



# CITY OF CITRUS HEIGHTS

## CITY COUNCIL MEMORANDUM

**DATE:** October 25, 2022

**TO:** Mayor and City Council Members

**FROM:** Ashley J. Feeney, City Manager

**SUBJECT:** Strategic Planning Retreat Background Information

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### **Summary and Recommendation**

The purpose of this memorandum is to provide background information for City Council consideration as Council prepares for the Strategic Planning Retreat scheduled for October 25, 2022.

At the last Strategic Planning Retreat held on May 10, 2022, the City Council worked with the staff team to identify and adopt strategic goals that covered a six-month planning period ending November 1, 2022. In accordance with the established strategic planning process, a Strategic Planning Retreat is being held to review the last six-month goal period and to establish strategic goals for the next six-month planning period November 2022 to May 2023.

While there are a number of important strategic objectives and implementation measures that will be discussed as part of the Strategic Planning Retreat, staff requests that City Council reflect on the information provided in this memorandum that serves as an update to the focus area work plan that is serves as the core work plan through 2024.

### **Background**

Since incorporation, Citrus Heights has placed an emphasis on strategic planning to prioritize its policies, programs, and services for the coming year. The City Council, City Manager, and executive staff members participate in the goal and objective-setting process. It is the responsibility of the City Manager to oversee the implementation of the Strategic Plan, coordinating with the City's operating departments and divisions. The current adopted Three-Year Goals (2021-2024) associated with the Strategic Plan are as follows:

- 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

Historically, every six months the City Council reviews the goals and identifies a list of objectives to support the core goals. Implementation of these objectives is how the City achieves our shared vision of a city of choice for residents and businesses to prosper and thrive. Staff are on track to complete the current six-month strategic objectives that were agreed to as part of the May 10, 2022 Strategic Planning Retreat.

### **Focus Area Work Plan**

Consistent with one of the May 2022 six-month strategic goals, City Council adopted the Focus Area Work Plan by Resolution at the May 26, 2022 City Council meeting. The Focus Area Work Plan outlines a list of Strategic Objectives through March 2024, clarifying the mission and focus for the remainder of the Three-Year Goal Period. The Focus Area Work Plan list of Strategic Objectives is intended to serve as a road map that provides clarity of mission for strategic planning as many of these actions build off one another. As part of the upcoming retreat, staff will report out on the progress of the Focus Area Work Plan and make recommendations on how to advance the body of work. The Strategic Planning Retreat also provides an opportunity to consider modifications based upon evolving needs, results, and return on investment.

The Focus Area Work Plan and this memorandum is organized into the following categories:

- Community Image
- Economic Development
- Community Connection
- Infrastructure Maintenance

This memorandum tracks the staff recommended and City Council approved strategic objectives that would create progress and meet community needs in each focus area. The intent of this memo is to track the work product of the focus area work plan within the incremental strategic planning framework through the remaining term of the three year strategic goals. In addition to tracking completed objectives, suggestions for the six-month strategic objectives are also included herein.

### **Work Plan Matrix**

The attached Work Plan Matrix tracks the strategic objective recommendations tables from the Focus Area Work Plan. The left hand column lists all focus area objective staff recommendations. Several of these strategic objectives were codified as adopted six-month strategic objectives over the period ending in November and are noted in bolded font. Progress update on all recommendations are noted in the center column, There are some of the items in the Focus Area Work Plan where progress is being made without the item necessarily being identified as a six-month objective, for those items a brief update is provided. Suggestions for consideration for the upcoming six-month strategic objectives are also in the right hand column. Bolded items in the right hand column are suggested next strategic objectives.

The recommended draft strategic objective statements and implementation measures are specifically designed to be community facing and serving to help address the community focus areas referenced above. The current six-month strategic objectives include a number of items that

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are not part of the Focus Area Work Plan as well. The idea behind reviewing the adopted Focus Area Work Plan as part of strategic planning is to ensure clarity of mission and continued focus in these important topical areas.

**Attachments:**

Attachment 1 – Work Plan Matrix