

**CITY OF CITRUS HEIGHTS
CITY COUNCIL
MINUTES
Special Meeting of Tuesday, May 10, 2022
Citrus Heights City Hall
6360 Fountain Square Drive, Citrus Heights, CA**

SPECIAL CITY COUNCIL MEETING CALLED TO ORDER

The special City Council meeting was called to order at 8:30 a.m. by Mayor Middleton.

1. Roll Call: Council Members present: Bruins, Daniels, Miller, Schaefer, Middleton
Council Members absent: None
Staff present: City Manager Feeney and department directors.

PUBLIC COMMENT

None

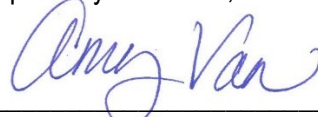
STRATEGIC PLANNING WORKSHOP

The City Council held a Strategic Planning Workshop. Marilyn Snider, with Snider and Associates, facilitated the meeting and provided a record of the discussion, which is attached and incorporated into the minutes.

ADJOURNMENT

There being no further business to come before the City Council, the meeting was adjourned at 2:40 p.m.

Respectfully submitted,



Amy Van, City Clerk

CITY OF CITRUS HEIGHTS
STRATEGIC PLANNING WORKSHOP
May 10, 2022 * Citrus Heights City Hall

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904

MISSION STATEMENT

The City of Citrus Heights is committed to providing high quality, economical, responsive city services to our community.

VISION STATEMENT

Citrus Heights will be the city of choice for residents and businesses to prosper and thrive and a model of neighborhood engagement.

CORE VALUES

not in priority order

The City of Citrus Heights values . . .

Diversity

Integrity

Teamwork

Innovation

Respect

Responsive Customer Service

Trust

THREE-YEAR GOALS

2021-2024 * not in priority order

- **Maintain and enhance fiscal stability**
- **Maintain public infrastructure and enhance alternative modes of transportation**
- **Diversify for a resilient economy**
- **Preserve and enhance public safety**
- **Enhance community vibrancy and engagement**

NEXT STEPS / FOLLOW-UP PROCESS

WHEN	WHO	WHAT
May 10, 2022	Brenda Anderson, City Manager assistant	Distribute the updated Strategic Plan to all participants.
Within 48 hours	All recipients	Read the Strategic Planning Retreat record.
May 11, 2022	City Clerk	Place the updated Strategic Plan on the City's website.
At the May 26, 2022 City Council Meeting	Mayor	Present the updated Strategic Plan to the public.
By May 17, 2022	City Manager and Department Heads	At the May 17 General Staff Meeting, present and review the draft updated Strategic Plan with staff.
By May 19, 2022	City Manager and Management Team	Review the "Current Internal Weaknesses/Challenges" list for possible action items.
Monthly	City Council and Executive Team	Monitor progress on the Strategic Plan and revise Objectives (add, amend and/or delete), as needed.
Monthly with input by the Objective Leads, by the 22 nd of the month	Brenda Anderson, City Manager assistant	Distribute the written, updated Strategic Goals & Objectives matrix to City Council and Department Heads for sharing with staff.
By October 25, 2022	City Council	Hold a Study Session on potential areas for consideration for a sphere of influence amendment and potential annexation.
October 25, 2022	City Council City Manager City Attorney Executive Team	Hold the next Strategic Planning Retreat to: <ul style="list-style-type: none"> • Assess progress on the Strategic Plan Goals & Objectives • Develop new Six-Month Strategic Objectives for each of the Three-Year Goals

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE CITY OF CITRUS HEIGHTS’ STRENGTHS AND ACCOMPLISHMENTS SINCE SEPTEMBER 21, 2021?

Brainstormed List of Perceptions

- Adoption of the Sunrise Tomorrow Specific Plan and EIR
- Approval of the American River Collegiate Academy Charter School
- Issuance of all Building Permits for Mitchell Village and Northridge Grove Developments
- Processed 3858 online building permits, performed 10,940 building inspections and performed 1,798 plan reviews.
- New Police Chief
- ARPA Funding to being used to staff vacant positions at the PD
- Sunrise Tomorrow specific plan unanimously adopted by council on the day of the Marine Corps. Birthday, November 10, 2021
- Making City Hall and council meetings more accessible coming out of the Pandemic
- Economic growth within the City
- Promotion, Appointment, Hiring of new City Executive Team
- Overall Reduction of Crime by 8% in 2021
- Successful Implementation of Body Worn Camera System in PD
- Successful Grant funding through Federal Community Project Program- Congressman Ami Berra’s office. (once confirmed)
- Completed the City Council re-districting process
- Celebrating 25 years as a city
- New City Manager, Community Development Director, General Services Director
- Implemented ARPA Small Business Grant Program
- Repaid Line of Credit Balance
- Balanced Budget
- Line of Credit paid off early
- New City Manager
- Successful navigation of the pandemic
- New City Manager, Community Development Director, Police Chief and General Services Director
- Construction of various CIP projects (Mariposa SRTS phase 4, Greenback Lane, Residential Street Resurfacing, Bonita Storm Drain Project, etc.)
- Completed large electric efficiency upgrade project to city’s street light inventory
- Collaboration with County on large, shared use projects just as repaving of Madison and Kenneth
- Dedicated and caring professional staff team focused on community serving objectives
- New City leadership team and City Hall reopened to the public
- Debt free financial position through paying off line of credit
- Sunrise Tomorrow Specific Plan approved
- Police Department vacancies & frozen positions being refilled through ARPA bridge
- Enacted permanent fireworks ordinance, resulting in safer and improved welfare of citizenry
- Soil remediation complete at Sylvan School site; moving forward with residential development with Woodside Homes
- Several receivership cases resulted in blighted properties being rehabilitated without any cost to the City
- Hired a new city manager
- Began building up our police department

- Paid off our debt
- Reopened city hall
- Reopening of City Hall and staff returning to work- improved customer service to the public as well as internal customer service
- New leadership across the agency
- Appointed directors from PD, CDD and GSD from within, all with extensive institutional knowledge and strong leadership skills
- Hired multiple new staff, adding diverse talent, experience and energy to the city
- Reclassified/promoted multiple existing staff, recognizing growth and accomplishments
- Approved amendment with Republic Services to Comply with SB 1383, maintaining among lowest rates in region
- Housing and Grants Program Technician in CDD nominated as one of SJUSD's Most Valued Partners (MVP) for 2022
- HR moving quickly to post and complete recruitments
- The City received award from the Association of Environmental Professionals (AEP) for the Sunrise Tomorrow Specific Plan.
- Our Economic Development & Communications Manager earned the prestigious designation of Certified Economic Developer (CEcD) from the International Economic Development Council.

WHAT ARE THE CITY OF CITRUS HEIGHTS' CURRENT INTERNAL WEAKNESSES/ CHALLENGES?

Brainstormed List of Perceptions

- Retention/Recruitment of Staff
- Succession Planning
- Lack of funding to effect significant change
- Lack of disposable income for residents to shop in Citrus Heights
- Employee Assistance Program (EAP) with MHN is lacking
- Fleet needs both for the City and the PD
- Staffing challenges while trying to build back specialty units within the PD
- Infrastructure and roadway maintenance
- Impact of unfunded State and Federal liabilities
- Impact to PD programs while training and fielding new police personnel.
- Information Technology capabilities and resources to meet evolving tech needs
- Outdated, obsolete, and aging technology, equipment, and vehicles
- Low staffing
- Retaining qualified staff
- Staffing shortage
- Built out city
- Compensation vs inflation
- Pandemic recovery
- High number of staff vacancies
- Workload greater than capacity (not including reduced staffing levels)
- Lack of training opportunities over last few years
- Staff resources to execute on grant opportunities and upcoming CIPs needs
- Grant matching funds availability
- Deferred replacement of fleet and modernization of dispatch infrastructure
- Limited revenue opportunities to help address community infrastructure needs
- Figuring out post-COVID environment of bringing folks back to work in person and providing full range of services in person
- Staff turnover
- Lack of funding to maintain and upgrade streets
- Lack of funding to restore all of the special units within the police department
- Vacant positions creating burden on staff and resources
- Demand/pressure to deliver projects and services with constrained resources (staff and funding)
- Mental health of employees - staff burnout from COVID, balancing work/life/health
- Still working to bring staffing levels up to meet needs
- Loss of Funding for PD Wellness Program

WHAT ARE THE EXTERNAL FACTORS/TRENDS (e.g., ECONOMIC, POLITICAL, TECHNOLOGICAL, HEALTH AND ENVIRONMENTAL) THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF CITRUS HEIGHTS IN THE COMING YEAR?

Brainstormed List of Perceptions

- Infrastructure Funding
- Completion of Arcade Cripple Creek Trail
- Completion of Mitchell Village Subdivision and Open Space
- Completion of the Fair Oaks Senior Affordable Apartments
- ARPA funding
- OTS Grant funding
- Passing of AB 1599 to repeal changes and additions made by Proposition 47
- Sylvan property development
- ARPA funding and programming
- SB1338 Governor's Care court bill
- 2022 elections
- End of Revenue Neutrality
- 2022 General Election
- Sunrise Tomorrow
- Strong local economy – sales tax revenue
- Population growth
- New housing developments
- Consumer spending increases
- Increased environmental awareness
- California political push for alternative modes and equity in transportation
- ARPA funding
- Additional, large amounts of grant funding available from federal government
- Reduction in COVID requirements (i.e. removal of mask mandate, public buildings opening, etc.)
- Robust grant opportunities
- ARPA monies to address one time expenditures making progress on community needs
- Continued COVID recovery for businesses and the community
- Potential revenue event associated with Sylvan property closing
- Revenue neutrality agreement expiring
- Improved health situation as we transition to COVID endemic
- Despite drastic high housing prices increasing in the Sacramento region, Citrus Heights is comparatively affordable
- November elections hold promise for positive changes
- Businesses that have weathered the COVID shut down, remained open and are growing
- Affordable compared to the rest of the region and Bay Area
- COVID restrictions have ended – for the most part
- Federal Infrastructure Funding - increased multi-year funding opportunities via grant programs
- Local election year - may allow for more community participation opportunities
- Post pandemic opportunities for events and gatherings with the public
- Community interest in civic engagement is re-energized
- State and federal funding opportunities
- Organic recycling

WHAT ARE THE EXTERNAL FACTORS/TRENDS (e.g., ECONOMIC, POLITICAL, TECHNOLOGICAL, HEALTH AND ENVIRONMENTAL) THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF CITRUS HEIGHTS IN THE COMING YEAR?

Brainstormed List of Perceptions

- Rising Interest rates
- Affordability of homes
- Drought
- Continued addition of unfunded mandates from elected officials
- Overall inflation and rising fuel costs
- War in the Ukraine
- Drought
- Reduction in job availability due to technology enhancement and improved efficiencies
- 2022 elections
- Possible Economic recession
- Lack of adequate mental health and addiction treatment/ intervention for at risk populations
- Continued supply chain challenges and logistic issues
- 2022 General Election
- Possible recession
- Homeless population
- Unpredictable job market
- Tighter budgets
- Cost of living in California
- Volatility in construction bidding climate
- Lengthy material procurement times
- Reduced workforce, unable to fill vacant positions with qualified staff
- Current political climate, Ukrainian/Russian conflict
- Drought
- Long lasting COVID impacts
- Staff turnover
- Higher interest rates and inflationary pressure might trigger a recession
- Homelessness and blight
- Increasing construction costs
- Drought, climate change and associated mandates to address
- Potential economic slowdown, and current inflation (keeping employees could be difficult as wages elsewhere rise)
- War in Ukraine
- One political party system in California
- Cost of living in CA
- Run-away inflation
- Aftermath of COVID having crippled the economy for 2 years
- Post COVID effects on recruitments and challenges with attracting qualified candidates.
- Effects from the pandemic as well as inflation on materials and labor
- Climate change/drought effecting maintenance and sustainability of our natural resources (trees, landscape, creeks)
- Continued impacts of unfunded mandates
- Continued expansion of regulatory requirements, including implementation, monitoring, enforcement and reporting
- Difficult hiring market; hard to find good candidates for some city positions

STRATEGIC PLANNING ELEMENTS

S.W.O.T. ANALYSIS

INTERNAL:

+Strengths
--Weaknesses

EXTERNAL:

+Opportunities
-- Threats

MISSION/PURPOSE STATEMENT

Why the organization exists and whom it serves

VISION STATEMENT

A vivid, descriptive image of the future—what you want the organization to (e.g., be, be recognized as, achieve)

CORE VALUES

Guiding principles that the organization/work environment encourages, recognizes and rewards

GOALS

What the organization needs to accomplish—broad statements of intent which are consistent with the mission and help fulfill the vision

OBJECTIVES

How the goals will be addressed—by when, who will be accountable for what specific, measurable results/outcomes

FOLLOW-UP PROCESS

A clearly defined, regular (at least monthly) monitoring process

CITY OF CITRUS HEIGHTS STRATEGIC OBJECTIVES

May 1, 2022 – November 1, 2022

THREE-YEAR GOAL: MAINTAIN AND ENHANCE FISCAL STABILITY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the May 26, 2022 City Council Meeting	City Manager, working with department heads and Finance Team	Present to City Council, recommendations for future action for utilization of the American Rescue Plan Act (federal stimulus) funding.				
2. At May 26, 2022 City Council Meeting	City Manager	Present to City Council for consideration, the resolution adopting the Focus Area Strategic Objectives through March 2024, as outlined in the May 10, 2022 Strategic Planning Retreat memorandum.				
3. At the June 23, 2022 City Council Meeting	Administrative Services Director, working with Community Development Director and General Services Director	Present to City Council for consideration, an analysis and proposed update of the city's development impact fees.				

THREE-YEAR GOAL: **MAINTAIN AND ENHANCE FISCAL STABILITY (cont.)**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
4. At Sept. 22, 2022 City Council Meeting	City Manager – lead, working with Administrative Services Director, and input from the Finance Committee	Present to City Council for consideration, budgeting strategies that provide for grant matching funds.				
5. At Oct. 27, 2022 City Council Meeting	Administrative Services Director	Present to City Council for direction, options and recommendations on replacement of enterprise financial software system (Eden).				
6. By Nov. 1, 2022	City Manager	Create a comprehensive grants action plan.				

**THREE-YEAR GOAL: MAINTAIN PUBLIC INFRASTRUCTURE AND ENHANCE
ALTERNATIVE MODES OF TRANSPORTATION**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the June 23, 2022 City Council Meeting	City Engineer	Present to City Council for consideration, the award for the Arcade-Cripple Creek Trail Project.				
2. At the June 23, 2022 City Council Meeting	City Engineer	Present to City Council for consideration, the award of the 2022 Annual Residential Street Resurfacing Project.				
3. By Sept. 1, 2022	City Engineer	Complete construction of the Mariposa Avenue Safe Routes to School Phase 4 Project.				
4. At the Sept. 22, 2022 City Council Meeting	General Services Director - lead, working with the City Engineer	Present to City Council for direction, options regarding pavement and restoration strategies.				
5. At the Oct. 13, 2022 City Council Meeting	General Services Director - lead, working with the City Engineer	Present to City Council for consideration, options regarding sound wall repair and beautification.				
6. At the Oct. 13, 2022 City Council Meeting	General Services Director, working with the City Engineer	Present to City Council, a maintenance and enhancement strategy to identify centerline miles of roadways in need of restriping and other minor roadway repairs.				

THREE-YEAR GOAL: **MAINTAIN PUBLIC INFRASTRUCTURE AND ENHANCE
ALTERNATIVE MODES OF TRANSPORTATION (cont.)**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
7. By Nov. 1, 2022	City Engineer	Complete the construction of the Greenback Lane Complete Streets Project from Sunrise to Fair Oaks Boulevard.				

THREE-YEAR GOAL: **DIVERSIFY FOR A RESILIENT ECONOMY**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By Aug. 15, 2022	Community Development Director - lead, working with the City Engineer	Review Draft Traffic Study for Sylvan Corners/Woodside Homes Project and report results to City Manager.				
2. By Oct. 1, 2022	Economic Development and Communications Manager – lead, working with the Mayor, City Manager and Police Chief	Visit at least one business as part of the Business Visitation Program.				
3. By Nov. 1, 2022	City Manager - lead, working with Community Development Director and Economic Development & Communications Manager	Present to City Council, options for public infrastructure financing and other economic development tools to incentivize Sunrise Tomorrow development.				

THREE-YEAR GOAL: **DIVERSIFY FOR A RESILIENT ECONOMY (cont.)**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
4. By Oct. 15, 2022	City Manager - lead, working with Community Development Director and Economic Development & Communications Manager	Approach Sunrise Tomorrow property owners about securing right-of-way dedications that would allow them to access public financing tools and meet grant eligibility requirements.				
5. By Aug. 15, 2022	City Manager - lead, working with Community Development Director and Economic Development & Communications Manager	Issue a Request for Proposals to conduct analysis of various public infrastructure financing scenarios and other economic development tools to inform future development agreement discussions for Sunrise Tomorrow.				
6. By Aug. 15, 2022	City Manager	Present to City Council, a plan to increase active engagement in regional, state, and federal legislative matters that advance or impact the City of Citrus Heights.				

THREE-YEAR GOAL: PRESERVE & ENHANCE PUBLIC SAFETY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the June 23, 2022 City Council Meeting	General Services Director – lead, working with the Police Chief	Present to City Council, a proposal for a City of Citrus Heights Beautification Crew, to actively maintain the public right-of-way and keep it free and clear of debris and obstructions, both for public safety and aesthetic benefit.				
2. By July 15, 2022	Police Chief	Present to City Council for consideration, a plan to replace and/or upgrade the deferred portion of the Police Department fleet and the critical Communication Center technology.				
3. By Sept. 15, 2022	Police Chief and City Attorney	Present to City Manager at least 3 viable options for increased accountability for addressing chronic habitual offender cases (e.g. Community Prosecutor Program).				
4. By Oct. 1, 2022	Administrative Services Director – lead, working with the Human Resources Manager and the Executive Team	Explore, evaluate and recommend to City Manager an enhanced Employee Wellness Program (e.g. Employee Assistance Program and Workers' Comp).				
5. By Oct. 15, 2022	Police Chief	Evaluate the feasibility of leveraging current technology to enhance proactive crime prevention and report results to the City Manager.				

THREE-YEAR GOAL: **ENHANCE COMMUNITY VIBRANCY AND ENGAGEMENT**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the June 9, 2022 City Council Meeting	City Clerk	Present to City Council for consideration, an earlier start time for the City Council meetings, with emphasis on promoting public participation through effective communications.				
2. At the Aug. 11, 2022 City Council Meeting	Facilities Manager	Present to City Council for information, upcoming Sunday Funday collaborations with community groups including neighborhood associations, Connect Citrus Heights, and the Citrus Heights Historical Society.				
3. At the Sept. 8, 2022 City Council Meeting	Economic Development & Communications Manager	Present to City Council for consideration, a proposal to purchase and outfit a Citrus Heights Block Party Trailer, available to community groups to rent stocked with essentials to host events.				
4. At the Sept. 8, 2022 City Council Meeting	Economic Development & Communications Manager	Present to City Council for consideration, a proposal that would provide grants to community groups to facilitate community projects that engage citizens, improve the community, and promotes community involvement and pride.				
5. At the Oct. 27, 2022 City Council Meeting	General Services Director – lead, working with the City Attorney and Community Development Director	Present to City Council for consideration, a shopping cart ordinance and associated outreach plan that requires shopping cart fleets be retrofitted with lockable wheel devices.				