Glendale, California

Annual Report

July 1, 2018 – June 30, 2019

City of Glendale, California

CITY COUNCIL

Ara Najarian
MAYOR

Paula Devine
COUNCILMEMBER

Vartan Gharpetian
COUNCILMEMBER

Vrej Agajanian
COUNCILMEMBER

Frank Quintero
COUNCILMEMBER

Other Elected Officials

Ardashes "Ardy" Kassakhian
CITY CLERK

Rafi Manoukian
CITY TREASURER

Appointed Officials

Yasmin K. Beers
CITY MANAGER

Michael J. Garcia
CITY ATTORNEY

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About This Report

The 2019 Annual Report highlights Glendale's operations, programs, services, accomplishments, and future activities relative to the City's ten guiding Council priorities as follows:

1. Fiscal Responsibility
2. Exceptional Customer Service
3. Economic Vibrancy
4. Informed & Engaged Community
5. Safe & Healthy Community
6. Balanced, Quality Housing
7. Community Services & Facilities
8. Infrastructure & Mobility
9. Arts & Culture
10. Sustainability

The first part of this report expands on each Council priority and the second part provides a progress report for the City. This progress report is based upon a set of established measures that are used as the basis for determining Glendale's performance during the preceding and current fiscal years.

Employee Code of Ethics

Purpose

As City of Glendale employees, we are charged with the fundamental responsibility of safeguarding the public trust in local government. Glendale employees provide unique functions that are vital to the well-being of the community. Our citizens depend on us to provide these services in an efficient and consistent manner, free of bias, while demonstrating the highest standards of responsible and ethical conduct.

Our Core Values

Excellence Striving to provide the best quality public service.

Integrity Demonstrating steadfast consistency of actions, values, methods, measures, principles, expectations, and outcomes.

Honesty Being straightforward in our words and actions, never tolerating lying, cheating, stealing, or deception.

Trust Earning confidence through committed actions.

Fairness Acting in a manner free from self-interest, favoritism, or bias.

Teamwork Doing our part to assist and support each other in harmony.

Respect Maintaining a high regard for everyone.

Accountability Accepting responsibility for the quality and completion of our services as stewards of the community's assets.

Compassion Exercising care and courtesy while being helpful, sensitive, empathetic, and understanding of everyone's needs.

Cultural Awareness Respecting our differences while focusing on common ground to build community.

Guiding Principles of Ethical Conduct

Act with integrity in all situations and relationships.

Be fair and impartial with all decision making.

Conduct government openly, efficiently, equitably, and honorably so that the public can make informed judgments.

Provide superior service and maintain a high regard for everyone without favoritism or prejudice.

Safeguard public confidence in the integrity of government.

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City of Glendale
About Our City

*Population**

Population, 2018 Estimate* 205,536
Population, 2017 Estimate* 203,054
Population, 2010 191,719
Population, 2000 194,973
Population, 1990 180,038
Population, 1980 139,060

City Facts

Year of Incorporation 1906
Governance Structure ..... City Council/City Manager
Area ..... 30.6 square miles
Assessed Value, August 2017 ..... $30,468,249,664
Estimated Total Housing Units, 2017** 75,420
Total Housing Units, 2010* 76,269
Average Persons per Household, 2017** 2.72
Average Persons per Household, 2015** 2.73

Income

Estimated Median Household Income, 2017** $58,657
Estimated Median Household Income, 2015** $52,574

Home Valuations

Median Value Owner-Occupied Housing Units, 2017** $675,300
Median Value Owner-Occupied Housing Units, 2015** $619,200

City Finances

Fiscal Year 2017-18 Citywide Budget $836,914,477
Fiscal Year 2017-18 General Fund Budget $215,042,945

*According to U.S. Census
**According to 2012-2017 American Community Survey
***According to C.A. Department of Finance

Community Profile

The City of Glendale was incorporated on February 16, 1906 and spans approximately 30.6 square miles with a current population of approximately 205,536 people (CA Department of Finance). Located minutes away from downtown Los Angeles, Pasadena, Burbank, Hollywood, and Universal City, Glendale is the fourth largest city in Los Angeles County and is surrounded by Southern California's leading commercial districts.

As one of its core functions, Glendale provides well-maintained streets and a variety of transportation services. The City's historic success at attracting employers is partially attributed to the result of its location at the center of four major freeways including the I-5 Golden State Freeway, SR-2 Glendale Freeway, SR-134 Ventura Freeway, and the 210 Foothill Freeway; all provide easy access for residents, workers, and customers from around the region. Glendale also offers its own bus services, the Beeline, with 13 routes connecting customers to Jet Propulsion Laboratory (JPL), the City of Burbank, and the Metrolink Stations in both Burbank and Glendale.

The Hollywood Burbank Airport serves the Los Angeles area including Glendale, Pasadena, and the San Fernando Valley. It is the only airport in the greater Los Angeles area with a direct rail connection to downtown Los Angeles. The City of Glendale is located about 30 minutes from Los Angeles International Airport (LAX), which is a commerce leader and designated as a world-class airport for its convenient location, modern facilities, and superior sea/air/land connections.

Businesses and residents alike have taken advantage of Glendale's central location, reputation for safety, excellent business environment, outstanding schools, state-of-the-art healthcare facilities, and growing restaurant and entertainment options. Glendale is also one of Southern California's leading office markets featuring a wide range of properties and amenities. The City has over six million square feet of office space and is home to such recognized firms as Walt Disney Imagineering, Avery Dennison, IHOP/Applebees, DreamWorks, LegalZoom, and Public Storage.

Glendale prides itself on the quality of services it provides to the community. It is a full-service city, which includes a water and electrical department. The City operates its own power plant capable of serving the electrical needs of the entire City, although the majority of power is currently imported from other areas for cost savings. Water comes primarily from the Metropolitan Water District, along with a small portion from local wells.

Fiscal Responsibility

The City of Glendale's financial affairs are conducted in a prudent and responsible manner to ensure adequate resources are available to meet current obligations and achieve long-term stability. Over the years, the City has been fiscally conservative, an approach made apparent in its accounting, budget, and investment policies, and in its comprehensive annual financial report. The City's cash balance for all governmental and business-like activities as of June 30, 2018 is $815.8 million, an increase of 6.5 percent compared to June 30, 2017. Capital preservation is attained through prudent investment strategies and the avoidance of speculative, high-yield financial instruments. The City reports quarterly on investments to an oversight board, known as the Investment Policy Advisory Committee (IPAC). Monthly and annual investment reports are provided to the City Council, City Manager, Director of Finance, and members of IPAC.

Other examples of conservative financial policies include the City's maintenance of a balanced operating budget for all governmental funds with ongoing resources equal to or greater than ongoing expenditures. Glendale has no outstanding general obligation debt and has opted to use a conservative "pay-as-you-go" strategy to finance general capital improvement projects. Even during the difficult economy, Glendale continues to fund its landfill post-closure liability. The City also continues to fund the annual required contribution for future pension obligations. It should be noted that employees have continued to increase their contribution toward pensions and benefits over the last several years, which is a rare accomplishment among area cities.

Additionally, the City strives to maintain adequate cash in each of the self-insurance Internal Service Funds. The City also pursues collection activities that will yield the highest amount of revenue that is due to the City while minimizing the costs incurred to do so. Finally, the City complies with all requirements of Generally Accepted Accounting Principles (GAAP) and the pronouncements from the Governmental Accounting Standard Board (GASB).

As a key component to Fiscal Responsibility, the City is transparent in all efforts concerning its finances. Each year, the City of Glendale:

- Issues a Comprehensive Annual Financial Report (CAFR), which is audited by an independent Certified Public Accounting firm. The City also publishes a summarized version of the CAFR referred to as the Popular Annual Financial Report (PAFR).
- Produces an annual budget document containing detailed information about the City's budget.
- Provides quarterly updates to City Council to apprise them of the City's financial performance to date, and provides a five-year forecast of future revenues and expenditures.
- Conducts multiple public budget study sessions each spring which affords the City Council and Glendale residents an opportunity to review, study, and ask questions about the budget.
- Holds a budget hearing in which the entire budget is presented to the City Council and to the public for input and recommendations before finally being adopted in June.
- Posts the CAFR Adopted Budget, budget study session reports, and budget-related City Council items on the City's website for public viewing.

Paramount to being fiscally responsible, the City has implemented a proper system of internal controls. Internal controls are systematic measures (such as reviews, checks and balances, methods and procedures) implemented by an organization to conduct business in an efficient and effective manner; safeguard assets and resources; deter and detect errors, fraud, and theft; ensure accuracy and completeness of its financial data; produce reliable and timely financial and management information; and ensure adherence to policies and procedures.

Some of the key internal controls in place include the following provisions:

- Duties are properly segregated throughout the City so that no single employee controls a transaction from beginning to end.
- The accounting system checks transactions against the City Council authorized budget and notifies management of funding shortages.
- Budget-to-actual reports are generated and reviewed regularly.

- All requests for payment go through a multi-level review process including the verification of proper signatures before payments are executed.
- The City seeks competitive bids for public works construction contracts to ensure that taxpayer dollars are used to procure services at their lowest possible price.
- All items requiring an increase in spending authority (i.e. an appropriation) are presented to City Council for approval.
- The City actively promotes its employee hotline for employees to anonymously report suspected instances of fraud, waste, abuse, or inappropriate employee behavior.
- The Audit Committee meets at least on a quarterly basis to review the status of internal audit reports, the progress of the annual financial audit, and assist in the selection of the external auditor.

Fiscal Responsibility
ACCOMPLISHMENTS

General Fund Operationally Balanced for FY 2018-19

For yet another year, the City of Glendale was able to balance its General Fund budget without the need for budget reductions to core City programs and services. This was a significant accomplishment for Glendale, a full-service city servicing more than 200,000 residents. While, the City of Glendale must remain diligent and disciplined in order to meet future funding challenges, the City will continue to aggressively pursue exceptional customer service, balance value propositions, and invest in the future to ensure continuity of high-quality City services.

Glendale Quality of Life and Essential Services Protection Measure (Measure S)

Glendale voters approved the 0.75 percent sales tax measure on November 6, 2018, which took effect on April 1, 2019. Measure S will fund City services aligned with community priorities and other City projects and services as determined by the City Council. The revenue generated from this sales tax measure on an annual basis is approximately $30 million, which legally cannot be taken by the State or other regional agencies. This measure safeguards the use of local public funds and ensures transparency and accountability. On May 14, 2019, during Budget Study Session #3, City Council approved various Affordable Housing, Infrastructure, and Recreation projects and programs to be funded with Measure S revenues in FY 2019-20.

Budget Awards

The annual budget document was once again granted the Excellence in Operating Budget Award from the California Society of Municipal Finance Officers (CSMFO). For the ninth consecutive year the CSMFO has recognized that the City's budget document conforms to the comprehensive standards of excellence criteria established by the CSMFO. For the tenth consecutive year, the budget document was awarded the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA). The GFOA is a national organization that recognizes budget documents that meet the most stringent reporting criteria. This award recognized that the City's FY 2018-19 budget document has met the program criteria as a policy document, a financial plan, an operations guide, and a communications device.

Financial Report Awards

For the 23rd consecutive year, the City of Glendale has earned the Excellence in Financial Reporting award from the GFOA. This distinguished award indicates that the City's CAFR conforms to strict requirements in areas such as presentation, format, ease of use, disclosure, and overall message to its readers. The City also earned the Excellence in PARF from the GFOA. The GFOA established the PAFR Program to encourage state and local governments to produce high-quality reports specifically designed to be easily understandable to the general public who have no background in public finance.

Disciplined Investment Approach

The City maintains a disciplined approach to managing its investment portfolio by avoiding unnecessary risk to principal and ensuring that fund liquidity is sufficient to meet current obligations. The City continues a strategy of conservative investing in high grade securities, and laddering purchases to ensure liquidity and stability.

Maintained General Fund Reserve

In accordance with City Council's established policy, the City maintains a minimum reserve of 25 percent of its operating budget, with a target reserve of 35 percent. Through transparent and responsible budgeting practices, and continued collaboration within the City organization, the City has managed to exceed its General Fund target reserve, closing the FY 2017-18 with a balance of $75.5 million, or 35.1 percent of the FY 2017-18 adopted operating budget. For FY 2018-19, considering the adopted operating budget and projected year-end savings, the General Fund unassigned reserve ending June 30, 2019, is projected to be $75.3 million, or 33.1 percent of the FY 2018-19 General Fund adopted operating budget, which is in accordance with the current reserve policy.

Financial Systems Enterprise Resource Planning (ERP)

With the successful implementation of a new human resources and payroll system in FY 2016-17, the City also effectively met its goal of going live with the Tyler Munis Financial modules on January 1, 2019, including the General Ledger, Purchasing, Inventory, Fixed Assets, Accounts Receivable/Payable, Cashiering, Grants Management and Budgeting. City staff held various citywide training sessions and modified citywide policies and procedures to match the new workflow of the system. Staff will continue working on future essential system upgrades to ensure that the system is operating at maximum efficiency.

Refinancing of the City's FY 2000 Variable Rate Demand Certificates of Participation (COPs)

On April 16, 2019, City Council passed a Resolution to approve Glendale Municipal Financing Authority's (GMFA) issuance of bonds to refinance the City's FY 2000 Variable Rate Certificates of Participation. This refinancing was completed on June 25, 2019, with an annual fixed rate of 1.49 percent for 11 years, which is the remaining term of the Certificates of Participation. Before the City refinanced the certificates of participation to fixed-rate bonds, the City was paying a variable rate of 2.69 percent in May 2019, and the variable rate was expected to continue to increase. The fixed rate refinancing will save the City about $2.7 million in total over the remaining 11-year loan term.

Data Analytics Training

The Internal Audit Division of the Innovation, Performance and Audit (IPA) Department has trained up on data analytics software to partially automate tasks that were previously completed manually. This emerging industry best practice, called Continuous Auditing, allows for more frequent audits of a wider range of topics. The development of this new capacity resulted in multiple audits related to the City's network and financial system to harden the City against potential cyberattacks and fraud.

Fiscal Responsibility

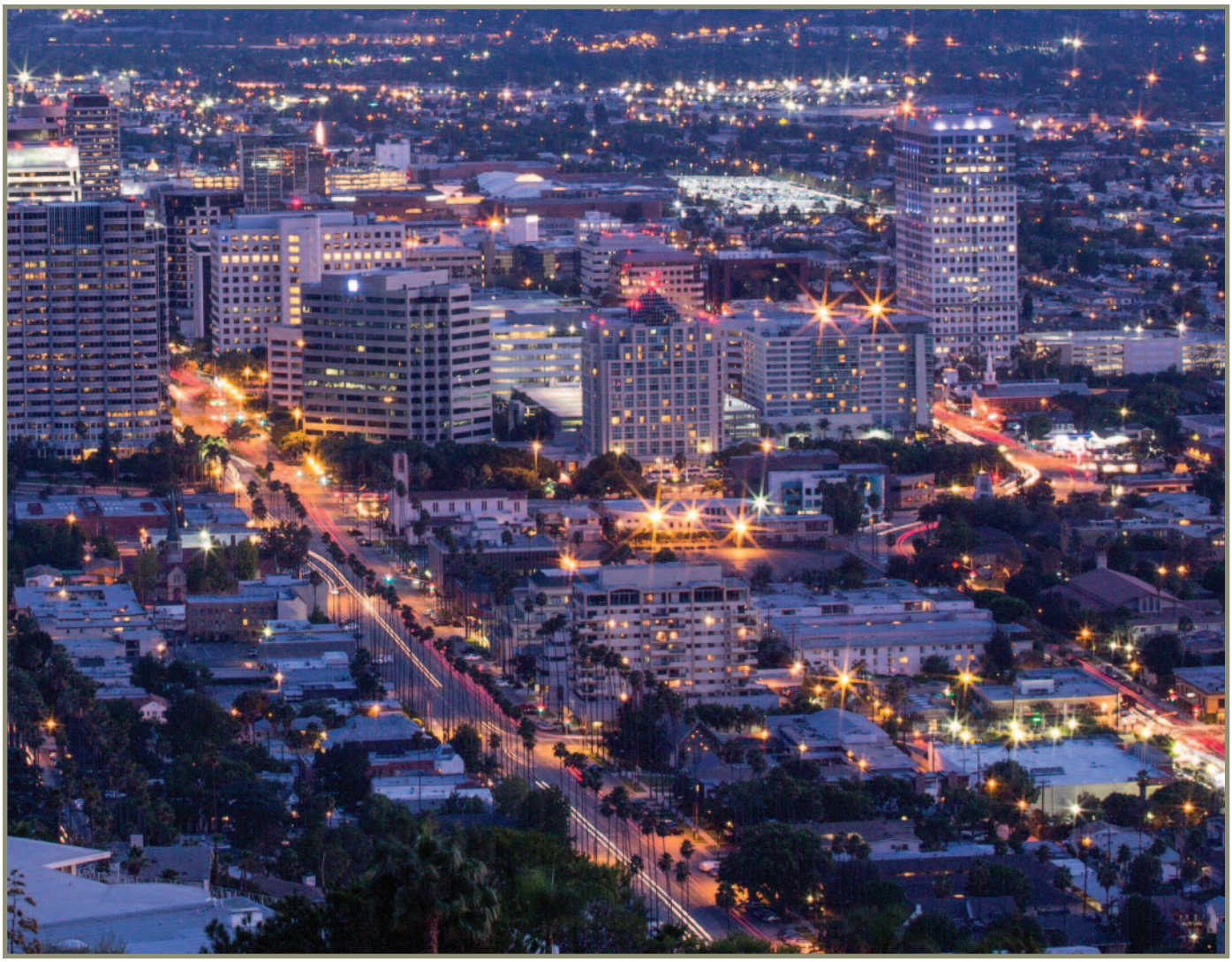
Looking Ahead

Financial Forecast

As an integral part of Financial Responsibility, forecasting has taken a vital role in the City's annual budget process. During this year's budget study sessions, a five-year General Fund forecast was presented to the City Council. Revenue estimates were conservative and based on a variety of inputs, including historical trends and input from industry experts. Many variables were taken into cautious consideration by staff with the understanding that it is difficult to predict economic booms or busts which could impact the City's revenue stream. Estimates were equally conservative for forecasted expenditures and only negotiated salary adjustments have been factored in for operational cost increases. Due to ongoing restructuring, one-time retirement incentives, and other reorganization efforts over the past several years, the City has responsibly managed its employee costs. Nonetheless, one of the major challenges for all cities across California is increased pension costs due to the Great Recession and the slow recovery of financial markets thereafter. Adding to these costs are adjustments to CalPERS' internal actuarial assumptions (e.g. lowered expected rate of return and extended life expectancy for annuitants).

Citywide Strategic Planning and Performance Management Effort

The IPA Department will be working on improving the City's data management and analysis procedures to align with the upcoming release of the City's Strategic Plan. The goal will be to define and measure key performance indicators that track progress on the four directions outlined in the Strategic Plan: Build, House, Move, and Sustain.



Exceptional Customer Service

Exceptional Customer Service

The City of Glendale is committed to providing quality services to our diverse community. As in any successful organization, Glendale's customer service principles focus around three main elements: speed, quality, and customer satisfaction.

In today's fast-paced environment, it is imperative that service-oriented organizations strive to ensure that their internal systems are designed and implemented in a manner that delivers flawless and seamless services to every customer under all conceivable conditions and circumstances. At the heart of this strategy is the presence of effective communication and ongoing coordination throughout the organization. In response, the City has developed various tools which improve coordination and follow through in order to ensure the satisfaction of residents. Whether an inquiry is received in person, over the phone, or online, residents can be assured that their concerns are routed through the proper channels for action.

Since the public's need for assistance does not cease when the typical work day ends, the City offers direct telephone access for residents 24 hours per day. By dialing (818) 550-4400, callers can report various concerns including, but not limited to, traffic signal malfunctions, code enforcement related matters, fallen tree limbs, potholes, and damaged sidewalks.

The City also offers an easily accessible portal to allow residents to report a problem online, located under the "Contact Us" section on the City's homepage at **GlendaleCA.gov**. The request automatically generates an email to the appropriate staff member based on the specific issue being reported. For instances when residents notice a cracked sidewalk, abandoned sofa, or inoperable street light while out and about, the City offers yet another opportunity for on-the-go communication regarding quality of life related concerns. By downloading the free "MyGlendale" app on smart phones, residents can simply snap a photo, provide a general description, and submit their concerns instantly. Once submitted, a work order is immediately generated and the task is scheduled for follow-up.

The City further exhibits its commitment to customer service through the implementation of development-friendly initiatives, such as expedited plan check services that help applicants save time and money with guaranteed turnaround times for the approval of construction plans. The City offers development concierge services for complex projects requiring multi-department review and coordination in order to expedite the entitlement process. The quality of service delivery in the Permit Services Center is monitored via an online survey that allows the City to identify and implement customer service improvements. The City's Property Portal saves customers time by allowing them to view property details they would otherwise need to get from the Permit Services Center. Another online method for contractors and homeowners to access permit or plan check information is CLIPP, the City Licensing, Inspection & Permits Portal. This source allows for certain permits and licenses to be issued and/or renewed online. The intent of both these sites is to save customers time and facilitate their permit/license process.

In order to effectively provide exceptional customer service, the City remains committed to consciously and consistently providing considerate and personal attention to those we serve. As such, it is the City of Glendale's mission to respond to public inquiries in an expeditious, knowledgeable, professional, and responsible manner.

Exceptional Customer Service

ACCOMPLISHMENTS

Graffiti Removal

Neighborhood Services staff removed a significant amount of graffiti throughout the City – over 200,000 square feet this past year. This preservation of Glendale's character reflects the value City staff places on the community and its members alike. The "My Glendale" app has been instrumental in responding to these requests. Its users regularly operate it as a source to request staff assistance on this, and many other issues.

Business Satisfaction

The Glendale Relationship Initiation Team is a function of the Economic Development Division created to ensure business satisfaction with the City of Glendale. By proactively collecting customer service data, Glendale will be able to take immediate steps to improve problem areas, as well as use the data for larger strategic customer service improvements. More than 100 businesses were visited in the past two years. Survey results found that 64 percent of firms who will be expanding will stay in Glendale, and 61 percent of firms are aggressively hiring.

Consolidation of Tree Maintenance for Improved Customer Service

The Innovation, Performance and Audit (IPA) Department is generally charged with improving City operations. One project they undertook during this past year with a team of Lean Six Sigma trained City staff was analyzing the maintenance and management of Citywide trees. During the analysis phase, they found that tree services were managed by multiple departments under a complex set of rules. An analysis resulted in the consolidation of tree maintenance and management under the Public Works Department. City trees are now tracked in one database and included in a coordinated maintenance cycle. This improvement has accomplished a few goals: it simplifies the process for residents to report tree maintenance issues, allocates staff resources efficiently for vendor management and accountability, and ensures uniform maintenance of all City trees to improve public safety.

Looking Ahead

Citizen Satisfaction Survey 2020

Glendale is a community that has high expectations for the quality of life and services enjoyed by residents, businesses, and visitors. These expectations can best be met if they are memorialized and periodically evaluated. In order to continue measuring community satisfaction and gauging public opinion on key priorities and issues facing the City, Glendale will conduct a citizen satisfaction survey in June 2020. The survey will focus on current City service levels and the community's general impression of the City. Regularly conducting a satisfaction survey allows the City to receive feedback from the Glendale community that will ultimately help the City address its challenges and protect and improve upon the high quality of life.

Online Tools

The Building and Safety Division will implement a new web-based service, allowing residents to utilize artificial intelligence software to develop specific permit guidelines for their projects. Staff will develop content so answers to common permit questions are available online to residents. Building and Safety will also acquire web-based services to allow plans to be submitted online, allowing departments and applicants to digitally track the status of projects.

Land Management System

The Building and Safety Division has worked with the Information Services Department to develop a request for proposals for the Land Management System, which should be released in late 2019. The Land Management System houses all permit, inspection, and graphic imaging systems necessary to perform all integral functions associated with the Permit Service Center. The implementation of the upgraded system will improve business practices and streamline the coordination between departments, resulting in a better user experience for our customers.

Amendment of Municipal Code: Permit and Licenses

The intent of the proposed amendments to Title 5 of the Glendale Municipal Code, which regulates permits and licenses, is to facilitate a simplified permit and license issuance process. By removing barriers and consolidating requests, staff can streamline enforcement efforts, and applicants will more quickly and efficiently undergo the licensing process.

Automated Auditing to Increase Staff Capacity

The Internal Audit Division is continuing its training on data analytics software to partially automate tasks that were previously completed manually. This emerging industry best practice, called continuous auditing, allows for more frequent audits of a wider range of topics. The City's continuous auditing efforts harden the City against potential cyberattacks and fraud.

GLENDALE CORPORATE CENTER

Economic Vibrancy

Economic Vibrancy

The Economic Development Division of the Community Development Department focuses on collaborative strategies to create jobs, generate revenue, and improve the quality of life for residents, business community, and visitors of Glendale. Additionally, it manages traditional programming and asset management functions under the leadership of the Mayor and City Council Members. Staff continues to conduct outreach and business assistance, which leads to new and important retail, office, and industrial tenancies critical to providing a diverse base of employers and amenities. Quarterly economic data is maintained and disseminated to business stakeholders, and a number of events are conducted to assist the real estate community in their efforts to sell and lease space. Along with Glendale's focus on local growth, staff sponsors and supports several regional business advocacy organizations.

Staff continues to assist several business districts with their needs to ensure healthy atmospheres for sustainable growth. Business assistance is focused on Montrose Shopping Park, Kenneth Village, Downtown Glendale, and Brand Boulevard of Cars.

In addition to the Economic Development Division, the Verdugo Workforce Development Board (VWDB), through the Verdugo Jobs Center (VJC), promotes employment in Glendale by registering, pre-screening, and assisting placements of qualified workers in the City. Economic Development staff coordinates with the VWDB to identify staffing opportunities when new businesses are entering the City. To further ensure economic vibrancy, the VWDB provides unemployed workers with skills to create a local workforce pool attractive to businesses who may want to locate here, such as technology and entertainment companies.

Economic Vibrancy

ACCOMPLISHMENTS

Asset Management

A major accomplishment for Economic Development was the purchase of the Artsakh Avenue retail units from the Successor Agency. While advancing the Arts and Entertainment District through activities and beautification efforts, the retail units will be leased out to new tenants. In addition, City Council approved a lease with the Armenian American Museum and adopted a future design for the improved Central Park Block. Furthermore, Avalon Investment Group entered into an Exclusive Negotiating Agreement with the City for the development and rehabilitation of the Rockhaven Sanitarium.

Business Recruitments/Attraction

Economic Development maintained a Class A office vacancy rate around 10 percent throughout the year, from an all-time high of 24 percent in 2010. Newcomers and expansions in the office market included Service Titan, who announced in March that they will expand into the former Nestlé building at 800 N. Brand Boulevard, in addition to retaining their current office space at 801 N. Brand Boulevard. Other new office tenants include Industrious, a high-end co-work space at 500 N. Brand Boulevard, WeWork, who will open in December 2019 at 611 N. Brand Boulevard, and PickTrace, a firm that relocated from the Bay Area to fill long-time vacancy at 209-211 N. Brand Boulevard.

Retail vacancy rates held strong at 1.9 percent. New retail businesses include Mr. Furley's Bar, Chess Park Tavern, Panda Inn, Go Forward Inc., Marugame Udon, Dunkin' Donuts, Escape the Room, Gengis Khan BBQ Grill, Ethel M Chocolates, Acai Grill, and Farm House District, among others. In an effort attract retail to longtime vacancies and to fill market gaps, the City hosted a Brokers' Reception, sent a delegation to the annual International Council of Shopping Centers conference, and completed a nightlife survey. The results of this survey will help guide future attraction strategies specific to retail.

Another sector that grew this year in Glendale was hotels, which generate significant Transit Occupancy Tax. The Business Concierge Section of Economic Development worked with other divisions in the Community Development Department to entitle hotels coming soon at 1100 N. Brand Boulevard and 143 N. Louise Street. Hyatt Place at 225 W. Wilson Avenue opened in summer 2018.

Business Assistance

The City assisted nearly 2,000 current and expanding businesses with resources to further drive economic activity in the community. Another accomplishment related to this effort is the inception of GRIT, the Glendale Relationship Initiation Team, to gauge satisfaction in doing business with the City, County, and State. More than 100 businesses were visited in the past two years. The Economic Development Division in collaboration with the Business Concierge assisted in the expansion of current tenants, including DISQO, Age of Learning, and Beyond Limits. Regarding the City's work with its business improvement districts, the City Council supported the Downtown Glendale Association's effort to expand the District, and to create what is now called the Greater Downtown Glendale Association. The new District extends to Stocker Street, and now includes greater sections of Central Avenue.

Verdugo Workforce Development Board

The VWDB modified its Four-Year Local Plan for Workforce Development to develop strategies with its partners in serving special populations including: CalFresh recipients, individuals with intellectual disabilities and developmental disabilities, English language learners, and non-custodial parents working towards regaining custody of their children. To develop effective strategies, the VWDB hosted nine (9) community forums attended by program customers and representatives from community-based organizations, education, local government, business, and labor. Feedback gathered from the forums was used to develop the strategies for serving these special populations through an integrated system that effectively transitions program participants into competitive employment with the potential of upward mobility.

To support implementation of its innovative programs, the VWDB was awarded new grants in program year (PY) 2018-19, bringing in over $2.8 million, including $350,000 to continue serving individuals with disabilities; $300,000 to lead the implementation of the VWDB strategic co-enrollment system; and $100,000 to serve English language learners. The VWDB continued partnering with the Community Services & Parks Department to operate the Regional Immediate Intervention Service for Employment (RIISE), which provides paid work experience to adults who are homeless. The trainees earn a salary

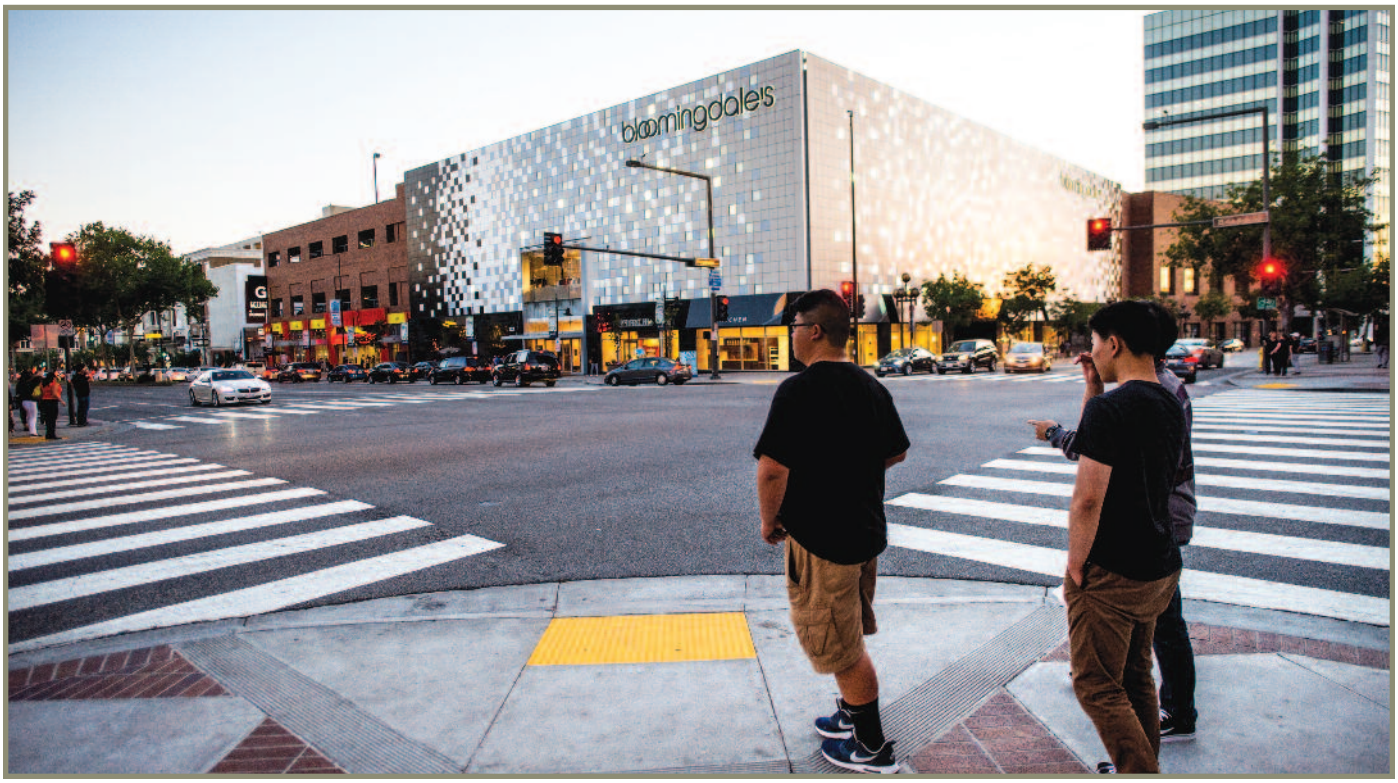
while they develop skills in landscaping, weed abatement, and use of power tools that they can use to qualify for employment opportunities. The VJC provides career counseling, work readiness preparation, and job placement services to support program graduates in transitioning to the unsubsidized work environment.

In addition to the new programs and grants launched in PY 2018-19, the VWDB also continued its role model programs. The VWDB continues as the only workforce board to receive funds from the California Department of Education for $500,000 in California Adult Education Program (CAEP) funds to continue coordinating GlendaleLEARNS in partnership with Glendale Community College, which provides adult education, literacy, and job skills for Glendale residents. GlendaleLEARNS continues to offer English as a Second Language (ESL), throughout the City for easy access by residents. ESL, as well as other adult education courses, are offered at the VJC, Glendale libraries, and parks and recreation facilities, in addition to Glendale Community College's Garfield Campus. The VJC co-enrolls ESL students as well as other adult education students into its workforce development system funded under the Workforce Innovation and Opportunity Act (WIOA) to provide additional services. This co-enrollment strategy has been recognized as a role model practice in the community college system throughout the state and has been featured in several publications.

The VWDB also continued its signature program that targets individuals with intellectual disabilities, Verdugo Computer Numerical Control Machinist Academy. With a focus on serving adults diagnosed with Autism Spectrum Disorders, the VWDB held its fourth cohort which graduated 15 individuals. This innovative program uses a universal enrollment application and process that allows multiple partners to co-enroll the students with just one application. Students may be co-enrolled by the VJC to receive additional services from the Department of Rehabilitation, Lanterman Regional Center, Glendale Community College's Disabled Students Programs and Services, and GlendaleLEARNS. This co-enrollment process has been nationally recognized and staff is currently working with the California Labor and Workforce Development Agency to implement statewide policies on co-enrollment.

The VWDB's youth programs continue to successfully introduce the City's young people to the world of work through innovative strategies. The VWDB partnered with the American Federation of Musicians to continue its youth mentorship program which partners professional musicians with high school students interested in pursuing careers in music and the entertainment industry. Students visit studios, observe the development of music scores for movies, and interface with award-winning composers such as Danny Elfman, best known for "The Simpsons," " The Nightmare Before Christmas," "Proof of Life," and "Goodwill Hunting."

The VWDB's innovative programs continue to be featured at statewide conferences including: California Workforce Association's Meeting of the Minds, CAEP Annual Summit, Joint Special Populations Advisory Committee, Coalition on Adult Basic Education, and WorkCon, among others.



Looking Ahead

Arts and Entertainment District

This year, the Economic Development Division will continue its dedication to business services and business attraction, but it will also look to strengthen its role in asset development. This will be accomplished by providing cultural amenities, improving place making, and developing more opportunities for an 18-hour city.

Specific activities supporting these efforts include completion of study and design plans for the Arts and Entertainment District Development Project, along with completion of the final design for Central Park Block Master Plan and the commencement of construction improvements. The goal is to enhance the Arts and Entertainment District through public art, improved retail experiences, and public infrastructure investment. These improvements will connect to future developments of the Central Park Block Master Plan.

Since 2014, City Council has crafted a vison that re-imagines and re-energizes the Central Park Block – an anchor of Downtown Glendale's Arts and Entertainment District. Working with various stakeholders, the City has developed a cohesive design that activates and connects the open space with the newly renovated Downtown Central Library, the very popular Adult Recreation Center, and the proposed Armenian American Museum.

Startup Accelerator

In June 2019, the City of Glendale received $1 million from the State's General Fund to launch a startup accelerator, which offers mentoring, marketing, networking, investment opportunities, and other services to early-stage local tech companies seeking to progress to the "next level." The funds will be allocated by the California Governor's Office of Business and Economic Development. The accelerator is a component of the Glendale Tech Strategy, which was unanimously adopted by the Glendale City Council in 2016 and provided recommendations on ways to strengthen the City's tech ecosystem. This will provide critical infrastructure benefiting startups and entrepreneurs.

Verdugo Workforce Development Board

The VWDB will continue to implement innovative programs and services while targeting the most vulnerable populations. In accordance with its Local Workforce Development Plan Modification, the VWDB will focus on serving four segments in PY 2019-20: individuals with intellectual disabilities and developmental disabilities, English language learners, non-custodial parents, and CalFresh recipients. VWDB will continue to expand its career pathway opportunities, which combine technical training with paid work experience and transition participants to competitive employment.

Objectives from the Board of Directors for PY 2019-20 include: revision of its Joint Powers Agreement and By-Laws, launching a marketing and branding strategy that increases business engagement, and developing communications messaging for workforce development.

The VWDB will also be launching the first regional industry-valued credential for Biotechnology Technicians. The assessment instrument and credentialing process is being developed in partnership with Los Angeles Valley College and six major BioScience firms: Grifols Biologicals, Amgen, Prolacta, Neutrogena, Kite, and Gilead. The VWDB and Glendale Community College will serve as the hub, tracking students in the Los Angeles Basin that earn the credential. The VWDB will also refer students to the BioScience firms as needed for employment opportunities. These firms project the need to hire almost 1,000 new employees per month over the next five years.

The VWDB was also selected by the other six Workforce Boards in the Los Angeles Basin to lead the implementation of a regional co-enrollment process based on the VWDB's recognized best practice. The process will allow co-enrollments across Workforce Boards to facilitate customer access to career pathways available throughout the region. The process will be piloted in PY 2019-20 with adults with disabilities, who continue to have unemployment rates that are three times higher than those who do not have disabilities.

Informed & Engaged Community

Informed & Engaged Community

Earning and maintaining the community's trust is by far one of the greatest priorities for the City of Glendale. As such, the City consistently strives to conduct the business of government in the best interest of the public with integrity, openness, and full inclusion of the community. The City's decision-making process is respectful of public engagement, offering multiple opportunities to create an informed community and deliver excellent customer service.

The Student Ambassador Program is one example of community engagement where local high school students are given the opportunity to learn about City Hall, City Council, meeting agendas, how meetings are conducted, and how policy is made. The City encourages civic participation from the community through a wide variety of media including GTV6 (Glendale's government access cable channel), online newsletters, community guide publications, and social media. Additionally, the City has implemented a video streaming service which allows the public to access public meetings in real time. This streaming service became available on tablets and smart phones a few years ago through an upgrade of the system.

While the area of education is primarily within the jurisdiction of the Glendale Unified School District (GUSD), the City is actively involved in educational opportunities for all segments of the community. This is achieved by providing high quality and engaging libraries, and collaborating with outstanding educational institutions that have high student achievement rates. In an effort to further its effectiveness, the City upgraded its main Central Library right on the heels of a major renovation of the Brand Library & Art Center.

Furthermore, the City actively strives to encourage a sense of belonging for the entire community, where residents take pride and responsibility for their City and neighborhoods. It is important that residents engage in community activities and participate in the governmental processes that affect their lives. As such, the City conducts outreach to encourage community participation and input in the development of Glendale's comprehensive community plans.

Informed & Engaged Community
ACCOMPLISHMENTS

Citywide Pedestrian Plan and Safety Education Initiatives

This year, the City of Glendale continued to finalize the preparation of a draft Pedestrian Plan, which was developed with the input of community members via a task force, pop-up events, and an online survey on the Be Street Smart Glendale website. The draft plan is due to be presented to the Glendale City Council for their review later in 2019.

The Safety Education Initiative (SEI) and Safe Routes to School (SRTS) programs continue to operate, and support the recommendations in the draft Pedestrian Plan. SEI continues to focus on promoting the Be Street Smart Glendale campaign to residents and non-residents alike through the use of promotional items, multi-lingual educational materials, and paid advertising on banners and street decals in the downtown area. This year, the Be Street Smart Glendale campaign was recognized by both the Los Angeles Chapter of the Public Relations Society of America and the Southern California Association of Governments for its effective way of communicating with residents. SRTS continued operating in-school education programs designed to get more school age children walking and bicycling to school. Key activities during the third year of the program included bicycle rodeos and pedestrian safety assemblies, training the Glendale Kiwanis Club on how to conduct pedestrian safety programming at community events, the participation of Glendale elementary and middle schools in International Walk to School Day and Bike to School Day, and a poster contest. The goal of these efforts is to increase walking and the use of other forms of active transportation in order to reduce collision rates in the community.

Both SEI and SRTS are grant funded programs which concluded their work at the close of fiscal year FY 2018-19. Mobility staff is currently looking at identifying additional funding to continue SRTS programming in local elementary and middle schools for the coming school year.

24/7 Access to Books and Information

The Library, Arts & Culture Department continues to provide 24/7 access to books and information through its website at **GlendalePublicLibrary.org**. Electronic resources include free access to more than 10 million specialty publications, periodicals, journals, and reference articles. This includes newspaper and magazine articles, business information, art and music resources, language learning programs, and student resources. Patrons can access over 9 million songs through the Freegal application. The Library also offers a growing collection of e-books, e-audio, and digital music. During the past year, 169,408 e-books and e-audiobooks were borrowed from a collection of over 33,000 items. The Library's app, "GPL2GO," had over 2,223 downloads and received 286,642 queries. There were also over 428,000 database user sessions logged over the past year.

Additionally, the Library has completed implementing radio frequency identification system-wide, along with automated materials handling at Central Library to improve access to the collection, security, and inventory control.

2020 Municipal Election and Legislative Victory

By Council Action and voter approval, the City of Glendale's municipal elections will be consolidated with the County-held Statewide General Primary and held on Tuesday, March 3, 2020. Voters will be voting to select two City Council seats, along with a special election held concurrently to fill the vacancy resulting from the resignation of a Councilmember. There will also be elections for candidates in two Glendale Community College Trustee areas and two Glendale Unified School Board areas during this same election.

In 2020, the County of Los Angeles will be rolling out its new voting system – Voting Solutions for All People (VSAP). The City Clerk's Office has been working closely with the County to ensure that Glendale will have adequate voting locations citywide. Vote centers will replace polling locations and will be open 10 days prior to Election Day. Glendale's registered voters will be able to vote for local candidates from any vote center in Los Angeles County. All of this information is being distributed to the public via the County, in cooperation with the City. The City Clerk's Office is working to also include Census 2020 information in its outreach efforts.

In anticipation of a consolidated election that would have placed Glendale's races at the end of the ballot, the City Clerk's Office worked closely with State Senator Anthony Portantino (D-25) to introduce Senate Bill (SB) 25. Enrolled by the Governor in September 2018, SB 25 creates a pilot program in Los Angeles County that will reverse the ballot order to place local offices and ballot measures ahead of county, state, and federal offices and ballot measures. The goal of this effort is to provide more visibility to local elections.

Building & Safety Outreach

The Building and Safety Division continues to provide Citywide services to ensure safe building design and construction performance through its enforcement of building codes and standards. The Division provided opportunities to the public to understand the work of the Division during Building and Safety Month in May 2019. Consistent with its mission, Building and Safety staff sought out every opportunity to partner with other divisions to provide public education. In the first half of calendar year 2019, Building and Safety staff disseminated education material at the Pacific Park's Easter Eggstravaganza, the annual Cesar Chavez celebration, and Fire Service Day. Additionally, a community networking event was held in the Glendale Civic Center, in which 22 vendors from the construction community participated alongside the Building and Safety Division to provide information to the public. In the area of professional development, Building and Safety hosted professional development trainings by several professional organizations (e.g. Southern California Edison – Energy Training), and provided free training for local design professionals and neighboring cities on accessibility in buildings. Building and Safety will also be conducting hearings on the adoption of the latest 2020 Glendale Building Code.

Communication Platforms

Building upon the increasing reliance on social media platforms, the City continues to utilize the popularity and effectiveness of Twitter, Facebook, Instagram, LinkedIn, and YouTube to provide timely and accurate information to the public. This reliance has also aided in the accessibility of information across departments. By encouraging various departments to maintain their own social media accounts and share critical information from other departments, each account develops a unique base of followers, and thus, allows for greater dissemination of information. The City's award winning e-newsletter, City Connection, has over 28,000 subscribers. This, coupled with over 50,000 followers across various social media platforms, has doubled the number of visits to the City website.

This effective communication is also utilized during emergencies, as the City is committed to meeting the community's expectations for sharing information quickly by providing rapid, accurate communication in coordination with the City's emergency protocols. The City utilizes several channels to issue prompt emergency notification and safety information which include the use of the City's social media platforms, Everbridge software, emergency website, news releases, fact sheets, statements, media advisories, talking points, newsletters, live video streaming, emails, and blogs.

Public Engagement and Noticing Manual

Communities work best when residents, organizations, and institutions are engaged and working together for the good of all, and Glendale is no exception. The people who live, work, and play here take enormous pride in this City and care deeply about keeping it healthy and vibrant. Recently, in an effort to further align our endeavors, the Communications and Community Relations Division created the City's first-ever Public Engagement and Noticing Manual. This manual describes steps to take for broadening public outreach, outlines programs that encourage active and diverse citizen participation, and provides tools to build community participation. With 15 departments and over 200,000 residents, it is important to the City to foster as much public engagement as possible.

Glendale Nonprofit Summit

The City of Glendale held its first ever Glendale Nonprofit Summit on March 8, 2019, at the Downtown Central Library. The event gathered the City's nonprofit organizations to convene, connect, and collaborate with the City of Glendale. Board members and staff of various nonprofits in Glendale had the opportunity to hear from the Executive Director of CalNonprofits, engage with their peers in a networking and breakout session, and learn from a panel of talented individuals who are fully entrenched in funding efforts for nonprofit groups. The event was a great success and many who attended indicated that they look forward to such future convenings.

Digital Recruiting

The Innovation, Performance and Audit (IPA) Department partnered with the Police Department to research the recruitment process and conduct demographic analysis. This work resulted in a new, user-friendly **JoinGPD.com** website and recruitment material that increases engagement and transparency throughout the lengthy recruitment process. Due to the success of the new site, the Fire Department also requested a recruitment website. The **JoinGFD.com** website layout emphasizes user-centered design elements like an intuitive "Steps to Join" link to inform candidates of the multiple steps behind the lengthy process. This tool clarifies the process for candidates so that they know what to expect when they apply.

User-Friendly ADU Checklist

In response to legislation legalizing Accessory Dwelling Units (ADUs) statewide in residential zones to address the affordable housing crisis, IPA partnered with several City departments to develop a user-friendly brochure to inform the community about this new housing option. To streamline the process, IPA convened stakeholders from multiple departments to unify the City's process for ADU development. An informational pamphlet was created to provide information regarding the ADU permitting process. This effort saves residents time and money needed to vet their property for ADU feasibility, facilitates collaboration from various City departments, and frees staff time to do more critical case work rather than answering the same set of frequently asked questions regarding the process.

Looking Ahead

Remote Live Broadcasting

Glendale recently instituted live coverage of events through its existing social media platforms. With advancements in technology that continuously enhance the ways in which individuals obtain information, the Communications & Community Relations Division will begin to test and incorporate remote live broadcasting capabilities that will allow the GTV6 team to televise City events and meetings on channel 6. Live content, with its potential to increase public engagement and participation, holds the key to new opportunities. Streaming press conferences, community meetings, and other events online will give the City the opportunity to meet constituents where they are. This will provide residents the option to watch the live-stream at a time and place that suits them. The hope is that this added convenience will facilitate more citizen involvement.

Updating Glendale's Style Guide

A well-developed style guide is an essential tool for establishing an organization's identity. The City is working on updating its branding style guide to help content creators communicate a consistent message to residents, businesses, visitors, and other stakeholders. The style guide will support marketing initiatives by ensuring that all messaging is relevant and related to the City's goals. This cohesion is important because it will help establish a strong brand voice that resonates with the community and will build brand awareness for visitors and potential businesses.

City of Glendale Website Redesign

Various City departments started the process of reviewing more than 2,500 indexed pages on the City's website. These departments are now discussing available options and best practices to redesign the City's website. The goal of the redesign is to help users navigate the many resources provided by the City in a way that is simple and intuitive.

East & West Glendale Community Plans

The City looks forward to hosting non-traditional community meetings and pop-up events as staff begins to develop the East and West Glendale Community Plans. The proposed East and West Community Plans are the final two of four community plans planned for Glendale, preceded by the North Glendale Community Plan and the South Glendale Community Plan. The East and West Community Plans will serve as land use policies and design guides within the neighborhoods and commercial districts of the East and West areas of the City. They will help shape any appropriate changes to the community and land use, while balancing the unique character of each corridor of the City with Citywide policies and regional initiatives. This work will begin through the West Glendale Sustainable Transportation grant set to begin in early fall 2019.

Planning and Design Storefront

In an effort to create a more engaged and informed community, the Community Development Department will launch a Planning and Economic Development storefront as part of the activation on Artsakh Avenue. This storefront is intended to create a public engagement and education center that focuses on City Planning and Economic Development initiatives. Projects such as the visioning process for the Arts and Entertainment project, the Downtown Streetcar, and others will be displayed for engagement and discussion. Additionally, staff will activate the space through roundtable discussions and presentations to community members from staff and outside partners to solicit feedback and provide information. This unique storefront will also help to create a positive and less formal environment for residents and businesses to learn more about the City's various initiatives.

Library Strategic Vision

The Library, Arts & Culture Department will complete the strategic planning process started in FY 2018-19, as their last strategic plan was developed in 2012. This process will result in new mission and vision statements, and strategic priorities. Through the planning process, the Library, Arts & Culture Department will develop a comprehensive marketing plan to ensure a consistent message and effective outreach to inform existing patrons and engage community members who are not currently aware of Library resources and services.

2nd Annual Glendale Nonprofit Summit

Due to the feedback received from the first Nonprofit Summit, the City of Glendale will once again engage its active nonprofit community by convening the 2nd Annual Glendale Nonprofit Summit. The event will be held in February 2020, and will once again call upon its nonprofit community to gather together to convene, connect, and collaborate with the community it serves so well.

Citywide Strategic Planning and Performance Management Effort

The City will be working on improving the data management and analysis procedures to align with the upcoming release of the Strategic Plan. The goal will be to define and measure key performance indicators that track progress on the four directions outlined in the Strategic Plan: build, house, move, and sustain.

Safe & Healthy Community

Safe & Healthy Community

The City of Glendale has established a tradition of providing residents, businesses, and visitors with a superior level of public safety services. Among Glendale's principal objectives are to enhance the quality of life and nurture a sense of security within the community by providing proactive services, community involvement, and transparency to ensure the preservation of a city that is physically safe, free of blight, and prepared for emergencies. This is accomplished through the efforts of the Police and Fire Departments, in collaboration with other City Departments and many active community members, businesses, and organizations.

The City's Police Department operates out of one main police facility and three police sub-stations, while the Fire Department operates out of nine strategically-located fire stations throughout the City, one of which serves as fire headquarters. Together, the departments operate nine paramedic fire engines, three ladder trucks, five basic life-support ambulances staffed twenty-four hours a day, an additional twelve hour basic life support ambulance (deployed during peak times), one Type-1 Hazardous Materials response vehicle, one Type-1 heavy urban search and rescue vehicle, one armored SWAT vehicle, MedEvac armored vehicle, three helicopters, and a variety of other specialized equipment. Clearly, Glendale's forces are thoroughly prepared for every emergency.

In addition to City operations, Glendale is home to three area hospitals represented by Adventist Health Glendale, Dignity Health Glendale Memorial Hospital, and USC Verdugo Hills Hospital; each offers a variety of specialized health care services. Through the ongoing interaction of the public and private sectors, Glendale proudly calls itself home to a physically and mentally healthy community with quality health care services available to all area residents.

Safe & Healthy Community

ACCOMPLISHMENTS

Public Safety Collaboration

Successfully managing major incidents requires partnerships, planning, communication, and coordination. The management staff of both the Police and Fire Departments meet on a bimonthly basis to conduct table top exercises, plan combined training for the two departments, and develop protocols to improve response to major emergencies. This collaboration enhances the ability to effectively respond to major fires, earthquakes, and active shooter/mass casualty incidents.

Homeless Outreach and Mental Health

In the interests of improving both safety and quality of life on a long-term basis, the Glendale Police Department's Homeless Outreach Team and Mental Health Evaluation Team worked in conjunction with the Community Services & Parks Department to provide services to homeless members of the community. The teams conducted outreach activities on 169 days, contacted 140 different individuals, handled 420 police incidents, and coordinated activities with various nonprofit organizations, such as Ascencia, Catholic Charities, The Salvation Army, Door of Hope, YWCA of Glendale, and LA Family Housing, to provide essential services and emergency shelter to those in need.

Traffic Safety

During this past year, the Glendale Police Department implemented a new program to address the public's safety concerns related to speeding, stop sign violations, loud exhaust, tinted windows, and other traffic related violations. Traffic collision data and complaints were analyzed, and the results were used to create a matrix and direct enforcement to specific geographical areas at times of day when violations were most likely to occur. Social media platforms are used to educate the community regarding the locations and results of enforcement operations.

Recruitment and Sustainability

Looking ahead, recruiting and retaining highly-qualified people are the backbone of public safety in our community. The Police Department anticipates that 19 people, representing approximately five percent of the Department, will retire in the next 18 months. In response to this, the Department has increased testing frequency, will continue to evaluate and revise recruitment strategies, and will examine options to help retain employees with the goal of maintaining a vacancy rate of less than three percent.

Zoll Cardiac Monitors and Automated External Defibrillators on all Fire Apparatus

In fiscal year (FY) 2018-19, the Fire Department replaced aging defibrillators on frontline apparatus with Zoll X-series defibrillators through a matching fund donation from our three area hospitals, Adventist Health Glendale, Dignity Health Glendale Memorial Hospital, and USC Verdugo Hills Hospital. The goal is to provide immediate access to defibrillation as often as possible to further improve patient outcomes from sudden cardiac arrest. Automated External Defibrillators (AEDs) were also issued to the Fire Chief, Deputy Chief, and Battalion Chiefs to be carried in their vehicles with the purpose of increasing community response capabilities to cardiac events.

Completion of the new State of the Art Burn Building

In partnership with Glendale Community College, a state-of-the-art, multi-level live fire training structure was completed in FY 2018-19. This structure allows firefighters to practice firefighting techniques in a controlled environment. This type of training is essential to the improvement of firefighting operations, injury prevention, reductions in property loss, and also contributes to ensuring the Department maintains its Class 1 insurance rating that it has held for over 20 years.

Looking Ahead

Special Operations Program

The Fire Department will formally adopt a Special Operations Program in FY 2019-20. This program will combine the Type 1 Heavy Urban Search and Rescue and Type 1 Hazardous Materials Response Teams. The purpose of this program is to plan, coordinate, and manage specialized response activities that are not standard fire or medical responses. Adoption of this program will better prepare the Fire Department and the community for both natural and man-made disasters.

Technological Upgrades for the Police and Fire Department

The Police Department relies on a suite of public safety hardware and software products including: computer aided dispatch (CAD), records management system (RMS), corrections management system (CMS), and associated interfaces and services. Over the course of this next year, the Police Department will be evaluating replacement options for this software in order to remain current with technology, transition to new crime reporting requirements, and improve service to the community. Last year, the Police Department upgraded and replaced the Mobile Digital Computer systems in patrol vehicles and implemented electronic citation equipment throughout the Patrol Bureau.

The Verdugo Fire Communications Center (VFCC) will complete the upgrade of the CAD system. This critical update will modernize the VFCC for the future of call-taking by allowing for better data capture, increased information for field personnel, more robust mapping, and apparatus location data. This upgrade will prepare the VFCC for potential data stream options such as text to 9-1-1 photos and video. Also included will be a common operating picture allowing other agencies to view incidents as they occur and the possibility to interface with other fire department CAD systems, such as the County and City of Los Angeles.

Legislative Issues

As part of investing in the safety and quality of life for our community, the Police Department will continue to support legislation that enhances the safety of our community, including traffic safety, promoting greater local control in the setting of speed limits, and mitigating the negative impacts of Assembly Bill 109, Proposition 47, and Proposition 57 on the community.

Fire Station Improvement Plan

A strategic plan for addressing fire station improvements will be developed this fiscal year. Some of Glendale's fire stations were built over 68 years ago and supported a historical fire service that did not respond to medical or specialized calls and housed one apparatus. Further, these facilities were not built in the time period of mandatory building and safety compliance measures, such as the Americans with Disabilities Act or earthquake standards. As a result, there are a number of functional, technical, code compliance, and livability issues that require attention. The Fire Department is committed to ensuring that these aging facilities are still functional for their intended purposes and provide optimum service to the community and its fire service.

Balanced, Quality Housing

Balanced, Quality Housing

The City of Glendale continues to engage the community, developers, and property owners to plan, build, maintain, and redevelop areas of the City into high-quality neighborhoods where residents feel safe, and can access resources and services that enhance their ability to support themselves, their families, and the community. A primary goal of the City is to provide a balanced mix of housing opportunities – new market rate, affordable, and rehabilitated housing – to all segments of the population.

Through partnerships with the Housing Authority, over 1,300 affordable housing units have been developed in Glendale. Since 2008, over 489 ownership and rental units have been constructed in various developments. These units are fully occupied by various degrees of low and moderate income families and persons with special needs. Additionally, through the City's affordable housing density bonus zoning regulations, 14 market rate development projects have been approved to date. Five projects providing 52 affordable units have been completed, leaving nine projects (totaling 76 units) under development.

Planning for future residential growth is a state obligation as well as a local need. The City's land use strategies identify areas where additional housing density can be accommodated without compromising the current quality of life or service levels.

Balanced, Quality Housing

ACCOMPLISHMENTS

Rental Assistance Program

Glendale has consecutively received the designation of "High Performer" from the United States Department of Housing and Urban Development's Section 8 Management Assessment Program (SEMAP). A current review anticipates receiving this designation again next year for the 22nd year in a row. The SEMAP measures the performance of public housing agencies that administer the Housing Choice Voucher program in 14 key areas. These 14 indicators of performance show whether housing authorities help eligible families to afford decent rental units at a reasonable subsidy cost, as intended by federal housing legislation.

New Funding for Targeted Rental Assistance

Housing staff responded to a Notice of Funding Availability (NOFA) issued by the Department of Housing and Urban Development (HUD) on new vouchers referred to as "Mainstream Vouchers" to assist non-elderly persons with disabilities who are able to begin living independently. The Housing Authority was notified by HUD in December 2018 that it has been awarded $156,430 to support 14 Mainstream Vouchers in the twelve months beginning in February 2019.

The Mainstream Voucher Program is classified by HUD as "targeted" funding. The target population is "non-elderly individuals between the ages of 18-62 years old with developmental disabilities and their families." While serving a specific population, Mainstream Vouchers are administered using the same rules as the regulations for the Section 8 program.

Housing staff has identified households on the Section 8 Waiting List that likely can meet the required criteria. The acquisition of these new vouchers affords the City a great opportunity to assist a unique population. Staff will soon pool 14 eligible participants to begin verification and the housing process.

Rental Rights Program

On February 12, 2019, the City Council adopted Ordinance No. 5922, known as the Rental Rights Program. The program expands the existing Just Cause Eviction ordinance by adding two new programs, Right to Lease and Relocation Assistance. The program is designed to provide stability and mitigate the impact of displacement caused by high rent increases. Extensive outreach has been conducted including two mass mailers to all Glendale residents and landlords. The program has already had a positive impact on a number of residents and will continue to serve as a form of protection against excessive rent increases.

Inclusionary Zoning Ordinance and Commercial Development Impact Fee

In order to address the continued need for development of affordable housing, City Council adopted an Inclusionary Zoning Ordinance and Commercial Development Impact Fee. These programs will apply to new developments citywide, and will help produce new affordable housing and establish new sources of financing for future affordable housing.

Market Rate Development

Market rate housing development throughout the City also continues to flourish. With 658 units under construction and 3,589 recently completed, these new developments contribute to the vast array of housing options available throughout the City.

Looking Ahead

While the community's demand and City's commitment for building and maintaining high quality residential neighborhoods continues to grow, financial support from private lenders, state and federal agencies, nonprofit organizations, and private foundations to achieve this goal continues to diminish. It is a priority to develop a legislative strategy to restore meaningful and ongoing funding for the creation and maintenance of affordable housing in Glendale.

Monthly Housing Subsidy Program

Understanding the necessity to address the issues of housing with a multi-pronged approach, City Council pledged $4.2 million in General Funds to fund a Monthly Housing Subsidy Program. The program is designed to assist 1,000 Glendale low-income senior rental residents with $300 in monthly housing subsidy for 24 months. The program is in its early stages of inception. Necessary employees are being hired and testing of the application process is being conducted. The City will begin accepting applications in late 2019 and has a target date of March 2020 to begin making subsidy payments.

Legislative Strategy

In December 2017, the Housing Authority adopted an affordable housing strategy containing specific action items to promote the development of more housing affordable across all segments of the community. An important aspect of the housing strategy is the legislative platform. The sustained lobbying and ongoing efforts of the City have authored three state legislative bills.

- Assembly Bill 1110, sponsored by Assembly Member Friedman, would amend old, and establish new, state law regarding noticing requirements for rent increases.
- Senate Bill 532, sponsored by Senator Portantino, would authorize the City of Glendale to use $27 million in stalled redevelopment bond proceeds to be repurposed for acquisition, rehabilitation, preservation, and development of affordable housing.
- Senate Bill 521, sponsored by Senator Portantino, would offer State income tax credits for multifamily rental landlords who lease property to persons receiving Section 8 assistance.

All three bills are making their way through the legislative process. Should they pass out of both houses, they will then be referred to the Governor for enrollment or veto.

At the federal level, the City of Glendale reached out to Congressman Adam Schiff to author the Affordable Housing Incentives Act of 2019. This proposed legislation, if approved, will provide a new tool to help develop affordable housing for lower income households, not only in Glendale, but across the nation. The proposal amends the Internal Revenue Code to give sellers of property more time to reinvest their capital gains when selling their properties directly to public housing authorities who are buying property for dedicated affordable housing development. It is hoped that this will incentivize sellers to prioritize housing authorities over private buyers by giving these sellers more time to reinvest their sales profits.

First Time Home Buyer Program

In a desire to assist and encourage home ownership opportunities citywide, City Council pledged $750,000 in General Funds to fund a First Time Home Buyer Program. The program will assist a limited number of lower income first time home buyers with the purchase of a qualified home, via down payment assistance in the form of silent second loans. The City will begin accepting applications in late 2019.

Urban Living

Working with two nonprofit developers, the City is completing construction of a 66-unit, affordable senior housing project (Vista Grande) and a six-unit affordable low-income homeownership project for first time homebuyers.

Future Affordable Housing Projects

Looking for additional opportunities for more affordable housing production, the City Council pledged $20 million in General Funds to identify future affordable housing projects. Possible site acquisitions for future projects have been identified and the City is currently in negotiations that it believes will result in the acquisition of at least two parcels that will allow for significant development opportunities.

Community Services & Facilities

COMMUNITY SERVICES & FACILITIES

Many departments throughout the City of Glendale are responsible for the development and maintenance of City facilities and programs that contribute to the high quality of life for Glendale residents. Glendale is rich in open spaces and parkland, which has evolved in accordance with the community's changing needs. Meeting residents' growing desire for modernized parks, libraries, and transit facilities is a challenge the City will continue to address in the upcoming year.

Neighborhoods located south of Glenoaks Boulevard represent the densest communities in Glendale. Since affordable land is not available for the City to construct new parks, City staff has turned its attention to renovating existing parks and facilities, and adding new amenities such as outdoor fitness equipment, new playgrounds, and picnic areas. The City continues to explore opportunities to develop uniquely-tailored parks and facilities to meet the needs of these neighborhoods. Given the limited availability of undeveloped land in these areas, the City is also exploring joint-use opportunities with the Glendale Unified School District (GUSD) to help improve GUSD facilities that allow public use after school hours.

The City actively coordinates and participates with other community-based organizations to increase available services. The Glendale Youth Alliance, All for Health/Health for All, GUSD, Glendale Parks & Open Space Foundation, and Ascencia are examples of organizations the City has partnered with to develop a strong foundation for accessible community services. The City continuously seeks collaborative opportunities with nonprofit agencies and other organizations to maintain existing levels of service and enhance programming.

Community Services & Facilities

ACCOMPLISHMENTS

Improvements at Fire Stations

The Public Works Departments Facilities Management Division (FMD) completed the replacement of an old diesel power generator at Fire Station 27 with a new environmentally-compliant and reliable unit that will reduce maintenance costs at the facility. FMD also completed renovation plans for Fire Station 26 and 28, and construction of the Fire Training Center at West Chevy Chase Drive is nearly completed.

Parks Facility Improvements

The City of Glendale has invested in various parks facility improvements over the last year to ensure safety, enhance the community, and improve comfort for patrons. For instance, the playground at Maple Park has been replaced with an all-inclusive, Shane's Inspiration playground. The Riverwalk Phase II Project was also completed, extending the recreational trail along the north bank of the Los Angeles River east and south. Improvements and upgrades include a river overlook with seating areas, a small park at the confluence of the Verdugo Wash and the Los Angeles River, infiltration basins, native grasses, shrubs and trees, an entry gateway, and directional/interpretive signage.

Police Department Museum

The new Police Department Museum housed in the lobby of the Police Department headquarters is completed and open to the public. The museum reflects the history and evolution of the Glendale Police Department. It features display cabinets with historical items, including Glendale Police uniforms through the decades, as well as a simulated jail cell display room. The museum provides an opportunity for the community to learn more about the department and its history of serving the City of Glendale.

Municipal Services Building Exterior Protective Coating

The Glendale Municipal Services Building located at 633 East Broadway is a distinct and historic example of 1960s modern architecture. A project was recently completed to apply new protective coating to this building. The new coating will help protect the original concrete and stucco building components and extend the life of this iconic structure.

Grandview Branch Library Renovation

In March 2019, the Grandview Branch Library Renovation project was completed. This project included extensive renovations to the Adult Room, Teen Room, Children's Room, Tech Center, hallways and staff areas. The renovations included new flooring and carpet, new doors and walls, the removal of outdated shelving, counters and furniture and the installation of new electrical components, data outlets, and cabling. The outcome of this project is a new modern library that better meets the needs of library patrons.

Grandview Branch Library Services

The Library, Arts & Culture Department re-opened the Grandview Branch in April 2019 with an expanded vision of a more children and family-focused library, highlighting multi-lingual resources and programming, as well as access to Science, Technology, Engineering, Art and Math (STEAM) learning tools.

Recreation Programs

The City of Glendale seeks to increase and improve recreation opportunities for residents on a regular basis. Recreation increases the quality of life for Glendale residents and the surrounding communities by providing enriching activities for all ages. At the end of summer 2018, campers from all-day camp locations participated in an all-day camp day that featured camp competitions, water play, a 60-foot inflatable obstacle course, and treats for all. It was a successful end-of-summer event. Based on the success from 2017, the One Glendale After School Youth Sports Program continued to provide an opportunity for program participants called "sports experiences." Program staff applied for various grants for local college and professional sporting events in order for program participants to have the opportunity to attend a real sporting event. During the 2018-19 program year, the participants went to a college football game at the Rose Bowl, a men's volleyball match at California State University Northridge, a UCLA Men's basketball game at Pauley Pavilion, and a Los Angeles FC soccer match at the newly constructed Banc of California Stadium. Food prior to the game as well as transportation to and from the game was provided through the program.

Partnering with Community Organizations

In an effort to provide expanded services, the City partners with various community agencies to offer programs and services to the community. In FY 2018-19, the Community Services & Parks Department offered its facilities free of charge to over 80 nonprofits that offer services and programs that benefit the public. Such programs and events included cultural events, educational opportunities, book fairs, and elected official meet and greets. The department also collaborated with organizations, such as All for Health/Health for All, for use of its facilities by renewing a lease agreement for an additional three years to provide free and low-cost behavioral counseling to at-risk youth and their families under the Glendale Individual & Family Treatment (GIFT) Program. Each October, Adventist Health Glendale hosts a Free Flu Shot Clinic at the Adult Recreation Center and Sparr Heights Community Center. This year Adventist Health provided over 200 free flu shots to residents.

Social Services

The City of Glendale's Senior Services Section completed the third year of a four-year elderly nutrition grant from Los Angeles County, which provided over 45,000 congregate meals, 11,500 home delivered meals, and one-time-only funding for the purchase of kitchen equipment and 5,000 additional meals to seniors 60 years and older. Additionally, the Senior Services Section coordinated the creation and implementation of a 13-member Senior Services Committee that met quarterly in FY 2018-19 to set goals and establish priorities to meet the needs of individuals 60 years of age and older in Glendale. The Community Development Block Grant (CDBG) Section held its first-ever CDBG Open House event in September 2018 to invite and educate local area nonprofits on how to apply for federal Housing and Urban Development funds. Due to outreach efforts informing nonprofits of the CDBG program, FY 2018-19 CDBG funding allocations included five new organizations who had not applied in previous years.

Looking Ahead

Beeline Maintenance Facility

The Beeline Maintenance Facility began construction in May 2018. Construction on the new maintenance facility for the Beeline and Dial-A-Ride transit programs will continue throughout most of FY 2019-20. This federally funded facility will consist of a maintenance garage, an administrative and operations building, fueling island, bus wash, and secure parking for the City's entire transit fleet. With estimated substantial completion slated for March 2020, the new facility will be the foundation for improved operating efficiencies required to implement the proposed service expansion.

Equipment Lift at Fire Station 22

The Public Works Department's Fleet Services Division (FSD) has nearly completed a project to replace an old heavy duty vehicle lift at Fire Station 22. This new electric lift will allow for improved maintenance, repairs and safety inspections of City fire engines maintained at this facility. The new lift has been delivered to the Fire Garage facility and will be installed in August 2019.

Improvements at Various Fire Stations

FMD has planned numerous improvements at fire stations across Glendale in the new fiscal year to enhance preparedness at these critical facilities. Fire Station 25 in North Glendale is due to receive a new emergency power generator. Fire Stations 26, 28, and 29, serving the northern portions of Downtown Glendale, as well as parts of Montrose and La Crescenta, are due for significant modernizations. These projects will include changes to dormitories, restrooms, and storage spaces, as well as energy efficiency upgrades. Construction on these improvements is scheduled to begin in summer 2019.

Tenant Improvements

In the coming years, the City of Glendale will continue to upgrade City facilities to make them more accessible, attractive, and functional for the public and building occupants. In FY 2019-20, several interior improvements, in conformance with ADA standards, will take place in City buildings. Specifically, public counters, building entries, and restrooms will be modified to provide improved accessibility and availability of services. In addition, FMD will continue making improvements aimed at lowering the annual operating cost of City buildings, including the installation of LED lighting and low flow water fixtures, and by ensuring that all equipment and systems are operating at maximum efficiency.

GUSD Library Cards

The Library, Arts & Culture Department will continue to build upon its existing partnership with GUSD to offer a library card pilot project in the fall 2019 to ensure that students have access to all of the Library's materials and learning resources. Working directly with GUSD to streamline this process provides a more seamless, wrap-around service model for local students and their families.

Citywide Park Upgrades

In the upcoming year, as the City strives to continuously improve and upgrade its parks facilities, the Public Works Department, in collaboration with the Community Services & Parks Department, will complete renovations at several parks across Glendale. These improvements will include concession building and accessibility renovations at the Glendale Sports Complex, new multi-purpose artificial turf at Pacific Park, a new water feature and shade structures at Pacific Park, a new restroom and a concession building at Upper Scholl Canyon Park, restroom upgrades at Lower Scholl Canyon and Nibley Parks, a Nature Education Interpretive Center and restroom building at Deukmejian Park, and beginning work on the improvements included in the Verdugo Park Master Plan. Additionally, the Community Services & Parks and Community Development Departments are working with GUSD to develop two joint-use soccer fields that will be accessible to the public after school hours.

New Park Programs

The City extended the hours of operation at Pacific Pool in July 2018. During summer 2019, the pool closes at 9:30 p.m. on weekdays. In addition, the City will look at opportunities for expanding teen programming in collaboration with GUSD and commence an agreement for joint-use programming at the upcoming improved Glendale High School aquatics complex.

Recreation Programs

The Community Services & Parks Department, in an effort to unite families of children with special needs, has created the Maple Park All-Inclusive Playground Play Days also known as Maple All-Inclusive Play (MIP). With the newly built Shane's Inspiration Playground installed at Maple Park as the highlight of the event, recreation staff will offer additional crafts and resources to the community on the third Saturday of each month. MIP day is an opportunity for parents and families to come to the park, network with each other, exchange resources and provide support for each other. The department is also collaborating with various service providers that would lead and sponsor the month's play day and share their resources with attendees.

The Community Services & Parks Department has allocated funds from Measure S for FY 2019-20 to operate Pacific Pool year-round. The pool has traditionally been open from Memorial Day through the end of September annually, but in the next year it will remain open for daily programming between September 2019 and the 2020 summer season. Activities will include recreation swim, lap swim, swimming lessons, swim team, water polo team, aqua aerobics, and private rentals.

2019 Holiday Ice Skating Rink

The Community Services & Parks Department has allocated Measure S funds to operate an Ice Skating Rink during the 2019 winter holiday season. The rink will be located in the City Hall parking lot on Isabel St. across from the Police Station. It will be open to the public daily from November 22, 2019 through January 6, 2020. Participants can pay for admission, rent skates, and skate to holiday music and lights at the rink.

Social Service Partnerships

In the upcoming year, the City will provide CDBG funds to thirteen social service agencies and four capital improvement projects ranging from a building facility improvement project which houses preschool, day camp, and afterschool teen programming and services to help families of domestic violence to a community center improvement project which houses a homeless prevention program, food pantry, and immigration assistance to over 5,000 residents annually. In addition, the City will provide funds from Homeless Continuum of Care, Homeless Emergency Aid Program (HEAP), California Emergency Solutions and Housing (CESH) Program, State Emergency Solutions grant and Measure H funds, to six social service agencies that operate twenty programs, including homeless prevention, rapid re-housing, street outreach and coordinated entry system. These projects will help to better serve nonprofit public facilities and will service over 3,000 residents, homeless, and youth with vital community services. The City will continue to work with nonprofit community organizations to identify priority programs and staffing needs, such as case management services for the homeless and seniors, as well as actively pursue and secure additional federal, state, and local grants to leverage county and federal funds. The City will also work towards increasing the amount of funding from Los Angeles County Homeless Initiative Measure H for homeless programming in Glendale.

Infrastructure & Mobility

INFRASTRUCTURE & MOBILITY

It is essential that the City of Glendale maintain local infrastructure and transportation systems that are functional, in optimal condition, and meet the needs of the City's multi-faceted community. Properly maintained streets and critical sub-structures, reliable utilities, effective mass transit systems, and optimized traffic management systems facilitate positive growth. For these reasons, a primary focus of Glendale's local government remains the City's infrastructure and mobility planning.

As one of the few cities in Southern California that manage a comprehensive array of utility services, Glendale provides reliable, high-quality, and sustainable power, water, and wastewater services to its customers. The Glendale Water & Power (GWP) and Public Works Departments are constantly modernizing, upgrading, and making improvements to the core infrastructure of the City in order to continue to provide safe and reliable water, electric, and wastewater services. The City has in-house technical staff members who plan, design, and oversee the construction of capital improvement projects, as well as field staff that daily help to maintain the City's critical infrastructure. This organizational structure provides the City with the ability to maximize effectiveness and cost efficiency on large infrastructure projects while still being able to quickly respond to immediate maintenance needs as they emerge.

The City makes tremendous efforts to improve mobility and to make Glendale's streets safer and more reliable for motorists, transit users, cyclists, and pedestrians. As one example, the City's Pavement Condition Index was recently rated as 73.8 out of 100 – with 100 being the rating of a brand new street. This is considered "Very Good" and is higher than the average of 65 for all California cities.

Also, through design review, mobility planning, and transit, the City promotes excellent architecture and establishes a framework that allows the City to grow without increasing congestion. The Citywide Pedestrian Plan was designed to improve mobility throughout the City with initiatives that rely on education, encouragement, enforcement, and evaluation for safe modes of active transportation in Glendale. The City will soon begin implementing Phase III of the Glendale Bicycle Transportation Plan to provide a convenient, useful, and interconnected bicycle transportation system that serves both commuters and recreational users. City staff has continued to coordinate with agencies outside of the City of Glendale to assure that the City's mobility infrastructure is coordinated with the larger regional systems.

Finally, the City operates the Glendale Beeline Transit System, Dial-A-Ride, and the Glendale Transportation Center. In addition, the City continues to maintain public surface parking lots and structures, bike racks, and crosswalk warning lights. All of these interconnected systems enable the City of Glendale to provide safe, reliable routes and modes of transportation.

Infrastructure & Mobility

ACCOMPLISHMENTS

South Glendale Community Plan

The South Glendale Community Plan (SGCP) is one of four community plans intended to guide growth in Glendale by coordinating general plan policy with neighborhood-level implementation. The preparation of an Environmental Impact Report (EIR) for the SGCP and an update of the City's transportation model to facilitate the EIR continued into 2018 with the intent of balancing the unique character of the community with Citywide policies and regional initiatives. The final SGCP EIR was approved by City Council in July of 2018. Final adoption of the SGCP is currently awaiting resolution of pending litigation over the EIR. This is expected to be completed by winter of 2019.

Downtown Specific Plan

The Downtown Specific Plan was reimagined and amended during 2018 to emphasize the importance of design, the public realm, and community benefit. New development and design standards were developed to prioritize character and design to ensure that the future of Glendale remains an attractive and unique urban environment. Additionally, new community benefit and public realm standards will ensure meaningful open space, widened sidewalks, and development patterns that are supportive of households of all sizes and compositions. The amendments were recognized with an award for comprehensive planning in a large jurisdiction by the Los Angeles chapter of the American Planning Association.

Safe Routes to School Improvements

As part of the City's ongoing efforts to improve pedestrian safety, especially for children, the Public Works Department continues to work on the Safe Routes to School Improvement Program. The next phase of the project, which began construction in April 2018, was focused around Hoover-Keppel-Toll schools, and along East Chevy Chase Drive near Roosevelt, Mann, and John Muir schools. The scope of work included traffic calming measures, Americans with Disabilities Act (ADA) improvements, and road resurfacing to make it safer for children to walk and bike to school.

Kenneth Road Rehabilitation Project

The Public Works Department completed the pavement rehabilitation of Kenneth Road between Sonora Avenue to the boundary with Burbank in February 2019. As part of this project, this vital commuter artery was resurfaced and other improvements made on Kenneth Road and adjacent streets in the neighborhood, including sidewalk repairs, curb ramps upgrades, and the installation of new dry well facilities.

Downtown Internally Illuminated Street Name Sign Replacement Program

As part of ongoing efforts to upgrade and maintain the infrastructure in Downtown Glendale and to meet the City's sustainability goals, the Public Works Department Engineering Division began work on Phase III of a project to replace internally-illuminated street name signs. The scope of work consists of replacing these existing faded, illegible signs that are attached to traffic signals, as well as replacing the fluorescent lighting with more energy-efficient LEDs. Work on this important project was completed in July 2019.

Doran Street and Adjacent Streets Improvements Project

The project improvements include pavement, sidewalk, curb ramps, and intersection repairs and enhancements as well as new street trees, a new traffic signal and traffic signal modifications using SB1 funds and Measure R funds. Work around schools completed during the 2018 summer break and overall construction on the job was completed in early 2019.

Implementation of the Bicycle Transportation Plan Phase III

The Bicycle Transportation Plan (BTP) is a comprehensive plan for Citywide bicycle and pedestrians facilities and improvements. In January 2014, staff completed Phase I of the BTP and Phase II of the BTP was completed August 2016. With the addition of Measure R funds, the Engineering Division completed Phase III in April 2019. Phase III included the application of emulsion aggregate slurry (Slurry Seal Type II) over existing pavement; the installation of Class III bike routes; the installation of greenway signs; plus the application of new traffic striping, signing, and pavement markings.

Emergency Sewer and Storm Drain Repair Program Phase I

The Engineering Division brought on board a sewer and storm drain contractor to complete high-priority sewer and storm drain repair projects at over 70 locations throughout the City. Construction was completed in mid-2018.

ADA Curb Ramp Installation and Pavement Repair Program

The annual ADA Curb Ramp Installation and Pavement Repair Program is part on the City's ongoing commitment to making the City accessible to all. The project improvements include pavement, sidewalk, curb ramps, flashing beacons, street trees, and parking enhancements and repairs. Construction started July 2018 and the project was completed in February 2019.

4kV/12kV Conversion Program

GWP is continuing utility modernization efforts through the improvement of its electric distribution system throughout Glendale. The **4kV/12kV Conversion Program** consists of the reconstruction and upgrade of current overhead electrical system to a higher voltage in order to provide a more reliable delivery of power to customers. This higher voltage and new equipment, including the replacement of aging power poles and transformers will increase capacity and efficiency by allowing more power to flow through the system, thereby increasing GWP's ability to meet demand and decrease the amount of energy loss experienced with the older less efficient system.

Looking Ahead

Space 134 Technical Study

Staff recently began the second phase of work, which focuses on pre-engineering with an emphasis on the performance of the on and off ramps of the 134 freeway. Previously, the City Council established a vision for a proposed freeway cap park in Downtown Glendale to provide open space to a park-poor area of the City and serve as a transit hub, bridging the San Gabriel and San Fernando Valleys. The intent is to create significant areas of mixed-use development and walkable communities, and to target growth around existing and planned transit stations. At this time, a Request for Proposal was issued and the City received various responses.

Tropico/Mixed-Use and Multi-Family Zones

As part of the South Glendale Community Plan, the Tropico area was identified as a transit rich community with its proximity to the Larry Zarian Transportation Center. Supported with a Metro grant, the Tropico plan was approved by Council, and staff has begun work to create zoning and design standards to support the development of the transit-oriented neighborhood. Following principles established in the Downtown Specific Plan amendments, staff will prioritize character, design, and a multi-modal community that will continue to see the growth of this new urban node. Additionally, staff is evaluating the standards of current multi-family and mixed-use zones as part of this work to better support future development that continues to create multi-modal, character-rich, and defining communities throughout South Glendale.

Streetcar

The Downtown Streetcar Feasibility Study is entering its final phase of analysis. It is set to be completed in late 2019. Thus far the study has provided two route alternatives, station locations, ridership estimates, parking impacts, and cost estimates. The final phase will refine the cost estimates, as well as impacts to traffic while identifying funding opportunities for the implementation phase. Staff also created a project website to solicit public engagement and feedback, demonstrating broad support for the streetcar. Staff will continue public engagement for the duration of the feasibility study and will provide a final report and next steps to Council.

Pennsylvania Avenue Improvements Project

The project includes pavement, sidewalk, curb ramps, street trees, and traffic signal improvements using STPL and Measure R funds in a jurisdiction shared with Los Angeles County. Construction began in November 2018 and will be completed by August 2019.

Colorado Street and Columbus Avenue Rehabilitation Project

This project involves the rehabilitation of existing pavement, the selective removal and repair of broken and damaged sidewalk, curb, gutter and driveway aprons, upgrading non-ADA compliant curb ramps, modifying the traffic signal system, and the removal and replacement of existing traffic striping and pavement markings using Federal STPL funds. Construction is anticipated to begin early 2020.

San Fernando Road Phase III and Recycled Water Main Extension Improvements Project

As part of the Public Works Department ongoing effort to improve the condition of the City's streets, the rehabilitation of street pavement on San Fernando Road and adjacent streets will begin in November 2019. Additionally a new recycled water main will be installed through the Public Works Yard on Chevy Chase Drive that will increase the City's use of recycled water.

Verdugo Boulevard Rehabilitation Project

This project involves the rehabilitation of existing pavement on Verdugo Boulevard and the addition of a safety cable barrier system for pedestrians on Honolulu Avenue. As part of the project, new traffic signal will be installed throughout the corridor, and 68 new street trees will be planted at vacant locations. Construction is anticipated to begin in January 2020.

Glendale Train Station First/Last Mile Regional Improvements Project

Residents of the Tropico neighborhood have expressed a desire for mobility and safety improvements. This project will develop first/last mile connectivity between their neighborhood and the Larry Zarian Transportation Center. Construction is anticipated to begin in summer 2020.

La Crescenta Avenue Rehabilitation Project

Using SB 1, Measure R, and Gas Tax funds, this project will rehabilitate La Crescenta Avenue between Verdugo Road and Montrose Avenue. The scope of work will include overlaying existing pavement with a new layer of asphalt concrete pavement. This will improve the structural integrity of the pavement, and extend the service life of the street for 15-20 years. The project will include replacement of deteriorated or damaged sidewalks, curbs, and gutters; upgrading curb ramps to comply with ADA; and modification of existing traffic signals systems. Construction will begin in spring 2020.

Highland Avenue Rehabilitation Project

Upcoming project improvements on Highland Avenue include pavement, sidewalk, curb ramp, and intersection improvements, new street trees, and street light relocations. Additional small scale but critical street improvements at three other locations are included at Vincent Way, Lawson Street, and Cavanagh Road. Construction will begin in November 2019.

Pavement Management and Repair Program Phase I

Using SB 1 and Gas Tax funds, this project will rehabilitate various streets located in Glendale Maintenance District 9, bounded between Brand Boulevard, Grandview Avenue, Glenoaks Boulevard and the SR-134 Freeway. The scope of work includes various pavement preservation methods such as crack sealing, slurry sealing, the installation of asphalt rubber aggregate membrane, overlaying existing pavement with a new layer of asphalt concrete pavement, or a combination of these methods. The service life of these improvements will vary from 5 to over 10 years. In addition, the project will involve selective removal and replacement of deteriorated or damaged sidewalks, curbs, and gutters, and upgrading of curb ramps to comply with ADA. Construction will begin in spring 2020.

Citywide Guardrail Upgrade and Installation Project

Public Works Department will be removing and replacing substandard guardrails throughout the City and installing new guardrails at locations. Construction is anticipated to begin September 2020.

North Verdugo Road Safety Improvements Project

This project involves the rehabilitation of existing pavement; selective removal and repair of broken and damaged sidewalk, curb, gutter, and driveway aprons; upgrading non-ADA compliant curb ramps; modifying traffic signal systems, and removing and replacing traffic striping and pavement markings. Construction is anticipated to begin spring 2020.

Flashing Beacon Installation Project Phase I

To increase the safety and visibility of pedestrians crossing uncontrolled street crossings, rectangular rapid flashing beacons will be installed at various locations throughout the City using Federal HSIPL funds. Construction is anticipated to begin March 2020.

Sub-Regional Traffic Management Center

The City applied for and received funding from LA County Metro to build a new traffic management center. This newly designed facility will incorporate intelligent transportation system technologies, helping to increase mobility, reduce travel times, and improve communication with other regional agencies. The project includes installation of a video wall, computer servers, workstations, network and video equipment, data and battery back-ups, and more. Modern technologies make traffic management more flexible and adaptive, and allow for greater interagency communication and data sharing. Construction is expected to be completed in spring 2020.

Transit Route Analysis

The Transit Route Analysis for Glendale Beeline is well underway. The Beeline ranked very high in customer satisfaction, even though on-time performance has been negatively impacted by construction activity and traffic congestion. The project will produce recommended service changes to meet changing demographics passenger demand. It will conduct an extensive public outreach process to vet the proposed changes prior to adoption in fall 2019 with implementation slated in 2020.

Grayson Power Plant Repowering Project

Glendale Water & Power's (GWP) proposed Grayson Repowering Project was just recently approved by the Glendale City Council. The majority of equipment at the Grayson Power Plant, with the exception of Unit 9 (a simple cycle peaking plant built in 2003), were installed between 1941 and 1977, and are proposed to be replaced with more reliable, efficient, flexible, and cleaner units and related facilities and infrastructure. GWP will move forward with a plan to repower the aging Grayson Power Plant with a combination of renewable energy resources, energy storage, and a limited amount of thermal generation. The plan includes a 75 megawatt (MW), 300 megawatt-hour (MWh) Battery Energy Storage System (BESS), as much as 50 MW of distributed energy resources that include solar photovoltaic systems, energy efficiency, and demand response programs, and 93 MW of thermal generation from up to five internal combustion engines. The City Council also directed the staff to continue to seek alternatives that would enhance the sustainability of the utility and continue to reduce the reliance on fossil fuels.

Arts & Culture

ARTS & CULTURE

Glendale is home to a diverse group of renowned artists and performance venues. The arts are a key community priority, which encourages public investment in arts development. Arts and culture are integral to those who live, work, visit, play, and develop in Glendale. The City actively incorporates public art installations in many of its new public facilities through the Glendale Urban Art Program.

The City's investments in the renovation of the Brand Library and Galleries, the preservation of the Alex Theatre and other historic facilities, the attraction of the Museum of Neon Art to Downtown Glendale, and the renovation of the reimagined Downtown Central Library demonstrate a long-term public commitment to arts and cultural activities. These investments are supported, in part, by a network of programs encouraging growth in arts and culture in Glendale. For example, community arts programming and available services at public libraries, park facilities, public schools, and Glendale Community College have embedded the arts into community's cultural heritage.

Through arts and cultural programming and events, Glendale celebrates its local artistic, cultural, and socio-economic diversity. The City is committed to providing quality and accessible arts experiences for the entire community, in addition to promoting education and participation in the arts by creating an arts-friendly and arts-aware environment.

Arts & Culture

ACCOMPLISHMENTS

Arts & Entertainment District Advancement

In October 2018, the City Council approved the renaming of a portion of Maryland Avenue to Artsakh Avenue. To help businesses impacted by the name change, Council approved grants up to $2,000, and 20 businesses took advantage of this reimbursement grant. The City Council also approved a contract with Studio111 to redesign the Arts and Entertainment District. Studio111 hosted an out outdoor community workshop, "Activate Artsakh," where more than 300 community members attended to share their vision for programming, public art, and design elements for the District. Another major accomplishment was installing holiday decorations throughout the Arts and Entertainment District. Staff will continue to advance the look of the decorations in the upcoming years. Finally, major vacancies in the District were filled. Panda Inn opened this year, and Studio Movie Grill signed a lease to occupy the former MGN-Five Star Cinema location with an anticipated opening in 2020.

Glendale Central Library ReflectSpace

With the reopening of the Central Library in May 2017, several new "spaces" were created within the Library, including ReflectSpace, MakerSpace, and SoundSpace. ReflectSpace is a hybrid exhibition space designed to explore and reflect on major human atrocities, genocides, and civil rights violations. ReflectSpace also strives to reflect the past and present of Glendale's communal fabric and explore current-day global human rights issues. Exhibitions featured over the past year have included:

- ERASURE - Native American Genocide: A Legacy
- THRESHOLD - Armenian Passages
- INCARCERATION NATION
- BODY POLITICS
- ELEVATE – Homenetmen Centennial Exhibition
- 1 in 3: Sexual Violence Pandemic

Central Library MakerSpace and SoundSpace

Over the past year, the Central Library had over 4,000 people visit its MakerSpace and SoundSpace: new shared community spaces dedicated to technological and creative exploration. Wide arrays of instructor-led workshops were held to familiarize community members with these new technologies. These workshops encouraged collaboration and creativity as participants developed their technological and maker skills. The MakerSpace provides access to a variety of equipment and resources including 3D printers, Cricut® Design Space, virtual reality, sewing machines, and arts and crafts materials. The SoundSpace houses state-of-the-art audio production equipment. Over the past year, the Library has expanded this new MakerSpace service model system-wide by developing mobile maker kits for programming and outreach use.

Brand Library & Art Center and Other Library Locations

Brand Library & Art Center continues to provide exceptional cultural programming for a diverse and growing audience, as well as access to an unparalleled collection of specialized art and music materials that help creative people in our community in their professional and personal artistic pursuits. During FY 2018-19, Brand presented 100 arts and music programs and welcomed nearly 150,000 visitors to the library and galleries. Highlights include the music series, dance series, family events, the plaza series (in partnership with the Arts & Culture Commission and the Brand Associates), and the ambitious art exhibitions presented in Brand Galleries.

The Brand Associates sponsored their annual dance series, a free series of performances featuring dance companies from Southern California. The dances are site-specific and designed for non-traditional performance spaces to take advantage of the unique architecture and setting of Brand Library. This year's performances featured FUSE, a contemporary company performing work inspired by family and interpersonal connections; Grayscale explored the connection between movement and musical score with a collaborative performance with Litronix, a Los Angeles-based band performing experimental, electronic pop music; and Versa-Style shared an educational and highly energetic performance of hip-hop dance with an enthusiastic audience.

The music series, sponsored by the Brand Associates, brings virtuoso classical musicians to Glendale for chamber music concerts. A few highlights of the 2018-19 series included the award-winning ACE Trio, violinist Marina Manukian with pianist Gayane Simonyan, and Eclipse Quartet performing new music by composers from Cambodia, Mexico, Finland, and the United States. The plaza series has become a fixture of the summertime scene in Northwest Glendale, with 250 or more visitors coming every Friday night in June, July, and August to picnic in Brand Park and listen to an eclectic program of concerts featuring a wide range of musical styles. This year's performances included Grammy-winning Opium Moon, melding Eastern and Western influences. Other performances featured Latin jazz, klezmer, New Orleans jazz, vocal improvisation, country, and progressive rock.

Brand Galleries continued its long-standing tradition of mounting high quality art exhibitions with a focus on artists in Southern California. Exhibitions such as "Valley Girl Redefined" drew large audiences and garnered significant press coverage, including a review in The New Yorker and radio interviews on KPCC's "The Frame" and "Take Two." "This is Our Time" presented the inaugural Annual Brand Classroom Showcase of Glendale Unified School District (ABCS of GUSD), a partnership with GUSD high schools. Centered on the theme of "empowerment," the exhibition featured artwork in a wide range of medium by students from the five public high schools in Glendale, giving students a public platform for their voice.

The ABCS of GUSD was the culminating event in a larger program that provided interested Glendale high school students the opportunity to learn directly from local art professionals. Students were invited to Brand Library & Art Center to meet with Brand Gallery staff, the Walt Disney Art Collection Manager, and the Huntington Library Chief Preparator for a unique hands-on, interactive learning experience. The students received basic instruction on the proper handling and installation of artwork, curation, and presentation. The exhibition not only showcased their artwork, but also their curatorial decisions.

The Brand Associates organized and sponsored the 46th annual "Works on Paper" juried exhibition, which brings the work of hundreds of artists from around the country to a local audience. Edward Goldman, noted Los Angeles art critic and commentator, served as Brand 46's prestigious juror. Goldman is well-known for his fearless and fun opinions and impassioned views on what he sees in galleries and museums throughout the world. He can be heard weekly on KCRW's "Art Talk" program.

Finally, Brand Library & Art Center launched a new website to enhance publicity efforts and community engagement. The redesigned website features improved functionality, bold design, and eye-catching visual elements to emphasize art and music collections, programs, and services available to residents and visitors.

Beyond the Box

The Arts & Culture Commission partnered with Glendale's Community Development and Public Works Departments to continue a program of utility box art in Glendale. The program has brought together amateur and professional artists, along with community volunteers, to paint utility boxes throughout the City. New installations continue twice annually, with the most recent artwork installed April 2019.

PopUp Arts: AHA!

The AHA! Program, a Citywide popup arts initiative, seeks to provide art in unexpected ways and in unexpected City-owned locations throughout Glendale. The Arts and Culture Commission asked Scott Froschauer to bring back his "Word on the Street" installations at parks and libraries in Glendale. "Word on the Street" uses the materials and visual language of street signs, but replaces the traditional language (e.g. Stop, Do Not Enter, One Way) with positive affirmations (e.g. Start, Breathe, Do Your Best).

Art Exhibits at Adams Square Gas Station

The Arts & Culture Commission continued to provide oversight of curating and installing art in the Adams Square Mini Park Gas Station. A call for artists was released in 2019, and the Arts & Culture Commission is scheduled to review proposals at the end of August 2019. During the months that it was not curated, the Community Services & Parks Department collaborated with GUSD to display various works of art created by student artists.

Holiday and Commemorative Celebrations

The Community Services & Parks Department has been coordinating several cultural and holiday commemorative celebrations for many years, such as the 17th Annual Cesar Chavez Commemorative Event, Spring Eggstravaganza for Easter, and the Holiday Tree Lighting, which bring hundreds of families and children to celebrate with the community. Recognizing the need to provide a fall community event, the department hosted its inaugural Fall Festival at Pacific Community Center this past year. The event, free and open to the public, featured a pumpkin patch with over 300 pumpkins, fall decorations, a climbing wall, carnival games, and a petting zoo. Over 400 people attended the four-hour event.

Additionally, the Office of the City Clerk partnered with Library, Arts & Culture Department to celebrate Dia de los Muertos with the community. The Central Library hosted a traditional ofrenda remembering friends and family, and 1,000 visitors enjoyed an outdoor Day of the Dead celebration at Artsakh Avenue.

Summer Concerts in the Park

Summer Concerts in the Park, a popular summertime family program organized by the Community Services & Parks Department, returned for the fourth year since 2015. It attracted an average of 450 participants to each of the six concerts. Couples and families packed their picnic baskets and dancing shoes and came out to Verdugo Park on Wednesday evenings during the months of July and August to enjoy free concerts featuring various music genres each week. The Los Angeles County Arts Commission once again sponsored the Summer Concerts in the Park series by awarding a grant, which covered the cost for one of the performances.

Movies in the Park

Once again, the City of Glendale partnered with Street Food Cinema to bring outdoor movies to various parks. These events consist of outdoor movie screenings, preceded by a live music performance. Hundreds of people come out to enjoy tasty food from food trucks, listen to live music, and enjoy a film under the stars.

Artsakh Paseo Live Viewing Parties

In collaboration with Economic Development Division, the Community Services & Parks Department purchased a 15 foot by 8.5 foot LED screen to provide movies, live broadcasts, and other opportunities during the day at various locations throughout the City. With the purchase of the screen, the Department successfully broadcasted Men's World Cup matches at Artsakh Paseo as well as two Los Angeles Dodgers NLCS games. The screen was also utilized at the Holiday Tree Lighting Ceremony to show a holiday movie for families to enjoy after visiting with Santa Claus.

Looking Ahead

Central Park Block Master Plan and Armenian American Museum & Cultural Center

Since 2014, the City has worked on a vison that re-imagines and re-energizes the Central Park block – an anchor of Downtown Glendale's Arts and Entertainment District. Working with various stakeholders, the City has developed a cohesive design that activates and connects the open space with the newly renovated Downtown Central Library, the Adult Recreation Center, and a proposed Armenian American Museum. A big component of making this a true civic campus is the addition of a nearly 60,000 square foot Armenian American Museum & Cultural Center.

City Council approved a lease for the development of a three-story museum that will also include a subterranean parking garage. The Armenian American Museum will be a world class cultural and educational center, with the mission to promote understanding and appreciation of America's ethnic and cultural diversity by sharing the Armenian American experience. Looking forward, the vision is the creation of a cultural campus that enriches the community, educates the public on the Armenian American story, and empowers individuals to embrace cultural diversity and speak out against prejudice.

Brand Library & Art Center

Brand Library & Art Center will continue to enhance its reputation as a destination for the arts in Southern California. Efforts are underway to implement a new calendar platform to improve workflow and customer services related to event promotion. Ongoing improvements to its facilities include updating audio-visual equipment in the Recital Hall, new lighting in the galleries, and developing a children's reading area that will offer a welcoming space for families. Staff will evaluate current programming and explore new programming opportunities, including Citywide shared programming initiatives focused on public art and cultural activities. Looking ahead, Brand will seek opportunities to establish partnerships with other arts organizations in the region to increase the visibility of the arts in Glendale. Staff will continue to meet the needs of a diverse community of users and ensure that Brand remains in the forefront of specialized library services, collections, and programs for the visual and performing arts.

Urban Art Program Plan

City Council approved the Urban Art Program Plan in August 2018. The Arts & Culture Commission completed a Work Plan that gives direction for highly visible art in public places, culturally relevant arts in neighborhood settings, performance-based arts in public locations, and impactful community engagement in public spaces. In addition, Library, Arts & Culture hired an Arts Administrator to provide guidance for public art projects funded by the Urban Art Fund, and to serve as a liaison to City departments.

Library MakerSpace

The MakerSpace initiative has continued to significantly enhance the Library's ability to serve the creative and technological needs and interests of the community by providing new types of access points to related equipment and resources. This led to the creation of a new Librarian Specialist position focused on innovations to oversee further expansion of these services to Children's Services and the other library locations over the coming year. This will be done in collaboration with local organizations and educational institutions to facilitate for more community-driven projects and activities. There will also be an emphasis on identifying more ways of integrating these technologies into other library branches and existing services.

Sustainability

SUSTAINABILITY

For many years, the City of Glendale has pursued sustainability goals as a way to address current and future environmental challenges. The City continuously seeks out new technology and innovations to foster and promote sustainability, and was among the first public agencies to successfully implement certain improvements, such as the use of recycled water, a landfill gas-to-energy system, a curbside recycling program, storm drain catch basin inserts, alternative fuel vehicles, and energy saving retrofits.

The City has embarked on a conscious effort to support environmentally-friendly policies involving sustainable building design, construction, operations, and facilitation, as well as the implementation of green building standards. Through the integration of sustainable building methods and materials, along with the implementation of advanced technologies such as digital meters, the City has positioned itself at the forefront of efficient management of energy, water, material resources, and waste as part of a greater global initiative.

Consistent with State legislation, the City has adopted a Renewable Portfolio Standard (RPS) that sets a target of increasing its purchases of eligible renewable energy resources to 33 percent by 2020. The City has met the 20 percent compliance period target for Fiscal Years 2011-13 and 2014-16, and is currently on track to reach the compliance period targets for FYs 2017-20.

A greener Glendale will never be realized through City programs alone. The City relies greatly on the efforts, sacrifices, and behavior changes of residents and businesses that also strive for a greener Glendale. By recycling, composting, utilizing alternative transportation modes, shopping with reusable bags, curbing water and electrical consumption, and implementing green measures during construction, the community champions a more sustainable Glendale.

Sustainability

Accomplishments

Green Vehicle Fleet

In 2019, the Public Works Department earned a $10,000 per truck, California Hybrid and Zero-Emission Truck and Bus Voucher Incentive Project voucher for 10 new automated side loader refuse trucks. These trucks are the first near-zero emission CNG powered refuse trucks in the City's fleet and are currently serving our single-family residential customers.

Waste and Recycling Education

Public Works Integrated Waste Management (IWM) provides educational programs to residents and employees on best practices for recycling and waste management. Throughout FY 2018-19, IWM provided in-class educational visits to approximately 500 students and gave away 20 free classroom compost/worm bins. IWM hosted 360 students at special events commemorating Earth Day and America Recycles Day. School education was provided through six Mr. Eco assemblies and Discovery Cube fieldtrips for 300 students, where attendees learned about recycling. Additionally, IWM maintained a presence at various City events such as Cesar Chavez Day, the Public Works Open House, the Police Department Open House, Cruise Night, the Pacific Park Fall Festival, Art & the Environment at Brand Park, and multiple One Glendale after school youth sports program events.

Mandatory Commercial and Organic Waste Recycling

IWM continues to implement and administer mandatory commercial and organic waste recycling in conjunction with a number of recent changes to California State law. The City has begun implementation of one such law that requires recycling service at any commercial property with four cubic yards or more of trash produced weekly, as well as the implementation of organic waste recycling requirements of another law which mandates that commercial customers generating four cubic yards or more of trash per week to divert organic waste to facilities that can recycle these materials. In FY 2018-19, IWM launched an organics recycling program and spoke to downtown businesses about the opportunity to participate in a pilot program at no cost. The City is also preparing for requirements regarding residential organics recycling and food donation.

Abandoned Items Diverted

In an effort to continue the quality of life our residents expect in our community and to keep our streets free of curbside abandoned items, IWM continues to supplement its abandoned item pickup services in Glendale. This supplemented service includes the operation of two trucks that patrol large swaths of the City and focuses on specific "hot spots" to mitigate abandoned items before they are reported. In FY 2018-19, approximately 1,545 tons of abandoned items were collected, and approximately 15 percent of this material was recycled.

Circle 3.0 Tree Planting Grant

The City of Glendale was awarded the Circle 3.0 grant in partnership with West Coast Arborists, Inc. and the California Urban Forest Council through the California Initiative to Reduce Carbon and Limit Emissions. Circle 3.0 was a grant project funded through CalFire with the goal to reduce carbon and greenhouse gas emissions by planting trees. In Glendale, this grant provided for community workshops, Arbor Day festivities, the planting of over 200 street trees across the City, along with the continued care and monitoring of all City-planted trees for three years.

West Glendale Sustainable Transportation and Land Use Study

The City received grants to conduct the West Glendale Transportation Sustainable and Land Use Study (Cycle Track Feasibility Study), which will recommend multimodal enhancements and land use changes along key corridors in the West Glendale Community that support transit use, walking, and bicycling, as well as reduce vehicle miles traveled and greenhouse gases. This study will also enhance the quality of life for the West Glendale community, connecting the area's key employment, educational, and recreational destinations to the area's residents, employees, and visitors. Staff will have selected the preferred consultant and will being work in fall of 2019. This study will commence once Council accepts the grant funds.

Electric Vehicle Charging Stations

Since 2016, Glendale Water & Power (GWP) has been promoting electric vehicles through the installation of publicly-available charging stations throughout the City, along with the installation of privately-owned electric chargers at customers' homes and businesses through the Electric Vehicle Charge Rebate program. The rebate program offers a $500 rebate to residents and a $2,000 rebate to businesses to install chargers. To date, GWP has provided 100 customer rebates, installed 11 public chargers Citywide, and has plans to install an additional 40 public chargers in the next few years.

Scholl Canyon Biogas to Energy Project

GWP has been utilizing the City's landfill gas as a renewable source of energy for over 20 years. This has resulted in the added benefit of creating fewer greenhouse gas emissions from the landfill. To continue this important effort, GWP is developing a biogas-fueled energy project to replace the existing gas capture and transportation system at Scholl Canyon landfill. The project will harness the naturally-occurring biogas from the site and use it as fuel to generate up to 12 megawatts of renewable electricity while mitigating and destroying the harmful methane gas that is inherent in the decomposition of waste at the landfill.

Local Renewable Energy Programs

Since 2002, GWP has been a leader in the development of local solar generation. GWP was amongst the first municipal utilities to provide solar rebates to its customers to encourage new solar installations within Glendale. With the passage of Senate Bill (SB) 1 in 2006, the program moved under the jurisdiction of the California Energy Commission and encouraged statewide installation of 3,000 megawatts of solar energy systems on homes and businesses before the end of 2016. With the sunset of SB 1, many local utilities stopped providing solar rebates; GWP, on the other hand, continues to provide solar rebates for customers. Since 2002, GWP has provided over $15 million in solar incentives. As of June 2019, Glendale had over 1,720 solar systems installed, which generated over 24,500 megawatt-hours of clean renewable solar energy.

GWP Marketplace

GWP recently launched its online Glendale Water & Power Marketplace, which offers online shopping for energy and water efficient products at discounted prices. Customers can browse through and purchase a variety of different lighting fixtures, smart thermostats, water fixtures, and more that will help them save money and use water and energy wisely.

Looking Ahead

Zero Waste Strategic Plan Update

In 2011, the City of Glendale set a goal of 75 percent waste diversion by the year 2020, and 90 percent diversion by 2030 as part of its Zero Waste Plan. Since then, state legislation intended to reduce climate pollutants, such as mandatory commercial and organics recycling requirements and mandatory organic waste reduction, have made municipal diversion rate requirements even more restrictive. In FY 2019-20, staff will work on updating the City's Zero Waste Action Plan to identify specific goals and timelines necessary for the City to achieve its waste diversion goals by 2020 and 2030.

Green Vehicle Fleet

In 2019-20, the City of Glendale will continue to seek out opportunities to replace older vehicles and equipment with those utilizing cleaner technologies, such as near zero CNG, hybrids, and all-electric. An upcoming project involves the elimination of several underground diesel fuel tanks due to the City's completed transition away from diesel-fueled refuse trucks. Staff has begun discussions with vehicle manufacturers with the goal of integrating a new, all-electric heavy-duty vehicle into the Glendale fleet within the next few years. Additionally, staff will continue to seek out opportunities to downsize and right-size the City's fleet.

Transit Fleet Vehicle Electrification Study

In partnership with CALSTART, Pasadena Transit, Burbank Bus, and Glendale Beeline received a Caltrans planning grant to fund preparation of three separate Transit Fleet Vehicle Electrification Feasibility Studies. Each planning study intends to assess existing services and infrastructure; review battery electric bus vehicle technology and charging alternatives; develop a plan for capital acquisition of buses and bus facility infrastructure; evaluate and determine power demand, power costs, and related development of power supply infrastructure; perform a risk assessment and cost analysis of moving to a battery electric bus fleet; assess the availability of grant funding programs for capital and operating needs; and develop a plan for the future deployment and operations of electric transit vehicles. The Transit Fleet Electrification Feasibility Study is estimated to begin October 2019 with completion due in February 2022.

Office of Sustainability

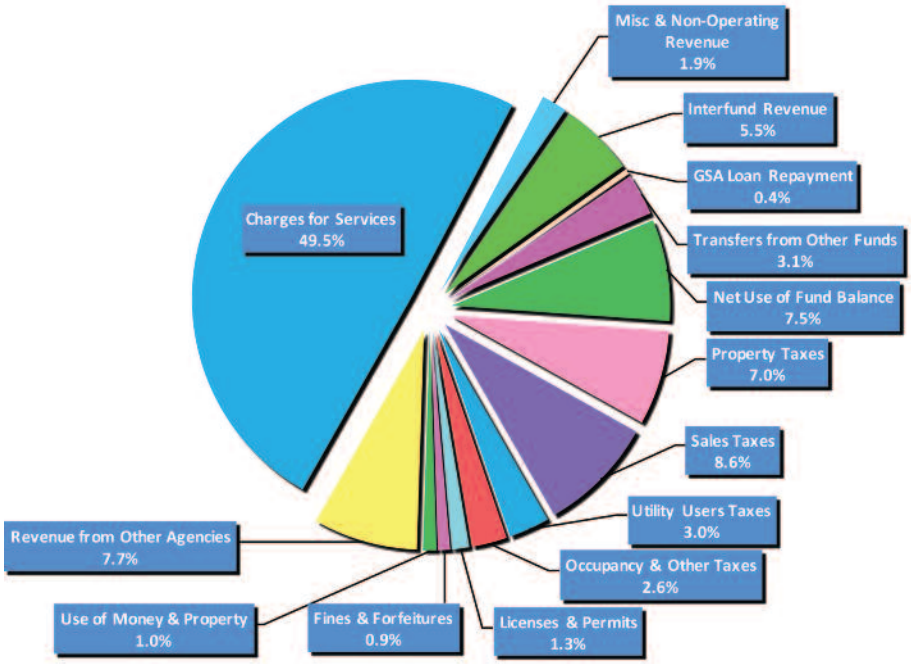
The City of Glendale issued a Request for Qualifications to retain a firm to provide environmental consulting services and assistance in developing, and initially managing, the City's Office of Sustainability. It is the City's intent to coordinate program development, specifically the outreach and education components of the various environmental programs in our many operations. We envision an operation that works to develop, promote, and implement sustainable practices through education, community partnerships, and performance management. The primary goal of this endeavor is to establish and maintain the highest quality of environmental stewardship for our community. The selected firm will also initially participate in carrying out the basic functions of the Office, and will consult with the City to make recommendations on the long-term management of the Office. It is anticipated that the Office of Sustainability will be established in 2020.

Financial Summary

Financial Summary

Where The Money Comes From

Total Resources 2019 / 2020 = $938,337,124



Resources	Amount	Percent
Property Taxes	$ 65,254,761	7.0%
Sales Taxes	80,652,731	8.6%
Utility Users Taxes	28,161,976	3.0%
Occupancy & Other Taxes	24,171,047	2.6%
Licenses & Permits	12,259,757	1.3%
Fines & Forfeitures	8,259,984	0.9%
Use of Money & Property	9,703,853	1.0%
Revenue from Other Agencies	72,514,581	7.7%
Charges for Services	464,626,452	49.5%
Misc & Non-Operating Revenue	17,701,042	1.9%
Interfund Revenue	52,082,002	5.5%
GSA Reimbursement	3,732,514	0.4%
Transfers from Other Funds	29,226,189	3.1%
Net Use of Fund Balance	69,990,235	7.5%
Grand Total	$ 938,337,124	100.0%

DEFINITIONS

Charges for Services - Charges for electric, water, sewer, refuse collection, planning and building fees, rental of municipal facilities, and various recreation functions.

Interfund Revenue - Payments from one City fund to another for supporting programs and services.

Revenue from Other Agencies - Revenue derived from Joint Powers Agreements, mutual aid reimbursements, motor vehicle in-lieu fees, state grants, and county grants.

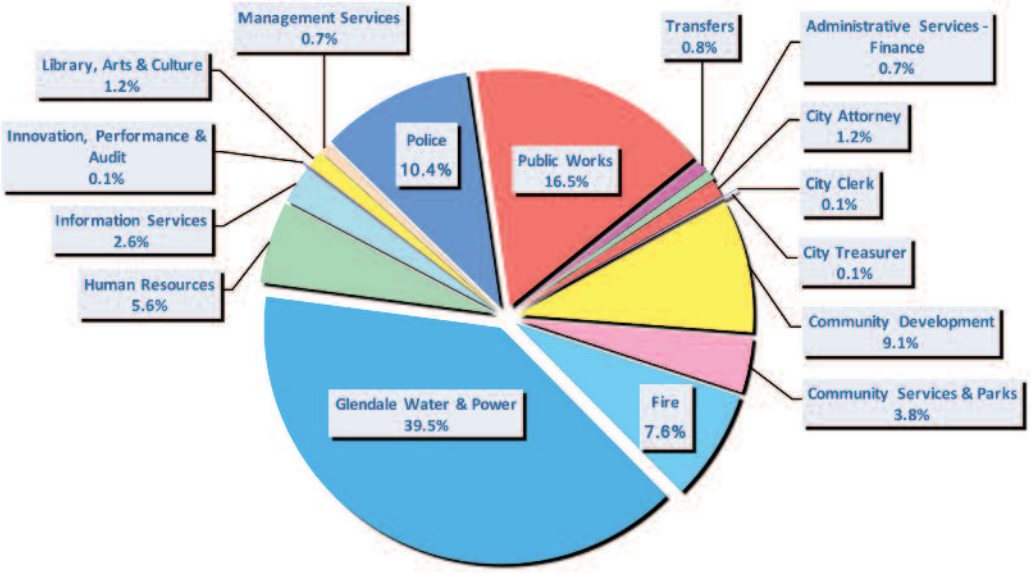
Misc. & Non-Operating Revenue - Includes miscellaneous revenue generated through donations, contributions, advertisement revenue, and unclaimed property.

Use of Money & Property - Interest earned from treasury investments.

Other Taxes - Revenue generated through Franchise Tax, Transient Occupancy Tax, Scholl Canyon Assessment Fees, and Property Transfer Tax.

Where The Money Goes

Total Appropriations 2019 / 2020 = $938,337,124



Appropriations	Amount	Percent
Administrative Services - Finance	$ 6,177,148	0.7%
City Attorney	11,382,060	1.2%
City Clerk	1,119,516	0.1%
City Treasurer	850,872	0.1%
Community Development	85,457,408	9.1%
Community Services & Parks	35,795,234	3.8%
Fire	71,193,079	7.6%
Glendale Water & Power	370,204,239	39.5%
Human Resources	52,518,129	5.6%
Information Services	24,361,921	2.6%
Innovation, Performance & Audit	1,370,081	0.1%
Library, Arts & Culture	11,656,082	1.2%
Management Services	6,139,342	0.7%
Police	97,253,206	10.4%
Public Works	155,059,673	16.5%
Transfers	7,799,135	0.8%
Grand Total	$ 938,337,124	100.0%

Key Performance Indicators

Several years ago, the City of Glendale engaged in a community based strategic planning endeavor as part of the City's long range planning efforts. As a result of the many community meetings and the City Council's participation in the process, the City subsequently adopted the following ten (10) City Council priorities.

COUNCIL PRIORITY	ABBREVIATION	COUNCIL PRIORITY	ABBREVIATION
Fiscal Responsibility	FR	Balanced, Quality Housing	BQH
Exceptional Customer Service	ECS	Community Services & Facilities	CSF
Economic Vibrancy	EV	Infrastructure & Mobility	IM
Informed & Engaged Community	IEC	Arts & Culture	AC
Safe & Healthy Community	SHC	Sustainability	S

These Council priorities not only help to guide the development of the City's budget and departmental strategic goals, but also serve as a basis for gauging departmental key performance indicators which measure the programs and services provided by the City. Each performance indicator in the following section is identified to its relationship with one or more of the Council's priorities using the aforementioned abbreviations.

These indicators strive to measure both quantitative and qualitative data that is representative of the City's many operations. It is important to note however that when attempting to develop such indicators, it is extremely difficult, and in some cases nearly impossible, to determine success or failure by simply analyzing the quantitative results. Whereas the quantitative data may illustrate "outputs," actual "outcomes" are better gauged by understanding the contextual relationship between the two dimensions. As a result, the City's Key Performance Indicators primarily focus on providing "outputs" which serve as the basis for identifying a baseline and then working against that target. Fluctuations from quarter to quarter or year to year serve as the basis for asking relevant questions which will reveal actual outcomes.

These indicators are updated quarterly, with a final tabulation occurring after the close of each fiscal year on June 30. At the end of each quarter, departments update their respective spreadsheets, in preparation for the results to be presented to the City Council, in conjunction with the quarterly budget update. Additionally, these indicators are published each year in both the City's Annual Report and Annual City Budget document. By doing so, both residents and City officials can more accurately evaluate the City's progress in achieving the organizational priorities set by the City Council and our residents.

Administrative Services Department

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter*	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
	Financial Operations									
1	Total Citywide personnel cost	$66,219,841	$68,018,238	$62,690,159	$67,292,857	$264,221,095	$252,218,676	$231,269,903	FR	-
2	Citywide personnel cost to total operating cost	38%	40%	37%	39%	38.6%	38.9%	36.5%	FR	-
3	Departmental personnel cost to total operating cost									
	Administrative Services - General Fund	84%	85%	86%	86%	85%	83%	83%	FR	-
	City Attorney - General Fund	93%	93%	93%	92%	93%	94%	93%	FR	-
	City Attorney - All Funds	16%	58%	37%	37%	37%	45%	41%	FR	-
	City Clerk - General Fund	70%	71%	77%	36%	64%	77%	57%	FR	-
	City Treasurer - General Fund	86%	84%	75%	86%	83%	86%	85%	FR	-
	Community Services & Parks - General Fund	61%	57%	64%	60%	61%	56%	53%	FR	-
	Community Services & Parks - All Funds	61%	59%	62%	55%	59%	56%	54%	FR	-
	Community Development - General Fund	77%	62%	76%	74%	72%	76%	78%	FR	-
	Community Development - All Funds	27%	27%	25%	31%	28%	27%	27%	FR	-
	Fire - General Fund	87%	84%	85%	81%	84%	84%	85%	FR	-
	Fire - All Funds	86%	83%	84%	81%	84%	83%	82%	FR	-
	Glendale Water & Power - All Funds	16%	19%	17%	19%	18%	20%	16%	FR	-
	Human Resources - General Fund	86%	79%	81%	74%	80%	80%	77%	FR	-
	Human Resources - All Funds	10%	9%	7%	9%	9%	9%	5%	FR	-
	Information Services - All Funds	39%	37%	32%	37%	36%	33%	34%	FR	-
	Innovation, Performance & Audit - General Fund	92%	89%	88%	92%	90%	N/A	N/A	FR	-
	Library, Arts & Culture - General Fund	68%	70%	66%	66%	68%	62%	64%	FR	-
	Library, Arts & Culture - All Funds	67%	69%	66%	64%	67%	58%	62%	FR	-
	Management Services - General Fund	74%	75%	70%	73%	73%	74%	73%	FR	-
	Police Department - General Fund	83%	83%	83%	83%	83%	83%	84%	FR	-
	Police Department - All Funds	82%	83%	82%	75%	81%	79%	81%	FR	-
	Public Works - General Fund	46%	41%	46%	45%	45%	40%	42%	FR	-
	Public Works - All Funds	38%	36%	34%	30%	35%	33%	34%	FR	-
4	# of reports prepared and published by Finance	88	96	98	82	364	328	281	IEC	-
5	Citywide average operating cost per day	$1,932,855	$1,847,588	$1,840,259	$1,885,078	$1,876,445	$1,803,189	$1,762,452	FR	-
	Financial Ratios									
6	Actual operating cost, General Fund, per capita	$259	$274	$252	$276	$1,061	$1,052	$959	FR	-
7	Actual expenditures, all funds, per capita	$843	$806	$803	$822	$3,274	$3,218	$3,186	FR	-
8	Liquidity ratio (Annually)	N/A	N/A	N/A	11.88	11.88	15.13	10.17	FR	-
9	Debt ratio (Annually)	N/A	N/A	N/A	40%	40%	39%	37%	FR	-
	Accounts Payable & Purchasing									
10	Number of employees with open procurement cards citywide	288	284	283	291	287	252	242	FR	-
11	Average procurement card purchase amount	$280.46	$294.98	$261.27	$291.34	$282.01	$230.81	$222.48	FR	-
12	Total dollar value of purchasing conducted with procurement cards	$621,403	$848,419	$753,956	$940,668	$3,164,446	$2,191,852	$1,992,935	FR	-
13	Total number of invoices processed for payment	24,109	19,479	19,802	23,510	86,900	93,942	90,432	FR	-
	Budget									
14	Ratio of Gen. Fund Admin. Services budget to total Gen. Fund budget	2.5%	2.5%	2.5%	2.5%	2.5%	2.0%	3.0%	FR	-
15	Ratio of General Fund budget to the overall City Budget	25.7%	25.7%	25.7%	25.5%	25.7%	23.0%	20.3%	FR	-
16	Number of residents per authorized salaried positions	130.00	130.00	130.00	130.00	130.00	129.00	127.00	FR	-
17	% accuracy in budget revenue to actual in General Fund (Annually)	N/A	N/A	N/A	99.00%	99.00%	95.00%	99.00%	ECS	IEC

* *The indicators for #1, #2, #3, #4, #6, #7, #8, and #9 are not finalized since year-end accruals and adjustments for FY 18-19 are still in progress at this time.*

City Attorney Department

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
1	Number of Public Records Requests Received	348	380	391	329	1,448	1,043	709	IEC	-
2	Number of Public Records Requests Completed	348	380	391	329	1,448	1,037	633	IEC	-
3	Number of Parking Appeals Handled	25	25	39	57	146	72	27	SHC	-
4	Number of Insurance Certificates Handled	521	498	342	426	1,787	2,199	1,923	SHC	-
5	Number of Legal Service Requests Received	324	237	281	326	1,168	636	785	ECS	-
6	Number of Legal Service Requests Completed	235	164	262	304	965	592	743	ECS	-
7	Number of Claims Received	36	37	28	50	151	139	164	FR	-
8	Number of Claims Closed	61	63	57	64	245	237	285	FR	-
9	Avg. Cost per Claim Closed	$407.00	$282.00	$191.00	$1,226.00	$526.50	$943.18	$3,073.36	FR	-
10	Number of Lawsuits Received	20	11	10	12	53	36	11	FR	-
11	Number of Lawsuits Closed	4	7	2	15	28	22	22	FR	-
12	Number of Lawsuits Resolved Through Settlement	2	2	1	5	10	16	15	FR	-
13	Number of Lawsuits Dismissed Through Dispositive Motion*	3	0	2	0	5	1	12	FR	-
14	Number of Lawsuits Tried to Verdict*	2	0	0	0	2	1	1	FR	-
15	Number of Lawsuits Disposed on Appeal	0	0	0	0	0	1	0	FR	-
16	Avg. Cost per Lawsuit Settled	$19,111.00	$386,009.00	$17,000.00	$9,950.00	$108,018	$50,866	$112,470	FR	-
17	Avg. Cost per Lawsuit Tried	$5,950.00	$0.00	$0.00	$0.00	$1,488	$2,101	$2,250	FR	-
18	Number of Code Enforcement Cases Received	179	124	119	157	579	601	581	SHC	-
19	Number of Code Enforcement Cases Closed	161	105	120	159	545	568	587	SHC	-

* *Not all cases may have a final judgment.*

CITY CLERK DEPARTMENT

Key Performance Indicators

FY 2018 - 19

		FY 2018-19 Quarterly Results							Council Priority	
	Performance Indicator	**1st Quarter**	**2nd Quarter**	**3rd Quarter**	**4th Quarter**	**FY 2018-19 Actual**	**FY 2017-18 Actual**	**FY 2016-17 Actual**	**Primary**	**Secondary**
1	Total public records requests received	321	305	318	322	1,266	950	707	IEC	-
2	Total public records requests provided	321	305	318	322	1,266	950	706	IEC	-
3	Number of public records requests completed within 10 days	293	282	285	302	1,162	862	682	IEC	ECS
4	Number of public records requests completed beyond 10 days	28	23	33	20	104	88	25	IEC	ECS
5	Number of non-responsive public records requests	0	0	0	0	0	0	1	IEC	-
6	Total number of agenda items processed	119	89	63	105	376	320	311	IEC	-
7	Percentage of time Council meeting minutes are docketed for City Council approval within three weeks of meeting date	95%	95%	95%	95%	95%	95%	95%	IEC	ECS
8	Number of registered voters	105,512	105,021	107,473	109,271	106,819	105,325	105,308	IEC	-
9	Voter registration percentage	51%	51%	52%	53%	52%	53%	53%	IEC	-
10	Ratio of provisional ballots cast vs. votes cast in person at poll location	0	22	0	0	22	18	16	IEC	-

CITY TREASURER'S DEPARTMENT

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
1	Median weighted average for maturity of City portfolio assets (months)	24.8	24.9	23.7	22.9	24.1	24.3	21.3	FR	-
2	Total investment earnings per quarter (millions)	$3,332,588	$3,493,848	$3,374,371	$4,387,491	$14,588,297	$11,383,433	$7,464,363	FR	-
3	Rate of return on the City Portfolio per quarter (average for the quarter - %)	2.11%	2.20%	2.30%	2.34%	2.24%	1.81%	1.44%	FR	-
4	Rate of return on the City Portfolio per quarter (at quarter end - %)	2.13%	2.25%	2.34%	2.36%	2.27%	1.84%	83.25%	FR	-
5	Monthly Reconciliation of Bank Accounts (Turnaround Time)	95.00%	96.00%	29.00%	40.00%	65.00%	87.75%	90.50%	FR	-
6	Monthly City Investment Report completion (Turnaround Time)	97.00%	100.00%	86.00%	100.00%	95.75%	93.50%	100.00%	FR	-
7	Number of ACH/bank wire payments processed (Incoming)	1,257	1,024	1,366	1,678	5,325	4,742	4,206	FR	-
8	Number of bank wire payments processed (Outgoing)	158	136	175	187	656	611	695	FR	-
9	Number of checks processed (scanned and transmitted to the bank) for deposit	4,821	3,983	4,462	4,677	17,943	23,314	18,742	FR	-

COMMUNITY DEVELOPMENT DEPARTMENT

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
	Housing									
1	Number of active Section 8 Rental Assistance vouchers	2,822	2,813	2,787	2,788	2,803	2,863	2,936	BQH	-
2	Number of Section 8 Housing Quality Standard Inspections conducted	941	818	939	1,012	3,710	3,612	3,915	BQH	-
3	Number of new affordable housing units completed	8	0	0	6	14	0	69	BQH	-
4	development	102	102	121	115	110	106	73	BQH	-
5	Number of affordable housing units monitored	324	155	153	145	777	717	835	BQH	-
	Building & Safety									
6	Number of building permits issued (all types)	887	780	695	843	3,205	3,122	3,187	BQH	EV
7	Building Permit Issued " Over the Counter"	616	497	490	574	2,177	2,097	2,148	BQH	EV
8	Number of trade permits issued	760	842	661	660	2,923	2,862	2,990	BQH	EV
9	Avg. valuation per building permit	$39,591	$38,148	$276,395	$74,365	$107,125	$60,673	$92,149	FR	EV
10	Number of building plan checks submitted	265	283	230	266	1,044	779	1,010	EV	-
11	Number of sub-trade plan checks submitted	662	682	781	728	2,853	2,453	1,519	EV	-
12	Avg. turnaround time per building plan check (days)	24	25	24	26	25	23	28	ECS	-
13	Number of customers served	12,394	10,330	9,473	10,038	42,235	44,432	45,892	ECS	EV
14	Avg. turnaround time per sub-trade plan check (days)	14	15	16	15	15	12	16	ECS	-
15	Number of permit inspections completed	9,241	8,774	7,979	8,170	34,164	33,425	36,180	ECS	EV
16	Building and Safety fees received	$2,057,047	$1,725,621	$2,337,341	$2,100,251	$8,220,260	$7,674,009	$7,121,216	FR	EV
17	Ratio of Building & Safety fees received to section's expenditures	2.32%	1.29%	1.36%	1.30%	1.57%	1.22%	1.43%	FR	-
18	Number of complaints received	62	37	52	53	204	291	314	ECS	-
19	Cost per hour of operation	$1,416	$2,556	$2,758	$2,641	$2,343	$2,328	$2,321	FR	-
	Planning/Neighborhood Services									
20	review by:									
	Design Review Board	12	7	12	8	39	69	51	BQH	EV
	Planning Commission	2	3	1	2	8	19	11	BQH	EV
	Historic Preservation Commission	2	0	1	0	3	7	2	BQH	EV
	Planning Hearing Officer	8	8	8	6	30	38	44	BQH	EV
21	Number of City applications initiated for:									
	General Plan Amendments	0	0	0	0	0	2	0	BQH	EV
	Re-zoning	0	0	0	0	0	2	0	BQH	EV
	Code Changes	0	0	0	0	0	1	2	BQH	EV
22	Number of administrative applications received by Staff									
	Administrative Design Review	4	10	9	9	32	28	34	EV	BQH
	Administrative Use Permits	6	6	5	3	20	31	20	EV	BQH
	Design Review Board exemptions	240	225	220	246	931	848	830	BQH	EV
	Other (i.e. COZ, COC, BRC, Home Occupation)	784	821	559	794	2,958	2,261	1,534	ECS	-
	Administrative Exceptions - up to 10% of a numerical standard	0	1	1	2	4	3	3	EV	BQH
	Administrative Exceptions - up to 20% of a numerical standard	0	4	2	0	6	8	10	EV	BQH
	Administrative Exceptions - Other	4	2	1	3	10	17	8	EV	BQH
	Administrative Review (PEX, LLA, WTF, DB)	3	8	8	9	28	52	62	EV	BQH
23	% of development application review completed within 30 calendar days	65%	73%	71%	72%	70%	68%	73%	ECS	EV
24	Avg. # of days from application submission to hearing	142	127	122	105	124	125	104	ECS	-
25	Avg. # of days from application submission to decision (AUP/ADR)	138	111	108	106	116	97	84	ECS	-
26	Avg. # of days from application completion to hearing for land use applications	113	64	78	55	78	73	54	FR	-
27	Avg. # of days from application completion to decision (AUP/ADR)	87	59	41	62	62	53	42	ECS	-
28	Avg. # of active applications per case planner	19	20	21	20	80	91	76	ECS	-
29	Number of DRB and Hearing Officer appeals	2	0	4	2	8	8	8	ECS	-
30	Cost per hour of operation	$633	$927	$1,010	$1,039	$902	$657	$476	IEC	ECS
31	Number of requests for services received	1,322	940	1,442	1,344	5,048	5,685	8,398	IEC	ECS
32	Number of code enforcement inspections completed	2,845	3,141	2,695	2,506	11,187	13,573	14,231	SHC	-
33	Number of code violations issued	2,461	2,328	2,679	2,315	9,783	6,722	2,262	SHC	-
34	Number of code violation cases opened	768	652	691	759	2,870	2,495	1,794	SHC	-

COMMUNITY DEVELOPMENT DEPARTMENT

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
35	Number of code violation cases closed	365	464	436	604	1,869	1,683	1,324	SHC	-
36	Percentage of cases cleared within 3 months	74%	72%	56%	65%	67%	66%	60%	SHC	-
37	Percentage of cases remaining open beyond 3 months	26%	28%	44%	35%	33%	34%	40%	SHC	-
38	Number of new cases per code enforcement officer	208	218	259	321	1,006	867	1,133	SHC	-
39	Sq. ft. of graffiti removed	56,295	51,584	62,873	63,185	233,937	262,508	106,552	SHC	-
40	Average cost per sq. ft. of graffiti removed	$0.67	$0.63	$0.66	$0.67	$0.66	$0.81	$1.06	FR	-
41	Number of volunteer hours for neighborhood improvement activities	0	0	0	0	0	0	0	IEC	SHC
42	Number of dog and cat licenses issued	535	830	1,077	956	3,398	3,844	4,528	SHC	-
43	Number of (new) business license/permit applications received	277	212	282	273	1,044	1,359	860	EV	-
44	Number of (new/renewal) business license/permit applications issued	322	189	290	205	1,006	1,221	1,075	EV	-
	Economic Development									
45	General Inquiries	970	511	293	139	1,913	1,797	2,010	EV	ECS
46	Class A office vacancy rate	17.6%	15.7%	12.5%	15.4%	15.3%	14.0%	10.3%	EV	-
47	Vacancy Rate: Retail (ICMA Community Attribute)	1.8%	1.9%	2.4%	1.9%	2.0%	1.6%	1.8%	EV	-
48	Sales tax revenue	$55	$47	$47	$45	$49	$43	$41	EV	-
49	Number of outside businesses assisted with Glendale location needs	71	60	89	68	288	300	311	ECS	EV
50	Number of outside businesses assisted that came to Glendale	0	0	0	0	0	4	3	ECS	EV
51	Sq. footage of leases executed by businesses that came to Glendale (involving the assistance of Economic Development)	0	0	0	0	0	21,220	6,700	EV	-
52	Number of existing Glendale businesses assisted	155	147	185	142	629	499	536	ECS	EV

COMMUNITY SERVICES & PARKS DEPARTMENT

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
	Administration									
1	Total developed park acreage per 1,000 residents	1.42	1.42	1.42	1.42	1.42	1.42	1.42	CSF	IEC
2	Total undeveloped park acreage per 1,000 residents	25.04	25.04	25.04	25.04	25.04	25.04	25.04	CSF	IEC
3	Total number of volunteers for:									
	Community centers and human service programs	116	73	82	78	349	552	265	IEC	-
	Open space and trails	96	70	146	140	452	1,045	1,106	IEC	-
4	Total number of volunteer hours for:									
	Community centers and human service programs	4,200	1,924	2,546	2,795	11,465	12,614	10,224	IEC	-
	Open space and trails	383	280	584	560	1,807	3,990	3,034	IEC	-
5	Total number of participants in open space & trails programs	261	175	187	139	762	1,128	460	CSF	IEC
	Park Maintenance									
6	Acres of developed parkland and community buildings maintained per FTE	4.13	4.13	4.13	4.13	4.13	4.13	4.13	CSF	IEC
7	# of hours to maintain 31.73 acres of sports fields (19 fields)	2,690	916	1,200	940	5,746	4,932	6,096	CSF	IEC
8	# of incidents of vandalism reported	93	208	394	478	1,173	758	770	SHC	-
9	% of time graffiti vandalism was removed within 24 hours of notification	90%	90%	90%	90%	90%	90%	90%	SHC	-
10	# of completed special work orders	298	273	473	425	1,469	2,178	2,293	CSF	-
	Park Planning & Development									
11	# of safety and security improvement projects at parks & community facilities	3	2	3	1	9	3	12	SHC	-
12	Park, open space & comm. facility projects developed or improved									
	# of projects developed or improved	1	0	0	1	2	6	5	CSF	IEC
	% of projects completed within 45 days of project completion date	100%	100%	100%	100%	100%	75%	74%	CSF	IEC
	% of projects completed within 5% of project cost target	100%	100%	100%	100%	100%	75%	59%	CSF	IEC
	Recreation									
13	Number of hours the sports fields are permitted	11,160	11,239	11,855	14,114	48,368	48,636	47,393	CSF	IEC
14	Percentage of permitted hours on lit sports fields at peak time *(4pm-10pm weeknights and 8am-10pm weekends)*	59%	64%	68%	81%	68%	68%	66%	CSF	IEC
15	Facility rental revenue									
	Non-sports fields	$340,770	$269,566	$305,395	$383,833	$1,299,564	$1,151,373	$1,022,836	FR	-
	Sports fields	$109,480	$179,314	$186,804	$195,081	$670,679	$687,166	$719,428	FR	-
16	Total number of hours of use for non-revenue rentals									
	Facility Rentals	6,091	3,617	2,981	3,405	16,094	16,768	21,685	CSF	-
	Sport Field Rentals	6,911	5,642	7,133	9,362	29,048	31,357	30,306	CSF	-
17	Total number of contract classes offered:									
	Duplicated *(total # of contract classes offered at different time/location)*	104	70	95	82	351	224	219	CSF	IEC
	Unduplicated *(total # of individual contract classes offered)*	14	51	56	43	164	139	120	CSF	IEC
18	Total number of contract classes held:									
	Duplicated *(total # of contract classes offered at different time/location)*	45	44	31	37	157	160	185	CSF	IEC
	Unduplicated *(total # of individual contract classes held)*	13	16	14	14	57	96	100	CSF	IEC
19	Total number of recreation classes held :									
	Duplicated *(total # of recreation classes held at different time/location)*	429	80	75	88	672	711	976	CSF	IEC
	Unduplicated *(total # of individual recreation classes held*	66	30	30	30	156	182	350	CSF	IEC
20	Number of duplicated participants in:									
	Contract Classes	305	276	320	284	1,185	1,195	1,589	CSF	IEC
	Recreation Classes	44,654	35,001	34,521	22,045	136,221	134,278	83,070	CSF	IEC
21	Total contract class revenue	$43,931	$14,583	$42,359	$41,322	$142,195	$174,406	$197,996	FR	-
22	Total recreational class revenue	$33,131	$21,803	$63,078	$528,280	$646,292	$445,712	$948,162	FR	-

COMMUNITY SERVICES & PARKS DEPARTMENT

Key Performance Indicators

FY 2017 - 18

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
3	Number of recreation programs offered at 21 facilities: [1]									
	Duplicated *(total # of recreation programs offered at different time/location)*	0	2	2	0	1	82	82	CSF	IEC
	Unduplicated *(total # of individual recreation programs offered)*	4	4	2	5	4	45	40	CSF	IEC
4	Total number of teens participating in a structured recreation/fitness program	0	0	0	0	0	516	375	CSF	-
5	Number of events co-sponsored by the department	15	14	7	11	47	52	36	IEC	-
6	Number of non-profit organizations/public agencies that operate programs/services at park facilities at no cost for facility rental (unduplicated)	25	20	15	20	80	81	53	IEC	-
	Human Services									
7	# of unduplicated persons served w/ social service resources in CDBG	220	387	304	306	1,217	1,096	1,110	CSF	IEC
8	Number of meals served to seniors	13,358	13,117	12,862	14,309	53,646	52,733	51,499	CSF	IEC
9	Cost per meal served to seniors	$7.25	$7.35	$7.56	$6.21	$7.09	$7.34	$7.31	FR	-
0	Number of cases for senior care management:									
	Total number of new cases	12	13	15	20	60	90	105	CSF	IEC
	Average number of open cases	68	64	62	65	65	73	82	CSF	IEC
	Total number of closed cases	14	21	22	15	72	108	133	CSF	IEC
1	Total Cost per senior care management case	$321	$317	$316	$315	$317	$413	$323	FR	-
2	Number of persons who exited Glendale Homeless Continuum of Care (CoC) [2]	180	178	180	178	716	605	773	CSF	IEC
	# of people who exited the program that were placed into Permanent Supportive Housing	259	259	259	259	1,036	340	303	CSF	IEC
	% of people who exited the program that were placed into Permanent Supportive Housing	69%	69%	69%	69%	69%	57%	51%	CSF	IEC
3	Number of homeless persons receiving services (duplicated) [3]	673	673	673	673	2,692	2,706	2,213	CSF	IEC
4	Number of contracts per FTE with non-profit organizations & City departments	8	8	8	8	8	8	8	CSF	IEC
	Verdugo Jobs Center									
5	Number of visits to the Verdugo Jobs Center	6,639	6,763	4,977	4,363	22,742	30,155	29,784	FR	-
6	Number of customers receiving staff assited services [4]	246	258	460	285	1,249	1,512	1,403	ECS	EV
7	Cost per hour to operate VJC	$1,397	$1,397	$1,397	$1,397	$1,397	$1,397	$1,397	FR	-
8	Average monthly caseload	$31.00	$32.00	$58.00	$36.00	$44.75	$42.50	$37.00	ECS	-
9	Number of events sponsored by Workforce (i.e. workshops, rectuitments, etc.)	42	54	56	61	213	201	239	EV	-
0	Number of customers placed into employment	53	56	16	106	231	153	209	EV	-
1	Percentage of customers placed into employment [5]	76%	77%	62%	67%	71%	60%	68%	EV	-
2	Percentage of customers who find employment in excess of 35 hours/week	75%	52%	24%	45%	49%	79%	84%	EV	-
3	Average starting wage of participants									
	After training services	$19.81	$25.86	$23.96	$29.14	$24.69	$17.84	$24.71	EV	-
	Without training services	$19.33	$17.12	$15.87	$15.55	$16.97	$17.70	$13.78	EV	-
4	Percentage maintaining employment 9 months after initial placement [6]	59%	59%	63%	73%	64%	65%	87%	EV	-
5	VJC customer satisfaction rating	91%	90%	89%	90%	90%	89%	92%	ECS	-
6	# of youth employed through the Glendale Youth Alliance program	275	47	95	12	429	403	486	EV	-

1) Programs include sports leagues; sports tournaments; drop-in programs (open-play); recreation room amenities such as ping pong, billiards, exercise; mobile recreation programs; senior mixers and holiday lunches; aquatics - recreation swim mommy-and-me, etc. Unlike contract/recreation classes these programs do not have instructors, they are programs not classes.

2) CoC defines "Exit" as graduated from the program, timed out of the program, left program voluntary, terminated due to non -compliance, and death.

3) Type of services received by the homeless population include case management services, including employment services, lifeskills, substance abuse, mental health therapy sessions, childcare services, transportation, bus-tokens, mail services, etc.

4) Clients who are enrolled for services receive a higher level of services called either "intensive" services or "training" services. Intensive services includes areas such as career counseling, assessment testing, individualized job placement assistance, case management, etc. Training services are vocational training provided by a vendor and subsidized by the VJC.

5) The percentage of applicants is based on total number of applicants who have completed the job training program and were placed into employment. This measure is calculated and provided by the state annually.

6) The data provided is employment data from 9 months previous to the current quarter.

Fire Department

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
	Administration									
1	Avg. number of Firefighters per 1,000 residents	0.75	0.74	0.75	0.74	0.75	0.74	0.73	SHC	-
2	Number of fire companies per household (per 10,000 residents)	0.58	0.58	0.58	0.58	0.58	0.60	0.60	SHC	-
3	Number of Paramedics per 1,000 residents	0.52	0.57	0.57	0.57	0.56	0.53	0.48	SHC	-
4	Fire Department General Fund Budget per capita	$73.20	$75.59	$67.56	$77.15	$293.50	$280.96	$229.64	FR	-
5	Percentage of Fire Department budget that is grant funded	0.39%	0.39%	0.39%	0.39%	0.39%	0.38%	0.63%	FR	-
6	Total overtime hours worked	51,377	46,223	39,157	41,726	178,483	199,759	187,785	FR	-
7	Total overtime cost/staffing	*$2,493,832*	*$2,287,021*	*$1,728,420*	*$1,963,155*	*$8,472,429*	*$9,434,627*	*$9,497,322*	FR	-
	Total amount of MOU related staffing overtime	$1,694,708	$1,537,816	$1,365,287	$1,609,278	$6,207,089	$6,855,913	$7,708,397	FR	-
	Total amount of work comp related overtime	$107,670	$314,454	$290,752	$254,293	$967,169	$801,941	$737,082	FR	-
	Total amount of training and other overtime	$48,411	$122,057	$42,800	$73,352	$286,621	$335,980	$399,924	FR	-
	Total amount of reimbursed overtime	$643,034	$312,693	$29,581	$26,232	$1,011,541	$1,440,793	$651,918	FR	-
8	In-service fire suppression training hours	1,570	2,906	1,778	2,147	8,401	9,970	9,699	SHC	-
9	Cost per Firefighter attending the Fire Academy	$0.00	$108,099.00	$0.00	$0.00	$108,099.00	$86,814.90	$98,470.00	FR	-
	Operations									
10	Total calls for Fire Department services*	4,768	4,946	4,879	4,831	19,424	19,729	19,421	SHC	-
11	Number of EMS calls*	4,102	4,238	4,238	4,246	16,824	16,949	16,696	SHC	-
12	Number of fire-related calls*	515	537	481	424	1,957	2,078	1,929	SHC	-
13	Number of false alarms	257	284	269	214	1,024	1,021	987	SHC	-
14	Number of services calls*	146	166	159	158	629	677	774	SHC	-
15	Value of property lost (structure and contents)	$311,050	$103,200	$63,500	$477,500	$955,250	$6,324,050	$2,428,150	SHC	-
16	% of 911 calls answered 15 seconds or less (per NFPA standard 1221)	100.00%	98.82%	99.40%	100.00%	99.56%	99.32%	99.21%	SHC	ECS
17	Avg. time to dispatch – Emergency Medical Service (EMS)	0:01:04	0:01:03	0:00:59	0:00:59	0:01:01	0:00:54	0:00:56	SHC	ECS
18	Avg. time to dispatch – Fire	0:01:09	0:01:08	0:01:05	0:01:02	0:01:06	0:00:58	0:00:57	SHC	ECS
19	Avg. turn-out time	0:00:41	0:00:43	0:00:45	0:00:42	0:00:43	0:00:43	0:00:45	SHC	ECS
20	Avg. time to arrive on scene for EMS calls	0:03:55	0:03:57	0:03:54	0:03:51	0:03:54	0:03:58	0:03:52	SHC	ECS
21	Avg. time to arrive on scene for Fire calls	0:04:29	0:04:06	0:04:22	0:04:30	0:04:22	0:04:28	0:04:30	SHC	ECS
22	Percent of response times under 5 minutes (NFPA 1710)	63%	62%	62%	66%	63%	62%	64%	SHC	ECS
23	Avg. incident duration per call category:									
	Service Calls	0:26:08	0:22:20	0:20:23	0:22:55	0:22:56	0:23:20	0:22:00	SHC	-
	Emergency Medical Calls	0:38:29	0:41:57	0:38:00	0:37:13	0:38:55	0:39:29	0:37:10	SHC	-
	Fire Calls	1:38:30	0:40:45	0:46:41	0:35:36	0:55:23	1:33:42	0:45:55	SHC	-
	Alarm Calls	0:14:46	0:13:55	0:13:58	0:14:27	0:14:17	0:14:26	0:14:48	SHC	-
	Flooding Calls	1:23:36	0:58:25	0:22:37	0:32:45	0:49:21	0:54:41	0:51:07	SHC	-
24	Average number of responses per fire unit	528	563	561	560	2,211	2,259	2,265	SHC	-
25	Automatic aid ratio:									
	Aid Provided	381	285	291	267	306	404	432	SHC	
	Aid Received	212	192	155	207	192	320	216	SHC	-
	Emergency Medical Services (EMS)									
26	Number of victims transported	2,789	2,946	2,923	2,952	11,610	11,334	10,692	SHC	-
27	Overall documentation compliance (goal = 90%)	91%	91%	92%	90%	91%	90%	92%	SHC	-
28	Vital sign compliance (goal = 90%)	99%	99%	99%	98%	99%	97%	98%	SHC	-
29	Patient pain assessment compliance (goal = 90%)	88%	89%	89%	88%	89%	90%	90%	SHC	-
30	Number of medical cardiac arrest patients	30	41	45	43	159	161	157	SHC	-

Fire Department

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
31	Number of cardiac arrest patients transported	17	22	22	21	82	93	92	SHC	-
32	Average number of uninsured homeless person related EMS calls	7	4	2	5	18	63	93	SHC	-
33	Avg, STEMI response time (goal = time lapse between initial paramedic contact to opening of the artery should be within 90 minutes, 90% of the time)	100%	100%	100%	100%	100%	100%	100%	SHC	-
34	Avg. transport "wall time"	0:20:48	0:20:28	0:20:23	0:20:08	0:20:27	0:21:46	0:21:04	SHC	-
35	Avg. time A/O unit assigned to incidents in a 24 hr. period	4:15:01	4:21:55	4:19:21	4:14:04	4:17:35	4:24:29	4:12:50	SHC	-
36	Avg. time paramedic unit assigned to incidents in a 24 hr period	2:00:40	2:08:13	2:10:26	2:08:32	2:06:58	2:09:37	2:11:12	SHC	-
37	Average EMS billing recovery rate	25%	25%	24%	25%	25%	25%	28%	FR	-
38	Number of EMS calls per paramedic	77.00	71.83	71.83	71.96	292.62	317.75	347.55	SHC	-
	Fire Prevention									
39	Number of CIP Inspections conducted	755	1,350	760	2,870	5,735	4,398	5,746	SHC	-
40	Number of Brush Inspections (Vegetation Management Program)	650	0	33	7,949	8,632	4,958	3,771	SHC	-
41	Number of Underground Tank Inspections completed	5	10	12	13	40	53	39	SHC	-
42	Number of Veg. Management Program & Fire Company Insp. Hours	150	0	0	0	150	2,240	3,917	SHC	-
43	Number of Residents Relinquishing Household Hazardous Waste	1,362	1,328	1,321	1,549	5,560	4,691	5,140	SHC	-
44	Number of Filming Permits Reviewd	96	103	107	92	398	352	319		
45	Number of Filming Safety Inspections Performed	17	26	28	11	82	43	26		
46	Number of plan checks submitted	297	267	307	308	1,179	1,450	1,323	SHC	-
47	Number of plan checks completed	350	345	354	400	1,449	1,727	1,722	SHC	-
48	Avg. turnaround time per plan check (days)	39	43	46	31	39.775	29.725	37.15	ECS	-
	Public Education									
49	Number of students attending Junior Fire Academy program	0	0	2,000	2,042	4,042	4,000	2,205	SHC	IEC
50	Avg. cost per attendee at Junior Fire Academy program	$0.00	$0.00	$0.00	$1.28	$0.32	$0.33	$0.57	FR	-
51	Number of CERT programs conducted	0	1	0	0	1	1	2	IEC	SHC
52	Avg. number of residents and businesses trained in CERT	0	26	0	0	7	4	4	IEC	SHC

* Previously reported KPI's #10, 11, 12, and 14 have been adjusted to reflect the inclusion of out of jurisdiction responses

Glendale water & power department

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
	Water Section									
1	Verdugo Basin Water Production (ACFT)	214.00	212.00	196.00	210.00	832	892	881.53	IM	-
2	San Fernando Basin Water Production (ACFT)	1,861.00	1,805.00	1,898.00	1,993.00	7,557.00	6,775.00	7,569.44	IM	-
3	Imported Water Production from MWD (ACFT)	4,806.00	3,676.00	2,347.00	3,355.00	14,184.00	16,177.00	14,111.10	IM	-
4	Total Potable Water Production (ACFT)	6,881.00	5,693.00	4,441.00	5,558.00	22,573.00	23,844.00	22,561.08	SHC	-
5	Potable Water Sales (ACFT)	6,833.00	5,662.00	4,304.00	5,428.00	22,227.00	23,263.00	21,270.19	SHC	-
6	Unaccounted For Water (%)	5.80%	3.10%	2.90%	2.20%	3.50%	2.35%	5.85%	SHC	-
7	Recycled Water Production (ACFT)	592.00	335.00	75.00	424.00	1,426.00	1,434.00	1,709.28	SHC	-
8	Energy Used Per ACFT of Potable Water Produced (kWh/ACFT)	500.00	468.00	473.00	457.00	474.50	470.25	484.16	SHC	-
9	Number of Reservoir/Tank Inspections	0	4	1	12	17	16	3	IM	-
10	Number Of Bacteriological Samples Collected In The Distribution System	487	484	481	484	1,936	1,933	1,936	FR	-
11	Number Of Samples Present For Total Coliform	2	1	0	1	4	3	5	IM	SHC
12	Total Number Of Water Quality Complaints By Customers	7	11	3	3	24	16	40	IM	-
13	Average Total Chlorine Residual (average of residuals taken in the quarter, mg/l)	1.12	0.99	1.28	1.21	1.15	1.39	1.07	IM	-
14	Pounds Of Chlorine Added To Reservoirs And Tanks	4,953	1,977	824	823	8,577	9,078	10,805	IM	-
15	Number of Backflow Prevention Assemblies Tested/Maintained	546	307	674	218	1,745	2,551	2,507	IM	ECS
16	Number Of Large Water Meters Tested (3-inch and above, potable & recycled)	34	18	7	7	66	71	55	IM	ECS
17	Number Of Unscheduled Outages (main breaks, service leaks, valve failures)	9	4	3	3	19	14	14	IM	SHC
18	Average Unscheduled Outage Duration (hours)	1.90	4.13	2.50	3.50	3.01	3.44	3.53	IM	SHC
19	Total Unscheduled Service-Hour Interruption (hours times number of affected services)	333	566	111	196	1,206	659	1,747	IM	SHC
20	Number Of Distribution Valves Exercised	380	105	260	192	937	888	2,631	IM	FR
21	Number of Fire Hydrants Inspected	66	29	62	85	242	352	1,084	IM	SHC
22	Average Duration of Completed Customer Requested Installations (from payment to meter-set, weeks)	9	10	9	9	9	10	10	IM	FR
	Electric Section									
23	Total O&M Expense per KWH Sold **	$0.16	$0.19	$0.21	$0.19	$0.19	$0.18	$0.18	FR	-
24	Revenue per KWH									
	All Retail Customers **	$0.20	$0.18	$0.18	$0.18	$0.19	$0.19	$0.19	FR	-
	Residential Customers **	$0.21	$0.19	$0.18	$0.19	$0.19	$0.20	$0.19	FR	-
	Commercial Customers **	$0.20	$0.19	$0.19	$0.19	$0.19	$0.20	$0.20	FR	-
	Industrial Customers **	$0.17	$0.16	$0.17	$0.16	$0.17	$0.18	$0.17	FR	-
25	Distribution O&M Expense									
	Per retail customer **	$51.96	$61.24	$54.51	$61.01	$229	$229	$255	FR	-
26	Distribution O&M Expense per Circuit Mile **	$7,865	$9,269	$8,251	$9,234	$34,619	$36,297	$39,863	FR	-
27	Outage Indices									
	Total Number of Outages	6.00	25.00	19.00	23.00	73	69	77	IM	ECS
	SAIDI (System Average Interruption Duration Index)	53.68	61.30	59.69	59.79	58.62	70.43	42.19	IM	ECS
	SAIFI (System Average Interruption Index)	1.17	1.21	1.20	1.22	1.20	1.35	1.23	IM	ECS
	CAIDI (Customer Average Interruption Index)	45.72	50.83	49.52	49.00	48.77	52.43	33.43	IM	ECS
	ASAI (Average Service Availability Index)	100.00%	100.00%	100.00%	100.00%	100.00%	99.99%	100.00%	IM	ECS
28	Number of preventable outages	0	0	0	0	0	3	6	IM	ECS
29	Percentage of overloaded transformers	5.09%	2.02%	24.00%	0.20%	7.83%	1.38%	0.95%	IM	SHC
30	Number of transformer failures	1	2	12	10	25	23	12	IM	SHC
31	System Load Factor (average operating capacity out of 100% available)	38.53%	32.84%	32.26%	31.19%	33.71%	35.52%	36.46%	IM	SHC
32	Energy Loss Percentage (i.e. loss due to theft or line loss)	4.00%	4.11%	6.35%	1.95%	4.10%	3.86%	5.31%	IM	FR
33	Residential Energy Efficiency *									
	Ratio of $ realized in energy savings per $ from PBC prog. funds	N/A	N/A	N/A	$3.53	$3.53	$4.45	$1.18	FR	-
34	Commercial Energy Efficiency *									
	Ratio of $ realized in energy savings per $ from PBC prog. funds	N/A	N/A	N/A	$15.37	$15.37	$9.47	$3.43	FR	-

Glendale water & power department

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
35	Administrative and program support costs as a % of annual revenues**	8.5%	12.1%	12.8%	11.4%	11.2%	7.7%	6%	FR	-
36	Number of days for service connection (working days)	6.93	6.48	12.04	6.79	8.06	7.48	7.17	ECS	-
37	Number of NERC/WECC reportable incidents	0	0	0	0	0	0	0	SHC	-
38	Debt to Total Assets Ratio**	42%	42%	41%	42%	42%	42%	43%	FR	-
39	Debt Service Coverage (# of times revenue covers interest on debt)**	2.1x	1.2x	0.6x	0.4x	6.0x	6.0x	6.0x	FR	-
40	Operating Ratio**	75%	88%	102%	106%	93%	83%	97%	FR	-
41	Net Income per Revenue Dollar**	$0.25	$0.13	$0.00	-$0.46	-$0.02	$0.06	-$0.03	FR	-
42	Uncollectible Accounts per Revenue Dollar	0.08%	0.11%	0.14%	0.15%	0.12%	0.15%	0.11%	FR	-
43	Administrative and General Expenses per Retail Customer**	$67.82	$68.38	$65.92	$59.19	$65.33	$48.13	$34.53	FR	-
44	Purchased Power Cost per KwH**	$0.06	$0.05	$0.06	$0.06	$0.06	$0.06	$0.08	FR	-
45	Total Power Supply Expense per KwH Sold**	$0.08	$0.09	$0.10	$0.09	$0.09	$0.08	$0.05	FR	-
46	Number of complaints received against GWP	0	2	5	1	8	24	42	ECS	-
47	Number of bills processed	250,714	260,992	245,231	246,875	1,003,812	997,746	926,256	FR	-
48	Percentage of bills accurately calculated	99.90%	99.90%	99.90%	99.90%	99.90%	99.88%	99.90%	FR	ECS
49	Number of customer service calls received	22,523	23,336	20,364	20,064	86,287	88,466	89,169	ECS	-
50	Number of customer service requests completed	12,768	11,131	9,569	10,246	43,714	47,877	46,922	ECS	-
51	Number of plan checks submitted to GWP	50	34	52	51	187	142	157	EV	-
52	Number of plan checks completed by GWP	50	34	52	51	187	142	157	EV	-
53	Avg. turnaround time to complete plan checks (working days)	7.54	8.00	7.16	7.68	7.60	7.53	7.93	ECS	-
54	Bill affordability (% of income average residential customer spends on electric bill excluding taxes) **	1.0%	0.5%	0.5%	0.5%	0.6%	3.5%	2%	FR	-
55	GWP cash reserves compared to City's reserve policy for GWP (goal = 100% or $124 million)**	100%	100%	100%	100%	100%	191%	169%	FR	-
56	Actual vs. Budget O&M expense per Quarter**	23%	19%	20%	29%	91%	76%	21%	FR	-
57	Actual vs. Budget Revenue per Quarter**	32%	22%	21%	21%	96%	94%	22%	FR	-

* *Energy Efficiency savings are calculated annually at the end of the fourth quarter.*

** *Denotes that the current data presented is a projection and will be updated as necessary the following*

Human Resources Department

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
	Recruitment and Selection									
1	Total number of employment applications filed	4,643	3,809	6,238	4,313	19,003	14,044	11,545	IEC	-
2	Total number of job bulletins posted	43	51	53	53	200	203	142	IEC	-
3	Total number of eligible lists established	44	29	26	53	152	148	123	IEC	-
	Administration									
4	Citywide management-to-non-management employee ratio	11%	11%	11%	11%	11%	11%	11%	FR	-
5	Departmental management-to-non-management ratios									
	Administrative Services	24%	23%	20%	18%	21%	27%	26%	FR	-
	City Attorney	47%	41%	41%	44%	43%	45%	45%	FR	-
	City Clerk	20%	20%	20%	20%	20%	26%	32%	FR	-
	City Treasurer	40%	40%	40%	40%	40%	40%	40%	FR	-
	Community Development	14%	14%	15%	14%	14%	14%	15%	FR	-
	Community Services & Parks	16%	17%	17%	18%	17%	19%	19%	FR	-
	Fire	6%	5%	6%	6%	6%	6%	5%	FR	-
	Glendale Water & Power	9%	8%	9%	9%	9%	8%	8%	FR	-
	Human Resources	21%	21%	21%	21%	21%	23%	21%	FR	-
	Information Services	13%	14%	14%	11%	13%	13%	16%	FR	-
	Library	29%	30%	30%	30%	30%	29%	29%	FR	-
	Management Services	43%	43%	43%	41%	43%	44%	48%	FR	-
	Police	6%	6%	6%	6%	6%	6%	5%	FR	-
	Public Works	7%	8%	7%	7%	7%	8%	8%	FR	-
6	Percentage of employee performance evaluations submitted on time	90%	90%	95%	91%	92%	88%	93%	-	-
7	Percentage of employee turnover for full-time positions	2%	2%	1%	2%	2%	1%	2%	-	-
8	Number of formal grievances filed	0	3	0	2	5	3	6	-	-
9	Total Unemployment claim costs	$13,686	$13,081	$17,378	$35,383	$79,528	$57,599	$31,617	FR	-
	Training and Development									
10	Number of Glendale University classes offered	16	22	7	42	87	93	104	IEC	-
11	Average number of participants per class	14	20	17	26	19	20	18	-	-
12	Average cost per participant	$43	$65	$82	$37	$57	$48	$38	FR	-
13	Total amount of tuition reimbursement paid	$26,199	$12,027	$48,167	$29,842	$116,235	$117,932	$103,711	FR	-
14	Number of employees participating in tuition reimbursement	24	19	40	29	112	105	112	FR	-
	Employee Health/Wellness									
15	Number of ADA interactive processes	3	5	4	2	14	23	14	ECS	-
16	Total number of sick leave hours used	16,421	18,593	21,062	17,806	73,881	78,311	70,924	FR	-
17	Number of EHS Safety/Wellness events conducted	6	2	1	2	11	12	9	SHC	-
18	Average number of participants per Safety/Wellness event	30	113	15	260	105	65	82	SHC	-
	Worker's Compensation									
19	Total number of new workers compensation claims	56	67	53	57	233	241	215	FR	-
20	Average number of active workers compensation claims	734	740	752	761	747	715	780	FR	-
21	Median incurred per open workers compensation claim	$80,875	$80,875	$79,073	$80,695	$80,380	$73,995	$64,902	FR	-
22	Average incurred for open workers compensation claims per FTE	$62,038	$62,620	$63,255	$64,214	$63,032	$57,308	$52,758	FR	-
23	Percentage of FTE's without any on the job injury in this quarter	96%	96%	97%	96%	96%	86%	88%	SHC	-
	Investigations									
24	Average number of investigations active	6	4	6	6	5.5	9.75	11.5	IEC	FR
25	Number of investigations completed	2	4	4	3	13	18	17	IEC	FR
26	Average length of time per investigation (in months)	2	5	3	5	3.45	5.45	5.1	IEC	ECS

Information Services department

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
1	Number of Enterprise Software Licenses per support staff	9,537	9,482	9,482	9,408	9,477	9,623	9,721	FR	-
2	Number of radios per support staff	671	720	720	720	708	624	603	IM	-
3	Percentage of staffing costs to Information Services Department budget	21%	22%	19%	0%	15%	24%	29%	FR	-
4	Department budget as a percentage of Citywide operating budget	3.0%	3.0%	3.0%	3.0%	3.0%	2.9%	2.0%	FR	-
5	Percentage of ISD FTE to Citywide FTE	2.6%	2.6%	2.6%	2.5%	2.6%	2.7%	2.6%	FR	ECS
6	Number of PCs supported to number of PC Specialists	280	288	288	288	286	270	462	IM	ECS
7	Number of Work Tickets opened for ISD	4,311	3,920	4,567	4,736	17,534	16,097	5,841	IM	ECS
8	Number of Work Tickets resolved by ISD	4,324	3,915	4,573	4,817	17,629	15,778	N/A	ECS	-
9	Percentage of Work Tickets Closed	99%	99%	100%	100%	100%	98%	66.7	ECS	-
10	Number of phone lines per technician	1,314	1,314	1,246	1,255	1,282	1,311	1,334	IM	-
11	Percentage of maintenance tasks to total number of radios in service	24%	31%	29%	32%	29%	32%	35%	IM	-
12	Percentage of unplanned radio system downtime (24x7x365)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0%	IM	-

Library, Arts & Culture department

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
1	Total circulation per capita	1.76	1.89	2.24	1.98	1.97	1.33	1.15	IEC	AC
2	Total circulation by material checked out	*354,799*	*380,286*	*410,558*	*398,434*	*1,544,077*	*1,067,667*	*921,163*	*IEC*	*AC*
	International Languages	12,793	13,497	13,188	13,173	52,651	41,288	28,661	IEC	AC
	Children's Materials	128,017	137,939	137,866	142,017	545,839	381,059	336,264	IEC	AC
	e-Books	46,152	41,114	40,363	41,779	169,408	154,066	117,181	IEC	AC
	Audio-visual materials	69,152	54,145	62,012	68,480	253,789	215,651	185,662	IEC	AC
	other	98,685	133,591	157,129	132,985	522,390	275,603	253,395	IEC	AC
3	Number of annual library visits by site:	*272,223*	*242,210*	*226,574*	*253,384*	*994,391*	*1,032,660*	*625,605*	*IEC*	*AC*
	Central Library	172,694	144,966	129,716	129,827	577,203	567,870	126,224	IEC	AC
	Brand Library & Art Center	38,355	21,486	37,959	51,477	149,277	136,460	150,454	IEC	AC
	Library Connections @ Adams Square	7,501	7,293	6,860	7,641	29,295	54,991	46,800	IEC	AC
	Pacific Park Branch Library	13,419	13,494	14,503	14,782	56,198	110,160	103,508	IEC	AC
	Casa Verdugo Branch Library	14,393	12,648	11,423	13,338	51,802	69,659	94,647	IEC	AC
	Grandview Branch Library	5,053	5,491	6,014	10,136	26,694	27,797	22,933	IEC	AC
	Chevy Chase Branch Library	1,795	1,199	1,364	1,836	6,194	5,991	4,570	IEC	AC
	Montrose Branch Library	19,013	35,633	18,735	24,347	97,728	59,732	76,469	IEC	AC
4	Average number of annual visits per open hour	*397*	*319*	*346*	*405*	*367*	*394*	*280*	*IEC*	*AC*
	Central Library	189	159	142	142	158	145	57	IEC	AC
	Brand Library & Art Center	67	37	66	89	65	59	55	IEC	AC
	Library Connections @ Adams Square	17	16	15	17	16	31	23	IEC	AC
	Pacific Park Branch Library	31	31	34	34	33	64	45	IEC	AC
	Casa Verdugo Branch Library	24	21	19	22	21	29	37	IEC	AC
	Grandview Branch Library	19	20	22	38	25	26	22	IEC	AC
	Chevy Chase Branch Library	14	9	10	14	12	11	8	IEC	AC
	Montrose Branch Library	38	71	37	48	48	30	32	IEC	AC
5	Total circulation by site:	*354,799*	*380,286*	*410,558*	*398,434*	*1,544,077*	*1,067,667*	*921,163*	*IEC*	*AC*
	Central Library	270,681	309,858	330,541	324,454	1,235,534	693,995	456,502	IEC	AC
	Brand Library & Art Center	13,025	11,702	11,960	12,294	48,981	77,606	65,954	IEC	AC
	Library Connections @ Adams Square	6,960	5,988	5,815	5,764	24,527	34,052	49,100	IEC	AC
	Pacific Park Branch Library	12,573	12,497	19,796	14,680	59,546	75,428	102,575	IEC	AC
	Casa Verdugo Branch Library	14,549	13,888	13,985	12,617	55,039	70,675	109,448	IEC	AC
	Grandview Branch Library	5,611	6,676	6,958	6,953	26,198	24,150	30,646	IEC	AC
	Chevy Chase Branch Library	1,775	1,199	1,403	1,345	5,722	8,024	7,383	IEC	AC
	Montrose Branch Library	29,625	18,478	20,100	20,327	88,530	83,737	99,555	IEC	AC
6	Average circulation per open hour by site:	*481*	*496*	*542*	*521*	*510*	*395*	*374*	*IEC*	*AC*
	Central Library	297	340	362	356	339	190	152	IEC	AC
	Brand Library & Art Center	23	20	21	21	21	34	24	IEC	AC
	Library Connections @ Adams Square	16	13	13	13	14	19	24	IEC	AC
	Pacific Park Branch Library	29	29	46	34	35	44	45	IEC	AC
	Casa Verdugo Branch Library	24	23	23	21	23	29	43	IEC	AC
	Grandview Branch Library	21	25	26	26	24	22	29	IEC	AC
	Chevy Chase Branch Library	13	9	11	10	11	15	13	IEC	AC
	Montrose Branch Library	59	37	40	40	44	41	42	IEC	AC
7	Total operating hours	*3,882*	*3,882*	*3,882*	*3,882*	*15,528*	*15,528*	*14,569*	*IEC*	*AC*
	Central Library	912	912	912	912	3,648	3,648	1,040	IEC	AC
	Brand Library & Art Center	576	576	576	576	2,304	2,304	2,730	IEC	AC
	Library Connections @ Adams Square	444	444	444	444	1,776	1,776	2,016	IEC	AC
	Pacific Park Branch Library	432	432	432	432	1,728	1,728	2,276	IEC	AC
	Casa Verdugo Branch Library	612	612	612	612	2,448	2,448	2,538	IEC	AC
	Grandview Branch Library	270	270	270	270	1,080	1,080	1,040	IEC	AC
	Chevy Chase Branch Library	132	132	132	132	528	528	552	IEC	AC
	Montrose Branch Library	504	504	504	504	2,016	2,016	2,377	IEC	AC

Library, Arts & Culture Department

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
8	Average cost per operating hour by sites	*$3,785*	*$3,661*	*$3,659*	*$4,020*	*$3,781*	*$3,806*	*$3,623*	*FR*	-
	Central Library	$2,064	$2,060	$2,008	$2,213	$2,086	$2,127	$1,855	FR	-
	Brand Library & Art Center	$453	$449	$436	$455	$448	$393	$326	FR	-
	Library Connections @ Adams Square	$193	$134	$150	$163	$160	$156	$153	FR	-
	Pacific Park Branch Library	$195	$207	$247	$274	$231	$209	$54	FR	-
	Casa Verdugo Branch Library	$263	$254	$220	$234	$243	$219	$190	FR	-
	Grandview Branch Library	$233	$194	$239	$300	$241	$194	$194	FR	-
	Chevy Chase Branch Library	$164	$147	$143	$157	$153	$177	$715	FR	-
	Montrose Branch Library	$220	$217	$215	$225	$219	$210	$136	FR	-
9	Total collection expenditure per capita	$1	$1	$1	$1	$4	$5	$5	FR	-
10	Total volumes	508,055	513,433	512,669	515,101	512,315	508,866	464,527	IEC	AC
11	Total volumes per capita	3	3	3	3	3	3	2	IEC	AC
12	FTE volunteer hours average	2	1	1	1	1	1	1	IEC	FR
13	Total # of children's programs	912	637	632	1,116	3,297	2,457	2,933	IEC	CSF
14	Total # of adult programs	645	637	507	548	2,337	2,190	1,802	IEC	CSF
15	Total children's program attendance	22,689	13,819	14,283	31,137	81,928	62,538	51,073	IEC	CSF
16	Total adult program attendance	4,638	3,508	4,344	4,144	16,634	21,610	11,772	IEC	CSF
17	# of public computers	129	129	130	130	130	157	95	IEC	CSF
18	Number of Internet computer users per site	*25,822*	*22,493*	*0*	*22,316*	*70,631*	*68,825*	*54,087*	*IEC*	*CSF*
	Central Library	19,156	16,346	14,913	15,386	65,801	65,586	11,426	IEC	CSF
	Brand Library & Art Center	1,116	751	845	765	3,477	4,060	6,191	IEC	CSF
	Library Connections @ Adams Square	620	471	456	603	2,150	2,196	4,429	IEC	CSF
	Pacific Park Branch Library	1,279	1,514	1,117	1,339	5,249	4,725	9,009	IEC	CSF
	Casa Verdugo Branch Library	1,613	1,510	1,906	1,604	6,633	6,741	12,902	IEC	CSF
	Grandview Branch Library	657	500	841	1,069	3,067	1,476	2,089	IEC	CSF
	Montrose Branch Library	1,381	1,401	1,448	1,550	5,780	5,525	8,041	IEC	CSF
19	Number of visits to library website	168,031	135,224	155,361	146,688	605,304	629,485	551,033	IEC	-
20	Number of LITS HELP Requests (Public & Staff)	N/A	N/A	N/A	N/A	0	0	4,087	ECS	IM
21	Overall LITS Satisfaction Rating	N/A	N/A	N/A	N/A	N/A	N/A	5	ECS	-
22	Number of Help Requests closed within:	*0*	*0*	*0*	*0*	*0*	*0*	*1,846*		
	Less than 1 day	N/A	N/A	N/A	N/A	0	0	1,249	ECS	IM
	3 Days	N/A	N/A	N/A	N/A	0	0	267	ECS	IM
	1 Week	N/A	N/A	N/A	N/A	0	0	166	ECS	IM
	More than 1 Week	N/A	N/A	N/A	N/A	0	0	164	ECS	IM
23	Ratio of Library sources of City funds to outside sources	98.0%	98.0%	97.0%	97.0%	97.5%	93.8%	97.7%	FR	-
24	Grant dollars received	$34,628	$23,000	$8,000	$53,140	$118,768	$167,500	$75,175	FR	-
25	Number of interlibrary loans (materials) loaned	24,524	23,566	15,336	14,784	78,210	61,522	42,245	FR	-
26	Number of interlibrary loans (materials) borrowed	14,411	12,400	7,019	7,174	41,004	43,344	38,463	FR	-
27	Facility rental revenue	$9,781	$8,925	$17,800	$14,683	$51,189	$39,756	$24,294	CSF	FR
28	Number of reference questions	12,859	9,683	11,087	12,016	45645	41847	45254	IEC	-

Management Services Department

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
1	Total number of citizen service requests	273	194	74	51	592	1,269	858	ECS	-
2	Percentage of citizen service requests responded to within 10 days	99%	99%	99%	99%	99%	99%	99%	ECS	-
3	Number of press releases distributed	45	43	23	32	143	158	198	IEC	-
4	Number of GTV6 programs produced	36	30	12	29	107	139	138	IEC	-
5	Number of local government meetings broadcast (first run)	40	47	44	52	183	202	187	IEC	-
6	Number of website visitors	1,153,368	1,186,913	1,085,696	1,086,616	4,512,593	4,713,496	4,808,344	IEC	-
7	Number of Filming Permits issued	85	89	79	73	326	324	298	EV	-
8	Number of Special Event Permits issued	42	36	23	43	144	124	147	AC	IEC

Police Department

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
1	Police Department budget per capita	$467	$467	$467	$467	$467	$401	$367	FR	SHC
2	Police Department budget per household	$1,262	$1,262	$1,262	$1,262	$1,262	$1,086	$994	FR	SHC
3	Sworn police officers per 1,000 residents	1.10	1.10	1.10	1.10	1.10	1.20	1.21	SHC	-
4	Number of volunteers working at GPD	26	26	26	26	26	28	35	FR	IEC
5	Total number of hours volunteered	1,854	1,668	1,644	1,583	6,749	6,715	7,976	IEC	FR
6	Value of volunteer hours contributed	$67,159	$63,932	$81,921	$80,150	$293,162	$293,162	$347,853	FR	IEC
7	Number of Reserve Officer hours volunteered	859	360	376	858	2,453	3,406	4,486	IEC	FR
8	Value of Reserve Officer volunteer hours contributed	$78,452	$32,879	$34,340	$78,361	$224,032	$311,039	$409,704	FR	IEC
9	Total overtime hours worked	28,866	27,570	24,711	24,918	106,065	104,669	88,065	FR	-
10	*Total overtime cost*	*$1,901,717*	*$1,910,136*	*$1,683,792*	*$1,663,845*	*$7,159,490*	*$6,667,772*	*$5,926,552*		
	Total overtime cost - MOU Entitled	$1,345,276	$1,322,181	$1,242,087	$1,204,979	$5,114,523	$5,045,931	$4,709,632	FR	-
	Total overtime cost - Reimbursed (Grant, Movie)	$115,221	$160,854	$142,298	$149,333	$567,706	$390,570	$252,492	FR	-
	Total overtime cost - Training	$396,276	$400,165	$266,424	$288,161	$1,351,026	$1,231,270	$964,427	FR	-
11	Number of Neighborhood Watch Groups	126	126	128	128	127	188	334	IEC	SHC
12	Total number of Neighborhood Watch / Town Hall Meetings	53	48	56	48	205	390	189	IEC	SHC
13	Number of complaints against Police Department received	15	22	19	16	72	40	36	ECS	-
14	Number of complaints against Police Department sustained	1	0	0	1	2	0	1	ECS	-
15	Number of Part I crimes – total	887	856	808	992	3,543	3,302	3,481	SHC	-
16	Number of Part I crimes – violent	62	57	57	53	229	203	269	SHC	-
17	Number of Part I crimes – property	825	799	751	939	3,314	3,069	3,212	SHC	-
18	Total Part I crimes per 1,000 residents	4	4	4	5	17	17	17	SHC	-
19	Number of Part II crimes – total	1,928	1,758	1,914	2,012	7,612	7,732	7,290	SHC	-
20	Total arrests made	2,031	1,789	1,978	2,122	7,920	8,223	7,911	SHC	-
21	Total felony arrests made	324	308	358	329	1,319	1,507	1,349	SHC	-
22	Total DUI arrests made	70	93	126	114	403	338	394	SHC	-
23	Total drug-related cases investigated	421	334	333	378	1,466	1,409	1,287	SHC	-
24	Total fraud/financial crime cases investigated	201	164	204	165	734	1,389	1,207	SHC	-
25	Average number of arrests made per sworn officer	12.0	7.8	8.6	9.3	37.7	47.3	31.1	SHC	-
26	Average number of arrests made per patrol officer	26.7	15.3	16.9	18.1	77.1	107.4	90.8	SHC	-
27	Number of reports generated	6,933	6,642	6,955	7,352	27,882	28,328	27,888	SHC	-
28	Patrol officer initiated observations	17,085	15,216	16,593	16,455	65,349	67,137	61,598	SHC	-
29	Air support productivity - flight hours	468	437	387	370	1,662	1,650	1,591	SHC	-
30	Air support productivity - calls for service - observations	3,570	2,952	2,602	2,496	11,620	12,404	12,264	SHC	-
31	Total calls for service	30,153	28,167	28,679	29,774	116,773	118,686	115,233	SHC	-
32	Percentage of 911 calls answered within 10 seconds	99.11%	99.53%	99.85%	99.77%	99.57%	99.64%	99.47%	SHC	ECS
33	Priority E calls – avg. response time (minutes)	0:05:56	0:06:22	0:06:16	5:05:58	1:21:08	0:05:56	0:05:33	SHC	ECS
34	Priority E calls – actual	204	195	217	213	829	834	893	SHC	ECS
35	Priority 1 calls – avg. response time	0:06:12	0:06:14	0:06:04	5:05:54	1:21:06	0:06:03	0:05:34	SHC	ECS
36	Priority 1 calls – actual	7,036	6,245	7,499	7,144	27,924	28,397	24,755	SHC	ECS
37	Priority 2 calls – avg. response time	0:20:25	0:25:21	0:26:27	0:33:14	0:26:22	0:25:09	0:26:13	SHC	ECS
38	Priority 2 calls – actual	7,429	7,702	7,295	7,897	30,323	29,786	31,164	SHC	ECS
39	Priority 3 calls – avg. response time	0:59:59	1:13:13	0:58:57	0:57:02	1:02:18	1:10:54	1:08:32	SHC	ECS
40	Priority 3 calls – actual	15,484	14,025	13,688	14,520	57,717	59,669	58,291	SHC	ECS
41	Average time spent on service call	0:42:52	0:45:02	0:41:11	0:43:05	0:43:02	0:43:47	0:42:01	SHC	-
42	Investigative cases opened	3,787	3,443	3,606	14,774	25,610	15,417	15,301	SHC	-
43	Avg. number of cases per investigator	131	115	120	497	862	502	453	SHC	-
44	Moving citations issued - patrol	1,099	1,105	1,496	4,788	8,488	3,931	2,890	SHC	-
45	Avg. number of citations issued per patrol officer	14	9	13	9	46	51	33	SHC	-
46	Moving citations issued - motors	1,195	855	1,058	1,186	4,294	5,891	8,713	SHC	-
47	Avg. number of citations issued per motor officer	92	61	76	84,171	84,400	477	590	SHC	-
48	Parking citations issued	19,420	18,509	15,485	1,786	55,200	71,982	63,191	SHC	-
49	Avg. number of citations issued per parking enforcement officer	2,774	2,057	1,721	17,985	24,537	7,980	6,266	SHC	-
50	Traffic Enforcement Index	17	15	21	17	17.37	17.02	21.03	SHC	-
51	Number of injury traffic incidents	133	131	123	133	520	598	578	SHC	-
52	Number of fatal traffic incidents	2	3	0	N/A	5	4	3	SHC	-
53	Number of traffic incidents involving a pedestrian	21	35	21	N/A	77	102	88	SHC	-

Public Works Department

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
	Administration Division									
1	Occupancy rate for City-owned parking structures	80%	86%	82%	84%	83%	84%	87%	IM	-
2	Occupancy rate for Brand Blvd. parking meters (85% is goal)	95%	94%	90%	94%	93%	95%	92%	IM	-
3	Number of Industrial Off Duty (IOD) days	0	0	0	0	0	0	0	SHC	-
	Engineering Division									
4	Percentage of CIP projects completed on-time and on-budget	100%	100%	100%	100%	100%	100%	100%	FR	-
5	Total lane miles of street resurfaced	2.73	3.55	0.00	3.46	9.74	4.35	7.51	IM	-
6	Total lane miles of street slurry sealed	3.33	6.10	0.00	0.00	9.43	2.20	8.53	IM	-
7	Total square feet of sidewalks replaced	72,131	2,738	9,352	10,613	94,834	47,235	85,808	IM	-
8	Total linear feet of sewer mains replaced	104	0	0	0	104	1,810	902	IM	-
9	Million gallons of sewage treated per day *(annual measure)*	N/A	N/A	N/A	13	13	13	13	IM	S
10	Number of Land Development applications received	348	349	408	422	1,527	1,499	1,448	SHC	-
11	Number of Land Development applications completed	318	284	403	391	1,396	1,287	1,307	SHC	-
12	Number of Right of Way Permit Applications Received	206	164	182	198	750	1,169	613	SHC	-
13	Number of Right of Way Permit Applications Completed	83	65	73	98	319	515	274	SHC	-
14	Traffic system failures	137	237	179	227	780	601	746	SHC	IM
15	Traffic plan reviews for developments	39	33	20	44	136	45	15	IM	SHC
16	Street Occupancy and Oversized Load Travel Permit Issued	276	254	205	260	995	922	1,169	SHC	-
17	Traffic related Customer Service Request Received	106	111	108	131	456	440	283	SHC	-
18	Traffic related Customer Service Request Completed	84	82	90	103	359	266	100	SHC	-
19	Traffic Signal Construction Completed	2	4	2	6	14	7	24	IM	SHC
20	Number of Industrial Off Duty (IOD) days	0	0	0	0	0	3	0	SHC	-
	Facilities Management Division									
21	Cost per square foot - Building Maintenance	$0.66	$0.86	$0.58	$0.79	$0.72	$0.52	$0.43	ECS	-
22	Cost per square foot - Custodial Services	$0.38	$0.47	$0.29	$0.33	$0.37	$0.70	$0.55	ECS	-
23	Number of facilities service requests received	2,511	2,335	2,416	2,408	9,670	9,779	8,433	ECS	-
24	Number of facilities service service requests completed	2,431	2,244	2,302	2,331	9,308	9,421	7,416	ECS	-
25	Number of Industrial Off Duty (IOD) days	95	26	15	34	170	333	584	ECS	-
	Fleet Services Division									
26	Number of vehicles maintained	1,034	1,061	1,087	1,172	4,354	1,019	998	IM	-
27	Cost of preventative maintenance by Fleet Services per shop per vehicle:									
	Mechanical Maintenance	$330	$392	$277	$401	$350	$1,247	$1,570	FR	IM
	Glendale Water & Power	$343	$347	$413	$387	$373	$1,352	$1,505	FR	IM
	Civic Center	$342	$334	$342	$404	$356	$1,305	$1,682	FR	IM
	Fire	$1,230	$1,739	$2,560	$1,239	$1,692	$6,188	$7,034	FR	IM
28	Cost of repairs performed by fleet maintenance per shop per vehicle:									
	Mechanical Maintenance	$2,766	$2,491	$2,783	$2,698	$2,685	$10,695	$12,709	FR	IM
	Glendale Water & Power	$1,246	$1,106	$951	$807	$1,028	$4,712	$5,415	FR	IM
	Civic Center	$1,084	$1,098	$1,604	$1,054	$1,210	$4,238	$5,165	FR	IM
	Fire	$3,757	$2,469	$5,923	$4,853	$4,251	$22,733	$18,130	FR	IM
29	Average number of days vehicles are held per shop:									
	Mechanical Maintenance	2.69	2.66	2.13	1.70	2.30	5.77	2.78	ECS	IM
	Glendale Water & Power	2.56	1.46	1.40	1.78	1.80	2.11	2.12	ECS	IM
	Civic Center	2.89	1.32	0.72	0.52	1.36	1.06	0.63	ECS	IM
	Fire	8.12	7.54	7.58	6.43	7.42	10.15	9.01	ECS	IM
30	Number of vehicle and equipment breakdowns by shop:									
	Mechanical Maintenance	37	29	45	43	154	134	144	IM	-
	Glendale Water & Power	10	4	2	1	17	8	12	IM	-
	Civic Center	0	0	0	0	0	0	0	IM	-
	Fire	0	1	0	1	2	2	5	IM	-

Public Works Department

Key Performance Indicators

FY 2018 - 19

	Performance Indicator	FY 2018-19 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2018-19 Actual	FY 2017-18 Actual	FY 2016-17 Actual	Primary	Secondary
31	Total fuel consumption in gallons:									
	Unleaded	98,341	90,440	88,385	89,166	366,332	370,104	339,303	S	IM
	Diesel	23,784	22,147	22,169	22,073	90,173	89,038	97,478	S	IM
	CNG	71,934	72,945	47,792	48,253	240,924	309,253	280,734	S	IM
32	Percentage of vehicles and equipment exceeding replacement criteria	54%	56%	53%	51%	54%	54%	49%	IM	-
33	Percentage of scheduled vs. non-scheduled repairs	41%	49%	44%	47%	45%	48%	49%	IM	-
34	Number of Industrial Off Duty (IOD) days	0	0	4	1	5	98	2	SHC	-
35	Percentage of equipment available by shop:									
	Mechanical Maintenance	97%	97%	97%	98%	97%	96%	97%	IM	ECS
	Glendale Water & Power	98%	97%	98%	98%	98%	98%	98%	IM	ECS
	Civic Center	98%	99%	100%	99%	99%	99%	99%	IM	ECS
	Fire	97%	80%	95%	94%	92%	95%	89%	IM	ECS
36	Percentage of direct labor hours by shop:									
	Mechanical Maintenance	91%	89%	66%	80%	82%	N/A	$0	IM	FR
	Glendale Water & Power	105%	69%	89%	63%	82%	N/A	$0	IM	FR
	Civic Center	69%	59%	73%	71%	68%	N/A	$0	IM	FR
	Fire	108%	98%	87%	80%	93%	N/A	$0	IM	FR
	Integrated Waste Division									
37	Annual percentage of waste diverted from Scholl landfill *(annual measure)*	N/A	N/A	N/A	6.0%	6.0%	46.0%	51.0%	S	-
38	Total tons of residential refuse collected	11,839	10,030	9,514	9,340	40,723	43,161	42,425	S	IM
39	Total tons of commercial refuse collected	7,893	8,839	8,640	8,740	34,112	37,990	36,754	S	IM
40	Total tons of green waste collected	2,377	1,908	2,270	3,250	9,805	10,086	12,622	S	IM
41	Total tons of recyclables collected	1,888	1,856	1,849	1,888	7,481	7,908	9,914	S	IM
42	Total tons of street sweeping refuse collected	191	272	139	461	1,063	1,270	1,279	S	IM
43	Total tons of e-waste collected	15	9	10	7	41	49	68	S	IM
44	Total tons of bulky and abandoned items collected	679	630	573	582	2,464	2,463	2,481	ECS	S
45	Pounds of bulky and abandoned items collected per household	18	17	15	16	66	66	N/A	ECS	S
46	Total tons of recyclables collected through buy-back facility	1,874	2,005	1,897	1,653	7,429	8,024	7,950	S	-
47	Total number of bulky item stops	7,197	7,009	4,054	6,658	24,918	28,148	22,275	ECS	-
48	Total number of abandoned items stops	6,947	4,568	5,006	757	17,278	8,989	3,528	ECS	-
49	Number of refuse collection service calls	17,306	18,852	16,851	19,873	72,882	68,879	63,316	ECS	-
50	Curb miles of streets swept	5,837	4,982	7,260	17,483	35,562	29,572	26,708	IM	SHC
51	Number of Industrial Off Duty (IOD) days	376	265	279	192	1,112	1,164	1,516	SHC	-
	Maintenance Services Division									
52	Total square feet of potholes filled	3,481	3,196	3,627	5,075	15,379	8,897	10,227	IM	SHC
53	Total square feet of sidewalks repaired	10,349	8,555	14,214	9,332	42,450	32,575	35,386	IM	SHC
54	Street trees trimmed	3,905	2,733	3,730	11,013	21,381	9,829	11,319	IM	SHC
55	Street trees planted	4	93	70	302	469	394	362	S	IM
56	Number of storm drain catch basins cleaned	3,798	1,154	241	19	5,212	8,614	1,159	IM	SHC
57	Storm drain catch basin inspections completed	1,586	1,264	318	194	3,362	9,836	2,294	IM	SHC
58	Linear feet of sanitary sewer inspected (CCTV)	71,438	51,260	44,456	61,299	228,453	281,667	239,836	IM	SHC
59	Linear feet of sanitary sewer cleaned	384,840	334,194	364,896	344,790	1,428,720	1,470,477	1,286,932	IM	SHC
60	Illicit discharge violations into storm drain or sewer system	0	0	1	1	2	3	5	S	-
61	Number of service requests received	668	921	835	850	3,274	4,693	3,258	ECS	-
62	Number of service requests completed	747	949	812	745	3,253	4,664	3,285	ECS	-
63	Number of Industrial Off Duty (IOD) days	11	4	0	0	15	96	436	SHC	-
64	Linear feet of painted traffic curbs and/or street striping	40,252	46,937	13,684	30,972	131,845	641,137	112,891	SHC	-
65	Number of traffic signs installed and/or repaired	481	350	231	236	1,298	1,101	1,486	IM	SHC
66	Number of parking meters repaired	3,962	4,540	3,116	336	11,954	21,984	22,520	IM	-
	Transit									
67	Beeline "on-time" performance rate	88%	84%	84%	86%	86%	86%	87%	ECS	-
68	Beeline Passangers per revenue hour	17	18	17	18	18	20	21	FR	-
69	Beeline cost per revenue hour (annual measure)	N/A	N/A	N/A	N/A	N/A	$88	$85	FR	-
70	Miles Between mechanical system failures	46,101	28,199	38,091	36,147	37,135	167,213	161,949	IM	-

City of Glendale
Department Contact Information

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ASSISTANT CITY MANAGER

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Glendale, CA 91204
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Human Resources
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Public Works
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