



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



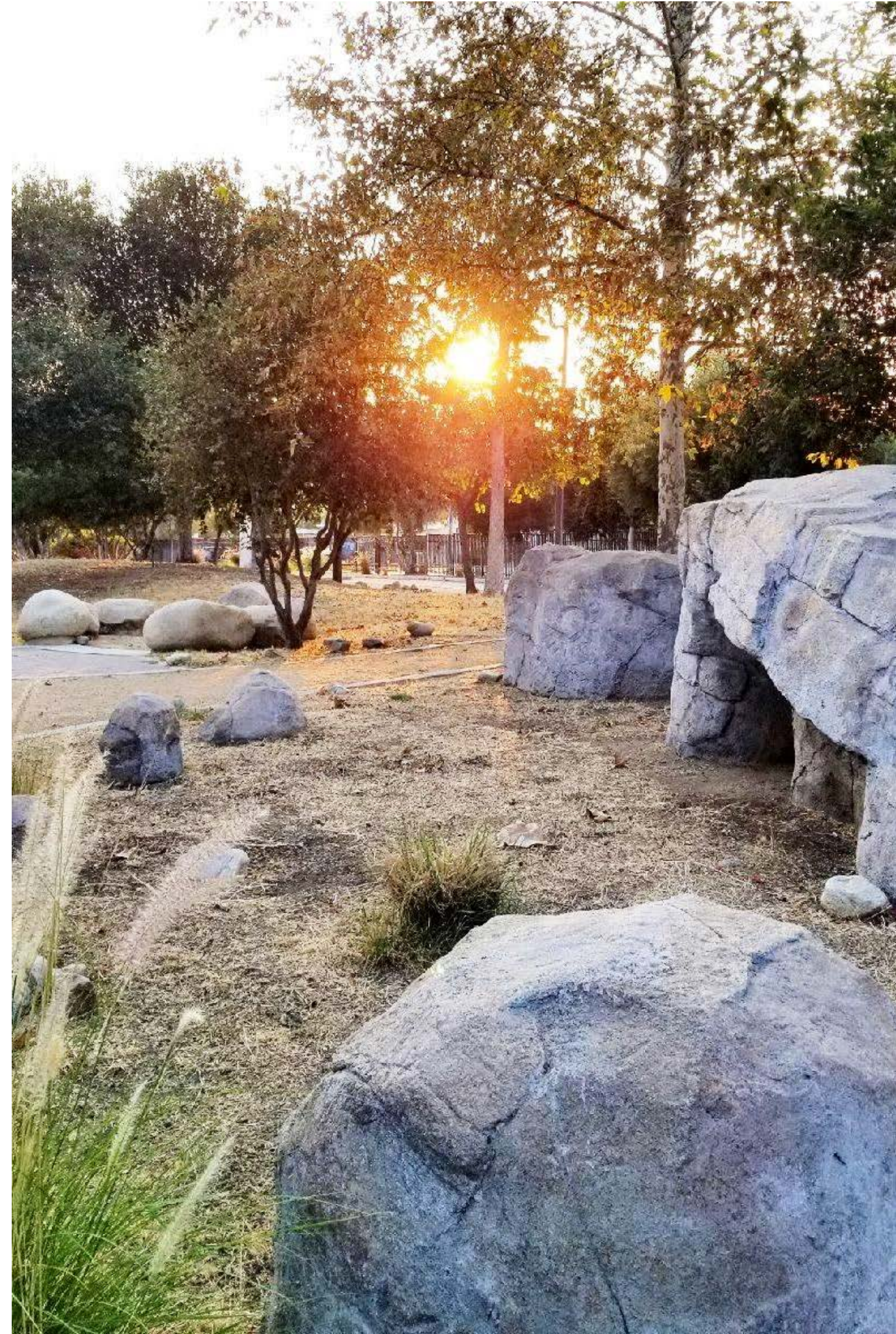
II. CULTIVATING A STRONGER  
LOCAL ECONOMY



III. PRESERVE BEAUTIFUL HOMES AND  
NEIGHBORHOODS



IV. STRENGTHEN CLIMATE RESILIENCE  
AND ENVIRONMENTAL JUSTICE

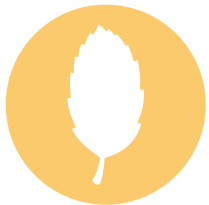




# 2022 - 2026 Strategic Goals (continued)



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.





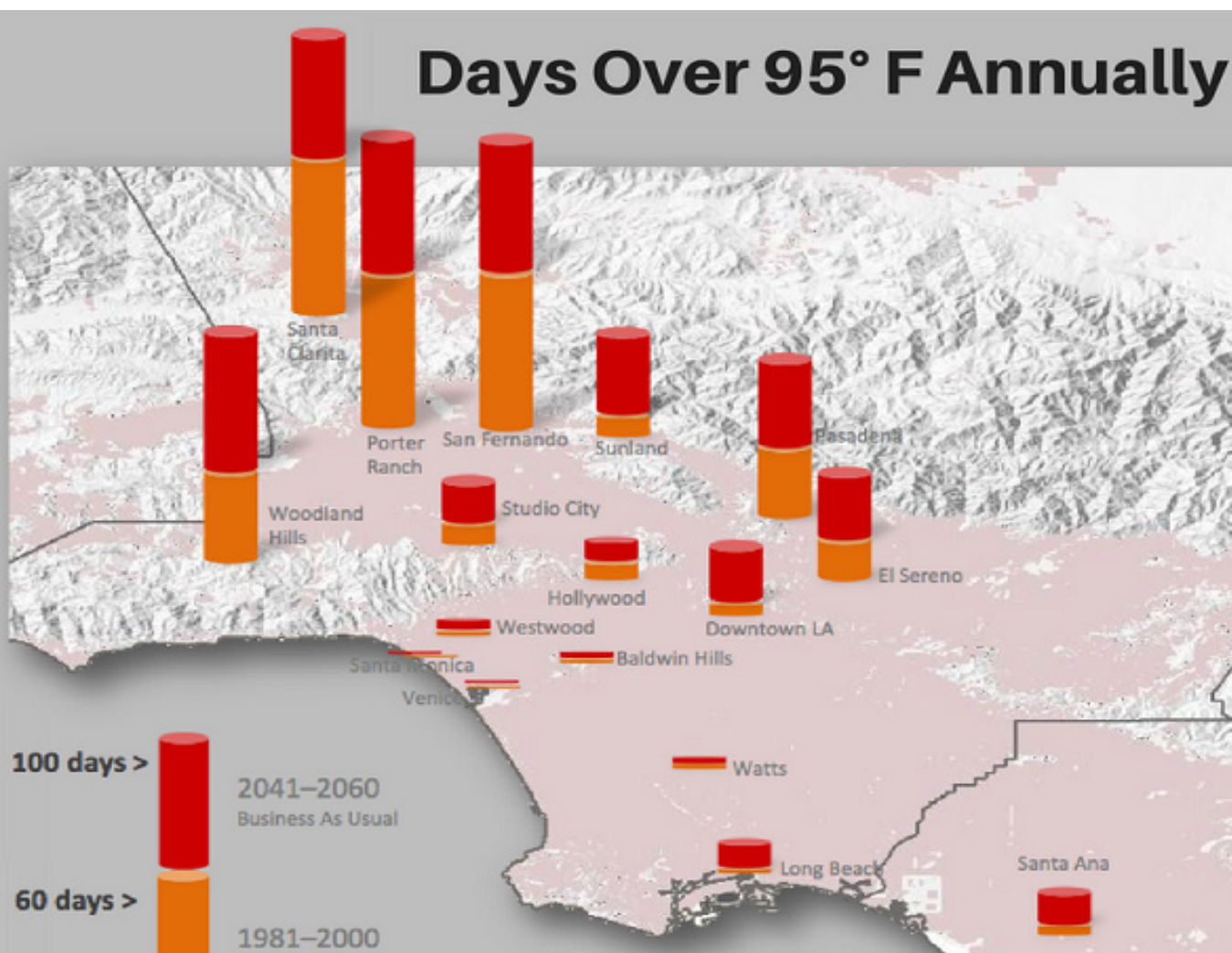


## IV. STRENGTHEN CLIMATE RESILIENCE AND ENVIRONMENTAL JUSTICE

**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

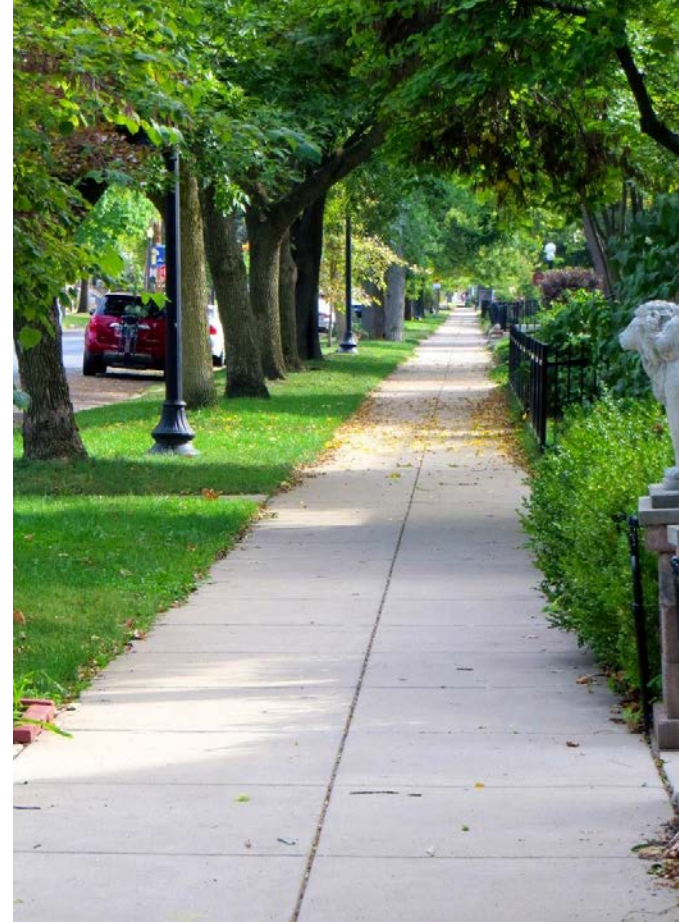
**Goal:** The City of San Fernando is committed to enhancing regional and local public transportation options that benefit residents, employees, visitors, and customers of San Fernando businesses and cultural institutions.

### 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.



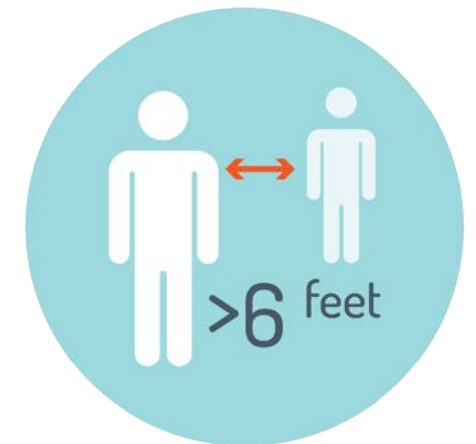


## VIII. EMERGENCY PREPAREDNESS: SUPPORTING THE COMMUNITY

**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



