



**To:** Mayor and City Council  
**From:** City Manager  
**Meeting Date:** February 22, 2022  
**Subject:** APPROVE A RESOLUTION ADOPTING THE FIVE-YEAR STRATEGIC PLAN FOR THE CITY OF PICO RIVERA

**Recommendation:**

1. Approve a resolution approving new mission, vision and values statements, City Council goals, and authorizing the implementation of the City of Pico Rivera (City) five-year Strategic Plan.

**Fiscal Impact:**

There is no fiscal impact from this item.

**Background:**

Over the last two (2) years, staff has been actively engaging stakeholders to develop the City's first five-year Strategic Plan (Strategic Plan). The purpose of the Strategic Plan is to ensure alignment between the City's resources and activities, City Council's policy direction, and to advance the City's mission and vision over the next five (5) years.

Strategic plans are a vital tool for local jurisdictions to ensure that the priorities set by governing bodies are conveyed in the organization's goals, that strategies are clearly defined to meet those goals, and the overall city government is accountable for meeting the community's needs. The fundamental components of a strategic plan include mission, vision and values statements, and concise goals, strategies, and actions. Defining the mission of the organization provides a starting point for the planning process, the vision defines the end goal, and the values guide how the organization will behave to reach that goal. The goals, strategies, and actions identified in a strategic plan establish the roadmap and timelines to guide the work of the governing body, here being the City of Pico Rivera City Council ("City Council"), executive leadership, and staff to effectively achieve the City's vision. Strategic plans are not intended to be an

exhaustive list of the day-to-day activities but a living document that defines the organization's goals and how to get there.

## **Discussion:**

Recognizing that the development of a strategic plan is a disciplined process that requires input from all levels in the organization, the City Manager established the Executive Strike team and the Strategic Working Group (SWG). The SWG is comprised of interdepartmental and interdisciplinary staff members who provide a valuable perspective on enhancing City services, building staff capacity, and maneuvering the City through an ever-changing policy landscape. The SWG's tasks are informed by the Executive Strike team's feedback and input throughout the entire planning process. The Executive Strike team is comprised of department Directors, Deputy Directors, the City Manager, Assistant City Manager, and the Assistant to the City Manager,

To date, the SWG's primary responsibility has been to develop a multi-phased approach to identify and compile draft goals, strategies, and actions. Under the direction of the City Manager, the SWG drafted the Community Outreach & Engagement Plan to establish a roadmap for incorporating feedback from the community, City staff, and City Council into the Strategic Plan.

### *City Council Strategy Sessions*

There were a total of three (3) City Council study sessions to engage City councilmembers in the strategic planning process. First, on June 15, 2019, the City's consultant McIntyre-St. Clair led a strategy session with City Council to set priorities for the next three (3) years. Shortly after, the COVID-19 pandemic struck which required staff to shift priorities and allocate resources to the emergency response. As the City began to have a better grasp on the pandemic, a second strategy session was held on June 12, 2021, to identify new or emerging priorities and incorporate the priorities of newly elected councilmembers. Following the second session, the SWG worked closely with McIntyre-St. Clair to revise the draft strategic priorities and to develop mission, vision, and values statements. At the City Council meeting of November 8, 2021, McIntyre-St. Clair facilitated a study session to collect initial feedback from the City Council on the draft strategic priorities and mission, vision, and values statements.

### *City Council Survey*

In addition to the three (3) City Council strategy sessions, the SWG launched a brief survey through SurveyMonkey on July 20, 2021, to collect initial input from the City Council regarding the City's mission, vision and values. The survey questions were open-ended and focused on identifying where we currently are as a City, what success looks like, how we would like to behave, and the top three (3) long-term priorities for City Council. The Council's responses focused on creating a healthy, safe, and civically engaged community.

### *Executive Team Informational Interviews*

The City's consultant McIntyre-St.Clair conducted twelve (12) informational interviews with members of the executive team to understand the perceived strengths, weaknesses, priority issues, and desired outcomes of the strategic plan. The interviews revealed that the greatest strengths are the City's strong sense of community, committed staff, and good financial management. The greatest weaknesses include staff vacancies, a need for improved communication and cohesion, and the economic impact of the pandemic. Looking forward, the top priority issues to be addressed by the strategic plan were to create clear goals and strategies, strengthen alignment between City Council, leadership, and staff, and strengthen staff training and development.

### Community Survey

In January 2021, the SWG began researching and drafting questions for the first community survey since 2007 to collect statistically reliable data on residents' satisfaction, priorities, and concerns. The draft questions were reviewed by the Executive Strike team then provided to City Council for final feedback on April 15, 2021. The City then entered into a professional services agreement (PSA) with True North Research to administer the community survey and analyze residents' responses. The survey was administered to a statistically random sample of 483 adult residents and conducted in both English and Spanish. Survey participants were recruited through email, text, and phone calls and the survey ran from September 15, 2021, and concluded September 30, 2021.

The survey results showed that the majority of residents are satisfied with municipal services and the overall quality of life in the City of Pico Rivera. The survey also showed that residents were concerned with homelessness, desired more fine dining and entertainment options, and prioritized the repair and maintenance of City streets. The full report of results for the survey was presented to City Council on October 26, 2021, and posted to the City website for public consumption.

In addition to the statistical survey, staff held five (5) in-person public feedback events to collect qualitative data from residents, including:

- The Community Bike Ride events on July 10, 2021, at the Pico Rivera Golf Course, July 17, 2021, and July 31, 2021, at Smith Park;
- The Jalisco Mariachi Festival held on October 8, 2021, at Smith Park, and;
- The COVID-19 vaccination clinic held on October 12, 2021, at the Senior Center.

The feedback received at those events was consistent with the results of the community survey conducted by True North.

### Employee Engagement Survey

Additionally, the SWG researched and developed draft questions to administer an internal employee engagement survey. Similar to the community survey, the draft

questions were reviewed by the Executive Strike team then provided to City Council for final feedback on April 15, 2021. The employee engagement survey was designed to measure how clear the City's long-term direction and purpose are to employees, determine how well we have directed organizational growth, and understand satisfaction with the overall workplace culture.

The results of the survey showed that the majority of employees feel that they have the tools and resources needed to succeed in their job, are committed to the organization long-term, and have a strong sense of providing excellent customer service. The survey results also showed that there is a desire for increased communication from the top down, and that the City's goals and priorities are not clear to employees. The employee engagement survey results were presented to City Council and distributed to all employees on January 25, 2022.

The qualitative and quantitative data collected from these outreach and engagement strategies were incorporated into the enclosed draft Strategic Plan goals, strategies, and actions.

The strategic plan is a living document meant to establish aspirational long-term goals for the City and a framework to achieve them. The strategic planning process has been collaborative, iterative, and malleable. Following the extensive community engagement process, the Executive Strike team and SWG held several meetings to further refine the mission and values, and craft realistic, achievable strategies to meet the established goals over the next five (5) years.

The five (5) strategic goal areas include:

1. Fiscal & Organizational Sustainability
2. Economic Development & Land Use
3. Infrastructure
4. Health, Wellness & Safety
5. Community Engagement

#### Implementation of the Plan

The implementation of the five-year Strategic Plan will include a variety of processes and approaches that will embed the strategic goals and objectives into ongoing City operations.

For example:

- The Executive team will oversee the ongoing integration of the strategic plan into City operations by developing annual action plans.
- The SWG will collect performance metrics and operationalize action plans to meet the goals of the plan.

- Annual performance management and metrics will be reported to Council and the public.
- Annual updates will be completed in alignment with the budget cycle.

Staff presented the draft five-year Strategic Plan, mission vision and values statements, core goals and strategies at the City Council meeting of February 8, 2022. City Council members proposed minor edits to the draft goals and strategies which have been incorporated into the final Plan.

### **Conclusion:**

Staff recommends that the City Council approve a resolution adopting the five-year Strategic Plan, including the mission, vision and values statements, core goal areas, and strategies, for the City of Pico Rivera.

Steve Carmona

SC:km

Enclosures: 1) City of Pico Rivera Strategic Plan  
2) Resolution





# CITY OF PICO RIVERA **STRATEGIC PLAN**









## LETTER FROM THE CITY MANAGER

Honorable Mayor and City Council  
City of Pico Rivera, California,

I am pleased to present to the City of Pico Rivera's five-year Strategic Plan for the Fiscal Year 2022-2023. The Strategic Plan serves as a roadmap for Pico Rivera to advance the City's mission and vision over the next five (5) years. The plan establishes alignment between the City's resources and activities, the City Council's policy direction, and the desires of our residents and businesses.

Through a collaborative effort with City Council, Department Directors, City Staff, and the community, we have established goals and strategies to effectively achieve the vision of Pico Rivera. The development of the plan began with input from City Council members, the completion of a comprehensive community outreach process which included a statistical community survey, and several planning workshops with our internal strategic working group and executive team. Together we have identified 5 strategic priorities and 21 strategies to achieve the shared vision of a thriving community with a high quality of life. Those 5 strategic priorities include:

- » Fiscal and Organizational Sustainability
- » Economic Development and Land Use
- » Infrastructure
- » Health, Wellness, and Safety
- » Community Engagement

This is an important foundational step for the long-term health of our City. I am pleased to embark on this inaugural implementation year with a clear end result in mind and the support of our community.

Sincerely,

**Steve Carmona**  
City Manager



## Pico Rivera City Council

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**Dr. Monica Sánchez**  
*Mayor*



**Erik Lutz**  
*Mayor Pro Tem*



**Gustavo V. Camacho**  
*Councilmember*



**Raul Elias**  
*Councilmember*



**Andrew C. Lara**  
*Councilmember*

## About Pico Rivera

The City of Pico Rivera is a thriving community that offers opportunities to all who live, work and visit in the City. Situated on the eastern edge of the Los Angeles basin and the southern edge of the San Gabriel Valley, Pico Rivera is approximately 13 miles southeast of downtown Los Angeles, with a population of approximately 63,000. Formed through the merging of two historic communities, Pico and Rivera, the City was officially incorporated in January 1958 as the 61<sup>st</sup> general law city in Los Angeles County. Originally an agricultural area, the community evolved into a residential and industrial area following the end of World War II. Within the City's nine square miles, more than 120 acres are devoted to recreational uses, including just under 100 acres of local parks.

As a general law city, Pico Rivera operates under the Council-Manager form of government whereby the City Council provides policy direction to a City Manager that is appointed by the City Council. As the City's chief administrator, the City Manager is responsible for overseeing City employees who implement all of the City's programs, services, and projects. Five City Council members are elected, at large, for staggered four-year terms. The council members select two of the members to serve as Mayor and Mayor Pro Tem.

The City provides a full range of municipal services including water, electricity, construction and maintenance of roads, planning and zoning, recreation

and cultural activities, and general administrative support such as overall agency management, procurement of goods and services, recruitment, risk management, budget preparation, and accounting. The City contracts for certain municipal services with other public agencies; these include the Los Angeles County Sheriff's Department for law enforcement service, the Los Angeles County Fire Department for fire protection and paramedic emergency services, and the Los Angeles County Library System to operate its two community libraries.

The City's population is approximately 90% Hispanic or Latino, 4% White, 4% Asian, and 0.6% Black or African American. The median household income in Pico Rivera is over \$67,000, and the median age of residents is 37 years. The homeownership rate is approximately 68%, and the median home price is \$440,000 (all data 2019, Data USA). The Pico Rivera economy employees approximately 30,000 people. Primary industries include:



**Manufacturing**



**Healthcare and Social Assistance**



**Retail Trades**



**Educational Services**



**Transportation and Warehousing**



# STRATEGIC PLANNING

## Purpose of the Strategic Plan

Strategic plans are a vital tool for local jurisdictions to ensure that the priorities set by the City Council are conveyed in the organization's goals, that strategies are clearly defined to meet those goals, and the overall city government is accountable for meeting the community's needs. The fundamental components of a strategic plan include mission, vision and values statements, and concise goals, strategies, and actions. Defining the mission of the organization provides a starting point for the planning process; the vision defines the end goal, and the values guide how the organization will behave to reach that goal.

The goals, strategies, and actions identified in a strategic plan establish the roadmap and timelines to guide the work of the City Council, executive leadership, and staff to achieve the City's vision effectively. Strategic plans are not intended to be an exhaustive list of the day-to-day activities but a living document that defines the organization's goals and how to get there. In short, the Pico Rivera Strategic Plan will:

- » Identify priorities, strategies, and actions plans
- » Help City Council match goals with resources
- » Align the City Council and executive leadership
- » Create clarity about goals and purpose across the organization
- » Establish a shared vision for the future of the City.

## Development of the Strategic Plan

Recognizing that the development of a strategic plan is a disciplined process that requires input from all levels in the organization, the City Manager established the Executive Strike team and the Strategic Working Group (SWG). The SWG is comprised of interdepartmental and interdisciplinary staff members who provide a valuable perspective on enhancing City services, building staff capacity, and maneuvering the City through an ever-changing policy landscape. The SWG's tasks are informed by the Executive Strike team's feedback and input throughout the entire planning process. Under the direction of the City Manager, the SWG drafted the Community Outreach & Engagement Plan to establish a roadmap for incorporating feedback from the community, City staff, and City Council into the Strategic Plan.

### CITY COUNCIL STRATEGY SESSIONS

There were a total of four (4) City Council study sessions to engage City councilmembers in the strategic planning process. First, on June 15, 2019, the City's consultant McIntyre-St. Clair led a strategy session with City Council to set priorities for the next three (3) years. Shortly after, the COVID-19 pandemic struck which required staff to shift priorities and allocate resources to the emergency response. As we began to better grasp the pandemic, a second strategy session was held on June 12, 2021, to identify new or emerging priorities and incorporate the priorities of newly elected council members. Following the second session, the SWG worked closely with McIntyre-St. Clair to revise the draft strategic priorities and to develop mission, vision, and values statements. At the City Council meeting of November 8, 2021, McIntyre-St. Clair facilitated a study session to collect initial feedback from the City Council on the draft strategic priorities and mission, vision, and values statements. At the City Council meeting of February 8, 2021, McIntyre-St. Clair facilitated the fourth strategy session to review and finalize the draft strategic priorities and goals.

# STRATEGIC PLANNING

## CITY COUNCIL SURVEY

In addition to the three (3) City Council strategy sessions, the SWG launched a brief survey through SurveyMonkey on July 20, 2021, to collect initial input regarding the City's mission, vision, and values from City Council members. The survey questions were open-ended and focused on identifying where we currently are as a City, what success looks like, how we would like to behave, and the top three (3) long-term priorities for City Council. The Council's responses focused on creating a healthy, safe, and civically engaged community.

## EXECUTIVE TEAM INFORMATIONAL INTERVIEWS

The City's consultant McIntyre St. Clair conducted twelve informational interviews with members of the executive team to understand the perceived strengths, weaknesses, priority issues, and desired outcomes of the strategic plan. The interviews revealed that the greatest strengths are the City's strong sense of community, committed staff, and good financial management. The greatest weaknesses include staff vacancies, poor communication and cohesion, and the economic impact of the pandemic. Looking forward, the top priority issues to be addressed by the strategic plan were to create clear goals and strategies, get alignment between City Council, leadership, and staff, and strengthen staff training and development.

## COMMUNITY SURVEY

In January 2021, the SWG began researching and drafting questions for the first community survey since 2007 to collect statistically reliable data on residents' satisfaction, priorities, and concerns. The draft questions were reviewed by the Executive Strike team then provided to City Council for final feedback on April 15, 2021. The City then entered into a professional services agreement (PSA) with True North Research to administer the community survey and statistically analyze residents' responses. The survey results showed that the majority of residents are satisfied with municipal services and the overall quality of life in Pico Rivera. The survey also showed that residents were concerned with homelessness, desired more fine dining and entertainment options, and prioritized the repair and maintenance of City streets. The full report of results for the survey was presented to City Council on October 26, 2021, and posted to the City website for public consumption.

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The qualitative and quantitative data collected from these outreach and engagement strategies were incorporated into the Strategic Plan.



# STRATEGIC CONTEXT

## ECONOMIC OUTLOOK

Despite the COVID-19 pandemic, the City's overall financial condition is sound. The General Fund did see operating revenues exceed operating expenditure by \$8.1M in the fiscal year ending 2021. The total fund balance has grown to \$73.2M which represented 162% of the City's operating revenue. While Pico Rivera has enjoyed positive financial health in the recent past, it is important that all efforts are made to guard against any future economic downturns which would impinge upon the City's main sources of revenue: sales and property tax. For this reason, it is important that the City continues to develop responsible budgets and provide essential services to our residents and fulfill the City Council's strategic priorities with an emphasis on ensuring financial sustainability.

## OPERATIONAL OUTLOOK

The COVID-19 pandemic has created challenges with hiring, retention, and the development of current staff. With the current rate of inflation, pay scales, benefits, and job security are less competitive than they once were. The pandemic also contributed to a large shift in personal work preferences, leading to the 'great resignation' across the nation. Although these impacts have only minimally impacted the City, the additional pressure created by COVID-19 related workforce shortages and inflationary wage pressure will create long-term challenges for the City to fill vacant positions and retain high-performing staff as we return to a sense of normalcy. These factors pre-existed the pandemic which threatens the stability of all government finance and economic future.

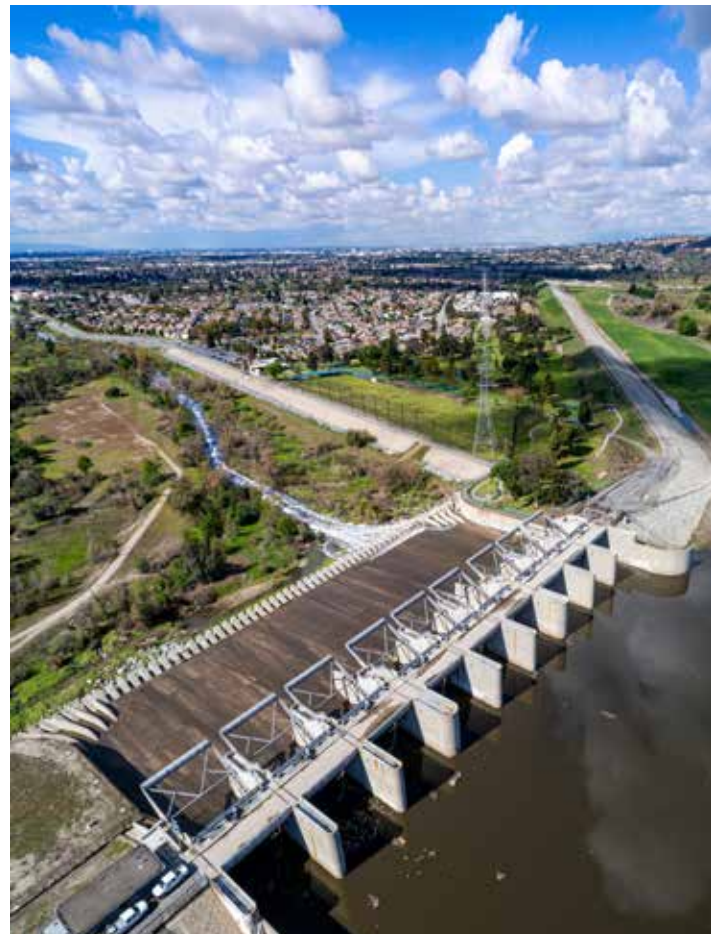
## COMMUNITY NEEDS

Addressing issues of public health and safety exacerbated by the pandemic – chronic public health and safety issues such as homelessness and crime have become more critical. Additionally, the public expectation of the government's role in promoting public health may have shifted. The need to provide access to covid testing, vaccination, and other types of pandemic-related relief has renewed focus on local government's role in public health. This renewed focus may extend to additional scrutiny of the government's role in mitigating other health risks such as groundwater contamination, airborne pollution, and public health risks created by chronic homelessness.

Additionally, considering the impact on land use of the Whittier Narrows Project has become especially important to Pico Rivera because of its long history of pride in its Parks & Recreation services. This project, while crucial to water conservation and flood control, will displace substantial amounts of open space in Pico Rivera.

Lastly, through the fact-finding process, the desire for ongoing civic engagement was clear. The desire for broad, positive engagement by residents and business owners in the affairs of the City is not a new dynamic. Our society goes through cycles of apathy and activism, engagement and disengagement, trust, and mistrust of government. The city government's role in creating transparency and an open flow of information to constituents is vital to combatting apathy, disengagement, and mistrust.

The prior overarching themes contributed heavily to the creation of the strategic plan.



# ELEMENTS OF THE PLAN

Effective strategic plans consist of the following key elements:

<b>Mission</b>	A simple statement describing what the organization does
<b>Vision</b>	An aspirational statement describing why the organization pursues this mission
<b>Values</b>	A statement of beliefs that guides professional behavior in pursuit of the mission and vision
<b>Strategic Priorities</b>	Areas where change and progress are most desired
<b>Goals</b>	Broad goals that support the strategic priorities
<b>Strategies</b>	Initiatives required to achieve goals
<b>Actions</b>	Specific tactical tasks

## our MISSION

To positively impact our community by providing excellent city services, facilitating responsible stewardship of resources, and actively engaging our residents, businesses, and visitors.

## our VISION

Pico Rivera will be a leading progressive, thriving, connected community with a high standard for quality of life and collaborative governance.

## our VALUES

Craft is a skill in planning, making, or executing. The mnemonic CRAFT is used to reinforce the purpose and importance of the organization's values:

- Collaboration
- Respect
- Accountability
- Fairness and Inclusion
- Transparency

# STRATEGIC PRIORITIES, GOALS, & STRATEGIES

## 1. Fiscal and Organization Sustainability

### Goal

*Create a City government built to adapt to change.*

### Strategies

- 1.1 Build a more transparent and sustainable fiscal system to improve trust and efficiency.
- 1.2 Identify and implement opportunities for financial efficiency.
- 1.3 Improve organizational effectiveness to reduce costs and streamline efforts.
- 1.4 Foster organizational sustainability to ensure long-term stability.
- 1.5 Develop, retain, and acquire an effective team within the city.





# STRATEGIC PRIORITIES, GOALS, & STRATEGIES

## 2. Economic Development and Land Use

### Goal

*Encourage the development of vacant/underutilized space, creatively plan for growth, and engage the business community to transform the city as an economic and cultural hub.*

### Strategies

- 2.1 Foster an environment that promotes diverse business growth, attraction, retention, and housing opportunities in the city.
- 2.2 Create special assessment districts to finance and facilitate economic development.
- 2.3 Facilitate public infrastructure improvements that enhance safety, accessibility, and mobility.
- 2.4 Establish the City of Pico Rivera as an environmentally friendly, sustainable community that attracts green industries.





### 3. Infrastructure

Goal	Strategies
<i>Plan, fund, build, and maintain reliable and cost-effective infrastructure that contributes to enhancing quality of life.</i>	<div><div>3.1</div><div>Prepare and update master plans to ensure up-to-date planning, innovative practices, sustainable methods, and future technology.</div></div> <div><div>3.2</div><div>Develop funding policies and strategies to invest in infrastructure planning, construction, and maintenance.</div></div> <div><div>3.3</div><div>Complete construction of necessary infrastructure projects to implement master plans in a timely manner.</div></div> <div><div>3.4</div><div>Facilitate a high-level of maintenance of City infrastructure to reduce increased costs from prolonged deferral.</div></div>



## 4. Health, Wellness and Safety

### Goal

*Create a safe and thriving city with low crime and high standards for health and wellness.*

### Strategies

- 4.1 Mitigate homelessness.
- 4.2 Promote public safety to foster a secure community.
- 4.3 Maintain a clean, safe, attractive environment to sustain a high quality of life for residents.
- 4.4 Promote healthy living to maintain a thriving population.
- 4.5 Enhance the Emergency Operations Center to ensure effective response in times of crisis.





## 5. Community Engagement

### Goal

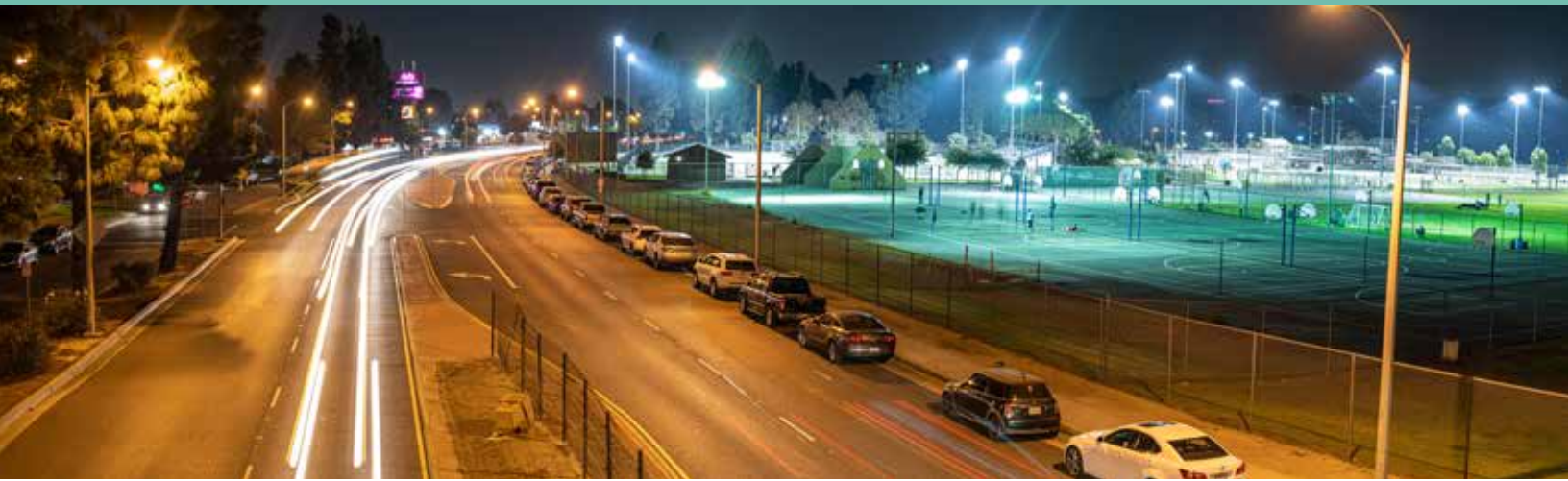
*Foster a connected, collaborative, and actively participating city and workforce.*

### Strategies

- 5.1 Increase community participation and inclusion to cultivate a powerful sense of community pride and public awareness.
- 5.2 Continue city communications and media content to inform, involve, and empower stakeholders.
- 5.3 More effectively communicate information to be transparent, open, and accountable.



# IMPLEMENTATION PLAN



The Pico Rivera City Council and City staff are committed to achieving the goals outlined in this Strategic Plan. Progress towards achieving these commitments will be measured and monitored by key performance indicators within the Strategic Plan. Obstacles that may arise during the implementation process will be noted, and revised actions might be developed to meet goals and objectives.

Several steps will be taken to ensure the Strategic Plan becomes a vital part of the City organization and assists the City in achieving its goals.

The mission, vision, values, strategic priorities, goals, and strategies established during this process provide the framework for focusing the city's activities, priorities, and resource allocation for the five years. Upon ratification of this framework by the City Council, the City Administration will enact the final process in effective strategic planning, identification, and execution of operational actions to achieve the goals set out in the strategic plan. Progress toward the goals of the plan will be reviewed on a regular schedule. Changes or adjustments in the plan should be expected as circumstances change. At the end of every calendar year, the plan should be extended one-year so that planning and execution of strategy becomes a regular element of the culture of the City.

Our Strategic Plan is designed to guide the work and the future of the City of Pico Rivera. This inaugural plan reflects input from the City Council, executive leadership, City staff, and community members. City Council and City Staff are committed to the implementation of this plan and continuing collaboration with all stakeholders to achieve the goals in this Strategic Plan.

- » The Strategic Plan will be placed in full on the City's website.
- » The Strategic Plan will be made available to all City employees, and opportunities will be available for employees to review its purpose and contents and ask questions.
- » City Departments will develop implementation plans to meet goals in their respective areas.
- » The City Council will receive annual status reports concerning progress towards the achievement of Strategic Plan goals.
- » City residents and businesses will be updated annually on the City's achievement of Strategic Plan goals through the City's website and electronic newsletter.
- » The City Council and City management staff will review the Strategic Plan document, discuss progress towards strategic goals, and make necessary revisions and amendments annually.



An aerial photograph of a city, likely Los Angeles, with mountains in the background. In the foreground, there is a large sports field, possibly a baseball or softball field, with a dirt infield and grass outfield. The field is surrounded by a fence and some trees. The image has a blue tint.

## ACKNOWLEDGEMENTS

### **Strategic Working Group**

Rudy Alvarado, Media & Communications  
Sandra Castro, Office of the City Manager & City Council  
Gene Edwards, Public Works  
Jazmin Faccuseh, Community & Economic Development  
Kaitlin McGee, *Project Lead* – Office of Sustainability  
Adriana Moran, Parks & Recreation  
Luisa Najera, Human Resources  
Desiree Sotelo, Administrative Services

### **Executive Team**

Steve Carmona, City Manager  
Angelina Garcia, Interim Assistant City Manager & Director of Administrative Services  
Michael Garcia, Director of Community & Economic Development  
Julia Gonzalez, Deputy Director of Community & Economic Development  
Jane Guo, Deputy Director of Administrative Services  
Javier Hernandez, Assistant to the City Manager  
Ryan Hudson, Director of Human Resources  
Anna Jerome, City Clerk  
Terry Rodrigue, Interim Director of Public Works  
Pamela Yugar, Director of Parks & Recreation

### **Consultants**

Donald St. Clair, McIntyre-St. Clair LLC.  
Janet McIntyre, McIntyre-St. Clair LLC.  
Timothy McLarney, Ph.D., True North Research, Inc.

## RESOLUTION NO. \_\_\_\_\_

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF PICO RIVERA, CALIFORNIA, APPROVING NEW MISSION, VISION, AND VALUE STATEMENTS, CITY COUNCIL GOALS, AND AUTHORIZING THE IMPLEMENTATION OF THE CITY'S 5-YEAR STRATEGIC PLAN**

**WHEREAS**, the City of Pico Rivera (City) has developed a strategic plan through engagement with all City Council members, members of the public, and City employees in identifying issues and ideas for the development of the strategic plan since 2019; and

**WHEREAS**, four (4) City Council strategy sessions and five (5) community outreach events were held to establish a renewed set of mission, vision, values statements for the City; and

**WHEREAS**, the City's strengths, weaknesses, opportunities and threats were analyzed to identify goals and actions that reflect the mission, vision, and values of the City; and

**WHEREAS, the City Council had identified five (5) strategic goals, which are:**

- A. Fiscal & Organizational Sustainability
- B. Economic Development & Land Use
- C. Infrastructure
- D. Health, Wellness, & Safety
- E. Community Engagement

**WHEREAS**, the mission, vision, values, priorities, and goals are memorialized in a five-year strategic plan; and

**WHEREAS**, the strategic plan will guide financial, operational, and policy decisions starting now and through 2025 with oversight by the City Council; and

**WHEREAS**, the City Council will hold an annual retreat to recognize progress in achieving the plan and to discuss City Council priorities.

**NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Pico Rivera as follows:**

**SECTION 1:** The City Council hereby adopts the 2025 Strategic Plan (referred to as the "5-Year Strategic Plan") as documented in Attachment 1 to this Resolution.

**SECTION 2:** The City Council, hereby authorizes the City Manager and his/her designee to implement reasonably necessary actions in furtherance of the City's mission, vision, values and goals as outlined in the 5-Year Strategic Plan.

RESOLUTION NO. \_\_\_\_\_  
Page 2 of 2

**SECTION 3.** The City Clerk shall attest to the passage of this resolution and it shall thereupon be in full force and effect.

**APPROVED AND PASSED this 22nd day of February, 2022.**

\_\_\_\_\_  
Dr. Monica Sanchez, Mayor

**ATTEST:**

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Anna M. Jerome, City Clerk

\_\_\_\_\_  
Arnold M. Alvarez-Glasman, City Attorney

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**