



CITY OF CITRUS HEIGHTS

CITY COUNCIL MEMORANDUM

DATE: March 28, 2024

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 March 28, 2024.

At the last Strategic Planning Retreat held on June 15, 2023, the City Council worked with the staff team to identify and adopt strategic objectives that covered a nine-month planning period ending in March 2024. Also in June, the Council decided to change cadence from six-month to annual strategic planning process. This was in recognition that the development of longer-term visioning helps guide the strategic planning process resulting in more intentional and iterative future planning compared to ad hoc six-month planning cycles.

In accordance with the established strategic planning process, a Strategic Planning Retreat is being held to review the last goal period and to develop new strategic objectives. Further, the current term of three-year goals is coming to an end. The Council will be asked to review and evaluate the relevance of the previous three-year goals and direct any necessary edits or necessary changes to guide the City over the next three years (2024-2027).

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

Staff recommends the City Council consider each existing goal for relevancy and accuracy moving forward for the next three years. These goals have served the City well and staff believes these goals are consistent with the broader vision of the community; however, evaluation, modification, and reconsideration can be considered by the City Council at the strategic retreat.

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 inaugural Focus Area Work Plan (FAWP) by Resolution at the May 26, 2022, City Council meeting. This adoption affirmed the FAWP 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. This tool was developed to support longer term planning and support of goals that would transcend the relatively short 6-month strategic planning period.

Previously, the Focus Area Work Plan set recommendations in four community priority areas: Community Image, Economic Development, Community Connection, and Infrastructure Maintenance. For this Strategic Retreat, the FAWP categories have been revised to be consistent with the City's three-year strategic goals for ease of reference.

The FAWP resulted in many high-impact initiatives over the past two and a half years including but not limited to:

- Creation and implementation of the beautification crew to combat blight – the initiative has resulted in excess of 100,000 lbs. of refuse picked up in its first year of operation
- Launched tools that assist with homeless prevention and increase accountability for chronic nuisance offenders
- Created 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
- Passed ordinances to address blight including illegal dumping, shopping cart, and restrictions on commercial vehicle parking on commercial corridors
- Launched \$1M Business Attraction Grant Program
- Launched Comprehensive Grants Strategy to increase and diversify funding sources
- Created Homeless Outreach Services partnership created with Sacramento County and Sacramento Covered (Community Health Works)

The FAWP played an important role to bridge the gap between shorter term six-month strategic

planning periods and objectives that required longer implementation horizons. With the advent of a revised annual cadence for strategic planning the FAWP is no longer a necessary tool for strategic planning. The FAWP is included as Attachments 4 and 5 to memorialize the body of work and track the success of its implementation over the last several years. Moving forward, all strategic objectives will be consolidated into the proposed Strategic Planning Matrix, Attachment 6.

While the FAWP approach will no longer be utilized through strategic planning, it is important to note that many of the identified objectives are ongoing efforts that have been incorporated into the City's daily operations and will be continued moving forward until directed otherwise through Council action.

New Strategic Planning Goals term 2024 – 2027

The City has historically set overarching strategic goals in three-year terms. This year marks a renewal of goals and opportunity to check in and assess if the stated goals accurately reflect community and Council priorities.

To ensure any recommendations reflect community sentiment, staff coordinated and implemented a community feedback roadshow. Visited stakeholders included:

- January 22nd – Sylvan Old Auburn Road aka SOAR | Area 10
- February 5th – REACH
- February 9th – Citrus Heights Collaborative
- February 13th – CHANT | Area 3
- February 14th – San Juan Unified School District
- February 15th – Park Oaks aka PONA | Area 5
- February 17th – Neighborhood Watch
- February 19th – Northwest | Area 1
- February 21st – Connect Citrus Heights
- February 21st – BIRDCAGE | AREA 11
- February 26th – Sunrise Park & Recreation District
- February 27th – Rusch Park & Sunrise Ranch | Areas 2 & 6
- March 12th – Sunrise Marketplace
- March 19th – CHASEN | Areas 789

At each meeting, City Manager Feeney presented results of the most recent two-year cycle of strategic/Focus Area Workplan goals along with community sentiment data from a strategic planning Flashvote survey (Attachments 1 and 2). Stakeholders were then asked to provide feedback on the current strategic goals, if they accurately reflect community priorities for the next three years, and any suggestions or requests for strategic objectives.

Similarly, the Executive Team facilitated gathering internal feedback from departments. Staff were presented the strategic planning flyer, 2023 year in review document, as well as a presentation summarizing outcomes of the past two years. They were then asked four questions:

1. On the strategic planning flyer: is this in line with what you observe and experience in your role?

Is there any focus area missing?

2. To improve our accomplishments, what might we start doing? Do more of? Do less of? Stop doing?
3. What is slowing down the implementation of our chosen strategic objectives?
4. As experienced staff, do you have new strategic objectives we should consider to achieve the draft three-year city goals or make advancements in community priority areas?

Regarding strategic goals for the next three-year term, multiple stakeholders provided feedback that the term “alternative” in the infrastructure strategic goal is confusing. As a result, staff recommend the following modification: “**Maintain public infrastructure and enhance alternative all modes of transportation**”. No other strategic goals received feedback and general consensus is that they still accurately reflect community priorities.

A comprehensive document aggregating all stakeholder feedback is provided in this packet (Attachment 3).

Draft Strategic Objectives for Consideration March 2024 – March 2025

The City continues to be successful at delivering high quality, responsive customer service throughout the operations that are offered by City staff and our partners. While these regular services are not captured in the Strategic Objectives, it is important to honor that body of work and be aware of ongoing workload and resource constraints as we consider new strategic objectives for 2024-2025.

The intent of the annual Strategic Objectives is to identify new objectives that advance the City Council’s established goals; while also continuing the existing operations and projects, many of which have been established by previous Strategic Objectives.

A robust engagement plan was developed to solicit feedback from community stakeholders. The community feedback roadshow solicited valuable feedback that directly informed staff’s eventual strategic objective recommendations. This approach allowed for executive staff to develop strategic objectives aligned with community feedback and known Council priorities.

The Draft Strategic Objectives document (Attachment 6) is prepopulated with strategic objective recommendations from the City Manager and department directors for consideration and discussion with City Council at the upcoming retreat. The recommendations provided have been evaluated for feasibility given current staff workload and availability of resources necessary to move forward in the next year.

As part of the revised annual cadence for Strategic Planning, the meeting date was moved to March to align with the City’s budget processes. As many objectives created can have an associated budget impact, this timeline allows alignment to ensure resources necessary to achieve annual strategic objectives are also accounted for in the City’s budget process. Any Strategic Objective requiring financial resources will also be included in the forthcoming mid-cycle budget for consideration.

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 – Strategic Planning Outreach Flyer

Attachment 2 – Year in Review Flyer

Attachment 3 – Stakeholder Outreach Feedback Summary

Attachment 4 – Focus Area Work Plan Executive Summary

Attachment 5 – Focus Area Work Plan Comprehensive Matrix (2022-2024)

Attachment 6 – Draft Strategic Objectives April 2024 to March 2025