

Adopted BUDGET

City of Glendale, CA

2011 - 2012

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About This Section

The adopted budget for FY 2011-12 continues to fund programs and initiatives that promote the strategic goals adopted by City Council. The City's strategic goals have helped guide the development of the budget and set City and department priorities. This section highlights Glendale's operations, programs, services, accomplishments, future activities, and performance measures relative to the City's eight guiding strategic goals. The strategic goals are listed below along with a brief description of the strategic objective and lead City Departments for each goal (Note: It should be noted that all City Departments either directly or indirectly support the strategic goals listed below through a combination of programs and services provided to the community and across departments):

Informed and Engaged Community Conduct the business of government in the best interest of the public, with integrity, openness and inclusion through the integration of technology to enhance government service delivery and foster community access to information and government resources. Primary departments for this strategic goal include the City Clerk, Community Development, Management Services, City Attorney, and Information Services.

Safe & Healthy Community A community that is physically safe, free of blight, prepared for emergencies, with access to quality physical and mental care services. Primary departments for this goal are Fire and Police.

Economic Vibrancy & Fiscal Responsibility Encourage the creation and attraction of high wage/high growth employment opportunities, supported by a skilled labor force through a healthy collaboration between businesses and a fiscally prudent and financially healthy government. Primary departments that support this goal include Community Development, Finance, and the City Treasurer.

Balanced, Quality Housing Responsible maintenance, preservation and development of a balanced mix of housing opportunities available to all segments of the population. The primary responsible department is Community Development.

Community Services & Facilities Availability of accessible parks, community centers and community services tailored to the City's diverse needs, which enhance the character of the community and offer personal enrichment and recreational opportunities. The lead departments for this strategic goal include Community Services & Parks and Public Works.

Infrastructure & Mobility A city focused on providing a safe, efficient and reliable transportation and utility services through a well planned infrastructure and effective use of innovative technologies. The primary responsible departments include Glendale Water & Power, Public Works, and Information Services.

Arts & Culture Implementation and preservation of a rich variety of arts and cultural experiences celebrating the community's diverse cultures, values and heritage. The lead departments for this goal include Community Development, Library, and Human Resources.

Sustainability Implementation of sustainable City principles to protect the quality of the air, water, land and other natural resources; conserve native vegetation and other ecosystems, and minimize human impacts. The primary departments for this goal include Public Works, Community Development and Glendale Water & Power.

Lastly, departments have prepared Performance Measures which continue to support the City's goals and act as a tool by which to measure the programs and services provided. The Performance Measures are located at the end of this section (after all of the strategic goals).



City Hall

2010 / 11 QUICK FACTS

2011 election turnout	25,337 voters
Public record requests	725
Annual visitors to Glendale libraries	Over 1,000,000
Materials checked out from Glendale libraries including eBooks	1,312,743
Teen girls served through Camp Rosie	56
Live meetings broadcast on GTV6 and the internet	385
People taking advantage of the English as a Second Language Program	1,692
Annual Author and Friends events	24
Children participating in the Library's Summer Reading Program	8,131
Library events and programs for children	1,465
Computer classes offered at the Library	212

INFORMED & ENGAGED COMMUNITY



Central Library

Earning and maintaining our community's trust is by far one of the greatest priorities for the City. 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 delivering excellent customer service. The April 5, 2011 election is one example of community engagement where instantaneous updates were provided via the internet as ballots were counted. Additionally, the City has implemented technological advances which allow the public to access real-time streaming of public meetings through the Granicus Video Archiving System.

While the area of education is primarily within the jurisdiction of the Glendale Unified School District and Glendale Community College, 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 is currently in the process of upgrading two of its libraries.

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 feel a part of the community and participate in the governmental processes that affect their lives. The City recently completed a comprehensive community outreach campaign which concluded with the adoption of the North Glendale Community Plan. It is anticipated that similar efforts will soon be invested in additional community plans.

Informed & Engaged Community ACCOMPLISHMENTS

Elections The City of Glendale's General Municipal Elections are conducted on the first Tuesday in April of odd-numbered years. As in prior years, the April 5, 2011 election was successfully administered with Glendale's 24.4% voter turnout surpassing that of neighboring cities. For the first time, the City Clerk partnered with the McKenna Claremont College Rose Institute to create the Interactive Election Tracker, an online map that provided greater transparency by allowing voters and the public to track the status of ballots being counted on the night of the election.

Granicus Video Archiving System Through the implementation of the Granicus Video Archiving System, access to live and archived Council, Board and Commission meetings, and GTV6 special programming is readily available to stream 24/7 on the City's website. The availability of digital archives dates back to 2006 for City Council meetings and 2009 for various Board and Commission meetings. This platform allows for greater transparency and accessibility of local government. Through the use of this communication tool, the public has gained better access to their government, is more informed, and thus, more active in the democratic process.

After Hours Hotline/Smart Phone Applications The City implemented the After Hours Hotline which residents can use to report incidents during evening or weekend hours. Residents can access a City representative 24 hours a day by calling (818) 550-4400 to report issues involving traffic signal malfunctions, illegal construction, graffiti removal, potholes, and other quality of life concerns. Residents can also contact City officials to report quality of life concerns by using the City Sourced app through their Smart Phones or by using the "Contact Us" tab on the City's website at www.ci.glendale.ca.us.

Library Strategic Planning The Glendale Public Library completed a strategic planning effort that included community meetings with over 100 library stakeholders. Seven strategic directions or service priorities have been identified which include: Education, Impact on Youth, Arts and Culture, Inclusion, Glendale Identity, Technology Infrastructure, and Efficiency in Government. These seven strategic directions proved valuable in prioritizing Library programs and services during the Fiscal Year 2011-12 budget planning process and will be helpful for future years.

North Glendale Community Plan The North Glendale Community Plan has been prepared following extensive public outreach, including guidance from the 35-member North Glendale Advisory Committee. This Community Plan provides strong land use and neighborhood-based design policies for areas within North Glendale. The vision expressed for each neighborhood directly reflects input received from the community and advisory committee.

English as a Second Language (ESL) The Library's Literacy program has been refocused to serve a bigger need for ESL services. The new effort includes providing ESL conversation classes at the Central Library, increasing the collection of language learning CDs for loan, and introducing pertinent materials to ESL students at the Glendale Community College Garfield Campus. Mango language learning software, available at home and at the Library, offers an interactive way to learn languages ranging from Arabic to Vietnamese.

Rosie Goes to Wall Street The Commission on the Status of Women secured over \$14,000 in local and federal grants for Fiscal Year 2011-12 for its signature program, Camp Rosie. This program is designed for teen girls, particularly of low-income family households, in order to empower them to make personal, educational, financial, and career choices. The program teaches self-development, personal enrichment, and skills such as financial literacy, communication, fitness, nutrition, and self-defense.



Informed & Engaged Community

Looking Ahead...



Electronic Management Tools

In the upcoming fiscal year, the City Clerk's Office will research the feasibility of establishing electronic management tools for processing Conflict of Interest Code and Statement of Economic Interests (Form 700) submissions mandated by the State Fair Political Practices Commission. This will not only enable required city officials to submit their documents electronically, but will allow the public easy access to view these filings on the internet. Active preservation efforts will also be continued by scanning and electronically filing historical City documents.

Future Community Plans

The North Glendale Community Plan is the first in a series of community plans that will eventually address all neighborhoods in the City. Adams Hill and surrounding neighborhoods are likely to be studied for the next community plan, beginning later this year.

Great American CleanUp

The Annual Great American Clean Up Day draws hundreds of volunteers who dedicate their time beautifying various sites through litter and trash pick up, weed abatement, park trail projects, and graffiti removal. The City looks forward to hosting the 24th annual event in May 2012 and will be actively recruiting community members to participate. Interested parties can get more information by calling (818) 548-3700.

Library Technology

With its increasing number and variety of electronic and digital materials, the Library is looking to promote digital services, including free Wi-Fi, access to databases, computers, internet, eBooks, and eAudio. Additionally, expanding upon the latest reading technology into available library services is a goal for the immediate and long term future.

Did you know?

- ◆ In the 2011 municipal election, more Glendale voters voted by mail than at the polls.
- ◆ The City processes three times the number of public record requests than the City of Los Angeles.
- ◆ The Rosie Goes to Wall Street Program has served over 200 teen girls since 2007.
- ◆ All live and archived public meetings are available on demand through the City's website.
- ◆ The Glendale Central Library serves 2,000 visitors daily.
- ◆ The value of Library materials annually loaned to the public is over \$24 million.
- ◆ The Library supports over 70 book groups with 180 borrowable book kits that include 15 copies of the book and a notebook with discussion questions, reviews, author information, and tips for conducting the book group.
- ◆ The Library provided free training to over 2,800 community members on basic computer skills.
- ◆ Over 1,700 people attended the Authors and Friends events sponsored by the Friends of the Library.
- ◆ Approximately 30,000 children were entertained at the Library for free by storytellers, librarians, magicians, puppeteers, and through interactive animal programs.
- ◆ Over 8,000 children participated in the Library's annual Summer Reading Program in support of the School District's goal to maintain reading skills over summer vacations.

2010 / 11 QUICK FACTS

Percent of 9-1-1 calls answered in ten seconds or less	97.8%
Percent of 9-1-1 calls answered in 15 seconds or less	99.66%
Annual fire inspections performed	7,317
Hazardous waste collected	142 Tons
Total Police calls and field incidents	133,177
Number of calls received at Police Communications Center	217,069
Number of calls handled by Verdugo Fire Communications	152,724
Number of officer-initiated observations/investigations	81,443
9-1-1 calls answered by Police	63,503
9-1-1 calls answered by Fire	49,668
Ambulance transports to hospitals	8,359
Percent of Fire emergency calls requiring a translator	1-2%
Police communications radio transmissions	110,000 per month
Police reports generated and processed	56,473
Fire reports generated and processed	16,308
Documents handled by Police Records Bureau	123,059
Requests for production of records and reports	7,980
Arrests made by police officers and detectives	9,962

SAFE & HEALTHY COMMUNITY



Glendale Police Officer on Patrol

One of Glendale's key objectives is to ensure the preservation of a community that is physically safe, free of blight and prepared for emergencies, creating a sense of security for all. This is accomplished through the efforts of the Fire, Police, and other City departments, in collaboration with many active community members, businesses and organizations throughout the community.

Glendale's first responders operate out of a state-of-the-art police facility and nine fire stations that are strategically located throughout the City for immediate and consistent response times. With 12 fire engines, three fire trucks, four paramedic ambulances, two basic life-support ambulances, one SWAT vehicle, one helicopter and a variety of other specialized equipment, Glendale's forces are thoroughly prepared for every contingency.

In addition to Police and Fire operations, Glendale is home to three area hospitals represented by Glendale Adventist Medical Center, Glendale Memorial Hospital and 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.



Glendale Fire Department Station 21

Safe & Healthy Community **ACCOMPLISHMENTS**

Fire Department Strategic Plan

The community driven 2011-16 Strategic Plan has been completed, setting forth a comprehensive vision and mission that provides the Fire Department with a clear path into the future. The plan identifies the Department's core values and outlines steps to achieve its mission.

BLS Business Plan

The Fire Department is amending the way it provides Advance Life Support (ALS) and Basic Life Support (BLS) medical responses. The plan, to be implemented in January 2012, calls for paramedics to be placed on each of the Department's nine fire engines, with medical transport for BLS provided by Emergency Medical Technicians, and ALS transport provided by paramedics when necessary. This plan is projected to save more than \$2 million annually and result in faster responses to patients in comparison to the current system.

Class 1 Insurance Rating

The Fire Department has been upgrading training programs and information systems to maintain the Public Protection Classification 1 rating that it has earned for many years. A community's investment in fire mitigation is a proven and



*Glendale Fire Department
at the Station Fire*

reliable predictor of future fire losses. Insurance companies use Public Protection Classification information to help establish premiums for fire insurance, generally offering lower premiums in communities with better protection.

Area Command

The Police Department has introduced and is continuing to refine a focused service delivery model. This model takes the operation from a traditional shift-based deployment to that of an Area Command based program providing police services with a geographically focused allocation of problem-solving and crime-fighting resources.

Top Ten Safest Cities

Glendale continues to rank as one of the safest cities in America with a crime rate that reflects low incidents of both violent and property crimes. The Police Department's ability to solve crimes and clear criminal investigations is nearly double the success rate of other comparable police agencies.

Traffic Safety and Enforcement

The Police Department increased enforcement of hazardous violations from 21,937 to 24,510 citations between 2006 and 2010. As a result, Glendale has continued to experience a decrease in the number of collisions, with 2,917 in 2006 compared with 2,566 in 2010.



Glendale Police Department K-9 and Handler

Safe & Healthy Community

Looking Ahead...



In the upcoming year, the Fire Department will begin implementing the Basic Life Support (BLS) Business Plan. This process will include the hiring and training of approximately 60 new ambulance operators and significant changes to the response protocols used to deploy personnel and apparatuses. Making this change as seamless as possible to the public will be the primary goal.

The Fire Department's new Strategic Plan will provide direction as the Plan's goals and objectives are implemented. Fire programs and resources will also be upgraded in accordance with the community's priorities, while keeping in mind the motto: *Community First*.

Also on the horizon are exciting developments within the Police Department, such as the upcoming

dedication of the DNA Laboratory. This will provide Glendale and its partner cities of Burbank and Pasadena with a tremendous crime fighting tool.

The Police Department is working with the U.S. Department of Alcohol, Tobacco, Firearms, and Explosives (ATF) to establish a regional firearms ballistics laboratory. Also, new technologies are being explored to more quickly and efficiently share intelligence data and enhance public safety. Examples include automated license plate scanners and video monitoring of at-risk locations.

Finally, public education and crime prevention will be enhanced through outreach and community partnerships as the overall crime fighting and community policing efforts are dependent upon partnerships with every facet of the community.

Did you know?

- ◆ In 2010-11, the Verdugo Fire Communications Center dispatched nearly 68,000 incidents – about 16,000 for Glendale and the rest for 11 other local fire departments.
- ◆ The National Fire Protection Association (NFPA) is the leading advocate of fire prevention and publishes more than 300 consensus codes and standards to minimize the possibility and effects of fire.
- ◆ More than 84% of Glendale Fire calls for service are medical related.
- ◆ Glendale's Household Hazardous Waste Collection Center is located at 780 Flower Street.
- ◆ The Police Department operates more efficiently than other comparable police agencies, with 1.2 officers per 1,000 residents compared to more than 2.2 officers per 1,000 in Los Angeles.
- ◆ The Police Department is a full-service law enforcement agency with its own detectives, forensics operations, air support, and homeland security capabilities.
- ◆ One of the very first municipal departments formed when the City of Glendale was incorporated in 1906 was the Police Department, providing the community with its own dedicated law enforcement agency.

ECONOMIC VIBRANCY & FISCAL RESPONSIBILITY

2010 / 11 QUICK FACTS

New businesses attracted	12
Businesses retained	6
Value of private investment in redevelopment project areas	\$237 million
Jobs saved or attracted through Economic Development	930
Permanent and temporary (construction) jobs created through redevelopment projects	4,500
Clients served at the Verdugo Jobs Center	70,205
Enrollment in specific, more intensive employment services	3,220
Enrollment in training programs	634
Verdugo Jobs Center clients placed into jobs	2,502 or 77%
Average wage for placement of laid-off job seekers	\$16.12/hr.
Average wage for placement of low income adults	\$8.03/hr.
Number of local employers assisted with intensive layoff aversion services by the Verdugo Jobs Center	19
Invoices processed by the City	107,000
Purchase orders issued by the City	1,200

Economic development is vital. As private development and other public funding resources are curtailed, several key policy initiatives have been set into motion to preserve the high level of service expected by the Glendale community.

134 Freeway at Dusk



City revenues from sales tax have decreased as a result of the economic downturn experienced in Southern California. In addition, property tax has leveled off as a result of the decline in assessed property valuations in Los Angeles County. This has impacted the City's ability to provide high level service as sales and property taxes are two major revenue sources in the General Fund.

In order to help offset this impact, the City will soon begin active marketing efforts in order to maintain a managed level of development activity, attract new corporate tenants, draw visitors, and entice the employee and residential community to stay and play in Glendale. Examples of strategic initiatives include a proactive partnership with the business and development communities, implementation of the Downtown Specific Plan, adoption of the Creative Corridor, and attraction of arts, cultural, and entertainment uses.

Additional ways in which the City strives to maintain a financially healthy and vibrant community is through the continued attraction and retention of high-wage and high-growth employers.

In order to balance the City's employment base, the Verdugo Jobs Center continually partners with a diverse range of agencies to develop targeted programs for training and placement of a skilled labor force, specifically in the healthcare, utility, and technology industries.

In accordance with Council policy, the City maintains a minimum reserve of 30% of its operating budget, with a target reserve of 35%. Despite the economic downturn which has resulted in continued reductions in the General Fund over the last three years, the City Treasurer has managed to maintain the City's reserves, leaving a balance of \$49 million or 30% for Fiscal Year 2010. This has been achieved through honest and responsible budgeting techniques and continued collaboration within the City organization.

Economic Vibrancy & Fiscal Responsibility **ACCOMPLISHMENTS**

Private Investment

Current redevelopment projects which will eliminate blight, and more importantly provide a positive physical and economic benefit to Glendale, include the DreamWorks expansion, Disney Grand Central Creative Campus-Phase 2, ICIS Residential, and Broadway Lofts. Once completed, these projects are expected to invest approximately \$237 million in the City, create over 4,500 permanent and temporary jobs, provide 400 additional housing units, and generate approximately \$3.5 million of tax increment in redevelopment funds.

Development Friendly Initiatives

The City offers expedited plan check services to help applicants save time and money with guaranteed turnaround times for the approval of construction plans. The City also offers development concierge services for complex projects requiring multiple department review and coordination in order to expedite the entitlement process.

Business Attraction and Retention Program

The City has an active program to reach out to businesses looking to relocate and assists them in selecting Glendale as their home. A similar program also identifies Glendale businesses that are outgrowing their current facilities in order to assist and ensure their growth in the City. During the last half of Fiscal Year 2010-11, approximately 215,000 square feet of commercial space was leased or purchased in Glendale. During the same period, six local businesses were assisted in their expansion efforts continuing to provide approximately 140 jobs in Glendale. These businesses added another 620 new jobs to the City.

Workforce Development

The Workforce Development Division was awarded approximately \$3.5 million in federal stimulus funding to invest in training and employment services to aid the economic recovery. These funds were leveraged with other funding sources to develop targeted programs such as the Verdugo Power Academy to train new workers for the local utility industry. This partnership with Glendale Community College and Glendale Water and Power trained 60 individuals with a 70% job placement rate. Another program trained 60 nurses that were placed at four local hospitals by subsidizing half of their salaries during their training period.

General Fund Prioritization

As a major departure from prior years, the City's FY 2011-12 General Fund budget was divided into functions or programs, and prioritized across the entire Fund. Programs were rated as

essential, priority, and discretionary.

This was the basis by which reductions were proposed for City Council's consideration. This approach helped to protect and maintain the core services during these challenging economic times rather than implementing a uniform reduction across the General Fund. Additionally, the City worked in a cooperative effort with its employee groups to obtain several concessions designed to reduce costs and take responsible means to improve the City's overall fiscal sustainability.

Excellence in Operating Budget Award

For the first time in the City's history, Glendale was awarded the Excellence in Operating Budget from the California Society of Municipal Finance Officers (CSMFO). This award recognizes that the City's budget document conforms to a comprehensive set of standards developed by the CSMFO.



Economic Vibrancy & Fiscal Responsibility

Looking Ahead...

With the State's mission to curtail redevelopment agencies and in turn tax increment funding, dilapidated areas and underutilized properties will become less attractive for private development, as tax increment funding can no longer be leveraged with private investment. Certain pockets of Glendale, such as the San Fernando Road Corridor, are ripe for private investment and can accommodate additional density as many of the properties and current uses have already or will soon become obsolete. Development in these areas will likely take longer without redevelopment investment in infrastructure, pedestrian and other public improvements which typically are a catalyst to attracting private development and businesses.

Economic development programs and policies are needed more as redevelopment agencies sunset. Through such programs as the Creative Corridor and attraction of downtown entertainment and cultural uses, incentive programs are provided to attract private investment. With the number of art and music opportunities in the downtown area growing, the GATE program (Glendale Area Temporary Exhibitions), the Museum of Neon Art, and the renovation of the Central Library are potentially active economic development conduits as they continue to attract new visitors and additional spending power in the City.



Annual downtown events are also being planned as another economic development tool. In collaboration with community partners, new signature events will be programmed to provide Glendale residents arts, cultural, and entertainment-based events, while attracting visitors throughout Los Angeles to come and enjoy Glendale's vast array of attractions.

Through continued efforts to secure scarce funding, Workforce Development has recently secured a \$465,000 state grant. These funds will be used in the coming year to provide jobs to 112 veterans with training and employment assistance in high-growth industries. Finally, it is anticipated that approximately 30 low-income individuals will be trained during Fiscal Year 2011-12 for jobs in the Smart Grid/Smart Meter field through a national grant from the U.S. Department of Labor.

Did you know?

- ◆ The primary tool redevelopment agencies use to revitalize blighted or deteriorated areas is tax increment which is revenue generated by the incremental growth in assessed property values from the base year when the project area is formed.
- ◆ Redevelopment benefits include blight elimination, job creation, affordable housing development, increased sales tax, economic development, historic preservation, and open space development, among others.
- ◆ Redevelopment is a catalyst for change as public improvements and investments are leveraged with private investment to breathe new economic life into underutilized communities.
- ◆ Workforce Development has one of the top programs in the country to aid disabled individuals in finding employment. In the past 15 years, Workforce Development has been awarded over 60 grants in excess of \$25 million.
- ◆ Workforce Development helped alleviate one of the worst nursing shortages in the state by winning two Governor's Special Grants to train 100 new nurses and provide advanced training to 200 existing hospital nurses.
- ◆ ICIS and Broadway Lofts residential development projects will create 400 market-rate residential units and additional opportunities for street-front commercial and retail uses.
- ◆ Since 1995, the City of Glendale has been awarded the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). This is a prestigious national award that recognizes conformity with the highest standards for preparation of state and local government budgets.
- ◆ The City has earned the Distinguished Budget Presentation award from the GFOA for its annual budget document since 2010. This is a testament that the annual budget document is of the highest quality and conforms to the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting.

2010 / 11 QUICK FACTS

Building permits issued for housing units (new and remodels)	4,100
Valuation of residential building permits issued	\$54.6 million
Rental units inspected and certified through the Rental Housing Inspection Program	2,290
Customer service requests to Neighborhood Services	16,840
Affordable housing investment by the Housing Authority	\$6.3 million
New affordable housing units under construction	62
Dollars invested in rehabilitation loans and grants	\$450,000
Homes rehabilitated for low income residents through affordable housing grant and loan program	40
Low income households assisted with Section 8 Housing Choice Voucher rental assistance program	3,000
Property owners who participate in the Section 8 Housing Choice Voucher program	1,200
Rental assistance dollars administered through the Section 8 Housing Voucher Program	\$25.2 million
Market-rate housing units under construction in redevelopment project areas	400
Investment from market-rate residential development projects in redevelopment project areas	\$72 million
Development Impact Fees collected for parks and libraries from residential development in redevelopment project areas to date	\$1.2 million

BALANCED, QUALITY HOUSING

Providing a balanced mix of housing opportunities for all segments of the population including families, seniors, low income residents, and persons with special needs is a primary goal of the City. Addressing fair housing issues is a priority in all affordable housing programs. Additionally, services provided by the Glendale Continuum of Care include prevention of homelessness programs and supportive services for transitioning the homeless into permanent housing.

The City actively engages the community, developers, and property owners to plan, build, maintain and redevelop underused or blighted areas into high quality residential neighborhoods. These are neighborhoods where residents feel safe, and can access resources and services which enhance their ability to support themselves, their families and the community. When necessary, the Redevelopment Agency and Housing Authority assist private property owners or developers in the creation of new market rate housing and rehabilitation of existing dilapidated housing in blighted areas, where without governmental assistance, redevelopment would not be feasible.

Planning for future residential growth is a State obligation, as well as a local need. The State and the Southern California Association of Governments (SCAG) identify Glendale's share of future regional housing demand. The City's land use strategies identify community pockets where additional housing density can be accommodated without compromising the current quality of life or levels of service. These development pockets for additional residential and mixed use development are identified through community planning processes and described in community plans such as the Downtown Specific Plan and the North Glendale Community Plan. Special land use, zoning and performance standards are developed to assure future needs can be met in a manner compatible with existing development and community character.



Balanced, Quality Housing ACCOMPLISHMENTS

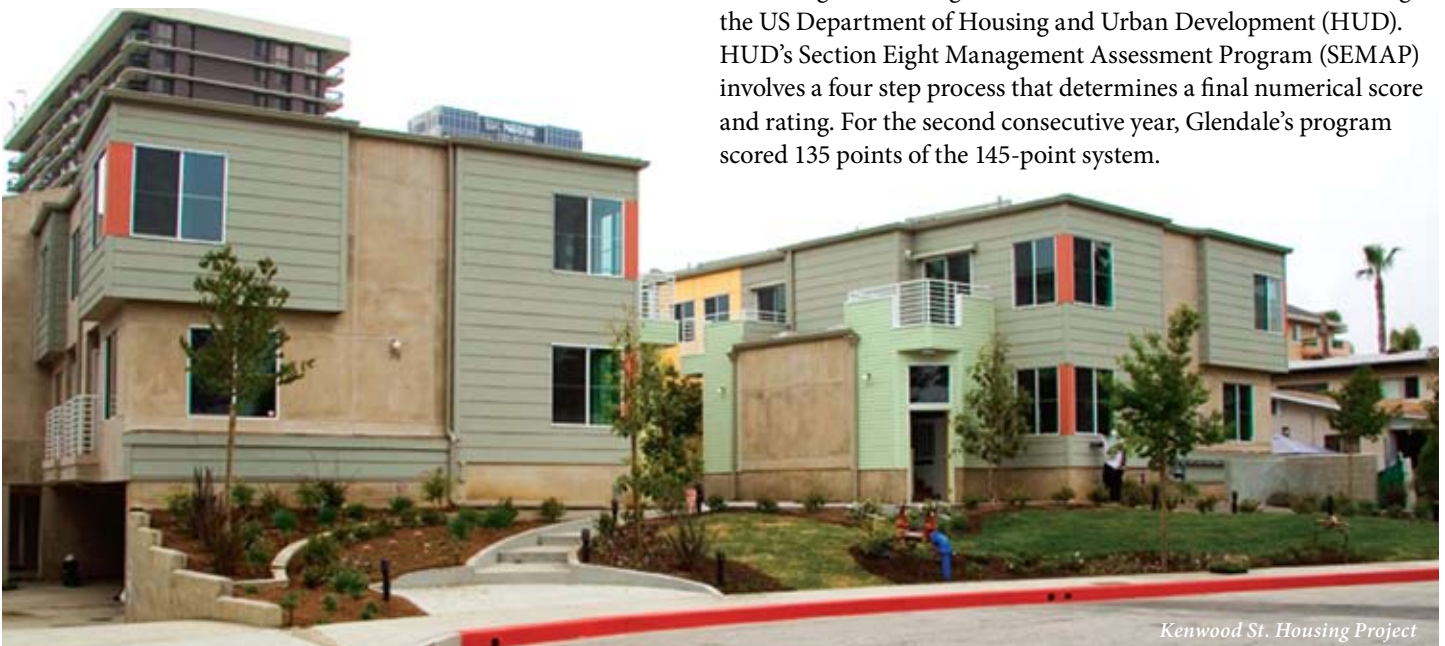


Royal Blvd. Residence

Urban Living

Regardless of the current economic downturn, interest in development of urban housing continues to flourish in the redevelopment project areas. There are several projects that were completed this year or have begun construction. 34 very attractive market-rate units are now fully rented at the southwest corner of Broadway and Louise St. (220 E. Broadway).

Immediately adjacent to the west at 200 E. Broadway, 208 housing units are currently under construction. These market-rate units are targeted to the young urban professional dweller who uses the downtown for entertainment and recreation pleasure.



Kenwood St. Housing Project

The recently renovated historic Seeley's building (1800 S. Brand Blvd.) will offer 40 creative offices, but more importantly, three newly constructed live-work units (the City's first such development).

Market-rate housing units are also being developed in other pockets of Glendale. The ICIS project, currently under construction at 524 W. Colorado St., has 200 units, 14 of them in a townhouse configuration. Another 218 units at 3900 San Fernando Rd. will be constructed, acting as a catalyst for a very desirable future neighborhood close to the Transit Center.

Affordable Multi-family Rental Housing

There are many affordable units that have been completed or are in construction through a partnership with the Housing Authority. At 3673 San Fernando Rd., 68 newly completed units are now fully occupied by very low, low, and moderate income families. A new 5-unit townhome development in partnership with Habitat for Humanity is under construction at 624 Geneva St. Another project currently under construction is Doran Gardens (331-343 Doran St.), consisting of 57-unit townhomes and condominiums targeting first time home buyers. The Housing Authority will soon be seeking development proposals for its property located at Fifth and Sonora Streets in Northwest Glendale.

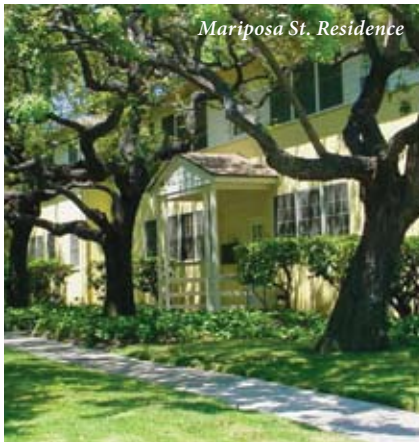
Rental Assistance Program

The Section 8 Housing Choice Voucher Program continues to greatly benefit the community; however, the need for affordable rental units for very low income families and seniors continues to be far greater than the vouchers currently available. The Section 8 Program has been designated a "High Performer" based on certification through the US Department of Housing and Urban Development (HUD). HUD's Section Eight Management Assessment Program (SEMAP) involves a four step process that determines a final numerical score and rating. For the second consecutive year, Glendale's program scored 135 points of the 145-point system.

Balanced, Quality Housing

Looking Ahead...

While the City commitment and community demand for building and maintaining high quality residential neighborhoods is growing, financial support from private lenders, State and Federal agencies, non-profit organizations, and private foundations to achieve this goal is diminishing.



The current economic downturn has impacted private development activity in Glendale. The credit market continues its slow recovery, yet securing development financing has remained difficult due to strict lending regulations. The City is focusing on assisting private development by coordinating its programs and streamlining development procedures based on the community's vision.

Financial support for affordable housing and neighborhood development from the Federal government is expected to diminish in the foreseeable future due to high budget deficits and economic slow growth nationwide. Resources from the State are also limited and proposals to eliminate redevelopment agencies could limit local authority, redevelopment tools, and funding for

investing in local improvements. The Redevelopment Agency and Housing Authority are currently repaying a housing bond and bank loan for past affordable housing construction projects, which further limits their ability to build new units.

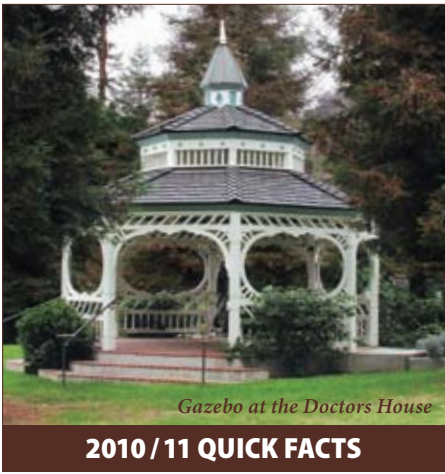
The demand and need for affordable housing will remain high as a significant percentage of Glendale's population is below the poverty level. Due to the reduction in State and Federal financial assistance programs, a higher level of local commitment is required for each low income family that receives rental assistance payments.



The City is being strategic in leveraging City-controlled affordable housing dollars and City-owned land. For every affordable housing dollar invested, partnerships formed with developers must bring additional private and public dollars into the community. Furthermore, developers must demonstrate their ability to assure that each affordable unit constructed or rehabilitated is well maintained and well-managed over the long term.

Did you know?

- ◆ The number of building permits for residential buildings increased by nearly 28% compared to last fiscal year.
- ◆ The Housing Authority invested \$79 million dollars to enable developers to build, acquire and/or rehabilitate 1,139 affordable housing units since 1978.
- ◆ 62 new affordable housing units currently under construction are for first time home buyers.
- ◆ The Affordable Housing Rehabilitation Program assisted six low income disabled households in upgrading their existing homes and enhancing safety and livability. The Program also provided 26 senior homeowners with rehabilitation grants and eight rehabilitation loans to single family homeowners.
- ◆ The average size of a Section 8 Housing Choice Voucher household is 1.7 people.
- ◆ 53% of Section 8 households are single person households, typically senior citizens.
- ◆ Some property owners have participated in the Section 8 program for over 25 years.
- ◆ The average housing assistance payment for a Section 8 unit is \$742 per month, or \$8,904 per year.
- ◆ Approximately 650 market rate residential units are either already approved or will soon be approved in redevelopment project areas.
- ◆ The proposed residential developments in the redevelopment project areas will generate approximately \$3.4 million in plan check and building permit fees and approximately \$2.5 million in Development Impact Fee for parks and libraries.



2010 / 11 QUICK FACTS

Number of parks and facilities	47
Acres of developed and maintained parkland	280
Baseball fields maintained by City	16
Work orders completed by Parks Services Section	1,258
Customer service inquiries	21,563
Facility reservation permits	1,606
Field reservation permits	795
Graffiti removal requests at park facilities	252
Square feet of buildings maintained	300,000
Number of sprinkler heads in City parks	120,000
Number of meals served to seniors	58,000
Number of Cruise Night participants	40,000
Number of libraries	8
Number of annual visits to Central Library	1 million
Library auditorium rentals	123
Recital hall rentals	123

COMMUNITY SERVICES & FACILITIES

Maintaining a City that offers facilities, programs, services and open space options requires planning, development, maintenance, and programming. 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 Blvd. represent the densest communities in the City. To overcome this challenge, the City is strategic in acquiring open space to ensure new facilities are geographically located in areas of greatest need. The City continues to acquire 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 has placed great emphasis on the development of mini parks. Within the last five years, the City has developed two new mini parks, bringing the total to ten, in order to increase recreational opportunities within park deficient neighborhoods.

The City actively coordinates and participates with community-based organizations to increase services. The programs sponsored by the Glendale Youth Alliance and other youth focused programs through the Library are examples where the City builds a network of partnerships to develop a strong foundation for accessible community services. The evolving needs of the community shape City priorities in its customer service standards, community service needs, and investment in development of new facilities. The City has received awards and designations for new development, preservation of historic facilities, and successful programming of open space.



Community Services & Facilities

ACCOMPLISHMENTS

Adult Recreation Center

The Adult Recreation Center is a 19,100 square foot senior center where patrons can take advantage of outdoor green space, game rooms, a gymnasium, a full commercial kitchen, and a dining hall. The new facility is over 50% larger, allowing greater use by the community's expanding senior population. The consolidation of buildings at the site has increased the size of the 3-acre Central Park.

Pacific Park Pool

The construction of the City's new pool facility was completed in a record time of seven months and consists of a six-lane public pool with Gold LEED Certification. Activities at the facility include swim lessons, recreational swimming, water sports, and private rentals in the summer months. Since its opening, the pool has been at maximum capacity for recreational swimming and welcomes 800-1,000 users daily.

Park Renovations

The newly renovated Maple Park Community Center boasts approximately 18,400 square feet of community rooms, an expanded computer lab, new elevators, a modernized gymnasium, ADA accessible group picnic areas, and improved security. Additionally, a renovation of Griffith Manor Park was recently completed and provides a new community building, restrooms, playground area, lit basketball courts, shaded picnic areas, and a parking facility. Finally, a new lighting system was installed at Verdugo Park, including new light standards, concrete foundations, underground conduits, fixtures, and conductors.

Brand Library Renovation

Preservation and renovation efforts for Brand Library and Studios were recently unveiled and enthusiastically received by the community. The renovation project will soon require a temporary relocation of the Library for an 18-month period. Facility upgrades will include seismic, mechanical, electrical, plumbing, ADA, and space modifications.

City Hall

City Hall was recently renovated to improve public access and restore its historic features. The project consisted of a complete renovation to the lobby and Council Chambers, and included the installation of new flooring, carpet, light fixtures, upgraded heating ventilation and air conditioning units, and incorporation of ADA and green building upgrades.



*Pacific Park
Community Pool*

Partnerships & Resources for the Community

Within the last year, the Youth and Family Services (Y&FS) division hosted Operation READ, a literacy development program to help eligible youth develop reading, writing, comprehension, and spelling skills. Y&FS also established a collaborative partnership with the Glendale Unified School District's Healthy Start Program to provide no-cost English and Spanish parenting education courses in the evening hours. The City actively partners with community organizations such as these to provide locations for health fairs, workshops, and other similar events at community facilities in order to provide services and resources accessible to all segments of the community.

Open Space & Trails Programming

Over 500 trail runners and hikers stormed the Brand Motorway on May 1st for the inaugural Verdugo Mountains 10K Trail Run and Hike. This exciting event highlighted Glendale's 5,000 acres of open space as a regional recreation resource. With racers in attendance from all over Southern California, and as far away as Nevada, Texas, and Illinois, it appears to have done just that. Another program held in the City's open space was the Walk on the Wild Side Nature Education Pilot Program in collaboration with the Glendale Unified School District. Third through fifth graders from four elementary schools were transported to Deukmejian Wilderness Park for hands-on instruction in Life Science and Physical Science. The program emphasized the study of ecosystems, energy and matter, changes in the Earth's surface, rocks, and minerals.

Community Services & Facilities

Looking Ahead...

Glendale has challenging years ahead given the current economic climate, especially as it relates to new development and programming. Redevelopment funds have been used by the City for development of recreational facilities in the City's most park deficient neighborhoods. However, with the State Legislature curtailing redevelopment powers, this funding resource will be drastically diminished. Investment in park and recreation facilities will soon become the City's sole obligation in the absence of redevelopment funding. Accordingly, the City will strive to maintain the quality of service by providing core services and will look towards partnering with community organizations to provide the services and programs that may have been eliminated due to budget cuts.

The City will also begin construction on Maryland Avenue Park, continue the seismic upgrade on the Le Mesnager Barn, and complete the Riverwalk project, which includes approximately a mile of recreational bicycle and pedestrian trail, a small equestrian facility, and two small park areas.

In order to avoid blight and ensure safety and security on public grounds, the City will: continue to maintain the tree trimming program at all parks to mitigate hazards and improve the health and longevity of trees, complete turf renovations at various parks, rebuild trails on adjoining hillsides inside Verdugo Adobe Park, paint the inside of Casa Adobe, and replace the main water line at Scholl Canyon Baseball fields.

Finally, the City's libraries will undergo a series of remodels, updates and renovations including ADA upgrades to the Casa Verdugo Branch, interior improvements at the Montrose Branch, interior redesign of the Chevy Chase Library, major renovations at the Brand Library, and completion of the design phase of the Central Library Renovation project. These improvements will make the City's libraries better resource centers in Glendale.



Children at Play

Did you know?

- ◆ The City of Glendale has 280 acres of developed parkland and 5,034 acres of open space.
- ◆ Glendale has received five awards and designations recognizing its programs, parks and facilities.
- ◆ The Glendale Skate Park has been designated a top ten skate park in Southern California seven years in a row.
- ◆ Over 100 trees are planted throughout parks and green spaces as part of the annual Arbor Day Program.
- ◆ Community Services and Parks hosted 16 community outreach meetings to gather design input for Maryland Avenue Park.
- ◆ The City received the honor of the Largest Twist Dance by the Guinness Book of World Records with 1,692 participants during the 2010 Cruise Night event.
- ◆ There were only five days last year when the Glendale Sports Complex Fields were not utilized.
- ◆ The City served over 45,000 hot catered meals to over 1,000 seniors and delivered over 13,000 frozen nutritious meals to over 120 homebound seniors.
- ◆ A total of 48 public facilities are managed by the City.
- ◆ The Municipal Services Building at 633 E. Broadway, an architecturally unique and award-winning structure, has been seismically retrofitted using an innovative vibration control solution with an elevated building foundation and high damping rubber bearings.



2010 / 11 QUICK FACTS

Electric meters replaced through Smart Meter Project **84,800**

Water meters upgraded through Smart Meter Project **33,500**

Trees maintained and trimmed **1,500**

Linear feet of water pipes cleaned and lined **55,000**

Square feet of street asphalt repaired, removed, or replaced **113,200**

Square feet of potholes repaired **21,600**

Square feet of sidewalks repair **46,700**

Linear feet of sewer mains cleaned **1,690,600**

Linear feet of sewer mains inspected **278,800**

Linear feet of storm drains cleaned **730**

Linear feet of storm drains inspected **3,827**

INFRASTRUCTURE & MOBILITY

The City is continuing to thrive with new entertainment and dining destinations to draw small and large businesses, families, and visitors. Maintaining existing infrastructure and developing suitable mobility options takes determination, planning and forward thinking.

As one of the few cities in Southern California that operates its own utility, Glendale provides reliable, high-quality, sustainable power, water, and wastewater services to its customers. The City employs its own engineers who design and oversee capital improvement projects, as well as field staff whose day-to-day efforts help to maintain critical infrastructure.

Glendale remains a City focused on the development of long term mobility solutions in an effective, efficient and sustainable manner. At the heart of this effort is the Glendale Amtrak and Metrolink Rail Station, named the Glendale Transportation Center (GTC). The GTC serves as a central transportation hub and is extensively utilized by Amtrak, Metrolink, Greyhound, Metro, and the Glendale Beeline.

The City is further enhancing its mobility initiatives through an update to the Glendale Bicycle Master Plan (BMP) in order to provide a convenient, useful, and interconnected bicycle transportation system that serves both commuter and recreational users. Once complete, the plan will include various infrastructure improvements including bicycle facilities, new bike routes, installation of secured parking equipment, and expansion of education programs to improve the riding environment for bicyclists.



Infrastructure & Mobility ACCOMPLISHMENTS



Fairmont Bridge

Fairmont Avenue Extension Project

The Fairmont Avenue Extension Project was recently completed, which consists primarily of the construction of the Fairmont Avenue Bridge. This one-mile addition extends Fairmont Avenue to the west over San Fernando Rd., the Southern California Regional Rail Authority railroad tracks, and the Verdugo Wash to connect to Flower St. in a developing business district. The project provides safer, easier and faster access to the SR-134 and I-5 freeways for businesses in the Grand Central Business District of west Glendale. A soundwall was incorporated into the bridge design in order to mitigate vehicle noise. Decorative light fixtures, architectural features, and landscaping elements further enhanced the structure. At \$44 million, this is one of the largest public works projects ever undertaken by the City.

Smart Grid

Glendale Water and Power (GWP) successfully replaced 120,000 electric and water meters with new Smart Meters. Smart Meters are the first step to implementing the Smart Grid, a technology that will provide real-time usage data to customers and help them conserve energy and water. Once complete, this initiative will present GWP with the tools to provide more competitive prices, “demand reduction” programs, and lead to the acquisition of more renewable resources.

Compressed Natural Gas Fueling Facility

A compressed natural gas (CNG) facility was built adjacent to the Glendale Transportation Center to refuel the City fleet of CNG-powered Beeline buses, City refuse trucks, and private taxicabs. The new facility is the result of a productive partnership with Clean Energy, the company operating the facility.

Glorietta Reconstruction Project

The Glorietta Park Substation Reconstruction Project included the incorporation of advanced Smart Grid technology which will be the pilot for the expansion of the City’s distribution automation initiative. This substation was upgraded from 34kV to 69kV to increase reliability to the northern portion of Glendale and provide backup to three other neighboring substations.



Glorietta Substation

San Fernando Road Rehabilitation Project, Phase I

California Proposition 1B program funding was used to rehabilitate approximately 1.7 linear miles of hardscape on San Fernando Road and select adjacent streets between Doran Street and Colorado Street. The resurfacing took place with new asphalt

rubber hot mix street pavement that not only improved the ride, but also was environmentally friendly because it contained recycled tires. Damaged curbs, gutters, driveway aprons, sidewalks, curb ramps, reef drains, sewer mains, and house connection laterals were removed and replaced. The \$2 million project was designed by City staff with construction performed by a private contractor. Phase II of the project, between Pacific Avenue and Glendale’s southern border, is currently underway.

Chromium 6 Testing

Glendale’s new state-of-the-art Water Treatment Plant is a Chromium 6 testing and demonstration facility. This facility conducts ongoing research of drinking water that will benefit cities and water agencies that have Chromium 6 in their water supplies. Based on recent research, early indications are that the State may lower the acceptable Chromium 6 levels in the future.

ADA Curb Ramp Installation and Sidewalk Repair Program

The City completed the Fiscal Year 2009-10 Americans with Disabilities Act (ADA) Curb Ramp Installation and Sidewalk Program. This project involved the removal and replacement of broken sidewalks caused by roots of street trees, installation of ADA compliant curb ramps, and removal of dead street trees. The work covered the western tip of the City, south of the I-5 freeway and the area north of Kenneth Road between Grandview Avenue and Brand Boulevard. This repair program ensures uninterrupted access to the City for individuals with disabilities.

Infrastructure & Mobility

Looking Ahead...

Due to budget constraints, the City has not dedicated any sales tax funds over the past two years to the Capital Improvement Program which pays for infrastructure projects. In spite of staffing and funding cuts, the City was able to improve the overall rating of City streets from a Pavement Condition Index (PCI) rating of 73.0 in 2005 to a rating of 74.6 in 2010. Faced with upcoming budget cuts, the City will continue to strategically allocate limited public funds to the Capital Improvement program.

The City has several large projects either underway or on the horizon including the overhaul of the Doran Wastewater Pumping Station, Seismic Retrofit and Remodel of Brand Library, citywide traffic signal improvements, upgrades to the Grayson Power Plant, construction of the new Rockhaven Well, and reconstruction of the Grandview Substation. The City is also considering ways to improve operations and maximize resources such as the development of departmental strategic plans, the creation of a zero waste plan, the development of a waste conversion project, and the pursuit of the expansion of the Scholl Canyon Landfill.



Did you know?

- ◆ GWP purchased the Scholl Canyon landfill gas extraction facility, which produces methane gas from decomposing landfill waste. The production of methane gas, the main component of natural gas, has resulted in an approximate 9% reduction in residential electric rates.
- ◆ The City recently invested more in bicycle lanes, shared roadway markings or “Sharrows”, and bike racks in order to make the City more bicycle friendly.
- ◆ Ten Pacific Surfliner trains serve the Glendale Transportation Center daily and 54 Metrolink trains serve the station each weekday.
- ◆ GWP was honored by one of the nation’s largest publicly-owned drinking water utilities for exceptional performance.
- ◆ The sewer system carries away and protects the community from deadly bacteria, viruses and diseases such as cholera, typhoid and hepatitis.
- ◆ GWP was one of the first 100 utilities nationwide to receive a \$20 million Smart Grid Investment Grant from the U.S. Department of Energy.
- ◆ Along with Fire and Police, select Public Works and Glendale Water & Power field employees are classified as first responders during disasters, and have worked tirelessly through recent rainstorms, mudslides and fires to maintain roads, hillsides and utilities to keep Glendale residents safe.

ARTS & CULTURE



2010 / 11 QUICK FACTS

Art classes offered through the Life Long Learning Program	90
Children taking art classes through Life Long Learning Program in 2010	1,304
Adults taking art classes through Life Long Learning Program in 2010	1,461
Artists exhibiting work through the Glendale Area Temporary Exhibitions (GATE) Program	30
Public art installations commissioned through public/private projects	6
International language books and DVDs at local libraries	35,000
Art, dance and music events at Brand Library	167
Library books borrowed	1,312,743
Library books borrowed in a language other than English	48,706
Artists exhibiting work at Brand Library Art Galleries	106

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 also 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 does private development through the Citywide Art Program.

The City's investment in the renovation of the Brand Library and Art Center, the preservation of the Alex Theatre and other historic facilities, and the attraction of the Museum of Neon Art to downtown Glendale, demonstrate a long-term public commitment to the arts. 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 forever embraced the arts and become a part of the community's cultural heritage.

Through arts programming and cultural 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 and promoting the education and participation in the arts by creating an arts-friendly and arts-aware environment.



Arts & Culture

ACCOMPLISHMENTS

Incorporation of Public Art

The City encourages the inclusion of public art in public Capital Improvement Projects (CIP). Recent CIP projects with public art include the Adult Recreation Center, Pacific Pool Project, and Maple Park Community Center. The Citywide Art Program also seeks to promote a diverse and stimulating cultural environment. The Program encourages the creative interaction of artists, developers, designers, City officials and community members during the design of development projects, in order to incorporate art that is appropriate to the site and meaningful to the community. Since the adoption of the Art Program, two upcoming private downtown development projects will incorporate significant art.

ART from the Ashes

The Glendale Parks & Open Space Foundation, in collaboration with ART from the Ashes organization, hosted an art exhibition benefiting the restoration and rehabilitation of Deukmejian Wilderness Park. The exhibition featured art pieces created from burned materials removed from the Park after the Station Fire. The exhibition welcomed over 2,000 guests and raised over \$40,000 through the sale of 95 art pieces.

Art Donation

World renowned artist Michael Kalish dedicated an art piece consisting of a brush jacket and helmet in honor of retired Glendale Firefighter Bill Jensen, who was severely injured in 1996 while fighting the Calabasas Fire. The artwork, titled "Monumental," is made of metals from an old fire truck and is a tribute to all firefighters. The 400-pound piece will ultimately be installed in a prominent location downtown. The Travel Channel co-sponsored the project and filmed the event which will air on their network.



Brand Library Art Galleries

Brand Library and Art Center

Due to its regional draw, the Brand Library and Art Center has distinguished itself as a successful exhibit space. Recently, the Galleries presented eight exhibitions, featuring 35 Southern California artists, including the works of noted graphic artist David Byrd, best known for his iconic posters, Follies and the Broadway musical Godspell. The Galleries also provided the venue for the Arts and Culture Commission's annual Open Studio Tour exhibition.

In partnership with the Brand Associates, a new series of lectures and demonstrations entitled "Talking About Art" was launched. Additionally, the Brand Associates sponsored the 39th annual Works on Paper exhibition, curated by Gloria Williams from the Norton Simon Museum, featuring works from over 60 artists. Finally, the annual music series presented four concerts featuring ten musicians performing on the piano, flute and guitar, along with several vocal performances.

Glendale Area Temporary Exhibitions (GATE)

This new program creates professional quality gallery art installations in vacant storefronts as a tool to address stagnant

and vacant spaces by generating sidewalk activity and pedestrian interest. As a secondary benefit, the program helps to promote arts in the downtown.

Alex Theatre

In 1992, the Redevelopment Agency made a substantial investment in the arts by purchasing and restoring the Alex Theatre as a regional performing arts venue. Resident companies include the Los Angeles Chamber Orchestra, Gay Men's Chorus of Los Angeles, Musical Theatre Guild, Alex Film Society, Glendale Youth Orchestra, and Glendale Pops Orchestra. The Theatre is an important cultural and economic landmark in Glendale and is listed on both the National and State Historic Registers.

Museum of Neon Art

Glendale's newest cultural venue, the Museum of Neon Art (MONA), exhibits contemporary art in electric and kinetic media and photography that documents neon. MONA also incorporates the history and science behind the phenomenon of the luminous tube. MONA currently has a permanent collection of 80 vintage signs which will be housed at its new permanent downtown Glendale location at 216 S. Brand Blvd.

Looking Ahead...

Within the next several months, the City will begin offering free display space as part of the Life Long Learning Program to students and instructors for art displays as a way to integrate and foster public awareness of the arts.

Through the Cultural Affairs Division's participation in the Arts & Economic Prosperity IV Study, a national economic impact study hosted by Americans for the Arts, information from eligible nonprofit organizations will be collected. These reports, which will be completed in May 2012, will quantify the economic impact of the arts and culture industry in Glendale. Specifically, the results will indicate the total number of jobs created and amount of money generated. These reports will provide potential donors with compelling and up-to-date data regarding the role that art plays in the City's economy.



Public Art on Private Property

In an effort to preserve a significant piece of history and its status as a regional repository of art and music collections, the Brand Library and Art Center renovation project will soon commence, resulting in its temporary relocation for an 18-month period. Facility upgrades will include seismic, mechanical, electrical, plumbing, ADA, and space improvements. In addition to these preservation efforts, the establishment of historic districts throughout the community will protect and enhance the architectural and historic character of neighborhoods.

The current renovation efforts at the Central Library will redefine its role within the civic campus by providing new access points and a stronger relationship to the Adult Recreation Center, Central Park, and downtown. With the number of art and music opportunities in the downtown area growing, the advent of the Glendale Area Temporary Exhibit program (GATE), and the opening of the Museum of Neon Art, the Central Library is further looking to partner with various art groups to create a richer cultural experience in the downtown.

Did you know?

- ◆ The ART from the Ashes Exhibition provided a gateway for three artists to be featured in a high profile television series and press outlets such as Treehugger and Interior Design Magazine.
- ◆ Glendale high school students can participate in a banner Competition where the winner's artwork is displayed on the façade of the Bob Hope Airport terminal tower.
- ◆ The Library will broadcast the Treehouse Tales story programs in Armenian and Spanish.
- ◆ The Brand Library and Art Center was included in a recent Sunset Magazine article featuring One Perfect Day in Glendale.
- ◆ The 1904 El Miradero mansion is home to the Brand Library and Art Center, where visitors can attend art exhibits and concerts. The L.A. Opera (with Plácido Domingo's help) conducted a free performance here on May 7th, showing off its rising stars.
- ◆ The GATE Program utilizes more than 10,000 SF of vacant space, which is larger than the Santa Monica Museum of Art.
- ◆ 89 properties are listed on Glendale's Register of Historic Resources. The Derby House, designed by Lloyd Wright, and the Alex Theatre are on the National Register of Historic Resources.
- ◆ Glendale has three Historic Districts: Cottage Grove, Royal Boulevard, and Ard Eevin Highlands.
- ◆ Brand Library maintains a collection of 50,000 music recordings, 35,500 art books, 19,400 music books, and 9,800 recreation & performing arts books.

SUSTAINABILITY



2010 / 11 QUICK FACTS

Tons of automated curbside & multi-family recycling collected
————— **11,200**

Tons of automated yard trimmings collected
————— **18,500**

Tons of street sweeping debris recycled
————— **1,700**

Recycled tires used in street projects
————— **28,800**

Composting bins distributed
————— **160**

Tons of backyard composting collected
————— **1,476**

Number of composting workshops hosted
————— **6**

Number of water-wise landscaping workshops hosted
————— **3**

Tons of bulky item and public works debris recycling collected
————— **2,550**

Tons of metal and electronics recycling collected
————— **126**

Christmas trees recycled
————— **10,500**

For many years, Glendale has embraced sustainability efforts given current and future environmental challenges. The City seeks out new technology and innovation to foster and promote sustainability and is among the first public agencies to successfully implement sustainability improvements such as the landfill gas to energy system, curbside recycling program, storm drain catch basin inserts, alternative fueled vehicles, and energy saving retrofits.

More recently, the City has embarked on a conscious effort to support environmentally friendly policies involving sustainable building design, construction, operations, and implementation of green building standards. Through the integration of sustainable building methods and materials, and the installation of advanced technologies such as Smart Meters, Glendale 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.

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

Zero-Waste Strategic Plan

The first Zero Waste Strategic Plan, which identified actions necessary to eventually eliminate the discharge of all waste through recycling, reuse and/or waste to energy conversion, was completed. Some of the measures identified in the plan that the City can implement include mandatory commercial recycling, food-waste composting at restaurants, the construction of a commercial resource recovery park which allows for advanced sorting and recycling of the city's waste stream, and the development of a conversion technology project. By incrementally implementing the measures identified in the plan, the City can save resources, increase its waste diversion rate, and get closer to the ultimate goal of zero waste.

Greener Glendale Plan

The United Nations Urban Environmental Accords (UNUEAs) established 21 actions that cities can foster to achieve greater sustainable living. The recently completed Greener Glendale 2010 Report analyzes the City's sustainability efforts in adhering to these 21 actions which focus on toxic reduction, habitat restoration, climate change, and waste water reduction. After reviewing the report, the City Council has publicly committed to completing work toward achieving these actions.

Purple Works Project

The Public Works Department formally transitioned its water-using vehicles from a potable to reclaimed water system. This transition effort, called the Purple Works Project, included all water tanker trucks, street sweepers and wastewater flusher vehicles. All reclaimed water pipes and hydrants are purple in color to distinguish them from potable water. This effort is anticipated to save over 2.5 million gallons of potable water each year.

Glendale Green Building Code

The State of California's mandatory California Green Building Standards Code (CALGreen) went into effect January 1, 2011, requiring new green building standards for construction and establishing both mandatory and voluntary measures. These include energy and water efficiency, material conservation, resource efficiency, environmental quality, and planning and design. The City Council further amended the Glendale Green Building Code to implement standards beyond CALGreen's minimum requirements. Some of the standards include permeable outdoor surfaces, energy performance, radiant roof barriers, HVAC systems, solar energy, natural light and ventilation, and building commissioning.

Bike to Work Day

Glendale's Employee Ridesharing Program promotes everything bike-related in the month of May in observance of the Annual Bike to Work Day and encourages City employees to "two-wheel" it to work. In partnership with Los Angeles County Bike Coalition (LACBC), informational seminars on bike repair and safety tips were held. The turnout has always been a success and in 2010, two local pit stops provided snacks and refreshments to keep 50 cyclists pedaling.

Smart Grid Technology

Utilities across the nation are installing Smart Meters and moving towards a Smarter Grid for a variety of benefits. Modernizing our electrical and water infrastructure by integrating new technologies helps bring our system into the 21st century in order for us to meet the future needs of our community in a safe, reliable and environmentally responsible manner. These new meters will provide enhanced and timely usage data securely to customers, and offer customers new tools to better manage their energy and water use; thereby helping them make informed choices that save money and protect the environment in ways that would be impossible with traditional meters.

GWP Water Saving Landscaping Classes

Glendale Water and Power partnered with the Pasadena, Burbank and Crescenta Valley Water Districts to offer free water saving landscape classes to customers. Customers learned how to plant and grow water-wise gardens, incorporate low-water use and native plants, and were provided with options for lawn replacement. They also learned methods for keeping landscapes green during periods of mandatory water use reductions. These landscape classes provide useful tools to create sustainable, water efficient landscapes.



Teton Hydroelectric Generating Station

Looking Ahead...

Sustainability impacts everyone's way of life and the commitment to implement sustainable practices throughout the community is the responsibility of a far reaching collaboration among the City, residents and businesses. As part of the citywide installation of Smart Meters, future in-home displays and a secure internet portal will allow residents and businesses access to their electricity and water usage, encourage conservation, and offer participation in different pricing plans that better fit individual lifestyles. Additionally, through remote meter reading capabilities, Glendale Water and Power will be able to pinpoint service outages much faster, allowing for quicker service recovery and water leak detection, thereby saving valuable water resources.



Smart Meter Installation

Compliance with increasingly stringent environmental regulations is expected to be a challenge in the upcoming year. Despite continued reductions in local government budgets, new costly unfunded mandates and regulations are foreseeable. For example, the existing Los Angeles Region National Pollution Discharge Elimination System (NPDES) permit will soon expire and the requirements for the new permit are expected to be very rigorous. Another example is State legislation for utilities

mandating the use of renewable energy sources, energy storage and greenhouse gas reductions which will pose a challenge for Glendale Water and Power's efforts to reduce utility rates.

Despite these challenges, the City will not stop seeking new technologies and innovation in the field of sustainability. One example is the current analysis for the potential construction of a waste conversion facility where waste would be converted into energy instead of deposited into the landfill. Additionally, the City is monitoring the development of new technologies where old street asphalt is being converted into new asphalt at the construction site. Finally, most of the City fleet of vehicles is currently being converted to low-emission compressed natural gas.

As we look ahead, sustainability remains an ongoing challenge because in our densely populated desert region, water will always be in short supply. Glendale residents have demonstrated an understanding of this reality by exceeding local mandatory water conservation goals by an 18% reduction of water usage. Likewise, environmental concerns mean we must use less coal and more renewable sources to generate electricity. The City is preparing for the future through an energy portfolio that includes 23% renewable sources, one of the highest in the State. Through reduced reliance on fossil fuels and lower carbon emissions, Glendale is committed to achieving an energy portfolio of 33% renewable sources by 2020.

As finite natural resources continue to diminish, we must all endeavor to live in a more sustainable manner. For local agencies, Glendale is proud to be a leader in this field.

Did you know?

- ◆ The City first introduced alternative fueled vehicles powered by propane into the Beeline transit system in 1986.
- ◆ Glendale roads are constructed with rubberized asphalt which is derived, in part, from old recycled tires.
- ◆ The City collects, diverts and recycles all street sweeping debris into fully recyclable material such as compost or daily cover for landfills.
- ◆ Glendale Water and Power offers residential customers up to three free shade trees to help lower their air conditioning costs.
- ◆ Approximately 23% of Glendale Water and Power's energy requirements are derived from renewable sources, such as hydropower generated at Hoover Dam, the City's Scholl Canyon landfill gas to energy facility, wind farms, solar energy, and geothermal energy.
- ◆ New Smart Meters have already helped identify two major water leaks that had been causing 700 gallons of lost water per hour.
- ◆ Glendale has four community gardens where participants grow their own 100% organic food.
- ◆ The City's water system delivers 9.16 billion gallons of drinking water to the community.
- ◆ Glendale Water and Power conducts more than 4,000 water sample tests per year throughout its storage facilities and pipelines.

Performance Measures
Fiscal year 2011 / 2012

Performance Measures

Informed & Engaged Community

STRATEGIC OBJECTIVE: Conduct the business of government in the best interest of the public, with integrity, openness and inclusion through the integration of technology to enhance government service delivery and foster community access to information and government resources.

Measurement	2011 Target	2011 Actual	2012 Target
ADMINISTRATIVE SERVICES			
100% of all adopted budget adjustments will be entered within 1 month from the date the budget adjustment was approved	100%	82%	100%
The general ledger accounting cycle will be closed within 21 calendar days after the month-end	100%	100%	100%
Produce the Comprehensive Annual Financial Report (CAFR) that meets the award standards of the GFOA	12/31/10 Submission	Award Received	12/31/11 Submission
Produce an Adopted Annual Budget document that meets the award standards of the GFOA	9/22/10 Submission	Award Received	9/28/10 Submission
CITY CLERK			
Notice all public meetings properly and in accordance with the law	100%	100%	100%
CITY TREASURER			
The Monthly Report of City Investments will be posted to the City's website within 15 working days after the month ends	100%	67%	100%
The Quarterly Report of City Investments will be posted to the City's website within 15 working days after the quarter ends	100%	100%	100%
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)	100%	100%	100%
COMMUNITY DEVELOPMENT			
Hold community meetings to obtain community input for the North Glendale Community Plan	2	1	N/A
Hold community/neighborhood festivals and improvement programs; adopt-a-block, clean-up days, festivals (as measured by annual count of events & specific programs)	20 Events	20 Events	20 Events
Historic Preservation			
• Process Historic District application(s)	2	2	1
• Add properties to Glen. Register of Historic Resources	7	6	7
• Process Mills Act Applications	5	7	6
COMMUNITY SERVICES & PARKS			
The City will strive to continue to offer the current number of free events available to the public	11	10	2
Number of unduplicated seniors who receive a hot meal	45,000	45,407	46,000
Number of unduplicated homebound seniors who receive daily frozen meals	13,749	11,500	13,000
HUMAN RESOURCES			
75% of salaried open recruitments will be completed within 90 calendar days	75%	40.74%	75%
75% of promotional recruitments will be completed within 45 calendar days	75%	56.90%	75%
INFORMATION SERVICES			
Average Time to Close an AIMS Ticket	8 days	9 days	8 days
Number of PC's, Printers and Copiers	New	1,903	1,922
Number of Vehicle Radios	700	649	639
LIBRARY			
Number of adults, children and young adults participating in reading related programs	78,000	52,000	60,000
MANAGEMENT SERVICES			
Ensure request for public documents are compliant with all legal requirements	100%	100%	100%

Performance Measures **Safe & Healthy Community**

STRATEGIC OBJECTIVE: A community that is physically safe, free of blight, prepared for emergencies, with access to quality physical and mental care services.

Measurement	2011 Target	2011 Actual	2012 Target
COMMUNITY DEVELOPMENT			
Glendale will be graffiti free	150,000	162,380	150,000
Track number of red/yellow tagged units for unsafe dwelling units	50	26	40
COMMUNITY SERVICES & PARKS			
Number of programs and extent of services available to persons without health insurance	Fund 3 Health Care Programs	Funded 1 Health Care Program	Fund 1 Health Care Program
Number of duplicated and unduplicated persons served at winter shelter program	120	2066-Duplicated 1094-Unduplicated	100-Duplicated 50-Unduplicated
Number of persons that receive intake at Homeless Access Center	800	904	858
Number of unduplicated homeless persons that receive street outreach	100	263	150
Add permanent supportive housing units to the homeless continuum of care system	20 Units	10 units *PAG-9 units pending	5 units
HUMAN RESOURCES			
All Departments will conduct periodic Safety Meetings depending on their level of exposure and number of hazards	100%	50%	100%
FIRE DEPARTMENT			
Percentage of underground tanks inspected each year	100%	90%	100%
Number of "target" vegetation inspections performed annually	4,400	4,450	4,500
Number of students attending Jr. Fire Programs	2,300	1200	2000
Percent of response times under 5 minutes for fire and rescue services (NFPA 1710)	90%	72%	90%
Percent of 911 calls answered in 15 seconds or less (NFPA 1221)	95%	100%	95%
Percentage of multi-family and business occupancies that are inspected each year	45%	40%	45%
Percentage of Hazardous Material facilities inspected each year per Health & Safety Code Section 25508	33%	32%	33%
Percentage of Assembly, High Rise, Health Care Occupancies that are inspected each year	45%	20%	35%
POLICE			
Increase ratio by 10% of Neighborhood Watch Groups to total neighborhoods	25% Increase	77	85
Increase the number of CrimeStopper Hotline calls by 10%	Increase by 10%	65	70
Increase Community Outreach Participation Meetings	Increase by 10%	340	350
PUBLIC WORKS			
Produce two (2) public service announcements annually in order to inform and educate the public of pertinent public works issues such as health and safety, preservation of the environment and infrastructure maintenance	New	New	100%
Provide timely and quality 24/7 customer service through online Customer Service Request program	New	New	Yes
Customer contact is established within 24 hours of a complaint being reported to the Department	New	New	Yes
Provide daily updates on the Department website regarding activities, projects and programs critical to the City's infrastructure	New	New	Yes

Performance Measures

Economic Vibrancy & Fiscal Responsibility

STRATEGIC OBJECTIVE: Encourage the creation and attraction of high wage/high growth employment opportunities, supported by a skilled labor force through a healthy collaboration between businesses and a fiscally prudent and financially healthy government.

Measurement	2011 Target	2011 Actual	2012 Target
COMMUNITY SERVICES & PARKS			
Assistance provided to small/medium-size businesses	25	45	35
Entered employment rate for the Verdugo Workforce Investment Board for adult population	65%	65%	65%
Entered employment rate for the Verdugo Workforce Investment Board for dislocated worker population	81%	81%	81%
Entered retention rate for the Verdugo Workforce Investment Board for adult population	81%	81%	81%
Entered retention rate for the Verdugo Workforce Investment Board for dislocated worker population	83%	83%	83%
Number of companies assisted with retention/expansion services	25	30	30
Number of youth employed & gained paid work experience	New	560	375
MANAGEMENT SERVICES			
Maintain at least an "AA" bond rating or equivalent on all outstanding debt issues by all three credit rating agencies: Moody's, Standard & Poor's, and Fitch's	"AA" Rating	100%	"AA" Rating
PUBLIC WORKS			
Maintain a fair, competitive and equitable fleet rental rate for the Fleet Management Division to charge its customers	New	New	Yes
HUMAN RESOURCES			
Maintain a 75% closure rate within each fiscal year by moving claims toward conclusion in a highly efficient manner	75%	80.5%	75%

Performance Measures **Balanced, Quality Housing**

STRATEGIC OBJECTIVE: Responsible maintenance, preservation and development of a balanced mix of housing opportunities available to all segments of the population.

Measurement	2011 Target	2011 Actual	2012 Target
COMMUNITY DEVELOPMENT			
Prepare draft city wide design guidelines	50%	85%	100%
Perform building inspections	15,180	14,874	15,000
Provided funding, technical assistance, and oversee construction for rehabilitation of low income residents units through the Affordable Housing Rehabilitation Loan and Grant programs	40 Units	40 Units	20 Units
New affordable units to be produced	70 Units	70 Units	62 Units
Existing affordable units to be preserved	1,176 Units	1,116 units	1,185 units
Rental Housing Preservation Program (RHPP) Preserving the quality and habitability of rental housing units by inspecting for compliance with health, safety and maintenance standards (inspections conducted)	6,000	6,366	6,000
Rental housing units certified meeting basic habitability/maintenance standards (RHPP)	2,400 units	2,585 units	2,400 units
Families receiving rental assistance with a housing voucher	3,025 Vouchers	3,024 Vouchers	3,050 Vouchers
Reduce number of substandard commercial & residential properties; (as measured by number of abatement orders and number of cases filed) (case starts/case clears)	3,000/3,000	3,025/3,725	2,500/2,500
Total number of inspections/contacts of residential, commercial and industrial properties including abatements	30,000	39,038	30,000
Customer Service requests - responding to requests for service	16,000	17,239	16,000
COMMUNITY SERVICES & PARKS			
Number of tenant/landlord workshops	2	2	2
Number of tenants that receive information and attend workshops	4,000 Tenants	695 Tenants	700 Tenants
Number of landlords that receive information and attend workshops	40 Landlords	2	25

Performance Measures

Community Services & Facilities

STRATEGIC OBJECTIVE: Availability of accessible parks, community centers and community services tailored to the City's diverse needs, which enhance the character of the community and offer personal enrichment and recreational opportunities.

Measurement	2011 Target	2011 Actual	2012 Target
<p>COMMUNITY SERVICES & PARKS</p> <p>Develop new parks and facilities in an attempt to increase the number and types of facilities provided to the residents of Glendale</p>	<p>Renovate Griffith Manor Park; Maple Park, Deukmejian Barn; and Construct Pacific Park Pool.</p>	<p>Complete</p>	<p>Design Pacific Park Soccer Field, Maple Park Phase II, Carr Park Improvements; Construct ARC Phase II Central Park Improvements, Maryland Mini Park, Verdugo Adobe Restroom.</p>
<p>HUMAN RESOURCES</p> <p>100% of City Facilities will be inspected for compliance with safety standards</p>	<p>100%</p>	<p>50%</p>	<p>100%</p>
<p>LIBRARY</p> <p>Number of ebooks in collection</p>	<p>N/A</p>	<p>3,100</p>	<p>4,500</p>
<p>20,000 wireless access users annually and 250,000 users of Library computers</p>	<p>100%</p>	<p>91%</p>	<p>100%</p>
<p>Renovate existing libraries to upgrade, protect, and adapt facilities for improved and current library service delivery</p>	<p>Remodel of Casa Verdugo and Chevy Chase. Design of Brand and Central.</p>	<p>Continued design of Brand and Central. Architects chosen.</p>	<p>Begin construction on Brand. Complete design of Central. Complete remodel of Chevy and Casa.</p>

Performance Measures Infrastructure & Mobility

STRATEGIC OBJECTIVE: A city focused on providing a safe, efficient and reliable transportation and utility services through a well planned infrastructure and effective use of innovative technologies.

Measurement	2011 Target	2011 Actual	2012 Target
GLENDALE WATER & POWER			
Reduce electrical system usage losses to <10% by 2014	10%	8%	10%
Reduce unaccounted-for water to 5% by 2011	50%	80%	90%
Replace & Rehabilitate 25 miles of old pipe by 2014	50%	30%	30%
Achieve annual utility average OSHA incident rate of 2.0 by 2014	100%	100%	100%
Restore all minor power outages within 10 minutes of detection by 2014	10	> 10	10
Restore all major power outages within 20 minutes of detection by 2014	40	> 40	40
Increase annual electrical wholesale net revenue to \$10 million by 2014	35%	50%	50%
Reduce number of preventable outages to less than 25 per year by 2014	25	>25	25
PUBLIC WORKS			
Linear feet of sewer main cleaned	1.23 million	1.70 million	1.5 million
Linear feet of sewer main TV-inspected	200,000	278,860	250,000
Assess lower refuse fees than average in comparative cities	Yes	Yes	Yes
Tons of refuse from all sources accepted at the Scholl Canyon Landfill	300,000	331,000	300,000
Maintain a high quality on-time performance for the Beeline transit system according to a contractual agreement requiring no less than a 90% goal rate	90+%	90%	90%
Perform all scheduled Beeline preventive maintenance and inspections on-time on 35 buses	100%	100%	100%
Install and maintain optimal signalized intersections, pedestrian crossings, red-light enforcement technology, & conduct traffic calming, traffic safety outreach programs, & traffic impact studies	Yes	Yes	Yes
Maintain the City's PCI (Pavement Condition Index for local streets and roads) at 74.6	74.6	74.6	75

Performance Measures

Arts & Culture

STRATEGIC OBJECTIVE: Implementation and preservation of a rich variety of arts and cultural experiences celebrating the community's diverse cultures, values and heritage.

Measurement	2011 Target	2011 Actual	2012 Target
HUMAN RESOURCES 95% of all employees will complete harassment training every two years	95%	99.8%	95%
LIBRARY Number of materials borrowed in languages other than English	50,000	65,485	67,000
MANAGEMENT SERVICES Support and implement at least 4 cultural events that recognize and promote different cultures	4	4	4

Performance Measures

Sustainability

STRATEGIC OBJECTIVE: Implementation of sustainable City principles to protect the quality of the air, water, land and other natural resources; conserve native vegetation and other ecosystems, and minimize human impacts.

Measurement	2011 Target	2011 Actual	2012 Target
GLENDALE WATER & POWER			
Increase Grayson Power Plant Efficiency to <10,000 heat rate	20%	15%	25%
Reduce Green House Gas Emissions to 1990 levels by 2020	10%	50%	50%
Achieve a balanced energy portfolio of 33% renewable by 2020	60%	60%	60%
PUBLIC WORKS			
Maintain regulatory compliance according to Regional Water Quality Control Board mandates	Yes	Yes	Yes
Maintain regulatory compliance in accordance with National Pollutant Discharge Elimination System (NPDES) mandates	Yes	Yes	Yes
Maintain Regulatory Compliance with Southern California Air Quality Management District (AQMD) Rules and the Regional Water Quality Control Board	Yes	Yes	Yes
Maintain regulatory compliance in accordance with Regional Water Quality Control Board mandates by conducting restaurant inspections related to waste Fats, Oils, and Grease (FOG) discharges	757 inspections	605 inspections	650 inspections
Implement 20% of initiatives of Glendale Zero-Waste Plan by July 2013	New	New	Yes
Number of trees planted by the Glendale Public Works Department exceeds the number of trees removed	New	New	Yes
Tons of street sweeping debris recycled	New	New	1,500