



CITY OF SAN FERNANDO

2022-2027 Strategic Goals

Adopted April 19, 2021



Historic & Visionary

As the home of the Fernandeano-Tataviam indigenous people and incorporated in 1911, the City of San Fernando is one of California's charming historic small towns.

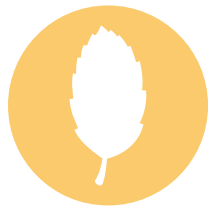
The *City-wide Strategic Goals* articulate goals and objectives that the City of San Fernando will work to achieve over the next five years. The Strategic Goals provide context for budget development and revenue priorities to ensure the City Council, the City Manager, Department Directors, City Commissions and all city employees are working to achieve the City's long-term vision, goals and objectives. The Strategic Goals are reviewed annually and will be amended by City Council as needed.

2022-2027 Strategic Goals

The strategic goals guiding the development of the fiscal year 2021-2022 budget are:



I. FOCUS ON COMMUNITY FIRST



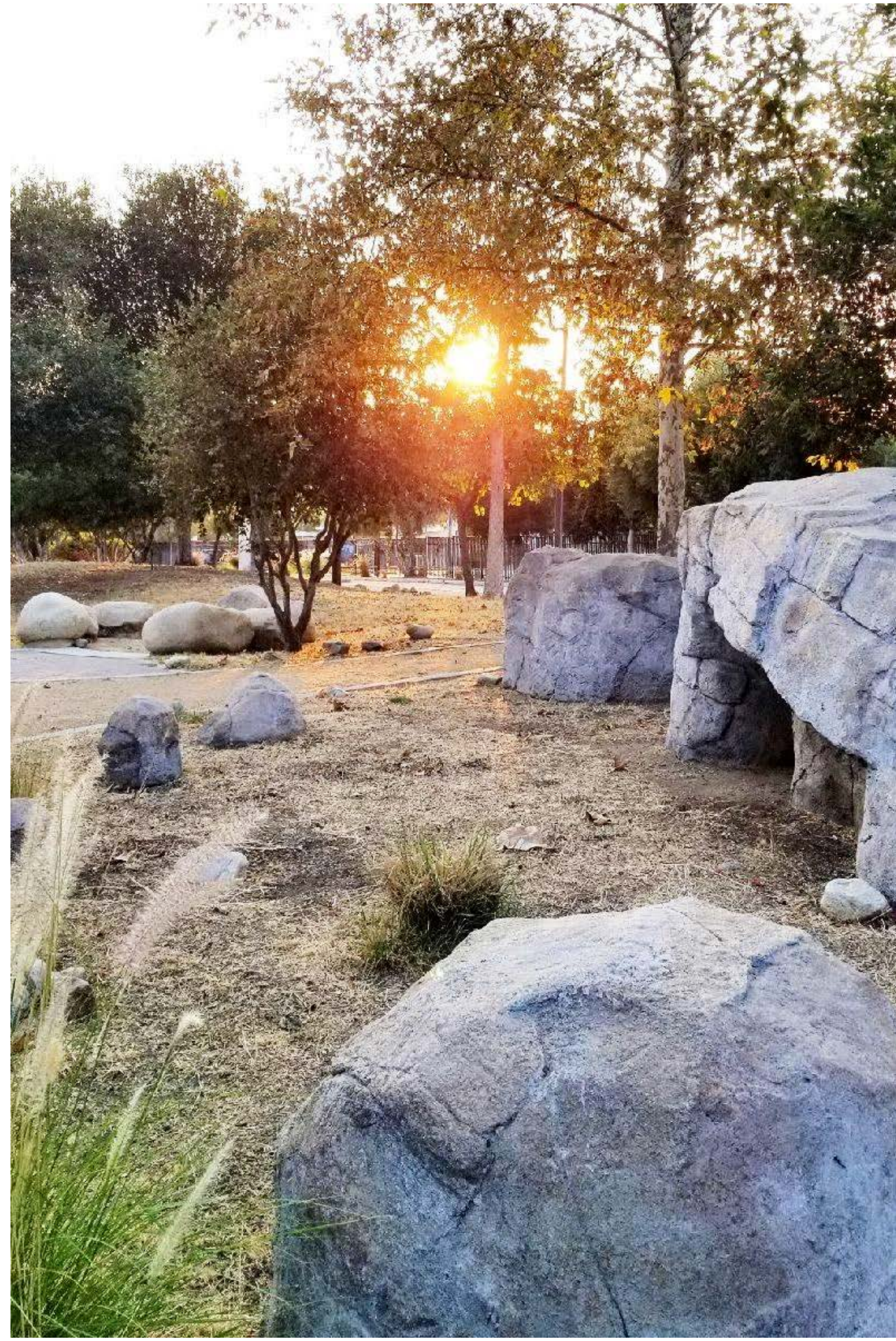
II. SUPPORT ECONOMIC RECOVERY:
STRONGER THAN EVER



III. PRESERVE BEAUTIFUL HOMES AND
NEIGHBORHOODS



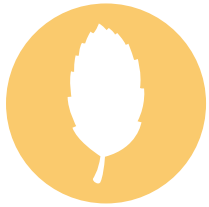
IV. STRENGTHEN CLIMATE RESILIENCE
AND ENVIRONMENTAL JUSTICE



2022-2027 Strategic Goals (continued)



V. ENHANCE PUBLIC
TRANSPORTATION TO MOVE SAN
FERNANDO



VI. BUILD RESILIENT AND RELIABLE
INFRASTRUCTURE



VII. FORGE FINANCIAL STRENGTH AND
STABILITY



VIII. COVID-19: RESPONDING TO A
PANDEMIC



I. FOCUS ON COMMUNITY FIRST

The City Council's focus is on enhancing the quality of life and community satisfaction in San Fernando. Working to implement the following goals will put the Focus on Community First:

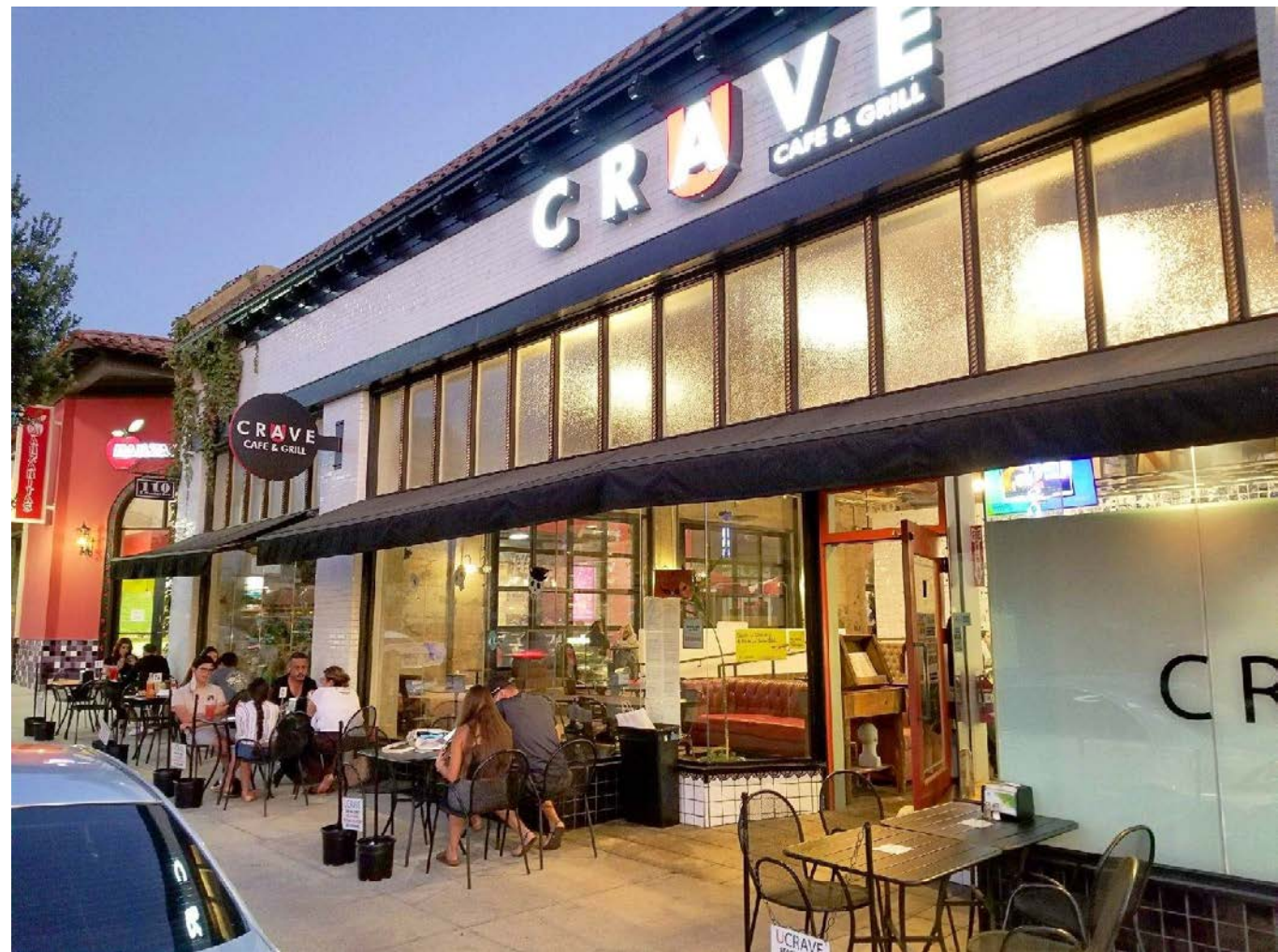
1. Provide a high standard for service and quality of life for San Fernando taxpayers, residents and community members through our top-notch San Fernando Police Department, community-based public safety programming, efficient service delivery, access to local government, and excellent public service.
2. Provide opportunities for community engagement to further develop strategic goals and ensure they are consistent with community needs.
3. Create a public engagement policy and strategy to pro-actively seek community feedback on major City decisions.
4. Increase San Fernando Police Department resources for personnel, equipment, training and community-based policing options.
5. Explore opportunities to expand recreation and sports programs, senior programs, and the *Healthy San Fernando* initiative.
6. Improve the City's use of technology to enhance customer service, work more efficiently, improve transparency for residents, businesses and other stakeholders, and increase community access to broadband.
7. Increase opportunities and support for residents to secure basic needs, and obtain quality education, decent work, and family services.



II. SUPPORT ECONOMIC RECOVERY: STRONGER THAN EVER

The City Council's intent is to facilitate a strong recovery from the long-term financial impacts of the Great Recession and near term impacts of the COVID-19 pandemic by focusing on economic development, championing place-making efforts, and supporting the business community. To achieve this, the City has the following goals to Recover Stronger Than Ever:

1. Pursue economic development opportunities to bolster the City's revenue and promote the City's healthy business climate, top-notch City services, historic neighborhoods and arts and cultural resources.
2. Integrate and highlight San Fernando's history, art and culture into cultural and economic development plans. Support economic development efforts, including music and arts projects/programs, that highlight San Fernando's native American and Latin American roots.
3. Provide technical and financial assistance programs for small business retention, expansion and recruitment. (Business One-Stop Center)
4. Enhance the historic downtown business corridor through the creation of a Downtown Master Plan, architectural design and signage standards, business development support and pedestrian focused improvements.
5. Attract and retain private investment in all of the City's business corridors and support place-making efforts.
6. Attract well-paying jobs to the City's industrial corridors and commercial zones by focusing on growing industries including, but not limited to, climate resiliency research and development, clean energy and other emerging technologies, and arts and entertainment.
7. Beautify the Civic Center through investment in public buildings and infrastructure, including modernizing the City's Police Station, City Hall and Public Works support facilities, and supporting the Los Angeles Unified School District efforts to restore and rehabilitate the historic San Fernando Auditorium and Morningside Auditorium to be used as a public theatre.



III. PRESERVE BEAUTIFUL HOMES AND NEIGHBORHOODS

The City Council recognizes the beautiful architecture of our homes and desirable characteristics of our neighborhoods. To preserve this, the City will work toward the following goals to Preserve our Beautiful Homes and Neighborhoods:

1. Facilitate common-sense housing policy to preserve the charm of San Fernando.
2. Promote home ownership and first time homeowner programs, particularly programs that provide home ownership opportunities for current San Fernando residents/renters.
3. Explore programs that provide technical assistance, architectural guidance, and financial support for the preservation and restoration of historic residential homes.
4. Explore programs that provide technical assistance, architectural guidance, and financial support for home rehabilitation for low- and moderate-income homeowners.
5. Develop a Homeless Plan and policies to support unsheltered and under housed individuals and families.
 - a) Update accessory dwelling unit and junior accessory dwelling unit ordinance to improve the City's affordable housing supply.
 - b) Develop policies for individuals dwelling in vehicles and other sheltered locations.
6. Develop policies, financial literacy and financial incentives to address displacement pressures for individuals and families that are functionally under-housed.

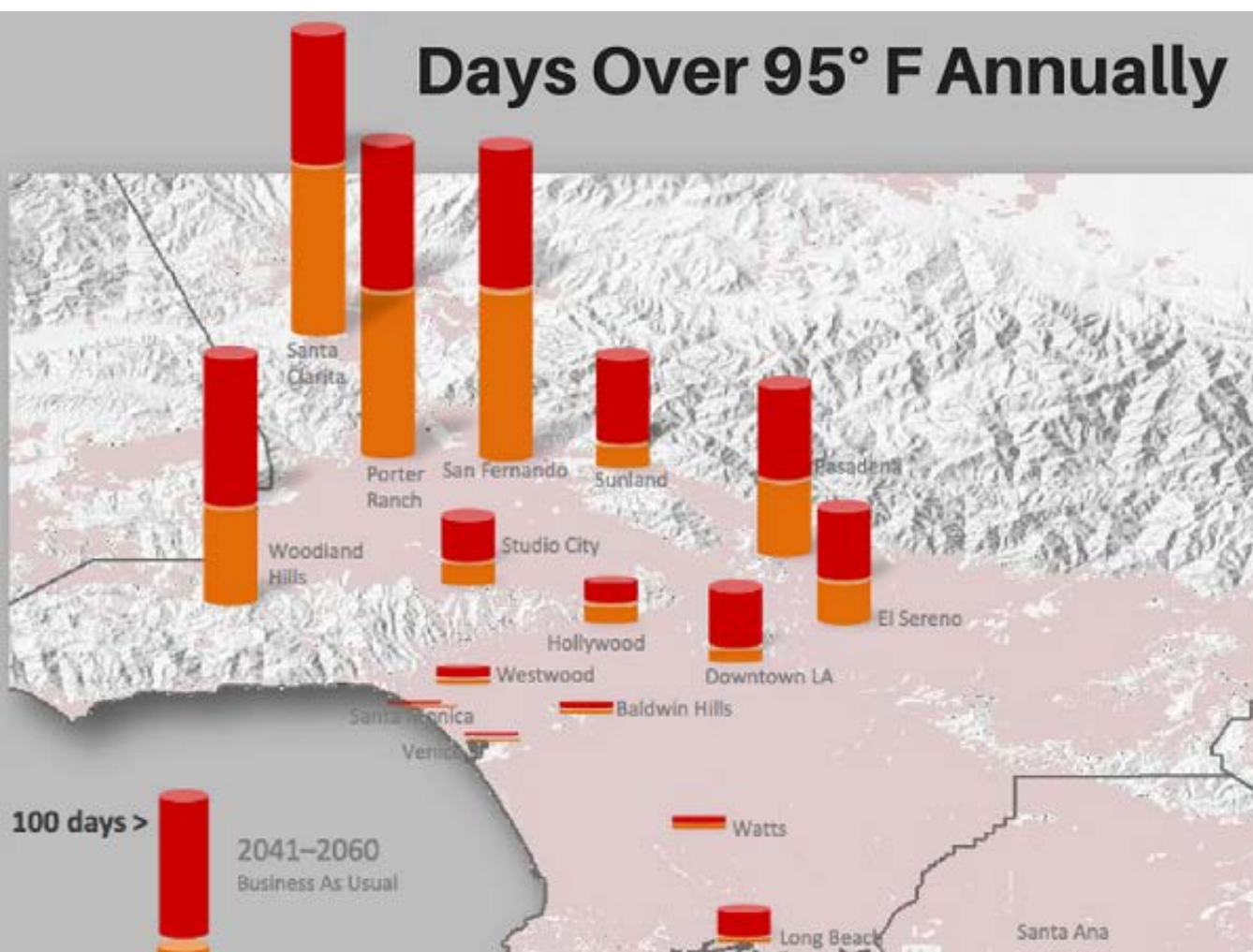




IV. STRENGTHEN CLIMATE RESILIENCE AND ENVIRONMENTAL JUSTICE

The City Council understands the City's responsibility to be good stewards of the environment and the positive impact environmental responsibility has on the health and well-being of residents. Working to achieve the following goals will Strengthen Climate Resilience and Environmental Justice:

1. Protect public health and the City's natural resources by promoting energy efficient capital improvements, developing plans to reduce climate-related risks, and supporting federal and state legislative efforts to increase climate resilience and adaptation funding for impacted communities like San Fernando.
2. Invest in tree planting and care efforts and strengthen the City's urban forest to improve air quality, expand native habitat and address extreme heat and heat island impacts.
 - a) Increase tree canopy coverage by 33% by the end of fiscal year 2027 (i.e. add approximately 2,000 trees).
 - b) Seek resources to develop and implement an Urban Forest Management Plan.
3. Safeguard the City's water quality and local water supply through risk, resiliency and redundancy improvements, infiltration projects, treatment and storage improvements, and conservation programs.
 - a) Complete the *San Fernando Park Infiltration Project* by the end of fiscal year 2025. Once completed, this project will infiltrate up to 400-acre feet of water annually (130.3 million gallons) and prevent this captured water from going into the Pacoima Wash, a tributary to the Los Angeles River.
 - b) Pursue funding to restore and rehabilitate 8th Street Natural Park to achieve maximum water capture and infiltration.
 - c) Move forward with *Green Streets* and other stormwater capture projects, such as the Carlisle Green Street project and stormwater capture improvements at South Maclay and Parking Lot 4 (Truman and Brand Blvd).
 - d) Plan, design and build the Pacoima Wash Greenway to address flooding and stormwater compliance and expand open space.
 - e) Continue to use 100% local ground water supply to meet residential and commercial water demand through projects like a Phase 2 of nitrate treatment plant for wells 2A and 3A to provide resiliency for the City's water supply.
4. Reduce the City's carbon footprint through energy efficient facility improvements, aggressive waste and food reduction, recycling and reuse, and alternative energy vehicles and equipment.

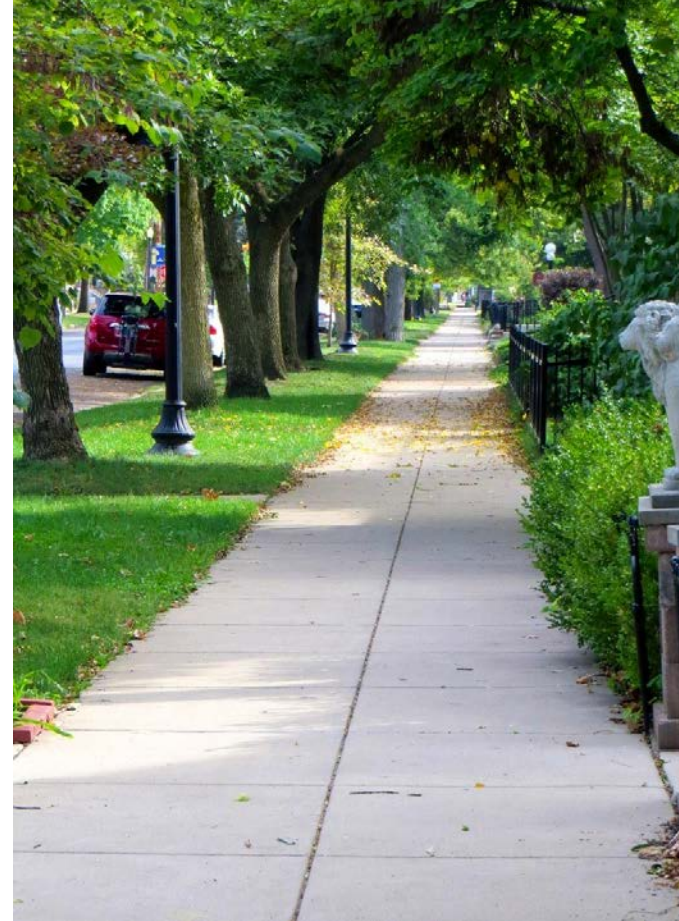


V. ENHANCE PUBLIC TRANSPORTATION TO MOVE SAN FERNANDO

The City Council understands the critical role regional and local public transportation networks play in providing a way for our essential workers to get to work, reducing traffic congestion, and reducing our carbon footprint. The following goals provide a framework to Enhance Public Transportation and Move San Fernando:

1. Enhance regional and local public transportation options that benefit residents as well as employees, visitors, and customers of San Fernando businesses and cultural institutions.
2. Ensure the East Valley Regional Light Rail and Metrolink projects servicing San Fernando are developed responsibly with adequate mitigation for traffic, pedestrian and parking impacts to not create an undue hardship to the City's residents and businesses.
3. Pursue funding to construct projects identified in Metro's First/Last Mile Plan, the City's *Safe and Active Streets Plan*, and other planning efforts that support access to public transportation and pedestrian-focused improvements.
4. Provide affordable local transportation, including the ability to offer the Mission City Transit service without charging a fare.
5. Beautify and update bus stops by making them more user friendly, attractive, clean and architecturally consistent.
6. Support and prioritize deployment of transportation electrification and alternative fuels through the promotion of electric charging and clean natural gas public stations.
7. Improve the City's Trails Network including increased maintenance of the Mission City Bike Trail and completing the Pacoima Wash Greenway.





VI. BUILD RESILIENT AND RELIABLE INFRASTRUCTURE

The City Council recognizes the costly impact of deferred maintenance of the City's aging infrastructure, including streets, sidewalks, water and sewer transmission lines, sports fields and courts, and public buildings. The following goals will help reduce the long-term cost of deferred maintenance and provide direction to Build Resilient and Reliable Infrastructure:

1. Increase capital expenditures to address critical infrastructure needs, including, but not limited to, addressing deferred maintenance of city streets, water and sewer systems, and sidewalks.
2. Leverage federal, state and county transportation funding to maximize residential and commercial street paving each year.
 - a) Goal to spend at least \$2,000,000 per year to resurface at least 2 miles of residential streets per year.
 - b) After resurfacing, slurry seal residential streets every 5 years.
3. Develop a sidewalk replacement program to increase safety and walkability throughout the City.

VII. FORGE FINANCIAL STRENGTH AND STABILITY

The City Council holds their fiduciary responsibility to San Fernando taxpayers in highest regard and values strong financial management practices. The following goals will ensure the City continues to Forge Financial Strength and Stability:

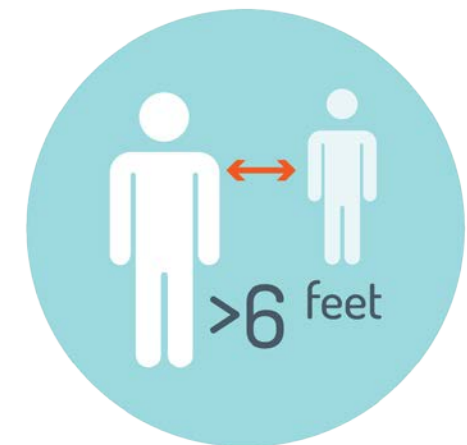
1. Manage and grow the City's revenues and reserve balances in a number of critical funds, including, but not limited to, the General Fund, Self-Insurance Fund, Equipment Replacement Fund and Enterprise Funds in accordance with the City's Comprehensive Financial Policies.
2. Review and update the City's Comprehensive Financial Policies bi-annually. Policy areas address in the Comprehensive Financial Policies include: 1) Long-term Financial Planning, 2) Auditing, Financial Reporting and Disclosure, 3) Revenue Collection, 4) Investment and Cash Management, 5) Capital Assets and Capital Improvement Projects, 6) Financial Reserves and Fund Balances, 7) Post-employment Benefit Funding, 8) Grant Administration, 9) User Fees and Service Charges, 10) Cost Allocation, and 11) Debt Management.
3. Review and update the City's Investment Policy annually.
4. Implement strategies to reduce long-term pension and other post-employment benefits (i.e. retiree health) liabilities.
5. Invest in a Grant Manager, or Grant Management Services, to secure funds to implement strategic goals and priority projects.
6. Continue to submit and receive the Government Financial Officers Association (GFOA) Awards for Excellence in Financial Reporting and Budget Preparation.



VIII. COVID-19: RESPONDING TO A PANDEMIC

The City Council has made response to the COVID-19 pandemic the highest priority since it first declared a local state of emergency on Monday, March 16, 2020. The City's COVID-19 response effort now shifts away from the outreach, education and enforcement phase to the vaccination and recovery phase, which are reflected in the goals below. The following short-term goals are expected to be completed in the first year of this Strategic Goals cycle and may be removed from future updates of this document:

1. Work with elected officials, state and county agencies, and community partners to vaccinate 75% of the 65+ senior population and eligible general population by December 31, 2021, while continuing the free COVID-19 testing program.
2. Increase capability to disseminate timely and relevant information to the community through effective communication channels and community partners.
 - a) Leverage community partnerships to maximize outreach for vaccine distribution, updated health order information, financial programs available to residents and businesses, and available technical/financial assistance programs.
 - b) Utilize emergency communication capability (ALERT San Fernando) appropriately to ensure important information is actively pushed out to the community.
3. Support federal, state and local funding for COVID-19 relief programs, especially for most impacted communities.



2021-2022 CITY LEADERSHIP

CITY COUNCIL

Mayor Sylvia Ballin

Vice Mayor Mary Mendoza

Councilmember Cindy Montañez

Councilmember Hector Pacheco

Councilmember Celeste Rodriguez

CITY MANAGER AND DIRECTORS

City Manager Nick Kimball

City Clerk Julia Fritz

Police Chief Anthony Vairo

Director of Finance Diego Ibañez

Director of Public Works Matt Baumgardner

Director of Recreation and Community Services

Julian Venegas

Director of Community Development: Vacant



The City of San Fernando was incorporated on August 31, 1911

