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 2015 - 16

#	Performance Indicator	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter*	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority Primary	Council Priority Secondary
	Financial Operations									
1	Total Citywide personnel cost	**$56,606,642**	**$56,756,719**	**$55,458,850**	**$55,555,910**	$224,378,121	$217,712,150	$216,208,153	FR	-
2	Citywide personnel cost to total operating cost	**37.2%**	**37.7%**	**36.8%**	**36.4%**	37.0%	35.4%	34.0%	FR	-
3	Departmental personnel cost to total operating cost									
	Administrative Services - General Fund	**75%**	**75%**	**76%**	**71%**	74%	72%	70%	FR	-
	City Attorney - General Fund	**95%**	**94%**	**93%**	**94%**	94%	93%	92%	FR	-
	City Attorney - All Funds	**28%**	**23%**	**55%**	**24%**	33%	49%	48%	FR	-
	City Clerk - General Fund	**74%**	**78%**	**79%**	**73%**	76%	46%	73%	FR	-
	City Treasurer - General Fund	**87%**	**89%**	**88%**	**88%**	88%	87%	85%	FR	-
	Community Services & Parks - General Fund	**62%**	**61%**	**62%**	**61%**	62%	63%	62%	FR	-
	Community Services & Parks - All Funds	**60%**	**56%**	**57%**	**53%**	57%	57%	55%	FR	-
	Community Development - General Fund	**93%**	**92%**	**90%**	**88%**	91%	87%	93%	FR	-
	Community Development - All Funds	**25%**	**26%**	**27%**	**18%**	24%	24%	24%	FR	-
	Fire - General Fund	**88%**	**88%**	**88%**	**87%**	88%	88%	88%	FR	-
	Fire - All Funds	**85%**	**85%**	**83%**	**83%**	84%	84%	83%	FR	-
	Glendale Water & Power - All Funds	**16%**	**17%**	**16%**	**18%**	17%	15%	14%	FR	-
	Human Resources - General Fund	**63%**	**66%**	**70%**	**69%**	67%	62%	61%	FR	-
	Human Resources - All Funds	**4%**	**5%**	**5%**	**5%**	5%	4%	5%	FR	-
	Information Services - All Funds	**36%**	**34%**	**27%**	**40%**	34%	34%	42%	FR	-
	Library, Arts & Culture - General Fund	**69%**	**69%**	**67%**	**60%**	66%	69%	71%	FR	-
	Library, Arts & Culture - All Funds	**67%**	**68%**	**65%**	**56%**	64%	67%	70%	FR	-
	Management Services - General Fund	**75%**	**76%**	**72%**	**69%**	73%	77%	80%	FR	-
	Police Department - General Fund	**85%**	**84%**	**84%**	**85%**	85%	86%	85%	FR	-
	Police Department - All Funds	**83%**	**84%**	**82%**	**73%**	81%	79%	80%	FR	-
	Public Works - General Fund	**40%**	**50%**	**48%**	**51%**	47%	48%	51%	FR	-
	Public Works - All Funds	**38%**	**36%**	**35%**	**39%**	37%	32%	33%	FR	-
4	# of reports prepared and published by Finance	**82**	**89**	**80**	**62**	313	278	241	IEC	-
5	Citywide average operating cost per day	**$1,695,384**	**$1,674,212**	**$1,676,841**	**$1,698,199**	$1,686,159	$1,705,920	$1,741,256.22	FR	-

ADMINISTRATIVE SERVICES DEPARTMENT

Key Performance Indicators

FY 2015 - 16

	Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter*				Primary	Secondary
	Financial Ratios									
6	Actual operating cost, General Fund, per capita	**$237**	**$229**	**$228**	**$232**	$926	$923	$873.00	FR	-
7	Actual expenditures, all funds, per capita	**$801**	**$792**	**$793**	**$807**	$3,193	$3,287	$3,373.00	FR	-
8	Liquidity ratio (Annually)	**N/A**	**N/A**	**N/A**	**9**	$9	N/A	N/A	FR	-
9	Debt ratio (Annually)	**N/A**	**N/A**	**N/A**	**41%**	$41	N/A	N/A	FR	-
	Accounts Payable & Purchasing									
10	Number of employees with open procurement cards citywide	**243**	**236**	**237**	**240**	239	211	190	FR	-
11	Average procurement card purchase amount	**$208.73**	**$142.50**	**$132.16**	**$245.50**	182.22	$224.69	$222.75	FR	-
12	Total dollar value of purchasing conducted with procurement cards	**$483,364**	**$480,146**	**$334,542**	**$508,902**	$1,806,954	$1,828,937	$1,740,914.82	FR	-
13	Total number of invoices processed for payment	**28,023**	**25,600**	**26,416**	**24,954**	104,993	110,947	112613	FR	-
14	Average number of invoices processed for payment	**N/A**	**N/A**	**N/A**	**N/A**	N/A	27,737	28153	FR	-
15	Avg. calendar days from approved requisition to purchase order issued	**21**	**12**	**10**	**16**	15	16	18	ECS	-
	Budget									
16	Ratio of Gen. Fund Admin. Services budget to total Gen. Fund budget	**3.0%**	**3.0%**	**3.0%**	**3.0%**	3.0%	2.7%	3.2%	FR	-
17	Ratio of General Fund budget to the overall City Budget	**22.6%**	**19.0%**	**19.0%**	**19.0%**	19.9%	19.1%	20.7%	FR	-
18	Number of residents per authorized salaried positions	**127**	**127**	**126**	**128**	127	126	121	FR	-
19	% accuracy in budget revenue to actual in General Fund (Annually)	**N/A**	**N/A**	**N/A**	**99%**	99%	N/A	N/A	ECS	IEC
	Internal Audit									
20	Audits completed	**2**	**0**	**3**	**2**	7	11	16	IEC	FR
21	Audit close-out rate	**28%**	**32%**	**3%**	**33%**	24%	19%	32%	IEC	FR
22	Average number of open audit issues	**38**	**26**	**30**	**30**	31	39	59	IEC	FR

City Attorney Department

Key Performance Indicators

FY 2015 - 16

	Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
1	Number of Public Records Requests Received	**192**	**180**	**176**	**222**	770	434	452	IEC	-
2	Number of Public Records Requests Completed	**189**	**179**	**176**	**212**	756	392	441	IEC	-
3	Number of Parking Appeals Handled	**58**	**23**	**15**	**16**	112	228	281	SHC	-
4	Number of Insurance Certificates Handled	**N/A**	**692**	**633**	**594**	1,919	N/A	N/A	SHC	-
5	Number of Legal Service Requests Received	**213**	**254**	**186**	**217**	870	672	656	ECS	-
6	Number of Legal Service Requests Completed	**204**	**283**	**168**	**196**	851	582	543	ECS	-
7	Number of Claims Received	**36**	**39**	**60**	**45**	180	232	276	FR	-
8	Number of Claims Closed	**66**	**41**	**52**	**64**	223	276	285	FR	-
9	Avg. Cost per Claim Closed	**$1,608**	**$462**	**$1,281**	**$522**	$968.24	$1,081	$649	FR	-
10	Number of Lawsuits Received	**10**	**9**	**5**	**6**	30	22	33	FR	-
11	Number of Lawsuits Closed	**5**	**7**	**7**	**7**	26	19	29	FR	-
12	Number of Lawsuits Resolved Through Settlement	**3**	**2**	**1**	**4**	10	9	19	FR	-
13	Number of Lawsuits Dismissed Through Dispositive Motion*	**0**	**2**	**0**	**3**	5	10	3	FR	-
14	Number of Lawsuits Tried to Verdict*	**0**	**0**	**0**	**0**	0	0	3	FR	-
15	Number of Lawsuits Disposed on Appeal	**0**	**0**	**0**	**0**	0	0	1	FR	-
16	Avg. Cost per Lawsuit Settled	**$224,899**	**$2,077**	**$80,035**	**$56,796**	$90,952	$29,589	$171,437	FR	-
17	Avg. Cost per Lawsuit Tried	**$0**	**$0**	**$0**	**$0**	$0	$0	$1,050	FR	-
18	Number of Code Enforcement Cases Received	**525**	**484**	**241**	**204**	1,454	1,217	848	SHC	-
19	Number of Code Enforcement Cases Closed	**561**	**259**	**252**	**183**	1,255	998	769	SHC	-

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

CITY CLERK DEPARTMENT

Key Performance Indicators

FY 2015 - 16

		FY 2015-16 Quarterly Results							Council Priority	
	Performance Indicator	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Primary	Secondary
1	Total public records requests received	**145**	**171**	**164**	**222**	702	410	413	IEC	-
2	Total public records requests provided	**144**	**170**	**163**	**221**	698	409	389	IEC	-
3	Number of public records requests completed within 10 days	**135**	**161**	**155**	**204**	655	399	356	IEC	ECS
4	Number of public records requests completed beyond 10 days	**10**	**10**	**9**	**18**	47	5	22	IEC	ECS
5	Number of non-responsive public records requests	**1**	**0**	**0**	**0**	1	5	25	IEC	-
6	Number of Filming Permits issued	**64**	**65**	**78**	**82**	289	244	278	EV	-
7	Number of Special Event Permits issued	**38**	**45**	**15**	**45**	143	169	144	AC	IEC
8	Total number of agenda items processed	**103**	**76**	**91**	**93**	363	227	407	IEC	-
9	Percentage of time Council meeting minutes are docketed for City Council approval within three weeks of meeting date	**90%**	**95%**	**95%**	**95%**	94%	98%	93%	IEC	ECS
10	Number of registered voters	**97,293**	**98,032**	**98,032**	**98,797**	98,039	98,127	97,249	IEC	-
11	Voter registration percentage	**51%**	**51%**	**51%**	**51%**	51%	51%	51%	IEC	-
12	Ratio of provisional ballots cast vs. votes cast in person at poll location*	**N/A**	**NA**	**0**	**0**	0	16.4	0	IEC	-

CITY TREASURER'S DEPARTMENT

Key Performance Indicators

FY 2015 - 16

		FY 2015-16 Quarterly Results							Council Priority	
	Performance Indicator	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Primary	Secondary
1	Median weighted average for maturity of City portfolio assets (months)	**24.0**	**24.4**	**21.8**	**19.9**	22.5	23.1	22	FR	-
2	Total investment earnings per quarter (millions)	**$1,172,287**	**$1,181,917**	**$1,649,195**	**$1,399,867**	$5,403,266	$3,955,795	$3,296,035	FR	-
3	Rate of return on the City Portfolio per quarter (%)	**1.20%**	**1.23%**	**1.25%**	**1.28%**	1.24%	1.08%	0.89%	FR	-
4	Number of overages or shortages in daily cash balances	**1**	**0**	**0**	**1**	2	0	5	FR	-

COMMUNITY DEVELOPMENT DEPARTMENT

Key Performance Indicators

FY 2015 - 16

#	Performance Indicator	FY 2015-16 Quarterly Results: 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority: Primary	Secondary
	Housing									
1	Number of active Section 8 Rental Assistance vouchers	**2,972**	**2,965**	**2,996**	**2,951**	2,971	3,011	3,029	BQH	-
2	Number of Section 8 Housing Quality Standard Inspections conducted	**991**	**913**	**940**	**1,014**	3,858	3925	4196	BQH	-
3	Number of new affordable housing units completed	**0**	**0**	**0**	**46**	12	4	2	BQH	-
4	Number of new affordable housing units under development	**121**	**121**	**121**	**75**	110	60	61	BQH	-
5	Number of affordable housing units monitored	**421**	**410**	**169**	**24**	1,024	714	773	BQH	-
	Building & Safety									
6	Number of building permits issued (all types)	**814**	**848**	**751**	**796**	3,209	2,871	2,814	BQH	EV
7	Building Permit Issued " Over the Counter"	**564**	**791**	**532**	**535**	2,422	2,087	N/A	BQH	EV
8	Number of trade permits issued	**761**	**698**	**686**	**18**	2,163	2,627	2,992	BQH	EV
9	Avg. valuation per building permit	**$58,800**	**$51,533**	**$118,970**	**$50,218**	$69,880	$113,723	$84,223	FR	EV
10	Number of building plan checks submitted	**200**	**101**	**130**	**259**	690	608	$416	EV	-
11	Number of sub-trade plan checks submitted	**372**	**104**	**293**	**399**	1,168	1,200	1,252	EV	-
12	Avg. turnaround time per building plan check (days)	**35**	**25**	**30**	**18**	27	27	18	ECS	-
13	Number of customers served	**12,783**	**11,649**	**11,756**	**12,521**	48,709	38,417	28,206	ECS	EV
14	Avg. turnaround time per sub-trade plan check (days)	**13**	**14**	**14**	**11**	13	21	10	ECS	-
15	Number of permit inspections completed	**7,387**	**7,985**	**8,230**	**9,399**	33,001	34,165	32,214	ECS	EV
16	Building and Safety fees received	**$2,410,484**	**$1,695,654**	**$2,248,214**	**$2,018,342**	$8,372,694	$9,269,104	$7,795,814	FR	EV
17	Ratio of Building & Safety fees received to section's expenditures	**3**	**1**	**2**	**2**	2.07	2.43	2.63	FR	-
18	Number of complaints received	**64**	**50**	**65**	**79**	258	191	149	ECS	-
19	Cost per hour of operation	**$1,351**	**$1,565**	**$1,828**	**$1,794**	$1,635	$1,420	$1,099	FR	-
	Planning/Neighborhood Services									
20	Number of development applications submitted for review by:									
	Design Review Board	**17**	**9**	**8**	**6**	40	34	62	BQH	EV
	Planning Commission	**2**	**3**	**9**	**2**	16	13	19	BQH	EV
	Historic Preservation Commission	**2**	**1**	**2**	**3**	8	11	2	BQH	EV
	Planning Hearing Officer	**6**	**7**	**6**	**3**	22	24	76	BQH	EV

COMMUNITY DEVELOPMENT DEPARTMENT

Key Performance Indicators

FY 2015 - 16

#	Performance Indicator	FY 2015-16 Quarterly Results: 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority: Primary	Secondary
21	Number of City applications initiated for:								BQH	EV
	General Plan Amendments	**0**	**0**	**0**	**0**	0	2	4	BQH	EV
	Re-zoning	**0**	**1**	**0**	**2**	3	1	3	BQH	EV
	Code Changes	**0**	**3**	**0**	**1**	4	5	2	BQH	EV
22	Number of administrative applications received by Staff								BQH	EV
	Administrative Design Review	**8**	**10**	**9**	**16**	43	26	N/A	EV	BQH
	Administrative Use Permits	**6**	**8**	**5**	**8**	27	18	N/A	EV	BQH
	Design Review Board exemptions	**187**	**178**	**201**	**218**	784	802	781	BQH	EV
	Other (i.e. COZ, COC, BRC, Home Occupation)	**229**	**201**	**268**	**250**	948	1003	227	ECS	-
	Administrative Exceptions - up to 10% of a numerical standard	**1**	**2**	**1**	**1**	5	0	N/A	EV	BQH
	Administrative Exceptions - up to 20% of a numerical standard	**4**	**7**	**2**	**2**	15	11	N/A	EV	BQH
	Administrative Exceptions - Other	**3**	**0**	**3**	**5**	11	6	N/A	EV	BQH
	Administrative Review (PEX, LLA, WTF, DB)	**6**	**5**	**5**	**7**	23	10	N/A	EV	BQH
23	% of development application review completed within 30 calendar days	**74%**	**73%**	**74%**	**79%**	75%	74%	69%	ECS	EV
24	Avg. # of days from application submission to hearing	**96**	**95**	**108**	**108**	102	141	70	ECS	-
25	Avg. # of days from application submission to decision (AUP/ADR)	**89**	**64**	**97**	**71**	80	99	N/A	ECS	-
26	Avg. # of days from application completion to hearing for land use applications	**48**	**66**	**36**	**66**	54	68	41	FR	-
27	Avg. # of days from application completion to decision (AUP/ADR)	**39**	**40**	**35**	**43**	39	51	N/A	ECS	-
28	Avg. # of active applications per case planner	**17**	**18**	**17**	**16**	68	71	62	ECS	-
29	Number of DRB and Hearing Officer appeals	**0**	**3**	**2**	**1**	6	3	9	ECS	-
30	Cost per hour of operation	**$690**	**$844**	**$836**	**$820**	$3,190	$4,638	$4,679	IEC	ECS
31	Number of requests for services received	**4,154**	**3,912**	**3,924**	**3,576**	15,566	14,333	10,927	IEC	ECS
32	Number of code enforcement inspections completed	**5,483**	**3,717**	**4,756**	**5,217**	19,173	17,239	18,880	SHC	-
33	Number of code violations issued	**514**	**401**	**593**	**624**	2,132	2,135	2,447	SHC	-
34	Number of code violation cases opened	**386**	**315**	**437**	**507**	1,645	1,445	1,528	SHC	-
35	Number of code violation cases closed	**328**	**306**	**290**	**524**	1,448	1,075	1,086	SHC	-
36	Percentage of cases cleared within 3 months	**58%**	**62%**	**59%**	**65%**	61%	49%	46%	SHC	-
37	Percentage of cases remaining open beyond 3 months	**42%**	**38%**	**41%**	**35%**	39%	51%	54%	SHC	-
38	Number of new cases per code enforcement officer	**336**	**353**	**329**	**376**	1,394	1,442	1,388	SHC	-
39	Sq. ft. of graffiti removed	**36,268**	**29,314**	**43,271**	**14,630**	123,483	149,687	172,821	SHC	-
40	Average cost per sq. ft. of graffiti removed	**$0.84**	**$0.81**	**$0.64**	**$0.96**	$0.81	$0.71	$0.65	FR	-
41	Number of volunteer hours for neighborhood improvement activities	**0**	**0**	**0**	**0**	0	6,755	15,876	IEC	SHC

COMMUNITY DEVELOPMENT DEPARTMENT

Key Performance Indicators

FY 2015 - 16

#	Performance Indicator	FY 2015-16 Quarterly Results: 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority: Primary	Secondary
42	Number of dog and cat licenses issued	**1,251**	**1,168**	**1,270**	**881**	4,570	4,938	5,159	SHC	-
43	Number of (new) business license/permit applications received	**787**	**336**	**395**	**477**	1,995	1,906	1,024	EV	-
44	Number of (new/renewal) business license/permit applications issued	**640**	**307**	**345**	**535**	1,827	2,068	1,773	EV	-
	Economic Development									
45	General Inquiries	**275**	**414**	**258**	**300**	1,247	822	653	EV	ECS
46	Class A office vacancy rate	**12.2%**	**11.6%**	**10.6%**	**11.0%**	11.4%	14.0%	19.0%	EV	-
47	Vacancy Rate: Retail (ICMA Community Attribute)	**2.9%**	**2.5%**	**2.1%**	**2.0%**	2.4%	2.8%	3.8%	EV	-
48	Sales tax revenue**	**$36**	**$39**	**$41**	**$43**	$40	$38	$37	EV	-
49	Number of outside businesses assisted with Glendale location needs	**60**	**46**	**74**	**68**	248	239	270	ECS	EV
50	Number of outside businesses assisted that came to Glendale	**6**	**1**	**0**	**1**	8	10	13	ECS	EV
51	Sq. footage of leases executed by businesses that came to Glendale (involving the assistance of Economic Development)	**57,963**	**4,900**	**0**	**5,781**	68,644	54,991	75,750	EV	-
52	Number of existing Glendale businesses assisted	**123**	**85**	**127**	**137**	472	299	243	ECS	EV
	Urban Design and Mobility									
53	Beeline "on-time" performance rate	**89%**	**87%**	**88%**	**88%**	88%	89%	89%	ECS	-
54	Beeline Passangers per revenue hour	**24**	**23**	**23**	**23**	23	24	22	FR	-
55	Beeline cost per revenue hour (annual measure)	**N/A**	**N/A**	**N/A**	**$0**	$0	$85	$85	FR	-
56	Miles Between mechanical system failures	**52,070**	**46,374**	**23,310**	**22,408**	144,162	N/A	N/A		
57	Individuals engaged through Social Media	**51,191**	**106,674**	**168,049**	**185,084**	510,998	N/A	N/A		
58	Individuals engaged through community meetings, events, and presentations	**126**	**630**	**0**	**3,085**	3,841	N/A	N/A		

COMMUNITY SERVICES & PARKS DEPARTMENT

Key Performance Indicators

FY 2015 - 16

#	Performance Indicator	FY 2015-16 Quarterly Results: 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority: Primary	Secondary
	Administration									
1	Total developed park acreage per 1,000 residents	**1.44**	**1.44**	**1.44**	**1.42**	1.43	1.46	1.49	CSF	IEC
2	Total undeveloped park acreage per 1,000 residents	**25.28**	**25.28**	**25.28**	**24.96**	25.20	25.68	26.26	CSF	IEC
3	Total number of volunteers for:									
	Community centers and human service programs	**27**	**27**	**34**	**37**	125	143	111	IEC	-
	Open space and trails	**193**	**125**	**141**	**98**	557	939	929	IEC	-
4	Total number of volunteer hours for:									
	Community centers and human service programs	**2,571**	**1,867**	**1,927**	**2,740**	9,105	11,158	9,885	IEC	-
	Open space and trails	**469**	**411**	**422**	**295**	1,597	2,803	2,988	IEC	-
5	Total number of participants in open space & trails programs	**226**	**146**	**223**	**319**	914	405	478	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	4.20	4.76	CSF	IEC
7	# of hours to maintain 31.73 acres of sports fields (19 fields)	**1,671**	**1,026**	**1,459**	**1,656**	5,812	5,094	6,069	CSF	IEC
8	# of incidents of vandalism reported	**76.00**	**63.00**	**72.00**	**124.00**	335	684	180	SHC	-
9	% of time graffiti vandalism was removed within 24 hours of notification	**90%**	**90%**	**90%**	**90%**	90%	91%	90%	SHC	-
10	# of completed special work orders	**820**	**511**	**556**	**685**	2,572	2,330	2,075	CSF	-
	Park Planning & Development									
11	# of safety and security improvement projects at parks & community facilities	**4**	**4**	**0**	**3**	11	4	0	SHC	-
12	Park, open space & comm. facility projects developed or improved									
	# of projects developed or improved	**2**	**1**	**0**	**1**	4	6	10	CSF	IEC
	% of projects completed within 45 days of project completion date	**100%**	**0%**	**100%**	**0%**	50%	100%	100%	CSF	IEC
	% of projects completed within 5% of project cost target	**50%**	**100%**	**100%**	**0%**	63%	100%	100%	CSF	IEC
		0	0	0	0					
	Recreation	**0.00**	**0.00**	**0.00**	**0.00**					
13	Number of hours the sports fields are permitted	**11,145**	**6,544**	**10,858**	**13,718**	42,265	41,725	41,669	CSF	IEC
14	Percentage of permitted hours on lit sports fields at peak time *(4pm-10pm weeknights and 8am-10pm weekends)*	**79%**	**67%**	**67%**	**81%**	74%	79%	80.75%	CSF	IEC
15	Facility rental revenue									
	Non-sports fields	**$259,014**	**$210,235**	**$263,107**	**$364,431**	$1,096,787	$1,027,667	$958,721	FR	-
	Sports fields	**$140,043**	**$155,831**	**$230,541**	**$181,133**	$707,548	$436,700	$516,957	FR	-
16	Total number of hours of use for non-revenue rentals									
	Facility Rentals	**2,856**	**2,356**	**2,643**	**5,354**	13,209	16,268	n/a	CSF	-
	Sport Field Rentals	**7,479**	**3,120**	**5,639**	**9,040**	25,278	24,604	n/a	CSF	-
17	Total number of contract classes offered:									
	Duplicated *(total # of contract classes offered at different time/location)*	**54**	**53**	**50**	**54**	211	191	331	CSF	IEC
	Unduplicated *(total # of individual contract classes offered)*	**17**	**21**	**21**	**18**	77	75	133	CSF	IEC
18	Total number of contract classes held:									
	Duplicated *(total # of contract classes offered at different time/location)*	**46**	**46**	**33**	**39**	164	116	179	CSF	IEC
	Unduplicated *(total # of individual contract classes held)*	**21**	**18**	**16**	**16**	71	58	99	CSF	IEC

COMMUNITY SERVICES & PARKS DEPARTMENT

Key Performance Indicators

FY 2015 - 16

#	Performance Indicator	FY 2015-16 Quarterly Results: 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority: Primary	Secondary
19	Total number of recreation classes held :									
	Duplicated *(total # of recreation classes held at different time/location)*	**188**	**29**	**25**	**93**	335	368	441	CSF	IEC
	Unduplicated *(total # of individual recreation classes held*	**29**	**8**	**9**	**35**	81	81	83	CSF	IEC
20	Number of duplicated participants in:									
	Contract Classes	**420**	**422**	**341**	**391**	1,574	1,638	2,120	CSF	IEC
	Recreation Classes	**14,899**	**6,539**	**6,440**	**33,968**	61,846	35,538	36,761	CSF	IEC
21	Total contract class revenue	**$37,826**	**$42,372**	**$32,854**	**$52,103**	$165,155	$170,884	$201,785	FR	-
22	Total recreational class revenue	**$280,300**	**$24,777**	**$12,260**	**$448,572**	$765,909	$543,652	$504,868	FR	-
23	Number of recreation programs offered at 21 facilities: [1]									
	Duplicated *(total # of recreation programs offered at different time/location)*	**79**	**75**	**76**	**93**	81	77	73	CSF	IEC
	Unduplicated *(total # of individual recreation programs offered)*	**40**	**38**	**35**	**35**	37	37	33	CSF	IEC
24	Total number of teens participating in a structured recreation/fitness program	**61**	**35**	**94**	**150**	340	198	n/a	CSF	-
25	Number of events co-sponsored by the department	**19**	**8**	**8**	**12**	47	35	32	IEC	-
26	Number of non-profit organizations/public agencies that operate programs/services at park facilities at no cost for facility rental (unduplicated)	**25**	**11**	**2**	**3**	41	40	30	IEC	-
	Human Services									
27	# of unduplicated persons served w/ social service resources in CDBG	**339**	**319**	**294**	**272**	1,224	1,409	1,596	CSF	IEC
28	Number of meals served to seniors	**14,900**	**14,006**	**13,935**	**12,559**	55,400	54,178	50,988	CSF	IEC
29	Cost per meal served to seniors	**$6.15**	**$6.68**	**$6.72**	**$7.25**	$6.70	$6.78	$7.21	FR	-
30	Number of cases for senior care management:									
	Total number of new cases	**31**	**14**	**19**	**19**	83	111	111	CSF	IEC
	Average number of open cases	**76**	**86**	**83**	**93**	85	102	87	CSF	IEC
	Total number of closed cases	**19**	**11**	**11**	**18**	59	49	91	CSF	IEC
31	Total Cost per senior care management case	**$329**	**$354**	**$348**	**$302**	$333	$301	$310	FR	-
32	Number of persons who exited Glendale Homeless Continuum of Care (CoC) [2]	**220**	**140**	**752**	**120**	1,232	1,113	1,180	CSF	IEC
	# of people who exited the program that were placed into Permanent Supportive Housing	**87**	**44**	**84**	**105**	320	463	516	CSF	IEC
	% of people who exited the program that were placed into Permanent Supportive Housing	**40%**	**31%**	**11%**	**88%**	43%	47%	53%	CSF	IEC
33	Number of homeless persons receiving services (duplicated) [3]	**627**	**1,130**	**1,453**	**981**	4,191	4,184	6,093	CSF	IEC
34	Number of contracts per FTE with non-profit organizations & City departments	**8**	**8**	**8**	**8**	8	9	9	CSF	IEC
	Verdugo Jobs Center									
35	Number of visits to the Verdugo Jobs Center	**7,932**	**7,037**	**7,827**	**8,140**	30,936	30,266	45,000	FR	-
36	Number of customers receiving staff assited services [4]	**258**	**263**	**351**	**158**	1,030	695	692	ECS	EV
37	Cost per hour to operate VJC	**$1,397**	**$1,397**	**$1,397**	**$1,397**	$1,397	$1,397	$1,397	FR	-
38	Average monthly caseload	**43**	**44**	**50**	**23**	$40	39	31	ECS	-
39	Number of events sponsored by Workforce (i.e. workshops, rectuitments, etc.)	**47**	**54**	**57**	**73**	231	235	n/a	EV	-
40	Number of customers placed into employment	**26**	**29**	**84**	**60**	199	198	435	EV	-
41	Percentage of customers placed into employment [5]	**72%**	**81%**	**71%**	**56%**	70%	81%	73%	EV	-
42	Percentage of customers who find employment in excess of 35 hours/week	**85%**	**83%**	**81%**	**80%**	82%	69%	71%	EV	-

COMMUNITY SERVICES & PARKS DEPARTMENT

Key Performance Indicators

FY 2015 - 16

	Performance Indicator	FY 2015-16 Quarterly Results 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority Primary	Secondary
43	Average starting wage of participants									
	After training services	**$40.25**	**$33.20**	**$25.50**	**$21.58**	$30.13	$25.64	n/a	EV	-
	Without training services	**$14.02**	**$13.85**	**$14.38**	**$15.84**	$14.52	$13.19	n/a	EV	-
44	Percentage maintaining employment 9 months after initial placement [6]	**77%**	**71%**	**75%**	**87%**	78%	85%	73%	EV	-
45	VJC customer satisfaction rating	**92%**	**94%**	**93%**	**92%**	93%	90%	88%	ECS	-
46	# of youth employed through the Glendale Youth Alliance program	**195**	**67**	**74**	**61**	397	466	576	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 2015 - 16

#	Performance Indicator	FY 2015-16 Quarterly Results: 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority: Primary	Secondary
	Administration									
1	Avg. number of Firefighters per 1,000 residents	**0.78**	**0.77**	**0.75**	**0.73**	0.76	0.80	0.79	SHC	-
2	Number of fire companies per household (per 10,000 residents)	**0.60**	**0.60**	**0.60**	**0.60**	0.60	0.62	0.63	SHC	-
3	Number of Paramedics per 1,000 residents	**0.44**	**0.44**	**0.44**	**0.44**	0.44	0.44	0.44	SHC	-
4	Fire Department General Fund Budget per capita	**$59.74**	**$57.06**	**$56.50**	**$48.50**	$221.80	$219.81	$217.80	FR	-
5	Percentage of Fire Department budget that is grant funded	**1.33%**	**0.13%**	**0.00%**	**0.00%**	0.36%	0.01%	0.02%	FR	-
6	Total overtime hours worked	**56,403**	**42,983**	**42,181**	**45,217**	186,783	164,439	169,795	FR	-
7	Total overtime cost/staffing	**$2,764,489**	**$2,043,776**	**$2,103,373**	**$2,320,075**	$9,231,712	$7,111,137	$8,392,955	FR	-
	Total amount of MOU related staffing overtime	**$1,793,463**	**$1,638,639**	**$1,693,867**	**$1,825,232**	$6,951,202	$5,233,497	$6,427,337	FR	-
	Total amount of work comp related overtime	**$166,049**	**$160,488**	**$158,321**	**$251,448**	$736,305	$1,091,424	$1,309,768	FR	-
	Total amount of training and other overtime	**$119,451**	**$209,705**	**$240,586**	**$91,260**	$661,002	$427,731	$355,860	FR	-
	Total amount of reimbursed overtime	**$685,553**	**$34,944**	**$10,598**	**$152,136**	$883,231	$358,485	$299,990	FR	-
8	In-service fire suppression training hours	**2,126**	**1,912**	**2,506**	**2,349**	8,892	9,523	9,029	SHC	-
9	Cost per Firefighter attending the Fire Academy	**$0.00**	**$0.00**	**$0.00**	**$0.00**	$0.00	N/A	N/A	FR	-
	Operations									
10	Total calls for Fire Department services*	**4,862**	**4,955**	**5,137**	**4,620**	19,574	18,798	17,825	SHC	-
11	Number of EMS calls*	**4,100**	**4,290**	**4,520**	**3,998**	16,908	16,164	15,310	SHC	-
12	Number of fire-related calls*	**518**	**459**	**445**	**458**	1,880	1,898	1,790	SHC	-
13	Number of false alarms	**275**	**235**	**256**	**258**	1,024	1,001	938	SHC	-
14	Number of services calls*	**231**	**196**	**160**	**153**	740	729	725	SHC	-
15	Value of property lost (structure and contents)	**$351,375**	**$1,182,400**	**$34,050**	**$62,900**	1,630,725	$2,342,050	$6,190,980	SHC	-
16	% of 911 calls answered 15 seconds or less (per NFPA standard 1221)	**99.00%**	**99.00%**	**99.00%**	**99.00%**	99.00%	99.05%	98.92%	SHC	ECS
17	Avg. time to dispatch – Emergency Medical Service (EMS)	**0:00:57**	**0:00:58**	**0:00:55**	**0:00:56**	0:00:56	0:00:52	0:00:54	SHC	ECS
18	Avg. time to dispatch – Fire	**0:00:52**	**0:00:56**	**0:00:59**	**0:00:57**	0:00:56	0:00:50	0:00:58	SHC	ECS
19	Avg. turn-out time	**0:00:41**	**0:00:41**	**0:00:42**	**0:00:42**	0:00:42	0:00:42	0:00:54	SHC	ECS
20	Avg. time to arrive on scene for EMS calls	**0:03:51**	**0:03:48**	**0:03:53**	**0:03:51**	0:03:51	0:03:49	0:03:42	SHC	ECS
21	Avg. time to arrive on scene for Fire calls	**0:04:33**	**0:04:19**	**0:04:25**	**0:04:40**	0:04:29	0:04:19	0:04:19	SHC	ECS
22	Percent of response times under 5 minutes (NFPA 1710)	**65%**	**66%**	**64%**	**65%**	65%	67%	69%	SHC	ECS
23	Avg. incident duration per call category:									
	Service Calls	**0:21:09**	**0:24:31**	**0:24:53**	**0:23:58**	0:23:38	*0:25:29*	*0:22:30*	SHC	-
	Emergency Medical Calls	**0:38:10**	**0:38:35**	**0:39:40**	**0:37:22**	0:38:27	*0:39:16*	*0:39:37*	SHC	-
	Fire Calls	**0:50:24**	**0:34:46**	**0:29:25**	**0:27:21**	0:35:29	*0:47:36*	*0:52:49*	SHC	-
	Alarm Calls	**0:17:32**	**0:15:56**	**0:15:07**	**0:14:18**	0:15:43	*0:17:26*	*0:16:55*	SHC	-
	Flooding Calls	**0:41:07**	**0:51:29**	**0:31:44**	**0:47:45**	0:43:01	*0:39:11*	*0:38:20*	SHC	-
24	Average number of responses per fire unit	**549**	**581**	**604**	**532**	2,266	2,212	2,061	SHC	-
25	Automatic aid ratio:									
	Aid Provided	**425**	**405**	**381**	**379**	398	364	362	SHC	
	Aid Received	**269**	**204**	**269**	**214**	239	229.25	215	SHC	-
	Emergency Medical Services (EMS)									
26	Number of victims transported	**2,707**	**2,772**	**2,829**	**2,562**	2,718	10,936	10,094	SHC	-
27	Overall documentation compliance (goal = 90%)	**91%**	**91%**	**92%**	**91%**	91%	94%	91%	SHC	-
28	Vital sign compliance (goal = 90%)	**96%**	**99%**	**93%**	**93%**	95%	94%	96%	SHC	-
29	Patient pain assessment compliance (goal = 90%)	**96%**	**90%**	**95%**	**90%**	93%	98%	99%	SHC	-
30	Number of medical cardiac arrest patients	**43**	**60**	**52**	**34**	189	170	137	SHC	-

Fire department

Key Performance Indicators

FY 2015 - 16

#	Performance Indicator	FY 2015-16 Quarterly Results: 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority: Primary	Secondary
31	Number of cardiac arrest patients transported	**26**	**29**	**21**	**19**	95	90	57	SHC	-
32	Average number of uninsured homeless person related EMS calls	**33**	**15**	**6**	**9**	63	72	103	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%	99%	100%	SHC	-
34	Avg. transport "wall time"	**0:21:06**	**0:21:49**	**0:24:58**	**0:21:42**	0:22:24	0:21:20	0:17:13	SHC	-
35	Avg. time A/O unit assigned to incidents in a 24 hr. period	**4:17:53**	**4:30:12**	**4:50:18**	**4:03:21**	4:25:26	4:20:17	4:34:19	SHC	-
36	Avg. time paramedic unit assigned to incidents in a 24 hr period	**2:06:55**	**2:18:34**	**2:21:49**	**1:59:06**	2:11:36	2:16:38	2:43:14	SHC	-
37	Average EMS billing recovery rate	**31%**	**21%**	**35%**	**34%**	30%	30%	31%	FR	-
38	Number of EMS calls per paramedic	**94.25**	**98.62**	**103.91**	**90.86**	387.64	381.45	350.2	SHC	-
	Fire Prevention									
39	Number of CIP Inspections conducted	**1,648**	**1,912**	**599**	**763**	4,922	8,458	5,615	SHC	-
40	Number of Brush Inspections (Vegetation Management Program)	**230**	**5**	**0**	**3,306**	3,541	4,759	4,091	SHC	-
41	Number of Underground Tank Inspections completed	**14**	**17**	**7**	**5**	43	71	93	SHC	-
42	Number of Veg. Management Program & Fire Company Insp. Hours	**957**	**1,505**	**100**	**905**	3,466	2,941	4,421	SHC	-
43	Number of Residents Relinquishing Household Hazardous Waste	**1,475**	**1,205**	**1,334**	**1,443**	1,364	N/A	N/A	SHC	-
44	Number of Filming Permits Reviewd	**63**	**66**	**88**	**80**	297	N/A	N/A		
45	Number of Filming Safety Inspections Performed	**16**	**8**	**9**	**2**	35	N/A	N/A		
46	Number of plan checks submitted	**459**	**490**	**475**	**238**	1,662	1,518	1,327	SHC	-
47	Number of plan checks completed	**571**	**521**	**460**	**398**	1,950	1,931	1,764	SHC	-
48	Avg. turnaround time per plan check (days)	**27**	**31**	**33**	**31**	30.5	19.525	14.3	ECS	-
	Public Education									
49	Number of students attending Junior Fire Academy program	**0**	**0**	**0**	**2,182**	2,182	2,280	2,084	SHC	IEC
50	Avg. cost per attendee at Junior Fire Academy program	**$0.00**	**$0.00**	**$0.00**	**$2.10**	$0.53	$0.57	$2.25	FR	-
51	Number of CERT programs conducted	**2**	**1**	**1**	**1**	5	5	8	IEC	SHC
52	Avg. number of residents and businesses trained in CERT	**13**	**18**	**10**	**11**	13	10	22	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 2015 - 16

#	Performance Indicator	FY 2015-16 Quarterly Results: 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2013-14 Actual	FY 2014-15 Actual	Council Priority: Primary	Secondary
	Water Section									
1	Water produced from Verdugo Basin (billion gallons)	**0.09**	**0.09**	**0.07**	**0.06**	0.308	0.45	0.36	IM	-
2	Avg. production per well from Verdugo Basin (billion gallons)	**0.01**	**0.01**	**0.01**	**0.01**	0.01	0.0	0.0	IM	-
3	Water imported from MWD (billion gallons)	**1.18**	**1.08**	**1.04**	**1.26**	4.56	6.61	5.56	IM	-
4	Volatile Organic Compounds (VOC) treatment at San Fernando Basin (billion of gallons of water treated)	**0.66**	**1.04**	**0.51**	**0.54**	2.75	2.29	2.28	SHC	-
5	Percent of positive water samples in the distribution system	**1.15%**	**0.65%**	**0.00%**	**0.00%**	0.45%	0.43%	1.13%	SHC	-
6	Number of repeat positive samples	**1.00**	**0.00**	**0.00**	**0.00**	1	1	5	SHC	-
7	Number of positive e-coli samples	**N/A**	**0.00**	**0.00**	**0.00**	0	0	0	SHC	-
8	Number of "high chlorine" complaints by customers	**5.00**	**2**	**3**	**5**	15	25	39	SHC	-
9	Production from local Wells (billion gallons)	**0.75**	**1.19**	**0.52**	**0.57**	3.03	2.53	2.53	IM	-
10	Cost to treat from local wells (billion gallons)	**$925**	**$1,106**	**$817**	**$891**	$3,739	$16,653	$15,272	FR	-
11	Percentage of backflow devices tested/maintained (total of 1,851 devices)	**497**	**505**	**583**	**646**	558			IM	SHC
12	Water meters repaired (large meters 3" and above)	**3.00**	**0**	**0**	**1**	4	30	11	IM	-
13	New service/turn-ons	**9.00**	**15**	**36**	**16**	76	33	60	IM	-
14	Number of main breaks	**2.00**	**3**	**5**	**1**	11	17	9	IM	-
15	Avg. time to repair a main break (hours)	**3.33**	**0.33**	**5.17**	**2.67**	2.88	4.28	3.25	IM	ECS
16	Total Service-Hour Interruption	**891**	**599**	**1,185**	**389**	3,064	5,393	7,725	IM	ECS
17	Water valves exercised vs. target (goal = 4,671 w/ each exercised 2x/year)	**550**	**1,357**	**840**	**359**	3,106	N/A	N/A	IM	SHC
18	Number of Fire hydrants inspected, operated and maintained vs. target (goal = 3,134)	**789**	**802**	**314**	**192**	2,097	N/A	N/A	IM	SHC
19	# of reservoirs inspected and cleaned vs. target (goal = 6 facilities/year)	**0.00**	**0.00**	**0.00**	**0.00**	0	11	8	IM	SHC
20	Water loss through the distribution system	**3.20%**	**-4.90%**	**4.21%**	**10.33%**	3.21%	6.23%	2.53%	IM	FR
21	Chemical use per volume of water (pounds per million gallons of water)	**4.16**	**4.43**	**4.02**	**2.49**	3.78	2.62	4.76	IM	SHC
22	Electric use per acre foot of water (KwH)**	**472.91**	**454.88**	**420.35**	**457.07**	451.30	445.22	566.58	IM	FR
	Electric Section									
23	Total O&M Expense per KWH Sold **	**$0.19**	**$0.17**	**$0.16**	**$0.18**	$0.18	$0.20	$0.15	FR	-
24	Revenue per KWH									
	All Retail Customers **	**$0.17**	**$0.16**	**$0.18**	**$0.19**	$0.17	$0.16	$0.15	FR	-
	Residential Customers **	**$0.18**	**$0.16**	**$0.18**	**$0.18**	$0.18	$0.17	$0.16	FR	-
	Commercial Customers **	**$0.18**	**$0.16**	**$0.19**	**$0.18**	$0.18	$0.16	$0.17	FR	-
	Industrial Customers **	**$0.16**	**$0.16**	**$0.17**	**$0.19**	$0.17	$0.14	$0.13	FR	-
25	Distribution O&M Expense									
	per retail customer **	**$51**	**$50**	**$48**	**$47**	$196	$213	$204	FR	-
26	Distribution O&M Expense per Circuit Mile **	**$8,029**	**$7,899**	**$7,502**	**$7,361**	$30,791	$33,005	$31,166	FR	-
27	Outage Indices									
	Total Number of Outages	**17.00**	**11.00**	**18**	**20**	66	65	46	IM	ECS
	SAIDI (System Average Interruption Duration Index)	**34.02**	**37.20**	**44.56**	**39.36**	38.79	40.785	34.2675	IM	ECS
	SAIFI (System Average Interruption Index)	**0.71**	**0.75**	**0.84**	**0.91**	0.80	1.09925	0.875	IM	ECS
	CAIDI (Customer Average Interruption Index)	**43.68**	**48.45**	**53.44**	**43.12**	47.17	37.0925	38.5325	IM	ECS
	ASAI (Average Service Availability Index)	**99.99%**	**100.00%**	**100.00%**	**100.00%**	100.00%	100.00%	100.00%	IM	ECS
28	Number of preventable outages	**1.00**	**0.00**	**0**	**1**	2	7	0	IM	ECS
29	Percentage of overloaded transformers	**2.24%**	**2.61%**	**0.59%**	**62.00%**	16.86%	0.57%	0.89%	IM	SHC
30	Number of transformer failures	**7.00**	**4.00**	**1**	**7**	19	10	13	IM	SHC
31	System Load Factor (average operating capacity out of 100% available)	**45.58%**	**36.94%**	**33.82%**	**35.59%**	37.98%	42.68%	40.32%	IM	SHC
32	Energy Loss Percentage (i.e. loss due to theft or line loss)	**7.24%**	**6.94%**	**6.97%**	**5.04%**	6.55%	11.53%	11.21%	IM	FR
33	OSHA Incidence Rate (per OSHA's formula calculation)	**0.14**	**0.00**	**24.00**	**18.00**	42.14	0.75	1.31	IM	SHC
34	Number of Accidents									
	Preventable	**3.00**	**0.00**	**4**	**2**	9	1	5	SHC	-
	Non Preventable	**N/A**	**0.00**	**0.00**	**1.00**	1	2	0	SHC	-

GLENDALE WATER & POWER DEPARTMENT

Key Performance Indicators

FY 2015 - 16

	Performance Indicator	FY 2015-16 Quarterly Results 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2013-14 Actual	FY 2014-15 Actual	Council Priority Primary	Secondary
35	Number of Vehicle Accidents									
	Preventable	**2.00**	**0.00**	**0**	**0**	2	1	3	SHC	-
	Non Preventable	**N/A**	**0.00**	**0.00**	**0.00**	0	4	0	SHC	-
36	Residential Energy Efficiency *									
	Ratio of $ realized in energy savings per $ from PBC prog. funds	**N/A**	**N/A**	**N/A**	**$4.33**	$4.33	$3.93	$3.62	FR	-
37	Commercial Energy Efficiency *									
	Ratio of $ realized in energy savings per $ from PBC prog. funds	**N/A**	**N/A**	**N/A**	**$14.66**	$14.66	$14.88	$18.10	FR	-
38	Administrative and program support costs as a % of annual revenues**	**6%**	**7%**	**6%**	**7%**	7%	12%	6%	FR	-
39	Number of workdays lost per employee due to occupational accidents	**6.33**	**0.00**	**0.04**	**0.06**	1.61	4.92	14.75	SHC	-
40	Average Training hours per employee	**2.00**	**2.00**	**2**	**2**	2.00	3.5	2	SHC	ECS
41	Number of days for service connection (working days)	**7.20**	**4.82**	**9.3**	**9.7**	7.73	7.72	6.01	ECS	-
42	Number of NERC/WECC reportable incidents	**N/A**	**0.00**	**0.00**	**0.00**	0	0	0	SHC	-
	Production, Services and Financial Section									
43	Debt to Total Assets Ratio**	**47%**	**46%**	**49%**	**48%**	48%	37%	40%	FR	-
44	Debt Service Coverage (# of times revenue covers interest on debt)**	**6.0x**	**6.0x**	**6.0x**	**6.0x**	6.0x	4.5x	4.5x	FR	-
45	Operating Ratio**	**85%**	**73%**	**98%**	**97%**	88%	103%	63%	FR	-
46	Net Income per Revenue Dollar**	**$0.16**	**$0.10**	**$0.08**	**-$0.09**	$0.06	-$0.12	$0.02	FR	-
47	Uncollectible Accounts per Revenue Dollar	**0.09%**	**0.09%**	**0.13%**	**0.11%**	0.11%	0.13%	0.13%	FR	-
48	Administrative and General Expenses per Retail Customer**	**$35.00**	**$34.00**	**$34.00**	**$34.00**	$137.00	$197.40	$143.00	FR	-
49	Purchased Power Cost per KwH**	**$0.06**	**$0.05**	**$0.06**	**$0.06**	$0.06	$0.06	$0.06	FR	-
50	Total Power Supply Expense per KwH Sold**	**$0.07**	**$0.07**	**$0.07**	**$0.08**	$0.07	$0.06	$0.07	FR	-
51	Number of complaints received against GWP	**11.00**	**4.00**	**10**	**9**	34	8	29	ECS	-
52	Number of bills processed	**246,128**	**224,096**	**239,955**	**235,247**	945,426	898,872	923,509	FR	-
53	Percentage of bills accurately calculated (thousand bills)	**99.9%**	**99.7%**	**99.9%**	**99.9%**	99.9%	99.9%	99.9%	FR	ECS
54	Number of customer service calls received	**9,831**	**26,188**	**23,054**	**21,507**	80,580	99,713	105,231	ECS	-
55	Number of customer service requests completed	**11,898**	**12,030**	**9,160**	**9,338**	42,426	42,073	46,718	ECS	-
56	Number of plan checks submitted to GWP	**36.00**	**44.00**	**34**	**44**	158	139	114	EV	-
57	Number of plan checks completed by GWP	**36.00**	**44.00**	**34**	**44**	158	139	114	EV	-
58	Avg. turnaround time to complete plan checks (working days)	**9.19**	**9.63**	**8.96**	**7.65**	8.86	8.4625	8.9425	ECS	-
59	Bill afforability ranking against comparable utilities (1=most affordable)**	**2.0**	**2.0**	**2.0**	**2.0**	2.0	3.5	2.0	FR	-
60	Bill affordability (% of income average residential customer spends on electric bill excluding taxes) **	**0.7%**	**0.5%**	**0.7%**	**0.6%**	0.6%	2.3%	1.0%	FR	-
61	GWP cash reserves compared to City's reserve policy for GWP (goal = 100% or $124 million)**	**101%**	**132%**	**145%**	**117%**	124%	64%	79%	FR	-
62	Actual vs. Budget O&M expense**	**31%**	**23%**	**23%**	**24%**	101%	101%	97%	FR	-
63	Actual vs. Budget Revenue**	**32%**	**28%**	**21%**	**22%**	103%	102%	109%	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 quarter.*

Human Resources department

Key Performance Indicators

FY 2015 - 16

	Performance Indicator	FY 2015-16 Quarterly Results 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority Primary	Secondary
	Recruitment and Selection									
1	Total number of employment applications filed	**1,822**	**1,903**	**4,301**	**3,302**	11,328	9,615	16,669	IEC	-
2	Total number of job bulletins posted	**20**	**40**	**36**	**37**	133	134	117	IEC	-
3	Total number of eligible lists established	**24**	**22**	**30**	**22**	98	109	96	IEC	-
	Administration									
4	Citywide management-to-non-management employee ratio	**14%**	**14%**	**14%**	**11%**	13%	14%	13%	FR	-
5	Departmental management-to-non-management ratios								FR	
	Administrative Services	**30%**	**30%**	**30%**	**26%**	29%	30%	32%	FR	-
	City Attorney	**38%**	**38%**	**38%**	**44%**	39%	38%	37%	FR	-
	City Clerk	**29%**	**29%**	**29%**	**32%**	30%	29%	29%	FR	-
	City Treasurer	**40%**	**40%**	**40%**	**40%**	40%	40%	40%	FR	-
	Community Development	**24%**	**24%**	**24%**	**15%**	22%	24%	25%	FR	-
	Community Services & Parks	**23%**	**23%**	**23%**	**20%**	22%	23%	22%	FR	-
	Fire	**7%**	**7%**	**7%**	**5%**	7%	7%	8%	FR	-
	Glendale Water & Power	**16%**	**16%**	**16%**	**7%**	14%	16%	15%	FR	-
	Human Resources	**30%**	**30%**	**30%**	**21%**	28%	30%	29%	FR	-
	Information Services	**8%**	**8%**	**8%**	**14%**	10%	8%	8%	FR	-
	Library	**12%**	**12%**	**12%**	**30%**	16%	12%	12%	FR	-
	Management Services	**36%**	**36%**	**36%**	**45%**	38%	36%	32%	FR	-
	Police	**5%**	**5%**	**5%**	**5%**	5%	5%	5%	FR	-
	Public Works	**12%**	**12%**	**12%**	**8%**	11%	12%	11%	FR	-
6	Percentage of employee performance evaluations submitted on time	**88%**	**85%**	**83%**	**96%**	88%	86%	87%	-	-
7	Percentage of employee turnover for full-time positions	**1%**	**2%**	**1%**	**2%**	1%	2.5%	1.3%	-	-
8	Number of formal grievances filed	**0**	**0**	**1**	**0**	1	1	3	-	-
9	Total Unemployment claim costs	**$46,971**	**$32,563**	**$21,662**	**$12,697**	$113,893	$196,449	$229,293	FR	-
	Training and Development									
10	Number of Glendale University classes offered	**32**	**28**	**16**	**32**	108	74	86	IEC	-
11	Average number of participants per class	**49**	**18**	**10**	**17**	23	19	18	-	-
12	Average cost per participant	**$15**	**$28**	**$20**	**$37**	$25	$33	$38	FR	-

Human Resources department

Key Performance Indicators

FY 2015 - 16

	Performance Indicator	FY 2015-16 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Primary	Secondary
13	Total amount of tuition reimbursement paid	**$32,301**	**$36,268**	**$21,088**	**$25,723**	$115,379	$101,070	$150,922	FR	-
14	Number of employees participating in tuition reimbursement	**27**	**38**	**37**	**40**	142	81	94	FR	-
	Employee Health/Wellness									
15	Number of ADA interactive processes	**1**	**3**	**3**	**6**	13	18	12	ECS	-
16	Total number of sick leave hours used	**15,661**	**20,760**	**21,372**	**18,083**	75,876	65,358	70,302	FR	-
17	Number of EHS Safety/Wellness events conducted	**4**	**1**	**1**	**3**	9	8	14	SHC	-
18	Average number of participants per Safety/Wellness event	**14**	**30**	**21**	**30**	24	18	19	SHC	-
	Worker's Compensation									
19	Number of new workers compensation claims	**63**	**58**	**60**	**66**	247	214	246	FR	-
20	Number of active workers compensation claims	**767**	**767**	**787**	**811**	783	784	788	FR	-
21	Median incurred per open workers compensation claim	**$54,071**	**$54,073**	**$51,506**	**$49,571**	$52,305	$50,312	$43,182	FR	-
22	Average incurred for open workers compensation claims per FTE	**$51,174**	**$47,632**	**$48,461**	**$48,827**	$49,024	$48,055	$44,291	FR	-
23	Percentage of FTE's without any on the job injury in this quarter	**84%**	**86%**	**88%**	**85%**	86%	86%	86%	SHC	-
	Investigations									
24	Average number of investigations active	**7**	**8**	**13**	**15**	10.75	8	8	IEC	FR
25	Number of investigations completed	**5**	**1**	**4**	**5**	15	22	31	IEC	FR
26	Average length of time per investigation (in months)	**7**	**5**	**4**	**4**	4.95	39	4.1	IEC	ECS

Information Services department

Key Performance Indicators

FY 2015 - 16

	Performance Indicator	FY 2015-16 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Primary	Secondary
1	Number of Enterprise Software Licenses per support staff	**9,724**	**9,670**	**9,730**	**9,669**	9,698	9,650	9,345	FR	-
2	Number of radios per support staff	**526**	**526**	**600**	**602**	564	523	334	IM	-
3	Percentage of staffing costs to Information Services Department budget	**38%**	**26%**	**21%**	**21%**	27%	28%	35%	FR	-
4	Department budget as a percentage of Citywide operating budget	**2.0%**	**3.0%**	**3.0%**	**3.0%**	2.8%	3.5%	3.3%	FR	-
5	Percentage of ISD FTE to Citywide FTE	**2.7%**	**2.7%**	**2.4%**	**2.4%**	2.6%	2.7%	3.1%	FR	ECS
6	Number of PCs supported to number of PC Specialists	**463**	**387**	**282**	**285**	354	459	313	IM	ECS
7	Number of calls received by the Help Desk	**1,727**	**1,522**	**1,419**	**1,897**	6,565	7,270	7,728	IM	ECS
8	Percentage of calls resolved as a:									
	Level 1 - Help Desk	**31%**	**32%**	**37%**	**39%**	35%	30%	27%	ECS	-
	Level 2 - Incidents escalated and resolved in ISD	**69%**	**68%**	**63%**	**61%**	65%	70%	73%	ECS	-
	Level 3 - Incidents escalated and closed outside ISD	**0%**	**0%**	**0%**	**0%**	0%	0%	0%	ECS	-
9	Average time to close an AIMS Ticket (in minutes)	**64.8**	**63.2**	**58.3**	**54.7**	60.3	69.0	64.1	ECS	-
10	Overall satisfaction rating by internal users (1=Low, 5=High)	**4.96**	**4.97**	**4.98**	**4.94**	4.96	4.96	4.96	ECS	-
11	Percentage of unplanned network downtime during Prime-Time	**5%**	**5%**	**5%**	**5%**	5%	5%	5%	IM	ECS
12	Percentage of unplanned network downtime during non Prime-Time	**7%**	**5%**	**5%**	**5%**	6%	6%	5%	IM	ECS
13	Number of phone lines per technician	**1,488**	**1,182**	**1,495**	**1,362**	1,382	954	466	IM	-
14	Percentage of unplanned radio system downtime (24x7x365)	**1.0%**	**0.0%**	**0.0%**	**0.0%**	0.3%	0.21%	0.33%	IM	SHC
15	Percentage of maintenance tasks to total number of radios in service	**48%**	**42%**	**30%**	**36%**	39%	55%	41%	IM	-

Library, Arts & Culture Department

Key Performance Indicators

FY 2015 - 16

		FY 2015-16 Quarterly Results							Council Priority	
	Performance Indicator	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Primary	Secondary
1	Total circulation per capita*	**1.301**	**1.184**	**1.243**	**1.279**	1.252	1.712	1.4315	IEC	AC
2	Total circulation by material checked out	***259,100***	***235,761***	***247,635***	***257,859***	*1,000,355*	*1,326,955*	*1,115,326*	IEC	AC
	International Languages*	**10,959**	**10,131**	**10,256**	**9,432**	*40,778*	48,581	50,204	IEC	AC
	Children's Materials*	**101,331**	**98,095**	**104,437**	**107,421**	*411,284*	373,305	394,646	IEC	AC
	e-Books*	**23,964**	**22,996**	**24,221**	**27,895**	*99,076*	86,698	59,868	IEC	AC
	Audio-visual materials*	**60,787**	**52,185**	**55,166**	**59,556**	*227,694*	266,012	271,639	IEC	AC
	other*	**65,059**	**52,354**	**53,555**	**53,555**	*224,523*	552,359	338,969	IEC	AC
3	Number of annual library visits by site:	***168,217***	***138,502***	***146,231***	***168,787***	*621,737*	*734,879*	*732,308*	IEC	AC
	Central Library	**89,280**	**57,908**	**59,024**	**59,161**	*265,373*	402,818	432,939	IEC	AC
	Brand Library & Art Center	**12,652**	**11,981**	**11,287**	**32,892**	*68,812*	37,163	5,811	IEC	AC
	Library Connections @ Adams Square	**6,500**	**6,500**	**11,614**	**13,637**	*38,251*	44,000	44,000	IEC	AC
	Pacific Park Branch Library	**17,000**	**17,000**	**17,992**	**19,140**	*71,132*	69,956	82,421	IEC	AC
	Casa Verdugo Branch Library	**10,000**	**17,202**	**18,133**	**18,947**	*64,282*	42,300	43,300	IEC	AC
	Grandview Branch Library	**16,000**	**12,000**	**10,000**	**9,435**	*47,435*	57,000	36,180	IEC	AC
	Chevy Chase Branch Library	**1,028**	**776**	**1,238**	**1,143**	*4,185*	3,819	3,561	IEC	AC
	Montrose Branch Library	**15,757**	**14,685**	**17,033**	**14,432**	*61,907*	77,823	84,096	IEC	AC
4	Average number of annual visits per open hour by site:	***339***	***278***	***291***	***336***	311	*336*	*364*	IEC	AC
	Central Library	**143**	**93**	**95**	**95**	107	134	179	IEC	AC
	Brand Library & Art Center	**27**	**26**	**24**	**70**	37	82	13	IEC	AC
	Library Connections @ Adams Square	**10**	**10**	**18**	**21**	15	25	25	IEC	AC
	Pacific Park Branch Library	**42**	**42**	**45**	**47**	44	45	54	IEC	AC
	Casa Verdugo Branch Library	**14**	**24**	**25**	**26**	22	25	26	IEC	AC
	Grandview Branch Library	**62**	**46**	**38**	**36**	46	36	23	IEC	AC
	Chevy Chase Branch Library	**7**	**5**	**9**	**8**	7	7	6	IEC	AC
	Montrose Branch Library	**35**	**32**	**37**	**32**	34	44	48	IEC	AC
5	Total circulation by site:	***259,100***	***235,761***	***247,635***	***257,859***	*1,000,355*	*1,326,955*	*1,113,922*	IEC	AC
	Central Library*	**166,303**	**138,959**	**146,075**	**156,744**	608,081	865,357	799,304	IEC	AC
	Brand Library & Art Center*	**17,629**	**15,282**	**16,466**	**16,916**	66,293	83,354	16,861	IEC	AC
	Library Connections @ Adams Square*	**7,578**	**11,282**	**10,248**	**10,612**	39,720	58,761	47,766	IEC	AC
	Pacific Park Branch Library*	**17,555**	**20,346**	**20,029**	**18,341**	76,271	95,679	73,880	IEC	AC
	Casa Verdugo Branch Library*	**16,289**	**19,367**	**21,833**	**20,300**	77,789	56,439	46,989	IEC	AC
	Grandview Branch Library*	**11,088**	**9,988**	**11,069**	**10,262**	42,407	54,313	42,678	IEC	AC
	Chevy Chase Branch Library*	**1,896**	**2,066**	**1,761**	**1,722**	7,445	10,670	7,707	IEC	AC
	Montrose Branch Library*	**20,762**	**18,471**	**20,154**	**22,962**	82,349	102,382	78,737	IEC	AC
6	Average circulation per open hour by site:	***483***	***443***	***464***	***479***	*467*	*574*	*458*	IEC	AC
	Central Library*	**267**	**223**	**234**	**251**	244	289	260	IEC	AC
	Brand Library & Art Center *	**38**	**33**	**35**	**36**	35	46	37	IEC	AC
	Library Connections @ Adams Square*	**12**	**17**	**16**	**16**	15	34	27	IEC	AC
	Pacific Park Branch Library*	**44**	**50**	**50**	**46**	48	62	48	IEC	AC
	Casa Verdugo Branch Library*	**22**	**27**	**30**	**28**	27	33	28	IEC	AC
	Grandview Branch Library*	**43**	**38**	**43**	**39**	41	34	27	IEC	AC
	Chevy Chase Branch Library*	**13**	**14**	**12**	**12**	13	19	14	IEC	AC

Library, Arts & Culture department

Key Performance Indicators

FY 2015 - 16

	Performance Indicator	FY 2015-16 Quarterly Results 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority Primary	Secondary
	Montrose Branch Library*	**46**	**41**	**44**	**50**	45	59	45	IEC	AC
7	Total operating hours	***3,731***	***3,731***	***3,731***	***3,731***	*14,924*	*13,708*	*9,415*	IEC	AC
	Central Library	**624**	**624**	**624**	**624**	2,496	3,000	2,512	IEC	AC
	Brand Library & Art Center	**468**	**468**	**468**	**468**	1,872	1,800	37	IEC	AC
	Library Connections @ Adams Square	**650**	**650**	**650**	**650**	2,600	1,752	1,341	IEC	AC
	Pacific Park Branch Library	**403**	**403**	**403**	**403**	1,612	1,552	1,208	IEC	AC
	Casa Verdugo Branch Library	**728**	**728**	**728**	**728**	2,912	1,700	1,303	IEC	AC
	Grandview Branch Library	**260**	**260**	**260**	**260**	1,040	1,600	1,225	IEC	AC
	Chevy Chase Branch Library	**143**	**143**	**143**	**143**	572	552	428	IEC	AC
	Montrose Branch Library	**455**	**455**	**455**	**455**	1,820	1,752	1,361	IEC	AC
8	Average cost per operating hour by sites	***$3,418***	***$3,554***	***$3,700***	***$4,368***	*$3,760*	*$3,174*	*$3,003*	FR	-
	Central Library	**$2,232**	**$2,120**	**$2,214**	**$2,495**	$2,265	$1,977	$1,966	FR	-
	Brand Library & Art Center	**$318**	**$439**	**$459**	**$526**	$436	$274	$227	FR	-
	Library Connections @ Adams Square	**$130**	**$190**	**$148**	**$143**	$153	$169	$188	FR	-
	Pacific Park Branch Library	**$165**	**$172**	**$197**	**$221**	$189	$156	$167	FR	-
	Casa Verdugo Branch Library	**$104**	**$114**	**$120**	**$141**	$120	$159	$158	FR	-
	Grandview Branch Library	**$181**	**$215**	**$238**	**$298**	$233	$135	$169	FR	-
	Chevy Chase Branch Library	**$99**	**$104**	**$109**	**$120**	$108	$102	$97	FR	-
	Montrose Branch Library	**$189**	**$201**	**$216**	**$258**	$216	$203	$202	FR	-
9	Total collection expenditure per capita	**$1**	**$1**	**$2**	**$4**	$8	$3	$4	FR	-
10	Total volumes	**526,213**	**534,772**	**542,978**	**521,247**	531,303	549,630	593,095	IEC	AC
11	Total volumes per capita	**3**	**3**	**3**	**3**	3	3	3	IEC	AC
12	FTE volunteer hours average	**3**	**2**	**4**	**2**	3	4	4	IEC	FR
13	Total # of children's programs	**459**	**492**	**605**	**602**	2,158	1,713	1,288	IEC	CSF
14	Total # of adult programs	**269**	**332**	**94**	**412**	1,107	720	1,153	IEC	CSF
15	Total children's program attendance	**9,199**	**8,246**	**9,874**	**9,756**	37,075	35,164	37,783	IEC	CSF
16	Total adult program attendance	**3,037**	**3,173**	**2,147**	**4,647**	13,004	14,626	18,019	IEC	CSF
17	# of public computers	**115**	**115**	**115**	**115**	115	115	110	IEC	CSF
18	Number of Internet computer users per site	**23,848**	**22,179**	**20,060**	**17,204**	*83,291*	*116,012*	*126,191*	IEC	CSF
	Central Library	**14,596**	**12,455**	**10,837**	**8,119**	46,007	83,145	93,405	IEC	CSF
	Brand Library & Art Center	**1,308**	**1,211**	**955**	**1,004**	4,478	4,204	679	IEC	CSF
	Library Connections @ Adams Square	**1,079**	**1,156**	**1,201**	**1,251**	4,687	3,143	4,032	IEC	CSF
	Pacific Park Branch Library	**1,754**	**2,001**	**1,615**	**1,618**	6,988	7,099	7,458	IEC	CSF
	Casa Verdugo Branch Library	**1,907**	**2,616**	**2,968**	**2,918**	10,409	5,975	5,891	IEC	CSF
	Grandview Branch Library	**882**	**800**	**696**	**531**	2,909	4,580	7,635	IEC	CSF
	Montrose Branch Library	**2,322**	**1,940**	**1,788**	**1,763**	7,813	7,866	7,091	IEC	CSF
19	Number of visits to library website	**172,564**	**140,511**	**144,666**	**146,989**	604,730	766,496	463,450	IEC	-
20	Number of LITS HELP Requests (Public & Staff)	**1,066**	**868**	**869**	**1,275**	4,078	4,259	3,056	ECS	IM
21	Overall LITS Satisfaction Rating	**4.97**	**5**	**5**	**5**	4.99	5	5	ECS	
22	Number of Help Requests closed within:	**502**	**390**	**505**	**500**	*1,897*	*2,024*	*1,252*		
	Less than 1 day	**349**	**285**	**395**	**340**	1,369	1,474	784	ECS	IM
	3 Days	**45**	**30**	**25**	**55**	155	200	150	ECS	IM
	1 Week	**45**	**30**	**35**	**65**	175	164	135	ECS	IM

LIBRARY, ARTS & CULTURE DEPARTMENT

Key Performance Indicators

FY 2015 - 16

#	Performance Indicator	FY 2015-16 Quarterly Results: 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority: Primary	Secondary
	More than 1 Week	**63**	**45**	**50**	**40**	198	186	183	ECS	IM
23	Ratio of Library sources of City funds to outside sources	**98.0%**	**98.0%**	**98.0%**	**93.0%**	96.8%	97.8%	98.7%	FR	-
24	Grant dollars received	**$1,788**	**$57,000**	**$4,791**	**$5,607**	$69,186	$23,129	$9,500	FR	-
25	Number of interlibrary loans (materials) loaned	**14,000**	**14,000**	**11,067**	**11,387**	50,454	53,442	57,531	FR	-
26	Number of interlibrary loans (materials) borrowed	**10,000**	**10,000**	**10,849**	**11,054**	41,903	42,130	41,615	FR	-
27	Facility rental revenue	**$12,040**	**$9,795**	**$8,017**	**$3,313**	$33,165	$34,926	$35,413	CSF	FR
28	Number of reference questions	**25,994**	**23,978**	**19,377**	**21,883**	91,232	72,038	77,224	IEC	-

Management Services Department

Key Performance Indicators

FY 2015 - 16

	Performance Indicator	FY 2015-16 Quarterly Results 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority Primary	Secondary
	City Manager's Office									
1	Total number of citizen service requests	**52**	**109**	**147**	**201**	509	340	433	ECS	-
2	Percentage of citizen service requests responded to within 10 days	**99%**	**100%**	**99%**	**98%**	99%	99%	99%	ECS	-
3	Number of press releases distributed	**30**	**33**	**58**	**61**	182	122	221	IEC	-
4	Number of GTV6 programs produced	**33**	**27**	**23**	**41**	124	124	132	IEC	-
5	Number of local government meetings broadcast (first run)	**43**	**42**	**42**	**53**	180	168	218	IEC	-
6	Number of website visitors	**1,368,685**	**1,160,946**	**1,299,742**	**1,386,021**	5,215,394	4,976,115	2,743,748	IEC	-

* The City recently concluded its Citizen Satisfaction Survey. When asked how they would rank Glendale as a community on a scale of one to ten (with ten as the highest rating), nearly three-fourths (73%) of those surveyed rated Glendale as a community with an eight or higher.

**Sales tax revenue data has a 2 quarters delay in reporting since the data does not become available until immediately.

POLICE DEPARTMENT

Key Performance Indicators

FY 2015 - 16

#	Performance Indicator	FY 2015-16 Quarterly Results: 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority: Primary	Secondary
1	Police Department budget per capita	**$353**	**$353**	**$353**	**$349**	$352	$343	$349	FR	SHC
2	Police Department budget per household	**$0**	**$922**	**$922**	**$922**	$692	$885	$925	FR	SHC
3	Sworn police officers per 1,000 residents	**1.23**	**1.23**	**1.23**	**1.20**	1.22	1.23	1.32	SHC	-
4	Number of volunteers working at GPD	**32**	**38**	**37**	**38**	36	33	32	FR	IEC
5	Total number of hours volunteered	**1,738**	**2,877**	**2,692**	**2,148**	9,455	6,932	7,877	IEC	FR
6	Value of volunteer hours contributed	**$75,772**	**$125,486**	**$117,378**	**$93,652**	$412,288	$302,263	$343,517	FR	IEC
7	Number of Reserve Officer hours volunteered	**1,322**	**954**	**816**	**1,018**	4,110	4,662	4,601	IEC	FR
8	Value of Reserve Officer volunteer hours contributed	**$120,765**	**$87,148**	**$74,542**	**$92,949**	$375,404	$425,827	$420,357	FR	IEC
9	Total overtime hours worked	**26,595**	**25,543**	**17,585**	**20,394**	90,117	86,529	84,511	FR	-
10	*Total overtime cost*	***$1,849,361***	***$1,806,288***	***$1,201,671***	***$1,378,505***	*$6,235,825*	*$5,950,813*	*$5,997,967*		
	Total overtime cost - MOU Entitled	***$1,494,994***	***$1,433,547***	***$988,559***	***$1,169,582***	*$5,086,682*	*$4,900,797*	*$4,848,775*	FR	-
	Total overtime cost - Reimbursed (Grant, Movie)	***$246,633***	***$313,381***	***$162,706***	***$45,559***	*$768,279*	*$792,547*	*$845,174*	FR	-
	Total overtime cost - Training	***$107,734***	***$59,360***	***$50,406***	***$163,363***	*$380,863*	*$257,469*	*$304,018*	FR	-
11	Number of Neighborhood Watch Groups	**323**	**327**	**327**	**332**	327	309	214	IEC	SHC
12	Total number of Neighborhood Watch / Town Hall Meetings	**68**	**41**	**48**	**25**	182	218	294	IEC	SHC
13	Number of complaints against Police Department received	**11**	**8**	**4**	**4**	27	75	77	ECS	-
14	Number of complaints against Police Department sustained	**3**	**1**	**1**	**2**	7	10	5	ECS	-
15	Number of Part I crimes – total	**943**	**938**	**1,031**	**880**	3,792	3,410	3,426	SHC	-
16	Number of Part I crimes – violent	**49**	**47**	**52**	**62**	210	198	180	SHC	-
17	Number of Part I crimes – property	**894**	**926**	**979**	**818**	3,617	3,212	3,245	SHC	-
18	Total Part I crimes per 1,000 residents	**4.73**	**4.64**	**5.18**	**4.06**	19	17.33	17.87	SHC	-
19	Number of Part II crimes – total	**2,193**	**1,944**	**2,213**	**1,997**	8,347	7,873	7,579	SHC	-
20	Total arrests made	**2,577**	**2,286**	**2,458**	**2,292**	9,613	9,279	8,735	SHC	-
21	Total felony arrests made	**409**	**399**	**417**	**408**	1,633	1,946	2,631	SHC	-
22	Total DUI arrests made	**178**	**132**	**124**	**124**	558	690	728	SHC	-
23	Total drug-related cases investigated	**355**	**290**	**343**	**347**	1,335	1,053	939	SHC	-
24	Total fraud/financial crime cases investigated	**306**	**325**	**409**	**305**	1,345	1,081	906	SHC	-
25	Average number of arrests made per sworn officer	**14.73**	**13.06**	**14.05**	**13.1**	54.94	53.17	51.81	SHC	-
26	Average number of arrests made per patrol officer	**27.71**	**25.69**	**28.25**	**27.61**	109.26	111.65	103.71	SHC	-
27	Number of reports generated	**7,852**	**7,489**	**8,189**	**7,577**	31,107	29,920	30,021	SHC	-
28	Patrol officer initiated observations	**19,022**	**16,781**	**17,349**	**15,502**	68,654	77,920	81,098	SHC	-
29	Air support productivity - flight hours	**409**	**428**	**427**	**442**	1,706	1,631	1,516	SHC	-
30	Air support productivity - calls for service - observations	**3,742**	**3,330**	**3,155**	**3,704**	13,931	14,278	14,431	SHC	-

POLICE DEPARTMENT

Key Performance Indicators

FY 2015 - 16

		FY 2015-16 Quarterly Results							Council Priority	
	Performance Indicator	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Primary	Secondary
31	Total calls for service	**32,065**	**29,613**	**30,359**	**29,120**	121,157	126,894	130,697	SHC	-
32	Percentage of 911 calls answered within 10 seconds	**98.27%**	**98.61%**	**99.75%**	**98.52%**	98.79%	98.26%	98.41%	SHC	ECS
33	Priority E calls – avg. response time (minutes)	**0:05:12**	**0:05:33**	**0:05:22**	**0:04:51**	#VALUE!	0:05:07	0:04:56	SHC	ECS
34	Priority E calls – actual	**195**	**210**	**209**	**216**	830	801	779	SHC	ECS
35	Priority 1 calls – avg. response time	**0:05:04**	**0:04:46**	**0:04:50**	**0:04:57**	0:04:54	0:04:49	0:04:57	SHC	ECS
36	Priority 1 calls – actual	**7,909**	**6,877**	**7,550**	**6,282**	28,618	35,485	36,418	SHC	ECS
37	Priority 2 calls – avg. response time	**0:29:35**	**0:26:15**	**0:29:50**	**0:19:33**	0:26:18	0:18:04	0:21:46	SHC	ECS
38	Priority 2 calls – actual	**7,798**	**7,599**	**7,603**	**7,956**	30,956	30,048	30,251	SHC	ECS
39	Priority 3 calls – avg. response time	**0:58:27**	**0:44:23**	**0:42:58**	**1:14:16**	0:55:01	0:41:32	0:37:00	SHC	ECS
40	Priority 3 calls – actual	**16,163**	**14,927**	**14,997**	**14,666**	60,753	60,560	63,250	SHC	ECS
41	Average time spent on service call	**0:37:37**	**0:43:31**	**0:42:02**	**0:44:55**	0:42:01	0:37:02	0:39:44	SHC	-
42	Investigative cases opened	**4,277**	**4,331**	**4,566**	**4,041**	17,215	16,389	16,003	SHC	-
43	Avg. number of cases per investigator	**122**	**124**	**134**	**119**	499	468	466	SHC	-
44	Moving citations issued - patrol	**1,302**	**973**	**1,024**	**889**	4,188	7,050	9,241	SHC	-
45	Avg. number of citations issued per patrol officer	**14.00**	**10.93**	**11.77**	**10.71**	47.41	85.05	109.47	SHC	-
46	Moving citations issued - motors	**1,479**	**1,156**	**1,954**	**1,672**	6,261	4,078	7,196	SHC	-
47	Avg. number of citations issued per motor officer	**113.77**	**88.92**	**162.83**	**128.62**	494.14	305.25	557.65	SHC	-
48	Parking citations issued	**15,740**	**15,028**	**15,943**	**16,435**	63,146	52,385	71,584	SHC	-
49	Avg. number of citations issued per parking enforcement officer	**1,968**	**2,505**	**1,993**	**2,054**	8,520	6,305	8,949	SHC	-
50	Traffic Enforcement Index	**18.06**	**11.39**	**19.99**	**16.74**	16.55	18.47	24.24	SHC	-
51	Number of injury traffic incidents	**152**	**187**	**149**	**151**	639	631	651	SHC	-
52	Number of fatal traffic incidents	**2**	**0**	**1**	**2**	5	3	5	SHC	-
53	Number of traffic incidents involving a pedestrian	**28**	**44**	**21**	**20**	113	116	125	SHC	-

Public Works Department

Key Performance Indicators

FY 2015 - 16

#	Performance Indicator	FY 2015-16 Quarterly Results 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority Primary	Secondary
	Administration Division									
1	Occupancy rate for City-owned parking structures	**90%**	**92%**	**79%**	**86%**	87%	91%	80%	IM	-
2	Occupancy rate for Brand Blvd. parking meters (85% is goal)	**97%**	**97%**	**96%**	**100%**	98%	98%	97%	IM	-
3	Number of Industrial Off Duty (IOD) days	**5**	**0**	**0**	**0**	5	18	N/A	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	**1.52**	**0.00**	**0.86**	**2.90**	5.28	19.99	8.96	IM	-
6	Total lane miles of street slurry sealed	**1.62**	**3.40**	**1.30**	**0.00**	6.32	15.17	24.60	IM	-
7	Total square feet of sidewalks replaced	**34,141**	**12,135**	**5,372**	**15,355**	67,003	203,171	283,367	IM	-
8	Total linear feet of sewer mains replaced	**51**	**2,212**	**2,152**	**2,488**	6,903	3,137	2,384	IM	-
9	Million gallons of sewage treated per day *(annual measure)*	**N/A**	**N/A**	**N/A**	**13**	13	15	15	IM	S
10	Number of Land Development applications received	**327**	**282**	**335**	**375**	1,319	N/A	N/A	-	-
11	Number of Land Development applications completed	**335**	**307**	**331**	**407**	1,380	N/A	N/A	-	-
12	Number of Right of Way Permit Applications Received	**145**	**71**	**80**	**195**	491	N/A	N/A	-	-
13	Number of Right of Way Permit Applications Completed	**93**	**46**	**35**	**126**	300	N/A	N/A	-	-
14	Traffic system failures	**125**	**144**	**175**	**201**	645	780	963	SHC	IM
15	Traffic plan reviews for developments	**2**	**5**	**3**	**1**	11	25	20	IM	-
16	Street Occupancy and Oversized Load Travel Permit Issued	**215**	**229**	**196**	**295**	935	N/A	N/A	-	-
17	Traffic related Customer Service Request Received	**143**	**173**	**94**	**76**	486	N/A	N/A	-	-
18	Traffic related Customer Service Request Completed	**53**	**72**	**25**	**30**	180	N/A	N/A	-	-
19	Traffic Signal Construction Completed	**2**	**10**	**0**	**1**	13	N/A	N/A	-	-
20	Number of Industrial Off Duty (IOD) days	**0.94**	**1.00**	**0.22**	**9.28**	11.44	34	N/A	SHC	-
	Facilities Management Division									
21	Cost per square foot - Building Maintenance	**$0.50**	**$0.46**	**$0.48**	**$0.46**	$0.48	N/A	N/A	ECS	-
22	Cost per square foot - Custodial Services	**$0.44**	**$0.48**	**$0.48**	**$0.45**	$0.46	N/A	N/A	ECS	-
23	Number of facilities service requests received	**1,925**	**2,003**	**1,923**	**1,964**	7,815	N/A	N/A	ECS	-
24	Number of facilities service service requests completed	**1,948**	**1,551**	**1,504**	**1,582**	6,585	N/A	N/A	ECS	-
25	Number of Industrial Off Duty (IOD) days	**64**	**40**	**3**	**12**	119	N/A	N/A	ECS	-
	Fleet Services Division									
26	Number of vehicles maintained	**962**	**978**	**978**	**975**	973	988	1,007	IM	-
27	Cost of preventative maintenance by Fleet Services per shop per vehicle:									
	Mechanical Maintenance	**$443**	**$425**	**$453**	**$379**	$1,700	$1,649	$1,615	FR	IM
	Glendale Water & Power	**$393**	**$392**	**$368**	**$319**	$1,472	$1,339	$1,223	FR	IM
	Civic Center	**$263**	**$332**	**$435**	**$434**	$1,464	$1,003	$938	FR	IM
	Fire	**$953**	**$1,391**	**$2,596**	**$1,713**	$6,653	$7,201	$6,289	FR	IM
28	Cost of repairs performed by fleet maintenance per shop per vehicle:									
	Mechanical Maintenance	**$2,661**	**$2,886**	**$3,196**	**$3,366**	$12,109	$11,682	$11,080	FR	IM
	Glendale Water & Power	**$1,302**	**$1,059**	**$1,364**	**$1,516**	$5,241	$4,145	$3,915	FR	IM
	Civic Center	**$1,040**	**$1,033**	**$1,067**	**$1,335**	$4,475	$3,174	$2,024	FR	IM
	Fire	**$3,637**	**$3,908**	**$6,238**	**$4,267**	$18,050	$21,181	$14,872	FR	IM

Public Works Department

Key Performance Indicators

FY 2015 - 16

#	Performance Indicator	FY 2015-16 Quarterly Results: 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority: Primary	Secondary
29	Average number of days vehicles are held per shop:									
	Mechanical Maintenance	**1.80**	**1.72**	**1.31**	**6.04**	2.72	2.32	7.45	ECS	IM
	Glendale Water & Power	**2.40**	**1.47**	**1.19**	**1.09**	1.54	1.63	3.50	ECS	IM
	Civic Center	**1.30**	**0.48**	**0.70**	**1.04**	0.88	1.52	4.55	ECS	IM
	Fire	**9.00**	**4.19**	**12.42**	**7.45**	8.27	9.16	13.85	ECS	IM
30	Number of vehicle and equipment breakdowns by shop:									
	Mechanical Maintenance	**33**	**22**	**21**	**27**	103	201	161	IM	-
	Glendale Water & Power	**6**	**2**	**3**	**1**	12	45	82	IM	-
	Civic Center	**3**	**4**	**0**	**0**	7	6	9	IM	-
	Fire	**1**	**1**	**1**	**1**	4	11	14	IM	-
31	Total fuel consumption in gallons:									
	Unleaded	**105,578**	**94,962**	**95,921**	**95,220**	391,681	375,757	402,588	S	IM
	Diesel	**27,712**	**27,455**	**30,560**	**27,117**	112,844	100,612	112,309	S	IM
	CNG	**68,672**	**68,726**	**67,508**	**69,334**	274,240	279,371	278,578	S	IM
32	Percentage of vehicles and equipment exceeding replacement criteria	**45%**	**45%**	**45%**	**45%**	45%	58%	49%	IM	-
33	Percentage of scheduled vs. non-scheduled repairs	**44%**	**44%**	**45%**	**45%**	45%	44%	55%	IM	-
34	Number of Industrial Off Duty (IOD) days	**69**	**71**	**202**	**29**	371	51	109	SHC	-
35	Percentage of equipment available by shop:									
	Mechanical Maintenance	**96%**	**96%**	**97%**	**94%**	96%	97%	93%	IM	ECS
	Glendale Water & Power	**94%**	**97%**	**97%**	**97%**	96%	96%	96%	IM	ECS
	Civic Center	**96%**	**97%**	**98%**	**96%**	97%	96%	96%	IM	ECS
	Fire	**90%**	**94%**	**87%**	**96%**	92%	89%	92%	IM	ECS
36	Percentage of direct labor hours by shop:									
	Mechanical Maintenance	**72%**	**77%**	**83%**	**77%**	77%	83%	69%	IM	FR
	Glendale Water & Power	**74%**	**65%**	**67%**	**72%**	70%	95%	70%	IM	FR
	Civic Center	**77%**	**87%**	**95%**	**94%**	88%	83%	55%	IM	FR
	Fire	**99%**	**74%**	**81%**	**74%**	82%	68%	59%	IM	FR
	Integrated Waste Division									
37	Annual percentage of waste diverted from Scholl landfill ***(annual measure)***	**N/A**	**N/A**	**N/A**	**57.3**	57.3	66%	N/A	S	-
38	Total tons of residential refuse collected	**8,985**	**9,508**	**8,977**	**9,277**	36,747	36,120	35,247	S	IM
39	Total tons of commercial refuse collected	**9,046**	**8,596**	**9,150**	**9,432**	36,224	34,899	33,270	S	IM
40	Total tons of all refuse collected	**18,031**	**18,104**	**18,127**	**18,708**	72,970	71,019	68,517	S	IM
41	Total tons of green waste collected	**3,818**	**4,772**	**3,852**	**3,671**	16,113	15,213	17,272	S	IM
42	Total tons of recyclables collected	**2,803**	**2,841**	**2,786**	**2,481**	10,911	11,083	10,847	S	IM
43	Total tons of street sweeping refuse collected	**275**	**345**	**318**	**336**	1,274	1,652	1,965	S	IM
44	Total tons of e-waste collected	**25**	**25**	**24**	**18**	92	78	65	S	IM
45	Total tons of bulky and abandoned items collected	**453**	**382**	**507**	**760**	2,102	1,781	1,210	ECS	S
46	Total tons of recyclables collected through buy-back facility	**2,138**	**3,108**	**2,044**	**2,008**	9,298	10,754	9,149	S	-
47	Cost per ton of waste diverted	**$203**	**$202**	**$207**	**$220**	$208	$204	$198	FR	-
48	Total number of bulky item stops	**5,731**	**4,087**	**4,417**	**4,401**	18,636	14,902	12,174	ECS	-
49	Total number of abandoned items stops	**1,207**	**827**	**1,241**	**3,407**	6,682	3,419	5,011	ECS	-
50	Number of refuse collection service calls	**14,598**	**14,415**	**14,888**	**14,438**	58,339	44,965	38,742	ECS	-
51	Cost per ton of waste collected	**$164**	**$175**	**$181**	**$179**	$175	$184	$199	FR	-
52	Revenue per ton of waste collected	**$205**	**$207**	**$214**	**$202**	$207	$195	$197	FR	-
53	Curb miles of streets swept	**7,113**	**8,152**	**7,130**	**7,345**	29,740	33,275	37,567	IM	SHC
54	Cost per curb mile of streets swept	**$43**	**$51**	**$59**	**$37**	$48	$35	$33	FR	-
55	Number of Industrial Off Duty (IOD) days	**496**	**438**	**391**	**376**	1,701	1,322	842	SHC	-

Public Works Department

Key Performance Indicators

FY 2014-15

#	Performance Indicator	FY 2015-16 Quarterly Results: 1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority: Primary	Secondary
	Maintenance Services Division									
56	Total square feet of potholes filled	**1,958**	**2,359**	**3,180**	**2,426**	9,923	14,553	10,909	IM	SHC
57	Total square feet of sidewalks repaired	**8,339**	**6,416**	**6,862**	**8,714**	30,331	30,998	45,807	IM	SHC
58	Street trees trimmed	**832**	**3,314**	**2,285**	**9,450**	15,881	9,286	12,582	IM	SHC
59	Street trees planted	**2**	**145**	**8**	**98**	253	326	795	S	IM
60	Number of storm drain catch basins cleaned	**1,357**	**364**	**531**	**215**	2,467	2,963	1,685	IM	SHC
61	Storm drain catch basin inspections completed	**435**	**567**	**683**	**650**	2,335	3,942	1,488	IM	SHC
62	Linear feet of sanitary sewer inspected (CCTV)	**61,959**	**57,049**	**59,934**	**58,342**	237,284	272,424	317,919	IM	SHC
63	Linear feet of sanitary sewer cleaned	**382,925**	**344,797**	**421,406**	**276,695**	1,425,823	1,430,391	1,561,214	IM	SHC
64	Illicit discharge violations into storm drain or sewer system	**3**	**4**	**3**	**3**	13	3	14	S	-
65	Number of service requests received	**782**	**758**	**701**	**794**	3,035	9,230	8,132	ECS	-
66	Number of service requests completed	**773**	**727**	**705**	**833**	3,038	8,032	7,821	ECS	-
67	Number of Industrial Off Duty (IOD) days	**117**	**123**	**118**	**118**	476	642	437	SHC	-
68	Linear feet of painted traffic curbs and/or street striping	**190,095**	**22,580**	**18,766**	**21,421**	252,862	145,160	355,583	SHC	-
69	Number of traffic signs installed and/or repaired	**176**	**411**	**718**	**757**	2,062	1,248	1,934	IM	SHC
70	Number of parking meters repaired	**6,781**	**4,527**	**4,889**	**5,730**	21,927	24,482	20,581	IM	-

City of Glendale
Department Contact Information

Executive & Key Staff

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Ardashes "Ardy" Kassakhian
CITY CLERK

Rafi Manoukian
CITY TREASURER

Yasmin K. Beers
ASSISTANT CITY MANAGER

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DIRECTOR,
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DIRECTOR,
COMMUNITY SERVICES & PARKS

Tom Lorenz
DIRECTOR,
COMMUNICATIONS &
COMMUNITY RELATIONS

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FIRE CHIEF

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GLENDALE WATER & POWER

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CHIEF INFORMATION OFFICER,
INFORMATION SERVICES

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DIRECTOR,
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Glendale, CA 91206
818.548.2090

City Council
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City Treasurer
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Glendale, CA 91204
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Glendale Water & Power
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Human Resources
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Glendale, CA 91206
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Information Services
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Glendale, CA 91206
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Library, Arts & Culture
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Glendale, CA 91205
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Public Works
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