

Introductory Section

The Introductory Section of the Comprehensive Annual Financial Report provides general information of the City of Glendale, California's structure and its personnel, as well as information useful in assessing the City's financial condition. This section includes the:

- Letter of Transmittal
- City's Organizational Chart and List of Principal Officials
- Government Finance Officer Association Certificate of Achievement for Excellence in Financial Reporting



November 25, 2014

The Honorable Mayor and City Council
City of Glendale
Glendale, California

Council Members:

It is our pleasure to submit the Comprehensive Annual Financial Report (CAFR) of the City of Glendale (the City) for the fiscal year ended June 30, 2014.

This report consists of management's representations concerning the finances of the City. Responsibility for both the accuracy of the data, and the completeness and fairness of the presentation, including all disclosures, rests with the City's management. To provide a reasonable basis for making these representations, management has established a comprehensive internal control framework that is designed both to protect the City's assets from loss, theft, or misuse and to compile sufficient reliable information for the preparation of the City's financial statements in conformity with generally accepted accounting principles (GAAP). Because the cost of internal controls should not outweigh their benefits, internal controls have been designed to provide reasonable rather than absolute assurance that the financial statements will be free from material misstatements. As management, we assert that, to the best of our knowledge and belief, this financial report is complete and reliable in all material respects.

GAAP require that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to complement the MD&A and should be read in conjunction with it. City of Glendale's MD&A can be found immediately following the independent auditors' report.

The financial reporting entity includes all the funds of the primary government (The City of Glendale), as well as all of its component units. Component units are legally separate entities for which the primary government is financially accountable. Blended component units, although legally separate entities, are in substance, part of the primary government. Accordingly, the Glendale Housing Authority and the City of Glendale Financing Authority are reported in the appropriate funds of the City's financial report.

Profile of the City of Glendale

The City of Glendale is located northeast of Los Angeles in the foothills of the San Gabriel Mountains. The City was incorporated on February 16, 1906 under the general laws of the state of California. The City Charter was adopted on March 29, 1921. The City provides the full range of municipal services. This includes public safety (police, fire and paramedic), streets, sanitation, refuse collection, sewer, hazardous disposal, electric and water utilities, parking, parks and recreation, public improvements, planning and zoning, housing and community development and general administrative and support services.

Noted for its high quality of life and fiscal stability, Glendale is the fourth largest city in Los Angeles County, encompassing 30.6 square miles and serving over 195,000 residents. The City operates under a council-manager form of government, with a five-member council elected at large to four-year overlapping terms, in addition to an elected City Clerk and City Treasurer. The mayor is elected by the City Council for a one-year term and is the presiding officer of the Council. The City Council is responsible for passing ordinances, adopting the budget, appointing various boards and commissions, and hiring the City Manager and City Attorney. The City Manager is responsible for carrying out the policies and ordinances of the Council, for overseeing the day-to-day operations of the City, and for appointing the heads of the various departments.

Factors Affecting the Glendale Economy

The information presented in the financial statements is perhaps best understood when it is considered from the broader perspective of the specific environment within which the City of Glendale operates.

The Local Economy. New investment continues to take place throughout the City in the form of business expansion as well as businesses attracted to Glendale's central location, public safety record and robust business environment. Of particular note is the entertainment industry which remains rooted in Southern California, with the Verdugo Region (Glendale/Burbank) particularly known for production (pre & post), animation, visual effects, and digital distribution. Glendale will benefit from growth in this sector through expansions by Disney, DreamWorks and hundreds of ancillary production and equipment firms. Also of note are Glendale's regional shopping centers, the Glendale Galleria and Americana at Brand. Both have undergone expansion and renovation, which have reaffirmed Glendale as one of the region's leading shopping destinations. Several large development projects either recently completed or underway in Glendale, will provide approximately 3,000 new residential units and 210,000 square feet of commercial space. Such investments by the business community indicate a continued confidence in Glendale.

Overall, Glendale's economy is one of the most diverse within the Los Angeles region largely due to a healthy mix of business and industry that operates within its borders. Industry clusters include:

- Retail Trade
- Healthcare
- Business Services
- Animation & Entertainment
- Manufacturing & Wholesale Trade
- Automotive Sales & Service
- Financial Services
- Technology and New Media

Economic Development Highlights

Economic development accomplishments for 2014 in Glendale are numerous and vary in size and scope. Highlights include:

- **Glendale Economic Development Corporation** – has been formed, installing the City Council as its Board of Directors and senior staff as corporate officers. The corporation can carry out the City's objectives for economic development in a business structure better aligned for responsiveness and partnerships with private industry.
- **Class A Office Attraction** – Class A office, the highest level of luxury in office accommodations, made tremendous strides in occupancy growth in 2014, with a 3% improvement in occupancy making up the absorption of nearly 200,000 square feet of office space. DreamWorks represented one of the largest new leases, expanding into 44,000 square feet of office space in a downtown tower.
- **Glendale's "18-hour City"** – Sales tax records confirm that 2014 was a banner year for Glendale as a destination; new retail continues to broaden the reach of Glendale trade area. With new urban housing options and amenities for visitors, residents and business inhabitants, Glendale has been cited in numerous articles as being a new regional hotspot. New retail growth includes Zara, Uniqlo, DSW Shoes, Buffalo Wild Wings, Panini Café, Gauchos Village, and the 103 Bar and many other stores and restaurants. Trader Joes and Walgreens opened in the north office tower community, providing 18-hour amenities for that neighborhood as well.
- **Trade Area Branding** – Equinox leased space at the state-of-the-art 207 Goode Building adjacent to the 134 Freeway, providing a much needed upscale fitness amenity to the Class A office corridor, and helping to brand the City of Glendale as an upscale business environment. Other new Class A tenants also installed their marquees along the 134 Freeway, creating an exciting cluster of corporate identity to commuters.
- **Media Campaign** – A multi-faceted media effort was launched to complement business attraction efforts. Under the campaign GlendaleBiz, a new social media platform has

been initiated for the Glendale Economic Development Corporation with Facebook, Twitter and Instagram accounts. A series of advertisements in the Los Angeles Business Journal and the Pasadena Weekly were placed to highlight Glendale's strategic location for business and visitation. News releases have been disseminated to garner further publicity.

- **Neighborhood Business Districts** – including the Downtown Glendale Association (DGA), Montrose Shopping Park (MSP) and others continue to be a focus. In 2014, through their partnerships with economic development staff, these organizations protected their constituents' success by providing safe, clean environments in which to do business.
- **Job Growth** – Glendale's employment outpaced the Region and the State, with a 2% improvement landing overall unemployment at approximately 6%. The Verdugo Jobs Center continues to provide a conduit for new companies to fill vacancies with pre-screened workers.

Employment. As of June 2014, the City of Glendale had a workforce of 98,700 people working at companies or institutions within the city. According to the 2012 American Fact Finder, U.S. Census, 38,113 residents were in management, business, arts or science occupations with a median annual salary of \$57,109. The second leading category of occupations was related to sales/office occupations with 24,261 residents earning a median salary of \$30,482. The third leading occupational area was service sector jobs with 14,161 residents in this field at a median wage of \$17,113. About 11,211 residents were in the professional, scientific and management field.

Unemployment levels

At the start of the recession in December 2007, Glendale's unemployment rate was 4.8%. When the recession ended 18 months later in June 2009, Glendale's unemployment rate was 10.1%. Five years later in June 2014, Glendale's unemployment rate was 7.1% with 7,500 unemployed people. By comparison, the Los Angeles County average for June 2014 was 8.2%.

Industry employment status

The three largest Glendale industries are:

- 1) Health care: over 14,000 employees at almost 900 businesses
 - 2) Retail: over 9,500 employees at over 500 businesses
 - 3) Manufacturing: over 7,500 employees at 200 businesses
- (June 2012 data, state Employment Development Department)*

Overall, employment in Glendale's health care sector, which is the largest employer in the Glendale area, rose moderately in the past year as the impact of the federal Affordable Care Act began to take hold. Employment at hospitals was under pressure as the start of reductions of billions of dollars nationally in Medicare reimbursements to hospitals under Obamacare started

to have an effect. Hospitals, which employ a high percentage of hourly employees who are important to their operations, also began assessing the financial impact of paying for the future health insurance of temporary and part-time workers on the hospital payrolls. On the positive side related to employment, the increased volume of insured patients under Obamacare requires additional health care personnel to cope with the increasing patient load. These effects can be seen most clearly at health care clinics, physician offices and pharmacies where employment growth has been positive.

The city's retail sector continues to experience moderate growth as the region's economy continues to slowly recover from the effects of the recession. Glendale has benefitted in particular from a strong recovery in automotive sales and the continuing addition of retail merchandising stores in the city. Nationally, new vehicle sales are on pace to average about 16 million new vehicles sales per year, which is slightly below the 2000 to 2007 pre-recession pace of 17 million units. With a large new vehicle dealership presence in Glendale, the city has benefitted from both an employment and sales tax standpoint from the new car sales. Sales at general merchandise stores in the city continue to improve due to increasing consumer confidence and slowly improving employment. The consumer sector has experienced a bifurcated recovery as higher income consumers have been spending due to better employment stability and improving net worth while lower income consumers continue to struggle with employment security, which has depressed their spending. Malls that cater to higher income consumers, such as the Americana at Brand and the Glendale Galleria, have been beneficiaries of this bifurcation. Employment in the retail sector has been buoyed by improving sales volume and additional store opening in the city.

The city's third largest industry, the manufacturing sector, continues to see slight job losses as employers have been reluctant to hire new workers. Instead, many manufacturers have invested in new equipment to improve productivity and efficiency, but this strategy has also limited the hiring of new workers. The overall economic climate for manufacturers continues to improve as their products continue to remain competitive in domestic and foreign markets and as the national aerospace industry rebounds. As manufacturing continues its recovery trend, this sector could begin to experience labor shortages due to the limited pool of trained manufacturing workers in the region.

The local entertainment industry enjoyed the migration to Glendale of some key creative companies in the past year. Awesomeness TV, which was purchased by DreamWorks Animation in Glendale, moved their offices to Glendale with 300 workers. Also, Zagtoons, a French animation company, also moved their operations with 150 employees to Glendale to be closer to the Disney Creative Campus. These moves are likely to be the first of many similar moves as digital entertainment companies seek to cluster around the Disney and DreamWorks operations.

Overall employment outlook for the city

To date, the positive and negative effects of Obamacare on health care employment have offset each other with hospital employment flat while employment at physician offices, clinics and

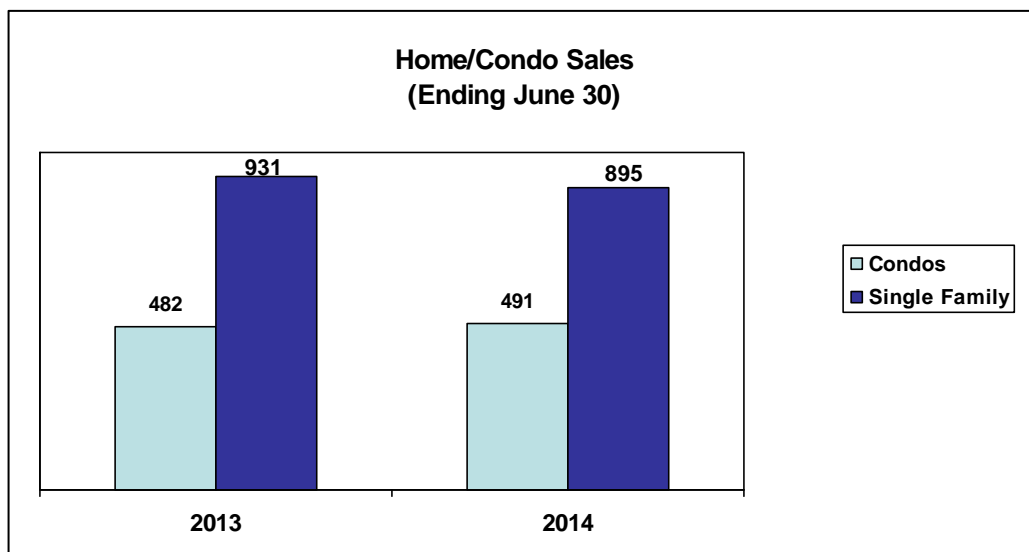
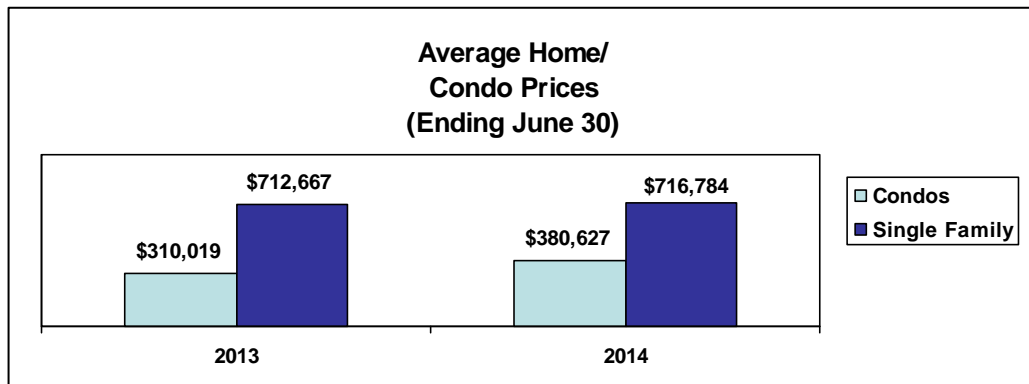
pharmacies is up moderately. The best case scenario in the future is that Glendale's large health care sector grows moderately in the future.

The city's retail sector is highly dependent on the financial health of consumers and their perception of the direction of the local and national economy. Most economists predict that the national economy will continue to slowly improve throughout 2014 and into 2015 with growth expanding later in the year. If these projections hold true, Glendale should continue to see steady improvement in retail employment in the city.

Local manufacturing could see a resurgence later in 2014 and 2015 as businesses begin making more significant capital expenditures. Due to the recession and its lingering effects, many companies have held off making significant purchases of new equipment and machines, which has muted economic growth at a national level. Many companies are far behind in the normal replacement cycle for their capital equipment. In early 2014, there was a definite trend of improving capital expenditures by businesses and that trend is likely to continue for the foreseeable future. This trend bodes well for local manufacturing.

Growth in the local entertainment sector is ripe for major expansion. Job growth in entertainment content development, particularly for the Internet and mobile devices (such as smart phones and tablets), has expanded rapidly in recent years in the Los Angeles area. Major tech companies from the Silicon Valley have established significant production capabilities in Los Angeles, which has driven an explosion of start-up ventures in the region. For example, over 50 venture capital investments of \$650 million were made in the first half of 2014 in Los Angeles start-ups, many of them tied to content development for the Internet and mobile devices. With major traditional entertainment companies in Glendale like Disney and DreamWorks, who are also competing to develop entertainment content for the Internet and mobile devices, the Glendale-Burbank region could be a major beneficiary of this explosive growth in future years.

Housing. Based on the ‘2013 Annual Report’ issued by the Office of the Assessor, Glendale experienced a net taxable property value increase of 4.3%, which was slightly less than the increase experienced countywide at 4.7%. According to the City’s property tax consultant, HDL, Glendale’s housing market showed a slight decrease in sales volume and a slight increase in an average home price of \$716,784 in FY 2013-14, compared to \$712,667 in FY 2012-13. However, the condominium sales increased in sales volume as well as in sales prices, reflected in an average price of \$380,627 for FY 2013-14, compared to \$310,019 for FY 2012-13.



Local Government Finance

With positive indicators, such as rising consumer confidence, improvements in the housing market, increased construction activity, and reduced rate of unemployment, Glendale is forecasting modest growth in the key General Fund revenues such as property, sales, and utility users taxes for the upcoming year. Long-term growth rates for General Fund revenues are projected to grow rather modestly, averaging about 2.8% annual growth over the next five years. The bad news is that revenue growth is not keeping pace with the growth in expenditures. This further indicates that while Glendale is operationally balanced, Glendale is

not yet structurally balanced. Thus, if the City is interested in preserving quality services and programs for the residents and customers over the long term, then the City will need to restructure again.

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

The elimination of redevelopment agencies in California has wiped out a major source of revenue that cities relied upon to rehabilitate blighted areas, repair aging infrastructure, and to fund affordable housing. As Glendale emerges from the disruption and fiscal angst caused by the dissolution of the redevelopment agencies by the State, it has an opportunity to revise its economic development effort from one focused on the built environment to a more programmatic approach to developing the local economy, improving the business environment and assisting businesses to grow and prosper. As such, in May 2014 the City Council authorized the formation of a non-profit public benefit corporation, the Glendale Economic Development Corporation, which is dedicated to encouraging growth by leveraging public-private investment and fostering economic vitality in Glendale.

Long-term Financial Planning

Despite the fact that the economy is improving and the economic indicators are all trending positive, the City still faces a tremendous challenge in the coming fiscal years to achieve structural balance. When the California Supreme Court upheld Assembly Bill 1x 26 (“the Bill”) that provides for the dissolution of all redevelopment agencies in the State of California that took effect February 1, 2012, the former Glendale Redevelopment Agency’s (“the former Agency”) Advances from the City was invalidated. As a result, the City had written off the former Agency’s Advances’ outstanding balance of \$71.8 million in fiscal year 2012. However, when legislature approved Assembly Bill 1484, the host Agency was eligible to reinstate the City/Agency loans pursuant to California Health & Safety Code section 34191.4. The Host Agency, the City of Glendale Successor Agency to the former Agency, received approval from its Oversight Board and from the State Department of Finance to reinstate the City/Agency loans. However, the reinstated loan is limited by H&SC section 34191.4 which allows the Host Agency to repay the loan pursuant to a formula that prescribes the maximum payment per fiscal year as equal to one-half of the increase between the amount distributed to the taxing entities pursuant to H&SC section 34183 and the amount distributed to the taxing entities pursuant to that paragraph in the 2012-2013 base year. In addition, the accumulated interest on the remaining principal amount of the reinstated loan of \$13.6 million is also required to be recalculated from origination at the interest rate earned by funds deposited into the Local Agency Investment Fund (LAIF). The loans are required to be repaid in accordance with a defined

schedule over a reasonable term of years at an interest rate not to exceed the interest rate earned by funds deposited into LAIF. Furthermore, twenty percent (20%) of any loan repayment is required to be deducted and transferred to the City's Low and Moderate Income Housing Asset Fund. The LAIF rate issue is currently outstanding and may result either a total reinstated loan of approximately \$14.6 million or \$45.6 million depending on the outcome of a law suit. The huge reduction of the former Agency's reinstated loan repayment poses a real challenge for the future since the City is relying on these funds as a balancing strategy for the General Fund for the next five years. Other significant challenges in the horizon include: expected rise in pension costs due to changes in the PERS actuarial assumptions, shoring up the Internal Service Funds, providing a stable funding source for General Fund Capital Improvement Projects, and implementing a long-term funding strategy for the City's OPEB.

Based on the conservative assumptions, a five-year General Fund forecast was provided to the City Council during the FY 2014-15 budget study session, which gives the City a path towards achieving structural balance while outlining the challenges that lay ahead. The good news is that all of the costs – operational (day-to-day staffing and maintenance & operation), long-term employment obligations (PERS), organizational infrastructure (Internal Service Funds), and capital replacement – can largely be met by even modest and sustained growth in the revenues. The bad news is that meeting all of these obligations requires an average 3.4% annual revenue growth rate in the General Fund; while the expected average annual rate is 2.8% (through FY 2019-20).

Given that the funding of Internal Service Funds and capital improvement is discretionary, the City will remain operationally balanced. Yet in order to achieve and maintain a structural balance (wherein all of the ongoing costs are met by ongoing revenues), Glendale must continue to focus on fiscal discipline as the City is challenged to think of new ways to restructure and reshape the organization and consider the policy intersection of service provision, cost of doing business, revenue generation and quality of life.

The City is looking to implement an alternate OPEB strategy to reduce the \$214 million OPEB obligations by unblending the retirees' medical premiums from the City's active employee plans. Historically, the City subsidized the retirees' medical premiums by including them with the active employees' medical plans. By including the retirees with the active employees, an implied subsidy is created where the risk is spread over an entire population versus a specific population, and thus creates unfunded OPEB obligations. According to the actuarial report, if the City eliminates the blending of rates, the entire OPEB obligations will be reduced immediately, or can be reduced incrementally over the next several years. This is also made possible with the implementation of the affordable care act as the retirees will now have access to more affordable medical plans offered by the City's medical insurance broker or the State's exchange program. Details are not yet completed, but the City hopes to have a final strategy in place by January 2016.

Moving forward, the City's continuing challenge is to minimize the negative impact on the community and customers from the past and future restructuring and ensure value to the taxpayers. Glendale's value proposition is the combination of the Council's priorities, the City's

strategic goals and key performance indicators. Council ultimately sets the tone, the vision and the policy for the City. During FY 2014-15 budget process, Council has reaffirmed the following priorities:

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

Cash Management. To obtain flexibility in cash management, the City employs a pooled cash system. Under the City's pooling concept, all available cash is invested daily in various securities, while still maintaining reasonable liquidity to meet maturing obligations and maximizing return through the use of competitive rate comparisons from various investment sources.

The following table presents a comparison of the results of the City's investment of pooled cash for fiscal years 2011, 2012, 2013 and 2014.

Fiscal years ended June 30,

	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>
Average portfolio balance	\$372,055,000	\$383,077,000	\$394,767,000	\$408,490,000
Total portfolio's interest income	\$ 3,270,000	\$ 3,202,000	\$ 4,303,000	\$ 5,773,000
Average return on invested cash	0.88%	0.84%	1.09%	1.43%

The average return on invested cash increased by 4 basis points from 0.84% in fiscal year 2013 to 0.88% in fiscal year 2014. Interest earnings for the current fiscal year are \$3.27 million, up \$0.068 million from the \$3.20 million for last year. Interest earnings follow interest rates, and during the year interest rates in the marketplace traded in narrow ranges with each range trending slightly higher as the year came to a close. The City Treasurer follows the general investment strategies set forth in a formal Statement of Investment Policy and presents monthly reports to the City Manager and the City Council.

Risk Management. The City is self-insured up to \$2 million for claims filed under the comprehensive general liability and Workers' Compensation insurance programs. The City purchases excess liability insurance policies for general liability claims to cover losses up to \$20 million, and an amount up to

statutory limits for the Workers' Compensation program. The City also purchases Property/Casualty, Aviation, Employment Practices, Directors and Officers, and other smaller insurance policies for specific activities. Insurance coverage and the associated premiums are reviewed annually to ensure the City is properly covered.

The City's Risk Management program is comprised of Insurance Services, Workers' Compensation and Employee Safety. The primary goal of Insurance Services is to effectively address potential risk factors that affect both the City and its employees. The Workers' Compensation Section evaluates the validity of Workers' Compensation claims, and ensures that State-mandated medical and disability payments are made to eligible employees. The Safety Section works with City Departments to evaluate and mitigate workplace hazards, assist in providing safety training, conduct accident investigations, and ensure compliance with Cal/OSHA regulations.

Risk Management staff, in conjunction with the Finance Department, annually reviews internal funding levels to address claims costs. Internal insurance costs are charged to each department and based on an analysis of recent claims costs, as well as the outstanding reserves. Input from an annual outside actuarial study is considered in assessing the charges.

Independent Audit

The City's financial statements have been audited by the firm of Vavrinek, Trine, Day & Company, LLP, a public accounting firm fully licensed and qualified to perform audits of local governments within the State of California. The goal of the independent audit was to provide reasonable assurance that the financial statements of the City of Glendale, California for the fiscal year ended June 30, 2014, are free of material misstatement. The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation. The independent auditors concluded, based upon the audit, that there was a reasonable basis for rendering an unmodified opinion that the City of Glendale, California's financial statements for the fiscal year ended June 30, 2014, are fairly presented in conformity with GAAP. The independent auditors' report is presented as the first component of the financial section of this report. Their unmodified opinion on the City's basic financial statements is included within this report.

The independent audit of the financial statements of the City was part of a broader, federally mandated "Single Audit" designed to meet the special needs of Federal grantor agencies. The standards governing Single Audit engagements require the independent auditor to report not only on the fair presentation of the financial statements, but also on the audited government's internal controls and other financial reporting and compliance with legal requirements, and on compliance and internal control over compliance for each major federal program selected. These reports are available in the City's separately issued *Single Audit Report*.

GAAP requires that management provide a narrative introduction, overview and analysis to accompany the basic financial statements in the form of *Management's Discussion and Analysis (MD&A)*. This letter of transmittal is designed to compliment MD&A and should be read in

conjunction with it. The City's MD&A can be found immediately following the independent auditors' report in the financial section of the CAFR.

Award

The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City for its comprehensive annual financial report for the past nineteen fiscal years ended June 30, 1995 through June 30, 2013. The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports.

In order to be awarded a Certificate of Achievement, a government unit must publish an easily readable and efficiently organized comprehensive annual financial report, whose contents conform to program standards. Such CAFR must satisfy both generally accepted accounting principles and applicable legal requirements. This award is valid for a period of one year. We believe that our current comprehensive annual financial report continues to meet the Certificate of Achievement for Excellence requirements and we will be submitting it to GFOA to determine its eligibility for another certificate.

Acknowledgments

The preparation of this comprehensive annual financial report was made possible by the dedicated service of the entire staff of the Finance Department. Each member of the department has my sincere appreciation for their contribution in the preparation of this report. A special commendation should be attributed to Ms. Lily Fang, Finance Administrator, for the compilation of this CAFR.

In closing, without the leadership and support of the Glendale City Council and the City Manager, preparation of this report, as well as the favorable financial results of the past year, would not have been possible.

RESPECTFULLY SUBMITTED,

A handwritten signature in black ink, appearing to read "Robert Elliot", with a stylized flourish at the end.

ROBERT ELLIOT, CPA
DIRECTOR OF FINANCE

City of Glendale, California

Officials of the City of Glendale

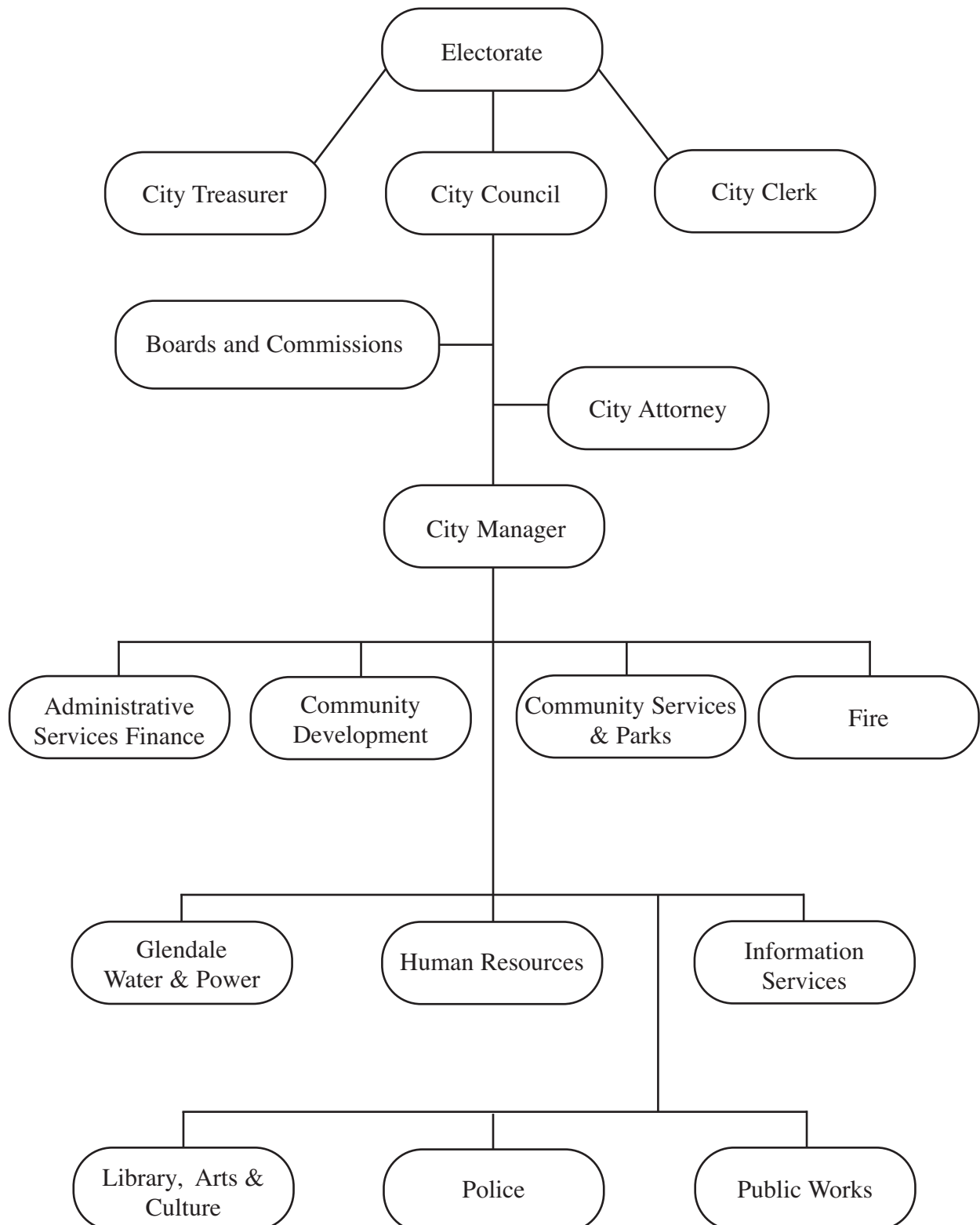
June 30, 2014

Administration and Executive Management Team

City Manager	Scott Ochoa
Assistant City Manager	Yasmin K. Beers
Deputy City Manager	John Takhtalian
Police Chief	Robert M. Castro
Director of Library, Arts & Culture	Cindy Cleary
Director of Human Resources	Matthew Doyle
Director of Community Services & Parks	Jess Duran
Director of Finance	Robert P. Elliot, CPA
City Auditor	Michele Flynn, CIA, CGAP
Chief Information Officer	Brian Ganley
City Attorney	Michael J. Garcia
Director of Community Development	Hassan Haghani
City Clerk	Ardashes Kassakhian
Director of Economic Development	Philip Lanza fame
City Treasurer	Rafi Manoukian, CPA
Fire Chief	Harold Scoggins
General Manager of Glendale Water & Power	Stephen Zurn
Director of Public Works	Stephen Zurn

City of Glendale, California

Organizational Chart



Certificate of Achievement for Excellence in Financial Reporting

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Glendale for its comprehensive annual financial report for the fiscal year ended June 30, 2013. This was the 19th consecutive year that the City of Glendale has achieved this prestigious award. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe that our current comprehensive annual financial report continues to meet the Certificate of Achievement Program's requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.



Government Finance Officers Association

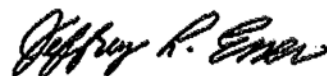
Certificate of Achievement for Excellence in Financial Reporting

Presented to

**City of Glendale
California**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2013



Executive Director/CEO

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