

# Glendale, California

**Annual Report  
2012 / 2013**

**July 1, 2011 – June 30, 2012**



# CITY OF GLENDALE **City Council**



Frank Quintero  
**MAYOR**



Laura Friedman  
**COUNCILMEMEBER**



Rafi Manoukian  
**COUNCILMEMEBER**



Ara Najarian  
**COUNCILMEMEBER**



Dave Weaver  
**COUNCILMEMEBER**

## ***Other Elected Officials***

Ardashes “Ardy” Kassakhian  
CITY CLERK

Ronald Borucki  
CITY TREASURER

## ***Appointed Officials***

Scott Ochoa  
CITY MANAGER

Michael J. Garcia  
CITY ATTORNEY

## ***Acknowledgements***

### **Project Coordinators / Editors**

John Takhtalian – Project Coordinator/Editor  
Tamar Hadjimanoukian – Editor

### **Annual Report Support Staff**

Tereza Aleksanian, Cassandra Alexander, Anne Bockenkamp,  
Elena Bolbolian, Jason Bradford, Rita Buchanan, Yvonne Guerra,  
Atineh Haroutunian, Jay Kreitz, Guia Murray, Christine Powers,  
Cassandra Pruett, Julie Schaeffer, Jay Wollenhaupt

Graphics Department – Design

# ABOUT THIS REPORT

The 2012-2013 Annual Report highlights Glendale's operations, programs, services, accomplishments, and future activities relative to the City's ten guiding Council priorities as follows:

- |                                 |                                    |
|---------------------------------|------------------------------------|
| 1. Fiscal Responsibility        | 6. Balanced, Quality Housing       |
| 2. Exceptional Customer Service | 7. Community Services & Facilities |
| 3. Economic Vibrancy            | 8. Infrastructure & Mobility       |
| 4. Informed & Engaged Community | 9. Arts & Culture                  |
| 5. Safe & Healthy Community     | 10. Sustainability                 |

The first part of this report expands on each Council priorities and the second part provides a progress report for the City. This progress report is based upon a set of established measures that are used as the basis for determining Glendale's performance during the preceding and current fiscal years.

## Employee Code of Ethics

### *Purpose*

As City of Glendale employees, we are charged with the fundamental responsibility of safeguarding the public trust in local government. Glendale employees provide unique functions that are vital to the well-being of the community. Our citizens depend on us to provide these services in an efficient and consistent manner, free of bias, while demonstrating the highest standards of responsible and ethical conduct.

### *Our Core Values*

**Excellence** Striving to provide the best quality public service.

**Integrity** Demonstrating steadfast consistency of actions, values, methods, measures, principles, expectations, and outcomes.

**Honesty** Being straightforward in our words and actions, never tolerating lying, cheating, stealing, or deception.

**Trust** Earning confidence through committed actions.

**Fairness** Acting in a manner free from self-interest, favoritism, or bias.

**Teamwork** Doing our part to assist and support each other in harmony.

**Respect** Maintaining a high regard for everyone.

**Accountability** Accepting responsibility for the quality and completion of our services as stewards of the community's assets.

**Compassion** Exercising care and courtesy while being helpful, sensitive, empathetic, and understanding of everyone's needs.

**Cultural Awareness** Respecting our differences while focusing on common ground to build community.

### *Guiding Principles of Ethical Conduct*

**Act with integrity** in all situations and relationships.

**Be fair and impartial** with all decision making.

**Conduct government openly**, efficiently, equitably, and honorably so that the public can make informed judgments.

**Provide superior service** and maintain a high regard for everyone without favoritism or prejudice.

**Safeguard public confidence** in the integrity of government.

## Table of Contents

Roster of City Officials.....	Inside cover
Employee Code of Ethics.....	1
About Our City.....	2
Community Profile.....	3
Fiscal Responsibility.....	4
Exceptional Customer Service.....	8
Economic Vibrancy .....	12
Informed & Engaged Community.....	16
Safe & Healthy Community.....	20
Balanced, Quality Housing.....	24
Community Services & Facilities.....	28
Infrastructure & Mobility.....	32
Arts & Culture.....	36
Sustainability.....	40
Financial Summary.....	43
Performance Measures.....	47
Executive & Key Staff.....	56
Department Contact Information.....	56
Award of Excellence.....	57



# CITY OF GLENDALE

## About Our City

### Population\*

Population, 2010.....	191,719
Population, 2000.....	194,973
Population, 1990.....	180,038
Population, 1980.....	139,060

### City Facts

Year of Incorporation.....	1906
Governance Structure.....	City Council/City Manager
Area.....	30.6 square miles
Assessed Value, 2010.....	\$22,288,045,626
Total Housing Units, 2000*.....	73,713
Total Housing Units, 2010*.....	76,269
Average Persons per Household, 2000*.....	2.72
Average Persons per Household, 2010*.....	2.65



City Hall

### Income

Estimated Median Household Income, 2000*.....	\$41,805
Estimated Median Household Income, 2009**.....	\$54,163

### Home Valuations

Estimated Median Single Family Home Value, 2000*.....	\$325,700
Estimated Median Single Family Home Value, 2009**.....	\$641,600

### City Finances

Fiscal Year 2012-13 Citywide Budget.....	\$700,934,785
Fiscal Year 2012-13 General Fund Budget.....	\$165,348,883

\*According to U.S. Census

\*\*According to 2005-2009 American Community Survey



Alex Theatre

# COMMUNITY PROFILE

The City of Glendale was incorporated on February 16, 1906, and spans approximately 30.6 square miles with a current population of approximately 191,719. Located minutes away from downtown Los Angeles, Pasadena, Burbank, Hollywood, and Universal City, Glendale is the third largest city in Los Angeles County and is surrounded by Southern California's leading commercial districts.

As one of its core functions, the City provides well-maintained streets and a variety of transportation services. The City's historic success at attracting employers is partially attributed to the result of its location at the center of four major freeways including the I-5 Golden State Freeway, SR-2 Glendale Freeway, SR-134 Ventura Freeway, and the 210 Foothill Freeway. Glendale also offers its own bus service, the Beeline, with ten routes connecting customers to Jet Propulsion Laboratory (JPL), the City of Burbank, and the Metrolink Stations in both Burbank and Glendale.

Businesses and residents alike have taken advantage of Glendale's central location, reputation for safety, excellent business environment, outstanding schools, state-of-the-art healthcare facilities, and growing restaurant and entertainment options. Glendale is also one of Southern California's leading office markets featuring a wide range of properties and amenities. The City has over six million square feet of office space and is home to such recognized firms as Walt Disney Imagineering, Nestle USA, IHOP/Applebees, DreamWorks, LegalZoom, and Public Storage.



*Casa Adobe*

Since its incorporation, Glendale has been a charter city governed by a City Council/City Manager form of government where five Councilmembers are elected at-large and serve 4-year staggered terms, with elections taking place every odd-numbered year. Each year, the Mayor's position is rotated amongst the five Councilmembers. Other elected officials include the City Clerk and City Treasurer, while the City Manager and City Attorney are appointed by the City Council.

The City Manager acts as the Chief Executive Officer responsible for the daily operations of the City and appoints all department executives, who are in turn responsible for the daily operations within their individual departments. The City Attorney is responsible for providing a full range of dedicated, in-house legal services intended to ensure the legality of legislation, contracts and programs, and defend legal actions filed against the City. A variety of Boards, Commissions, and Committees volunteer their time to assist the City Council in serving the Glendale community. These bodies meet on a regular basis during open public meetings to identify and address specific needs and problems within their respective purview.



*Montrose Shopping Park*



## 2011/12 Quick Facts

Invoices processed by the City  
102,483

Journal transactions processed by  
the City  
487,902

Number of paychecks issued  
52,792

Average purchase order amount  
\$82,677

General Fund revenue, per capita  
\$842\*

Property Taxes revenue  
\$42 million\*

Sales Taxes revenue  
\$30 million\*

Utility Users' Tax revenue  
\$26.6 million\*

\*preliminary numbers, subject to change

# 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 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.

Over the years, Glendale has been fiscally conservative and this is reflected in our accounting policies and in the City's comprehensive annual financial report. As of June 30, 2011, the City's portfolio was approximately \$477 million. To maintain this portfolio, the City Treasurer makes prudent investments with capital preservation as the number one objective. The City Treasurer does not invest in high risk/high yield financial instruments nor does he make speculative investments at the risk of capital preservation. The City Treasurer reports to an oversight board on a quarterly basis and to the City Council on an annual basis. Other examples of conservative financial policies include the following:

- The City maintains a balanced operating budget for all governmental funds with ongoing resources equal to or greater than ongoing expenditures.
- The City has no outstanding general obligation debt and has opted to use a "pay-go" strategy to finance general capital improvement projects to the extent possible.
- The City continues to fund the landfill post closure liability.
- The City continues to fund the annual required contribution for future pension obligations. It should be noted that employees have increased their contribution towards pensions and benefits over the last several years.
- The City continues to comply with all requirements of Generally Accepted Accounting Principles.
- The City maintains adequate cash, not less than the claims payable, in each self-insurance Internal Service Fund.
- The City pursues collection activities that will yield the highest amount of revenue that is due to the City while minimizing the costs incurred to do so.

As a key component to Fiscal Responsibility, the City is transparent in all that we do concerning the City's finances. Each year, the City issues a comprehensive annual financial report (CAFR) that is audited by an independent Certified Public Accounting firm. We also produce an annual budget document that contains detailed information about the City's budget. We provide quarterly updates to City Council to apprise them on the financial performance of the City to date and provide a forecast of future revenues and expenditures. From April to June, we conduct public budget study sessions with the City Council which affords the Council and residents an opportunity to review, study, and ask questions about the budget. A budget hearing is held in June of each year in which the entire budget is presented to the Council and public input is sought. Post budget adoption, any items with a financial impact are brought before council for review, comment, and approval. Lastly, the CAFR, budget documents, study session reports, and council items are posted and available on the City's website.

Paramount to being fiscally responsible, the City has implemented a proper system of internal controls. An internal control is anything established by management (i.e. policy, procedure, computer system, etc.) that ensures resources are being used and deployed in accordance with management's objectives. In regards to resource deployment, we have implemented controls to



ensure resources are being allocated according to their intended use and as authorized by City Council through the annual budget process. Some of the key internal controls implemented include the following:

- Duties are properly segregated throughout the City so that one employee does not control a transaction from beginning to end without proper review and approval.
- The accounting system checks transactions against the Council authorized budget and notifies management of funding shortages.
- Budget-to-actual reports are generated on a monthly basis and are reviewed and distributed to the City Manager, Department Heads, and City Council. Management follows up on any significant variance.
- All requests for payment go through a multi-level review process including the verification of proper signatures before payments are executed.
- We competitively bid for construction contracts and professional services to ensure the City receives the best combination of service and price.
- All items requiring an increase in spending authority (appropriation) are presented to City Council for approval.
- We have established an employee hotline for employees to anonymously report any concerns noted.
- The Audit Committee meets at least on a quarterly basis to review the status of audit reports, the progress of the annual financial audit, and assists in the selection of the external auditor.

In summary, Fiscal 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.

## *Fiscal Responsibility* **ACCOMPLISHMENTS**

### **General Fund Prioritization**

The City's General Fund budget was once again divided into functions or programs and then 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. The approach helped to protect and maintain the core services during these challenging economic times rather than implementing a uniform reduction across the General Fund.

### **Excellence in Operating Budget**

The annual budget document was once again 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.

### **Excellence in Popular Annual Financial Report**

For the first time in the City's history, Glendale was awarded the Excellence in Popular Annual Financial Report (PAFR) from the Government Finance Officers Association (GFOA). The GFOA established the PAFR Program in 1991 to encourage state and local governments to produce high-quality reports specifically designed to be easily understandable to the general public who have no background in public finance.

### **Disciplined Investment Approach**

Since the financial market downturn of 2008, the City has continued its disciplined approach to its investment program by managing to the marketplace and avoiding unnecessary risk to principal.

### **Maintained General Fund Reserve**

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 General Fund reductions over the last three years, the City has managed to maintain its reserves, leaving a balance of \$56 million or 33% (Note: Before GRA Loan Repayment) for Fiscal Year 2011. This has been achieved through prudent and responsible budgeting techniques and continued collaboration within the City organization.

# *Fiscal Responsibility*

## Looking Ahead...

The FY 2012-13 Budget was adopted with the goal of becoming “structurally balanced.” Over the last several years, the City has been operationally balanced but not structurally balanced in that our current level of service and output was not sustainable. Over the last several years, our costs have outpaced the growth in revenues. To that end, the City adopted the budget with the goal of reducing approximately 125-150 positions by December 2012. We plan to achieve this staff reduction through the use of retirement incentives and further program reductions. This, combined with the elimination of over 100 vacancies during the budget process, will result in a staff reduction of approximately 13%.

The FY 2012-13 budget also includes our continued effort to improve the deficits in several Internal Service Funds, including the liability, workers’ compensation, and employee benefits funds, within the next five to seven years. Also, we have reduced the transfer from the Electric Fund to the General Fund, and we have begun to restore sales tax funding to the Capital Improvement Fund. All of these strategies are implemented with the goal of becoming structurally balanced.

While key General Fund Revenues, such as Property Tax and Sales Tax, have slowly begun to rebound, these increases have not kept pace with increases in expenditures. This, combined with the loss of revenue in the General Fund due to the elimination of the Glendale Redevelopment Agency, has impacted the City’s funding availability. In order to help offset this impact, the City is actively marketing itself in order to maintain a managed level of development activity, attract new corporate tenants, draw visitors, and entice employees and residents to “stay and play” in Glendale. Examples of strategic initiatives include assisting with the creation of a community benefit district to help downtown stakeholders pool their resources, completing research and development of a program for business attraction, implementation of the Downtown Specific Plan, and adoption of the “Your Life. Animated” marketing campaign.

Additionally, City departments are working together to create revenue generating amenities, such as the batting cage at the Sports Complex. This amenity is not only desirable for the community, but will also add to the marketability of the complex. Another high-profile facility, which is in need of renovation, is the Stengel Field at Verdugo Park. Although not a designated historic structure, this facility harkens back many decades to the early days of baseball in Glendale and has served as the home field for Crescenta Valley High School and Glendale Community College. It has also provided a venue for many fundraising opportunities for local community organizations. Given its potential bleacher capacity, it is an attractive facility for rental opportunities, including minor baseball leagues and competitions. However, without a renovation, future revenue generation is unlikely.

## Did you know?

- Since 1995, the City of Glendale has been awarded the Certificate of Achievement for Excellence in Financial Reporting from the GFOA. This award is a prestigious national award that recognizes conformity with the highest standards for preparation of state and local government awards.
- 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.
- Since the City installed an automated check fraud prevention program several years ago, not one City dollar has been lost due to bad check activity.
- On average, the City pays its vendors within 11 working days from the date of invoice.











# EXCEPTIONAL CUSTOMER SERVICE

The City of Glendale is 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.

In today's fast paced environment, it is imperative that service oriented organizations strive to ensure that its internal systems are designed and implemented in a manner which delivers flawless and seamless services to every customer under all conceivable conditions and circumstances. At the heart of this strategy is the presence of effective communication and ongoing coordination throughout the organization.

In response, the City has begun developing various tools which improve coordination and follow through in order to ensure the satisfaction of our residents. Whether an inquiry is received in person, over the phone, or through the internet, residents can be assured that their concern is routed through the proper channels for appropriate response.

Since the public's need for assistance does not cease when the typical work day ends, the City offers direct telephone access for residents to call 24 hours per day, where a trained representative is capable of addressing their concerns. By dialing (818) 550-4400, callers can report various concerns including, but not limited to, traffic signal malfunctions, code enforcement related matters, fallen tree limbs, potholes, damaged sidewalks, and even animal related concerns.

The City also offers an easily accessible online Service Request Form located on its homepage at [www.ci.glendale.ca.us](http://www.ci.glendale.ca.us). By simply clicking the "Contact Us" tab, residents can be assured that their concern or comment are individually reviewed and routed to the appropriate City department for action.

For all those times when you are walking down the street and notice a cracked sidewalk, abandoned sofa, or inoperable street light, the City now offers yet another opportunity for the on-the-go resident to communicate quality-of-life related concerns to the City. By downloading the free "MyGlendale" app on your Smart Phone, residents can now simply snap a photo, provide a general description, and submit their concern anytime. Once submitted, a work order is generated and the task is scheduled for repair.

A final example of how the City exhibits its commitment to customer service is through the implementation of development friendly initiatives such as 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 reviews and coordination in order to expedite the entitlement process.

But offering services alone is not enough. In order to effectively execute these systems, the City remains committed to consciously and consistently providing considerate and personal attention to those we serve. As such, it is the City's mission to respond to public inquiries in an expeditious, knowledgeable, professional, and responsible manner.

## 2011/12 QUICK FACTS

Parks Department customer  
service inquiries

**23,445**

Code Enforcement related customer  
service inquiries

**16,849**

Total number of phone calls handled  
by Neighborhood Services staff

**25,785**

Average wait time for calls answered by  
Neighborhood Services staff

**.07 seconds**

Number of public record requests

**514+**

Total on-line service requests received,  
analyzed, and distributed to  
appropriate departments

**4,614**

Total number of GWP calls received  
and answered

**12,621**

Average wait time for calls answered by  
GWP Customer Service

**30 seconds**

Total number of calls managed through  
GWP's Interactive Voice Response  
System

**81,881**

Number of customers who made  
in-person utility payments in the  
GWP building

**77,889**

Number of GWP payment extensions  
granted

**Approximately 23,000**

# *Exceptional Customer Service* **ACCOMPLISHMENTS**



## **Customer Satisfaction Survey**

Over the preceding fiscal year, the Verdugo Jobs Center implemented a customer satisfaction survey where customers were encouraged to rate their experiences on eight different dimensions including: Courtesy, Helpfulness, Knowledge, Staff Availability, Hours of Operation, Information, Job Search Tools, and Overall Experience. At the end of each month, the response cards were collected, reviewed, and tabulated to determine an overall customer satisfaction rating. For any service that received a “dissatisfied” rating, the customer was contacted in order to better determine the areas in need of improvement. To date, the Verdugo Jobs Center has received an overall customer satisfaction rating of 88%.

## **City Offers Concierge Service**

When deciding whether to start a new business, three critical elements to consider include determining startup costs, length of time to secure the necessary entitlements, and regulatory requirements. The City of Glendale acknowledges the value of new investments within its boundaries and has established a Development Concierge Service program to complement its business friendly initiatives. Applicants who take advantage of this program submit a “pre-application” and meet with all applicable City departments in a single session to explain their intent to determine what will be required of them. Departments utilize the applicant’s proposal to identify the associated costs, length of time to secure entitlements, and establish the necessary requirements for the business to operate in the City. Through this business friendly initiative, we continue striving to provide the level of customer service expected of a premier city like Glendale.

## **Database Centralization**

In an effort to provide a seamless customer service experience to our residents and businesses alike, the City has developed a Customer Service Request (CSR) system which centralizes all complaints and service requests that are either submitted through the City’s 24-hour hotline, by contacting the Neighborhood Services section, by utilizing the “contact us” tab on City’s homepage, or by completing an online customer service request form. Through this effort, each of the 6,140 requests that were submitted during the previous fiscal year were centrally received, evaluated, and routed to the appropriate City Department for appropriate action. This has resulted in easier public access and faster response times in addressing resident needs.



# *Exceptional Customer Service*

## Looking Ahead...

Despite unprecedented budgetary reductions, including a significant reduction in the total number of City staff, Glendale continues to readjust itself to operate in a leaner, more nimble environment, while striving to provide uninterrupted service to its residents.

Despite these challenges, Glendale continues to recognize the value of relationships which are built upon trust, communication, and interaction. In the coming year, the Police Department will continue to refine its "Area Command" service delivery model. By assigning officers in a geographically focused manner, residents and businesses alike will have the opportunity to develop long term relationships with safety officers, thereby improving communication and assisting with local crime-fighting efforts.

Another strategy which the City will actively pursue over the upcoming year is the implementation of a robust performance management initiative. Through the development and tracking of citywide key performance indicators, city officials and the public will have access to ongoing performance data, providing the opportunity to track trends and identify opportunities for improvement. Statistics tell stories and by regularly "inspecting what we expect," this community will be better able to identify successes, failures, and areas in need of improvement.

Finally, to ensure the delivery of exceptional customer service, Glendale is in the process of revising its Customer Service Policy to ensure Citywide processes and procedures are designed and implemented in a manner that carries out the community's objectives. As always, members of the public are encouraged to participate in civic affairs and communicate their concerns with City officials, as doing so provides the necessary feedback for the City to identify and address local concerns.



## Did you know?

- The City processes three times the number of public records requests than the City of Los Angeles.
- Residents and businesses can contact a live City representative 24 hours a day by calling (818) 550-4400.
- Approximately 12,670 customers were assisted at GWP's the front counter last year for account-related matters.
- 43% of all GWP payments were received electronically in the 2011/2012 fiscal year.
- Of the 3,314 GWP customer service inquiries submitted online, 100% of them were completed the same-day.
- Customers can go paperless with eBill to receive e-mail notification for viewing and paying their bills online at [www.GlendaleWaterAndPower.com](http://www.GlendaleWaterAndPower.com).
- GWP attends over 50 community events each year to assist and educate customers on utility-related programs and services.
- The Business Transformation & Marketing section works on low-income programs and processes over 6,000 applications, handles over 5,700 phone calls, and sends out 4,200 letters each year. The following are the programs offered to customers to assist with utility bills:

Senior Care: Provides electric bill discounts for low-income seniors and disabled customers aged 55 and older. Program closed to new participants when Glendale Care was implemented.

Glendale Care: Program offers all eligible low-income customers a discount on their electric bills.

Guardian: Program provides bill discounts for households with special electrically-powered medical equipment.

Helping Hand: Program provides bill payment and deposit assistance for low-income customers.







# ECONOMIC VIBRANCY



## 2011/12 Quick Facts

Outside businesses assisted with  
Glendale location needs **84**

Existing Glendale businesses assisted **63**

Clients served at the Verdugo  
Jobs Center **47,110**

Enrollment in specific, intensive  
employment services **681**

Enrollment in training programs **451**

Verdugo Jobs Center clients placed  
into jobs **852 or 52%**

Average wage at placement for  
laid-off job seekers **\$16.70/hr**

Average wage at placement for  
low-income adults **\$12.80/hr**

Local employers who benefitted from  
“layoff aversion” services provided  
by the Verdugo Jobs Center **31**

Economic development is vital to the City, its residents, and businesses alike. While public funding resources continue to be scarce, most notably due to the end of Redevelopment in California, private development is slowly resurfacing. As such, the City continues to evaluate several key policy initiatives that will preserve the high level of services that has historically been provided to Glendale.

Ways in which the City strives to maintain a vibrant community are 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, manufacturing, and entertainment industries.

Other opportunities to improve upon the City’s economic vibrancy are being explored at the City’s numerous libraries, which are quickly becoming community and visitor hubs. The renovation currently underway at the Brand Library and the proposed improvement at the Central Library are a step in that direction. The restored Brand Library will truly become a historic gem in its park setting, attracting more visitors. With the proposed improvements to the façade and interior, the Central Library will become a strong anchor adjacent to Central Park and the Adult Recreation Center, helping develop a downtown cultural/arts corridor and civic block.

The City promotes urban development that encourages economic activity, including transit-oriented development, green building standards, pedestrian and bicycle-friendly streets, and a creative corridor intended to host technology, media, and entertainment businesses.

Following the dissolution of the Redevelopment Agency, the City is exploring alternative funding opportunities to continue community improvement projects. Some opportunities include Property Tax Assessment Districts and New Markets Tax Credits, which are Federal tax credits offered to encourage investment in areas that otherwise would not receive private investment.



# *Economic Vibrancy* ACCOMPLISHMENTS

## **Economic Development Ordinance**

As a result of the dissolution of redevelopment agencies throughout the State, the Economic Development Division developed and presented an Economic Development Ordinance to the City Council. This ordinance was adopted and authorizes the City Council to engage in some of the activities that were formerly performed by the Glendale Redevelopment Agency. This ordinance also ensures that economic development activity will continue to be a high Council priority.

## **Community Benefit District**

The Council, with input from the Economic Development Division, established a Community Benefit District for the downtown area in order to maximize the growing vitality of downtown businesses. Businesses within the district may assess themselves for contribution to a joint economic resource that will promote the maintenance of a defined downtown office, retail, and commercial district.

## **Economic Development Dashboard**

A new quarterly Economic Development Dashboard has been introduced to inform and advise key city stakeholders on trends that affect Glendale's overall economic health. Included in the dashboard are commercial real estate trends, housing and employment trends, and City sales tax revenue along with regional comparisons to peer cities.

## **City-wide Branding**

A city-wide branding under the campaign titled "Your Life. Animated" with its complementing logo was integrated in key internal and external City communications as well as other promotional materials and media.

## **Business Attraction Strategy**

Staff completed the Business Attraction Strategy. This strategy will help guide the City's outreach efforts to retail businesses that will help deliver the City's "18-hour City" vision and position the City for Class-A Office occupancy growth.

## **Workforce Development**

The Workforce Development Division received several new grants totaling approximately \$2.5 million to serve unemployed veterans, job-seeking disabled people, and unemployed people seeking careers in health care and manufacturing. Workforce Development also created 47 new jobs in nursing, entertainment and manufacturing by subsidizing the salaries of new hires as they were trained for their positions, utilizing a \$450,000 special grant from the State to fund the job creation activities.



# *Economic Vibrancy*

## Looking Ahead...

With the dissolution of the Glendale Redevelopment Agency, the Economic Development Division has refocused its efforts on promoting vibrancy by establishing and maintaining key relationships in the business community. This “networking” approach will be based on a thorough understanding of the City’s real estate and trade area opportunities for growth, research about individual and sector-wide business growth trends, and maintaining a constant dialogue with business and industry leaders.

Economic Development programs and policies will continue to promote and improve the quality-of-life indicators that continue to show that Glendale is a great city in which to live, work, and play. We will continue to publicize the ease of doing business in Glendale, such as our bid for the Los Angeles Economic Development Council’s Most Business Friendly City Award.

Publicity campaigns surrounding the development of a creative industry cluster in Glendale or Creative Corridor along San Fernando Road will be leveraged to attract sustainable industry to Glendale. Other facets of economic activity will be marketed, such as the variety of international dining options; the strong mix of shopping and entertainment options; the recent innovations in the growing healthcare sector; the transportation and pedestrian-friendly public improvements including the Bike Plan; and the Community Gardens. Additionally, the City will need to seek new opportunities to expand economic development through private and public sector collaborations such as the recent formation of the Community Benefit District in downtown Glendale.

Economic Development staff will form key internal concierge teams to aggressively seek and drive key businesses in their current location and/or expansion in Glendale. In this vein, Economic Development staff will continue to work with the City Council to help ensure that future zoning and land use decisions continue to promote economic vibrancy throughout the City.

The Workforce Development Division is working with local school districts and employers to help bridge a developing skills gap in the region. Companies in entertainment, manufacturing and health care have identified occupations that suffer labor shortages of skilled workers. As the local economy improves, the skills gap is expected to widen as employers experience greater difficulties finding qualified workers. The Workforce Development Division will focus on increasing communication between local education entities and employers so local talent pipelines can be created to address this issue.

## Did you know?

- Five neighborhood business districts work to stimulate economic activity in Glendale: Adams Square, Downtown Glendale, Kenneth Village, Montrose Shopping Park, and Sparr Heights.
- Unity Fest and Cruise Night, two City-sponsored annual community events, draw more than 50,000 people to Downtown Glendale, encouraging patronization of local businesses.
- Creation of a Community Benefit District generates over \$850,000 in private investment for economic development initiatives in downtown Glendale.
- The Montrose Business Improvement District generates over \$350,000 in private investment for economic development and marketing of the Montrose Shopping Park.
- Workforce Development has had a major impact on the stability of the local entertainment industry and workforce by maintaining the skills of local workers at the highest possible level; entertainment companies cite the high skill level of local entertainment workers as a key reason why they prefer to perform entertainment work locally. Since the mid-1990s, Workforce Development has funded vocational training for over 2,000 workers in the local entertainment industry.
- In the past year, Workforce Development staff and board members have been asked to participate in high-level strategic planning activities, such as development of the Governor’s 5-year state-wide strategic workforce plan and creation of a state economic revitalization plan through the California Economic Summit, led by former U.S. Secretary of State George Shultz and former Chair of President Clinton’s Council of Economic Advisors, Laura Tyson.
- Half of Workforce Development Division’s funding comes from competitive grants. The balance comes from annual formula allocations from the Federal/State Workforce Investment Act.
- The Workforce Development Division annually receives highly detailed, confidential data from the state that outlines growth or decline in various industry sectors of the local economy.
- The City prioritizes an ongoing two-way dialogue with all community members and regional stakeholders concerning economic development activity through one-on-one meetings, community stakeholder meetings, the Economic Development website, the Economic Indicators-dashboard, social media, the City Connections Newsletter, and outreach to neighborhood business districts, and our various Chambers of Commerce.









City Hall

## 2011/12 QUICK FACTS

Public record requests  
514+

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  
385

People taking advantage of the  
ESL program  
2,609

Annual Author and Friends events  
24

Children participating in the Library's  
Summer Reading Program  
6,208

Library events and programs  
for children  
899

Computer classes offered at the Library  
198

Adopt-a-Block Groups  
65

Volunteer Hours Donated for  
Neighborhood Improvement/  
Community Beautification Projects  
15,148

# INFORMED & ENGAGED COMMUNITY



GTV6 Broadcast

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. The Student Ambassador Program is one example of community engagement where students are given the opportunity to learn about City Hall, City Council, agendas, how meetings are conducted, and how policy is made. The City encourages civic participation from the community through a wide variety of media including GTV6, online newsletters, community guide publications, and online social media. 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, 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 main 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 effort 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**

## **Student Ambassador Program**

The City of Glendale Student Ambassador Program was established in 2011 as a volunteer program through the City Clerk's Office. It gives students the opportunity to be trained on the agenda process and proceedings of City Council meetings. The students act as representatives, welcoming new attendees, explaining the agendas, and answering any other questions pertaining to the Council meetings. Student Ambassadors assist the City Clerk in reaching out to and informing the community about meeting protocol and decorum, and act as liaisons between City Hall and the community.

## **Library, Arts & Culture Strategic Planning**

Based on a recently completed strategic planning process that incorporated community input, the Library developed six service areas of focus to better serve community needs: Glendale's history; early childhood development; library resources through digital means; resources and programs that serve the international community; and career development resources.

## **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. This plan was adopted on November 29, 2011.

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

The Library provides 24/7 access to books and information through its website [www.glendalepubliclibrary.org](http://www.glendalepubliclibrary.org). These electronic resources include over 50 databases that provide access to newspaper and magazine articles, business information, art and music resources, and student resources. A growing collection of eBooks, eAudio and digital music is also available. The Library was one of 12 libraries nationwide chosen as a beta site for the 3M Cloud library which now offers over 3,798 eBooks. Additionally a library APP for mobile devices was recently released allowing even more access to library services.

## **Camp Rosie**

The Commission on the Status of Women secured over \$15,000 in local and federal grants in Fiscal Year 2011-12 for its signature program, Camp Rosie. This program is designed for teen girls, particularly from low income family households, with a holistic, integrated approach that addresses the increasingly complex world that young women must navigate. Consistent with the core mission of the Commission on the Status of Women, Camp Rosie, in collaboration with many local service providers and other City departments, seeks to educate and train young women and girls to develop the essential business and financial literacy skills which will ensure self-sufficiency and financial security as they grow older. The program teaches self-development, personal enrichment, and skills such as financial literacy, communication, fitness, nutrition, and self-defense. Camp Rosie has served approximately 300 girls in the past six years.

## **Community Clean Up Days**

The City partners with the Committee for a Clean & Beautiful Glendale to host a number of community clean up projects throughout the year. Under the direction of City staff, volunteers spend the day conducting neighborhood improvement projects such as litter and weed abatement, graffiti removal, and participating in beautification projects.



Community Clean Up Day

## Looking Ahead...

### **Electronic Management Tools**

In the upcoming fiscal year, the City Clerk's Office will be implementing an electronic management tool for processing Statement of Economic Interests (Form 700) submissions mandated by the 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.

### **Voter Outreach Program**

The City Clerk's Office is scheduled to partner with the County of Los Angeles Registrar-Recorder/County Clerk in a county-wide voter outreach program to assist communities in voter registration efforts. By achieving its goal of adding between 500 and 1,000 registered voters from throughout the community, future elections will represent a more diverse yet collective voice of the community.

### **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. South Glendale neighborhoods are currently being studied for preparation of the next community plan, which began earlier this year. Through the use of extensive public outreach efforts and guidance from Advisory Committee members, this plan will provide solid land-use neighborhood-based policies for areas within South Glendale.

### **Great American Clean Up**

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 25th annual event in May 2013 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 increase digital services, including free Wi-Fi, access to databases, computers, internet, eBooks, and eAudio. Additionally, incorporating the latest reading technology into available library services is a goal for the immediate and long term future.

## Did you know?

- The City has a monthly email newsletter informing the community of upcoming news and events in Glendale. Sign up to receive the *City Connection* on the City's homepage [www.ci.glendale.ca.us](http://www.ci.glendale.ca.us)
- The City processes more public records requests annually than any of its surrounding cities.
- In the 2011 municipal election, more Glendale voters voted by mail than at the polls.
- The Camp Rosie Program has served approximately 300 teen girls since 2007.
- All live and archived meetings are available on demand through the City's website.
- The Glendale Central Library serves 2,000 daily visitors.
- 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 note book with discussion questions, reviews, author information, and tips for conducting the book group.
- The library provided free training to over 2,900 community members on basic computer skills last year.
- Approximately 20,000 children were entertained this year at the Library by storytellers, librarians, magicians, puppeteers, and through interactive animal programs.
- Over 6,000 children participated in the Library's annual Summer Reading Program in support of the Glendale Unified School District's goal to maintain reading skills over summer vacations.
- Over 9,000 children participated in the annual "I Love My Neighborhood" Poster Contest.





# SAFE & HEALTHY COMMUNITY

## 2011/12 Quick Facts

Number of Glendale Fire  
emergency responses  
\_\_\_\_\_ **16,193**

Percent of Fire response times meeting  
NFPA<sup>1</sup> 1710 standard  
(under 5 minutes)  
\_\_\_\_\_ **68%**

Percent of medical response times  
meeting NFPA 1710 standard  
(under 5 minutes)  
\_\_\_\_\_ **73%**

Percent of 9-1-1 calls answered in  
15 seconds or less  
\_\_\_\_\_ **99%**

Annual fire inspections  
\_\_\_\_\_ **7,662**

Amount of hazardous waste collected  
\_\_\_\_\_ **125 Tons**

Total Police calls and field incidents  
\_\_\_\_\_ **129,802**

Number of calls received at Police  
Communications Center  
\_\_\_\_\_ **201,632**

Number of officer-initiated  
observations/investigations  
\_\_\_\_\_ **81,602**

9-1-1 calls answered  
\_\_\_\_\_ **57,989**

Police communications radio  
transmissions  
\_\_\_\_\_ **119,000 per month**

Police reports generated and processed  
\_\_\_\_\_ **49,952**

Documents handled by  
Police Records Bureau  
\_\_\_\_\_ **142,276**

Requests for production of records  
and reports  
\_\_\_\_\_ **8,041**

Arrests made by police officers  
and detectives  
\_\_\_\_\_ **8,515**



*Glendale Police Helicopter*

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 and Police 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 nine Paramedic fire engines, three ladder fire trucks, four basic life-support ambulances staffed twenty-four hours a day, six basic life support ambulances deployed during peak times of the day, one type-1 Hazmat response vehicle, one type-1 heavy urban search and rescue vehicle, 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.

<sup>1</sup> National Fire Protection Association



# *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 Department with a clear path into the future. The plan identifies the core values and the Department's accomplishment of its mission. Each year the Department completes a section update of this plan. For fiscal year 2013, the Department-wide assessment of workload analysis and job function distribution strategic goal will commence, as well as the career development, succession planning, and recruitment goal.

## **Basic Life Support Business Plan**

On January 27, 2012, the Fire Department implemented the Paramedic Engine Program. This innovative model revises the traditional Rescue Ambulance (RA) response by providing a combination Paramedic Advanced Life Support (ALS) and Basic Life Support (BLS) medical response. There are two highly trained Paramedics placed on each of the Department's nine fire engines, with medical transport for BLS provided by Emergency Medical Technicians strategically located throughout the city. This plan produces an annual cost savings, provides Advanced Life Support services to all areas of the city, and results in faster responses to patients in comparison to the former system.

## **ISO 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 more than twenty years. The community's investment in fire mitigation and prevention is a proven and 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 public protection classification ratings.

## **Area Command**

The Police Department continues to refine its focused Area Command service delivery model, which takes the Police operation from a traditional shift-based deployment to a geographically focused allocation of problem-solving and crime-fighting resources. The program has been further enhanced with the expansion to a fifth area command, a dedicated Downtown Area served by the Downtown Policing Unit and the allocation of investigative and traffic support resources.

## **Top Ten Safest Cities**

Glendale remains 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 Traffic and Patrol resources of the Police Department have increased enforcement of hazardous violations in the community from 21,937 to 22,728 citations between 2006 and 2011. As a result, Glendale has continued to experience a decrease in the number of collisions, with 2,917 in 2006 compared with 2,685 in 2011.

## **Regional DNA Laboratory**

In order to welcome the new Regional Crime Lab in the Police Building, which officially opened in April 2012, the building interior was remodeled. The modifications to the building interior included the removal of an obsolete dark room; construction of two new evidence rooms; the erection of a new wall; and the installation of windows on existing doors, new electrical receptacles, lighting, and sinks. In addition, the heating, ventilation, and air conditioning system for the laboratory was isolated from the rest of the building to prevent any contamination of the evidence being processed. This new lab will allow the City and its neighbors to process DNA evidence quicker and more frequently. The \$2.5 million project was funded predominately with federal grants.



Glendale Fire Department

# *Safe & Healthy Community*

## Looking Ahead...



Glendale Police Officers

In the upcoming year, the Fire Department will continue to research and pursue new, innovative service delivery options to provide the public more efficient response in consideration of cost effectiveness.

Continuing the Fire Department's Strategic Plan will be a source of direction and motivation 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*.

The Police Department will seek new and creative ways to restructure and adapt itself in order to continue to provide full service, world class policing to the community in spite of significant budget cuts and reductions in resources during a time of fiscal crisis.

In the area of traffic safety, the Department will continue to seek new and innovative ways to improve pedestrian and school zone safety and implement proactive campaigns to address public safety issues associated with driving under the influence and unlicensed drivers.

Finally, the Police Department's success in forging new and more meaningful partnerships with the community through its Area Command Model and Community Policing programs, so evident through the community response to National Night Out and the active formation of Neighborhood Watch groups, will be further enhanced through refinements in these programs.

## Did you know?

- The Verdugo Fire Communications Center dispatched more than 70,000 calls to Glendale, 11 other fire departments, and the Bob Hope Airport.
- 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.
- About 84% of Glendale Fire calls for service are medical related.
- Glendale has a Household Hazardous Waste Collection Center located at 780 Flower St.
- The Police Department continues to be far more cost effective than other comparable police agencies, with 1.2 officers per 1,000 residents compared to up to 2.2 officers per 1,000 residents in Los Angeles.
- The Glendale Police Department maintains its very own forensics laboratory and has a staff of full-time, professional Crime Scene Investigation (CSI) team. In addition to the collection of evidence, photographing crime scenes, and performing intricate fingerprint collection and identification efforts, the agency's Technical Services Bureau also now houses a full service Regional DNA Laboratory and a multi-agency Ballistic Evidence operation.
- The Police Department was formed in 1906, the same year the city was incorporated, since then has grown to be the third largest municipal police agency in the county.
- The Glendale Police Department is one of a handful of police agencies that is truly full-service; it maintains its own detectives, Crime Laboratory, Air Support, SWAT, Crisis Negotiations Team, Traffic Enforcement & Investigation, and Area Command programs.
- The Police Department is active on a regional and national level with respect to terrorism and disaster planning and preparation. The Department has actively engaged with FEMA, DHS, Cal-EMA, and other available organizations that enable local agencies to better plan, equip, and train for all types of disasters and critical events.
- In the years since the tragic events of 9-11, the Glendale Police Department has been very proactive in its disaster planning and has procured some of the most advanced emergency response equipment and technologies available in the world today.





## 2011/12 QUICK FACTS

Building permits issued for housing units (new and remodels)  
**2,032**

Valuation of residential building permits issued  
**\$106 million**

Rental units inspected and approved through the Systematic Rental Housing Inspection program  
**2,150**

Affordable housing investment by the Housing Authority  
**\$4.7 million**

New affordable housing units under construction  
**5**

Dollars invested in rehabilitation loans and grants  
**\$93,650**

Homes rehabilitated for low-income residents through affordable housing grant and loan programs  
**30**

Low-income households assisted with Section 8 Housing Voucher rental assistance  
**3,012**

Property owners who participate in the Section 8 Housing Choice Voucher program  
**1,400**

Rental assistance dollars administered through the Section 8 Housing Voucher program  
**\$27.8 million**

Market-rate housing units under construction in redevelopment project areas  
**718**

Investment from market-rate residential development in redevelopment project areas  
**\$109.4 million**

Development Impact Fees collected for parks and libraries from residential development in redevelopment project areas  
**\$2.4 million**

# BALANCED, QUALITY HOUSING



*Doran Gardens*

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

The City actively engages the community, developers, and property owners to plan, build, maintain, and redevelop underutilized or blighted areas into high quality residential neighborhoods where residents feel safe and can access resources and services which enhance their ability to support themselves, their families, and the community. The City and Housing Authority assist private property owners and developers in the creation of new market rate housing and affordable housing, and with the rehabilitation of existing dilapidated housing in blighted and infill development areas. Without City or Housing Authority participation in development partnerships, new housing development is often not feasible in the current housing market. The State's decision to dissolve redevelopment agencies has hampered this effort, as 20 percent of redevelopment funding previously went to affordable housing activities.

Planning for future residential growth is a state obligation, as well as a local need. The state of California and the Southern California Association of Governments (SCAG) identifies Glendale's share of future regional housing demand. The City's land use strategies identify areas where additional housing density can be accommodated without compromising the current quality of life or levels of service. These areas 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**

## **Urban Living**

Regardless of the current economic downturn, interest in development of urban housing continues to flourish in and around the City's downtown area. Several projects were completed this year or have begun construction. The 220 East Broadway apartments provide 34 attractive market-rate units that are now fully rented at the southwest corner of Broadway and Louise Street. Immediately adjacent to the west, the Broadway Lofts project at 200 E. Broadway has 208 additional units currently under construction. These market-rate units are targeting the young urban professional dweller that uses the downtown for entertainment and recreation pleasure. The recently renovated historic Seeley's building at the south end of Brand Boulevard will offer 40 creative offices, but more importantly, three newly constructed live-work units, which is the first such development in Glendale. Market-rate housing units are also being developed in other areas of Glendale. The mixed use ICIS project at 524 West Colorado provides 200 units, of which 14 of them are in a townhouse configuration. This project is under construction on West Colorado Street at the 5-Freeway ramp. Another 229 units at the Triangle Project at 3900 San Fernando Road, to be constructed south of San Fernando and Los Feliz Roads, have been approved and will be the catalyst for a desirable future neighborhood close to the Transit Center.

## **Affordable Multi-family Rental Housing**

There are also many affordable units that have been developed through partnerships with the Housing Authority. Since 2007, 307 rental units have been constructed in eight different apartment developments. These units are now fully occupied by very low, low, and moderate income families and persons with special needs. In addition, 73 new construction ownership units have been completed in three different projects, including two San Gabriel Valley Habitat for Humanity townhouse developments. All of the Habitat for Humanity home developments are sold and occupied by low income, first-time homebuyer households. The third project, a 57-unit townhouse and condominium development, just completed construction and is being sold to moderate income, first-time homebuyer households. Currently, the Housing Authority is pursuing three new apartment construction and rehabilitation projects, including a nine-unit rehabilitation for formerly homeless individuals, an 18-unit acquisition and rehabilitation project for seniors, and a 44-unit new construction development for very low, low and moderate income families with a preference for veterans.

## **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 elderly continues to be far greater than the number of available vouchers. 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 8 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 from the 145-point system.

## **Affordable Housing**

Two new open space facilities were developed through partnerships between the Glendale Housing Authority and nonprofit affordable housing developers. Doran Gardens, a new one-third acre mini park, was constructed by Heritage Housing Partners on Housing Authority owned land in conjunction with 57 affordable residential units for moderate income first-time home buyers. The Community Garden on Geneva was a project developed in conjunction with San Gabriel Valley Habitat for Humanity, a project that provided five homes for low income first-time home buyers and approximately 5,600 square feet of community gardens.



*Community Garden on Geneva*

# *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, nonprofit organizations, and private foundations to achieve this goal is diminishing.

The current economic downturn has significantly affected 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.

Federal financial support for affordable housing and neighborhood development is expected to continue to diminish due to high federal budget deficits and a slow-growing national economy. Resources from the state are also limited, and state actions eliminating redevelopment agencies have limited local authority, redevelopment tools, and funding for investing in local improvements. The Redevelopment Agency and Housing Authority are currently repaying both a housing bond issue and bank loan for past affordable housing construction, which further limit the ability to build new units.

The demand and need for affordable housing will remain high in Glendale as a significant portion (13 percent) of Glendale's population is below the poverty level. Due to the reduction in state and federal financial assistance programs, a higher level of locally administered Section 8 program funding is required for each low income family that receives rental assistance payments.

Therefore, the City is strategically leveraging City-controlled affordable housing dollars and City-owned land. For every affordable housing dollar the City invests, 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?

- Since 1981, the Housing Authority has invested over \$14 million dollars in housing rehabilitation loans and grants for low and moderate income homeowners and renters in Glendale; currently there are no funds to continue to provide this service due to the dissolution of redevelopment agencies statewide.
- There are currently 57 new affordable housing units for sale at Doran Gardens for first time home buyers.
- Construction is nearing completion on five additional units being sold to individuals who are buying their homes from San Gabriel Valley Habitat for Humanity; each household must contribute 500 hours of "sweat" equity by assisting to build the homes.
- All live and archived Housing Authority and Successor to the Redevelopment Agency meetings are available on demand through the City's website.
- The Affordable Housing Rehabilitation Program was able to assist eight single family homeowners with rehabilitation of their homes in this past year.
- The average size of a Section 8 Housing Choice Voucher household is 1.6 people.
- 54 percent of Section 8 households are single person, senior citizen households.
- There are property owners who have participated in the Section 8 program for over 25 years.
- The average housing assistance payment for a Section 8 voucher is \$745 per month, or \$8,940 per year.
- Approximately 809 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 \$2.3 million in plan check and building permit fees and approximately \$3.9 million in Development Impact Fees to benefit parks and libraries.
- During the renovation of City Hall, a uniquely patterned and colored cement tile floor was discovered underneath the parquet and carpet. Restorations included replacement of over 400 damaged tiles, color enhancement and regrouting of the entire floor.







## 2011/12 QUICK FACTS

Number of parks and facilities	47
Acres of developed and maintained parkland	281
Athletic fields maintained by City	19
Work orders completed by Parks Services Section	2,132
Total number of unduplicated visitors seeking youth and family services at the Youth and Family Services Program Office	684
Work Orders completed by Facilities Management Section	3,494
Facility reservation permits	2,601
Field reservation permits	606
Graffiti removal requests at park facilities	381
Square feet of buildings maintained	300,000
Number of sprinkler heads in City parks	120,000
Number of meals served to seniors	59,299
Number of Cruise Night participants	40,000
Total number of libraries	8
Number of annual visits to Central Library	1,000,000
Library Auditorium rentals	106
Recital Hall rentals	45
Conference room reservations	969

# COMMUNITY SERVICES & FACILITIES

Maintaining a City that offers a variety of 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 Boulevard represent the densest communities in Glendale. 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 explore opportunities 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 and urban greenways to connect these neighborhoods to available open space and recreation facilities.

The City actively coordinates and participates with other community-based organizations to increase available services. The Glendale Youth Alliance, Didi Hirsh Mental Health Services, and the YMCA of Glendale are examples of organizations the City has partnered with 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, environmentally "green" development, and successful programming of open space. Glendale continues to preserve, maintain, and renovate existing facilities and open space to provide safe, secure, and accessible public facilities.



Glendale Mini-Park



# *Community Services & Facilities* **ACCOMPLISHMENTS**

## **Park Renovations**

Along with daily routine maintenance of our parks and recreation facilities, the Parks Services Section is continually renovating, upgrading, replacing, and maintaining our parks, playgrounds, restrooms, picnic shelters, and turf to assure public safety and positive patron experiences. In the past year, the Parks Services Section removed the pavers at Verdugo Park's picnic grove and installed decomposed granite, painted the interior of the Casa Adobe De San Rafael Museum and performed landscaping improvements. It also installed a drip irrigation system, planted drought tolerant plants, and applied recycled mulch made from green waste at the Civic Auditorium entrance.

## **Brand Library Renovation**

After the final design plans for Brand Library were accepted by City Council, construction plans were issued for public bidding and the construction contract was awarded to George C. Hopkins Construction Co., Inc. Along with its staff, both pianos, all electronic research materials, and about 40 percent of the books and music albums of the Brand Library and Art Center were moved to the Central Library where they are still available for public use and borrowing. Brand Studios moved their classes to other libraries in the City, including the Chevy Chase Branch Library, where they are thriving.

## **Library Branch Renovations**

Both the Chevy Chase and Casa Verdugo Branch Libraries underwent upgrades and facelifts. The Chevy Chase Branch Library was recarpeted and new linoleum was installed in the kitchen. Brand Studios moved their staff office along with a selection of adult and children's classes to the Chevy Chase Branch Library. The library interior was brightened with colorful, multi-functional furniture that enables the site to become a family friendly library two days a week, and accommodates studio classes four days a week.

## **Glendale Greenways**

Through a collaboration between Community Services and Parks, Community Development, the Engineering and Traffic & Transportation Sections of Public Works, and the Police Department, the Glendale Safe & Healthy Streets Plan was created to educate residents about pedestrian and bicyclist safety, identify best practices and routine accommodation for pedestrians and bicyclist in all capital improvement projects, and recommend methods to fund programs and implement infrastructure. The first pilot project associated with the plan was the Riverdale-Maple Greenway which incorporated traffic calming measures to make walking and cycling safer, easier, and more fun. Because of the success of the first Greenway, funding has been appropriated to implement similar streets citywide.

## **Open Space & Trails Programming**

The Open Space and Trails Program provides a variety of community-based opportunities for habitat restoration, interpretive hikes, trail maintenance, landscape gardening, as well as the forthcoming Trail Safety Patrol. The regular "Third Saturday Wilderness Work Day" offers local residents a chance to plant and water trees and remove invasive plants at Deukmejian Wilderness Park, thus helping restore the park after the Station Fire. In addition, at least one interpretive hike or activity takes place in the park each month. Activities include geology hikes, native plant hikes, bird-watching lectures and hikes, earthquake lectures and hikes, astronomy/star gazing events, and campfire programs.

## **Community Partnerships**

With budget constraints affecting all organizations throughout the City, new partnerships are forming to provide programs and services for the community. In collaboration with the Armenian-American Medical Society of California and various community organizations, the Community Services and Parks Department's Pacific Community Center hosted the Second Annual Glendale Health Festival, which provided community members with free medical screenings and health education, blood pressure screenings, obesity and nutrition advice, cancer awareness screenings, and other vital health-related advice. Furthermore, in partnership with local hospitals, the American Association of Retired Persons, the Los Angeles Aging Advocacy Coalition, Boomer's Insurance, and Humana, over 20 seminars, trainings, and informational workshops were organized at the Adult Recreation Center for seniors with topics related to health, wellness, insurance, driver safety, and tax preparation. Not only did the City partner with community organizations to organize events, but it also provided \$3.1 million in federal Community Development Block Grant funds for eight major facility improvement projects at nonprofit community centers and housing facilities that service over 3,500 residents on an annual basis.

# Community Services & Facilities

## Looking Ahead...

Glendale has challenging years ahead given the current economic climate, especially with the demise of redevelopment funds, which were a steady resource for parks and recreation facilities. The City will strive to maintain the quality of services by concentrating on providing core services and looking towards partnering with community organizations to provide the services and programs that it can no longer support. Similarly, the City will continue to actively pursue and secure federal, state, and local grants to leverage funds currently available through the Community Development Block Grants, Development Impact Fee revenues, and other grants that have already been obtained.

In the coming year, the City will embark on a number of renovations including structural repairs, new flooring, and ADA standards upgrades at Fire Station 26 and the Casa Verdugo Library. Final touches will be put on the Chevy Chase Branch project, followed by updates to the Montrose Branch Library's skylight, flooring, paint, exterior lighting, furnishings, and layout. Construction and repairs for the Brand Library and Art Center will continue throughout the year with an anticipated reopening of early 2014. In addition to these ongoing renovations, the Central Library renovation design work will also begin, followed by the completion of the Riverwalk Project which will add a mile long recreational bicycle and pedestrian trail, a small equestrian facility, and two small park areas along the Los Angeles River.

The City will also begin construction of Maryland Avenue Park, improvements at the Catalina Verdugo Adobe Park, and the installation of security fences and gates at Brand and Carr Parks. Additionally, the soccer field at Pacific Park will be replaced with artificial turf so that it will withstand the wear and tear from the field's high demand. Finally, design work will begin for park improvements at two of the City's most active parks, Maple and Palmer.

With the completion of the seismic upgrade of the Le Mesnager Barn, the structure is now ready for the next phase of improvements. The planned Nature Education Center at this site will provide a great venue for nature education programs focusing on natural and human history of the Crescenta Valley and San Gabriel Mountains along with other great activities.

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, rebuild trails on adjoining hillsides, and construct new ones where possible. Two new trails will be completed next year at the Glendale Sports Complex: the Mountain Do and Catalina Verdugo Trails. The Mountain Do Trail will be a three quarter mile trail that meets ADA standards, along with exercise/fitness stations. The Catalina Verdugo Trail will be a 1.7 mile intermediate level trail that will provide connections to other trails in the San Rafael Hills.

## Did you know?

- The City of Glendale has approximately 281 acres of developed parkland and 5,034 acres of open space.
- Over 105 trees are planted throughout parks and green spaces as part of the Arbor Day Program.
- There were only 4 days last year when the Glendale Sports Complex Fields were not utilized.
- There was 100.5% enrollment (2,712 spots available) in swim lessons at Pacific Pool, due to over enrollment.
- Over 20,450 people used Pacific Pool for recreation swim over the summer.
- A volunteer Trail Safety Program is being developed where hikers and bikers will patrol our open space and serve as ambassadors to the Department.
- The Safe and Healthy Streets Plan was awarded the Southern California Association of Government's Compass Blueprint President's Award for Excellence. The plan is a policy document, designed to make Glendale a safer and friendlier place to walk and ride a bike.
- The *Glendale Rocks!* climbing wall, *Flicks on the GO* movie package, and *Park N Play* can come to your party.
- The City serves over 3,000 unduplicated residents a year with a variety of social services including homeless assistance, youth employment, case management, youth outreach, tutoring, English as a Second Language classes, tenant-landlord assistance, legal aid, transitional housing, and job training.
- Los Angeles Homeless Services Authority (LAHSA) and the County of Los Angeles are using the Glendale Homeless Solutions Project, Glendale's local winter shelter program, as a model for other agencies to follow for their local winter shelter programs.
- There are two water play features at Cerritos and Pacific Parks that allow kids to get soaked, cool off, and have fun in the parks in the summer.
- While the former Police Building remains vacant, it has been frequently used as a filming location for television shows such as Criminal Minds and Southland.









Glendale Beeline

## 2011/12 Quick Facts

Electric meters maintained  
84,800

Water meters maintained  
33,500

Trees maintained and trimmed  
1,959

Cleaning and lining of water pipes  
55,000 linear feet

Street asphalt repaired, removed,  
or replaced  
139,939 square feet

Pothole repairs  
21,962 square feet

Sidewalk repairs  
51,942 square feet

Sewer mains cleaned  
1,822,734 linear feet

Sewer mains inspected  
367,608 linear feet

Storm drains cleaned  
2,000 linear feet

Storm drains inspected  
1,967 linear feet

# INFRASTRUCTURE & MOBILITY

The City of Glendale is continuing to thrive with new and alluring destinations that draw in small and large businesses, families, new entertainment, and dining hot spots. Maintaining a City with so many appealing features takes determination, planning and forward thinking in the maintenance of existing infrastructure, and development of suitable mobility.

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 the City's 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, recently renamed the Larry Zarian Transportation Center (ZTC). The ZTC serves as a central transportation hub for Glendale 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/advocacy programs to improve the riding environment for bicyclist.





# *Infrastructure & Mobility* **ACCOMPLISHMENTS**

## **Riverdale Drive - Maple Street Neighborhood Greenway Improvements Project**

The Riverdale Drive – Maple Street Neighborhood Greenway Improvements Project was made possible due to a Policies for Livable, Active Communities and Environments (PLACE) Grant received from the Los Angeles County Department of Public Health. This Grant funded project enhanced the built environment and increased physical activity among community residents by creating an east-west corridor for walking, biking, and similar forms of exercise and recreation. The improvements constructed include traffic calming, new signage, a new traffic signal, and other infrastructure upgrades. Finally 25 new trees were planted along the corridor.

## **Business Modernization**

Glendale Water & Power successfully replaced 120,000 electric and water meters with new digital meters, the first steps towards modernization of our electric grid. The utility is looking into demand response, electric vehicle, and thermal energy storage programs. Currently, customers can view their near real time usage online and see how much energy they are using each day, week or month and be able to compare their usage to that of similar homes. Having access to this type of data will give customers the tools to help them conserve.

## **FY 2011-12 ADA Curb Ramp Installation and Sidewalk Repair Program**

As part of the City's annual Americans with Disabilities Act (ADA) Curb Ramp Installation and Sidewalk Repair Program, the City repaired and replaced concrete hardscape in Maintenance District 9 in the western portion of Glendale. The ADA Curb Ramp Installation and Sidewalk Repair Program is an important component of the City's Capital Improvement Program incrementally making the City more accessible for all residents.

## **Diederich Reservoir Project**

The Diederich Reservoir and pump station was installed over 65 years ago. The reservoir has a storage volume of 58 million gallons and is the largest potable water reservoir in the City, providing water for approximately 50% of Glendale residents. Its aging water transmission main and operating valves were slowly becoming inoperable and needed to be replaced. Repair on the reservoir started in February 2011 and was completed in April 2012. No water services to residents were affected throughout this time.

## **Verdugo Road Rehabilitation Project**

The Public Works Department completed the massive Verdugo Road Rehabilitation Project that primarily involved the resurfacing of Verdugo Road between Colorado Street and Glendale Avenue. In addition, substandard or deteriorated

sidewalk, curb, gutter, manhole covers, driveways, utility valves, pull boxes, and sewer mains were removed and replaced. Traffic signals along this corridor were improved and 66 new parkway trees planted. Verdugo Road has become a vital north-south corridor in south Glendale and this project will improve traffic flow and safety in this area.

## **Foothill Well**

In 2010 GWP discovered a well abandoned by previous utility districts. The well was tested and determined to be feasible for use. Rehabilitation started on what is known today as the Foothill Well. A 3,420 foot pipeline connected the well to GWP's New York Reservoir and the well was put back into service in July 2011. The well currently produces up to 200 gallons of water per minute and each gallon collected means one less gallon of water purchased.

## **Chromium 6 Testing Facility**

California is moving ahead with the establishment of the first chromium 6-specific maximum contaminant level (MCL) in the nation. There are future needs of water systems to add chromium 6 removal to their treatment facilities. Glendale's Water Treatment Plant continues chromium 6 testing, conducting ongoing research of drinking water that will benefit cities and water agencies that are faced with chromium 6 in their water supplies. Glendale has completed an Interim Report on its research efforts which will be used by the regulatory agencies as part of the MCL standard setting process.

## **Central Avenue Wastewater Capacity Improvement Project**

Often times growth in an area will increase to the point where the sewer lines serving the area are no longer adequate. The purpose of the City's Wastewater Capacity Improvement Program is to ensure that the sewer system is in optimal condition by repairing damaged sewer lines and upsizing inadequate lines. The City recently completed the Central Avenue Wastewater Capacity Improvement Project which repaired and upsized sewer lines under Central Avenue from Milford Avenue to Broadway. A line under an adjacent alley and another under Lexington Avenue were also upgraded. By upsizing sewer lines to adequate diameters, the health and safety of the residents served by those lines is effectively enhanced.

## **Bicycle Master Plan**

In May 2012, the City of Glendale issued the final draft of the new Bicycle Transportation Plan. The Plan provides a framework for the City to better integrate bicycles into local transportation systems via engineering, education and outreach strategies. The plan includes policies to build a citywide bikeway network, erect more bike racks, and promote bicycle use.

# Infrastructure & Mobility

## Looking Ahead...

Due to budget constraints, the City has not dedicated any sales tax funds over the past three years to the Capital Improvement Program which pays for infrastructure projects. In spite of such funding cuts, the City was able to improve the overall rating of the City streets from a Pavement Condition Index (PCI) rating of 73.0 in 2005 to a rating of 74.6 in 2010. This average was again improved to a rating of 76.2 in 2012. Faced with more projected cuts, the City will continue to strategically allocate limited public funds.

Additionally, noteworthy upcoming projects that are either underway or on the horizon include the overhaul of the Doran Wastewater Pumping Station, Seismic Retrofit and Remodel of Brand Library, I-5 Corridor Improvements, Safe Routes to School Improvements, major infrastructure improvements to Central Avenue and Glendale Avenue, citywide traffic signal improvements, upgrades to the Grayson Power Plant, construction of the new Rockhaven well, and reconstruction of the Grandview Substation.



Larry Zarian Transportation Center

## Did you know?

- A contractor working for the City provides litter collection services twice a month on the City's 47 freeway on-ramps and off-ramps. These ramp areas comprise over 2 million square feet of land.
- The City of Glendale offers 90 minutes of FREE parking at the three downtown parking structures located at the Marketplace, Exchange, and on Orange Street. No parking validation is needed.
- Glendale Water & Power delivers 8.4 billion gallons of safe drinking water to the City's 33,500 customers.
- The Glendale Transportation Center was recently renamed the Larry Zarian Transportation Center after the former Councilman who was heavily involved in transportation issues.
- Slurry seal projects are an effective tool used by the City to prolong the lifespan of Glendale streets and stretch limited taxpayer dollars.









# ARTS & CULTURE

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

The City's investment in the renovation of the Brand Library and Galleries, preservation of the Alex Theatre and other historic facilities, attraction of the Museum of Neon Art to downtown Glendale, and anticipated renovation of Central Library demonstrate a long term public commitment to the arts. There is also a network of programs encouraging the arts and culture to flourish in Glendale. For example, community programming and available services at the 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. In recognition of its role in arts and culture programming, the Library was recently renamed to the Library, Arts & Culture Department and assumed administrative oversight of the Arts and Culture Commission.

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 education and participation in the arts by creating an arts-friendly and arts-aware environment.

## 2011/12 Quick Facts

Art classes offered through the Life Long Learning Program	146
Children taking art classes through Life Long Learning Program in 2011	1,544
Adults taking art classes through Life Long Learning Program in 2011	1,596
Artists exhibited through the GATE Program	42
Public art installations commissioned through public/private projects	2
International language books and DVDs at local libraries	35,000
Art/dance/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	106

Glendale Unity Fest





# Arts & Culture

## ACCOMPLISHMENTS

### Student Art Display Policy

Community Services and Parks (CSP) is offering display space, free of charge, for students enrolled in or instructors providing lessons for an art class as part of the Life Long Learning Program offered through CSP as a way to integrate and foster public awareness of the arts. Visual art enhances public spaces and invites public participation and interaction. Student art displays encourage public participation in the arts and allow students/instructors to recognize the value of their work through public appreciation. In the coming year, the City will be evaluating the possibility of expanding this policy to include a wider variety of artists in the future.

### Words of American Patriots at Adams Square Gas Station

The Adams Square Mini Park Gas Station displayed “Words of American Patriots,” a July 4th art exhibit organized and installed by Michael Sheehan, a local Glendale artist. The art installation featured approximately sixty individual panels, contributed by professional artists, government officials, high school students, and Adams Hill residents, making this art installation a community effort. Each panel included one word from the writings of American Patriots. The panels were organized in “curtains” and hung from the ceiling creating a curtain of art inside the Gas Station.

### Brand Library and Art Center

The Brand Library and Art Center has distinguished itself as a regional resource for art and music research, gallery exhibits, and music events. The Annual Juried Exhibition, sponsored by the Associates of Brand Library, serves as a record of California art from 1969 to the present. This year’s *Purchasing Power: Jurors Make Their Mark* featured 35 artworks from the permanent collection and highlighted the legacy of Southern California based artists, educators and critics who have served as jurors for the annual exhibits including Millard Sheets, Claire Falkenstein, Joe Mugnaini, Hans Burkhardt, Guy Maccoby and Paul Branch. The Recital Hall was the venue for a concert as part of the Los Angeles World Festival of Music, several chamber recitals, and an opera series in partnership with the Los Angeles Opera Speakers Bureau. During the Library’s current renovation activities, portions of the library collection, as well as art and music events will be available at the Central Library.

### Glendale Area Temporary Exhibitions (GATE)

The City’s GATE program creates professional quality gallery art installations in vacant storefronts. This acts 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. In its first

year of programming, GATE provided free exhibition space for 42 participating artists, organized five public receptions and art walks attracting over 200 people on average, held eight professional artist workshops at the Glendale Central Library, and offered 29 public workshops and open gallery days. In addition, GATE occupied over 13,000 sq. ft. of vacant spaces, which is larger than the Santa Monica Museum of Art, and re-tenanted over 8,000 sq. ft. with long term leases. In just one year, GATE has been instrumental in creating an awareness of Downtown Glendale as a cultural destination for the benefit of businesses and the community.

### 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, and the Glendale Youth Orchestra. The Theatre is an important cultural and economic landmark in Glendale and is listed on both the National and State Historic Registers. Events during the 2011-2012 fiscal year included:

- Glendale Pops Orchestra with Special Guest Kenny Loggins
- Los Angeles Chamber Orchestra’s Family Concert
- Taline’s Armenian Christmas Show
- Los Angeles Ballet’s Swan Lake
- Glendale Youth Orchestra
- Alex Film Society’s screening of *Rebel Without a Cause*
- Glendale Youth Alliance’s Art Exhibition Fundraiser
- The 168 Film Festival

### Library, Arts and Culture Commission

The City’s Cultural Affairs Division and the Library Arts & Culture Commission joined Americans for the Arts latest national economic impact study, Library, Arts & Economic Prosperity IV. The study findings include data both about Glendale specifically and about the arts industry nationally, including the economic impact of the arts and culture industry. The study found that spending by arts and culture organizations and their audiences supports approximately 223 jobs locally and provides approximately \$391,000 in revenue to local government. In addition, arts and culture events attract over 230,000 attendees to the city annually with an average spending of \$12.53 per attendee (excluding the cost of admission). The Arts and Culture Commission also hosted the Diamond Awards for Achievement in the Arts and organized a roundtable discussion with arts organizations to promote networking opportunities.

## Looking Ahead...

The City encourages the inclusion of public art in Capital Improvement Projects. Upcoming projects, such as the Maryland Avenue Park, the soon to be completed Riverwalk, and the Palmer and Maple Park renovation projects will all incorporate a public art component. The community, the Parks, Recreation and Community Services Commission, and the Arts & Culture Commission will all be involved in selecting an art piece that fits the design of the projects.

Glendale is working with the Museum of Neon Art (MONA) to relocate their activities to Brand Boulevard. MONA will help anchor the downtown “cultural and civic block” adjacent to the completely renovated Central Park and the soon to be renovated Central Library. With a permanent collection of 80 vintage signs, the museum features contemporary art works in electric and kinetic media and photography that documents neon. It also incorporates the history and science behind the phenomenon of the luminous tube.

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 Arts Center renovation project will soon commence, resulting in the collection's temporary relocation to Central Library for an 16-18-month period. Facility upgrades will include seismic, mechanical, electrical, plumbing, ADA, and space improvements, as well as some historic rehabilitation of the Brand Mansion. 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 Community Development Department has developed policies in forming and successfully managing the Glendale Urban Art Program and Fund. In 2012, the City Council transitioned the responsibilities of managing and developing policies of the Program and Fund to the Arts and Culture Commission, now part of the Library, Arts & Culture Department. In addition, the Arts and Culture Commission will provide a voice for the arts in Glendale by developing policies that will engage all City Departments in integrating art into their projects and activities, promote the role of arts and culture in economic development, and promote activities related to arts and culture throughout Glendale. The Library, Arts & Culture Department has consistently played a leading role in arts and culture through its programs and services, and is developing a comprehensive vision of the future of the arts in Glendale.

The upcoming Central Library renovations are designed to redefine the Library's role within the civic campus by providing new access points and a stronger relationship to the Adult Recreation Center, Central Park, and the Downtown. In addition, with the number of art and music opportunities in the Downtown area growing, advent of the Glendale Area Temporary Exhibit (GATE) program, and 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. This project is proposed to be funded with redevelopment bonds and is currently listed on the Successor Agency's Recognized Obligation Payment Schedule, with anticipated completion in 2013/2014.

## Did you know?

- 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 broadcasts the Treehouse Tales story programs in Armenian and Spanish.
- The 1904 El Miradero mansion is home to the Brand Library and Art Center, where visitors can enjoy art exhibits and concerts.
- The GATE Program utilized more than 13,000 sq. ft. of vacant space, which is larger than the Santa Monica Museum of Art.
- 94 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 four Historic Districts: Cottage Grove, Royal Boulevard, Ard Eevin Highlands, and Rossmoyne.
- 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.



Children's Room Central Library







# SUSTAINABILITY

For many years, Glendale has embraced sustainability efforts given current and future environmental challenges. The City continuously 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.

The City has embarked on a conscious effort to support environmentally friendly policies involving sustainable building design, construction, operations, and facilitation and implementation of green building standards. Through the integration of sustainable building methods and materials, and the implementation 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.

## 2011/12 Quick Facts

Automated curbside & multi-family recycling collected  
**10,683 tons**

Automated yard trimmings collected  
**19,290 tons**

Street sweeping recycling  
**1,600 tons**

Used tires utilized in street projects  
**37,146 units**

Composting workshops  
**9 classes**

Composting bins distributed  
**90 bins**

Bulky item and public works debris recycling  
**4,054 tons**

Electronics recycling  
**111.4 tons**

Christmas trees recycled  
**9,063 trees**



Smart Meter



# *Sustainability* ACCOMPLISHMENTS

## **City Council Adopts Zero-Waste Goal**

Like a handful of other American cities, the Glendale City Council recently formally adopted a zero waste goal. Following the completion of the City's first Zero Waste Strategic Plan, which identified the actions necessary to eventually eliminate the discharge of most waste, the City Council adopted two important resolutions. The first resolution adopted the aggressive zero waste goals of achieving a 75% waste diversion rate by 2020 and a 90% rate by 2030. The resolution also directed the City to implement strategies and incentives for achieving these goals. The second resolution expressed support for the development of the Extended Producer Responsibility (EPR) policy which imposes some responsibility for the safe disposal of potentially hazardous and toxic products on the companies that produce them instead of on local tax and rate payers.

## **Enhanced Recycling Program**

Over the years, the Integrated Waste Management Division has incrementally increased the number of products that are accepted for recycling. Currently, all plastics #1 - #7 are accepted for recycling. Residents are also encouraged to put clean styrofoam in their grey recycling containers. Styrofoam peanuts should first be bagged before placing them into the automated recycling containers. Even CD's and DVD's (w/o cases), non-electric plastic toys, plastic hangers and cooking pans can now be put in the grey containers for recycling. By permitting additional waste products for recycling, the City is actively reducing the amount of waste sent to the landfill and meeting regulatory requirements.

## **Mandatory Commercial Recycling**

AB-341 requires commercial businesses that generate four cubic yards or more of solid waste and multi-family buildings with five units or more to recycle. The City of Glendale's Integrated Waste

Management Division engaged in an exhaustive outreach campaign to inform businesses, property owners and private refuse haulers of this new law. Mandatory commercial recycling is one component of reaching the State's goal of achieving a 75% waste diversion rate.

## **Greener Glendale Plan**

The Community Development Department, in partnership with Glendale Water & Power, completed the Greener Glendale Plan (GGP). The GGP is a two-part policy document that comprehensively addresses sustainability within municipal operations and community activities. The document addresses topics such as energy, water, waste, transportation, urban nature, urban design, and environmental health. This policy document is intended to guide the City to build on its sustainability successes, and to help the community do the same.

## **Grid Modernization**

Utilities across the nation are installing digital meters and moving towards a more modernized grid for a variety of benefits. Modernizing Glendale's electrical and water infrastructure by integrating new technologies helps bring the system into the 21st century to meet the future needs of our community in a safe, reliable and environmentally responsible way. 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.

## **Demand Response Programs**

Demand Response (DR) is the temporary reduction of electrical usage by a customer for an economic or emergency response, and with the new digital meters, commercial customers can participate. Demand Response programs are designed to contribute to energy load reduction during times of high prices, critical peak

demand, or supply shortfalls on the electric grid. Glendale Water & Power is now offering commercial customers two different types of Demand Response Programs.

## **North Glendale Community Plan**

The North Glendale Community Plan is the official guide to development within the neighborhoods and commercial districts of the La Crescenta and Montrose areas of Glendale. It is intended to shape positive community change and foster sustainable land use patterns, while balancing the unique character of the community with citywide policies and regional initiatives. Sustainability concepts are incorporated throughout the plan and address topics such as Urban Design/Land Use, Infrastructure & Sustainability, Community Services & Parks, Natural Resources, and Wellness & Safety. This plan was adopted November 29, 2011.

## **Ice Bears**

In the last year, GWP's Ice Bear project installed energy storage units known as Ice Bears at 28 Glendale city buildings and 58 local small, medium sized, and large commercial businesses. The project was supported by local trade companies and created approximately 40 jobs during the one year installation process. A total of 180 Ice Bear units have been installed in Glendale since the program's inception in 2005. Ice Bear energy storage systems are paired with commercial air conditioning units to create a hybrid cooling solution that delivers a powerful change in how and, more importantly, when energy is consumed for air conditioning. Air conditioning energy demand typically 40-50% of a building's electricity use during peak hours, will be reduced by as much as 95%. For GWP and its customers, the expanding Ice Bear project reduces peak demand on the whole electrical grid, reducing exposure to costly peak power and improving the efficiency and reliability of the grid.

## Looking Ahead...

Despite tough economic times, all California cities, including Glendale, are currently striving to achieve greater sustainability. Some cities are motivated primarily by regulatory compliance while others endeavor to be leaders in the field of sustainability. Glendale has succeeded in achieving significant innovation and accomplishments in sustainability through a cautious implementation of sustainability actions, policies and principals. Much care and deliberation has been used to ensure that these new sustainability measures are not only effective, but that they also do not pose an undue burden on tax payers, rate payers, and residents.

In the new fiscal year, the Glendale City Council will be considering two new policies intended to enhance sustainability. The first policy regulates carryout bags at supermarkets and other large stores. Plastic bags, which are a major source of litter pollution, would be regulated in Glendale in a manner similar to policies already successfully implemented in other jurisdictions such as Los Angeles County and Long Beach. The City Council will also consider strengthening the Smoking Ordinance by further restricting smoking in multi-family apartment buildings. Since second-hand smoke is well known to be harmful, this restriction may have far-reaching health benefits for the City's numerous non-smoking apartment dwellers.

In the field of waste management, the Public Works Department has two exciting projects underway that can increase sustainability. The first is the possibility of the construction of a Materials Recovery Facility (MRF) in Glendale. At MRF, recyclables are separated from the entire waste stream. The City could, therefore, capture recyclables from households which do not separate recyclable from their regular rubbish. The second project is the ongoing analysis for the potential construction of a waste conversion facility in the City where non-recyclable waste would be converted into energy instead of deposited into the landfill.

Glendale Water & Power will continue to seek out renewable sources of power generation and implement measures to promote water conservation. This includes the management of its business modernization, reduced reliance on fossil fuels and lower carbon emissions, investing in green energy, and rebate and incentive programs. In part due to State regulations, Glendale is on schedule to achieve an energy portfolio consisting of 33% renewable sources by 2020.

Improving sustainability in Glendale is an ongoing venture. City staff, elected officials, residents, business owners, and local activists will continue to collaborate to reduce the City's environmental footprint and make the City healthier, safer and more ecological for future generations.

## Did you know?

- The City of Glendale has had an ordinance in place to protect indigenous trees species (Sycamores, Bays, and Oaks) since 1982. While no permit is required for routine pruning of these trees defined as less than 2" in diameter (approximately the size of a standard soup can) and not more than one quarter of the trees live foliage, residents who desire additional pruning or a removal must secure a free permit from the City.
- Whenever possible, bulky items such as furniture, electronics, and appliance picked up by the City for free under the Bulky Item Collection Program are recycled. Glendale residents can call (818) 548-3916 to make an appointment.
- By using composting bins, a household can potentially cut their waste in half. The City's Integrated Waste Management Division hosts composting workshops where free and discounted composting bins are provided to attendees. Residents can call (818) 548-3916 for more information.
- The City provides free mulch several times a year at Brand Park. When added to a garden, mulch can enhance the soil and reduce the quantity of watering needed.
- The Fleet Management Division, which is responsible for the maintenance of all City vehicles and equipment, recycles engine fluids such as motor oil and anti-freeze.
- By tuning up their air conditioning system, homeowners can reduce their electrical consumption by as much as 500 kilowatt hours or \$50 - \$60 in savings a year.
- Glendale Water and Power offers residential customers with up to 3 free shade trees to lower their air conditioning costs.
- Approximately 22% of Glendale Water and Power's energy requirements are derived from renewable resources 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 in the City that had been causing 700 gallons of lost water per hour.
- The City's water system delivers 9.16 billion gallons of drinking water to the community.
- Glendale Water & Power conducts more than 4,000 water samples per year throughout its storage facilities and pipelines.



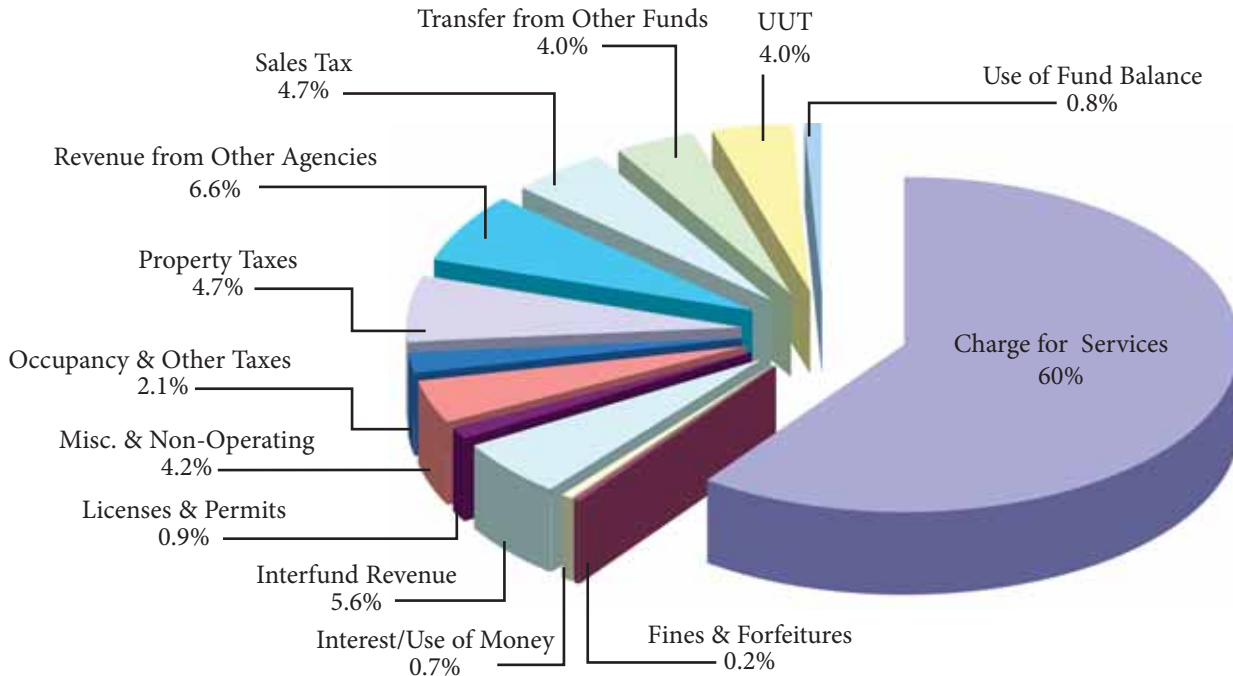
# *Financial Summary*

Fiscal Year 2012 / 2013

# Financial Summary

## Where The Money Comes From

Total Resources 2012 / 2013 = \$700,934,785



### DEFINITIONS

**Charges for Services** - Charges for electric, water, sewer, refuse collection, planning and building fees, rental of municipal facilities, and various recreation functions.

**Interfund Revenue** - Payments from one City fund to another for supporting programs and services.

**Revenue from Other Agencies** - Revenue derived from Joint Powers Agreements, mutual aid reimbursements, motor vehicle in-lieu fees, state grants, and county grants.

**Misc. & Non-Operating Revenue** - Includes miscellaneous revenue generated through donations, contributions, advertisement revenue, and unclaimed property.

**Use of Money & Property** - Interest earned from treasury investments.

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

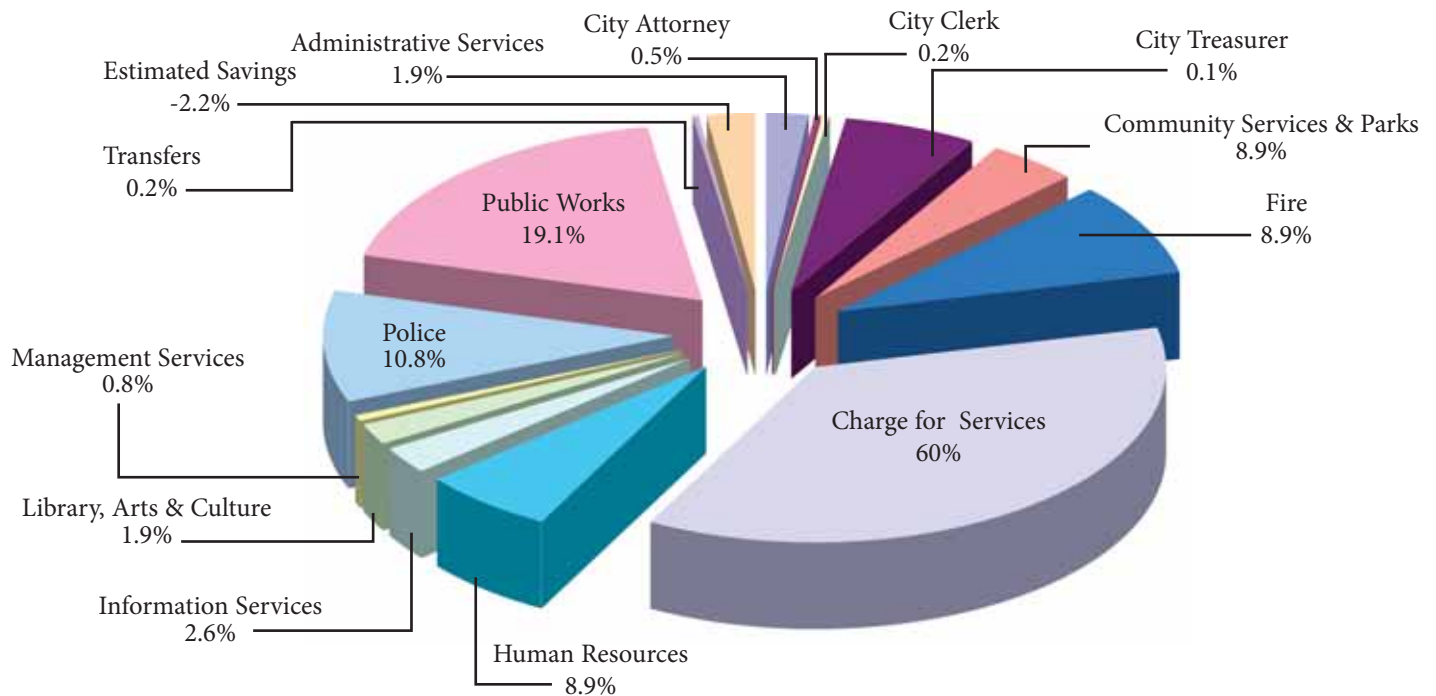
Resources	Amount	Percent
Charges for Services	\$ 420,630,286	60.0%
Fines & Forfeitures	1,200,000	0.2%
Interest/Use of Money	4,642,000	0.7%
Interfund Revenue	39,521,164	5.6%
Licenses & Permits	6,649,180	0.9%
Misc. & Non-Operating	29,313,799	4.2%
Occupancy & Other Taxes	14,803,000	2.1%
Property Taxes	44,231,900	6.3%
Revenue from Other Agencies	46,565,586	6.6%
Sales Tax	33,047,500	4.7%
Transfer from Other Funds	28,009,062	4.0%
Utility Users Tax (UUT)	27,000,000	3.9%
Use of Fund Balance	5,321,308	0.8%
<b>Total:</b>	<b>700,934,785</b>	<b>100.0%</b>



# Financial Summary

## Where The Money Goes

Total Appropriations 2012 / 2013 = \$700,934,785



Resources	Amount	Percent
Administrative Services	\$ 13,211,575	1.9%
City Attorney	3,447,453	0.5%
City Clerk	1,211,286	0.2%
City Treasurer	640,597	0.1%
Community Development	44,615,071	6.4%
Community Services & Parks	30,403,476	4.3%
Fire	62,583,439	8.9%
Glendale Water & Power	266,874,946	38.1%
Human Resources	44,662,121	6.4%
Information Services	17,925,141	2.6%
Library, Arts & Culture	13,550,570	1.9%
Management Services	5,320,382	0.8%
Police	75,546,987	10.8%
Public Works	134,171,111	19.1%
Transfers	2,160,000	0.2%
Estimated Savings	(15,389,370)	-2.2%
<b>Total:</b>	<b>700,934,785</b>	<b>100.0%</b>







# *Performance Measures*

Fiscal Year 2012 / 2013

# Performance Measures

## Fiscal Responsibility

**Strategic Objective:** Conduct the City's financial affairs in a prudent and responsible manner to ensure adequate resources are available to meet current obligations and long term stability.

Measurement	2011-12 Target	2011-12 Actual	2012-13 Target
<b>Administrative Services</b> Create and present the five year financial plan for the General Fund during the mid-year report to City Council. On an on-going basis, update and regularly report the five year plan during budget and financial updates	N/A	N/A	100%
100% of all adopted budget adjustments will be captured, prepared, and entered before the close of each respective month for which the budget adjustment was approved	100%	82%	100%
The general ledger accounting cycle will be closed within 21 calendar days after the month-end	100%	100%	100%
The year-end general ledger accounting cycle will be closed within 4 months after year-end	10/31/11	10/31/11	10/31/12
Produce the Comprehensive Annual Financial Report (CAFR) that meets the award standards of the GFOA	12/31/11 Submission	Award Received	12/31/12 Submission
Produce an Adopted Annual Budget document that meets the award standards of the GFOA	10/14/2011 Submission	Award Received	9/26/12 Submission
Vendor payments are processed within 30 days of receipt by Accounts Payable once proper account strings and supporting documentation are provided	100%	100%	100%

## Exceptional Customer Service

**Strategic Objective:** A City committed to providing its residents with extraordinary customer services centered around the principles of speed, quality, and customer satisfaction through the delivery of flawless and seamless services to every customer served.

Measurement	2011-12 Target	2011-12 Actual	2012-13 Target
<b>Human Resources</b> 75% of salaried open recruitments will be completed within 90 calendar days	75%	25%	75%
<b>Information Services</b> Average time to close an AIMS Ticket	8 days	8.33 days	8 days
<b>Fire</b> 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%	99%	95%
<b>Community Services &amp; Parks</b> Number of companies assisted with retention/expansion services	30	23	25
<b>Community Development</b> Customer Service requests - responding to requests for service	16,000	17,450	16,000
<b>Glendale Water &amp; Power</b> Restore all minor power outages within 10 minutes of detection by 2014	10	40	30
Restore all major power outages within 20 minutes of detection by 2014	40	39.7	40
Reduce number of preventable outages to less than 25 per year by 2014	25	16	25



# Performance Measures

## Economic Vibrancy

**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	2011-12 Target	2011-12 Actual	2012-13 Target
<b>Community Services &amp; Parks</b>			
Assistance provided to small/medium-size businesses	35	29	25
Entered employment rate for the Verdugo Workforce Investment Board for adult population	65%	53%	52%
Entered employment rate for the Verdugo Workforce Investment Board for dislocated worker population	81%	52%	52%
Entered retention rate for the Verdugo Workforce Investment Board for adult population	81%	76%	80%
Entered retention rate for the Verdugo Workforce Investment Board for dislocated worker population	83%	80%	80%
Number of companies assisted with retention/expansion services	30	23	25
Number of youth employed & gained paid work experience	375	402	350
<b>Public Works</b>			
Maintain a fair, competitive and equitable fleet rental rate for the Fleet Management Division to charge its customers	Yes	Yes	Yes
<b>Human Resources</b>			
Maintain a 75% closure rate within each fiscal year by moving claims toward conclusion in a highly efficient manner	75%	75%	75%

# 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	2011-12 Target	2011-12 Actual	2012-13 Target
<b>Administrative Services</b>			
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	12/31/11 Submission	Award Received	12/31/12 Submission
Produce an Adopted Annual Budget document that meets the award standards of the GFOA	9/28/10 Submission	Award Received	9/26/12 Submission
<b>City Clerk</b>			
Notice all public meetings properly and in accordance with the law	100%	100%	100%
<b>City Treasurer</b>			
The Monthly Report of City Investments will be posted to the City's website within 15 working days after the month ends	100%	83%	100%
The Quarterly Report of City Investments will be posted to the City's website within 15 working days after the quarter ends	100%	75%	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%
<b>Community Development</b>			
Planning community meetings (including joint meetings with other departments)	N/A	N/A	3 Events
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	5 Events	4 Events
Historic Preservation			
• Process Historic District application(s)	1	1	2
• Add properties to Glendale Register of Historic Resources	7	5	7
• Mills Act Applications	6	5	6
<b>Community Services &amp; Parks</b>			
The City will strive to continue to offer the current number of free events available to the public	2	7	3
Number of unduplicated seniors who receive a hot meal	46,000	45,082	39,000
Number of unduplicated homebound seniors who receive daily frozen meals	13,000	14,217	11,400
<b>Human Resources</b>			
75% of promotional recruitments will be completed within 45 calendar days	75%	48%	75%
<b>Information Services</b>			
Number of PC's, Printers and Copiers	1,922	2,508	2,433
Number of Vehicle Radios	639	637	630
<b>Library, Arts &amp; Culture</b>			
Number of adults, children and young adults participating in reading related programs	60,000	54,648	50,000



# 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	2011-12 Target	2011-12 Actual	2012-13 Target
<b>Community Development</b> Track number of red/yellow tagged units for unsafe dwelling units	40	21	20
<b>Community Services &amp; Parks</b> Number of duplicated and unduplicated persons served at winter shelter program	100-Duplicated 50-Unduplicated	180-Duplicated 90-Unduplicated	160-Duplicated 80-Unduplicated
Number of persons that receive intake at Homeless Access Center	858	1108	858
Number of unduplicated homeless persons that receive street outreach	150	188	150
Add permanent supportive housing units to the homeless continuum of care system	5 Units	5 Units	3 Units
<b>Human Resources</b> All Departments will conduct periodic Safety Meetings depending on their level of exposure and number of hazards	100%	50%	50%
<b>Fire</b> Percentage of underground tanks inspected each year	100%	100%	100%
Number of "target" vegetation inspections performed annually	4,500	4,421	4,212
Number of students attending Jr. Fire Programs	2000	1,920	2,000
Percentage of multi-family and business occupancies that are inspected each year	45%	49%	50%
Percentage of Hazardous Material facilities inspected each year per Health & Safety Code Section 25508	33%	30%	33%
Percentage of Assembly, High Rise, Health Care Occupancies that are inspected each year	35%	24%	45%
<b>Police</b> Increase number of Neighborhood Watch Groups serving Glendale neighborhoods	77%	122	134
Increase the number of CrimeStopper Hotline calls by 10%	70	50	50
Increase community outreach participation meetings	350	380	400
Maintain Glendale's ranking as one of the top 10 safest cities in Californian with a population over 100,000 people	N/A	Top 10	Top 10
Maintain a Part I crime rate that is at least 10% lower than the average crime rate in our surrounding jurisdictions; the surrounding jurisdictions used to calculate the Part I crime benchmark are Burbank, Pasadena, LAPD Foothill, and LAPD Northeast	New	New	10% lower
Gang Prevention: 1) There is a re-emergence of criminal gang influence and activity within the city. A minimum of 150 compliance checks of known or suspected gang members will be completed during the year	New	New	150
2) At least 6 town hall meetings in which gang related issues are addressed will be held	New	New	6
3) Conduct at least 3 gang injunction enforcement operations aimed at preventing the reemergence of criminal gang infiltration within the city	New	New	25

# 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	2011-12 Target	2011-12 Actual	2012-13 Target
<b>Community Development</b>			
Prepare draft citywide design guidelines	100%	100%	N/A
Perform building inspections	15,000	16,049	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	20 Units	30 Units	9 Units
New affordable units to be produced	62 Units	57 Units	5 Units
Existing affordable units to be preserved	1,185 Units	1,308	1,336
Preserving the quality and habitability of rental housing units by inspecting for compliance with health, safety and maintenance standards (inspections conducted)	6,000	3,900	Program Terminated
Rental housing units certified meeting basic habitability/ maintenance standards Rental Housing Preservation Program (RHPP)	2,400	2,150	Program Terminated
Families receiving rental assistance with a housing voucher	3,050	3012	3134
Reduce number of substandard commercial & residential properties; as measured by number of abatement orders and number of cases filed. [Case starts/Case clears]	2,500/2,500	2,110/1,950	1,700/1,700
Total number of inspections/contacts of residential, commercial and industrial properties including abatements	30,000	32,675	20,000
<b>Community Services &amp; Parks</b>			
Number of tenant/landlord workshops	2	2	3
Number of tenants that receive information and attend workshops	700	650	700
Number of landlords that receive information and attend workshops	25	31	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	2011-12 Target	2011-12 Actual	2012-13 Target
<b>Community Development</b> Develop new parks and facilities in an attempt to increase the number and types of facilities provided to the residents of Glendale	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	Completed construction of Central Park; Design of Mountain Do and Catalina Verdugo Trails, Maryland Avenue Park, Catalina Verdugo Adobe Park Improvement, MONA & Central Park Pedestrian Paseo; Glorietta Park playground replacement	Design Phase: 7 Construction Phase: 7
<b>Human Resources</b> 100% of City Facilities will be inspected for compliance with safety standards	100%	50%	50%
<b>Library, Arts &amp; Culture</b> Number of eBooks in collection	4,500	3,798	5,000
20,000 wireless access users annually and 250,000 users of Library computers	100%	105%/75%	100%
Renovate existing libraries to upgrade, protect, and adapt facilities for improved and current library service delivery	Begin construction on Brand. Complete design of Central. Complete remodel of Chevy and Casa	Began Brand Construction. Casa and Chevy near completion	Brand Construction continued through 2013

# 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	2011-12 Target	2011-12 Actual	2012-13 Target
<b>Glendale Water &amp; Power</b>			
Reduce electrical system usage losses to less than 10% by 2014	10%	8%	10%
Maintain unaccounted-for water losses below 10%	10%	7%	10%
Replace & rehabilitate 25 miles of old pipe by 2014	30%	0%	7%
Achieve annual utility average OSHA incident rate of 2.0 by 2014	2.0	2.27	2.0
<b>Public Works</b>			
Linear feet of sewer main cleaned	1.5 million	1.8 million	1.650 million
Linear feet of sewer main TV-inspected	250,000	360,000	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	300,000	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, and traffic impact studies	Yes	Yes	Yes
Maintain the City's PCI (Pavement Condition Index for local streets and roads) at 74.6	75	75	75

## 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	2011-12 Target	2011-12 Actual	2012-13 Target
<b>Human Resources</b>			
95% of all employees will complete harassment training every two years	95%	99.9%	95%
<b>Library, Arts &amp; Culture</b>			
Number of materials borrowed in languages other than English	67,000	48,706	50,000
<b>Management Services</b>			
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	2011-12 Target	2011-12 Actual	2012-13 Target
<b>Glendale Water &amp; Power</b>			
Increase Grayson Power Plant Efficiency to <10,000 heat rate	25%	10%	25%
Reduce Green House Gas Emissions to 1990 levels by 2020	50%	50%	50%
Achieve a balanced energy portfolio of 33% renewable by 2020	60%	60%	60%
<b>Public Works</b>			
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	650 inspections	242 inspections	650 inspections
Implement 20% of initiatives of Glendale Zero-Waste Plan by July 2013	Yes	Yes	Yes
Number of trees planted by the Glendale Public Works Department exceeds the number of trees removed	Yes	Yes	Yes
Tons of street sweeping debris recycled	1,500	1,600	1,600

## Executive & Key Staff

Scott Ochoa  
CITY MANAGER

Michael J. Garcia  
CITY ATTORNEY

Ardashes "Ardy" Kassakhian  
CITY CLERK

Ronald Borucki  
CITY TREASURER

Yasmin K. Beers  
ASSISTANT CITY MANAGER

John Takhtalian  
DEPUTY CITY MANAGER

Michele Flynn  
CITY AUDITOR

Hassan Haghani  
DIRECTOR,  
COMMUNITY DEVELOPMENT

Jess Duran  
DIRECTOR,  
COMMUNITY SERVICES & PARKS

Robert Elliot  
DIRECTOR,  
FINANCE

Harold Scoggins  
FIRE CHIEF

Matt Doyle  
DIRECTOR,  
HUMAN RESOURCES

Edward Fraga  
DIRECTOR,  
INFORMATION SERVICES

Cindy Cleary  
DIRECTOR,  
LIBRARY, ARTS & CULTURE

Ron De Pompa  
POLICE CHIEF

Stephen M. Zurn  
GENERAL MANAGER,  
GLENDALE WATER & POWER  
DIRECTOR,  
PUBLIC WORKS

## CITY OF GLENDALE Department Contact Information

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

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

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

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

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

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

**Finance**  
**Includes Purchasing and Risk Management**  
141 N. Glendale Ave, Room 346  
Glendale, CA 91206  
818.548.2085

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

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

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

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

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

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

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

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

Website: [www.ci.glendale.ca.us](http://www.ci.glendale.ca.us)  
Twitter: [www.twitter.com/myglendale](https://www.twitter.com/myglendale)



# **AWARD OF EXCELLENCE**



**Annual Reports - Print Over 32 Pages**

**City of Glendale  
2011/2012 Annual Report**

**City of Glendale**



7481 Huntsman Blvd., #720, Springfield, Virginia 22153-1648, USA ♦ 703/643-2200 ♦ Fax: 703/643-2329  
E-mail: [info@apexawards.com](mailto:info@apexawards.com) ♦ Web site: [www.apexawards.com](http://www.apexawards.com)

