



MAYOR CELESTE T. RODRIGUEZ  
VICE MAYOR MARY MENDOZA  
COUNCILMEMBER JOEL FAJARDO  
COUNCILMEMBER MARY SOLORIO

## CITY OF SAN FERNANDO

### CITY COUNCIL SPECIAL MEETING NOTICE AND AGENDA TUESDAY, FEBRUARY 13, 2024 – 5:30 PM

CITY HALL COUNCIL CHAMBERS  
117 MACNEIL STREET  
SAN FERNANDO, CALIFORNIA 91340

#### **PUBLIC PARTICIPATION OPTIONS**

Please visit the City's YouTube channel to live stream and watch previously recorded City Council meetings, which is also available with Spanish subtitles at:

<https://www.youtube.com/c/CityOfSanFernando>

In accordance with the Americans with Disabilities Act of 1990, if you require a disability-related modification/accommodation to attend or participate in this meeting, including in-person translation services, or other services please call the City Clerk Department at (818) 898-1204 or email at [cityclerk@sfcity.org](mailto:cityclerk@sfcity.org) at least 2 business days prior to the meeting.

#### **SUBMIT PUBLIC COMMENT IN PERSON**

Members of the public may provide comments in person in the City Council Chambers during the Public Comments section of the Agenda by submitting a comment card to the City Clerk.

#### **SUBMIT PUBLIC COMMENT VIA EMAIL**

Members of the public may submit comments **by email** to [cityclerk@sfcity.org](mailto:cityclerk@sfcity.org) no later than **12:00 p.m. the day of the meeting**, to ensure distribution to the City Council prior to consideration of the agenda. Comments received via email will be distributed to the City Council and made part of the official public record of the meeting.

#### **CALL-IN TO PROVIDE PUBLIC COMMENT LIVE DURING THE MEETING**

Members of the public may **call-in between 5:30 p.m. and 5:45 p.m.** Comments will be heard in the order received, and limited to three minutes. If necessary, the call-in period may be extended by the Mayor. Note: This is audio only and no video.

**Call-in Telephone Number: (669) 900-6833**

**Meeting ID: 833 6022 0211**

**Passcode: 924965**

When connecting to the Zoom meeting to speak, you will be placed in a virtual "waiting area," with your audio disabled, until it is your turn to speak and limited to three minutes.

# SAN FERNANDO CITY COUNCIL

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**NOTICE IS HEREBY GIVEN** that the San Fernando City Council will hold a Special Meeting on **Tuesday, February 13, 2023.**

## **CALL TO ORDER**

## **ROLL CALL**

## **TELECONFERENCING REQUESTS/DISCLOSURE**

Recommend consideration of requests received for remote teleconference meeting participation made by members of the City's legislative bodies, as permitted under the provisions of Assembly Bill (AB) 2449, Government Code Section 54953, and the City of San Fernando adopted Resolution No. 8215, effective March 1, 2023.

## **PLEDGE OF ALLEGIANCE**

Led by City Clerk Julia Fritz

## **APPROVAL OF AGENDA**

## **DECORUM AND ORDER**

The City Council, elected by the public, must be free to discuss issues confronting the City in an orderly environment. Members of the public attending City Council meetings shall observe the same rules of order and decorum applicable to the City Council (SF Procedural Manual). Any person making impertinent derogatory or slanderous remarks or who becomes boisterous while addressing the City Council or while attending the City Council meeting, may be removed from the room if the Presiding Officer so directs the sergeant-at-arms and such person may be barred from further audience before the City Council.

## **PUBLIC STATEMENTS**

Members of the public may **provide comments in person in the City Council Chambers** during the Public Comments section of the Agenda by submitting a comment card to the City Clerk.

Members of the public may submit comments by email to [cityclerk@sfcity.org](mailto:cityclerk@sfcity.org) no later than **12:00 p.m. the day of the meeting** to ensure distribution to the City Council and made part of the official public record of the meeting.

Members of the public may provide a **live public comment by calling in between 6:00 p.m. and 6:15 p.m. CALL-IN INFORMATION: Telephone Number: (669) 900-6833; Meeting ID: 833 6022 0211; Passcode: 924965**

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## **ADMINISTRATIVE REPORTS**

### **1) PRESENTATION AND DISCUSSION OF CITY COUNCIL STRATEGIC GOALS AND BUDGET PRIORITIES FOR FISCAL YEAR 2024-2025**

Recommend that the City Council:

- a. Receive and file a presentation from staff regarding 2023 efforts to move the Strategic Goals forward;
- b. Review and discuss the Strategic Goals 2022-2026;
- c. Discuss the City Council budget priorities for Fiscal Year (FY) 2024-2025; and
- d. Provide direction, as appropriate.

## **STAFF COMMUNICATION INCLUDING COMMISSION UPDATES**

## **GENERAL CITY COUNCIL/BOARD MEMBER COMMENTS AND LIAISON UPDATES**

**ADJOURNMENT** The meeting will adjourn to its next regular meeting.

I hereby certify under penalty of perjury under the laws of the State of California that the foregoing agenda was posted on the City Hall bulletin board not less than 24 hours prior to the meeting.

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Julia Fritz, CMC

City Clerk

Signed and Posted: February 12, 2024 (3:30 p.m.)

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*Agendas and complete Agenda Packets (including staff reports and exhibits related to each item) are posted on the City's Internet website ([www.sfcity.org](http://www.sfcity.org)). These are also available for public reviewing prior to a meeting in the City Clerk Department. Any public writings distributed by the City Council to at least a majority of the Councilmembers regarding any item on this regular meeting agenda will also be made available at the City Clerk Department at City Hall located at 117 Macneil Street, San Fernando, CA, 91340 during normal business hours. In addition, the City may also post such documents on the City's website at [www.sfcity.org](http://www.sfcity.org). In accordance with the Americans with Disabilities Act of 1990, if you require a disability-related modification/accommodation to attend or participate in this meeting, including auxiliary aids or services please call the City Clerk Department at (818) 898-1204 at least 48 hours prior to the meeting.*

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**Special Meeting**  
**San Fernando City Council**

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**To:** Mayor Celeste T. Rodriguez and Councilmembers

**From:** Nick Kimball, City Manager

**Date:** February 13, 2024

**Subject:** Presentation and Discussion of City Council Strategic Goals and Budget Priorities for Fiscal Year 2024-2025

**RECOMMENDATION:**

It is recommended that the City Council:

- a. Receive and file a presentation from staff regarding 2023 efforts to move the Strategic Goals forward;
- b. Review and discuss the Strategic Goals 2022-2026;
- c. Discuss the City Council budget priorities for Fiscal Year (FY) 2024-2025; and
- d. Provide direction, as appropriate.

**BACKGROUND:**

1. On April 19, 2021, the City Council adopted the Strategic Goals 2022 – 2026 (Attachment “A”) as a roadmap for staff and the community to move the City forward over the next five years.
2. On February 18, 2022, the City Council held a Priority-setting Workshop facilitated by Management Partners, Inc. to provide an opportunity to set priorities in advance of the FY 2022-2023 annual budget process.
3. On April 18, 2022, the City Council received a presentation and discussed the Strategic Goals 2022-2026 and finalize budget priorities for Fiscal Year 2022-2023.
4. On January 17, 2023, the City Council adopted revised Strategic Goals as recommended by the Strategic Goals Ad Hoc (Rodriguez, Montañez).

5. On March 3, 2023, the City Council held a Priority-setting Workshop facilitated by Baker Tilly, Inc. to provide an opportunity to set priorities in advance of the FY 2023-2024 annual budget process.

**ANALYSIS:**

As part of the annual budget development process, the City Council is asked to set Strategic Goals and Priorities for the upcoming fiscal year. The purpose of setting goals and priorities is to provide the City Manager with guidance for allocating funds in the City Manager's Proposed Budget.

- a. Citywide Strategic Goals articulate long-term strategic goals and objectives that the organization strives to achieve over the next three to five years. Strategic Goals tend to remain relatively stable over time. The City Council's adopted 2022-2026 Strategic Goals are included as Attachment "A."
- b. City Council Priorities are specific short-term items that are reasonably achievable in the upcoming fiscal year. Priorities typically fit within Citywide Strategic Goals, but provide a more specific focus for the upcoming year. City Council priorities for FY 2024-2025 will be discussed during the study session.

2022-2026 Strategic Goals.

The *City-wide Strategic Goals* articulate goals and objectives that the City of San Fernando will work to achieve during the five year period. 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 may be amended by City Council, as needed.

The Strategic Goals are organized into the following categories:

1. Focus on Community First
2. Cultivating a Stronger Local Economy
3. Preserve Beautiful Homes and Neighborhoods
4. Strengthen Climate Resilience and Environmental Justice
5. Enhance Public Transportation to Move San Fernando
6. Build Resilient and Reliable Infrastructure
7. Forge Financial Strength and Stability
8. Emergency Preparedness: Supporting the Community

Priority-setting Workshop.

The agenda for the Study Session is included as Attachment “B” and includes, among other topics:

- Review 2023 Efforts to Move the Strategic Goals Forward
- Review Strategic Goals 2022-2026
- Discuss 2024-2025 Budget Priorities
- Review and Wrap up

**BUDGET IMPACT:**

Discussion of the Citywide Strategic Goals and City Council Priorities is included in the City Manager and Finance Department annual work programs and are an integral part of setting the tone and providing guidance to the City Manager for preparation of the City Manager’s Proposed Budget. Staff will provide the financial impact of achieving long-term strategic goals during the FY 2024-2025 Budget Study sessions.

**CONCLUSION:**

Staff recommends that City Council discuss the City Council priorities for fiscal year 2024-2025, and provide direction, as appropriate.

**ATTACHMENTS:**

- A. Citywide Strategic Goals 2022 – 2026
- B. Study Session Agenda

CITY OF SAN FERNANDO

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# FY 2022-2026 Strategic Goals

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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**



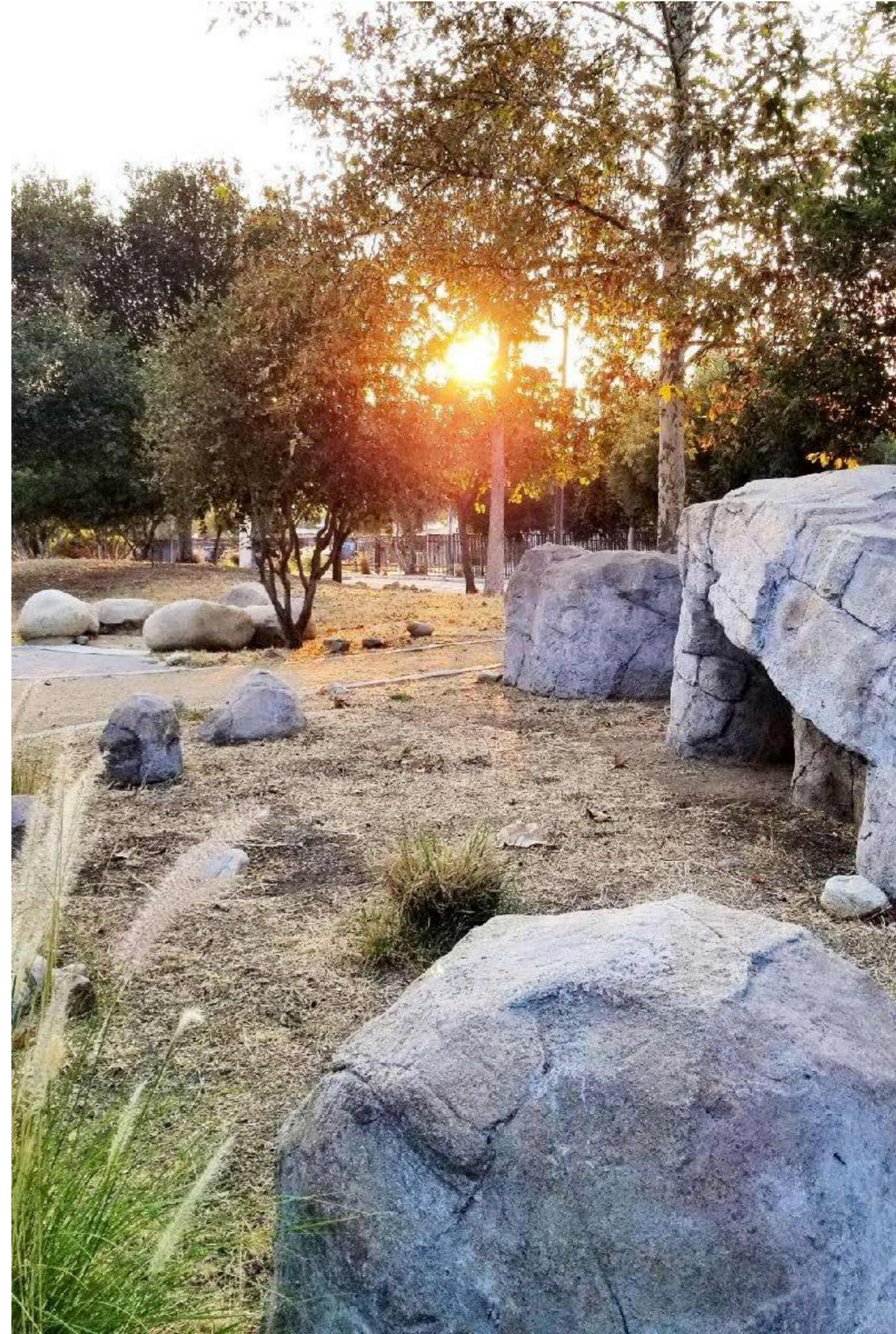
**II. CULTIVATING A STRONGER LOCAL ECONOMY**



**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.



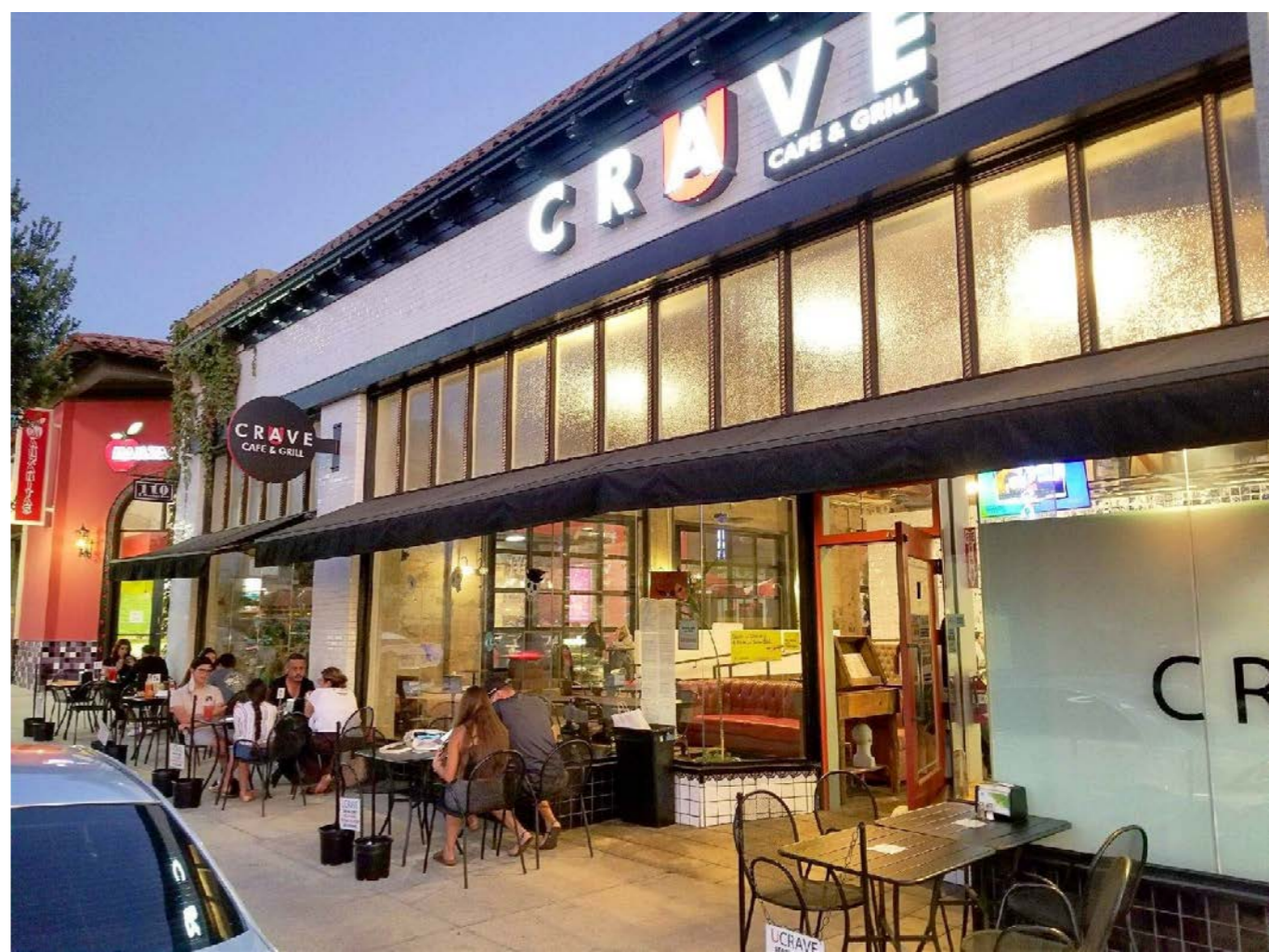


## II. CULTIVATING A STRONGER LOCAL ECONOMY

**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.



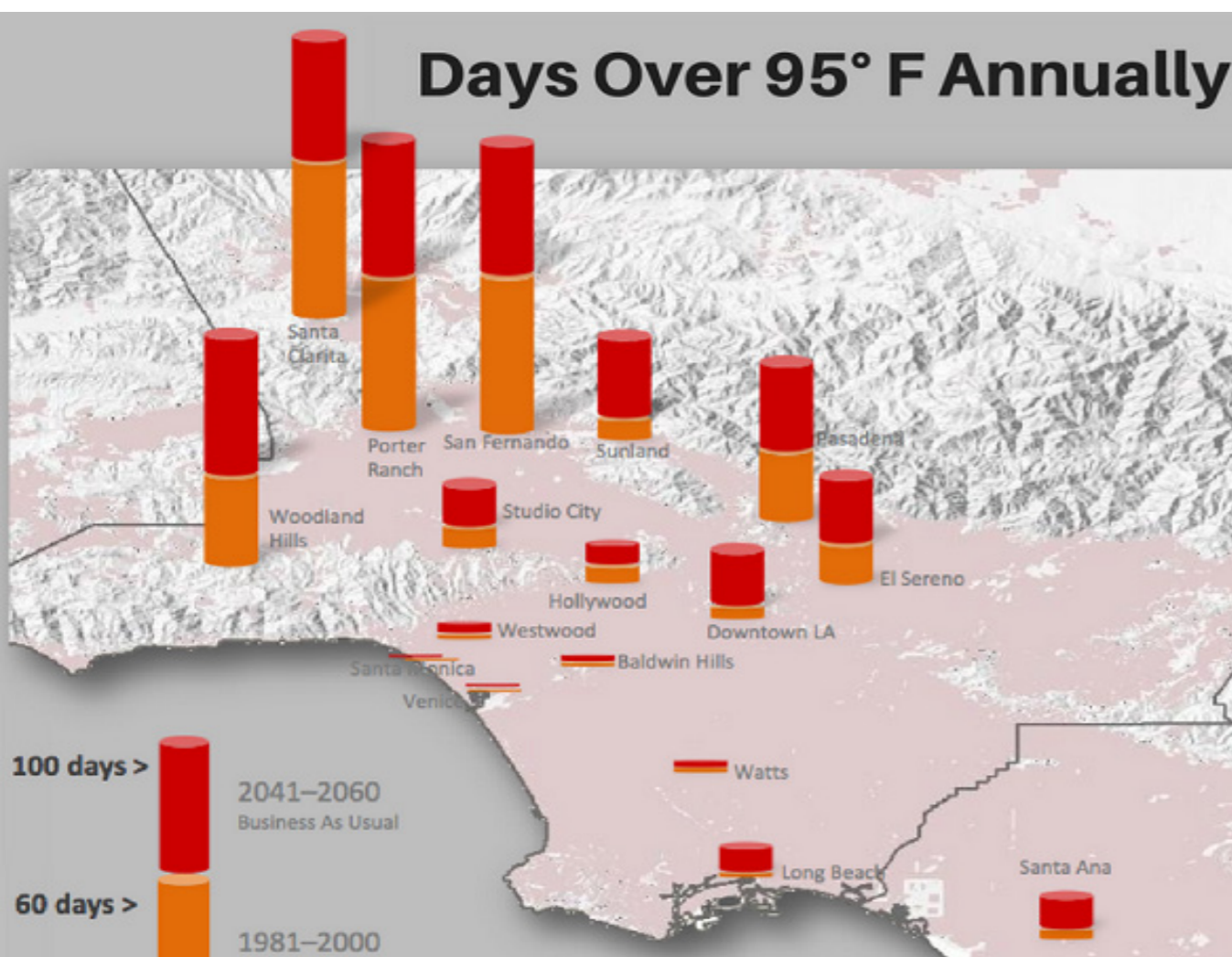


## IV. STRENGTHEN CLIMATE RESILIENCE AND ENVIRONMENTAL JUSTICE

**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.



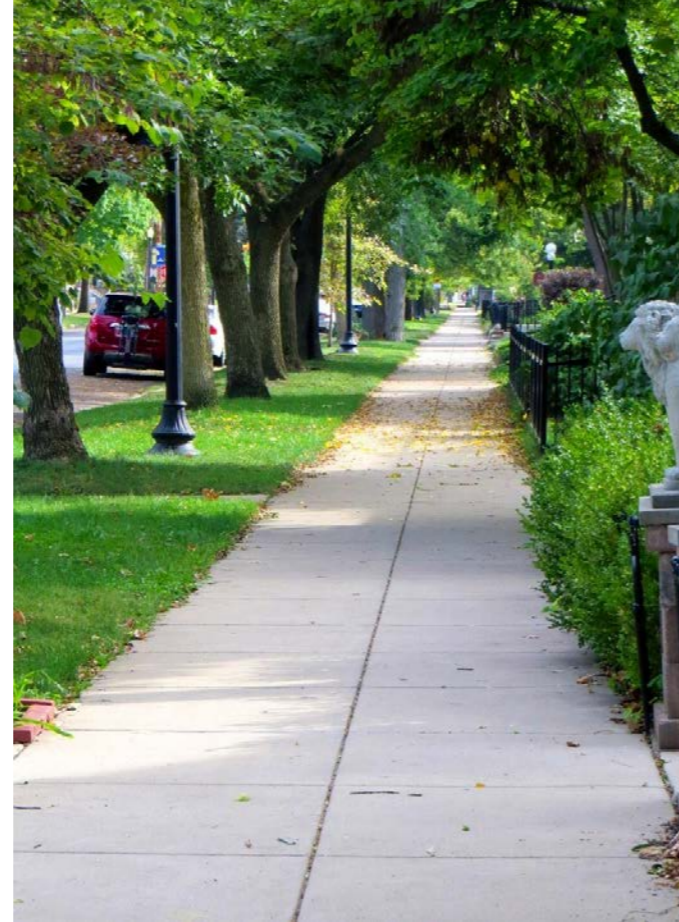
## V. ENHANCE PUBLIC TRANSPORTATION TO MOVE SAN FERNANDO

**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.

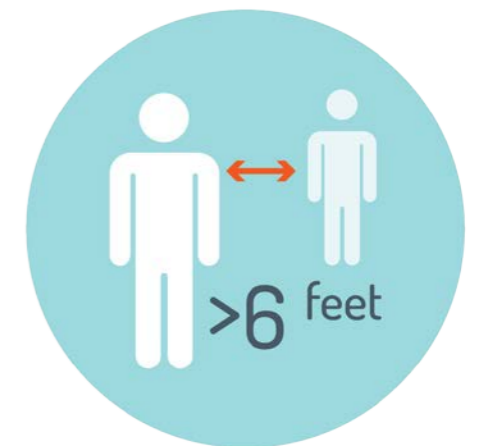


## VIII. EMERGENCY PREPAREDNESS: SUPPORTING THE COMMUNITY

**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





**Strategic Goals Study Session**  
**February 13, 2024**  
**Agenda**

1. 2023 Efforts to Move the Strategic Goals Forward (Nick Kimball)
  - a. Receive Presentation of 2023 efforts
  - b. Watch 2023 Economic Development video
  - c. Review 2023 Department Head Retreat Summary
  - d. Discuss providing a "State of the City" address in October/November 2024 hosted annually by the Mayor to communicate efforts to the community.
  
2. Strategic Goals 2022-2026 (Carlos Hernandez)
  - a. Review 2022-2026 Strategic Goals & suggest updates, as appropriate
  - b. Discuss/review draft community survey
  
3. 2024-2025 Budget Priorities (Erica Melton)
  - a. High level review of revenue sources, projection methodology, expenditure categories, fixed costs, and "discretionary funds" (Budget 202)
  - b. Review data/performance measurement expectations
  - c. Complete budget prioritization exercise with City Council
  
4. Review and Wrap up (Nick Kimball)