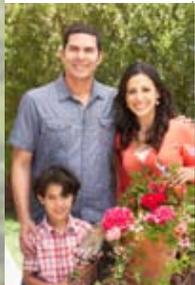




STRATEGIC PLAN 2012 and 2013

- Ensure the City's continued financial viability
- Beautify residential neighborhoods and commercial corridors
- Enhance public safety and quality of life



Today's Small Town America



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The Community's Strategic Plan

Gathering Input from the Community

In early 2009, the City asked the community for input regarding their perceptions of Rosemead. A postcard that was translated into Spanish, Chinese and Vietnamese was mailed to all Rosemead residents and businesses, as well as many people who work in Rosemead and live in surrounding communities. The survey asked questions about what community members enjoyed most about the City and what they felt needed improvement. Results from the survey provided City Council with the foundation for Rosemead's statement of Community Values, also referred to as a "Brand Platform." Following a series of public meetings, the City Council developed Rosemead's Strategic Plan, which also established our vision for the community in the year 2020.

With a majority of the action items from the 2010 and 2011 completed, the City Council began the process for developing the 2012 and 2013 Strategic Plan in Fall 2011. An idea form was included in the Fall 2011 Rosemead Resources and mailed to all residents. A series of public meetings were also held to gather input from the community. As a result, the City Council and Planning and Traffic Commissioners are proud to present the community with the Rosemead Strategic Plan for 2012 and 2013.

What is a Strategic Plan?

A Strategic Plan enables the City to identify what the community wants Rosemead to be in the future and how it will get there. The Strategic Plan process included:

- Gathering input from the community;
- Taking a wide look at both the internal and external factors that might affect Rosemead;
- Analyzing the City's strengths, weaknesses, opportunities, and threats (SWOT analysis);
- Creating Rosemead's Vision 2020, which provides a look into how the community envisions the City to be in the future, specifically eight years from now;
- Developing key organizational goals; and
- Identifying strategies and action items to accomplish each goal.

Strategic Plan Focus

The Strategic Plan focuses on enhancing Rosemead's appeal as a new kind of small town in the heart of an urban environment by honoring tradition, uniting in diversity, and evolving for the future. This is evident in Rosemead's Key Organizational Goals which aim to: improve public areas including infrastructure and community facilities; enhance public safety and the overall community environment and opportunities for residents through programs, services, education, and recreation; and ensure the City's financial stability in order to continually meet these goals and provide basic services to the community.



Vision 2020 and Key Organizational Goals

Vision 2020

In the year 2020, Rosemead will be recognized as a welcoming and thriving small town community in the heart of an urban environment. Rosemead residents from different cultural backgrounds will unite in diversity and will get to know their neighbors through family-oriented amenities and programs. The City’s boundaries will be distinguished by its attractive appearance and commitment to sustainability.

Amenities for Rosemead residents and businesses will include:

- Attractively landscaped and hardscaped public areas;
- Updated and well-maintained public facilities;
- Comprehensive recreational, community, educational and cultural arts programs;
- A well-balanced mix of local, regional, and national businesses, restaurants, and hotels;
- An array of housing options;
- Convenient modes of transportation;
- A low crime rate and a general feeling of safety;
- Partnerships with local schools to support high quality education;
- An attractive downtown area; and
- Well-maintained residential and business properties that are consistent with the community/neighborhood.

Key Organizational Goals

 **Ensure the City’s Continued Financial Viability**

 **Enhance Public Safety And Quality Of Life.**

 **Beautify residential neighborhoods and commercial corridors**



**Community Values
Our "Brand Platform"**

Who We're For

People and businesses who seek the charms of a small town, in the heart of an urban environment.

What We Do

We are "Today's Small Town America" - traditional yet diverse, a true neighborhood in an urban setting.

Why We Do It

Because in Rosemead, neighbors share the traditional values and commitment to community that makes small town life so appealing, without losing big city advantages.

Who We Are

Grounded

Welcoming

Thriving

How We Do It

Honor Tradition

Unite in Diversity

Evolve for the Future



Our Community Personality

Who We Are

These “adjectives” describe our traits as a community.

GROUNDING

Familiar, Down-to-Earth, Established

Rosemead is in touch with where it came from and always honors its roots.

WELCOMING

Neighborly, Warm, Friendly

Rosemead welcomes everyone who is committed to making the city better.

THRIVING

Vibrant, Up-to-Date, Flourishing

Rosemead is delivering what citizens need and want, and they are responding.

How We Do It

These “verbs” define the actions we take every day to deliver on Rosemead’s community values or “brand platform.”

HONOR TRADITION

In Rosemead, we honor our long tradition of community spirit and civic engagement. We preserve old traditions like the 4th of July Parade, and look to create new ones that will keep our community vibrant and appealing.

UNITE IN DIVERSITY

Our multi-cultural experience reflects contemporary American life. While we come from different parts of the globe, we are united by the traditional values of hard work, family and education that help our community thrive.

EVOLVE FOR THE FUTURE

As we honor tradition, we are a modern small town that keeps its eye on the future. Our



Our Community Personality

location in the heart of an urban environment means that we must continually evolve to meet the changing needs of our residents and businesses.

We Are A Contract City

Since its incorporation in 1959, Rosemead has taken pride in its “contract city” status. With services provided by the Los Angeles County Sheriff’s and Fire Departments, the community is provided with an array of highly professional resources and services at cost levels that reflect economies of scale. The Rosemead Public Safety Model, which features a Sheriff Lieutenant serving as the City’s Chief of Police, enables the community to maximize the advantages of being a “contract city” while exercising local control.

Guiding Principles For Fiduciary Responsibility

The City embraces the following financial management guiding principles:

1. Always live within your means
2. Employ cost recovery when setting fees for “individualized” services
3. Use “reserves” only for one-time expenditures or temporary stop-gap measures
4. When in doubt, contract out (and periodically go out to bid)
5. Provide for transparency



**Key Organizational Goal:
Ensure the City's Continued
Financial Viability**

STRATEGY 1: Eliminate the Existing “Underlying Structural Budget Imbalance” in the General Fund

ACTION ITEMS

- A. Develop a plan to gradually, over a period of three years, create a sustainable balance between recurring expenditures and revenues by defining and identifying essential “core services” and corresponding “reliable revenue sources.”
- B. Implement a solid waste franchise fee on the waste hauler to cover “wear and tear” of the City’s streets by trucks and other costs.
- C. Study and evaluate alternative actions (e.g., retirement incentives, reorganizations, outsourcing, etc.) to further reduce the number of full-time employees within the organization without degrading core service levels.
- D. As part of the annual budget process, convene an independent interdepartmental task force (comprised of line staff members and management team members) to study, identify and recommend actions to decrease expenditures and increase revenues.
- E. Ensure that any new community special events or programs are supported by corresponding new sources of funding.

STRATEGY 2: Aggressively Pursue Economic Development Initiatives

ACTION ITEMS

- A. Develop and maintain a land use inventory of vacant and under-utilized commercial properties and make contacts with the respective property owners in an effort to attract new quality developments to generate additional tax revenues and high quality jobs.
- B. Develop a Garvey Avenue master plan through the work of a committee that includes representation from the City Council and Commissions.
- C. “Streamline” development entitlement and business license processes at City Hall that include the implementation of a “one-stop public counter” and the creation of a more “business friendly” culture and atmosphere.
- D. Prepare and maintain a list of potential development incentives to attract new businesses and sustain established ones.



**Key Organizational Goal:
Ensure the City's Continued
Financial Viability**

- E. Modernize the City's Municipal Code in an effective, yet business friendly manner.
- F. Initiate a "business concierge" program to provide new and existing businesses with a designated point of contact in addressing various issues and concerns.
- G. Identify parcels of land in commercial corridors with potential for consolidation and/or improved development potential or public parking and make contacts with the respective property owners.
- H. Explore alternative opportunities for low-moderate income housing to reduce the need for trailer parks and substandard housing units (e.g., providing incentives for residential developers to designate units for low-moderate income residents, purchase blighted under-producing motels for conversion, workforce housing development, etc.).
- I. Provide information to retailers and restaurants in various languages regarding the processes of making Transient Occupancy Tax (T.O.T.) and sales tax payments.
- J. Process allowable redevelopment project area time extensions through the adoption of requisite ordinances.

STRATEGY 3: Develop a Comprehensive 10-Year Financial Plan Through 2022

ACTION ITEMS

- A. Coordinate a Long-Term Financial Plan (LTFP) process to stimulate thinking and discussion by the City Council and staff about the long-term impacts of decisions made today.
- B. Ensure that the LTFP will be referenced in, and used in conjunction with, other planning and budgeting documents (i.e., Strategic Plan, Budget and Capital Improvement Program) and updated biennially.



STRATEGY 4: Take Proactive Measures to Prevent Crime and Improve Quality of Life

ACTION ITEMS

- A. Develop an educational program to work with residential property owners to mitigate problems with tenancy issues and limit crime.
- B. Identify ways to improve intercultural communications and understanding within neighborhoods (e.g., Neighborhood Watch, Safety Meetings, CONNECTIONS forum, Community Academy, etc.).
- C. Implement public information measures to increase citizen awareness of the expanded Rosemead Explorer fixed route and dial-a-ride transportation services.
- D. Facilitate more active recreational uses and events at Zapopan Park.
- E. Collaborate with surrounding communities in crime prevention and suppression efforts along adjoining borders.
- F. Evaluate methods and processes used to enhance traffic safety and parking availability.

STRATEGY 5: Assist in the Preservation and Improvement of Historical, Cultural, and Natural Resources

ACTION ITEMS

- A. Continue efforts to lend “in-kind” support to preservation efforts through involvement with community organizations at the Dinsmoor House and Savannah Cemetery.
- B. Promote increased community awareness and usage of the bicycle trail along the Rio Hondo River leading to Whittier Narrows with access near the Garvey Community Center.
- C. Publish a Rosemead Memory Book focusing on the history of the community from 1985 to present.



ROSEMEAD

Today's Small Town America

**Key Organizational Goal:
Enhance Public Safety and
Quality of Life**



STRATEGY 6: Increase the City's Level of Emergency Preparedness

ACTION ITEMS

- A. Purchase two portable emergency generators, one for use on each side of the I-10 Freeway.
- B. Obtain roll-off containers to store emergency supplies for use in all quadrants of the City.
- C. Conduct mock disaster drills.
- D. Pursue grant and other funding opportunities to improve emergency preparedness.
- E. Continue communication efforts with residents, businesses, and utility providers regarding what to do to be self-reliant and where to go if your residence is unsafe in an emergency

STRATEGY 7: Encourage Enhanced Participation by Community-Based Organizations and Institutions in the Community Life in Rosemead

ACTION ITEMS

- A. Invite service clubs, businesses, the Chamber of Commerce and other community-based organizations to sponsor and participate in the coordination of community special events and programs.
- B. Strengthen agreements with school districts for joint use and operation of facilities, (i.e., Rosemead Aquatic Center, Splash Zone, Rosemead Park athletic fields, school gymnasiums and auditoriums, school turf play areas, etc.).
- C. Continue dialogue with the higher education institutions (i.e. University of the West, ELAC, etc.) in achieving increased interaction with the City for the mutual benefit of the community and the institution.



**Key Organizational Goal:
 Beautify Residential Neighborhoods
 and Commercial Corridors**

STRATEGY 8: Enhance Public View Areas Within the Public Right-of-Way and Private Properties

ACTION ITEMS

- A. Continue to install decorative cobble stones and landscaping in street medians and other public right-of-way areas as aesthetic treatments as well as measures for traffic safety, water conservation, and reduced maintenance costs.
- B. Organize, promote and participate in a series of neighborhood beautification volunteer “service projects” (e.g., painting preparation and painting, yard clean-up and planting, sprinkler repairs, etc.) in conjunction with City forces (Local schools, parks, churches and businesses can serve as organizing hubs for the projects.).
- C. Explore an amendment of the Municipal Code to prohibit new installation of property alterations that contribute to blight (i.e., barbed-wired and chain-link fences in front yard and side yard setbacks, and iron bars on windows). This would not affect existing residential fences, nor would it create a legal non-conforming condition on residential properties.
- D. Develop a pilot program to offer property owners a no fee opportunity to have barbed-wire and chain-link fences removed from front and side-yard setbacks, and iron bars from windows by City forces.
- E. Explore the establishment of a “fence replacement” pilot program to provide property owners with partial subsidies for the costs of replacing chain-link fences with decorative polyurethane fences, and a loan program to enable property owners to finance costs for their share of the improvements.
- F. Establish no/low fee lease agreements with owners of vacant commercial properties for interim reuse of street frontage as green open space or “pocket parks” and off-street parking until the property is developed or sold.
- G. Work with Southern California Edison to landscape and improve exposed street frontage under electrical transmission lines.
- H. Promote participation by businesses in the commercial façade improvement program and anti-graffiti efforts.



**Key Organizational Goal:
 Beautify Residential Neighborhoods
 and Commercial Corridors**

- I. Encourage businesses to make landscaping and decorative improvements in public view areas, including removable treatments where permanent improvements are not possible (e.g. potted plants, outdoor furniture, etc.).
- J. Encourage Southern California Edison to improve its vacant parcel (including removal of chain-link fencing) on Walnut Grove Avenue and Rush Street as an open-space leisure area for employees at the SCE corporate headquarters campus.
- K. Work with property owners to consider demolition of vacant buildings on blighted properties.

STRATEGY 9: Develop Additional Neighborhood Parks and Open Space

ACTION ITEMS

- A. Continue implementation of the Parks & Facilities Master Projects List with emphasis on Zapopan Park improvements.
- B. Finalize the no/low fee license agreement and develop Jay Imperial Park under the Southern California Edison transmission lines adjacent to San Gabriel Avenue, Pine Street and Falling Leaf Avenue.
- C. Obtain a no/low fee lease/license agreement from Southern California Edison and offer to purchase an adjacent vacant lot to develop park facilities near the intersections of Hellman Avenue and Rockhold/Stallo Avenues.
- D. Identify an appropriate facility for a future park under the SCE transmission lines for designation as a “dog park.”
- E. Make improvements to Garvey Park Gym, i.e., exterior aesthetic treatments, windows replacement, restroom improvements in coordination with the Capital Improvement Program (C.I.P.).
- F. Complete construction of the Rosemead Community Recreation Center improvements, including



STRATEGY 10: Begin Implementation of the Downtown Rosemead Design Guidelines

development of computer lab facilities.

ACTION ITEMS

- A. Complete the Downtown Plaza project at the Civic Center to serve as a focal point of Rosemead’s downtown with a unified parking lot, landscaping and interactive water features.
- B. Construct streetscape improvements and street medians with decorative landscape in key locations along Valley Blvd. between Rosemead Blvd. and Walnut Grove Avenue to identify Downtown Rosemead.
- C. Where possible use Redevelopment funds to purchase available parcels of land for public parking and explore the potential of collecting rent/development fees from businesses that need additional

In light of the December 29, 2011 landmark decision of the California Supreme Court to uphold AB1x 26 dissolving redevelopment agencies, the financial outlook for cities in years 2012, 2013 and beyond has been significantly compromised and shrouded with uncertainty. In real terms, the City’s ability to accomplish the Goals, Strategies, and Action Plans contained in this document is contingent upon the availability of the needed financial and human resources. Whether the City will be able to obtain the requisite resources to accomplish these objectives during this period of fiscal austerity remains to be seen.