



STRATEGIC PLANNING GOALS

February 9, 2013

OVERVIEW

Following extensive community outreach and engagement, the Council set the following fourteen goals in providing direction for preparation of the 2013-15 Budget at its February 9, 2013 strategic planning goal-setting workshop. The goals are organized into three priority categories: major City goals; other important objectives; and address as resources permit.

❶ **Major City Goals.** These represent the most important, highest priority goals for the City to accomplish, and as such, resources to accomplish them should be included in the 2013-15 Budget. If the work program approved by the Council for a Major City Goal is not included in the City Manager's Preliminary Budget, compelling reasons and justification must be provided as to why resources could not be made available to achieve this goal.

❷ **Other Important Objectives.** Goals in this category are important for the City to accomplish, and resources should be made available in the 2013-15 Budget if at all possible.

❸ **Address As Resources Permit.** While it is desirable to achieve these goals over the next two years, doing so is subject to current resource availability.

Organization

Within each of the three priority categories, goals are presented in alphabetical order based on the goal title: there is no prioritization within each priority category.

❶ MAJOR CITY GOALS

Economic Development. Strengthen Monrovia's economy and tax base through economic development efforts that include proactively retaining and attracting businesses (especially focusing on Old Town, Gold Line and Huntington Drive Tech Corridor), streamlining permit and plan check processes where possible, and enhancing our customer service and business friendly reputation.

Environmental Stewardship. Maintain our commitment to environmental stewardship by improving our energy efficiency, water and air quality, parks and open space, and our urban-wildland interface.

Historical Preservation. Maintain our commitment to historical stewardship by preserving historic homes, structures, sites and districts with sensitivity to neighborhood context.

Infrastructure and Facility Maintenance. Catch up to the extent feasible on the deferred maintenance of City facilities and infrastructure (including streets, sidewalks, parks, trees, sewer and water lines) and develop a program for long-term, ongoing maintenance that includes a system for establishing priorities among projects and maintenance services.

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Long Term Fiscal Responsibility. Continue to demonstrate long term fiscal responsibility by balancing the budget through revenue generation, the wise use of available funds, building adequate reserves and leveraging expanded volunteer support; and ensuring that expenses, including compensation programs and support for non-City programs, are carefully considered and kept in line with revenues.

Public Safety. Provide a high level of public safety services through adequate staffing, high quality personnel, up-to-date technology, and planning in both the fire and police departments to assure that resources are strategically invested in the highest priority areas.

② OTHER IMPORTANT OBJECTIVES

Community Participation. Continue enhanced community building and citizen participation efforts through improved communication, new technology and community connecting events.

Gold Line. Improve existing building, transportation and circulation elements around Gold Line and encourage new development that creates synergy between the Gold Line station, Old Town and throughout the City.

Monrovia Area Partnership (MAP). Maintain and expand the Monrovia Area Partnership in a sustainable way and use MAP to build new community contributors and leaders.

Quality Professional Staff. Maintain an excellent staff through competitive compensation programs, educational and professional development opportunities, cross-training where appropriate, and by providing the technical and other tools needed to most effectively serve the public.

Youth and Senior Services. Maintain youth programs and senior services by strengthening partnerships, including with schools, community and faith-based organizations.

③ ADDRESS AS RESOURCES PERMIT

Hillside Preserve and Management Plan. Complete access to the hillside preserve and continue implementation of the management plan in a way that is both environmentally and economically sustainable.

Planned Development (PD) Zone Review. Consider reviewing existing planned development (PD) zone areas; determine if minimal upzoning (RM 4000) in areas with non-conforming uses will encourage balanced development with neighborhood compatibility, including preserving our existing built environment (specifically, our historic housing stock) as necessary to retain quality of life.

Regional Employee Group Negotiations. Evaluate the feasibility of regional employee group negotiations.

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Next Steps

On March 26, 2013, the Council will consider detailed work programs for each of the Major City Goals in order to:

- Define and scope the adopted goal.
- Ensure that there is a clear understanding of the goal so appropriate resources are allocated, and progress can be measured in achieving it.

This is especially important in the case of objectives where fully achieving the goal is likely to extend beyond the two-year Budget period. However, the City can measure progress and success in accomplishing the goal by clearly defining the specific actions it plans to take over the next two years.

Each work program will fully discuss the existing situation, work already completed to-date on the goal; challenges the City is likely to face in achieving the goal; key stakeholders and assumptions; an “action plan” detailing specific tasks and due dates over the next two years; and the financial and staff resources that will be required to accomplish these tasks.

Conceptual approval of the major City goal work programs on March 26, 2013 will be followed by formal Council approval of the Strategic Plan on April 16, 2013. The goals set forth in the Strategic Plan will drive preparation of the Preliminary 2013-15 Budget, which will be issued in May 2013. A series of public budget workshops and hearings will then be held, leading to Budget adoption in June 2013.
