



FISCAL YEAR  
2018-19

# ADOPTED BUDGET

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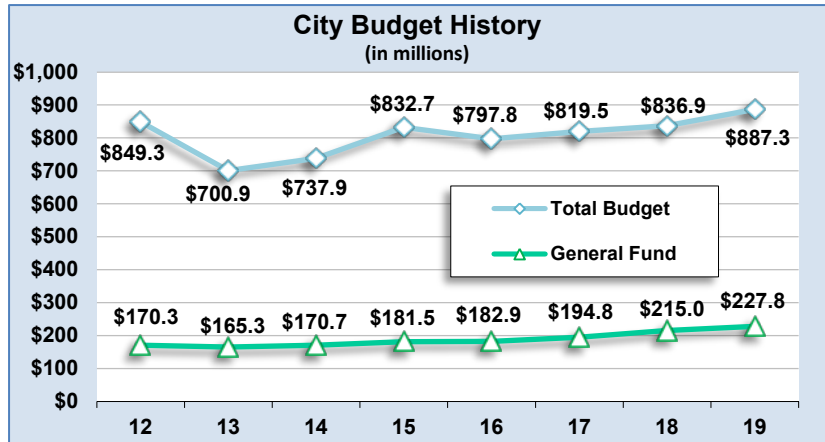
# CITY OF GLENDALE BUDGET MESSAGE

*Honorable Mayor and Members of the City Council,*

As your City Manager, it is my pleasure to present the adopted budget for all operations of the City of Glendale for Fiscal Year (FY) 2018-19. I believe the budget for the year ahead is demonstrative of the efficiency, professionalism and optimism we have all exhibited in the face of multiple external challenges.

The southland's slow economic recovery, legal challenges to the long-standing and charter-mandated General Fund Transfer from Glendale Water & Power, escalating pension rates and low investment returns for CalPERS, the State's imprudent efforts to address its budget deficit by claiming for itself billions of dollars in repayments owed to cities by their own

Redevelopment Agencies, have all combined to make these past few years some of the most difficult for budgeting in recent history. However, the managers and staff from each department, as well as the City Council, have pressed on. In spite of the difficulty involved in preparing this budget, they have approached challenges in a professional and constructive manner. Our focus clearly remains on developing a structurally balanced financial plan that best serves the needs of our diverse community. Through the vision of the Glendale City Council, we are able to balance new growth while preserving a rich and honored heritage.



The total adopted budget for FY 2018-19 is \$887.3 million and includes all City funds, departments, and programs. The General Fund's total budget is \$227.8 million from which the City pays for services commonly associated with local government: police and fire services, libraries, parks, public works, and administration.

*“Through the vision of the Glendale City Council, we are able to balance new growth while preserving a rich and honored heritage.”*

The City has, in recent years, dramatically reduced the size of its salaried workforce while still maintaining a largely unchanged level of service. In the wake of the devastating Great Recession, the City Council made the tough

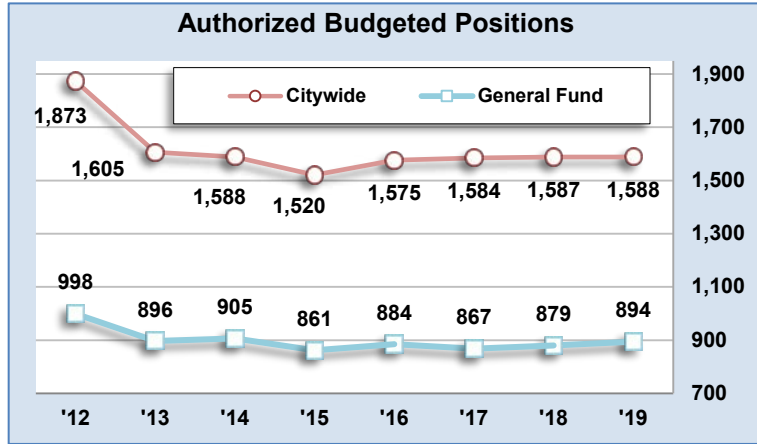
decision to reduce the City's full-time salaried positions – dropping from 1,942 in FY 2008-09 to just 1,520 by the time the FY 2014-15 budget was adopted. A workforce can only run so hard for so long, and it was clear that those cuts were unsustainable.

Thereafter, through the adoption of the FY 2015-16 Budget, City Council approved multiple new key positions, bringing the FY 2015-16 Adopted Budget full-time count to 1,566 positions which includes City Council members. Throughout that fiscal year, a net total of nine positions were added to departmental budgets across the organization, bringing the fiscal year to a close with a total of 1,575 budgeted full-time positions.

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From FY 2015-16 to FY 2017-18, a net total of 12 budgeted full-time positions were added across the organization, bringing the total budgeted full-time position count to 1,587 for FY 2017-18.

As part of the FY 2018-19 budget adoption, City Council has authorized the addition of one new budgeted position of a School Resource Officer in the Police Department, bringing the total adopted position count to 1,588 full-time positions.



I do not foresee the City's budgeted position count changing much in the near future, but we must keep in mind that this organization is running as lean as it possibly can while continuing to provide the levels of service our community rightfully expects. In some cases, this has meant contracting out services or utilizing hourly employees. In other cases, we have been able to leverage technology to restructure department workflows. The chart below compares the organizational profile of the City of Glendale with two of its neighboring cities, Burbank and Pasadena. As illustrated, although the City of Glendale's population is much greater than that of its neighboring cities, its residents served per full-time employee (FTE) count and total budget per capita are much more conservative than that of the cities of Burbank and Pasadena. This further speaks to Glendale's continued dedication to doing more with less. Glendale's staff is professional and focused on providing exceptional customer service, while setting the standard for other local governments.

### FY 2018-19 Organizational Profile Comparison

	Glendale	Burbank	Pasadena*
<b>Total Population**</b>	205,536	107,149	144,388
<b>Total Citywide City Employees (FTE)</b>	1,588	1,420	2,175
Total General Fund FTE	894	903	968
<b>Total Citywide Adopted Budget (in thousands)</b>	\$887,261	\$611,722	\$815,095
Total General Fund Adopted Budget (in thousands)	\$227,786	\$171,154	\$245,640
<b>Residents served per FTE (Citywide)</b>	129	75	66
Residents served per FTE (General Fund)	230	119	149
<b>Total Budget per capita (Citywide)</b>	\$4,317	\$5,709	\$5,645
Total Budget per capita (General Fund)	\$1,108	\$1,597	\$1,701

\*Including Affiliated Agencies

\*\* Source: Department of Finance annual publication

The FY 2018-19 Adopted Budget, as is true with all years, reflects the City's effort to understand and address the complex challenges ahead; it draws knowledge from the wells of community input and staff

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expertise, combines it with the City Council's vision, and identifies a nexus to the City's stated priorities and policies.

The City Council has directed that we continue making strategic investments in our community infrastructure. Planned improvements include:

- Major Glendale Water & Power projects in power transmission and water distribution
- Permanent supportive housing projects for homeless residents in need of wrap-around services by way of the Community Services & Parks Department (federally funded)
- Continued progress on the Public Works Department's initiation of the Chevy Chase Sewer diversion to LAGWRP (essentially, pushing more city sewage to our jointly-owned facility with the City of LA versus relying on the larger Hyperion sewage treatment plant, thus saving money)
- Enhancement to the Artsakh Paseo and Arts & Entertainment District through public infrastructure, public art, and design elements
- Major upgrade and Renovation of Fremont Park

These projects – in addition to regular maintenance of streets, parkway trees, sewers, parklands, and water & power equipment – are just a sample of the many City improvements planned this year and reflect the City Council's sense of responsible stewardship over community assets.

Reflecting on the challenges that we have successfully faced over the past year builds optimism that we will continue to move forward courageously in the upcoming years. With strong City Council leadership, dedicated and hard-working employees, and a supportive and engaging community, we have every opportunity to thrive.

*“Glendale staff is professional and focused on providing exceptional customer service, while setting the standard for other local governments.”*

### FY 2018-19 Budget Overview

The FY 2018-19 Budget incorporates the policy directions of the City Council for services and programs that address the needs of the community as identified during the three Budget Study Sessions held on May 1<sup>st</sup>, 8<sup>th</sup>, and 15<sup>th</sup> of this year. A public hearing on the budget was held on May 22, 2018 and the budget was formally adopted on June 12, 2018.

The Adopted General Fund Budget for FY 2018-19 reflects an anticipated surplus of \$1.6 million. This is a vast improvement relative to last year when we adopted with a budget gap of \$629 thousand.

The table on the following page provides a summary comparison by major fund type, including the General Fund. The information provided here and throughout this budget document includes the actual expenditures for FY 2016-17, the adopted budget for FY 2017-18, the revised budget for FY 2017-18 (includes all budget amendments approved by City Council), and the adopted budget for FY 2018-19.

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## Total Appropriation Summary

<b>Fund Type</b>	<b>(a) Actual 2016-17</b>	<b>(b) Adopted 2017-18</b>	<b>(c) Revised 2017-18</b>	<b>(d) Adopted 2018-19</b>	<b>(d) – (b) Changes From Prior Year</b>
General Fund	\$201,655,557	\$215,042,945	\$228,441,402	\$227,786,018	\$12,743,073
Special Revenue	96,434,800	98,780,317	106,216,000	111,398,466	12,618,149
Debt Service	2,175,024	2,222,150	2,222,150	2,619,909	397,759
Capital Projects	22,213,745	16,008,821	25,764,414	28,433,000	12,424,179
Enterprise	290,208,060	393,568,677	366,469,223	399,248,497	5,679,820
Internal Service	95,059,772	111,291,567	114,581,669	117,774,674	6,483,107
<b>All Funds</b>	<b>\$707,746,957</b>	<b>\$836,914,477</b>	<b>\$843,694,858</b>	<b>\$887,260,564</b>	<b>\$50,346,087</b>

### General Fund

The FY 2018-19 General Fund Budget reflects an increase of \$12.7 million, when compared to the FY 2017-18 Adopted Budget. The table below provides a summary of the adopted FY 2018-19 and adopted FY 2017-18 appropriations for the General Fund by category.

### General Fund Appropriations

<b>Category</b>	<b>Adopted 2017-18</b>	<b>Adopted 2018-19</b>	<b>Increase/ Decrease</b>	<b>% Change</b>
Salaries	\$89,950,763	\$95,445,174	\$5,494,411	6.1%
Overtime	8,649,193	9,020,309	371,116	4.3%
Hourly Wages	5,862,839	6,378,557	515,718	8.8%
Benefits (Net salary charges out)	27,644,254	28,359,950	715,696	2.6%
PERS (Net of cost-share)	30,521,273	36,844,519	6,323,246	20.7%
Maintenance & Operation	49,709,318	47,811,257	(1,898,061)	(3.8)%
Capital Outlay	125,628	-	(125,628)	(100.0)%
Transfers	2,579,677	3,926,252	1,346,575	52.2%
<b>Total General Fund Budget</b>	<b>\$215,042,945</b>	<b>\$227,786,018</b>	<b>\$12,743,073</b>	<b>5.9%</b>

The increase in the Salaries & Benefits category included \$2.15 million for program and service level adjustments in personnel costs that were added across multiple General Fund departments, and \$1.8 million for Worker's Compensation which is mainly due to an increase in the safety internal service fund rates. The increase in Salaries & Benefits is also the result of a budgeted \$6.3 million increase in PERS costs (net of employee cost sharing). CalPERS' sustained significant investment losses during the Great Recession, the impacts of which continue to reverberate through just about every government agency in the state. Hence, Glendale is not alone in seeing higher employer costs from CalPERS due to the City's obligation to pick up the partial tab for those investment losses and CalPERS' low returns in subsequent years. Due to the recent adoption of more conservative actuarial and investment policies by the CalPERS Board (e.g. lowering their anticipated rate of return and extending the life expectancy of annuitants), the City has been advised by our outside actuary to continue to expect increases to our annual costs going forward. These risk mitigation policies will eventually rebuild the CalPERS fund and lower the burden on local governments that have committed to provide reasonable retirements for their employees.

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With rising PERS costs, the City Council took a proactive step to address the matter by voting to establish a Pension Rate Stabilization Trust (i.e. a Section 115 Trust) at the time of the FY 2017-18 budget adoption, and approved for a deposit of funding in July 2017. Glendale joined a group of more than 80 public agencies across the state to have adopted this rate-stabilization strategy. Since the establishment of the trust, City Council has authorized the deposit of \$26.5 million of one-time surplus revenues. This decision demonstrates the City Council's intent to keep rising PERS costs at a containable level—ideally below 20% of the Adopted General Fund Budget. City staff is actively assessing other strategies to address the trend in rising PERS costs and will work to implement more solutions in the coming years.

In the Maintenance & Operation category, General Fund departments once again froze their discretionary budget, and no one-time service level increases were proposed for FY 2018-19; this resulted in a decrease of \$2.1 million compared to the prior fiscal year. However, City Council approved minor recurring service level increases across multiple departments totaling \$152 thousand. There was also an increase of \$1.0 million in the Liability Insurance Rate, and \$382 thousand in charges supporting the Information Services Department via the ISD rate plan. It should be noted that these maintenance & operations increases were offset by the decreases of \$1.0 million in fleet and equipment rental charges and \$614 thousand in building maintenance charges.

The increase in the Transfers category is attributable to the 20% transfer of the Glendale Successor Agency Loan Repayment to the Low and Moderate Housing Fund which is estimated to be \$1.0 million more than prior year's budget, and a \$200 thousand increase in the transfer to the Debt Service Fund. Lastly, the decrease of \$126 thousand in the Capital Outlay category is due to no new Capital Outlay items being requested for FY 2018-19 at this time.

### Other Funds

For FY 2018-19, the Adopted Budget for the Special Revenue Funds reflects an increase of \$12.6 million when compared to the FY 2017-18 Adopted Budget. The most notable of these increases include \$5.5 million in the Housing Assistance Fund (Fund 202) due to an increase in anticipated revenue to be received, and a \$2.8 million increase to support transit projects funded by the Measure R Sub-regional Return Fund (Fund 255).

As for the City's Capital Improvement Program Funds, there is an increase of \$12.4 million compared to FY 2017-18 primarily due to the increase in the General Fund's support of the City's Capital Improvement Program in the amount of \$10.2 million. The majority of this funding is from one-time sales tax money that was received through an audit performed by the State of California. Some of the major and exciting projects that are in store for the City of Glendale include the design and enhancement of the Artsakh Paseo and Alley, the renovation of Fremont Park, and the master design of the Central Park block.

For the Internal Service Funds, there is a net increase of \$6.5 million compared to FY 2017-18. The major increases are attributable to a \$2.0 million increase in the Fleet/Equipment Management Fund (Fund 601) due to requests for more capital outlay, vehicle maintenance and equipment, and a \$4.9 million increase in the ISD Infrastructure Fund (Fund 603) due to an increase in project appropriation. Aging technology infrastructure supported by the ISD Funds and the need to fund future replacement of vehicles in the Fleet/Equipment Replacement Fund continue to pose financial challenges that need to be addressed in the coming years.

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### General Fund Reserves

As of the date of the last audited financial statements (fiscal year ended June 30, 2017), the General Fund unassigned reserve was \$88.0 million, which represented 40.9% of the FY 2017-18 General Fund operating budget. For FY 2018-19, the General Fund unassigned reserve beginning balance (as of July 1, 2018) is estimated to be \$63.3 million, or 27.9% of the FY 2018-19 General Fund operating budget inclusive of the subsequent funding of the Pension Rate Stabilization Trust. With the adoption of the FY 2018-19 Budget, the anticipated ending General Fund reserve will approximately be \$64.9 million, or 28.6%, as of June 30, 2019, which is in accordance with the current reserve policy (a floor of 25% with a target of 35%).

### Effects of Economy<sup>1</sup>

Over the upcoming years, the U.S. economy is expected to remain on a fairly steady growth, and with continued job advancement and low unemployment rates, consumer spending is expected to stay on an upward trail for FY 2018-19. With the recent tax overhaul, and assuming that consumers indeed see increased annual after-tax earnings, personal consumption expenditures are expected to grow by 1.8% during 2018, a slight drop from the 2.7% growth of 2017. Combined with concerns surrounding political uncertainty, and at the same time, optimism for a healthy and growing economy, economists project a 2.3% growth in GDP for 2018, slightly down from a 2.4% increase in 2017.

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California remains the largest economy when compared to any other state in the U.S. (14.1% of total U.S. GDP) and it is forecasted to grow an additional 2.7% during 2018, which is faster than the nation’s projected growth of 2.3%. However, even with the stable growth in GDP, California’s economy has slowed down from the years of 2014 and 2015 when the growth rate was close to 4.0%. Over the duration of 2017, almost all major industry sectors in California have increased in number of jobs. At the forefront of private sector job growth are the healthcare, hospitality, and construction industries. For the manufacturing and natural resources industries, although the sectors continue to shed jobs annually, they are expected to stabilize and add jobs in the upcoming years. In consideration to these assumptions, California’s unemployment rate is expected to continue its gradual decline from 4.8% in 2017 to 4.4% in 2018. With continued improvements in the labor market, personal income should increase by 2.9% with persistent growth forecasted for 2018.

More locally, Los Angeles County is expected to experience further improvements to its unemployment rate, dropping from 4.6% in 2017 to 4.3% in 2018. It is forecasted that all industry sectors will be adding jobs over the upcoming two years with the strongest in the private sector being the healthcare, hospitality, Administrative, Construction, and Retail Trade. With this, total personal income across the county is expected to increase by 2.9% in 2018, slightly down from 3.8% in 2017. As for the housing market, the median home price in Los Angeles County has experienced an increase of 8.0% in 2017 and is forecasted to see an additional increase of 5.6% in 2018.

These positive national, regional, and local indicators – such as increased spending and income, steady improvements in the housing market, and reduced rates of unemployment – align with the City’s forecasted revenue growth which averages to 9.1% across the key General Fund revenue sources of

<sup>1</sup> Data obtained in this section is from the Los Angeles County Economic Development Corporation’s 2018-2019 Economic Forecast & Industry Outlook

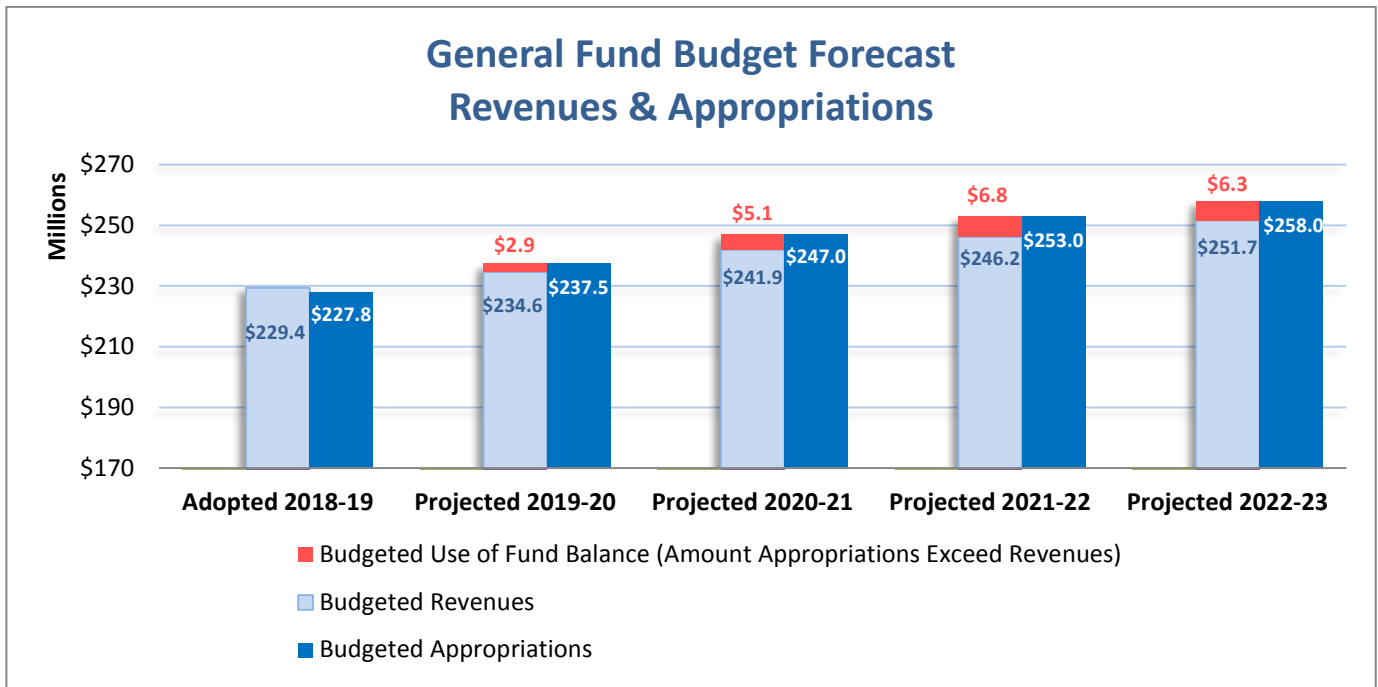
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property and sales taxes. Long term growth rates for General Fund revenues are projected to grow rather modestly, averaging about 2.8% annually over the next five years. Although Glendale continues to face challenges such as increased pension costs, a deficit in the Workers' Compensation Fund, and aging infrastructure, I am confident that our team will embrace these challenges and move our community forward with a focus on our purpose and goals.

## Five-Year Financial Forecast

In the recent years, forecasting has taken a vital role in Glendale's budget planning, prompting us to make appropriate budget adjustments during the year to successfully meet upcoming challenges. During the first budget study session for FY 2018-19, we provided a General Fund Forecast to the City Council. Many variables were taken into consideration as we do not know what the future holds or what our actual revenues will be. It is, of course, difficult to predict economic booms or busts that will impact the forecast. Hence, revenue estimates are conservative and assume no voter-approved revenue increases or potential new tax revenue from new businesses relocating to Glendale (i.e. new Auto Dealerships, Retail, Restaurants, etc.). Expenditure estimates are equally conservative, factoring in increases for major cost drivers such as PERS and medical benefits.

Based on these conservative assumptions, our five-year General Fund Forecast is a useful tool for achieving structural balance. The forecast is updated on a quarterly basis, taking into account actual expenditures and revenues as they are received. City Council and staff are then able to analyze, on a regular basis, whether expenditure reductions or revenue enhancing strategies should be considered to meet potential fiscal challenges on the horizon; or, whether fund balance (i.e. savings) should be utilized to cover a budget gap. Below is the City's most recent five-year forecast.



Although we are projecting a surplus of \$1.6 million for FY 2018-19, we are anticipating deficits for the following years. Looking into the horizon, the City faces several ongoing challenges; the most significant challenge being the continuous increase in CalPERS rates leading to high pension costs. Other challenges include shoring up the internal service rates such as worker's compensation insurance,



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liability and medical insurance, and managing employee compensation. Total General Fund revenues are expected to grow by a steady average rate of 2.8% for the next several years, and without any significant new revenue sources, the City will have to be creative to meet the funding challenges presented. The good news is that the City does have some level of control on how and when to meet these funding challenges and will continuously commit to delivering quality services while maintaining fiscal responsibility.

Future projections in the forecast assume compensation increases for employees as agreed upon in the current Memorandum of Understanding with each bargaining group, as well as salary step progressions for eligible employees. These economic assumptions are necessary to develop a comparative baseline – after all, revenue and appropriation estimates provided today will always change over time. Therefore, it is difficult to assign a value to future increases. Likewise, it is not realistic to presume that salaries and benefits will remain flat for an extended period of time while we endeavor to deliver the same, or higher, levels of service. In this manner, the five-year financial forecast gives us a reference point to draw from. We are a service-oriented business, after all; as goes our staff costs, so goes our cost-efficiency. Our employees have already participated in the compensation restructuring efforts that pushed Glendale to the forefront of municipalities system-wide cost increases need to be matched with ongoing revenue increases. If we cannot realize these new revenues and/or savings, then it will be difficult to increase the pressure upon the City budget from our single largest cost-driver: employee compensation, which includes base salaries, PERS, health care and employment costs. Thus, the City of Glendale must continue to be diligent and disciplined. In order to obtain our value proposition, we need to continue to focus on our priorities, invest strategically into the organization, and continue to do more with less.

### Future Outlook

Despite the fact that the economy is improving and our economic indicators are all trending positive, we still face notable challenges in the coming years. The General Fund remains highly dependent on sales taxes generated, in particular, from automobiles sales. Revenues from auto sales have steadily risen over the past few years following the Great Recession; however, an economic downturn could place that revenue stream in jeopardy. In order to diversify our potential revenue stream opportunities, staff and City Council are working diligently to attract new upscale hotels that would generate considerable occupancy tax revenue for the City.

*“...I am confident that our team will embrace these challenges and move our community forward with a focus on our purpose and goals.”*

The possible loss of the voter-approved General Fund Transfer (GFT) from Glendale Water & Power’s (GWP) electrical operations still looms. Currently at about \$20 million per year, the transfer has been a feature of the City’s General Fund revenue stream since the 1940s. When established, the water and power utility was meant for helping the City

grow, as well as to bring revenue into the City’s General Fund. This inflow of funding helped City Councils through the years keep Glendale a low-tax city (i.e. only 13.7 cents on the property tax dollar comes to the City of Glendale; there is no business license tax, etc.). And, although the City Charter allows for a maximum transfer of up to 25% of gross operating revenues from the electrical operations, the GFT has never risen to that level; indeed, the current transfer is at approximately 10% of retail operating revenues.

What does the potential loss of the GFT mean to our organization? For the time being, we will continue to move forward with the status quo. After having experienced deep cuts across all departments in recent years, this organization is currently running as lean as it ever has. The loss of the transfer would, without doubt, mean cuts directly to the essential programs and services our community depends on day in and day out. Hence, there would be no alternative but to make cuts that would drastically impact the

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quality of life for our community. Specifically, the City Council would need to consider cuts to Libraries, Parks, Fire, and Police. The effects of these cuts would be experienced in the form of reduced hours at libraries and parks, the closing of libraries and parks, and the contracting out of Police and Fire services with the County of Los Angeles.

Moving forward, our continuing challenge is to minimize the negative impact on our community and customers from past restructuring efforts and ensure the City adds ongoing value to the taxpayers. Glendale's vision is accomplished through a combination of the Council's priorities, the City's strategic goals, and key performance indicators. With this year's budget process, Council has reaffirmed the following priorities (see *Attachment A* to this message for detailed description):

- Fiscal Responsibility
- Exceptional Customer Service
- Economic Vibrancy
- Informed & Engaged Community
- Safe & Healthy Community
- Balanced, Quality Housing
- Community Services & Facilities
- Infrastructure & Mobility
- Arts & Culture
- Sustainability

To that end, the City Council's top priority of fiscal responsibility continues to pay dividends to the community, taking form through restored programming, enhanced services, and capital improvement projects which will further increase the quality of life experienced by residents, businesses, and visitors. These priorities have given rise to departmental strategic goals that lead to continuous improvement in the way we deliver service and do business. These goals best indicate whether Departments had a "successful year," and they are essentially the *outcomes* that we will strive for in the upcoming budget year. The key performance indicators (KPIs) provide a vehicle to measure our progress. They are the *outputs* and act as measures for what we are doing and how efficiently we are doing it (see the Strategic Goals section for additional information).

In other words, the Council priorities provide the framework, the strategic goals give us our themes, and the key performance indicators, as listed in the *Strategic Goals* section of this document, measure the details. This systematic management and measurement of our performance will help to bring clarity amid any period of uncertainty.

As Glendale continues to streamline its operations, quality of service and endurance - our stakeholders must sense *value*. The organization must maintain structural balance by looking at long-term sustainability, closely monitoring cost-drivers, and adapting to changes. Our goal is to restore, build, and maintain our programs, infrastructure and services, and not to revert to traditional patterns and processes. With Council's vision and a team of high-quality ethical professionals, we will continue to provide exceptional customer service and uphold the quality of life that is unique to Glendale.

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### Conclusion

The FY 2018-19 Budget for the City of Glendale is structurally balanced with projected resources available to support all projected expenditures. As in the past, this budget serves as the City Council's financial policy and planning document for providing the Glendale community with City services. At the same time, it serves as the City's financial plan for the year. This budget is, therefore, reflective of the City Council and staff's desire to continue to improve upon existing programs and services. Our community will only continue to get better and progress as we all work towards our overarching goal – to continue to provide our residents, businesses, and visitors with a full scope of high quality municipal services, programs, safety, facilities, infrastructure, and other amenities that make our community so desirable.

We have a number of achievements to be proud of, and together we have created a sought-after community in which people wish to live, work, and play. The strength that Glendale leadership embodies, and the dedication and talent of our staff, continues to yield accomplishments that will be carried through as Glendale moves toward its goals.

My appreciation to all the Department Heads and Budget Officers who worked on this year's budget, and especially to Roubik Golanian, Assistant City Manager; Robert Elliot, Director of Finance; Michele Flynn, Assistant Director of Finance; Adrine Isayan, Deputy Director of Finance; Armen Harkalyan, Deputy Director of Finance; and the Finance Budget & Revenue Team; and again a tremendous thanks to the Mayor and City Council Members for your continued leadership throughout this year's budget process.

To that end, as a result of the efforts of many individuals, the FY 2018-19 Adopted Budget is balanced and addresses the many needs of our dynamic community within the context of the challenges that face us in the year ahead. I look forward to working with you on implementing the goals set forth in this plan.

Respectfully submitted,



YASMIN K. BEERS, CITY MANAGER

# CITY OF GLENDALE BUDGET MESSAGE - ATTACHMENT A

## CITY COUNCIL PRIORITIES

### *Fiscal Responsibility*

As financial stewards of the City of Glendale, all employees throughout the organization are tasked with operating their programs, projects and departments in a fiscally responsible manner. We have a fiduciary responsibility to the residents of the community to ensure assets and resources are properly safeguarded and deployed in a safe and efficient manner. It is a responsibility that is shared by all employees throughout the organization. As public servants, we are all committed to, and held, to a high standard of ethical behavior, especially in financial matters of the City. We are, therefore, committed to ensuring we are transparent in matters relating to City finances. In addition, we have implemented proper internal controls to ensure assets and resources are used in accordance with the approved budget.

In summary, fiscal responsibility is something that all employees take seriously and this is evident in all that we do. We continually strive to maintain the trust and confidence of the public that we are properly safeguarding and deploying the City's valuable resources in a prudent and fiscally responsible manner.

### *Exceptional Customer Service*

In light of our budget strategies and staff reductions, we must continue to be empathetic problem-solvers, exhibiting respect and a sincere desire to aid our residents and customers. We are committed to providing our diverse community with quality services. As in any successful organization, Glendale's customer service principles focus around three main elements: promptness, quality, and customer satisfaction.

### *Economic Vibrancy*

One of the City's major goals is fostering an environment that supports diverse, vibrant businesses and job opportunities supported by both a skilled, local labor force and a fiscally prudent and financially healthy city government. In order to achieve its goal the City strives to attract an appropriate mix of business and maintains a balance between the City's commercial and residential zones. This is primarily achieved through vigorous collaboration between developers, businesses and the City. The City also seeks opportunities for the creation and attraction of high wage/high growth employers and works towards the retention and expansion of local businesses. Finally, in an effort to sustain Glendale's first rate services for businesses and residents, the City maintains adequate financial reserves.

### *Informed & Engaged Community*

Earning and maintaining the public's trust is by far one of the greatest priorities for the City. As such, City officials consistently strive to conduct the business of government in the best interests of the public with integrity, openness, and full inclusion of the community. This includes ensuring that the City's decision-making processes respect and encourage open public engagement, offer multiple opportunities to create an informed community, and deliver excellent customer service within each and every City operation so that residents and visitors maintain a positive perception of city government.

While the area of education is primarily within the jurisdiction of the Glendale Unified School District, the City is actively involved in the creation of comprehensive, quality educational opportunities for all segments of the community. This is achieved by providing high quality, engaging libraries that are actively used by the public along with collaboration with outstanding educational institutions that have high student achievement rates. Finally, the City is focused on providing enriched life-long learning opportunities through programs offered by the Community Services & Parks Department.

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## BUDGET MESSAGE - ATTACHMENT A

As one of its ongoing efforts, the City continually focuses on maintaining and developing a community that is well-planned and a public environment that is attractive and properly maintained, thereby creating a highly aesthetic appearance within the City. To achieve this goal, City staff ensures the development and maintenance of a contemporary and comprehensive General Plan. Strategically, the City is focused on undertaking a coordinated approach to properly maintaining its infrastructure, and responsibly enhancing landscapes and streetscapes consistent with environmentally friendly practices. Finally, the City is focused on recognizing its historic and cultural resources so that residents can continue to take pride in their neighborhoods and community. To ensure success, emphasis is placed upon a planning process that is transparent, dynamic, fair, predictable, and understandable.

The City of Glendale 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 feel a part of the community and participate in the governmental processes that affect their lives. As a result, City policies are designed to encourage neighbor interaction and community building through the creation and maintenance of common community spaces. To further achieve this goal, community events and activities aimed at building a sense of community among residents are routinely held throughout the City.

And finally, the City of Glendale is focused on developing and maintaining the required technology to support local businesses, to enhance our service delivery to the public, and to foster better access to technology and information. As part of these efforts, City staff has developed electronic applications by utilizing reliable mainstream technology, such as the Internet, in order to communicate with residents and businesses. Many of the City's processes have been streamlined, which not only provide for more effective interaction with the public but also help reduce the City's operating expenses.

### ***Safe & Healthy Community***

As one of the top ten safest cities in the State of California, Glendale is proud to offer a community that is physically safe, free of blight, and well prepared for emergencies. Glendale's Fire and Police Departments are dedicated to a shared public safety mission to ensure that community members and visitors are safe and secure. As a top priority, many of the City's departments are actively involved in the community by helping to educate, prepare, and build the required capacity to respond to local and statewide disasters. Finally, City staff is committed to ensuring that houses, buildings, and other infrastructure, such as sidewalks and roadways, are safe and free of blight.

As one of its goals, the City of Glendale takes pride in offering a physically and mentally healthy community where residents have access to quality health care services through the support of our local hospitals and fire paramedic services. The City also promotes health and well-being by offering educational and therapeutic services through the Community Services and Parks Department as well as the administration of Community Development Block Grants that are provided to local service providers.

### ***Balanced, Quality Housing***

As one of the fundamental elements of a healthy and stable community, the City is committed to providing a balanced mix of housing opportunities for current and future residents. We strive to provide affordable housing to all segments of the population including growing families, the elderly, single individuals, the disabled, and those without a place to call home. While part of the City's strategy includes the development of new housing, the City remains committed to the preservation of existing housing as well. Much of the City's success in achieving this goal is attributable to effective land use and zoning regulations that promote housing development, as well as the development and maintenance of adequate infrastructure to support current and future housing needs.

# CITY OF GLENDALE

## BUDGET MESSAGE - ATTACHMENT A

### *Community Services & Facilities*

The City of Glendale is committed to providing parks, community centers, open spaces and a well-maintained trails system to enhance the character of the community and offer personal enrichment and recreational opportunities for the public. As part of our ongoing efforts, the City is focused on providing sufficient parkland, playing fields, recreation facilities, and equitably distributed open spaces throughout the City. Other areas of regular attention include ensuring that parks, parkways, and community centers are well-maintained, visually appealing, and safe for public use. The City of Glendale consistently strives to maximize services and programs available to residents by ensuring that all community facilities and parks are accessible to all.

Another of the City's primary goals is a focus on community services and facilities that address the diverse and changing needs of the community. This includes the delivery of high quality, adaptable services and the preservation, development or expansion of community centers (i.e. parks, libraries, senior centers, etc.). In addition, emphasis is placed upon locating these centers in the areas of greatest need and making them accessible to all residents.

### *Infrastructure & Mobility*

A significant goal for the City is to have a well-planned and comprehensive transportation system that enhances mobility through the development of infrastructure, technology, and public transit. This includes a safe, efficient and well-coordinated multi-modal circulation system within the City that is appealing, affordable, accessible, and provides effective regional connectivity. Through the implementation of modern land use strategies, the City reduces congestion, air pollution, and noise resulting from its public transportation system. City officials are consistently focused on enhancing roadway safety through effective engineering, enforcement and education to the public. Lastly, the City will continue to plan and maintain its infrastructure in a responsible and cost effective manner.

### *Arts & Culture*

The City strives to establish a rich variety of arts and cultural experiences throughout the community. This includes the creation and support of diverse art and entertainment venues including theatres, galleries, museums, literary events, community festivals, and public art. The City supports and promotes local artists and arts organizations through the initiation of local arts and culture events. As a long term goal, the City aims to promote education and participation in the arts by providing access to quality arts experiences for the entire community, and by implementing or supporting programs that recognize the City's cultural heritage.

The City is proud to be a community that values, celebrates, and engages the City's rich diversity. Much of our success is attributable to the following:

- Diverse and representative City workforce
- Businesses and services that address the needs of our diverse community
- Diverse representation on City Boards, Commissions and Committees
- Special events that recognize and celebrate the City's diversity
- Availability of multi-lingual City materials for public use
- Compliance with all ADA accessibility requirements

# CITY OF GLENDALE

## **BUDGET MESSAGE - ATTACHMENT A**

### *Sustainability*

In an effort to protect the quality of air, water, land and other natural resources located within the City's boundaries, Glendale integrates sustainability principles into all elements of the City's General Plan. Emphasis is placed upon conserving native vegetation, wildlife habitats, and preserving other ecosystems by minimizing human impacts. Additionally, the City continually complies with environmental laws and regulations and actively monitors its waste management, water, and electrical operations on an ongoing basis.