



THE CITY OF
SAN FERNANDO
PROPOSED BUDGET
IN BRIEF

FISCAL YEAR

2023 - 2024

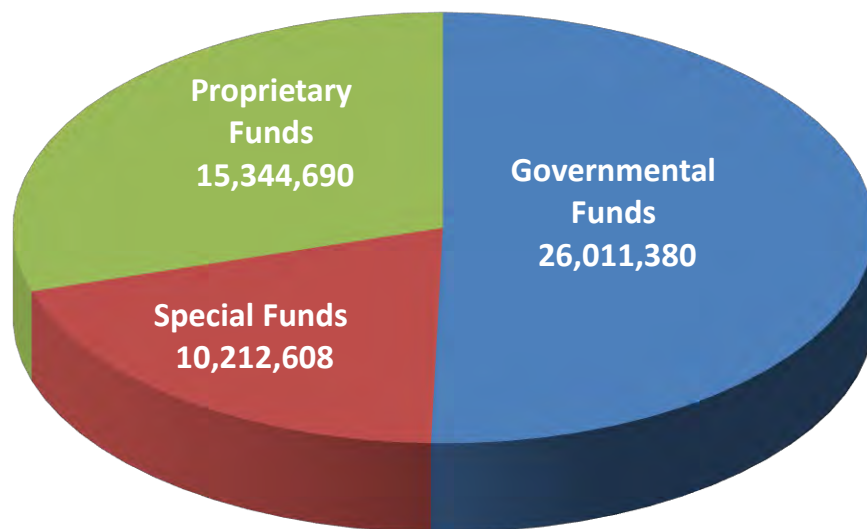
SAN FERNANDO,
CALIFORNIA





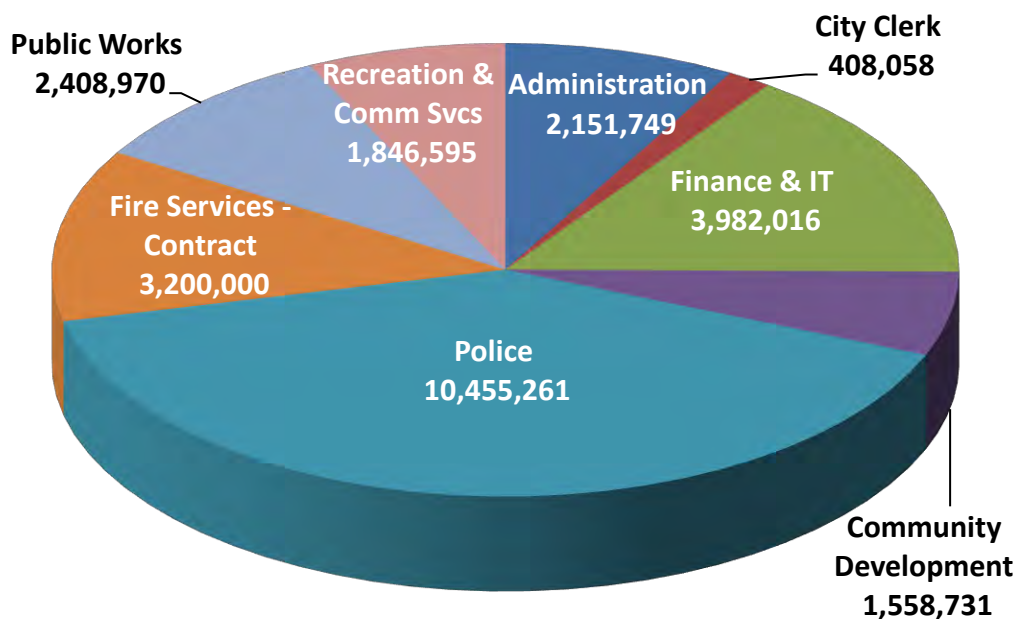
THE CITY OF SAN FERNANDO

City-Wide Expenditures



Total Budget:
\$51,568,678

General Fund Expenditures



Total Budget:
\$26,011,380



MEMORANDUM

To: Mayor Celeste T. Rodriguez and Councilmembers

From: Nick Kimball, City Manager

Date: May 1, 2023

Subject: Fiscal Year 2023-2024 Proposed Budget Message

I am pleased to present the City Manager's Proposed Budget for fiscal year (FY) 2023-2024. The theme of the FY 2023-2024 City Manager's Proposed Budget is "*Let the Dust Settle.*" Due to the economic uncertainty predicted by many economists over the next year, the significant number of service enhancements approved by City Council over the last 3 budget cycles, and the return to normal operations post-COVID, *Letting the Dust Settle* will allow staff to complete the recruitments for new staff positions approved by City Council, procure the new equipment approved by City Council, implement the new programs approved by City Council, and measure the impact of those new positions, equipment, and programs on services. Additionally, since there is widespread economic uncertainty, the proposed budget focuses on one-time enhancements and includes minimal on-going enhancements (i.e. new staff positions).

Although the theme of *Let the Dust Settle* seems to indicate a pause in activity, that will certainly not be the case. Utilizing the significant additional resources approved by City Council since 2020, each Department's work plan include continuing to move the City Council's *Strategic Goals 2022-2027* forward.

Since the 2019-2020 budget cycle, 22 new full-time and part-time positions have been approved by City Council and we have welcomed 38 new full-time employees to the City team. We have purchased 20 new vehicles and equipment to serve as a force multiplier in the field. We have invested more than \$2.7 million in technology and communications to improve efficiency, customer service, and public safety. We have implemented a number of organizational changes to reflect the City Council's policy priorities and Strategic Goals, including, but not limited to, creating a new Economic Development Division in the City Manager's Office, a new Housing Division in the Community Development Department, and reorganizing the reporting structure in the Police Department to enhance patrol services. Lastly, since COVID, we have significantly enhanced our outreach and community engagement efforts to educate more customers about the City's programs, capital projects, and services.

The *Strategic Goals 2022-2027* is a living document and, as such, may be reviewed annually by City Council to confirm it continues to address the needs of the community. In January 2023, City Council approved revisions to the *Strategic Goals* to ensure the goals remain clear and relevant. City Council also approved restructuring Ad Hoc Committees to align with the *Strategic Goals*.

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On March 3, 2023, City Council participated in a priority setting workshop to identify priorities for the coming fiscal year, amongst other items of discussion. Many of the comments received from Councilmembers during the workshop centered around continuing in the direction the City is headed: completing capital improvements to safeguard the water system, address the condition of streets and sidewalks, and improve parks; maintaining focus on the tree planting program, beautification program, and financial health of the City; and continuing our focus on public safety, technology, and economic development. The goals that received the most support include: 1) ensuring the Police Department has adequate resources to enhance public safety, 2) investing in water and sewer infrastructure, and 3) focusing on grant funding to implement *Strategic Goals* and priority projects. These priorities are reflected in the work plans and enhancement requests included in the Proposed Budget.

With the official end to the COVID-19 declared emergency in February 2023, and the corresponding return of normal operations, the goal of the 2023-2024 Proposed Budget is to take this opportunity to evaluate the effect of the significant number of organizational changes on City services since 2020. By taking an opportunity to *Let the Dust Settle* and evaluating the state of the economy, we will avoid over-extending our financial resources and be well positioned to minimize the impact of an economic recession. We will also be able to focus on moving the *Strategic Goals* forward with our current level of increased resources and gauge the impact of services before making additional investments that may be duplicative or unnecessary.

Budget Outreach:

As part of the City's enhanced outreach efforts since COVID, the public was provided the following opportunities to provide input into the City's budget:

Public Meetings:

- Two (2) Transaction Tax (i.e. Measure A/SF) Town Hall meetings on September 29, 2022 and March 27, 2023.
- Mid-year Budget Item on February 21, 2023.
- City Council priority setting workshop on March 3, 2023.

Request for Feedback:

- Community survey completed by approximately 1,175 users of City services in February 2023, who identify as follows:
 - a) Residents of San Fernando: 40%
 - b) Visitors to San Fernando: 21%
 - c) Work in San Fernando: 20%
 - d) Own property in San Fernando: 10%
 - e) Own a business in San Fernando: 6%

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Notification of Opportunities to Participate:

- City Manager's Newsletter.
- Social Media posts and email distributions.

Budget Development

The FY 2023-2024 City Manager's Proposed Budget provides financial resources to move the City organization forward and achieve the objectives set out through the *Strategic Goals 2022-2027*. The base operating budget, referred to as the Sustainable and Resilient Effort (SRE) Budget, includes the full salary and benefit cost for all City Council approved positions (including salary adjustments required per the various MOUs) as well as the related operations and maintenance (O&M) resources to provide those personnel with training, professional development, office supplies, office equipment, and contract services necessary to execute their base work plan. For Department planning purposes, the base SRE O&M budget remains constant from year-to-year with slight inflationary adjustments, when appropriate. For FY 2023-2024, all prior year one-time enhancements have been removed from the O&M base budget and no inflation adjustment was applied.

After providing departments with their base SRE budget, internal budget meetings were scheduled with the City Manager, Director of Finance, and each respective Department staff. During the budget meetings, staff reviews FY 2022-2023 Accomplishments, proposed FY 2023-2024 Objectives (i.e., Work Plan), and performance measures. The Department then presents their enhancement request with justification for the request. All Accomplishments, Objectives, and Enhancements are expected to address at least one Strategic Goal and move City services forward.

More than \$5.0 million in enhancement requests were submitted by Departments, with a total of \$379,790 included in the Proposed Budget (\$319,190 in one-time and \$60,000 in on-going enhancements).

More detailed information on approved enhancements is included in the "Recommended Enhancements" section of this Budget Message.

Economic Outlook

To develop the Proposed Budget, it is important to understand the projected direction of the economy. Prior to the onset of the COVID-19 pandemic in March 2020, the national and state economies were in the midst of the longest recorded economic expansion. The economy had been on a long, slow recovery since the end of the Great Recession in 2009 with strong fundamentals, such as low unemployment, increasing household income and personal consumption, and most stock market indices were at record levels.

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This long economic expansion was brought to an abrupt stop in March 2020 as pandemic-induced restrictions led to soaring unemployment and plummeting consumer spending. Governor Newsom officially ended the COVID-19 declared emergency on February 28, 2023. While there has been an economic recovery over the past two years, COVID-19 dramatically altered lives and significantly impacted regional, state, national, and global economies. The actions taken to stabilize the economy throughout the pandemic were unprecedented and will impact global economies for the foreseeable future.

The following analysis of the federal, state and local economic outlooks provide context for the City's revenue projections.

Federal Economic Outlook¹

Inflation and the Federal Reserve's response to it (i.e. seven interest rate increases in 2022) were the focus of economic policy in 2022 as prices increased at a pace not seen since stagflation in the 1970's and 1980's. Conversely, Gross Domestic Product (GDP), which is a measure of output for the US economy, increased by only 1.1% in 2022. GDP is expected to grow by approximately 0.8% in 2023 and 1.5% in 2024, which represents very slow growth, by historical standards.

The U.S. labor market has rebounded from the pandemic as well. The unemployment rate, which was 5.4% in 2021, improved to 3.7% by the end of 2022. Despite very low unemployment, the labor pool in the United States continues to shrink as the trend of more workers leaving the workforce then entering it continues. This has created a tight labor market, resulting in increased salaries for many workers.

Inflation became the main economic headline in 2022 as the Consumer Price Index (CPI) rose significantly again in 2022. CPI hit 8.0% in 2022, which is the highest rate since 1979. Inflation is, effectively, a tax on the economy as consumers have to spend more of their disposable income to buy the same amount, or fewer, goods than in the past. The Federal Reserve has been consistently increasing baseline interest rates to increase the value of money and offset inflation. It remains to be seen how the policy of raising interest rates to curb inflation will impact the economy.

Contrary to the strong performance of U.S. stocks in 2020 and 2021, stock markets in 2022 experienced sizeable losses and increased volatility. This suggests pessimism, or at least significant uncertainty, by investors in the Federal Reserve's ability to curb inflation without pushing the country into a recession.

In summary, the national economy shows some stability, with the U.S. GDP reporting solid growth going into 2023 and the labor market experiencing robust job production and record

¹ The information in this section has been taken from 2023 LAEDC Economic Forecast, Moving Beyond the Recovery; https://laedc.org/wp-content/uploads/2023/02/LAEDC04_EcoForecast23_Report_R3-1-1.pdf visited 4/25/2023

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low unemployment. However, continued high inflation, increasing interest rates, continued supply chain disruptions, and a volatile stock market are signaling an economic slowdown over the next year.

California Economic Outlook²

California's economy has significantly recovered from the pandemic-induced downturn as many economic indicators are back to their pre-pandemic levels. The focus of California economic policy makers will be the effects of Federal Reserve policy, inflation, and supply chain instability on the California economy. Throughout the pandemic, California experienced its first recorded decline in population since recording began over 100 years ago. This trend continued in 2022 as an additional 210,000 residents left the state. Continued population declines could have long-term implications for California's economic vitality.

Housing affordability continues to be an ongoing public policy challenge and is the primary issue driving the California population flight. California's housing market remains significantly more expensive compared to housing markets throughout much of the United States. California's continued recovery in the years to come will depend on a variety of factors including national and state economic policy and new developments related to the pandemic. Additionally, the housing market, relocation of businesses to other states, and relatively high degree income inequality, pose continuing challenges for the state.

Although the employment situation in California continued to improve in 2022 (unemployment in December 2022 was 4.1%), a slew of recent layoffs by large technology companies may be cause for concern in 2023. Job growth is expected to slow in 2023, with most of the growth in the Education and Health sectors. Jobs in Manufacturing, Transportation/Trade, Construction, and Financial Activities sectors are expected to contract in 2023 and 2024.

While California significantly recovered from the pandemic-induced downturn in 2021, and experienced a record budget surplus in 2022, economic challenges remain. The high cost of housing, high inflation, Federal Reserve fiscal policy, and population migration out of California, represent continuing threats to the California economy and are expected to hamper growth in 2023.

San Fernando Economic Outlook

The resiliency of San Fernando's local economy was made clear throughout the COVID-19 pandemic. Many of the City's large employers are essential manufacturing and service businesses such as LAUSD, Pharmavite, Pepsi, Home Depot, Puretek Corp, and Vallarta. Conversely, small businesses, which are the lifeblood of the City's unique character and charm, were hit hardest by the economic restrictions imposed by COVID-19. To support small businesses, the City Council

² The information in this section has been taken from 2023 LAEDC Economic Forecast, Moving Beyond the Recovery; https://laedc.org/wp-content/uploads/2023/02/LAEDC04_EcoForecast23_Report_R3-1-1.pdf visited 4/25/2023

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provided \$10,000 grants to 40 small San Fernando businesses and supported the San Fernando Outdoor Market through fee waivers and City staff to close the streets, manage traffic, and provide safety services.

There are a few large projects currently under construction that are expected to open in 2023 and add to the City's economic base. American Fruits and Flavors, which manufactures Monster Energy Drinks, is expected to complete construction of a 165,000 square foot manufacturing facility in the Fall. When fully operational, the new facility will be home to more than 300 jobs. Additionally, a new Target is under construction and is also expected to be completed in Fall 2023. The new Target is expected to add a significant amount of sales tax to the City's General Fund revenue once it is open and fully operational.

The City recently hired a Deputy City Manager/Economic Development to focus on developing and implementing economic development programs, support local businesses to facilitate a business friendly environment, and lead business recruitment and retention efforts. The City also awarded a contract to a consultant to develop a Downtown Master Plan. Development of this Plan includes a significant amount of public outreach to develop a long-term vision for the City's downtown and Maclay commercial corridors. These efforts are critical to make the local economy even more resilient in the long term.

San Fernando's local economy and customer base proved to be resilient throughout the pandemic. The City has a solid base of retail, manufacturing, personal service, and restaurant businesses that provide sales and business taxes that have consistently grown over the past 10 years. With affordable lease rates, easy access to major transit routes (i.e. Interstate 5, 210 Freeway, and the 118 Freeway) and access to regional transit from the Sylmar Metrolink Station, the local economy is expected to remain stable over the next fiscal year.

General Fund Overview

The City is entering FY 2023-2024 in a strong financial position with the resources to continue implementing the *Strategic Goals 2022-2027*. In accordance with the City's Budget Policy, the Proposed General Fund Budget represents a balanced budget. In fact, with \$26,278,215 in projected revenues and \$26,011,380 in proposed expenditures, there is a budget surplus of approximately \$266,835. This represents a 3% increase in revenues and expenditures from the FY 2022-2023 Adopted Budget.

Recommended Enhancements

Continuing with the theme of *Letting the Dust Settle*, City Departments were asked to submit enhancement requests that increase efficiency, improve customer service, cultivate staff skills and morale, develop deferred maintenance plans and address the updated Strategic Goals. By focusing new resources on maximizing the use of current assets, it will allow staff the opportunity to fill the newly added positions and measure the impact on City services.

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More than \$5 million in General Fund enhancement requests were submitted by City Departments. A total of \$379,790 in General Fund enhancement requests were approved and included in the Proposed Budget (One-time: \$319,190; Ongoing: \$60,600).³

The following enhancements are being recommended for FY 2022-2023 and have been included in the Proposed Budget:

- I. Focus on Community First – The City of San Fernando is committed to providing a high standard for service, safety, and quality of life for San Fernando taxpayers.
 - a. *Community Events*. Additional funding is included to support Lopez Adobe programming, Mariachi Master Apprentice Program, and the San Fernando Mile Run. (On-going: \$31,500)
 - b. *Increase Efficiency and Customer Service*. Additional funding is included to enhance the use of technology by replacing outdated computers, scanning documents to make them available to the public digitally, maintaining communications equipment, and providing equipment to improve enforcement capabilities. (Ongoing: \$73,403; One-time: \$53,750)
 - c. *Enhance Staff Development and Morale*. Additional funding is included to establish an employee recognition program, provide tuition reimbursement per adopted MOUs, increase training for SFPD staff and provide additional resources to hire new SFPD officers. (Ongoing: \$1,000; One-time: \$107,640)
 - d. *Beautification*. Additional funding is included to increase the City's ability to address graffiti. (Ongoing: \$10,000)
- II. Preserve Beautiful Homes and Neighborhoods – The City of San Fernando is committed to facilitating common-sense housing policy to preserve the charm of San Fernando and provide natural, safe, neighborhood-centered spaces for residents to play and be active.
 - a. *Increase Efficiency and Customer Service*. Additional funding is included for Community Development to supplement staff resources, reduce service times, and provide additional expertise for architectural and design review, planning and development review, building inspection services, and environmental review services. (On-time: \$106,000)

³ A detailed breakdown of enhancement requests is included in the Proposed Budget after the City Manager's Report.

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- b. *Enhance Staff Development and Morale.* Additional funding is included to establish operating and professional development budgets to support staff in the Housing Division. (Ongoing: \$3,500; One-time: \$2,000)

- III. Build Resilient and Reliable Infrastructure – The City of San Fernando is committed to increasing capital expenditures to address critical infrastructure needs, including, but not limited to, addressing deferred maintenance of City buildings, streets, water and sewer systems, and sidewalks.
 - a. *Deferred Maintenance.* Additional funding is included for Public Works to hire a consultant to prepare a comprehensive Facilities Conditions Assessment Report. (One-time: \$25,000)

- IV. Forge Financial Strength and Stability – The City of San Fernando is committed to managing taxpayer funds responsibly, growing the City’s revenue streams and protecting minimum reserve balances in accordance with adopted Comprehensive Financial Policies.
 - a. *Revenue Enhancement.* Additional funding is included engage professional services to review the City’s fee-based activities (excluding water and sewer rates) and recommend an appropriate cost recovery level. (One-time: \$25,000)
 - b. *Fund Reserve Balance.* The Proposed Budget includes a General Fund budget surplus of \$266,835, which will increase the General Fund reserve to \$7.4 million.

- V. Emergency Preparedness: Supporting the Community – The City of San Fernando is committed to managing taxpayer funds responsibly, growing the City’s revenue streams and protecting minimum reserve balances in accordance with adopted Comprehensive Financial Policies.
 - a. *Emergency Communication.* Additional funding is included for annual maintenance for the City’s emergency notification system – Everbridge. (Ongoing: \$12,600)

Measure A and Measure SF

In June 2013, San Fernando voters approved a 0.50% local transaction use tax (Measure A) for a period of seven years. In November 2018, voters approved to extend the tax indefinitely, which will provide financial stability to the City in the foreseeable future. In November 2020, San Fernando voters approved an additional 0.25% local transaction use tax (Measure SF), for a total local transaction use tax of 0.75%. This effort was critical to keep sales tax local and avoid other

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taxing entities from passing a transaction tax that would otherwise be imposed on San Fernando customers, but spent regionally rather than locally.

Funds raised through these transaction taxes (cumulatively 0.75%) are imperative to the City's long-term financial stability and will continue be used to pay off existing debt, strengthen rainy day fund reserves, enhance services to the community and provide the financial resources necessary to implement the City's *Strategic Goals 2022-2027*.

For FY 2023-2024, Measure A/SF funds are proposed to be used for the following:

Repayment of Debt		One-Time Enhancements/Investments	
Repay Retirement Fund	271,327	Labor Attorney	45,625
	271,327	Tuition Assistance	1,500
Establish Reserves		Professional Records Scanning Services	10,000
General Fund Reserve	266,835	Contract Building Official & Plan Check	25,000
Self Insurance Fund Reserve	850,000	On-Call Environmental/Architectural Review & Planning	75,000
Equipment Replace Fund Reserve	103,375	Tutorial Video for Building Permit & Online Portal	6,000
Pre-fund OPEB	500,000	Membership & Conference for Housing Division	2,000
Appropriated Reserve (for unexpected costs)	85,000	Tuition Reimbursement	4,500
	1,805,210	Comprehensive User Fee Study	25,000
Ongoing Enhancements/Investments		PC Replacement (Year 1)	35,000
Employee Recognition Program	1,000	Wall Off IT Room	5,000
Housing Division Department Supplies	3,500	2023 Oxnard Police Explorers Channel Island Challenge	9,015
Everbridge-Emergency Notification System	12,600	Body worn Cameras for CSOs (4)	3,750
Hand Held Ticket Writers for Officers (6)	2,000	Post Mandated Training for Detective Lt.	10,000
Graffiti Removal Supplies	10,000	Post Mandated Training for Patrol	15,000
Program Supplies for Lopez Adobe	3,500	Background Investigations / Polygraphs	21,800
Traffic Control for SF Valley Mile	20,000	Facility Condition Assessment Report	25,000
Increase MMAP Match	8,000		319,190
	60,600		
		Prior-Year Approved Ongoing Enhancements	2,594,673
		Total Measure A/SF Uses	5,051,000

Other Post-Employment Benefits

The City provides other post-employment benefits (OPEB), specifically, lifetime retiree health benefits, to employees that service retire or disability retire directly from the City of San Fernando. In 2015, the City negotiated a reduction in retiree health care benefits for all employees hired after July 1, 2015. Employees hired before July 1, 2015 that retire from the City will continue to receive fully paid retiree medical insurance. Employees hired after July 1, 2015 and retire from the City will receive the state statutory minimum to be paid toward retiree medical insurance, which is currently \$139 per month. Despite this reduction, the long-term liability for the retiree health benefit is significant.

The City currently funds retiree health on a "pay-as-you-go" basis, which means the City only pays the monthly premium for the 97 retired employees and surviving spouses. The City is not currently pre-funding the cost of retiree health benefits for the 108 current active employees that may qualify for retiree health benefits. According to the most recent actuarial valuation, the

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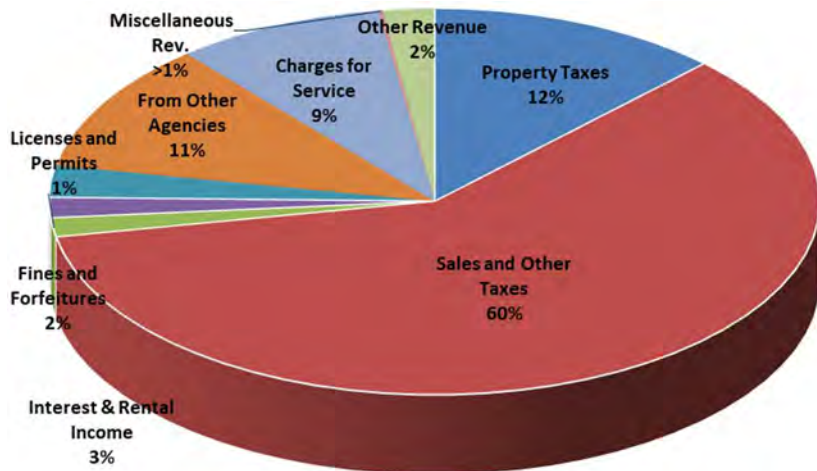
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City should be setting aside approximately \$2.5 million per year to fully fund future retiree health benefits.

In FY 2022-2023, City Council appropriated \$500,000 to set up and fund a Retiree Health Trust Fund (Section 115). Staff is recommending setting aside another \$500,000 in FY 2023-2024 to pre-fund this benefit and further reduce the City's long-term liability.

General Fund Revenue

The FY 2023-2024 Proposed Budget projects \$26,011,380 in General Fund revenue. The City's largest revenue sources is Sales and Other Taxes, followed by Property Tax and Charges for Service. These three categories account for approximately 80% of General Fund Revenue.



Based on the projected slowing of economic activity over the next fiscal year, revenues are projected to increase by a modest 3.4% from the FY 2022-2023 Adjusted Revenue projections. General Fund revenue highlights are provided below.

- Sales and Other Tax revenue are projected to increase by 4.3% due to modest economic activity and consumer spending.
- Property Tax related revenues are projected to increase by 7.4% to reflect the strong housing market and home remodels leading to increased assessed values.
- Charges for Services are projected to increase by 6.0% primarily due to an adjustment in cost recovery for fee based activities expected to go into effect in 2023.
- Revenue from Other Agencies are projected to decrease by 6.8% due primarily to projected declines in Property Tax In-lieu of Motor Vehicle License Fee revenue from the state, which follows Property Tax revenue trends.
- Admissions Taxes are projected at \$700,000. Admissions Taxes are generated from the admission fee to the Swap Meet. In 2022, the Swap Meet upgraded their facility to make it more attractive to customers. As a discount retail outlet, the Swap Meet has historically

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increased revenues during a tight economy as high inflation erodes consumers' spending ability.

General Fund Expenditures

The FY 2023-2024 Proposed Budget includes \$26,011,380 in General Fund expenditures. The Proposed Budget includes an overall increase of 8.8% in expenditures from the FY 2022-2023 Adjusted Budget predominantly to account for negotiated salary increases that average approximately 4%, but declines due to one-time enhancement reductions.

A total of \$379,790 in General Fund enhancement requests were approved and included in the Proposed Budget (One-time: \$60,600; Ongoing: \$319,190).

Additional information on the proposed enhancements is included in prior sections of this Budget Message.

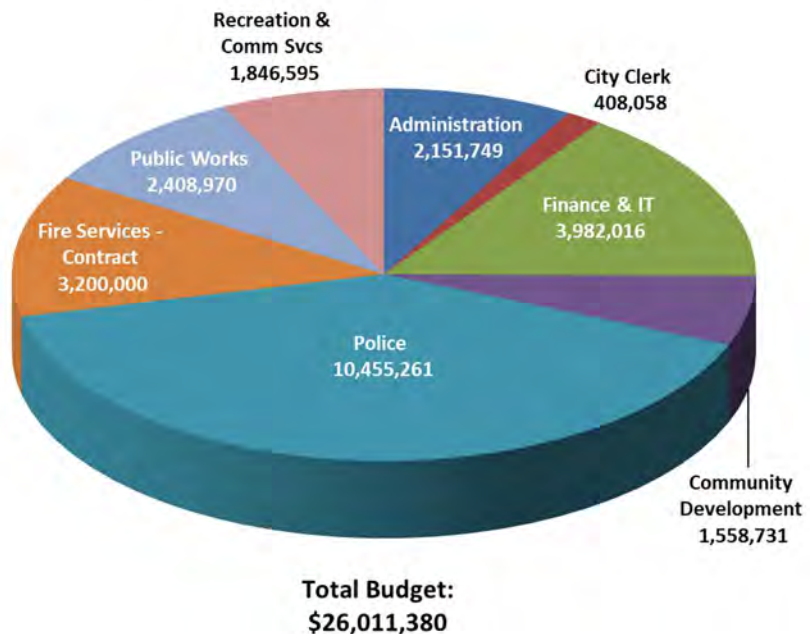
Enterprise Funds: Projects and Enhancements

Enterprise funds are used to account for services provided to the public on a fee for service basis, similar to the operation of a private enterprise. San Fernando currently operates three enterprise funds: 1) Water Fund, 2) Sewer Fund, and 3) Compressed Natural Gas Fund.

A water and sewer rate study was completed in 2019 and new rates went into effect on January 1, 2020. The updated rate schedule ensure that fees charged to customers are sufficient to meet the cost to operate the water and sewer systems and replace aging water and sewer main lines.

The total budget for the Water Fund is \$5,720,099, which includes \$2,327,084 for operations and \$ 925,111 for capital projects.

Total projected Water Fund revenues are \$5,750,948, resulting in a budget surplus in the Water Fund of \$1,461,551. Staff is continuing to monitor the fund to ensure that there are sufficient



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reserve balances in the Water Fund while completing critical upgrades to the water system's treatment and storage facilities to significantly increase water resiliency.

The total budget for the Sewer Fund is \$4,469,223, which includes \$2,049,371 for operations and \$1,250,000 for capital improvement payments to City of Los Angeles for the Hyperion Treatment system.

Total projected Sewer Fund revenues are \$4,200,729, resulting in surplus in the Sewer Fund of approximately \$2,659,889. The Sewer Fund reserve balance will be used future capital improvements to the Sewer System.

Special Revenue, Grant, and Capital Funds

Special Revenue, Grant, and Capital Funds are used to account for financial resources that are restricted by law or contractual agreement for specific purposes. San Fernando has a number of Special Revenue, Grant, and Capital Funds to account for a wide array of services provided to the community, including, but not limited to, dial-a-ride, traffic safety, street lighting, parking maintenance, supplemental law enforcement services, retirement, capital grants, capital projects, and park improvements. A number of these Funds also serve as a conduit for the receipt and transfer of funds.

The total new appropriations in the Special Revenue, Grant, and Capital Funds are \$10,212,608.

Capital Improvements

The FY 2023-2024 budget includes funding for a number of critical capital improvements to address the backlog of deferred maintenance, particularly street resurfacing, sidewalk repair and water system improvements. Funding for capital improvements is provided primarily through Special Revenue, Grant, Capital Funds, and Enterprise Funds.

Capital Improvement Projects will be presented and discussed in more detail during the Budget Study sessions.

Conclusion

The emphasis of the FY 2023-2024 City Manager's Proposed Budget is to *Let the Dust Settle* to allow staff time to fulfill recent City Council approved budget enhancements to move the *Strategic Goals 2022-2027* forward, including, but not limited to, completing the remaining recruitments for new staff positions, procure new equipment, implement new programs, and measure the impact of those new positions, equipment, and programs on services. Additionally, due to the economic uncertainty, recommended enhancements have been limited to minimize the risk of having to make reductions in the future if we do, in fact, experience an economic recession.

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Acknowledgments

I would like to acknowledge the guidance of the City Council, the dedication of Finance Department staff, the City's management team, and City staff that ensure the community receives the highest level of service each and every day. I would also like to provide special acknowledgement to Director of Finance Erica Melton who has worked tirelessly to put together this Proposed Budget. Without her long and tireless hours, this Proposed Budget would not have been possible.

ENHANCEMENT REQUEST SUMMARY
FY 2023-2024

Request Description	Dept	Amount	Ongoing Recommend	One-Time Recommend	Not Recommended
Management Intern	ADM	25,000	-	-	25,000
Labor Attorney	ADM	45,625	-	45,625	-
Employee Recognition Program	ADM	1,000	1,000	-	-
Recruitment Management Software	ADM	10,000	-	-	10,000
AutoCad Software License	ADM	1,572	-	-	1,572
Tuition Assistance (Morales)	ADM	1,500	-	1,500	-
Professional Records Scanning Services	CLK	10,000	-	10,000	-
Senior Planner	CD	142,192	-	-	142,192
Building Inspector/Plan Examiner	CD	137,143	-	-	137,143
Contract Building Official & Plan Check	CD	25,000	-	25,000	-
On-Call Environmental/Architectural Design Review Svcs & Planning	CD	50,000	-	75,000	(25,000)
Tutorial Video for Building Permit & Online Portal	CD	6,000	-	6,000	-
Tutorial Video for Homeless Outreach	CD	3,000	-	-	3,000
Outreach Materials for Housing Division	CD	6,000	-	-	6,000
Housing Division Department Supplies	CD	1,000	3,500	-	(2,500)
Membership & Conference for Housing Division	CD	2,000	-	2,000	-
Outreach Materials for Code Enforcement	CD	9,000	-	-	9,000
Training for new Code Enforcement Officer	CD	1,650	-	-	1,650
Tuition for Marina	CD	3,000	-	3,000	-
Tuition for Fernando	CD	1,500	-	1,500	-
Comprehensive Design Standards	CD	150,000	-	-	150,000
Comprehensive User Fee Study	FIN	25,000	-	25,000	-
PC Replacement Project (Year 1)	FIN	35,000	-	35,000	-
Everbridge - Emergency Notification System	FIN	12,600	12,600	-	-
IT Projects	FIN	7,500	-	-	7,500
Police Records Specialist	PD	75,213	-	-	75,213
Detective Security Gate	PD	60,000	-	-	60,000
Wall Off IT Room	PD	20,000	-	5,000	15,000
Desktop Computers (4) for Patrol Report Room	PD	4,800	-	-	4,800
Handheld Ticket Writers for Officers (6)	PD	2,000	2,000	-	-
Flock System (10 devices)	PD	33,500	-	-	33,500
Plan It Software	PD	4,000	-	-	4,000
Callyo Evidence Collection Software	PD	4,920	-	-	4,920
2023 Oxnard Police Explorers Channel Islands Challenge	PD	9,015	-	9,015	-
(4) Bodyworn Cameras for CSOs	PD	7,500	-	3,750	3,750
Police Sergeant	PD	184,355	-	-	184,355
Office Furniture Replacement	PD	59,776	-	-	59,776
CSO Vehicle Replacement	PD	40,000	-	-	40,000
Update (1) Crown Victoria for Detective Division	PD	2,000	-	-	2,000
LEFTA Software Suite	PD	6,000	-	-	6,000
POST-Mandated Training for Detective Lt.	PD	10,000	-	10,000	-
POST-Mandated Training for Patrol	PD	15,000	-	15,000	-
Background Investigations/Polygraphs	PD	21,800	-	21,800	-
Police Officer (1)	PD	121,290	-	-	121,290
Graffiti Removal Supplies	PW	10,000	10,000	-	-
Administrative Analyst	PW	120,000	-	-	120,000
Grapple Truck	PW	200,000	-	-	200,000
Facility Condition Assessment Report	PW	25,000	-	25,000	-
Mini Power Sweeper	PW	150,000	-	-	150,000
Historical Consultant	RCS	3,500	-	-	3,500
Housekeeping Services Lopez Adobe	RCS	1,500	-	-	1,500
Programming Supplies for Lopez Adobe	RCS	2,000	3,500	-	(1,500)
Traffic Control for SF Valley Mile	RCS	20,000	20,000	-	-
Remodel LP Office	RCS	2,376	-	-	2,376
Repair Rec. Park Slide	RCS	13,850	-	-	13,850
Increase Membership Dues	RCS	330	-	-	330
Increase MMAP Match	RCS	8,000	8,000	-	-
Reclassify Two (2) Part-time Office Clerks to Full-time	RCS	50,000	-	-	50,000

ENHANCEMENT REQUEST SUMMARY

FY 2023-2024

New Position Program Specialist - Senior Programs	RCS	95,710	-	-	95,710
New Position Program Specialist - Social Media	RCS	95,710	-	-	95,710
Reclassify Program Coordinator to RCS Supervisor	RCS	28,350	-	-	28,350
New Computers (5)	RCS	3,314	-	-	3,314
Replace Basketball Retractable Rim System	RCS	7,510	-	-	7,510
Replair Rec. Park Roof	RCS	1,021,080	-	-	1,021,080
Repair Rec. Park HVAC	RCS	350,000	-	-	350,000
Replair Las Palmas Roof	RCS	1,021,080	-	-	1,021,080
Replair Las Palmas HVAC	RCS	350,000	-	-	350,000
GENERAL FUND		4,972,761	60,600	319,190	4,592,971

FY 2023-2024 Measure A/SF funds: Establish Reserves

	Dept.	Request	Ongoing Recommend	One-Time Recommend
General Fund Reserve	FIN	266,835		266,835
Self Insurance Fund Reserve	FIN	850,000		850,000
Equipment Replacment Fund Reserve	FIN	103,375		103,375
Pre-Fund OPEB	FIN	500,000		500,000
Appropriated Reserve	FIN	85,000	-	85,000
Total Measure A/SF Uses		1,805,210	-	1,805,210
Total Enhancements Request		2,185,000	60,600	2,124,400
Total Proposed General Fund Expenditures		26,011,380		
Total Projected General Fund Revenues		26,278,215		
General Fund Annual Surplus/Deficit		266,835		

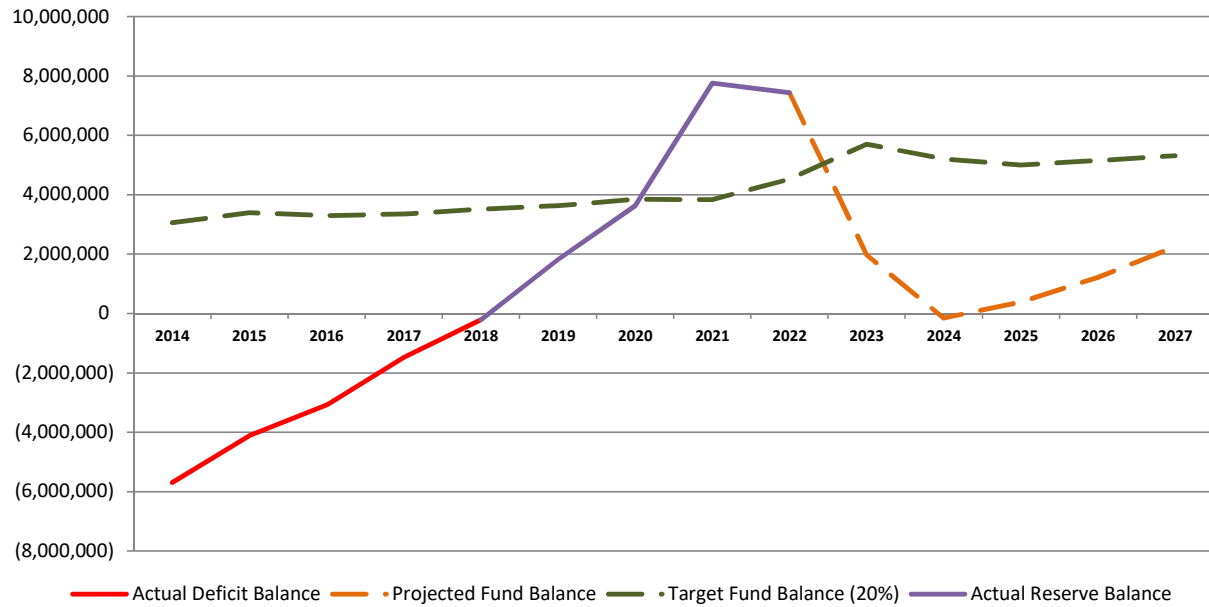
CITY OF SAN FERNANDO
GENERAL FUND FIVE-YEAR FORECAST
SUMMARY OF PROJECTED REVENUES AND EXPENDITURES
AS OF APRIL 21, 2022

	Actual 2021	Actual 2022	Adjusted 2023	Proposed 2024	Projected 2025	Projected 2026	Projected 2027
REVENUES							
Property Taxes	3,149,175	3,198,090	3,021,225	3,245,000	3,360,000	3,528,000	3,654,788
Sales Tax	10,243,406	12,268,564	12,048,867	12,489,975	12,989,574	13,509,157	14,049,523
Franchise Fees	741,355	775,995	714,286	739,500	763,425	788,137	813,663
Other Taxes	4,958,943	5,270,067	5,308,557	5,283,000	5,432,000	5,593,750	5,760,394
Licenses and Permits	361,819	373,668	419,700	513,500	534,715	556,818	579,846
Fines and Forfeitures	498,845	433,689	465,600	444,000	461,570	479,837	498,829
Use of Money & Property	582,209	60,133	683,589	637,261	650,616	664,263	678,208
Fees and Charges	559,400	562,962	597,274	604,500	629,615	655,818	683,156
Miscellaneous Revenue	127,415	140,128	118,000	123,000	126,240	129,577	133,015
Cost Allocation Revenue	1,738,328	1,519,568	1,511,850	1,678,479	1,729,318	1,781,168	1,834,573
Transfers In	450,000	473,040	520,000	520,000	527,500	535,225	543,182
Operating Revenue	23,410,895	25,075,904	25,408,948	26,278,215	27,204,574	28,221,750	29,229,177
Sale of Property	1	900	-	-	-	-	-
Other One-Time	1,501,165	-	-	-	-	-	-
One-time Revenue	1,501,166	900	-	-	-	-	-
TOTAL REVENUE	24,912,061	25,076,804	25,408,948	26,278,215	27,204,574	28,221,750	29,229,177
EXPENDITURES							
Personnel Expenses	11,858,432	12,814,311	15,689,065	16,344,090	16,858,044	17,390,473	17,942,117
Operating Expense	5,429,156	5,623,570	6,770,646	6,598,174	6,758,986	6,961,755	7,170,608
Capital Outlay	-	5,180	-	-	-	-	-
Transfers/Internal Service Charges	1,913,765	4,162,171	6,047,517	3,069,116	1,399,792	1,423,154	1,446,937
Operating Expenditures	19,201,353	22,605,231	28,507,228	26,011,380	25,016,822	25,775,382	26,559,662
Debt Reduction	-	620,000	226,333	271,327	226,333	226,333	226,333
Transfer to Equipment Replacement	-	197,000	-	-	-	-	-
ERF Pre-fund replacements	-	-	130,875	103,375	150,000	150,000	150,000
Transfer to SIF	-	-	750,000	850,000	100,000	100,000	100,000
Facility Maintenance Cap Improv	-	130,000	-	-	250,000	250,000	250,000
Capital Expense	1,498,189	59,193	55,000	-	55,000	-	-
Other One-time Expense	79,598	75,000	836,082	851,835	868,872	886,249	903,974
One-time Expenses Enhancements	-	1,717,803	360,620	319,190	-	-	-
One-time Expenditures	1,577,787	2,798,996	2,358,910	2,395,727	1,650,205	1,612,582	1,630,307
TOTAL EXPENDITURE	20,779,140	25,404,227	30,866,138	28,407,107	26,667,027	27,387,964	28,189,969
LESS: Est. Budget Savings**	-	-	-	-	-	-	-
Operating Surplus(Deficit)	4,209,542	2,470,672	(3,098,280)	266,835	2,187,752	2,446,368	2,669,515
Total Budget Surplus(Deficit)	4,132,921	(327,424)	(5,457,190)	(2,128,892)	537,547	833,786	1,039,208

CITY OF SAN FERNANDO
GENERAL FUND FIVE-YEAR FORECAST
SUMMARY OF PROJECTED REVENUES AND EXPENDITURES
AS OF APRIL 21, 2022

	Actual 2021	Actual 2022	Adjusted 2023	Proposed 2024	Projected 2025	Projected 2026	Projected 2027
Beginning Fund Balance	3,626,545	7,759,467	7,432,043	1,974,853	(154,039)	383,508	1,217,294
Budget Surplus + Est. Savings	4,132,921	(327,424)	(5,457,190)	(2,128,892)	537,547	833,786	1,039,208
Ending Fund Balance	7,759,467	7,432,043	1,974,853	(154,039)	383,508	1,217,294	2,256,502
Reserve %	40%	33%	7%	-1%	2%	5%	8%

General Fund: Projected Fund Balance



CITY OF SAN FERNANDO						CITY OF SAN FERNANDO								
FUND NO.	FUND NAME	Actual	Adjusted	Adjusted	Adjusted	Proposed	Transfers	Total	Adopted	Capital	Transfers	Total	Estimated	
		Beginning Balance July 1, 2022	Revenues FY 2022-2023	Expenditures FY 2022-2023	Ending Balance June 30, 2023				Operating Expenditures FY 2023-2024					Expense
General Fund:														
001	General Fund	\$ 10,231,041	\$ 25,408,948	\$ 28,507,228	\$ 7,132,761	\$ 24,082,236	\$ 2,195,979	\$ 26,278,215	\$ 25,835,047	\$ -	\$ 176,333	\$ 26,011,380	\$ 7,399,596	
Total General Fund:		\$ 10,231,041	25,408,948	28,507,228	\$ 7,132,761	\$ 24,082,236	\$ 2,195,979	26,278,215	25,835,047	-	176,333	26,011,380	\$ 7,399,596	
Special Revenue Funds:														
002	Supplemental Law Enforcement Services	\$ 193,224	150,000	150,000	\$ 193,224	\$ 422,860		422,860	\$ 30,022	145,000	150,000	325,022	\$ 291,062	
007	Proposition "A" - Transit Development Fund	\$ 255,623	619,232	605,724	\$ 269,131	\$ 689,224		689,224	619,011	-	50,559	669,570	\$ 288,785	
008	Proposition "C" - Transit Development Fund	\$ 457,046	500,934	744,182	\$ 213,798	\$ 563,814		563,814	218,000	462,704	16,138	696,842	\$ 80,770	
009	Proposition "C" - Discretionary	\$ 21,177	753,381	775,376	\$ (818)	\$ -		-	-	-		-	(818)	
010	Grant Fund	\$ 7,340,126	20,246,051	36,411,387	\$ (8,825,210)	\$ -		-	-	-		-	(8,825,210)	
011	State Gas Tax Fund	\$ 71,119	721,383	792,002	\$ 500	\$ 674,693		674,693	27,886	25,000	270,572	323,458	\$ 351,735	
012	Measure R Fund	\$ 1,185,891	375,701	1,560,392	\$ 1,200	\$ 180,022		180,022	180,022	145,000		325,022	\$ (143,800)	
013	Traffic Safety Fund	\$ 7,558	-	-	\$ 7,558	\$ 2,500		2,500	-	-		-	\$ 10,058	
014	Cash In-Lieu of Parking	\$ 494,494	-	-	\$ 494,494	\$ -		-	-	-		-	\$ 494,494	
015	Local Transportation Fund (SB 325)	\$ (22,927)	23,311	23,311	\$ (22,927)	\$ -		-	-	-		-	(22,927)	
016	Air Quality Management District Fund	\$ 141,856	30,000	-	\$ 171,856	\$ 28,000		28,000	-	-		-	\$ 199,856	
017	Recreation Self Sustaining Fund	\$ (7,268)	272,744	279,510	\$ (14,034)	\$ 169,750		169,750	340,753	-		340,753	\$ (185,037)	
018	Retirement Fund	\$ 9,435,544	4,888,379	4,772,765	\$ 9,551,158	\$ 4,778,922	201,201	4,980,123	4,982,365	-	405,832	5,388,197	\$ 9,143,084	
019	Quimby Act Fees	\$ 2	-	-	\$ 2	\$ -		-	-	-		-	2	
020	State Asset Seizure	\$ 9,859	-	9,961	\$ (102)	\$ -		-	-	-		-	(102)	
021	Federal Asset Seizure	\$ 8,573	-	8,763	\$ (190)	\$ -		-	-	-		-	(190)	
022	STPL	\$ 5,349	250,887	250,887	\$ 5,349	\$ -		-	-	-		-	5,349	
023	Measure W Fund - SCW Program	\$ 350,273	280,000	445,000	\$ 185,273	\$ 283,000		283,000	-	394,000	10,290	404,290	\$ 63,983	
024	Measure M Fund	\$ 1,409,850	425,794	1,835,144	\$ 500	\$ 450,000		450,000	-	345,000		345,000	\$ 105,500	
025	Road Maintenance and Rehab (SB1)	\$ 1,537,258	564,259	2,101,017	\$ 500	\$ 584,584		584,584	-	655,000		655,000	\$ (69,916)	
026	Community Development Block Grant	\$ (26,995)	303,639	303,639	\$ (26,995)	\$ -		-	-	-		-	(26,995)	
027	Street Lighting	\$ 386,556	327,550	327,550	\$ 386,556	\$ 325,000		325,000	203,199	114,504	27,685	345,388	\$ 366,168	
029	Parking Maintenance Operations	\$ 329,356	208,289	376,863	\$ 160,782	\$ 204,550		204,550	202,757	-	29,552	232,309	\$ 133,023	
030	Mall Maintenance Operations	\$ (107,269)	85,000	90,259	\$ (112,528)	\$ 53,000		53,000	9,050	-		9,050	\$ (68,578)	
032	Capital Outlay	\$ 1,857,537	3,053,194	4,857,733	\$ 52,998	\$ -		-	-	-		-	52,998	
050	Pavement Fund	\$ 13,651	-	-	\$ 13,651	\$ -		-	-	-		-	13,651	
053	Community Investment Fund	\$ 18,766	17,500	17,500	\$ 18,766	\$ 10,000		10,000	10,000	-		10,000	\$ 18,766	
055	Comm. Development Surcharge Fund	\$ 120,263	50,000	32,402	\$ 137,861	\$ 50,000		50,000	32,402	-	1,440	33,842	\$ 154,019	
094	Low Income Housing	\$ 2,159,196	700	84,021	\$ 2,075,875	\$ 700		700	108,865	-		108,865	\$ 1,967,710	
101	AB109 Task Force Fund	\$ 14,107	-	-	\$ 14,107	\$ -		-	-	-		-	14,107	
108	California Arts Council	\$ -	19,000	19,000	\$ -	\$ -		-	-	-		-	-	
109	National Endowment for the Arts	\$ 11,480	55,000	56,600	\$ 9,880	\$ -		-	-	-		-	9,880	
110	Operating Grants	\$ (189,304)	1,678,718	1,832,981	\$ (343,566)	\$ -		-	-	-		-	(343,566)	
111	DUI Avoid Campaign	\$ 3,056	-	-	\$ 3,056	\$ -		-	-	-		-	3,056	
119	Office of Comm. Oriented Policing	\$ (12,053)	-	-	\$ (12,053)	\$ -		-	-	-		-	(12,053)	
120	ABC Alcohol Beverage Control Grant	\$ -	-	-	\$ -	\$ -		-	-	-		-	-	
121	American Rescue Plan Act	\$ 7,527	5,568,340	5,575,867	\$ -	\$ -		-	-	-		-	-	
Total Special Revenue Funds:		\$ 27,480,502	\$ 41,468,986	\$ 64,339,836	\$ 4,609,652	\$ 9,470,619	201,201	9,671,820	6,964,332	2,286,208	962,068	10,212,608	\$ 4,068,864	

CITY OF SAN FERNANDO						CITY OF SAN FERNANDO							
		Actual						Adopted					
FUND		Beginning	Adjusted	Adjusted	Adjusted	Proposed		Operating					Estimated
NO.	FUND NAME	Balance	Revenues	Expenditures	Ending Balance	Revenues	Transfers	Expenditures	Capital	Transfers	Total	Ending Balance	
		July 1, 2022	FY 2022-2023	FY 2022-2023	June 30, 2023	FY 2023-2024	In	FY 2023-2024	Expense	Out	Requirements	June 30, 2024	
Enterprise and Internal Service Funds:													
006	Self Insurance	\$ 800,836	2,419,641	2,666,905	\$ 553,572	\$ 2,359,641	60,000	2,419,641	2,815,000	-	2,815,000	\$ 158,213	
041	Equipment Maintenance/Replacement	\$ 1,023,743	689,592	994,100	\$ 719,235	\$ 842,025		842,025	569,378	-	569,378	\$ 991,882	
043	Facility Maintenance	\$ 110,067	1,620,000	1,724,808	\$ 5,259	\$ 1,575,000		1,575,000	1,606,564	-	1,606,564	\$ (26,305)	
070	Water	\$ 6,204,619	5,750,948	10,524,866	\$ 1,430,701	\$ 5,750,948		5,750,948	3,778,551	925,111	1,016,437	5,720,099	\$ 1,461,551
072	Sewer	\$ 3,853,614	4,187,061	5,112,291	\$ 2,928,384	\$ 4,059,773	140,956	4,200,729	2,775,925	1,250,000	443,298	4,469,223	\$ 2,659,889
073	Refuse/Environmental	\$ 50,272	-	51,000	\$ (728)	\$ -		-	48,370	2,630		51,000	\$ (51,728)
074	Compressed Natural Gas	\$ 146,129	255,000	396,364	\$ 4,765	\$ 169,000		169,000	113,426	-		113,426	\$ 60,339
Total Enterprise and Internal Service Funds:		\$ 12,189,280	14,922,242	21,470,334	\$ 5,641,188	\$ 14,756,387	\$ 200,956	14,957,343	8,069,738	2,177,741	1,459,735	15,344,690	\$ 5,253,841
TOTAL ALL CITY FUNDS:		\$ 49,900,823	81,800,176	114,317,397	\$ 17,383,601	\$ 48,309,242	2,598,136	50,907,378	40,869,117	4,463,949	2,598,136	51,568,678	\$ 16,722,301

CITY OF SAN FERNANDO
GOVERNMENTAL, SPECIAL AND PROPRIETARY FUNDS
SUMMARY OF REVENUES, EXPENDITURES, AND OTHER FINANCING SOURCES AND
FISCAL YEAR 2023-2024

The total budget for Governmental, Special and Proprietary Funds. This summary provides an overview of each fund's budget in each of the four main categories: Personnel, Maintenance and Operating Expenses (M & O), Capital/Transfers, and Internal Service Charges.

	Governmental Funds	Special Funds	Proprietary Funds	Total: All Funds
Revenue - by Type				
Property Taxes	3,245,000	4,980,123	-	8,225,123
Sales and Other Taxes	15,684,475	2,750,644	-	18,435,119
Licenses and Permits	418,500	-	-	418,500
Fines and Forfeitures	444,000	-	-	444,000
Interest & Rental Income	701,761	-	-	701,761
From Other Agencies	2,853,000	1,739,852	-	4,592,852
Charges for Service	635,500	-	14,756,387	15,391,887
Miscellaneous Revenue	50,500	-	-	50,500
Other Revenue	49,500	-	-	49,500
Total Revenue - by Type	24,082,236	9,470,619	14,756,387	48,309,242
Other Financing Sources	2,195,979	201,201	200,956	2,598,136
Total Revenue and Other Financing Sources	26,278,215	9,671,820	14,957,343	50,907,378
Expenditure - by Type				
Personnel	16,344,090	5,418,046	3,941,720	25,703,856
Operating	6,598,174	1,546,286	7,244,944	15,389,404
Capital Expenses	-	2,286,208	2,177,741	4,463,949
Internal Service Charges	2,892,783	-	520,551	3,413,334
Total Expenditure by Type	25,835,047	9,250,540	13,884,955	48,970,542
Other Financing Uses	176,333	962,068	1,459,735	2,598,136
Total Expenditures and Other Financing Uses	26,011,380	10,212,608	15,344,690	51,568,678
Beginning Fund Balance:	\$ 7,132,761	\$ 4,609,652	\$ 5,641,188	\$ 17,383,601
Total Budget Surplus(Deficit)	266,835	(540,788)	(387,347)	(661,301)
Ending Fund Balance:	\$ 7,399,596	\$ 4,068,864	\$ 5,253,841	\$ 16,722,301

CITY OF SAN FERNANDO
GOVERNMENTAL, SPECIAL AND PROPRIETARY FUNDS
SUMMARY OF REVENUES BY FUND - 5 YEAR HISTORY
FISCAL YEAR 2023-2024

Governmental Funds	2020 Actual	2021 Actual	2022 Actual	2023 Adjusted	2024 Proposed
001 General Fund	21,439,204	24,912,061	23,364,460	25,408,948	26,278,215
Total Governmental Funds	\$ 21,439,204	\$ 24,912,061	\$ 23,364,460	\$ 25,408,948	\$ 26,278,215

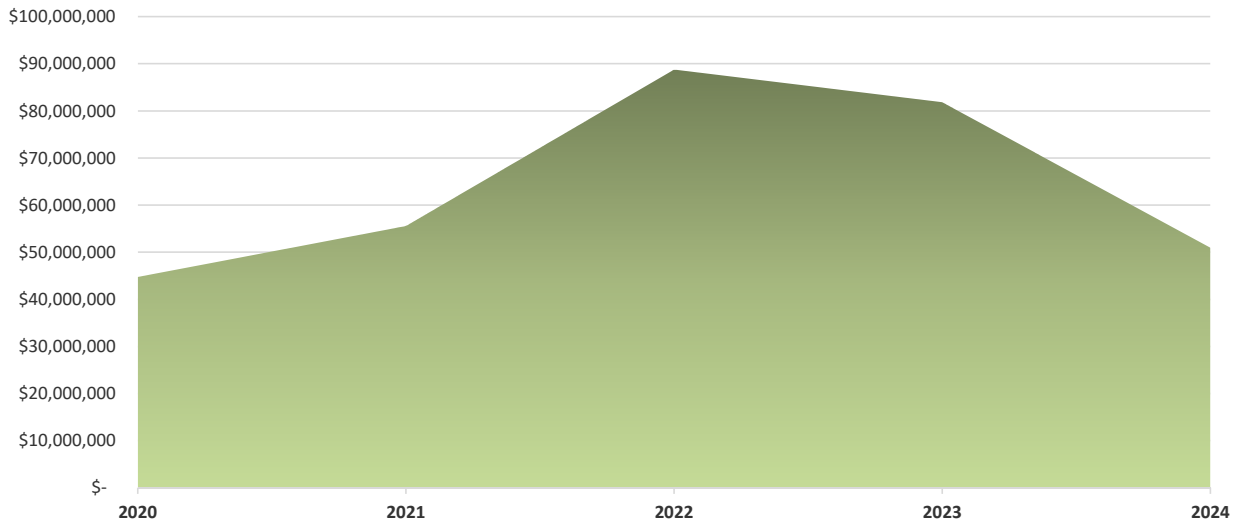
Special Funds	2020 Actual	2021 Actual	2022 Actual	2023 Adjusted	2024 Proposed
002 SLESF	160,495	157,226	153,640	150,000	422,860
007 Proposition A	493,906	502,533	633,085	619,232	689,224
008 Proposition C	419,249	413,092	510,802	500,934	563,814
009 Proposition C - Discretionary	664	(4)	(817)	753,381	-
010 Capital Grants	286,417	4,788,338	8,632,751	20,246,051	-
011 State Gas Tax	569,328	553,159	583,343	721,383	674,693
012 Measure R	341,490	307,383	353,831	375,701	180,022
013 Traffic Safety	5,663	936	3,076	-	2,500
014 Cash In-Lieu of Parking	13,760	57,595	(18,989)	-	-
015 Local Transportation	6,035	30,000	2,083	23,311	-
016 AQMD	25,883	41,064	18,392	30,000	28,000
017 Recreation Self Sustaining	126,370	40,094	153,724	272,744	169,750
018 Retirement	4,712,106	4,927,113	35,945,724	4,888,379	4,980,123
019 Quimby Act	5	-	(6)	-	-
020 State Asset Seizure	1,458	7,287	(149)	-	-
021 Federal Asset Seizure	270	(2)	(331)	-	-
022 STPL	168	(1)	(206)	250,887	-
023 Measure W	-	269,938	262,851	280,000	283,000
024 Measure M	355,476	357,690	395,951	425,794	450,000
025 Road Maintenance and Rehab	451,733	472,522	438,405	564,259	584,584
026 CDBG	44,026	148,472	490,597	303,639	-
027 Street Lighting	363,624	361,153	332,854	327,550	325,000
029 Parking & Maintenance Operations	214,644	134,037	204,807	208,289	204,550
030 Mall Maintenance	75,917	29,024	50,113	85,000	53,000
032 Capital Outlay	25,000	-	1,941,050	3,053,194	-
050 Pavement Fund	428	(3)	(527)	-	-
053 Community Investment Fund	31,000	10,000	11,553	17,500	10,000
055 Comm. Development Surcharge Fund	52,932	57,173	51,911	50,000	50,000
094 Low Income Housing	492,163	952,389	471	700	700
101 AB109 Task Force Fund	-	-	20	-	-
108 California Arts Council	19,710	18,000	2,000	19,000	-
109 National Endowment for the Arts	50,000	50,000	90,000	55,000	-
110 Operating Grants	721,414	177,162	672,887	1,678,718	-
111 DUI Avoid Campaign	-	-	-	-	-
119 COPS Grant	-	-	-	-	-
120 Alcohol Beverage Control Grant	-	-	-	-	-
121 American Rescue Plan Act Funds	-	2,909,170	137,122	5,568,340	-
Total Special Funds	10,061,334	17,772,538	52,052,019	41,468,986	9,671,820

CITY OF SAN FERNANDO
GOVERNMENTAL, SPECIAL AND PROPRIETARY FUNDS
SUMMARY OF REVENUES BY FUND - 5 YEAR HISTORY
FISCAL YEAR 2023-2024

Proprietary Funds	2020 Actual	2021 Actual	2022 Actual	2023 Adjusted	2024 Proposed
006 Self Insurance	1,591,998	1,217,332	2,171,322	2,419,641	2,419,641
041 Equipment Maint/Replacement	1,058,453	835,089	600,146	689,592	842,025
043 Facility Maintenance	1,755,927	1,611,074	1,484,849	1,620,000	1,575,000
070 Water	4,862,625	4,985,098	5,165,852	5,750,948	5,750,948
072 Sewer	3,781,670	4,040,178	3,774,711	4,187,061	4,200,729
073 Refuse	1,708	115	4,519	-	-
074 Compressed Natural Gas	192,297	141,676	126,841	255,000	169,000
Total Proprietary Funds	13,244,678	12,830,562	13,328,241	14,922,242	14,957,343

Total Citywide Revenues	\$ 44,745,216	\$ 55,515,161	\$ 88,744,720	\$ 81,800,176	\$ 50,907,378
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Citywide Revenue History



CITY OF SAN FERNANDO
GOVERNMENTAL, SPECIAL AND PROPRIETARY FUNDS
SUMMARY OF APPROPRIATIONS BY FUND - 5 YEAR HISTORY
FISCAL YEAR 2023-2024

		2020	2021	2022	2023	2024
	Governmental Funds	Actual	Actual	Actual	Adjusted	Proposed
001	General Fund	19,632,204	20,779,137	22,605,231	28,507,228	26,011,380
	Total Governmental Funds	\$ 19,632,204	\$ 20,779,137	\$ 22,605,231	\$ 28,507,228	\$ 26,011,380

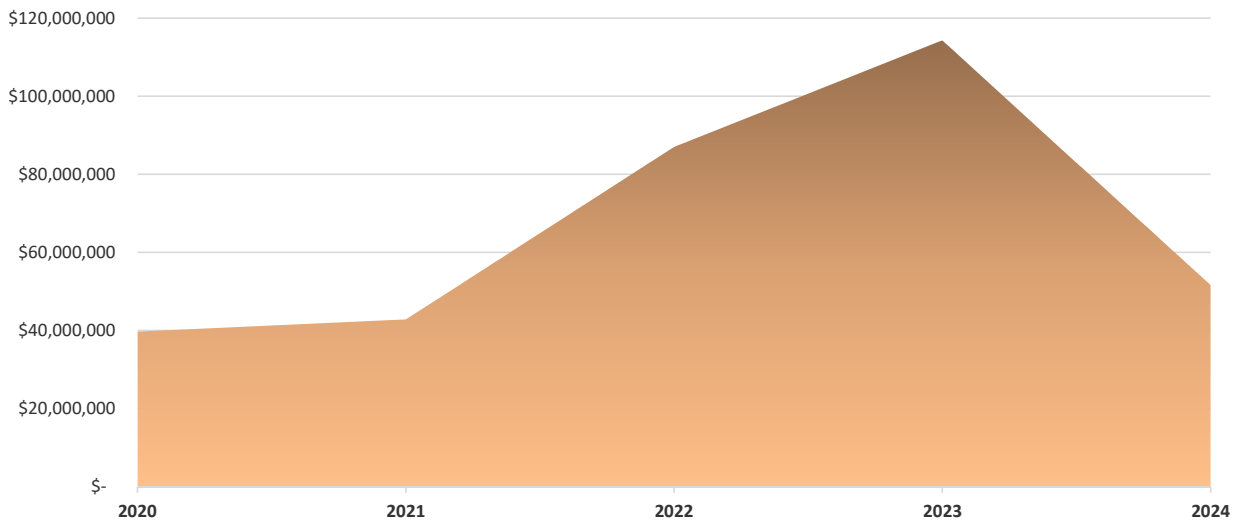
		2020	2021	2022	2023	2024
	Special Funds	Actual	Actual	Actual	Adjusted	Proposed
002	SLESF	125,000	125,000	125,004	150,000	325,022
007	Proposition A	495,692	490,588	461,223	605,724	669,570
008	Proposition C	254,161	534,207	672,264	744,182	696,842
009	Proposition C - Discretionary	-	-	-	775,376	-
010	Capital Grants	645,032	1,696,967	3,900,080	36,411,387	-
011	State Gas Tax	671,026	487,875	517,537	792,002	323,458
012	Measure R	618,974	1,114,925	696,558	1,560,392	325,022
013	Traffic Safety	-	-	-	-	-
014	Cash In-Lieu of Parking	-	-	-	-	-
015	Local Transportation	6,035	30,000	25,010	23,311	-
016	AQMD	6,369	-	-	-	-
017	Recreation Self Sustaining	151,816	36,346	188,747	279,510	340,753
018	Retirement	4,534,801	4,738,686	38,254,003	4,772,765	5,388,197
019	Quimby Act	-	-	-	-	-
020	State Asset Seizure	30,296	6,392	-	9,961	-
021	Federal Asset Seizure	-	-	-	8,763	-
022	STPL	-	-	-	250,887	-
023	Measure W	-	52,387	130,129	445,000	404,290
024	Measure M	179,233	13,261	62,280	1,835,144	345,000
025	Road Maintenance and Rehab	351,815	-	66,782	2,101,017	655,000
026	CDBG	27,803	148,117	515,411	303,639	-
027	Street Lighting	270,570	215,621	323,941	327,550	345,388
029	Parking and Maintenance Ops	243,799	166,073	218,261	376,863	232,309
030	Mall Maintenance Operations	94,037	41,732	126,553	90,259	9,050
032	Capital Outlay Fund	5,914	8,448	143,903	4,857,733	-
050	Pavement Fund	-	-	-	-	-
053	Community Investment Fund	9,989	7,247	14,065	17,500	10,000
055	Comm. Surcharge Fund	24,960	24,960	24,960	32,402	33,842
094	Low Income Housing	4,130	4,185	3,836	84,021	108,865
101	AB109 Task Force Fund	-	-	-	-	-
108	California Arts Council	18,000	20,000	-	19,000	-
109	National Endowment for the Arts	32,565	49,200	61,172	56,600	-
110	Operating Grants	538,437	439,867	782,260	1,832,981	-
111	DUI Avoid Campaign	-	-	-	-	-
119	Office of Comm. Oriented Policing	12,053	-	-	-	-
120	Alcohol Beverage Control Grant	-	-	-	-	-
121	American Rescue Plan Act Funds	-	112,878	129,595	5,575,867	-
	Total Special Funds	9,352,507	10,564,961	47,443,575	64,339,836	10,212,608

CITY OF SAN FERNANDO
GOVERNMENTAL, SPECIAL AND PROPRIETARY FUNDS
SUMMARY OF APPROPRIATIONS BY FUND - 5 YEAR HISTORY
FISCAL YEAR 2023-2024

Proprietary Funds	2020 Actual	2021 Actual	2022 Actual	2023 Adjusted	2024 Proposed
006 Self Insurance Fund	879,803	1,707,565	2,093,786	2,666,905	2,815,000
041 Equipment Maint/Replacement	865,116	582,241	620,069	994,100	569,378
043 Facility Maintenance	1,562,567	1,592,586	1,539,889	1,724,808	1,606,564
070 Water	4,311,623	4,460,948	7,144,525	10,524,866	5,720,099
072 Sewer	2,960,921	3,057,870	5,399,636	5,112,291	4,469,223
073 Refuse	3,284	5,960	3,403	51,000	51,000
074 Compressed Natural Gas	136,837	95,616	164,488	396,364	113,426
Total Proprietary Funds	10,720,152	11,502,786	16,965,796	21,470,334	15,344,690

Total Citywide Expenditures	\$ 39,704,863	\$ 42,846,884	\$ 87,014,603	\$ 114,317,397	\$ 51,568,678
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Citywide Expenditure History



CITY OF SAN FERNANDO
GOVERNMENTAL, SPECIAL AND PROPRIETARY FUNDS
SUMMARY OF APPROPRIATIONS BY FUND - BY TYPE
FISCAL YEAR 2023-2024

The total budget for Governmental, Special and Proprietary Funds. This summary provides an overview of each fund's budget in each of the four main categories: Personnel, Maintenance and Operating Expenses (M & O), Capital/Transfers, and Internal Service Charges.

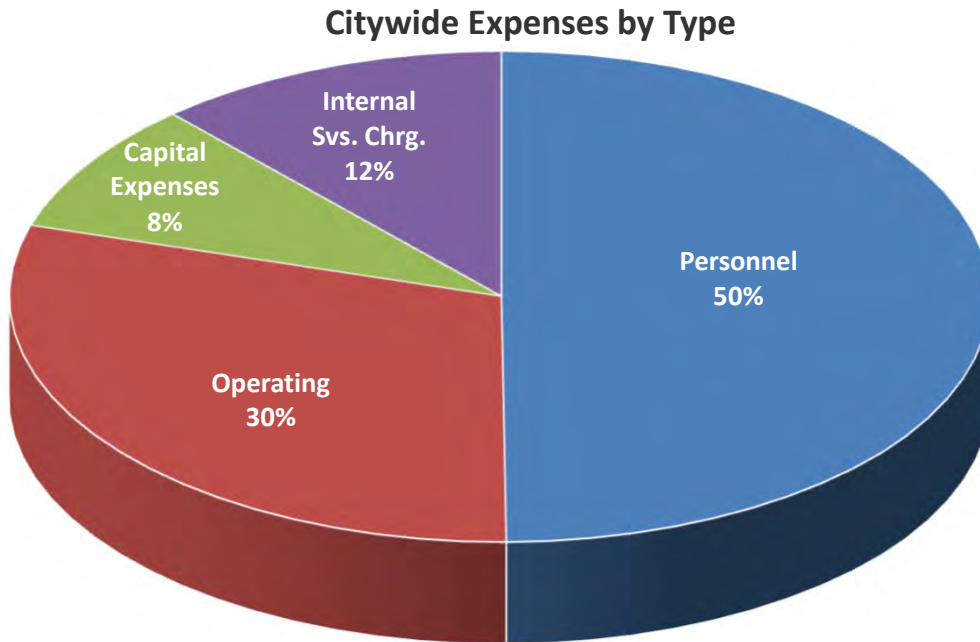
<i>Governmental Funds</i>		Personnel	Operating	Capital Expenses	Internal Svs. Chrg.	Total Budget
001	General Fund	16,344,090	6,598,174	-	3,069,116	26,011,380
Total General Fund		\$ 16,344,090	\$ 6,598,174	\$ -	\$ 3,069,116	\$ 26,011,380

<i>Special Funds</i>		Personnel	Operating	Capital Expenses	Transfers Out	Total Budget
002	SLESF	-	30,022	145,000	150,000	325,022
007	Proposition A	66,852	552,159	-	50,559	669,570
008	Proposition C	-	218,000	462,704	16,138	696,842
009	Proposition C - Discretionary	-	-	-	-	-
010	Capital Grants	-	-	-	-	-
011	State Gas Tax	-	27,886	25,000	270,572	323,458
012	Measure R	-	180,022	145,000	-	325,022
013	Traffic Safety	-	-	-	-	-
014	Cash In-Lieu of Parking	-	-	-	-	-
015	Local Transportation	-	-	-	-	-
016	AQMD	-	-	-	-	-
017	Recreation Self Sustaining	169,750	171,003	-	-	340,753
018	Retirement	4,982,365	-	-	405,832	5,388,197
019	Quimby Act	-	-	-	-	-
020	State Asset Seizure	-	-	-	-	-
021	Federal Asset Seizure	-	-	-	-	-
022	STPL	-	-	-	-	-
023	Measure W	-	-	394,000	10,290	404,290
024	Measure M	-	-	345,000	-	345,000
025	Road Maintenance and Rehab Act	-	-	655,000	-	655,000
026	CDBG	-	-	-	-	-
027	Street Lighting	78,949	124,250	114,504	27,685	345,388
029	Parking and Maintenance Operations	86,265	116,492	-	29,552	232,309
030	Mall Maintenance Operations	-	9,050	-	-	9,050
032	Capital Outlay Fund	-	-	-	-	-
050	Pavement Fund	-	-	-	-	-
053	Community Investment Fund	-	10,000	-	-	10,000
055	Comm. Dev. Surcharge Fund	-	32,402	-	1,440	33,842
094	Low/Mod Income Housing Fund	33,865	75,000	-	-	108,865
101	AB109 Task Force Fund	-	-	-	-	-
108	California Arts Council	-	-	-	-	-
109	National Endowment for the Arts	-	-	-	-	-
110	Operating Grants	-	-	-	-	-
111	DUI Avoid Campaign	-	-	-	-	-
119	Office of Comm. Oriented Policing	-	-	-	-	-
120	Alcohol Beverage Control Grant	-	-	-	-	-
121	American Rescue Plan Act Fund	-	-	-	-	-
Total Special Funds		5,418,046	1,546,286	2,286,208	962,068	10,212,608

CITY OF SAN FERNANDO
GOVERNMENTAL, SPECIAL AND PROPRIETARY FUNDS
SUMMARY OF APPROPRIATIONS BY FUND - BY TYPE
FISCAL YEAR 2023-2024

<i>Proprietary Funds</i>	Personnel	Operating	Capital Expenses	Internal Svs. Chrg.	Total Budget
006 Self Insurance Fund	-	2,815,000	-	-	2,815,000
041 Equipment Maint/Replacement	224,578	262,200	-	82,600	569,378
043 Facility Maintenance	659,678	744,630	-	202,256	1,606,564
070 Water	2,036,472	1,584,037	925,111	1,174,479	5,720,099
072 Sewer	1,020,991	1,678,507	1,250,000	519,725	4,469,223
073 Refuse	-	48,370	2,630	-	51,000
074 Compressed Natural Gas	-	112,200	-	1,226	113,426
Total Proprietary Funds	3,941,720	7,244,944	2,177,741	1,980,286	15,344,690

Total Citywide Expenditures	\$ 25,703,856	\$ 15,389,404	\$ 4,463,949	\$ 6,011,470	\$ 51,568,678
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CITY OF SAN FERNANDO
CITYWIDE POSITION SUMMARY BY DEPARTMENT
FISCAL YEAR 2023-2024

ADMINISTRATION	2020 Actual	2021 Actual	2022 Actual	2023 Adjusted	2024 Proposed
City Manager	1.00	1.00	1.00	1.00	1.00
Deputy City Manager/Economic Development	0.00	0.00	0.00	1.00	1.00
Assistant To The City Manager	0.00	0.00	1.00	1.00	1.00
Economic Development Manager	0.00	0.00	1.00	0.00	0.00
Executive Assistant to the City Manager	1.00	1.00	1.00	1.00	1.00
Administration Intern	0.00	0.00	0.46	0.46	0.46
Personnel Manager	1.00	1.00	1.00	1.00	1.00
Personnel Technician	1.00	1.00	1.00	1.00	1.00
Personnel Assistant	0.70	0.70	1.00	1.00	1.00
Office Clerk (FTE)	0.00	0.00	0.00	0.46	0.46
TOTAL ADMINISTRATION DEPARTMENT	4.70	4.70	7.46	7.92	7.92

CITY CLERK	2020 Actual	2021 Actual	2022 Actual	2023 Adjusted	2024 Proposed
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk/Management Analyst	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk (FTE)	0.00	0.00	0.00	0.00	0.00
TOTAL CITY CLERK DEPARTMENT	2.00	2.00	2.00	2.00	2.00

COMMUNITY DEVELOPMENT	2020 Actual	2021 Actual	2022 Actual	2023 Adjusted	2024 Proposed
Director of Community Development	1.00	1.00	1.00	1.00	1.00
Building & Safety Supervisor	1.00	1.00	0.00	0.00	0.00
Associate Planner	1.00	1.00	1.00	1.00	1.00
Community Development Secretary	1.00	1.00	0.00	0.00	0.00
Community Development Technician	0.00	0.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	1.00	1.00
Community Preservation Officer	2.00	2.00	2.00	3.00	3.00
Community Preservation Officer (FTE)	0.95	0.95	0.95	0.95	0.95
City Maintenance Helper - Graffiti (FTE)	0.75	0.75	0.75	0.00	0.00
Management Intern	0.00	0.00	0.46	0.46	0.46
Housing Coordinator	0.00	0.00	0.00	1.00	1.00
TOTAL COMMUNITY DEVELOPMENT DEPT	7.70	7.70	7.16	9.41	9.41

CITY OF SAN FERNANDO
CITYWIDE POSITION SUMMARY BY DEPARTMENT
FISCAL YEAR 2023-2024

FINANCE	2020 Actual	2021 Actual	2022 Actual	2023 Adjusted	2024 Proposed
Director of Finance/City Treasurer	1.00	1.00	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00	1.00	1.00
Treasury Manager	1.00	1.00	0.00	0.00	0.00
Senior Account Clerk	2.00	2.00	0.00	0.00	0.00
Accounting Technician	0.00	0.00	2.00	2.00	2.00
Payroll Technician	1.00	1.00	1.00	1.00	1.00
Office Clerk	1.00	1.00	0.00	0.00	0.00
Treasurer Assistant	0.00	0.00	1.00	1.00	1.00
Finance Office Specialist	1.00	1.00	0.00	0.00	0.00
Accounting Assistant	0.00	0.00	1.00	1.00	1.00
Management Intern	0.00	0.00	0.46	0.46	0.46
Information Technology System Administrator	0.00	0.00	0.00	1.00	1.00
TOTAL FINANCE DEPARTMENT	8.00	8.00	7.46	8.46	8.46

POLICE	2020 Actual	2021 Actual	2022 Actual	2023 Adjusted	2024 Proposed
Chief of Police	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	2.00	2.00	2.00	2.00	2.00
Police Sergeant	5.00	5.00	5.00	5.00	5.00
Police Officer	23.00	23.00	27.00	27.00	27.00
Administrative Assistant	1.00	1.00	0.00	0.00	0.00
Police Executive Assistant	0.00	0.00	1.00	1.00	1.00
Senior Desk Officer	0.00	0.00	0.00	1.00	1.00
Police Desk Officer	8.00	8.00	8.00	7.00	7.00
Management Analyst	0.00	0.00	0.00	1.00	1.00
Police Records Administrator	1.00	1.00	1.00	1.00	1.00
Police Records Specialist	1.46	1.46	2.00	2.00	2.00
Property Control Officer	1.00	1.00	1.00	1.00	1.00
Community Service Officer (FTE)	3.00	3.00	3.00	3.00	3.00
Crossing Guard (FTE)	1.00	1.00	1.00	1.00	1.00
Junior Cadet (FTE)	1.50	1.50	1.96	1.96	1.96
TOTAL POLICE DEPARTMENT	48.96	48.96	53.96	54.96	54.96

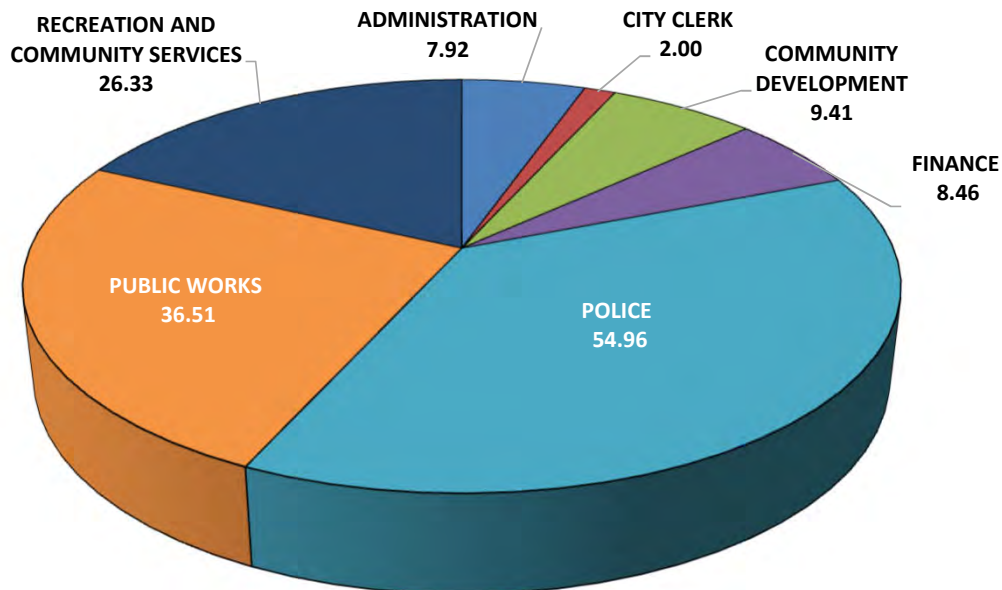
CITY OF SAN FERNANDO
CITYWIDE POSITION SUMMARY BY DEPARTMENT
FISCAL YEAR 2023-2024

PUBLIC WORKS	2020 Actual	2021 Actual	2022 Actual	2023 Adjusted	2024 Proposed
Director of Public Works/City Engineer	1.00	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Civil Engineering Assistant II	2.00	2.00	2.00	2.00	2.00
Office Specialist	2.00	2.00	0.00	0.00	0.00
Executive Assistant	0.00	0.00	1.00	1.00	1.00
Public Works Technician	0.00	0.00	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	0.00	0.00	0.00
Management Intern (FTE)	0.00	0.00	0.46	0.46	0.46
City Electrician	0.00	0.00	1.00	1.00	1.00
Electrical Supervisor	1.00	1.00	0.00	0.00	0.00
Bldg. Maintenance Worker/Electrical Helper	1.00	1.00	0.00	0.00	0.00
Operations Manager	0.00	0.00	1.00	1.00	1.00
Equipment & Materials Supervisor	1.00	1.00	0.00	0.00	0.00
Public Works Supervisor	0.00	0.00	0.00	1.00	1.00
City Mechanic	1.00	1.00	1.00	1.00	1.00
Public Works Superintendent	3.00	3.00	2.00	1.00	1.00
Water Superintendent	0.00	0.00	0.00	1.00	1.00
Maintenance Worker	8.00	8.00	7.00	6.00	6.00
Field Supervisor II	3.00	3.00	2.00	0.00	0.00
Field Supervisor I	1.00	1.00	1.00	0.00	0.00
Water Supervisor	0.00	0.00	0.00	2.00	2.00
Senior Maintenance Worker	6.00	6.00	4.00	2.00	2.00
Senior Water Worker	0.00	0.00	0.00	1.00	1.00
Water Worker I	0.00	0.00	0.00	1.00	1.00
Water Worker II	0.00	0.00	0.00	2.00	2.00
Meter Technician	1.00	1.00	1.00	0.00	0.00
Cross Connection Specialist	0.00	0.00	0.00	1.00	1.00
Senior Water System Operator	0.00	0.00	0.00	1.00	1.00
Water Pumping Operator / Backflow Technician	1.00	1.00	2.00	0.00	0.00
Water Operations Manager	0.00	0.00	1.00	1.00	1.00
Senior Park Maintenance Worker	0.00	0.00	0.00	1.00	1.00
Street Tree Trimmer	0.00	0.00	0.00	1.00	1.00
Senior Sewer Worker	0.00	0.00	0.00	1.00	1.00
Sewer Worker	0.00	0.00	0.00	1.00	1.00
City Maintenance Helper - Graffiti (FTE)	0.00	0.00	0.00	0.75	0.75
Maintenance Helper (FTE)	0.80	0.80	2.76	2.30	2.30
TOTAL PUBLIC WORKS DEPARTMENT	34.80	34.80	32.22	36.51	36.51

**CITY OF SAN FERNANDO
CITYWIDE POSITION SUMMARY BY DEPARTMENT
FISCAL YEAR 2023-2024**

RECREATION AND COMMUNITY SERVICES	2020 Actual	2021 Actual	2022 Actual	2023 Adjusted	2024 Proposed
RCS Director	1.00	1.00	1.00	1.00	1.00
Office Specialist	2.00	2.00	0.00	0.00	0.00
Administrative Assistant	0.00	0.00	1.00	1.00	1.00
Executive Assistant	0.00	0.00	1.00	1.00	1.00
Community Services Supervisor	1.00	1.00	1.00	2.00	2.00
Cultural Arts Supervisor	1.00	1.00	0.00	0.00	0.00
Recreation Coordinator	0.00	0.00	1.00	2.00	2.00
Recreation Supervisor	1.00	1.00	1.00	0.00	0.00
Aquatic Supervisor	0.00	0.00	0.00	0.00	0.00
Program Specialist	1.75	1.75	1.00	2.00	2.00
Management Intern (FTE)	0.00	0.00	0.46	0.46	0.46
Senior Day Camp/After School Counselor (FTE)	2.53	2.53	2.53	2.53	2.53
Day Camp/After School Counselor (FTE)	7.00	7.00	7.00	7.00	7.00
Recreation Leader I (FTE)	4.10	4.10	4.10	4.10	4.10
Recreation Leader II (FTE)	1.00	1.00	1.00	1.00	1.00
Recreation Leader III (FTE)	1.28	1.28	1.28	1.28	1.28
Cashier (FTE)	0.30	0.30	0.00	0.00	0.00
Office Clerk (FTE)	0.00	0.00	0.48	0.96	0.96
TOTAL RECREATION & COMMUNITY SERVICES DEPARTMENT	23.96	23.96	23.85	26.33	26.33
TOTAL POSITIONS (FULL TIME EQUIVALENT)	130.12	130.12	134.11	145.59	145.59

TOTAL FTEs BY DEPARTMENT





CITY OF SAN FERNANDO

FY 2022-2026 Strategic Goals

March 2023



Historic & Visionary

Strategic Goals serve as a road map to establish policies and programs that provide a safe and clean environment, maximize the quality of life in San Fernando, and enhance City services. These goals are achievable through allocating City resources as well as leveraging collaboration with federal, state and county governments and local non-profit organizations to secure resources and funding opportunities.

The 2021-2026 City-wide Strategic Goals articulate goals and objectives that the City of San Fernando will work to achieve over a five-year period. The Strategic Goals provide context for budget development and revenue priorities to ensure the City Council, 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.

Adopted: April 19, 2021

Revised: January 17, 2023

2022 - 2026 Strategic Goals

The strategic goals guiding the development of the fiscal year 2023-2024 budget are:



I. FOCUS ON COMMUNITY FIRST



II. CULTIVATING A STRONGER
LOCAL ECONOMY



III. PRESERVE BEAUTIFUL HOMES AND
NEIGHBORHOODS



IV. STRENGTHEN CLIMATE RESILIENCE
AND ENVIRONMENTAL JUSTICE



2022 - 2026 Strategic Goals (continued)



V. ENHANCE PUBLIC
TRANSPORTATION TO MOVE SAN
FERNANDO



VI. BUILD RESILIENT AND RELIABLE
INFRASTRUCTURE



VII. FORGE FINANCIAL STRENGTH AND
STABILITY



VII. EMERGENCY PREPAREDNESS:
SUPPORTING THE COMMUNITY



I. FOCUS ON COMMUNITY FIRST

Goal: The City of San Fernando is committed to providing a high standard of service, safety, and quality of life for San Fernando taxpayers. The City works to increase opportunities and support for residents to secure their basic needs and connect residents to support services. These outcomes can be achieved by enhancing public safety, increasing access to City services and programs, and keeping the community informed through outreach and transparency initiatives.

Strategies:

1. Provide opportunities for community engagement to further develop strategic goals, ensure strategic goals are consistent with community needs, and create a public engagement policy and strategy to proactively seek community feedback on major City decisions.
2. Ensure San Fernando Police Department has adequate resources for personnel, equipment, training and community-based policing options.
3. Improve the City's use of technology to enhance customer service, work more efficiently and make it easier to conduct business with the City, improve transparency, and increase community access to broadband.
4. Explore opportunities to expand recreation and community service programs, senior programs, and healthy lifestyle initiatives.
5. Implement the Homeless Action Plan and related policies to support unsheltered and under housed individuals and families.
6. Expand collaboration with Public-Private Partnerships (PPP's) and local Community-Based Organizations (CBO's) to support San Fernando in achieving key strategic goals.



II. CULTIVATING A STRONGER LOCAL ECONOMY

Goal: The City of San Fernando is committed to pursuing economic development opportunities to bolster the City's revenue, enhance the health of the business climate, and highlight the City's rich history, culture, music, arts, Native American, and Latin American roots. Enhancing the local economy provides the resources to fund top-notch City services, programs, and infrastructure.

Strategies:

1. Provide technical and financial assistance programs for small business retention, expansion and recruitment. Establish programs that support a "One-Stop Business Center."
2. Create a Downtown Master Plan to enhance the historic downtown business corridor through architectural design and signage standards, business development support and pedestrian focused improvements.
3. Attract and retain private investment in all of the City's business corridors and support place-making efforts. Attract well-paying jobs to the City's industrial and commercial corridors by focusing on growing industries including, but not limited to, climate resiliency research and development, clean energy, emerging technologies, cultural arts, culinary arts, and entertainment options.



III. PRESERVE BEAUTIFUL HOMES AND NEIGHBORHOODS

Goal: The City of San Fernando is committed to facilitating common-sense housing policy to preserve the charm of San Fernando and provide natural, safe, neighborhood-centered spaces for residents to play and be active.

Strategies:

1. Promote home ownership and first time homeowner programs, particularly programs that provide home ownership opportunities for current San Fernando residents/renters.
2. Explore programs that provide technical assistance, architectural guidance, and financial support for the preservation and restoration of historic residential homes, and rehabilitation assistance for low- to moderate-income homeowners.
3. Support historic preservation programs, including 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.
4. Educate property owners on property maintenance standards to protect the charm and character of the City's neighborhoods.
5. Invest in enhancing parks, park amenities, and accessibility at all of the City's recreational parks, natural parks and open spaces.



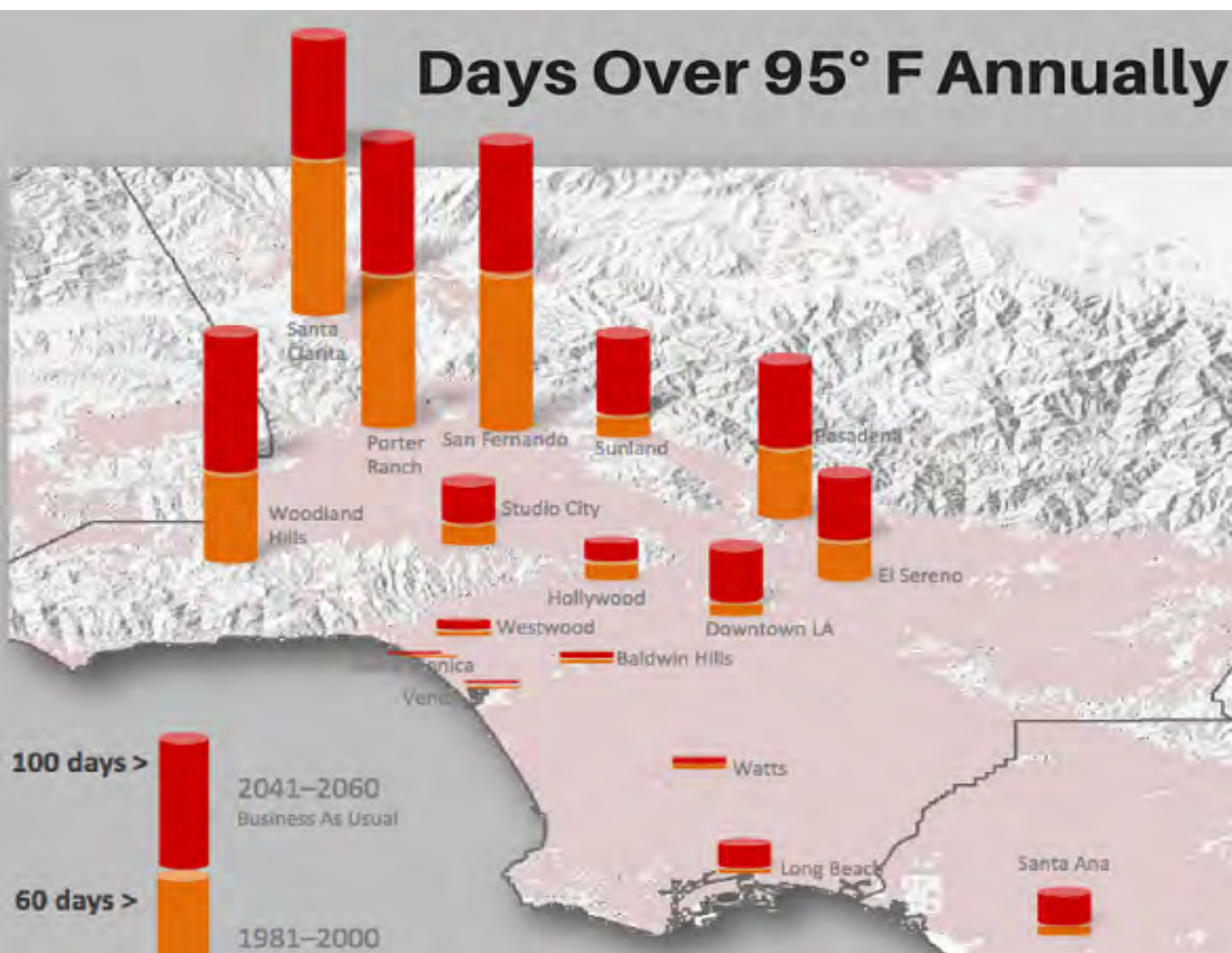


IV. STRENGTHEN CLIMATE RESILIENCE AND ENVIRONMENTAL JUSTICE

Goal: The City of San Fernando is committed to protecting public health, natural resources, and local water independence by being a leader in promoting conservation, energy efficiency, sustainability, reducing climate-related risks, and increasing climate resilience and adaptation.

Strategies:

1. Strengthen the City's urban forest by continuing to invest in tree planting and tree care efforts, which will improve air quality, expand native habitat and address extreme heat and heat island impacts.
2. Safeguard the City's water quality and local water supply through conservation programs, landscape regulations, water capture, smart-technology and equipment upgrades and other programs to reduce water usage with the goal of maintaining 100% water independence.
3. 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.
4. Advocate for, and leverage, funding opportunities through federal, state, and regional agencies to connect residents and businesses to sustainability and conservation financial resources.



V. ENHANCE PUBLIC TRANSPORTATION TO MOVE SAN FERNANDO

Goal: The City of San Fernando is committed to enhancing regional and local public transportation options that benefit residents, employees, visitors, and customers of San Fernando businesses and cultural institutions.

Strategies:

1. Enhance public transit by providing affordable access to the Mission City Transit system (i.e. Trolley) and improve Trolley stops by making them more user friendly, attractive, clean and architecturally consistent.
2. Improve the City's pedestrian and bike trail network, services, and accessibility, including increased maintenance of the Mission City Bike Trail and completion of the Pacoima Wash Bike Path.
3. Support and prioritize deployment of electric and alternative fuel vehicles through the promotion of electric charging stations and other clean fuel options.
4. Ensure the East San Fernando Valley Regional Light Rail and Metrolink projects servicing San Fernando complement and enhance existing public transportation options without causing undue hardship to traffic, pedestrian and parking systems.
5. 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.





VI. BUILD RELIABLE AND RESILIENT INFRASTRUCTURE

Goal: The City of San Fernando is committed to increasing capital expenditures to address critical infrastructure needs, including, but not limited to, addressing deferred maintenance of City buildings, streets, water and sewer systems, and sidewalks.

Strategies:

1. Invest in water and sewer infrastructure through risk, resiliency and redundancy improvements, infiltration projects, treatment systems, and storage enhancements.
2. Maximize annual street paving and sidewalk repair by leveraging multiple sources of federal, state, county and private funding.
3. Beautify the Civic Center through investment in public buildings, landscaping and infrastructure, including modernizing the City's Police Station and City Hall.

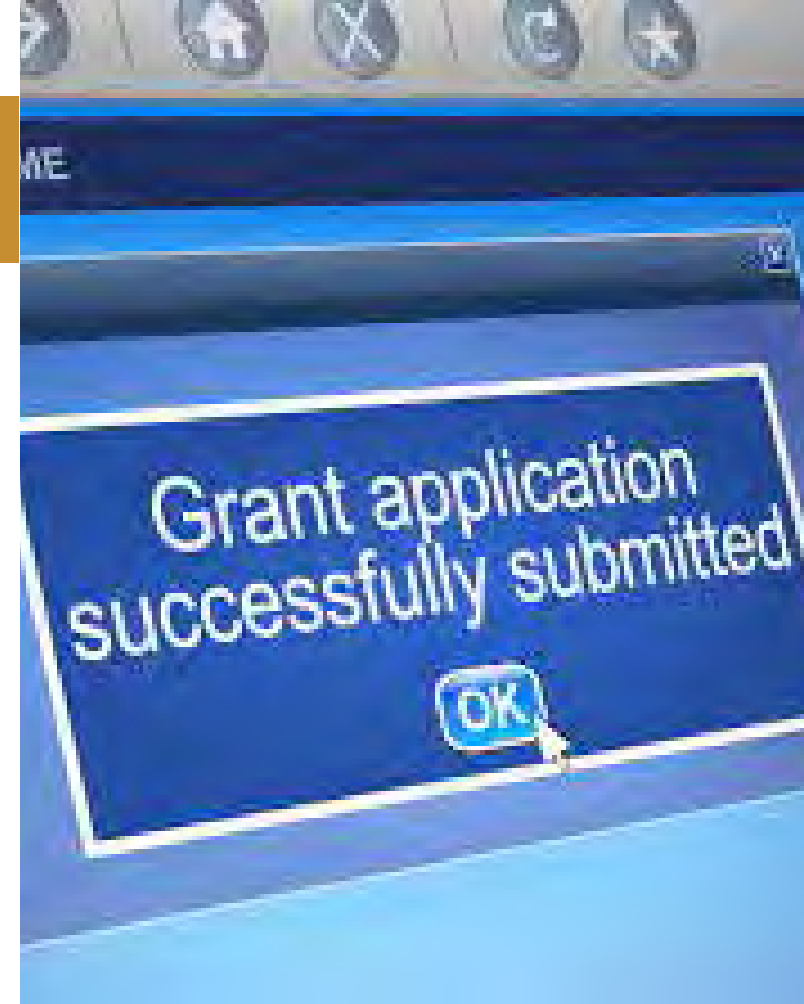


VII. FORGE FINANCIAL STRENGTH AND STABILITY

Goal: The City of San Fernando is committed to managing taxpayer funds responsibly, growing the City's revenue streams and protecting minimum reserve balances in accordance with adopted Comprehensive Financial Policies.

Strategies:

1. Ensure transparency and engagement opportunities for stakeholders to provide input on management of City resources, including special tax measures and budget priorities.
2. Review and update the City's Comprehensive Financial Policies biannually.
3. Implement strategies to reduce long-term pension and other post-employment benefits (i.e. retiree health) liabilities.
4. Focus on grant funding to raise significant resources to implement strategic goals and priority projects.
5. Continue to submit and receive the Government Financial Officers Association (GFOA) Awards for Excellence in Financial Reporting and Budget Preparation.

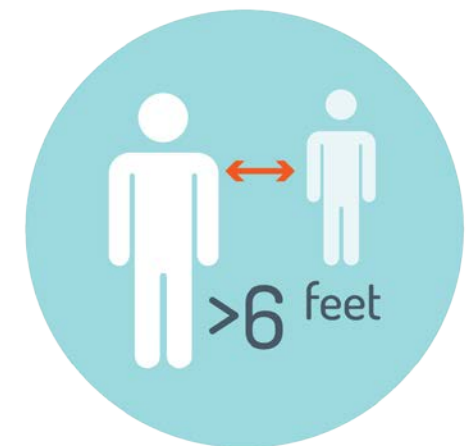


VIII. EMERGENCY PREPAREDNESS: SUPPORTING THE COMMUNITY

Goal: The City of San Fernando is committed to preparing City staff and community members to be safe before, during, and after an emergency or natural disaster, including but not limited to, earthquakes, wildfires, wind events, extreme heat, floods, and pandemics. Effective emergency management requires adequate training and preparation before an emergency, decisive action and coordination during the response, leveraging resources during the recovery, and providing timely information and clear communication throughout.

Strategies:

1. Continually review and update the Emergency Operations Plan, including providing Emergency Operations Center training to City staff and emergency response personnel to ensure effective inter-department and inter-agency coordination during an emergency response.
2. Foster relationships with regional agencies, local businesses, and community based organizations to improve the City's emergency response capacity through partnerships and mutual aid..
3. 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 during emergency response and recovery, including financial assistance and other resources available to residents and businesses.
 - b. Utilize emergency communication capability (ALERT San Fernando) appropriately to ensure important information is actively pushed out to the community.
- 4) Leverage federal, state, and regional resources through the Federal Emergency Management Agency (FEMA), California Office of Emergency Services (CalOES), mutual aid from Los Angeles County and surrounding cities to increase our capacity and ability to effectively prepare, respond, and recover from an emergency.





CITY LEADERSHIP

CITY COUNCIL

Mayor Celeste Rodriguez

Vice Mayor Mary Mendoza

Councilmember Cindy Montañez

Councilmember Mary Solorio

Councilmember Joel Fajardo

CITY MANAGER AND DIRECTORS

City Manager Nick Kimball

Deputy City Manager Kanika Kith

City Clerk Julia Fritz

Police Chief Fabian Valdez

Director of Finance Erica Melton

Director of Community Development (Vacant)

Director of Recreation and

Community Services Julian Venegas

Director of Public Works Matt Baumgardner





FISCAL YEAR 2023-2024 BUDGET CALENDAR

Time Frame	Task	Department(s)
January - April 2023	Review and calculate revenue projections for General Fund, Special Revenue Funds, Enterprise Funds and Capital Projects Funds.	Finance
January 17, 2023	Agenda item to discuss Citywide Strategic Goals.	Administration
February 2023	Review/Update salary projections.	Personnel, Finance
February 21, 2023	City Council update and presentation: <ul style="list-style-type: none"> FY 2021-2022 Audited Financial Statements FY 2022-2023 Mid-year Budget FY 2023-2024 Budget Kickoff 	Administration, Finance
March – May 2023	Public Engagement: <ul style="list-style-type: none"> 2023/2024 Citywide Priorities Survey Release Citizens' Academy: Finance Presentation Local Transaction Tax Town Hall Meeting Commission Meeting Presentations 2023/2024 Proposed Budget Virtual Town Hall Meeting 	Administration, Finance
March 3, 2023	Facilitated study session to set City Council priorities for FY 2023-2024.	All Departments
March 7, 2023	City Manager meets with Department Heads to discuss the budget schedule and provide direction regarding budget guidelines.	All Departments
March 8 - 24, 2023	Departments review and complete budget forms.	All Departments
March 27 - 31, 2023	Preliminary review of department budget forms, including review of enhancement and Capital requests.	Administration, Finance
April 10 - 14, 2023	City Manager/Finance Director meetings with Department Heads to discuss budget requests.	All Departments
April 18, 2023	Finalize City Manager's recommendations.	Administration, Finance
April 2023	Prepare Proposed Budget document.	Administration, Finance
May 1, 2023	Provide Proposed Budget to City Council and post to the City's website.	Administration, Finance
May 15, 2023 May 22, 2023 May 30, 2023 June 5, 2023 (if necessary)	Budget Study Sessions.	All Departments
May/June 2023	Update Proposed Budget based on City Council direction.	Administration, Finance
June 1, 2023	Publish Notice of Public Hearing for budget adoptions.	City Clerk
June 20, 2023	Budget hearing and adoption, including adopting of Gann Limit.	Administration, Finance
July 1, 2023	Post adopted budget to the City's Finance system.	Finance
July/August 2023	Produce Adopted Budget Book, distribute to City Council, post to the City's website, and submit for GFOA Award.	Finance