

Adopted Budget FY 2022 - 2023



CITY OF GLENDALE BUDGET MESSAGE

Honorable Mayor and Members of the City Council,

As your City Manager, it is my pleasure to present the adopted budget for all operations of the City of Glendale for fiscal year (FY) 2022-23. I believe the budget for the year ahead is demonstrative of the efficiency, professionalism, and resilience we have all exhibited in the face of multiple external challenges. As is the norm in the City, the FY 2022-23 adopted budget takes a long-term approach that closely monitors cost-drivers and adapts to changes to provide a balanced budget.

This past year, the region has experienced an upward economic recovery trend to pre-pandemic levels across various sectors. There is, however, a level of economic uncertainty that has begun to rise, such as supply chain disruption and record high inflation, leading to rising interest rates. Considering for these challenges, future revenue growth has been tempered for FY 2022-23 and beyond, and is reflected in the General Fund Revenue estimates. The total adopted budget for FY 2022-23, has reached \$1.1 billion for the first time in its history, which includes all City funds, departments, and programs. The General Fund's total budget is \$280.5 million, from which the City pays for services commonly associated with local government, such as police and fire services, libraries, parks, public works, housing, and economic development. This year's budget preparation focus remains on developing a balanced and fiscally responsible financial plan that best serves the needs of our community.

Despite the difficulty involved in preparing this budget, the City Council has set the tone to allow managers and staff to approach challenges in a professional and constructive manner. Through the vision of the Glendale City Council, we are able to balance new growth while preserving a rich and honored heritage. The City will continue to aggressively pursue exceptional customer service, balance value propositions, and invest in the future to ensure continuity of high-quality City services.

Council Priorities

In November 2021, the City Council held a special workshop to develop a shared understanding of high-performance governance best practices, discuss norms, and establish priorities for the FY 2022-23 budget year. This workshop resulted in a Workplan that identifies projects, programs, and initiatives beyond the normal workload, designed to carry out the Council's four highest priority areas. Glendale's vision is accomplished through a combination of the City Council's new priority areas, the City's Workplan, and key performance indicators. With this year's budget process, the City Council has reaffirmed the following priority areas:



CITY OF GLENDALE

BUDGET MESSAGE

Accompanying these priority areas are a set of departmental program goals that lead to continuous improvement in the way that we deliver services and do businesses. These goals best indicate whether departments had a “successful year,” and they are essentially the outcomes that we will strive for in the upcoming budget year. The key performance indicators provide a vehicle to measure our progress. They are the outputs and act as measures for what we are doing and how efficiently we are doing it (see the Strategic Goals section for additional information).

In other words, the City Council priority areas provide the themes, the Workplan gives us our framework, and the key performance indicators measure the details. This systematic management and measurement of our performance will help to bring clarity amid any period of uncertainty.

We are currently in the process of finalizing our new Strategic Plan, based on input from City Council and City staff. As Glendale continues to streamline its operations and enhance its quality of service, the organization must maintain balance by looking at long-term sustainability, closely monitoring cost-drivers, and adapting to changes. Our goal is to restore, build, and maintain our programs, infrastructure, and services, and not to revert to traditional patterns and processes. With the City Council’s vision and a team of high-quality, ethical professionals, we will continue to provide exceptional customer service and uphold the quality of life that is unique to Glendale.

Capital Planning

The City Council has directed that we continue making strategic capital investments in our community that align with Council’s priorities stated above. Some of these planned capital improvements include:

- Developing affordable housing for the community by utilizing various funding sources;
- Pavement Rehabilitation projects to maintain current Pavement Condition Index;
- Identifying locations, designing project, and obtaining permits to Install EV Chargers;
- Major Glendale Water & Power projects in renewable power generation and transmission, as well as water distribution and Fiber Network Backbone;
- Fremont Park Renovation Project, by executing master plan that will provide new amenities, enhance park user safety, and will incorporate an art component in collaboration with the Library, Arts & Culture Department;
- Installation of electric operated equipment and infrastructure at several City parks;
- Capital improvements to mitigate the heat island effect in the City, including cool reflective pavement and tree plantings; and
- Enhancement to the Arts & Entertainment District through public infrastructure, installation of three pieces of iconic public art, and position Glendale as an Arts & Culture destination.

These projects, in addition to regular maintenance of City-owned facilities, streets, parkway trees, sewers, parklands, and water and power equipment, are just a sample of the many City improvements planned this year and reflect the City Council’s sense of responsible stewardship over community assets. In Glendale, departments work together to achieve one main goal: a community that is safe, prosperous, and rich in cultural offerings. There is no one way to do it – but in Glendale, it means collaboration between departments, a combination of people and skills, and community support.

CITY OF GLENDALE

BUDGET MESSAGE

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

Organizational Profile

Throughout the recent years, the City has been running as lean as it possibly can with its current staffing levels, while continuing to provide the levels of services our community rightfully expects and operating new programs our community deserves. During the FY 2022-23 budget process, the City Council approved a net total of seven additional full-time positions across the organization, which were all in the General Fund, bringing the total adopted full-time position count to 1,601 for FY 2022-23.

The chart below compares the organizational profile of the City of Glendale with two of its neighboring cities: Burbank and Pasadena. As illustrated, although the City of Glendale’s population is much greater than that of its neighboring cities, its residents served per full-time equivalent (FTE) employee count and total budget per capita, are significantly more conservative than that of the cities of Burbank and Pasadena. This further speaks to Glendale’s continued dedication to doing more with less. Glendale’s staff is professional and focused on providing exceptional customer service, while setting the standard for other local governments.

FY 2022-23 Organizational Profile Comparison

	Glendale	Burbank	Pasadena***
Total Population*	193,116	105,451	138,310
Total Citywide City Employees (FTE)**	1,956	1,465	2,323
Total General Fund FTE**	1,122	936	1,029
Total Citywide Adopted Budget (in thousands)	\$1,096,401	\$791,810	\$955,340
Total General Fund Adopted Budget (in thousands)	\$280,498	\$219,694	\$295,518
Residents Served per FTE (Citywide)	99	72	60
Residents Served per FTE (General Fund)	172	113	134
Total Budget per Capita (Citywide)	\$5,677	\$7,509	\$6,907
Total Budget per Capita (General Fund)	\$1,452	\$2,083	\$2,137

* Source: Department of Finance annual publication

** Includes Hourly FTE

*** Includes Affiliated Agencies

CITY OF GLENDALE BUDGET MESSAGE

FY 2022-23 Budget Overview

The FY 2022-23 adopted budget incorporates the policy directions of the City Council for services and programs that address the needs of the community, as identified during the five budget study sessions held between April 26 and May 19 of 2022. A public hearing on the budget was held on June 14, 2022, and the budget was formally adopted on the same day.

The total appropriations adopted for the FY 2022-23 citywide budget is \$1.1 billion, with \$280.5 million of that amount in the General Fund. Council also approved \$34.7 million in Measure S appropriations for Housing, Infrastructure, Economic Vibrancy, Quality of Life and Safety & Security projects and programs, totaling to \$17.5 million in General Fund and \$17.2 million in the Measure S Capital Improvement Fund.

The table below provides a summary comparison by major fund type. The information provided here and throughout this budget document includes the actual expenditures for FY 2020-21, the adopted budget for FY 2021-22, the revised budget for FY 2021-22 (including all budget amendments approved by the City Council), and the adopted budget for FY 2022-23.

Citywide Appropriations

Fund	(a) Actual 2020-21	(b) Adopted 2021-22	(c) Revised 2021-22*	(d) Adopted 2022-23	(d) – (b) Changes From Prior Year
General Fund					
General Fund	\$ 227,188,486	\$ 247,054,677	\$ 249,541,963	\$ 262,973,849	\$ 15,919,172
Measure S	4,984,789	8,330,000	7,985,498	17,523,710	9,193,710
Total General Fund	\$ 232,173,275	\$ 255,384,677	\$ 257,527,461	\$ 280,497,559	\$ 25,112,882
Special Revenue	104,933,320	121,154,093	148,856,077	128,897,562	7,743,469
Debt Service	2,992,777	2,998,150	2,998,150	2,996,650	(1,500)
Capital Improvement Funds					
Capital Improvement	19,993,034	16,471,238	15,094,898	26,942,238	10,471,000
Measure S Capital Improvement	253,170	20,425,000	21,350,492	17,150,000	(3,275,000)
Total Capital Improvement	\$ 20,246,204	\$ 36,896,238	\$ 36,445,390	\$ 44,092,238	\$ 7,196,000
Enterprise	343,895,930	434,818,518	448,112,300	506,618,428	71,799,910
Internal Service	110,557,664	121,308,813	121,684,091	133,298,873	11,990,060
All Funds	\$ 814,799,170	\$ 972,560,489	\$1,015,623,470	\$ 1,096,401,310	\$ 123,840,821

Notes:

* Excludes carryovers.

American Rescue Plan Act (ARPA) Funds

The American Rescue Plan Act (ARPA) signed into law on March 11, 2021 guarantees direct financial relief to local governments. The total City of Glendale allocation is \$43.5 million, which can be used for revenue loss replacement, infrastructure projects pertaining to water, sewer, and broadband, COVID assistance programs, as well as premium pay for essential employees up to \$13.00 per hour. All funds received must be committed by December 31, 2024. In order to adopt a balanced General Fund budget, the City is projecting to use approximately \$18.0 million in ARPA funding in FY 2022-23.

CITY OF GLENDALE BUDGET MESSAGE

General Fund

Resources

The FY 2022-23 adopted General Fund resource estimates are \$280.5 million, inclusive of \$17.5 million in Measure S, \$617 thousand in projected use of assigned Economic Development fund balance, and \$18.0 million in projected use of ARPA funding.

The table below provides a summary of the General Fund revenues and resources by category for FY 2021 Adopted, FY 2021-22 Revised, and FY 22-23 Adopted.

Category	Adopted FY 2021-22	Revised FY 2021-22	Adopted FY 2022-23	Variance	% Change
Property Taxes	\$ 73,179,427	\$ 73,179,427	\$ 75,460,571	\$ 2,281,144	3.1%
Sales Taxes	44,060,579	50,948,365	52,235,457	1,287,092	2.5%
Sales Taxes (Measure S)	4,356,000	14,280,287	17,523,710	3,243,423	22.7%
Utility Users Taxes	26,020,130	26,020,130	24,992,782	(1,027,348)	(3.9%)
Occupancy and Other Taxes	15,608,055	15,608,055	18,210,457	2,602,402	16.7%
Licenses & Permits	9,643,327	9,643,327	9,498,746	(144,581)	(1.5%)
Revenue from Other Agencies	220,000	220,000	220,000	-	-
Charges for Services	16,602,828	16,602,828	17,880,195	1,277,367	7.7%
Interfund Revenue	18,966,976	18,966,976	18,697,882	(269,094)	(1.4%)
Fines and Forfeitures	3,005,000	3,005,000	3,005,000	-	-
Use of Money and Property	1,748,353	1,748,353	2,319,540	571,187	32.7%
Miscellaneous Revenue	1,265,250	1,290,250	1,161,200	(129,050)	(10.0%)
Transfers from Other Funds	20,699,981	20,699,981	20,700,720	739	-
Total Revenues	\$235,375,906	\$252,212,979	\$261,906,260	\$ 9,693,281	3.8%
GSA Loan Repayment	1,466,806	1,466,806	-	(1,466,806)	(100.0%)
Econ Dev Assigned Fund Bal.	535,660	535,660	617,215	81,555	15.2%
ARPA Funds	14,032,305	5,097,923	17,974,084	12,876,161	252.6%
Total Resources	\$251,410,677	\$259,313,368	\$280,497,559	\$ 21,184,191	8.2%

Major revenue changes and assumptions for the adopted FY 2022-23 budget are summarized below.

Property Tax receipts are estimated to be approximately \$75.5 million, which is \$2.3 million, or 3.1%, above the prior year's revised estimate. This is due to an increase in the number of home sales in calendar year 2021 compared to 2020, when home sales slowed due to the pandemic, which was used as the basis for the FY 2022-23 budget forecast. The City's projection also factors in rising interest rates and an increase in assessed valuation of 2%.

Sales Tax revenues are estimated to be approximately \$52.2 million for Bradley Burns, with an additional \$30.2 million in Measure S sales tax of which \$17.5 million is for General Fund programming. Since COVID-19 restrictions were lifted, the City experienced healthy sales tax growth in categories such as general consumer goods, restaurants, fuel and auto-transportation. While this growth was a reset to pre-pandemic levels, the same level of growth rate is not expected to continue in FY 2022-23 for a variety of factors including rising interest rates, inflation, and supply chain issues. As such, sales tax is still expected to grow in FY 2022-23, albeit at a declining rate relative to FY 2021-22.

Occupancy & Other Taxes receipts are estimated to be approximately \$18.2 million, of which \$8.0 million is due to Occupancy Taxes. With loosened restrictions and increasing personal and business travel, hotel services have seen significant recovery over the past year. Consequently, Transient Occupancy Tax (TOT) revenues, which are received by hotels at the time of booking, have seen month-over-month growth in recent quarters.

CITY OF GLENDALE

BUDGET MESSAGE

Utility Users Tax (UUT) is estimated to be approximately \$25.0 million, which is a 3.9% decrease from the FY 2021-22 estimate. We anticipate a decrease in telecommunication revenues due to consumers' declining usage of voice and text and increasing data usage (internet access and internet access-based apps). Data services have been deemed as exempt from taxation by courts in California and other jurisdictions nationwide. Cable revenue also continues to slowly decline as customers cancel traditional cable television services in favor of streaming services, which results in a lower bill and corresponding tax collection.

Appropriations

The FY 2022-23 adopted General Fund budget reflects an increase of approximately \$23.0 million when compared to the FY 2021-22 revised budget. The table below provides a summary of the FY 2021-22 adopted and revised appropriations, and the FY 2022-23 adopted appropriations for the General Fund, by category.

Category	Adopted FY 2021-22	Revised FY 2021-22*	Adopted FY 2022-23	Increase/ (Decrease)	% Change
<u>Salaries & Benefits</u>					
Salaries	\$ 102,050,624	\$ 100,225,477	\$ 104,726,109	\$ 4,500,632	4.5%
Overtime	10,738,541	10,462,926	10,750,050	287,124	2.7%
PERS (Net cost-share)	51,015,273	51,204,266	54,468,834	3,264,568	6.4%
Hourly Wages	7,418,579	7,306,886	7,162,023	(144,863)	(2.0%)
Medical/Dental/Vision	11,505,975	11,739,776	13,251,977	1,512,201	12.9%
Other Benefits	17,672,973	17,614,019	21,521,983	3,907,964	22.2%
Vacancy Salary Savings	(5,000,000)	(5,000,000)	(5,460,000)	(460,000)	9.2%
Total Salaries & Benefits	\$ 195,401,965	\$ 193,553,350	\$ 206,420,976	\$ 12,867,626	6.6%
<u>Maintenance & Operation</u>					
Maintenance & Operations	\$ 49,950,253	\$ 52,822,810	\$ 53,871,500	\$ 1,048,690	2.0%
Capital Outlay	117,882	1,187,309	100,000	(1,087,309)	(91.6%)
Transfers Out	1,584,577	1,978,495	2,581,373	602,878	30.5%
General Fund Measure S	8,330,000	7,985,498	17,523,710	9,538,212	119.4%
Total General Fund Budget	\$ 255,384,677	\$ 257,527,461	\$ 280,497,559	\$ 22,970,098	8.9%

Notes:

* Excludes carryovers.

The net increase in the Salaries and Benefits category is approximately \$12.9 million. Of this, \$4.5 million is in salaries as a result of approved Memorandum of Understanding Cost of Living Adjustments, normal step progression and reallocation of employees; \$3.3 million is in PERS costs (net of employee cost sharing); and a combined increase of \$5.4 million in other benefits and medical/dental/vision, mainly due to the increase in medical insurance costs, the worker's compensation insurance rates, as well as an increase in the rate allocation for compensated absences. These costs are partially offset by \$5.5 million in estimated vacancy savings.

It is no surprise that one of the largest expense obligations for the City is the cost for PERS, in particular the growing unfunded actuarial liability (UAL), which is continuing to be a cause of concern for the City. To mitigate rising PERS costs, the City Council took a proactive step by voting to establish a Section 115 Pension Rate Stabilization Trust at the time of the FY 2017-18 budget adoption. Since the establishment of the Trust, the City Council authorized the initial deposit of \$26.5 million in FY 2017-18 and an additional deposit of \$5.5 million in FY 2019-20, for a total deposit of \$32 million of one-time surplus

CITY OF GLENDALE

BUDGET MESSAGE

revenues. The total ending balance as of June 30, 2022, is \$34.5 million which provides a 2.1% average annual rate of return. This decision demonstrates the City Council’s commitment to keep rising PERS costs at a containable level. City staff is actively assessing other strategies to address the trend in rising PERS costs and will work to implement more solutions in the coming years.

In the Maintenance & Operation category, there is a total net increase of approximately \$1.0 million when compared to the revised FY 2021-22 budget. This is primarily due to an increase in internal service charges including \$4.6 million in Fleet equipment rental charge, \$1.1 million in ITD service charge and \$431 thousand in Building Maintenance, offset by a \$4.6 million decrease in Contractual Services composed of quality of life programs that shifted to Measure S.

In the Capital Outlay category, the total net decrease of approximately \$1.1 million is due to less planned equipment purchases in FY 2022-23 compared to prior year.

General Fund Projected Ending Fund Balance, June 30, 2023

The City’s projected beginning General Fund unassigned & charter reserve fund balance as of July 1, 2022 is \$85.9 million, a reserve of 30.6% of the FY 2022-23 adopted appropriation of \$280.5 million. The adopted General Fund revenues in the amount of \$262.0 million and appropriations in the amount of \$280.5 million, along with the projected use of Economic assigned fund balance and anticipated use of approximately \$18.0 million in ARPA Funds, present a balanced budget for FY 2022-23, keeping the reserve and corresponding reserve percentage unchanged for the period. The City Council’s current General Fund Reserve policy is a minimum of 25% of the annual operating budget, with a target of 35%. The table below shows total resources and appropriations, along with the projected reserve fund balance.

FY 2022-23 General Fund Projected Reserve (In Thousands)

Projected Beginning Unassigned & Charter Reserve, 07/01/2022	\$	85,935
Total Revenues	\$	261,906
Total Appropriations		280,498
Subtotal:	\$	(18,591)
Other Resources:		
ARPA Funds	\$	17,974
Econ Dev Assigned Fund Balance		617
Change in Fund Balance:	\$	-
Projected Ending Unassigned & Charter Reserve, 06/30/2023	\$	85,935
Projected Reserve %		30.6%

CITY OF GLENDALE

BUDGET MESSAGE

Other Funds

Special Revenue Funds – For FY 2022-23, the adopted budget for the Special Revenue Funds reflects an increase of \$7.7 million when compared to the FY 2021-22 adopted budget. This is primarily attributed to:

- Housing Assistance Fund - \$8.2 million increase for direct assistance
- Low & Moderate Income Housing Asset Fund - \$1.9 million decrease in direct assistance and contractual services due to lower anticipated revenue to be received
- Parking Fund - \$982 thousand increase in contractual services and new project appropriations for the Elevator Replacement at Marketplace Parking
- Measure R Regional Return Fund - \$2.5 million decrease due to no new project appropriation being proposed at this time
- Asset Forfeiture Fund - \$741 thousand increase in capital outlay and computer software purchases
- Electric Public Benefit Fund - \$1.2 million decrease in public benefit programs

Capital Improvement Program Funds – As for the City's Capital Improvement Program Funds, there is an increase of \$7.2 million when compared to the FY 2021-22 adopted budget. This is primarily attributable to:

- General Fund Capital Improvement Fund - \$8.0 million increase in project appropriations which include Arts & Entertainment District Artsakh and Brand Library project
- General Fund Capital Improvement Fund (Measure S) – \$3.3 million decrease in project appropriations
- State Gas Tax Fund - \$1.5 million increase for new project appropriations for various projects including the South Verdugo Road Rehabilitation and Street Tree Maintenance
- Parks Mitigation Fee Fund - \$1.5 million increase for the Fremont Park Renovation project

Enterprise Funds – The Enterprise Funds reflect a net increase of \$71.8 million when compared to the FY 2021-22 adopted budget. This is primarily attributable to:

- Sewer Fund - \$5.6 million increase in various project appropriations such as the Los Angeles/Glendale Water Reclamation Plan Agreement
- Refuse Disposal Fund - \$5.8 million decrease in projected revenues resulting in a reduction in personnel costs and contractual services
- Electric Utility Funds - \$68.4 million increase in personnel costs, natural gas fuel, purchased power and in appropriations for capital improvement projects including: Biogas Renewable Generation project, Fiber Plan, and 4kV to 12kV Feeder Upgrade Program
- Water Utility Funds - \$2.8 million increase mainly in purchased water, utilities, and major project appropriations such as the Pipeline Management Program and Water System Modernization projects

Internal Service Funds – For the Internal Service Funds, there is a net increase of \$12.0 million when compared to FY 2021-22. This is primarily attributable to:

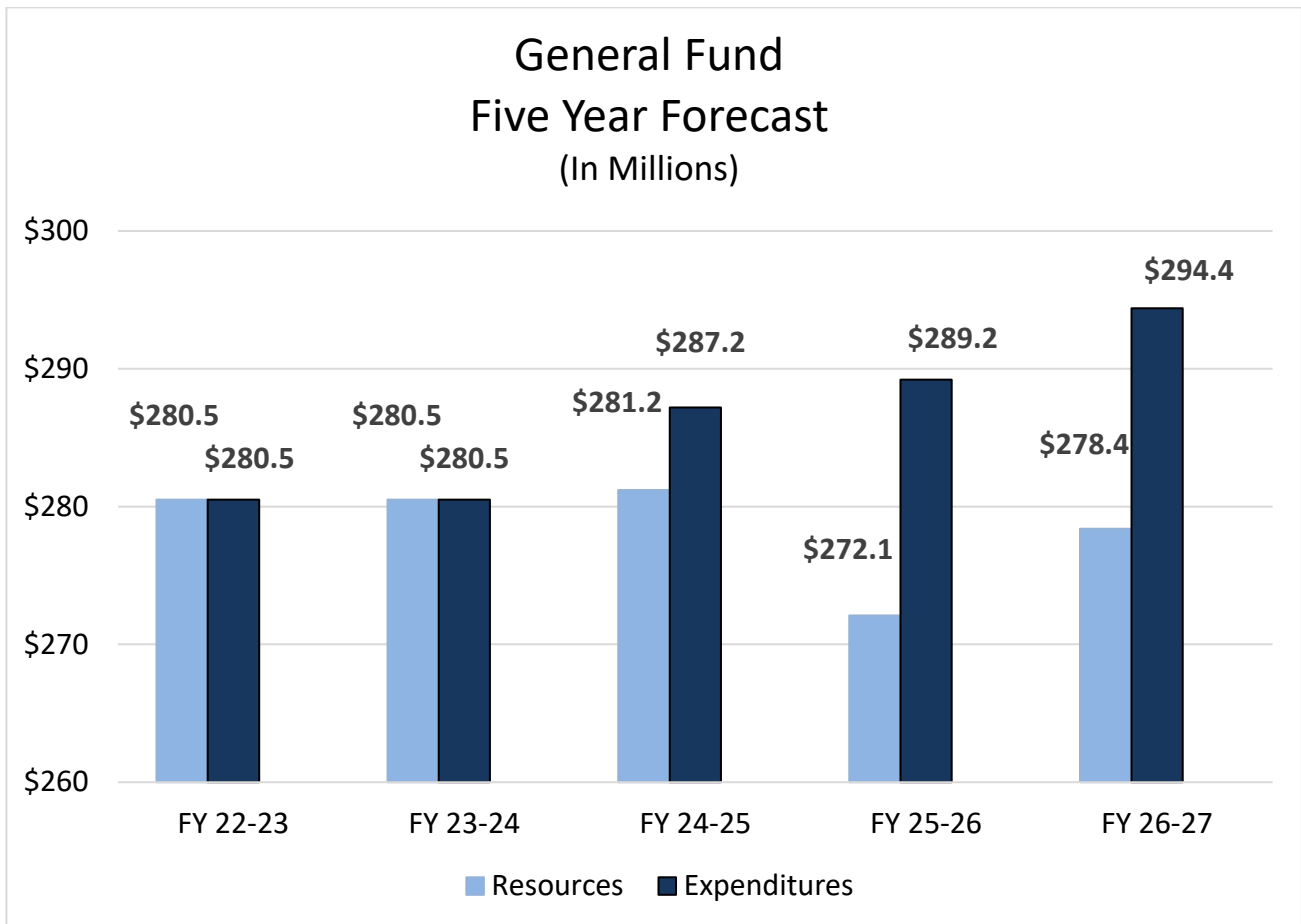
- Liability Insurance Fund - \$1.8 million increase in excess insurance and claims
- RHSP Benefits Fund - \$3.1 million increase due to a transfer to the Liability Insurance Fund to help support future needs
- ITD Infrastructure Fund - \$2.6 million increase in personnel, contractual services, and wireless data communication costs
- Wireless Fund - \$2.0 million decrease in wireless communication and Police and Fire radios.

CITY OF GLENDALE BUDGET MESSAGE

Five-Year Financial Forecast

In recent years, forecasting has taken a vital role in Glendale’s budget planning, prompting us to make appropriate budget adjustments during the year to successfully meet upcoming challenges. During the first budget study session for the FY 2022-23 budget, we provided a General Fund Forecast to the City Council. Many variables were taken into consideration, as we do not exactly know what the future holds or what our actual revenues will be. Hence, revenue estimates are conservative and assume no future voter-approved revenue increases or potential new tax revenue from new businesses relocating to Glendale. Expenditure estimates are equally conservative, factoring in potential decreases and increases for major cost drivers such as PERS and medical benefits, as well as projected personnel vacancy savings.

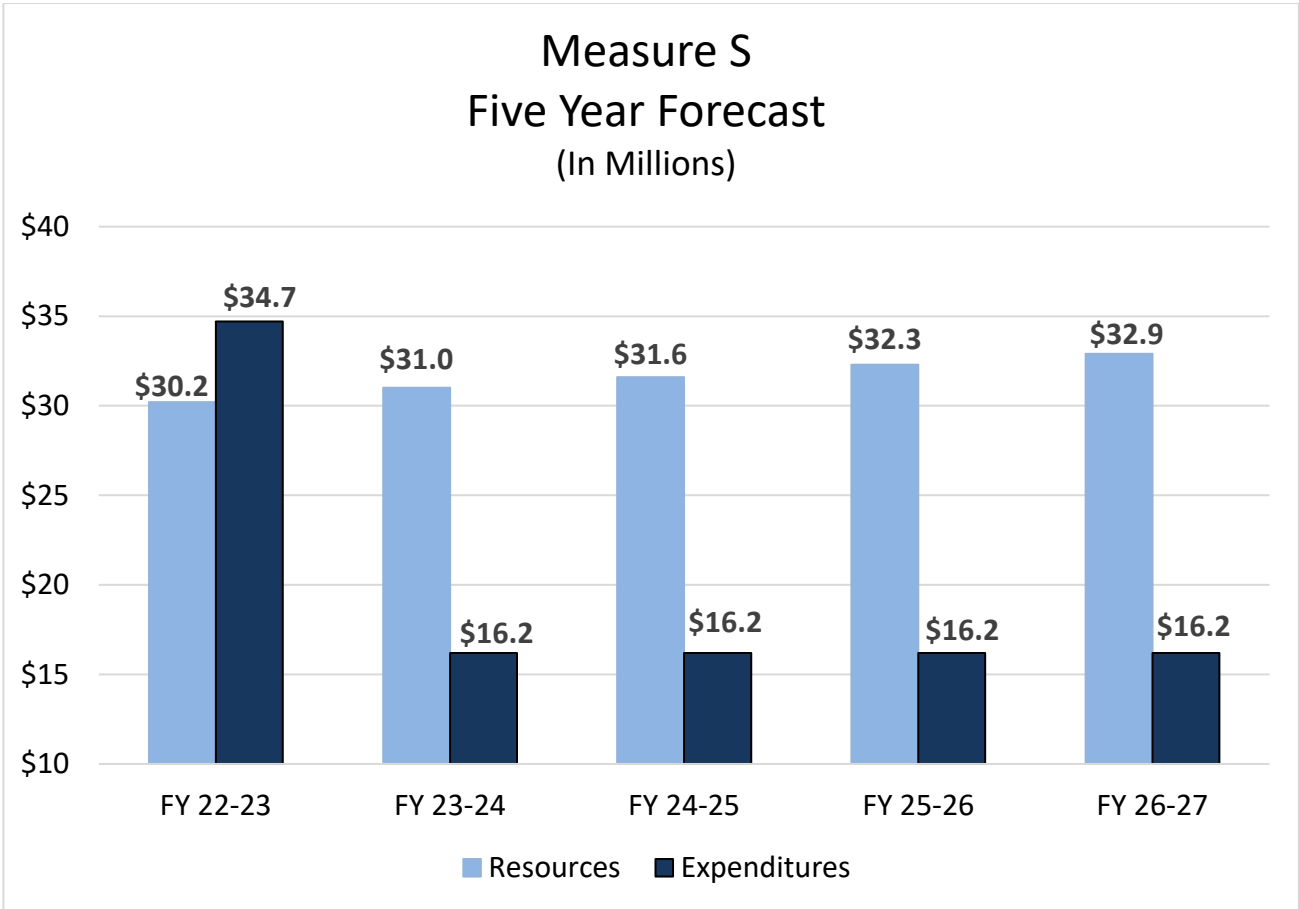
Based on these conservative assumptions, our five-year General Fund forecast, inclusive of the General Fund portion of Measure S programming, is a useful tool for achieving balance. The forecast is updated frequently, taking into account actual expenditures and revenues as they are received. The City Council and staff are then able to analyze, on a regular basis, whether expenditure reductions or revenue enhancing strategies should be considered to meet potential fiscal challenges on the horizon, or whether fund balance should be utilized to cover a budget gap. Below is the City’s most recently updated five-year forecast.



CITY OF GLENDALE BUDGET MESSAGE

As shown on the previous page, while the City’s General Fund is balanced with a healthy reserve until FY 2023-24, primarily due to the projected use of ARPA funds, beginning with FY 2024-25 the City is projecting to dip into its reserves, reaching to a high \$17.1 million in projected use of reserves for FY 2025-26, to cover the gap between anticipated resources and expenditures. Based on this forecast, the City must seek additional resources and manage costs to its best ability to retain a healthy fund balance and remain above the floor of 25% reserve percentage policy, as adopted by the City Council. It is important to note that this General Fund forecast does not include any future unprogrammed revenues generated from Measure S sales taxes.

While the General Fund forecast shows a diminishing reserve, the City has Measure S Funds with an anticipated healthy fund balance outlook. Although, this projection takes into account all recurring programs approved by City Council, it does not take into consideration any future one-time commitments that have not yet been approved. Thus, in each of the outer years, decisions must be made for the most efficient allocation of Measure S revenues that promote fiscal responsibility and enhance the quality of life. Below, is the Measure S five-year forecast.



CITY OF GLENDALE

BUDGET MESSAGE

Conclusion

The FY 2022-23 budget for the City of Glendale is balanced with projected resources available to support all projected expenditures and a healthy fund balance that remains in line with the City Council's policy. As in the past, this budget serves as the City Council's financial policy and planning document for providing the Glendale community with City services. At the same time, it serves as the City's financial plan for the year. This budget is, therefore, reflective of the City Council priorities and staff's goal to continue to improve upon existing programs and services. Our community will only continue to get better and progress as we all work towards our overarching goal: to continue to provide our residents, businesses, and visitors with a full scope of high-quality municipal services, programs, safety, facilities, infrastructure, and other amenities that make our premier community so desirable.

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

My appreciation to the Finance department's Budget Team as well as to all the departments who have worked tirelessly to put together this fiscal year's budget. Again, tremendous thanks to the Mayor and City Council members for your continued leadership throughout this year's budget process.

As a result of the efforts of many individuals, the FY 2022-23 adopted budget as presented is balanced, and addresses the various needs of our dynamic community within the context of the challenges that face us in the year ahead.

Respectfully submitted,



ROUBIK GOLANIAN, CITY MANAGER