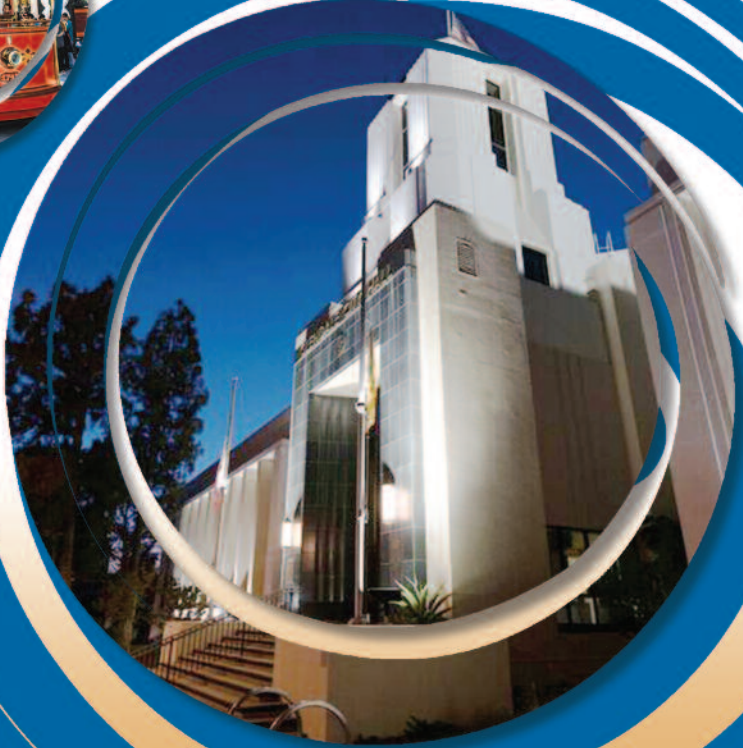


# Glendale, California

## 2017 Annual Report

July 1, 2016 – June 30, 2017



# City of Glendale, California

## CITY COUNCIL



Vartan Gharpetian  
**MAYOR**



Ara Najarian  
**COUNCILMEMBER**



Zareh Sinanyan  
**COUNCILMEMBER**



Paula Devine  
**COUNCILMEMBER**



Vrej Agajanian  
**COUNCILMEMBER**

## Other Elected Officials

Ardashes "Ardy" Kassakhian  
CITY CLERK

Rafi Manoukian  
CITY TREASURER

## Appointed Officials

Scott Ochoa  
CITY MANAGER

Michael J. Garcia  
CITY ATTORNEY

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# ABOUT THIS REPORT

The 2017 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, 2017 Estimate***	201,748
Population, 2016 Estimate*	200,831
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, 2015**	75,420
Total Housing Units, 2010*	76,269
Average Persons per Household, 2015**	2.73
Average Persons per Household, 2013**	2.71

### *Income*

Estimated Median Household Income, 2015**	\$52,574
Estimated Median Household Income, 2013**	\$53,020

### *Home Valuations*

Median Value Owner-Occupied Housing Units, 2015**	\$619,200
Median Value Owner-Occupied Housing Units, 2013**	\$587,800

### *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 2011-2015 American Community Survey

\*\*\*According to the 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 194,478 people (US Census). 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 Bob Hope Airport in Burbank 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, Nestle USA, 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 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 current unaudited and unreconciled cash balance for all Governmental and business-like activities as of June 30, 2017 is approximately \$759 million, an estimated increase of 11% compared to June 30, 2016. 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 June in which the entire budget is presented to the City Council and to the public for input and recommendations before finally being adopted.
- Posts the Comprehensive Annual Financial Report, 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 on a monthly basis.



- 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 tax payer 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 2016-17**

For the fifth consecutive year, the City of Glendale was able to balance the General Fund budget without the need for budget reductions to core City programs and services. Considering that Glendale is a full-service city servicing more than 200,000 residents, this was a significant accomplishment. This achievement did not come easy, as it was made possible only through implementation of a variety of fiscally prudent and innovative management strategies over the last several years, including department restructuring, layoffs, pension reform, and retirement incentives. While there is still work that needs to be done, the City of Glendale has successfully established a solid foundation upon which it can build a structurally balanced budget for the foreseeable future.

### **Reduced Other Post-Employment Benefits (OPEB) Liability and Operational Costs**

The City of Glendale has some control over how to fund certain liabilities, such as other post-employment benefits (OPEB), and certain operational costs, such as information technology outlay. To mitigate current OPEB liability, the City has recently implemented a strategy to “un-blend” its health insurance rates, reducing the City’s unfunded liability by approximately \$192 million. To further reduce ongoing operational costs, the City explored cost-saving alternatives to its current financial, human resources, and payroll enterprise systems. The Project Team has recently implemented the new payroll and human resource systems, and is currently in the design and test phase of the new financial system.

### **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 seventh 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 eighth 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 2016-17 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 21st consecutive year, the City of Glendale has once again earned the Excellence in Financial Reporting award from the GFOA. This is a distinguished award which indicates that the City’s Comprehensive Annual Financial Report (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 Popular Annual Financial Report (PAFR) 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 to minimize its portfolio risk from interest-rate volatility by reducing its purchases of callable securities and investing in non-callable, high investment-grade securities. This investment approach has increased the City portfolio’s overall rate of return thus increasing investment revenues – increasing the overall average yield of the portfolio by more than 100% over the past four years.

### **Maintained General Fund Reserve**

In accordance with City Council’s established policy, the City maintains a minimum reserve of 30% of its operating budget, with a target reserve of 35%. 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 2015-16 with a balance of \$80.8 million, or 43.1% of the revised FY 2015-16 operating budget.

# *Fiscal Responsibility*

## Looking Ahead...

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.

### **Financial Forecast**

With regard to forecasted expenditures, estimates were equally conservative 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 recent adjustments to CalPERS' internal actuarial assumptions (e.g. lowered expected rate of return; extended life expectancy for annuitants). These adjustments, when added to the equity losses during the Great Recession, are anticipated to result in a steady, prolonged increase in the City's share of pension costs – a trend that may last for the next 25 years.

Recently, shortly after FY 2016-17 -end, the City Council took a proactive step in addressing future costs by voting to fund a Pension Rate Stabilization Trust (i.e. a Section 115 Trust) with one-time surplus revenues. Once fund assets have accumulated through capital appreciation and earned interest they will be used to offset rising costs as they begin to peak. City staff is actively appraising other strategies to address the trend in rising pension costs and will work to implement more solutions in the coming years.

### **General Fund Transfer**

Dating back to the 1940s, the City has complied with its charter by transferring funds from its electric utility's surplus revenues to the General Fund. The General Fund is the main bank account for the City and is essential to funding critical departments and services, such as: Library, Arts & Culture, Police, Fire, and Community Services & Parks. This transfer from the City's electric utility comprises approximately 10 percent of General Fund revenues. Presently, the fate of the transfer is unclear, as the matter is under judicial review. If the transfer is discontinued, the strain on the General Fund's resources may possibly result in the closure of various parks, the entire Library, Arts & Culture Department, or the contracting of police and fire services.

### **Potential Revenue Enhancement Measure**

The City may consider placing a revenue-enhancement measure on a future ballot. Should external economic conditions decline to the point where alternative revenues are both necessary and feasible, Glendale voters can opt to enact any of the many revenue measures available to them to preserve and maintain the exceptional level of services they expect from the City.

### **Financial Systems Enterprise Resource Planning (ERP)**

With the successful implementation of the human resources and payroll systems in FY 2016-17, the Project Team (comprised of Finance, ISD, HR and Management Services staff) will work to continue the implementation/integration plan for the new financial modules, including: General Ledger, Purchasing, Inventory, Fixed Assets, Accounts Receivable/Payable, Cashiering, Grants Management and Budgeting.







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, where a representative is capable of addressing their concerns. 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 online Service Request Form located on its homepage at [www.glendaleca.gov](http://www.glendaleca.gov). By simply clicking "Contact Us" along the bottom of the page, residents can be assured that their comments and concerns will be individually reviewed and routed to the appropriate City department for action.

For instances when residents notice a cracked sidewalk, abandoned sofa, or inoperable street light, 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 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 Service 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. This new source will soon allow for certain permits and licenses to be issued and/or renewed online. The intent of both these new 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

### **Service Capacity Increases to Bulky/Abandoned Item Collection**

Furniture and appliances that are illegally dumped on streets, sidewalks, alleys, and parkways reflect negatively on the City and are a public safety nuisance. As such, the City continues to mitigate and address this quality of life issue by acquiring additional resources to contribute to Integrated Waste Management's collection service levels. In the past two years, Glendale has made over 37,000 bulky (reported) item stops and over 13,000 abandoned item stops, which culminated in the collection of over 4,000 tons of bulky and abandoned items. Additionally, enforcement and educational efforts have been increased, which have dramatically reduced the amount of abandoned items at particular hot spots throughout the City. Public service announcements are aired regularly on Channel 6, banners with information on bulky item services are displayed in highly visible locations, and the City's digital platforms also contain information regarding this service.

### **Inspection Improvements in Community Development**

Code Compliance and Building Inspection staffs have implemented the use of handheld digital devices for field inspections. The devices have made inspections more efficient and allow inspectors to share real-time inspection results, which are instantly uploaded to the City's land use and permit system. Given these improvements in technology, response time for complaints by Code Compliance Inspectors is currently within two days. This is a significant improvement from the previous response time of three weeks to a month or longer. The Code Compliance function was further improved by a restructure of inspector assignments resulting in dedicated staff assigned to commercial and residential citations. This has improved efficiency and reduced service turnaround time for customers.

### **Online Tools**

The City implemented the first phase of its City Licensing, Inspection & Permits Portal (CLIPP), an online service that will eventually enable users to check permit and plan check status, inspection results, and review payment data. The first phase enables contractors to renew their business license online. In addition to CLIPP, a property information portal has launched. This new portal provides users with past and current permit information, as well as other site data.

### **Business Satisfaction**

The Glendale Relationship Initiation Team is a new function of the Economic Development Division created to ensure business satisfaction with the City of Glendale. Representatives of the City including members from the Glendale City Council, Economic Development Division, and Workforce Development Board will be visiting businesses within the community on a monthly basis to gauge the satisfaction in doing business with the City, County, and State. By proactively collecting this 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.

### **Downtown Central Library Service Model**

As part of an initiative to improve customer service, the Reference and Circulation desks were combined into one desk to facilitate a more seamless service. This coincides with the implementation of a new point-of-need service model. Rather than patrons coming to staff for service or being referred to several desks, trained staff members promptly and courteously assist customers at their point-of-need.

### **Live Chat**

A new service was launched on the Library website, which enables patrons to chat live with a library professional. Downtown Central Library staff members sign in to the service each day and are ready to assist patrons. This service is available during library open hours except Sundays and holidays.



# *Exceptional Customer Service*

## Looking Ahead...

Despite unprecedented budgetary reductions, including a 25% reduction in the total number of City staff over the past several years, Glendale continues to recalibrate to operate in a leaner, more nimble environment, while striving to provide uninterrupted service to its residents. In spite of these challenges, Glendale continues to recognize the value of relationships, which are strongest when they are built upon trust, communication, and interaction.

### **Online Permit Management Service Enhancements**

CLIPP will soon provide users with options to apply for trade and roof permits that are exempt from plan check, new contractor City Business Licenses, and dog licenses and renewals. Building & Safety staff is also working alongside the Information Services Department to assist in the development of an entirely online process that will facilitate permit applications, reviews, and approvals through a digital interface.

### **Further Public Service Improvements**

As part of the Community Development Department's ongoing efforts to improve efficiencies and speed of service, further streamlining and reorganization of operations will occur. Among these, Title 5 (Business Licenses and Registrations) of the Glendale Municipal Code will be rewritten to be clearer and simpler; and will remove redundancies and regulations that are no longer necessary. These improvements will remove barriers and increase speed of issuance and enforcement. The Department will also begin developing an online housing service center for tenants and landlords enabling 24-hour access to housing resources and services. These improvements will result in faster service and thus, better customer service.

### **Create and Centralize Glendale Film Office**

The City of Glendale will centralize its film permit operations and create an official Film Office to coordinate all on-location production companies wishing to film motion pictures, television productions, commercials, student films, and non-commercial productions within City limits. The operation will be incorporated into the Management Services – Communications & Community Relations Division, and will be physically located in the Glendale Economic Development Corporation offices.







# ECONOMIC VIBRANCY





# ECONOMIC VIBRANCY

The Economic Development Division of the Community Development Department manages traditional programming and asset management functions under the leadership of the Mayor and City Council Members. Staff conducts outreach and business assistance, which leads to new and important retail, office, and industrial tenancies critical to providing Glendale a diverse base of employers and amenities. Quarterly economic data is maintained and disseminated to business stakeholders. 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, Sparr Heights, Adams Square, Downtown Glendale, and Brand Boulevard of Cars.

The Verdugo Workforce Development Board (VWDB) 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 develops unemployed workers with the 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**

Economic Development staff signed two Exclusive Negotiating Agreements (ENAs) to develop hotels at two City-owned parking lots in the downtown, began negotiations for a renewed lease at the Verdugo Job Center's current site, and signed a third ENA for the redevelopment of the City-owned Rockhaven site.

### **Business Recruitments/Attraction**

Economic Development hired a consultant to complete Phase II of the Tech Initiative/Accelerator Program following the successful Tech Initiative Analysis. This will allow staff to strategically attract more tech companies. Economic Development also hosted the first Glendale Tech Week with over 1,000 attendees and completed its first full year of hosting the successful Glendale Tech on Tap Series. Economic Development is preparing for the second annual Glendale Tech Week, which will take place the week of October 9, 2017. These two initiatives tie into the larger Tech Cluster Strategic Plan to increase connectivity between tech companies and attract more from the industry.

Additionally, a number of companies opened for business in Glendale due to the strong Glendale market and attraction efforts by Economic Development. Among these companies were The San Fernando, Coffee Commissary, Eggslut, California Poke, Halal Guys, Tarmé Mediterranean Grill, 85°C Bakery Cafe, Antaeus Theatre, Ace 121 Apartments, Bacari GDL, Capital One, Menchie's, T'sujita, Sugarfina, Pie Hole, GreenLeaf, Under Armour, Ombra Wine Bar, C'est La Vie, Mainland Poke, Shake Shack, Little Ground, Highlight Coffee, Philz Coffee, and 1Denim. New businesses such as these contribute to the vibrancy of downtown Glendale and its neighborhood districts. Greater amenities such as these have assisted in reducing Glendale's Class A Office Vacancy to 10.6% from an all-time high of 24% in 2010.

### **Business Assistance**

The City assisted nearly 900 current and expanding businesses with resources to further drive economic activity in the community. In November 2016, Economic Development also implemented the Business Expansion Grant program to assist local businesses with permanent infrastructure improvements or specialty equipment, which significantly expands business growth. Another accomplishment related to this effort is the inception of GRIT, or the Glendale Relationship Initiation Team, to gauge satisfaction in doing business with the City, County, and State. This is also an opportunity for businesses to voice concerns or questions, and develop a clear line of communication with the City.

### **Maryland Paseo**

In an effort to attract more visitors, businesses, and residents to the downtown, Economic Development closed down a portion of Maryland Avenue to increase pedestrian activity and act as an economic driver to that area of the downtown. Beginning on August 29, 2016, Maryland Avenue between Broadway and Wilson was closed to through traffic for the trial of a pedestrian-friendly Paseo. Economic Development staff programmed the Maryland Paseo with live music, interactive performances, and movie nights. Vacant storefronts on the street have since been converted to art galleries, and tables and chairs are in the Paseo for passersby to enjoy lunch, dinner, or coffee outdoors.

### **CicLAvia**

On Sunday, June 11 2017, the City of Glendale hosted its first CicLAvia, an open streets event, which connected Downtown Glendale to Atwater Village. "Glendale Meets Atwater" connected the City of Glendale and the City of Los Angeles along a 3-mile route of vibrant neighborhoods. This route gave Glendale residents and visitors the opportunity to engage with one another and the neighboring community as they self-propelled through the streets as pedestrians, bicyclists, skateboarders, and roller skaters surrounded by entertainment and vendors.

While there is no beginning or end to the route, downtown Glendale was on prominent display for participants. CicLAvia is in line with the City's many initiatives to encourage an active lifestyle and alternate modes of transportation, including the "Be Street Smart Glendale" campaign.



## Verdugo Workforce Development Board

The enactment of new legislation in 2014 known as the Workforce Innovation and Opportunity Act (WIOA) led to another year of transition in FY 2016-2017. In May 2017, the California Workforce Development Board (CWDB) approved the Verdugo Workforce Development Board's (VWDB) application to continue providing career services to local residents through the City's Verdugo Jobs Center (VJC), a proud member of the America's Jobs Centers of California. In June 2017, the CWDB also approved the City's Local Workforce Development Plan, which will guide the implementation of Glendale's workforce development system through 2020. The Career Services Application and VWDB Local Workforce Development Plan are now pending signature from Governor Brown, which we expect to occur by October 2017.

In response to the strategic goal of diversifying funding sources, the VWDB received \$500,000 in Adult Education Block Grant funds from the Glendale Community College District Regional Consortium to continue coordinating services with local adult education and literacy programs. In FY 2017-18, services will be expanded to focus on job placement for graduates of adult education programs. By integrating these programs with workforce development, the VWDB is in a stronger position to bridge skills gaps and develop the labor pool that employers need.

Our workforce development leadership continues to serve people with disabilities. A third grant awarded by the State of California Employment Development Department in the amount of \$350,000 will continue to provide career pathways for people with disabilities. With a focus on serving adults diagnosed with Autism Spectrum Disorders, the VWDB will continue its partnership with Uniquely Abled Academy (UAA), which trains this vulnerable population as CNC Machinists. The VWDB and its key partners will be showcasing the success of the UAA at a statewide conference for the education and workforce development community in Monterey in September 2017.

In order to implement its programs and achieve its mission to "transform lives, businesses, and the community through innovative workforce services," the VWDB convened its 15 partners to develop a Memorandum of Understanding (MOU) that delineates how resources will be braided to continue integrating and expanding services to customers and assist them in reaching their career goals. This MOU continues the successful integration of programs that cross multiple funding sources, and ensures customer and stakeholder value.

In June 2017, the VWDB partnered with the local school districts and the California Film Commission to establish paid work experience opportunities for youth participating in career pathways in the entertainment industry. Participating companies include 1817 Studios, Volt Lites, Key Code Media and Nickelodeon. More than 50 students are being placed this summer in paid internships with these companies.





# *Economic Vibrancy*

## Looking Ahead...

### **Asset Management**

In the upcoming year, staff plans to continue identifying opportunity sites for development and will seek to secure additional private/public development agreements for projects that provide for economic vibrancy, public amenities, and funding for economic development programming. Assets of interest include developing a Civic Auditorium Strategic Plan, completing negotiations for the development of Rockhaven, completing a business and funding plan related to Space 134, and completing the Armenian-American Museum & Culture Center negotiations and Central Park Master Plan process.

### **Marketing**

Following the successful implementation of the “Meet Me on Brand” campaign in downtown Glendale, Economic Development will complete a similarly titled “Meet Me in Montrose” campaign to focus on driving additional activity in the neighborhood district of Montrose. This campaign will be composed of photography, videos, giveaways, and a strong social media presence.

### **Workforce Innovation and Opportunity Act**

In June 2016, the U.S. Department of Labor issued the final WIOA regulations to guide the future of the workforce development system. The VWDB will continue to implement changes to meet the new regulations as well as continue to implement its Local Workforce Development Plan. In alignment with regulatory requirements, the VWDB procured a One-Stop Operator for our VJC. This new role will focus on the continued integration of community partners including educational institutions, social service organizations, community based organizations, and other organizations who serve priority of service customers, including veterans, people with disabilities, disconnected youth, English language learners, and individuals with low income. The VWDB will also implement a comprehensive process for certifying its VJC to confirm that it meets all WIOA requirements and high performance measures.



# INFORMED & ENGAGED COMMUNITY





# INFORMED & ENGAGED COMMUNITY

Earning and maintaining the Glendale community's trust is 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 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 couple of years ago through an upgrade of the system which had been in use since 2006.

While the area of education is primarily within the jurisdiction of the Glendale Unified School District (GUSD), the City is actively involved in comprehensive and qualitative 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 has 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 vitally 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. This year it will focus on initiating efforts for an East-West Glendale Community Plan





# *Informed & Engaged Community*

## ACCOMPLISHMENTS

### **Pedestrian Safety Outreach**

This year, the City of Glendale conducted outreach to develop a Citywide Pedestrian Safety Plan. Part of the outreach process included the formation of a Pedestrian Safety Advisory Committee to work with staff. Included under the umbrella of the Plan are two other related community outreach efforts: the Safety Education Initiative (SEI) and an enhanced Safe Routes to School Program (SRTS). SEI unveiled “Be Street Smart Glendale,” an educational campaign designed to make pedestrians, bicyclists, and drivers more aware of each other and their individual responsibilities when sharing the road. The campaign reached out to residents and non-residents alike through the use of promotional items, multi-lingual educational materials, and paid advertising. SRTS continued to build on the success of its previous efforts by operating in-school education programs designed to get more school age children walking and bicycling to school. Key activities for the year included bicycle rodeos, pedestrian safety assemblies, and participation of Glendale elementary and middle schools in International Walk to School Day and Bike to School Day.

### **Library, Arts & Culture**

The Library, Arts & Culture Department continues to focus on seven initiative areas: Glendale history, early childhood development, library resources through digital means, resources and programs that serve the international community, career development resources, the arts, and staff awareness. With ongoing funding provided by the State Library, staff and volunteers offer conversation classes for non-native English speakers and one-on-one literacy tutoring for those seeking assistance to improve reading skills.

### **24/7 Access to Books and Information**

The Library continues to provide 24/7 access to books and information through its website at [www.glendalepubliclibrary.org](http://www.glendalepubliclibrary.org). Electronic resources include over 50 databases that provide access to 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, close to 120,000 e-Books & e-Audiobooks were borrowed from a collection of over 33,649 items. The library offers 50 e-readers for loan up to three weeks. The Library’s app, “GPL2GO,” has over 2,091 downloads and received over 295,940 queries.

### **2017 Municipal Election**

Over 23,000 voters participated in Glendale’s Municipal Election, which was held on Tuesday, April 4, 2017 by the Office of the City Clerk. Voters headed to the polls to vote for three City Council Members, City Clerk, and City Treasurer; three Glendale Unified School District Board Members (Trustee Areas B, C, and D); three Community College District Members (Trustee Areas 2, 3, and 4); and one City measure, which was passed by voters, and established three (3) four-year term limit for council members, which will only apply to terms commencing after April 4, 2017.

Additionally, in compliance with State and Federal Voting Rights Act laws and Glendale’s own best practices, ballot materials were printed in five different languages: English, Armenian, Spanish, Korean, and Tagalog. Advertisements were placed in local newspapers, and public service announcements were recorded and advertised in all five languages. Finally, videos produced by the City explained the vote-by-mail process and aired on the internet and local television outlets.

Additionally, the office has increased its outreach for voter turnout by undertaking a post-election survey and canvass of voters who were unsuccessful in casting a valid ballot in the 2017 General Municipal Election. The City Clerk’s office proactively reached out to over 700 voters to inform them of the issues that caused their votes to not be part of the final tally. The outreach effort was successful in making contact with over 65% of the households and voters on the target list – an unprecedented success rate.

### **Communication Platforms**

Building upon the increasing reliance on social media platforms, the City has utilized 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 each department to maintain their own social media account 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 34,000 subscribers. This, coupled with over 50,000 followers across various platforms, has doubled the number of visits to the City website from 2.7 million to over 5 million a year.



## Glendale News

The in-house government access television channel and crew, GTV6, creates a monthly show titled *On the Move*. This Emmy Award nominated magazine-style show provides short, educational topics relevant to on-going programs, infrastructure improvements, public safety, and the budget. By creating educational videos instead of relying on traditional text guides, Glendale is able to connect with the community in a more engaging manner. The MyGlendale YouTube channel that houses *On the Move* and individual standalone segments has been extraordinarily successful with over 70,000 views. GTV6 was also recognized by both the California Library Association and the City-County Communications & Marketing Association (3CMA) for a piece titled “Glendale Library, Arts & Culture PSA” that focuses on the services and resources the Glendale Libraries provide to the community.

## MyGlendale City News Platforms

The City of Glendale created an online news website and bi-weekly news show produced by GTV6 titled “MyGlendale City News”. [MyGlendaleCityNews.org](http://MyGlendaleCityNews.org) represents the continuation of the City’s efforts to effectively combat and suppress misinformation, while reinforcing the City’s emphasis on transparency and open communication. The concept was driven by the City’s determination to leverage all available platforms in the name of properly informing residents. Both [MyGlendaleCityNews.org](http://MyGlendaleCityNews.org) and the MyGlendale City News show serve as an important online resource for disseminating factual information regarding city news, events, and developing issues.





# *Informed & Engaged Community*

## **Looking Ahead...**

### **Community Events**

In 2018, the City once again looks forward to hosting non-traditional community meetings and pop-up events (temporary events held in a location for a few hours) especially as the City begins to develop an East-West Glendale Community Plan.

### **Library Services**

The library will be implementing Radio Frequency Identification (RFID) system-wide and Automated Materials Handling (AMH) at Downtown Central Library to improve access to the collection, security, and inventory control. Through the collaborative effort with community organizations and other City departments, the library is in the middle of an expansion of services for immigrants to help them adapt to U.S. culture and to help them understand the process of becoming a U.S. Citizen.

### **Communication Efforts**

Recognizing that communication is a crucial part of a healthy city, Glendale will continue to embark on strengthening lines of communication and recognizing that the information is only as good as the accessibility. It is common for individuals to take for granted the many services that affect the daily lives of everyone who lives, works, and visits Glendale: clean and reliable water, reliable power, trash pickup, access to exceptional library and parks services, and more. Hence, it is our goal to continue to provide information about many of the services that may go unnoticed and increase information accessibility.

### **Monthly Departmental Briefings**

In an effort to promote understanding of local government, the City of Glendale will embark on the formation of Department Workshops in lieu of Work Boot Tuesdays. A department and/or division will be assigned to provide an in-depth overview of a City operation on the first Tuesday of each month as a part of the afternoon sessions. These meetings will give residents and the City Council an inside look at key services and departments, while providing a better understanding of the workings of their administration and how City services are delivered. The prospective first three presentations will be led by the Fire Department in August, the Public Works Integrated Waste Management Division in September, and the Community Development Permits Division in October.





# 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 key 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 community 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 community organizations.

The City's First Responders operate out of the main police facility, three police sub-stations and nine fire stations that are strategically located throughout the City for immediate and consistent response times. With nine paramedic fire engines, three ladder trucks, five basic life-support ambulances staffed twenty-four hours a day, an additional basic life support ambulance deployed during peak times of the day, one type-1 Hazmat response vehicle, one type-1 heavy urban search and rescue vehicle, one armored SWAT vehicle, three helicopters, and a variety of other specialized equipment, Glendale's forces are thoroughly prepared for every contingency.

Other City departments encourage a safe and healthy community through programs that promote air quality improvement, active lifestyles, and safe buildings. For example, the City's "Fresh Air" ordinance aims to limit the exposure by residents to toxic second-hand smoke in public spaces and in multi-family rental housing buildings. Other City transportation programs target the reduction of vehicular air pollution emissions and the increase of active modes of transportation such as bicycling and walking, which promote better health. The City's Community Services and Parks Department also provides opportunities for community members to participate in physical and outdoor activities. Finally, the City's plan check, permitting, and Code Compliance programs ensure that buildings and infrastructure are safe for the public.

In addition to City operations, Glendale is home to three area hospitals represented by Adventist Health, Glendale Memorial Hospital, and USC Verdugo Hills Hospital, which offer 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

### **Insurance Services Office Class 1 Insurance Rating**

The Glendale Fire Department once again achieved a Class 1 rating by the Insurance Services Office (ISO). Class 1 is the highest possible rating that can be achieved and means the department has met the highest requirements. The ISO is a national for-profit agency that measures the effectiveness of fire protection services based on training, fire suppression, emergency communications, water supply, and prevention capabilities. Glendale Fire is one of only 29 other departments in California to be awarded Class 1 status. This elite status is held by 240 other departments nationwide of the over 46,000 participating departments. For Glendale homeowners and businesses that have fire insurance that use ISO ratings, this top rating equates to lower insurance premium rates.

### **PulsePoint**

Sudden Cardiac Arrest (SCA) can occur at anytime and anywhere. Nationwide, SCA happens more than 200,000 times per year. The main symptom is loss of consciousness and unresponsiveness. This type of medical emergency usually requires immediate initiation of Cardio-Pulmonary Resuscitation (CPR) or use of an Automatic External Defibrillator (AED). To support this particular type of situation, this year the City of Glendale in conjunction with its 9-1-1 Dispatch, the Verdugo Fire Communications Center, implemented PulsePoint. This software application uses either an iPhone or Android app that allows for receiving of all types of emergency incidents on a mobile phone whether they are medical or fire related. Most importantly, the app will notify the user of someone having a sudden-cardiac-arrest event, if they are nearby, in order to get early CPR and/or Automatic External Defibrillation (AED) started. The program and app potentially save more lives by empowering our citizens through greater community engagement.

### **Fire Recruit Academy 2017**

A joint Firefighter Recruit Academy was conducted with the Burbank Fire Department. A diverse group of 13 probationary firefighters successfully completed 15 weeks of arduous training and testing. This Academy was the culmination of substantial efforts by Academy instructors and department members dedicated to the safety of citizens and reflective of the needs and diversity of the community. This graduating class of 13 included two female recruits, four recruits who are fluent in Armenian and five paramedics. As a testament to the success of our Ambulance Operator program, five of the graduating recruits were Glendale Fire Ambulance Operators. The hiring of additional firefighters will help to further mitigate budgetary impacts in overtime and reduce the burden on employees who are backfilling current vacancies.

### **Mental Health Evaluation Team (MHET)**

The Police Department's patrol staff received core competency mental health training, with select personnel being assigned to the specialized Mental Health Evaluation Team (MHET). MHET members are primarily dispatched directly to crisis calls that are determined to be related to an individual with mental illness. Officers assigned to MHET have received additional training in order to identify risks during a behavioral crisis, utilize communications techniques to help deescalate a person in crisis, and have in-depth knowledge of available community resources. These officers also proactively work alongside mental health professionals with individuals who have a mental illness and are identified as having multiple or high risk contacts with the police. MHET members also work to connect individuals to appropriate community resources in order to reduce their frequency of contact with police.

### **Joint Public Safety Exercises, Training and Initiatives**

The Police and Fire Departments have committed considerable time and resources associated with emergency response management planning, response, and recovery. Building on an already strong relationship that exists between these public safety departments, police and fire personnel have developed and trained in joint exercises to build on and refine our response capabilities while sustaining the strong collaboration, communication, and coordination already occurring on a daily basis.

In furtherance of the police and fire departments joint medical initiative, police officers trained as emergency medical technicians responded and rendered medical aid in 12 instances in FY 16/17.

### **Traffic and Pedestrian Safety**

Police management participated in the Pedestrian Safety Action Committee, which was tasked with helping to draft a citywide pedestrian plan with engineering, enforcement, education, and encouragement components. In this last FY the entire Traffic Bureau converted to electronic citation generating devices that read information directly from an operator's license. As a result, accuracy and productivity increased. Further, as part of its multi-faceted approach to traffic safety, the department utilized heat map statistics to help direct its resources, modified its staffing deployment to match traffic patterns, and introduced social media campaigns to educate and engage the public. Comparison FY 2015-2016 to FY 2016-2017 statistics revealed a 38% increase in traffic citation issuance, and a 4% decrease in traffic collisions.

# *Safe & Healthy Community*

## **Looking Ahead...**

### **Administrative Staff Assistant Pilot Program**

In accordance with the goals and objectives of the Fire Department's Strategic plan, the department continues to develop succession planning strategies through the implementation of the Administrative Staff Assistant pilot program. Captains successfully appointed to this position will serve multi-functional roles within the department addressing administrative work and independent emergency incident management. Administrative Captains will assume the full duties of a staff assistant in addition to project management duties, coordination of public events, community public education activities, and emergency management needs. The department's goal is to remove the mystery surrounding the Battalion Chief position and expectations, and enable Captains to learn the process and develop knowledge prior to promoting. These positions will provide 24-hour capabilities to further address immediate community needs creating a more effective emergency response and a safer community.

### **Computer-Aided Dispatch (CAD)**

This fiscal year, the Verdugo Fire Communications Center will be upgrading its Computer-Aided Dispatch (CAD) system. The CAD is the most critical software function in the Center. It is what helps the 9-1-1 Call-takers and Radio Dispatchers perform in their jobs, through the validating of fire and medical incident addresses or wireless caller locations. It is also the function of the CAD to provide recommendation of the closest fire and rescue apparatus - essentially matching the closest units to the incident location, automatically. With this upgrade the Center will potentially gain newer functionality and features which are needed for a modern 9-1-1 system and to support a modern fire department. Such features will allow for better data capture, new mobile computer software for the field personnel to better enable them in their jobs, more robust mapping and location software, and more. All of this will support Next-Generation 9-1-1 phone technology, which will interface to CAD to allow for new types of data streams such as Text-to-9-1-1, photos, and video media. Situational awareness will be greatly increased as the system will offer a Common Operating Picture (COP) for other agencies to "view" incidents as they occur in the area, and it will potentially interface to other computer CAD system such as our allied firefighting partners, Los Angeles City & County fire departments.

### **In-Service Captain's Academy**

In FY 2017-18, the Fire Department will conduct an in-service Captain's Academy. This Academy will provide a career development guide and appropriate pre-requisite training to firefighters who wish to advance to the role of company officer. This week-long Academy will address key concepts in the areas of leadership, incident management, budget, supervision, and evaluation of subordinate-level employees. The Academy will be conducted in-service, which will enable us to meet essential needs without impact to the budget. Our goal is to maintain vital institutional knowledge by preparing successors to assume critical leadership roles.





## Organizational and Service Sustainability

To ensure organizational stability, the Police Department conducted an employee survey to project attrition, of which approximately 75% of employees responded. The results revealed 27, or 6% of personnel intend on separating service within the next 2 years, and 79, or a total of 18% within the next 5 years. As a result, the department plans to assess its ability to achieve its mission, comply with mandates, and maintain its quality of life programs, while focusing on a plan to ensure the organizational structure can contract and expand with fluctuating personnel resources. This may include job duties for all key positions, what growth stages might look like, and the logical and efficient linking of functions.

## Legislative Impacts and Contemporary Issues

Recently, the Police Department has been challenged to invest its energy into redirecting its conventional role of protecting life and property to include a multitude of external threats to the quality of life in Glendale, such as the impacts of AB109 and Proposition 57, and assisting the community's mentally ill population. The Police Department recognizes that it cannot neglect the inevitable overlap between its core mission of local law enforcement and community policing, and must continue to evolve its strategy to deal with emerging crime trends and an increasing mental health population, which are competing for limited resources. Staff will continue its on-going assessment to fulfil its core mission, address the community's needs and expectations, prioritizing law enforcement resource allocation, and exploring strategies. From those assessments, adjustments from both a conceptual and implementation level will be made to address the community's needs.

## MHET

The Police Department seeks to further develop its MHET program by advancing partnerships between the mental health system and police resources. The goals will include linking frequent mental health consumers to resources within the mental health system, reducing police time on calls associated with mental health patients, increasing disposition and treatment options for police officers responding to crisis calls, while increasing the overall treatment outcomes for mental health patients.

## Traffic and Pedestrian Safety

The Police Department regularly receives complaints regarding traffic conditions on residential and collector streets. The complaints vary, but most center around an excess of traffic traveling too fast, resulting in a perceived unsafe condition (i.e.) accidents, noise, and hazardous conditions for motorists, pedestrians, and bicyclists). The Police Department handles these complaints with traditional methods such as enforcement, while in coordination with other City departments with signs, pavement markings, and the like.

Although without a precise definition, the police department seeks ways to provide a more "livable" motoring environment, including a feeling of safety and security when using the city streets. Police will continue its focus on traditional traffic enforcement techniques and progressive communications methods to target audiences to address traffic related issues. Police will also continue its engagement with the Pedestrian Safety Action Committee, implementing recommendations as appropriate.



# BALANCED, QUALITY HOUSING





# BALANCED, QUALITY HOUSING

The City of Glendale actively engages 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 including families, the elderly, low-income residents, and persons with special needs.

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 very low, low, and moderate income families and persons with special needs. Additionally, through the City's affordable housing density bonus zoning regulations, nine market rate development projects have been approved to date. Two projects providing 36 affordable units have been completed, leaving seven projects totaling 43 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

### **Urban Living**

Interest in development of urban housing continues to flourish in and around the City's downtown area. As major downtown projects were completed this year, numerous others continue in the construction phase.

Construction was completed on two downtown projects. The first phase of the Altana project, located at 540 North Central Avenue with 192 housing units, was completed in December 2016. South of that site at 313 West California, the first phase of the Onyx project opened, adding 84 housing units and 5,000 square feet of commercial space.

Construction began in April 2017 on a new mixed-use project located at 509 West Colorado. That project will feature 91 multi-family units (four of which are affordable) along with 19,000 square feet of medical office space.

### **Rental Assistance Program**

The Section 8 Housing Choice Voucher Program, funded by the Federal Department of Housing and Urban Development (HUD) and administered locally by the Glendale Housing Authority (GHA), continues to greatly benefit the community; however, Glendale continues to experience a drop in annual federal funding for both the administrative and rental assistance function of the Section 8 program. Despite these debilitating actions, Glendale has received the designation of "High Performer" from HUD's Section 8 Management Assessment Program each year, and Glendale's current review anticipates receiving this designation for the 20th year in a row.





# *Balanced, Quality Housing*

## 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.

### **Section 8 Program Enhancements**

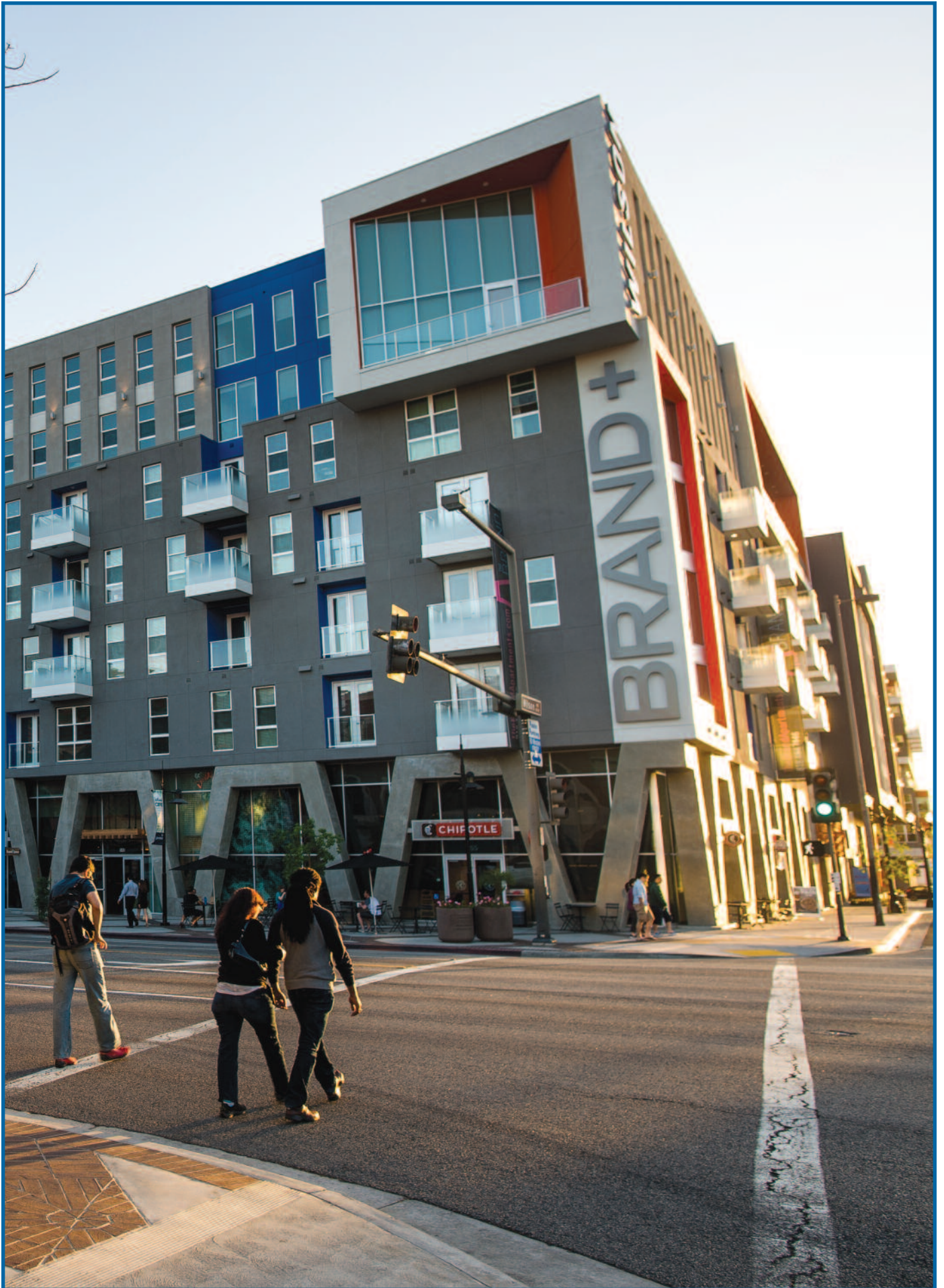
In an environment of rising rents and lowered federal resources, it is essential to run a highly-productive and efficient Section 8 Housing Choice Voucher Program to provide rental assistance to as many qualified very-low income households as possible. The Glendale Housing Authority expects to achieve "High Performer" status for the 20th consecutive year. In addition, an outreach program was launched aimed at increasing the participation of new, private apartment owners and maintaining the involvement of current landlords providing apartments for the program. Staff has added new features and services to improve the efficiency of procedures and ensure that participating in the Section 8 program as a landlord is a positive experience.

### **Affordable Housing**

Progress continues to be made in the development of new affordable housing opportunities. This past fiscal year, 72 units of affordable rental and ownership housing were completed and occupied. In addition, a total of 71 ownership and rental units are currently under development. This includes the six-unit San Gabriel Habitat for Humanity home ownership project and a 65-unit senior housing development, which is moving from conceptual to development stage.









# COMMUNITY SERVICES & FACILITIES



# COMMUNITY SERVICES & FACILITIES

Many departments throughout the City of Glendale are responsible for the development and maintenance of the facilities and programs that contribute to the high-quality of life for Glendale residents through open spaces. Glendale is a city rich in parkland, which has evolved in accordance with the community's needs; however, the availability of open space in certain areas of the City poses a challenge.

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, it has turned its attention to renovating existing parks and facilities and adding new amenities such as outdoor fitness equipment, new playgrounds, and more picnic areas. The City continues to explore opportunities to purchase and 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 to allow for 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

### **Roofing Replacement and Restoration**

The Public Works Department completed roofing restorations and replacements at 10 city-owned facilities throughout FY 2016-17. These improvements are aimed at increasing the life expectancy of the facilities, as well as reducing maintenance costs and energy costs. Many of these roofs received a white, reflective coating that is in compliance with California Title 24 regulations for energy efficiency in buildings. These coatings are designed to reflect solar energy and heat, which extends the life of the roofing surface and reduces the heat-load on the building. In the coming fiscal year, these improvements will be carried out at several additional City facilities.

### **Retro-commissioning of HVAC Systems**

Heating Ventilation and Air Conditioning (HVAC) systems maintain building interior temperatures at comfortable levels and air quality at acceptable levels. In the last fiscal year, the City recommissioned HVAC systems at three of its largest facilities, namely the headquarters of the Glendale Police Department, the Perkins Building, and the Municipal Services Building at Civic Center Plaza. These efforts ensure that all equipment is functioning properly and the various components of the HVAC system are coordinated. These efforts have resulted in a significant increase in tenant comfort and reductions in energy and maintenance costs.

### **Park Facility Improvements**

The City of Glendale has invested in various park facility improvements over the last year to ensure safety, enhance the community, and improve comfort for patrons. The Civic Auditorium was given an external “face lift” with fresh paint and the removal of the covered entrance. This improved the overall appearance of the Civic Auditorium, encouraging renters to utilize the facility for their receptions, meetings, and trade shows. The Palmer Park renovation is now complete with features such as an expanded ADA-compatible restroom building, enhanced picnic area, and a new wading pool. Wilson Mini Park now has an ADA-compatible restroom facility as well. New shade structures were installed at Maple Park and Maryland Park. Lastly, ballfield renovations were completed at Scholl Canyon, Montrose Park, Pelanconi Park, Brand Park, and Pacific Park. The City recently completed lighting upgrades at Brand Park and the Pacific Community Center Multi-Purpose Court. All these projects were completed through the coordinated efforts of Public Works Department and Community Services and Parks staff.

### **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 enrichment activities for all ages. In FY 2016-17, the skate camp program was successfully expanded to include both beginning and intermediate/advanced camps. Beginning camps included instruction and the opportunity for kids to build their own skateboard. Intermediate/advanced skate camps included traveling to offsite skate parks and teaching skills to the beginners. In addition in FY 2016-17, the City of Glendale, in collaboration with the Glendale Parks & Open Space Foundation and the Glendale Unified School District, expanded the One Glendale After School Sports Program from four schools to eight schools, doubling the capacity of students served each season.

### **Partnering with Community Organizations**

In an effort to continue to offer expanded services, the City partners with various community agencies to offer programs and services to the community, such as the collaboration with All for Health/ Health for All. Through this collaboration, the Glendale Heritage Garden Cedar House bungalow is utilized for free and low-cost behavioral counseling for at-risk youth and their families under the Glendale Individual & Family Treatment Program (GIFT Program). The GIFT program provided approximately 2,000 patient services to low-income Glendale residents, including seniors and homeless persons during FY 2016-17 at little to no cost.

### **Social Services**

The City of Glendale is in the second year of a four-year Los Angeles County Elderly Nutrition Program grant, which provided seniors with over 40,000 congregate meals and 11,000 home delivered meals this past year. Furthermore, Senior Services staff distributed a three-day allowance of emergency meals to 100 unduplicated homebound seniors, which included meals with a one-year shelf life, water, and nutritional drinks to be used in case of a disaster or emergency. The Glendale Homeless Continuum of Care completed intake and assessment of 1,400 unduplicated clients, successfully placed 41% of clients into housing, and prevented homelessness for 100 households. It additionally conducted an annual homeless count and assembled a Regional Winter Shelter Program, which served 546 unduplicated homeless persons. The Armenian General Benevolent Union (AGBU), in partnership with the City of Glendale, hosts an afterschool program, GenNext (Generation Next), at the Maple Park Community Center,

which helps at-risk youth take advantage of the program's offerings, such as mentorship, homework help, resume building, etc. Glendale Communitas Initiative has partnered with Community Services and Parks' Youth & Family Services program and has become an integral component of the services the department provides for at-risk youth. During FY 2016-17– Glendale Communitas Initiative provided two financial literacy workshops for teens to teach them the importance of their first check and how teens should think about spending their hard earned money. It also sponsored the Teen Photo Contest, which provided professional printing of the teens' photos, additional chaperones, and food and snacks to the winners of the contest, who attended an LA Galaxy match. Communitas continues to provide additional resources to the department through its network of partnering agencies, which provide positive pathways in helping families out of poverty.

### **Central Library Renovation**

Central Library, rebranded as Downtown Central Library, re-opened to the public on May 1, 2017. The transformative renovation offers additional meeting rooms, technological improvements, more seating, and improved wayfinding. The project also includes a new roof, ADA improvements, building structure improvements, and improvements to plumbing, electrical and HVAC systems. Other features include a MakerSpace that offers 3D printers, sewing machines, and an exhibit space focused on human and civil rights and genocides throughout the world.

### **Grandview Libraries**

After closing in the spring of 2017, Grandview Library reopened its doors to the public on, July 17, 2017. The Grandview Library renovation includes a technology center with more computer access, more room for tables and seating in the Children's section, a new Teen Room, and more power options for mobile devices and laptops.





# *Community Services & Facilities*

## **Looking Ahead...**

### **Improvements at Various Fire Stations**

The emergency power generator at Fire Station 28, which is located in North Glendale, is due for replacement. This generator is essential to ensuring that firefighters are properly prepared to assist in case of emergency. The Public Works Department will be replacing the emergency generator this year. The Public Works Department, Facilities Management Division will also be installing a new safety gate at Fire Station 27 in West Glendale. These improvements will also enhance safety and increase this fire station's readiness for emergency response.

### **Municipal Services Building Exterior Refurbishment**

The Municipal Services Building at the Civic Center houses several City departments, including Public Works, Economic Development, Community Development, and more. This project is expected to begin in late 2017. The project includes several upgrades, such as repairing spalling concrete, plaster surfaces, expansion joints, and applying protective coatings to all metal, concrete, and plaster surfaces. These improvements will greatly enhance the exterior protection of this building, extend its life, and minimize maintenance and energy costs in the future.

### **Beeline Maintenance Facility**

Construction on a new federally funded maintenance facility for the Glendale Beeline Transit System is expected to begin in the spring of 2018. This facility will consist of a maintenance garage and an administrative and operations building. The site will also include a Compressed Natural Gas (CNG) fueling station, bus wash, and secure parking for the City's entire transit fleet. When completed, the new facility will represent a considerable upgrade over the current leased facility, which provides neither the space nor the amenities needed for the current transit fleet size.

### **Perkins Building Tenant Improvements**

In the coming years, 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 2017-18, several interior improvements related to the Americans with Disabilities Act (ADA) will take place in City buildings. Specifically, all public counters at the Perkins Building will be modified to provide improved accessibility and availability of services. In addition, Facilities Management Division will continue making improvements aimed at lowering the annual operating cost of City buildings such as L.E.D. lighting, low flow fixtures, and ensuring that all equipment and systems are operating at maximum efficiency.

### **Police Department Museum**

Slated for construction in early 2018, the new Glendale Police Department (GPD) Museum will reflect the history and evolution of the department. It will feature display cabinets with historical items as well as a simulated jail cell display room. The museum will be housed in the GPD Headquarters and will be open to the public as a great opportunity to learn more about its long history.

### **Citywide Park Upgrades**

In the upcoming year, as the City strives to continuously improve and upgrade its park facilities, it will complete renovations at Glorietta Park. The Glendale Sports Complex will see improvements in three areas: concession building renovations, beginning the installation of a batting cage, and the conversion of Field #1 from natural grass to artificial turf as part of the long-term agreement with St. Francis. Community Services and Parks and Community Development are working with GUSD to develop two joint-use soccer fields that will be accessible to the public after school hours. The City will also initiate the master plan for the north side of Verdugo Park. The existing playgrounds at Carr Park and Nibley Park will be replaced with new equipment to ensure compatibility with current safety and accessibility standards. Shade structures will be installed at the Pacific Playground and Pool. The City will also install exercise equipment at Carr Park and Pelanconi Park. In addition, the Brand Park Day Camp renovation will be completed.

### **New Park Programs**

In an effort to continuously improve and offer new programs, the City has added valuable services. At the end of the summer, campers will participate in an all-day camp that will feature a climbing wall, camp competitions, and treats for all.

## Citywide Park Upgrades

In the upcoming year, the City will provide Community Development Block Grant (CDBG) funds for three significant “green energy” solar panel projects. These projects will be installed in three nonprofit public facilities and will service the homeless and youth. These projects are not only good for the environment by moving away from the use of fossil fuels, but they would also save agencies thousands of dollars in energy costs over the next 10 years, which would be used to provide services for the homeless and youth. Agencies, such as Ascencia, Homenetmen, and Door of Hope, together service over 3,000 lower-income residents a year with vital community services; furthermore, the City will continue to seek new grant opportunities and partnerships to provide priority services for low-income residents. These services will include increased mental health services, senior services, emergency and permanent housing services, and federally subsidized pre-school programs with the Glendale Head Start program. The City will also 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.







# 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. Poorly maintained streets and critical sub-structures, unreliable utilities, lack of an effective mass transit system, and unnecessary traffic congestion only stifle positive growth. For these reasons, a primary focus of Glendale's local government continues to be the upkeep of the City's infrastructure and mobility planning.

As one of the select cities in Southern California that operates its own utility, Glendale provides reliable, high-quality, and sustainable power, water, and wastewater services to its customers. The City has in-house technical staff, who plan, design, and oversee the construction of capital improvement projects, as well as field staff, whose day-to-day efforts 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. As an example, the City's average Pavement Condition Index (PCI) 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 60 for all California cities.

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. 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 continues the implementation of Phase II 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 system.

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

### **Grandview Substation Upgrade Project and Battery Energy Storage System**

The Grandview substation was rebuilt to accommodate anticipated growth in the area. This 69 kilovolt (kV)/12kV substation has a higher installed capacity to provide reliable service through six 12kV feeders and 1,500 feet of underground substructures. This project was one of the major upgrades toward modernization of the electric system while converting to higher distribution voltage for improved efficiency. Glendale Water & Power (GWP) successfully installed a new 2 megawatt battery energy storage system (BESS) next to the newly upgraded Grandview Substation. The BESS can now instantaneously respond to shifts in system load, providing GWP with an unprecedented capacity to regulate its transmission. This system is one of the fastest responding storage systems for any municipal utility in Southern California. Beyond renewable integration, the BESS may serve as an emergency source of energy to start up other units, mitigating the impact of potential unplanned disruptions in service. It will also reduce costs by delaying the need for infrastructure upgrades. This BESS is a small scale system that GWP will use to gain experience in the use of battery storage and eventually to use that experience to develop and incorporate a larger scale battery component into its energy system. GWP will utilize and evaluate the BESS as it is integrated into the daily system and, from there, expand the operation to include additional and larger battery storage projects as a key component of its resource portfolio. The full scale BESS will support the integration of renewable resources by mitigating the intermittent energy supplied by renewable resources such as photovoltaic and wind.

### **Proposition 84 – Green Streets Demonstration Project**

This project was the result of efforts by the Public Works and Community Development Departments to secure grants to improve mobility and safety in Glendale. Through Proposition 84, the State's Storm Water Grant Program, the City constructed bioswales to capture and filter storm water into local aquifers; and curb extensions, mid-block crossings, sharrows, and additional landscaping and irrigation features on Harvard Street between Brand Boulevard and Glendale Avenue, and on Louise Street between Colorado Street and Wilson Avenue. This project makes it easier for people to walk and bike to destinations such as the YMCA, Americana at Brand, Glendale Galleria, the newly renovated Central Library, and the Museum of Neon Art. Overall, the project offers multiple benefits of improved water and air quality, as well as increased safety for all modes of transportation. The strategic location of this project in downtown Glendale will allow for a broad range of the population to benefit from these infrastructure improvements.

### **Railroad Crossing Quiet Zone**

In January 2017, the Public Works Department in collaboration with the Southern California Regional Rail Authority (Metrolink) completed the final safety improvements necessary to implement a railroad quiet zone at Flower Street, Sonora Avenue, and Grandview at-grade crossings. These landmark safety improvements have both made railroad crossings safer in Glendale and reduced the noise from Metrolink trains.

### **The SR-134/Glendale Avenue Interchange Modification Project**

The SR-134/Glendale Avenue Interchange Modification Project was completed in the summer of 2017. This project included pavement resurfacing on Monterey Road between Geneva Avenue and Verdugo Road, Geneva Avenue between SR-134 and Verdugo Wash, and Glendale Avenue between Monterey Road and south of the eastbound SR-134 off-ramp. The project also included traffic signal modifications at the intersections of Glendale Avenue and Monterey Road and the Glendale Avenue/SR-134 eastbound ramps, along with construction of a large bioswale at Monterey Road and Coronado Drive designed to remove silt and pollution from pavement surface runoff water, and to capture storm water into local aquifers. The upgrades will reduce on-street congestion; improve traffic flow along surface streets in the vicinity of the SR-134 Freeway on and off ramps; and reduce traffic delays and enhance operational safety at the modified intersections.

### **Chevy Chase Sewer Diversion Project**

In FY 2016-17, contractor crews made significant progress on the Chevy Chase Sewer Diversion Project, which is expected to be completed in 2018. The work included installation of new sewer pipes and manholes on San Fernando Road, which reopened to traffic this summer. Tunneling and new sewer installation under the railroad tracks on the City boundary was also completed. Work currently continues along Los Angeles Street and along Colorado Boulevard in the City of Los Angeles, which is working with the City of Glendale on the project. When completed, this important project will save the city approximately \$1 million per year in treatment and conveyance fees paid to the City of Los Angeles.





### **Citywide Pedestrian Plan**

The City made significant progress on this multi-year grant-funded plan. It implemented a continuing education program that teaches residents the proper rules of the road for every transportation mode, thereby improving pedestrian safety in Glendale. The City also created citywide community outreach events to promote safe walking and bicycling, while awareness of the Pedestrian Plan was heightened through social media. This effort also included coordination of upcoming pedestrian-safety and mobility policy and proposed infrastructure improvements that will be included in the final adopted plan.

### **South Glendale Community Plan**

The SGCP is one of four community plans intended to guide growth in Glendale by coordinating general plan policy with neighborhood-level implementation. The SGCP identified existing patterns of development within South Glendale as centers, corridors, neighborhoods, or potential districts. A vision for future growth and mobility patterns for each area was defined taking into account community input and recently approved regional transportation measures. 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. The EIR is anticipated to be adopted in early 2018.

### **Citywide Transportation Model Update**

The City's Transportation Demand Model (TDM) update is completed and ready to be used to analyze City Transportation Plans/Policies. The model gets updated about once every five years and is a computer program that simulates traffic levels and travel patterns for a specific geographic area and citywide. The program consists of input files that summarize the area's land uses, street network, travel characteristics, and other key factors. Using this data, the model performs a series of calculations to determine the amount of trips generated, the beginning and ending location of each trip, and the route taken by the trip. The model's output includes projections of traffic volumes on major roads, and peak hour turning movements at certain key intersections.

# *Infrastructure & Mobility*

## **Looking Ahead...**

### **Downtown Internally Illuminated Street Name Sign Replacement Program**

Work has begun on replacing existing internally-illuminated street name signs that are attached to the traffic signal mast arms, which are mostly faded and illegible due to long sunlight exposure over the years. As part of our ongoing efforts to upkeep the infrastructure in downtown Glendale and to meet our sustainability goals, work on this important project will continue next year. The Public Works Department will be replacing the existing fluorescent internally-illuminated street name signs in the downtown area with energy-efficient LED signs.

### **Kenneth Road Rehabilitation Project**

The Public Works Department will begin the pavement rehabilitation of Kenneth Road between Sonora Avenue and the boundary with the City of Burbank. The City of Glendale will resurface this vital commuter artery and will also explore other improvements on Kenneth Road and adjacent streets, including repairing sidewalks, removing substandard curb ramps, and more. These improvements will make travel on Kenneth Road safer.

### **Safe Routes to School Improvements**

As part of the City's ongoing efforts to improve pedestrian safety, especially for children, the Public Works Department will continue to work on Safe Routes to School Program improvements next year. Phase 3 of this project is expected to be completed in late summer 2017, and in 2018, work will move to the area around the Hoover-Keppel-Toll schools, as well as along East Chevy Chase Drive near Roosevelt, Mann, and Muir schools. The scope of work will include traffic calming measures, ADA improvements, and road resurfacing to make it safer for children to walk and bike to school.

### **Sub-Regional Traffic Management Center**

The City applied for and received Proposition C funding from Metro to build a new traffic management center (TMC). This newly designed facility will incorporate Intelligent Transportation System (ITS) technologies, helping to increase mobility, reduce travel times, and improve communications with other regional agencies. The project includes installation of new equipment, 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 of the new TMC is expected to be completed in the summer of 2018.

### **Riverside Drive and Western Avenue Rehabilitation Project**

The Public Works Engineering Division will begin construction in spring 2018 on this street rehabilitation project near the City's western boundary. This project will include repair of the main sewer pipe; reconstruction of curbs, sidewalks, ADA ramps, and aprons; street reconstruction and resurfacing; and traffic signal modification. Work will take place on Riverside Drive from Rancho Avenue to South Chavez Street and Western Avenue from Victory Boulevard to Rancho Avenue. The result will be a much safer and more pleasant travel experience.

### **Grayson Power Plant "Repowering"**

Glendale Water & Power is proposing to repower the Grayson Power Plant. A majority of the facilities located at the Grayson Power Plant, with the exception of Unit 9 (a simple cycle peaking plant built in 2003), were completed between 1941 and 1977, and are proposed to be replaced with more reliable, efficient, flexible, and cleaner units and related facilities and infrastructure. The City is proposing to replace all the existing generation facilities, units, and their related infrastructure, with the exception of Unit 9, by removing existing aboveground and belowground equipment and facilities, and building new generation facilities. This includes demolishing the Grayson Power Plant Boiler Building, replacing Cooling Towers 1 through 5, and replacing the generation units designated as Unit 8A and 8B/C. The existing generation facilities, with the exception of Unit 9, would be replaced with a combination of combined cycle and simple cycle gas turbine generation units. The contract to purchase the equipment has been awarded to Siemens Energy, Inc. A Limited Notice to Proceed (LNTP) with the contract has also been issued to provide design and engineering deliverables necessary for permitting, development of specifications, and analysis under California Environmental Quality Act (CEQA). During this phase, Siemens is in the process of providing engineering support and detailed specifications and data regarding the equipment as needed in order for the City to apply for South Coast Air Quality Management District (SCAQMD) permits, to undertake environmental reviews under CEQA, and to develop the detailed specifications and key drawings needed to issue a Request for Proposals (RFP) for an engineer, procure, and construct (EPC) contractor for the proposed repowering of the Grayson Power Plant. Completion of the CEQA process and permits are on schedule with the decision point being in May 2018 to approve the project, proceed with debt issuance and/or award all contracts. The proposed repowering of the Grayson Power Plant would maintain reliable service, keep rates affordable to



Glendale ratepayers, meet current and future City energy needs, and reduce Glendale's reliance on imported power. Grayson would also be able to integrate with local and remote renewable energy resources that will support the City's compliance with California's Renewable Portfolio Standards.

### **Proposed Biogas Renewable Generation Project**

Glendale Water & Power is proposing to build a Biogas Renewable Generation Power Plant to help increase local energy production and reliability. Biogas is a natural byproduct of the decomposition of organic material in landfills. Currently the biogas from Scholl Canyon is pumped to the Grayson Power Plant where it is combined with natural gas to produce energy. The proposed project will use naturally occurring gas for fuel to produce electricity and eliminate harmful methane, which is a major component of greenhouse gases, or GHGs. This project will help provide an additional source of power for increased reliability, and eliminate the need for the 5-mile pipeline from the landfill to Grayson and all maintenance costs associated with it. The plant will produce clean, renewable energy that will help GWP meet state mandates to have 50% of energy sources come from renewable energy by 2030.

### **Vault Replacement Program**

Glendale Water and Power's electric distribution system is comprised of overhead and underground systems. The underground system has several vaults that need to be upgraded or repaired. Replacing an electrical vault using traditional methods requires street closure for several weeks and costs about \$450,000 in labor, materials, and equipment. GWP implemented a substantially less expensive and faster method to resolve this issue by using a state-of-the-art method, which uses composite materials. In this method, a new vault is built in position within the old vault that meets the structural requirements for the vaults. No excavation is needed for this work, eliminating the total closure of the street, and mitigating the impact on traffic and inconvenience in the neighborhood. This method is one-third of the cost and time to replace an electrical vault using the traditional method. GWP completed two vaults in this fiscal year.

### **Potable and Recycled Tank Rehabilitation Program**

Managing the assets that make up GWP's infrastructure includes normal maintenance, major rehabilitations, and replacements. GWP is currently performing major rehabilitations on several potable and recycled surge tanks and storage tanks. Since these assets are constructed of steel their useful lives can be extended by safely removing their existing pitted and oxidized coatings and recoating them to continue protecting the underlying steel from corrosion. This process involves applying new advanced coating systems that are better than the original coatings that were applied when the tanks were constructed. Since this process requires draining the tanks and taking them out of service to perform the work, it is an opportunity to upgrade the appurtenances on the tanks to improve worker safety and enhance water quality. Exterior ladders are replaced with safer exterior stairs, and separate inlet and outlet piping is installed to increase water circulation in the tanks.

### **Citywide Pedestrian Plan**

In the coming fiscal year this plan will be finalized and adopted. It will fully establish, through policies, programs, and infrastructure, pedestrian safety and mobility as the City's highest priority for residents and visitors of all ages.

### **Space 134 Technical Study**

This proposed "freeway cap park" in Downtown Glendale will provide park/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 is pending in order to initiate the technical study and explore the proposed "freeway cap park" project.

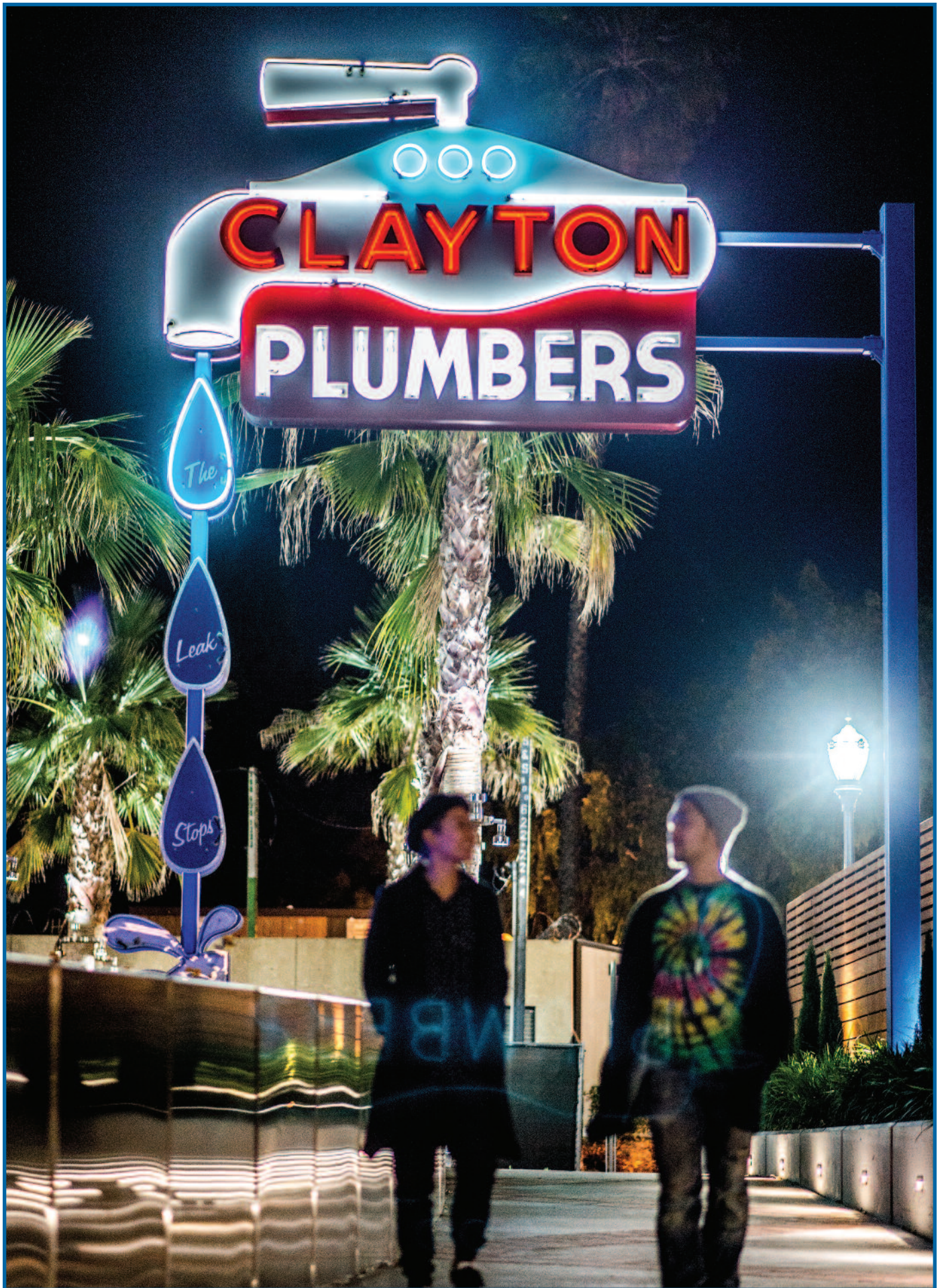
### **Glendale Streetcar Feasibility Study**

This conceptual study of streetcar service connecting Glendale Transportation Center with Hollywood Burbank Airport will provide decision makers in both Glendale and Burbank with a broad and up-to-date overview of alternative alignments and technologies, ridership potential, land use/zoning suitability, financing options, and other initial considerations. It is scheduled for completion in 2018.

### **South Glendale Community Plan and the East/West Community Plan**

The South Glendale Community Plan will be submitted to the City Council for adoption. Initial steps for the East/West Community Plan will include mapping distinctive development patterns and photo documentation.







# ARTS & CULTURE



# ARTS & CULTURE

Glendale is home to a diverse array of renowned artists and performance venues. The arts are making great strides into becoming a key community priority, encouraging public investment in arts development. Arts and culture is not only integral to the resident community, but is as important for those who work, visit, play, and develop in Glendale. As such, the City actively incorporates public art installations in many of its new public facilities, as do private developers through the Glendale Urban Art Program.

The City's investment 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 newly reimagined Downtown Central Library, demonstrates a long-term public commitment to arts and cultural activities. There is also a network of programs encouraging arts and culture to flourish in Glendale. For example, community programming and available services at public libraries, park facilities, public schools, and Glendale Community College have embraced the arts over the years and have become part of the 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.





## ACCOMPLISHMENTS

### **Supporting Arts-Based Businesses**

In November 2016, the City Council approved the new Business Expansion Grant Program. One of the grant recipients was Antaeus Theatre Company, which recently opened in the City's Art & Entertainment District. Antaeus Theatre is hailed as one of the top intimate theatres in Los Angeles. It combines live theatre with education and hosts 207 days of rehearsal, 197 days of performances, and 137 days of classes. The \$40,000 grant assisted with the purchase and installation of the HVAC system as part of the \$2.7 million renovation of its new lease space.

### **Glendale Central Library Renovation**

The Glendale Central Library renovation, rebranded to Downtown Central Library, was completed in spring 2017. The renovation was designed to redefine the library's role within the civic campus by providing new access points and a stronger connection to the Adult Recreation Center, Central Park, and Downtown Glendale. Additionally, the project includes a room dedicated to the impact of genocides and the resilience of the human spirit, as well as a Maker Space to foster collaborative and creative opportunities.

### **Brand Library & Art Center and Other Library Locations**

Since its reopening in March 2014, the Brand Library & Art Center has provided exceptional cultural programming to an ever-widening audience. The Brand Library & Art Center has also provided access to an unparalleled collection of art and music materials that help the creative people in our community in their professional and personal artistic pursuits.

FY 2016-17 was another stellar year during which 79 free events were presented, including the Music Series, Dance Series, Book to Art Club, BookSmARTS, REEL ART, family events, and the Plaza Series (in partnership with the Arts & Culture Commission and the Brand Associates). The Music Series, sponsored by the Brand Associates, continues its tradition of bringing the highest caliber of musicians to Glendale. The Plaza Series has become a fixture of the summertime scene in Northwest Glendale, with over 250 visitors coming every Friday night in July, August, and September to hear an eclectic program of concerts featuring everything from Flamenco fusion to Japanese Taiko drumming. A new program called "Art Night" was launched to engage audiences with the gallery exhibitions, in a setting that is both social and educational. The lively evenings feature artist talks and demonstrations followed by a hands-on art project.

Another Brand initiative, *In the Bag*, was successfully launched with the support of the Library's Seiden Grant program. *In the Bag* is a collection of learning kits that community members can borrow. Each kit contains everything one would need to learn and enjoy a new skill, such as playing a guitar or ukulele, or knitting, drawing, and crocheting. The learning kits encourage and support hands-on engagement with arts and music to expand cultural education beyond the confines of the library and its service hours.

The audience for family-focused programming has grown exponentially with the hands-on Music Animated and Make It! programs. Families enjoy interactive concerts, such as Latin jazz and indigenous music of South America; and art projects, including sun prints and zine-making. The collection of picture and board books now features over 500 titles.

This past fiscal year, Brand Library collaborated on programs with more than 23 groups and organizations. Partners included Glendale Arts, Northwest Glendale Homeowners Association, Glendale Chamber of Commerce, Southern California Library Cooperative, The Glendale Historical Society, and Thinkspace Gallery, an art gallery focused on new, contemporary art and work by underground and street artists.

The second installment of the *Artist As Curator* program with "The Collectivists" featured over 60 artists from six of Los Angeles' leading art collectives. The Artist As Curator program was developed to encourage new partnerships within the greater Los Angeles art community and expand the reach of Brand to a wider and more diverse audience.

In the spring of 2017, the Brand Associates sponsored its annual Dance Series, a free series of performances featuring dance companies from Southern California. Jamie Nichols and Hilary Thomas, two highly regarded dance professionals, developed an exciting, new concept with a focus on site-specific work designed for non-traditional performance spaces. Invertigo Dance Theatre, led by Laura Karlin, kicked-off the Series with a charming and whimsical performance on the front steps and veranda

of the library featuring choreography by Sadie Yarrington. Szalt, the contemporary dance company directed by Stephanie Zaletel, gave a highly physical and immersive performance in collaboration with textile artist Amabelle Aguiluz and composer Louis Lopez. Viver Brasil (Linda Yudin and Luiz Badaró, artistic directors) closed out the season with colorful and energetic dance theatre rooted in the rich history of Afro-Brazilian dance and music. Their performance featured live music, enticing sambas, riveting capoeira and ended with a dance party with the audience on the Plaza!

The Brand Associates organized and sponsored the 44th “Works on Paper” juried exhibition, which for over 40 years has brought the work of hundreds of artists from around the country to a local audience. Laddie John Dill, Brand 44’s juror, is an internationally-renowned artist working with a wide variety of materials, including neon and argon tubing, natural earth materials, concrete, and wax.

### **Arts and Culture Commission**

Since the adoption of the Arts & Cultural Plan, the Library, Arts & Culture Department and the Arts & Culture Commission developed a work plan that defines the City’s investment in the arts for a two-year period. A Public Art Master Plan is currently being developed through a public outreach focus that will inform the long-term goals of sustaining visibility of arts and culture in Glendale.

### **Open Arts and Music Festival**

The Commission joined the Downtown Glendale Association and the Los Angeles County Arts Commission to provide seed funding for Glendale Arts to produce a signature event in the Downtown on September 17, 2016.

### **Open Studios Tour**

The Commission approved a citywide Glendale Open Studios Tour on October 15 – 16, 2016. The public visited and viewed artist spaces in this two-day event.

### **Beyond the Box**

The Commission partnered with Glendale’s Community Development and Public Works Departments to continue a program of utility box murals in Glendale. The program has brought together amateur and professional artists, along with community volunteers, to paint murals in Downtown Glendale and various neighborhoods. New installations continue twice annually, with the most recent artwork installed August 11-13, 2017.

### **Brand Plaza Series**

The Commission implemented the fourth annual Plaza Series, which features a variety of free music, cultural, and performing arts on the plaza of Brand Library & Art Center on Friday nights throughout the summer.

### **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. AHA! will be a testament to technological innovation ingenuity in arts engagement for Glendale resident and visitor. Planning for AHA! continues through 2017.

### **Art Exhibits at the Adams Square Gas Station**

The department continued to assist Community Services & Parks in curating and installing art in the Adams Square Mini Park Gas Station.

### **Holiday and Commemorative Celebrations**

Community Services & Parks brought the community together to celebrate Easter by hosting Spring Eggstravaganza in late March. Children gathered in the morning at Pacific Community Center to take a picture with the Easter Bunny, participate in an Easter Egg Hunt, and enjoy carnival games, arts & crafts, and a climbing wall. The celebration continued that afternoon with the 16th Annual Cesar Chavez Commemorative Event, with live performances, free tacos, and more activities for children. In December, people of all ages attended the Holiday Tree Lighting Ceremony, featuring the lighting of the City Hall tree, musical entertainment, complimentary hot cocoa and coffee, and a special visit from Santa Claus as “snow” fell from above.

### **Glendale Cruise Night**

Community Services & Parks successfully organized the 23rd annual Cruise Night event, one of Southern California’s largest car shows, which took place on July 16, 2016. 281 Pre-1980 cars were on display, with live entertainment from Desperado, Surfin’ (The Beach Boys Tribute) and headliners The Surfaris. The event culminated with a spectacular fireworks show. For the fourth year in a row, this free event was fully funded by corporate and community sponsorships.

### **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 second year since 2015. It attracted an average of approximately 350 participants at 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: The Verdugo Swing Society (Swing/Big Band),



The Reflexx (80's), The Hodads (50's and 60's), Retro-Soul (Soul), The Swing Cats (Big Band), and Incendio (World Fusion). Participants had the opportunity to purchase shaved ice via the Kona Ice truck or ice cream through Marutyan Ice Cream Distribution Company/Tamara Ice Cream. The LA 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 and Theatrical Comedy in the Park**

The City of Glendale partnered with Street Food Cinema again to bring outdoor movies to various parks. This event consists of an outdoor picnic that evolves into a live music performance and ends with an outdoor movie, with lots of fun in between. Hundreds of people come out to enjoy tasty food from food trucks, listen to live music, and enjoy a film under the stars. Additionally, Community Services & Parks sponsored a free theatrical comedy in the park production of "The 39 Steps," presented





## Looking Ahead...

### **Brand Library & Arts Center Programming**

Brand Library & Art Center will continue to broaden its audience and build its reputation as a destination for arts in Southern California. High-quality, free programs will serve its devoted audiences as well as introduce this unique resource to first-time visitors. Staff will evaluate current programming to ensure that it continues to meet the needs of the community, and innovate and experiment with new programming ideas. Brand will seek to increase usage and audiences through community partnerships and marketing and outreach efforts, such as social media strategies, to enhance connectivity with people, institutions, and partners. Librarians will continue to meet the needs of a diverse community of users by being on the cutting edge of trends in the fields of music and art, while evolving Brand Library's outstanding collection of digital and physical format materials.

The hiring of an Exhibitions Supervisor has allowed for enhanced programming and exhibitions that have experienced significant growth in attendance and recognition of Brand Library Art Galleries in the Southern California visual arts scene. Looking ahead, Brand will formalize the mission and programmatic vision for the Galleries to encourage new partnerships within the greater Los Angeles art community and to expand the reach of Brand to a wider and more diverse audience.

### **Public Art Master Plan**

The Arts and Culture Commission contracted with a consultant to produce its first Public Art Master Plan (PAMP). Once completed, the PAMP will provide guidance for public art projects funded by the Urban Art Fund. With planning activities in the fall, the final report is expected to be presented to City Council in early 2018.







# SUSTAINABILITY





# SUSTAINABILITY

For many years, the City of Glendale has pursued sustainability efforts given current and future environmental challenges. The City continuously seeks out new technology and innovations to foster and promote sustainability and is among the first public agencies to successfully implement certain improvements, such as the use of recycled water, landfill gas to energy system, curbside recycling program, storm drain catch basin inserts, alternative fueled 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 and 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 global initiative for the good of all, today and in the future.

Consistent with State legislation, the City has adopted a Renewable Portfolio Standard, or RPS, that sets a target of increasing its purchases of eligible renewable energy resources to 33% by 2020. The City has met the 20% compliance period target for 2011-2013 and 2014-16, and is currently on track to reach the compliance period targets for 2017-2020.

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



# *Sustainability*

## ACCOMPLISHMENTS

### **California Green Building Code Adoption**

In early 2017, the Public Works Department worked in conjunction with the Community Development Department to adopt the new California Green Building Code as it relates to the requirements for the recycling of Construction and Demolition (C&D) debris. A comprehensive C&D recycling program diverts materials from the landfill.

Adopted elements of the California Green Building Code also require water-permeable paving for specific walkable surfaces, parking areas, and patio surfaces; certain buildings to provide unobstructed roof space and prewiring for future solar energy installations; as well as restrictions on natural light and ventilation.

### **Energy Efficient Lighting Improvements**

The City continues to deploy energy efficient lighting at all City facilities. New energy efficient LED and induction lighting replaced old inefficient fluorescent and high intensity discharge lamps. In addition to greater efficiency, the new lighting lasts between 7 to 20 times longer than the previous lighting. These improvements are expected to significantly decrease the City's annual energy and maintenance costs.

### **Glendale Recycles**

The Integrated Waste Management Division (IWM) launched its new website [www.glendalerecycles.org](http://www.glendalerecycles.org). Focused primarily on the promotion of the City's ongoing Multi-Family Recycling Program, the website provides residents with useful information on recycling services provided by IWM. In addition, the website offers educational quizzes, contact information to community partners, and resources designed to promote smart recycling and reuse practices.

### **Public Recycling Containers**

The City of Glendale continues to install new recycling containers throughout the City in an effort to promote waste diversion. Last year, 20 new recycling containers were installed in Montrose Shopping Park and 16 new containers were installed along Brand Boulevard in the downtown area. The new containers are made of recycled plastic lumber and are expected to divert an estimated 1.3 tons of waste within the City annually.

### **Waste and Recycling Education**

The Integrated Waste Management Division provided educational programs to residents and employees on best recycling and waste management practices last year. Amongst other efforts, IWM encouraged city employees to take a pledge to ditch disposable cups at a City Facility event, distributed "How to Recycle" flyers at locations with frequent contamination issues, and organized a community event last November to provide inspiration about recycling.

The Integrated Waste Management Division also had an informational booth at a number of events where resident questions and comments could be heard and educational information disseminated to the public. These events included Cesar Chavez Day, Employee Health Fair, Earth Day Event, Public Works Open House, Police Department Open House, Summer Camp, Cruise Night, a Curbside Recycling Presentation at Library, and the America Recycles Day Event.

### **Bikeway and Pedestrian Improvement Project**

In FY 2016-17, the first green bike lane was installed on Sonora Avenue as part of the Construction of Bicycle Facilities (Measure R) and Citywide Bikeway and Pedestrian Improvements Project. Additional bikeway and pedestrian projects occurred at 14 locations within the City; improving pavement markings, bike route signage, wayfinding signs, and four rapid flashing beacons at various locations in the City. In addition to keeping cyclists safe, the Project encourages sustainable sources of active transportation in the years to come.

### **Citywide Pedestrian Plan and Safety Education Initiatives**

The Citywide Pedestrian Plan and Citywide Safety Education Initiatives were launched in FY 2016-17. Both efforts promote walking and bicycling in Glendale. These modes of transportation produce zero air pollution, thereby contributing to cleaner air quality.

### **Drought Resistance Forestry**

As part of its forestry program, the Public Works Department Maintenance Services Division aims to plant 350 indigenous trees annually to help beautify and provide a more sustainable environment for the City. In light of the statewide drought experienced in prior years, Maintenance Services has made efforts to introduce more drought tolerant indigenous species over the past year. It will continue to do so in the coming year, increasing efforts at local nurseries to help provide more drought resistant greenery.



### **Scholl Canyon Landfill Gas**

Glendale Water and Power (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.

### **Piloting New Technologies**

After successfully upgrading the Grandview Substation, GWP has installed a new battery energy storage system. The new two megawatt battery energy storage system will help GWP provide more reliability to GWP customers and keep up with the department's modernization efforts.

### **Energy Efficiency & Conservation Programs**

Since 1999, GWP has been a leader in the development and implementation of energy efficiency programs for its customers, and its programs have consistently ranked among the best in the state in terms of annual demand and energy savings produced. These savings are to the benefit of individual customers, the utility, and the Glendale community. In compliance with AB 2021, GWP proposed and the City adopted a minimum annual energy efficiency goal of 1% of retail sales in 2007 and renewed this goal in 2013. This 1% goal is converted to a 10-year projection of annual energy savings and updated with the CEC every three years. GWP is required to report annual results to the California Energy Commission. With the exception of FY2006-07, GWP has exceeded its energy savings goal each year. Through FY 2014-15, GWP has averaged 13.3 Gigawatt hours per year in customer energy savings. At \$0.15 per kWh, this translates into total average annual bill reductions for participating customers of \$2.0 million each year, and an estimated \$7.7 million in bill savings over the estimated average 3.9 year life of the installations.

### **GWP Water Sustainability**

California's water supply shortage of 2015 led to an increased awareness of water use. Many of GWP's customers have made changes to their landscaping leading to continued savings compared to prior years. In 2017, water consumption is still between 13% and 17% lower than it was in 2013, even without mandatory watering restrictions. Gaining acceptance of a new, more natural appearance of landscaping is an ongoing process that received a boost during the drought, has led to continued water savings, and will enhance the sustainability of water supplies in the future.

### **Local Water Supplies and Environmental Clean-up**

As part of the ongoing environmental clean-up of local groundwater supplies in the San Fernando Basin, the City continues to be a leader. Utilizing local resources reduces the dependence on imported supplies from northern California and the Colorado River. GWP recently installed an additional groundwater extraction well to enhance the clean-up process and commissioned a state-of-the-art treatment process continuing the City's leadership in providing water that meets or exceeds state and federal drinking water standards. The Glendale Water Treatment Plant provides a stable, local water source and cleans up the groundwater basin for a sustainable future.



## Looking Ahead...

Despite tight budgetary constraints, all California cities, including Glendale, are currently striving to achieve greater sustainability. Some cities are motivated primarily by regulatory compliance while others endeavor to be leaders in the field of sustainability. The City has succeeded in achieving significant, innovative accomplishments in sustainability through cautious implementation of sustainability actions, policies, and principals. The City is committed to sustainability goals such as its Zero Waste Initiative, a 33% renewable portfolio, and greener urban design standards. Much care and deliberation has been used to ensure that these new sustainability measures are not only effective, but that they also do not pose an undue burden on taxpayers, ratepayers, or residents.

### **Anaerobic Digestion**

Anaerobic Digestion is the bacterial breakdown of organic materials in the absence of oxygen. The City is evaluating the feasibility of constructing an Anaerobic Digester to process the City's organic wastes. This facility would significantly reduce the amount of solid waste being deposited in the landfill and create a relatively clean biogas that could be used to create electricity.

### **Zero Waste Strategic Plan Update**

In 2011, the City of Glendale set a goal of 75% waste diversion by the year 2020, and 90% diversion by 2030 as part of its Zero Waste Plan. In the years since then, legislation intended to reduce climate pollutants, such as Mandatory Commercial Recycling, Mandatory Organics Recycling, and Mandatory Organic Waste Reductions, has made municipal diversion rates more restrictive. In FY 2017-18, the City of Glendale will work on updating the City's Zero Waste Action Plan and identify specific goals and timelines necessary for the City to achieve its waste diversion goals by 2020 and 2030.

### **Multi-Family In-Unit Recycling Tote Program**

In the previous year, the Integrated Waste Management Division (IWM) launched its In-Unit Recycling Tote program in an effort to make recycling more easy and accessible for residents living in multi-family units. Funded by a State CalRecycle grant, the program provides recycling tote bags to multi-family units, which allow tenants to collect and carry recyclables to larger containers within their complexes. In the coming year, IWM will be looking to administer, assess, and promote this new program through Beeline Bus advertisements as well as media campaigns to promote recycling. The recycling bags are a convenient way to remind residents to recycle and engage in sustainable reuse practices.

### **Green Vehicle Fleet**

In furthering the City of Glendale's Green Fleet goals, the Public Works Integrated Waste Management Division will retire the last of its diesel fuel refuse trucks with cleaner compressed natural gas (CNG) trucks in FY 2017-18. CNG trucks produce 20 to 30% fewer emissions than their petroleum counterparts and 95% less tailpipe emissions.

In addition, in 2010 the City began developing a Green Fleet Policy emphasizing alternative fuels, hybrid vehicles, and Partial Zero Emissions Vehicle gasoline engines amongst other policies. Staff has already developed policies and procedures such as anti-idling, tire recycling and oil recycling consistent with the Green Fleet Policy. In the coming years, staff will continue to develop green fleet standards including regulatory requirements, best practices, and procurement standards.

### **Mandatory Commercial and Organic Waste Recycling**

The Integrated Waste Management Division (IWM) continues to implement and administer mandatory commercial and organic waste recycling in conjunction with a number of recent California State Assembly and Senate Bills. Under AB341, the City began mandatory commercial recycling programs, which are expected to produce 75% waste diversion through resource reduction, recycling, and composting by 2020. The City also began to enforce a mandatory organic waste recycling program stipulated by AB1826, under which commercial customers that generate specific cubic yards of organics a week are required to divert green waste to facilities that can recycle these materials.

In the coming year, IWM will implement best practices, track mandated state organics, and gather data on which customers fall within the State's requirements. IWM will also begin work to meet the new requirements of AB1594, which prevents Green Material from counting as an Alternative Daily Cover at landfills, as well as SB1383, which stipulates a 50% reduction of organic waste by 2020.

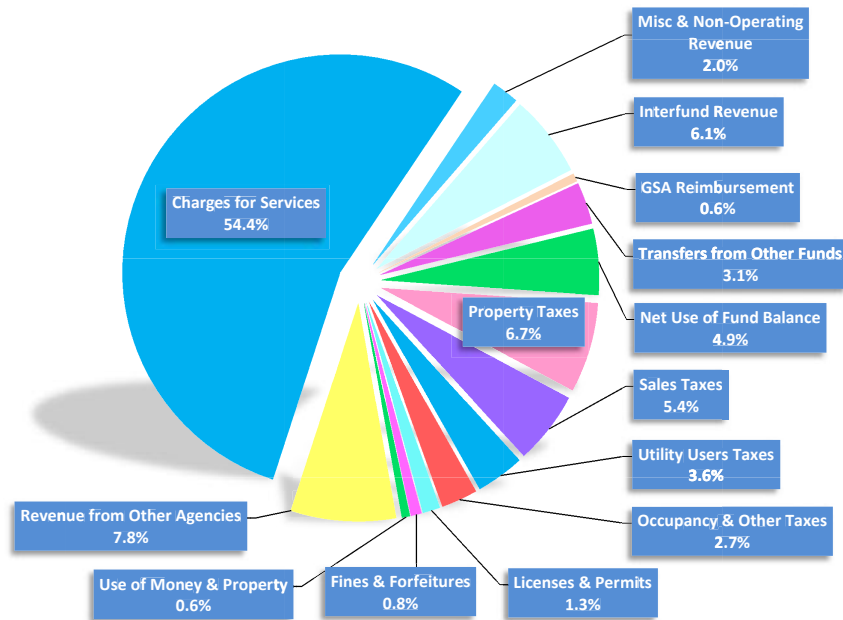


# *Financial Summary*

# Financial Summary

## Where The Money Comes From

Total Resources 2017 / 2018 = \$836,914,477



Resources	Amount	Percent
Property Taxes	\$ 56,229,054	6.7%
Sales Taxes	45,115,140	5.4%
Utility Users Taxes	30,054,000	3.6%
Occupancy & Other Taxes	22,446,441	2.7%
Licenses & Permits	11,139,850	1.3%
Fines & Forfeitures	6,321,776	0.8%
Use of Money & Property	5,357,543	0.6%
Revenue from Other Agencies	65,328,376	7.8%
Charges for Services	454,922,449	54.4%
Misc & Non-Operating Revenue	16,929,562	2.0%
Interfund Revenue	51,109,742	6.1%
GSA Reimbursement	4,885,263	0.6%
Transfers from Other Funds	25,889,677	3.1%
Net Use of Fund Balance	41,185,604	4.9%
<b>Total:</b>	<b>\$ 836,914,477</b>	<b>100.0%</b>

### 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.

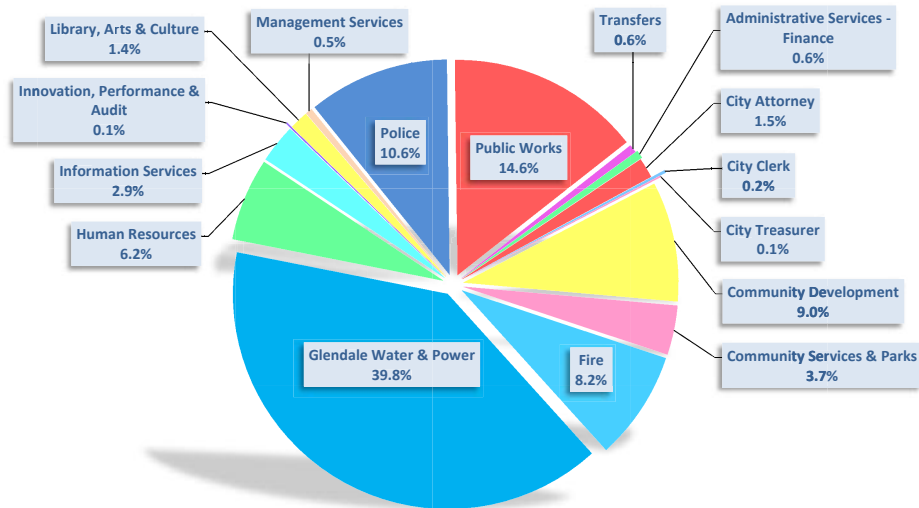
**Other Taxes** - Revenue generated through Franchise Tax, Transient Occupancy Tax, Scholl Canyon Assessment Fees, and Property Transfer Tax.



# Financial Summary

## Where The Money Goes

Total Appropriations 2017 / 2018 = \$836,914,477



Appropriations	Amount	Percent
Administrative Services - Finance	\$ 5,000,178	0.6%
City Attorney	12,241,990	1.5%
City Clerk	1,426,103	0.2%
City Treasurer	751,262	0.1%
Community Development	75,728,806	9.0%
Community Services & Parks	31,340,512	3.7%
Fire	68,361,334	8.2%
Glendale Water & Power	332,944,052	39.8%
Human Resources	51,624,369	6.2%
Information Services	24,088,626	2.9%
Innovation, Performance & Audit	1,253,381	0.1%
Library, Arts & Culture	11,973,627	1.4%
Management Services	4,376,123	0.5%
Police	88,996,855	10.6%
Public Works	122,227,582	14.6%
Transfers	4,579,677	0.6%
<b>Total:</b>	<b>\$ 836,914,477</b>	<b>100.0%</b>

# 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 2016 - 17

		FY 2016 - 17							Council Priority	
Performance Indicator		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter*	FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Primary	Secondary
Financial Operations										
1	Total Citywide personnel cost	\$58,269,619	\$59,727,789	\$56,944,032	\$56,328,463	\$231,269,903	\$221,667,027	\$217,712,150	FR	-
2	Citywide personnel cost to total operating cost	36%	37%	37%	36%	36.5%	37.0%	35.4%	FR	-
3	Departmental personnel cost to total operating cost									
	Administrative Services - General Fund	89%	80%	84%	80%	83%	74%	72%	FR	-
	City Attorney - General Fund	93%	93%	93%	92%	93%	93%	93%	FR	-
	City Attorney - All Funds	27%	44%	45%	47%	41%	54%	49%	FR	-
	City Clerk - General Fund	78%	35%	58%	56%	57%	73%	46%	FR	-
	City Treasurer - General Fund	89%	84%	84%	83%	85%	88%	87%	FR	-
	Community Services & Parks - General Fund	55%	54%	55%	50%	53%	63%	63%	FR	-
	Community Services & Parks - All Funds	54%	56%	55%	50%	54%	58%	57%	FR	-
	Community Development - General Fund	81%	70%	81%	78%	78%	91%	87%	FR	-
	Community Development - All Funds	27%	25%	26%	28%	27%	26%	24%	FR	-
	Fire - General Fund	87%	87%	85%	81%	85%	88%	88%	FR	-
	Fire - All Funds	83%	83%	82%	79%	82%	84%	84%	FR	-
	Glendale Water & Power - All Funds	15%	16%	17%	17%	16%	17%	15%	FR	-
	Human Resources - General Fund	63%	82%	81%	82%	77%	64%	62%	FR	-
	Human Resources - All Funds	4%	4%	4%	9%	5%	5%	4%	FR	-
	Information Services - All Funds	36%	41%	27%	33%	34%	33%	34%	FR	-
	Library, Arts & Culture - General Fund	68%	68%	66%	54%	64%	69%	69%	FR	-
	Library, Arts & Culture - All Funds	67%	66%	63%	52%	62%	67%	67%	FR	-
	Management Services - General Fund	75%	74%	70%	72%	73%	75%	77%	FR	-
	Police Department - General Fund	85%	84%	84%	83%	84%	85%	86%	FR	-
	Police Department - All Funds	83%	84%	83%	74%	81%	83%	79%	FR	-
	Public Works - General Fund	40%	43%	44%	39%	42%	47%	48%	FR	-
	Public Works - All Funds	38%	36%	33%	27%	34%	35%	32%	FR	-
4	# of reports prepared and published by Finance	79	73	66	63	281	323	278	IEC	-
5	Citywide average operating cost per day	\$1,800,606	\$1,792,574	\$1,720,853	\$1,735,776	\$1,762,452	\$1,631,354	\$1,705,920	FR	-
Financial Ratios										
6	Actual operating cost, General Fund, per capita	\$247	\$245	\$237	\$230	\$959	\$920	\$923	FR	-
7	Actual expenditures, all funds, per capita	\$823	\$807	\$775	\$781	\$3,186	\$3,102	\$3,287	FR	-
8	Liquidity ratio (Annually)	N/A	N/A	N/A	\$10.17	\$10.17	N/A	N/A	FR	-
9	Debt ratio (Annually)	N/A	N/A	N/A	37%	37%	N/A	N/A	FR	-
Accounts Payable & Purchasing										
10	Number of employees with open procurement cards citywide	243	237	244	244	242	234	211	FR	-
11	Average procurement card purchase amount	\$203.93	\$213.89	\$222.09	\$250.02	\$222.48	\$186.26	\$224.69	FR	-
12	Total dollar value of purchasing conducted with procurement cards	\$467,359	\$495,985	\$446,440	\$583,152	\$1,992,935	\$1,778,033	\$1,828,937	FR	-
13	Total number of invoices processed for payment	28,086	20,934	21,075	20,337	90,432	106,836	110,947	FR	-
14	Average number of invoices processed for payment	N/A	N/A	N/A	N/A	#VALUE!	N/A	27,737	FR	-
15	Avg. calendar days from approved requisition to purchase order issued	15	17	14	17	16	15	16	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%	2.9%	2.7%	FR	-
17	Ratio of General Fund budget to the overall City Budget	20.0%	20.0%	20.0%	21.0%	20.3%	19.9%	19.1%	FR	-
18	Number of residents per authorized salaried positions	127.00	127.00	127.00	127.00	127.00	127.25	126	FR	-
19	% accuracy in budget revenue to actual in General Fund (Annually)	N/A	N/A	N/A	99.00%	99.00%	N/A	N/A	ECS	IEC
Internal Audit										
20	Audits completed	0	1	1	5	7	8	11	IEC	FR
21	Audit close-out rate	20%	45%	21%	9%	24%	21%	19%	IEC	FR
22	Average number of open audit issues	24	14	11	43	23	33	39	IEC	FR

\* 4th Quarter data are estimates based on current data as of 8/16/17 and subject to change pending finalization of yearend accruals.

# CITY ATTORNEY DEPARTMENT

## *Key Performance Indicators* FY 2016 - 17

Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
1 Number of Public Records Requests Received	165	168	187	189	709	220	434	IEC	-
2 Number of Public Records Requests Completed	149	159	143	182	633	190	392	IEC	-
3 Number of Parking Appeals Handled	N/A	N/A	15	12	27	76	228	SHC	-
4 Number of Insurance Certificates Handled	634	0	620	669	1,923	0	N/A	SHC	-
5 Number of Legal Service Requests Received	242	179	185	179	785	306	672	ECS	-
6 Number of Legal Service Requests Completed	226	168	186	163	743	270	582	ECS	-
7 Number of Claims Received	51	57	35	21	164	131	232	FR	-
8 Number of Claims Closed	62	77	82	64	285	148	276	FR	-
9 Avg. Cost per Claim Closed	\$1,644.45	\$3,192.00	\$2,077.00	\$5,380.00	\$3,073.36	\$466.84	\$1,081	FR	-
10 Number of Lawsuits Received	1	5	2	3	11	11	22	FR	-
11 Number of Lawsuits Closed	11	8	1	2	22	8	19	FR	-
12 Number of Lawsuits Resolved Through Settlement	5	5	2	3	15	1	9	FR	-
13 Number of Lawsuits Dismissed Through Dispositive Motion*	6	2	2	2	12	4	10	FR	-
14 Number of Lawsuits Tried to Verdict*	0	0	0	1	1	1	0	FR	-
15 Number of Lawsuits Disposed on Appeal	0	0	0	0	0	0	0	FR	-
16 Avg. Cost per Lawsuit Settled	\$359,568.28	\$47,675.26	\$25,000.00	\$17,636.00	\$112,470	\$159,047	\$29,589	FR	-
17 Avg. Cost per Lawsuit Tried	\$0.00	\$0.00	\$0.00	\$9,000.00	\$2,250	\$0	\$0	FR	-
18 Number of Code Enforcement Cases Received	152	118	152	159	581	393	1,217	SHC	-
19 Number of Code Enforcement Cases Closed	154	111	149	173	587	317	998	SHC	-

\* Not all cases may have a final judgment.



# CITY CLERK DEPARTMENT

## *Key Performance Indicators*

FY 2016 - 17

Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
1 Total public records requests received	157	173	188	189	707	702	410	IEC	-
2 Total public records requests provided	156	173	188	189	706	698	409	IEC	-
3 Number of public records requests completed within 10 days	152	170	181	179	682	655	399	IEC	ECS
4 Number of public records requests completed beyond 10 days	5	3	7	10	25	47	5	IEC	ECS
5 Number of non-responsive public records requests	1	0	0	0	1	1	5	IEC	-
6 Number of Filming Permits issued	78	56	83	81	298	289	244	EV	-
7 Number of Special Event Permits issued	49	38	18	42	147	143	169	AC	IEC
8 Total number of agenda items processed	91	87	57	76	311	363	227	IEC	-
9 Percentage of time Council meeting minutes are docketed for City Council approval within three weeks of meeting date	95%	95%	95%	95%	95%	94%	98%	IEC	ECS
10 Number of registered voters	103,264	105,848	106,059	106,059	105,308	98,039	98,127	IEC	-
11 Voter registration percentage	52%	53%	53%	53%	53%	51%	51%	IEC	-
12 Ratio of provisional ballots cast vs. votes cast in person at poll location*	N/A	N/A	N/A	16	16	0	16.4	IEC	-

\*9.66 poll voters to every 1 provisional vote cast in the April 2, 2013 Election

# CITY TREASURER'S DEPARTMENT

## *Key Performance Indicators* FY 2016 - 17

Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
1 Median weighted average for maturity of City portfolio assets (months)	17.6	19.4	24.1	24.0	21.3	22.5	23.1	FR	-
2 Total investment earnings per quarter (millions)	\$1,541,252	\$1,684,534	\$1,943,310	\$2,295,266	\$7,464,363	\$5,403,266	\$3,955,795	FR	-
3 Rate of return on the City Portfolio per quarter (%)	1.29%	1.37%	1.52%	1.59%	1.44%	1.24%	1.08%	FR	-
4 Monthly Reconciliation of Bank Accounts	74.00%	80.00%	90.00%	89.00%	83.25%	n/a	n/a	FR	-
5 Monthly City Investment Report completion	93.00%	100.00%	82.00%	87.00%	90.50%	n/a	n/a	FR	-
6 Annual City Investment Report completion	100.00%	n/a	n/a	n/a	100.00%	n/a	n/a	FR	-
7 Number of ACH/bank wire payments processed (Incoming)	897	1,031	1,096	1,182	4,206	n/a	n/a	FR	-
8 Number of bank wire payments processed (Outgoing)	206	159	178	152	695	n/a	n/a	FR	-
9 Number of checks processed (scanned and transmitted to the bank) for deposit	4,992	3,857	4,683	5,210	18,742	n/a	n/a	FR	-



# COMMUNITY DEVELOPMENT DEPARTMENT

## Key Performance Indicators

FY 2016 - 17

		FY 2016-17 Quarterly Results							Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Primary	Secondary
Performance Indicator										
Housing										
1	Number of active Section 8 Rental Assistance vouchers	2,952	2,945	2,934	2,911	2,936	2,971	3,011	BQH	-
2	Number of Section 8 Housing Quality Standard Inspections conducted	1,023	870	957	1,065	3,915	3,858	3925	BQH	-
3	Number of new affordable housing units completed	0	0	69	0	69	46	9	BQH	-
4	Number of new affordable housing units under development	75	75	70	71	73	438	245	BQH	-
5	Number of affordable housing units monitored	346	112	173	204	835	1,024	714	BQH	-
Building & Safety										
6	Number of building permits issued (all types)	849	800	722	816	3,187	3,209	2,871	BQH	EV
7	Building Permit Issued " Over the Counter"	598	521	525	504	2,148	2,422	2,087	BQH	EV
8	Number of trade permits issued	890	688	711	701	2,990	2,163	2,627	BQH	EV
9	Avg. valuation per building permit	\$120,759	\$45,118	\$135,121	\$67,598	\$92,149	\$69,880	\$113,723	FR	EV
10	Number of building plan checks submitted	249	269	189	303	1,010	690	608	EV	-
11	Number of sub-trade plan checks submitted	441	403	287	388	1,519	1,168	1,200	EV	-
12	Avg. turnaround time per building plan check (days)	27	25	33	27	28	27	27	ECS	-
13	Number of customers served	12,380	10,749	11,246	11,517	45,892	48,709	38,417	ECS	EV
14	Avg. turnaround time per sub-trade plan check (days)	11	12	16	23	16	13	21	ECS	-
15	Number of permit inspections completed	9,627	9,423	8,088	9,042	36,180	33,001	34,165	ECS	EV
16	Building and Safety fees received	\$2,459,137	\$1,607,552	\$1,483,861	\$1,570,666	\$7,121,216	\$8,372,694	\$9,269,104	FR	EV
17	Ratio of Building & Safety fees received to section's expenditures	2.17%	1.35%	0.94%	1.27%	1.43%	2.02%	2.43%	FR	-
18	Number of complaints received	85	76	70	83	314	258	191	ECS	-
19	Cost per hour of operation	\$1,815	\$2,970	\$2,515	\$1,984	\$2,321	\$1,635	\$1,420	FR	-
Planning/Neighborhood Services										
20	Number of development applications submitted for review by:									
	Design Review Board	10	11	14	16	51	40	34	BQH	EV
	Planning Commission	2	3	3	3	11	16	13	BQH	EV
	Historic Preservation Commission	2	0	0	0	2	8	11	BQH	EV
	Planning Hearing Officer	10	7	16	11	44	22	24	BQH	EV
21	Number of City applications initiated for:									
	General Plan Amendments	0	0	0	0	0	0	2	BQH	EV
	Re-zoning	0	0	0	0	0	3	1	BQH	EV
	Code Changes	2	0	0	0	2	4	5	BQH	EV
22	Number of administrative applications received by Staff									
	Administrative Design Review	4	8	13	9	34	43	26	EV	BQH
	Administrative Use Permits	4	8	4	4	20	27	18	EV	BQH
	Design Review Board exemptions	210	179	216	225	830	784	802	BQH	EV
	Other (i.e. COZ, COC, BRC, Home Occupation)	333	367	499	335	1,534	948	1003	ECS	-
	Administrative Exceptions - up to 10% of a numerical standard	0	1	0	2	3	5	0	EV	BQH
	Administrative Exceptions - up to 20% of a numerical standard	2	2	5	1	10	15	11	EV	BQH
	Administrative Exceptions - Other	2	2	2	2	8	11	6	EV	BQH
	Administrative Review (PEX, LLA, WTF, DB)	12	26	18	6	62	23	10	EV	BQH
23	% of development application review completed within 30 calendar days	71%	77%	73%	71%	73%	75%	74%	ECS	EV
24	Avg. # of days from application submission to hearing	114	109	94	100	104	102	141	ECS	-
25	Avg. # of days from application submission to decision (AUP/ADR)	88	85	85	76	84	80	99	ECS	-

# COMMUNITY DEVELOPMENT DEPARTMENT

## Key Performance Indicators

FY 2016 - 17

Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
26 Avg. # of days from application completion to hearing for land use applications	56	58	50	52	54	54	68	FR	-
27 Avg. # of days from application completion to decision (AUP/ADR)	49	40	46	31	42	39	51	ECS	-
28 Avg. # of active applications per case planner	18	18	18	22	76	68	71	ECS	-
29 Number of DRB and Hearing Officer appeals	2	3	2	1	8	6	3	ECS	-
30 Cost per hour of operation	\$519	\$561	\$470	\$354	\$476	\$3,190	\$4,638	IEC	ECS
31 Number of requests for services received	2,716	2,612	1,557	1,513	8,398	15,566	14,333	IEC	ECS
32 Number of code enforcement inspections completed	4,391	3,481	2,641	3,718	14,231	19,173	17,239	SHC	-
33 Number of code violations issued	534	561	433	734	2,262	2,132	2,135	SHC	-
34 Number of code violation cases opened	383	397	330	684	1,794	1,645	1,445	SHC	-
35 Number of code violation cases closed	292	308	272	452	1,324	1,448	1,075	SHC	-
36 Percentage of cases cleared within 3 months	60%	57%	55%	67%	60%	61%	49%	SHC	-
37 Percentage of cases remaining open beyond 3 months	40%	43%	45%	33%	40%	39%	51%	SHC	-
38 Number of new cases per code enforcement officer	296	303	262	272	1,133	1,394	1,442	SHC	-
39 Sq. ft. of graffiti removed	7,255	19,360	39,367	40,570	106,552	123,483	149,687	SHC	-
40 Average cost per sq. ft. of graffiti removed	\$1.55	\$1.19	\$0.71	\$0.80	\$1.06	\$0.81	\$0.71	FR	-
41 Number of volunteer hours for neighborhood improvement activities	0	0	0	0	0	0	6,755	IEC	SHC
42 Number of dog and cat licenses issued	1,217	997	1,225	1,089	4,528	4,570	4,938	SHC	-
43 Number of (new) business license/permit applications received	312	174	167	207	860	1,995	1,906	EV	-
44 Number of (new/renewal) business license/permit applications issued	610	121	159	185	1,075	1,827	2,068	EV	-

### Economic Development

45 General Inquiries	328	233	489	960	2,010	1,247	822	EV	ECS
46 Class A office vacancy rate	10.5%	10.1%	9.9%	10.6%	10.3%	11.4%	14.0%	EV	-
47 Vacancy Rate: Retail (ICMA Community Attribute)	1.8%	1.9%	1.9%	1.7%	1.8%	2.4%	2.8%	EV	-
48 Sales tax revenue**	\$37	\$39	\$41	\$45	\$41	\$40	\$38	EV	-
49 Number of outside businesses assisted with Glendale location needs	51	52	102	106	311	248	239	ECS	EV
50 Number of outside businesses assisted that came to Glendale	2	0	0	1	3	8	10	ECS	EV
51 Sq. footage of leases executed by businesses that came to Glendale (involving the assistance of Economic Development)	3,200	0	0	3,500	6,700	68,644	54,991	EV	-
52 Number of existing Glendale businesses assisted	114	134	137	151	536	472	299	ECS	EV

### Urban Design and Mobility

53 Beeline "on-time" performance rate	88%	87%	87%	87%	87%	88%	89%	ECS	-
54 Beeline Passangers per revenue hour	21	20	21	23	21	23	24	FR	-
55 Beeline cost per revenue hour (annual measure)	N/A	N/A	N/A	\$0.00	\$0	\$83.91	\$85	FR	-
56 Miles Between mechanical system failures	32,415	41,767	62,723	25,044	161,949	144,162	N/A	IM	-
57 Individuals engaged through Social Media	111,550	192,325	123,968	96,119	523,962	510,998	N/A	IEC	-
58 Individuals engaged through community meetings, events, and presentations	11,333	14,313	4,133	7,900	37,679	3,841	N/A	IEC	-



# COMMUNITY SERVICES & PARKS DEPARTMENT

## Key Performance Indicators FY 2016 - 17

Performance Indicator		FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
Administration										
1	Total developed park acreage per 1,000 residents	1.42	1.42	1.42	1.42	1.42	1.43	1.46	CSF	IEC
2	Total undeveloped park acreage per 1,000 residents	25.04	25.04	25.04	25.04	25.04	25.20	25.68	CSF	IEC
3	Total number of volunteers for:									
	Community centers and human service programs	54	39	98	74	265	125	143	IEC	-
	Open space and trails	206	175	218	507	1,106	557	939	IEC	-
4	Total number of volunteer hours for:									
	Community centers and human service programs	2,781	2,282	2,861	2,300	10,224	9,105	11,158	IEC	-
	Open space and trails	503	508	565	1,458	3,034	1,597	2,803	IEC	-
5	Total number of participants in open space & trails programs	207	34	107	112	460	914	405	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	4.20	CSF	IEC
7	# of hours to maintain 31.73 acres of sports fields (19 fields)	1,450	1,371	1,490	1,785	6,096	5,812	5,094	CSF	IEC
8	# of incidents of vandalism reported	181	146	233	210	770	335	684	SHC	-
9	% of time graffiti vandalism was removed within 24 hours of notification	90%	90%	90%	90%	90%	90%	91%	SHC	-
10	# of completed special work orders	584	410	519	780	2,293	2,572	2,330	CSF	-
Park Planning & Development										
11	# of safety and security improvement projects at parks & community facilities	5	2	3	2	12	11	4	SHC	-
12	Park, open space & comm. facility projects developed or improved									
	# of projects developed or improved	0	0	3	2	5	0	6	CSF	IEC
	% of projects completed within 45 days of project completion date	N/A	95%	100%	100%	74%	0%	100%	CSF	IEC
	% of projects completed within 5% of project cost target	N/A	100%	67%	100%	59%	0%	100%	CSF	IEC
Recreation										
13	Number of hours the sports fields are permitted	11,115	10,537	11,671	14,070	47,393	42,265	41,725	CSF	IEC
14	Percentage of permitted hours on lit sports fields at peak time (4pm-10pm weeknights and 8am-10pm weekends)	65%	58%	62%	79%	66%	74%	79%	CSF	IEC
15	Facility rental revenue									
	Non-sports fields	\$254,745	\$192,166	\$262,020	\$313,905	\$1,022,836	\$1,096,787	\$1,027,667	FR	-
	Sports fields	\$181,876	\$158,981	\$167,995	\$210,576	\$719,428	\$707,548	\$436,700	FR	-
16	Total number of hours of use for non-revenue rentals									
	Facility Rentals	2,837	5,489	4,821	8,538	21,685	13,209	16,268	CSF	-
	Sport Field Rentals	7,390	5,281	7,450	10,185	30,306	25,278	24,604	CSF	-
17	Total number of contract classes offered:									
	Duplicated (total # of contract classes offered at different time/location)	78	44	45	52	219	211	191	CSF	IEC
	Unduplicated (total # of individual contract classes offered)	28	28	28	36	120	77	75	CSF	IEC
18	Total number of contract classes held:									
	Duplicated (total # of contract classes offered at different time/location)	50	44	49	42	185	164	116	CSF	IEC
	Unduplicated (total # of individual contract classes held)	23	23	23	31	100	71	58	CSF	IEC
19	Total number of recreation classes held :									
	Duplicated (total # of recreation classes held at different time/location)	671	100	101	104	976	335	368	CSF	IEC
	Unduplicated (total # of individual recreation classes held)	237	37	38	38	350	81	81	CSF	IEC
20	Number of duplicated participants in:									
	Contract Classes	486	324	397	382	1,589	1,574	1,638	CSF	IEC
	Recreation Classes	25,259	12,153	11,690	33,968	83,070	61,846	35,538	CSF	IEC
21	Total contract class revenue	\$60,464	\$33,020	\$35,967	\$68,545	\$197,996	\$165,155	\$170,884	FR	-
22	Total recreational class revenue	\$491,309	\$14,067	\$32,244	\$410,542	\$948,162	\$765,909	\$543,652	FR	-
23	Number of recreation programs offered at 21 facilities: <sup>1</sup>									
	Duplicated (total # of recreation programs offered at different time/location)	88	75	77	88	82	81	77	CSF	IEC
	Unduplicated (total # of individual recreation programs offered)	40	38	42	40	40	37	37	CSF	IEC
24	Total number of teens participating in a structured recreation/fitness program	72	70	73	160	375	340	198	CSF	-

# COMMUNITY SERVICES & PARKS DEPARTMENT

## Key Performance Indicators FY 2016 - 17

Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
25 Number of events co-sponsored by the department	15	6	5	10	36	47	35	IEC	-
26 Number of non-profit organizations/public agencies that operate programs/services at park facilities at no cost for facility rental (unduplicated)	26	10	6	11	53	41	40	IEC	-

### Human Services

27 # of unduplicated persons served w/ social service resources in CDBG	342	286	243	239	1,110	1,224	1,409	CSF	IEC
28 Number of meals served to seniors	12,507	12,640	13,128	13,224	51,499	55,400	54,178	CSF	IEC
29 Cost per meal served to seniors	\$7.52	\$7.44	\$7.17	\$7.12	\$7.31	\$6.70	\$6.78	FR	-
30 Number of cases for senior care management:									
Total number of new cases	32	18	29	26	105	83	111	CSF	IEC
Average number of open cases	97	85	76	68	82	85	102	CSF	IEC
Total number of closed cases	20	40	32	41	133	59	49	CSF	IEC
31 Total Cost per senior care management case	\$305	\$318	\$331	\$336	\$323	\$333	\$301	FR	-
32 Number of persons who exited Glendale Homeless Continuum of Care (CoC) <sup>2</sup>	400	149	131	93	773	1,232	1,113	CSF	IEC
# of people who exited the program that were placed into Permanent Supportive Housing	70	92	88	53	303	320	463	CSF	IEC
% of people who exited the program that were placed into Permanent Supportive Housing	18%	62%	67%	57%	51%	43%	47%	CSF	IEC
33 Number of homeless persons receiving services (duplicated) <sup>3</sup>	773	448	521	471	2,213	4,191	4,184	CSF	IEC
34 Number of contracts per FTE with non-profit organizations & City departments	8	8	8	8	8	8	9	CSF	IEC

### Verdugo Jobs Center

35 Number of visits to the Verdugo Jobs Center	7,913	7,932	6,923	7,016	29,784	30,936	30,266	FR	-
36 Number of customers receiving staff assisted services <sup>4</sup>	373	258	226	546	1,403	1,030	695	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	\$41.00	\$43.00	\$32.00	\$68.00	\$37.00	\$40	\$39	ECS	-
39 Number of events sponsored by Workforce (i.e. workshops, recruitments, etc.)	86	47	53	53	239	231	235	EV	-
40 Number of customers placed into employment	90	26	49	44	209	199	198	EV	-
41 Percentage of customers placed into employment <sup>5</sup>	69%	72%	67%	63%	68%	70%	81%	EV	-
42 Percentage of customers who find employment in excess of 35 hours/week	90%	85%	84%	77%	84%	82%	69%	EV	-
43 Average starting wage of participants									
After training services	\$15.60	\$40.25	\$19.02	\$23.95	\$24.71	\$30.13	\$25.64	EV	-
Without training services	\$12.72	\$14.02	\$13.47	\$14.90	\$13.78	\$14.52	\$13.19	EV	-
44 Percentage maintaining employment 9 months after initial placement <sup>6</sup>	88%	77%	91%	91%	87%	78%	85%	EV	-
45 VJC customer satisfaction rating	91%	92%	92%	91%	92%	93%	90%	ECS	-
46 # of youth employed through the Glendale Youth Alliance program	176	195	86	29	486	397	466	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, lifelines, 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 2016 - 17

Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
Administration									
Avg. number of Firefighters per 1,000 residents	0.73	0.73	0.72	0.72	0.73	0.76	0.80	SHC	-
Number of fire companies per household (per 10,000 residents)	0.6	0.6	0.6	0.6	0.60	0.60	0.62	SHC	-
Number of Paramedics per 1,000 residents	0.46	0.4676	0.49	0.49	0.48	0.44	0.44	SHC	-
Fire Department General Fund Budget per capita	\$64.03	\$63.33	\$51.21	\$51.07	\$229.64	\$221.80	\$219.81	FR	-
Percentage of Fire Department budget that is grant funded	0.85%	0.80%	0.80%	0.05%	0.63%	0.36%	0.01%	FR	-
Total overtime hours worked	55,604	45,694	42,238	44,249	187,785	186,783	164,439	FR	-
Total overtime cost/staffing	\$3,008,991	\$2,369,582	\$2,105,342	\$2,013,407	\$9,497,322	\$9,231,712	\$7,111,137	FR	-
Total amount of MOU related staffing overtime	\$2,167,974	\$1,959,463	\$1,880,179	\$1,700,781	\$7,708,397	\$6,951,202	\$5,233,497	FR	-
Total amount of work comp related overtime	\$175,178	\$175,594	\$198,320	\$187,990	\$737,082	\$736,305	\$1,091,424	FR	-
Total amount of training and other overtime	\$117,068	\$189,741	\$23,865	\$69,250	\$399,924	\$661,002	\$427,731	FR	-
Total amount of reimbursed overtime	\$548,770	\$44,784	\$2,978	\$55,386	\$651,918	\$883,231	\$358,485	FR	-
In-service fire suppression training hours	2,185	1,892	2,486	3,136	9,699	8,892	9,523	SHC	-
Cost per Firefighter attending the Fire Academy	\$0.00	\$0.00	\$0.00	\$98,470.00	\$98,470.00	\$0.00	N/A	FR	-
Operations									
Total calls for Fire Department services*	4,798	4,900	5,004	4,719	19,421	19,574	18,798	SHC	-
Number of EMS calls*	4,101	4,209	4,336	4,050	16,696	16,908	16,164	SHC	-
Number of fire-related calls*	491	500	486	452	1,929	1,880	1,898	SHC	-
Number of false alarms	248	238	274	227	987	1,024	1,001	SHC	-
Number of services calls*	200	184	176	214	774	740	729	SHC	-
Value of property lost (structure and contents)	\$20,850	\$1,796,550	\$322,050	\$288,700	\$2,428,150	\$1,630,725	\$2,342,050	SHC	-
% of 911 calls answered 15 seconds or less (per NFPA standard 1221)	99.00%	99.00%	99.42%	99.40%	99.21%	99.00%	99.05%	SHC	ECS
Avg. time to dispatch – Emergency Medical Service (EMS)	0:00:56	0:00:54	0:00:57	0:00:56	0:00:56	0:00:56	0:00:52	SHC	ECS
Avg. time to dispatch – Fire	0:00:59	0:00:55	0:01:00	0:00:55	0:00:57	0:00:56	0:00:50	SHC	ECS
Avg. turn-out time	0:00:44	0:00:45	0:00:46	0:00:45	0:00:45	0:00:42	0:00:42	SHC	ECS
Avg. time to arrive on scene for EMS calls	0:03:50	0:03:54	0:03:54	0:03:48	0:03:52	0:03:51	0:03:49	SHC	ECS
Avg. time to arrive on scene for Fire calls	0:04:26	0:04:35	0:04:32	0:04:25	0:04:30	0:04:29	0:04:19	SHC	ECS
Percent of response times under 5 minutes (NFPA 1710)	66%	62%	62%	65%	64%	65%	67%	SHC	ECS
Avg. incident duration per call category:									
Service Calls	0:20:27	0:22:48	0:25:27	0:19:20	0:22:00	0:23:38	0:25:29	SHC	-
Emergency Medical Calls	0:37:19	0:36:57	0:38:48	0:35:36	0:37:10	0:38:27	0:39:16	SHC	-
Fire Calls	0:31:26	0:52:08	0:36:51	1:03:14	0:45:55	0:35:29	0:47:36	SHC	-
Alarm Calls	0:14:36	0:13:56	0:15:18	0:15:20	0:14:48	0:15:43	0:17:26	SHC	-
Flooding Calls	0:46:44	0:53:25	0:35:42	1:08:38	0:51:07	0:43:01	0:39:11	SHC	-
Average number of responses per fire unit	547	580	589	549	2,265	2,266	2,212	SHC	-
Automatic aid ratio:									
Aid Provided	439	514	392	381	432	398	364	SHC	
Aid Received	244	186	203	232	216	239	229.25	SHC	-
Emergency Medical Services (EMS)									
Number of victims transported	2,614	2,620	2,851	2,607	10,692	10,870	10,936	SHC	-
Overall documentation compliance (goal = 90%)	90%	91%	91%	95%	92%	91%	94%	SHC	-
Vital sign compliance (goal = 90%)	96%	99%	98%	98%	98%	95%	94%	SHC	-
Patient pain assessment compliance (goal = 90%)	90%	91%	90%	90%	90%	93%	98%	SHC	-
Number of medical cardiac arrest patients	44	47	52	14	157	189	170	SHC	-
Number of cardiac arrest patients transported	18	26	34	14	92	95	90	SHC	-
Average number of uninsured homeless person related EMS calls	27	19	28	19	93	63	72	SHC	-
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%	99%	SHC	-
Avg. transport “wall time”	0:21:28	0:20:29	0:22:58	0:19:21	0:21:04	0:22:24	0:21:20	SHC	-
Avg. time A/O unit assigned to incidents in a 24 hr. period	4:10:10	4:14:30	4:33:53	3:52:46	4:12:50	4:25:26	4:20:17	SHC	-

# FIRE DEPARTMENT

## *Key Performance Indicators*

FY 2016 - 17

Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
36 Avg. time paramedic unit assigned to incidents in a 24 hr period	2:01:21	2:20:21	2:19:46	2:03:19	2:11:12	2:11:36	2:16:38	SHC	-
37 Average EMS billing recovery rate	27%	26%	27%	33%	28%	30%	30%	FR	-
38 Number of EMS calls per paramedic	88.00	89.55	88.00	82.00	347.55	387.64	381.45	SHC	-
<b>Fire Prevention</b>									
39 Number of CIP Inspections conducted	2,262	2,103	134	1,247	5,746	4,922	8,458	SHC	-
40 Number of Brush Inspections (Vegetation Management Program)	564	23	0	3,184	3,771	3,541	4,759	SHC	-
41 Number of Underground Tank Inspections completed	14	15	4	6	39	43	71	SHC	-
42 Number of Veg. Management Program & Fire Company Insp. Hours	1,367	1,063	67	1,420	3,917	3,466	2,941	SHC	-
43 Number of Residents Relinquishing Household Hazardous Waste	1,259	1,170	1,228	1,483	5,140	5,457	N/A	SHC	-
44 Number of Filming Permits Reviewd	81	56	84	98	319	297	N/A		
45 Number of Filming Safety Inspections Performed	6	3	10	7	26	35	N/A		
46 Number of plan checks submitted	269	353	312	389	1,323	1,662	1,518	SHC	-
47 Number of plan checks completed	378	430	421	493	1,722	1,950	1,931	SHC	-
48 Avg. turnaround time per plan check (days)	30	35	42	42	37.15	30.5	19.525	ECS	-
<b>Public Education</b>									
49 Number of students attending Junior Fire Academy program	0	0	0	2,205	2,205	2,182	2,280	SHC	IEC
50 Avg. cost per attendee at Junior Fire Academy program	\$0.00	\$0.00	\$0.00	\$2.29	\$0.57	\$0.53	\$0.57	FR	-
51 Number of CERT programs conducted	1	1	0	0	2	5	5	IEC	SHC
52 Avg. number of residents and businesses trained in CERT	8	9	0	0	4	13	10	IEC	SHC

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

# GLENDAL WATER & POWER DEPARTMENT

## *Key Performance Indicators* FY 2016 - 17

Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter			Primary	Secondary
Water Section								
Verdugo Basin Water Production (ACFT)	187.63	222.62	234.28	237.00	881.53	0.308	IM	-
San Fernando Basin Water Production (ACFT)	2,000.08	1,843.04	1,697.32	2,029.00	7,569.44	N/A	IM	-
Imported Water Production from MWD (ACFT)	4,276.00	3,421.10	2,585.00	3,829.00	14111.1	4.56	IM	-
Total Potable Water Production (ACFT)	6,463.71	5,486.77	4,516.60	6,094.00	22561.08	N/A	SHC	-
Potable Water Sales (ACFT)	6,242.62	5,129.70	4,116.87	5,781.00	21,270.19	N/A	SHC	-
Unaccounted For Water (%)	3.30%	6.40%	8.70%	5.00%	5.85%	3.21%	SHC	-
Recycled Water Production (ACFT)	515.40	386.08	193.80	614.00	1,709.28	N/A	SHC	-
Energy Used Per ACFT of Potable Water Produced (kWh/ACFT)	546.15	478.70	450.77	461.00	484.16	4.51	SHC	-
Number of Reservoir/Tank Inspections	0	1	1	1	3	0	IM	-
Number Of Bacteriological Samples Collected In The Distribution System	527	484	444	481	1,936	N/A	FR	-
Number Of Samples Present For Total Coliform	3	1	1	0	5	N/A	IM	SHC
Total Number Of Water Quality Complaints By Customers	15	10	6	9	40	15	IM	-
Average Total Chlorine Residual (average of residuals taken in the quarter, mg/l)	1.09	1.00	1.00	1.18	1.07	N/A	IM	-
Pounds Of Chlorine Added To Reservoirs And Tanks	2,621	2,772	2,793	2,619	10,805	N/A	IM	-
Number of Backflow Prevention Assemblies Tested/Maintained	990	213	698	606	2,507		IM	ECS
Number Of Large Water Meters Tested (3-inch and above, potable & recycled)	23	14	12	6	55	N/A	IM	ECS
Number Of Unscheduled Outages (main breaks, service leaks, valve failures)	1	5	6	2	14	11	IM	SHC
Average Unscheduled Outage Duration (hours)	2.50	4.30	4.80	2.50	3.53	2.88	IM	SHC
Total Unscheduled Service-Hour Interruption (hours times number of affected services)	120	247	1,251	129	1,747	3,064	IM	SHC
Number Of Distribution Valves Exercised	515	988	570	558	2,631	31	IM	FR
Number of Fire Hydrants Inspected	212	257	320	295	1,084	2,097	IM	SHC
Average Duration of Completed Customer Requested Installations (from payment to meter-set, weeks)	10	10	11	10	10	N/A	IM	FR
Electric Section								
Total O&M Expense per KWH Sold **	\$0.16	\$0.19	\$0.19	\$0.18	\$0.18	\$0.18	FR	-
Revenue per KWH								
All Retail Customers **	\$0.20	\$0.19	\$0.18	\$0.18	\$0.19	\$0.17	FR	-
Residential Customers **	\$0.21	\$0.19	\$0.18	\$0.18	\$0.19	\$0.18	FR	-
Commercial Customers **	\$0.20	\$0.20	\$0.19	\$0.19	\$0.20	\$0.18	FR	-
Industrial Customers **	\$0.18	\$0.17	\$0.16	\$0.16	\$0.17	\$0.17	FR	-
Distribution O&M Expense								
per retail customer **	\$64.00	\$65.00	\$63.00	\$63.40	\$255	\$196	FR	-
Distribution O&M Expense per Circuit Mile **	\$9,967	\$10,153	\$9,809	\$9,934	\$39,863	\$30,791	FR	-
Outage Indices								
Total Number of Outages	19.00	20.00	23.00	15.00	77	66	IM	ECS
SAIDI (System Average Interruption Duration Index)	25.59	34.34	46.54	62.30	42.19	37.79	IM	ECS
SAIFI (System Average Interruption Index)	0.94	1.20	1.27	1.50	1.23	0.80	IM	ECS
CAIDI (Customer Average Interruption Index)	27.34	28.43	36.56	41.40	33.43	47.17	IM	ECS
ASAI (Average Service Availability Index)	100.00%	100.00%	100.00%	99.99%	100.00%	100.00%	IM	ECS
Number of preventable outages	1	4	0	1	6	2	IM	ECS
Percentage of overloaded transformers	1.93%	98.00%	49.00%	33.43%	45.59%	16.86%	IM	SHC
Number of transformer failures	0	3	7	2	12	19	IM	SHC
System Load Factor (average operating capacity out of 100% available)	43.08%	34.54%	33.14%	35.08%	36.46%	37.98%	IM	SHC
Energy Loss Percentage (i.e. loss due to theft or line loss)	5.12%	5.10%	7.28%	3.75%	5.31%	6.55%	IM	FR



# GLENDAL WATER & POWER DEPARTMENT

## *Key Performance Indicators* FY 2016 - 17

Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter			Primary	Secondary
33 OSHA Incidence Rate (per OSHA's formula calculation)	12.00	12.00	12.00	12.00	48	42.14	IM	SHC
34 Residential Energy Efficiency *								
Ratio of \$ realized in energy savings per \$ from PBC prog. funds	N/A	N/A	N/A	\$4.72	\$1.18	\$4.33	FR	-
35 Commercial Energy Efficiency *								
Ratio of \$ realized in energy savings per \$ from PBC prog. funds	N/A	N/A	N/A	\$13.72	\$3.43	\$14.66	FR	-
36 Administrative and program support costs as a % of annual revenues**	4%	7%	6%	7%	6%	7%	FR	-
37 Number of days for service connection (working days)	5.97	5.77	8.11	8.81	7.17	7.73	ECS	-
38 Number of NERC/WECC reportable incidents	0	0	0	0	0	0	SHC	-
39 Debt to Total Assets Ratio**	43%	44%	43%	43%	43%	48%	FR	-
40 Debt Service Coverage (# of times revenue covers interest on debt)**	11.8x	2.8x	4.2x	1.3x	6.0x	6.0x	FR	-
41 Operating Ratio**	67%	101%	87%	132%	97%	88%	FR	-
42 Net Income per Revenue Dollar**	\$0.30	-\$0.12	\$0.07	-\$0.36	-\$0.03	\$0.06	FR	-
43 Uncollectible Accounts per Revenue Dollar	0.08%	0.09%	0.10%	0.15%	0.11%	0.11%	FR	-
44 Administrative and General Expenses per Retail Customer**	\$36.68	\$37.03	\$36.90	\$27.52	\$34.53	\$137.00	FR	-
45 Purchased Power Cost per Kwh**	\$0.07	\$0.08	\$0.08	\$0.07	\$0.08	\$0.06	FR	-
46 Total Power Supply Expense per Kwh Sold**	\$0.05	\$0.05	\$0.05	\$0.05	\$0.05	\$0.07	FR	-
47 Number of complaints received against GWP	7	21	3	11	42	34	ECS	-
48 Number of bills processed	233,407	213,497	252,902	226,450	926,256	945,426	FR	-
49 Percentage of bills accurately calculated	99.90%	99.90%	99.90%	99.90%	99.90%	99.99%	FR	ECS
50 Number of customer service calls received	21,507	23,089	22,463	22,110	89,169	80,580	ECS	-
51 Number of customer service requests completed	13,045	10,353	11,969	11,555	46,922	42,426	ECS	-
52 Number of plan checks submitted to GWP	38	33	44	42	157	158	EV	-
53 Number of plan checks completed by GWP	38	33	44	42	157	158	EV	-
54 Avg. turnaround time to complete plan checks (working days)	8.38	7.60	7.79	7.96	7.93	8.86	ECS	-
55 Bill affordability ranking against comparable utilities (1=most affordable)**	4.0	3.0	2.0	2.0	2.8	2.0	FR	-
56 Bill affordability (% of income average residential customer spends on electric bill excluding taxes) **	2%	2%	2%	2%	2%	0.6%	FR	-
57 GWP cash reserves compared to City's reserve policy for GWP (goal = 100% or \$124 million)**	150%	165%	181%	179%	169%	124%	FR	-
58 Actual vs. Budget O&M expense**	22%	21%	19%	20%	21%	101%	FR	-
59 Actual vs. Budget Revenue**	31%	19%	21%	15%	22%	103%	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 2016 - 17

Performance Indicator		FY 2016-17 Quarterly Results							Council Priority		
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Primary	Secondary	
Recruitment and Selection											
1	Total number of employment applications filed	2,538	2,120	3,361	3,526	11,545	11,328	9,615	IEC	-	
2	Total number of job bulletins posted	34	31	41	36	142	133	134	IEC	-	
3	Total number of eligible lists established	29	30	30	34	123	98	109	IEC	-	
Administration											
4	Citywide management-to-non-management employee ratio	11%	11%	11%	11%	11%	13%	14%	FR	-	
5	Departmental management-to-non-management ratios										
	Administrative Services	26%	26%	26%	24%	26%	29%	30%	FR	-	
	City Attorney	44%	44%	49%	44%	45%	39%	38%	FR	-	
	City Clerk	32%	32%	32%	32%	32%	30%	29%	FR	-	
	City Treasurer	40%	40%	40%	40%	40%	40%	40%	FR	-	
	Community Development	15%	15%	15%	15%	15%	22%	24%	FR	-	
	Community Services & Parks	20%	19%	19%	16%	19%	22%	23%	FR	-	
	Fire	5%	5%	5%	6%	5%	7%	7%	FR	-	
	Glendale Water & Power	7%	8%	8%	8%	8%	14%	16%	FR	-	
	Human Resources	21%	21%	21%	21%	21%	28%	30%	FR	-	
	Information Services	14%	17%	17%	17%	16%	10%	8%	FR	-	
	Library	30%	30%	28%	28%	29%	16%	12%	FR	-	
	Management Services	45%	52%	48%	45%	48%	38%	36%	FR	-	
	Police	5%	5%	5%	6%	5%	5%	5%	FR	-	
	Public Works	8%	8%	9%	8%	8%	11%	12%	FR	-	
6	Percentage of employee performance evaluations submitted on time	96%	92%	92%	90%	93%	88%	86%	-	-	
7	Percentage of employee turnover for full-time positions	2%	2%	2%	1%	2%	1%	2.5%	-	-	
8	Number of formal grievances filed	1	1	1	3	6	1	1	-	-	
9	Total Unemployment claim costs	\$8,275	\$10,380	\$5,701	\$7,261	\$31,617	\$113,893	\$196,449	FR	-	
Training and Development											
10	Number of Glendale University classes offered	16	41	18	29	104	108	74	IEC	-	
11	Average number of participants per class	17	12	12	30	18	23	19	-	-	
12	Average cost per participant	\$43	\$38	\$34	\$37	\$38	\$25	\$33	FR	-	
13	Total amount of tuition reimbursement paid	\$22,121	\$23,715	\$21,172	\$36,703	\$103,711	\$115,379	\$101,070	FR	-	
14	Number of employees participating in tuition reimbursement	24	36	25	27	112	142	81	FR	-	
Employee Health/Wellness											
15	Number of ADA interactive processes	3	2	5	4	14	13	18	ECS	-	
16	Total number of sick leave hours used	16,240	18,278	17,266	19,140	70,924	75,876	65,358	FR	-	
17	Number of EHS Safety/Wellness events conducted	4	1	2	2	9	9	8	SHC	-	
18	Average number of participants per Safety/Wellness event	19	263	15	30	82	24	18	SHC	-	
Worker's Compensation											
19	Total number of new workers compensation claims	52	66	47	50	215	247	214	FR	-	
20	Average number of active workers compensation claims	830	815	742	734	780	783	784	FR	-	
21	Median incurred per open workers compensation claim	\$49,567	\$64,722	\$71,098	\$74,222	\$64,902	\$52,305	\$50,312	FR	-	
22	Average incurred for open workers compensation claims per FTE	\$49,870	\$52,435	\$52,503	\$56,225	\$52,758	\$49,024	\$48,055	FR	-	

# HUMAN RESOURCES DEPARTMENT

## *Key Performance Indicators*

FY 2016 - 17

Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
23 Percentage of FTE's without any on the job injury in this quarter	88%	85%	89%	88%	88%	86%	86%	SHC	-
<b>Investigations</b>									
24 Average number of investigations active	9	13	12	12	11.5	10.75	8	IEC	FR
25 Number of investigations completed	4	4	4	5	17	15	22	IEC	FR
26 Average length of time per investigation (in months)	4	6	4	6	5.1	4.95	39	IEC	ECS



# INFORMATION SERVICES DEPARTMENT

## *Key Performance Indicators*

FY 2016 - 17

Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
1 Number of Enterprise Software Licenses per support staff	9,669	9,750	9,750	9,716	9,721	9,698	9,650	FR	-
2 Number of radios per support staff	602	606	602	602	603	564	523	IM	-
3 Percentage of staffing costs to Information Services Department budget	32%	29%	28%	27%	29%	27%	28%	FR	-
4 Department budget as a percentage of Citywide operating budget	2.0%	2.0%	2.0%	2.0%	2.0%	2.8%	3.5%	FR	-
5 Percentage of ISD FTE to Citywide FTE	2.4%	2.6%	2.7%	2.8%	2.6%	2.6%	2.7%	FR	ECS
6 Number of PCs supported to number of PC Specialists	375	480	497	495	462	354	459	IM	ECS
7 Number of calls received by the Help Desk	1,679	1,474	1,373	1,315	5,841	6,565	7,270	IM	ECS
8 Percentage of calls resolved as a:									
Level 1 - Help Desk	39%	35%	33%	36%	36%	35%	30%	ECS	-
Level 2 - Incidents escalated and resolved in ISD	61%	65%	66%	64%	64%	65%	70%	ECS	-
9 Average time to close an AIMS Ticket (in minutes)	75	72	60	60	66.7	60.3	69.0	ECS	-
10 Number of phone lines per technician	1,366	1,313	1,315	1,341	1,334	1,382	954	IM	-
11 Percentage of maintenance tasks to total number of radios in service	43%	34%	38%	24%	35%	39%	55%	IM	-

# LIBRARY, ARTS & CULTURE DEPARTMENT

## Key Performance Indicators

FY 2016 - 17

Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
1 Total circulation per capita*	1.43	1.00	1.01	1.14	1.15	1.25	1.71	IEC	AC
2 Total circulation by material checked out	288,352	201,830	202,860	228,121	921,163	1,000,355	1,326,955	IEC	AC
International Languages*	8,704	6,092	6,102	7,763	28,661	40,778	48,581	IEC	AC
Children's Materials*	104,806	73,364	73,385	84,709	336,264	411,284	373,305	IEC	AC
e-Books*	28,989	26,828	28,298	33,066	117,181	99,076	86,698	IEC	AC
Audio-visual materials*	54,929	38,450	38,650	53,633	185,662	227,694	266,012	IEC	AC
other*	90,924	57,096	56,425	48,950	253,395	224,523	552,359	IEC	AC
3 Number of annual library visits by site:	131,454	129,561	142,034	222,556	625,605	621,737	734,879	IEC	AC
Central Library	31,226	0	0	94,998	126,224	265,373	402,818	IEC	AC
Brand Library & Art Center	31,599	38,030	38,899	41,926	150,454	68,812	37,163	IEC	AC
Library Connections @ Adams Square	10,947	12,052	12,198	11,603	46,800	38,251	44,000	IEC	AC
Pacific Park Branch Library	14,404	30,330	30,809	27,965	103,508	71,132	69,956	IEC	AC
Casa Verdugo Branch Library	20,161	25,440	26,503	22,543	94,647	64,282	42,300	IEC	AC
Grandview Branch Library	5,015	7,149	8,448	2,321	22,933	47,435	57,000	IEC	AC
Chevy Chase Branch Library	929	789	1,389	1,463	4,570	4,185	3,819	IEC	AC
Montrose Branch Library	17,173	15,771	23,788	19,737	76,469	61,907	77,823	IEC	AC
4 Average number of annual visits per open hour by site:	287	221	247	366	280	311	336	IEC	AC
Central Library	72	0	0	156	57	107	134	IEC	AC
Brand Library & Art Center	59	52	53	57	55	37	82	IEC	AC
Library Connections @ Adams Square	22	24	24	23	23	15	25	IEC	AC
Pacific Park Branch Library	33	50	50	46	45	44	45	IEC	AC
Casa Verdugo Branch Library	41	37	39	33	37	22	25	IEC	AC
Grandview Branch Library	19	27	32	9	22	46	36	IEC	AC
Chevy Chase Branch Library	7	6	10	11	8	7	7	IEC	AC
Montrose Branch Library	34	25	38	32	32	34	44	IEC	AC
5 Total circulation by site:	288,352	201,830	202,860	228,121	921,163	1,000,355	1,326,955	IEC	AC
Central Library*	187,509	83,885	79,146	105,962	456,502	608,081	865,357	IEC	AC
Brand Library & Art Center*	13,553	14,363	15,141	22,897	65,954	66,293	83,354	IEC	AC
Library Connections @ Adams Square*	11,706	13,661	12,518	11,215	49,100	39,720	58,761	IEC	AC
Pacific Park Branch Library*	20,177	28,765	29,599	24,034	102,575	76,271	95,679	IEC	AC
Casa Verdugo Branch Library*	22,641	29,674	29,840	27,293	109,448	77,789	56,439	IEC	AC
Grandview Branch Library*	8,949	8,385	9,038	4,274	30,646	42,407	54,313	IEC	AC
Chevy Chase Branch Library*	1,447	1,646	1,813	2,477	7,383	7,445	10,670	IEC	AC
Montrose Branch Library*	22,370	21,451	25,765	29,969	99,555	82,349	102,382	IEC	AC
6 Average circulation per open hour by site:	663	216	227	389	374	467	574	IEC	AC
Central Library*	434	0	0	174	152	244	289	IEC	AC
Brand Library & Art Center *	25	20	21	31	24	35	46	IEC	AC
Library Connections @ Adams Square*	23	27	25	22	24	15	34	IEC	AC
Pacific Park Branch Library*	46	47	48	39	45	48	62	IEC	AC
Casa Verdugo Branch Library*	47	43	44	40	43	27	33	IEC	AC
Grandview Branch Library*	34	32	35	16	29	41	34	IEC	AC
Chevy Chase Branch Library*	10	12	13	18	13	13	19	IEC	AC
Montrose Branch Library*	44	34	41	48	42	45	59	IEC	AC
7 Total operating hours	3,299	3,554	3,554	4,162	14,569	14,924	13,708	IEC	AC
Central Library	432	0	0	608	1,040	2,496	3,000	IEC	AC
Brand Library & Art Center	534	732	732	732	2,730	1,872	1,800	IEC	AC
Library Connections @ Adams Square	504	504	504	504	2,016	2,600	1,752	IEC	AC
Pacific Park Branch Library	440	612	612	612	2,276	1,612	1,552	IEC	AC
Casa Verdugo Branch Library	486	684	684	684	2,538	2,912	1,700	IEC	AC
Grandview Branch Library	260	260	260	260	1,040	1,040	1,600	IEC	AC
Chevy Chase Branch Library	138	138	138	138	552	572	552	IEC	AC
Montrose Branch Library	505	624	624	624	2,377	1,820	1,752	IEC	AC
8 Average cost per operating hour by sites	\$5,819	\$1,704	\$1,395	\$5,572	\$3,623	\$3,760	\$3,174	FR	-
Central Library	\$3,946	\$0	\$0	\$3,474	\$1,855	\$2,265	\$1,977	FR	-
Brand Library & Art Center	\$385	\$268	\$253	\$400	\$326	\$436	\$274	FR	-
Library Connections @ Adams Square	\$98	\$213	\$121	\$180	\$153	\$153	\$169	FR	-
Pacific Park Branch Library	\$139	\$24	\$23	\$28	\$54	\$189	\$156	FR	-
Casa Verdugo Branch Library	\$251	\$169	\$131	\$208	\$190	\$120	\$159	FR	-
Grandview Branch Library	\$188	\$172	\$175	\$240	\$194	\$233	\$135	FR	-
Chevy Chase Branch Library	\$691	\$732	\$579	\$857	\$715	\$108	\$102	FR	-
Montrose Branch Library	\$121	\$126	\$113	\$185	\$136	\$216	\$203	FR	-
9 Total collection expenditure per capita	\$2	\$1	\$1	\$1	\$5	\$8	\$3	FR	-

# LIBRARY, ARTS & CULTURE DEPARTMENT

## *Key Performance Indicators*

FY 2016 - 17

Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
10 Total volumes	445,800	445,800	445,800	520,708	464,527	531,303	549,630	IEC	AC
11 Total volumes per capita	2	2	2	3	2	3	3	IEC	AC
12 FTE volunteer hours average	2	1	1	1	1	3	4	IEC	FR
13 Total # of children's programs	437	1,039	1,015	442	2,933	2,158	1,713	IEC	CSF
14 Total # of adult programs	607	232	238	725	1,802	1,107	720	IEC	CSF
15 Total children's program attendance	8,505	15,706	16,015	10,847	51,073	37,075	35,164	IEC	CSF
16 Total adult program attendance	3,228	2,661	2,187	3,696	11,772	13,004	14,626	IEC	CSF
17 # of public computers	115	75	75	115	95	115	115	IEC	CSF
18 Number of Internet computer users per site	11,996	12,770	10,747	18,574	54,087	83,291	116,012	IEC	CSF
Central Library	2,481	432	0	8,513	11,426	46,007	83,145	IEC	CSF
Brand Library & Art Center	1,336	1,672	1,644	1,539	6,191	4,478	4,204	IEC	CSF
Library Connections @ Adams Square	1,299	1,195	1,016	919	4,429	4,687	3,143	IEC	CSF
Pacific Park Branch Library	1,639	2,675	2,516	2,179	9,009	6,988	7,099	IEC	CSF
Casa Verdugo Branch Library	3,051	3,655	3,134	3,062	12,902	10,409	5,975	IEC	CSF
Grandview Branch Library	669	677	553	190	2,089	2,909	4,580	IEC	CSF
Montrose Branch Library	1,521	2,464	1,884	2,172	8,041	7,813	7,866	IEC	CSF
19 Number of visits to library website	143,175	111,703	131,740	164,415	551,033	604,730	766,496	IEC	-
20 Number of LITS HELP Requests (Public & Staff)	1,028	949	978	1,132	4,087	4,078	4,259	ECS	IM
21 Overall LITS Satisfaction Rating	5	5	5	5	5	4.99	5	ECS	
22 Number of Help Requests closed within:	501	485	440	420	1,846	1,897	2,024		
Less than 1 day	364	335	320	230	1,249	1,369	1,474	ECS	IM
3 Days	64	70	40	93	267	155	200	ECS	IM
1 Week	30	30	40	66	166	175	164	ECS	IM
More than 1 Week	43	50	40	31	164	198	186	ECS	IM
23 Ratio of Library sources of City funds to outside sources	97.7%	99.0%	97.0%	97.0%	97.7%	96.8%	97.8%	FR	-
24 Grant dollars received	\$1,869	\$31,872	\$0	\$41,434	\$75,175	\$69,186	\$23,129	FR	-
25 Number of interlibrary loans (materials) loaned	10,745	10,500	10,500	10,500	42,245	50,454	53,442	FR	-
26 Number of interlibrary loans (materials) borrowed	9,963	9,500	9,500	9,500	38,463	41,903	42,130	FR	-
27 Facility rental revenue	\$4,138	\$9,505	\$4,862	\$5,789	\$24,294	\$33,165	\$34,926	CSF	FR
28 Number of reference questions	13,448	12,309	10,142	9,355	45,254	91,232	72,038	IEC	-



# MANAGEMENT SERVICES DEPARTMENT

## *Key Performance Indicators*

FY 2016 - 17

		FY 2016-17 Quarterly Results				FY 2016-17 Actual			FY 2015-16 Actual			FY 2014-15 Actual			Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter										Primary	Secondary
Performance Indicator																
City Manager's Office																
1	Total number of citizen service requests	184	196	207	271	858	509	340	ECS	-						
2	Percentage of citizen service requests responded to within 10 days	100%	99%	98%	99%	99%	99%	99%	ECS	-						
3	Number of press releases distributed	51	40	50	57	198	182	122	IEC	-						
4	Number of GTV6 programs produced	38	34	28	38	138	124	124	IEC	-						
5	Number of local government meetings broadcast (first run)	42	42	48	55	187	180	168	IEC	-						
6	Number of website visitors	1,337,308	1,097,958	1,029,702	1,343,376	4,808,344	5,215,394	4,976,115	IEC	-						

# POLICE DEPARTMENT

## *Key Performance Indicators*

FY 2016 - 17

Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
1 Police Department budget per capita	\$362	\$362	\$372	\$372	\$367	\$352	\$343	FR	SHC
2 Police Department budget per household	\$980	\$980	\$1,007	\$1,007	\$994	\$692	\$885	FR	SHC
3 Sworn police officers per 1,000 residents	1.21	1.21	1.21	1.21	1.21	1.22	1.23	SHC	-
4 Number of volunteers working at GPD	39	32	33	34	35	36	33	FR	IEC
5 Total number of hours volunteered	2,100	2,108	1,818	1,950	7,976	9,455	6,932	IEC	FR
6 Value of volunteer hours contributed	\$91,590	\$91,921	\$79,283	\$85,059	\$347,853	\$412,288	\$302,263	FR	IEC
7 Number of Reserve Officer hours volunteered	1,106	947	1,257	1,176	4,486	4,110	4,662	IEC	FR
8 Value of Reserve Officer volunteer hours contributed	\$101,033	\$86,508	\$114,781	\$107,382	\$409,704	\$375,404	\$425,827	FR	IEC
9 Total overtime hours worked	20,405	21,663	21,329	24,668	88,065	90,117	86,529	FR	-
10 Total overtime cost	\$1,404,895	\$1,573,277	\$1,469,703	\$1,478,677	\$5,926,552	\$6,235,825	\$5,950,813		
Total overtime cost - MOU Entitled	\$1,129,082	\$1,203,045	\$1,192,149	\$1,185,356	\$4,709,632	\$5,086,682	\$4,900,797	FR	-
Total overtime cost - Reimbursed (Grant, Movie)	\$35,288	\$124,006	\$28,005	\$65,193	\$252,492	\$768,279	\$792,547	FR	-
Total overtime cost - Training	\$240,524	\$246,226	\$249,549	\$228,128	\$964,427	\$380,863	\$257,469	FR	-
11 Number of Neighborhood Watch Groups	332	333	334	335	334	327	309	IEC	SHC
12 Total number of Neighborhood Watch / Town Hall Meetings	32	49	43	65	189	182	218	IEC	SHC
13 Number of complaints against Police Department received	10	6	7	13	36	27	75	ECS	-
14 Number of complaints against Police Department sustained	0	0	1	0	1	7	10	ECS	-
15 Number of Part I crimes – total	866	903	873	839	3,481	3,792	3,410	SHC	-
16 Number of Part I crimes – violent	57	57	81	74	269	210	198	SHC	-
17 Number of Part I crimes – property	809	846	792	765	3,212	3,617	3,212	SHC	-
18 Total Part I crimes per 1,000 residents	4	4	4	4	17	19	17.33	SHC	-
19 Number of Part II crimes – total	1,956	1,571	1,911	1,852	7,290	8,347	7,873	SHC	-
20 Total arrests made	2,007	1,814	2,143	1,947	7,911	9,613	9,279	SHC	-
21 Total felony arrests made	300	346	378	325	1,349	1,633	1,946	SHC	-
22 Total DUI arrests made	94	92	106	102	394	558	690	SHC	-
23 Total drug-related cases investigated	316	279	350	342	1,287	1,335	1,053	SHC	-
24 Total fraud/financial crime cases investigated	369	388	212	238	1,207	1,345	1,081	SHC	-
25 Average number of arrests made per sworn officer	11.5	10.4	9.2	11.19	31.1	54.9	53.2	SHC	-
26 Average number of arrests made per patrol officer	24.2	23.3	17.4	26.0	90.8	109.3	111.7	SHC	-
27 Number of reports generated	7,383	6,447	7,204	6,854	27,888	31,107	29,920	SHC	-
28 Patrol officer initiated observations	14,849	13,531	17,018	16,200	61,598	68,654	77,920	SHC	-
29 Air support productivity - flight hours	434	362	338	457	1,591	1,706	1,631	SHC	-
30 Air support productivity - calls for service - observations	3,526	2,651	2,456	3,631	12,264	13,931	14,278	SHC	-
31 Total calls for service	29,227	26,777	29,586	29,643	115,233	121,157	126,894	SHC	-
32 Percentage of 911 calls answered within 10 seconds	99.51%	98.83%	99.89%	99.63%	99.47%	98.79%	98.26%	SHC	ECS
33 Priority E calls – avg. response time (minutes)	0:05:25	0:05:54	0:04:41	0:06:11	0:05:33	0:05:15	0:05:07	SHC	ECS
34 Priority E calls – actual	234	221	215	223	893	830	801	SHC	ECS
35 Priority 1 calls – avg. response time	0:05:16	0:05:32	0:05:22	0:06:07	0:05:34	0:04:54	0:04:49	SHC	ECS
36 Priority 1 calls – actual	5,394	5,017	7,663	6,681	24,755	28,618	35,485	SHC	ECS
37 Priority 2 calls – avg. response time	0:26:01	0:28:06	0:25:22	0:25:23	0:26:13	0:26:18	0:18:04	SHC	ECS
38 Priority 2 calls – actual	8,216	7,655	7,649	7,644	31,164	30,956	30,048	SHC	ECS
39 Priority 3 calls – avg. response time	1:07:26	1:33:12	0:56:53	0:56:38	1:08:32	0:55:01	0:41:32	SHC	ECS
40 Priority 3 calls – actual	15,083	13,874	14,239	15,095	58,291	60,753	60,560	SHC	ECS
41 Average time spent on service call	0:39:06	0:47:42	0:39:38	0:41:37	0:42:01	0:42:01	0:37:02	SHC	-
42 Investigative cases opened	3,868	3,820	3,833	3,780	15,301	17,215	16,389	SHC	-

# POLICE DEPARTMENT

## *Key Performance Indicators*

FY 2016 - 17

	Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
43	Avg. number of cases per investigator	114	112	113	115	453	499	468	SHC	-
44	Moving citations issued - patrol	782	642	726	740	2,890	4,188	7,050	SHC	-
45	Avg. number of citations issued per patrol officer	9	8	6	10	33	47.41	85.05	SHC	-
46	Moving citations issued - motors	1,764	962	4,218	1,769	8,713	6,261	4,078	SHC	-
47	Avg. number of citations issued per motor officer	126	69	234	161	590	494.14	305.25	SHC	-
48	Parking citations issued	17,977	14,678	14,003	16,533	63,191	63,146	52,385	SHC	-
49	Avg. number of citations issued per parking enforcement officer	1,798	1,631	1,000	1,837	6,266	8,520	6,305	SHC	-
50	Traffic Enforcement Index	17	9	39	19	21.03	16.55	18.47	SHC	-
51	Number of injury traffic incidents	152	169	127	130	578	639	631	SHC	-
52	Number of fatal traffic incidents	0	1	0	2	3	5	3	SHC	-
53	Number of traffic incidents involving a pedestrian	13	24	27	24	88	113	116	SHC	-



# PUBLIC WORKS DEPARTMENT

## *Key Performance Indicators* FY 2016 - 17

Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
Administration Division									
Occupancy rate for City-owned parking structures	87%	89%	86%	84%	87%	87%	91%	IM	-
Occupancy rate for Brand Blvd. parking meters (85% is goal)	89%	92%	90%	95%	92%	98%	98%	IM	-
Number of Industrial Off Duty (IOD) days	0	0	0	0	0	5	18	SHC	-
Engineering Division									
Total lane miles of street resurfaced	5.51	0.50	1.50	0.00	7.51	5.28	19.99	IM	-
Total lane miles of street slurry sealed	7.78	0.00	0.75	0.00	8.53	6.32	15.17	IM	-
Total square feet of sidewalks replaced	22,881	25,000	15,793	22,134	85,808	67,003	203,171	IM	-
Total linear feet of sewer mains replaced	0	0	15	887	902	6,903	3,137	IM	-
Million gallons of sewage treated per day (annual measure)	N/A	N/A	N/A	13	13	13	15	IM	S
Number of Land Development applications received	414	371	339	324	1,448	1,319	N/A	SHC	-
Number of Land Development applications completed	364	278	318	347	1,307	1,380	N/A	SHC	-
Number of Right of Way Permit Applications Received	147	183	122	161	613	491	N/A	SHC	-
Number of Right of Way Permit Applications Completed	86	82	26	80	274	300	N/A	SHC	-
Traffic system failures	205	177	179	185	746	645	780	SHC	IM
Traffic plan reviews for developments	1	2	4	8	15	11	25	IM	SHC
Street Occupancy and Oversized Load Travel Permit Issued	282	281	292	314	1,169	935	N/A	SHC	-
Traffic related Customer Service Request Received	68	64	66	85	283	486	N/A	SHC	-
Traffic related Customer Service Request Completed	19	23	31	27	100	180	N/A	SHC	-
Traffic Signal Construction Completed	8	7	5	4	24	13	N/A	IM	SHC
Number of Industrial Off Duty (IOD) days	0	0	0	0	0	11	34	SHC	-
Facilities Management Division									
Cost per square foot - Building Maintenance	\$0.50	\$0.36	\$0.40	\$0.46	\$0.43	\$0.48	N/A	ECS	-
Cost per square foot - Custodial Services	\$0.53	\$0.60	\$0.57	\$0.51	\$0.55	\$0.46	N/A	ECS	-
Number of facilities service requests received	1,845	1,800	2,308	2,480	8,433	7,815	N/A	ECS	-
Number of facilities service service requests completed	1,328	1,466	2,234	2,388	7,416	6,585	N/A	ECS	-
Number of Industrial Off Duty (IOD) days	90	122	163	209	584	119	N/A	ECS	-
Fleet Services Division									
Number of vehicles maintained	993	1,001	996	1,001	998	973	988	IM	-

# PUBLIC WORKS DEPARTMENT

## *Key Performance Indicators* FY 2016 - 17

		FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
Performance Indicator										
26	Cost of preventative maintenance by Fleet Services per shop per vehicle:									
	Mechanical Maintenance	\$433	\$360	\$378	\$399	\$1,570	\$1,700	\$1,649	FR	IM
	Glendale Water & Power	\$361	\$364	\$332	\$448	\$1,505	\$1,472	\$1,339	FR	IM
	Civic Center	\$387	\$489	\$436	\$370	\$1,682	\$1,464	\$1,003	FR	IM
	Fire	\$2,338	\$1,456	\$2,097	\$1,143	\$7,034	\$6,653	\$7,201	FR	IM
27	Cost of repairs performed by fleet maintenance per shop per vehicle:									
	Mechanical Maintenance	\$3,425	\$3,052	\$3,074	\$3,158	\$12,709	\$12,109	\$11,682	FR	IM
	Glendale Water & Power	\$1,463	\$1,205	\$1,458	\$1,289	\$5,415	\$5,241	\$4,145	FR	IM
	Civic Center	\$1,462	\$1,305	\$1,304	\$1,094	\$5,165	\$4,475	\$3,174	FR	IM
	Fire	\$5,974	\$4,062	\$3,672	\$4,422	\$18,130	\$18,050	\$21,181	FR	IM
28	Average number of days vehicles are held per shop:									
	Mechanical Maintenance	1.84	1.47	5.91	1.90	2.78	2.72	2.32	ECS	IM
	Glendale Water & Power	1.35	1.15	5.13	0.86	2.12	1.54	1.63	ECS	IM
	Civic Center	0.44	0.72	0.50	0.87	0.63	0.88	1.52	ECS	IM
	Fire	12.10	6.78	10.97	6.17	9.01	8.27	9.16	ECS	IM
29	Number of vehicle and equipment breakdowns by shop:									
	Mechanical Maintenance	31	40	42	31	144	103	201	IM	-
	Glendale Water & Power	1	7	3	1	12	12	45	IM	-
	Civic Center	0	0	0	0	0	7	6	IM	-
	Fire	0	3	1	1	5	4	11	IM	-
30	Total fuel consumption in gallons:									
	Unleaded	93,678	90,708	91,527	63,390	339,303	391,681	375,757	S	IM
	Diesel	28,562	26,114	26,854	15,948	97,478	112,844	100,612	S	IM
	CNG	70,170	68,937	68,293	73,334	280,734	274,240	279,371	S	IM
31	Percentage of vehicles and equipment exceeding replacement criteria	47%	48%	49%	52%	49%	45%	58%	IM	-
32	Percentage of scheduled vs. non-scheduled repairs	49%	48%	49%	49%	49%	45%	44%	IM	-
33	Number of Industrial Off Duty (IOD) days	1	0	0	1	2	371	51	SHC	-
34	Percentage of equipment available by shop:									
	Mechanical Maintenance	96%	97%	98%	97%	97%	96%	97%	IM	ECS
	Glendale Water & Power	98%	98%	98%	98%	98%	96%	96%	IM	ECS
	Civic Center	99%	98%	99%	99%	99%	97%	96%	IM	ECS
	Fire	73%	93%	96%	95%	89%	92%	89%	IM	ECS
35	Percentage of direct labor hours by shop:									
	Mechanical Maintenance	81%	77%	0%	0%	40%	77%	83%	IM	FR
	Glendale Water & Power	85%	73%	0%	0%	40%	70%	95%	IM	FR
	Civic Center	82%	86%	0%	0%	42%	88%	83%	IM	FR
	Fire	89%	78%	0%	0%	42%	82%	68%	IM	FR

### Integrated Waste Division

36	Annual percentage of waste diverted from Scholl landfill ( <i>annual measure</i> )	N/A	N/A	N/A	51.0%	51.0%	57.3%	66%	S	-
37	Total tons of residential refuse collected	10,158	10,131	10,679	11,457	42,425	36,747	36,120	S	IM
38	Total tons of commercial refuse collected	9,330	8,970	8,990	9,464	36,754	36,224	34,899	S	IM
39	Total tons of all refuse collected	19,488	19,101	19,669	20,921	79,179	72,970	71,019	S	IM

# PUBLIC WORKS DEPARTMENT

## *Key Performance Indicators* FY 2016 - 17

	Performance Indicator	FY 2016-17 Quarterly Results				FY 2016-17 Actual	FY 2015-16 Actual	FY 2014-15 Actual	Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
40	Total tons of green waste collected	3,007	3,129	3,188	3,298	12,622	16,113	15,213	S	IM
41	Total tons of recyclables collected	2,696	2,881	2,197	2,140	9,914	10,911	11,083	S	IM
42	Total tons of street sweeping refuse collected	310	338	301	330	1,279	1,274	1,652	S	IM
43	Total tons of e-waste collected	21	21	17	9	68	92	78	S	IM
44	Total tons of bulky and abandoned items collected	554	724	650	553	2,481	2,102	1,781	ECS	S
45	Total tons of recyclables collected through buy-back facility	1,913	1,994	1,854	2,189	7,950	9,298	10,754	S	-
46	Average cost per ton of waste diverted	\$224	\$209	\$272	\$276	\$245	\$208	\$204	FR	-
47	Total number of bulky item stops	5,452	5,356	6,064	5,403	22,275	18,636	14,902	ECS	-
48	Total number of abandoned items stops	1,245	888	761	634	3,528	6,682	3,419	ECS	-
49	Number of refuse collection service calls	18,774	15,558	15,495	13,489	63,316	58,339	44,965	ECS	-
50	Cost per ton of waste collected	\$172	\$171	\$186	\$178	\$177	\$175	\$184	FR	-
51	Revenue per ton of waste collected	\$209	\$208	\$209	\$200	\$206	\$207	\$195	FR	-
52	Curb miles of streets swept	6,278	5,379	7,432	7,619	26,708	29,740	33,275	IM	SHC
53	Cost per curb mile of streets swept	\$52	\$61	\$45	\$44	\$51	\$48	\$35	FR	-
54	Number of Industrial Off Duty (IOD) days	458	323	304	431	1,516	1,701	1,322	SHC	-

### Maintenance Services Division

55	Total square feet of potholes filled	2,219	2,596	3,074	2,338	10,227	9,923	14,553	IM	SHC
56	Total square feet of sidewalks repaired	11,011	9,023	7,886	7,466	35,386	30,331	30,998	IM	SHC
57	Street trees trimmed	4,607	2,315	2,669	1,728	11,319	15,881	9,286	IM	SHC
58	Street trees planted	39	150	96	77	362	253	326	S	IM
59	Number of storm drain catch basins cleaned	433	166	403	157	1,159	2,467	2,963	IM	SHC
60	Storm drain catch basin inspections completed	543	390	896	465	2,294	2,335	3,942	IM	SHC
61	Linear feet of sanitary sewer inspected (CCTV)	51,381	49,709	76,719	62,027	239,836	237,284	272,424	IM	SHC
62	Linear feet of sanitary sewer cleaned	321,017	299,980	313,375	352,560	1,286,932	1,425,823	1,430,391	IM	SHC
63	Illicit discharge violations into storm drain or sewer system	1	0	2	2	5	13	3	S	-
64	Number of service requests received	714	706	936	902	3,258	3,035	9,230	ECS	-
65	Number of service requests completed	657	760	924	944	3,285	3,038	8,032	ECS	-
66	Number of Industrial Off Duty (IOD) days	151	115	96	74	436	476	642	SHC	-
67	Linear feet of painted traffic curbs and/or street striping	36,981	27,437	6,746	41,727	112,891	252,862	145,160	SHC	-
68	Number of traffic signs installed and/or repaired	418	320	490	258	1,486	2,062	1,248	IM	SHC
69	Number of parking meters repaired	5,500	5,368	5,311	6,341	22,520	21,927	24,482	IM	-



## Executive & Key Staff

Scott Ochoa  
CITY MANAGER

Michael J. Garcia  
CITY ATTORNEY

Yasmin K. Beers  
ASSISTANT CITY MANAGER

John Takhtalian  
DEPUTY CITY MANAGER

Ardashes "Ardy" Kassakhian  
CITY CLERK

Rafi Manoukian  
CITY TREASURER

Philip Lanzafame  
DIRECTOR,  
COMMUNITY DEVELOPMENT

Onnig Bulanikian  
DIRECTOR,  
COMMUNITY SERVICES & PARKS

Tom Lorenz  
DIRECTOR,  
COMMUNICATIONS &  
COMMUNITY RELATIONS

Matt Doyle  
DIRECTOR,  
HUMAN RESOURCES

Brian Ganley  
CHIEF INFORMATION OFFICER,  
INFORMATION SERVICES

Elena Bolbolian  
DIRECTOR,  
INNOVATION, PERFORMANCE  
& AUDIT

Robert Elliot  
DIRECTOR,  
FINANCE

Greg Fish  
FIRE CHIEF

Stephen M. Zurn  
GENERAL MANAGER,  
GLENDALE WATER & POWER

Cindy Cleary  
DIRECTOR,  
LIBRARY, ARTS & CULTURE

Robert Castro  
POLICE CHIEF

Roubik Golanian  
DIRECTOR,  
PUBLIC WORKS

## CITY OF GLENDALE **Department Contact Information**

**Administrative Services**  
141 N. Glendale Ave, Room 346  
Glendale, CA 91206  
818.548.2085

**City Attorney**  
613 E. Broadway, Suite 220  
Glendale, CA 91206  
818.548.2080

**City Clerk**  
613 E. Broadway, Suite 110  
Glendale, CA 91206  
818.548.2090

**City Council**  
613 E. Broadway, Suite 200  
Glendale, CA 91206  
818.548.4844

**Community Development**  
**Includes Building & Safety, Housing,**  
**Neighborhood Services, Planning, and**  
**Policy & Innovation**  
633 E. Broadway, Room 103  
Glendale, CA 91206  
818.548.2140

**City Treasurer**  
141 N. Glendale Ave, Room 438  
Glendale, CA 91206  
818.548.2066

**Community Services & Parks**  
**Includes Glendale Youth Alliance,**  
**Community Development Block Grant,**  
**Verdugo Jobs Center**  
613 E. Broadway, Room 120  
Glendale, CA 91206  
818.548.2000

**Fire Department**  
421 Oak Street  
Glendale, CA 91204  
818.548.4814

**Glendale Water & Power**  
141 N. Glendale Ave. 2nd Level  
Glendale, CA 91206  
818.548.3300

**Human Resources**  
**Includes Employee Health Services,**  
**Safety and Workers Compensation**  
613 E. Broadway, Suite 100  
Glendale, CA 91206  
818.548.2110

**Information Services**  
**Includes Application Support,**  
**Information Technology Services,**  
**and Wireless Communications**  
141 N. Glendale Ave, Room 314  
Glendale, CA 91206  
818.548.3957

**Innovation, Performance  
& Audit**  
141 N. Glendale Ave, Room 346  
Glendale, CA 91206  
818.548.4851

**Library, Arts & Culture**  
222 E. Harvard St.  
Glendale, CA 91205  
818.548.2030

**Management Services**  
613 E. Broadway, Suite 200  
Glendale, CA 91206  
818.548.4844

**Police**  
131 N. Isabel St  
Glendale, CA 91206  
818.548.4840

**Public Works**  
**Includes Engineering, Fleet**  
**Management, Integrated Waste**  
**Management, Maintenance Services,**  
**and Traffic & Transportation**  
633 E. Broadway, Room 209  
Glendale, CA 91206  
818.548.3900



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