



Organizational Strategic Plan

2025 - 2027



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Executive Summary

This Organizational Strategic Plan has been created to provide the City Council and staff with a comprehensive list of major projects and strategic initiatives over the next three years.

Our organization delivers significant services on a day-to-day basis. These are the backbone of what we do for our community. Supplementing these are important projects that move our community forward, meet critical needs, and help us plan for the future.

Council priorities are represented within this Organizational Strategic Plan, as are major internal projects of importance to the effective functioning of the organization. Day-to-day operations are not included. The Organizational Strategic Plan indicates which department has lead responsibility and has timelines associated with each project or strategic initiative.

It is the intent of this document that the items included be those that are realistic in terms of funding and capacity. Several projects are noted for which funding and/or staffing capacity are not currently known to be available. As resources become available, we will assess the timing of those items.

Content for the Organizational Strategic Plan, was provided through a review of City Council priorities and input from the Executive Management Team. The City Manager's Office is coordinating this effort and will be reporting progress on this plan.



Overview of Glendale

The City of Glendale is nestled near the Verdugo Mountains and is home to a population of just over 190,000. The City is known for its diverse community, with a significant Armenian population.

It has a median household income of \$81,219 and a median age of 42.5. Glendale is home to major employers in the healthcare and retail sectors, and its location provides easy access to both downtown Los Angeles and the San Fernando Valley. The City is home to several museums and galleries, reflecting its diverse arts and cultural scene. The Americana at Brand, a popular outdoor shopping and entertainment center, is a key attraction.

Since its incorporation, Glendale has been a charter city governed by a City Council/City Manager form of government. Five Councilmembers are elected at-large and serve 4-year staggered terms. Each year, the Mayor's position is rotated among the five Councilmembers. The Mayor serves a largely ceremonial role, presiding over meetings and representing the City at official events.

The day-to-day administration of the City is handled by a professional City Manager, who is appointed by the City Council. The City Manager acts as the Chief Executive Officer responsible for implementing the Council's policies, managing city operations, and overseeing the various city departments. This form of government allows for a balance between elected leadership and professional management, aiming to ensure that the City's operations are conducted efficiently while remaining responsive to the needs of the community.





1906

Year of Incorporation



over 190k

Population



42.5

Median Age



\$1.2B

FY 2024-25 Budget



\$81,219

Median Household Income



78,332

Total Housing Units



22

Boards and Commissions



30.6

Square Miles



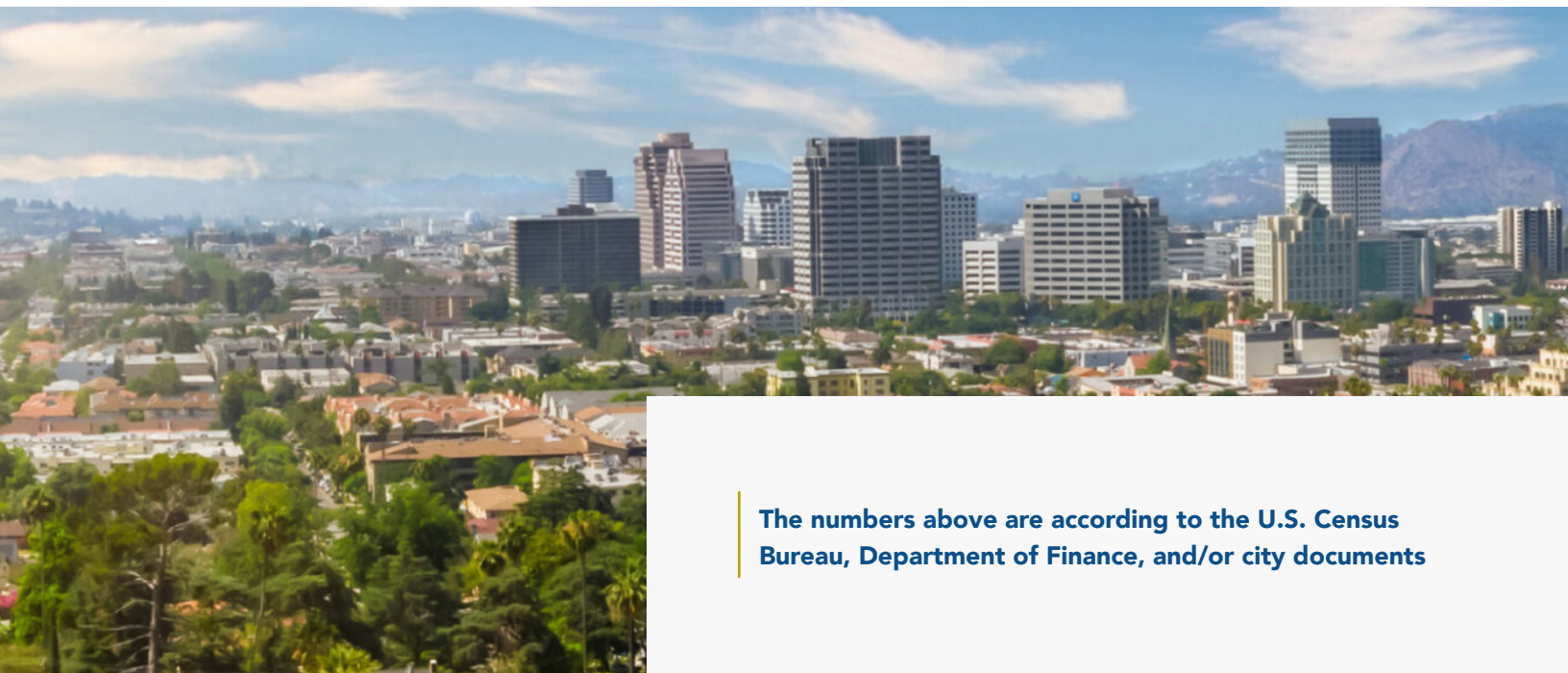
1,644

Total Full Time Employees



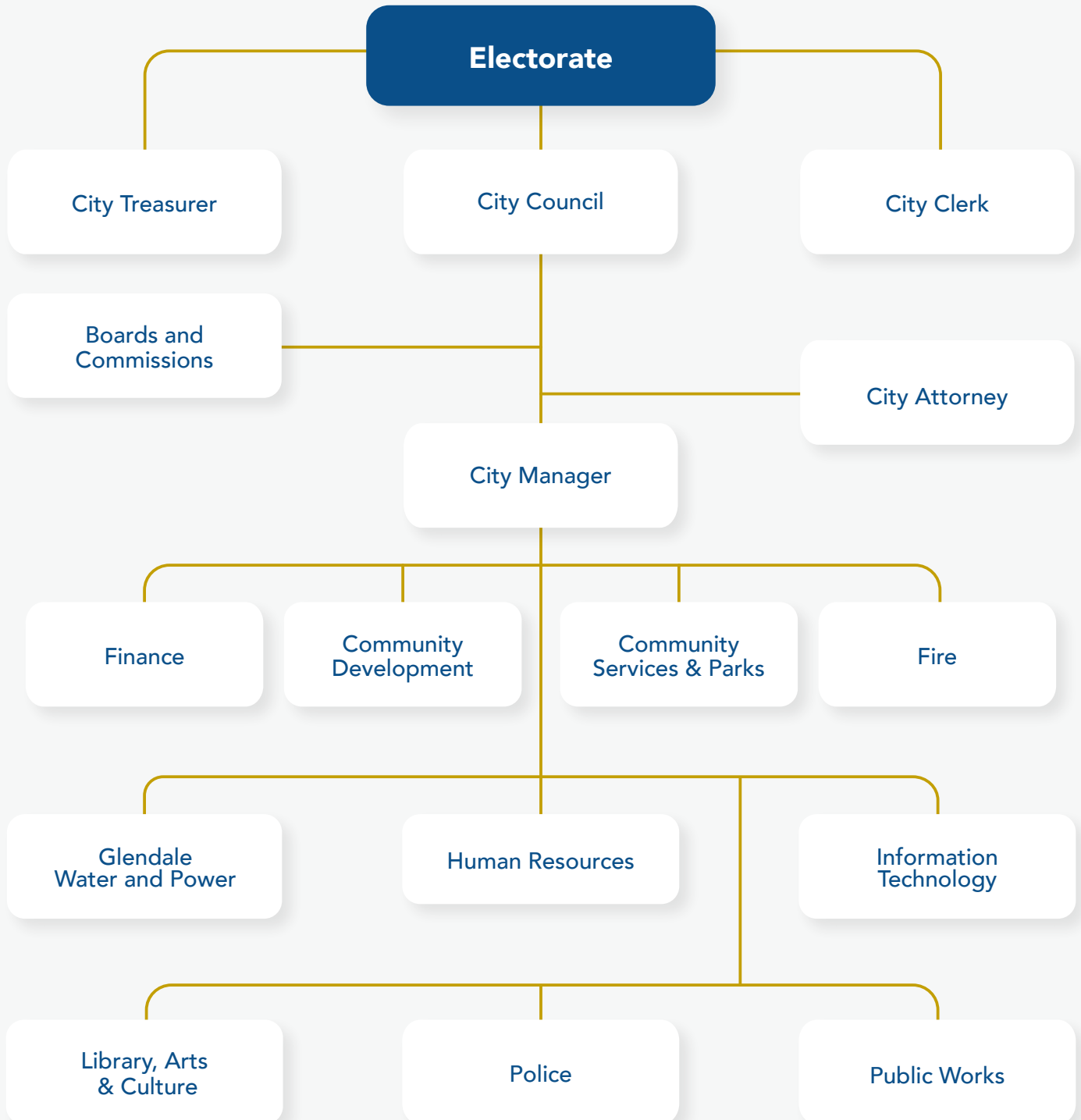
64%

Speak a Language Other
Than English at Home



The numbers above are according to the U.S. Census Bureau, Department of Finance, and/or city documents

Organizational Chart



Accomplishments and Challenges

Among the City's many recent accomplishments are the following:



Adoption of the City's updated Housing Element to meet future housing needs from 2021 through 2029, while celebrating the completion and approval of new affordable housing projects with 500+ units: 900 E. Broadway (127 units), 920 E. Broadway (66 units), and 515 Pioneer Drive (340 units).



Development of the Grayson Energy Center, with multiple units demolished and site demolition concluded to grade. Three Wartsila engines have been purchased and construction is under way.



Adopted Phase I of the Glendale Safe initiative to add 23 new sworn police positions. The 23 new police officer positions will include more patrol officers, traffic motorcycle officers, and additional school resource officers.



Achievement of technological advancement in the launch of the Real Time Intelligence Center, a platform that centralizes both real-time and historical data sources to aid in proactive police work. This initiative is complemented by the deployment of 73 traffic cameras, body-worn cameras, Flock cameras, and automatic license plate readers, with plans for further expansion.

The City is grappling with several challenges as it navigates an increasingly complex financial and operational environment.

These challenges include:



Workforce recruitment and retention remain difficult in a competitive labor market, while succession planning becomes increasingly important as the pace of retirements increases. Training and professional development will continue to be critical to keep up with evolving technology, staff turnover, and new mandates.



Financial resources are under strain as rising costs outpace declining revenue growth, with unfunded mandates from the state adding pressure, along with impacts of January 2025 windstorms. This growing gap between revenues and expenditures complicates efforts to maintain essential services and launch new initiatives.



Aging infrastructure, including parks, fire stations, sewer and water systems, and electric systems, requires significant investment to bring it up to modern standards and ensure it meets the needs of the community.



Community engagement efforts are evolving to reach residents in new ways, especially as many are busy and hard to engage. The City also is working on plans to enhance our efforts in reaching our diverse, multi-lingual and multi-cultural population by offering a variety of communication methods.

Organizational Strategic Plan Overview

There are many possible terms available in a document like this Organizational Strategic Plan. The terms used here are defined below. The goals shown below are intended to reflect the interests expressed by members of the City Council in their interviews with Raftelis' facilitator early in the process of identifying priorities. Goals also encompass the core work carried out by the City of Glendale.

- **Goals:** Long-term aspirations in four essential categories. Council policies, projects, initiatives, and core city services are aligned to help the City reach these goals over a period of years.
- **Major Projects and Strategic Initiatives:** Significant items that are not ongoing work that are funded or likely to be funded in the three years of this Organizational Strategic Plan. They reflect Council priorities and/or important initiatives that support the work of the organization and have a start and end-point.
- **Lead Department:** Department that will be leading the effort, in collaboration with other city departments.
- **Timeline:** During the three years of this Organizational Strategic Plan, major progress will be made during the year(s) shown or the work will be completed. In some cases, the project will extend beyond the three years of the Organizational Strategic Plan.

Mission and Values

This Organizational Strategic Plan contains a new mission statement and set of values. These were created by the Executive Management Team during a work session held on October 2, 2024.

MISSION

A mission statement is to tell the purpose of the organization.
The City's new mission is:

Dedicated to creating and sustaining a safe, well-maintained, and thriving community for all.

VALUES

Values reflect the expected behaviors of the people within the organization.
The top values identified by the Executive Management Team are:

- **Integrity:** We are trustworthy, do what we say we will do, and are honest in all aspects of our work.
- **Communication:** We keep each other and our community informed, practice effective teamwork, and provide information with transparency, clarity and promptness.
- **Professionalism:** We provide leadership in our areas of expertise, continually improve our skills and competence, do our work with fiscal responsibility, and plan for the future well-being of the community.



“

Teamwork
gives you
the best
opportunity
to turn vision
into reality.

-John C. Maxwell



Multi-Year Goals

Four multi-year goals have been defined as part of this process. They are intended to encompass the City Council's priorities and what we are aiming for over a period of years. Our annual budgets and capital improvement plans, along with our core city services, are all in support of these goals.



Goal A - Financial Sustainability and Organizational

Health: Provide prudent financial planning, foster employee well-being, support an engaged and equitable organization, and continuously improve in all we do.



Goal B - Community Well-being and Economic

Development: Provide quality services for a safe and clean community, encourage our vibrant business and arts sector, engage with our residents, and offer recreational and library services that meet community needs and interests.



Goal C - Quality Infrastructure and Environmental

Stewardship: Provide for energy reliability, environmental stewardship, and well planned and maintained utilities, parks, streets, libraries, community centers, and other infrastructure.



Goal D - Diverse Housing and Livable Neighborhoods:

Provide for a diversity of high-quality housing types to meet a variety of affordability needs and sustain livable neighborhoods with appropriate amenities such as parks and libraries.



Major Projects and Strategic Initiatives

The following pages contain the major projects and initiatives associated with each goal. Each goal contains two sections.

The first section is **funded** projects and initiatives that the Executive Management Team believes are realistic to achieve, either to completion or important milestones if the project will extend beyond the three-year duration of the Organizational Strategic Plan.

The second section is a list of major projects or strategic initiatives that are anticipated but are **not currently funded** or for which staff capacity may not be available during the three years of this Organizational Strategic Plan. Staff will seek funding for these projects and initiatives, and if new resources become available, projects can proceed.

As a note, many of the projects listed were underway prior to the 2025 start of this Organizational Strategic Plan. The timeline noted indicates when the project will be either fully completed or significant milestones will be achieved.



GOAL A - FINANCIAL SUSTAINABILITY AND ORGANIZATIONAL HEALTH



Provide prudent financial planning, foster employee well-being, support an engaged and equitable organization, and continuously improve in all we do.

Major Projects and Strategic Initiatives

FUNDED

FINANCE

Cost Recovery | 2025-2026

Develop a cost recovery policy consideration to align user fees with the cost of providing applicable services.

CITY MANAGER'S OFFICE

Communications and Outreach | 2025

Conduct a thorough assessment of existing communication and outreach efforts, develop a set of recommendations, and implement recommendations.

Lobbying/Advocacy | 2025

Enhance and heighten Glendale's interests at the state and federal level, including advocating for legislation and actively seeking grant funding.

HUMAN RESOURCES

Employee Development | 2025-2027

Implement a structured leadership and employee development training program aimed at increasing leadership and management competency, employee engagement and development, recruitment and retention, and equity and inclusiveness awareness.

HUMAN RESOURCES/ INFORMATION TECHNOLOGY

NeoGov | 2025

Implement NeoGov software across all departments, reducing manual administrative tasks and decreasing the overall time-to-hire.

INFORMATION TECHNOLOGY

Cybersecurity | 2025

Strengthen cybersecurity capacity through upgrades, new systems, additional job classifications, and annual testing.

311 System | 2025-2026

Conduct needs assessment, issue RFP, and conduct vendor selection to implement a new 311 system to intake and manage citizen requests and relations management system.

AI Chatbot | 2025

Implement a plan for a city website to improve customer experience.

Dashboard Visualization for Enhanced City Decisions* | 2026

Develop ESRI dashboards and applications to improve asset management and data-driven decision-making.

CITY CLERK

City Records | 2025-2027

Launch city records digitization, records maintenance, and destruction policy/process/program.

COMMUNITY DEVELOPMENT

Transportation Impact Fee | 2025-2026

Develop a Transportation Impact Fee program.

FUNDED

COMMUNITY DEVELOPMENT

Permit and Entitlement Process Improvements

Improve and reduce overall permit timelines by creating simplified processes for permits and entitlements.

CITY MANAGER'S OFFICE; HR

Employee Recognition

Conduct an employee survey to establish programs for celebrating department wins and awards to recognize staff.

ALL DEPARTMENTS; FINANCE AND CITY MANAGER'S OFFICE TO LEAD

Funding Strategy

Develop an overall funding strategy to plan for needed infrastructure, including fire stations, library relocation/reconstruction, open spaces for parks, and other city infrastructure needs.

NOT CURRENTLY FUNDED

FINANCE

Centralized Procurement

Implement centralized procurement including Glendale Municipal Code (GMC) revisions and process improvements to increase efficiencies.



GOAL B - COMMUNITY WELL-BEING AND ECONOMIC DEVELOPMENT



Provide quality services for a safe, clean community, encouraging our vibrant business and arts sector, engaging with our residents, and offering recreational and library services that meet community needs and interests.

Major Projects and Strategic Initiatives

FUNDED

LIBRARY, ARTS AND CULTURE; PUBLIC WORKS

Arts, Culture and Entertainment Destination | 2026-2027

Expand the Creative Crosswalks program, explore opportunities for sister city collaborations, and prepare a cultural arts strategic plan in advance of the 2028 Olympics and Paralympic Games.

LIBRARY, ARTS AND CULTURE

Public Art | 2026-2027

Install public artwork at the Glenoaks Boulevard median, the Montrose Circular Benches, the Fremont Park Columns, and the Palmer Park Basketball Court.

Electric Bookmobile | 2026

Complete the new plan of service for the Electric Bookmobile.

COMMUNITY DEVELOPMENT

Vision Zero | 2026

Complete development of the Vision Zero policy.

Bicycle Transportation Plan | 2025

Complete the Citywide Bicycle Transportation Plan.

PUBLIC WORKS

Pedestrian Safety* | 2027

Implement Phase 2 project of the Citywide Pedestrian Safety Plan throughout various CIP projects as the corridors are due for street rehabilitation.

Beeline* | 2026

Complete a comprehensive operational analysis of Beeline.

POLICE

Glendale Safe Initiative | 2025-2027

Implement Phase 1 by adding 23 new sworn police positions.

Expand Real Time Intelligence Data Center | 2025

Fully implement and staff this new center.

COMMUNITY DEVELOPMENT

Economic Development | 2025-2027

Update and implement the Economic Development Strategic Plan.

FUNDED

COMMUNITY SERVICES AND PARKS

Homelessness

Implement Homeless Action Plan to reduce homelessness.

POLICE

Traffic Safety Enforcement and Education

Increase services such as directed traffic enforcement at school zones, educational meetings, special operations (DUI, distracted/impaired driving, and pedestrian/bike safety); and secure annual grant funding.

NOT CURRENTLY FUNDED

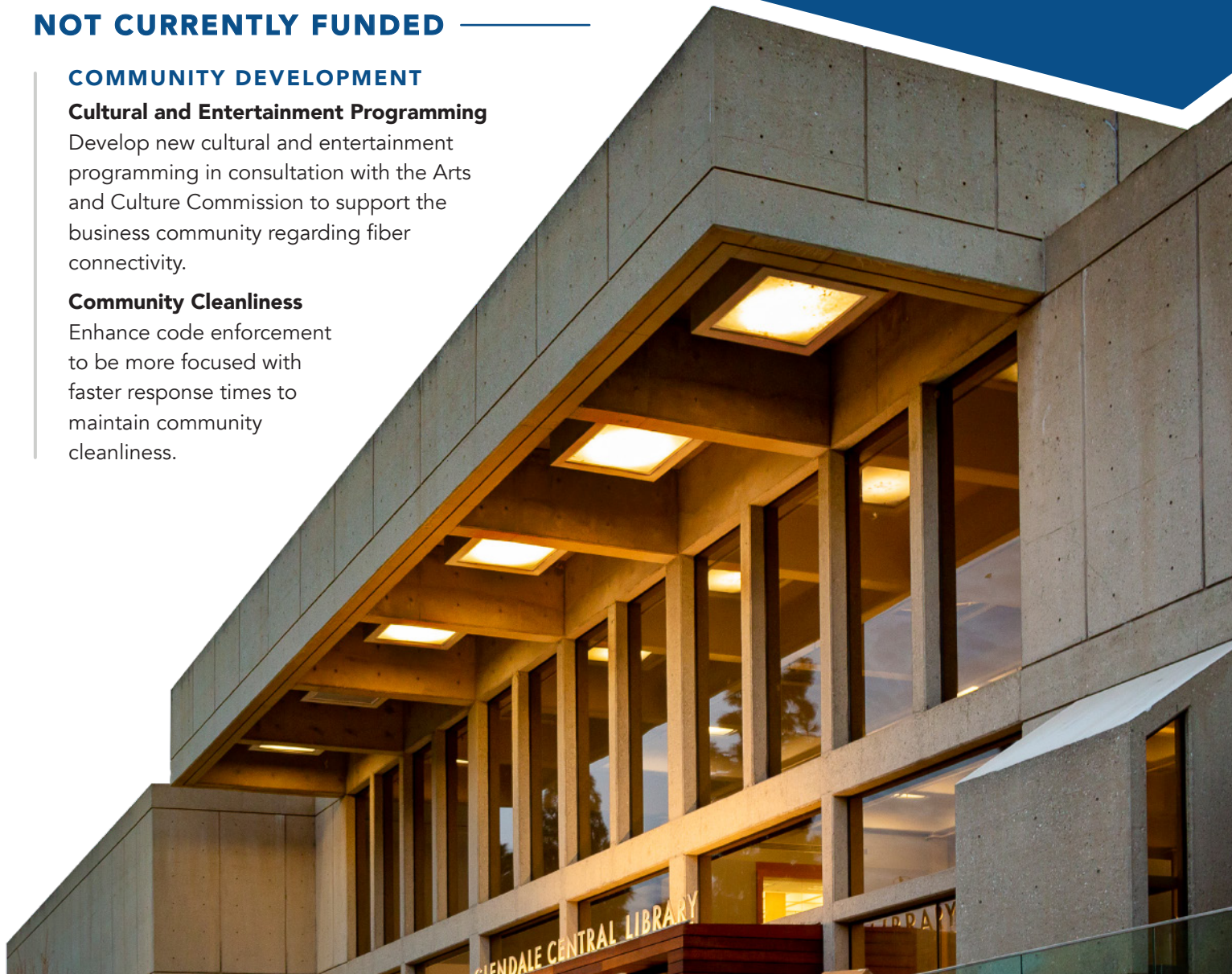
COMMUNITY DEVELOPMENT

Cultural and Entertainment Programming

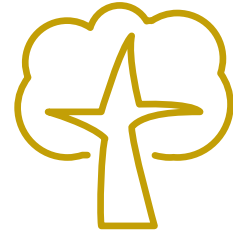
Develop new cultural and entertainment programming in consultation with the Arts and Culture Commission to support the business community regarding fiber connectivity.

Community Cleanliness

Enhance code enforcement to be more focused with faster response times to maintain community cleanliness.



GOAL C - QUALITY INFRASTRUCTURE AND ENVIRONMENTAL STEWARDSHIP



Provide for energy reliability, environmental stewardship, and well-planned and maintained utilities, parks, streets, libraries, community centers, and other infrastructure.

Major Projects and Strategic Initiatives

FUNDED

CITY MANAGER'S OFFICE

Climate Action and Adaptation Plan | 2026

Present the Climate Action and Adaptation Plan to City Council to consider adoption.

COMMUNITY SERVICES AND PARKS

South Glendale Greenspace | 2025-2027

Identify sites for acquisition of property to add greenspace and/or athletic fields in South Glendale.

PUBLIC WORKS

Fire Stations | 2026

Complete Phase 1 programming and preliminary design guidelines for the reconstructions of three fire stations (F26, F28, F29), to include library integration or relocations at stations 26 and 29.

Transportation Networks* | 2025-2027

- Update the Emergency Vehicle Fire Response Route map and upgrade signal preemption to GPS for Fire and Police vehicle detection.
- Implement four Highway Safety Improvement Program grants to upgrade signs and enhance pedestrian safety.
- Install Accessible Pedestrian Systems in Downtown Glendale for safe crossings for pedestrians with limited vision.
- Integrate complete streets strategies into Capital Improvement Program projects to improve safety and connectivity for all users (pedestrians, bicyclists, vehicle and transit users).

Fleet Electrification | 2025-2027

Implement funded phases of city fleet electrification.

Central Park | 2027

Complete the Central Park project.

FUNDED

WATER AND POWER

Solar Energy | 2025

Develop a plan to increase solar penetration and develop additional distributed energy resources.

COMMUNITY DEVELOPMENT AND PUBLIC WORKS

Rockhaven | 2026

Implement Phase 1 and identify funding for additional phases and operations (public park and museum) on the former Rockhaven Sanitarium property.

NOT CURRENTLY FUNDED

WATER AND POWER

Electric Vehicle Chargers | 2025-2027

Increase electric vehicle chargers per capita in Glendale.

Water System Master Plan | 2026

Develop a capital improvements plan phasing and prioritize improvements to meet operational goals and provide a reliable system to meet current, future, and emergency demands.

Recycled Water Master Plan | 2026

Prepare a master plan with the objective of diversifying water supply, reducing reliance on imported water and pursuing investments in water reuse.

PUBLIC WORKS, COMMUNITY SERVICES AND PARKS

Scholl Canyon

Perform strategic planning for the future of Scholl Canyon landfill to identify feasible development alternatives of each portion of the site.

Facilities

Implement the annual facilities condition assessment recommendations for maintenance of facilities.



GOAL D - DIVERSE HOUSING AND LIVABLE NEIGHBORHOODS



Provide for a diversity of high-quality housing types to meet a variety of affordability needs and sustain livable neighborhoods with appropriate amenities such as parks and libraries.

Major Projects and Strategic Initiatives

FUNDED

COMMUNITY DEVELOPMENT

City-Led Housing Developments* | 2025-2027

Identify new sites for future housing developments.

Zoning and Development Standards | 2025

Complete zoning and development standards changes for mixed use and multi-family objective design standards.

Long-Term Growth and Planning Initiatives* | 2025-2027

Develop a community plan for the East and West portions of the City, including historic survey, and a plan for city-owned properties.

Land Use Element | 2025

Complete the update of the Land Use Element as well as associated zoning.

City-Owned Parking Lots | 2025

Identify highest and best use for city-owned parking lots

Housing

Identify opportunities for increasing home ownership..

PUBLIC WORKS

Tree Canopy Plan | 2027

Continue with annual tree plantings in accordance with the 25% citywide tree canopy goal.





Moving Forward

Implementing, Tracking, and Communicating

Teamwork across our organization and partnership with the City Council is always fundamental to our success. It matters whether we are delivering our core services or implementing a critical project. This Organizational Strategic Plan relies on teamwork in its implementation. The major projects and strategic initiatives included will involve multiple departments, with staff working collaboratively.

The items in this plan will be tracked and reported on periodically. We will communicate progress to the organization and City Council. Lead responsibility for tracking and reporting will be with the City Manager's Office, with input from all city departments.

This Organizational Strategic Plan is intended to guide our work in support of key City Council priorities. A new mission statement and set of values have been articulated as part of the process of creating this plan. Those are fundamental to our overall approach to how we carry out our services on a day-to-day basis.

Thank you to each person who helped create this Organizational Strategic Plan. We look forward to utilizing it as a tracking and communication vehicle to convey progress on many of the critical projects underway in our organization.



613 E. Broadway, Glendale, CA 91206
(818) 548-4844 | glendaleca.gov

Prepared by:

