

**CITY OF CITRUS HEIGHTS
STRATEGIC PLANNING RETREAT
October 22, 2019 * Citrus Heights City Hall**

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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

2017-2020 * not in priority order

Maintain fiscal stability

Improve streets and infrastructure

Diversify for a changing economy

Enhance and expand public safety

Improve community vibrancy and engagement

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF CITRUS HEIGHTS SINCE THE APRIL 2019 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Made a change in the City Attorney's Office and brought in Ryan Jones
- Police Department Traffic Team was recognized by the Office of Traffic Safety for best practices in traffic safety
- Created a Communications Officer position
- Passed a Two-Year Budget
- We had internal promotions
- Launched a Rental Housing Inspection Unit
- Awarded a \$2 million State of Good Repair SACOG grant for San Juan
- Amended our General Plan for Sunrise Mall and created a Specific Plan for the mall
- Mitchell Farms began construction
- Adopted a new building code
- Completed planning and implementation of the Old Auburn Road Diet Demonstration
- Selected new auditors
- Held a successful Community Volunteer Day at the Police Department parking lot with approximately 150 participants
- Completed comprehensive update of the City's records retention schedules
- Selected a new electronic document management system
- Working on a comprehensive fee study and have a draft report
- Awarded a contract for citywide landscape maintenance and replacement services
- Received a GOFA award for our comprehensive financial statement
- Processed over 450 applications for employment
- Implemented several disaster recovery updates in our IT Department
- Created a Shopping Cart Retrieval Team using volunteers to reduce blight
- Completed Highlands Avenue drainage and street improvements
- Implemented District voting, effective in the 2020 election
- Get up Sunrise Boulevard Palm Tree Lighting Project for execution
- Completed two business retention visits with the Mayor and City Leadership
- Adopted governance principles to maintain good governance after districting
- Partnering with regional transit to provide free fares for all students in our city
- Conducted four DUI checkpoints and over 45 DUI saturation operations
- Held two coordinated meetings to reduce homelessness and have reduced homelessness by 76% in the last two years
- Kicked off the Multi Modal Transportation Safety Program and neighborhood champion engagement
- Kicked off Carriage Drive/Loupe Lane Safe Routes to School civic engagement process
- Grand opening of the Medical Office Building
- Police response to SB 1421 (relative to Police Department documents) was excellent
- Purchased Silvan property
- Successful Community Safety Fair for Old Auburn Road
- Hired a firm and kicked off the Sunrise Mall Specific Plan process
- Reduced homeless from 8% to 1%

- Electric Greenway Project is moving forward
- Began hosting monthly Facebook Live sessions to interact with the community
- Implemented two new internal employee newsletters
- Approved mass grading permit for the Mitchell Farms subdivision
- Completed our Consolidated Plan for the next five years
- Completed successful Strengths Finder training for all staff
- Graduated eight students from our Public Safety Pathways Intern Program
- Housed 135 homeless people year-to-date
- Expanded the Police Explorer Program to over 30 students
- Awarded two design grants to businesses for the Activate Auburn Grant Program
- Increased number of ADU units
- Held Sunday Fun Day
- Completed the 4th Annual Homeless Survey
- Updated the City's purchasing policy
- Received a \$50,000 household hazardous waste grant
- Nine students participated in the Public Safety Pathways Program
- Completed an initial outreach process to gauge community priorities for maintaining central services and fiscal stability
- Police Department successfully reached out to the public on NextDoor regarding arrests for theft of bait items
- Awarded a contract for our pavement management system update
- Approved the environmental document for the Electric Greenway Project
- Issued a RFP for final design services for Auburn Boulevard Complete Streets Revitalization Project, Phase 2

WHAT ARE THE CITY'S CURRENT INTERNAL WEAKNESSES/CHALLENGES?

Brainstormed List of Perceptions

- Limited funding for aging infrastructure
- Failure to maintain pavement striping
- Lack of revenue to meet essential services' demands
- Insufficient replacement funding
- Public Works Director vacancy
- Weak public information outreach
- Loss of knowledge due to retirements
- High employee injury rate
- Limited funding to keep up with changes in technology
- Challenges of addressing homelessness issues
- Expenses outpacing revenue
- Inadequate job highlighting new businesses
- Lack of ability to engage the community fully
- We do not use technology to the fullest extent
- No signature recurring event
- Lean staffing levels

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY IN THE COMING YEAR?

Brainstormed List of Perceptions

- Lower interest rate environment
- Low unemployment
- Strong national economy
- Technology allows us to engage residents
- Additional State funding for housing
- Upcoming elections
- New businesses coming to Citrus Heights
- Improving technology automated vehicles
- A more conservative federal judiciary
- SB 2 (planning grant)
- Additional grant opportunities from SB 1
- Gas prices up for increased sales tax revenue
- Sacramento was awarded a soccer franchise
- Potential split-role property tax initiative
- Potential for new statewide Economic Development Program
- Longer life span leading to more volunteerism
- Studio Movie Grill opening spurring redevelopment on Auburn Blvd in a distressed commercial setting
- New infill housing
- Opening of Medical Office Building with 227 hired

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY IN THE COMING YEAR?

Brainstormed List of Perceptions

- Potential split-roll property tax
- Anti-sales tax legislation
- Tariffs
- Legislation limiting police force abilities (e.g., use of face recognition)
- Lack of mental health services
- High construction costs impacting development
- Online shopping
- Lack of diversified commercial real estate
- Upcoming elections
- Increased utility rates
- PG&E cutting off electricity
- Unstable public utilities
- Gas tax being held at the State level
- High fuel and transportation costs
- One party politics in California
- Lack of drug addiction intervention laws
- Drugs
- Legislation impeding local ability to deal with homelessness
- Social media
- State legislation that limits local control
- Natural disasters
- Ongoing international conflicts
- Affordable housing requirements

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
October 22, 2019	Katherine	Distribute the strategic plan to invitees.
By October 24, 2019	All recipients	Read the strategic planning retreat record.
At the October 24, 2019 City Council meeting	Mayor	Present the updated Strategic Plan to the public.
October 25, 2019	City Clerk	Place the “Strengths” on the city’s website.
October 31, 2019	City Manager & Management Team	Review the “Weaknesses” list for possible action items.
By November 15, 2019	City Manager & Department Heads	Present the updated Strategic Plan to staff.
Monthly	City Council & Executive Team	Monitor progress on the Strategic Plan and revise Objectives (add, amend and/or delete), as needed.
Monthly	Katherine	Distribute the written, updated Objectives Monitoring Matrix to the City Council and Department Heads for sharing with staff.
At the January 23, 2020 City Council meeting	City Manager	Provide to the City Council an update on the status of the Sayonara Replacement Housing Obligation.
March 31, 2020 8:00/8:30 am to 1:00 pm	City Council City Manager Executive Team	Strategic Planning Retreat to: <ul style="list-style-type: none"> - assess progress on the Strategic Plan Goals and Objectives - identify new Three-Year Goals - develop new Six-Month Strategic Objectives for each Goal.

STRATEGIC PLAN ELEMENTS

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“SWOT” ANALYSIS

Assess the organization’s:

- Internal **S**trengths - Internal **W**eaknesses
- External **O**pportunities - External **T**hreats

MISSION/PURPOSE STATEMENT

States WHY the organization exists and WHOM it serves

VISION STATEMENT

A vivid, descriptive image of the future—what the organization will BECOME

CORE VALUES

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

THREE YEAR GOALS

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

KEY PERFORMANCE MEASURES

What success will look like upon achievement of the goal

SIX MONTH STRATEGIC OBJECTIVES

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months