

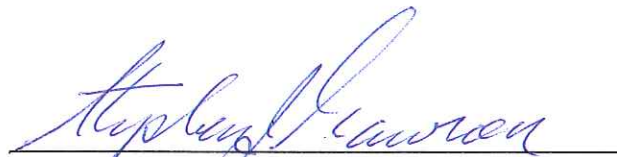
NOTICE

CITY OF MUSKEGON SPECIAL CITY COMMISSION MEETING

A "Special" City Commission Meeting is scheduled for Friday, February 7, 2014th at 11:30 a.m. at the Muskegon Museum of Art Oppershall Gallery at 296 West Webster Avenue, Muskegon, Michigan, to conduct the following business.

AGENDA

1. Establish goals for 2014



Stephen J. Gawron, Mayor

Notice date February 3, 2014

Cc: MLive
City Commissioners
Post

AMERICAN DISABILITY ACT POLICY FOR ACCESS TO OPEN MEETINGS OF THE CITY COMMISSION AND ANY OF ITS COMMITTEES OR SUBCOMMITTEES

The City of Muskegon will provide necessary auxiliary aids and services to individuals who wish to attend the meeting upon twenty-four hour notice to the City of Muskegon. Please contact City Clerk Ann Cummings at 933 Terrace Street, Muskegon, MI 49440 or by telephone (231) 724-6705 or TTY/TDD: dial 7-1-1 to request connection with (231) 724-6705.

Memorandum

To: Mayor Gawron and City Commissioners
From: Frank Peterson, City Manager
CC: Division and Department Heads
Date: February 3, 2014
Re: 2014-15 Goals

The following are you arrangements for the goal setting session on February 7, 2014:

Location: Muskegon Museum of Art - Oppershall Gallery
Time: 11:30 AM
Facilitator: Frank Peterson
Meal: Working Lunch at 11:30

I have also included the following materials that you should have for the session:

1. Meeting Agenda
2. Previous Commission Goals
3. Vision, Values, and Mission Statements
4. Organizational Chart
5. Summary of Department Functions/Tasks
6. Financial Information

AGENDA
CITY OF MUSKEGON
CITY COMMISSION GOAL SETTING SESSION
FEBRUARY 7, 2014

11:15: Arrival

11:30: Networking Lunch

12:00: Discuss Session Expectations

12:15: Review/Revise Vision, Value, and Mission Statements

12:30: Review Previous Commission Goals

12:45: Review 2013-14 Budget and Financial Status

1:00: Presentation by City Manager

2:00: Consideration of Priorities for 2014-15

4:00: Set Agenda for 2014-15

Adjourn

Previous City Commission Goals

2012:

1. Redevelopment of Former Sappi Site
2. Neighborhood Revitalization
3. Consider Downtown Zoning Changes
4. Consider Additional Cooperative Agreements
5. Improve City Employment Diversity (tie)
6. Provide Greater Support for the LC Walker Arena (tie)
7. Consider Physical Enhancements to Pere Marquette Park (tie)
8. Pursue Casino Development (tie)

2013:

1. Youth-Friendly Businesses
2. Youth Jobs Program
3. Sappi Redevelopment
4. Employment Diversity
5. Code Enforcement
6. Relations with other Governments
7. Pere Marquette Park
8. City Manager Transitional Planning
9. Law Enforcement



VISION STATEMENT

Muskegon, the Premier Shoreline City of West Michigan.

VALUE STATEMENT

**Provide all Services in a Professional, Ethical, Courteous,
and Cost-Effective Manner.**

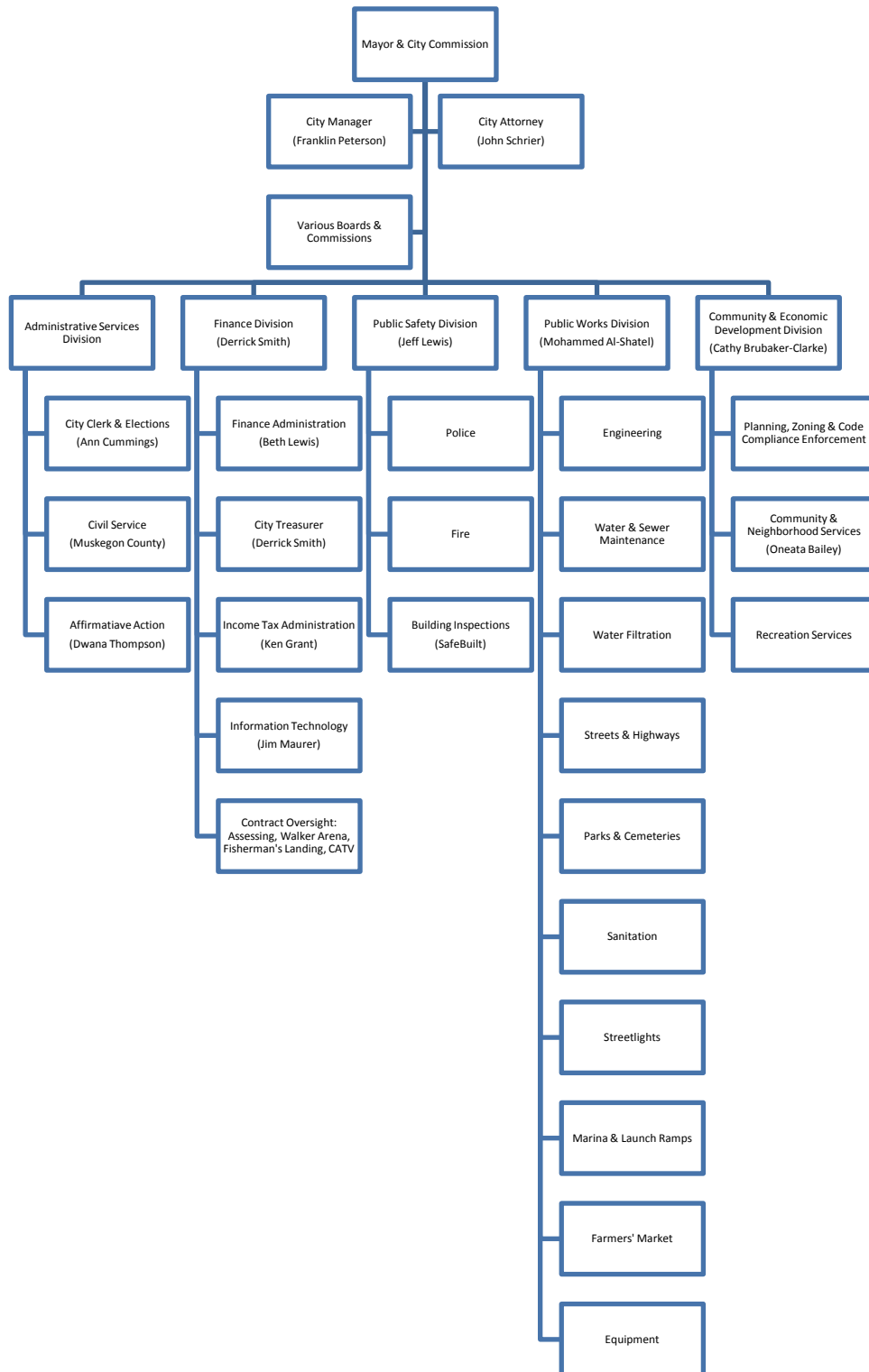
MISSION STATEMENT

**To Improve the Quality of Life for the Citizens of Muskegon
through Stewardship of Resources, Excellent Service,
and Leadership for the Greater Community.**

- ❖ **Take Leadership Responsibility for Improving Race Relations and Diversity.**
- ❖ **Foster Opportunities for City Youth.**
- ❖ **Promote Economic Stability, Diverse Economic Growth, and Redevelopment.**
- ❖ **Sustain the Natural, Cultural, and Recreational Resources of the Community.**
- ❖ **Foster Strong Ties Among Governments and Community Agencies.**
- ❖ **Develop and Maintain City Infrastructure and Facilities.**
- ❖ **Maintain and Enhance the Residential Neighborhoods of the City.**

CITY OF MUSKEGON

February 4, 2014



2013 Department Functions

Administration Division

Administration Office

- Annual performance evaluations
- Status change forms (i.e., discipline, leaving service, lay off, new hire)
- Budget preparation and presentation
- Display cases in lobby
- Negotiate and manage labor agreements, including grievances and arbitrations
- Research/special projects
- Salary and benefits (non-union and part-time limited term employees)
- Employee Assistance Program (EAP) administration
- Clearinghouse for
 - Accounts payable, credit card statement reconciliations, petty cash
 - Documents requiring mayor's signature
 - Monthly reports
 - Personnel requisitions
 - Pre-purchase authorizations
 - Retirement gifts
- Reports and recognition documents for city commission
- Meeting coordination
- Sister Cities staff support

Affirmative Action

- Prevailing wage interviews and answer contractors' questions
- EEO Committee and EEO-4 reporting
- HUD reporting for contractors
- Chamber Diversity and Inclusion Committee
- Contact with disadvantaged contractors
- PTAC Workshops – selling to government – recruitment of participants
- IFT compliance
- City Intern Program
- ADA Project Civic Access compliance/Settlement Agreement Coordinator
- Complaints regarding harassment and discrimination
- Lakeshore Athena Awards Committee – honoring women's business excellence
- Baker College Career Services Advisory Board
- MLK Unity Breakfast Committee
- Fair Housing
- Pioneer Resources Board
- Equal Employment Opportunity Plan & Affirmative Action Plan

Risk Management

- Maintain workers compensation case files, authorize care, billing (OSHA log)
- Safety Committee
- Safety Roundtable at Employers Association
- Vehicle incident review
- Emergency Preparedness Plan with police department
- Maintain eSafety Online Training records
- Health & Wellness Committee

City Clerk

- Voter registration, including updates to state system
- Elections
- Commission packets and minutes
- Public relations
- Freedom of Information Act requests
- Legal ads
- Community relations (Talent Bank management)
- Business Registration, Dance Permits, Marijuana Licensing
- Liquor licensing
- Encroachments
- Channel Newsletter
- Passports
- Document retention
- Document imaging
- Notary
- Ordinance updates
- CATV liaison
- Employee events committee
- Employee Service Event

Civil Service (Muskegon County Contract)

- Employment recruitment, screening, examinations and promotions
- Administer Department of Transportation CDL Drug Testing Program
- Job Description development and revision; perform job analysis
- Civil Service Commission liaison; rules and regulations updating
- FMLA administration
- Maintain official personnel records
- EAP Coordinator
- Counsel with supervisors/employees about personnel matters

Finance Division**Finance**

- General ledger accounting for all city funds/departments
- Manage selection/relationship of city's independent auditor
- Citywide financial reporting including preparation of Comprehensive Annual Financial Report (CAFR)
- Preparation and ongoing monitoring/control city budget
- Investment management for city funds
- Debt management for city bonds/loans
- A/P processing for all city functions
- Manage city's procurement card program
- Bi-weekly payroll processing for all city functions
- All payroll administration functions including W2's, governmental taxes and reporting, payroll accounting, etc.
- Health benefit administration for actives and retirees
- Administer other employee benefit programs (life insurance, LTD, social security, WC, etc.)

- Interface with MERS on retirement system administration
- Manage selection/relationship of city's banking services
- Manage general liability, property, auto, etc. insurances
- Handle insurance claims against the city
- Oversight of various contractual relationships:
 - Muskegon County Equalization
 - LC Walker Arena
 - Fisherman's Landing
 - CATV and DSE
- Manage city-wide contractual relationships for:
 - cell phones
 - copiers/printers
 - office supplies
- Manage www.retireinmuskegon.com (Promote Muskegon relocation to retirees)
- Manage www.muskegoncity.com (City Business Directory)

Income Tax

- Collect all income tax owed to City of Muskegon
 - Gross collections of more than \$7,000,000 annually
 - Daily deposit of cash and checks
- Management of Withholding Accounts
 - Payment reconciliation
 - Process eWithhold transactions
 - W-2 entry electronically and manually
 - Employer Compliance
- Process all income tax filings
 - Handles over 17,000 Individual Returns
 - Reconciled 1,800 Employer W-3s
 - Processes more than 1,500 Business Returns
 - Issued more than 11,000 refunds
 - Management of all payment plans
- Compliance
 - Basic audits on all returns processed
 - State Tape compliance
 - Mail thousands of letters through the Billing Path
 - Small Claims Court
 - Collection agency
 - Liquor license
 - Renaissance Zone

Treasurer

- Collect all accounts receivables
- Deposit and post of all city receipts
- Collection, accounting and distribution of property taxes collected on behalf of the schools and other tax-levying jurisdictions
 - Over 15,000 property tax bills generated in the summer
 - Over 15,000 property tax bills generated in the winter

- Continuous collection on delinquent personal and specific (i.e. IFT) property taxes
- Prepare and issue monthly water and sewer service utility bills for 13,000+ customer accounts

Information Technology

- Network maintenance includes all devices that make up the network from city hall, DPW, Water Filtration, Fire, Police, Marina, etc. (e.g., routers, switches, server hardware, print servers, backup systems, wireless, wiring and cabling, and more)
- Security
 - Ensure data on the network is accessed by authorized users and devices, while investigating unusual activity from inside and outside
 - Upgrades, maintenance and configuration of firewall, email, web servers and network devices
- Desktop application support includes installation, support and maintenance of all software
- Database administration for network application support includes programs such as financials, payroll, income tax, water billing, email services, police and fire applications, security, spam filters, internet filtering, user additions and deletions, backups and restores, etc.
- Web Development, automation and support
- Help Desk technical support/problem resolution for laptops, PC's, PDA's, telephone systems, set up for presentations and meetings, GPS, video surveillance support, computer forensics for police, etc.
- Programming and project management includes creating programs where outsourcing or prepackaged software packages are not feasible (e.g., the recent Online Title Lookup Program). Projects include network redesign, internet access, government-wide security implementations, database design, and determining the impact of new technology on the entire organization.

Planning/Zoning/Environmental Code Enforcement/Leisure Services

Economic Development

- Business retention
- Business development
- Downtown Development Authority (DDA) and Local Development Finance Authority (LDFA) staff liaison
- Administration of incentives
 - Tax abatements
 - Renaissance Zones
 - Tool & Die Recovery Zones
 - Brownfields
 - Obsolete property
 - Neighborhood Enterprise Zones
- Marketing programs, industrial parks, downtown, etc
- One-Stop Shop administration
- MAREC Leadership Group
- CEDS update (to WMSRDC)

Zoning

- Administration of site plan reviews, zoning interpretations, zoning amendments
- Planning Commission staff liaison
- Sign ordinance enforcement
- Zoning Board of Appeals (ZBA) staff
- Zoning/building questions
- Zoning inspections (development permits, sign permits, etc)

Environmental Code Enforcement

- Environmental program (grass, trash and leaves)
- Vacant building registrations
- Provide inspection services for rental properties
- Enforce the provisions of the property maintenance code
- Enforce some zoning provisions (front yard parking, fences/sheds)

General Planning

- Grant applications and oversight (e.g., energy efficiency, Smith Ryerson)
- Contract management (e.g., Smith Ryerson Center, Monet Gardens Maintenance Agreement)
- Master Plan updates
- Historic District Commission (HDC) staff
- Events Committee staff and implementation
- Film permit review and implementation
- GIS mapping
- Property management
 - Sale of city property
 - Acquisition of property for projects
- Ground Water Ordinance updating and oversight
- Census oversight

General Recreation

- Special Events processing
- McGraft Park Concert Series
- Community Recreation Grant oversight, review, administration (e.g., basketball, summer programming)
- Recreation Grant writing, administration (e.g., Smith Ryerson, Marsh Field)

Community and Neighborhood Services

- Currently administering a 3-year, \$1.4 million Neighborhood Stabilization grant which includes these activities:
 - Demolition
 - Total rehabilitation of abandoned and foreclosed properties
 - New infill construction
 - Down payment assistance
- Administer approximately \$1 million/year CDBG grant
 - Inspection demolition and board-up program
 - Fire station bond repayment
 - Salary of one Code Enforcement Officer
 - Leisure Services' Youth and Family Program

- Public Works' Senior Transit Program
- Planning's Façade Program
- CDBG administration
- CDBG Emergency Repair Program
- CDBG Siding Program
- Subrecipient activities
- Administer approximately \$300,000/year HOME grant
 - New construction infill
 - Vacant Structure Rehabilitation Program
 - Rental Rehab Program
 - CHDO support activities
- Monitor Sub recipients and Community Housing Development Organization
- Administer Norton Shores CDBG Program

Public Safety

Police Department

- Conduct district patrols
- Investigate reported crimes
- Conduct follow-up investigations of reported crimes
- Respond to calls for service from community members
- Respond to and investigate motor vehicle collisions
- Staff the West Michigan Enforcement Team (narcotics)
- Maintain a Neighborhood Police Officer team
- Staff a liaison position with Muskegon High School + Crossing Guard Program
- Coordinate the Sex Offender Registry as mandated by the state
- Maintain an evidence room
- Staff a liaison position with the Muskegon County Prosecutor
- Provide parking enforcement and abandoned vehicle services
- Conduct strategic planning and police staffing for large community events
- Provide Alcohol Awareness and Compliance training for special events
- Conduct semi-annual Citizens Police Academies
- Police Service Desk – register firearms, register bicycles, police reports and other police related informational services
- Police Records Division – maintain all police records
- Maintain a seasonal police Mountain Bicycle Patrol Unit
- Maintain “Traffic Safety & Enforcement” effort
- Staff a Community Policing Service Bureau

Inspections Department

- Provide inspection services for the electrical/plumbing/mechanical trades
- Enforce the provisions of the state construction codes
- Issues and tracks permits for building, plumbing, mechanical and electrical work
- Coordinate the dangerous building process
- Conduct site/construction plan review for new development/rehab properties
- Administers dangerous building program
- Orders board-ups of unsecured, vacant buildings
- Conducts inspections for liquor license renewals
- Evaluates structures damaged by fire, vehicles or weather
- Staff support for the Construction Board of Appeals

- Staff support for the Housing Board of Appeals
- Provides technical support to Code Compliance Inspectors

Fire Department

- Respond to and suppress fires
- Respond to life-threatening medical calls
- Respond to water and ice emergencies
- Conduct pre-incident surveys and inspections
- Provide fire prevention programs for our schools and the community
- Investigate the origins of each fire
- Inspect fire suppression systems
- Enforce state fire codes
- Assist County-wide confined space rescue team
- Respond to hazardous material incidents and assist County team
- Provide mutual aid to other departments
- Respond to burning complaints
- Maintain fire department buildings, equipment and vehicles

Public Works

Engineering/City Building maintenance

- Survey, design and inspect all city's infrastructure projects
- Assist business and residents in dealing with work within public right of way (sidewalks, driveways, water-sanitary and storm services)
- City hall and public service building maintenance
- Parks reservations

Public Works Office

- Maintain records and reporting for MDOT's expenses and reimbursement for all trunkline budgets such as hours, equipment and materials used
- Issue and track work orders for various projects such as house moves and special events

Equipment

- Maintain city's fleet of vehicles and equipment (Roosevelt Park and Muskegon Heights)
- Budget for and purchase all city vehicles/trucks/equipment, excluding fire department's equipment

Water and Sewer - Distribution/Collection Systems

- Maintenance and upkeep of 372 miles of water and sanitary mains
- Maintain 26,000+ water and sewer services
- Maintenance and upkeep of 29 lift stations (22-city; 5-Muskegon Twp, which consumes about 25% of our lift station maintenance time; and 2-Laketon Twp)
- Inspect and disconnect cross connections
- Water distribution computer modeling
- Maintain the county's east and northside water distribution and collection systems
- Provide backup to Roosevelt Park

Highway

- Plow and salt city streets

- Snow removal
- Pothole patching
- Operate equipment for other departments when requested
- Grade and trim alleys
- Clear sand from Beach Street near PM Park
- Grade unpaved streets
- Brine unpaved streets and alleys (streets = 3 times/year)
- Clean and repair catch basins
- Crack seal major and local streets (including Roosevelt Park)
- Asphalt and concrete street repairs
- Traffic signal maintenance and management of the county-wide contract
- Tree maintenance, including planting, trimming to cutting
- Use of the High Ranger to install banners, flags, Christmas tree and lights
- Burials and upkeep of cemeteries
- Management of refuse collection contract

Traffic Department

- Place traffic barricading for construction projects
- Prepare and install new signs for streets (street name, speed limit, stop, yield, etc.)
- Perform pavement markings (crosswalks, stop bars, and manage the centerline)
- Install city vehicle markings
- Perform traffic counts
- Perform minor traffic studies to determine need for regulatory signs
- Set up necessary traffic controls for special events
- Assist highway department with snow plowing

Parks

- Maintain parks, bike paths, Western Avenue, Seaway, Shoreline and Skyline Drives
 - Trimming overhanging brush along parts of Muskegon Lake section
 - Trash cans along paths and in parks
 - Restrooms (80+ commodes, 76+ sinks), and 14 drinking water units
 - Winterize
 - Irrigation systems (6,000+ heads, miles of pipe and control wiring)
 - Winterize
 - Picnic shelters and other city locales reserved for use through Leisure Services
 - Mowing
 - Ball fields for MHS and other users
 - Sand leveling, snow fence placement and removal at the beach
 - Special Events' support, as requested or required (i.e., Parties in Park, Summer Celebration, etc.)
 - Graffiti removal, repair vandalism
 - Fall leaf removal
 - Plow city hall properties, certain bike paths, some parks and alleys
 - Set up, take down, repair Christmas scenes and lights

Filtration Plant

- Produces tap water through a 24/7 operation for the Cities of Muskegon, Roosevelt Park and North Muskegon, Muskegon County Northside, and Muskegon County Eastside (Muskegon Township). This entails:
 - Treating raw water to potable standards 24 hours/day, 7 days/week, 52 weeks/year
 - Routine preventative maintenance and emergency maintenance to buildings and all equipment for water plant and remote sites
 - Collecting required water samples and analyzing, as necessary

Miscellaneous

- Management of the Marina, Farmers Market and launch ramps
 - Hire, plan, and oversee seasonal employees
 - Develop and implement marketing programs for Farmers Market and Marina

Five Year Fiscal Forecast City of Muskegon - General Fund

	FY14	Estimated Annual Percentage Change				
	Amended Budget	Year 1	Year 2	Year 3	Year 4	Year 5
REVENUES						
Property Taxes	\$ 6,859,131	-6%	7%	-1%	0%	0%
State Revenue Sharing	\$ 3,806,443	1%	1%	1%	1%	1%
Income Tax	\$ 7,600,000	1%	0%	1%	0%	1%
Fines & Fees	\$ 417,000	0%	0%	0%	0%	0%
Licenses & Permits	\$ 1,328,000	1%	0%	1%	0%	1%
Interest Income	\$ 50,000	2%	0%	2%	0%	2%
Grant Revenues	\$ 57,675	0%	0%	0%	0%	0%
Other Revenues	\$ 3,167,998	1%	1%	1%	1%	1%
Total Revenues	\$ 23,286,247					
EXPENDITURES						
Salaries & Benefits	\$14,010,176	2%	3%	2%	3%	4%
Operating Supplies	\$ 443,661	0%	1%	0%	1%	0%
Contractual Services	\$ 7,660,680	1%	1%	1%	1%	1%
Other Expenditures	\$ 50,000	1%	1%	1%	1%	1%
Special	\$ -	0%	0%	0%	0%	0%
Property & Liability Insurance	\$ 251,656	2%	1%	2%	1%	2%
Contingency	\$ 250,000	0%	0%	0%	0%	0%
Capital Outlays	\$ 268,831	0%	0%	0%	0%	0%
Debt Service	\$ 280,000	0%	0%	0%	0%	0%
Transfers to Other Funds	\$ 928,046	32%	8%	0%	0%	8%
Total Expenditures	\$ 24,143,050					
Net Revenues (Expenditures)	\$ (856,803)					
Ending Fund Balance	\$ 4,796,755					

	FY15 Estimate	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate
REVENUES					
Property Taxes	\$ 6,447,583	\$ 6,898,914	\$ 6,829,925	\$ 6,829,925	\$ 6,829,925
State Revenue Sharing	\$ 3,844,507	\$ 3,882,953	\$ 3,921,782	\$ 3,961,000	\$ 4,000,610
Income Tax	\$ 7,676,000	\$ 7,676,000	\$ 7,752,760	\$ 7,752,760	\$ 7,830,288
Fines & Fees	\$ 417,000	\$ 417,000	\$ 417,000	\$ 417,000	\$ 417,000
Licenses & Permits	\$ 1,341,280	\$ 1,341,280	\$ 1,354,693	\$ 1,354,693	\$ 1,368,240
Interest Income	\$ 51,000	\$ 51,000	\$ 52,020	\$ 52,020	\$ 53,060
Grant Revenues	\$ 57,675	\$ 57,675	\$ 57,675	\$ 57,675	\$ 57,675
Other Revenues	\$ 3,199,678	\$ 3,231,675	\$ 3,263,992	\$ 3,296,631	\$ 3,329,598
Total Revenues	\$ 23,034,724	\$ 23,556,496	\$ 23,649,846	\$ 23,721,704	\$ 23,886,395
EXPENDITURES					
Salaries & Benefits	\$ 14,290,380	\$ 14,719,091	\$ 15,013,473	\$ 15,463,877	\$ 16,082,432
Operating Supplies	\$ 443,661	\$ 448,098	\$ 448,098	\$ 452,579	\$ 452,579
Contractual Services	\$ 7,737,287	\$ 7,814,660	\$ 7,892,806	\$ 7,971,734	\$ 8,051,452
Other Expenditures	\$ 50,500	\$ 51,005	\$ 51,515	\$ 52,030	\$ 52,551
Special	\$ -	\$ -	\$ -	\$ -	\$ -
Property & Liability Insurance	\$ 256,689	\$ 259,256	\$ 264,441	\$ 267,086	\$ 272,427
Contingency	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Capital Outlays	\$ 268,831	\$ 268,831	\$ 268,831	\$ 268,831	\$ 268,831
Debt Service	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000
Transfers to Other Funds	\$ 1,225,021	\$ 1,323,022	\$ 1,323,022	\$ 1,323,022	\$ 1,428,864
Total Expenditures	\$ 24,802,368	\$ 25,413,963	\$ 25,792,186	\$ 26,329,159	\$ 27,139,135
Net Revenues (Expenditures)	\$ (1,767,645)	\$ (1,857,466)	\$ (2,142,340)	\$ (2,607,455)	\$ (3,252,740)
Ending Fund Balance	\$ 3,029,110	\$ 1,171,644	\$ (970,696)	\$ (3,578,151)	\$ (6,830,891)

Comments on Key Forecast Assumptions

Property Taxes - assumes phaseout of operations at the City's largest property taxpayer - The BC Cobb electric generating plant. For 2016 it is assumed City will levy its one remaining general operating mill to help offset the Cobb losses.

State Shared Revenues - stable with slight growth as state economy rebounds.

Income Tax - moderate growth assumes no recession during forecast period.

Salaries & Benefits - assumes very modest wage increases but growing increases in pension and health insurance costs.

Capital Outlays - likely to decrease due to competing cost pressures.

Transfers - the General Fund subsidy to retire the SmartZone bonds will grow as will need for local funding for streets. Also assumes support of the LC Walker Arena will need to increase significantly.

SUMMARY

The City currently has healthy general fund balance and budget stabilization reserve. However, Consumers Energy has announced the closure of the BC Cobb facility which will result in significant annual property tax loss. State shared revenues seemed to have stabilized and are slightly increasing. On the expenditure side it is assumed that the mix of general fund operations remains stable. Additional transfers to other funds will be needed to help cover Smartzone debt service. It is assumed that wage growth can be kept at modest levels; however, significant cost pressures are anticipated from pension and/or healthcare. Without significant new revenues or cutbacks in staff/service levels, the forecast is for continued annual operating deficits that will exhaust the City's fund balance reserves in 2-3 years.

