

CITY OF FARMERS BRANCH

CITY MANAGER'S UPDATE

1st Quarter FY 2017-18

Introducing the City Manager's Update

The City Manager's Update is a quarterly report designed to keep City Council informed about what is going on in Farmers Branch, how well the City is performing, and the overall health of our major strategic initiatives. The update provides a "snapshot" in time to help identify the City's goals and the progress made towards those goals. This fiscal year 2017-18 Quarter 1 update is the inaugural report and is designed specifically for City Council. Please let us know if there is anything we can do to improve the value of this tool for you.



**FARMERS
BRANCH**

Strategic Management Updates

Every quarter, each strategic initiative is updated by City Directors and reviewed by the City Manager. This review allows the City Manager to evaluate the health of the many initiatives we are working on and make adjustments to ensure the strategic plan moves forward in a methodical manner. Below you will find a snapshot of the status of select initiatives from the fiscal year's first quarter.



CITY MANAGER'S OFFICE - Complete the Bond Process

Starting in 2016, the City Manager's Office began coordinating the bond process. This process involved the formation of the Citizen Bond Committee and subcommittees, multiple City Council meetings, 6 town halls, massive communication efforts, and finally the bond election that occurred on November 7th. While this process is now complete and all three bond initiatives passed, this initiative shows that many of our efforts span multiple years and have many complex processes that must be concluded before the initiative is completed.



FIRE DEPARTMENT - Design for new Fire Station No. 2

The Fire Department is actively moving forward with the design phase for the Relocation of Fire Station #2. At the December 12, 2017 Council meeting the FD was given direction via resolution to begin the project. Contracts with PGAL Architect and Gallagher Construction Management were approved and signed by the City Manager. The project kick-off meeting was held on December 19. Currently work is being done on securing the required geotechnical service that is needed for the conceptual design process. The first of three community meeting is scheduled for February 12.



POLICE DEPARTMENT - Increase Patrol of City Parks

In response to comments from the 2017 Resident Satisfaction Survey, the Police Department increased patrols in City parks. There were 254 park patrols from 10/1/17 through 12/31/17. This is primarily a night shift initiative to provide increased police patrols during evening hours when residents utilize the park in the dusk hours and to also to check parks after they are closed.



FINANCE - Manage Bond Financing

The Finance Department is managing three sets of bonds (Quality of Life, Streets Phase 2, and Fire Station No 2. To date the following has been accomplished:

- Prioritized the timing and amounts of both bonds and CO's to ensure maximum favorable tax position (no tax increase to residents).
- Obtained preliminary pricing for the bonds and CO's
- Proposed timing and strategy for May 2018 bond/CO issuance and presented the idea to Council (1/9/18).



FLEET - New Service Center

The planning component for the new Service Center is underway. Design work is 30% complete and the first architectural design meeting between Gallagher Construction, Quorum, and the City was held on January 5th. The estimated completion is June 2018.



ECONOMIC DEVELOPMENT - Neighborhood Partnership Program

The new Neighborhood Partnership Program (NPP) has been successfully implemented. To date, one application has been received and a second application is in discussion.



CITY SECRETARY'S OFFICE - City Council Orientation Book

The City Secretary's Office project to develop a City Council Handbook is 75% complete. The City Council Handbook will describe the role of an Elected Official, and will include orientation materials detailing information such as the travel policy, code of conduct, definitions, conflict of interest, open meetings, and meeting decorum.



SUSTAINABILITY - Household Hazardous Waste Collection Program

Sustainability and Public Health is working on a household hazardous waste collection program. This program is in the research phase and is 15% complete. Discussions have occurred with Dallas County Home Chemical Collection Center and staff at the City of Plano.



CODE ENFORCEMENT - Neighborhood Assistance Program

Code Enforcement is working to create a new program that assists low income or physically disadvantaged citizens with home repair projects. The initiative is 30% complete with a grant application in at Home Depot to help acquire the tools for the program and volunteers have been identified in the form of R L Turner students in the METSA program.

Performance Management Updates

Every department in the City of Farmers Branch now use balanced scorecards to evaluate performance. Performance measures utilize the **red, yellow, green** metric to provide a quick visualization about performance. **Green** represents performance that is meeting our criteria for success, **red** designates performance is failing to meet expectations, and **yellow** indicates the tolerance zone between success and failure. The numbers and color scheme are only part of the story, every dataset include an analysis to help tell the complete story the numbers are telling. Every measure is linked to the Guiding Principle(s) that shows how the measure is linked to our overall strategy.

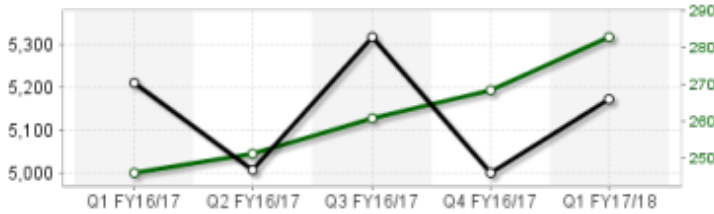
Below you will find a snapshot of some of our performance measures for Q1 looking back over the past 4 quarters to show a comparison to last year. Workload is always shown on the left axis with the black line and performance is always tracked on the right axis with the green line.

POLICE - PROMOTE PUBLIC SAFETY & OFFER PHENOMENAL SERVICE

Metric: Calls for service and response time in seconds.

Goal: Respond to all calls for service in under 4 minutes or 240 seconds.

Analysis: Response Times are steadily increasing. The Chiefs have made improving this a priority as staffing levels normalize. Please note that even though these response times are higher than the standard we are aligned to, our response times remain among the best in North Texas.



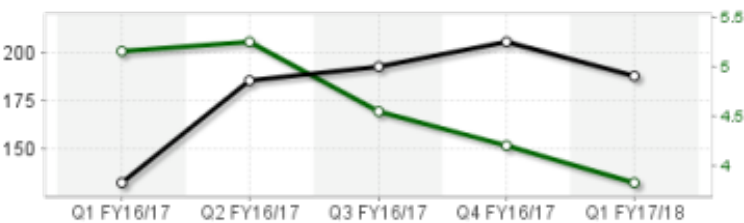
Series Color	Scorecard Object	Q1 FY16/17	Q2 FY16/17	Q3 FY16/17	Q4 FY16/17	Q1 FY17/18
Black	Calls for Service	5,210	5,009	5,319	5,003	5,173
Green	Response Time	246	251	260.67	268.33	282.67

CITY SECRETARY'S OFFICE - ACT WITH ETHICS AND INTEGRITY & ACCESSIBILITY

Metric: Number of open record requests and time to complete open record requests.

Goal: Complete all records requests within 7 days.

Analysis: Year-to-year, the number of open records requests continues to increase. Consolidating a position from the City Manager's Office to the City Secretary's Office has resulted in improved times completing open records request and ensures we are prepared to meet future demands



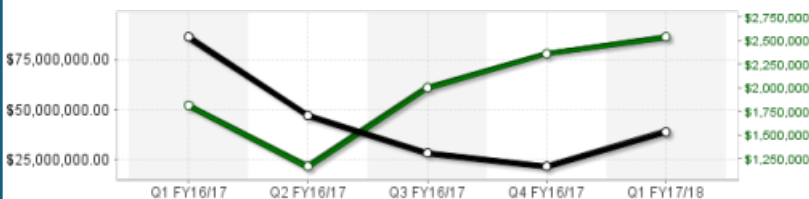
Series Color	Scorecard Object	Q1 FY16/17	Q2 FY16/17	Q3 FY16/17	Q4 FY16/17	Q1 FY17/18
Black	Number of Open Records Requests	133	186	193	206	188
Green	Time to Complete Open Record Requests	5.16	5.25	4.55	4.21	3.84

COMMUNITY SERVICES - FINANCIAL STEWARDSHIP

Metric: Permit values

Goal: N/A, informational only.

Analysis: With major growth underway, and a realignment underway, this graph will help us understand the change in fee structure will have on revenue.



Series Color	Scorecard Object	Q1 FY16/17	Q2 FY16/17	Q3 FY16/17	Q4 FY16/17	Q1 FY17/18
Black	Commercial Construction Value	\$86,326,450	\$47,107,859	\$28,319,571	\$21,548,404	\$38,849,392
Green	Residential Construction Value	\$1,813,904	\$1,165,919	\$2,001,820	\$2,364,880	\$2,539,310

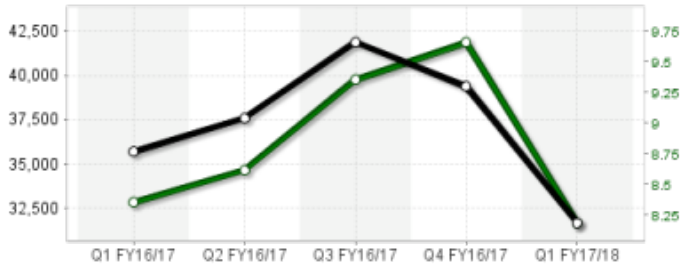
Performance Management Updates Continued

LIBRARY - CULTURE, RECREATION & PHENOMENAL SERVICE

Metric: Visitors and Circulation per Capita.

Goal: Keep circulation per capita above a 6.73.

Analysis: The Library had over 150,000 visitors last year and is aligned to the highest standards according to the Texas State Library and Archives Commission. Circulation measures the amount of materials that the community checks out. The current performance indicates that the Library will remain at the highest performance level even when you account for our future anticipated growth.



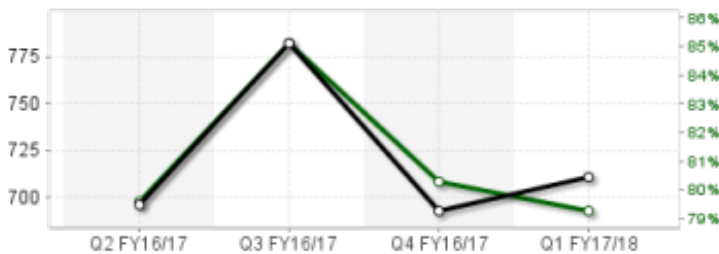
Series Color	Scorecard Object	Q1 FY16/17	Q2 FY16/17	Q3 FY16/17	Q4 FY16/17	Q1 FY17/18
Black	Total Number of Visitors (Door Count)	35,705	37,597	41,882	39,375	31,682
Green	Circulation Per Capita	8.36	8.62	9.35	9.66	8.19

FIRE DEPARTMENT - PUBLIC SAFETY & OFFER PHENOMENAL SERVICE

Metric: Number of EMS calls and EMS response time.

Goal: Respond to EMS calls within 6 minutes, 20 seconds 90% of the time.

Analysis: This data shows empirical support for Council's direction to staff the third medic and support the relocation for Fire Station #2. As these changes are implemented, we can expect to see response times steadily improve.



Series Color	Scorecard Object	Q2 FY16/17	Q3 FY16/17	Q4 FY16/17	Q1 FY17/18
Black	Recue & EMS	696	782	693	711
Green	Medical Total Response	79.57%	85.1%	80.3%	79.27%

PUBLIC WORKS - INFRASTRUCTURE & ASSETS

Metric: Millions of gallons of water consumed.

Goal: N/A, informational only.

Analysis: Water consumption is driven by many factors from rainfall to rates. Looking at our City's water consumption, we can begin to gauge multiple impacts: impact of our newly established water rates, impact to the budget through the Water and Sewer Fund, and the impact our new growth will have on consumption.



Series Color	Scorecard Object	Q1 FY16/17	Q2 FY16/17	Q3 FY16/17	Q4 FY16/17	Q1 FY17/18
Black	Gallons of Water Consumed	633.22	408.23	551.51	741.65	633.47

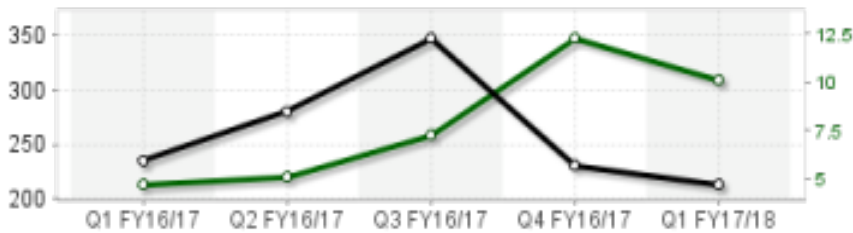
Performance Management Updates Continued

BUILDING INSPECTION - SUSTAINABLE GROWTH & OFFER PHENOMENAL SERVICE

Metric: Total number of residential permits and the time to complete the residential permit process.

Goal: Complete all residential permits within 10 days.

Analysis: While the number of residential permits does not show a dramatic increase that would explain why the residential permit time has moved into the red, the types of residential permit explains the increase in time. Residential permits includes 13 different permit types from fencing, to roofing, to new homes. Each type of permit has a different time commitment level to complete, and we have seen a spike in the number of permits requested for new single family homes, which is one of the more complex permit types and takes longer to complete.



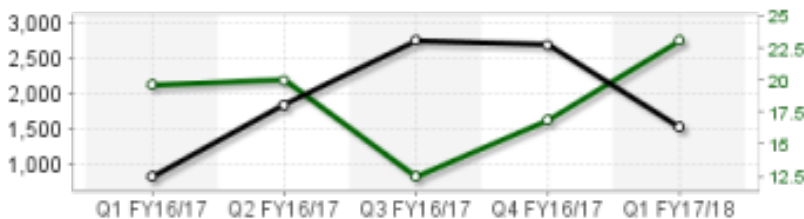
Series Color	Scorecard Object	Q1 FY16/17	Q2 FY16/17	Q3 FY16/17	Q4 FY16/17	Q1 FY17/18
Black	Total Residential Permits	235	280	347	231	213
Green	Residential Permit Time	4.69	5.1	7.24	12.25	10.12

CODE ENFORCEMENT - THRIVING NEIGHBORHOODS & OFFER PHENOMENAL SERVICE

Metric: The number of cases and the average time it takes to close the cases.

Goal: Close all cases within 30 days.

Analysis: Code Enforcement experienced an 83% increase in cases from the same time period last year while maintaining a the highest standard in time to close cases. These results are a combination of being fully staffed and increases in the voluntary compliance rate.



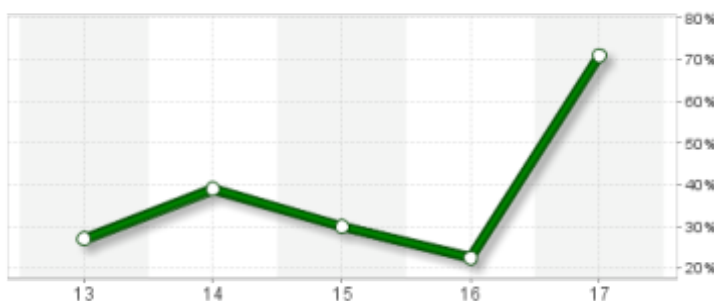
Series Color	Scorecard Object	Q1 FY16/17	Q2 FY16/17	Q3 FY16/17	Q4 FY16/17	Q1 FY17/18
Black	Total Number of Cases	838	1,855	2,759	2,704	1,538
Green	Average Time to Close Cases	19.66	20	12.44	16.88	23.11

CITY MANAGER'S OFFICE & HUMAN RESOURCES - EMPLOY THE HIGHEST QUALITY WORKFORCE

Metric: Participation rate in the employee survey.

Goal: Achieve 85% or better participation in the employee engagement survey.

Analysis: This year the City moved to an employee survey model that looks at employee engagement. Participation spiked, leadership listened to what employees said, and we are delivering on our promises to employees. This should lead to a more engaged team in 2018 and improved survey participation rates.



Series Color	Scorecard Object	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017
Green	Participation Rate in the Employee Survey	27%	39%	30%	22.5%	71%

Fund Updates

General Fund Results – Revenue December 2017 – Fiscal Year to Date – Budget to Actual

	YTD Budget	YTD Actual	Difference	Actual As % of Budget	Expected As % of Budget
Property Taxes	\$ 7,547,005	\$ 9,201,748	\$ 1,654,743	35.87%	29.00%
Sales & Use Taxes	3,473,289	3,464,594	(8,695)	25.47%	25.50%
Franchise Fees	1,003,927	975,269	(28,658)	22.52%	23.00%
Other Taxes	49,998	28,333	(21,665)	14.17%	25.00%
Licenses & Permits	639,797	1,149,695	509,898	38.81%	22.00%
Charges for Services	1,486,033	1,068,261	(417,772)	15.18%	21.00%
Fines, Forfeits & Assessments	523,068	437,953	(85,115)	17.91%	21.00%
Interest, Contribution, Misc.	226,798	193,632	(33,166)	23.36%	25.00%
	<u>\$ 14,949,915</u>	<u>\$ 16,519,485</u>	<u>\$ 1,569,570</u>		

Property Taxes is performing better than budget due to the timing of payments and several parcels converting from Agriculture to Residential (5 years of property taxes paid).

Licenses & Permits is performing better than budget due to West Side Development.

Charges for Services, which includes several smaller revenue items, is performing behind budget due to the timing of receipt of some of those revenue items. For instance, 911/Ambulance Service reflects a partial month of revenue activity for December 2017.

General Fund Results – Expenditures December 2017 – Detail by Department

	Annual Budget	YTD Actual	% of Annual Budget	YTD Budget	Difference
General Government	\$9,307,900	\$2,523,556	27.11%	\$2,326,743	\$196,813
General Government	(\$1,108,300)	(\$240,706)	21.72%	(\$277,307)	\$36,601
General Administration	997,700	241,046	24.16%	249,425	(\$8,379)
Communications	654,400	177,186	27.08%	163,600	\$13,586
Economic Development & Tourism	445,200	104,716	23.52%	111,300	(\$6,584)
Human Resources	1,044,100	213,349	20.43%	261,025	(\$47,676)
Finance	2,344,700	588,459	25.10%	586,175	\$2,284
Information Services	2,659,100	894,795	33.65%	664,775	\$230,020
Community Services	2,271,000	544,711	23.99%	567,750	(\$23,039)
Public Works	\$9,248,500	\$3,581,311	38.72%	\$2,312,004	\$1,269,307
Public Works	4,912,000	1,863,687	37.94%	1,227,879	\$635,808
Sustainability & Public Health	4,336,500	1,717,624	39.61%	1,084,125	\$633,499
Public Safety	\$25,655,500	\$6,863,319	26.75%	\$6,413,736	\$449,583
Police	14,139,100	3,835,355	27.13%	3,534,636	\$300,719
Fire	11,516,400	3,027,964	26.29%	2,879,100	\$148,864
Culture & Recreation	\$12,728,900	\$3,989,045	31.34%	\$3,182,076	\$806,969
Parks & Recreation	10,845,900	2,588,434	23.87%	2,711,326	(\$122,892)
Library	1,883,000	1,400,611	74.38%	470,750	\$929,861
TOTAL	\$56,940,800	\$16,957,231	29.78%	\$14,234,559	\$2,722,672

Fund Updates Continued

Hotel/Motel Fund Results – Summary December 2017 – Fiscal Year to Date

	Annual Budget	YTD Actual	Actual As % of Budget	Expected As % of Budget
Revenues				
Hotel/Motel Tax	\$ 3,000,000	\$ 731,381	24.38%	25.00%
Special Revenues	47,700	38,497	80.71%	25.00%
Interest	25,000	7,060	28.24%	25.00%
	<u>\$ 3,072,700</u>	<u>\$ 776,938</u>	25.29%	25.00%
Expenditures				
Historic Preservation	1,963,700	473,495	24.11%	25.00%
Promotion of Tourism	1,376,200	614,629	44.66%	25.00%
Convention Center	19,000	-	-	0.00%
	<u>3,358,900</u>	<u>1,088,124</u>	32.40%	25.00%
Net Increase/(Decrease) to Fund Bal	<u>(286,200)</u>	<u>(311,186)</u>		

Promotion of Tourism includes \$392,069 of Encumbrances.

Enterprise Fund Results – Summary December 2017 – Fiscal Year to Date

	Annual Budget	YTD Actual	Actual As % of Budget	Expected As % of Budget
Revenues				
Water/Sewer Sales	\$ 21,896,600	\$ 6,074,169	27.74%	27.00%
Stormwater Charges for Services	1,309,000	328,221	25.07%	25.00%
Miscellaneous Fees & Interest	216,600	78,560	37.38%	25.00%
	<u>\$ 23,422,200</u>	<u>\$ 6,480,950</u>	27.67%	27.00%
Expenses				
Water/Sewer Administration	4,673,300	1,184,154	25.34%	25.00%
Water/Sewer Operations	17,347,100	4,479,170	25.82%	25.00%
Stormwater Utilities	1,299,000	19,473	1.50%	25.00%
	<u>23,319,400</u>	<u>5,682,797</u>		
Net Income/(Loss)	<u>102,800</u>	<u>798,153</u>		

Stormwater Utility projects have not commenced as of December 2017, therefore minimal expenses have been incurred.

Public Works Projects Update



Belt-Marsh Pump Station Improvements

Generator in place and major pump station building work underway. Electrical system being installed.
Project 25% complete.



Marsh Lane Southbound Bridge

Bridge is open. Final landscape and irrigation to be completed in the next week.
Project 99% complete.



2017-18 Annual Street Section Repairs

Work underway on Valley View Lane between Webb Chapel and Marsh Lane.
Project 65% complete.

PUBLIC WORKS PROJECTS

Bee Street Reconstruction

Contractor underway with project. Issues found with proposed underground electric facility. Currently working with ONCOR to resolve.
Project 5% complete.

Marsh Lane Pedestrian Bridge

TXDOT approved hydraulic scours. Environmental review taking longer than anticipated, project moved to 17-18 TIP.
Project 95% complete.

U-Turns on IH-635 East of Luna

Contractor selected and a pre-construction meeting to be held the week of Jan 22nd.

TRA Meter Data Review

Final meter has been pulled by ADS. Waiting on final numbers to review.

Stormwater Committee – FB Watershed Study

Meeting to be held Jan 18th to discuss contract amendment and future projects.

DEVELOPER PROJECTS

Brighton Development

Final cleanup and preparation for walk through for acceptance.

Good Estates Development

Final walk through completed. Waiting for flood study approval from FEMA.

Amesbury Development

Utility and storm sewer installation completed. Paving operation to begin in the next few weeks.

Windermere Development

Utility construction continuing. Plans under review for storm sewer and paving.

Verwood Development

Utility and storm sewer work underway. All plans have been approved.

Western Rim

Earthwork operation underway on all three phases of the project. Plans are still in review for remaining construction items.

Construction & Development Updates Continued

In Development - Site preparations for the upcoming development including demolition and grading.

Plan Review - Zoning process or site plan is under review with the Development Review Committee; the building permit is under review.

Under Construction - Building is under construction.

Address	PROJECT	DESCRIPTION	STATUS
5000 Alpha, 5050 Alpha, 13599, 13561, and 13551 Inwood	Alpha West Commercial	Multiple commercial buildings and hotel	in development
Mecwen and Blue Lake	Leeds Blue Lake Apts	Multifamily 150 units	in development
???? LBJ	LBJ Boardwalk Development	2 4-story wrap MF 450 units, 2 4-story hotels, multiple commercial spaces	in development
13300 Senlac	Senlac warehouse	115,000 square ft warehouse	in development
2001 Diplomat	Glazer Expansion	250,000 square ft warehouse expansion	in development
13501 Inwood	Alpha West Apartments	4-story Multi Family 408 units	plan review
14175 Dallas Pky	JPI at the Tollway	4-5 story multi-family 550 units	plan review
14054 Stemmons	7-11 Convenience store	4000 Square ft retail/gas	plan review
Bee and Pike addresses	Pike, Bee Urban Village	6 plus retail spaces	plan review
1570 Mira Lago	Hampton Inn	4 story Hotel	plan review
12201 Luna	Luna Hospitality Apts	5 story multi-family 150 units	plan review
12101 Luna	Marriot Towne Place on Luna	4 story Hotel	plan review
1801 Wittington	Mercer Crossing Offices	4 story office building	plan review
1801 Knightsbridge	Alta Luna Apts	3 story multifamily 260 units	plan review
Multipl13145 Hutton	P Custom Homes	32 three story townhomes	plan review
1520 Mira Lago	La Quinta	4 story hotel	plan review
1850 Mercer Parkway	Mansions at Mercer Crossing	4 story multifamily 480 units	plan review
1790 Mercer Parkway	Estates at Mercer Crossing	4 story multifamily 280 units	plan review
1890 Mercer Parkway	Towers at Mercer Crossing	4 story multifamily 420 Units	plan review
11771 Mira Lago	Dominion Apts	4 story multifamily 280 units	plan review
13100 Senlac	Senlac Retail building 2	20,000 square ft retail	plan review
2001 LBJ	Bedrosian Warehouse	115,000 square ft warehouse	plan review
1850 Knightsbridge	JPI Knightsbridge phase 2	3-4 story multifamily 416 units	plan review
14650 Landmark	Jefferson Landmark Apts	5-story multifamily 324 units	under construction
4060 Spring Valley	Vita Townhomes	42 Townhomes	under construction

Construction and Development Updates Continued

In Development - Site preparations for the upcoming development including demolition and grading.

Plan Review - Zoning process or site plan is under review with the Development Review Committee; the building permit is under review.

Under Construction - Building is under construction.

Address	PROJECT	DESCRIPTION	STATUS
4060 Spring Valley	Vita Townhomes	42 Townhomes	under construction
Multiple addresses on Bee, Vintage and Goodland	Bee and Vintage Townhomes	41 single family townhomes	under construction
2501 Bill Moses Pkwy	Mustang Station Phase II	4-story Multi Family 240 units	under construction
2702 Valwood	CVS Pharmacy	7000 square ft retail	under construction
1901 Kightsbridge	Kingsbridge Apts phase 1	3 and 4 story Multifamily 424 units	under construction
1570 LBJ	Holiday Inn Express	4 Story Hotel	under construction
1561 Mira Lago	Candlewood Suites	4 Story Hotel	under construction
	West Side single family development	multiple projects apx 1000 homes	under construction
1701 Wittington	The Gatherings	4 story Condominiums 87 units	under construction
Mutiple addresses on Rivington, Senlac and Wittington	Brickyard Phase 2	Varying multifamily 466 units	under construction
11601 Lago Vista East	Lakeside Lofts	4 story multifamily 800 units	under construction
13150 Senlac	Senlac Retail building 1	20,000 square ft retail	under construction
1521 Royal	Riverside Apt	3 story multifamily 144 units	under construction
11611 Luna	Doubletree Hotel	complete hotel renovation	under construction