



2011 was a year for consolidating gains and preparing for the opportunities still ahead.

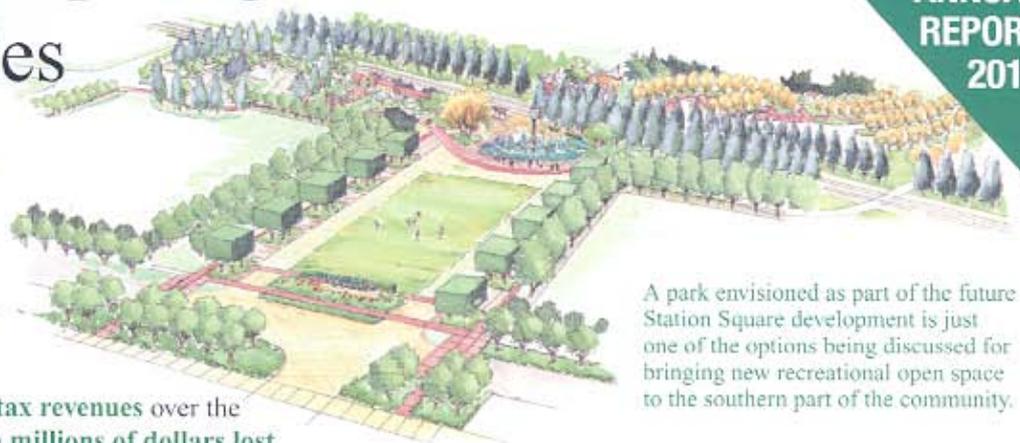
But, it was also the year Monrovia began to feel the impact of the current economy on civic services.

Declining sales and property tax revenues over the past several years, coupled with millions of dollars lost to the State of California as it raided local treasuries, has resulted in four years of financial retrenchment. Personnel and services have had to be trimmed and trimmed again.

The City of Monrovia continues to live within its means. The financial challenges of this past year were met by the City Council and staff with a mix of innovation, reorganization, sacrifice and citizen participation.

City budgets are balanced, but there are fewer employees now to fill potholes and process building permits; fewer dollars for recreational services, new equipment, blight reduction or infrastructure maintenance.

While Police and Fire services have not been significantly impacted – fiscal responsibility and public safety top the City Council's list of budgetary priorities, and always have – those budgets, too, have felt the cutbacks.



A park envisioned as part of the future Station Square development is just one of the options being discussed for bringing new recreational open space to the southern part of the community.

Yet, the many civic gains of the past decade have provided Monrovia with a solid foundation for weathering the current economy. A new Public Library is built and operating, a Wilderness Preserve has been purchased and its maintenance funded, and a long-term plan to expand parks in the southern part of the community has reached the decision-making point.

The anti-gang injunction is working, and has helped re-establish Monrovia's well-earned reputation as a safe and peaceful community. New housing has brought in new, involved citizens, adding to the community's diverse resources. The Monrovia Area Partnership is, likewise, bringing new life and new leadership to neighborhoods and the community at large. And, there has been significant progress in bringing the Gold Line and all of its benefits to our doorstep.

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Windstorm Provided a Dramatic End to the Year

Hurricane-force winds racked Monrovia and other Foothill communities just as December dawned, leaving destruction in their wake – more than 250 trees, nearly three dozen automobiles and numerous fences, roofs and other casualties. Nearly all Monrovia residents were without electrical power for 24-48 hours; some for several days. But Monrovia residents from all neighborhoods immediately pitched in to put things back together.



More than 60 City employees staffed the Emergency Operation Center, coordinating response and cleanup efforts around the clock for five days.



City of Monrovia
**ANNUAL
REPORT
2011**

The next few weeks may be crucial to Monrovia's future prosperity.

By the end of January, the **California Supreme Court** is expected to have ruled on the constitutionality of the state's **appropriation of funds belonging to community redevelopment agencies** – agencies such as the Monrovia Redevelopment Agency, this community's **primary economic engine**.

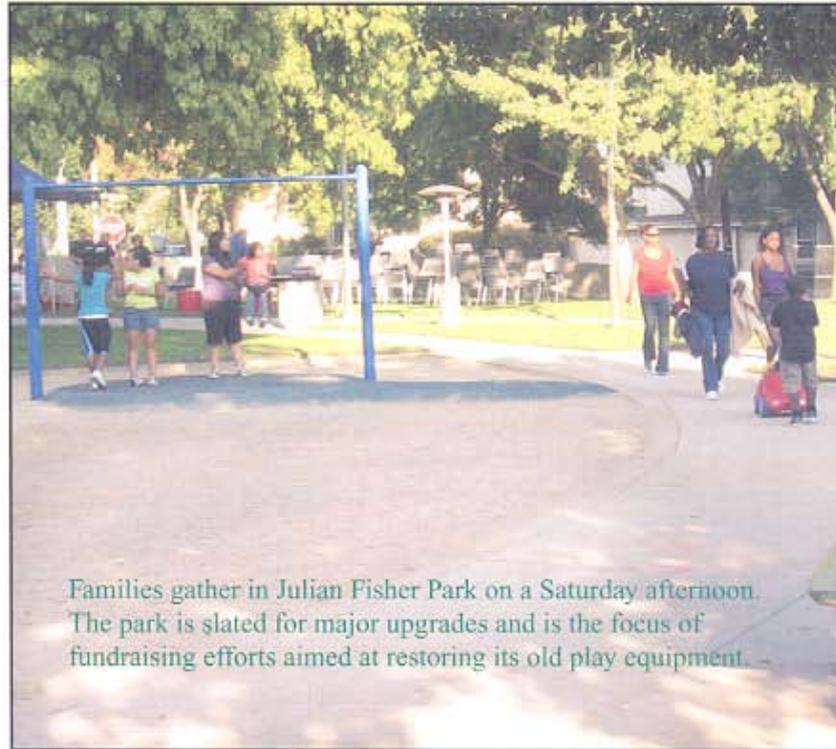
At stake is the **long-term economic well-being of Monrovia**.

The short-term stakes are nearly as high. Awaiting the Court's decision this month is the pending sale of Redevelopment Agency-owned land to the Gold Line Construction Authority, enabling, at long last, **the extension of the light-rail system through the community**.

A decision by the Court could jumpstart not only the **Gold Line**, but the first phase of the **Station Square** development, bringing **new housing, new commercial space, new jobs** – and **new park space** – to the southern part of the community.

For 40 years, Redevelopment has been the means by which Monrovia has reinvested in itself – **clearing blight; enabling new, affordable housing; attracting and aiding tax-producing businesses and seeding the ground for new jobs**.

With the State's decision to **kill off redevelopment agencies and take their money**, Monrovia began shifting its emphasis from **Redevelopment to Economic Development** – and business has gone on as usual.



Families gather in Julian Fisher Park on a Saturday afternoon. The park is slated for major upgrades and is the focus of fundraising efforts aimed at restoring its old play equipment.

In fact, **business has been pretty good**, all things considered. The Economic Development efforts helped attract **Worley-Parsons international headquarters**, adding another **100 employees** to the nearly 600 that the major engineering firm already has at work in the community.

In early November 2011, Monrovia was named the "Most Business Friendly City" in Los Angeles County* by the Los Angeles Economic Development Corporation.

* Under 60,000 population

A number of **new restaurants** opened in 2011, and **new boutiques, a candy store, a shoe store** and a number of **other small businesses** got going.

While the economy continued to drag, **Economic Development** attracted and assisted firms and individuals to **keep dollars flowing and jobs filled**.

For its efforts, Monrovia was named **2011's Most Business Friendly City** by the Los Angeles Economic Development Corporation, competing with cities of 60,000 population or less.

In 2011

The Employees in Public Works

- Pumped 2.3 billion gallons of water to Monrovia homes and businesses.
- Cleaned 91 miles of sewer line and made five sewer line repairs.
- Replaced 17,232 square feet of sidewalk.
- Trimmed 842 trees.



- Made 1,203 inspections.
- Responded to 482 street light maintenance requests.
- Upgraded 15 street ramps to meet new Americans with Disabilities Act requirements.
- Installed a new traffic signal at Myrtle and Chestnut, and upgraded the signal at Myrtle and Huntington.
- Completed 2.6 miles of street striping.



The pieces are all in place and the process is set to begin.

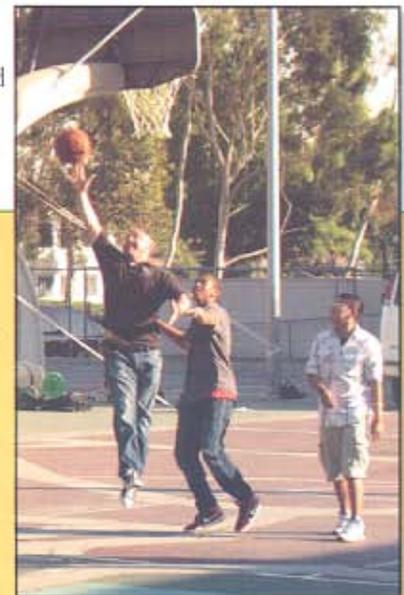
Whether the verdict is for or against Redevelopment, a definitive State Supreme Court ruling **will free the Monrovia Redevelopment Agency to sell land to the Gold Line Construction Authority.**

If that occurs, then:

- **A Gold Line Maintenance and Operation Facility** is built in Monrovia and **400 jobs** are added here – to say nothing of a **light-rail station** and a **600-car parking garage.**
- The sale of the land funds infrastructure work for the development of the **Station Square mixed-use development** that brings **new residents, businesses and jobs.** Likewise, **Myrtle Avenue is widened and improved** below the 210 Freeway, and **freeway ramps** are realigned and improved.

- **Funding and land become available for open space and park development** in the southern part of the community.

The City Council moved significantly in 2011 toward establishing a **new southern park.** In fact, parks were a **major community focus** in 2011, with good progress toward adoption of a **Resource Management Plan for the Wilderness Preserve**, a funding drive to refurbish **Julian Fisher Park**, the re-naming of Olive Avenue Park as **Lucinda Garcia Park**, an agreement to use **school yards as weekend parks**, and a new look at the community's **Park Master Plan** to help guide acquisition and stewardship of publicly-owned open space.



and cable service for thousands of Monrovia households and businesses. Public Works crews put the City back together.

An afternoon game in Julian Fisher Park



A major contributor to the award was the formation in 2011 of the City's **Business Resource Center**, offering both online and personal assistance to new and existing businesses.

While **many small businesses opened or relocated here** last year, particularly in Old Town, major **new commercial development remained on hold** – at Huntington Drive and Myrtle Avenue; Huntington and Fifth Street; and most significantly, in the **Station Square** area along Myrtle from the 210 Freeway to Duarte Road.

Also on hold was the potential growth in **jobs, commercial trade, housing and tax revenues** that come with those developments, held hostage to both the economy and the State's raid on Redevelopment dollars.

The pending **State Supreme Court** decision on Redevelopment could kick-start the process, though, and **2012 might well be the year** Station Square begins its first phase of construction.

- Resurfaced Huntington Drive and Duarte Road, repairing and replacing curbs, gutters and traffic loops.
- Obtained an emergency grant, cleared obstructions and made permanent repairs to the Lower Clamshell Motorway, re-opening it.
- Replaced a pump at one of the City's water wells, increasing capacity and saving more than \$6,000 per year in energy costs.
- **Led the entire community response and cleanup following the windstorm in December that felled trees, closed streets, cut off electricity and severed phone**



Neighborhood concerns remained high on 2011's agenda, despite continuing economic obstacles.

Monrovia's multi-year initiative for **neighborhood improvement and empowerment** never slowed down last year.

The **Monrovia Area Partnership (MAP)** was at the core of several related initiatives in 2011:

- MAP's **Neighborhood Leadership Academy** has graduated 75 residents representing neighborhoods throughout the community. Graduates now serve on the **Library Board** and **Planning, Community Services and Historic Preservation Commissions**. Others are organizing **neighborhood and community-wide events**, hosting **public forums** and coordinating **volunteer projects**.
- The Second Annual **Neighborhood Conference** was held in conjunction with Monrovia Day, connecting residents and organizations and focusing on MAP neighborhood improvements.
- MAP itself expanded in 2011 into yet more neighborhoods, bringing with it **Neighborhood Watch** and new **landlord-tenant assistance**.
- While the freezing of Redevelopment funds interrupted

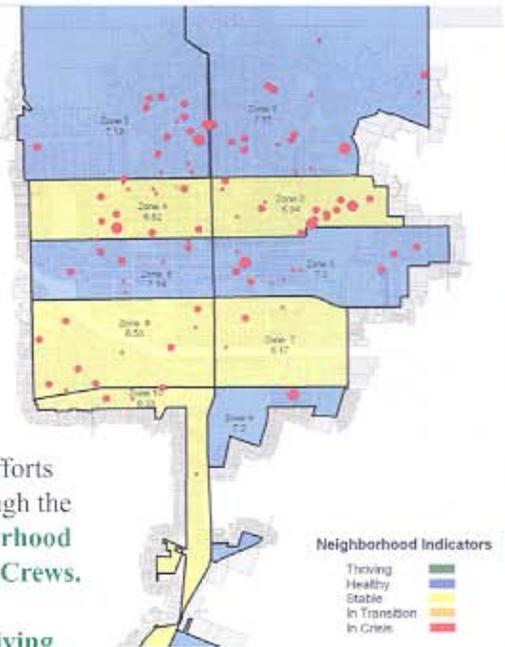
the **Home Improvement Grant program** last year, improvement efforts continued through the use of **Neighborhood Beautification Crews**.

• The first **Thriving Neighborhood Survey**

was published through MAP, reporting data from 516 respondents who rated their neighborhoods on selected criteria and voiced their concerns and requests.

All of Monrovia's neighborhoods were rated "**Healthy**" or "**Stable**" by the residents, with an overall "Healthy" rating for the community in general.

A number of new initiatives were identified to address concerns raised in the survey. The Police Department's new "**Keep Kids Alive – Drive 25**" campaign came directly from survey-expressed concerns over driving speeds in residential neighborhoods.



In 2011

Community Development Employees

- Issued **2,800 new and renewed business licenses**, approved 850 yard sale permits and abated 110 illegally posted signs on public property.
- Witnessed a **50% reduction in discarded shopping carts** littering streets after implementation of the community's Shopping Cart Containment and Retrieval Program. All 21 retailers in Monrovia using shopping carts now comply with the program. Nevertheless, 1,350 shopping carts were removed from City streets this past year.
- Conducted more than **6,000 code enforcement inspections**, including monitoring 188 foreclosed properties, of which 23 resulted in issuing citations for failure to maintain the properties.



Youngsters scramble for goodies from a piñata as part of a MAP-sponsored neighborhood party.



Participants line up for the first Fountain to the Falls run as part of Monrovia's 125th Anniversary celebration on Monrovia Day.

Community involvement, as always, is keeping Monrovia special.

When Old Town's annual **Food, Wine and Jazz Festival** had to be cancelled in 2010 because of a shortage of funds and staffing, it cost the community more than just a fun night out.

The Festival not only brought crowds to Old Town, it **raised about \$20,000 annually** for local non-profit organizations. But the City – which staffed the Festival in recent years – just couldn't afford to keep it going.

So in 2011, the **Monrovia Kiwanis Club** stepped in to run the event as volunteers – and a successful Festival raised thousands of dollars again, this time for the **Santa Anita Family YMCA**.

Meanwhile, the YMCA had already begun partnering with the City to provide **Friday Night Live** programming for teenagers congregating in Library Park during the weekly **Family Festival** – a program that soon proved highly popular and beneficial to both the youngsters and the public enjoying the weekly festival – now in its 20th year on Myrtle Avenue.

Those are just two of the ways in which Monrovians participated in their community this past year.

- 810 youths and 1,510 adults participated in **specialty classes** at the Community Center.
- Thousands of Monrovians of all ages enjoyed the **Halloween Carnival, Holiday Parade, Spring Egg Hunt** and other events made possible by **sponsorships from local businesses**.
- More than 300 youths participated in **after school sports** through a **City-Schools partnership**. Of those, 178 were designated **Scholar Athletes**.



- The **Monrovia Public Library** circulated more than **200,000 books, DVDs and CDs**, provided 29 **computer classes** to 302 people, 12 **cultural programs** and 10 **Active Adult programs** to more than 600, and provided **Career and Business programs** for another 100.
- 79 adults were **taught to read** by volunteer tutors trained through the Library's **Literacy Services** division.
- The Library's Technology Center registered **3,165 new computer users**. Public computers were used **50,000 times**.
- More than 145 Monrovians were active with **Senior Clubs**, and 220 seniors participated in 10 **Active Adult programs** and 12 **special events**.

In 2011

The Environmental Services staff

- Expanded **Smart Gardening** and **Backyard Composting** workshops to include a mulch giveaway program.
- Conducted a **New Years Resolution Cleanup** event.
- Worked to open three new **battery recycling centers** in the community.
- Began developing a new **recycling program for business waste** in the face of the impending closure of the Puente Hills landfill.
- Received a **Silver Certification** from California Green Communities for progress toward 30 environmental goals addressing key environmental challenges. Monrovia was recognized for having completed 19 of the 30 goals to date with good progress toward those remaining.



The public safety initiatives of 2011 were built on a foundation of past successes.

Public safety got a high rating from Monrovia in 2011's Thriving Neighborhood Survey, with an average community rating of **8.6 on a 10-point scale** – the **highest ranked category** in the survey across all neighborhoods and the only category to obtain a “thriving” rating.

The City's **Operation Safe Neighborhoods**, along with its accompanying **anti-gang injunction**, has proven to be an effective tool in holding down gang activity.

The **Chaplains for At-Risk Youth** program expanded as part of that effort, and last year assisted 23 at-risk youths and their families in an effort to keep them from gangs and crime.

Programs initiated in 2011 included:

- **Neighborhood Jump Start**, a two-hour training class for Neighborhood Watch participants focusing on crime prevention.

- The **Keep Kids Alive - Drive 25** campaign to slow traffic on residential streets, begun in response to speeding complaints from respondents to the Thriving Neighborhood Survey.



- The Police Department conducted training and added equipment to improve **service to the hearing impaired**.

- **Online crime mapping** is now available, allowing residents and businesses to view and analyze current crime information by location. The Police Department has also begun using **Twitter** to send **messages and alerts**.



Jim Hunt, Chief of Police

Jim Hunt, a 20-year veteran of the Monrovia Police Department, was named Chief following the retirement of **Roger Johnson**.

Hunt has been overseeing a **reorganization of the department** in the face of budget cutbacks.

Declining resources have forced a **reduction in sworn officers** from 60 to 47 over the past four years. Five positions that opened due to retirements or promotions **have been left unfilled** – a

captain, a lieutenant, a sergeant and two detectives – and the **command staff was reorganized** to manage the workload and maintain efficiency. That realignment has allowed **continued investigative and administrative efficiency without reducing the number of officers on patrol**.



The Fire Department took its fire prevention message throughout the community in 2011, involving Monrovia of all ages in maintaining public safety.

In 2011 Police Officers

- Responded to more than **28,800 incidents and calls for assistance** that resulted in more than **4,600 investigations**.

Fire Personnel

- Responded to nearly **2,400 emergency calls** – 78% of them medical emergencies – with an average response time of 5 minutes and 23 seconds, possibly saving hundreds of lives.

- Completed **1,178 business inspections, 1,710 brush inspections and 226 hazardous materials inspections**.

- Trained nearly 80 residents, City and School District employees in **disaster preparedness and emergency response**.



As revenues stabilize and grow, opportunities will grow with them. Monrovia is ready for a new start in the new year.

Despite a lingering recession, **there is reason for optimism.**

The **financial hurdles, staffing cuts and retirements** over the past four years have severely impacted City management, and resulted in a corresponding **reorganization of departments and responsibilities** at City Hall. The successor to Scott Ochoa as City Manager, to be chosen by the City Council in the next several weeks, **adds to the transformation** already taking place.

But, **costs are being held in check**, and the ongoing re-negotiation of employee contracts over the next few years will further **stabilize personnel costs.**

Monrovia employees have been **contributing to long-term solutions** for several years. This past year, the City Council adopted new **Principles of Compensation Management** and put in place new **performance-based** packages.

Current budget projections are holding at mid-year, and **trends show sales and property tax revenues rising again** over the next two years. If those trends hold and the economy stabilizes, new resources and opportunities will begin to open.

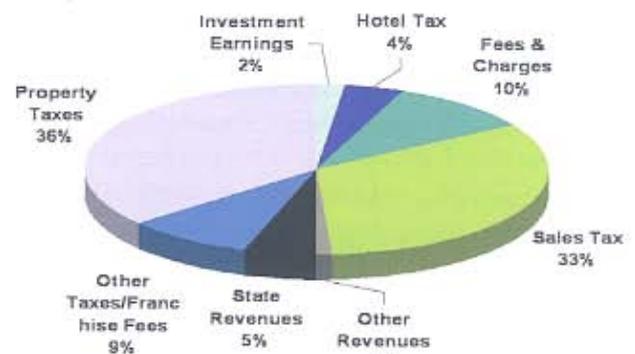
The City of Monrovia is land-rich but cash-poor as the New Year begins. When the log-jam over Redevelopment breaks, however, **pending land sales will again move revenue to where it can be put to work.** That increases both resources and opportunities.

And that could begin as **early as spring**, pending a State Supreme Court decision on Redevelopment in January.

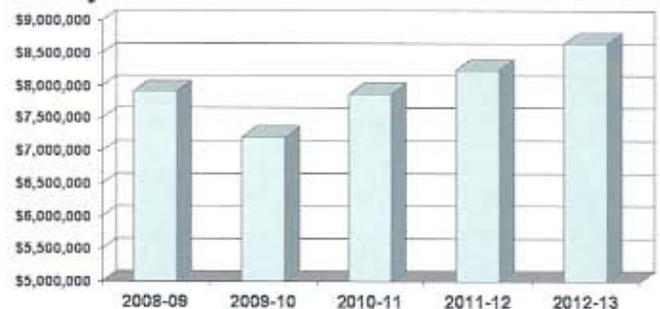
When the resources are there again, **Monrovia will be ready.** There are **job-creating, business-stimulating, revenue-producing projects** on the drawing boards now, just waiting to begin.

The **community's gains** over the past several years, coupled with the ongoing **organizational and financial restructuring** of public business, has positioned Monrovia well for **short-term recovery and long-term stability and prosperity.**

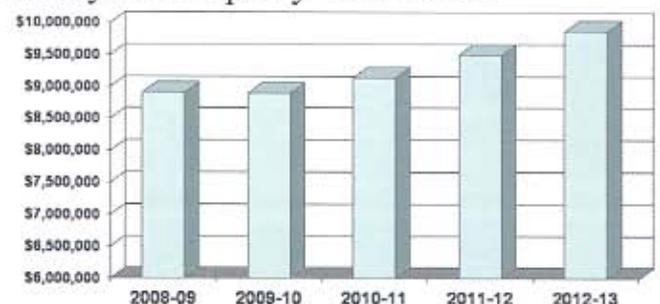
Sources of Revenue



Five-year Sales Tax Trend



Five-year Property Tax Trend



In Fiscal Year 2011-2012

the City of Monrovia is budgeted to spend in service to the community:

• Police	\$11,565,095
• Public Works	\$ 8,917,327
• Fire	\$ 7,885,964
• Administrative Services	\$ 5,454,242
• Water, Sewer and Sanitation	\$ 5,246,593
• Bond Repayment	\$ 2,604,965
• General Administration	\$ 1,731,203
• Recreation Services	\$ 1,608,804
• Library	\$ 1,389,174
• Development Services	\$ 1,385,840
• Transit and Air Quality	\$ 1,133,660
	\$48,923,927

Six months into the fiscal year, the budget remains balanced and on target.