

ADOPTED BUDGET 2014-15



CITY OF GLENDALE

BUDGET MESSAGE

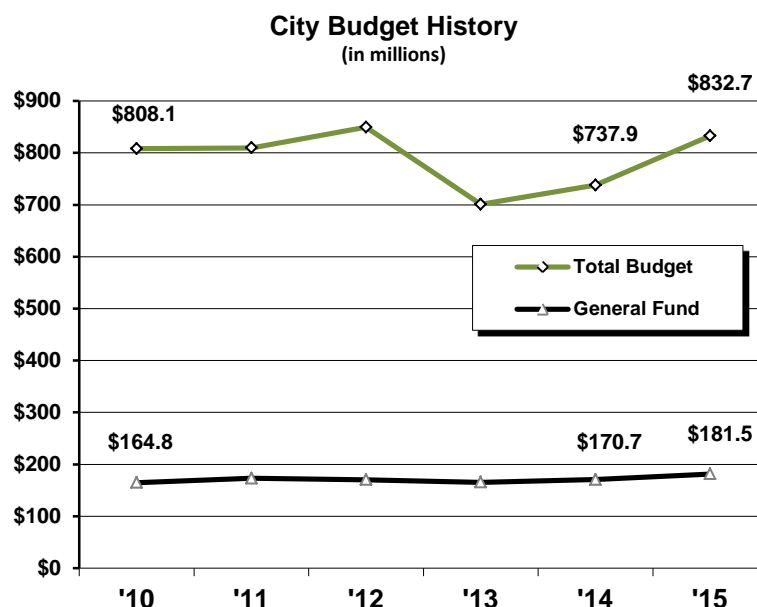
Honorable Mayor and Members of the City Council,

As your City Manager, it is my pleasure to present the adopted budget for all operations of the City of Glendale for Fiscal Year (FY) 2014-15. The slow economic recovery in conjunction with the State's efforts to address its budget deficit by taking resources from cities have combined to make these past few years some of the most difficult budget years in recent history. In spite of the difficulty involved in preparing this budget, however, the managers and staff from each department, as well as the City Council, have approached the challenge in a professional and constructive manner. The focus clearly remains on how to best serve our diverse community - carefully balancing the myriad of needs with limited resources.

The total adopted budget for FY 2014-15 is \$832.7 million and includes all City funds, departments and programs. The General Fund's total budget is \$181.5 million from which the City pays for services commonly associated with local government such as: police and fire services, libraries, parks, public works, and administration.

The budget represents a total of 1,579 full-time salaried positions plus City Council for a total of 1,584 positions. As a part of the FY14-15 Budget process, a total of 12 positions were added to the budget in Fire, Police and Public Works Departments, while a total of 16 positions were eliminated from the Human Resources, Management Services, Police, and Public Works departments. Thus, this represents a net decrease of four full-time positions from last year.

This budget incorporates the policy direction of the City Council for services and programs to address the needs of the community as identified during the three Budget Study Sessions held between April 29th and May 13th of this year. A public hearing on the budget was held on May 20, 2014 and the budget was adopted on June 3, 2014. This was a relatively early adoption of the budget but with a special municipal election on June 3rd to fill the Council seat vacancy originally created last year, and with uncertainty from the County of Los Angeles (which ran the election for us) as to when the election results would be finalized and certified, it simply made sense to bring the budget adoption in early June. This budget balances services and programs to address the many needs of our dynamic community within the context of diminished resources. Glendale is operationally balanced, meaning we have the capability to pay our bills, operate our systems and deliver an outstanding quality of life to our residents and businesses. That said, however, Glendale is not yet structurally balanced, meaning that we have systemic shortcomings in our organizational apparatus – we don't yet put enough money into technology upgrades and investments, we are slowly eliminating a deficit in our Workers' Compensation Fund, we are phasing-in increases to our fleet replacement fund. Further, with our employees agreeing to increase their share of the cost of their own employment, we are falling out of alignment with the market for high-quality employees. To be sure, all our line departments – from public safety to infrastructure maintenance to leisure services – have felt the sting of the Great Recession. To the credit of the City Council and our employees, issues that could be put off or delayed were postponed in favor of the most pressing needs. Generally, the calculation hovered around the anticipated impacts to our customers; important but less



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exciting investments within the organization were deferred. Like most any business organization, the City has had to prioritize its obligations and address its needs at the intersection of “what can lawfully be done?”, “what is most pressing?”, and “where do we get the greatest bang for our buck?” As an operationally balanced organization, we definitely can muddle along; addressing challenges as they arise year to year. However, if we are interested in preserving quality services and programs for our residents and customers over the long term, then the City will need to restructure again. While a hand-to-mouth existence can satisfy the basic needs of this organization and community today, it is a progressive and forward-leaning model that will secure our tomorrow. In an effort to free up capacity within the organization to make investments in people and programs, the City Council has allowed us to explore a separation incentive not unlike ones utilized in the private sector. This incentive will facilitate employees’ transition into retirement or other career opportunities. The net result is an evolved organization that will take shape as employees separate in the late summer. Depending on who takes the incentive, whether or not a given position is re-filled and when, and the skills and abilities of our future workforce, the City of Glendale will be a different organization. In this way, the fiscal year will be an entrée of the following year, and our “New Normal” will once more be redefined. Thus, we have characterized the FY 2014-15 budget as a “two-year budget.” It will be challenging, no doubt, but such challenges both build and reveal character, and it is this resilient and purposeful character that defines Glendale.

FY 2014-15 BUDGET OVERVIEW

The table below provides a summary comparison by major fund type, including the General Fund. The information provided here and throughout the budget document includes the actual expenditures for FY 2012-13, the original budget for FY 2013-14, the revised budget (includes all budget amendments approved by City Council) for FY 2013-14, and the adopted budget for FY 2014-15.

Total Appropriation Summary

Fund Type	Actual 2012-13	Adopted 2013-14	Revised 2013-14	Adopted 2014-15
General Fund	\$ 165,730,786	\$ 170,731,906	\$ 174,930,914	\$ 181,501,527
Special Revenue	95,650,661	89,983,396	109,416,055	96,683,890
Debt Service	3,877,180	4,092,062	9,482,062	3,053,500
Capital Projects	21,196,499	15,465,798	17,503,831	15,264,102
Enterprise	291,766,697	364,771,055	369,797,938	444,404,223
Internal Service	72,764,996	92,897,508	96,079,825	91,808,687
All Funds	\$ 650,986,819	\$ 737,941,725	\$ 777,210,625	\$ 832,715,929

The budget increase in the General Fund, when compared to last year, is mainly attributable to a one time use of \$7 million of Fund Balance to fund the Information Technology Data Center Upgrade (\$2 million) and the Central Library Renovation (\$5 million). Overall, there was an increase in the Salaries & Benefits budget relative to last year, mainly as a result of the increase in the PERS rate. Departments once again froze their discretionary Maintenance and Operation budget, and Internal Service Fund rates were held neutral relative to last year, except for the Fleet/Equipment Replacement, Liability Insurance, and Workers’ Compensation Rates. Fleet/Equipment Replacement Rates were increased to fund future replacement of existing vehicles, while Liability Insurance and Worker’s Compensation Rates changed based on recent claims experience.

Based on our revenue and appropriation estimates, we anticipated a minimal budget gap of approximately \$495 thousand in FY 2014-15 (this use of fund balance does not include the transfers to ISD and Library to fund the Information Technology Data Center Upgrade and the Central Library

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Renovation since these are one time transfers). This is an improvement relative to last year when we had to close a \$1.2 million budget gap. The primary takeaway is that although the Great Recession wreaked havoc on this organization, in partnership with our employees and volunteers, we have been able to sustain much of the service desired and expected by our community. Glendale has led the way in the areas of pension reform and compensation reform in order to help ensure that operating costs do not crowd out service provision to the community. This is not by accident, but rather it is a reflection of our employees' professionalism and dedication to the people they serve, through the City Council's vision, leadership, patience and discipline. And while we are more streamlined and productive than we have been in nearly twenty years, and while we continue to deliver on a value proposition that features exceptional customer service and an enviable quality of life, we must reconcile with the fact that you can only run so fast, so far, for so long. Thus, in the coming budget year, the City Council and community will need to make long-term decisions about our operational priorities and the means of funding them. The operational balance of our budget will only continue as long as we keep balance among our costs, obligations, desires, and visions.

The financial pressures are not limited to the General Fund. For Special Revenue Funds, program cuts at the State and Federal levels have reduced the amount of grant funding we will receive, most notably in the Community Development Block Grant (CDBG) Fund. The General Fund Capital Improvement program has been significantly scaled back over the last several years. As noted in prior years, we still have a significant fund balance deficit in the Workers' Compensation Fund. Lastly, aging infrastructure in the ISD Funds and the need to fund future replacement of vehicles in the Fleet Fund, pose financial challenges that need to be addressed in the coming years.

The elimination of redevelopment agencies in California has wiped out a major source of revenue that cities relied upon to rehabilitate blighted areas, repair aging infrastructure, and to fund affordable housing. After the Glendale Redevelopment Agency dissolved in February 2012, the City elected to serve as the Successor Agency for the former Redevelopment Agency. The Glendale Successor Agency is responsible for winding down redevelopment & housing operations, paying off debt service, and completing certain remaining infrastructure construction and community development activities as included in the State's approved Recognized Obligation Payment Schedules (ROPS). As Glendale emerges from the disruption and fiscal angst caused by the dissolution of the redevelopment agencies by the State, it has an opportunity to revise its economic development effort from one focused on the built environment to a more programmatic approach to developing the local economy, improving the business environment and assisting businesses to grow and prosper. As such, in May 2014 the City Council authorized the formation of a non-profit public benefit corporation, the Glendale Economic Development Corporation, which is dedicated to encouraging growth by leveraging public-private investment and fostering economic vitality in Glendale.

GENERAL FUND RESERVES

As of the date of the last audited financial statements (fiscal year ended June 30, 2013), the General Fund unrestricted reserve was \$60.3 million, which represents 35.3% of FY 2013-14 General Fund appropriations. With the adoption of the FY 2014-15 budget, the anticipated General Fund reserve will be approximately 30.7% as of June 30, 2015. It should be noted that the General Fund reserve levels have historically been maintained above 30% in accordance with the current reserve policy (a floor of 30% with a target of 35%) adopted by the City Council.

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EFFECTS OF ECONOMY¹

Most indicators suggested that the U.S. economy ended last year with growing momentum that would presumably carry into 2014. This was good news considering the challenges the economy faced throughout 2013. Sluggish growth marked the first half of the year, in part because of federal sequestration budget cuts and other tax and spending policy changes called the Fiscal Cliff. Then, in October, the federal government shut down for over two weeks slowing down economic growth in the final quarter of the year. Even with these challenges, above trend growth materialized during the second half of the year, the unemployment rate fell from 7.9% to 6.7% (December to December), inflation remained benign, and the stock market turned in an outstanding performance. A strong finish in 2013 translates into a strong start to 2014. With indicators such as consumer confidence being on the rise and the unemployment rate continuing to edge down (U.S. unemployment rate was 6.7% in March 2014), 2014 should shape up as a year of solid but modest growth with continued improvement in the labor market, and with nearly all sectors of the macro economy contributing to the growth. It is forecasted that the U.S. economy will grow by 2.5% in 2014 and 2.9% in 2015.

California is back on track to reclaim its status as the Golden State. The steep decline of the California economy during the recession was exacerbated by seemingly uncontrollable fiscal challenges that began well before the downturn. Now, after nearly 5 years of recovery, California is on a more solid footing. Although the recovery continues to be very slow, the unemployment rate is falling; California's unemployment rate was 8.1% in March 2014 and is forecasted to be 7.1% in 2015. More people are finding jobs, the housing market is improving and for the first time in years, State budget surpluses are in sight. California's economy is projected to grow by 2.8% in 2014 (versus 2.7% for the nation) and by 3.5% in 2015. In spite of a more positive outlook for California's economy, the State's Budget, rising health care costs, the lack of immigration reform, domestic out-migration and California's perennial water problems all represent risks to the state economy lurking on the not-so-distant horizon.

What do these indicators mean for Glendale? With positive indicators such as rising consumer confidence, improvements in the housing market, increased construction activity, and reduced rate of unemployment, Glendale is forecasting modest growth in the key General Fund revenues such as property, sales, and utility users taxes for the upcoming year. Long term growth rates for General Fund revenues are projected to grow rather modestly, averaging about 2.8% annual growth over the next five years. The bad news is that revenue growth is not keeping pace with the growth in expenditures. This further indicates that while Glendale is operationally balanced, Glendale is not yet structurally balanced. Thus, if we are interested in preserving quality services and programs for our residents and customers over the long term, then the City will need to restructure again.

FIVE-YEAR FINANCIAL FORECAST

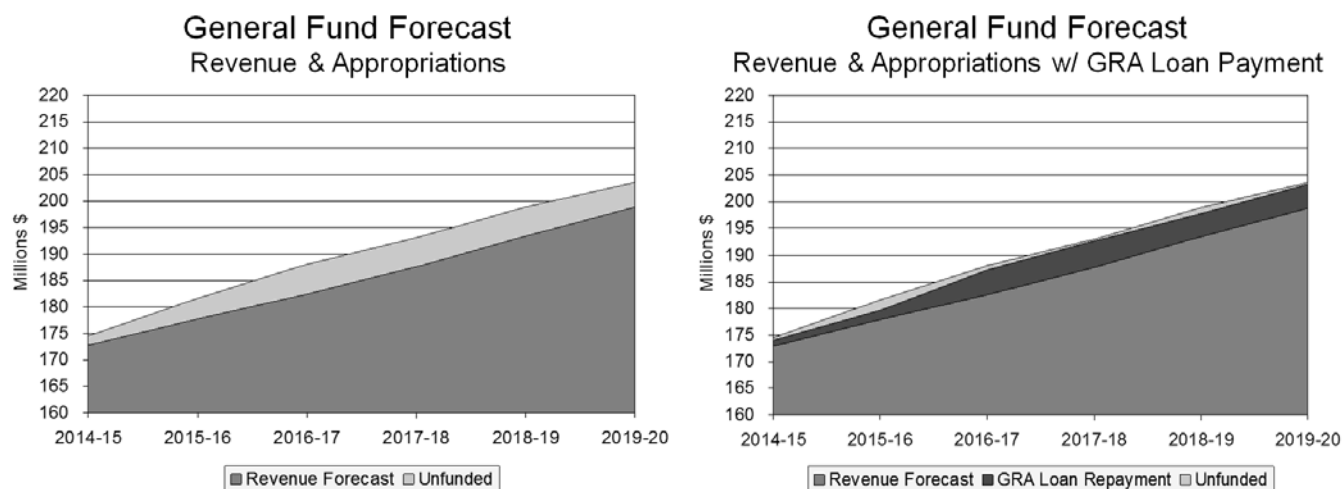
In recent years, forecasting has taken a vital role in Glendale's budget planning, prompting us to make appropriate budget adjustments during the year to successfully meet challenges. During the FY 2014-15 first budget study session, we provided a General Fund Forecast to the City Council. Many variables were taken into consideration as we do not know what the future holds or what our actual revenues will be. It is difficult to predict economic booms or busts that will impact the forecast. Revenue estimates are conservative and assume no voter approved revenue increases or potential new tax revenue from new businesses relocating to Glendale (i.e. new Auto Dealerships, Retail, Restaurants, etc). Expenditure estimates are equally conservative factoring in increases for major cost drivers such as PERS and medical benefits.

¹ Data in the Effects of the Economy Section obtained from the Los Angeles County Economic Development Corporation's 2014-2015 Economic Forecast & Industry Outlook and the Department of Labor Website.

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Based on our conservative assumptions, our five-year forecast gives us a path towards achieving structural balance while outlining the challenges that lay ahead. The good news is that all of our costs – operational (day-to-day staffing and maintenance & operation), long-term employment obligations (PERS and OPEB), organizational infrastructure (Internal Service Funds), and capital replacement – can largely be met by even modest and sustained growth in our revenues. The bad news is that meeting all of these obligations requires an average 3.4% annual revenue growth rate in the General Fund; while our expected average annual rate is 2.8% (through FY 2019-20). Further, the uncertainty of the GRA loan repayment threatens our financial position in the out years since, as depicted in the chart below, we are relying on these funds to reduce the unfunded portion of our obligations.



These future projections do not presently assume any compensation increases for employees beyond those which have been previously agreed upon and salary step progression. This economic assumption was necessary to develop a comparative baseline – after all, revenue and appropriation estimates provided today will always change over time. Therefore, it is awfully difficult to assign a value to future increases. Likewise, it is not realistic to presume that salaries and benefits will remain flat for an extended period of time while we endeavor to deliver the same level of service. The five-year financial forecast does give us a reference point to draw from. We are a service business, after all, and so goes our people costs, so goes our cost-efficiency. Our employees at large have already participated in the compensation restructuring efforts that pushed Glendale to the forefront of municipalities. Over the years we have been increasing employees' contributions towards pension and medical benefits. In addition, many of our employees have gone six years without any kind of salary increase despite increasing costs affecting their personal household budgets (understanding, of course, that while individual salaries have not generally increased, rising PERS and other employment costs have in fact increased the value of the total compensation paid for our employees). System-wide cost increase needs to be matched with an ongoing revenue increase. If we cannot realize these new revenues and/or savings, then it will be difficult to increase the pressure upon the City budget from our single largest cost-driver: employee compensation which includes base salaries, PERS, health care and employment costs.

Given that our funding of OPEB, internal service funds and capital improvement is discretionary, we believe that the City will remain operationally balanced. Yet in order to achieve and maintain a structural balance (wherein all of our ongoing costs are met by ongoing revenues), Glendale must continue to focus on fiscal discipline as we're challenged to think of new ways to restructure and reshape our organization and consider the policy intersection of service provision, cost of doing business, revenue generation and quality of life. It is this understanding and knowledge that pushed us to think "outside of the box" and bring forth the concept of a separation incentive. As previously stated, City Council has

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allowed us to explore a separation incentive in an effort to free up capacity within the organization. The savings from this incentive can be invested back into the organization to address the needs that have been deferred in the last few years. This incentive will facilitate employee's transition into retirement or other career opportunities. The net result is an evolved organization that will take shape as employees separate in the late summer making FY 2014-15 a year in which change and reorganization will redefine the "New Normal."

FUTURE OUTLOOK

Despite the fact that the economy is improving and our economic indicators are all trending positive, we still face a tremendous challenge in the coming fiscal year: inching closer to achieving structural balance as the unknown pieces to the puzzle from the separation incentive unfold and the organization is reshaped in the fiscal year characterized as an entrée for the following year. The uncertainty of the GRA loan repayment also poses a real challenge for the future since we are relying on these funds to meet our operational obligations. Other significant challenges in the horizon include: expected rise in pension costs due to changes in the PERS actuarial assumptions, shoring up our Internal Service Funds, providing a stable funding source for General Fund Capital Improvement Projects, and implementing a long term funding strategy for the City's OPEB.

Moving forward, our continuing challenge is to minimize the negative impact on our community and customers from the past and future restructuring and ensure value to the taxpayers. Glendale's value proposition is the combination of the Council's priorities, the City's strategic goals and key performance indicators. Council ultimately sets the tone, the vision and the policy for the City. During this year's budget process, Council has reaffirmed the following priorities (see *Attachment A* to this message for detailed description):

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

These *priorities* have given rise to Departmental strategic goals that will alter, for the better, the way we deliver service and do business. These are goals that best indicate whether Departments had a "successful year". These goals are essentially the *outcomes* that we will strive for in the upcoming budget year. The key performance indicators provide a vehicle to measure our progress. They are the *outputs* in that they tell us what we are doing and how we are doing it.

Taken as a whole, the Council priorities provide the framework, the strategic goals give us our themes, and the key performance indicators, as listed in the *Strategic Goals* section of this document, measure the details. The management and measurement of our performance will help to bring clarity amid this period of uncertainty.

As Glendale continues to streamline its costs and strategic goals, quality of service and continuity are important - our customers must sense *value*. The organization must endeavor to have collaboration and meaningful communication with the community. With Council's vision and a team of high-quality, ethical professionals; our value proposition to the community is renewed and has once again shaped this year's budget process. We have characterized the FY 2014-15 budget as a "two-year budget." Depending on who takes the incentive, whether or not a given position is re-filled and when, and the skills and abilities of our future workforce, the City of Glendale will be a different organization with our "New Normal" being redefined once more.

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CONCLUSION

The FY 2014-15 budget for the City of Glendale is balanced with projected revenues and resources to support all projected expenditures. As in the past, this budget serves as the City Council's policy for providing the Glendale community with City services. At the same time, it serves as the City's financial plan for the year. This budget is reflective of the City Council and staff's desire to continue to improve upon existing programs and services. The goals of the City Council, along with the dedicated City staff who provide high levels of service to the community, continue to make Glendale a premier city and a most desirable place to live, work and play.

My appreciation to all the Department Heads and Budget Officers who worked on this year's budget, and especially to Yasmin Beers, Assistant City Manager; Robert Elliot, Director of Finance; Jason Bradford, Finance Administrator, the Finance Budget Team; and again tremendous thanks to the Mayor and City Council Members for your continued leadership throughout this year's budget process.

The FY 2014-15 budget poses many challenges and I look forward to working with you on implementing the goals set forth in this budget.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Scott Ochoa', with a stylized flourish at the end.

SCOTT OCHOA, CITY MANAGER

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BUDGET MESSAGE - ATTACHMENT A

CITYWIDE STRATEGIC GOALS AND CHARACTERISTICS

Fiscal Responsibility

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

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

Exceptional Customer Service

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

Economic Vibrancy

One of the City's major goals is fostering an environment that supports a diversity of vibrant businesses and job opportunities that are supported by a skilled labor force and a fiscally prudent and financially healthy government. In order to achieve this goal, the City strives to attract an appropriate mix of business and residential land use and maintains a balance between the City's workforce and housing. This is primarily achieved through a healthy collaboration between businesses and the City. The City also seeks opportunities for the creation and attraction of high wage/high growth employers and works towards the retention and expansion of local businesses. Finally, in an effort to maintain Glendale's financial viability, the City prudently maintains adequate resources and reserves for City provided services.

Informed & Engaged Community

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

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

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

The City of Glendale actively strives to encourage a sense of belonging for the entire community where residents take pride and responsibility for their City and neighborhoods. It is vitally important that residents feel a part of the community and participate in the governmental processes that affect their lives. As a result, City policies are designed to encourage neighbor interaction and community building through the creation and maintenance of common community spaces. To further achieve this goal, community events and activities aimed at building a “sense of community” among residents are routinely held throughout the City.

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

Safe & Healthy Community

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

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

Balanced, Quality Housing

As one of the fundamental elements of a healthy and stable community, the City is committed to providing a balanced mix of housing opportunities for current and future residents. We strive to provide affordable housing to all segments of the population including growing families, the elderly, single individuals, the disabled, and the homeless. While part of the City’s strategy includes the development of new housing, the City remains committed to the preservation of existing housing as well. Much of the City’s success in achieving this goal is attributable to effective land use and zoning regulations that promote housing development, as well as the development and maintenance of adequate infrastructure to support current and future housing needs.

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Community Services & Facilities

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

Another of the City's primary strategic goals is a focus on community services and facilities that address the diverse needs of the community. This includes the delivery of quality services and the preservation, development, or expansion of community centers (i.e. parks, libraries, senior centers, etc.) that are geographically located in places of greatest need and accessible by all residents. In addition, emphasis is placed upon providing excellent customer service and the ability to be adaptable and responsive to the changing needs in the community.

Infrastructure & Mobility

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

Arts & Culture

The City strives to establish a rich variety of arts and cultural experiences throughout the community. This includes the creation and support of diverse art and entertainment venues including theatres, galleries, museums, literary events, community festivals, and public art. The City attempts to support and promote local artists and arts organizations through the initiation of local arts and cultural events aimed at promoting the diverse cultures present within the community. As a long term goal, the City aims to promote education and participation in the arts by providing access to quality art experiences for the entire community. As a result of strong leadership and support, the City strives to implement ongoing programs to recognize the City's cultural heritage while planning for its future.

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

- Diverse and representative workforce within the City
- Businesses and services that serve the needs of our diverse community
- Diverse representation on City Boards, Commissions and Committees
- Special events that recognize and celebrate the City's diversity

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- Availability of multi-lingual City materials for public use
- Compliance with ADA and related accessibility requirements

Sustainability

One of Glendale's primary goals is the development of sustainable City principles either as a separate document or integrated into various elements within the City's General Plan in an effort to protect the quality of air, water, land and other natural resources located within the City's boundaries. Emphasis is placed upon conserving native vegetation, wildlife habitats, and preserving other ecosystems by minimizing human impacts. Additionally, the City continually complies with environmental laws and regulations and actively monitors its waste management, water, and electrical operations on an ongoing basis.