



CITY OF CITRUS HEIGHTS

CITY COUNCIL MEMORANDUM

DATE: June 15, 2023

TO: Mayor and City Council Members

FROM: Ashley J. Feeney, City Manager

SUBJECT: Strategic Planning Retreat Background Information

This memorandum provides background information for City Council consideration as Council prepares for the Strategic Planning Retreat scheduled for June 15, 2023.

At the last Strategic Planning Retreat held on October 25, 2022, the City Council worked with the staff team to identify and adopt strategic goals that covered a six-month planning period ending May 1, 2023. 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 develop new strategic objectives.

Background

Since incorporation, Citrus Heights has emphasized 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

The City Council reviews the goals in regular increments 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.

Focus Area Work Plan

City Council adopted the Focus Area Work Plan by Resolution at the May 26, 2022, City Council meeting. This adoption affirmed the Focus Area Work Plan be used as a guiding and

overarching strategy in all increments of objective setting through strategic goal expiration in March 2024, setting targeted focus on community priorities through the remainder of the Three-Year Goal Period. The Focus Area Work Plan list of Strategic Objectives has served as a strategic planning road map that provides clarity of mission, allowing actions to build off one another for bigger impact.

The Focus Area Work Plan sets recommendations in four community priority areas: Community Image, Economic Development, Community Connection, and Infrastructure Maintenance.

Many high-impact initiatives over the past year and a half have resulted from the direction provided by the Focus Area Work Plan, including:

- Creation and implementation of the beautification crew to combat blight – the initiative has resulted in 100,000 lbs. of refuse picked up in its first six months of operation
- Tools that assist with homeless prevention and increase accountability for chronic nuisance offenders
- New city programs and events on the calendar that create Community Connection, including the inaugural Stars and Stripes Celebration, City Scoop neighborhood event series, the Community Block Party Trailer Program, Community Projects Grant Program, and more
- The creation of a \$1,000,000 Business Attraction Program to attract new restaurants, breweries, and entertainment
- Significant infrastructure policy and planning objectives to further long standing maintenance needs and beautification needs and efforts including enhanced mill and fill operations, refreshing sound walls and refurbishing medians.

Work Plan Matrix

This Work Plan Matrix serves to track the staff-recommended and City Council-approved strategic objectives that are designed to create progress and meet community needs in each focus area. The matrix follows the progress of each recommendation through the life of the Focus Area Work Plan:

- The left-hand column is a comprehensive list all focus area objective staff recommendations initially presented in May 2022. The bolded recommendations have recommended activities for the current objective setting cycle.
- Progress updates and metrics on all recommendations are noted in the center column
- Recommended next actions are in the in the right hand columns: bolded items are suggested next strategic objectives.

Methodology and Future Recommendations

As noted in the right hand column of the work plan matrix, staff is proposing a nine month implementation period for the next cycle of strategic objectives. This serves a dual purpose:

1. It allows a consistent nine month execution window between the strategic objective cycle and the current strategic goals, set to expire in March 2024.
2. This term will also bring the Focus Area Work Plan, adopted through March 2024, to completion.

Strategic objective recommendations on the work plan matrix were drafted with this modified term in mind.

Moving forward, staff recommend embarking on an annual strategic planning process. The addition of a longer-term focus area work plan into the City's strategic planning process allowed for a more intentional and iterative future planning compared to ad hoc six-month planning cycles. Said another way, City Council and staff set and achieved more aggressive goals by taking a future-forward perspective. Hosting the annual planning in March each year will provide the opportunity to inform the budget process, ensuring the upcoming budget reflects community priorities and real-time strategic planning focus areas. Staff continues the commitment to providing consistent and metrics-oriented updates to City Council.

Draft Strategic Objectives for Consideration June 2023 – March 2024

The Draft Strategic Objectives document (Attachment 1) is prepopulated with objective recommendations from the City Manager and Department Directors for consideration and discussion with City Council at the upcoming retreat. The strategic objectives that note FAWP are pulled from the Focus Area Work Plan Matrix document (Attachment 2). The draft strategic objectives are identified for discussion with the City Council. The draft strategic objectives will be finalized at the upcoming retreat and will be brought to City Council at a future regular meeting with action timelines. These were developed to advance City Council priority projects and initiatives while meeting organizational needs.

Attachments:

Attachment 1 – Draft Strategic Objectives June 2023 – March 2024
Attachment 2 - Work Plan Matrix