

ROSEMEAD
INC. 1959



Today's Small Town America

STRATEGIC PLAN 2014 AND 2015

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



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The Community's Strategic Plan

Origin of Rosemead's Strategic Plan

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 a foundation for Rosemead's statement of Community Values, also referred to as a "Brand Platform." Following a series of public meetings, which included consultation with the Planning Commission and Traffic Commission, the City Council developed Rosemead's Strategic Plan in December of 2009, which also established our vision for the community in the year 2020.

Since the initial adoption of The Strategic Plan, the document is updated every two years through a series of public workshops and meetings. The Strategic Plan updates include specific strategies and action plans to guide the efforts of the City Council, Commissions and staff for the next two-year period.

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 has 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 year 2020.
- 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 quality of life; and ensure the City's financial stability to be able to 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.

GROUNDLED

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



Our Community Personality

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 public safety 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

We Exist To Serve – Nimble Organization

As individual *team members*, and collectively as an organization, our motto is ***We Exist to Serve***. And, to meet ever changing community needs, the City continually “flexes” its organizational structure and service delivery systems. Like an amoeba, our small and **nimble organization** is able to quickly change its shape (albeit in a sensible and responsible manner) to meet service demands. When it comes to customer service, all *team members* function as front-line service providers.

Amoeba (a-me 'ba), n., small single-cell organism that changes its shape rapidly in response to its environment.



➔ Strategies and Action Items

STRATEGY 1: Economic Development

Aggressively pursue **economic development** to enhance local shopping and dining options, encourage new high quality and affordable housing stock, beautify commercial corridors, create jobs, and increase General Fund revenues to sustain service levels and maintain public facilities.

ACTION ITEMS

- A. Initiate development of a Garvey Avenue Corridor Specific Plan and Environmental Impact Report (EIR)
- B. Explore potential actions to facilitate additional hotel development, particularly in the Town Center Drive/Montebello Blvd. commercial area
- C. Study the potential for increases to existing allowable Floor Area Ratio (FAR) limitations for future developments on commercially-zoned properties
- D. Initiate processes to update Sign Code regulations in the Municipal Code
- E. Explore the potential for the creation of a Valley Boulevard Corridor Specific Plan and EIR
- F. Study the potential for the development of public parking facilities along the Valley Blvd. and Garvey Avenue commercial corridors, including costs and financing options for real estate acquisition, construction and operations
- G. Develop and distribute promotional marketing materials in an effort to attract and recruit a variety of high quality businesses to locate in Rosemead.
- H. Coordinate with the Rosemead Chamber of Commerce to create a joint Chamber-City Economic Development Committee



Strategies and Action Items

STRATEGY 2: Public Safety

Continue to make Rosemead a safer and more secure community by **combating crime** and **preparing for emergencies**

ACTION ITEMS

- A. Implement an “Area Watch” crime prevention public outreach program, with incentives to promote attendance by residents, in each of the neighborhood districts of the City. The Area Watch meetings will be attended by representatives of the Sheriff Department and the Public Safety Department for dialogue with residents on public safety issues and concerns.
- B. Expand participation of citizens, school districts, faith-based organizations, and community-based organizations (i.e. Asian Pacific Family Center, Chamber of Commerce, Kiwanis, etc.) in the monthly Rosemead Public Safety CONNECTIONS public outreach meetings and events
- C. Update and distribute “The Parent Survival Guide” Resource Directory
- D. Study potential policies and regulations relative to casino bus operators to reduce traffic violations, parking and littering problems, and to enhance pedestrian safety.
- E. Provide regular information to residents and businesses on items needed in order to be prepared for an earthquake or other disaster/emergency conditions
- F. Acquire and stock two cargo containers (one each for the northern and southern portions of the city) with water, food, bedding, medical supplies, and other basic necessities for staff use during an emergency

STRATEGY 3: Beautification and Infrastructure

Continue efforts to enhance the condition and general appearance of the City’s **public infrastructure** and the **public right-of-way**, as well as **private properties** within the community



Strategies and Action Items

ACTION ITEMS

- A. Study the potential for enactment of regulations on the owners of vacant properties in commercial zones to require installation of landscaping and maintenance along street frontage
- B. Take proactive measures to ensure that commercial property owners comply with existing property maintenance provisions of the municipal code and conditions of approval, e.g. trash and debris, overgrown or dead vegetation, weeds, graffiti, unpainted buildings, broken windows or other neglect of premises conditions constituting unsightly appearance.
- C. Reinstate the Beautification Awards program and support other efforts of the newly formed Rosemead Beautification Committee
- D. Develop comprehensive street improvement policies to provide for improved vehicular and pedestrian safety, multi-modal transportation opportunities, and enhanced community livability through various public amenities, i.e. traffic calming devices, street trees, landscaping, pedestrian and seating areas, lighting, etc.
- E. Explore potential for improvements to the City's technology infrastructure including the installation of WiFi infrastructure within the City to facilitate Internet access, modifications to the City's website, and digital imaging of documents
- F. Explore the potential for the acquisition of real estate for a municipal maintenance facility ("city yard") to enhance the efficiency and effectiveness of the City's infrastructure maintenance operations, and to restore facilities at Garvey Park to their intended use as a recreation center

STRATEGY 4: Parks & Recreation

Make improvements to existing parks and explore the acquisition or use of additional properties for prospective new parks facilities; and make adjustments to recreation programs to meet the changing needs of the community



Strategies and Action Items

ACTIONS ITEMS

- A. As funding sources are identified, initiate construction of projects listed in the Capital Improvements Program (CIP) and Parks & Facilities Master Plan, i.e., Rosemead Park (replacement of playground equipment, refurbished basketball courts, soccer field turf improvements); Garvey Park (gymnasium improvements, creation of an amphitheater, reconfiguration/improvement of the west softball field); Zapopan Park (installation of a walking track, replacement of restrooms, basketball court and picnic shelters, and expansion of the southern parking lot); and development of Jay Imperial Park
- B. Explore and evaluate the potential for acquisition of vacant property at Hellman and Stallo Avenues along with the use of vacant SCE acreage under the electrical transmission lines for the development of a future park site, including financing options for property acquisition and ongoing maintenance costs
- C. Study and evaluate the potential for development of a dog park and skateboard park, including possible locations as well as funding options for development and ongoing maintenance costs
- D. Explore potential funding sources for construction of bicycle facilities and improvements in accordance with the City's Bicycle Master Plan as financial resources permit
- E. Consider the initiation of youth recreational basketball leagues (boys' and girls' leagues) in the community's existing public gymnasiums
- F. Relocate the Parks & Recreation Department administrative staff into the reconstructed Rosemead Community Recreation Center (RCRC) and implement appropriate community programs and uses

STRATEGY 5: Historical, Cultural & Environmental Resources

Continue to assist with the preservation and improvement of historical, cultural, and environmental resources within the community.



Strategies and Action Items

ACTION ITEMS

- A. Explore the potential for the development and installation of additional pieces of public art within the community
- B. Continue to provide in-kind support and assistance to the Savannah Cemetery board and the Dinsmoor House foundation as available resources permit
- C. Study the potential for installation of electric vehicle charging station facilities within the city
- D. Investigate the purchase of alternative fuel vehicles for city use
- E. Continue efforts to create a digital Rosemead “memory book” covering the period of 1985 to present.
- F. Coordinate with the Upper San Gabriel Valley Municipal Water District to promote and encourage various water conservation efforts by residents and businesses.

STRATEGY 6: Finance

Achieve and maintain a structurally balanced General Fund budget with regular, recurring revenues that are sufficient to cover ongoing expenditures

ACTION ITEMS

- A. To address a foreseeable lack of funding for future capital improvements, complete a Development Impact Fee (DIF) study for the initiation of new fund accounts for infrastructure improvements e.g., parks, facilities, streets, public parking, utility line undergrounding, etc.
- B. Study and evaluate the potential for City ownership and control of public infrastructure currently not under control of the City (e.g., sewer system, street lights, etc.) by accessing existing funding streams and available financing mechanisms
- C. Investigate the potential for an increase in the City’s Transient Occupancy Tax (TOT)



Five-Year Financial Projections

The following General Fund projections, based millions of dollars (add 000 to each figure), show anticipated growth in Revenues and Expenditures for each year through the 2017/18 Fiscal Year. **Revenue** projections are fairly conservative, which is appropriate given the uncertainty and economic fluctuations that have occurred in recent years particularly during the Great Recession. **Expenditures** are projected to increase at higher rates due to expected operating cost increases that are largely beyond the City's control such as utilities (electricity, water and gas), insurance, pensions, and Sheriff law enforcement services contract, etc.

Revenues	13/14	14/15	15/16	16/17	17/18	Proj. Growth
Sales Tax	3,279	3,343	3,410	3,479	3,542	2%
Prop. Tax	2,190	2,234	2,278	2,324	2,371	2%
P.T. VLF	5,134	5,237	5,341	5,448	5,557	2%
P.T. Sales	1,090	1,112	1,134	1,156	1,180	2%
T.O.T.	1,490	1,535	1,581	1,628	1,677	3%
Franchise	1,161	1,173	1,184	1,196	1,208	1%
Bldg. Fees	970	980	989	999	1,009	1%
Public Sfty.	545	552	560	568	575	1-2%
Other Fees	1,964	1,992	2,019	2,045	2,078	1-2%
Total G.F.	17,823	18,157	18,496	18,843	19,197	



Five-Year Financial Projections

Expenditures	13/14	14/15	15/16	16/17	17/18	Proj. Growth
Public Safety	7,683	7,990	8,310	8,642	8,988	4%
Parks & Rec	2,320	2,390	2,461	2,535	2,611	3%
Public Works	2,989	3,079	3,171	3,266	3,364	3%
Comm. Dev.	1,364	1,405	1,447	1,490	1,535	3%
Supp. Svcs.	789	873	837	922	888	3%
Admin.	558	575	592	610	628	3%
General Gov.	2,020	2,101	2,185	2,272	2,363	4%
Total G.F.	17,723	18,412	19,003	19,738	20,378	

Totals	13/14	14/15	15/16	16/17	17/18
Revenues	17,823	18,157	18,496	18,843	19,197
Expenditures	(17,723)	(18,412)	(19,003)	(19,738)	(20,378)
Variance	100	(254)	(507)	(895)	(1,181)

