INTRODUCTION

PURPOSE OF THE STRATEGIC PLAN

In 2009, Rosemead developed its first Strategic Plan, Vision 2020, with broad community input. It described the collective vision and values of the city and laid out five strategy areas to organize Rosemead’s objectives for the coming years. These continue to provide a framework for improving and expanding city services and infrastructure, promoting Rosemead as a destination for business, and offering sound fiscal guidance for a contract city with finite resources.

The beginning of a new decade provides an opportunity to revisit the themes and goals of Vision 2020 and imagine Rosemead forward into the next decade to 2030. This strategic plan will serve as a roadmap for implementing Rosemead’s ongoing vision as a leader in service provision and continuous improvement and will be a framework for setting city council, staff, and budget priorities in the coming years.
PLANNING PROCESS OVERVIEW

From June to October 2021, we engaged the community, City Council, City department leaders and staff, and other stakeholders through various meetings, working sessions, focus groups, and surveys to craft this Strategic Plan. Our planning process included four phases, guided by MIG, Inc. as our strategic planning consultants.

Phase 1
Assessment
Define our shared outcomes for the process, and identify issues and priorities for the future through a range of engagement activities.

Phase 2
Developing the Framework
Refine and update the City’s values, vision, and mission, and develop goals for the next ten years.

Phase 3
Strategic Plan Development
Develop strategies and actions to meet these goals and develop the Strategic Plan.

Phase 4
Implementation
Develop an Action Plan framework to serve as a guide for ongoing work toward goals, and define performance measures to serve as milestones along the way.
ELEMENTS OF THE STRATEGIC PLAN

The City of Rosemead Strategic Plan includes the following elements:

**Values**
Shared beliefs that reflect what the community considers significant and important.

**Vision**
A desired end state and preferred future.

**Mission**
The purpose and associated responsibilities of the city as an organization.

**Goals**
Statements of direction toward the city’s desired future.

**Objectives**
Specific statements of action about what the city hopes to achieve.

**Actions**
A prioritized list of steps needed to accomplish goals and objectives.

**Action Plan**
Identifies a timeframe for completing actions, responsible parties, and required resources.
STRATEGIC FRAMEWORK

VALUES

SAFETY
DIVERSITY
COMMUNITY
SERVICE
FAMILY

VISION

Rosemead is a safe, welcoming, connected, and active city, a destination with thriving local businesses, well-maintained parks and infrastructure, and quality programming and services which support the entire community.

MISSION

Rosemead provides quality programs, services, and support that builds community, increases opportunity, and makes Rosemead a great place to live, work, and play.

GOALS

SAFETY
Rosemead is a safe city for all who live, work, and play here.

RESPONSIVE, INCLUSIVE CITY
Rosemead provides quality services, programming, and events in an engaging and culturally sensitive manner that support the changing needs of our population.

INFRASTRUCTURE AND FACILITIES
Rosemead supports a safe, active, and climate conscious community through its well-maintained streets and sidewalks, continually improving infrastructure, and use and promotion of renewable energy.

EMPLOYEE RETENTION AND DEVELOPMENT
Rosemead is an adaptable organization focused on employee growth, development, and retention, and one that promotes a culture of collaboration, support, and success.

FINANCE
Rosemead is fiscally solvent and is successful in leveraging new opportunities to fund the city’s programs and services.

PARKS AND PROGRAMS
Rosemead has parks, facilities, green space, and recreational and cultural resources to meet the needs of our residents.

ACTIVATION AND ECONOMY
Rosemead is a vibrant city with a diverse business community, and a destination which draws visitors from across the San Gabriel Valley and beyond.

LAND USE AND ZONING
Rosemead supports new development and local businesses, focuses on the revitalization of our major corridors, and finds creative solutions to the changing needs of residents and businesses.
Each Strategic Plan Goal includes five elements:

1. **Objective Statement**
   What the City of Rosemead hopes to achieve in the coming years.

2. **Actions**
   The set of activities the City of Rosemead will use to reach each goal.

3. **Metrics**
   Milestones and/or indicators used to articulate annual progress and achievements.

4. **Timeline**
   Completion target dates for each action are organized within the Plan timeframe as short-term (in years 1 and 2), medium term (5 years) or long-term (9 to 10 years).

5. **Lead Department(s)**
   The City Management Team is responsible for executing and coordinating implementation and reporting for actions under each goal. Additionally, key supporting partners for each action are identified. These are listed in the Action Plan which follows the goal areas below.
IMPLEMENTATION

Implementing our Strategic Plan will involve all of us.

City Council will guide, and City Management Team will direct this process—Directors will coordinate and be responsible for implementing the work of each goal relevant to their department.

During each year of this Plan, the City Management Team will meet bimonthly to review actions and progress toward the Plan’s goals. City leadership will report to the City Council on a bi-annual basis on progress, and will coordinate a review of the Strategic Plan every two years to report back to the Rosemead community and revise and update the Plan as needed.
GOAL A: SAFETY

Objective Statement
Rosemead will enhance public safety in our City by providing safe access to public facilities, expand neighborhood safety programs, and improve quality of life, which will include assisting homeless residents in our community.

Actions
- Expand the neighborhood watch program to include and rotate among all neighborhoods in the City and organize monthly or bi-monthly meetings of all neighborhood block Captains.
- Include Sheriff and Public Safety staff attendance at all neighborhood watch community meetings.
- Increase the visibility of Sheriff through expanded patrols throughout the City.
- Hold regularly scheduled safety trainings for staff and provide expanded safety programs and education in City publications for residents.
- Provide crime statistics to residents via social media to keep the community better informed.
- Develop a maintenance plan for all City facilities, including lighting and camera equipment reviews to determine if updates or maintenance are required.
- Explore grant funding to install additional cameras in parks and other public facilities to help deter crime.
- Hire a part-time social worker or case manager to provide outreach services to homeless individuals, coordinating work with all City staff including Public Works and the Sheriff Department.
- Explore grant opportunities and continue to work with San Gabriel Valley Council of Governments (SGVCOG) and other regional partners to address homelessness.

Metrics
- Reduced crime statistics
- Dollars awarded in grant funding
- Increase number of partnerships
- Improve public safety perception rating
GOAL B: RESPONSIVE, INCLUSIVE CITY

Objective Statement
Rosemead will continue to provide quality services that are inclusive and responsive to meet the changing needs of our diverse community.

Actions
- Create a communications plan with an internal PIO team to promote the City's programs, services, and progress of the implementation of the Strategic Plan.
- Create a quarterly multi-lingual community newsletter to share news and City information and publicize the City's programs and services.
- Include opportunities for input at all City-hosted events so residents and businesses can provide feedback about city services, programs, and events.
- Organize more cultural events which recognize and celebrate the diversity of Rosemead.
- Continue and expand the Rosemead Anti-Hate Campaign.
- Ensure all City information, literature and outreach is engaging and available in the languages most commonly spoken in the City.
- Hold multi-lingual open houses at City Hall to promote and educate the community about the City's services to residents and businesses.
- Create a set of civic education workshops to educate the community about how they can get involved in city governance and activities.
- Continue and expand trainings for staff to learn about different aspects of the organization to provide quality services, including directing inquiries to appropriate departments and/or personnel.
- Research and evaluate the creation of a Youth Advisory Commission.

Metrics
- Increase number of multilingual communications
- Increase number of input points with community
- Increase number of community events
- Implement cross trainings for staff
GOAL C: INFRASTRUCTURE AND FACILITIES

Objective Statement
Rosemead will continue to renovate and enhance streets, sidewalks, and public infrastructure; coordinate with relevant utility agencies regarding safety and enhancements; and modernize facilities by expanding the use of wireless network technology and renewable energy.

Actions
• Continue ongoing improvements to streets and infrastructure in the City.
• Maintain or enhance crosswalks, lighting, and public sidewalks, and review current lighting standards to determine whether they need to be revised and/or updated.
• Continue to seek grants and other funding opportunities for street improvements and infrastructure enhancements.
• Review the City’s existing bike plan to determine the feasibility of including bicycle infrastructure as an element of street improvement projects.
• Develop and support projects which incorporate multi-modal transportation systems.
• Create a parking structure to address parking issues in the City.
• Create preferential parking districts in residential areas.
• Develop a five-year Capital Improvement Project (CIP) program.
• Develop and/or update maintenance and repair management plans for all City facilities, including all parks and park facilities.
• Continue to organize community clean-up events that involve residents and businesses.
• Incorporate more art in public spaces in the City.

Metrics
• Number of completed projects/plans
• Number of maintenance requests completed
• Dollars awarded in grant funding
GOAL D: PARKS AND PROGRAMS

**Objective Statement**
Rosemead will continue to expand the existing green space, parks, City facilities, and programs available through community partnerships, expanded community stewardship, and development of a more robust cultural programming.

**Actions**
- Continue to explore and evaluate opportunities for new parks and other green space in the City.
- Update and expand park amenities, events, and programs so they are more accessible and inclusive, focusing on key segments of the population including youth, seniors, those with special needs, and residents who are not English speakers.
- Provide case management services and emotional development/support to seniors and youth in the community.
- Expand community outreach to identify additional programming needs of residents.
- Continue to look for funding opportunities to expand parks and facilities.
- Create partnerships with community organizations and sports teams to enhance City sports facilities and parks programming.
- Update the Field Allocation Policy.
- Develop cultural arts programming and/or a Cultural Arts Commission to create and sponsor arts and culture events in the City.
- Create an Art Walk event to highlight artists in the Rosemead community.
- Study and evaluate the expansion of the Splash Zone.
- Research a location to have a dedicated soccer field.

**Metrics**
- Number of events
- Number of seniors served for case management
- Dollars awarded in grant funding
- Number of established partnerships with CBOs
- Increase square footage for green space
GOAL E: EMPLOYEE RETENTION AND DEVELOPMENT

Objective Statement
Rosemead will actively support employee development and provide growth opportunities, cross-training and competitive salaries to retain quality staff.

Actions
• Reinstate quarterly City Manager’s lunch to engage all staff and inform them about the City’s efforts, initiatives, programs, and accomplishments.
• Create an Organizational Succession Plan that identifies opportunities for promoting talent within the organization.
• Establish a Professional Development program that includes relevant and appropriate training and education for full and part-time staff to achieve their goals.
• Develop a professional advancement plan that describes the roles and necessary requirements of every position in the organization. The plan will also outline the interaction relationships between positions.
• Create an organizational chart that demonstrates how the staff across departments and positions relate to each other.
• Design and implement a mentorship program that informs and connects staff across different departments and staff levels.
• Create a staff cross-training program that includes opportunities to interact with staff from different departments to learn about advancement within the organization.
• Establish a staff recognition and appreciation program that celebrates the accomplishments of staff at all levels and departments, through an employee of the quarter campaign, spotlights at City Council meetings, and organizational publications.
• Create staff team building activities and events that promote interaction and encourage socialization between staff across different departments.

Metrics
• Increase number of staff engagement touchpoints
• Increase staff retention
• Increase staff readiness/advancement
• Increase proportion of internal promotions versus external recruitment
• Number of trainings for staff
• Number of staff attending trainings
• Number of performance appraisals completed on time
• Number of goals achieved by department
GOAL F: FINANCE

Objective Statement
Rosemead will remain a fiscally solvent city by enacting and adhering to established financial policies, including parameters for reserves. The City will continue to explore revenue generating and cost savings opportunities through the development of alternative funding sources and other possible means.

Actions
- Provide quarterly financial status reports to City staff and City Council.
- Conduct outreach to inform the community about the City's finances and when budgets are presented to the City Council.
- Establish a long-term plan to support facility and infrastructure maintenance.
- Pursue bonding opportunities to implement Capital Improvement Projects.
- Establish a cross-functional team with representatives from all City departments to identify and pursue grant funding opportunities and partnerships.
- Coordinate between the Finance and Parks and Recreation Departments to create a streamlined approach linking Parks and Recreation registration and financial software.

Metrics
- Balanced budget
- Increase number of grants and partnerships
- Reduce costs from procurement processes/practices
- Increase return on investment from Finance
GOAL G: ACTIVATION AND ECONOMY

Objective Statement
Rosemead will support active and vibrant business corridors, create events to celebrate the City and its businesses, and cultivate destinations through public art, activities, and promotion to continue to draw visitors to the City.

Actions
• Create a vibrant annual food event that supports local restaurants and draws residents and visitors from other places across the region.
• Engage with the Rosemead Chamber of Commerce to create connections and reinforce support for local businesses.
• Establish a cultural arts activation program to activate and beautify the commercial corridors.
• Identify a designated location that can become the heart of the City and where the community can celebrate its diverse cultures.
• Hire a Public Information Officer to support marketing and distribution of information related to activation events and economic development.

Metrics
• Number of community events (relate to actions)
• Increase in TOT and sales tax
• Number of partnerships with The Rosemead Chamber of Commerce
GOAL H: LAND USE AND ZONING

Objective Statement
Rosemead will continue to create policies that encourage new development, respond to the changing housing needs of residents, promote activation along our major corridors, and support the local business community.

Actions
- Create shared areas, green space, and park amenities through new development projects.
- Explore art in public places opportunities for large development projects.
- Explore the option for housing development to benefit students, seniors, and young adults.
- Create an incentive program to attract and retain businesses.
- Streamline the development process by establishing design standards along the Design Overlay Zones for by-right approval.
- Attract new business by streamlining the alcohol licensing permit process.
- Implement an in-lieu fee to build affordable housing.
- Explore adding residential uses as permitted uses along major commercial corridors and specifically Valley Boulevard.
- Create opportunities to establish a vibrant food hall that includes small, locally grown restaurants and communal spaces for customers to enjoy.
- Identify the appropriate planning tools to encourage mixed use development that includes housing along the commercial corridors.

Metrics
- Number of housing units developed in commercial corridors
- Increase amount of open space in new developments
- Number of business licenses both new and renewed
- Increase number of restaurants