

CITY OF GLENDALE
ADMINISTRATIVE SERVICES – FINANCE
Performance Measures

	FY 2009 Target	FY 2010 Target
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CHARACTERISTIC 1: CITY MANAGEMENT IS WELL INFORMED TO MAKE SOUND FINANCIAL DECISIONS.

Measure 1.1 Provide revenue and expenditure information in a timely manner.

A. Revenue & expenditure information will be available to all departments online (nVision Reports) within five business days after month-end close.	NEW	100%
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Measure 1.2 Present the Five Year Financial Plan.

A. Create and present the five year financial plan during the mid-year report to City Council. On an on-going basis, update and regularly report the five year plan during budget and financial updates.	NEW	100%
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CHARACTERISTIC 2: PROVIDE DEPARTMENTS AND OUTSIDE CUSTOMERS WITH MEANINGFUL AND TIMELY FINANCIAL INFORMATION IN ORDER TO ASSIST IN THE MANAGEMENT OF BUDGETS.

Measure 2.1 Timely capture and analyze adopted resolutions that approve budget adjustments and prepare and input the related budget journal vouchers.

A. 100% of all adopted budget adjustments will be captured, prepared, and entered before the close of each respective month for which the budget adjustment was approved.	NEW	100%
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Measure 2.2 Close the general ledger in a timely fashion each month and provide accurate and timely financial information.

A. The general ledger accounting cycle will be closed within 21 working days after the month-end for the months of October through May.	NEW	100%
B. The general ledger accounting cycle will be closed within 45 days after the month-end for the months of July through September.	NEW	100%

Measure 2.3 Close the year-end general ledger in a timely fashion in order to provide accurate and timely year-end financial information.

A. The year-end general ledger accounting cycle will be closed within 3 months after year-end.	NEW	3.0
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CHARACTERISTIC 3: EMPLOYEES WILL BE ACCURATELY COMPENSATED WITH PROPER ACCOUNTING FOR PAYROLL AND RELATED BENEFITS.

Measure 3.1 Prepare accurate payroll checks.

A. Employees are accurately compensated the 1st time.	NEW	100%
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**CITY OF GLENDALE
ADMINISTRATIVE SERVICES – FINANCE
Performance Measures**

	FY 2009 Target	FY 2010 Target
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CHARACTERISTIC 4: PROCESS PAYMENTS TO VENDORS IN AN ACCURATE AND TIMELY MANNER.

Measure 4.1 Payments are efficiently processed within 30 days of receipt.

A. Vendor payments are processed within 30 days of receipt by Accounts Payable once proper account strings and supporting documentation are provided.	NEW	100%
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Measure 4.2 Payments are processed accurately.

A. Assist in maintaining system controls that prevent duplicate payments, incorrect posting of payments, and inaccurate amounts.	NEW	95%
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CHARACTERISTIC 5: EARN THE GOVERNMENT FINANCE OFFICER'S ASSOCIATION (GFOA) AWARD FOR THE CITY'S COMPREHENSIVE ANNUAL FINANCIAL REPORT.

Measure 5.1 Receive the GFOA award for the City's Comprehensive Annual Financial Report.

A. The City will submit and receive the GFOA Certificate of Achievement for Excellence in Financial Reporting by the 12/31 deadline.	NEW	12/31/2009
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CHARACTERISTIC 4: EARN THE GOVERNMENT FINANCE OFFICER'S ASSOCIATION (GFOA) AWARD FOR THE CITY'S COMPREHENSIVE ANNUAL FINANCIAL REPORT.

Measure 4.1 Receive the GFOA award for the City's Comprehensive Annual Financial Report.

A. The City will submit and receive the GFOA Certificate of Achievement for Excellence in Financial Reporting by the 12/31 deadline.	NEW	12/31/2009
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**CITY OF GLENDALE
CITY ATTORNEY
Performance Measures**

FY 2009
Target FY 2010
Target

CHARACTERISTIC 1: ENSURE COMPLIANCE WITH ALL LAWS AND REGULATIONS

Measure 1.1 Training to City officials and employees.

A. Provide ongoing in-service training to various departments on a variety of issues pertaining to changes in law which is specific to the department's subject matters.	100%	100%
B. Allocate funding for attorneys to attend conferences and trainings consistent within their level of expertise.	100%	100%
C. Proactively provide legal advice and counsel to departments as legal issues arise or changes in the law occur.	100%	100%

CHARACTERISTIC 2: PROVIDE RESPONSIVE AND TIMELY LEGAL ADVICE.

Measure 2.1 Meet or exceed all statutory deadlines and requirements.

A. Initiate and respond to discovery as well as law and motion within the prescribed timeframe.	100%	100%
B. Timely respond to requests for legal services submitted by various City departments.	98%	100%
C. Defend the City in legal actions and/or claims.	100%	100%
D. Initiate lawsuits and code enforcement compliance consistent with legal and ethical standards.	100%	100%

CHARACTERISTIC 3: SEEK AND OBTAIN MCLE CERTIFIED PROVIDER STATUS AND PRODUCE AN ANNUAL REPORT.

Measure 3.1 Seek certified Mandatory Continuing Legal Education provider status and distribute an annual report.

A. Seek and obtain status as a certified MCLE provider.	NEW	06/30/2010
B. Produce and distribute an annual report delineating the activities and accomplishments of the City Attorney's Office.	NEW	12/31/2009

**CITY OF GLENDALE
CITY CLERK
Performance Measures**

	FY 2009 Target	FY 2010 Target
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CHARACTERISTIC 1: DIVERSE REPRESENTATION IN ALL ACTIVITIES ASSOCIATED WITH THE DEMOCRATIC PROCESS.

Measure 1.1 Encourage diverse participation on boards, commissions, and during elections.

A. Enhanced advertising for multi-cultural participants on boards and commissions.	NEW	100%
B. Recruitment of bilingual poll workers for elections.		

CHARACTERISTIC 2: RESIDENTS FEEL A PART OF THE COMMUNITY AND PARTICIPATE IN THE GOVERNMENTAL PROCESSES THAT AFFECT THEIR LIVES.

Measure 2.1 Evaluate the number of applicants for Boards and Commissions.	NEW	100%
Measure 2.2 Examine the ratio of registered voters to those eligible to vote.	NEW	100%
Measure 2.3 Examine the ratio of those that do vote to those that are registered	NEW	100%

CHARACTERISTIC 3: EXCELLENT CUSTOMER SERVICE TO PROVIDE A SENSE OF TRUST.

Measure 3.1 Notice all public meetings properly and in accordance with the law.	NEW	100%
Measure 3.2 Place all agendas and many packets on the City's website.	NEW	100%

CHARACTERISTIC 4: POSITIVE PERCEPTION OF CITY GOVERNMENT

Measure 4.1 Information on all City decisions are fully disclosed and available, as allowed by law.	NEW	100%
Measure 4.2 Fully comply with or exceed "disclosures" and open meeting requirements and laws.	NEW	100%

CHARACTERISTIC 5: MULTIPLE OPPORTUNITIES TO CREATE AN INFORMED COMMUNITY.

Measure 5.1 Availability of information through multiple venues and languages.	NEW	100%
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**CITY OF GLENDALE
CITY TREASURER
Performance Measures**

	FY 2009 Target	FY 2010 Target
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CHARACTERISTIC 1: PROVIDE THE PUBLIC WITH TIMELY INFORMATION

Measure 1.1 Ensure that the City's Investment Reports are posted to the City's website in a timely manner.

A. The Monthly Report of City Investments will be posted to the City's website within 15 working days after the month ends.	NEW	100%
B. The Quarterly Report of City Investments will be posted to the City's website within 15 working days after the quarter ends.	NEW	100%
C. The Annual Report of City Investments will be posted to the City's website within 45 working days after the fiscal year ends (July through June).	NEW	100%

CHARACTERISTIC 2: PROVIDE FINANCE DEPARTMENT TIMELY BANK ACCOUNT LEDGER INFORMATION IN ORDER TO ASSIST IN THE GENERAL LEDGER ACCOUNTING OF CITY FUNDS.

Measure 2.1 Reconcile the bank account ledger each month in a timely manner.

A. The bank account ledger will be reconciled within 21 working days after the month ends.	NEW	100%
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**CITY OF GLENDALE
COMMUNITY DEVELOPMENT & HOUSING
Performance Measures**

CDBG

FY 2009
Target

FY 2010
Target

CHARACTERISTIC 3: COMPLETE CONSTRUCTION OR EXPANSION OF COMMUNITY CENTERS THAT ARE GEOGRAPHICALLY LOCATED IN PLACES OF GREATEST NEED AND EQUALLY ACCESSIBLE BY ALL CITIZENS

Measure 3.1 Amount of partnerships and completed joint development projects on an annual basis with public agencies, other City Departments and non-profit organizations.

A. 5 projects	NEW	100%
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CHARACTERISTIC 8: HEALTHY COLLABORATION OF BUSINESS, COMMUNITY ORGANIZATIONS AND GOVERNMENT.

Measure 8.1 Provide funding to community organizations to serve needs of the community

A. Issue 35 grants	NEW	100%
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Measure 8.2 Engage service providers, business leaders, public agencies and community members in the Glendale Homeless Coalition.

A. Maintain an active roster of 60	NEW	100%
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CHARACTERISTIC 15: FACILITATE ACCESS TO QUALITY PHYSICAL AND MENTAL HEALTH CARE SERVICES FOR ALL RESIDENTS THROUGH SUPPORT OF LOCAL HOSPITAL INFRASTRUCTURE; EXPANSION OF SLIDING SCALE, COMMUNITY BASED HEALTH SERVICES; AND EXPANSION OF FIRE PARAMEDIC SERVICES

Measure 15.1 Number of programs and extent of services available to persons without health insurance.

A. Fund 3 health care programs	NEW	100%
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Measure 15.2 Number of partnerships the City has with community health providers and agencies that assist with providing physical and mental health care.

A. 5 partnerships	NEW	100%
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Measure 15.3 Number of duplicated and unduplicated persons served at winter shelter program.

A. Serve 120 persons per night	NEW	100%
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Measure 15.4 Number of persons that receive intake at Homeless Access Center, and / number of unduplicated persons that receive street outreach.

A. 800/50 persons	NEW	100%
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Measure 15.5 Development of an emergency housing facility for chronic homeless persons.

A. 1 emergency housing facility	NEW	100%
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**CITY OF GLENDALE
COMMUNITY DEVELOPMENT & HOUSING
Performance Measures**

	FY 2009 Target	FY 2010 Target
<u>CHARACTERISTIC 18: A PUBLIC THAT IS INFORMED ABOUT HOUSING RIGHTS, RESPONSIBILITIES AND OPPORTUNITIES</u>		
Measure 18.1 Volume of calls to the Housing Rights Center / and number of discrimination cases opened.		
A. 1,000 calls/5 discrimination investigations	NEW	100%
Measure 18.2 Number of tenants and landlords that receive information / and attend workshops.		
A. 4,000/50 in FY2009 and 4,000/60 in FY2010	NEW	100%
Measure 18.3 Number of tenant/landlord education workshops.		
A. 2 workshops in FY2009 and 3 in FY2010	NEW	100%

HOUSING

<u>CHARACTERISTIC 1: HOUSING OPPORTUNITIES FOR ALL SEGMENTS OF THE POPULATION INCLUDING FAMILIES, ELDERLY, HOMELESS, AND DISABLED.</u>		
Measure 1.1 New affordable units to be produced		
A. Produce 43 units in FY2009 and 29 in FY2010	NEW	100%
Measure 1.2 Rent burden on very low, low and moderate income units		
A. 2900 in FY2009 and 2900 in FY2010	NEW	100%
Measure 1.3 Existing affordable units to be preserved		
A. 636 in FY2009 and 679 in FY2010	NEW	100%
Measure 1.4 New affordable units to be produced (Special Needs)		
A. Produce 24 units	NEW	100%

CITY OF GLENDALE
COMMUNITY DEVELOPMENT & HOUSING
Performance Measures

NEIGHBORHOOD SERVICES

	FY 2009 Target	FY 2010 Target
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CHARACTERISTIC 1: PRIDE IN THE COMMUNITY AND NEIGHBORHOOD

Measure 1.1 Reduction of major code enforcement cases, with sustained compliance in commercial & residential neighborhoods; (as measured by # of abatement orders + # of criminal cases filed)

A. Reduce to 15 cases in FY2009 and 12 cases in FY2010	NEW	100%
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Measure 1.2 Number of community/neighborhood festivals and improvement programs (adopt-a-block, clean-up days, festivals) (as measured by annual count of events & specific programs)

A. 8 programs	NEW	100%
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CHARACTERISTIC 2: EXCELLENT CUSTOMER SERVICE, ADAPTABLE AND RESPONSIVE TO CHANGING NEEDS THROUGHOUT THE COMMUNITY

Measure 2.1 Number of citizen complaints (for measurement purposes, those referred by City Managers Office)

A. 6 complaints in FY2009 and 4 in FY2010	NEW	100%
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Measure 2.2 Amount of time before telephone is answered (as measured by ACD time log in seconds, utilizing 4 agents)

A. 8 seconds in FY2009 and 7 in FY2010	NEW	100%
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Measure 2.3 Provide easy access for citizens to resolve issues/concerns, (as measured by # of annual service requests, FY)

A. 13,000 requests in FY2009 and 14,000 in FY2010	NEW	100%
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CHARACTERISTIC 3: A PUBLIC INFORMED ABOUT HOUSING RIGHTS, RESPONSIBILITIES & OPPORTUNITIES

Measure 3.1 First-response tenant landlord calls handled (measured by # of calls during which information is provided, FY)

A. 260 calls in FY2009 and 280 in FY2010	NEW	100%
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Measure 3.2 Use of the internet and City web presence to educate public; (measured by Number of website hits on educational "pages" and printable brochures, FY)

A. 400 hits in FY2009 and 420 in FY2010	NEW	100%
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**CITY OF GLENDALE
COMMUNITY DEVELOPMENT & HOUSING
Performance Measures**

	FY 2009 Target	FY 2010 Target
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CHARACTERISTIC 4: CITY DEPARTMENTS ARE ACTIVELY INVOLVED WITH THE COMMUNITY REGARDING PUBLIC SAFETY ISSUES

Measure 4.1 Number of Quality of Life request appropriately dispatched and cleared (measured by q-team requests processed by NS CSR's, FY)

A. 280 requests in FY2009 and 300 in FY2010	NEW	100%
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CHARACTERISTIC 5: CITY STAFF IS COMMITTED TO ENSURING THAT HOUSES, BUILDINGS AND INFRASTRUCTURE (E.G. SIDEWALKS, ROADWAYS, ETC) ARE SAFE

Measure 5.1 # of Rental units inspected annually for compliance with health and safety standards

A. Inspect 1200 rental units	NEW	100%
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CHARACTERISTIC 6: CITY NEIGHBORHOODS AND COMMERCIAL DISTRICTS ARE WELL-MAINTAINED AND FREE OF BLIGHT

Measure 6.1 Square feet of graffiti removed

A. 175,000 in FY2009 and 165,000 in FY2010	NEW	100%
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Measure 6.2 Number of citations issued for unsafe dwelling units

A. 400 in FY2009 and 380 in FY2010	NEW	100%
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Measure 6.3 Number of property maintenance and blighted conditions reported

A. 360	NEW	100%
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CHARACTERISTIC 7: RESIDENTS HAVE A SENSE OF OWNERSHIP FOR THEIR NEIGHBORHOODS. RESIDENTS CARE FOR THEIR NEIGHBORHOODS AND TAKE RESPONSIBILITY FOR THEIR COLLECTIVE NEEDS

Measure 7.1 High level of property aesthetics, (measured by the # of complaints received for poor maintenance or design non-conformity, FY)

A. 150 complaints	NEW	100%
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Measure 7.2 Participation in adopt-a-block programs (measured by # of active adopt-a-block groups registered on April 1st, annually)

A. 55 in FY2009 and 60 in FY2010	NEW	100%
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**CITY OF GLENDALE
COMMUNITY DEVELOPMENT & HOUSING
Performance Measures**

WORKFORCE

	FY 2009 Target	FY 2010 Target
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CHARACTERISTIC 1: EXCELLENT CUSTOMER SERVICE, ADAPTABLE AND RESPONSIVE TO CHANING NEEDS, THROUGHOUT THE COMMUNITY

Measure 1.1 Number of suggestions received and changes made self initiated and/or in response to citizen feedback

A. 90% of all suggestions received	NEW	100%
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Measure 1.2 Number of complaints re: customer service

A. Less than 5 complaints	NEW	100%
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CHARACTERISTIC 2: BUSINESS AND SERVICES THAT SERVE THE NEEDS OF THE DIVERSE COMMUNITY

Measure 2.1 Assistance provided to small/medium-size businesses

A. 20 companies in FY2009 and 25 in FY2010	NEW	100%
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CHARACTERISTIC 3: CREATION AND ATTRACTION OF HIGH WAGE/HIGH GROWTH EMPLOYERS

Measure 3.1 Entered Employment Rate

A. 80%	NEW	100%
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Measure 3.2 Retention Rate

A. 75%	NEW	100%
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Measure 3.3 Average Earnings

A. \$11/hr-Adult;\$15/hr-Dislocated	NEW	100%
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CHARACTERISTIC 4: HEALTHY COLLABORATION OF BUSINESS AND GOVERNMENT

Measure 4.1 Projected jointly developed by community partners, including companies, education, workforce development and economic development

A. 3 in FY2009 and 4 in FY2010	NEW	100%
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CHARACTERISTIC 5: RETENTION AND EXPANSION OF LOCAL BUSINESS

Measure 5.1 Number of companies assisted with retention/expansion services

A. 20 companies in FY2009 and 25 in FY2010	NEW	100%
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**CITY OF GLENDALE
COMMUNITY DEVELOPMENT & HOUSING
Performance Measures**

	FY 2009 Target	FY 2010 Target
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CHARACTERISTIC 6: SKILLED LABOR FORCE THAT ATTRACTS AND MEETS INDUSTRY STANDARDS

Measure 6.1 Total labor force including employed and unemployed

A. New Measure TBD	NEW	100%
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Measure 6.2 Persons employed by type of occupation

A. New Measure TBD	NEW	100%
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CHARACTERISTIC 7: BUSINESS ENGAGED IN EDUCATION AND WORKFORCE DEVELOPMENT

Measure 7.1 A forum providing connection of business and education with workforce development

A. 1 forum	NEW	100%
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Measure 7.2 Youth Employment, after school and summer programs

A. 1 program	NEW	100%
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CITY OF GLENDALE DEVELOPMENT SERVICES Performance Measures

CHARACTERISTIC 1: NEIGHBORHOODS AND COMMERCIAL DISTRICTS ARE WELL MAINTAINED AND FREE OF BLIGHT

Measure 1.1 Identify and alleviate blighted conditions as defined by California Redevelopment Law in both project areas. Blighting conditions defined as follows:

- Defective design and character of physical construction (buildings & structures).
- Faulty interior arrangement and exterior spacing (buildings & structures).
- High density of population and overcrowding (building & structures).
- Inadequate provisions for ventilation, light, sanitation, open spaces and recreation facilities (buildings & structure).
- Age, obsolescence, deterioration, dilapidation, mixed character, or shifting of uses (building & structures).
- The subdividing and sale of lots of irregular form and shape and inadequate size for proper usefulness and development.
- The laying out of lots in disregard of the contours and other topography or physical characteristics of the ground and surrounding conditions.
- The existence of inadequate public improvements, public facilities, open spaces and utilities, which cannot be remedied by private or governmental action without redevelopment.
- A prevalence of depreciated values, impaired investments and social and economic maladjustment.
- Buildings in which it is unsafe or unhealthy for persons to live or work. Serious building code violations, dilapidation and deterioration, defective design or physical construction, faulty or inadequate utilities, or other similar factors can cause these conditions.
- Factors that prevent or substantially hinder the economically viable use or capacity of lots. This condition can be caused by substandard design, inadequate size given the present standards and market conditions, lack of parking or other similar factors.
- Adjacent or nearby uses that are incompatible with each other and which prevent the economic development of those parcels or other portions of the project area.
- The existence of subdivided lots of irregular form and shape and inadequate size for proper usefulness and development that are in multiple ownership.
- Depreciated or stagnant property values or impaired investments, including, but not limited to, those properties containing hazardous wastes that require the use of agency authority as specified in Article 12.5 (commencing with Section 33459).
- Abnormally high business vacancies, abnormally low lease rates, high turnover rates, abandoned buildings, or excessive vacant lots with an area developed for urban use and served by utilities.
- Residential overcrowding or an excess of bars, liquor stores, or other businesses that cater exclusively to adults, which had led to problems of public safety and welfare.
- A high crime rate that constitutes a serious threat to the public safety and welfare.
- The existence of inadequate public improvements, parking facilities or utilities.

	FY 2009 Target	FY 2010 Target
A. Redeveloping projects	NEW	100%
B. Façade improvement grants	NEW	100%
C. Business Assistance	NEW	100%
D. Merchant Associations	NEW	100%

**CITY OF GLENDALE
DEVELOPMENT SERVICES
Performance Measures**

FY 2009
Target

FY 2010
Target

CHARACTERISTIC 2: HEALTHY COLLABORATION OF BUSINESS AND GOVERNMENT

Measure 2.1 Revitalize the commercial downtown and industrial corridor

A. Tax increment generated by redevelopment projects	NEW	100%
B. Commitment to infrastructure improvements	NEW	100%
C. General Fund revenue generated by redevelopment projects (i.e.: sales tax/TOT)	NEW	100%

CHARACTERISTIC 3: CREATION AND ATTRACTION OF HIGH WAGE/HIGH GROWTH EMPLOYEES

Measure 3.1 Sustenance and expansion of the City's employee base

A. Maintain and increase temporary jobs through public and private redevelopment projects.	NEW	100%
B. Maintain and increase permanent jobs through public and private redevelopment projects	NEW	100%

**CITY OF GLENDALE
DEVELOPMENT SERVICES
Performance Measures**

ECONOMIC DEVELOPMENT

FY 2009
Target FY 2010
Target

CHARACTERISTIC 1: CREATION & ATTRACTION OF HIGH WAGE/HIGH GROWTH EMPLOYEES

Measure 1.1 New business attraction

A. New business inquiries/requests for information	NEW	100%
B. Commercial broker inquires/office/industrial/retail	NEW	100%
C. Business attraction campaigns/marketing initiatives	NEW	100%
D. Facility searches (CoStar, LoopNet, etc.)	NEW	100%
E. New investment/sales tax revenue	NEW	100%
F. New jobs	NEW	100%

CHARACTERISTIC 2: RETENTION AND EXPANSION OF LOCAL BUSINESS

Measure 2.1 Number of businesses and total employee compared year to year

A. Business inquiries/requests for information	NEW	100%
B. Business outreach – calls, letters, partner campaigns	NEW	100%
C. Facility searches (CoStar, LoopNet, etc.)	NEW	100%
D. Expansion assistance – façade, permits, financing, etc.	NEW	100%
E. New investment/sales tax revenue	NEW	100%
F. Jobs retained/created	NEW	100%

CHARACTERISTIC 3: SMALL BUSINESS ASSISTANCE AND SUPPORT

Measure 3.1 Business & merchant assistance and initiatives

A. Business assistance requests/inquiries.	NEW	100%
B. Start-up information requests (i.e. ZUC, DBA, permit inquires, etc.)	NEW	100%
C. Small Business Workshops/presentation outreach	NEW	100%
D. Business District/Merchant Assistance/initiatives	NEW	100%
E. Manufacturing Assistance	NEW	100%
F. SBA/SBDC referrals	NEW	100%

CHARACTERISTIC 4: WORKFORCE DEVELOPMENT & EDUCATION SUPPORT

Measure 4.1 Workforce development and education support

A. Workforce investment board initiatives	NEW	100%
B. Community College initiatives	NEW	100%
C. Regional collaboration – GUSD, Economic Alliance	NEW	100%

**CITY OF GLENDALE
FIRE DEPARTMENT
Performance Measures**

FY 2009
Target FY 2010
Target

CHARACTERISTIC 1: HIGH QUALITY PUBLIC SAFETY SERVICES ARE PROVIDED BY PUBLIC AGENCIES ACTING JOINTLY.

Measure 1.1 Track incident response times.

A. Percent of response times under 5 minutes for fire and rescue services	78%	90%
B. Number of false alarm response as a percentage of overall responses	6%	5%
C. Percent of 911 calls answered in 15 seconds or less	95%	95%

Measure 1.2 Train employees to the highest standards of performance and safety.

A. Number of hours of multi-casualty incidents training	600 hours	600 hours
B. Number of hours of EMT training	2,208 hours	2,208 hours
C. Number of hours of hazardous materials first-responder training	600 hours	600 hours
D. Wild Land Firefighting	1,500 hours	1,500 hours

CHARACTERISTIC 2: CITY STAFF IS COMMITTED TO ENSURING THAT HOUSES, BUILDINGS, AND INFRASTRUCTURE ARE SAFE.

Measure 2.1 Monitor and track through inspections.

A. Percentage of Assembly, High Rise, Health Care Occupancies that are inspected each year	70%	100%
B. Percentage of Haz Mat facilities inspected each year per Health & Safety Code Section 25508	33%	33%
C. Percentage of underground tanks inspected each year	100%	100%
D. Percentage of multi-family and business occupancies that are inspected each year	50%	50%
E. Number of vegetation inspections performed annually	5,000	5,000

CHARACTERISTIC 3: CITY DEPARTMENTS ARE ACTIVELY INVOLVED WITH THE COMMUNITY REGARDING PUBLIC SAFETY ISSUES.

Measure 3.1 Educate the community and City employees in disaster preparedness and fire service.

A. Number of Fire Explorers and Fire Cadets	24	24
B. Number of CPR training classes	24	24
C. Number of CERT graduates	300	300
D. Number of CERT programs offered	9	10
E. Number of students attending Jr. Fire and Fire Safety House classes	5,500	5,500
F. Number of Hoover High School Academy graduates	30	30
G. Number of City staff receiving NIMS training	200	200

**CITY OF GLENDALE
FIRE DEPARTMENT
Performance Measures**

	FY 2009 Target	FY 2010 Target
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CHARACTERISTIC 4: A DIVERSITY OF VIBRANT BUSINESS AND JOB OPPORTUNITIES SUPPORTED BY A SKILLED LABOR FORCE AND A FISCALLY PRUDENT AND FINANCIALLY HEALTHY GOVERNMENT.

Measure 4.1 Provide appropriate maintenance and certification of all fire apparatus and equipment.

A. Number of preventative maintenance checks and lubrication services performed on 15 first line apparatus	30	30
B. Number of preventative maintenance checks and lubrication services performed on 5 ambulances	20	20
C. Number of NFPA required annual pumper services test performed by engine companies	17	17
D. Number of NFPA required annual certification tests performed on aerial ladder trucks	4	4

**CITY OF GLENDALE
HUMAN RESOURCES DEPARTMENT
Performance Measures**

	FY 2009 Target	FY 2010 Target
<u>CHARACTERISTIC 1: ESTABLISH A PRODUCTIVE WORKFORCE.</u>		
Measure 1.1 Cycle time for completing an open recruitment process		
A. 80% of open recruitments will be completed within 90 calendar days.	NEW	80%
Measure 1.2 Cycle time for completing a promotional recruitment		
A. 80% of promotional recruitments will be completed within 45 calendar days.	NEW	80%
Measure 1.3 Employee turnover rate.		
A. Keep turnover rate within 7%.	6.03%	7%
Measure 1.4 Cycle time for completing annual employee performance evaluations		
A. 90% of employee evaluations will be served within 30 days.	NEW	90%
<u>CHARACTERISTIC 2: ENSURE A PRODUCTIVE, WELL-TRAINED AND MULTI-SKILLED WORKFORCE.</u>		
Measure 2.1 Number of training program conducted throughout the year		
A. Maintain 75% employee participation in Glendale University Training and Development program	NEW	75%
Measure 2.2 New Employee Orientations		
A. 100% of employees will attend NEO within first three months of employment	NEW	100%
Measure 2.3 Maintain a work environment free of harassment and discrimination		
A. 95% of all employees will complete harassment training every two years.	NEW	95%
<u>CHARACTERISTIC 3: ASSIST EACH DIVISOIN IN PROMOTING AND ENSURING A SAFE WORK ENVIRONMENT.</u>		
Measure 3.1 Safety inspections of City Facilities		
A. 100% of City Facilities will be inspected for hazards and safety infractions.	60%	100%
Measure 3.2 Periodic Safety Meetings will be conducted		
A. All Departments will conduct periodic Safety Meetings depending on their level of exposure and number of hazards.	40%	100%

**CITY OF GLENDALE
HUMAN RESOURCES DEPARTMENT
Performance Measures**

	FY 2009 Target	FY 2010 Target
CHARACTERISTIC 4: PROVIDE CLAIMS HANDLING TO CITY EMPLOYEES INJURED ON THE JOB.		
Measure 4.1 Provide prompt claims management to reduce the number of workdays lost due to injury		
A. Maintain a 75% closure rate within each fiscal year by moving claims toward conclusion in a highly efficient manner.	NEW	75%
B. Employees returned to work (regular or modified work) within 60 days of reaching medical maximum improvement (MMI)	NEW	75%

CHARACTERISTIC 5: MAXIMIZE THE PRODUCTIVITY OF THE CITY WORKFORCE.		
Measure 5.1 Provide high quality and cost-effective services to all departments and employees through occupational and non-occupational health assessments, limited illness and injury treatments, and a wellness program		
A. 75% of ADA/FEHA interactive meetings will result in a successful accommodation (by reasonable accommodation in current job or placement in a different job)	NEW	75%
B. Services provided by Employee Health Services will be at least 50% of the cost of the National Fee Schedule	NEW	50%
C. Increase the percentage of employees receiving preventative health screening to 25% of employee population.	5%	25%

**CITY OF GLENDALE
INFORMATION SERVICES
Performance Measures**

FY 2009	FY 2010
Target	Target

CHARACTERISTIC 1: PROVIDE EASILY ACCESSIBLE AND USEFUL INFORMATION AND SERVICES REGARDING CITY BUSINESS ON THE INTERNET

Measure 1.1 Employ industry standard metrics to determine extent and quality of use for top five viewed pages

A. Analyze network statistics from non-City of Glendale computers. Search engine crawlers/indexers hitting the City of Glendale website will be excluded from the analysis	NEW	100%
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Measure 1.2 Employ industry standard metrics to determine visitor trends of web pages

A. Analyze network statistics from non-City of Glendale computers. Search engine crawlers/indexers hitting the City of Glendale website will be excluded from the analysis	NEW	100%
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CHARACTERISTIC 2: PROVIDE DEPARTMENTS AND OUTSIDE CUSTOMERS WITH ACCEPTABLE CONNECTION SPEED LEVELS

Measure 2.1 Employ industry standard metrics to determine connection speeds for DSL, Cable, T1, OC3 and unknown

A. Analyze network statistics from non-City of Glendale computers. Search engine crawlers/indexers hitting the City of Glendale website will be excluded from the analysis	NEW	100%
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B. Conduct random surveys via the internet to garner additional statistical information	NEW	100%
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Measure 2.2 Employ proactive tools to further study performance

A. Conduct periodic testing	NEW	Ongoing
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CHARACTERISTIC 3: PROVIDE PLEASANT AND PRODUCTIVE WEB EXPERIENCE TO COMMUNITY

Measure 3.1 Create established methodology to collect and employ customer initiated improvements

A. Conduct random surveys	NEW	100%
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**CITY OF GLENDALE
LIBRARY
Performance Measures**

	FY 2009 Target	FY 2010 Target
<u>CHARACTERISTIC 1: THE LIBRARY WILL PROVIDE SERVICES AND RESOURCES NECESSARY FOR A LITERATE AND WELL INFORMED COMMUNITY.</u>		
Measure 1.1 Number of people using Glendale's libraries annually		
A. Over 1.2 million people will visit Glendale's libraries annually.	NEW	100%
Measure 1.2 People visiting Glendale's libraries via the web annually.		
A. Over 90,000 visits will be made to the Libraries Website.	NEW	100%
Measure 1.3 Number of items circulated annually.		
A. Over 1.2 million items will circulate annually.	NEW	100%
<u>CHARACTERISTIC 2: THE LIBRARY WILL PROVIDE SERVICES AND RESOURCES TO MEET THE NEEDS OF A CULTURALLY DIVERSE COMMUNITY.</u>		
Measure 2.1 Number of library materials in languages other than English.		
A. 40,000 materials available in languages other than English.	NEW	100%
Measure 2.2 Number of multi-lingual programs.		
A. 50 programs in languages other than English (Spanish, Armenian, Korean, Sign Language).	NEW	100%
<u>CHARACTERISTIC 3: CHILDREN AND YOUNG ADULTS HAVE OPPORTUNITY TO READ.</u>		
Measure 3.1 Number of children and young adults participating annually in related programs.		
A. Over 35,000 children and young adults participate in programs annually.	NEW	100%
Measure 3.2 Number of children and young adults participating in summer reading programs.		
A. Over 7,000 children and young adults participate in summer reading programs.	NEW	100%
Measure 3.3 Number of children and young adults items circulated annually.		
A. Over 400,000 children and young adults items circulated annually.	NEW	100%

**CITY OF GLENDALE
MANAGEMENT SERVICES
Performance Measures**

	FY 2009 Target	FY 2010 Target
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CHARACTERISTIC 1: ENSURE THE CITY'S DECISION-MAKING PROCESS IS INCLUSIVE AND RESPECTFUL OF PUBLIC ENGAGEMENT.

Measure 1.1 Compliance with all "disclosure" and open meeting requirements and laws.

A. Public meetings and City-sponsored community events will continue to be publicized to achieve greater participation by member of the community.	NEW	100%
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Measure 1.2 Availability of all information on City decisions as allowed by law.

A. Ensure request for public documents are compliant with all legal requirements.	NEW	100%
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CHARACTERISTIC 2: MAINTAIN THE FINANCIAL HEALTH OF THE CITY

Measure 2.1 Bond rating / city credit rating.

A. Maintain a bond/credit rating of "AA"	NEW	100%
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CHARACTERISTIC 3: CELEBRATION AND RECOGNITION OF THE DIVERSE CULTURES WITHIN THE CITY THROUGH SPECIAL EVENTS, PROGRAMS AND ACTIVITIES

Measure 3.1 Number of cultural events, programs and activities to recognize and celebrate Glendale's diverse culture.

A. Support and implement at least 4 cultural events that recognize and promote different cultures.	NEW	100%
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CITY OF GLENDALE
PARKS, RECREATION & COMMUNITY SERVICES
Performance Measures

	FY 2009 Target	FY 2010 Target
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CHARACTERISTIC 1: SUFFICIENT PARKLAND, PLAYING FIELDS, RECREATION FACILITIES AND OPEN SPACE EQUITABLY DISTRIBUTED THROUGHOUT THE CITY

Measure 1.1 Number and types of recreational facilities

A. Develop new parks and facilities in an attempt to increase the number and types of facilities provided to the residents of Glendale.	NEW	Complete construction of Cedar Mini Park and Griffith Manor Park
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Measure 1.2 Park Acres vs. Population

A. Develop new parks and facilities in order to increase the number of developed acres of parkland per capita.	NEW	Increase the number of developed park acres by a half acre with the completion of the new Cedar Mini Park
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CHARACTERISTIC 2: PROVIDE INFORMATION, SUPPORT AND EDUCATION TO ASSIST VULNERABLE POPULATIONS IN ACCESSING HEALTH AND WELLNESS RESOURCES

Measure 2.1 Number of programs available for vulnerable populations

A. Prepare an updated Social Services Resource Directory in order to provide a compiled list to the residents of Glendale	NEW	6/30/2009
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CHARACTERISTIC 3: ACCESS TO QUALITY EXPERIENCES FOR THE ENTIRE COMMUNITY

Measure 3.1 Number of free events sponsored by the Parks, Recreation & Community Services Department

A. The City will strive to continue to offer the current number of free programs available to the public	NEW	
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**CITY OF GLENDALE
PLANNING
Performance Measures**

FY 2009
Target

FY 2010
Target

CHARACTERISTIC 1: PROVIDE OUTSTANDING CUSTOMER SERVICE TO THE PUBLIC.

Measure 1.1 Maintain the integrity of public records.

A. Continue to implement computer database of permit applications to provide quick reliable information	Ongoing	Ongoing
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Measure 1.2 Provide in-house training and technical support as necessary to maintain a professional staff.

A. Evaluate need of clerical staff to provide better customer service through technology.	Ongoing	Ongoing
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CHARACTERISTIC 2: ESTABLISH CREDIBILITY AND TRUST OF DESIGN REVIEW PROCESS AND MAINTAIN INTEGRITY.

Measure 2.1 Work closely with applicants to improve on design review application submittals prior to going before the Design Review Boards.

A. Improve quality of applications before DRB hearings.	Ongoing	Ongoing
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CHARACTERISTIC 3: OUTREACH AND PLAN DEVELOPMENT FOR NORTH GLENDALE COMMUNITY PLAN.

Measure 3.1 Continue public outreach to residents, business, and property owners.

A. Gather information from residents, business, and property owners on the North Glendale Community Plan project area.	Ongoing	100%
B. Hold community meeting	NEW	100%

Measure 3.2 Establish advisory committee to help develop North Glendale Community Plan.

A. Form advisory committee to evaluate community input to develop preliminary draft plan.	NEW	100%
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Measure 3.3 Begin preparation of draft plan to present to advisory committee.

A. Start the preparation of preliminary draft of the North Glendale Community Plan for feedback from advisory committee.	NEW	100%
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**CITY OF GLENDALE
PLANNING
Performance Measures**

FY 2009
Target FY 2010
Target

CHARACTERISTIC 4: INITIATE CITYWIDE DESIGN GUIDELINES.

Measure 4.1 Preparation of Draft Citywide Design Guidelines including revisions to existing Single-Family and Hillside Guidelines and the initiation of Muti-Family Guidelines.

A. Prepare Draft of Citywide Guidelines.	NEW	100%
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CHARACTERISTIC 5: INCORPORATE HISTORIC SURVEY DATA INTO CHRID DATABASE.

Measure 5.1 Compile information on all surveys prepared to date and input date into existing CHRID database.

A. Gather data on all existing surveys.	NEW	100%
B. Input data into CHRID.	NEW	Ongoing

CHARACTERISTIC 6: IMPLEMENT MOBILITY STUDY POLICY RECOMMENDATIONS

Measure 6.1 Continue to implement policy recommendations of the Downtown Mobility Study

A. Adopt in-lieu fee ordinance	NEW	100%
B. Adopt revised Transportation Demand Management Ordinance	NEW	100%
C. Adopt Downtown Transportation Fund Ordinance	NEW	100%

CHARACTERISTIC 7: IMPLEMENT HOUSING ELEMENT PROGRAMS

Measure 7.1 Reasonable Accommodation Procedures

A. Provide written reasonable accommodation procedures.	NEW	100%
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Measure 7.2 Consistent Definitions for Residential and Institutional Uses Related to Housing

A. Clarify zoning definitions for residential and institutional uses related to housing to remove ambiguity and provide predictability in zoning interpretation.	NEW	100%
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Measure 7.3 Review Housing Standards for Multi-modal Transportation Options

A. Implement study of housing location and design that supports multi-modal transportation options	NEW	50%
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**CITY OF GLENDALE
POLICE DEPARTMENT
Performance Measures**

	FY 2009 Target	FY 2010 Target
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CHARACTERISTIC 1: CITY DEPARTMENTS ARE ACTIVELY INVOLVED WITH THE COMMUNITY REGARDING PUBLIC SAFETY ISSUES

Measure 1.1 Ratio of neighborhood watch groups to total neighborhoods, # of CrimeStopper Hotline calls.

A. Will increase to 10, up 10% in one year	NEW	100%
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Measure 1.2 # of residents participating in Explorer, Cadet, Reserves and volunteer safety-oriented programs such as the Red Cross, amateur radio operator programs and Citizen Corps.

A. Increase participation by 5%	NEW	100%
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CHARACTERISTIC 2: DIVERSE AND REPRESENTATIVE WORKFORCE FOR THE CITY OF GLENDALE ORGANIZATION

Measure 2.1 Department ethnic breakdown as compared to local population

A. Testing cycles for special skills testing by 15%	NEW	100%
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Measure 2.2 Outreach efforts (including community sessions, job fairs, local television spots, etc.)

A. Increase by 10% over prior year	NEW	100%
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CHARACTERISTIC 3: SAFETY ENHANCEMENT THROUGH ENGINEERING, ENFORCEMENT AND EDUCATION

Measure 3.1 Proactive enforcement of safety violations

A. Reduce pedestrian vs. vehicle collisions by 5%	NEW	100%
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Measure 3.2 Ongoing assessment of safety statistics

A. The Submit comprehensive report on traffic safety to City Council & participate in Councilman Najarian's six-point safety plan.	NEW	12/31/2009
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**CITY OF GLENDALE
PUBLIC WORKS
Performance Measures**

FY 2009
Target FY 2010
Target

CHARACTERISTIC 1: MAINTAIN CITY BUILDINGS THAT ARE SAFE, CLEAN AND ACCESSIBLE.

Measure 1.1 Perform maintenance, repair and custodial services of City buildings in a timely manner.

A. Percent of Facilities Services Request ("FSR") completed.	NEW	95%
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Measure 1.2 Building and Facilities related CIP

A. Percent of Building and Facilities Related CIP projects completed on Budget in the Fiscal Year as scheduled.	NEW	100%
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CHARACTERISTIC 2: PROMOTES SOUND INITIATIVES IN THE AREA OF ENVIRONMENT AND CONSERVATION.

Measure 2.1 Promote environmentally sound way of life in the community

A. Perform Four Composting Workshop and 20 recycling Bins to Glendale Residents.	NEW	100%
B. Exceed AB939 Source Reduction and Diversion Rate.	NEW	100%

Measure 2.2 Regulatory compliance

A. Proper Maintenance of Scholl Canyon and Brand Park Landfills is achieved as no regulatory fines and/or penalties are incurred.	NEW	100%
B. National Pollutant Discharge Elimination System (NPDES) mandates are met consistently as no regulatory fines and/or penalties are incurred.	NEW	100%
C. All Beeline buses, refuse trucks, and street sweepers are powered by alternative fuels to comply with Southern California Air Quality Management District (AQMD) Rules.	NEW	75%

CHARACTERISTIC 3: MAINTAIN SAFE COMMUNITY, FREE OF BLIGHT AND PREPARED FOR EMERGENCIES.

Measure 3.1 Maintain safe infrastructure for Glendale residents and visitors

A. Request for sidewalk repairs are responded to within one week.	NEW	90%
B. Request for potholes repairs are responded to within 24 hours.	NEW	90%

Measure 3.2 Aggressively remove bulky and abandoned items mitigating blight from City

A. Collect more bulky items through appointment-based system versus illegal item abandonment.	NEW	100%
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**CITY OF GLENDALE
PUBLIC WORKS
Performance Measures**

	FY 2009 Target	FY 2010 Target
Measure 3.3 Safety-related Planning and Training		
A. Update the Department Emergency Plan on schedule in October.	NEW	100%
B. Number of preventable vehicular accidents.	NEW	TBD
Measure 3.4 Building Plan Check and Inspection		
A. Percentage of plans checked over the counter expeditiously.	NEW	100%
Measure 3.5 City vehicles provide safe, reliable and cost efficient support for municipal programs and services.		
A. Percentage of vehicles properly operating for the Department.	NEW	99%

CHARACTERISTIC 4: PROMOTE OPTIMAL TRANSIT AND PARKING SERVICES AND PROVIDE HIGH QUALITY TRAFFIC ENGINEERING, FORECASTING AND PLANNING.

Measure 4.1 Reliable and safe Transit System		
A. Maintain a high quality on-time performance rate for the Beeline transit system.	NEW	90%
B. Perform all Beeline preventative maintenance on-time	NEW	100%
C. Maintain a high level passenger per hour ratio.	NEW	25
Measure 4.2 Provide residents and businesses with ample and competitively-priced parking.		
A. Operate solvent parking structures.	NEW	75%
B. Respond to multi-parking meter malfunctions within 24 hours.	NEW	100%
Measure 4.3 Implement well-designed and maintained signalized intersections.		
A. Promote traffic safety program.	NEW	75%
B. Evaluate success metrics of red-light enforcement technology.	NEW	100%

CHARACTERISTIC 5: PROVIDE FISCALLY STRONG, COMPETITIVE, HIGH QUALITY AND RELIABLE UTILITY SERVICES FOR GLENDALE CUSTOMERS.

Measure 5.1 Offer reliable and safe wastewater services		
A. Assess lower sewer fees than average in comparative cities.	NEW	YES
B. Linear feet of sewer main cleaned.	NEW	1 Million
C. Linear feet of sewer main TV-inspected.	NEW	200,000
D. Number of sewer spills (does not include private property spills).	NEW	0

CITY OF GLENDALE
PUBLIC WORKS
Performance Measures

	FY 2009 Target	FY 2010 Target
Measure 5.2 Offer reliable and safe Refuse Collection and Landfill Services.		
A. Assess lower refuse fees than average in comparative cities.	NEW	YES
B. Linear feet of street sweeping.	NEW	32,000
C. Tons of refuse collected.	NEW	70,000
D. Tons of refuse accepted at the Scholl Canyon Landfill.	NEW	TBD

CITY OF GLENDALE
PUBLIC WORKS
Performance Measures

	FY 2009 Target	FY 2010 Target
Measure 5.2 Offer reliable and safe Refuse Collection and Landfill Services.		
A. Assess lower refuse fees than average in comparative cities.	NEW	YES
B. Linear feet of street sweeping.	NEW	32,000
C. Tons of refuse collected.	NEW	70,000
D. Tons of refuse accepted at the Scholl Canyon Landfill.	NEW	TBD