Monrovia City Council
Budget Study Session

Strategic Goals
Key Programs & Projects
June 6, 2011
Monrovia’s Business Model

► Maintain low taxes, fees and charges
  ▪ No utility user tax, low service rates

► Economic development and redevelopment
  ▪ Generate new revenues, business-friendly

► Cost-efficiency, performance measurement & evaluation
  ▪ AMD/OEM

► Exceptional Customer Service & high-quality personnel
  ▪ Feedback, employee development
Monrovia’s Success is Structured

Five Pillars of Service

Community Feedback

City Mission, Vision & Core Values

Principles of Financial Management

City Council Priorities
Proposed FY 2011-12 Monrovia Budget

- Monrovia is maintaining *structurally balanced* budgets

- Monrovia is emerging from the Great Recession and adapting to the “New Normal”

- Monrovia is focused on cost-containment, especially in the arena of compensation

- Monrovia is focused on economic development
“Keeping Score” in Monrovia

► Strategic Goals
  ▪ Smaller set of key goals whose achievement help determine a successful year
  ▪ FY 10-11 achievement: 77%; 92% by 4th Qtr

► Budgeted Programs and Projects
  ▪ Departmental work programs and capital projects

► Key Performance Indicators
  ▪ Tactical measurements of departmental activity
  ▪ SMART measures
    ▶ (Specific, Measureable, Attainable, Relevant & Timely)
Proposed FY 2011-12
Departmental Strategic Goals & Budgeted Programs and Projects
Administration

► Four Divisions
  ▪ Office of the City Clerk
  ▪ Community Relations & Information
  ▪ Old Town Monrovia Management
  ▪ Monrovia Redevelopment Agency

► Total FTE staff: 9.5

► Total FY 11-12 proposed budget:
  ▪ Personnel: $1,690,230
  ▪ Operations: $4,526,007

► Key Performance Indicators:
  ▪ Legislative bills tracked, PRR’s processed per year, OT vacancy rate, City Beat programs per year
Administration
Operational Themes

► City Council support
► Legislative/inter-governmental relationships
► Organizational development
  ▪ Employee development and staffing options (part-time, volunteer opportunities)
  ▪ Compensation and continuous improvement
► Redevelopment and Economic Development
  ▪ Old Town growth and development
  ▪ MRA project administration
  ▪ Marketing and investment/business attraction
Programs & Projects:

- Utilize electronic records management systems to improve efficiency
- Grow passport business
Administration
Community Relations & Information

Programs & Projects:

- Cross-train staff on website, social media maintenance
- Maintain and expand “City Beat” program
Administration
Old Town Monrovia Management

► Strategic Goal:
  ▪ Establish a live entertainment program throughout Old Town (Vision 2015)

► Programs & Projects:
  ▪ Rework filming guidelines
  ▪ Strengthen relationships with brokers, merchants and landlords to fill vacancies
  ▪ Leverage MRA marketing efforts
Administration
Monrovia Redevelopment Agency

► Strategic Goals:
  ▪ Capital projects: Station Square, Myrtle Huntington, 5th & Huntington, 300 Block, “Retail South Anchor”
  ▪ Re-establish a 1st Time Homebuyer Program
  ▪ MAP II continuation and MAP III commencement

► Programs & Projects:
  ▪ Marketing & promotions
  ▪ R/ED Team operations
  ▪ Local job growth and workforce development
Administrative Services

- Three Divisions
  - Finance
  - Information Services
  - Human Resources & Risk Management*

- Total FTE staff: 17

- Total FY 11-12 proposed budget:
  - Personnel: $2,043,603
  - Operations: $8,808,836

- Key Performance Indicators:
  - Error-free transactions/year, avg. Workers’ Comp days off, workstations replaced/year, no. claims/year

*New additions to Department
Administrative Services
Operational Themes

► Reporting compliance
► Department financial & tech support
► Strategic financial management
  ▪ Revenue and expenditure forecasting
  ▪ Building internal reserves and fund management
► Employee training and development
► Departmental integration with HR
  ▪ Manage Continuous Improvement evaluation process
Administrative Services
Finance

► Strategic Goals:
  ▪ Refinance 2008 MRA notes
  ▪ Financing of FY 11-12 TRANS
  ▪ With HR, review new evaluation and compensation system

► Programs & Projects:
  ▪ Facilitate new electronic billing/payment
  ▪ Ensure compliance with all new reporting and grant management requirements
  ▪ Formalize reserve policies
  ▪ Budget management (City & department level)
Administrative Services
Information Services

► Strategic Goal:
  ▪ Develop enhanced website capabilities (MIT VIII follow-through)

► Programs & Projects:
  ▪ Develop new GIS data sets and layers
  ▪ Manage city-wide applications and network capabilities
Administrative Services
Human Resources

► Strategic Goals:
  ▪ Continuous Improvement Program Evaluation
  ▪ Implement Council’s “Principles of Public Employee Compensation” Policy
  ▪ Pay for Performance
  ▪ Two-tier PERS implementation
  ▪ Tiered time-accrual policy

► Programs & Projects:
  ▪ Training (policies as well as development)
  ▪ MOU administration (meet and confer under way)
Administrative Services
Risk Management

➤ Strategic Goal:
  ▪ Implement Department Accountability policy

➤ Programs & Projects:
  ▪ Supervisor and employee training to reduce lost efficiency and risk costs
  ▪ Safety/CALOSHA compliance
  ▪ Maintain Wellness Program
Community Development

► Three Divisions
   ▪ Planning
   ▪ Building
   ▪ Neighborhood Preservation

► Total FTE staff: 13

► Total FY 11-12 proposed budget:
   ▪ Personnel: $1,402,823
   ▪ Operations: $1,541,896

► Key Performance Indicators:
   ▪ Applications processed, inspections completed, code compliance cases cleared, MAP projects completed
Community Development
Operational Themes

► Balance current/advance planning
  ▪ Staff cutbacks require current planning focus; identify opportunities to sustain advance planning
  ▪ Corridor studies are key
  ▪ Transit and Historic Preservation

► Customer Service
  ▪ Cross-training, part-time staffing, and use of technology

► Maintain Code Enforcement
  ▪ Use MAP to reintroduce proactive enforcement
Community Development Planning

► Strategic Goals:
  - Station Square project entitlement
  - Complete Mid-Myrtle, Central Huntington and West Duarte Corridor studies

► Programs & Projects:
  - Update Safety, Open Space and Conservation Elements
  - Maintain Historic Preservation program
  - Complete implement of Monrovia Transportation Services Plan recommendations
  - Implement MIT VIII recommendations
Community Development Building

Programs & Projects:

- Complete evaluation of Development Services coordination to maximize customer experience
- Implement MIT VIII recommendations
Community Development
Neighborhood Preservation

► Strategic Goals:
  ▪ With MRA financing, reintroduce programming to MAP II
  ▪ Explore and analyze trends in proposed MAP III

► Programs & Projects:
  ▪ Evaluate residential foreclosure program
  ▪ Offer ongoing MAP LTD Academy classes
  ▪ Study multi-family inspection program
  ▪ Implement final phase of Shopping Cart Ordinance
  ▪ Implement MIT VIII recommendations
Community Services

► Two Divisions
  - Library
  - Recreation
► Total FTE staff: 19.5
► Total FY 11-12 proposed budget:
  - Personnel: $2,565,181
  - Operations: $1,687,753
► Key Performance Indicators:
  - Youth served through Youth Sports, MRP, Summer Reading Program, cost per participant, no. of books circulated, volunteer savings
Community Services
Operational Themes

- Use of technology
  - As a customer service tool and Library offering

- Customer service
  - Rentals, classes, programming,

- Cross-cultural events and diversity awareness

- Program evaluation
  - Youth programming will be focus this year

- Youth wellness & collaboration with NGO’s

- Wilderness Preserve Management Plan
Community Services
Library

► Strategic Goals:
  ▪ With MRA, develop Monrovia-focused job center

► Programs & Projects:
  ▪ Technology upgrades and efficiencies
    ▪ Communication and customer experience
  ▪ Utilize volunteer support to sustain Literacy efforts
  ▪ Develop Internet-focused research and analysis classes for Monrovia students
  ▪ Sustain cultural diversity programming
Community Services
Recreation

► Strategic Goals:
- Expand MRP into MAP III, if suitable
- Implement the Wilderness Preserve RMP

► Programs & Projects:
- Partner with MUSD and NGO’s to expand youth wellness efforts and new youth activities
- Through sponsorships, continue to restore high-profile community events
- Implement recommendations of MIT VIII
- Based on last year’s Baby Boomer study, expand offerings focused on life transitions and retiree interests
Public Works

► Three Divisions
  ▪ Environmental Services
  ▪ Infrastructure Maintenance
  ▪ Engineering

► Total FTE staff: 49

► Total FY 11-12 proposed budget:
  ▪ Personnel: $4,642,586
  ▪ Operations: $13,006,794
  ▪ Capital: $2,040,021

► Key Performance Indicators:
  ▪ No. potholes repaired, millions of gallons of water produced and treated, no. of permits reviewed/approved
Public Works
Operational Themes

► Regulatory compliance
► Monrovia Environmental Accords/Green Team
► Employee Development
  ▪ Cost evaluation and use of technology
  ▪ Cross-training and efficiency
► Capital/infrastructure replacement, upgrade and planning
Strategic Goals:
- Implement Mandatory Commercial Recycling
- Prepare SWM study in anticipation of 2012 re-opener (disposal capacity, ADC, etc)

Programs & Projects:
- Green Team administration
- Increase diversion activities in preparation of 2015’s 75% goal
- TMDL/NPDES compliance
- Explore 3P opportunities for Peck Park compliance and community use
Public Works
Infrastructure Maintenance

► Strategic Goals:
  ▪ Prepare Well Rehabilitation Review
  ▪ Reinstitute Street Resurfacing Program

► Programs & Projects:
  ▪ As funding allows, replace park playground apparatus
  ▪ Automated Meter Reading/AMI
  ▪ Maintain water quality and testing standards
  ▪ ADA & risk management projects
  ▪ Expand FOG program
  ▪ Upgrade SCADA system
Public Works Engineering

- **Strategic Goals:**
  - Complete Monrovia Infrastructure Master Plan
  - Prepare design drawings Station Square infrastructure plan

- **Programs & Projects:**
  - Integrate maintenance and work order program across all department sections
  - As funding allows, replace HVAC units at City Hall and Community Center
  - Install UPS traffic controllers
  - Install emergency generator at City Hall
  - Lower SCE electrical costs
  - Implement recommendations of MIT VIII
Police

- Two Divisions
  - Services
  - Patrol
- Total FTE staff: 84
- Total FY 11-12 proposed budget:
  - Personnel: $11,473,091
  - Operations: $2,235,716
- Key Performance Indicators:
  - Response times, arrests made, Part I Crime rate, customer satisfaction rating, animal licenses issues, police reports processed, calls handled/year
Police Operational Themes

- **Use of technology**
  - In crime prevention/suppression, communication with the public, and radio infrastructure

- **Employee development**
  - Managing young workforce among budget cuts

- **Training**
  - Tactics as well as policies

- **Gang and narcotics abatement**
  - MAP, CASE, and Community Policing

- **Traffic enforcement**
  - Calming traffic in residential neighborhoods
Police Services

► Strategic Goals:
  - Use of technology and social media
    - Filing crime reports, two-way communication
    - Efficient internal communications
  - Implement a PD Administrative Citation

► Programs & Projects:
  - Detective Bureau efficiency
  - Begin replacement of patrol fleet
  - Replacement of mobile computers
  - Radio technology
  - Maintain Community Policing efforts with MAP
Police
Patrol

► Strategic Goals:
  ▪ Develop supervisor mentoring program

► Programs & Projects:
  ▪ Maintain training standards within budget and staffing
  ▪ Maintain staffing levels and call volumes within budget
  ▪ Augment staffing where possible through reserve officer program
Fire

► Three Divisions
  ▪ Fire Prevention
  ▪ Operations
  ▪ Training
► Total FTE staff: 43.75
► Total FY 11-12 proposed budget:
  ▪ Personnel: $7,379,660
  ▪ Operations: $1,874,622
► Key Performance Indicators:
  ▪ Response times, calls handled, value of property lost, EMS tracking, HazMat inspections conducted
Fire Operational Themes

- Manage personnel costs
- Personnel development
  - Training and education
- Fire prevention
  - Regulatory compliance
  - Customer service
- Community risk assessment
  - Community Wildfire Prevention Plan (CWPP)
  - Brush interface management
Fire Prevention

► Strategic Goals:
  - Implement tracking system on inspections to ensure maximum efficiency of personnel
  - Implement CWPP

► Programs & Projects:
  - Update life safety standards
  - Implement a monitoring system on plan checks
  - Implement recommendations of MIT VIII
Fire Operations

Programs & Projects:

- Maintain operational readiness
- Monitor response times and exceed national standards
- Improve pre-hospital care by evaluating EMS operations in document compliance, patient pain assessment and STEMI response times
Fire Training

► Strategic Goals:
  ▪ Re-engage CERT corps

► Programs & Projects:
  ▪ Develop in-house Division Chief Academy
  ▪ Develop Operations and Policy manuals
FY 2011-12 Proposed Budget
Strategic Goals, Programs & Projects

► Monrovia is surviving and positioned for future success, momentum
  ▪ Cost containment, new projects, new revenues

► Five Pillars simplify and clarify mission, but

► Gaps in service levels do materialize
  ▪ Maintenance, capital replacement, non-emergency OT, reserve growth

► We must maintain long-term focus
FY 2011-12 Sources of Revenue (All Funds)

- Charges for Service, 19%
- Other Revenues, 1%
- Sales Tax, 13%
- Licenses & Permits, 3%
- Other Taxes, 9%
- Charges to Other Funds, 11%
- Revenue from Gov't Agencies, 4%
- Use of Money and Property, 2%
- Property Taxes, 38%

Total Budgeted Revenues: $65,500,321
FY 2011-12 Proposed Expenditures (All Funds)

- Fire: 14%
- Administration: 9%
- Admin. Services: 16%
- Comm. Dev.: 4%
- Public Works: 30%
- Comm. Svcs: 6%
- Police: 21%

Total Budgeted Expenditures: $66,918,819
Proposed FY 2011-12 Monrovia Budget

- Monrovia is maintaining *structurally balanced* budgets
- Monrovia is emerging from the Great Recession and adapting to the “New Normal”
- Monrovia is focused on cost-containment, especially in the arena of compensation
- Monrovia is focused on economic development
Monrovia City Council
Budget Study Session

Strategic Goals
Key Programs & Projects
June 6, 2011