2016 Revised Budget as of Aug. 2016



Property Tax Actual vs Budget		
	Revenue	% Chg
YTD thru 9/16	\$43,658,502 **	
YTD Budget Target	43,766,634 *	
Increase (Decr.)	<u>(\$108,132)</u>	<u>-0.2%</u>
NEGATIVE		
 FY 2016 Actual Cumulative  FY 2016 Budget Cumulative		

* Based on 2016 Revised Budget as of Aug. 2016
 ** Prior to Year-End Accrual

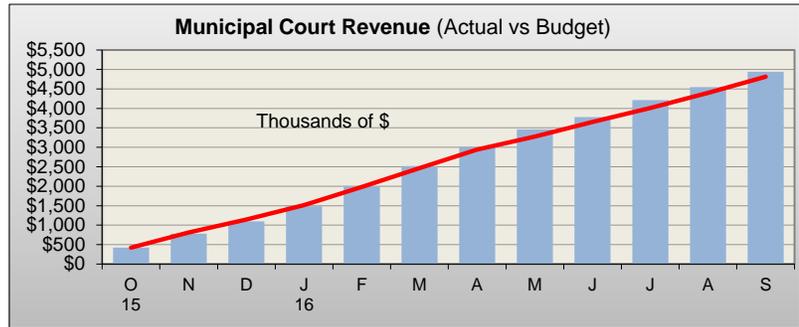


Municipal Court Revenue		
	Revenue	% Chg.
YTD thru 9/16	\$4,813,554	
YTD Budget Target*	4,942,176	
Increase (Decr.)	(\$128,622)	-2.6%

NEGATIVE

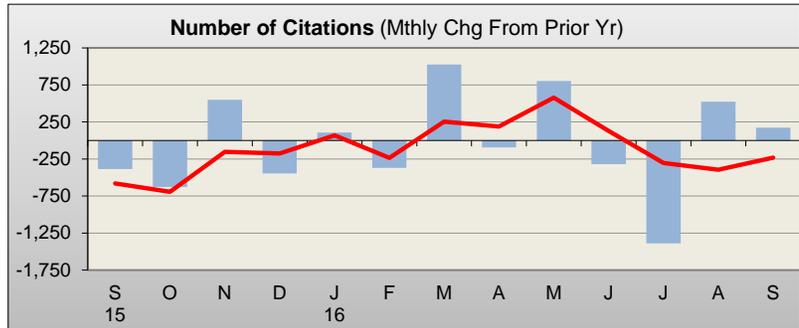
*Based on 2016 Revised Budget as of August 2016

— FY 2016 Actual Cumulative
— FY 2016 Budget Cumulative



Municipal Court Citations		
	Citations	% Chg.
YTD thru 9/16	51,861	
YTD thru 9/15	51,924	
Increase (Decr.)	(63)	-0.1%

— Three-Month Moving Average
— Monthly Change from Prior Yr



Landfill Revenue		
	Revenue	% Chg.
YTD thru 9/16	\$14,358,301	
YTD thru 9/15	10,769,285	
Increase (Decr.)	\$3,589,016	33.3%

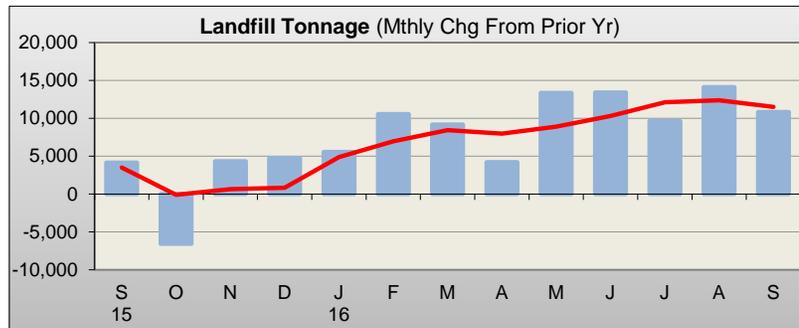
POSITIVE

— FY 2016 Cumulative
— FY 2015 Cumulative

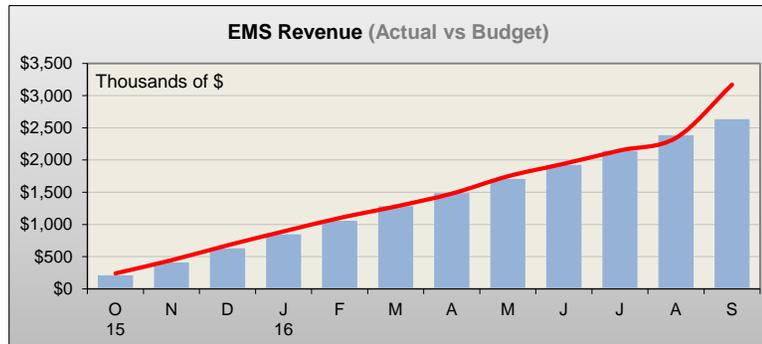


Landfill Tonnage Disposed		
	Tonnage	% Chg.
YTD thru 9/16	534,661	
YTD thru 9/15	441,343	
Increase (Decr.)	93,318	21.1%

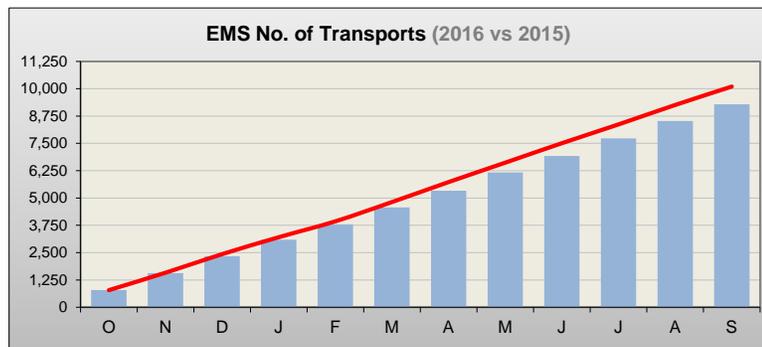
— Three-Month Moving Average
— Tonnage Chg from Prior Yr



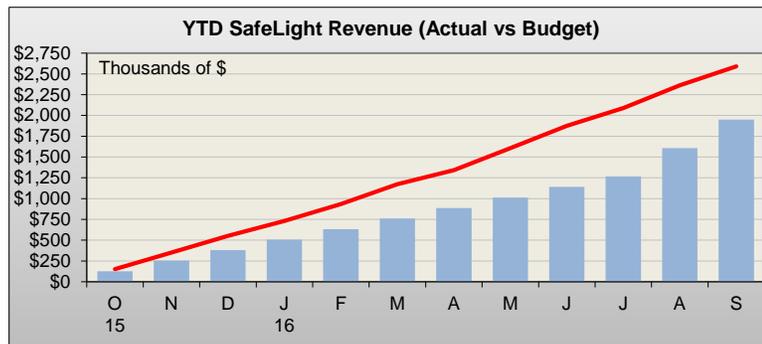
EMS Revenue YTD Actual vs Budget		
	Revenue	% Chg.
YTD thru 9/16	\$3,170,339 **	
YTD Budget Target	2,635,278 *	
Increase (Decr.)	<u>\$535,061</u>	<u>20.3%</u>
POSITIVE		
* Based on 2016 Revised Budget as of August 2016		
	FY 2016 Actual Cumulative	
	FY 2016 Budget Cumulative	
**Includes \$625,090 from State Supplemental Pay Program - Was Not Anticipated Until FY 2016-17		



EMS No. Transports YTD Current vs Prior YTD		
	Transports	% Chg.
YTD thru 9/16	10,100	
YTD thru 9/15	9,289	
Increase (Decr.)	<u>811</u>	<u>8.7%</u>
 FY 2016 Cumulative		
 FY 2015 Cumulative		



SafeLight Revenue YTD Actual vs Budget		
	Revenue	% Chg.
YTD thru 9/16	\$2,590,441	
YTD Budget Target	1,950,000 *	
Increase (Decr.)	<u>\$640,441</u>	<u>32.8%</u>
POSITIVE		
* Based on 2016 Revised Budget as of August 2016		
	FY 2016 Actual Cumulative	
	FY 2016 Budget Cumulative	

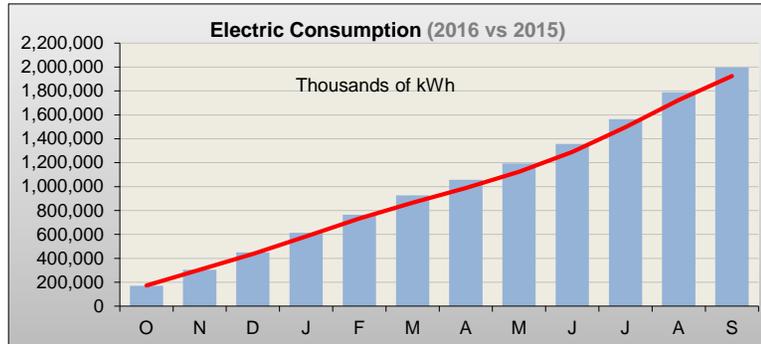


Electric YTD Consumption Change from Prior Year		
	Consumption	% Chg.
YTD thru 9/16	1,924,485	
YTD thru 9/15	1,996,650	
Increase (Decr.)	(72,165)	-3.6%

NEGATIVE

Thousands of Kwh

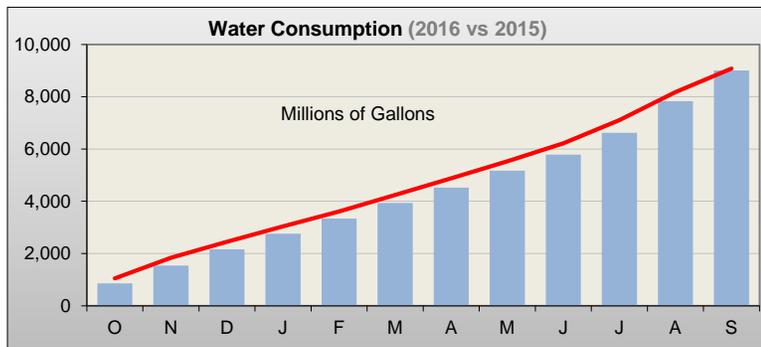
— FY 2016 Cumulative
— FY 2015 Cumulative



Water YTD Consumption Change from Prior Year		
	Consumption	% Chg.
YTD thru 9/16	9,079	
YTD thru 9/15	9,004	
Increase (Decr.)	75	0.8%

POSITIVE

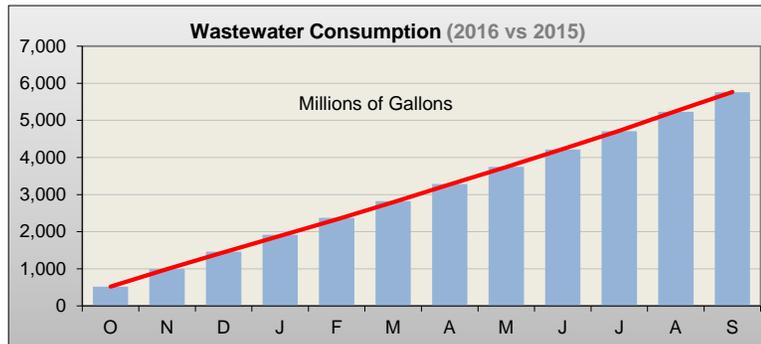
— FY 2016 Cumulative
— FY 2015 Cumulative



Wastewater YTD Consumption Change from Prior Year		
	Consumption	% Chg.
YTD thru 9/16	5,764	
YTD thru 9/15	5,760	
Increase (Decr.)	4	0.1%

POSITIVE

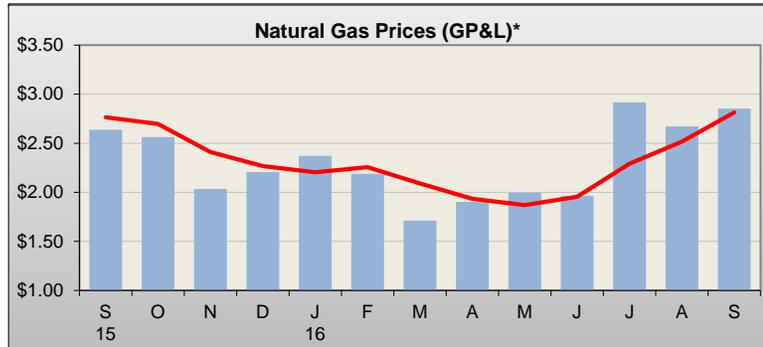
— FY 2016 Cumulative
— FY 2015 Cumulative



Natural Gas Prices (GP&L)*		
	Price	% Chg.
Current Period (Sep)	\$2.85	
Prior Period (Aug)	2.67	
Increase (Decr.)	\$0.18	6.8%

* Source is NYMEX Henry Hub (HH) Monthly Settlement Price (effective with May 2015 Dashboard)

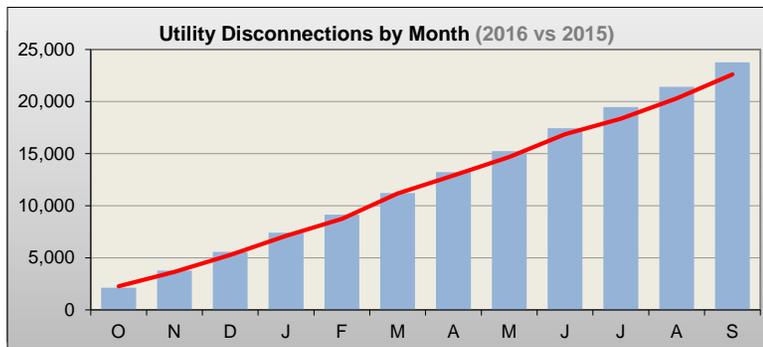
— Three-Month Moving Average
█ Monthly Cost



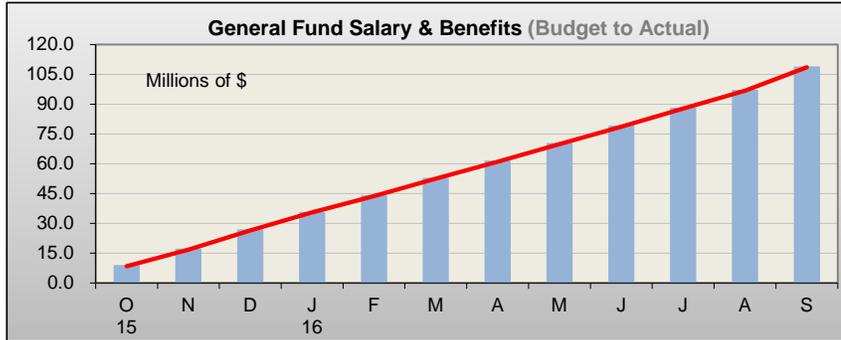
Utility Disconnections		
	Disconnections	% Chg.
YTD thru 9/16	22,611	
YTD thru 9/15	23,782	
Increase (Decr.)	(1,171)	-4.9%

POSITIVE

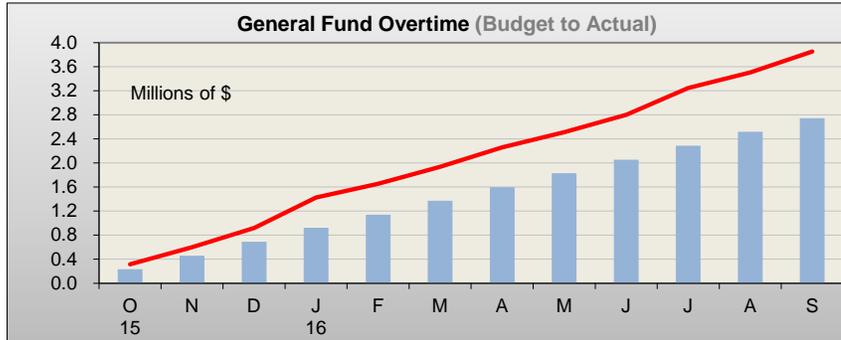
— FY 2016 Cumulative
█ FY 2015 Cumulative



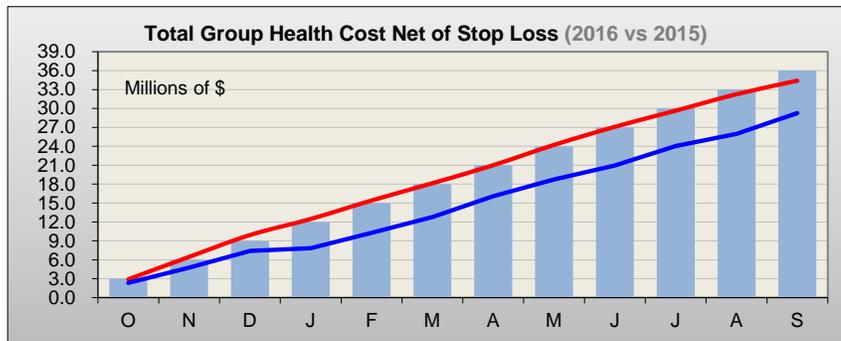
General Fund Salary & Benefits Budget to Actual Comparison		
	Total Cost	% Chg.
YTD thru 9/16	\$108,562,404	
YTD Budget Target	108,598,141	
Increase (Decr.)	<u>(\$35,737)</u>	<u>0.0%</u>
POSITIVE		
		



General Fund Overtime Budget to Actual Comparison		
	Overtime Cost	% Chg.
YTD thru 9/16	\$3,852,675	
YTD Budget Target	2,743,339	
Increase (Decr.)	<u>\$1,109,336</u>	<u>40.4%</u>
NEGATIVE		
		



Total Group Health Cost Net of Stop Loss Current & Prior YTD Comparison		
	Total Cost	% Chg.
YTD thru 9/16	\$34,405,629	
YTD Budget Target	36,042,930 *	
Increase (Decr.)	<u>(\$1,637,302)</u>	<u>-4.5%</u>
POSITIVE		
		

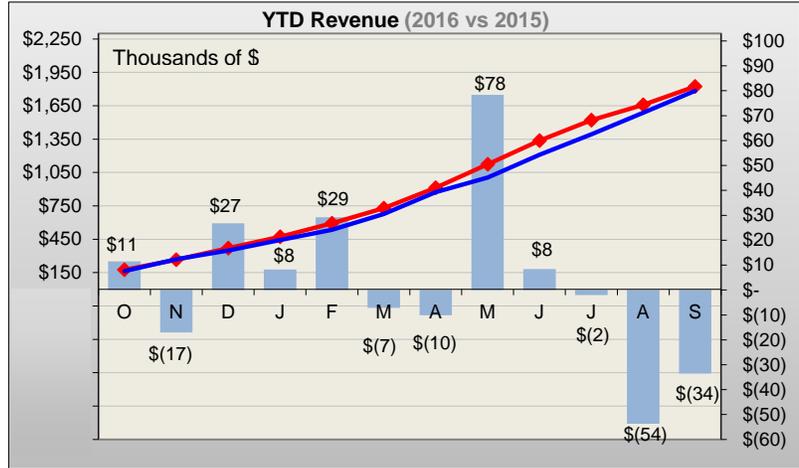


Fire Department Sworn Vacancies/Overhires 9/30/16		
	FY 16	FY 15
Authorized	254	254
Vacancies	3	0
Overhires	0	0

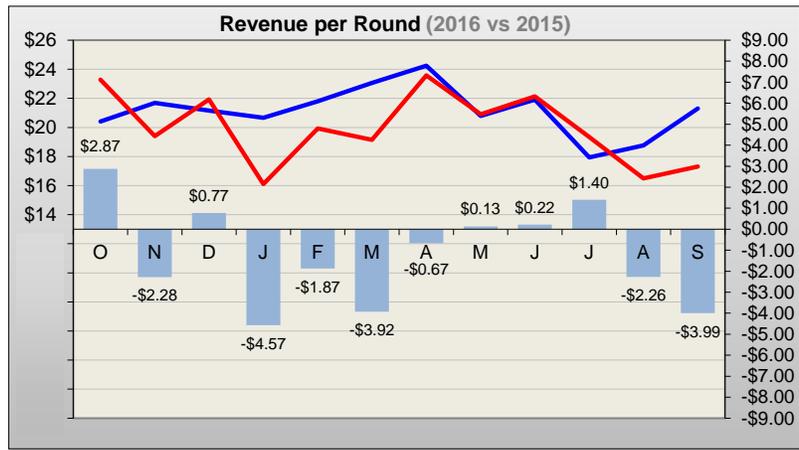
Police Department Sworn Vacancies/Overhires 9/30/16		
	FY 16	FY 15
* 11 Sworn Police Positions Added in FY 16		
Authorized	334	323
Vacancies	4	10
Overhires	0	0

Communication Specialists Vacancies/Overhires 9/30/16		
	FY 16	FY 15
Authorized	44	44
Vacancies	8	7
Overhires	0	0

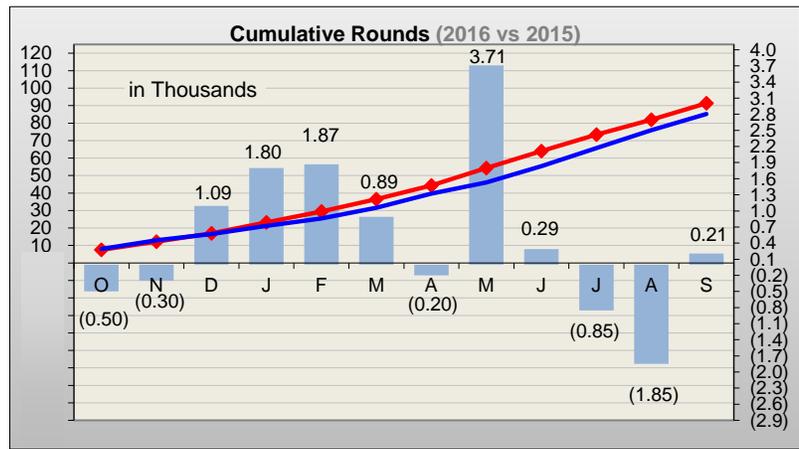
Firewheel Revenue (Green Fees Only)		
	Revenue	% Chg.
YTD thru 9/16	\$ 1,823,605	
YTD thru 9/15	1,784,683	
Increase (Decr.)	\$ 38,922	2.2%
POSITIVE		
September 2016	\$ 164,297	
September 2015	197,857	
Increase (Decr.)	(\$33,560)	-17.0%
NEGATIVE		



Firewheel Average Revenue Per Round		
	Price	% Chg.
September 2016	\$17.30	
September 2015	21.29	
Increase (Decr.)	(\$3.99)	-18.8%
NEGATIVE		
12 Month Avg.	19.96	
Prior 12 Mo. Avg.	20.30	
Increase (Decr.)	(\$0.34)	-1.7%
NEGATIVE		



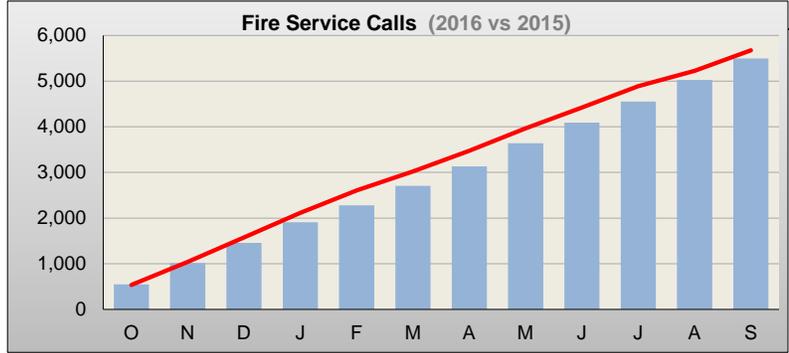
Firewheel Rounds		
	Rounds	% Chg.
YTD thru 9/16	91,361	
YTD thru 9/15	85,209	
Increase (Decr.)	6,152	7.2%
POSITIVE		
September 2016	9,496	
September 2015	9,291	
Increase (Decr.)	205	2.2%
POSITIVE		



Fire Calls for Service YTD Current vs Prior Year		
	Calls	% Chg.
YTD thru 9/16	5,675	
YTD thru 9/15	5,495	
Increase (Decr.)	180	3.3%

NEGATIVE

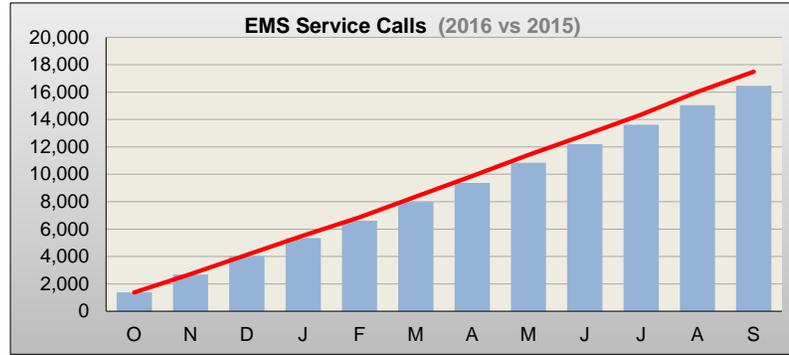
— FY 2016 Cumulative
— FY 2015 Cumulative



EMS Calls for Service YTD Current vs Prior Year		
	Calls	% Chg.
YTD thru 9/16	17,493	
YTD thru 9/15	16,471	
Increase (Decr.)	1,022	6.2%

NEGATIVE

— FY 2016 Cumulative
— FY 2015 Cumulative

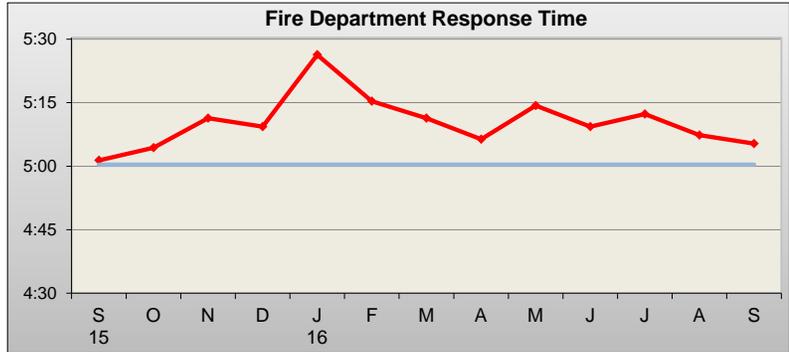


Fire Department Response Time*	
	Time
Current Month	5:05
Goal	5:00
Over/(Under) Goal	0:05

NEGATIVE

— Average Response Time
— Response Time - Goal

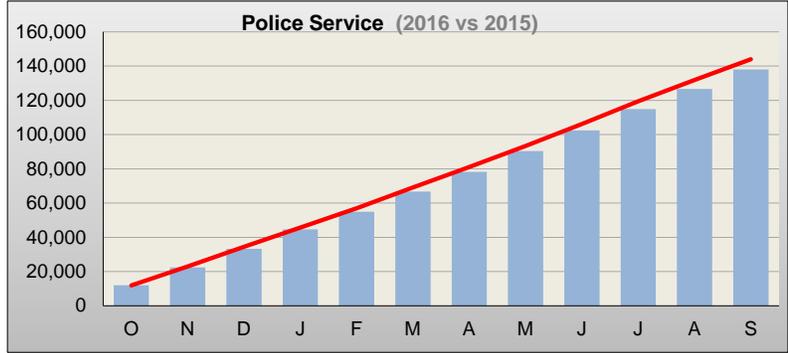
* Data provided includes all Fire and EMS responses.



Police Calls for Service YTD Current vs Prior Year		
	Calls	% Chg.
YTD thru 9/16	144,004	
YTD thru 9/15	138,020	
Increase (Decr.)	5,984	4.3%

NEGATIVE

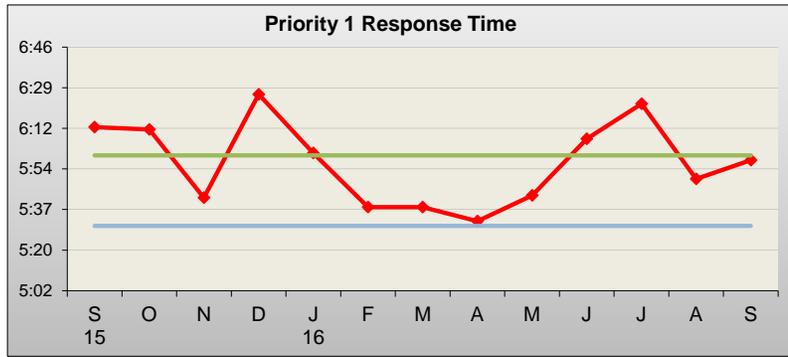
— FY 2016 Cumulative
— FY 2015 Cumulative



Priority 1 Response Time	
	Time
Current Month	5:58
Priority 1 Goal	5:30
Over/(Under) Goal	0:28

NEGATIVE

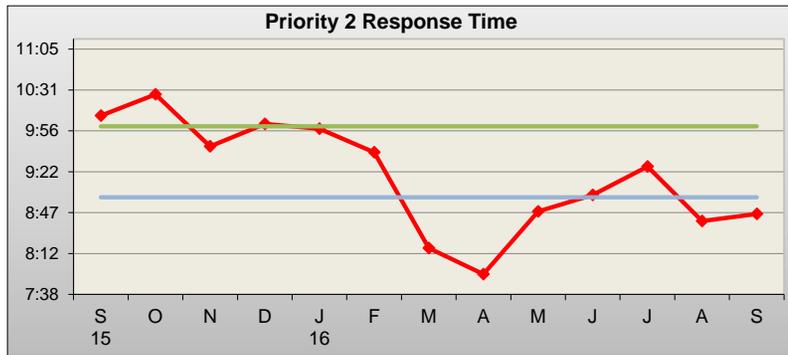
— Priority 1 Response - New Goal
— Priority 1 Response - Prior Goal
— Monthly Response Time



Priority 2 Response Time	
	Time
Current Month	8:46
Priority 2 Goal	9:00
Over/(Under) Goal	-0:14

POSITIVE

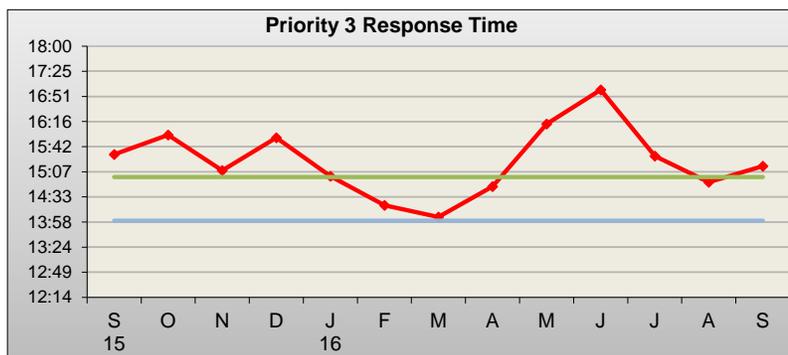
— Priority 2 Response - New Goal
— Priority 2 Response - Prior Goal
— Monthly Response Time



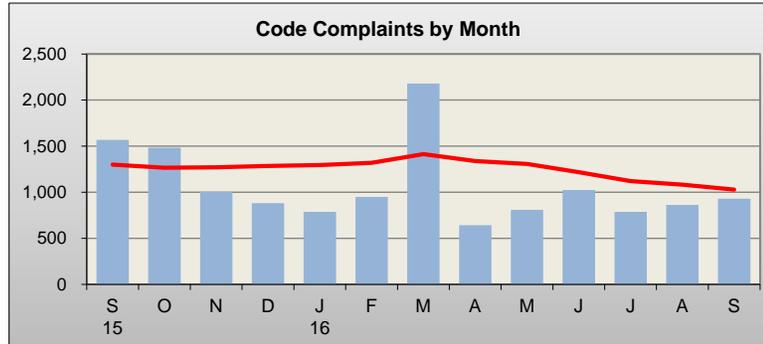
Priority 3 Response Time	
	Time
Current Month	15:15
Priority 3 Goal	14:00
Over/(Under) Goal	1:15

NEGATIVE

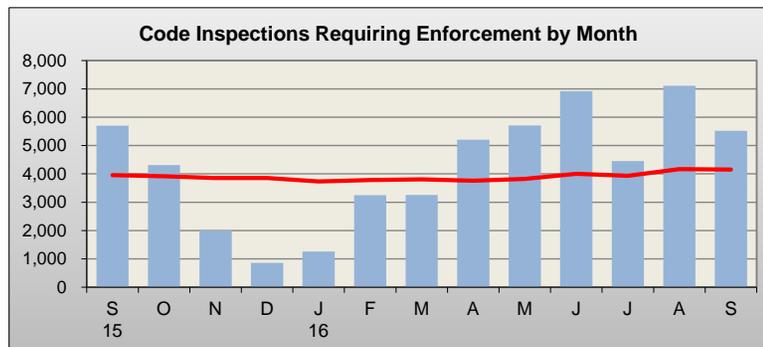
— Priority 3 Response - New Goal
— Priority 3 Response - Prior Goal
— Monthly Response Time



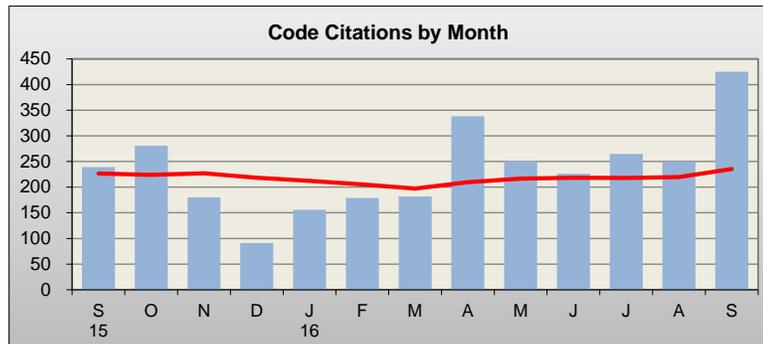
Code Complaints		
	Complaints	% Chg.
YTD thru 9/16	12,345	
YTD thru 9/15	15,587	
Increase (Decr.)	(3,242)	-20.8%
POSITIVE		
	12-Month Moving Average	
	Monthly Complaints	



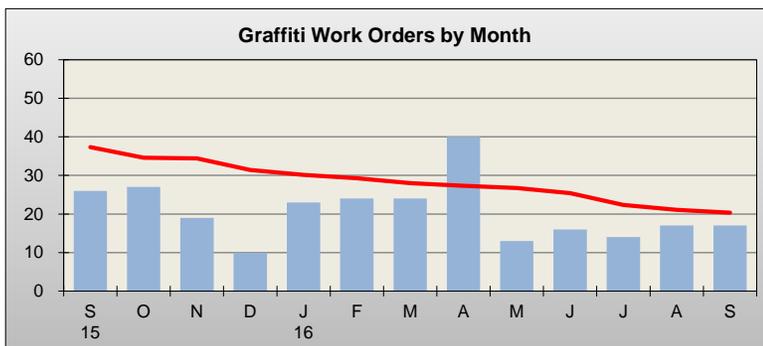
Code Inspections Requiring Enforcement		
	Inspections	% Chg.
YTD thru 9/16	49,843	
YTD thru 9/15	47,472	
Increase (Decr.)	2,371	5.0%
	12-Month Moving Average	
	Monthly Inspections	



Code Citations		
	Citations	% Chg.
YTD thru 9/16	2,824	
YTD thru 9/15	2,721	
Increase (Decr.)	103	3.8%
	12-Month Moving Average	
	Monthly Citations	

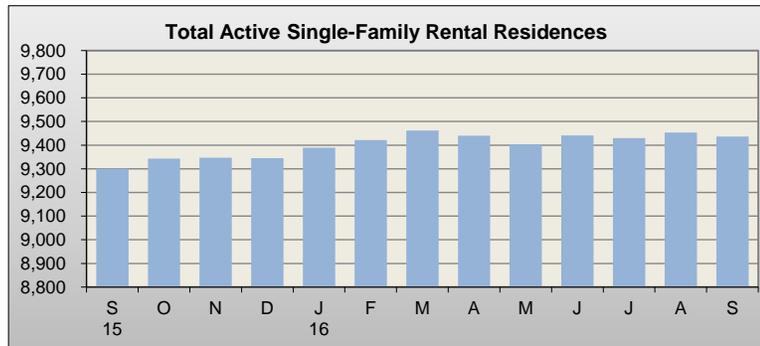


Graffiti Work Orders		
	Work Orders	% Chg.
YTD thru 9/16	244	
YTD thru 9/15	448	
Increase (Decr.)	(204)	-45.5%
POSITIVE		
	12-Month Moving Average	
	Monthly Work Orders	



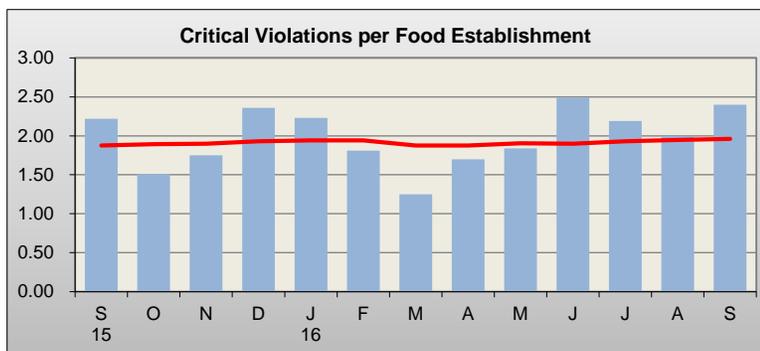
Total Active Single-Family Rental Residences		
	Permits Issued	% Chg.
September 2016	9,436	
August 2016	9,453	
Increase (Decr.)	(17)	-0.2%
%		
% registered SFR of SF Housing Stock		15.37%

■ Total Active Rentals



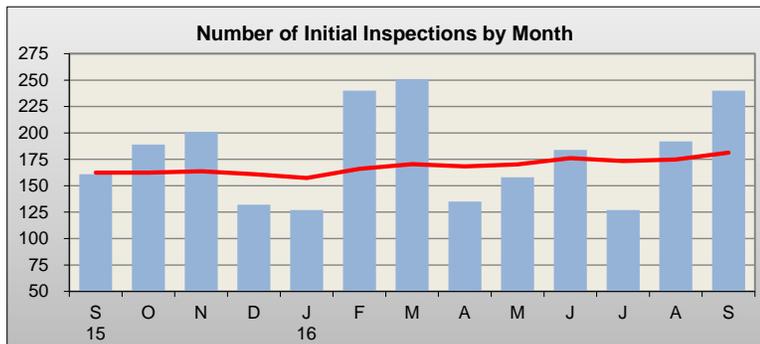
Critical Violations Per Food Establishment		
	Critical Violations	% Chg.
12-Mth. Avg.	1.96	
Prior 12-Mth. Avg.	1.95	
Increase (Decr.)	0.01	0.8%

— 12-Month Moving Average
■ Monthly Violations



Initial Unannounced Inspections of Food Establishments		
	Initial Inspections	% Chg.
YTD thru 9/16	2,176	
YTD thru 9/15	1,948	
Increase (Decr.)	228	11.7%

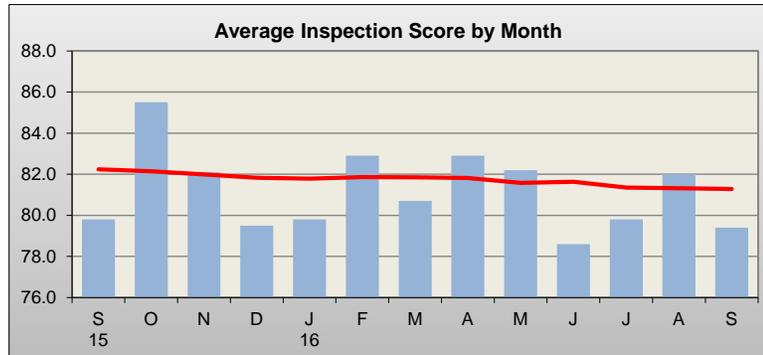
— 12-Month Moving Average
■ Monthly Inspections



Average Inspection Score for Food Establishments		
	Avg. Score	% Chg.
YTD thru 9/16	81.3	
YTD thru 9/15	82.2	
Increase (Decr.)	(0.9)	-1.2%

NEGATIVE

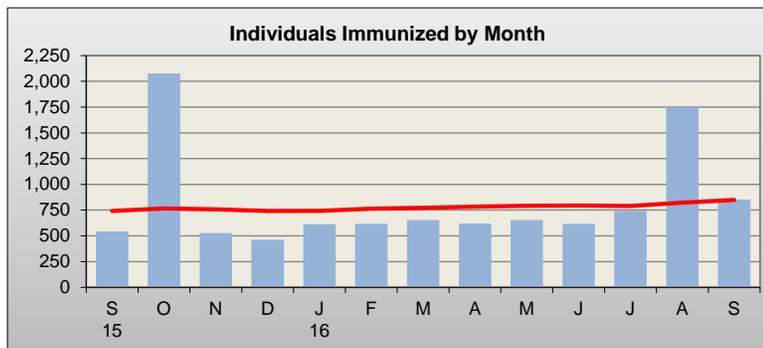
— 12-Month Moving Average
█ Monthly Score



Individuals Immunized by GHD Clinical Services		
	Individuals Immunized	% Chg.
YTD thru 9/16	10,188	
YTD thru 9/15	8,899	
Increase (Decr.)	1,289	14.5%

POSITIVE

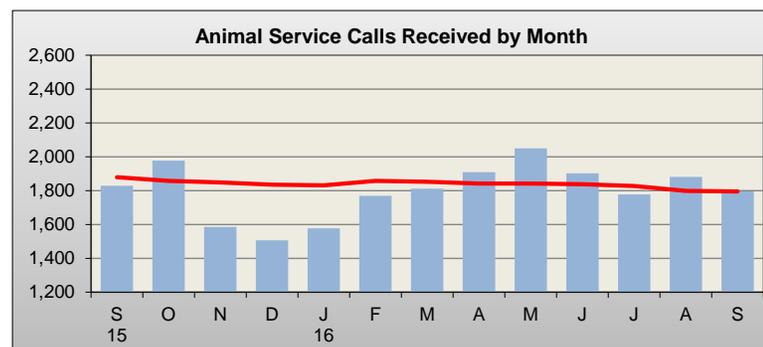
— 12-Month Moving Average
█ Monthly Immunizations



Animal Service Calls		
	Service Calls	% Chg.
YTD thru 9/16	21,539	
YTD thru 9/15	22,548	
Increase (Decr.)	(1,009)	-4.5%

POSITIVE

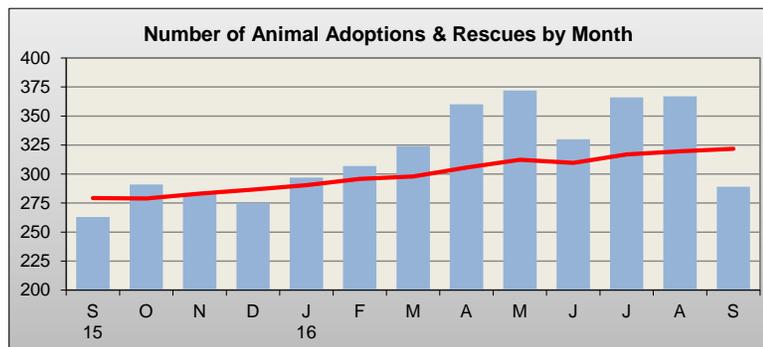
— 12-Month Moving Average
█ Monthly Service Calls



Animal Adoptions & Rescues		
	Adoptions	% Chg.
YTD thru 9/16	3,861	
YTD thru 9/15	3,352	
Increase (Decr.)	509	15.2%

POSITIVE

— 12-Month Moving Average
█ Monthly Adoptions & Rescues



HUB INDICATORS

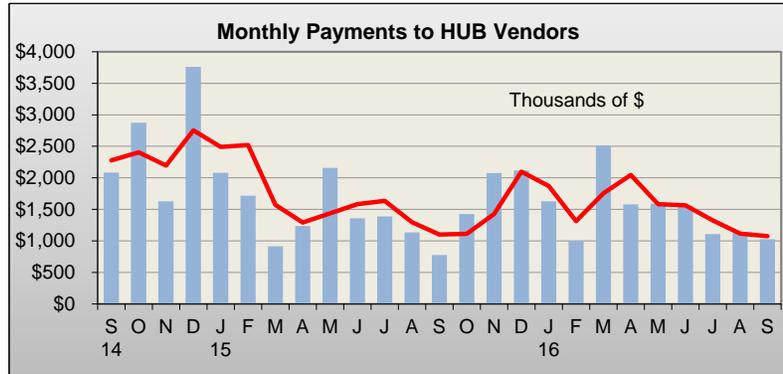
Sep-16

(Historically Underutilized Businesses)

HUB Vendor Payments Current & Prior Fiscal YTD Comparison		
	YTD Payments	% Chg.
YTD thru 9/16	\$18,726,460	
YTD thru 9/15	21,035,425	
Increase (Decr.)	<u>(\$2,308,965)</u>	<u>-11.0%</u>

NEGATIVE

— 3-Month Moving Average
— Monthly Payments



No. of HUB Entities Paid YTD* Current vs Prior Fiscal YTD		
	Entities	% Chg.
YTD thru 9/16	934	
YTD thru 9/15	856	
Increase (Decr.)	<u>78</u>	<u>9.1%</u>

POSITIVE

*Includes multiple payments to individual HUB vendors

— FY 2016 Cumulative
— FY 2015 Cumulative

